The seal of the Village of Hoffman Estates, Illinois, is a circular emblem. It features a central shield with a large letter 'H' and a smaller 'E' below it, both set against a background of a laurel wreath. The shield is encircled by a decorative border of interlocking rings. The text 'VILLAGE OF HOFFMAN ESTATES' is written in a serif font along the top inner edge of the seal, and 'GROWING TO GREATNESS' is written along the bottom inner edge. The year '1959' is visible on either side of the central shield.

Village of Hoffman Estates, Illinois
2012 Annual Operating and
Capital Budget





VILLAGE ELECTED OFFICIALS

William D. McLeod
President

Karen V. Mills
Raymond M. Kincaid
Jacquelyn Green
Anna Newell
Gary J. Pilafas
Gary Stanton
Trustees

Bev Romanoff
Village Clerk

VILLAGE DEPARTMENT DIRECTORS

James H. Norris
Village Manager

Dan O'Malley
Deputy Village Manager

Arthur L. Janura, Jr.
Corporation Counsel

Michael DuCharme
Finance Director/Treasurer

Mark Koplín
Assistant Village Manager
of Development Services

Algean Garner
Director of Health
& Human Services

Michael Hish
Police Chief

Joseph Nebel
Director of Public Works

Robert Gorvett
Fire Chief



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Village of Hoffman Estates
Illinois**

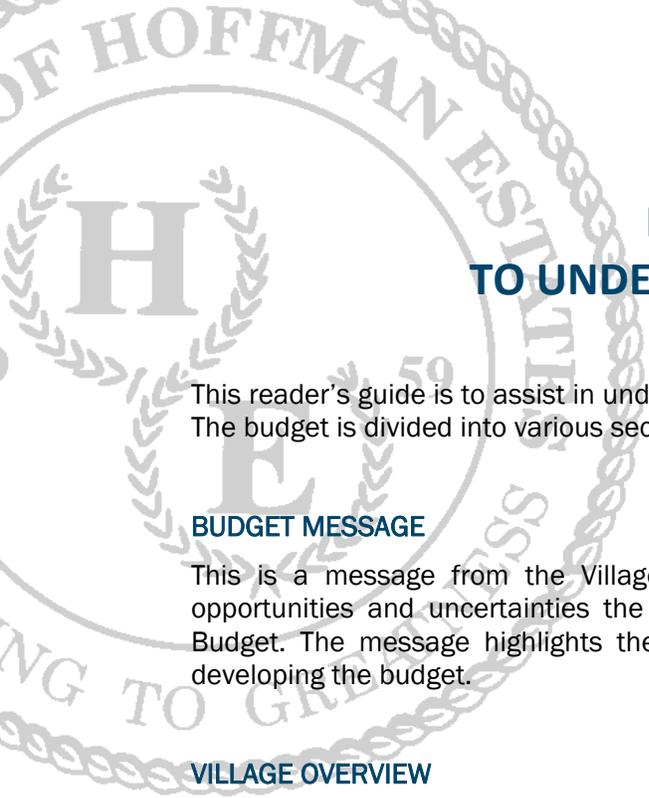
For the Fiscal Year Beginning

January 1, 2011

Linda C. Danson Jeffrey R. Egan

President

Executive Director

The seal of the Village of Hoffman Estates is partially visible in the top left corner. It features a circular design with a large 'H' in the center, surrounded by a laurel wreath. The text 'VILLAGE OF HOFFMAN ESTATES' is written around the top inner edge, and 'DEDICATED TO GREENSPACE' is written around the bottom inner edge. The year '1950' is also visible within the seal.

READER'S GUIDE TO UNDERSTANDING THE BUDGET

This reader's guide is to assist in understanding the various sections of a complex budget document. The budget is divided into various sections, which are detailed with explanations below.

BUDGET MESSAGE

This is a message from the Village Manager and the Finance Director about the challenges, opportunities and uncertainties the Village faces in preparing the annual Operating and Capital Budget. The message highlights the Village's budget priorities and the principles adhered to in developing the budget.

VILLAGE OVERVIEW

The Village Overview section gives general information about the Village of Hoffman Estates, including an organization chart, its mission statement and entity-wide goals, location, history, demographics and community economics.

BUDGET OVERVIEW

The Budget Overview details the overall budget process and gives a basic understanding of how the Village creates and presents a budget. It also summarizes the Village's fund structure and provides detailed explanations of the major revenues sources of the Village. Also presented in this section is information on the Village's performance measurement process that takes place throughout the year and is reported in this document.

BUDGET SUMMARIES

The Budget Summaries present the Village's Operating and Capital Budget in table and chart form. The Village presents this financial information in several different ways and compares current year information to prior years in order to gain a better understanding of the flow of funds and to note significant changes year after year. Also in this section is information on staffing levels and changes in fund balances for each of the Village's funds.

BUDGET NARRATIVES

The Budget Narratives are divided by fund, then department, then division, if applicable. Each fund, as well as each department/division within each fund, will have a budget narrative. These narratives start with a description of the department/division and detail the prior year accomplishments and goals and objectives for each division. The goals for each division will reflect the linkage to the Village Board goals, if applicable. In addition, this section will also include performance measures for each division as well as an explanation of budget highlights.

READER'S GUIDE TO UNDERSTANDING THE BUDGET

CAPITAL IMPROVEMENTS PROGRAM

The Capital Improvements Program is a comprehensive 5-year plan for the development of the Village's capital facilities, infrastructure and equipment. A summary of the capital projects will be listed by project type and department. Each capital project that is categorized as significant and non-routine will have a detailed explanation of the project and will specify its impact on the Operating Budget. The budget for the Capital Improvements Program is developed and presented separate from the Operating Budget.

APPENDIX

The Appendix of this document includes a brief narrative of the Village's financial policies as well as a glossary and a list of common acronyms used in this document.

TABLE OF CONTENTS

BUDGET MESSAGE	13
VILLAGE OVERVIEW	
Mission Statement	25
Village Board Goals	26
Organization Chart	27
Government Profile & Location	28
History	29
Village Residents at a Glance	30
Community Economic Profile	31
BUDGET OVERVIEW	
Budget Process	35
Fund Structure	37
Major Funds	40
Major Revenue Sources	41
Performance Measure System	46
BUDGET SUMMARIES	
Revenue & Expenditures – All Funds	51
Revenue Summary by Funding Source – All Funds	52
Expenditure Summary by Object – All Funds	53
Revenue & Expenditure Summary - General Fund	55
Revenue Detail – General Fund	56
Expenditure Summary by Department – General Fund	59
Expenditure Summary by Object – General Fund	62
Revenue Summary by Fund – Other Funds	64
Expenditure Summary by Fund – Other Funds	66
2011 Levy Year Property Tax Analysis	68
Full-Time Equivalent Summary	69
Changes in Staffing Levels	72
Projected Impact of FY2012	74
Major Increases/Decreases in Fund Balance	76
BUDGET NARRATIVES	
General Government	81
Legislative	83
General Government Administration	85
Legal	89
Finance	90
Village Clerk	95

General Government (continued)	
Human Resources Management	100
Communications	104
Cable Television	107
Police Department	111
Police Administration	113
Juvenile Investigations	117
Problem Oriented Policing	121
Tactical.	124
Patrol and Response	128
Traffic	132
Investigations	136
Community Relations	139
Communications	141
Canine	142
Special Services	145
Police Records.	146
Administrative Services	148
Emergency Operations	151
Fire Department	155
Fire Administration	157
Public Education	161
Fire Suppression.	165
Emergency Medical Services.	169
Fire Prevention	174
Fire Stations	177
Public Works	179
Public Works Administration	181
Snow and Ice Control	185
Pavement Maintenance	188
Forestry	191
Facilities Maintenance	193
Fleet Services	197
Fast Action Service Team.	202
Storm Sewers	205
Traffic Control	208
Development Services	211
Development Services Administration.	213
Planning	216
Code Enforcement	226
Transportation & Engineering	232
Economic Development	240
Health & Human Services	247

Boards and Commissions	253
Fourth of July Commission	255
Fire & Police Commission	256
Miscellaneous Boards & Commissions.	257
Special Revenue Funds	259
Asset Seizure Fund	260
Community Development Block Grant Fund	262
EDA Administration Fund	264
Motor Fuel Tax Fund	265
Municipal Waste System Fund	266
E-911 Fund	267
Roselle Road TIF Fund.	268
Debt Service Funds	269
Capital Project Funds.	275
Capital Improvements Fund	276
Capital Vehicle & Equipment Fund	277
Capital Replacement Fund	278
Central Road Corridor Improvement Fund.	279
Hoffman Boulevard Bridge Maintenance Fund.	280
Western Corridor Fund	281
Traffic Improvement Fund	282
EDA Series 1991 Project Fund.	283
Central Area Road Improvement Impact Fee Fund	284
Western Area Traffic Improvement Fund	285
Western Area Road Improvement Impact Fee Fund	286
2009 Project Fund	287
Enterprise Funds	289
Water & Sewer Fund Summary	290
Water	291
Sewer	295
Water Billing	298
Sears Centre Operating Fund	300
Internal Service Funds	305
Information Systems Fund	306
Insurance Fund	316
Pension Trust Funds.	319
Police Pension	320
Fire Pension	321
 CAPITAL IMPROVEMENTS PROGRAM	
Introduction	325
Summary of Capital Requests by Project Type	328
Summary of Capital Requests by Department	329
Summary of Capital Requests by Source of Funds	330

CAPITAL IMPROVEMENTS PROGRAM (continued)

General Government Department Capital Requests	331
Police Department Capital Requests	332
Fire Department Capital Requests	333
Public Works Department Capital Requests	335
Development Services Department Capital Requests	339
Economic Development Area Capital Requests	344
Information Systems Department Capital Requests.	346
Sears Centre Arena Capital Requests	347

APPENDIX

Financial Policies	351
Glossary	355
Acronyms	358



BUDGET MESSAGE





Village of Hoffman Estates

Village Manager's Office

www.hoffmanestates.org

1900 Hassell Road, Hoffman Estates, IL 60169 P: 847.882.9100 F: 847.843.4822

November 30, 2011

2012 OPERATING AND CAPITAL BUDGET

Village President and Board of Trustees
Village of Hoffman Estates, Illinois

Ladies and Gentlemen:

INTRODUCTION

The Management Team and Staff are pleased to present the 2012 fiscal year operating and capital budget. The 2012 budget year operates under the Municipal Budget Act as adopted by the Board of Trustees on September 15, 1997. Under the act, the Village's budget is a comprehensive financial plan which projects both anticipated revenues and adopted expenditures/expenses for the fiscal year. The Village's operating budget serves as an excellent source of communication to our residents in terms of our purpose and goals as a municipality.

This document is an important tool for sound fiscal management. As provided for in the budget adoption ordinance, the legal level of control is by department or division. A budgetary system of monitoring and control has been established to ensure accountability and budgetary compliance.

ECONOMIC OUTLOOK

The national, regional and local economic downturn that occurred in 2008 has continued to have a tremendous impact on Hoffman Estates' overall budget the past four fiscal years. Although the National Bureau of Economic Research has declared that the recession had officially ended as of June, 2009, many of the real effects upon municipalities are still being felt. During 2008 and 2009, Village revenues dropped over \$7 million. Those revenues that are economy or consumption driven, like sales tax, food and beverage tax, hotel tax, development fees, real estate transfer tax, and building permits, all decreased significantly. The return of those revenues to the levels needed has not been realized as of yet, although they are no longer declining. Because of this, the Village Board challenged Village management, department heads and staff to reduce costs as much as possible, maintain the high quality services our residents and businesses expect, and work to maintain taxes as low as possible. The Village management team knew going into fiscal year 2012 that the Village would have to be innovative and vigilant in terms of finding resources and different ways of maintaining the high level of service our residents have come to expect.

In addition to these issues, the City of Chicago recently announced plans to significantly increase the cost of water being provided to its residents as well as the surrounding counties that it provides water to, including the Village of Hoffman Estates. Hoffman Estates is a member of the Joint Action Water Agency of Cook County (JAWA). JAWA is a municipal corporation consisting of seven municipalities, established to plan, construct, improve, extend, acquire, finance, operate and maintain a water supply system to serve its members. JAWA has entered

into an agreement with the City of Chicago under which the City has agreed to sell quantities of Lake Michigan water sufficient to meet the projected water needs of the members through the year 2020. While JAWA has been sent notice of the potential increase, nothing has been formalized between JAWA and its member communities. The Village is not in a position to absorb any of the potential increase and it will have to be passed along to our residents and businesses. The Village has made it a practice to perform a water rate study every five years to be assured that the water rates are sufficient to meet known operating and capital needs of the Water & Sewerage Fund. The current water rates from the last study are plugged into this budget reflecting a water rate increase in every December of approximately 6.2%. However, since the effect of the City of Chicago increase is still unknown, the additional increase in expense and revenue is not accounted for in this document.

The total 2012 budget for all funds of the Village is included in this document. The total net operating and capital budget is \$105,173,670, a decrease of 2.5% from \$107,866,658 in 2011. The primary reason for this decrease in expenditures is due to a decrease in capital projects in the Capital Improvements Fund.

All budgeted funds are balanced, utilizing current revenue sources or accumulated fund equity.

Fiscal Year 2012			
Operating & Capital Budget - All Funds			
	Revenues	Expenditures	Difference
General Fund	44,345,880	(44,763,880)	(418,000)
Other Funds	51,322,680	(60,409,790)	(9,087,110)
Total Proposed Budget	95,668,560	(105,173,670)	(9,505,110)

LONG-TERM FINANCIAL PLANNING

Through monthly updates and discussions, the Village Board is acutely aware of the Village's financial issues throughout the year. When it came time for the 2012 budget process to begin, it was quite clear what current and long-term issues needed to be addressed due to the Board's constant diligence. For example, in 2008 and 2009 when the Village realized revenues were starting to decline early in both years, mid-year budget reduction plans were implemented helping to lessen the negative impact. Over this period, approximately \$7 million of expenditures were reduced from those approved budgets. The Village has a history of sound planning and financial practices.

The Capital Improvements Program (CIP) is the Village's comprehensive multi-year plan for the development of the Village's capital facilities, infrastructure and improvements. Capital projects include all vehicles, in addition to projects that cost more than \$25,000 over the life of the project. The plan outlines the capital projects that are expected to take place over the next five years and is designed to ensure that capital improvements will be made when and where they are needed, and that the Village will have the funds to pay for and maintain them. Each year, projects are reviewed for need, cost and priority by Village staff, a resident Capital Improvements Board, and approved by the Village Board.

The Village's first Comprehensive Plan was prepared by outside consultants and was adopted in 1969 and has been updated several times since then, most recently in April, 2009. The Comprehensive Plan is intended to guide the long range development of the Village. A broad array of development related issues are discussed in the plan, including transportation, land use, and economic development. The general guidance provided by the plan is considered when new developments are proposed and when specific programs are considered for implementation by the Village. Over time, it is expected that the broad policies in the plan may

need to be adapted to meet changing conditions. Many of the policies of the plan are proposed with this need for flexibility in mind.

Every five years the Village develops a long-term strategic plan called the Consolidated Plan related to its Community Development Block Grant (CDBG) program. The Consolidated Plan guides the programs that the Village will undertake each year. In addition, the Village must prepare an Annual Action Plan that describes the actions to be taken in a specific program year. To ensure public participation in the development of the Consolidated Plan and Annual Action Plan, the Village will hold a public hearing, accept public comment, and issue public notices.

The Village also has in place several long-term financial policies, covering areas such as fund balance requirements, capital replacement, technology, basis of accounting versus basis of budgeting, debt issuance, cash management and investments, and budget development and adjustment. More information regarding these policies can be found in the Appendix of this document.

REVIEW OF BUDGET YEAR 2011

In the 2011 approved budget, the Village projected a 5.1% increase in General Fund revenues and a 4.6% increase in expenditures. These revenue increases were primarily due to the anticipated sale of the former police station property and the transfer of these sale proceeds to another fund. Without these proceeds included in both the revenue and expenditure figures, staff was predicting a less than 1% decrease in revenues and expenditures from the 2010 budget. Growth in the Village’s revenues has still not been realized and, therefore, expenses had to be kept level. General Fund reserves in the amount of \$874,870 were needed to balance the 2011 approved budget. As had been done in the past few years, the contribution of the General Fund to fund capital expenditures was kept at a minimum in the 2011 budget due to the lack of growth in the Village’s revenue base.

General Fund Projected 2011 Year-end Results		
	Budget	Projected
Revenues	45,827,668	46,898,538
Expenditures	(46,702,538)	(46,391,341)
Total Revenues over Expenditures	(874,870)	507,197

2011 ACTUAL RESULTS

Currently, General Fund revenues, which were budgeted at \$45,827,668, are projected to end the fiscal year \$1,070,870 over budget, which is 2%. However, spending is still being monitored closely and deferred if possible. Because of this, General Fund expenditures are expected to be \$311,193 under budget and the shortfall has been reduced from the budgeted amount of \$874,870 to a surplus of \$507,197. The Village is moving forward into FY2012 cautiously optimistic that revenues will not decline any further.

CAPITAL IMPROVEMENTS PROGRAM

Prior to preparing the annual 2012 operating budget, the Village produces the Capital Improvements Program (CIP) budget, which focuses on all vehicles and all capital items that are over \$25,000. The CIP is the result of an ongoing infrastructure and vehicles/equipment planning process. These planning decisions are made with regard to both existing and new facilities and equipment. For existing facilities, the planning process addresses appropriate maintenance strategies and repair versus replacement of facilities. New service demands are also considered since they will affect capital facility requirements as well. The requests in the 2012-2016 CIP for FY2012 total \$16,506,350 with only \$214,000 being proposed as funded through General Fund reserves. These projects are as follows:

- \$49,600 for needed fire department protective clothing replacements
- \$134,400 for the fire apparatus refurbishment program
- \$30,000 for the Village's Emerald Ash Borer response

Capital Improvement Program by Project Type			
	2010	2011	2012
Water & Sanitary Sewer	3,583,240	2,707,670	590,200
Public Buildings	4,700,220	-	226,000
Street & Related Infrastructure	12,553,160	12,085,370	7,308,680
Misc. Public Improvements	349,000	685,750	5,694,590
Equipment	410,400	1,103,850	2,242,080
Technology	228,000	313,500	444,800
Total	21,824,020	16,896,140	16,506,350

The General Fund has been unable to contribute significantly to the Capital Improvement Program for several years now. All of the CIP items that have a known funding source have been incorporated into the 2012 proposed annual budget. Any project from the CIP that shows a funding source of "Unfunded" is not in the annual budget. More information about the CIP can be found in the Capital Improvements section of this document.

Capital Improvement Program by Funding Source			
	2010	2011	2012
General Fund	293,320	490,810	214,000
Water & Sewer Fund	1,573,930	2,208,200	766,040
Motor Fuel Tax Fund	1,162,400	33,370	1,999,180
Asset Seizure Funds	-	-	255,600
EDA Bond Proceeds	981,020	1,136,020	3,834,200
Capital Fund Balances	-	-	177,800
IDOT & Cook County	-	1,392,000	1,486,000
Federal & State Grants	858,500	3,901,000	1,921,480
Hoffman Blvd Bridge Fund	-	3,000	75,000
Developer Contributions	1,425,000	3,230,000	130,000
EDA Administration Fund	51,500	416,720	425,600
Capital Replacement Fund	247,900	291,520	697,850
Roselle Rd TIF Funds	20,000	220,000	1,557,500
DUI Reimbursement Fund	-	24,000	-
Impact Fees & Improve. Funds	146,000	1,266,000	924,500
Information Systems Fund	228,000	268,500	235,000
'08 & '09 Bond Proceeds	14,408,350	1,805,000	1,000,000
Court Supervision Escrow	30,000	30,000	31,000
Municipal Contribution	398,100	85,000	15,300
Levy 2% Capital Fund	-	-	59,000
SCA Capital Budget (VOHE)	-	-	57,000
SCA Operating Budget	-	-	57,000
Other	-	-	92,300
Unfunded	-	95,000	495,000
Total	21,824,020	16,896,140	16,506,350

2012 OPERATING BUDGET OVERVIEW

In the 2012 budget, the Village is experiencing a decrease of \$1,481,788 or 3.2% in General Fund revenues from the 2011 budget and a \$1,938,654 decrease or 4.2% in expenditures. However, it should be noted that these numbers are being skewed by the sale of the former

police station property in 2011 and the subsequent transfer of those funds out of the General Fund. If the police station activity is backed out of the 2011 figures, both General Fund revenues and expenditures are expecting minor increases in FY2012. However, we are still expecting a budgeted deficit of \$418,000. This shortfall is proposed to be funded by General Fund reserves as was the case in FY2011.

As with the past couple of budget years, departments were initially held to a 0% increase in discretionary line items within their budgets. Departments have learned to be vigilant in their use of the limited resources available, as well as being innovative with methods of service delivery and with other resources that could be utilized.

The chart below summarizes 2012 proposed budgeted revenues by source for all funds:

Revenue Summary by Source			
All Funds			
	2011 Budget	2012 Budget	Percent Change
Property Taxes	17,949,088	18,183,490	1.3%
EDA Incremental Taxes	4,061,680	4,263,710	5.0%
Other Taxes	15,429,528	14,602,250	-5.4%
Licenses & Permits	1,045,000	1,160,500	11.1%
Intergovernmental Revenues	16,524,220	14,815,810	-10.3%
User Charges	23,657,250	24,451,420	3.4%
Fines	3,109,280	2,156,700	-30.6%
Investment Earnings	2,112,580	2,034,920	-3.7%
Miscellaneous	8,767,940	3,262,180	-62.8%
Bond Proceeds	117,460	-	N/A
Total Operating Revenues	92,774,026	84,930,980	-8.5%
Operating Transfers	10,333,690	10,737,580	3.9%
Total Revenues	103,107,716	95,668,560	-7.2%

The projected operating fund revenues without operating transfers total \$84,930,980, a 8.5% decrease from 2011. The primary reason for this is the decrease in capital projects that are planned for FY2012. The majority of funding for projects in 2011 came from external sources and those projects and corresponding revenues are not planned for in 2012.

The operating budgeted expenditures, exclusive of interfund transfers and capital projects, for 2012 totals \$81,801,600. This represents a 1.2% decrease from the 2011 operating budget. The 2012 operating budget for all funds, including transfers and capital projects, shows expenditures/expenses exceeding revenues by \$9,505,110. The main reason for this is that the bond proceeds, both EDA and general obligation, received in prior years will continue to be spent in 2012.

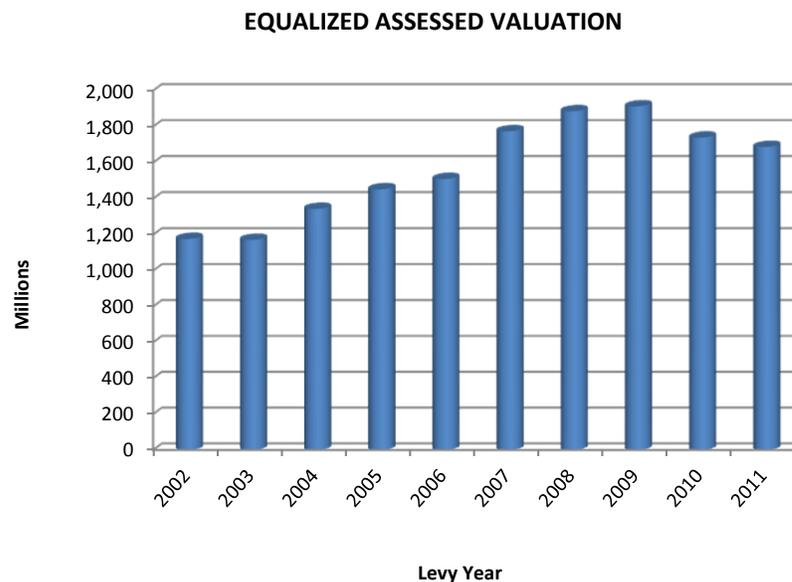
The following chart summarizes the 2012 budgeted expenditures/expenses by object for all funds:

Expenditure Summary by Object			
All Funds			
	2011 Budget	2012 Budget	Percent Change
Salaries & Wages	29,753,410	30,095,570	1.1%
Employee Benefits	18,973,328	19,448,460	2.5%
Misc. Employee Expenses	503,450	541,890	7.6%
Commodities	1,789,220	1,790,970	0.1%
Contractual Services	21,004,400	21,567,100	2.7%
Debt Service	9,531,760	8,282,610	-13.1%
Depreciation Expense	1,242,110	75,000	-94.0%
Total Operating Expenses	82,797,678	81,801,600	-1.2%
Capital Outlay	14,735,290	12,634,490	-14.3%
Operating Transfers	10,333,690	10,737,580	3.9%
Total Expenditures	107,866,658	105,173,670	-2.5%

PROPERTY TAXES

Last year at this time, the equalized assessed valuation (EAV) of the Village was projected to increase to 2,045,971,708 due to the triennial reassessment that occurs in Cook County every three years. Historically, increases resulting during a triennial reassessment year have been significant. However, the Village estimated a conservative 7% increase due to the realization that market values had suffered and that would potentially lessen the impact of the reassessment. Combining a decrease in the EAV with a 1.0% increase in the tax extension translated into an estimated tax rate of 0.838, which was 5.6% lower than the previous year's rate of 0.888.

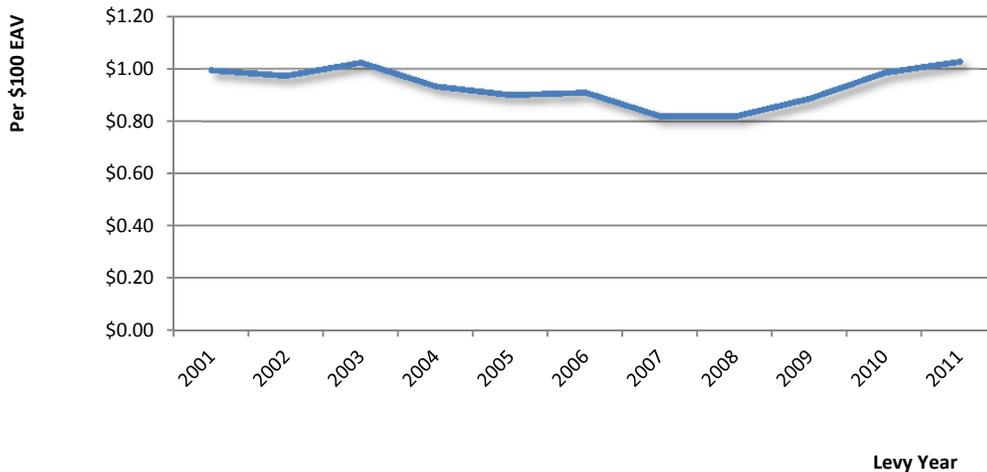
In actuality for FY2011, based on information received from Cook County, the Village's 2010 tax levy year EAV has decreased 9.0% to 1,739,393,365. This decrease in EAV was experienced county-wide and was a surprise to most everyone involved. Because of this, the Village's tax rate was 0.986, 11.0% higher than the 2010 tax levy year rate.



The 2012 budget includes total property tax revenue of \$17,000,930 for tax year 2011. Adding in the 2% loss and cost, the total property tax extension is \$17,340,949, which is a 1.2% increase over the 2010 levy. The Village is projecting a 3% decrease in EAV, resulting in a tax rate of 1.028, a 4.3% increase from the current rate.

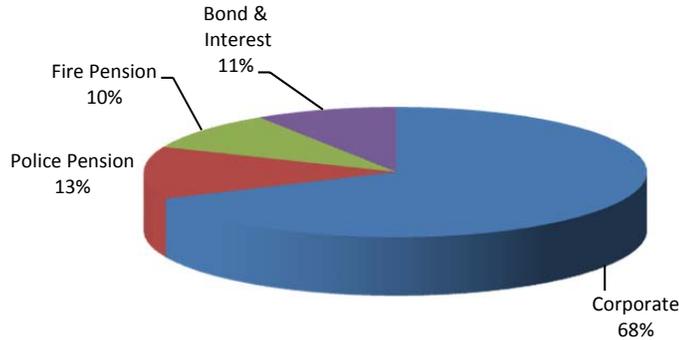
Total Property Tax Levy Levy Year 2011				
Fund	FY2011 Approved Levy	FY2012 Proposed Levy	Increase (Decrease)	Percent Change
Corporate	11,000,000	11,606,620	606,620	5.5%
Police Pension	2,275,714	2,213,860	(61,854)	-2.7%
Fire Pension	1,975,214	1,630,450	(344,764)	-17.5%
Subtotal	15,250,928	15,450,930	200,002	1.3%
Debt Service	9,517,116	8,267,969	(1,249,147)	-13.1%
Less Abatements	(7,967,116)	(6,717,969)	1,249,147	-15.7%
Total	16,800,928	17,000,930	200,002	1.2%

**PROPERTY TAX RATES
(INCLUDING FULL ABATEMENT)**



Part of the property tax levy is for our outstanding debt service. These amounts are all determined based on the amount of principal and interest payments that will be paid during the budget year. When bonds are issued, other revenue sources are sometimes dedicated to pay off the bonds. For example, bond issues for our road program are funded partly with Motor Fuel Tax funds. When there are other revenue sources dedicated to the bond issues, these amounts are abated from the property tax levy and the levy is reduced.

**2011 PROPERTY TAX LEVY
TO BE COLLECTED IN 2012**



PERSONNEL

In recent years, unfortunately, like many private sector businesses, the Village ultimately had to look at decreasing the number of personnel providing services to offset the decrease in revenues being realized. Since 2008, the Village has decreased the fulltime equivalent employment of the Village by almost 60 positions. This occurred through attrition, retirement and, ultimately, layoffs. During 2010, the Village offered eligible employees a Voluntary Separation Plan. Nineteen employees accepted the plan, and a majority of those positions have been kept vacant during 2011 and in the 2012 operating budget. The reduction shown below in the Fire Department is related to not funding vacant positions. The minor increase in Development Services is due to a new position being added related to the Village’s street program since a larger improvement project is scheduled for 2012. Additionally, two part-time positions have been added to the Village’s Municipal Waste System Fund and are being funded by an external company so that the Village will take over the billing of garbage services to its residents. No other new personnel were added in the 2012 budget. The number of FTEs (full-time equivalents) in the 2012 budget is 349.93 as shown in the following table:

Full-Time Equivalents All Funds				
Major Function	2010 Budgeted	2011 Budgeted	2012 Budgeted	Decrease '11 to '12
Police	115.20	112.20	112.20	-
Fire	105.00	98.50	96.00	(2.50)
Public Works	72.23	68.31	68.31	-
Development Services	30.38	28.37	28.98	0.61
Health & Human Svcs	7.23	7.23	7.23	-
General Government	39.08	37.52	37.21	(0.31)
Total FTE's	369.12	352.13	349.93	(2.20)

The Village’s public safety personnel (Police and Fire) represent 59.5% of the total number of employees in 2012. Total personnel and related expenditures equal \$49,544,030 or 47.1% of the entire expenditure budget for all funds. Total personnel expenditures/expenses, which includes benefits, represents 60.6% of the total operating costs (excluding capital outlay and operating transfers) for all funds.

AWARD

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the Village of Hoffman Estates, Illinois for its annual budget for the fiscal year beginning January 1, 2011. In order 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.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

SUMMARY

In conclusion, it is anticipated that the decline in Village revenues has leveled off, but only minor revenue growth is being projected. Because of this, the Village of Hoffman Estates has had to become even more innovative with how Village services are provided and more diligent in terms of the utilization of resources within the 2012 Operating and Capital Budget. Non-property tax rates have not been increased and providing predictable, stable and high quality services to our residents and businesses continues to be our focus. We believe this budget establishes a financial foundation for the Village Board to accomplish their goals. Our continued, combined efforts will ensure the Village of Hoffman Estates can continue to provide the traditional high level of service to the residents and businesses of Hoffman Estates.

Public Hearing and Notice of Availability of Budget

Copies of the tentative budget were made available for public inspection at least ten (10) days prior to the passage of the annual budget and notice of this availability was published in a newspaper having general circulation within the Village. Not less than one week after publication that the budget is available for public inspection and prior to final action on the budget, one public hearing was held on the tentative annual budget by the Board of Trustees. Notice of the public hearing was given at least one week prior to the time of the public hearing date.

ACKNOWLEDGEMENTS

The Village's budget is the culmination of the time and hard work of many people. We would like to extend our sincere appreciation to all of the department directors and their staff for their continued dedication and assistance during the budget process. Of course, the Village President and Board of Trustees' continued support of staff and the responsible and progressive manner in which they conduct the financial affairs of the Village must be applauded. Critically reviewing, assessing and adjusting policies and practices can be challenging. But if the community is to continue to progress and to remain financially stable, this process is necessary in order to achieve the goals as set forth by the Village Board.

Respectfully submitted,

James H. Norris
Village Manager

Michael F. DuCharme
Director of Finance





VILLAGE PROFILE



Village of Hoffman Estates Mission Statement

The mission of the Village of Hoffman Estates is to continually improve the quality of life for our residents and business community by providing responsive and efficient municipal services

Organizational Principles

We believe that the municipal government exists to serve the residents and business community.

We believe that continuous improvement in the quality and methods of services is essential to maintain a standard of excellence in municipal government.

We believe that the Village Board provides the leadership and guidance to meet the needs of our community.

We believe that our employees are a valuable resource to our community and through their personal and professional growth enhance the quality of services.

We believe that encouragement of citizen participation and community involvement is essential for good government.

We believe that the Village should continually evaluate its services in an environment of rapid social, cultural, economic and technological change.

We believe that the Village should continue to be a leader in municipal government.

Our Vision

Excellence – The Village will be a model of *excellence* in providing municipal services.

Leadership – The Village will provide *leadership* to manage change and encourage creativity, productivity and innovation.

Commitment – The Village is *committed* to continually improve the quality of services to our residents and our employees.

Communication – The Village will *communicate* openly with honesty and integrity.

Environment – The Village will foster good stewardship of our natural *environment* through protection and conservation of natural resources.

Diversity – The Village will leverage its strength as a uniquely *diversified* community by developing interactive relationships with all residents in order to enhance the quality of life throughout the Village.

Resources – The Village is dedicated to ensuring that *resources* are used efficiently and wisely toward the achievement of our mission.

Village of Hoffman Estates

2012-2013 Village Board Goals

Short-term goals

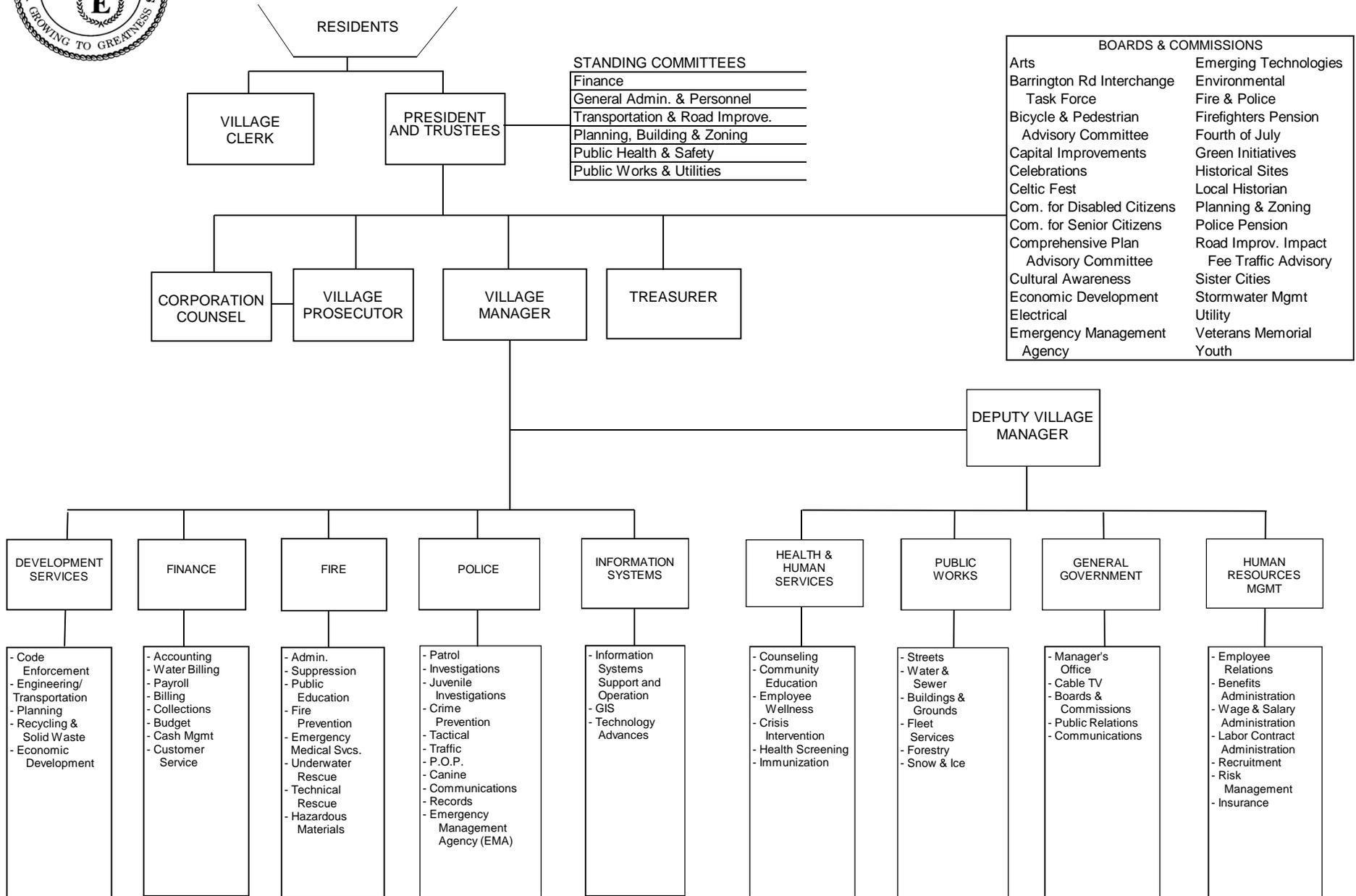
1. Build upon recent environmental recognition, including Platinum Clean Air Counts status and the Illinois Governor's Sustainability Award, by researching and drafting a Sustainability Plan with assistance from Boards and Commissions and other environmental partners.
2. Through cooperation with the Illinois Department of Transportation (IDOT) and the Illinois State Toll Highway Authority (ISTHA), work toward completion of Phase I engineering for the Barrington Road full interchange project.
3. Reconstruct Hassell Road and complete the Palatine Road project utilizing federal Surface Transportation Program (STP) funds.
4. Address the Emerald Ash Borer (EAB) infestation and its numerous impacts on the Village's public tree population, and be a resource for residents and businesses for private infestation.
5. Maintain existing public safety programs, including school outreach, public education, citizen academies and neighborhood watch programs, that promote the safety of individuals, neighborhoods and the Village as a whole.
6. Explore grants, alternative service delivery methods and innovative practices to augment the Village's financial resources. Provide savings to residents and businesses through municipal electricity aggregation.
7. Continually improve the Sears Centre Arena's performance by increasing events, paid attendance, concession commissions and sponsorship/premium seating revenue across all areas.
8. Revitalize aging shopping centers through innovative redevelopment strategies, including public-private partnerships impacting Barrington Square, Hoffman Village, the Roselle Road Business District and other centers.
9. Evaluate and implement new avenues of communication, such as a Village Mobile Application, creating electronic forms available on the website and enhanced use of social media outlets.

On-going goals

1. Explore and implement sustainable programs and practices as outlined in the Sustainability Plan by applying for grant opportunities, and integrate sustainability into Village operations where feasible.
2. Cooperate with local, regional, state and national agencies to identify and implement initiatives to improve all modes of public transit, including vehicle, bicycle and pedestrian travel, throughout the Village.
3. Maintain and improve the Village's infrastructure, including designing, funding and implementation of a comprehensive and continuing revitalization program for Village streets, sidewalks and stormwater management projects.
4. Ensure the health, welfare and safety of Village residents and businesses through provision of excellent public safety services, including EMS, fire, police and emergency management, as well as affordable health and wellness services.
5. Provide municipal services in a fiscally sustainable manner given current economic conditions, and continue to be a leader in legislative advocacy to protect local government revenue streams and oppose unfunded mandates.
6. Create a thriving and vital local economy with a strong blend of retail, clean-industrial, commercial and residential properties.
7. Evaluate and integrate emerging technology and communication tools where feasible to streamline operations, improve service delivery, foster sustainability and increase accessibility and convenience to residents and businesses.
8. Enhance the Village's operations through employee development and training in customer service, leadership and other core skill sets that will develop our employees and create a cadre of future leaders for the organization.



Village of Hoffman Estates, Illinois





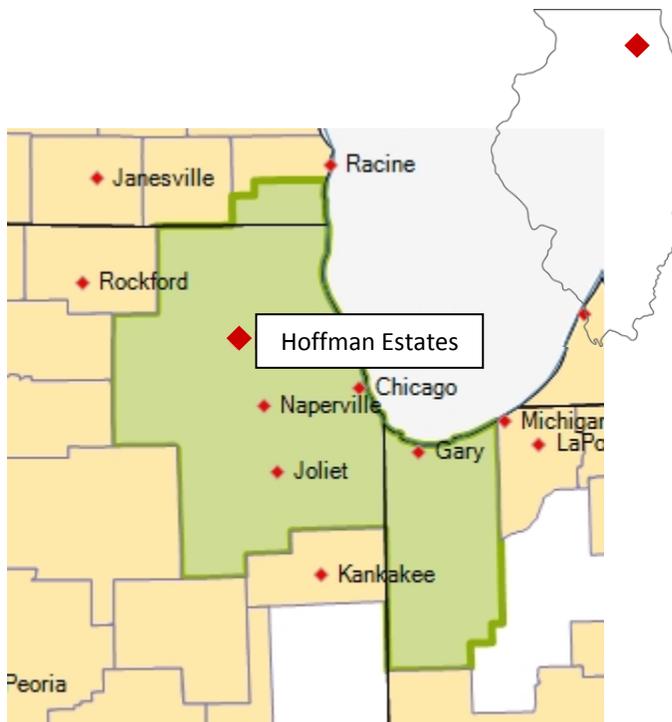
GOVERNMENT PROFILE

The Village of Hoffman Estates operates under the council/manager form of government. The legislative body consists of the Village President and Board of six Trustees, all elected on an at-large basis to overlapping four-year terms. The Village Manager is responsible for the day-to-day administration of the Village. The Village is a home rule municipality as defined by the Illinois Constitution.

The Village provides a full range of government services, including police and fire protection, health services, water and sewer utilities, street construction and maintenance, code enforcement, planning and zoning, and general administrative services.

LOCATION

The Village of Hoffman Estates is located approximately 30 miles northwest of the City of Chicago, in both Cook County and a small part of Kane County. Hoffman Estates is conveniently within close distance to the O’Hare International Airport, Midway International Airport, Schaumburg Regional Airport and DuPage Regional Airport. The Village is near the Metra Rail Station, Interstate 90 and six state and county highways. The total incorporated land area is approximately 22.1 square miles, with one-third of the zoning distribution noted as parks or forest preserves. The Village consists of affordable to high-end homes and is considered a model for the "work-play-live" generation.



CLIMATE

Average Annual Rainfall 32.21 inches

Average Annual Snowfall 36.20 inches

Average Temperature (in degrees Fahrenheit):

Jan	29.5/13.1
Feb	33.7/16.3
Mar	44.9/26.2
Apr	58.4/37.0
May	69.1/47.0
Jun	79.0/57.2
Jul	82.8/62.0
Aug	81.1/60.6
Sep	74.0/51.9
Oct	61.5/39.9
Nov	47.2/30.2
Dec	33.2/17.5



HISTORY

In 1954, a local farmer sold his 160-acre farm to Sam and Jack Hoffman, owners of the Father and Son Construction Company, for a subdivision in Cook County. The first homeowners began to move into a new subdivision in late 1955 in what was a rural farming community. On September 19, 1959, residents voted to incorporate as the Village of Hoffman Estates. The charter was issued on September 23, 1959. The population at the time was about 8,000, and the incorporated area was just less than three square miles.



The Sunderlage Family of the Hoffman Estates Sunderlage Farm, 1870's

Beginning in 1961, the first land north of Interstate 90 was annexed to the Village of Hoffman Estates and approximately 2,000 acres were annexed, more than doubling the incorporated land area.

Various small office buildings were built by 1980, followed by major complexes including Ameritech's 1.2 million square foot regional headquarters in 1991, Sears, Roebuck and Co's 1.9 million square foot headquarters in 1992, and Quest International and Indramat in 1995.



Dianne Levy next to a Hoffman Estates Welcome Sign, 1965

In the 1960's and 1970's, the Village continued to grow rapidly, with the construction of both single-family homes and multi-family developments. The population nearly tripled to 22,000 in 1970, grew to 37,000 in 1980 and the 1990 census put the total population at 46,363 with over 16,000 households. Public facilities such as schools, fire stations, a police station, a Village Hall and library branches were built during this period to accommodate the area's rapid growth.

The late 1980's and early 1990's saw a shift from a primarily residential community with the development of numerous commercial projects.

Suburban Medical Center (renamed St. Alexius Medical Center in 1986) opened in 1979. The Village's first auto dealership, Woodfield Acura, opened in late 1986, and soon to follow was Saturn, Nissan, Lexus and Land Rover.

Today, the Village's population has reached 51,895, with a total incorporated land area of about 22 square miles. School District 54, which began with one school in 1952, is now the largest elementary school district in the State of Illinois (outside of the City of Chicago). Other school districts serving Hoffman Estates' residents include Districts 46, 15, 211, U-46 and 300. Hoffman Estates High School was named as one of the outstanding high schools in the state in 1987 and the Village of Hoffman Estates has won six Governor's Home Town Awards for its innovative programs.



VILLAGE RESIDENTS AT A GLANCE

	2000		2010		Percent Change
	Number	Percent of Total	Number	Percent of Total	
Total Population	49,495		51,895		4.8%
Age					
Under 5 years	3,570	7.2%	3,416	6.6%	-4.3%
5 to 14 years	7,917	16.0%	7,227	13.6%	-8.7%
15 to 24 years	6,728	13.6%	6,558	13.8%	-2.5%
25 to 44 years	16,773	33.9%	14,961	19.8%	-10.8%
45 to 54 years	7,578	15.3%	8,395	16.2%	10.8%
55+ years	6,929	14.0%	11,338	21.8%	63.6%
Race/Ethnicity					
One Race	48,419	97.8%	50,536	97.4%	4.4%
White	36,837	74.4%	33,270	64.1%	-9.7%
Black or African American	2,166	4.4%	2,478	4.8%	14.4%
American Indian & Alaska Native	86	0.2%	120	0.2%	39.5%
Asian	7,461	15.1%	11,760	22.7%	57.6%
Other Race	1,869	3.8%	2,900	5.6%	55.2%
Two or More Races	1,076	2.2%	1,359	2.6%	26.3%
Foreign born	11,651	23.5%	16,532	31.9%	41.9%
Speak a language other than English at home (5yrs and older)	14,081	30.2%	21,168	43.8%	50.3%
Education (25 years and older)	31,543	63.7%	34,046	65.6%	7.9%
No High School Diploma	3,268	10.3%	3,337	9.8%	2.1%
High School Diploma	14,555	46.2%	13,278	39.0%	-8.8%
Associate's Degree	2,393	7.6%	2,315	6.8%	-3.3%
Bachelor's Degree	7,669	24.3%	10,043	29.5%	31.0%
Graduate or Professional Degree	3,658	11.6%	5,073	14.9%	38.7%
Housing Units	17,387		18,444		6.1%
Owner Occupied	13,032	75.0%	13,562	73.6%	4.1%
Renter Occupied	4,002	23.0%	3,928	22.0%	-1.8%
Vacant	353	2.0%	954	4.4%	170.3%
Median Income	\$66,102		\$76,772		16.1%
Median House Value	\$301,500		\$292,900		-2.9%
Average Household Size	2.89		2.84		-1.7%
Average Family Size	3.39		3.41		0.6%

SOURCE: US Census Bureau, 2000 Census and 2010 Census



COMMUNITY ECONOMIC PROFILE

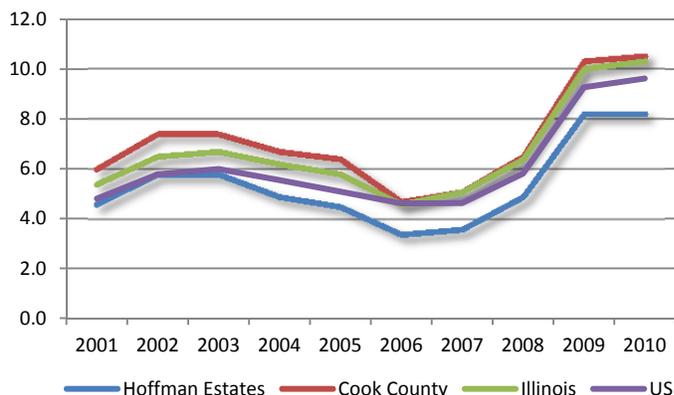
EMPLOYMENT STATUS			
	In Labor Workforce	Employed	Unemployment Rate
16 to 19 years	38.6%	30.2%	21.8%
20 to 24 years	78.8%	75.1%	4.6%
25 to 44 years	87.3%	80.3%	8.0%
45 to 54 years	84.1%	78.2%	7.0%
55 to 64 years	74.3%	68.0%	8.5%
65 to 74 years	33.3%	30.0%	9.8%
75+ years	6.7%	6.7%	0.0%

SOURCE: US Census Bureau, 2010 Census

In response to the economic recession, the Village made the decision to develop a strategic plan to retain the plethora of local businesses. Village staff worked with numerous retailers in hopes of keeping them in business, which includes working in partnership with the local Chamber of Commerce regarding programming, marketing and business development or making direct retention calls to retailers. Although the Village was able to assist a variety of local businesses from closing its doors, there were still a number of unfortunate retailers (big and small) that were forced to discontinue their operations. The Village is still home to a variety of major businesses that together provide thousands of jobs in our community (see chart of principal commercial taxpayers to the right). The Village is still experiencing some business growth with new construction projects. St. Alexius Medical Center is adding a 6-story children’s hospital to house an expanded day surgery center, a pediatric department, an expanded NICU department, a post-partum department, and a labor and delivery department. In addition, the Hoffman Estates Shopping Center underwent a complete exterior façade renovation that included stonework, a new tower and other design elements to add visual interest and a new color scheme. Another one of the Village’s shopping centers, the Alexion Shopping Center, underwent a

Over 16,000 people are employed by the more than 700 businesses operating in Hoffman Estates. The employees are drawn from a pool of 2.8 million workers who reside within a 60-minute commute of the Village. As the nation continues to experience staggering unemployment rates, with the state of Illinois amongst the highest, the Village mimics the same trend. However, it is reassuring to see that the Village has historically remained significantly below those rates of the United States, state of Illinois and Cook County.

10 Year Unemployment Rate History



2010 PRINCIPAL TAXPAYERS		
Organization Name	Total Taxable Value	Rank
Sears Holdings Corporation	\$202,721,332	1
AT&T Lease & SBC Ameritech	\$133,669,304	2
Property Tax Advisors	\$52,925,078	3
Terry Kemp	\$32,546,562	4
Stonegate Properties	\$29,464,562	5
Thompson Property	\$21,109,474	6
Madkatstep Entertainment	\$20,945,694	7
American Heritage	\$20,623,631	8
Park Place Apartments	\$18,952,209	9
Cabela’s Inc	\$18,402,721	10
Total	\$551,360,297	

NOTE: The 2011 principal taxpayer data was not available at the time of assembling this document.



COMMUNITY ECONOMIC PROFILE

complete reconstruction that includes an updated façade and five tenant spaces that are occupied by Caribou Coffee, Chipotle and Sprint. Also, a 115,752 square foot, 3-story office building has been remodeled for the new global headquarters of Tate & Lyle's Innovation and Commercial development Group and the regional headquarters for Specialty Food Ingredients.

The Village will also soon be welcoming The Saddle Room, an approved project awaiting construction. The Saddle Room will be an 11,000 square foot restaurant that also contains an Off-Track Betting area, along with a large outdoor patio area that includes an outdoor bar. Construction is expected to begin in 2012.

The Poplar Creek at 59/90 is an ongoing project to enhance the Village's entertainment district with concerts, shows, dining, lodging and shopping. This area is home to the Sears Centre Arena, Cabela's, Marriott and River City Grille, Virginia Mary Hayter Village Green Amphitheater and an abundance of other businesses. The Village continues to pursue new development at the Poplar Creek at 59/90 and strives to enhance the entertaining experiences of residents and surrounding communities.

It is essential for the Village to be interactive with local businesses, both existing and potential, in order to remain an exceptional place to live for our residents. It is also important because a large portion of the Village's revenue stream is derived from taxes. These taxes are crucial to the Village's operating budget in order to provide exceptional services to residents. The chart below reflects the current tax rates of those doing business in the Village.

Village of Hoffman Estates Tax Rates		
Retail Sales Tax: Cook County	State	5.00%
	County	1.25%
	Railroad Transit Authority	1.25%
	City	2.00%
	Total	9.50%
Retail Sales Tax: Kane County	State	5.00%
	County	0.25%
	Railroad Transit Authority	0.25%
	City	2.00%
	Total	7.50%
Food & Beverage Tax:		2.00%
Entertainment Tax:		6.00%
Hotel Tax:		6.00%
Real Estate Transfer Tax (per \$1,000 selling price):		\$3.00



BUDGET OVERVIEW





THE BUDGET PROCESS

The Village operates under an annual budget spanning one fiscal year, January 1 through December 31. This document contains the Annual Operating and Capital Budget for the year 2012. The budget is a policy document that requires action and adoption by the Village Board.

The preparation for the Village's annual budget begins six months prior to introduction and adoption by the Village Board. One of the first steps in preparing this document is to identify key goals within every department that will drive the decision-making process.

In mid-June, the Finance Department distributes both the Operating and Capital Budget worksheets to every department, who then have five weeks to assemble their capital requests and eight weeks to estimate their operating expenses for the following year. The Finance Department reviews and prepares a first draft of the Capital Improvements Program (CIP) and the Operating Budget based on these estimates.

The CIP is reviewed by the Village Manager with each requesting department. A second draft is then created and reviewed with the Capital Improvements Board (CIB), which is made up of six Village residents and two Village Trustees. After approval by the CIB, the CIP goes to the Village Board for ultimate approval in the fall.

While the aforementioned is occurring, the Village Manager meets with every department on an individual basis and collectively evaluates the first draft of the department's Operating Budget. The Director of Finance estimates all revenue projections for the upcoming year, which gives direction to the Village Manager and departments as to the level of growth or reduction that can be reflected in expenditures. Several versions of the Operating Budget are drafted, and a final recommended budget, which includes the approved capital budget, is presented by the Village Manager to the Village Board in late fall.

The Village Board then conducts several meetings to review the annual budget and make changes as necessary. The Village Board holds public hearings and may alter the budgeted appropriations. Once the final budget is approved, a formal budget ordinance is adopted in December, providing the legal authority to spend public funds starting January 1st.

MAKING CHANGES TO THE BUDGET

The annual budget can be changed by the Village Manager throughout the budget year. However, changes affecting total departments or funds must be approved by the Village Board. Expenditures may not legally exceed the budget at the department/fund level. To make changes to the budget, departments fill out a Budget Adjustment form that shows what expense they want to increase and how they expect to accomplish this: either through a decrease in another expense account, an increase in revenues, or a decrease of fund balance. The adjustment request is reviewed by the Director of Finance and approved by the Village Manager. The budget adjustment ordinance then needs to be approved by the Village Board for the change to take affect.



THE BUDGET PROCESS

CALENDAR OF EVENTS

JUNE	Revenue projections estimated for the upcoming year; Departments set goals and estimate expenses to be presented in their budget
AUGUST	Village Manager reviews 1 st draft of the Operating Budget and CIP with departments
SEPTEMBER/ OCTOBER	Village Manager continues to meet with departments to finalize expenses
NOVEMBER	Final draft of the CIP created and reviewed by the CIB
	Village Board receives 2 nd draft of the Operating Budget and CIP
DECEMBER	Village Board reviews draft of entire Budget
	Finance Committee approves the CIP; Final draft of the Operating Budget completed
	Public hearing on the Operating Budget, CIP and Tax Levy
	Board adopts the Operating Budget, CIP and Tax Levy



FUND STRUCTURE

The Village uses funds to report its current financial position and the results of its operations. Fund accounting is designed to demonstrate legal compliance and to aid financial management by segregating transactions related to certain governmental functions or activities.

A *fund* is a grouping of related accounts that is used to maintain control over resources that have been segregated for specific activities or objectives. The Village, like other state and local governments, uses fund accounting to demonstrate compliance with finance-related legal requirements. All of the funds of the Village can be divided into three categories: governmental funds, proprietary funds and fiduciary funds.

GOVERNMENTAL FUNDS

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 capital assets (capital projects funds), and the servicing of general long-term debt (debt service funds). The General Fund is used to account for all activities of the general government not accounted for in another fund. Governmental funds focus on near-term inflows and outflows of spendable resources, as well as balances of spendable resources available at the end of the fiscal year. The Village maintains 29 individual governmental funds.

PROPRIETARY FUNDS

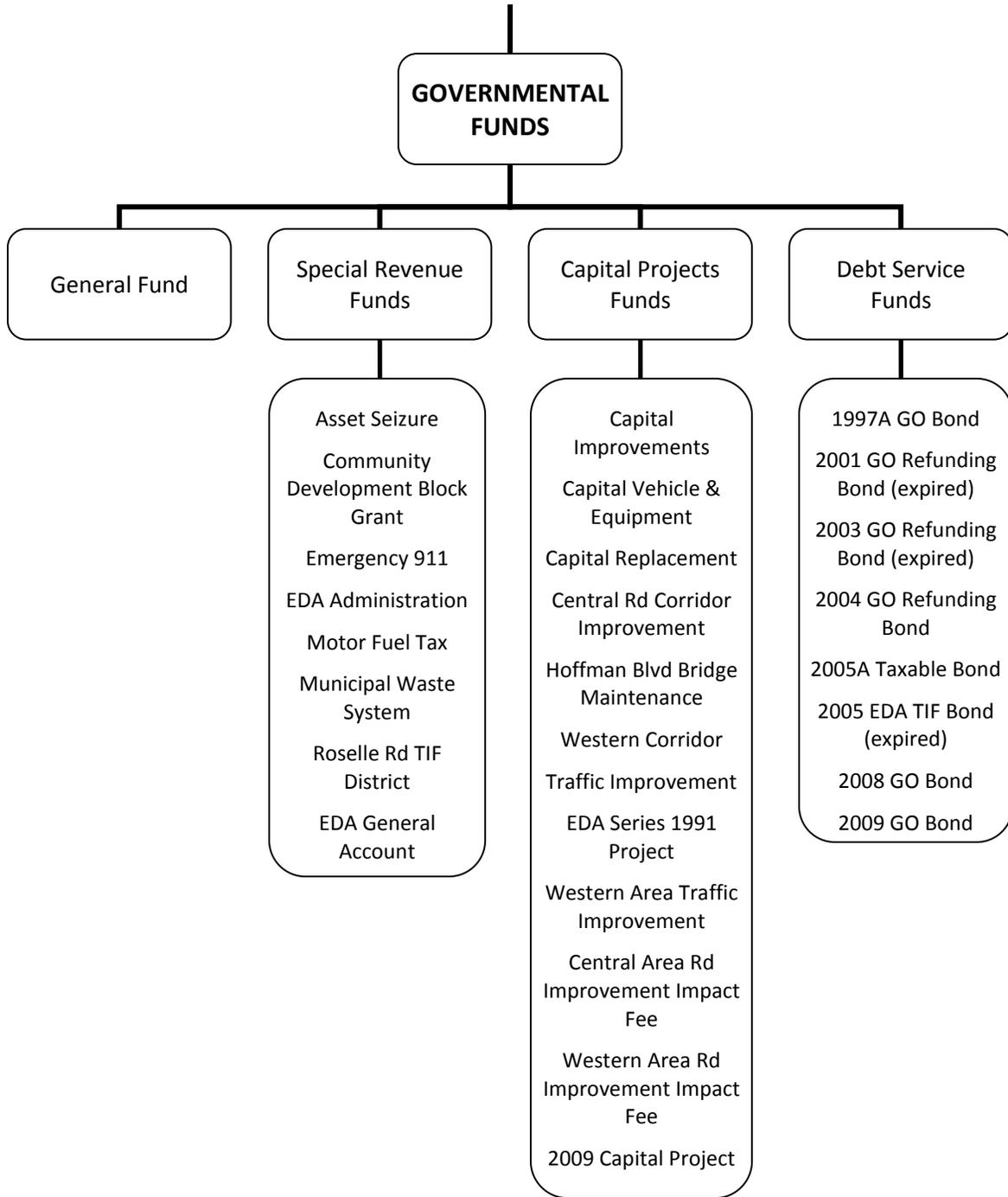
Proprietary funds are used to account for activities similar to those found in the private sector, where determination of net income is necessary or useful for sound financial administration. Goods or services from such activities can be provided either to outside parties (enterprise funds) or to other departments or agencies primarily within the government (internal service funds). The Village uses enterprise funds to account for its water and sewer system and the Sears Centre Arena fiscal operations. The internal service funds are used to account for the costs of property and casualty insurance, workers' compensation insurance and its information systems department.

FIDUCIARY FUNDS

Fiduciary funds are used to account for assets held on behalf of outside parties, including other governments, or on behalf of other funds within the government. The Village maintains two different types of fiduciary funds: pension trust funds and agency funds. Agency funds are generally used to account for assets that the Village holds in a fiduciary capacity or on behalf of others as their agent. Since agency funds do not include any revenue or expense accounts, although reported within the Village's annual financial report, they are not included within this document.

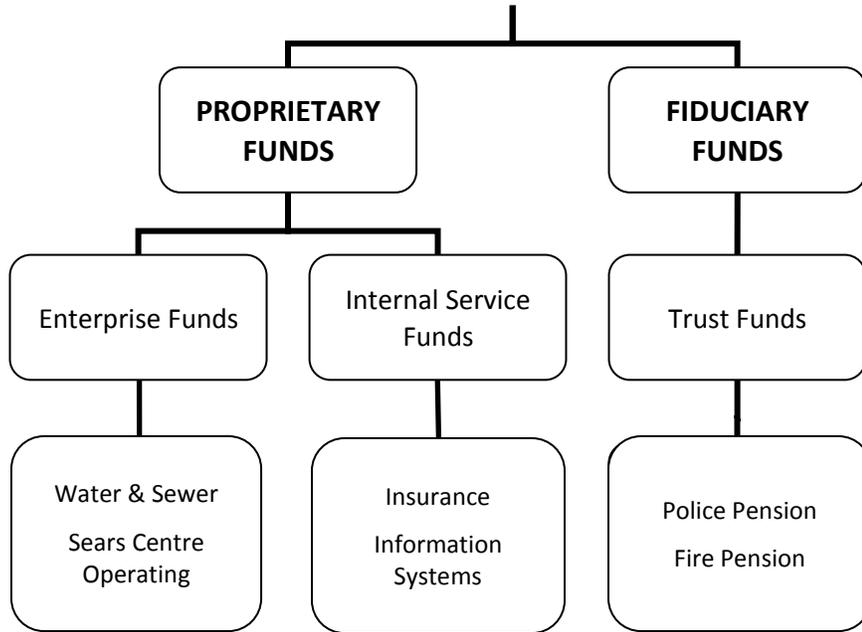


FUND STRUCTURE





FUND STRUCTURE





MAJOR FUNDS

Major funds are defined by the Village as those that are greater than or equal to 10% of the total funding for the fiscal year. For the 2012 budget year, the major funds are the General Fund and the Water & Sewer Fund.

GENERAL FUND

The General Fund is the primary operating fund of the Village. It accounts for all services that are not specifically accounted for in other funds, including police, fire, public works, development services and general administration activities. The General Fund includes total revenues of \$44,345,800, which makes up 46.4% of the Village’s total revenue. Compared to the 2011 budget, the General Fund revenue shows a 3.2% decrease.

The General Fund expenditure budget, excluding transfers, is \$43,116,650, which is an increase of less than 1% compared to the 2011 budget. If all transfers to debt service and capital project funds are included, the budget reflects a 4.2% decrease of expenditures compared to 2011.

WATER & SEWER FUND

The Village’s Water & Sewer Fund is an enterprise fund used to account for revenues and expenses of the Village’s water and sanitary sewer system. Total revenue for this fund is \$11,885,300, which makes up 12.4% of the Village’s total revenue. If all costs are included, such as transfers and other non-operating expenses, the fund will experience a net decrease in retained earnings of \$39,340.

Department	Major Funds		Nonmajor Funds		
	Governmental	Proprietary	Governmental Funds	Proprietary Funds	Fiduciary Funds
	General Fund	Water & Sewer Fund			
General Government	√	√	√	√	
Police	√		√		√
Fire	√		√		√
Public Works	√	√	√	√	
Development Services	√		√	√	
Health & Human Services	√				
Information Systems		√	√	√	
Boards & Commissions	√				

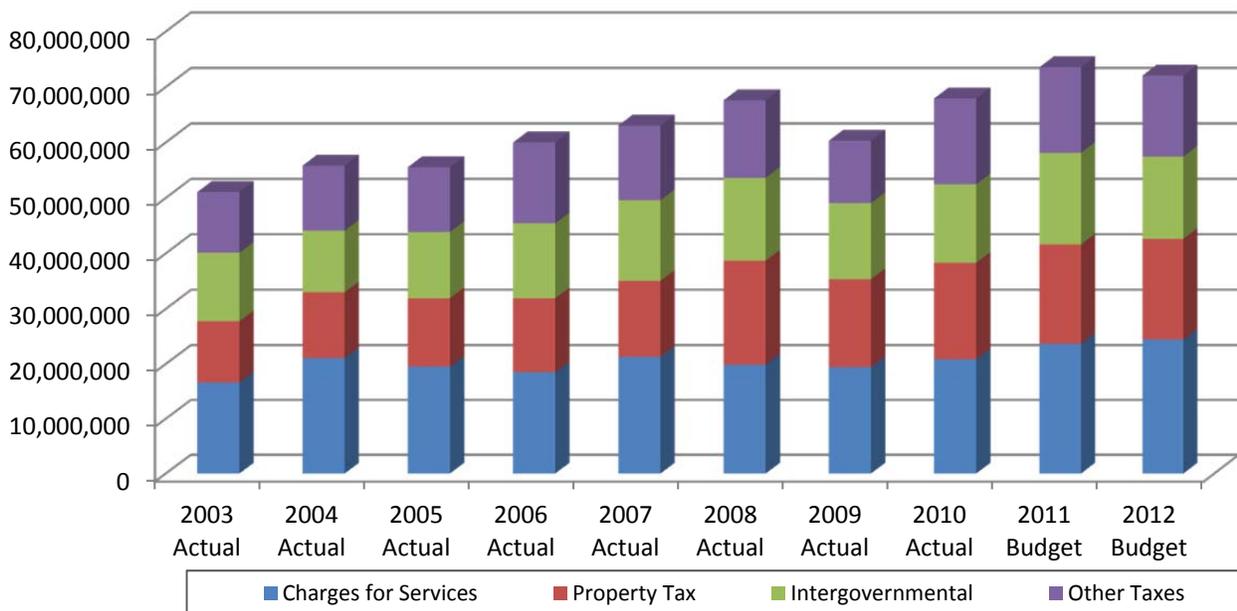


MAJOR REVENUE SOURCES

Major revenue sources are those that comprise more than 75% of the total revenue as adopted in the 2012 Operating Budget. Although the Village has a diverse revenue stream, the economic recession has negatively impacted overall revenues beginning in early 2008. The Village continues to see minor signs of improvement beginning in 2011, however, a full economic recovery remains fragile and unpredictable.

The Village’s largest class of revenue for the 2012 fiscal year is charges for services, followed by property tax revenue, intergovernmental revenue and other tax revenue. It is important to note that major revenues are not always consistent year after year and the graph below only reflects the class of revenue that is considered major in 2012.

