



2017 PROPOSED BUDGET



ELMHURST PARK DISTRICT ELMHURST, IL

ANNUAL BUDGET

Fiscal Year - January 1 – December 31, 2017

ADMINISTRATIVE OFFICE

375 W. First Street
Elmhurst, IL 60126
630-993-8900
www.epd.org

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Laura Guttman, Strategy & Planning Coordinator
Nimfa Melesio, Administrative Office Manager

Mission

We provide experiences for the lifetime enjoyment of people who live and play in our community

Vision

We aspire to be a customer centered organization through innovation and sustainability



BUDGET PRESENTATION AWARD

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award for Distinguished Budget Presentation to the Elmhurst Park District for its annual budget for fiscal year beginning January 1, 2016. To receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communications device. Besides receiving the award, the District earned special recognition from GFOA for the document being outstanding as a financial plan.

The award is valid for a period of one year. Based on GFOA's criteria, the budget continues to conform to program requirements, and the 2017 budget document will be submitted to GFOA to determine its eligibility for the award in 2017.



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The 2017 Budget document is divided into sections highlighted by tabs. Below is an explanation of what information can be found behind each tab. Each bolded topic represents a tab.

Section 1: Transmittal Letter: This is a communication from the Executive Director to the Elmhurst Park Board. It highlights the 2017 Budget including how it addresses the priorities established by the Board, changes from the prior year and economic trends impacting the District.

Section 2: Budget Summary and District Profile: This section provides a summary of the budget using tables, charts, and narratives along with a profile of the community and District.

Section 3: Long-range and Organizational Planning: This section discusses the Strategic and Long-range Financial Plans, including how these tools guide the proposed 2017 Budget and lay the groundwork for future decision making. Cash and investment targets and fund balances are assessed and an overview of personnel expenses and staffing levels is provided.

Section 4: Budget Process and Financial Policies: Included in this section is a summary of the budget process and reporting requirements and the financial policies that guide development of this budget and the financial affairs of the District.

Section 5: Fund Summary: This section explains the fund and department structure (basic accounting unit) of the District and the purpose of each fund and department. An analysis of past and projected fund and department revenues and expenditures is provided.

Section 6: Revenue Analysis: A summary of all revenue sources is provided in this section including a detailed overview of each of the revenue sources and an explanation of how they are estimated.

Section 7: Expenditures by Function: In this section, expenditures are presented according to the District's major functional areas rather than by Fund. This section includes functional area missions, responsibilities, 2016 accomplishments, 2017 work plan, budget highlights, future outlook and performance measures. The functional areas are Administration, Marketing and Communications, Finance and Human Resources, Information Technology, Parks, Facilities, Recreation, Enterprise Services and Golf Course. Transfer, capital, and debt expenditures are not presented in this section.

Section 8: Long Range Capital Plan and 2017 Capital Budget: This section includes all capital related expenditures (enterprise and non-enterprise facilities), including a summary of the long-range capital plan, proposed 2017 capital budget revenues and expenditures and impact of capital projects on the operating budget.

Section 9: Debt Service Fund and Detail: This section includes an overview of debt service obligations, the District's debt limit, and debt service schedules listing the maturity of all existing debt.

Section 10: Glossary: This section provides definitions of words used throughout the document that may not be familiar to the reader. The list of words includes technical terms, acronyms, and words specific to government finance and park and recreation agencies.

For more information regarding the District, visit the Elmhurst Park District website at www.epd.org or contact the District at 630-993-8900 or e-mail admin@epd.org with any comments or questions.

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November 14, 2016

Board of Park Commissioners
Elmhurst Park District
Elmhurst, Illinois

Honorable Commissioners:

I am pleased to present for your consideration the proposed 2017 Elmhurst Park District Budget for the fiscal year beginning January 1, 2017 and ending December 31, 2017. The Elmhurst Park District Budget serves three primary purposes: form public policy, control spending, and serve as a written financial plan. It is a documented means of providing financial accountability to the public as the District aims to maintain quality service levels at the lowest possible cost, while addressing the goals of its Strategic Plan. The District's Budget complies with the provisions of the Park Code and Board Policy. All required hearings have been held or are scheduled, with the appropriate notice provided.

Budgeting is not an independent process, as other planning efforts such as strategic planning and capital improvement planning drive budget development. Therefore, the Board and staff review these other processes throughout the year as described on pages 25 and 155. The Budget represents the fiscal priorities for the upcoming year based on your long-range plans, which help the District achieve its mission of providing experiences for lifetime enjoyment. The annual Budget is one of the most important documents approved by the Board due to its comprehensive nature, including outlining the range of services offered, prioritizing the allocation of government resources and the time invested by both the Board and staff in future planning.

Preparation of the annual budget begins in July with staff review and development of the Strategic Work Plan and Long-range Capital Improvement Plan. The budget process continues in early August with staff training on budget parameters and expectations. Department Budget requests are prepared in August and September, followed by a review and analysis of overall projections by the Executive Director. After this review, the proposed Budget is prepared and distributed to the Board in early November for review and analysis before staff's formal presentation on October 24 and on November 14, 2016 and the Board's approval of the Budget and Appropriation Ordinance on December 12, 2016.

By following the Government Finance Officers' Association's (GFOA) best practices for budgeting, the District received the Distinguished Budget Presentation Award from 2007 to 2016. In the proposed 2017 Budget, staff continue to implement the recommendations of GFOA budget reviewers to provide a greater understanding of the District's financial condition and the long-range implications of the proposed Budget.

2017 Budget Summary

In formulating the annual Budget, staff analyze a significant amount of data to project the next fiscal year's revenues and expenditures. Staff review historical and current revenue and expenditure trends, potential new projects and initiatives, current economic conditions, relevant changes in the law, and numerous other factors

that impact the Budget. Some items, particularly recurring expenses or more stable revenues, are relatively easy to predict or control. Other items are more volatile and can fluctuate greatly depending on local and national conditions. The District's overall philosophy is to project revenues and expenses conservatively, and to use sound financial planning to achieve the Board's priorities, utilize existing reserves to maintain assets, take steps and allocate resources to address competition, attract and retain customers, and provide a balanced level of services and programs expected by the community. Furthermore, staff recognize that to ensure long-term financial sustainability, the District must proactively divest in those programs with declining participation while putting resources into areas with potential growth. In 2017, the District has the fiscal agility to use reserves to address capital project needs, maximize and grow revenue, ensure adequate staffing, and undertake key Strategic Plan initiatives for long-term success.

To remain economically stable, the District's long-term Budget Plan and the 2017 Budget continue the existing philosophy and policy of positioning the District financially so that it can carefully use available reserves for capital projects along with a long-term plan to build future reserves. As illustrated in the *2017 Budget Summary by Fund* chart below, staff project that the total 2017 Budget will have a deficit of \$1,359,337 (in the Net Column) due to using \$1,760,831 from reserves for capital projects and \$75,715 to pay debt (in the Cash & Investment Spend Down column) that is possible due to the accumulation of excess reserves over the established cash and investment targets in accordance with Board policy. The deficit occurs because a portion of expenditures have no revenue offset since the revenues were received and recorded in previous years. This deficit is offset with a net operating surplus¹ of \$441,922 mainly to replenish reserves in the General Fund with a \$53,193 net surplus, the Recreation Fund with a \$201,623 net surplus and Enterprise Service Fund with a \$141,862 net surplus. The chart below illustrates 2017 projected revenues and expenditures for the operating, debt and capital and total budgets.

2017 Budget Summary by Fund

| | Revenues | Operating Expenditures | Operating Net | Cash & Investment Spend Down | Total Expenditures | Net |
|--------------------------------------|-------------------|---------------------------|----------------|------------------------------------|-----------------------|--------------------|
| General Fund | 3,492,709 | 3,439,516 | 53,193 | - | 3,439,516 | 53,193 |
| IMRF Department | 392,759 | 385,222 | 7,537 | - | 385,222 | 7,537 |
| FICA Department | 383,309 | 382,865 | 444 | - | 382,865 | 444 |
| Liability Insurance Department | 249,254 | 249,127 | 127 | - | 249,127 | 127 |
| Audit Department | 51,137 | 50,872 | 265 | - | 50,872 | 265 |
| Recreation Fund | 5,117,504 | 4,915,881 | 201,623 | 339,200 | 5,255,081 | (137,577) |
| Special Recreation Association Dept. | 692,709 | 660,466 | 32,243 | 60,000 | 720,466 | (27,757) |
| Museum Department | 296,397 | 294,751 | 1,646 | - | 294,751 | 1,646 |
| Enterprise Services Fund | 4,753,757 | 4,611,895 | 141,862 | 210,000 | 4,821,895 | (68,138) |
| Sugar Creek Golf Course Fund | 1,082,872 | 1,079,890 | 2,982 | - | 1,079,890 | 2,982 |
| Total Operating | 16,512,407 | 16,070,485 | 441,922 | 609,200 | 16,679,685 | (167,278) |
| Debt Service Fund | 1,819,876 | 1,819,876 | - | - | 1,819,876 | - |
| Early Bond Repayment Fund | - | - | - | 75,715 | 75,715 | (75,715) |
| Capital Improvement Fund | 772,784 | 737,534 | 35,250 | 1,151,631 | 1,889,165 | (1,116,381) |
| Paving & Lighting Department | 160,242 | 160,205 | 37 | - | 160,205 | 37 |
| Total Debt and Capital | 2,752,902 | 2,717,615 | 35,287 | 1,227,346 | 3,944,961 | (1,192,059) |
| Total | 19,265,309 | 18,788,100 | 477,209 | 1,836,546 | 20,624,646 | (1,359,337) |

¹ Revenues minus expenses without the spend down of cash and investments

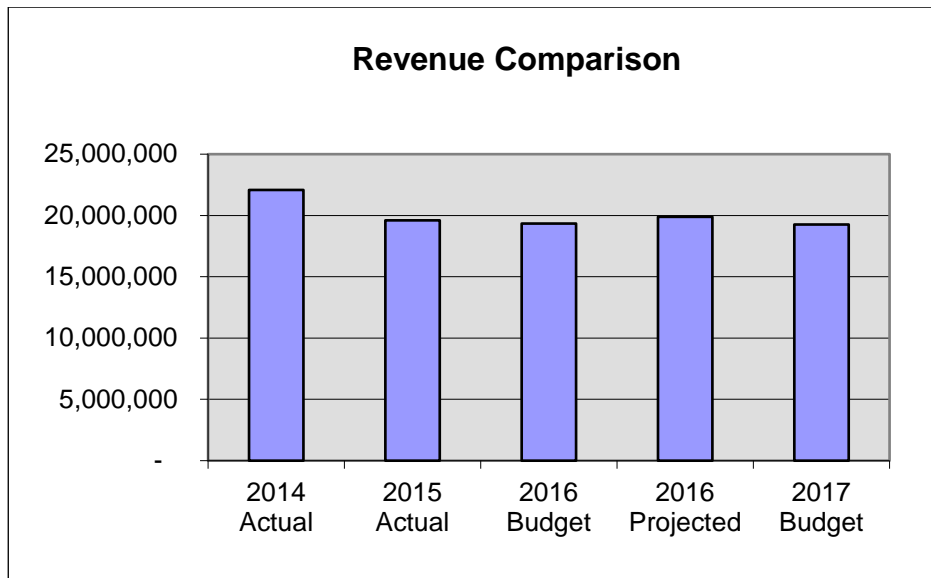
Revenues

Total proposed 2017 revenue for all funds is \$19,265,309, a decrease of 0.4% or \$81,721 as compared to the 2016 Budget and a 2.5% decrease from 2016 projected actuals. Decreases in revenue from the 2016 Budget are mainly due to decreased transfer revenue from the General Fund reserves to the Capital Fund for projects and donation revenue as fundraising efforts were budgeted in 2016 for the Butterfield Park Playground for Everyone Project. These decreases are offset with increases in program revenue due to increased registration projections and in memberships due to proposed rate increases for pool season passes and Sugar Creek greens fees. For a comprehensive analysis of revenues, refer to the Fund Summary section on page 55 and Revenue Analysis section on page 83.

The *Four-year Summary of Revenue by Fund* chart below (along with the accompanying graph) provides comparisons of 2014 actual, 2015 actual, 2016 approved budget, 2016 projected actual and 2017 projected budget revenues by Fund/Department and illustrates the amount and percent change of revenues for the 2017 proposed budget as compared to the 2016 approved budget by fund/department.

Four-year Summary of Revenue by Fund

| Fund/Department | Actual 2014 | Actual 2015 | Budget 2016 | Projected 2016 | Budget 2017 | 2016 | % Change |
|--------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-----------------|------------------|
| | | | | | | Budget vs. 2017 | 16 Budget vs. 17 |
| General Fund | 3,309,133 | 3,379,101 | 3,424,851 | 3,416,127 | 3,492,709 | 67,858 | 2.0% |
| IMRF Department | 379,044 | 386,542 | 385,081 | 378,756 | 392,759 | 7,678 | 2.0% |
| FICA Department | 375,839 | 382,391 | 380,984 | 386,773 | 383,309 | 2,325 | 0.6% |
| Liability Insurance Department | 250,787 | 254,566 | 253,887 | 250,210 | 249,254 | (4,633) | -1.8% |
| Audit Department | 48,541 | 50,473 | 51,111 | 51,138 | 51,137 | 26 | 0.1% |
| Recreation Fund | 4,674,390 | 4,945,878 | 4,927,733 | 5,220,807 | 5,117,504 | 189,771 | 3.9% |
| Special Recreation Association Dept. | 621,207 | 630,162 | 655,234 | 670,738 | 692,709 | 37,475 | 5.7% |
| Museum Department | 273,317 | 276,780 | 276,171 | 282,366 | 296,397 | 20,226 | 7.3% |
| Enterprise Services Fund | 4,343,789 | 5,432,541 | 4,840,310 | 4,471,655 | 4,753,757 | (86,553) | -1.8% |
| Sugar Creek Golf Course Fund | 969,438 | 1,044,673 | 1,056,752 | 1,031,815 | 1,082,872 | 26,120 | 2.5% |
| Total Operating Budget | 15,245,485 | 16,783,108 | 16,252,114 | 16,160,385 | 16,512,407 | 260,293 | 1.6% |
| Debt Service Fund | 6,166,481 | 1,658,834 | 1,654,912 | 1,655,112 | 1,819,876 | 164,964 | 9.97% |
| Early Bond Repayment Fund | - | 2,609 | - | - | - | - | 0.0% |
| Capital Improvement Fund | 570,834 | 1,055,101 | 1,304,977 | 1,797,536 | 772,784 | (532,193) | -40.8% |
| Paving & Lighting Department | 89,899 | 90,178 | 135,027 | 135,925 | 160,242 | 25,215 | 18.7% |
| Total Budget | 22,072,699 | 19,589,830 | 19,347,030 | 19,748,958 | 19,265,309 | (81,721) | -0.4% |



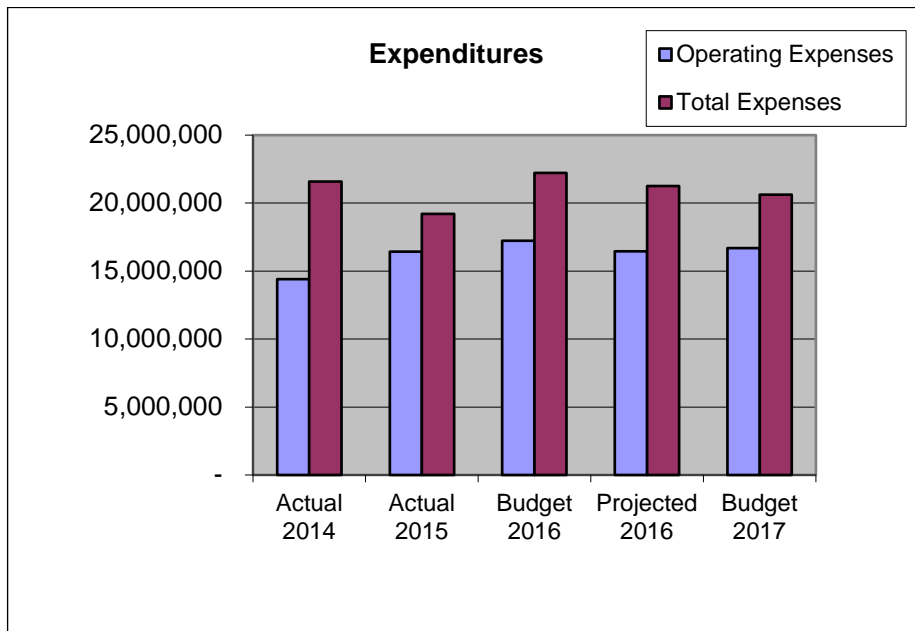
Expenditures

Total proposed 2017 expenditures for all funds are \$20,624,646, a 7.2% or \$1,605,904 decrease from the 2016 budget and a 2.6% decrease over the 2016 projected expenditures. Expenditures reflect a decrease compared to the 2016 Budget primarily due to reduced capital project spending of 40.9% (\$1,695,897) offset by increased contractual service expenses related to consulting services for the Vision 2020 process to update the District's Comprehensive and Strategic Plans. For a comprehensive analysis of expenditures, refer to the Fund Summary section on page 55 and the Expenditures by Function section on page 107.

The *Four-year Summary of Expenditures by Fund* chart below (and accompanying graph) provides comparisons of 2014 actual, 2015 actual, 2016 approved budget, 2016 projected actual, and 2017 projected budget expenditures by fund/department. The chart illustrates the amount and percent change of expenditures for the proposed 2017 budget as compared to the 2016 approved budget by fund/department.

Four-year Summary of Expenditures by Fund

| Fund/Department | Actual 2014 | Actual 2015 | Budget 2016 | Projected 2016 | Budget 2017 | 2016 | % Change |
|--------------------------------------|-------------------|-------------------|--------------------|--------------------|--------------------|--------------------|------------------|
| | | | | | | Budget vs. 2017 | 16 Budget vs. 17 |
| General Fund | 2,881,395 | 4,214,142 | 3,406,748 | 3,295,198 | 3,439,516 | 32,768 | 1.0% |
| IMRF Department | 357,064 | 361,045 | 367,389 | 366,461 | 385,222 | 17,833 | 4.9% |
| FICA Department | 325,538 | 339,221 | 371,690 | 352,790 | 382,865 | 11,175 | 3.0% |
| Liability Insurance Department | 230,582 | 228,367 | 243,074 | 234,500 | 249,127 | 6,053 | 2.5% |
| Audit Department | 41,843 | 45,073 | 50,240 | 51,718 | 50,872 | 632 | 1.3% |
| Recreation Fund | 4,373,236 | 4,627,275 | 5,344,690 | 5,093,058 | 5,255,081 | (89,609) | -1.7% |
| Special Recreation Association Dept. | 399,379 | 605,790 | 837,440 | 823,103 | 720,466 | (116,974) | -14.0% |
| Museum Department | 257,115 | 257,074 | 269,339 | 265,970 | 294,751 | 25,412 | 9.4% |
| Enterprise Services Fund | 4,602,690 | 4,831,720 | 5,291,965 | 4,859,324 | 4,821,895 | (470,070) | -8.9% |
| Sugar Creek Golf Course Fund | 934,421 | 915,585 | 1,055,721 | 1,032,973 | 1,079,890 | 24,169 | 2.3% |
| Total Operating Budget | 14,403,263 | 16,425,292 | 17,238,296 | 16,375,095 | 16,679,685 | (558,611) | -3.2% |
| Debt Service Fund | 6,146,778 | 1,651,516 | 1,654,912 | 1,653,228 | 1,819,876 | 164,964 | 10.0% |
| Early Bond Repayment Fund | 76,700 | 75,991 | 75,715 | 75,715 | 75,715 | - | 0.0% |
| Capital Improvement Fund | 863,568 | 939,318 | 3,099,977 | 2,900,000 | 1,889,165 | (1,210,812) | -39.1% |
| Paving & Lighting Department | 85,218 | 105,463 | 161,650 | 161,650 | 160,205 | (1,445) | -0.9% |
| Total Budget | 21,575,527 | 19,197,580 | 22,230,550 | 21,165,688 | 20,624,646 | (1,605,904) | -7.2% |
| Net | 497,172 | 392,250 | (2,883,520) | (1,416,730) | (1,359,337) | 1,524,183 | -52.9% |



Significant Budget Issues, Trends and Highlights

This section highlights the key factors that guided the development of the 2017 Budget.

National, State and Local Economic Indicators

To preserve the financial health of the District, staff continually monitor economic trends to understand their impact on budget development and future financial strategies. Reports from a variety of sources provide staff with forecasts based on leading economic indicators such as employment, housing, financial markets and consumer confidence. In recent years the country worked its way out of the economic downturn and last year turned the corner. As we approach 2017, the national economy has been showing resilience for seven plus years after it began recovering from the Great Recession and now, following the completion of the recent historically divisive presidential campaign, a measured approach to potential impacts on the economy is required.

Leading national indicators continue to be positive, as the unemployment rate in the United States continues to hover around five percent (typical of a healthy economy), the housing market has largely recovered and the economy continues to grow at a respectable rate. In addition, while the state of Illinois continues to lag the nation in key economic indicators, on the local level, the Equalized Assessed Value (EAV) of property within the District increased last year after experiencing five years of declining values

While the economy has recently shown improvement and resilience in order to guard against any future downturns or upheavals, it is imperative that the District continue to budget conservatively and maintain appropriate reserves to ensure future fiscal agility as outlined in the Board's Capital Reserve Policy. Based on this Policy, staff built a net operating surplus² of \$441,922 into the 2017 budget. Through continued careful planning and taking advantage of opportunities to maximize resources, the Board will sustain reserves at fiscally responsible levels to meet emergency operating needs. For example, the projections for cash and investments available on December 31, 2016 and 2017 provide approximately six months of savings based on the District's average spending per month. For a detailed analysis and explanation of District Cash and Investments and Fund Balances see page 35 and the Capital Reserve Policy is on page 47.

Property Tax Revenue

As noted above, the EAV of property within the District increased last year by 13.2% to \$2,047,445,605 after experiencing five years of declining values from the 2009 high of \$2,471,251,600. For the 2016 levy, discussions with York and Addison Township Assessor's offices and City of Elmhurst indicate an increase next year of 7.45% in EAV. Total 2016 new construction is estimated at \$32,006,286 which is based on the three-year average of new construction and the addition of released property from the expiring City of Elmhurst TIF 2. The applicable consumer price index (CPI) for the twelve-month period ending December 31, 2015 is 0.7%. However, as noted in previous budget documents, it is evident that a local property tax freeze will continue to be a part of negotiations at the state of Illinois. The Governor continues to highlight property tax relief as one of his top priorities and both chambers have already passed some form of a property tax freeze. As a result, after discussions with staff from the Illinois Association of Park Districts (IAPD), staff recommended that the District budget for the property tax levy as if the CPI is 0%.

Based upon the above assumptions, the District's limiting rate (excluding SRA and Bond and Interest) is calculated at 0.2737. After calculating the levy using this rate, the total increase would equate to \$120,500 in additional tax dollars, which excludes any changes to the Debt Service fund. This increase of 1.82% will assist in funding the proposed 2017 operating budget that includes projected payments for long-term debt due to the purchase of new property, as well as a proposed use of cash and investments from the tax-supported Recreation and Special Recreation funds for capital improvements.

Another safeguard against the loss of future revenue is the diversity of non-tax revenue sources that are projected to be 58.5% in the 2017 Budget (Board policy is 60%). Staff continue to be responsive to revenue

²Revenues minus expenses without the spend down of cash and investments

trends and market demand and maximize resources to sustain and increase non-tax revenue. See page 85 for an analysis of the District's revenues.

Health Insurance and Patient Protection and Affordable Care Act

Since 2010, staff continue to monitor the potential impact of the PPACA and, in the 2016 Budget, allocated additional funds for health insurance to add part-time employees who worked over 30 hours per week and were eligible for medical insurance in accordance with the Act. Since some part-time and seasonal employees work in a number of different positions, the potential for them to meet or exceed the 30 hour per week threshold is high, and the District continues to monitor their hours closely. In addition, the District switched to a defined contribution health insurance plan in 2016, which allowed employees more insurance plan options with varied costs as well as provided stable and predictable costs for the District. As a result, the proposed 2017 budget reflects a projected decrease of 6.4% (\$59,723) for health, dental, vision and life insurance expenses as compared to the 2016 budget. See page 41 for an overview of Health Insurance that impacts the 2017 Budget.

Long-range Financial and Capital Plans

The proposed Budget contains a five-year financial forecast so that the Board and staff can make informed long-term decisions on behalf of the community (see page 32 for an overview of the Long-range Budget Plan). These projections illustrate that if the District continues with its aggressive plan to upgrade and renovate its aging infrastructure and make necessary technology upgrades to serve the customers while simultaneously maintaining current spending levels, there will be budget deficits for each of the next five years (\$43.2 million in capital project needs projected for the next ten years).

To ensure there is no deficit spending in the operating budget while staying true to the District's Strategic Plan Objective of "Taking Care of What We Have," staff is recommending using reserves to sustain parks and facilities. If the District does not maintain its assets or perform preventive maintenance of infrastructure, higher repair expenses and replacement costs will result in the long- and short-term future along with hampering our ability to provide the programs and services our customers expect. Staff proposes capital project spending in 2017 of \$2,447,530 (a decrease of \$1,695,897 as compared to the 2016 Budget due primarily by the completion of the Butterfield Park Redevelopment and Playground for Everyone Project and less Enterprise Services project spending). In accordance with the District's long-term financial planning, staff recommend using mainly reserves and bond proceeds, property tax revenue, fund income and donations to fund capital projects.

This strategy to address the capital needs of the District emphasizes the continued priority for staff to seek outside funding assistance through grants and donations and to accumulate reserves. For example, project funding in 2016 and proposed for 2017 include an OSLAD grant, PEP fundraising donations, and the use of accumulated reserves in the Recreation, Special Recreation, Enterprise and Capital Funds. This approach of seeking outside revenue and accumulating reserves for capital spending is necessary until debt is retired in 2022 and 2025 respectively. See page 155 for an overview of the Long-Range Capital Plan and 2017 Capital Budget and page 173 for an overview of the District's debt.

Courts Plus Competition

As the level of fitness club competition begins to peak in the Elmhurst community, Courts Plus will continue to focus on its core strengths of community connection, member engagement and guiding members towards healthy lifestyle success. As begun in 2016, staff will continue to strategically communicate with prospects to attract and retain increased memberships. After several years of financial investment and in light of anticipated increased attrition due to increased competition, the 2017 Budget reflects the facility's first membership fee increase in three years to maintain revenue and service levels. This increase is proposed along with key expense reductions to help rebuild cash and reserves. For example, the proposed budget reflects a \$154,299 reduction in wages through the adjustment of personal trainer hours, replacing a full-time Membership Specialist position with two part-time positions and the reallocation of wages to non-Enterprise funds totaling approximately \$41,666 to reflect actual workhours. Significant expense savings have also been realized in health insurance (\$59,422) and other employee benefit expenses (\$42,371).

Staffing Changes

To remain proactive in finding the most efficient way to operate and reduce personnel costs without affecting the ability to provide services, staff annually review and determine if changes should be made to the organizational structure and supervisory and support staff functions and in filling vacancies. Highlights of changes that staff propose for 2017 include replacing two full-time positions (one Registration Clerk in the Recreation Department and one Membership Specialist at Courts Plus) with four part-time positions. The changes will provide greater staff availability for critical customer service functions and will reduce long term health insurance costs for the District.

In addition, as a result of changes to the Fair Labor Standards Act (FLSA) enacted by the U.S. Department of Labor, the 2017 Budget also reflects necessary adjustments to full-time salaries. Effective December 1, 2016, exempt from overtime employees are required to earn a minimum of \$913 per week (an increase of \$458 from the prior level of \$455 per week) or \$47,476 per year. The District has eight exempt employees who were making less than the new minimum standard, resulting in a one-time increase to 2017 budgeted wages of approximately \$13,800 to be in compliance with the mandated requirements. See page 38 for a summary of personnel trends and changes that impact the 2017 Budget.

Fifth Year of the 2013-17 Strategic Plan and Planning for the Future

To be good stewards of taxpayer dollars, it not only takes financial discipline, but adherence to the priorities established by the community through the strategic planning process. The 2017 Budget reflects this dedication as the four main themes of the Strategic Plan: Customer Centered, Fiscal Agility, Improvement through Collaboration and Innovation and Continuous Improvement through an Empowered Team are referenced throughout this document to illustrate how resources are being allocated towards implementing the Plan. For example, the proposed 2017 Budget and the 2017 Strategic Work Plan reflect, but are not limited to, the initiatives for implementing the Strategic Plan listed below:

- Complete Vision 2020 Plan process (to update Comprehensive and Strategic Plan) and integrate priorities and recommendations into the District's Strategic Work Plan, Long-range Financial Plan, Long-range Capital Plan and 2018 Budget (customer centered and fiscal agility).
- Determine and address the next steps for the Indoor Sports Facility Study feasibility analysis (customer centered).
- Determine uses of recently purchased park properties (customer centered) and recommend to the Board and implement the financial plan for long-term funding for these new park properties (fiscal agility).
- Complete review and update of the District's revenue and expense policies to reflect the District's cost recovery model (fiscal agility).
- Create a process for measuring and assigning indirect costs for programs and services to consistently monitor program cost recovery to the targeted goals and report on cost recovery measures (fiscal agility).
- Finish researching dashboard software that will facilitate the reporting and tracking of organizational performance (improvement through collaboration and innovation).
- Implement the recommendations from the District's compensation and evaluation program (continuous improvement through an empowered team).
- Transfer knowledge between outgoing and incoming Board members from Board assessment process (improvement through collaboration and innovation).
- Develop programs to publish on the training page of the employee communication website (continuous improvement through an empowered team).

An overview of the 2013-17 Strategic Plan, including a copy of the 2017 Strategic Work Plan, is on page 26. In 2017, the District will complete the aforementioned Vision 2020 process to update the District's Comprehensive and Strategic Plans, which conclude at the end of 2017. The Vision 2020 process includes the following components: a comprehensive needs assessment utilizing quantitative and qualitative data (e.g., demographics and trends, park and facility assessments, community-wide survey, stakeholder focus groups, public open forum, etc.); visioning; identifying and evaluating community needs, priorities and opportunities; and creating a phased implementation and financial plan. By including a high level of community involvement and engagement to defining priorities, the Board can continue its long-range planning philosophy of preparing for future community desires and needs along with clarifying organizational direction

for focused decision making. The Vision 2020 Plan will provide a road-map for the Board and staff to determine and implement future projects, programs and initiatives based upon the highest priorities articulated during that process.

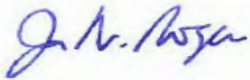
As illustrated in these Budget Highlights and Trends, the Board must continue to make careful and measured decisions, balancing future community needs against the District's sound fiscal condition, which, based on the Strategic Plan, plays a significant part of the organization's economic health.

Conclusion

This budget reflects the District's mission to "provide experiences for the lifetime enjoyment of those who live and play in Elmhurst" and also illustrates the District's continuing commitment to fiscal responsibility and being responsive to residents' needs during these economically challenging times. The budget process once again included input from a large cross-section of staff, and I would like to thank all those who participated for their contributions. Their knowledge, expertise and dedicated effort have been critical in ensuring that this budget reflects the priorities of the Board and the residents we serve. In particular, Christi Jacobson, Director of Finance and Human Resources, and Laura Guttman, Strategy and Planning Coordinator, have been instrumental in the development and coordination of this budget. Finally, your consistent support, encouragement and sound policy making decisions ensure proper oversight at the elected/community level.

I recommend your approval of the 2017 Budget. We look forward to your questions and comments.

Thank you,



James W. Rogers
Executive Director

2017 Elmhurst Park District Budget Summary by Fund

The charts below illustrate the Elmhurst Park District's projected revenues and expenditures for the 2017 operating, debt and capital budgets. The proposed 2017 Budget exhibits a net deficit of \$1,359,337 due to the spending down of cash and investments for capital projects (\$1,760,831) and to pay debt (\$75,715). This deficit is offset with a net operating surplus¹ of \$441,922 mainly to replenish reserves in the General Fund (\$53,193 net surplus¹), the Recreation Fund (\$201,623 net surplus¹) and Enterprise Service Fund (\$141,862 net surplus¹). The Recreation Fund and Special Recreation Association Department illustrate net deficits of \$137,577, and \$27,757 respectively due to the spending down of reserves for capital projects for facility and park improvements (non-enterprise). The Enterprise Services Fund exhibits a net deficit of \$68,138 due to spend down reserves for Courts Plus capital projects. The Capital Improvement Fund exhibits a net deficit of \$1,116,381 primarily due to the spending down of reserves (from capital revenues recorded in previous years) for capital projects, including the Maintenance Facility Upgrades, Berens Park Tennis Court Resurfacing Garden Plot Relocation, and the Administrative Office Building Roof and Masonry Repairs. The Early Bond Repayment Fund exhibits a net deficit of \$75,715 due to spending down reserves to repay debt.

| | 2017 Budget Revenues | 2017 Budget Expenditures |
|--------------------------------------|-------------------------|-----------------------------|
| General Fund | 3,492,709 | 3,439,516 |
| IMRF Department | 392,759 | 385,222 |
| FICA Department | 383,309 | 382,865 |
| Liability Insurance Department | 249,254 | 249,127 |
| Audit Department | 51,137 | 50,872 |
| Recreation Fund | 5,117,504 | 5,255,081 |
| Special Recreation Association Dept. | 692,709 | 720,466 |
| Museum Department | 296,397 | 294,751 |
| Enterprise Services Fund | 4,753,757 | 4,821,895 |
| Sugar Creek Golf Course Fund | 1,082,872 | 1,079,890 |
| Debt Service Fund | 1,819,876 | 1,819,876 |
| Early Bond Repayment Fund | 0 | 75,715 |
| Capital Improvement Fund | 772,784 | 1,889,165 |
| Paving & Lighting Department | 160,242 | 160,205 |
| Total | 19,265,309 | 20,624,646 |

| | Revenues | Operating Expenditures | Operating Net | Cash & Investment Spend Down | Total Expenditures | Net |
|--------------------------------------|-------------------|---------------------------|----------------|------------------------------------|-----------------------|--------------------|
| General Fund | 3,492,709 | 3,439,516 | 53,193 | - | 3,439,516 | 53,193 |
| IMRF Department | 392,759 | 385,222 | 7,537 | - | 385,222 | 7,537 |
| FICA Department | 383,309 | 382,865 | 444 | - | 382,865 | 444 |
| Liability Insurance Department | 249,254 | 249,127 | 127 | - | 249,127 | 127 |
| Audit Department | 51,137 | 50,872 | 265 | - | 50,872 | 265 |
| Recreation Fund | 5,117,504 | 4,915,881 | 201,623 | 339,200 | 5,255,081 | (137,577) |
| Special Recreation Association Dept. | 692,709 | 660,466 | 32,243 | 60,000 | 720,466 | (27,757) |
| Museum Department | 296,397 | 294,751 | 1,646 | - | 294,751 | 1,646 |
| Enterprise Services Fund | 4,753,757 | 4,611,895 | 141,862 | 210,000 | 4,821,895 | (68,138) |
| Sugar Creek Golf Course Fund | 1,082,872 | 1,079,890 | 2,982 | - | 1,079,890 | 2,982 |
| Total Operating | 16,512,407 | 16,070,485 | 441,922 | 609,200 | 16,679,685 | (167,278) |
| Debt Service Fund | 1,819,876 | 1,819,876 | - | - | 1,819,876 | - |
| Early Bond Repayment Fund | - | - | - | 75,715 | 75,715 | (75,715) |
| Capital Improvement Fund | 772,784 | 737,534 | 35,250 | 1,151,631 | 1,889,165 | (1,116,381) |
| Paving & Lighting Department | 160,242 | 160,205 | 37 | - | 160,205 | 37 |
| Total Debt and Capital | 2,752,902 | 2,717,615 | 35,287 | 1,227,346 | 3,944,961 | (1,192,059) |
| Total | 19,265,309 | 18,788,100 | 477,209 | 1,836,546 | 20,624,646 | (1,359,337) |

¹Revenues minus expenses without the spend down of cash and investments

Four-year Summary by Fund (2014 Actual, 2015 Actual, 2016 Budget and 2017 Budget)

The *Four-year Summary by Fund* chart below provides comparisons of 2014 actual, 2015 actual, 2016 approved budget, and 2017 projected budget revenues and expenditures by fund/department. The chart illustrates the amount and percent change of revenues and expenditures for the 2016 approved budget and 2017 projected budget by fund/department. Total proposed 2017 revenue for all funds is \$19,265,309, a decrease of 0.4% as compared to the 2016 budget and a 1.7% decrease over 2015 actual revenue. The overall decrease in 2017 revenue is due to decreased transfer revenue from the General Fund reserves to the Capital Fund for projects and due to decreased donation revenue as special fundraising efforts were budgeted in 2016 for the Butterfield Park Playground for Everyone Project. Total proposed 2017 expenditures for all funds is \$20,624,646, a 7.2% decrease over the 2016 budget and a 7.4% increase over 2015 actual expenditures. Expenditures reflect a decrease compared to the 2016 Budget primarily due to reduced capital project spending 40.9% (\$1,695,897) offset by increased contractual service expenses related to consulting services for the Comprehensive and Strategic Plans. For a detailed analysis of revenues and expenses by fund/department refer to the Fund Summary section on page 55.

| Revenue | | | | | | |
|--------------------------------------|-------------------|-------------------|--------------------|--------------------|--------------------|--------------------|
| Fund/Department | Actual 2014 | Actual 2015 | Budget 2016 | Budget 2017 | 2016 vs. 2017 | % Change 16 vs. 17 |
| General Fund | 3,309,133 | 3,379,101 | 3,424,851 | 3,492,709 | 67,858 | 2.0% |
| IMRF Department | 379,044 | 386,542 | 385,081 | 392,759 | 7,678 | 2.0% |
| FICA Department | 375,839 | 382,391 | 380,984 | 383,309 | 2,325 | 0.6% |
| Liability Insurance Department | 250,787 | 254,566 | 253,887 | 249,254 | (4,633) | -1.8% |
| Audit Department | 48,541 | 50,473 | 51,111 | 51,137 | 26 | 0.1% |
| Recreation Fund | 4,674,390 | 4,945,878 | 4,927,733 | 5,117,504 | 189,771 | 3.9% |
| Special Recreation Association Dept. | 621,207 | 630,162 | 655,234 | 692,709 | 37,475 | 5.7% |
| Museum Department | 273,317 | 276,780 | 276,171 | 296,397 | 20,226 | 7.3% |
| Enterprise Services Fund | 4,343,789 | 5,432,541 | 4,840,310 | 4,753,757 | (86,553) | -1.8% |
| Sugar Creek Golf Course Fund | 969,438 | 1,044,673 | 1,056,752 | 1,082,872 | 26,120 | 2.5% |
| Total Operating Budget | 15,245,485 | 16,783,108 | 16,252,114 | 16,512,407 | 260,293 | 1.6% |
| Debt Service Fund | 6,166,481 | 1,658,834 | 1,654,912 | 1,819,876 | 164,964 | 9.97% |
| Early Bond Repayment Fund | - | 2,609 | - | - | - | 0.0% |
| Capital Improvement Fund | 570,834 | 1,055,101 | 1,304,977 | 772,784 | (532,193) | -40.8% |
| Paving & Lighting Department | 89,899 | 90,178 | 135,027 | 160,242 | 25,215 | 18.7% |
| Total Budget | 22,072,699 | 19,589,830 | 19,347,030 | 19,265,309 | (81,721) | -0.4% |
| Expenditures | | | | | | |
| Fund/Department | Actual 2014 | Actual 2015 | Budget 2016 | Budget 2017 | 2016 vs. 2017 | % Change 16 vs. 17 |
| General Fund | 2,881,395 | 4,214,142 | 3,406,748 | 3,439,516 | 32,768 | 1.0% |
| IMRF Department | 357,064 | 361,045 | 367,389 | 385,222 | 17,833 | 4.9% |
| FICA Department | 325,538 | 339,221 | 371,690 | 382,865 | 11,175 | 3.0% |
| Liability Insurance Department | 230,582 | 228,367 | 243,074 | 249,127 | 6,053 | 2.5% |
| Audit Department | 41,843 | 45,073 | 50,240 | 50,872 | 632 | 1.3% |
| Recreation Fund | 4,373,236 | 4,627,275 | 5,344,690 | 5,255,081 | (89,609) | -1.7% |
| Special Recreation Association Dept. | 399,379 | 605,790 | 837,440 | 720,466 | (116,974) | -14.0% |
| Museum Department | 257,115 | 257,074 | 269,339 | 294,751 | 25,412 | 9.4% |
| Enterprise Services Fund | 4,602,690 | 4,831,720 | 5,291,965 | 4,821,895 | (470,070) | -8.9% |
| Sugar Creek Golf Course Fund | 934,421 | 915,585 | 1,055,721 | 1,079,890 | 24,169 | 2.3% |
| Total Operating Budget | 14,403,263 | 16,425,292 | 17,238,296 | 16,679,685 | (558,611) | -3.2% |
| Debt Service Fund | 6,146,778 | 1,651,516 | 1,654,912 | 1,819,876 | 164,964 | 10.0% |
| Early Bond Repayment Fund | 76,700 | 75,991 | 75,715 | 75,715 | - | 0.0% |
| Capital Improvement Fund | 863,568 | 939,318 | 3,099,977 | 1,889,165 | (1,210,812) | -39.1% |
| Paving & Lighting Department | 85,218 | 105,463 | 161,650 | 160,205 | (1,445) | -0.9% |
| Total Budget | 21,575,527 | 19,197,580 | 22,230,550 | 20,624,646 | (1,605,904) | -7.2% |
| Net | 497,172 | 392,250 | (2,883,520) | (1,359,337) | 1,524,183 | -52.9% |

Revenue by Source, Expenditures by Function and Expenditures by Object (2014 Actual, 2015 Actual, 2016 Budget and 2017 Budget)

The *Revenues by Source* chart below illustrates the 2014 and 2015 actual, 2016 approved budget, and 2017 projected revenues by source and the amount and percent change between the 2016 approved and 2017 projected revenues by source. Overall, 2017 revenues by source are decreasing by 0.4% (\$81,721) as compared to the 2016 budget. The *Expenditures by Function and Expenditures by Object* charts below illustrate the 2014 and 2015 actual, 2016 approved budget, and 2017 projected expenditures by function or by object respectively and the amount and percent change between 2016 approved and 2017 projected expenditures by function or by object respectively. Overall, 2017 expenditures are decreasing by 7.2% (\$1,605,904) as compared to the 2016 budget (includes capital, transfers, and debt). For a detailed analysis of revenues by source refer to the Revenue Analysis section on page 83, for expenditures by object refer to the Fund Summary section on page 55 and for expenditures by function refer to the Expenditures by Function section on page 107.

Revenues by Source

| | 2014 Actual | 2015 Actual | 2016 Budget | 2017 Budget | 2016 vs. 2017 | % Change 16 vs. 17 |
|--------------------------------------|-------------------|-------------------|-------------------|-------------------|------------------|-----------------------|
| Taxes | 7,670,617 | 7,772,730 | 7,989,244 | 7,997,905 | 8,661 | 0.1% |
| Donations, Advertising, Scholarships | 89,729 | 202,878 | 340,375 | 187,590 | (152,785) | -44.9% |
| Grants | 52,025 | 10,076 | 1,100 | 1,100 | - | 0.0% |
| Program Fees | 3,953,911 | 4,284,212 | 4,371,953 | 4,440,626 | 68,673 | 1.6% |
| Rentals, Leases | 755,453 | 782,155 | 780,391 | 816,688 | 36,297 | 4.7% |
| Passes, Memberships, Daily Uses | 3,582,616 | 3,641,719 | 3,895,505 | 3,947,120 | 51,615 | 1.3% |
| Merchandise Sales | 298,513 | 323,802 | 320,547 | 318,632 | (1,915) | -0.6% |
| Transfers | 428,540 | 1,829,415 | 977,654 | 866,564 | (111,090) | -11.4% |
| Bond, Insurance Proceeds | 5,220,038 | 722,669 | 658,761 | 668,584 | 9,823 | 1.5% |
| Interest | 21,257 | 20,174 | 11,500 | 20,500 | 9,000 | 78.3% |
| Total Revenues | 22,072,699 | 19,589,830 | 19,347,030 | 19,265,309 | (81,721) | -0.4% |

Expenditures by Object

| | 2014 Actual | 2015 Actual | 2016 Budget | 2017 Budget | 2016 vs. 2017 | % Change 16 vs. 17 |
|-----------------------|-------------------|-------------------|-------------------|-------------------|--------------------|-----------------------|
| Salaries & Wages | 7,317,312 | 7,501,989 | 8,079,338 | 8,076,145 | (3,193) | 0.0% |
| Contractual Services | 4,821,454 | 5,009,565 | 5,543,166 | 5,572,702 | 29,536 | 0.5% |
| Repairs | 185,038 | 196,721 | 208,980 | 244,720 | 35,740 | 17.1% |
| Supplies | 1,376,389 | 1,349,080 | 1,508,110 | 1,469,091 | (39,019) | -2.6% |
| Capital | 1,404,937 | 1,724,584 | 4,143,427 | 2,447,530 | (1,695,897) | -40.9% |
| Transfers/Debt | 6,470,397 | 3,415,641 | 2,747,529 | 2,814,458 | 66,929 | 2.4% |
| Total Expenses | 21,575,527 | 19,197,580 | 22,230,550 | 20,624,646 | (1,605,904) | -7.2% |

Expenditures by Function

| | 2014 Actual | 2015 Actual | 2016 Budget | 2017 Budget | 2016 vs. 2017 | % Change 16 vs. 17 |
|---------------------------------------|-------------------|-------------------|--------------------|--------------------|--------------------|-----------------------|
| Park Board/Administration | 520,532 | 516,582 | 645,426 | 703,059 | 57,633 | 8.9% |
| Marketing and Communications | 462,545 | 535,447 | 646,567 | 667,378 | 20,811 | 3.2% |
| Finance and Human Resources | 1,114,077 | 1,109,900 | 1,183,908 | 1,175,090 | (8,818) | -0.7% |
| Information Technology | 560,449 | 604,406 | 705,685 | 668,357 | (37,328) | -5.3% |
| Parks | 1,415,095 | 1,378,075 | 1,559,576 | 1,498,964 | (60,612) | -3.9% |
| Facilities | 2,358,506 | 2,368,666 | 2,561,534 | 2,561,029 | (505) | 0.0% |
| Recreation | 2,934,481 | 3,115,165 | 3,291,609 | 3,504,465 | 212,856 | 6.5% |
| Enterprise Services | 3,539,968 | 3,695,169 | 3,969,684 | 3,794,604 | (175,080) | -4.4% |
| Sugar Creek Golf Course | 746,222 | 728,493 | 769,008 | 778,777 | 9,769 | 1.3% |
| Transfers/Debt/Capital | 7,923,651 | 5,145,678 | 6,897,554 | 5,272,924 | (1,624,630) | -23.6% |
| Total Expenditures by Function | 21,575,527 | 19,197,580 | 22,230,550 | 20,624,646 | (1,605,904) | -7.2% |
| Net | 497,172 | 392,250 | (2,883,520) | (1,366,442) | 1,517,078 | -52.6% |



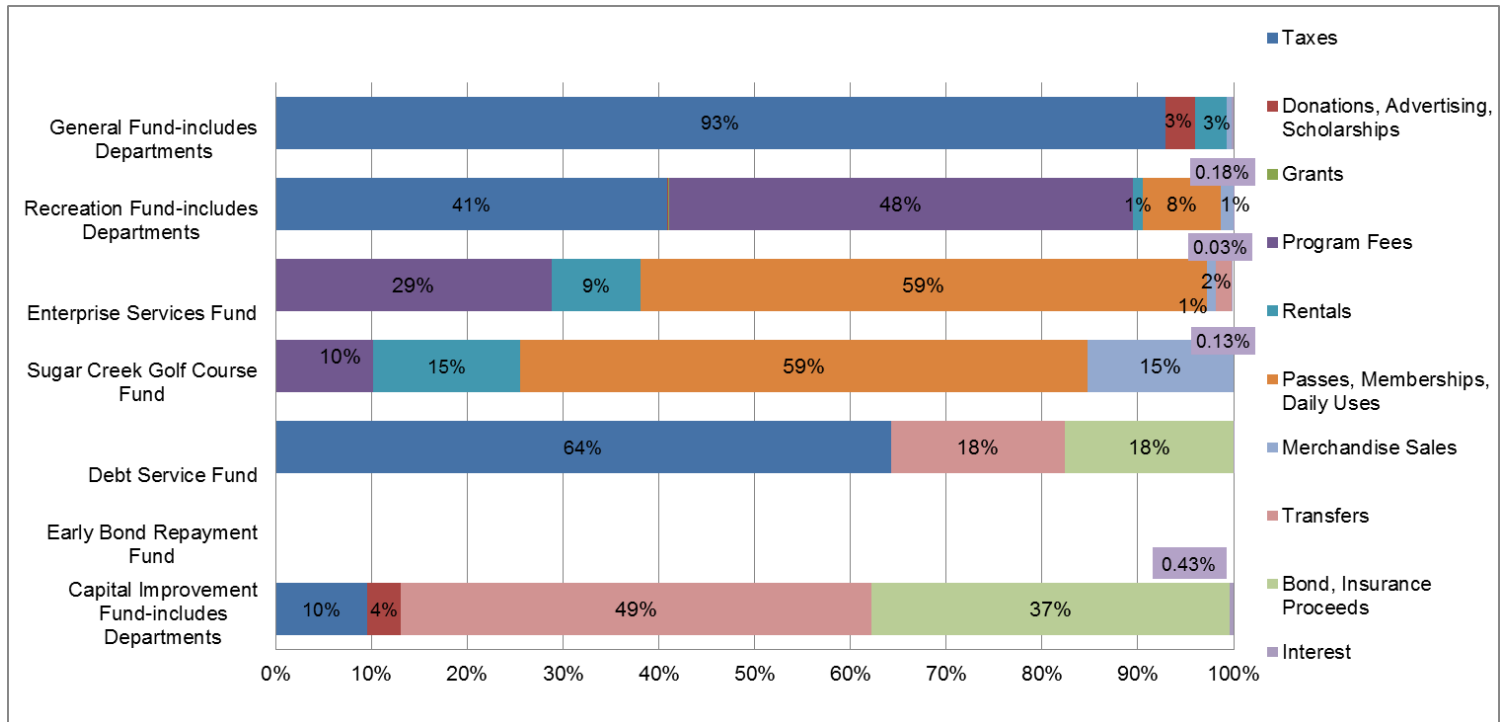
2017 Budget
Revenues by Source and Expenditures by Object and Function by Fund

This chart illustrates the projected 2017 revenues by source and expenditures by object/function by Fund. For a detailed analysis of revenues by source refer to the Revenue Analysis section (on page 83), for expenditures by object refer to the Fund Summary section (on page 55) and for expenditures by function refer to the Expenditures by Function section (on page 107) of the budget document.

| | General Fund- includes Departments | Recreation Fund-includes Departments | Enterprise Services Fund | Sugar Creek Golf Course Fund | Debt Service Fund | Early Bond Repayment Fund | Capital Improvement Fund- includes Departments | Total |
|---------------------------------------|--|--|-----------------------------|---------------------------------------|----------------------|---------------------------------|--|--------------------|
| Revenues by Source | | | | | | | | |
| Taxes | 4,244,741 | 2,495,370 | - | - | 1,168,661 | - | 89,133 | 7,997,905 |
| Donations, Advertising, Scholarships | 139,690 | 10,400 | 4,500 | - | - | - | 33,000 | 187,590 |
| Grants | - | 1,100 | - | - | - | - | - | 1,100 |
| Program Fees | - | 2,957,398 | 1,372,453 | 110,775 | - | - | - | 4,440,626 |
| Rentals | 150,937 | 63,212 | 437,039 | 165,500 | - | - | - | 816,688 |
| Passes, Memberships, Daily Uses | - | 495,408 | 2,810,115 | 641,597 | - | - | - | 3,947,120 |
| Merchandise Sales | 25,800 | 81,722 | 46,110 | 165,000 | - | - | - | 318,632 |
| Transfers | - | - | 77,540 | - | 330,715 | - | 458,309 | 866,564 |
| Bond, Insurance Proceeds | - | - | - | - | 320,000 | - | 348,584 | 668,584 |
| Interest | 8,000 | 2,000 | 6,000 | - | 500 | - | 4,000 | 20,500 |
| Total Revenues | 4,569,168 | 6,106,610 | 4,753,757 | 1,082,872 | 1,819,876 | - | 933,026 | 19,265,309 |
| Expenditures by Object | | | | | | | | |
| Salaries & Wages | 1,737,353 | 3,455,588 | 2,521,300 | 361,904 | - | - | - | 8,076,145 |
| Contractual Services | 2,160,175 | 1,532,807 | 1,543,834 | 232,720 | 10,935 | - | 92,231 | 5,572,702 |
| Repairs | 24,200 | 82,150 | 125,165 | 13,205 | - | - | - | 244,720 |
| Supplies | 476,124 | 434,763 | 346,706 | 211,498 | - | - | - | 1,469,091 |
| Capital | - | 260,000 | 269,500 | 32,000 | - | - | 1,886,030 | 2,447,530 |
| Transfers/ Debt | 109,750 | 504,990 | 15,390 | 228,563 | 1,808,941 | 75,715 | 71,109 | 2,814,458 |
| Total Expenditures by Object | 4,507,602 | 6,270,298 | 4,821,895 | 1,079,890 | 1,819,876 | 75,715 | 2,049,370 | 20,624,646 |
| Net | 61,566 | (163,688) | (68,138) | 2,982 | - | (75,715) | (1,116,344) | (1,359,337) |
| Expenditures by Function | | | | | | | | |
| Park Board/Administration | 359,674 | 154,187 | 96,966 | - | - | - | 92,231 | 703,058 |
| Marketing and Communications | 324,856 | 149,252 | 193,270 | - | - | - | - | 667,378 |
| Finance and Human Resources | 589,697 | 265,955 | 278,888 | 40,550 | - | - | - | 1,175,090 |
| Information Technology | 247,305 | 240,601 | 180,451 | - | - | - | - | 668,358 |
| Parks | 1,322,324 | 161,520 | 15,120 | - | - | - | - | 1,498,964 |
| Facilities | 1,252,967 | 1,281,377 | 26,685 | - | - | - | - | 2,561,029 |
| Recreation | 301,028 | 3,203,437 | - | - | - | - | - | 3,504,464 |
| Enterprise Services | - | 48,979 | 3,745,625 | - | - | - | - | 3,794,604 |
| Sugar Creek Golf Course | - | - | - | 778,777 | - | - | - | 778,777 |
| Transfers/Debt/ Capital | 109,751 | 764,991 | 284,890 | 260,563 | 1,819,876 | 75,715 | 1,957,139 | 5,272,925 |
| Total Expenditures by Function | 4,507,602 | 6,270,298 | 4,821,895 | 1,079,890 | 1,819,876 | 75,715 | 2,049,370 | 20,624,646 |
| Net | 61,566 | (163,688) | (68,138) | 2,983 | - | (75,715) | (1,116,344) | (1,359,337) |

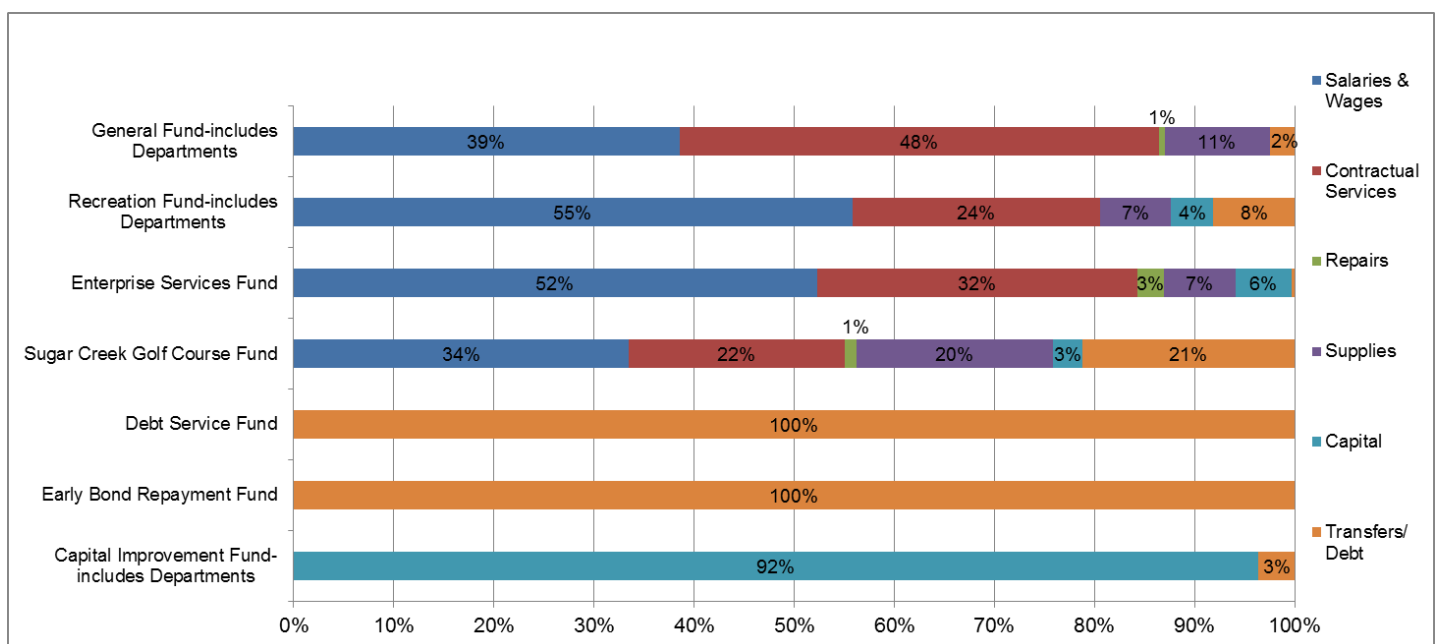
2017 Budget Percent of Revenues by Source by Fund

The graph below illustrates the percent of each revenue source for each Fund in the 2017 Budget.



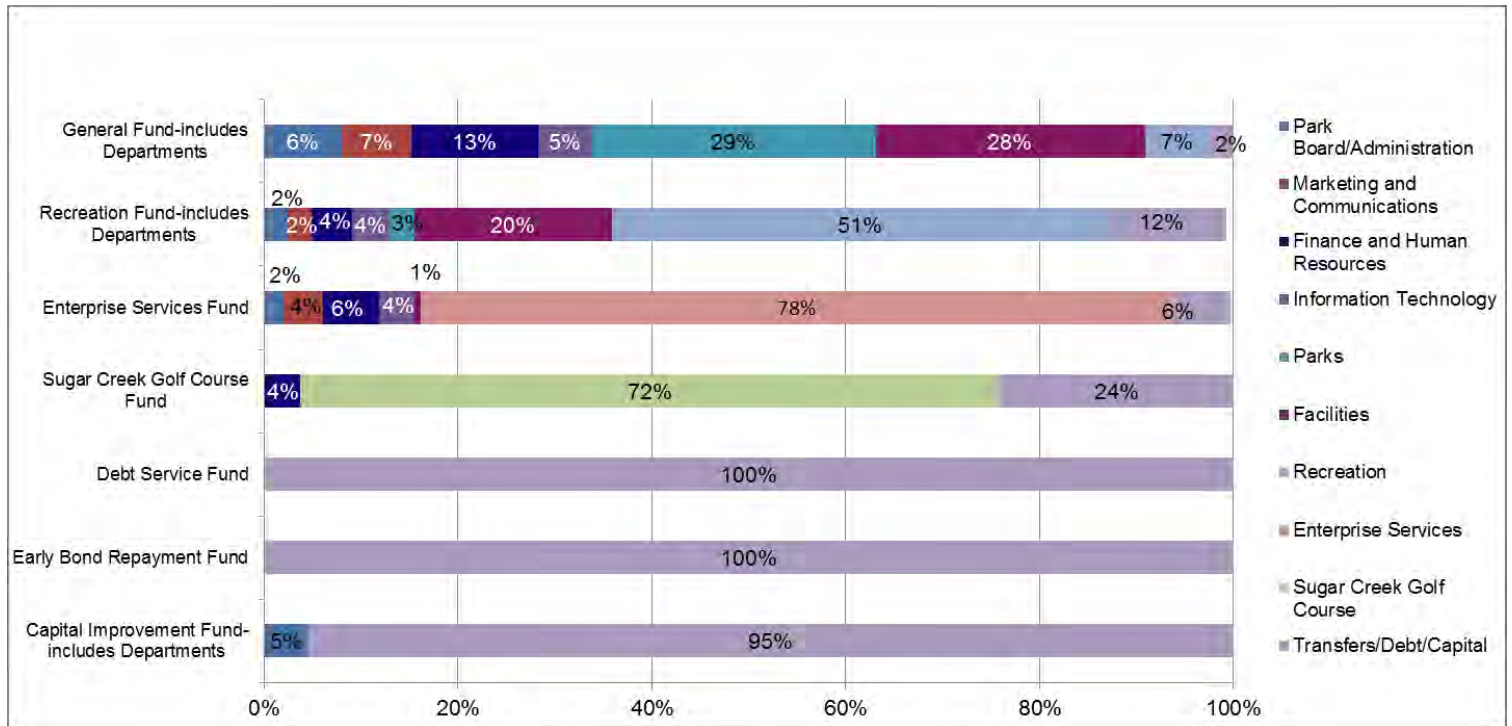
2017 Budget Percent of Expenditures by Object by Fund

The graph below illustrates the percent of expenditures by object for each Fund in the 2017 Budget.



2017 Budget Percent of Expenditures by Function by Fund

The graph below illustrates the percent of expenditures by function for each Fund in the 2017 Budget.



2017 Budget

Revenues by Source and Expenditures by Object and Function by Fund and Departments¹

The chart below illustrates the projected 2017 revenues by source and expenditures by object/function by Fund and Department (General and Recreation Funds and Departments). For a detailed analysis of revenues by source refer to the Revenue Analysis section (on page 83), for expenditures by object refer to the Fund Summary section (on page 55) and for expenditures by function refer to the Expenditures by Function section (on page 107) of the budget document.

| Revenues by Source | General Fund | IMRF Dept. | FICA Dept. | Liability Dept. | Audit Dept. | Recreation Fund | SRA Dept. | Museum Dept. |
|---------------------------------------|------------------|----------------|----------------|-----------------|---------------|------------------|-----------------|----------------|
| Taxes | 3,168,282 | 385,654 | 383,309 | 249,254 | 51,137 | 1,507,964 | 692,109 | 295,297 |
| Donations, Advertising, Scholarship | 139,690 | - | - | - | - | 10,000 | - | 400 |
| Grants | - | - | - | - | - | 1,100 | - | - |
| Program Fees | - | - | - | - | - | 2,956,698 | - | 700 |
| Rentals | 150,937 | - | - | - | - | 63,212 | - | - |
| Passes, Memberships, Daily Uses | - | - | - | - | - | 494,808 | 600 | - |
| Merchandise Sales | 25,800 | - | - | - | - | 81,722 | - | - |
| Transfers | - | - | - | - | - | - | - | - |
| Bond Proceeds | - | - | - | - | - | - | - | - |
| Interest | 8,000 | - | - | - | - | 2,000 | - | - |
| Total Revenues | 3,492,709 | 385,654 | 383,309 | 249,254 | 51,137 | 5,117,504 | 692,709 | 296,397 |
| Expenditures by Object | | | | | | | | |
| Salaries & Wages | 1,680,884 | - | - | 26,680 | 29,789 | 3,120,080 | 229,219 | 106,289 |
| Contractual Services | 1,151,558 | 385,222 | 382,865 | 219,447 | 21,083 | 1,237,956 | 230,947 | 63,904 |
| Repairs | 24,200 | - | - | - | - | 76,650 | - | 5,500 |
| Supplies | 473,124 | - | - | 3,000 | - | 406,195 | 300 | 28,268 |
| Capital | - | - | - | - | - | - | 260,000 | - |
| Transfers/Debt | 109,750 | - | - | - | - | 414,200 | - | 90,790 |
| Total Expenditures by Object | 3,439,516 | 385,222 | 382,865 | 249,127 | 50,872 | 5,255,081 | 720,466 | 294,751 |
| Net | 53,193 | 432 | 444 | 127 | 265 | (137,577) | (27,757) | 1,646 |
| Expenditures by Function | | | | | | | | |
| Park Board/Administration | 292,187 | 28,359 | 19,903 | 9,613 | 9,613 | 134,961 | 19,226 | - |
| Marketing and Communications | 285,253 | 23,271 | 16,332 | - | - | 146,147 | 870 | 2,235 |
| Finance and Human Resources | 246,487 | 36,688 | 25,749 | 239,514 | 41,259 | 251,254 | 5,582 | 9,119 |
| Information Technology | 247,305 | - | - | - | - | 240,601 | - | - |
| Parks | 1,199,715 | 68,030 | 54,579 | - | - | 44,676 | - | 116,844 |
| Facilities | 1,058,819 | 92,836 | 101,312 | - | - | 1,281,377 | - | - |
| Recreation | - | 136,038 | 164,990 | - | - | 2,741,865 | 434,788 | 52,638 |
| Enterprise Services | - | - | - | - | - | - | - | 23,125 |
| Sugar Creek Golf Course | - | - | - | - | - | - | - | - |
| Capital/Transfers/Debt | 109,750 | - | - | - | - | 414,200 | 260,000 | 90,790 |
| Total Expenditures by Function | 3,439,516 | 385,222 | 382,865 | 249,127 | 50,872 | 5,255,081 | 720,466 | 294,751 |
| Net | 53,193 | 432 | 444 | 127 | 265 | (137,577) | (27,757) | 1,646 |

¹The total revenues for each source and expenditures for each object category and function are in the "Total" column on the chart on the following page.

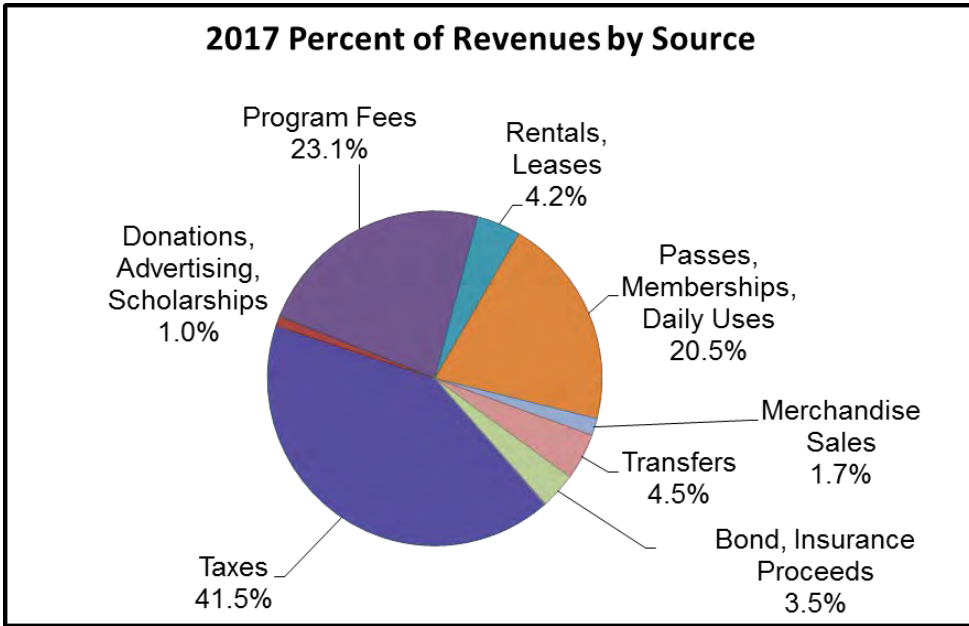
2017 Budget
Revenues by Source and Expenditures by Object and Function by Fund and Departments²
(continued)

The chart below illustrates the projected 2017 revenues by source and expenditures by object/function by Fund and Department (Enterprise Services, Sugar Creek Golf Course, Debt Service, Early Bond Repayment and Capital Improvement Funds). For a detailed analysis of revenues by source refer to the Revenue Analysis section (on page 83), for expenditures by object refer to the Fund Summary section (on page 55) and for expenditures by function refer to the Expenditures by Function section (on page 107) of the budget document.

