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, flanked by two olive branches. The shield is set against a background of a laurel wreath. The outer ring of the seal contains the text 'VILLAGE OF HOFFMAN ESTATES' at the top and 'GROWING TO GREATNESS' at the bottom, separated by a decorative chain-link border. The year '1950' is also visible on the left side of the seal.

Village of Hoffman Estates, Illinois

**2013 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

Rachel Musiala
Finance Director

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**

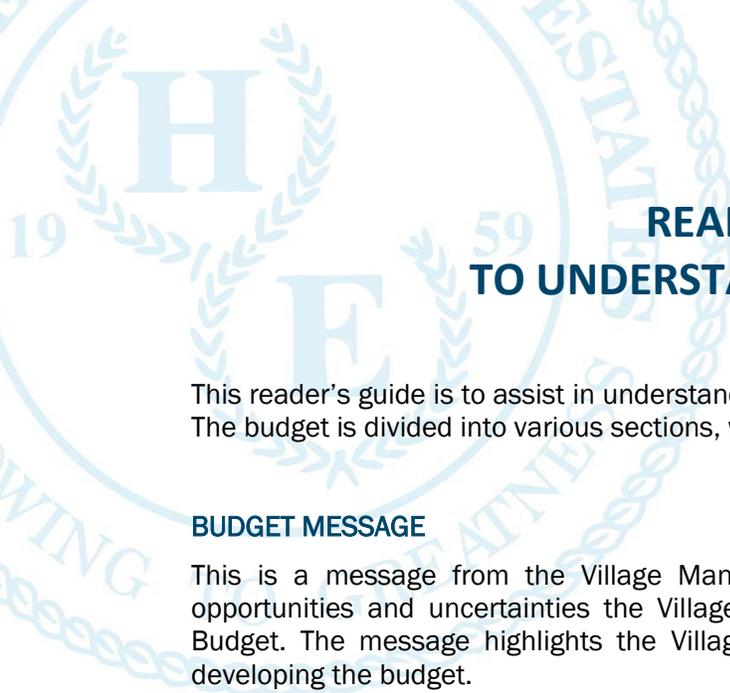
For the Fiscal Year Beginning

January 1, 2012

Christopher P. Morill *Jeffrey R. Egan*

President

Executive Director

The seal of Hoffman Estates Village is visible in the background. It features a circular design with a laurel wreath. Inside the wreath, the letters 'H' and 'E' are prominently displayed. The year '1959' is visible on the left and right sides of the wreath. The words 'VILLAGE OF HOFFMAN ESTATES' are written around the perimeter of 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 revenue sources of the Village. This section also contains 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. This section contains 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.

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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

December 17, 2012

2013 ANNUAL 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 2013 fiscal year operating and capital budget. The 2013 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 had a significant impact on Hoffman Estates' overall budget for the four years that followed it. During 2008 and 2009, Village General Fund 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. However, through a high level of fiscal responsibility and the reduction of spending when possible, the Village's fund balance levels have almost returned to FY2007 levels. We remain optimistic that financial recovery is happening, but also are aware that at any moment, that comfort level could be gone, especially with the financial problems present in the Illinois State government.

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 2013 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. The 2013 operating and capital budget includes no new or increased taxes.

However, in addition to these issues, the City of Chicago announced plans in late 2011 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. In early 2012, the financial impact of this increase was realized when a 13.5% increase was needed in water and sewer charges. Since the Village is not in a position to absorb any of the increase, it had to be passed along to our residents and businesses. This was in addition to the regular annual 6.2% increase that happens every December 1st based on the 5-year water rate study that is done. Additionally, the December 1, 2012 planned increased rate had to be further increased by another 22.0% due to the City of Chicago costs. The Village is aware of the negative impact that this has had on the community.

The total 2013 budget for all funds of the Village is included in this document, even though not all funds are required by law to be budgeted. The total net operating and capital budget is \$106,284,550, an increase of 1.1% from \$105,173,670 in 2012. All budgeted funds are balanced, utilizing current revenue sources or accumulated fund equity.

Fiscal Year 2013			
Operating & Capital Budget - All Funds			
	Revenues	Expenditures	Difference
General Fund	46,325,600	(46,530,550)	(204,950)
Other Funds	52,885,966	(59,754,000)	(6,868,034)
Total Proposed Budget	99,211,566	(106,284,550)	(7,072,984)

LONG-TERM STRATEGIC AND 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 2013 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.

The Village has been working diligently in creating its first ever Sustainability Plan, anticipated to be approved by the Village Board in early 2013. This Plan formally recognizes the green initiatives that the Village of Hoffman Estates has already undertaken, and will assist in prioritizing future green initiatives and capital projects, identify potential financial savings, and better position the Village for future grant and rebate opportunities. The Plan calls for consideration of efficiency, environmental impact, and the long-term viability of the Village's fiscal health.

Finally, 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 2012

In the 2012 approved budget, the Village projected a 3.2% decrease in General Fund revenues and a 4.2% decrease in expenditures. Both of these decreases were primarily related to the sale of the Village's old police station in 2011, which was budgeted for in that year as both a revenue and an expenditure (operating transfer out). Growth in the Village's revenues had still not been realized and, therefore, expenses had to be kept level. General Fund reserves in the amount of \$418,000 were needed for some one-time capital projects to balance the 2012 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 2012 budget due to the lack of growth in the Village's revenue base.

General Fund Projected 2012 Year-end Results		
	Budget	Projected
Revenues	44,345,880	45,080,620
Expenditures	(44,763,880)	(44,195,670)
Total Revenues over Expenditures	(418,000)	884,950

2012 ACTUAL RESULTS

Currently, General Fund revenues, which were budgeted at \$44,345,880, are projected to end the fiscal year \$734,740 over budget, which is 1.7%. However, spending is still being monitored closely and deferred if possible. Additionally, snow and ice control costs have been under budget due to the lack of snow experienced last winter. Because of this, General Fund expenditures are expected to be \$568,210 under budget and the shortfall has been reduced from the budgeted amount of \$418,000 to a surplus of \$884,950. The Village is moving forward into FY2013 cautiously optimistic that revenues will hold stable and that no unexpected expenses will be realized.

CAPITAL IMPROVEMENTS PROGRAM

Prior to preparing the annual 2013 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 2013-2017 CIP for FY2013 total \$15,874,450 with only \$437,900 being proposed as funded through General Fund reserves. These projects are as follows:

- \$159,000 for the Village Hall supply fan replacement
- \$19,000 for a tornado siren replacement
- \$250,000 for the Village's Emerald Ash Borer response
- \$9,900 for maintenance related to the Patrol digital video cameras (although this item is not capital in nature, it is part of the overall capital project so is included in the CIP)

Capital Improvement Program by Project Type			
	2011	2012	2013
Water & Sanitary Sewer	2,707,670	590,200	826,860
Public Buildings	-	7,283,680	8,361,900
Street & Related Infrastructure	12,085,370	226,000	1,171,550
Misc. Public Improvements	685,750	5,716,090	3,726,800
Equipment	1,103,850	2,097,080	1,428,050
Technology	313,500	444,800	359,290
Total	16,896,140	16,357,850	15,874,450

The General Fund has been unable to contribute significantly to the Capital Improvement Program for several years now. All of the CIP items have been incorporated into the 2013 proposed annual budget.

Capital Improvement Program by Funding Source			
	2011	2012	2013
General Fund	490,810	214,000	437,905
Water & Sewer Fund	2,208,200	766,040	427,640
Motor Fuel Tax Fund	33,370	1,823,360	860,000
Asset Seizure Funds	-	255,600	64,970
EDA Bond Proceeds	1,136,020	3,709,200	1,609,220
Capital Fund Balances	-	199,300	251,100
IDOT & Cook County	1,392,000	1,486,000	1,636,000
Federal & State Grants	3,901,000	1,412,790	4,115,445
Hoffman Blvd Bridge Fund	3,000	75,000	4,000
Developer Contributions	3,230,000	130,000	-
EDA Administration Fund	416,720	521,600	161,600
Capital Replacement Fund	291,520	697,850	1,099,550
Roselle Rd TIF Funds	220,000	1,557,500	2,843,800
DUI Reimbursement Fund	24,000	-	-
Impact Fees & Improve. Funds	1,266,000	924,500	788,500
Information Systems Fund	268,500	235,000	201,000
'08 & '09 Bond Proceeds	1,805,000	1,175,820	-
Court Supervision Escrow	30,000	31,000	30,000
Municipal Contribution	85,000	15,300	5,300
Levy 2% Capital Fund	-	59,000	75,000
SCA Capital Budget (VOHE)	-	57,000	-
SCA Operating Budget	-	57,000	7,000
Other	-	459,990	711,420
Unfunded	95,000	495,000	545,000
Total	16,896,140	16,357,850	15,874,450

2013 OPERATING BUDGET OVERVIEW

In the 2013 budget, the Village is experiencing an increase of \$1,979,720 or 4.5% in General Fund revenues from the 2012 budget, primarily due to an increase in sales tax revenues resulting from a couple of new businesses within the Village. On the expenditure side, the Village is projecting an increase of \$1,766,670 or 3.9%. Three new firefighters are planned to be hired through a grant that the Village has been awarded. Comparing General Fund revenues to expenditures, the Village is expecting a budgeted deficit of \$204,950, primarily due to the funding of the one-time capital projects that were discussed on the previous page. They will be funded from General Fund reserves.

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 2013 budgeted revenues by source for all funds:

Revenue Summary by Source			
All Funds			
	2012	2013	Percent
	Budget	Budget	Change
Property Taxes	17,000,930	17,100,440	0.6%
EDA Incremental Taxes	4,263,710	4,474,846	5.0%
Other Taxes	15,784,810	15,793,020	0.1%
Licenses & Permits	1,160,500	1,097,000	-5.5%
Intergovernmental Revenues	14,815,810	16,375,620	10.5%
User Charges	24,451,420	26,086,660	6.7%
Fines	2,156,700	1,673,410	-22.4%
Investment Earnings	2,034,920	2,019,990	-0.7%
Miscellaneous	3,262,180	6,672,350	104.5%
Total Operating Revenues	84,930,980	91,293,336	7.5%
Operating Transfers	10,737,580	7,918,230	-26.3%
Total Revenues	95,668,560	99,211,566	3.7%

The projected operating fund revenues without operating transfers total \$91,293,336, a 7.5% increase from 2012. The primary reason for this is the increase in sales taxes from a few new businesses, the water rate increase that will happen December 1st of 2012 and 2013, and from the federal funding that is paying for a major road project in 2013.

The operating budgeted expenditures, exclusive of interfund transfers and capital projects, for 2013 totals \$86,407,240. This represents a 5.6% increase from the 2012 operating budget. The 2013 operating budget for all funds, including transfers and capital projects, shows expenditures/expenses exceeding revenues by \$7,072,984. A detailed explanation of this amount can be found in the Major Increases or Decreases in Fund Balance section of this document.

The following chart summarizes the 2013 budgeted expenditures/expenses by object for all funds:

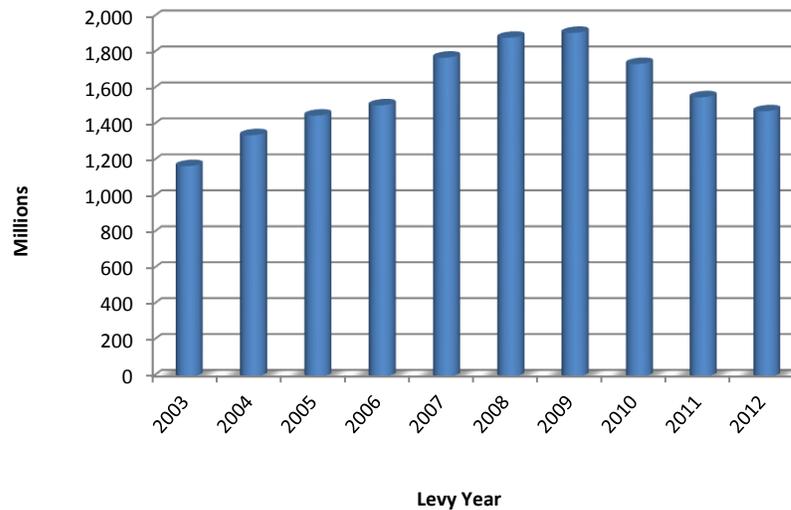
Expenditure Summary by Object			
All Funds			
	2012	2013	Percent
	Budget	Budget	Change
Salaries & Wages	29,938,970	30,753,180	2.7%
Employee Benefits	19,448,460	20,062,330	3.2%
Misc. Employee Expenses	541,890	565,130	4.3%
Commodities	1,790,970	1,802,360	0.6%
Contractual Services	21,723,700	25,278,290	16.4%
Debt Service	8,272,610	7,945,950	-3.9%
Depreciation Expense	75,000	-	N/A
Total Operating Expenses	81,791,600	86,407,240	5.6%
Capital Outlay	13,256,600	11,959,080	-9.8%
Operating Transfers	10,737,580	7,918,230	-26.3%
Total Expenditures	105,785,780	106,284,550	0.5%

PROPERTY TAXES

At this time last year, the equalized assessed valuation (EAV) of the Village was projected to decrease to 1,687,211,565 due to a projected drop in the county equalization factor. This drop would result in an estimated tax rate of 1.028, which was 4.3% higher than the previous year's rate of 0.986.

In actuality for FY2012, based on information received from Cook County, the Village's 2011 tax levy year EAV has decreased 10.7% to 1,553,747,288. This decrease in EAV was experienced county-wide. Because of this, the Village's tax rate was 1.116, 13.2% higher than the 2011 tax levy year rate.

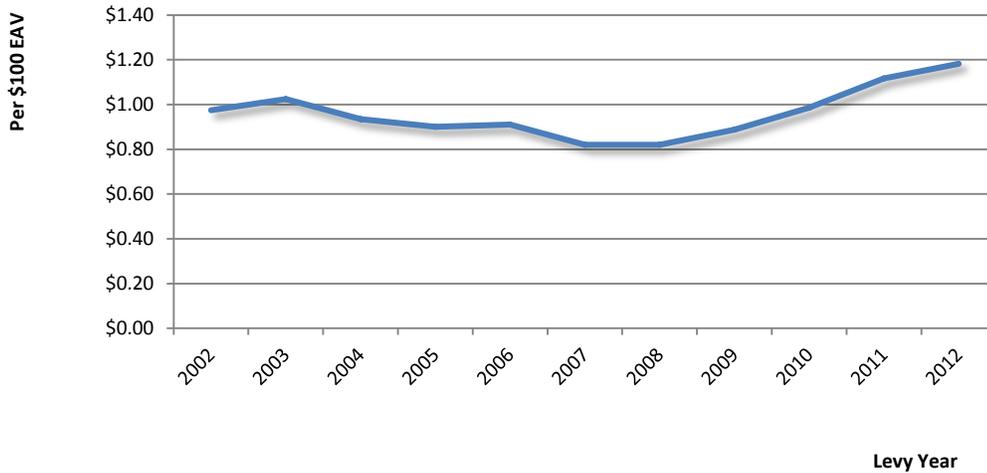
EQUALIZED ASSESSED VALUATION



The 2013 budget includes total property tax revenue of \$17,100,440 for tax year 2012. Adding in the 2% loss and cost, the total property tax extension is \$17,442,449, which is a 0.6% increase over the 2011 levy, entirely due to a slight increase to the Police Pension Fund levy. The Village is projecting a 5% decrease in EAV, resulting in a tax rate of 1.182, a 5.9% increase from the current rate.

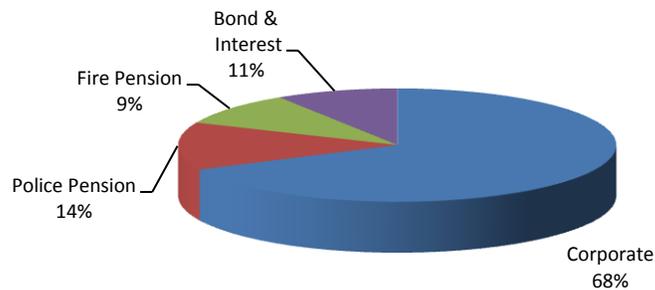
Total Property Tax Levy Levy Year 2012				
Fund	FY2012 Approved Levy	FY2013 Proposed Levy	Increase (Decrease)	Percent Change
Corporate	11,606,620	11,606,620	-	0.0%
Police Pension	2,213,860	2,325,870	112,010	5.1%
Fire Pension	1,630,450	1,617,950	(12,500)	-0.8%
Subtotal	15,450,930	15,550,440	99,510	0.6%
Debt Service	8,267,969	7,941,316	(326,653)	-4.0%
Less Abatements	(6,717,969)	(6,391,316)	326,653	-4.9%
Total	17,000,930	17,100,440	99,510	0.6%

**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, bonds issued for the Village’s new police station are funded partly with Asset Seizure funds and towing citation revenues. 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.

**2012 PROPERTY TAX LEVY
TO BE COLLECTED IN 2013**



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 59.95 positions. This occurred through attrition, retirements 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 ever since. The increase shown below in the Fire Department is related to three new firefighters that are being hired due to a grant that has been awarded to the Village. The increase showing in both Development Services and General Government is related to a

restructuring resulting from the retirement of the Finance Director in late 2012. The retirement is allowing a transition of current staff, some promotions, and the addition of a new Revenue Collections Manager, all for no additional cost to the Village. The number of FTEs (full-time equivalents) in the 2013 budget is 353.52 as shown in the following table:

All Funds				
Major Function	2011 Budgeted	2012 Budgeted	2013 Budgeted	Increase '12 to '13
Police	112.20	112.20	112.18	(0.02)
Fire	96.00	96.00	99.25	3.25
Public Works	68.31	68.31	68.31	-
Development Services	28.61	28.98	29.83	1.22
Health & Human Svcs	7.23	7.23	7.20	(0.03)
General Government	35.90	37.21	36.75	0.85
Total FTE's	348.25	349.93	353.52	5.27

The Village's public safety personnel (Police and Fire) represent 59.8 of the total number of employees in 2013. Total personnel and related expenditures equal \$50,815,510 or 47.8% of the entire expenditure budget for all funds. Total personnel expenditures/expenses, which includes benefits, represents 58.8% 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, 2012. 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 the GFOA to determine its eligibility for another award.

SUMMARY

In conclusion, planning for FY2013 proved to be more positive than recent years. Although the Village is not able to fund all of its capital needs, for the first time in several years, personnel was not negatively impacted during the budget process. In fact, minor growth and positive outcomes are happening in that area for 2013. Also, with the addition of a few new businesses within the Village, it is anticipated that the decline in Village revenues has leveled off and should begin to increase. The Village continues to be vigilant in its utilization of resources within the 2013 Operating and Capital Budget. 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

Rachel E. Musiala
Director of Finance



VILLAGE OVERVIEW

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 assuring that *resources* are used efficiently and wisely toward the achievement of our mission.

2012-2013 Village Board Goals

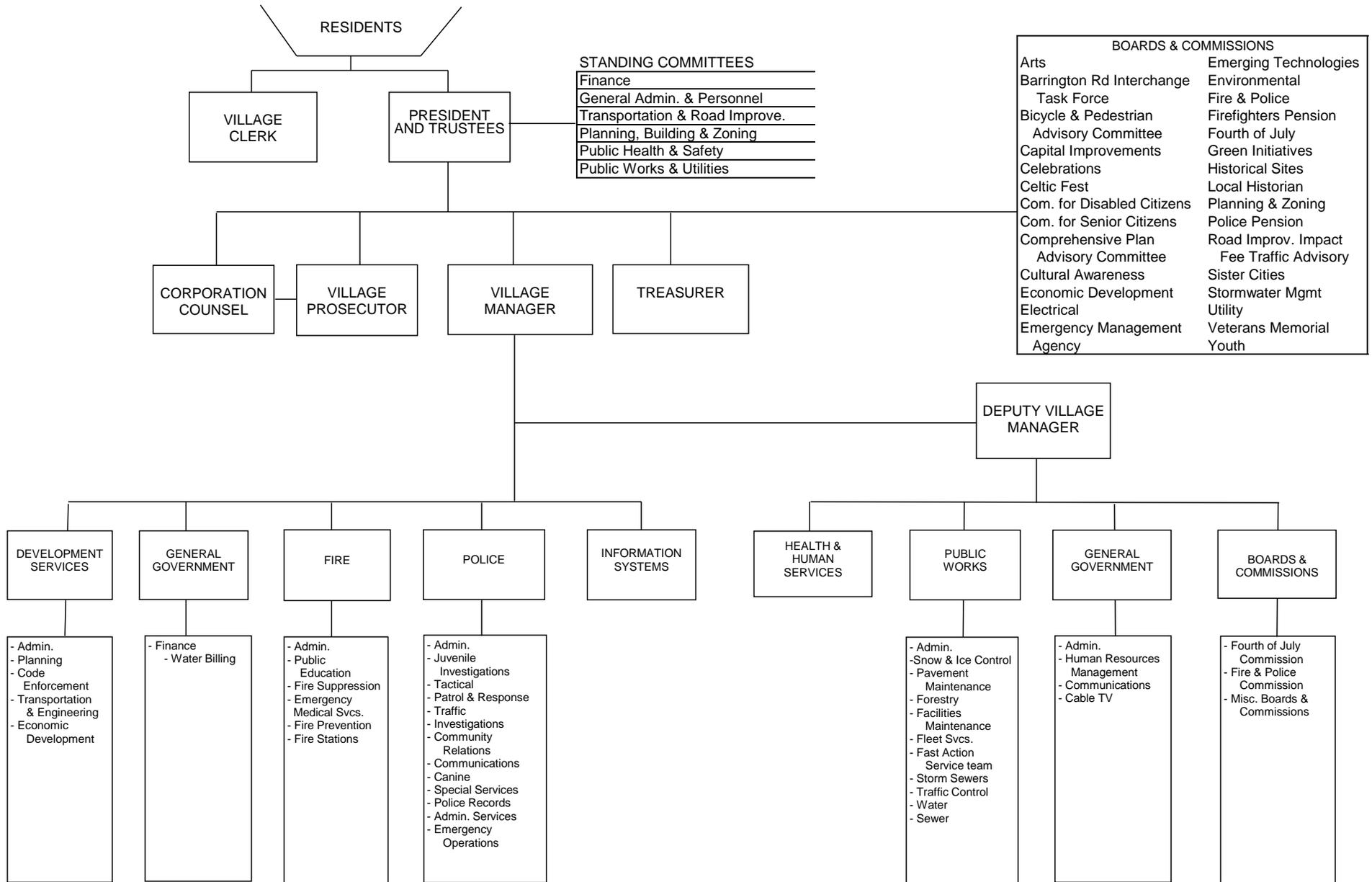
Short-term goals

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 office, 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 ORGANIZATION CHART





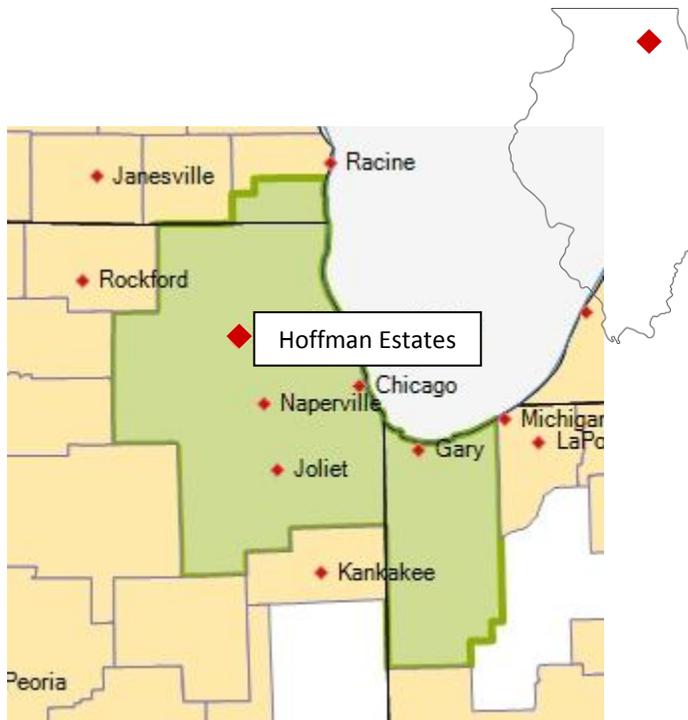
GOVERNMENT PROFILE

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 this 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, consisting of approximately 2,000 acres, was annexed to the Village of Hoffman Estates, more than doubling the incorporated land area.

Over the years, the Village continued to annex property for residential and commercial purposes. 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 to 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, Land Rover and Audi, who just opened in 2013.

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 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 five Governor's Home Town Awards for its innovative programs in 1989, 1993, 2000, 2003 and again just recently in 2012.



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)					
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%

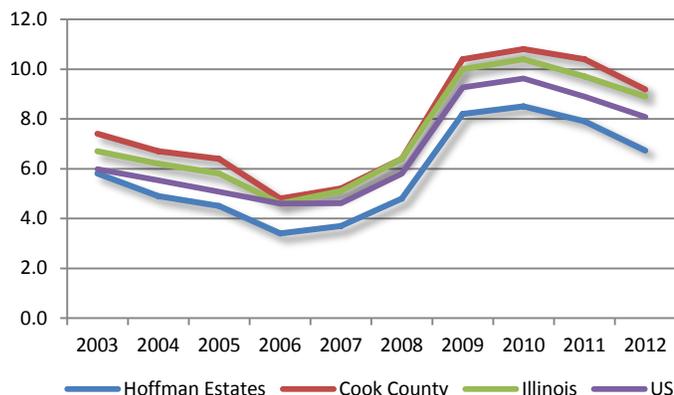
SOURCE: US Census Bureau, 2000 Census and 2010 Census



COMMUNITY ECONOMIC PROFILE

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. The nation continues to experience decreasing unemployment rates since the economic recession, with the state of Illinois and Village mimicking the same trend. However, it is reassuring to see that the Village has historically remained significantly below those comparables.

10 Year Unemployment Rate History



SOURCE: US Bureau of Labor Statistics; IL Dept of Employment Security

2012 ILLINOIS EMPLOYMENT STATUS			
Age	In Labor Workforce	Employed	Unemployment Rate
16 to 19 years	38.0%	27.7%	27.1%
20 to 24 years	71.8%	61.1%	15.0%
25 to 34 years	83.9%	77.3%	7.9%
35 to 44 years	83.0%	77.5%	6.6%
45 to 54 years	82.0%	75.5%	8.0%
55 to 64 years	66.9%	62.6%	6.4%
65+ years	20.1%	19.2%	4.6%

SOURCE: Illinois Department of Employment Security

In response to the economic recession, the Village developed a strategic plan to retain the plethora of local businesses. Village staff worked with numerous retailers with the goal of keeping them in business. Efforts included 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 prevent some local businesses from closing its doors, there were still a number of unfortunate retailers (big and small) that were forced to discontinue their operations. Despite this, 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 left). Business growth continued in 2012 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. It also welcomed Mariano’s, an upscale grocery store to the

2011 PRINCIPAL TAXPAYERS		
Organization Name	Total Taxable Value	Rank
Sears Holdings Corporation	\$186,638,143	1
AT&T Lease & SBC Ameritech	\$130,888,897	2
Property Tax Advisors	\$47,742,024	3
Terry Kemp	\$34,703,011	4
Madkatstep Entertainment	\$24,931,447	5
Stonegate Properties	\$20,931,319	6
Cabela’s Inc	\$18,480,505	7
American Heritage	\$17,132,745	8
TransAmerica	\$15,983,784	9
Thompson Property	\$14,395,930	10
Total	\$511,827,805	

NOTE: The 2012 principal taxpayer data was not available at the time of assembling this document.



COMMUNITY ECONOMIC PROFILE

shopping center. Stone Eagle Tavern, a 6,600 square foot restaurant also opened in October 2012, with seating between 180-200 guests, an outdoor patio and bocce ball court. Lastly, the Saddle Room opened in November 2012, which is 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 nearing completion for Morizzo Funeral Home, a 9,000 square foot building on Hassell Road and Pembroke Avenue, and site work has begun on a gas station and retail building on the corner of Hassell and Barrington Roads. Construction has started for Audi Hoffman Estates, a car showroom, service center and customer service center to be completed in June 2013.

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 attractive 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	5.25%
	County	0.75%
	Railroad Transit Authority	1.00%
	City	2.00%
	Total	9.00%
Retail Sales Tax: Kane County	State	5.25%
	County	0.00%
	Railroad Transit Authority	0.75%
	City	2.00%
	Total	8.00%
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 2013. 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 the 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 28 individual governmental funds.

PROPRIETARY FUNDS

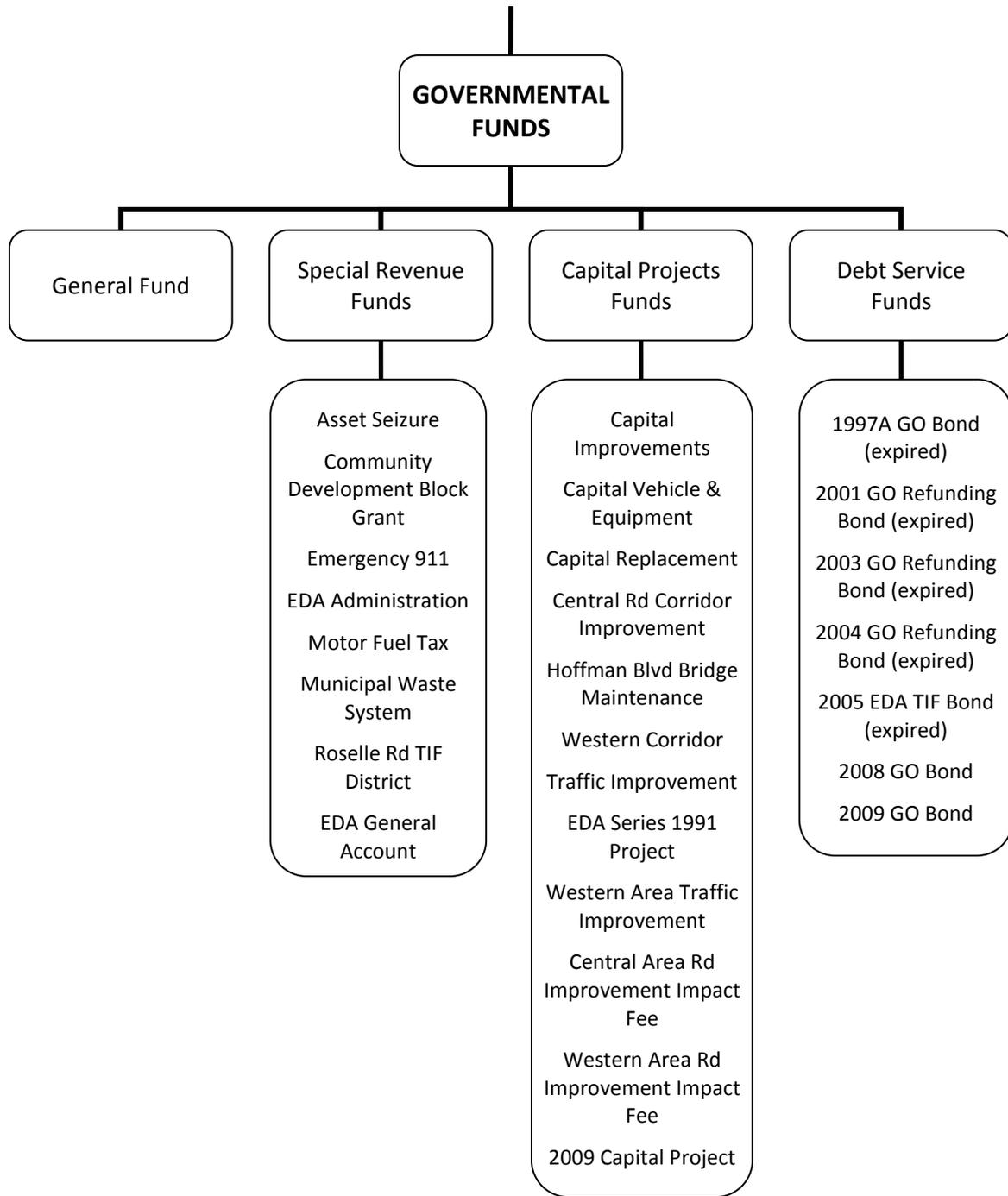
Proprietary funds are used to account for activities similar to those found in the private sector, where determination of net income is necessary or useful for sound financial administration. Goods or services from such activities can be provided either to outside parties (enterprise funds) or to other 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.

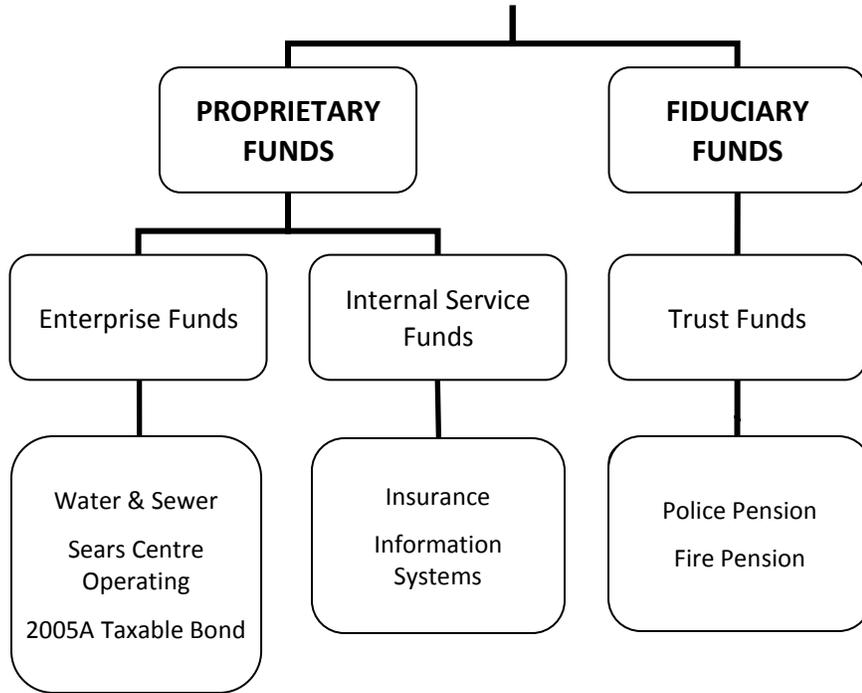


FUND STRUCTURE





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 2013 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 \$46,325,600, which makes up 46.7% of the Village’s total revenue. Compared to the 2012 budget, the General Fund revenue shows a 4.5% increase.

The General Fund expenditure budget, excluding transfers, is \$46,530,550, which is an increase of 3.9% compared to the 2012 budget. If all transfers to debt service and capital project funds are included, the budget reflects a 1.1% increase of expenditures compared to 2012.

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 \$13,000,650, which makes up 13.1% 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 \$727,520.

The chart below lists the types of funds used by each department.

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	√				

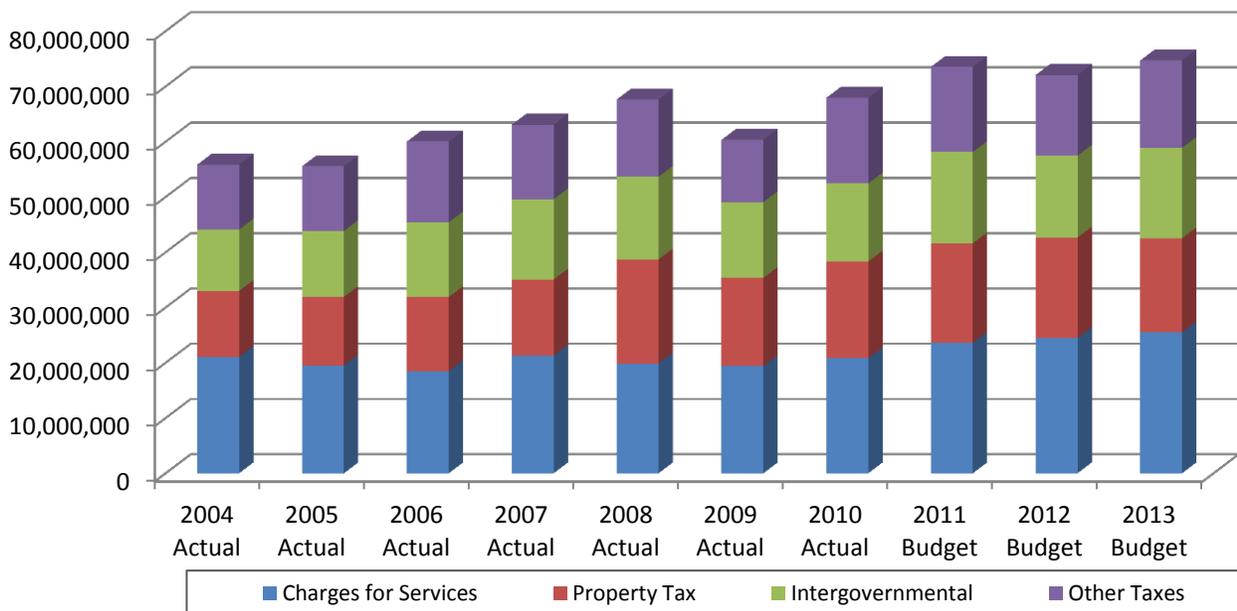


MAJOR REVENUE SOURCES

Major revenue sources are those that comprise more than 75% of the total revenue as adopted in the 2013 Operating Budget. Although the Village has a diverse revenue stream, the economic recession has negatively impacted overall revenues beginning in early 2008. The Village began to see minor signs of improvement in 2011, however, a full economic recovery remains fragile and unpredictable.

The Village’s largest class of revenue for the 2013 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 2013.

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

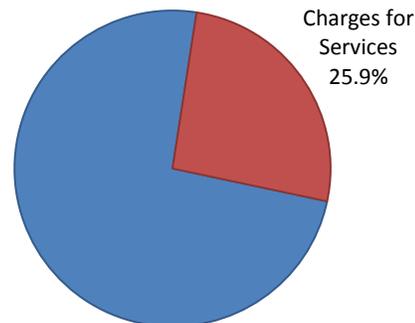




MAJOR REVENUE SOURCES CHARGES FOR SERVICES

	BUDGET	ACTUAL
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	\$ 23,665,803
2012	\$ 24,451,420	
2013	\$ 25,321,570	

Charges for Services to Total Revenue
2013 Budget



Charges for services is the Village’s largest revenue source for the fiscal year 2013. Charges for services include all revenues in which an individual pays for a service that is being provided by the Village. This class represents \$25,321,570 or 25.9% of the 2013 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 prior to FY2012, the Village’s water rate increased approximately 6.2% annually, which was based on a 5-year water rate study. However, a special water rate increase had to be implemented in March, 2012 of an additional 13.5% due to an increase that was placed on the Village’s water supply costs from the City of Chicago. When the City of Chicago announced its 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, we knew this was going to be a serious issue. 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.

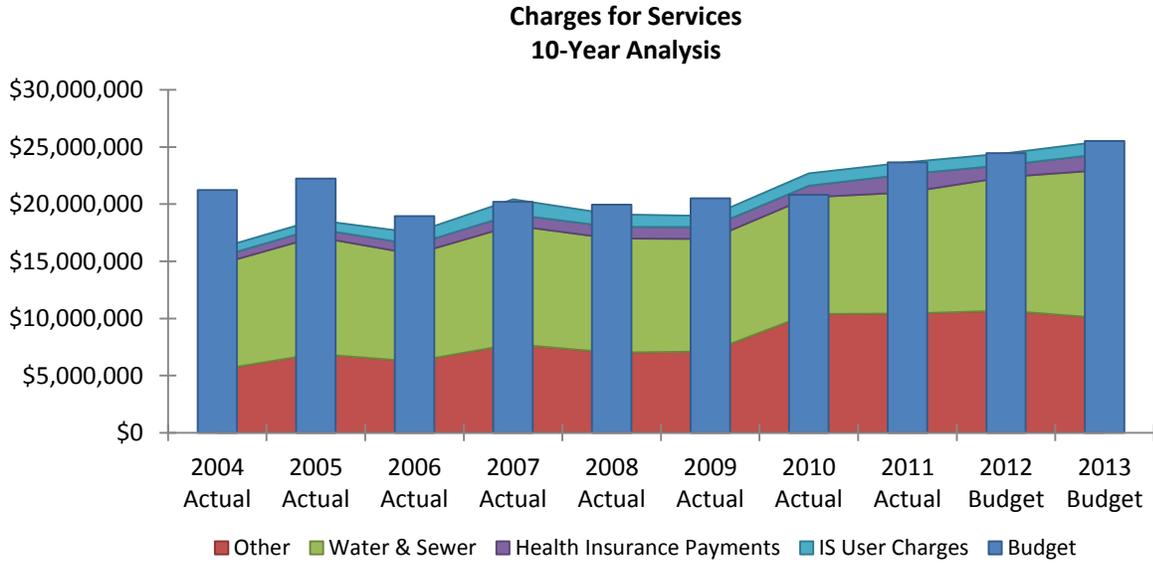
In addition to the planned 6.2% increase effective December 1, 2012, the water rate had to be increased an additional 22.0% due to the imposed rate increase. The Village does not have the financial capacity to absorb any of this increase, therefore, these rate increases had to be passed on to the residents and businesses of the Village. Water and sewer charges make up 46.3% of all charges for services collected by the Village, totaling \$11,820,000 for 2013. 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.



MAJOR REVENUE SOURCES

CHARGES FOR SERVICES



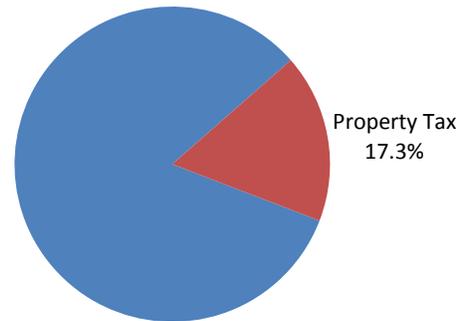


MAJOR REVENUE SOURCES

PROPERTY TAX

	BUDGET	ACTUAL
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	\$ 16,657,302
2012	\$ 17,000,930	
2013	\$ 17,000,930	

Property Tax to Total Revenue
2013 Budget



Property tax is the Village’s second largest revenue source and comprises 17.3% of the total budgeted revenue for 2013. 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 2012, which will be paid in 2013, attach as an enforceable lien on January 1, 2012 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 2012 property taxes in 2013.

The General Fund (Corporate) levy is determined by first taking into account the expected growth or decline 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, the bond issue for the Village new Police Station is being funded partly with Asset Seizure funds and towing citation revenues. 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.

