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. The shield is flanked by two olive branches. Above the shield is a banner with the year '1950'. The entire seal is enclosed in a decorative border of interlocking circles. The text 'VILLAGE OF HOFFMAN ESTATES' is written along the top inner edge of the border, and 'GROWING TO GREATNESS' is written along the bottom inner edge.

Village of Hoffman Estates, Illinois
2014 Annual Operating and
Capital Budget



VILLAGE ELECTED OFFICIALS

William D. McLeod

President

Karen V. Mills

Anna Newell

Gary J. Pilafas

Gary G. Stanton

Michael Gaeta

Gayle Vandenberg

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

Jeffrey Jorian

Fire Chief



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

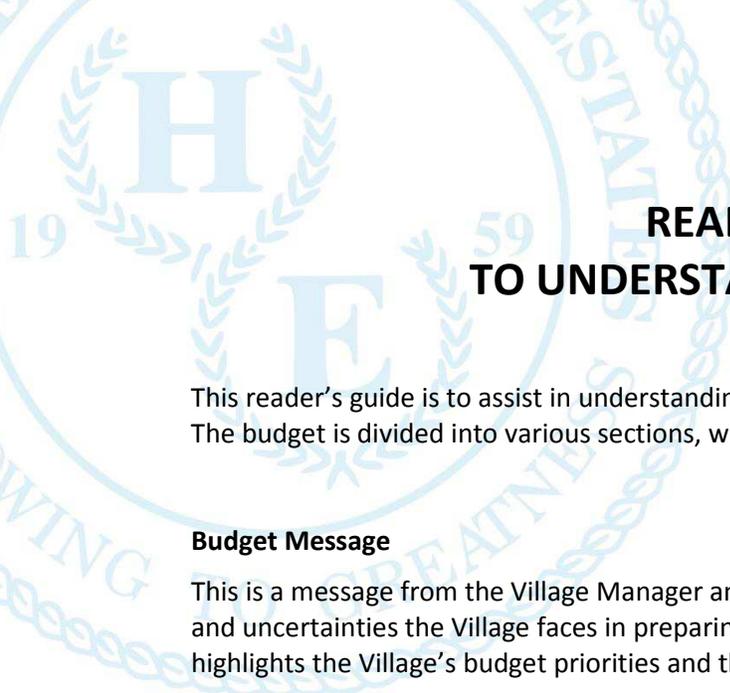
Village of Hoffman Estates

Illinois

For the Fiscal Year Beginning

January 1, 2013

Executive Director

The seal of the Village of Hoffman Estates is visible in the background. It features a circular design with a laurel wreath. Inside the wreath are the letters 'H' and 'E'. The year '1959' is at the top and 'VILLAGE OF HOFFMAN ESTATES' is written around the bottom. The word 'CREATING' is also visible at the bottom.

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 section details the overall budget process and gives a basic understanding of how the Village creates and presents a budget document. 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 measure 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, followed by a chart detailing the goals, objectives and performance measures. The goals for each division will reflect the linkage to the Village Board goals, if applicable. Lastly, the budget highlights sections include a chart of divisional expenses for prior years and current year along with a description of significant variances from the prior budget year to the current budget year.

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 2, 2013

2014 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 2014 fiscal year operating and capital budget. The 2014 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 ENVIRONMENT

The Hoffman Estates overall budget has been significantly impacted every year following the national, regional and local economic downturn that occurred in 2008. 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, have all decreased significantly. While the reduction in revenues posed a financial challenge to the Village's budget, the Board recognized the burden this new economic environment had on the citizens of Hoffman Estates. As a result, the Board has historically held the line on tax rates within the Village to avoid causing additional financial stress to our citizens.

Instead, for the past five years, management and staff have investigated and implemented cost savings and reduction opportunities. One method that has been utilized to keep costs at minimum levels has been to extend the life of capital assets beyond their standard useful lives. Aging equipment, roads, and other infrastructure that would have normally been replaced have been used at their deteriorated levels for longer periods of time. This had been a good temporary means to ease some of the effects of the poor economy on the Village.

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 2014 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.

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.

FOCUS OF THE 2014 BUDGET

Based on the current economic environment, the focus of the 2014 budget has been on three major components:

1. Maintain the high level of quality core services the Village provides;
2. Invest in the Village neighborhoods by improving roads and infrastructure;
3. More aggressively address the trees infested with the Emerald Ash Borer.

MAINTAIN A HIGH LEVEL OF CORE SERVICES

The Village Board and staff take great pride in the high level of services it provides to the community. They have remained committed to maintaining these high standards despite the financial challenges the economic downturn has imposed. 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.

One effort to enhance services in the Village in 2014 is the implementation of a Rental Inspection Program. With this program, the standards of a quality living environment will be

protected which benefits both the property owner and the renter. The costs to implement and maintain this program will be fully funded through rental inspection fees.

INVESTMENT IN VILLAGE NEIGHBORHOODS

Extending the useful lives of the capital assets like streets, vehicles and equipment was a good way to remain on steady financial ground during the economic downturn. However, this method could only be temporarily utilized. Recognizing the need for additional resources to fund the replacement of these deteriorated assets, the Capital Improvements Board, at its August 13th meeting, recommended that the Village Board consider additional revenue. Upon this recommendation, the Village Board reviewed additional revenue options dedicated to road improvements and other capital improvement projects.

On October 21st, the Village Board approved the implementation of five new revenues streams:

New Funding Sources (Amounts shown in thousands)		
Revenue	Allocation	2014 Estimate
Electric Utility Tax	Road Rehabilitation	1,900
Municipal Gas Use Tax	Capital Equipment & Expenditures	1,000
Municipal Motor Fuel Tax	Road Rehabilitation	500
Packaged Liquor Tax	Capital Equipment & Expenditures	225
Stormwater Utility Fee	Stormwater Management System	396
Total New Revenues		\$4,021

With this additional funding available to allocate to capital projects, significant improvements will be made to Village assets. As indicated in the table above, some of the new revenue is dedicated to specific purposes such as road or stormwater system improvements. Other revenues can be spent on general capital improvements which could include roads, but also other capital investments like vehicles or building improvements. In 2014, Village management will be investing all of the new revenues in the neighborhoods of the Village through street revitalizations, reconstructions and stormwater system improvements. Below is an outline of the projects scheduled for 2014.

The Village will spend approximately \$3,824,863 on street reconstructions in 2014:

2014 Street Reconstruction Listing			
Street	Begin	End	Cost
Kingsdale Rd	Golf Rd	Higgins Rd	608,224
Valid Dr	Moon Lake Blvd	Higgins Rd	734,570
Laburnum Rd	Bernay Ln	Brittany Ln	326,322
Kingman Ln	Morton St	Roselle Rd	567,779
Cottonwood Trl N	Forest Glen	Westbury Dr	178,112
Lancaster Ct	Chippendale Rd	End of Street	184,334
Mayfield Ln	Rosedale Ln	Greenfield Rd	513,421
Mayfield Ln	Hilltop Rd	Carling Rd	276,544
Carling Rd	Hassell Rd	Rosedale Ln	215,964
Bedford Rd	Cambridge Ln	Durham Ln	219,593
Total			3,824,863

The Village will spend approximately \$1,416,207 on street resurfacings in 2014:

2014 Street Resurfacing Listing			
Street	Begin	End	Cost
Rosedale Ln	Hassell Rd	Hassell Rd	343,150
Jefferson Rd	Highland Blvd	Durham Ln	70,418
Shorewood Ct	Shorewood Dr	End of Street	39,791
Aspen St	Aster Ln	End of Street	95,428
Firestone Dr	Winston Dr	Firestone Ct	121,586
Concord Ln	Lexington Dr	Winston Dr	65,334
Huntington Blvd	Freeman Rd	Westbury Dr	225,500
Woodcreek Ln	Golf Rd	End of Street	24,990
Basswood St	Higgins Rd	Golf Rd	161,356
Lake Edge Ct	Sturbridge Dr	End of Street	34,502
Dovington Dr N	Chatsworth Ln	Darlington Cir	123,636
Barcroft Ct	Barcroft Dr	End of Street	33,948
Warwick Cir N	Gannon Dr	Worthington Dr	76,568
Total			1,416,207

The Village will spend approximately \$345,000 on stormwater improvements in 2014:

2014 Stormwater Projects	
Village Creek Drainage Improvements	55,000
General Drainage Improvements	50,000
Storm Sewer Improvements:	
Grand Canyon	40,000
Storm Sewer Assessment	50,000
Spring Mill Culvert	205,000
Total	345,000

Thus, in 2014, the Village will be investing \$5,586,070 into the streets and neighborhoods of the Village.

EMERALD ASH BORER PROGRAM

Another major problem facing the Village is the devastating destruction of Ash trees the Emerald Ash Borer has caused. An increase in the infestations was expected entering 2013, however the severe drought experienced in the summer of 2012 has accelerated the infestations and degradation of infested trees. These infested trees are not only unappealing in appearance, but they also drop entire limbs as they deteriorate. In order to more aggressively combat this problem, the Village Board approved the use of up to \$1.5 million in General Fund reserves to increase efforts in our Emerald Ash Borer response program. This will be used to fund contractual tree removals, replacements, and temporary staff assistance to administer the additional program efforts. Initial increased work has begun in late 2013 and will continue throughout the 2014 budget year.

REVIEW OF BUDGET YEAR 2013

In the 2013 approved budget, the Village projected a 4.5% increase in General Fund revenues and an increase of 3.9% in expenditures. The majority of both of these increases were attributed to the sales taxes generated by a couple of new businesses within the Village and the related sales tax rebates. 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 \$204,950 were needed for some one-time capital projects to balance the 2013 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 2013 budget due to the lack of growth in the Village's revenue base.

General Fund Projected 2013 Year-end Results			
	Original Budget	Amended Budget	Projected
Revenues	46,325,600	46,325,600	47,221,790
Expenditures	(46,530,550)	(48,334,677)	(47,918,490)
Fund Balance Transfer	-	1,804,127	1,804,127
Fund Reserves Utilized	-	-	23,980
Total Revenues over Expenditures	(204,950)	(204,950)	1,131,407

2013 ACTUAL RESULTS

Currently, General Fund revenues, which were budgeted at \$46,325,600, are projected to end the fiscal year \$896,190 over budget, which is 1.9% higher. However, spending is still being monitored closely and deferred if possible. Due to retirements within the Village in 2013, personnel costs are expected to be under budget in several departments. Because of this, General Fund expenditures are projected to be \$416,187 under budget. The Village is moving forward into FY2014 cautiously optimistic that revenues will hold stable and that no unexpected expenses will be realized.

CAPITAL IMPROVEMENTS PROGRAM

Prior to preparing the annual 2014 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 2014-2021 CIP for FY2014 total \$13,953,870. In 2013, no money was budgeted for the Village's regular Street Revitalization Program. With the new revenue streams and the use of Motor Fuel Tax Funds, the budgeted Street Revitalizations for 2014 are \$5,425,000.

Capital Improvement Program by Project Type			
	2012	2013	2014
Water & Sanitary Sewer	590,200	826,860	1,588,830
Street & Related Infrastructure	7,283,680	8,361,900	7,395,000
Public Buildings	226,000	1,171,550	657,630
Misc. Public Improvements	5,716,090	3,726,800	2,995,000
Equipment	2,097,080	1,428,050	832,990
Technology	444,800	359,290	484,420
Total	16,357,850	15,874,450	13,953,870

All of the CIP items have been incorporated into the 2014 annual budget.

Capital Improvement Program by Funding Source			
	2012	2013	2014
General Fund	214,000	168,905	-
General Fund Balance	-	269,000	1,272,000
Water & Sewer Fund	766,040	427,640	1,653,095
Motor Fuel Tax Fund	1,823,360	860,000	1,653,000
Asset Seizure Funds	255,600	64,970	-
EDA Bond Proceeds	3,709,200	1,609,220	175,255
Capital Fund Balances	199,300	251,100	709,380
IDOT & Cook County	1,486,000	1,636,000	750,000
Federal & State Grants	1,412,790	4,115,445	96,000
EDA Administration Fund	521,600	161,600	
Capital Replacement Fund	697,850	1,099,550	321,090
Roselle Rd TIF Funds	1,557,500	2,843,800	1,150,000
Impact Fees & Improve. Funds	924,500	788,500	760,000
Information Systems User Charges	235,000	201,000	186,000
Stormwater Management Fees	-	-	400,000
Electric Utility Tax	-	-	1,900,000
Municipal Motor Fuel Tax	-	-	500,000
Municipal Gas Use Tax	-	-	1,000,000
Packaged Liquor Tax	-	-	220,000
Other	2,060,110	832,720	836,050
Unfunded	495,000	545,000	372,000
Total	16,357,850	15,874,450	13,953,870

2014 BUDGET OVERVIEW

The total 2014 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 \$111,596,940, an increase of 3.0% from \$108,299,877 in 2013. All budgeted funds are balanced, utilizing current revenue sources or accumulated fund equity.

Fiscal Year 2014 Operating & Capital Budget - All Funds			
	Revenues	Expenditures	Difference
General Fund	53,119,900	(54,589,910)	(1,470,010)
Other Funds	53,339,950	(57,007,030)	(3,667,080)
Total Proposed Budget	106,459,850	(111,596,940)	(5,137,090)

The following chart summarizes 2014 budgeted revenues by source for all funds:

Revenue Summary by Source			
All Funds			
	2013 Budget	2014 Budget	Percent Change
Property Taxes	17,100,440	17,927,920	4.8%
EDA Incremental Taxes	4,474,846	5,350,000	19.6%
Other Taxes	15,793,020	20,044,230	26.9%
Licenses & Permits	1,097,000	1,126,500	2.7%
Intergovernmental Revenues	16,375,620	16,470,320	0.6%
User Charges	26,086,660	29,243,250	12.1%
Fines	1,673,410	1,775,270	6.1%
Investment Earnings	2,019,990	2,038,100	0.9%
Miscellaneous	6,672,350	3,302,040	-50.5%
Total Operating Revenues	91,293,336	97,277,630	6.6%
Operating Transfers	9,722,357	9,182,220	-5.6%
Total Revenues	101,015,693	106,459,850	5.4%

The projected operating fund revenues without operating transfers total \$97,277,630, a 6.6% increase from 2013. With the extension of the EDA (Economic Development Area) in 2012, the Village will experience a 19.6% increase in Incremental Taxes in 2014. While this increase may seem positive, it comes with a corresponding increase on the expenditure side as well. Also, this revenue amount is frozen for the life of the agreement, which does not allow for general inflationary cost increases and capital asset replacements expected to maintain the EDA area. Other significant increases in revenues are expected mainly as a result of the new revenues added in 2014.