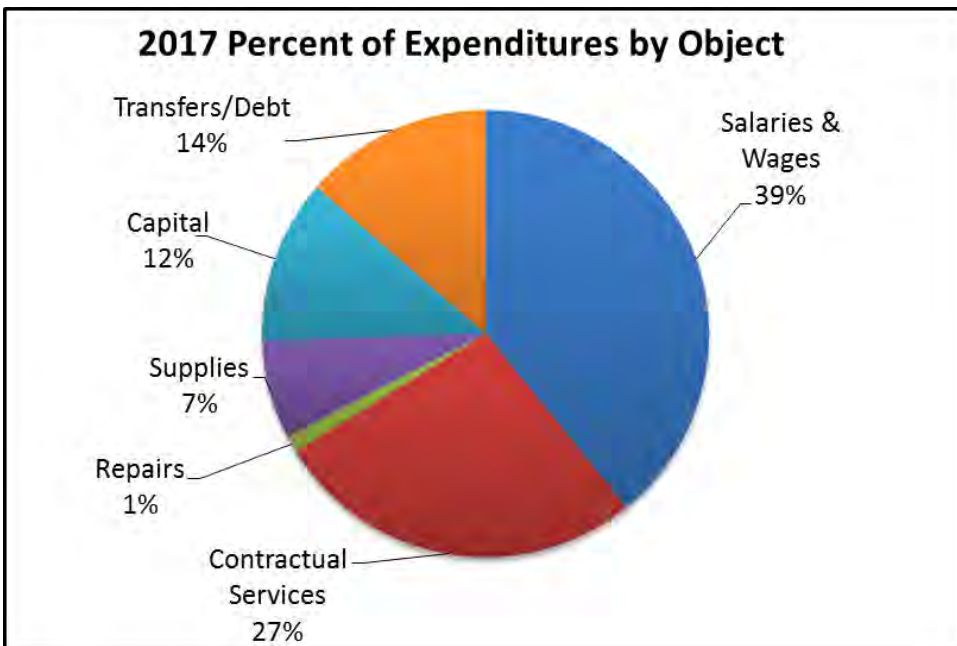
| Revenues by Source | Enterprise | Sugar | Debt | Early Bond | Capital | Paving | Total |
|---------------------------------------|------------------|------------------|------------------|-----------------|--------------------|----------------|--------------------|
| | Services | Creek Golf | Service | Repayment | Improvement | and | |
| | Fund | Course | Fund | Fund | Fund | Lighting | |
| | | | | | | Dept. | |
| Taxes | - | - | 1,168,661 | - | - | 89,133 | 7,997,905 |
| Donations, Advertising, Scholarship | 4,500 | - | - | - | 33,000 | - | 187,590 |
| Grants | - | - | - | - | - | - | 1,100 |
| Program Fees | 1,372,453 | 110,775 | - | - | - | - | 4,440,626 |
| Rentals | 437,039 | 165,500 | - | - | - | - | 816,688 |
| Passes, Memberships, Daily Uses | 2,810,115 | 641,597 | - | - | - | - | 3,947,120 |
| Merchandise Sales | 46,110 | 165,000 | - | - | - | - | 318,632 |
| Transfers | 77,540 | - | 330,715 | - | 387,200 | 71,109 | 866,564 |
| Bond Proceeds | - | - | 320,000 | - | 348,584 | - | 668,584 |
| Interest | 6,000 | - | 500 | - | 4,000 | - | 20,500 |
| Total Revenues | 4,753,757 | 1,082,872 | 1,819,876 | - | 772,784 | 160,242 | 19,265,309 |
| Expenditures by Object | | | | | | | |
| Salaries & Wages | 2,521,300 | 361,904 | - | - | - | - | 8,076,145 |
| Contractual Services | 1,543,834 | 232,720 | 10,935 | - | 92,231 | - | 5,572,702 |
| Repairs | 125,165 | 13,205 | - | - | - | - | 244,720 |
| Supplies | 346,706 | 211,498 | - | - | - | - | 1,469,091 |
| Capital | 269,500 | 32,000 | - | - | 1,725,825 | 160,205 | 2,447,530 |
| Transfers/Debt | 15,390 | 228,563 | 1,808,941 | 75,715 | 71,109 | - | 2,814,458 |
| Total Expenditures by Object | 4,821,895 | 1,079,890 | 1,819,876 | 75,715 | 1,889,165 | 160,205 | 20,624,646 |
| Net | (68,138) | 2,982 | - | (75,715) | (1,116,381) | 37 | (1,359,337) |
| Expenditures by Function | | | | | | | |
| Park Board/Administration | 96,966 | - | - | - | 92,231 | - | 703,059 |
| Marketing and Communications | 193,270 | - | - | - | - | - | 667,378 |
| Finance and Human Resources | 278,888 | 40,550 | - | - | - | - | 1,175,090 |
| Information Technology | 180,450 | - | - | - | - | - | 668,357 |
| Parks | 15,120 | - | - | - | - | - | 1,498,965 |
| Facilities | 26,685 | - | - | - | - | - | 2,561,029 |
| Recreation | - | - | - | - | - | - | 3,504,464 |
| Enterprise Services | 3,745,626 | - | - | - | - | - | 3,794,604 |
| Sugar Creek Golf Course | - | 778,777 | - | - | - | - | 778,777 |
| Capital/Transfers/Debt | 284,890 | 260,563 | 1,819,876 | 75,715 | 1,796,934 | 160,205 | 5,272,923 |
| Total Expenditures by Function | 4,821,895 | 1,079,890 | 1,819,876 | 75,715 | 1,889,165 | 160,205 | 20,624,646 |
| Net | (68,138) | 2,982 | - | (75,715) | (1,116,381) | 37 | (1,359,337) |

²The total revenues for each source and expenditures for each object category and function in the "Total" column on the chart above also include the funds/departments on the chart on the previous page.

**Elmhurst Park District 2017 Budget
Sources and Uses of Funds**



The revenue chart illustrates the distribution of District revenues by source.



The expenditure chart illustrates the distribution of expenditures by object.

District and Community Profile

The Elmhurst Park District of Illinois is duly organized and operates under the provisions of the Illinois Park District Code (70ILCS 1-1 through 13-9e), compiled as part of the Illinois Compiled State statutes.

Chartered: In 1920, the residents of Elmhurst created a unit of local government to provide for the community's recreational and park interests. The establishment of the Elmhurst Park District and election of its first Commissioners took place on June 5, 1920.

Governance: A community-elected non-partisan Board of Commissioners consisting of seven (7) members constitutes the governing board of the Elmhurst Park District. Commissioners are elected to six (6) - year terms and serve without compensation.

Officers: The Commissioners elect from among themselves a President and a Vice President to serve one (1) - year terms.

Appointed Officials: The Park Board of Commissioners appoint an Executive Director, a Treasurer, an Assistant Treasurer, an Attorney and a Secretary. The Executive Director serves as the Chief Executive Officer (CEO) for the Park District and carries out the policies of the Board.

Boundaries: The Park District currently encompasses 9.8 square miles covering Elmhurst and small portions of unincorporated Elmhurst and the cities of Addison, Berkeley and Northlake.

Elmhurst Demographics: The Park District's population is approximately 44,722 and the number of households is 15,965 (boundaries are not coterminous with the City of Elmhurst). The percent of families with children under age 18 is 36.8%, the median age is 40.1 years, and the percent of the population over 65 is 14.0% (2010 census). The average family income is \$81,486 and per capita income is \$32,015 (2010 Census).

Real Estate: The equalized assessed valuation (EAV) of real estate for 2015 is \$2,047,445,605.

Tax Rate: The tax rate for levy year 2015 is 0.3800 per \$100 of assessed value.

Bond Rating: Moody's Rating Service issued the District a bond rating of Aa1 in 2010.

Fiscal Year Budget: The budget for 2017 is \$20,624,646. The fiscal year is January 1 to December 31.

Park Resources: The Park District manages 463 acres of parkland within 28 parks ranging in size from small neighborhood parks to large parks with facilities for softball, baseball, soccer, tennis, in-line skating, basketball and playgrounds. Within the parks system, the District also maintains and operates the Wilder Park Conservatory and Museum and the Elizabeth Friendship Walk, which features flowers, exotic foliage, and tropical plants. The District is also responsible for the development of all entrepreneurial projects that include Courts Plus Fitness Center (multi-use fitness facility with indoor pool), Wilder Mansion (conference, banquet and community meeting center) and Sugar Creek Golf Course (9-hole, par 32 course and driving range) jointly owned and operated by the Elmhurst Park District and the Village of Villa Park.

Programs and Services: The District offers a diversity of recreational opportunities including sports, specialized summer camps, environmental programs, gymnastics programs, preschool programs, before and after school child activity programs, and performing art classes. The Abbey Leisure Center contains a multi-purpose recreation space where the District provides a diverse selection of activities and social services for the senior population. The Wagner Community Center houses many recreation programs and includes the District's gymnastics center. The District is also a member of the Gateway Special Recreation Association, which provides recreational services for children and adults with disabilities. Additionally, the District has two

outdoor, heated community pools and offers swim lessons at both locations. The District also operates The Hub with miniature golf, batting cages, spray ground and a concessions building.

Organizational Structure and Staffing: The District has six departments that include Parks and Facilities, Recreation, Enterprise Services, Marketing and Communications, Information Technology, and Finance and Human Resources along with the Administrative functions. The Park District employs 75 full-time, 448 part-time and 300 seasonal workers.

Affiliations: The Park District is a member of the National Recreation and Park Association (NRPA), the Illinois Association of Park Districts (IAPD), the Illinois Park and Recreation Association (IPRA), and the Gateway Special Recreation Association.

Awards:

- The National Gold Medal Award for Excellence in Park and Recreation Management Finalist (2006-08, 2010-11).
- Illinois Distinguished Agency (accreditation from Illinois Association of Park Districts and Illinois Park and Recreation Association (IPRA)) (1999-2005). Reaccredited (2006-2011, 2012-2017).
- Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award (2007-2016).
- GFOA Certificate of Achievement for Excellence in Financial Reporting (2007-2015).
- Park District Risk Management Association Loss Control Review Award (Level A accreditation) (2002-2004). Reaccredited (2005, 2008, 2012, 2016).
- Governor's Sustainability Award (2010-11), Finalist (2013) and Honorable Mention (2014).
- Finalist for "Best Small & Medium Companies to Work for in America" sponsored by Great Place to Work® Institute and the Society for Human Resource Management (SHRM) (2008-2009).
- Department of Defense Employee Support Award (2008).
- IPRA: Agency Showcase 2nd Place Award for Annual Report (2009).
- IPRA Outstanding Facility Award: Wilder Mansion redevelopment (2009), East End Pool redevelopment (2008), Berens Park renovation (2004), Courts Plus expansion (2003), Norman P. Smalley Pool (2000), Safety Town (1999).
- Environmental Protection Agency and Chicago Wilderness Conservation Native Landscaping Award (2002).
- Willowbrook Wildlife Foundation Blazing Star Award (2004).
- National Recreation and Park Association: Healthy Community Award, Best Recreation Catalog Award, and Best Overall Communicator (2001).
- The International Awards for Livable Communities Second in the World for Nations in Bloom (2000).
- Special Kids Day Award (2013).

Elmhurst Park District History: The Elmhurst Park District was established on June 5, 1920 to meet the leisure and recreational needs of the community. Soon thereafter, negotiations were opened for the acquisition of the Wilder estate. The estate consisted of an undeveloped cow pasture to the north and the family home, gardens and clay tennis courts to the south. Original development of the gardens had begun much earlier in 1868 by Seth and Elizabeth Wadhams, who built their home, known as White Birch, along with a greenhouse and gardens. They planted numerous trees representing a variety of species to create a true garden spot in Elmhurst. The Park District acquisition of the Wilder property occurred in 1921, making it the first public park in Elmhurst. The Park District added the conservatory to the greenhouse in 1924, and the Wilder Park Conservatory then opened to the public.

In the late 1920s and early 1930s, three new parks were established at Salt Creek, East End and Butterfield. The original East End Pool opened on June 26, 1937 with a "Grand Splash" of 750 youths who had lined up along the edge of the pool in readiness for its big moment. The pool was an immediate success for the District, with 1,200 people showing up on its second day. The first recreation programs were offered for children in 1942

and included baton, handicrafts, archery, baseball and ballet. The early 1950s saw additional growth for the District as the Ben Allison Playground and Eldridge Park were opened. The Abbey was also established during this period as a place for teenagers to gather, but did not become part of the Park District until 1964. During the decade of the 1960s, seven new parks were opened, including the York Commons Pool which was dedicated in 1967.

Perhaps the most significant decade in the Park District's history was the 1970s, when the District blossomed into a full-service agency. In 1971, voters approved a \$3.9 million bond referendum for land acquisition and development. The majority of EPD's present land was purchased during this time, along with new park development. Five new special facilities were also opened during this period. The Courts, an indoor tennis, racquetball and handball facility, opened in 1972. Sugar Creek Golf Course was the result of collaboration in the early 1970s between the Elmhurst Park District and the Village of Villa Park who shared in the land acquisition and construction costs. The first Elmhurst Community Center opened its doors in 1979 at Eldridge School, leased from the School District. The Abbey Leisure Center opened its doors on St. Charles Road for senior citizen leisure programming in 1975 in recognition of this growing segment of the community's population. The Depot on York Road was acquired from the Chicago and Northwestern Railroad in 1971 and renovated by the Park District as a bicentennial project in 1975.

The 1980s and 1990s constituted a period of redevelopment and continued partnerships with other agencies. The Courts Plus expansion in 1990 provided an important collaboration with Elmhurst Memorial Health Care to provide fitness, rehabilitation, and health programs for the community. In 1992, the District won the coveted National Gold Medal Award presented to outstanding park and recreation agencies.

On September 6, 2003, the Elmhurst Park District opened the Joanne B. Wagner Community Center. This facility filled a great need for the community by providing a venue for indoor programming that is owned by the District. The redevelopment and opening of Berens Park and The Hub in 2004 came just in time for the District's 85th anniversary. In 2003, the new Elmhurst Public Library opened at the north end of Wilder Park following a land exchange agreement with the District and the City of Elmhurst and in 2007, the District received the keys to Wilder Mansion from the City (former Library), making its ownership official. The original 1860 home was remodeled without compromising the historic architectural features and provides an additional 14,000 square feet of multi-use space for the community.

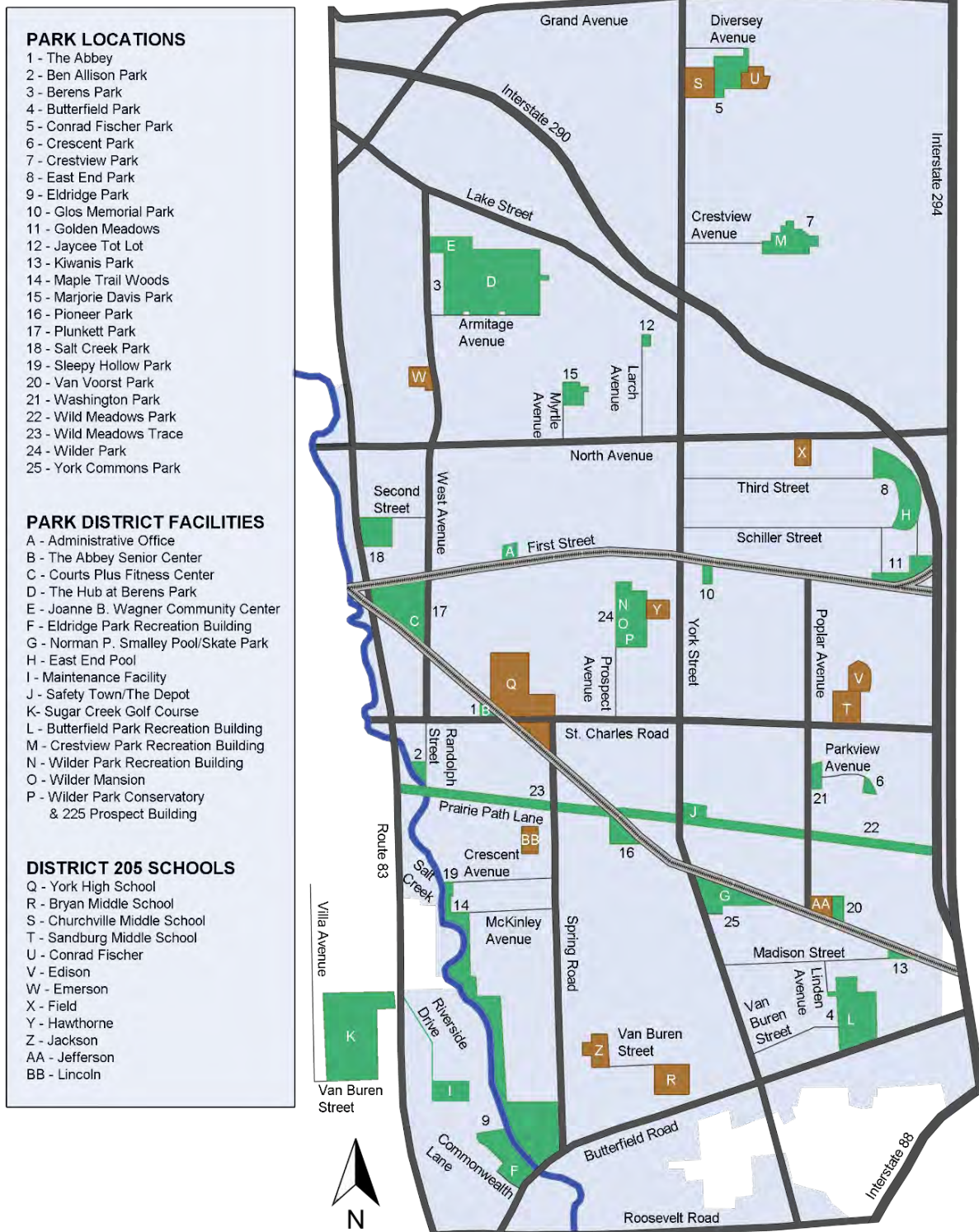
Overview of the City of Elmhurst: Elmhurst is a community that is rich in culture and history, dating back to its settlement in the 1840s. While the suburbanization of Chicago encompassed Elmhurst and many other regional communities, Elmhurst clearly developed as a community with its own distinct heritage and image, casting aside its suburban label. Celebrating its 133rd year, Elmhurst is a highly livable and sustainable community that has its own symphony orchestra, art museum, historical museum and various other cultural offerings that appeal to residents and visitors alike. Located approximately 16 miles west of the Chicago Loop, Elmhurst is easily accessible via highway and rail. Interstates 294 and 290 intersect on the City's east side, providing both north-south and east-west access that links with the City of Chicago to the east and O'Hare Airport 12 miles north. The community is served by commuter rail on Metra's Union Pacific West Line, with a station stop in the heart of Downtown Elmhurst. The City of Elmhurst has a healthy business and industry base, with numerous retail business areas outside the downtown area. The City is also home to three industrial parks located in the perimeter areas of the community.

Elmhurst has already realized the growth pressures of the past several decades, and is in a period of very slow growth that is fueled largely by redevelopment. In the past two decades, numerous older homes and commercial buildings have been demolished to make way for new larger homes or townhouse/condominium developments. According to the Chicago Metropolitan Agency on Planning, the population of Elmhurst is projected to grow to 43,075 by the year 2030, an increase of less than one percent. The 2010 Census illustrates that this number has already been surpassed with 44,121 as the City of Elmhurst population and a projected population of 45,362 in 2017.

Elmhurst offers its residents the conveniences and amenities that come with having access to one of the largest major metropolitan areas in the country, while providing its own services, character and amenities that provide a high quality of life for residents.

For additional economic and demographic data on the City of Elmhurst and the Elmhurst Park District refer to the charts on the following pages. Below is a map of District properties.

ELMHURST PARK DISTRICT MAP



Demographic and Economic Statistics – Last Ten Fiscal Years- December 31, 2015 (Unaudited)

| Fiscal Year | Population | Total Personal Income | Per Capita Personal Income | Unemployment Rate |
|-------------|------------|-----------------------|----------------------------|-------------------|
| 2005 | 42,762 | \$ 1,369,025,430 | \$ 32,015 | 4.50% |
| 2006 | 42,762 | 1,369,025,430 | 32,015 | 3.50% |
| 2007 | 43,298 | 1,386,185,470 | 32,015 | 3.10% |
| 2008 | 43,298 | 1,386,185,470 | 32,015 | 3.50% |
| 2009 | 43,298 | 1,386,185,470 | 32,015 | 6.90% |
| 2010 | 43,298 | 1,386,185,470 | 32,015 | 7.70% |
| 2011 | 44,121 | 1,412,533,815 | 32,015 | 6.50% |
| 2012 | 44,121 | 1,843,772,469 | 41,789 | 6.50% |
| 2013 | 44,121 | 1,891,776,117 | 42,877 | 6.80% |
| 2014 | 44,509 | 1,985,145,909 | 44,601 | 5.70% |
| 2015 | 44,509 | 1,985,145,909 | 44,601 | 5.70% |

Data Source: City of Elmhurst

Principal Employers – Current and Nine Fiscal Years Ago- December 31, 2015 (Unaudited)

| Principal Employers - Current Fiscal Year and Nine Fiscal Years Ago December 31, 2015 (Unaudited) | | | | | | |
|--|--------------|------|--|--------------|------|--|
| Employer | 2015 | | | 2006 | | |
| | Employees | Rank | Employees as a Percentage of District Population | Employees | Rank | Employees as a Percentage of District Population |
| Elmhurst Memorial Hospital & Center | 2,173 | 1 | 4.88% | 2,400 | 1 | 5.61% |
| Elmhurst Comm School District #205 | 1,160 | 2 | 2.61% | 850 | 2 | 1.99% |
| McMaster-Carr Supply Co. | 850 | 3 | 1.91% | 850 | 3 | 1.99% |
| Elmhurst College | 600 | 4 | 1.35% | 500 | 6 | 1.17% |
| Duchossois Industries Inc/Chamberlain | 450 | 5 | 1.01% | 300 | 7 | 0.70% |
| Chamberlin Group Inc. | 350 | 6 | 0.79% | | | |
| Sterling Engineering, Inc. | 320 | 7 | 0.72% | | | |
| Patten Industries | 275 | 8 | 0.62% | 700 | 5 | 1.64% |
| Laboratory Corp. of America | 250 | 9 | 0.56% | | | |
| Superior Sound, Inc. | 250 | 10 | 0.56% | | | |
| Nyro ADC | | | | 810 | 4 | 1.89% |
| Hassett Air Express | | | | 300 | 8 | 0.70% |
| Kellogg Co Snack Discision | | | | 300 | 9 | 0.70% |
| S & S Automotive Inc. | | | | 300 | 10 | 0.70% |
| Total | 6,678 | | 15.00% | 7,310 | | 17.09% |
| Total Population | | | 44,509 | | | 42,762 |

Data Source: City of Elmhurst



Principal Property Tax Payers – Current Year and Nine Years Ago- December 31, 2015 (Unaudited)

| Taxpayer | 2015 | | | 2006 | | |
|------------------------------|------------------------|------|---|------------------------|------|---|
| | Taxable Assessed Value | Rank | Percentage of Total District Taxable Assessed Value | Taxable Assessed Value | Rank | Percentage of Total District Taxable Assessed Value |
| McMaster Carr | \$ 13,184,830 | 1 | 0.73% | \$ 11,610,360 | 3 | 0.63% |
| Three Galleria Tower | 11,476,970 | 2 | 0.63% | | | |
| Federal Construction LLC | 10,295,980 | 3 | 0.57% | 12,248,180 | 2 | 0.66% |
| Royal Management Corporation | 7,355,960 | 4 | 0.41% | 5,729,900 | 7 | 0.31% |
| Elmhurst Memorial Healthcare | 6,192,880 | 5 | 0.34% | 8,532,790 | 4 | 0.46% |
| Korman/Lederer & Associates | 5,265,980 | 6 | 0.29% | 7,709,280 | 5 | 0.42% |
| UBS Realty Investors LLC | 4,841,500 | 7 | 0.27% | | | |
| Horizon Group VIII LLC | 4,753,570 | 8 | 0.26% | 4,488,680 | 8 | 0.24% |
| Chicagoland Grocery Venture | 4,555,710 | 9 | 0.25% | | | |
| HC Elmhurst LLC | 4,473,860 | 10 | 0.25% | | | |
| AIMCO | | | | 12,666,670 | 1 | 0.68% |
| Deloitte & Touche LLP | | | | 7,676,620 | 6 | 0.41% |
| Manulife Financial | | | | 4,332,550 | 9 | 0.23% |
| Patten Tractor & Equipment | | | | 4,330,490 | 10 | 0.23% |
| | <u>72,397,240</u> | | <u>4.00%</u> | <u>79,325,520</u> | | <u>4.28%</u> |

Note: Every effort has been made to seek out and report the largest taxpayers. However, many of the taxpayers contain multiple parcels, and it is possible that some parcels and their valuations have been overlooked.

Data Sources: County Assessor's Office and City of Elmhurst

Capital Asset Statistics - December 31, 2015 (Unaudited)

| Function/Program | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 |
|-----------------------------|------|------|------|------|------|------|------|------|------|------|
| Parks and Recreation | | | | | | | | | | |
| Parks | | | | | | | | | | |
| Total Acreage | 460 | 460 | 462 | 462 | 462 | 462 | 463 | 463 | 463 | 463 |
| Number of Parks | 28 | 28 | 28 | 28 | 28 | 28 | 28 | 28 | 28 | 28 |
| Facilities (Number) | | | | | | | | | | |
| Playground | 18 | 18 | 18 | 18 | 18 | 18 | 18 | 18 | 18 | 18 |
| Indoor Swimming Facilities | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| Outdoor Swimming Facilities | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 |
| Sprayground | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| Miniature Golf | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| Conservatory/Museum | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| Lagoon | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| Outdoor Skating Area | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| Cross Country Ski Trails | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 |
| Community Center | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| Football/Soccer Fields | 26 | 26 | 26 | 26 | 26 | 26 | 26 | 26 | 26 | 26 |
| Ball Diamonds | 28 | 28 | 28 | 28 | 28 | 28 | 28 | 28 | 28 | 28 |
| Climbing Wall | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| Racquetball Courts | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| Tennis Courts-Indoor | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 |
| Tennis Courts-Outdoor | 27 | 27 | 27 | 27 | 27 | 27 | 27 | 27 | 27 | 27 |
| Picnic Areas | 12 | 12 | 12 | 12 | 12 | 12 | 12 | 12 | 12 | 12 |
| Outdoor Basketball Courts | 13 | 13 | 13 | 13 | 13 | 13 | 13 | 13 | 13 | 13 |
| Sled Hill | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| Café/Concession Stands | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 |
| Roller Hockey Courts | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| Skateboard Park | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| Community Garden | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| Senior Center | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| Health and Fitness Center | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| Walking/Biking Trails | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| Historical Structure | - | - | - | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| Synthetic Turf Fields | - | - | - | 2 | 2 | 2 | 2 | 2 | 2 | 2 |

Data Source: District Records

Strategic Plan

In 2012, the Board of Park Commissioners and staff updated the District's fifth Strategic Plan using a process that included reviewing community feedback to analyze the state of the District, creating the community's future vision of park and recreation services and developing an action plan to implement that vision. By basing each Plan on community feedback and defining priorities, the Board can prepare for future community desires and needs along with clarifying organizational direction for focused decision making. Since the inception of the Strategic Plan, the Board and staff have selected and implemented projects, programs and initiatives based upon the priorities articulated during that process.

Development of 2013-17 Strategic Plan

During spring 2012, the first two phases of the planning process involved the Board defining the District's strategic direction by conducting an analysis of where the District is today (utilizing community feedback such as the 2011 community-wide scientific Attitude and Interest Survey, employee feedback and current planning documents), reviewing the District's mission and vision statements, and determining future priorities (Key Focus Areas and Strategic **Themes**) to provide direction over a five-year period.

During phase three of the planning process, staff, based on the Board's direction, mapped out how the District will achieve these priorities in a Strategic Work Plan (SWP) consisting of Strategic **Objectives** (broad statements describing what the District must achieve to execute strategy) and Strategic **Initiatives** (specific programs, activities, projects or actions to be addressed to meet performance targets). Staff assigned timelines (short, mid- and long-term and continuous) to each of the Strategic Initiatives to ensure the timing of each one is feasible and appropriate based on what the District is targeting to accomplish overall within the Plan's five-year span.

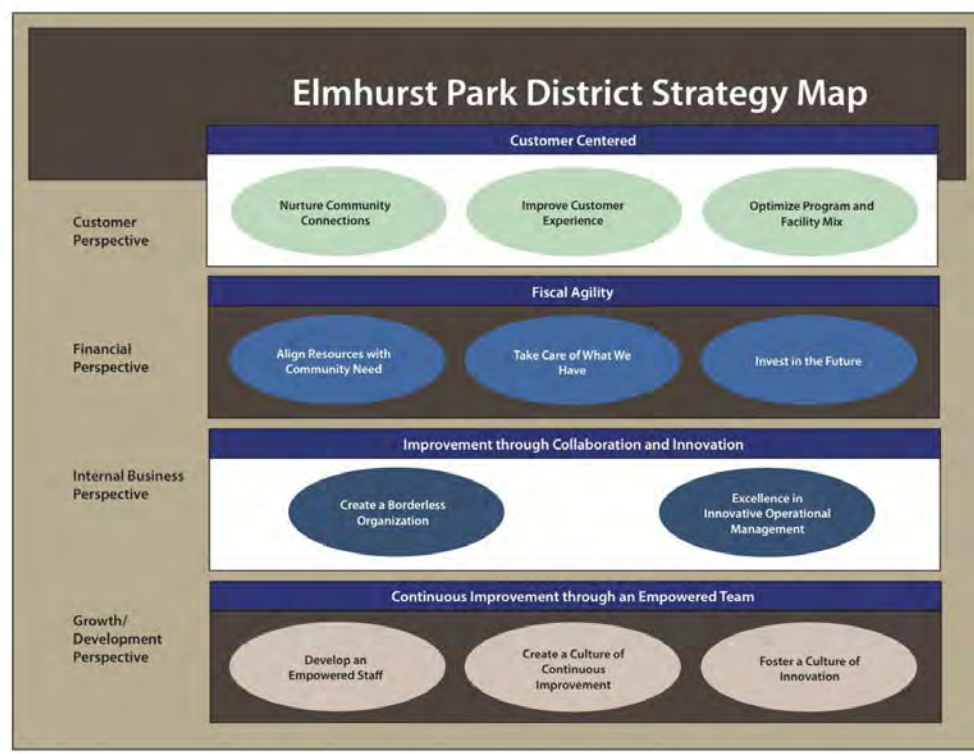
After Board approval of the final Strategic Plan in August 2012, staff developed Work Plan **Tactics** that detail how the Strategic Initiatives will be implemented and to drive what resources need to be allocated in the budget to implement the SWP. Staff also began the process of creating performance **Measurements** to track progress of the Plan. Throughout the process, multiple levels of staff were engaged in developing strategy, including providing feedback, which creates a greater awareness and ownership of the Strategic Plan. Along with the Management Team and Division Managers, supervisory staff are, and will continue to be, involved in developing tactics to ensure Department work plans and budget proposals reflect the necessary steps and resources for implementing the Board's priorities.



District Strategy Map

The District's Strategic Plan is based on the Balanced Scorecard, a strategic planning and management framework, used to align business operations with vision and strategy, communicate strategy internally and externally and monitor organizational performance against strategic objectives. It emphasizes the cause and effect relationships among distinct yet interrelated perspectives: customer needs, financial performance, internal support processes and organizational learning and growth.

All of the District's Strategic Themes and Objectives are aligned with the four Balanced Scorecard perspectives and represented on the Strategy Map below. The District's Themes are broad organizational descriptions that provide direction: Customer Centered, Fiscal Agility, Improvement through Collaboration and Innovation, and Continuous Improvement through an Empowered Team. The Objectives define what the District must accomplish to execute its Themes (objectives in the bubbles).



2017 Strategic Work Plan

Developed by staff and approved by the Board annually, the 2017 Strategic Work Plan (SWP) on the following pages outlines the specific broad goals (initiatives) and tasks (tactics) to implement the Strategy Map above. To facilitate ongoing tracking of this strategy, the SWP includes all initiatives for the five-year duration of the Plan. Since long-range strategy takes time to address, the implementation of the majority of the initiatives is over a two- to three-year period unless it will occur throughout all five years of the Plan. Therefore, the timing of initiatives is defined as follows: short-term (2013-15); mid-term (2014-16); long-term (2015-17) and continuous (2013-17). To remain relevant and timely, Tactics to address the Initiatives are short-term (one to two years) and are only listed in the SWP under Initiatives that have not been accomplished as of October 2016. To foster additional accountability, the SWP also includes the lead position/team responsible along with the targeted years for completing each Tactic. The Initiatives and Tactics are listed under the Objective they address. Ongoing and Department projects/initiatives for 2017 are included in function work plans in the Expenditures by Function section (page 107).

2017 Strategic Work Plan

| CUSTOMER THEME: CUSTOMER CENTERED | | | |
|--|----------|-------------|------------------------------|
| OBJECTIVE A: NURTURE COMMUNITY CONNECTIONS | | | |
| Initiatives and Tactics | Timeline | Status | Lead Dept. |
| Initiative One: Create process for reviewing existing and potential partnerships according to established criteria (Mid- and long-term) | | | |
| Tactic a. Define types of partnerships and conduct research on partnership assessment tools | 2014-15 | Completed | Administration |
| Tactic b. Create assessment tool and process | 2015-17 | In Progress | Administration |
| Tactic c. Pilot new assessment tool | 2017 | | Administration |
| Initiative Two: Develop, nurture and evaluate existing affiliate and partnerships (Continuous) | | | |
| Tactic a. Develop an inventory of existing partnerships | 2015-17 | In Progress | Administration |
| Tactic b. Work with partners on agreements requiring updating | 2013-17 | In Progress | Administration |
| Initiative Three: Develop and identify new opportunities based on Strategic Plan, Program Plan and facility needs (Mid- and long-term) | | | |
| Tactic a. Pursue opportunities to nurture community connections identified in the programming plan process | 2014-15 | Completed | Rec, Ent., P&F |
| Tactic b. Evaluate opportunities for shared volunteer base and recruitment among community non-profits | 2015-16 | Completed | Marketing & Comm |
| Tactic c. Identify new local partnerships for athletic field/facility usage as part of the Indoor Sports Facility Study | 2016-17 | In Progress | Administration |
| OBJECTIVE B: IMPROVE CUSTOMER EXPERIENCE | | | |
| Initiatives and Tactics | Timeline | Status | Lead Dept. |
| Initiative One: Create a cross-departmental team to analyze and develop a customer service plan, including a training and measurement plan (Short- and long-term) | | | |
| Tactic a. Define a customer service vision and standards for all levels of the agency | 2013-14 | Completed | Marketing & Comm |
| Tactic b. Develop and implement customer service training | Deferred | | Marketing & Comm |
| Tactic c. Develop and implement system-wide customer service measurement system | Deferred | | Marketing & Comm |
| Tactic d. Research and evaluate options and related software to gather, track, and report customer feedback | 2016-17 | | Marketing & Comm/IT |
| Initiative Two: Enhance and develop technological solutions to communicate with customers to provide greater access and communication (Completed) | | | |
| OBJECTIVE C: OPTIMIZE PROGRAM AND FACILITY MIX | | | |
| Initiatives and Tactics | Timeline | Status | Lead Dept. |
| Initiative One: Develop a District Program Plan (Completed) | | | |
| Initiative Two: Develop a process to best position core services in the marketplace (Completed) | | | |
| Initiative Three: Create a process for review of the external market to determine duplication, opportunities, needs, pricings, etc. (Completed) | | | |
| Initiative Four: Optimize Current and Future Facility Space (Continuous) | | | |
| Tactic a. Assess/review facility usage needs based on program and core service plans, Indoor Facility Study and Long-range Capital Plan | 2014-17 | In Progress | Facility & Rec Departments |
| Tactic b. Conduct Indoor Sports Facility Market Analysis and Financial Feasibility Study with the City of Elmhurst | 2015-16 | In Progress | Administration |
| Tactic c. Evaluate options and negotiate with the City of Elmhurst concerning its request to utilize multiple park properties for stormwater retention | 2013-17 | In Progress | Administration |
| Tactic d. Update Comprehensive Plan, including gathering feedback from community (e.g. public meetings, survey) | 2016-17 | In Progress | Administration |
| FINANCIAL THEME: FISCAL AGILITY | | | |
| OBJECTIVE A: ALIGN RESOURCES WITH COMMUNITY NEED | | | |
| Initiatives and Tactics | Timeline | Status | Lead Dept. |
| Initiative One: Improve the capital project review and development process (Completed) | | | |
| Initiative Two: Develop a consistent approach to the pricing of services (Mid-term) | | | |
| Tactic a. Research elasticity of pricing and services to understand customer pricing threshold | 2014-15 | Completed | Marketing & Comm |
| Tactic b. Establish a consistent fee structure based on program plan/service analysis outcomes | 2014-15 | Completed | F&HR, ENT, REC, P&F, M&C, GC |
| Tactic c. Review and update revenue/expense policies | 2015-17 | In Progress | Administration |
| Initiative Three: Ensure transparency by communicating ethics and values to community and internally (Continuous) | | | |
| Tactic a. Develop an education process to enhance understanding of the District's ethics, values and financial policies and practices | 2014-15 | Completed | Marketing & Comm |
| Tactic b. Communicate the District's ethics, values and financial policies and practices | 2013-17 | In Progress | Marketing & Comm |
| Tactic c. Gather feedback on the effectiveness of communications and education process in the District's community-wide survey | 2016 | | Marketing & Comm |
| Status Color Highlight Key - Completed in Yellow ; In Progress in Green ; Future Year in Blue ; Deferred to Future Strategic Plan in Purple | | | |

2017 Strategic Work Plan (continued)

| FINANCIAL THEME: FISCAL AGILITY (CONT.) | | | |
|---|-----------------|---------------|------------------------|
| OBJECTIVE B: TAKE CARE OF WHAT WE HAVE | | | |
| Initiatives and Tactics | Timeline | Status | Lead Dept. |
| Initiative One: Based on the priorities outlined in District planning documents, maintain the District's infrastructure to continue to support high quality offerings (Continuous) | | | |
| Tactic a. Based upon the District's long-range financial plan, develop a comprehensive funding plan for financing the highest/high priority projects in the Capital Plan | 2013-17 | In Progress | Administration |
| Tactic b. Implement the highest/high priority projects in the Capital Plan | 2013-17 | In Progress | Administration |
| Initiative Two: Create a comprehensive asset management plan that is linked to Capital Plan (Deferred) | | | |
| OBJECTIVE C: INVEST IN THE FUTURE | | | |
| Initiatives and Tactics | Timeline | Status | Lead Dept. |
| Initiative One: Seek opportunities that will positively impact the District's finances (Continuous) | | | |
| Tactic a. Attract non-users for select District services and programs | 2014-15 | Completed | P&F, ENT, REC, SC |
| Tactic b. Explore new or expand programs and facilities/amenities to improve and maintain cost recovery goals | 2014-17 | In Progress | P&F, ENT, REC |
| Tactic c. Continue to seek outside financial support | 2014-17 | In Progress | Administration, M&C |
| Tactic d. Evaluate and improve retention strategies and programs | 2015-17 | In Progress | P&F, ENT, REC, SC, M&C |
| Initiative Two: Develop, implement and track cost recovery goals (Mid- and long-term) | | | |
| Tactic a. Establish a cost recovery/subsidy allocation strategy that identifies what services/programs to subsidize and at what level (for recreation and enterprise programs) | 2014-15 | Completed | Administration |
| Tactic b. Enhance internal cost accounting practices for cost recovery tracking and reporting | 2016-17 | In Progress | Finance & HR |
| Tactic c. Track cost recovery goals | 2017 | | P&F, ENT, REC, SC |
| INTERNAL BUSINESS THEME: IMPROVEMENT THROUGH COLLABORATION AND INNOVATION | | | |
| OBJECTIVE A: CREATE A BORDERLESS ORGANIZATION | | | |
| Initiatives and Tactics | Timeline | Status | Lead Dept. |
| Initiative One: Conduct methods to gather internal customer feedback and improve internal business performance (Deferred) | | | |
| Initiative Two: Evaluate and implement opportunities for employees to collaborate (Continuous) | | | |
| Tactic a. Implement cross-functional teams that address Strategic Plan initiatives | 2013-17 | In Progress | Administration |
| Tactic b. Create cross-functional teams that foster interaction and involve all levels of the organization | 2015-17 | In Progress | Administration |
| Initiative Three: Evaluate and enhance communication among District employees (Completed) | | | |
| OBJECTIVE B: EXCELLENCE IN INNOVATIVE OPERATIONAL MANAGEMENT | | | |
| Initiatives and Tactics | Timeline | Status | Lead Dept. |
| Initiative One: Complete a work analysis/staffing review to determine the best allocation of labor dollars (Mid- and long-term) | | | |
| Tactic a. Determine scope of review | 2014 | Completed | Finance & HR |
| Tactic b. Conduct RFP process to retain consultant to assist with review | 2014 | Completed | Finance & HR |
| Tactic c. Conduct review | 2014-15 | Completed | Finance & HR |
| Tactic d. Assess the feasibility of and implement recommendations | 2015-17 | In Progress | Finance & HR |
| Tactic e. Conduct compensation study | 2016 | In Progress | Finance & HR |
| Initiative Two: Develop a dashboard of key indicators to assess and improve organizational performance (Long-term) | | | |
| Tactic a. Develop indicators and determine performance targets | 2015-16 | In Progress | Administration |
| Tactic b. Begin tracking and reporting outcomes and next steps if targets are not met | 2015-17 | In Progress | Administration |
| Tactic c. Research and implement technology that will support tracking and reporting indicators on dashboard software | 2017 | | Administration/IT |
| Initiative Three: Institutionalize sustainable internal operations (Continuous) | | | |
| Tactic a. Review the mission, purpose and structure of the employee Environmental Committee and how the District identifies and implements sustainable practices | 2013-14 | Completed | Green Team |
| Tactic b. Utilize green building products and technologies in building and site development projects where applicable and feasible | 2013-15 | Completed | P&F, ENT, GC |
| Tactic c. Create action plan for addressing deficient areas of IPRA Environmental Report Card | 2015-17 | In Progress | Green Team |
| Initiative Four: Utilize and improve technology for efficiency and reporting (Continuous) | | | |
| Tactic a. Implement Strategic Technology Plan priorities | 2014-17 | In Progress | IT |
| Tactic b. Evaluate options and implement new registration software | 2014-16 | In Progress | Finance & HR |
| Status Color Highlight Key - Completed in Yellow ; In Progress in Green ; Future Year in Blue ; Deferred to Future Strategic Plan in Purple | | | |

2017 Strategic Work Plan (continued)

| LEARNING AND GROWTH THEME: CONTINUOUS IMPROVEMENT THROUGH AN EMPOWERED TEAM | | | |
|--|-----------------|---------------|-------------------|
| OBJECTIVE A: DEVELOP AN EMPOWERED STAFF | | | |
| Initiatives and Tactics | Timeline | Status | Lead Dept. |
| Initiative One: Strengthen District training to facilitate the empowerment of staff (Long-term) | | | |
| Tactic a. Evaluate current practices | 2015-16 | In Progress | Finance & HR |
| Tactic b. Develop and implement plan of action based on outcomes of tactic a. above | 2016-17 | | Finance & HR |
| Initiative Two: Develop leaders (Long-term) | | | |
| Tactic a. Develop competencies | 2015-16 | In Progress | Administration |
| Tactic b. Create and implement training program | 2016 | | Administration |
| Tactic c. Test effectiveness and provide support to new leaders | 2016-17 | | Administration |
| Status Color Highlight Key - Completed in Yellow ; In Progress in Green ; Future Year in Blue ; Deferred to Future Strategic Plan in Purple | | | |
| OBJECTIVE B: CREATE A CULTURE OF CONTINUOUS IMPROVEMENT | | | |
| Initiatives and Tactics | Timeline | Status | Lead Dept. |
| Initiative One: Consider a Board assessment process to continuously improve Board governance (Long-term) | | | |
| Tactic a. Determine assessment process | 2015 | Completed | Administration |
| Tactic b. Conduct assessment process | 2016 | Completed | Administration |
| Tactic c. Implement recommended outcomes of process | 2016 | Completed | Administration |
| Tactic d. Transfer knowledge between outgoing and incoming Board members | 2017 | | Administration |
| Initiative Two: Formalize a process for management of organizational knowledge (Deferred) | | | |
| OBJECTIVE C: FOSTER A CULTURE OF INNOVATION | | | |
| Initiatives and Tactics | Timeline | Status | Lead Dept. |
| Initiative One: Research industry trends and identify ways of integrating new ideas into programs, facilities and services (Long-term) | | | |
| Tactic a. Conduct bi-annual service/program/facility analysis trainings specifically designed to discuss the macro operating environment, including social and demographic, technological, economic and political trends | 2017 | | Administration |
| Tactic b. Integrate trend analysis review into the budget, capital, work plan development and program/service analysis processes | 2017 | | Administration |
| Initiative Two: Establish organizational systems to promote innovation (Long-term) | | | |
| Tactic a. Review full-time employee performance appraisal process | 2016 | Completed | Administration |
| Tactic b. Review employee reward and recognition systems | 2017 | | Administration |
| Status Color Highlight Key - Completed in Yellow ; In Progress in Green ; Future Year in Blue ; Deferred to Future Strategic Plan in Purple | | | |

Monitoring the Strategic Work Plan (SWP)

As part of the Board's governance and to ensure that this Plan remains relevant and effective as a long-range planning tool that is responsive to the community's changing needs, the staff and the Board review the SWP annually. For example, changes occur in the District's operating environment and new opportunities develop that necessitate updating tactics or adding new ones along with adjusting timelines. As in previous years, this review occurs prior to preparing the budget so that staff can allocate adequate resources to address the Plan's priorities. Staff also evaluate the financial implications of each of the tactics to assist with forecasting the long-term resources needed to implement the Plan. Due to changing District priorities and the impending completion of the Plan in 2017, staff recommended and the Board approved, an updated 2016 SWP on April 27, 2016 so that it would be realistic for work planning and decision-making, including identifying the highest priority items for implementation (highlighted in tan in the chart on this and previous pages). Staff reviewed the updated 2016 SWP in July in preparation of the 2017 budget process, including assessing the status, timeline and feasibility of implementation of initiatives and tactics to make any necessary revisions in the proposed 2017 SWP. The Board reviewed and reached consensus on the proposed 2017 SWP at its July 25, 2016 meeting and formally approves the SWP in December as part of the final budget document.

In addition, the Board and staff monitor and report progress on the SWP bi-annually (in the Board's Mid-year and Year-end Strategic Plan Progress Reports) to track the status of the overall achievement of Plan Objectives. The Board reports the status of the Strategic Plan in the District's Annual Report document so residents are informed of impact of the Plan.

Performance Measurement

Performance measurement provides data to complement decision making, improve performance, communicate progress and provide accountability. To address Government Finance Officers Association's (GFOA) best practice of using performance measures as a link to budget and planning processes, the purpose of the District's performance measurement program has been to support strategic planning and goal setting, improve/enhance service delivery and customer service, evaluate effectiveness and efficiency of operations, strengthen accountability, communicate results of programs and services and provide better information for effective decision-making including resource allocation. When the measures are aligned with organizational priorities, the Board and staff can be confident that the data can be used to make improvements, validate current practices, evaluate operations and assist with determining budget priorities that reflect the long-range plans of the Board.

Using the Strategy Map, the Management Team annually reviews current measures and develops potential new measures for tracking the impact of implementing the SWP. Based on this review, staff compiled the chart on the following page, which illustrates the measures that will be tracked and reported semi-annually and/or annually in the Board's Strategic Plan Progress Report or potentially tracked in future years of the Plan. As staff continues implementation of the 2013-17 Strategic Plan, many of the performance measures are a work in progress and will be further refined as staff determine if and when it is feasible to begin tracking each measure, the frequency each should be tracked (semi-annually or annually) and the availability of historical data for assessing long-term trends. Some of the proposed measures may also change or new ones added after the completion related initiatives.

Since many planning initiatives were or are still in progress during 2016 and the new registration system came online in late 2015, staff did not start tracking or reporting new measures in 2015 related to registration, customer satisfaction or cost recovery goals, but have begun or will begin to track these new measures in 2016 and 2017. For example, in 2016, staff started tracking new registration measures semi-annually based on best practices in performance reporting and the capabilities of the new registration system (i.e., total unique registrations, program revenue per unique participant, and participation by age group). In 2017, staff will continue to enhance the District's analysis and use of performance measurement data and research dashboard software, which will facilitate improved reporting and tracking of measures.

For the budget, staff also develop objective measures for monitoring progress toward accomplishing the mission and work plans for each District function (see the Expenditures by Function section on page 107). These measures are also a work in progress and will be enhanced to include additional efficiency and effectiveness measures that focus on results rather than inputs.

Strategic Plan Performance Measures

| Customer Centered Theme | | | |
|--|---|---|---------------------------|
| Performance Measure | Performance Target | Timing of Reporting and Year to Begin Tracking | Lead Department(s) |
| Program Success Rates | 80% or higher | Semi-annually 2013 | Enterprise/Recreation |
| Total Unique Registrants | To be determined | Semi-annually 2016 | Finance |
| Program Revenue Per Unique Registrant (total revenue/unique participants) | To be determined | Semi-annually 2016 | Finance |
| Program Registrants by Age Group (unique participants/census #'s) | To be determined | Semi-annually 2016 | Finance |
| Customer Household Participation (total unique resident household accounts which have completed a transaction) | To be determined | Annually 2016 | Finance |
| Customer Satisfaction Standards (park & facility, services, membership and programs) | To be determined | Annually 2016 | Marketing |
| Fiscal Agility Theme | | | |
| Percent of non-tax revenue | 60% or higher | Annually 2013 | Finance |
| Met Reserve Targets - 1st Tier | Met Board Reserve Policy Targets | Annually 2013 | Finance |
| Met Reserve Targets - 2nd Tier | Met Budget Target | Annually 2013 | Finance |
| Capital Assets Condition Ratio | To be determined | Annually 2015 | Finance |
| Debt Service Ratio | To be determined | Annually 2015 | Finance |
| Fund Balance as a percentage of expenditures | Met Board Fund Balance Policy | Annually 2016 | Finance |
| Percent of profit earned-Courts Plus | 15% | Annually 2016 | Finance/Enterprise |
| Average dollar of round per golfer | Higher than the previous six-year average | Annually 2013 | Golf Course |
| Cost Recovery Goals | Met Cost Recovery Goals | Annually 2017 | Finance |
| Improvement through Collaboration and Innovation Theme | | | |
| Percent of full-time staff involved in cross-functional teams | 75% or higher | Semi-annually 2013 | Admin |
| Environmental Report Card Results | 80% | Annually 2015 | Admin |
| Satisfaction with internal communications and internal services | To be determined | Annually 2016 | Admin and Marketing |
| Borderless Satisfaction Survey | To be determined | Annually 2016 | Admin and Marketing |
| Continuous Improvement through an Empowered Team Theme | | | |
| Percent of full-time employees utilizing continuing education | 80% or higher | Semi-annually 2013 | Finance/HR |
| Employee satisfaction | To be determined | Annually 2016 | Admin/HR/Marketing |
| Training program satisfaction | To be determined | Annually 2016 | HR |

Long-range Budget Plan

Staff develop a Long-range Budget Plan that projects the District's financial condition for the next six years. Along with the Capital Improvement Plan, the Long-range Budget Plan ensures that the District has the resources necessary to implement long-range goals and meet community needs as articulated in the Strategic Plan. Using this Plan, the Board can assess the long-term financial implications of current and proposed policies, programs, personnel, capital projects and debt, and decide on a course of action to achieve District priorities. More specifically, the long-range forecasting of revenues and expenditures in one document achieves the following:

- Provides an understanding of available funding.
- Evaluates financial risk.
- Assesses the level at which services can be sustained.
- Assesses the level at which capital investments can be made.
- Identifies future commitments and resource demands.
- Identifies the key variables that cause changes in revenue levels.

Methodology:

Prior to developing the 2017 Budget, the Management Team reviewed the assumptions for projecting future revenues and expenses (listed on pages 33-4). Using conservative assumptions, staff compared prior year trends, projected long-range Capital Improvement Plan figures and future debt obligations against the 2017 Budget to develop budget projections for 2017 to 2022. This Plan is a work in progress, as it must be regularly monitored and periodically updated to reflect changing economic conditions and organizational priorities.

Long-range Budget Analysis:

Projected Long-range Budget Plan (summary)

| | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
|---------------------------------|------------|-------------|-------------|-------------|--------------|-------------|------------|-------------|
| | Actual | Budget | Budget | Budget | Budget | Budget | Budget | Budget |
| Revenue | 18,528,095 | 19,347,030 | 19,265,309 | 19,023,440 | 19,237,902 | 19,506,815 | 19,807,380 | 20,096,639 |
| Expenses* | 14,057,355 | 15,339,595 | 15,362,658 | 15,524,501 | 15,852,428 | 16,183,424 | 16,522,106 | 16,865,867 |
| Net Operating Difference | 4,470,740 | 4,007,435 | 3,902,651 | 3,498,939 | 3,385,474 | 3,323,392 | 3,285,274 | 3,230,772 |
| Capital | 1,722,680 | 4,143,427 | 2,447,530 | 6,499,304 | 11,819,590 | 8,716,753 | 1,813,150 | 2,814,117 |
| Debt Service/Transfers | 2,325,923 | 2,747,529 | 2,814,458 | 2,151,606 | 2,158,096 | 2,177,166 | 2,195,957 | 2,206,118 |
| Net | 422,136 | (2,883,520) | (1,359,337) | (5,151,971) | (10,592,212) | (7,570,527) | (723,833) | (1,789,463) |

* Except Capital and Transfers

As illustrated in the chart above, staff project surpluses in the operating budgets for 2017 through 2022. When capital and transfer expenses are included in the projections, the District's net total budgets exhibit a deficit. The projected deficits are due to park redevelopment and facility upgrade projects proposed in the Long-range Capital Plan from 2017 to 2022. The District must continue to utilize and build reserves and pursue outside funding opportunities to fund capital budget needs or make spending adjustments in the operating and capital budgets.

2017 BUDGET: LONG-RANGE PLANNING



An overview of the Plan detail is below:

| Estimated Projected Long Range Budget Plan | | | | | | | | |
|---|-------------------|--------------------|--------------------|--------------------|---------------------|--------------------|-------------------|--------------------|
| | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
| | Actual | Budget | Budget | Budget | Budget | Budget | Budget | Budget |
| Revenues | | | | | | | | |
| Taxes | 7,800,698 | 7,989,244 | 7,997,905 | 8,009,592 | 8,021,395 | 8,082,685 | 8,144,588 | 8,207,110 |
| Donations, Advertising, Scholarships | 202,878 | 340,375 | 187,590 | 191,040 | 191,040 | 191,040 | 191,040 | 191,040 |
| Grants | 10,076 | 1,100 | 1,100 | 1,100 | 1,100 | 1,100 | 1,100 | 1,100 |
| Program Fees | 4,262,357 | 4,357,073 | 4,440,626 | 4,564,812 | 4,692,573 | 4,824,013 | 4,959,242 | 5,098,373 |
| Rentals | 782,155 | 780,391 | 816,688 | 828,059 | 839,703 | 851,630 | 863,849 | 876,371 |
| Passes, Memberships, Daily Uses | 3,641,719 | 3,895,505 | 3,947,120 | 4,012,223 | 4,078,503 | 4,145,980 | 4,214,677 | 4,284,616 |
| Merchandise Sales | 323,803 | 320,547 | 318,632 | 319,557 | 320,494 | 321,443 | 322,405 | 323,381 |
| Transfers | 804,361 | 977,654 | 866,564 | 420,055 | 370,353 | 344,465 | 344,465 | 344,465 |
| Bond Proceeds | 679,873 | 673,641 | 668,584 | 662,002 | 707,742 | 729,460 | 751,014 | 755,184 |
| Interest | 20,175 | 11,500 | 20,500 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 |
| Total Revenues | 18,528,095 | 19,347,030 | 19,265,309 | 19,023,440 | 19,237,902 | 19,506,815 | 19,807,380 | 20,096,639 |
| Expenses | | | | | | | | |
| Salaries & Wages | 7,501,988 | 8,079,338 | 8,076,145 | 8,237,668 | 8,402,421 | 8,570,470 | 8,741,879 | 8,916,717 |
| Services | 5,009,566 | 5,543,167 | 5,572,702 | 5,583,036 | 5,711,317 | 5,838,612 | 5,972,576 | 6,113,240 |
| Repairs | 196,721 | 208,980 | 244,720 | 222,907 | 228,215 | 233,692 | 239,344 | 244,661 |
| Supplies | 1,349,080 | 1,508,110 | 1,469,091 | 1,480,890 | 1,510,474 | 1,540,650 | 1,568,307 | 1,591,249 |
| Total Operating Expenses | 14,057,355 | 15,339,595 | 15,362,658 | 15,524,501 | 15,852,428 | 16,183,424 | 16,522,106 | 16,865,867 |
| Net Income (except Capital and Transfers) | 4,470,740 | 4,007,435 | 3,902,651 | 3,498,939 | 3,385,474 | 3,323,392 | 3,285,274 | 3,230,772 |
| Capital | 1,722,680 | 4,143,427 | 2,447,530 | 6,499,304 | 11,819,590 | 8,716,753 | 1,813,150 | 2,814,117 |
| Debt Service/Transfers | 2,325,923 | 2,747,529 | 2,814,458 | 2,151,606 | 2,158,096 | 2,177,166 | 2,195,957 | 2,206,118 |
| Total Expenses (Operating, Capital and Debt) | 18,105,959 | 22,230,550 | 20,624,646 | 24,175,411 | 29,830,114 | 27,077,343 | 20,531,213 | 21,886,102 |
| Net | 422,136 | (2,883,520) | (1,359,337) | (5,151,971) | (10,592,212) | (7,570,527) | (723,833) | (1,789,463) |

Long-range Budget Assumptions:

Staff uses the following assumptions to prepare revenue and expense projections for the Plan.

Revenues

- Taxes – Due to the proposed Illinois legislation temporarily freezing local property taxes, 2018 and 2019 are budgeted at 0%. The average rate used in 2020-2022 is 1.0% (except Bond & Interest, which is capped at the Consumer Price Index). Tax revenue is allocated across funds to maintain revenues over expenses and keep cash and investment targets achievable.
- Donations, Advertising, and Scholarships - These line items are consistent with 2017 budget figures.
- Grants - Projected based on any known awarded grants for 2017.
- Program Fees - Recreation Fund increases are 2.5%; Enterprise Services Fund increases are 3.5%; Sugar Creek Golf Course fees increase by 2.0%.
- Rentals - General Fund increases are 1.0%; Recreation Fund increases are 5.0%; Enterprise Services increases are 1.5%; Sugar Creek Golf Course Fund increases are 1.0%.
- Passes, Memberships, Daily Uses - Recreation Fund increases are 2.0%; Enterprise Services Fund increases are 2.0%; Sugar Creek Golf Course Fund increases are 0.5%.
- Merchandise Sales - General Fund increases are 2.0%; Recreation Fund increases are 0.5%; Enterprise Services Fund and Sugar Creek Golf Course Fund are projected to remain flat.
- Transfers - Projected to be lower in the next five years but consistent. Transfers required for debt payments are based on the payment schedule.

- Bond Proceeds - Remain constant with the annual rollover G.O. Bond with slight increases due to bond tax levy increases and low interest rates.
- Interest - Projected at fairly stable dollar amounts based upon current levels with planned spending down of cash and investment dollars (resulting in less reserves being available to invest).

Expenses

- Salaries and Wages - Wage increases are 2.0% across all Funds.
- Contractual Services - Increases for Services vary by individual line items. Increases for health care are 5%; IMRF and FICA increases are driven by a 2.0% increase in wages; Park District Risk Management Agency insurance increases by 1.5%; Audit fees increase by 3.0%; Program expenses in Recreation Fund increase are projected to remain flat; Program expenses in Special Recreation Association Department and Enterprise Services Fund increase by 2.0%; Miscellaneous line items increase by 1.0%.
- Repairs and Supplies - Increases are 5.0%.
- Capital - Capital amounts are based on the District's Long-range Capital Plan.

Future assumptions will be evaluated based on economic trends over a specific time period to ensure that the Long-range Budget Plan remains relevant and realistic.

Cash and Investments and Fund Balance Analysis

The District maintains reserves for the Board to have funds available to meet emergency operating needs, maintain the District's capital assets and remain proactive with addressing future needs as established in the Strategic Plan. Overall, the projections for cash and investments available on December 31, 2016 and 2017 provide approximately six months of savings to operate the District in the event of an unplanned emergency based on the District's average spending per month. Furthermore, as illustrated in the *2017 Cash and Investment Summary* chart below, for the twelve months ending December 31, 2017 all funds/departments are projected to meet or exceed the first-tier unanticipated emergency cash flow targets established by the Board, except for Sugar Creek Golf Course Fund. If, at the end of a fiscal year, cash and investments fall below the reserve requirements, the Executive Director must prepare and submit a plan for expenditure reductions and/or revenue increases to make the funds whole.

For the ninth year, the \$300,000 target balance for the Sugar Creek Golf Course Fund is underfunded due to the spending of income to pay the debt to redevelop the clubhouse, make course improvements and purchase and develop the driving range. The 2017 proposed budget for Sugar Creek Golf Course Fund is projected to have a net budget surplus of \$2,982 (revenues minus expenses) in an effort to minimize the reserve deficiency. Staff continue to critically review spending while maximizing revenue through enhanced marketing efforts, increased programs and market driven pricing. A copy of the Board's policies on reserves is on page 47.

2017 Cash and Investment Target Summary

| Fund/Department | Proposed 2016 Cash & Investments | 2017 Budgeted Revenues | 2017 Budgeted Expenses | Proposed 2017 Cash & Investments | Target % | Tier 1 Target 2017 Fund/Dept. Target | Will the 2017 target be met? | Amount Over (Under) Target |
|--|---|------------------------------|------------------------------|---|----------|---|---------------------------------------|----------------------------------|
| General | 2,559,858 | 3,492,709 | 3,439,516 | 2,613,051 | 35% | 1,203,831 | YES! | 1,409,220 |
| Recreation | 2,320,155 | 5,117,504 | 5,255,081 | 2,182,578 | 10% | 525,508 | YES! | 1,657,070 |
| Enterprise Svcs | 2,634,663 | 4,753,757 | 4,821,895 | 2,566,525 | 15% | 1,923,284 | YES! | 643,241 |
| IMRF | 185,510 | 392,759 | 385,222 | 193,047 | 50% | 192,611 | YES! | 436 |
| FICA | 382,479 | 383,309 | 382,865 | 382,923 | 50% | 191,433 | YES! | 191,491 |
| Liability Insurance | 241,054 | 249,254 | 249,127 | 241,181 | 10% | 24,913 | YES! | 216,268 |
| Audit | 48,647 | 51,137 | 50,872 | 48,912 | 50% | 25,436 | YES! | 23,476 |
| SRA | 290,368 | 692,709 | 720,466 | 262,611 | 25% | 180,117 | YES! | 82,495 |
| Museum | 182,763 | 296,397 | 294,751 | 184,409 | 25% | 73,688 | YES! | 110,721 |
| Sugar Creek | 44,507 | 1,082,872 | 1,079,890 | 47,489 | | 300,000 | No | (252,512) |
| Total | - | | | - | | | | 4,081,906 |
| Early Bond Repayment | 109,630 | - | 75,715 | 33,915 | | | | |
| Debt Service | 123,879 | 1,819,876 | 1,819,876 | 123,879 | | | | |
| Paving & Lighting | 36,340 | 160,242 | 160,205 | 36,377 | | | | |
| Capital Improvement Fund | 1,404,327 | 772,784 | 1,889,165 | 287,946 | | | | |
| Restricted Capital Improvement Fund | 148,679 | | | 148,679 | | | | |
| | 10,712,859 | - | - | 9,353,522 | | | | |

Replenishment of Cash and Investments and Reserve Target Policy

The first tier cash and investment targets are the reserve targets for unanticipated emergencies and revenue shortfalls as illustrated on the *2017 Cash and Investment Summary* chart on the previous page. The target levels are based upon a percentage of expenses, a flat dollar amount or a combination of a percentage of expenses and dollar amount and are established by reviewing the unique nature of cash flows for each fund/department. In 2007, the Board passed a policy to create a second tier target for meeting projected capital expenses and paying outstanding debt that is over and above the funds needed to meet the first-tier targets established for each fund/department (see page 47 for the Board's Reserve Policy). This policy provides the Board the ability to maintain the District's healthy financial condition through careful long-range financial planning and, as a result, avoid having to reduce services, personnel or maintenance to fund capital projects unless economic conditions warrant making these types of reductions to the budget. For example, the building of reserves resulted in the Board's ability to complete the Wilder Park Conservatory and Horticulture Complex Renovation project in 2013-14 without jeopardizing the financial condition of the District (reserves were spent down to fund 75% of the project cost that was reimbursed at project completion by the Illinois Park and Recreation Facility Construction grant and to cover the other 25% not funded by the grant). In 2016, the grant reimbursement is being utilized to fund a significant portion of the Butterfield Park redevelopment.

The second tier target is determined annually based on the five-year funding projections in the Long-range Capital Improvement and the Long-range Financial Plans. Once the target is finalized, the Executive Director determines how the budget will generate the surplus funds necessary to meet that year or future year capital budgets and repay debt. Based on the Board's reserve policy and the maintenance and replenishment of a healthy level of reserves the past few years, the District can spend down reserves in 2017 in the Funds/Departments that have the flexibility to cover capital project expenses and debt obligations while still remaining fiscally agile due to strong future reserves based on 2017 operating budget projections. In 2017, the District will utilize \$1,668,600 in existing cash and investments in the Recreation Fund (\$339,200), Special Recreation Association Department (\$60,000), Enterprise Services Fund (\$210,000), and Capital Improvement Fund (\$1,059,400) to fund various capital projects, including Wagner Community Center Upgrades, accessibility improvements at Eldridge Park, Maintenance Facility Upgrades, Berens Park Tennis Court Resurfacing, and Fitness Equipment Replacement while ending 2017 with a projected net operating budget surplus of \$441,922 (revenues minus expenses without the spend down of cash and investments). The District is also using \$92,231 in cash and investments from the Capital Improvement Fund for fees related to developing the Comprehensive Plan, which focuses on future park and facility capital priorities. In addition, the District will spend down \$75,715 of reserves (from 2005 grant revenues) in the Early Bond Repayment Fund to repay a portion of the debt that financed the installation of synthetic turf fields at Berens Park.

Fund Balance Analysis

As illustrated in the chart on the following page, the District's fund balances are at sound levels and contribute to the District's healthy financial condition. Staff project that many of the funds will have stable fund balances as compared to 2016. However, the Recreation Fund (7.7%), Special Recreation Association Department (9.7%) and Enterprise Services Fund (1.0%) exhibit decreases in their fund balances due to spending down of second-tier reserves for capital projects. The Capital Improvement Fund and Paving (94.25%) also exhibits decreases due to the spending down of accumulated reserves for 2017 capital projects. The fund balance for the Early Bond Repayment Fund is decreasing (69.1%) due to the planned spend down of reserves to repay debt (see page 53).

2017 Percent Change in Ending Fund Balance by Fund

| Fund | Department | Projected 12/31/2016 Fund Balance | 2017 Budgeted Revenues | 2017 Budgeted Expenses | Proposed 12/31/2017 Fund Balance | Percentage Change in Fund Balance |
|---------------------------------------|---------------------|---|------------------------------|------------------------------|--|---|
| General | | 3,769,100 | 3,492,709 | 3,439,516 | 3,822,293 | 1.4% |
| | IMRF | 187,241 | 392,759 | 385,222 | 194,778 | 4.0% |
| | FICA | 382,479 | 383,309 | 382,865 | 382,923 | 0.1% |
| | Liability Insurance | 153,686 | 249,254 | 249,127 | 153,813 | 0.1% |
| | Audit | 48,199 | 51,137 | 50,872 | 48,464 | 0.5% |
| Recreation | | 1,778,421 | 5,117,504 | 5,255,081 | 1,640,844 | -7.7% |
| | SRA | 286,407 | 692,709 | 720,466 | 258,650 | -9.7% |
| | Museum | 179,510 | 296,397 | 294,751 | 181,156 | 0.9% |
| Debt Service | | 123,882 | 1,819,876 | 1,819,876 | 123,882 | 0.0% |
| Enterprise Services | | 6,864,431 | 4,753,757 | 4,821,895 | 6,796,293 | -1.0% |
| Early Bond Repayment | | 109,631 | - | 75,715 | 33,916 | -69.1% |
| Sugar Creek Golf Course | | 806,997 | 1,082,872 | 1,079,890 | 809,979 | 0.4% |
| Total Operating Budgets | | 14,689,985 | 18,332,283 | 18,575,276 | 14,446,992 | -1.7% |
| Capital Improvement | | 1,185,323 | 772,784 | 1,889,165 | 68,942 | -94.2% |
| | Paving & Lighting | 36,339 | 160,242 | 160,205 | 36,376 | 0.1% |
| Total Capital Improvement Fund | | 1,221,662 | 933,026 | 2,049,370 | 105,318 | -91.4% |
| Totals | | 15,911,647 | 19,265,309 | 20,624,646 | 14,552,310 | -8.5% |

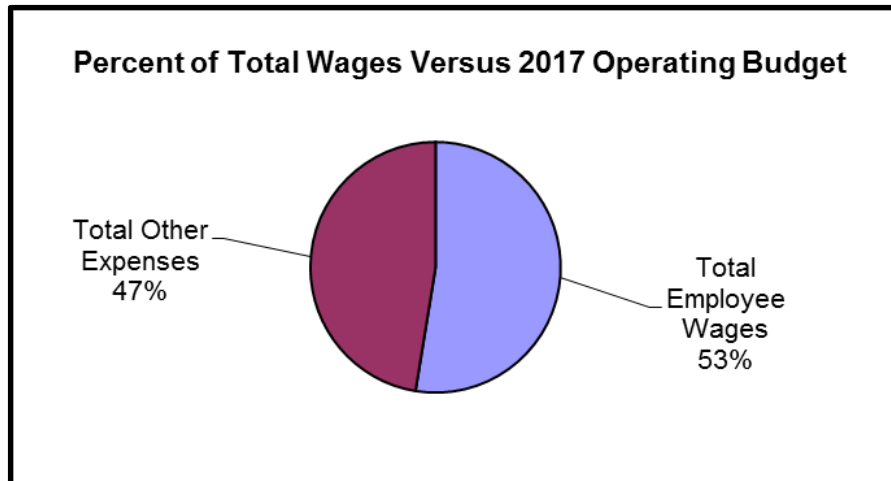
For all funds/departments, the *Ending Fund Balances by Fund* chart below illustrates the prior year fund balances (audited figures), projected increases and decreases in fund balances for the current year and projected year-end fund balances based on the proposed budget. As illustrated above and on the chart below, all funds/departments are projected to have healthy fund balances as of December 31, 2017 and will meet the fund balance target requirements as outlined in the Board's Fund Balance Policy on page 47.