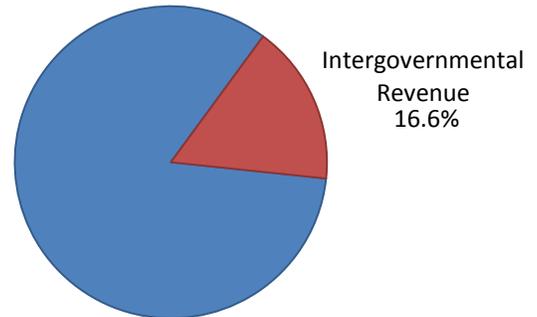


MAJOR REVENUE SOURCES

INTERGOVERNMENTAL REVENUE

	BUDGET	ACTUAL
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	\$ 14,643,998
2012	\$ 14,815,810	
2013	\$ 16,375,620	

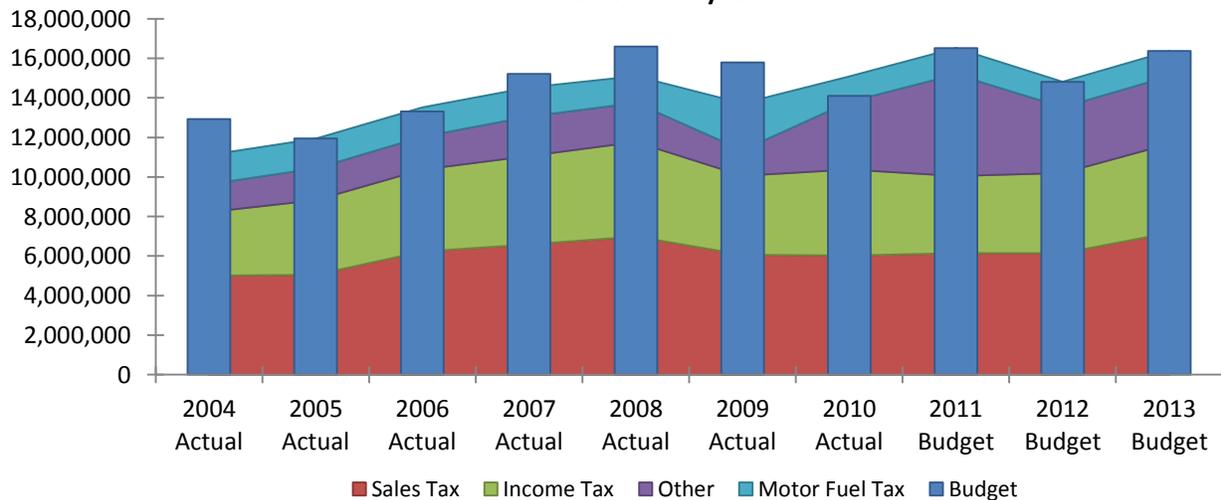
Intergovernmental Revenue to Total Revenue Budget 2013



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



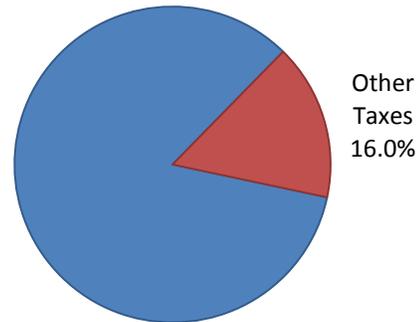


MAJOR REVENUE SOURCES

OTHER TAXES

	BUDGET	ACTUAL
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	\$ 15,446,247
2012	\$ 15,784,810	
2013	\$ 15,793,020	

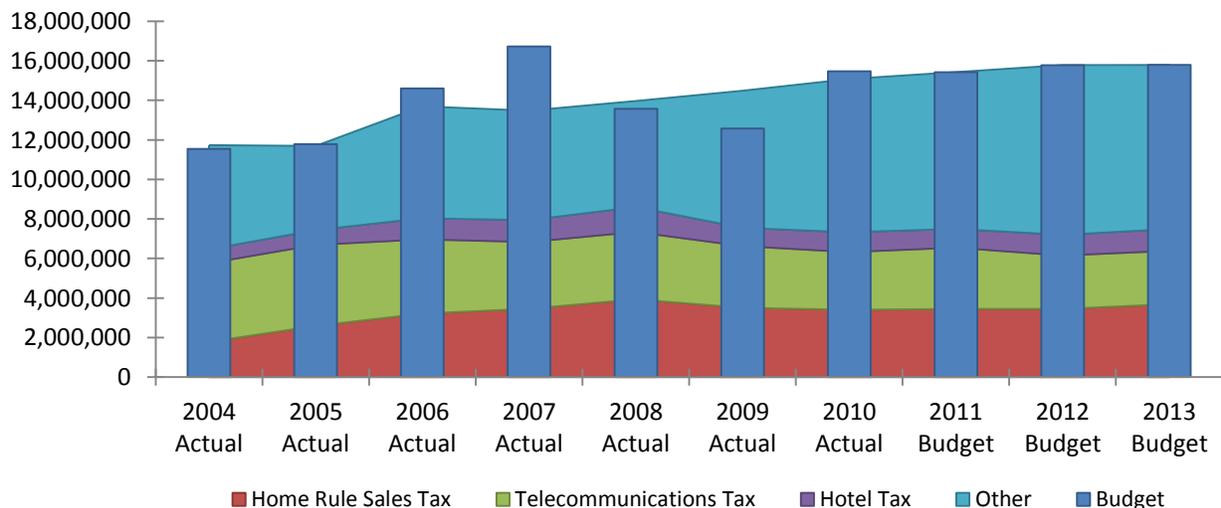
Other Taxes to Total Revenue
2013 Budget



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 16.0% of the total revenues budgeted for 2013. The largest revenue source within this class is home rule sales tax, which represents 23.3% 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 2013 objectives and performance targets based on the data available from 2010, 2011 and data collected in 2012.

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 2010-2012 actuals are documented. Based on past performance and professional judgment, staff recommended 2013 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 & EXPENDITURE BUDGET SUMMARY

ALL FUNDS

	2011 Actual	2012 Budget	2013 Budget	% Difference
Revenues				
General Fund	47,132,891	44,345,880	46,325,600	4.5%
Special Revenue Funds	24,776,486	8,661,960	8,236,956	-4.9%
Debt Service Funds	4,546,086	3,795,930	3,826,120	0.8%
Capital Project Funds	3,864,601	7,593,170	8,729,690	15.0%
Enterprise Fund	22,612,023	20,114,980	20,878,210	3.8%
Internal Service Funds	3,019,278	3,013,190	2,881,990	-4.4%
Trust Funds	6,745,398	8,143,450	8,333,000	2.3%
Total Revenues	112,696,763	95,668,560	99,211,566	3.7%
Expenditures				
General Fund	45,788,322	44,763,880	46,530,550	3.9%
Special Revenue Funds	23,950,825	10,573,590	10,836,540	2.5%
Debt Service Funds	5,625,117	4,393,590	4,197,770	-4.5%
Capital Project Funds	6,619,719	14,164,120	12,164,010	-14.1%
Enterprise Fund	23,431,886	21,684,910	22,962,180	5.9%
Internal Service Funds	2,190,076	3,088,660	2,955,620	-4.3%
Trust Funds	6,263,992	6,504,920	6,637,880	2.0%
Total Expenditures	113,869,938	105,173,670	106,284,550	1.1%
Net Revenues Over (Under) Expenditures	(1,173,175)	(9,505,110)	(7,072,984)	



REVENUE & EXPENDITURE

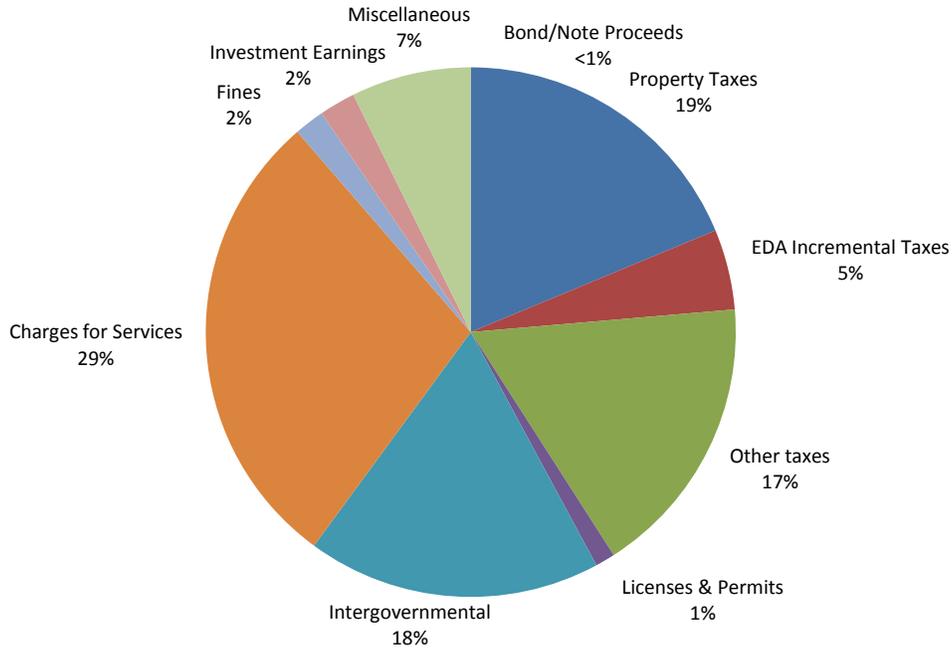
OVERALL FINANCIAL SUMMARY

	General Fund	Special Revenue Funds	Debt Service Funds	Capital Project Funds	Enterprise Funds	Internal Service Funds	Trust Funds
Revenues							
Property Taxes	17,100,440	5,059,946	1,550,000	-	-	-	3,965,820
EDA Incremental Taxes	4,474,846	-	20,000	-	-	-	105,000
Other taxes	15,793,020	-	529,860	-	1,888,140	-	-
Licenses & Permits	1,097,000	-	-	-	-	-	-
Intergovernmental	16,375,620	1,586,170	-	1,081,550	-	-	26,800
Charges for Services	26,086,660	900,000	-	600,000	14,911,260	2,500,980	1,735,170
Fines	1,673,410	303,910	250,000	-	-	-	-
Investment Earnings	2,019,990	5,420	10,600	12,350	3,600	1,620	1,960,000
Miscellaneous	6,672,350	381,510	1,000,000	4,325,300	1,180,000	306,390	-
Total Revenues	91,293,336	8,236,956	3,360,460	6,019,200	17,983,000	2,808,990	7,792,790
Expenditures							
Salaries and Wages	30,753,180	606,380	-	-	2,730,740	498,590	1,000
Employee Benefits	20,062,330	100,030	-	-	1,197,790	595,430	6,236,620
Misc. Employee Expenses	565,130	27,750	-	-	40,180	14,690	3,800
Commodities	1,802,360	-	-	-	231,520	38,140	1,000
Contractual Services	25,278,290	4,541,870	26,000	38,500	7,858,840	1,506,200	395,460
Debt Service	7,945,950	-	7,941,320	-	3,899,840	-	-
Depreciation Expense	-	-	-	-	-	-	-
SCA Operating Expense	-	-	-	-	2,436,390	-	-
Total Expenditures	86,407,240	5,276,030	7,967,320	38,500	18,395,300	2,653,050	6,637,880
Net Revenues Over (Under) Expenditures	4,886,096	2,960,926	(4,606,860)	5,980,700	(412,300)	155,940	1,154,910
Other Financing Sources (Uses)							
Capital Outlay	(11,959,080)	(269,870)	-	(10,932,020)	(48,130)	(506,050)	-
Transfers In	7,918,230	-	4,361,470	2,710,490	2,895,210	73,000	540,210
Transfers Out	(7,918,230)	(1,077,890)	(130,660)	(1,193,490)	(3,320,080)	-	-
Cost Allocation	-	(50,000)	-	-	(1,198,670)	203,480	-
Total	(11,959,080)	(1,397,760)	4,230,810	(9,415,020)	(1,671,670)	(229,570)	540,210
Beginning Fund Balance	13,619,543	4,770,057	853,298	11,368,738	3,146,616	1,549,274	109,017,570
Increases (Decreases) in Reserve	(240,950)	(2,599,584)	(371,650)	(3,434,320)	(2,083,970)	(73,630)	1,695,120
Ending Fund Balance	13,378,593	2,170,473	481,648	7,934,418	1,062,646	1,475,644	110,712,690



REVENUE SUMMARY BY FUNDING SOURCE

ALL FUNDS

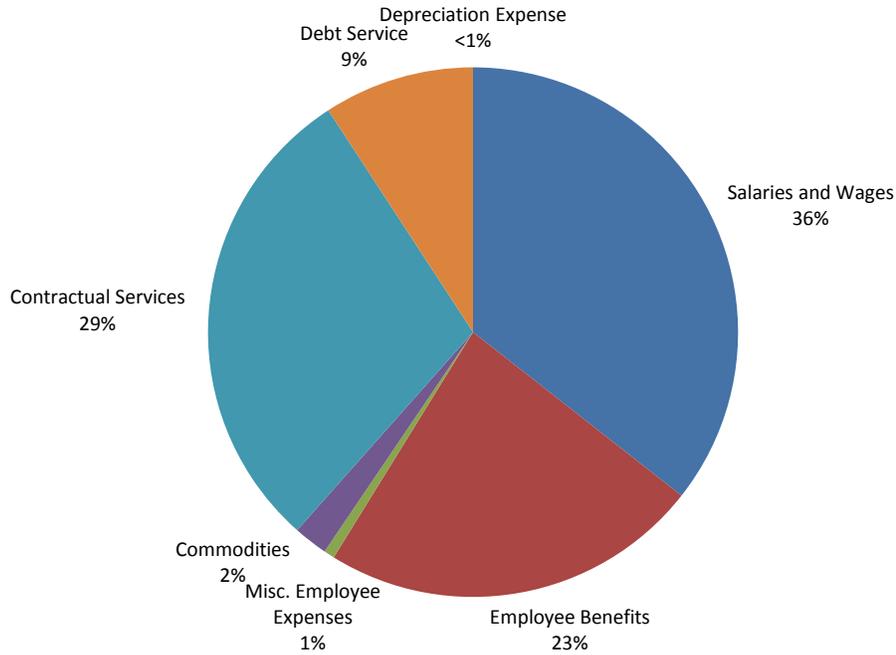


	2011 Actual	2012 Budget	2013 Budget	% Difference
Property Taxes	16,657,302	17,000,930	17,100,440	0.6%
EDA Incremental Taxes	20,031,645	4,263,710	4,474,846	5.0%
Other taxes	15,446,247	15,784,810	15,793,020	0.1%
Licenses & Permits	1,786,981	1,160,500	1,097,000	-5.5%
Intergovernmental	14,643,998	14,815,810	16,375,620	10.5%
Charges for Services	23,665,803	24,451,420	26,086,660	6.7%
Fines	2,250,925	2,156,700	1,673,410	-22.4%
Investment Earnings	199,152	2,034,920	2,019,990	-0.7%
Miscellaneous	6,648,506	3,262,180	6,672,350	104.5%
Bond/Note Proceeds	17,465	-	-	N/A
Total Operating Revenues	101,348,024	84,930,980	91,293,336	7.5%
Operating Transfers	11,348,739	10,737,580	7,918,230	-26.3%
Total Revenues & Transfers	112,696,763	95,668,560	99,211,566	3.7%



EXPENDITURE SUMMARY BY OBJECT

ALL FUNDS



	2011 Actual	2012 Budget	2013 Budget	% Difference
Salaries and Wages	28,896,200	29,938,970	30,753,180	2.7%
Employee Benefits	19,098,800	19,448,460	20,062,330	3.2%
Misc. Employee Expenses	392,062	541,890	565,130	4.3%
Commodities	1,745,851	1,790,970	1,802,360	0.6%
Contractual Services	19,287,376	21,723,700	25,278,290	16.4%
Debt Service	24,381,952	8,272,610	7,945,950	-3.9%
Depreciation Expense	3,536,600	75,000	-	-100.0%
Total Operating Expenditures	97,338,841	81,791,600	86,407,240	5.6%
Capital Outlay	5,169,107	13,256,600	11,959,080	-9.8%
Operating Transfers	11,361,989	10,737,580	7,918,230	-26.3%
Total Expenditures & Transfers	113,869,937	105,785,780	106,284,550	0.5%



REVENUE & EXPENDITURE SUMMARY

GENERAL FUND

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	% Difference
Revenues					
Taxes	23,543,577	23,958,430	24,030,690	24,249,540	1.2%
Licenses and Permits	1,786,981	1,160,500	1,347,000	1,097,000	-5.5%
Intergovernmental	12,019,865	11,739,720	12,639,300	13,681,100	16.5%
Charges for Services	5,327,349	5,257,750	5,332,080	5,439,250	3.5%
Fines and Forfeits	776,084	1,459,500	869,500	1,119,500	-23.3%
Investment Earnings	22,973	37,000	27,000	27,000	-27.0%
Miscellaneous	3,276,062	547,980	720,050	479,150	-12.6%
Operating Transfers	380,000	185,000	115,000	233,060	26.0%
Total Revenues	47,132,891	44,345,880	45,080,620	46,325,600	4.5%
Expenditures					
General Administration	2,978,648	3,237,670	3,172,940	3,300,580	1.9%
Police	15,905,158	16,524,100	16,287,650	16,897,300	2.3%
Fire	12,145,107	11,919,750	11,623,990	12,344,560	3.6%
Public Works	6,183,170	6,463,420	6,299,360	6,668,630	3.2%
Development Services	3,859,878	3,939,010	4,023,710	4,483,230	13.8%
Health & Human Services	610,985	659,390	653,400	677,170	2.7%
Boards & Commissions	279,413	373,310	341,310	524,890	40.6%
Operating Transfers	3,825,963	1,647,230	1,793,310	1,634,190	-0.8%
Total Expenditures	45,788,322	44,763,880	44,195,670	46,530,550	3.9%
Excess/(Deficiency) of	1,344,569	(418,000)	884,950	(204,950)	
Revenues over Expenditures					
Fund Reserves Utilized	-	-	-	204,950	
Net Revenues over Expenditures	1,344,569	(418,000)	884,950	-	



REVENUE DETAIL

GENERAL FUND

Account Name	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	% Difference
Taxes					
Property Taxes, Current	10,886,208	11,606,620	11,550,000	11,606,620	0.0%
Property Taxes, Prior	69,886	130,000	41,000	70,000	-46.2%
Hotel Tax	1,064,607	1,050,000	1,050,000	1,100,000	4.8%
Real Estate Transfer Tax	366,253	425,000	325,000	375,000	-11.8%
Home Rule Sales Tax	3,319,905	3,450,000	3,540,000	3,689,600	6.9%
Telecommunications Tax	2,760,859	2,700,000	2,950,000	2,700,000	0.0%
EDA Property Tax Surplus	616,814	550,000	600,000	600,000	9.1%
Property Taxes - B/H	46,209	55,000	29,000	30,000	-45.5%
Property Taxes - Fire	1,963,841	1,630,450	1,614,140	1,617,950	-0.8%
Property Taxes - Police	2,266,691	2,213,860	2,200,000	2,325,870	5.1%
Prior Year Property Taxes - Fire	25,631	17,000	8,900	10,000	-41.2%
Prior Year Property Taxes - Police	29,884	20,000	10,150	12,000	-40.0%
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	21,789	5,500	7,500	7,500	36.4%
Total Taxes	23,543,577	23,958,430	24,030,690	24,249,540	1.2%
Licenses & Permits					
Vehicle Licenses	5,150	6,500	6,000	6,000	-7.7%
Business Licenses	262,605	278,000	265,000	265,000	-4.7%
Liquor Licenses	205,921	205,000	205,000	205,000	0.0%
Animal Licenses	13,233	13,000	13,000	13,000	0.0%
Building Permits	1,291,677	650,000	850,000	600,000	-7.7%
Taxi/Livery Licenses	8,395	8,000	8,000	8,000	0.0%
Total Licenses & Permits	1,786,981	1,160,500	1,347,000	1,097,000	-5.5%
Intergovernmental					
Sales Tax	5,957,084	6,150,000	6,570,000	7,175,200	16.7%
Local Use Tax	751,257	650,000	775,000	820,000	26.2%
Income Tax	4,154,694	4,050,000	4,330,000	4,500,000	11.1%
Replacement Tax	253,346	290,000	220,000	290,000	0.0%
Replacement Tax - Fire	-	13,400	13,400	13,400	0.0%
Replacement Tax - Police	-	13,400	13,400	13,400	0.0%
Grants	128,996	2,000	18,100	5,000	150.0%
ILEAS Grant Revenue	46,044	-	-	-	N/A
LEAP Grant Revenue	46,011	10,000	20,000	-	-100.0%
Foreign Fire Insurance Tax	36,156	19,000	36,000	36,000	89.5%
Fire Protection Dist. Tax	65,400	69,000	65,000	65,000	-5.8%
Property Taxes - Road & Bridge	279,461	255,000	280,000	280,000	9.8%

(continued on next page)



REVENUE DETAIL

GENERAL FUND

Account Name	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	% Difference
Cook County Gas Tax Rebate	12,724	12,000	12,500	13,000	8.3%
IDOT Grant Revenue	45,776	-	-	-	N/A
Tobacco Grant Revenue	2,043	2,420	2,400	2,400	-0.8%
Emergency Ops Grant Revenue	16,344	30,000	30,000	30,000	0.0%
CDBG-R Grant Revenue	-	-	-	-	N/A
EECBG Grant Revenue	127,871	16,000	61,000	-	-100.0%
KCAT Grant Revenue	96,658	142,500	142,500	142,500	0.0%
SAFER Grant Revenue	-	-	-	270,200	N/A
STP Grant Revenue	-	15,000	50,000	25,000	66.7%
Total Intergovernmental	12,019,865	11,739,720	12,639,300	13,681,100	-3.0%
Charges for Services					
Plan Review Fees	3,540	4,500	3,600	4,000	-11.1%
Hearing Fees	22,725	32,500	20,000	23,000	-29.2%
Engineering Fees	97,360	120,000	75,000	75,000	-37.5%
Ambulance Fees	1,003,362	1,075,000	1,000,000	1,050,000	-2.3%
Counseling Fees	18,806	22,000	20,500	22,000	0.0%
Health Clinic Fees	29,729	35,000	30,000	32,000	-8.6%
Snow Removal Fees	4,407	20,000	-	-	-100.0%
Police Hireback	395,050	370,000	375,000	390,000	5.4%
Hireback - Arena	209,269	200,000	185,100	200,000	0.0%
Report Fees- Police	1,121	1,300	1,300	1,300	0.0%
False Alarm Fees	44,008	41,000	44,000	44,000	7.3%
Counter Sales	116	200	100	-	-100.0%
Smoke Detector/Lock Box	1,430	2,000	600	-	-100.0%
Lease Payments	746,852	700,000	750,000	750,000	7.1%
Cable TV Franchise Fee	466,028	469,000	470,000	470,000	0.2%
Cable TV PEG Fee	38,276	38,000	38,000	38,000	0.0%
AT&T Franchise Fee	186,700	177,000	200,000	200,000	13.0%
AT&T PEG Fee	37,340	35,000	38,000	38,000	8.6%
Fourth of July Proceeds	82,433	87,750	139,880	175,650	100.2%
Recapture Admin Fees	-	500	-	-	-100.0%
Equipment Usage	204,050	180,000	210,000	220,000	22.2%
Employee Insurance Payments	1,048,682	1,050,000	1,050,000	1,050,000	0.0%
Passport Revenues	11,620	12,000	15,000	15,000	25.0%
Wireless Alarm Subscribers	652,330	550,000	632,500	607,800	10.5%
Backflow Prevention Audits	20,715	33,000	33,000	33,000	0.0%
Energy Audits	1,400	2,000	500	500	-75.0%
Total Charges for Services	5,327,349	5,257,750	5,332,080	5,439,250	3.5%

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REVENUE DETAIL

GENERAL FUND

Account Name	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	% Difference
Fines & Forfeits					
Court Fines, County	259,627	360,000	240,000	240,000	-33.3%
Ticket Fines, Village	435,851	535,000	425,000	425,000	-20.6%
Overweight Truck Permits	5,560	4,500	4,500	4,500	0.0%
Red Light Camera Revenue	75,046	560,000	200,000	450,000	-19.6%
Total Fines & Forfeits	776,084	1,459,500	869,500	1,119,500	-7.8%
Investment Earnings					
Interest Income	10,827	12,000	12,000	12,000	0.0%
Unrealized Gain on Investments	12,146	25,000	15,000	15,000	-40.0%
Total Investment Earnings	22,973	37,000	27,000	27,000	-73.3%
Miscellaneous					
Reimbursements/Recoveries	173,249	90,000	125,000	110,000	22.2%
Reimbursements - ITTF	-	26,200	-	19,500	-25.6%
Sale of Equipment	2,585,567	15,000	22,000	5,000	-66.7%
Miscellaneous Revenue	17,720	20,000	20,000	20,000	0.0%
Board & Commissions Contrib.	8,967	5,000	5,000	5,000	0.0%
Sister Cities Proceeds	13,999	10,000	14,400	14,000	40.0%
HE Park District Contributions	3,800	3,500	4,490	4,500	28.6%
S. Barrington Fuel Reimburse.	66,728	60,000	63,000	65,000	8.3%
Celebrations Comm. Contrib.	400	500	400	400	-20.0%
Veterans Memorial Contrib.	904	500	750	750	50.0%
Tollway Fire/Ambulance Pmts	47,650	45,000	22,000	25,000	-44.4%
Arts Commission	-	4,500	5,360	8,000	77.8%
Terminal Reserve Revenue	325,084	-	211,880	-	N/A
Benefit Fund Revenue	-	236,780	193,880	167,000	-29.5%
Court Supervision (from Escrow)	30,000	31,000	27,890	30,000	-3.2%
Eneroc Energy Credit	1,994	-	4,000	5,000	N/A
Total Miscellaneous	3,276,062	547,980	720,050	479,150	-12.6%
Operating Transfers					
Transfer from MFT	-	60,000	-	-	-100.0%
Transfer from CDBG	-	25,000	25,000	-	-100.0%
Transfer from E-911	300,000	-	-	-	N/A
Transfer from Municipal Waste	30,000	30,000	30,000	30,000	0.0%
Transfer from EDA 1991 Project	-	20,000	10,000	-	-100.0%
Transfer from Roselle Rd TIF	50,000	50,000	50,000	50,000	0.0%
Transfer from Capital V & E	-	-	-	22,400	N/A

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REVENUE DETAIL

GENERAL FUND

Account Name	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	% Difference
Transfer from 1997 GODS	-	-	-	5,670	N/A
Transfer from 2001 GODS	-	-	-	63,240	N/A
Transfer from 2003 GODS	-	-	-	29,880	N/A
Transfer from 2004 GODS	-	-	-	31,870	N/A
Total Operating Transfers	380,000	185,000	115,000	233,060	26.0%
Total Revenue	47,132,891	44,345,880	45,080,620	46,325,600	4.5%



EXPENDITURE SUMMARY BY DEPARTMENT

GENERAL FUND

Program	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	% Difference
General Government					
Legislative	311,972	378,580	368,680	403,590	6.6%
Administration	546,747	560,120	556,560	573,220	2.3%
Legal	432,940	501,970	474,230	478,360	-4.7%
Finance	796,495	853,880	847,600	863,980	1.2%
Village Clerk	168,325	179,640	175,610	190,140	5.8%
Human Resource Management	433,154	460,180	451,780	477,980	3.9%
Communications	161,478	173,030	170,390	178,770	3.3%
Cable Television	127,537	130,270	128,090	134,540	3.3%
Total General Government	2,978,648	3,237,670	3,172,940	3,300,580	1.9%
Police Department					
Administration	1,240,642	1,246,970	1,230,900	1,274,100	2.2%
Juvenile	576,589	574,740	535,360	494,860	-13.9%
Tactical	744,279	763,010	750,550	774,740	1.5%
Patrol and Response	9,257,374	9,282,130	9,353,830	9,613,590	3.6%
Traffic Control	962,587	1,203,360	1,103,910	1,329,600	10.5%
Investigations	1,067,999	1,246,100	1,210,430	1,171,490	-6.0%
Community Relations	7,481	10,160	9,910	9,570	-5.8%
Communications	555,070	601,130	601,130	615,010	2.3%
Canine	149,233	156,370	155,370	157,040	0.4%
Special Services	170,201	182,610	165,730	182,610	0.0%
Records	311,750	364,900	332,890	361,850	-0.8%
Administrative Services	684,280	731,960	692,770	750,890	2.6%
Emergency Operations	177,673	160,660	144,870	161,950	0.8%
Total Police Department	15,905,158	16,524,100	16,287,650	16,897,300	2.3%
Fire Department					
Administration	615,289	601,510	594,040	606,410	0.8%
Public Education	24,058	28,440	28,780	33,750	18.7%
Suppression	5,925,691	5,645,290	5,499,450	5,968,970	5.7%
Emergency Medical Services	5,197,299	5,120,910	4,972,740	5,159,510	0.8%
Prevention	366,388	496,480	502,110	549,800	10.7%
Fire Stations	16,382	27,120	26,870	26,120	-3.7%
Total Fire Department	12,145,107	11,919,750	11,623,990	12,344,560	3.6%

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EXPENDITURE SUMMARY BY DEPARTMENT GENERAL FUND

Program	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	% Difference
Public Works					
Administration	226,607	244,820	247,790	258,890	5.7%
Snow and Ice Control	1,658,987	1,696,610	1,563,630	1,658,330	-2.3%
Pavement Maintenance	336,405	343,910	342,330	359,470	4.5%
Forestry	751,550	859,460	894,030	985,490	14.7%
Facilities	991,134	944,520	895,280	918,080	-2.8%
Fleet Services	1,246,955	1,325,010	1,301,190	1,406,950	6.2%
F.A.S.T.	201,333	225,010	236,800	242,910	8.0%
Storm Sewers	204,528	217,050	209,700	220,070	1.4%
Traffic Control	565,671	607,030	608,610	618,440	1.9%
Total Public Works	6,183,170	6,463,420	6,299,360	6,668,630	3.2%
Development Services					
Administration	202,884	212,540	210,660	218,240	2.7%
Planning	481,461	452,230	441,000	482,860	6.8%
Code Enforcement	1,050,159	1,045,560	1,043,440	1,103,700	5.6%
Transportation & Engineering	1,016,909	1,101,230	1,089,820	1,147,890	4.2%
Economic Development	1,108,465	1,127,450	1,238,790	1,530,540	35.8%
Total Development Services	3,859,878	3,939,010	4,023,710	4,483,230	13.8%
Health & Human Services					
Health & Human Services	610,985	659,390	653,400	677,170	2.7%
Total Health & Human Services	610,985	659,390	653,400	677,170	2.7%
Boards & Commissions					
Fourth of July Commission	89,282	149,710	189,310	210,080	40.3%
Fire and Police Commission	61,420	61,490	2,330	156,060	153.8%
Misc. Boards & Commissions	128,711	162,110	149,670	158,750	-2.1%
Total Boards & Commissions	279,413	373,310	341,310	524,890	40.6%
General Fund Total before Operating Transfers	41,962,359	43,116,650	42,402,360	44,896,360	4.1%

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EXPENDITURE SUMMARY BY DEPARTMENT GENERAL FUND

Program	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	% Difference
Operating Transfers					
to 1997 A&B G.O. Debt Service	507,100	101,120	101,120	-	-100.0%
to 2001 G.O. Refunding	571,620	-	-	-	N/A
to 2004 G.O. Refunding	-	240,750	240,750	-	-100.0%
to 2008 G.O. Debt Service	-	999,190	999,190	999,190	0.0%
to 2009 G.O. Debt Service	-	-	-	134,000	N/A
to Capital Improvement	198,310	105,000	105,000	409,000	289.5%
to Capital Vehicle & Equipment	121,500	134,400	134,400	19,000	-85.9%
to Sears Centre Operating	2,364,270	-	150,000	-	N/A
to Information System	63,163	66,770	62,850	73,000	9.3%
Total Operating Transfers	3,825,963	1,647,230	1,793,310	1,634,190	-0.8%
Total Expenditures	45,788,322	44,763,880	44,195,670	46,530,550	3.9%



EXPENDITURE SUMMARY BY OBJECT

GENERAL FUND

Object	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	% Difference
Salaries & Wages					
General Administration	1,877,276	1,980,630	1,979,560	2,026,570	2.3%
Police	9,253,074	9,720,550	9,549,680	9,783,160	0.6%
Fire	7,432,330	7,342,040	7,119,550	7,703,730	4.9%
Public Works	2,566,687	2,729,240	2,707,020	2,808,850	2.9%
Development Services	1,903,384	2,000,300	1,956,060	2,042,900	2.1%
Health & Human Services	374,540	389,840	386,580	396,380	1.7%
Boards & Commissions	40,886	50,770	38,110	51,700	1.8%
Total Salaries & Wages	23,448,177	24,213,370	23,736,560	24,813,290	2.5%
Employee Benefits					
General Administration	688,846	753,870	749,380	779,880	3.5%
Police	4,602,721	4,689,170	4,665,680	4,848,180	3.4%
Fire	3,648,015	3,358,780	3,319,140	3,436,770	2.3%
Public Works	1,150,705	1,217,400	1,213,190	1,279,710	5.1%
Development Services	889,841	917,050	904,870	958,360	4.5%
Health & Human Services	170,123	182,290	180,970	189,570	4.0%
Boards & Commissions	27,260	30,250	29,140	31,430	3.9%
Total Employee Benefits	11,177,511	11,148,810	11,062,370	11,523,900	3.4%
Misc. Employee Benefits					
General Administration	40,685	44,880	42,350	42,230	-5.9%
Police	109,831	134,050	137,190	146,520	9.3%
Fire	143,592	198,200	173,200	214,560	8.3%
Public Works	27,526	33,450	33,760	35,520	6.2%
Development Services	26,387	40,980	34,190	35,130	-14.3%
Health & Human Services	2,404	2,810	2,810	2,220	-21.0%
Boards & Commissions	1,055	2,530	2,030	2,530	0.0%
Total Misc. Employee Benefits	351,480	456,900	425,530	478,710	4.8%
Commodities					
General Administration	168,179	181,510	170,130	179,090	-1.3%
Police	64,638	77,560	68,990	75,350	-2.8%
Fire	56,833	80,580	75,520	75,880	-5.8%
Public Works	1,178,974	1,153,520	970,450	1,150,650	-0.2%
Development Services	12,978	16,410	12,980	15,240	-7.1%
Health & Human Services	19,556	31,820	30,510	31,650	-0.5%
Boards & Commissions	707	1,500	780	3,240	116.0%
Total Commodities	1,501,865	1,542,900	1,329,360	1,531,100	-0.8%

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EXPENDITURE SUMMARY BY OBJECT

GENERAL FUND

Object	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	% Difference
Contractual Services					
General Administration	695,446	806,740	765,680	817,500	1.3%
Police	1,660,528	1,847,630	1,810,230	1,980,700	7.2%
Fire	1,154,754	1,173,090	1,158,070	1,149,010	-2.1%
Public Works	1,494,933	1,691,480	1,697,370	1,752,580	3.6%
Development Services	1,119,035	1,055,000	1,199,060	1,516,120	43.7%
Health & Human Services	44,362	52,630	52,530	57,350	9.0%
Boards & Commissions	209,505	288,260	271,250	435,990	51.2%
Total Contractual Services	6,378,563	6,914,830	6,954,190	7,709,250	11.5%
Capital Outlay					
General Administration	7,031	250	100	10,100	3940.0%
Police	214,366	55,140	55,880	63,390	15.0%
Fire	68,529	64,080	59,050	55,680	-13.1%
Public Works	140,036	30,440	30,320	47,200	55.1%
Total Capital Outlay	429,962	149,910	145,350	176,370	17.7%
Operating Transfers					
to 1997 A&B G.O. Debt Service	507,100	101,120	101,120	-	-100.0%
to 2001 G.O. Refunding	571,620	-	-	-	N/A
to 2004 G.O. Refunding	-	240,750	240,750	-	-100.0%
to 2008 G.O. Debt Service	-	999,190	999,190	999,190	0.0%
to 2009 G.O. Debt Service	-	-	-	134,000	N/A
to Capital Improvement	198,310	105,000	105,000	409,000	289.5%
to Capital Vehicle & Equipment	121,500	134,400	134,400	19,000	-85.9%
to Sears Centre Operating	2,364,270	-	150,000	-	N/A
to Information System	63,163	66,770	62,850	73,000	9.3%
Total Operating Transfers	3,825,963	1,647,230	1,793,310	1,634,190	-0.8%
Cost Allocations					
Water Fund Cost Allocation	(907,840)	(961,050)	(918,460)	(995,190)	3.6%
EDA Fund Cost Allocation	(358,946)	(297,020)	(280,540)	(291,070)	-2.0%
CDBG Fund Cost Allocation	(58,412)	(52,000)	(52,000)	(50,000)	-3.8%
Total Cost Allocations	(1,325,198)	(1,310,070)	(1,251,000)	(1,336,260)	2.0%
Total - All Objects	45,788,322	44,763,880	44,195,670	46,530,550	3.9%



REVENUE SUMMARY BY FUND

OTHER FUNDS

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	% Difference
Special Revenue Funds					
Motor Fuel Tax	1,530,676	1,309,200	1,272,630	1,276,170	-2.5%
Asset Seizure	1,160,102	447,450	363,330	304,110	-32.0%
EDA Administration	4,060,353	4,243,710	4,244,910	4,456,846	5.0%
EDA General Account	15,988,968	-	14,588,440	-	N/A
Municipal Waste System	1,293,267	1,148,790	1,321,490	1,281,630	11.6%
E-911	24,535	25,750	23,630	25,600	-0.6%
Roselle Road TIF	538,747	1,185,060	595,740	607,600	-48.7%
CDBG	179,838	302,000	619,690	285,000	-5.6%
Total Special Revenue Funds	24,776,486	8,661,960	23,029,860	8,236,956	-4.9%
Debt Service Funds					
1997 A & B GO Debt Service	553,447	554,910	555,040	-	-100.0%
2001 G.O. Refunding	640,485	-	300	-	N/A
2003 G.O. Refunding	704,382	-	2,630	-	N/A
2004 G.O. Refunding	972,963	972,270	973,190	-	-100.0%
2008 G.O. Debt Service	1,332,263	1,332,360	1,332,270	1,332,260	0.0%
2009 G.O. Debt Service	340,489	915,390	820,120	2,473,860	170.3%
2005 EDA TIF Bond	2,057	21,000	5,030	20,000	-4.8%
Total Debt Service Funds	4,546,086	3,795,930	3,688,580	3,826,120	0.8%
Capital Projects Funds					
Capital Improvements Fund	2,562,747	6,343,780	5,129,920	7,761,950	22.4%
Capital Vehicle & Equip. Fund	530,540	1,097,950	365,330	240,590	-78.1%
Capital Replacement Fund	3,916	70,490	81,590	114,000	61.7%
Central Rd Corridor Improv. Fund	169	150	260	250	66.7%
Hoffman Blvd Bridge Maint. Fund	388	400	420	400	0.0%
Western Corridor Fund	558	2,600	580	600	-76.9%
Traffic Improvement Fund	40,412	500	32,310	500	0.0%
EDA Series 1991 Project Fund	5,956	73,200	2,380	7,300	-90.0%
West. Area Traffic Improv. Fund	465	500	460	500	0.0%
Central Area Impact Fee Fund	568	600	100,620	300,600	50000.0%
West. Area Rd. Impact Fee Fund	211,594	3,000	448,960	303,000	10000.0%
2008 Project Fund	2,731	-	20	-	N/A
2009 Project Fund	504,557	-	820	-	N/A
Total Capital Projects Funds	3,864,601	7,593,170	6,163,670	8,729,690	15.0%

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REVENUE SUMMARY BY FUND

OTHER FUNDS

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	% Difference
Enterprise Funds					
Waterworks and Sewerage	12,475,476	11,885,300	12,125,580	13,000,650	9.4%
Sears Centre Operating	6,849,872	4,332,180	4,506,230	3,981,750	-8.1%
2005A G.O. Debt Service	3,286,675	3,897,500	3,897,500	3,895,810	0.0%
Total Enterprise Funds	22,612,023	20,114,980	20,529,310	20,878,210	3.8%
Internal Service Funds					
Insurance Fund	1,913,100	1,876,880	1,868,670	1,728,660	-7.9%
Information Systems Fund	1,106,178	1,136,310	1,132,390	1,153,330	1.5%
Total Internal Service Funds	3,019,278	3,013,190	3,001,060	2,881,990	-4.4%
Trust Funds					
Police Pension Fund	3,104,284	4,367,420	4,481,840	4,464,360	2.2%
Firefighters Pension Fund	3,641,114	3,776,030	3,999,950	3,868,640	2.5%
Total Trust Funds	6,745,398	8,143,450	8,481,790	8,333,000	2.3%
Total Other Funds	65,563,872	51,322,680	64,894,270	52,885,966	3.0%



EXPENDITURE SUMMARY BY FUND

OTHER FUNDS

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	% Difference
Special Revenue Funds					
Motor Fuel Tax	304,879	2,253,430	1,699,120	954,500	-57.6%
Asset Seizure	1,163,861	505,400	411,020	321,960	-36.3%
EDA Administration	4,780,164	4,826,060	4,777,460	4,977,130	3.1%
EDA General Account	15,988,968	-	14,588,440	-	N/A
Municipal Waste System	1,145,901	1,050,820	1,272,760	1,386,610	32.0%
E-911	310,397	17,300	26,420	26,420	52.7%
Roselle Road TIF	76,817	1,618,580	191,080	2,884,920	78.2%
CDBG	179,838	302,000	619,690	285,000	-5.6%
Total Special Revenue Funds	23,950,825	10,573,590	23,585,990	10,836,540	2.5%
Debt Service Funds					
1997 A & B GO Debt Service	553,393	554,910	554,910	5,670	-99.0%
2001 G.O. Refunding	544,000	-	-	63,240	N/A
2003 G.O. Refunding	703,380	-	-	29,880	N/A
2004 G.O. Refunding	972,238	970,570	970,570	31,870	-96.7%
2008 G.O. Debt Service	1,332,750	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	2,714,360	79.2%
2005 EDA TIF Bond	5,000	21,000	5,000	20,000	-4.8%
Total Debt Service Funds	5,625,117	4,393,590	4,377,590	4,197,770	-4.5%
Capital Projects Funds					
Capital Improvements Fund	2,469,105	6,490,680	5,236,490	7,870,250	21.3%
Capital Vehicle & Equip. Fund	406,721	1,150,200	284,390	397,290	-65.5%
Capital Replacement Fund	62,047	764,340	526,020	1,209,550	58.2%
Central Rd Corridor Improv. Fund	-	-	-	250,000	N/A
Hoffman Blvd Bridge Maint. Fund	2,500	75,000	3,750	-	-100.0%
Traffic Improvement Fund	213,401	174,500	209,500	188,500	8.0%
EDA Series 1991 Project Fund	91,151	3,759,400	30,000	1,648,420	-56.2%
West. Area Traffic Improv. Fund	170,000	-	-	-	N/A
Central Area Impact Fee Fund	-	100,000	100,000	300,000	200.0%
West. Area Rd. Impact Fee Fund	70,303	650,000	400,000	300,000	-53.8%
2008 Project Fund	3,726	-	1,180	-	N/A
2009 Project Fund	3,130,765	1,000,000	1,008,000	-	-100.0%
Total Capital Projects Funds	6,619,719	14,164,120	7,799,330	12,164,010	-14.1%

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EXPENDITURE SUMMARY BY FUND

OTHER FUNDS

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	% Difference
Enterprise Funds					
Waterworks and Sewerage	13,554,893	11,924,640	12,673,710	13,728,170	15.1%
Sears Centre Operating	5,977,277	5,858,380	5,255,680	5,333,800	-9.0%
2005 A.G.O. Debt Service	3,899,716	3,901,890	3,901,890	3,900,210	0.0%
Total Enterprise Funds	23,431,886	21,684,910	21,831,280	22,962,180	5.9%
Internal Service Funds					
Insurance Fund	1,211,493	1,875,480	1,703,190	1,727,260	-7.9%
Information Systems Fund	978,583	1,213,180	1,192,860	1,228,360	1.3%
Total Internal Service Funds	2,190,076	3,088,660	2,896,050	2,955,620	-4.3%
Trust Funds					
Police Pension Fund	3,111,605	3,121,520	3,117,540	3,196,090	2.4%
Firefighters Pension Fund	3,152,387	3,383,400	3,350,960	3,441,790	1.7%
Total Trust Funds	6,263,992	6,504,920	6,468,500	6,637,880	2.0%
Total Other Funds	68,081,615	60,409,790	66,958,740	59,754,000	-1.1%