**10-YEAR ANALYSIS OF MAJOR REVENUE
BY CLASS**



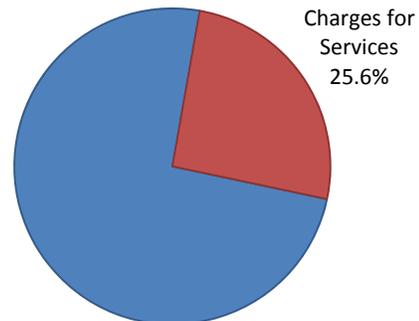


MAJOR REVENUE SOURCES

CHARGES FOR SERVICES

	BUDGET	ACTUAL
2003	\$ 17,575,510	\$ 16,604,508
2004	\$ 21,231,090	\$ 21,075,521
2005	\$ 22,239,100	\$ 19,495,951
2006	\$ 18,942,850	\$ 18,481,228
2007	\$ 20,217,960	\$ 21,293,057
2008	\$ 19,952,290	\$ 19,851,652
2009	\$ 20,961,420	\$ 19,396,836
2010	\$ 20,823,110	\$ 22,692,990
2011	\$ 23,657,250	
2012	\$ 24,451,420	

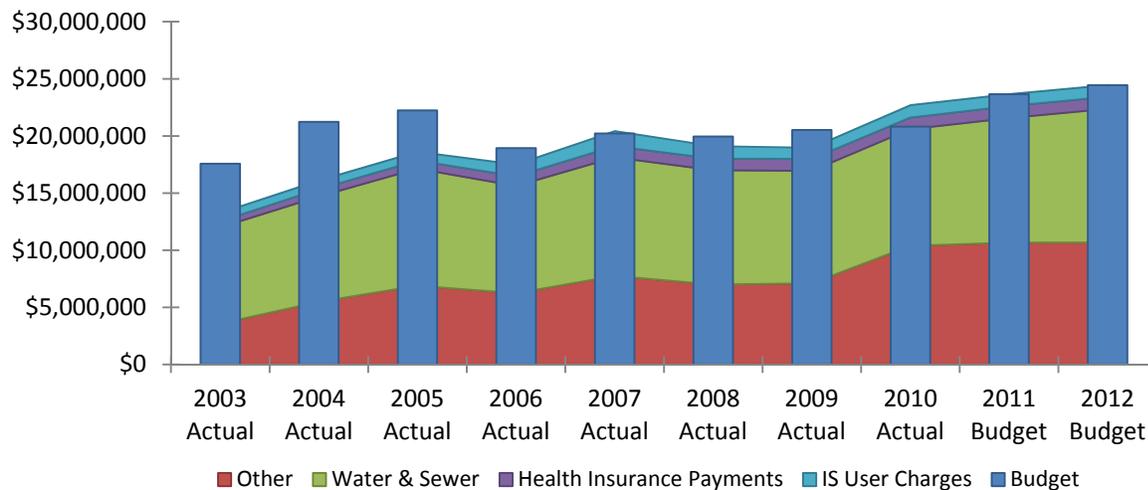
Charges for Services to Total Revenue
2012 Budget



Charges for services is the Village’s largest revenue source for the fiscal year 2012. Charges for services include all revenues in which an individual pays for a service that is being provided by the Village. This class represents \$24,451,420 or 25.6% of the 2012 budgeted revenues. Major revenues in this class include water and sewer usage charges, information systems user charges and employee insurance payment contributions. All charges for services have a rate associated with it, therefore, when a rate increases, so does the budget. In December of every year, the Village’s water rate increases approximately 6.2%, which is based on a 5-year water rate study. Water and sewer charges make up 45.4% of all charges for services collected by the Village, totaling \$11,696,000 for 2012. This specific revenue is dedicated to all water and sewer related operations, including the purchase of water, the maintenance of equipment and administration.

For information systems user charges (IS User Charges) and employee insurance payments, known budgeted expenditures in the Information Systems Fund and Insurance Fund are spread to the user departments in the General Fund and EDA Administration Fund. These contributions from the user departments are shown as revenues in the Internal Service Funds.

Charges for Services
10-Year Analysis



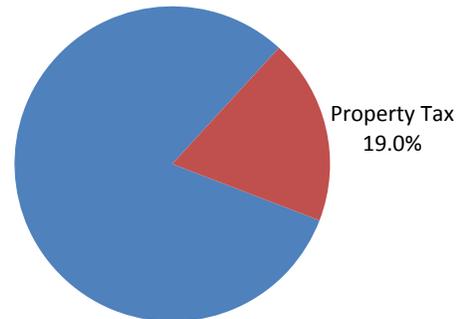


MAJOR REVENUE SOURCES

PROPERTY TAX

	BUDGET	ACTUAL
2003	\$ 14,317,224	\$ 14,340,627
2004	\$ 14,221,434	\$ 14,191,419
2005	\$ 14,928,494	\$ 14,742,312
2006	\$ 16,139,955	\$ 15,954,638
2007	\$ 16,822,632	\$ 16,514,403
2008	\$ 17,980,238	\$ 17,932,151
2009	\$ 19,168,941	\$ 15,958,350
2010	\$ 17,493,773	\$ 17,277,687
2011	\$ 17,949,088	
2012	\$ 18,183,490	

Property Tax to Total Revenue
2012 Budget



Property tax is the Village’s second largest revenue source and comprises 19.0% of the total budgeted revenue for 2012. Property tax is a value-based tax imposed on real estate property, where the county assessor’s offices value residential, commercial and industrial properties. Counties are responsible for collecting payments and remitting the Village’s portion throughout the year.

The Village levies a property tax for the General Fund, Police and Fire Pension Funds and some of the Debt Service Funds. Property taxes for 2011, which will be paid in 2012, attach as an enforceable lien on January 1, 2011 on properties assessed as of the same date. Taxes are levied on a calendar year basis by the last Tuesday of December. Tax bills are prepared and mailed by Cook County on or around February 1 and August 1 every year. Counties are responsible for collecting property taxes and remitting them periodically to the Village. The Village will receive 2011 property taxes in 2012.

The General Fund levy is determined by first taking into account the expected growth in equalized assessed valuation (EAV) of Village property. If the EAV is expected to increase, an increase in the levy can occur without increasing the resulting property tax rate. There are many unknown factors when this process occurs, such as Cook County’s equalization factor and the actual EAV, so projecting an exact property tax rate cannot occur. However, the Village strives for a close estimate.

Both of the pension fund levies are actuarially determined. Other revenues that go toward funding the pension funds then reduce these amounts. For example, a portion of our Police and Fire Departments’ personnel are funded through the EDA Administration Fund. Therefore, a corresponding portion of the pension funding should also come from the EDA Administration Fund. The property tax levy is reduced by the amount that is being funded through this other fund.

Another part of the property tax levy is for the Village’s outstanding debt service. These amounts are all determined based on the amount of principal and interest payments that will be paid during the budget year. When bonds are issued, other revenue sources are sometimes dedicated to pay off the bonds. For example, bond issues for our road program are funded partly with Motor Fuel Tax funds. When there are other revenue sources dedicated to the bond issues, these amounts are abated from the property tax levy and the levy is reduced.

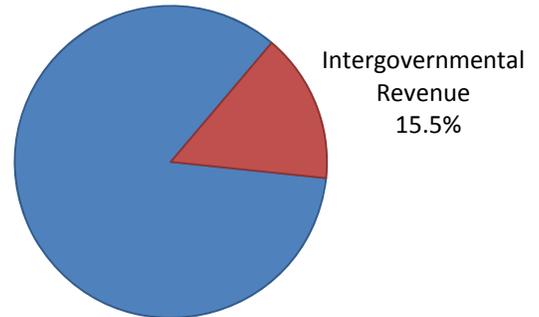


MAJOR REVENUE SOURCES

INTERGOVERNMENTAL REVENUE

	BUDGET	ACTUAL
2003	\$ 14,432,873	\$ 12,337,900
2004	\$ 12,922,412	\$ 11,111,016
2005	\$ 11,941,840	\$ 11,938,521
2006	\$ 13,314,160	\$ 13,521,809
2007	\$ 15,207,120	\$ 14,529,624
2008	\$ 16,591,450	\$ 15,102,165
2009	\$ 15,787,600	\$ 13,725,613
2010	\$ 14,140,890	\$ 15,087,491
2011	\$ 16,524,220	
2012	\$ 14,815,810	

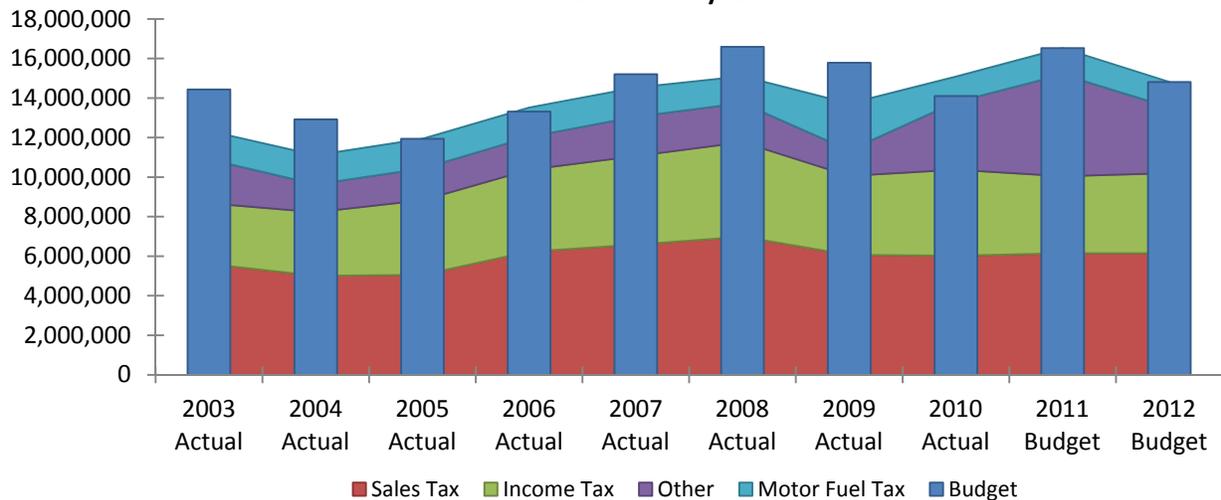
Intergovernmental Revenue to Total Revenue Budget 2012



The intergovernmental revenue class includes a variety of revenue sources that the Village receives from other governmental entities. Sales tax, income tax and local use tax are examples of tax distributions made by the State of Illinois. These revenue sources are projected based on historical trends or obvious impacts in the economy, including both major growths as experienced in 2005-2007, and major downturns experienced by the nation since early 2008. An example of a more steady revenue source is motor fuel tax, which is a tax on each gallon of gasoline, combustible gas and diesel fuel sold.

The Village also receives grants that fluctuate depending on the program. Some grants are annual and reimburse the Village for predictable costs such as overtime, allowing them to be budgeted. However, other grants appear throughout the year and the Village is unable to include these revenue sources into the budget.

Intergovernmental Revenue 10-Year Analysis



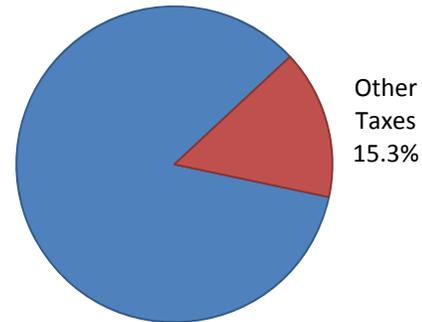


MAJOR REVENUE SOURCES

OTHER TAXES

	BUDGET	ACTUAL
2003	\$ 10,960,802	\$ 10,409,701
2004	\$ 11,544,082	\$ 11,734,683
2005	\$ 11,789,213	\$ 11,693,913
2006	\$ 14,597,636	\$ 13,697,204
2007	\$ 16,726,051	\$ 13,478,860
2008	\$ 13,577,100	\$ 13,967,600
2009	\$ 12,577,120	\$ 14,486,846
2010	\$ 15,474,383	\$ 15,083,213
2011	\$ 15,429,528	
2012	\$ 14,602,250	

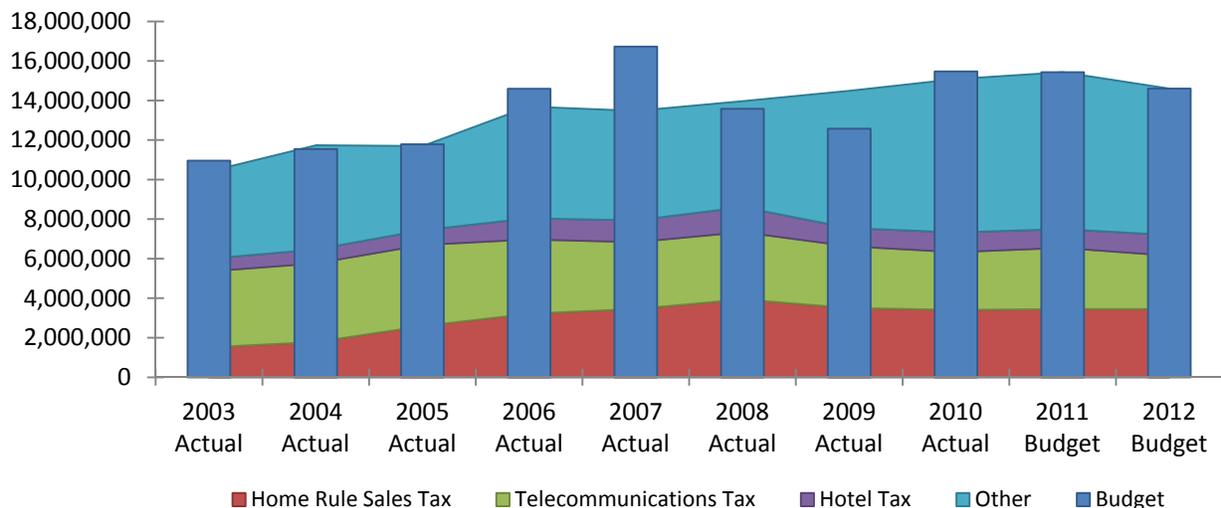
Other Taxes to Total Revenue
2012 Budget



The class of other taxes consists of a variety of revenue sources such as hotel tax, real estate transfer tax, home rule sales tax, telecommunications tax, entertainment tax, prior year property taxes and EDA property tax surplus. Other taxes represents 15.3% of the total revenues budgeted for 2012. The largest revenue source within this class is home rule sales tax, which represents 23.6% other tax revenue. Since the Village is classified as a home rule municipality, it has the right to impose a sales tax within its jurisdiction, with no maximum rate limit as defined by the state of Illinois. Home rule sales tax is a sales tax imposed on retailers in the Village for the privilege of selling tangible personal property at the rate of 1.0%.

When projecting future revenue, the same approach is taken for this class as with intergovernmental revenue. Significant changes in the economy, such as major growths or downturns, will be reflected in budgeted revenues.

Other Tax Revenue
10-Year Analysis





PERFORMANCE MEASURE SYSTEM

The Village's performance measure system was updated in 2010 as part of an ongoing effort to improve the evaluation of performance and increase transparency and accountability to the public. Key indicators of performance are collected and analyzed to give increased insight into programs and services. This information helps to determine how well services are being delivered, where challenges may exist and identify potential opportunities for improvement.

This information is vital to continuous improvement, especially during an economic time where we are being challenged "to do more with less". Establishing a performance measurement system enhances our ability to be a forward thinking organization with a strong value on performance. Making this information available to the public also increases transparency and accountability.

THE PROCESS

The departments set goals and objectives and, where possible, tie those objectives to the Village Board's goals to give valuable strategic alignment to organizational processes. The first full year of measurement under the updated system occurred in 2011. Departments completed quarterly reports of their data and attended quarterly meetings with the Village Manager's office to review the data and make adjustments where necessary. Performance measures were continuously revised and examined throughout 2011 to ensure the most accurate, valuable measures are being provided. Although the performance measurement system has evolved considerably, there are still many opportunities for improvement and increased utilization of its results.

Performance measures are present in this document proceeding each department or division narrative. The performance measure charts display 2012 objectives and performance targets based on the data available from 2010 and data collected in 2011.

PERFORMANCE MEASURE OVERVIEW

There are various types of performance measures used in the field. The key indicators used by the Village are:

- **Inputs:** amount of resources dedicated to a program or service
- **Outputs:** quantity of services or products provided
- **Efficiency:** relationship between inputs to outputs that provide a measure of productivity
- **Outcomes:** results generated by the inputs; outcome indicators measure whether the objective was met
- **Service Quality:** satisfaction of residents or internal staff with a service that was provided

Not every objective will have all 5 indicators. It is dependent upon the objective and what is feasible to measure - the cost of collecting and analyzing data must be considered. Additionally, quality is preferred to quantity so focusing on a few key measures for each goal area is preferable to having multiple measures.

The performance measure system does use benchmarks to help judge performance. Benchmarks can be comparisons to past performance or comparisons to industry standards or established targets. The Village's 2011 and 2010 actuals are documented. Based on past performance and professional judgment, staff recommended 2012 targets for performance.



PERFORMANCE MEASURE SYSTEM

OUTLOOK

The performance measure system has been a Village initiative adapted specifically to our programs and services. Performance measurement is a growing topic of interest in local government and more communities will begin to make the effort to measure their services.

The Village has taken the first step to develop and implement a system, which is the most difficult. From here, there will be continued focus on pushing the departments to measure and track throughout the year, as well as initiate new measures for all core programs and services, rather than just what is feasible or convenient to measure.

Additionally, it is anticipated that in the next few years, a performance report can be published separate of the budget document that is in an easy-to-read format for residents and businesses. Ultimately, it can be utilized as an important communication tool to show how the Village is operating.

Since this is a new system, changes and revisions are continuously being made to increase its effective utilization. The Village will continue to expand upon performance measures in our mission to provide the most responsive and efficient municipal services.





BUDGET SUMMARIES





REVENUE & EXPEDITURES

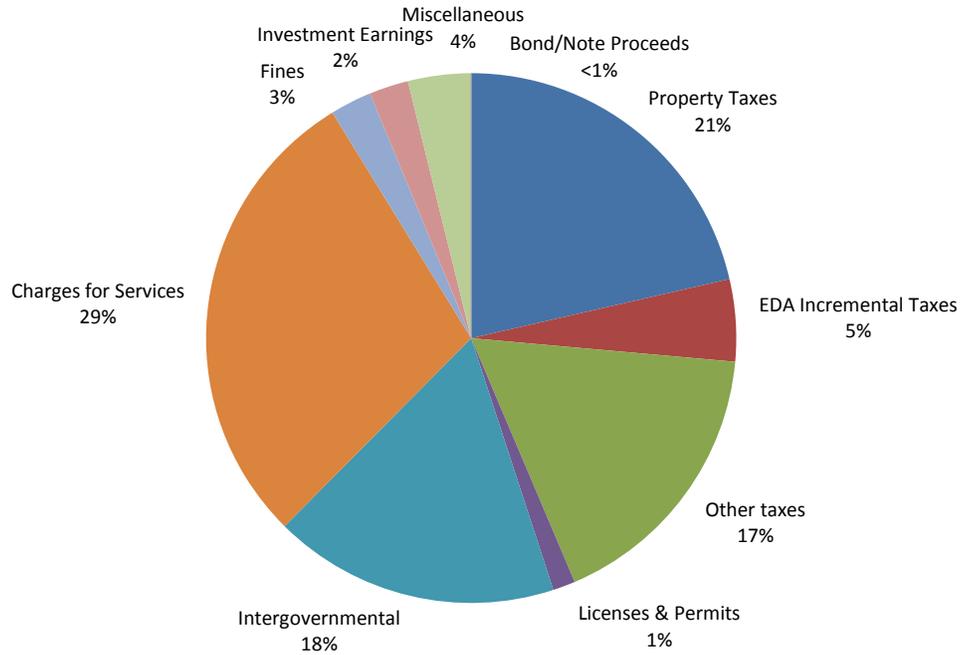
ALL FUNDS

	2010 Actual	2011 Budget	2012 Budget	% Difference
Revenues				
General Fund	43,754,600	45,827,668	44,345,880	-3.2%
Special Revenue Funds	20,044,933	9,388,280	8,661,960	-7.7%
Debt Service Funds	18,431,420	8,711,160	7,693,430	-11.7%
Capital Project Funds	3,909,681	11,384,720	7,593,170	-33.3%
Enterprise Fund	14,533,693	16,183,870	16,217,480	0.2%
Internal Service Funds	2,816,125	3,020,540	3,013,190	-0.2%
Trust Funds	17,130,328	8,591,478	8,143,450	-5.2%
Total Revenues	120,620,780	103,107,716	95,668,560	-7.2%
Expenses				
General Fund	43,433,922	46,702,534	44,763,880	-4.2%
Special Revenue Funds	17,990,914	8,486,270	10,573,590	24.6%
Debt Service Funds	33,946,802	9,545,830	8,295,480	-13.1%
Capital Project Funds	13,044,511	14,845,160	14,164,120	-4.6%
Enterprise Fund	16,998,951	19,270,360	17,783,020	-7.7%
Internal Service Funds	2,778,386	3,012,540	3,088,660	2.5%
Trust Funds	5,237,069	6,003,964	6,504,920	8.3%
Total Expenses	133,430,555	107,866,658	105,173,670	-2.5%
Net Revenues Over/(Under) Expenses	(12,809,775)	(4,758,942)	(9,505,110)	



REVENUE SUMMARY BY FUNDING SOURCE

ALL FUNDS

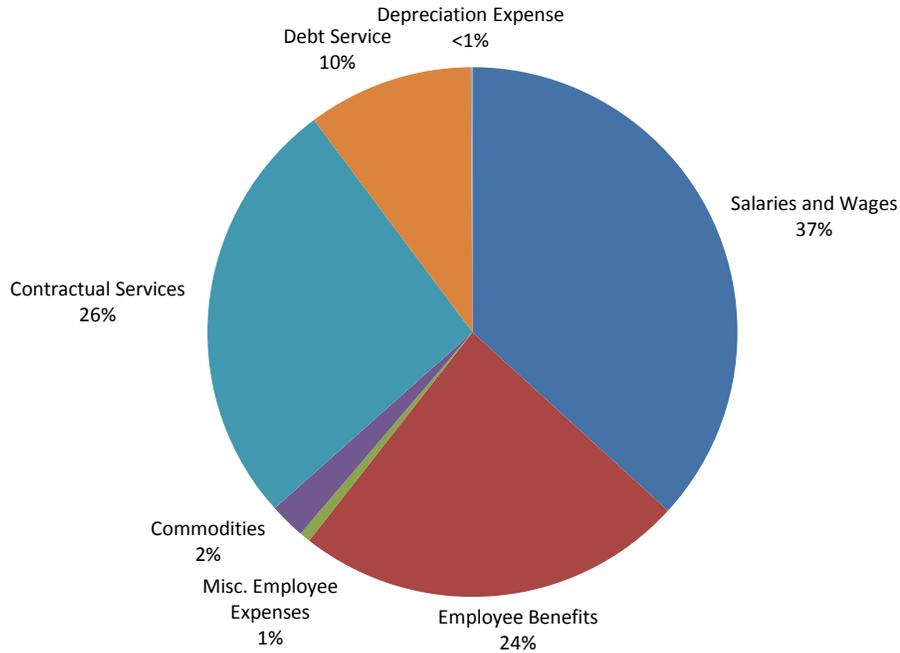


	2010 Actual	2011 Budget	2012 Budget	% Difference
Property Taxes	17,277,687	17,949,088	18,183,490	1.3%
EDA Incremental Taxes	25,971,445	4,061,680	4,263,710	5.0%
Other taxes	15,083,213	15,429,528	14,602,250	-5.4%
Licenses & Permits	1,034,696	1,045,000	1,160,500	11.1%
Intergovernmental	15,087,491	16,524,220	14,815,810	-10.3%
Charges for Services	22,692,990	23,657,250	24,451,420	3.4%
Fines	1,275,317	3,109,280	2,156,700	-30.6%
Investment Earnings	10,717,446	2,112,580	2,034,920	-3.7%
Miscellaneous	6,266,546	8,767,940	3,262,180	-62.8%
Bond/Note Proceeds	93,168	117,460	-	N/A
Total Operating Revenues	115,499,999	92,774,026	84,930,980	-8.5%
Operating Transfers	5,120,781	10,333,690	10,737,580	3.9%
Total Revenues & Transfers	120,620,780	103,107,716	95,668,560	-7.2%



EXPENDITURE SUMMARY BY OBJECT

ALL FUNDS



	2010 Actual	2011 Budget	2012 Budget	% Difference
Salaries and Wages	29,374,426	29,753,410	30,095,570	1.1%
Employee Benefits	17,809,427	18,973,328	19,448,460	2.5%
Misc. Employee Expenses	344,081	503,450	541,890	7.6%
Commodities	1,633,438	1,789,220	1,790,970	0.1%
Contractual Services	19,988,016	21,004,400	21,567,100	2.7%
Debt Service	43,317,825	9,531,760	8,282,610	-13.1%
Depreciation Expense	3,491,142	1,242,110	75,000	-94.0%
Total Operating Expenditures	115,958,355	82,797,678	81,801,600	-1.2%
Capital Outlay	12,360,051	14,735,290	12,634,490	-14.3%
Operating Transfers	5,120,781	10,333,690	10,737,580	3.9%
Total Expenditures & Transfers	133,439,187	107,866,658	105,173,670	-2.5%





REVENUE & EXPENDITURE SUMMARY

GENERAL FUND

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	% Difference
Revenues					
Taxes	23,526,451	24,120,528	23,509,028	23,958,430	-0.7%
Licenses and Permits	1,034,696	1,045,000	1,903,800	1,160,500	11.1%
Intergovernmental	12,101,917	11,525,720	12,097,540	11,739,720	1.9%
Charges for Services	4,968,336	4,814,620	5,191,500	5,257,750	9.2%
Fines and Forfeits	862,341	1,287,000	976,800	1,459,500	13.4%
Investment Earnings	37,496	40,000	37,000	37,000	-7.5%
Miscellaneous	627,243	2,614,800	2,802,870	547,980	-79.0%
Operating Transfers	596,120	380,000	380,000	185,000	-51.3%
Total Revenues	43,754,600	45,827,668	46,898,538	44,345,880	-3.2%
Expenditures					
General Administration	3,085,955	3,150,030	3,072,710	3,237,670	2.8%
Police	15,943,943	16,121,970	15,889,434	16,524,100	2.5%
Fire	12,318,972	12,430,754	12,346,344	11,919,750	-4.1%
Public Works	6,062,039	6,388,510	6,485,930	6,463,420	1.2%
Development Services	3,832,140	3,883,560	3,831,340	3,939,010	1.4%
Health & Human Services	601,496	638,220	629,734	659,390	3.3%
Boards & Commissions	262,270	326,380	272,310	373,310	14.4%
Operating Transfers	1,327,107	3,763,110	3,863,540	1,647,230	-56.2%
Total Expenditures	43,433,922	46,702,534	46,391,341	44,763,880	-4.2%
Excess/(Deficiency) of	320,678	(874,866)	507,197	(418,000)	
Revenues over Expenditures					
Fund Reserves Utilized	-	874,866	-	418,000	
Net Revenues over Expenditures	320,678	-	507,197	-	



REVENUE DETAIL

GENERAL FUND

Account Name	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	% Difference
Taxes					
Property Taxes, Current	10,636,766	11,000,000	10,780,000	11,606,620	5.5%
Property Taxes, Prior	108,677	200,000	128,000	130,000	-35.0%
Hotel Tax	1,005,562	950,000	1,050,000	1,050,000	10.5%
Real Estate Transfer Tax	406,333	475,000	400,000	425,000	-10.5%
Home Rule Sales Tax	3,406,116	3,450,000	3,450,000	3,450,000	0.0%
Telecommunications Tax	2,919,649	3,100,000	2,700,000	2,700,000	-12.9%
EDA Property Tax Surplus	544,955	500,000	550,000	550,000	10.0%
Property Taxes - B/H	52,605	52,600	52,600	55,000	4.6%
Property Taxes - Fire	1,992,318	1,975,214	1,975,214	1,630,450	-17.5%
Property Taxes - Police	2,343,127	2,275,714	2,275,714	2,213,860	-2.7%
Prior Year Property Taxes - Fire	-	17,000	17,000	17,000	0.0%
Prior Year Property Taxes - Police	-	20,000	20,000	20,000	0.0%
EDA Prop. Tax Surplus, Fire	45,000	45,000	45,000	45,000	0.0%
EDA Prop. Tax Surplus, Police	60,000	60,000	60,000	60,000	0.0%
Entertainment Tax	5,343	-	5,500	5,500	N/A
Total Taxes	23,526,451	24,120,528	23,509,028	23,958,430	-0.7%
Licenses & Permits					
Vehicle Licenses	6,120	9,000	6,500	6,500	-27.8%
Business Licenses	279,303	275,000	275,000	278,000	1.1%
Liquor Licenses	192,297	190,000	201,300	205,000	7.9%
Animal Licenses	13,654	13,000	13,000	13,000	0.0%
Building Permits	532,317	550,000	1,400,000	650,000	18.2%
Taxi/Livery Licenses	11,005	8,000	8,000	8,000	0.0%
Total Licenses & Permits	1,034,696	1,045,000	1,903,800	1,160,500	11.1%
Intergovernmental					
Sales Tax	6,026,619	6,150,000	6,150,000	6,150,000	0.0%
Local Use Tax	665,122	560,000	675,000	650,000	16.1%
Income Tax	4,350,948	3,900,000	4,050,000	4,050,000	3.8%
Replacement Tax	287,434	250,000	290,000	290,000	16.0%
Replacement Tax - Fire	-	13,400	13,400	13,400	0.0%
Replacement Tax - Police	-	13,400	13,400	13,400	0.0%
Grants	8,350	4,730	100,500	2,000	-57.7%
ILEAS Grant Revenue	66,203	-	46,040	-	N/A
LEAP Grant Revenue	968	-	64,000	10,000	N/A
Foreign Fire Insurance Tax	34,760	19,000	19,000	19,000	0.0%
Fire Protection Dist. Tax	68,707	68,000	69,000	69,000	1.5%
Property Taxes - Road & Bridge	262,595	235,000	255,000	255,000	8.5%

(continued on next page)



REVENUE DETAIL

GENERAL FUND

Account Name	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	% Difference
Cook County Gas Tax Rebate	12,820	12,000	12,000	12,000	0.0%
IDOT Grant Revenue	47,666	59,000	57,000	-	N/A
STP Grant Revenue	-	-	-	15,000	N/A
Tobacco Grant Revenue	3,064	2,420	2,270	2,420	0.0%
Emergency Ops Grant Revenue	7,196	-	5,500	30,000	N/A
EECBG Grant Revenue	106,049	76,610	132,930	16,000	-79.1%
KCAT Grant Revenue	153,416	162,160	142,500	142,500	-12.1%
Total Intergovernmental	12,101,917	11,525,720	12,097,540	11,739,720	-3.0%
Charges for Services					
Plan Review Fees	4,640	4,400	4,500	4,500	2.3%
Hearing Fees	33,775	32,500	32,500	32,500	0.0%
Engineering Fees	90,654	60,000	76,400	120,000	100.0%
Ambulance Fees	1,082,795	1,075,000	1,075,000	1,075,000	0.0%
Counseling Fees	19,999	22,000	20,000	22,000	0.0%
Health Clinic Fees	33,559	35,000	35,000	35,000	0.0%
Snow Removal Fees	19,144	30,000	20,000	20,000	-33.3%
Police Hireback	311,388	330,000	370,000	370,000	12.1%
Hireback - Arena	139,639	125,000	200,000	200,000	60.0%
Report Fees- Police	1,285	1,500	1,300	1,300	-13.3%
False Alarm Fees	40,500	45,000	41,000	41,000	-8.9%
Counter Sales	141	200	200	200	0.0%
Smoke Detector/Lock Box	1,620	2,000	2,000	2,000	0.0%
Lease Payments	694,925	700,000	700,000	700,000	0.0%
Cable TV Franchise Fee	439,271	380,000	469,000	469,000	23.4%
Cable TV PEG Fee	44,510	42,000	38,000	38,000	-9.5%
AT&T Franchise Fee	163,994	140,000	177,000	177,000	26.4%
AT&T PEG Fee	32,799	28,000	35,000	35,000	25.0%
Fourth of July Proceeds	82,178	67,020	83,100	87,750	30.9%
Recapture Admin Fees	648	1,000	500	500	-50.0%
Equipment Usage	176,436	180,000	180,000	180,000	0.0%
Employee Insurance Payments	1,012,484	1,050,000	1,050,000	1,050,000	0.0%
Passport Revenues	13,955	12,000	12,000	12,000	0.0%
Wireless Alarm Subscribers	521,792	430,000	550,000	550,000	27.9%
Backflow Prevention Audits	2,655	17,000	17,000	33,000	94.1%
Energy Audits	3,550	5,000	2,000	2,000	-60.0%
Total Charges for Services	4,968,336	4,814,620	5,191,500	5,257,750	9.2%

(continued on next page)



REVENUE DETAIL

GENERAL FUND

Account Name	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	% Difference
Fines & Forfeits					
Court Fines, County	346,840	360,000	360,000	360,000	0.0%
Ticket Fines, Village	510,861	525,000	535,000	535,000	1.9%
Overweight Truck Permits	4,640	2,000	4,500	4,500	125.0%
Red Light Camera Revenue	-	400,000	77,300	560,000	40.0%
Total Fines & Forfeits	862,341	1,287,000	976,800	1,459,500	-7.8%
Investment Earnings					
Interest Income	10,699	40,000	12,000	12,000	-70.0%
Unrealized Gain on Investments	26,797	-	25,000	25,000	N/A
Total Investment Earnings	37,496	40,000	37,000	37,000	-73.3%
Miscellaneous					
Reimbursements/Recoveries	94,857	100,000	90,000	90,000	-10.0%
Reimbursements - ITTF	9,645	26,200	2,000	26,200	0.0%
Reimbursements - Engineering	1,984	-	-	-	N/A
Sale of Equipment	44,692	2,310,000	2,544,170	15,000	-99.4%
Miscellaneous Revenue	72,795	20,000	4,000	20,000	0.0%
Board & Commissions Contrib.	5,227	4,000	5,000	5,000	25.0%
Sister Cities Proceeds	10,585	10,000	13,700	10,000	0.0%
HE Park District Contributions	4,075	4,400	3,500	3,500	-20.5%
Annexation Fees University Pl.	12,000	15,000	-	-	N/A
S. Barrington Fuel Reimburse.	43,996	40,000	60,000	60,000	50.0%
Celebrations Comm. Contrib.	128	1,000	500	500	-50.0%
Veterans Memorial Contrib.	1,159	1,200	500	500	-58.3%
Tollway Fire/Ambulance Pmts	47,549	45,000	45,000	45,000	0.0%
Arts Commission	4,103	8,000	4,500	4,500	-43.8%
Terminal Reserve Revenue	246,131	-	-	236,780	N/A
Court Supervision (from Escrow)	22,567	30,000	30,000	31,000	3.3%
Tarday Day Contributions	5,750	-	-	-	N/A
Total Miscellaneous	627,243	2,614,800	2,802,870	547,980	-79.0%
Operating Transfers					
Transfer from MFT	-	-	-	60,000	N/A
Transfer from CDBG	-	-	-	25,000	N/A
Transfer from E-911	546,120	300,000	300,000	-	N/A
Transfer from Municipal Waste	-	30,000	30,000	30,000	0.0%
Transfer from EDA 1991 Project	-	-	-	20,000	N/A
Transfer from Roselle Rd TIF	50,000	50,000	50,000	50,000	0.0%
Total Operating Transfers	596,120	380,000	380,000	185,000	-51.3%
Total Revenue	43,754,600	45,827,668	46,898,538	44,345,880	-3.2%



EXPENDITURE SUMMARY BY DEPARTMENT

GENERAL FUND

Program	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	% Difference
General Government					
Legislative	305,864	352,290	328,430	378,580	7.5%
Administration	598,135	578,020	560,200	560,120	-3.1%
Legal	452,623	475,030	434,540	501,970	5.7%
Finance	805,318	819,850	825,840	853,880	4.2%
Village Clerk	179,636	174,690	172,310	179,640	2.8%
Human Resource Management	422,002	442,610	451,180	460,180	4.0%
Communications	190,447	170,070	170,040	173,030	1.7%
Cable Television	131,930	137,470	130,170	130,270	-5.2%
Total General Government	3,085,955	3,150,030	3,072,710	3,237,670	2.8%
Police Department					
Administration	1,689,432	1,273,580	1,251,860	1,246,420	-2.1%
Juvenile	666,183	691,030	571,880	574,740	-16.8%
Problem Oriented Policing	536	1,300	550	550	-57.7%
Tactical	720,223	740,840	757,860	763,010	3.0%
Patrol and Response	8,910,617	9,378,040	9,187,624	9,282,130	-1.0%
Traffic Control	874,413	907,470	955,070	1,203,360	32.6%
Investigations	1,025,631	1,082,230	1,064,650	1,246,100	15.1%
Community Relations	3,400	10,120	10,160	10,160	0.4%
Communications	550,651	567,100	567,100	601,130	6.0%
Canine	145,325	152,060	152,000	156,370	2.8%
Special Services	136,245	119,710	179,080	182,610	52.5%
Records	356,459	330,490	314,860	364,900	10.4%
Administrative Services	650,772	707,750	684,770	731,960	3.4%
Emergency Operations	214,056	160,250	191,970	160,660	0.3%
Total Police Department	15,943,943	16,121,970	15,889,434	16,524,100	2.5%
Fire Department					
Administration	827,368	588,100	610,570	601,510	2.3%
Public Education	40,112	28,380	32,800	28,440	0.2%
Suppression	5,678,170	5,983,374	5,948,814	5,645,290	-5.7%
Emergency Medical Services	5,315,360	5,424,370	5,345,890	5,120,910	-5.6%
Prevention	442,737	382,550	390,790	496,480	29.8%
Fire Stations	15,225	23,980	17,480	27,120	13.1%
Total Fire Department	12,318,972	12,430,754	12,346,344	11,919,750	-4.1%

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EXPENDITURE SUMMARY BY DEPARTMENT GENERAL FUND

Program	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	% Difference
Public Works					
Administration	258,512	238,960	223,530	244,820	2.5%
Snow and Ice Control	1,595,509	1,795,380	1,781,150	1,696,610	-5.5%
Pavement Maintenance	363,144	330,370	375,310	343,910	4.1%
Forestry	743,999	819,190	776,150	859,460	4.9%
Facilities	955,373	973,880	1,014,870	944,520	-3.0%
Fleet Services	1,180,436	1,207,850	1,344,310	1,325,010	9.7%
F.A.S.T.	196,548	213,700	207,300	225,010	5.3%
Storm Sewers	195,233	209,940	207,110	217,050	3.4%
Traffic Control	573,285	599,240	556,200	607,030	1.3%
Total Public Works	6,062,039	6,388,510	6,485,930	6,463,420	1.2%
Development Services					
Administration	194,116	199,150	198,370	212,540	6.7%
Planning	468,101	441,970	445,330	452,230	2.3%
Code Enforcement	1,078,876	1,041,660	1,040,210	1,045,560	0.4%
Transportation & Engineering	969,928	1,020,740	1,013,730	1,101,230	7.9%
Economic Development	1,121,119	1,180,040	1,133,700	1,127,450	-4.5%
Total Development Services	3,832,140	3,883,560	3,831,340	3,939,010	1.4%
Health & Human Services					
Health & Human Services	601,496	638,220	629,734	659,390	3.3%
Total Health & Human Services	601,496	638,220	629,734	659,390	3.3%
Boards & Commissions					
Fourth of July Commission	116,641	93,800	87,720	149,710	59.6%
Fire and Police Commission	1,468	86,290	44,440	61,490	-28.7%
Misc. Boards & Commissions	144,161	146,290	140,150	162,110	10.8%
Total Boards & Commissions	262,270	326,380	272,310	373,310	14.4%
General Fund Total before Operating Transfers	42,106,815	42,939,424	42,527,801	43,116,650	0.4%

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EXPENDITURE SUMMARY BY DEPARTMENT

GENERAL FUND

Program	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	% Difference
Operating Transfers					
to 1997 A&B G.O. Debt Service	518,430	507,100	507,100	101,120	-80.1%
to 2001 G.O. Refunding	454,660	571,620	571,620	-	N/A
to 2004 G.O. Refunding	158,250	-	-	240,750	N/A
to 2005A Debt Service	-	2,300,000	-	-	N/A
to 2008 G.O. Debt Service	-	-	-	999,190	N/A
to Capital Improvement	102,320	198,310	198,310	105,000	-47.1%
to Capital Vehicle & Equipment	35,000	121,500	21,930	134,400	10.6%
to Sears Centre Operating	-	-	2,500,000	-	N/A
to Information System	58,447	64,580	64,580	66,770	3.4%
Total Operating Transfers	1,327,107	3,763,110	3,863,540	1,647,230	-56.2%
Total Expenditures	43,433,922	46,702,534	46,391,341	44,763,880	-4.2%



EXPENDITURE SUMMARY BY OBJECT

GENERAL FUND

Object	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	% Difference
Salaries & Wages					
General Administration	1,883,990	1,902,180	1,836,320	1,980,630	4.1%
Police	9,505,416	9,502,070	9,226,200	9,720,550	2.3%
Fire	7,519,156	7,591,440	7,586,720	7,342,040	-3.3%
Public Works	2,632,560	2,695,610	2,660,390	2,729,240	1.2%
Development Services	1,941,277	1,895,150	1,895,450	2,000,300	5.5%
Health & Human Services	370,124	379,940	374,283	389,840	2.6%
Boards & Commissions	36,548	49,630	50,300	50,770	2.3%
Total Salaries & Wages	23,889,071	24,016,020	23,629,663	24,213,370	0.8%
Employee Benefits					
General Administration	732,989	716,090	701,940	753,870	5.3%
Police	4,608,262	4,623,530	4,593,024	4,689,170	1.4%
Fire	3,746,754	3,650,594	3,658,374	3,358,780	-8.0%
Public Works	1,078,878	1,187,920	1,177,410	1,217,400	2.5%
Development Services	847,068	904,900	898,290	917,050	1.3%
Health & Human Services	159,717	171,280	170,500	182,290	6.4%
Boards & Commissions	25,750	28,620	28,700	30,250	5.7%
Total Employee Benefits	11,199,418	11,282,934	11,228,238	11,148,810	-1.2%
Misc. Employee Benefits					
General Administration	28,855	48,900	48,170	44,880	-8.2%
Police	106,348	129,560	123,000	134,050	3.5%
Fire	105,561	197,740	134,100	198,200	0.2%
Public Works	22,685	30,700	29,550	33,450	9.0%
Development Services	31,468	38,720	28,550	40,980	5.8%
Health & Human Services	2,349	2,220	1,510	2,810	26.6%
Boards & Commissions	1,322	2,530	380	2,530	0.0%
Total Misc. Employee Benefits	298,588	450,370	365,260	456,900	1.4%
Commodities					
General Administration	174,144	196,050	184,810	181,510	-7.4%
Police	66,973	81,000	78,210	77,560	-4.2%
Fire	50,773	75,150	64,420	80,580	7.2%
Public Works	1,046,969	1,140,850	1,212,150	1,153,520	1.1%
Development Services	34,805	17,580	15,290	16,410	-6.7%
Health & Human Services	15,755	32,230	31,090	31,820	-1.3%
Boards & Commissions	1,014	2,560	970	1,500	-41.4%
Total Commodities	1,390,433	1,545,420	1,586,940	1,542,900	-0.2%

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EXPENDITURE SUMMARY BY OBJECT

GENERAL FUND

Object	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	% Difference
Contractual Services					
General Administration	755,006	781,300	754,570	806,740	3.3%
Police	1,552,752	1,619,340	1,676,500	1,847,630	14.1%
Fire	1,171,020	1,177,510	1,165,710	1,173,090	-0.4%
Public Works	1,531,431	1,664,020	1,621,380	1,691,480	1.7%
Development Services	1,076,990	1,123,280	1,083,960	1,055,000	-6.1%
Health & Human Services	53,551	52,550	52,350	52,630	0.2%
Boards & Commissions	197,636	243,040	191,960	288,260	18.6%
Total Contractual Services	6,338,386	6,661,040	6,546,430	6,914,830	3.8%
Capital Outlay					
General Administration	12,109	11,250	7,930	250	-97.8%
Police	104,192	166,470	192,500	55,140	-66.9%
Fire	88,868	51,870	50,570	64,080	23.5%
Public Works	104,462	42,150	150,600	30,440	-27.8%
Total Capital Outlay	309,631	271,740	401,600	149,910	-44.8%
Operating Transfers					
to 1997 A&B G.O. Debt Service	518,430	507,100	507,100	101,120	-80.1%
to 2001 G.O. Refunding	454,660	571,620	571,620	-	N/A
to 2004 G.O. Refunding	158,250	-	-	240,750	N/A
to 2005A Debt Service	-	2,300,000	-	-	N/A
to 2008 G.O. Debt Service	-	-	-	999,190	N/A
to Capital Improvement	102,320	198,310	198,310	105,000	-47.1%
to Capital Vehicle & Equipment	35,000	121,500	21,930	134,400	10.6%
to Sears Centre Operating	-	-	2,500,000	-	N/A
to Information System	58,447	64,580	64,580	66,770	3.4%
Total Operating Transfers	1,327,107	3,763,110	3,863,540	1,647,230	-56.2%
Cost Allocations					
Water Fund Cost Allocation	(887,829)	(914,550)	(856,780)	(961,050)	5.1%
EDA Fund Cost Allocation	(363,160)	(313,550)	(313,550)	(297,020)	-5.3%
CDBG Fund Cost Allocation	(67,723)	(60,000)	(60,000)	(52,000)	-13.3%
Total Cost Allocations	(1,318,712)	(1,288,100)	(1,230,330)	(1,310,070)	1.7%
Total - All Objects	43,433,922	46,702,534	46,391,341	44,763,880	-4.2%



REVENUE SUMMARY BY FUND

OTHER FUNDS

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	% Difference
Special Revenue Funds					
Motor Fuel Tax	1,528,847	1,358,800	1,528,820	1,309,200	-3.7%
Asset Seizure	155,976	1,298,530	1,299,020	447,450	-65.5%
EDA Administration	5,733,375	4,046,680	4,052,440	4,243,710	4.9%
EDA General Account	10,146,764	-	15,988,970	-	N/A
Municipal Waste System	1,106,193	1,150,940	1,129,460	1,148,790	-0.2%
E-911	27,669	26,750	25,750	25,750	-3.7%
Roselle Road TIF	929,127	1,171,580	1,167,930	1,185,060	1.2%
CDBG	416,982	335,000	320,000	302,000	-9.9%
Total Special Revenue Funds	20,044,933	9,388,280	25,512,390	8,661,960	-7.7%
Debt Service Funds					
1997 A & B GO Debt Service	550,557	553,480	553,440	554,910	0.3%
2001 G.O. Refunding	1,324,909	643,600	643,430	-	N/A
2003 G.O. Refunding	927,694	711,280	710,950	-	N/A
2004 G.O. Refunding	960,852	974,040	975,940	972,270	-0.2%
2005A G.O. Debt Service	3,906,297	3,905,500	3,904,700	3,897,500	-0.2%
2008 G.O. Debt Service	308,526	1,352,260	1,332,360	1,332,360	-1.5%
2009 G.O. Debt Service	316,893	550,000	259,500	915,390	66.4%
2005 EDA TIF Bond	10,135,692	21,000	21,060	21,000	0.0%
Total Debt Service Funds	18,431,420	8,711,160	8,401,380	7,693,430	-11.7%
Capital Projects Funds					
Capital Improvements Fund	2,855,818	9,334,630	3,422,070	6,343,780	-32.0%
Capital Vehicle & Equip. Fund	35,052	554,550	430,980	1,097,950	98.0%
Capital Replacement Fund	5,422	6,000	3,600	70,490	1074.8%
Central Rd Corridor Improv. Fund	363	300	150	150	-50.0%
Hoffman Blvd Bridge Maint. Fund	545	470	400	400	-14.9%
Western Corridor Fund	78,966	11,100	2,600	2,600	-76.6%
Traffic Improvement Fund	1,190	1,350	500	500	-63.0%
EDA Series 1991 Project Fund	58,622	470,000	6,220	73,200	-84.4%
West. Area Traffic Improv. Fund	602	720	460	500	-30.6%
Central Area Impact Fee Fund	654	500	600	600	20.0%
West. Area Rd. Impact Fee Fund	19,065	5,100	71,000	3,000	-41.2%
2008 Project Fund	758	-	-	-	N/A
2009 Project Fund	852,624	1,000,000	500,000	-	N/A
Total Capital Projects Funds	3,909,681	11,384,720	4,438,580	7,593,170	-33.3%

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REVENUE SUMMARY BY FUND

OTHER FUNDS

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	% Difference
Enterprise Funds					
Waterworks and Sewerage	10,961,145	11,512,720	10,750,370	11,885,300	3.2%
Sears Centre Operating	3,572,548	4,671,150	6,925,680	4,332,180	-7.3%
Total Enterprise Funds	14,533,693	16,183,870	17,676,050	16,217,480	0.2%
Internal Service Funds					
Insurance Fund	1,676,777	1,913,800	1,913,080	1,876,880	-1.9%
Information Systems Fund	1,139,348	1,106,740	1,106,830	1,136,310	2.7%
Total Internal Service Funds	2,816,125	3,020,540	3,019,910	3,013,190	-0.2%
Trust Funds					
Police Pension Fund	8,594,240	4,405,184	4,555,924	4,367,420	-0.9%
Firefighters Pension Fund	8,536,088	4,186,294	4,831,854	3,776,030	-9.8%
Total Trust Funds	17,130,328	8,591,478	9,387,778	8,143,450	-5.2%
Total Other Funds	76,866,180	57,280,048	68,436,088	51,322,680	-10.4%



EXPENDITURE SUMMARY BY FUND

OTHER FUNDS

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	% Difference
Special Revenue Funds					
Motor Fuel Tax	1,422,260	306,630	303,630	2,253,430	634.9%
Asset Seizure	149,987	1,314,280	1,314,050	505,400	-61.5%
EDA Administration	4,150,318	4,735,800	4,706,070	4,826,060	1.9%
EDA General Account	10,146,764	-	15,988,970	-	N/A
Municipal Waste System	1,106,193	1,213,520	1,092,720	1,050,820	-13.4%
E-911	546,120	300,000	320,700	17,300	-94.2%
Roselle Road TIF	52,290	281,040	231,040	1,618,580	475.9%
CDBG	416,982	335,000	320,000	302,000	-9.9%
Total Special Revenue Funds	17,990,914	8,486,270	24,277,180	10,573,590	24.6%
Debt Service Funds					
1997 A & B GO Debt Service	550,473	553,400	553,400	554,910	0.3%
2001 G.O. Refunding	1,163,050	544,000	544,000	-	N/A
2003 G.O. Refunding	967,203	703,380	703,380	-	N/A
2004 G.O. Refunding	967,688	972,240	972,240	970,570	-0.2%
2005A G.O. Debt Service	3,899,338	3,904,700	3,904,700	3,901,890	-0.1%
2008 G.O. Debt Service	999,688	1,332,750	1,332,750	1,332,750	0.0%
2009 G.O. Debt Service	1,514,356	1,514,360	1,514,360	1,514,360	0.0%
2005 EDA TIF Bond	23,885,006	21,000	21,000	21,000	0.0%
Total Debt Service Funds	33,946,802	9,545,830	9,545,830	8,295,480	-13.1%
Capital Projects Funds					
Capital Improvements Fund	2,531,395	9,334,120	3,419,620	6,490,680	-30.5%
Capital Vehicle & Equip. Fund	41,929	554,500	411,930	1,150,200	107.4%
Capital Replacement Fund	67,701	291,520	22,100	764,340	162.2%
Central Rd Corridor Improv. Fund	-	250,000	-	-	N/A
Hoffman Blvd Bridge Maint. Fund	41,967	3,000	3,750	75,000	2400.0%
Traffic Improvement Fund	37,000	616,000	252,000	174,500	-71.7%
EDA Series 1991 Project Fund	58,347	1,591,020	225,000	3,759,400	136.3%
West. Area Traffic Improv. Fund	11,532	-	-	-	N/A
Central Area Impact Fee Fund	-	100,000	-	100,000	0.0%
West. Area Rd. Impact Fee Fund	40,671	300,000	-	650,000	116.7%
2008 Project Fund	83,517	-	3,730	-	N/A
2009 Project Fund	10,130,452	1,805,000	2,905,000	1,000,000	-44.6%
Total Capital Projects Funds	13,044,511	14,845,160	7,243,130	14,164,120	-4.6%

(continued on next page)



EXPENDITURE SUMMARY BY FUND

OTHER FUNDS

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	% Difference
Enterprise Funds					
Waterworks and Sewerage	12,274,958	15,079,660	11,903,970	11,924,640	-20.9%
Sears Centre Operating	4,723,993	4,190,700	4,486,917	5,858,380	39.8%
Total Enterprise Funds	16,998,951	19,270,360	16,390,887	17,783,020	-7.7%
Internal Service Funds					
Insurance Fund	1,779,745	1,905,800	1,783,510	1,875,480	-1.6%
Information Systems Fund	998,641	1,106,740	1,159,110	1,213,180	9.6%
Total Internal Service Funds	2,778,386	3,012,540	2,942,620	3,088,660	2.5%
Trust Funds					
Police Pension Fund	2,671,566	2,838,901	3,116,790	3,121,520	10.0%
Firefighters Pension Fund	2,565,503	3,165,063	3,105,560	3,383,400	6.9%
Total Trust Funds	5,237,069	6,003,964	6,222,350	6,504,920	8.3%
Total Other Funds	89,996,633	61,164,124	66,621,997	60,409,790	-1.2%



2011 LEVY YEAR PROPERTY TAX ANALYSIS

Levy Year	Fiscal Year	(1) Corporate	(2) Police Pension	(3) Fire Pension	(4) Municipal Waste	(5) Bond & Interest	Less Abate.	Sub-total Levy
2002	2003	7,120,115	1,131,274	765,308	265,365	4,616,358	(2,674,057)	11,224,363
2003	2004	7,980,840	1,240,276	919,016	-	3,822,713	(2,205,923)	11,756,922
2004	2005	8,493,553	1,255,523	1,004,240	-	3,854,723	(2,311,306)	12,296,733
2005	2006	8,903,910	1,341,910	1,034,406	-	3,959,011	(2,415,596)	12,823,641
2006	2007	9,297,880	1,510,337	1,106,754	-	6,169,657	(4,626,241)	13,458,387
2007	2008	9,843,180	1,630,564	1,203,710	-	8,009,307	(6,430,891)	14,255,870
2008	2009	10,443,180	1,754,998	1,390,335	-	9,467,796	(7,917,796)	15,138,513
2009	2010	10,793,180	2,323,041	1,970,552	-	10,396,351	(8,846,051)	16,637,073
2010	2011	11,000,000	2,275,714	1,975,214	-	9,517,116	(7,967,116)	16,800,928
2011	2012	11,606,620	2,213,860	1,630,450	-	8,267,969	(6,717,969)	17,000,930
Inc (Dec) over PY		606,620	(61,854)	(344,764)	-	(1,249,148)	1,249,148	200,002
Percent Inc (Dec)		5.5%	-2.7%	-17.5%	N/A	-13.1%	-15.7%	1.2%

(continued below)

Levy Year	Fiscal Year	Loss & Cost 2%	Total Extension	(6) EAV	Rate	Inc (Dec) Over Prior Yr	Inc (Dec) in EAV
2002	2003	224,487	11,448,850	1,176,428,654	0.974	-2.1%	7.7%
2003	2004	235,138	11,992,060	1,171,201,344	1.024	5.1%	-0.4%
2004	2005	245,935	12,542,668	1,343,231,745	0.934	-8.8%	14.7%
2005	2006	256,473	13,080,114	1,451,884,884	0.901	-3.5%	8.1%
2006	2007	269,168	13,727,555	1,509,125,778	0.910	1.0%	3.9%
2007	2008	285,117	14,540,987	1,773,557,976	0.820	-9.9%	17.5%
2008	2009	302,771	15,441,284	1,885,037,469	0.820	0.0%	6.3%
2009	2010	332,742	16,969,815	1,912,123,092	0.888	8.3%	1.4%
2010	2011	336,020	17,136,948	1,739,393,365	0.986	11.0%	-9.0%
2011	2012	340,019	17,340,949	1,687,211,565	1.028	4.3%	-3.0%
Inc (Dec) over PY		3,999	204,001	(52,181,800)	0.042		
Percent Inc (Dec)		1.2%	1.2%	-3.0%	4.3%		



FULL-TIME EQUIVALENT SUMMARY BY DEPARTMENT

Department/Division	2010 Actual	2011 Budget	2012 Budget	Change from Prior Year
General Government				
Legislative	1.00	1.00	1.00	0.00
Administration	4.35	3.85	3.35	(0.50)
Legal	1.50	1.50	1.68	0.18
Finance	11.09	10.74	11.00	0.26
Village Clerk	2.63	2.63	2.63	0.00
Human Resource Management	4.30	3.80	3.80	0.00
Communications	1.00	1.00	1.00	0.00
Cable Television	1.50	1.50	1.50	0.00
Emergency Operations	1.00	1.00	0.00	(1.00)
Total General Government	28.37	27.02	25.96	(1.06)
Police Department				
Administration	9.00	6.00	6.00	0.00
Juvenile	4.65	4.65	3.65	(1.00)
Tactical	5.00	5.00	5.00	0.00
Patrol & Response	62.75	62.75	60.75	(2.00)
Traffic Control	5.00	5.00	6.00	1.00
Investigations	7.60	7.60	8.60	1.00
Canine	1.00	1.00	1.00	0.00
Records	5.20	5.20	5.20	0.00
Administrative Services	9.00	9.00	9.00	0.00
Emergency Operations	0.00	0.00	1.00	1.00
Total Police Department	109.20	106.20	106.20	0.00
Fire Department				
Administration	3.20	2.50	2.50	0.00
Public Education	0.20	0.10	0.10	0.00
Suppression	40.80	38.10	36.60	(1.50)
Emergency Medical Services	39.60	36.80	35.30	(1.50)
Prevention	1.90	0.70	1.85	1.15
Total Fire Department	85.70	78.20	76.35	(1.85)
Information Systems	6.75	6.75	6.75	0.00

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FULL-TIME EQUIVALENT SUMMARY BY DEPARTMENT

Department/Division	2010 Actual	2011 Budget	2012 Budget	Change from Prior Year
Public Works				
Administration	1.85	1.50	1.50	0.00
Snow & Ice Control	7.66	7.24	7.34	0.10
Pavement Maintenance	3.61	2.91	2.91	0.00
Forestry	7.54	5.88	5.88	0.00
Facilities	4.68	4.10	4.05	(0.05)
Fleet Services	5.08	4.55	4.28	(0.27)
F.A.S.T.	0.77	0.73	0.73	0.00
Storm Sewers	1.53	1.49	1.49	0.00
Traffic Control	3.66	3.39	3.49	0.10
Total Public Works	36.38	31.79	31.67	(0.12)
Development Services				
Administration	1.00	1.00	1.00	0.00
Planning	5.51	5.13	5.05	(0.08)
Code Enforcement	11.38	10.87	10.37	(0.50)
Transportation & Engineering	9.00	8.00	9.11	1.11
Economic Development	2.30	2.30	2.50	0.20
Total Development Services	29.19	27.30	28.03	0.73
Total Health & Human Services	7.23	7.23	7.23	0.00
EDA Administration Fund				
Police	5.00	5.00	5.00	0.00
Fire	19.30	20.30	19.65	(0.65)
Public Works	0.80	1.26	1.08	(0.18)
Administration	1.19	1.07	0.95	(0.12)
Total EDA Administration	26.29	27.63	26.68	(0.95)
Water & Sewer Fund				
Water	22.88	23.29	23.54	0.25
Sewer	12.17	11.97	12.02	0.05
Water Billing	2.96	2.5	2.50	0.00
Total Water & Sewer	38.01	37.76	38.06	0.30
Asset Seizure Fund	1.00	1.00	1.00	0.00

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FULL-TIME EQUIVALENT SUMMARY BY DEPARTMENT

Department/Division	2010 Actual	2011 Budget	2012 Budget	Change from Prior Year
Municipal Waste Fund	0.00	0.00	1.00	1.00
Misc. Boards & Commissions	1.00	1.00	1.00	0.00
Pension Funds				
Police Pension	0.00	0.10	0.00	(0.10)
Fire Pension	0.00	0.15	0.00	(0.15)
Total Pension Funds	0.00	0.25	0.00	(0.25)
Total FTE's	369.12	352.13	349.93	(2.20)



CHANGES IN STAFFING LEVELS FROM 2011 TO 2012

Position Title	Dept	Division	FTE's	Action
Administrative Assistant	GG	Administration	(0.50)	Position Eliminated
Prosecuter	GG	Legal	0.18	Additional hourly employee
Accountant II	GG	Finance	0.25	Salary reclassification
Accountant II	GG	Finance	0.01	Increase in work hours
Emergency Mgmt Coordinator	GG	Emergency Services	(1.00)	Salary reclassification
Police Sergeant	Police	Juvenile Investigations	(1.00)	Salary reclassification
Police Officer	Police	Patrol & Response	(1.00)	Salary reclassification
Police Sergeant	Police	Patrol & Response	(1.00)	Unfilled retirement
Police Officer	Police	Traffic Control	1.00	Salary reclassification
Police Lieutenant	Police	Investigations	1.00	Salary reclassification
Emergency Mgmt Coordinator	Police	Emergency Services	1.00	Salary reclassification
Firefighter	Fire	Supression	(1.50)	Unfilled retirement
Firefighter	Fire	EMS	(1.50)	Unfilled retirement
Fire Inspector	Fire	Prevention	0.50	Salary reclassification
Fire Inspector	Fire	Prevention	0.65	Salary reclassification
Maintenance I	PW	Snow & Ice	0.10	Salary reclassification
Maintenance III	PW	Facilities	(0.05)	Salary reclassification
Maintenance III	PW	Fleet Services	(0.20)	Salary reclassification
Supervisor	PW	Fleet Services	(0.07)	Salary reclassification
Maintenance I	PW	Traffic Control	0.10	Salary reclassification
Senior Planner	DS	Planning	0.04	Salary reclassification
Assistant Planner	DS	Planning	(0.10)	Salary reclassification
Assistant Planner	DS	Planning	(0.10)	Salary reclassification
Director of Planning	DS	Planning	(0.05)	Salary reclassification
Planning Services Coordinator	DS	Planning	(0.10)	Salary reclassification
Associate Planner	DS	Planning	0.23	Salary reclassification
Fire Inspector	DS	Code Enforcement	(0.50)	Salary reclassification
Engineering Technician	DS	Trans. & Engineering	0.50	Part time to full time
Administrative Assistant	DS	Trans. & Engineering	0.13	Increase in work hours
Seasonal Intern	DS	Trans. & Engineering	0.48	New position
Director of Econonmic Development	DS	Economic Development	(0.20)	Salary reclassification
Assistant Planner	DS	Economic Development	0.10	Salary reclassification
Assistant Planner	DS	Economic Development	0.10	Salary reclassification
Director of Planning	DS	Economic Development	0.20	Salary reclassification
Fire Inspector	EDA	Fire	(0.65)	Salary reclassification
Maintenance I	EDA	Public Works	(0.20)	Salary reclassification
Supervisor	EDA	Public Works	0.02	Salary reclassification
Director of Econonmic Development	EDA	Administration	0.20	Salary reclassification

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CHANGES IN STAFFING LEVELS FROM 2011 TO 2012

Position Title	Dept	Division	FTE's	Action
Senior Planner	EDA	Administration	(0.40)	Salary reclassification
Director of Planning	EDA	Administration	(0.15)	Salary reclassification
Associate Planner	EDA	Administration	0.23	Salary reclassification
Maintenance III	W&S	Water	0.20	Salary reclassification
Supervisor	W&S	Water	0.05	Salary reclassification
Maintenance I	W&S	Sewer	0.05	Salary reclassification
Water Billing Coordinator	MW	Municipal Waste	1.00	New position
Accountant II	Pension	Police	(0.10)	Salary reclassification
Accountant II	Pension	Fire	(0.15)	Salary reclassification
Total			(2.20)	



PROJECTED IMPACT OF FISCAL YEAR 2012

	Est. Beg. Fund Balance	Budgeted Revenues	Budgeted Expenditures	Transfers In	Transfers Out	Est. Ending Fund Balance
General Fund	11,897,223	44,160,880	43,116,650	185,000	1,647,230	11,479,223
Special Revenue Funds						
EDA Administration	1,644,251	4,243,710	3,800,310	-	1,025,750	1,061,901
Motor Fuel Tax	1,423,245	1,309,200	90,000	-	2,163,430	479,015
CDBG	1	302,000	162,000	-	140,000	1
E-911	75,347	25,750	17,300	-	-	83,797
Asset Seizure	143,645	447,450	464,900	-	40,500	85,695
Municipal Waste System	97,468	1,148,790	1,020,820	-	30,000	195,438
Roselle Rd TIF	2,351,778	1,185,060	1,548,580	-	70,000	1,918,258
Debt Service Funds						
1997 A & B GO Debt Service	5,526	407,460	554,910	147,450	-	5,526
2001 G.O. Refunding	65,885	-	-	-	-	65,885
2003 G.O. Refunding	33,824	-	-	-	-	33,824
2004 G.O. Refunding	32,234	617,270	970,570	355,000	-	33,934
2005A G.O. Debt Service	1,013,157	1,000,600	3,901,890	2,896,900	-	1,008,767
2008 G.O. Debt Service	83,058	100	1,332,750	1,332,260	-	82,668
2009 G.O. Debt Service	1,216,540	915,390	1,514,360	-	-	617,570
2005 EDA TIF Bond	39,820	21,000	21,000	-	-	39,820
Capital Project Funds						
Capital Improvements	170,104	1,774,100	6,490,680	4,569,680	-	23,204
Capital Vehicle & Equipment	47,493	498,450	1,111,900	599,500	38,300	(4,757)
Capital Replacement	4,366,241	70,490	527,170	-	237,170	3,672,391
Central Rd Corridor Improv.	253,670	150	-	-	-	253,820
Hoffman Blvd Bridge Maint.	342,392	400	75,000	-	-	267,792
Western Corridor	538,684	2,600	-	-	-	541,284
Traffic Improvement	428,467	500	38,500	-	136,000	254,467
EDA Series 1991 Project	4,055,758	73,200	3,609,400	-	150,000	369,558
Western Area Traffic Improv.	330,355	500	-	-	-	330,855
Central Area Impact Fee	127,379	600	-	-	100,000	27,979
West. Area Rd. Impact Fee	810,386	3,000	-	-	650,000	163,386
2008 Project	28,573	-	-	-	-	28,573
2009 Project	1,455,467	-	-	-	1,000,000	455,467
Enterprise funds						
Water & Sewer	3,109,841	11,847,000	11,512,340	38,300	412,300	3,070,501
Sears Centre Operating	1,880,425	4,332,180	2,961,480	-	2,896,900	354,225

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PROJECTED IMPACT OF FISCAL YEAR 2012

	Est. Beg. Fund Balance	Budgeted Revenues	Budgeted Expenditures	Transfers In	Transfers Out	Est. Ending Fund Balance
Internal Service Funds						
Insurance	456,403	1,876,880	1,875,480	-	-	457,803
Information Systems	194,174	1,022,040	1,213,180	114,270	-	117,304
Trust & Agency Funds						
Police Pension	53,532,078	4,238,920	3,121,520	128,500	-	54,777,978
Firefighters Pension	56,156,228	3,405,310	3,383,400	370,720	-	56,548,858
Total Revenues & Expenditures		84,930,980	94,436,090	10,737,580	10,737,580	



MAJOR INCREASES OR DECREASES IN FUND BALANCE

SPECIAL REVENUE FUNDS

The EDA Administration Fund is expected to experience a 35.4% (\$582,350) decrease in fund balance at the end of 2012. It is not uncommon for this fund to have large variances in fund balance from year to year. It is self-funded and the reason for any major fluctuations in fund balance is due to the timing of a large purchase, usually related to a police or fire vehicle.

The Motor Fuel Tax Fund fund balance is expected to decrease significantly by \$944,230. However, it should be noted that this is a planned drawdown of funds from the prior year that we deferred spending until 2012. The use of MFT funds for the annual road project was suspended last year due to the availability of bond proceeds, but will be utilized in the current year.

The Emergency 9-1-1 Fund is projecting a minor 11.2% (\$8,450) increase in fund balance at the end of 2012. The fund balance in the Emergency 9-1-1 Fund was being built up for the future replacement of communications equipment. The Village was told this would not need to occur so the funds were utilized over the last couple of years to offset the cost of the Village's membership with the Northwest Central Dispatch System. Now that the fund balance has been drawn-down, it is not available for those expenses.

The Asset Seizure Fund fund balance is expected to decrease by 40.3% (\$57,950) in 2012. This is due to the draw-down of US Marshal funds for allowable police related purchases.

The Municipal Waste System Fund is expected to have an increase in fund balance of 100.5% (\$97,970) due to an amended agreement with the Village's waste hauler in which the Village negotiated a freeze on residential garbage rates.

The Roselle Road TIF Fund will have a 18.4% (\$433,520) decrease in fund balance for 2012, which is mostly due to a significant decrease in the EAV (Equalized Assessed Valuation) for the property in this TIF (Tax Increment Financing) district.

DEBT SERVICE FUNDS

The 2009 General Obligation Debt Service Fund fund balance will decrease by 49.2% (\$598,970) due to the utilization of tow fine revenues that have built up in fund balance since the bonds were issued. Tow fines have been determined to be a dedicated revenue source for these principal and interest payments due to the fact that these bond proceeds were used to fund the construction of a new police station. These revenues were not needed for the first three years of debt payments because capitalized interest was utilized.

CAPITAL PROJECT FUNDS

The Capital Improvements Fund will experience a decrease in fund balance of 86.4% (\$146,900). A majority of the fund balance in this fund is being utilized to fund projects that would have normally been funded by the General Fund.



MAJOR INCREASES OR DECREASES IN FUND BALANCE

The Capital Vehicle & Equipment Fund will experience a decrease in fund balance of 110.0%. As with the Capital Improvements Fund, the fund balance in this fund is being fully utilized for projects that would have normally been funded by the General Fund.

The Capital Replacement Fund is expected to experience a decrease in fund balance of 15.9% (\$693,850). This fund is used to build up resources to fund the eventual replacement of vehicles and equipment. However, the Village has been unable to continue the annual funding for the past couple of years due to the financial condition of the General Fund, so there are no revenues coming in. But we are still able to utilize this fund for replacement purchases as scheduled through the Capital Improvements Program.

The Hoffman Blvd Bridge Maintenance Fund will have a decrease in fund balance of 21.8% (\$74,600). Accumulated funds are being used for work and inspections on this Village-owned bridge. This fund was originally funded by a developer.

The Traffic Improvement Fund will experience a decrease in fund balance of 40.6% (\$174,000) due to a road improvement project that is planned for 2012. These funds have built up over the years from development related revenues.

The EDA Series 1991 Project Fund has a projected decrease in fund balance of 90.9% (\$3,686,200). This is a planned draw-down of funds based upon an approved schedule of improvements being made in the Economic Development Area (EDA).

The Central Area Road Impact Fee Fund will experience a decrease in fund balance of 78.0% (\$99,400). Accumulated funds are being used for part of the Barrington Road interchange project.