2017 Ending Fund Balances by Fund

| Fund | Department | Audited 12/31/15 Fund Balance | 2016 | | Projected 12/31/16 Fund Balance | 2017 | | Budgeted 12/31/17 Fund Balance |
|---------------------------------------|---------------------|-------------------------------------|-----------------------|-----------------------|---------------------------------------|----------------------|----------------------|--------------------------------------|
| | | | Projected Revenues | Projected Expenses | | Budgeted Revenues | Budgeted Expenses | |
| General | | 3,750,997 | 3,424,851 | 3,406,748 | 3,769,100 | 3,492,709 | 3,439,516 | 3,822,293 |
| | IMRF | 169,549 | 385,081 | 367,389 | 187,241 | 392,759 | 385,222 | 194,778 |
| | FICA | 373,185 | 380,984 | 371,690 | 382,479 | 383,309 | 382,865 | 382,923 |
| | Liability Insurance | 142,873 | 253,887 | 243,074 | 153,686 | 249,254 | 249,127 | 153,813 |
| | Audit | 47,328 | 51,111 | 50,240 | 48,199 | 51,137 | 50,872 | 48,464 |
| Total General Fund | | 4,483,933 | 4,495,914 | 4,439,141 | 4,540,706 | 4,569,168 | 4,507,602 | 4,602,272 |
| Recreation | | 2,195,378 | 4,927,733 | 5,344,690 | 1,778,421 | 5,117,504 | 5,255,081 | 1,640,844 |
| | SRA | 468,613 | 655,234 | 837,440 | 286,407 | 692,709 | 720,466 | 258,650 |
| | Museum | 172,678 | 276,171 | 269,339 | 179,510 | 296,397 | 294,751 | 181,156 |
| Total Recreation Fund | | 2,836,669 | 5,859,138 | 6,451,469 | 2,244,338 | 6,106,610 | 6,270,298 | 2,080,650 |
| Debt Service | | 123,882 | 1,654,912 | 1,654,912 | 123,882 | 1,819,876 | 1,819,876 | 123,882 |
| Enterprise Services | | 7,316,086 | 4,840,310 | 5,291,965 | 6,864,431 | 4,753,757 | 4,821,895 | 6,796,293 |
| Early Bond Repayment | | 185,346 | - | 75,715 | 109,631 | - | 75,715 | 33,916 |
| Sugar Creek Golf Course | | 805,966 | 1,056,752 | 1,055,721 | 806,997 | 1,082,872 | 1,079,890 | 809,979 |
| Total Operating Budgets | | 15,751,882 | 17,907,026 | 18,968,923 | 14,689,985 | 18,332,283 | 18,575,276 | 14,446,992 |
| Capital Budget | | | | | | | | |
| Capital Improvement | | 2,980,323 | 1,304,977 | 3,099,977 | 1,185,323 | 772,784 | 1,889,165 | 68,942 |
| | Paving & Lighting | 62,962 | 135,027 | 161,650 | 36,339 | 160,242 | 160,205 | 36,376 |
| Total Capital Improvement Fund | | 3,043,285 | 1,440,004 | 3,261,627 | 1,221,662 | 933,026 | 2,049,370 | 105,318 |
| Totals | | 18,795,167 | 19,347,030 | 22,230,550 | 15,911,647 | 19,265,309 | 20,624,646 | 14,552,310 |

Personnel Summary

By continuing to allocate resources conservatively, the District can offer employees competitive benefit packages and remain financially stable while providing the level of service and quality residents expect. The percent of wages costs compared to the operational budget (which excludes expenses used for capital improvements and debt service payments) and Interest is 53%.



Total full-time equivalents (FTE's) are 206, a decrease of 5 as compared to 2016. For the 2017 Budget, modifications were made in the way the District calculates FTEs for part-time salaries. In prior budgets, current staffing levels and a total average hourly part-time rate for the entire District was used to calculate the number of hours included in the budget and to project the number of FTE's. For 2017, the average hourly part-time rate by function combined with expected part-time merit increases were used to project total part-time budgeted hours. The original 2016 Budget projected 197 FTE's, 77 full-time positions and 120 part-time FTE's using the prior calculation method for part-time staff. The revised calculation for the 2016 Budget, using the same 2016 budgeted dollars for part-time salaries and an average part-time rate by function is 211, 77 full-time positions and 134 part-time FTE's. An explanation of the decrease in FTE's are described in the Staffing Changes section below.

Staffing Changes: To remain proactive in finding the most efficient way to operate and reduce personnel costs without affecting the ability to provide services, staff annually review and determine if changes should be made to the organizational structure and supervisory and support staff functions and in filling vacancies. Staff propose the following personnel changes in the 2017 Budget:

- Replacing one full-time Registration position with two part-time Registration clerks to ensure adequate coverage at the front desk throughout the day and evening.
- Eliminating the full-time Membership Retention position at Courts Plus and replacing it with two part-time positions in order to provide more availability during busier hours and improving retention rates.
- Reducing the part-time Personal Training staff wages (\$106,584) due to lower than anticipated utilization of the 2 free member personal training sessions.
- Reallocation of 50% of the Rental Supervisor's wages (\$25,854) to the Museum Fund to account for time spent managing free community special events that are held at Wilder Mansion.
- Reallocation of full-time Marketing (\$9,017) and Facility wages (\$6,795) from the Enterprise Services Fund to the General Fund to more accurately represent time spent for services provided.

The chart below illustrates the number actual FTE's for 2014 and 2015 combined with the projected 2016 and proposed budgeted 2017 and the variance from 2016 to 2017 for each functional area of the District. Total full-time equivalents (FTE's) are 206, a decrease of 5 as compared to 2016. The organizational chart on the following page highlights the number of full-time employees by department.

ELMHURST PARK DISTRICT POSITION INVENTORY BY FUNCTION

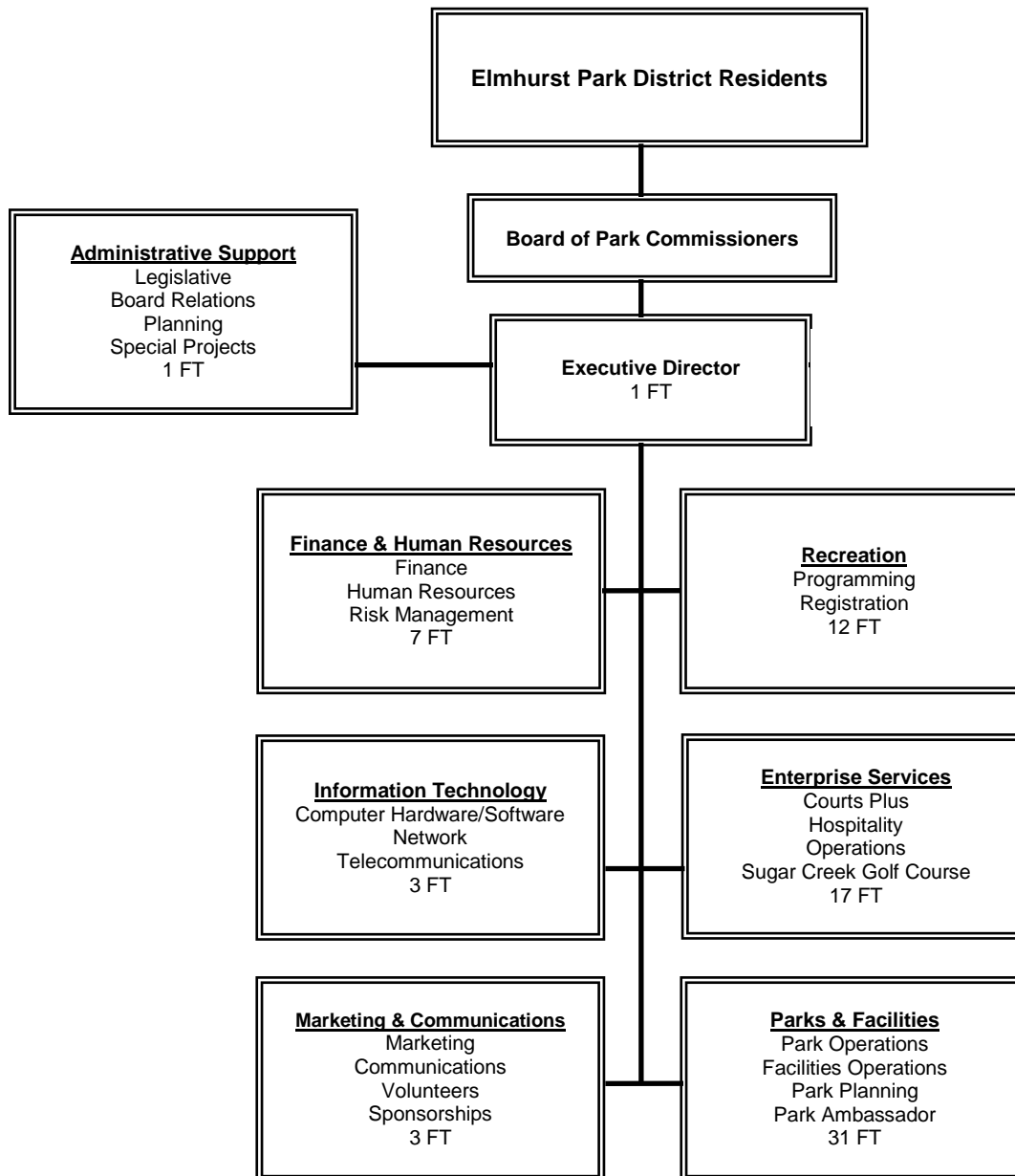
| Position Inventory by Function | | | | | | |
|-----------------------------------|--------------|------------|--------------|--------------|------------------------|---------------|
| | FY2014 | FY2015 | FY2016 | FY2017 | INCREASE (DECREASE) | PERCENT OF |
| | Actual | Actual | Budget | Budget | FY '16 to FY '17 | TOTAL |
| Administration | 3.6 | 3.8 | 4.3 | 4.3 | 0.0 | 2% |
| Marketing and Communication | 3.2 | 3.6 | 4 | 4.2 | 0.2 | 2% |
| Finance/Human Resources | 7 | 7 | 7 | 7 | 0.0 | 3% |
| Information Technology | 3.2 | 3.4 | 3.3 | 3.3 | 0.0 | 2% |
| Parks | 18.2 | 19.4 | 18.2 | 17.8 | (0.4) | 9% |
| Facilities | 44 | 43.2 | 43 | 43 | 0.0 | 21% |
| Recreation | 50 | 51.9 | 57 | 57 | 0.0 | 28% |
| Enterprise Services | 59.5 | 61.4 | 64 | 59 | (5.0) | 29% |
| Sugar Creek Golf Course | 9.6 | 10.3 | 10.3 | 10.3 | 0.0 | 5% |
| TOTAL FULL TIME EQUIVALENT | 198.3 | 204 | 211.1 | 205.9 | (5.2) | 100% |

FTE's are a calculation of the number of full-time employees based on a 2,080-hour work year and include full and part-time

Wages: Attracting and retaining employees is essential to the District's success in delivering quality services, developing innovative solutions and operating effectively. The District has a commitment to provide fair and equitable compensation. Due to the economic downturn, the District did not provide merit wage increases in 2010 to avoid lay-offs and furloughs. As the economy continues to recover and consistent with 2012-16, the proposed budget includes a 2.75% merit wage increase for full- and part-time staff (0-4% increase based on individual performance) to remain competitive with the marketplace and national trends.

In addition, as a result of changes to the Fair Labor Standards Act (FLSA) enacted by the U.S. Department of Labor, the 2017 Budget also reflects necessary adjustments to full-time salaries. Effective December 1, 2016, exempt employees are required to earn a minimum of \$913 per week (an increase of \$458 from the prior level of \$455 per week) or \$47,476 per year. The District has eight exempt employees who were making less than the new minimum standard, resulting in a one-time increase to 2017 budgeted wages of approximately \$13,800 to come into compliance with the mandated requirements.

ELMHURST PARK DISTRICT PROPOSED 2017 BUDGET ORGANIZATIONAL CHART



FT – Full-time employee count: 75 total

Health Insurance: The 2017 proposed budget reflects a projected decrease of 6.4% (\$59,723) for health, dental, vision and life insurance expenses as compared to the 2016 budget. The 2016 budget included an anticipated medical insurance rate increase of 10%. The actual rate increase on the established plans was 6.6%. In addition, the District changed from a Defined Benefit rate structure to a Defined Contribution structure with the implementation in 2016 of the Blue Directions program. In this model, in lieu of contributing a percent of premium cost, the District sets a specific dollar amount for employees to use towards medical premiums. This design allows the District to better control medical insurance expenditures while offering the employee more insurance plan options with varied costs.

The 2017 Budget includes health insurance expenses for 75 full-time employees and 11 eligible part-time employees working over 30 hours per week, thus eligible for health insurance coverage in accordance with the Patient Protection and Affordable Care Act (PPACA). The District's proposed contribution rate towards health insurance premiums remains unchanged from the 2016 actual rates. As a result of moving to the Blue Directions Defined Contribution Plan, in 2016 the District was able to offer employees 5 different health plan choices, most of them at a significantly lower cost for the employee's share than the plans offered in prior years. For 2017, insurance premium increases resulting from rate or plan changes are proposed to be included in the employee's portion of the premiums.

Employee Portion of the Premium: In March 2012, the District introduced an expanded workplace wellness incentive program for employees, which includes participation in various activities promoting health and wellness (\$4,000 budgeted for 2017). The District will continue to offer this program as an incentive for employees to lessen the amount that they contribute toward their 2017 health insurance benefits and, in the long-term, reduce health care costs for the District. In 2016, based upon their participation in this program, employees were able to reduce their premium rates by 5%. The District is within the national average of what employers charge employees for coverage.

Opt-out Incentive: As a result of the PPACA, health insurance industry experts thought that the opt-out incentive program would end in 2014. However, changes in the law allow employers to continue offering the incentive. Based on prior year totals, an estimated 12 employees are expected to waive coverage in 2017 with a projected savings for the District in 2017 of approximately \$177,450.

Employee Relations: The District's employee relations program provides the opportunity to thank and recognize employees for their hard work and offer them an opportunity to interact with each other in a non-work atmosphere. With a total budget of \$11,200, the Employee Relations Committee hosts events such as the Holiday Open House, an outing to a ballpark and the summer employee picnic. With approximately 820 full-time, part-time, and seasonal employees, this equates to approximately \$13.66 per employee.

Continuing Education: Funds spent on continuing education are an investment in the employee and the District, as employees need to stay abreast of current trends and expand their skills to understand changes occurring in their field and provide the complexity of services and tasks required of today's worker. In 2011, due to budget constraints from the economic downturn, staff reduced the continuing education allocation for employees from approximately \$430 per full-time employee to \$337. To remain fiscally responsible while continuing to offer this valuable employee benefit, the \$337 per full-time employee amount remains consistent for 2017. The total amount budgeted for continuing education for full- and part-time employees is \$32,968 a decrease of \$4,810 due to fewer positions. The Park Board's continuing education budget is \$15,450, unchanged from the 2016 Budget.

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Budget Process and Reporting Requirements

The District begins the budget preparation process in June with the development of the budget calendar, outlining all the provisions in the law. Administration and Finance staff update the budget manual that provides the guidelines and procedures for completing the budget. Staff are trained on the Executive Director's budget parameters and expectations and budget preparation procedures. The budget is presented as a legislative document that, together with the related appropriating ordinance, will represent Park Board policy concerning the sources and uses of funds for the budget year.

In July and August, prior to the development of the operating budget, staff and the Board review the Strategic Work Plan and updates are made as needed. The Departments begin the budget process by setting goals for the coming fiscal year that reflect the initiatives and tactics outlined in the Strategic Work Plan and identifying and prioritizing operating and capital needs for the Long-range Capital Improvement Plan. Similar to the Strategic Plan, the Capital Improvement Plan is updated prior to developing the operating budget to ensure adequate resources are available and allocated for large-scale projects. The capital planning process begins in early June and continues in July to ensure staff have adequate time to develop and review project proposals and finalize the long-range capital plan. Once the Capital Plan is complete, the upcoming year of the proposed plan is incorporated into the proposed budget.

In August and early September, the Departments prepare operating budgets and input them into the District's financial software. Departments submit their requests to the Executive Director mid-September for review. The Executive Director finalizes revenue (including tax projections), expenditure, fund balance, and cash and investment target estimates in order to prepare the proposed budget. The proposed budget is distributed to the Board in early November. At that time, the Board announces the availability of the tentative budget for the 30-day public viewing as required by law.

At its second meeting in November, the Board holds a public hearing on the budget, which also includes staff presentation and Board discussion (capital and debt is reviewed at the first meeting in November). Once the Board tentatively approves the budget, staff prepare the final Budget and Appropriation Ordinance reflecting the Board's direction. The Ordinance appropriates the monies that are necessary to cover the projected expenses and liabilities that the District may incur during the budget year. The Board adopts the Ordinance in December after the 30-day public review period and files the Ordinance with the DuPage and Cook County clerks' offices by the last Tuesday in December (pursuant to State law).

After the Board approves the Ordinance, the new budget is effective on January 1. All annual budgets and appropriations lapse at fiscal year-end and are appropriated 20% higher than projected budget expenditures. Throughout the fiscal year, the Board and staff continually monitor the budget against actual revenues and expenditures. State law prohibits further appropriation at any time within the same fiscal year, but the Board has the authority (after the first six months of the fiscal year) to make transfers between the various budget items in any fund in the Appropriation Ordinance with a two-thirds vote. Transfers cannot exceed 10% in the aggregate of the total amount appropriated for the fund or item that is having funds re-allocated. If the Board decides to amend the Ordinance, it must do so in accordance with the same procedure followed in the originally adopted Ordinance (as discussed above).

Basis of Budgeting

In preparing the budget, the basic assumption is that revenues and expenditures are based upon a modified accrual basis similar to the District's year-end Audited Financial Statements that are prepared in accordance with generally accepted accounting principles (GAAP). Some differences may include, but are not limited to, the following examples:

- Timing of programs and actual receipt of payment for these programs may differ.
- Expenses are recorded in the Financial Statements as merchandise is received or services are actually performed without regard as to actual payment of the merchandise or service.

2017 BUDGET: BUDGET PROCESS AND POLICIES



- Depreciation expense in the Enterprise Funds is not included in the budget but is included in the Financial Statements.
- Capital expenses in the Enterprise Funds are included in the budget; however, they are recorded as Fixed Assets in the Balance Sheet in the Financial Statements.
- Principal and interest for Enterprise Fund debt payments are included in the budget document but only interest is expensed in the Financial Statements. Principal is recorded as a reduction to the Debt Liability in the Balance Sheet.

Annual appropriations are adopted for the general, special revenue, debt service, capital projects, enterprise, and internal service funds. All annual appropriations lapse at fiscal year-end.

2017 Budget Calendar

| | |
|-----------------------|--|
| June 14, 2016 | Staff trained on and begin capital planning process |
| July 13, 2016 | Staff Strategic Work Plan review |
| July and August, 2016 | Staff develop proposed major revenue and expense parameters/assumptions |
| July 20, 2016 | Capital Planning Team reviews and determines proposed Capital Improvement Plan |
| August 8, 2016 | Training on budget expectations and preparation guidelines |
| August 8, 2016 | Training on budget expectations and preparation guidelines |
| August 29, 2016 | Departments begin inputting preliminary budget proposals into budget software |
| September 22, 2016 | Departments complete budget input into budget software |
| September 28, 2016 | Executive Director finalizes budget proposals with staff and cash and investment target estimates |
| October 4, 2016 | Departments complete written budget submission |
| October 11, 2016 | Board reviews and approves Tax Levy Resolution |
| October 24, 2016 | Capital and debt overviews distributed to Board |
| October 24, 2016 | Board reviews Long-range Capital Plan and debt |
| November 11, 2016 | Tentative budget delivered to Board & available for public inspection (at least 30 days prior to adoption) |
| November 14, 2016 | Staff present operating budget proposal to the Board. Public notice provided |
| November 14, 2016 | Public hearing on 2015 amended budget and 2016 Budget and Appropriation Ordinance |
| November 28, 2016 | Board continues discussion on proposed budget |
| December 12, 2016 | Truth in Taxation Hearing held, if necessary (if increase of aggregate extension is over 5%) |
| December 16, 2016 | Board approves Budget Document and Tax Levy and Budget and Appropriation Ordinance and Amendments |
| December 27, 2016 | District files Budget and Appropriation Ordinance with DuPage and Cook County clerks |

Elmhurst Park District Budget Development Schedule

| | June | July | Aug | Sept | Oct | Nov | Dec |
|---|------|------|-----|------|-----|-----|-----|
| Staff develop and review Capital Plan | X | X | | | | | |
| Budget kick-off | | X | | | | | |
| Staff review Strategic Work Plan | | X | | | | | |
| Staff conduct budget training | | | X | | | | |
| Board reviews Strategic Work Plan | | | X | | | | |
| Departments develop budgets | | | X | X | | | |
| Executive Director reviews budget submissions | | | | X | | | |
| Staff develop final budget proposals and document | | | | X | X | | |
| Board approves Tax Levy Resolution | | | | | X | | |
| Staff present proposed budget to Board | | | | | | X | |
| Board holds public hearing on proposed budget | | | | | | X | |
| Board reviews Budget | | | | | | X | X |
| Board holds Truth in Taxation Hearing, if necessary | | | | | | | X |
| Board adopts Budget and Tax Levy Ordinances | | | | | | | X |

Financial Policies

General

The Elmhurst Park District has a commitment to sound financial management. This section outlines the formal policies approved by the Park Board to maintain this commitment.

Budget Policies

1. Budget development is directed by specific goals and objectives as included in the Board's Strategic Plan.
2. The budget document must provide enough detail to enable accurate projections of revenues and expenses, separation of capital and operational items, cash flow and subsequent audit trails, and disclosure of planning assumptions.
3. Staff cannot plan the expenditure in any fiscal year of more funds than are conservatively projected to be available in that period or fail to provide for appropriate fund balances at year-end.
4. The Budget (including the tax levy, tax abatements, and long-term debt) must be approved by the Board prior to implementation except for a temporary continuation of the prior year's budget.
5. The Executive Director must provide a report to the Board on budget performance on at least a quarterly basis, including a comparison of actual revenues and expenditures to budgeted amounts.
6. The District prepares a five-year financial plan that supplements the annual budget and is used to determine funding needs for the capital improvement plan.
7. The District must pass and file with the DuPage and Cook County clerks' offices a combined annual Budget and Appropriation Ordinance. The ordinance appropriates the monies necessary to cover the projected expenses and liabilities that the District may incur during each budget year. The Board must follow the process listed below for preparing and filing the Ordinance:
 - It must be adopted within the first quarter of each fiscal year.
 - The Ordinance shall contain a statement of cash on hand at the beginning of the fiscal year and estimate of monies expected to be received during the fiscal year from all sources as well as an estimate of expenditures for the fiscal year and an estimate of cash on hand at the end of the fiscal year.
 - It must be prepared in tentative form and made available for public inspection no less than 30 days prior to final action.
 - The Board must hold at least one public hearing regarding the ordinance before it can take final action. Notice of the hearing and a copy of the ordinance must be published in a newspaper circulated in the District at least 7 days, but no more than 30 days before the time of the hearing.
 - After Board approval, the District must file a certified copy of the ordinance with the DuPage and Cook County Clerks within 30 days.
 - No further appropriations shall be made at any other time within the fiscal year with the following exceptions:
 - A) After the first six months of the fiscal year, the Board may approve by two-thirds vote transfers between items in some funds (state law requires some funds remain separate) and also between various items in any fund not exceeding, in the aggregate, ten percent of the total amount appropriated for the fund.
 - B) The Board may amend the Budget and Appropriation Ordinance by the same procedure as herein provided for the original adoption of a Budget and Appropriation Ordinance provided that nothing in this section shall be construed to permit transfers between funds required by law to be kept separate (70 ILCS 1205/4-4).

8. It is the District's policy to avoid transferring funds until near the end of the fiscal year. This timeline enables the Board to better assess which items require additional funding and which items have unexpended funds to re-allocate. However, if any funds have exceeded their approved appropriations, the Board may decide to re-allocate funds after six months.
9. State law is followed when preparing and adopting the tax levy including:
 - At least twenty (20) days prior to adopting the Tax Levy Ordinance, the Board must meet and formally determine the amount of money that it estimates will be levied. This determination must be formalized in a resolution, which it must adopt.
 - An ordinance must be passed to levy all general taxes upon the taxable property within the District.
 - The Tax Limitation Law (tax cap legislation) limits the total levy from exceeding 105% of the prior year levy or the Consumer Price Index (whichever is lower). The Special Recreation and Debt Service Funds are excluded from this limitation.
 - As also required by the Truth in Taxation Law, the District must hold a public hearing if the total levy exceeds 105% of the prior year levy. The hearing cannot be held on the same day that the Board holds the proposed budget and appropriation ordinance hearing. The hearing requires publication of a notice of the time, date and place of the hearing. It must be published in a paper of local circulation, not more than fourteen (14) days nor less than seven (7) days prior to the meeting. It must be no less than 1/8th page in size; the smallest type used in the notice must be 12 point; it must be surrounded by a black border no less than one-quarter inch wide; and the notice must not be published in the legal notice or classified advertisement sections of the newspaper. There is also specific required language for the advertisement in the Act.
 - A certified copy of the Tax Levy Ordinance must be filed with the DuPage and Cook County Clerks no later than the last Tuesday in December of each year.
10. The Park District may accumulate funds for the purpose of building repairs and improvements. Additionally, it may annually levy taxes for such purposes as are not met by the funds available in current or projected Budget and Appropriation Ordinance. These levies must fall within the procedures and limitations as set forth in the Illinois Revised Statutes (70ILCS 5-1).

Revenue Policies

1. The District must utilize and seek other sources of revenue to supplement the tax base, as it is not feasible to rely solely on property taxes to financially support diversified, year-round quality parks and recreation experiences. Other sources of revenue may include, but are not limited to, user and membership fees, retail sales, interest income, grants, contractual receipts, sponsorships, donations, and enterprise projects.
2. The District proposes program fees and taxes that exceed general operating expense each year to generate a surplus for emergency reserves and future capital projects.
3. The District will estimate annual revenues on an objective, reasonable, and conservative basis. Revenues will be estimated based on a historical trend analysis. Staff conduct an in-depth analysis of most revenues annually including customer needs, cost to provide the service, market conditions, target markets, trends, climate impact and facility availability.
4. One-time revenues will not be used to support operating expenditures, except in emergency situations.
5. Special pricing strategies are developed to increase revenue (i.e. differential fees for different types of programs or time of the year, group discounts or discounts due to repeat business or for multiple family members).
6. Enterprise facilities and programs must generate revenue that exceeds the direct operational cost of the program/facility and show a minimum profit of 15% without utilizing tax revenue.
7. Since non-residents do not support the District through taxes, non-residents pay an additional fee (fair-share) of no less than 25% to assist with paying for overhead, facility maintenance, and program development expenses covered by taxes.

8. Budgeted revenues should be at least 60% derived from non-tax revenue sources.
9. The District will refinance outstanding debt whenever economically feasible.

Expenditure Policies

1. With respect to the actual, ongoing condition of the District's financial health, the Executive Director may not cause or allow the development of fiscal jeopardy or loss of allocation integrity with the Board's goals.
2. The Board and staff cannot indebt the organization beyond normal accruals and accounts payables.
3. The Board and staff cannot allow cash to drop below the amount needed to settle payroll and debts in a timely manner.
4. The Board and staff cannot expend more funds than have been made available in the fiscal year to date unless the debt guideline in number 3 above is met.
5. The District must make prompt payment of purchases as provided by the Local Government Prompt Payment Act of Illinois.

Fund Balance Policies

The Board's Fund Balance Policy sets minimum ending fund balances for some governmental funds to ensure financial stability, cash flow, and the assurance that the District will be able to continue to plan for contingencies with fiscal strength. The District considers the predictability of its revenues and expenses and the potential exposure for significant one-time outlays. An annual review of the Fund Balance levels will take place during the budget process and a formal review of the policy will be conducted every three years to ensure target levels are appropriate.

The Fund Balance targets are as follows:

General Fund – Unrestricted fund balance in this fund should represent a minimum of 25% of the annual operating budgeted expenditures.

Special Revenue Funds – The fund balance amount (restricted and/or committed) should represent a minimum level of 10% of annual operating budgeted expenditures.

Cash and Investment Reserve Policies

First-tier cash and investment targets: To meet cash flow obligations and reduce susceptibility to emergency or unanticipated expenditures or revenue shortfalls, the Budget must meet the Board's first-tier cash and investment reserve targets by providing for cash and investments of not less than the percents established for each of the major funds/departments. The targets vary as they reflect the unique nature of the cash flows of each of the funds and departments. A cash flow analysis should be conducted annually for all funds and an evaluation of all the cash and investment targets conducted every three years for all funds.

The reserve targets established are as follows:

General Fund (35% of expenses) - Since its inflows are primarily tax receipts that are not received until the second and third quarters of the fiscal year, the cash and investments goal is intended to allow for the District to cover its expenditures until taxes are received.

Recreation Fund (10% of expenses) - The revenues for this fund are tax receipts and program revenues. The program revenues provide sufficient cash flow to use a 10% target for this fund.

IMRF (50% of expenses) and FICA and Audit Departments (50% of expenses) - The primary source of cash for these Departments is taxes so the year-end cash and investments goal covers the budgeted expenditures until taxes are received.

Liability Department (10% of expenses) - The primary source of cash for this Department is taxes and the primary outflow for this fund is the payment of Park District Risk Management Agency membership dues. Since the dues payment is scheduled to coordinate with tax receipts, the year-end cash and investment target is 10%.

Special Recreation Association Department (25% of expenses) - The primary source of revenue for this Department is taxes, but its cash outflows do not match the timing of tax receipts. Most of expenditures occur from January through September so 25% is the appropriate target for cash and investments.

Museum Department (25% of expenses) - The primary source of revenue for this Department is taxes, but its cash outflows do not match the timing of tax receipts. Therefore, a target of 25% is sufficient for this Fund.

Enterprise Services Fund (15% of expenses) - The Enterprise Services Fund derives its cash flow from operations. Cash flow in April and June must be managed carefully since tennis moves outdoors. This fund has a two-tiered cash and investment goal. The first requirement is for a \$1,200,000 level established for emergency capital needs. The second cash and investment level is for 15% of budgeted expenditures of the current year.

Several funds/departments do not have established targets due to the unique nature of their cash flow. Further detail follows on the specific cash flows of these funds/departments.

Paving & Lighting Department – The Paving and Lighting Department relies upon tax receipts for cash inflows. The statutory levy rate is very small. As a result, this Department must accumulate funds for two to three years to build up sufficient resources for a capital project. Its cash and investment goal, therefore, varies based on the future projects being planned by the District and the level of funds accumulated for those projects.

Debt Service (bond) Fund – This fund is used only to service debt so revenues are budgeted to match debt schedules and any fees. Therefore, the District does not need to establish a separate cash and investment target for this fund.

Capital Improvement Fund – The Capital Improvement Fund is used exclusively for capital projects. It relies upon transfers from other funds and any interest earned on those funds. Its cash flows are variable based upon the projects planned in that year.

Sugar Creek Golf Course Fund – This Fund derives its cash flow from operations so its cash and investments goal is determined by estimated operational and capital needs including an unreserved balance of \$300,000 to cover emergency capital needs.

If, at the end of the fiscal year, cash and investments fall below the targets described in this section, the Executive Director must include a plan for expenditure reductions and/or revenue increases. After reviewing the Executive Director's plan, the Board will take the appropriate action necessary to restore cash and investments to acceptable levels.

Second tier cash and investment targets - If the first tier targets are achieved as described above, the budget must provide the surplus funds necessary to implement the Capital Improvement Plan (current or future projects) or fund future debt. To determine the amount of surplus funds needed to meet future capital and debt obligations, the Executive Director shall prepare a five-year funding projection annually.

Excess reserve over targets - If cash and investments are greater than the first and second tier targets at the end of any fiscal year, the excess may be used in one or in a combination of the following ways:

- One-time expenditures that do not increase recurring operating costs.
- Start-up expenditures for new programs undertaken mid-year.

Capital Improvement Policies

1. The District shall maintain a Capital Improvement Plan and capital improvements will be made in accordance with that plan. The Plan should be updated annually.
2. As part of the development of the Capital Improvement Plan, the condition of the District's infrastructure will be evaluated to appropriately prioritize and schedule maintenance and replacement.
3. The Capital Improvement Plan will be developed using a team approach and prior to completing the operating budget to ensure adequate resources are available to fund all the projects in the Plan.
4. Projects are evaluated using the following criteria:
 - Eliminates a threat to personal and public safety
 - Satisfies or meets a legal requirement, liability, or mandate that must be addressed in the next fiscal year (law, regulation or court order)
 - Advances the implementation of the Strategic or Comprehensive Action Plans
 - Satisfies or meets a legal requirement, liability, or mandate that can be addressed in future years of the Capital Plan (law, regulation or court order)
 - Improves the positive impact on the environment and reduces carbon footprint
 - Rehabilitates or replaces a facility or equipment that has reached the end of its useful life and/or preserves existing resources/ return on investment
 - Reduces future maintenance or operating costs
 - Leverages available private or local, state or federal government funds
 - Generates net revenue that will exceed the direct operational cost of facility and create a profit without using tax revenue
 - Provides new or expanded level of service
 - Promotes intergovernmental cooperation and other partnership opportunities
 - Improves the way the District operates resulting in increased productivity and efficiency (i.e. raise quality, save labor time, improve service, enhance communication, maximize layout of space, enhance technology)
5. The corresponding year of the Capital Improvement Plan will be incorporated into the annual budget as the Capital Budget. Projects slated for subsequent years are approved on a planning basis only.
6. The District defines a capital project as having a relatively high monetary value (at least \$5,000 for operating equipment and machinery and at least \$25,000 for land acquisition and improvements), a long useful life (at least five years), and results in the creation of a fixed asset or the revitalization of a fixed asset.
7. Funding for the Capital Improvement Plan includes accumulated budget surpluses in the form of fund balances, user fees, grants plus debt management.

Debt Policies

1. The District will confine long-term borrowing to capital improvements or one-time obligations that cannot be financed from current revenues or reserves.
2. Capital projects financed through the issuance of bonds shall be financed for a period not to exceed the expected useful life of the improvement or 25 years.
3. The District will maintain good communications with bond rating agencies regarding its financial condition.
4. The aggregate indebtedness of the District cannot exceed 2.875% of the value of the taxable property (EAV) and .575% of taxable property is the non-referendum legal debt limit.
5. Based on state law, the District cannot issue more than \$1.04 million in non-referendum General Obligation Bond debt annually with a yearly increase based on the Consumer Price Index.
6. The District will not consider long-term debt that, through its issuance, would cause the District's bond rating to be lowered.
7. The District retains external bond counsel for all debt issuances to ensure compliance with applicable federal and state tax and other laws and regulations pertaining to public financing. The District will not issue debt without a written opinion by bond counsel.
8. The District will retain an external financial advisor to be utilized in selected debt issuances.

Cash Management (Investments)

1. An investment policy has been adopted by the Board, which provides guidelines for the prudent investment of temporary idle cash and outlines the policies for maximizing the efficiency of the cash management system. The ultimate goal is to enhance the economic status of the District while protecting its pooled cash.
2. All funds must be invested or held in secure instruments that are both (a) allowed by state law AND (b) insured by either an agency of the federal government, collateralized by the holding institution, or judged to be safe by Illinois Park District Liquid Asset Fund (IPDLAF) or any successor group which guides investments for a consortium of park districts or other municipal governments.
3. The District's cash management system is designed to accurately monitor and forecast expenditures and revenues, thus enabling the District to invest funds to the fullest extent possible. The District attempts to match funds to projected disbursements.
4. Criteria for selecting investments and the order of priority are: safety, liquidity, and yield.

Capital Asset

1. The District has a capital assets policy that includes guidelines for identifying, recording, depreciating and retiring capital assets.
2. All assets must be insured against theft and casualty losses to at least 80% replacement value and against liability losses to Board members, staff, or the organization itself to beyond the minimally acceptable prudent level.
3. A comprehensive evaluation of District assets must be performed every five to seven years.
4. The District capitalizes all assets that are projected to last more than one year and cost more than \$5,000 for machinery equipment and \$25,000 for land, land improvements, buildings, and infrastructure.
5. Estimated useful life of the various categories of assets has been established.
6. Assets subject to depreciation will be depreciated using a straight-line method. The cost of the asset will be written off evenly over the useful life of the asset beginning in the month that the asset was purchased or put in service.
7. This policy is intended to address those capital assets that must be tracked for external financial reporting purposes. There are other assets that do not need to be included in the external financial reports due to their relatively low value. However, Departments are expected to exert appropriate control on them.

Financial Reporting Policies

1. All funds must be received, processed, or disbursed under controls sufficient to meet the Board-appointed auditor's standards.
2. As required by law, the District conducts an annual audit of all funds, property, and financial practices by an independent certified public accounting firm.
3. The audit is conducted according to Generally Accepted Auditing Standards (GAAS).
4. The audit is made available for public inspection and filed with the DuPage and Cook County Clerks.
5. As required by law, a supplemental financial report with a copy of the audit is completed and filed with the Comptroller of the State of Illinois within six months following the close of each fiscal year.
6. The District's Treasurer must prepare and file with the County Clerk a financial report at the end of the fiscal year as required in the Public Funds Statement Publication Act.
7. A public newspaper notice is required stating Audit and financial report is available for public inspection disclosing address and hours of availability.

Fund Structure

Governmental funds are used to account for all or most of a government's general activities, including the collection and disbursement of earmarked monies (special revenue funds), the acquisition or construction of general fixed assets (capital projects funds), and the servicing of general long-term debt (debt service funds). Revenues are primarily provided by the annual property tax levy. The District uses the following governmental funds: General, Recreation, Debt Service, and Capital Improvements.

- **General Fund:** is used to account for all activities of the general government not accounted for in some other fund including park services, facility maintenance and administration. The General Fund is the principal operating fund of the District. It has four Departments presented in separate reports and defined below.
 - **Illinois Municipal Retirement Fund:** The IMRF Department accounts for the activities resulting from the District's participation in IMRF. Revenues are provided by a specific annual property tax levy that produces a sufficient amount to pay contributions to the fund on behalf of District employees. Payments to IMRF and receipt of property taxes are the major activities in this Department.
 - **FICA:** The Park District's Social Security contributions and activities are accounted for in this Department. Financing is provided by a specific annual property tax levy that produces a sufficient amount to pay the District's contribution to Social Security based on payroll. Transactions recorded include property taxes received and Social Security payments.
 - **Liability Insurance:** This Department records the District's business insurance and risk management activities, currently provided through membership to the Park District Risk Management Agency. Financing is provided from the annual property tax levy.
 - **Audit:** This Department accounts for expenditures related to the District's annual financial audit. Financing is provided from an annual property tax levy, the proceeds of which can only be used for this purpose. Transactions consist of property taxes received and audit expense.
- **Recreation Fund:** This fund is used to account for the operations of recreation services including sports and fitness, visual and performing arts, youth and adult general interest, camps, teens, preschoolers, seniors and aquatics. According to Article 5-2 of the Park District Code, a Park District may levy and collect an annual tax for the purpose of planning, establishing and maintaining recreational programs and that tax shall be levied and collected in like manner as the general taxes for the District (statutory rate limit is .075). Financing is primarily provided from fees and charges for programs and activities and the annual property tax levy. The Recreation Fund has two Departments presented in separate reports (also special revenue funds) and described below.
 - **Museum:** This Department accounts for revenues and expenditures related to the operation of the Wilder Museum/Conservatory and all utility and non-enterprise hospitality rental, meeting and community event expenses at the Wilder Mansion. According to 70 ILCS, Pars. 1290/1 and 1290/2, a Board of Park Commissioners, having control of a public park or parks within which

there shall be maintained any aquarium or any museum or museums of art, industry, science, or natural or other history may levy and collect an annual tax for the purpose of establishing, acquiring, completing, erecting, enlarging, ornamenting, building, rebuilding, rehabilitating, improving, operating, maintaining and caring for such aquarium and museum or museums and the buildings and grounds thereof (statutory rate limit is .07). Financing is provided primarily from the annual property tax levy and program fees.

- *Special Recreation Association:* This Department accounts for revenues and expenditures related to the provision of recreation services for individuals with disabilities including membership in the Gateway Special Recreation Association. According to Article 5-8 of the Park District Code, a district that is party to a joint agreement to provide recreational programs for the handicapped under Section 8-10b of the Code may levy and collect an annual tax for the purpose of funding the District's share of the expenses of providing these programs under that joint agreement (statutory rate limit is .04 and is not part of the tax cap). Financing is primarily provided from the annual property tax levy and program and transportation fees.
- *Debt Service Fund:* The Debt Service Fund is used to account for the accumulation of resources for payment of principal, interest and other costs related to bonds. Beginning in 2003, the District collapsed all of the separate debt funds into one debt service fund with unique accounts for each debt issue.
- *Capital Improvement Fund:* This fund accounts for all capital improvements not specifically accounted for in other funds. Transactions are capital improvements including park redevelopment. Prior to 2002, the District had a separate fund, the People for Elmhurst Parks Fund (PEP) that provided "seed money" for special projects and generated its revenue primarily through donations. However, at the end of 2001, all of the cash and investments of this fund were transferred to the Capital Improvement Fund where they are restricted for capital projects. The Capital Improvement Fund has one Department presented in a separate report and described below.
 - *Paving and Lighting:* This Department is used to account for revenues and expenditures related to the planning, construction and maintaining of streets, roadways and other paved areas and the lighting thereof within the parks maintained within the District. The District is authorized, under section 5-6 of the Illinois Park District Code, to levy and collect annually a tax not-to-exceed .005% of the value, as equalized or assessed by the Department of Revenue, of all taxable property in the District, for the purpose of constructing, maintaining, and lighting streets and roadways within the parks and playgrounds maintained by the District. Financing is provided from the annual property tax levy.

Proprietary funds are used to account for activities similar to those found in the private sector, where the determination of net income is necessary or useful for sound financial administration. Goods or services from such activities are provided to outside parties (enterprise funds) or to other departments within the District (internal service). Enterprise funds are used to account for operations that are financed and operated in a manner similar to private business enterprises. User charges are intended to cover the costs of these operations. Internal Service funds are used to account for the financing of goods or services provided by one department to the other departments of the governmental unit on a cost-reimbursement basis. The chief aim of an internal service fund is cost reimbursement.

Enterprise Funds

- *Enterprise Services Fund:* This fund is used to account for the operation of the Courts Plus Fitness Facility and other entrepreneurial businesses of the District (i.e. Wilder Mansion, outdoor weddings).
- *Early Bond Repayment:* The Early Bond Repayment Fund was initially established in 1993 to account for the accumulation of sufficient resources for the possible early retirement of the 1992 Installment Contract Certificate. In 1999, the Board voted to designate the use of these funds for various capital projects beginning in 2002. Since the dollars that provided the “funding” for this fund were initially from the Courts Plus Fund (a proprietary fund now titled the “Enterprise Services Fund”), this Board action resulted in this Fund becoming a proprietary fund, rather than a debt service fund. For internal tracking and in budgets, this fund is displayed as a separate enterprise fund. In 2005, State grant funds of \$1,050,000 were received, recorded and invested in this Fund. To finance the installation of synthetic turf athletic fields at Berens Park (for \$1 million), a portion of the 2006 \$7.5 million General Obligation Limited Tax Bond sale was pledged towards this project. The portion of the debt payment in 2008 and in future years for this project (\$75,715 annually) will be transferred from this Fund to the Debt Service Fund.
- *Sugar Creek Golf Course:* This fund is used to account for the operation of the Sugar Creek Golf Course.

Internal Service Fund

- *Management Information System Fund:* This fund accounts for the information technology operations for the District. It is the intent of the District to reimburse the expenses of the fund and it is not the intent to have a fund balance.

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2017 BUDGET: FUND SUMMARY



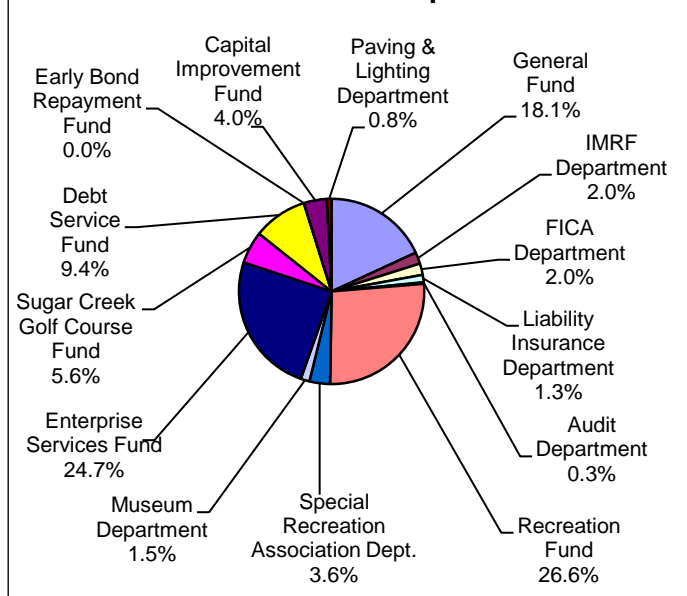
The Fund Summary section provides an analysis of revenue and expenditure trends by fund and department. It is organized by fund group (Government and Proprietary). The last page of this section includes an overview of all the interfund transfers between the funds/departments in the 2017 Budget.

The *2017 Budget Summary by Fund* chart below provides an overview of total 2017 budgeted revenues and expenses by fund and department. The third column provides the difference of revenues less expenditures (operating net), the fourth column provides the amount of spending down of reserves in funds and departments (recorded as revenue in previous budgets and accumulated over the cash and investment target for each Fund/Department), the fifth column includes operating expenditures plus the amount being spent down in each fund, and the last column provides the difference between revenues and total expenditures (net) in each fund and department in the 2017 Budget. Later in this section, a description of the spending down of reserves is provided for each fund and department.

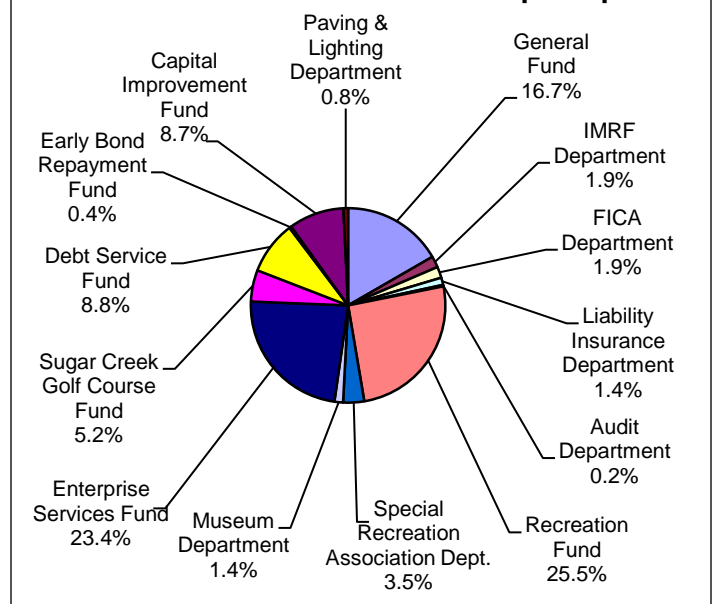
2017 Budget Summary by Fund

| | Operating Revenues | Operating Expenditures | Operating Net | Cash & Investment Spend Down | Total Expenditures | Net |
|--------------------------------------|--------------------|------------------------|----------------|------------------------------|--------------------|--------------------|
| General Fund | 3,492,709 | 3,439,516 | 53,193 | - | 3,439,516 | 53,193 |
| IMRF Department | 392,759 | 385,222 | 7,537 | - | 385,222 | 7,537 |
| FICA Department | 383,309 | 382,865 | 444 | - | 382,865 | 444 |
| Liability Insurance Department | 249,254 | 249,127 | 127 | - | 249,127 | 127 |
| Audit Department | 51,137 | 50,872 | 265 | - | 50,872 | 265 |
| Recreation Fund | 5,117,504 | 4,915,881 | 201,623 | 339,200 | 5,255,081 | (137,577) |
| Special Recreation Association Dept. | 692,709 | 660,466 | 32,243 | 60,000 | 720,466 | (27,757) |
| Museum Department | 296,397 | 294,751 | 1,646 | - | 294,751 | 1,646 |
| Enterprise Services Fund | 4,753,757 | 4,611,895 | 141,862 | 210,000 | 4,821,895 | (68,138) |
| Sugar Creek Golf Course Fund | 1,082,872 | 1,079,890 | 2,982 | - | 1,079,890 | 2,982 |
| Total Operating | 16,512,407 | 16,070,485 | 441,922 | 609,200 | 16,679,685 | (167,278) |
| Debt Service Fund | 1,819,876 | 1,819,876 | - | - | 1,819,876 | - |
| Early Bond Repayment Fund | - | - | - | 75,715 | 75,715 | (75,715) |
| Capital Improvement Fund | 772,784 | 737,534 | 35,250 | 1,151,631 | 1,889,165 | (1,116,381) |
| Paving & Lighting Department | 160,242 | 160,205 | 37 | - | 160,205 | 37 |
| Total Debt and Capital | 2,752,902 | 2,717,615 | 35,287 | 1,227,346 | 3,944,961 | (1,192,059) |
| Total | 19,265,309 | 18,788,100 | 477,209 | 1,836,546 | 20,624,646 | (1,359,337) |

Percent of 2017 Fund/Dept. Revenues



Percent of 2017 Fund/Dept. Expenses



2017 BUDGET: FUND SUMMARY



The *Four-year Summary by Fund* chart provides comparisons of 2014 actual, 2015 actual, 2016 approved budget and 2017 projected budget revenue and expenditures by fund/department. The chart illustrates the amount and percent change of revenue and expenditures for the 2016 approved budget and 2017 projected budget by fund/department. Revenue is projected to decrease by 0.4% (\$81,721) and expenditures by 7.2% (\$1,605,904) to adjust for prior and current-year trends. The 2017 Budget also reflects the spending down of reserves for capital projects and adjustments in property tax revenue to account for new construction and an increase in the Equalized Assessed Valuation (EAV).

Four-year Summary by Fund (2013 Actual, 2014 Actual, 2015 Budget and 2016 Budget)

| Revenue | | | | | | |
|--------------------------------------|-------------------|-------------------|--------------------|--------------------|--------------------|--------------------|
| Fund/Department | Actual 2014 | Actual 2015 | Budget 2016 | Budget 2017 | 2016 vs. 2017 | % Change 16 vs. 17 |
| General Fund | 3,309,133 | 3,379,101 | 3,424,851 | 3,492,709 | 67,858 | 2.0% |
| IMRF Department | 379,044 | 386,542 | 385,081 | 392,759 | 7,678 | 2.0% |
| FICA Department | 375,839 | 382,391 | 380,984 | 383,309 | 2,325 | 0.6% |
| Liability Insurance Department | 250,787 | 254,566 | 253,887 | 249,254 | (4,633) | -1.8% |
| Audit Department | 48,541 | 50,473 | 51,111 | 51,137 | 26 | 0.1% |
| Recreation Fund | 4,674,390 | 4,945,878 | 4,927,733 | 5,117,504 | 189,771 | 3.9% |
| Special Recreation Association Dept. | 621,207 | 630,162 | 655,234 | 692,709 | 37,475 | 5.7% |
| Museum Department | 273,317 | 276,780 | 276,171 | 296,397 | 20,226 | 7.3% |
| Enterprise Services Fund | 4,343,789 | 5,432,541 | 4,840,310 | 4,753,757 | (86,553) | -1.8% |
| Sugar Creek Golf Course Fund | 969,438 | 1,044,673 | 1,056,752 | 1,082,872 | 26,120 | 2.5% |
| Total Operating Budget | 15,245,485 | 16,783,108 | 16,252,114 | 16,512,407 | 260,293 | 1.6% |
| Debt Service Fund | 6,166,481 | 1,658,834 | 1,654,912 | 1,819,876 | 164,964 | 9.97% |
| Early Bond Repayment Fund | - | 2,609 | - | - | - | 0.0% |
| Capital Improvement Fund | 570,834 | 1,055,101 | 1,304,977 | 772,784 | (532,193) | -40.8% |
| Paving & Lighting Department | 89,899 | 90,178 | 135,027 | 160,242 | 25,215 | 18.7% |
| Total Budget | 22,072,699 | 19,589,830 | 19,347,030 | 19,265,309 | (81,721) | -0.4% |
| Expenditures | | | | | | |
| Fund/Department | Actual 2014 | Actual 2015 | Budget 2016 | Budget 2017 | 2016 vs. 2017 | % Change 16 vs. 17 |
| General Fund | 2,881,395 | 4,214,142 | 3,406,748 | 3,439,516 | 32,768 | 1.0% |
| IMRF Department | 357,064 | 361,045 | 367,389 | 385,222 | 17,833 | 4.9% |
| FICA Department | 325,538 | 339,221 | 371,690 | 382,865 | 11,175 | 3.0% |
| Liability Insurance Department | 230,582 | 228,367 | 243,074 | 249,127 | 6,053 | 2.5% |
| Audit Department | 41,843 | 45,073 | 50,240 | 50,872 | 632 | 1.3% |
| Recreation Fund | 4,373,236 | 4,627,275 | 5,344,690 | 5,255,081 | (89,609) | -1.7% |
| Special Recreation Association Dept. | 399,379 | 605,790 | 837,440 | 720,466 | (116,974) | -14.0% |
| Museum Department | 257,115 | 257,074 | 269,339 | 294,751 | 25,412 | 9.4% |
| Enterprise Services Fund | 4,602,690 | 4,831,720 | 5,291,965 | 4,821,895 | (470,070) | -8.9% |
| Sugar Creek Golf Course Fund | 934,421 | 915,585 | 1,055,721 | 1,079,890 | 24,169 | 2.3% |
| Total Operating Budget | 14,403,263 | 16,425,292 | 17,238,296 | 16,679,685 | (558,611) | -3.2% |
| Debt Service Fund | 6,146,778 | 1,651,516 | 1,654,912 | 1,819,876 | 164,964 | 10.0% |
| Early Bond Repayment Fund | 76,700 | 75,991 | 75,715 | 75,715 | - | 0.0% |
| Capital Improvement Fund | 863,568 | 939,318 | 3,099,977 | 1,889,165 | (1,210,812) | -39.1% |
| Paving & Lighting Department | 85,218 | 105,463 | 161,650 | 160,205 | (1,445) | -0.9% |
| Total Budget | 21,575,527 | 19,197,580 | 22,230,550 | 20,624,646 | (1,605,904) | -7.2% |
| Net | 497,172 | 392,250 | (2,883,520) | (1,359,337) | 1,524,183 | -52.9% |

The next part of the Fund Summary section provides an overview of the District's basis of accounting and budgeting (fund accounting) and the two fund groups (Government and Proprietary) along with an organizational chart to illustrate the relationship between and overall structure of the District's funds/departments. The detailed analysis of revenue and expense trends for each Fund Department follows the overview.

Basis of Presentations – Fund Accounting

Fund accounting is designed to demonstrate legal compliance and to aid financial management by segregating transactions related to certain government functions or activities. The District uses "funds" to report on its financial position and the results of its operations. A fund is a separate accounting entity with a self-balancing set of accounts that are comprised of assets, liabilities, fund balance/net assets, revenue, and expenditures or expenses. Resources are allocated to, and accounted for, in individual funds based on the purposes for which the funds are to be spent and the means by which spending activities are controlled.

Funds in the Elmhurst Park District Budget are classified into two types, governmental and proprietary, and each type is divided into separate "fund types." To meet GASB 34 (Government Accounting Standards Board) requirements, funds are organized by the Department categories (i.e., General Government Purposes). For example, the IMRF, FICA, Liability, and Audit Funds are presented together with the General Fund as Departments of that Fund, but in separate reports in the budget document. However, State law, however, requires that the District shows each Fund/Department separately in the Budget and Appropriations Ordinance.

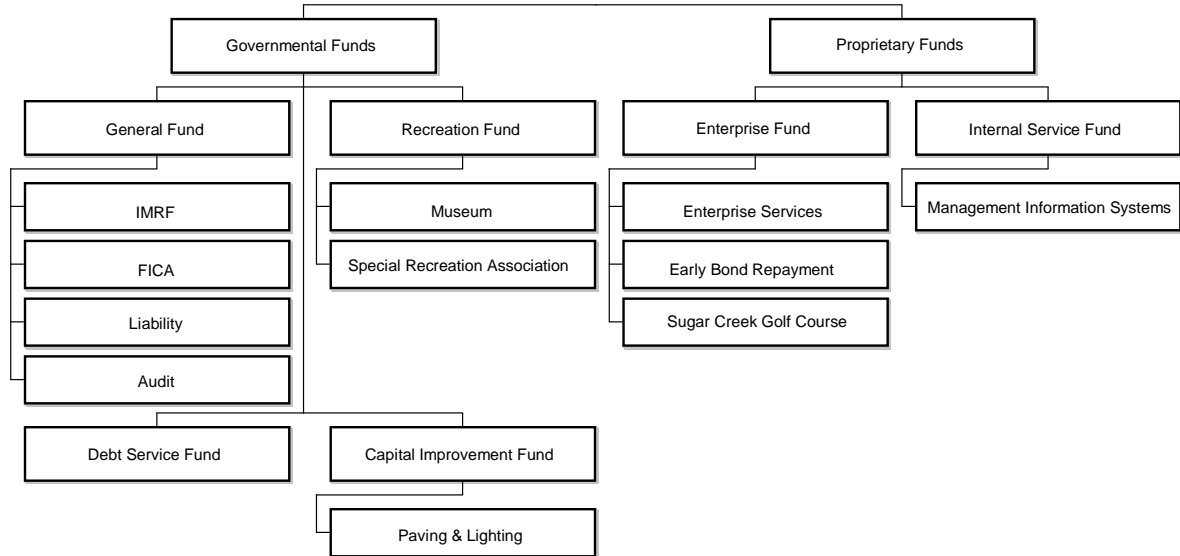
Annual budget appropriations are adopted for the general, special revenue, debt service, capital projects, enterprise, and internal service funds. All annual budgets and appropriations lapse at fiscal year-end and are appropriated 20% higher than projected budget expenditures. Financial activities are recorded on a modified accrual basis of accounting.

Governmental funds are used to account for all or most of a government's general activities, including the collection and disbursement of earmarked monies (special revenue funds), the acquisition or construction of general fixed assets (capital projects funds), and the servicing of general long-term debt (debt service funds). Revenues are primarily provided by the annual property tax levy. The District uses the following governmental funds: General, Recreation, Debt Service and Capital Improvements.

Proprietary funds are used to account for activities similar to those found in the private sector, where the determination of net income is necessary or useful for sound financial administration. Goods or services from such activities are provided to outside parties (enterprise funds) or to other departments within the District (internal service). Enterprise funds are used to account for operations that are financed and operated in a manner similar to private business enterprises. User charges are intended to cover the costs of these operations. Proprietary Funds include Enterprise Services, Early Bond Repayment and Sugar Creek Golf Course. Internal Service funds are used to account for the financing of goods or services provided by one department to the other departments of the governmental unit on a cost-reimbursement basis. The Management Information Systems Fund is an internal service fund.

For a detailed description of the District's fund structure and the purpose of each fund, see pages 51-3.

Elmhurst Park District Fund Organization Chart



Matrix of Fund/Department Distribution of Expenses by Function

| Function | General Fund | IMRF Dept. | FICA Dept. | Liability Dept. | Audit Dept. | Recreation Fund | SRA Dept. | Museum Dept. | Enterprise Services Fund | Sugar Creek Golf Course Fund | Debt Service Fund | Early Bond Repayment Fund | Capital Improvement Fund | Paving and Lighting Dept. |
|------------------------------|--------------|------------|------------|-----------------|-------------|-----------------|-----------|--------------|--------------------------|------------------------------|-------------------|---------------------------|--------------------------|---------------------------|
| Park Board/Administration | X | X | X | X | X | X | X | | X | | | | | |
| Marketing and Communications | X | X | X | | | X | X | X | X | | | | | |
| Finance and Human Resources | X | X | X | X | X | X | X | X | X | X | | | | |
| Information Technology | X | | | | | X | | | X | | | | | |
| Parks | X | X | X | | | X | | X | X | | | | | X |
| Facilities | X | X | X | | | X | | | X | | | | | |
| Recreation | | X | X | | | X | X | X | | | | | | |
| Enterprise Services | | | | | | | | X | X | | | | | |
| Sugar Creek Golf Course | | | | | | | | | | X | | | | |
| Capital/Transfers/Debt | X | | | | | X | X | X | X | X | X | X | X | X |

This chart illustrates the relationship between the functional units and funds and departments in the aggregate (in which funds/departments expenses are recorded for each functional unit). For a detailed chart of 2017 Function Expenditures by Fund and Department see pages 15-6.

GENERAL FUND

Purpose
The General Fund is the principal operating fund of the District.

Type of Fund
Governmental

Departments
Illinois Municipal Retirement Fund (IMRF), FICA, Liability and Audit

Revenues include
Taxes, advertising, donations, sponsorship, rentals (athletic field user fees), merchandise sales (brick pavers, tree memorials), and interest income

Expenses include
...a majority of the administrative and park functions and a portion of the facility, marketing and finance/human resources functions

For 2017, General Fund revenue is projected to increase by 2.0% over the 2016 budget (\$67,858) and expenses are projected to increase by 1.0% (\$32,768). Overall, the General Fund exhibits a net of \$53,193.

General Fund Revenue

Taxes: The decrease in General Fund revenue of 1.0% (\$32,109) as compared to the 2016 Budget is due both to a decrease in 2016 Corporate Replacement Tax revenue (\$28,659) and in Property Tax revenue (\$3,450). In 2015, the Illinois Department of Revenue (IDOR) discovered a \$168 million calculation error in the method used to calculate Replacement Tax disbursements to approximately 6,500 local government agencies. This overpayment to the Elmhurst Park District was subtracted from the 2015 actual revenue, resulting in 5% less revenue in the General Fund than in 2014. In addition, IDOR modified the calculation formula used to project estimated future disbursements, resulting in a 20.7% decrease in 2017 budgeted Replacement Tax revenue in the General Fund.

The total of the 2016 budgeted tax levy in all funds was \$7,846,816, however the actual approved property tax extension was \$71,343 less than budget. In the General Fund, property taxes levied totaled \$3,093,196, however the approved extension in the fund was \$3,044,712. The proposed levy for 2017 includes a 1.48% increase in the General Fund from the approved extension, totaling \$3,089,712. After factoring in an allowance for unpaid taxes, total 2017 budgeted property tax revenue is \$3,058,814 which is 0.1% lower than last year in the budget.

Sponsorship and Donations: As compared to the 2016 Budget, Sponsorship and Donation revenue is increasing overall by 245.1% (\$85,790) due mainly to donation revenue of \$83,790 from the City of Elmhurst for the replacement of trees in accordance with terms of an intergovernmental agreement for stormwater concerns at York Commons. An additional increase of \$2,000 is budgeted for new sponsor prospects and revenue goals for all community events.

Rentals: Rental revenue is decreasing by 4.1% (\$6,413) as compared to the 2016 Budget. Athletic Field Rental revenue is budgeted at \$138,770 which is slightly lower (\$600) than 2016 participant levels. Outdoor Facility Rental revenue is decreasing by 32.3% (\$5,760) due to decreased picnic rentals. In 2016, staff met with residents near Butterfield Park and based on community discussions, it was determined that the park was better suited for small size groups and recommended eliminating larger special use rentals at this location.

Merchandise Sales: Merchandise sales revenue is increasing by 6.2% (\$1,515) and is primarily due to a projected increase of sales of community and special event concessions and merchandise (e.g. Old Fashioned Tree Lighting, Park Palooza, Eldridge Adventure Days).

Interest: Interest revenue is increasing by 100.0% (\$4,000) due to anticipated increases of market interest rates. During 2016, the weighted average interest rates of investments has increased to 0.35% from 0.04% one year earlier.

2017 BUDGET: FUND SUMMARY



General Fund Expenses

As compared to the 2016 Budget, expenses are increasing overall by 1.0% (\$32,768).

Wages: Wages are increasing overall by \$94,752 (6.0%). Full-time wages are increasing partially due to the proposed 2.75% average merit increase for full-time staff (\$34,785). Within the General Fund, wages are additionally increasing in the Facilities department 11.1% (\$50,750) and in the Marketing department 17.5% (\$17,809) due to a change in how expenses for some employees are allocated based on job duties. This allocation increase resulted in offsetting decreases in both the Recreation and Enterprise Services Funds. The increases to the General Fund are offset by a 4.0% (\$9,759) decrease in Parks department wages due to the reallocation of wages to the Recreation Fund..

| | 2014 Actual | 2015 Actual | 2016 Budget | 2017 Budget | 2016 vs. 2017 | % Change 16 vs. 17 |
|-------------------------------------|------------------|------------------|------------------|------------------|------------------|-----------------------|
| General Fund Revenues | | | | | | |
| Taxes | 3,069,962 | 3,102,420 | 3,200,391 | 3,168,282 | (32,109) | -1.0% |
| Donations, Advertising, Scholarship | 27,389 | 22,735 | 38,825 | 139,690 | 100,865 | 259.8% |
| Grants | - | - | - | - | - | - |
| Program Fees | 2,963 | - | - | - | - | - |
| Rentals, Leases | 166,939 | 158,187 | 157,350 | 150,937 | (6,413) | -4.1% |
| Passes, Memberships, Daily Uses | - | - | - | - | - | - |
| Merchandise Sales | 13,802 | 23,639 | 24,285 | 25,800 | 1,515 | 6.2% |
| Transfers | - | - | - | - | - | - |
| Bond, Insurance Proceeds | 20,448 | 66,839 | - | - | - | - |
| Interest | 7,630 | 5,281 | 4,000 | 8,000 | 4,000 | 100.0% |
| Total Revenues | 3,309,133 | 3,379,101 | 3,424,851 | 3,492,709 | 67,858 | 2.0% |

| | 2014 Actual | 2015 Actual | 2016 Budget | 2017 Budget | 2016 vs. 2017 | % Change 16 vs. 17 |
|------------------------------|------------------|------------------|------------------|------------------|------------------|-----------------------|
| General Fund Expenses | | | | | | |
| Salaries & Wages | 1,483,047 | 1,495,711 | 1,586,132 | 1,680,884 | 94,752 | 6.0% |
| Contractual Services | 847,571 | 932,599 | 1,114,111 | 1,151,558 | 37,447 | 3.4% |
| Repairs | 29,070 | 26,179 | 30,310 | 24,200 | (6,110) | -20.2% |
| Supplies | 435,871 | 434,823 | 543,129 | 473,124 | (70,005) | -12.9% |
| Capital | - | - | - | - | - | - |
| Transfers/Debt | 85,836 | 1,324,830 | 133,066 | 109,750 | (23,316) | -17.5% |
| Total Expenses | 2,881,395 | 4,214,142 | 3,406,748 | 3,439,516 | 32,768 | 1.0% |
| Net | 427,738 | (835,041) | 18,103 | 53,193 | 35,090 | 193.8% |

Contractual Services: As compared to the 2016 Budget, Contractual Services are projected to increase by 3.4% (\$37,447). The changes in the General Fund are a result of the following:

- Health insurance is increasing by 6.8% (\$19,532) primarily due to staff turnover in the Parks and Information Technology departments resulting in changes to elected coverages.
- Facility electricity charges are projected to increase 13.3% (\$12,000) due to increased rate charges and projected usage.
- Brochure expenses are increasing 35.3% (\$6,132) due to the addition of new pages.

- Refuse removal is increasing 21.9% (\$3,075) to cover proper disposal of landscape waste resulting from more special projects and stump restoration.
- Finance, banking, and merchant charges are increasing \$45,650 in the General Fund due to changes in allocation. Charges in all funds combined are expected to decrease \$25,050. The increase is offset in the Recreation and Enterprise Services Funds.

Offsetting the increases in the General Fund are the following decreases:

- Consulting Services are decreasing by 33.7% (\$32,328) primarily due to completion of projects in 2016 including the Compensation and Indoor Sports Facility Study.
- Facility Contractual Services are decreasing 55.5% (\$17,320) due to the elimination of the dust inhibitor application at the Berens Park ball fields.
- Computer software maintenance is decreasing by 12.6% (\$5,339) due to reduced renewal obligations in 2017.

Repairs: Repair expenses are decreasing by 20.2% (\$6,110) overall due mainly to a decrease in facility improvements as the 2016 Budget included exterior painting at the former Wilder Park Administration Building.

Supplies: Supply expenses are decreasing overall by 12.9% (\$70,005) due to the following:

- Equipment and Furniture in the Parks Department decreased by 65.3% (\$18,900) due to improved equipment maintenance, inventory management, and the upgrading of several pieces of equipment in the past three years which has led to the reduction in annual expenses.
- Information Technology equipment is decreasing by 80.0% (\$9,731) as the 2016 Budget included a specialized technology conference table for the board room.
- Planning projects in the Parks Department are decreasing 35.2% (\$22,713) due to AFAC funding for the projects being redirected to Capital transfers in 2017 for Conrad Fischer Park back stop replacement.
- Fuel is reducing by 28.2% (\$24,000) after reviews of average annual fuel consumption levels and significant decreases in national fuel price trends.