2012 LEVY YEAR PROPERTY TAX ANALYSIS

Levy Year	Fiscal Year	(1) Corporate	(2) Police Pension	(3) Fire Pension	(5) Bond & Interest	Less Abate.	Sub-total Levy
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
2012	2013	11,606,620	2,325,870	1,617,950	7,941,316	(6,391,316)	17,100,440
Inc (Dec) over PY		-	112,010	(12,500)	(326,653)	326,653	99,510
Percent Inc (Dec)		0.0%	5.1%	-0.8%	-4.0%	-4.9%	0.6%

(continued below)

Levy Year	Fiscal Year	Loss & Cost 2%	Total Extension	(6) EAV	Rate	Inc (Dec) Over Prior Yr	Inc (Dec) in EAV
2003	2004	235,138	11,992,060	1,171,201,344	1.024	-2.1%	7.7%
2004	2005	245,935	12,542,668	1,343,231,745	0.934	5.1%	-0.4%
2005	2006	256,473	13,080,114	1,451,884,884	0.901	-8.8%	14.7%
2006	2007	269,168	13,727,555	1,509,125,778	0.910	-3.5%	8.1%
2007	2008	285,117	14,540,987	1,773,557,976	0.820	1.0%	3.9%
2008	2009	302,771	15,441,284	1,885,037,469	0.820	-9.9%	17.5%
2009	2010	332,742	16,969,815	1,912,123,092	0.888	0.0%	6.3%
2010	2011	336,020	17,136,948	1,739,393,365	0.986	8.3%	1.4%
2011	2012	340,019	17,340,949	1,553,747,288	1.116	11.0%	-9.0%
2012	2013	342,009	17,442,449	1,476,059,924	1.182	4.3%	-3.0%
Inc (Dec) over PY		1,990	101,500	(77,687,364)	0.066		
Percent Inc (Dec)		0.6%	0.6%	-5.0%	5.9%		



FULL-TIME EQUIVALENT SUMMARY BY DEPARTMENT

Department/Division	2011 Actual	2012 Budget	2013 Budget	Change from Prior Year
General Government				
Legislative	1.00	1.00	1.00	0.00
Administration	3.85	3.35	3.35	0.00
Legal	1.50	1.68	1.68	0.00
Finance	10.74	11.00	11.24	0.24
Village Clerk	2.63	2.63	2.70	0.07
Human Resource Management	3.80	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	0.00	0.00	0.00
Total General Government	27.02	25.96	26.27	0.31
Police Department				
Administration	6.00	6.00	6.00	0.00
Juvenile	3.65	3.65	3.25	(0.40)
Tactical	5.00	5.00	5.00	0.00
Patrol & Response	60.75	60.75	62.75	2.00
Traffic Control	6.00	6.00	5.00	(1.00)
Investigations	8.60	8.60	8.00	(0.60)
Canine	1.00	1.00	1.00	0.00
Records	5.20	5.20	5.18	(0.02)
Administrative Services	9.00	9.00	9.00	0.00
Emergency Operations	0.00	1.00	1.00	0.00
Total Police Department	105.20	106.20	106.18	(0.02)
Fire Department				
Administration	2.50	2.50	2.50	0.00
Public Education	0.10	0.10	0.10	0.00
Suppression	38.10	36.60	39.60	3.00
Emergency Medical Services	36.80	35.30	35.30	0.00
Prevention	0.70	1.85	2.10	0.25
Total Fire Department	78.20	76.35	79.60	3.25
Information Systems	6.75	6.75	6.73	(0.02)

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FULL-TIME EQUIVALENT SUMMARY BY DEPARTMENT

Department/Division	2011 Actual	2012 Budget	2013 Budget	Change from Prior Year
Public Works				
Administration	1.50	1.50	1.50	0.00
Snow & Ice Control	7.34	7.34	7.34	0.00
Pavement Maintenance	2.91	2.91	2.91	0.00
Forestry	5.88	5.88	5.88	0.00
Facilities	3.30	4.05	4.05	0.00
Fleet Services	4.55	4.28	4.28	0.00
F.A.S.T.	0.73	0.73	0.73	0.00
Storm Sewers	1.49	1.49	1.49	0.00
Traffic Control	3.29	3.49	3.49	0.00
Total Public Works	30.99	31.67	31.67	0.00
Development Services				
Administration	1.00	1.00	1.00	0.00
Planning	5.13	5.05	5.02	(0.03)
Code Enforcement	10.87	10.37	11.09	0.72
Transportation & Engineering	9.11	9.11	9.11	0.00
Economic Development	2.30	2.50	2.10	(0.40)
Total Development Services	28.41	28.03	28.32	0.29
Total Health & Human Services	7.23	7.23	7.20	(0.03)
EDA Administration Fund				
Police	5.00	5.00	5.00	0.00
Fire	20.30	19.65	19.65	0.00
Public Works	1.26	1.08	1.08	0.00
Administration	1.07	0.95	1.51	0.56
Total EDA Administration	27.63	26.68	27.24	0.56
Water & Sewer Fund				
Water	23.19	23.54	23.54	0.00
Sewer	11.87	12.02	12.02	0.00
Water Billing	2.50	2.50	2.75	0.25
Total Water & Sewer	37.56	38.06	38.31	0.25
Asset Seizure Fund	1.00	1.00	1.00	0.00

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FULL-TIME EQUIVALENT SUMMARY BY DEPARTMENT

Department/Division	2011 Actual	2012 Budget	2013 Budget	Change from Prior Year
Municipal Waste Fund	0.00	1.00	0.00	(1.00)
Misc. Boards & Commissions	1.00	1.00	1.00	0.00
Pension Funds				
Police Pension	0.10	0.00	0.00	0.00
Fire Pension	0.15	0.00	0.00	0.00
Total Pension Funds	0.25	0.00	0.00	0.00
Total FTE's	351.24	349.93	353.52	3.59



CHANGES IN STAFFING LEVELS FROM 2012 TO 2013

Position Title	Dept	Division	FTE's	Action
Assistant Finance Director	GG	Finance	(0.25)	Decrease in work hours
Accountant II	GG	Finance	(0.63)	Position eliminated
Fiscal Operations Manager	GG	Finance	0.63	New position
Revenue Collections Manager	GG	Finance	1.00	New position
Customer Service Manager	GG	Finance	(0.50)	Position Eliminated
Customer Service Representative	GG	Finance	(0.01)	Salary reclassification
Customer Service Representative	GG	Village Clerk	0.07	Increase in work hours
Police Lieutenant	Police	Juvenile Investigations	(0.40)	Position Eliminated
Police Officer	Police	Patrol & Response	2.00	Position reclassification
Police Officer	Police	Traffic Control	(1.00)	Position reclassification
Police Lieutenant	Police	Investigations	(0.60)	Position Eliminated
Staff Assistant	Police	Records	(0.02)	Decrease in work hours
Firefighter/Paramedic	Fire	Suppression	3.00	New position
Chief Inspector	Fire	Prevention	0.25	Salary reclassification
Data Technician	IS	Information Systems	(0.02)	Decrease in work hours
Planning Technician	DS	Planning	(0.03)	Position reclassification
Customer Service Manager	DS	Code Enforcement	(0.50)	Position Eliminated
Customer Service Representative	DS	Code Enforcement	(0.01)	Salary reclassification
Customer Service Representative	DS	Code Enforcement	0.73	New position
Administrative Staff Assistant	DS	Code Enforcement	0.75	New position
Chief Inspector	DS	Code Enforcement	(0.25)	Salary reclassification
Assistant Planner	DS	Economic Development	(0.10)	Salary reclassification
Planning Service Coordinator	DS	Economic Development	(0.10)	Salary reclassification
Director of Planning	DS	Economic Development	(0.20)	Salary reclassification
Nursing Supervisor	HHS	Health & Human Svcs	(0.03)	Decrease in work hours
Assistant Planner	EDA	Administration	0.10	Salary reclassification
Planning Service Coordinator	EDA	Administration	0.10	Salary reclassification
Director of Planning	EDA	Administration	0.20	Salary reclassification
Planning Technician	EDA	Administration	0.16	Salary reclassification
Administrative Staff Assistant	W&S	Water Billing	0.25	New position
Water Billing Clerk	MW	Municipal Waste	(1.00)	Position Eliminated
Total			3.59	



PROJECTED IMPACT OF FISCAL YEAR 2013

	Est. Beg. Fund Balance	Budgeted Revenues	Budgeted Expenditures	Transfers In	Transfers Out	Est. Ending Fund Balance
General Fund	13,619,543	46,092,540	44,896,360	233,060	1,634,190	13,414,593
Special Revenue Funds						
EDA Administration	1,045,520	4,456,846	4,277,320	-	699,810	525,236
Motor Fuel Tax	997,362	1,276,170	94,500	-	860,000	1,319,032
CDBG	1	285,000	285,000	-	-	1
E-911	81,644	25,600	26,420	-	-	80,824
Asset Seizure	107,227	304,110	321,960	-	-	89,377
Municipal Waste System	256,824	1,281,630	1,356,610	-	30,000	151,844
Roselle Rd TIF	2,281,479	607,600	2,834,920	-	50,000	4,159
Debt Service Funds						
1997 A & B GO Debt Service	5,671	-	-	-	5,670	1
2001 G.O. Refunding	63,241	-	-	-	63,240	1
2003 G.O. Refunding	29,886	-	-	-	29,880	6
2004 G.O. Refunding	31,879	-	-	-	31,870	9
2008 G.O. Debt Service	82,482	-	1,332,750	1,332,260	-	81,992
2009 G.O. Debt Service	603,292	2,339,860	2,714,360	134,000	-	362,792
2005 EDA TIF Bond	36,847	20,000	20,000	-	-	36,847
Capital Project Funds						
Capital Improvements	154,725	5,401,950	7,870,250	2,360,000	-	46,425
Capital Vehicle & Equipment	233,202	100	374,890	240,490	22,400	76,502
Capital Replacement	3,882,180	4,000	1,038,460	110,000	171,090	2,786,630
Central Rd Corridor Improv.	253,949	250	-	-	250,000	4,199
Hoffman Blvd Bridge Maint.	340,300	400	-	-	-	340,700
Western Corridor	537,223	600	-	-	-	537,823
Traffic Improvement	329,788	500	38,500	-	150,000	141,788
EDA Series 1991 Project	4,161,723	7,300	1,648,420	-	-	2,520,603
Western Area Traffic Improv.	160,819	500	-	-	-	161,319
Central Area Impact Fee	127,966	300,600	-	-	300,000	128,566
West. Area Rd. Impact Fee	929,637	303,000	-	-	300,000	932,637
2008 Project	30,148	-	-	-	-	30,148
2009 Project	227,078	-	-	-	-	227,078
Enterprise funds						
Water & Sewer	2,086,191	13,000,650	13,303,300	-	424,870	1,358,671
Sears Centre Operating	64,699	3,981,750	2,438,590	-	2,895,210	(1,287,351)
2005A G.O. Debt Service	995,726	1,000,600	3,900,210	2,895,210	-	991,326

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PROJECTED IMPACT OF FISCAL YEAR 2013

	Est. Beg. Fund Balance	Budgeted Revenues	Budgeted Expenditures	Transfers In	Transfers Out	Est. Ending Fund Balance
Internal Service Funds						
Insurance	1,193,921	1,728,660	1,727,260	-	-	1,195,321
Information Systems	355,353	1,080,330	1,228,360	73,000	-	280,323
Trust & Agency Funds						
Police Pension	53,449,922	4,326,470	3,196,090	137,890	-	54,718,192
Firefighters Pension	55,567,648	3,466,320	3,441,790	402,320	-	55,994,498
Total Revenues & Expenditures		91,293,336	98,366,320	7,918,230	7,918,230	



MAJOR INCREASES OR DECREASES IN FUND BALANCE

SPECIAL REVENUE FUNDS

The EDA Administration Fund is expected to experience a 49.8% (\$520,284) decrease in fund balance at the end of 2013. 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 increase by 32.3% (\$321,670). This fund is primarily used for road improvements via a transfer to the Capital Improvements Fund where the road program is budgeted. However, due to a special road project planned for 2013, less Motor Fuel Tax funds are needed, and will be held in this fund until needed in the future.

The Asset Seizure Fund fund balance is expected to decrease by 16.6% (\$17,850) in 2013. This is due to the draw-down of federal forfeiture funds for allowable police related purchases.

The Municipal Waste System Fund is expected to have a decrease in fund balance of 40.9% (\$104,980). This is an expected spend-down of accumulated funds for the purpose of refuse removal services.

The Roselle Road TIF Fund is expected to have a major decrease in fund balance of 99.8% (\$2,277,320). The majority funds will be used to install a traffic signal at Roselle Road and to make culvert improvements in the business district. A primary reason for the large decrease is do to a major reduction in property tax revenue related to the TIF district. The Village is hopeful that, with the continued improvements being made as well as some recent commercial property sales, these revenues will start to show increases in the near future.

DEBT SERVICE FUNDS

The following debt service funds will have a 100.0% decrease in fund balance because they expired in 2012 and the minor remaining fund balances will be transferred to the General Fund, which is where the money originated through abatements: 1997 A&B General Obligation Debt Service Fund, 2001 General Obligation Refunding Fund, 2003 General Obligation Refunding Fund and 2004 General Obligation Refunding Fund.

The 2009 General Obligation Debt Service Fund fund balance will decrease by 39.9% (\$240,500) 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.



MAJOR INCREASES OR DECREASES IN FUND BALANCE

CAPITAL PROJECT FUNDS

The Capital Improvements Fund will experience a decrease in fund balance of 70.0% (\$108,300). Minor fund balances accumulate in this fund when projects come in under budget. This fund balance is then used to fund projects that would have normally been funded by the General Fund.

The Capital Vehicle & Equipment Fund will experience a decrease in fund balance of 67.2% (\$156,700). As with the Capital Improvements Fund, fund balances sometimes accumulate in this fund when projects come in under budget. 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 28.2% (\$1,095,550). 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. We are still able to utilize this fund for replacement purchases as scheduled through the Capital Improvements Program.

The Central Road Corridor Improvement Fund is expected to decrease by 98.4% (\$249,750), which will assist in funding a major street reconstruction project in 2013.

The Traffic Improvement Fund will experience a decrease in fund balance of 57.0% (\$188,000) due to a road improvement project that is planned for 2013. 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 39.4% (\$1,641,120). This is a planned draw-down of funds based upon an approved schedule of improvements being made in the Economic Development Area (EDA).

ENTERPRISE FUNDS

The Water and Sewer Fund is scheduled to have a decrease of 34.9% (\$727,520). This is resulting from a continued planned draw down of fund reserves for capital improvements.

The Sears Centre Operating Fund is showing a significant decrease in fund reserves of \$1,352,050 resulting from the transfer of funds for debt service payments. However, several options are available that will fund this transfer and this negative fund balance will not actually be the year-end result. It has not been determined, as of yet, which option the Village will take.

INTERNAL SERVICE FUNDS

The Information Systems Fund is projected to experience a decrease in fund reserves of 21.1% (\$75,030). This is a planned drawdown of reserves for the purchase of technology-related capital.



BUDGET NARRATIVES

General Government



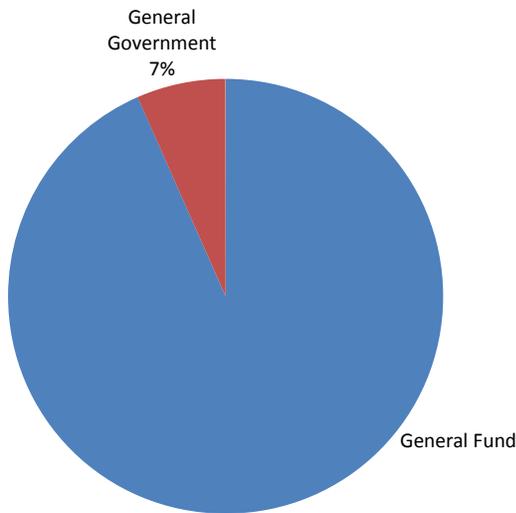
DEPARTMENT DESCRIPTION

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.

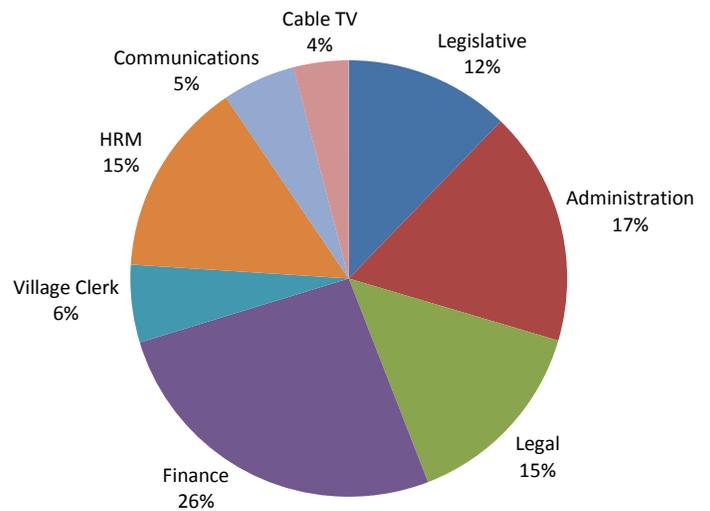
TOTAL OPERATING BUDGET

\$3,300,580

DEPARTMENT EXPENDITURES TO GENERAL FUND EXPENDITURES



ANNUAL EXPENSES BY DIVISION



General Government



ANNUAL EXPENSES BY DIVISION

DIVISION	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	% Change
Legislative	311,972	378,580	368,680	403,590	6.6%
Administration	546,747	560,120	556,560	573,220	2.3%
Legal	432,940	501,970	474,230	478,360	-4.7%
Finance	796,495	853,880	847,600	863,980	1.2%
Village Clerk	168,325	179,640	175,610	190,140	5.8%
Human Resources	433,154	460,180	451,780	477,980	3.9%
Communications	161,478	173,030	170,390	178,770	3.3%
Cable Television	127,537	130,270	128,090	134,540	3.3%
Total	2,978,648	3,237,670	3,172,940	3,300,580	1.9%

ANNUAL EXPENSES BY CLASS

CLASS	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	% Change
Salaries	1,877,276	1,980,630	1,979,560	2,026,570	2.3%
Employee Benefits	688,846	753,870	749,380	779,880	3.5%
Misc. Employee Expenses	40,685	44,880	42,350	42,230	-5.9%
Commodities	168,179	181,510	170,130	179,090	-1.3%
Contractual Services	695,446	806,740	765,680	817,500	1.3%
Capital Outlay	7,031	250	100	10,100	3940.0%
Cost Allocation	(498,814)	(530,210)	(534,260)	(554,790)	4.6%
Total	2,978,648	3,237,670	3,172,940	3,300,580	1.9%



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.

2012 ACCOMPLISHMENTS

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

- Continued implementing 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).
- Improved the safety and efficiency of intersections throughout the Village by installing red-light camera enforcement and light-emitting diode (LED) traffic signals.



LEGISLATIVE

ANNUAL EXPENSES BY CLASS

CLASS	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	% Change
Salaries	173,535	197,430	188,630	196,770	-0.3%
Employee Benefits	51,048	57,860	56,070	59,850	3.4%
Misc. Employee Expenses	20,940	21,530	21,530	21,530	0.0%
Commodities	15,778	17,330	17,340	17,340	0.1%
Contractual Services	87,254	130,630	127,910	157,150	20.3%
Cost Allocation	(36,583)	(46,200)	(42,800)	(49,050)	-6.2%
Total	311,972	378,580	368,680	403,590	6.6%

2013 BUDGET HIGHLIGHTS

Salaries & Wages

The .3% decrease represents a reduction in overtime costs that is offset by an annual wage adjustment for all non-union employees.

Employee Benefits

The 3.4% increase is mainly attributed to increases in health insurance premiums and IMRF costs.

Contractual Services

The increase in Contractual Services is the result of bringing all of the costs related to the hiring of a state lobbyist back into the General Fund, 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, 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.

2012 ACCOMPLISHMENTS

- Monitored annual revenues and expenditures as compared to approved annual budget to make any adjustments when necessary.
- Established an electrical aggregation program for residents and businesses to assist in cost savings.
- 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.
- Negotiated the 75/85 Golf road purchase.
- Negotiated the collective bargaining contract for Public Works Union renewal and Fire Union contract renewal/arbitration.
- Redeveloped land for use as the Audi automobile dealership.
- 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.



GENERAL GOVERNMENT ADMINISTRATION

2013 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; specifically the redevelopment of 75/85 East Gold road properties.
 - 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 and OG-1)
 - a. Present for approval a Sustainability Plan for the Village.
 - b. Create policies to move towards a paperless environment for all Village business where possible.
 - c. Increase the amount of recycling at all municipal facilities.
 - d. Incorporate LEED standards to ensure that all municipal facilities will qualify for LEED certification.
 - e. Continue recycling programs offered to residents.
 - f. 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. (Linked to Village Board Goal ST-9 and OG-7)
 - 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.

- 5) Negotiate MAP 96 Police Officer Union collective bargaining agreement.



GENERAL GOVERNMENT ADMINISTRATION

ANNUAL EXPENSES BY CLASS

CLASS	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	% Change
Salaries	375,544	381,090	375,200	395,900	3.9%
Employee Benefits	122,725	134,550	132,390	143,060	6.3%
Misc. Employee Expenses	9,411	7,460	7,460	7,620	2.1%
Commodities	2,066	3,470	3,090	3,100	-10.7%
Contractual Services	103,058	101,910	102,280	93,210	-8.5%
Cost Allocation	(66,057)	(68,360)	(63,860)	(69,670)	1.9%
Total	546,747	560,120	556,560	573,220	2.3%

2013 BUDGET HIGHLIGHTS

Salaries & Wages

The 3.9% increase in salaries represents an annual wage adjustment.

Employee Benefits

The 6.3% increase is mainly attributed to increases in health insurance premiums and IMRF costs.

Commodities

The 10.7% decrease in commodities is due to a reduction in office and other supplies.

Contractual Services

The 8.5% decrease is mainly due to a reduction in IS User Charges.

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	2011 Actual	2012 Actual	2013 Target
Inputs				
1	Total number of capital projects**	32	26	29
Outputs				
1	Total number of capital projects completed	30	24	29
Outcomes				
1	Percentage of capital projects completed	93%	92.3%	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; and coordinating legal representation provided by other legal firms.

ANNUAL EXPENSES BY CLASS

CLASS	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	% Change
Salaries	113,018	135,220	149,560	152,780	13.0%
Empl. Benefits	46,404	57,210	57,650	60,950	6.5%
Misc. Employee Expenses	686	1,200	1,100	1,100	-8.3%
Commodities	14,969	10,500	6,040	6,040	-42.5%
Contractual Services	308,020	359,100	314,280	315,630	-12.1%
Cost Allocation	(50,157)	(61,260)	(54,400)	(58,140)	-5.1%
Total	432,940	501,970	474,230	478,360	-4.7%

2013 BUDGET HIGHLIGHTS

Salaries & Wages

The 13% rise in salaries is due to an increase in prosecutor wages and an annual wage adjustment.

Employee Benefits

The 6.5% increase is the result of increased payroll taxes related to wage increases, higher health insurance premiums, and increased IMRF costs.

Misc. Employee Expenses

The 8.3% decrease represents a \$100 reduction in this class for dues and memberships.

Commodities

The 42.5% decrease represents the cancellation and/or reduction in certain periodicals, while maximizing the use of available online resources.

Contractual Services

The 12.1% decrease represents a reduction in external professional services performed.

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 16 budgeted employees who are responsible for: customer service, cash and debt management, monthly water billing for approximately 15,00 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.

2012 ACCOMPLISHMENTS

- Received the Government Finance Officer's Association Certificate of Achievement in Financial Reporting for the Comprehensive Annual Report as of December 31, 2011. This is the 29th consecutive year the Village has received this award.
- Received the Government Finance Officer's Association Distinguished Budget Presentation Award for the Fiscal Year 2012 Operating & Capital Budget. This was the third year the Village submitted its budget for the award and received it.
- Utilizing the combined efforts of the Finance Department, Code Enforcement Division, and Corporation Counsel, identified procedures and methods for collecting delinquent refuse service accounts. As of the end of the year, this group has succeeded in collecting over \$100,000.
- 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.
- Completed processing requirements to implement the Illinois State Comptroller's Local Debt Recovery Program which will improve collection efforts for delinquent accounts within the Village.
- In accordance with the State of Illinois Open Meetings Act Amendment, Section 7.3, reported total compensation packages for each employee exceeding \$150,000 on the Village website within 6 business days before the 2012 budget was approved and total compensation packages for each employee exceeding \$75,000 on the Village website within 6 business days after the 2012 budget was approved.
- Provided the following documents online to further improve information available on the Finance Department web page: 2012 Annual Operating Budget, 2012-2016 Capital Improvements Program, and the Comprehensive Annual Financial Report for fiscal year ending December 31, 2011.



FINANCE

2013 SHORT-TERM GOALS & OBJECTIVES

- 1) Continue to present 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 2013 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 2013 budget is approved.
- 3) Improve cash flow and collection efforts. (Linked to Village Board Goal OG-5)
 - a. Establish new Revenue Collections Manager position to coordinate collection of all Village fines and fees.
 - b. Implement processes for Illinois State Comptroller's Local Debt Recovery Program.
 - c. Produce well-defined revenue collection procedures.
 - d. Continue to pursue delinquent refuse collection accounts.
 - e. Implement EFT process to pay vendors electronically.
- 4) Improve upon department competencies through the promotions of several employees due to the retirement of the department director in 2012.
 - a. Evaluate department functioning and job tasks for streamlining opportunities.
 - b. Modify processes to improve department efficiency.
- 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: 2013 Annual Operating Budget, 2013-2017 Capital Improvements Program, and the Comprehensive Annual Financial Report for fiscal year ending December 31, 2012.
 - b. Assess availability of forms and processes currently online and possible improvements that could be made.



FINANCE

ANNUAL EXPENSES BY CLASS

CLASS	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	% Change
Salaries	645,709	673,500	677,890	669,190	-0.6%
Employee Benefits	244,551	265,260	266,770	263,450	-0.7%
Misc. Employee Expenses	3,192	5,440	5,530	5,090	-6.4%
Commodities	43,435	49,490	50,820	49,480	0.0%
Contractual Services	133,431	136,520	147,290	163,500	19.8%
Capital Outlay	-	-	-	10,000	N/A
Cost Allocation	(273,822)	(276,330)	(300,700)	(296,730)	7.4%
Total	796,495	853,880	847,600	863,980	1.2%

2013 BUDGET HIGHLIGHTS

Salaries & Wages

The .6% decrease is the result of cost savings from personnel changes within the department offset by annual wage adjustments. Some of the salary savings resulting from a retirement within the department was used to add personnel resources for revenue and collection efforts.

Employee Benefits

The decrease in employee benefits is mostly related to the savings resulting from the personnel changes within the department described above offset by a rising health insurance and IMRF costs.

Misc. Employee Expenses

The Finance Director will not be attending the 2013 GFOA Conference which is the main reason for the 6.4% decrease in these expenses.

Contractual Services

The increase of 19.8% in contractual services is the result of the following factors: \$4,000 additional audit costs due to the Department of Commerce and Economic Opportunity grant, \$9,000 more in banking fees as a result of the transition to Chase bank, and elevated IS User charges due to increased disk space and user needs.

Capital Outlay

This increase is to replace the outdated postage machine that is utilized by the entire Village.

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



FINANCE

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.

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	2011 Actual	2012 Actual	2013 Target
Inputs				
1	Total cost of preparing deposits	\$21,990	\$28,948	\$32,000
1	Staff hours preparing daily bank deposits	1,049	1,366	1,456
2	Total cost to produce payroll	\$33,023	28,211	28,087
2	Staff hours taken to complete payroll	1,284	1,061	1,050
3	Staff hours taken to complete bank reconciliations and monthly closings*	561	575	560
Outputs				
1	Total number of daily bank deposits produced	295	363	363
2	Total number of payroll checks processed	10,606	10,684	10,650
3	Total number of months closed within 20 days	10	12	12



FINANCE

Efficiency				
1	Cost per daily bank deposit produced	\$74.92	\$79.75	\$88.15
1	Staff hours used per daily bank deposit produced	3.61	3.76	4.01
2	Cost per payroll check produced	\$3.14	2.64	2.64
2	Staff minutes used per payroll check produced	7.33	5.96	5.92
3	Staff hours utilized per each month-end general ledger closing	46.75	50.0	48.2
Outcomes				
1	Total number of correcting cash receipt entries needed	22	13	12
2	Percentage of payroll checks processed accurately	99.99%	99.99%	99.99%
3	Percentage of month end closings completed within 20 days	83.5%	100%	100%

Explanatory Information

The Increase in time used for preparing deposits is related to the Financial System upgrade that resulted in longer system processing time for deposits. The increase in staff hours for month-end general ledger closings reflects the additional analysis needed during the transition of bank accounts from Charter Bank to JP Morgan Chase Bank.



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; 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; registers voters and conducts early voting when requested. The Village Clerk's Office provides free Notary services for all departments and residents.

2012 ACCOMPLISHMENTS

- Planned and promoted all of the Celebration Commission's events.
- The Village Clerk staff was recertified as Notaries.
- Licensed 151 previously unlicensed businesses, primarily Home Based Businesses, that were discovered through various means.
- Continued to organize and eliminate approved files from the storage area.
- Created an ongoing computerized list of new businesses.

2013 SHORT-TERM GOALS & OBJECTIVES

- 1) Facilitate Village policies.
 - a. Process all business licenses in a timely manner.
 - b. Efficiently process all liquor licenses.
 - c. Track liquor license holders that have applied to the state for a video gaming license and upon approval license them according to our ordinance.
 - d. Process all passport applications.
 - e. Maintain public access to past and current Board actions.
 - f. Continue training opportunities provided by Information Systems Department (SunGuard and GIS).
- 2) Embrace new, innovative organization techniques.
 - a. Maintain spreadsheet to track approved contracts and agreements.
 - b. Send to appropriate individuals properties that have gone into foreclosure.
 - c. Track FOI (Freedom of Information) requests to assure that they have been entered into the system and have proper documentation.



VILLAGE CLERK

2013 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.
 - c. File all plats and various Village documents with Cook County.

- 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	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	% Change
Salaries	113,334	118,760	116,080	125,120	5.4%
Employee Benefits	48,116	50,610	50,130	54,350	7.4%
Misc. Employee Expenses	1,988	4,840	2,640	2,510	-48.1%
Commodities	4,171	4,650	4,400	4,420	-4.9%
Contractual Services	20,896	22,420	22,440	26,740	19.3%
Capital Outlay	-	250	100	100	-60.0%
Cost Allocation	(20,180)	(21,890)	(20,180)	(23,100)	5.5%
Total	168,325	179,640	175,610	190,140	5.8%

2013 BUDGET HIGHLIGHTS

Salaries & Wages

The 5.4% increase represents one position’s market adjustment, as well as an annual wage adjustment for all non-union employees.

Employee Benefits

The 7.4% increase is primarily due to an increase in the cost of employee health insurance premiums and IMRF costs.

Misc. Employee Expenses

This class has a decrease of 48.1% due to non-recurring costs of an international conference.

Contractual Services

The 19.3% increase is mainly due to IS User Fees, which is an internal charge for information system services.



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.

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	2011 Actual	2012 Actual	2013 Target
Inputs				
1	Staff hours spent on license renewals	127	112	120
2	Total number of notification letters sent	274	321	298
Outputs				
1	Licenses renewed by the stated expiration date	960	1,798	1,400
2	Total number of responses from notification letters sent <i>(both legitimate & not viable)</i>	43	129	86
2	Total number of license applications <i>processed</i> using this approach	174	180	177
Efficiency				
1	Staff minutes utilized per licensed received	10	10	10
Outcomes				
1	Percentage of business licenses renewed by their expiration date	89.5%	65%	77%
2	Percentage of business licenses found using alternate means of location	36%	56%	59%



VILLAGE CLERK

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).

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	2011 Actual	2012 Actual	2013 Target
Inputs				
1	Staff hours spent on passport activities	274	188	231
Outputs				
1	Number of passports processed	468	566	517
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.

2012 ACCOMPLISHMENTS

- Assisted in bringing Public Works Teamsters (Local 700) contract negotiations to a tentative agreement with anticipated member ratification and board approval of contract to occur in November of 2012.
- In the spirit of cultural diversity within the community, Human Resources Management assisted the Celtic Fest Commission in the inaugural Celtic Fest, and the Cultural Awareness Commission in the 4th of July Food tent cultural entertainment, the annual Martin Luther King breakfast and the annual Hispanic Heritage Fiesta.
- In partnership with the Village's Health and Human Services Department, successfully provided Customer Service training to Village personnel.
- After several months of labor negotiations, coordinated efforts, gathered information and assisted in the preparation for an interest arbitration hearing between the Village and IAFF Local 2061, which was concluded in October of 2012. Award anticipated in early 2013.
- Performed several employee workshops, in conjunction with representatives of Gallagher Benefit Associates regarding retiree health/Medicare, health plan design changes and health care reform during the benefit year.
- Conducted and concluded investigations related to Title VII complaints.
- In Cooperation with several Village department staff, the Risk Manager coordinated the Village Safety lunch.
- Per federal and state law changes, updated the Village Personnel Policy Manual.
- Per leadership development objective, HRM facilitated "Essential Skills for Supervisory Success" work shop for supervisory employees.



HUMAN RESOURCES MANAGEMENT

- HRM conducted “Performance Evaluation/Effective Leadership” training to Police Lieutenants and Police Sergeants.
- HRM conducted annual salary analyses, along with updating a significant number of position descriptions, and placed on Village Web site.
- Through the research of comparable community’s health benefit levels and the anticipated impact of health care reform, HRM recommended and implemented health insurance plan design changes which will be effective January 1, 2013.
- The Risk Manager, in partnership with the Police Department, conducted Phase II of the Workplace Violence training program.
- Submitted a Request for Proposal for third party claims administration services for both workers’ compensation and general liability claims administration, and made appropriate recommendations to the Village Board.

2013 SHORT-TERM GOALS & OBJECTIVES

- 1) Continue to educate employees regarding changes to the Village benefit plan and the impact of health care reform.
- 2) As changes to both state and federal law and potential internal policy changes, update the Village Personnel Policy Manual.
- 3) Complete police patrol (MAP 96) contract negotiations.
- 4) Continue to update Village position descriptions when appropriate.

2013 ON-GOING GOALS & OBJECTIVES

- 1) Prepare Village workforce for critical position replacements due to retirements by providing exceptional leadership and management training.
 - a. 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)
- 2) Per guidance from Village insurance cooperative (IPBC) build upon the Village’s employee wellness program in order to increase employee’s awareness of healthy lifestyles and provide tools to help facilitate those healthy behaviors.



HUMAN RESOURCES MANAGEMENT

ANNUAL EXPENSES BY CLASS

CLASS	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	% Change
Salaries	291,205	305,090	303,460	313,030	2.6%
Employee Benefits	135,143	145,950	144,500	153,000	4.8%
Misc. Employee Expenses	3,130	2,680	2,720	2,720	1.5%
Commodities	18,668	18,100	13,440	22,210	22.7%
Contractual Services	37,023	44,530	39,980	45,120	1.3%
Cost Allocation	(52,015)	(56,170)	(52,320)	(58,100)	3.4%
Total	433,154	460,180	451,780	477,980	3.9%

2013 BUDGET HIGHLIGHTS

Salaries & Wages

The 2.6% increase in salaries represents an annual wage adjustment.

Employee Benefits

The 4.8% increase is mainly attributed to increases in health insurance premiums and IMRF costs.

Commodities

The 22.7 % increase is mainly due to the Anniversary Recognition Program.

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	2011 Actual	2012 Actual	2013 Target
Inputs				
1	Staff hours spent on the Employee Benefit Fair and paper processing	42	50	50
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	15	30	40
Outputs				
1	Number of benefit changes requested and applications processed during Open Enrollment	63	224	250
2	Attendance at the Employee Benefit Fair	80	140	150
3	Employee satisfaction surveys sent out and returned	381	18	100
Outcomes				
1	Percentage of employee knowledge increased due to the Employee Benefit Fair	20.5%	100%	100%
2	Percentage of Village employees whom attended the Employee Benefit Fair	23%	37%	40%



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.

2012 ACCOMPLISHMENTS

- Cost-neutral enhancements made to website, including expanding our social media outreach to include LinkedIn, adding a ZoomProspector button and link to the main page for commercial real estate requests, and improving the footer of every page to include a rotating text link to current items of interest (e.g., Northwest Fourth-Fest, garage sales, wild animals, voting information, etc.).
- Increased and improved internal communications. All employees now receive every press release that the Communications Division produces, and the employee newsletter, the Village Voice, is now released monthly (edited by the General Government Administrative Intern) featuring a fresh new design.
- 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.
- Complete overhaul of the Village's booth at the International Council of Shopping Centers (ICSC) convention in Las Vegas. The Communications Division coordinated design efforts between staff and the Sears Centre Arena's in-house graphic designer on the creation of nine new banners featuring pictures, logos, maps of available commercial real estate and other geographical highlights.
- 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; promotion of the Village's Electricity Aggregation Program (e.g., flier, web page, newsletter articles, etc.); graphic design work on Village collateral, such as the Annual Report, departmental document banners and brochures for various events, and the Board Goals and Missions Statement posters; posting of all FOIA requests online; and bolstering other Departments' website pages by increasing functionality and adding interactive features.

2013 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.



COMMUNICATIONS

- 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%.

2013 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	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	% Change
Salaries	72,085	74,170	73,860	76,020	2.5%
Employee Benefits	17,127	17,620	17,410	18,820	6.8%
Misc. Employee Expenses	450	550	450	480	-12.7%
Commodities	67,923	76,100	74,100	75,100	-1.3%
Contractual Services	3,893	4,590	4,570	8,350	81.9%
Total	161,478	173,030	170,390	178,770	3.3%

2013 BUDGET HIGHLIGHTS

Salaries & Wages

The 2.5% increase in salaries represents an annual wage adjustment.

Employee Benefits

The 6.8% increase is mainly attributed to increases in health insurance premiums and IMRF costs.

Contractual Services

The 81.9% increase is mainly due to a move from traditional website hosting to a website subscription maintenance plan, an additional cost of \$3,400, which will ensure that the website is always current and functional without incurring additional unfunded expenses.



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	2011 Actual	2012 Actual	2013 Target
Inputs				
1	Staff hours used to promote and create resident e-mail communication	104	104	104
Outputs				
1	Total number of residents subscribed to Village e-mail communication	1,472	1,508	1,532
Outcomes				
1	Percentage increase of resident e-mail membership	17.5%	2.44%	10%
Service Quality				
1	Total number of participants unsubscribed to e-mail communications	64	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 assistant and 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.

2012 ACCOMPLISHMENTS

- Televised Board and Standing Committee meetings live on Monday nights with re-runs shown during the week.
- Produced over 100 local programs this year for HETV.
- High school sports coverage included football, basketball, wrestling, baseball, and soccer.

2013 SHORT-TERM GOALS & OBJECTIVES

- 1) Continue to improve editing knowledge.
- 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.

2013 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.
 - b. Collaborate with Comcast and AT&T to resolve cable related problems as they are identified.



CABLE TELEVISION

ANNUAL EXPENSES BY CLASS

CLASS	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	% Change
Salaries	92,846	95,370	94,880	97,760	2.5%
Employee Benefits	23,732	24,810	24,460	26,400	6.4%
Misc. Employee Expenses	888	1,180	920	1,180	0.0%
Commodities	1,169	1,870	900	1,400	-25.1%
Contractual Services	1,871	7,040	6,930	7,800	10.8%
Capital Outlay	7,031	-	-	-	N/A
Total	127,537	130,270	128,090	134,540	3.3%

2013 BUDGET HIGHLIGHTS

Salaries & Wages

The 2.5% increase in salaries represents an annual wage adjustment.

Employee Benefits

The 6.4% increase is mainly attributed to increases in health insurance premiums and IMRF costs.

Commodities

The 25.1% decrease is mainly attributed to a reduction in supply costs.

Contractual Services

The 10.8% increase is mainly attributed to equipment maintenance costs.



CABLE TELEVISION

PERFORMANCE MEASURES

Program Being Measured
HETV

Program Area Objectives

1. To continue producing at least 70 local programs in 2013 (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	2011 Actual	2012 Actual	2013 Target
Inputs				
1	Staff hours used towards HETV programming	1,335	1,425.5	1,380
2	Staff hours used to televise public meetings	84.25	78	82
3	Staff hours used to address resident inquiries	8.25	6	7.15
Outputs				
1	Total number of local programs produced	71	62	66
2	Total number of public meetings televised	37	36	37
3	Total number of resident inquiries received	18	22	20
Efficiency				
1	Staff hours utilized per program	13.1	15	14
2	Staff hours utilized per televised public meeting	2.3	2.1	2.2
3	Staff minutes utilized to address each inquiry	22.3	15	17
Outcomes				
1	Total number of programs broadcast	108	100	104
2	Percentage of public meetings televised	100%	100%	100%
3	Percentage of resident inquiries responded to and closed	100%	100%	100%

Police

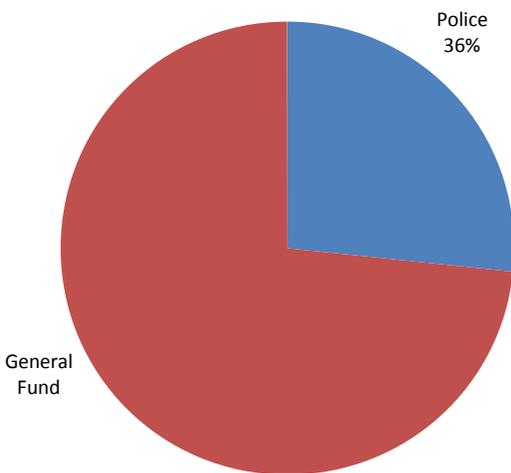


DEPARTMENT DESCRIPTION

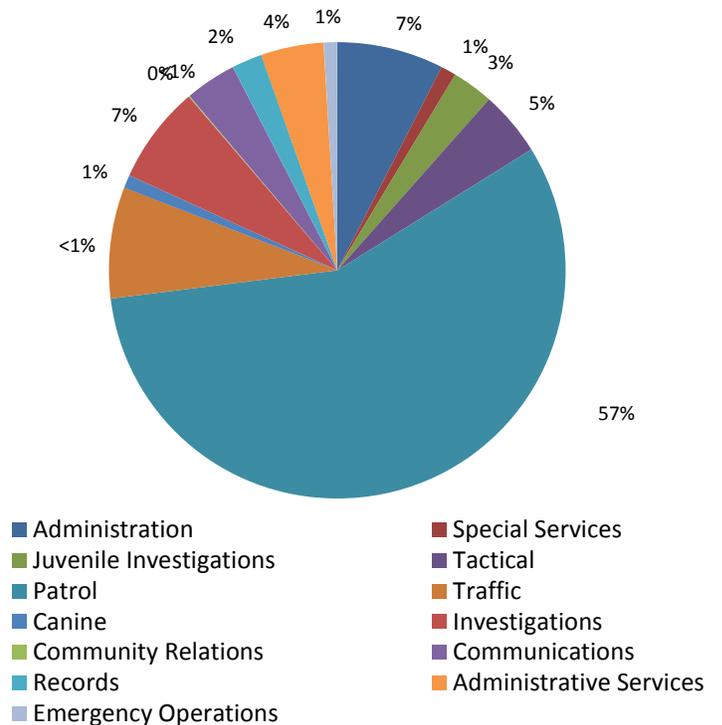
The Police Department is divided into fourteen divisions: Police Administration, Juvenile Investigations, Problem Oriented Policing, Tactical, Patrol & Response, Traffic, Investigations, Community Relations, Communications, Canine, Special Services, Records, Administrative Services and Emergency Operations. 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
\$16,897,300

DEPARTMENT EXPENDITURES TO GENERAL FUND EXPENDITURES



ANNUAL EXPENSES BY DIVISION





ANNUAL EXPENSES BY DIVISION

DIVISION	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	% Change
Administration	1,240,642	1,246,970	1,230,900	1,274,100	2.2%
Juvenile Investigations	576,589	574,740	535,360	494,860	-13.9%
Tactical	744,279	763,010	750,550	774,740	1.5%
Patrol & Response	9,257,374	9,282,130	9,353,830	9,613,590	3.6%
Traffic	962,587	1,203,360	1,103,910	1,329,600	10.5%
Investigations	1,067,999	1,246,100	1,210,430	1,171,490	-6.0%
Community Relations	7,481	10,160	9,910	9,570	-5.8%
Communications	555,070	601,130	601,130	615,010	2.3%
Canine	149,233	156,370	155,370	157,040	0.4%
Special Services	170,201	182,610	165,730	182,610	0.0%
Records	311,750	364,900	332,890	361,850	-0.8%
Administrative Services	684,280	731,960	692,770	750,890	2.6%
Emergency Operations	177,673	160,660	144,870	161,950	0.8%
Total	15,905,158	16,524,100	16,287,650	16,897,300	2.3%

ANNUAL EXPENSES BY CLASS

CLASS	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	% Change
Salaries	9,253,074	9,720,550	9,549,680	9,783,160	0.6%
Employee Benefits	4,602,721	4,689,170	4,665,680	4,848,180	3.4%
Misc. Employee Expenses	109,831	134,050	137,190	146,520	9.3%
Commodities	64,638	77,560	68,990	75,350	-2.8%
Contractual Services	1,660,528	1,660,528	1,660,528	1,980,700	19.3%
Capital Outlay	214,366	214,366	214,366	63,390	-70.4%
Total	15,905,158	16,496,224	16,296,434	16,897,300	2.4%



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. 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 2011 budget and continued in 2012. 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, Citizens Police Academy, Alcohol Liquor Servers Training Program (operation straight id) and is instrumental in the planning and coordinating of National Night Out.