The Western Area Road Impact Fee Fund will experience a decrease in fund balance of 79.8% (\$647,000). Accumulated funds are being used for part of the Barrington Road interchange project.

The 2009 Project Fund will experience a decrease in fund balance of 68.7% (\$1,000,000). This is a planned draw-down of the 2009 bond proceeds for road improvements scheduled to occur throughout the Village in 2012.

ENTERPRISE FUNDS

The Sears Centre Operating Fund will experience a decrease in fund reserves of 81.2% (\$1,526,200), which reflects the planned utilization of reserves for debt service payments.

INTERNAL SERVICE FUNDS

The Information Systems Fund is projected to experience a decrease in fund reserves of 39.6% (\$76,870). This is a planned drawdown of reserves for the purchase of technology-related capital.





BUDGET NARRATIVES



General Government



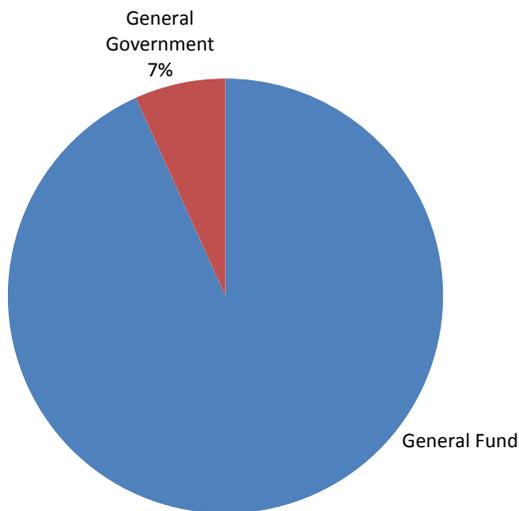
DEPARTMENT DESCRIPTION

The Department of General Government is divided into eight divisions: Legislative, General Government Administration, Legal, Finance, Village Clerk, Human Resources Management, Communications and Cable Television.

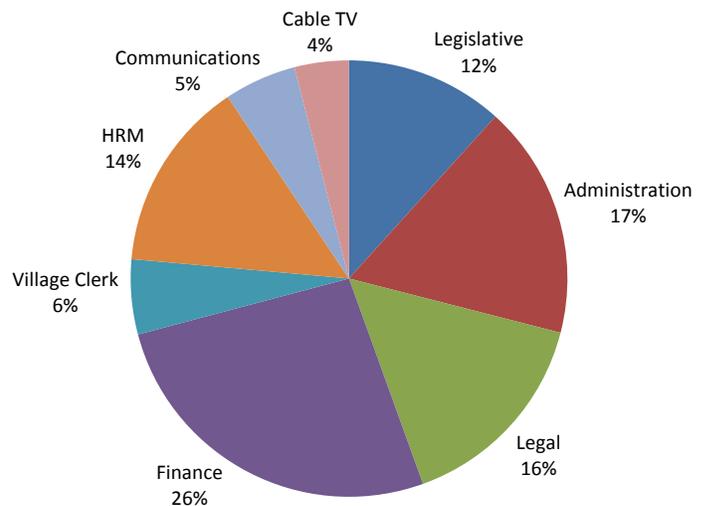
TOTAL OPERATING BUDGET

\$3,237,670

DEPARTMENT EXPENDITURES TO GENERAL FUND EXPENDITURES



ANNUAL EXPENSES BY DIVISION



General Government



ANNUAL EXPENSES BY DIVISION

DIVISION	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	% Change
Legislative	305,864	352,290	328,430	378,580	7.5%
Administration	598,135	578,020	560,200	560,120	-3.1%
Legal	452,623	475,030	434,540	501,970	5.7%
Finance	805,318	819,850	825,840	853,880	4.2%
Village Clerk	179,636	174,690	172,310	179,640	2.8%
Human Resources	422,002	442,610	451,180	460,180	4.0%
Communications	190,447	170,070	170,040	173,030	1.7%
Cable Television	131,930	137,470	130,170	130,270	-5.2%
Total	3,085,955	3,150,030	3,072,710	3,237,670	2.8%

ANNUAL EXPENSES BY CLASS

CLASS	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	% Change
Salaries	1,883,990	1,902,180	1,836,320	1,980,630	4.1%
Employee Benefits	732,989	716,090	701,940	753,870	5.3%
Misc. Employee Expenses	28,855	48,900	48,170	44,880	-8.2%
Commodities	174,144	196,050	184,810	181,510	-7.4%
Contractual Services	755,006	781,300	754,570	806,740	3.3%
Capital Outlay	12,109	11,250	7,930	250	-97.8%
Cost Allocation	(501,138)	(505,740)	(461,030)	(530,210)	4.8%
Total	3,085,955	3,150,030	3,072,710	3,237,670	2.8%



LEGISLATIVE

The legislative and governing body of the Village of Hoffman Estates consists of the Village President and six Trustees who are elected on an at-large basis. The Village Board is the Village's policy makers. The Board approves the annual budget and focuses on the Village's goals, major projects and such long-term considerations as Village growth, land use development, capital improvements, strategic planning and finances.

2011 ACCOMPLISHMENTS

The Village Board accomplished many major projects throughout the year. Some of the goals that they focused on were:

- Developed an economic development marketing plan in conjunction with the Economic Development Commission that is focused on encouraging consumers to shop, dine and be entertained at establishments within the Village. Worked with external consultants to create an additional Village-wide marketing plan to promote all aspects of Hoffman Estates.
- Promoted awareness of the Village of Hoffman Estates Emergency Operations Plan through continued training of Village personnel, creation of a citizen corps and outreach to residents, the business community and surrounding municipalities through regular drills and the dissemination of pertinent information.
- Continued to increase communication with Village residents and businesses through the televising of Village Board and Committee meetings, enhanced Web site/electronic communication, additional public meetings, the Citizen newsletter, and the implementation of eGov applications.
- Advocated for both the Suburban Transit Access Route (STAR) Line and a full Tollway interchange at Barrington Road, as well as responsible uses for the Elgin, Joliet & Eastern (EJ&E) rail line in partnership with Canadian National (CN).
- Fostered increased intergovernmental cooperation and communication through the hosting of an intergovernmental forum. Specifically, coordinated with the Cook County Highway Department for the Shoe Factory Road, Rohrssen Road, Beverly Road reconstruction project.
- Improved the safety and efficiency of intersections throughout the Village by installing red-light camera enforcement and light-emitting diode (LED) traffic signals.
- Worked in concert with the owners of the Hoffman Plaza shopping center and Jewel-Osco to redevelop the center utilizing the Roselle/Golf roads tax increment financing (TIF) district funds.



LEGISLATIVE

ANNUAL EXPENSES BY CLASS

CLASS	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	% Change
Salaries	159,789	182,420	175,000	197,430	8.2%
Employee Benefits	50,225	55,310	56,900	57,860	4.6%
Misc. Employee Expenses	10,741	27,000	27,000	21,530	-20.3%
Commodities	13,056	17,180	15,620	17,330	0.9%
Contractual Services	107,026	112,720	91,550	130,630	15.9%
Cost Allocation	(34,973)	(42,340)	(37,640)	(46,200)	-9.1%
Total	305,864	352,290	328,430	378,580	7.5%

2012 BUDGET HIGHLIGHTS

Salaries & Wages

The 8.2% increase represents one position's market adjustment, as well as an annual wage adjustment for all non-union employees.

Employee Benefits

The 4.6% increase is largely due to an increase in the cost of employee health insurance premiums.

Misc. Employee Expenses

Due to a reduction in planned travel for 2012, there was a 20.3% savings in Miscellaneous Employee Expenses.

Contractual Services

The increase in Contractual Services is the result of hiring a federal lobbyist for the purposes of securing a full interchange at Barrington Road and Interstate 90.

Cost Allocation

Cost allocations are repayments by funds responsible for a particular cost to the fund that initially paid the cost. To accommodate for these types of transactions, we must show the amount as expenditures in the reimbursing fund and a reduction of expenditures in the reimbursed fund. For the Legislative Division, we are showing an increase of expenses that pertain to the water and sewer function of the Village. These expenses are then being shown in the Water & Sewer Fund.



GENERAL GOVERNMENT ADMINISTRATION

The General Government Administration Division houses the Office of the Village Manager and is responsible for administering the day-to-day operations of the Village government. The Division consists of the Village Manager, Deputy Village Manager, Executive Assistant, Administrative Assistant and Administrative Intern.

The Office of the Village Manager takes direction from the legislative branch to manage and direct the operating departments within the policies and legislation enacted by the Village President and Board of Trustees.

2011 ACCOMPLISHMENTS

- Monitored annual revenues and expenditures as compared to approved annual budget to make any adjustments when necessary.
- Continued improvement to the quality of information disseminated to the community by the Communications Division.
- Promoted economic development through programs targeted at business retention and attraction.
- Advanced the revitalization of the Business Improvement District.
- Continued commitment to provide technology and related software to foster more efficient department operations.
- Investigated and responded to complaints relating to administration of government in the Village in an effort to enhance customer service.
- Assisted in advocating for federal and state legislation as directed by the Mayor and the Board, including the proposed extension of the Economic Development Area.
- Coordinated, monitored, and reviewed quarterly reporting of the performance measures system. Assisted departments and conducted meetings to review performance data.
- Oversee collective bargaining negotiations of Public Works Union contract re-opener and Fire Union contract renewal.
- Utilized the online auction website GovDeals to sell municipal surplus to generate further revenues to the extent possible.
- Administered many community initiated special events and block parties within the Village.
- Increased recycling efforts through hosting a Saturday recycling event for electronics and latex paint, holding a document destruction event, offering medical-waste drop-off throughout the year, and facilitating electronics recycling programs where small electronics are collected daily at the Village Hall and large electronics collected bi-weekly from April to November.



GENERAL GOVERNMENT ADMINISTRATION

2012 SHORT-TERM GOALS & OBJECTIVES

- 1) Seek opportunities to increase the Village's economic base by attracting office and commercial business development. (Linked to Village Board Goals ST-8 and OG-6).
 - a. Continue to promote development of the Business Improvement District.
 - b. Continue to promote development of the Village's entertainment district, Poplar Creek 59/90.
 - c. Continue to promote development and revitalization of the Barrington Square Retail Area.
- 2) Promote the strength of the Village's cultural diversity through support of community events celebrating diversity and review of programs to enhance service delivery.
 - a. Continue to enhance community events such as Dr. Martin Luther King Jr. Day and Hispanic Heritage Month Event, and provide cultural entertainment at Village events.
 - b. Work toward supplying information in multi-lingual platforms.
- 3) Participate in the creation of programs and policies that further the environmentally responsible actions of the Village. (Linked to Village Board Goal ST-1)
 - a. Create policies to move towards a paperless environment for all Village business where possible.
 - b. Increase the amount of recycling at all municipal facilities.
 - c. Incorporate LEED standards to ensure that all municipal facilities will qualify for LEED certification.
 - d. Continue recycling programs offered to residents.
 - e. Promote and inform residents on how to conserve water.
- 4) Improve internal processes and communication, both internal and external, to increase the efficiency and effectiveness of municipal services.
 - a. Lead a cross-department committee to brainstorm and research services, marketing, and communication strategies.
 - b. Engage staff, foster teamwork between departments, and challenge departments to think innovatively.



GENERAL GOVERNMENT ADMINISTRATION

ANNUAL EXPENSES BY CLASS

CLASS	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	% Change
Salaries	402,711	398,640	377,380	381,090	-4.4%
Employee Benefits	140,471	134,720	129,820	134,550	-0.1%
Misc. Employee Expenses	9,720	7,380	7,380	7,460	1.1%
Commodities	3,771	4,570	3,110	3,470	-24.1%
Contractual Services	110,034	102,200	101,450	101,910	-0.3%
Cost Allocation	(68,572)	(69,490)	(58,940)	(68,360)	-1.6%
Total	598,135	578,020	560,200	560,120	-3.1%

2012 BUDGET HIGHLIGHTS

Salaries & Wages

The 4.4% decrease is due to elimination of the part-time administrative assistant position.

Employee Benefits

Employee benefits remain stable with only a 0.1% decrease.

Misc. Employee Expenses

The slight 1.1% increase is due to an increase in membership dues.

Commodities

The 24.1% decrease in commodities is due to a reduction in office and other supplies.

Cost Allocation

Cost allocations are repayments by funds responsible for a particular cost to the fund that initially paid the cost. To accommodate for these types of transactions, we must show the amount as expenditure in the reimbursing fund and a reduction of expenditures in the reimbursed fund. For the Administration Division, we are showing a reduction of expenses that pertain to the water and sewer function of the Village. These expenses are then being shown in the Water & Sewer Fund.



GENERAL GOVERNMENT ADMINISTRATION

PERFORMANCE MEASURES

Program Being Measured

Program Management

Program Area Objectives

1. To ensure that Village capital projects are completed within the budgeted year, with a target goal of 100%.

Objective	Indicator	2010 Actual	2011 Actual	2012 Target
Inputs				
1	Total number of capital projects**	34	32	35
Outputs				
1	Total number of capital projects completed	25	30	35
Outcomes				
1	Percentage of capital projects completed	73.5%	93%	100%

Explanatory Information

**This objective measures the projects approved in the Capital Improvements Budget that were fully completed during the fiscal year. *It excludes any budget cuts, administrative push-backs, or grant or outside revenue dependent projects (situations outside of the department's control).* The objective is intended to oversee that departments complete all purchases or projects in which funds were requested.



LEGAL

The Office of the Corporation Counsel is responsible for prosecuting and defending all suits in which the Village is a party; having direct communication with the corporate authorities and advising them on all legal matters; giving advice on all legal questions affecting the Village to the Village Board, the Village Manager and all Department Directors; reviewing all contracts and preparing all ordinances and resolutions; prosecuting ordinance, traffic and housing code violations; providing training for police personnel; and coordinating legal representation provided by other legal firms.

ANNUAL EXPENSES BY CLASS

CLASS	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	% Change
Salaries	105,893	108,410	67,630	135,220	24.7%
Empl. Benefits	49,175	52,820	43,890	57,210	8.3%
Misc. Employee Expenses	252	1,100	1,200	1,200	9.1%
Commodities	6,074	11,500	10,500	10,500	-8.7%
Contractual Services	342,920	358,300	359,100	359,100	0.2%
Cost Allocation	(51,691)	(57,100)	(47,780)	(61,260)	7.3%
Total	452,623	475,030	434,540	501,970	5.7%

2012 BUDGET HIGHLIGHTS

Salaries & Wages

The 24.7% rise in salaries is due to hiring of a full-time assistant corporation counsel.

Employee Benefits

The 8.3% in employee benefits is attributed to the addition of a full-time employee.

Misc. Employee Expenses

An increase of \$100 in this class for travel & training expenses.

Contractual Services

The slight 0.2% increase represents that contractual services are projected to be relatively the same for 2012.

Cost Allocation

Cost allocations are payments by funds responsible for a particular cost to the fund that initially paid the cost. To accommodate for these types of transactions, we must show the amount as expenditure in the reimbursing fund and a reduction of expenditures in the reimbursed fund. For the Legal Division, we are showing a reduction of expenses that pertain to the water billing function of the Village. These expenses are then being shown in the Water Billing Division in the Water & Sewer Fund. These costs are in direct relation to the other Divisional costs so they increase and decrease accordingly.



FINANCE

The Finance Division is comprised of 17 budgeted employees who are responsible for: customer service, cash and debt management, monthly water billing for approximately 15,000 accounts, payroll for approximately 350 employees, pension administration, budgeting and purchasing, accounting, auditing, revenue administration, billing and collections, tax administration and office services. Four of the Finance Division employees are partially allocated to the Water & Sewer Fund. Also, the Front Counter employees are split between the Finance Division and Code Enforcement Division.

2011 ACCOMPLISHMENTS

- Received the Government Finance Officer's Association Certificate of Achievement in Financial Reporting for the Comprehensive Annual Report as of December 31, 2010. This is the 28th consecutive year the Village has received this award.
- Received the Government Finance Officer's Association Distinguished Budget Presentation Award for the Fiscal Year 2011 Operating & Capital Budget. This was the third year the Village submitted its budget for the award and received it.
- Continued to increase collection efforts, including the suspension of driver's licenses in some cases, to aggressively pursue violators who are currently holding 10 or more Police non-moving violations and customers with delinquent garbage bills.
- Assisted with the implementation of the red light camera violation system within the Police Department to ensure accurate and efficient record keeping and collections. New procedures were established for information reporting and filing related to these violations. Further, the Administrative Adjudication hearings process was augmented to incorporate the new tickets.
- Negotiated a new banking services contract that will increase and improve cash flow services provided to the Village.
- In collaboration with the Information Systems Department, completed training and implementation of an upgraded Cognos writing software. All existing Cognos reports were re-written and tested for usability and accuracy. Further, the system's increased reporting functionality facilitated the production of new reports that have improved the Department's communication to customers inside and outside of the organization.
- Assisted the Sears Centre Arena financial staff in their first Village financial audit and formulated internal control procedures needed as a result of the audit.



FINANCE

2012 SHORT-TERM GOALS & OBJECTIVES

- 1) Post additional financial information on the Village website pursuant to the State of Illinois Open Meetings Act Amendment, Section 7.3.
 - a. Report total compensation packages for each employee exceeding \$150,000 per year on the Village website within at least 6 business days before the 2012 budget is approved.
 - b. Report online total compensation packages for each employee exceeding \$75,000 per year on the Village website within 6 business days after the 2012 budget is approved.

- 2) Implement a new billing process related to the Village refuse removal service.
 - a. Establish procedures for billing and collection efforts.
 - b. Coordinate with the Information Systems Department to enable data to be imported from the refuse removal company into the Finance Department's financial software system.
 - c. Hire and train quality personnel to accommodate the new processes.

- 3) Improve cash flow and collection efforts. (Linked to Village Board Goal OG-7)
 - a. Develop a new procedure and related forms to implement a paperless purchase order request and approval process and vendor payment process.
 - b. Implement EFT process to pay vendors electronically.
 - c. Improve the usage of the Village credit card program to reduce individual checks issued and take advantage of possible cash rebates.

- 4) Assist with the implementation of the new paperless ticket writing system and the vehicle immobilization (vehicle boot) system within the Police Department to ensure that the recording and collection of fines are done accurately and efficiently.
 - a. Establish clear methods of communication and procedures between the Finance and Police Departments to ensure immobilization violation fines are reported accurately.
 - b. Create new procedures for the Administrative Adjudication hearings that may be needed.

- 5) Continue to update the policies and procedures manuals within the Finance Department on an annual basis to provide a useful reference tool for cross training.
 - a. Perform tests on current manuals to assure successful implementation.
 - b. Continue the successful cross-training program that currently exists within the Finance Department.

- 6) Continue to further enhance the Finance Department Web page by making available the most commonly requested documents. (Linked to Village Board Goal ST-9)
 - a. Provide the following documents online as soon as available: 2012 Annual Operating Budget, 2012-2016 Capital Improvements Program, and the Comprehensive Annual Financial Report for fiscal year ending December 31, 2011.
 - b. Assess availability of forms and processes currently online and possible improvements that could be made.



FINANCE

ANNUAL EXPENSES BY CLASS

CLASS	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	% Change
Salaries	651,493	643,120	647,640	673,500	4.7%
Employee Benefits	244,525	246,710	246,730	265,260	7.5%
Misc. Employee Expenses	3,316	4,850	4,850	5,440	12.2%
Commodities	49,153	53,090	49,350	49,490	-6.8%
Contractual Services	133,872	134,680	134,050	136,520	1.4%
Capital Outlay	-	-	-	-	N/A
Cost Allocation	(277,041)	(262,600)	(256,780)	(276,330)	5.2%
Total	805,318	819,850	825,840	853,880	4.2%

2012 BUDGET HIGHLIGHTS

Salaries & Wages

The 4.7% increase in salaries is due to no longer allocating a portion of the Senior Accountant's salary to the Pension Funds and an annual wage adjustment that has been planned for FY2012.

Employee Benefits

The increase here is due to both the change in personnel allocation explained above and the expected increase in health insurance benefits.

Misc. Employee Expenses

The 12.2% increase is mainly attributed to funding the costs for the Finance Director to attend the 2012 GFOA Conference to be held in Chicago.

Commodities

The minor decrease in commodities is due to an overall reduction in postage expenses. The postage reflected in this account is for the entire Village, with part of the expense also being recorded to the Water & Sewerage Fund.

Contractual Services

The increase of 1.4% in contractual services is mainly due to an expected increase in auditing fees.

Cost Allocation

Cost allocations are payments by funds responsible for a particular cost to the fund that initially paid the cost. To accommodate for these types of transactions, we must show the amount as expenditure in the reimbursing fund and a reduction of expenditures in the reimbursed fund. For the Finance Division, we are showing a reduction of expenses that pertain to the water billing function of the Village. These expenses are then being shown in the Water Billing Division in the Water & Sewer Fund. These costs are in direct relation to the other Divisional costs so they increase and decrease accordingly.



FINANCE

PERFORMANCE MEASURES

Program Being Measured

Accounting

Program Area Objectives

1. Accurately prepare deposit summary and daily bank deposits with less than sixteen correcting entries needed.
2. Process and pay payroll accurately and timely 99.9% of the time.
3. Complete 100% of monthly bank reconciliations and general ledger monthly closings within 20 calendar days of month-end.

Objective	Indicator	2010 Actual	2011 Actual	2012 Target
Inputs				
1	Total cost of preparing deposits	\$21,763	\$21,990	\$19,912
1	Staff hours preparing daily bank deposits	1,040	1,049	910
2	Total cost to produce payroll	\$34,354	\$33,023	\$33,212
2	Staff hours taken to complete payroll	1,352	1,284	1,250
3	Staff hours taken to complete bank reconciliations and monthly closings*	720	561	550
Outputs				
1	Total number of daily bank deposits produced	312	295	365
2	Total number of payroll checks processed	11,357	10,606	10,600
3	Total number of months closed within 20 days	9	10	12
Efficiency				
1	Cost per daily bank deposit produced	\$69.75	\$74.92	\$54.55
1	Staff hours used per daily bank deposit produced	3.25	3.61	2.49
2	Cost per payroll check produced	\$3.02	\$3.14	\$3.13



FINANCE

Objective	Indicator	2010	2011	2012
		Actual	Actual	Target
Efficiency Continued				
2	Staff minutes used per payroll check produced	12	7.33	5.15
3	Staff hours utilized per each month-end general ledger closing	180	46.75	45.83
Outcomes				
1	Total number of correcting cash receipt entries needed	20	22	16
2	Percentage of payroll checks processed accurately	99.99%	99.99%	99.99%
3	Percentage of month end closings completed within 20 days	75%	83.5%	100%

Explanatory Information

2012 target amounts are higher due to payroll increases.

* Time done consecutively by three accountants.



VILLAGE CLERK

By law, the Clerk's Office is responsible for: maintaining all regular and special Village Board and Executive Session minutes; maintaining all permanent records of the Village including agreements, annexations, contracts, liens, plats and all matters pertaining to bids and Freedom of Information Act (FOIA) requests; administering the alcoholic beverage, home, retail, general premise and contractors' licenses; acting as Secretary to the Liquor Commission; administering the vehicle decal parking programs that include neighborhoods adjacent to Conant High School, Hoffman Estates High School and Alcoa Lane; and maintaining and indexing Letters of Credit.

The Clerk's Office also compiles and mails all welcome packets; publishes and assists with the opening of all bids; publishes all ordinances and maintains official ordinance and resolution books; files the tax extensions with both Cook and Kane Counties; and registers voters and conducts early voting when requested. The Village Clerk's Office provides free Notary services for all departments and residents.

2011 ACCOMPLISHMENTS

- Planned and promoted all of the Celebration Commission's events.
- Attended Illinois Municipal Clerk's training.
- The Village Clerk staff was recertified as Passport Agents.
- Continued to organize and eliminate approved files from the storage area.
- Created an ongoing computerized list of new businesses.

2012 SHORT-TERM GOALS & OBJECTIVES

- 1) Facilitate Village policies.
 - a. Process all business licenses in a timely manner.
 - b. Efficiently process all liquor licenses.
 - c. Process all passport applications.
 - d. Maintain public access to past and current Board actions.
 - e. Continue training opportunities provided by Information Systems Department (Cognos reporting).
- 2) Embrace new, innovative organization techniques.
 - a. Construct and maintain spreadsheet to track approved contracts and agreements.
 - b. Send to appropriate individuals properties that have gone into foreclosure.
 - c. Track FOIA (Freedom of Information Act) requests to assure that they have been entered into the system and have proper documentation.



VILLAGE CLERK

2012 ON-GOING GOALS & OBJECTIVES

- 1) Continue to gain compliance with the State’s Local Records Act.
 - a. Track all FOIA requests received by all Village Departments.
 - b. Maintain all records of Village ordinances and resolutions.
- 2) Continue to keep Clerk’s office user-friendly.
 - a. Organize office files to provide easy access.
 - b. Organize storage areas in an orderly fashion.
 - c. Update labels on ordinance and resolution books.

ANNUAL EXPENSES BY CLASS

CLASS	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	% Change
Salaries	112,530	114,780	112,690	118,760	3.5%
Employee Benefits	64,289	48,120	47,350	50,610	5.2%
Misc. Employee Expenses	1,710	4,700	2,350	4,840	3.0%
Commodities	4,895	5,460	5,450	4,650	-14.8%
Contractual Services	16,734	22,380	21,300	22,420	0.2%
Capital Outlay	-	250	-	250	0.0%
Cost Allocation	(20,522)	(21,000)	(16,830)	(21,890)	4.2%
Total	179,636	174,690	172,310	179,640	2.8%

2012 BUDGET HIGHLIGHTS

Salaries & Wages

The 3.5% increase represents one position’s market adjustment, as well as an annual wage adjustment for all non-union employees.

Employee Benefits

The 5.2% increase is primarily due to an increase in the cost of employee health insurance premiums.

Misc. Employee Expenses

This class has an increase of 3.0% due to increased dues and memberships costs.

Commodities

The 14.8% decrease is due to a reduction in printing and photocopy expenses



VILLAGE CLERK

Cost Allocation

Cost allocations are repayments by funds responsible for a particular cost to the fund that initially paid the cost. To accommodate for these types of transactions, we must show the amount as expenditure in the reimbursing fund and a reduction of expenditures in the reimbursed fund. For the Village Clerk Division, we are showing a slight increase of expenses that pertain to the water and sewer function of the Village. These expenses are then being shown in the Water Billing Division in the Water & Sewer Fund. These costs are in direct relation to the other Divisional costs so they increase and decrease accordingly.



VILLAGE CLERK

PERFORMANCE MEASURES

Program Being Measured

Business Licensing

Program Area Objectives

1. Increase license renewal response time, from the expiration date, to 95%.
2. Proactively locate unlicensed businesses within the Village.

Objective	Indicator	2010 Actual	2011 Actual	2012 Target
Inputs				
1	Staff hours spent on license renewals	75	127	137
2	Total number of notification letters sent	n/a	274	300
Outputs				
1	Licenses renewed by the stated expiration date	1,106	960	1,479
2	Total number of responses from notification letters sent (<i>both legitimate & not viable</i>)	n/a	43	160
2	Total number of license applications <i>processed</i> using this approach	n/a	174	80
Efficiency				
1	Staff minutes utilized per licensed received	7	10	10
Outcomes				
1	Percentage of business licenses renewed by their expiration date	93%	89.5%	95%
2	Percentage of business licenses found using alternate means of location	n/a	36%	27%

Explanatory Information

- 1) Staff time for this objective is highly variable. Number used is best estimate.
- 2) The Clerk’s Office uses various outlets to ensure all Village businesses are currently licensed. The number of license applications processed through this practice relies on the validity of the information obtained from our sources (i.e., old data).



VILLAGE CLERK

PERFORMANCE MEASURES

Program Being Measured

Passport Acceptance

Program Area Objects

1. Maintain 100% compliance with the US Department of State guidelines for passport acceptance.

Objective	Indicator	2010 Actual	2011 Actual	2012 Target
Inputs				
1	Staff hours spent on passport activities	n/a	274	259
Outputs				
1	Number of passports processed	485	468	485
Outcomes				
1	Percentage of applications processed and mailed according to the US Department of State guidelines	100%	100%	100%

Explanatory Information

- 1) Saturday applications cannot be processed until Monday due to Office Services being closed.
- 2) "Staff Hours Used" includes telephone and walk-in inquiries, passport education (manual and web training) and delivery confirmation follow up.



HUMAN RESOURCES MANAGEMENT

The Human Resources Management (HRM) Department's mission is to facilitate the various processes involved in building, servicing the needs of, and retaining a stable, career-oriented workforce. The main objective is to cultivate a productive and diverse workforce dedicated to the concept of public service. Human Resources Management is also dedicated to protect the health and safety of its workforce by promoting a safety conscious, drug and harassment free work environment.

The staff of the HRM Department is divided into two main operational functions. The first function is **Human Resources**, whose mission is to serve its customers (department staff, employees, applicants, candidates for appointment and the general public) in the areas of recruitment and selection, compensation practices, benefit administration, employee relations, contract negotiation and administration, employee development, and policy interpretation and formulization. The second function is **Risk Management**, whose mission is to protect the safety and health of Village residents, employees and that of the general public; to promote a safety conscious environment; to ensure that insurance coverage is in place to protect the assets of the Village; to ensure continued Village operations and services; and to eliminate or reduce the conditions and practices which cause loss.

2011 ACCOMPLISHMENTS

- Assisted in bringing IAFF (International Association of Firefighters) Local 2061 contract negotiations to a successful conclusion.
- Developed Voluntary Separation Plan documents for eligible employees and implemented separation agreements.
- In the spirit of cultural diversity within the community, Human Resources Management assisted in combining the Tartan Day and Unity Day events into a Celebration of Nations event.
- In partnership with the Village's Health and Human Services Department, successfully provided Diversity training to police personnel.
- Coordinated efforts, gathered information and assisted in the preparation for an arbitration hearing between the Village and IAFF Local 2061.
- Performed several employee meetings regarding "what employees need to know about their benefits" in conjunction with benefit open enrollment.
- Provided important Section 125 benefit plan changes to employees related to the new Healthcare Reform Act.
- Through provision of critical documentation and expert testimony, Human Resources Management defended numerous complaints to various state and federal authorities regarding alleged inappropriate employment related practices.
- Conducted and concluded investigations related to several Title VII complaints.



HUMAN RESOURCES MANAGEMENT

- In response to potential federal funding through the Healthcare Reform Act, completed and submitted Early Retirement Reinsurance Program (ERRP) application.
- As a member in the Intergovernmental Personnel Benefits Cooperative (IPBC), implemented new dental (MetLife) and Life Insurance (Reliance Standard) providers.
- Facilitated the “Employee Morale in the Face of Economic Turmoil” webinar presented to the management team and supervisors.
- The Risk Manager facilitated the Safety Slogan contest.
- The Risk Manager facilitated the request for proposal process for excess property and casualty and worker’s compensation insurance coverage and brokerage services.
- The Risk Manager, in partnership with the Police Department, constructed the implementation of a Workplace Violence training program.
- The Risk Manager facilitated the provision of excess insurance coverage through the HELP pool for the Sears Centre.
- The Risk Manager concluded several high exposure liability and worker’s compensation claims.

2012 SHORT-TERM GOALS & OBJECTIVES

- 1) Continue to educate employees on the impact of the Healthcare Reform Act.
- 2) As part of worker’s compensation claims administration, reduce the ratio of lost work hours as compared to total work hours by 10%.
- 3) Create and administer a measurement tool/survey with a goal of 25% response rate in the first year that will determine the effectiveness of HRM/Risk Management service/training programs.
- 4) Administer implementation and transition of the new flexible spending program.
- 5) Process employee retirement packages via the Voluntary Separation Plans.

2012 ON-GOING GOALS & OBJECTIVES

- 1) Prepare Village workforce for critical position replacements due to retirements.
 - a. Develop a Village-wide succession program.
 - b. Provide training through the Performance Evaluation process for managers and supervisors to recognize rising talent and learn to set goals to further enhance current skills and knowledge. (Linked to Village Board Goal OG-8)



HUMAN RESOURCES MANAGEMENT

ANNUAL EXPENSES BY CLASS

CLASS	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	% Change
Salaries	288,960	290,440	291,140	305,090	5.0%
Employee Benefits	128,314	137,470	136,950	145,950	6.2%
Misc. Employee Expenses	1,510	2,240	4,060	2,680	19.6%
Commodities	17,747	26,280	23,400	18,100	-31.1%
Contractual Services	33,810	39,390	38,690	44,530	13.0%
Cost Allocation	(48,339)	(53,210)	(43,060)	(56,170)	5.6%
Total	422,002	442,610	451,180	460,180	4.0%

2012 BUDGET HIGHLIGHTS

Salaries & Wages

The 5.0% increase is due to one position’s market adjustment, as well as an annual wage increase for all non-union employees.

Employee Benefits

The 6.2% increase is due to an increase in the cost of employee health insurance premiums.

Commodities

The 31.1% decrease is a result of non-recurring costs due to the number of retirement, VSP offerings, in 2011.

Contractual Services

The recruitment budget remains at a minimum. Open positions are to be filled only on a case-by-case basis under the approval of the Village Manager. The 13.0% increase is due to employee safety programs and training.

Cost Allocation

Cost Allocations are payments by funds responsible for a particular cost to the fund that initially paid the cost. To accommodate for these types of transactions, we must show the amount as expenditure in the reimbursing fund and a reduction of expenditures in the reimbursed fund. For the HRM Division, we are showing a reduction of expenses that pertain to the water billing function of the Village. These expenses are then being shown in the Water Billing Division in the Water & Sewer Fund. These costs are in direct relation to the other Divisional costs so they increase and decrease accordingly.



HUMAN RESOURCES MANAGEMENT

PERFORMANCE MEASURES

Program Being Measured
Annual Open Enrollment

Program Area Objectives

1. Improve employees’ overall benefit knowledge through the annual Employee Benefit Fair.
2. Increase employee participation at the Employee Benefits Fair through effective communication and promotion.
3. Gauge overall employee satisfaction in the annual enrollment process through the use of a survey tool.

Objective	Indicator	2010 Actual	2011 Actual	2012 Target
Inputs				
1	Staff hours spent on the Employee Benefit Fair and paper processing	35	42	35
2	Dollars budgeted and spent on communication and promotion of the Employee Benefit Fair	\$200	\$200	\$200
3	Staff hours spent on improving the satisfaction of the Open Enrollment process	n/a	15	15
Outputs				
1	Number of benefit changes requested and applications processed during Open Enrollment	57	63	65
2	Attendance at the Employee Benefit Fair	153	80	130
3	Employee satisfaction surveys sent out and returned	n/a	381	tbd
Outcomes				
1	Percentage of employee knowledge increased due to the Employee Benefit Fair	n/a	20.5%	25%
2	Percentage of Village employees whom attended the Employee Benefit Fair	44	23%	30%



COMMUNICATIONS

The Communications Division of General Government is intended to meet the Village Board's goal of increased communication to Village residents and businesses through enhanced website/electronic communication, public meetings, upgrade of the Citizen newsletter and the commitment of a fulltime public relations professional. The Community Relations Coordinator is responsible for all of the Village's marketing and public information functions, as well as coordinating with the Cable TV Coordinator for additional programming on HETV. Further, the Community Relations Coordinator facilitates economic development marketing efforts with staff, consultants and the Village's Economic Development Commission.

2011 ACCOMPLISHMENTS

- Enhanced use of social media (Facebook, Twitter), and more uploads of HETV videos on YouTube, including long-form programming, such as high school football games.
- Increased frequency of eNews messages delivered to residents via the blast e-mail system, and continuously explored different electronic communication options. A renewed focus on growing subscribership has led to hundreds of new readers.
- Continued to work with both the U.S. Post Office and the newsletter printer to provide the most accurate and up-to-date carrier routes in an effort to improve the delivery of the Citizen Newsletter to Village residents and the business community.
- Featured 'Green' news and information in prominent positions in Village communication pieces.
- Created a new Village website page devoted to providing information about the Economic Development Area (EDA).
- Other specialized projects have been completed for various groups throughout the year including: marketing assistance with the Entertainment District (Poplar Creek at 59/90) and the Sears Centre Arena; graphic design work on Village collateral, such as the Shop Local advertisement, Annual Report, Human Resources Management document banners and fliers for various events, such as the Fourth of July Festival; posting of all RFPs, RFQs and bids online; and bolstering other Departments' website pages by increasing functionality and adding interactive features.

2012 SHORT-TERM GOALS & OBJECTIVES

- 1) Continue to improve the communication output of the Village. (Linked to Village Board Goal ST-9)
 - a. Continue to produce a high-quality monthly resident newsletter.
 - b. Maintain and update the Village website.
 - c. Create additional communication tools for residents, businesses and visitors.
- 2) Continue to increase awareness, and, ultimately, support from residents and community stakeholders about the Village's various communication portals.
 - a. Increase eNews subscribership, Facebook "likes" and Twitter followers by 10%.



COMMUNICATIONS

2012 ON-GOING GOALS & OBJECTIVES

- 1) Continue to improve the communication output of the Village. (Linked to Village Board Goal ST-9)
 - a. Identify current publications that can be enhanced to clearly and effectively communicate Village programs and services.
 - b. Create new communication tools to promote Village programs and services.
 - c. Continually evaluate the Village's communication tools.

- 2) Educate residents and the business community about environmentally responsible activities they can engage in to improve the overall environmental health of Hoffman Estates.
 - a. Publicize 'Green' programs available to residents through the newsletter, website and HETV that the community can take advantage of.

ANNUAL EXPENSES BY CLASS

CLASS	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	% Change
Salaries	70,942	71,910	72,050	74,170	3.1%
Employee Benefits	33,921	17,020	16,850	17,620	3.5%
Misc. Employee Expenses	450	450	450	550	22.2%
Commodities	78,235	76,100	76,100	76,100	0.0%
Contractual Services	6,899	4,590	4,590	4,590	0.0%
Total	190,447	170,070	170,040	173,030	1.7%

2012 BUDGET HIGHLIGHTS

Salaries & Wages

The 3.1% rise in salaries is due to an annual wage adjustment.

Employee Benefits

The 3.5% increase is due to the tax impact of the wage adjustment and an increase in health insurance costs.

Misc. Employee Expenses

The minimal increase of \$100 is to fund the Community Relations Coordinator's participation in the NWMC Communications Group.



COMMUNICATIONS

PERFORMANCE MEASURES

Program Being Measured

Resident E-Mail Communication

Program Area Objectives

1. To increase time dedicated to production and promotion of community e-mail communication with an objective to increase the quality and number of residents receiving e-mails by 10%, which is linked to Village Board short-term goal #4.

Objective	Indicator	2010 Actual	2011 Actual	2012 Target
Inputs				
1	Staff hours used to promote and create resident e-mail communication	48	104	104
Outputs				
1	Total number of residents subscribed to Village e-mail communication	1,253	1,472	1,540
Outcomes				
1	Percentage increase of resident e-mail membership	n/a	17.5%	10%
Service Quality				
1	Total number of participants unsubscribed to e-mail communications	40	64	50

Explanatory Information

Objective One: A privately owned company, Constant Contact, is utilized for this service. If membership exceeds 2,500, the price will increase as the Village would then be categorized at a higher service level. On average, 1 to 2 e-mails are sent per week to the distribution list, dependent upon amount of news and events.



CABLE TELEVISION

The Cable Television Coordinator oversees the cable television franchise, an Intern, HETV programming, video production, and most audio/visual functions. The division acts as the liaison with the cable television provider, Comcast; and AT&T's U-Verse video service. The division handles residents' complaints regarding cable television in addition to other video and telecommunications services. Federal and state telecommunications legislation and Federal Communications Commission (FCC) actions that could affect the Village are monitored.

2011 ACCOMPLISHMENTS

- Began televising Board and Standing Committee meetings live on Monday nights with re-runs shown during the week.
- Installed new networked editing systems which will allow both editors to share footage on current projects.
- Expanded high school sports coverage to include football, basketball, wrestling, lacrosse, volleyball and soccer.

2012 SHORT-TERM GOALS & OBJECTIVES

- 1) Continue to learn features of the editing systems.
- 2) Instruct Village employees how to use the bulletin board system so that each department can update its information on a regular basis.
- 3) Continue to archive old Village programs from video tape to DVD to increase storage space and functionality.
- 4) Work with Police Department personnel to increase the functionality of the Department's internal video distribution system.

2012 LONG-TERM GOALS & OBJECTIVES

- 1) Continue to update HETV information in a timely manner.
 - a. Work with other departments to display information of current events and activities.
 - b. Seek ways to make it easier to access and display HETV information.
- 2) Continue to seek additional programming for HETV from both within and outside of the Village.
 - a. Coordinate with other Village staff to identify program opportunities in Hoffman Estates.
 - b. Work with other Village agencies to identify potential sources of programs and talent related to Hoffman Estates.
 - c. Seek outside sources of educational programs of interest to Hoffman Estates residents.
 - d. Look for ways to make this information available beyond the conduit of HETV.
- 3) Maintain a record of cable complaints that can be used to assist Comcast and AT&T in improving their systems or services to the Village.
 - a. Increase resident awareness of cable TV and video system assistance.



CABLE TELEVISION

- b. Collaborate with Comcast and AT&T to resolve cable related problems as they are identified.

ANNUAL EXPENSES BY CLASS

CLASS	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	% Change
Salaries	91,672	92,460	92,790	95,370	3.1%
Employee Benefits	22,069	23,920	23,450	24,810	3.7%
Misc. Employee Expenses	1,156	1,180	880	1,180	0.0%
Commodities	1,213	1,870	1,280	1,870	0.0%
Contractual Services	3,711	7,040	3,840	7,040	0.0%
Capital Outlay	12,109	11,000	7,930	-	N/A
Total	131,930	137,470	130,170	130,270	-5.2%

2012 BUDGET HIGHLIGHTS

Salaries & Wages

The 3.1% rise in salaries is due to an annual wage adjustment.

Employee Benefits

The 3.7% increase is due to the tax impact of the wage adjustment and an increase in health insurance costs.



CABLE TELEVISION

PERFORMANCE MEASURES

Program Being Measured

HETV

Program Area Objectives

1. To continue producing at least 70 local programs in 2012 (not including public meetings).
2. To televise 100% of Village Board and Committee meetings.
3. To respond to and/or resolve 100% of resident inquiries.

Objective	Indicator	2010 Actual	2011 Actual	2012 Target
Inputs				
1	Staff hours used towards HETV programming	1,240	1,334.75	1,206
2	Staff hours used to televise public meetings	65.25	84.25	86.00
3	Staff hours used to address resident inquiries	6.25	8.25	8.00
Outputs				
1	Total number of local programs produced	91	71	70
2	Total number of public meetings televised	29	37	36
3	Total number of resident inquiries received	25	18	20
Efficiency				
1	Staff hours utilized per program	10.33	13.1	14.00
2	Staff hours utilized per televised public meeting	2.25	2.3	2.50
3	Staff minutes utilized to address each inquiry	15	22.3	15
Outcomes				
1	Total number of programs broadcast	120	108	106
2	Percentage of public meetings televised	100% from start date	100%	100%
3	Percentage of resident inquiries responded to and closed	100%	100%	100%





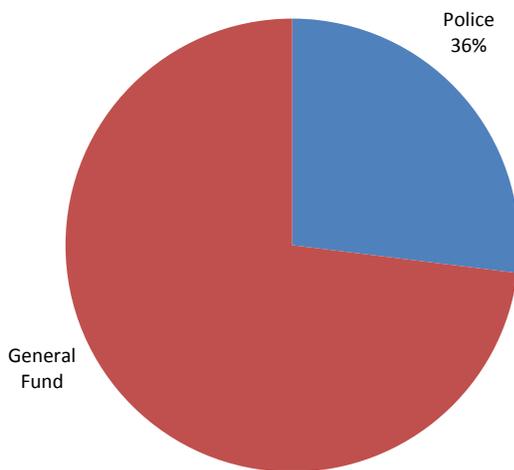
DEPARTMENT DESCRIPTION

The Police Department is divided into fourteen divisions: Police Administration, Juvenile Investigations, Problem Oriented Policing, Tactical, Patrol & Response, Traffic, Investigations, Community Relations, Communications, Canine, Special Services, Records, Administrative Services and Emergency Operations. The mission of the Police Department is to protect and enhance the quality of life for all who live, work and visit our community by delivering the highest quality police services.

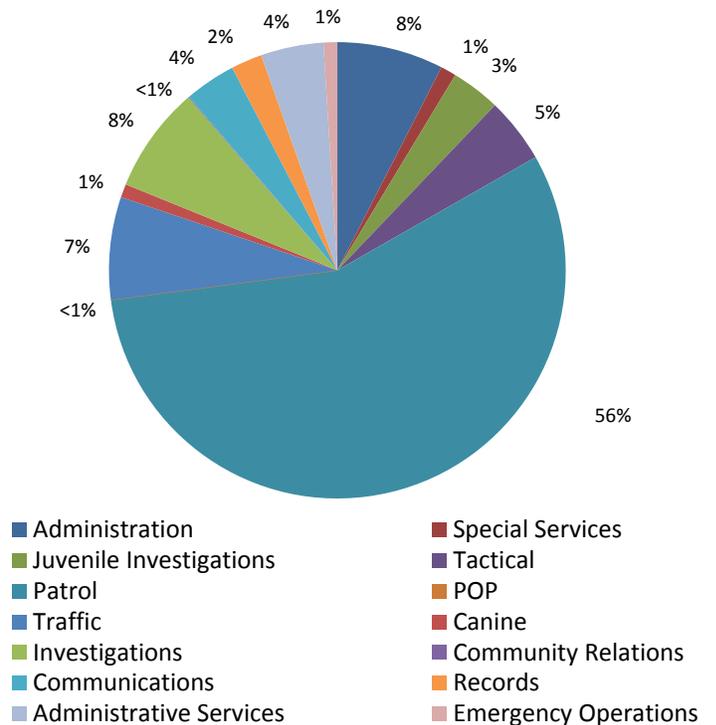
TOTAL OPERATING BUDGET

\$16,524,100

DEPARTMENT EXPENDITURES TO GENERAL FUND EXPENDITURES



ANNUAL EXPENSES BY DIVISION





ANNUAL EXPENSES BY DIVISION

DIVISION	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	% Change
Administration	1,689,432	1,273,580	1,251,860	1,246,420	-2.1%
Juvenile Investigations	666,183	691,030	571,880	574,740	-16.8%
POP	536	1,300	550	550	-57.7%
Tactical	720,223	740,840	757,860	763,010	3.0%
Patrol & Response	8,910,617	9,378,040	9,187,624	9,282,130	-1.0%
Traffic	874,413	907,470	955,070	1,203,360	32.6%
Investigations	1,025,631	1,082,230	1,064,650	1,246,100	15.1%
Community Relations	3,400	10,120	10,160	10,160	0.4%
Communications	550,651	567,100	567,100	601,130	6.0%
Canine	145,325	152,060	152,000	156,370	2.8%
Special Services	136,245	119,710	179,080	182,610	52.5%
Records	356,459	330,490	314,860	364,900	10.4%
Administrative Services	650,772	707,750	684,770	731,960	3.4%
Emergency Operations	214,056	160,250	191,970	160,660	0.3%
Total	15,943,943	16,121,970	15,889,434	16,524,100	2.5%

ANNUAL EXPENSES BY CLASS

CLASS	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	% Change
Salaries	9,505,416	9,502,070	9,226,200	9,720,550	2.3%
Employee Benefits	4,608,262	4,623,530	4,593,024	4,689,170	1.4%
Misc. Employee Expenses	106,348	129,560	123,000	134,050	3.5%
Commodities	66,973	81,000	78,210	77,560	-4.2%
Contractual Services	1,552,752	1,619,340	1,676,500	1,847,630	14.1%
Capital Outlay	104,192	166,470	192,500	55,140	-66.9%
Total	15,943,943	16,121,970	15,889,434	16,524,100	2.5%



POLICE ADMINISTRATION

The Police Administration Division is responsible for the development and implementation of Police Department goals and objectives, budget, research and development and various innovative programs. In addition, Police Administration sets Departmental policy, writes, reviews and updates general orders and ensures annual testing on those orders are conducted for all personnel. They are also responsible for ensuring Department personnel are appropriately trained and adequately equipped for their day-to-day operations. Risk management is also considered a priority for the Police Administration Division.

2011 ACCOMPLISHMENTS

- Researched, coordinated and completed the promotional testing exam for the Lieutenants and Sergeants and an eligibility list was developed.
- Implemented Photo Red Light Enforcement Program, having one intersection fully operational. Police Department staff were trained on all facets of the new equipment and procedures.
- Obtained continued grant funding for traffic and highway safety programs in an amount exceeding \$51,900.
- In coordination with School District 54, the new police facility accommodates the Community Resource Center with before and after school programs, along with student tutoring for at risk neighborhood kids.
- Continued to successfully administer Administrative Adjudication program, allowing the Village to hold hearings for local ordinance violations.
- Organized and implemented a morale committee amongst sworn officers in an effort to encourage communication between administration and staff.
- In collaboration with NEMRT, Northwestern University and the International Association of Chiefs of Police, we continued to bring training courses to our facility and, as host agency, were able to place our officers in the training at no cost.
- Continued to make timely updates to the Police Department's website to reflect seasonal activities and programs, crime alerts and sex offender information.

2012 SHORT-TERM GOALS & OBJECTIVES

- 1) Maintain a high level of leadership, management and administrative support for the Police Department.
 - a. Continue to seek local, state and federal grant funding opportunities. (Linked to Village Board Goal ST-6)
 - b. Continue to work with outside agencies to provide training at our facility as a host agency, which provides us training slots at no cost.
 - c. Maintain a high level of service and commitment to our employees.
 - d. Ensure all sworn employee evaluations are completed within 30 days of anniversary date.
 - e. Continue to update the Police Department's website.



POLICE ADMINISTRATION

- f. Ensure in-service training is conducted, including annual testing of all Red Policy Orders.
 - g. Continue to provide meaningful training opportunities to employees through schools, seminars and conferences. (Linked to Village Board Goal OG-8)
 - h. Ensure all sworn personnel receive a minimum of 40 hours of training each year.
- 2) Continue to promote diversity within the Department.
 - a. Continue recruitment efforts to target minority groups through job fairs, media announcements, Web site information, posters and brochures.
 - 3) Promote security for the Village. (Linked to Village Board Goal ST-5)
 - a. Continue the commitment to the Homeland Security Task Force.
 - b. Continue to pursue grant funding to upgrade technology in the Village. (Linked to Village Board Goal ST-6)
 - 4) Coordinate special projects related to police operations.
 - a. Coordinate police traffic and security services at the Sears Centre.
 - 5) Continue the implementation of Automated Photo Red Light Enforcement Program.
 - a. Work with vendor, IDOT and the Transportation & Engineering Division to finalize program at other designated intersections.
 - b. Implement highly publicized public education campaign.

2012 ON-GOING GOALS & OBJECTIVES

- 1) In cooperation with NWCD, upgrade police department radio system.
- 2) Further develop and continue utilizing the morale committee to foster better communication and understanding.
- 3) In order to reduce costs, while still providing a high level of service to the community, cross-train police department staff in various job functions. (Linked to Village Board Goal OG-8)

ANNUAL EXPENSES BY CLASS

CLASS	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	% Change
Salaries	873,861	562,440	541,080	571,290	1.6%
Employee Benefits	340,825	247,340	247,650	235,320	-4.9%
Misc. Employee Expenses	4,579	4,680	4,680	5,310	13.5%
Commodities	31,059	36,490	35,250	33,840	-7.3%
Contractual Services	435,965	420,210	420,930	396,870	-5.6%
Capital Outlay	3,143	2,420	2,270	3,790	56.6%
Total	1,689,432	1,273,580	1,251,860	1,246,420	-2.1%



POLICE ADMINISTRATION

2012 BUDGET HIGHLIGHTS

Salaries & Wages

The 1.6% increase is a result of annual wage adjustments and current collective bargaining agreements, offset by replacements hired at less than budget.

Employee Benefits

The 4.9% decrease in benefits is due to an employee opting out of the insurance program.

Misc. Employee Expenses

The 13.5% increase is primarily due to higher dues and membership costs.

Commodities

The 7.3% decrease is primarily due to lower administrative towing fees program expenses and photocopy expense.

Contractual Services

The 5.6% decrease is primarily due to a reduction in the IS User Charge, which is an allocation based on Information Systems departmental costs spread to all users.

Capital Outlay

The 56.6% increase is due to the planned purchase of a bar code scanner for the evidence room.



POLICE ADMINISTRATION

PERFORMANCE MEASURES

Program Being Measured

Training/Evaluation Administration

Program Area Objectives

1. Ensure that 100% of sworn officers complete Red Policy Order training/testing annually, to maintain compliance with agency standards and reduce liability.
2. Ensure all employee evaluations (110 evaluations) are complete within 30 days of due date.

Objective	Indicator	2010 Actual	2011 Actual	2012 Target
Inputs				
1	Staff hours utilized in completing 13 general order tests	342	602	950
2	Staff hours used to complete all evaluations from start to finish	285	150	277.5
Outputs				
1	Total number of red policy order tests given	12	12	12
2	Total number of evaluations completed within 30 days	114	60	110
Efficiency				
1	Total staff minutes used per test per each sworn officer	15	15	15
2	Total staff hours used per complete evaluation	2.5	2.5	2.5
Outcomes				
1	Percentage of employees trained in all Red Policy General Orders	100%	80%	100%
2	Percentage of evaluations completed within 30 days of due date	90%	54%	100%

Explanatory Information

Objective 1: Red Policy Orders are written directives issued by authority of the Chief of Police to establish, revise, or direct department organization, policy, guidelines, or procedure, of a topic that is high risk but low frequency in occurrence.

Objective 2: The employee evaluation system for the Police department changed in 2010. Therefore the department is currently undergoing major changes in the evaluation system.



JUVENILE INVESTIGATIONS

The Juvenile Investigations Division investigates all crimes against children, such as physical abuse, sexual abuse, etc. The Division investigates all crimes that involve juvenile offenders and suspects. They render decisions regarding juvenile offenders to include station adjustments, social referral, peer jury or petition to Juvenile Court, and arrange for detention at the Cook County Juvenile Temporary Detention Center. High School Consultants handle the same duties and any incidents occurring on school property. The Division coordinates the Peer jury Program and the Tobacco Enforcement Program and coordinates with other social service agencies concerning juvenile offenders and juveniles or families in crisis. The Division also coordinates meetings with school district officials concerning all issues of school safety.

2011 ACCOMPLISHMENTS

- The Juvenile Division continued to assist three school districts with content, design, and implementation of a uniform emergency plan, otherwise known as a Lockdown plan. This involved meetings with school officials numerous times throughout the year to discuss, review, and make improvements to emergency preparedness. The Division also conducted Lockdown drills at every school in Hoffman Estates.
- Officers in the Division met with every principal at each school in Hoffman Estates to discuss and resolve any school safety issues.
- The Division is assisting Alexian Brothers Behavioral Health Hospital with the content and implementation of a Lockdown plan for the hospital in case of an intruder or other dangerous situation.
- The Juvenile Division drafted a new General Order concerning the police response to an infant abduction that could occur from St. Alexius Medical Center. The first full scale drill was conducted in Spring 2011 by members of the Division along with members of the Patrol Division and St. Alexius Administrators.
- The Juvenile Division supervisor coordinated the Tobacco Enforcement Grant and supervised three tobacco enforcement checks in which plain clothed officers accompanied underage minors in an attempt to purchase tobacco products.
- Continued to successfully administer the long-running Hoffman Estates Peer Jury Program. Peer Jury is a court alternative program which provides consequences and positive outcomes to youthful offenders that would otherwise be screened out of the juvenile court system or have no other consequences.

2012 SHORT-TERM GOALS & OBJECTIVES

- 1) Be proactive in the initiation of criminal investigations involving juvenile offenders.
 - a. Continue to cooperate with the Children's Advocacy Center and the Department of Children and Family Services in joint investigations involving alleged abuse/neglect of children.
 - b. Coordinate cooperation with all school administrators and our school officers to exchange information on juvenile offenders.
 - c. Maintain updated yearbooks identifying information on area juveniles.



JUVENILE INVESTIGATIONS

- d. Promote and encourage officers to make referrals to Safe From the Start, a domestic violence prevention agency serving children ages 0-5 years old.
 - e. Maintain a level of 40 hrs training for all members of the Juvenile Investigations Division.
(Linked to Village Board Goal OG-8)
- 2) Continue the tobacco/alcohol education and enforcement programs.
 - a. Work with the Illinois Liquor Control Commission to administer the “Kids can’t buy ‘em here” Tobacco Enforcement Program.
 - b. Work with all Village liquor license holders to ensure that all sales agents are properly trained to reduce the number of unlawful sales of alcohol to minors.
 - c. Conduct regular checks of liquor establishments to ensure compliance with Village code and to assist with any problems they encounter.
 - 3) Continue to develop alternative strategies to deal with juvenile crime and juvenile offenders.
(Linked to Village Board Goal OG-4)
 - a. Divert juvenile offenders into the Peer Jury Program.
 - b. Divert juvenile offenders into the Family Options Program at Alexian Brothers Behavioral Health Hospital.
 - c. Continue to cooperate with community service agencies to better handle the dispositions involving non-violent juvenile offenders.
 - 4) Meet regularly with other juvenile officers, courts and the community to exchange information.
 - a. Continue to participate in the Northwest Suburban Juvenile Officers Association.
 - b. Make presentations to community groups regarding juvenile crime and its seriousness.
 - c. Maintain relationships with the Bridge Youth and Family Services to better serve runaway and locked out youth.
 - 5.) Determine and monitor the status of any registered juvenile sex offenders attending school in Hoffman Estates.
 - a. Actively monitor criminal investigations involving juveniles committing sex offenses that may result in sex offender registration.
 - b. Conduct quarterly verification checks of active juvenile sex offenders.

2012 ON-GOING GOALS & OBJECTIVES

- 1) Continue to meet with and assist schools within the Village with their disaster planning and drills.
(Linked to Village Board Goal ST-5)
 - a. Assist in the implementation and evaluation of at least one disaster drill at each school each year.
 - b. Practice and refine the new uniform emergency plan for School Districts 211 and 54.



JUVENILE INVESTIGATIONS

ANNUAL EXPENSES BY CLASS

CLASS	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	% Change
Salaries	421,198	439,540	322,440	348,220	-20.8%
Employee Benefits	216,929	222,080	220,090	203,310	-8.5%
Misc. Employee Expenses	3,750	3,830	3,830	3,080	-19.6%
Commodities	2,646	2,800	2,740	2,800	0.0%
Contractual Services	21,660	22,780	22,780	17,330	-23.9%
Total	666,183	691,030	571,880	574,740	-16.8%

2012 BUDGET HIGHLIGHTS

Salaries & Wages

The \$91,320 decrease is primarily due to a reduction of one FTE in 2012.

Employee benefits

The 8.5% decrease is primarily due to a reduction of one FTE in 2012.

Misc. Employee Expenses

The 19.6% decrease, \$750, is a reduction in the number of uniforms required.

Contractual Services

The 23.9% decrease is due a reduction in liability insurance and worker's compensation expense, which is allocated based on FTE's.



JUVENILE INVESTIGATIONS

PERFORMANCE MEASURES

Program Being Measured
Peer Jury Program

Program Area Objectives

1. Maintain the rate of recidivism for juveniles referred to the Peer Jury Program of 10% or less.
2. Increase the number of referrals into the Peer Jury Program by 10%.

Objective	Indicator	2010 Actual	2011 Actual	2012 Target
Inputs				
1	Staff hours used to administer the Peer Jury Program	294	141.6	224
Outputs				
2	Total number of peer jury referrals made by staff	21	14	16
Efficiency				
1	Total staff hours used to complete one referral from beginning to end	14	10.1	14
Outcomes				
1	Percentage of repeat offenders*	n/a	7%	0%
1	Total rate of change in recidivism*	n/a	n/a	n/a

Explanatory Information

*The Juvenile Investigations Division will begin a baseline for this objective with year-end data from 2011.



PROBLEM ORIENTED POLICING

Members of the Problem Oriented Policing (POP) Division were reassigned to the Patrol Division to supplement staffing needs due to cost reduction measures for the 2010 budget and continued in 2011. Currently one uniformed Patrol Officer serves as our POP Officer. He continues to concentrate on specific, recurring problems in a proactive manner with a goal of devising unique methods in which to resolve these problems. This Officer also conducts numerous community relations functions, including but not limited to the management of the Community Resource Center, the Neighborhood Watch Program, the Gun Lock program and Safety Town. He also conducts bicycle registration campaigns, assists with the Citizen's Police Academy, the alcohol liquor servers training program (operation straight id), the car seat installation program and is instrumental in the planning and coordinating of National Night Out.

2011 ACCOMPLISHMENTS

- Responded to and resolved recurring and special neighborhood problems through close personal interaction with the residents. Typical issues were barking dogs, coyotes, skunks, loud music, parking complaints, residential property line disputes and other noise complaints.
- Improved the level of safety to citizens and their property by coordinating the Crime Hazard Alert Program, developing a burglary prevention brochure for area businesses and conducting community presentations to area banks.
- Promoted the concepts of community policing throughout the Village by maintaining the number of Neighborhood Watch Programs and conducting programs at the Community Resource Center. He attended events such as the Party in the Park, Business Under the Big Top, Touch a Truck and the summer concert events.
- Continued to conduct the Gun Lock Giveaway Program, personal property engraving program, bike registration, citizen fingerprinting and residential home inspections.
- Aided with 4th of July and Tartan Day Parade activities.
- Assisted with various traffic safety programs, contributed articles to the Citizen Newsletter, and taught sessions of the Citizen Police Academy.
- Coordinated National Night Out 2011.
- Attended a conference converting the Neighborhood Watch Program to America On Watch.
- Attended several area business safety day events.

2012 SHORT-TERM GOALS & OBJECTIVES

- 1) Improve the level of safety to citizens and their property. (Linked to Village Board Goal OG-4)
 - a. Continue the Crime Hazard Alert Program with special attention to residential and commercial areas of the Village to enhance awareness of potential crime risks.
 - b. Conduct community presentations to residents on ID theft, internet crimes, solicitors and scams, etc.



PROBLEM ORIENTED POLICING

- c. Promote residential security through public service announcements and articles in the Village newsletter.
 - d. Assist local businesses and residents in the use of Crime Prevention Through Environmental Design.
 - e. Conduct regular vicious dog inspections to ensure compliance with the Village Ordinance and provide education to the animal owners.
 - f. Conduct Liquor Server training classes to ensure the safety of patrons and the community from the dangers of over serving and to curtail underage drinking by recognizing fake identification.
- 2) Promote the concept of Community Policing throughout the Village.
- a. Conduct regular meetings with apartment complexes, homeowners associations and multi-family dwelling units.
 - b. Work to recruit new members into the America On Watch Program.
 - c. Expand National Night Out activities for 2012.
 - d. Continue to attend neighborhood block parties and other local community events.
 - e. Promote and give presentations to the Citizen Police Academy.
 - f. Promote positive interaction with citizens through the use of bike patrol, foot patrol and squad patrol through residential and business areas.
- 3) Continue to promote highway safety.
- a. Participate in and promote the Department’s Highway Safety Programs through speaking engagements and assisting parents with installation of child safety seats.
 - b. Assist the Traffic Division with special traffic safety efforts during Child Passenger Safety Week, Buckle-Up America Week, Click It or Ticket campaigns, Red Light Running Program and National Drunk & Drugged Driving Prevention Month.
 - c. Promote safety belt use in an effort to achieve over 93% use within the Village.

2012 LONG-TERM GOALS & OBJECTIVES

- 1) Expand efforts to promote positive police-citizen relations.
 - a. Expand efforts of the Citizen Police Academy and support Academy Alumni efforts.

ANNUAL EXPENSES BY CLASS

CLASS	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	% Change
Salaries	-	-	-	-	N/A
Employee Benefits	-	-	-	-	N/A
Misc. Employee Expenses	-	750	-	-	N/A
Commodities	-	-	-	-	N/A
Contractual Services	536	550	550	550	0.0%
Total	536	1,300	550	550	-57.7%



PROBLEM ORIENTED POLICING

2012 BUDGET HIGHLIGHTS

It should be noted that all personnel expenses for this Division are reflected in the Patrol Division. The functions of this Division are performed by a Patrol Officer.



TACTICAL

The Tactical Division's role is to identify and target problem areas within the Village and direct activities to eliminate these problems. The primary focus is "Zero Tolerance" on criminal gang activity and suppression of these activities. The Division also develops and exchanges criminal intelligence with other Divisions and external agencies. It supplements other units and Divisions within the Police Department with additional labor as needed.

2011 ACCOMPLISHMENTS

- The Tactical Division continues to maintain a zero tolerance policy towards gang activity.
 - Members took part in monthly gang intelligence meetings held throughout the area.
 - The Tactical Division has maintained relationships with the surrounding town's tactical units participating in joint gang investigations that lead to various arrest situations and search warrants in all towns.
 - The in-house electronic gang file continues to be updated and utilized.
 - High priority was placed in attending training regarding recent trends of local drug and gang activity.
- Records of parolee information continued to be updated.
- The Tactical Division continues to identify and monitor residences as being a Public Nuisance.
 - The Tactical Division implemented their goal of tracking public nuisance complaints by utilizing a custom created database to track each separate occurrence based on the type of public nuisance complaint at each residence. Follow up letters are sent to each residence after three complaints at the same residence to begin the abatement process if appropriate.
 - A list including all public nuisance residences was posted for all patrol divisions awareness.
 - The Tactical Sergeant, along with one Tactical Officer, attended training to become a certified Criminal Housing Officer.
- All Tactical Officers were certified as Juvenile Officers to assist with juvenile crimes.

2012 SHORT-TERM GOALS & OBJECTIVES

- 1) Improve the level of safety to citizens and their property. (Linked to Village Board Goal OG-4)
 - a. Monitor drug activity through aggressive enforcement, including the use of informants, asset seizure and follow-up investigations on reported drug violations.
 - b. Maintain citizen contacts through the use of bike and foot patrols in multi-family and problem areas.
 - c. Each Member of the Tactical Division will receive at least 40 hrs of training, with an emphasis on Gang and Drug strategies. (Linked to Village Board Goal OG-8).
- 2) Maintain a zero tolerance toward criminal gang activity. (Linked to Village Board Goal OG-4)



TACTICAL

- a. Increase patrol activities directed toward identification of known and suspected gang members.
 - b. Maintain and update gang intelligence information and share this information with the rest of the Police Department as well as our surrounding communities.
 - c. Continue working with the Investigations, POP and Patrol Divisions to provide a coordinated approach to gang suppression.
 - d. Attend gang intelligence meetings and continue to share information with our surrounding communities on suspected gang members.
- 3) Continue to identify and monitor residences within the Village in violation of the Public Nuisance Ordinance and Criminal Housing violations and enforce where appropriate.
- a. Utilize new database for tracking and documenting incidents at each known residence.
 - b. Assign extra patrol and watch details in problem areas to reduce the likelihood of problems developing.

2012 LONG-TERM GOALS & OBJECTIVES

- 1) Continue to monitor and develop strategies to deal with drug and gang problems within the Village. (Linked to Village Board Goal OG-4)
 - a. Monitor the evolving gang and drug problems and develop action plans to address these problems.
 - b. Share information in gang file with other Divisions in this department and other local agencies and continue to regularly attend gang intelligence meetings.
- 2) Implement an intervention program with the schools and residents of Hoffman Estates in regards to an early warning program to identify gang and narcotics related activities with juveniles.



TACTICAL

ANNUAL EXPENSES BY CLASS

CLASS	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	% Change
Salaries	459,862	473,850	491,390	493,090	4.1%
Employee Benefits	232,581	237,850	237,330	241,530	1.5%
Misc. Employee Expenses	4,500	4,500	4,500	4,500	0.0%
Commodities	-	150	150	150	0.0%
Contractual Services	23,280	24,490	24,490	23,740	-3.1%
Total	720,223	740,840	757,860	763,010	3.0%

2012 BUDGET HIGHLIGHTS

Salaries & Wages

The 4.1% increase is related to our current collective bargaining agreements with MAP 96 and MAP 97.

Contractual Services

The 3.1% decrease is due to a minor reduction liability and worker's compensation expenses.



TACTICAL

PERFORMANCE MEASURES

Program Being Measured

Tactical Unit Activities

Program Area Objectives

1. Increase current gang contacts by 5%.

Objective	Indicator	2010 Actual	2011 Actual	2012 Target
Inputs				
1	Staff hours spent on gang contacts	580	642	608
Outputs				
1	Total number of gang contacts	290	203	213
Efficiency				
1	Staff hours per gang contact	2	3.2	2.9
Outcomes				
1	Percentage increase in gang contacts	n/a	n/a	5%

Explanatory Information

The Tactical Unit continues to work under minimal manpower and will have to fill in during times of short patrol staffing. During 2011 the Tactical Officers covered 76 patrol shifts.



PATROL & RESPONSE

The primary objective of the Patrol & Response Division is to respond to calls for service by the public. As first responders, patrol officers have the responsibility to take immediate control of any situation with the goal of preserving life and property. They complete written reports of incidents to which they are assigned and request additional resources as needed. When not assigned to calls for service, patrol officers patrol their beats and conduct traffic law enforcement and crime prevention measures.

At the start of each watch, patrol officers are briefed at roll call on recent incidents that may require additional attention. Specific areas are targeted for extra patrols and officers are encouraged to use their training and experience to resolve problems with community interaction. This type of interaction between the police and community members helps to reduce repeated traffic related problems and criminal activities in various locations while building long term relationships between members of our Police Department and our residents.

2011 ACCOMPLISHMENTS

- This year through May 31th the Patrol Division initiated 8,111 citations, making 7,712 traffic stops.
- During this same time period Patrol Officers responded to approximately 8,513 calls for service.
- They also assisted in public relations and crime prevention efforts by writing 1,884 crime hazard alerts.