Transfers: Transfers overall are decreasing 17.5% (\$23,316). In 2017, \$75,000 is included as a transfer to the Debt Service Fund to support proposed long-term debt for the purchase of new property. In addition, \$30,000 is included in transfers to Capital for project funding. In 2016, \$128,316 was budgeted as a transfer to fund capital projects.

Departments in the General Fund

General Fund Departments

IMRF:
Accounts for the activities resulting from the District's participation in the Illinois Municipal Retirement Fund

Revenues include
A specific annual property tax levy that produces a sufficient amount to pay contributions to the fund on behalf of District employees

Expenses include
The payment of retirement plan contributions

IMRF Department

As compared to the 2016 Budget, the Illinois Municipal Retirement Fund (IMRF) Department reflects an increase of 2% (\$7,678 in revenue due to increased Property Tax revenue of \$3,178 combined with an increase in Corporate Replacement Tax revenue of \$4,500). The Board approved a Property Tax levy increase of \$3,000 in order for the Department to have sufficient funds to cover IMRF obligations and meet its cash and investment (reserve) target.

IMRF Department expenses are increasing by 4.9% (\$17,833) mainly due to the impact of merit wage increases for full- and part-time staff, salary adjustments related to the Fair Labor Standards Act (FLSA), and changes in wage allocations combined with the increase in the employer contribution rate (from 10.77% in 2016 to 10.90% in 2017).

The IMRF Department will generate a net budget surplus (revenues over expenses) of \$7,537 to maintain healthy reserves. In all funds/departments where IMRF is budgeted, the overall impact to the 2017 Budget is a decrease of 0.4% (\$2,483) as compared to the 2016 Budget. IMRF expenses are decreasing in the Enterprise Services and Sugar Creek Funds due to a reduction in IMRF eligible part-time positions, employee turnover and wage allocation adjustments.

| | 2014 Actual | 2015 Actual | 2016 Budget | 2017 Budget | 2016 vs. 2017 | % Change 16 vs. 17 |
|---------------------------------|----------------|----------------|----------------|----------------|------------------|-----------------------|
| IMRF Department Revenues | | | | | | |
| Taxes | 378,934 | 386,240 | 385,081 | 392,759 | 7,678 | 2.0% |
| Interest | 110 | 302 | - | - | - | - |
| Total Revenues | 379,044 | 386,542 | 385,081 | 392,759 | 7,678 | 2.0% |
| IMRF Department Expenses | | | | | | |
| Contractual Services | 357,064 | 361,045 | 367,389 | 385,222 | 17,833 | 4.9% |
| Total Expenses | 357,064 | 361,045 | 367,389 | 385,222 | 17,833 | 4.9% |
| Net | 21,980 | 25,497 | 17,692 | 7,537 | (10,155) | -57.4% |

| Year | EPD Employer Contribution Rate |
|--------|--------------------------------|
| 2007 | 9.67% |
| 2008 | 9.13% |
| 2009 | 8.71% |
| 2010 * | 9.58% |
| 2011 * | 10.54% |
| 2012 | 11.28% |
| 2013 | 11.53% |
| 2014 | 11.70% |
| 2015 | 10.94% |
| 2016 | 10.77% |
| 2017 | 10.90% |

District elected optional phase-in rate as opposed to the ARC (Annual Required Contribution) rate. ARC was 11.34% for 2010 and 11.22% for 2011.

IMRF expenses are limited to the payment of retirement plan contributions based on the salaries and wages of employees budgeted in the Government Funds and Departments. The employer contribution for IMRF obligations related to all salaries and wages charged to the Enterprise Funds are budgeted in the appropriate Fund (Enterprise Services and Sugar Creek Golf Course). Employees who work at least 1,000 hours annually are required by State law to participate in IMRF. As established by IMRF, employee contribution rates remain at 4.5%, while employer rates have varied as indicated in the adjacent chart.

FICA Department

As compared to the 2016 Budget, FICA Department revenues (Property Taxes) are increasing by 0.6% (\$2,325) to cover 2017 expenses, which are increasing by 3.0% (\$11,175) due to the merit wage increase for full- and part-time staff and changes in salary allocations by department partially offset with decreases from new hires earning less wages than their predecessors. This Department will have a net budget surplus of \$444 (revenues minus expenses) to maintain healthy reserves.

FICA contributions for Social Security are 7.65% of salaries and wages, representing 6.20% for Old Age, Survivors and Disability Insurance (OASDI), and 1.45% for Medicare. FICA expenses related to the salaries and wages charged to the Enterprise Funds are budgeted in the appropriate Enterprise Fund rather than this Department.

In all funds in which FICA is budgeted (FICA Department, Enterprise Services, and Sugar Creek Golf Course), the overall impact to the 2017 Budget is a decrease of 0.8% (\$4,882) due to an overall reduction of budgeted wages.

General Fund Departments

FICA:

Accounts for the District's Social Security contributions and activities

Revenues include

A specific annual property tax levy that produces a sufficient amount to pay the District's contributions to Social Security based on payroll

Expenses include

Social Security payments

| | 2014 Actual | 2015 Actual | 2016 Budget | 2017 Budget | 2016 vs. 2017 | % Change 16 vs. 17 |
|---------------------------------|----------------|----------------|----------------|----------------|------------------|-----------------------|
| FICA Department Revenues | | | | | | |
| Taxes | 375,689 | 382,006 | 380,984 | 383,309 | 2,325 | 0.6% |
| Interest | 150 | 385 | - | - | - | - |
| Total Revenues | 375,839 | 382,391 | 380,984 | 383,309 | 2,325 | 0.6% |
| FICA Department Expenses | | | | | | |
| Contractual Services | 325,538 | 339,221 | 371,690 | 382,865 | 11,175 | 3.0% |
| Total Expenses | 325,538 | 339,221 | 371,690 | 382,865 | 11,175 | 3.0% |
| Net | 50,301 | 43,170 | 9,294 | 444 | (8,850) | -95.2% |

Liability Department

General Fund Departments

Liability:

Records the District's business insurance and risk management activities provided by the Park District Risk Management Agency (PDRMA)

Revenues include

A specific annual property tax levy

Expenses include

Costs related to the District's participation in an insurance and risk management program

The Liability Department reflects a decrease in Property Tax revenue of 1.8% (\$4,633) and an increase in expenses of 2.5% (\$6,053) as compared to the 2016 Budget. This Department will generate a net budget surplus of \$127 (revenues minus expenses) to maintain healthy reserves.

Contractual Services is increasing by 2.5% (\$5,313) due partially to a projected rise in insurance expenses by \$3,969 in the Liability Department along with the Enterprise Services Fund by \$675 and Sugar Creek Golf Course Fund by \$150. Insurance premium allocations are based on a percentage of District salaries and wages for workers compensation insurance and a percentage of District operating expenses for the remaining insurance lines (property, liability, pollution, etc.).

| | 2014 Actual | 2015 Actual | 2016 Budget | 2017 Budget | 2016 vs. 2017 | % Change 16 vs. 17 |
|--------------------------------------|----------------|----------------|----------------|----------------|------------------|-----------------------|
| Liability Department Revenues | | | | | | |
| Taxes | 249,860 | 254,070 | 253,887 | 249,254 | (4,633) | -1.8% |
| Program Fees | 905 | 426 | - | - | - | - |
| Interest | 22 | 70 | - | - | - | - |
| Total Revenues | 250,787 | 254,566 | 253,887 | 249,254 | (4,633) | -1.8% |

| | 2014 Actual | 2015 Actual | 2016 Budget | 2017 Budget | 2016 vs. 2017 | % Change 16 vs. 17 |
|--------------------------------------|----------------|----------------|----------------|----------------|------------------|-----------------------|
| Liability Department Expenses | | | | | | |
| Salaries & Wages | 24,140 | 26,013 | 25,940 | 26,680 | 740 | 2.9% |
| Contractual Services | 206,442 | 202,354 | 214,134 | 219,447 | 5,313 | 2.5% |
| Supplies | - | - | 3,000 | 3,000 | - | 0.0% |
| Total Expenses | 230,582 | 228,367 | 243,074 | 249,127 | 6,053 | 2.5% |
| Net | 20,205 | 26,199 | 10,813 | 127 | (10,686) | -98.8% |

Audit Department

As compared to the 2016 Budget, the Audit Department reflects an increase of 0.1% (\$26) in Property Tax revenue and an increase in expenses of 1.3% (\$632) due primarily to increases to salaries and wages.

Contractual Services overall are decreasing by 0.8% (\$162). Primary expenses include the annual audit which did not change from the 2016 Budget in the audit department. In all funds combined, audit expenses are reduced by \$400 which is due to obtaining a contract with a new firm to perform the Sugar Creek portion of the audit. Total 2017 audit expenses in all funds combined is \$22,270; \$14,430 in the Audit Department, \$3,340 in the Enterprise Services Fund and \$4,500 in the Sugar Creek Fund. A portion of the wages and related insurance costs for staff who are directly involved in preparing the audit are budgeted in this Department, wages increased 2.7% and insurance costs decreased by 3.9%.

General Fund Departments

Audit:

Accounts for the expenditures related to the District's annual financial audit.

Revenues include

A specific annual property tax levy, the proceeds of which can only be used for this purpose.

Expenses include

Employee wages related to coordinating the audit process and consulting fees for an independent accounting firm to conduct an audit.

| | 2014 Actual | 2015 Actual | 2016 Budget | 2017 Budget | 2016 vs. 2017 | % Change 16 vs. 17 |
|----------------------------------|----------------|----------------|----------------|----------------|------------------|-----------------------|
| Audit Department Revenues | | | | | | |
| Taxes | 48,534 | 50,454 | 51,111 | 51,137 | 26 | 0.1% |
| Interest | 7 | 19 | - | - | - | - |
| Total Revenues | 48,541 | 50,473 | 51,111 | 51,137 | 26 | 0.1% |
| Audit Department Expenses | | | | | | |
| Salaries & Wages | 26,795 | 28,849 | 28,995 | 29,789 | 794 | 2.7% |
| Contractual Services | 15,048 | 16,224 | 21,245 | 21,083 | (162) | -0.8% |
| Total Expenses | 41,843 | 45,073 | 50,240 | 50,872 | 632 | 1.3% |
| Net | 6,698 | 5,400 | 871 | 265 | (606) | -69.6% |

RECREATION FUND

As compared to the 2016 Budget, Recreation Fund revenue is increasing by 3.9% (\$189,771) and expenses are decreasing by 1.7% (\$89,609). Overall, the Recreation Fund exhibits a net deficit of \$137,577 due to the spending down of cash and investment reserves by \$339,200 for capital projects offset by a net projected operating budget surplus of \$201,623 (revenues minus expenses without the spend down of cash and investments) to replenish future reserves (see 2017 Budget Summary by Fund chart on page 55).

Purpose
Accounts for the provision of recreational services including sports and fitness, visual and performing arts, youth and adult general interest, camps, teens, preschoolers, early childhood, environmental, seniors and aquatics programs and facilities, including the Wagner Community Center, and East End and Smalley Pools

Type of Fund
Governmental

Departments
Special Recreation Association (SRA) and Museum

Revenues include
Taxes, donations, grants, scholarships, program fees, passes, daily uses, merchandise sales, rentals and interest income

Expenses include
Operating costs for recreation services and facilities

| | 2014 Actual | 2015 Actual | 2016 Budget | 2017 Budget | 2016 vs. 2017 | % Change 16 vs. 17 |
|--------------------------------------|------------------|------------------|------------------|------------------|------------------|-----------------------|
| Recreation Fund Revenues | | | | | | |
| Taxes | 1,419,631 | 1,438,434 | 1,538,444 | 1,507,964 | (30,480) | -2.0% |
| Donations, Advertising, Scholarships | 14,137 | 14,224 | 10,950 | 10,000 | (950) | -8.7% |
| Grants | - | - | 1,100 | 1,100 | - | 0.0% |
| Program Fees | 2,613,610 | 2,889,770 | 2,769,656 | 2,956,698 | 187,042 | 6.8% |
| Rentals, Leases | 65,645 | 67,300 | 61,333 | 63,212 | 1,879 | 3.1% |
| Passes, Memberships, Daily Uses | 470,324 | 453,753 | 462,711 | 494,808 | 32,097 | 6.9% |
| Merchandise Sales | 83,379 | 78,696 | 82,539 | 81,722 | (817) | -1.0% |
| Transfers | - | - | - | - | - | - |
| Bond, Insurance Proceeds | 5,400 | - | - | - | - | - |
| Interest | 2,264 | 3,702 | 1,000 | 2,000 | 1,000 | 100.0% |
| Total Revenues | 4,674,390 | 4,945,878 | 4,927,733 | 5,117,504 | 189,771 | 3.9% |
| Recreation Fund Expenses | | | | | | |
| Salaries & Wages | 2,759,605 | 2,829,443 | 3,093,139 | 3,120,080 | 26,941 | 0.9% |
| Contractual Services | 1,133,535 | 1,166,655 | 1,262,296 | 1,237,956 | (24,340) | -1.9% |
| Repairs | 19,410 | 23,429 | 49,200 | 76,650 | 27,450 | 55.8% |
| Supplies | 369,249 | 367,748 | 381,362 | 406,195 | 24,833 | 6.5% |
| Capital | - | - | - | - | - | - |
| Transfers/Debt | 91,437 | 240,000 | 558,693 | 414,200 | (144,493) | -25.9% |
| Total Expenses | 4,373,236 | 4,627,275 | 5,344,690 | 5,255,081 | (89,609) | -1.7% |
| Net | 301,154 | 318,603 | (416,957) | (137,577) | 279,380 | -67.0% |

Recreation Fund Revenue

Taxes: Tax revenue is proposed to decrease by 2.0% (\$30,480) as compared to the 2016 Budget due to decreases in 2016 Corporate Replacement tax revenue (\$12,159) and in Property Tax revenue (\$18,321). As previously highlighted, due to the discovery of a calculation error by the Illinois Department of Revenue (IDOR), the formula used to project estimated future disbursements was modified, resulting in a 20.7% decrease in 2017 budgeted Replacement Tax revenue in the Recreation Fund. In addition, the approved 2016 tax extension was lower than what was included in the 2016 Budget. In the Recreation Fund, property taxes levied totaled \$1,494,792, however the approved extension in the fund was \$1,452,786. The proposed levy for 2017 includes a 1.62% increase from the approved extension, totaling \$1,476,286. After factoring in an allowance for unpaid taxes, total 2017 budgeted property tax revenue is \$1,461,523 which is 1.2% lower than last year.

Program Fees: As compared to the 2016 Budget, Program Fee revenue is increasing by 6.8% (\$187,042) overall. Program fees are increasing in the following program areas:

- Rec Station and Funseekers Day Camp due to increased market demand and efforts to meet program cost recovery goals.
- Sports and Fitness by 4.9% (\$43,603) based on increased enrollment in competitive gymnastics programs combined with a fee increase.
- Senior Programs by 36.4% (\$11,302) due to the addition of a cooperative luncheon and increased participation in senior programs.
- Performing Arts by 2.8% (\$8,971) due to increased participation in the music programs.
- Early Childhood by 2.3% (\$7,912) due to increased enrollment.
- General Interest program by 8.7% (\$6,198) primarily due to the addition of new technology programs and the addition of a new Mother Son special event.
- Trips by 19.4% (\$4,307) based on a fee increase to cover costs associated with programs transportation.

The increases in program fee revenue is offset by projected decreases in the following program areas:

- Aquatics by 4.2% (\$5,501) due to reducing the number of budgeted participants in swim lessons and swim team based on past actual enrollment numbers, as well as conservative projections based on unpredictability of weather and its impact on program participation numbers.

Passes Membership and Daily Uses: As compared to the 2015 Budget, Passes, Membership and Daily Use revenue is increasing by 6.9% (\$32,097) overall. Pool Pass revenue is projected to increase by 9.5% (\$27,550) as compared to the 2016 Budget and increase by 13.5% (\$34,570) as compared to 2015 actual revenue. The projected increase in budgeted revenue is based on pass sales trends and a 10.3% price increase (from \$39 to \$43 for a resident pass). Sales have declined 9% over the last five years (9.0% decrease from 2011 to 2016), and staff anticipate this trend will continue in 2017. The chart on page 100 of the document illustrates pool pass actual sales, along with the amount of revenue collected from 2007 to 2016 and 2017 projected sales and revenue.

Recreation Fund Expenses

Wages: Wages are increasing overall by 0.9% (\$26,941) as compared to the 2016 Budget primarily due to increased part-time wages, adjustments necessary due to changes in the Fair Labor Standards Act (\$10,231), and budgeted merit increases. Part-time registration wages are increasing by \$7,397 to provide for adequate coverage at the front desk throughout the day and evening. In addition, Rec Station and Summer Camp part-time wages are increasing by \$32,433 due to increases in staffing to maintain ratios and increases to the average hourly rate to attract and retain qualified staff. Offsetting the increase are decreases to full-time wages by \$45,238 overall due to the elimination of one full-time Registration Clerk combined with changes to salary allocations in the Facilities department and staff turnover in the Information Technology department.

Contractual Services: As compared to the 2016 Budget, contractual services are decreasing 1.9% (\$24,340) due to the following:

- Health care is decreasing 5.8% (\$16,540) due to the reduction of full-time staff as noted above and changes to the allocations combined with staff health plan elections.
- Consulting is decreasing by \$20,000 for projected professional service fees due to the one-time market analysis and financial and operational feasibility study for an Indoor Sports Facility in Elmhurst completed in 2016.
- Finance and banking charges are reduced by 26% (\$29,000) due partially to reduced fees with the new Registration software and merchant provider and partially due to allocations to the General Fund.

Offsetting the decreases are increases in contractual services for programs by 11% (\$33,536) due to the following:

- Rec Station and Summer Camp program services are budgeted to increase \$5,300 for additional fees related to field trip costs for Funseekers Day Camp.
- Senior programs by \$8,987 to support additional day-time programming.
- Visual and Performing Arts by \$8,580 due to increased participation in the Musical Theater Workshop.
- General Interest and Special Events by \$4,274 due to increased contractual youth technology programs.

Repairs: As compared to the 2016 Budget, Repair expenses are increasing by 55.8% (\$27,450) overall primarily due to a number of one-time facility improvement projects including refurbishing the waterslide at Smalley Pool, repainting the water features at Smalley Pool, removing loose tiles at East End Pool, and installing Marley vinyl flooring in the Dance Studios at the Wagner Community Center.

Supplies: In the 2016 Budget, Supplies are increasing by 6.5% (\$24,833) primarily due to an increase in sports and fitness supplies for the gymnastics team which have been factored into the 2017 budgeted fees.

Transfers: Transfer expenses to the Capital and Debt Funds are decreasing by \$144,493. In 2016, \$558,693 was transferred to the Capital Projects Fund and in 2017 proposed funding for projects is \$339,200. The 2017 Budget also includes a \$75,000 transfer to the Debt Service Fund for payment on principal and interest on proposed land acquisition debt.

Departments in the Recreation Fund

Recreation Fund Departments

Museum:

Accounts for District museum related program and facility operations

Revenues include

A specific annual property tax levy, donations and program fees

Expenses include

Conservatory/ Greenhouse operations and Wilder Mansion utilities and non-fee paying rental.

Museum Department

As compared to the 2016 Budget, Museum Department revenue is increasing by 7.3% (\$20,226) due to higher Property Tax revenue to fund expenses. Museum Department expenses are increasing by 9.4% (\$25,412). Overall, the Museum Department exhibits a net surplus of \$1,646 to build future reserves. Expenses associated with holding free community events or rentals (custodial staff/site supervision wages, custodial supplies, maintenance, etc.) at the Wilder Mansion (e.g., non-profit organizations and District meetings, trainings) are reflected in the budget.

Salaries reflect an increase of 10.5% (\$10,113), which is primarily due to changes in full-time salary allocations for staff at Wilder Mansion. An additional \$25,854 was allocated for full-time staff directly involved in managing free community special events held at Wilder Mansion, resulting in an offset decrease in the Enterprise Services Fund. However, offsetting this change is a reduction in the allocation of full-time Recreation staff wages by \$18,560 due to the discontinuation of District programming at the Elmhurst Art Museum, resulting in increased allocations to the Recreation Fund and the SRA Department.

Contractual Services reflect an increase of 30.9% (\$15,089) primarily due increased health care costs related to changes in full-time salary allocations. In addition, an increase of \$5,000 was included for garden irrigation upgrades. Utilities are projected to increase for electricity by \$2,000 and water by \$1,700.

2017 BUDGET: FUND SUMMARY



Repairs and **Supplies** expenses remain similar to 2016. \$5,500 is included for regular repairs to the boiler and greenhouse. Supplies budgeted total \$28,268 and primarily include grounds and landscaping supplies needed to maintain the Conservatory.

Transfers total \$90,790 and overall are increasing 0.3% (\$250). Included is a transfer to the Enterprise Services Fund of \$77,540, representing funding for part-time wages, building maintenance, utilities, and supplies related to free community events. In addition, \$13,250 is also budgeted as a transfer to the Capital Improvement Fund for the Wilder Mansion Flooring Replacement project which is \$250 greater than in 2016.

| | 2014 Actual | 2015 Actual | 2016 Budget | 2017 Budget | 2016 vs. 2017 | % Change 16 vs. 17 |
|--------------------------------------|----------------|----------------|----------------|----------------|------------------|-----------------------|
| Museum Department Revenues | | | | | | |
| Taxes | 271,430 | 275,693 | 274,871 | 295,297 | 20,426 | 7.4% |
| Donations, Advertising, Scholarships | 762 | 689 | 600 | 400 | (200) | -33.3% |
| Program Fees | 1,098 | 807 | 700 | 700 | - | 0.0% |
| Interest | 27 | (410) | - | - | - | - |
| Total Revenues | 273,317 | 276,780 | 276,171 | 296,397 | 20,226 | 7.3% |

| | 2014 Actual | 2015 Actual | 2016 Budget | 2017 Budget | 2016 vs. 2017 | % Change 16 vs. 17 |
|-----------------------------------|----------------|----------------|----------------|----------------|------------------|-----------------------|
| Museum Department Expenses | | | | | | |
| Salaries & Wages | 90,609 | 94,240 | 96,176 | 106,289 | 10,113 | 10.5% |
| Contractual Services | 65,881 | 49,768 | 48,815 | 63,904 | 15,089 | 30.9% |
| Repairs | 897 | 2,260 | 5,500 | 5,500 | - | 0.0% |
| Supplies | 29,326 | 25,386 | 28,308 | 28,268 | (40) | -0.1% |
| Transfers/Debt | 70,402 | 85,420 | 90,540 | 90,790 | 250 | 0.3% |
| Total Expenses | 257,115 | 257,074 | 269,339 | 294,751 | 25,412 | 9.4% |
| Net | 16,202 | 19,706 | 6,832 | 1,646 | (5,186) | -75.9% |

Recreation Fund Departments (cont.)

Special Recreation:
Accounts for the District's provision of special recreation services

Revenues include
A specific annual property tax levy and transportation punch cards

Expenses include
District's membership in the Gateway Special Recreation Association and providing inclusionary services for Elmhurst residents, including accessibility improvements

Special Recreation Association (SRA) Department

Taxes: As compared to the 2016 Budget, revenue is increasing by 5.7% (\$37,475) due to an increase in Property Tax revenue by \$37,675 to assist in funding additional ADA improvements at the District's parks and facilities.

Expenses in the SRA Department are decreasing by 32.6% (\$126,000) as compared to the 2016 Budget mainly due to a decrease in **Capital** project expenses in 2017. In 2016, \$386,000 was allocated in the SRA department for the Butterfield Park Playground Redevelopment for accessibility improvements. In 2017, budgeted ADA improvements include \$200,000 for the Plunkett Park Playground Redevelopment and \$60,000 for Eldridge Park.

Wages are increasing 6.9% (\$14,758) primarily due to changes in the allocations of full-time wages.

Contractual Services are expenses are decreasing by 2.4% (\$5,732) primarily due to a 74% (\$11,497) reduction in budgeted health care due to an additional employee electing to waive medical coverage. This reduction was partially offset by a 3.2% increase (\$6,857) due to a \$3,000 increase in transportation services and a \$3,857 for a projected 3% increase for Gateway services

2017 BUDGET: FUND SUMMARY



Overall, the SRA Department will have a net budget deficit of \$27,757 (revenues minus expenses) due to the budgeted spend down of \$60,000 in reserves for park accessibility improvements offset with a net operating budget surplus of \$32,243 (revenues minus expenses without cash and investments spend down) to replenish future reserves (see 2017 Budget Summary by Fund chart on page 55).

| | 2014 Actual | 2015 Actual | 2016 Budget | 2017 Budget | 2016 vs. 2017 | % Change 16 vs. 17 |
|---------------------------------|----------------|----------------|------------------|-----------------|------------------|-----------------------|
| SRA Department Revenues | | | | | | |
| Taxes | 620,147 | 628,856 | 654,434 | 692,109 | 37,675 | 5.8% |
| Passes, Memberships, Daily Uses | 1,000 | 1,080 | 800 | 600 | (200) | -25.0% |
| Interest | 60 | 226 | - | - | - | - |
| Total Revenues | 621,207 | 630,162 | 655,234 | 692,709 | 37,475 | 5.7% |
| SRA Department Expenses | | | | | | |
| Salaries & Wages | 183,294 | 191,186 | 214,461 | 229,219 | 14,758 | 6.9% |
| Contractual Services | 211,524 | 216,804 | 236,679 | 230,947 | (5,732) | -2.4% |
| Supplies | 324 | 300 | 300 | 300 | - | 0.0% |
| Capital | 4,237 | 197,500 | 386,000 | 260,000 | (126,000) | -32.6% |
| Total Expenses | 399,379 | 605,790 | 837,440 | 720,466 | (116,974) | -14.0% |
| Net | 221,828 | 24,372 | (182,206) | (27,757) | 154,449 | -84.8% |

DEBT SERVICE FUND

Purpose
Accounts for the accumulation of resources required for the repayment of debt principal and interest

Type of Fund
Governmental

Department
N/A

Revenues include
Property taxes (levied for the purpose of repaying debt), bond proceeds, and transfers from other funds (accumulated for the purpose of repaying debt)

Expenses include
Payment of outstanding debt in that budget year

As compared to the 2016 Budget, revenue in this Fund exhibits an increase of 9.97% (\$164,964) overall. Property **Tax** revenue is increasing 0.7% (\$8,124). **Transfers** are increasing 83.8% (\$150,750) due to the budgeted transfer of \$75,000 from both the General and Recreation Funds for the annual payment on proposed debt acquired for the acquisition of new property. **Bond Proceed** revenue is increasing by 1.8% (\$5,590) based on bond and interest payments in 2017. Expenses in this Fund are proposed to increase by 10.0% (\$164,964) due to projected increases in the bond principal and interest payments for land acquisition debt and the Annual G.O. Bond based on the legally allowable increase in the Consumer Price Index (CPI) and other outstanding bond issue payments. See page 173 for a detailed overview of debt obligations.

| | 2014 Actual | 2015 Actual | 2016 Budget | 2017 Budget | 2016 vs. 2017 | % Change 16 vs. 17 |
|-----------------------------------|------------------|------------------|------------------|------------------|------------------|-----------------------|
| Debt Service Fund Revenues | | | | | | |
| Taxes | 1,146,544 | 1,164,448 | 1,160,537 | 1,168,661 | 8,124 | 0.7% |
| Transfers | 180,865 | 179,165 | 179,965 | 330,715 | 150,750 | 83.8% |
| Bond, Insurance Proceeds | 4,839,009 | 315,000 | 314,410 | 320,000 | 5,590 | 1.8% |
| Interest | 63 | 221 | - | 500 | 500 | - |
| Total Revenues | 6,166,481 | 1,658,834 | 1,654,912 | 1,819,876 | 164,964 | 9.97% |
| Debt Service Fund Expenses | | | | | | |
| Contractual Services | 47,338 | 5,175 | 6,600 | 10,935 | 4,335 | 65.7% |
| Transfers/Debt | 6,099,440 | 1,646,341 | 1,648,312 | 1,808,941 | 160,629 | 9.7% |
| Total Expenses | 6,146,778 | 1,651,516 | 1,654,912 | 1,819,876 | 164,964 | 10.0% |
| Net | 19,703 | 7,318 | - | - | - | 0.0% |

CAPITAL IMPROVEMENT FUND

As compared to the 2016 Budget, the Capital Improvement Fund exhibits a decrease of 40.8% (\$532,193) in revenues and 39.1% (\$1,210,812) in expenses due to lower proposed Capital project spending in 2017.

Donations decreased by 88.4% (\$252,500) which is due to special fundraising efforts made in 2016 for the Butterfield Park Playground for Everyone project. Included in 2017 budgeted donations is \$26,250 for projected subdivision ordinance payments and \$6,750 in the donation payment from the People for Elmhurst Parks Foundation (PEP) for the Wilder Mansion Flooring Replacement Project.

Transfers of cash and investments and tax revenue from other Funds decrease by 42.6% (\$287,426) due to fewer proposed capital project expenses.

The decreases are partially offset by increased **Bond Proceeds** by \$4,233 which is based on the amount needed to repay debt in the Debt Service Fund with the remainder dedicated toward funding capital projects. In addition **Interest** is projected to increase by \$3,500 due to anticipated increases of market interest rates.

Expenses in the **Capital Fund** are decreasing 39.1% primarily due to a lower budgeted amount (\$1,374,152) for proposed 2017 **Capital** projects. The decrease is partially offset with an increase in **Transfers** by \$71,109 for projects budgeted in the Paving and Lighting Department and due to \$92,231 budgeted for **Contractual Services**. In 2017, the District will be continuing with its Comprehensive and Strategic Plan process and allocated \$129,903 in total to fund the project. \$92,231 is included in the Capital Fund and the remainder is budgeted in the General Fund

Overall, the Capital Improvement Fund exhibits a net deficit of \$1,116,381 due to planned spend down of Capital Fund reserves. (see 2017 Budget Summary by Fund chart on page 55).

Purpose
Accounts for the cost of capital improvements not accounted for in the Proprietary Funds (e.g. Enterprise)

Type of Fund
Governmental

Department
Paving and Lighting

Revenues include
Transfers from other funds (e.g. tax revenue, cash and investments, income), grants, bond proceeds, and interest income

Expenses include
...capital projects projected to cost \$5,000 or more for operating equipment and machinery or \$25,000 or more for land acquisition and improvements and not ongoing facility maintenance and repairs, which are budgeted in the appropriate Fund

| | 2014 Actual | 2015 Actual | 2016 Budget | 2017 Budget | 2016 vs. 2017 | % Change 16 vs. 17 |
|--------------------------------------|------------------|------------------|--------------------|--------------------|--------------------|-----------------------|
| Capital Fund Revenues | | | | | | |
| Taxes | - | - | - | - | - | - |
| Donations, Advertising, Scholarships | 43,551 | 165,230 | 285,500 | 33,000 | (252,500) | -88.4% |
| Grants | 48,981 | - | - | - | - | - |
| Transfers | 177,273 | 549,277 | 674,626 | 387,200 | (287,426) | -42.6% |
| Bond, Insurance Proceeds | 298,800 | 340,830 | 344,351 | 348,584 | 4,233 | 1.2% |
| Interest | 2,229 | (236) | 500 | 4,000 | 3,500 | 700.0% |
| Total Revenues | 570,834 | 1,055,101 | 1,304,977 | 772,784 | (532,193) | -40.8% |
| Capital Fund Expenses | | | | | | |
| Contractual Services | - | - | - | 92,231 | 92,231 | - |
| Capital | 863,568 | 939,318 | 3,099,977 | 1,725,825 | (1,374,152) | -44.3% |
| Transfers/Debt | - | - | - | 71,109 | 71,109 | - |
| Total Expenses | 863,568 | 939,318 | 3,099,977 | 1,889,165 | (1,210,812) | -39.1% |
| Net | (292,734) | 115,783 | (1,795,000) | (1,116,381) | 678,619 | -37.8% |

Department in the Capital Improvement Fund

Paving and Lighting

Capital Improvement Fund Department

Paving and Lighting:
Accounts for the planning, constructing and maintaining of streets, roadways and other paved areas and the lighting thereof

Revenues include
A specific annual property tax levy, the proceeds of which can only be used for this purpose

Expenses include
Capital projects and paving supplies

As compared to the 2016 Budget, Paving and Lighting revenue is increasing by 18.7% (\$25,215) due to an increase in **Transfer** revenue by 100% (\$71,109 from the Capital Fund reserves) to cover 2017 expenses. **Taxes** are projected to decrease 0.4% as the proposed tax levy did not include an increase for the Paving and Lighting Tax and the 2016 actual extension was lower than the 2016 Budget. Expenses are decreasing by 0.9% (\$1,445) due to a decrease in **Capital** project expenses. Proposed 2017 projects included resurfacing and repairing of the York Commons parking lot and paths, which are at the end of their useful life (\$135,000) and seal coating East End Park parking lots, Golden Meadows Park parking lot, Washington Park parking lots and paths, The Abbey east parking lot, Crestview Park parking lot and Administrative Office parking lot (\$25,205).

The Paving and Lighting Department exhibits a net surplus of \$37 due to the proposed transfer from the Capital Fund. (see 2017 Budget Summary by Fund chart on page 55).

| | 2014 Actual | 2015 Actual | 2016 Budget | 2017 Budget | 2016 vs. 2017 | % Change 16 vs. 17 |
|--|----------------|-----------------|-----------------|----------------|------------------|-----------------------|
| Paving & Lighting Fund Revenues | | | | | | |
| Taxes | 89,886 | 90,109 | 89,504 | 89,133 | (371) | -0.4% |
| Transfers | - | - | 45,523 | 71,109 | 25,586 | 100.0% |
| Interest | 13 | 69 | - | - | - | - |
| Total Revenues | 89,899 | 90,178 | 135,027 | 160,242 | 25,215 | 18.7% |
| Paving & Lighting Fund Expenses | | | | | | |
| Supplies | 7,245 | - | - | - | - | - |
| Capital | 77,973 | 105,463 | 161,650 | 160,205 | (1,445) | -0.9% |
| Total Expenses | 85,218 | 105,463 | 161,650 | 160,205 | (1,445) | -0.9% |
| Net | 4,681 | (15,285) | (26,623) | 37 | 26,660 | -100.1% |

ENTERPRISE SERVICES FUND

Purpose

Accounts for the revenues associated with the District's business enterprises that are mandated to make a profit.

For these enterprises, the District's intent is to determine revenues and net income earned, as well as costs incurred for the purpose of maintaining management accountability

Type of Fund *Proprietary*

Revenues include

Donations, advertising, program fees, rentals, passes, memberships, daily uses, merchandise sales, transfers, and interest income

Expenses include

the operations of Courts Plus fitness facility, Wilder Mansion rentals, and Wilder Park weddings

The Enterprise Services Fund exhibits a net deficit of \$66,138 due to the spending down of cash and investment reserves for capital projects (\$210,000). This deficit is offset by a net projected operating budget surplus of \$141,862 (revenues minus expenses without the spending down of cash and investments) to replenish future reserves (see 2016 Budget Summary by Fund chart on page 55).

Enterprise Fund Revenue

As compared to the 2016 budget, net revenues in this Fund are decreasing by 1.8% (\$86,553) primarily due to reduced program fee revenue.

Overall, **Program Fee** revenue in the Enterprise Fund is projected to decrease in 2017 by 8.2% (\$123,297) as compared to the 2016 Budget mainly due to trends in actual revenue and new offerings offset with declines in participation in specific program areas, including:

- Personal Training revenue is projected to decrease by 55% (\$166,832) as the promotion to offer two (2) free training sessions to all members did not increase future training session purchases as projected.
- Adult and Youth martial arts programs are projected to decrease by 15.4% (\$16,805) due to decreased enrollment.
- Tennis lessons are is projected to decrease by 2.3% (\$11,631) due to decreased enrollment.

The decreases in program fee revenue are offset by projected increases in the following program areas:

Tennis leagues and tournaments are projected to increase by 110% (63,030) due to the addition of a travel tennis team.

Adult and youth fitness programs are projected to increase by 8.4% (\$5,162) due to increased enrollment.

As compared to the 2016 Budget, **Rental** revenue is increasing overall by 9.1% (\$36,291). This increase is mainly due to increased hourly rates for court rentals combined with increased indoor facility rentals due to the addition of weekly Weight Watchers meetings at Courts Plus.

Overall, in the Enterprise Fund, **Passes, Memberships and Daily Use** revenue is increasing by 0.2% (\$5,000) as compared to the 2016 Budget. In 2017, District staff will continue to expand marketing/promotions and membership sales strategies to meet membership revenue projections. Due to increased competition, membership revenue is projected to remain flat compared to 2016 Budget. Although, the budget includes a proposed 10% increase in membership rates and increased new members, the average number of months in the year that customers retain membership is projected to be lower. Joining fees are budgeted to increase 8% (\$5,000) due to increases in new members. The chart on page 100 illustrates the historical trend in the number of Courts Plus memberships (from 2008 to 2015) and projections (2016 and 2017) along with the amount of membership revenue collected or projected during those years.

2017 BUDGET: FUND SUMMARY



| | 2014 Actual | 2015 Actual | 2016 Budget | 2017 Budget | 2016 vs. 2017 | % Change 16 vs. 17 |
|--|------------------|------------------|------------------|------------------|------------------|-----------------------|
| Enterprise Services Fund Revenues | | | | | | |
| Donations, Advertising, Scholarships | 1,963 | - | 4,500 | 4,500 | - | 0.0% |
| Grants | - | 10,076 | - | - | - | - |
| Program Fees | 1,249,465 | 1,297,203 | 1,495,747 | 1,372,453 | (123,294) | -8.2% |
| Rentals, Leases | 396,628 | 394,966 | 400,748 | 437,039 | 36,291 | 9.1% |
| Passes, Memberships, Daily Uses | 2,550,239 | 2,575,713 | 2,805,115 | 2,810,115 | 5,000 | 0.2% |
| Merchandise Sales | 44,951 | 45,761 | 50,660 | 46,110 | (4,550) | -9.0% |
| Transfers | 70,402 | 1,100,973 | 77,540 | 77,540 | - | 0.0% |
| Bond, Insurance Proceeds | 21,505 | - | - | - | - | - |
| Interest | 8,636 | 7,849 | 6,000 | 6,000 | - | 0.0% |
| Total Revenues | 4,343,789 | 5,432,541 | 4,840,310 | 4,753,757 | (86,553) | -1.8% |
| Enterprise Services Fund Expenses | | | | | | |
| Salaries & Wages | 2,404,014 | 2,486,871 | 2,675,598 | 2,521,300 | (154,298) | -5.8% |
| Contractual Services | 1,416,572 | 1,515,176 | 1,671,899 | 1,543,834 | (128,065) | -7.7% |
| Repairs | 107,374 | 135,459 | 113,765 | 125,165 | 11,400 | 10.0% |
| Supplies | 319,740 | 317,001 | 343,513 | 346,706 | 3,193 | 0.9% |
| Capital | 354,990 | 377,199 | 471,800 | 269,500 | (202,300) | -42.9% |
| Transfers/Debt | - | 14 | 15,390 | 15,390 | - | 100.0% |
| Total Expenses | 4,602,690 | 4,831,720 | 5,291,965 | 4,821,895 | (470,070) | -8.9% |
| Net | (258,901) | 600,821 | (451,655) | (68,138) | 383,517 | -84.9% |

Enterprise Fund Expenses

In the proposed 2017 Budget, expenses in this Fund are decreasing overall by 8.9% (\$470,070) due mainly to a decrease in **Capital** project expenses by 42.9% (\$202,300) combined with reduced salaries and contractual services.

As compared to the 2016 Budget, **Wages** are decreasing overall by 5.8% (\$154,298). This decrease is primarily due to the following:

- \$106,584 less for the Personal Training which were budgeted higher in 2016 to fund two free personal training sessions for members. Because utilization of the free sessions is lower than anticipated, budgeted wages for 2017 was reduced by 44%.
- Reductions in full-time wages totaling \$74,306 primarily resulting from the replacement of one full-time position with two part-time positions (\$48,938), changes in salary allocations in the Facilities Department (\$6,795) and Marketing Department (\$9,017), the allocation of a portion of the Wilder Mansion Rental Supervisor to the Museum Fund (\$25,854) and employee turnover in both the Enterprise Services Fund and the Information Technology Department (\$17,451).
- Service Desk, Registration and Operational staff part-time wages are decreasing 5.9% (\$18,777).

These decreases are offset by increases in increases in Racquet Sports part-time wages by (\$39,024) to accommodate increased proposed tournaments and leagues.

Contractual Services are decreasing by 7.7% (\$128,065) overall as compared to the 2016 Budget. This is primarily due to decreases in Health insurance by 27.4% (\$59,422), IMRF by 13.1% (\$23,736), and FICA by 9.9% (\$18,635) due to the elimination of one full-time position, changes in allocations, employee turnover and staff health insurance coverage elections. In addition, finance and banking charges are projected to decrease due to reduced fees related to the new registration system. The decreases are partially offset by increased electric expenses due to rate increases.

As compared to the 2016 Budget, **Repairs** expenses are projected to increase 10.0% (\$11,400) primarily due to an expected increase in plumbing related repairs (\$8,500) and equipment repairs (\$4,950) at Courts Plus and Wilder Mansion offset slightly by decreased building repairs.

Supplies expenses are increasing overall by 0.9% (\$3,193) as compared to the 2016 Budget primarily due to the following

- Chemical supplies by 14.6% (\$3,500) due to the continued rising cost of chemicals.
- Racquet Sports Supplies by 25.6% (\$3,881) due to projected increases in tennis league enrollment.
- Membership Services supplies by 25.0% (\$4,064) for promotional giveaways

These increases are offset with the following projected decreases in supply expenses for Equipment and Furniture by 79.7% (\$7,101) due to decreased equipment purchases in the Information Technology Department and decreased office supply purchases by 9.6% (\$1,210).

EARLY BOND REPAYMENT FUND

One expense is listed in this Fund for the annual **Transfer** to the Debt Service Fund of 2005 grant revenues pledged to repay a portion of the 2006 \$7.5 million General Obligation Limited Tax Bond that financed the installation of synthetic turf fields at Berens Park (refunded in 2014 as 2014A General Obligation Limited Tax Park Refunding Bond). Overall, this Fund exhibits a net deficit of \$75,715 due to the spending down of cash and investment reserves as described above (see page 53).

Purpose
To record and invest the proceeds of a 2005 state grant that is funding a portion of annual debt service payments

Type of Fund
Proprietary

Department
N/A

Revenues include
Interest earned on investment of grant proceeds

Expenses include
...the annual transfer of cash and investments to the Debt Service Fund for debt payment and bank fees

| | 2014 Actual | 2015 Actual | 2016 Budget | 2017 Budget | 2016 vs. 2017 | % Change 16 vs. 17 |
|---|----------------|----------------|----------------|----------------|------------------|-----------------------|
| Early Bond Repayment Fund Revenues | | | | | | |
| Interest | - | 2,609 | - | - | - | - |
| Total Revenues | - | 2,609 | - | - | - | 0.0% |

| | 2014 Actual | 2015 Actual | 2016 Budget | 2017 Budget | 2016 vs. 2017 | % Change 16 vs. 17 |
|---|----------------|----------------|----------------|----------------|------------------|-----------------------|
| Early Bond Repayment Fund Expenses | | | | | | |
| Contractual Services | 985 | 276 | - | - | - | - |
| Transfers/Debt | 75,715 | 75,715 | 75,715 | 75,715 | - | 0.0% |
| Total Expenses | 76,700 | 75,991 | 75,715 | 75,715 | - | 0.0% |
| Net | (76,700) | (73,382) | (75,715) | (75,715) | - | 0.0% |

SUGAR CREEK GOLF COURSE FUND

Purpose
Accounts for the revenue and expenses related to the operation of the nine-hole Sugar Creek Golf Course

Type of Fund
Proprietary

Department
N/A

Revenues include
Rentals, passes memberships, daily uses, and merchandise sales

Expenses include
...the operations of Sugar Creek Golf Course facility including the Clubhouse, instructional programs, and maintenance

As compared to the 2016 Budget, Sugar Creek Golf Course revenues are projected to increase by 2.5% (\$26,120) primarily to reflect historical trends. Expenses are increasing by 2.3% (\$24,169) to reflect demand, supply needs and actual expenses. Overall, the Sugar Creek Golf Course Fund exhibits a net budget surplus of \$2,982 (revenues minus expenses).

Sugar Creek Golf Course Fund Revenue

As compared to the 2016 Budget, **Program Fee** revenue is increasing by 4.7% (\$4,925) due primarily to a 10% (\$6,925) increase in Junior Golf Instruction fees. Now at capacity, staff increased this program by 50 participants in 2015 and all the available spots have filled for the past seven years. The increase is partially offset by decreased private instruction revenue by 57.1% (\$2,000).

Rental revenue is increasing by 2.8% (\$4,540) overall in the 2017 Budget which is primarily due to a budgeted increase in Indoor Facility Rental based on the three-year average of actual revenue.

As compared to the 2016 Budget, **Passes, Memberships, Daily Use** revenue is projected to increase overall by 2.3% (\$14,718). Although the projected number of daily use rounds sold is decreasing from 31,000 to 30,000 based on the three-year average in sales, 2017 Greens fees are projected to increase by \$2, increasing total revenue for the year.

As compared to the 2016 Budget, **Merchandise Sales** revenue is increasing slightly by 1.2% (\$1,937) based on the previous three-year average sales combined with a projected increase in indoor facility rentals which are projected to increase food and beverage sales.

Sugar Creek Golf Course Fund Expenses

As compared to the 2016 Budget, **Wages** are increasing by 0.8% overall (\$3,007) due primarily to a 2.75% merit increase budgeted to full-time wages (\$4,507) and is partially offset by a reduction in staff wages for private lessons (\$1,500).

Contractual Services expenses are increasing by 1.9% (\$4,412) primarily due to increased consulting services of \$10,000 budgeted for engineering services for Salt Creek Renovation plans and increased finance and banking charges of \$4,000 based on three-year actual totals.

Partially offsetting the increases are decreases to the following:

- Health insurance is decreasing by 5.3% (\$1,558) and IMRF by 13.2% (\$4,096) due to staff coverage elections and projected expenses based on staffing.
- Alarm expenses are decreasing 46.9% (\$3,534) due to changes in contracted rates.
- Natural gas expense is decreasing by 14.3% (\$1,000) due to lower utility rates.

2017 BUDGET: FUND SUMMARY



| | 2014 Actual | 2015 Actual | 2016 Budget | 2017 Budget | 2016 vs. 2017 | % Change 16 vs. 17 |
|---|----------------|------------------|------------------|------------------|------------------|-----------------------|
| Sugar Creek Golf Course Revenues | | | | | | |
| Donations, Advertising, Scholarship | 1,927 | - | - | - | - | - |
| Grants | 3,044 | - | - | - | - | - |
| Program Fees | 85,870 | 96,005 | 105,850 | 110,775 | 4,925 | 4.7% |
| Rentals, Leases | 126,241 | 161,702 | 160,960 | 165,500 | 4,540 | 2.8% |
| Passes, Memberships, Daily Uses | 561,053 | 611,173 | 626,879 | 641,597 | 14,718 | 2.3% |
| Merchandise Sales | 156,381 | 175,706 | 163,063 | 165,000 | 1,937 | 1.2% |
| Bond, Insurance Proceeds | 34,876 | - | - | - | - | - |
| Interest | 46 | 87 | - | - | - | - |
| Total Revenues | 969,438 | 1,044,673 | 1,056,752 | 1,082,872 | 26,120 | 2.5% |

| | 2014 Actual | 2015 Actual | 2016 Budget | 2017 Budget | 2016 vs. 2017 | % Change 16 vs. 17 |
|---|----------------|----------------|------------------|------------------|------------------|-----------------------|
| Sugar Creek Golf Course Expenses | | | | | | |
| Salaries & Wages | 345,808 | 349,676 | 358,897 | 361,904 | 3,007 | 0.8% |
| Contractual Services | 193,956 | 204,268 | 228,308 | 232,720 | 4,412 | 1.9% |
| Repairs | 28,287 | 9,394 | 10,205 | 13,205 | 3,000 | 29.4% |
| Supplies | 214,634 | 203,822 | 208,498 | 211,498 | 3,000 | 1.4% |
| Capital | 104,169 | 105,104 | 24,000 | 32,000 | 8,000 | 33.3% |
| Transfers/Debt | 47,567 | 43,321 | 225,813 | 228,563 | 2,750 | 1.2% |
| Total Expenses | 934,421 | 915,585 | 1,055,721 | 1,079,890 | 24,169 | 2.3% |
| Net | 35,017 | 129,088 | 1,031 | 2,982 | 1,951 | 189.2% |

Compared to the 2016 Budget, **Repairs** are increasing by 29.4% (\$3,000) overall primarily due to anticipated contract labor estimated at \$4,000 for scheduled deck repairs. This is partially offset by decreased plumbing repairs of \$1,000.

Compared to the 2016 Budget, **Supplies** are increasing by 1.4% (\$3,000) overall. The increase is primarily for the purchase of lumber needed for deck repairs (\$5,000) combined with new patio furniture and umbrellas (\$3,000). The increases are offset by decreases in concession merchandise (\$4,500).

As compared to the 2016 Budget, **Capital** expenses are increasing by 33.3% (\$8,000). In 2017, \$32,000 is included for the first payment of a three year lease agreement for replacement greens mower. The newer equipment conforms to current EPA Tier 3 emissions and fuel standards, increasing fuel efficiency and decreasing pollution. This lease will only be executed if it is financially feasible based on healthy Sugar Creek Golf Course Fund income levels after the third quarter of 2017. In 2016, \$24,000 was included in capital for paving repairs.

This Fund also reflects **Transfer** expenses of \$105,000 to the Debt Service Fund for the Golf Course portion of the 2012 G.O. Ltd. Tax Refunding Debt Certificates (from redevelopment of the Course and clubhouse) and \$123,563 to the Village of Villa Park to pay the Golf Course's portion of the debt issued by the Village (to purchase and develop the driving range).

Internal Service Fund

Management Information Systems Fund

In 2000, the District established an internal service fund to account for the management of information technology expenses of the District. The expenses of this fund are reimbursed by the operating funds using the information technology functions of the District. Therefore, the expenses net to zero in this Fund. Expenses are charged back to the appropriate operating funds. The chargebacks appear as expenditures/expenses in each of the operating funds that use the management information services and an overview of these expenses is provided on page 126.

2017 Budget Interfund Transfer Summary

The 2017 interfund transfers are identified in the table below. Transfers appear in the budget because they require expenditure authorization, but are excluded in the “Expenditure by Function” sections of the budget document and when calculating expenditure increases as they are recorded as appropriated and expended twice; once in the fund they are being transferred from, and once in the fund they are expended from. The practice of “netting out” such interfund transfers is consistent with Generally Accepted Accounting Principles (GAAP).

| | General Fund | Recreation Fund | Museum Department | Enterprise Services Fund | Sugar Creek Golf Course Fund | Debt Service Fund | Early Bond Repayment Fund | Capital Improvement Fund | Paving and Lighting Department | Outside Recipients | Total |
|---|--------------|-----------------|-------------------|--------------------------|------------------------------|-------------------|---------------------------|--------------------------|--------------------------------|--------------------|-----------|
| A Brick Paver Sales | (2,250) | | | | | | | 2,250 | | | |
| B Synthetic Turf Field Rentals | (2,500) | | | | | | | 2,500 | | | |
| C 2012 G.O. Limited Tax Refunding Debt Certificates | | | | | (105,000) | 105,000 | | | | | |
| D 2014A G.O. Limited Tax Refunding Bond | | | | | | 75,715 | (75,715) | | | | |
| E Wilder Mansion Public Events | | | (77,540) | 77,540 | | | | | | | |
| F Capital Projects | (30,000) | (339,200) | (13,250) | | | | | 382,450 | | | |
| G Land Acquisition Debt | (75,000) | (75,000) | | | | 150,000 | | | | | |
| H Paving Projects | | | | | | | | (71,109) | 71,109 | | |
| I Village of Villa Park/Driving Range Bond Payment | | | | | (123,563) | | | | | 123,563 | |
| Revenues | - | - | - | 77,540 | - | 330,715 | - | 387,200 | 71,109 | 123,563 | 990,127 |
| Expenses | (109,750) | (414,200) | (90,790) | 0 | (228,563) | 0 | (75,715) | (71,109) | - | - | (990,127) |
| Total | (109,750) | (414,200) | (90,790) | 77,540 | (228,563) | 330,715 | (75,715) | 316,091 | 71,109 | 123,563 | - |

* () Transfers Out

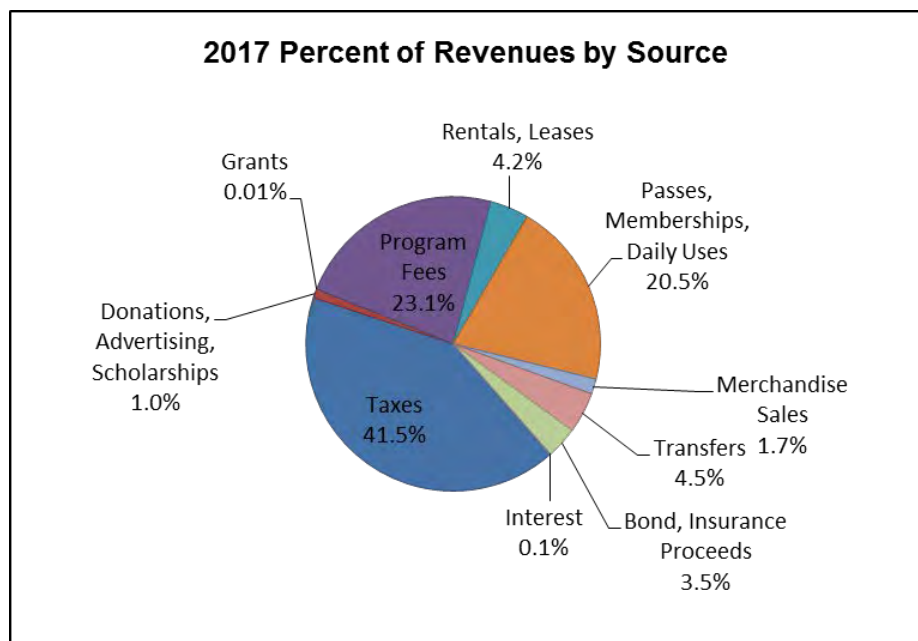
The transfers in the chart above are for the following purposes:

- A. A transfer of \$2,250 from the General Fund to the Capital Improvement Fund to utilize the proceeds of brick paver sales for capital projects;
- B. A transfer of \$2,500 from the General Fund to the Capital Improvement Fund from Synthetic Turf Field Rental revenue for future turf replacement;
- C. A transfer of \$105,000 from the Sugar Creek Golf Course Fund to the Debt Service Fund for the Sugar Creek portion of the 2012 G.O. Ltd. Tax Refunding Debt Certificates;
- D. A \$75,715 transfer from the Early Bond Repayment Fund to the Debt Service Fund for a portion of the 2014 G.O. Limited Tax Refunding Bond debt payment that was used to fund synthetic turf fields;
- E. A transfer of \$77,540 from the Museum Department to the Enterprise Services Fund to reimburse costs (custodial staff/site supervision wages, custodial supplies, maintenance, etc.) associated with holding free community events or rentals (e.g. non-profit organization and District meetings, trainings) in the Wilder Mansion;
- F. A transfer of \$382,450 overall from the General Fund (\$30,000), Recreation Fund (\$339,200), and Museum Department (\$13,250) to the Capital Improvement Fund for various capital projects;
- G. A transfer of \$150,000 to the Debt Service Fund overall from the General Fund (\$75,000) and the Recreation Fund (\$75,000) to fund debt service payments on proposed Land Acquisition Debt.
- H. A transfer of \$71,109 from the Capital Improvement Fund to the Paving and Lighting Department to fund paving and seal coating projects; and
- I. A transfer of \$123,563 to the Village of Villa Park from the Sugar Creek Golf Course Fund to pay the Golf Course’s portion of the debt issued by the Village to purchase and develop the driving range.

The purpose of this section is to provide an overview and analysis of all District revenue sources, including an explanation of each source and the assumptions utilized to project the estimated revenue for the proposed budget. Revenue sources are analyzed and projected utilizing the following factors: historical trends, economic influences, fluctuations due to changes in rate structures, anticipated growth based on current year's projections and/or actual experience. The District's revenue policies provide the following guidance when developing revenue trends (see page 45 for a comprehensive overview of the District's financial policies):

- The District must utilize and seek other sources of revenue to supplement the tax base, as it is not feasible to rely solely on property taxes to financially support diversified, year-round quality parks and recreational experiences. Other sources of revenue may include, but are not limited to, user and membership fees, retail sales, interest income, grants, advertising, sponsorships, donations and enterprise projects.
- The District proposes fees and taxes that exceed general operating expense each year to generate a surplus for emergency reserves and future capital projects.
- The District will estimate annual revenues on an objective, reasonable, and conservative basis. Revenues will be estimated based on a historical trend analysis. Staff conduct an in-depth analysis of most revenues annually including customer needs, cost to provide the service, market conditions, target markets, trends, climate impact and facility availability.
- One-time revenues will not be used to support operating expenditures, except in emergency situations.
- Special pricing strategies are developed to increase revenue (i.e. differential fees for different types of programs or time of the year, group discounts or discounts due to repeat business or for multiple family members).
- Enterprise facilities and programs must generate revenue that exceeds the direct operational cost of the program/facility and have a minimum profit of 15% without utilizing tax revenue.
- Since non-residents do not support the District through taxes, non-residents pay an additional fee (fair-share) of no less than 25% to assist with paying for overhead, facility maintenance and program development expenses covered by taxes.
- Budgeted revenues should be at least 60% derived from non-tax revenue sources.
- The District will refinance outstanding debt whenever economically feasible.

The graph below illustrates the percentage of revenue projected for each source for 2017.

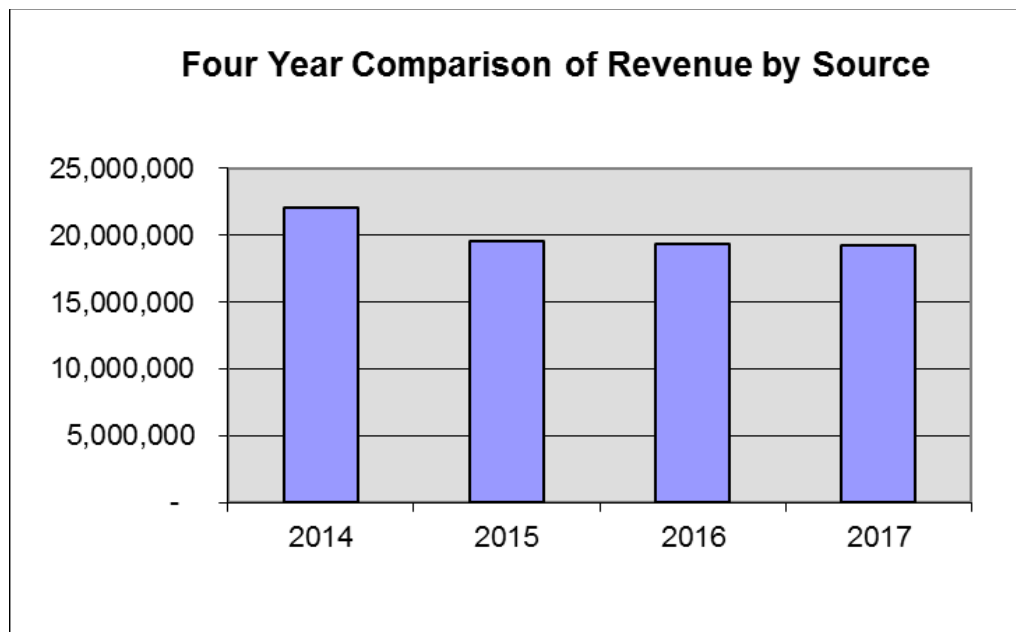


2017 BUDGET: REVENUE ANALYSIS



The table below summarizes revenue from all sources including projections for the 2017 fiscal year, 2016 approved budget revenue, 2014 and 2015 actual revenue, and the 2017 projected difference and percentage change in revenue as compared to the 2016 Budget. The graph below provides a visual four-year comparison of revenues by source.

| | 2014 Actual | 2015 Actual | 2016 Budget | 2017 Budget | 2016 vs. 2017 | % Change 16 vs. 17 |
|--------------------------------------|-------------------|-------------------|-------------------|-------------------|------------------|-----------------------|
| Taxes | 7,670,617 | 7,772,730 | 7,989,244 | 7,997,905 | 8,661 | 0.1% |
| Donations, Advertising, Scholarships | 89,729 | 202,878 | 340,375 | 187,590 | (152,785) | -44.9% |
| Grants | 52,025 | 10,076 | 1,100 | 1,100 | 0 | 0.0% |
| Program Fees | 3,953,911 | 4,284,212 | 4,371,953 | 4,440,626 | 68,673 | 1.6% |
| Rentals, Leases | 755,453 | 782,155 | 780,391 | 816,688 | 36,297 | 4.7% |
| Passes, Memberships, Daily Uses | 3,582,616 | 3,641,719 | 3,895,505 | 3,947,120 | 51,615 | 1.3% |
| Merchandise Sales | 298,513 | 323,802 | 320,547 | 318,632 | (1,915) | -0.6% |
| Transfers | 428,540 | 1,829,415 | 977,654 | 866,564 | (111,090) | -11.4% |
| Bond, Insurance Proceeds | 5,220,038 | 722,669 | 658,761 | 668,584 | 9,823 | 1.5% |
| Interest | 21,257 | 20,174 | 11,500 | 20,500 | 9,000 | 78.3% |
| Total Revenues | 22,072,699 | 19,589,830 | 19,347,030 | 19,265,309 | (81,721) | -0.4% |



Total 2017 proposed revenue for all funds is \$19,265,309. This represents a 0.4% decrease from the 2016 budget and a 1.7% decrease from 2015 actual revenues. Decreases in revenue are mainly due to decreased transfer revenue from the General Fund reserves to the Capital Fund for projects and due to decreased donation revenue as special fundraising efforts were budgeted in 2016 for the Butterfield Park Playground for Everyone Project. These decreases are offset with an increase in program revenue due to increased enrollment projections and increased revenue in memberships due to proposed rate increases for pool season passes and Sugar Creek greens fees.

Revenue Sources, Assumptions and Trends

PROPERTY AND CORPORATE REPLACEMENT TAXES

Definition

Taxes are a compulsory charge levied by a government to finance services for the common benefit.

Assumptions Used to Develop Projections

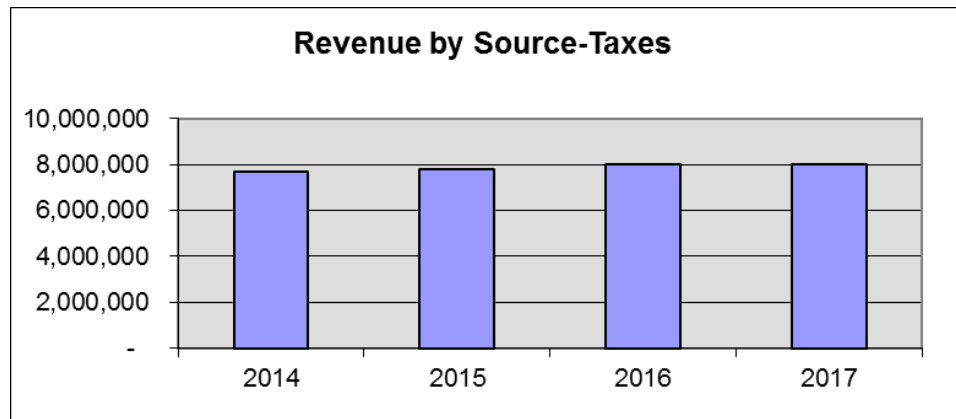
Property taxes are based on trends in the Equalized Assessed Value of real property, new construction and collection rates. The corporate replacement tax is projected using collection trends.

The District collects revenue from a tax levied on the Equalized Assessed Value (EAV) of real property within the District's boundaries and is paid Corporate Replacement Taxes collected by the State from corporations doing business in the state of Illinois. As compared to the 2016 budget, net tax revenues are projected to increase by 0.1% (\$8,661) based on higher property tax revenue of \$44,979 which is offset by lower corporate replacement tax revenue of \$36,318. The 2016 budgeted tax levy totaled \$7,846,816; however, the actual approved property tax extension was \$71,343 less than budget. The tax levy budgeted for 2017 reflects an increase of \$116,702 compared to the approved extension. The increase is primarily attributable to projected new construction added to the District's EAV. Projected Corporate Replacement Tax revenue is budgeted to be 17% lower than the 2016 budget. The Illinois Department of Revenue (IDOR) is required to review and provide annual estimates of Corporate Replacement Tax distributions. In 2015, the IDOR discovered a calculation error in the amounts distributed to local government agencies. The new estimates for 2016 with the IDOR calculation correction is 4% lower than what was in the District's budget for 2016. In addition, IDOR estimated 2017 replacement tax distributions to be 11% lower than the adjusted 2016 total. As a result, the District's estimate for 2017 is \$36,318 lower than the 2016 budget. The following chart illustrates 2014 and 2015 actual total tax revenue and budget from 2016 and 2017.

| 2014 Actual | 2015 Actual | 2016 Budget | 2017 Budget | 2016 vs. 2017 | % Change 16 vs. 17 |
|-------------|-------------|-------------|-------------|---------------|--------------------|
| 7,670,617 | 7,772,730 | 7,989,244 | 7,997,905 | 8,661 | 0.1% |

Percent of property and corporate replacement tax revenue as compared to total revenues in proposed 2017 budget.

41.5%



Property Tax Levy

The District's tax levy is developed by establishing District priorities through the Strategic Plan and the constraints of the applicable State statutes (i.e. Property Tax Extension Limitation Act, Article 5 of the Park District Code, which outlines the taxing powers of the District, the authority to fund museums and aquariums in public parks per 70 ILCS, Pars 1290/1 and 1290/2, General Levy Authority as derived from the Illinois Code in addition to the authority granted under Article 5 of the Park District Code and the Truth in

2017 BUDGET: REVENUE ANALYSIS



Taxation Act). The District is now in its 26th budget year under the Property Tax Extension Limitation Act (35 ILCS 200/18-185) approved by the Illinois General Assembly in 1991. The tax cap limits tax levy increases for non-home rule units of local government and has, as intended, held down property tax increases since its inception. This legislation challenges staff to seek alternatives for funding services as costs have continued to rise at a faster rate than the CPI.

The Property Tax Limitation Law limits tax levy growth to the lesser of 5% or the Consumer Price Index (CPI). This limiting rate is the maximum extended tax rate for the aggregate extension (total of the tax levies excluding Special Recreation Association (SRA) and Bond and Interest). There are also Statutory Rate Limits that individual fund levies cannot exceed.

Illinois has several different proposed amendments to the Property Tax Limitation Act, with the objective of reducing property tax bills in Illinois. Most of the proposed legislation specifically calls for some type of property tax freeze, either permanently or potentially limiting the freeze to two years.

Property Tax Extension Limitation Act and Limiting Rate

The limiting rate for calculating the tax levy was developed as a result of the aforementioned Act and as noted in the previous section is the maximum extended tax rate that the aggregate extension may increase (5% or the increase in the CPI, whichever is lower). The aggregate extension is the total of the levies excluding SRA and Bond and Interest. The formula for deriving the limiting rate is as follows: prior year approved levy multiplied by CPI or 5%, whichever is lower, divided by the prior year levy (with any estimated % increase or decrease), less a credit for estimated new construction. The Law allows for the credit on new construction for districts to capture the increase in assessed value not represented in the prior year levy. It is crucial for this credit to occur to capture the maximum allowable increase that the District is entitled to annually.

The York and Addison Township Assessor's Office indicate that the EAV of property within the District is projected to increase 7.45%. Total 2016 new construction is estimated at \$32,006,286. New construction is based on the prior three year average and includes an adjustment of \$2,500,000 for property released from the Elmhurst Tax Increment Financing (TIF) District II. The applicable CPI for the twelve-month period ending December 31, 2015 is 0.7%. However, in an effort to conservatively levy taxes and budget as if tax freeze legislation had passed, the Park District used a 0% CPI rate in leau of 0.7%.

| 2016 LIMITING RATE | | | | |
|---|---|--|---|---------------|
| <u>Prior Year Levy</u> | | <u>CPI</u> | | |
| 5,933,914 | X | 0.0% | = | 5,933,914 |
| Prior Year EAV + a 2% decrease <u>(DuPage & Cook)</u> | | Prior Year New Construction + 7.45% <u>(DuPage & Cook)</u> | | 0.2737 |
| 2,199,980,303 | - | 32,006,286 | = | 2,167,974,017 |

Based on the assumptions above, the maximum 2016 limiting rate for the aggregate extension is 0.2737 (excluding SRA and Bond and Interest) which would equate to an additional \$90,500 in tax revenue. The 2017 total budgeted extended tax rate (including Special Recreation Association (SRA) and Bond and Interest) is 0.3587 as compared to the previous year's actual tax rate of 0.3800 and represents an overall increase in tax dollars of \$116,702 as compared to 2015 tax levy received an is primarily attributable to estimated new construction. This increase in revenue will assist in funding the proposed 2017 operating budget which includes proposed debt payments for the acquisition of new open space as a proposed spend down of cash and

2017 BUDGET: REVENUE ANALYSIS



investments from tax-supported funds for capital improvements in order to make park ADA improvements and maintain District assets. Additionally, it is critical for the District to continue to generate a significant amount of revenue from non-tax sources.

Tax Levy Formulas for the Proposed 2017 Budget

The formulas and tax computations showing the District's rates and extensions are illustrated in the chart below. The following bulleted list provides an overview for how the Board and staff determine the individual tax levies by fund/department to address the total limiting rate and legally allowable individual rate limits.