2012 ACCOMPLISHMENTS

- Coordinated the activation of another Photo Red Light Enforcement Program intersection, bringing the total online intersections to two with four separate approaches covered.
- 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.
- 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.
- Responded to and resolved recurring and special neighborhood problems through close personal interaction with the residents. Typical issues were barking dogs, coyotes, loud music, parking complaints, residential property line disputes and other noise complaints.
- Promoted the concepts of community policing throughout the Village by increasing the number of Neighborhood Watch Programs and conducting programs at the Community Resource Center. He attended events such as the Party in the Park, neighborhood block parties and various other events throughout the Village.
- Continued to conduct the personal property engraving program, bike registration, citizen finger printing, residential home inspections and personal safety presentations.



POLICE ADMINISTRATION

- Contributed articles to the Citizen Newsletter, and taught sessions of the Citizen Police Academy.
- Coordinated National Night Out 2012.
- Continues to educate the public on the conversion of the Neighborhood Watch Program to USA on Watch 3.
- Attended several area business safety day events.
- Currently restructuring Operation Straight I.D. (Hoffman Estates Alcohol Servers Program).
- Conducted multiple tours of the Police station to various groups as well as conducted several training seminars including, disaster preparedness, personal safety, pandemics etc.
- Assists with the Citizen's Police Academy, local ordinance hearings and the Police Explorer Program

2013 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. . (Linked to Village Board Goal OG-8)
 - 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.
 - 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. . (Linked to Village Board Goal OG-8)
- 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.



POLICE ADMINISTRATION

- 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.
- 6) 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, personal and business safety.
 - 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.
- 7) 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 USA On Watch Program.
 - c. Expand National Night Out activities for 2013.
 - 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.
 - g. Increase the amount of active neighborhood watch programs.

2013 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)
- 4) Expand efforts of the Citizen Police Academy and support Academy Alumni efforts.



POLICE ADMINISTRATION

ANNUAL EXPENSES BY CLASS

CLASS	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	% Change
Salaries	540,514	571,290	562,060	588,200	3.0%
Employee Benefits	247,855	235,320	235,870	246,030	4.6%
Misc. Employee Expenses	4,349	5,310	4,710	3,960	-25.4%
Commodities	26,439	33,840	28,260	28,290	-16.4%
Contractual Services	419,442	397,420	396,210	405,200	2.0%
Capital Outlay	2,043	3,790	3,790	2,420	-36.1%
Total	1,240,642	1,246,970	1,230,900	1,274,100	2.2%

2013 BUDGET HIGHLIGHTS

Salaries & Wages

The 3.0% increase in salaries represents an annual wage adjustment.

Employee Benefits

The 4.6% increase is mainly attributed to increases in health insurance premiums and IMRF costs.

Misc. Employee Expenses

The 25.4% decrease is primarily due to reduction in memberships and dues for professional organizations due to the reduction of one (1) Assistant Chief.

Commodities

The 16.4% decrease is primarily due to lower administrative towing fees program expenses and photocopy expenses.

Contractual Services

The 2.0% increase is primarily due to the purchase of a new version of Speed shift.

Capital Outlay

The 36.1% decrease is primarily due to getting a smaller grant for tobacco enforcement.



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 (106 evaluations) are complete within 30 days of due date.

Objective	Indicator	2011 Actual	2012 Actual	2013 Target
Inputs				
1	Staff hours utilized in completing 12 general order tests	602	275	280
2	Staff hours used to complete all evaluations from start to finish	150	143	277.5
Outputs				
1	Total number of red policy order tests given	12	12	12
2	Total number of evaluations completed within 30 days	60	45	106
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	80%	100%	100%
2	Percentage of evaluations completed within 30 days of due date	54%	63%	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 is currently undergoing modifications.



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.

2012 ACCOMPLISHMENTS

- The Juvenile Division continued to assist the 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 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.

2013 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.
 - 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 hours training for all members of the Juvenile Investigations Division.
(Linked to Village Board Goal OG-8)



JUVENILE INVESTIGATIONS

- 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.

2013 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 the School Districts in the Village.



JUVENILE INVESTIGATIONS

ANNUAL EXPENSES BY CLASS

CLASS	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	% Change
Salaries	328,026	348,220	344,400	310,520	-10.8%
Employee Benefits	220,042	203,310	167,750	164,690	-19.0%
Misc. Employee Expenses	3,000	3,080	3,080	3,040	-1.3%
Commodities	2,741	2,800	2,800	2,800	0.0%
Contractual Services	22,780	17,330	17,330	13,810	-20.3%
Total	576,589	574,740	535,360	494,860	-13.9%

2013 BUDGET HIGHLIGHTS

Salaries & Wages

The 10.8% decrease is primarily due to a position vacancy that will not be filled in an effort to reduce costs.

Employee Benefits

The 19% decrease is primarily due to the elimination of a vacant position as well as a reduction in police pension contribution costs.

Contractual Services

The 20.3% 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	2011 Actual	2012 Actual	2013 Target
Inputs				
1	Staff hours used to administer the Peer Jury Program	141.6	124	224
Outputs				
2	Total number of peer jury referrals made by staff	14	16	16
Efficiency				
1	Total staff hours used to complete one referral from beginning to end	10.1	7.75	14
Outcomes				
1	Percentage of repeat offenders*	7%	.06%	0%
1	Total rate of change in recidivism*	n/a		

Explanatory Information

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



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.

2012 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.
- Increased community and school presentations to raise gang awareness.

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.

2013 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 hours 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)
 - a. Increase patrol activities directed toward identification of known and suspected gang members.



TACTICAL

- 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.

2013 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.
- 3) Working with Village Corporate Counsel in implementing a cannabis ordinance and cell phone distraction ordinance.



TACTICAL

ANNUAL EXPENSES BY CLASS

CLASS	2011	2012	2012	2013	%
	Actual	Budget	Estimate	Budget	Change
Salaries	478,215	493,090	479,470	496,920	0.8%
Employee Benefits	236,960	241,530	242,690	251,930	4.3%
Misc. Employee Expenses	4,500	4,500	4,500	4,500	0.0%
Commodities	114	150	150	150	0.0%
Contractual Services	24,490	23,740	23,740	21,240	-10.5%
Total	744,279	763,010	750,550	774,740	1.5%

2013 BUDGET HIGHLIGHTS

Salaries & Wages

The 0.8% increase is the result of allocated CBA wage increase.

Employee Benefits

The 4.3% increase is mainly the result of an increase in health insurance premiums.

Contractual Services

The 10.5% decrease is due to a reduction in 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	2011 Actual	2012 Actual	2013 Target
Inputs				
1	Staff hours spent on gang contacts	642	614	608
Outputs				
1	Total number of gang contacts	203	452	213
Efficiency				
1	Staff hours per gang contact	3.2	.7	2.9
Outcomes				
1	Percentage increase in gang contacts	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.

2012 ACCOMPLISHMENTS

- This year through August 31st the Patrol Division initiated 11,906 citations, making 11,338 traffic stops.
- During this same time period Patrol Officers responded to approximately 13,221 calls for service.
- They also assisted in public relations and crime prevention efforts by writing 879 crime hazard alerts.

2013 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. (Linked to Village Board Goals OG-8)
 - 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.
 - 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.

2013 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%.



PATROL & RESPONSE

ANNUAL EXPENSES BY CLASS

CLASS	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	% Change
Salaries	5,703,357	5,818,560	5,866,810	6,013,160	3.3%
Employee Benefits	2,921,322	2,921,650	2,947,480	3,097,490	6.0%
Misc. Employee Expenses	70,800	82,440	92,280	98,810	19.9%
Commodities	26,115	26,170	23,970	26,270	0.4%
Contractual Services	377,857	382,460	376,700	327,390	-14.4%
Capital Outlay	157,923	50,850	46,590	50,470	-0.7%
Total	9,257,374	9,282,130	9,353,830	9,613,590	3.6%

2013 BUDGET HIGHLIGHTS

Salaries & Wages

The 3.3% increase is the result of allocated CBA wage increases and the reallocation of personnel costs between divisions to more accurately reflect their responsibilities.

Employee Benefits

The 6% increase is due to the reallocation of personnel costs and increased health insurance premiums.

Misc. Employee Expenses

The 19.9% increase is mainly due to the cost of police academy training, uniform costs and the replacement of soft body armor vests.

Contractual Services

The 14.4% decrease is mainly due to a reduction in the maintenance costs of the in-car cameras.



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	2011 Actual	2012 Actual	2013 Target
Inputs				
1	Staff hours used to increase participation	149	85	156
Outputs				
1	Total number of neighborhood watch meetings conducted	2	15	4
1	Total number of neighborhood events attended by staff	35	86	37
1	CPA Alumni in the program	3	3	4
Efficiency				
1	Total staff hours used per meeting	4.5	2.1	2-4
1	Total staff hours used per event attended	5.6	5	4-6
Outcomes				
1	Number of residents educated in the program	431	870	450
1	Number of communities participating the program	10	8	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	2011 Actual	2012 Actual	2013 Target
Inputs				
1	Staff hours used in reducing calls to the Village high schools and their surrounding areas	104	146	110
Outputs				
1	Total number of directed patrols conducted in the affected areas	316	293	330
1	Total number of officer initiated activities	44	16	50
1	Total number of calls for emergency services	56	12	50
Efficiency				
1	Total staff minutes used per directed patrol	20	30	20
Outcomes				
1	Percentage of reduced calls for service	5%	22%	3%

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 Northwest Fourth Fest activities including traffic control, carnival grounds patrol, 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.

2012 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 students 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 Greater Metropolitan Auto Theft Taskforce / BATTLE. This taskforce 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.

2013 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.



TRAFFIC

ANNUAL EXPENSES BY CLASS

CLASS	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	% Change
Salaries	624,089	684,220	610,090	618,710	-9.6%
Employee Benefits	247,239	273,950	274,090	261,830	-4.4%
Misc. Employee Expenses	4,986	5,000	5,870	5,050	1.0%
Commodities	181	480	490	830	72.9%
Contractual Services	86,092	239,210	212,870	442,680	85.1%
Capital Outlay	-	500	500	500	N/A
Total	962,587	1,203,360	1,103,910	1,329,600	10.5%

2013 BUDGET HIGHLIGHTS

Salaries & Wages

The 9.6% decrease is the result of the reallocation of personnel costs between divisions to more accurately reflect their responsibilities. This decrease is offset by the CBA wage increases.

Employee Benefits

The 4.4% decrease is due to the reallocation of personnel costs offset by an increase in health insurance premiums.

Commodities

The 72.9% increase is due to miscellaneous 4th of July expenses and sending three (3) officers to “Child Seat Technician” recertification classes.

Contractual Services

This 85.1% 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. Maintain truck safety and overweight enforcement program staff hours at 400 hours in order to identify or prevent overweight trucks from traveling on Village roads.
2. Conduct seat belt enforcement to increase seat belt use from a current 95% to 96%, 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	2011 Actual	2012 Actual	2013 Target
Inputs				
1	Staff hours utilized in the truck safety and overweight enforcement program	369	310	350
2	Staff hours utilized in distributing seatbelt violations	86.5	80	150
3	Staff hours utilized in extra patrols	154.5	280	300
Outputs				
1	Total number of overweight investigations conducted	736	650	650
2	Total number of seat belt citations	519	550	900
3	Total number of extra patrols assigned	92	85	100
Efficiency				
1	Total staff minutes used per investigation	30	30	30
2	Total staff minutes used per seat belt citation given	10	10	10
3	Total staff hours utilized per extra patrol assigned	1.6	3.5	3.0
Outcomes				
1	Percentage of investigations resulting in a citation	15%	10%	10%
2	Percentage of seat belt use	94%	95%	95%
3	Total number of citations given during special patrols	450	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	2011 Actual	2012 Actual	2013 Target
Inputs				
1	Staff hours used to implement the T.A.R.G.E.T. program	300	209	250
1	Cost to implement the T.A.R.G.E.T. program	\$14,227	\$10,000	\$12,000
Outputs				
1	Total number of TARGETs conducted	88	75	80
1	Total number of citizens educated through the use of the T.A.R.G.E.T. program	431	449	450
Efficiency				
1	Total staff hours used per citizen educated	0.7	0.5	0.5
1	Total cost per citizen educated	\$33.01	\$22.27	\$26.66

Explanatory Information

Beginning in January 2013, the Traffic Section personnel will be increased from three officers to six officers. The increase in personnel has accounted for the target number of seat belt citations to be set at 900 for 2013.



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.

2012 ACCOMPLISHMENTS

- The Hoffman Estates Police Department hosted an informational seminar to discuss current trends in bank robbery presented by a special agent from the FBI Bank Robbery Unit. A representative from 3SI Security also presented their ESP (Electronic Satellite Pursuit) product. ESP provides dispatchers with real time location information of an offender in the event a robbery occurs. All bank branches in Hoffman Estates were invited to this seminar.
- In partnership with the Drug Enforcement Administration (DEA), the Investigations Section coordinated the local National Take-Back Initiative in which record amounts of unwanted or expired medications were turned in for safe and proper disposal.
- Achieved a 74% clearance rate of cases assigned.
- Investigators continued to meet with local establishments holding liquor licenses in an effort to ensure they were in compliance with Village Ordinance.
- Recovered property relating to assigned cases totaling \$125,682.00.

2013 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 hours 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.
- 3) Continue to ensure that all sex and violent 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.



INVESTIGATIONS

- 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	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	% Change
Salaries	687,545	831,180	791,260	766,870	-7.7%
Employee Benefits	324,329	352,440	356,690	346,640	-1.6%
Misc. Employee Expenses	10,339	9,650	9,650	9,650	0.0%
Commodities	1,096	1,100	1,100	1,340	21.8%
Contractual Services	44,690	51,730	51,730	46,990	-9.2%
Total	1,067,999	1,246,100	1,210,430	1,171,490	-6.0%

2013 BUDGET HIGHLIGHTS

Salaries & Wages

The 7.7% decrease is primarily due to a position vacancy that will not be filled in an effort to reduce costs.

Employee benefits

The 1.6% decrease is primarily due to the elimination of a vacant position, which is offset by an overall increase in health insurance premiums and IMRF costs.

Contractual Services

The 9.2% decrease is primarily due to a reduction in liability and workers compensation insurance costs, offset by acquiring LEADS online service, to assist in the recovery of stolen property.



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	2011 Actual	2012 Actual	2013 Target
Inputs				
1	Staff hours used on assigned cases that result in clearance	5,935	6350	5625
Outputs				
1	Total number of call back cases	441	365	400
1	Total number of cases assigned	892	787	750
Efficiency				
1	Average number of hours spent on call back cases per detective	36.75	36	33.4
1	Average number of hours spent on assigned cases per detective	989	1002	937
Outcomes				
1	Percentage of cases cleared	68%	70%	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

In 2010 the two members of the Community Relations Division were reassigned to the Patrol Division to supplement staffing needs as a cost saving strategy. This staffing measure continued in 2011. In order to meet the needs and expectations of the community in 2012 we reassigned one of these officers back into the Community Relations Division. Community relations activities are now being primarily coordinated by this officer as well as one officer who is assigned to the patrol division. These officers 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. 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.

2012 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 two Junior Police Academy classes this year increasing the opportunities for positive police/citizen contact.
- The Hoffman Estates Explorer Post attended the National Explorer competition in Colorado and they received Fifth Place in crises negotiation and scored in the top ten percent nationwide in the traffic stop competition.

2013 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. (Linked to Village Board Goal ST-5)
- 2) Continue to advocate safety awareness to citizens. (Linked to Village Board Goal ST-5)
 - 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

2013 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.

2013 ON-GOING GOALS & OBJECTIVES

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

ANNUAL EXPENSES BY CLASS

CLASS	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	% Change
Salaries	208	300	300	300	0.0%
Employee Benefits	3	-	-	-	N/A
Misc. Employee Expenses	190	1,660	1,660	1,070	-35.5%
Commodities	6,975	7,400	7,400	7,650	3.4%
Contractual Services	105	800	550	550	-31.3%
Total	7,481	10,160	9,910	9,570	-5.8%

2013 BUDGET HIGHLIGHTS

Miscellaneous Employee Expenses

The 35.5% decrease is primarily due to uniform allowance not being paid to one (1) officer transferred to patrol.

Commodities

The 3.4% increase is primarily due to Police Explorers attending two (2) Junior Police Academy camps.

Contractual Services

The 31.3% decrease is primarily due to bicycle parts/maintenance for police bicycles and equipment.



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	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	% Change
Contractual Services	555,070	601,130	601,130	615,010	2.3%
Total	555,070	601,130	601,130	615,010	2.3%

2013 BUDGET HIGHLIGHTS

Contractual Services

The 2.3% 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 age of our current canine necessitates the planning for a future canine unit to limit the disruption in services. 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 communities.

The maintenance training of the canine team is a priority to ensure they are ready for all required tasks. The canine program involves other department members such as Sgt. Dornbos who is also a certified police canine trainer. 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.

2012 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.

2013 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 hours 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. (Linked to Village Goal OG-4)
 - 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

2013 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	2011 Budget	2012 Budget	2012 Estimate	2013 Budget	% Change
Salaries	94,109	99,170	97,880	98,270	-0.9%
Employee Benefits	47,667	48,570	48,860	50,640	4.3%
Misc. Employee Expenses	1,142	1,360	1,360	1,360	0.0%
Commodities	479	1,020	1,020	1,020	0.0%
Contractual Services	5,836	6,250	6,250	5,750	-8.0%
Total	149,233	156,370	155,370	157,040	0.4%

2013 BUDGET HIGHLIGHTS

Salaries & Wages

The 0.9% increase is the result of allocated CBA wage increase offset by a reduction in court time wages.

Employee Benefits

The 4.3% increase is mainly due to a rise in health insurance costs.

Contractual Services

The 8.0% decrease is mainly due to liability insurance premium reductions.



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 hours 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 2013.

Objective	Indicator	2011 Actual	2012 Actual	2013 Target
Inputs				
1	Total cost to maintain Canine Unit certification	\$2,557	\$1,935	\$2,429
2	Total staff hours used to train	216	168	200
3	Total staff hours spent at community relation events	39	32	38
Outputs				
1	Total number of Canine Unit certification hours received	176	212	185
2	Total number of training sessions attended	23	25	24
3	Total number of community relation events attended	18	15	20
Efficiency				
1	Total cost per hour of certification	\$14.53	\$12.77	\$13.00
2	Staff hours used per training session	9.39	8.63	8.00
3	Staff hours utilized per community relation's event	2.3	2	2
Outcomes				
1	Was certification obtained	Yes	Yes	Yes
2	Total number of training hours for the Canine Unit	265.5	216	280
3	Percentage of goal met to attend 20 community relations events	90%	75%	100%

Explanatory Information



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 but has remained the same for 2013.

ANNUAL EXPENSES BY CLASS

CLASS	2011 Budget	2012 Budget	2012 Estimate	2013 Budget	% Change
Salaries	168,073	180,000	163,700	180,000	0.0%
Employee Benefits	2,128	2,610	2,030	2,610	0.0%
Total	170,201	182,610	165,730	182,610	0.0%



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.

2012 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.
- Continued the cost savings measure instituted by this Division by scanning and converting archive reports into the reports management system rather than paying to have the documents micro fished. This process not only saves money but allows for easier mining of archived documents.
- Continued to respond to thousands of requests from other Police, Government, and Military agencies for report copies and background inquiries.
- Developed and implemented new procedures to comply with the Driver's License Privacy Protection Act.

2013 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. Implement tracking of new local ordinance violations citations with current records management system allowing for timely tracking and mining of information.
 - b. Through use of WEB QA, continue to track FOIA requests and make suggestions for improvements.



POLICE RECORDS

ANNUAL EXPENSES BY CLASS

CLASS	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	% Change
Salaries	191,598	213,940	188,690	218,390	2.1%
Employee Benefits	67,242	94,970	90,060	98,960	4.2%
Misc. Employee Expenses	-	300	300	300	0.0%
Commodities	265	1,100	750	400	-63.6%
Contractual Services	52,645	54,590	53,090	33,800	-38.1%
Capital Outlay	-	-	-	10,000	N/A
Total	311,750	364,900	332,890	361,850	-0.8%

2013 BUDGET HIGHLIGHTS

Salaries & Wages

The 2.1% increase in salaries represents an annual wage adjustment.

Employee Benefits

The 4.2% increase is mainly attributed to increases in health insurance premiums and IMRF costs.

Commodities

The 63.6% decrease is mainly attributed to non-purchase of court jackets and disposition cards.

Contractual Services

The 38.1% decrease is mainly attributed to ID Networks lease ending in February 2013.

Capital Outlay

The \$10,000 is for the purchase of a new front desk phone recorder system (replacing broken unit).



ADMINISTRATIVE SERVICES

The majority of the Administrative Service Officers staff the front desk operation on a 24-hour basis, answering phones, greeting walk in customers, conducting computer processing and data entry tasks. 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 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.

2012 ACCOMPLISHMENTS

- Completed all ASO performance evaluations on time.
- Accomplished updating radio frequencies of front desk radios to better facilitate the mission of front desk ASOs.
- Implemented a new computer aided dispatch system for the front desk in coordination with the Northwest Central Dispatch System.
- Updated new policy of preparing digital evidence for court.
- Continued support of implementing ticket writing printers in squad cars.
- Conducted changeover of six police vehicles.
- Implemented changeover of in car camera systems and server.

2013 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) Update inventory processing procedures to allow the ability to wirelessly scan and track evidence and property into the BEAST system.

2013 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	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	% Change
Salaries	371,547	398,440	369,250	407,810	2.4%
Employee Benefits	254,221	276,950	268,920	287,850	3.9%
Misc. Employee Expenses	288	1,100	1,130	1,130	2.7%
Commodities	-	250	250	3,350	1240.0%
Contractual Services	58,224	55,220	53,220	50,750	-8.1%
Total	684,280	731,960	692,770	750,890	2.6%

2013 BUDGET HIGHLIGHTS

Salaries & Wages

The 2.4% increase in salaries represents an annual wage adjustment.

Employee Benefits

The 3.9% increase is mainly attributed to increases in health insurance premiums and IMRF costs.

Misc. Employee Expenses

This 2.7 % increase is due to dues and membership fees to professional organizations.

Commodities

The \$3,100 increase is due to the BEAST system expenditures.

Contractual Services

The 8.1% 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 and two additional departmental firearms training courses.
2. Ensure all employees receive a minimum of 40 hours of training annually.

Objective	Indicator	2011 Actual	2012 Actual	2013 Target
Inputs				
1	Total cost of qualifying all sworn officers	\$4,429	\$4,190	\$6,500
2	Total cost of ensuring minimum training for sworn officers	\$15,987	\$24,600	\$25,000
Outputs				
1	Total training hours put on and required by all sworn officers to attend	304	366	400
2	Total hours of training received by all sworn officers	9,353	9,503	9,500
Outcomes				
1	Percentage of officer’s qualified in firearm use	100%	100%	100%
2	Percentage of employee’s receiving 40 hours of training	94.57%	100%	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.

2012 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 the 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.



EMERGENCY OPERATIONS

2013 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.
 - 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. . (Linked to Village Board Goal OG-4)
 - 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.

2013 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	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	% Change
Salaries	65,793	82,140	75,770	84,010	2.3%
Employee Benefits	33,713	37,870	31,240	39,510	4.3%
Misc. Employee Expenses	10,237	19,650	12,650	17,650	-10.2%
Commodities	233	3,250	2,800	3,250	0.0%
Contractual Services	13,297	17,750	17,410	17,530	-1.2%
Capital Outlay	54,400	-	5,000	-	N/A
Total	177,673	160,660	144,870	161,950	0.8%

2013 BUDGET HIGHLIGHTS

Salaries

The 2.3% increase is the result of an annual wage adjustment, the addition of EMA Auxiliary employees and the elimination of ESDA payouts.

Employee Benefits

The 4.3% increase is attributed to changes in personnel described above, a rise in health insurance premiums, and increased IMRF costs.

Misc. Employee Expenses

The 10.2% decrease is mainly due to a reduction of new uniforms needed.



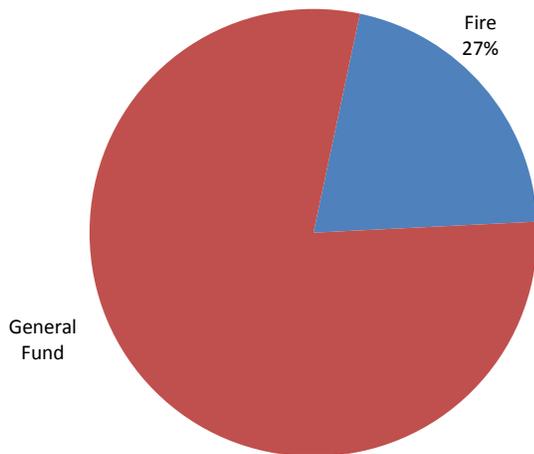
DEPARTMENT DESCRIPTION

The Fire Department is divided into six divisions: Fire Administration, Public Education, Suppression, Emergency Medical Services, Prevention, and Fire 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.

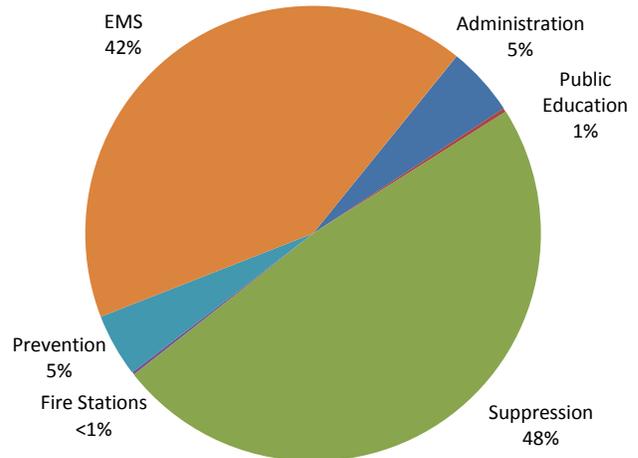
TOTAL OPERATING BUDGET

\$12,344,560

DEPARTMENT EXPENDITURES TO GENERAL FUND EXPENDITURES



ANNUAL EXPENSES BY DIVISION





ANNUAL EXPENSES BY DIVISION

DIVISION	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	% Change
Administration	615,289	601,510	594,040	606,410	0.8%
Public Education	24,058	28,440	28,780	33,750	18.7%
Suppression	5,925,691	5,645,290	5,499,450	5,968,970	5.7%
EMS	5,197,299	5,120,910	4,972,740	5,159,510	0.8%
Prevention	366,388	496,480	502,110	549,800	10.7%
Fire Stations	16,382	27,120	26,870	26,120	-3.7%
Total	12,145,107	11,919,750	11,623,990	12,344,560	3.6%

ANNUAL EXPENSES BY CLASS

CLASS	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	% Change
Salaries	7,432,330	7,342,040	7,119,550	7,703,730	4.9%
Employee Benefits	3,648,015	3,358,780	3,319,140	3,436,770	2.3%
Misc. Employee Expenses	143,592	198,200	173,200	214,560	8.3%
Commodities	56,833	80,580	75,520	75,880	-5.8%
Contractual Services	1,154,754	1,173,090	1,158,070	1,149,010	-2.1%
Capital Outlay	68,529	64,080	59,050	55,680	-13.1%
Cost Allocation	(358,946)	(297,020)	(280,540)	(291,070)	-2.0%
Total	12,145,107	11,919,750	11,623,990	12,344,560	3.6%



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 plans and review safety issues to keep current with requirements placed on the Fire Department by regulating agencies.

2012 ACCOMPLISHMENTS

- The Illinois Department of Transportation created the Yellow Dot program, which is a life-saving, traffic safety initiative that provides first responders with critical information to improve emergency care for persons involved in vehicle crashes. The Fire Department initiated the participation in this program during 2012.
- Transitioned to a new Computer Aided Dispatch (CAD) system through our dispatch center, Northwest Central Dispatch located in Arlington Heights. This new system will allow us more technically advanced enhancements to dispatching for emergency incidents.
- Submitted for and received the Assistance to Firefighters Act Grant - Staffing for Adequate Fire and Emergency Response Grant Program (SAFER). This grant will allow us to hire 3 new employees by covering the salaries and benefits of all 3 for a two-year period and bring our total number of sworn shift members to 93.

2013 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.
 - b. Research products and distributors that allow for the most environmentally-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.



FIRE ADMINISTRATION

- 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 new hire testing process and create an eligibility list for the rank of Firefighter/Paramedic.
 - a. Complete all portions of the exam process in compliance with the hiring process and create a list of eligible candidates.

2013 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. 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.
 - b. Utilize statistical analysis abilities in the FireHouse Software Program to provide quarterly response time analysis reports.
 - c. 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 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.



FIRE ADMINISTRATION

- 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	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	% Change
Salaries	255,429	266,150	264,780	272,390	2.3%
Employee Benefits	102,621	101,250	96,190	100,700	-0.5%
Misc. Employee Expenses	8,490	7,900	6,600	7,900	0.0%
Commodities	4,890	6,380	5,360	5,200	-18.5%
Contractual Services	251,566	251,570	251,570	251,150	-0.2%
Capital Outlay	44,378	19,000	20,000	20,000	5.3%
Cost Allocation	(52,085)	(50,740)	(50,460)	(50,930)	0.4%
Total	615,289	601,510	594,040	606,410	0.8%

2013 BUDGET HIGHLIGHTS

Salaries & Wages

The 2.3% increase in salaries represents an annual wage increase.

Employee Benefits

In 2012, IMRF costs on overtime expenses were included in the budget in error. This was corrected in 2013 resulting in a decrease in IMRF expenses offset by a rise in health insurance premiums.

Commodities

This decrease is mostly due to a decrease in paper supplies, as the department, and Village as a whole, attempts to be more environmentally-friendly and reduce the use of paper.

Capital Outlay

This slight increase of 5.3% is due to the increased cost of foreign fire insurance.

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: Education, Public Relations and CPR. One Lieutenant oversees all activities related to these three areas. The Public Education Division is responsible for all school safety programs for pre-school through 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 through 2012, 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.

2012 ACCOMPLISHMENTS

- Completed the 14th Annual Citizen Fire Academy. During this session, 20 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 will have reached over 7,000 children and adults by participating in many events throughout the year. This included participation in business programs, block parties, tours, CPR classes and other special events throughout the village.
- Members of the Public Education Division made strides in contacting as many students as possible via funding through the Assistance to Firefighters Grant (AFG) by holding school assemblies at several of the grade schools in the Village.
- CPR instructors continued to offer and instruct Heartsaver AED or Health Care Provider CPR to Village employees, Village residents and business members.

2013 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.



PUBLIC EDUCATION

- 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.
- 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.

2013 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.



PUBLIC EDUCATION

ANNUAL EXPENSES BY CLASS

CLASS	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	% Change
Salaries	15,316	21,380	21,580	27,510	28.7%
Employee Benefits	5,012	4,420	4,560	4,400	-0.5%
Commodities	2,679	2,360	2,360	1,890	-19.9%
Contractual Services	1,548	680	680	610	-10.3%
Cost Allocation	(497)	(400)	(400)	(660)	65.0%
Total	24,058	28,440	28,780	33,750	18.7%

2013 BUDGET HIGHLIGHTS

Salaries & Wages

The increase of 28.7% is mainly attributed to additional overtime costs for the new School Assembly Program along with an annual wage increase.

Employee Benefits

The 0.5% decrease is the result of a reduction in Fire Pension contribution requirements, with the majority offset by an increase in health insurance premiums.

Commodities

The 19.9% decrease is due to the 2012 one-time purchase of infant mannequins needed for CPR training.

Contractual Services

The 10.3% decrease is from the reduction in cost of liability and worker's compensation insurance.

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 twelve public service safety announcements through multi-media, social media and print sources, maintaining current announcements at twelve.

Objective	Indicator	2011 Actual	2012 Actual	2013 Target
Inputs				
1	Staff hours used for this program	13	18	18
Outputs				
1	Number of announcements made to the community	7	12	12
Efficiency				
1	Staff hours utilized per event	1.86	1.50	1.50
Outcomes				
1	Percentage of progress towards annual goal	100%	100%	100%

Explanatory Information

Print media would mostly be through water billing statements and multimedia would include the electronic sign boards, social media, 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 material 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.

2012 ACCOMPLISHMENTS

- One member of the department separated with the Village this year as a result of an on-duty disability. That position is in the process of being filled, along with the addition of an additional three new members through the Assistance to Firefighters Act (AFG) SAFER Grant. This will bring our sworn shift membership to a total of 93, with 31 members being assigned to each shift.
- The Department received three new replacement mobile radios through a 50% matching grant funded through the Department of Homeland Security (DHS) and the Illinois Terrorism Task Force (ITTF) in the amount of over \$3,800. This will allow us to be completely compliant with the new narrow banding guidelines to all of our mobile radios.
- Several members of the division were able to attend the Fire Department Instructors Conference again 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 another one of our front-line engines – Engine 24. This is a 1999 Pierce Quantum engine that is expected to last for 25 years for the Village. We also made arrangements to have refurbishment completed to Truck 22, which will be sent out in December of 2012 and return mid-year in 2013. By performing these refurbishments on our apparatus, we can extend the useful lifespan of them by many years.

2013 SHORT-TERM GOALS & OBJECTIVES

- 1) Achieve an average response time for all emergencies of 4 minutes or less for at least 90% of emergency incidents, while striving for a target of 100% for all emergencies within Village jurisdiction. (Linked to Village Board Goal OG-4)
 - 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.



FIRE SUPPRESSION

- 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 (OSFM), Illinois Department of Labor, Insurance Services Organization and the National Fire Protection Agency. (Linked to Village Board Goal OG-8)
 - 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 Mutual Aid Box Alarm System (MABAS) Division One guidelines. (Linked to Village Board Goal OG-8)
 - 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.

2013 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-8)
 - 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	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	% Change
Salaries	3,853,274	3,626,820	3,504,860	3,877,150	6.9%
Employee Benefits	1,790,768	1,626,420	1,610,570	1,723,720	6.0%
Misc. Employee Expenses	123,255	167,720	154,430	155,000	-7.6%
Commodities	15,544	24,630	25,590	21,580	-12.4%
Contractual Services	362,010	356,980	352,360	344,280	-3.6%
Capital Outlay	6,607	11,980	11,950	9,980	-16.7%
Cost Allocation	(225,767)	(169,260)	(160,310)	(162,740)	-3.9%
Total	5,925,691	5,645,290	5,499,450	5,968,970	5.7%

2013 BUDGET HIGHLIGHTS

Salaries & Wages

The increase is the result of the addition of 3 new fire fighters. A grant is funding most of the costs associated with the new hires.

Employee Benefits

The 6.0% increase is due to the addition of new personnel.

Misc. Employee Expenses

A decrease of 7.6% is due to a decrease in uniform costs.

Commodities

This 12.4% decrease is mostly due to the replacement of protective clothing uniforms that were purchased in 2012.

Contractual Services

This 3.6% decrease is mainly due to a reduction in the cost of annual physicals and information and technology expenses.

Capital Outlay

The \$2,000 decrease is due to a reduced cost for water-related rescue department equipment.

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 Time

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	2011 Estimate	2012 Actual	2013 Target
Outputs				
1	Total number of fire service responses	1,959	1,788	1,874
Efficiency				
1	Average response time per call, in minutes	4:30	4:17	4:24
Outcomes				
1	Percentage of calls responded to in four minutes or less	83.8%	83.3%	84.0%
Service Quality				
1	Percentage under an industry standard of 90 percent	-6.2%	-6.7%	-6.0%

Explanatory Information

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 3,800 medical incidents in 2012.

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.

2012 ACCOMPLISHMENTS

- The Village purchased a new Medium-Duty ambulance to replace one of our older units. The new ambulance will be outfitted as a bariatric equipped transport vehicle. There will be an automatic loading feature for the stretcher, which will make it safer and less stressful for the members transporting patients.
- Added one new computer tablet to continue our move to a paperless system for keeping EMS reports. This tablet computer was purchased utilizing funds acquired through the 2012 EMS Assistance Fund Grant in the amount of \$5,000. 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.
- The EMS Division added hypothermic coolers to house IV fluids in the front-line ambulances to aid in resuscitation measures for patients having cardiac or other medical emergencies. This new method of treatment has shown that using cooled I.V. fluid aids in a positive outcome for patients in these types of conditions.

2013 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 transmissions to receiving area hospitals.
- 2) Improve training opportunities and patient care experience for Village paramedics through the continued pursuit of quality instruction and evaluation of our personnel. (Linked to Village Board Goal OG-8)
 - 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 certification for 100% of all applicable members in the Fire Department. (Linked to Village Board Goal OG-8)
 - 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.

2013 ON-GOING GOALS & OBJECTIVES

- 1) Research newer equipment options as directed by the Northwest Community Hospital System for possible future implementation and use. (Linked to Village Board Goal OG-7)
 - a. Continue to communicate with Northwest Community Hospital 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.



EMERGENCY MEDICAL SERVICES

ANNUAL EXPENSES BY CLASS

CLASS	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	% Change
Salaries	3,258,471	3,300,710	3,200,590	3,374,220	2.2%
Employee Benefits	1,724,094	1,569,000	1,549,210	1,532,330	-2.3%
Misc. Employee Expenses	10,597	20,460	10,050	49,290	140.9%
Commodities	15,795	19,550	19,550	19,550	0.0%
Contractual Services	263,046	270,330	250,980	249,780	-7.6%
Capital Outlay	1,600	11,400	5,400	5,000	-56.1%
Cost Allocation	(76,304)	(70,540)	(63,040)	(70,660)	0.2%
Total	5,197,299	5,120,910	4,972,740	5,159,510	0.8%

2013 BUDGET HIGHLIGHTS

Salaries & Wages

The 2.2% increase is the result of contractual collective bargaining agreement wage increases.

Employee Benefits

There is a slight decrease in fire pension contributions due to the newly hired firefighters who will contribute slightly less than the scheduled retired firefighters. Also, the cost of life insurance is slightly lower due to these new firefighters.

Misc. Employee Expenses

The training budget has increased by \$28,830 in order to medically train and prepare the Village's new firefighters.

Contractual Services

This decrease is mostly due to a reduction in the cost of liability insurance.

Capital Outlay

The \$7,400 decrease is due to one-time purchases of hypothermia coolers and mileage tracking devices that were required by Medicare in 2012.

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	2011 Estimate	2012 Actual	2013 Target
Inputs				
1	Total cost for EMS recertification training	\$7,235	\$8,795	\$9,000
Outputs				
1	Number of certified EMT-P’s in the department	85	85	89
1	Number of training exercises/classes conducted	66	90	90
Efficiency				
1	Annual cost per EMT-P for EMS training	\$85.00	\$103.50	\$101.00
1	Training classes completed per certified EMT-P	9	10	10
Outcomes				
1	Percentage of the department trained as an EMT-P	92%	92%	95%
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	2011 Estimate	2012 Actual	2013 Target
Outputs				
1	Total number of EMS responses	3,707	3,730	3,800
Efficiency				
1	Average response time, in minutes, per call	3:50	4:08	4:00
Outcomes				
1	Percentage of calls responded to in six minutes or less	97.60%	94.00%	95.00%
Service Quality				
1	Percentage above an industry standard of 90%	7.60%	4.00%	5.00%

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.

2012 ACCOMPLISHMENTS

- Due to the slow rate of recovery of the economic downturn, the Village, for the second time, extended the time line for compliance to the ordinance requiring the retrofitting of automatic fire sprinklers in all existing buildings in the Village until December 31, 2015. The original timeline called for this to be completed by 2010, with the first extension to December 31, 2013.
- The wireless fire alarm program for all commercial and multi-family occupancies in the Village continues to operate in a positive manner. Over 458 units were placed in service between the years 2008 and 2012.

2013 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.

2013 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 2015. (Linked to Village Board Goal OG-4)
 - a. Create and mail additional registered mail reminders to all applicable occupancies.



FIRE PREVENTION

- b. Identify and track compliance of all occupancies that need to comply with the ordinance by the end of 2015.
- c. Initiate contact with property owners to assist them with eventual compliance.

ANNUAL EXPENSES BY CLASS

CLASS	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	% Change
Salaries	49,609	125,980	126,740	151,460	20.2%
Employee Benefits	25,517	57,690	58,610	75,620	31.1%
Misc. Employee Expenses	1,250	2,120	2,120	2,370	11.8%
Commodities	3,935	9,160	4,160	9,160	0.0%
Contractual Services	273,587	288,530	297,480	298,190	3.3%
Capital Outlay	12,490	13,000	13,000	13,000	0.0%
Total	366,388	496,480	502,110	549,800	10.7%

2013 BUDGET HIGHLIGHTS

Salaries & Wages

The increase in salaries is mainly attributed to the increased required training requirements of the Department's Fire Investigators, as required by the Office of the State Fire Marshall.

Employee Benefits

There is an increase in employee benefits due to the reallocation of the Code Division Inspectors and rising IMRF costs and health insurance premiums.

Misc. Employee Expenses

The increase of \$250 is due to additional fire prevention training needed.