2012 SHORT-TERM GOALS & OBJECTIVES

- 1) Provide the highest level of safety to citizens and property through proactive crime prevention measures and strong traffic enforcement initiatives. (Linked to Village Board Goals OG-4)
 - a. Use directed assignments including bicycle, foot and unmarked patrols to provide greater police presence in problem areas.
 - b. Meet with multi-family housing managers and neighborhood watch groups to identify problem areas and develop action plans to address repeat problems.
 - c. Meet with business owners, contractors and developers to assess security needs and develop a plan to reduce loss due to theft and vandalism.
 - d. Conduct traffic enforcement activities aimed at reducing crashes, improving compliance with occupant restraint laws and conduct aggressive DUI enforcement in an effort to make the Village streets and highways safe for Village residents.
- 2) Continue efforts to promote Police Department community relations with Village residents and other partners in the community by reaching out to schools, churches and businesses.
 - a. Improve customer service by addressing citizen complaints in a timely manner and by using citizen call back initiatives to evaluate police response to calls for service.
 - b. Promote better relations with Village residents by attending block parties, community events, group meetings and other social events.
 - c. Ensure officers meet with the various business owners in their respective beats in an effort to identify issues with which the Police Department can assist them.



PATROL & RESPONSE

- 3) Maintain a high level of training and continue to identify areas of potential liability to the Village in an effort to reduce that liability and improve the overall safety of the workplace.
 - a. Enhance career development opportunities for officers through training programs and temporary assignments in other divisions aimed at increasing officer knowledge and experience in related police services. (Linked to Village Board Goals OG-8)
 - b. Keep officers updated on new court decisions and law changes and amend Police Department policies and procedures as needed.
 - c. Review the Department's Evidence Technician and Use of Force Programs to assure the latest technology and training is evaluated for possible use.
 - d. Ensure that all members of the Police Department are trained at the appropriate level of ICS training to ensure NIMS compliance.
 - e. Maintain a safe work environment by stressing officer safety techniques and placing an emphasis on risk management at all levels within the Police Department.
 - f. Notify the Village Risk Manager in a timely manner in all instances where exposure to liability is a concern.

2012 ON-GOING GOALS & OBJECTIVES

- 1) Plan for continuing development and implementation of procedures to keep staffing and response efforts at an acceptable level.
 - a. Monitor proposed developments and their possible effect on day-to-day operations.
 - b. Submit staffing proposals based on changes to response times created by new developments.
- 2) Continue to track vehicle idle time with an overall goal of decreasing vehicle idling time within the Patrol Division by 40%.

ANNUAL EXPENSES BY CLASS

CLASS	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	% Change
Salaries	5,591,956	5,799,370	5,656,470	5,818,560	0.3%
Employee Benefits	2,862,125	2,922,460	2,912,544	2,921,650	0.0%
Misc. Employee Expenses	67,680	82,440	78,790	82,440	0.0%
Commodities	26,492	26,960	25,370	26,170	-2.9%
Contractual Services	334,707	383,110	378,370	382,460	-0.2%
Capital Outlay	27,657	163,700	136,080	50,850	-68.9%
Total	8,910,617	9,378,040	9,187,624	9,282,130	-1.0%

2012 BUDGET HIGHLIGHTS

Capital Outlay

This decrease is due to the purchase of police squad cars being moved to the Asset Seizure Fund in 2012.



PATROL & RESPONSE

PERFORMANCE MEASURES

Program Being Measured
Crime Prevention

Program Area Objectives

1. To increase participation in the neighborhood watch program by recruiting citizen police academy alumni and conducting quarterly meetings, which is directly linked to Village Board short-term goal #5.

Objective	Indicator	2010 Actual	2011 Actual	2012 Target
Inputs				
1	Staff hours used to increase participation	n/a	149	156
Outputs				
1	Total number of neighborhood watch meetings conducted	2	2	4
1	Total number of neighborhood events attended by staff	10	35	37
1	CPA Alumni in the program	3	3	4
Efficiency				
1	Total staff hours used per meeting	4	4.5	2-4
1	Total staff hours used per event attended	4-6	5.6	4-6
Outcomes				
1	Number of residents educated in the program	150	431	450
1	Number of communities participating the program	10	10	11

Explanatory Information

The above numbers are estimated derived from the officers involved in the program.



PATROL & RESPONSE

PERFORMANCE MEASURES

Program Being Measured

Directed Patrols

Program Area Objectives

1. Reduce the overall number of calls for service at Hoffman Estates High School and Conant High School, including their surrounding areas during and after egress (2-4pm) by five percent through the used of directed patrols, which is directly linked to Village Board on-going goal #4.

Objective	Indicator	2010 Actual	2011 Actual	2012 Target
Inputs				
1	Staff hours used in reducing calls to the Village high schools and their surrounding areas	195	104	110
Outputs				
1	Total number of directed patrols conducted in the affected areas	390	316	330
1	Total number of officer initiated activities	20	44	50
1	Total number of calls for emergency services	86	56	50
Efficiency				
1	Total staff minutes used per directed patrol	30	20	20
Outcomes				
1	Percentage of reduced calls for service	5%	5%	4%

Explanatory Information

Various external factors, beyond the control of local law enforcement may adversely affect the objectives of the program and should be considered when evaluating effectiveness.



TRAFFIC

The Traffic Division coordinates all traffic safety related programs for the Police Department, which includes enforcement, education and the removal of abandoned autos. This Division also coordinates special events including numerous 5K runs. Officers are on call 24 hours a day for serious personal injury and fatality crashes.

Traffic's programs include child passenger safety, Operation Click, impaired driving enforcement, speed related violations, safety belt and child seat use, overweight truck permits and enforcement. Special efforts are coordinated during Child Passenger Safety Week, Buckle Up America Week, Click It or Ticket campaigns, You Drink-You Drive-You Lose, and National Drunk and Drugged Driving Prevention Month.

Another function of this Division is to coordinate the 4th of July activities including traffic control, carnival grounds patrol, traffic direction for the Arts & Crafts Fair, finance security and fireworks traffic direction.

Traffic also coordinates the use of the Police Department's resources regarding traffic related extra patrol requests. Additionally, they work on special traffic projects with Engineering/Transportation and the Public Works department, which include tracking the worst crash locations and traffic flow concerns. Further, they are responsible for the Village taxi and limousine licensing, chauffer licenses and red light camera reviews.

2011 ACCOMPLISHMENTS

- Conducted numerous Seat Belt Enforcement Zones. During Child Passenger Safety Week, distributed educational flyers to schools and daycare facilities. Over 100 child seats were inspected and installed by the Police Department.
- Coordinated and provided oversight to the Operation Click program at Conant and Hoffman Estates High Schools. Operation Click promotes teen safe driving through positive reinforcement. Each school has a club that operates the program by raising awareness of good driving habits by requesting student to sign a contract pledging to be a safe driver and make good driving decisions. At the end of the school year, if the high school has a seat belt usage rate at or above 90%, one student contract will be drawn for the grand prize which is a new car.
- The Traffic Division had two officers trained and working temporarily with the Kane County Auto Theft Task Force (K-CAT). K-CAT has been concentrating on stolen automobiles that have been "cloned" by replacing the real VIN number on the stolen vehicle with a VIN number from a different vehicle.

2012 SHORT-TERM GOALS & OBJECTIVES

- 1) Address traffic safety education throughout the Village. (Linked to Village Board Goal OG-4)
 - a. Coordinate all aspects of the new Automated Photo Red Light Enforcement Program.
 - b. Direct the Occupant Restraint Education Program with special emphasis during Child Passenger Safety Week, Click It or Ticket campaigns, Buckle Up America Week and holiday periods.
 - c. Administer the Child Seat Program to help educate parents on proper installation.
 - d. Establish press releases throughout the year regarding traffic safety issues.



TRAFFIC

- e. Continue to expand the Drive Thru Buckle Up Program by enlisting more businesses to post buckle up signs at the exits of their parking lots.
- 2) Coordinate traffic enforcement activities throughout the Village. (Linked to Village Board Goal OG-4)
- a. Conduct safety belt enforcement zones aimed at increasing safety belt compliance.
 - b. Coordinate all extra patrol requests for traffic enforcement.
 - c. Coordinate and maintain all records pertaining to TARGET details.
 - d. Manage speed enforcement in problem areas and high crash areas throughout the Village.
 - e. Continue to make impaired driving, speeding, and safety belt violations a priority by aggressively enforcing these violations throughout the Village.
 - f. Continue enforcement of overweight and over-dimension trucks throughout the Village. Coordinate these efforts with State Police scale unit.
 - g. Direct special enforcement efforts in roadway construction zones.
- 3) Address “quality of life” issues throughout the Village as they relate to traffic problems.
- a. Continue to determine those areas in the Village where repeat citizen complaints are received regarding traffic related issues. Attempt to solve these problems through education, enforcement and traffic engineering.

ANNUAL EXPENSES BY CLASS

CLASS	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	% Change
Salaries	602,994	630,550	628,970	684,220	8.5%
Employee Benefits	242,746	247,700	243,470	273,950	10.6%
Misc. Employee Expenses	4,620	4,250	4,980	5,000	17.6%
Commodities	350	480	480	480	0.0%
Contractual Services	23,280	24,490	77,170	239,210	876.8%
Capital Outlay	423	-	-	500	N/A
Total	874,413	907,470	955,070	1,203,360	32.6%

2012 BUDGET HIGHLIGHTS

Salaries & Wages

The 8.5% increase is primarily due to the transfer of one FTE in 2012 from Patrol.

Employee Benefits

The 10.6% increase is primarily due to the transfer of one FTE in 2012 from Patrol.

Contractual Services

This increase is due to a full year cost of the red light camera program administration.



TRAFFIC

PERFORMANCE MEASURES

Program Being Measured

Traffic Enforcement

Program Area Objectives

1. Increase truck safety and overweight enforcement program from 300 staff hours to 400 hours in order to help improve the safety of Village residents.
2. Conduct seat belt enforcement to increase seat belt use from a current 93% to 94%, towards a target goal of 100%.
3. Conduct extra traffic patrols and enforcement zones to target speed, seat belt, and stop sign violations in areas of high volume violations, high volume crash areas and high volume citizen complaint areas.

Objective	Indicator	2010 Actual	2011 Actual	2012 Target
Inputs				
1	Staff hours utilized in the truck safety and overweight enforcement program	300	369	400
2	Staff hours utilized in distributing seatbelt violations	150	86.5	125
3	Staff hours utilized in extra patrols	60.5	154.5	130
Outputs				
1	Total number of overweight investigations conducted	600	736	650
2	Total number of seat belt citations	950	519	750
3	Total number of extra patrols assigned	17	92	50
Efficiency				
1	Total staff minutes used per investigation	30	30	30
2	Total staff minutes used per seat belt citation given	9.5	10	10
3	Total staff hours utilized per extra patrol assigned	4.03	1.6	3
Outcomes				
1	Percentage of investigations resulting in a citation	16.6%	15%	15%
2	Percentage of seat belt use	93%	94%	94%
3	Total number of citations given during special patrols	153	450	500



TRAFFIC

PERFORMANCE MEASURES

Program Being Measured

Traffic Safety Enforcement

Program Area Objectives

1. Reduce the number of personal injury and property damage crashes throughout the Village through the use of T.A.R.G.E.T. selective traffic enforcement details focusing on DUI, speed limit and occupant restraint violators, which is directly linked to Village Board ongoing goal #4.

Objective	Indicator	2010 Actual	2011 Actual	2012 Target
Inputs				
1	Staff hours used to implement the T.A.R.G.E.T. program	150	300	250
1	Cost to implement the T.A.R.G.E.T. program	\$6,159	\$14,227	\$12,330
Outputs				
1	Total number of TARGETs conducted	12	88	75
1	Total number of citizens educated through the use of the T.A.R.G.E.T. program	120	431	400
Efficiency				
1	Total staff hours used per citizen educated	1.25	.7	.625
1	Total cost per citizen educated	\$51.33	\$33.01	\$30.82

Explanatory Information

Various external factors, such as adverse weather conditions, roadway construction, and the reliance of outside agencies to maintain roadways, traffic control signals, and signage can have a negative effect on the officer’s ability to effectively manage the number of crashes on highways.



INVESTIGATIONS

The Investigations Division thoroughly investigates all assigned cases to ensure the timely arrest of offenders. The Division locates and questions complainants, witnesses and suspects. It keeps complete reports and updates files on each case, maintains sources of information, gathers and processes evidence, serves arrest and search warrants and conducts background investigations. The Division also conducts liquor license inspections, makes presentations to community groups, assists prosecuting attorneys in the preparation of court cases, and enforces all laws and ordinances within the Village.

2011 ACCOMPLISHMENTS

- By utilizing the local media, an investigative lead was generated on the Hoffman Estates Police Department Tip Line that identified the offender of a felony retail theft from a local pet store. The stolen puppy, valued at approximately \$1700 was recovered and felony charges were filed against the offender.
- Investigators successfully tracked the offender of a parental abduction via cell phone records and flight manifests to a location in Mexico. The case was turned over to the FBI which is currently working with the Mexican authorities in an attempt to return the child to the custodial parent.
- Investigators made presentations to students of the Criminal Justice Program at Westwood College. Topics of these presentations included Juvenile Law, Juvenile Peer Jury Program, Criminal Law, Arrest Procedures, Law Enforcement as a career and historical information of the Hoffman Estates Police Department. The presentations were well received and should prove to be valuable as a recruitment measure.
- Achieved a 73% clearance rate of cases assigned.
- Investigators continue to meet with local establishments holding liquor licenses in an effort to ensure they are in compliance with Village Ordinance.
- Recovered property relating to assigned cases totaling \$128,855.

2012 SHORT-TERM GOALS & OBJECTIVES

- 1) Improve the level of safety to citizens and their property. (Linked to Village Board Goal OG-4)
 - a. Be proactive in the initiation of criminal investigations.
 - b. Identify crime trends and coordinate directed enforcement efforts to reduce crime.
 - c. Ensure that all investigations personnel receive at least 40 hrs of training. (Linked to Village Board Goal OG-8)
- 2) Continue implementation of the Predator Program.
 - a. Identify and enforce internet crimes against children.
 - b. Work closely with the Cook County Task Force with internet crimes against children.



INVESTIGATIONS

- 3) Continue to ensure that all sex offenders currently residing in the Village are in compliance with the law. (Linked to Village Board Goal OG-4)
 - a. Assign one investigator to monitor the Village’s registered sex offenders.
 - b. Attend all organized meetings and training concerning sex offender registration updates and law changes.
 - c. Publish a list of all registered sex offenders quarterly and/or as it changes and distribute to the department members through their supervisors.
 - d. Conduct quarterly face to face contacts with all registered sex offenders within the Village.

- 4) Continue to meet regularly with local, county, state and federal law enforcement officials to share information related to criminal and homeland security matters.
 - a. Continue attending monthly Anti-Terrorism Advisory Council meetings and quarterly Joint Terrorism Task Force meetings.

ANNUAL EXPENSES BY CLASS

CLASS	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	% Change
Salaries	657,344	696,870	681,030	831,180	19.3%
Employee Benefits	316,835	324,880	324,640	352,440	8.5%
Misc. Employee Expenses	8,250	9,650	9,650	9,650	0.0%
Commodities	1,484	1,100	1,200	1,100	0.0%
Contractual Services	41,718	49,630	48,130	51,730	4.2%
Capital Outlay	-	100	-	-	N/A
Total	1,025,631	1,082,230	1,064,650	1,246,100	15.1%

2012 BUDGET HIGHLIGHTS

Salaries & Wages

The 19.3% increase is primarily due to an additional FTE in 2012, due to an internal reallocation of resources, and the current collective bargaining agreement with MAP 96.

Employee benefits

The 8.5% increase is primarily due to an additional FTE in 2012.

Contractual Services

The increase is due to higher workers compensation and liability insurance costs, which are allocated based on FTE’s, offset by a reduction in equipment rental.



INVESTIGATIONS

PERFORMANCE MEASURES

Program Being Measured
 Detectives

Program Area Objectives

1. To achieve the detectives case clearance of 76% or greater for all cases assigned.

Objective	Indicator	2010 Actual	2011 Actual	2012 Target
Inputs				
1	Staff hours used on assigned cases that result in clearance	5,625	5,935	5,625
Outputs				
1	Total number of call back cases	305	441	401
1	Total number of cases assigned	948	892	750
Efficiency				
1	Average number of hours spent on call back cases per detective	30	36.75	33.4
1	Average number of hours spent on assigned cases per detective	1,095	989	937
Outcomes				
1	Percentage of cases cleared	75%	68%	76%

Explanatory Information

The Investigations Division collects and reports performance data based upon the calendar year, therefore cases cleared in subsequent years to when they were originally assigned are not measured. Currently, the Investigations Division is operating one investigator short of full-staff and the Juvenile Investigator is being assigned cases. The 2012 target for cases assigned was calculated by averaging the past three years.



COMMUNITY RELATIONS

The two members of the Community Relations Division were reassigned to the Patrol Division to supplement staffing needs as a cost saving strategy put in place for the 2010 budget. Due to a retirement and to continue assisting with staffing needs of patrol in 2011, one uniformed patrol officer continues to coordinate and conduct public education programs such as D.A.R.E., Personal Safety, Breakfast Club at John Muir School, and school public safety classes for this division. This officer also coordinates and conducts crime prevention programs and security seminars for Village residents and businesses, including events for the elderly at Devonshire and Brighton Gardens in conjunction with the Problem Oriented Policing officers. The officer is also the advisor/coordinator of the Hoffman Estates Police Explorer Post. Further, this officer teaches public safety classes for over 1,600 students and is responsible for a portion of the Bicycle Patrol Program during the summer months. Additionally, the officer conducts fingerprinting for employment, background checks, station tours, and administrates public safety programs at Park District Safety Town, Day Care Centers and School Career Days.

2011 ACCOMPLISHMENTS

- Taught over 600 5th and 6th grade students about the dangers of drugs and alcohol use and how to make good choices in the DARE program.
- Conducted safety awareness training to pre-school through 5th grade children in the stranger danger, personal safety, 911 emergency and bicycle safety classes, as well as in their participation in the safety town events.
- Coordinated Special Olympics fundraising events at local businesses and the Law Enforcement Torch Run.
- Organized police station tours for various groups.
- Held a summer Junior Police Academy class for one week.
- Increased enrollment in the Police Explorer Post by 3 new members.
- The Hoffman Estates Explorer Post received First Place in live fire and Second Place in the obstacle course out of 65 posts during a State competition.

2012 SHORT-TERM GOALS & OBJECTIVES

- 1) Promote positive police-citizen relations.
 - a. Continue to advise and coordinate the Police Explorer Post.
 - b. Increase public contact through a Junior Police Academy
 - c. Continue to provide DARE classes to 5th and 6th grade students.
- 2) Continue to advocate safety awareness to citizens.
 - a. Support personal safety and crime prevention through community presentations, seminars, speaking engagements, etc.
 - b. Continue to conduct public safety classes at area preschools.



COMMUNITY RELATIONS

2012 SHORT-TERM GOALS & OBJECTIVES (cont.)

- 3) Continue to endorse highway safety throughout the Village.
 - a. Assist in the Police Department’s Highway Safety Programs with special efforts during Child Passenger Safety Week, Buckle-Up America Week, Click It or Ticket campaigns, red light campaigns and holiday periods.
 - b. Enhance child passenger safety by providing education to parents through one-on-one contact via the fitting station concept.
 - c. Improve bicycle safety through the bike helmet giveaway program and by providing bike safety kits to those in need.

2012 ON-GOING GOALS & OBJECTIVES

- 1) Continue efforts to promote positive police-citizen relations.
 - a. Further develop the Police Explorer Program.
 - b. Expand and enhance the Junior Police Academy Camp.

ANNUAL EXPENSES BY CLASS

CLASS	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	% Change
Salaries	-	300	300	300	0.0%
Employee Benefits	-	-	-	-	N/A
Misc. Employee Expenses	160	1,620	1,660	1,660	2.5%
Commodities	3,240	7,400	7,400	7,400	0.0%
Contractual Services	-	800	800	800	0.0%
Total	3,400	10,120	10,160	10,160	0.4%

2012 BUDGET HIGHLIGHTS

Miscellaneous Employee Expenses

This increase is due to the cost of dues and memberships.



COMMUNICATIONS

The Communications Division represents the annual assessment from Northwest Central Dispatch Inc. (NWCD) for police and fire dispatch services. NWCD is a private agency contracted by the Village to provide all police and fire emergency and non-emergency dispatching services. This agency, headquartered in Arlington Heights, provides this service for a total of nine local communities (Hoffman Estates, Arlington Heights, Rolling Meadows, Buffalo Grove, Mount Prospect, Prospect Heights, Schaumburg, Palatine and Streamwood). NWCD processes over a quarter of a million 9-1-1 calls each year. The annual assessment is partially based on calls for service to each community.

ANNUAL EXPENSES BY CLASS

CLASS	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	% Change
Contractual Services	550,651	567,100	567,100	601,130	6.0%
Total	550,651	567,100	567,100	601,130	6.0%

2012 BUDGET HIGHLIGHTS

Contractual Services

The \$34,030 increase is a result of an increase in the NWCD assessment.



CANINE

The Canine Division currently has one canine unit consisting of one officer and one canine partner. Due to budget restraints, the second canine unit is deferred for a future fiscal year. The Canine Division is a visible element of our community policing program. The canine program has a long time standing of success, noted for our training of not only our canine but the canines of many surrounding departments. Our first canine “Bo” was recognized for his past service by having a dog run at Willow Recreation Center named after him. “Bo’s Run” will serve as a place for dogs in the community to exercise and train.

The maintenance training of the canine team is a priority to ensure they are ready for all required tasks. The canine team is involved with the training aspect of the Canine Program and continues to increase instructor certifications to ensure quality training. The canine team provides various services throughout the community and avails itself to surrounding communities when needed. The canine team is a focal point at various community events such as block parties, open houses and D.A.R.E. graduations.

2011 ACCOMPLISHMENTS

- Maintained certifications in order to provide training for the Village and other surrounding communities.
- Participated in or attended many community events proving to be a valuable asset to the Police Department’s public relations effort.
- Conducted searches for people, articles and drugs for the Police Department and numerous bordering agencies.
- Participated with District 211 in school searches for narcotics.

2012 SHORT-TERM GOALS & OBJECTIVES

- 1) Maintain resourceful levels of training. (Linked to Village Goal OG-8)
 - a. Host refresher training courses related to tracking lost or wanted individuals for our canine as well as other police departments.
 - b. Acquire training on apprehension and recall.
 - c. Maintain a level of 120 hrs training with at least 50% of that being canine specific training for the Canine Division.
- 2) Continue to use the Canine Division as a positive public relations tool and provide public safety services.
 - a. Participate in programs that increase outreach to culturally diverse residents.
 - b. Attend the Village’s cultural diversity celebration, as well as DARE graduations and school open houses.
 - c. Attend block parties as time and manpower constraints allow.
- 3) Maintain public safety staffing levels based on demands for service on our canine.
 - a. Ensure the availability of the Canine Division on the afternoon shift as manpower allows.



CANINE

2012 ON-GOING GOALS & OBJECTIVES

- 1) Continue to plan for the eventual replacement of our current canine to limit disruption of service by the Canine Division.
 - a. Monitor the physical well-being of our canine.
 - b. Plan and budget for replacement at least one fiscal year in advance of anticipated retirement of the canine and/or the handler.

ANNUAL EXPENSES BY CLASS

CLASS	2010 Budget	2011 Budget	2011 Estimate	2012 Budget	% Change
Salaries	91,741	95,470	95,470	99,170	3.9%
Employee Benefits	46,810	47,810	47,750	48,570	1.6%
Misc. Employee Expenses	1,077	1,360	1,360	1,360	0.0%
Commodities	506	1,020	1,020	1,020	0.0%
Contractual Services	5,191	6,400	6,400	6,250	-2.3%
Total	145,325	152,060	152,000	156,370	2.8%

2012 BUDGET HIGHLIGHTS

Salaries & Wages

This increase is related to our current collective bargaining agreements with MAP 96.

Employee Benefits

The increase is mainly due to a rise in health insurance costs.

Contractual Services

This decrease is attributed to reductions in workers compensation and general liability insurance premiums.



CANINE

PERFORMANCE MEASURES

Program Being Measured
Canine Unit

Program Area Objectives

1. Ensure that the Canine Unit maintains their certifications.
2. Maintain a level of 120 hrs training with at least 50% of that being canine specific training for the Canine Division.
3. To attend at least 20 community relations event throughout 2012.

Objective	Indicator	2010 Actual	2011 Actual	2012 Target
Inputs				
1	Total cost to maintain Canine Unit certification	\$1,020	\$2,557	\$2,429
2	Total staff hours used to train	24*	216	48
3	Total staff hours spent at community relation events	n/a	39	42
Outputs				
1	Total number of Canine Unit certification hours received	16*	176	185
2	Total number of training sessions attended	12	23	24
3	Total number of community relation events attended	n/a	18	20
Efficiency				
1	Total cost per hour of certification	\$63.75	\$14.53	\$13.00
2	Staff hours used per training session	2	9.39	8.00
3	Staff hours utilized per community relation's event	n/a	2.3	2
Outcomes				
1	Was certification obtained	Yes	Yes	Yes
2	Total number of training hours for the Canine Unit	154	265.5	280
3	Percentage of goal met to attend 20 community relations events	n/a	90%	100%

Explanatory Information

*Staff hours and certification hours in 2010 based only upon certification class, whereas 2011 includes all canine training in the year.

Measurement for Canine community relations events began in 2011.



SPECIAL SERVICES

The Special Services Division represents the funds utilized for Police Department approved hire-back details, which are 100% reimbursable from outside entities. Typically, these hire-back funds represent overtime worked by police officers and supervisors at various events within the Village. The majority of the expenses relate to Sears Centre events, but some of the costs relate to Life Changers Church traffic direction, 5K races, and other events held by outside organizations. Based on a restructuring of the number of persons required for events at the Sears Centre, the total dollars needed was increased for 2012.

ANNUAL EXPENSES BY CLASS

CLASS	2010 Budget	2011 Budget	2011 Estimate	2012 Budget	% Change
Salaries	134,475	118,000	176,880	180,000	52.5%
Employee Benefits	1,770	1,710	2,200	2,610	52.6%
Total	136,245	119,710	179,080	182,610	52.5%

2012 BUDGET HIGHLIGHTS

Salaries & Wages

The increase is the result of an estimated increase in Sears Centre Arena events in 2012.

Employee Benefits

The increase here is also related to an estimated increase in Sears Centre Arena events.



POLICE RECORDS

The Police Records Division files, maintains and completes data entry for all police records. They prepare court files; process subpoenas; process and maintain the local warrant files; enter all police reports into a central records system (ID Networks); and provide citizens, businesses and insurance companies with copies of reports and information. Additionally, the Division prepares a variety of statistical data in different computer programs. The division also tracks the Traffic Stop Data Sheets filed by officers on every stop and processes all citations and prepares them for court. Further, it maintains employee data for the Police Department such as payroll processing and officer activities.

2011 ACCOMPLISHMENTS

- Filed and completed data entry on thousands of reports and responded to hundreds of requests from insurance companies for crash and other various reports.
- Completed close to a thousand subpoena requests entailing copies of reports, video tapes and audio recordings from police arrests and other incidents.
- Streamlined tracking of all FOIA requests with the use of the Village's new FOIA database (Web QA).
- Continued to respond to thousands of requests from other Police, Government, and Military agencies for report copies and background inquiries.

2012 SHORT-TERM GOALS & OBJECTIVES

- 1) Maintain a high level of customer service to residents and other Village employees.
 - a. Continue to provide a timely response to requests for reports, audio and videotapes and DVDs from attorneys and the court.
 - b. Continue to respond in a professional manner to phone calls and in-person requests from anyone requesting police assistance.
 - c. Continue to manage the Administrative Tow Fee Program.
 - d. Strive for a 24-hour turn around in processing work coming into the Division.
- 2) Continue to update our technology in record keeping and customer service. (Linked to Village Board Goal OG-7)
 - a. Coordinate with other Police Department members to better familiarize them with the ID Networks record management system.
 - b. Train Police Department personnel on new LEADS training system (LMS).
 - c. Through use of WEB QA, continue to track FOIA requests and make suggestions for improvements.



POLICE RECORDS

ANNUAL EXPENSES BY CLASS

CLASS	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	% Change
Salaries	213,223	203,710	190,930	213,940	5.0%
Employee Benefits	86,790	70,050	67,200	94,970	35.6%
Misc. Employee Expenses	-	300	300	300	0.0%
Commodities	197	1,100	1,100	1,100	0.0%
Contractual Services	56,249	55,080	55,080	54,590	-0.9%
Capital Outlay	-	250	250	-	N/A
Total	356,459	330,490	314,860	364,900	10.4%

2012 BUDGET HIGHLIGHTS

Salaries & Wages

The 5.0% increase is due to a market adjustment for an existing employee, increased hours for a position, as well as an annual wage adjustment.

Employee Benefits

The 35.6% increase is due to an employee opting into the health insurance plan, as well as an increase in health insurance premiums.



ADMINISTRATIVE SERVICES

During the year, the Court Administrative Services Officer (ASO) coordinates the court dates for all police officers. Other tasks include: pulling all of the court files from the Records Division and making them available in court; tracking case statuses; and reporting dispositions. The majority of the Administrative Service Officers staff the front desk operation on a 24-hour basis. However, the Property Room ASO ensures that property and evidence is properly packaged, marked and stored; locates owners; assists with the annual auction; coordinates the destruction of unclaimed property; and delivers drugs and evidence for testing at the crime lab. Further, other ASOs coordinate the maintenance of all department equipment and vehicles.

2011 ACCOMPLISHMENTS

- Completed all ASO performance evaluations on time.
- Accomplished a new changeover of front desk phones to better facilitate the mission of front desk ASOs.
- Implemented a new credit card bond system.
- Created a new tracking system for credentialing visitors into the police facility.
- Began use of new ticket writing printers in squad cars.
- Conducted changeover of nine police vehicles.

2012 SHORT-TERM GOALS & OBJECTIVES

- 1) Continue to provide the highest level of customer service to the community. (Linked to Village Board Goal OG-4)
 - a. Provide continual updated training to ASOs.
 - b. Provide timely and objective performance evaluations to all ASOs to further improve service provided.
- 2) Continue to monitor new crash report scanning system to allow for online access to purchase crash reports.
 - a. Distribute monthly notification on number of reports sold and funds received.
 - b. Reduce personnel time required to send reports to insurance companies.

2012 ON-GOING GOALS & OBJECTIVES

- 1) Continue to reduce sick time use by front desk personnel. Research methods used by other agencies to reduce sick time use.
 - a. Closely monitor sick time use by personnel, especially in conjunction with days off.



ADMINISTRATIVE SERVICES

ANNUAL EXPENSES BY CLASS

CLASS	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	% Change
Salaries	369,984	388,390	371,750	398,440	2.6%
Employee Benefits	223,322	261,500	255,090	276,950	5.9%
Misc. Employee Expenses	641	1,030	1,100	1,100	6.8%
Commodities	308	250	250	250	0.0%
Contractual Services	56,517	56,580	56,580	55,220	-2.4%
Total	650,772	707,750	684,770	731,960	3.4%

2012 BUDGET HIGHLIGHTS

Salaries & Wages

The 2.6% rise in salaries is due to an annual wage adjustment for non-union personnel.

Employee Benefits

The 5.9% increase is primarily due to an increase in health insurance expenses.

Misc. Employee Expenses

The 6.8% increase, \$70, is an increase in dues and memberships.

Contractual Services

The 2.4% decrease is primarily due to the decrease in liability insurance.



ADMINISTRATIVE SERVICES

PERFORMANCE MEASURES

Program Being Measured
Training

Program Area Objectives

1. Ensure that 100% of sworn officers complete mandatory firearms qualifications twice annually.
2. Ensure all employees receive a minimum of 40 hours of training annually.

Objective	Indicator	2010 Actual	2011 Actual	2012 Target
Inputs				
1	Total cost of qualifying all sworn officers	\$8,730	\$4,429	\$6,520
2	Total cost of ensuring minimum training for sworn officers	\$26,400	\$15,987	\$24,600
Outputs				
1	Total training hours put on and required by all sworn officers to attend	194	304	400
2	Total hours of training received by all sworn officers	12,000	9,353	9,000
Outcomes				
1	Percentage of officer's qualified in firearm use	100%	100%	100%
2	Percentage of employee's receiving 40 hours of training	94.7%	94.57%	100%

Explanatory Information

“Training” includes formal training classes, schools, seminars, roll call training, policies, general order training, training bulletins, and video-based training.

During course of year, Village Manager requested departments to create savings where they could. Police were able to achieve savings in training costs.



EMERGENCY OPERATIONS

The Emergency Operations Division is staffed by a full-time Emergency Management Coordinator and budgets for the needs of the community in terms of disaster preparedness. The division facilitates the coordination of the Village's Emergency Operations Plan (EOP) and Emergency Operations Center (EOC). This function is completed in concert with all Village departments by coordinating emergency and disaster planning in a cohesive effort ensuring public safety, property preservation and full recovery of the Village in the event of disaster. Disaster planning, coordination with external agencies, EOC preparedness and updating the EOP is coordinated by the Emergency Management Coordinator. In addition, the Coordinator acts as a liaison to the County Emergency Management Association and State Emergency Management Association. The Coordinator is an active member of several county and state committees, which enhances the overall image and preparedness level of the Village.

2011 ACCOMPLISHMENTS

- Upgraded compliance, including the 2010 roll-up to the National Incident Management System (NIMS), which is a federal requirement for preparedness and homeland security funding for many of the Police, Fire and Emergency Management Grants.
- Conducted a full-scale exercise with Harper College and surrounding local EMA's.
- Continued the move of the Neighborhood Watch Program under the Citizen Corps. (USA on Watch) umbrella to ensure sustainable funding via grants from the National Citizen Corps.
- Obtained \$5,000 in grants for the Hoffman Estates Citizen Corps. programs.
- Continued to work on the Local Energy Assurance Plan through the LEAP grant from the Department of Energy for the study of alternative power and sustainability.
- Worked with Cook County Emergency Management and the State of Illinois on a three year training and exercise plan, which is a requirement of an accredited EMA.
- EMA became a member of the Illinois Search and Rescue Committee. As a member, we will receive additional training opportunities at no cost to the Village.
- Worked with Cook County EMA with its Hazard Mitigation Grant Plan which will enable the Village to apply for Hazard Mitigation grants.
- Worked with Cook County and Hoffman Estates Health and Human Services Department for continued enhancement of Strategic National Stockpile (SNS) distribution planning.
- Received accreditation status from the Illinois Emergency Management Agency.

2012 SHORT-TERM GOALS & OBJECTIVES

- 1) Implement the Emergency Operations Plan to address the Emergency Support Functions per the newly issued Federal Response Framework. (Linked to Village Board Goal OG-4)
 - a. Conform to new national guidelines.



EMERGENCY OPERATIONS

- b. Obtain state and/or federal funding for the Village emergency operations from DHS, FEMA, Urban Areas Security Initiative, Illinois Terrorism Task Force and/or private partnerships.
 - c. Conduct exercises (tabletop and functional) to validate operational planning.
- 2) Integrate the various volunteer organizations under the Citizen Corps. models. (Linked to Village Board Goal ST-5)
 - a. Seek Citizen Corps. grant funding for critical needs items.
 - b. Provide Community Emergency Response Team training for EMA Volunteers and community groups.
 - c. Provide training for volunteers in limited response operations and EOC technology.
- 3) Continue to coordinate and assist school emergency planning per the Safe Schools Act, including the new requirements for colleges and universities. Currently, District 54 is entirely synced to national and state planning strategies.
 - a. Work with superintendents and principals for school emergency planning.
 - b. Review all submitted school plans.
 - c. Participate in school exercises related to emergency operations.
- 4) Update the National Incident Management System compliance.
 - a. Provide and coordinate training required for compliance.
 - b. Complete the NIMCAST metrics with the assistance of all Village departments.
 - c. Continue to improve existing NIMCAST metrics status to ensure NIMS compliance. Failure to maintain NIMS compliance will result in loss of many grant opportunities for police, fire and emergency management.
 - d. Assist the State in redefining the required NIMS metrics.
- 5) Update and enhance the EOC technology and operations in both the primary and back up EOC's.
 - d. Seek grant funding for critical needs items.
 - e. Set up ICS (Incident Command System) position guide cards and instructions.
 - f. Provide training for ICS Command and general staff positions specific to Hoffman Estates needs.

2012 LONG-TERM GOALS & OBJECTIVES

- 1) Become a Storm Ready community.
 - a. Obtain federal grants related to Storm Ready status.
 - b. Provide for increased resident awareness and preparedness.



EMERGENCY OPERATIONS

ANNUAL EXPENSES BY CLASS

CLASS	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	% Change
Salaries	88,778	93,580	69,490	82,140	-12.2%
Employee Benefits	37,529	40,150	35,060	37,870	-5.7%
Misc. Employee Expenses	11,091	15,150	12,150	19,650	29.7%
Commodities	691	3,250	3,250	3,250	0.0%
Contractual Services	2,998	8,120	18,120	17,750	118.6%
Capital Outlay	72,969	-	53,900	-	N/A
Total	214,056	160,250	191,970	160,660	0.3%

2012 BUDGET HIGHLIGHTS

Salaries

The 12.2% decrease is primarily due to the elimination of call stipends for volunteers.

Employee Benefits

The 5.7% decrease is primarily due to a reduction in taxes due to lower salary figures.

Misc. Employee Expenses

The 29.7% increase is due to a higher uniform cost, as well as high travel and training expenses. These expenses were incurred to offset the reduction of call stipends.

Contractual Services

The 118.6% increase represents allocated liability and insurance costs, as well as higher equipment maintenance costs. In 2011, this Division was in the General Government Department, so no liability insurance was allocated to it. This changed in 2012 when it was moved to the Police Department.





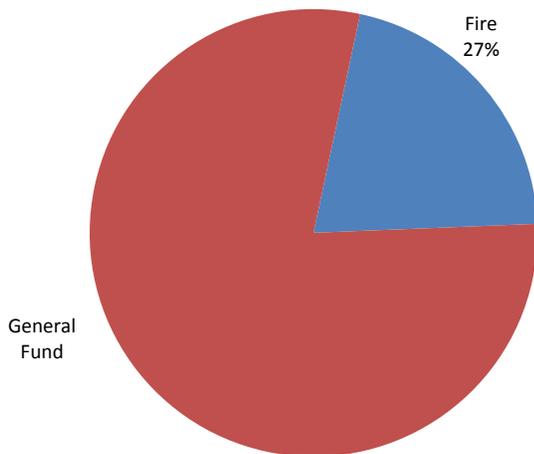
DEPARTMENT DESCRIPTION

The Fire Department is divided into six divisions: Fire Administration, Public Education, Suppression, Emergency Medical Services, Prevention, and Stations. The Fire Department's mission is to limit loss of life, injury and property damage to the citizens of Hoffman Estates by providing high quality fire protection, advanced life support and emergency services in the most cost effective manner.

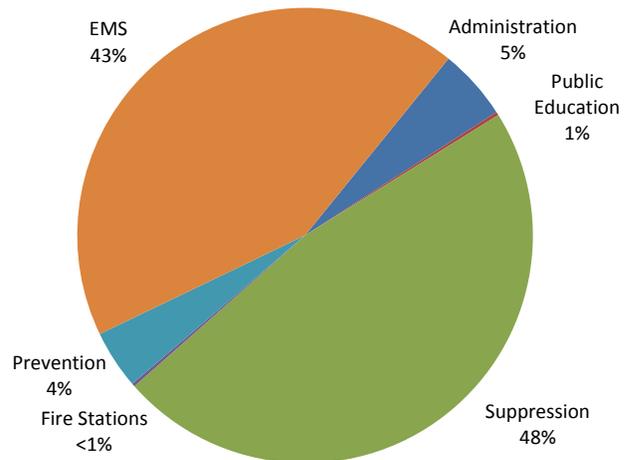
TOTAL OPERATING BUDGET

\$11,919,750

DEPARTMENT EXPENDITURES TO GENERAL FUND EXPENDITURES



ANNUAL EXPENSES BY DIVISION





ANNUAL EXPENSES BY DIVISION

DIVISION	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	% Change
Administration	827,368	588,100	610,570	601,510	2.3%
Public Education	40,112	28,380	32,800	28,440	0.2%
Suppression	5,678,170	5,983,374	5,948,814	5,645,290	-5.7%
EMS	5,315,360	5,424,370	5,345,890	5,120,910	-5.6%
Prevention	442,737	382,550	390,790	496,480	29.8%
Fire Stations	15,225	23,980	17,480	27,120	13.1%
Total	12,318,972	12,430,754	12,346,344	11,919,750	-4.1%

ANNUAL EXPENSES BY CLASS

CLASS	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	% Change
Salaries	7,519,156	7,591,440	7,586,720	7,342,040	-3.3%
Employee Benefits	3,746,754	3,650,594	3,658,374	3,358,780	-8.0%
Misc. Employee Expenses	105,561	197,740	134,100	198,200	0.2%
Commodities	50,773	75,150	64,420	80,580	7.2%
Contractual Services	1,171,020	1,177,510	1,165,710	1,173,090	-0.4%
Capital Outlay	88,868	51,870	50,570	64,080	23.5%
Cost Allocation	(363,160)	(313,550)	(313,550)	(297,020)	-5.3%
Total	12,318,972	12,430,754	12,346,344	11,919,750	-4.1%



FIRE ADMINISTRATION

Fire Administration consists of a Fire Chief, Deputy Chief of Administration, Assistant Chief of Training and Safety and an administrative clerical support staff of one. Fire Administration is responsible for the development and implementation of the Department goals and objectives, budget and oversight of all Fire Department operations.

The Deputy Chief of Administration oversees the Department budget programs and personnel associated with non-emergency operations, such as Public Education, Fire Prevention, Apparatus and Facilities.

The Assistant Fire Chief of Training and Safety is responsible for all facets of training and safety for Fire Department personnel. There are committees of members from the Department that work with the Assistant Chief to coordinate the training plan and review safety issues to keep current with requirements placed on the Fire Department by regulating agencies.

2011 ACCOMPLISHMENTS

- As a matter of safety to our personnel, we included a new high visibility duty jacket for all personnel to wear at non-fire emergency incidents. This high visibility jacket will help motorists see our personnel working at roadway incidents much better, due to the florescent yellow coloring and retro-reflective striping on the jacket.
- Received official notification from the U.S. Green Building Council, Illinois Chapter, that we were awarded certification as a LEEDS “Gold” Standard building for the new Fire Station 24, at 5775 Beacon Point.
- Submitted for a new Assistance to Firefighters Act Grant for three items: a replacement fire engine, a new dispatch notification system for all fire stations, and a Command Officer training certification class for all line and staff officers.
- Promotional testing was completed during the year with two new Captains and three new Lieutenants being promoted in November, 2011.
- Began Collective Bargaining Agreement negotiations with Local 2061. The three-year agreement reached beginning on January 1, 2009 ends December 31, 2011.
- The award through the Assistance to Firefighters Act Grant in the amount of \$390,000 (20% of which was the Village’s share) to purchase new cardiac monitors was completed in 2011. The monitors are in service on all of our EMS equipped apparatus.

2012 SHORT-TERM GOALS & OBJECTIVES

- 1) Continue to be proactive in the purchasing of “green” maintenance products to be used at all four fire station locations. (Linked to Village Board Goal ST-1)
 - a. Maintain Fire Station #24 in a manner that is consistent with the LEED “Gold” certification standards.



FIRE ADMINISTRATION

- b. Research products and distributors that allow for the most ecologically friendly and cost sensible products for maintaining the stations.
 - c. Track progress of Fire Department purchases to determine the savings or overages of comparable year budget expenditures.
- 2) Continue to monitor the expenditures of the Fire Department in order to facilitate prudent budget control. (Linked to Village Board Goal OG-5)
 - a. Monitor the budget balances on a regular basis to maintain fiscal responsibility.
 - b. Continue using the updated review and approval process for purchasing equipment or services for all aspects of the Fire Department.
 - c. Review the process changes with all personnel for submitting expenditure requests.
- 3) Complete the promotional testing process and create an eligibility list for the rank of Fire Captain.
 - a. Complete all portions of the exam process in compliance with the promotional article language found in the Collective Bargaining Agreement and create a list of eligible candidates.

2012 ON-GOING GOALS & OBJECTIVES

- 1) During a 2005 Village Board Retreat, a decision was made to begin the process of increasing fire department staffing levels over the next 6 years. The program called for the addition of 24 new firefighters to be hired over a 6-year period. This plan included a third firefighter assigned to Engine 22 and Truck 22, and placing a second Truck Company in service in the fall of 2010 in the western service area. This decision was made based on known development in 2005. Due to the current economic conditions, the Fire Department has suspended plans to add any additional positions in the foreseeable future. (Linked to Village Board Goal OG-5)
 - a. Monitor staffing levels with consideration of village revenues as any additional vacancies occur.
- 2) Continue to monitor the growth of the Village and evaluate response volume and service quality to make necessary recommendations for changes in the original 2005 long-term plan. (Linked to Village Board Goal OG-5)
 - a. Relocate Station 24 to the Beacon Pointe location to greatly improve service levels to the western areas of the village.
 - b. Evaluate current mutual aid, automatic aid and Fire District agreements with consideration for any potential changes that would serve to enhance service delivery from the Fire Department.
 - c. Utilize statistical analysis abilities in the Fireview Software Program to provide quarterly response time analysis reports.
 - d. Initiate a plan to identify suitable locations for the future design and construction of a new Station 21.
- 3) During the past few years, the Fire Department has worked at trying to gain more diversification within its workforce. The long term goal of the Department will be to continue to identify, review



FIRE ADMINISTRATION

and implement measures that will ultimately result in a more diversified workforce.

- a. Work with other Village Departments to coordinate the outreach of information to diverse ethnic neighborhoods through the use of posters, personal visits, video presentations and internet programs.
 - b. Participate in educational and business advertising expositions throughout the Chicagoland area.
- 4) Consider options for a remodeling or replacement of Fire Station 22, making it capable of adequately housing the Fire Department staff required to maintain current and future service standards.
- a. Maintain the building in a fiscally responsible manner until funds are appropriated for a long-term replacement or renovation plan.

ANNUAL EXPENSES BY CLASS

CLASS	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	% Change
Salaries	377,772	249,570	271,860	266,150	6.6%
Employee Benefits	130,437	103,010	103,900	101,250	-1.7%
Misc. Employee Expenses	6,645	7,900	8,160	7,900	0.0%
Commodities	5,820	6,880	5,910	6,380	-7.3%
Contractual Services	303,306	251,180	251,180	251,570	0.2%
Capital Outlay	63,518	19,000	19,000	19,000	0.0%
Cost Allocation	(60,130)	(49,440)	(49,440)	(50,740)	2.6%
Total	827,368	588,100	610,570	601,510	2.3%

2012 BUDGET HIGHLIGHTS

Salaries & Wages

The 6.6% increase is due to an annual salary increase.

Employee Benefits

The 1.7% decrease is primarily due to a reduction in the pension contribution, offset by an increase in IMRF expense.

Commodities

The slight decrease is due to a decrease in the office supplies budget.



FIRE ADMINISTRATION

Cost Allocation

Cost allocations are repayments by funds responsible for a particular cost to the fund that initially paid the cost. To accommodate for these types of transactions, we must show the amount as expenditure in the reimbursing fund and a reduction of expenditures in the reimbursed fund. For the Fire Administration Division, we are showing a reduction of expenses that pertain to the EDA function of the Village. These expenses are then being shown in the EDA Administration Fund.



PUBLIC EDUCATION

Public Education is a division of the Fire Prevention Bureau, staffed by 20 shift personnel and operates under three areas: Educational, Public Relations and CPR. Two Lieutenants oversee all activities related to these three areas. The Public Education Division is responsible for all school safety programs for pre-school to grade 12, CPR programs for the public, extinguisher training programs for local businesses and civic groups, Citizen Fire Academy, cable television programming, business evacuation planning, smoke detector program and residential inspections. The Public Education Division also makes special presentations to various community organizations and groups, sponsors Fire Prevention Week activities and participates with other communities in various fire safety expositions and demonstrations.

Due to budget constraints in 2010 and 2011, most of the programs in this Division have been scaled back or eliminated. However, the Public Education Division will continue to focus on school and business fire safety programs with the limited funding available, while researching new cost effective ways to promote fire safety.

2011 ACCOMPLISHMENTS

- Completed the 13th Annual Citizen Fire Academy. During this session, 13 students participated in the ten-week program where they were involved in simulated fire presentations, auto extrication, specialized rescue operations and emergency medical training, including CPR certification.
- The Public Education Division reached approximately 4,590 children and adults by participating in 63 events. This included participation in business programs, block parties, tours and other special events throughout the village.
- CPR instructors completed the updated CPR guideline training and instructed the new standards to Village employees, along with teaching village residents and business members.

2012 SHORT-TERM GOALS & OBJECTIVES

- 1) Work to offer as much public education material to school programs as allowed by appropriated funding. (Linked to Village Board Goal ST-5)
 - a. Pursue new cost effective methods of presenting safety materials to schools in our area.
 - b. Work with educational leadership in deploying the materials and presentations that will allow for full coverage of grades to continue.
- 2) Expand the reach of Public Education activities to a broader range of individuals through the use of the Village website. (Linked to Village Board Goals ST-9 and OG-7)
 - a. Include viewable complete lesson plan materials on the website that are the same as those presented in the school programs we offer.
 - b. Increase the amount of fire safety information on this website.
 - c. Produce an evaluation method to determine the number of visits to the website.



PUBLIC EDUCATION

- 3) Present at least eight public service safety announcements through multi-media and print sources. (Linked to Village Board Goal ST-9)
 - a. Add downloadable documents to the website eliminating the need to print these materials, resulting in a cost savings.
 - b. Utilize the new electronic sign boards for information distribution.
 - c. Produce a brief video to be broadcast on the community cable channel.

- 4) Increase personal community outreach of fire safety programs. (Linked to Village Board Goal ST-5)
 - a. Inform community members of residential home inspections offered.
 - b. Conduct station tours and attend block parties throughout the year.
 - c. Conduct business programs as funding permits.
 - d. Participate in other community events sponsored by Jaycees, Park District and others.

2012 ON-GOING GOALS & OBJECTIVES

- 1) Enhance the educational abilities of our in-house instructors. (Linked to Village Board Goal OG-8)
 - a. Encourage department members to complete Instructor II certification through the Office of the State Fire Marshal.
 - b. Identify those who need certification and plan for their education costs.
 - c. Budget the appropriate funds to be able to carry out this education plan.

- 2) Pursue grant opportunities at the federal, state and local levels to offset department expenses as well as expand other activities within the division. (Linked to Village Board Goals ST-6 and OG-1)
 - a. Seek grant opportunities through research on the internet, information sharing with other departments and other educational facilities.
 - b. Attend training sessions for the purposes of writing grant applications that are complete and present the needs we have in a clear and concise manner.

ANNUAL EXPENSES BY CLASS

CLASS	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	% Change
Salaries	30,860	20,630	24,610	21,380	3.6%
Employee Benefits	7,757	4,670	5,110	4,420	-5.4%
Commodities	1,834	2,410	2,410	2,360	-2.1%
Contractual Services	2,111	1,480	1,480	680	-54.1%
Cost Allocation	(2,450)	(810)	(810)	(400)	-50.6%
Total	40,112	28,380	32,800	28,440	0.2%



PUBLIC EDUCATION

2012 BUDGET HIGHLIGHTS

Salaries & Wages

The increase of 3.6% is related to an annual increase in wages.

Employee Benefits

The 5.4% decrease is due to a reduction in pension contributions.

Commodities

There was a decrease of \$50 due to fewer supplies needed for CPR classes.

Contractual Services

The 54.1% decrease is the result of moving all funding for the lease of the copier at Station #22 to the Fire Suppression budget.

Cost Allocation

Cost allocations are repayments by funds responsible for a particular cost to the fund that initially paid the cost. To accommodate for these types of transactions, we must show the amount as expenditure in the reimbursing fund and a reduction of expenditures in the reimbursed fund. For the Public Education Division, we are showing a reduction of expenses that pertain to the EDA function of the Village. These expenses are then being shown in the EDA Administration Fund.



PUBLIC EDUCATION

PERFORMANCE MEASURES

Program Being Measured

Public Safety Announcements

Program Area Objectives

1. Conduct four public service safety announcements through multi-media and print sources, increasing current announcements from zero to four.

Objective	Indicator	2010 Actual	2011 Actual	2012 Target
Inputs				
1	Staff hours used for this program	N/A	13	15
Outputs				
1	Number of events/announcements made to the community	N/A	7	10
Efficiency				
1	Staff hours utilized per event	N/A	1.86	2.0
Outcomes				
1	Percentage of progress towards annual goal	N/A	100%	100%

Explanatory Information

Print media would mostly be through water billing statements and multimedia would include the electronic sign boards, as well as the cable access channel.



FIRE SUPPRESSION

The focus of the Suppression Division is to provide emergency response operations to fires, rescues that include above and below grade, and water and hazardous materials incidents. The Division's 90 shift personnel are assigned to one of three shifts and work for a 24-hour period. Each shift is staffed by one Battalion Chief, five Company Officers, and twenty-four Firefighter-Paramedics. Shift personnel are assigned to one of four fire stations.

2011 ACCOMPLISHMENTS

- Seven shift members took advantage of a Voluntary Separation Plan early in the year. This included two Captains, one Lieutenant and four Firefighter/Paramedics. Promotional testing was completed during the year with the promotions of two Captains and three Lieutenants in November. The seven retirements were not filled and will remain vacant until needed.
- Transitioned to a paperless system for keeping our Standard Operating Guidelines (SOG's) available to our personnel. By moving to this method of storage and access, we will greatly reduce the amount of paper used, in addition to reducing costs. It will also allow us to maintain one main set of documents up to the most current date, thereby lessening the possibility of the use of outdated SOG's.
- Several members of the division were able to attend the Fire Department Instructors Conference (FDIC) this year in Indianapolis, IN. This conference covers every aspect of the fire, rescue and EMS fields including instruction, new equipment and apparatus. Funding for their attendance was supplied through the Foreign Fire Insurance Board.
- We completed the refurbishment of one of our front-line engines – Engine 22. This is a 1999 Pierce Quantum engine that is expected to last for 25 years for the Village. By performing these refurbishments on our apparatus, we can extend the useful lifespan of them by many years.

2012 SHORT-TERM GOALS & OBJECTIVES

- 1) Achieve an average response time for all emergencies of 6 minutes or less for at least 90% of emergency incidents, while striving for a target of 100% for all emergencies within Village jurisdiction.
 - a. Monitor initial reaction time from the time of dispatch to ensure personnel are en-route in a timely manner.
 - b. Continue to travel in a safe manner to all emergency incidents to ensure accident free arrivals.
 - c. Monitor overall response times and make any needed adjustments as necessary.
- 2) Continue to ensure all members of the Fire Department receive training in all areas of fire and rescue emergency response in conjunction with the guidelines set forth by the Office of the State Fire Marshall (OFSM), Illinois Department of Labor (IDOL), Insurance Services Organization (ISO) and the National Fire Protection Agency (NFPA). (Linked to Village Board Goal OG-4)



FIRE SUPPRESSION

- a. Provide driver training for all members focused on emergency response procedures using all types of apparatuses.
 - b. Continue to provide in-house fire related training to division personnel that will be evaluated on a quarterly basis.
 - c. Conduct in-house training exercises in several of the rescue specialty areas (Confined Space, Hazardous Materials, Dive Rescue, Vehicle Extrication and High Angle) by utilizing experienced instructors from within the Fire Department, thereby reducing costs.
 - d. Develop a plan for a regional, large-scale fire training exercise hosted by our Department. This training will be coordinated by the Assistant Chief of Training.
- 3) In response to changes being made regarding team response guidelines, provide training, equipment and support related to the specialized rescue activities for Technical Rescue, Hazardous Materials and Dive Rescue emergencies according to the OSFM and MABAS Division One guidelines. (Linked to Village Board Goal OG-4)
- a. Complete the required annual training of all department team members of the MABAS Division One Specialty Teams according to the guidelines set forth by MABAS Division One.
 - b. Purchase budget approved tools and supplies for each of the team specialties.
 - c. Complete the inspection and maintenance of all department specialty team equipment according to manufacturer's recommendations.

2012 ON-GOING GOALS & OBJECTIVES

- 1) Continue to search for revenue sources to assist in purchasing a distance learning system that will enable personnel to receive consistent, quality and efficient training while remaining in their current districts. (Linked to Village Board Goals ST-6 and OG-1)
 - a. Search for grant opportunities that allow for this type of training and information sharing system.
 - b. Research current and applicable systems and develop a plan that will fulfill the needs of our Fire Department in a cost effective manner.
- 2) Continue to plan for the replacement of department apparatus with equipment of excellent quality. (Linked to Village Board Goal OG-5)
 - a. Monitor the department's apparatus needs and research different vendors for their ability to provide the necessary elements to satisfy those needs.
 - b. Utilize the Northwest Municipal Conference and other consortiums to assist in reducing purchase costs.
 - c. Research "green" or flex fueled vehicles to help preserve the environment.



FIRE SUPPRESSION

ANNUAL EXPENSES BY CLASS

CLASS	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	% Change
Salaries	3,638,230	3,794,980	3,824,580	3,626,820	-4.4%
Employee Benefits	1,808,370	1,792,564	1,796,774	1,626,420	-9.3%
Misc. Employee Expenses	86,752	173,270	116,760	167,720	-3.2%
Commodities	14,819	22,850	20,090	24,630	7.8%
Contractual Services	324,379	366,900	357,800	356,980	-2.7%
Capital Outlay	8,640	11,970	11,970	11,980	0.1%
Cost Allocation	(203,020)	(179,160)	(179,160)	(169,260)	-5.5%
Total	5,678,170	5,983,374	5,948,814	5,645,290	-5.7%

2012 BUDGET HIGHLIGHTS

Salaries & Wages

There is a decrease related to the salary decreases as a result of seven of our members participating in the Voluntary Separation Plan in 2011. There is also a decrease in overtime wages.

Employee Benefits

The decrease is due to vacant positions not being filled in 2012.

Misc. Employee Expenses

A decrease of 3.2% is mostly related to a decrease in both the travel and training and uniform costs due to reduced staffing levels.

Commodities

The 7.8% increase in this class is due to the purchase of radio headsets for use specifically at the Sears Centre for our EMS personnel to use during loud events.

Contractual Services

Decreases in this class reflect the removal of funding for equipment rental for the Live Burn tower. Also removed was almost \$14,000 from a previous contract for Hazardous Materials equipment maintenance that is no longer needed.

Cost Allocation

Cost allocations are repayments by funds responsible for a particular cost to the fund that initially paid the cost. To accommodate for these types of transactions, we must show the amount as expenditure in the reimbursing fund and a reduction of expenditures in the reimbursed fund. For the Fire Suppression Division, we are showing a reduction of expenses that pertain to the EDA function of the Village. These expenses are then being shown in the EDA Administration Fund.



FIRE SUPPRESSION

PERFORMANCE MEASURES

Program Being Measured

Fire Response Times

Program Area Objectives

1. Ensure an average response time for all fire emergencies within the Village’s jurisdiction of four minutes or less for at least 90% of emergency incidents, towards a target goal of 100% for all fire related emergencies within the Village’s jurisdiction.

Objective	Indicator	2010 Estimate	2011 Actual	2012 Target
Outputs				
1	Total number of fire service responses	1,162	1,959	2,045
Efficiency				
1	Average response time per call, in minutes	4.30	4.30	4.20
Outcomes				
1	Percentage of calls responded to in four minutes or less	84%	83.8%	90%
Service Quality				
1	Percentage under an industry standard of 90 percent	6%	-6.2%	2%

Explanatory Information

2010 is an estimate; annual data collection began in 2011.

This measure focuses on only fire or rescue service calls that constitute calls for Automatic Fire Alarms (AFA’s), vehicle fires, structure fires, specialty services and other related calls. The total number of responses and their corresponding times also include responses to the Interstate 90 Tollway and Mutual Aid requests to surrounding communities, which typically extend the distance and response times.

The unique challenge for Hoffman Estates to provide Fire and EMS services is the geographical size and layout of the Village. Hoffman Estates has 2 large forest preserves located within the village boundaries and the limited access to I-90 which divides north Hoffman Estates from the south. We recognize the negative impact that these factors have on increasing our response times beyond the national averages.



EMERGENCY MEDICAL SERVICES

The purpose of the Emergency Medical Services (EMS) Division is to provide response to medical emergency incidents. EMS emergency response is provided by shift paramedics assigned to three shifts, with each shift working a 24-hour period. The Division is currently staffed with nine front-line advanced life support units, four of which are transport units. Currently, 89 of our 90 shift personnel are state-certified paramedics. The Division responded to over 4,200 medical incidents in 2011.

In 2012, the Division will continue to complete paramedic recertification training for our personnel. The Fire Department continues to have personnel involved in the delivery of our EMS training through the Northwest Community Hospital System (NWCH) and with the service and repair of our medical equipment.

2011 ACCOMPLISHMENTS

- Placed 13 new PhysioControl Life Packs and 15 cardiac monitors in service as the result of receiving a grant through the Assistance for Firefighter Act in the amount of \$390,000.
- Completed implementation of 7 new tablet style computers for in-field use of the medical reporting system. This allows for easier and faster report writing in the field and allowing for downloadable capacity at the receiving hospital. This allows our EMS units to become available for additional incidents sooner.
- Transitioned to a paperless system for keeping EMS reports. With the move to having computer report writing tablets on most of the ALS apparatus, we can maintain control over any possible HIPAA violations of having personal medical information being exposed to the general public.
- Complied with the new Medicare/Medicaid requirements of tracking transport mileage, to the tenth of a mile, for all patients supported through their system. This was done through the purchase and implementation of a GPS driven device placed in all transport ambulances.

2012 SHORT-TERM GOALS & OBJECTIVES

- 1) Create and evaluate ways to improve patient care to the community.
 - a. Develop a program to train and certify select personnel in specialty coursework, such as Advanced Cardiac Life Support (ACLS).
 - b. Research the newest technology and improvements available in ECG 12 lead monitors in preparation for complete replacement of equipment on all of our ALS vehicles.
- 2) Improve training opportunities and patient care experience for Village paramedics through the continued pursuit of quality instruction and evaluation of our personnel.
 - a. Continue to monitor training classes offered on a monthly basis.
 - b. Continue to receive evaluation reports from the NWCH system on handling incidents by our personnel.
 - c. Modify any training or information gathered as needed.



EMERGENCY MEDICAL SERVICES

- 3) Maintain Emergency Medical Technician-Paramedic (EMT-P) certification for 100% of all applicable members in the Fire Department. (Linked to Village Board Goal OG-4)
 - a. Maintain continuing education requirements consisting of classroom, practical and clinical training.
 - b. Monitor recertification requirements regularly to make sure personnel will recertify as needed.
 - c. Assist where needed in additional educational programs to maintain these certifications.

2012 ON-GOING GOALS & OBJECTIVES

- 1) Research newer equipment options as directed by the Northwest Community Hospital System (NWCH) for possible future implementation and use. (Linked to Village Board Goal OG-7)
 - a. Continue to communicate with NWCH on new technology as it becomes available.
 - b. Research outside possibilities for new products related to EMS by attending trade shows or searching on the internet.
- 2) Explore ways to reach out to the community on various medical issues.
 - a. Offer information on diabetic screening and stroke care.
 - b. Evaluate ways to distribute information.
 - c. Work in conjunction with other health care providers including the Village Health and Human Services Department, Alexian Brothers Health System, school nursing staff and others.

ANNUAL EXPENSES BY CLASS

CLASS	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	% Change
Salaries	3,354,343	3,476,650	3,407,790	3,300,710	-5.1%
Employee Benefits	1,751,685	1,728,600	1,727,390	1,569,000	-9.2%
Misc. Employee Expenses	9,679	11,760	7,550	20,460	74.0%
Commodities	14,109	19,850	17,650	19,550	-1.5%
Contractual Services	277,174	264,220	263,020	270,330	2.3%
Capital Outlay	-	1,600	800	11,400	612.5%
Cost Allocation	(91,630)	(78,310)	(78,310)	(70,540)	-9.9%
Total	5,315,360	5,424,370	5,345,890	5,120,910	-5.6%



EMERGENCY MEDICAL SERVICES

2012 BUDGET HIGHLIGHTS

Salaries & Wages

There is a 5.1% decrease in salaries and wages due to a significant cut in overtime.

Misc. Employee Expenses

The increase of \$8,700 is due to training costs for one new firefighter.

Capital Outlay

This \$9,800 increase is for the purchase of new hypothermia coolers.

Cost Allocations

Cost allocations are repayments by funds responsible for a particular cost to the fund that initially paid the cost. To accommodate for these types of transactions, we must show the amount as expenditure in the reimbursing fund and a reduction of expenditures in the reimbursed fund. For the Emergency Medical Services Division, we are showing a decrease of expenses that pertain to the EDA services performed by the Village. These expenses are then being shown in the EDA Administration Fund. These costs are in direct relation to the other Divisional costs so they increase and decrease accordingly.



EMERGENCY MEDICAL SERVICES

PERFORMANCE MEASURES

Program Being Measured

Emergency Medical Services (EMS) Certification

Program Area Objectives

1. Maintain Emergency Medical Technician – Paramedic (EMT-P) certification for 100% of all applicable members in the Fire Department.

Objective	Indicator	2010 Estimate	2011 Actual	2012 Target
Inputs				
1	Total cost for EMS recertification training	\$6,620	\$7,235	\$7,800
Outputs				
1	Number of certified EMT-P's in the department	91	85	85
1	Number of training exercises/classes conducted	81	66	99
Efficiency				
1	Annual cost per EMT-P for EMS training	\$72.75	\$85.00	\$90.00
1	Training classes completed per certified EMT-P	10	9	11
Outcomes				
1	Percentage of the department trained as an EMT-P	93%	92%	92%
1	Percentage of the department that did complete the average number of training classes or hours required	100%	100%	100%



EMERGENCY MEDICAL SERVICES

PERFORMANCE MEASURES

Program Being Measured

Emergency Medical Services (EMS) Response Times

Program Area Objectives

1. Ensure an average response time for all EMS emergencies within the Village’s jurisdiction of six minutes or less for at least 90% of emergency incidents, towards a target of 100% for all EMS emergencies within the Village’s jurisdiction.

Objective	Indicator	2010 Estimate	2011 Actual	2012 Target
Outputs				
1	Total number of EMS responses	3,776	3,707	3,830
Efficiency				
1	Average response time, in minutes, per call	3:47	3:50	3:45
Outcomes				
1	Percentage of calls responded to in six minutes or less	93%	97.6%	95%
Service Quality				
1	Percentage above an industry standard of 90%	3%	7.6%	5%

Explanatory Information

The total number of responses and their corresponding times also include responses to the Interstate 90 Tollway and Mutual Aid requests to surrounding communities, which typically extend the distance and response times.



FIRE PREVENTION

The Fire Prevention Division is responsible for managing the activities of the Fire Prevention Bureau (FPB). The mission of the FPB is to create a safe environment for the residents and business community through education, prevention, investigations and enforcement of codes and ordinances.

2011 ACCOMPLISHMENTS

- The FPB began the year with only one full-time inspector after the release of the Fire Prevention Manager and one part-time inspector. As a means of reducing expenditures, coupled with the best use of current Village personnel, a transition of our inspectional services to the Village's Code Enforcement Division was initiated. Inspectional Services are now being performed through the utilization of three members of the Code Enforcement Division. They are now conducting annual fire inspections along with their regular building and code inspections. The Fire Department maintains oversight of fire code violations and plan reviews related to fire codes and sprinklers.
- The wireless fire alarm program for all commercial and multi-family occupancies in the Village continues to operate in a positive manner. Over 451 units were placed in service between the years 2008 and 2011.

2012 SHORT-TERM GOALS & OBJECTIVES

- 1) Continue to meet the inspectional needs of the community despite staffing reductions throughout the Fire Department.
 - a. Monitor the progress of construction and review all plans for construction within a 7-10 business day period.
 - b. Provide monthly updates to staff regarding status of inspections and construction projects.
- 2) Determine the cause of 80% of fires investigated within the Village of Hoffman Estates, within a 90 day period.
 - a. Investigate all fires and conclude with a cause and origin to report to the insurance company.
 - b. Perform and complete reports on all fires within a determined time frame for the size of fire inspected.
 - c. Communicate with any pertinent outside agency as needed to comply with our designated time frame.

2012 ON-GOING GOALS & OBJECTIVES

- 1) Conduct fire inspections for a majority of the occupancies in the Village.
 - a. Improve the completion rates of annual fire inspections.
 - b. Identify the number of occupancies eligible for inspection within the Village.
- 2) Ensure all commercial properties comply with the 1996 fire sprinkler ordinance by December 2013. (Linked to Village Board Goal OG-4)



FIRE PREVENTION

- Create and mail additional registered mail reminders to all applicable occupancies.
- Identify and track compliance of all occupancies that need to comply with the ordinance by the end of 2013.
- Initiate contact with property owners to assist them with eventual compliance.

ANNUAL EXPENSES BY CLASS

CLASS	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	% Change
Salaries	117,519	48,610	57,380	125,980	159.2%
Employee Benefits	48,505	21,740	25,190	57,690	165.4%
Misc. Employee Expenses	2,485	4,810	1,630	2,120	-55.9%
Commodities	2,027	4,660	4,360	9,160	96.6%
Contractual Services	261,555	289,730	289,230	288,530	-0.4%
Capital Outlay	10,646	13,000	13,000	13,000	0.0%
Total	442,737	382,550	390,790	496,480	29.8%

2012 BUDGET HIGHLIGHTS

Salaries & Wages

The increase in salaries is to the partial reallocation of Inspectors from the Code Division to the Fire Prevention Division.

