2020 PROPOSED BUDGET
Elmhurst Park District
MISSION
We enrich lives while having fun!

VALUE Integrity
We will always do the right thing and we will do it the right way

VALUE Customer Service Excellence
We will exceed customer expectations and present the “wow” moment

VALUE Fun
We will inject fun and passion in what we do everyday

VALUE Community Focused
At the end of the day, it’s all about the community we serve

VISION
To be a national leader in providing memorable parks and recreation experiences to our community
2020 Budget Highlights

- Built around Vision 2020 Plan
- 2.4% increase in operational revenues ($17,828,204 vs $17,414,006)
- 4.5% increase in operational spending excluding spend down of cash and investments ($17,713,373 vs $16,946,179)
- $114,831 operating surplus
- Decreased spend down on cash and investments compared to 2019 for capital improvements
## 2020 Budget Summary

<table>
<thead>
<tr>
<th>Fund</th>
<th>Revenues</th>
<th>Operating Expenditures</th>
<th>Operating Net</th>
<th>Cash &amp; Investment Spend Down</th>
<th>Total Expenditures</th>
<th>Net</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>General Fund</strong></td>
<td>3,981,178</td>
<td>3,969,844</td>
<td>11,334</td>
<td>240,500</td>
<td>4,210,344</td>
<td>(229,166)</td>
</tr>
<tr>
<td>IMRF Department</td>
<td>442,844</td>
<td>442,690</td>
<td>154</td>
<td>0</td>
<td>442,690</td>
<td>154</td>
</tr>
<tr>
<td>FICA Department</td>
<td>446,755</td>
<td>464,268</td>
<td>(17,513)</td>
<td>0</td>
<td>464,268</td>
<td>(17,513)</td>
</tr>
<tr>
<td>Liability Insurance Department</td>
<td>265,249</td>
<td>265,041</td>
<td>208</td>
<td>0</td>
<td>265,041</td>
<td>208</td>
</tr>
<tr>
<td>Audit Department</td>
<td>60,432</td>
<td>60,021</td>
<td>411</td>
<td>0</td>
<td>60,021</td>
<td>411</td>
</tr>
<tr>
<td><strong>Recreation Fund</strong></td>
<td>5,990,999</td>
<td>5,967,229</td>
<td>23,770</td>
<td>873,307</td>
<td>6,840,536</td>
<td>(849,537)</td>
</tr>
<tr>
<td>Special Recreation Association Dept.</td>
<td>807,914</td>
<td>713,083</td>
<td>94,831</td>
<td>0</td>
<td>713,083</td>
<td>94,831</td>
</tr>
<tr>
<td>Museum Department</td>
<td>293,444</td>
<td>292,434</td>
<td>1,010</td>
<td>54,250</td>
<td>346,684</td>
<td>(53,240)</td>
</tr>
<tr>
<td><strong>Enterprise Services Fund</strong></td>
<td>4,468,937</td>
<td>4,468,435</td>
<td>502</td>
<td>312,457</td>
<td>4,780,892</td>
<td>(311,955)</td>
</tr>
<tr>
<td>Sugar Creek Golf Course Fund</td>
<td>1,070,452</td>
<td>1,070,328</td>
<td>124</td>
<td>0</td>
<td>1,070,328</td>
<td>124</td>
</tr>
<tr>
<td><strong>Total Operating</strong></td>
<td>17,828,204</td>
<td>17,713,373</td>
<td>114,831</td>
<td>1,480,514</td>
<td>19,193,887</td>
<td>(1,365,683)</td>
</tr>
<tr>
<td>Debt Service Fund</td>
<td>1,775,038</td>
<td>1,771,045</td>
<td>3,993</td>
<td>238,202</td>
<td>2,009,247</td>
<td>(234,209)</td>
</tr>
<tr>
<td>Early Bond Repayment Fund</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Capital Improvement Fund</td>
<td>944,757</td>
<td>932,007</td>
<td>12,750</td>
<td>1,046,392</td>
<td>1,978,399</td>
<td>(1,033,642)</td>
</tr>
<tr>
<td>Paving &amp; Lighting Department</td>
<td>146,464</td>
<td>144,393</td>
<td>2,071</td>
<td>0</td>
<td>144,393</td>
<td>2,071</td>
</tr>
<tr>
<td><strong>Total Debt and Capital</strong></td>
<td>2,866,259</td>
<td>2,847,445</td>
<td>18,814</td>
<td>1,284,594</td>
<td>4,132,039</td>
<td>(1,265,780)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>20,694,463</td>
<td>20,560,818</td>
<td>133,645</td>
<td>2,765,108</td>
<td>23,325,926</td>
<td>(2,631,463)</td>
</tr>
</tbody>
</table>

**Notes:**
- Cash & Investment Spend Down is calculated as total expenditures minus operating net.
- Total Net is calculated as total expenditures minus operating net minus debt service fund net.