Contractual Services

A portion of this increase, in the amount of \$720, is for additional cellular and land lines and \$8,500 is for the addition of wireless alarms from 450 units to 465 units. The remaining increase is for worker's compensation insurance.



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	2011 Actual	2012 Actual	2013 Target
Inputs				
1	Staff hours spent on investigations	57	156	110
Outputs				
1	Total number of fires investigated	11	18	15
Outcomes				
1	Percentage of investigations completed	100%	100%	100%
1	Percentage of investigations completed at or before 90 days	100%	100%	100%

Explanatory Information

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 four 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, and 1 ALS rescue squad. The station also houses 1 reserve engine, 1 MICU reserve ambulance 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. The station also houses 1 reserve engine and 1 MICU reserve 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.

2013 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	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	% Change
Salaries	231	1,000	1,000	1,000	0.0%
Employee Benefits	3	-	-	-	N/A
Commodities	13,990	18,500	18,500	18,500	0.0%
Contractual Services	2,997	5,000	5,000	5,000	0.0%
Capital Outlay	3,454	8,700	8,700	7,700	-11.5%
Cost Allocation	(4,293)	(6,080)	(6,330)	(6,080)	0.0%
Total	16,382	27,120	26,870	26,120	-3.7%

2013 BUDGET HIGHLIGHTS

Capital Outlay

The decrease of \$1,000 is due to a decrease in miscellaneous furniture and equipment needed for the fire houses.

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



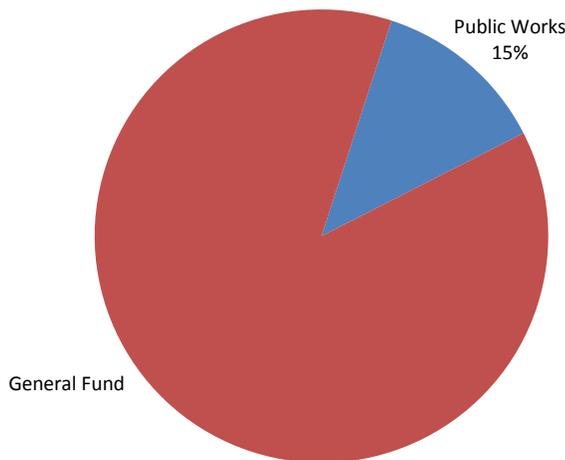
DEPARTMENT DESCRIPTION

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.

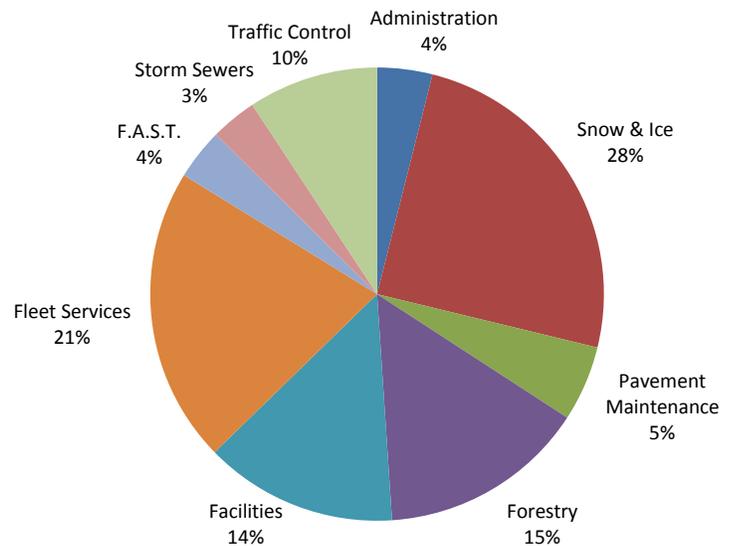
TOTAL OPERATING BUDGET

\$6,668,630

DEPARTMENT EXPENDITURES TO GENERAL FUND EXPENDITURES



ANNUAL EXPENSES BY DIVISION



Public Works



ANNUAL EXPENSES BY DIVISION

DIVISION	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	% Change
Administration	226,607	244,820	247,790	258,890	5.7%
Snow & Ice	1,658,987	1,696,610	1,563,630	1,658,330	-2.3%
Pavement Maintenance	336,405	343,910	342,330	359,470	4.5%
Forestry	751,550	859,460	894,030	985,490	14.7%
Facilities	991,134	944,520	895,280	918,080	-2.8%
Fleet Services	1,246,955	1,325,010	1,301,190	1,406,950	6.2%
F.A.S.T.	201,333	225,010	236,800	242,910	8.0%
Storm Sewers	204,528	217,050	209,700	220,070	1.4%
Traffic Control	565,671	607,030	608,610	618,440	1.9%
Total	6,183,170	6,463,420	6,299,360	6,668,630	3.2%

ANNUAL EXPENSES BY CLASS

CLASS	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	% Change
Salaries	2,566,687	2,729,240	2,707,020	2,808,850	2.9%
Employee Benefits	1,150,705	1,217,400	1,213,190	1,279,710	5.1%
Misc. Employee Expenses	27,526	33,450	33,760	35,520	6.2%
Commodities	1,178,974	1,153,520	970,450	1,150,650	-0.2%
Contractual Services	1,494,933	1,691,480	1,697,370	1,752,580	3.6%
Capital Outlay	140,036	30,440	30,320	47,200	55.1%
Cost Allocation	(375,691)	(392,110)	(352,750)	(405,880)	3.5%
Total	6,183,170	6,463,420	6,299,360	6,668,630	3.2%



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.

2012 ACCOMPLISHMENTS

- Prepared the Department's 2013 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 2012 Motor Fuel Tax (MFT) non-water/sewer concrete replacement program, and the MFT concrete street light pole replacement program.
- Completed a public works video describing the core job functions and infrastructure to be used as a source of communication to our residents.
- Created electronic GIS layer for the Village's right-of-way tree inventory.
- Received, entered, and resolved over 2,925 customer service requests through the Gov Q/A system.

2013 SHORT-TERM GOALS AND OBJECTIVES

- 1) Continue to provide cost effective, high quality 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) Link existing GIS data with all utility databases from Microsoft Access.
 - a. Link Access b-box database and implement a more expandable use of GIS.
 - b. Link Access sign database and implement a more expandable use of GIS.
 - c. Link Access tree maintenance and inventory database to implement a more expandable use of GIS.



PUBLIC WORKS ADMINISTRATION

- 3) Diversify Public Works Department programs.
 - a. Provide training for backup heavy equipment operators. (Linked to Village Board Goal OG-8)
 - 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.

2013 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 OG-7)
 - 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 the 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) 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.
- 4) 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. Continue updating storm sewer utility drawings.
 - c. Provide monthly updates of the current Geodatabase with Village utility atlases onto Locator laptops.



PUBLIC WORKS ADMINISTRATION

ANNUAL EXPENSES BY CLASS

CLASS	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	% Change
Salaries	101,452	104,860	104,360	107,910	2.9%
Employee Benefits	49,678	53,840	52,920	55,930	3.9%
Misc. Employee Expenses	193	360	360	760	111.1%
Commodities	2,672	3,790	3,070	4,100	8.2%
Contractual Services	106,377	107,130	107,520	119,530	11.6%
Cost Allocation	(33,765)	(25,160)	(20,440)	(29,340)	16.6%
Total	226,607	244,820	247,790	258,890	5.7%

2013 BUDGET HIGHLIGHTS

Salaries & Wages

The 2.9% increase in salaries represents an annual wage adjustment.

Employee Benefits

The 3.9% increase is mainly attributed to rising health insurance premiums and IMRF costs.

Misc. Employee Expenses

The 111.1% or \$300 is related to the addition of dues and conference attendance costs related to IPWMAN.

Commodities

The 8.2% increase or \$310 results from the Department's request to re-establish a Public Works Open House event.

Contractual Services

The 13.7% increase or \$14,650 is principally due to IS user charges for Public Works general fund.

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	2011 Actual	2012 Actual	2013 Target
Inputs				
1	Number of CIP projects budgeted	17	21	21
2	Total dollars budgeted	\$2,253,750	\$1,107,230	\$2,631,080
Outputs				
1	Number of CIP projects completed	16.2	21	21
2	Total dollars spent	\$1,709,611	\$1,107,230	\$2,631,080
Outcomes				
1	Percentage of completed projects	95.4%	100%	100%
2	Percentage of project costs vs. total costs budgeted for completed projects	75.8%	100%	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, 11 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.

2012 ACCOMPLISHMENTS

- Utilized the 5,500 ton salt storage dome, inclusive of a conveyor loading system, during the 2011/2012 winter with continued efficiency and success.
- Interviewed, hired, and trained 8 external auxiliary and 29 internal (other Village personnel) snow plow drivers to augment cul-de-sac plowing operation needs. This was the third year implementing external auxiliary drivers.
- Responded to 18.1 inches of snowfall during the first four months of 2012 resulting in 5 full plowing and salting operations and 11 salting only responses, requiring a total of 2,636 tons of road salt and 3,191 hours of labor.

2013 SHORT-TERM GOALS AND OBJECTIVES

- 1) Ensure all Village streets are cleared of snow/ice within 14 hours after snow fall has ended. (Linked to Village Board Goals OG-4)
 - 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 2013.
 - b. Complete all snow and ice control associated vehicle and equipment preparations by November 15, 2013.
 - c. Update plowing/salting route assignments by November 1, 2013.
 - d. Complete installation of all predetermined snow fence locations by November 15, 2013.



SNOW AND ICE CONTROL

2013 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.
 - 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	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	% Change
Salaries	764,428	883,290	873,460	904,090	2.4%
Employee Benefits	302,629	332,610	328,310	350,400	5.3%
Misc. Employee Expenses	1,907	1,970	1,970	1,970	0.0%
Commodities	479,322	393,880	274,380	333,800	-15.3%
Contractual Services	110,701	84,860	85,510	68,070	-19.8%
Total	1,658,987	1,696,610	1,563,630	1,658,330	-2.3%

2013 BUDGET HIGHLIGHTS

Salaries & Wages

The 2.4% increase shown is a result of an increase in allocated salaries along with CBA salting roster stipend increases.

Employee Benefits

An increase of 5.3% is directly related to rising health insurance and IMRF costs.

Commodities

The decrease of 15.3% or \$60,080 is mostly attributed to a reduction in the quantity of salt required as compared to 2012 due to the mild winter last season and the Department's ongoing sensible salting practices.

Contractual Services

The 19.8% decrease or \$16,790 primarily results from a reduction in equipment rental requested for the fiscal year, adjusting from 2 rental end loader units to 1 unit in the general fund.



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 0.64 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	3 Months	2011/2012 Season Actual	2012/2013 Season Target
		Nov. 2011 Dec. 2011 Jan. 2012	Feb. 2012 March 2012 April 2012		
Background Data					
1	Total inches of snow fall	13.9	7.4	19.8	n/a
1	Total cost of salt per ton	\$60.33	\$60.33	\$60.33	n/a
1	Total lane miles plowed	158.40	158.40	158.40	158.40
1	Total tons of salt used	1,800	1,140	2,940	n/a
Efficiency					
1	Total tons of salt used per inch of snow	129.48	154.05	148.47	n/a
1	Total cost of salt per inch of snow	\$7,811	\$9,294	\$8,957	n/a
1	Total tons of salt used per lane mile plowed	11.36	7.20	18.56	n/a
1	Total tons of salt used per lane mile per inch of snow	0.82	0.97	0.94	n/a

Explanatory Information

By reducing the amount of road salt used, the Village lowers the amount of chlorides introduced into the environment, and reduces overall costs of the Village’s snow/ice control program.

*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, all of whom split time with other divisions in Public Works. 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-stripping of roadway markings within the Village. .

2012 ACCOMPLISHMENTS

- Installed 359 tons of hot asphalt material and 56 tons of cold patch material.
- Supervised contractor installation of roadway re-stripping throughout the village.
- Completed 66 in-house pavement repairs including storm sewer sites, water/sewer utility crossings and inlet repairs. An additional 61 driveway and apron repair locations were added in 2012 as part of the Street Revitalization Program.
- Completed 11,880 sq. ft. of curb edge line patching at various locations within the Village.

2013 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 2013 utility excavation repairs.
 - a. Identify square footage of utility excavation repairs and materials used.



PAVEMENT MAINTENANCE

ANNUAL EXPENSES BY CLASS

CLASS	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	% Change
Salaries	199,325	202,020	200,630	210,120	4.0%
Employee Benefits	101,140	106,810	106,990	112,370	5.2%
Misc. Employee Expenses	2,400	3,330	3,330	3,780	13.5%
Commodities	1,369	2,120	2,050	1,720	-18.9%
Contractual Services	31,441	29,030	28,730	30,280	4.3%
Capital Outlay	730	600	600	1,200	100.0%
Total	336,405	343,910	342,330	359,470	4.5%

2013 BUDGET HIGHLIGHTS

Salaries & Wages

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

Employee Benefits

The 5.2% increase or \$5,560 is due to rising health insurance and IMRF costs.

Misc. Employee Expenses

The 13.5% increase or \$450 is due to an increase in employee safety training recommendations.

Commodities

The 18.9% decrease or \$400 is due to a slight reduction in small tools and minor equipment needs.

Contractual Services

The increase of 4.3% or \$1,250 is primarily due to an expected rise in street maintenance costs.

Capital Outlay

The increase of 100% or \$600 is to purchase a replacement plate compactor.



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	2011 Actual	2012 Actual	2013 Target
Inputs				
1	Labor hours spent on hot asphalt	2,060.50	2,138	2,340
2	Labor hours spent on cold asphalt	1,735.75	1,210	1,300
Outputs				
1	Total tons of hot asphalt	392.24	391	390
2	Total tons of cold asphalt	61.06	41	50
Efficiency				
1	Labor hours spent per installed ton of hot asphalt	5.25	5.47	6
2	Labor hours spent per installed ton of cold asphalt	28.43	29.5	26
Outcomes				
1	Difference in labor hours spent per ton of hot asphalt over prior years' performance	(-).95	(+).22	n/a
2	Difference in labor hours spent per ton of cold asphalt over prior years' performance	(+)2.03	(+)1.07	n/a



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, all turf acres are maintained through contractual services, with staff overseeing and scheduling these operations. A portion of staff time is allocated to other Divisions.

2012 ACCOMPLISHMENTS

- Awarded Tree City USA recognition. This is the 21st consecutive year the Village has received this honor.
- Continued the annual Arbor Day Program in 2012 with the class from Whitely School and numerous Village officials and staff members attending the celebration at Arbor Day Park.
- Pursued Village Board approval for EAB Policy which permitted forward movement toward an Ash Tree Reduction Program involving the removal and replacement of smaller diameter ash trees in newer subdivisions.
- Ash tree removals as a result of EAB related issues exceeded 200+ trees with 72 trees removed in conjunction with the Contracted Ash Tree Removal Program.
- Completed participation in a Reforestation Grant Program through the Metropolitan Mayor's Caucus. Program provided grant funding for replanting approximately 150 trees in conjunction with Ash Tree Reduction Program as a result of EAB infestation.
- Scheduled 300+ tree plantings for the fall of 2012.
- Completed the trimming of 1,600 parkway trees in conjunction with fall contractor assistance and in-house staff.



FORESTRY

2013 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 1,400 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.
- 2) Re-certify as a Tree City USA community for the 22nd consecutive year.
 - a. Assemble and submit forms from Illinois Department of Natural Resources to the National Arbor Day Foundation for approval by mid-March 2013, 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.
 - 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 2012 and spring of 2013.

2013 ON-GOING GOALS & OBJECTIVES

- 1) Continue GPS location numbering system for tree inventory database.
 - a. Provide field location of trees on Village owned sites with GPS system.
 - b. Assemble GPS map of EAB infested tree removals
- 2) Add tree maintenance history to GPS database.
 - a. Transfer existing maintenance history to GPS



FORESTRY

ANNUAL EXPENSES BY CLASS

CLASS	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	% Change
Salaries	384,119	406,590	401,550	420,930	3.5%
Employee Benefits	189,358	189,720	184,930	211,130	11.3%
Misc. Employee Expenses	7,691	9,530	9,960	9,530	0.0%
Commodities	2,722	4,150	3,850	4,050	-2.4%
Contractual Services	142,518	225,830	270,130	316,200	40.0%
Capital Outlay	25,142	23,640	23,610	23,650	0.0%
Total	751,550	859,460	894,030	985,490	14.7%

2013 BUDGET HIGHLIGHTS

Salaries & Wages

The 3.5% increase in employee wages is the result of allocated CBA salary increases, which are offset by the reallocation of personnel costs between divisions to more accurately reflect their responsibilities.

Employee Benefits

The 11.3% increase is mainly due to rising health insurance and IMRF expenses. The reallocation of personnel costs also moved the health insurance savings from an employee opting for the health insurance waiver to another division.

Contractual Services

The 40.0% increase or \$90,370 is primarily due to an increase in the Tree Trimming program and the transfer of responsibility for the Turf Mowing program for Village facilities.



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.

2012 ACCOMPLISHMENTS

- Coordinated and improved 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 solicited bids for 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.

2013 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.



FACILITIES MAINTENANCE

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

2013 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.



FACILITIES MAINTENANCE

ANNUAL EXPENSES BY CLASS

CLASS	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	% Change
Salaries	329,274	312,090	309,810	321,780	3.1%
Employee Benefits	147,694	152,710	153,380	160,340	5.0%
Misc. Employee Expenses	3,374	4,620	4,330	3,570	-22.7%
Commodities	17,948	21,860	18,480	27,710	26.8%
Contractual Services	487,658	565,590	509,420	504,380	-10.8%
Capital Outlay	112,683	2,600	2,550	10,600	307.7%
Cost Allocation	(107,497)	(114,950)	(102,690)	(110,300)	-4.0%
Total	991,134	944,520	895,280	918,080	-2.8%

2013 BUDGET HIGHLIGHTS

Salaries & Wages

The 3.1% increase is due to allocated CBA salary increases.

Employee Benefits

The 5.0% increase is due to rising health insurance and IMRF costs.

Misc. Employee Benefits

The 22.7% decrease or \$1,050 is due to a reduction in dues and memberships, uniform costs and training requests for 2013.

Commodities

The overall 26.8% or \$5,850 increase is due to increased funding requested for small tools and minor equipment to improve efficiencies.

Contractual Services

The 10.8% decrease or \$61,210 is due to numerous cost savings identified in general building maintenance and utilities, as well as the transfer of the responsibility of the Turf Mowing Program for Village facilities.

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 an increase 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	2011 Actual	2012 Actual	2013 Target
Inputs				
1	Staff hours used in the preventative maintenance program	766	1098	1177
Outputs				
1	Established task hours for assigned tasks	981	1194	1177
Efficiency				
1	Percentage of time saved performing assigned tasks over established task time frames	28%	8%	0%

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.

2012 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.
- Continued inventory reduction plan efforts 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.

2013 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.



FLEET SERVICES

- 3) Continue to work with all Departments to purchase new vehicles and equipment included in the Capital Improvements Program (CIP).
 - 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.

2013 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.



FLEET SERVICES

ANNUAL EXPENSES BY CLASS

CLASS	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	% Change
Salaries	386,247	384,190	385,630	396,710	3.3%
Employee Benefits	170,344	172,920	174,300	182,020	5.3%
Misc. Employee Expenses	4,774	5,270	5,270	7,270	38.0%
Commodities	663,855	712,520	654,070	763,820	7.2%
Contractual Services	254,683	300,110	309,540	314,120	4.7%
Capital Outlay	1,481	2,000	2,000	9,250	362.5%
Cost Allocation	(234,429)	(252,000)	(229,620)	(266,240)	5.7%
Total	1,246,955	1,325,010	1,301,190	1,406,950	6.2%

2013 BUDGET HIGHLIGHTS

Salaries & Wages

The 3.3% increase is due to allocated CBA salary increases.

Employee Benefits

The 5.3 increase is due to rising health insurance and IMRF expenses.

Misc. Employee Expenses

The 38% increase or \$2,000 is due to new training both required for the Department's fleet mechanic personnel.

Commodities

The 7.2% or \$51,300 increase is principally due to expected increases in the gas & oil market prices.

Contractual Services

The 4.7% increase or \$14,010 is attributed to higher vehicle maintenance costs resulting from an aging fleet.

Capital Outlay

The 362.5% increase or \$7,250 is to purchase a hot water parts washer and AIM 2 Fueling System Transmitters.

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	2011 Actual	2012 Actual	2013 Target
Outputs				
1	Number of Preventative Maintenance performed	345	364	364
1	Number of Preventative Maintenance performed within 300 miles over manufacturers’ recommendation	236	273	291
Efficiency				
1	Percentage of vehicles receiving preventative maintenance within 300 miles over manufacturers’ recommendation	68.4%	75%	80%
Outcomes				
1	Improvement over prior years’ performance	n/a	6.6%	5%

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 94% of the total number of vehicle repairs made.

Objective	Indicator	2011 Actual	2012 Actual	2013 Target
Inputs				
1	Number of scheduled repairs	6,585	7,175	7,175
1	Number of non-schedule repairs	482	332	215
1	Number of emergency repairs	344	271	215
Outputs				
1	Percentage of vehicles receiving scheduled repairs	88.9%	92.2%	94%
Efficiency				
1	Improvement over prior years' performance	3.5%	3.3%	1.8%

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 15 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.

2012 ACCOMPLISHMENTS

- Supervised 560 man-hours provided by the Cook County SWAP. The SWAP group was responsible for removing 60 cubic yards of debris from various rights of way located throughout the Village.
- Supervised contractor profiling of approximately 400 sidewalk deviations located throughout the Village.
- Prioritized and supervised contractor replacement of 3,500 square feet of concrete sidewalk.
- Removed graffiti from 15 various locations throughout the Village.
- Responded to 901 residential action requests for services and delivered 80 truckloads of wood chips to residents.
- Set up portable message board signs on 10 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.

2013 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. (Linked to Village Board Goal OG-3)
 - a. 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. (Linked to Village Board Goal OG-8)
 - 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 600 SWAP labor hours of right-of-ways debris removal during 2013.
 - b. Provide supervision for peer jury community services.

ANNUAL EXPENSES BY CLASS

CLASS	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	% Change
Salaries	81,202	96,550	94,020	93,500	-3.2%
Employee Benefits	31,428	36,080	35,400	36,790	2.0%
Misc. Employee Expenses	746	890	790	830	-6.7%
Commodities	4,498	4,900	4,450	4,900	0.0%
Contractual Services	83,459	86,590	102,140	106,890	23.4%
Total	201,333	225,010	236,800	242,910	8.0%

2013 BUDGET HIGHLIGHTS

Salaries & Wages

The 3.2% decrease in employee wages is the result of the discontinuation of the Tartan Day event offset by allocated CBA salary increases.

Employee Benefits

The 2.0% increase is mainly due to rising health insurance and IMRF expenses.

Misc. Employee Expenses

The 6.7% decrease or \$60 is due to lower travel/training requests for 2013.

Contractual Services

The 23.4% increase or \$20,300 is due to increased funding requests for contractual sidewalk deviation cutting and an additional partial street sweeping cycle.



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	2011 Actual	2012 Actual	2013 Target
Inputs				
1	Total number of requests made	840	900	870
Outputs				
1	Total number of requests responded to within 24 hours	802	870	827
2	Percentage of requests responded to within the same business day	n/a	n/a	80%
Outcomes				
1	Percentage of service requests responded to in 24 hours or less	95%	97%	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 218 miles of storm sewer pipe ranging between 4" and 36". This includes: 9.66 miles of pipes for area infrastructure systems; 4,170 catch-basins; 1,085 of flared end outlets; 5,493 street inlets; and 3052 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 in addition to monitoring the flow of 73 miles of private sewer system that ultimately discharges into the public system.

2012 ACCOMPLISHMENTS

- Installation of 230 feet of perforated 6" drain tile with 4" capped stubs in Bolleana Ct. for drainage improvement.
- Graded 260 foot long ditch from the pond behind Crowfoot Circle east to the creek running north towards Golf Rd to reduce the potential of flooding for the area residents.
- Installation of 200 feet of perforated 6" drain tile in Lombardy Park (Olmstead & Westbury intersection) for drainage improvement.
- Installation of 100 feet of perforated 6" drain tile at Pleasant St. for drainage improvement.
- Rebuilt 21 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.
- Cleaned up cumulated debris in all culverts along Route 72 between Barrington Rd. and Plum Grove Rd to prevent flooding.
- Cleaned and flushed 2,660 feet of main line storm sewer.

2013 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 problems. (Linked to Village Board Goals OG-4)
 - 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

2013 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	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	% Change
Salaries	111,378	116,170	110,420	116,670	0.4%
Employee Benefits	52,702	56,460	55,060	58,600	3.8%
Misc. Employee Expenses	3,056	3,370	3,370	3,430	1.8%
Commodities	909	1,400	1,200	1,650	17.9%
Contractual Services	36,483	39,650	39,650	39,720	0.2%
Total	204,528	217,050	209,700	220,070	1.4%

2013 BUDGET HIGHLIGHTS

Salaries & Wages

The 0.4% increase is due to allocated CBA salary increases.

Employee Benefits

The 3.8% increase is the result of rising health insurance and IMRF expenses.

Misc. Employee Expenses

The 1.8% increase or \$300 is due to an increase in membership fees for the DuPage River/Salt Creek Workgroup.

Commodities

The 17.9% increase or \$250 is due to a request for a chain saw replacement.



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	2011 Actual	2012 Actual	2013 Target
Inputs				
1	Total labor hours spent rebuilding catch basins	423	684	690
Outputs				
1	Total number of catch basins rebuilt	21	30	30
Efficiency				
1	Labor hours spent per catch basin rebuilt	20.1	22.8	23



TRAFFIC CONTROL

The Public Works Department's Traffic Control Division provides for maintenance of over 9,000 Village street signs and street pavement markings. Additionally, the division maintains 2,486 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.

2012 ACCOMPLISHMENTS

- Responded to 550 requests for street light repairs including Sears Centre parking lot lighting and the Economic Development Area (EDA) roadway lighting.
- Replaced 433 traffic control devices/signs due to wear, age, and vehicle damage/vandalisms. Installed 56 devices/signs at new locations, and 46 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 28 streets under the re-posting program.
- Managed and inspected four cycles of contractor street sweeping.

2013 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 2013 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, 2013, identifying a priority list for replacements within budget.
 - b. Solicit bids and award contract by July 15, 2013.
 - c. Complete all targeted replacements by November 30, 2013.



TRAFFIC CONTROL

2013 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	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	% Change
Salaries	209,262	223,480	227,140	237,140	6.1%
Employee Benefits	105,732	116,250	121,900	112,130	-3.5%
Misc. Employee Expenses	3,385	4,110	4,380	4,380	6.6%
Commodities	5,679	8,900	8,900	8,900	0.0%
Contractual Services	241,613	252,690	244,730	253,390	0.3%
Capital Outlay	-	1,600	1,560	2,500	56.3%
Total	565,671	607,030	608,610	618,440	1.9%

2013 BUDGET HIGHLIGHTS

Salaries & Wages

The 6.1% increase is the result of allocated CBA wage increases and the reallocation of personnel costs between divisions to more accurately reflect their responsibilities.

Employee Benefits

The reallocation of personnel costs reduced health insurance expenses in this division because it involved an employee that opts for the health insurance waiver. The savings are offset by overall increases in health insurance and IMRF costs.

Capital Outlay

The 56.3% increase or \$900 is primarily due to upgraded/replacement sign fabrication software needs.



TRAFFIC CONTROL

PERFORMANCE MEASURES

Program Being Measured

Traffic Operations

Program Area Objectives

1. Correct reported street light repairs 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	2011 Actual	2012 Actual	2013 Target
Inputs				
1	Number of reported outages	78	74	75
Outputs				
1	Total number of reported outages corrected within 4 days and under	70	72	72
Outcomes				
1	Average total days elapsed before street light was repaired	2.08	1.75	2
1	Percentage of repairs completed within the 4 day window	90%	97%	96%

Development Services

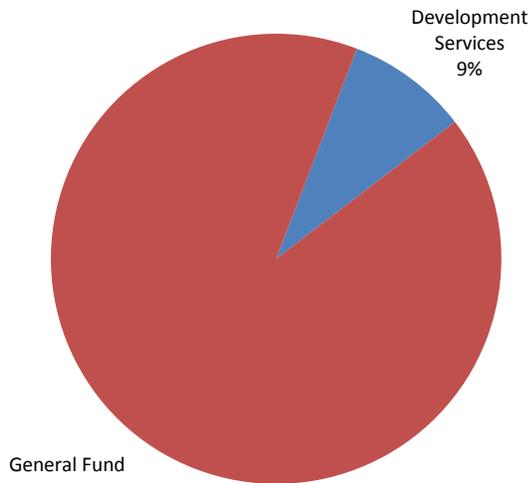


DEPARTMENT DESCRIPTION

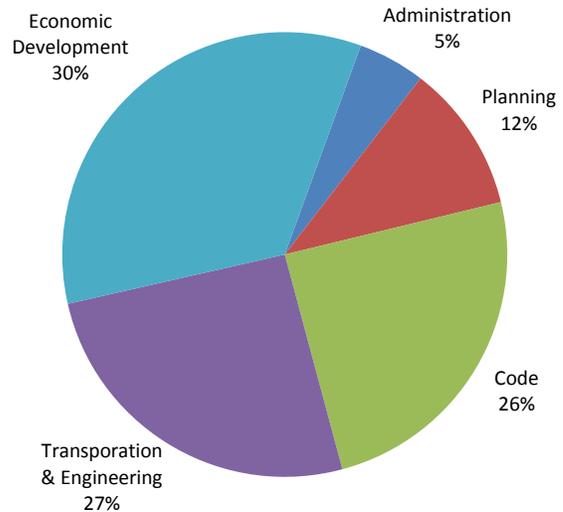
The Department of Development Services is divided into five divisions: Administration, Planning, Code Enforcement, Transportation & Engineering, and Economic Development. These Divisions coordinate all aspects of residential and commercial development in Hoffman Estates. They work with residents and 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
\$4,483,230

DEPARTMENT EXPENDITURES TO GENERAL FUND EXPENDITURES



ANNUAL EXPENSES BY DIVISION



Development Services



ANNUAL EXPENSES BY DIVISION

DIVISION	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	% Change
Administration	202,884	212,540	210,660	218,240	2.7%
Planning	481,461	452,230	441,000	482,860	6.8%
Code Enforcement	1,050,159	1,045,560	1,043,440	1,103,700	5.6%
Transportation & Engineering	1,016,909	1,101,230	1,089,820	1,147,890	4.2%
Economic Development	1,108,465	1,127,450	1,238,790	1,530,540	35.8%
Total	3,859,878	3,939,010	4,023,710	4,483,230	13.8%

ANNUAL EXPENSES BY CLASS

CLASS	2010 Actual	2011 Budget	2011 Estimate	2012 Budget	% Change
Salaries	1,903,384	2,000,300	1,956,060	2,042,900	2.1%
Employee Benefits	889,841	917,050	904,870	958,360	4.5%
Misc. Employee Expenses	26,387	40,980	34,190	35,130	-14.3%
Commodities	12,978	16,410	12,980	15,240	-7.1%
Contractual Services	1,119,035	1,055,000	1,199,060	1,516,120	43.7%
Cost Allocation	(91,747)	(90,730)	(83,450)	(84,520)	-6.8%
Total	3,859,878	3,939,010	4,023,710	4,483,230	13.8%



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.

2012 ACCOMPLISHMENTS

- Tate & Lyle moved into their 120,000 square foot building in March.
- St. Alexius Medical Center constructed a new six story building addition on the east side of their campus that will house an expanded day surgery center, a pediatric department, an expanded NICU department, a post partum department, and a labor and delivery department.
- In April, the Village began listing retail properties into Zoom Prospector (a new online searchable database) via the Village's website (www.hoffmanestates.org) or www.hoffmanestatessites.com.
- The Shop Local advertising campaign that peaked in the 2011 holiday season continues into the first quarter of 2012 with Daily Herald online ads.
- The Stone Eagle Tavern opened for business in October in the 59/90 Entertainment District (at the corner of Route 59 and Hoffman Boulevard).
- The Saddle Room, also in the 59/90 Entertainment District, opened in November and features an 11,000 square foot restaurant that also contains an off-track betting area, along with a large outdoor patio area.
- Other projects reviewed and approved include:
 - ADP, Inc., site plan amendment for parking lot improvements
 - Audi new automobile dealership (at former Police Station site)
 - Morizzo Funeral Home
 - Former La Strada site development for medical offices
 - Mariano's Fresh Market in Hoffman Village Shopping Center (at former Dominic's site)
- 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 2012 Annual Action Plan and 2011 CAPER



DEVELOPMENT SERVICES ADMINISTRATION

- Major grant and related efforts included:
 - EECBG Green Code Development
 - EECBG/DCEO Lighting Projects
 - EECBG Recycling Program
 - DCEO rebates/grants – Village facility efficiency efforts
 - CMAP/CMAQ Bike Grants
 - CMAP Local Technical Assistance Grant for Economic Development project
 - RTA Transit Planning Grant
 - LEAP (Local Energy Assistance Planning) Grant
 - Assistance with CMAQ Grants
 - CPPW (Communities Putting Prevention to Work) Grant
- Creation of a Sustainability Plan for the Village.
- Awarded a contract for Phase I engineering services to complete the full interchange at Barrington Road and I-90.
- Through a Cook County grant for Communities Putting Prevention to Work, approximately 15 miles of on-street bicycle route signing was installed.
- Construction at Shoe Factory Road/IL 59 to add right turn lanes on all approaches is scheduled to be complete in 2012. The project was awarded federal funds and the local share is being paid by the State and Cook County.
- The path crossing of the EJ&E/Canadian National railroad right of way along Shoe Factory Road was completed.
- The electronic advance warning sign on Shoe Factory Road to advise approaching motorists of potential traffic queued at the railroad crossing was made operational.
- Continued traffic study and some coordination work on the intersection safety study at Bode/Salem and Bode/Gannon.
- RTA's Community Planning Grant Program is paying the majority of the cost for an evaluation of 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. The study is due to be complete by the end of the year.
- Construction is scheduled to be complete in 2012 on safety improvements at the Beverly Road and Higgins Road intersection.
- Construction was completed in 2012 on the Higgins Road bicycle path and sidewalk project funded through the CMAQ program.
- 1,650 commercial annual fire inspections were conducted by the Building/Fire Inspection staff. Fire prevention education was provided along with the inspections.
- Code Enforcement Property Maintenance Officers responded to over 5,800 complaints, with over 3,500 being generated internally by staff.



DEVELOPMENT SERVICES ADMINISTRATION

2013 SHORT-TERM GOALS & OBJECTIVES

- 1) Expedite review of key development projects in the Village.
- 2) Review development proposals in the western area, including Laufenberger Farm, Beverly Properties, and Prairie Stone.
- 3) Assist with the promotion and marketing of the Poplar Creek @ 59/90 Entertainment District.
- 4) Work towards completion of the Barrington Road Interchange Phase I engineering study. (Linked to Village Board Goal ST-2)
- 5) Dedicate the full efforts of Transportation and Engineering Division towards the Hassell Road reconstruction in 2013. (Linked to Village Board Goal ST-3)
- 6) Coordinate and plan with owners, brokers, and potential buyers to stabilize and strengthen four major shopping centers in the Village. (Linked to Village Board Goal ST-8)
- 7) Work with new ownership at Hoffman Plaza Shopping Center to continue improvements and redevelopment at the center. (Linked to Village Board Goal ST-8)
- 8) Work with Information Systems (IS) in developing an editable PDF form for permit application on the Village Website. (Linked to Village Board Goal OG-7)

2013 ON-GOING GOALS & OBJECTIVES

- 1) Maintain and improve the quality of life through land use planning, review, and approval of development proposals.
- 2) Identify and implement changes to the development review process to improve efficiency and increase the quality of service provided to these customers.
- 3) Identify potential projects for Surface Transportation funds, Congestion Mitigation Air Quality funds, and other sources leading to implementation.
- 4) Collaborate with Hoffman Village Shopping Center to leverage the addition of Mariano's to assist in recruiting new tenants.
- 5) Improve Hoffman Estates' visibility and brand recognition to the external marketplace.
- 6) Continue efforts with regional agencies to complete project studies, secure funding, construct and operate future transit service on the I-90 corridor.
- 7) 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.



DEVELOPMENT SERVICES ADMINISTRATION

ANNUAL EXPENSES BY CLASS

CLASS	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	% Change
Salaries	106,305	109,000	108,700	111,510	2.3%
Employee Benefits	40,921	44,540	44,150	46,760	5.0%
Misc. Employee Expenses	1,097	1,290	1,290	1,440	11.6%
Commodities	1,586	3,710	2,540	4,100	10.5%
Contractual Services	52,975	54,000	53,980	54,430	0.8%
Total	202,884	212,540	210,660	218,240	2.7%

2013 BUDGET HIGHLIGHTS

Salaries & Wages

The 2.3% increase represents an annual wage adjustment.

Employee Benefits

The 5% increase is mainly attributed to increases in health insurance premiums and IMRF costs.

Miscellaneous Employee Benefits

The 11.6% increase is due to registration for the National APA Conference, which will be held in Chicago in 2013.

Commodities

Expenses increased 10.5% due to consolidation of previous separate Division expenses.



PLANNING

The Planning Division works with the development community and residents to guide them through the process of requesting approvals from 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 Planning Division is involved in various long term planning studies and the implementation of the Comprehensive Plan. The Division also manages the Community Development Block Grant (CDBG) Program, oversees sustainability initiatives within the Village, and coordinates grant programs. Development, demographic, and other information is provided to business owners, developers, the general public and other interested parties. The Division drafts Zoning, Subdivision Code and other 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 2012, the Division continued to experience interest in new development and redevelopment activities, and a few projects advanced through the approval and construction process. Highlights of the year include the construction and opening of two new restaurants in the 59/90 Entertainment District in the western portion of the Village - the Stone Eagle Tavern and the Saddle Room. In other areas of the Village, many ongoing projects are smaller in nature, yet they continue to require a substantial amount of staff time and often are delayed due to business or financial circumstances beyond the Village's control.

During 2012, the Division continued the process of updating procedures and forms related to the creation of the Planning and Zoning Commission. All application forms have been updated and are available electronically and online as fillable pdf documents. The Division has successfully managed the new Commission schedule to ensure the meeting workload does not delay petitioners' requests.

Also during 2012, the Division completed the ongoing process of addressing issues related to the expiration of the Sears Annexation and Development Agreement, as well as the change in development trends in the western portion of the Village. After substantial analysis, three new zoning districts were created and the formal hearing process for reclassifying properties from the EDA District into the new districts was completed. This will help the Village further its development goals for the Prairie Stone area. Toward the end of 2012, ongoing efforts continued regarding subdivision code and sign code updates.

2012 ACCOMPLISHMENTS

- Finalized the implementation of processes related to the new Planning and Zoning Commission, including updating of all application forms into fillable and savable pdf format to make completion and submission easier for petitioners.
- Projects reviewed by the Division in 2012 (including both formal site plan reviews, administrative reviews, and minor site plan amendments):
 - Saddle Room Restaurant and Off Track Betting site plan and subdivision
 - Stone Eagle Tavern site plan and subdivision
 - ADP, Inc., site plan amendment for parking lot improvements
 - Valli Produce, site plan amendment for loading dock and expansion of store
 - U-Haul, building façade and site changes
 - Zippy's Restaurant, façade changes



PLANNING

- Serta parking lot expansion
 - SHARE building addition for elevator
 - Land Rover car wash building expansion
 - Morizzo Funeral Home, site plan amendment for plan changes
 - Beverly Property Apartment agreement amendment and site plan
 - Ross Dress for Less façade changes
 - O'Malley Farm Subdivision amendment to site plan
 - Barrington Square Animal Hospital expansion
 - Americare Nursing School landscape modifications
 - Strawberry Hill Plaza Shopping Center site plan amendment
 - Chase Bank (Roselle Road) site plan review
 - Bosch/Rexroth site plan amendment for site lighting improvements
 - Shree Jalaram Temple site plan amendment for revised landscape plan
 - Audi site plan for new automobile dealership
 - Beverly Properties - National Veterans Museum site plan
 - Barrington Square Town Center parking lot and detention improvements
 - Barrington Square Town Center TIF
 - Bradwell residential subdivision, annexation and site plan
 - Former La Strada site development agreement amendment for medical offices
 - Barrington Lakes site plan amendment for gates/fencing/parking lot changes
 - Mariano's Fresh Market site changes
- The following Master Sign Plans were reviewed in 2012:
 - Jewel/Osco (Palatine Road) – amendment
 - Sears Center Arena – amendment
 - Park District Prairie Stone Sports and Wellness Center
 - Strawberry Hill Shopping Center
- In 2012, 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
 - Heidner retail development at Hassell & Barrington
 - Saddle Room Restaurant
 - Stone Eagle Tavern
 - Mariano's Fresh Market
 - Hoffman Village façade changes
- During 2012, 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 2012 Annual Action Plan and 2011 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
 - Reviewed requests for funding from social service agencies



PLANNING

- 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
 - CMAP Local Technical Assistance Grant for Economic Development project
 - RTA Transit Planning Grant
 - LEAP (Local Energy Assistance Planning) Grant
 - Assistance with CMAQ Grants
 - CPPW (Communities Putting Prevention to Work) Grant
 - Prepared various award applications for the Village

- Other non-development projects included:
 - Development of a Sustainability Plan for the Village
 - Continued implementation of the Green Business Recognition Program
 - Researched development fee information
 - Evaluation of code changes related to Sears Annexation and Development Agreement expiration
 - Performed research and responded to FOIA requests in accordance with State requirements

- 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, including the Small Business Saturday Event
 - Assisted with marketing and website efforts for the International Food Fest
 - Assisted with development of a “Complete Streets” policy and related code updates and participated in the Complete Streets Steering Committee
 - Assisted in review of Hassell Road reconstruction plans
 - Assisted with coordination of the RTA Transit Study
 - Participated in CN sound wall project
 - 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.
 - Creation of ads for the Tollway 59/90 electronic sign
 - Participated in discussions on the I-90 corridor widening and PACE park and ride planning efforts
 - Participated in Barrington Interchange on Community Advisory Group (CAG)

- Website efforts included:
 - Updates of Planning Division site
 - Posting of all Planning and Zoning notifications



PLANNING

- 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 of the Visit Hoffman website
- The Division provided staff support for:
 - Planning and Zoning Commission
 - Planning, Building and Zoning Committee
 - Comprehensive Plan Advisory Committee
 - Green Initiatives Commission

2013 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 of the Village, including Laufenberger Farm, Beverly Properties (National Veterans Museum, and Prairie Stone, etc).
 - a. Ensure quality development and adherence to Village codes and regulations by minimizing the number of waivers granted for new projects.
 - 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) Assist with the promotion and marketing of 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.
 - d. Participate in marketing and publicity meetings, efforts, special projects, events and other activities.
 - e. Continue management of the visithoffman.com website, provide graphics for the Tollway sign, produce materials and assist with promotional efforts related to new business openings in the area, assist with marketing efforts for the Women's Big Ten Basketball Tournament, and assist with efforts of businesses seeking to participate in the 59/90 identity.



PLANNING

- 4) Promote the development or redevelopment of underutilized properties within the Village. (Linked to Village Board Goal ST-8)
 - a. Work with owners of the Barrington Square, Hoffman Village, 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. Specifically, the Hoffman Plaza Shopping Center is anticipated to change ownership and pursue potential redevelopment plans, as well as the possible property assembly and redevelopment of nearby sites such as 75 and 85 E. Golf Road.
 - 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 the 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.
 - 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.