The operating budgeted expenditures for 2014, exclusive of interfund transfers and capital projects total \$90,508,980. This represents a 4.7% increase from the 2013 operating budget. The 2014 operating budget for all funds, including transfers and capital projects, shows expenditures/expenses exceeding revenues by \$5,137,090. The following chart summarizes the 2014 budgeted expenditures/expenses by object for all funds:

Expenditure Summary by Object			
All Funds			
	2013 Budget	2014 Budget	Percent Change
Salaries & Wages	30,753,180	31,601,700	2.8%
Employee Benefits	20,062,330	22,226,410	10.8%
Misc. Employee Expenses	565,630	503,300	-11.0%
Commodities	1,801,860	1,881,130	4.4%
Contractual Services	25,278,290	26,347,390	4.2%
Debt Service	7,945,950	7,949,050	0.0%
Total Operating Expenses	86,407,240	90,508,980	4.7%
Capital Outlay	12,170,280	11,905,740	-2.2%
Operating Transfers	9,722,360	9,182,220	-5.6%
Total Expenditures	108,299,880	111,596,940	3.0%

2014 GENERAL FUND BUDGET OVERVIEW

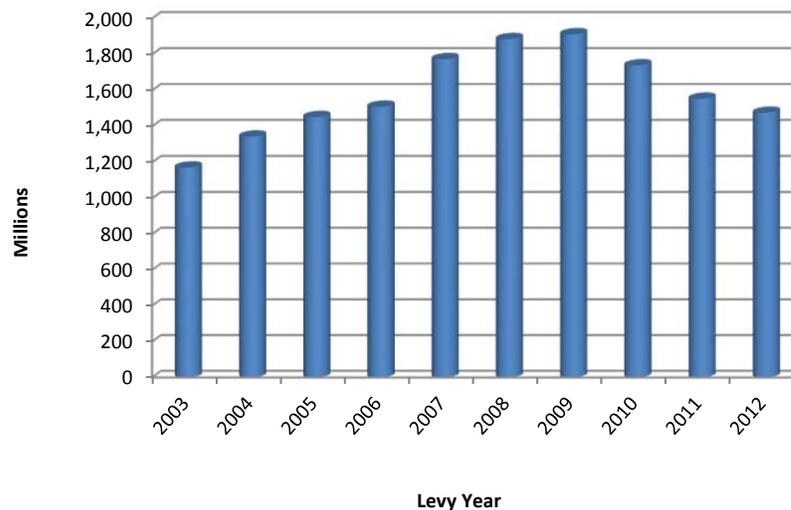
In the 2014 budget, the Village is projecting an increase of \$6,794,300 or 14.7% in General Fund revenues from the 2013 budget. The majority of this increase results from a change in the accounting for the EDA Incremental Tax revenues. Beginning in 2014, due to new EDA legislation, the Village will be accounting for the revenues and expenses related to the EDA in the General Fund. The other significant increase is in the property tax levies related to the police and fire pension funds discussed in greater detail later in this document.

On the expenditure side, the Village is projecting an increase of \$6,255,233 or 12.9%. The majority of this increase also relates to the change in the accounting for the EDA. Along with the revenues being accounted for in the General Fund, the expenditures related to the EDA will also be recorded in the General Fund beginning in 2014. Comparing General Fund revenues to expenditures and factoring in the approved use of \$1,475,760 in General Fund Reserves, the Village is expecting a surplus of \$5,750 for 2014.

PROPERTY TAXES

Last year at this time, the equalized assessed valuation (EAV) for the 2012 tax levy year was expected to decrease 5% to 1,476,059,924 due to a projected drop in the county equalization factor. In actuality for FY2013, based on information received from Cook County, the Village's 2012 tax levy year EAV has decreased 8.3% to 1,425,389,519. This decrease in EAV was experienced county-wide. Because the Village levies an exact amount, fluctuations in the EAV do not impact the total amount levied.

EQUALIZED ASSESSED VALUATION

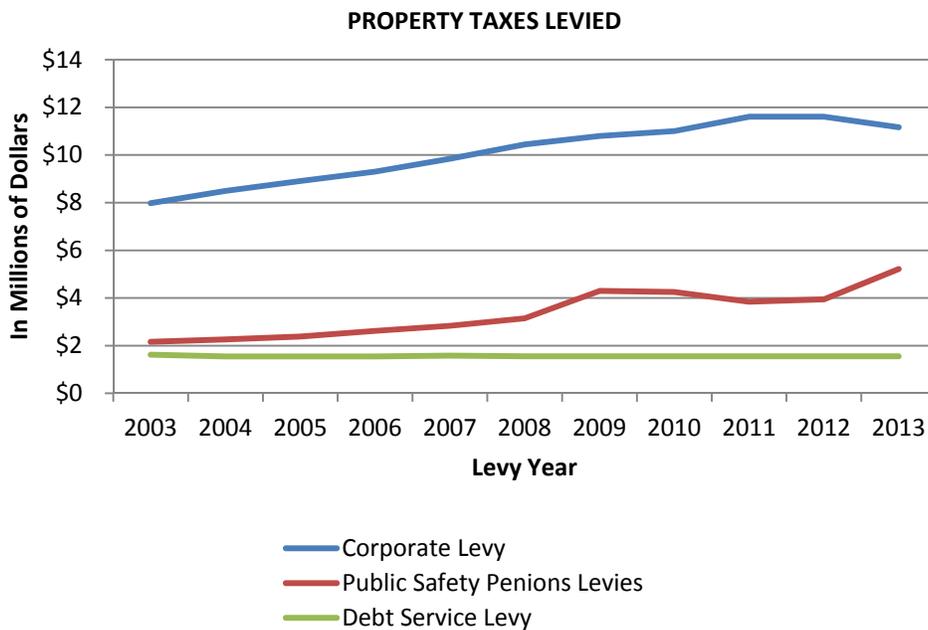


The 2014 budget includes total property tax revenue of \$17,927,920 for tax year 2013. Adding in the 2% loss and cost, the total 2013 property tax extension is \$18,286,478, which is a 4.8% increase over the 2012 levy, entirely due to increases to the pension fund levies. In fact, the Corporate levy was reduced by \$442,530 or 3.8% to help reduce the burden the pension fund levies have imposed on the taxpayers. The Village is projecting a 5% decrease in EAV, resulting in an EAV of 1,354,120,044.

Each year, the Village hires an independent actuary to calculate the property tax levies required for the Police and Fire pension funds. Due to the mature demographic of the Village's police force and a new mandate by the American Association of Actuaries to use a more aggressive

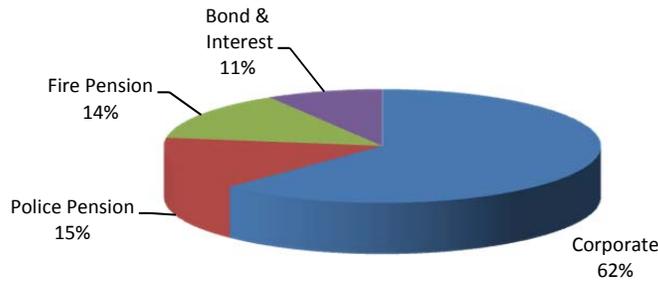
mortality table, the minimum pension funding level calculations significantly increased from the 2013 actuarial calculations. The Village is advocating for pension reform at the state level to change the overly aggressive calculation method, Projected Unit Credit, required by the state of Illinois.

Total Property Tax Levy				
Levy Year 2013				
Fund	FY2013 Approved Levy	FY2014 Proposed Levy	Increase (Decrease)	Percent Change
Corporate	11,606,620	11,164,090	(442,530)	-3.8%
Police Pension	2,325,870	2,697,480	371,610	16.0%
Fire Pension	1,617,950	2,516,350	898,400	55.5%
Subtotal	15,550,440	16,377,920	827,480	5.3%
Debt Service	7,941,316	7,944,411	3,095	0.0%
Less Abatements	(6,391,316)	(6,394,411)	(3,095)	0.0%
Total	17,100,440	17,927,920	827,480	4.8%



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 is other revenue sources dedicated to the bond issues, these amounts are abated from the property tax levy and the levy is reduced.

**2013 PROPERTY TAX LEVY
TO BE COLLECTED IN 2014**



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 55.35 positions. This occurred through attrition, retirement and, ultimately, layoffs. During 2010, the Village offered eligible employees a Voluntary Separation Plan. Nineteen employees accepted the plan, and a majority of those positions have been kept vacant ever since. As personnel retire in the Village, the vacant positions continue to be evaluated for the possibility of elimination. For 2014, the decrease of one employee in the Police Department is the result of the elimination of a position that was made vacant by a retirement. The increase showing in the Fire Department is related to reallocating the personnel to reflect their job responsibilities. Staffing levels in the Public Works Department are increasing to support the additional Emerald Ash Borer efforts, while the Development Services department is projecting a temporary increase in staffing levels to support the new rental inspection program. Staffing levels in General Government are increasing due to the addition of an appointed Village Treasurer and customer service support in the Water Billing Division. The number of FTEs (full-time equivalents) in the 2014 budget is 358.21 as shown in the following table:

Full-Time Equivalents All Funds				
Major Function	2012 Budgeted	2013 Budgeted	2014 Budgeted	Increase '13 to '14
Police	112.20	112.18	111.18	(1.00)
Fire	96.00	99.25	99.50	0.25
Public Works	68.31	68.31	72.31	4.00 *
Development Services	28.98	29.83	30.57	0.74
Health & Human Svcs	7.23	7.20	7.20	-
General Government	37.21	36.75	37.45	0.70
Total FTE's	349.93	353.52	358.21	4.69

*The increase of 4 FTE are for temporary staff to support the EAB Program

The Village's public safety personnel (Police and Fire) represent 58.8% of the total number of employees in 2014. Total personnel and related expenditures equal \$53,828,110 or 48.2% of the entire expenditure budget for all funds. Total personnel expenditures/expenses, which includes benefits, represents 59.5% 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, 2013. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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

SUMMARY

Albeit slow, because of the rebounding the nation is experiencing in its economy and because of the fiscal prudence exercised by the Village Board and staff, the Management proudly presents a balanced 2014 budget. Because of the Village Board's decision in October 2013 to invest in the Village's capital assets by adding new revenue sources, significant improvements in the streets and stormsewers of the Village will be made. Another positive step that will be taken in 2014 is a significant reduction of Ash Trees infested by the Emerald Ash Borer.

The Village continues to be vigilant in its utilization of resources within the 2014 Operating and Capital Budget. 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 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.

Current Village Board Goals

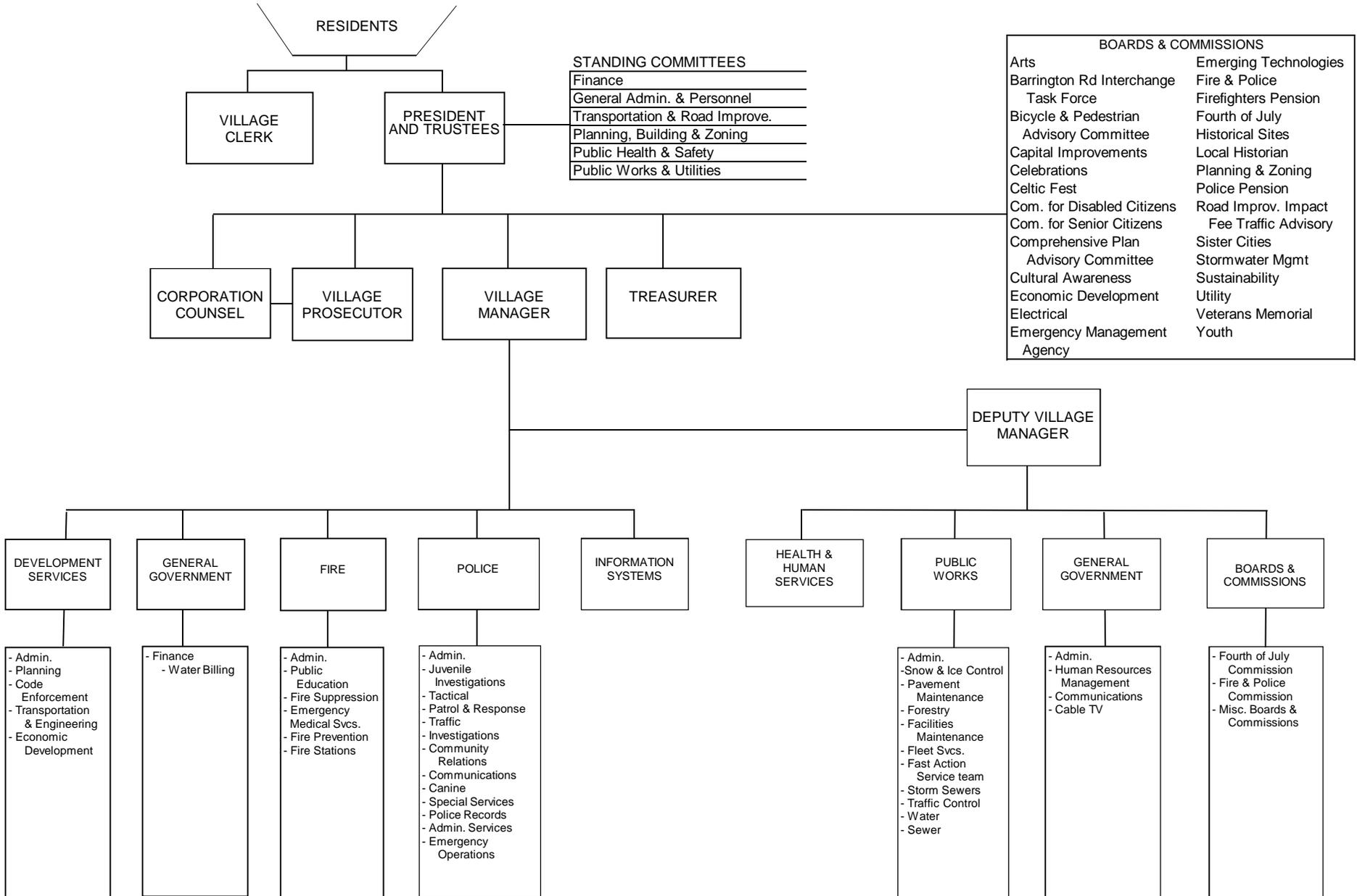
Short-term goals

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



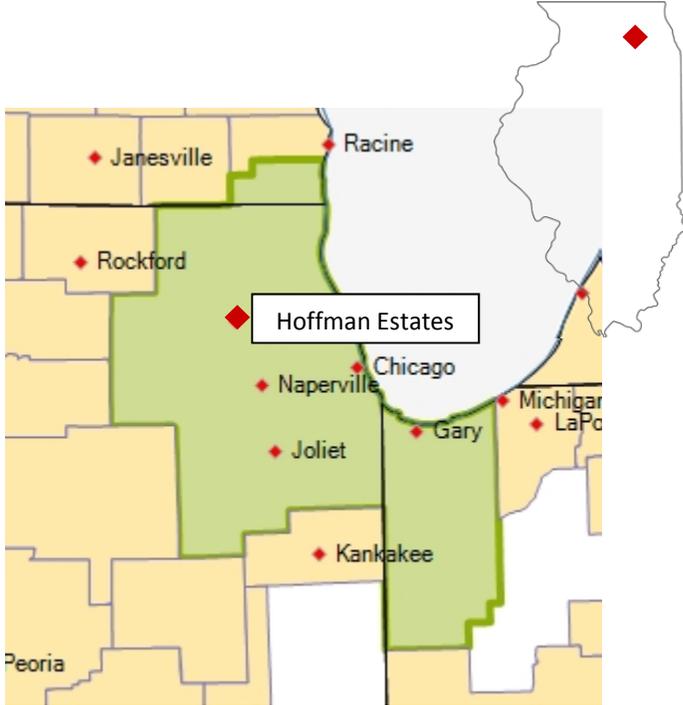
Government Profile

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

Village Overview | Village of Hoffman Estates

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. 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 Overview | Village of Hoffman Estates

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					
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%

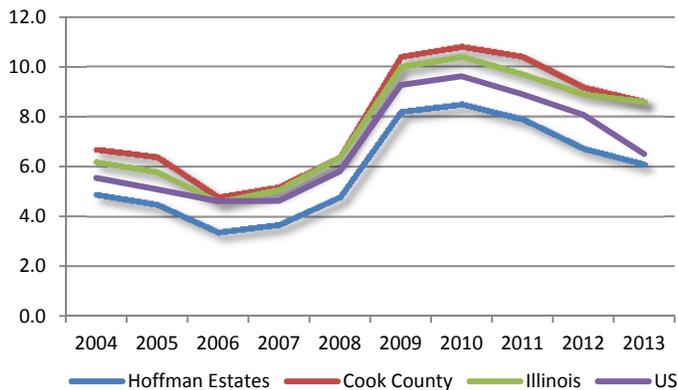
SOURCE: US Census Bureau, 2000 Census and 2010 Census

Village Overview | Village of Hoffman Estates

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. Unemployment rates are approaching pre-recession rates.