**pp. 2, 57**
## Summary of Revenue

<table>
<thead>
<tr>
<th>Fund/Fund</th>
<th>Actual 2017</th>
<th>Actual 2018</th>
<th>Budget 2019</th>
<th>Budget 2020</th>
<th>2019 vs. 2020</th>
<th>% Change 19 vs. 20</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Fund</td>
<td>3,696,244</td>
<td>3,959,654</td>
<td>3,886,404</td>
<td>3,981,178</td>
<td>94,774</td>
<td>2.4%</td>
</tr>
<tr>
<td>IMRF Fund</td>
<td>402,310</td>
<td>458,654</td>
<td>392,490</td>
<td>442,844</td>
<td>50,354</td>
<td>12.8%</td>
</tr>
<tr>
<td>FICA Fund</td>
<td>391,708</td>
<td>225,087</td>
<td>390,403</td>
<td>446,755</td>
<td>56,352</td>
<td>14.4%</td>
</tr>
<tr>
<td>Liability Insurance Fund</td>
<td>255,402</td>
<td>53,701</td>
<td>218,170</td>
<td>265,249</td>
<td>47,079</td>
<td>21.6%</td>
</tr>
<tr>
<td>Audit Fund</td>
<td>52,311</td>
<td>55,679</td>
<td>39,605</td>
<td>60,432</td>
<td>20,827</td>
<td>52.6%</td>
</tr>
<tr>
<td>Recreation Fund</td>
<td>5,359,740</td>
<td>5,632,024</td>
<td>5,840,894</td>
<td>5,990,999</td>
<td>150,105</td>
<td>2.6%</td>
</tr>
<tr>
<td>Special Recreation Association Fund</td>
<td>707,447</td>
<td>750,853</td>
<td>768,899</td>
<td>807,914</td>
<td>39,015</td>
<td>5.1%</td>
</tr>
<tr>
<td>Museum Fund</td>
<td>303,394</td>
<td>309,577</td>
<td>225,559</td>
<td>293,444</td>
<td>67,885</td>
<td>30.1%</td>
</tr>
<tr>
<td>Enterprise Services Fund</td>
<td>4,566,248</td>
<td>4,638,203</td>
<td>4,563,598</td>
<td>4,468,937</td>
<td>(94,661)</td>
<td>-2.1%</td>
</tr>
<tr>
<td>Sugar Creek Golf Course Fund</td>
<td>1,075,309</td>
<td>980,509</td>
<td>1,087,984</td>
<td>1,070,452</td>
<td>(17,532)</td>
<td>-1.6%</td>
</tr>
<tr>
<td><strong>Total Operating Budget</strong></td>
<td><strong>16,810,113</strong></td>
<td><strong>17,063,941</strong></td>
<td><strong>17,414,006</strong></td>
<td><strong>17,828,204</strong></td>
<td><strong>414,198</strong></td>
<td><strong>2.4%</strong></td>
</tr>
<tr>
<td>Debt Service Fund</td>
<td>1,724,315</td>
<td>2,007,296</td>
<td>1,706,483</td>
<td>1,775,038</td>
<td>68,555</td>
<td>4.02%</td>
</tr>
<tr>
<td>Early Bond Repayment Fund</td>
<td>421</td>
<td>565</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0.0%</td>
</tr>
<tr>
<td>Capital Improvement Fund</td>
<td>6,827,799</td>
<td>1,885,015</td>
<td>2,392,650</td>
<td>944,757</td>
<td>(1,447,893)</td>
<td>-60.5%</td>
</tr>
<tr>
<td>Paving &amp; Lighting Fund</td>
<td>162,237</td>
<td>93,566</td>
<td>181,038</td>
<td>146,464</td>
<td>(34,574)</td>
<td>-19.1%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>25,524,885</strong></td>
<td><strong>21,050,383</strong></td>
<td><strong>21,694,177</strong></td>
<td><strong>20,694,463</strong></td>
<td><strong>(999,714)</strong></td>
<td><strong>-4.6%</strong></td>
</tr>
</tbody>
</table>

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## Summary of Expenses

<table>
<thead>
<tr>
<th>Fund/Fund</th>
<th>Actual 2017</th>
<th>Actual 2018</th>
<th>Budget 2019</th>
<th>Budget 2020</th>
<th>2019 vs. 2020</th>
<th>% Change 19 vs. 20</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Fund</td>
<td>3,209,843</td>
<td>3,833,583</td>
<td>4,484,470</td>
<td>4,210,344</td>
<td>(274,126)</td>
<td>-6.1%</td>
</tr>
<tr>
<td>IMRF Fund</td>
<td>370,615</td>
<td>400,374</td>
<td>335,025</td>
<td>442,690</td>
<td>107,665</td>
<td>32.1%</td>
</tr>
<tr>
<td>FICA Fund</td>
<td>349,837</td>
<td>376,266</td>
<td>438,935</td>
<td>464,268</td>
<td>25,333</td>
<td>5.8%</td>
</tr>
<tr>
<td>Liability Insurance Fund</td>
<td>241,108</td>
<td>241,791</td>
<td>259,205</td>
<td>265,041</td>
<td>5,836</td>
<td>2.3%</td>
</tr>
<tr>
<td>Audit Fund</td>
<td>51,224</td>
<td>49,341</td>
<td>56,582</td>
<td>60,021</td>
<td>3,439</td>
<td>6.1%</td>
</tr>
<tr>
<td>Recreation Fund</td>
<td>4,780,648</td>
<td>5,785,817</td>
<td>6,513,294</td>
<td>6,840,536</td>
<td>327,242</td>
<td>5.0%</td>
</tr>
<tr>
<td>Special Recreation Association Fund</td>
<td>667,037</td>
<td>670,122</td>
<td>714,536</td>
<td>713,083</td>
<td>(1,453)</td>
<td>-0.2%</td>
</tr>
<tr>
<td>Museum Fund</td>
<td>270,480</td>
<td>268,389</td>
<td>348,691</td>
<td>346,684</td>
<td>(2,007)</td>
<td>-0.6%</td>
</tr>
<tr>
<td>Enterprise Services Fund</td>
<td>4,682,042</td>
<td>4,663,136</td>
<td>4,760,938</td>
<td>4,780,892</td>
<td>19,954</td>
<td>0.4%</td>
</tr>
<tr>
<td>Sugar Creek Golf Course Fund</td>
<td>945,916</td>
<td>914,501</td>
<td>1,129,618</td>
<td>1,070,328</td>
<td>(59,290)</td>
<td>-5.2%</td>
</tr>
<tr>
<td><strong>Total Operating Budget</strong></td>
<td>15,568,750</td>
<td>17,203,320</td>
<td>19,041,294</td>
<td>19,193,887</td>
<td>152,593</td>
<td>0.8%</td>
</tr>
<tr>
<td>Debt Service Fund</td>
<td>1,708,832</td>
<td>1,677,597</td>
<td>1,706,482</td>
<td>2,009,247</td>
<td>302,765</td>
<td>17.7%</td>
</tr>
<tr>
<td>Early Bond Repayment Fund</td>
<td>75,715</td>
<td>36,899</td>
<td>-</td>
<td>0</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Capital Improvement Fund</td>
<td>5,565,065</td>
<td>2,709,911</td>
<td>2,924,733</td>
<td>1,978,399</td>
<td>(946,334)</td>
<td>-32.4%</td>
</tr>
<tr>
<td>Paving &amp; Lighting Fund</td>
<td>160,205</td>
<td>139,987</td>
<td>180,900</td>
<td>144,393</td>
<td>(36,507)</td>
<td>-20.2%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>23,078,567</td>
<td>21,767,714</td>
<td>23,853,409</td>
<td>23,325,926</td>
<td>(527,483)</td>
<td>-2.2%</td>
</tr>
<tr>
<td><strong>Net</strong></td>
<td>2,446,318</td>
<td>(717,331)</td>
<td>(2,159,232)</td>
<td>(2,631,463)</td>
<td>(472,231)</td>
<td>21.9%</td>
</tr>
</tbody>
</table>
Issues, Trends and Highlights