PLANNING

2013 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.
 - 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.
- 4) Evaluate and pursue opportunities for improving operational efficiency within the Division and enhancing coordination between Divisions within the Department.
 - a. Meet with Division staff periodically to discuss ideas for improving operations.
 - b. Coordinate with Directors within Development Services regarding opportunities to share resources and/or increase efficiency in operations.
 - c. If staff turnover occurs, consider opportunities to shift staff responsibilities to maximize productivity and efficiency.
 - d. Periodically review processes within the Division/Department to determine if efficiency or productivity can be increased.



PLANNING

ANNUAL EXPENSES BY CLASS

CLASS	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	% Change
Salaries	328,861	335,740	324,490	346,730	3.3%
Employee Benefits	162,623	157,930	161,030	176,330	11.7%
Misc. Employee Expenses	1,888	3,450	2,200	3,820	10.7%
Commodities	2,351	2,490	2,200	2,280	-8.4%
Contractual Services	44,150	4,620	3,080	3,700	-19.9%
Cost Allocation	(58,412)	(52,000)	(52,000)	(50,000)	-3.8%
Total	481,461	452,230	441,000	482,860	6.8%

2013 BUDGET HIGHLIGHTS

Salaries

Salary amounts show a change due to the reallocation of staff resources between the Planning and the EDA budgets which is offset by an annual wage adjustment.

Employee Benefits

The increase is the result of a rise in health insurance premiums and IMRF costs offset by the reallocation of staff resources.

Miscellaneous Employee Expenses

The increase is the result of adjustments to training and professional organization memberships.

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 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	2011 Actual	2012 Actual	2013 Target
Inputs				
1	Total staff hours used on monitoring and expending CDBG grant funds	1,195	1,155	1,025
2	Total staff hours spent reporting on federal grants	86	81	75
Outputs				
1	Total monies received from the CDBG program	\$327,334	\$272,165	\$259,504
2	Total number of federal projects reported on time	23	38	8
Efficiency				
2	Total staff hours spent per federal report	3.7	2.1	1.8
Outcomes				
1	Ratio of unspent funds to total CDBG funds received	.37	.17	.25
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 2012 reports is due to inclusion of all federal grant reports. The end of at least two grant programs is noted in the reduction of the number of grant reports targeted for 2013.



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	2011 Actual	2012 Actual	2013 Target
Inputs				
1	Total staff hours spent preparing public information materials	57	25	38
Outputs				
1	Total number of public information pieces released	30	36	25
Efficiency				
1	Total staff hours utilized per information pieces released	2	1.4	1.5
Outcomes				
1	Actual number of information pieces released	30	36	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	2011 Actual	2012 Actual	2013 Target
Inputs				
1	Staff hours used processing PZC site plan cases	2,300	1,400	1,500
2	Staff hours used processing administrative site plan cases	228	184	200
Outputs				
1	Total number of PZC site plan cases processed	10	12	10
1	Total number of administrative review cases processed	14	15	15
2	Total number of site plan cases processed	24	27	25
Efficiency				
1	Total number of administrative cases processed per planner	5.6	7.1	7.5
2	Total number of site plan cases processed per planner	9.6	9.8	12.5
Outcomes				
1	Percentage of total site plan amendment cases that are processed through the administrative review process	58%	56%	60%
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.

2012 ACCOMPLISHMENTS

- Over 2,600 applications for building permits were processed by the front counter staff, of which over 1,000 were considered “over the counter” permits (i.e. residential re-roofing, water heater replacement, siding). Over \$600,000 in permit fees was collected.
- As of January 1, 2012, garage sale permits were required to be obtained by village residents prior to holding a garage sale. Over 500 garage sale permits were issued during the first year.
- Over 4,500 field inspections were scheduled by the front counter staff.
- Over 800 contractor licenses were processed by the front counter staff, along with answering hundreds of questions regarding license, bond and insurance requirements.
- The Code Enforcement Plan Examiner performed over 1,000 plan reviews. Several of the major projects included: the interior finishout for the St Alexius Mother – Child Hospital, Stone Eagle Restaurant, the Morizzo Funeral Home, the Saddle Room in Prairie Stone, Rickie Rockets mini-mall and service station, along with the new AUDI dealership located at the site of the former police station.
- The building inspection staff conducted over 4,500 field inspections within 24 hours of being scheduled.
- 1,650 commercial annual fire inspections were conducted by the Building/Fire Inspection staff. Fire prevention education was provided along with the inspections.
- The Code Enforcement Plumbing Inspector completed 1,160 back flow prevention device tests and re-certifications. He also tested and re-certified 47 Village owned backflow devices, saving the Village over \$4,000 in testing fees.
- All Fire Inspectors were certified by the International Code Council as Fire Inspector II.
- Code Enforcement Property Maintenance Officers responded to over 5,800 complaints, with over 3,500 being generated internally by staff.
- Multi-family property maintenance inspections were assigned to a combination Code Enforcement/Fire Inspector to provide more efficient inspection times. Over 450 inspections were conducted on common and exterior areas.
- During June, the Code Enforcement staff coordinated a “Clean Sweep” Property Maintenance Program. Department Directors and Code Enforcement staff, along with Village Trustees,



CODE ENFORCEMENT

conducted a visual drive-by inspection of all single family residences. Over 700 violations were noted and letters were sent out by Code Enforcement staff. All violations were in compliance by early fall.

- The Energy Assessment Program conducted over 50 energy assessments. Village single family residences built prior to 1990 are eligible for this assessment at a reduced rate of \$50, including a \$25 rebate if improvements were made as per noted in the energy report.
- The Division Director accepted a national award for Energy Code Enforcement from the International Code Council (ICC) and International Market Technologies (IMT) at the 2012 ICC Annual Meeting in Portland, Oregon.
- The Environmental Health Inspector conducted over 450 health inspections at the Village's 247 food establishments. Commercial day cares, tanning salons, massage and nail parlors are also inspected regularly by the Health Inspector. Several public events, such as the Northwest Fourth Fest, were inspected on a daily basis also.
- Over 280 elevators are inspected annually by the Village's third party inspection service. The Code Enforcement Division maintains a Local Agreement with the Office of the State Fire Marshal (OSFM) for the inspection of all conveyances in the Village. All conveyances are in compliance with state codes.

2013 SHORT-TERM GOALS & OBJECTIVES

- 1) Customer Service
 - a. Set individual and staff customer service goals that are aligned with Village Goals.
 - b. Establish a measurement system to assess levels of performance.
 - c. Provide adequate and timely feedback to individuals and staff members.
 - d. Reward and recognize the desired performance.
- 2) Building Energy Code Enforcement and Compliance
 - a. Create an educational energy code pamphlet to use for public energy outreach.
 - b. Update the Code Enforcement website to include a section dedicated to energy education.
 - c. Certify three building inspectors as ICC Energy Inspectors.
- 3) Village Website
 - a. Work with Information Systems (IS) in developing an editable PDF form for permit application.
 - b. Participate in the implementation of automated permit application software.
 - c. Create a web accessible "Guide to Permitting" to clarify the permitting process to applicants.
 - d. Make use of all electronic media available.



CODE ENFORCEMENT

2013 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. 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.

ANNUAL EXPENSES BY CLASS

CLASS	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	% Change
Salaries	653,936	649,430	649,100	668,930	3.0%
Employee Benefits	314,179	317,610	318,470	350,580	10.4%
Misc. Employee Expenses	5,725	11,340	10,260	6,800	-40.0%
Commodities	6,011	4,420	3,700	4,090	-7.5%
Contractual Services	70,308	62,760	61,910	73,300	16.8%
Total	1,050,159	1,045,560	1,043,440	1,103,700	5.6%



CODE ENFORCEMENT

2012 BUDGET HIGHLIGHTS

Salaries & Wages

The 3.0% increase is due to additional headcount and an annual wage adjustment, offset by the reallocation of staff resources from Code Enforcement to Fire.

Employee Benefits

The increase is the result of additional headcount and a rise in health insurance premiums and IMRF costs, net of the reallocation of staff resources.

Misc. Employee Expenses

The 40% decrease is mainly due to non-recurring EECEBG training expenses.

Commodities

The 7.5% decrease is mainly due to an overstock of Inspection Report forms and other miscellaneous forms.

Contractual Services

The 16.8% increase is due to an increase in IS User Charges, an internal allocation used to distribute the cost of IS to all departments.



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	2011 Actual	2012 Actual	2013 Target
Inputs				
1	Staff hours entering permit application information	1,256	792	1,024
2	Staff hours used to review plans in plan review	1,708	1,360	1,534
3	Staff hours used for permit issuance	918	740	829
Outputs				
1	Total number of building permits entered	2,470	1,360	1,915
2	Total number of plan reviews conducted	1,219	840	1,030
3	Total number of building permits issued	2,402	1,280	1,841
Efficiency				
1	Staff minutes used per permit entered	30.5	35	33
2	Staff hours taken per plan review conducted	1.4	1.6	1.5
3	Staff minutes utilized per permit issued	32.5	35	33.5
Outcomes				
1	Percentage of building permit applications entered into SunGuard within 24 hours of submittal	96.2%	85%	90%
2	Percentage of plan reviews presented to applicant within 7 to 10 days	90%	94%	95%
3	Percentage of final permit processing within 48 hours of permit approval	93.75%	82%	88%



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	2011 Actual	2012 Actual	2013 Target
Inputs				
1	Staff hours used conducting building inspections	3,451	1,780	2,616
2	Staff hours used conducting property maintenance inspections	2,529	2,880	2,705
Outputs				
1	Total number of building inspections completed	3,905	2,140	3,023
2	Total number of property maintenance inspections	4,280	4,984	4,632
Efficiency				
1	Staff minutes used per building inspection	53	50	50
2	Staff minutes used per property maintenance inspection	32.5	35	34
Outcomes				
1	Percentage of building inspections completed within 24 hours of notice	96.2%	98%	99%
2	Percentage of property maintenance inspections completed within a 24 hour period	98.5%	95%	97%

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 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.

2012 ACCOMPLISHMENTS

- Awarded a contract for Phase I engineering services to complete the full interchange at Barrington Road and I-90. This occurred following extensive coordination with IDOT and the Illinois Tollway. The project is underway and IDOT has been invoiced for 50% of the Phase I engineering costs.
- 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. Final work on updating the subdivision code to incorporate Complete Streets concepts is ongoing.
- Submitted an Illinois Transportation Enhancement Program application for the undercrossing of I-90 near the EJ&E/Canadian National railroad tracks. This new path would connect the Shoe Factory Road corridor with Prairie Stone.
- Construction at Shoe Factory Road/IL 59 to add right turn lanes on all approaches is scheduled to be complete in 2012. The project was awarded federal funds and the local share is being paid by the State and Cook County.
- The path crossing of the EJ&E/Canadian National Railroad right of way along Shoe Factory Road was completed.



TRANSPORTATION & ENGINEERING

- The electronic advance warning sign on Shoe Factory Road to advise approaching motorists of potential traffic queued at the railroad crossing was made operational. The project was accepted by Cook County.
- Submitted funding application for Federal TIGER 2012 funds for engineering and construction to complete the full interchange at Barrington Road and Interstate 90. However, the project was not selected.
- Continued traffic study and some coordination work on the intersection safety study at Bode/Salem and Bode/Gannon.
- 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.
- RTA's Community Planning Grant Program is paying the majority of the cost for an evaluation of 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. The study is due to be complete by the end of the year.
- Managed consultant activities on the Prairie Stone Parkway and Higgins Road traffic signal project which led to installation in 2012.
- Construction is scheduled to be complete in 2012 on safety improvements at the Beverly Road and Higgins Road intersection.
- 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. 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. An increase in the federal share of this project from \$3.5 to \$4.0 million was approved in 2012 by the Northwest Municipal Conference.
- Finished the annual street rehabilitation project on schedule and under the contract amount.
- Submitted Phase II 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. The majority of Phase II design was done in house. An increase in federal funds to \$2.25 million for construction and Phase III engineering was approved by the Northwest Municipal Conference in 2012.
- Completed over 75 residential drainage inspections requested by residents. In addition, drainage characteristics were evaluated for over 50 driveways, room additions, and garage permits.
- Construction was completed in 2012 on the Higgins Road bicycle path and sidewalk project funded through the CMAQ program. Some landscaping work remains to be completed in 2013.



TRANSPORTATION & ENGINEERING

- Pre-final were submitted by the Village consultant for a new traffic signal on Roselle Road at the Hoffman Plaza/Golf Center entrance. Construction is expected in 2013 following County approvals.
- 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.
- Village acceptance of the Devonshire Woods subdivision public improvements occurred in 2012.

2013 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. Obtain construction and permanent easements needed for the Roselle Road signal.
- d. With Cook County, complete plans for the Shoe Factory Road and Beverly Road widening project.
- e. Implement and manage 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 and identify possible funding sources.
- b. Conduct an evaluation of the Taxi Discount Program for potential modifications.
- c. Cooperate with Pace, IDOT, and the Illinois Tollway to identify and create park and ride facilities along I-90. Work with Pace to identify feeder bus services to connect with I-90 corridor service enhancements.

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, Cook County, and the Illinois Tollway 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. Hassell Road reconstruction will require full efforts of the street project team in 2013; all Division staff will be involved as well. (Linked to Village Board Goal ST-3)
- b. Develop street lists for reconstruction and preventive maintenance for the future street projects.
- c. Incorporate rehabilitation and maintenance strategies, such as structural overlays, surface patching, and edge patching as components of the annual street project scope.



TRANSPORTATION & ENGINEERING

- d. Prepare the plans and specifications for a potential 2014 Street Revitalization Project depending on the available budget.
- 5) Provide Stormwater Management Services.
 - a. Assist residents and business owners with technical advice on drainage problems and floodplain concerns.
 - b. Conduct inspections for residents, as well as review permits with respect to drainage.
 - c. Complete annual Community Rating System update.
 - d. Complete the Hassell Road culvert replacements with the road reconstruction project. (Linked to Village Board Goal ST-3)
- 6) Provide high quality, professional customer service and project management to developers, engineering companies, contractors, residents, and staff.
 - a. Complete acceptance process for the Yorkshire Woods subdivision public improvements.
 - b. Conduct plan reviews and construction inspections for all public and private improvements to reduce future maintenance.
 - c. Work with staff, developers, engineers, and contractors to provide the best solutions in site development, including assistance to internal and external customers.
 - d. Serve as a technical resource on all civil and site related issues, concerns or problems.
- 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 Hassell Road project status and coordinate with businesses, residents, and other groups.
 - c. Improve web-based information on Village projects, services, other State, County, Transit agency projects.
 - d. Serve as liaison to resident and business communities for road improvements and transit service questions.

2013 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 for a full interchange at Beverly Road and I-90.
 - f. Implement and manage projects that are successful in obtaining federal, state, or other funding assistance.



TRANSPORTATION & ENGINEERING

- 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 operate future transit service on the I-90 corridor.
 - b. Develop station area plans for bus rapid transit or STAR Line for I-90 service.
 - 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-2)
 - 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 and increase usage in the area.
 - c. Identify gaps in the pedestrian sidewalk system and create a plan to address these through the availability of various funding programs.
 - d. 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.
 - c. Identify and prioritize projects for future Annual Drainage Improvement projects as approved by the Village Board.
 - d. Provide project management for stormwater projects such as Hassell Road culverts, Business District culvert, and Grand Canyon storm sewer replacement.
- 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.



TRANSPORTATION & ENGINEERING

ANNUAL EXPENSES BY CLASS

CLASS	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	% Change
Salaries	621,780	699,770	699,560	736,390	5.2%
Employee Benefits	286,597	299,790	289,210	298,750	-0.3%
Misc. Employee Expenses	2,139	3,590	3,340	3,790	5.6%
Commodities	2,267	3,280	3,210	3,300	0.6%
Contractual Services	104,126	94,800	94,500	105,660	11.5%
Total	1,016,909	1,101,230	1,089,820	1,147,890	4.2%

2013 BUDGET HIGHLIGHTS

Salaries & Wages

The 5.2% increase represents annual wage adjustments.

Employee Benefits

The 0.3% decrease is due to an employee electing the health insurance opt out program, offset by higher health insurance premiums and IMRF costs.

Miscellaneous Employee Expenses

The 5.6% increase is primarily due to registration fees for professional certifications due every other year.

Contractual Services

The 11.5% increase is primarily due increases in the Subsidized Taxi program and PACE Bus Route 554 (shared with Elgin, Streamwood and Schaumburg).



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	2011 Actual	2012 Actual	2013 Target
Inputs				
1	Staff hours used in conducting drainage investigations	61	52	56.5
Outputs				
1	Number of drainage investigations conducted	92	64	78
Efficiency				
1	Staff minutes used per investigation	40	52	46
Outcomes				
1	Number of investigations conducted within 10 working days	74	64	69
1	Percentage of investigations conducted within 10 working days	80%	100%	100%

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	2011 Actual	2012 Actual	2013 Target
Inputs				
1	Total staff hours taken to review, contact, and submit an application	37	22	15
2	Total cost of the taxi discount program	\$17,360	\$19,500	\$24,000
Outputs				
1	Total number of identification cards assigned	45	56	60
2	Total number of taxi discount program registrants	290	346	400
Efficiency				
1	Total staff minutes used per applicant and/or identification card dispersed	49.3	15	15
2	Total cost per program registrant	\$59.86	\$56.36	\$60.00
Outcomes				
1	Percentage of identification cards assigned within three days of receiving the application	93%	90%	90%
2	Percentage increase of registrants from the previous year	18.4%	19%	20%

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 Village of Hoffman Estates has sustained targeted efforts through elected officials and staff to raise the standard of living and economic health of our community. We will continue these efforts into 2013.

2012 ACCOMPLISHMENTS

- **Corporate Activity:** Tate & Lyle moved into their 120,000 square foot building in March. This new global company provides distinctive, high quality ingredients and solutions to the food, beverage, and other industries. Much of the \$26 million build-out went to a new Commercial and Food Innovation Center. The company brought 160 high paying jobs to the community.
- **Healthcare:** St. Alexius Medical Center constructed a new six story building addition on the east side of their campus that will house an expanded day surgery center, a pediatric department, an expanded NICU department, a post-partum department, and a labor and delivery department. Two new parking structures are under construction to accommodate the new volume.
- **Marketing:** The world of marketing changes daily with the Internet, social media, universal and online campaigns. Effectively promoting a community's investment opportunities in terms of available buildings and property presents challenges. In April, the Village began listing retail properties into Zoom Prospector (a new online searchable database) via the Village's website (www.hoffmanestates.org) or www.hoffmanestatessites.com. The system puts the property listing responsibility on the listing agent and not Village staff. Multiple features allow a user to develop a report providing variable mile radius information on income levels, demographics, labor force, wages, and surrounding businesses. A public relations campaign communicates the benefits of the system to our external customers.
 - Numerous ads appear in local, regional, and national publications to continue to build the Hoffman Estates brand as a great place to locate your business.
 - The Shop Local advertising campaign that peaked in the 2011 holiday season continues into the first quarter of 2012 with Daily Herald online ads. Comparing year-over-year visits to the visithoffman.com tourism website, sees significant increases in traffic that consequentially dropped once the ads stopped, proving their positive impact. The online ad campaign sees 775,000 impressions from the ads with a 0.9% click-through-rate (CTR) which is acceptable by industry standards.
- **Retail:** Considering a stagnant economy with minimal growth, Hoffman Estates has very positive retail developments:
 - Ricky Rocket's. Located at the southeast corner of Hassell and Barrington Roads broke ground in the spring of 2012 for a gas station, convenience store, and strip center totaling approximately 6,000 square feet.
 - Hoffman Village. The new anchor tenant (Mariano's), who opened in September, underwent a complete exterior facade renovation. The new facade includes stonework and new tower and other design elements to add visual interest and a new color scheme. New ground signs match the new facade.



ECONOMIC DEVELOPMENT

- Southeast Corner of Golf and Roselle Roads (Alexion Shopping Center). The developer of this corner lot retail building completed a major reconstruction and addition which now includes an updated facade and tenants, including Caribou Coffee, Chipotle, Sprint, and Discount Mattress.
 - Stone Eagle Tavern. This project presents a 6,600 square foot restaurant with seating between 180 and 200 guests. Open for lunch and dinner, the restaurant features an outdoor patio area featuring a complementary bocce ball court. Stone Eagle opened for business in early October.
 - Saddle Room. This project showcases 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. The Saddle Room opened in early November.
 - Ross Dress is scheduled to open in the Poplar Creek Crossing Shopping Center in early 2013, occupying a 28,000 square foot junior anchor position near World Market, TJ Maxx, and Target on the north end of the center.
- Office and Industrial: Office vacancy rates in the Chicago northwest suburbs rank among the highest in the area and present challenges to the Village, but also new opportunities. A new small manufacturer (Nano Molding) joins the Stonington/Pembroke light manufacturing location, as well as positive discussions with others seeking space.
 - Due to significant time and effort from the elected officials and staff, the Village had success in retaining Sears Holdings, along with approximately 6,000 jobs. Aided by claw-backs in a state incentive agreement, Sears Holdings remains in Hoffman Estates for the foreseeable future.
 - ADP, a Fortune 500 company (ranked 269 in 2012), plans on a parking lot expansion to accommodate new employees and to make internal modifications in their building, including a new health and exercise component. In addition, significant sales taxes are returning to Hoffman Estates that had moved to an alternate Illinois location.
 - A 9,000 square foot funeral home (Morizzo Funeral Home) located just east of Barrington Road on Hassell Road.

2013 SHORT-TERM GOALS & OBJECTIVES

- 1) "Shop Local" program.
 - a. Continue to introduce various components of a Shop Local campaign that began in the second quarter of 2011. We will introduce new elements in the third and fourth quarters of 2012, and explore new programs for 2013.
 - b. Work with the marketing team to create a Shop Local focus for "Small Business Saturday" (November 24, 2013) and a "Shop Hoffman for the Holidays" in early December 2013.
- 2) Coordinate and plan with brokers and potential buyers to stabilize and strengthen four major shopping centers in the Village. (Linked to Village Board Goal ST-8)
 - a. Set up notification schedules to inform interested parties of new development and investment opportunities in the shopping centers.
 - b. Work with current center owners to recruit new tenants and introduce brokers to potential buyers, as appropriate.



ECONOMIC DEVELOPMENT

- c. Work with new ownership at Hoffman Plaza Shopping Center to continue improvements and redevelopment at the center.
- 3) Engage in public relations activity to promote the new Zoom Prospector searchable property database and work with real estate brokers to keep it updated.

2013 ON-GOING GOALS & OBJECTIVES

- 1) Collaborate with Hoffman Village Shopping Center to leverage the addition of Mariano's to assist in recruiting new tenants.
 - a. Work with the Mariano's communications staff with ongoing promotion of the new store in the community.
 - b. Work with the center's real estate agent to recruit new tenants.
- 2) Continue to work with the Golden Corridor Manufacturing Group to change the perception of manufacturing and promote workforce development programs.
 - a. Set up an appointment schedule for members to go into area secondary schools to present information and questions and answers on manufacturing careers or a similar type program.
 - b. Provide organization assistance to help grow the new hi-tech manufacturing program at Harper Community College.
- 3) With adoption of the TIF for the Barrington Square Town Center, provide market assistance and work with ownership to redesign and revitalize the center. (Linked to Village Board Goal ST-8)
 - a. Coordinate research, as necessary, to ownership to better decide on development options.
 - b. Work with brokers to attract tenants for the highest and best use of the center.
- 4) Improve Hoffman Estates' visibility and brand recognition to the external marketplace.
 - a. Continue leadership in external organizations such as IEDC, ICSC, Corenet, CMAP, AIRE, and others.
 - b. Develop a broker/investor event bringing these groups to Hoffman Estates.



ECONOMIC DEVELOPMENT

ANNUAL EXPENSES BY CLASS

CLASS	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	% Change
Salaries	192,502	206,360	174,210	179,340	-13.1%
Employee Benefits	85,521	97,180	92,010	85,940	-11.6%
Misc. Employee Expenses	15,538	21,310	17,100	19,280	-9.5%
Commodities	763	2,510	1,330	1,470	-41.4%
Contractual Services	847,476	838,820	985,590	1,279,030	52.5%
Cost Allocation	(33,335)	(38,730)	(31,450)	(34,520)	-10.9%
Total	1,108,465	1,127,450	1,238,790	1,530,540	35.8%

2013 BUDGET HIGHLIGHTS

Salaries

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

Employee Benefits

The decrease is the result of the reallocation of staff resources offset by a rise in health insurance premiums and IMRF costs.

Miscellaneous Employee Expenses

The decrease of 9.5% is due to reduced trade show related costs.

Commodities

The 41.4% reduction is primarily due to a reduction in printing.

Contractual Services

The increase of 52.5% is primarily due to an increase 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	2011 Actual	2012 Actual	2013 Target
Inputs				
1	Total cost of promotional activities	\$50,000	\$19,269	\$35,000
2	Total cost of creating the 59/90 brand	\$20,000	\$2,900	\$7,000
Outputs				
1	Total number of marketing activities conducted	19	20	35
2	Total number of events in 59/90	68	32	50
Efficiency				
1	Cost per marketing activity conducted	\$2,632	\$963	\$1,000
2	Cost per 59/90 event	\$294	\$91	\$140
Outcomes				
1	Village Vacancy Rates for Retail Office	18%	15%	15%
2	Number of events at 59/90	48	32	5

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)

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



ECONOMIC DEVELOPMENT

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



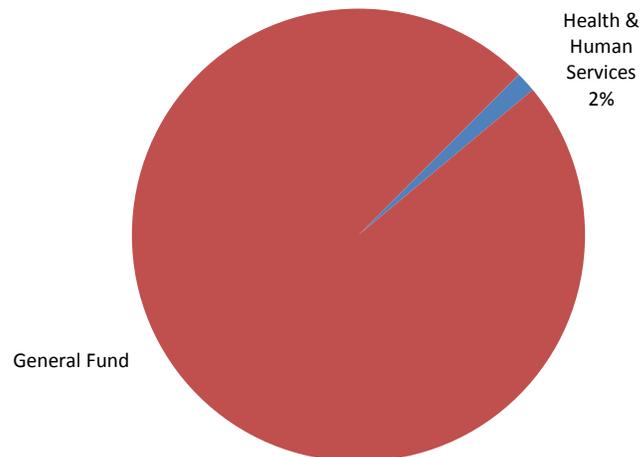
DEPARTMENT DESCRIPTION

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

\$677,170

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.

2012 ACCOMPLISHMENTS

- Nursing staff provided 3,632 combined (adults, infants and children) patient visits, during the year. Of this number, 174 were Medicaid eligible clients. A total of 678 infant/children vaccinations, 1,815 health screenings (blood pressure, pulse, hemoglobin and blood glucose), 275 flu vaccinations and 280 adult vaccinations (Tetanus, Hepatitis A/B and Twinrix) were provided to community residents and employees. 84 Cholestec (HDL, LDL and glucose) screenings were completed.
- Nursing staff conducted 1,192 vision and hearing screenings at area preschools.
- 76 residents utilized the medical equipment lending program.
- 12 residents successfully completed the smoking cessation course.
- The clinical psychology staff and trainees provided 812 clinical contacts. A total of 1,670 hours of mental health counseling were provided. Staff provided 1,522 individual counseling sessions, 88 couple's counseling sessions, 60 family counseling sessions, and completed four psychological assessments.
- HHS' community based prevention programs continue to have a positive impact on youth. These programs include: Reaching for the Stars, Real Girls-Real Talk and Lions Pride. Each group utilizes social and emotional learning techniques to help each participant enhance their leadership skills, decision making ability and self-esteem development. There were 273 combined encounters that occurred via the outreach programs.
- HHS staff, in collaboration with the Hoffman Estates Park District, continued youth services at Vogeley Teen Center. An average of 12 youth participates in services each evening.
- "Take Charge of Your Health," a medication/health education program for senior residents with chronic health problems continued in 2012.
- HHS in conjunction with HRM conducted four Customer Service Trainings for Village Staff.



HEALTH & HUMAN SERVICES

- HHS in partnership with the Youth Commission hosted a college readiness seminar on May 18th. Forty five (45) residents from the community attended.
- In recognition of Cancer Survivors Awareness Month, HHS hosted a “Pink Tea” luncheon. The event provided an opportunity for breast cancer survivors from the community to share their stories with others and learn about the importance of early detection of breast cancer. Community partners provided information about proper nutrition, exercise, and maintaining good health. The event was attended by approximately 45 residents from the community.
- HHS hosted “Wellness Day” on May 18, 2012. The event was well attended by Village staff and members from the community. Vendors provided an array of health information and services to attendees. Services included: cholesterol, blood pressure, and glucose screenings; chair massages; biofeedback and meditation; chiropractic care; podiatry screening; nutritional assessment, and other practical health information.
- HHS collected 1,060 containers of unused/expired medications and over 330 containers of used needle/sharp containers via the medication sharps recycling program.
- Hoffman Estates residents have saved a combined total of \$13,318.89 through use of the prescription discount card program.

2013 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. Continue infant and children’s immunization clinics and Village Hall and other locations in the community.
 - b. Conduct vision and hearing screenings at four area preschools/kindergartens.
- 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. Participate in HRM’s Diversity Task Force Initiatives.



HEALTH & HUMAN SERVICES

2013 ON-GOING GOALS & OBJECTIVES

- 1) Promote quality of life and healthy living across the lifespan in the Village. Educate the community on the effects of poor nutrition, obesity, and preventive healthcare.
 - a. Provide preventive health and immunization clinics to reduce the spread of preventable disease among residents within the Hoffman Estates community.
 - b. Provide access to affordable mental health services.
 - c. Continue health education programs (Take Charge of your Health, Health Awareness Month Campaigns, and Smoking Cessation Classes) within the community.
 - d. Provide onsite counseling/social support services at the Hoffman Estates police station.
- 2) Promote the healthy development, health, safety, and well-being of adolescents and young adults.
 - a. Continue outreach and violence prevention programs in area schools, Vogeley, and the Community Resource Centers.
- 3) 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.
- 4) Revise and update billing and payment structure to accept medical insurance as a form of payment for mental health services by 2014.

ANNUAL EXPENSES BY CLASS

CLASS	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	% Change
Salaries	374,540	389,840	386,580	396,380	1.7%
Employee Benefits	170,123	182,290	180,970	189,570	4.0%
Misc. Employee Benefits	2,404	2,810	2,810	2,220	-21.0%
Commodities	19,556	31,820	30,510	31,650	-0.5%
Contractual Services	44,362	52,630	52,530	57,350	9.0%
Total	610,985	659,390	653,400	677,170	2.7%



HEALTH & HUMAN SERVICES

2013 BUDGET HIGHLIGHTS

Salaries & Wages

The 1.7% increase is primarily due to an annual wage adjustment for non-union employees.

Employee Benefits

The increase of 4.0% is mainly due to an increase in health insurance premiums as well as an increase in IMRF expenses.

Misc. Employee Expenses

The reduction of 21.0% is due to decreased cost related to license renewals for professional staff. These licenses renew every two years.

Contractual Services

The increase of 9% is due to increased costs related to IS user charges.

PERFORMANCE MEASURES

Program Being Measured

Counseling Services

Program Area Objectives

1. Increase utilization of outpatient mental health services.

Objective	Indicator	2011 Actual	2012 Actual	2013 Target
Inputs				
1	Counseling hours provided	1,524	1,670	2,000
Outputs				
1	Total number of client contacts	1,074	1,008	1,200
Efficiency				
1	Staff hours used per client	1.27	1.5	1.5
Outcomes				
1	Percentage of clients that are HE residents	85%	90%	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	2011 Actual	2012 Actual	2013 Target
Inputs				
1	Cost of providing the Community Health Clinics	\$24,500	\$19,000	25,000
Outputs				
1	Number of vaccinations provided at Community Health Clinics	1,136	2,606	2,800
1	Number of clients seen	4,454	3,632	5,000
Efficiency				
1	Cost per client seen at Community Health Clinics	\$7.60	\$8.00	\$8.00
Outcomes				
1	Percentage increase of Community Health Clinic utilization	3.3%	12%	10%

Boards & Commissions

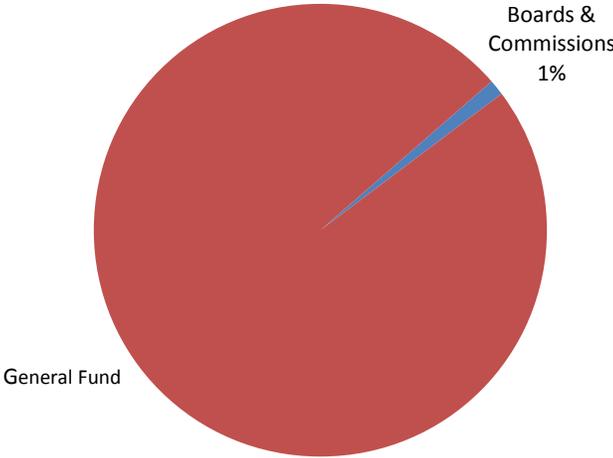


DESCRIPTION

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
\$524,890

DEPARTMENT EXPENDITURES TO GENERAL FUND EXPENDITURES



Boards & Commissions



ANNUAL EXPENSES BY COMMISSION

DIVISION	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	% Change
Fourth of July	89,282	149,710	189,310	210,080	40.3%
Police & Fire	61,420	61,490	2,330	156,060	153.8%
Miscellaneous	128,711	162,110	149,670	158,750	-2.1%
Total	279,413	373,310	341,310	524,890	40.6%

ANNUAL EXPENSES BY CLASS

CLASS	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	% Change
Salaries	40,886	50,770	38,110	51,700	1.8%
Employee Benefits	27,260	30,250	29,140	31,430	3.9%
Misc. Employee Expenses	1,055	2,530	2,030	2,530	0.0%
Commodities	707	1,500	780	3,240	116.0%
Contractual Services	209,505	288,260	271,250	435,990	51.2%
Total	279,413	373,310	341,310	524,890	40.6%



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	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	% Change
Contractual Services	89,282	149,710	189,310	210,080	40.3%
Total	89,282	149,710	189,310	210,080	40.3%

The increase for 2013 reflects additional costs for resources necessary to maintain a successful event at the Sears Centre Arena parking lot. It was difficult to determine the costs of relocating the festival when planning the 2012 budget, which explains the estimated overspending. Additionally, other municipalities contributed funds to sponsor a larger fireworks show. After the first year of the event at this new location, the commission can more accurately forecast the additional costs associated with producing a festival of this size.



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	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	% Change
Salaries	3,134	12,500	-	12,500	0.0%
Employee Benefits	25	960	-	960	0.0%
Misc. Employee Benefits	1,055	2,530	2,030	2,530	0.0%
Commodities	294	500	300	2,750	450.0%
Contractual Services	56,912	45,000	-	137,320	205.2%
Total	61,420	61,490	2,330	156,060	153.8%

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	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	% Change
Sister Cities	12,815	20,000	13,400	16,000	-20.0%
Environmental Commission	1,920	5,000	3,080	4,200	-16.0%
Commission for Seniors	7,262	8,090	7,890	8,090	0.0%
Youth Commission	520	1,600	1,310	1,600	0.0%
Emerging Technologies	9	500	-	500	0.0%
Historical Sites	560	1,900	1,200	1,900	0.0%
Cultural Awareness	1,748	3,000	3,000	4,000	33.3%
Arts Commission	16,809	18,460	19,410	24,900	34.9%
Utilities Commission	9	200	-	200	0.0%
Green Commission	291	500	-	500	0.0%
Local Historian	-	250	250	250	0.0%
Celebration Commission	9,020	10,100	9,640	10,100	0.0%
Economic Development Commission	9,134	12,500	12,500	5,000	-60.0%
Children's Memorial	45	200	100	100	-50.0%
Commission for the Disabled	799	2,380	1,290	2,380	0.0%
Celtic Festival	2,250	8,750	8,750	8,750	0.0%
Total	63,191	93,430	81,820	88,470	-5.3%

ANNUAL EXPENSES BY CLASS

Class	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	% Change
Salaries	37,752	38,270	38,110	39,200	2.4%
Employee Benefits	27,235	29,290	29,140	30,470	4.0%
Commodities	413	1,000	480	490	-51.0%
Contractual Services	63,311	93,550	81,940	88,590	-5.3%
Total	128,711	162,110	149,670	158,750	-2.1%

Special Revenue Funds



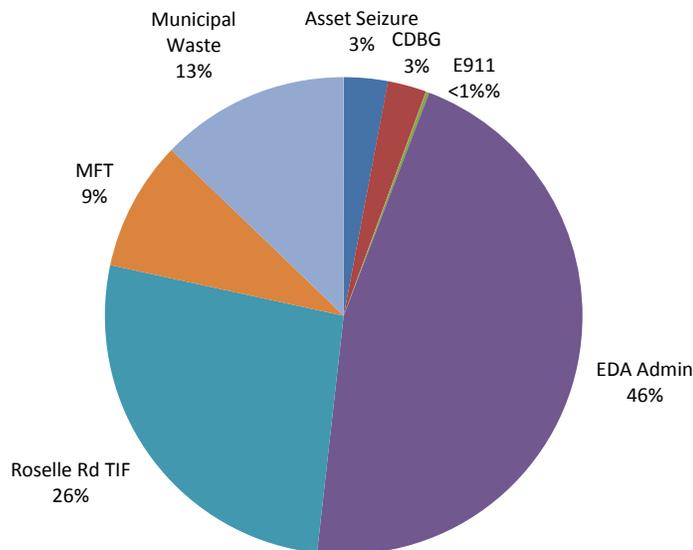
DESCRIPTION

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 2013 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

\$10,836,540

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.

2012 ACCOMPLISHMENTS

- The Police Department estimates that we will be awarded approximately \$370,000 in seizure funds during 2012.

2013 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.

2013 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	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	% Change
Revenues					
Fines	1,159,081	331,600	258,570	303,910	-8.4%
US Marshal	825	-	-	-	N/A
Investment Earnings	-	115,600	104,600	-	-100.0%
Miscellaneous	196	250	160	200	N/A
Total Revenues	1,160,102	447,450	363,330	304,110	-32.0%
Expenditures					
Salaries	111,083	125,170	124,860	125,270	0.1%
Employee Benefits	17,080	18,280	18,660	18,870	3.2%
Misc. Employee Expenses	1,578	24,000	-	24,000	0.0%
Contractual Services	24,815	24,450	19,750	32,950	34.8%
Capital Outlay	10,118	273,000	207,250	120,870	-55.7%
Operating Transfers	999,187	40,500	40,500	-	-100.0%
Total Expenditures	1,163,861	505,400	411,020	321,960	-36.3%
Net Revenues over Expenditures	(3,759)	(57,950)	(47,690)	(17,850)	N/A



ASSET SEIZURE FUND

2012 BUDGET HIGHLIGHTS

Salaries & Wages

This increase is related to our current collective bargaining agreements with MAP 96 and MAP 97.

Employee Benefits

The 3.2% increase is due to a rise in health insurance premiums.

Contractual Services

The 34.8% increase is primarily due to the transfer of vehicle operating expenses to this account.

Capital Outlay

The 55.7% decrease is primarily due to the reduction of patrol vehicles purchased.

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 was a onetime transfer to the Information Systems Fund to cover the cost of new laptops for the Police Department. No transfers are anticipated in 2013



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 2012 (started October 1, 2012), 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 \$259,504, plus an additional \$30,739 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 2012 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 \$25,000 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. As a secondary function of this program, an emergency loan is available to households that do not have enough equity in their home to qualify for the regular loan program but need emergency repairs to ensure the safety and health of the home occupants. These five-year forgivable loans are allowed up to \$5,000. The emergency program was utilized once since its inception in 2011.

Improvements made to streets in CDBG-eligible areas have been allocated \$128,318. The street improvements will be completed concurrent with the Village's 2013 Street Revitalization Project. The exact streets will be determined based on the annual street rating process.

The Village has budgeted a total of \$51,925 to be used for administrative costs throughout the program year, which equals the maximum amount allowed by HUD (20%). It is expected that \$50,000 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	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	% Change
Revenues					
Grant Revenue	179,838	302,000	619,690	285,000	-5.6%
Miscellaneous	-	-	-	-	N/A
Total Revenues	179,838	302,000	619,690	285,000	-5.6%
Expenditures					
Contractual Services	110,832	110,000	110,000	110,000	0.0%
Capital Outlay	10,594	-	292,690	125,000	N/A
Operating Transfers	-	140,000	165,000	-	N/A
Cost Allocation	58,412	52,000	52,000	50,000	-3.8%
Total Expenditures	179,838	302,000	619,690	285,000	-5.6%
Net Revenues over Expenditures	-	-	-	-	N/A

2013 BUDGET HIGHLIGHTS

Capital Outlay

The increase is for infrastructure improvements within qualifying neighborhoods.

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.



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

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	% Change
Revenues					
Intergovernmental	24,372	25,500	23,530	25,500	0.0%
Investment Earnings	163	250	100	100	-60.0%
Total Revenues	24,535	25,750	23,630	25,600	-0.6%
Expenditures					
Operating Transfers	300,000	-	-	-	N/A
Contractual Services	10,397	17,300	26,420	26,420	N/A
Total Expenditures	310,397	17,300	26,420	26,420	52.7%
Net Revenues over Expenditures	(285,862)	8,450	(2,790)	(820)	-109.7%



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	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	% Change
Revenues					
Taxes	4,040,677	4,242,710	4,242,710	4,454,846	5.0%
Investment Earnings	1,168	1,000	2,200	2,000	100.0%
Miscellaneous	18,508	-	-	-	N/A
Total Revenues	4,060,353	4,243,710	4,244,910	4,456,846	5.0%
Expenditures					
Administration	342,639	351,960	385,800	749,030	112.8%
Fire	3,221,823	3,231,000	3,138,180	3,222,700	-0.3%
Police	779,759	805,460	816,160	823,380	2.2%
Public Works	435,943	437,640	437,320	182,020	-58.4%
Total Expenditures	4,780,164	4,826,060	4,777,460	4,977,130	3.1%
Net Revenue over Expenditures	(719,811)	(582,350)	(532,550)	(520,284)	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	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	% Change
Revenues					
Intergovernmental	1,530,282	1,309,000	1,271,980	1,275,670	-2.5%
Investment Earnings	394	200	650	500	150.0%
Total Revenues	1,530,676	1,309,200	1,272,630	1,276,170	-2.5%
Expenditures					
Contractual Services	76,028	80,000	70,000	94,500	18.1%
Capital Outlay	6,721	10,000	9,870	0	-100.0%
Operating Transfers	222,130	2,163,430	1,619,250	860,000	-60.2%
Total Expenditures	304,879	2,253,430	1,699,120	954,500	-57.6%
Net Revenues over Expenditures	1,225,797	(944,230)	(426,490)	321,670	-134.1%



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	Actual	Budget	Estimate	Budget	Change
Revenues					
Charges for Services	924,896	840,000	834,800	840,000	0.0%
Delinquent Collections	0	0	76,330	60,000	N/A
Investment Earnings	38	50	70	120	140.0%
Miscellaneous	368,333	308,740	410,290	381,510	23.6%
Total Revenues	1,293,267	1,148,790	1,321,490	1,281,630	11.6%
Expenditures					
Salaries & Wages	-	36,340	-	-	N/A
Employee Benefits	-	7,720	-	-	N/A
Contractual Services	365,903	234,310	495,580	592,170	152.7%
Tipping Fees	691,052	674,000	693,370	713,560	5.9%
Debt Service	58,946	68,450	53,810	50,880	-25.7%
Operating Transfers	30,000	30,000	30,000	30,000	0.0%
Total Expenditures	1,145,901	1,050,820	1,272,760	1,386,610	32.0%
Net Revenues over Expenditures	147,366	97,970	48,730	(104,980)	-207.2%



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.