10 Year Unemployment Rate History



SOURCE: US Bureau of Labor Statistics; IL Dept 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).

In 2013, the Village welcomed a few new businesses. Audi Hoffman Estates, a car showroom and service center opened its doors in June 2013. Ricky Rocket's gas station and retail building opened in late 2013, which includes a Mobile Gas Station, Domino's Pizza and Dunkin Donuts. Savers, a thrift resale store and donation center opened in the Golf Center Shopping Center. 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.

2012 PRINCIPAL TAXPAYERS		
Organization Name	Total Taxable Value	Rank
Sears Holdings Corporation	\$162,750,758	1
AT&T Lease & SBC Ameritech	\$117,823,805	2
Property Tax Advisors	\$29,071,426	3
W 2001 VHE LLC	\$21,759,018	4
Stonegate Properties	\$18,262,714	5
Yavitski LLC	\$16,635,815	6
TransAmerica	\$14,388,312	7
Alexian Bros Health System	\$14,306,965	8
American Heritage	\$11,863,528	9
Winegarner & Hammons	\$11,083,160	10
Total	\$417,945,501	

2013 Data was not available at the time of assembling this document.

Village Overview | Village of Hoffman Estates

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

Budget Process | Village of Hoffman Estates

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 2014. 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, and then inclusion into the Operating and Capital Budget.

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 within functions (departments) 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 effect.

Budget Process | Village of Hoffman Estates

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 and meets to review
DECEMBER	Finance Committee approves the CIP; Final draft of the Operating Budget completed
	Public hearing on the Operating Budget, CIP and Tax Levy (if needed)
	Board adopts the Operating Budget, CIP and Tax Levy

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 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 23 individual governmental funds that are currently active.

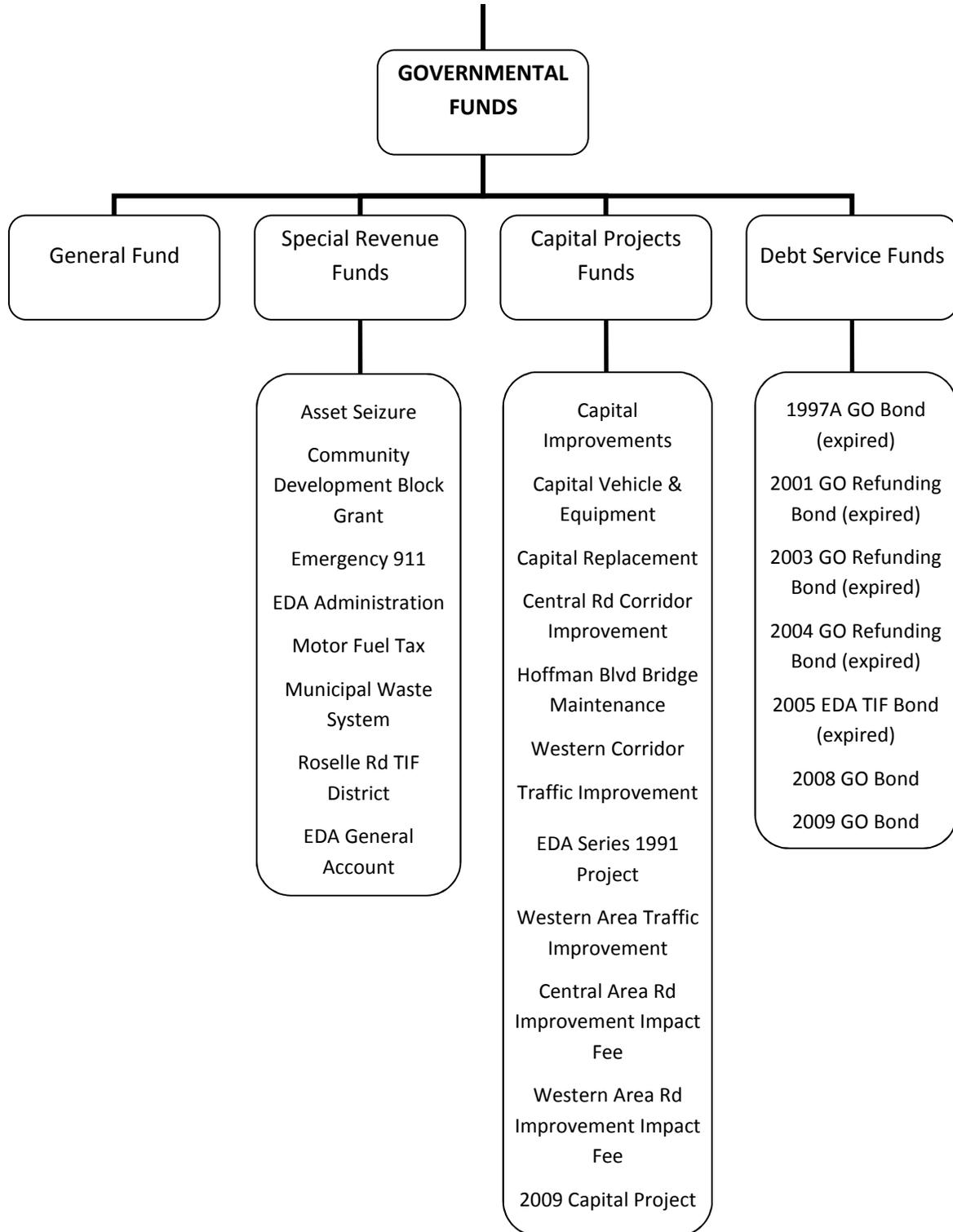
Proprietary Funds

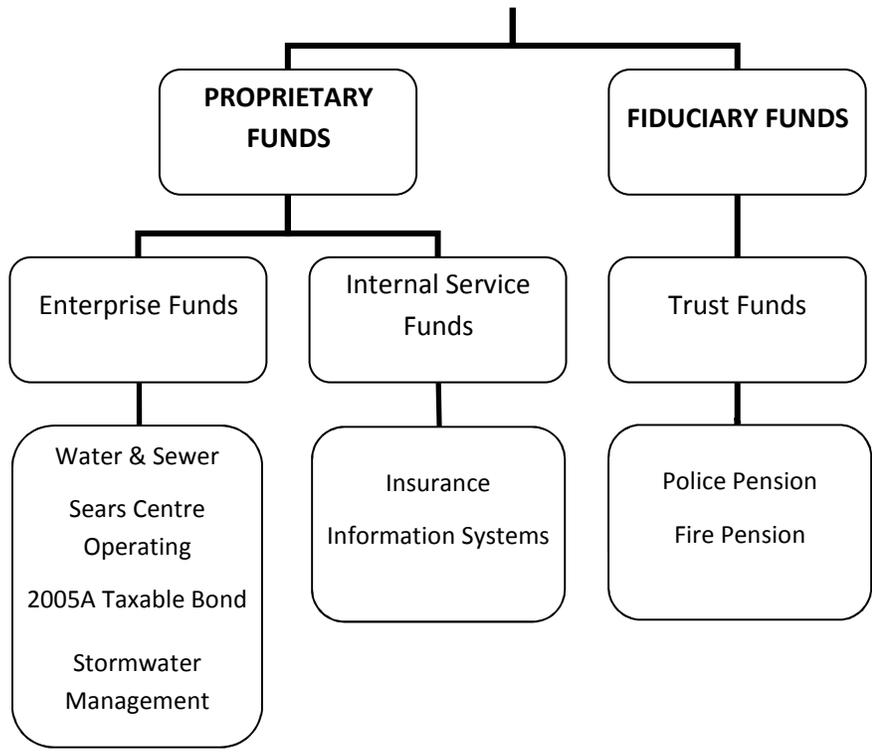
Proprietary funds are used to account for activities similar to those found in the private sector, where determination of net income is necessary or useful for sound financial administration. Goods or services from such activities can be provided either to outside parties (enterprise funds) or to other departments or agencies primarily within the government (internal service funds). The Village uses enterprise funds to account for its water and sewer system, its stormwater management 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 | Village of Hoffman Estates





Major Funds | Village of Hoffman Estates

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 2014 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 \$53,119,900, which makes up 49.9% of the Village's total revenue. Compared to the 2013 budget, the General Fund revenue shows a 14.7% increase.

The General Fund expenditure budget, excluding transfers, is \$51,870,970, which is an increase of 15.5% compared to the 2013 budget. If all operating transfers are included, the budget reflects a 12.9% increase of expenditures compared to 2013.

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 \$15,835,410, which makes up 14.9% 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 \$1,411,610.

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

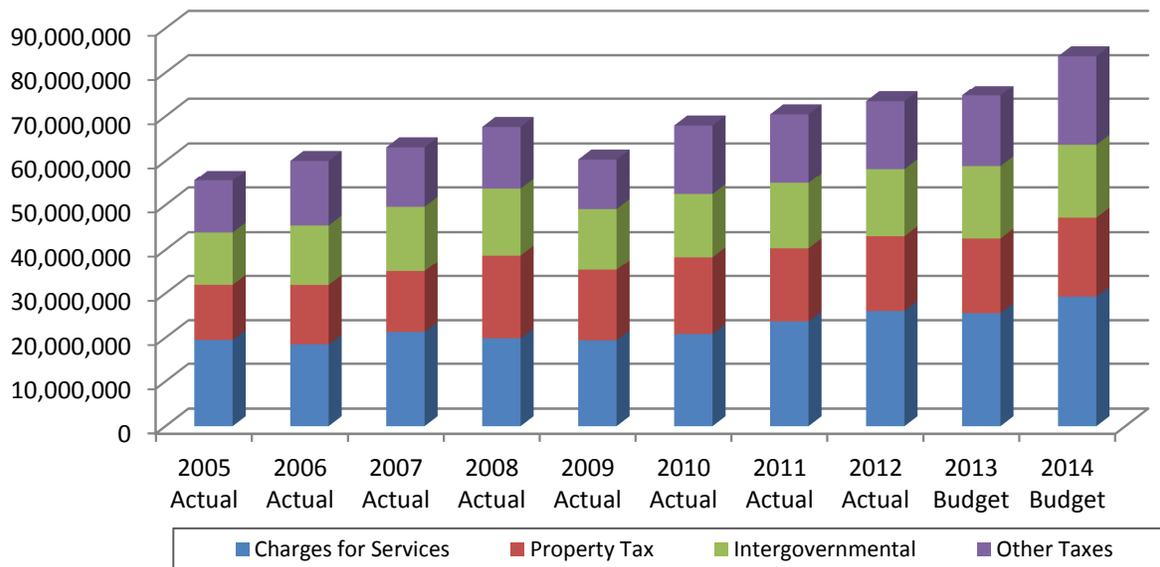
Department	Major Funds		Nonmajor Funds		
	Governmental	Proprietary	Governmental Funds	Proprietary Funds	Fiduciary Funds
	General Fund	Water & Sewer Fund			
General Government	√	√	√	√	
Police	√		√	√	√
Fire	√			√	√
Public Works	√	√	√	√	
Development Services	√		√	√	
Health & Human Services	√			√	
Information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

Major Revenues | Village of Hoffman Estates

Major revenue sources are those that comprise more than 75% of the total revenue as adopted in the 2014 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, with continuous improvements each year following, however, a full economic recovery remains fragile and unpredictable.

The Village's largest class of revenue for the 2014 fiscal year is charges for services, followed by other tax revenue, property tax revenue and intergovernmental 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 2014.