- Third Year of Vision 2020 Plan
- National, State and local economic indicators
- Property tax revenue
- Courts Plus competition

pp. 5-8
Personnel Overview

- Staffing & FTE’s (Full-time equivalents)
- Compensation and benefits
- Minimum Wage
- Health insurance
- IMRF
- Employee relations and wellness
- Continuing education

pp. 40-44
## Personnel Summary

### Position Inventory by Function

<table>
<thead>
<tr>
<th>Full-time Equivalents (FTE)</th>
<th>2017 Actual</th>
<th>2018 Actual</th>
<th>2019 Budget</th>
<th>2020 Budget</th>
<th>INCREASE (DECREASE) FY ’19 to FY ’20</th>
<th>PERCENT OF TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration</td>
<td>4.5</td>
<td>4.9</td>
<td>5.2</td>
<td>5.7</td>
<td>0.5</td>
<td>10%</td>
</tr>
<tr>
<td>Marketing and Communications</td>
<td>4.0</td>
<td>4.0</td>
<td>4.4</td>
<td>4.4</td>
<td>0.0</td>
<td>0%</td>
</tr>
<tr>
<td>Finance/Human Resources</td>
<td>7.0</td>
<td>7.0</td>
<td>7.2</td>
<td>7.2</td>
<td>0.0</td>
<td>0%</td>
</tr>
<tr>
<td>Information Technology</td>
<td>4.3</td>
<td>4.3</td>
<td>4.3</td>
<td>4.3</td>
<td>0.0</td>
<td>2%</td>
</tr>
<tr>
<td>Parks</td>
<td>21.0</td>
<td>22.0</td>
<td>21.9</td>
<td>21.9</td>
<td>0.0</td>
<td>11%</td>
</tr>
<tr>
<td>Facilities</td>
<td>40.5</td>
<td>42.0</td>
<td>44.0</td>
<td>44.0</td>
<td>0.0</td>
<td>0%</td>
</tr>
<tr>
<td>Recreation</td>
<td>52.0</td>
<td>53.0</td>
<td>57.7</td>
<td>65.7</td>
<td>8.0</td>
<td>14%</td>
</tr>
<tr>
<td>Enterprise Services</td>
<td>57.4</td>
<td>54.5</td>
<td>53.4</td>
<td>51.9</td>
<td>(1.5)</td>
<td>(3%)</td>
</tr>
<tr>
<td>Sugar Creek Golf Course</td>
<td>10.3</td>
<td>9.5</td>
<td>9.9</td>
<td>9.9</td>
<td>0.0</td>
<td>0%</td>
</tr>
</tbody>
</table>

**TOTAL FULL TIME EQUIVALENT**  
201.0  
201.2  
208.0  
215.0  
7.0  
100%

pp. 41, 113
Potential Minimum Wage Impact

Part-time Wage Increase from 2018 Actual

![Bar Chart]

- Data: Wage Increase
Employee Benefits - IMRF

Employer Contribution Rate

pp. 43, 64
Long-Range Financial and Capital Plans

• 10-year financial outlook
• $21 million in asset management, equipment, and technology improvements
• $122 million in new and major redevelopment projects – many linked to Vision 2020
• Impacts future decision-making
• Proposed 2020 Capital Plan expenses and revenue are $2,675,249

pp. 34-36, 151-170
Cash and Investment Targets and Fund Balances

- First tier cash and investment targets
- Second tier cash and investments
- Fund balance policy

pp. 37-38, 51-52
## 2020 Cash and Investments

<table>
<thead>
<tr>
<th>Fund/Department</th>
<th>Proposed 12/31/19 Cash &amp; Investments</th>
<th>2020 Proposed Operating Revenue</th>
<th>2020 Proposed Operating Expenses</th>
<th>Proposed 12/31/20 Cash &amp; Investments</th>
<th>Tier 1 Target %</th>
<th>Will the Tier 2 target be met?</th>
<th>Tier 2 Amount Over (Under) Tier 1 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>General</td>
<td>2,646,194</td>
<td>3,981,178</td>
<td>4,210,344</td>
<td>2,417,028</td>
<td>35%</td>
<td>YES!</td>
<td>943,408</td>
</tr>
<tr>
<td>Recreation</td>
<td>2,738,477</td>
<td>5,990,999</td>
<td>6,840,536</td>
<td>1,888,940</td>
<td>10%</td>
<td>YES!</td>
<td>1,204,886</td>
</tr>
<tr>
<td>Enterprise Svcs</td>
<td>2,884,189</td>
<td>4,468,937</td>
<td>4,780,892</td>
<td>2,572,234</td>
<td>15%</td>
<td>YES!</td>
<td>655,100</td>
</tr>
<tr>
<td>IMRF</td>
<td>352,677</td>
<td>442,844</td>
<td>442,690</td>
<td>352,831</td>
<td>50%</td>
<td>YES!</td>
<td>131,486</td>
</tr>
<tr>
<td>FICA</td>
<td>261,913</td>
<td>446,755</td>
<td>464,268</td>
<td>244,400</td>
<td>50%</td>
<td>YES!</td>
<td>12,266</td>
</tr>
<tr>
<td>Liability Insurance</td>
<td>48,981</td>
<td>265,249</td>
<td>265,041</td>
<td>49,189</td>
<td>10%</td>
<td>YES!</td>
<td>22,685</td>
</tr>
<tr>
<td>Audit</td>
<td>41,443</td>
<td>60,432</td>
<td>60,021</td>
<td>41,854</td>
<td>50%</td>
<td>YES!</td>
<td>11,844</td>
</tr>
<tr>
<td>SRA</td>
<td>500,212</td>
<td>807,914</td>
<td>713,083</td>
<td>595,043</td>
<td>25%</td>
<td>YES!</td>
<td>416,772</td>
</tr>
<tr>
<td>Museum</td>
<td>153,969</td>
<td>293,444</td>
<td>346,684</td>
<td>100,729</td>
<td>25%</td>
<td>YES!</td>
<td>14,058</td>
</tr>
<tr>
<td>Sugar Creek</td>
<td>(25,556)</td>
<td>1,070,452</td>
<td>1,070,328</td>
<td>(25,432)</td>
<td></td>
<td></td>
<td>(325,432)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>3,087,073</strong></td>
</tr>
</tbody>
</table>