2012 expenditures primarily focused on engineering and consulting costs related to the Roselle Road traffic signal installation. Other spending was allocated to the initial engineering stage of the Business District Culvert project.

In 2013, the Roselle Road traffic signal will be installed, which includes additional engineering and consulting attention before actual construction. In addition, the engineering stage of the Business District Culvert project will be finished and construction will be accomplished in 2013.

ANNUAL REVENUES AND EXPENDITURES BY CLASS

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	% Change
Revenues					
Taxes	519,081	1,182,560	593,240	605,100	-48.8%
Investment Earnings	2,201	2,500	2,500	2,500	0.0%
Note Proceeds	17,465	-	-	-	N/A
Total Revenues	538,747	1,185,060	595,740	607,600	-48.7%
Expenditures					
Contractual Services	26,817	1,548,580	121,080	2,834,920	83.1%
Operating Transfers	50,000	70,000	70,000	50,000	-28.6%
Total Expenditures	76,817	1,618,580	191,080	2,884,920	78.2%
Net Revenues over Expenditures	461,930	(433,520)	404,660	(2,277,320)	425.3%

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 three outstanding bond issues:

- 2005A Taxable General Obligation Bonds
- 2008A General Obligation Bonds
- 2009A General Obligation Bonds

The following bonds have expired, but the debt service funds still exist:

- 2005 Tax Increment Revenue Refunding Bonds – bonds expired in fiscal year 2010, but the debt service fund will exist until the expiration of the EDA for the recording of trustee fees and minor professional services related to the EDA.
- 1997A General Obligation Bonds – bonds expired in fiscal year 2012, but the debt service fund will exist in 2013 to transfer surplus funding to the General Fund, which was the originating fund for the bond issue.
- 2001 General Obligation Bonds – bonds expired in fiscal year 2011, but the debt service fund will exist in 2013 to transfer surplus funding to the General Fund, which was the originating fund for the bond issue.
- 2003 General Obligation Bonds – bonds expired in fiscal year 2011, but the debt service fund will exist in 2013 to transfer surplus funding to the General Fund, which was the originating fund for the bond issue.
- 2004 General Obligation Refunding Bonds – bonds expired in fiscal year 2012, but the debt service fund will exist in 2013 to transfer surplus funding to the General Fund, which was the originating fund for the bond issue.

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.

Debt Service Funds



ANNUAL REVENUES AND EXPENDITURES BY CLASS

All Debt Service Funds

CLASS	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	% Change
Revenues					
Taxes	1,551,528	1,680,920	1,668,700	2,099,860	24.9%
Tow Fee Revenues	314,935	250,000	175,360	250,000	0.0%
Investment Earnings	26,438	30,900	10,410	10,600	-65.7%
Miscellaneous	1,000,000	1,000,000	1,000,000	1,000,000	0.0%
Operating Transfers	4,939,860	4,731,610	4,731,610	4,361,470	-7.8%
Total Revenues	7,832,761	7,693,430	7,586,080	7,721,930	0.4%
Expenditures					
Paying Agent Fees	2,700	1,500	1,500	1,000	-33.3%
Trustee Fees	5,016	11,000	10,000	10,000	-9.1%
Professional Services	0	15,000	0	15,000	0.0%
Principal Expense	3,840,000	2,750,000	2,750,000	2,545,000	-7.5%
Interest Expense	5,677,117	5,517,980	5,517,980	5,396,320	-2.2%
Operating Transfers	0	0	0	130,660	N/A
Total Expenditures	9,524,833	8,295,480	8,279,480	8,097,980	-2.4%
Net Revenues over Expenditures	(1,692,072)	(602,050)	(693,400)	(376,050)	-37.5%



DEBT SERVICE SCHEDULES OVERVIEW

This section summarizes the debt service obligations of the Village as of December 31, 2012. The following is a description of each bond obligation existing on December 31, 2012.

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

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 '05A	Series '08	Series '09	Total
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	48,020,000	26,645,000	30,355,000	105,020,000



DEBT SERVICE SCHEDULES

ANNUAL INTEREST PAYMENTS – GENERAL OBLIGATION DEBT

Fiscal Year	Series '05A	Series '08	Series '09	Total
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	32,624,873	29,741,500	15,796,712	78,163,085

Capital Project Funds



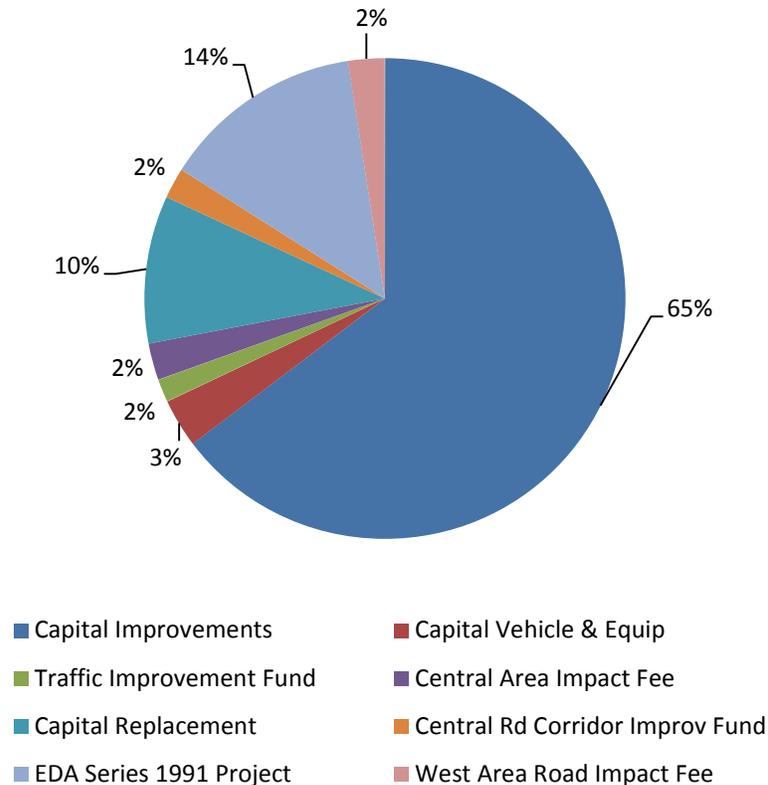
DESCRIPTION

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, and Western Area Road Improvement Impact Fee. These funds are used to accumulate and expend funds for the purchase of capital improvements and equipment.

The Hoffman Boulevard Bridge Maintenance, 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 2013.

TOTAL OPERATING BUDGET
\$12,164,010

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 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

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	% Change
Revenues					
Grant Revenue	-	814,000	500,000	1,081,550	32.9%
Charges for Services	6,344	-	-	-	N/A
Investment Earnings	112	100	420	400	300.0%
Miscellaneous	21,765	960,000	960,000	4,200,000	337.5%
Aggregation Civic Contribution	-	-	-	120,000	N/A
Transfer from General Fund	198,310	105,000	105,000	409,000	289.5%
Transfer from MFT Fund	25,870	1,989,180	1,505,000	860,000	-56.8%
Transfer from CDBG Fund	-	115,000	140,000	-	N/A
Transfer from EDA Fund	-	276,000	260,000	16,000	N/A
Transfer from Central Rd Corr. Fund	-	-	-	250,000	N/A
Transfer from Traffic Improv. Fund	-	136,000	136,000	150,000	10.3%
Transfer from EDA Project Fund	-	130,000	-	-	N/A
Transfer from Central Impact Fund	-	100,000	100,000	300,000	200.0%
Transfer from 2009 GODS	2,305,906	1,000,000	1,000,000	-	-100.0%
Transfer from Western Impact Fund	-	650,000	400,000	300,000	-53.8%
Transfer from Capital V&E Fund	-	-	-	-	N/A
Transfer from Water Fund	4,440	48,500	3,500	75,000	54.6%
Transfer from Roselle Rd TIF Fund	-	20,000	20,000	-	-100.0%
Total Revenues	2,562,747	6,343,780	5,129,920	7,761,950	22.4%
Expenditures					
Building Improvements	-	80,000	-	80,000	0.0%
Road Improvements	2,363,308	4,409,180	3,820,000	5,000,000	13.4%
Other Capital Improvements	37,133	1,725,000	1,137,490	2,705,250	56.8%
Drainage Improvements	32,663	81,500	84,000	25,000	-69.3%
Sidewalk Improvements	36,001	195,000	195,000	60,000	-69.2%
Total Expenditures	2,469,105	6,490,680	5,236,490	7,870,250	21.3%
Net Revenues Over Expenditures	93,642	(146,900)	(106,570)	(108,300)	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

	Actual	Budget	Estimate	Budget	Change
Revenues					
Grant Revenue	312,000	498,400	61,190	-	-100.0%
Fines	-	-	-	-	N/A
Investment Earnings	40	50	140	100	100.0%
Transfer from General Fund	121,500	134,400	134,400	19,000	-85.9%
Transfer from EDA Fund	97,000	204,200	60,000	33,600	-83.5%
Transfer from Capital Repl. Fund	-	237,170	99,800	171,090	N/A
Transfer from Water Fund	-	23,730	9,800	16,800	N/A
Total Revenues	530,540	1,097,950	365,330	240,590	-78.1%
Expenditures					
Department Equipment	330,145	260,900	109,600	206,890	-20.7%
Motor Vehicles	21,930	70,000	76,490	-	-100.0%
Fire Apparatus	54,646	781,000	60,000	168,000	-78.5%
Transfer to Capital Improve. Fund	-	-	-	-	N/A
Transfer to Water Fund	-	-	-	22,400	N/A
Total Expenditures	406,721	1,111,900	246,090	397,290	-64.3%
Net Revenues over Expenditures	123,819	(13,950)	119,240	(156,700)	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

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	% Change
Revenues					
Investment Earnings	3,916	4,000	4,740	4,000	0.0%
Miscellaneous	-	66,490	76,850	-	N/A
Transfer from EDA Admin Fund	-	-	-	110,000	N/A
Total Revenues	3,916	70,490	81,590	114,000	61.7%
Expenditures					
Department Equipment	-	50,000	-	75,000	50.0%
Motor Vehicles	62,047	175,620	151,620	413,460	135.4%
Fire Apparatus	-	301,550	274,600	550,000	82.4%
Transfer to Capital V&E Fund	-	237,170	99,800	171,090	-27.9%
Total Expenditures	62,047	764,340	526,020	1,209,550	58.2%
Net Revenues Over Expenditures	(58,131)	(693,850)	(444,430)	(1,095,550)	57.9%

Due to limited funding in the General Fund, transfers into this fund have not occurred since 2008 and are not planned for FY 2013.



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.

ANNUAL REVENUES AND EXPENDITURES BY CLASS

	Actual	Budget	Estimate	Budget	Change
Revenues					
Investment Earnings	169	150	260	250	66.7%
Total Revenues	169	150	260	250	66.7%
Expenditures					
Transfer to Capital Improvements	-	-	-	250,000	N/A
Total Expenditures	-	-	-	250,000	N/A
Net Revenues over Expenditures	169	150	260	(249,750)	N/A

A \$250,000 transfer to the Capital Improvements Fund is planned to offset some of the engineering costs related to the consideration of a new Barrington Road Interchange.



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. No maintenance is anticipated for 2013.

ANNUAL REVENUES AND EXPENDITURES BY CLASS

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	% Change
Revenues					
Investment Earnings	388	400	420	400	0.0%
Total Revenues	388	400	420	400	0.0%
Expenditures					
Contractual Services	2,500	75,000	3,750	-	N/A
Total Expenditures	2,500	75,000	3,750	-	N/A
Net Revenues over Expenditures	(2,112)	(74,600)	(3,330)	400	-100.5%



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 2013.

ANNUAL REVENUES AND EXPENDITURES BY CLASS

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	% Change
Revenues					
Charges for Services	558	2,000	-	-	N/A
Investment Earnings	-	600	580	600	0.0%
Total Revenues	558	2,600	580	600	-76.9%
Expenditures					
Total Expenditures	-	-	-	-	N/A
Net Revenues over Expenditures	558	2,600	580	600	-76.9%



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

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	% Change
Revenues					
Grant Revenue	39,948	-	31,750	-	N/A
Investment Earnings	464	500	560	500	0.0%
Total Revenues	40,412	500	32,310	500	0.0%
Expenditures					
Contractual Services	213,401	38,500	38,500	38,500	0.0%
Transfer to Capital Improve. Fund	-	136,000	136,000	150,000	10.3%
Total Expenditures	213,401	174,500	174,500	188,500	8.0%
Net Revenues over Expenditures	(172,989)	(174,000)	(142,190)	(188,000)	8.0%

A \$150,000 transfer to the Capital Improvements Fund is planned to offset some of the engineering costs related to the consideration of a new Barrington Road Interchange.



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

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	% Change
Revenues					
Grant Revenue	-	33,900	-	-	-100.0%
Charges for Services	-	-	-	-	N/A
Investment Earnings	3,526	4,000	2,380	2,000	-50.0%
Miscellaneous	2,430	35,300	-	5,300	-85.0%
Total Revenues	5,956	73,200	2,380	7,300	-90.0%
Expenditures					
Contractual Services	91,151	3,609,400	20,000	1,648,420	-54.3%
Transfer to General Fund	-	20,000	10,000	-	N/A
Transfer to Capital Improvements	-	130,000	-	-	N/A
Total Expenditures	91,151	3,759,400	30,000	1,648,420	-56.2%
Net Revenues over Expenditures	(85,195)	(3,686,200)	(27,620)	(1,641,120)	-55.5%



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

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	% Change
Revenues					
Charges for Services	-	-	100,000	300,000	N/A
Investment Earnings	568	600	620	600	0.0%
Total Revenues	568	600	100,620	300,600	50000.0%
Expenditures					
Transfer to Capital Improve. Fund	-	100,000	100,000	300,000	200.0%
Total Expenditures	-	100,000	100,000	300,000	200.0%
Net Revenues over Expenditures	568	(99,400)	620	600	-100.6%

A \$300,000 transfer to the Capital Improvements Fund is planned to offset some of the engineering costs related to the consideration of a new Barrington Road Interchange.



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 2013.

ANNUAL REVENUES AND EXPENDITURES BY CLASS

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	% Change
Revenues					
Investment Earnings	465	500	460	500	0.0%
Total Revenues	465	500	460	500	0.0%
Expenditures					
Contractual Services	170,000	-	-	-	N/A
Total Expenditures	170,000	-	-	-	N/A
Net Revenues over Expenditures	(169,535)	500	460	500	0.0%



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

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	% Change
Revenues					
Charges for Services	208,572	-	446,100	300,000	N/A
Investment Earnings	3,022	3,000	2,860	3,000	0.0%
Total Revenues	211,594	3,000	448,960	303,000	10000.0%
Expenditures					
Capital Outlay	70,303	-	-	-	N/A
Transfer to Capital Improve. Fund	-	650,000	400,000	300,000	-53.8%
Total Expenditures	70,303	650,000	400,000	300,000	-53.8%
Net Revenues over Expenditures	141,291	(647,000)	48,960	3,000	-100.5%

A \$300,000 transfer to the Capital Improvements Fund is planned to offset some of the engineering costs related to the consideration of a new Barrington Road Interchange.



2009 PROJECT FUND

The 2009 Project Fund was 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 were being used for allowable road improvements. There is no projected spending relating to this fund in 2013.

ANNUAL REVENUES AND EXPENDITURES BY CLASS

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	% Change
Revenues					
Grant Revenue	500,000	-	-	-	N/A
Interest Earnings	4,557	-	820	-	N/A
Total Revenues	504,557	-	820	-	N/A
Expenditures					
Capital Outlay	824,859	-	8,000	-	N/A
Transfer to Capital Improve. Fund	2,305,906	1,000,000	1,000,000	-	N/A
Total Expenditures	3,130,765	1,000,000	1,008,000	-	N/A
Net Revenues over Expenditures	(2,626,208)	(1,000,000)	(1,007,180)	-	N/A

Enterprise Funds



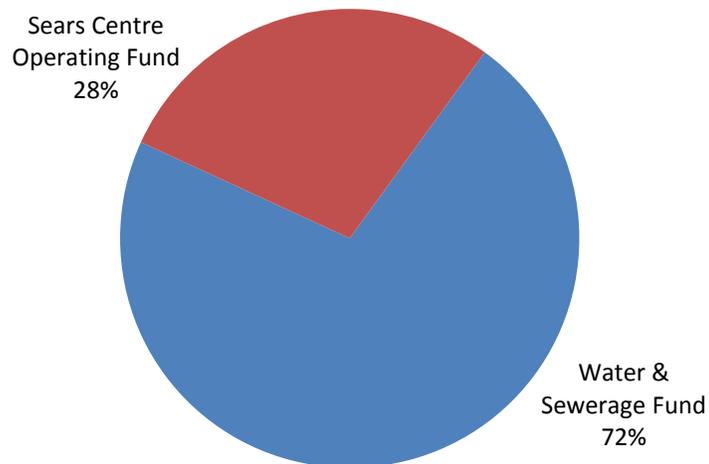
FUND DESCRIPTION

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

\$18,965,590

ENTERPRISE FUNDS TOTAL EXPENDITURES





WATER AND SEWERAGE FUND

CLASS	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	% Change
Operating Revenue					
User Charges	10,604,162	11,820,000	12,071,560	12,979,650	9.81%
Total Operating Revenue	10,604,162	11,820,000	12,071,560	12,979,650	9.81%
Operating Expenditures					
Salaries	2,468,964	2,640,370	2,600,000	2,730,740	3.42%
Employee Benefits	1,024,253	1,094,620	1,100,000	1,197,790	9.43%
Misc. Employee Expenses	33,808	37,950	40,100	40,180	5.88%
Commodities	213,455	208,720	204,540	230,520	10.44%
Contractual Services	6,735,376	6,363,540	7,266,560	7,852,640	23.40%
Capital Outlay	545,126	655,660	756,980	259,330	-60.45%
Cost Allocation	1,030,491	1,118,960	1,056,860	1,198,670	7.12%
Total Expenditures	12,051,473	12,119,820	13,025,040	13,509,870	11.47%
Operating Income (Loss)					
Before Depreciation	(1,447,311)	(299,820)	(953,480)	(530,220)	76.85%
Depreciation Expense	(1,148,042)	-	-	-	N/A
Non-Operating Revenue					
Grant Revenue	11,345	0	0	0	N/A
Investment Earnings	4,694	7,000	1,120	1,000	-85.71%
Miscellaneous	1,575,555	20,000	14,600	20,000	0.00%
Operating Transfers In	279,720	38,300	38,300	-	-100.00%
Total Non-Operating Transfers	1,871,314	65,300	54,020	21,000	-67.84%
Non-Operating Expenses					
Debt Service	4,625	4,630	4,630	4,630	0.00%
Operating Transfers Out	350,753	412,300	353,370	424,870	3.05%
Total Non-Operating Expenses	355,378	416,930	358,000	429,500	3.01%
Net Income (Loss)	(1,079,417)	(651,450)	(1,257,460)	(938,720)	44.10%
Expenses to be Capitalized	-	612,110	709,330	211,200	-65.50%
Net Income (Loss) Reported	(1,079,417)	(39,340)	(548,130)	(727,520)	1749.31%



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, 3,082 fire hydrants and 257 miles of water main pipe, 3,209 valves and 15,000 water meters.

2012 ACCOMPLISHMENTS

- Painted 711 hydrants utilizing in-house staff.
- Completed 28 water system leak repairs
- Replaced & repaired 24 fire hydrants.
- Replaced & repaired 10 B-Boxes
- Replaced & repaired 12 water mainline valves.
- An unused water main connection in Parkview Circle was removed to prevent system failure.
- Completed disinfection of the pumping system and repair of the natural gas motor for Well 9 and placed the well back in service.
- Achieved approximately 8% annual increase on backflow prevention device registration totaling 2,938 accounts (2,708 accounts in 2011).
- It is expected that the feasibility study for water system interconnect in Village's Western Development Area will be completed that will provide a plan for the most cost effective emergency water supply.
- It is expected that the installation of wireless communication infrastructure for SCADA (Supervisory Control and Data Acquisition) will be completed. The finished work includes the installation of radio communication system through antenna between the Public Works 's Control Center and field facilities of sixteen (16) lift stations, seven (7) water towers, three (3) reservoirs, five (5) flow meters, two (2) booster pump stations, and two (2) high service pump stations and etc.

2013 SHORT-TERM GOALS & OBJECTIVES

- 1) Complete the construction of the water system interconnect as System improvement.
 - a. Provide reliable emergency water supply.
 - b. Reduce annual operational cost.
 - c. Ensure the well site compatible with its surrounding environment (removal of above ground facilities and abandonment of the wells)



WATER

- 2) Replace and upgrade of 100 residential vault meters and meter interface units located in Parcel A & Parcel B (4th year in a six year program.
 - a. Upgrade Meter Interface Unit (MIU) with V3 MIU for better 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.

2013 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	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	% Change
Salaries	1,521,375	1,650,030	1,618,100	1,692,530	2.6%
Employee Benefits	620,811	666,600	669,410	729,150	9.4%
Misc. Employee Expenses	33,808	37,950	40,100	40,180	5.9%
Commodities	132,415	128,250	124,520	149,650	16.7%
Contractual Services	6,288,705	5,919,100	6,856,440	7,414,410	25.3%
Capital Outlay	57,184	399,460	387,960	79,430	-80.1%
Cost Allocation	425,098	477,020	433,950	513,180	7.6%
Total	9,079,396	9,278,410	10,130,480	10,618,530	14.4%



WATER

2013 BUDGET HIGHLIGHTS

Salaries & Wages

The 2.6% increase is the result of contractual CBA wage increases offset by a decrease in anticipated overtime costs.

Employee Benefits

Rising health insurance premiums and IMRF costs are mainly responsible for the 9.4% increase here.

Misc. Employee Expenses

The 5.9% increase or \$2,230 is due to an increase in uniform (23 FT to 24 FT) allowances per the CBA (Collective Bargaining Agreement), a slight increase in employee training and a new Water ISAC membership..

Commodities

Overall, commodities have increased by 16.7% or \$21,400 primarily due to increases associated The Department's meter replacement program.

Contractual Services

The increase of 25.3% or \$1,495,310 is primarily due to the increase in JAWA payments due to the City of Chicago's water rate increase.

Capital Outlay

The decrease in capital outlay spending 80.1% or \$320,030 can mostly be attributed to the fact that no motor vehicle replacements are scheduled for 2013, and less water system improvements programed for this fiscal year.

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 a 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	2011 Actual	2012 Actual	2013 Target
Background Data				
1	Total gallons of water purchased from JAWA	1,780,903,000	1,865,348,000	1,800,000,000
1	Total gallons of non-revenue accounted for water	140,890,000	141,581,000	136,800,000
1	Total gallons of water sold by the Village	1,682,527,000	1,620,319,000	1,573,200,000
Efficiency				
1	Difference between water gallons purchased and water gallons sold/used	98,376,000	103,448,000	90,000,000
Outcomes				
1	Percentage of improvement in unaccounted for water from prior year	n/a	(-).1%	(+).6%
1	Percentage of unaccounted for water from total purchased	5.5%	5.6%	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 186 miles of sanitary sewer main lines, 13.4 miles sanitary sewer force mains, 5,166 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.

2012 ACCOMPLISHMENTS

- Completed 5 major repairs on 4 lift station pumps, motors and other components.
- Flushed and cleaned 199,063 feet of sewer main line and did closed circuit TV inspection of 7,403 feet of sewer mains.
- Performed deep cleaning of Moon Lake Lift Station wet well and removed solid waste materials below the grate to protect the pumping system.
- Through contractual assistance, three new manholes were installed as replacement of lamp holes and failed manhole. 210 feet of pipe was replaced to correct the back pitched area in Mayfield Lane. 6 spot repairs by excavation have been completed for a total sewer replacement of 75 feet. 8 full sections of manhole to manhole CIPP lining of 1,967 feet were completed.
- Completed the installation of generator with automatic transfer switch at the Hilldale Lift Station that adds system reliability and reduces operational costs.

2013 SHORT-TERM GOALS & OBJECTIVES

- 1) Complete the engineering plan for Chippendale Lift Station Rehabilitation so that rehab construction can complete in 2014.
 - a. Find a solution for the bypass pumping difficulty.
 - b. Through a team effort, develop the rehab plan for the most cost-effective construction.
 - c. Expedite the approval process and actual rehabilitation construction.
 - d. Achieve higher reliability for the station with small holding capacity.
 - e. Improve operation and maintenance and reduce cost.
- 2) Complete 2013 critical sanitary sewer rehabilitation with lining approximately 2,000 ft. of failing pipe and 3 sewer section replacements by excavation and installation of 2 manholes.
 - a. Complete CCTV (Closed Circuit Television) camera inspection of all proposed repairs of sanitary sewer to determine the new priority list
 - b. Further reduce inflow & infiltration into the sanitary sewer system and prevent sewer surcharging & flow backups.



SEWER

2013 ON-GOING GOALS & OBJECTIVES

- 1) Develop an improved plan for sanitary sewer flow monitoring for implementation.
 - a. Locate previously unknown point sources of I/I (Infiltration/Inflow) for repair.
 - b. Prevent sewer surcharging & flow backups.
 - 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.
 - 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	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	% Change
Salaries	841,126	880,900	872,910	916,690	4.1%
Employee Benefits	361,695	383,250	385,690	413,500	7.9%
Commodities	1,729	2,370	1,950	2,370	0.0%
Contractual Services	378,987	377,220	344,120	340,010	-9.9%
Capital Outlay	31,633	255,900	362,720	179,600	-29.8%
Cost Allocation	302,538	320,130	291,420	353,500	10.4%
Total	1,917,708	2,219,770	2,258,810	2,205,670	-0.6%

2013 BUDGET HIGHLIGHTS

Salaries & Wages

The 4.1% increase is the result of contractual CBA wage increases and an increase in anticipated overtime costs.

Employee Benefits

Rising health insurance premiums and IMRF costs are mainly responsible for the 7.9% increase here.

Contractual Services

A 9.9% decrease or \$37,210 is due to a \$13,360 telephone cost savings earned by converting to radio SCADA remotes at lift stations, and lower anticipated electrical costs for 2013.



SEWER

Capital Outlay

The 29.8% decrease or \$76,300 is primarily due to \$75,000 less requested for sanitary sewer rehabilitation compared to 2012.

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

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	2011 Actual	2012 Actual	2013 Target
Inputs				
1	Labor hours spent flushing and cleaning sewer lines	855.25	970	910
Outputs				
1	Total feet of sewer lines flushed and cleaned	161,286	236,000	200,000
Efficiency				
1	Total labor hours spent per 1000 feet of sewer flushed and cleaned	5.30	4.11	4.25
Outcomes				
1	Change in labors hours flushing and cleaning sewers per 1000 feet cleaned	(+)1.11	(-).1.19	n/a

Explanatory Information:



WATER BILLING

The Water Billing Division, which is a subdivision of the Finance Division, includes 1 full-time and 4 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	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	% Change
Salaries	106,463	109,440	108,990	121,520	11.0%
Employee Benefits	41,747	44,770	44,900	55,140	23.2%
Commodities	79,311	78,100	78,070	78,500	0.5%
Contractual Services	67,684	67,220	66,000	98,220	46.1%
Capital Outlay	-	300	300	300	0.0%
Cost Allocation	302,855	321,810	331,490	331,990	3.2%
Total	598,060	621,640	629,750	685,670	10.3%

2013 BUDGET HIGHLIGHTS

Salaries & Wages

The 11% increase is the result an annual wage adjustment and the reallocation of a portion of the administrative staff assistant's time in Code to the Water Billing department to more accurately represent job responsibilities.

Employee Benefits

The increase in employee benefits is mostly related to the Village's expected rise in health insurance premiums and IMRF costs. The reallocation described above also impacted these costs.

Contractual Services

The 46.1% increase is for the purchase of an Interactive Voice Response System and an Outbound Notification System.

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.



WATER BILLING

PERFORMANCE MEASURES

PROGRAM BEING MEASURED

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 20 per year.

Objective	Indicator	2011 Actual	2012 Actual	2013 Target
Inputs				
1	Staff minutes used inputting auto-payment information	407	634	640
2	Staff minutes used to create and process refunds	478	612	550
3	Amount of time (in hours) to resolve customer issues	n/a	89.7	85
Outputs				
1	Total number of newly-created auto-payment accounts	160	317	320
2	Total number of closed water accounts with refunds	239	306	300
3	Total number of water billing calls	n/a	10,869	11,000
Efficiency				
1	Staff time used per auto-payment inputted	2.5 min	2.0 min	2.0 min
2	Staff time used per account closed with a refund	2 min	2 min	2 min
Outcomes				
1	Percentage of auto-payments inputted correctly	100%	100%	100%
2	Percentage of refunds given within 30 days	100%	100%	100%
3	Percentage of calls resolved within 24 hours	n/a	100%	100%
3	Number of calls escalated to management	n/a	20	20



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.

2013 OVERVIEW

To accurately assess the feasibility of achieving the 2013 Budget, the bottom line numbers should be judged by two metrics, the 2010 and 2011 year end financials and the amount of new business needed to generate the forecasted event income in 2013.

As you'll see from the details below, the Sears Centre Arena is forecasting another year of growth, attributing nearly 40% of Event Income (income derived from booking events) from new, yet to be contracted events.

However, the overall Operating Income will look similar to 2012, which is lower than both 2011 and 2010, due to the loss of several annual events (see below), which have decided to skip the Chicago market in 2013, ceased operations completely or selected non-arena venues for future events.

In addition, the departure of the Chicago Express Hockey Team was unfortunate, and will require Global Spectrum to solicit and book additional business to cover the lost revenue from 36 hockey games.

Event	Event Income	Reason
Chicago Express Hockey	\$132,749 (21 games)	Franchise folded
Cirque Du Soleil	\$239,801	Cirque Quidam is the only show touring in the Midwest in 2013. SCA hosted this show in 2012, so the show will be skipping the Chicago market.
Robert Morris Basketball	\$53,650	Client felt venue was too far from campus, and team was struggling to break 200 fans per game. They've decided to play in a regular gym downtown until they can find a suitable home.
Motocross	\$9,639	Motocross attendance was very poor in 2012, and SCA is pursuing additional payment from promoter. Event was not asked back due to non-payment of event settlement.
Total	\$435,839	

Given the size of the market, developing new business is feasible, but requires the arena to once again re-invent itself, finding more income from existing shows (increasing attendance and implementing initiatives that drive consumer in-arena spending), exploring new event categories not previously pursued (Hispanic, Indian and catering events) and aggressively booking events that are seeking to route their shows at competing arenas (development of partnership with Horseshoe



SEARS CENTRE OPERATING FUND

Casino and increased level of risk to buy shows away from Allstate Arena, UIC Pavilion and Chicago Theatre).

Based on Global Spectrum's past three years of experience operating in Chicago's competitive venue market coupled with the economy's slow recovery, the amount of new events needed to achieve the number stated below should be considered very aggressive.

2012 ACCOMPLISHMENTS

- **Expense Savings:** Overhead expenses associated with running the building (not expenses associated with hosting events) have decreased by nearly \$200,000 compared to 2011. This savings was achieved by reducing staffing by two full-time positions amongst other initiatives.
- **Growth of Hispanic/Indian Market:** Global Spectrum actively solicited promoters to attract more shows from these communities. Shows hosted included Hispanic Bull Riding, the arena's first half-house Indian Show featuring Mika Singh, Hispanic superstar Joan Sebastian, and the inaugural Reflejos award ceremony in the Club Room (Daily Herald event).
- **Renewal of Levy Restaurants:** The arena renewed Levy as the exclusive food and beverage provider with a substantially higher commission percentage, which could result in nearly \$100,000 in additional F&B profit annually. In addition, the new deal offers \$150,000 in capital improvements and a \$60,000 signing bonus.
- **Renewal of New Era Tickets:** The arena renewed New Era Tickets and was able to negotiate lower ticketing fees (expenses paid by the consumer when purchasing tickets online) for smaller shows with lower ticket prices. This should help tenant teams like the Chicago Slaughter and Soul offer additional value to customers and ensure family shows are more affordable in 2013.
- **Renewal of Global Spectrum:** The Village renewed Global Spectrum for another three year term with an option of a two year extension. The Village negotiated a decreased management fee, as well as a revised benchmarks on the variable fee, which will result in savings starting in January 2013.
- **Renewal of Front Row Market Services:** Front Row Marketing services was also renewed for another three year term. The monthly fee was decreased and additional language was added to allow the Village to terminate the contract if specific sales quotes are not achieved.
- **Growth of Catering Business:** After two years of advertising the arena as a destination for catering events, the arena finally secured a massive corporate event organized by Advocate



SEARS CENTRE OPERATING FUND

Health Care. The event utilized of the event floor, both warehouse spaces as well as the entire suite level.

- Achieved record food and beverage per caps at Eric Church: Thanks to a pre-concert party hosted outside the arena and aggressive sales during the show, Levy Restaurants achieved record sales based on attendance (\$22.53 sales per guest).
- Growth of Outdoor Events: While the months of July and August are typically slow periods for arenas, the SCA has managed to utilize the arena parking lot to drive revenue during this time. Renting the parking lot to various car clubs and a large RV dealership, the SCA has grown parking lot events every year since 2010. Total revenue from parking lot events is nearly \$60,000.
- Increase Premium & Other Income: Compared with 2011, the SCA increased sponsorship and miscellaneous income (includes office rent to hockey team and ice rental to club teams) by \$42,251.
- Launching of Chicago Soul: The SCA has signed a one year lease with an indoor soccer team.

2012 SIGNATURE EVENTS

The events below are some of the marquee events booked at Sears Centre Arena in 2012. These events were very profitable and contributed over \$500,000 to the arena's bottom line. The income was derived from rent, parking, food & beverage, ticketing fees and individual suite sales.

- Cirque du Soleil: Extremely profitable show, and the SCA is looking to secure a three year partnership when the show returns after skipping Chicago in 2013 and 2014.
- Circus: This is the second year for the circus. The show was very successful and grew profit by over \$30,000 compared with 2010.
- Eric Church: One of country music's hottest artist played to over 9,000 fans. The event included a large pre-party on Hoffman Blvd, which helped to ease traffic congestion and drive ancillary revenue through food and beverage sales.
- Catering Event: Advocate Healthcare hosted an event for nearly 1,300 people featuring breakfast and lunch with a general meeting session and multiple break out rooms.
- Women of Faith: Women of Faith is a massive religious organization that typically books NBA sized arenas. The group developed a smaller event, geared toward theaters, and the SCA was able to secure thanks to aggressive rental deal.



SEARS CENTRE OPERATING FUND

- Mythbusters: Behind the Myth Tour, Alan Jackson, The Story Tour and Joan Sebastian – As events are scheduled in November and December, profit has yet TBD: With the departure of the hockey team, the SCA had ample open weekends to book during the fourth quarter of 2012. The above mentioned concerts were pursued to help ensure momentum entering 2013, and ensure a strong event line-up for sponsorship renewal.

2013 GOALS & OBJECTIVES

- Further Development of Half-House Events: Due to high union costs, the SCA has been developing a smaller economical setup that should help attract local promoters looking to book theaters and can't afford the high cost of arenas. This setup provides full sound and light productions and staffing for under \$25,000. While still pricey, this should represent the least expensive package offered by any arena venue in the market.
- Additional Renovation of Concession Stands: With the renewal of Levy Restaurants, the SCA will have up to \$150,000 in capital funds to upgrade concession stands, create new food concepts and implement hi-tech initiatives that should increase efficiency. These renovations should help increase per caps during concerts, sporting and family events.
- Further Support of Northwest Fourth-Fest: In 2012 the SCA was responsible for marketing the regional July 4th event. These efforts proved very successful with an estimated 35,000 guests attending the inaugural event at the SCA parking lot. In 2013 the SCA is looking to help maintain attendance and encourage other revenue driving initiatives to support the festival.
- Growth of Catering Events: Based on the success of hosting the Advocate Healthcare Event, the SCA has client testimonials and event pictures to encourage other large companies to book the venue.
- Preparation for Big Ten Tournament: The successful hosting of the Big Ten Tournament in March 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.
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SEARS CENTRE OPERATING FUND

ANNUAL REVENUES AND EXPENSES BY CLASS

CLASS	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	% Change
Operating Revenues					
Taxes	2,100,316	1,998,520	2,198,520	1,888,140	-5.5%
Charges for Services	31,216	33,060	32,930	33,920	2.6%
Net Event Income	2,111,692	1,797,500	1,519,230	1,527,460	-15.0%
Premium/Other Income	307,384	443,850	376,280	370,230	-16.6%
Miscellaneous	-	59,000	227,500	160,000	N/A
Total Operating Revenues	4,550,608	4,331,930	4,354,460	3,979,750	-8.1%
Operating Expenditures					
Village Operating Expenses	12,270	147,840	2,400	2,200	-98.5%
Arena Operating Expenses	2,460,680	2,813,640	2,356,380	2,436,390	-13.4%
Total Expenditures	2,472,950	2,961,480	2,358,780	2,438,590	-17.7%
Operating Income (Loss) Before Depreciation					
	2,077,658	1,370,450	1,995,680	1,541,160	12.5%
Depreciation Expense	(2,346,785)	-	-	-	N/A
Non-Operating Revenues					
Investment Earnings	357	250	1,770	2,000	700.0%
Miscellaneous	(65,363)	-	-	-	N/A
Bond Proceeds	1,128,758	-	-	-	N/A
Total Non-Operating Revenues	1,063,752	250	1,770	2,000	700.0%
Non-Operating Expenses					
Operating Transfers Out	77,970	(2,896,900)	(2,746,900)	(2,895,210)	-0.1%
Total Non-Operating Expenses	77,970	(2,896,900)	(2,746,900)	(2,895,210)	-0.1%
Net Income (Loss)	872,595	(1,526,200)	(749,450)	(1,352,050)	-11.4%

Internal Service Funds



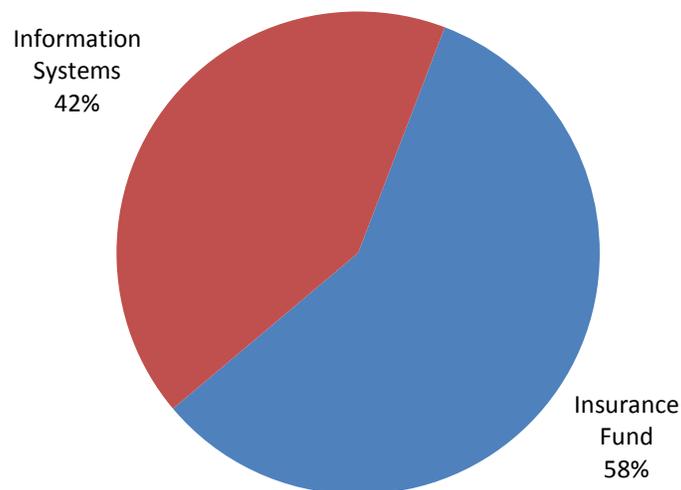
DESCRIPTION

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

\$2,979,806

INTERNAL SERVICE FUNDS TOTAL EXPENDITURES





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 2013 by approaching several public entity brokers with a Request for Proposal for brokerage services as well as workers' compensation and property and casualty excess insurance coverage. The Village's property and casualty and workers' compensation excess insurance coverage will be renewed in 2013 for the 2014 term after careful review of the Risk Manager of the results of the RFP.

2012 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 2012 is projected to be 35% less than the previous year.
- The annualized workers' compensation claims severity for 2012 is projected to be 42% less than the previous year.
- It is projected that there will be a 95% reduction in the annualized general liability claims frequency for 2012 compared to the previous year.
- It is projected that there will be a 100% reduction in the annualized general liability claims severity for 2012 compared to the previous year.
- Conducted phase two of the 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.
- 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.
- Submitted a Request for Proposal for third party claims administration services for both workers' compensation and general liability claims administration, and made appropriate recommendations to the Village Board.



INSURANCE FUND

- Reviewed the insurance market and recommended excess workers' compensation and property and casualty insurance package renewal.
- Conducted a Safety Lunch for all Village employees and promoted and rewarded safety in the workplace.

2013 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 feorsors.
 - 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 feorsors.
- 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

2013 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	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	% Change
Revenues					
Charges for Services	1,594,060	1,544,320	1,544,320	1,420,870	-8.0%
Investment Earnings	1,456	1,400	1,400	1,400	0.0%
Miscellaneous	317,584	331,160	322,950	306,390	-7.5%
Total Revenues	1,913,100	1,876,880	1,868,670	1,728,660	-7.9%
Expenditures					
Employee Benefits	360,401	401,160	393,160	376,390	-6.2%
Contractual Services	851,092	1,474,320	1,310,030	1,350,870	-8.4%
Total Expenditures	1,211,493	1,875,480	1,703,190	1,727,260	-7.9%
Net Revenues over Expenditures	701,607	1,400	165,480	1,400	0.0%

2013 BUDGET HIGHLIGHTS

Employee Benefits

The VSP plan expires for many of the retirees in 2013. The 6.2% decrease reflects the cost savings from the expiration of this agreement.

Contractual Services

The 8.4% decrease is caused by a reduction in liability and worker's compensation insurance premiums, in addition to the reduction in liability claims.



INFORMATION SYSTEMS

The Information Systems Department is responsible for the security and maintenance of over 350 personal computers, 12 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.

2012 ACCOMPLISHMENTS

- Server/network, application and services (Email, Voice Mail, telephone, Firehouse RMS etc) up time was at 99.9%. With 6,851,520 of potential server uptime, we only lost approximately 3,000 minutes due to bi-weekly server maintenance (bi-weekly restarts). This success can be attributed to aggressive server maintenance and regular replacements through the approved budget.
- Went live with SunGard's ASP Software as a Service (SAAS) solution on June 30th. Prior to going live, 90 employees were trained on accessing CommunityPLUS and FinancePLUS over the internet.
- All of the Cognos reports that required rewriting have been completed. There are still some issues with SunGard's current models that have not been resolved. SunGard has agreed to provide us with us access to models and we will make the necessary corrections.
- Refresher training was provided in Cognos 8 Query studio for Village staff designated as our report writers and assisted them in writing their reports in the new environment.
- Implemented the Custom for our Utility Billing bill print to allow customer to request their bills be sent via email.
- Analyzed and implemented a procedure for Garage Sale Permits.
- Analyzed and extracted data for submission of debts owed the Village to begin submissions under the State and Local Debt Recovery Program.
- 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.
- Migrated 385 entities which included staff email boxes, shared email boxes and resources (meeting and conference rooms, equipment etc.) and approximately 200 GB of information to Microsoft Exchange Online. Microsoft Exchange Online is a hosted service from Microsoft that offers redundant servers in geographically-distributed datacenters, with continuous data backup and premier disaster recovery capabilities that are protected by built-in antivirus and anti-spam filters and supported 24-7. With the inclusion of built in viruses and spam with Forefront® Online Protection for Exchange, a service that handles over 150 million messages to 8.5 million users



INFORMATION SYSTEMS

around the world every day, and is updated to address new virus and spam threats as soon as they appear, Exchange Online provides advanced security and reliability to help protect our information.