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

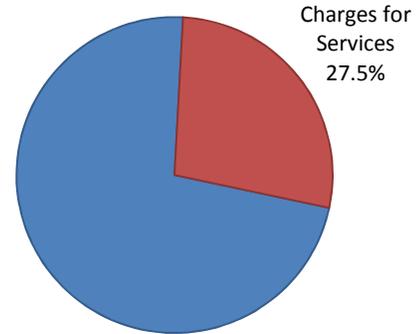


Major Revenues | Village of Hoffman Estates

CHARGES FOR SERVICES

	BUDGET	ACTUAL
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	\$ 26,012,870
2013	\$ 26,086,660	
2014	\$ 29,243,250	

Charges for Services to Total Revenue
2014 Budget



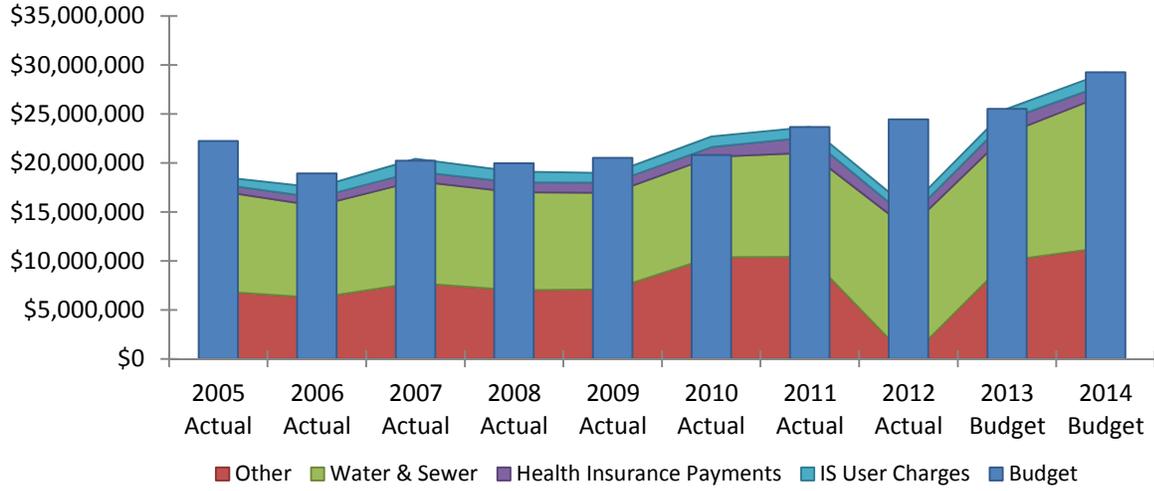
Charges for services is the Village’s largest revenue source for the fiscal year 2014. Charges for services include all revenues in which an individual pays for a service that is being provided by the Village. This class represents \$29,243,250 or 27.5% of the 2014 budgeted revenues. Major revenues in 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. If the Village does not have the financial capacity to absorb any of this increase, the rate increases have to be passed on to the residents and businesses of the Village. In December of 2013, the rate increase was 9.9%. Water and sewer charges make up 53.2% of all charges for services collected by the Village, totaling \$15,561,800 for 2014. 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. These contributions from the user departments are shown as revenues in the Internal Service Funds.

Major Revenues | Village of Hoffman Estates

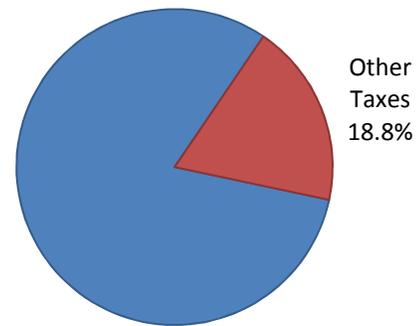
**Charges for Services
10-Year Analysis**



OTHER TAXES

	BUDGET	ACTUAL
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	\$ 15,167,920
2013	\$ 15,793,020	
2014	\$ 20,044,230	

**Other Taxes to Total Revenue
2014 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 distribution. Other taxes represents 18.8% of the total revenues budgeted for 2014. The largest revenue source within this class is home rule sales tax, which represents 18.85% of the 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%.

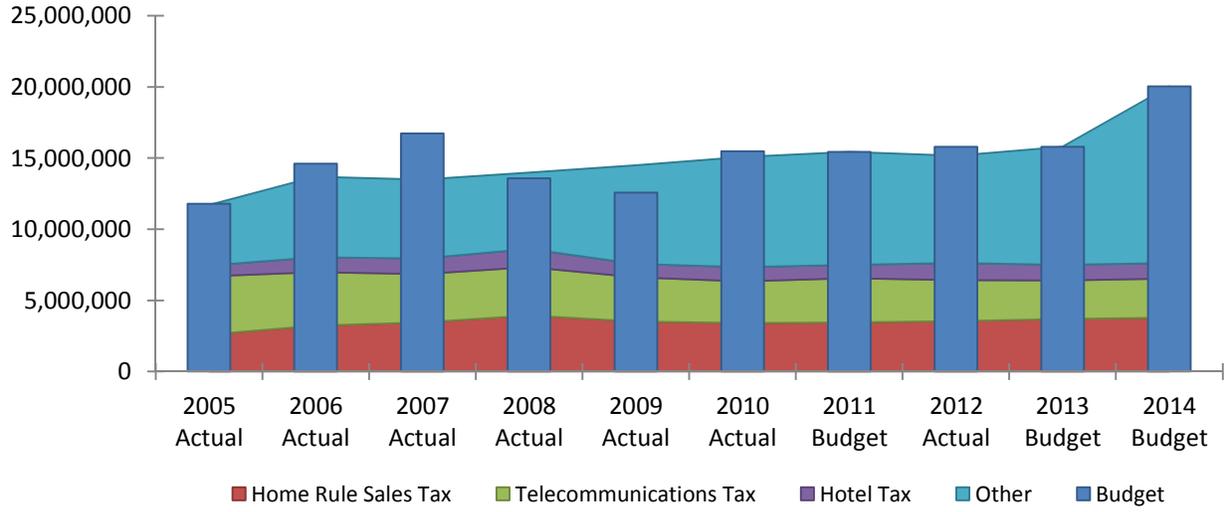
When projecting future revenue, historical trends are the primary focus, taking into account obvious impacts happening in the economy. Significant changes in the economy, such as major growths or downturns, will be reflected in budgeted revenues.

The slow recovery in the economy led to the Village Board approving several new revenue sources in October of 2013. These include: an electricity tax based on per kilowatt hour usage, a natural gas tax based on per therm usage, a local tax on motor fuel sales, and a tax on packaged liquor purchases within the Village.

A considerable increase in Other Tax Revenue can be seen in the chart below as a result of these new revenue streams. The Village was diligent in obtaining credible information to project reliable 2014 figures. The utility companies that supply electricity and natural gas to the Village provided useful data on which to base 2014 estimates. To budget for the local motor fuel tax and packaged liquor tax, Village staff researched financial data from other municipalities with similar taxes.

Major Revenues | Village of Hoffman Estates

**Other Tax Revenue
10-Year Analysis**

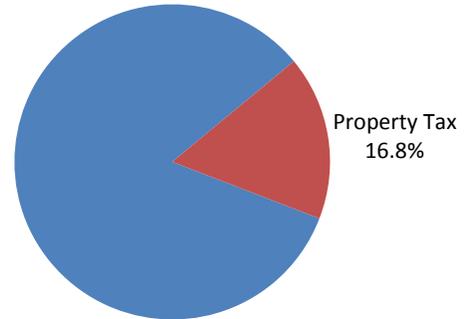


Major Revenues | Village of Hoffman Estates

PROPERTY TAX

	BUDGET	ACTUAL
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	\$ 17,020,526
2013	\$ 17,100,440	
2014	\$ 17,927,920	

Property Tax to Total Revenue
2014 Budget



Property tax is the Village’s third largest revenue source and comprises 16.8% of the total budgeted revenue for 2014. 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 2013, which will be paid in 2014, attach as an enforceable lien on January 1, 2013 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 and Kane 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 2013 property taxes in 2014.

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.

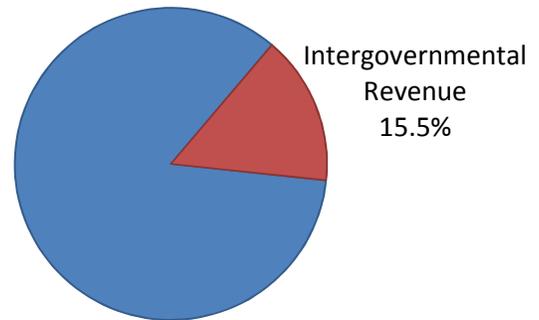
Both of the pension fund levies are actuarially determined. Other revenues that go toward funding the pension funds then reduce these amounts. Another part of the property tax levy is for the Village’s outstanding debt service. These amounts are all determined based on the amount of principal and interest payments that will be paid during the budget year. When bonds are issued, other revenue sources are sometimes dedicated to pay off the bonds. 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 Revenues | Village of Hoffman Estates

INTERGOVERNMENTAL REVENUE

	BUDGET	ACTUAL
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	\$ 15,166,788
2013	\$ 16,375,620	
2014	\$ 16,470,320	

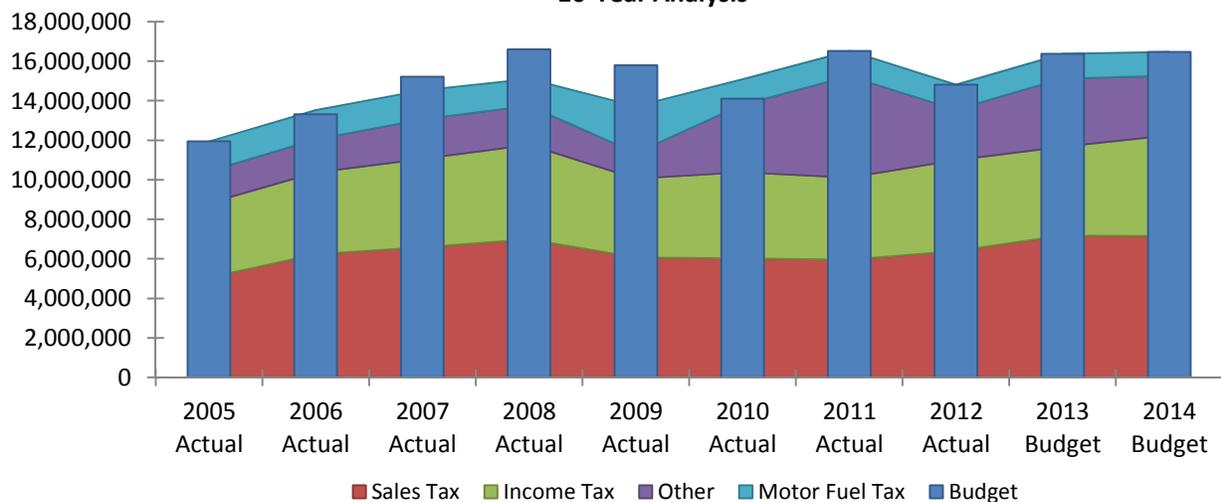
Intergovernmental Revenue
to Total Revenue
Budget 2014



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 in 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



The Village's performance measure system was developed in 2009 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 measure 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.

Each year, the Village evaluates the effectiveness of this system and makes improvements to areas it sees fit. In 2014, the Budget Team created a new format in order to create a cohesive thought process in linking Village-wide goals, divisional goals, objectives and performance measures. This new format can be viewed in chart format within each division.

The Process

The departments set goals and objectives and, where possible, tie those goals 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. 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 for each division within each department. Each division is responsible for setting goals, objectives and performance measures which can easily be viewed in a chart format. These charts display 2014 goals, objectives and performance targets based on the data available from 2011, 2012 and 2013.

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

Performance Measure System | Village of Hoffman Estates

Village's 2012 and 2013 actuals are documented. Based on past performance and professional judgment, staff recommended 2014 targets for performance.

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

	2012 Actual	2013 Budget	2014 Budget	% Difference
Revenues				
General Fund	45,710,460	46,325,600	53,119,900	14.7%
Special Revenue Funds	22,469,984	8,236,956	3,782,990	-54.1%
Debt Service Funds	3,686,921	3,826,120	3,895,620	1.8%
Capital Project Funds	4,714,673	8,729,690	8,403,860	-3.7%
Enterprise Fund	23,776,319	22,682,337	25,507,720	12.5%
Internal Service Funds	3,020,089	2,881,990	2,725,960	-5.4%
Trust Funds	17,258,362	8,333,000	9,023,800	8.3%
Total Revenues	120,636,808	101,015,693	106,459,850	5.4%
Expenditures				
General Fund	43,906,338	48,334,677	54,589,910	12.9%
Special Revenue Funds	23,933,410	10,836,540	5,862,870	-45.9%
Debt Service Funds	4,376,079	4,197,770	4,046,110	-3.6%
Capital Project Funds	6,538,579	12,164,010	9,684,140	-20.4%
Enterprise Fund	25,418,215	23,173,380	26,903,330	16.1%
Internal Service Funds	2,688,746	2,955,620	2,889,480	-2.2%
Trust Funds	6,445,279	6,637,880	7,621,100	14.8%
Total Expenditures	113,306,646	108,299,877	111,596,940	3.0%
Net Revenues Over (Under) Expenditures	7,330,162	(7,284,184)	(5,137,090)	

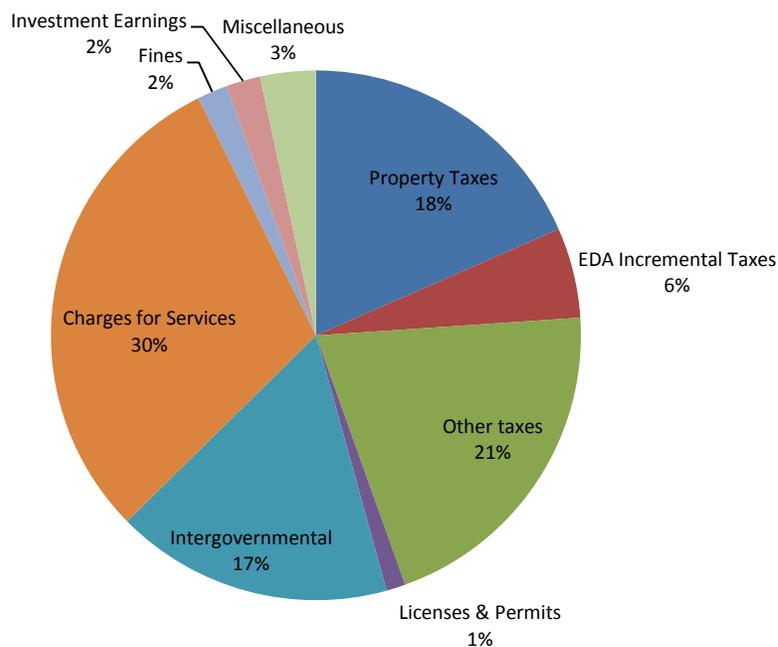
REVENUE & EXPENDITURE

OVERALL FINANCIAL SUMMARY - 2014 BUDGET

	General Fund	Special Revenue Funds	Debt Service Funds	Capital Project Funds	Enterprise Funds	Internal Service Funds	Trust Funds
Revenues							
Property Taxes	11,204,090	-	1,550,000	-	-	-	5,213,830
EDA Incremental Taxes	-	350,000	-	-	-	-	-
Other taxes	18,600,230	200,000	528,860	3,625,000	2,028,140	-	22,000
Licenses & Permits	1,126,500	-	-	-	-	-	-
Intergovernmental	14,329,520	1,630,000	-	84,000	400,000	-	26,800
Charges for Services	5,582,590	925,000	-	750,170	17,584,150	2,650,170	1,751,170
Fines	1,149,500	275,770	350,000	-	-	-	-
Investment Earnings	14,000	2,150	500	8,450	1,300	1,700	2,010,000
Miscellaneous	1,063,470	275,070	-	893,500	1,070,000	-	-
Bond/Note Proceeds	-	-	-	-	-	-	-
Total Revenues	53,069,900	3,657,990	2,429,360	5,361,120	21,083,590	2,651,870	9,023,800
Expenditures							
Salaries and Wages	27,712,760	470,670	-	-	2,901,770	514,100	2,400
Employee Benefits	13,408,420	98,390	-	-	1,255,630	256,530	7,207,440
Misc. Employee Expenses	430,850	11,000	-	-	41,260	15,890	4,300
Commodities	1,602,310	-	-	-	250,200	28,120	500
Contractual Services	9,122,550	3,200,410	1,000	4,170	12,041,750	1,571,050	406,460
Debt Service	-	-	4,045,110	-	3,903,940	-	-
Depreciation Expense	-	-	-	-	-	-	-
SCA Operating Expense	-	-	-	-	-	-	-
Total Expenditures	52,276,890	3,780,470	4,046,110	4,170	20,394,550	2,385,690	7,621,100
Net Revenues Over (Under) Expenditures	793,010	(122,480)	(1,616,750)	5,356,950	689,040	266,180	1,402,700
Other Financing Sources (Uses)							
Capital Outlay	(729,500)	(97,400)	-	(8,623,620)	(1,766,770)	(688,450)	-
Transfers In	50,000	125,000	1,466,260	3,042,740	4,424,130	74,090	-
Transfers Out	(2,718,940)	(1,933,000)	-	(1,056,350)	(3,473,930)	-	-
Cost Allocation	1,135,420	(52,000)	-	-	(1,268,080)	184,660	-
Total	(2,263,020)	(1,957,400)	1,466,260	(6,637,230)	(2,084,650)	(429,700)	-
Beginning Fund Balance	13,842,020	4,570,623	568,280	10,242,237	2,803,952	1,296,925	119,558,759
Increases (Decreases) in Reserve	(1,470,010)	(2,079,880)	(150,490)	(1,280,280)	(1,395,610)	(163,520)	1,402,700
Ending Fund Balance	12,372,010	2,490,743	417,790	8,961,957	1,408,342	1,133,405	120,961,459