- Early Bond Repayment
- Debt Service
- Paving & Lighting
- Fund
- Restricted Capital Improvement Fund
- IT Cash

- **Total**: 12,032,590
- **Early Bond Repayment**: 20,694,463
- **Capital Improvement Fund**: 23,325,926
- **IT Cash**: 9,401,127
Budget Process and Document
Budget Development

• Form public policy, control spending, and serve as a written financial plan
• Set budget parameters and calendar
• Meet policy and legal requirements
• Staff training
• GFOA Best Practices

pp. i.-v., 45-56
Vision 2020

- Strategic and Comprehensive Plans
- Reviewed proposed 2020 SWP Tactics in September
- Drives capital and operational budget development

Integrated and reflected in 2020 Budget

pp. 27-33
Department Presentations

- Mission
- 2019 Accomplishments
- 2020 Work Plan Highlights
- 2020 Expense Highlights
- 2020 Revenue Highlights (as applicable)
- Trend Charts and Performance Measures (as applicable)
Administration 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.
Completed proposals and funding options for large scale Vision 2020 projects

Acquired property at 155 E. St. Charles Road for new Adult Center site and new neighborhood park

Approved contract to acquire land for new indoor sports facility contingent on passing a referendum (March 2020) and completed due diligence environmental site assessments
Continued Vision 2020 community and staff engagement

Conducted registered voter survey to assess the level of community support and strategies for passing a referendum

Provided Values staff training and implemented a values based employee recognition program

pp. 114-116
Board/Administration 2020 Work Plan

- Implement Vision 2020 large scale project funding strategy and plans
- Continue community and staff engagement
- Continue pursuing opportunities to partner with current & potential project stakeholders

pp. 116-117
Culture outperforms strategy every time; and culture with strategy is unbeatable.

Quint Studer

- Expand staff communications & two-way engagement methods
- Provide staff support during project implementation
- Determine 2021-23 strategic planning priorities
Address employee organizational culture survey results
# Administration 2020 Expenses

<table>
<thead>
<tr>
<th>Expense Object</th>
<th>2017 Actual</th>
<th>2018 Actual</th>
<th>2019 Budget</th>
<th>2020 Budget</th>
<th>Difference ('19 to '20)</th>
<th>% Change ('19 to '20)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wages</td>
<td>315,506</td>
<td>377,020</td>
<td>372,719</td>
<td>420,858</td>
<td>48,139</td>
<td>12.9%</td>
</tr>
<tr>
<td>Contractual Services</td>
<td>311,716</td>
<td>211,306</td>
<td>275,626</td>
<td>327,138</td>
<td>51,512</td>
<td>18.7%</td>
</tr>
<tr>
<td>Supplies</td>
<td>8,299</td>
<td>7,992</td>
<td>8,000</td>
<td>8,400</td>
<td>400</td>
<td>5.0%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>635,521</strong></td>
<td><strong>596,318</strong></td>
<td><strong>656,345</strong></td>
<td><strong>756,396</strong></td>
<td><strong>100,051</strong></td>
<td><strong>15.2%</strong></td>
</tr>
</tbody>
</table>

- **Wages** increasing due mainly to the shifting of part-time Strategy and Planning Coordinator position to the full-time Division Manager Strategy and Planning position and proposed merit increases for full- and part-time employees.

- **Contractual Services** is increasing partially due to an increase in legal fees, IMRF expenses, and additional Vision 2020/organizational culture staff training, communications, and recognition initiatives.

pp. 117-119
Administration 2020 Expenses

Park Board/Administration Expenditures

- 2017 Actual: 200,000
- 2018 Actual: 600,000
- 2019 Budget: 800,000
- 2020 Budget: 1,000,000

Park Board/Administration Percent of Expenditure by Object

- Supplies: 1%
- Wages: 56%
- Contractual Services: 43%
Marketing & Communications Mission

To *provide communication and education internally and externally for all 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.
Marketing & Communications
2019 Accomplishments

- Held the first-ever Bags, Brew & BBQ with double the estimated attendance
- Conducted “A” game training
- Expanded the Pop Up Parties in the Park and partnered with police and fire

pp. 120-121
### Marketing & Communications Expenses

<table>
<thead>
<tr>
<th>Expense Object</th>
<th>2017 Actual</th>
<th>2018 Actual</th>
<th>2019 Budget</th>
<th>2020 Budget</th>
<th>Difference ('19 to '20)</th>
<th>% Change ('19 to '20)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wages</td>
<td>252,911</td>
<td>234,211</td>
<td>254,785</td>
<td>261,643</td>
<td>6,858</td>
<td>2.7%</td>
</tr>
<tr>
<td>Contractual Services</td>
<td>336,778</td>
<td>310,809</td>
<td>387,980</td>
<td>425,866</td>
<td>37,886</td>
<td>9.8%</td>
</tr>
<tr>
<td>Supplies</td>
<td>12,523</td>
<td>12,147</td>
<td>16,200</td>
<td>18,000</td>
<td>1,800</td>
<td>11.1%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>602,212</strong></td>
<td><strong>557,167</strong></td>
<td><strong>658,965</strong></td>
<td><strong>705,509</strong></td>
<td><strong>46,544</strong></td>
<td><strong>7.1%</strong></td>
</tr>
</tbody>
</table>

- **Contractual Services** are increasing by 9.8% in large part due to the District’s 100th anniversary, which will include two new events and the introduction of a new logo. Printing is also increasing related to the District’s 100th Anniversary and Vision 2020.