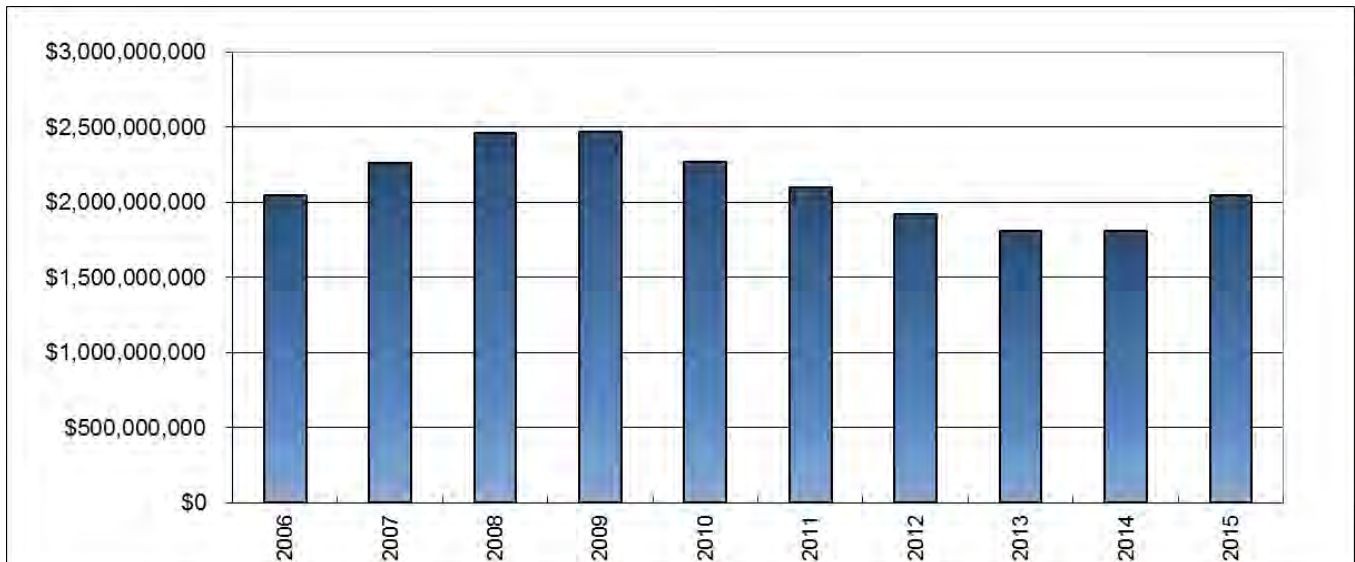
- When calculating the levy, the first priority is to maximize, as allowed, the General and Recreation Funds based on their flexibility in funding programs, services, and general operations. The statutory rate limits for these two funds are 0.3500 and 0.3700. In 2017, \$75,000 has been included in budgeted expenses for both of these funds to pay for the proposed property acquisition debt, thus reflecting rate increases of \$45,000 in the General Fund and \$23,500 in the Recreation Fund.
- The second priority is to adequately provide for the "legal obligation" levies, which are those levies that are authorized and restricted for designated purposes (i.e. IMRF, FICA, Liability, Audit and Paving and Lighting). These levies have been set to allow revenues to cover their expenses for the budget year 2017 and maintain their fund balances consistent with Board policy and prior year levels.
- The last tax levies to evaluate are the SRA and Museum Fund to determine how much, if any, remains to be split between them. The Executive Director determines the actual split and recommendations are brought to the Park Board based upon the operating plans of the two funds for the year. Staff is proposing an increase of \$20,000 in the Museum Fund to cover expenses and a \$30,000 increase in the SRA Fund in order to fund park and facility accessibility improvements.

| TAX FUND | Statutory Rate Limit <i>(if applicable)</i> | (A) | (B) | (C) | (C) | |
|-----------------------------------|--|--|---|-------------------------------|--|---|
| | | 2015 Extensions <i>(DuPage & Cook)</i> | Proposed 2017 Budget Proposed 2016 Levy <i>(A)+(C)</i> | 2016 Proposed Inc./(Decr.) | % Increase/ Decrease(-) <i>(C)/(A)</i> | 2016 Tax Rate Extended <i>(B)/EAV</i> |
| 1. General | 0.3500 | 3,044,712 | 3,089,712 | 45,000 | 1.48% | 0.1404 |
| 2. Recreation | 0.3700 | 1,452,786 | 1,476,286 | 23,500 | 1.62% | 0.0671 |
| 3. Museum | 0.0700 | 278,280 | 298,280 | 20,000 | 7.19% | 0.0136 |
| 4. IMRF | None | 376,497 | 379,497 | 3,000 | 0.80% | 0.0173 |
| 5. FICA | None | 384,681 | 387,181 | 2,500 | 0.65% | 0.0176 |
| 6. Liability Insurance | None | 255,772 | 251,772 | (4,000) | -1.56% | 0.0114 |
| 7. Audit | 0.0050 | 51,154 | 51,654 | 500 | 0.98% | 0.0023 |
| 8. Paving & Lighting | 0.0050 | 90,032 | 90,032 | 0 | 0.00% | 0.0041 |
| Aggregate Extension | | 5,933,914 | 6,024,414 | 90,500 | 1.53% | 0.2737 |
| 9. SRA | 0.0400 | 669,100 | 699,100 | 30,000 | 4.48% | 0.0318 |
| 10. Bond & Interest | None | 1,172,459 | 1,168,661 | (3,798) | -0.32% | 0.0531 |
| Aggr. Extension + Bond & Interest | | 7,775,473 | 7,892,175 | 116,702 | 1.50% | 0.3587 |

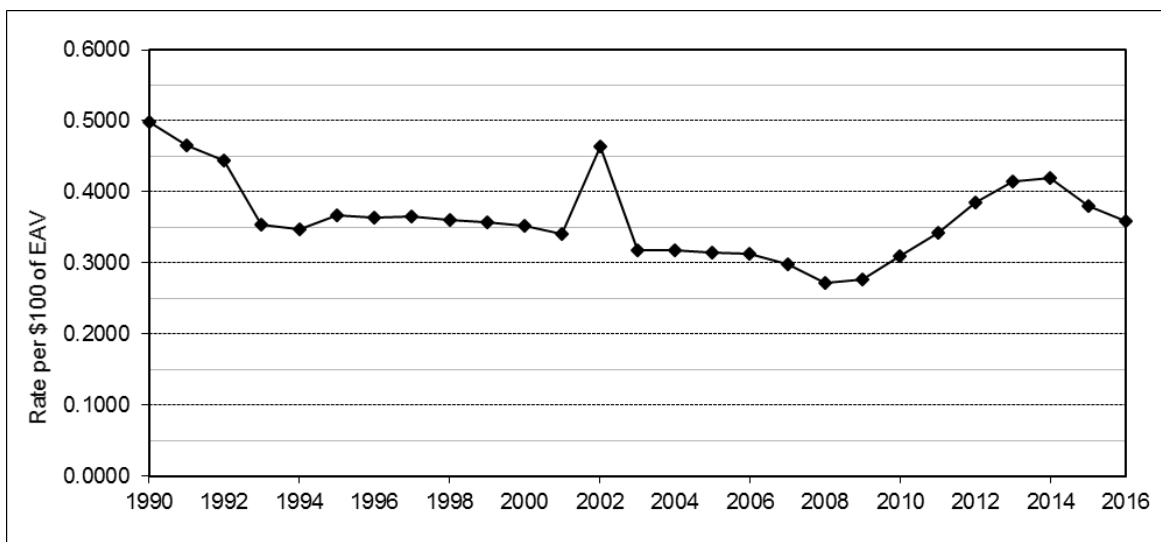
Since the tax levy does not exceed the prior year extension by more than 5%, the District is not required to hold a Truth in Taxation hearing based on the requirements of the Truth in Taxation Act. The Park Board approved the 2016 Tax Levy Resolution on October 11, 2016, and staff will recommend approval of the 2016 Tax Levy Ordinance on December 12, 2016 (approving taxes to be levied in 2016 and extended in 2017).

Property Tax Rate and EAV

Changes in the tax levy are based on fluctuations in the Equalized Assessed Valuation (EAV). In the 5 year period from 2009 to 2014, the EAV of property within the District had declined an average of 6.0% annually. The EAV increased from 2014 to 2015 by 13.2%. As noted earlier in this section, discussions with the York and Addison Township Assessors' offices and the City of Elmhurst indicate that for 2016 the value of property is improving with the EAV projected to increase 7.45%. Below is a chart that illustrates EAV growth and declines over the last ten years (change in the value of property in Elmhurst).



When the value of property decreases, so does the EAV of the property, which results in a smaller property tax base that taxing bodies can reinvest into the community. As illustrated, the District's tax rate increased slightly 2008 from 2014, illustrating that when assessed property values decline, tax rates increase to cover the cost of maintaining expected levels of service. Since the EAV is projected to increase in 2016, and the levy growth rate was estimated at 0%, the tax rate is proposed to decrease by .0213.



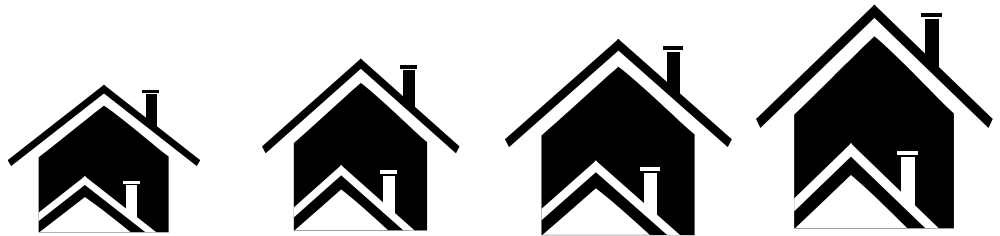
2017 BUDGET: REVENUE ANALYSIS



Impact on the Taxpayer

A homeowner with a home valued at \$350,000 will pay approximately \$23 less in property taxes for District services in 2016. Refer to the chart below for an illustration of the comparative property taxes for various homes based on the home's fair market value, the equalized value and the 2016 budgeted tax rate.

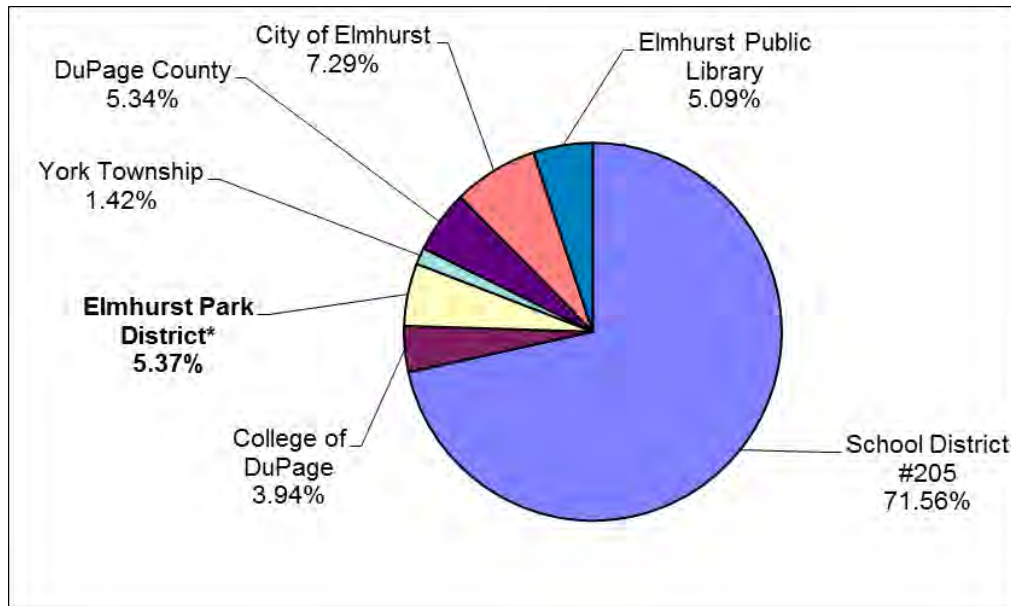
| Formula used to calculate taxes above: | <u>2015 Actual Levy</u> | <u>2016 Proposed Levy</u> |
|--|-------------------------|---------------------------|
| Fair Market Value | \$350,000 | \$350,000 |
| Equalization Factor | <u>33%</u> | <u>33%</u> |
| | \$115,500 | \$115,500 |
| Less \$6,000 Resident Exemption | \$109,500 | \$109,500 |
| \$100s of EAV | \$1,095 | \$1,095 |
| Park District Tax Rate per Levy | <u>0.3800</u> | <u>0.3587</u> |
| Approximate Park District Taxes | \$416 | \$393 |



| House's Fair Market Value | \$350,000 | \$500,000 | \$650,000 | \$800,000 |
|---------------------------|-----------|-----------|-----------|-----------|
| Approximate EPD Taxes: | | | | |
| Annual Amount | \$393 | \$570 | \$748 | \$947 |
| Monthly Amount | \$33 | \$48 | \$62 | \$79 |
| Daily Amount | \$1.08 | \$1.56 | \$2.05 | \$2.59 |

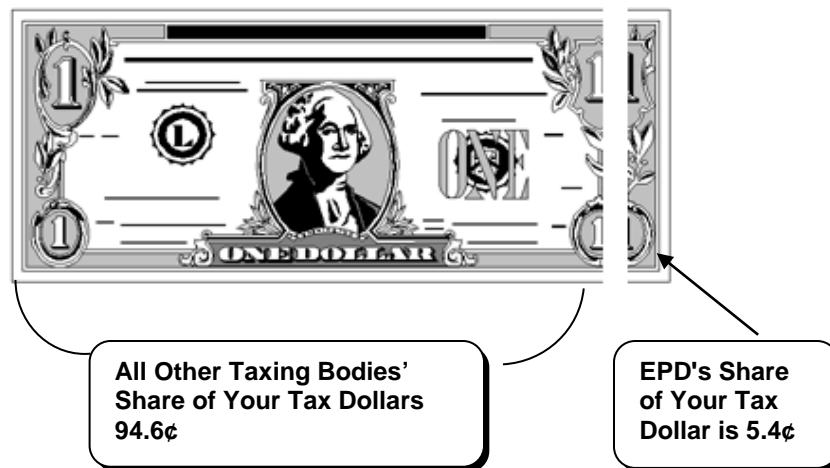
Distribution of 2015 Property Taxes among the Major Taxing Bodies in York Township¹

The following chart illustrates the District's portion (5.37%) of the total York Township tax bill based on the distribution of 2015 property taxes among the different taxing bodies.



Share of the Tax Dollar with Other Taxing Bodies

The District's share of the tax bill is approximately 5.4%. Alternatively, the graphic below illustrates the portion of a single dollar the District receives versus other taxing bodies, such as the City, Library, School District #205, College of DuPage, York and Addison Townships, etc.



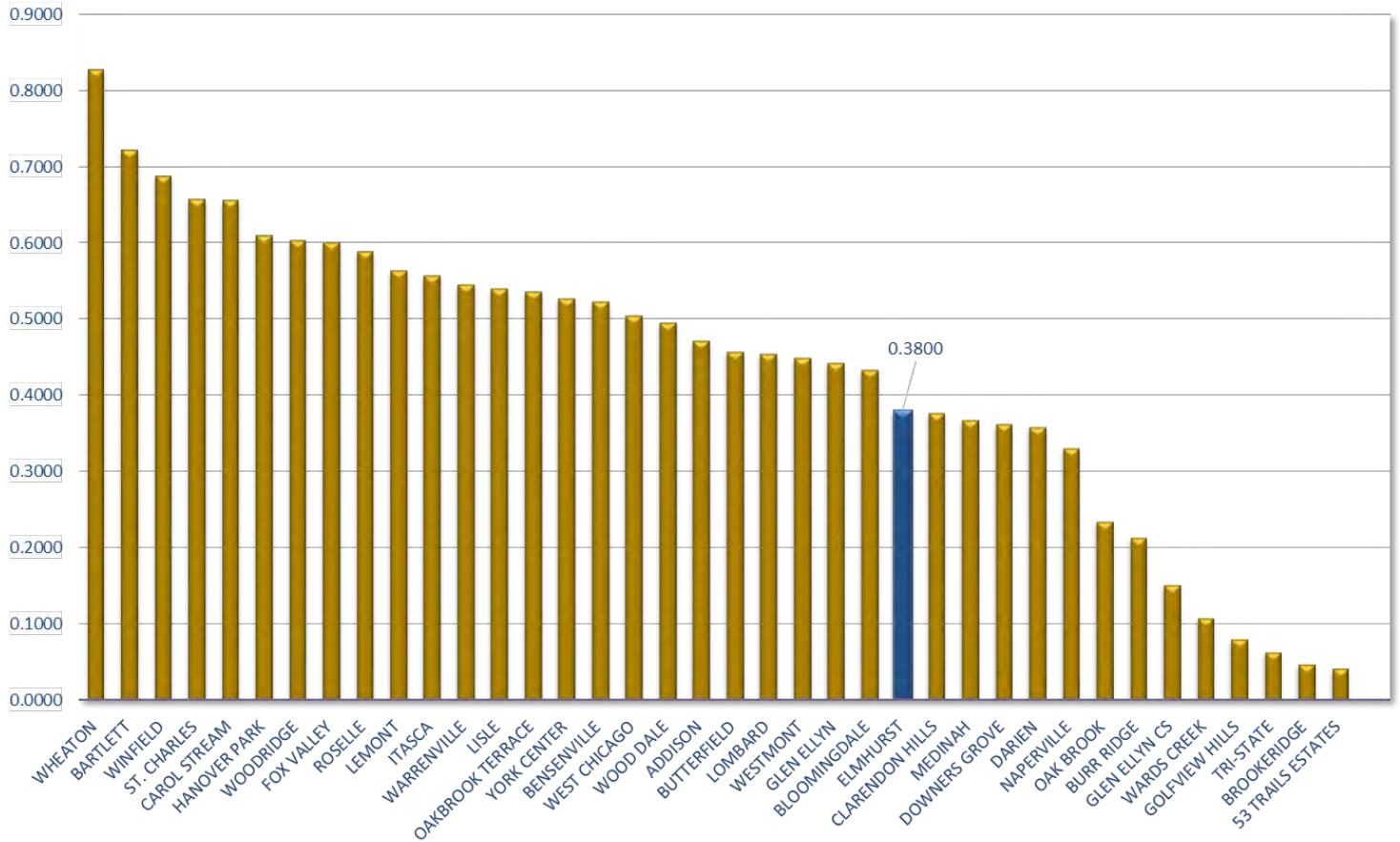
¹York Township is used to illustrate the distribution of property taxes among the major taxing bodies since the majority of District households are located in this Township.

2017 BUDGET: REVENUE ANALYSIS



Park District Comparison of Tax Rates

The graphic below illustrates the 2015 tax rates for Park Districts in DuPage County. In ranking park districts by tax rates, the District places 25 out of 39 park districts (36% percentile).



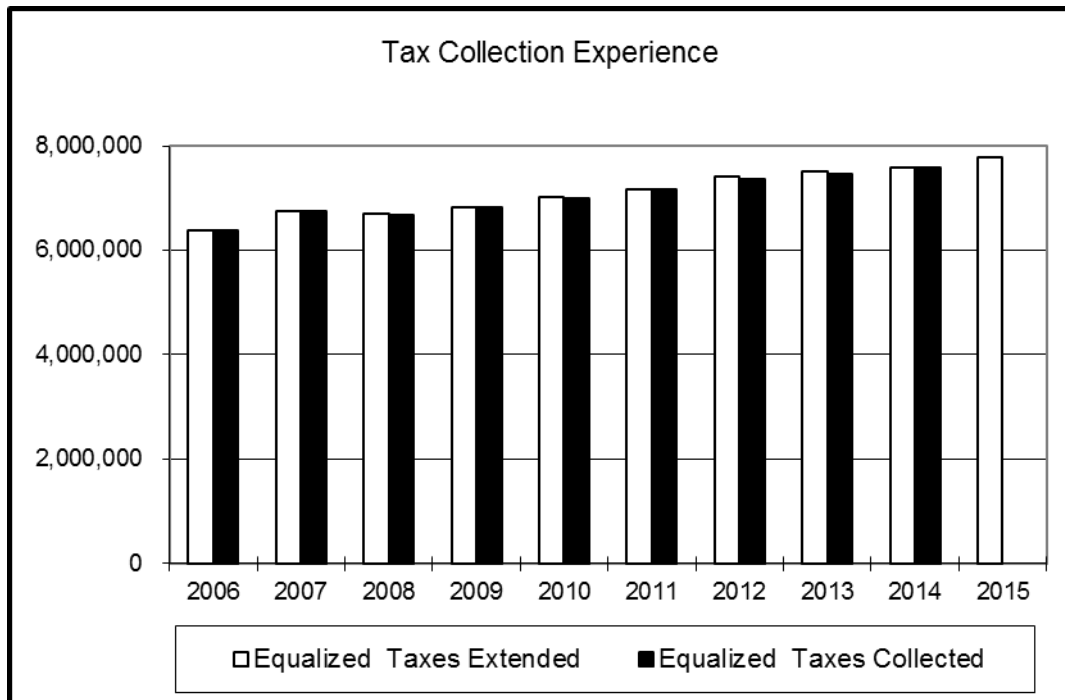
2017 BUDGET: REVENUE ANALYSIS



Collection rate

The 2015 budgeted property tax collections are based on a collection rate of 99% and an uncollectable rate of 1%. Taxes collected in a single year may represent collections from unpaid prior year balances as was the case in 2011 (a rate of over 100%). The following graph and chart illustrate the District's tax collection history.

| Year | Taxes Extended | Uncollectibles Estimate | Taxes Collected | Percent Collected |
|------|----------------|-------------------------|-----------------|-------------------|
| 2005 | 5,840,289 | 5,308 | 5,834,981 | 99.91% |
| 2006 | 6,383,138 | 4,722 | 6,378,416 | 99.93% |
| 2007 | 6,758,326 | 5,170 | 6,753,156 | 99.92% |
| 2008 | 6,686,268 | 12,120 | 6,674,148 | 99.82% |
| 2009 | 6,825,597 | 10,453 | 6,815,144 | 99.85% |
| 2010 | 7,015,232 | 24,736 | 6,990,496 | 99.65% |
| 2011 | 7,154,831 | (19,126) | 7,173,957 | 100.27% |
| 2012 | 7,405,810 | 44,733 | 7,361,077 | 99.40% |
| 2013 | 7,498,728 | 40,135 | 7,458,593 | 99.46% |
| 2014 | 7,594,227 | 16,626 | 7,577,601 | 99.78% |
| 2015 | 7,775,473 | NA | NA | NA |



Corporate Replacement Tax

Corporations doing business in the State of Illinois pay a Corporate Replacement Tax. Replacement taxes are revenues collected by the State and paid to local governments to replace funds that were lost by local governments when the authority to impose personal property taxes on corporations, partnerships and other business entities was eliminated in 1970. In 2015, the Illinois Department of Revenue discovered a \$168 million calculation error in the method used to calculate disbursements to approximately 6,500 local government agencies. The overpayment to the Elmhurst Park District was \$25,578 and was subtracted from the 2015 actual revenue recorded, resulting in 38% less revenue than in 2014. In addition, the IDOR modified the calculation formula used to project estimated future disbursements; therefore the District's portion of the replacement tax revenue disbursed from the State is projected to decrease by 17.4% (\$36,318) in 2017, thus affecting the General and Recreation Funds and IMRF Department.

| | 2014 Actual | 2015 Actual | 2016 Budget | 2017 Budget | 2015 vs. 2016 | % Change 16 vs. 17 |
|---------------------------|----------------|----------------|----------------|----------------|------------------|-----------------------|
| Corporate Replacement Tax | 203,877 | 126,630 | 209,284 | 172,966 | (36,318) | -17.4% |

The next chart illustrates the amount of corporate replacement tax budgeted in each Fund along with the projected uncollectable amount due to nonpayment. As compared to the 2016 Budget, Corporate Replacement Taxes are decreasing by \$28,659 in the General Fund and \$12,159 in the Recreation Fund. Taxes are increasing by \$4,500 in the IMRF Department due to a change in the allocation formula made to ensure that targeted fund balances are met in the IMRF fund.

| | General Fund | IMRF Dept. | Recreation Fund | Total |
|---------------------------|-----------------|---------------|--------------------|----------------|
| Corporate Replacement Tax | 111,315 | 17,352 | 47,225 | 175,892 |
| Less Projected Loss | (1,847) | (295) | (784) | (2,926) |
| Grand Total | 109,468 | 17,057 | 46,441 | 172,966 |

Definition

Donations are monetary funds given to the District from a government agency, non-profit organization, individual and business.

Advertising revenue is earned from the sale of advertisements.

Scholarships include funds raised for the financial assistance program.

Sponsorship revenue is earned from the sale of sponsorship support for District events.

Assumptions Used to Develop Projections

Trends, economic influences, market conditions

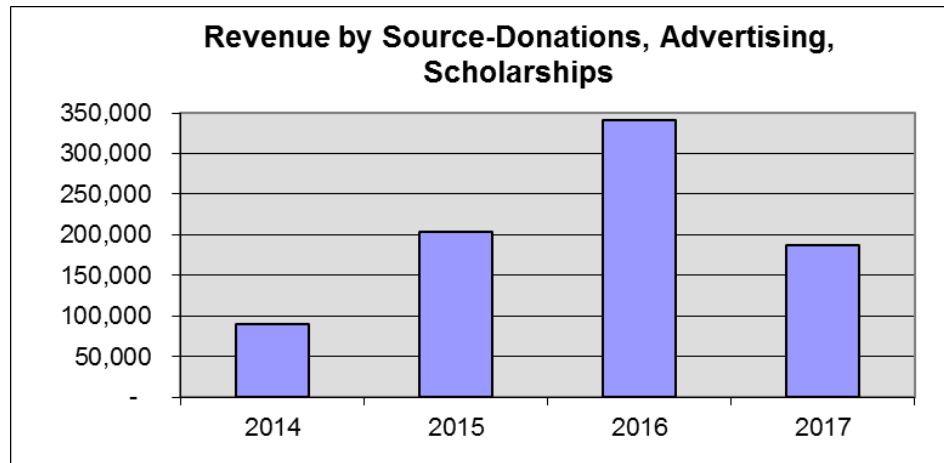
Percent of donation, advertising, and scholarships revenue as compared to total revenues in proposed 2017 budget.

1.0%

DONATIONS, ADVERTISING, SPONSORSHIPS AND SCHOLARSHIPS

Donation revenue consists of funds from the City of Elmhurst resubdivision ordinance and capital project donations. Advertising revenue is earned from the sale of advertisements in the quarterly program brochure and Wilder Mansion promotional booklet. Scholarships include funds raised mainly by the People for Elmhurst Parks Foundation (PEP) for the recreation financial assistance program. Sponsorship revenue is earned from the sale of sponsorship support for District special events. In the 2017 Budget, donation, advertising and scholarship revenues are projected to decrease by 44.9% (\$152,785) as compared to the 2016 budget.

| 2014 Actual | 2015 Actual | 2016 Budget | 2017 Budget | 2016 vs. 2017 | % Change 16 vs. 17 |
|-------------|-------------|-------------|-------------|---------------|--------------------|
| 89,729 | 202,878 | 340,375 | 187,590 | (152,785) | -44.9% |



Capital project donation revenue is decreasing by \$171,710 overall due to the inclusion in the 2016 Budget of \$250,000 for the Butterfield Park Playground for Everyone fundraising effort spearheaded by PEP. The 2017 Budget includes donation revenue of \$83,790 from the City of Elmhurst for the replacement of trees in accordance with terms of an intergovernmental agreement for stormwater concerns at York Commons.

Advertising revenue is increasing overall by \$14,850. In 2017, advertising contracts are being negotiated with Schiller Real Estate, DuPage Medical Group and Aspen Dental with plans for attracting additional advertisers as well.

GRANTS

Definition

A grant is a contribution or subsidy bestowed by a government or other organization (called the grantor) for specified purposes to an eligible recipient (called the grantee). Grants are usually conditional upon certain qualifications as to the use, maintenance of specified standards, or a proportional contribution by the grantee or other grantor(s).

Assumptions Used to Develop Projections

Actual funds from grants to be received.

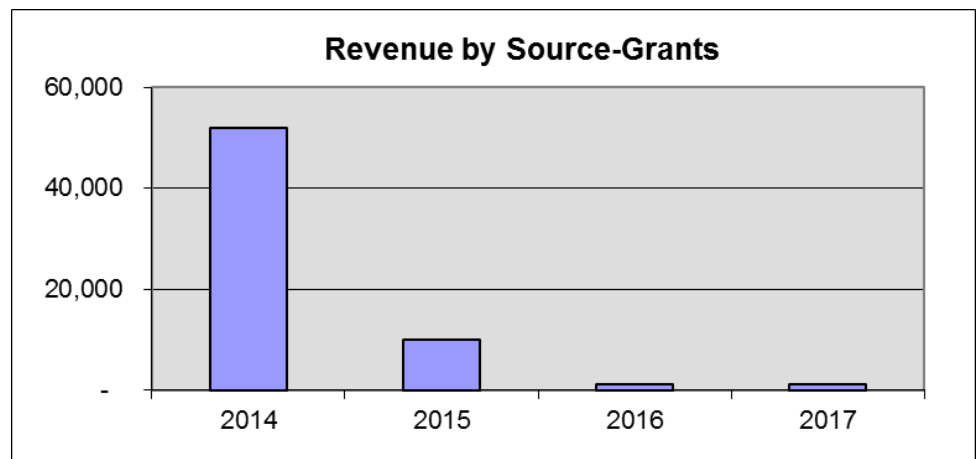
Percent of grant revenue as compared to total revenues in proposed 2017 budget.

0.01%

This revenue source includes grants budgeted to be received in 2017 for senior recreation programs (\$1,100) which has not changed compared to the 2016 Budget.

Budgeted grant revenue in 2016 is \$1,100; however, the projected actual grant receipts for 2016 is \$410,000. In 2015, the District was awarded an OSLAD grant for the renovation of Butterfield Park; however in March 2015, the State of Illinois suspended disbursement of all grants. The decision was made by the District to continue with the original park renovation plans. In August 2016, grant funding was restored and the District remained eligible to receive the total awarded proceeds of \$400,000 in 2016.

| 2014 Actual | 2015 Actual | 2016 Budget | 2017 Budget | 2016 vs. 2017 | % Change 16 vs. 17 |
|-------------|-------------|-------------|-------------|---------------|--------------------|
| 52,025 | 10,076 | 1,100 | 1,100 | - | 0.0% |



Actual grant revenue in 2014 reflects the following grant proceeds received:

- State legislative grant for \$25,000 for Marjorie Davis Park.
- Illinois Department of Transportation grant reimbursement for \$23,981 for Salt Creek Greenway.
- Illinois Energy Efficiency rebate of \$3,044 for the Sugar Creek Golf Course.

Actual grant revenue in 2015 reflects the following grant proceeds received:

- Energy efficiency rebates of \$10,076 in the Enterprise Services Fund for Courts Plus.

PROGRAM FEES

Definition

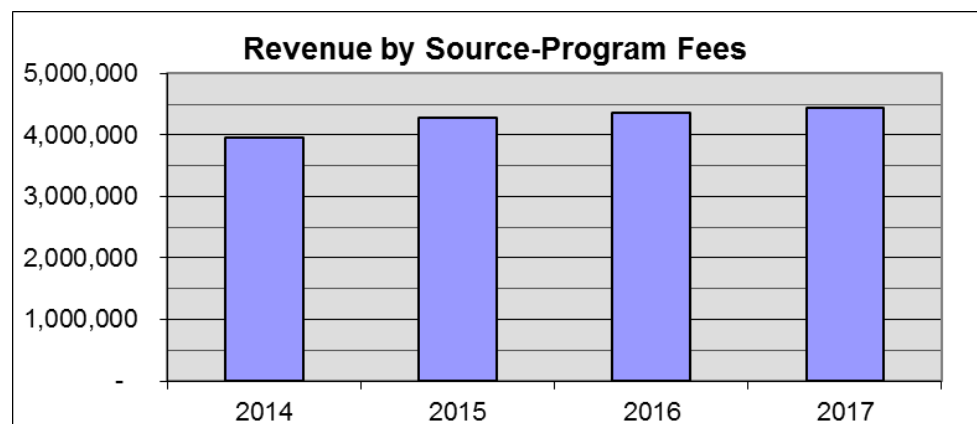
Program fees are generated by collecting fees/charges for participation in District programs and services such as camps, pre-school, before and after-care, lessons, leagues, tournaments and racquet sports.

Assumptions Used to Develop Projections

Trends, weather impact, customer desires, facility availability, market comparison, value and the cost of providing the service.

In the proposed 2017 Budget, overall program fee revenue is projected to increase by 1.6% (\$68,673) as compared to 2016 Budget based mainly on participation trends, new offerings and fee increases.

| 2014 Actual | 2015 Actual | 2016 Budget | 2017 Budget | 2016 vs. 2017 | % Change 16 vs. 17 |
|-------------|-------------|-------------|-------------|---------------|--------------------|
| 3,953,911 | 4,284,212 | 4,371,953 | 4,440,626 | 68,673 | 1.6% |



Recreation Fund: As compared to the 2016 Budget, recreation program fee revenue is increasing by 6.8% (\$187,042) overall based primarily on participation trends and fee increases. Program fees are increasing in the following program areas:

- Rec Station and Summer Camp by 11.7% (\$110,250) based on a fee increase for both Rec Station and Funseekers Day Camp due to increased market demand and efforts to meet program cost recovery goals.
- Sports and Fitness by 4.9% (\$43,603) based on increased enrollment in competitive gymnastics programs combined with a fee increase.
- Senior Programs by 36.4% (\$11,302) due to the addition of a cooperative luncheon and increased participation in senior programs.
- Performing Arts by 2.8% (\$8,971) due to increased participation in the music programs.
- Ealy Childhood by 2.3% (\$7,912) due to increased enrollment.
- General Interest program by 8.7% (\$6,198) primarily due to the addition of new technology programs and the addition of a new Mother Son special event.
- Trips by 19.4% (\$4,307) based on a fee increase to cover costs associated with program transportation.

The increases are offset by a projected decrease in Aquatics by 4.2% (\$5,501) due to reduced enrollment in swim lessons and swim team based on past actual enrollment numbers combine with conservative projections due to the unpredictability of weather and its impact on participation.

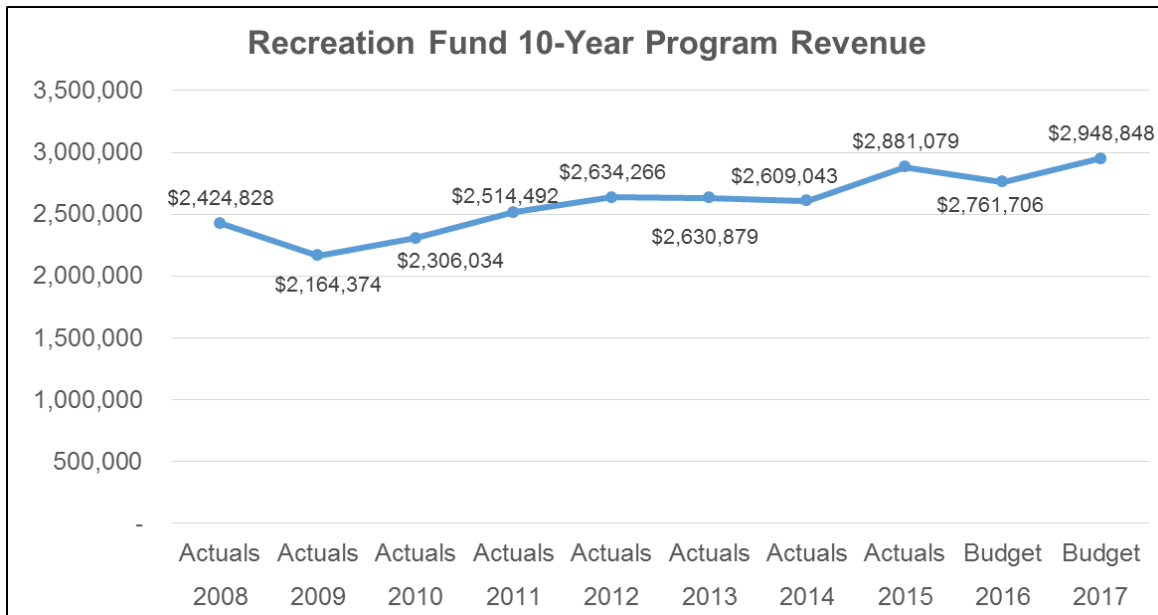
Percent of program fees as compared to total revenues in proposed 2017 budget.

23.1%

2017 BUDGET: REVENUE ANALYSIS



The chart below illustrates the ten-year trend in total recreation program fee revenue from 2008 to 2015 and projected revenue for 2016 and 2017. During the past decade, between 2005 and 2015, actual program fee revenue has increased on an average annual basis of 5%. In 2009, program fees decreased due to the downturn in the economy in that year, which resulted in decreased registrations and the District offering a 10% program fee discount and in 2013 and 2014, due mainly to divesting some contractual programs and nature programs based on their long term sustainability and to focus resources in program areas with long-term growth potential. In 2015, program revenue had increased by 10% compared to 2014 due to increases in enrollment for most programs including gymnastics, dance, music, youth sports and summer camps.



Enterprise Services: As compared to the 2016 Budget, Courts Plus program revenue is projected to decrease by 8.2% (\$123,294) overall mainly due to trends in actual revenue. Program fees are decreasing in the following program areas:

- Personal Training revenue is projected to decrease by 55% (\$166,832) as the promotion to offer two (2) free training sessions to all members did not increase future training session purchases as projected.
- Adult and Youth martial arts programs are projected to decrease by 15.4% (\$16,805) due to decreased enrollment.
- Tennis lessons are projected to decrease by 2.3% (\$11,631) due to decreased enrollment.

The decreases are offset by projected increases in the following program areas:

- Tennis leagues and tournaments are projected to increase by 110% (\$63,030) due to the addition of a travel tennis team.
- Adult and Youth fitness programs are projected to increase by 8.4% (\$5,162) due to increased enrollment.

Sugar Creek: In the 2017 Budget, Sugar Creek program fee revenue is increasing by 4.7% (\$4,925) overall due primarily to a 10% increase in Junior Golf Instruction fees, resulting in \$6,925 of additional revenue. The increase is partially offset by a \$2,000 decrease in private golf lessons.

RENTALS/LEASES

Definition

Rental revenue is the amount paid by an individual or group to use District property including equipment (e.g. lockers, riding carts, racquets), indoor facilities (e.g. multipurpose rooms, climbing wall, The Hub and Sugar Creek clubhouse) and outdoor facilities (e.g. athletic fields, picnic areas, outdoor pools, and formal garden wedding bowl).

Assumptions Used to Develop Projections

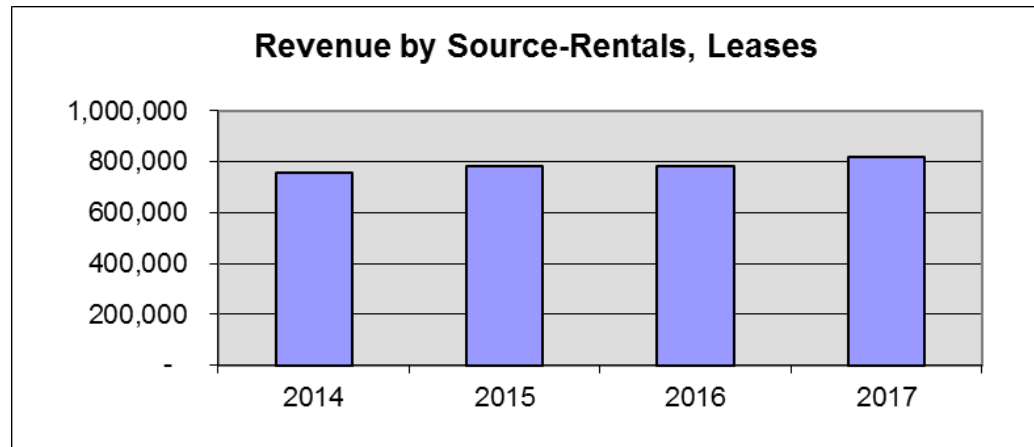
Trends, weather impact, customer desires, facility availability and cost to provide the service.

Percent of rental/lease revenue as compared to total revenues in proposed 2017 budget.

4.2%

In the 2017 budget, rental revenue is projected to increase by 4.7% (\$36,297) as compared to the 2016 Budget.

| 2014 Actual | 2015 Actual | 2016 Budget | 2017 Budget | 2016 vs. 2017 | % Change 16 vs. 17 |
|-------------|-------------|-------------|-------------|---------------|--------------------|
| 755,453 | 782,155 | 780,391 | 816,688 | 36,297 | 4.7% |



Outdoor Park and Park Facility Rentals: Rental revenue is decreasing by 32.3% (\$5,760) due to decreased picnic rental revenue. In 2016, staff met with residents near Butterfield Park and based on community discussions, determined the park was better suited for small size groups and eliminated larger special use rentals at this location.

Enterprise Services Facility Rentals: Courts Plus Tennis Court rental revenue is increasing by 19.8% (\$27,614) due to increased hourly rate for rentals projected in 2017. Indoor facility rentals are also increasing by 48.9% (\$6,850) due to the addition of weekly Weight Watchers meetings at Courts Plus.

Sugar Creek Golf Course Rentals: Indoor facility rental projected to increase by 13.7% (\$3,500) and rental cart revenue is proposed to increase by 0.87% (\$1,040) both due to a review of the average actual performance in the last 3 years.

PASSES, MEMBERSHIPS, AND DAILY USES

Definition

Passes, memberships, and daily uses include daily use fees for admission to a District facility (e.g. pools, Courts Plus, Sugar Creek), The Hub, punch card fees for prepaid admission for a set number of days at District facilities (e.g. pools), initiation fees for joining Courts Plus, monthly and annual dues for specific programs and facilities, season passes (e.g. pools, golf course resident cards), and permanent tee times.

Assumptions Used to Develop Projections

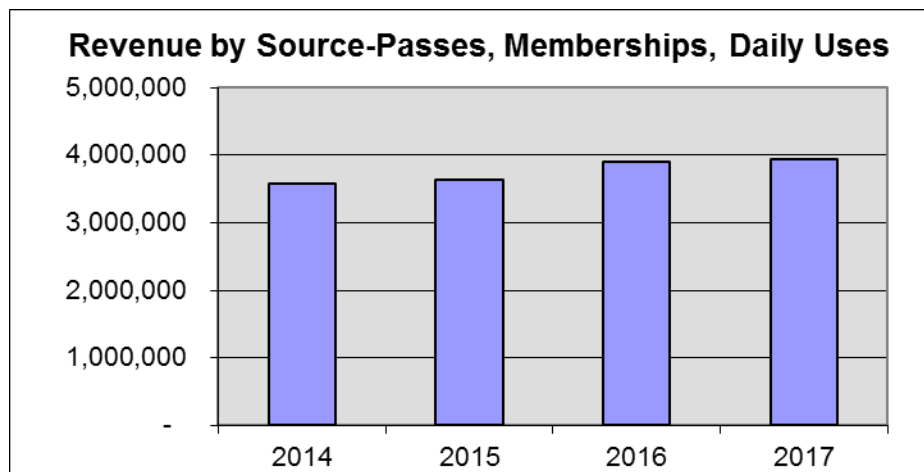
Trends, weather impact, customer desires, facility availability, market conditions, value and the cost of providing the service.

Percent of passes, memberships, and daily use revenue as compared to total revenues in proposed 2017 budget.

20.5%

In the proposed 2017 Budget, this revenue source is increasing by 1.3% (\$51,615) as compared to the 2016 Budget primarily due to fee increases, higher projected Courts Plus membership revenue and to reflect current sales trends.

| 2014 Actual | 2015 Actual | 2016 Budget | 2017 Budget | 2016 vs. 2017 | % Change 16 vs. 17 |
|-------------|-------------|-------------|-------------|---------------|--------------------|
| 3,582,616 | 3,641,719 | 3,895,505 | 3,947,120 | 51,615 | 1.3% |

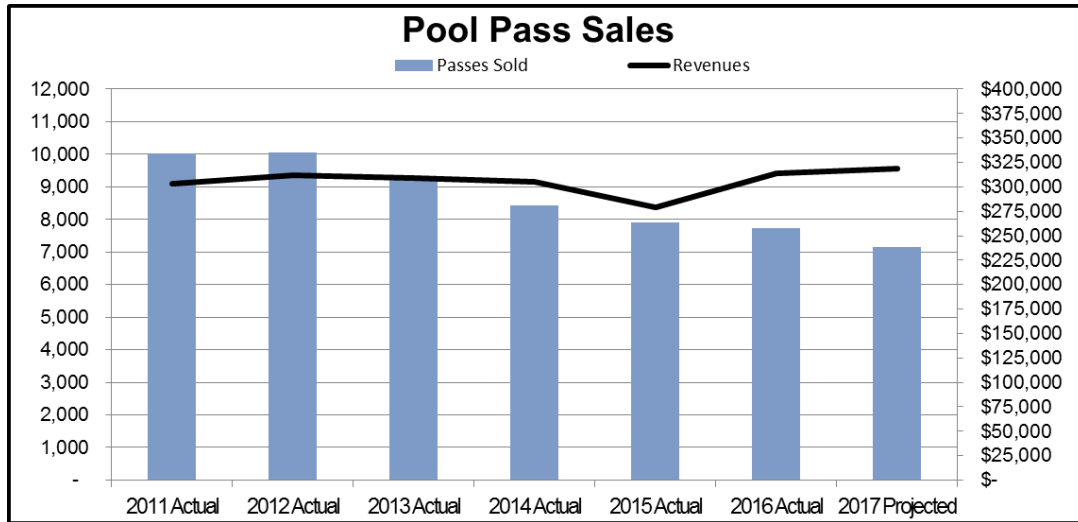


Outdoor Pool Facilities: As compared to the 2016 Budget, Pool Passes, Punch Card and Daily Use revenue is increasing by 8.8% (\$34,570).

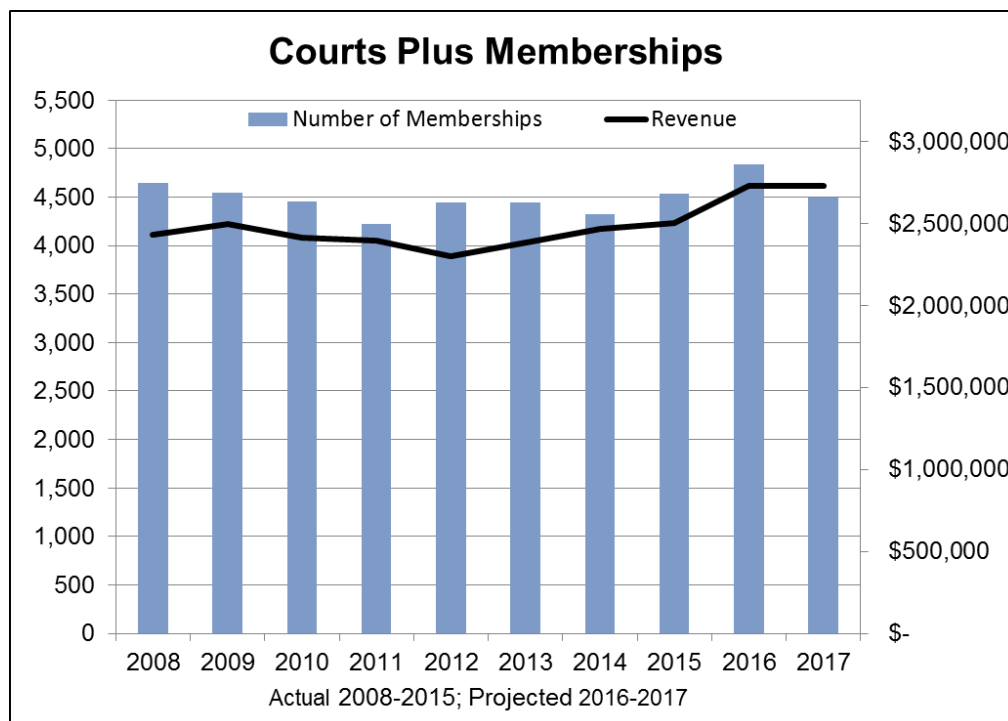
Pool Pass revenue is projected to increase by 9.5% (\$27,550) as compared to the 2016 Budget and increase by 13.5% (\$34,570) as compared to 2015 actual revenue. The projected increase in budgeted revenue is based on pass sales trends and a 10.3% price increase (from \$39 to \$43 for a resident pass). Sales have declined 9% over the last five years (9.0% decrease from 2011 to 2016), and staff anticipate this trend will continue in 2017 (7,723 projected in 2016 as compared to 7,910 actual passes sold in 2015). The chart on the following page illustrates pool pass actual sales, along with the amount of revenue collected from 2010 to 2015 and 2016 projected sales and revenue.

Punch cards have become increasingly popular over the last two summers, which is likely due to being transferable and priced reasonably. Based on increased sales in 2015 and 2016, staff budgeted a projected increase of 23.4% (\$7,720) in Punch Card revenue.

Daily Use fee revenue is decreasing by 0.1% (\$700) as the budget reflects average annual revenue from the past three years.



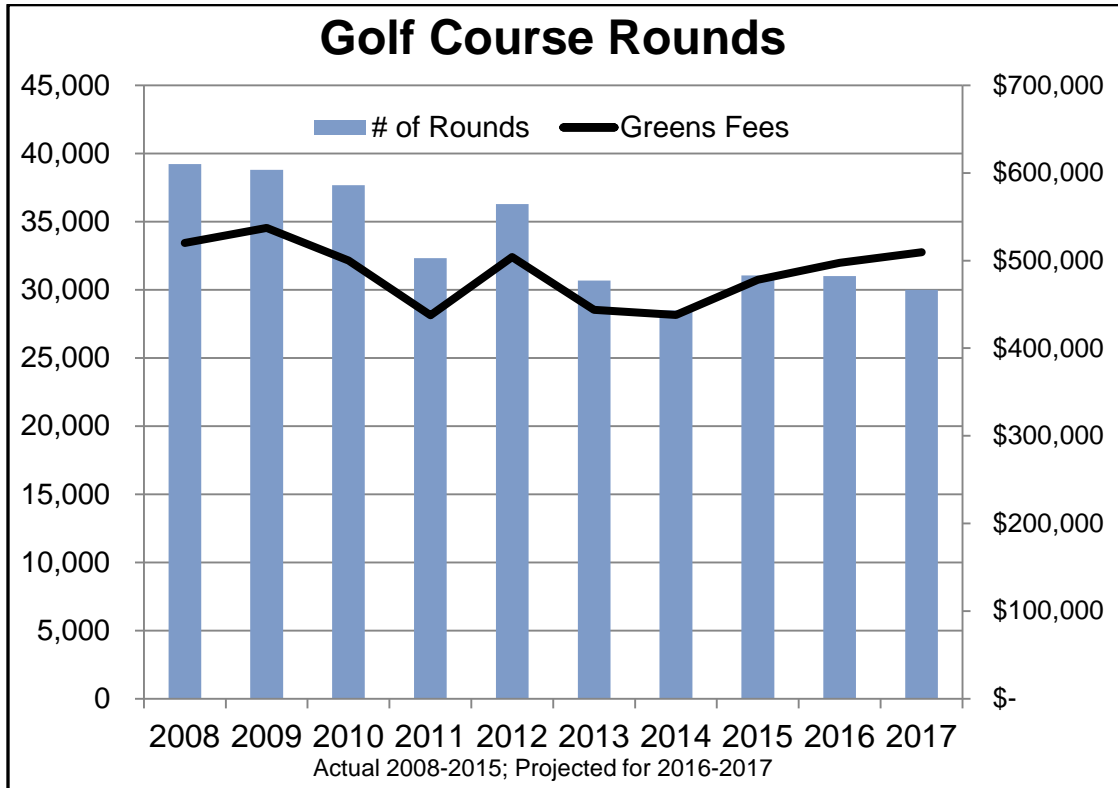
Courts Plus: Overall, in the Enterprise Fund, **Passes, Memberships and Daily Use** revenue is increasing by 0.2% (\$5,000) as compared to the 2016 Budget. In 2017, District staff will continue to expand marketing/promotions and membership sales strategies to meet membership revenue projections. Due to increased competition, membership revenue is projected to remain flat compared to the 2016 Budget. Although, the budget includes a proposed 10% increase in membership rates and projected new members are expected to increase, the number of cancellations is also expected to increase and the average number of months in the year that customers are members is projected to be lower. Despite that, joining fees are budgeted to increase 8% (\$5,000), also due to increased new members. The chart below illustrates the historical trend in the number of Courts Plus memberships (from 2008 to 2015) and projections (2016 and 2017) along with the amount of membership revenue collected or projected during those years.



2017 BUDGET: REVENUE ANALYSIS



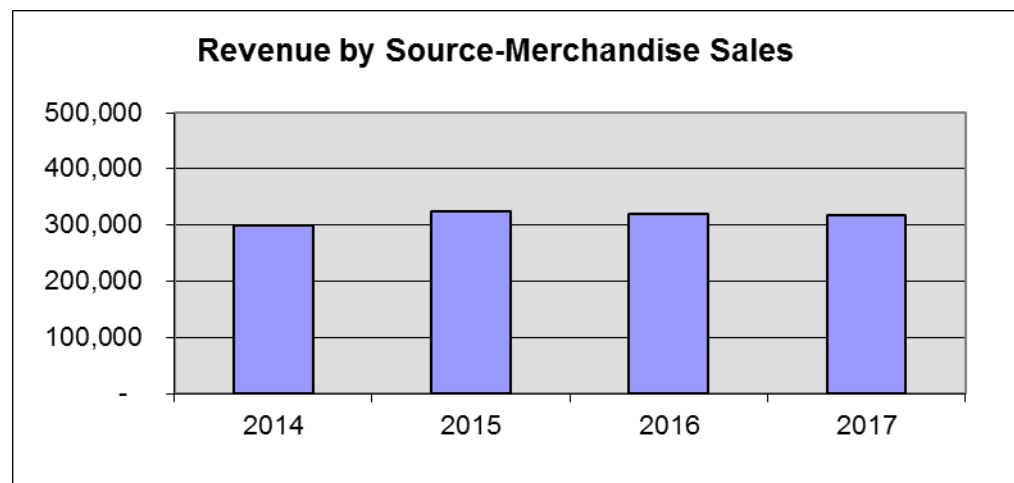
Sugar Creek Golf Course: In the Sugar Creek Golf Course Fund, **Passes, Memberships and Daily Use** revenue is projected to increase overall by 2.3% (\$14,718). Although the projected number of daily use rounds sold is decreasing from 31,000 to 30,000 based on the three year average in sales, a \$2 increase in Greens fees is proposed in the 2017 Budget thus increasing total revenue for the year.



MERCHANDISE SALES

As compared to 2016, net merchandise sales are projected to decrease by 0.6% (\$1,915) in 2017 mainly to reflect trends in actual and projected sales.

| 2014 Actual | 2015 Actual | 2016 Budget | 2017 Budget | 2016 vs. 2017 | % Change 16 vs. 17 |
|----------------|----------------|----------------|----------------|------------------|-----------------------|
| 298,513 | 323,802 | 320,547 | 318,632 | (1,915) | -0.6% |



Special Event Merchandise Sales: Merchandise Sales revenue is increasing by 16% (\$1,530) to reflect the community and special event merchandise and concessions sales revenue (e.g. Old Fashioned Tree Lighting, Park Palooza, etc.).

Park and Facility Concessions and Vending: Vending Commissions revenue is decreasing by 12.4% (\$5,989). Staff is projecting a decrease in commission revenue due to decreased sales (at the outdoor pools) as well as a decrease in actual sales in vending machines located in District Parks and Facilities.

Sugar Creek Golf Course: Merchandise sales revenue is increasing at the golf course by 1.2% (\$1,937) based primarily on decreases in the previous three-year average sales of beer and wine.

Tree Memorials: Tree memorial revenue is increasing by 5.6% (\$500) based on a three-year average of sales.

Definition

Includes revenue from the sale of goods such as engraved bricks, tree memorials, concessions, vending, pro shop merchandise, and racquet stringing.

Assumptions Used to Develop Projections

Trends, customer desires, market conditions, and value.

Percent of merchandise sale revenue as compared to total revenues in proposed 2017 budget.

1.7%

TRANSFERS

Definition

Includes the transfer of funds from one fund to another fund.

Assumptions Used to Develop Projections

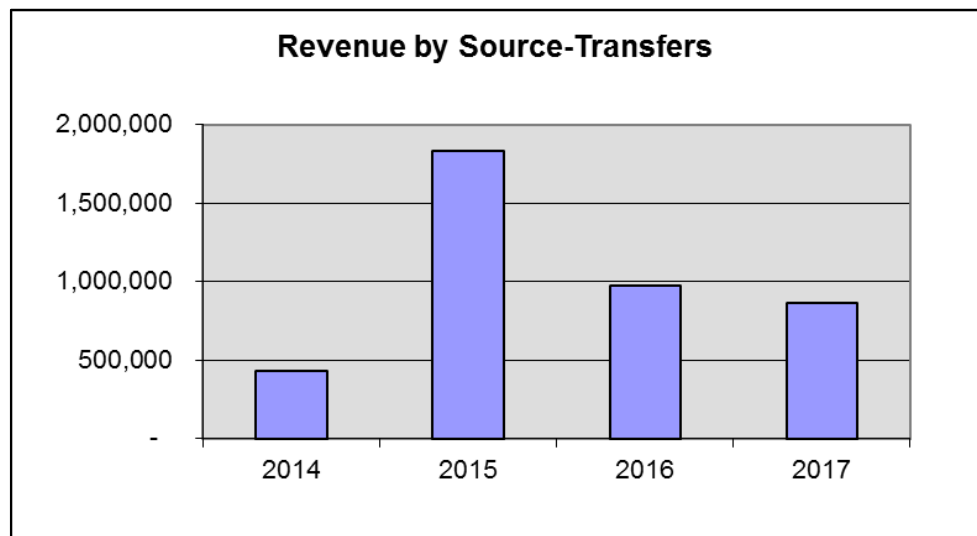
Based on utilizing reserves and income from one Fund to support and provide funding for capital projects, debt payments and the reimbursement operating expenses.

Percent of transfer revenue as compared to total revenues in proposed 2017 budget.

4.5%

The 2017 budget reflects a proposed decrease of transfer revenue of 11.4% (\$111,090) due primarily to a reduction in the transfer of cash and investments for capital project expenses planned for 2017.

| 2014 Actual | 2015 Actual | 2016 Budget | 2017 Budget | 2016 vs. 2017 | % Change 16 vs. 17 |
|-------------|-------------|-------------|-------------|---------------|--------------------|
| 428,540 | 1,829,415 | 977,654 | 866,564 | (111,090) | -11.4% |



An overview of 2017 transfers is on page 81. Transfer revenue includes:

- \$330,715 to the Debt Service Fund from Sugar Creek Golf Course Fund (\$105,00) the Early Bond Repayment Fund (\$75,715), the General Fund (\$75,000) and the Recreation Fund (\$75,000) for the payment of debt (including fees).
- \$339,200 to the Capital Improvement Fund from the Recreation Fund cash and Investments for Capital projects.
- \$30,000 to the Capital Improvement Fund from the General Fund AFAC revenue for Capital projects.
- \$77,540 to the Enterprise Services Fund from the Museum Department for the expenses (custodial staff/site supervision wages, custodial supplies, maintenance, etc.) associated with holding free community events or rentals in the Wilder Mansion (e.g. non-profit organization and District meetings/trainings).
- \$71,109 to the Paving and Lighting Fund from the Capital Improvement Fund cash and investments for paving projects.
- \$13,250 to the Capital Improvement Fund from Museum Department income for the Wilder Mansion Flooring Replacement project.
- \$4,750 to the Capital Improvement Fund from the General Fund for capital projects (brick paver sale (\$2,250) and synthetic turf field rental (\$2,500) revenues).

BOND AND INSURANCE PROCEEDS, DISPOSAL OF FIXED ASSETS

Definition

Bond proceed revenue includes the amount received from the sale of bonds in that budget year. Insurance proceeds are reimbursements from PDRMA for covered losses after the deductible. Disposal of fixed assets is the gain/loss from the sale of surplus property.

Assumptions Used to Develop Projections

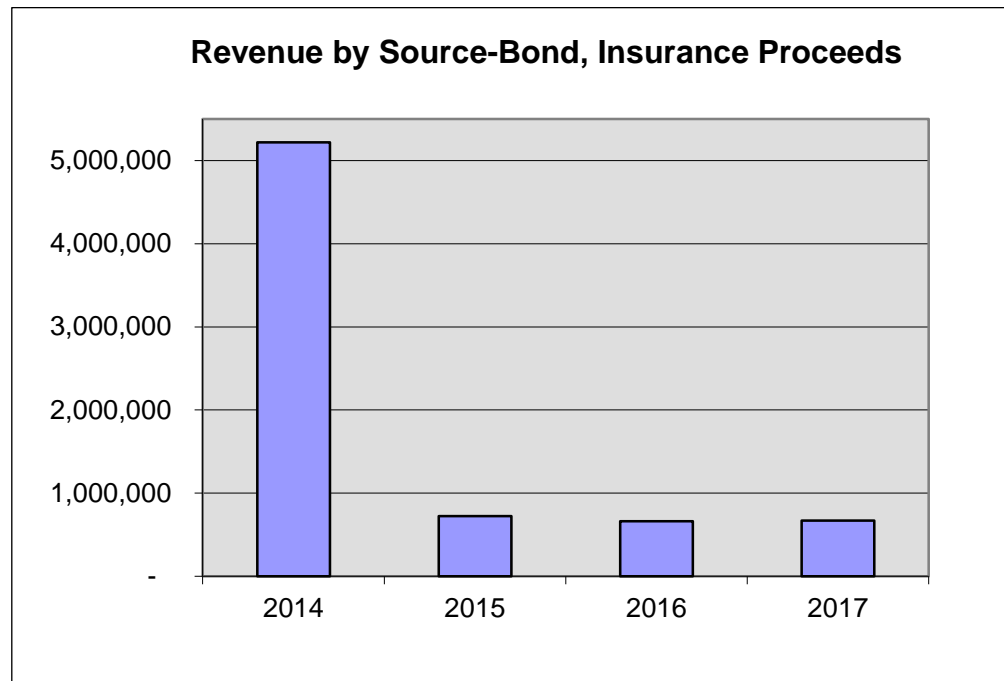
Outstanding debt payments owed, proceeds from insurance settlements and the disposal of fixed assets.

Percent of bond, insurance proceed, and disposal of fixed asset revenue as compared to total revenues in proposed 2017 budget.

3.5%

This revenue source is increasing by 1.5% (\$9,823) as compared to the 2016 budget to fund debt payments and capital projects. Staff budgeted the annual rollover General Obligation (G.O.) bond proceeds of \$668,584 for the payment of debt (\$320,000) and capital projects (\$348,584). See page 173 for a detailed overview of debt obligations. Besides the annual rollover bond and insurance proceeds, 2014 actual revenues included the refunding of the 2006 G.O. Limited Tax Bonds.

| 2014 Actual | 2015 Actual | 2016 Budget | 2017 Budget | 2016 vs. 2017 | % Change 16 vs. 17 |
|-------------|-------------|-------------|-------------|---------------|--------------------|
| 5,220,038 | 722,669 | 658,761 | 668,584 | 9,823 | 1.5% |



INTEREST

Definition

Interest revenue is the earnings generated from investments based on the interest rate.

Assumptions Used to Develop Projections

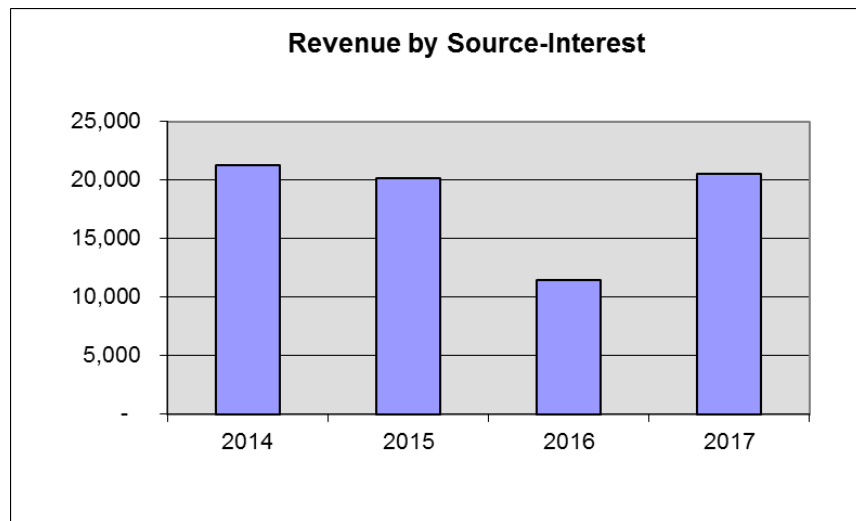
Interest rate trends, amount of funds available for investment.

Percent of interest revenue as compared to total revenues in proposed 2017 budget.

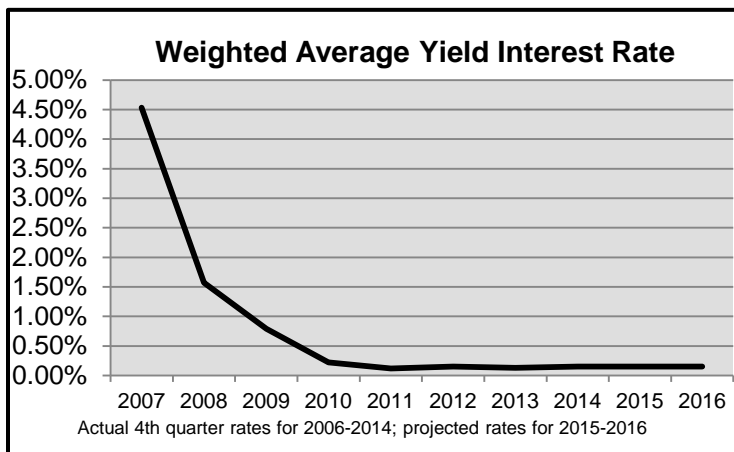
0.1%

Due to slowly increasing market interest rates after experiencing 5 years of low and stable interest rates staff budgeted an increase in 2017 interest revenue projections as compared to the 2016 budget.

| 2014 Actual | 2015 Actual | 2016 Budget | 2017 Budget | 2016 vs. 2017 | % Change 16 vs. 17 |
|-------------|-------------|-------------|-------------|---------------|--------------------|
| 21,257 | 20,174 | 11,500 | 20,500 | 9,000 | 78.3% |



The charts below illustrate the impact of investments on each Fund and the historical interest rates for District investments.



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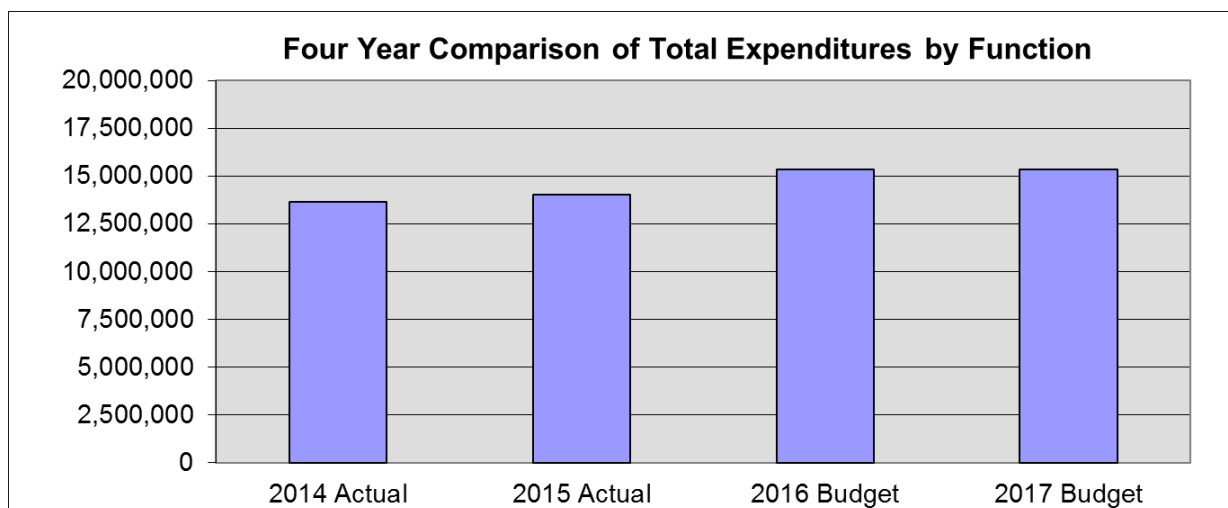
2017 BUDGET: EXPENDITURES BY FUNCTION



The District has nine functional areas that include Administration, Marketing and Communications, Finance and Human Resources, Information Technology, Parks, Facilities, Recreation, Enterprise Services, and Sugar Creek Golf Course. In this section, expenditures are presented according to the District's major functional areas rather than by Fund. By reviewing, linking, and reporting long-range plans and budget allocations according to the functions, programs, and/or activities of each of the District's organizational areas as part of the budget process and in the Budget document, the Board, staff, and public can review, evaluate, and understand the role of each organizational area, the services it provides, its relationship to the other organizational areas and how resources were allocated in the budget to achieve District goals.