REVENUE SUMMARY BY FUNDING SOURCE

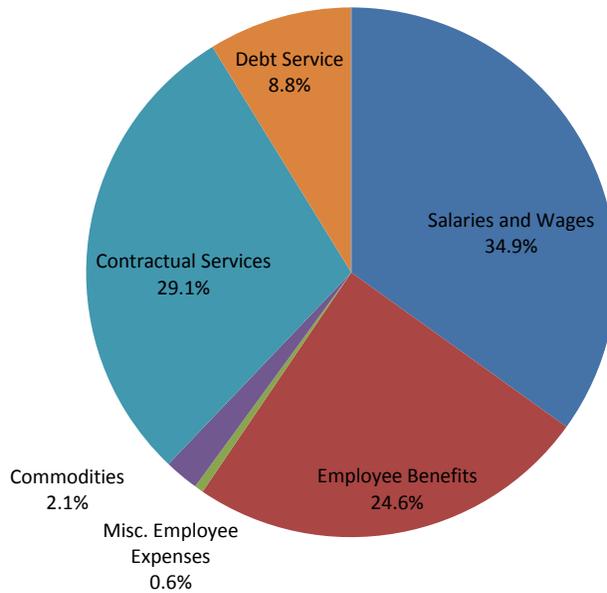
ALL FUNDS



	2012 Actual	2013 Budget	2014 Budget	% Difference
Property Taxes	17,020,526	17,100,440	17,927,920	4.8%
EDA Incremental Taxes	18,834,653	4,474,846	5,350,000	19.6%
Other taxes	15,167,920	15,793,020	20,044,230	26.9%
Licenses & Permits	1,406,686	1,097,000	1,126,500	2.7%
Intergovernmental	15,166,788	16,375,620	16,470,320	0.6%
Charges for Services	26,012,870	26,086,660	29,243,250	12.1%
Fines	1,312,410	1,673,410	1,775,270	6.1%
Investment Earnings	10,802,291	2,019,990	2,038,100	0.9%
Miscellaneous	5,120,903	6,672,350	3,302,040	-50.5%
Total Operating Revenues	110,845,047	91,293,336	97,277,630	6.6%
Operating Transfers	9,791,761	9,722,357	9,182,220	-5.6%
Total Revenues & Transfers	120,636,808	101,015,693	106,459,850	5.4%

EXPENDITURE SUMMARY BY OBJECT

ALL FUNDS



	2012 Actual	2013 Budget	2014 Budget	% Difference
Salaries and Wages	29,491,607	30,753,180	31,601,700	2.8%
Employee Benefits	19,271,726	20,062,330	22,226,410	10.8%
Misc. Employee Expenses	414,583	565,630	503,300	-11.0%
Commodities	1,476,655	1,801,860	1,881,130	4.4%
Contractual Services	20,573,676	25,278,290	26,347,390	4.2%
Debt Service	21,598,892	7,945,950	7,949,050	0.0%
Depreciation Expense	3,692,011	-	-	N/A
Total Operating Expenditures	96,519,151	86,407,240	90,508,980	4.7%
Capital Outlay	6,995,733	12,170,280	11,905,740	-2.2%
Operating Transfers	9,791,761	9,722,357	9,182,220	-5.6%
Total Expenditures & Transfers	113,306,645	108,299,877	111,596,940	3.0%

REVENUE & EXPENDITURE SUMMARY

GENERAL FUND

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	% Difference
Revenues					
Taxes	24,231,961	24,249,540	24,718,720	29,804,320	22.9%
Licenses and Permits	1,406,686	1,097,000	1,174,500	1,126,500	2.7%
Intergovernmental	12,856,322	13,681,100	13,728,060	14,329,520	4.7%
Charges for Services	5,427,538	5,439,250	5,382,970	5,582,590	2.6%
Fines and Forfeits	877,408	1,119,500	1,224,500	1,149,500	2.7%
Investment Earnings	15,991	27,000	14,000	14,000	-48.1%
Miscellaneous	807,414	479,150	776,580	1,063,470	121.9%
Operating Transfers	87,140	233,060	202,460	50,000	-78.5%
Total Revenues	45,710,460	46,325,600	47,221,790	53,119,900	14.7%
Expenditures					
General Administration	3,277,113	3,300,580	3,390,670	3,588,940	8.7%
Police	16,292,782	16,897,300	16,648,110	17,383,480	2.9%
Fire	11,634,122	12,344,560	12,385,850	16,372,360	32.6%
Public Works	5,932,924	6,668,630	6,615,990	8,617,210	29.2%
Development Services	4,001,950	4,483,230	4,362,180	4,689,770	4.6%
Health & Human Services	632,370	677,170	670,780	712,230	5.2%
Boards & Commissions	349,070	524,890	461,820	506,980	-3.4%
Operating Transfers	1,786,007	3,438,317	3,383,090	2,718,940	-20.9%
Total Expenditures	43,906,338	48,334,677	47,918,490	54,589,910	12.9%
Excess/(Deficiency) of	1,804,122	(2,009,077)	(696,700)	(1,470,010)	
Revenues over Expenditures					
Fund Balance Policy Transfer	-	1,804,127	1,804,127	-	
Fund Reserves Utilized	-	-	23,980	1,475,760	
Net Revenues over Expenditures	1,804,122	(204,950)	1,131,407	5,750	

REVENUE DETAIL

GENERAL FUND

Account Name	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	% Difference
Taxes					
Property Taxes, Current	11,607,798	11,606,620	11,606,620	11,164,090	-3.8%
Property Taxes, Prior	37,295	70,000	40,000	40,000	-42.9%
EDA Incremental Property Taxes	-	-	-	5,000,000	N/A
Hotel Tax	1,209,627	1,100,000	1,100,000	1,100,000	0.0%
Real Estate Transfer Tax	419,814	375,000	780,000	700,000	86.7%
Home Rule Sales Tax	3,529,589	3,689,600	3,730,000	3,778,400	2.4%
Telecommunications Tax	2,885,632	2,700,000	2,740,000	2,750,000	1.9%
EDA Property Tax Surplus	529,127	600,000	600,000	-	N/A
Property Taxes - B/H	29,793	30,000	50,280	30,000	0.0%
Property Taxes - Fire	1,633,249	1,617,950	1,617,950	2,516,350	55.5%
Property Taxes - Police	2,229,322	2,325,870	2,325,870	2,697,480	16.0%
Prior Year Property Taxes - Fire	9,023	10,000	7,000	10,000	0.0%
Prior Year Property Taxes - Police	10,237	12,000	10,000	12,000	0.0%
EDA Prop. Tax Surplus - Fire	43,292	45,000	45,000	-	N/A
EDA Prop. Tax Surplus - Police	57,723	60,000	60,000	-	N/A
Entertainment Tax	440	7,500	6,000	6,000	-20.0%
Total Taxes	24,231,961	24,249,540	24,718,720	29,804,320	22.9%
Licenses & Permits					
Vehicle Licenses	4,845	6,000	5,000	5,000	-16.7%
Business Licenses	266,610	265,000	280,000	270,000	1.9%
Liquor Licenses	216,646	205,000	223,000	215,000	4.9%
Animal Licenses	14,069	13,000	13,500	13,500	3.8%
Building Permits	894,831	600,000	645,000	615,000	2.5%
Taxi/Livery Licenses	9,685	8,000	8,000	8,000	0.0%
Total Licenses & Permits	1,406,686	1,097,000	1,174,500	1,126,500	2.7%
Intergovernmental					
Sales Tax	6,396,370	7,175,200	6,655,000	7,153,600	-0.3%
Local Use Tax	810,403	820,000	850,000	890,000	8.5%
Income Tax	4,600,918	4,500,000	4,857,500	5,098,400	13.3%
Replacement Tax	212,074	290,000	290,000	290,000	0.0%
Replacement Tax - Fire	20,725	13,400	13,400	13,400	0.0%
Replacement Tax - Police	20,725	13,400	13,400	13,400	0.0%
Grants	91,331	5,000	10,690	16,000	220.0%
LEAP Grant Revenue	24,456	-	-	-	N/A
Foreign Fire Insurance Tax	44,349	36,000	36,000	36,000	0.0%
Fire Protection Dist. Tax	70,667	65,000	65,000	65,000	0.0%
Property Taxes - Road & Bridge	281,122	280,000	280,000	280,000	0.0%

(continued on next page)

REVENUE DETAIL

GENERAL FUND

Account Name	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	% Difference
Cook County Gas Tax Rebate	12,263	13,000	12,500	13,000	0.0%
STEP Grant Revenue	-	-	-	36,120	N/A
Tobacco Grant Revenue	2,325	2,400	2,420	2,200	-8.3%
Emergency Ops Grant Revenue	20,416	30,000	25,000	25,000	-16.7%
ECCBG Grant Revenue	102,520	-	-	-	N/A
BATTLE Grant Revenue	145,658	142,500	142,500	142,500	0.0%
SAFER Grant Revenue	-	270,200	276,500	254,900	-5.7%
STP Grant Revenue	-	25,000	198,150	-	N/A
Total Intergovernmental	12,856,322	13,681,100	13,728,060	14,329,520	-3.0%
Charges for Services					
Plan Review Fees	3,645	4,000	4,000	4,000	0.0%
Hearing Fees	15,250	23,000	23,000	23,000	0.0%
Engineering Fees	86,767	75,000	10,000	10,000	-86.7%
Ambulance Fees	987,324	1,050,000	1,000,000	1,000,000	-4.8%
Counseling Fees	21,695	22,000	25,000	24,000	9.1%
Health Clinic Fees	33,352	32,000	20,000	32,000	0.0%
Snow Removal Fees	(2,333)	-	-	-	N/A
Police Hireback	432,295	390,000	345,500	390,000	0.0%
Hireback - Arena	132,025	200,000	159,350	155,400	-22.3%
Report Fees- Police	2,435	1,300	3,500	2,000	53.8%
False Alarm Fees	27,100	44,000	44,000	44,000	0.0%
Counter Sales	69	-	100	-	N/A
Smoke Detector/Lock Box	925	-	2,770	-	N/A
Lease Payments	780,534	750,000	800,000	772,050	2.9%
Cable TV Franchise Fee	483,007	470,000	485,000	485,000	3.2%
Cable TV PEG Fee	37,879	38,000	38,000	38,000	0.0%
AT&T Franchise Fee	198,610	200,000	200,000	200,000	0.0%
AT&T PEG Fee	39,722	38,000	40,000	40,000	5.3%
Fourth of July Proceeds	140,127	175,650	220,500	229,640	30.7%
Equipment Usage	207,256	220,000	220,000	220,000	0.0%
Employee Insurance Payments	1,076,476	1,050,000	1,050,000	1,050,000	0.0%
Passport Revenues	13,150	15,000	19,000	15,000	0.0%
Wireless Alarm Subscribers	666,278	607,800	630,000	630,000	3.7%
Backflow Prevention Audits	43,500	33,000	43,000	43,000	30.3%
Energy Audits	450	500	250	500	0.0%
Rental Inspection Fees	-	-	-	175,000	N/A
Total Charges for Services	5,427,538	5,439,250	5,382,970	5,582,590	2.6%

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REVENUE DETAIL

GENERAL FUND

Account Name	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	% Difference
Fines & Forfeits					
Court Fines, County	227,237	240,000	280,000	260,000	8.3%
Ticket Fines, Village	438,556	425,000	490,000	460,000	8.2%
Overweight Truck Permits	6,260	4,500	4,500	4,500	0.0%
Red Light Camera Revenue	205,355	450,000	450,000	425,000	-5.6%
Total Fines & Forfeits	877,408	1,119,500	1,224,500	1,149,500	-7.8%
Investment Earnings					
Interest Income	18,193	12,000	14,000	14,000	16.7%
Unrealized Gain on Investments	(2,202)	15,000	-	-	N/A
Total Investment Earnings	15,991	27,000	14,000	14,000	-73.3%
Miscellaneous					
Reimbursements/Recoveries	212,764	110,000	175,950	184,600	67.8%
Reimbursements - ITTF	-	19,500	19,500	19,500	0.0%
Sale of Equipment	23,839	5,000	53,920	20,400	308.0%
Miscellaneous Revenue	21,229	20,000	20,000	125,000	525.0%
Board & Commissions Contrib.	6,745	5,000	5,000	5,000	0.0%
Sister Cities Proceeds	14,730	14,000	12,070	12,000	-14.3%
HE Park District Contributions	4,487	4,500	4,500	4,500	0.0%
S. Barrington Fuel Reimburse.	60,997	65,000	65,000	65,000	0.0%
Celebrations Comm. Contrib.	105	400	100	-	N/A
Veterans Memorial Contrib.	965	750	750	750	0.0%
Tollway Fire/Ambulance Pmts	23,150	25,000	25,000	25,000	0.0%
Arts Commission	6,159	8,000	12,700	8,000	0.0%
Terminal Reserve Revenue	206,483	-	-	-	N/A
Benefit Fund Revenue	193,885	167,000	355,900	530,720	217.8%
Court Supervision (from Escrow)	27,889	30,000	26,190	30,000	0.0%
DUI Reimb. (from Escrow)	-	-	-	33,000	N/A
Eneroc Electricity Credit	3,987	5,000	-	-	N/A
Total Miscellaneous	807,414	479,150	776,580	1,063,470	121.9%
Operating Transfers					
Transfer from Municipal Waste	30,000	30,000	-	-	N/A
Transfer from EDA 1991 Project	7,140	-	-	-	N/A
Transfer from Roselle Rd TIF	50,000	50,000	50,000	50,000	0.0%
Transfer from Capital V & E	-	22,400	21,290	-	N/A
Transfer from 1997 GODS	-	5,670	5,830	-	N/A
Transfer from 2001 GODS	-	63,240	63,260	-	N/A