Employee Benefits

There is an increase in employee benefits due to the reallocation of the Code Division Inspectors.

Misc. Employee Expenses

The 55.9% decrease reflects reduced spending in travel and training and a reduction in the number of uniforms purchased.

Commodities

The increase of \$4,500 is for the purchase of a new FEBS (Fire Equipment Box System) box. The FEBS is a "job box" of equipment that is used at selected buildings in lieu of fire hose lockers.



FIRE PREVENTION

PERFORMANCE MEASURES

Program Being Measured

Investigations

Program Area Objectives

1. Determine the cause of 80% of fires investigated within the Village of Hoffman Estates within a 90 day period.

Objective	Indicator	2010 Actual	2011 Actual	2012 Target
Inputs				
N	Staff hours spent on investigations	N/A	57	60
Outputs				
1	Total number of fires investigated	N/A	11	15
Outcomes				
1	Percentage of investigations completed	N/A	100%	100%
1	Percentage of investigations completed at or before 90 days	N/A	100%	100%

Explanatory Information

Data is not available from 2010; measurement began in 2011.

The internal investigation by the Hoffman Estates Fire Department will be completed before 90 days; however, the final conclusion may not be reached until later due to reliance on other agencies' involvement and timing.



FIRE STATIONS

The Fire Department maintains 4 fully staffed fire stations within the Village:

Station 21: 225 Flagstaff Lane is staffed with 1 Company Officer and 4 firefighters operating an ALS engine and MICU ambulance. The station also houses 1 reserve ambulance and 1 reserve engine. This building was originally constructed in 1960 and the most recent addition was completed in 1998.

Station 22: 1700 Moon Lake Boulevard is staffed with 1 Battalion Chief (Shift Commander), 2 Company Officers and a minimum of 6 firefighters operating 1 command vehicle, 1 ALS engine, 1 truck, 1 MICU ambulance and 1 ALS rescue squad. The station also houses 1 reserve engine and 1 back-up command vehicle. This building was constructed in 1974 and underwent extensive remodeling in 1993 and 1994. Due to the recent increase in the number of personnel assigned to this station, consideration of a renovation or replacement of this building is a high priority.

Station 23: 1300 Westbury Drive is staffed with 1 Company Officer and 4 firefighters operating an ALS engine and an MICU ambulance. This building was constructed in 1975 and underwent an extensive addition and remodel in 2004 and 2005.

Station 24: 5775 Beacon Point Drive, our newest station, is staffed with 1 Company Officer and 4 firefighters operating an ALS engine and an MICU ambulance. This building was constructed in 2008 and 2009 and was designed to meet the LEEDS “Gold” standard. Occupancy and operations began in June of 2009. The old Station #24 building, located at 2601 Pratum Avenue, will be sold.

2012 SHORT-TERM GOALS & OBJECTIVES

- 1) Continue the coordinated plan transferring building maintenance and improvement responsibilities to the Public Works Department for all of the four fire stations.
 - a. Collaborate with members of the Public Works Department to determine the specific details of maintenance issues as they are determined.
 - b. Inform Fire Department employees on transitions and of proper contacts for service to our new buildings.
 - c. Work with the Public Works Department to come up with a list of reliable vendors for servicing the various aspects of building mechanics and services.
- 2) Consider options to provide for remodeling or replacement of Fire Station 22, making it capable of adequately housing the Fire Department staff required to maintain current and future service needs.
 - a. Maintain the building in a fiscally responsible manner until funds are appropriated for a long term replacement or renovation plan.



FIRE STATIONS

ANNUAL EXPENSES BY CLASS

CLASS	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	% Change
Salaries	432	1,000	500	1,000	0.0%
Employee Benefits	-	10	10	-	N/A
Commodities	12,164	18,500	14,000	18,500	0.0%
Contractual Services	2,495	4,000	3,000	5,000	25.0%
Capital Outlay	6,064	6,300	5,800	8,700	38.1%
Cost Allocation	(5,930)	(5,830)	(5,830)	(6,080)	4.3%
Total	15,225	23,980	17,480	27,120	13.1%

2012 BUDGET HIGHLIGHTS

Contractual Services

The 25.0% increase is for the annual maintenance of fitness equipment at all station locations.

Capital Outlay

The increase of \$2,400 is for the purchase of new mattresses.

Cost Allocation

Cost allocations are repayments by funds responsible for a particular cost to the fund that initially paid the cost. To accommodate for these types of transactions, we must show the amount as expenditure in the reimbursing fund and a reduction of expenditures in the reimbursed fund. For the Fire Division, we are showing a reduction of expenses that pertain to the EDA function of the Village. These expenses are then being shown in the EDA Administration Fund.

Public Works

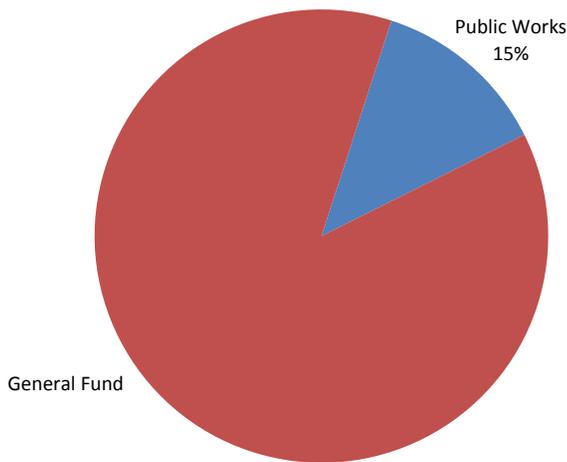


DEPARTMENT DESCRIPTION

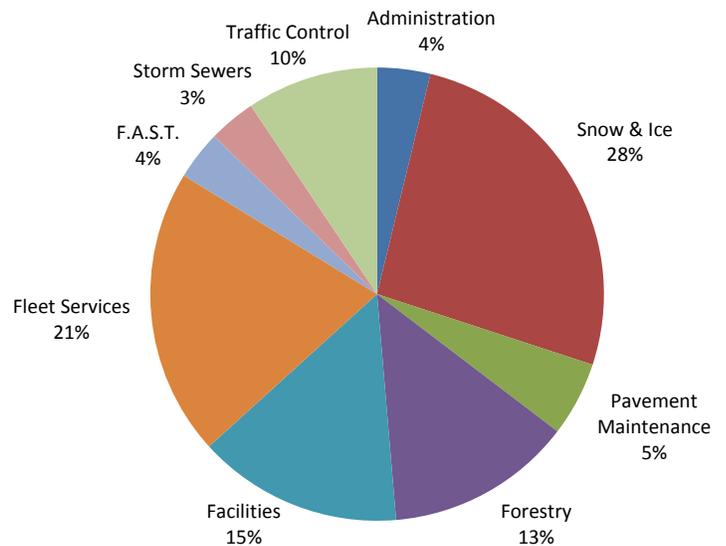
The Public Works Department is divided into nine divisions: Public Works Administration, Snow & Ice, Pavement Maintenance, Forestry, Facilities, Fleet Services, Fast Action Service Team, Storm Sewers and Traffic Control. The Public Works Department is responsible for the maintenance and repairs of Hoffman Estates infrastructure, which includes streets, parkways, water and sewer systems, creeks and drainage swales, municipal grounds, traffic control signs and roadway lighting.

TOTAL OPERATING BUDGET
\$6,463,420

DEPARTMENT EXPENDITURES TO GENERAL FUND EXPENDITURES



ANNUAL EXPENSES BY DIVISION



Public Works



ANNUAL EXPENSES BY DIVISION

DIVISION	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	% Change
Administration	258,512	238,960	223,530	244,820	2.5%
Snow & Ice	1,595,509	1,795,380	1,781,150	1,696,610	-5.5%
Pavement Maintenance	363,144	330,370	375,310	343,910	4.1%
Forestry	743,999	819,190	776,150	859,460	4.9%
Facilities	955,373	973,880	1,014,870	944,520	-3.0%
Fleet Services	1,180,436	1,207,850	1,344,310	1,325,010	9.7%
F.A.S.T.	196,548	213,700	207,300	225,010	5.3%
Storm Sewers	195,233	209,940	207,110	217,050	3.4%
Traffic Control	573,285	599,240	556,200	607,030	1.3%
Total	6,062,039	6,388,510	6,485,930	6,463,420	1.2%

ANNUAL EXPENSES BY CLASS

CLASS	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	% Change
Salaries	2,632,560	2,695,610	2,660,390	2,729,240	1.2%
Employee Benefits	1,078,878	1,187,920	1,177,410	1,217,400	2.5%
Misc. Employee Expenses	22,685	30,700	29,550	33,450	9.0%
Commodities	1,046,969	1,140,850	1,212,150	1,153,520	1.1%
Contractual Services	1,531,431	1,664,020	1,621,380	1,691,480	1.7%
Capital Outlay	104,462	42,150	150,600	30,440	-27.8%
Cost Allocation	(354,946)	(372,740)	(365,550)	(392,110)	5.2%
Total	6,062,039	6,388,510	6,485,930	6,463,420	1.2%



PUBLIC WORKS ADMINISTRATION

The Public Works Administration Division provides management, planning and coordination of programs and activities for the Department's 64 full-time and 2 part-time positions. Administration coordinates responses to customer service requests; provides support in areas of payroll, recordkeeping, accounting, clerical assistance, front counter and phone customer service; and budgets for the Department-wide programs, projects, and activities.

2011 ACCOMPLISHMENTS

- Prepared the Department's 2012 Budget and Capital Improvement recommendations.
- Provided comprehensive Confined Space Entry and Trench Shoring Training by coordinating efforts with the Village's Fire Department Training Team and supplied training to all affected Public Works personnel.
- Provided monthly progress reports to the Village's Public Works and Utility Committee outlining period accomplishments, material usage and related labor efforts.
- Facilitated contracted services for 2011 non-water/sewer concrete replacement program, and the MFT (Motor Fuel Tax) concrete street light pole replacement program.
- Provided monthly updates of the current Geodatabase with Village utility atlases onto Locator laptops.
- Created electronic GIS layer for J.U.L.I.E. section grid around municipal boundary to minimize out of area J.U.L.I.E. ticket responses.
- Received over 2,500 customer service requests and entered and resolved through Gov Q/A system.

2012 SHORT-TERM GOALS AND OBJECTIVES

- 1) Continue to provide a cost effective, high level of customer service responses by focusing on customer satisfaction.
 - a. Create work orders for all service requests via Gov Q&A.
 - b. Ensure timely completion of all work orders and tracking progress.
- 2) Gather and maintain data with the GIS software for production of utility drawings for various Village projects.
 - a. Create numbering system for storm sewer structures.
 - b. Update storm sewer utility drawings.
- 3) Diversify Public Works Department programs.
 - a. Provide training for backup heavy equipment operators.



PUBLIC WORKS ADMINISTRATION

- b. Evaluate the use of additional contractual services for Public Works programs to enhance service delivery to customers.
- c. Continue to maintain and improve infrastructure and safety needs in neighborhoods.

2012 ON-GOING GOALS AND OBJECTIVES

- 1) Provide additional Department training work-hours for higher loss type incidents/accidents through staff facilitated training programs. (Linked to Village Board Goal OG-8)
 - a. Ensure involvement of personnel to maintain up-to-date Trench/Shoring and Confined Space Entry Certifications.
 - b. Provide competent person training for excavation crews.
 - c. Ensure all personnel remain in compliance with wearing Personal Protective Equipment (PPE).

- 2) Enhance the Public Works webpage by keeping information updated throughout the year for improved customer service. (Linked to Village Board Goal ST-9)
 - a. Each Division will provide quarterly updates.
 - b. Promote awareness of Public Works programs to the public.
 - c. Provide up-to-date information on annual programs such as Curbside Branch Pick-up Program.
 - d. Present information from other agency related programs linked with Public Works operations.
 - e. Evaluate information on webpage to improve access and understanding.

- 3) Link existing GIS data with all utility databases from Microsoft Access.
 - a. Link b-box database and implement a more expandable use of GIS.
 - b. Link sidewalk database and implement a more expandable use of GIS.

- 4) Assist in enhancing customer service as related to the development process.
 - a. Assist with plan reviews and construction inspections for all public improvements.
 - b. Provide timely responses for right-of-way (ROW) permits and easement requests.

ANNUAL EXPENSES BY CLASS

CLASS	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	% Change
Salaries	130,331	100,570	99,580	104,860	4.3%
Employee Benefits	52,167	50,780	49,920	53,840	6.0%
Misc. Employee Expenses	503	360	360	360	0.0%
Commodities	5,160	4,880	3,650	3,790	-22.3%
Contractual Services	105,092	107,980	106,710	107,130	-0.8%
Cost Allocation	(34,741)	(25,610)	(36,690)	(25,160)	-1.8%
Total	258,512	238,960	223,530	244,820	2.5%



PUBLIC WORKS ADMINISTRATION

2012 BUDGET HIGHLIGHTS

Salaries & Wages

The 4.3% increase or \$4,290 in salaries is due to an existing position upgrade of an Administrative Staff Assistant to an Administrative Assistant, and annual wage adjustments.

Employee Benefits

The 6.0% increase or \$3,060 is due to increased costs for Health Insurance, Social Security, Medicare and IMRF.

Commodities

The 22.3% decrease or \$1,090 is a direct result of the Department's budget reduction efforts.

Contractual Services

The 0.8% decrease or \$850 is principally due to reduction in telephone and employee safety costs.

Cost Allocation

The cost allocation expense is a repayment by funds responsible for a particular cost to the fund that initially paid the cost. To accommodate for these types of transactions, we must show the amount as expenditure in the reimbursing fund and a reduction of expenditures in the reimbursed fund. For the Public Works Administration Division, we are showing a decrease of expenses that pertain to the water and sewer fund function of the Village, thus the decrease in the water cost allocation. These expenses are then being shown in the Water & Sewer Divisions in the Water and Sewer Fund.



PUBLIC WORKS ADMINISTRATION

PERFORMANCE MEASURES

Program Being Measured
Budget Administration

Program Area Objectives

1. Increase the percentage of capital improvement projects (CIP) completed versus the percentage of CIP projects budgeted to 100% each year.
2. Keep project costs within 10% (+/-) of project budgets.

Objective	Indicator	2010 Actual	2011 Actual	2012 Target
Inputs				
1	Number of CIP projects budgeted	15	17	24
2	Total dollars budgeted	\$3,426,024	\$2,253,750	\$1,173,230
Outputs				
1	Number of CIP projects completed	10*	16.2	24
2	Total dollars spent	\$2,457,439	\$1,709,611	\$1,173,230
Outcomes				
1	Percentage of completed projects	83%	95.4%	100%
2	Percentage of project costs vs. total costs budgeted for completed projects	84%	75.8%	100%

Explanatory Information

Multi-year projects will be evaluated for the percentage completed in the fourth quarter of the year budgeted. Projects are assigned a value of 1.0 if completed or a percentage value if partially completed.



SNOW AND ICE CONTROL

The Public Works Department's Snow and Ice Control Division provides snow removal and ice control for 158.40 center lane miles, 367 cul-de-sacs, 10 parking lots, and sidewalks adjacent to all public buildings. Operational costs for all snow/ice control materials (salt and liquid calcium chloride), related equipment, snow fencing, employee salaries, contractual services (as needed), and other associated essentials are included in this Division. Staffing includes 43 primary assigned drivers, 4 supporting mechanics, 4 sidewalk clearers, 3 clerical staff, and up to 6 supervisors. A portion of staff time is allocated to other Divisions.

2011 ACCOMPLISHMENTS

- Utilized the 5,500 ton salt storage dome, inclusive of a conveyor loading system during the 2010/2011 winter with continued efficiency and success.
- Interviewed, hired, and trained 11 external auxiliary and 27 internal (other Village personnel) snow plow drivers to augment cul-de-sac plowing operation needs. This was the second year implementing external auxiliary drivers.
- Responded to 40.1 inches of snowfall during the first four months of 2011 resulting in 5 full plowing and salting operations and 20 salting only responses, requiring a total of 3,900 tons of road salt and 6,590 hours of labor.

2012 SHORT-TERM GOALS AND OBJECTIVES

- 1) Ensure all Village streets are cleared of snow/ice within 14 hours after snow fall has ended.
 - a. Maintain contractor assistance for implementation as weather events may warrant.
 - b. Maintain a roster of a minimum of 30 auxiliary drivers comprised of staff from other Departments and from the general public for plowing parking lots and cul-de-sacs and operating other snow removal equipment to maintain minimum staffing level requirements.
- 2) Prepare for snow and ice removal operations.
 - a. Prepare draft of snow removal plan and present to Public Works Committee by October 2012.
 - b. Complete all snow and ice control associated vehicle and equipment preparations by November 15, 2012.
 - c. Update plowing/salting route assignments by November 1, 2012.
 - d. Complete installation of all predetermined snow fence locations by November 15, 2012.

2012 ON-GOING GOALS AND OBJECTIVES

- 1) Maintain a snow/ice control employee task force to review program accomplishments and recommend improvements.
 - a. Identify efficiency improvements through modifying existing routes, truck, and/or driver assignments.



SNOW AND ICE CONTROL

- b. Conduct time studies for average street salting operations.
- c. Review equipment replacement needs and additional equipment requirements based on Village growth/needs.
- d. Review new technologies and practices for sensible salt and chemical application.

ANNUAL EXPENSES BY CLASS

CLASS	2009 Actual	2010 Budget	2010 Estimate	2011 Budget	% Change
Salaries	785,428	876,310	857,750	883,290	0.8%
Employee Benefits	284,286	323,900	321,760	332,610	2.7%
Misc. Employee Expenses	1,376	1,970	1,970	1,970	0.0%
Commodities	452,342	497,300	478,160	393,880	-20.8%
Contractual Services	72,077	95,900	121,510	84,860	-11.5%
Total	1,595,509	1,795,380	1,781,150	1,696,610	-5.5%

2012 BUDGET HIGHLIGHTS

Salaries & Wages

The 0.8% increase shown is a result of an increase in allocated salaries along with CBA salting roster stipend increases.

Employee Benefits

An increase of 2.7% is directly related to increased funding needs for health insurance and IMRF expenses.

Commodities

The decrease of 20.8% or \$103,420 primarily results from a reduction in the quantity of salt required to be purchased as compared to 2011 due to the Department's ongoing sensible salting practices.

Contractual Services

The 11.5% decrease or \$11,040 primarily results from a reduction in professional services.



SNOW AND ICE CONTROL

PERFORMANCE MEASURES

Program Being Measured

Salt Usage

Program Area Objectives

1. To reduce the amount of road salt used by 5% from .64 tons of salt used per street mile per inch of snow to .60 tons of salt used to contribute to the health of the environment.

Objective	Indicator – 6 Month Season	3 Months Nov. 2010 Dec. 2010 Jan. 2011	3 Months Feb. 2011 March 2011 April 2011	2010/2011 Season Actual	2011/2012 Target
Background Data					
1	Total inches of snow fall	27.3	30.6	57.9	41.02*
1	Total cost of salt per ton	\$68.82	\$68.82	\$68.82	\$60.33
1	Total lane miles plowed	158.40	158.40	158.40	158.40
1	Total tons of salt used	4,153	1,739	5,892	4,095
Efficiency					
1	Total tons of salt used per inch of snow	152.12	56.83	101.76	95.04
1	Total cost of salt per inch of snow	\$10,469.21	\$3,911.05	\$7,033.24	\$5,734
1	Total tons of salt used per lane mile plowed	26.22	10.98	37.20	25.85
1	Total tons of salt used per lane mile per inch of snow	.96	.36	.64	.60
Outcomes					
1	Percentage of reduced salt use	n/a	n/a	n/a	5%

Explanatory Information

By reducing the amount of road salt used the Village lowers the amount of chlorides introduced into the environment, and reduce overall costs of the Village's snow/ice control program. 2011/2012 snow fall projections are based on an average of the past ten years. Salt unit costs assume a 3% increase.

*Estimate based on best available data.



PAVEMENT MAINTENANCE

The Pavement Maintenance Division provides for the maintenance of approximately 158.40 center lane miles of Village asphalt pavement. This is accomplished by 4 full-time maintenance personnel and a supervisor. This Division addresses small scale asphalt repairs resulting from utility dig-ups and pavement failures, road reconstruction driveway repairs, and inlet rehabilitation. The Division also provides inspections of the Contracted Crack Sealing Program and oversees the re-striping of roadway markings within the Village. A portion of staff time is allocated to other Divisions within the Public Works Department.

2011 ACCOMPLISHMENTS

- Laid 272 tons of hot asphalt material and 51 tons of cold patch material.
- Supervised contractor installation of roadway re-striping throughout the village.
- Completed 79 in-house pavement repairs including storm sewer sites, water/sewer utility crossings and inlet repairs. An additional 31 driveway and apron repair locations were added in 2011 as part of the Street Revitalization Program.

2012 SHORT-TERM GOALS & OBJECTIVES

- 1) Assist Transportation and Engineering Division in identifying street reconstruction and resurfacing priority changes based on field observations and/or pothole patching requirement levels. (Linked to Village Board Goals OG-3)
 - a. Provide quarterly reports to the Transportation and Engineering Division on observations requiring consideration for future resurfacing/reconstruction.
 - b. Perform in-house repairs, when required.
- 2) Report on 2012 utility excavation repairs.
 - a. Identify square footage of utility excavation repairs and materials used.



PAVEMENT MAINTENANCE

ANNUAL EXPENSES BY CLASS

CLASS	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	% Change
Salaries	226,603	194,200	232,520	202,020	4.0%
Employee Benefits	102,629	100,930	108,320	106,810	5.8%
Misc. Employee Expenses	2,193	2,730	2,730	3,330	22.0%
Commodities	1,592	2,020	1,600	2,120	5.0%
Contractual Services	29,633	29,790	29,410	29,030	-2.6%
Capital Outlay	494	700	730	600	-14.3%
Total	363,144	330,370	375,310	343,910	4.1%

2012 BUDGET HIGHLIGHTS

Salaries & Wages

The 4.0% increase or \$7,820 is due to allocated CBA salary increases.

Employee Benefits

The 5.8% increase or \$5,880 is due to increased costs for Health Insurance, Social Security, Medicare and IMRF.

Misc. Employee Expenses

The 22% increase or \$600 is due to increased in uniform allowances per the CBA (Collective Bargaining Agreement).

Commodities

The 5.0% increase or \$100 is due to a slight increase in small tools and other supply needs.

Contractual Services

The decrease of 2.6% or \$760 is primarily due to a reduction in Liability and Worker's Compensation Insurance premiums.



PAVEMENT MAINTENANCE

PERFORMANCE MEASURES

Program Being Measured

Pavement Maintenance Activities

Program Area Objectives

1. To maintain the number of labor hours versus tons of hot asphalt material installed to less than 6 hours.
2. To maintain the number of labor hours versus tons of cold asphalt material installed to less than 26 hours.

Objective	Indicator	2010 Actual	2011 Actual	2012 Target
Inputs				
1	Labor hours spent on hot asphalt	2,179.5	2,060.50	2,344.75
2	Labor hours spent on cold asphalt	1,361*	1,735.75	1,555
Outputs				
1	Total tons of hot asphalt	349	392.24	391
2	Total tons of cold asphalt	51.0	61.06	60
Efficiency				
1	Labor hours spent per installed ton of hot asphalt	6.2	5.25	6
2	Labor hours spent per installed ton of cold asphalt	26.4*	28.43	26
Outcomes				
1	Difference in labor hours spent per ton of hot asphalt over prior years' performance	n/a	(-).95	.75
2	Difference in labor hours spent per ton of cold asphalt over prior years' performance	n/a	(+)2.03	(-)2.43



FORESTRY

The Public Works' Forestry and Grounds Division provides maintenance and care of approximately 17,000 Village owned trees and 150 acres of turf growth property. Presently, 20 turf acres are maintained in-house and 130 acres are maintained through contractual services. A portion of staff time is allocated to other Divisions.

2011 ACCOMPLISHMENTS

- Awarded Tree City USA recognition. This is the 20th consecutive year the Village has received this honor.
- Continued the annual Arbor Day Program in 2011 with the class from Whitely School attending the celebration at Arbor Day Park with numerous Village officials and staff members.
- Began removal of Ash trees found to be infested with Emerald Ash Borer (EAB). Received Village Board approval for EAB Policy which includes forward movement toward an Ash Tree Reduction program.
- Received approval for participation in a Reforestation Grant Program through the Metropolitan Mayor's Caucus. Program which permits funding for replanting of approximately 150 trees in conjunction with Ash tree reduction as a result of EAB infestation.
- Scheduled an expected 300+ tree plantings for the fall of 2011.
- Completed trimming of 1,500 parkway trees in conjunction with fall contractor assistance and in-house staff.

2012 SHORT-TERM GOALS AND OBJECTIVES

- 1) Continue to provide programs that protect trees from storm damage and inspect for insects and diseases.
 - a. Trim/shape approximately 1,500 trees with contractor assistance and in-house staff.
 - b. Review entry of data within the Tree Inventory Maintenance History Log to facilitate efficient use of this system in planning and scheduling future maintenance activities, including the continuation of contract tree trimming in future years.
 - c. Address receding or damaged trees in a timely manner.
- 2) Re-certify as a Tree City USA community for the 21st consecutive year.
 - a. Assemble and submit forms from Illinois Department of Natural Resources to the National Arbor Day Foundation for approval by mid-March 2012, in addition to meeting all other criteria.
- 3) Continue forward movement related to removal of EAB infested parkway trees as well as Ash Tree Reduction Program including: (Linked to Village Board Goals ST-4)
 - a. Removal of EAB infested parkway trees and replacement with focus on the diversifying of overall species throughout the Village.



FORESTRY

- b. Ash Tree Reduction Program involving the removal and replacement of smaller diameter Ash trees in newer subdivisions. Replacement of these trees will also occur in fall of 2011 and spring of 2012.

2012 ON-GOING GOALS & OBJECTIVES

- 1) Continue GPS location numbering system for tree inventory database.
 - a. Provide field location of 500 parkway trees with GPS system.
- 2) Add tree maintenance history to GPS database for targeted 500 trees.
 - a. Transfer existing maintenance history to GPS.

ANNUAL EXPENSES BY CLASS

CLASS	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	% Change
Salaries	389,720	397,590	387,440	406,590	2.3%
Employee Benefits	169,445	194,160	190,290	189,720	-2.3%
Misc. Employee Expenses	5,941	8,120	7,950	9,530	17.4%
Commodities	3,254	4,500	3,600	4,150	-7.8%
Contractual Services	159,244	182,380	154,470	225,830	23.8%
Capital Outlay	16,395	32,440	32,400	23,640	-27.1%
Total	743,999	819,190	776,150	859,460	4.9%

2012 BUDGET HIGHLIGHTS

Salaries & Wages

The 2.3% increase is due to allocated CBA salary increases.

Employee Benefits

The 2.3% decrease is due to an employee opting out of the insurance program.

Misc. Employee Expenses

The 17.4% increase is primarily due to an increase in uniform allowances per the CBA.

Contractual Services

The 23.8% increase is primarily due to an increase in branch pickup and mowing costs.

Capital Outlay

The 21.7% decrease is due to a non-recurring replacement of a mower.



FACILITIES MAINTENANCE

The Facilities Division provides for custodial and mechanical system maintenance and repairs at the Village's 10 principal buildings, totaling approximately 250,000 square feet of area. Planning and management functions also provide support for various Village construction and improvement projects to ensure functionality and quality.

2011 ACCOMPLISHMENTS

- Coordination and improvement of janitorial “green” cleaning, recycling programs and other “green” initiatives at Village facilities including the selection of and transition to a new janitorial cleaning firm.
- Provided maintenance warranty support for the new Police Department and Fire Station #24 facilities with continued review of preventative maintenance programs and equipment repair schedules.
- Performed ongoing management of the physical maintenance, improvements, and the review/revision of budgetary needs of all facilities.
- Planned, specified and bid several energy efficiency grant funded projects including interior lighting retrofits at the Public Works Center, Vehicle Maintenance Building and Village Hall, a new facility HVAC automation system at the Vehicle Maintenance Building, and installation of canopy LED lighting at the Village Hall.
- Provided technical support on facility related maintenance and contractual issues related to the Sears Centre Arena.

2012 SHORT-TERM GOALS AND OBJECTIVES

- 1) Continue to assist with warranty issues and closeout of facilities related capital construction projects.
 - a. Complete the digital imaging and collating of construction project files for data access, archiving and training purposes.
 - b. Implement Facility program objectives that will protect building structures, landscaping, equipment assets and contribute to LEED operations and maintenance best practices.
- 2) In conjunction with the Village Board goal, continue to develop and promote green activities and programs throughout all facilities. (Linked to Village Board Goals ST-1)
 - a. Monitor contract janitorial practices to ensure they are compliant with “green” initiatives.
 - b. Specify, purchase, and promote “green” products and services.
 - c. Promote facility recycling programs.
- 3) Improve facility preventative maintenance performance.
 - a. Continue to perform recommended preventative maintenance on Village HVAC systems.
 - b. Improve preventative maintenance efficiency through performance tracking.



FACILITIES MAINTENANCE

- c. Expand automation systems integration to improve occupant comfort levels throughout all Village facilities.

2012 ON-GOING GOALS AND OBJECTIVES

- 1) Continue to evaluate critical repairs and capital equipment replacements at all Village facilities to maintain operational continuity.
 - a. Research opportunities to enhance energy efficiencies and reduce costs in all facilities. (Linked to Village Board Goals ST-1)
 - b. Procure available grant funding for equipment improvements or replacement. (Linked to Village Board Goals ST-6)
- 2) Replace aging Village Hall Axial Vane Fans with new redundant Fan Wall technology.
 - a. Create engineering/design specifications and manage bid process.
 - b. Oversee fan retrofit and installation assuring minimal disruptions to Village operations.
- 3) Manage capital replacements of roofing on all Village buildings.
 - a. Evaluate roofing condition in relation to budgeted expenditures.
 - b. Write specifications and bid roofing replacements.

ANNUAL EXPENSES BY CLASS

CLASS	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	% Change
Salaries	319,885	312,810	314,330	312,090	-0.2%
Employee Benefits	125,445	148,140	147,740	152,710	3.1%
Misc. Employee Expenses	3,350	4,520	4,120	4,620	2.2%
Commodities	14,870	27,800	20,210	21,860	-21.4%
Contractual Services	517,063	592,720	510,570	565,590	-4.6%
Capital Outlay	83,325	4,960	113,440	2,600	-47.6%
Cost Allocation	(108,565)	(117,070)	(95,540)	(114,950)	-1.8%
Total	955,373	973,880	1,014,870	944,520	-3.0%



FACILITIES MAINTENANCE

2012 BUDGET HIGHLIGHTS

Salaries & Wages

There is a decrease in salaries because of management's decision to add a Maintenance I position to the division instead of filling the vacant Supervisor position. The Supervisor vacancy was the result of a retirement. Most of the savings is offset by the CBA increases.

Employee Benefits

The 3.1% increase or \$4,570 is due to increased costs for Health Insurance.

Misc. Employee Benefits

The 2.2% increase or \$100 is due to an increase in uniform allowances per the collective bargaining agreement.

Commodities

The overall 21.4% decrease or \$5,940 is due to lower funding needs for janitorial and other supplies.

Contractual Services

The 4.6% decrease or \$27,130 is primarily due to the elimination of the 1200 Gannon Drive building, the old police station.

Capital Outlay

The 47.6% decrease or \$2,360 is due to no capital projects and no EECBG matching grant expenses identified for 2012.

Cost Allocation

Cost allocation reimbursements are repayments by funds responsible for a particular cost to the fund that initially paid the cost. To accommodate for these types of transactions, we must show the amount as expenditure in the reimbursing fund and a reduction of expenditures in the reimbursed fund. For the Facilities Division, we are showing a reduction of expenses that pertain to the Water Cost Allocation function of the Village. These expenses are then being shown in the Water Cost Allocation account in the Water & Sewer Fund. These costs are in direct relation to the other Divisional costs so they increase and decrease accordingly.



FACILITIES MAINTENANCE

PERFORMANCE MEASURES

Program Being Measured

Preventative Maintenance

Program Area Objectives

1. To improve an overall preventative maintenance productivity level at or below the established task time frames.

Objective	Indicator	2010 Actual	2011 Actual	2012 Target
Inputs				
1	Staff hours used in the preventative maintenance program	877	766	1,143
Outputs				
1	Established task hours for assigned tasks	1,000	981	1,160
Efficiency				
1	Percentage of time saved performing established task	13.3%	28%	1%

Explanatory Information

Positive efficiency percentages reflect tasks done within established task times. Negative efficiency percentages reflect productivity levels that have exceeded established task times.



FLEET SERVICES

The Fleet Services Division provides routine/preventative maintenance and repair for all Village vehicles and equipment. This includes over 300 pieces of titled, portable, and stationary pieces of equipment.

Tracking preventative maintenance was expanded to include all vehicle classifications. Preventative maintenance is the key to lowering downtime, road calls, and non-scheduled repairs. Tracking of vehicle/equipment preventative maintenance for comparison with other municipalities and the private sector has also been implemented.

2011 ACCOMPLISHMENTS

- Received the Automotive Service Excellence (ASE) Blue Seal Award. This is the 11th time this award has been achieved.
- Purchased three new vehicles for public works.
- Ongoing inventory reduction plan to reduce overhead costs.
- Auctioned three vehicles and obsolete parts.
- Replaced 20 year old fuel pump dispensers on the fuel island.
- Participated with Transportation and Engineering Division and applied for grant money to decrease vehicle emissions by: 2 vehicle replacements, 3 engine replacements on fire department vehicles, and exhaust retrofits on 9 public works trucks and 3 tractors.
- Proposed adjustment to vehicle maintenance fuel and oil accounts to provide better management of vehicles.

2012 SHORT-TERM GOALS AND OBJECTIVES

- 1) Whenever possible, utilize in-town vendors to make purchases and to perform vehicle repairs.
 - a. Purchase tires from in-town dealership and use for wheel alignment.
 - b. Utilize contractual services when economically practical.
- 2) Provide 100% safe, dependable road-worthy vehicles and equipment to all Departments to ensure transportation is available to support the health, safety, and welfare of the community.
 - a. Remain current with preventive maintenance schedules.
 - b. Perform annual Snow and Ice vehicle preparedness inspections.
 - c. Reduce emergency and unscheduled repairs.
- 3) Continue to work with all Departments to purchase new vehicles and equipment included in the Capital Improvements Program (CIP).



FLEET SERVICES

- a. Distribute information on State Contract, SPC contact, and other vehicle purchase programs to Village Departments planning on purchasing vehicles.
 - b. Assist Departments with vehicle purchase decisions when needed.
- 4) Continue routine inspections and maintenance of the fueling system.
- a. Perform annual vendor inspection to check and certify compliance with state regulations.

2012 LONG-TERM GOALS AND OBJECTIVES

- 1) Replace older vehicle/equipment in compliance with CIP Vehicle Equipment Replacement Guidelines.
- 2) Upgrade the Vehicle Information System (CFA) to the newest software version.
 - a. Enhance ability to track vehicle maintenance and fuel usage by involving mechanics with the newer system.
- 3) Upgrade fuel pumps and system to use HID I.D. card readers and wireless vehicle readers, eliminating most errors on fuel reports and providing enhanced security.

ANNUAL EXPENSES BY CLASS

CLASS	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	% Change
Salaries	378,666	387,380	390,020	384,190	-0.8%
Employee Benefits	162,093	172,920	172,690	172,920	0.0%
Misc. Employee Expenses	4,604	5,290	5,410	5,270	-0.4%
Commodities	557,963	587,750	689,910	712,520	21.2%
Contractual Services	286,032	280,520	315,570	300,110	7.0%
Capital Outlay	2,718	4,050	4,030	2,000	-50.6%
Cost Allocation	(211,640)	(230,060)	(233,320)	(252,000)	9.5%
Total	1,180,436	1,207,850	1,344,310	1,325,010	9.7%



FLEET SERVICES

2012 BUDGET HIGHLIGHTS

Salaries & Wages

There was a 0.8% decrease in employee wages as a result of reallocating personnel costs between divisions to more accurately reflect their responsibilities. This decrease was offset by a forecasted increase in Division overtime costs.

Employee Benefits

The Village health insurance cost increase is offset in this division by the reallocation of personnel.

Misc. Employee Expenses

The 0.4% decrease or \$20 is due to lower uniform funding needs resulting from a new contract adopted in mid 2011 which is specific to the Department's fleet mechanic personnel.

Commodities

The 21.2% increase or \$124,770 is principally due to the continued trend of the gas & oil market prices compared to 2011.

Contractual Services

The 7.0% increase or \$19,580 results from higher vehicle maintenance costs resulting from an aging fleet.

Capital Outlay

The 50.6% decrease or \$2,050 is due to no new equipment purchase requests identified for 2012.

Cost Allocation

Cost allocations are payments by funds responsible for a particular cost to the fund that initially paid the cost. To accommodate for these types of transactions, we must show the amount as an expenditure in the reimbursing fund and a reduction of expenditures in the reimbursed fund. For the Fleet Services Division, we are showing a reduction of expenses that pertain to the water cost allocation function of the village. These expenses are then being shown in the Water & Sewer Divisions in the Water & Sewer Fund. These costs are in direct relation to the other divisional costs so they increase and decrease accordingly.



FLEET SERVICES

PERFORMANCE MEASURES

Program Being Measured

Fleet Preventative Maintenance

Program Area Objectives

1. To perform preventative maintenance on the Village Fleet within an average of 300 miles over the manufacturer’s recommendation at least 95% of the time.

Objective	Indicator	2010 Actual	2011 Actual	2012 Target
Outputs				
1	Number of Preventative Maintenance performed	356	345	345
1	Number of Preventative Maintenance performed within 300 miles over manufacturers’ recommendation	173	236	328
Efficiency				
1	Percentage of vehicles receiving preventative maintenance within 300 miles over manufacturers’ recommendation	48.6%	68.4%	95%
Outcomes				
1	Improvement over prior years’ performance	n/a	n/a	19.8%

Explanatory Information

By maintaining a preventative maintenance schedule that follows the manufacturer’s recommended intervals, the Village fleet should experience an increased reliability and higher resale values.



FLEET SERVICES

PERFORMANCE MEASURES

Program Being Measured
Schedule Repairs

Program Area Objectives

1. To perform scheduled repairs for at least 90% of the total number of vehicle repairs made.

Objective	Indicator	2010 Actual	2011 Actual	2012 Target
Inputs				
1	Number of scheduled repairs	6,509	6,585	6,750
1	Number of non-schedule repairs	610	482	450
1	Number of emergency repairs	500	344	300
Outputs				
1	Percentage of vehicles receiving scheduled repairs	85.4%	88.9%	90%
Efficiency				
1	Improvement over prior years' performance	n/a	3.5%	1.1%

Explanatory Information

The measurement of scheduled versus non-scheduled repairs is directly related to the effectiveness of repair quality. Scheduled repairs are predictable and therefore much easier to manage and prepare for than the surprise of a non-scheduled repair.



FAST ACTION SERVICE TEAM

The Department's Fast Action Service Team (FAST) is designed to respond quickly to smaller scope activities and projects from internal staff and from citizens. The Division has been in operation for 14 years and has minimized the need to interrupt work activities of other crews. Service requests are first dispatched to FAST, resulting in initial contact with the requestor (within 24 hours or less). FAST also facilitates responses from other appropriate Department work teams. When available, members also augment other internal work unit labor needs. FAST works with community service organizations, such as the Peer Jury and the Cook County Sheriff's Work Alternative Program (SWAP). A portion of staff time is allocated to other Divisions.

2011 ACCOMPLISHMENTS

- Supervised 692 man-hours provided by the Cook County SWAP. The SWAP group was responsible for removing 41 cubic yards of debris from various rights of way located throughout the Village.
- Provided milling/profiling of approximately 900 sidewalk deviations located throughout the Village.
- Prioritized and supervised contractor replacement of 3,400 square feet of concrete sidewalk.
- Removed graffiti from 15 various locations throughout the Village.
- Responded to 718 residential action requests for services and delivered 98 truckloads of wood chips to residents.
- Set up portable message board signs on 18 separate occasions for the Police Department, Sears Arena events, and other special events.
- Performed weekly maintenance work at Public Works Building, providing Facility Maintenance Team time for the Village remodeling project.
- Performed set up and take down duties for SWANCC electronic recycling events held at Village Hall.

2012 SHORT-TERM GOALS & OBJECTIVES

- 1) Continue to decrease the need to interrupt work activities of other crews and become more involved with Department-wide planning and scheduling of activities received through weekly management team meetings.
 - a. Increase the number of customer service requests handled by FAST, alleviating work interruptions to other Public Works Divisions.
- 2) Continue to improve the quality and safety of Village sidewalks.
 - a. Mill/profile identified sidewalk deviations throughout the Village.



FAST ACTION SERVICE TEAM

- 3) Improve response time for snow/ice related concerns.
 - a. Respond within 24 hours for temporary and/or permanent mailbox repairs resulting from snow plowing operations.
- 4) Continue training for team members in all functions of the Water/Sewer Supervisory Control and Data Acquisition (SCADA) system.
 - a. Monitor results during quarterly reviews of assigned personnel.
- 5) Aesthetically improve Village right of ways to organize and supervise the Cook County SWAP Program.
 - a. Target 800 SWAP labor hours of right-of-ways debris removal during 2012.
 - b. Provide supervision for peer jury community services.

ANNUAL EXPENSES BY CLASS

CLASS	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	% Change
Salaries	80,736	88,980	84,180	96,550	8.5%
Employee Benefits	30,496	33,440	32,300	36,080	7.9%
Misc. Employee Expenses	466	740	630	890	20.3%
Commodities	4,152	5,100	4,700	4,900	-3.9%
Contractual Services	79,168	85,440	85,490	86,590	1.3%
Capital Outlay	1,530	-	-	-	N/A
Total	196,548	213,700	207,300	225,010	5.3%

2012 BUDGET HIGHLIGHTS

Salaries & Wages

The 8.5% increase or \$7,570 is due to allocated CBA salary increases and anticipated overtime wages.

Employee Benefits

The 7.9% increase or \$2,640 is due to increased costs for Health Insurance, Social Security, Medicare and IMRF.

Misc. Employee Expenses

The 20.3% or \$150 increase is due to an increase in uniform allowances per the CBA.

Commodities

A slight decrease of 3.9% or \$200 was achieved by lowering Other Supplies required to be purchased as compared to 2011 actual levels.

Contractual Services

The 1.3% increase or \$1,150 is due to increased funding needs for contractual street sweeping.



FAST ACTION SERVICE TEAM

PERFORMANCE MEASURES

Program Being Measured

Residential Service Requests

Program Area Objectives

1. To provide an initial field response time in less than 24 hours to residential service requests during normal business hours at least 95% of the time.

Objective	Indicator	2010 Actual	2011 Actual	2012 Target
Inputs				
1	Total number of requests made	708	840	900
Outputs				
1	Total number of requests responded to within 24 hours	673	802	855
Outcomes				
1	Percentage of service requests responded to in 24 hours or less	95%	95%	95%



STORM SEWERS

The Storm Sewer Division is responsible for the maintenance and repair of all Village owned storm sewer infrastructure and storm drainage ways. The Village currently maintains 214.8 miles of storm sewer pipe ranging between 4" and 36", including 9.66 miles pipes for area infrastructure systems and 76.7 miles of private sewer system; 4,300 catch-basins, 1,046 of flared end outlets, 5,124 street inlets, and 2,937 run-off manholes. Monthly inspections are performed on all Village drainage ways and lake/pond outfall lines to reduce the risk of flooding. A portion of staff time is allocated to other Divisions.

2011 ACCOMPLISHMENTS

- Completed urgent storm sewer repairs on 52" pipe at Grand Canyon and Berkley Ln intersection.
- Replacement of 40 feet of 24" storm sewer corrected a drainage problem in Brittany Park.
- Installed approximately 350 feet of 6" perforated drain tile at Hermitage to correct street icing problem.
- Installed approximately 75 feet of 4" perforated drain tile at 705 Ash Rd to correct a local drainage problem.
- Rebuilt 25 catch basins and/or inlets.
- Performed routine creek/lake checks to ensure that proper flow was maintained at times of heavy rains to reduce the possibility of street flooding.
- Completed the reinstallation of the Weir structure on Victoria Park Creek to improve flow control.
- Cleaned and flushed 3,334 feet of main line storm sewer.

2012 SHORT-TERM GOALS & OBJECTIVES

- 1) Continue the joint effort with the Tollway Authority to clean storm culvert pipes at I-90 crossings on a more regular basis to reduce inflow and infiltration into the sanitary sewer system reducing the likelihood of street flooding during major storms.
- 2) Evaluate the joint drainage improvement completed with the Village of Schaumburg Park District on the Highland Blvd. and Jones Rd. intersection to identify and correct remaining problem.
 - a. Improve Highland subdivision area drainage.
 - b. Reduce inflow and infiltration into the sanitary sewer system.
 - c. Reduce the possibility of street flooding during major storms and reduce operational costs.
 - d. Reduce the need to utilize pumping to reduce pond levels after major intense storms at Highland Blvd. and Jones Rd.



STORM SEWERS

2012 ON-GOING GOALS AND OBJECTIVES

- 1) Review the major storm response plan for opportunities to further prevent or minimize street intersection and private property flooding.
 - a. Interact with other municipalities and the Tollway Authority for common drainage work.
 - b. Prevent storm run-off backing up into low standing houses.
 - c. Aid in lowering flood insurance rates for Village residents.

- 2) Complete all base level storm sewer maintenance work.
 - a. Flush and/or root cut 2,000 feet of storm sewer.
 - b. Rebuild 40 storm sewer inlets.
 - c. Complete monthly creek checks.
 - d. Complete bi-weekly pond outflow pipe checks.
 - e. Perform storm sewer repairs as required.
 - f. Implement Best Management Practices for the storm sewer system.

ANNUAL EXPENSES BY CLASS

CLASS	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	% Change
Salaries	103,105	111,460	111,670	116,170	4.2%
Employee Benefits	49,290	53,360	53,150	56,460	5.8%
Misc. Employee Expenses	1,050	3,070	3,080	3,370	9.8%
Commodities	851	1,400	1,220	1,400	0.0%
Contractual Services	40,937	40,650	37,990	39,650	-2.5%
Total	195,233	209,940	207,110	217,050	3.4%

2012 BUDGET HIGHLIGHTS

Salaries & Wages

The 4.2% increase or \$7,710 is due to allocated CBA salary increases.

Employee Benefits

The 5.8% increase or \$3,100 is due to increased costs for Health Insurance, Social Security, Medicare and IMRF.

Misc. Employee Expenses

The 9.8% increase or \$300 is due to an increase in uniform allowances per the CBA.

Contractual Services

The 2.5% decrease or \$1,000 is due to lower liability and workers compensation insurance premiums.



STORM SEWERS

PERFORMANCE MEASURES

Program Being Measured
 Catch Basin Rebuilds

Program Area Objectives

1. To maintain the numbers of labor hours used per catch basin rebuild to 25 hours or less.

Objective	Indicator	2010 Actual	2011 Actual	2012 Target
Inputs				
1	Total labor hours spent rebuilding catch basins	2,747	423	1,000
Outputs				
1	Total number of catch basins rebuilt	42	21	40
Efficiency				
1	Labor hours spent per catch basin rebuilt	65.4	20.1	25



TRAFFIC CONTROL

The Public Works Department's Traffic Control Division provides for maintenance of all Village street signs and street pavement markings. The Traffic Control Division maintains 2,388 street lights and Village owned parking lot lighting. This team also installs and maintains 120 seasonal banners that are hung on street light poles. Other responsibilities include sign fabrications. A portion of staff time is allocated to other Divisions.

2011 ACCOMPLISHMENTS

- Responded to 382 requests for street light repairs including Sears Centre parking lot lighting and the Economic Development Area (EDA) roadway lighting.
- Replaced 297 traffic control devices/signs due to wear, age, and vehicle damage/vandalisms. Installed 53 devices/signs at new locations, and 38 other signs/banners were designed and fabricated for Village events.
- Replaced all street signs and posts on streets that were recently reconstructed or updated.
- Completed 26 streets under the re-posting program.
- Managed and inspected four (4) cycles of contractor street sweeping.

2012 SHORT-TERM GOALS AND OBJECTIVES

- 1) Correct all reported street light outages of Village owned lights (not requiring contractor services) within 4 business days from date reported.
 - a. Utilize staff time to perform activities related to improving response time for street light repairs.
 - b. Maintain sufficient parts inventory for general repairs.
- 2) Continue with re-posting of new traffic signs on all roadways within the 2012 Street Revitalization Project.
 - a. Coordinate new sign installations with Transportation and Engineering Division during predetermined construction phases.
 - b. Maintain sign upgrades to the Manual on Uniform Traffic Control Devices updates.
- 3) Continue the Replacement Program of deteriorated concrete street light poles.
 - a. Perform field inspection of all concrete poles by April 15, 2012, identifying a priority list for replacements within budget.
 - b. Solicit bids and award contract by July 15, 2012.
 - c. Complete all targeted replacements by November 30, 2012.



TRAFFIC CONTROL

2012 ON-GOING GOALS AND OBJECTIVES

- 1) Remain current with requirement upgrades of the Federal Manual on Uniform Traffic Control Devices (MUTCD).
 - a. Meet all requirements of the MUTCD manual in a planned/programmed cost effective manner.

ANNUAL EXPENSES BY CLASS

CLASS	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	% Change
Salaries	218,086	226,310	182,900	223,480	-1.3%
Employee Benefits	103,027	110,290	101,240	116,250	5.4%
Misc. Employee Expenses	3,202	3,900	3,300	4,110	5.4%
Commodities	6,785	10,100	9,100	8,900	-11.9%
Contractual Services	242,185	248,640	259,660	252,690	1.6%
Capital Outlay	-	-	-	1,600	N/A
Total	573,285	599,240	556,200	607,030	1.3%

2012 BUDGET HIGHLIGHTS

Salaries & Wages

The 1.3% decrease or \$2,830 is due to reduction in overtime wages.

Employee Benefits

The 5.4% increase or \$5,960 is primarily due to increased costs for Health Insurance.

Commodities

The 11.9% decrease or \$1,200 is based on prior year's expenses.

Contractual Services

The 1.6% increase or \$4,020 is primarily due to anticipated increase in electrical costs as compared to 2011 levels.



TRAFFIC CONTROL

PERFORMANCE MEASURES

Program Being Measured

Traffic Operations

Program Area Objectives

1. Correct reported street light outages of Village owned lights (not requiring contractor services) within four business days from date reported at least 95% of the time, with a target goal of 100%.

Objective	Indicator	2010 Actual	2011 Actual	2012 Target
Inputs				
1	Number of reported outages	125	78	153
Outputs				
1	Total number of reported outages corrected within 4 days and under	n/a	70	145
Outcomes				
1	Average total days elapsed before street light was repaired	3	2.08	3
1	Percentage of repairs completed within the 4 day window	95%	90%	95%

Development Services

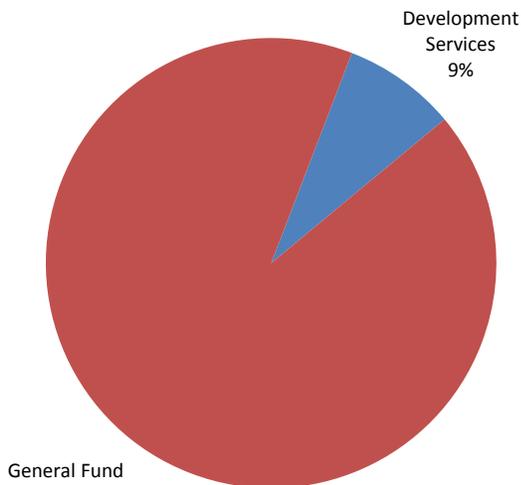


DEPARTMENT DESCRIPTION

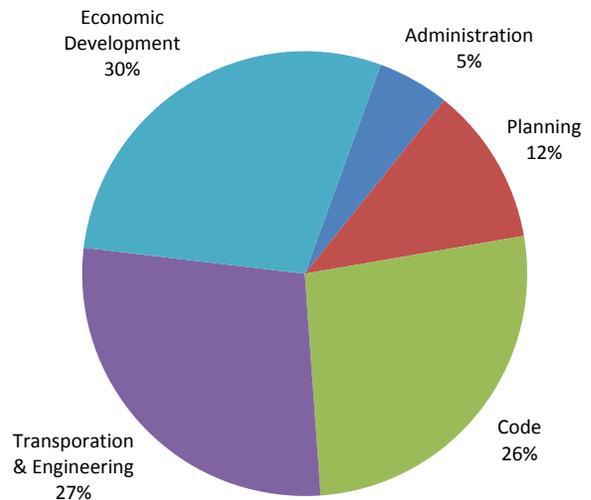
The Department of Development Services is divided into five divisions: Administration, Planning, Code Enforcement, Transportation & Engineering, and Economic Development. These Divisions coordinate all aspects of residential and commercial development in Hoffman Estates. They work with residents and existing businesses on improvements to their property, and work with the development community to bring new businesses to Hoffman Estates. The Department provides information and professional services to residents, developers, realtors, contractors, other governmental agencies, and other interested parties on a wide variety of topics.

TOTAL OPERATING BUDGET
\$3,939,010

DEPARTMENT EXPENDITURES TO GENERAL FUND EXPENDITURES



ANNUAL EXPENSES BY DIVISION



Development Services



ANNUAL EXPENSES BY DIVISION

DIVISION	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	% Change
Administration	194,116	199,150	198,370	212,540	6.7%
Planning	468,101	441,970	445,330	452,230	2.3%
Code Enforcement	1,078,876	1,041,660	1,040,210	1,045,560	0.4%
Transportation & Engineering	969,928	1,020,740	1,013,730	1,101,230	7.9%
Economic Development	1,121,119	1,180,040	1,133,700	1,127,450	-4.5%
Total	3,832,140	3,883,560	3,831,340	3,939,010	1.4%

ANNUAL EXPENSES BY CLASS

CLASS	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	% Change
Salaries	1,941,277	1,895,150	1,895,450	2,000,300	5.5%
Employee Benefits	847,068	904,900	898,290	917,050	1.3%
Misc. Employee Expenses	31,468	38,720	28,550	40,980	5.8%
Commodities	34,805	17,580	15,290	16,410	-6.7%
Contractual Services	1,076,990	1,123,280	1,083,960	1,055,000	-6.1%
Cost Allocation	(99,468)	(96,070)	(90,200)	(90,730)	-5.6%
Total	3,832,140	3,883,560	3,831,340	3,939,010	1.4%



DEVELOPMENT SERVICES ADMINISTRATION

The Administration Division of the Development Services Department coordinates and provides assistance to the Economic Development, Planning, Transportation and Engineering, and Code Enforcement Divisions in developing new programs and assisting in the implementation of existing programs. The Division works with developers and land owners to attract businesses, navigate through the approval process, obtain construction permits, and inspect residential and commercial construction projects, as well as streets and public utilities. The Department oversees the Annual Street Construction Project and enforces the Property Maintenance Code to resolve violations, and works with other Village Departments on a variety of projects.

For the year ahead, major efforts will continue to be focused on economic development opportunities and activities in the western area of the Village, in addition to implementing the Business District Plan and reviewing development projects throughout the Village. Ongoing activities include efforts to bring about the full Barrington Road interchange, as well as the increased attention to code enforcement and property maintenance.

2011 ACCOMPLISHMENTS

- Tate & Lyle, a food industry giant, moved into their new offices at the Prairie Stone Corporate Center in late fall.
- NSK America opened in June.
- St. Alexius Medical Center initiated their expansion plans for the Women's and Children's Wing, beginning site work, parking, and plan review and approval for the actual expansion.
- Redevelopment of a highly visible corner in the Roselle Road TIF District was completed in August. A new Chipotle and Sprint store opened Labor Day weekend at the southeast corner of Golf and Roselle Roads.
- Also in the Roselle Road TIF District, Royal Seafood Buffet opened in September with a 500 seat capacity restaurant and banquet center.
- Development Services staff continue to seek grants, spend grant money, and monitor grant status for a variety of funding sources to supplement the Village budget for capital, infrastructure and other initiatives.
- The Department continued to work with the U.S. Census Bureau and received the initial 2010 census information in the spring.
- In the fall, the Village kicked off a "Shop Local" program underscoring the importance of Hoffman Estates residents supporting their local retailers and businesses with the benefit of increasing the state's share of sales tax dollars returned to the Village.
- The Annual Street Resurfacing and Reconstruction Program was again completed on time and at or under budget.
- The Department provided the administrative function for the combining of the Plan Commission and Zoning Board of Appeals into a new Planning and Zoning Commission. Administrative support included the logistics of combining two independent Boards, adapting



DEVELOPMENT SERVICES ADMINISTRATION

procedures, and creating the ordinances to combine these two functions. The combined Board allows for a more streamlined development review process for land owners and developers seeking to build in Hoffman Estates.

- Through a Cook County grant, bike route signage was installed over the summer on 18 miles throughout Hoffman Estates.
- Significant progress towards the eventual construction of the full Barrington Road interchange was completed in 2011, with the state identifying funding to proceed to the engineering phase and staff working with IDOT and the Toll Authority to select a consultant for this work.
- The Department also advanced the STP grant funding requests for reconstruction of three key arterials in the Village (Hassell Road, Palatine Road and Bode Road) by completing Phase 1 engineering for these projects using mostly staff resources.
- The Village received a grant to study potential alternative non-traditional means for public transportation, particularly in the central portion of the Village. The study, by a consultant, kicked off in the summer.

2012 SHORT-TERM GOALS & OBJECTIVES

- 1) Facilitate Economic Development Division activities.
 - a. Promote hotels, restaurants and attractions through continuing efforts with private sector.
 - b. Coordinate hospitality and other complementary development in the Entertainment District. Work to redevelop Barrington Square Town Center and identify an anchor tenant(s). (Linked to Village Board Goal ST-8)
- 2) Facilitate Planning Division activities.
 - a. Develop approvals for the western area and other projects.
 - b. Coordinate redevelopment projects for the Roselle Road Business/TIF District.
 - c. Coordinate signage and streetscape project for the Entertainment District.
 - d. Pursue green initiatives.
- 3) Facilitate Transportation and Engineering Division activities. (Linked to Village Board Goal OG-3)
 - a. Complete and improve Annual Road Resurfacing/Reconstruction Program.
 - b. Coordinate transit opportunities in the Village. Coordinate major road projects, such as Phase I engineering for a full interchange at Barrington Road. . (Linked to Village Board Goal ST-2)
- 4) Facilitate Code Enforcement Division activities.
 - a. Enhance enforcement and compliance with Village codes throughout the Village.
 - b. Facilitate permitting inspections and occupancies for new development.
 - c. Promote property maintenance activities in single-family, multi-family and commercial buildings.



DEVELOPMENT SERVICES ADMINISTRATION

- d. Coordinate 2012 “Clean Sweep” Program.

2012 ON-GOING GOALS & OBJECTIVES

- 1) Continue to enhance customer service as it is related to the development process.
 - a. Timely plan reviews and responses to information requests.
- 2) Work with citizens and developers to maintain and enhance Hoffman Estates as a great community in a dynamically changing development environment.
- 3) Maintain and improve the Department’s presence on the Village website.
 - a. Each Division within the Development Services Department will provide quarterly updates.

ANNUAL EXPENSES BY CLASS

CLASS	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	% Change
Salaries	98,449	99,950	100,270	109,000	9.1%
Employee Benefits	37,687	41,200	41,100	44,540	8.1%
Misc. Employee Expenses	934	1,280	430	1,290	0.8%
Commodities	3,175	3,800	3,700	3,710	-2.4%
Contractual Services	53,871	52,920	52,870	54,000	2.0%
Total	194,116	199,150	198,370	212,540	6.7%

2012 BUDGET HIGHLIGHTS

Salaries & Wages

The 9.1% increase is partly due to approval of a stipend for duties performed as owners’ representative to the Sears Centre Arena and annual wage adjustment for non-union employees.

Employee Benefits

The 8.1% increase is due to health insurance premium increases and higher taxes/IMRF costs due to increased salaries.

Commodities

Expenses were reduced by 2.4% as part of a budget savings program.

Contractual Services

The 2.0% increase is primarily due to an increase in the IS User Charge, which is an allocation based on Information Systems departmental costs spread to all users.



PLANNING

The Planning Division works with the development community and residents to prepare plans for presentation to the Planning and Zoning Commission, Planning, Building, & Zoning Committee and Village Board. The Division coordinates the development review process within the Village, assists with economic development and marketing efforts, and maintains contacts with outside agencies. The Division also manages the Community Development Block Grant (CDBG) Program, oversees “green” initiatives within the Village, and coordinates the Recovery Act and other grant programs. Development, demographic, and other information is provided to business owners, developers, the general public and other interested parties. The Division drafts Zoning and Subdivision Code text amendments and prepares special studies within the Village, as needed. Planning also maintains several areas of the main Village website (www.hoffmanestates.org) and the tourism website (www.visithoffman.com).

In 2011, the Division continued to see an increase in development and redevelopment discussions, although many of these projects have been smaller in scale due to the economic conditions. Some of the larger projects have not yet advanced to the construction stage, but have still involved significant staff review and discussion time. A number of the projects approved during 2010 and constructed in 2011 have required extraordinary staff time to monitor construction and respond to issues that arose in the field.

During 2011 the Division underwent a major change when the Village Board changed the Municipal Code to combine the former Plan Commission and Zoning Board of Appeals into one board. The new Planning and Zoning Commission assumed the duties of both former boards and began meeting in June. Planning Division staff spent a substantial amount of time performing research and preparing the documents necessary for the change to occur. After the Village Board determined to make the change, there was a substantial transition period that involved revamping all aspects of the development review process, including creating new documents and working with Corporation Counsel to orient the new Commission members on their new responsibilities.

2011 ACCOMPLISHMENTS

- To implement the transition to the new Planning and Zoning Commission, Planning Division staff completed:
 - Updated Resolutions and Code sections relative to the change
 - New application forms
 - New formats for staff reports, findings of fact, minutes, and other reports
 - Orientation presentations regarding the different duties of the Commission
 - New meeting procedures for the Commission
 - Readjustment of staff responsibilities
 - Updates to the website to reflect the new process/Commission
 - New development review process guidelines handout
 - Updated computer and paper file format
- New projects reviewed by the Division in 2011 (including both formal site plan reviews, administrative reviews, and minor site plan amendments):
 - Alliance Fellowship Church site plan amendment for expansion
 - Funeral Home at Hassell and Pembroke
 - St. Alexius new parking deck and site modifications
 - Alexian Brothers Behavioral Health parking and sidewalk modifications
 - Hoffman Village Shopping Center façade and site changes



PLANNING

- Autumn Woods plat of resubdivision
 - Beverly Property Apartment agreement amendment and site plan
 - O'Malley Farm Subdivision amendment to site plan
 - Tate & Lyle site and building modifications
 - America's Bar & Grill site plan amendment
 - Garibaldi's site plan amendment
 - Jiffy Lube facade changes
 - Alexian Brothers retaining wall and landscaping site changes
 - Strawberry Hill Plaza Shopping Center site plan amendment
 - Poplar Creek Golf Course site changes and plat of easement
 - McShane's Huntington 90 plat of resubdivision
 - Chase Bank (Roselle Road) site plan review
 - St. Alexius Medical Center Parking Lot I modifications
 - Plum Farms development agreement modification
 - Valli Produce emergency generator
 - Beth Tikvah deck addition site plan amendment
 - Bosch/Rexroth Wind Tower site plan amendment
 - Shree Jalaram Temple site plan amendment for revised landscape plan
 - Mobil Gas Station site plan amendment for landscape changes
 - Auto Dealership/former Police building redevelopment
 - Beverly Properties National Museum site plan review
 - Beacon Pointe Phase 2 residential subdivision and agreement amendment
 - Barrington Square Town Center demolition of Burger King, site redevelopment
 - Barrington Square Town Center TIF review
 - Bradwell Subdivision annexation and site plan review
 - Former La Strada site development agreement amendment for medical offices
 - Prairie Stone Crossing site plan amendment and subdivision for restaurant
 - Devonshire Woods site plan amendment and plats
 - Barrington Lakes site plan amendment for gates/fencing/parking lot changes
 - Shoe Factory Road project modifications and implementation
- The following Master Sign Plans were reviewed in 2011:
 - Palatine Road Jewel
 - Barrington Lakes Apartments
 - Dino Alex retail building
 - Fountain Crossings retail buildings
 - Prairie Stone Sports and Wellness Center
 - Hoffman Village
 - Strawberry Hill Shopping Center
- Following is a summary of work on cellular antenna requests in 2011:
 - Several new antenna requests were processed/reviewed
 - More than 15 modifications were processed that did not require a zoning hearing
 - Staff participated in field meetings and inspections for installations
 - Several discussions occurred about potential site locations which did not proceed
 - There were discussions on 5 different lease amendments
 - Staff coordinated efforts to secure the Sears Centre Arena DAS installation
 - Provided written comments on proposed FCC rule changes affecting cellular antenna reviews and utility right of way usage.



PLANNING

- Research and development of a modified cellular antenna policy
- In 2011, the Division spent significant time assisting with the monitoring and inspection process for construction projects including:
 - St. Alexius Medical Center expansions
 - Alexian Brothers Behavior Health Hospital modifications
 - Dino Alex retail development at Golf & Roselle
 - Shree Jalaram Temple expansion
 - Royal Seafood Buffet (Golf Center) remodeling/site changes
 - Heidner retail development at Hassell & Barrington
 - NSK America corporate headquarters (Huntington 90 Business Park)
 - Devonshire Woods Residential
 - Yorkshire Woods Residential
 - Beacon Pointe Drive completion
- During 2011, administration of the CDBG Program included:
 - Managing Northwest Housing Partnership home rehab program
 - Managing streetlight improvement project in the Barrington Square neighborhood
 - Development and adoption of the 2011-2015 Consolidated Plan, 2011 Annual Action Plan and 2010 CAPER
 - Completion of all required reports, forms, and other program administrative duties.
 - Attended several training sessions regarding various federal requirements
 - Responded to several audit requests from HUD
- In addition to CDBG, major grant and related efforts included:
 - Quarterly reporting for all Federal Grants under the Recovery Act
 - EECBG Green Code Development
 - EECBG/DCEO Lighting Projects
 - EECBG Recycling Program
 - DCEO rebates/grants – Village facility efficiency efforts
 - CMAP/CMAQ Bike Grants
 - RTA Transit Planning Grant
 - LEAP (Local Energy Assistance Planning) Grant
 - Assistance with CMAQ Grants
 - CPPW (Communities Putting Prevention to Work) Grant
 - Continued education and training for staff LEED accreditation
 - Prepared sustainability award applications for the Village
- Other non-development projects included:
 - Development of the Hoffman Estates Green Business Recognition Program
 - Review and research related to the 2010 Census Data
 - Reviewed zoning research related to keeping backyard chickens
 - Reviewed zoning research related to wind turbines
 - Researched development fee information
 - Evaluation of code changes related to the end of the Sears Annexation Agreement
 - Performed research and responded to FOIA requests in accordance with State requirements



PLANNING

- Website efforts included:
 - Update of Planning Division site for new Planning and Zoning Commission
 - Posting of all Planning and Zoning notifications
 - Updates of 2010 Census Data
 - Regular updates to the Green Initiatives portion of the Village website
 - Regular updates to the Grants portion of Village website
 - Produced several informational articles for posting on the website
 - Updates and posting of notices on the CDBG website
 - Regular updates to the Economic Development portion of the website
 - Regular updates and expansion of the Visit Hoffman website

- Division staff has assisted with projects in other Divisions including:
 - Creation of documents, booth exhibits, brochures, etc. for the Village's annual attendance at the International Council of Shopping Center (ICSC) convention
 - Assisted with marketing efforts and development of "Shop Local" campaign
 - Assisted with development of a "Complete Streets" policy and related code updates and participated in the Complete Streets Steering Committee
 - Created graphics and exhibits for presentation of street reconstruction projects
 - Assisted in review of Hassell Road reconstruction plans
 - Participated in CN discussions and sound wall review
 - Worked with Economic Development Director on several significant efforts including meeting with potential developers, developing an economic development strategy, promoting and marketing the 59/90 District, publicizing development success stories, etc.
 - Participated in discussions on the I-90 corridor widening and transit planning efforts

- The Division provided staff support for:
 - Planning and Zoning Commission (Plan Commission and Zoning Board of Appeals prior to June 2011)
 - Planning, Building and Zoning Committee
 - Comprehensive Plan Advisory Committee
 - Green Initiatives Commission

2012 SHORT-TERM GOALS & OBJECTIVES

- 1) Expedite review of key projects in the Village.
 - a. Perform staff plan review and provide comments in less than the standard 2 week review time, whenever feasible.
 - b. Coordinate Village review process to try to accommodate developer's desired schedule.

- 2) Review annexation and development proposals in the western area, including Laufenberger Farm, Beverly Properties, and Prairie Stone, among others.
 - a. Ensure quality development and adherence to Village codes and regulations by minimizing the number of waivers granted for new projects.