In addition to the 2014 and 2015 actual, 2016 approved budget and 2017 proposed budget figures by functional area¹, this section includes functional area missions, responsibilities, 2016 accomplishments and 2017 work plan tactics organized by 2013-17 Strategic Plan Objectives, expense highlights, future outlook and performance measures. The functional areas are Administration, Marketing and Communications, Finance and Human Resources, Information Technology, Parks, Facilities, Recreation, Enterprise Services and Golf Course. Transfer, capital and debt expenditures are not presented in this section. The chart below illustrates the total expenditures for all the functions and the difference and percent change between the approved 2016 and proposed 2017 Budgets. The graph below illustrates the four-year comparison of total expenditures by function (2014 and 2015 Actual, 2016 Budget and 2017 proposed Budget). The 2017 proposed function budgets illustrate only a 0.1% overall increase in expenditures as compared to the 2016 approved budget.

| Expenditures by Function ¹ | | | | | | |
|--|-------------------|-------------------|-------------------|-------------------|-------------------------|-----------------------|
| Function | 2014 Actual | 2015 Actual | 2016 Budget | 2017 Budget | Difference ('16 to '17) | % Change ('16 to '17) |
| Park Board/Administration ² | 520,536 | 516,582 | 645,427 | 703,059 | 57,632 | 8.9% |
| Marketing and Communications | 462,544 | 535,447 | 646,567 | 667,378 | 20,811 | 3.2% |
| Finance and Human Resources | 1,114,073 | 1,109,900 | 1,183,908 | 1,175,090 | (8,818) | -0.7% |
| Information Technology | 560,444 | 604,406 | 705,685 | 668,357 | (37,328) | -5.3% |
| Parks | 1,415,095 | 1,378,075 | 1,559,576 | 1,498,964 | (60,612) | -3.9% |
| Facilities | 2,358,505 | 2,368,666 | 2,561,534 | 2,561,029 | (505) | 0.0% |
| Recreation | 2,934,483 | 3,115,165 | 3,291,608 | 3,530,319 | 238,711 | 7.3% |
| Enterprise Services | 3,539,967 | 3,695,169 | 3,969,682 | 3,768,749 | (200,933) | -5.1% |
| Sugar Creek Golf Course | 746,225 | 728,493 | 769,008 | 778,777 | 9,769 | 1.3% |
| Total | 13,651,872 | 14,051,902 | 15,332,995 | 15,351,722 | 18,727 | 0.1% |



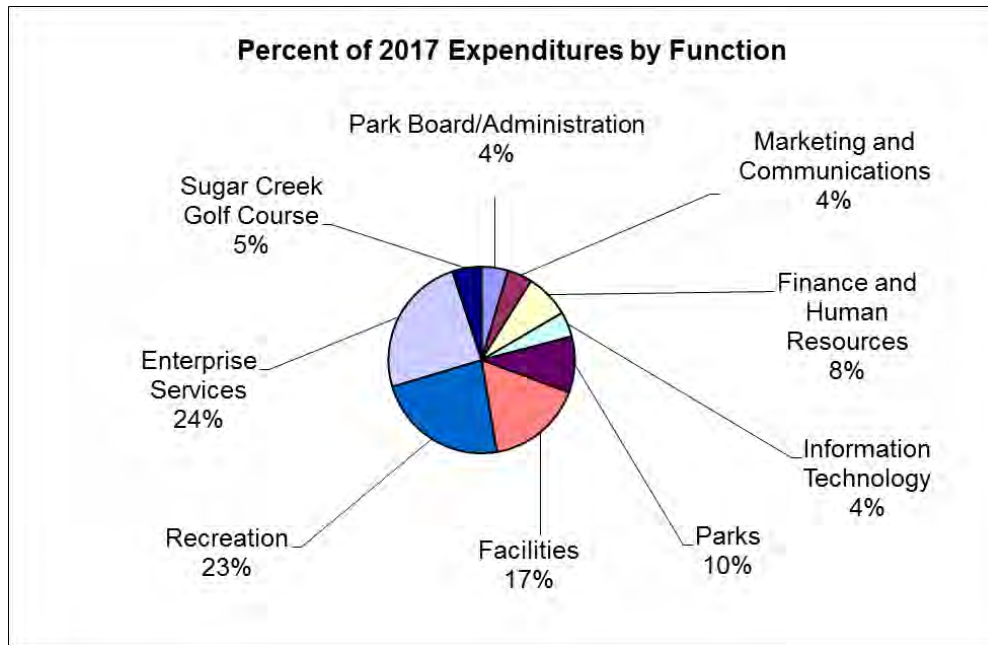
¹Excludes capital, transfers and debt expenses

²Includes Park Board expenses such as continuing education, dues, and public relations. Board policy states that the Executive Director must budget no less than \$20,000 for Board expenses.

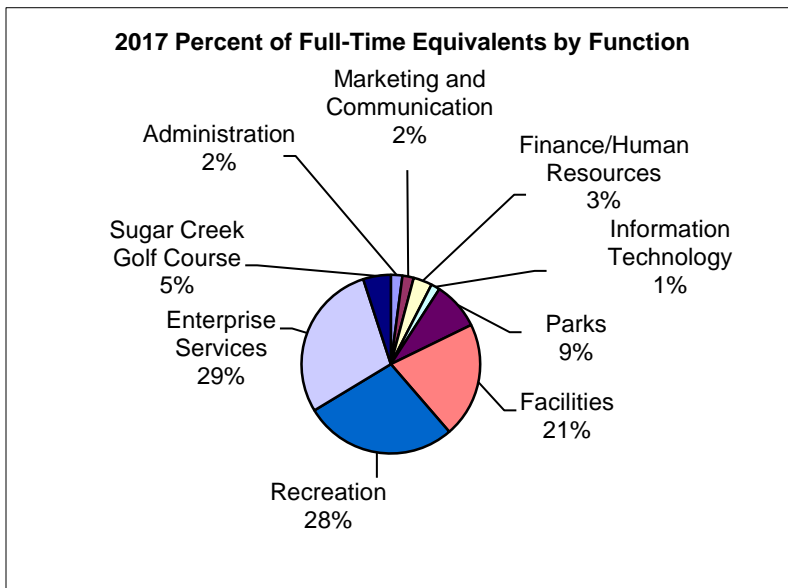
2017 BUDGET: EXPENDITURES BY FUNCTION



The pie chart below illustrates the percentage of expenditures for each functional area as compared to the total expenditures by function.



The pie chart below on the left illustrates the percent of full-time equivalent³ (FTE) employees for each functional area as compared to the total number of District FTE employees while the chart on the right includes the number of FTE employees for each functional area budgeted in 2016 and proposed for 2017 (decrease of 5.2 overall in 2017). This decrease is partially due to the elimination of one full-time Parks position, one full-time Enterprise Services position, and a reduction in part-time Enterprise Services staff.



| Budgeted Full-time Equivalents | 2016 | 2017 |
|--------------------------------|--------------|--------------|
| Administration | 4.3 | 4.3 |
| Marketing and Communication | 4 | 4.2 |
| Finance/Human Resources | 7 | 7 |
| Information Technology | 3.3 | 3.3 |
| Parks | 18.2 | 17.8 |
| Facilities | 43 | 43 |
| Recreation | 57 | 57 |
| Enterprise Services | 64 | 59 |
| Sugar Creek Golf Course | 10.3 | 10.3 |
| Total | 211.1 | 205.9 |

³FTEs are a calculation of the number of full-time employees based on a 2,080 hour work year and include full- and part-time.

2017 BUDGET: EXPENDITURES BY FUNCTION



Position Inventory by Function

| | FY2014 | FY2015 | FY2016 | FY2017 | INCREASE (DECREASE) | PERCENT OF |
|-----------------------------------|--------------|------------|--------------|--------------|------------------------|---------------|
| | Actual | Actual | Budget | Budget | FY '16 to FY '17 | TOTAL |
| Administration | 3.6 | 3.8 | 4.3 | 4.3 | 0.0 | 2% |
| Marketing and Communication | 3.2 | 3.6 | 4 | 4.2 | 0.2 | 2% |
| Finance/Human Resources | 7 | 7 | 7 | 7 | 0.0 | 3% |
| Information Technology | 3.2 | 3.4 | 3.3 | 3.3 | 0.0 | 2% |
| Parks | 18.2 | 19.4 | 18.2 | 17.8 | (0.4) | 9% |
| Facilities | 44 | 43.2 | 43 | 43 | 0.0 | 21% |
| Recreation | 50 | 51.9 | 57 | 57 | 0.0 | 28% |
| Enterprise Services | 59.5 | 61.4 | 64 | 59 | (5.0) | 29% |
| Sugar Creek Golf Course | 9.6 | 10.3 | 10.3 | 10.3 | 0.0 | 5% |
| TOTAL FULL TIME EQUIVALENT | 198.3 | 204 | 211.1 | 205.9 | (5.2) | 100% |

FTE's are a calculation of the number of full-time employees based on a 2,080-hour work year and include full and part-time

Mission

To provide oversight and direction to the operational and policy functions of the District based on the policies of the Board of Park Commissioners, long-range plans and budget

Funding Sources

Property taxes and interest income

Revenues and expenses in...

General (includes the IMRF, FICA, Liability, and Audit Departments), Recreation (includes Special Recreation Association) and Enterprise Services Funds

Full-time equivalent staff

4.3

ADMINISTRATION

Description

The Administration function facilitates the execution of Board policies as established in the Board's Executive Limitation policies and long-range objectives as articulated in the Board's Strategic and Comprehensive Plans, provides staff support for the Board of Park Commissioners, oversees the budget and capital planning processes, maintains legal documents and contracts, conducts elections, acts as the District's legal, legislative and intergovernmental liaison and oversees the day-to-day operations of the District.

2016 Accomplishments⁴

Strategic Theme: Customer Centered

Nurture Community Connections

- Continued to serve (two Board members and Executive Director) on the City's stormwater sub-committee formed for the Park District, School District and City to cooperatively evaluate options for mitigating stormwater flooding.
- Completed negotiations with the City of Elmhurst concerning its request to utilize multiple park properties for stormwater detention, including:
 - Granting the City certain easement rights for constructing, operating and maintaining stormwater improvements on certain portions of York Commons in exchange for extending an existing intergovernmental agreement between the City and Park District regarding the lease of park property for a fire station at York Commons in exchange for the lease of space for the District's maintenance operation in the City's Maintenance Facility;
 - Securing approval from the Illinois Department of Natural Resources (IDNR) for the option to use land obtained with IDNR open space land acquisition grants to deed the western portion of the Golden Meadows site to the City for use as stormwater detention in exchange for the City compensating the Park District for the value of the site, to a maximum of one and one-half times its appraised value, so that replacement property can be purchased in accordance with IDNR open space land acquisition grant requirements; and
 - Reiterating the Board's position regarding the other three parks under consideration (East End, Crestview and Wild Meadows Trace) that the Park Board is not interested in encumbering additional open space with detention basins to provide relief for approximately eleven (11) remaining homes that would be impacted without first discussing alternative ideas for the sites, similar to those the City has already utilized in other locations.

⁴The Accomplishments section may include capital projects or revenue that are not reflected in function expenses as revenue and capital, transfers and debt service expenses are omitted from all of the Function budgets.

- Continued to retain the services of V3 Engineering to perform peer review and detailed stormwater modeling for park sites under consideration for use as stormwater detention facilities by the Board.
- Jointly with the City of Elmhurst, selected and hired a professional services firm, Conventions, Sports and Leisure International (CSL) to conduct a market analysis and financial feasibility study for an Indoor Sports Facility in Elmhurst with gymnasiums, turf, aquatics and/or ice; the firm completed and presented its findings to the Board and City's Development, Planning and Zoning Committee in October 2016.
- As part of the Indoor Sports Facility Study data collection, interviewed (CSL) twenty-two (22) organizations and institutions (37 individuals overall) and conducted a community survey with 767 respondents to gather feedback on current and potential indoor sports facility use as part of the firm's comprehensive review of the local sports facility market.
- Held Park/School Committee meeting to discuss and address cooperative issues, plans, and initiatives to facilitate positive and effective intergovernmental relations.
- Continued to work with the Lizzadro Museum in their consideration of a new museum facility in Wilder Park.
- Participated in the Elmhurst League of Women Voters Community Update, providing an overview of the District and responding to a variety of questions from the attendees through a moderator.

Optimize Program and Facility Mix

- Conducted a qualification based selection process and hired a professional services firm, The Lakota Group, to coordinate the District's Vision 2020 (Comprehensive and Strategic Plans) process.
- Completed the Vision 2020 process engagement and the majority of the analyze phases, including conducting stakeholder interviews and focus groups, Park Board Commissioner interviews, a community open forum, a community-wide scientific survey, and field work for the park and facility assessments.
- Approved the purchase of the property at 135 Palmer Drive, adjacent to Glos Memorial Park (near downtown Elmhurst) for a purchase price of \$1.75 million, which met the District's property acquisition criteria, including being adjacent to existing park property.
- Approved the purchase of the property at 447 Armitage Avenue, adjacent to Berens Park for \$292,500, which met the District's property acquisition criteria, including being adjacent to existing park property.

Strategic Theme: Fiscal Agility

Align Resources with Community Need

- Began reviewing and updating the District's revenue and expense policies to reflect the District's cost recovery model.
- Presented the first "State of the Park District" address and recorded it for public viewing on the District's website.

Take Care of What We Have

- Completed a fundraising campaign with People for Elmhurst Parks Foundation for the Playground for Everyone construction at Butterfield Park, raising over \$160,000 for the project along with utilizing existing donations to meet the \$250,000 fundraising goal.

Strategic Theme: Improvement through Collaboration and Innovation

Create a Borderless Organization

- Continued monthly sPARKS Luncheon with the Executive Director to provide an informal forum for employees to share ideas and ask questions.

Excellence in Innovative Operational Management

- Continued to improve the reporting and analysis of outcomes of Strategic Plan performance measures, including trend analysis and use of the new registration software.
- Reviewed options for data analytic, collaboration and project management software to assess how to improve, facilitate and streamline project oversight and management reporting.
- Comprehensively assessed the feasibility, status, and follow-up necessary to address the forty-six (46) staffing study recommendations to determine which have been accomplished, require additional analysis or should not be pursued (if unrealistic to implement).
- To address delays with the District's new registration software online registration process, provided staff support to the Park Board's ad hoc technology committee and contracted with Sterling Network Integration to assess with system analysis.
- Addressed the following Green Team initiatives:
 - Created an action plan and assigned tasks to members to achieve a score improvement of thirteen points on the Illinois Park and Recreation Association (IPRA) Environmental Report Card (70%);
 - Prepared and posted five Environmental Tips posters in the break rooms at all District facilities;
 - Added a new recreation staff representative to Green Team;
 - With the Employee Relations Committee, hosted a staff park cleanup event on Earth Day at East End Park;
 - Organized the installation of a Paper Retriever (paper recycling bin) in The Abbey parking lot and a second bin at the Courts Plus parking lot;
 - Updated the "Commitment to the Environment" statement for bid documents and included it in four bid documents;
 - Reviewed and updated the Environmental Guidelines for Plant Healthcare & Pest Management and the Green Cleaner Product & Vendor List; and
 - Implemented battery, paint, aerosol, pen/marker, and tennis ball recycling throughout the District.

Strategic Theme: Continuous Improvement through an Empowered Team

Develop an Empowered Staff

- Implemented John C. Maxwell's 360° Leader training program with sixteen (16) District mid-level supervisors participating through monthly Lunch and Learn sessions.

Create a Culture of Continuous Improvement

- Assisted the Board in completing a self-evaluation with the Illinois Association of Park Districts and implementing recommended outcomes of the process.

- As part of developing the strategic plan priority analysis during the Vision 2020 process, conducted an employee organizational culture assessment survey to determine organizational readiness and willingness to engage in Strategic and Comprehensive Plans implementation and a SWOT analysis to highlight strengths, weaknesses, opportunities and threats faced by the District.
- Provided enhanced reporting in the Board's Quarterly Financial Report to facilitate the Board's review and monitoring of financial performance.
- Improved the format of the 2017 Budget presentation to provide a cohesive and comprehensive overview of significant issues impacting, and changes to, the 2017 budget.

Foster a Culture of Innovation

- Reviewed the full-time performance management process with a cross-functional team comprised of representatives from all departments, including discussing the current performance appraisal system and new approaches for implementation.

Other

- Underwent a comprehensive review of the 2016 Strategic Work Plan to reflect changing District priorities and focus work planning and decision making on addressing the highest priorities in the 2017-18 Strategic Plan.
- Provided an analysis to the Board Policy Committee regarding expanding the District's smoking regulations to prohibit smoking on all District property along with other updates to Board policies based on changes to State law.
- Hired and trained new Director of Information Technology.
- Digitally scanned 900 tree memorial donation records to improve management, storage and access to these records and updated record keeping process.
- Trained administrative staff to serve as backup for Board of Park Commissioner meetings.

2017 Work Plan⁵

Strategic Theme: Customer Centered

Nurture Community Connections

- Determine new criteria to assess current and potential effectiveness of partnership agreements and using this criteria, begin working with identified partners to review District partnerships which require updating.
- Re-establish Park/City/School Committee to discuss and address cooperative issues, plans, and initiatives to facilitate positive and effective intergovernmental relations.

Optimize Program and Facility Mix

- Compete Vision 2020 Plan process and integrate priorities and recommendations into the District's Long-range Capital Plan.

⁵The Work Plan section may include capital projects or revenue that are not reflected in function expenses as revenue and capital, transfers and debt service expenses are omitted from all of the Function budgets.

- Determine and address the next steps for the Indoor Sports Facility Study feasibility analysis.
- As part of the Vision 2020 process, determine uses of recently acquired park properties.

Strategic Theme: Fiscal Agility

Align Resources with Community Need

- Integrate Vision 2020 Plan priorities and recommendations into the District's Strategic Work Plan, Long-range Financial Plan, and 2018 Budget.
- Complete review and update of the District's revenue and expense policies to reflect the District's cost recovery model.

Invest in the Future

- Recommend to the Board and implement the financial plan for long-term funding for new park property purchases.

Strategic Theme: Improvement through Collaboration and Innovation

Excellence in Innovative Operational Management

- Continue to improve the reporting and analysis of outcomes of Strategic Plan performance measures, including trend analysis and use of District software.
- With Information Technology Department staff, research dashboard software that will facilitate the reporting and tracking of performance measures.
- Based on the feasibility of implementation and financial and operational assessment of high impact staffing study recommendations, create and begin to implement a plan to address those recommendations.
- Address the following Green Team initiatives:
 - Continue with Sustainability Audits of District facilities;
 - Begin tracking the funding spent on sustainable projects (capital and operating); and
 - Review and update score on IPRA Environmental Report Card to achieve the performance target of a 75% overall score.

Strategic Theme: Continuous Improvement through an Empowered Team

Develop an Empowered Staff

- Test effectiveness and provide support to the participants of the leader training program implemented in 2016.

Create a Culture of Continuous Improvement

- Transfer knowledge between outgoing and incoming Board members from Board assessment process.

2017 BUDGET: EXPENDITURES BY FUNCTION



Foster a Culture of Innovation

- Conduct training and workshops to engage staff regarding the District's long-term strategic outcomes of the Vision 2020 process.
- Integrate and utilize the training and workshops referenced in the bullet above as part of budget, capital and work plan development.

Other

- Coordinate the IAPD/IPRA Distinguished Agency re-accreditation process.
- Conduct a comprehensive review and update the District's Administrative Policy Manual.
- Undergo a comprehensive review of the Board Policy Manual with the Board Policy Committee.
- Act as an election official and conduct the 2017 Commissioner consolidated election process in DuPage and Cook counties.
- Update the Park Board Commissioner Orientation Manual and if necessary, orient new Commissioners to the District and Board.
- Digitize certificates of insurance to improve management, access and storage of these documents and migrate to paperless system.

2017 Budget Highlights

Overall: The Administration function budget is increasing by 8.9% (\$57,633) as compared to the 2016 Budget due mainly to an increase in **Contractual Services** of 15.2% (\$49,906).

In **Contractual Services**, Consulting is increasing by 52.5% (\$49,903) due to an increase in professional service fees of \$129,903 to complete the Vision 2020 Comprehensive and Strategic Plan process. In the 2016 Budget, the Board approved \$40,000 to begin the planning process and conduct a community-wide scientific survey and on September 12, 2016, the hiring of The Lakota Group to conduct the process for a total fee of \$169,903. In the 2017 Budget, an allocation of additional funds is necessary to cover the remaining project cost (\$129,903). Since \$95,000 was budgeted for professional services in the Administrative function in 2016 (including the aforementioned \$40,000 to begin the Vision 2020 process and \$40,000 to complete the Indoor Sports Facility Study and stormwater plan engineering review), the proposed 2017 Administrative Consulting budget is increasing by \$49,903. The total amount budgeted in Consulting (\$144,903) reflects the \$129,903 for the Vision 2020 process and \$15,000 for grant research and writing professional services.

Vision 2020 professional services expenses are budgeted in the General Fund (\$37,672) to fund the fees related to developing the Strategic Plan, which focuses on organizational priorities and in the Capital Improvement Fund (\$92,931) to fund the fees related to developing the Comprehensive Plan, which focuses on future park and facility capital priorities.

2017 BUDGET: EXPENDITURES BY FUNCTION



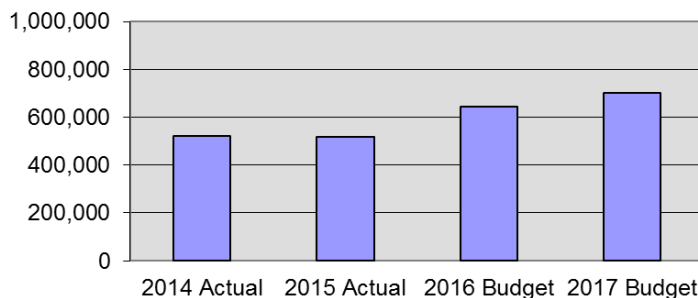
Future Outlook

The **Future Outlook** for the Administration Function will be driven by the continued implementation and monitoring of the last year of the District's 2013-17 Strategic Plan and the completion of the District's updated Comprehensive and Strategic Plans. The new Plans will drive District strategic priorities from 2018-20 and capital priorities from 2018-22. Staff will be focused on integrating these Plans and the outcomes of the Indoor Sports Facility Study into the District's Long-range Capital Plan, work and financial plans and the 2018 Budget. These Plans will provide a long-range road map for future organizational, park, facility and recreational program development as envisioned by the Board, staff and community. In 2017, staff will also continue to improve the tracking, analysis and reporting of Strategic Plan performance measures to ensure that the District is achieving performance targets and successfully addressing its long-term strategy as outlined in the Strategic Plan.

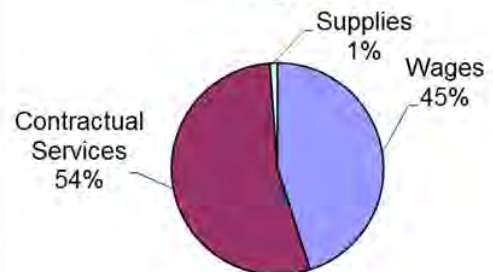
Expenditures by Object: Park Board/Administration⁵

| Expense Object | 2014 Actual | 2015 Actual | 2016 Budget | 2017 Budget | Difference ('16 to '17) | % Change ('16 to '17) |
|----------------------|----------------|----------------|----------------|----------------|-------------------------|-----------------------|
| Wages | 254,186 | 287,355 | 308,958 | 316,685 | 7,727 | 2.5% |
| Contractual Services | 260,906 | 220,076 | 328,468 | 378,374 | 49,906 | 15.2% |
| Repairs | 0 | 0 | 0 | 0 | 0 | 0.0% |
| Supplies | 5,440 | 9,150 | 8,000 | 8,000 | - | 0.0% |
| Total | 520,532 | 516,582 | 645,426 | 703,059 | 57,633 | 8.9% |

Park Board/Administration Expenditures⁵



Park Board/Administration⁵ Percent of Expenditures by Object



⁵ Includes Park Board expenses such as continuing education, dues, and public relations. Board policy states that the Executive Director must budget no less than \$20,000 for Board expenses.

Performance Measures: Administration

| Performance Measure | 2015 Actual | 2016 Projected Actual | 2017 Projected | Difference ('16 to '17) | % Change ('16 to '17) |
|--|-------------|-----------------------|----------------|-------------------------|-----------------------|
| % of Capital Budget Dedicated to Addressing Comprehensive Plan Recommendations | 38% | 63% | 25% | -38% | -60.3% |
| % of Strategic Plan Initiatives In Progress ⁶ | 59% | 62% | 7% | -55% | -88.7% |
| % of Strategic Plan Initiatives Accomplished ⁶ | 15% | 28% | 83% | 55% | 196.4% |
| % of Strategic Plan Initiatives Deferred ⁶ | 0% | 10% | 10% | 0% | 0.0% |

⁶ 2015 Actual based on 2015 Strategic Plan Progress Report (34 Initiatives), 2016 Projected Actual based on 2016 Strategic Plan Progress Report (29 Initiatives total) and 2017 Projected based on 2017 Strategic Work Plan (29 Initiatives Total). In Progress category does not include accomplished initiatives.

MARKETING AND COMMUNICATIONS

Mission

To provide communication and education internally and externally for local, regional and state citizens of the Park District; to support and manage the use of volunteers; to provide a resource for the People for Elmhurst Parks Foundation; and to seek alternate sources of revenue including advertising and corporate sponsorships

Funding Sources

Property taxes, advertising, sponsorships and interest income

Revenues and expenses in...

General (includes the IMRF and FICA Departments), Recreation (includes SRA and Museum Departments) and Enterprise Services Funds

Full-time equivalent staff

4.2

Description

The Marketing and Communications Department develops marketing plans, creative ideas, and promotional execution for the District's facilities, events, programs, and fundraising efforts that achieve District strategic goals and objectives related to memberships, participation, and customer involvement and provides strategic guidance in marketing areas, including pricing, promotion and event development.

The Department manages all District community events and community outreach efforts enhancing customer experiences with the District, develops and grows community relationships, improving public relations and publicity for the District and recruits, manages, and reports on District volunteer efforts and provides a resource for the People for Elmhurst Parks (PEP) Foundation.

The Department also develops and manages content, photos, news stories and promotion on all social media sites and District websites and writes, edits, and proofs District communications, including program guide, annual report, and customer communications. In addition, the Department develops and manages content and distribution for District communication vehicles including customer newsletter, employee newsletter, Abbey News, District 205 Fun Times, and District press releases. Finally, the Department builds revenues through event and program sponsorships and program guide advertising.

2016 Accomplishments³

Strategic Theme: Customer Centered

Nurture Community Connections

- Partnered with the City of Elmhurst to promote the Explore Elmhurst trolley program and sweepstakes, particularly at park based pick-up locations.
- Developed relationships with Immaculate Conception, Visitation, and Mary Queen of Heaven to further volunteer recruitment reach.
- Met with numerous community groups to gain support of The Playground for Everyone garnering over \$160,000 in donations for the project from these community groups.
- Managed PEP *Playground for Everyone* fundraiser which netted over \$17,000 in addition to generating additional funding from crowdfunding efforts and individual donations.

³The Accomplishments section may include capital projects or revenue that are not reflected in function expenses as revenue and capital, transfers and debt service expenses are omitted from all of the Function budgets.

Improve Customer Experience

- Launched a Facebook page for Courts Plus and the revamped the e-newsletter to include more content in areas that received high click-through rates.
- Administered surveys for Courts Plus and the outdoor pools. The Courts Plus Survey received 1,013 responses and the survey for the outdoor pools solicited over 926 responses. Observations and recommendations from both these surveys will be utilized to improve the customer's overall experience.

Optimize Program and Facility Mix

- Developed and executed marketing plans for Wilder Mansion, Sugar Creek Golf Course, The Hub, the outdoor pools and Courts Plus.
- Developed a new community event, Eldridge Adventure Day, held in June, with the goal of bringing the community outdoors to enjoy nature and animals in Eldridge Park. The event included exotic animals, petting zoo, fishing derby, bug hunts and tons of outdoor fun with an estimated 1,200 in attendance.

Strategic Theme: Fiscal Agility

Align Resources with Community Need

- Developed new Board communication strategy, utilizing the web, social media, and press releases to aid in educating residents of positive and meaningful Board actions.

Invest in the Future

- Implemented financial measurement tools to evaluate community events on the basis of reach and to the community.

Strategic Theme: Improvement through Collaboration and Innovation

Create a Borderless Organization

- Improved communication by conducting regular meetings with essential staff prior to each community event and established a new event planning work-order process to improve planning of events.
- After developing a 2016 Marketing Plan, monthly meetings were held with the Courts Plus management team to review and plan promotions and communications and share results and details of promotional plans.

Strategic Theme: Continuous Improvement through an Empowered Team

Foster a Culture of Innovation

- Held weekly Marketing and Communications Department brainstorming meetings to discuss ideas regarding process improvements and opportunities for further research and development.

2017 Work Plan⁴

Strategic Theme: Customer Centered

Nurture Community Connections

- Develop a more targeted approach to e-blast and e-newsletter communications utilizing data from RecTrac and other departments to better match messaging with audience needs and wants.
- Utilize information derived from the community needs assessment, which will be completed in fall of 2016, to develop customer centered communications addressing customers' top concerns and information needs.

Improve Customer Experience

- Continue to develop and improve the District's website epd.org as the one-stop destination for all things park district and improve customer interactive tools.
- Collaborate with the Parks department to develop more effective marketing feedback tools and strategies for park improvement projects.
- Develop Customer Satisfaction survey technique for community events.

Optimize Program and Facility Mix

- Develop additional events and/or engagement opportunities that align with community voiced needs.

Strategic Theme: Fiscal Agility

Align Resources with Community Need

- Test brochure content and print and online media in addition to marketing strategies to maximize revenues in key areas such as camps, pool pass sales, and Courts Plus memberships.

Strategic Theme: Improvement through Collaboration and Innovation

Create a Borderless Organization

- Work with other departments to develop opportunities for adult volunteers to assist the District.

Excellence in Innovative Operational Management

- Develop Marketing Department scorecard to better gauge success of promotions and advertising.

⁴The Work Plan section may include capital projects or revenue that are not reflected in function expenses as revenue and capital, transfers and debt service expenses are omitted from all Function of the budgets.

Strategic Theme: Continuous Improvement through an Empowered Team

Foster a Culture of Innovation

- Be on the forefront of new ideas in promotion and customer engagement with the goal of creating increased opportunities for customer feedback.
- Work as a marketing team to assure all team members are abreast of everything happening in the District and the Department through weekly update meetings.

2017 Budget Highlights

As compared to the 2016 Budget, the Marketing and Communications function budget is increasing by 3.2% or \$20,811. **Wages** are increasing by 4.3% (\$11,526) as compared to the 2016 Budget due to full-time merit wage increases and a 13.8% increase for part-time wages due to additional hours allocated to the content editor position.

Contractual Services are increasing by 2.6% (\$9,420) overall as compared to the 2016 budget. The increase is primarily due to an increase for contractual service expenses (\$5,000) and public relations expenses (\$4,950) related to current and new community events, brochure and printing expenses (\$3,755) due to the addition of brochure pages and additional households included in the mailing, and increased advertisements (\$3,160). This is partially offset by decreased budgeted postage expenses (\$8,800) in 2017.

Supplies are decreasing by 0.9% primarily due to a reduction in budgeted computer supplies (\$2,600). The decrease is offset by increased program supplies (\$1,115) to better support growing community events and increased office supplies (\$500) and uniforms (\$850). Increases for both contractual services and program supplies are offset by an increase in event Sponsorship Revenue.

Future Outlook

The **Future Outlook** of the Marketing and Communications function indicates continued movement into electronic media such as websites and social media and an emphasis on targeted niche approaches to marketing of programs, resulting in additional expenditures for online marketing and partnerships. Messages will be even more targeted in 2017 as the department makes better use of database tools and information. The program guide continues to be an essential part of the District's marketing for programs, but as market trends change in how customers receive information (especially Millennial vs. Generation X vs. Baby Boomer), a bigger emphasis on promoting events, rentals and non-program activities will eventually require a change in promotional strategy away from one book for everything to online and through list and name procurement.

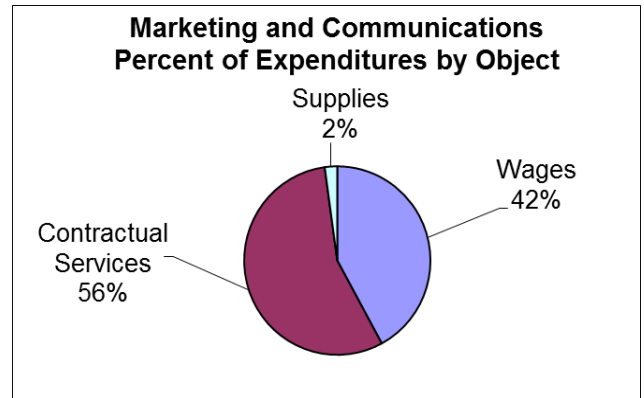
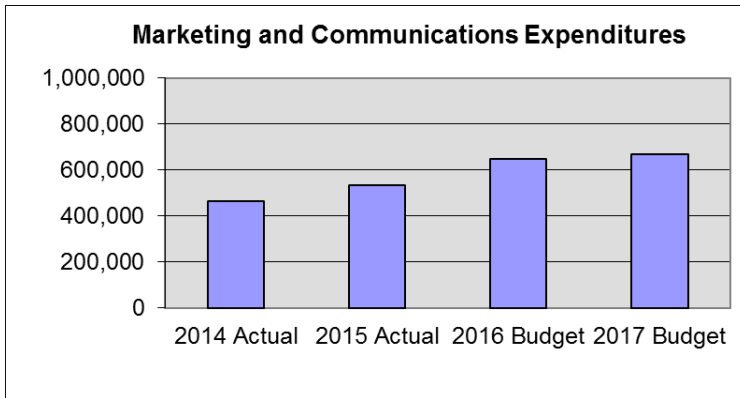
The competitive market for Courts Plus memberships will increase with the opening of new fitness centers in 2017-18. The District must continue to be both effective and efficient with marketing expenditures to attract and retain new members.

2017 BUDGET: EXPENDITURES BY FUNCTION



Expenditures by Object: Marketing and Communications

| Expense Object | 2014 Actual | 2015 Actual | 2016 Budget | 2017 Budget | Difference ('16 to '17) | %Change ('16 to '17) |
|----------------------|----------------|----------------|----------------|----------------|-------------------------|----------------------|
| Wages | 202,861 | 238,323 | 269,314 | 280,840 | 11,526 | 4.3% |
| Contractual Services | 250,424 | 288,438 | 362,683 | 372,103 | 9,420 | 2.6% |
| Repairs | 0 | 0 | 0 | 0 | - | 0.0% |
| Supplies | 9,260 | 8,686 | 14,570 | 14,435 | (135) | -0.9% |
| Total | 462,545 | 535,447 | 646,567 | 667,378 | 20,811 | 3.2% |



Performance Measures: Marketing and Communications

| Performance Measure | 2015 Actual | 2016 Projected Actual | 2017 Projected | Difference ('16 to '17) | %Change ('16 to '17) |
|--------------------------|-------------|-----------------------|----------------|-------------------------|----------------------|
| Volunteer Hours | 1,878 | 2,115 | 2,330 | 215 | 10.2% |
| Facebook Following-Likes | 2,600 | 4,700 | 5,500 | 800 | 17.0% |



Mission

To provide efficient, quality financial and human resources services for the internal and external customers of the Elmhurst Park District on a timely basis in accordance with Federal, State, and local regulations, District policies, the Strategic Plan and sound business practices

Funding Sources

Property taxes and interest income

Revenues and expenses in...

General (includes the IMRF, FICA, Liability, and Audit Departments), Recreation (includes SRA and Museum Departments), Enterprise Services and Sugar Creek Golf Course Funds

Full-time equivalent staff

7

FINANCE AND HUMAN RESOURCES

Description

Finance Division: To plan, develop, manage and maintain the financial operations of the District in the areas of finance, auditing, payroll, investments and accounting.

Human Resources/Risk Management Division: To plan, develop, manage and maintain human resources (compensation, benefits administration, employee relations, training) and safety functions (risk management, safety claims) for the District.

2016 Accomplishments³

Strategic Theme: Fiscal Agility

Align Resources with Community Need

- With the Administration Department, began reviewing and updating the District's revenue and expense policies to reflect the District's cost recovery model.

Strategic Theme: Improvement through Collaboration and Innovation

Excellence in Innovative Operational Management

- With the Management Team, assessed the feasibility and financial implications of the staffing study recommendations.
- Completed a review of the District's compensation program, including evaluating full-time and part-time/short-term employee salary classification systems.
- Completed the Park District Risk Management Agency (PDRMA) Loss Control Review for reaccreditation.
- Updated Department policies and procedures and fully transitioned from Class Registration system to RecTrac.

Strategic Theme: Continuous Improvement through an Empowered Team

Develop an Empowered Staff

- With cross functional team, developed a plan of action based on the inventory of current District training, practices, policies and procedures which includes the addition of a training page on the employee website with training videos and documents.

³The Accomplishments section may include capital projects or revenue that are not reflected in function expenses as revenue and capital, transfers and debt service expenses are omitted from all of the Function budgets.

Foster a Culture of Innovation

- With the Administration Department, reviewed the full-time performance management process with a cross-functional team comprised of representatives from all departments, including discussing the current performance appraisal system and new approaches for implementation.
- Implemented Wellness Council of America's (WELCOA) *On the Move* initiative to the Wellness Incentive program.

Other

- Reviewed and revised the District's Emergency Operations Manual, Emergency Plan Special Events Checklist, Special Events Safety Organizational Checklist, and provided training on these documents and policies, and conducted scenario specific drills.
- Revised the employee manual which included combining three documents into one.
- Continued to monitor PPACA and its effect on the District.
- Monitored both Illinois minimum wage and federal Fair Labor Standards Act (FLSA) and their potential impact, developed an action plan, and recommended wage adjustments related to the implementation of the new standards.
- Served as a panelist on *Early Employer Experiences with Private Exchanges*, sharing the District's experience on the Blue Directions platform.

2017 Work Plan⁴

Strategic Theme: Fiscal Agility

Invest in the Future

- Create a process for measuring and assigning indirect costs for programs and services to consistently monitor program cost recovery to the targeted goals and report on cost recovery measures.

Strategic Theme: Improvement through Collaboration and Innovation

Create a Borderless Organization

- Working with Administration and Marketing and Communications staff, develop, distribute and analyze the results of an internal customer feedback survey to assess internal business performance.

Excellence in Innovative Operational Management

- Implement the recommendations from the District's compensation study.
- Develop customized department reports within the District's registration software that can be used with dash boarding software.

⁴The Work Plan section may include capital projects or revenue that are not reflected in function expenses as revenue and capital, transfers and debt service expenses are omitted from all of the Function budgets.

- With the Information Technology Department, research financial software systems for implementation in 2018, which will provide purchasing functions and improved user reporting and budgeting tools.
- With the Information Technology Department, research and evaluate Human Resources and Payroll Software for implementation in 2018.

Strategic Theme: Continuous Improvement through an Empowered Team

Develop an Empowered Staff

- Develop programs to publish on the training page of the employee communication website.
- Improve recruiting methods to attract additional entry level and seasonal part-time employees.

Foster a Culture of Innovation

- Introduce changes to the District's Wellness Incentive program.

Other

- Continue to monitor PPACA and Illinois minimum wage legislation and their effect on the District.
- Review and standardize daily cash processing policies at all facilities.
- Continue to monitor Illinois public policy, including potential local property tax freeze legislation.

2017 Budget Highlights

The Finance and Human Resources function budget is decreasing by 0.7% as compared to the 2016 Budget (\$8,818) due mainly to decreases in **Contractual Services** by 3.0% (\$22,658) offset by an increase in **Wages** by 3.0% (\$12,440) and **Supplies** by 10.8% (\$1,400).

Consulting in **Contractual Services** is decreasing 65% (\$20,000) due to the completion of the compensation study (\$20,000) in 2016. The remaining funds (\$10,500) are primarily budgeted for consulting related to CPR and safety training. In addition, finance and banking charges are expected to decrease 9% (\$21,050) due to reduced processing rates experienced with the implementation of the new registration system. The decreases are offset by an increase \$13,700 in health care expenses resulting from changes in employee coverage elections and a \$2,800 increase in PDRMA fees for property, liability, and worker's compensation insurance.

Supplies expenses are increasing by \$1,400 to purchase Europay, MasterCard, and Visa (EMV) compliant credit card equipment that meets industry standards.

Future Outlook

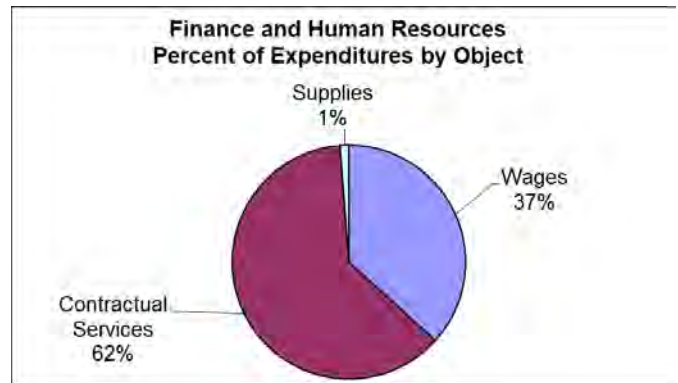
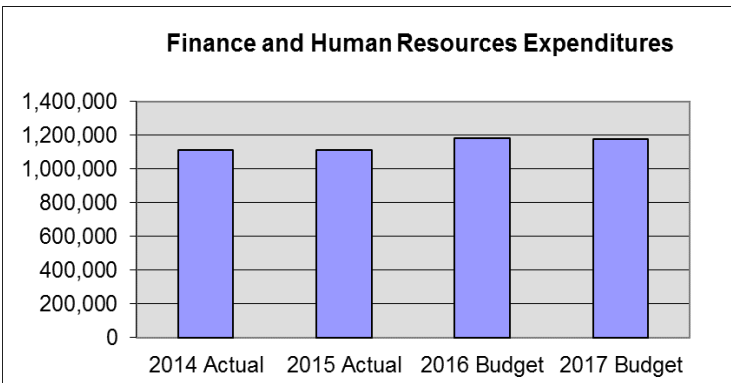
The **Future Outlook** of the Finance and Human Resources (HR) function is to improve and develop tools for departments to use in managing and improving operational efficiency. Included in the work plan is developing cost recovery procedures, improving departmental financial reports, researching financial and HR management software and improving staff recruitment. Finance and HR staff will continue to monitor the implications of the Federal Patient Protection and Affordable Care Act (PPACA) and Illinois legislative policies and their potential financial impact on the District. In addition, HR staff will assist with action plan development for the outcomes of the compensation study.

2017 BUDGET: EXPENDITURES BY FUNCTION



Expenditures by Object: Finance and Human Resources

| Expense Object | 2014 Actual | 2015 Actual | 2016 Budget | 2017 Budget | Difference ('16 to '17) | % Change ('16 to '17) |
|----------------------|------------------|------------------|------------------|------------------|-------------------------|-----------------------|
| Wages | 402,593 | 411,542 | 418,793 | 431,233 | 12,440 | 3.0% |
| Contractual Services | 703,242 | 693,459 | 752,165 | 729,507 | (22,658) | -3.0% |
| Repairs | 0 | 0 | 0 | 0 | - | 0.0% |
| Supplies | 8,242 | 4,899 | 12,950 | 14,350 | 1,400 | 10.8% |
| Total | 1,114,077 | 1,109,900 | 1,183,908 | 1,175,090 | (8,818) | -0.7% |



Performance Measures: Finance and Human Resources

| Performance Measure | 2015 Actual | 2016 Projected Actual | 2017 Projected | Difference ('16 to '17) | % Change ('16 to '17) |
|--|-------------|-----------------------|----------------|-------------------------|-----------------------|
| Percentage of Employees Receiving HR and Safety Training within 30 Days of Hire/Rehire | 96% | 94% | 98% | 1% | 1.0% |
| Percentage of Full-time Employees Qualifying for Wellness Premium Incentive Program | 87% | 88% | 90% | 2% | 2.3% |

Mission

To provide a secure, productive, and progressive information systems environment to internal and external customers; to provide creative and informed long-term planning for the District to ensure an adaptable and resilient environment for the future; and to enhance internal and external customers' experience through technology and user-oriented service

Funding Sources

Expenses for this function are reported in an Internal Service Fund and are reimbursed (charged back) by the operating funds using District information technology services

Full-time equivalent staff

3.3

INFORMATION TECHNOLOGY (IT)

Description

The Information Technology (IT) function purchases, supports and maintains the District's hardware devices, software applications, wide area network (WAN) connections, local area networks (LAN), telecommunication systems and security camera systems.

2016 Accomplishments³

Strategic Theme: Customer Centered

Improve Customer Experience

- Improved aesthetic appeal the Sugar Creek Golf Course website.
- Improved aesthetic appeal the Recreation registration website page.

Strategic Theme: Improvement through Collaboration and Innovation

Excellence in Innovative Operational Management

- Upgraded the analog security camera system at the Wagner Community Center to an IP-based security camera system.
- Upgraded the analog security camera system at East End Pool to an IP-based security camera system.
- Worked with Administrative staff to begin researching various dashboard software applications that display key indicators of organizational performance.
- Worked with the Administrative staff to address delays with the District's new registration software online registration process, provided staff support to the Park Board's ad hoc technology committee and contracted with Sterling Network Integration to assess with system analysis.
- Upgraded the District's virtualized server environment, including the SAN (storage area network) and hosts; a host is where the virtual servers run and a SAN is a shared storage repository.
- Upgraded Firewall and content filter.
- Upgraded Barracuda Email Archiver.

³The Accomplishments section may include capital projects or revenue that are not reflected in function expenses as revenue and capital, transfers and debt service expenses are omitted from all of the Function budgets.

Other

- Upgraded Mitel phone system controller and user management software to current versions.
- Upgraded alarm and burglar communication to wireless radio transmitters reducing overall cost for Sugar Creek.
- Renegotiated Internet contracts for District sites, improving performance while reducing costs.
- Completed GIS mapping of District salt, plow and sweep areas.

2017 Work Plan⁴

Strategic Theme: Customer Centered

Improve Customer Experience

- Add ArcGIS views for Memorial Trees and Bricks to the Park District's website.
- Review wireless access needs in the District.
- Improve Wilder Mansion website content.
- Improve performance of the District, Courts Plus, Sugar Creek, and Wilder Mansion websites.

Strategic Theme: Improvement through Collaboration and Innovation

Excellence in Innovative Operational Management

- Update 3-year Information Technology Strategic Plan.
- With Administrative staff, continue to research various dashboard software applications that display key indicators of organizational performance.
- With Parks and Facilities staff, research maintenance management software that will manage District's facility, capital and operational assets.

Other

- With the Parks and Facilities staff, work on adding ArcGIS Map connection on websites.

⁴The Work Plan section may include capital projects or revenue that are not reflected in function expenses as revenue and capital, transfers and debt service expenses are omitted from all of the Function budgets.

2017 Budget Highlights

The Information Technology (IT) function budget is decreasing by 5.3% (\$37,328) overall as compared to the 2016 Budget. **Contractual Services** are expected to decrease by 2.4% (\$7,413) due to the completion of the SAN build and the hiring of stronger skillset for Systems Administrator role, allowing for work to be performed internally. Wages are decreasing by 2.0% (\$5,049) due to staff turnover in the IT Department.

As compared to the 2016 Budget, **Supplies** are decreasing by 17.2% (\$24,866) due to the consolidation of software licensing and the implementation of alternative solutions for the boardroom connectivity.

Future Outlook

The **Future Outlook** of the IT function will be impacted by the following trends:

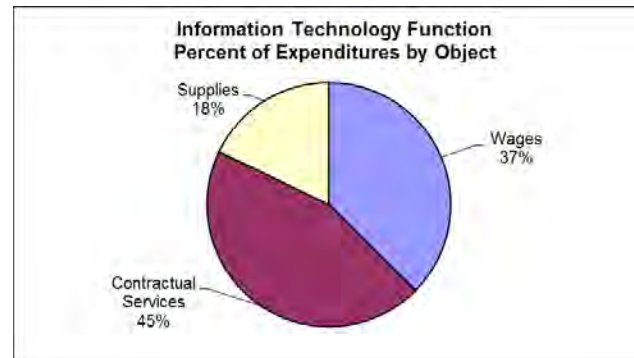
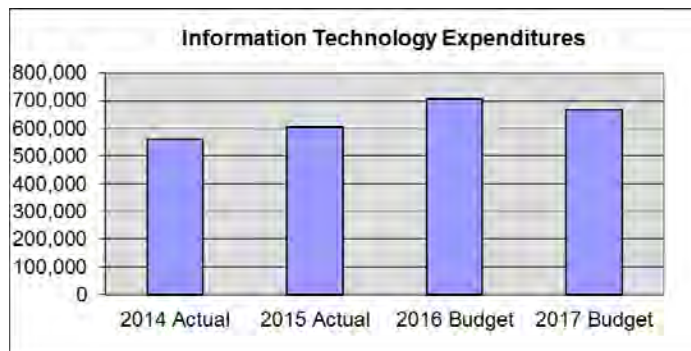
- Help desk request resolution times should remain manageable as staff stabilizes the infrastructure and monitors dependencies.
- Mobile access will continue to expand, with more devices entering the enterprise network.
- An increase in WIFI use throughout the infrastructure will allow the District to provide more impactful programs to the community.
- Productivity increases through the use of cloud-based tools (Office 365, SharePoint, etc.), providing opportunities for collaboration and communication, while leveraging technology, between departments and the community.
- IT maintenance costs will continue to increase as the District becomes more dependent upon technology.

2017 BUDGET: EXPENDITURES BY FUNCTION



Expenditures by Object: Information Technology

| Expense Object | 2014 Actual | 2015 Actual | 2016 Budget | 2017 Budget | Difference ('16 to '17) | % Change ('16 to '17) |
|----------------------|----------------|----------------|----------------|----------------|-------------------------|-----------------------|
| Wages | 238,325 | 254,701 | 255,000 | 249,951 | (5,049) | -2.0% |
| Contractual Services | 205,273 | 264,422 | 306,385 | 298,972 | (7,413) | -2.4% |
| Supplies | 116,851 | 85,283 | 144,300 | 119,434 | (24,866) | -17.2% |
| Total | 560,449 | 604,406 | 705,685 | 668,357 | (37,328) | -5.3% |



Performance Measures: Information Technology

| Performance Measure | 2015 Actual | 2016 Projected Actual | 2017 Projected | Difference ('16 to '17) | % Change ('16 to '17) |
|--|-------------|-----------------------|----------------|-------------------------|-----------------------|
| Website Visits (epd.org) | 240,000 | 245,000 | 250,000 | 5,000 | 2.0% |
| Website Visits (courts-plus.com) | 75,000 | 77,000 | 78,925 | 1,925 | 2.5% |
| Website Visits (wildermansion.org) | 37,000 | 37,500 | 38,000 | 500 | 1.3% |
| Website Visits (sugarcreekgolfcourse.org) | 33,000 | 33,000 | 33,000 | 0 | 0.0% |
| Website Unique Hosts* (epd.org) | 120,000 | 124,000 | 124,000 | 0 | 0.0% |
| Website Unique Hosts* (courts-plus.com) | 43,000 | 44,000 | 44,000 | 0 | 0.0% |
| Website Unique Hosts* (wildermansion.org) | 28,000 | 28,250 | 28,500 | 250 | 0.9% |
| Website Unique Hosts* (sugarcreekgolfcourse.org) | 21,000 | 21,000 | 21,000 | 0 | 0.0% |

*A single IP address could "host" multiple computers behind a router. The amount of unique hosts is typically higher, but there is no method to track this data.



Mission

To plan, develop and provide outdoor spaces consisting of open space, natural areas and developed park areas that are a model of quality and cleanliness, while proactively and consistently meeting the needs of the Elmhurst community

Funding Sources

Taxes, donations, user fees and interest income.

Revenues and expenses in...

General (includes IMRF and FICA Departments), Recreation (includes the Museum Department) and Enterprise Services Funds

Full-time equivalent staff

17.8

PARKS

Description

The **Parks Division** handles the day-to-day maintenance and care of the parks and grounds, including mowing, tree care, trash removal, turf care, snow removal, litter collection, etc., coordinates the planting and upkeep of all flower beds and landscape displays and cares for the Elmhurst Great Western Prairie, Veterans Memorial and the Wilder Park Conservatory that hosts a variety of shows and museum displays throughout the year. The Division also manages the District's fleet of vehicles and equipment, including the procurement of new equipment and replacement of fleet vehicles and coordinates repairs with the City of Elmhurst mechanics and the repair and replacement of small engine equipment.

Park Planning plans and designs new facilities and parks and coordinates the purchase of replacement site amenities, playground renovations, utility work, accessibility improvements, new tree planting and the District's tree memorial and brick paver programs.

2016 Accomplishments³

Strategic Theme: Customer Centered

Improve Customer Experience

- Designed, built, and installed new interpretative signage along the Elmhurst Great Western Prairie (\$2,390). A portion of the signs were funded through a donation of \$1,500 from the Illinois Prairie Path Advisory Council.
- Completed the Pioneer Park Drainage Improvement Project, which assisted park neighbors with overland flooding (\$29,605).
- Expanded the Eldridge Park natural areas to include the hillside from Butterfield Road north along Spring Road and purchased and installed tennis ball recycling bins in all District tennis courts (\$995).

Strategic Theme: Fiscal Agility

Take Care of What We Have

- Completed the redevelopment of Butterfield Park, including improving park grading, drainage and path quality and connection, resurfacing the sports courts, upgrading lights, replacing playground equipment with a universal playground, site amenities and poured in place surfacing, completed parking lot renovations, replaced backstops, and installed under drains at ball diamonds #2, #3 and #4 (\$1,769,835).

³The Accomplishments section may include capital projects or revenue that are not reflected in function expenses as revenue and capital, transfers and debt service expenses are omitted from all of the Function budgets.

2017 BUDGET: EXPENDITURES BY FUNCTION



- Restored and renovated two (2) tennis courts and one (1) roller hockey court at Eldridge Park, including stripping and sealing (\$84,897).
- Completed annual contractual maintenance of paved surfaces at the Prairie Path bridge approach from Rex Boulevard along with seal coating projects at Berens park paths around The Hub, Plunkett Park basketball court, Salt Creek Greenway Trail, and Wild Meadows Trace at the Fair Avenue connector (\$13,718).
- Removed 403 ash trees through both in-house and contracted services (\$22,003).
- Took delivery of new vehicles and equipment, including a Ford F550 Dump Truck, a Ford Transit Van, a Ford F250 Extended Cab Pickup, two 72" Zero-turn Mowers and a Bobcat Skid-Steer with trailer and attachments (\$210,755).
- Hired and trained new Park Specialist I to address the volume of pre/post season maintenance and further assist in the completion of park improvement projects. The additional full-time staff member made an immediate impact on park maintenance operations.

Invest in the Future

- Completed the Wilder Park Conservatory Lighting Project, which updated the worn and deteriorating decorative lighting on the exterior trim of the facility with a new system of individual LED bulbs. The new system is more durable and functional for maintenance and bulb replacement (\$8,714).

2017 Work Plan⁴

Strategic Theme: Customer Centered

Nurture Community Connections

- With the Marketing Department, implement innovative methods for public input process for park development projects.

Optimize Program and Facility Mix

- Relocate the Garden Plots from Golden Meadows Park including plumbing, signage, grading, and soil amendments (\$100,000).

Strategic Theme: Fiscal Agility

Take Care of What We Have

- Complete the scheduled replacement of (2) 72" Zero-turn mowers and (1) 61" Stander-mower (\$29,500).
- Complete remaining ash removals from all parks and begin ash removals from natural areas both in-house and contractually (\$15,000).
- Begin the removal of invasive species from natural areas along the Illinois Prairie Path and Salt Creek Greenway Trail.
- Complete the replacement of Plunkett Park playground equipment and surface to meet ADA guidelines, create accessible route to picnic area; upgrade walkways and correct drainage issues in playground (\$450,000).

⁴The Work Plan section may include capital projects or revenue that are not reflected in function expenses as revenue and capital, transfers and debt service expenses are omitted from all of the Function budgets.

2017 BUDGET: EXPENDITURES BY FUNCTION



- Restore and renovate six (6) tennis courts at Berens Park that are in need of maintenance including striping and sealing (\$176,000)
- Complete annual contractual maintenance of paved surfaces including repaving the York Commons parking lot and seal coating projects at East End parking lots and Golden Meadows and Washington Park lots and paths, The Abbey east parking lot, Crestview Park parking lot and the Administrative Office parking lot (\$160,205).
- Complete the inventory, grinding, and restoration of existing stumps throughout the District (\$7,000).
- Complete contractual top-dressing of fields A, B, and the Grebin soccer field at Berens Park (\$3,500).
- Replace backstops and player benches at Conrad Fischer Park on field #2 and #3, and replace 330 feet of chain-link fencing at Marjorie Davis (\$84,750).
- Complete ADA improvements to Eldridge Park walkways, public walks, and water fountain as identified in the ADA transition plan (\$60,000)

Invest in the Future

- Complete the installation of a new irrigation system for the Wilder Park Formal Gardens (\$5,000).

2017 Budget Highlights

As compared to the 2016 Budget, the 2017 Budget in the Parks function is decreasing by 3.9% (\$60,612). A large portion of the decrease resulted from reductions in the Fuel and Furniture & Equipment accounts. The Parks budget is continuing to evolve much like the Division as whole. New efficiencies, upgraded equipment, and comprehensive maintenance planning are allowing the Division to continue to improve the standards for park maintenance to deliver on the expectations of the community. The Parks Division is committed to delivering the highest quality of services through an efficient operating budget.

Wages are decreasing by 2.5% (\$18,120) as compared to the 2016 Budget due to staff turnover and the reallocation of employee wages. Despite the overall decrease, overtime wages are increasing by 20% (\$2,000). The increase in overtime wages is due to the anticipated snow season, an increase in special events requiring additional staffing, and low seasonal staff levels during pre/post-season maintenance.

Contractual Services is increasing by 4% (\$18,472) as compared to the 2016 Budget. Specifically, Refuse Removal is increasing 36% (\$2,700) as more special projects and stump restorations are completed by staff generating more landscape waste. The increase in Refuse Removal will cover the proper disposal of landscape waste and the increase in the frequency of dumpster pulls at the shop. Consulting services are also increasing by \$10,000 to update topographic surveys of parks.

Supplies are decreasing by 18% (\$61,764) as compared to the 2016 Budget. The major decreases are found in Furniture & Equipment 65% (\$18,900), Fuel 28% (\$24,000), and planning projects 100% (\$30,000). Improved equipment maintenance, inventory management, and the upgrading of several pieces of equipment in the past three years has led to the large reduction of the furniture & equipment account. A review of average annual fuel consumption levels and national fuel price trends has led to the significant decrease in Fuel expenses account. Although fuel cost are volatile, the reduction is based on research and data available. Park Planning Projects expenses are reduced by \$30,000 in 2017 as offsetting revenue traditionally used for these expenses have been shifted to fund Conrad Fischer Back Stop replacement.

2017 BUDGET: EXPENDITURES BY FUNCTION



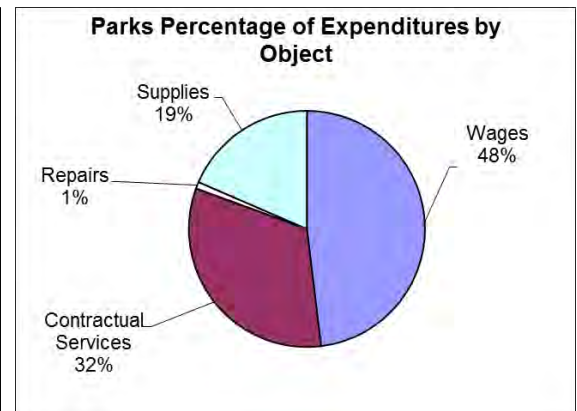
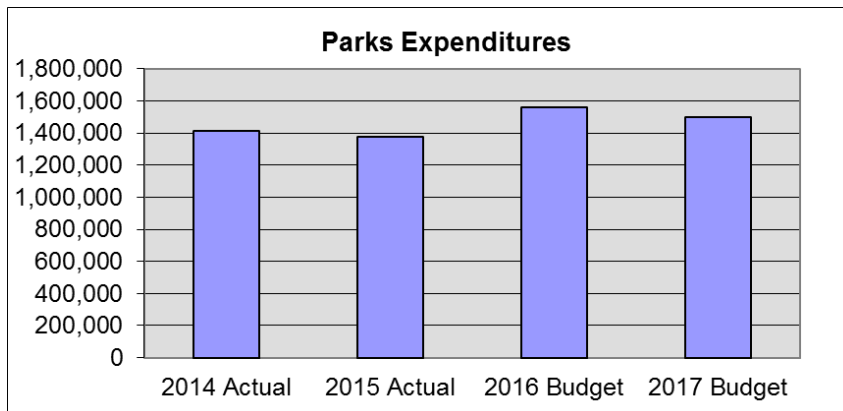
Future Outlook

The **Future Outlook** of the Parks function budget continues to be driven by the rising cost of materials, vehicle and equipment parts, and plants. Seasonal staff levels and the potential for extreme weather conditions also impact the operating budget for the Parks Division. To compensate for the lower seasonal staff levels, contract services and overtime must be utilized to continue to meet the expectations of the community. Contractors will be utilized for tree removals, basin and drain maintenance, turf maintenance and pond maintenance. This action plan frees up staff to focus on daily park maintenance (tree trimming, mowing, watering, and trash).

Parks staff will continue to explore opportunities to reduce fuel consumption and promote sustainability in all areas of operations. Despite the challenging and unpredictable factors influencing the operating budget, the Parks Division is prepared and focused on delivering the highest quality of services through a professional and dedicated staff of Park Specialists.

Expenditures by Object: Parks

| Expense Object | 2014 Actual | 2015 Actual | 2016 Budget | 2017 Budget | Difference ('16 to '17) | % Change ('16 to '17) |
|----------------------|------------------|------------------|------------------|------------------|-------------------------|-----------------------|
| Wages | 687,863 | 657,728 | 738,968 | 720,848 | (18,120) | -2.5% |
| Contractual Services | 436,116 | 415,819 | 468,382 | 486,854 | 18,472 | 3.9% |
| Repairs | 8,414 | 8,382 | 13,000 | 13,800 | 800 | 6.2% |
| Supplies | 282,702 | 296,146 | 339,226 | 277,462 | (61,764) | -18.2% |
| Total | 1,415,095 | 1,378,075 | 1,559,576 | 1,498,964 | (60,612) | -3.9% |



Performance Measures: Parks

| Performance Measure | 2015 Actual | 2016 Projected Actual | 2017 Projected | Difference ('16 to '17) | % Change ('15 to '16) |
|----------------------------------|--------------|-----------------------|----------------|-------------------------|-----------------------|
| Total Fuel Consumption (Gallons) | 22,995 | 23,661 | 23,435 | (226) | -1.0% |
| Fuel Expenses | \$52,193 | \$41,880 | \$61,000 | \$19,120 | 45.7% |
| Net Loss/Gain of Trees Ratio | 1.59 to 1.09 | 6.50 to 1.20 | 3.50 to 1.10 | 3.00 to 0.10 | N/A |



Mission

To provide a balanced variety of quality experiences, services and facilities that proactively and consistently meet the needs of the Elmhurst community

Funding Sources

Property taxes, user fees, rentals, merchandise sales, passes and interest income

Revenues and expenses in...

General (includes IMRF and FICA Departments), Recreation and Enterprise Services Funds

Full-time equivalent staff

43

FACILITIES

Description

The Facilities Division of the Parks and Facilities Department works closely with the Recreation Department to coordinate the scheduling and rental of parks, picnic areas, athletic fields, etc. and with all departments to facilitate, support and implement work plans. The Division also handles the care and maintenance of the District’s athletic fields, as well as site amenities, playgrounds and custodial services for the District’s outdoor restrooms and buildings. The Division is responsible for the care, maintenance, usage, scheduling and rental of the District’s two outdoor swimming pools and The Hub (including mini golf, batting cages and spray ground), oversees and manages the Park Ambassador program, plans, implements and executes operations in the areas of rentals, concessions, vending and special events, provides support through the electrical, plumbing and carpentry trades and coordinates facility cleaning, portable toilets, etc. The Division recommends and manages planning and logistics of capital improvement projects for the District’s properties.

2016 Accomplishments³

Strategic Theme: Customer Centered

Nurture Community Connections

- Worked in conjunction with the City of Elmhurst to utilize specialized City equipment and resources to efficiently and cost effectively complete projects in-house rather than hiring a contractor. City staff installed a replacement/digital water meter at Smalley Pool and supplied meters installed by District staff in three (3) water fountains to bring them into compliance and account for water usage.
- Collaborated with the City of Elmhurst and the Elmhurst Public Library to collect 1,852 pounds of lights for the annual Holiday Lights Recycling Program.
- Assisted patrons at Plunkett Park with parking and traffic flow during Immaculate Conception’s home cross country meets and football games, according to the license agreement approved by the Park Board in 2013.
- Worked in conjunction with City of Elmhurst to utilize specialized City equipment.
- Partnered with Elmhurst Baseball League for the purchase and installation of a scoreboard at field #5 at Berens Park (\$5,495).
- Worked in conjunction with Elmhurst College to complete maintenance and repairs to the synthetic turf fields C and D (\$10,860) at Berens Park.

³The Accomplishments section may include capital projects or revenue that are not reflected in function expenses as revenue and capital, transfers and debt service expenses are omitted from all of the Function budgets.

Optimize Program and Facility Mix

- Constructed a small, "beginner" sled hill for young children and adults at Ben Allison Park. Partially demolished and repurposed an abandoned concrete water structure, regraded the hill to provide ADA access and installed retaining wall, fence and handrails (\$121,688).
- At the Wager Community Center Gymnastics Center, painted walls up to 10 feet (\$2,500), upgraded/replaced 20 existing overhead fluorescent lighting fixtures with LED fixtures (\$16,312), installed 2 overhead spotting rigs (\$800), installed industrial ceiling fan to improve air circulation, and completed build out of office in "pump room" and relocated Program Manager for Gymnastics to this office (\$53,536).

Strategic Theme: Fiscal Agility

Align Resources with Community Needs

- Worked with the Recreation Division to relocate the Sunbeams and Rainbows preschool from Butterfield Park to the Eldridge Recreation building for the 2016-2017 school year to accommodate the Butterfield Park renovation project.

Take Care of What We Have

- At the Wagner Community Center, completed painting of interior/exterior metal doors and exterior painting of steel supports (\$12,400), made landscape improvements to the areas north of the main parking lot and south of the building (\$6,233), and completed engineering that resulted in plans and new specifications for window replacement project in 2017 (\$12,800).
- Reconstructed the Administrative Office front entrance with new stone stairs, sidewalks and aprons, and landscaping and completed surface grinding and asphalt repaving of the leased (railroad) parking spaces on First Street (\$74,654).
- At The Abbey, upgraded landscaping at front entrance (\$7,283) and completed an engineering assessment that resulted in cost estimates and plans/specs for future projects, including carpet/flooring replacement and a restroom expansion to meet facility demand and comply with ADA standards (\$6,000).
- At the Butterfield Park Recreation Building, replaced door and frame on emergency exit door located on the north side of the building as well as replaced threshold with ADA compliant saddle threshold (\$1,783); replaced two (2) window unit room air conditioners that have reached the end of their useful life (\$11,000).
- At the Crestview Park Recreation Building, replaced concrete ramp at front entrance due to deteriorating condition and the furnace and aging (15 years) condensing units, which are unreliable (\$22,000).
- At the Depot, replaced a 21-year old HVAC cooling unit with a new, energy efficient model as the old unit had reached the end of its useful life (\$6,000).
- To provide safe, permanent exterior access to the gymnastics center roof, installed a fixed, steel vertical ladder on the east side of the Wagner Community Center (\$7,600).
- Removed a deteriorated section of fence and installed new 8-foot privacy fence on the north side parking lot at the Administrative Office (\$6,768).
- In Multi-purpose Room A at the Wagner Community Center, upgraded/replaced 10 existing overhead fluorescent light fixtures with LED fixtures. In the restrooms, classrooms, and hallways replaced 18 old emergency exit signs with new, energy efficient LED exit signs; and replaced 6 emergency back-up lights with new LED fixtures (\$7,301).

Strategic Theme: Improvement through Collaboration and Innovation

Excellence in Innovative Operational Management

- Continued to pursue cooperative buying agreement options to secure goods and services and maximize cost savings.
- Issued a Request for Quotes (RFQ) to known suppliers with the intent of entering into an exclusive agreement in 2017 to provide custodial supplies for recreation buildings, The Hub, Wagner Community Center and the pools.

2017 Work Plan⁴

Strategic Theme: Fiscal Agility

Take Care of What We Have

- Remove existing windows at the Wagner Community Center that serve the classrooms and offices on the north, south, east and west sides of the building and replace with anodized aluminum frame fixed commercial exterior windows complete with hardware and related components (\$282,000).
- Remove existing carpet/flooring in Multi-purpose Room A at the Wagner Community Center and abate sub-flooring (\$13,000) and install a durable, high performance multi-use flooring system (\$44,200).
- At the Administrative Office, complete tuckpointing, caulk window perimeters, replace window/door lintels as needed, replace metal coping cap on the upper roof and repair loose or deteriorated flashings to improve the integrity of the structural elements of the building and guard against further deficiencies (\$55,000).
- Replace uneven brick pavers at the Depot with a walkway/path that is a continuous smooth surface and ADA accessible (\$34,000).
- Replace spray ground surfacing at The Hub as the existing poured-in-place surfacing has delaminated resulting in gaps at the seams and uneven coverage posing trip hazards. A new non-slip surface will be seamless and permeable as well as chlorine resistant and UV light stable (\$30,000).

2017 Budget Highlights

In the proposed 2017 Budget, Facilities function expenses are decreasing overall by 0.02% (\$555) overall as compared to the 2016 Budget.