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REVENUE DETAIL

GENERAL FUND

Account Name	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	% Difference
Transfer from 2003 GODS	-	29,880	29,940	-	N/A
Transfer from 2004 GODS	-	31,870	32,140	-	N/A
Total Operating Transfers	87,140	233,060	202,460	50,000	-78.5%
Total Revenue	45,710,460	46,325,600	47,221,790	53,119,900	14.7%

EXPENDITURE SUMMARY BY DEPARTMENT

GENERAL FUND

Program	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	% Difference
General Government					
Legislative	356,026	403,590	398,160	443,880	10.0%
Administration	551,415	573,220	573,070	597,840	4.3%
Legal	597,257	478,360	546,760	563,690	17.8%
Finance	849,626	863,980	889,030	957,110	10.8%
Village Clerk	176,255	190,140	186,470	192,550	1.3%
Human Resource Management	451,265	477,980	485,500	505,590	5.8%
Communications	166,152	178,770	179,290	185,610	3.8%
Cable Television	129,117	134,540	132,390	142,670	6.0%
Total General Government	3,277,113	3,300,580	3,390,670	3,588,940	8.7%
Police Department					
Administration	1,229,260	1,274,100	1,252,600	1,372,710	7.7%
Juvenile	505,621	494,860	476,770	511,870	3.4%
Tactical	758,687	774,740	769,760	802,530	3.6%
Patrol and Response	9,494,270	9,613,590	9,532,350	9,399,020	-2.2%
Traffic Control	1,102,023	1,329,600	1,347,240	1,823,320	37.1%
Investigations	1,135,033	1,171,490	1,153,690	1,192,100	1.8%
Community Relations	7,313	9,570	9,770	13,720	43.4%
Communications	574,174	615,010	621,840	712,000	15.8%
Canine	153,277	157,040	149,900	159,620	1.6%
Special Services	146,813	182,610	149,480	152,180	-16.7%
Records	329,648	361,850	312,860	349,340	-3.5%
Administrative Services	714,253	750,890	728,720	737,900	-1.7%
Emergency Operations	142,410	161,950	143,130	157,170	-3.0%
Total Police Department	16,292,782	16,897,300	16,648,110	17,383,480	2.9%
Fire Department					
Administration	605,030	606,410	613,710	744,670	22.8%
Public Education	32,897	33,750	32,260	35,400	4.9%
Suppression	5,572,992	5,968,970	6,085,770	8,110,390	35.9%
Emergency Medical Services	4,906,352	5,159,510	5,115,050	6,850,840	32.8%
Prevention	494,912	549,800	513,440	600,760	9.3%
Fire Stations	21,939	26,120	25,620	30,300	16.0%
Total Fire Department	11,634,122	12,344,560	12,385,850	16,372,360	32.6%

(continued on next page)

EXPENDITURE SUMMARY BY DEPARTMENT

GENERAL FUND

Program	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	% Difference
Public Works					
Administration	235,057	258,890	249,770	265,110	2.4%
Snow and Ice Control	1,347,267	1,658,330	1,661,440	1,773,150	6.9%
Pavement Maintenance	347,312	359,470	355,780	383,070	6.6%
Forestry	864,567	985,490	981,430	2,549,010	158.7%
Facilities	901,255	918,080	895,390	1,031,400	12.3%
Fleet Services	1,224,876	1,406,950	1,389,610	1,472,270	4.6%
F.A.S.T.	243,876	242,910	254,900	289,330	19.1%
Storm Sewers	189,913	220,070	215,810	222,220	1.0%
Traffic Control	578,801	618,440	611,860	631,650	2.1%
Total Public Works	5,932,924	6,668,630	6,615,990	8,617,210	29.2%
Development Services					
Administration	210,503	218,240	216,260	315,360	44.5%
Planning	451,413	482,860	502,760	610,220	26.4%
Code Enforcement	1,054,647	1,103,700	997,830	1,039,670	-5.8%
Transportation & Engineering	1,096,587	1,147,890	1,181,280	1,207,120	5.2%
Economic Development	1,188,800	1,530,540	1,464,050	1,517,400	-0.9%
Total Development Services	4,001,950	4,483,230	4,362,180	4,689,770	4.6%
Health & Human Services					
Health & Human Services	632,370	677,170	670,780	712,230	5.2%
Total Health & Human Services	632,370	677,170	670,780	712,230	5.2%
Boards & Commissions					
Fourth of July Commission	190,392	210,080	203,140	219,730	4.6%
Fire and Police Commission	11,006	156,060	111,040	117,500	-24.7%
Misc. Boards & Commissions	147,672	158,750	147,640	169,750	6.9%
Total Boards & Commissions	349,070	524,890	461,820	506,980	-3.4%
General Fund Total before Operating Transfers	42,120,331	44,896,360	44,535,400	51,870,970	15.5%

(continued on next page)

EXPENDITURE SUMMARY BY DEPARTMENT

GENERAL FUND

Program	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	% Difference
Operating Transfers					
to 1997 A&B GODS	101,120	-	-	-	N/A
to 2004 GODS	240,750	-	-	-	N/A
to 2008 GODS	985,938	999,190	999,190	999,190	0.0%
to 2009 GODS	-	134,000	134,000	134,000	0.0%
to Municipal Waste System	-	-	-	125,000	N/A
to Capital Improvement	105,000	409,000	250,000	-	N/A
to Capital Vehicle & Equipment	134,400	19,000	19,000	-	N/A
to Sears Centre Operating	150,000	1,804,127	1,908,230	1,386,660	-23.1%
to Information System	68,799	73,000	72,670	74,090	1.5%
Total Operating Transfers	1,786,007	3,438,317	3,383,090	2,718,940	-20.9%
Total Expenditures	43,906,338	48,334,677	47,918,490	54,589,910	12.9%

EXPENDITURE SUMMARY BY OBJECT

GENERAL FUND

Object	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	% Difference
Salaries & Wages					
General Administration	2,003,733	2,026,570	1,999,410	2,070,840	2.2%
Police	9,620,443	9,783,160	9,781,520	9,803,920	0.2%
Fire	7,232,310	7,703,730	7,789,350	10,065,560	30.7%
Public Works	2,532,448	2,808,850	2,781,850	3,131,300	11.5%
Development Services	1,960,178	2,042,900	1,999,250	2,179,050	6.7%
Health & Human Services	382,510	396,380	394,520	409,430	3.3%
Boards & Commissions	38,089	51,700	50,510	52,660	1.9%
Total Salaries & Wages	23,769,711	24,813,290	24,796,410	27,712,760	11.7%
Employee Benefits					
General Administration	744,139	779,880	773,090	902,620	15.7%
Police	4,702,855	4,848,180	4,837,880	5,168,540	6.6%
Fire	3,328,792	3,436,770	3,440,120	4,721,830	37.4%
Public Works	1,173,693	1,279,710	1,262,660	1,420,140	11.0%
Development Services	902,074	958,360	943,960	967,970	1.0%
Health & Human Services	180,588	189,570	188,090	195,150	2.9%
Boards & Commissions	28,874	31,430	30,410	32,170	2.4%
Total Employee Benefits	11,061,015	11,523,900	11,476,210	13,408,420	16.4%
Misc. Employee Benefits					
General Administration	34,031	42,230	41,080	43,750	3.6%
Police	121,143	146,520	129,180	151,120	3.1%
Fire	137,400	214,560	214,270	155,580	-27.5%
Public Works	33,112	35,520	37,040	35,500	-0.1%
Development Services	30,455	35,130	30,970	39,260	11.8%
Health & Human Services	2,457	2,220	2,170	3,110	40.1%
Boards & Commissions	375	2,530	2,030	2,530	0.0%
Total Misc. Employee Benefits	358,973	478,710	456,740	430,850	-10.0%
Commodities					
General Administration	158,938	179,090	186,130	181,040	1.1%
Police	61,094	75,350	67,400	79,040	4.9%
Fire	63,043	75,880	70,140	70,790	-6.7%
Public Works	929,909	1,150,650	1,144,180	1,221,100	6.1%
Development Services	18,043	15,240	12,210	17,150	12.5%
Health & Human Services	19,934	31,650	28,710	31,760	0.3%
Boards & Commissions	737	3,240	1,030	1,430	-55.9%
Total Commodities	1,251,698	1,531,100	1,509,800	1,602,310	4.7%

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EXPENDITURE SUMMARY BY OBJECT

GENERAL FUND

Object	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	% Difference
Contractual Services					
General Administration	883,500	817,500	891,030	989,750	21.1%
Police	1,739,090	1,980,700	1,765,980	2,127,350	7.4%
Fire	1,111,447	1,149,010	1,117,110	1,286,410	12.0%
Public Works	1,511,468	1,752,580	1,695,510	2,661,720	51.9%
Development Services	1,170,088	1,516,120	1,453,910	1,566,350	3.3%
Health & Human Services	46,881	57,350	57,290	72,780	26.9%
Boards & Commissions	280,995	435,990	377,840	418,190	-4.1%
Total Contractual Services	6,743,469	7,709,250	7,358,670	9,122,550	18.3%
Capital Outlay					
General Administration	-	10,100	10,100	100	-99.0%
Police	48,157	63,390	66,150	53,510	-15.6%
Fire	64,015	55,680	54,630	72,190	29.7%
Public Works	92,534	47,200	52,900	596,200	1163.1%
Development Services	2,181	-	-	7,500	N/A
Total Capital Outlay	206,887	176,370	183,780	729,500	313.6%
Operating Transfers					
to 1997 A&B GODS	101,120	-	-	-	N/A
to 2004 GODS	240,750	-	-	-	N/A
to 2008 GODS	985,938	999,190	999,190	999,190	0.0%
to 2009 GODS	-	134,000	134,000	134,000	0.0%
to Municipal Waste System	-	-	-	125,000	N/A
to Capital Improvement	105,000	409,000	250,000	-	N/A
to Capital Vehicle & Equipment	134,400	19,000	19,000	-	N/A
to Sears Centre Operating	150,000	1,804,127	1,908,230	1,386,660	-23.1%
to Information System	68,799	73,000	72,670	74,090	1.5%
Total Operating Transfers	1,786,007	3,438,317	3,383,090	2,718,940	-20.9%
Cost Allocations					
Water Fund Cost Allocation	(919,405)	(995,190)	(896,440)	(1,083,420)	8.9%
EDA Fund Cost Allocation	(302,885)	(291,070)	(299,770)	-	N/A
CDBG Fund Cost Allocation	(49,132)	(50,000)	(50,000)	(52,000)	4.0%
Total Cost Allocations	(1,271,422)	(1,336,260)	(1,246,210)	(1,135,420)	-15.0%
Total - All Objects	43,906,338	48,334,677	47,918,490	54,589,910	12.9%

REVENUE SUMMARY BY FUND

OTHER FUNDS

	2012	2013	2013	2014	%
	Actual	Budget	Estimate	Budget	Difference
Special Revenue Funds					
Motor Fuel Tax	1,512,323	1,276,170	1,262,920	1,225,500	-4.0%
Asset Seizure	345,973	304,110	231,960	275,870	-9.3%
EDA Administration	4,245,314	4,456,846	4,455,246	-	N/A
EDA General Account	14,588,442	-	14,588,440	350,000	N/A
Municipal Waste System	1,187,570	1,281,630	1,183,680	1,325,120	3.4%
E-911	23,269	25,600	23,340	23,000	-10.2%
Roselle Road TIF	182,445	607,600	196,300	201,500	-66.8%
Community Dev. Block Grant	384,648	285,000	133,389	382,000	34.0%
Total Special Revenue Funds	22,469,984	8,236,956	22,075,275	3,782,990	-54.1%
Debt Service Funds					
1997 A & B GO Debt Service	555,199	-	-	-	N/A
2001 G.O. Refunding	321	-	-	-	N/A
2003 G.O. Refunding	2,689	-	-	-	N/A
2004 G.O. Refunding	973,446	-	-	-	N/A
2008 G.O. Debt Service	1,319,005	1,332,260	1,332,260	1,332,260	0.0%
2009 G.O. Debt Service	832,718	2,473,860	2,564,160	2,563,360	3.6%
2005 EDA TIF Bond	3,544	20,000	-	-	N/A
Total Debt Service Funds	3,686,921	3,826,120	3,896,420	3,895,620	1.8%
Capital Projects Funds					
Capital Improvements	4,207,201	7,761,950	6,755,385	7,386,250	-4.8%
Capital Vehicle & Equipment	365,410	240,590	240,540	259,990	8.1%
Capital Replacement	103,362	114,000	113,300	3,000	-97.4%
Central Rd Corridor Improvement	267	250	110	200	-20.0%
Hoffman Blvd Bridge Maintenance	434	400	400	400	0.0%
Western Corridor	592	600	600	600	0.0%
Traffic Improvement	32,314	500	9,400	150	-70.0%
EDA Series 1991 Project	2,803	7,300	19,120	1,000	-86.3%
West. Area Traffic Improvement	460	500	500	500	0.0%
Central Area Impact Fee	13,854	300,600	289,855	375,100	24.8%
West. Area Rd. Impact Fee	(12,650)	303,000	205,170	376,670	24.3%
2008 Project	24	-	20	-	N/A
2009 Project	602	-	10	-	N/A
Total Capital Projects Funds	4,714,673	8,729,690	7,634,410	8,403,860	-3.7%