- **Supplies** are increasing by 11.1% due to an anticipated increase in expenses related to community events including two 100th anniversary events.

pp. 122-123
Marketing & Communications Expenses

Marketing and Communications Expenditures

[Bar chart showing expenditures for 2017 Actual, 2018 Actual, 2019 Budget, and 2020 Budget]

Marketing and Communications Percent of Expenditures by Object

[Pie chart showing percentages of expenditures: Supplies 3%, Wages 37%, Contractual Services 60%]

pp. 122-123
Marketing & Communications Revenue

Sponsorships – Increasing 10%

Advertising – Increasing 8%
Finance and Human Resources 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

pp. 124-127
Finance and Human Resources 2019 Accomplishments

- Utilizing new financial software, developed reports to help analyze and allocate program indirect costs.
- Continued to explore ways to expand benefits offered to part-time employees.
  - Updated financial policies to reflect operational changes resulting from implementing the new financial and payroll software.
  - Continue to expand recruiting efforts to maximize staff hiring.
  - Received Chicago Tribunes “Top Work Places” award.

pp. 124-125
Finance and Human Resources 2020 Work Plan

- With Marketing & Communications and Administration Departments, continue to review and address staffing needs to provide exceptional customer service.
- With Information Technology, Recreation, and Enterprise Services, improve online access to additional rental and membership registration options.
- With Administration, establish and implement District-wide training plan for all levels of staff.
- Update full- and part-time salary ranges in order to remain competitive in the industry and implement new minimum wage
- Conduct a Supervisor Training Day.

pp. 125-126
## Finance and Human Resources Expenses

### Expenditures by Object: Finance and Human Resources

<table>
<thead>
<tr>
<th>Expense Object</th>
<th>2017 Actual</th>
<th>2018 Actual</th>
<th>2019 Budget</th>
<th>2020 Budget</th>
<th>Difference ('19 to '20)</th>
<th>% Change ('19 to '20)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wages</td>
<td>452,914</td>
<td>470,265</td>
<td>485,418</td>
<td>503,760</td>
<td>18,342</td>
<td>3.8%</td>
</tr>
<tr>
<td>Contractual Services</td>
<td>682,068</td>
<td>693,478</td>
<td>738,747</td>
<td>752,066</td>
<td>13,319</td>
<td>1.8%</td>
</tr>
<tr>
<td>Supplies</td>
<td>11,712</td>
<td>5,256</td>
<td>12,750</td>
<td>12,910</td>
<td>160</td>
<td>1.3%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1,146,694</strong></td>
<td><strong>1,168,999</strong></td>
<td><strong>1,236,915</strong></td>
<td><strong>1,268,736</strong></td>
<td><strong>31,821</strong></td>
<td><strong>2.6%</strong></td>
</tr>
</tbody>
</table>

**Contractual Services** are impacted by the following changes:

- 31% Increased IMRF expenses ($12,781)
- 22% Increased consulting and auditing expenses due to new GASB requirements requiring actuarial services ($4,000) and increased audit fees ($2,637)
- 18% Increased Employee Relations expenses ($3,800)
- 5% Decreased Health Insurance expenses ($4,862)
- 4% Decreased Banking and Credit Card processing fees ($6,400)

pp. 126-127
## 2020 Taxes

<table>
<thead>
<tr>
<th></th>
<th>2017 Actual</th>
<th>2018 Actual</th>
<th>2019 Budget</th>
<th>2020 Budget</th>
<th>2019 vs. 2020</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>8,178,755</td>
<td>8,415,143</td>
<td>8,630,857</td>
<td>8,990,727</td>
<td>359,870</td>
<td>4.2%</td>
</tr>
</tbody>
</table>

- Taxes are budgeted to be 43.4% of all revenue
- Property taxes are $344,870 higher
- Corporate Replacement tax $15,000 higher

pp. 88-97
2020 Taxes Impact on Taxpayer

House's Fair Market Value

- $422,000
- $600,000
- $800,000
- $1,000,000

Approximate EPD Taxes:

- Annual Amount:
  - $438
  - $631
  - $848
  - $1,065
- Monthly Amount:
  - $36
  - $53
  - $71
  - $89
- Daily Amount:
  - $1.20
  - $1.73
  - $2.32
  - $2.92

2019 Proposed Levy for 2018 Actual Levy

- Fair Market Value: $400,000
- Equalization Factor: 33%
- Equalized Assessed Value (EAV): $132,000
- Less $6,000 Resident Exemption: $126,000
- $100s of EAV: $1,260
- Park District Tax Rate per Levy: 0.3354
- Approximate Park District Taxes: $423
- Net Annual Change: $15

2020 Proposed Budget

- Fair Market Value: $422,000
- Equalization Factor: 33%
- Equalized Assessed Value (EAV): $139,260
- Less $6,000 Resident Exemption: $133,260
- $100s of EAV: $1,333
- Park District Tax Rate per Levy: 0.3286
- Approximate Park District Taxes: $438
- Net Annual Change: $15

p. 93
Information Technology 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.
Information Technology
2019 Accomplishments