Wages are increasing by 0.5% (\$6,933) due primarily to performance based raises that are offset by staff turnover resulting in a minimal overall increase.

Contractual Services are decreasing overall by 3.3% (\$29,021) as compared to the 2016 budget primarily due to eliminating application of the dust inhibitor product at the Berens Park ball fields (\$15,000). Health insurance expenses are also decreasing by (\$20,082) due to staff turnover, changes in allocations and staff coverage elections.

Repairs are increasing by 28.5% (\$20,540) as compared to the 2016 Budget. Building project expenses are increasing due to a number of one-time facility improvement projects:

⁴The Work Plan section may include capital projects or revenue that are not reflected in function expenses as revenue and capital, transfers and debt service expenses are omitted from all of the Function budgets.

2017 BUDGET: EXPENDITURES BY FUNCTION



- Smalley Pool - Refurbishing the existing gelcoat on the fiberglass waterslide to eliminate chips, scratches and cracks in the surface and help ensure rider comfort and safety and repainting the water features to improve their aesthetics.
- East End Pool - Removing loose tiles, filling hollow spots to bring to level, resetting and re-grouting tile to ensure water tight integrity.
- Wagner Community Center - Installing Marley vinyl flooring in the Dance Studios to provide a slip-resistant cushioned impact surface for dancers as well as added sound absorbing qualities for the rooms.

As compared to the 2016 Budget, **Supplies** are increasing slightly by 0.4% (\$993) primarily to re-strap 149 East End Pool chaise lounge deck chairs (\$10,000). The increase is offset by a decrease of \$2,750 in Program Supplies, \$2,383 reduction in Rental Supplies as well as a \$2,500 reduction in Equipment and Furniture.

Future Outlook

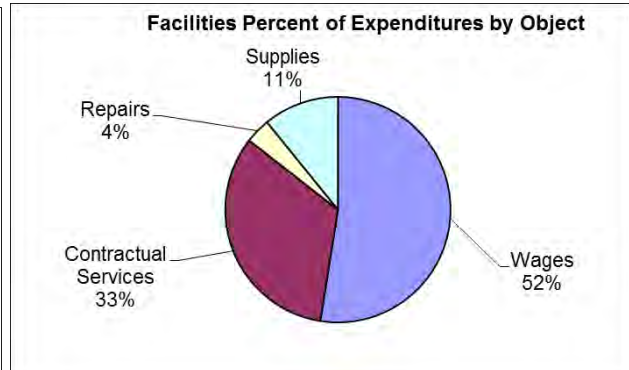
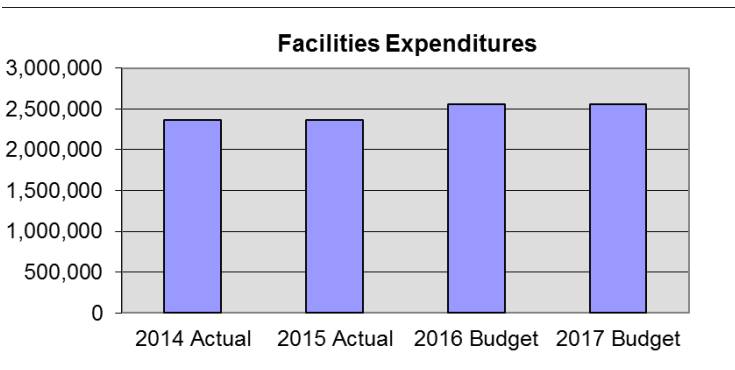
The **Future Outlook** of the Facilities Division budget will be driven by the results from the program analysis and core services review outcomes. The Facilities Division will continue to work with all departments to develop plans for services and efficient use of facilities based on those results to meet the ever changing trends and needs of the community.

2017 BUDGET: EXPENDITURES BY FUNCTION



Expenditures by Object: Facilities

| Expense Object | 2014 Actual | 2015 Actual | 2016 Budget | 2017 Budget | Difference ('16 to '17) | % Change ('16 to '17) |
|----------------------|------------------|------------------|------------------|------------------|-------------------------|-----------------------|
| Wages | 1,307,091 | 1,274,553 | 1,337,562 | 1,344,495 | 6,933 | 0.5% |
| Contractual Services | 766,410 | 840,304 | 874,990 | 846,019 | (28,971) | -3.3% |
| Repairs | 40,963 | 36,478 | 72,010 | 92,550 | 20,540 | 28.5% |
| Supplies | 244,042 | 217,331 | 276,972 | 277,965 | 993 | 0.4% |
| Total | 2,358,506 | 2,368,666 | 2,561,534 | 2,561,029 | (505) | 0.0% |



Performance Measures: Facilities

| Performance Measure | 2015 Actual | 2016 Projected Actual | 2017 Projected | Difference ('16 to '17) | % Change ('16 to '17) |
|-------------------------|-------------|-----------------------|----------------|-------------------------|-----------------------|
| Pool Passes Sold | 7,910 | 7,723 | 7,500 | (223) | -2.9% |
| Number of Hub Rentals* | 142 | 167 | 175 | 8 | 4.8% |
| Number of Abbey Rentals | 32 | 25 | 22 | (3) | -12.0% |

*Hub rental figures do not include District meetings/trainings (e.g. CPR, Employee Picnic)

RECREATION

Mission

To enhance lives by providing opportunities to play, perform and participate

Funding Sources

Taxes, user fees, scholarships, grants, advertising and interest income

Revenues and expenses in...

IMRF and FICA Departments and Recreation (includes the Special Recreation Association and Museum Departments) Funds

Full-time equivalent staff

57

Description

The Recreation Department is responsible for providing programming for all ages in the following categories: Active Adults, Trips, Athletics, Gymnastics, Rec Station, Day Camps, Early Childhood, Performing Arts, Visual Arts, General Interest and Environmental. The Department also provides inclusion services for individuals with special needs and oversees the program registration operation, which has its primary site at the Wagner Community Center and a satellite location for seniors at The Abbey.

2016 Accomplishments³

Strategic Theme: Customer Centered

Nurture Community Connections

- Partnered with local area park districts to offer an additional senior special event at the Diplomat in Elmhurst.
- Continued to partner with local high school gymnastics programs to strengthen position as an off season facility for high school athletes.

Improve Customer Experience

- Implemented the online communication tool, Remind 101 for Dance Company parents to access rehearsal, competition and performance information.
- Revamped music program participation materials to include curriculum, recital, music lesson books, lesson policies and instructor information.
- Improved online access to Sunbeams and Rainbows program and site specific information for current participants.
- Developed and implemented an assessment tool that aligns with the goals and objectives of Creative Curriculum to be used across the four Sunbeams and Rainbows sites.

Optimize Program and Facility Mix

- Launched new active adult/senior enrichment programs in the areas of visual art and wellness: Brain Games, Art, and Chair Yoga.
- Optimized the multi-purpose classroom space at The Abbey and Wagner Community Center with the expansion of youth general interest programs, dance, sports, gymnastics and group music/voice classes.
- Moved the Program Manager of Gymnastics office into the Gymnastics Center and moved the Program Manager of Cultural Arts from the temporary office into the vacated office.
- Reviewed the current scheduling at The Abbey, its use by user groups, and made modifications where necessary (i.e., Thursday – Bridge).

³The Accomplishment sections may include capital projects or revenue that are not reflected in function expenses as revenue and capital, transfers and debt service expenses are omitted from all of the Function budgets.

Strategic Theme: Fiscal Agility

Align Resources with Community Need

- Divested Adult General Interest programs (Yoga) to optimize facility space at The Abbey during the evening and weekend hours.
- Continued to invest in Sunbeams and Rainbows and early childhood core programs to sustain the market, including addressing aging furniture, interest center equipment and learning materials.
- Assessed staffing needs for registration offices at the Wagner Community Center and The Abbey to ensure adequate coverage throughout the day.
- Created a pricing structure for weekday versus weekend Bidy and Youth sport classes that capitalize on premium time slots and space.
- Ran Princess Camp and Super Hero Camp with in-house staff versus a contractual provider to ensure quality and improve the cost effectiveness of these popular summer camp programs.
- Created a “Studio Track” for dance classes in response to customer requests for more technique courses.

Invest in the Future

- Continued to invest in the Dance Company program by attending major events/competitions to ensure participants are continuing to be challenged.
- Worked with the Facilities Division to determine if The Abbey’s classroom, office and bathroom space can be reconfigured to better suit program and customer needs, including its use for additional evening and weekend programs.
- Restructured softball league fees to be in-line with the market, enabling the District to maintain participation in the sport.

Strategic Theme: Improvement through Collaboration and Innovation

Create a Borderless Organization

- Shared the Department video (developed in 2016) at a District Full-time staff meeting to express appreciation for all District department and employee contributions, which enable the Recreation Department to realize its mission.
- Continued to provide inclusion services for all District operating departments.
- Continued to provide registration (RecTrac) support services to all departments across the District.

Strategic Theme: Continuous Improvement through an Empowered Team

Develop an Empowered Staff

- Completed the conversion of the part-time Inclusion Staff Supervisor position to a full-time position, furthering the “Let’s All Play” program initiative.
- Hired a program assistant in the area of senior/trips to assist with the implementation of various recreational special events and programs at The Abbey.
- Created new Cultural Arts staff instructor biographies and information for use on epd.org website, in programs and external communications.
- Implemented new job descriptions/positions for gymnastics coaches and instructors to ensure the consistency, quality and skill progression.
- Hosted an all Department “Let’s All Play” training through the National Inclusion Project.

Create a Culture of Continuous Improvement

- Offered Dance staff opportunities to study new choreography and technique methods.
- Scheduled an in-house music curriculum symposium to discuss piano pedagogical methods/books that will contribute to student success.

Foster a Culture of Innovation

- Hired a Dance Education Coordinator to monitor curriculum and student reports, and aid instructors with technique and recital choreography.

2017 Work Plan⁴

Strategic Theme: Customer Centered

Nurture Community Connections

- Continue to work with School District 205 to accommodate the demand for Rec Station at each school site.

Improve Customer Experience

- Evaluate Funseekers Day Camp online registration and registration parameters to be more user friendly.
- Evaluate Sunbeams and Rainbows voluntary compliance with DCFS standards.
- Continue to expand curriculum offerings using the Early Childhood Creative Curriculum (Pet Study).
- Purchase and implement standardized youth sports curriculum.

Optimize Program and Facility Mix

- Expand programming to fill gaps in the dance studio schedule.

⁴The Work Plan section may include capital projects or revenue that are not reflected in function expenses as revenue and capital, transfers and debt service expenses are omitted from all of the Function budgets.

Strategic Theme: Fiscal Agility

Invest in the Future

- Join the Illinois Dance Alliance, a new competitive league.
- Begin to rebuild the Senior Dance Troupe after the resignation of critical troupe staff.

Strategic Theme: Improvement through Collaboration and Innovation

Create a Borderless Organization

- Cross-train registration positions at The Abbey and Wagner Community Center.

Excellence in Innovative Operational Management

- Streamline hiring/training onboard checklist for gymnastic staff.
- Introduce the Recreation Department *Inclusion Guide* to department staff.

2017 Budget Highlights

As compared to the 2016 Budget, the Recreation function budget is increasing by 6.5% (\$212,856) overall.

As compared to the 2016 Budget, **Wages** are increasing by 4.7% (\$96,451) due to the following reasons:

- Full-time wages are increasing \$30,761, which is partially due to annual merit increases and changes in the Fair Labor Standards Act. The act modified the minimum salary amount for five (5) exempt employees from \$455 to \$913 per week. Offsetting the full-time wage increase is the replacement of one full-time registration clerk position with two part-time positions to ensure adequate coverage at the front desk throughout the day/evening.
- Part-time registration wages are increasing by \$7,397 to provide for adequate coverage at the front desk throughout the day/evening.
- Rec Station and Summer Camp part-time wages are increasing by \$32,433 due to increases in staffing to maintain ratios and to increase wages to attract and retain qualified staff.
- Part-time wages for other programming is budgeted to increase 2% for an annual merit adjustment.

As compared to the 2016 Budget, **Contractual Services** are increasing by 7.9% (83,669):

- Health care expenses are increasing \$6,783 to adjust for employee coverage elections. IMRF and FICA are increasing by \$24,475 based on budgeted salaries.
- Rec Station and Summer Camps program services are budgeted to increase \$5,300 for additional fees related to field trip costs for Funseekers Day Camp.
- Contractual Services are increasing in Senior programs by \$8,987 to support additional day time programming.
- Contractual Services are increasing in Visual and Performing Arts by \$8,580 due to increased participation in Musical Theater Workshop.
- Contractual Services for Trips are increasing by \$4,162 due to increases for transportation services.

2017 BUDGET: EXPENDITURES BY FUNCTION



- Scholarship awards are projected to increase by \$6,540.
- Contractual Services are increasing in Special Recreation by \$6,857 for membership increases in Gateway Special Recreation Association and transportation for individuals with special needs.

Supplies for the Recreation Function are increasing by 16.29% (\$32,736) primarily due to Sports and Fitness supplies increasing by \$33,252 for gymnastics team uniforms, which have also been factored into the 2017 budgeted fees.

Future Outlook

The future outlook for the Recreation Department budget will be driven in 2018 and beyond by decisions made as a result of updating the District's Strategic and Comprehensive Plans.

More specifically, strategies are being developed to increase participation or address participation demands in the following areas:

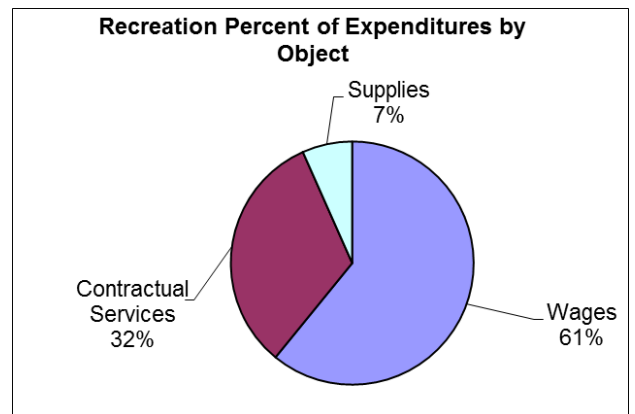
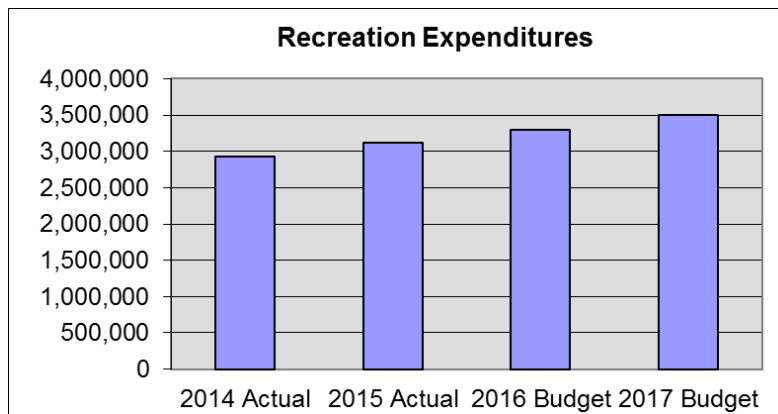
- All day Preschool/Day Care;
- Gym based programs: Youth Sport and Adult Sport Leagues;
- Senior Center programs; and
- Increasing demand for Rec Station.

2017 BUDGET: EXPENDITURES BY FUNCTION



Expenditures by Object: Recreation

| Expense Object | 2014 Actual | 2015 Actual | 2016 Budget | 2017 Budget | Difference ('16 to '17) | %Change ('16 to '17) |
|----------------------|------------------|------------------|------------------|------------------|-------------------------|----------------------|
| Wages | 1,758,229 | 1,850,948 | 2,037,596 | 2,134,047 | 96,451 | 4.7% |
| Contractual Services | 965,435 | 1,023,341 | 1,053,061 | 1,136,730 | 83,669 | 7.9% |
| Repairs | 0 | 7,007 | 0 | 0 | - | 0.0% |
| Supplies | 210,817 | 233,869 | 200,952 | 233,688 | 32,736 | 16.3% |
| Total | 2,934,481 | 3,122,172 | 3,291,609 | 3,504,465 | 212,856 | 6.5% |



Performance Measures: Recreation

| Performance Measure | 2015 Actual | 2016 Projected Actual | 2017 Projected | Difference ('16 to '17) | %Change ('16 to '17) |
|---|-------------|-----------------------|----------------|-------------------------|----------------------|
| Recreation Fund Program Cost Recovery | 62.30% | 57.70% | 60.70% | 3.0% | 5.2% |
| Gateway Participation (Summer '14-Fall '15) | 72 | 72 | 72 | 0 | 0.0% |
| Recreation Financial Assistance | \$27,860 | \$32,000 | \$26,700 | (5,300) | -16.6% |
| % of Online Registrations | 38.7% | 45.3% | 44.3% | -1.0% | -2.1% |

ENTERPRISE SERVICES

Mission

To oversee the operations of the Enterprise Fund of the Park District (Courts Plus, Wilder Park weddings and Wilder Mansion) and to identify, research, and when appropriate, develop business opportunities for the District that will enhance the profitability and services of current and new business ventures, thus adding to the District's cash and investments

Funding Sources

Membership, program fees, user fees, merchandise sales, rental, taxes and interest income

Revenues and expenses in...

Enterprise Fund and Museum Department

Full-time equivalent staff

59

Description

Enterprise operations (Courts Plus, Wilder Mansion, rentals, and weddings) are funded by the customer and no tax dollars are used in the operational and capital expenses of these areas (except for a portion of Wilder Mansion expenses). All operations are required to make a profit.

Member Services Division: To oversee the financial, membership and personnel facets of Enterprise Services, including balancing daily receipts; selling, inputting, tracking and billing of memberships; program registration; implementing sales and retention strategies to maximize memberships; handling personnel; and tracking revenue and expenses.

Facilities & Grounds Divisions: To plan, develop, manage and maintain the operations of Enterprise Services. To provide safe, clean and aesthetically pleasing facilities for the fulfillment of lifetime enjoyment.

Hospitality Division: To plan, implement and execute operations that generate revenue in the areas of rentals and weddings. To control costs to industry standards and make the Department profitable. To develop and implement high customer service standards and employee training.

Programming Division: To plan, develop, manage and maintain the operation of health, fitness and racquet sports programs, leagues, summer camps and Kids Plus. To provide innovative and safe health/fitness programs and equipment guided by quality, customer service-focused staff for the fulfillment of lifetime enjoyment.

2016 Accomplishments³

Strategic Theme: Customer Centered

Nurture Community Connections

- Attended community health fairs and events including the Elmhurst College Health Fair and the York Summer Recreation Showcase to seek new opportunities and to promote relationships and awareness of Courts Plus.
- Worked with Edward-Elmhurst Healthcare to cross promote health education opportunities and hosted six (6) community presentations targeted towards improving health and living longer.
- Sponsored and participated in the Dan Gibbon's Turkey Trot.
- Hosted and promoted LifeSource blood drives.
- Worked with Elmhurst Public Library to host "Save the Animals" party with 93 families in attendance.
- Offered free 30 day memberships to Elmhurst Newcomers Club in order to introduce new residents to Courts Plus offerings.

³The Accomplishments section may include capital projects or revenue that are not reflected in function expenses as revenue and capital, transfers and debt service expenses are omitted from all of the Function budgets.

- Worked with United Community Concerns holiday food baskets program and collected food items for donations through the Courts Plus Healthy Halloween Party.
- Created more family programs in cooperation with Elmhurst organizations such as Elmhurst Mothers of Preschoolers and School District 205.

Improve Customer Experience

- Converted Rockids classes to 3 weeks successfully so that more offerings could take place and to accommodate a schedule that is not competitive with other programs.
- Created Fit 4 Life class schedule similar to adult group exercise schedule.
- Continued on-boarding sessions with new members, engaging participation through trainer on-duty hours.
- Changed group exercise software to Group Ex Pro, which shows live updates, including substitute teachers and changes in scheduling.
- Hosted the first Family Showcase to promote of all the amenities and programs offered for youth and to promote summer programs (including tennis and camps).
- Sought opportunities to increase member engagement by reaching out to low/non-users and encouraging enrollment in the Member Success program.
- Introduced two new special event programs at Wilder Mansion: Princess Day and Santa's Workshop.

Optimize Program and Facility Mix

- Introduced Weight Watchers meetings for community with room rental revenue of \$7,800.

Strategic Theme: Fiscal Agility

Take Care of What We Have

- Completed the Tennis Area Lighting Improvement Project that is approximately \$75,000 under budget by using a new high lumen LED fixture available only earlier this year.
- Replaced the Courts Plus racquetball court dual HVAC systems and economizer (\$53,460) at a savings of 18% (originally budgeted at \$64,500) due to working with the U.S. Communities Master Intergovernmental Cooperative Purchasing Agreement (MICPA).
- Completed the third phase of the Wilder Mansion Flooring Replacement Project (\$18,060) which included the main level White Birch room and main hallway at an 8% lower cost than budget.
- Added supply and return vents (\$10,340) from the Courts Plus multi-purpose room and fitness studio into the adjacent hallways improving temperature control in all areas at a reduced cost due to working with the U.S. Communities Master Intergovernmental Cooperative Purchasing Agreement (MICPA).
- Purchased replacement boiler to have onsite for immediate installation when the current boiler has reached the end of its useful life.
- Expanded the Courts Plus camera security system to view the entire facility, the parking lot and Kids Plus (\$15,000).

Invest in the Future

- Continued to assess process for obtaining new members including the two (2) free personal training sessions for new and current members, new member communications and retention strategies.
- Offered a January *No Joining Fee Promotion* in preparation of fitness center options opening in Elmhurst resulting in 802 new members.
- Utilized target marketing promotions to college students, seniors, families with youth and summer specials.
- Investigated new Courts Plus competitors' offerings and amenities.

Strategic Theme: Improvement through Collaboration and Innovation

Excellence in Innovative Operational Management

- Trained staff on the two core values of members – engagement and cleanliness, to help make every member's experience at Courts Plus positive.
- Continued to increase the knowledge and awareness of staff with use of the service desk communication journal.
- Replaced a full-time Membership Specialist with 2 part-time staff covering more hours as well as more night and weekend hours.

Strategic Theme: Continuous Improvement through an Empowered Team

Develop an Empowered Staff

- Increased Department and All-staff meetings and trainings on the Courts Plus Way.
- Enhanced mentorship program where staff are paired with each other to mentor.

Create a Culture of Continuous Improvement

- Utilized RecTrac reporting to automate daily and monthly membership numbers and improve processes, allowing for more time to build relationships with members.
- Improved functionality of RecTrac by: Improving POS screen functionality, creating email statements for EFT returns, adding questions to membership registration software to automate data tracking of membership acquisition and promotions and created template reports.
- Utilized InTouch software to track and automate customer relationship management and the addition of tablets to obtain customer information and input directly into InTouch CRM software.

2017 Work Plan⁴

Strategic Theme: Customer Centered

Nurture Community Connections

⁴The Work Plan section may include capital projects or revenue that are not reflected in function expenses as revenue and capital, transfers and debt service expenses are omitted from all of the Function budgets.

- Continue to work with organizations such as the Elmhurst Public Library and parenting groups in order to highlight the impact of Courts Plus on the community.

Improve Customer Experience

- Provide a new check in system for Kids Plus.

Strategic Theme: Fiscal Agility

Take Care of What We Have

- Raise membership fees (10% to 25%) to continue to offer current-level services and reach financial targets.
- Replace the two oldest remaining HVAC units that have reached the end of their useful life serving the upper level Kids Plus area, lower level Fit 4 Life and common hallways (\$69,500).
- Replace original lighting fixtures in the main lobby, stretch area, upper and lower pool with LED energy efficient lighting and general facility painting, update wall coverings and replacement of worn ceiling tiles (\$22,500).
- Complete the last phase of the Wilder Mansion Flooring Improvement project by replacing the existing wood flooring in the Wilder Room (\$19,750).
- Replace the existing lighting system in the racquet ball court originally installed in 1972 that has reached the end of its useful life with new LED fixtures (\$19,500).
- Complete repairs to the Courts Plus/Plunkett Park parking lot including failing asphalt, curbs, concrete sidewalks and aprons (\$27,500).
- Replace the existing black and white DVR security camera system at Wilder Mansion that has reached the end of its useful life with a new NVR system and digital cameras that include the addition of the exterior entrances (\$17,500).

Strategic Theme: Improvement through Collaboration and Innovation

Excellence in Innovative Operational Management

- Utilize RecTrac Court Module feature for tennis court reservations to increase efficiency as well as improve member experience by booking court time online.

Strategic Theme: Continuous Improvement through an Empowered Team

Develop an Empowered Staff

- Increase staff trainings and inter-department cross trainings.

Create a Culture of Continuous Improvement

- Continue to utilize RecTrac reporting to automate daily and monthly membership numbers, improve processes and increase online registration options, allowing for more time to build relationships with members.

2017 Budget Highlights

As compared to the 2016 Budget, Enterprise Services function expenses are decreasing by 4.4% overall (\$175,080) due to decreases in **Wages** by 5.0% (\$118,110) and **Contractual Services** by 6.5% (\$77,987).

The proposed decrease in **Wages** is primarily due to reducing Personal Training wages unrealized projections in demand for personal training. In addition, full-time wages are also decreasing by \$22,600 due to the replacement of a full time Membership Specialist position with two part-time positions.

Contractual Services are decreasing in total by 6.5% (\$77,987) which is partially due to the 7.3% (\$7,709) reduction in custodial maintenance services due to the renegotiation of a three year contract. In addition, employee benefit expenses are decreasing in the following areas due to the reduction of staff combined with changes in coverage elections:

- Health Care expenses are decreasing 24.7% (\$63,017)
- IMRF expenses are decreasing 14.3%% (\$23,752)
- FICA is decreasing 9.7% (\$17,852).

Offsetting the decreases, are increases to utilities for electricity by 25.5% (\$35,000) and water and sewer charges by 9.1% (\$6,700) primarily due to rate changes.

As compared to the 2016 Budget, **Repairs** expenses are projected to increase overall by 10% (\$11,400) primarily due to increased plumbing repairs projected due to the age of the facility and average cost of repairs in the past three years.

Supplies expenses are increasing overall by 3.2% (\$9,617) as compared to the 2016 Budget. Racquet Sports supplies are increasing by \$3,881 due to the increased program and tennis league participation. Membership Services supplies are increasing by \$4,064 due to customer relations management software cost increases and the increase of member t-shirt giveaway.

2017 BUDGET: EXPENDITURES BY FUNCTION

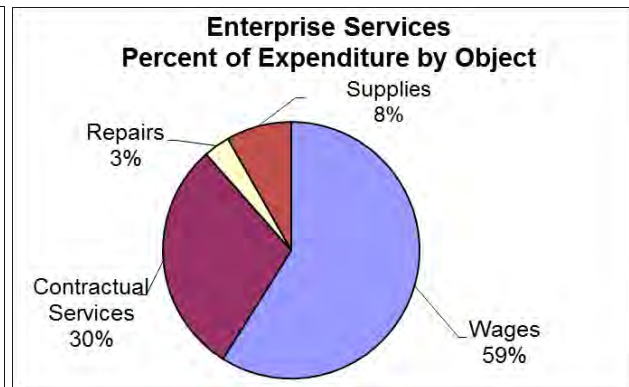
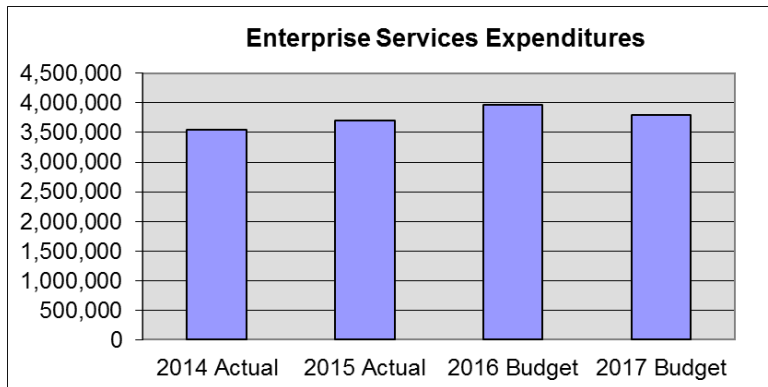


Future Outlook

Enterprise Services will continue to innovatively adapt its business plan and focus on its core strengths of community connection, member engagement and guiding members towards healthy lifestyle success in order to achieve its mission and contribute to the fiscal agility of the District.

Expenditures by Object: Enterprise Services

| Expense Object | 2014 Actual | 2015 Actual | 2016 Budget | 2017 Budget | Difference ('16 to '17) | % Change ('16 to '17) |
|----------------------|------------------|------------------|------------------|------------------|-------------------------|-----------------------|
| Wages | 2,120,358 | 2,177,163 | 2,354,252 | 2,236,142 | (118,110) | -5.0% |
| Contractual Services | 1,027,835 | 1,092,654 | 1,199,025 | 1,121,038 | (77,987) | -6.5% |
| Repairs | 107,374 | 135,459 | 113,765 | 125,165 | 11,400 | 10.0% |
| Supplies | 284,401 | 289,893 | 302,642 | 312,259 | 9,617 | 3.2% |
| Total | 3,539,968 | 3,695,169 | 3,969,684 | 3,794,604 | (175,080) | -4.4% |



Performance Measures: Enterprise Services

| Performance Measure | 2015 Actual | 2016 Projected Actual | 2017 Projected | Difference ('16 to '17) | % Change ('16 to '17) |
|---|-------------|-----------------------|----------------|-------------------------|-----------------------|
| Enterprise Services Program Registrations | 8,336 | 8,463 | 7,900 | (563) | -6.7% |
| Courts Plus Membership Accounts | 4,319 | 4,428 | 4,494 | 66 | 1.5% |
| Courts Plus Members | 4,293 | 7,202 | 7,112 | (90) | -1.2% |
| Courts Plus Daily Usage | 421,360 | 432,475 | 450,580 | 18,105 | 4.2% |
| Courts Plus Financial Assistance | \$11,340 | \$9,611 | \$8,500 | (\$1,111) | -11.6% |

Mission

To grow the game of golf by offering opportunities for all ages, genders, and skill levels to play golf and participate in various programs; provide outstanding customer service and offer professional expertise toward developing distinctive industry-leading golf programming; provide an excellent banquet facility, offering first-class service with competitive, affordable pricing; and overall, enhance the facility and image to continually raise profitability while remaining competitive in the marketplace

Funding Sources

User fees, passes, memberships, daily uses, merchandise sales and rental income

Revenues and expenses in...

Sugar Creek Golf Course Fund

Full-time equivalent staff

10.3

SUGAR CREEK GOLF COURSE

Description

The Sugar Creek Golf Course oversees all golf course maintenance, driving range and banquet operations, develops programs and corresponding pricing strategies to remain competitive in the marketplace, and maintains financial profitability by monitoring revenues and expenses within budgetary guidelines. All Sugar Creek Golf Course Division expenses are funded by the user and budgeted in the Sugar Creek Golf Course Fund. No tax dollars are used to fund direct operational and capital expenses. All operations are required to return a profit.

2016 Accomplishments³

Strategic Theme: Customer Centered

Nurture Community Connections

- Continued to serve as home course for Willowbrook and York high schools' golf teams.

Improve Customer Experience

- Purchased eight (8) additional rental golf carts (for a total of 30 carts) to reduce wait time for carts during busy weekend and outing days and enhance opportunities for booking larger outings resulting in a 6% increase in cart rental revenue (\$6,000).
- Added t-shirts for all Junior Golf participants, increasing program value.

Strategic Theme: Fiscal Agility

Invest in the Future

- Increased Junior Golf Camp fees by 10% due to program running at maximum capacity generating \$7,800 in additional revenue.

Take Care of What We Have

- Resurfaced and repaired sections of the cart path ensuring safe pedestrian and vehicle use (\$18,000).
- Seal coated the driving range tee line and cart path.

³The Accomplishments section may include capital projects or revenue that are not reflected in function expenses as revenue and capital, transfers and debt service expenses are omitted from all of the Function budgets.

2017 Work Plan⁴

Strategic Theme: Customer Centered

Nurture Community Connections

- Continue to support and partner with local schools and serve as home course for Willowbrook and York High school golf teams.

Improve Customer Experience

- Replace existing deck structure and purchase new deck furniture to enhance the outdoor experience (\$9,000).

Strategic Theme: Fiscal Agility

Take Care of What We Have

- Continue with the maintenance equipment replacement plan with the purchase of a new greens mower (\$32,000).
- Implement the first step in addressing future creek renovations by hiring a consultant to develop a multi-optional plan (\$10,000).
- Increase Junior Golf Camp fees by 10% as the program has remained at maximum capacity.

2017 Budget Highlights

As compared to the 2016 Budget, Sugar Creek Golf Course function expenses are increasing by 1.3% (\$9,769). **Wages** are increasing by 0.8% (\$3,007) overall due primarily to a 2.75% merit increase budgeted to full-time wages (\$4,507) and is partially offset by a reduction in staff wages for private lessons (\$1,500).

Contractual Services are increasing by 0.4% (\$762) overall as compared to the 2016 Budget primarily due to increased consulting services of \$10,000 budgeted for engineering services for Salt Creek Renovation plans. Offsetting the increase are decreases in health insurance expenses 5.3% (\$1,558) and IMRF by 13.2% (\$4,096) due to staff coverage elections and projected expenses based on staffing. In addition, alarm expenses are decreasing 46.9% (\$3,534) due to changes in contracted rates and natural gas expense is decreasing by 14.3% (\$1,000) due to lower utility rates.

Repairs are increasing by 29.4% (\$3,000) primarily due to anticipated contract labor estimated at \$4,000 for scheduled deck repairs. This is partially offset by decreased plumbing repairs (\$1,000).

Supplies are increasing by 1.4% (\$3,000) overall. The increase is primarily for the purchase of lumber needed for deck repairs (\$5,000) combined with new patio furniture and umbrellas (\$3,000). The increases are offset by decreases in concession merchandise (\$4,500).

⁴The Work Plan section may include capital projects or revenue that are not reflected in function expenses as revenue and capital, transfers and debt service expenses are omitted from all of the Function budgets.

2017 BUDGET: EXPENDITURES BY FUNCTION



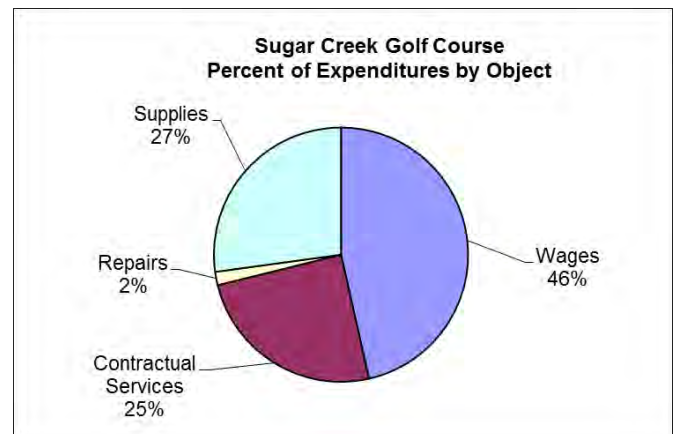
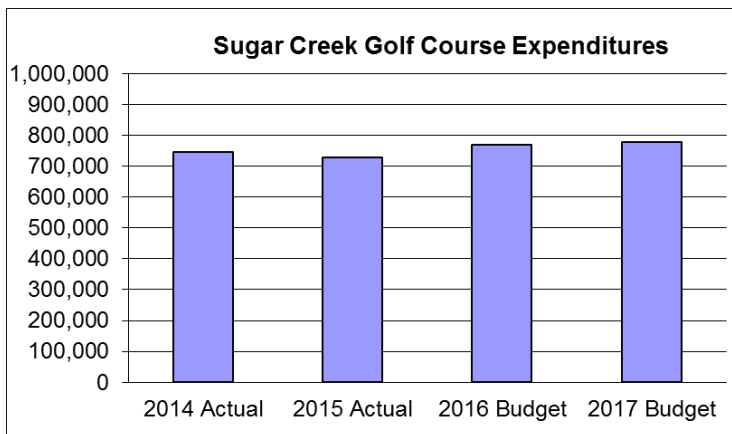
Future Outlook

Sugar Creek will continue to strive for uniqueness when it comes to maintaining outstanding conditions at an unbeatable value within the competitive marketplace. As modern technology advances and new trends emerge in the industry, Sugar Creek will look to be a leader in providing the latest attractions, with the hopes of providing a memorable experience for the golfer.

Staff will continue utilizing resources through the Elmhurst Park District and the Village of Villa Park for implementing future years of the equipment replacement plan, new deck replacement and other capital projects that maintain the quality, fiscal health and viability of the business.

Expenditures by Object: Sugar Creek Golf Course

| Expense Object | 2014 Actual | 2015 Actual | 2016 Budget | 2017 Budget | Difference ('16 to '17) | % Change ('16 to '17) |
|----------------------|----------------|----------------|----------------|----------------|-------------------------|-----------------------|
| Wages | 345,808 | 349,676 | 358,897 | 361,904 | 3,007 | 0.8% |
| Contractual Services | 157,493 | 165,602 | 191,408 | 192,170 | 762 | 0.4% |
| Repairs | 28,287 | 9,394 | 10,205 | 13,205 | 3,000 | 29.4% |
| Supplies | 214,634 | 203,822 | 208,498 | 211,498 | 3,000 | 1.4% |
| Total | 746,222 | 728,493 | 769,008 | 778,777 | 9,769 | 1.3% |



Performance Measures: Sugar Creek Golf Course

| Performance Measure | 2015 Actual | 2016 Projected Actual | 2017 Projected | Difference ('16 to '17) | % Change ('15 to '16) |
|---------------------------|-------------|-----------------------|----------------|-------------------------|-----------------------|
| Rounds of Golf | 31,057 | 31,000 | 30,000 | (1,000) | -3.2% |
| Number of Banquet Rentals | 62 | 59 | 55 | (4) | -6.8% |
| Number of Golf Outings | 35 | 35 | 35 | 0 | 0.0% |



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Capital improvements enhance, expand or maintain the infrastructure that the District needs to provide programs and services to the community and support new growth and development. To ensure a high quality of services and amenities, infrastructure expansion and improvements must continue as the District's demographics change and facilities age. The District's ten-year Capital Improvement Plan (CIP) details long-range capital improvement needs by outlining \$43.2 million in infrastructure and equipment improvements and expansions that the District plans to implement during a multi-year period. Similar to the Comprehensive and Strategic Plans, it is a long-range planning tool that is annually reviewed and modified as funds and priorities change.

The District defines a capital project as:

- Relatively high monetary value;
 - At least \$5,000 for operating equipment and machinery.
 - At least \$25,000 for land acquisition and improvements.
- Long useful life (at least five years); and
- Results in the creation of a fixed asset or the revitalization of a fixed asset.

The above definition of a capital project includes:

- Construction of new facilities;
- Remodeling or expansion of existing facilities;
- Purchase, improvement and development of land;
- Operating equipment and machinery for new or expanded facilities; and
- Planning and engineering costs related to a specific capital improvement.

The first year in the CIP becomes the capital budget for that fiscal year. Projects slated for subsequent years in the plan are approved on a planning basis only and do not receive funding until they are incorporated into the annual capital budget. Capital project revenues and expenses that do not fit within this definition (such as ongoing facility maintenance and repairs) are budgeted in the appropriate funds/departments such as the General Fund, Recreation Fund, Museum Department, Special Recreation Association Department, Enterprise Services Fund and Sugar Creek Golf Course Fund.

Capital Planning Process

The Long-range Capital Plan is developed using a team approach prior to completing the operating budget. Capital Planning Team members (Management Team and other staff involved in the planning and oversight of capital projects) compile project requests and present to the Team proposed projects on a park and facility tour. Being aware that there are always more project proposals submitted than can be funded, the Team reviews and discusses each proposed project to rank and prioritize them, considering their feasibility, necessity, condition, location, cost, method of financing, availability of grants and long-term impact on operations (including maintenance and future operating budgets).

To ensure that the Capital Plan is not merely a wish list, but rather a schedule of realistic needs based on available funding, staff use project evaluation criteria to effectively establish a relative priority for assessing and prioritizing projects. During the Capital Plan development process, departments determine which evaluation criteria are applicable to each project and then rank them based on their level of immediacy, impact and necessity for that project. The average of each project's criteria rankings is then calculated to determine the project's relative priority as compared to the other proposed projects. There are five project priority categories: Highest, High, Medium, Low and No Need. This prioritization process provides a consistent and fair method for assessing projects during the capital planning process. On the next page is a listing and description of all the capital project evaluation criteria.

- **Eliminates a threat to personal and public safety:** A project that eliminates or reduces obvious hazards or threats to public health and safety.
- **Satisfies or meets a legal requirement, liability or mandate that must be addressed in the next fiscal year (law, regulation or court order):** A project that is required by federal or state statute, court order or regulation or a project that moves the District into further compliance with such mandates.
- **Addresses completing a project commitment with dedicated funding, which has already been approved by Board:** A project that the District has already made a prior commitment to complete, is already in progress, or impacts the start or completion of another project.
- **Advances the implementation of the District's mission, vision, strategy, goals or policies approved by the Board of Park Commissioners:** A project that addresses the implementation of strategies and goals approved by the Board of Park Commissioners (e.g. Strategic Plan, Comprehensive Plan, Indoor Facility Study, a park's Master Plan).
- **Satisfies or meets a legal requirement, liability or mandate that can be addressed in future years of the Capital Plan (law, regulation or court order):** A project that is required in future years by federal or state statute, court order or regulation, or a project that moves the District into further compliance with such mandates.
- **Improves the positive impact on the environment and reduces carbon footprint:** A project that minimizes the carbon footprint of operations, preserves and promotes green space in the community and/or improves overall energy efficiency.
- **Rehabilitates or replaces a facility or equipment that has reached its useful life and/or preserves existing resources/return on investment:** A project that, through scheduled replacement, replaces or repairs existing infrastructure to maintain existing levels of service or return on investment (e.g. ball fields, fitness equipment, parking lots, etc.).
- **Reduces future maintenance or operating costs:** A project that lowers operating expenditures (e.g. reducing annual maintenance costs, increasing its productivity by eliminating obsolete equipment or inefficient facilities, etc.).
- **Leverages available private or local, state or federal government funds:** A project that can be financed with non-general government revenue sources.
- **Results in generating net revenue that exceed the direct operational cost of facility/equipment and create a profit without using tax revenue:** A project that covers its operating expenses through non-tax revenue and generates net income over expenses.
- **Provides new or expanded level of service:** A project that improves service quality, provides for higher standards of service for customers or maintains/increases the District's competitive advantage. The project also accommodates facility demands and need for new development or redevelopment based on projected growth patterns.
- **Promotes intergovernmental cooperation and other partnership opportunities:** A project that encourages partnerships and collaboration between various public, community, private and individuals to implement.
- **Improves the way the District operates resulting in increased productivity and efficiency:** A project that raises service quality, saves labor time, improves service, enhances communication, maximizes layout of space and/or enhances technology.

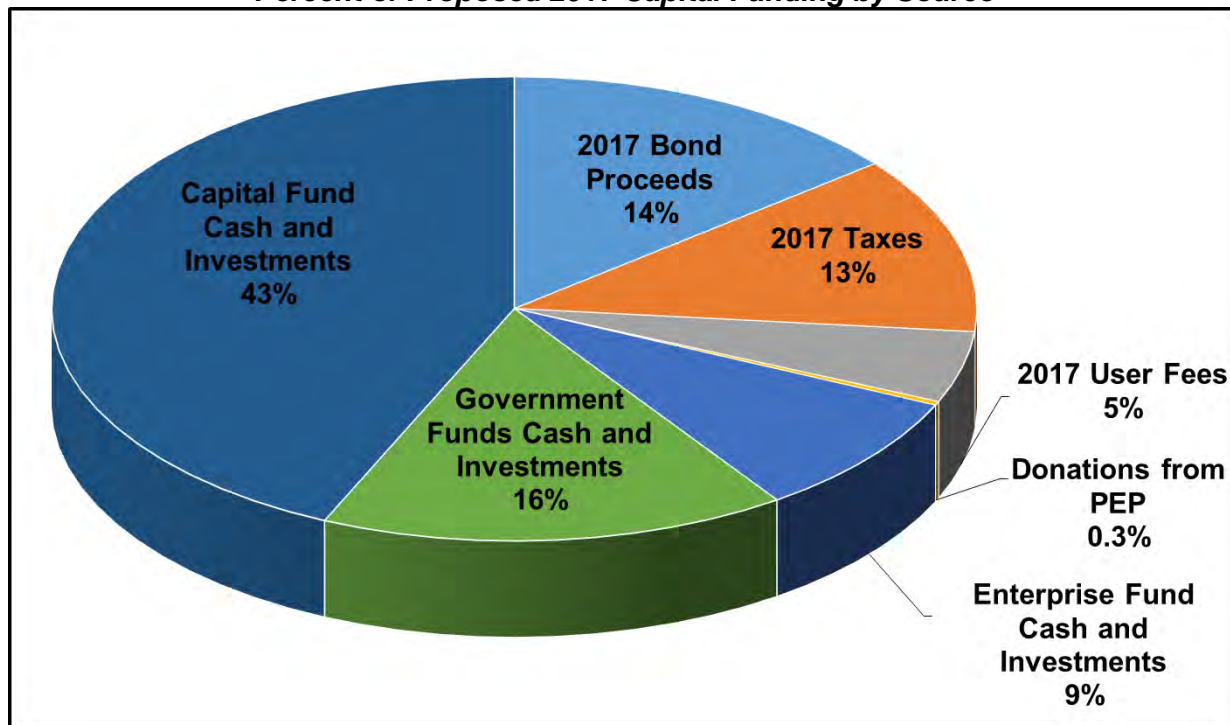
While these criteria are important for determining recommended capital priorities, the reality of the District's financial situation is critical to all decisions. Projects that are not funded or accomplished in a given year are reevaluated as part of the capital planning process and may be carried over to a future year.

2017 Capital Plan Funding and Projects

On page 169 of this section is the *2017-26 Capital Improvement Plan Summary* that includes a listing of all the revenue sources and their amounts for the duration of the Long-range Capital Plan (where available) and a listing of proposed projects, the department responsible for their completion and their criteria rank, priority level, projected expenses spread over the years of the plan and projected total expenses.

2017 Capital Plan Funding

Percent of Proposed 2017 Capital Funding by Source



Proposed funding sources for the 2017 projects and the contingency total **\$2,447,530** and include the following:

Debt Proceeds (\$348,584)

- 2017 (annual) G.O. Bond Proceeds in the Capital Improvement Fund (**\$348,584**) for a portion of the Plunkett Park Redevelopment (\$250,000); a portion of paving the York Commons parking lot (\$71,109) and a portion of the contingency funds (\$27,475).

Property Tax Levy (\$302,346)

- Special Recreation Association Department 2017 tax revenue (**\$200,000**) for a portion of the Plunkett Park Redevelopment.
- Museum Department 2017 tax revenue (**\$13,250**) to partially fund the Wilder Mansion Flooring Replacement.

- Paving and Lighting Department 2017 tax revenue **(\$89,096)** to partially fund paving the York Commons parking lot (\$63,891) and seal coating projects in various parks (\$25,205).

Cash and Investments (\$1,668,600)

- Recreation Fund cash and investments transferred to the Capital Improvement Fund for Wagner Community Center Upgrades and Improvements **(\$339,200)**, including replacing windows that serve the classrooms and offices on the north, south, east and west sides of the building and flooring in Multipurpose Room A.
- Special Recreation Association Department cash and investments (from tax revenue levied in previous years) to complete accessibility improvements at Eldridge Park **(\$60,000)** (park walkways, public walks and water fountain);
- Enterprise Services Fund cash and investments **(\$210,000)** for Courts Plus capital projects, including: Fitness Equipment Replacement (\$113,000); HVAC Replacement of the two oldest existing units serving the upper level Kids Plus area, lower level Fit 4 Life and their common hallways (\$69,500); and Courts Plus/Plunkett Park Parking Lot Repairs (\$27,500).
- Capital Improvement Fund cash and investments **(\$1,059,400)** for Maintenance Facility Upgrades (propane fueling station installation and salt storage building construction) (\$338,750); Berens Park Tennis Court Resurfacing (\$176,000); Salt Greek Greenway Connector project (\$145,000) deferred in 2015; Garden Plot Relocation (\$100,000); Administrative Building Roof and Masonry Repairs (\$55,000); a portion of Conrad Fischer Park fields #2 and #3 Backstops and Marjorie Davis Fence Replacement (\$54,750); Depot/Safety Town External Improvements (brick paver replacement and parking area removal) (\$34,000); The Hub Spray Ground Resurfacing (\$30,000); Parks and Facility Grounds Equipment Replacement (\$29,500); Maintenance Tracking Software (\$28,775); Access Control Systems (\$20,100) and a portion of the Contingency funds (\$47,525).

Income (Earned in that Fiscal Year) (\$121,500)

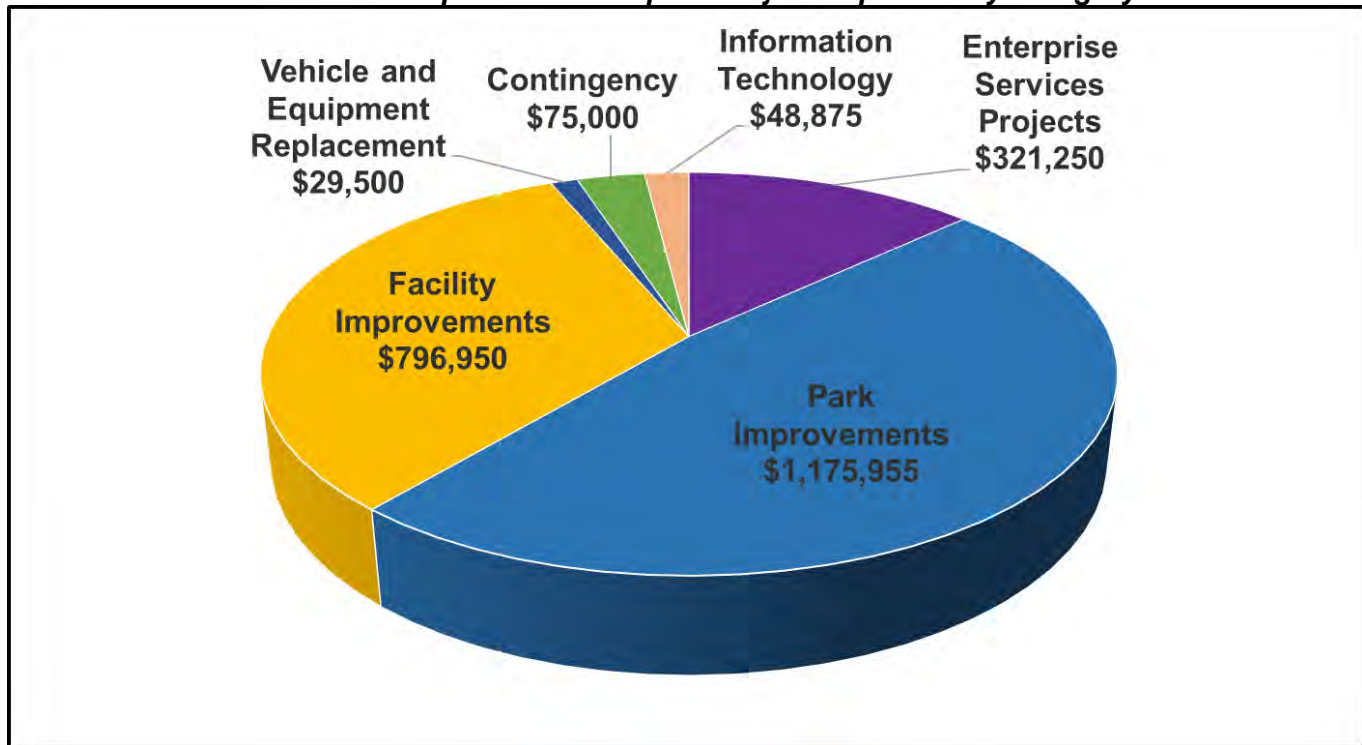
- General Fund Income from Athletic Field Advisory Committee (AFAC) member user fees transferred to the Capital Improvement Fund for a portion of Conrad Fischer Park fields #2 and #3 Backstop Replacement (\$30,000);
- Enterprise Fund Income of **(\$59,500)** for Courts Plus and Wilder Mansion capital projects, including: Courts Plus Interior Enhancements (\$22,500); Courts Plus Racquetball Court Lighting Replacement (\$19,500); Wilder Mansion Security Camera Upgrades (\$17,500).
- Sugar Creek Golf Course Fund income **(\$32,000)** for Maintenance Equipment Replacement (grounds mower).

Donations (\$6,500)

- PEP donation in the Museum Department **(\$6,500)** to partially fund the Wilder Mansion Flooring Replacement.

2017 Capital Plan Projects and Contingency

Amount of Proposed 2017 Capital Project Expenses by Category



The proposed 2017 capital budget is **\$2,447,530** and a detailed description of each project (grouped by project category) is provided in this section, including its projected expenses, work to be accomplished and justification for inclusion in the 2017 capital budget.

Park Improvements (\$1,175,955)

Plunkett Park Redevelopment (\$450,000): In the proposed 2017 Capital Plan, staff recommend improvements at Plunkett Park to address needs identified in the District’s ADA Transition Plan and based on the District’s playground replacement schedule. Specific work includes replacing the playground equipment and surface and upgrading walkways and paths to meet ADA guidelines, create accessible route to picnic area and correct the drainage issues in the playground. The Plunkett Park playground has reached the end of its useful life and is due for replacement in 2017 (based on the District’s twenty-year replacement schedule).

This project will be funded utilizing a portion of 2017 (annual) G.O. Bond proceeds (\$250,000) and tax revenue in the Special Recreation Association Department (\$200,000 for accessibility improvements).

Berens Park Court Resurfacing (\$176,000): To maintain the high quality amenities provided by the District, the staff follow a tennis, basketball and roller hockey court replacement plan to address needed scheduled maintenance and periodic redevelopment of these amenities. In 2017, staff recommend restoring and renovating the six north (6) tennis courts at Berens Park, which are used by the York High School tennis team and for Park District tennis lessons and programs. The courts are in need of maintenance, including stripping and sealing; the District last color coated and repaired cracks in 2011 as a short-term maintenance solution to keep the courts playable. The adjacent six (6) south tennis courts were resurfaced in 2014. This project will be funded by spending down Capital Improvement Fund reserves.

Paving (\$135,000) and Sealcoating (\$25,205) Projects:

As part of the upkeep, safety, and maintenance of the parks, staff propose completing total grinding, resurfacing and repairing of the York Commons parking lot and paths, which are at the end of their useful life (\$135,000). Although seal coating and maintenance extends the life of the asphalt, it eventually deteriorates and must be replaced for safe pedestrian and vehicle use.

In 2017, a number of the asphalt paths and parking lots are scheduled for seal coating and re-striping. Continued routine maintenance of asphalt extends the life of the product and reduces long term replacement costs. Also, as part of seal coating projects, any improvements that were identified in the District's ADA Transition plan will be addressed, including ADA parking stall relocation and retrofitting. Seal coating projects for 2017 include East End Park parking lots, Golden Meadows Park parking lot, Washington Park parking lots and paths, The Abbey east parking lot, Crestview Park parking lot and Administrative Building parking lot (\$25,205).

The paving and seal coating projects will be funded utilizing a portion of 2017 (annual) G.O. Bond proceeds (\$71,109) and Paving and Lighting Department tax revenue (\$89,096).

Salt Creek Greenway Trail Connector (\$145,000): The 2017 capital budget includes funds for 20% of the total cost for completing the engineering and design (\$58,000) and construction (\$87,000) of a 740 ft. long by 6 ft. wide asphalt trail connection in proximity to Brush Hill Road south of Butterfield Road. The current alignment at this location has trail users on the shoulder of the road and traveling against the flow of traffic. Eighty percent (80%) of the total project cost is funded through an Illinois Transportation Enhancement Program (ITEP) grant.

Preliminary engineering for the project was completed in 2015. However, continued work on it was shifted to 2017 due to delayed Illinois Department of Transportation (IDOT) bid letting schedules and continued negotiations on the easement with the property owners at 360 Butterfield Road and the Astoria Place Homeowners Association. This project will be funded with Capital Improvement Fund reserves (grant funds are still available to fund 80% of project expenses).

Garden Plot Relocation (\$100,000): The proposed 2017 capital budget includes funds for relocating the District's existing garden plots from Golden Meadows Park to a new location, including surveying, establishing new water service, amending/tilling soil, and installing a new park sign and fencing. In an agreement approved by the Park Board at its July 25, 2016 meeting, the Board agreed to deed the western portion of the Golden Meadows site to the City for use as stormwater detention, which is where the garden plots are located thus necessitating the need for relocation. Two new locations are being proposed in different geographic regions of Elmhurst: the Grantley property acquired in 2011 (adjacent to Marjorie Davis Park), which would provide plots for returning gardeners in the spring of 2017 and Wild Meadows Trace (near the Depot), which would be constructed in 2017 and ready for gardening in 2018. The garden plot relocation project will be funded with reserves in the Capital Improvement Fund.

Backstops and Fence Replacement (\$84,750): The 2017 proposed capital budget includes funds to replace the Conrad Fischer Park backstops (last replaced in 1997) and player benches on fields #2 and #3 (\$60,000) and 330' of chain-link fence at Marjorie Davis Park (\$24,750) since they have reached the end of their useful life. This project will be funded utilizing Capital Improvement Fund reserves (\$54,750) and Athletic Field Advisory Committee member user fees (\$30,000).

Eldridge Park ADA Improvements (\$60,000): Staff propose completing ADA improvements to Eldridge Park walkways, public walks, and the water fountain as recommended in the District's ADA transition plan. This project will be funded utilizing Special Recreation Association Department reserves.

Facility Improvements (\$796,950)

Wagner Community Center (WCC) Upgrades and Improvements (\$339,200): To improve the customer experience and maintain the facility, the 2017 capital plan includes building improvements at the Wagner Community Center to be funded with Recreation Fund reserves. Staff recommend removing existing windows that serve the classrooms and offices on the north, south, east and west sides of the building and replacing them with anodized aluminum frame fixed commercial exterior windows complete with hardware and related components (\$282,000). The existing windows in the building leak and are not energy efficient. Additionally, staff propose removing existing carpet/flooring in Multi-Purpose Room A and abating sub-flooring to install a durable, high performance multi-use flooring system appropriate for recreation programming (\$57,200).

Maintenance Facility Fueling Station and Salt Dome Replacement (\$338,750): As per the intergovernmental agreement with the City of Elmhurst regarding shared facility use, the District utilizes space and amenities at the City's Maintenance Facility (e.g. offices, work spaces, lunchroom, garage space, gas pumps). The City maintains the building and schedules necessary upgrades and based on the intergovernmental agreement, the District contributes 25% towards project costs. The City included in its capital plan the purchase and installation of a skid mounted propane fueling station (\$12,500 is the District's portion of the cost) and construction of a salt storage building south of the facility (\$326,250 is the District's portion of the cost). The upgrades will assist the District's maintenance operation and the District's portion of the cost will be funded utilizing Capital Improvement Fund reserves.

Administrative Building Roof and Masonry Repairs (\$55,000): The original construction date of the District's Administrative Offices is unknown, but estimated to be in the 1950's, with additions and renovations up until approximately 2000. To improve the integrity of the structural elements of the building and guard against further deficiencies, staff recommend completing tuckpointing, caulking window perimeters, replacing window/door lintels (as needed) and metal coping cap on the upper roof, and repairing loose or deteriorated flashings. This project will be funded from Capital Improvement Fund reserves.

Depot/Safety Town External Improvements (\$34,000): In the 2017 capital budget, staff recommend replacing uneven brick pavers at the Depot with a walkway/path, which will be a continuous smooth surface and ADA accessible along with removing the asphalt parking area adjacent to Safety Town, which is no longer needed since the demolition of the Hammerschmidt Garage. This project will be funded from Capital Improvement Fund reserves.

The Hub Spray Ground Resurfacing (\$30,000): The proposed 2017 capital budget includes funds for replacing The Hub spray ground surfacing, which has reached the end of its useful life. The existing poured-in-place surfacing has delaminated resulting in gaps at the seams and uneven coverage, which creates trip hazards. A new non-slip surface will be seamless and permeable as well as chlorine resistant and UV light stable. This project will be funded with Capital Improvement Fund reserves.

Vehicles and Equipment Replacement (except for Enterprise Facilities) (\$29,500)

Best practice in fleet management and equipment replacement is to annually replace vehicles and equipment as they near the end of their useful life since they are essential for day to day maintenance operations. This practice allows for continued routine replacement, which maintains the trade-in or auction value of used vehicles and equipment and reduces long-term replacement costs. Also, changes in technology and ultra-specific tools and implements for equipment allow for greater efficiencies in the overall maintenance operations, improving productivity and outcomes in the field.

Based on the current condition, mileage, and usage of the District's fleet, staff determined that the District does not need to purchase a new vehicle in 2017. The adjusted vehicle replacement schedule will resume in 2018. Recommended equipment replacement for 2017 is described on the next page.

Park and Facilities Grounds Equipment Replacement (\$29,500): In 2017, staff recommend replacing the six year old 61" stander mower that is run daily in the summer (\$8,500) and two five-year old 72" zero-turn mowers, which runs daily (\$20,500). The mowers will be funded utilizing Capital Improvement Fund reserves.

Depending on the demand for used equipment and their condition, staff anticipate approximately a \$5,000 return on the equipment for trade-in or auction while also saving on future repair costs of approximately \$7,000 annually.

Enterprise Facility Projects (\$321,250)

To continue to meet enterprise facility financial goals and provide a quality customer experience, the 2017 Capital Budget includes the following projects, which will all be funded utilizing Enterprise Fund reserves or income except for the Wilder Mansion Flooring Replacement (Museum Department tax levy and PEP donation) and the Sugar Creek Parking Lot Improvements (Sugar Creek Golf Course Fund income).

Courts Plus Fitness Equipment Replacement (\$113,000): This project continues the implementation of the five-year fitness floor equipment purchase plan based on a useful life template, which focuses on upgrades to high use equipment while maximizing resale value. The District's goal is to trade-in equipment before a significant increase in repairs and to remain competitive with other fitness providers as the new equipment provides the latest in fitness technologies and amenities. In 2017, staff propose leasing fifteen (15) treadmills and four (4) steppers over three years (\$42,450). The 2017 capital budget also reflects the final installment contract payment for fitness equipment replacement that was approved by the Park Board on June 10, 2015 (\$70,550). This project will be funded utilizing Enterprise Services Fund reserves.

Revenue from the resale value of equipment impacts replacement costs. Depending on the demand for used equipment and their condition, staff project an estimated potential savings of \$12,000 from reselling the treadmills and steppers in 2017 and an annual savings of \$3,000 due to reduced repair expenses due to the older equipment no longer being under warranty.

Courts Plus HVAC Replacement (\$69,500): The 2017 capital budget includes funds to replace the two oldest existing HVAC units that have reached the end of their useful life. These units serve the upper level Kids Plus area, lower level Fit 4 Life area and common hallways. This project will reduce service calls and material and energy costs due to newer HVAC technology (operating expense savings projected to be \$1,500 in the first year after installation). This project will be funded utilizing Enterprise Services Fund reserves.

Sugar Creek Golf Course Maintenance Equipment Replacement (\$32,000): With the average age of equipment over 16 years, staff recommend continuing the Sugar Creek Golf Course equipment replacement plan using a three-year lease to replace a greens mower (the replacement plan was postponed in 2016 to complete repairs to the asphalt cart paths). The age and inefficiency of equipment results in lower resale values that can be used toward purchasing new equipment. It also results in lost time (due to repairs and poor performance) and leads to a deterioration of the core facility and services, which may reduce course revenue due to a lower quality product being offered. Also, newer equipment conforms to current EPA Tier 3 emissions and fuel standards, increasing fuel efficiency and decreasing pollution. This lease will only be executed if it is financially feasible based on healthy Sugar Creek Golf Course Fund income levels after the third quarter of 2017.

Courts Plus/Plunkett Park Parking Lot Repairs (\$27,500): To protect the long term integrity of the Courts Plus/Plunkett Park parking lot and useful life of the asphalt, staff propose completing repairs in

2017 to cracked and worn portions of the asphalt, curbs, concrete sidewalk and aprons. This project will be funded utilizing Enterprise Services Fund reserves.

Courts Plus Interior Enhancements (\$22,500): Several improvements are planned at Courts Plus to maintain the welcoming appearance of the facility and reduce expenses. To reduce energy costs, staff propose installing LED energy efficient lighting fixtures in the lobby, stretch area, upper and lower pool areas. Long term savings will be realized from the LED lighting fixtures on reduced energy consumption (potential annual savings of \$3,000). To maintain the inviting and aesthetically pleasing look of the facility interior, this project includes funds for general facility painting, updating wall coverings and replacing ceiling tiles. This project will only be completed if it is financially feasible based on healthy Enterprise Services Fund income levels after the third quarter of 2017.

Wilder Mansion Flooring Replacement (\$19,750): To maintain the heavily used wood flooring at the Wilder Mansion so that the facility continues to be a desirable high-quality event rental space, staff propose replacing the existing wooden flooring in the main level Wilder Room. In 2016, the District replaced the flooring in the White Birch Room and hallway on the main level and in 2015, the flooring in the main level Green Room and Parlor. This project will be funded utilizing the Museum Department tax levy (\$13,250) and a donation from the People for Elmhurst Parks (PEP) Foundation (\$6,500) and will complete replacement of all of the first floor flooring at the Wilder Mansion.

Courts Plus Racquetball Court Lighting Replacement (\$19,500): To improve the existing lighting system and reduce energy costs, staff recommend replacing the existing racquetball court lighting system originally installed in 1972, which has reached the end of its useful life with new LED energy efficient fixtures. Long-term savings will be realized from the lighting fixtures on reduced energy consumption (potential savings of \$1,500). This project will only be completed if it is financially feasible based on healthy Enterprise Services Fund income levels after the third quarter of 2017.

Wilder Mansion Security Camera Upgrades (\$17,500): In 2015 and 2016, the District upgraded and expanded the Courts Plus security system. In 2017, staff recommend replacing the Wilder Mansion black and white DVR (digital video recorder) camera system, which is at the end of its useful life with a new NVR (network video recorder) and digital camera system and adding cameras at exterior entrances. Adding and upgrading security cameras at this location will improve safety, deter theft, and increase accountability. The project cost covers the cameras, licensing and installation. This project will only be completed if it is financially feasible based on healthy Enterprise Services Fund income levels after the third quarter of 2017.

Information Technology (\$48,875)

Maintenance Tracking Software (\$28,775): The 2017 capital budget includes funds for purchasing maintenance management software that tracks and reports daily and periodic maintenance operation tasks and facilitates maintenance planning, budgeting and management, which can lead to increased productivity and more efficient operations. In the District's 2015 Staffing Study, Matrix Consulting recommended staff utilize a computerized maintenance management system to track expenses for work performed and potential cost savings and develop an electronic preventative maintenance program and asset management plan.

In 2017, staff will research and evaluate software options and determine operating department needs to select a software package that best fits the District. The projected project cost includes software, consulting and implementation fees. First-year startup costs will likely differ from costs in successive years due to initial staff training and implementation expenses. Savings may be realized once best practices are established and data is available for reporting and analysis.

Access Control Systems (\$20,100): As part of the 2017 Capital Plan, staff recommend beginning the process of installing access control systems at primary entrances to the District's major facilities. This type of system allows for keyless building entry through the use of fobs, which can be programmed remotely and user assigned with specific access rights, thereby improving the administration and control of facility access. The project budget includes expenses for wiring and installing access sensors (\$15,000), system software (\$5,000), and the purchase of fobs (\$100).

Contingency (\$75,000)

Contingency (\$75,000): Funds are allocated for unanticipated emergencies and change orders.

Impact of Projects on the Operating Budget

During the capital planning process, staff develop estimates for the financial impact of proposed projects on the operating budget during the five-year period after project completion (where appropriate). This section provides an overview of how capital expenses may or potentially may affect the District's current and future operating budgets and services, which is critical to consider when determining capital project funding and priorities so adequate funding is available to open, manage and/or maintain upgraded or new facilities and equipment and to appropriately prioritize projects based on the funding resources available in current and future budgets.

New Facilities: A majority of the District's capital plan projects are for the redevelopment of existing parks or repairs to existing structures that have a minimal impact on operating expenses. However, large-scale facility development and expansion and technology system upgrades typically do have an impact on operating expenses. For example, staff propose in future years of the Capital Plan to construct a 6,000 square foot storage garage in Berens Park to accommodate the maintenance needs of north side parks and facilities as the District's maintenance facility is on the south side of Elmhurst. This project would increase annual utility costs by approximately \$8,700 and maintenance costs by \$5,000 offset with a reduction in road travel, resulting in less fuel use and wear-and-tear on vehicles.

Technology Projects: To address the Strategic Objective of Excellence in Innovative Operational Management, staff included projects in the capital plan for new and upgraded hardware and software, which typically have an impact on the operating budget. Although a portion of the expenses may already be in the budget, if the project involves upgrading or replacing existing hardware/software (e.g. maintenance fees), expenses could increase due to the additional system needs of the new/upgraded software. For example, if the District purchases SharePoint software (scheduled for 2018), staff would need to plan for the expense to upgrade the software after four years (\$35,000). The proposed upgrade to the current human resources information system scheduled in 2018 and 2019 may lead to increased operational expenses of \$13,946 in the first year and \$16,038 in the second year due to additional functionality modules, which increases maintenance costs.