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REVENUE SUMMARY BY FUND

OTHER FUNDS

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	% Difference
Enterprise Funds					
Waterworks and Sewerage	14,888,376	13,000,650	13,664,420	15,835,410	21.8%
Stormwater Management	-	-	-	400,100	N/A
Sears Centre Operating	4,509,785	5,785,877	5,611,609	5,367,900	-7.2%
2005A G.O. Debt Service	4,378,158	3,895,810	4,018,830	3,904,310	0.2%
Total Enterprise Funds	23,776,319	22,682,337	23,294,859	25,507,720	12.5%
Internal Service Funds					
Insurance	1,879,630	1,728,660	1,728,790	1,428,030	-17.4%
Information Systems	1,140,459	1,153,330	1,164,700	1,297,930	12.5%
Total Internal Service Funds	3,020,089	2,881,990	2,893,490	2,725,960	-5.4%
Trust Funds					
Police Pension	9,201,217	4,464,360	4,633,170	4,624,670	3.6%
Firefighters Pension	8,057,145	3,868,640	4,144,720	4,399,130	13.7%
Total Trust Funds	17,258,362	8,333,000	8,777,890	9,023,800	8.3%
Total Other Funds	74,926,348	54,690,093	68,572,344	53,339,950	-2.5%

EXPENDITURE SUMMARY BY FUND

OTHER FUNDS

	2012	2013	2013	2014	%
	Actual	Budget	Estimate	Budget	Difference
Special Revenue Funds					
Motor Fuel Tax	1,549,220	954,500	926,500	1,753,520	83.7%
Asset Seizure	390,035	321,960	231,260	293,820	-8.7%
EDA Administration	4,687,311	4,977,130	4,476,250	441,440	-91.1%
EDA General Account	14,588,442	-	14,588,440	350,000	N/A
Municipal Waste System	1,243,277	1,386,610	1,268,970	1,374,500	-0.9%
E-911	25,924	26,420	26,420	46,420	75.7%
Roselle Road TIF	1,064,552	2,884,920	86,120	1,221,170	-57.7%
Community Dev. Block Grant	384,649	285,000	133,390	382,000	34.0%
Total Special Revenue Funds	23,933,410	10,836,540	21,737,350	5,862,870	-45.9%
Debt Service Funds					
1997 A & B GO Debt Service	554,910	5,670	5,829	-	N/A
2001 G.O. Refunding	-	63,240	63,262	-	N/A
2003 G.O. Refunding	-	29,880	29,945	-	N/A
2004 G.O. Refunding	970,563	31,870	32,142	-	N/A
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	2,714,360	2,714,360	2,713,360	0.0%
2005 EDA TIF Bond	3,500	20,000	3,000	-	N/A
Total Debt Service Funds	4,376,079	4,197,770	4,181,288	4,046,110	-3.6%
Capital Projects Funds					
Capital Improvements	3,957,287	7,870,250	6,348,570	7,942,930	0.9%
Capital Vehicle & Equipment	271,656	397,290	328,180	405,690	2.1%
Capital Replacement	218,906	1,209,550	1,205,090	321,090	-73.5%
Central Rd Corridor Improvement	-	250,000	-	-	N/A
Hoffman Blvd Bridge Maintenance	-	-	4,000	4,000	N/A
Western Corridor	17,166	-	-	-	N/A
Traffic Improvement	180,161	188,500	72,900	10,000	-94.7%
EDA Series 1991 Project	569,022	1,648,420	150,000	250,260	-84.8%
West. Area Traffic Improvement	20,393	-	-	-	N/A
Central Area Impact Fee	100,000	300,000	202,500	375,000	25.0%
West. Area Rd. Impact Fee	441	300,000	202,670	375,170	25.1%
2008 Project	1,257	-	30,095	-	N/A
2009 Project	1,202,290	-	28,660	-	N/A
Total Capital Projects Funds	6,538,579	12,164,010	8,572,665	9,684,140	-20.4%

(continued on next page)

EXPENDITURE SUMMARY BY FUND

OTHER FUNDS

	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	% Difference
Enterprise Funds					
Waterworks and Sewerage	14,773,571	13,939,370	14,438,990	17,247,020	23.7%
Stormwater Management	-	-	-	400,000	N/A
Sears Centre Operating	6,747,754	5,333,800	5,375,770	5,352,000	0.3%
2005 A G.O. Debt Service	3,896,890	3,900,210	3,900,210	3,904,310	0.1%
Total Enterprise Funds	25,418,215	23,173,380	23,714,970	26,903,330	16.1%
Internal Service Funds					
Insurance	1,604,196	1,727,260	2,038,760	1,426,530	-17.4%
Information Systems	1,084,550	1,228,360	1,362,560	1,462,950	19.1%
Total Internal Service Funds	2,688,746	2,955,620	3,401,320	2,889,480	-2.2%
Trust Funds					
Police Pension	3,119,128	3,196,090	3,484,590	3,856,680	20.7%
Firefighters Pension	3,326,151	3,441,790	3,551,900	3,764,420	9.4%
Total Trust Funds	6,445,279	6,637,880	7,036,490	7,621,100	14.8%
Total Other Funds	69,400,308	59,965,200	68,644,083	57,007,030	-4.9%

2013 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
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
2013	2014	11,164,090	2,697,480	2,516,350	7,944,411	(6,394,411)	17,927,920
Inc (Dec) over PY		(442,530)	371,610	898,400	3,095	(3,095)	827,480
Percent Inc (Dec)		-3.8%	16.0%	55.5%	0.0%	0.0%	4.8%

(continued below)

Levy Year	Fiscal Year	Loss & Cost 2%	Total Extension	(6) EAV	Rate	Inc (Dec) Over Prior Yr	Inc (Dec) in EAV
2004	2005	245,935	12,542,668	1,343,231,745	0.934	-8.8%	14.7%
2005	2006	256,473	13,080,114	1,451,884,884	0.901	-3.5%	8.1%
2006	2007	269,168	13,727,555	1,509,125,778	0.910	1.0%	3.9%
2007	2008	285,117	14,540,987	1,773,557,976	0.820	-9.9%	17.5%
2008	2009	302,771	15,441,284	1,885,037,469	0.820	0.0%	6.3%
2009	2010	332,742	16,969,815	1,912,123,092	0.888	8.3%	1.4%
2010	2011	336,020	17,136,948	1,739,393,365	0.986	11.0%	-9.0%
2011	2012	340,019	17,340,949	1,553,747,288	1.116	13.2%	-10.7%
2012	2013	342,009	17,442,449	1,425,389,519	1.224	9.7%	-8.3%
2013	2014	358,558	18,286,478	1,354,120,044	1.350	10.3%	-5.0%
Inc (Dec) over PY		16,549	844,029	(71,269,475)	0.126		
Percent Inc (Dec)		4.8%	4.8%	-5.0%	10.3%		

FULL-TIME EQUIVALENT SUMMARY

BY DEPARTMENT

Department/Division	2012 Actual	2013 Budget	2014 Budget	Change from Prior Year
General Government				
Legislative	1.00	1.00	1.09	0.09
Administration	3.35	3.35	3.35	0.00
Legal	1.68	1.68	1.50	(0.18)
Finance	11.24	11.24	11.65	0.41
Village Clerk	2.63	2.70	2.70	0.00
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	1.63	0.13
Total General Government	26.20	26.27	26.72	0.45
Police Department				
Administration	6.00	6.00	6.00	0.00
Juvenile	3.65	3.25	3.25	0.00
Tactical	5.00	5.00	5.00	0.00
Patrol & Response	60.75	62.75	59.75	(3.00)
Traffic Control	6.00	5.00	8.00	3.00
Investigations	8.00	8.00	8.00	0.00
Canine	1.00	1.00	1.00	0.00
Records	5.20	5.18	5.18	0.00
Administrative Services	9.00	9.00	9.00	0.00
Emergency Operations	1.00	1.00	1.00	0.00
Total Police Department	105.60	106.18	106.18	0.00
Fire Department				
Administration	2.50	2.50	2.80	0.30
Public Education	0.10	0.10	0.10	0.00
Suppression	39.60	39.60	49.55	9.95
Emergency Medical Services	35.30	35.30	44.55	9.25
Prevention	2.10	2.10	2.50	0.40
Total Fire Department	79.60	79.60	99.50	19.90
Information Systems	6.73	6.73	6.73	0.00

(continued on next page)

FULL-TIME EQUIVALENT SUMMARY

BY DEPARTMENT

Department/Division	2012 Actual	2013 Budget	2014 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	3.11	0.20
Forestry	5.88	5.88	9.54	3.66
Facilities	4.05	4.05	4.05	0.00
Fleet Services	4.28	4.28	4.30	0.02
F.A.S.T.	0.73	0.73	0.93	0.20
Storm Sewers	1.49	1.49	1.49	0.00
Traffic Control	3.49	3.49	3.49	0.00
Total Public Works	31.67	31.67	35.75	4.08
Development Services				
Administration	1.00	1.00	1.40	0.40
Planning	5.02	5.02	6.30	1.28
Code Enforcement	11.09	11.09	10.98	(0.11)
Transportation & Engineering	9.11	9.11	9.59	0.48
Economic Development	2.30	2.10	2.30	0.20
Total Development Services	28.52	28.32	30.57	2.25
Total Health & Human Services	7.20	7.20	7.20	0.00
EDA Administration Fund				
Police	5.00	5.00	4.00	(1.00)
Fire	19.65	19.65	0.00	(19.65)
Public Works	1.08	1.08	0.00	(1.08)
Administration	1.51	1.51	0.00	(1.51)
Total EDA Administration	27.24	27.24	4.00	(23.24)
Water & Sewer Fund				
Water	23.54	23.54	24.54	1.00
Sewer	12.02	12.02	12.02	0.00
Water Billing	2.75	2.75	3.00	0.25
Total Water & Sewer	38.31	38.31	39.56	1.25
Asset Seizure Fund	1.00	1.00	1.00	0.00
Misc. Boards & Commissions	1.00	1.00	1.00	0.00
Total FTE's	353.07	353.52	358.21	4.69

CHANGES IN STAFFING LEVELS

FROM 2013 TO 2014

Position Title	Dept	Division	FTE's	Action
Village Treasurer	Gen Govt	Legislative	0.09	New position (appointed)
Village Prosecutor, PT	Gen Govt	Legal	(0.18)	Employee to contractual
Assistant Finance Director	Gen Govt	Finance	0.05	Increase in work hours
Customer Service Representative, PT	Gen Govt	Finance	0.36	New position
Production Assistant, PT	Gen Govt	Cable Television	0.13	Increase in work hours
Police Sergeant	Police	Patrol & Response	(1.00)	Position eliminated
Police Officer	Police	Patrol & Response	(2.00)	Salary reclassification
Police Officer	Police	Traffic Control	3.00	Salary reclassification
Deputy Fire Chief	Fire	Administration	0.10	Salary reclassification
Administrative Assistant	Fire	Administration	0.20	Salary reclassification
Firefighter/Paramedic	Fire	Suppression	9.00	Salary reclassification
Deputy Fire Chief	Fire	Suppression	0.40	Salary reclassification
Fire Chief	Fire	Suppression	0.20	Salary reclassification
Asst Chief of Training & Safety	Fire	Suppression	0.20	Salary reclassification
Fire Batallion Chief	Fire	Suppression	0.15	Salary reclassification
Firefighter/Paramedic	Fire	Emergency Medical Svcs	9.00	Salary reclassification
Deputy Fire Chief	Fire	Emergency Medical Svcs	0.10	Salary reclassification
Fire Batallion Chief	Fire	Emergency Medical Svcs	0.15	Salary reclassification
Fire Inspector	Fire	Prevention	0.15	Salary reclassification
Chief Inspector	Fire	Prevention	0.25	Salary reclassification
Maintenance III	Public Works	Pavement Maintenance	0.20	Salary reclassification
Seasonal Intern	Public Works	Forestry	0.46	Salary reclassification
Administrative Analyst	Public Works	Forestry	1.00	New Position
Maintenance II - HEO CL	Public Works	Forestry	0.20	Salary reclassification
Maintenance I - EAB Program	Public Works	Forestry	2.00	New Position
Supervisor, Automobiles	Public Works	Fleet	0.02	Salary reclassification
Maintenance II	Public Works	F.A.S.T	0.20	Salary reclassification
Asst Village Manager of Dev Services	Dev Svcs	Administration	0.40	Salary reclassification
Planning Director	Dev Svcs	Planning	0.30	Salary reclassification
Senior Planner	Dev Svcs	Planning	0.25	Salary reclassification
Assistant Planner	Dev Svcs	Planning	0.10	Salary reclassification
Planning Service Coordinator	Dev Svcs	Planning	0.10	Salary reclassification
Planning Technician, PT	Dev Svcs	Planning	(0.47)	Position eliminated
Planning Technician	Dev Svcs	Planning	1.00	New position
Rental Inspector	Dev Svcs	Code Enforcement	1.00	New position
Rental Inspector, PT	Dev Svcs	Code Enforcement	0.50	New position
Admin Staff Rental Inspection, PT	Dev Svcs	Code Enforcement	0.50	New position
Plumbing Inspector	Dev Svcs	Code Enforcement	(1.00)	Retirement
Plumbing Inspector, PT	Dev Svcs	Code Enforcement	0.50	New position
Chief Inspector	Dev Svcs	Code Enforcement	(0.25)	Salary reclassification

(continued on next page)

CHANGES IN STAFFING LEVELS FROM 2013 TO 2014

Position Title	Dept	Division	FTE's	Action
Code Enforcement Director	Dev Svcs	Code Enforcement	(1.00)	Position eliminated
Customer Service Representative, PT	Dev Svcs	Code Enforcement	(0.36)	Salary reclassification
Seasonal Intern	Dev Svcs	Transportation & Engin.	0.48	New position
Economic Development Director	Dev Svcs	Economic Development	0.20	Salary reclassification
Police Officer	EDA	Police	(1.00)	Salary reclassification
Firefighter/Paramedic	EDA	Fire	(18.00)	Salary reclassification
Asst Chief of Training & Safety	EDA	Fire	(0.20)	Salary reclassification
Deputy Fire Chief	EDA	Fire	(0.60)	Salary reclassification
Fire Batallion Chief	EDA	Fire	(0.30)	Salary reclassification
Administrative Assistant	EDA	Fire	(0.20)	Salary reclassification
Fire Chief	EDA	Fire	(0.20)	Salary reclassification
Fire Inspector	EDA	Fire	(0.15)	Salary reclassification
Supervisor, Automobiles	EDA	Public Works	(0.02)	Salary reclassification
Maintenance II	EDA	Public Works	(0.40)	Salary reclassification
Maintenance III	EDA	Public Works	(0.20)	Salary reclassification
Seasonal Intern	EDA	Public Works	(0.46)	Salary reclassification
Asst Village Manager of Dev Services	EDA	Administration	(0.40)	Salary reclassification
Planning Director	EDA	Administration	(0.30)	Salary reclassification
Senior Planner	EDA	Administration	(0.25)	Salary reclassification
Assistant Planner	EDA	Administration	(0.10)	Salary reclassification
Planning Service Coordinator	EDA	Administration	(0.10)	Salary reclassification
Economic Development Director	EDA	Administration	(0.20)	Salary reclassification
Planning Technician, PT	EDA	Administration	(0.16)	Position eliminated
Plumbing Inspector, PT	Water	Water	1.00	New position
Water Billing Customer Service, PT	Water	Water Billing	0.50	New position
Administrative Staff Assistant	Water	Water Billing	(0.25)	Decrease in work hours
Total			4.69	