• Increased private LAN connectivity between sites
• Upgraded District internet connection from 10Mb to 100Mb
• Implemented mobile RecTrac and remote point of sale (POS) applications
• Configured 8 Chromebooks for Rec Station sites
• Created RecTrac Reconnect communication templates
• Implemented online booking of pool rentals

pp. 128-130
Information Technology 2020 Work Plan

- Implement new RecTrac/Webtrac NextGen road map initiatives
- Redesign the District’s website and move to new platform
- Align IT plans with Center for Internet Security (CIS)

p. 129
## Information Technology Expenses

### Expenditures by Object: Information Technology

<table>
<thead>
<tr>
<th>Expense Object</th>
<th>2017 Actual</th>
<th>2018 Actual</th>
<th>2019 Budget</th>
<th>2020 Budget</th>
<th>Difference ('19 to '20)</th>
<th>% Change ('19 to '20)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wages</td>
<td>274,069</td>
<td>323,923</td>
<td>336,483</td>
<td>346,392</td>
<td>9,909</td>
<td>2.9%</td>
</tr>
<tr>
<td>Contractual Services</td>
<td>245,548</td>
<td>262,271</td>
<td>374,646</td>
<td>378,730</td>
<td>4,084</td>
<td>1.1%</td>
</tr>
<tr>
<td>Supplies</td>
<td>46,557</td>
<td>47,319</td>
<td>122,000</td>
<td>130,534</td>
<td>8,534</td>
<td>7.0%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>566,174</strong></td>
<td><strong>633,513</strong></td>
<td><strong>833,129</strong></td>
<td><strong>855,656</strong></td>
<td><strong>22,527</strong></td>
<td><strong>2.7%</strong></td>
</tr>
</tbody>
</table>

- Supplies increased due to one-time server software upgrade.

pp. 129-131
Information Technology Expenses

pp. 129-131
Parks 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.

pp. 132-134
Parks 2019 Accomplishments

• Coordinated and hosted three service projects, seventeen field trips, and four Conservatory tours

Organized and conducted Athletic Field Assessment survey

Completed infield renovations on five baseball fields ($74,700)

• Completed the scheduled replacement of equipment and vehicles ($257,489)

• Completed engineering for drainage issues at seven park sites ($83,400)
Parks 2020 Work Plan

- Complete the implementation of the “Going Green” program
- Complete Capital Projects:
  - Infield renovations on 5 baseball fields ($77,500)
  - Scheduled replacement of equipment and vehicles ($247,500)
  - Drainage repairs at seven park sites ($315,942)
  - Propane fuel conversions of two vehicles ($18,400)
  - Improve athletic field amenities ($51,000)

p. 133
Organic Fertilizer and Herbicide

Recycling Barrel Lids

Tractor-mounted Spreader
# Parks Expenses

## Expenditures by Object: Parks

<table>
<thead>
<tr>
<th>Expense Object</th>
<th>2017 Actual</th>
<th>2018 Actual</th>
<th>2019 Budget</th>
<th>2020 Budget</th>
<th>Difference ('19 to '20)</th>
<th>% Change ('19 to '20)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wages</td>
<td>859,839</td>
<td>878,781</td>
<td>928,317</td>
<td>953,979</td>
<td>25,662</td>
<td>2.8%</td>
</tr>
<tr>
<td>Contractual Services</td>
<td>518,773</td>
<td>538,643</td>
<td>521,771</td>
<td>552,806</td>
<td>31,035</td>
<td>5.9%</td>
</tr>
<tr>
<td>Repairs</td>
<td>9,908</td>
<td>13,892</td>
<td>14,400</td>
<td>13,400</td>
<td>(1,000)</td>
<td>-6.9%</td>
</tr>
<tr>
<td>Supplies</td>
<td>252,817</td>
<td>315,327</td>
<td>291,350</td>
<td>312,338</td>
<td>20,988</td>
<td>7.2%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1,641,337</strong></td>
<td><strong>1,746,643</strong></td>
<td><strong>1,755,838</strong></td>
<td><strong>1,832,523</strong></td>
<td><strong>76,685</strong></td>
<td><strong>4.4%</strong></td>
</tr>
</tbody>
</table>

- Contractual Services are increasing due to GIS tree inventory, surveying of encroachment areas, and striping of tennis courts for youth programs.
- Supplies are increasing due to the implementation of the going green initiative and additional de-icing products.

pp. 133-134
GIS Tree Inventory

Contractual Top Dressing

Park Surveying

pp. 133-134
Parks Expenses

![Bar chart showing Parks Expenditures from 2017 Actual to 2020 Budget]

![Pie chart showing Parks Percentage of Expenditures by Object: Wages 52%, Supplies 17%, Repairs 1%, Contractual Services 30%]

pp. 133-134
Facilities Mission

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

pp. 135-138
Facilities 2019 Accomplishments

- Increased swim opportunities at Smalley Pool by opening early.
- Lifeguard recruitment and retention
- Cleared standing dead trees and secured site for construction of Dog Park at Old York Road property ($20,668).
- Replaced playground equipment, expanded and refurbished paths, and completed ADA improvements at Salt Creek Park ($404,688).
Facilities 2019 Accomplishments

pp. 135-136
Facilities 2020 Work Plan

- Increased swim opportunities at Smalley Pool by opening early.

- Plant 85 new trees throughout District parks to replenish the loss of ash and hazardous trees ($40,375)

- Based on public input, replace playground equipment, expand and refurbish paths, and complete ADA improvements at Eldridge Park (east playground) ($480,000)