Equipment Replacement: Annually replacing our oldest vehicles and equipment allows staff to work as efficiently as possible and meet customer service expectations as newer vehicles and equipment require less repairs resulting in shorter downtime and provide greater performance. For example, the Fitness Equipment Purchase Plan is projected to result in annual maintenance cost savings of \$1,000 to \$4,500 annually after purchase due to replacing equipment no longer under warranty. Also, equipment has a higher resale value when it is not past its useful life; therefore, if staff purchase new equipment according to the recommended replacement schedule rather than waiting until it is no longer usable, the District can utilize those dollars toward the purchase of new equipment. Depending on the demand for used equipment and their condition, staff project a potential annual average trade-in value of \$8,000 for the next three years of the fitness equipment replacement plan (\$12,000 in 2017).

Similar to fitness equipment, replacing vehicles and grounds maintenance equipment can potentially offset expenses from trade-ins and auctions. Depending on the demand for used equipment and their condition, staff expect approximately a \$5,000 return on the equipment being replaced in 2017. Additionally, in the first year after purchase, the District will realize savings in equipment parts and repairs of approximately \$7,000. The savings on parts and maintenance will decrease by half in the second-year (\$3,500). The District also realizes similar savings when replacing vehicles, including trade-in/auction value and savings in vehicle parts and maintenance one-year after purchase. Similar to equipment, the savings on parts and maintenance decrease in the second-year by half.

Building Improvements: Building improvements can lead to a reduction in long-term operating expenses. Energy saving projects such as replacing existing lighting systems with energy efficient ones can reduce utility costs. For example, staff project that the replacement of fixtures in the Courts Plus lobby, stretch, upper and lower pool areas will lead to a potential approximate savings of \$3,000 annually (new fixtures have a third of the daily electricity use as compared to current non-LED fixtures).

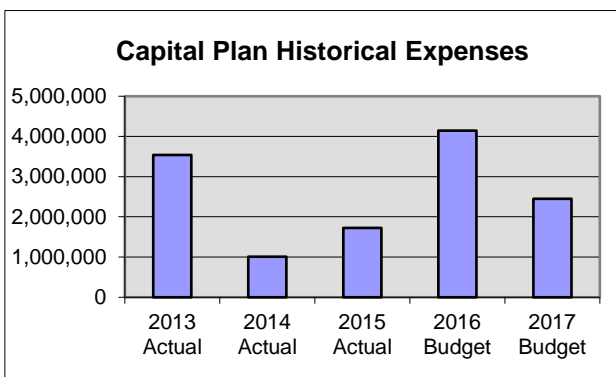
Replacing building systems can also lead to energy savings such as the proposed replacement of two Courts Plus HVAC units that serve the upper level Kids Plus area, lower level Fit 4 Life and common hallways. Due to HVAC system technology improvements, this project will reduce service calls and material and energy costs, resulting in a projected annual savings of \$1,500 in the first and second year after installation.

If the District were to install a permanent tent at The Hub facility (proposed for 2019), the District would realize a reduction in staff maintenance (\$250), woodchip replacement (\$600) and tent rental and repair costs (\$3,000) annually as staff would no longer need to put-up and take-down the tent or pay repair costs after severe storms. Also, the District could potentially receive approximately \$5,000 for selling the existing tent.

Revenue Generating Improvements: After a project is completed, it could also impact revenues and as a result, offset an increase in operating expenses. For example, staff propose buying a commercial washer and dryer in 2018 to add towel service to the current membership amenities offered at Courts Plus. Operating expenses are projected to increase an average of \$14,200 annually (the first three years) for the cost of purchasing towels and cleaning supplies and for staff to provide this service. These expenses will be offset by the additional annual average projected revenue of \$13,500 (the first three years) from members using the towel service. The projected net impact on the operating budget is \$1,500 of additional expenses during the first year of use, \$500 the second year and \$0 during the third year.

Five-year Comparison of Capital Expenses

The chart below illustrates capital plan project expenditures for 2013 to 2015 and budgeted expenditures for 2016 and 2017.



| 2013 Actual | 2014 Actual | 2015 Actual | 2016 Budget | 2017 Budget |
|-------------|-------------|-------------|-------------|-------------|
| 3,537,597 | 1,006,849 | 1,724,584 | 4,143,427 | 2,447,530 |

As compared to the 2016 Budget, capital project expenses are decreasing by 40.9% (\$1,695,897) in the proposed 2017 Budget due mainly to the completion of the Butterfield Park Redevelopment and Playground for Everyone projects (a significantly larger park improvement and playground project than proposed in 2017) and less Enterprise Services project expenses being proposed for 2017. When comparing 2015 actual to 2016 budgeted capital expenses, 2016 budgeted expenses increased by 140.3% (\$2,418,843) primarily due to the Butterfield Park Redevelopment and Playground for Everyone project expenses being higher than park redevelopment project expenses in 2015. When comparing 2013 to 2014 actual capital project expenses, 2014 capital spending decreased significantly (71.5%) due to the majority of the Wilder Park Conservatory and Greenhouse Complex renovation occurring in 2013 (over \$2.6 million) and a lower amount of capital project spending in 2014 to maintain healthy reserve levels for future capital project spending.

Comprehensive Plan, Indoor Facility Study, and ADA Transition Plan

Comprehensive Plan: In May 2007, the Board approved the District's updated ten-year Comprehensive Plan, which provided long-term recommendations for the coordinated development and maintenance of District parks and facilities, as well as potential future infrastructure and land expansion. The Board underwent extensive community feedback in 2006 to develop the Comprehensive Plan including focus groups, public meetings and a community survey. The results from this process and the Comprehensive Plan recommendations were used to develop the 2008-12 and 2013-17 Strategic Plans and the Long-range Capital Plan.

Prior to the 2008 capital budgeting process, staff compiled a spreadsheet of the park and facility improvements recommended in the Comprehensive Plan to determine which projects should be integrated into the District's Long-range Capital Plan or addressed as ongoing annual maintenance expenses. Staff determined that the individual projects for each park should be combined and funded as one project to address overall park redevelopment needs in one or two years rather than on a piecemeal approach. Therefore, staff integrated these park redevelopment projects into the Capital Plan by park (unless a project required attention before the park was scheduled to be redeveloped or could be addressed sooner in the operating budget) and identified the appropriate year for the project to start based on the District's Playground Replacement Schedule, where appropriate. By integrating the recommended Comprehensive Plan park and facility improvements into the Capital Plan, the District has made a commitment toward addressing future development needs identified through an extensive independent assessment of the parks and community feedback. The District has begun the process to update the District's current Comprehensive Plan (best practice is to update this type of plan every ten years), including conducting a community survey. The new Plan will be completed by June 2017 and utilized to update the District's Long-range Capital Plan and to develop the 2018 capital budget.

Indoor Facility Study: In January 2008, the District hired SRBL Architects to conduct an indoor facility study. The District's goal was to develop a comprehensive work plan for addressing future indoor facility needs for both the District and community. To accomplish this goal, SRBL created guidelines to develop the District's facility priorities. The guidelines were to expand program space; improve support spaces (including office, workspace, and storage spaces); and make technology improvements, while considering parking, customer service, "greening" of facilities and aesthetics. After analyzing the Comprehensive Plan, facility data and feedback, recommended solutions were identified that would meet overall District needs, including flexibility of space, improvement of outdated facilities and appropriateness of geographic locations. Prior to the 2010 capital planning process, staff reviewed and prioritized the Indoor Facility Study recommendations into an action plan based on needs and funding and integrated the action plan into the District's Long-range Capital Plan. These recommendations serve as guidelines for the Board, which will weigh economic feasibility and project timing when considering the implementation of recommended facility solutions. The District's next Comprehensive Plan (described in

the previous section) will include an assessment of the District's indoor facilities to update the recommendations in the 2009 Indoor Facility Study.

Americans with Disabilities Act (ADA) Transition Plan: In 2011, the District hired a consultant to conduct an ADA accessibility audit to update the District's ADA transition plan to be in compliance with the new regulations set forth by the Department of Justice (effective March 15, 2011). In 2012, staff finalized the development of that Plan with the consultant, including prioritizing recommendations, developing cost estimates, and integrating projects into the Long-range Capital Plan and Department work plans. In the Capital Plan, staff identified the projects that need to be completed to become ADA compliant to ensure that the projects are considered and weighted appropriately as part of the capital planning review process. Staff track when projects are completed and make updates to the plan as necessary to ensure it remains relevant.

Depreciation

Per Illinois State statute (70 ILCS 1205/4-4), the budgetary basis of reporting states that expenses occur when cash is actually being disbursed. This definition indicates that the cash outlay for a capital project would be an expense required for budgeting purposes. Depreciation Expense is used in financial reporting in accordance with Generally Accepted Accounting Principles (GAAP) and is not a disbursement of cash. Therefore, with the approval of the District's auditors, Lauterbach & Amen, budgeted expenses only include capital as an expense in the Budget and Appropriation Ordinance. The audited financial statements, which are reported using GAAP, continue to reflect depreciation expense as required.

2017-26 Long-range Capital Plan Summary

A copy of the *2017-26 Long-range Capital Plan Summary* is provided on the following pages. For projects in the 2017 Capital Budget, project titles reflect work to be performed in 2017 and may not reflect work proposed for future years of the Plan (2018-26). The Department Acronyms are as follows: P&F (Parks and Facilities), ENT (Enterprise Services), SC (Sugar Creek Golf Course), REC (Recreation), IT (Information Technology), FIN&HR (Finance and Human Resources), ADMIN (Administration), and MRKT (Marketing and Communications). The priority ranking categories and related criteria average ranges that fall within those categories are as follows: A-Highest (4.00); B-High (2.50-3.00); C-Medium (2.00-2.49); D-Low (1.25-1.99); E-No Need (Below 1.25).

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**Elmhurst Park District
2017-2026 Capital Plan Summary**

Summary of Proposed 2017-26 Capital Improvement Plan (Revenues-Expenses)

| | <u>FY 17</u> | <u>FY 18</u> | <u>FY 19</u> | <u>FY 20</u> | <u>FY 21</u> | <u>FY 22-26</u> | <u>Total ('17-'26)</u> |
|-----------------------|--------------|--------------------|---------------------|--------------------|------------------|--------------------|------------------------|
| Total Revenues | 2,447,530 | 617,258 | 596,061 | 608,417 | 626,761 | 4,663,081 | 9,559,107 |
| Total Expenses | 2,447,530 | 6,299,304 | 11,619,590 | 8,516,753 | 1,613,150 | 13,070,584 | 43,240,661 |
| Difference | - | (5,682,046) | (11,023,529) | (7,908,336) | (986,389) | (8,407,503) | (33,681,554) |

Summary of Proposed 2017-26 Capital Project Revenue

| | <u>FY 17</u> | <u>FY 18</u> | <u>FY 19</u> | <u>FY 20</u> | <u>FY 21</u> | <u>FY 22-26</u> | <u>Total ('17-'26)</u> |
|---|------------------|----------------|----------------|----------------|----------------|------------------|------------------------|
| <u>Debt Proceeds</u> | | | | | | | |
| Annual Rollover G.O. Bond in Capital Fund (Various 2017 Capital Projects) | 348,584 | 327,271 | 305,174 | 316,621 | 334,047 | 3,194,877 | 4,826,574 |
| <u>Property Tax Levy</u> | | | | | | | |
| Current Year Special Recreation Association Department Tax Levy (2017 Plunkett Park Redevelopment-Accessibility Improvements) | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 1,000,000 | 2,000,000 |
| Current Year Paving and Lighting Department Tax Levy (2017 Paving and Sealcoating Projects) | 89,096 | 89,987 | 90,887 | 91,796 | 92,714 | 468,204 | 922,683 |
| Current Year Museum Department Tax Levy transfer to Capital Fund (2017 Wilder Mansion Flooring Replacement) | 13,250 | 0 | 0 | 0 | 0 | 0 | 13,250 |
| <u>Cash and Investments (Budgeted and Accrued in Previous Years)</u> | | | | | | | |
| Capital Fund Cash and Investments (Various 2017 Projects) | 914,400 | 0 | 0 | 0 | 0 | 0 | 914,400 |
| Capital Fund Cash and Investments (2017 Salt Creek Greenway Connector deferred-ITEP grant future reimbursement) | 145,000 | 0 | 0 | 0 | 0 | 0 | 145,000 |
| Recreation Fund Cash and Investments transfer to Capital Fund (2017 Wagner Community Center Upgrades and Improvements) | 339,200 | 0 | 0 | 0 | 0 | 0 | 339,200 |
| Special Recreation Association Department Cash and Investments (2017 Eldridge Park Accessibility Improvements) | 60,000 | 0 | 0 | 0 | 0 | 0 | 60,000 |
| Enterprise Services Fund Cash and Investments (Various 2017 Courts Plus Projects) | 210,000 | 0 | 0 | 0 | 0 | 0 | 210,000 |
| <u>Income (Earned in the Year the Project is Budgeted)</u> | | | | | | | |
| General Fund Transfer of AFAC Member User Fee Revenue to Capital Fund (2017 Backstops and Fence Replacement) | 30,000 | 0 | 0 | 0 | 0 | 0 | 30,000 |
| Enterprise Services Fund Income (Various 2017 Courts Plus Projects) | 59,500 | 0 | 0 | 0 | 0 | 0 | 59,500 |
| Sugar Creek Golf Course Fund Income (2017 Maintenance Equipment Replacement) | 32,000 | 0 | 0 | 0 | 0 | 0 | 32,000 |
| <u>Grants/Donations</u> | | | | | | | |
| PEP Donation in Capital Fund (2017 Wilder Mansion Flooring) | 6,500 | 0 | 0 | 0 | 0 | 0 | 6,500 |
| Total Revenue | 2,447,530 | 617,258 | 596,061 | 608,417 | 626,761 | 4,663,081 | 9,559,107 |

¹For projects in the 2017 Capital Budget, project titles reflect work to be performed in 2017 and may not reflect work proposed for 2018-26.

²Priority Code: A-Highest; B-High; C-Medium; D-Low

**Summary of Proposed Capital Project Expenses
2017-26 Projects by Year and Amount in Descending Order**

| <u>Project Name/Description</u> ¹ | <u>Category</u> | <u>Dept.</u> | <u>Type</u> | <u>Criteria Rank</u> | <u>Priority Level</u> ² | <u>FY 17</u> | <u>FY 18</u> | <u>FY 19</u> | <u>FY 20</u> | <u>FY 21</u> | <u>FY 22-26</u> | <u>Total</u> |
|--|---------------------------|--------------|-----------------------|----------------------|------------------------------------|--------------|--------------|--------------|--------------|--------------|-----------------|--------------|
| Plunkett Park Redevelopment | Play Areas | P&F | Upgrade | 2.60 | B | 450,000 | - | - | 350,000 | - | - | 800,000 |
| Wagner Community Center Upgrades and Improvements | Buildings | P&F | Asset Management | 3.00 | B | 339,200 | 134,800 | 280,000 | 175,000 | - | 175,000 | 1,104,000 |
| Maintenance Facility Fueling Station and Salt Dome Replacement | Buildings | P&F | Upgrade | 4.00 | A | 338,750 | 90,000 | 30,000 | 325,080 | - | - | 457,580 |
| Berens Park Court Resurfacing | Park Play Fields/Courts | P&F | Asset Management | 3.00 | B | 176,000 | 90,000 | 125,000 | 40,000 | 20,000 | 170,000 | 621,000 |
| Paving and Seal Coating Projects | Trails/Paths/Parking Lots | P&F | Asset Management | 2.67 | B | 160,205 | 271,000 | 219,000 | 58,566 | 225,000 | 237,000 | 1,170,771 |
| Salt Creek Green Way Trail Connector | Trails/Paths/Parking Lots | P&F | Upgrade | 4.00 | A | 145,000 | - | - | - | - | - | 145,000 |
| Courts Plus Fitness Equipment Replacement | Equipment/Machines | ENT | Asset Management | 2.00 | D | 113,000 | 223,975 | 225,255 | 149,107 | 80,650 | 663,324 | 1,455,311 |
| Garden Plot Relocation | Park Redevelopment | P&F | Upgrade | 2.75 | B | 100,000 | 100,000 | - | - | - | - | 200,000 |
| Backstops and Fence Replacement | Park Play Fields/Courts | P&F | Asset Management | 2.67 | B | 84,750 | 102,000 | 160,000 | 210,000 | 250,000 | 210,000 | 1,016,750 |
| Courts Plus HVAC Replacement | Equipment/Machines | ENT | Asset Management | 2.14 | C | 69,500 | - | - | 85,000 | 62,500 | - | 217,000 |
| Eldridge Park ADA Improvements | Trails/Paths/Parking Lots | P&F | Asset Management | 2.50 | C | 60,000 | 260,000 | 30,000 | 913,000 | 50,000 | 400,000 | 1,713,000 |
| Administration Building Roof and Masonry Repairs | Buildings | P&F | Asset Management | 2.50 | C | 55,000 | 78,000 | 85,000 | - | - | - | 218,000 |
| Depot/Safety Town External Improvements | Buildings | P&F | Asset Management | 2.67 | B | 34,000 | 101,000 | - | - | - | - | 135,000 |
| Sugar Creek Golf Course Maintenance Equipment Replacement | Equipment/Machines | SC | Asset Management | 2.86 | B | 32,000 | 45,000 | 40,000 | 40,000 | 45,000 | 150,000 | 352,000 |
| The Hub Spray Ground Resurfacing | Miscellaneous Maintenance | P&F | Asset Management | 4.00 | A | 30,000 | 30,000 | - | - | - | - | 60,000 |
| Parks and Facilities Grounds Equipment Replacement | Equipment/Machines | P&F | Asset Management | 2.50 | C | 29,500 | 80,000 | 100,000 | 89,000 | 24,000 | 70,000 | 392,500 |
| Maintenance Tracking Software | Information Technology | IT | Upgrade | 2.75 | B | 28,775 | - | - | - | - | - | 28,775 |
| Courts Plus/Plunkett Park Parking Lot Repairs | Trails/Paths/Parking Lots | ENT | Asset Management | 2.00 | D | 27,500 | 22,500 | - | 350,000 | - | - | 400,000 |
| Courts Plus Interior Enhancements | Buildings | ENT | Asset Management | 2.17 | C | 22,500 | 111,500 | 170,000 | 135,000 | 27,500 | 875,000 | 1,341,500 |
| Access Control Systems | Information Technology | IT | Upgrade | 2.00 | D | 20,100 | 15,000 | 15,000 | 15,000 | - | - | 65,100 |
| Wilder Mansion Flooring Replacement | Buildings | ENT | Asset Management | 2.00 | D | 19,750 | 15,500 | 52,500 | 25,000 | 10,000 | 42,500 | 165,250 |
| Courts Plus Racquetball Court Lighting Replacement | Equipment/Machines | ENT | Asset Management | 2.00 | D | 19,500 | 92,000 | 48,000 | - | - | - | 159,500 |
| Wilder Mansion Security Camera Upgrade | Information Technology | ENT | Upgrade | 2.00 | D | 17,500 | 15,000 | 19,500 | - | - | 42,500 | 94,500 |
| Berens Park Redevelopment | Trail/Paths/Parking Lots | P&F | Asset Management | 2.75 | B | - | 1,127,000 | - | 360,000 | - | 500,000 | 1,987,000 |
| Salt Creek Park Redevelopment | Park Redevelopment | P&F | Upgrade | 2.60 | B | - | 537,800 | - | - | - | - | 537,800 |
| Berens Sled Hill Upgrades | Miscellaneous Maintenance | P&F | Upgrade | 4.00 | A | - | 492,140 | - | - | - | - | 492,140 |
| Wagner Community Center Expansion | Buildings | P&F | New/Major Development | 3.00 | B | - | 308,000 | 8,008,000 | - | - | - | 8,316,000 |
| WCC Roof Restoration | Buildings | P&F | Asset Management | 2.50 | C | - | 285,000 | - | - | - | - | 285,000 |
| Abbey Asset Management | Buildings | P&F | Asset Management | 2.40 | C | - | 271,850 | - | - | - | - | 271,850 |
| Pioneer Park Redevelopment | Trail/Paths/Parking Lots | P&F | Upgrade | 2.60 | B | - | 139,685 | - | - | - | 350,000 | 489,685 |
| Financial ERP Software | Information Technology | FIN&HR | Upgrade | 3.00 | B | - | 135,000 | - | - | - | - | 135,000 |
| Abra HR Upgrades (or New HR Software) | Information Technology | FIN&HR | Upgrade | 2.75 | B | - | 128,054 | 56,610 | - | - | - | 184,664 |
| Wilder Building (225 Prospect) | Buildings | P&F | Upgrade | 2.00 | D | - | 108,000 | - | - | - | - | 108,000 |
| Courts Plus Domestic Boiler Replacement | Building | ENT | Asset Management | 2.00 | D | - | 107,000 | 62,500 | - | - | - | 169,500 |
| Smalley Asset Management | Outdoor Pools | P&F | Asset Management | 3.00 | B | - | 88,500 | - | - | - | - | 88,500 |
| Rolling Vehicle Stock | Vehicles | P&F | Asset Management | 2.00 | D | - | 70,000 | 145,000 | 195,000 | 125,000 | 500,000 | 1,035,000 |
| PC Replacements | Information Technology | IT | Asset Management | 3.00 | B | - | 70,000 | - | - | 70,000 | - | 140,000 |
| Courts Plus Pool Improvements | Equipment/Machines | ENT | Asset Management | 2.00 | D | - | 65,000 | 93,000 | 72,000 | 58,000 | 109,500 | 397,500 |
| Crestview Asset Management | Buildings | P&F | Asset Management | 3.00 | B | - | 60,000 | - | - | - | - | 60,000 |
| Courts Plus Laundry Equipment | Equipment/Machines | ENT | Asset Management | 2.00 | D | - | 58,500 | - | - | - | - | 58,500 |
| Courts Plus Tennis Area Improvements | Buildings | ENT | Asset Management | 2.57 | B | - | 49,000 | 23,000 | 27,500 | - | 250,000 | 349,500 |
| SharePoint | Information Technology | IT | New/Major Development | 3.00 | B | - | 48,000 | - | - | - | - | 48,000 |
| Sugar Creek Golf Course Clubhouse Deck Renovation | Buildings | SC | Asset Management | 2.33 | C | - | 40,000 | - | - | - | - | 40,000 |
| Crestview Park Redevelopment | Park Play Fields/Courts | P&F | Upgrade | 2.25 | C | - | 25,000 | - | 30,000 | - | 425,000 | 480,000 |

²Priority Code: A-Highest; B-High; C-Medium; D-Low

¹For projects in the 2017 Capital Budget, project titles reflect work to be performed in 2017 and may not reflect work proposed for 2018-26.

| Project Name/Description ¹ | Category | Dept. | Type | Criteria Rank | Priority Level ² | FY 17 | FY 18 | FY 19 | FY 20 | FY 21 | FY 22-26 | Total |
|--|---------------------------|-------|-----------------------|---------------|-----------------------------|------------------|------------------|-------------------|------------------|------------------|-------------------|-------------------|
| Sugar Creek Entrance Fencing | Trails/Paths/Parking Lots | SC | Asset Management | 2.00 | D | - | 25,000 | - | - | - | - | 25,000 |
| WCC Carpet Replacement Schedule | Buildings | P&F | Asset Management | 2.33 | C | - | 23,000 | - | - | - | 30,000 | 53,000 |
| Courts Plus Exterior Signage Replacement and Landscaping Upgra | Buildings | ENT | Asset Management | 2.00 | D | - | 19,500 | 22,500 | 9,500 | - | - | 51,500 |
| Courts Plus Roof Improvements | Buildings | ENT | Asset Management | 2.00 | D | - | 18,000 | 142,500 | 37,500 | - | 767,500 | 965,500 |
| Sugar Creek Golf Course Well Maintenance | Equipment/Machines | SC | Asset Management | 3.00 | B | - | 18,000 | - | - | - | - | 18,000 |
| Sugar Creek Golf Course Cart Path Repairs | Trails/Paths/Parking Lots | SC | Asset Management | 2.33 | C | - | 15,000 | - | - | - | - | 15,000 |
| Sugar Creek Driving Range Asset Management | Miscellaneous Maintenance | SC | Asset Management | 2.00 | D | - | 15,000 | 100,000 | - | - | - | 115,000 |
| East End Park Redevelopment | Miscellaneous Maintenance | P&F | Upgrade | 2.67 | B | - | - | 475,000 | - | - | - | 475,000 |
| York Commons Sand Volleyball/Basketball | Park Play Fields/Courts | P&F | Upgrade | 2.00 | D | - | - | 182,985 | - | - | - | 182,985 |
| Wild Meadows Trace Improvements | Park Redevelopment | P&F | Upgrade | 2.67 | B | - | - | 154,740 | - | - | - | 154,740 |
| Portable Stage | Equipment and Machines | P&F | Upgrade | 2.50 | C | - | - | 150,000 | - | - | - | 150,000 |
| Maple Trail Woods Redevelopment | Park Redevelopment | P&F | Upgrade | 2.67 | B | - | - | 80,000 | - | - | - | 80,000 |
| Courts Plus Sanitary Lift Station Improvement Project | Buildings | ENT | Asset Management | 2.00 | D | - | - | 74,500 | - | - | - | 74,500 |
| Courts Plus Radiant Heat Boiler Replacement | Machines/Equipment | ENT | Asset Management | 2.20 | C | - | - | 62,500 | - | - | - | 62,500 |
| Marjorie Davis Redevelopment | Play Areas | P&F | Upgrade | 2.00 | D | - | - | 50,000 | 75,000 | - | 375,000 | 500,000 |
| Clubhouse/Banquet Room Asset Management | Buildings | SC | Asset Management | 3.00 | B | - | - | 25,000 | - | - | - | 25,000 |
| Butterfield Recreation Building Asset Management | Buildings | P&F | Asset Management | 2.40 | C | - | - | 20,000 | - | - | - | 20,000 |
| Hub Facility Rental improvements | Buildings | P&F | New/Major Development | 2.00 | D | - | - | 17,500 | 175,000 | - | - | 192,500 |
| Courts Plus Expansion | Buildings | ENT | Upgrade | 2.25 | C | - | - | - | 2,950,000 | - | - | 2,950,000 |
| Crestview Recreation Building Replacement | Buildings | P&F | New/Major Development | 2.75 | B | - | - | - | 1,000,000 | - | - | 1,000,000 |
| Conrad Fischer Redevelopment | Park Redevelopment | P&F | Upgrade | 2.50 | C | - | - | - | 456,300 | - | - | 456,300 |
| SAN (Storage Area Network) and Hosts | Information Technology | IT | Upgrade | 2.75 | B | - | - | - | 61,700 | - | - | 61,700 |
| Sugar Creek Golf Course Fuel Tank Replacement | Equipment/Machines | SC | Asset Management | 2.50 | C | - | - | - | 25,000 | - | - | 25,000 |
| Blood Pressure Machine | Equipment/Machines | ENT | Asset Management | 2.00 | D | - | - | - | 7,500 | - | - | 7,500 |
| Ben Allison Redevelopment | Park Redevelopment | P&F | Upgrade | 2.80 | B | - | - | - | - | 365,500 | - | 365,500 |
| Van Voorst Redevelopment | Trails/Paths/Parking Lots | P&F | New/Major Development | 2.50 | C | - | - | - | - | 125,000 | - | 125,000 |
| Smalley Pool Bathhouse Replacement | Outdoor Pools | P&F | New/Major Development | 2.33 | C | - | - | - | - | - | 2,500,000 | 2,500,000 |
| Sugar Creek Golf Course Creek Repairs | Miscellaneous Maintenance | SC | Asset Management | 4.00 | A | - | - | - | - | - | 1,000,000 | 1,000,000 |
| North Side Maintenance Facility | Buildings | P&F | New/Major Development | 2.33 | C | - | - | - | - | - | 792,000 | 792,000 |
| Sugar Creek Maintenance Facility Redevelopment | Buildings | SC | New/Major Development | 2.67 | B | - | - | - | - | - | 760,760 | 760,760 |
| Racquetball Courts Conversion | Buildings | ENT | Upgrade | 2.00 | D | - | - | - | - | - | 615,000 | 615,000 |
| Jaycee Tot Lot Redevelopment | Play Areas | P&F | Upgrade | 2.33 | C | - | - | - | - | - | 200,000 | 200,000 |
| Courts Plus Emergency Power | Equipment/Machines | ENT | Asset Management | 2.00 | D | - | - | - | - | - | 135,000 | 135,000 |
| Kiwanis Park Redevelopment | Trails/Paths/Parking Lots | P&F | Asset Management | 2.67 | B | - | - | - | - | - | 95,000 | 95,000 |
| Sugar Creek Irrigation Pump System Replacement | Equipment/Machines | SC | Asset Management | 1.00 | D | - | - | - | - | - | 80,000 | 80,000 |
| Wilder Mansion Emergency Power | Equipment/Machines | ENT | Upgrade | 2.00 | D | - | - | - | - | - | 62,500 | 62,500 |
| Sidewalk Replacement | Park Redevelopment | P&F | Asset Management | 2.50 | C | - | - | - | - | - | 58,000 | 58,000 |
| Sleepy Hollow Redevelopment | Park Redevelopment | P&F | Asset Management | 3.00 | B | - | - | - | - | - | 55,000 | 55,000 |
| Contingency | | | | | | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 | 375,000 | 750,000 |
| Total Expenses | | | | | | 2,447,530 | 6,299,304 | 11,619,590 | 8,516,753 | 1,613,150 | 13,070,584 | 43,240,661 |

¹For projects in the 2017 Capital Budget, project titles reflect work to be performed in 2017 and may not reflect work proposed for 2018-26.

²Priority Code: A-Highest; B-High; C-Medium; D-Low

2017 BUDGET: DEBT SERVICE OVERVIEW



Debt financing is used to fund one-time capital expenditures that are part of the long-range Capital Improvement Plan. In 2004, the Illinois General Assembly restored the District's bonding authority to \$1.04 million annually and in 2010, approved that this amount could increase annually based on the Consumer Price Index. These actions provide the District the ability to use long-term debt instruments and operating surpluses to finance large capital projects and repay outstanding debt rather than relying on funds that are needed to meet operating expenses. The District prepares detailed analyses of existing obligations, current and projected reserves and future liability levels before making a decision to issue new debt or refinance existing debt such as the refunding of the G.O. Debt Certificates in February 2012 (saving taxpayers over \$440,000 in interest expenses over the next 10 years) and the 2006 G.O. Limited Tax Bonds in April 2014 (saving taxpayers \$204,528 during the remaining twelve-year life of the reissued bonds). In 2017, the District is proposing to issue debt in the principal amount of \$2,200,000 to finance the acquisition/initial site preparation of newly acquired properties at 135 Palmer Drive and 447 Armitage Avenue. The projected annual payment for principal and interest on the new debt is \$150,000.

The District's current and proposed debt portfolio for 2017 is illustrated in the chart below:

| Outstanding Debt | | | | | |
|--|--|---|----------------------------------|---------------------------------|-----------------------------------|
| Bond Issue | Funding Source | Principal and Interest Total Outstanding as of 12/31/2016 | Amount of 2017 Principal Payment | Amount of 2017 Interest Payment | Amount of 2017 Total Debt Payment |
| General Obligation Limited Tax Refunding Debt Certificates, Series 2012 | | | | | |
| Expansion of Sugar Creek Golf Course and purchase and redevelopment of Wagner Community Center | Annual Rollover General Obligation Bond and Sugar Creek Golf Course Fund Revenues | 2,290,000 | 270,000 | 45,000 | 420,000 |
| | | <u>210,338</u> | (WCC) | (WCC) | |
| | | 2,500,338 | 90,000 | 15,000 | |
| | | | (SC) | (SC) | |
| Debt Certificates, Series 2012A | | | | | |
| Purchase of 375 W. First Street, Administrative Offices | Debt Service Tax Levy | 880,000 | 55,000 | 15,400 | 70,400 |
| | | <u>149,600</u> | | | |
| | | 1,029,600 | | | |
| General Obligation Limited Tax Park Refunding Bond, Series 2014A | | | | | |
| Redevelopment of East End Pool and Wilder Mansion and installation of two synthetic turf athletic fields | Debt Service Tax Levy and transfer from Early Bond Repayment Fund (\$75,715 annually for artificial turf fields) | 3,940,000 | 400,000 | 99,956 | 499,956 |
| | | <u>513,153</u> | | | |
| | | 4,453,153 | | | |
| Proposed Debt for 2017 | | | | | |
| 2017 General Obligation Annual Rollover Bond ¹ | | | | | |
| Debt payment for Limited Tax Refunding Debt Certificates Series 2012 and fund capital improvements | Debt Service Tax Levy | 642,870 | 642,870 | 25,715 | 668,585 |
| | | <u>25,715</u> | | | |
| | | 668,585 | | | |
| 2017 Land Acquisition Debt ¹ | | | | | |
| Debt payment for 2017 Land Acquisition Debt | General and Recreation Tax Levy | 2,200,000 | 80,593 | 69,407 | 150,000 |
| | | <u>800,000</u> | | | |
| | | 3,000,000 | | | |

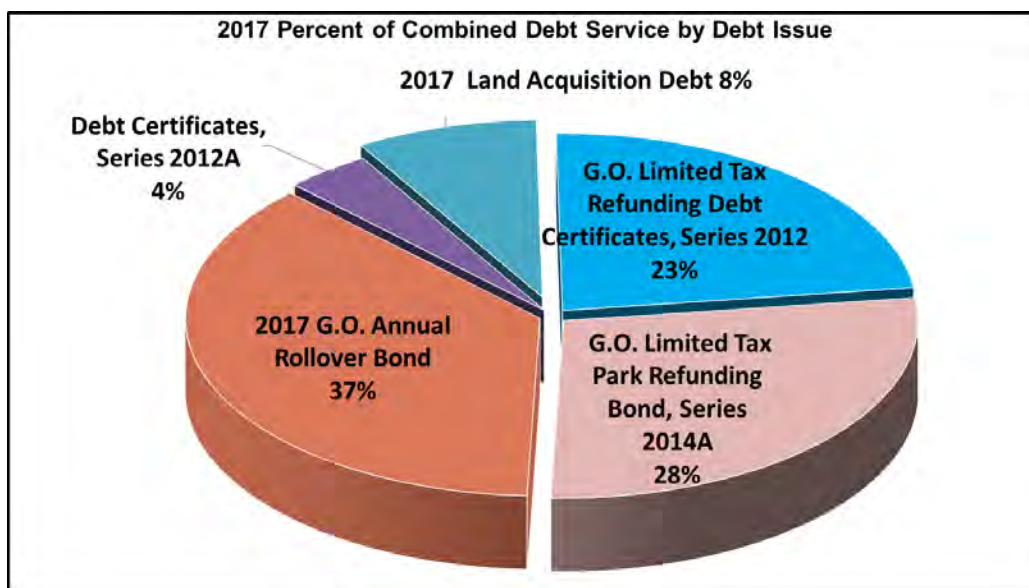
¹ Estimate (interest portion will be determined when the bond sale is negotiated)

2017 Proposed Debt Service Revenue

The 2017 bond payments of \$1,808,941 detailed in the chart on the previous page (in the last column titled “Amount of 2017 Total Debt Payment”) are budgeted in the Debt Service Fund along with bank and finance charges of \$2,435 and legal fees of \$8,500. Revenues in the Debt Service Fund to cover these payments are as follows:

- Taxes levied totaling \$1,168,661 to pay the majority of the 2014A G.O. Limited Tax Park Refunding Bond for East End Pool and Wilder Mansion, the Debt Certificates Series 2012A for the purchase of the Administrative Offices at 375 W. First Street and the 2016 G. O. Annual Rollover Bond;
- A transfer from the Early Bond Repayment Fund to the Debt Service Fund of \$75,715 for the additional debt service portion of the 2014A G.O. Limited Tax Park Refunding Bond that funded the installation of two synthetic turf fields;
- A transfer of \$105,000 from the Sugar Creek Golf Course Fund to the Debt Service Fund to pay the Sugar Creek Golf Course portion of the 2012 G. O. Limited Tax Refunding Debt Certificates;
- A transfer of \$75,000 from both the General Fund and from the Recreation Fund to the Debt Service Fund to pay proposed 2017 debt financed for the acquisition/initial site preparation of newly acquired properties at 135 Palmer Drive and 447 Armitage Avenue, and
- General Obligation Annual Rollover Bond proceeds of \$320,000 for the Wagner Community Center portion of the 2012 G.O. Limited Tax Refunding Debt Certificates. The remainder of Annual Rollover Bond proceeds will be recorded in Capital Improvement Fund revenue to fund various capital projects (\$348,585 less interest).

The Sugar Creek Golf Course Fund includes a transfer of \$123,563 to the Village of Villa Park to pay the portion of the debt issued by the Village to purchase and develop the driving range.



Bond Rating

In 2006, the District’s operations were reviewed by representatives from Moody’s Investor Service through an on-site visit of parks and facilities and an analysis of financial information prior to the issuance of the 2006 \$7.5 million G.O. Limited Tax Bonds. Moody’s upgraded the District’s bond rating from an Aa3 to Aa2 rating reinforcing the District’s healthy financial position. Moody’s report cited the District’s “well-managed finances and healthy reserves, strong management and program flexibility and Elmhurst’s location and economy,” as reasons for the rating upgrade. According to Moody’s interim 2010 rating report, the rating agency upgraded the District’s

2017 BUDGET: DEBT SERVICE OVERVIEW



bond rating again (from Aa2 to Aa1), illustrating the District's excellent financial condition. This rating enables the District to acquire debt financing for infrastructure or major capital at a significant savings of interest.

Debt Limit

The legal debt limits for the District are 2.875% of equalized assessed valuation (EAV) for total debt issued including referendum and non-referendum bonds. The District has approximately \$59 million in legal debt margin. The legal debt limit for non-referendum bonds is 0.575% of assessed valuation or \$11.8 million. Bonds are not included in the computation of statutory indebtedness unless the taxes levied to pay for such obligations are in fact extended. The District's long-term debt outlook is healthy as the District's current percentage of legal debt limit is 15% of the total limit or \$8,538,244 (total remaining available limit is \$50,325,817) and for non-referendum General Obligation debt, the percentage of legal debt limit is 42% of the total limit or \$4,963,244 (total remaining available limit is \$6,809,568). The District's Moody's Investors Services Aa1 rating illustrates that the District is within a fiscally responsible level of debt. The chart below illustrates the legal debt margin calculations.

| Estimated Legal Debt Margin Calculations | | | |
|---|------------------|------------------|-------------------|
| <i>(as of September 30, 2016)</i> | | | |
| Tax Year 2015 EAV <i>(collectable calendar year 2016)</i> | 2,047,445,605 | | |
| Non-Referendum General Obligation Debt Limit (0.575% of EAV) | | 11,772,812 | |
| Statutory Debt Limit (2.875% of EAV) | | | 58,864,061 |
| Less: Bonded Debt | | | |
| Debt Certificates, Series 2012A (due 10/27/32) | 935,000 | | 935,000 |
| General Obligation Limited Tax Refunding Debt Certificates Series 2012 (due 11/01/22) | 2,640,000 | | 2,640,000 |
| Annual Rollover | 633,244 | 633,244 | 633,244 |
| General Obligation Limited Tax Park Refunding Bonds, Series 2014 (due 12/15/25) | <u>4,330,000</u> | <u>4,330,000</u> | <u>4,330,000</u> |
| Total Outstanding Debt: | 8,538,244 | 4,963,244 | 8,538,244 |
| Total Available Legal Debt Margins: | | <u>6,809,568</u> | <u>50,325,817</u> |
| | | 42% | 15% |

2017 BUDGET: DEBT SERVICE OVERVIEW



This chart illustrates the District's debt service requirements to maturity of all outstanding debt with the annual principal and interest payments listed separately for each outstanding bond issue:

DEBT SERVICE REQUIREMENTS TO MATURITY

| Fiscal Year | General Obligation Bonds-Annual Estimate | | 2017 Bonds Land Aquisition Estimate | | 2012 G.O. Ltd Tax Refunding Debt Certificates Issued \$3,710,000 Interest: 2.00% - 3.00% | | 2012 G.O. Debt Certificates Issued \$1,100,000 Interest: 0.60% - 2.50% | | 2014 Ltd Tax Park Refunding Bonds Issued \$4,455,000 Interest: 1.95% - 3.50% | | Totals | |
|--------------|--|---------------|-------------------------------------|----------------|--|----------------|--|----------------|--|----------------|------------------|------------------|
| | Principal | Interest | Principal | Interest | Principal | Interest | Principal | Interest | Principal | Interest | Principal | Interest |
| 2017 | 642,870 | 25,715 | 80,593 | 69,407 | 360,000 | 60,000 | 55,000 | 15,400 | 400,000 | 99,956 | 1,538,463 | 270,478 |
| 2018 | | | 83,136 | 66,864 | 365,000 | 49,200 | 55,000 | 14,850 | 405,000 | 87,956 | 908,136 | 218,870 |
| 2019 | | | 85,758 | 64,242 | 380,000 | 38,250 | 55,000 | 14,245 | 415,000 | 79,856 | 935,758 | 196,593 |
| 2020 | | | 88,464 | 61,536 | 385,000 | 29,700 | 55,000 | 13,585 | 430,000 | 65,331 | 958,464 | 170,152 |
| 2021 | | | 91,255 | 58,745 | 395,000 | 21,037 | 55,000 | 12,870 | 435,000 | 56,946 | 976,255 | 149,598 |
| 2022 | | | 94,134 | 55,866 | 405,000 | 12,150 | 55,000 | 12,100 | 450,000 | 47,594 | 1,004,134 | 127,710 |
| 2023 | | | 97,104 | 52,896 | | | 55,000 | 11,275 | 460,000 | 36,906 | 612,104 | 101,077 |
| 2024 | | | 100,167 | 49,833 | | | 55,000 | 10,395 | 465,000 | 25,406 | 620,167 | 85,634 |
| 2025 | | | 103,327 | 46,673 | | | 55,000 | 9,460 | 480,000 | 13,200 | 638,327 | 69,333 |
| 2026 | | | 106,587 | 43,413 | | | 55,000 | 8,470 | | | 161,587 | 51,883 |
| 2027 | | | 109,950 | 40,050 | | | 55,000 | 7,425 | | | 164,950 | 47,475 |
| 2028 | | | 113,418 | 36,582 | | | 55,000 | 6,325 | | | 168,418 | 42,907 |
| 2029 | | | 116,997 | 33,003 | | | 55,000 | 5,170 | | | 171,997 | 38,173 |
| 2030 | | | 120,688 | 29,312 | | | 55,000 | 3,960 | | | 175,688 | 33,272 |
| 2031 | | | 124,495 | 25,505 | | | 55,000 | 2,695 | | | 179,495 | 28,200 |
| 2032 | | | 128,423 | 21,577 | | | 55,000 | 1,375 | | | 183,423 | 22,952 |
| 2033 | | | 132,474 | 17,526 | | | | | | | 132,474 | 17,526 |
| 2034 | | | 136,654 | 13,346 | | | | | | | 136,654 | 13,346 |
| 2035 | | | 140,965 | 9,035 | | | | | | | 140,965 | 9,035 |
| 2036 | | | 145,411 | 4,589 | | | | | | | 145,411 | 4,589 |
| Total | 642,870 | 25,715 | 2,200,000 | 800,000 | 2,290,000 | 210,338 | 880,000 | 149,600 | 3,940,000 | 513,153 | 9,952,870 | 1,698,805 |

2017 BUDGET: DEBT SERVICE OVERVIEW



DEBT SERVICE REQUIREMENTS TO MATURITY

| Fiscal Year | General Obligation Bonds-Annual Estimate | | 2017 Bonds Land Aquisition Estimate | | 2012 GO Ltd Tax Refunding Debt Certificates Issued \$3,710,000 Interest: 2.00% - 3.00% | | 2012 G.O. Debt Certificates Issued \$1,100,000 Interest: 0.60% - 2.50% | | 2014 Ltd Tax Park Refunding Bonds Issued \$4,455,000 Interest: 1.95% - 3.50% | | Totals | |
|--------------|--|---------------|-------------------------------------|----------------|--|----------------|--|----------------|--|----------------|------------------|------------------|
| | Principal | Interest | Principal | Interest | Principal | Interest | Principal | Interest | Principal | Interest | Principal | Interest |
| 2017 | 642,870 | 25,715 | 80,593 | 69,407 | 360,000 | 60,000 | 55,000 | 15,400 | 400,000 | 99,956 | 1,538,463 | 270,478 |
| 2018 | | | 83,136 | 66,864 | 365,000 | 49,200 | 55,000 | 14,850 | 405,000 | 87,956 | 908,136 | 218,870 |
| 2019 | | | 85,758 | 64,242 | 380,000 | 38,250 | 55,000 | 14,245 | 415,000 | 79,856 | 935,758 | 196,593 |
| 2020 | | | 88,464 | 61,536 | 385,000 | 29,700 | 55,000 | 13,585 | 430,000 | 65,331 | 958,464 | 170,152 |
| 2021 | | | 91,255 | 58,745 | 395,000 | 21,037 | 55,000 | 12,870 | 435,000 | 56,946 | 976,255 | 149,598 |
| 2022 | | | 94,134 | 55,866 | 405,000 | 12,150 | 55,000 | 12,100 | 450,000 | 47,594 | 1,004,134 | 127,710 |
| 2023 | | | 97,104 | 52,896 | | | 55,000 | 11,275 | 460,000 | 36,906 | 612,104 | 101,077 |
| 2024 | | | 100,167 | 49,833 | | | 55,000 | 10,395 | 465,000 | 25,406 | 620,167 | 85,634 |
| 2025 | | | 103,327 | 46,673 | | | 55,000 | 9,460 | 480,000 | 13,200 | 638,327 | 69,333 |
| 2026 | | | 106,587 | 43,413 | | | 55,000 | 8,470 | | | 161,587 | 51,883 |
| 2027 | | | 109,950 | 40,050 | | | 55,000 | 7,425 | | | 164,950 | 47,475 |
| 2028 | | | 113,418 | 36,582 | | | 55,000 | 6,325 | | | 168,418 | 42,907 |
| 2029 | | | 116,997 | 33,003 | | | 55,000 | 5,170 | | | 171,997 | 38,173 |
| 2030 | | | 120,688 | 29,312 | | | 55,000 | 3,960 | | | 175,688 | 33,272 |
| 2031 | | | 124,495 | 25,505 | | | 55,000 | 2,695 | | | 179,495 | 28,200 |
| 2032 | | | 128,423 | 21,577 | | | 55,000 | 1,375 | | | 183,423 | 22,952 |
| 2033 | | | 132,474 | 17,526 | | | | | | | 132,474 | 17,526 |
| 2034 | | | 136,654 | 13,346 | | | | | | | 136,654 | 13,346 |
| 2035 | | | 140,965 | 9,035 | | | | | | | 140,965 | 9,035 |
| 2036 | | | 145,411 | 4,589 | | | | | | | 145,411 | 4,589 |
| Total | 642,870 | 25,715 | 2,200,000 | 800,000 | 2,290,000 | 210,338 | 880,000 | 149,600 | 3,940,000 | 513,153 | 9,952,870 | 1,698,805 |

2017 BUDGET: DEBT SERVICE OVERVIEW



This chart illustrates the District's debt service requirements to maturity of all outstanding debt, including the total annual payment for each outstanding bond issue:

DEBT SERVICE REQUIREMENTS TO MATURITY

| Fiscal Year | General Obligation Bonds-Annual Estimate | 2017 Bond Land Aquisition Debt Estimate | 2012 G.O. Ltd Tax Refunding Debt Certificates Issued \$3,710,000 Interest: 2.00% - 3.00% | 2012 G.O. Debt Certificates Issued \$1,100,000 Interest: 0.60% - 2.50% | 2014 Ltd Tax Park Refunding Bonds Issued \$4,455,000 Interest: 1.95% - 3.50% | Totals |
|------------------|---|--|--|--|--|-------------------|
| 2017 | 668,585 | 150,000 | 420,000 | 70,400 | 499,956 | 1,808,941 |
| 2018 | | 150,000 | 414,200 | 69,850 | 492,956 | 1,127,006 |
| 2019 | | 150,000 | 418,250 | 69,245 | 494,856 | 1,132,351 |
| 2020 | | 150,000 | 414,700 | 68,585 | 495,331 | 1,128,616 |
| 2021 | | 150,000 | 416,037 | 67,870 | 491,946 | 1,125,853 |
| 2022 | | 150,000 | 417,150 | 67,100 | 497,594 | 1,131,844 |
| 2023 | | 150,000 | | 66,275 | 496,906 | 713,181 |
| 2024 | | 150,000 | | 65,395 | 490,406 | 705,801 |
| 2025 | | 150,000 | | 64,460 | 493,200 | 707,660 |
| 2026 | | 150,000 | | 63,470 | | 213,470 |
| 2027 | | 150,000 | | 62,425 | | 212,425 |
| 2028 | | 150,000 | | 61,325 | | 211,325 |
| 2029 | | 150,000 | | 60,170 | | 210,170 |
| 2030 | | 150,000 | | 58,960 | | 208,960 |
| 2031 | | 150,000 | | 57,695 | | 207,695 |
| 2032 | | 150,000 | | 56,375 | | 206,375 |
| 2033 | | 150,000 | | | | |
| 2034 | | 150,000 | | | | |
| 2035 | | 150,000 | | | | |
| 2036 | | 150,000 | | | | |
| Principal | 642,870 | 2,200,000 | 2,290,000 | 880,000 | 3,940,000 | 9,952,870 |
| Interest | 25,715 | 800,000 | 210,338 | 149,600 | 513,153 | 1,698,805 |
| Total | 668,585 | 3,000,000 | 2,500,338 | 1,029,600 | 4,453,153 | 11,651,675 |

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The Annual Budget contains terminology unique to public finance and budgeting. This glossary was prepared to assist the reader with understanding some of the terms.

Accrual Basis: The basis of accounting under which revenues are recorded when earned and expenses when the liability is incurred.

Aggregate Tax Extension: The aggregate tax extension is the total of the tax levies excluding Special Recreation Association and Bond and Interest.

Appropriation: An authorization for a specific time period granted by a legislative body to make expenditures and to incur obligations for specific purposes. An appropriation is usually limited in amount and as to the time when it may be expended.

Assessed Valuation: A value established for real or personal property to use as a basis for levying property taxes. Illinois law requires real property to be assessed at 33-1/3 percent of fair cash value. (The County Assessor establishes property values.)

Assets: Property owned by a government.

Audit Department: Is used to account for the revenues and expenditures in connection with the annual financial audit that is mandated by state statute. The revenues are received from a specific property tax levy, which can only be used for this purpose. This Department is part of the General Fund.

Balanced Scorecard: a strategy framework that emphasizes the cause and effect relationship among distinct yet interrelated perspectives of customer, financial, internal business and learning and growth.

Balanced Scorecard Perspectives: the four perspectives include Customer, Financial, Internal Business and Learning and Growth. They demonstrate cause and effect relationships in the completion of strategy.

Basis of Accounting: A term used when revenues, expenditures, transfers, assets and liabilities are recognized in the accounts and reported in the financial statements. Specifically, it relates to the timing of the measurements made, regardless of the nature of the measurement, on the cash, modified accrual, or the accrual method.

Bond: A written promise to pay a specified sum of money (called the face value or principal amount) at a specified date in the future (called the maturity date) together with periodic interest at a specified rate.

Bonded Debt: That portion of indebtedness represented by outstanding bonds.

Budget: A fiscal plan showing estimated expenditures, revenue and service levels for a specific fiscal year. The budget is the primary means by which the expenditure and service levels of the District are controlled.

Budget and Appropriation Ordinance: A legal document adopted by the Board authorizing expenditures.

Budget Calendar: The schedule of key dates or milestones that the District follows in the preparation, adoption and administration of the budget.

Budget Surplus: For any given year, the budget surplus is the excess of budget receipts over expenses. The amount of the surplus is the difference between receipts and expenses.

Budgeted Staffing: Total work force expressed as Full-time Equivalent (FTE) positions. The FTE is calculated on 2080 hours. For example, an employee working 40 hours per week for six months, or 960 hours, would be equivalent to .46 of a full-time position.

Budgetary Control: The level at which management must seek government body approval to amend the budget once it has been approved.

Capital Assets/Improvements: An acquisition or addition to fixed assets that has a value of \$5,000 or more, and an estimated useful life of greater than five years. General categories commonly used include: land, buildings, building improvements, machinery and equipment and construction in progress.

Capital Improvement Program: A long-term plan for capital expenditures to provide physical improvements to be incurred over the next ten years. The plan is reviewed and amended annually.

Capital Improvement Budget: A Capital Improvement Program (CIP) budget is a separate budget from the operating budget. Items in the CIP are usually construction projects designed to improve the value of the government assets and are included in the first year of the ten year Capital Improvement Plan. Examples of capital improvement projects include new buildings and equipment and large scale remodeling and redevelopment.

Capital Improvement Fund: A fund created to account for financial resources to be used for projects in the Capital Improvement Budget for that fiscal year. No taxes are levied specifically for this fund. Funds are provided primarily by transferring revenue from other funds, donations, and grants.

Capital Outlays: Expenditures for the acquisition, replacement, or improvement of capital assets.

Cash Management: The management of cash necessary to pay for government services while investing temporary cash excesses to earn interest revenue. Cash management refers to the activities of forecasting the inflows and outflows of cash, mobilizing cash to improve its availability for investment, establishing and maintaining banking relationships, and investing funds to achieve the balance of the highest interest and return, liquidity and minimal risk with these temporary cash balances.

Consumer Price Index (CPI): A calculation of the average change in prices for goods and services purchased by households which is measured by the Bureau of Labor Statistics in the U.S. Department of Labor. A tax cap or the CPI, whichever is less, limits the annual property tax revenue received by the Park District.

Contingency: An appropriation of funds to cover unforeseen events that occur during the fiscal year, such as flood, emergencies, federal mandates, increased revenues, and similar eventualities.

Contractual Services: The amount budgeted and appropriated for departmental and functional operating services. This includes, but is not limited to, utilities, consultants and outside contractor services, audit fees, printing, insurance, and training.

Corporate Personal Property Replacement Tax: Law enacted in 1979 to replace the corporate personal property tax. It consists of a State income tax on corporations, trusts, partnerships and a tax on the invested capital of public utilities. The tax is collected by the Illinois Department of Revenue and distributed to over 6,000 local governments based on each government's share of Corporate Personal Property tax collections in a base year (1976 in Cook County or 1977 in Downstate Counties).

DCEO: Illinois Department of Commerce and Economic Opportunity.

Debt Service: The District's obligation to pay the principal and interest of all bonds and other debt instruments according to a pre-determined payment schedule.

Debt Service Fund: Is established to account for the accumulation of resources for, and the payment of, principal and interest on long-term debt.

Department: To meet GASB 34 requirements, certain funds in 2003 were organized by the Department categories as dictated by GASB 34. For example, the IMRF, FICA, Liability, and Audit Funds are now Departments within General Fund.

Depreciation: That portion of the cost of a capital asset that is charged as an expense during a particular period. This is a process of estimating and recording the cost of using up a fixed asset.

Effective Tax Rate: Is a measure of the property tax burden that reflects both the aggregate tax rate and the level of assessment.

Enterprise Fund: A fund established to account for operations that are financed and operated in a manner similar to private business enterprises or where the intent of the governing body is that the costs of providing the goods or services to the general public on a continuing basis be financed or recovered primarily through user charges. This type of fund measures economic performance or that the determination of revenues earned, costs incurred and/or net income is accurate for management accountability.

Equalization: The application of a uniform percentage increase or decrease to assessed values of various areas or classes of property to bring assessment levels, on average, to a uniform level of market value.

Equalization Factor (multiplier): The factor that must be applied to local assessments to bring about the percentage increase or decrease that will result in an equalized assessed valuation equal to one-third of the market value of the taxable property in a jurisdiction.

Equalized Assessed Valuation (EAV): The assessed value multiplied by the State equalization factor minus adjustments for exemptions. Taxes are calculated based on this property value.

Exemption: The removal of property from the tax base. An exemption may be partial, as a homestead exemption, or complete as, for example, a church building used exclusively for religious purposes. Park District properties are tax-exempt.

Expenditure: This term refers to the cost incurred to acquire goods or receive services regardless of when the expense is actually paid.

Expense Category: A means of identifying and analyzing the obligations incurred by the District in terms of the nature of the goods or services purchased (e.g., salaries and wages, supplies, contractual services, repairs, capital outlays) regardless of the function involved or purpose of the programs for which they are used.

Extension: The actual dollar amount billed to the property taxpayers of a district. The County Clerk extends all taxes.

FICA Department: Is used to account for the revenues and expenditures associated with the obligation to make payments to the Social Security Administration for the employer portion of the FICA payroll tax. The revenues are received from a specific property tax levy, which produces an amount sufficient to pay the District's contributions on behalf of the District's employees. Expenditures are limited to payment of the employer portion of the FICA tax for non-enterprise salaries and wages of park district employees. This Department is part of the General Fund.

Fiscal Year (FY): The time period designating the beginning and ending period for recording financial transactions. Elmhurst Park District uses January 1 to December 31 as its fiscal year.

Fixed Assets: Assets of a long-term character that are intended to continue to be held or used, such as land, buildings, and equipment.

Full-time Equivalent Employees: FTE's are a calculation of the number of full-time employees based on a 2,080 hour work year and include full- and part-time.

Function: A major administrative division of the District that indicates overall management responsibility for an operation.

Fund: An independent fiscal and accounting entity with a self-balancing set of accounts. Commonly used funds in public accounting are: general fund, special revenue funds, debt service funds, capital project funds, enterprise funds, internal service funds and fiduciary funds.

Fund Accounting: A governmental accounting system that is organized and operates on a fund basis. Fund accounting segregates funds according to their intended purpose and is used to aid management in demonstrating compliance with finance-related legal and contractual provisions.

Fund Balance: The assets of a fund less liabilities, as determined at the end of each fiscal year. Any reserved portions of fund balance are deducted to result in an “unreserved fund balance”.

Gateway Special Recreation Association: An organization consisting of members whose function is to provide recreation services for individuals with disabilities. The Park District is a contributing member to Gateway.

Generally Accepted Accounting Principles (GAAP): Uniform minimum standards and guidelines for financial accounting and reporting. They govern the form and content of the financial statements of an entity. GAAP encompass the conventions, rules and procedures necessary to define accepted accounting practice at a particular time. They include not only broad guidelines of general application, but also detailed practices and procedures. The primary authoritative body on the application of GAAP to state and local governments is the Governmental Accounting Standards Board (GASB).

General Fund: The principal operating fund of the District. It accounts for all revenues and expenditures of the District not accounted for in other funds. Most governmental services are provided by the General Fund including, but not limited to Park Services and Administrative Services.

General Obligation Bonds: Bonds that finance public projects such as new buildings and major renovation projects. The repayment of these bonds is made from property taxes and the bonds are backed by the full faith and credit of the issuing entity.

Governmental Accounting Standards Board (GASB): The ultimate authoritative body that sets accounting and financial reporting standards for state and local governments.

Government Finance Officers Association (GFOA): An association of public finance professionals that have played a major role in the development and promotion of GAAP for state and local government since its inception in 1906.

Governmental Fund Types: Funds used to account for the acquisition, use and balances of expendable financial resources and the related current liabilities, except those accounted for in proprietary and trust funds. Expendable assets are assigned to a particular governmental fund type according to the purposes for which they may or must be used. Current liabilities are assigned to the fund type from which they are to be paid. The difference between the assets and the liabilities of governmental fund types is referred to as fund balance. The measurement focus in these fund types is on the determination of financial position and changes in financial position (sources, uses and balances of financial resources), rather than on net income determination. The statement of revenues, expenditures and changes in fund balance is the primary governmental fund type operating statement. It may be supported or supplemented by more detailed schedules of revenues, expenditures, transfers and other changes in fund balance. Under current GAAP, there are four governmental fund types: general, special revenue, debt service and capital projects.

Grant: A contribution by a government or other organization to support a particular function. Typically, these contributions are made to the system from the state or federal government or from private foundations.

Illinois Association of Park Districts (IAPD): A nonprofit service, research and education organization representing park districts, forest preserves, conservation and recreation agencies. The District is a member of IAPD.

Illinois Parks and Recreation Association (IPRA): A non-for-profit organization and public interest group whose goal is to provide training, networking and outreach for Illinois park and recreation professionals.

IMRF Department: Is used to account for the revenues and expenditures associated with the Illinois Municipal Retirement Fund. The Illinois Municipal Retirement Fund is a Multiple-Employer Agent retirement plan in which the government participates. The revenues are received from a specific property tax levy, which produces an amount sufficient to pay the Park District's contributions to the Fund on behalf of the District's employees. Expenditures are limited to payment of the retirement plan contributions for non-enterprise salaries and wages excluding employee contributions. This Department is part of the General Fund.

Inclusion Costs: Expenses associated with the cost of providing reasonable accommodation to facilitate the participation of individuals with disabilities in programs.

Income: A term used in proprietary fund type accounting to represent (1) revenues, or (2) the excess of revenues over expenses.

Infrastructure: Capital assets such as roads, bridges and water systems that have a longer life than most capital assets.

Interest Earnings: The earnings from available funds invested during the year in U.S. Treasury Bonds, Certificates of Deposit and other securities as approved in the Board of Park Commissioner's investment policy.

Initiatives: the specific programs, activities, projects or actions an organization will undertake in an effort to meet Strategic Plan performance targets.

Investments: A security or other asset acquired primarily for the purpose of obtaining income or profit.

Levy: (verb) To impose taxes, special assessments, or service charges for the support of governmental activities. (noun) The total amount of taxes, special assessments or service charges imposed by the District.

Liabilities: Debts or other legal obligations arising out of transactions in the past that must be liquidated, renewed, or refunded at some future date.

Liability Insurance Department: Is used to account for the revenues and expenditures associated with the Park District's insurance and risk management activities. The revenues are received from a specific property tax levy. This Department is part of the General Fund.

Limiting Rate: The maximum extended tax rate that the aggregate tax extension may increase (5% or the increase in the Consumer Price Index (CPI), whichever is lower). The aggregate tax extension is the total of the tax levies excluding Special Recreation Association and Bond and Interest. The formula for deriving the limiting rate is prior year levy multiplied by the CPI or 5%, whichever is lower, divided by the prior year levy (with any % increase) less a credit for estimated new construction. See Property Tax Extension Limitation Law.

Long Term Debt: Debt with a maturity of more than one year from the original date of issuance.

Maintenance: All materials or contract expenditures covering repair and upkeep of buildings, machinery and equipment, systems, and land improvements.

Mission: Departmental mission describes the purpose of a department and how it supports the overall mission of the organization. The District's mission describes the core purpose of the organization and why it exists.

Modified Accrual Basis: Under the modified accrual basis of accounting, revenues are recognized when susceptible to accrual (i.e., when they are "measurable and available"). "Measurable" means the basis amount of the transaction can be determined and "available" means collectible within the current period or soon enough thereafter to pay liabilities of the current period. The government considers all revenues available if they are collected within 60 days after year-end. Expenditures are recorded when the related fund liability is incurred, except for unmatured interest on general long-term debt which is recognized when due, and certain compensated absences and claims and judgments which are recognized when the obligations are expected to be liquidated with expendable available financial resources.

Multiplier: See equalization factor.

Museum Department: This Department accounts for revenues and expenditures related to the operation of the Wilder Museum/Conservatory and all utility and non-enterprise hospitality rental, meeting and community event expenses at the Wilder Mansion.

National Recreation and Parks Association (NRPA): A non-for-profit organization and public interest group whose goal is to advocate for quality park and recreation opportunities nationally. The Park District is a member of NRPA.

Net Income: Proprietary fund excess of operating revenues, non-operating revenues, and operating transfers over operating expenses, non-operating expenses, and operating transfers out.

Non-Referendum Bonds: General Obligation Bonds that can be issued without a referendum based on outstanding debt service extensions when the tax cap went into effect.

Operating Budget: A financial plan outlining estimated revenues and expenditures and other information for a specified period excluding capital plan revenues and expenses (usually a fiscal year).

Operating Expenses: Fund expenses that are directly related to the fund's primary service activities.

Ordinance: In its most common meaning, the term is used to designate the enactments of the legislative body of a local government. An ordinance is the equivalent of a municipal statute, passed by the body, for governing matters not already covered by federal or state law.

PARC: Park and Recreational Facility Construction Grant Program (PARC)

Paving & Lighting Department: Is used for the purpose of constructing, maintaining and lighting streets/roadways within the areas maintained by the District. This Department is part of the Capital Improvement Fund.

PDRMA (Park District Risk Management Agency): An agency that administers a joint risk management pool for government entities. The Park District is a member of PDRMA.

Performance Measures: A standard used to evaluate and communicate performance against expected results and to assist staff with determining organizational performance.

Program: An instructional or functional activity.

Property Tax Extension Limitation Law: In July 1991, the Illinois General Assembly enacted the Property Tax Limitation Act. In January 1994, the provisions of the Property Tax Limitation Act were replaced by the Property Tax Extension Limitation Law, part of the Property Tax Code (the "Property Tax Limitation Law"). This Act limits the increase in property tax extensions to 5% or the percent increase in the national Consumer Price Index (CPI), whichever is less. The Act became effective October 1, 1991, and first applied to the 1991 levy year for taxes payable in 1992. Increases above 5% or the CPI must be approved by the voters in a referendum.

Property Tax Revenue: Revenue from a tax levied on the equalized assessed value of real property.

Proprietary Fund Types: The classification used to account for a District's ongoing organizations and activities similar to those often found in the private sector (i.e., enterprise and internal services funds). All assets, liabilities, equities, revenues, expenses and transfers relating to the government's business and quasi-business activities are accounted for through proprietary funds. The GAAP used are generally those applicable to similar businesses in the private sector and the measurement focus is on determination of net income, financial position and changes in financial position. However, where the GASB has issued pronouncements applicable to those entities and activities, they should be guided by these pronouncements.

Public Act 87-17: The Property Tax Extension Limitation Law that imposed tax caps in Illinois counties, non-home rule municipalities, and special districts such as park and school districts.

Public Hearing: The portions of open meetings held to present evidence and provide information on both sides of an issue.

Prior Year's EAV: Equalized Assessed Valuation for the year prior to the year of the levy.

Recreation Fund: Is used for establishing and accounting recreational programs such as sports and fitness, visual and performing arts, youth and adult general interest, camps, teens, preschoolers, seniors and aquatics (excluding enterprise fund programs).

Reserved Fund Balance: The fund balance that is not available for appropriation or is legally segregated for a special future use.

Revenue: Funds that the government receives or earns. Examples of revenue sources include taxes, sponsorships, advertising, program fees, receipts from other governments, grants, shared revenues and interest income.

Revenue Bonds: Bonds whose principal and interest are payable exclusively from a revenue source pledged as the payment source before issuance, typically net income derived from the operation of the project or projects they finance.

Revenue Estimate: A formal estimate of how much revenue will be earned from a specific revenue source for some future period, typically, a future fiscal year.

Salaries and Benefits: The amount budgeted and appropriated for salaries, wages, health premiums, and fringe benefits.

Services: See Contractual Services

Source of Revenue: Revenues are classified according to their source or point of origin (see Revenue).

Special Recreation Department: Is used to account for recreational programs and inclusionary services for Elmhurst residents with disabilities. This Department also includes membership in Gateway Special Recreation Association and improvements listed in the District's Americans with Disabilities Act (ADA) transition plan. This Department is part of the Recreation Fund.

Special Revenue Funds: A fund used to account for the proceeds of specific revenue sources (other than special assessments, expendable trusts or for major capital projects) that are legally restricted to expenditures for specific purposes.

Strategic Objectives: Concise statements describing the specific elements an organization must do well in order to execute its strategy.

Strategic Plan: Long-range planning tool updated every five years and developed through a community planning process. It provides direction regarding the agency's main focus and activities.

Strategic Themes: Broad brushed macro-oriented organizational sense of direction that relates to the four Balanced Scorecard perspectives of customer, financial, internal business and growth and development.

Strategic Work Plan: The action plan for implementing strategy with timelines and the positions/Departments responsible for implementation.

Supplemental Appropriations: Appropriations made by the Board of Commissioners, after an initial appropriation, to permit expenditures beyond the original estimates.

Supplies: The amount budgeted and appropriated for departmental and functional operating supplies. This includes office supplies, building, ground, equipment and vehicle maintenance supplies and other operating supplies.

Tactics: Tactics detail the steps necessary to complete Strategic Initiatives in the Strategic Work Plan.

Tax Base: The total value of all taxable real and personal property in the District as of January 1 of each year. The tax base represents net value after all exemptions.

Tax Caps: An abbreviated way of referring to the tax increase limitations imposed by the Property Tax Extension Limitation Law (P. A. 87-17).

Tax Levy: The total amount to be raised by general property taxes for operating and debt service purposes.

Tax Rate: The amount of a tax stated in terms of a percentage of the tax base.

Tax Rate Limit: The maximum tax rate that a county clerk can extend for a particular levy. Not all tax levies have a tax rate limit. Some levies are unlimited as to rate.

Taxes: Compulsory charges levied by a government for the purpose of financing services performed for the common benefit. The term does not include charges for services rendered only to those paying such charges such as membership charges.

Transmittal Letter: The opening section of the budget which provides the Board of Park Commissioners and the public with a general summary of the most important aspects of the budget and the views and recommendations of the Executive Director.

Truth in Taxation Act: Provides taxpayers with the means to check and review local government spending. It requires the District Board to publish a notice and hold a public hearing on their intention to adopt a levy exceeding the property taxes extended for the previous year by more than five percent.

Unreserved Fund Balance: In a governmental or private-purpose trust fund, the balance of net financial resources that are expendable or available for appropriation.

User Fees: The payment of a fee for direct receipt of a public service by the party benefiting from the service.

Vision: The desired future of the organization.