PLANNING

- b. Work with developers to make sure appropriate level of transportation and other infrastructure improvements are provided with each development.
 - c. Coordinate developer's plans and land use proposals with the needs of the community and Village Goals.
 - d. Evaluate impacts on area roadways and coordinate any new private improvements with the need for public road improvements. Specifically, coordinate the improvement of Shoe Factory Road and Beverly Road with surrounding improvements.
- 3) Coordinate the efforts for signage and promotional activities in the Poplar Creek @ 59/90 Entertainment District.
 - a. Continue to identify opportunities and challenges for adding promotional and way finding signage to the District.
 - b. Work in concert with private developers to integrate streetscape improvements and signage into new developments, where feasible. Continue to work with developers to leverage private funds for Entertainment District improvements.
 - c. Coordinate efforts of consultants, Committees, Property Owners Association, and interested parties, as needed.
- 4) Promote the development or redevelopment of underutilized properties within the Village.
 - a. Work with owners of the Barrington Square, Hoffman Village, Hoffman Plaza, Golf Center, Fountain Crossing, Forest View/Huntington Plaza, Prairie Stone Crossing, and other retail owners to find new uses and/or tenants for vacant building spaces.
 - b. Work with property owners in the Roselle Road BID/TIF on redevelopment/re-occupancy plans to improve the economic vitality of the area.
 - c. Work with owner and developers of the Beacon Pointe Phase 2 project at Shoe Factory Road and Beverly Road to find a project that is economically feasible and meets the goals and objectives of the Village.
 - d. Continue to work with shopping center and other retail property owners to implement the commercial property improvement requirements of the Subdivision Code.
- 5) Through use of funds provided by U. S. Department of Housing and Urban Development (HUD), administer the Community Development Block Grant (CDBG) Program to provide decent housing, suitable living environments, and expanded economic opportunities that benefit low- and moderate-income residents.
 - a. Prepare and submit all required CDBG plans and reports in accordance with required HUD deadlines.
 - b. Develop and implement an annual budget for use of all CDBG funds on projects that will benefit low- to moderate-income residents of the Village.
 - c. Work with the Northwest Housing Partnership (NWHP) to promote use of CDBG funds allocated to the residential rehabilitation program.
 - d. Complete a public street infrastructure improvement with CDBG funds in coordination with the Village's 2012 Street Revitalization Project, if applicable.
- 6) Implement Green Initiatives activities for the Village. (Linked to Village Board Goal ST-1)
 - a. Provide support for the efforts of the Green Initiatives Commission.
 - b. Promote and publicize recycling, energy efficiency, water savings, and other initiatives for Village facilities, businesses and residents.



PLANNING

- c. Continue to evaluate ways that Village codes can be used to implement green initiatives and incorporate sustainable and 'green' efforts into the site plan review process, when feasible.
- 7) Pursue and utilize grant opportunities for the betterment of the Village.
 - a. Perform all required reporting, tracking, and oversight for existing awarded grants, including the completion of Recovery Act grant projects.
 - b. Identify and pursue new grant opportunities that may be applicable to the Village, including regular monitoring of various agency websites and news releases. Research new grants on a case by case basis for specific projects that may be identified by Departments. (Linked to Village Board Goal ST-6 and OG-1)
 - c. Identify and publicize potential grant opportunities that may be applicable for local businesses.

2012 ON-GOING GOALS & OBJECTIVES

- 1) Maintain and improve the quality of life through land use planning, review, and approval of development proposals.
 - a. Ensure quality development and adherence to Village codes and regulations by minimizing the number of waivers granted for new projects.
 - b. When appropriate, incorporate bike path and pedestrian connections into new development proposals to enhance these networks in the Village. (Linked to Village Board Goal OG-2)
 - c. When appropriate, incorporate green initiatives and sustainability elements into new development proposals. (Linked to Village Board Goal ST-1)
 - d. Ensure transparency of the development review process and encourage resident participation in project reviews through implementation of Village notification procedures.
- 2) Maintain applicable areas of www.hoffmanestates.org and www.visithoffman.com. (Linked to Village Board Goal ST-9)
 - a. Update content of Planning pages on a regular basis to ensure current information is available and to include posting of current public meeting agendas.
 - b. Review content of all pages, including photos and update information every 3 months, or as needed to keep site current.
 - c. Provide updated information on the CDBG program, including public notices, RFP's, construction status, contact information, access to CDBG reports, etc.
 - d. Maintain the Village's *Growing to Greenness* webpage, including management of the Hoffman Estates Green Business Program, and participation in the Clean Air Counts program and other initiatives.
 - e. Maintain the Village's Grants webpage, including posting of status updates.
 - f. Maintain the Village's Visit Hoffman tourism website to keep lists of restaurants and businesses current. Also keep site updated with all current Sears Centre and other relevant events and to include promotions for the Shop Local campaign and other efforts.
- 3) Coordinate and promote the orderly growth of the community.
 - a. Review each development proposal for consistency with Comprehensive Plan, Subdivision Code, Zoning Code, and other Village regulations.



PLANNING

- b. For each development proposal, review details in comparison to other recent and similar projects to ensure consistent implementation of Village Codes.
- c. Continually monitor development codes and prepare amendments as necessary.
- d. Identify and implement changes to the development review process to improve efficiency and increase the quality of service provided to these customers.

ANNUAL EXPENSES BY CLASS

CLASS	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	% Change
Salaries	344,947	327,050	329,980	335,740	2.7%
Employee Benefits	172,496	163,860	164,780	157,930	-3.6%
Misc. Employee Expenses	1,583	3,450	3,450	3,450	0.0%
Commodities	2,258	2,940	2,450	2,490	-15.3%
Contractual Services	3,433	4,670	4,670	4,620	-1.1%
Cost Allocation	(56,616)	(60,000)	(60,000)	(52,000)	-13.3%
Total	468,101	441,970	445,330	452,230	2.3%

2012 BUDGET HIGHLIGHTS

Salaries

Salary amounts show a change due to reallocation of staff resources between the Planning and the EDA budgets, as well as an annual wage adjustment.

Employee Benefits

This reduction is due to an employee opting out of the health insurance program.

Commodities

This class of expenditures is reduced due to a decrease in photocopy expenses.

Contractual Services

This reduction is due to a slight decrease in Workers Compensation Insurance.

Cost Allocation

The amount of staff time that can be reimbursed has decreased by \$8,000 due to a reduction in federal funding for the CDBG program.



PLANNING

PERFORMANCE MEASURES

Program Being Measured

Community Block Development Grants (CDBG) and other Grants

Program Area Objectives

1. Ensure timely expenditures of CDBG funds so the balance of unspent funds does not exceed 1.5 times the total allocation from the previous year as measured on August 15 of each year.
2. Submit 100 percent of the federal transparency reports for each grant project by their appropriate deadlines.

Objective	Indicator	2010 Actual	2011 Actual	2012 Target
Inputs				
1	Total staff hours used on monitoring and expending CDBG grant funds	1,200	1,195	1,200
2	Total staff hours spent reporting on federal grants	n/a	86	75
Outputs				
1	Total monies received from the CDBG program	\$302,482	\$327,334	\$280,000
2	Total number of federal projects reported on time	8	23	18
Efficiency				
2	Total staff hours spent per federal report	2	3.7	3.1
Outcomes				
1	Ratio of unspent funds to total CDBG funds received	.11	.37	.07
2	Percentage of federal projects reported to grant agencies on time	100%	100%	100%

Explanatory Information

Measured on federal fiscal year 2011, which is October 1, 2011 to September 30, 2012.

Increase in 2011 reports is due to inclusion of all federal grant reports; CDBG only was reported in 2010. The end of at least one grant period is noted in the reduction of grant reports targeted.



PLANNING

PERFORMANCE MEASURES

Program Being Measured
Green Initiatives

Program Area Objectives

1. Release at least twenty-five public information items to increase awareness of “green” activities and events within the Village.

Objective	Indicator	2010 Actual	2011 Actual	2012 Target
Inputs				
1	Total staff hours spent preparing public information materials	40	57	45
Outputs				
1	Total number of public information pieces released	4	30	25
Efficiency				
1	Total staff hours utilized per information pieces released	10	2	1.8
Outcomes				
1	Actual number of information pieces released	4	30	25

Explanatory Information

This includes all public information and educational materials related to green programs and activities such as press releases, Citizen newsletter articles, website information, letters, and other releases about recycling events and programs, water conservation resources, and Green Business Program communications.



PLANNING

PERFORMANCE MEASURES

Program Being Measured
 Planning and Zoning

Program Area Objectives

1. Reduce the number of site plan amendment cases brought to the Planning and Zoning Commission (PZC) for review by utilizing the administrative review process.
2. Process site plan requests to ensure that within 105 days of confirming that an application is complete, the Village shall act upon the application.

Objective	Indicator	2010 Actual	2011 Actual	2012 Target
Inputs				
1	Staff hours used processing PZC site plan cases	1,520	2,100	2,300
2	Staff hours used processing administrative site plan cases	40	228	160
Outputs				
1	Total number of PZC site plan cases processed	19	10	15
1	Total number of administrative review cases processed	4	14	12
2	Total number of site plan cases processed	23	24	27
Efficiency				
1	Total number of administrative cases processed per planner	1.3	5.6	6
2	Total number of site plan cases processed per planner	7.7	9.6	10.8
Outcomes				
1	Percentage of total site plan amendment cases that are processed through the administrative review process	17%	58%	50%
2	Percentage of site plan requests completed within 105 days	100%	100%	100%

Explanatory Information



CODE ENFORCEMENT

The Code Enforcement Division is responsible for ensuring compliance with all Village codes relating to building construction, property maintenance, environmental health regulations, annual fire inspections and zoning requirements. Our mission is to safeguard and protect the public health, safety and general welfare of the residents of Hoffman Estates through application and enforcement of the adopted codes and ordinances in an efficient and effective manner, through the wise use and management of all available resources.

On January 1, 2011, the Code Enforcement Division began conducting commercial annual fire inspections. Three Code Inspectors are now cross trained to conduct building, property maintenance and fire inspections. The consolidation of Code Enforcement/Fire Prevention has precipitated a cost effective and efficient system for conducting commercial fire inspections combined with building, and multi-family common area property maintenance.

2011 ACCOMPLISHMENTS

- The front counter staff processed applications for over 3,000 permits. Over 1,000 were “over the counter” permits, such as residential re-roofing, siding, water heater and HVAC replacements. Over \$1,250,000 in permit fees was collected.
- Over 800 Code citations and over 11,000 Police traffic citations were input by the front counter staff, while accepting and processing over 800 payments.
- Over \$60,000 in liens, fines, and past due bills were collected by the front counter staff prior to the issuance of the real estate transfer stamps.
- The front counter staff answered over 15,000 phone calls on the main Village line, answering questions or directing the caller to the appropriate person/department.
- Over 5,000 field inspections were scheduled by the front counter staff, along with answering hundreds of questions regarding contractor license and bond requirements and permitting requirements.
- The 2009 International Codes were presented to the Village Board for adoption and were approved in May 2011.
- Over 1,000 plan reviews were conducted, with comments provided on or approved within seven business days of submittal. Several of the major projects included: the St Alexius Mother Child Hospital addition, the St. Alexius east parking garage and the alterations to the Splenda building in Prairie Stone
- Over 5,000 field inspections were conducted within the 24 hour time period of the request.
- During June, Code Enforcement coordinated a “Clean Sweep” program. Village Trustees, along with Code staff and Department Directors drove past all single-family residences and conducted a visual evaluation from the curb of each residence to identify any property maintenance issues. Over 700 property maintenance violations were noted and letters were sent out to each residence. All conditions were complied before the end of summer.



CODE ENFORCEMENT

- Code Enforcement Officers responded to over 6,000 complaints, with over 4,000 self generated by staff.
- Annual Building Safety Week was held in conjunction with the April Coffee with the Board. A coloring contest with “energy” as the theme was held for the primary grades and Mayor McLeod recognized the winners by handing out prizes.
- Over 400 multi-family inspections of common areas and exteriors were conducted by a Code Enforcement Officer
- Over 140 Energy Assessments were conducted on single-family homes built prior to 1998, at a minimal charge by the inspectional staff. Village residents received a complete Energy Report on their residence. Over 90,000 therms of energy and 160 tons of green house gas emissions were potentially saved by the residents following the energy saving suggestions by staff. Several large gas leaks were detected during the assessments and were repaired by the residents prior to being re-tested. Two residences tested high on Carbon Monoxide and each were notified to correct the problems, which they did.
- In January 2010, the State of Illinois adopted a new Residential Energy Code. During 2011, the inspectional staff attended several energy training seminars and were certified by ICC as Energy Inspectors and Energy Plan Reviewers, with costs paid through the EECBG. Hoffman Estates is the only municipality in Illinois that has the trained staff and equipment, purchased through EECBG funding, to conduct energy inspections in accordance with the new State Energy Code.
- Over 400 health inspections were conducted at the 242 Village food establishments.
- Over 1,200 annual fire inspections were conducted at commercial occupancies.

2012 SHORT-TERM GOALS & OBJECTIVES

1) Administrative Goals

- a. Implement career development/training plans for division employees equipping them to better perform their jobs and prepare for future job responsibilities. (Linked to Village Board Goal OG-8)
- b. Provide direct, hands-on training opportunities between Director and staff.
- c. Enhance teamwork within the Division and cooperation with other Departments.
- d. Research new single-family and multi-family residential inspection programs.

2) Codes/Inspection/Property Maintenance Goals

- a. Implement a proactive approach to contact all banks/realtors in monitoring of foreclosures and in the early spring about mowing and maintenance of their properties.
- b. Review existing permit fees and propose revised and competitive permit fees.
- c. Certify three Code inspectors as ICC Fire Inspectors.



CODE ENFORCEMENT

3) Customer Service Goals

- a. Continue to provide excellent public service by expanding and broadening communication with our customers in a manner that is comprehensive, efficient, knowledgeable and helpful.
- b. Make use of all electronic media available. (Linked to Village Goal ST-9)
- c. Continue to enhance Village website by maintaining up-to-date Division information about ongoing projects.
- d. Continue to promote energy conservation through the Village Single-Family Energy Assessment Program. (Linked to Village Goal ST-1)
- e. Prepare a customer satisfaction survey to monitor Code Enforcement customer service.

2012 ON-GOING GOALS & OBJECTIVES

- 1) Provide prompt, courteous and efficient service to building owners, design professionals, contractors and trades persons in the review and approval of plans and issuance of building, plumbing, mechanical and electrical permits.
 - a. Invite feedback from Division customers that will focus on needs and services to the community and provide information that will assist in identifying future needs.
 - b. Enhance the Division's ability to interact with the public and other agencies by effectively communicating with applicants and the general public.
 - c. Attend Association of Building Coordinators of Illinois (ABCI) meetings in order to network with surrounding municipalities.
- 2) Develop information and technical assistance programs that will expand Village residents' understanding of the role the Code Enforcement Division has in creating a safe and healthy community.
 - a. Improve the image of the Division as a service organization by preparing articles for inclusion in the local media.
 - b. Develop and implement an Energy Academy, which will include basics from installing insulation, what types of windows are approved by the State Energy Code, and how windows are to be installed in accordance with the State Energy Code.
 - c. Using funds from the Energy Efficiency Conservation Block Grant, develop and present an Energy Code instructional program for developers, contractors and design professionals who conduct business in Hoffman Estates on how to comply with the State Energy Code.
 - d. Enhance and improve Building Safety Week activities by working with local home improvement retailers to advertise the event in the stores.
- 3) Continue on-going involvement in the International Code Council (ICC) code change venue.
 - a. Submit code changes for the International Building Code and International Property Maintenance Code, which reflect current Village amendments.
 - b. Attend International Code Council Code Change Hearings as time and budget allow.
 - c. Continue to bring forward possible code changes to address property maintenance issues.



CODE ENFORCEMENT

ANNUAL EXPENSES BY CLASS

CLASS	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	% Change
Salaries	665,878	654,080	655,370	649,430	-0.7%
Employee Benefits	310,551	317,500	315,000	317,610	0.0%
Misc. Employee Expenses	6,301	6,760	6,250	11,340	67.8%
Commodities	26,337	4,490	4,280	4,420	-1.6%
Contractual Services	69,809	58,830	59,310	62,760	6.7%
Total	1,078,876	1,041,660	1,040,210	1,045,560	0.4%

2012 BUDGET HIGHLIGHTS

Salaries & Wages

In an effort to reduce costs, the vacancy of a position due to retirement will not be filled.

Employee Benefits

The reduction of 0.5 FTE's (Full Time Employee) with the retirement of a Customer Service Representative is offset by an increase for insurance costs.

Miscellaneous Employee Expenses

The 67.8% increase is related to the Energy Efficiency and Conservation Program Grant in Travel (EECBG) and Training.

Contractual Services

The 6.7% increase is primarily due to telephone and professional services.



CODE ENFORCEMENT

PERFORMANCE MEASURES

Program Being Measured
Permitting

Program Area Objectives

1. Enter all building permit applications into SunGard within a 24 hour period at least 95% of the time with a target of 100%.
2. Plan review completed or comments sent to permit application candidate within 7 to 10 business days.
3. Process final permits and contact applicant within 48 hours of approval at least 90% of the time with a target of 100%.

Objective	Indicator	2010 Actual	2011 Actual	2012 Target
Inputs				
1	Staff hours entering permit application information	2,368	1,256	1,400
2	Staff hours used to review plans in plan review	4,900	1,708	3,000
3	Staff hours used for permit issuance	2,706	918	1,400
Outputs				
1	Total number of building permits entered	4,060	2,470	2,800
2	Total number of plan reviews conducted	1,960	1,219	1,500
3	Total number of building permits issued	4,060	2,402	2,800
Efficiency				
1	Staff minutes used per permit entered	35	30.5	30
2	Staff hours taken per plan review conducted	2.5	1.4	2
3	Staff minutes utilized per permit issued	40	32.5	30
Outcomes				
1	Percentage of building permit applications entered into SunGuard within 24 hours of submittal	100%	96.2%	95%
2	Percentage of plan reviews presented to applicant within 7 to 10 days	92%	90%	95%
3	Percentage of final permit processing within 48 hours of permit approval	97%	93.75%	90%



CODE ENFORCEMENT

PERFORMANCE MEASURES

Program Being Measured
Inspections

Program Area Objectives

1. Completion of all building inspections within 24 hours of notice of a request for inspection at least 95% of the time with a target goal of 100%.
2. Contact owner/agent within 24 hours of a property maintenance complaint at least 98% of the time with a target goal of 100%.

Objective	Indicator	2010 Actual	2011 Actual	2012 Target
Inputs				
1	Staff hours used conducting building inspections	5,020	3,451	3,600
2	Staff hours used conducting property maintenance inspections	5,374	2,529	2,300
Outputs				
1	Total number of building inspections completed	5,578	3,905	4,000
2	Total number of property maintenance inspections	6,323	4,280	4,000
Efficiency				
1	Staff minutes used per building inspection	54	53	55
2	Staff minutes used per property maintenance inspection	51	35.5	35
Outcomes				
1	Percentage of building inspections completed within 24 hours of notice	100%	96.2%	95%
2	Percentage of property maintenance inspections completed within a 24 hour period	100%	98.5%	98%

Explanatory Information

Customer service is very important to the Code Enforcement Division and a major portion of the service is scheduling inspections and completing the inspection as assigned within the time limit stated above.



TRANSPORTATION & ENGINEERING

The Transportation & Engineering Division is responsible for the planning, design, and operation of various components of the Village infrastructure system. Examples of activities undertaken by the Transportation & Engineering Division include:

- Review commercial and residential site plans.
- Evaluate private and public construction inspections.
- Direct project design, inspection services, and all project management for Village projects such as the annual street project, sidewalk improvements, drainage improvements, crack sealing, and other utility projects.
- Conduct traffic engineering studies and investigations.
- Review traffic impact analyses prepared for new development.
- Provide input on design plans for transportation components of private development.
- Monitor traffic operations.
- Coordinate with State of Illinois, Cook County, Illinois Tollway, Pace, Metra, RTA, and other municipalities to improve efficiency (additional coordination occurs with other Village Departments, Army Corps of Engineers, Environmental Protection Agency, Metropolitan Water Reclamation District, and the Federal Emergency Management Agency).
- Provide technical expertise and assistance on a variety of Transportation and Engineering Division issues, concerns, and situations.

2011 ACCOMPLISHMENTS

- Released a Request for Qualifications for Phase I engineering services to complete the full interchange at Barrington Road and I-90. Reviewed responses, interviewed five firms, and selected top candidate. Negotiated scope of services and associated fee for the work which resulted in an award of contract. Project now underway.
- Through a Cook County grant for Communities Putting Prevention to Work, approximately 15 miles of on-street bicycle route signing was installed. The grant funded 100% of the material and installation costs plus reimbursed Village staff time related to the project.
- Submitted funding applications for two bicycle corridor projects: an undercrossing of I-90 near the EJ&E/Canadian National railroad tracks connecting the Shoe Factory Road corridor with Prairie Stone; and a bicycle route/path/lane project along the Huntington Boulevard corridor connecting Hassell Road to Bode Road bicycle facilities.
- Completed Phase I engineering for the CMAQ funded Shoe Factory Road/IL 59 project to add right turn lanes on all approaches.
- Attended numerous ICC hearings and meetings with EJ&E staff resulting in issuance of an order to include a path crossing of the EJ&E/Canadian National railroad right of way along Shoe Factory Road. This will fill a missing gap between existing paths to the east and west.



TRANSPORTATION & ENGINEERING

- Assisted with Com Ed connection for the electronic advance warning sign installed on Shoe Factory Road to advise approaching motorists of potential traffic queued at the railroad crossing.
- Submitted funding application for Federal TIGER III funds for engineering and construction to complete the full interchange at Barrington Road and Interstate 90.
- Secured \$1.5 million from the State's commitment to the Barrington Road Interchange Project, which was advanced to help fund Phase I engineering.
- Coordinated work on the intersection safety study and evaluation of potential intersection design and control options at Bode/Salem and Bode/Gannon as part of a Federal Highway Safety Improvement Program grant obtained by the Village.
- Completed the CMAQ diesel retrofit project including purchase of new vehicles, replacement of engines in fire vehicles, and exhaust retrofits to a number of vehicles in the Village fleet.
- Awarded funding through the RTA's Community Planning grant program to evaluate and develop operating plans for flexible route transit services in the Village. Organized an advisory group which made progress with the consultant towards completion of a report with recommended next steps.
- Submitted funding application for Illinois Transportation Enhancement Program, in partnership with the Cook County Forest Preserve, for bicycle path improvements along Shoe Factory Road and the Canadian National right of way.
- Managed consultant activities on the Prairie Stone Parkway and Higgins Road traffic signal project which led to installation in 2011.
- Following previous Village recommendation for a safety evaluation of the Beverly Road and Higgins Road intersection, worked with IDOT towards the completion of the Phase I engineering study.
- Participated in the Illinois Tollways' Value Planning and Corridor Planning Councils for the Jane Addams Tollway.
- Through managing consultant services, completed culvert design for replacement of culverts for the Hassell Road reconstruction project. Submitted Project Development Report for this Surface Transportation Program funded project. Also completed required environmental work required for the Phase I engineering. Most of the design work is being done in-house and a portion of the Village staff's Phase II design service will be eligible for reimbursement from the State.
- Finished the annual street rehabilitation project on schedule and under the budgeted amount. The Division completed the annual pavement condition ratings earlier in the season to allow more time to conduct and review core samples to fine tune rehabilitation strategies.



TRANSPORTATION & ENGINEERING

- Completed Phase I engineering documents for the Palatine Road left turn lane and traffic signal project. This is a Surface Transportation Program funded project which also has significant State participation in the local match.
- Completed over 75 residential drainage inspections requested by residents. In addition, drainage characteristics were evaluated for over 35 driveways, room additions, and garage permits.
- Received approval from IDOT to award contract for Higgins Road bicycle path and sidewalk project funded through the CMAQ program.
- Provided coordination support for the continuation of the HOT Line shuttle bus service with Pace and Village employers. Unfortunately, the businesses decided to discontinue funding in 2011 ending the shuttle service. Alternative options were identified including vanpools and a modification to Pace Route 610 to provide some limited service to these businesses.
- Received final approval from Cook County for the installation of a new traffic signal on Roselle Road at the Hoffman Plaza/Golf Center entrance with a limited number of conditions.
- Worked with Pace and participating communities to support a service expansion to Route 554 to create two directional operations, additional hours, and the introduction of Saturday service.
- Worked with Illinois Tollway staff as well as EJ&E/Canadian National staff on resurfacing of I-90 and various modifications on Shoe Factory Road at the railroad crossing, respectively. Communicated with various Village staff including Police and Fire Departments, posted notices on Village website, and coordinated with Sears Centre Arena event staff.

2012 SHORT-TERM GOALS & OBJECTIVES

1) Coordinate Major Road Projects.

- a. Work towards completion of the Barrington Road interchange Phase I engineering study. (Linked to Village Board Goal ST-2)
- b. Serve as lead agency for Barrington Road full interchange project.
- c. Work toward installation of the Roselle Road traffic signal at Golf Center and Hoffman Plaza (contingent on Cook County, IDOT, and landowner reviews and approvals).
- d. Obtain construction and permanent easements needed for the Roselle Road signal.
- e. With Cook County, complete plans for the Shoe Factory Road and Beverly Road widening project.
- f. Implement projects that are successful in obtaining federal, state, or other funding assistance (Linked to Village Board Goals ST-6 and OG-2)

2) Coordinate Public Transportation Services.

- a. Through the RTA Community Planning grant, manage consultant work to create specific operating plans for flexible route local transit services.
- b. Coordinate information, technical reviews, and funding with Pace and other participating communities for the service expansion on Pace Route 554.
- c. Conduct an evaluation of the Taxi Discount Program for potential modifications.
- d. Assist Metra and support the STAR Line Task Force with next phase of studies.



TRANSPORTATION & ENGINEERING

- 3) Continue Bicycle and Pedestrian Projects.
 - a. Coordinate with the Bicycle and Pedestrian Advisory Committee to identify projects and initiatives for recommendation to the Village Board.
 - b. Coordinate with IDOT to incorporate improvements into the scope of other projects.
 - c. Implement bicycle and pedestrian projects that are successful in obtaining federal, state, or other funding assistance. (Linked to Village Board Goals ST-6 and OG-2)
- 4) Improve pavement condition of Village streets. (Linked to Village Board Goal OG-3)
 - a. Develop street lists for reconstruction and preventive maintenance for the Annual Street Project to be presented to the Capital Improvements Board and Village Board for approval.
 - b. In 2012, a smaller scope street project is envisioned for the first part of the year followed by the start of work on Hassell Road culverts in late 2012 (contingent upon IDOT approvals). (Linked to Village Board Goal ST-3)
 - c. Incorporate rehabilitation and maintenance strategies, such as structural overlays, surfacing patching, and edge patching as components of the annual street project scope.
 - d. Complete the plans and specifications for the 2012 Street Revitalization Project.
 - e. Complete construction of the 2012 Street Revitalization Project by September 30, 2012.
- 5) Provide Stormwater Management Services.
 - a. Assist residents and business owners with technical advice on drainage problems and floodplain concerns.
 - b. Complete design, plans and specifications for storm sewer improvements for the flooding at the Jones/Highland intersection.
 - c. Conduct inspections for residents, as well as review permits with respect to drainage.
 - d. Complete annual Community Rating System update.
 - e. Complete the design of the Hassell Road culverts and begin construction pending IDOT approval. (Linked to Village Board Goal ST-3)
- 6) Provide high quality, professional customer services to developers, engineering companies, contractors, residents, and staff.
 - a. Conduct plan reviews and construction inspections for all public and private improvements to reduce future maintenance.
 - b. Work with staff, developers, engineers, and contractors to provide the best solutions in site development, including assistance to the Business District team.
 - c. Serve as a technical resource on all civil and site related issues, concerns or problems.
 - d. Work to encourage developers to complete site work in a timely manner to allow acceptance of subdivisions.
 - e. Assist with resolution of financial guarantees for site development projects leading to acceptance.
- 7) Improve communications and information sharing. (Linked to Village Board Goal ST-9)
 - a. Publish Requests for Proposals/Qualifications for Village projects on the Village website to broaden notification procedures.
 - b. Post weekly updates on the Village Street Project status and other agency projects as needed.
 - c. Improve web-based information on Village projects, services, and those of regional significance.



TRANSPORTATION & ENGINEERING

- d. Serve as liaison to resident and business communities for road improvements and transit service questions.

2012 ON-GOING GOALS & OBJECTIVES

- 1) Major infrastructure and safety projects. (Village Board Goals ST-2 and OG-3)
 - a. Complete technical studies and plans for Barrington Road and I-90 full interchange, leading to construction through coordination with the Illinois Tollway and IDOT.
 - b. Coordinate construction of improvements with Cook County for Shoe Factory Road and Beverly Road widening project.
 - c. Manage traffic safety systems to identify problem areas and implement solutions with the Police Department.
 - d. Identify potential projects for Surface Transportation funds, Congestion Mitigation Air Quality funds, and other sources leading to implementation.
 - e. Develop a long term plan to complete construction at Beverly Road and a full interchange.
 - f. Implement projects that are successful in obtaining federal, state, or other funding assistance.
- 2) Public transportation services. (Linked to Village Board Goal OG-2)
 - a. Continue efforts with regional agencies to complete project studies, secure funding, construct, and start-up Metra STAR Line commuter service.
 - b. Develop station area plans for STAR Line.
 - c. Work on implementation of future phases of the Village transit plan.
 - d. Identify potential funding sources for transit operating improvement and services.
- 3) Bicycle and pedestrian projects. (Linked to Village Board Goal OG-3)
 - a. Identify a bicycle and pedestrian crossing location of Interstate 90 and create a plan for design and funding.
 - b. Implement components of Comprehensive Bicycle Plan, as adopted by the Village Board, to improve connectivity in the area.
 - c. Implement components of the Comprehensive Bicycle Plan, as adopted by the Village Board, to encourage increased use of bicycles for commuting and recreation.
 - d. Identify gaps in the pedestrian sidewalk system and create a plan to address these through the availability of various funding programs.
 - e. Investigate funding opportunities for implementation of bicycle and pedestrian improvements.
- 4) Improve overall pavement conditions and the pavement condition database.
 - a. Further develop the application of the pavement condition data through integration with GIS for use as a decision making tool.
 - b. Enhance capabilities of the Pavement Management System to create methods to estimate and predict future pavement conditions.
 - c. Continue with the professional management of the annual street project.
- 5) Provide Stormwater Management services.
 - a. Assist residents with technical advice on drainage problems.
 - b. Continue to provide Letter of Map Amendment documentation to lower insurance costs for residents located in the floodplain.



TRANSPORTATION & ENGINEERING

- c. Create long term plan for incorporating projects into the Annual Drainage Improvement Project.
 - d. Provide project management for various stormwater projects such as Hassell Road culverts, Jones Road/Highland Boulevard drainage problem, and Business District culvert.
- 6) Improve communications and information sharing. (Linked to Village Board Goal ST-9)
- a. Improve web-based information on Village projects, services, and those of regional significance.
 - b. Develop a library of traffic engineering reference brochures dealing with typical traffic requests and concerns.
 - c. Reorganize information on Division webpage to improve accessibility and comprehension.

ANNUAL EXPENSES BY CLASS

CLASS	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	% Change
Salaries	642,042	622,040	617,320	699,770	12.5%
Employee Benefits	244,543	295,710	291,080	299,790	1.4%
Misc. Employee Expenses	1,764	3,770	3,360	3,590	-4.8%
Commodities	2,436	3,160	2,660	3,280	3.8%
Contractual Services	90,250	96,060	99,310	94,800	-1.3%
Cost Allocation	(11,107)	-	-	-	N/A
Total	969,928	1,020,740	1,013,730	1,101,230	7.9%

2012 BUDGET HIGHLIGHTS

Salaries & Wages

Salaries have increased 12.5% due to an additional FTE in 2012, as well as a market adjustment for one employee and annual wage increases.

Employee Benefits

The 1.4% increase is due to higher health insurance premiums, less one FTE participating in the health insurance program.

Miscellaneous Employee Expenses

The decrease of 4.8% is primarily due to registration fees for professional certifications due every other year.

Commodities

The 3.8% increase is primarily due to an increase in periodicals and publications.

Contractual Services

The 1.3% decrease is primarily due to a reduction in the IS User Charge, which is an allocation based on Information Systems departmental costs spread to all users.



TRANSPORTATION & ENGINEERING

PERFORMANCE MEASURES

Program Being Measured
 Drainage Investigations

Program Area Objectives

1. Respond to drainage investigations within 10 working days after contact was made with resident for at least 90% of inquiries, towards a target goal of 100%.

Objective	Indicator	2010 Actual	2011 Actual	2012 Target
Inputs				
1	Staff hours used in conducting drainage investigations	n/a	61	40
Outputs				
1	Number of drainage investigations conducted	n/a	92	80
Efficiency				
1	Staff minutes used per investigation	n/a	40	30
Outcomes				
1	Number of investigations conducted within 10 working days	n/a	74	72
1	Percentage of investigations conducted within 10 working days	n/a	80%	90%

Explanatory Information

Input measures the length of time for the on-site investigation. The time used may differ depending upon the severity of the problem or incident.



TRANSPORTATION & ENGINEERING

PERFORMANCE MEASURES

Program Being Measured

Taxi Discount Program

Program Area Objectives

1. Assign identification cards within three days of application for at least 90% of applications, with a target goal of 100%.
2. Increase the number of registrants in the Taxi Discount Program to a total of 365, towards a long-term target of 500.

Objective	Indicator	2010 Actual	2011 Actual	2012 Target
Inputs				
1	Total staff hours taken to review, contact, and submit an application	32	37	56
2	Total cost of the taxi discount program	\$11,825	\$17,360	\$20,000
Outputs				
1	Total number of identification cards assigned	43	45	75
2	Total number of taxi discount program registrants	243	290	365
Efficiency				
1	Total staff minutes used per applicant and/or identification card dispersed	45	49.3	45
2	Total cost per program registrant	\$48.65	\$59.86	\$54.80
Outcomes				
1	Percentage of identification cards assigned within three days of receiving the application	90%	93%	90%
2	Percentage increase of registrants from the previous year	22%	18.4%	25%

Explanatory Information

The benefit to registrants is measured by total operating costs, which included materials used and coupons printed divided by the number of participants. The program cost is fully dependent of the needs of those registered in the program.



ECONOMIC DEVELOPMENT

The efforts of the Economic Development Division directly and indirectly impact all Village departments, residents and businesses. In order to maximize results, the Economic Development Division works as a part of a larger team to advance the economic development agenda.

2011 ACCOMPLISHMENTS

- **Corporate Activity:** *NSK America* began operations in the Huntington 90 location in spring 2011. The 25,500 square foot facility includes a showroom for their precision tools, office space, warehouse, and a repair and research component in the operation. *Tate & Lyle* is moving forward on their \$25 million tenant improvement process as they complete the construction phase on their office and laboratories. They expect to occupy their 120,000 square foot North American headquarters in Prairie Stone Business Park in early 2012.
- **Marketing:** As most sectors of the economy have slowed, it is as important as ever to aggressively seek out and implement new marketing and promotional campaigns to promote the Hoffman Estates name. Rather than focusing on one area, marketing efforts have been applied “across the board” covering the business sectors addressed as follows:

<i>Tourism:</i>	Yearlong ad in the Northern Illinois Visitors Guide.
<i>Industrial:</i>	Ads in <i>Business Facilities</i> , <i>The Business Ledger</i> both in economic development directory issues.
<i>Retail:</i>	Two advertisements coinciding with retail trade shows (<i>Shopping Center Business</i> and <i>Heartland Real Estate</i> , the latter also included an article on the Poplar Creek at 59/90 branding campaign).
<i>Office:</i>	Two advertisements in <i>Business Expansion</i> magazine, one with an Illinois focus.

The restaurant discount program ended in April 2011, after a successful 12 month run. The Village initiated a “Shop Local” campaign in the third quarter of 2011 and it will continue into 2012. The multiple program campaign will range from one-time events, to educational features, to yearlong elements.

- **Retail:** Hoffman Estates is experiencing the current retail trend of “fix-up” versus new construction. Hoffman Village Shopping Center will spend approximately \$2 million for a new facade on the entire shopping center to stimulate tenant interest. Barrington Square Town Center has expended over \$3 million, primarily on infrastructure and demolition cost over the past year. The annual retail recruitment at the ICSC Trade Show transpired in May 2011. A full schedule of appointments resulted in some potential significant development that will continue to evolve over the remainder of 2011. With a shopping center for sale, one coming out of foreclosure, another close to foreclosure, appointments have led to promising transitions for new ownership, as well as developing relationships with new tenants to assist existing center ownership. It will take several months to see the results of these efforts, but initial outlooks are promising.
- **Office and Industrial:** Relative to office occupancy, 2010-2011 presented challenges. Career Education vacated close to 300,000 square feet of office space in the 2895 Greenspoint Parkway building and Prairie Stone Business Park. AT&T is downsizing and is subleasing space in their Lakewood Boulevard complex. The Village is working with Sears



ECONOMIC DEVELOPMENT

Holdings regarding a long term commitment to staying in Hoffman Estates. The downturn in the economy and corporate downsizing presents an ongoing challenge for the Economic Development team to study the options, work with the brokerage community, and re-tenant these vacated office spaces.

As previously noted, the good news is that Tate & Lyle (Research Division) and NSK America chose Hoffman Estates for their North American headquarters with a 100,000 square foot and 25,500 square foot building respectively. Tate and Lyle is a global provider of distinctive, high quality ingredients and solutions to the food, beverage and other industries. NSK America is a high speed and precision machine tool spindle and hand tool manufacturer. This Japanese tool maker joins our tool making cluster in the Huntington-90 business park.

Another facet of economic development includes efforts to assist and promote our existing businesses. For example, our efforts to establish the Golden Corridor Manufacturing Group, which includes Hoffman Estates industrial firms, progressed in 2011. The group identified a need for developing the workforce of the future. One strategy was to schedule open house events for School District 211, including students, their parents, career advisors, and community members. The manufacturing group also met with the President of Harper College to assist the Community College in their pursuit of a manufacturing major, as well as certificate courses. Another initiative integrated a federally funded student internship program into their operations.

The primary goal of helping to change the perception of manufacturing and stimulate local student interest in manufacturing as a career was a success by multiple measures in 2011.

2012 SHORT-TERM GOALS & OBJECTIVES

- 1) "Shop Local" program.
 - a. Continue to introduce various components of a shop local campaign that was initiated in the third quarter of 2011, and by gradually introducing new elements in the first and second quarters of 2012.
 - b. Organize an end of summer sale at Golf Center Shopping Center with weekend sales, prizes, and a grand opening for two new businesses. Set goal of 65% tenant participation and a 15% increase in foot traffic to the shopping center.
- 2) Create events to better familiarize the brokerage community of Hoffman Estates office vacancies. (Linked to Village Board Goal OG-6)
 - a. Select major developer and broker groups to participate in events like open houses.
 - b. Broker interested parties with real estate agents representing vacant office buildings.
- 3) Develop a special hard copy and e-copy information packet to promote major available space.



ECONOMIC DEVELOPMENT

2012 ON-GOING GOALS & OBJECTIVES

- 1) Promote redevelopment efforts in the Roselle Road Business District to increase occupancy, improve aesthetics, etc. (Linked to Village Board Goal ST-8)
 - a. Continue steps towards installation of a stoplight on Roselle Road.
 - b. Develop programming with new tenants and recruit new tenants through events and the brokerage community.
- 2) Analyze existing shopping centers to determine how they can be improved.
 - a. Gather information on six shopping centers in the three sections of the Village (north, south/central, and north) to determine their strengths, weaknesses, tenant mix, appearance, and potential. Utilize a survey and rating instrument to compile information.
 - b. Develop a document suggesting short and long term improvements.
- 3) Research and inventory the regional workforce.
 - a. Gather data from multiple sources to segregate and understand the regional available workforce.
 - b. Create a document to highlight workforce strengths for potential new businesses.
- 4) Work with ownership and consultants for the Barrington Square Shopping Center to upgrade the center. (Linked to Village Board Goal ST-8)
 - a. Review any consultant studies regarding market opportunities and TIF feasibility
 - b. Collaborate with ownership and brokers to fill vacant and build new commercial space.

ANNUAL EXPENSES BY CLASS

CLASS	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	% Change
Salaries	189,961	192,030	192,510	206,360	7.5%
Employee Benefits	81,791	86,630	86,330	97,180	12.2%
Misc. Employee Expenses	20,886	23,460	15,060	21,310	-9.2%
Commodities	599	3,190	2,200	2,510	-21.3%
Contractual Services	859,627	910,800	867,800	838,820	-7.9%
Cost Allocation	(31,745)	(36,070)	(30,200)	(38,730)	7.4%
Total	1,121,119	1,180,040	1,133,700	1,127,450	-4.5%



ECONOMIC DEVELOPMENT

2012 BUDGET HIGHLIGHTS

Salaries & Wages

The increase in Salaries is the result of a reallocation of employees' time between Economic Development/Planning/EDA Administration.

Employee Benefits

The 12.2% increase is due to health insurance premium increases and higher taxes/IMRF costs due to increased salaries.

Miscellaneous Employee Expenses

The decrease of 9.2% is due to reduced trade show related costs.

Commodities

The 21.3% reduction is due to a reduction in Printing & Binding, Periodicals, and Office Supply expenses in an effort to reduce expenses.

Contractual Services

The decrease of 7.9% is primarily due to a reduction in sales tax rebates.

Cost Allocation

Cost allocations are repayments by funds responsible for a particular cost to the fund that initially paid the cost. To accommodate for these types of transactions, we must show the amount as expenditure in the reimbursing fund and a reduction of expenditures in the reimbursed fund. For the Economic Development Division, the sales tax incentives are not included in the cost allocation calculation. These expenses are then being shown in the Water & Sewer Fund.



ECONOMIC DEVELOPMENT

PERFORMANCE MEASURES

Program Being Measured
Marketing

Program Area Objectives

1. Utilize local, regional, and national marketing plans to convey the message that the Village is a great place to live, work, and locate businesses.
2. Utilizing the “Poplar Creek at 59/90” logo, create a brand as a destination for shopping, dining, and entertainment.

Objective	Indicator	2010 Actual	2011 Actual	2012 Target
Inputs				
1	Total cost of promotional activities	\$55,000	\$50,000	\$40,000
2	Total cost of creating the 59/90 brand	\$25,000	\$20,000	\$10,000
Outputs				
1	Total number of marketing activities conducted	15	19	20
2	Total number of events in 59/90	15	68	70
Efficiency				
1	Cost per marketing activity conducted	\$3,666	\$2,632	\$2,000
2	Cost per 59/90 event	\$1,667	\$294	\$143
Outcomes				
1	Village Vacancy Rates			
	Retail	24%	18%	16%
	Office			
2	Increased participation at 59/90	5 agreements, SCA video 55 digital ads	2 agreements 48 ad events	2 agreements 48 ads 1 SCA (1 event)

Explanatory Information

Objective One is calculated on events, as defined by ads, articles, brochures, postcards, displays (ICSC), and staff time. These events have the goal of promoting Hoffman Estates as a place to live, work, play, and locate your business. A possible method to measure progress is with a survey online or in the mail (USPS)



ECONOMIC DEVELOPMENT

Objective Two is calculated by the number of activities related to creating a brand destination in the emerging Entertainment District. The activities range from meetings with a consultant, business visits in the district, cost related to refining a sign or logo, signed Trademark Agreements with companies, the raising of banners with logos, etc.



Health & Human Services

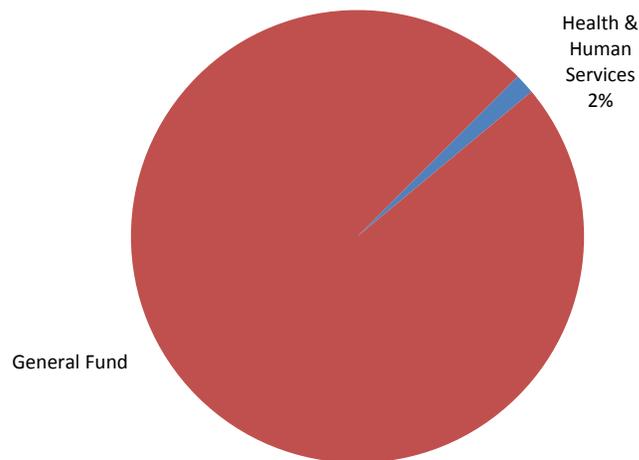


DEPARTMENT DESCRIPTION

The Department of Health and Human Services provides the following services: immunizations, health screening, counseling services and community education. The Department's mission is to serve the community by providing high quality preventative health and mental health services via coordination with Village departments and community partners.

TOTAL OPERATING BUDGET
\$659,390

DEPARTMENT EXPENDITURES TO GENERAL FUND EXPENDITURES





HEALTH & HUMAN SERVICES

The Department of Health and Human Services (HHS) provides much needed and affordable healthcare services to the residents and employees of Hoffman Estates. The Department's mission is to serve the community by providing high quality preventative health and mental health services via coordination with Village departments and community partners. Through these collaborative relationships, HHS is able to provide needed services to members of the community.

The Department of Health and Human Services provides infant and child immunizations, adult and senior health clinics and immunizations, individual counseling, family counseling and couples counseling. Community based services include: prevention and educational programming for youth, as well as community outreach programs.

2011 ACCOMPLISHMENTS

- Nursing staff provided 4,217 combined (adults, infants and children) patient visits, during the year. Of this number, 267 were Medicaid eligible clients. A total of 888 infant/children vaccinations, 1865 health screenings (blood pressure, pulse, hemoglobin and blood glucose), 814 flu vaccinations and 237 adult vaccinations (Tetanus, Hepatitis A/B and Twinrix) were provided to community residents and employees. 105 Cholestec (HDL, LDL and glucose) screenings were completed.
- Nursing staff conducted 614 vision and hearing screenings at area preschools.
- 107 residents utilized the medical equipment lending program.
- 24 residents successfully completed the smoking cessation course.
- HHS nursing staff initiated a new monthly health clinic at the Willow Creek Food Pantry.
- The clinical psychology staff and trainees provided 726 clinical contacts. A total of 1415 hours of mental health counseling were provided. Staff provided 1355 individual counseling sessions, 44 couple counseling sessions, 16 family counseling sessions, 133 hours of group counseling and completed 5 psychological assessments.
- HHS continued the implementation of community based prevention programs for youth that include the following programs: Reaching for the Stars, Real Girls-Real Talk and Lions Pride. The purpose of each group is to enhance leadership skills, decision making ability and self-esteem of participating youth. There were 229 combined encounters that occurred via the outreach programs.
- HHS staff, in collaboration with the Hoffman Estates Park District, continued youth services at Vogelei Teen Center. An average of 16 youth participated in services each evening.
- 136 residents attended "Take Charge of Your Health," a medication/health education program for seniors.



HEALTH & HUMAN SERVICES

- HHS, in conjunction with the Spanish Speaking Coalition, hosted a community resource fair at Village Hall on April 30, 2011. Twenty two social service agencies were represented and approximately 50 residents attended.
- HHS interns conducted a couples' seminar entitled "Hold Me Tight," which ran January through April. Four couples enrolled and successfully completed the seminar.
- HHS interns hosted two chronic pain workshops for Hoffman Estates community.
- Three anti-bullying workshops were conducted at area schools and Village Hall.
- Two blood drives were conducted during the year, resulting in 60 blood donations.
- HHS collected 968 containers of unused/expired medications and over 300 containers of used needle/sharp containers via the medication sharps recycling program.
- Hoffman Estates residents have saved a combined total of \$9,437 through use of the prescription discount card program.
- HHS' Prevention and Wellness team host the annual Employee Fitness Competition and Employee Wellness Day.

2012 SHORT-TERM GOALS & OBJECTIVES

- 1) Provide preventative healthcare services to reduce the impact of communicable disease among youth within the Hoffman Estates community (Linked to Village Board Goals OG-4).
 - a. Increase utilization of HHS' infant and children's immunization clinics by 5%.
 - b. Conduct vision and hearing screenings at four area preschools/kindergartens.
 - c. Assist at least 15 qualifying applicants with the completion of AllKids insurance applications.
- 2) Assure the mental health and safety of Hoffman Estates residents through community education, outreach programs and counseling services (Linked to Village Board Goals OG-4).
 - a. Conduct four community awareness workshops that address health/mental health concerns (i.e. parenting, family violence, substance abuse, gang prevention).
 - b. Continue providing youth services at Vogelei.
 - c. Refer identified high risk youth to HHS counseling services.
 - d. Continue outreach groups at area schools
- 3) Continue advancement of the Village's Diversity program.
 - a. Provide one cultural diversity training session for Village directors, supervisors and staff.
 - b. Participate in HRM's Diversity Task Force Initiatives.



HEALTH & HUMAN SERVICES

2012 ON-GOING GOALS & OBJECTIVES

- 1) Continue to provide access to affordable physical and mental health services for Village employees and residents (Linked to Village Board Goal OG-4).
 - a. Continue providing health clinics and counseling services to Village residents.
- 2) Assure the health, safety and wellbeing of Village employees through continued utilization of the Employee Wellness Program.
 - a. Collaborate with all Village Department regarding employee health educational programs.
 - b. Continue employee wellness/fitness program.

ANNUAL EXPENSES BY CLASS

CLASS	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	% Change
Salaries	370,124	379,940	374,283	389,840	2.6%
Employee Benefits	159,717	171,280	170,500	182,290	6.4%
Misc. Employee Benefits	2,349	2,220	1,510	2,810	26.6%
Commodities	15,755	32,230	31,090	31,820	-1.3%
Contractual Services	53,551	52,550	52,350	52,630	0.2%
Total	601,496	638,220	629,734	659,390	3.3%

2012 BUDGET HIGHLIGHTS

Salaries & Wages

The 2.6% increase is primarily due to an annual wage adjustment for non-union employees.

Employee Benefits

The increase of 6.4% is due to an increase in health insurance premiums, as well as an increase in IMRF expenses.

Misc. Employee Expenses

The increase of 26.6% is due to renewal cost of licensed staff.

Commodities

The decrease of 1.3% or \$730 is due to a reduction in office supplies purchases and reduction in cost for medical waste pickup.



HEALTH & HUMAN SERVICES

PERFORMANCE MEASURES

Program Being Measured
Counseling Services

Program Area Objectives

1. Increase utilization of outpatient mental health services.

Objective	Indicator	2010 Actual	2011 Actual	2012 Target
Inputs				
1	Counseling hours provided	1,697	1,524	2,000
Outputs				
1	Total number of client counsels	1,471	1,074	1,600
Efficiency				
1	Staff hours used per client	1.15	1.27	1.15
Outcomes				
1	Percentage of clients that are HE residents	90%	85%	90%



HEALTH & HUMAN SERVICES

PERFORMANCE MEASURES

Program Being Measured
Health Clinic Services

Program Area Objectives

1. Increase annual clinic utilization to reduce the incident of preventable disease in the Hoffman Estates community by providing access to basic healthcare services.

Objective	Indicator	2010 Actual	2011 Actual	2012 Target
Inputs				
1	Cost of providing the Community Health Clinics	\$26,000	\$24,500	\$26,000
Outputs				
1	Number of vaccinations provided at Community Health Clinics	2,117	1,136	2,400
1	Number of clients seen	4,312	4,454	4,600
Efficiency				
1	Cost per client seen at Community Health Clinics	\$6.02	\$7.60	\$7.83
Outcomes				
1	Percentage increase of Community Health Clinic utilization	22%	3.3%	10%

Explanatory Information

The reduction in the total number of vaccinations in 2011 is due to the manufacturers combining vaccines into a single shot. Thus a vaccine series that may have required two or three separate shots now requires a single shot.

Boards & Commissions

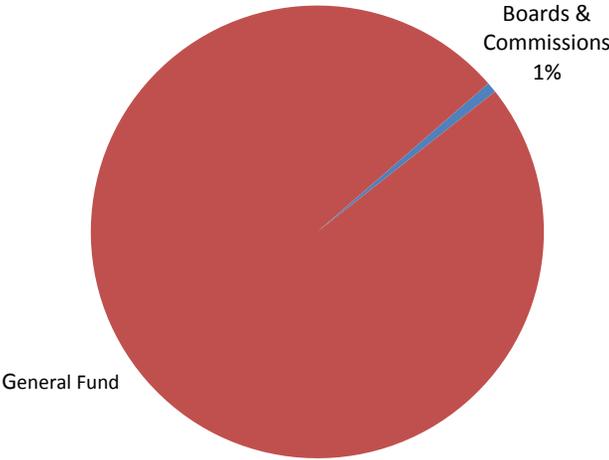


DESCRIPTION

The Boards & Commissions Division consists of the Fourth of July Commission, Fire & Police Commission and Miscellaneous Boards & Commissions, which is comprised of sixteen volunteer commissions. Each board and commission represents an opportunity for residents to volunteer their time and play an active role in their community.

TOTAL OPERATING BUDGET
\$373,310

DEPARTMENT EXPENDITURES TO GENERAL FUND EXPENDITURES



Boards & Commissions



ANNUAL EXPENSES BY COMMISSION

DIVISION	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	% Change
Fourth of July	116,641	93,800	87,720	149,710	59.6%
Police & Fire	1,468	86,290	44,440	61,490	-28.7%
Miscellaneous	144,161	146,290	140,150	162,110	10.8%
Total	262,270	326,380	272,310	373,310	14.4%

ANNUAL EXPENSES BY CLASS

CLASS	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	% Change
Salaries	36,548	49,630	50,300	50,770	2.3%
Employee Benefits	25,750	28,620	28,700	30,250	5.7%
Misc. Employee Expenses	1,322	2,530	380	2,530	0.0%
Commodities	1,014	2,560	970	1,500	-41.4%
Contractual Services	197,636	243,040	191,960	288,260	18.6%
Total	262,270	326,380	272,310	373,310	14.4%



FOURTH OF JULY COMMISSION

This Commission plans and conducts the annual Village celebration for the Fourth of July. The celebration includes entertainment, food, fireworks, a carnival, a parade, and an arts and crafts fair.

ANNUAL EXPENSES BY CLASS

Class	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	% Change
Contractual Services	116,641	93,800	87,720	149,710	59.6%
Total	116,641	93,800	87,720	149,710	59.6%

The increase for 2012 reflects additional costs needed in order to move the event from the Village Hall parking lot to the Sears Centre Arena parking lot, including an increase in the entertainment budget to get more people to increase festival attendance at the new location.



FIRE & POLICE COMMISSION

The Fire and Police Commission consists of five civilians appointed by the Village Board. This Commission is responsible for administering Fire and Police entry-level testing and promotional testing for Police Sergeant, Police Lieutenant, Fire Lieutenant and Fire Captain. In addition, the Commission is also responsible for conducting disciplinary hearings.

ANNUAL EXPENSES BY CLASS

CLASS	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	% Change
Salaries	-	12,500	12,500	12,500	0.0%
Employee Benefits	-	960	960	960	0.0%
Misc. Employee Benefits	1,322	2,530	380	2,530	0.0%
Commodities	146	800	100	500	-37.5%
Contractual Services	-	69,500	30,500	45,000	-35.3%
Total	1,468	86,290	44,440	61,490	-28.7%

The expenses in this Division fluctuate from year to year depending on what testing is needed.



MISCELLANEOUS BOARDS & COMMISSIONS

The Miscellaneous Boards and Commissions Division includes all of the Commissions, with the exception of the Fourth of July and Fire and Police Commissions. This division accounts for the various commission's costs, as well as the Boards and Commissions Secretary.

COMMISSION BUDGETS

Boards & Commissions	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	% Change
Sister Cities	10,865	7,150	13,150	20,000	179.7%
Environmental Commission	4,088	5,000	3,800	5,000	0.0%
Commission for Seniors	7,373	8,090	6,160	8,090	0.0%
Youth Commission	461	950	860	1,600	68.4%
Emerging Technologies	-	100	100	500	400.0%
Historical Sites	542	1,900	1,230	1,900	0.0%
Cultural Awareness	3,460	3,000	3,000	3,000	0.0%
Arts Commission	21,406	18,050	18,070	18,460	2.3%
Utilities Commission	-	200	50	200	0.0%
Green Commission	10	500	500	500	0.0%
Local Historian	-	250	250	250	0.0%
Celebration Commission	12,510	10,600	10,400	10,100	-4.7%
Economic Development Commission	5,861	12,500	12,500	12,500	0.0%
Children's Memorial	120	200	200	200	0.0%
Commission for the Disabled	295	2,380	1,100	2,380	0.0%
Tartan Day	13,864	8,750	2,250	8,750	0.0%
Total	80,855	79,620	73,620	93,430	17.3%

ANNUAL EXPENSES BY CLASS

Class	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	% Change
Salaries	36,548	37,130	37,800	38,270	3.1%
Employee Benefits	25,750	27,660	27,740	29,290	5.9%
Commodities	868	1,760	870	1,000	-43.2%
Contractual Services	80,995	79,740	73,740	93,550	17.3%
Total	144,161	146,290	140,150	162,110	10.8%



Special Revenue Funds

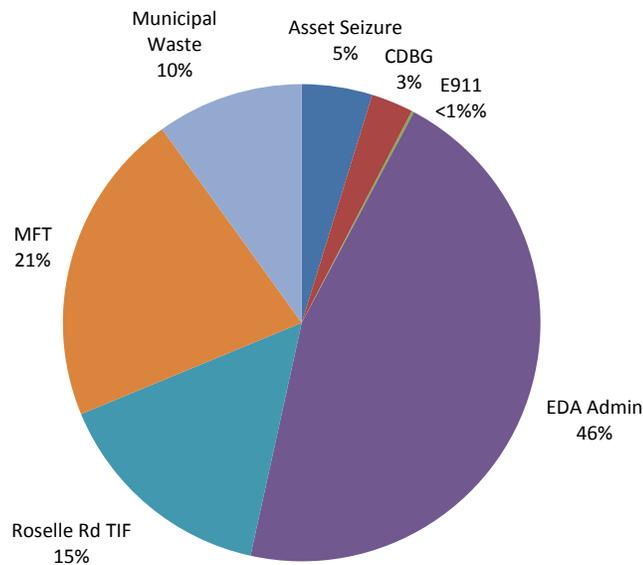


DESCRIPTION

Special Revenue Funds include the following funds: Asset Seizure, Community Development Block Grant, Emergency 911, Economic Development Area Administration, Motor Fuel Tax, Municipal Waste System and Roselle Road TIF. These funds are defined as those used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes. The Village also has the EDA General Account Fund, a Special Revenue Fund, but no amount is shown for the 2012 budget. This fund is used for the receipt of incremental property tax revenues for the EDA and the payment of EDA Notes using those proceeds. Since the amount of the revenue cannot be predicted, a budget is not created for this fund until year-end.

TOTAL OPERATING BUDGET
\$ 10,573,590

ANNUAL EXPENSES BY FUND





ASSET SEIZURE FUND

The Asset Seizure Accounts (State and Federal) consist of funds awarded to the Police Department by the courts relating to monies seized in conjunction with narcotic arrests and seizures. We have one patrol officer assigned to the Department of Treasury, United States Customs Service. The officer participates in a Narcotics Task Force.

2011 ACCOMPLISHMENTS

- The Police Department estimates that we will be awarded approximately \$450,000 in seizure funds during 2011.

2012 SHORT-TERM GOALS & OBJECTIVES

- 1) Continue to work with the US Department of Treasury-Customs Enforcement on drug/narcotic cases, which result in seizure funds being returned to the Police Department.

2012 ON-GOING GOALS & OBJECTIVES

- 1) Continue to participate in the seizure program and expand the Police Department's relationship with other federal agencies in similar assignments when possible.

ANNUAL EXPENSES BY CLASS

CLASS	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	% Change
Revenues					
Fines	144,476	1,298,280	1,298,770	331,600	-74.5%
US Marshal	-	-	-	115,600	N/A
Investment Earnings	275	250	250	250	0.0%
Miscellaneous	11,225	-	-	-	N/A
Total Revenues	155,976	1,298,530	1,299,020	447,450	-65.5%
Expenditures					
Salaries	110,407	121,470	121,400	125,170	3.0%
Employee Benefits	16,400	17,220	17,060	18,280	6.2%
Misc. Employee Expenses	1,235	11,000	11,000	24,000	118.2%
Contractual Services	19,737	23,900	23,900	24,450	2.3%
Capital Outlay	2,208	141,500	141,500	273,000	92.9%
Operating Transfers	-	999,190	999,190	40,500	-95.9%
Total Expenditures	149,987	1,314,280	1,314,050	505,400	-61.5%
Net Revenues over Expenditures	5,989	(15,750)	(15,030)	(57,950)	N/A



ASSET SEIZURE FUND

2012 BUDGET HIGHLIGHTS

Salaries & Wages

An increase of 3.0% is due to an annual wage adjustment.

Employee Benefits

An increase of 6.2% is due to an increase in health insurance costs.

Contractual Services

The 2.3% increase is attributed to an increase in liability insurance premiums.

Operating Transfers

In 2011, a onetime amount of \$999,190 was transferred from the Asset Seizure Fund to the 2008 General Obligation Debt Service Fund to fund bond payments related to the new police station. In 2012, there will be a onetime transfer to the Information Systems Fund to cover the cost of new laptops for the Police Department.



COMMUNITY DEVELOPMENT BLOCK GRANT FUND

The Community Development Block Grant (CDBG) funding is provided to the Village from the US Department of Housing and Urban Development (HUD). This funding is to be directed to capital improvements, housing rehabilitation and public service projects that benefit low to moderate income residents of the Village. As required by HUD, the Village has adopted a five-year Consolidated Plan that sets forth goals and objectives for the program. Each year, the Village is required to complete an Annual Action Plan that stipulates how CDBG funding will be spent. The Village's CDBG program year runs from October 1 through September 30, which does not coincide with the Village's fiscal budget year.

For Program Year 2011 (started October 1, 2011), the Village is utilizing CDBG funds for a single family home rehabilitation program, neighborhood improvement projects and reimbursement for the costs of administering the CDBG program. The total new allocation for this year is \$272,165, plus an additional \$34,960 remains available from prior years.

The single family rehabilitation program will again be administered by the Northwest Housing Partnership, a non-profit organization devoted to maintaining and supplementing affordable housing. A total of \$110,000 is allocated for the rehabilitation of several homes in the Village over the course of the 2011 program year. Improvements may include upgraded electrical systems; new plumbing, windows, doors, or flooring; or exterior siding and are estimated to cost approximately \$7,500 to \$20,000 per home. The owners of the homes must income qualify to obtain funding that is provided as a no interest loan, to be repaid to the Village when the home is sold.

Improvements made to streets in CDBG-eligible areas have been allocated \$142,693. The street improvements will be completed concurrent with the Village's 2012 Street Revitalization Project. The exact streets will be determined based on the annual street rating process.

The Village has budgeted a total of \$54,432 to be used for administrative costs throughout the program year, which equals the maximum amount allowed by HUD (20%). It is expected that \$52,000 of this cost will reimburse the Village for necessary staff time to manage the program (listed as "Cost Allocation"). The remainder will be available for consultant use and for reimbursement of publication, mailing and other administrative costs.



COMMUNITY DEVELOPMENT BLOCK GRANT FUND

ANNUAL EXPENSES BY CLASS

CLASS	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	% Change
Revenues					
Grant Revenue	410,341	335,000	320,000	302,000	-9.9%
Miscellaneous	6,641	-	-	-	N/A
Total Revenues	416,982	335,000	320,000	302,000	-9.9%
Expenditures					
Contractual Services	123,980	110,000	110,000	110,000	0.0%
Capital Outlay	1,740	165,000	150,000	-	N/A
Operating Transfers	223,539	-	-	140,000	N/A
Cost Allocation	67,723	60,000	60,000	52,000	-13.3%
Total Expenditures	416,982	335,000	320,000	302,000	-9.9%
Net Revenues over Expenditures	-	-	-	-	N/A

2012 BUDGET HIGHLIGHTS

Contractual Services

This amount decreased based on the amount of CDBG funds available to be spent. During the previous years, there was a large carryover of funds that was spent on projects. Now that the carryover amount has been spent down, the 2012 budget reflects a stabilized amount.

Capital Outlay

This amount has decreased based on the reduction in funding in the federal budget for CDBG funds.

Cost Allocation

The Cost Allocation is the amount of funds the Village is reimbursed from the CDBG Program to cover staff expenses. In 2012, this amount will be lower due to a decrease in the amount of federal funding for the CDBG program.



ECONOMIC DEVELOPMENT AREA ADMINISTRATION FUND

ADMINISTRATION

The Economic Development Area (EDA) Administration Division is charged with oversight of all aspects of the EDA, which encompasses the Sears, Roebuck and Co. headquarters and the 780 acre Prairie Stone Business Park. Activities include coordination of development activities, from site plan approval, permitting, construction, to eventual occupancy. The Administration Division also oversees infrastructure development in and adjacent to the EDA. Finally, management of EDA Bond funds and EDA Notes remain an important ongoing activity for the division.

FIRE & POLICE

The Police and Fire EDA Divisions represent the funds necessary to provide Police, Fire, and EMS services around the clock for the EDA of the Village. The EDA funds a portion of Fire staffing at Fire Station 24 and a Police patrol beat that encompasses the EDA.

PUBLIC WORKS

The Public Works EDA Division identifies Department costs directly associated with EDA needs. Those services included a four month rental of one end loader tractor to accommodate snow drift control needs, maintenance of EDA regulatory signage as existing street signage is showing wear and fading, general maintenance of the Village Green restroom and concession storage building, and maintenance associated with two Department vehicles.

ANNUAL REVENUE AND EXPENDITURES BY CLASS

DIVISION	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	% Change
Revenues					
Taxes	5,729,573	4,040,680	4,040,680	4,242,710	5.0%
Investment Earnings	3,102	6,000	910	1,000	-83.3%
Miscellaneous	700	-	10,850	-	N/A
Total Revenues	5,733,375	4,046,680	4,052,440	4,243,710	4.9%
Expenditures					
Administration	344,176	324,050	349,360	351,960	8.6%
Fire	2,895,305	3,173,510	3,161,400	3,231,000	1.8%
Police	757,718	775,550	773,970	805,460	3.9%
Public Works	153,119	462,690	421,340	437,640	-5.4%
Total Expenditures	4,150,318	4,735,800	4,706,070	4,826,060	1.9%
Net Revenue over Expenditures	1,583,057	(689,120)	(653,630)	(582,350)	N/A



MOTOR FUEL TAX FUND

The Motor Fuel Tax (MFT) Fund accounts for resources received from the MFT allotments the Village receives monthly from the Illinois Department of Transportation. These funds are used for road improvements, street light installations and debt service payments for bonds that were issued to pay for prior year road improvements.

ANNUAL REVENUES AND EXPENDITURES BY CLASS

CLASS	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	% Change
Revenues					
Intergovernmental	1,528,680	1,358,700	1,528,620	1,309,000	-3.7%
Investment Earnings	167	100	200	200	100.0%
Total Revenues	1,528,847	1,358,800	1,528,820	1,309,200	-3.7%
Expenditures					
Contractual Services	45,463	77,000	74,000	80,000	3.9%
Capital Outlay	31,257	7,500	7,500	10,000	33.3%
Operating Transfers	1,345,540	222,130	222,130	2,163,430	873.9%
Total Expenditures	1,422,260	306,630	303,630	2,253,430	634.9%
Net Revenues over Expenditures	106,587	1,052,170	1,225,190	(944,230)	-189.7%



MUNICIPAL WASTE SYSTEM FUND

The Municipal Waste System Fund accounts for the Village's garbage collection program. The primary revenue source for this fund is the garbage fees paid by residents. On January 1, 2004, the Village switched from the former pay-as-you-throw method to a flat fee alternative. The Village has absorbed the annual \$0.25 rate increase since 2005. In 2008, the residential garbage contract expired and a new contract was negotiated that will take the Village through 2015. At the same time, a new commercial garbage contract was established.

ANNUAL REVENUES AND EXPENDITURES BY CLASS

CLASS	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	% Change
Revenues					
Charges for Services	837,801	912,000	817,900	840,000	-7.9%
Investment Earnings	109	200	50	50	-75.0%
Miscellaneous	268,283	238,740	311,510	308,740	29.3%
Total Revenues	1,106,193	1,150,940	1,129,460	1,148,790	-0.2%
Expenditures					
Salaries & Wages	-	-	8,070	36,340	N/A
Employee Benefits	-	-	1,720	7,720	N/A
Contractual Services	329,863	466,440	319,880	234,310	-49.8%
Tipping Fees	719,755	661,580	674,100	674,000	1.9%
Debt Service	65,212	55,500	58,950	68,450	23.3%
Operating Transfers	-	30,000	30,000	30,000	0.0%
Total Expenditures	1,114,830	1,213,520	1,092,720	1,050,820	-13.4%
Net Revenues over Expenditures	(8,637)	(62,580)	36,740	97,970	-256.6%



EMERGENCY 911 FUND

The Village of Hoffman Estates used to host its own 911 dispatch center. In 1997, the Northwest Central Dispatch System (NWCD) was created, which combined several municipalities into one dispatch center. Since then this fund has been continued to be utilized to account for the 911 surcharge that the Village receives. These revenues are used to fund a portion of the current cost paid to the NWCD through a transfer to the General Fund, which will end in FY2012.

ANNUAL EXPENSES BY CLASS

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	% Change
Revenues					
Intergovernmental	26,653	25,500	25,500	25,500	0.0%
Investment Earnings	1,016	1,250	250	250	-80.0%
Total Revenues	27,669	26,750	25,750	25,750	-3.7%
Expenditures					
Operating Transfers	546,120	300,000	300,000	-	N/A
Contractual Services	-	-	20,700	17,300	N/A
Total Expenditures	546,120	300,000	320,700	17,300	-94.2%
Net Revenues over Expenditures	(518,451)	(273,250)	(294,950)	8,450	-103.1%



ROSELLE ROAD TIF FUND

The Roselle Rd TIF Fund was created in 2003 to account for the project costs and resources related to the Golf/Higgins/Roselle Road Tax Increment Financing (TIF) District. TIF expenditures are funded by incremental property taxes that result from improving this portion of the Village.

2011 expenditures primarily focused on demolition, facade and parking lot improvements on two projects in the Roselle Road TIF area. One project was located at the southeast corner of Golf and Roselle Roads. The other project was converting the former Harlem Furniture building into an Asian Steakhouse and Sushi Restaurant.

In 2012, the Roselle Road traffic signal will be installed, which includes extensive engineering and consulting attention before actual construction. In addition, the engineering stage of the Business District Culvert project will be accomplished in 2012.