- Maintained replacement programs for the Public Safety CF units, general use desktop computers and network servers within budgetary guideline replacements.
- Completed the private VPN with Verizon Wireless for cellular communication with public safety vehicles. All Public Safety vehicles have cellular capability.
- Completed moving all fire apparatus to the Village's internal wireless infrastructure. These units needed extensive hardware and software upgrades that would enable them to be incorporated into our network.
- Completed the upgrades to the Public Works CFA Win software. The decision to upgrade the product was based on the incompatibility of the current software client and the Windows 7 desktop operating system.
- Completed the configuration and tested 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.
- Combined the Engineering & Transportation, Utilities infrastructure, and Sign Shop Intranet maps into a single map to make it more useful for the current users. Added two intranet maps, Planning & Zoning and General Village Map, for use by the Planning Division and general Village employees respectively.
- Conducted training in the use of Intranet maps. This training was attended by twenty-two representatives from nine Village departments

2013 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.



INFORMATION SYSTEMS

- 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) Enable Employee Access Center through SunGard ONLINE. This application provides employees access to their employee information, view complete check history, view and print their W2's for tax filing, as well as view their leave available and taken for current and prior years. This application will also allow employees to submit changes needed to their personal information and tax deductions.
- 5) Implement EFT transactions to vendors.
- 6) 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)
- 7) Determine the feasibility and benefits of deploying additional applications in eGovPLUS.
- 8) Set up and begin transition to Employee Timesheets through SunGard ONLINE. This will replace the Time Entry application currently used by most Village Hall employees, and will allow us to expand electronic payroll recordkeeping to other village departments which currently use Excel Spreadsheets for submitting payroll.
- 9) Provide more advanced Cognos 8 Query Studio Training to Village Staff. (Linked to Village Board Goal OG-8)
- 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 Topology.
 - d. Expand the GIS user's group to facilitate communication, cooperation and assistance among the ArcGIS users in the various departments.
 - e. Provide training for selected users in making maps and editing data using ArcMap.



INFORMATION SYSTEMS

2013 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) Continue to examine Cloud computing, Infrastructure as a Service and other technologies that may benefit the Village.
- 3) Set up and populate the Employee Benefits Application in FinancePLUS, which will allow us to provide much more detailed benefit reports to our employees.
- 4) Set up and enable electronic Annual Enrollment of Benefits in Employee Access Center.
- 5) Begin investigation of the feasibility of transitioning to SunGard ONLINE's Job Applicant Center.
- 6) 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.
- 7) Transition to electronic board and committee packets.



INFORMATION SYSTEMS

ANNUAL REVENUE AND EXPENDITURES BY CLASS

CLASS	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	% Change
Revenues					
User Charges	1,042,040	1,021,820	1,021,820	1,080,110	5.7%
Investment Earnings	214	220	220	220	0.0%
Transfer from General Fund	63,163	66,770	62,850	73,000	9.3%
Transfer from Asset Seizure Fund	-	40,500	40,500	-	N/A
Transfer from Water Fund	-	7,000	7,000	-	N/A
Total Revenues	1,105,417	1,136,310	1,132,390	1,153,330	1.5%
Expenditures					
ADMINISTRATION					
Salaries	461,607	488,930	460,450	498,590	2.0%
Employee Benefits	179,893	208,440	201,230	219,040	5.1%
Misc. Employee Expenses	(869)	15,490	14,690	14,690	-5.2%
Commodities	29,465	32,850	35,630	38,140	16.1%
Contractual Services	21,929	9,540	13,580	14,620	53.2%
OPERATIONS					
Contractual Services	102,264	156,600	157,140	140,710	-10.1%
Capital Outlay	84,872	101,740	131,040	147,550	45.0%
Depreciation	41,773	75,000	42,000	-	N/A
CAPITAL ASSETS					
Capital Outlay	180,298	282,500	275,500	358,500	26.9%
Cost Allocation	(122,649)	(157,910)	(138,400)	(203,480)	28.9%
Total Expenditures	978,583	1,213,180	1,192,860	1,228,360	1.3%
Net Revenues over Expenditures	126,834	(76,870)	(60,470)	(75,030)	-2.4%

2013 BUDGET HIGHLIGHTS

Salaries

The 2.0% increase in salaries is related to an annual wage adjustment planned for non-union personnel.

Employee Benefits

The 5.1% increase in employee benefits is related to cost increases for health insurance and IMRF.

Misc. Employee Expenses

The 5.2% decrease is due to a change in conference locations.



INFORMATION SYSTEMS

Commodities

The 16.1% increase is due to a minor increase in the cost of data processing supplies.

Contractual Services

The 53.2% increase is primarily due consolidation of Verizon Costs in this account.

Capital Outlay (Operations)

The 45.0% increase is due to the upgrade of the Police Department Speedshift Scheduling application.

Depreciation

The Finance Department determined that the budgeted Net Revenues over Expenses are more clearly represented when Depreciation Expense is not included in the Internal Service Funds' budget.

Capital Outlay (Capital Assets)

The 26.9% increase is primarily due to an increase in our desktop replacement. This is an attempt to bring us more current in our replacement cycle, and will be funded by fund balance from the IS 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 1,664mb to 1,800mb.
2. Expand the available feature classes in GIS by five in 2013.

Objective	Indicator	2011 Actual	2012 Actual	2013 Target
Inputs				
1	Staff hours used to expand feature class data	300	250	284
2	Staff hours used to expand feature classes in GIS	35	61	60
Outputs				
1	Total GIS data, in megabytes, available for use	1,300	1664	1,800
2	Total number of feature classes added	3	20	5
Efficiency				
1	Total staff minutes used per GIS data expanded	77.6	41.21	60.8
2	Total staff hours used per feature class	25	6.2	16.7
Outcomes				
1	Percentage of GIS data expanded	33%	28%	5%
2	Number of feature classes added to the GIS database	3	22	5

Explanatory Information

Four feature classes were added to accommodate the labeling requirements of the FEMA Flood Plain Maps. One feature class (Auto Burglaries) was moved to the database from a standalone database. Four feature classes were removed from the database because the data is no longer relevant. There was a net gain of one feature class (239 total) and a net loss of 1758 records.

Fifteen new feature classes were added (2007 and 2010 census data, school districts, U.S. Congressional Districts, bike lanes and routes, traffic sign inventory, and 1 foot contour lines). Four feature classes were replaced—state congressional districts and bike paths. There is now a total of



INFORMATION SYSTEMS

253 feature classes and 1,664 Mb of data in the GIS database. There was a net increase of 715,451 records.

Please note that a substantial increase in the size of the database is due to a single feature class--1 foot contour lines--which contains nearly 600,000 records.



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	2011 Actual	2012 Actual	2013 Target
Inputs				
1	eGov program costs	\$16,174	\$18,540	\$19,200
2	Staff hours used to increase participation in eGov activities	13	45	30
Outputs				
1	eGov total hours of availability	8,719	8753	8673
2	Total number of eGov users	2,797	3,300	3,800
Efficiency				
1	Total cost per hour of uptime	\$1.86	\$2.12	2.21
2	Total staff minutes used per eGov user	<1	<1	<1
Outcomes				
1	Percentage of eGov uptime	99.5%	99.6%	99
2	Percentage increase in eGov users	33%	11%	10%

Explanatory Information

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	2011 Actual	2012 Actual	2013 Target
Inputs				
1	Staff hours spent reviewing and implementing the program	8.75	8	9
2	Staff hours used providing instruction assistance	20.8	48.15	27.7
Outputs				
1	Total number of surveys sent to employees requesting help	1,978	1,948	1,953
2	Total number of instructional calls received	48	62	55
Efficiency				
1	Total staff minutes used per survey sent out	<1	<1	<1
2	Total staff hours used per instructional call received	0.56	0.72	0.60
Outcomes				
1	Percentage of total surveys returned	16.6%	28%	30%
2	Percentage decrease in time spent per instructional assistance call	-0.2%	+1.2%	-.50%
Service Quality				
1	Percentage of Village employees satisfied with the technical service provided	96.75%	98.0%	98.5%

Pension Trust Funds

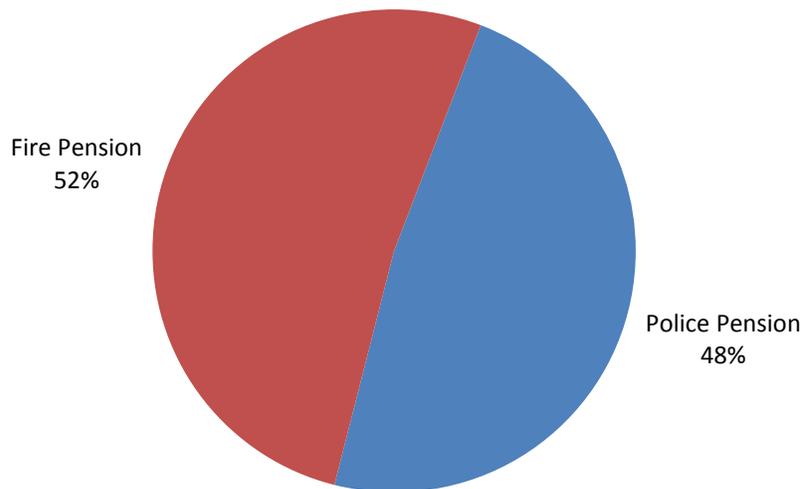


Pension Trust funds are used to account for assets held by the Village as trustee or agent for individuals, private organizations or other governmental units. The Village's Police and Firefighters Pension Funds provide pension benefits for all retired Police and Fire personnel.

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
\$6,637,880

**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

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	% Change
Revenues					
Taxes	2,356,575	2,293,860	2,270,150	2,397,870	4.5%
Replacement Tax	13,174	13,400	13,400	13,400	0.0%
Charges for Services	830,869	881,660	832,080	885,200	0.4%
Investment Earnings	(257,451)	1,050,000	1,237,710	1,030,000	-1.9%
Miscellaneous	33,447	-	-	-	N/A
EDA Administration Fund	127,670	128,500	128,500	137,890	7.3%
Total Revenues	3,104,284	4,367,420	4,481,840	4,464,360	2.2%
Expenditures					
Salaries	1,250	1,500	1,000	1,000	-33.3%
Employee Benefits	2,996,632	2,987,070	2,985,490	3,064,040	2.6%
Misc. Employee Expenses	1,194	1,300	1,300	1,300	0.0%
Commodities	1,455	1,680	1,780	1,780	6.0%
Contractual Services	111,074	129,970	127,970	127,970	-1.5%
Total Expenditures	3,111,605	3,121,520	3,117,540	3,196,090	2.4%
Net Revenues over Expenditures	(7,321)	1,245,900	1,364,300	1,268,270	1.8%



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

	2011 Actual	2012 Budget	2012 Estimate	2013 Budget	% Change
Revenues					
Taxes	2,034,472	1,692,450	1,668,040	1,672,950	-1.2%
Intergovernmental	13,174	13,400	13,400	13,400	0.0%
Charges for Services	772,772	809,460	758,000	849,970	5.0%
Investment Earnings	379,049	890,000	1,189,070	930,000	4.5%
Miscellaneous	617	-	720	-	N/A
EDA Administration Fund	441,030	370,720	370,720	402,320	8.5%
Total Revenues	3,641,114	3,776,030	3,999,950	3,868,640	2.5%
Expenditures					
Salaries	(230)	-	-	-	N/A
Employee Benefits	2,892,534	3,111,290	3,081,750	3,172,580	2.0%
Misc. Employee Expenses	1,121	2,500	2,500	2,500	0.0%
Commodities	-	400	500	500	25.0%
Contractual Services	258,962	269,210	266,210	266,210	-1.1%
Total Expenditures	3,152,387	3,383,400	3,350,960	3,441,790	1.7%
Net Revenues over Expenditures	488,727	392,630	648,990	426,850	8.7%



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

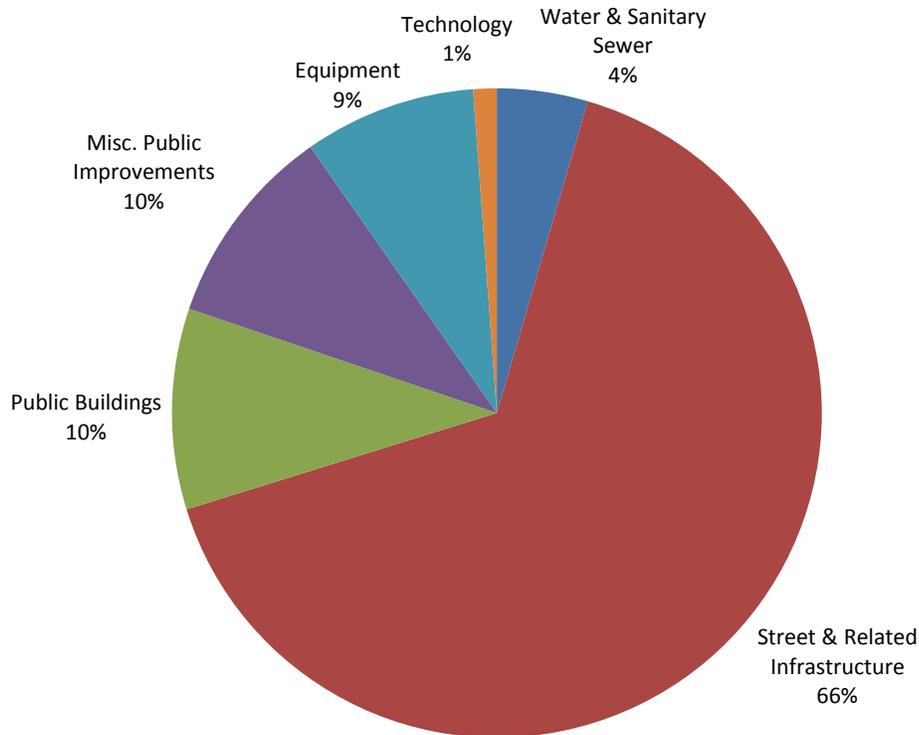
Each project is also summarized by department. You can examine each project under the department section of the CIP. The departments are:

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.



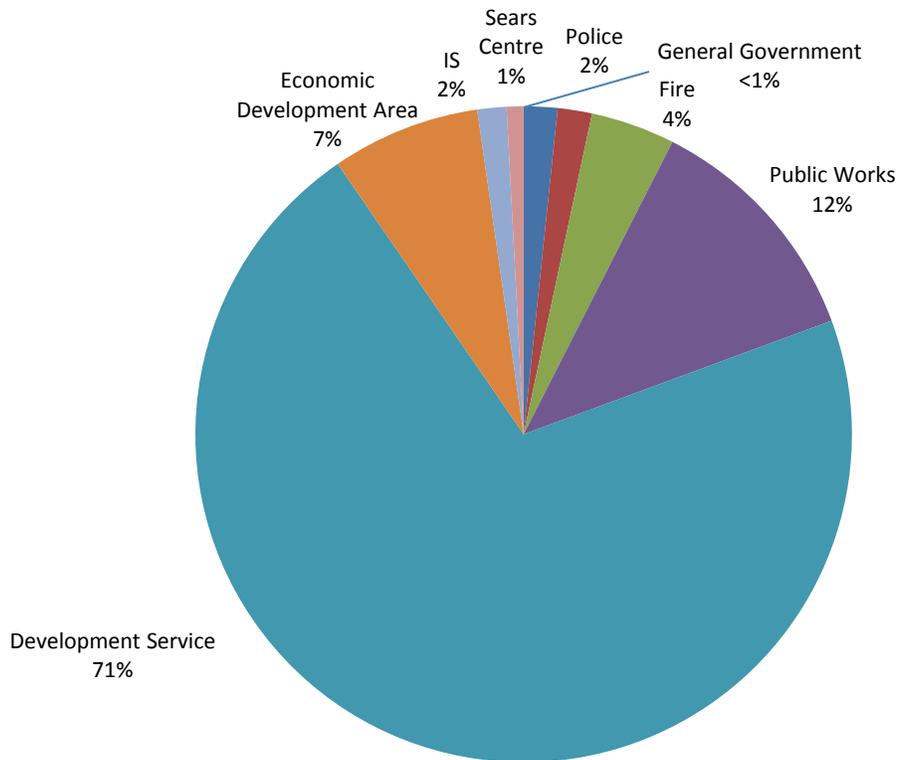
SUMMARY OF CAPITAL REQUESTS BY PROJECT TYPE



Project Type	2013	2014	2015	2016	2017	Total 2013-2017
Water & Sanitary Sewer	826,860	1,130,000	2,943,810	1,361,500	953,000	7,215,170
Street & Related Infrastructure	8,361,900	9,323,200	42,255,000	38,470,000	6,479,000	104,889,100
Public Buildings	1,171,550	776,250	4,335,380	9,198,000	487,000	15,968,180
Misc. Public Improvements	3,726,800	3,394,000	3,011,000	2,423,000	3,534,000	16,088,800
Equipment	1,428,050	4,503,730	1,887,900	4,018,940	1,832,330	13,670,950
Technology	359,290	600,950	375,980	247,480	276,480	1,860,180
Total	15,874,450	19,728,130	54,809,070	55,718,920	13,561,810	159,692,380



SUMMARY OF CAPITAL REQUESTS BY DEPARTMENT



Department	2013	2014	2015	2016	2017	Total 2013-2017
General Government	262,890	229,860	193,890	213,890	233,890	1,134,420
Police	267,570	300,860	347,060	381,060	362,060	1,658,610
Fire	658,000	3,832,900	4,153,000	11,303,900	560,000	20,507,800
Public Works	1,886,870	2,901,390	4,420,200	3,147,650	2,367,440	14,723,550
Development Services	11,277,300	9,637,000	43,344,000	39,819,000	8,980,000	113,057,300
Economic Development Area	1,162,400	2,203,200	1,660,000	405,000	260,000	5,690,600
Information Systems	227,420	274,920	303,920	203,420	220,420	1,230,100
Sears Centre Arena	132,000	348,000	387,000	245,000	578,000	1,690,000
Total	15,874,450	19,728,130	54,809,070	55,718,920	13,561,810	159,692,380



SUMMARY OF CAPITAL REQUESTS SOURCE OF FUNDS

Fund	2013	2014	2015	2016	2017	Total 2013-2017
General Fund	168,905	4,320,030	5,197,780	12,211,06	2,107,785	24,005,560
General Fund Fund Balance	269,000	300,000	-	-	-	569,000
Water & Sewer Fund	427,640	1,400,830	10,097,610	15,913,610	1,018,915	28,858,605
Motor Fuel Tax Fund	860,000	1,125,000	3,540,000	1,270,000	1,270,000	8,065,000
CDBG Fund	235,000	210,000	210,000	220,000	-	875,000
E-911 Fund	26,420	26,420	26,420	26,420	26,420	132,100
Asset Seizure (Federal) Fund	64,970	16,000	69,880	121,130	89,130	361,110
EDA Administration Fund	161,600	247,520	57,000	377,850	144,000	987,970
EDA Bond Proceeds	1,609,220	1,043,100	1,475,000	205,000	360,000	4,692,320
Roselle Road TIF Fund	2,843,800	250,000	1,055,000	1,000,000	1,000,000	6,148,800
Capital Replacement Fund	1,099,550	984,830	608,880	353,850	94,560	3,141,670
Capital Improve. Fund Balance	228,700	-	-	-	-	228,700
Capital Veh. & Equip. Fund Bal.	22,400	-	-	-	-	22,400
Info. System User Charges	201,000	248,500	305,500	177,000	194,000	1,126,000
Central/Western Impact Fee Funds	600,000	870,000	125,000	450,000	1,000,000	3,045,000
Traffic/Western Improve. Funds	188,500	140,000	10,000	20,000	-	358,500
Developer Contributions	-	4,200,000	1,200,000	1,200,000	1,925,000	8,525,000
DUI Reimbursement Account	-	24,000	24,000	24,000	24,000	96,000
Grant Revenue	4,115,445	1,237,300	50,000	320,000	-	5,722,745
Court Supervision Escrow	30,000	30,000	30,000	30,000	30,000	150,000
Hoffman Blvd Bridge Maint. Fund	4,000	4,000	-	29,000	-	37,000
Hoffman Estates Park District	3,200	78,100	10,000	20,000	-	111,300
State of Illinois	1,636,000	1,000,000	10,000,000	5,000,000	-	17,636,000
Illinois State Toll Highway Authority	-	-	15,000,000	15,000,000	-	30,000,000
Forest Preserve District of Cook Cnty	2,100	45,500	-	-	-	47,600
Central Road Corridor Fund	250,000	-	-	-	-	250,000
Pace	-	440,000	-	-	-	440,000
Barrington Square TIF	200,000	-	-	-	-	200,000
Levy 2% Capital Fund	75,000	15,000	35,000	25,000	-	150,000
SCA Operating Budget	7,000	7,000	30,000	30,000	30,000	104,000
Unfunded	545,000	1,465,000	5,652,000	1,695,000	4,248,000	13,605,000
Total	15,874,450	19,728,130	54,809,070	55,718,920	13,561,810	159,692,380



CAPITAL REQUESTS

GENERAL GOVERNMENT DEPARTMENT

Project Name	2013	2014	2015	2016	2017	Total 2013-2017
Copier Replacement Program	75,000	-	-	-	-	75,000
Website Redesign	-	41,970	6,000	6,000	6,000	59,970
Replacement of Video Systems	-	-	-	20,000	40,000	60,000
Village-Wide Radio Replacement	187,890	187,890	187,890	187,890	187,890	939,450
Total	262,890	229,860	193,890	213,890	233,890	1,134,420

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, along with related equipment, will be used by the Village’s Fire Department, Police Department, Emergency Operations Division, Public Works Department and the Code Enforcement Division. The purchase will be financed over seven years.

Annual Impact on Operating Budget: Due to the new equipment, the maintenance contract on the equipment was reduced by 16% in 2013, resulting in an expense reduction of \$5,000 Village-wide.

FY 2013 Costs	Total Costs	Source of Funds	
\$187,890	\$939,450	General Fund	\$225,390
		Water & Sewer Fund	\$84,000
		Capital Replacement Fund	\$381,920
		Asset Seizure (Fed) Fund	\$248,140



CAPITAL REQUESTS POLICE DEPARTMENT

Project Name	2013	2014	2015	2016	2017	Total 2013-2017
Tornado Siren Replacement	19,000	19,000	19,000	19,000	19,000	95,000
In-Care Digital Video Cameras	44,870	31,060	31,060	31,060	43,060	181,110
Administrative Vehicles	30,000	30,000	30,000	32,000	32,000	154,000
Patrol Vehicles	113,700	180,000	192,000	224,000	192,000	901,700
Patrol Vehicles, EDA	30,000	30,000	32,000	32,000	32,000	156,000
Traffic Section Vehicles	30,000	-	32,000	-	32,000	94,000
Vehicles, Investigations Division	-	-	-	32,000	-	32,000
Emergency Overhead Lighting	-	10,800	11,000	11,000	12,000	44,800
Total	267,570	300,860	347,060	381,060	362,060	1,658,610

SIGNIFICANT NON-ROUTINE PROJECTS

There are no significant non-routine projects in the Police Department.



CAPITAL REQUESTS

FIRE DEPARTMENT

Project Name	2013	2014	2015	2016	2017	Total 2013-2017
Station 22 Capital Improvements	-	93,000	-	-	-	93,000
Construction of Fire Stations	-	-	4,000,000	9,000,000	-	13,000,000
Distance Learning System	80,000	-	-	-	-	80,000
Protective Clothing	28,000	70,000	75,000	75,000	75,000	323,000
Reserve Ambulance 23 (RA23)	-	-	-	321,850	-	321,850
Reserve Engine 23 (RE23)	550,000	-	-	-	-	550,000
Thermal Imaging Cameras (TIC)	-	80,000	-	-	-	80,000
Fitness Equipment at Fire Stations	-	50,000	50,000	50,000	50,000	200,000
Fire Station Alerting	-	246,000	-	-	-	246,000
Fire Car #4	-	66,500	-	-	-	66,500
Fire Car #3	-	84,600	-	-	-	84,600
Reserve Ambulance 21 (RA21)	-	291,800	-	-	-	291,800
Reserve Engine 21 (RE21)	-	735,000	-	-	-	735,000
Reserve Squad 22 (RS22)	-	785,000	-	-	-	785,000
Reserve Truck 24 (RT24)	-	1,331,000	-	-	-	1,331,000
EMS Reporting Program	-	-	28,000	-	-	28,000
Reserve Ambulance 24 (RA24)	-	-	-	320,850	-	320,850
Truck 24 (T24)	-	-	-	1,536,200	-	1,536,200
Self-Contained Breathing Apparatus	-	-	-	-	435,000	435,000
Total	658,000	3,832,900	4,153,000	11,303,900	560,000	20,507,800

SIGNIFICANT NON-ROUTINE PROJECTS

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 2015 and 2016. 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



CAPITAL REQUESTS

FIRE DEPARTMENT

increased worker productivity. Since all building equipment will be new, emergency repairs are not expected in the immediate future.

FY 2013 Costs	Total Costs	Source of Funds	
\$0	\$13,000,000	General Fund	\$13,000,000



CAPITAL REQUESTS

PUBLIC WORKS DEPARTMENT

Project Name	2013	2014	2015	2016	2017	Total 2013-2017
PW Chiller & Condensers	150,000	60,000	-	-	-	210,000
Roof Replacements	-	306,120	152,380	-	-	458,500
Interior Update of PW Center	-	198,000	-	-	-	198,000
Replacement of Village Hall Valves	-	-	-	-	55,000	55,000
Village Hall Supply Fan Replacement	221,550	-	-	-	-	221,550
Village Hall Masonry Cleaning	-	49,130	-	-	-	49,130
Village Creek Drainage Improvement	-	55,000	60,000	60,000	60,000	235,000
Emerald Ash Borer Response	250,000	500,000	500,000	500,000	500,000	2,250,000
Sidewalk/Curb Replacement Prog	60,000	45,000	45,000	45,000	45,000	240,000
Street Light Pole Replacement	-	10,000	10,000	10,000	10,000	40,000
Telematics Vehicle Tracking System	-	76,640	39,150	-	-	115,790
Tandem Dump Truck Unit #3	148,650	-	-	-	-	148,650
55 Ft. Aerial Lift Truck Unit #55	175,000	-	-	-	-	175,000
Branch/Brush Chipper Unit #126	59,810	-	-	-	-	59,810
Tandem Dump Truck Unit #10	-	153,100	-	-	-	153,100
4x4 Pick-Up Truck Unit #34	-	37,870	-	-	-	37,870
4x4 Pick-Up Truck Unit #35	-	37,870	-	-	-	37,870
4x4 Mini-Dump Truck Unit #48	-	68,110	-	-	-	68,110
Pavement Roller Unit #51	-	47,240	-	-	-	47,240
40 Ft. Aerial Lift Truck Unit #54	-	127,310	-	-	-	127,310
Tandem Dump Truck Unit #8	-	-	147,500	-	-	147,500
Tandem Dump Truck Unit #9	-	-	147,500	-	-	147,500
4x4 Crew Cab Pick-up Unit #33	-	-	39,020	-	-	39,020
4x4 Stake Body Truck, Unit #43	-	-	50,000	-	-	50,000
4x4 Mini Dump Truck, Unit #49	-	-	70,100	-	-	70,100
4x4 Mini Dump Truck Unit #61	-	-	72,250	-	-	72,250
4x4 Crew Cab Pick-up Unit #97	-	-	39,020	-	-	39,020
Dump Truck Unit #11	-	-	-	128,800	-	128,800
Dump Truck Unit #12	-	-	-	128,800	-	128,800
Dump Truck Unit #14	-	-	-	128,800	-	128,800
Dump Truck Unit #15	-	-	-	128,800	-	128,800
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
Dump Truck Unit #4	-	-	-	-	132,250	132,250
4400 2.5 Ton Dump Truck Unit #13	-	-	-	-	132,250	132,250
4X4 Pick Up Truck Unit #38	-	-	-	-	41,360	41,360
4x4 Pick-Up Truck, Unit #22	-	-	-	-	43,130	43,130
Mini Dump Truck Unit #41	-	-	-	-	79,640	79,640
4x4 Stake Body Crew Cab, Unit #64	-	-	-	-	62,560	62,560
Tractor/Mower Unit #144	-	-	-	-	39,520	39,520
2.5 Ton HD Dump Truck	-	55,000	60,000	60,000	60,000	235,000
4x4 Pick-up Truck	250,000	500,000	500,000	500,000	500,000	2,250,000
4x4 Stake Body Truck, Unit #43	60,000	45,000	45,000	45,000	45,000	240,000
4x4 Mini Dump Truck, Unit #49	-	10,000	10,000	10,000	10,000	40,000
4x4 Crew Cab Pick-up Unit #97	-	76,640	39,150	-	-	115,790
4x4 Stake Body Crew Cab, Unit #64	148,650	-	-	-	-	148,650

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CAPITAL REQUESTS PUBLIC WORKS DEPARTMENT

Project Name	2013	2014	2015	2016	2017	Total 2013-2017
Tractor/Mower Unit #144	-	-	-	-	39,520	39,520
2.5 Ton HD Dump Truck	-	-	-	-	132,250	132,250
4x4 Pick-up Truck	-	-	-	-	40,120	40,120
Sanitary Sewer Rehabilitation	100,000	142,500	500,000	415,000	120,000	1,277,500
Hydrant Replacements	39,000	40,000	41,200	42,500	44,000	206,700
Meter Change-Outs MIU Install	95,000	110,000	125,000	150,000	175,000	655,000
Valve Replacement	21,840	22,500	23,180	24,000	25,000	116,520
Lift Station Pump System Rehab	15,000	425,000	220,430	400,000	180,000	1,240,430
Water Meters / New Construction	10,000	25,000	30,000	40,000	50,000	155,000
Painting/Maintenance Repair of T-4	-	-	-	5,000	329,000	334,000
Painting/Maintenance Repair of T-1	-	10,000	329,000	-	-	339,000
Western Area Emergency Water	486,020	-	-	-	-	486,020
Water Main Replacement	25,000	325,000	325,000	-	-	675,000
University Lift Station Pump	-	-	60,000	-	-	60,000
Western Area Water System Improv	-	-	540,000	250,000	-	790,000
Annual SCADA System Upgrade	30,000	30,000	30,000	30,000	30,000	150,000
Abbeywood Pump Upgrade	-	-	220,000	-	-	220,000
Tandem Dump Truck Unit #1	-	-	147,500	-	-	147,500
Tandem Dump Truck Unit #2	-	-	147,500	-	-	147,500
Sky Jack Scissors Lift Unit #301	-	-	27,500	-	-	27,500
Fork-Lift Truck Unit #303	-	-	28,000	-	-	28,000
Flusher Unit #67	-	-	204,920	-	-	204,920
100KW Portable Generator	-	-	49,050	-	-	49,050
4x4 Pick-Up Truck w Plow Unit #27	-	-	-	40,190	-	40,190
Backhoe/Loader 4x4 Tractor	-	-	-	128,000	-	128,000
4x4 Pick-Up Truck w Plow Unit #63	-	-	-	40,190	-	40,190
Vactor/Flusher Truck Unit #66	-	-	-	332,000	-	332,000
4x4 Pick-Up Truck w Plow Unit #26	-	-	-	-	41,360	41,360
Total	1,886,870	2,901,390	4,420,200	3,147,650	2,367,440	14,723,550

SIGNIFICANT NON-ROUTINE PROJECTS

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 the replacement will be complete in 2015.

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 2013 Costs	Total Costs	Source of Funds
\$25,000	\$675,000	Water & Sewer Fund
		\$675,000



CAPITAL REQUESTS

PUBLIC WORKS DEPARTMENT

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 2015, and upgrades to the water supply booster pumps in 2016.

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 2013 Costs	Total Costs	Source of Funds	
\$0	\$790,000	Water & Sewer Fund	\$790,000



CAPITAL REQUESTS DEVELOPMENT SERVICES DEPARTMENT

Project Name	2013	2014	2015	2016	2017	Total 2013-2017
CDBG Projects	235,000	210,000	210,000	-	-	655,000
Automobile Unit #74	-	-	23,000	-	-	23,000
Automobile Unit #78	-	-	23,000	-	-	23,000
Automobile Unit #91	-	23,000	-	-	-	23,000
Automobile Unit #99	-	-	23,000	-	-	23,000
Roselle Road Business District	2,843,800	250,000	1,000,000	1,000,000	1,000,000	6,093,800
General Drainage Improvements	25,000	25,000	25,000	25,000	25,000	125,000
Storm Sewer Improvements	-	340,000	500,000	280,000	100,000	1,220,000
Hoffman Blvd Bridge Maintenance	4,000	4,000	-	29,000	100,000	137,000
Transit Improvements	-	500,000	500,000	500,000	1,600,000	3,100,000
Street Revitalization	-	1,080,000	-	1,450,000	1,230,000	3,760,000
Shoe Factory Road	-	4,000,000	1,000,000	-	300,000	5,300,000
Sidewalk & Bicycle Improvements	495,000	295,000	3,900,000	300,000	-	4,990,000
Barrington Interchange	2,000,000	2,000,000	32,000,000	35,000,000	-	71,000,000
Hassell Rd Reconstruction	5,000,000	-	-	-	-	5,000,000
Palatine Rd Improvements	674,500	-	-	-	-	674,500
Barrington Rd/Bode Rd Intersection	-	-	125,000	450,000	2,625,000	3,200,000
Central Road Bicycle Path - IDNR	-	400,000	-	-	-	400,000
Huntington Boulevard Bicycle Path	-	20,000	20,000	360,000	-	400,000
Intersection Signals	-	440,000	445,000	425,000	-	1,310,000
Safe Routes to School	-	50,000	50,000	-	-	100,000
Bode – Salem Rd Reconstruction	-	-	3,500,000	-	-	3,500,000
Beverly Interchange	-	-	-	-	2,000,000	2,000,000
Total	11,277,300	9,637,000	43,344,000	39,819,000	8,980,000	113,057,300

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 2014. The engineering was completed in 2011 and 2012. The engineering and construction will be paid by developer contributions, Village and Cook 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.

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 2013 Costs	Total Costs	Source of Funds
\$0	\$5,300,000	Developer Contributions
		\$5,300,000



CAPITAL REQUESTS DEVELOPMENT SERVICES DEPARTMENT

BARRINGTON ROAD INTERCHANGE

Description: 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. Engineering has already begun in 2012 and construction will begin in 2015 with funding coming from the state and the balance remaining undetermined at this point. 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 2013 Costs	Total Costs	Source of Funds	
\$2,000,000	\$71,000,000	Developer Contributions	\$1,000,000
		State of Illinois	\$17,000,000
		Water & Sewer Fund	\$21,000,000
		IL State Toll Highway	\$30,000,000
		Central Rd Corridor Fund	\$250,000
		Impact Fee Funds	\$1,470,000
		Road Improvement Funds	\$280,000

HASELL ROAD RECONSTRUCTION

Description: Hassell Road is in need of a complete reconstruction from 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 \$4 million. The Village’s request is for construction funding in 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 of the total project costs.



CAPITAL REQUESTS

DEVELOPMENT SERVICES DEPARTMENT

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 2013 Costs	Total Costs	Source of Funds	
\$5,000,000	\$5,000,000	Barrington Square TIF Fund	\$200,000
		Motor Fuel Tax Fund	\$800,000
		Grant Revenue	\$4,000,000

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 has agreed to contribute \$636,000 toward Phase II, which consists of both 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 2013 Costs	Total Costs	Source of Funds	
\$674,500	\$674,500	Traffic Improvement Fund	\$38,500
		State of Illinois	\$636,000

BARRINGTON ROAD/BODE ROAD INTERSECTION IMPROVEMENT

Description: The intersection improvements planned for the Barrington Road and Bode Road intersection will provide three through lanes on Barrington Road, turn lane modifications on Bode Road and an improved traffic signal at Bode Road. This project has been approved for federal Surface Transportation Program funding. The costs shown are the local share 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 2013 Costs	Total Costs	Source of Funds	
\$0	\$3,200,000	Impact Fee Funds	\$1,575,000
		Developer Contributions	\$1,625,000

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.



CAPITAL REQUESTS

DEVELOPMENT SERVICES DEPARTMENT

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 2013 Costs	Total Costs	Source of Funds	
\$0	\$1,310,000	Unfunded	\$1,310,000

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 2013 Costs	Total Costs	Source of Funds	
\$0	\$3,500,000	Motor Fuel Tax Fund	\$3,500,000

BEVERLY ROAD INTERCHANGE

Description: The Beverly Road interchange cost estimates for the design are represented here. This project is contingent upon the Illinois Toll Highway Authority's plan to widen the Northwest Tollway in this area. Once their plan is set, the Village will seek to partner with the Illinois Toll Highway Authority, as there are financial advantages with a partnership. No concept costs have been determined, however, an estimate of \$25 million for the lifespan of the project 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 2013 Costs	Total Costs	Source of Funds	
\$0	\$2,000,000	Unfunded	\$2,000,000



CAPITAL REQUESTS ECONOMIC DEVELOPMENT AREA

Project Name	2013	2014	2015	2016	2017	Total 2013-2017
EDA Roadway Improvements	-	-	610,000	-	260,000	870,000
Fire Station 24 Redevelopment	50,000	-	-	-	-	50,000
Misc. Prairie Stone Improvements	42,400	983,200	150,000	-	-	1,175,600
Sanitary Pipe Capacity	5,000	-	500,000	-	-	505,000
59/90 Entertainment District	100,000	120,000	-	-	-	220,000
Blue Wayfinding Signs	50,000	-	-	-	-	50,000
Prairie Stone Land Acquisition	-	-	-	5,000	-	5,000
Intersection/Roadway Improv. I	-	1,100,000	-	-	-	1,100,000
Intersection/Roadway Improv. II	-	-	400,000	400,000	-	800,000
Hoffman Blvd/Pratum Ave	90,000	-	-	-	-	90,000
Village Green Improvements	125,000	-	-	-	-	125,000
Acquire Sedge Blvd Right-of-Way	700,000	-	-	-	-	700,000
Total	1,162,400	2,203,200	1,660,000	405,000	260,000	5,690,600

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 2013 Costs	Total Costs	Source of Funds
\$0	\$870,000	EDA Bond Proceeds
		\$870,000

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.



CAPITAL REQUESTS ECONOMIC DEVELOPMENT AREA

FY 2013 Costs	Total Costs	Source of Funds	
\$42,400	\$1,175,600	EDA Bond Proceeds	\$296,300
		Grant Funds	\$760,400
		Hoffman Estates Park Dist	\$71,300
		Forest Preserve District	\$47,600

SANITARY PIPE CAPACITY

Description: This project is a sanitary sewer replacement to increase sanitary sewer capacity in anticipation of potential future development at Avalon Properties. Currently, there is no development on the property, however, if planned full development does occur, the Village will have to increase sanitary sewer capacity in order to provide necessary sanitary service.

Annual Impact on Operating Budget: The Village's Public Works Department will assume maintenance of this project once completed, as they do all sanitary materials. Since the sanitary pipe will be new, maintenance will not be required for a minimum of 10-20 years, therefore, operating costs will be minimal to nonexistent within that time period

FY 2013 Costs	Total Costs	Source of Funds	
\$5,000	\$505,000	EDA Bond Proceeds	\$505,000

INTERSECTION AND ROADWAY IMPROVEMENTS I

Description: These roadway improvements located in the Prairie Stone area of the Village will complement the STAR Line project. With the STAR Line project currently in limbo, these funds could be used for a park and ride lot that would support a future STAR Line rail project, but in the meantime, can also be used as an interim bus transit service, or a Bus Rapid Transit project. The projects costs are to fill a retention pond that currently occupies the space, as well as the construction for a parking lot.

Annual Impact on Operating Budget: These roadway improvements within the EDA will not result in any additional operating costs for the Village.

FY 2013 Costs	Total Costs	Source of Funds	
\$0	\$1,100,000	EDA Bond Proceeds	\$660,000
		Pace	\$440,000

INTERSECTION AND ROADWAY IMPROVEMENTS II

Description: Traffic signals on Beverly Road at Trillium Boulevard and Sears Parkway may be warranted in the future depending on adjacent development east (Prairie Stone) and west (Plote site) of Beverly Road. Depending upon the type of development and which project triggers the need for the signals, a combination of EDA and developer contributions would fund these costs. Traffic signal costs will be split in half between the Village and the owner of the property.



CAPITAL REQUESTS

ECONOMIC DEVELOPMENT AREA

Annual Impact on Operating Budget: These roadway improvements within the EDA will not result in any additional operating costs for the Village.

FY 2013 Costs	Total Costs	Source of Funds	
\$0	\$800,000	EDA Bond Proceeds	\$400,000
		Developer Contributions	\$400,000

SEDGE BOULEVARD RIGHT-OF-WAY ACQUISITION

Description: Acquisition of the no longer needed Sedge Boulevard right-of-way will now be used by the Hoffman Estates 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 for 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: The Park District will take over ownership and all maintenance of this property.

FY 2013 Costs	Total Costs	Source of Funds	
\$700,000	\$700,000	EDA Bond Proceeds	\$700,000



CAPITAL REQUESTS

INFORMATION SYSTEMS DEPARTMENT

Project Name	2013	2014	2015	2016	2017	Total 2013-2017
Network File Server	55,000	102,500	120,500	55,000	70,000	403,000
Computer Replacements	146,000	131,000	142,000	112,000	112,000	643,000
Wireless Infrastructure	26,420	26,420	26,420	26,420	26,420	132,100
Document Management Project	-	15,000	15,000	10,000	12,000	52,000
Total	227,420	274,920	303,920	203,430	220,420	1,230,100

SIGNIFICANT NON-ROUTINE PROJECTS

There are no significant non-routine projects in the Information Systems Department.



CAPITAL REQUESTS

SEARS CENTRE ARENA

Project Name	2013	2014	2015	2016	2017	Total 2013-2017
Interior, Suite Upgrades	-	-	53,000	33,000	256,000	342,000
SCA Site Signage	-	100,000	100,000	-	-	200,000
Portable Concession Stands	75,000	15,000	15,000	-	80,000	185,000
Exterior, Misc. Improvements	-	136,000	-	10,000	-	146,000
Kitchen and Small Wares	-	-	-	-	50,000	50,000
New Plaza and Tent Area	-	20,000	82,000	-	-	102,000
Parking Lot Improvements	-	-	-	30,000	9,000	39,000
Interior, Misc. Upgrades	50,000	20,000	-	-	100,000	170,000
Interior, FF&E Upgrades	-	50,000	10,000	90,000	10,000	160,000
Concession Stand Upgrades	-	-	20,000	25,000	36,000	81,000
Interior, Misc. Building Upgrades	-	-	100,000	50,000	30,000	180,000
Fiber Optic/Data Line Requirements	7,000	7,000	7,000	7,000	7,000	35,000
Total	132,000	348,000	387,000	245,000	578,000	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.

Purchasing Policy – All expenses over \$20,000 must be approved in advance by the Village Board, while everything under \$20,000 is the responsibility of the Village Manager. Employees are

FINANCIAL POLICIES

responsible for obtaining quotes for purchases over \$1,000 and to have either a competitive bid process or RFP process (whichever would be applicable) for purchases/professional services over \$20,000. The Village participates in the State of Illinois Joint Purchasing Program, administered by the Procurement Services Division of the Illinois Department of Central Management Services. Any purchases made through this program may bypass the quote/bid requirement. All purchases require the issuance of a purchase order to the vendor before an order of goods or services can be filled. All purchase order requisitions must have the required approvals before it will be processed. The Village will not pay for goods and services until the goods are received or the service is rendered.

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 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.

FINANCIAL POLICIES

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.
- 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

Fiduciary Funds: used to account for assets held on behalf of outside parties, including other governments, or on behalf of other funds within the government

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

GLOSSARY

Governmental Funds: funds used to account for all or most of a government's general activities that not accounted for in another fund

Grant: contribution of cash or other assets from another governmental entity to be used or expended for a specific purpose, activity or facility

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

Proprietary Funds: 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

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