- Complete renovations at Smalley Pool including converting the sand pit area into a private rental area, repair and apply new gel coat to water slide; and replace Funbrellas with a larger shade structure. ($160,000)

pp. 136-137
Facilities 2020 Work Plan

pp. 136-137
Facilities Expenses

<table>
<thead>
<tr>
<th>Expense Object</th>
<th>2017 Actual</th>
<th>2018 Actual</th>
<th>2019 Budget</th>
<th>2020 Budget</th>
<th>Difference ('19 to '20)</th>
<th>% Change ('19 to '20)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wages</td>
<td>1,126,917</td>
<td>1,303,481</td>
<td>1,438,018</td>
<td>1,526,283</td>
<td>88,265</td>
<td>6.1%</td>
</tr>
<tr>
<td>Contractual Services</td>
<td>760,555</td>
<td>763,028</td>
<td>911,985</td>
<td>959,725</td>
<td>47,740</td>
<td>5.2%</td>
</tr>
<tr>
<td>Repairs</td>
<td>85,102</td>
<td>70,034</td>
<td>56,026</td>
<td>76,876</td>
<td>20,850</td>
<td>37.2%</td>
</tr>
<tr>
<td>Supplies</td>
<td>253,151</td>
<td>217,834</td>
<td>302,006</td>
<td>311,372</td>
<td>9,366</td>
<td>3.1%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>2,225,725</strong></td>
<td><strong>2,354,377</strong></td>
<td><strong>2,708,035</strong></td>
<td><strong>2,874,256</strong></td>
<td><strong>166,221</strong></td>
<td><strong>6.1%</strong></td>
</tr>
</tbody>
</table>

• **Wages** are increasing due to increase for lifeguards, managers, aquatics program staff.

• **Contractual services** are increasing due to utilities, alarms, licenses and permits, consulting and IMRF expenses.

• **Repairs** are increasing overall due to a one time expense to replace 3 chemical controllers as well as a boiler repair at East End Pool.

pp. 137-138
Facilities Expenses

[Bar graph showing Facilities Expenditures for 2017 Actual, 2018 Actual, 2019 Budget, and 2020 Budget]

[Pie chart showing Facilities Percent of Expenditures by Object: Supplies 11%, Repairs 3%, Contractual Services 33%, Wages 53%]

pp. 137-138
Facilities Revenue

- Rentals decreasing by $3,702 (8.5%)
- Punch Cards increasing by $15,302 (27.7%)
- Daily Admissions/Group Admissions increasing by $16,150 (21.7%)
- Pool Passes decreasing by $6,800 (2.1%)

pp. 104-105
Facilities Revenue

Pool Pass Sales

- Actual Passes Sold
- Budgeted Passes
- Revenues


$400,000 | $375,000 | $350,000 | $325,000 | $300,000 | $275,000 | $250,000 | $225,000 | $200,000 | $175,000 | $150,000 | $125,000 | $100,000 | $75,000 | $50,000 | $25,000

p. 105
Recreation Mission

To enrich lives by providing opportunities to *play, perform and participate*. 

pp. 139-142
Recreation 2019 Accomplishments

- Partnered with the College of DuPage to expand adult continuing education opportunities at The Abbey
- Partnered with Elmhurst Public Library to cross promote library educational opportunities for adults
- Scheduled additional lifelong learning programs and adult performing arts opportunities
  - Hired a summer Recreation Intern
  - Expanded Nerf Night Battles

pp. 139-140
Recreation 2020 Work Plan

- Establish online registration for Rec Station
- Improve cost recovery for adult softball leagues and music lessons
- Offer new adult continuing education, sports and performing arts opportunities
- Improve customer service at WCC/Abbey front desks
- Offer an e-sports/e-gaming program opportunity for youth

p. 140
eGaming

p. 140
Recreation Expenses

### Expenditures by Object: Recreation

<table>
<thead>
<tr>
<th>Expense Object</th>
<th>2017 Actual</th>
<th>2018 Actual</th>
<th>2019 Budget</th>
<th>2020 Budget</th>
<th>Difference ('19 to '20)</th>
<th>% Change ('19 to '20)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wages</td>
<td>1,985,274</td>
<td>2,080,928</td>
<td>2,324,952</td>
<td>2,686,020</td>
<td>361,068</td>
<td>15.5%</td>
</tr>
<tr>
<td>Contractual Services</td>
<td>1,085,518</td>
<td>1,044,054</td>
<td>1,164,925</td>
<td>1,225,617</td>
<td>60,692</td>
<td>5.2%</td>
</tr>
<tr>
<td>Supplies</td>
<td>218,678</td>
<td>239,956</td>
<td>297,249</td>
<td>359,637</td>
<td>62,388</td>
<td>21.0%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>3,289,470</strong></td>
<td><strong>3,364,938</strong></td>
<td><strong>3,787,126</strong></td>
<td><strong>4,271,274</strong></td>
<td><strong>484,148</strong></td>
<td><strong>12.8%</strong></td>
</tr>
</tbody>
</table>

- **Wages** are increasing due to a shift from two part-time office staff to one full-time registration clerk, and additional part-time instructional staff for Rec Station, Sunbeams and Rainbows, and gymnastics.

- **Contractual services** are increasing due to program services, and IMRF expenses.

- **Supplies** are increasing for additional dance costumes and Rec Station snacks/milk.

pp. 140-142
Recreation Expenses

pp. 140-142
Recreation Revenue

Program Revenue Increases:

- Gymnastics: $14,992
- Funseekers Day Camp: $20,500
- Rec Station: $21,250
- Sports: $35,690
- Youth/Preschool: $38,884
- Cultural Arts: $74,524

pp. 100-101
Recreation Revenue

Recreation Fund 10-Year Program Revenue

- Budget: 2019, $3,500,000; 2020, $3,675,585

p. 101
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.
Enterprise Services
2019 Accomplishments

• Community engagement at local events
• Courts Plus Tennis Facility Award
• Green Technology improvements
• Expanded Senior Day

pp. 143-146
Facility Award

Community Involvement

pp. 143-146
Enterprise Services 2019 Accomplishments

Bring Your “A” Game

• Courts Plus Member Survey
• Wilder Mansion Couple’s Choice Award

pp. 143-146
Enterprise Services 2020 Work Plan

• Raising membership fee
• Grow Courts Plus Perks program
  - Change Your Life Challenge program improvement
  - Expand the 10-week Wellness Challenge
  - Courts Plus and the Arthritis Foundation collaboration

pp. 146-147
CHANGE YOUR LIFE 2020 CHALLENGE

Are you ready to get serious about changing your life? Join Courts Plus and members in making lifestyle changes together and win a FREE YEAR MEMBERSHIP!