ANNUAL REVENUES AND EXPENDITURES BY CLASS

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	% Change
Revenues					
Taxes	830,890	1,148,120	1,148,120	1,182,560	3.0%
Investment Earnings	5,069	6,000	2,350	2,500	-58.3%
Note Proceeds	93,168	17,460	17,460	-	N/A
Total Revenues	929,127	1,171,580	1,167,930	1,185,060	1.2%
Expenditures					
Contractual Services	2,290	211,040	181,040	1,548,580	633.8%
Operating Transfers	50,000	70,000	50,000	70,000	0.0%
Total Expenditures	52,290	281,040	231,040	1,618,580	475.9%
Net Revenues over Expenditures	876,837	890,540	936,890	(433,520)	-148.7%

Debt Service Funds



FUND DESCRIPTION

Debt Service Funds are established to account for the accumulation of resources for, and the payment of, long-term principal and interest. These obligations represent the Village's annual installment payments of principal and interest for previous capital projects or acquisitions funded through debt financing. The Village currently has five outstanding bond issues:

- 1997A General Obligation Bonds
- 2004 General Obligation Refunding Bonds
- 2005A Taxable General Obligation Bonds
- 2008A General Obligation Bonds
- 2009A General Obligation Bonds

It should be noted that the 2005 Tax Increment Revenue Refunding Bonds expired in fiscal year 2010. However, this debt service fund will still exist until the expiration of the EDA for the recording of trustee fees and minor professional services related to the EDA.

LEGAL DEBT MARGIN

Under the 1970 Illinois Constitution, there is no legal debt limit for home rule municipalities except as set by the General Assembly. To date, the Illinois General Assembly has set no limits for home rule municipalities. The Village is a home rule municipality.

ANNUAL REVENUES AND EXPENDITURES BY CLASS

All Debt Service Funds

CLASS	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	% Change
Revenues					
Taxes	12,503,658	1,581,040	1,583,040	1,680,920	6.3%
Tow Fee Revenues	268,500	500,000	231,000	250,000	-50.0%
Investment Earnings	106,737	71,550	29,670	30,900	-56.8%
Miscellaneous	3,905,000	1,000,000	1,000,000	1,000,000	0.0%
Operating Transfers	1,647,525	5,558,570	5,557,670	4,731,610	-14.9%
Total Revenues	18,431,420	8,711,160	8,401,380	7,693,430	-11.7%
Expenditures					
Paying Agent Fees	2,700	2,700	2,700	1,500	-44.4%
Trustee Fees	5,606	11,000	11,000	11,000	0.0%
Professional Services	15,096	15,000	15,000	15,000	0.0%
Principal Expense	28,330,000	3,840,000	3,840,000	2,750,000	-28.4%
Interest Expense	5,593,400	5,677,130	5,677,130	5,517,980	-2.8%
Total Expenditures	33,946,802	9,545,830	9,545,830	8,295,480	-13.1%
Net Revenues over Expenditures	(15,515,382)	(834,670)	(1,144,450)	(602,050)	-27.9%



DEBT SERVICE SCHEDULES OVERVIEW

This section summarizes the debt service obligations of the Village as of December 31, 2011. The following is a description of each bond obligation existing on December 31, 2011.

1997A General Obligation Bonds

Purpose:	Purchase of fire equipment (\$1,635,000), Fire Engine 24 (\$342,000), Emergency 911 communications equipment (\$500,000) and road improvements (\$3,888,000)
Maturity Date:	December 1, 2012
Original Principal Amount:	\$6,365,000
Investment Rating:	Moody's Investors Service: Aa2 Standard & Poor's Rating Group: AA+
Principal Outstanding:	\$530,000
Interest:	\$24,910
Funding Source:	Telecommunications Tax, Transfer from EDA Administration Fund

2004 General Obligation Refunding Bonds

Purpose:	To refund the Series 1997B bond issue
Maturity Date:	December 1, 2012
Original Principal Amount:	\$6,765,000
Investment Rating:	Moody's Investors Service: Aa2 Standard & Poor's Rating Group: AA+
Principal Outstanding:	\$935,000
Interest:	\$35,063
Funding Source:	Property Tax Levy, Motor Fuel Tax

2005A General Obligation Taxable Bonds

Purpose:	To reimburse the developers of the Sears Centre Arena for part of their construction costs
Maturity Date:	December 1, 2033
Original Principal Amount:	\$54,935,000
Investment Rating:	Moody's Investors Service: Aa2 Standard & Poor's Rating Group: AA+
Principal Outstanding:	\$49,305,000
Interest:	\$35,236,763
Funding Source:	Food & Beverage Tax, Arena Naming Rights, Transfer from Sears Centre Fund



DEBT SERVICE SCHEDULES OVERVIEW

2008A General Obligation Bonds

Purpose:	To remodel Village Hall (\$6.2 million), construct a new Fire station (\$6.4 million), purchase land and start the design work for a new Police station (\$4.8 million) and construct a new water tower (\$5.7 million)
Maturity Date:	2038
Original Principal Amount:	\$26,645,000
Investment Rating:	Moody's Investors Service: Aa2 Standard & Poor's Rating Group: AA+
Principal Outstanding:	\$26,645,000
Interest:	\$31,073,750
Funding Source:	Transfer from the Asset Seizure Fund, Water and Sewer Revenue

2009A General Obligation Bonds

Purpose:	To finance the construction of the new Village police headquarters and Village street reconstruction work.
Maturity Date:	2029
Original Principal Amount:	\$30,355,000
Investment Rating:	Moody's Investors Service: Aa2 Standard & Poor's Rating Group: AA+
Principal Outstanding:	\$30,355,000
Interest:	\$17,310,568
Funding Source:	Towing Fees, Capitalized Interest



DEBT SERVICE SCHEDULES

ANNUAL PRINCIPAL PAYMENTS – GENERAL OBLIGATION DEBT

Fiscal Year	Series '97A	Series '04	PRINCIPAL Series '05A	Series '08	Series '09	Total
2012	530,000	935,000	1,285,000	-	-	2,750,000
2013	-	-	1,345,000	-	1,200,000	2,545,000
2014	-	-	1,415,000	-	1,235,000	2,650,000
2015	-	-	1,485,000	-	1,295,000	2,780,000
2016	-	-	1,555,000	-	1,360,000	2,915,000
2017	-	-	1,635,000	-	1,410,000	3,045,000
2018	-	-	1,720,000	-	1,485,000	3,205,000
2019	-	-	1,810,000	-	1,555,000	3,365,000
2020	-	-	1,905,000	-	1,640,000	3,545,000
2021	-	-	2,005,000	-	1,725,000	3,730,000
2022	-	-	2,110,000	-	1,815,000	3,925,000
2023	-	-	2,225,000	-	1,910,000	4,135,000
2024	-	-	2,345,000	-	2,010,000	4,355,000
2025	-	-	2,470,000	-	2,115,000	4,585,000
2026	-	-	2,600,000	-	2,225,000	4,825,000
2027	-	-	2,740,000	-	2,335,000	5,075,000
2028	-	-	2,890,000	-	2,455,000	5,345,000
2029	-	-	3,045,000	-	2,585,000	5,630,000
2030	-	-	3,210,000	2,415,000	-	5,625,000
2031	-	-	3,385,000	2,540,000	-	5,925,000
2032	-	-	3,565,000	2,665,000	-	6,230,000
2033	-	-	2,560,000	2,795,000	-	5,355,000
2034	-	-	-	2,935,000	-	2,935,000
2035	-	-	-	3,085,000	-	3,085,000
2036	-	-	-	3,240,000	-	3,240,000
2037	-	-	-	3,400,000	-	3,400,000
2038	-	-	-	3,570,000	-	3,570,000
Total	530,000	935,000	49,305,000	26,645,000	30,355,000	107,770,000



DEBT SERVICE SCHEDULES

ANNUAL INTEREST PAYMENTS – GENERAL OBLIGATION DEBT

Fiscal Year	INTEREST					Total
	Series '97A	Series '04	Series '05A	Series '08	Series '09	
2012	24,910	35,063	2,611,890	1,332,250	1,513,856	5,517,969
2013	-	-	2,550,210	1,332,250	1,513,856	5,396,316
2014	-	-	2,484,305	1,332,250	1,477,856	5,294,411
2015	-	-	2,414,263	1,332,250	1,419,194	5,165,707
2016	-	-	2,340,013	1,332,250	1,357,681	5,029,944
2017	-	-	2,261,485	1,332,250	1,303,281	4,897,016
2018	-	-	2,177,283	1,332,250	1,232,781	4,742,314
2019	-	-	2,087,842	1,332,250	1,158,531	4,578,623
2020	-	-	1,992,818	1,332,250	1,076,894	4,401,962
2021	-	-	1,892,805	1,332,250	990,794	4,215,849
2022	-	-	1,787,542	1,332,250	900,231	4,020,023
2023	-	-	1,674,130	1,332,250	804,944	3,811,324
2024	-	-	1,554,536	1,332,250	704,669	3,591,455
2025	-	-	1,428,492	1,332,250	599,144	3,359,886
2026	-	-	1,295,730	1,332,250	488,106	3,116,086
2027	-	-	1,155,330	1,332,250	377,969	2,865,549
2028	-	-	1,007,370	1,332,250	258,300	2,597,920
2029	-	-	851,310	1,332,250	132,481	2,316,041
2030	-	-	686,880	1,332,250	-	2,019,130
2031	-	-	513,540	1,211,500	-	1,725,040
2032	-	-	330,750	1,084,500	-	1,415,250
2033	-	-	138,240	951,250	-	1,089,490
2034	-	-	-	811,500	-	811,500
2035	-	-	-	664,750	-	664,750
2036	-	-	-	510,500	-	510,500
2037	-	-	-	348,500	-	348,500
2038	-	-	-	178,500	-	178,500
Total	24,910	35,063	35,236,763	31,073,750	17,310,568	83,681,054



Capital Project Funds



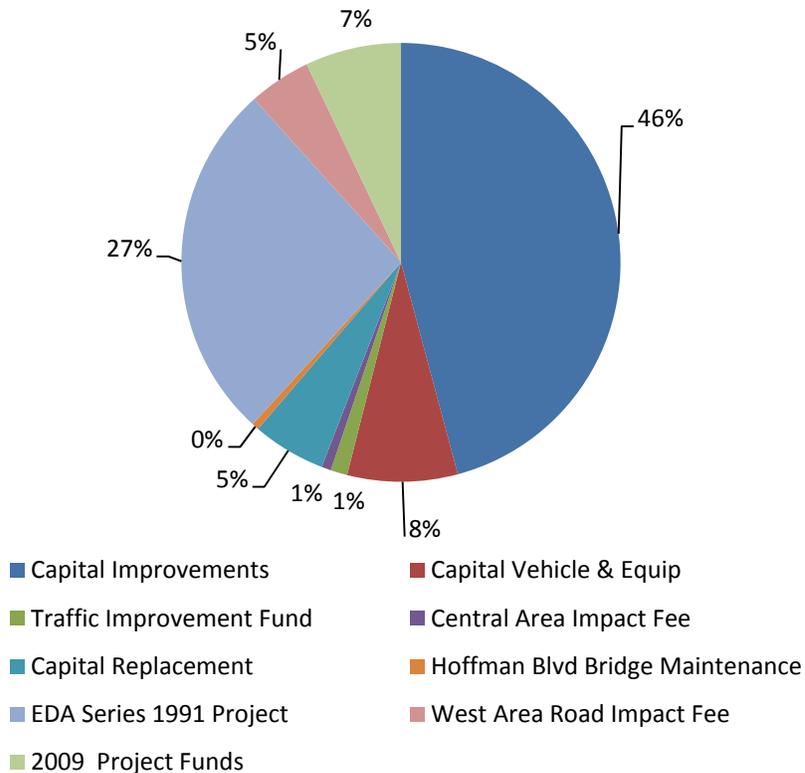
DESCRIPTION

The Capital Project Funds include the following: Capital Improvements, Capital Vehicle and Equipment, Capital Replacement, Central Road Corridor, Hoffman Boulevard Bridge Maintenance, Western Corridor, Traffic Improvement, EDA Series 1991 Project, Western Area Traffic Improvement, Central Area Road Improvement Impact Fee, Western Area Road Improvement Impact Fee and 2009 Project. These funds are used to accumulate and expend funds for the purchase of capital improvements and equipment.

The Central Road Corridor, Western Corridor, and the West Area Traffic Improvement Funds are not included in the below illustration because they are not projected to expend funds in 2012.

TOTAL OPERATING BUDGET
\$14,164,120

CAPITAL PROJECTS FUNDS ANNUAL EXPENDITURES





CAPITAL IMPROVEMENTS FUND

The Capital Improvements Fund accounts for all capital projects of a non-vehicle or equipment nature. Buildings, roads and drainage improvements are a few of the examples of the types of projects shown in this fund. Since the Capital Improvements Fund does not have a dedicated revenue source for most of the projects, funding sources must come from other funds.

ANNUAL REVENUES AND EXPENDITURES BY CLASS

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	% Change
Revenues					
Grant Revenue	165,000	1,600,500	190,000	814,000	-49.1%
Charges for Services	5,000	-	6,350	-	N/A
Investment Earnings	370	510	100	100	-80.4%
Miscellaneous	427,389	4,470,000	260,000	960,000	-78.5%
Transfer from General Fund	102,320	198,310	198,310	105,000	-47.1%
Transfer from MFT Fund	1,155,000	25,870	25,870	1,989,180	7589.1%
Transfer from CDBG Fund	223,539	-	-	115,000	N/A
Transfer from EDA Fund	-	-	-	276,000	N/A
Transfer from Central Rd Corr. Fund	-	250,000	-	-	N/A
Transfer from Traffic Improv. Fund	2,000	560,000	232,000	136,000	-75.7%
Transfer from EDA Project Fund	-	-	-	130,000	N/A
Transfer from Central Impact Fund	-	100,000	-	100,000	0.0%
Transfer from 2009 GODS	750,000	1,805,000	2,505,000	1,000,000	-44.6%
Transfer from Western Impact Fund	-	300,000	-	650,000	116.7%
Transfer from Capital V&E Fund	25,200	-	-	-	N/A
Transfer from Water Fund	-	4,440	4,440	48,500	992.3%
Transfer from Roselle Rd TIF Fund	-	20,000	-	20,000	0.0%
Total Revenues	2,855,818	9,334,630	3,422,070	6,343,780	-32.0%
Expenditures					
Building Improvements	252,830	50,500	-	80,000	58.4%
Road Improvements	2,241,380	6,150,000	2,877,000	4,409,180	-28.3%
Other Capital Improvements	-	2,532,750	267,750	1,725,000	-31.9%
Drainage Improvements	-	175,000	179,000	81,500	-53.4%
Sidewalk Improvements	37,185	425,870	95,870	195,000	-54.2%
Total Expenditures	2,531,395	9,334,120	3,419,620	6,490,680	-30.5%
Net Revenues Over Expenditures	324,423	510	2,450	(146,900)	N/A



CAPITAL VEHICLE & EQUIPMENT FUND

The Capital Vehicle & Equipment Fund accounts for the purchase of all vehicles and equipment over \$25,000. Since the Capital Vehicle & Equipment Fund does not have a dedicated revenue source, funding sources must come from other funds, including the General Fund.

ANNUAL REVENUES AND EXPENDITURES BY CLASS

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	% Change
Revenues					
Grant Revenue	-	312,000	312,000	498,400	59.7%
Fines	-	24,000	-	-	N/A
Investment Earnings	52	50	50	50	0.0%
Transfer from General Fund	35,000	121,500	21,930	134,400	10.6%
Transfer from EDA Fund	-	97,000	97,000	204,200	110.5%
Transfer from Capital Repl. Fund	-	-	-	237,170	N/A
Transfer from Water Fund	-	-	-	23,730	N/A
Total Revenues	35,052	554,550	430,980	1,097,950	98.0%
Expenditures					
Department Equipment	16,729	435,000	390,000	260,900	-40.0%
Motor Vehicles	-	24,500	21,930	70,000	185.7%
Fire Apparatus	-	95,000	-	781,000	722.1%
Transfer to Capital Improve. Fund	25,200	-	-	-	N/A
Transfer to Water Fund	-	-	-	38,300	N/A
Total Expenditures	41,929	554,500	411,930	1,150,200	107.4%
Net Revenues over Expenditures	(6,877)	50	19,050	(52,250)	N/A



CAPITAL REPLACEMENT FUND

The Capital Replacement Fund was created in 1997 for the purpose of setting aside resources to be used to acquire and replace capital vehicles and equipment in accordance with an approved replacement schedule, subject to the annual budget. When a vehicle or piece of equipment is purchased, the item is added to the replacement schedule. A replacement cost for the item is estimated and this cost is allocated over the useful life. Then every year, the user department transfers the annual portion into the Capital Replacement Fund. When the time of replacement gets close and the item appears in the 5-year capital budget, adjustments can be made to the funding if necessary. It is the intent of this fund that, as time goes on and more equipment is added to the replacement schedule, large amounts needed from the General Fund for purchases of replacement equipment would be kept to a minimum.

ANNUAL REVENUES AND EXPENSES BY CLASS

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	% Change
Revenues					
Investment Earnings	5,422	6,000	3,600	4,000	-33.3%
Miscellaneous	-	-	-	66,490	N/A
Total Revenues	5,422	6,000	3,600	70,490	1074.8%
Expenditures					
Department Equipment	-	-	-	50,000	N/A
Motor Vehicles	67,701	25,500	22,100	175,620	588.7%
Fire Apparatus	-	266,020	-	301,550	13.4%
Transfer to Capital V&E Fund	-	-	-	237,170	N/A
Total Expenditures	67,701	291,520	22,100	764,340	162.2%
Net Revenues Over Expenditures	(62,279)	(285,520)	(18,500)	(693,850)	143.0%

Due to limited funding in the General Fund, transfers into this fund have not occurred since 2008 and are not planned for FY 2012.



CENTRAL AREA ROAD CORRIDOR IMPROVEMENT FUND

The Central Area Road Corridor Improvement Fund is used to account for resources that were paid by developers for the construction of public improvements such as streets, storm sewers and street lighting in the Central Road area. An initial engineering phase for the Barrington Road Interchange is reflected in the 2011 budget but was not done.

ANNUAL REVENUES AND EXPENDITURES BY CLASS

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	% Change
Revenues					
Investment Earnings	363	300	150	150	-50.0%
Total Revenues	363	300	150	150	-50.0%
Expenditures					
Transfer to Capital Improvements	-	250,000	-	-	N/A
Total Expenditures	-	250,000	-	-	N/A
Net Revenues over Expenditures	363	(249,700)	150	150	-100.1%



HOFFMAN BOULEVARD BRIDGE MAINTENANCE FUND

The Hoffman Boulevard Bridge Maintenance Fund is used to account for the maintenance of the Hoffman Boulevard Bridge in accordance with the development agreement.

ANNUAL REVENUES AND EXPENDITURES BY CLASS

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	% Change
Revenues					
Investment Earnings	545	470	400	400	-14.9%
Total Revenues	545	470	400	400	-14.9%
Expenditures					
Contractual Services	41,967	3,000	3,750	75,000	2400.0%
Total Expenditures	41,967	3,000	3,750	75,000	2400.0%
Net Revenues over Expenditures	(41,422)	(2,530)	(3,350)	(74,600)	2848.6%



WESTERN CORRIDOR FUND

The Western Corridor Fund is used to account for financial resources to be used for the reconstruction of the new alignment of Shoe Factory Road. No projects are planned for 2012.

ANNUAL REVENUES AND EXPENDITURES BY CLASS

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	% Change
Revenues					
Charges for Services	5,667	10,000	2,000	2,000	-80.0%
Investment Earnings	904	1,100	600	600	-45.5%
Miscellaneous	72,395	-	-	-	
Total Revenues	78,966	11,100	2,600	2,600	-76.6%
Expenditures					
Total Expenditures	-	-	-	-	N/A
Net Revenues over Expenditures	78,966	11,100	2,600	2,600	-76.6%



TRAFFIC IMPROVEMENT FUND

The Traffic Improvement Fund is used to account for financial resources arising from developers' donations that are to be used for various infrastructure improvements.

ANNUAL REVENUES AND EXPENDITURES BY CLASS

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	% Change
Revenues					
Investment Earnings	1,190	1,350	500	500	-63.0%
Total Revenues	1,190	1,350	500	500	-63.0%
Expenditures					
Contractual Services	35,000	56,000	20,000	38,500	-31.3%
Transfer to Capital Improve. Fund	2,000	560,000	232,000	136,000	-75.7%
Total Expenditures	37,000	616,000	252,000	174,500	-71.7%
Net Revenues over Expenditures	(35,810)	(614,650)	(251,500)	(174,000)	-71.7%



EDA SERIES 1991 PROJECT FUND

The EDA Series 1991 Project Fund is used to account for bond proceeds used to pay qualified project costs related to the Village’s Economic Development Area.

ANNUAL REVENUES AND EXPENDITURES BY CLASS

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	% Change
Revenues					
Grant Revenue	-	340,000	-	33,900	-90.0%
Charges for Services	6,034	9,000	-	-	N/A
Investment Earnings	12,905	11,000	3,790	4,000	-63.6%
Miscellaneous	39,683	110,000	2,430	35,300	-67.9%
Total Revenues	58,622	470,000	6,220	73,200	-221.6%
Expenditures					
Contractual Services	58,347	1,591,020	225,000	3,609,400	126.9%
Transfer to General Fund	-	-	-	20,000	N/A
Transfer to Water Fund	-	-	-	130,000	N/A
Total Expenditures	58,347	1,591,020	225,000	3,759,400	136.3%
Net Revenues over Expenditures	275	(1,121,020)	(218,780)	(3,686,200)	228.8%



CENTRAL AREA ROAD IMPROVEMENT IMPACT FEE FUND

The Central Area Road Improvement Impact Fee Fund is used to account for developer impact fees assessed under an impact fee ordinance. Resources accumulated are to be used for specific street improvements required due to development along the Barrington Road/Central Road corridors. The Village has five years from receipt of funds to use them. If the funds are not used, developers can request a refund of the unused portion.

ANNUAL REVENUES AND EXPENDITURES BY CLASS

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	% Change
Revenues					
Investment Earnings	654	500	600	600	20.0%
Total Revenues	654	500	600	600	20.0%
Expenditures					
Transfer to Capital Improve. Fund	-	100,000	-	100,000	0.0%
Total Expenditures	-	100,000	-	100,000	0.0%
Net Revenues over Expenditures	654	(99,500)	600	(99,400)	-0.1%



WESTERN AREA TRAFFIC IMPROVEMENT FUND

The Western Area Traffic Improvement Fund is used to account for resources arising from donations by developers building within the Village’s western area. Such donations are to be used for needed infrastructure improvements. There are no projects planned for 2012.

ANNUAL REVENUES AND EXPENDITURES BY CLASS

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	% Change
Revenues					
Investment Earnings	602	720	460	500	-30.6%
Total Revenues	602	720	460	500	-30.6%
Expenditures					
Contractual Services	11,532	-	-	-	N/A
Total Expenditures	11,532	-	-	-	N/A
Net Revenues over Expenditures	(10,930)	720	460	500	-30.6%



WESTERN AREA ROAD IMPROVEMENT IMPACT FEE FUND

The Western Area Road Improvement Impact Fee Fund is used to account for developer impact fees assessed under an impact fee ordinance. Resources are to be used for specific street improvements within the Village’s western area. The Village has five years from receipt of funds to use them. If the funds are not used, developers can request a refund of the unused portion.

ANNUAL REVENUES AND EXPENDITURES BY CLASS

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	% Change
Revenues					
Charges for Services	14,864	-	68,000	-	N/A
Investment Earnings	4,201	5,100	3,000	3,000	-41.2%
Total Revenues	19,065	5,100	71,000	3,000	-41.2%
Expenditures					
Capital Outlay	40,671	-	-	-	N/A
Transfer to Capital Improve. Fund	-	300,000	-	650,000	116.7%
Total Expenditures	40,671	300,000	-	650,000	116.7%
Net Revenues over Expenditures	(21,606)	(294,900)	71,000	(647,000)	119.4%



2009 PROJECT FUND

The 2009 Project Fund is used to account for the 2009 bond proceeds and the projects related to that bond issue. The construction of a new police station was completed in 2010. The remaining bond proceeds are being used for allowable road improvements.

ANNUAL REVENUES AND EXPENDITURES BY CLASS

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	% Change
Revenues					
Grant Revenue	825,000	1,000,000	500,000	-	N/A
Interest Earnings	27,624	-	-	-	N/A
Total Revenues	852,624	1,000,000	500,000	-	N/A
Expenditures					
Capital Outlay	9,380,452	-	400,000	-	N/A
Transfer to Capital Improve. Fund	750,000	1,805,000	2,505,000	1,000,000	-44.6%
Total Expenditures	10,130,452	1,805,000	2,905,000	1,000,000	-44.6%
Net Revenues over Expenditures	(9,277,828)	(805,000)	(2,405,000)	(1,000,000)	24.2%



Enterprise Funds



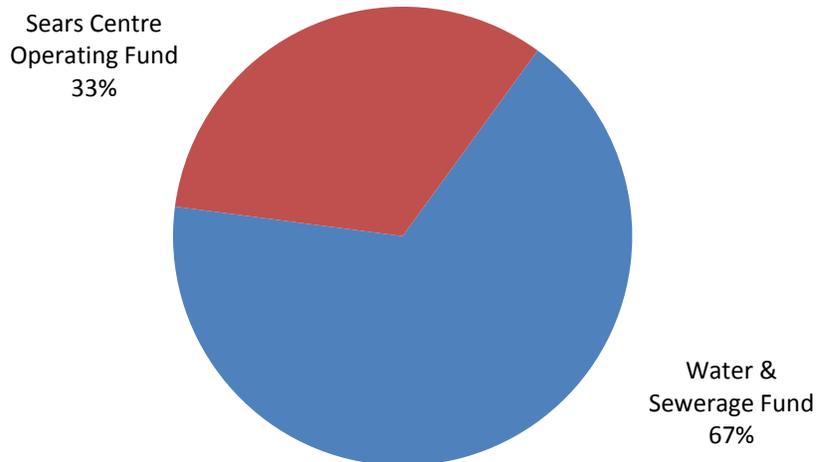
FUND DESCRIPTION

The Village's Enterprise Funds include the Water and Sewerage Fund and the Sears Centre Operating Fund. The Sears Centre Operating Fund was added in 2009 with the transfer of ownership of the Sears Centre Arena to the Village. The Water and Sewerage Fund includes the following Divisions: Water, Sewer, and Water Billing.

TOTAL OPERATING BUDGET

\$17,783,020

ENTERPRISE FUNDS TOTAL EXPENDITURES





WATER AND SEWERAGE FUND

CLASS	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	% Change
Operating Revenue					
User Charges	10,367,612	11,100,300	10,324,000	11,820,000	6.48%
Total Operating Revenue	10,367,612	11,100,300	10,324,000	11,820,000	6.48%
Operating Expenditures					
Salaries	2,477,274	2,583,970	2,453,810	2,640,370	2.18%
Employee Benefits	1,075,670	1,049,650	1,026,620	1,094,620	4.28%
Misc. Employee Expenses	29,697	33,050	33,070	37,950	14.83%
Commodities	217,372	206,470	199,190	208,720	1.09%
Contractual Services	6,192,151	6,724,440	6,768,610	6,363,540	-5.37%
Capital Outlay	(401,718)	1,977,940	1,529,380	655,660	-66.85%
Cost Allocation	999,024	1,067,600	961,870	1,118,960	4.81%
Total Expenditures	10,589,470	13,643,120	12,972,550	12,119,820	-11.17%
Operating Income (Loss)					
Before Depreciation	(221,858)	(2,542,820)	(2,648,550)	(299,820)	-88.21%
Depreciation Expense	(1,072,984)	(1,094,400)	-	-	N/A
Non-Operating Revenue					
Investment Earnings	17,095	15,000	6,650	7,000	-53.33%
Miscellaneous	576,438	17,700	40,000	20,000	12.99%
Bond Proceeds	-	100,000	100,000	-	N/A
Operating Transfers In	-	279,720	279,720	38,300	-86.31%
Total Non-Operating Transfers	593,533	412,420	426,370	65,300	-84.17%
Non-Operating Expenses					
Debt Service	319,409	4,630	4,630	4,630	0.00%
Operating Transfers Out	293,095	337,510	337,510	398,300	18.01%
Total Non-Operating Expenses	612,504	342,140	342,140	402,930	17.77%
Net Income (Loss)	(1,313,813)	(3,566,940)	(2,564,320)	(637,450)	-82.13%
Expenses to be Capitalized	-	-	1,410,720	612,110	N/A
Net Income (Loss) Reported	(1,313,813)	(3,566,940)	(1,153,600)	(39,340)	-98.90%



WATER

The Water Division's responsibilities include water supply, distribution and quality assurance by complying with all United States Environmental Protection Agency Standards (USEPA) and Illinois Environmental Protection Agency (IEPA) regulations and standards. Preventative maintenance and repairs include 7 water towers, 4 reservoirs, 2 high service pumping stations, 2 booster stations, 7 emergency supply wells, 3,058 fire hydrants and 254 miles of water main pipe, 3,138 valves and 15,000 water meters.

2011 ACCOMPLISHMENTS

- Painted 475 hydrants utilizing in-house staff.
- Completed 28 water system leak repairs
- Replaced & repaired 12 fire hydrants.
- Replaced & repaired 9 B-Boxes
- Replaced & Repair 6 water mainline valves.
- The Barrington Square Lift Station Rehabilitation was completed in late December. Work included the rehabilitation of the existing wet well and application of a high build epoxy coating; installation of three submersible pumps, piping and control; the abandonment of the dry well; and the installation of a new 250kw generator with an automatic transfer switch.
- The rehabilitation of Well 9 as part of the Village's emergency water supply was substantially completed in 2011, and fully operational in January, 2012.
- Achieved approximately 1% annual increase on backflow prevention device registration totaling 2,708 accounts.
- Completed the repainting & maintenance repair of T-6 water tower which will prevent corrosion from causing structure damage and preserve the tower's aesthetic appearance.
- SCADA (Supervisory Control and Data Acquisition) Upgrades were completed. The finished work includes the PLC upgrade and installation of a back-up float control at six (6) lift stations: Hampton Lift Station; Kingsdale Lift Station; Carling Lift Station; Thomas Lift Station; Pfizer Lift Station; and the Casey Lift Station.

2012 SHORT-TERM GOALS & OBJECTIVES

- 1) Complete replacement of the existing master telemetry system with a more cost effective system based on radio or wireless technology.
 - a. Increase water system control reliability and improve maintenance.
 - b. Reduce annual operational cost.
- 2) Replace and upgrade of 100 residential vault meters and meter interface units located in Parcel A & Parcel B (3rd year in a six year program.



WATER

- a. Upgrade with E-coder register & V3 MIU for better leak detection & signal transmission.
 - b. Reduce high failure rate and maintain water system revenue
- 3) Through a comprehensive engineering study, improve the emergency water supply system for Western Development Area
- a. Implement the efficient solution of a system interconnect.
 - b. Achieve significant cost savings by removal of existing reservoir & well pumping system.
 - c. Reduce water supply vulnerabilities.
 - d. Reduce system maintenance work.
- 4) Complete all base level water system maintenance work.
- a. Replace 15 obsolete hydrants in Parcel C.
 - b. Replace 12 main line valves found to be defective during valve exercising program.
 - c. Supervise contracted parkway restoration, site restoration of landscape, pavement and sidewalks.
 - d. Paint 500 fire hydrants.

2012 ON-GOING GOALS & OBJECTIVES

- 1) Improve Cross Connection Control Program management for increased compliance/registration for the entire Village with a focus on the residential properties to ensure voluntary compliance.
- a. Ensure no delinquency in testing and reporting.
 - b. Ensure compliance with standards set by USEPA and IEPA.
 - c. Strive for 100% compliance on annual backflow prevention device registration rate.
- 2) Continue water system leak survey throughout the Village.
- a. Reduce water lost through distribution system leaks.
 - b. Repair leaks proactively through advance scheduling to reduce emergency excavations.

ANNUAL EXPENSES BY CLASS

CLASS	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	% Change
Salaries	1,566,265	1,646,860	1,531,130	1,650,030	0.2%
Employee Benefits	653,196	645,130	627,520	666,600	3.3%
Misc. Employee Expenses	29,697	33,050	33,070	37,950	14.8%
Commodities	134,666	123,440	121,340	128,250	3.9%
Contractual Services	5,763,339	6,297,980	6,322,880	5,919,100	-6.0%
Capital Outlay	(529,425)	576,140	274,360	399,460	-30.7%
Cost Allocation	418,317	454,950	410,960	477,020	4.9%
Total	8,036,055	9,777,550	9,321,260	9,278,410	-5.1%



WATER

2012 BUDGET HIGHLIGHTS

Salaries & Wages

A minimal increase is primarily due to the reallocation of seasonal staffing into the Water/Sewer programs, as well as the contractual salary increases for the Public Works employees.

Employee Benefits

A 3.3% increase is due to increased funding needs for Health Insurance expenses.

Misc. Employee Expenses

The 14.8% increase or \$4,900 is primarily due to an increase in uniform allowances per the CBA (Collective Bargaining Agreement), and a slight increase in employee training.

Commodities

Overall, commodities have increased by 3.9% or \$4,810 primarily due to increases associated with meter installations for new construction and meter replacements and repairs for 2012.

Contractual Services

The decrease of 6.0% or \$380,830 is primarily due to the significant decrease in water tank maintenance as compared to that conducted in 2011.

Capital Outlay

The decrease in capital outlay spending 30.7% or \$176,680 can mostly be attributed to the less costly continuation of various water system improvement projects as outlined within the CIP.

Cost Allocation

Cost allocations are repayments by funds responsible for a particular cost to the fund that initially paid the cost. To accommodate for these types of transactions, we must show the amount as an expenditure in the reimbursing fund and a reduction of expenditures in the reimbursed fund.



WATER

PERFORMANCE MEASURES

Program Being Measured
Unaccounted for Water

Program Area Objectives

1. To reduce the level of unaccounted for water to less than 5% of the total water purchased from JAWA.

Objective	Indicator	2010 Actual	2011 Actual	2012 Target
Background Data				
1	Total gallons of water purchased from JAWA	1,819,084,000	1,780,903,000	1,791,000,000
1	Total recorded gallons of water used by the Village	134,346,435	140,890,000	145,000,000
1	Total number of gallons of water sold by the Village	1,591,728,565	1,682,527,000	1,556,645,000
Efficiency				
1	Difference between water gallons purchased and water gallons sold/used	93,009,000	98,376,000	89,355,000
Outcomes				
1	Percentage of improvement in unaccounted for water from prior year	n/a	n/a	1%
1	Percentage of unaccounted for water from total purchased	5.1%	5.5%	5%

Explanatory Information

Unaccounted for water derives from water main breaks, stolen water, water meter inaccuracies, undiscovered system leaks and variances from estimated water usage for emergency applications. The Illinois Department of Natural Resources allows up to 8% unaccounted water for municipalities receiving Lake Michigan allotments. Their report encompasses usage beginning October 1st thru September 30th of each year.



SEWER

The Village's Sanitary Sewer Division's responsibilities include preventative maintenance and repairs of 190 miles of sanitary sewer main lines, 13.5 miles sanitary sewer force mains, 5,160 manholes and 16 sewage pump stations. Other maintenance activities include routine televising, flushing and root cutting of sanitary main lines and the inspection, monitoring, repair, and replacement of pumps, motors and electrical components.

2011 ACCOMPLISHMENTS

- Completed repairs on 2 major lift station pumps, motors and other components.
- Flushed and cleaned 119,105 feet of sewer main line.
- Performed deep cleaning of Moon Lake Lift Station wet well and removed solid waste materials below the grate to protect the pumping system.
- It is expected that Barrington Lift Station Rehabilitation project will be complete before Dec 2011.
- It is expected that the 2nd phase of the SCADA upgrade of field sanitary sewer facilities: Hampton Lift, Kingsdale Lift, Carling Lift, Thomas Lift, Pfizer Lift, and Casey Lift will be complete before Dec 2011.

2012 SHORT-TERM GOALS & OBJECTIVES

- 1) Begin the Chippendale Lift Station Rehabilitation project.
 - a. Achieve higher reliability for the station with small holding capacity
 - b. Through a team effort, develop the rehab plan for the most cost-effective engineering
 - c. Improve operation and maintenance and reduce cost

- 2) Complete 2012 sanitary sewer rehabilitation with lining approximately 10,000 ft. of failing pipe.
 - a. Develop the combined plan for both 2012 & 2013 Sanitary Sewer Rehabilitation construction to reduce construction management cost
 - b. Further reduce inflow & infiltration into the sanitary sewer system and prevent sewer surcharging & flow backups.

2012 ON-GOING GOALS & OBJECTIVES

- 1) Develop the rehab plan for the most cost-effective engineering for Carling Lift Station so that rehab construction can take place in 2013.
 - a. Plan early to expedite the approval process and actual rehabilitation construction
 - b. Achieve higher reliability for the station with small holding capacity
 - c. Improve operation and maintenance and reduce cost

- 2) Ensure continued success with the WDA Lift Station Odor Control project.
 - a. Receive no odor complaints.



SEWER

- b. Improve lift station operation by maintaining blast fan air velocity and controls.
- 3) Complete all base level sanitary sewer maintenance work.
- a. Flush and/or root cut 200,000 feet of sanitary sewer main line pipe.
 - b. Perform in-house cleaning and televising of 3,500 – 6,000 feet of sanitary main line sewer.
 - c. Perform weekly maintenance of 16 lift stations.

ANNUAL EXPENSES BY CLASS

CLASS	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	% Change
Salaries	806,206	830,610	816,020	880,900	6.1%
Employee Benefits	382,958	361,990	357,180	383,250	5.9%
Commodities	1,576	2,370	2,250	2,370	0.0%
Contractual Services	371,397	367,650	379,580	377,220	2.6%
Capital Outlay	114,914	1,301,500	1,154,920	255,900	-80.3%
Cost Allocation	269,605	305,150	268,860	320,130	4.9%
Total	1,946,656	3,169,270	2,978,810	2,219,770	-30.0%

2012 BUDGET HIGHLIGHTS

Salaries & Wages

The 6.1% increase is due to salary increases, stipends and certification payments as required by the CBA (Collective Bargaining Agreement).

Employee Benefits

The 5.9% increase is primarily due to increased funding needs for health insurance and IMRF expenses.

Contractual Services

A 2.6% increase is due to a slight increase in professional service needs for the WDA lift station cleaning.

Capital Outlay

The 80.3% decrease is presented for FY2012 due to the completion of the Barrington Lift Station Rehabilitation project.

Cost Allocation

Cost allocations are repayments by funds responsible for a particular cost to the fund that initially paid the cost. To accommodate for these types of transactions, we must show the amount as expenditure in the reimbursing fund and a reduction of expenditures in the reimbursed fund.



SEWER

PERFORMANCE MEASURES

Program Being Measured
Sewer Maintenance

Program Area Objectives

1. To maintain the number of labor hours per 1,000 feet of sewer mainline flushed and cleaned to less than 4.25 hours.

Objective	Indicator	2010 Actual	2011 Actual	2012 Target
Inputs				
1	Labor hours spent flushing and cleaning sewer lines	719	855.25	865
Outputs				
1	Total feet of sewer lines flushed and cleaned	171,521	161,286	203,492
Efficiency				
1	Total labor hours spent per 1000 feet of sewer flushed and cleaned	4.19	5.30	4.25
Outcomes				
1	Change in labors hours flushing and cleaning sewers per 1000 feet cleaned	(-).1.23	(+).1.11	(+).07

Explanatory Information:



WATER BILLING

The Water Billing Division, which is a subdivision of the Finance Division, includes 1 full-time and 3 part-time budgeted employees that are responsible for the water billing for the Village. The Water Billing Division maintains approximately 15,500 water accounts and takes care of all the billing and collections on a monthly basis.

A water rate study, which was conducted by AB&H, A Donohue Group, was presented to the Village Board in October, 2009. Based on this study, increases to the Village's water rates will continue every December 1 until 2013 to adequately fund operations of the Water & Sewer Fund. A new water rate study is planned every five years.

ANNUAL EXPENSES BY CLASS

CLASS	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	% Change
Salaries	104,803	106,500	106,660	109,440	2.8%
Employee Benefits	39,516	42,530	41,920	44,770	5.3%
Commodities	81,130	80,660	75,600	78,100	-3.2%
Contractual Services	57,415	58,810	66,150	67,220	14.3%
Capital Outlay	12,793	300	100	300	0.0%
Cost Allocation	311,102	307,500	282,050	321,810	4.7%
Total	606,759	596,300	572,480	621,640	4.2%

2012 BUDGET HIGHLIGHTS

Salaries & Wages

The 2.8% increase is mainly attributed to annual wage adjustments for FY2012.

Employee Benefits

The increase in employee benefits is mostly related to the Village's expected increase in health insurance costs.

Commodities

The 3.2% decrease is mainly attributed to a reduction in postage expenses.

Contractual Services

The 14.3% increase is the result of higher credit card acceptance fees.

Cost Allocation

Cost allocations are repayments by funds responsible for a particular cost to the fund that initially paid the cost. To accommodate for these types of transactions, we must show the amount as expenditure in the reimbursing fund and a reduction of expenditures in the reimbursed fund.

PERFORMANCE MEASURES

PROGRAM BEING MEASURED



WATER BILLING

Resident Accounts

PROGRAM AREA OBJECTIVES

1. Accurately input 100% of all newly-created auto-payment account information for all online billings.
2. Issue 100% of all refunds due on closed water accounts within 30 days.
3. Resolve 95% of customer issues within 24 hours of first contact and reduce the number of customer escalation to 5 per quarter.

Objective	Indicator	2010 Actual	2011 Actual	2012 Target
Inputs				
1	Staff minutes used inputting auto-payment information	456	407	380
2	Staff minutes used to create and process refunds	750	478	350
3	Amount of time (in hours) to resolve customer issues	n/a	n/a	63.33
Outputs				
1	Total number of newly-created auto-payment accounts	91	160	95
2	Total number of closed water accounts with refunds	150	239	175
3	Total number of water billing calls	n/a	n/a	1,900
Efficiency				
1	Staff time used per auto-payment inputted	5 min	2.5 min	4 min
2	Staff time used per account closed with a refund	5 min	2 min	2 min
Outcomes				
1	Percentage of auto-payments inputted correctly	99.9%	100%	100%
2	Percentage of refunds given within 30 days	100%	100%	100%
3	Percentage of calls resolved within 24 hours	n/a	n/a	95%
3	Number of calls escalated to management	n/a	n/a	5



SEARS CENTRE OPERATING FUND

The Sears Centre Operating Fund was set up in 2009 to handle all operations within the Sears Centre Arena due to the Village taking over ownership. Since 2011, the budget from the arena management company has been included under Arena Operating Expenses, as well as Net Event Income and Premium/Other Income. The arena is operated by Global Spectrum, a management company hired by the Village.

2012 OVERVIEW

FY2011 represented the arena's best year with regard to event income and indirect expenses (along with Premium Seating Income, these three line items represent the key drivers to the arena's profitability), increasing income by over \$400,000 compared to the best year under the previous owners. This was achieved by avoiding losses attributed to buying risky shows, developing new event categories, most notably Hispanic Bull Riding and the circus, the addition of a partial hockey season (15 games from October to December), and securing some extremely profitable events, including Strikeforce MMA and the X-Factor television taping.

While Global Spectrum is pleased with the 2011 projected year end forecast, it would be presumptuous to assume identical event revenues for 2012 (plus the income from a full season of hockey), and even more unreasonable to forecast another record breaking year without thoroughly explaining the revenue drivers from 2011 and the likelihood of attracting the same caliber of events in 2012.

Global Spectrum does anticipate another year of growth in specific categories, but the explanation below details some of the challenges of matching this year's successes, especially given the ever contracting event business and the hyper-competitive nature of the Chicago market. The 2012 budget proposal is realistic while still being aggressive, and represents the most likely scenario given all the internal and external factors. It should be noted that Global Spectrum implemented all initiatives detailed in last year's annual plan, and is expected to build on these successes to continue providing the most aggressive, creative, and thorough management of the Sears Centre Arena.

By the end of the 2011 fiscal year, the arena is expected to achieve record Event Income (Event Income is defined as the profit generated from hosting events). This includes revenue from concessions, rent, ticketing fees, etc. This is the net amount going back to the arena after all expenses are paid to host each event, increasing revenue by almost \$200,000 compared with fiscal 2010. These numbers were achieved by increasing event income for returning events (Cirque du Soleil increased by \$51,671 and USA Volleyball increased by \$84,617), as well as securing unique events, including Strikeforce MMA (Event Income: \$141,527) and X-Factor TV Taping (Event Income: \$274,333).

Strikeforce and X-Factor are not forecasted for 2012 as there is no indication they will be returning to the market in the near future. USA Volleyball is budgeted at a substantially lower income for 2012 as the opponent in 2011 was Team Poland, which is the top selling opponent for Team USA, and is not expected to play again for several years. Cirque du Soleil is also returning, but the 2012 forecast is slightly lower as the slow economy is expected to adversely affect Suite sales, which was a large part of Cirque's event income in 2011. Due to the lost income from Strikeforce and X-Factor not returning and the decreased income forecasted for Cirque and USA Volleyball, the arena must



SEARS CENTRE OPERATING FUND

increase revenue streams from existing and new event categories to generate over \$500,000 in income to compensate for the aforementioned events. The following events have been added to the

2012 budget to address the revenue attributed to 2011 events, including Strikeforce, X-Factor, Cirque du Soleil and USA Volleyball.

- East Coast Hockey League - Increasing from 15 games in 2011 to 36 in 2012.
- Increase in paid attendance (due to customers' increased familiarity with New Era Tickets) for most annual events, including bull riding, Monster Truck, Chicago Invitational Basketball and Motocross.
- Addition of one minor concert.
- Addition of one extra cheerleading event.
- Addition of two graduations.

The majority of these events are not contracted nor are they currently holding dates at the arena, but these are all event categories that have either shown interest in the building in previous years or the facility has made a concerted effort to attract them.

Despite the addition of hockey, the overall 2012 event income forecast decreases by \$202,797, compared with the record income expected in 2011. The event forecast should still be considered aggressive as 20% of forecasted 2012 event income is attributed to "TBD" events. Given the competitive nature of the market, including three major amphitheaters, four theaters, and three competing arenas, it should be assumed that attracting 20% of event income from new events will be a challenging, but realistic goal. ([Linked to Village Board Goals ST-7](#))

Furthermore, the arena will most likely need to attract smaller events at a higher volume as the large events (concerts, family shows, and sports) are extremely difficult given the building's close proximity to Allstate Arena.

2011 ACCOMPLISHMENTS

- Record Event Income: The SCA generated more profit from events than any other year since opening in 2006. Compared with MadKatStep's best year, the SCA exceeded the previous managers by over \$400,000 in event related profit.
- Record Expense Savings: Overhead expenses associated with running the building (not expenses associated with hosting events) have increased over last year due to a larger staff, but is still far below budgeted expenses, as well as expenses associated with MadKatStep management.
- Growth of Hispanic Market: Global Spectrum booked three Hispanic events in 2011. These events were all profitable and represent the most Hispanic events hosted by SCA in a fiscal year.



SEARS CENTRE OPERATING FUND

- **Successful Transition to Andy Frain:** Andy Frain handles all security and parking needs for SCA. As a third party provider, Andy Frain saves substantial money compared with the previous providers (Monterrey Security and Standard Parking). Despite paying substantially less for these services, the arena has experienced minimal transition issues with the new company.
- **Individual Event Suite Sales:** Through aggressive sales practices, Front Row Marketing Services (FRMS) was very effective in increasing individual event Suite sales to \$182,864, which is an increase of nearly \$110,000 compared with 2010.
- **Implementation of Preventative Maintenance Program:** For the first time in the arena's history, a full time building engineer is a member of the staff. This allows the arena to implement a thorough preventative maintenance program, which will save money in the long run by avoiding costly repairs. The SCA will realize savings in the short term as the arena has reduced the service contracts with third party providers, including Oakbrook Mechanical (HVAC servicing).

2011 SIGNATURE EVENTS

- **USA Volleyball - Profit \$66,900:** In previous years, this event never generated more than \$20,000 in profit. Thanks to aggressive outreach to Team Poland fans, the building achieved a record attendance.
- **Strikeforce MMA - Profit \$141,500:** Previously hosted in 2009, this event achieved the all-time record in food/beverage sales. The arena successfully hosted the first MMA block party and sold out all premium inventories.
- **Cirque du Soleil - Profit \$293,500:** Extremely profitable show, Front Row Marketing Services increased Suite rental to nearly \$50,000, compared to \$2,670 in 2010.
- **Circus - Profit \$80,500:** The arena had never previously hosted a circus which was a huge success, attracting 20,000 guests.
- **X-Factor - Profit \$274,300:** Unique event that resulted in a huge profit and will be broadcast on Fox TV this fall.
- **Hispanic Rodeo - Profit \$128,000:** Another new revenue stream, the Hispanic events have been very successful and had not been previously booked at the arena until Global Spectrum took over management.



SEARS CENTRE OPERATING FUND

2012 GOALS & OBJECTIVES

- **Growth of Indian Event Market:** Similar to the growth in the Hispanic market, the SCA is looking to attract more India oriented events, including concerts, cultural events, and weddings.
- **Development of Half-House Events:** The arena recently purchased a half-house curtain, which should allow the arena to host smaller shows. This should increase the range of shows at the arena and allow the building to create a theater atmosphere.
- **Development of summer social business:** Summers are still very slow at the arena, so the building is looking to attract more social business, including weddings, banquets, and special events.
- **Renovation of Concession Stands:** Drawing on the 2% capital fund collected on all concession sales, the arena and Levy Restaurants are renovating the concourse concession stands to help increase per caps and activate sales in higher priced food items. (Linked to Village Board Goals ST-7)
- **Growth of Annual Suite Sales:** Annual Suite sales have been slow since 2008, with most Suite holders opting to leave their Suites contract at the end of their obligation. Front Row Marketing has adopted on new pricing strategy and will be rolling out a marketing campaign on October 3, to activate new sales and attract a new base of premium clients. (Linked to Village Board Goals ST-7)
- **Establishment of Chicago Express Hockey:** The success and sustainability of the hockey team is of paramount importance to the arena. A successful main tenant should help ticket sales for other events and keep the arena is the forefront of people's minds.
- **Development of informal partnership with Horseshoe Casino:** There is currently an informal partnership between the Horseshoe Casino in Hammond, IN and the Sears Centre Arena. With luck, the arena should be able to book events that are currently playing dates in Hammond, which may increase the chances of attracting smaller shows.
- **Preparation for Big Ten Tournament:** The successful hosting of the Big Ten Tournament in 2013, will ensure the return of the tournament in 2015, and create a template that could attract other large sporting events to consider the arena in the future.



SEARS CENTRE OPERATING FUND

ANNUAL REVENUES AND EXPENSES BY CLASS

CLASS	Actual	Budget	Budget	Change	
Operating Revenues					
Taxes	1,154,561	2,157,000	2,063,700	1,998,520	-7.3%
Charges for Services	28,584	27,000	27,000	33,060	22.4%
Net Event Income	1,765,379	1,961,260	1,992,110	1,797,500	-8.3%
Premium/Other Income	296,463	523,890	307,350	443,850	-15.3%
Miscellaneous	327,487	-	35,300	59,000	N/A
Total Operating Revenues	3,572,474	4,669,150	4,425,460	4,331,930	-7.2%
Operating Expenditures					
Village Operating Expenses	994,300	341,730	163,340	147,840	-56.7%
Arena Operating Expenses	2,451,359	3,148,970	2,547,970	2,813,640	-10.6%
Total Expenditures	3,445,659	3,490,700	2,711,310	2,961,480	-15.2%
Operating Income (Loss) Before Depreciation					
	126,815	1,178,450	1,714,150	1,370,450	16.3%
Depreciation Expense	(2,351,827)	(95,000)	-	-	N/A
Non-Operating Revenues					
Investment Earnings	74	2,000	220	250	-87.5%
Bond Proceeds	1,073,493	-	1,128,493	-	N/A
Total Non-Operating Revenues	1,073,567	2,000	1,128,713	250	-87.5%
Non-Operating Expenses					
Operating Transfers Out	-	(605,000)	(404,100)	(2,896,900)	378.8%
Total Non-Operating Expenses	-	(605,000)	(404,100)	(2,896,900)	378.8%
Net Income (Loss)	(1,151,445)	480,450	2,438,763	(1,526,200)	-417.7%

Internal Service Funds

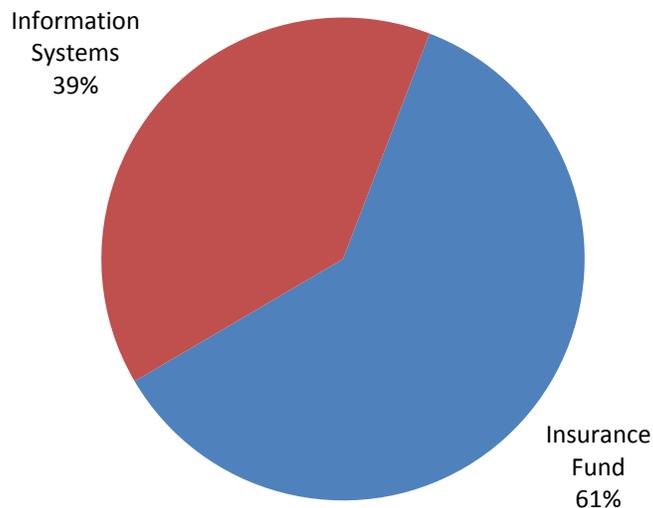


DESCRIPTION

Internal Service Funds include the Information Systems Fund and the Insurance Fund. These funds are used by state and local governments to account for the financing of goods and services provided by one department to other departments within the organization on a cost-reimbursement basis. The Information Systems Fund accounts for the operation of the Information Systems Department (technology) of the Village. The Insurance Fund accounts for the servicing and payment of claims for the Village's self-insurance programs including Workers' Compensation and Liability Insurance. Financing for both of these funds is provided through billings to various Village Departments.

TOTAL OPERATING BUDGET \$3,088,660
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INTERNAL SERVICE FUNDS TOTAL EXPENDITURES





INFORMATION SYSTEMS

The Information Systems Department is responsible for the security and maintenance of over 350 personal computers, 16 file servers and the related connectivity among eight physical Village sites. Daily end-user support is provided to all Village Departments by our staff. 24/7 support is also provided for critical Public Safety systems.

2011 ACCOMPLISHMENTS

- Server/network, application and services (Email, Voice Mail, telephone, Firehouse RMS etc) up time was at 99.9%. With 6,832,800 minutes of potential server uptime, we only lost approximately 3,000 minutes due to server failure (SQL breakdown) and bi-weekly server maintenance (bi-weekly restarts). This success can be attributed to aggressive server maintenance and regular replacements through the approved budget.
- Completed negotiations with SunGard to implement SunGard's ASP Software as a Service (SAAS) solution. This model delivers software as a service over the Internet, eliminating the need to install and run the applications and databases on our servers. This shifts the responsibility for backups and maintenance and support of the hardware, software and databases from the Village to SunGard's data center, thus freeing up staff time for support of Village employees. Our databases were installed at the ASP location and testing of the applications has commenced.
- Identified and analyzed existing Cognos reports used by Village departments written on data in the SunGard applications. The rewriting of the reports in the Cognos 8 report writing application identified that SunGard's current models needed to be updated and that was accomplished and reports were written on the new models.
- Provided Cognos 8 Query studio training for Village staff designated as our report writers and assisted them in writing their reports in the new environment.
- Implemented Location Custom to provide longitude and latitude values for every location in Hoffman Estates to enable GPS Meter Reading functionality.
- Worked extensively with SunGard and APS to develop and implement the Custom Upload Interface from the APS In-Squad Electronic Ticket Writing application to SunGard's Citation application.
- Created a number of mailings for various village initiatives in 2012, including, but not limited to, the Green Initiative, Fire Business Email Notification, the Shop Local campaign, Sears EDA and the Barrington Exchange mailing.
- Developed a Custom for our Utility Billing bill print to allow for the emailing of monthly bills to customers who request that option.
- Began development of Pension Database Custom to split out the Fire Pension group from the Police Pension group.



INFORMATION SYSTEMS

- Completed the documentation for the Emergency Operations Center (EOC) at the Police Department. This comprehensive document will allow emergency personnel/first responders to initialize the EOC in the event of an actual or simulated situation without the assistance from the IS Department staff members. The document includes a complete mapping of the EOC showing the setup of all network equipment. Data and voice ports are marked and broken down to show which piece of equipment may be plugged in to any of the available ports. All EOC laptops are configured for use on both the “wired” and wireless networks. In addition, as this room is being utilized on greater basis for training, the computer system located in the podium has been configured to connect and function separately from the Village’s network. This system is considered an “open” system for use by instructors from outside agencies
- Reviewed and reconfigured the E911 system. Prior to the completion of the E911 upgrade project the system was broken down into non-descript zones that only provided the basic information required by law (building address, call back number). After consulting with the Fire Chief, it was decided to rezone the system and add as much additional information as possible allowing first responders a better picture of where they needed to go. The system is now broken down by department, floor and compass direction.
- Completed configuration of the video conferencing system as part of an Emergency Operations Center grant. The system consists of four individual units that have been placed in the Emergency Operation Center at the Police Department, the Chief’s Conference Room at the Police Department, the Emergency Operations Center in the Public Works Department and the training room on the second floor of the Village Hall. IS staff configured and deployed the systems which offer video conferencing between each unit. Additionally, a number of agencies within the Northwest Municipal Conference also received the same units as part of a grant.
- Managed the fiber optic connection from Fire Station 24 to the new water tower T7.
- Began private VPN with Verizon Wireless for cellular communication with public safety vehicles. Phase One of the Public Safety Wireless project has been put in place with the main router needed for the wireless cards being installed in our server room. The router needed to be reconfigured with the values supplied by Verizon Wireless. Verizon Wireless engineers completed their configurations and testing in October and wireless cards were deployed to patrol vehicles in November.
- Maintained replacement programs for the Public Safety CF units, general use desktop computers and network servers within budgetary guideline replacements.
- Completed the configuration and testing the ability to connect to School District 211’s internal networked camera system. This now gives responding officers the ability to connect into the camera system and view an incident in real time. Deployment to all vehicles is pending the writing of General Order in use of the system from police command staff.
- Enhancements continued to be made to our handling of email and viruses, with no virus outbreaks during the year and a sharp reduction in spam email. In addition, the Freedom of Information Act and the Illinois Local Records Act regulations resulted in the continued use of an email archiving appliance, which stores all incoming and outgoing email. Also as a result of the



INFORMATION SYSTEMS

Freedom of Information Act regulations, all Text and SMS messages sent to and from Village Blackberry handheld devices continue to be archived.

- Configured and tested a new web application known as CubeTree, a private social network for Village staff. CubeTree has the potential to improve employee productivity and teamwork by combining collaboration tools with a private social network for your organization. Staff can keep each other up-to-date on their activities by following people and groups of interest, and by posting updates and comments.

2012 SHORT-TERM GOALS & OBJECTIVES

- 1) Improve the level of service provided to both internal and external customers through improved management of our resource allocation and prioritization of efforts.
 - a. Provide education and enforcement of the Information Systems Policy Manual.
 - b. Provide the technical leadership and knowledge required to maintain Hoffman Estates in the forefront of technology.
- 2) Continue departmental strategic planning and fiscal responsibility.
 - a. Consider and prioritize all department needs in the development of the Information Systems budget.
 - b. Purchase and acquisition of all systems and software in a timely and cost effective manner.
 - c. Expand upon our existing use of short-term and long-term planning for the technology needs the residents and Village employees.
- 3) Improve service levels of Technical Support functions for all departments.
 - a. Create technical specifications for technology projects in other departments. Provide assessment and compatibility advice.
 - b. Expand use of customer feedback forms by revising our online feedback process.
 - c. Increase our involvement at the department level in project planning.
- 4) Transition to electronic board and committee packets.
- 5) Provide further training for employees in the new Cognos 8 Report Writing environment.
- 6) Evaluate the current state of our FinancePLUS applications as they relate to some of the newer features we may not be taking full advantage of.
- 7) Implement EFT transactions to vendors.
- 8) Develop and implement processes that will make paperless purchase orders a reality for the Village, allowing employees to submit documentation electronically. (Linked to Village Board Goals OG-7)
- 9) Evaluate and test the feasibility of implementing Employee Access Center, Employee Timesheets, Fixed Assets and Job Applicant Center.



INFORMATION SYSTEMS

- 10) Expand and Enhance the Geographic Information System.
 - a. Expand new Web Interface with customized online views for individual departments.
 - b. Train employees in use of Intranet map tools.
 - c. Continue development of new data sets such as Pictometry.
 - d. Establish a GIS user's group to facilitate communication, cooperation and assistance among the ArcGIS users in the various departments.

2012 ON-GOING GOALS & OBJECTIVES

- 1) Begin Service Level Agreements (SLAs) between IS and other departments. We plan to begin the development of a series of SLAs for our main customer departments. This has been used successfully in the private sector to open dialogue, clarify roles and create an understanding of expectations between departments.
- 2) Examine Cloud computing, Infrastructure as a service and other technologies that may benefit the Village.
- 3) Update data in Employee Benefits Center for use in the Annual Enrollment Process.
- 4) Implement Employee Access Center, Employee Timesheets and Job Applicant Center modules within SunGard to improve efficiency.
- 5) Upgrade to the latest versions of the PLUS products written in Microsoft Silverlight, which will provide much expanded options for paperless recordkeeping and workflows of employee forms such as Leave Request Workflow and e-Form, New Hire Workflow and e-Form, Employee Termination Workflow and e-Form, Employee Status Change Workflow and e-Form, and Personnel Action Workflow and e-Form. This will also allow us to implement Document Online, a secure file management system for attachments.



INFORMATION SYSTEMS

ANNUAL REVENUE AND EXPENDITURES BY CLASS

CLASS	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	% Change
Revenues					
User Charges	1,080,700	1,042,030	1,042,030	1,021,820	-1.9%
Investment Earnings	201	130	220	220	69.2%
Transfer from General Fund	58,447	64,580	64,580	66,770	3.4%
Transfer from Asset Seizure Fund	-	-	-	40,500	N/A
Transfer from Water Fund	-	-	-	7,000	N/A
Total Revenues	1,139,348	1,106,740	1,106,830	1,136,310	2.7%
Expenditures					
ADMINISTRATION					
Salaries	475,206	475,240	474,820	488,930	2.9%
Employee Benefits	170,225	185,650	182,170	208,440	12.3%
Misc. Employee Expenses	8,756	1,280	3,830	15,490	1110.2%
Commodities	20,293	30,780	33,050	32,850	6.7%
Contractual Services	7,250	9,540	9,040	9,540	0.0%
OPERATIONS					
Contractual Services	163,487	139,540	131,700	156,600	12.2%
Capital Outlay	74,037	96,550	97,590	101,740	5.4%
Depreciation	66,331	52,710	75,000	75,000	42.3%
CAPITAL ASSETS					
Capital Outlay	124,246	268,500	257,000	282,500	5.2%
Cost Allocation	(111,190)	(153,050)	(105,090)	(157,910)	3.2%
Total Expenditures	998,641	1,106,740	1,159,110	1,213,180	9.6%
Net Revenues over Expenditures	140,707	-	(52,280)	(76,870)	N/A

2012 BUDGET HIGHLIGHTS

Salaries

The 2.9% increase in salaries is related to an annual wage adjustment planned for non-union personnel.

Employee Benefits

The 12.3% increase in employee benefits is related to cost increases for health insurance and IMRF.

Misc. Employee Expenses

The large increase reflects software certification necessary for all IS Department staff.



INFORMATION SYSTEMS

Commodities

The 6.7% increase is due to a minor increase in the cost of data processing supplies.

Contractual Services

The 12.2% increase is primarily due to the CFA Upgrade for the Public Works Division.

Capital Outlay (Operations)

The 5.4% increase is primarily due to the purchase of a replacement switch.

Depreciation

The 42.3% increase relates to the accounting system software upgrade.

Capital Outlay (Capital Assets)

The 5.2% increase is primarily due to Police Laptop purchases, which will be 100% funded by the Asset Seizure Fund.

Cost Allocation

Cost allocations are repayments by funds responsible for a particular cost to the fund that initially paid the cost. To accommodate for these types of transactions, we must show the amount as expenditures in the reimbursing fund and a reduction of expenditures in the reimbursed fund. For the Information Systems Fund, we are showing a reduction of expenses that pertain to the water and sewer function of the Village. These expenses are then being shown in the Water & Sewer Fund.



INFORMATION SYSTEMS

PERFORMANCE MEASURES

Program Being Measured

GIS Data & Feature Expansion

Program Area Objectives

1. Expand available GIS feature class data from 1,300mb to 1,650mb.
2. Expand the available feature classes in GIS by five in 2012.

Objective	Indicator	2010 Actual	2011 Actual	2012 Target
Inputs				
1	Staff hours used to expand feature class data	300	300	450
2	Staff hours used to expand feature classes in GIS	60	35	65
Outputs				
1	Total GIS data, in megabytes, available for use	910	1,300	1,650
2	Total number of feature classes added	10	3	20
Efficiency				
1	Total staff minutes used per GIS data expanded	7	77.6	120
2	Total staff hours used per feature class	2.6	25	7.0
Outcomes				
1	Percentage of GIS data expanded	2%	33%	10%
2	Number of feature classes added to the GIS database	1	3	5

Explanatory Information

During a significant portion of 2011 a key GIS staff member was on an extended leave of absence. Performance measures indicators for the 'GIS and Feature Expansion' program reflect less than originally targeted as a result of this absence.

In a Geographic Information System, a **feature** is something that you want to record the location of as well as other pertinent information. Fire hydrants, road centerlines, and property parcel boundaries are features. Again, in a GIS, a feature class is a table of like features such as all of the



INFORMATION SYSTEMS

road centerlines in a municipality. Annotation classes are tables of similar labels such as street names or addresses. Feature and annotation classes are used to show the individual features and their relationship to other features on a map. All of the data that is associated with the feature classes is stored in a database.

Objective 1: In December 2010, we completed a major version upgrade to all of the ArcGIS software. This upgrade included structural and other changes to the Microsoft SQL Server database management system as well as the software (ArcSDE), which is the interface between the mapping software and the database. The procedure for determining the amount of data stored in the database was the same as was used to determine the original size. The increase of 303Mb of data is believed to be due to the way ArcSDE software organizes and stores spatial data as a result of the major ArcGIS upgrade to version 10.0 more than from an expansion of available data.

Objective 2: One feature class was added to accommodate the tracking of foreclosure data. At the beginning of each month, all of the foreclosure notices received by the Village Clerk's Office during the previous month are entered into this feature class. Then, three maps showing the north, west, and south areas of the Village are produced with the previous month's foreclosures shown as red diamonds and all prior foreclosures shown as black circles. These maps are included with the Code Enforcement monthly report.

Two annotation (label) classes were added (building labels and street name labels) and modified for use with the black and white maps in the Police map books which are carried in the squad cars. Two other annotation classes were added for labels to identify the locations of manholes and cable terminations in the fiber optic cable infrastructure maps.



INFORMATION SYSTEMS

PERFORMANCE MEASURES

Program Being Measured

eGov

Program Area Objectives

1. Maintain availability of eGov services to constituents at 99%.
2. Increase the number of eGov users by 10% through promotional and marketing initiatives.

Objective	Indicator	2010 Actual	2011 Actual	2012 Target
Inputs				
1	eGov program costs	\$1,350	\$16,174	\$18,500
2	Staff hours used to increase participation in eGov activities	26	13	15
Outputs				
1	eGov total hours of availability	5,242	8,719	8,672
2	Total number of eGov users	2,000	2,797	3,100
Efficiency				
1	Total cost per hour of uptime	\$0.26	\$1.86	\$2.00
2	Total staff minutes used per eGov user	<1	<1	<1
Outcomes				
1	Percentage of eGov uptime	95%	99.5%	99%
2	Percentage increase in eGov users	n/a	33%	10%

Explanatory Information

In 2009 and 2010, staff time was spent getting the database ready for eGov. The goal is to achieve a consistency of eGov availability at 99% from year-to-year.



INFORMATION SYSTEMS

PERFORMANCE MEASURES

Program Being Measured

Technical Support

Program Area Objectives

1. To increase the number of surveys being returned by an additional 9%, to a total of at least a 25% return rate.
2. To reduce the amount of instructional assistance request calls and time spent per instructional assistance call.

Objective	Indicator	2010 Actual	2011 Actual	2012 Target
Inputs				
1	Staff hours spent reviewing and implementing the program	12.0	8.75	9.0
2	Staff hours used providing instruction assistance	49.2	20.8	30.0
Outputs				
1	Total number of surveys sent to employees requesting help	1,439	1,978	2,000
2	Total number of instructional calls received	41	48	50
Efficiency				
1	Total staff minutes used per survey sent out	<1	<1	<1
2	Total staff hours used per instructional call received	1.20	0.56	0.60
Outcomes				
1	Percentage of total surveys returned	18.0%	16.6%	25.0%
2	Percentage decrease in time spent per instructional assistance call	N/A	-0.2%	-4.0%
Service Quality				
1	Percentage of Village employees satisfied with the technical service provided	90.0%	96.75%	97.5%

Explanatory Information



INSURANCE FUND

The Insurance Fund accounts for liability and workman's compensation insurance coverage and activity for the Village, as well as unemployment benefits and excess liability coverage. It is overseen by the Risk Manager who is part of the Human Resources Management Department.

The Village will test insurance market conditions in 2012 by approaching several public entity markets through the Village's insurance broker. The Village's property and casualty and workers' compensation excess insurance coverage will be renewed in 2012 for the 2013 term per the recommendations of the broker and careful review of the Risk Manager.

2011 ACCOMPLISHMENTS

- Facilitated the claims adjustment of all workers' compensation and in-house general liability claims to ensure they were handled in a fair and timely manner.
- Supervised the handling of all claims being adjusted by the Village's third party claims administrators.
- The annualized workers' compensation claims frequency for 2011 is projected to be 30% less than the previous year.
- The annualized workers' compensation claims severity for 2011 is projected to be 32% less than the previous year.
- It is projected that there will be a 93% reduction in the annualized general liability claims frequency for 2011 compared to the previous year.
- It is projected that there will be a 100% reduction in the annualized general liability claims severity for 2011 compared to the previous year.
- Conducted workplace violence training for Village employees requiring the training.
- Utilizing the services of the broker approved by the Village Board in 2010, we approached the insurance market for excess liability insurance coverage, and workers' compensation insurance coverage.
- The Risk Manager provided consultation related to the risk associated with the Sears Centre arena.
- Conducted site inspections of all Village properties and developed reports that identified unsafe acts and hazards in the workplace, as well as deficiencies in regulatory compliance.
- Utilized software already owned by the Village and tailored it to be used as claims management software to electronically manage claims that are administered in-house.



INSURANCE FUND

2012 SHORT-TERM GOALS & OBJECTIVES

- 1) Reduce the frequency of workers' compensation claims by 10%.
 - a. Develop a safety incentive/recognition program in order to create greater safety awareness among all employees.
 - b. Conduct site inspections of all Village properties. Develop reports that identify unsafe acts and hazards in the workplace as well as deficiencies in regulatory compliance.
- 2) Reduce the severity of workers' compensation claims by 10%.
 - a. Coordinate appropriate and cost effective claims handling.
 - b. Ensure fair and timely claims administration.
 - c. Direct the activities of the third party administrator, insurance carrier and Village personnel to reduce claims costs.
 - d. Conduct periodic claim reviews.
 - e. Pursue subrogation against appropriate tort feesors.
 - f. Direct, coordinate and evaluate the activities of the third party claims administrator and occupational medical professionals.
- 3) Reduce the frequency of general liability claims by 10%.
 - a. Evaluate the Village's exposure to loss using established risk management techniques and develop a comprehensive loss prevention program that will provide a measurable reduction in loss claims.
 - b. With the assistance of the departmental safety committees, develop guidelines that will assist the department in accident prevention.
 - c. Review each department's operational high risk policies and procedures.
 - d. Using the third party administrator's loss runs and the risk management data base, review loss information to identify loss trends. Develop programs that will reduce the number of property and casualty claims.
- 4) Reduce the severity of general liability claims by 10%.
 - a. Coordinate appropriate and cost effective claims handling.
 - b. Ensure fair and timely claims administration.
 - c. Direct the activities of the third party administrator and legal counsel to reduce claims costs.
 - d. Conduct periodic claim reviews.
 - e. Pursue subrogation against appropriate tort feesors.
- 5) Conduct Sexual harassment awareness training.
 - a. Train all newly hired employees.
 - b. Train all existing employees who have not previously received training.



INSURANCE FUND

2012 ON-GOING GOALS & OBJECTIVES

- 1) Implement a comprehensive safety awareness and awards program.
 - a. Increase safety awareness of all Village employees.
 - b. Reduce the number of accidents and injuries.
 - c. Reduce the cost of accidents and injuries
- 2) Manage both general liability and workers' compensation claims in a fair and efficient manner.

ANNUAL REVENUES AND EXPENDITURES BY CLASS

CLASS	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	% Change
Revenues					
Charges for Services	1,672,960	1,594,100	1,594,100	1,544,320	-3.1%
Investment Earnings	2,735	3,000	1,400	1,400	-53.3%
Miscellaneous	1,082	316,700	317,580	331,160	4.6%
Total Revenues	1,676,777	1,913,800	1,913,080	1,876,880	-1.9%
Expenditures					
Employee Benefits	43,813	381,700	384,620	401,160	5.1%
Contractual Services	1,735,932	1,524,100	1,398,890	1,474,320	-3.3%
Total Expenditures	1,779,745	1,905,800	1,783,510	1,875,480	-1.6%
Net Revenues over Expenditures	(102,968)	8,000	129,570	1,400	-82.5%

2012 BUDGET HIGHLIGHTS

Employee Benefits

The 5.1% increase is due to the increased cost of health insurance for the VSP retirees, which is being expensed to this fund.

Contractual Services

The 3.3% decrease is caused by a reduction in liability and worker's compensation insurance premiums, in addition to the reduction in liability claims.

Pension Trust Funds

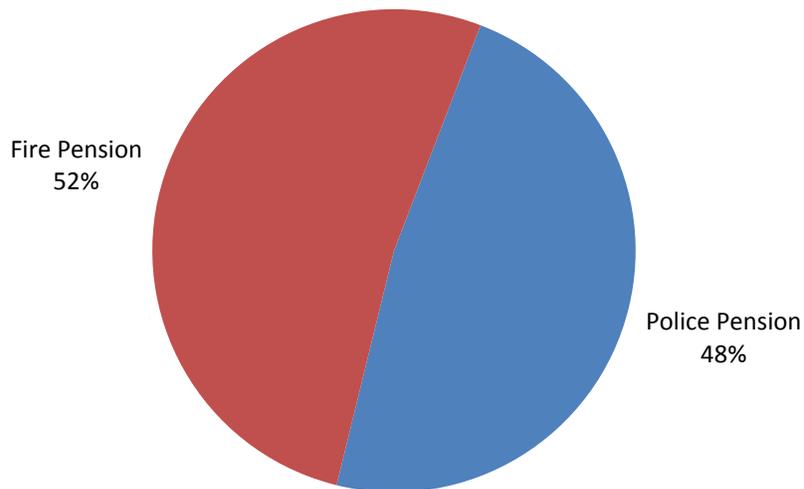


Pension Trust funds are used to account for assets held by the Village as trustee or agent for individuals, private organizations or other governmental units. The Village's Police and Firefighters Pension Funds provide pension benefits for all retired Police and Fire personnel.

The Village's Police Pension System (PPS) participants and Fire Pension System (FPS) participants are obligated to fund all PPS and FPS costs, respectively, based upon actuarial valuations. The State of Illinois is authorized to establish benefit levels and the Village is authorized to approve the actuarial assumptions used in the determination of contribution levels. The PPS and FPS are reported as pension trust funds because of the Village's fiduciary responsibility.

TOTAL OPERATING BUDGET
\$6,504,920

PENSION TRUST FUNDS TOTAL EXPENDITURES





POLICE PENSION

The Village’s sworn police employees participate in the Police Pension System (PPS). The PPS functions for the benefit of those employees and is governed by a five-member pension board. Two members are appointed by the Village President, one member is an elected pension beneficiary, and the final two members are elected police officers.

ANNUAL REVENUES AND EXPENDITURES BY CLASS

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	% Change
Revenues					
Taxes	2,403,130	2,355,714	2,355,714	2,293,860	-2.6%
Intergovernmental	14,950	13,400	13,400	13,400	0.0%
Charges for Services	836,610	858,400	858,400	881,660	2.7%
Investment Earnings	5,215,580	1,050,000	1,200,740	1,050,000	0.0%
Miscellaneous	230	-	-	-	N/A
EDA Administration Fund	123,740	127,670	127,670	128,500	0.7%
Total Revenues	8,594,240	4,405,184	4,555,924	4,367,420	-0.9%
Expenditures					
Salaries	8,395	8,720	1,750	1,500	-82.8%
Employee Benefits	2,542,499	2,709,731	2,982,180	2,987,070	10.2%
Misc. Employee Expenses	1,429	1,500	1,300	1,300	-13.3%
Commodities	500	1,000	1,700	1,680	68.0%
Contractual Services	118,743	117,950	129,860	129,970	10.2%
Total Expenditures	2,671,566	2,838,901	3,116,790	3,121,520	10.0%
Net Revenues over Expenditures	5,922,674	1,566,283	1,439,134	1,245,900	-20.5%



FIRE PENSION

The Village's sworn firefighters participate in the Firefighters' Pension System (FPS). The FPS functions for the benefit of those employees and is governed by a nine-member board. The Village President, Treasurer, Clerk, Attorney, Fire Chief, one elected pension beneficiary and three elected fire employees constitute the pension board.

ANNUAL REVENUES AND EXPENDITURES BY CLASS

	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	% Change
Revenues					
Taxes	2,037,318	2,037,214	2,037,214	1,692,450	-16.9%
Intergovernmental	14,950	13,400	13,400	13,400	0.0%
Charges for Services	806,980	804,650	775,660	809,460	0.6%
Investment Earnings	5,272,200	890,000	1,564,550	890,000	0.0%
Miscellaneous	2,750	-	-	-	N/A
EDA Administration Fund	401,890	441,030	441,030	370,720	-15.9%
Total Revenues	8,536,088	4,186,294	4,831,854	3,776,030	-9.8%
Expenditures					
Salaries	6,067	9,730	-	-	N/A
Employee Benefits	2,344,652	2,892,243	2,891,310	3,111,290	7.6%
Misc. Employee Expenses	626	2,500	910	2,500	0.0%
Commodities	900	400	400	400	0.0%
Contractual Services	213,258	260,190	212,940	269,210	3.5%
Total Expenditures	2,565,503	3,165,063	3,105,560	3,383,400	6.9%
Net Revenues over Expenditures	5,970,585	1,021,231	1,726,294	392,630	-61.6%





CAPITAL IMPROVEMENTS PROGRAM



Capital Improvements Program



The Capital Improvements Program (CIP) is the Village's comprehensive multi-year plan for the development of the Village's capital facilities, infrastructure and improvements. Capital projects include all vehicles, in addition to projects that cost more than \$25,000 over the life of the project. The plan outlines the capital projects that are expected to take place over the next five years and is designed to ensure that capital improvements will be made when and where they are needed, and that the Village will have the funds to pay for and maintain them. Each year, projects are reviewed for need, cost and priority.

CAPITAL IMPROVEMENTS BOARD

The Capital Improvements Board (CIB) consists of two Village Trustees, Village residents and the Director of Finance, who serves as the staff liaison. As outlined in the Village Municipal Code, the CIB has the responsibilities of recommending the needs of public structures in terms of expansion and new construction, recommending plans for rebuilding roadways within the Village and recommending priorities of capital construction needs including timetables, scope of work and financing considerations.

GENERAL PROJECT CRITERIA

Since the cost for funding all capital requests typically exceeds available revenue, the CIB strives to recommend funding only after considering a list of logical criteria. The primary criteria considered include:

1. Are there any legal obstacles?
2. What is the degree of citizen support?
3. Does the project address a threat to the public health and safety?
4. Is there urgency because of criteria other than public health and safety (maintenance costs, public service, etc.)?
5. Will the solution clearly solve the problem?
6. Will the tax base benefit?
7. Will maintenance costs be significantly reduced?
8. Will the solution be beneficial over a long period of time?
9. By acting now, will there be an opportunity that will be lost or will other alternatives have to be initiated?
10. Is the project consistent with the Village Board goals?

CIP DEVELOPMENT PROCESS

Prior to the start of the annual Operating Budget process, the Finance Department coordinates the Village-wide process of revising and updating the Village's capital plan. Village staff members from all departments participate in an extensive review of projects in the existing plan and the identification of new projects for inclusion in the CIP.

Once projects are selected for inclusion in the capital plan, decisions must be made regarding prioritizing projects, particularly during years of limited funding. Determining how and when to schedule projects is a complicated process. It must take into account the Village Board goals and funding availability.

The proposed CIP is then reviewed by the CIB in detail. The CIB meets with Village staff to ask questions and help with prioritizing. The CIB then sends the recommended CIP forward to be

Capital Improvements Program



approved by the Village's Finance Standing Committee and then on for inclusion with the annual Operating Budget, which is approved by the Village Board.

The first year of the CIP is the only year budgeted by the Village Board. The remaining four years are for planning purposes and funding is not guaranteed to occur in the year planned. The Village Board makes the final decision about whether and when to fund a project.

The CIP is an important financial, planning and public communication tool. It gives residents and businesses a clear and concrete view of the Village's long-term direction for capital improvements and a better understanding of the Village's ongoing needs for stable revenue sources to fund large or multi-year capital projects.

IMPACT OF THE CIP ON THE OPERATING BUDGET

The Village's Operating Budget is directly affected by the CIP. A majority of every new capital improvement will result in ongoing expenses for routine operation, repair and maintenance upon completion or acquisition. Existing Village facilities and equipment will eventually require rehabilitation, renovation or upgrades to accommodate new uses or address needed improvements. Older facilities usually involve higher maintenance and repair costs as well.

Where some capital projects may result in increased costs, some capital improvements make a positive contribution to the fiscal well-being of the Village. Capital projects such as the redevelopment of under-performing or under-used areas of the Village, and the infrastructure expansion needed to support new development, help promote the economic development and growth that generates additional operating revenues. These new revenue sources provide the funding needed to maintain, improve and expand the Village's infrastructure.

Operating impacts are carefully considered in deciding which projects move forward in the CIP because it is not possible for the Village to fund several large-scale projects concurrently that have significant operating budget impacts. Therefore, projects will be staggered over time.

Please note that the total amount of capital projects showing in this section for the current fiscal year will not equal the total amount of capital expenses budgeted and showing earlier in this document. This is primarily for two reasons. First, there are several projects showing in the CIP that need to be planned for and in the Village's projections, however, a funding source has not been determined as of yet. These projects are shown as unfunded in the CIP and are included in the totals, but are not included in the Operating Budget. Second, items of a capital nature under \$25,000 are not showing in the CIP but are included in the capital expense line item of the Operating Budget.

HOW TO READ THIS SECTION

Each department request is known as a project and is listed on its respective department summary. Summaries are provided based on CIP requests by project type, department and funding source.

You can examine each project by project type. Each project falls into 1 of 6 project type groups:

1. Water and Sanitary Sewer
2. Street and Related Infrastructure Improvements

Capital Improvements Program



3. Public Buildings
4. Miscellaneous Public Improvements
5. Equipment
6. Technology

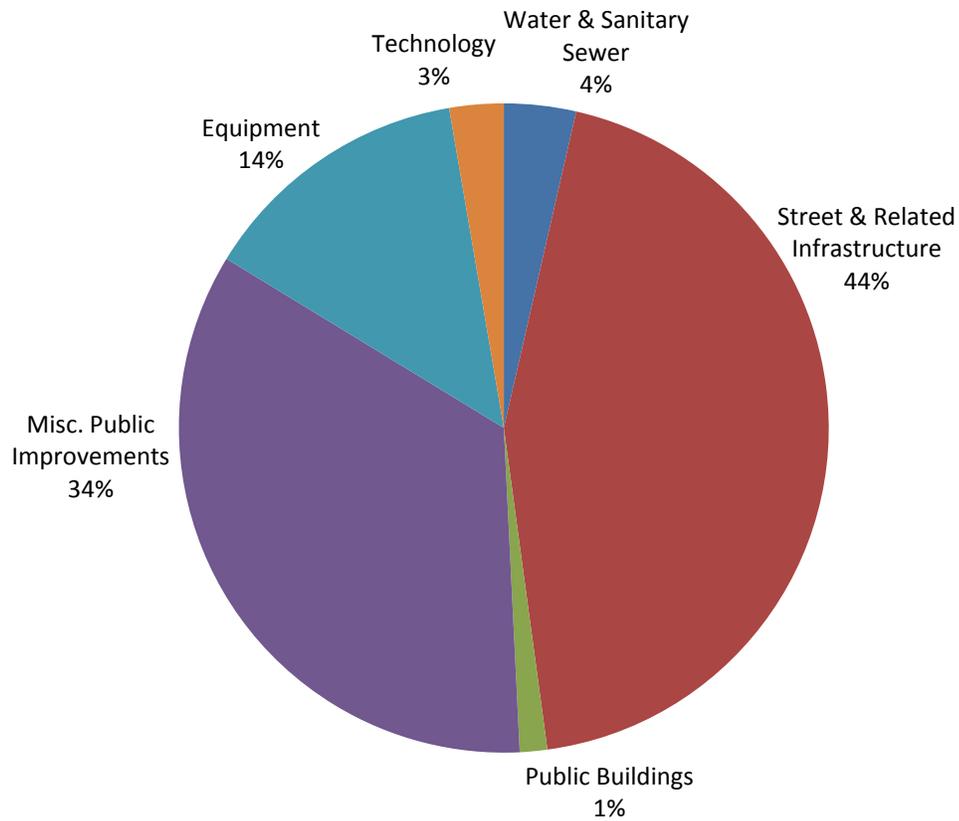
Each project is also summarized by department. You can examine each project under the department section of the CIP. The departments are:

1. General Government
2. Police
3. Fire
4. Public Works
5. Development Services
6. Economic Development Area
7. Information Systems
8. Sears Centre Arena

Within each department, projects that are classified as significant and non-routine will include a description of the project, along with its financial impact on the Operating Budget. Significant projects are those that cost more than \$500,000 over the life of the project. Non-routine projects are those that do not span over multiple fiscal years. The Village considers all vehicles as routine projects due to the fact that their useful life is on a planned schedule, which is typically between 2-15 years.



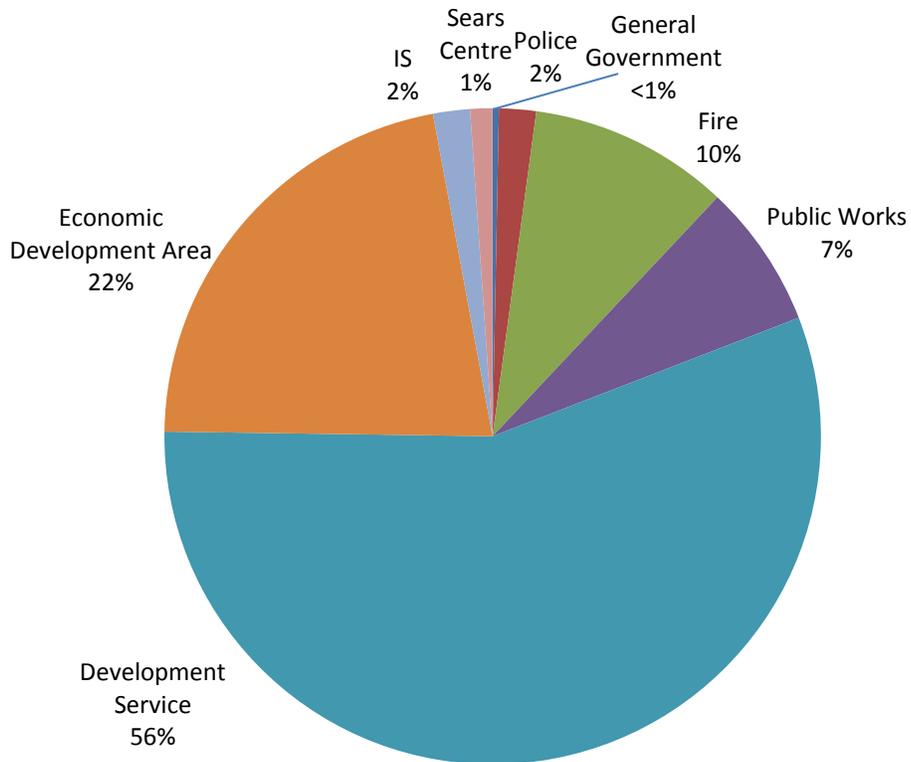
SUMMARY OF CAPITAL REQUESTS BY PROJECT TYPE



Project Type	2012	2013	2014	2015	2016	Total 2012-2016
Water & Sanitary Sewer	590,200	826,160	1,985,430	1,744,380	901,500	6,047,670
Street & Related Infrastructure	7,308,680	3,975,000	13,880,820	23,540,000	16,003,900	64,708,400
Public Buildings	226,000	1,143,980	4,182,130	9,203,000	462,000	15,217,110
Misc. Public Improvements	5,694,590	3,437,100	3,685,200	4,101,000	2,020,000	18,937,890
Equipment	2,242,080	2,349,290	3,278,910	1,358,480	4,163,670	13,392,430
Technology	444,800	409,200	411,000	447,410	410,030	2,122,440
Total	16,506,350	12,140,730	27,423,490	40,394,270	23,961,100	120,425,940



SUMMARY OF CAPITAL REQUESTS BY DEPARTMENT



Department	2012	2013	2014	2015	2016	Total 2012-2016
General Government	50,000	25,000	-	-	-	75,000
Police	301,600	321,040	320,200	312,500	312,500	1,567,840
Fire	1,630,450	1,641,800	6,559,200	9,734,750	2,243,950	21,810,150
Public Works	1,173,230	2,634,490	3,108,570	2,676,110	3,170,220	12,762,620
Development Services	9,260,870	6,872,300	15,723,820	26,748,000	17,390,000	75,994,990
Economic Development Area	3,609,400	132,400	908,200	-	-	4,650,000
Information Systems	299,800	348,700	357,500	365,910	356,530	1,728,440
Sears Centre Arena	181,000	165,000	446,000	557,000	487,900	1,836,900
Total	16,506,350	12,140,730	27,423,490	40,394,270	23,961,100	120,425,940



SUMMARY OF CAPITAL REQUESTS

SOURCE OF FUNDS

Fund	2012	2013	2014	2015	2016	Total 2012-2016
General Fund	214,000	2,316,180	8,171,290	11,187,070	4,166,425	26,054,965
Water & Sewer Fund	766,040	854,920	2,009,160	1,921,010	1,478,385	7,029,515
Motor Fuel Tax Fund	1,999,180	1,345,000	1,320,820	1,500,000	1,270,000	7,435,000
CDBG Fund	392,690	235,000	235,000	655,000	-	1,517,690
E-911 Fund	17,300	17,300	17,300	17,300	17,300	86,500
Asset Seizure – Federal	99,500	46,500	140,500	124,500	124,450	535,450
Asset Seizure – State	40,500	-	-	-	-	40,500
US Marshal Account	115,600	-	-	-	-	115,600
EDA Administration Fund	425,600	208,820	12,460	320,850	-	967,730
EDA Bond Proceeds	3,834,200	348,220	188,100	15,000	-	4,385,520
Roselle Road TIF	1,557,500	1,718,300	95,000	1,230,000	-	4,600,800
Capital Replacement Fund	697,850	863,890	509,560	213,930	412,410	2,697,640
Capital Improve. Fund Balance	125,000	-	-	-	-	125,000
Capital Veh. & Equip. Fund Bal.	52,300	-	-	-	-	52,300
Info. System User Charges	235,000	321,400	340,200	348,610	339,230	1,584,440
Central/Western Impact Fees	750,000	375,000	1,325,000	300,000	1,000,000	3,750,000
Traffic/Western Improve. Fund	174,500	150,000	405,000	5,000	30,000	764,500
Developer Contributions	130,000	450,000	4,000,000	500,000	2,925,000	8,005,000
Other Municipal Contributions	10,000	-	-	-	-	10,000
Bond Proceeds	1,000,000	-	-	-	-	1,000,000
DUI Reimbursement Account	-	7,000	24,000	24,000	24,000	79,000
Grant Funding	1,528,790	633,900	2,776,500	12,050,000	2,500,000	19,489,190
Tree Escrow Surplus	75,000	-	-	-	-	75,000
Court Supervision Escrow	31,000	30,000	30,000	31,000	31,000	153,000
Hoffman Blvd Bridge Maint. Fund	75,000	4,000	-	4,000	25,000	108,000
Hoffman Estates Park District	3,200	3,200	73,100	5,000	30,000	114,500
State Participation – TBD	636,000	-	-	-	-	636,000
IDOT & Cook County	850,000	300,000	-	-	-	1,150,000
Forest Preserve District	2,100	2,100	45,500	-	-	49,700
Central Road Corridor Fund	-	250,000	-	-	-	250,000
Levy 2% Capital Fund	59,000	15,000	35,000	-	-	109,000
SCA Capital Budget (VOHE)	57,000	-	-	-	-	57,000
SCA Operating Budget	57,000	37,000	17,000	27,000	27,000	165,000
Unfunded	495,000	1,608,000	5,653,000	9,915,000	9,560,900	27,231,900
Total	16,506,350	12,140,370	27,423,490	40,394,270	23,961,100	120,425,940



CAPITAL REQUESTS

GENERAL GOVERNMENT DEPARTMENT

Project Name	2012	2013	2014	2015	2016	Total 2012-2016
Copier Replacement Program	50,000	25,000	-	-	-	75,000
Total	50,000	25,000	-	-	-	75,000

SIGNIFICANT NON-ROUTINE PROJECTS

There are no significant non-routine projects in the General Government Department.



CAPITAL REQUESTS POLICE DEPARTMENT

Project Name	2012	2013	2014	2015	2016	Total 2012-2016
Patrol Vehicles	146,600	164,400	194,400	199,000	199,000	903,400
Administrative Vehicles	26,500	27,500	27,500	28,000	28,000	137,500
In-Care Digital Video Cameras	45,000	53,500	46,500	46,500	46,500	238,000
Emergency Overhead Lighting	-	10,740	10,800	11,000	11,000	43,540
Tornado Siren Replacement	-	37,400	41,000	-	-	78,400
Patrol Vehicles, EDA	29,000	-	-	-	-	29,000
Traffic Section Vehicles	25,500	-	-	28,000	28,000	81,500
Vehicles, Investigations Division	29,000	-	-	-	-	29,000
Canine Vehicles	-	27,500	-	-	-	27,500
Total	301,600	321,040	320,200	312,500	312,500	1,567,840

SIGNIFICANT NON-ROUTINE PROJECTS

There are no significant non-routine projects in the Police Department.



CAPITAL REQUESTS FIRE DEPARTMENT

Project Name	2012	2013	2014	2015	2016	Total 2012-2016
Protective Clothing	62,000	65,000	70,000	75,000	75,000	347,000
Village-wide Radio Replacement	260,900	260,900	260,900	260,900	260,900	1,304,500
Apparatus Refurbishment	228,000	-	-	-	-	228,000
Reserve Ambulance 23	301,550	-	-	-	321,850	623,400
Fitness Equipment	-	45,000	50,000	50,000	50,000	195,000
Fire Car 4	-	66,500	-	-	-	66,500
Reserve Engine 23	698,000	-	-	-	-	698,000
Distance Learning System	80,000	-	-	-	-	80,000
Car 3	-	84,600	-	-	-	84,600
Reserve Ambulance 21	-	291,800	-	-	-	291,800
Reserve Engine 21	-	735,000	-	-	-	735,000
Station 22 Capital Improvements	-	93,000	-	-	-	93,000
Reserve Squad 22	-	-	785,000	-	-	785,000
Reserve Truck 24	-	-	1,331,000	-	-	1,331,000
Car 14, Administration/FPB	-	-	62,300	-	-	62,300
Construction of Fire Stations	-	-	4,000,000	9,000,000	-	13,000,000
Reserve Ambulance 24	-	-	-	320,850	-	320,850
EMS Reporting Program	-	-	-	28,000	-	28,000
Truck 24	-	-	-	-	1,536,200	1,536,200
Total	1,630,450	1,641,800	6,559,200	9,734,750	2,243,950	21,810,150

SIGNIFICANT NON-ROUTINE PROJECTS

VILLAGE-WIDE RADIO REPLACEMENT

Description: This project is the complete replacement of the Village’s radio system, which was originally purchased in 1998. These radios and related equipment will be used by the Village’s Fire Department, Police Department, Emergency Operations Division, Public Works Department and the Code Enforcement Division. All radios will be received in FY2012, but the purchase is projected to be financed over five years.

Annual Impact on Operating Budget: Due to the new equipment, it is anticipated that the maintenance contract on the equipment will be reduced by 16% in the first year, resulting in an expense reduction of \$5,000 Village-wide.

FY 2012 Costs	Total Costs	Source of Funds	
\$260,900	\$1,304,500	General Fund	\$330,690
		Water & Sewer Fund	\$118,660
		Capital Replacement Fund	\$481,700
		Asset Seizure (Fed) Fund	\$373,450



CAPITAL REQUESTS

FIRE DEPARTMENT

CONSTRUCTION OF FIRE STATIONS

Description: Over the last decade, the Fire Department has conducted numerous studies addressing response times throughout the community. In order to ensure the industry standard of a 4-6 minute response time, it was concluded that the community would be better served if Station 21 was relocated further northwest within the Village. This will require the complete construction of Station 21. Station 22 was built in 1974 and is now considered outdated, with many maintenance issues frequently surfacing. The station was designed to only house 7 to 9 members, but with the addition of Ambulance 22 in 2007, along with the additional manpower required, this station became overcrowded. It currently houses a minimum of 9 personnel daily, many days housing 10 or 11 members. The station also houses 5 front-line responding apparatus and one reserve rig, leaving no other available space in the station. Station 22 requires a complete renovation.

Annual Impact on Operating Budget: The impact on the Village’s operating budget pertaining to the construction of two fire stations is unknown at this time, due to the fact that planning has not even occurred. As of now, these projects are not scheduled until 2014 and 2015. When the construction does occur, it is very likely that the new stations will be “green” facilities, similar to the newly constructed Police Station and Fire Station 24. Being a “green” facility will result in significantly reduced energy costs. The long-term benefits include a 50% decrease in energy consumption, 30-50% reduction in energy costs, improved air quality, reduced natural resource consumption and increased worker productivity. Since all building equipment will be new, emergency repairs are not expected in the immediate future.

FY 2012 Costs	Total Costs	Source of Funds	
\$0	\$13,000,000	General Fund	\$13,000,000



CAPITAL REQUESTS

PUBLIC WORKS DEPARTMENT

Project Name	2012	2013	2014	2015	2016	Total 2012-2016
Fuel Dispensing System	14,000	-	-	-	-	14,000
Roof Replacements	-	454,980	-	-	-	454,980
Update Interior of PWC	-	198,000	-	-	-	198,000
Village Masonry Cleaning	-	-	49,130	-	-	49,130
PW Chiller/Condenser Replace.	90,000	60,000	-	-	-	150,000
VH Chiller/Valve Replacement	-	135,000	-	-	-	135,000
Village Hall Supply Fan Replace.	-	60,000	-	-	-	200,000
Sidewalk Replacement Program	45,000	45,000	45,000	45,000	45,000	225,000
Street Light Pole Replacement	10,000	10,000	10,000	10,000	10,000	50,000
Tandum Dump Truck Unit 3	-	139,050	-	-	-	139,050
Village Creek Drainage Improv.	-	50,000	55,000	60,000	60,000	225,000
Emerald Ash Borer Response	105,000	250,000	500,000	500,000	500,000	1,855,000
New 2.5 Ton HD Dump Truck	-	-	-	-	160,550	160,550
4x4 Pick-Up Truck	-	-	-	-	40,120	40,120
4x4 Crew Cab Pick-Up, Unit 37	35,680	-	-	-	-	35,680
4x4 Stake Body Truck, Unit 44	47,440	-	-	-	-	47,440
4x4 Mini Dump Truck, Unit 48	-	68,110	-	-	-	68,110
4x4 Mini Dump Truck, Unit 49	-	-	70,100	-	-	70,100
Branch/Brush Chipper, Unit 126	-	59,810	-	-	-	59,810
Pavement Roller, Unit 51	-	47,240	-	-	-	47,240
Engine Overhaul Unit, FT22	25,000	-	-	-	-	25,000
Engine Overhaul Unit, FE22	25,000	-	-	-	-	25,000
Engine Overhaul Fire Unit, SQ22	20,000	-	-	-	-	20,000
55 Ft Aerial Lift Truck, Unit 55	-	154,500	-	-	-	154,500
Tandum Dump Truck, Unit 10	-	-	151,710	-	-	151,710
40 ft Aerial Lift Truck, Unit 54	-	-	127,310	-	-	127,310
Telematics Vehicle Tracking Sys.	-	76,640	39,150	-	-	115,790
4x4 Pick-Up Truck, Unit 34	-	-	37,870	-	-	37,870
4x4 Pick-Up Truck, Unit 35	-	-	37,870	-	-	37,870
Tractor/Mower, Unit 144	-	-	-	-	39,520	39,520
4x4 Stake Body Truck, Unit 43	-	-	-	61,890	-	61,890
4x4 Pick-Up Truck, Unit 22	-	-	-	-	43,130	43,130
4x4 Mini Dump Truck, Unit 61	-	-	-	72,250	-	72,250
4x4 Crew Cab Pick-Up, Unit 33	-	-	-	39,020	-	39,020
4x4 Crew Cab Pick-Up, Unit 97	-	-	-	39,020	-	39,020
Sanitary Sewer Rehab	175,000	100,000	142,500	500,000	415,000	1,332,500
Annual Meter Change-Outs	65,000	85,000	110,000	125,000	150,000	535,000
Water Meters/New Construction	20,000	30,000	45,000	60,000	60,000	215,000
Remote Site SCADA Upgrade	-	-	30,000	30,000	30,000	90,000
Hydrant Replacements	38,000	39,000	40,000	41,200	42,500	200,700
Valve Replacement	21,200	21,840	22,500	23,180	24,000	112,720
Lift Station Pump System Rehab.	20,000	175,300	210,430	400,000	180,000	985,730
Western Area Emergency Water	31,000	255,020	-	-	-	286,020
Western Area System Improve.	10,000	-	540,000	250,000	-	800,000
University Lift Station Pump Impr.	-	-	60,000	-	-	60,000
SCADA Telemetry Upgrade	200,000	-	-	-	-	200,000
T-1 Maintenance & Painting	10,000	110,000	250,000	-	-	370,000
Water Main Replacement	-	10,000	315,000	315,000	-	640,000

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CAPITAL REQUESTS PUBLIC WORKS DEPARTMENT

Project Name	2012	2013	2014	2015	2016	Total 2012-2016
Abbeywood Pump Replacement	-	-	220,000	-	-	220,000
Skid Steer Tractor, Unit 52	52,760	-	-	-	-	52,760
4x4 ¾ Ton Stake Body Truck 62	35,680	-	-	-	-	35,680
4x4 ¾ Ton Pick-Up Truck 29	42,600	-	-	-	-	42,600
4x4 ½ Ton Pick-Up Truck 24	34,870	-	-	-	-	34,870
100KW Portable Generator 309	-	-	-	49,050	-	49,050
Fork Lift Truck, Unit 303	-	-	-	28,000	-	28,000
Sky Jack Scissor Lift, Unit 301	-	-	-	27,500	-	27,500
Tandem Dump Truck, Unit 11	-	-	-	-	160,550	160,550
Tandem Dump Truck, Unit 12	-	-	-	-	160,550	160,550
Tandem Dump Truck, Unit 14	-	-	-	-	160,550	160,550
Tandem Dump Truck, Unit 15	-	-	-	-	160,550	160,550
4x4 Pick-up Truck, Unit 31	-	-	-	-	40,190	40,190
4x4 Pick-up Truck, Unit 36	-	-	-	-	40,190	40,190
4x4 Pick-up Utility Truck, Unit 70	-	-	-	-	40,190	40,190
4x4 Stake Body Crew Cab, Unit 64	-	-	-	-	62,560	62,560
4x4 Pick-up w/ Plow, Unit 27	-	-	-	-	40,190	40,190
4x4 Pick-up w/ Plow, Unit 63	-	-	-	-	40,190	40,190
4x4 Pick-up w/ Plow, Unit 26	-	-	-	-	40,190	40,190
Vactor/Flusher Truck, Unit 66	-	-	-	-	296,500	296,500
Backhoe/Loader Tractor, Unit 56	-	-	-	-	128,000	128,000
Total	1,173,230	2,634,490	3,108,570	2,676,110	3,170,220	12,762,620

SIGNIFICANT NON-ROUTINE PROJECTS

EMERALD ASH BORER RESPONSE

Description: In Hoffman Estates, monoculture planting was common decades ago and occurred regularly in older sections of the Village such as Parcel C, PIE, Highlands, Highpoint and the Winston Knolls subdivision. The purpose for utilization of this method of planting was to create a tunnel-like canopy along a street. While aesthetically pleasing, experience has shown that problems occur and increase rapidly when an insect or disease problem is introduced and the pest is provided with an unlimited host source on which to feed, mature and reproduce. This manner of planting is no longer practiced or permitted via ordinance in Hoffman Estates, especially for new developments.

In May of 2010, the Illinois Department of Agriculture confirmed the first finding of the Emerald Ash Borer (EAB) in Hoffman Estates. It was discovered in an ash tree located on private property near the center of the Village. Since then, the EAB has been verified in dozens of trees throughout the Village. The U.S. Department of Agriculture has quarantined the entire state of Illinois from moving ash products outside the state. The EAB is a small (1/2” long, 1/8” wide) metallic green beetle native to Asia. Though it was first found in Michigan in 2002, it was likely that a beetle population had been established in the Detroit area for many years prior. More than 15 million ash trees have died since its discovery.





CAPITAL REQUESTS

PUBLIC WORKS DEPARTMENT

The Village has a parkway tree population of approximately 16,000. Susceptible species of ash account for 5,796 trees or 37% of the total parkway tree population. With the extensive population of ash trees in the Village, the EAB can cause extensive and significant damage to the tree canopy in many of our neighborhoods.

The Village has chosen a removal-and-replacement response approach, which has been the most commonly adopted strategy for addressing the EAB. While costly up front, removal-and-replacement is a onetime expenditure, as opposed to the annual expense associated with chemical pesticide treatments that may prove to be ineffective, as well as produce an end-result requiring removal and replacement anyway. The Village will monitor for the EAB and remove trees as they become infested. While the option of tree removal is the most severe response, in the case of the EAB, it is an effective and necessary management tool. Unfortunately, it will leave some areas and neighborhoods looking much different than today. As ash trees are removed, the Village will replace them as quickly as possible. However, given the large number of trees requiring replacement, this could potentially take 8-10 years to accomplish.

Annual Impact on Operating Budget: Removal and replanting of the affected trees will be the number one priority for the Village’s Public Works Department over the next couple of years. All Village mowing that was previously done with in-house crews will be outsourced in FY2012 in order to allow for more staff to work on the EAB response, increasing the department’s operating budget by \$23,000. Additionally, \$35,000 has been added to the operating budget for the fall branch pick-up program. This program is also being outsourced so that in-house crews can focus on the EAB response.

FY 2012 Costs	Total Costs	Source of Funds	
\$105,000	\$1,855,000	General Fund	\$1,780,000
		Tree Escrow Surplus	\$75,000

WESTERN AREA WATER SYSTEM IMPROVEMENTS

Description: The current water system in the western area of the Village is in need of upgrades in order to improve system pressure and increase storage capacity and emergency water supply. Improvements include the construction of a pumping station and an additional shallow well for emergency water supply in 2014, and upgrades to the water supply booster pumps in 2015. The small amount of funds showing for 2012 is for the cost of an engineering study.

Annual Impact on Operating Budget: These water system improvements will not result in any increase in operating expenditures for at least the first five years. System inspections are done in-house with current staff.

FY 2012 Costs	Total Costs	Source of Funds	
\$10,000	\$800,000	Water & Sewer Fund	\$800,000



CAPITAL REQUESTS

PUBLIC WORKS DEPARTMENT

WATER MAIN REPLACEMENT

Description: Corrosive soils have been identified within the Village along Ela Road that have accelerated the deterioration rate of the water mains located there. Engineering studies recommend Cathodic Protection, a technique used to control the corrosion of a metal surface by making it the cathode of an electrochemical cell, as the best rehabilitation method. The project will be outsourced and is planned for FY2014.

Annual Impact on Operating Budget: These water main replacements and improvements will not result in any increase in operating expenditures for at least the first five years.

FY 2012 Costs	Total Costs	Source of Funds	
\$0	\$640,000	Water & Sewer Fund	\$640,000



CAPITAL REQUESTS DEVELOPMENT SERVICES DEPARTMENT

Project Name	2012	2013	2014	2015	2016	Total 2012-2016
CDBG Projects	252,690	235,000	235,000	235,000	-	957,690
Street Revitalization	3,134,180	150,000	735,820	1,880,000	1,230,000	7,130,000
Storm Sewer Improvements	35,000	25,000	450,000	600,000	100,000	1,210,000
Shoe Factory Road	100,000	250,000	4,000,000	500,000	300,000	5,150,000
Safe Routes to School	-	-	50,000	50,000	-	100,000
Palatine Rd Improvements	674,500	-	-	-	-	674,500
Central Rd Bicycle Path	-	200,000	-	-	-	200,000
Higgins Rd Bicycle Path/Sidewalk	150,000	-	-	-	-	150,000
IL 59/Shoe Factory Turn Lanes	850,000	300,000	-	-	-	1,150,000
Hoffman Blvd Bridge Maint.	75,000	4,000	-	4,000	25,000	108,000
Barrington Rd Interchange	1,500,000	1,250,000	4,000,000	20,000,000	9,000,000	35,750,000
Hassell Rd Reconstruction	350,000	1,150,000	-	-	-	1,500,000
Bode Rd/Salem Rd Reconstruction	-	-	540,000	-	-	540,000
Sidewalk & Bicycle Path Improv.	495,000	495,000	3,895,000	300,000	300,000	5,485,000
Transit Improvements	16,000	1,000,000	1,100,000	1,100,000	1,300,000	4,516,000
General Drainage Improvements	25,000	25,000	25,000	25,000	25,000	125,000
Roselle Rd Business District	1,537,500	1,663,300	95,000	1,230,000	-	4,525,800
Ford Explorer, Unit 75	33,000	-	-	-	-	33,000
Pick-Up Truck, Unit 85	33,000	-	-	-	-	33,000
Huntington Blvd Bicycle Path	-	-	10,000	10,000	60,000	80,000
Barrington/Bode Rd Improvement	-	125,000	125,000	300,000	2,625,000	3,175,000
Traffic Signal Improvements	-	-	440,000	445,000	425,000	1,310,000
Beverly Rd Interchange	-	-	-	-	2,000,000	2,000,000
Car, Unit 78	-	-	-	23,000	-	23,000
Car, Unit 99	-	-	-	23,000	-	23,000
Car, Unit 91	-	-	23,000	-	-	23,000
Car, Unit 74	-	-	-	23,000	-	23,000
Total	9,260,870	6,872,300	15,723,820	26,748,000	17,390,000	75,994,990

SIGNIFICANT NON-ROUTINE PROJECTS

SHOE FACTORY ROAD

Description: It has long been planned that Shoe Factory Road eventually be widened and straightened. These improvements along with traffic signal installations at several intersections are planned to begin in FY2013, with engineering and design to occur in FY2012. Some engineering was completed in FY2011. The engineering and construction will be paid by developer contributions, Village and county funds since this is a county road. Timing of the project depends on developer plans and county approval. Only the Village's share is shown below, which will be paid for through developer's deposits and/or Western Corridor Funds.



CAPITAL REQUESTS

DEVELOPMENT SERVICES DEPARTMENT

Annual Impact on Operating Budget: Since Shoe Factory Road is a county road, all maintenance is done by them and there will be no operating impact on the Village’s budget.

FY 2012 Costs	Total Costs	Source of Funds
\$100,000	\$5,150,000	Developer Contributions and/or Western Corridor Funds

PALATINE ROAD IMPROVEMENT

Description: Palatine Road is an unmarked state route. The improvements needed include installing left turn lanes at Huntington, Castaway and Thornbark Roads to complete the three lane cross-section. The Illinois Department of Transportation has also determined that the intersection of Palatine Road and Huntington Boulevard meet traffic signal warrants. This request has been approved by the Northwest Municipal Conference Technical Committee for Surface Transportation Program funding, which will pay for 70% of the total construction costs. The Illinois Department of Transportation recently created a Letter of Intent to contribute up to \$640,000 toward Phase II, which consists of engineering and construction.

Annual Impact on Operating Budget: Since Palatine Road is a state route, these improvements will not result in any additional operating costs for the Village.

FY 2012 Costs	Total Costs	Source of Funds
\$674,500	\$674,500	Traffic Improvement Fund
		State Participation

ILLINOIS ROUTE 59/SHOE FACTORY ROAD RIGHT TURN LANES

Description: Traffic congestion has become prevalent near Illinois Route 59 and Shoe Factory Road. In response, the Village requested that both the Illinois Department of Transportation and Cook County investigate constructing right turn lanes on all approaches to the Illinois Route 59 and Shoe Factory Road intersection in order to improve traffic operations.

Annual Impact on Operating Budget: There will be no impact on the Village’s Operating Budget since the entire cost of the project will be funded by both the Illinois Department of Transportation and Cook County, including the Village’s local share of \$256,000. Since the Village is the lead agency and funds would flow through the Village for the local match, this capital request must be shown in the Village budget.

FY 2012 Costs	Total Costs	Source of Funds
\$850,000	\$1,150,000	IDOT and Cook County



CAPITAL REQUESTS

DEVELOPMENT SERVICES DEPARTMENT

BARRINGTON ROAD INTERCHANGE

Description: The Village has received a Letter of Intent from the Illinois Department of Transportation regarding the Barrington Road interchange. Currently, commuters on Barrington Road can only access I-90 heading east towards Chicago or exit I-90 from the east and not from the west. The plan is to add access westward. The state shows \$18 million in its multi-year plan for its share of the interchange. Some state funds will also be used for engineering costs and the Illinois State Toll Highway Authority will contribute towards construction. Construction will not begin until FY2015 with funding coming from the state and the balance remaining undetermined (unfunded). Funding from other sources will be needed. Various requests for federal funds have been submitted. The Illinois State Toll Highway Authority cost sharing policy for projects such as this can provide up to 50% of the qualifying construction cost.

Annual Impact on Operating Budget: There will be no impact on the Village’s Operating Budget since Barrington Road is a state route. All work conducted by staff related to the project will be done using current staff hours. However, it should be noted that the Village conducted an economic impact assessment related to the Barrington Road Full Interchange. The report showed that adding access to the Village from the west will positively and significantly impact the immediate business community as well as future development. Within about one mile of the interchange are over 200 acres of undeveloped property. These vacant parcels represent opportunities for new office, retail, commercial and high-end technology developments. This could potentially result in about 2.9 million square feet of development over the next 20 years. Using a mix of commercial and office assumptions, the development could support about 11,000 jobs for the local economy. Another impact would of course be significant increases in construction value, property tax revenue and other tax (sales, food & beverage, etc) revenue generation associated with such development.

The construction of the interchange itself is estimated to support about 2,100 jobs. This includes construction oriented jobs, employment in supporting industries and induced employment jobs. For the estimated cost of the interchange investment, an increase in long-term economic activity of \$80 to \$90 million can be estimated for the area. This will trickle down and positively impact the Village’s operating revenues.

FY 2012 Costs	Total Costs	Source of Funds	
\$1,500,000	\$35,750,000	Developer Contributions	\$1,000,000
		State Capital Funds	\$17,850,000
		Traffic Improvement Funds	\$550,000
		Central Rd Corridor Funds	\$250,000
		Road Improve. Impact Fees	\$2,200,000
		Unfunded	\$13,900,000



CAPITAL REQUESTS

DEVELOPMENT SERVICES DEPARTMENT

HASSELL ROAD RECONSTRUCTION

Description: Hassell Road is in need of a complete reconstruction from near Barrington Road on the west to Fairview Court on the east. There are also three culverts that need to be replaced due to their poor condition. The project has been approved for federal Surface Transportation Program (STP) funds at the maximum of \$3.5 million. The Village’s request is for construction funding in 2012 and 2013. Incorporation of bicycle lanes, route designation, and/or sidepath are under consideration in conjunction with the reconstruction. The costs shown represent the local share (30%) of the total project costs.

Annual Impact on Operating Budget: The Village will do the Phase I, II, and III engineering in-house to save costs. This will be done with current staff and current hours. The reconstruction of Hassell Road will not result in any additional operating costs for the Village.

FY 2012 Costs	Total Costs	Source of Funds	
\$350,000	\$1,500,000	Motor Fuel Tax Fund	\$1,324,180
		2009 Bond Funds	\$175,820

BODE ROAD/SALEM ROAD RECONSTRUCTION

Description: This road reconstruction is a joint project with the Village of Schaumburg utilizing the Surface Transportation Program (STP) funding. Schaumburg plans to reconstruct Salem Road from Golf Road to Bode Road. The Village of Hoffman Estates’ portion goes from Bode Circle East through the Salem Road intersection to the Village boundary at Braintree Drive. The costs shown represent only the Village’s local share (30%) of the Bode Road work.

Annual Impact on Operating Budget: The design of Bode road will be done in-house with current Village staff. The reconstruction of Bode and Salem Roads will not result in any additional operating costs for the Village.

FY 2012 Costs	Total Costs	Source of Funds	
\$0	\$540,000	Motor Fuel Tax Fund	\$540,000

BARRINGTON ROAD/BODE ROAD INTERSECTION IMPROVEMENT

Description: The intersection improvements planned for the Barrington Road and Bode Road intersection would provide three through lanes on Barrington Road, turn lane modifications on Bode Road and an improved traffic signal at Bode Road. An application has been submitted to the Northwest Municipal Conference for Surface Transportation Program funding. The costs shown are the local share (30%) of the total project costs.

Annual Impact on Operating Budget: The improvements planned for Barrington and Bode Roads will not result in any additional operating costs for the Village.

FY 2012 Costs	Total Costs	Source of Funds	
\$0	\$3,175,000	Impact Fee Funds	\$1,550,000
		Developer Contributions	\$1,625,000



CAPITAL REQUESTS

DEVELOPMENT SERVICES DEPARTMENT

TRAFFIC SIGNAL IMPROVEMENTS

Description: The Illinois Department of Transportation and Cook County periodically propose traffic signal installations, which may require Village participation. Traffic conditions must satisfy state criteria for new signal installations. Other locations will eventually warrant signalization based on increased traffic volumes.

Annual Impact on Operating Budget: The traffic signals proposed by the Illinois Department of Transportation and Cook County will be maintained by those organizations, therefore, this project will not result in any additional operating costs for the Village.

FY 2012 Costs	Total Costs	Source of Funds	
\$0	\$1,310,000	General Fund	\$1,310,000

BEVERLY ROAD INTERCHANGE

Description: The Beverly Road interchange cost estimates for the design are represented here. This project is contingent upon the Illinois Tollway’s plan to widen the Northwest Tollway in this area. Once their plan is set, the Village will seek to partner with the Illinois Tollway, as there are financial advantages with a partnership. No concept costs have been determined, however, an estimate of \$25 million is used for reference at this point. Once more details of the project are available, more accurate estimates can be obtained along with potential funding sources.

Annual Impact on Operating Budget: The construction of the Beverly Road interchange will not result in any additional operating costs for the Village. However, as with the Barrington Road full interchange mentioned previously, positive impacts on development and land use are projected.

FY 2012 Costs	Total Costs	Source of Funds	
\$0	\$2,000,000	Unfunded	\$2,000,000



CAPITAL REQUESTS ECONOMIC DEVELOPMENT AREA

Project Name	2012	2013	2014	2015	2016	Total 2012-2016
EDA Roadway Improvements	1,642,000	-	-	-	-	1,642,000
Misc. Prairie Stone Improvements	42,400	132,400	908,200	-	-	1,083,000
Prairie Stone Pkwy Median	80,000	-	-	-	-	80,000
Entertainment District Streetscape	745,000	-	-	-	-	745,000
Prairie Stone Land Acquisition	1,100,000	-	-	-	-	1,100,000
Total	3,609,400	132,400	908,200	-	-	4,650,000

SIGNIFICANT NON-ROUTINE PROJECTS

EDA ROADWAY IMPROVEMENTS

Description: The various roadway improvements needed in the Economic Development Area (EDA) include new traffic signals and intersection improvements. The timing of these projects will be based on the need created by development in the area. These improvements were identified with the completion of a four million square foot traffic study for the EDA business park. The recommendations from that study include: adding a right turn lane to Hoffman Boulevard at IL-59, adding a third eastbound ramp lane on the exit from I-90 to IL-59, optimizing traffic signal timing at various locations, and construction of a new traffic signal on Higgins Road at Prairie Stone Parkway.

Annual Impact on Operating Budget: These roadway improvements within the EDA will not result in any additional operating costs for the Village.

FY 2012 Costs	Total Costs	Source of Funds	
\$1,642,000	\$1,642,000	EDA Bond Proceeds	\$1,642,000

MISCELLANEOUS PRAIRIE STONE IMPROVEMENTS

Description: In order to accommodate traffic to and from future development in the Prairie Stone area of the Village, modifications to the Prairie Stone Parkway median adjacent to Parcel 14/15 will be constructed. In addition, a turn lane for westbound traffic and extensions of the Prairie Stone recreation trail will be added.

Annual Impact on Operating Budget: Since the Prairie Stone parkways and medians are maintained by the corporations in Prairie Stone, no additional operating costs will be incurred as a result of this project.

FY 2012 Costs	Total Costs	Source of Funds	
\$42,400	\$1,083,000	EDA Bond Proceeds	\$164,500
		Grant Funds	\$794,300
		Hoffman Estates Park Dist	\$74,500
		Forest Preserve District	\$49,700



CAPITAL REQUESTS

ECONOMIC DEVELOPMENT AREA

ENTERTAINMENT DISTRICT – STREETScape AND SIGNAGE

Description: This project includes new destination signage at the gateways to Prairie Stone and enhancements to the streetscape and landscape within the Entertainment District. These improvements could include widening sidewalks, way finding signage, seating areas, pedestrian scale lighting and other improvements to enhance the experience to those visiting the Entertainment District.

Annual Impact on Operating Budget: Currently, maintenance of the Entertainment District landscape is being done by an outside vendor and is being paid for by the owner of the properties. Operating costs for the Village will be impacted for new sidewalk maintenance as well as signage maintenance, however, since these tasks are currently done in-house with Public Works staff, it is anticipated that no additional costs will need to be added to the operating budget.

FY 2012 Costs	Total Costs	Source of Funds	
\$745,000	\$745,000	EDA Bond Proceeds	\$715,000
		Developer Contributions	\$30,000

PRAIRIE STONE LAND ACQUISITION

Description: Acquisition of the no longer needed Sedge Boulevard right-of-way will now be used by the Park District as a public gathering space adjacent to their Prairie Stone Sports and Wellness Center. This land coincides with the Prairie Stone recreation trail route along the central wetland behind Cabela’s. The Park District proposes to utilize this space and even program outdoor fitness activities. Additionally, the Sears Centre Arena (SCA) marquee sign sits on another parcel of land owned by Sears. Since the Village now owns the SCA, acquisition of this site avoids any future ownership issues.

Annual Impact on Operating Budget: Currently, maintenance of the Entertainment District landscape is being done by an outside vendor and is being paid for by the owner of the properties. It is anticipated that the Village will participate in this contractual agreement in order to have these additional pieces of property maintained. Costs are expected to be \$8,000 annually and will come from the EDA Administration Fund.

FY 2012 Costs	Total Costs	Source of Funds	
\$1,100,000	\$1,100,000	EDA Bond Proceeds	\$1,100,000



CAPITAL REQUESTS INFORMATION SYSTEMS DEPARTMENT

Project Name	2012	2013	2014	2015	2016	Total 2012-2016
Network File Server	60,000	60,000	60,000	60,000	50,000	290,000
Computer Replacements	65,500	101,000	106,000	111,000	111,000	494,500
Geographical Information System	12,000	20,400	4,000	2,000	12,000	50,400
Software Conversion	145,000	150,000	155,200	160,610	166,230	777,040
Wireless Infrastructure	17,300	17,300	17,300	17,300	17,300	86,500
Document Management Project	-	-	15,000	15,000	-	30,000
Total	299,800	348,700	357,500	365,910	356,530	1,728,440

SIGNIFICANT NON-ROUTINE PROJECTS

There are no significant non-routine projects in the Information Systems Department.



CAPITAL REQUESTS

SEARS CENTRE ARENA

Project Name	2012	2013	2014	2015	2016	Total 2012-2016
Upgrades to Arena Fixtures & Equip	70,000	-	50,000	90,000	10,000	220,000
Upgrades to Concession Stands	25,000	-	20,000	-	36,000	81,000
Parking Lot Improvements	-	-	30,000	-	8,900	38,900
Signage Improvements	2,000	-	100,000	100,000	-	202,000
Suite Upgrades	10,000	43,000	23,000	63,000	286,000	425,000
Portable Concession Stands	15,000	15,000	40,000	115,000	-	185,000
Misc. Exterior Improvements	8,000	-	136,000	-	10,000	154,000
Misc. Building Upgrades – Interior	-	100,000	-	50,000	30,000	180,000
Kitchen and Small Wares	-	-	-	50,000	-	50,000
Upgrades to Club Area	19,000	-	-	-	-	19,000
New Plaza and Tent Area	-	-	-	82,000	-	82,000
Interior Misc. Upgrades	-	-	40,000	-	100,000	140,000
Fiber Optic/Data Line Requirements	20,000	7,000	7,000	7,000	7,000	48,000
Mud Jacking Floor Slabs	12,000	-	-	-	-	12,000
Total	181,000	165,000	446,000	557,000	487,900	1,836,900

SIGNIFICANT NON-ROUTINE PROJECTS

There are no significant non-routine projects related to the Sears Centre Arena.





APPENDIX



FINANCIAL POLICIES

The Village of Hoffman Estates strives to maintain a conservative, fiscally prudent approach to budgeting and management of its fiscal affairs. To this end, the Village has created and maintains formal policies based on “best practices” in the areas of: Financial Stability, Debt Issuance, Cash Management and Investments, and Budget Development and Adjustment. These policies form the foundation of our internal and external financial practices. Additional policies may be incorporated over time.

Financial Stability and Reporting Policies

Fund Balance Policy – In years where revenues exceed expenditures within the General Fund, excess funds are utilized according to the Village’s Fund Balance Policy. This policy, which was adopted by the Village Board during the budget process in FY2000 and updated in April of 2010, states that the Village will strive to maintain an unallocated/unreserved fund balance within the General Fund equal to 18% of the preceding year’s annual operating budget. While the General Fund is above this level of fund balance, any year where year-end revenues exceed expenditures, the amount of surplus will be transferred to other funds to address known future financial needs. This allocation will be 50 percent to the Capital Improvements Fund for street improvements and 50 percent to remain within the General Fund or other funds as needed based on the annual recommendation of the Village Manager and approval by the Village Board.

Generally Accepted Accounting Principles – The Village will maintain its position as a leader in producing financial reports in conformance with generally accepted accounting principles and pronouncements by the Governmental Accounting Standards Board.

Fund Accounting – The Village uses funds to report on its financial position and the results of its operations. Fund accounting is designed to demonstrate legal compliance and to aid financial management by segregating transactions related to certain government functions or activities.

Basis of Accounting and Budgeting – The basis for accounting and budgeting for the General Fund, special revenue, debt service and capital project funds is modified accrual. Modified accrual recognizes revenues when they become both measurable and available. Revenues are considered to be available when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. Expenditures generally are recorded when a fund liability is incurred. However, debt service expenditures are recorded only when payment is due.

The basis of accounting and budgeting for enterprise, internal service funds and pension trust funds is full accrual. Full accrual is a method of accounting that matches revenues and expenses with the period to which they relate, rather than focusing on actual cash flows. In this method, for example, an asset is depreciated as it is “used up”, and the expense is recognized in periodic increments, rather than assuming the asset holds its value until it is actually disposed of. The appropriate basis of accounting for all fund types is used throughout the budgeting, accounting and reporting processes.

The Village is entitled to present a balanced budget every fiscal year. A budget is balanced when planned revenues or existing fund equity equal or exceed planned expenditures, that is, total outlays or disbursements, for a fiscal year.

Capital Replacement Policy – The Village felt it was prudent and consistent with sound comprehensive financial policies to establish a Capital Replacement Fund for the purpose of setting

FINANCIAL POLICIES

aside resources to be used to acquire and replace capital vehicles and equipment in accordance with an approved replacement schedule subject to the annual operating budget. Therefore, the Village Board adopted a Capital Replacement Policy on August 18, 1997.

Technology Policy – On November 4, 1996, the Village Board adopted a Strategic Plan for Information Technology that addressed various issues and goals on the direction and implementation of information technology for the Village. The information technology strategic goals that have been identified for implementation are:

- Enhance the quality of service provided to both external and internal customers of the Village by increasing efficiency and knowledge of Village employees.
- Increase the overall performance of the Village's network by keeping in the mainstream of advancing technological change.
- Provide automated document retrieval and access to needed information for both Village employees and the public.

A formal Information Systems Policy was adopted by the Village Board on August 18, 1997 to accomplish these goals. This policy was the background for the creation of the Information Systems Fund.

Debt Issuance Policy

A formal debt policy was adopted on July 21, 1997, that provides guidance for future decisions regarding debt and recognizes the long-term commitment to full and timely repayment of all debt. Under the 1970 Illinois Constitution, there is no legal debt limit for home rule municipalities except as set by the General Assembly. The Village of Hoffman Estates is a home rule community, and therefore has no legal debt limit.

While the current budget shows cash purchases (pay-as-you-go) for certain equipment at the time of purchase, other methods of payment will be reviewed for feasibility. For example, an operating or capital lease may be more advantageous for copy machines or computer equipment.

Investment and Cash Management Policy

The most recently revised policy for the Village was implemented on November 14, 2011. This policy details the Village's investment guidelines. The primary objective is to invest public funds in a manner which will provide a competitive investment return with the maximum security while meeting daily cash flow demands of the Village and conforming to all state statutes governing the investment of public funds.

Budget Development and Adjustment Policies

General budget policies and guidelines were established, outlined, and provided to the Department Directors. These guidelines are as follows:

- Current expenditures will be paid with current revenues and excess General Fund reserves would be subject to the fund balance policy revised by the Village Board in April, 2010.
- If possible, the departments will avoid deferring essential maintenance and personnel training.

FINANCIAL POLICIES

- Budget requests submitted should be based on current service levels and personnel levels. Any new programs or requests for personnel must be approved by the Village Manager and appropriately justified.
- Adequate funding will be provided for all retirement systems for Village employees.
- A budget monitoring and control system will be maintained to assure adherence to the budget plan. Monthly departmental expenditure reports are issued with sufficient detail to assist in budgetary control.
- All requests for amendments to the current budget must be made using the Budget Adjustment form following administrative procedures.



GLOSSARY

Accrual Basis of Accounting: A method of accounting that matches revenues and expenses with the period to which they relate, rather than focusing on actual cash flows. In this method, for example, an asset is depreciated as it is “used up”, and the expense is recognized in periodic increments, rather than assuming the asset holds its value until it is actually disposed of

Appropriation: an authorization by the Village Board to make expenditures and to incur obligations for a specific purpose

Assessed Valuation: a value established for real property for use as a basis in levying property taxes

Audit: Prepared by an independent certified public accountant, the primary objective of an audit is to determine if the Village’s financial statements fairly represent the Village’s financial position and results of operations in conformity with generally accepted accounting principles

Balanced Budget: A budget is balanced when planned revenues or existing fund equity equal or exceed planned expenditures, that is, total outlays or disbursements, for a fiscal year

Bond: a form of borrowing that reflects a written promise from the Village to repay a sum of money on a specific date at a specified interest rate. Bonds are used to finance large capital projects

Budget: a financial plan for a specified period of time that matched projected revenues and planned expenditures to municipal services, goals and objectives. The Village of Hoffman Estates uses a budget covering one fiscal year, January 1st thru December 31st

Budget Message: provides the Village Board and the public with a general summary of the most important aspects of the budget, changes from previous fiscal years and the views and recommendations of the Village Manager

Capital Expenditure: any expense that result in the acquisition of capital such as department equipment, office furniture and equipment, or building improvements (interchangeable with the term capital outlay)

Capital Improvement: a permanent addition to the Village’s assets, including the design, construction or purchase of land, buildings or facilities, or major renovations of the same

Capital Improvement Board (CIB): A body of Village representatives made up of two Village Trustees, resident members, and the Finance Director, responsible for reviewing the Capital Improvement Program budget and recommending approval to the Village Board.

Capital Improvement Program (CIP): a five-year financial plan of proposed capital improvement projects that is adopted annually.

Capital Outlay: any expense that result in the acquisition of capital such as department equipment, office furniture and equipment, or building improvements (interchangeable with the term capital expenditure)

Capital Projects: the largely one-time cost for acquisition, construction, improvement, or renovation of land, structures and improvements thereon. The cost must be \$25,000 or more in order to be

GLOSSARY

considered a capital project. All vehicle purchases are also considered capital projects, even if the cost is below \$25,000

Charges for Services: a revenue category which includes a charge for a specific service. These primarily include water & sewer revenues, employee insurance payments, and other miscellaneous user fees.

Community Development Block Grant: Federal grant that aims to develop viable urban communities by providing decent housing, a suitable living environment and expanded opportunities for persons of low and moderate income

Cost Allocation: Assignment of cost charges from one department that reimburse another department for services received.

Debt Service: payment of principal and interest on an obligation resulting from the issuance of bonds or notes

Deficit: an excess of expenditures over revenues

Depreciation: The loss of asset value over time and usage, recorded as an expense under the full accrual method of accounting.

Equalized Assessed Valuation (EAV): a value established for real property for use as a basis in levying property taxes within Cook County, Illinois. The EAV is calculated by taking the Assessed Valuation multiplied by the Cook County equalization factor, which changes every year

Expenditure: the outflow of funds paid or to be paid for an asset or goods and services obtained, regardless of when the expense is actually paid

Fiscal Year: a 12-month period of time to which the budget applies; the fiscal year for the Village of Hoffman Estates is January 1 thru December 31

Full-Time Equivalent: the decimal equivalent of a part-time position converted to a full-time base (an employee that works a 40-hour work week is 1.0)

Fund: an independent fiscal and accounting entity used to record all financial transactions related to the specific purpose for which the fund was created

Fund Balance: the amount of financial resources available for use; the excess of assets over liabilities

Generally Accepted Accounting Principles: uniform minimum standards and guidelines for financial accounting and reporting

Grant: contribution of cash or other assets from another governmental entity to be used or expended for a specific purpose, activity or facility

GLOSSARY

Interfund Transfers: monies moved from one fund to another; money is transferred to finance the operations of another fund or to reimburse the fund for expenses

Modified Accrual Basis of Accounting: an adaptation of the accrual basis of accounting for governmental fund types - revenues and other financing sources are recognized when they become available to finance expenditures of the current period

Municipal Code: a collaboration of Village Board approved ordinances currently in effect

Operating Budget: annual appropriation of funds for ongoing program costs

Ordinance: a formal legislative enactment by the Village Board that is the full force and effect of law within the Village boundaries

Reserve: an account used to record that a portion of the fund's balance is legally restricted for a specific purpose

Revenue: amount received for taxes, fees, permits, licenses, interest and intergovernmental sources during the fiscal year

User Fees: payment of a fee or direct receipt of a public service by benefiting from the service for a specific purpose and is, therefore, not available for general appropriation

COMMONLY USED ACRONYMS

ACLS: Advanced Cardiac Life Support	GO: General Obligation (bonds/debt service)
AED: Automated External Defibrillator	GPS: Global Positioning System
ALS: Advanced Life Support	HETV: Hoffman Estates Television
ASE: Automotive Service Excellence	HHS: Health and Human Services
ASO: Administrative Services Officer	HRM: Human Resources Management
CAFR: Comprehensive Annual Financial Report	HUD: Housing & Urban Development
CDBG: Community Development Block Grant	HVAC: Heating, Ventilating & Air Conditioning
CIB: Capital Improvement Board	ICMA-RC: Illinois City/County Management Association-Retirement Corporation
CIP: Capital Improvement Program	ICS: Incident Command System
CMAQ: Congestion Mitigation & Air Quality	IDOL: Illinois Department of Labor
CN: Canadian National	IDOT: Illinois Department of Transportation
COBRA: Consolidated Omnibus Budget Reconciliation Act	IEPA: Illinois Environmental Protection Agency
CPR: Cardiopulmonary resuscitation	IMRF: Illinois Municipal Retirement Fund
DARE: Drug Abuse Resistance Education	IPBC: Interpersonal Personnel Benefits Cooperative
DUI: Driving Under the Influence	IS: Information Systems
EAB: Emerald Ash Borer	ISO: Insurance Services Organization
EAV: Equalized Assessed Value	JAWA: Joint Action Water Agency
EDA: Economic Development Area	KCAT: Kane County Auto Theft Task Force
EECBG: Energy, Efficiency & Conservation Block Grants	LEED: Leadership in Energy and Environmental Design
EMA: Emergency Management Agency	MABAS: Mutual Aid Box Alarm System
EMS: Emergency Medical Services	MAP: Metropolitan Alliance of Police
EOC: Emergency Operations Center	MICU: Mobile Intensive Care Unit
EOP: Emergency Operations Plan	MTF: Motor Fuel Tax
ESDA: Emergency Service Disaster Agency	MUTCD: Manual on Uniform Traffic Control Devices
FAST: Fast Action Service Team	MWRDGC: Metropolitan Water Reclamation District of Greater Chicago
FCC: Federal Communications Commission	NEMRT: North East Multi-Regional Training
FEMA: Federal Emergency Management Agency	NFPA: National Fire Protection Agency
FMLA: Family Medical Leave Act	NIMCAST: National Incident Management System Compliance Assessment Tool
FOIA: Freedom of Information Act	NIMS: National Incident Management System
FPB: Fire Prevention Bureau	NWCD: Northwest Central Dispatch
FPS: Fire Pension System	NWCH: Northwest Community Hospital
FTE: Full-Time Equivalent	NWMC: Northwest Municipal Conference
FY: Fiscal Year	OSFM: Office of the State Fire Marshal
GFOA: Government Finance Officers Association	
GIS: Geographical Information Systems	

COMMONLY USED ACRONYMS

PEG: Public, Educational & Governmental
POP: Problem Oriented Policing
PPE: Personal Protective Equipment
PPS: Police Pension System
SAN: Storage Area Network
SCADA: Supervisory Control and Data Acquisition
SNS: Strategic National Stockpile
SLA: Service Level Agreement
SQL: Structured Query Language
STAR: Suburban Transit Access Route
STP: Surface Transportation Program
SWANCC: Solid Waste Agency of Northern Cook
County
SWAP: Sheriff's Work Alternative Program
TIF: Tax Increment Financing
UASI: Urban Areas Security Initiative
USEPA: United States Environmental Protection
Agency
USR: Uniform Crime Report
WDA: Western Development Area