Register at the service desk starting February 1, the CYL Challenge begins February 18!

COURTS PLUS

Perks Program

pp. 146-147
## Expenditures by Object: Enterprise Services

<table>
<thead>
<tr>
<th>Expense Object</th>
<th>2017 Actual</th>
<th>2018 Actual</th>
<th>2019 Budget</th>
<th>2020 Budget</th>
<th>Difference ('19 to '20)</th>
<th>% Change ('19 to '20)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wages</td>
<td>2,093,869</td>
<td>2,083,806</td>
<td>2,163,650</td>
<td>2,083,021</td>
<td>(80,629)</td>
<td>-3.7%</td>
</tr>
<tr>
<td>Contractual Services</td>
<td>1,072,226</td>
<td>1,037,222</td>
<td>1,107,292</td>
<td>1,113,541</td>
<td>6,249</td>
<td>0.6%</td>
</tr>
<tr>
<td>Repairs</td>
<td>117,195</td>
<td>112,205</td>
<td>130,505</td>
<td>135,480</td>
<td>4,975</td>
<td>3.8%</td>
</tr>
<tr>
<td>Supplies</td>
<td>272,850</td>
<td>253,518</td>
<td>303,153</td>
<td>308,695</td>
<td>5,542</td>
<td>1.8%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>3,556,140</strong></td>
<td><strong>3,486,751</strong></td>
<td><strong>3,704,600</strong></td>
<td><strong>3,640,737</strong></td>
<td><strong>(63,863)</strong></td>
<td><strong>-1.7%</strong></td>
</tr>
</tbody>
</table>
Enterprise Services Expenses

**Enterprise Services Expenditures**

- 2017 Actual
- 2018 Actual
- 2019 Budget
- 2020 Budget

**Enterprise Services Percent of Expenditure by Object**

- Supplies: 8%
- Repairs: 4%
- Contractual Services: 31%
- Wages: 57%

pp. 147-148
Enterprise Services Revenue

Program Revenue Increases

- Racquet Sports $71,776
- Kindergarten Kapers $21,000
- Summer Camp $15,730
- Wilder Mansion $7,335

pp. 100-102
Enterprise Services Revenue

Courts Plus Total Members

pp. 104-105
Sugar Creek 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.

pp. 149-150
Sugar Creek Golf Course
2019 Accomplishments

• Driving Range Lesson revenue exceeded budget by 23% ($3,933)

Sugar Creek Restoration Project received $47,000 grant through the National Fish and Wildlife Foundation Five Star and Urban Waters Restoration Program
Sugar Creek 2020 Work Plan

• Explore new special events that utilize the banquet/bar area during low golf use times

Continue to pursue Restoration Project grant opportunities

• Launch new online tee time option Golf Now

• Upgrade banquet area furniture

p. 149
## Sugar Creek Expenses

### Expenditures by Object: Sugar Creek Golf Course

<table>
<thead>
<tr>
<th>Expense Object</th>
<th>2017 Actual</th>
<th>2018 Actual</th>
<th>2019 Budget</th>
<th>2020 Budget</th>
<th>Difference ('19 to '20)</th>
<th>% Change ('19 to '20)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wages</td>
<td>370,112</td>
<td>365,413</td>
<td>374,161</td>
<td>380,989</td>
<td>6,828</td>
<td>1.8%</td>
</tr>
<tr>
<td>Contractual Services</td>
<td>178,959</td>
<td>156,003</td>
<td>167,835</td>
<td>174,463</td>
<td>6,628</td>
<td>3.9%</td>
</tr>
<tr>
<td>Repairs</td>
<td>17,206</td>
<td>11,507</td>
<td>9,205</td>
<td>9,205</td>
<td>-</td>
<td>0.0%</td>
</tr>
<tr>
<td>Supplies</td>
<td>185,240</td>
<td>174,834</td>
<td>194,154</td>
<td>196,421</td>
<td>2,267</td>
<td>1.2%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>751,517</strong></td>
<td><strong>707,757</strong></td>
<td><strong>745,355</strong></td>
<td><strong>761,078</strong></td>
<td><strong>15,723</strong></td>
<td><strong>2.1%</strong></td>
</tr>
</tbody>
</table>
Sugar Creek Expenses

### Sugar Creek Golf Course Expenditures

<table>
<thead>
<tr>
<th>Year</th>
<th>Expenditures (in $)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017 Actual</td>
<td>900,000</td>
</tr>
<tr>
<td>2018 Actual</td>
<td>800,000</td>
</tr>
<tr>
<td>2019 Budget</td>
<td>900,000</td>
</tr>
<tr>
<td>2020 Budget</td>
<td>1,000,000</td>
</tr>
</tbody>
</table>

### Sugar Creek Golf Course

Percent of Expenditures by Object

- Wages: 50%
- Supplies: 26%
- Repairs: 1%
- Contractual Services: 23%
Sugar Creek Revenue

Revenue Changes:

- Daily use fees ($18,528)
- Driving range fees ($5,000)
- Rental revenue $6,500

pp. 103-106
Sugar Creek Revenue

Golf Course Rounds

- Actual Rounds
- Projected Rounds
- Budgeted Rounds
- Greens Fee Revenue

p. 106
2020 Bottom Line

- Built around Vision 2020 Plan
- 2.4% increase in operational revenues
- 4.4% increase in operational spending, excluding spend down of cash and investments
- $114,831 operating surplus
- Decreased spend down on cash and investments for capital improvements
2020 Budget Calendar

- Review Proposed 2020 Strategic Work Plan (9/9)
- Approve Tax Levy Resolution (10/14)
- Review Proposed 2020 Capital Plan and Debt (10/28)
- Review 2020 Proposed Operating Budget (11/11)
- Conduct 2020 Proposed Budget Public Hearing (11/25)
- Continue 2020 Proposed Budget Discussion (11/25)
- Approve 2020 Budget Document, 2020 Budget and Appropriation Ordinance and Tax Levy Ordinance (12/9)
QUESTIONS?