PROJECTED IMPACT OF FISCAL YEAR 2014

	Est. Beg. Fund Balance	Budgeted Revenues	Budgeted Expenditures	Transfers In	Transfers Out	Est. Ending Fund Balance
General Fund	13,842,020	53,069,900	51,870,970	50,000	2,718,940	12,372,010
Special Revenue Funds						
EDA Administration	1,115,071	-	441,440	-	-	673,631
EDA General Account	-	350,000	350,000	-	-	-
Motor Fuel Tax	1,723,376	1,225,500	100,520	-	1,653,000	1,195,356
Com. Dev. Block Grant	-	382,000	162,000	-	220,000	-
E-911	79,138	23,000	46,420	-	-	55,718
Asset Seizure	111,557	275,870	293,820	-	-	93,607
Municipal Waste System	67,097	1,200,120	1,374,500	125,000	-	17,717
Roselle Rd TIF	1,474,384	201,500	1,161,170	-	60,000	454,714
Debt Service Funds						
1997 A & B GO Debt Service	-	-	-	-	-	-
2001 G.O. Refunding	-	-	-	-	-	-
2003 G.O. Refunding	-	-	-	-	-	-
2004 G.O. Refunding	-	-	-	-	-	-
2008 G.O. Debt Service	68,726	-	1,332,750	1,332,260	-	68,236
2009 G.O. Debt Service	465,693	2,429,360	2,713,360	134,000	-	315,693
2005 EDA TIF Bond	33,861	-	-	-	-	33,861
Capital Project Funds						
Capital Improvements	918,022	4,531,400	7,942,930	2,854,850	-	361,342
Capital Vehicle & Equipment	158,375	72,100	405,690	187,890	-	12,675
Capital Replacement	3,119,278	3,000	150,000	-	171,090	2,801,188
Central Rd Corridor Improv.	254,066	200	-	-	-	254,266
Hoffman Blvd Bridge Maint.	340,464	400	4,000	-	-	336,864
Western Corridor	520,669	600	-	-	-	521,269
Traffic Improvement	295,631	150	-	-	10,000	285,781
EDA Series 1991 Project	3,492,245	1,000	125,000	-	125,260	3,242,985
Western Area Traffic Improv.	140,926	500	-	-	-	141,426
Central Area Impact Fee	128,557	375,100	-	-	375,000	128,657
West. Area Rd. Impact Fee	870,084	376,670	170	-	375,000	871,584
2008 Project	-	-	-	-	-	-
2009 Project	3,920	-	-	-	-	3,920
Enterprise funds						
Water & Sewer	1,819,848	15,701,650	16,676,800	133,760	570,220	408,238
Stormwater Management	-	400,100	400,000	-	-	100
Sears Centre Operating	(15,900)	3,981,240	2,448,290	1,386,660	2,903,710	-
2005A G.O. Debt Service	1,000,004	1,000,600	3,904,310	2,903,710	-	1,000,004

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PROJECTED IMPACT OF FISCAL YEAR 2014

	Est. Beg. Fund Balance	Budgeted Revenues	Budgeted Expenditures	Transfers In	Transfers Out	Est. Ending Fund Balance
Internal Service Funds						
Insurance	993,906	1,428,030	1,426,530	-	-	995,406
Information Systems	303,019	1,223,840	1,462,950	74,090	-	137,999
Trust & Agency Funds						
Police Pension	59,316,288	4,624,670	3,856,680	-	-	60,084,278
Firefighters Pension	60,242,471	4,399,130	3,764,420	-	-	60,877,181
Total Revenues & Expenditures		97,277,630	102,414,720	9,182,220	9,182,220	

Major Increases and Decreases in Fund Balance

Below is an explanation of any major increase or decrease in fund balance (over 10%):

GENERAL FUND

The General Fund will be experiencing a 10.6% (\$1,470,010) decrease in fund balance during 2014. This is primarily due to the planned utilization of fund reserves for the Emerald Ash Borer response that is occurring within the Village.

SPECIAL REVENUE FUNDS

The EDA Administration Fund is no longer needed as it has been in the past due to the new EDA legislation approved by the State of Illinois. This fund is expected to experience a 39.6% (\$441,440) decrease in fund balance at the end of 2014. This is due to a conscious effort from the Village to spend-down the remaining fund balance on EDA personnel.

The Motor Fuel Tax Fund fund balance is expected to decrease by 30.6% (\$528,020). This fund is primarily used for road improvements via a transfer to the Capital Improvements Fund where the road program is budgeted. Due to a special road project that occurred in 2013, funds accumulated in this fund and are projected to be spent on the regular road project during 2014.

The E-911 Fund will have a 29.6% (\$23,420) decrease in fund balance at the end of 2014. These funds are to be used for wireless communication improvements for the Police Department.

The Asset Seizure Fund fund balance is expected to decrease by 16.1% (\$17,950) in 2014. 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 73.6% (\$49,380). 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 69.2% (\$1,019,670). The majority funds will be used to make culvert improvements in the business district.

DEBT SERVICE FUNDS

The 2009 General Obligation Debt Service Fund fund balance will decrease by 32.2% (\$150,000) due to the utilization of tow fine revenues that have built up in fund balance since the bonds were issued. Tow fines have been determined to be a dedicated revenue source for these principal and interest payments due to the fact that these bond proceeds were used to fund the construction of a new police station. These revenues were not needed for the first three years of debt payments because capitalized interest was utilized.

CAPITAL PROJECT FUNDS

The Capital Improvements Fund will experience a decrease in fund balance of 60.6% (\$556,680). Accumulated fund balance is being spent on roof replacements and patrol vehicles for 2014.

The Capital Vehicle & Equipment Fund will experience a decrease in fund balance of 92.0% (\$145,700). 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 10.2% (\$318,090). 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.

ENTERPRISE FUNDS

The Water and Sewer Fund is scheduled to have a decrease of 77.6% (\$1,411,610). This is resulting from a continued planned draw down of fund reserves for capital improvements.

INTERNAL SERVICE FUNDS

The Information Systems Fund is projected to experience a decrease in fund reserves of 54.5% (\$165,020). This is a planned drawdown of reserves for the purchase of technology-related capital.



BUDGET NARRATIVES

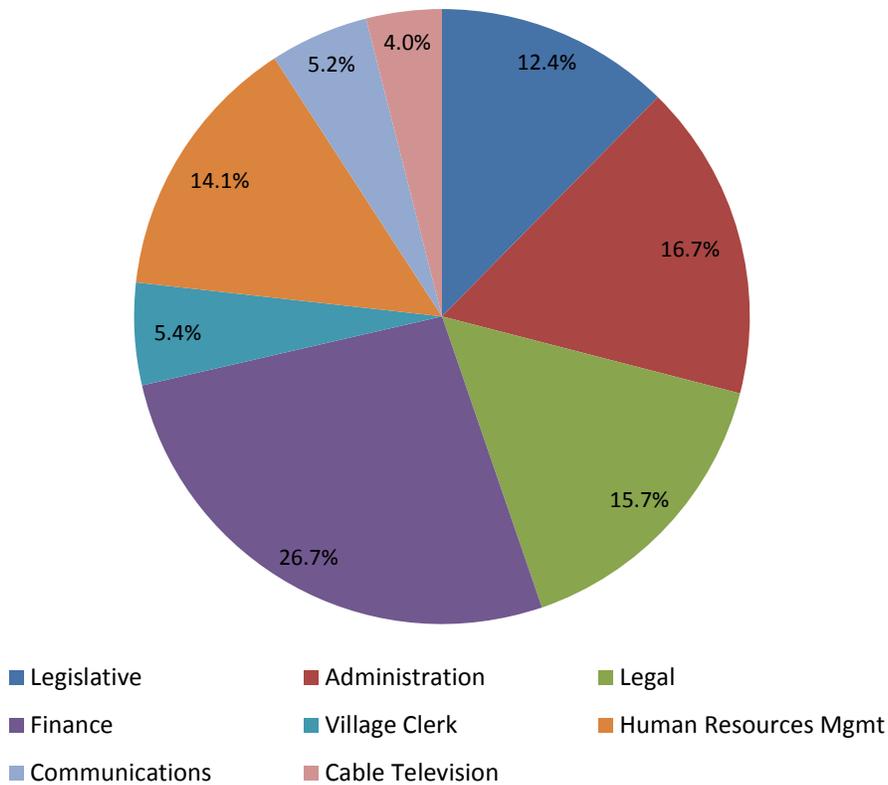
GENERAL GOVERNMENT DEPARTMENT

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

Total Budget

\$3,588,940

Annual Expenses by Division



GENERAL GOVERNMENT DEPARTMENT

Annual Expenses by Division

Division	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	% Change
Legislative	356,026	403,590	398,160	443,880	10.0%
Administration	551,415	573,220	573,070	597,840	4.3%
Legal	597,257	478,360	546,760	563,690	17.8%
Finance	849,626	863,980	889,030	957,110	10.8%
Village Clerk	176,255	190,140	186,470	192,550	1.3%
Human Resources Mgmt	451,265	477,980	485,500	505,590	5.8%
Communications	166,152	178,770	179,290	185,610	3.8%
Cable Television	129,117	134,540	132,390	142,670	6.0%
Total	3,277,113	3,300,580	3,390,670	3,588,940	8.7%

Annual Expenses by Class

Class	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	% Change
Salaries	2,003,733	2,026,570	1,999,410	2,070,840	2.2%
Employee Benefits	744,139	779,880	773,090	902,620	15.7%
Misc. Employee Expenses	34,031	42,230	41,080	43,750	3.6%
Commodities	158,938	179,090	186,130	181,040	1.1%
Contractual Services	883,500	817,500	891,030	989,750	21.1%
Capital Outlay	-	10,100	10,100	100	-99.0%
Cost Allocation	(547,228)	(554,790)	(510,170)	(599,160)	8.0%
Total	3,277,113	3,300,580	3,390,670	3,588,940	8.7%

Description

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.

2013 Accomplishments

- Coordinated and fundraised anti-bullying program as part of the 2013 Big Ten Women’s Basketball Tournament, resulting in nearly 3,000 junior high students coming to the Sears Centre Arena.
- Initiated online volunteer management program to better recruit and manage volunteer relationships for Boards & Commissions and Sears Centre Arena events.
- Advocated for a full toll way interchange at Barrington Road to improve life safety and economic development for the region.

Annual Expenses by Class

Class	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	% Change
Salaries	183,637	196,770	187,840	213,050	8.3%
Employee Benefits	55,059	59,850	57,220	84,170	40.6%
Misc. Employee Expenses	15,989	21,530	21,530	23,110	7.3%
Commodities	14,507	17,340	17,360	17,470	0.7%
Contractual Services	126,091	157,150	159,590	161,180	2.6%
Cost Allocation	(39,257)	(49,050)	(45,380)	(55,100)	12.3%
Total	356,026	403,590	398,160	443,880	10.0%

Budget Highlights

Salaries & Wages

The increase in salaries of 8.3% is due to the Village Treasurer who was newly appointed in 2013.

Employee Benefits

The 40.6% increase is mostly due to the addition of one employee onto the Village’s health insurance plan.

Misc. Employee Expenses

The increase of \$1,580 is due to travel and training expenses from the newly added IAAM Conference & Trade Show.

Commodities

The slight increase of 0.7% is due to a \$20 increase in photocopy expenses and a \$110 increase in periodical subscriptions.

Contractual Services

The 2.6% increase is mostly due to the addition of a Boards and Commissions Recognition Dinner in the amount of \$2,500.

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. Shown above is 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.

Description

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. Common responsibilities include monitoring revenues and expenditures and investigating complaints so as to enhance customer service. 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.

2013 Accomplishments

- Promoted economic development through enhancing the 75/85 properties and demolishing dilapidated buildings.
- Offered free training webinars to promote professional development while fostering more efficient department operations.

Goals and Objectives

Goal	Objectives		
Improve Village infrastructure and services. <i>(Linked to Village Board Goals ST-3 and OG-3)</i>	Complete the target goal of 93% of capital projects under Village funding control.		
Performance Measures	2012 Actual	2013 Estimate	2014 Target
Total number of capital projects/purchases completed	91%	90%	93%

Goal	Objectives		
Increase citizen engagement. <i>(Linked to Village Board Goals ST-9)</i>	Average at least 15 clicks per top ten tweet.		
Performance Measures	2012 Actual	2013 Estimate	2014 Target
Average click rate per top ten tweet.	N/A	23.5	25.0

Goal	Objectives		
Acknowledge and address resident concerns. <i>(Linked to Village Board Goals ST-9)</i>	Respond to at least 90% of resident Coffee with the Board inquiries within 4 months.		
Performance Measures	2012 Actual	2013 Estimate	2014 Target
Percent of follow ups completed within 4 months	N/A	95%	100%

Annual Expenses by Class

Class	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	% Change
Salaries	377,228	395,900	394,770	412,110	4.1%
Employee Benefits	126,821	143,060	141,450	147,710	3.3%
Misc. Employee Expenses	6,679	7,620	7,190	7,720	1.3%
Commodities	2,612	3,100	3,210	3,380	9.0%
Contractual Services	99,863	93,210	88,760	101,140	8.5%
Cost Allocation	(61,788)	(69,670)	(62,310)	(74,220)	6.5%
Total	551,415	573,220	573,070	597,840	4.3%

Budget Highlights

Salaries & Wages

The 4.1% increase in salaries represents an annual wage adjustment.

Employee Benefits

The 3.3% increase is mainly attributed to increases in health insurance premiums and IMRF costs.

Misc. Employee Expenses

There is no significant change here.

Commodities

The 9.0% increase is mostly due to an increase in photocopy expenses.

Contractual Services

The 8.5% increase is mostly due to an increase in IS user charges.

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. Shown above is 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.

Description

The Office of the Corporation Counsel is responsible for prosecuting and defending all suits in which the Village is a party; communicating directly 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 in the courts and through the Village’s adjudication hearing process; and coordinating legal representation provided by other legal firms. In addition to Corporation Counsel, the Legal Division is comprised of a full-time Assistant Corporation Counsel and a part-time Village Prosecutor.

2013 Accomplishments

- Successfully represented the Village at both the hearing and trial court levels on two claims for PSEBA benefits, now pending in the Illinois Appellate court.
- Worked in cooperation with the Finance Department to implement and to integrate the Illinois Comptroller’s Debt Recovery Program into Village collection operations.
- In cooperation with the Police and the Finance Departments, evaluated and updated Administrative Adjudication procedures and related debt collection.
- In cooperation with Village staff, prepared new revenue ordinance measures establishing utility taxes and storm water management fees.

Annual Expenses by Class

Class	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	% Change
Salaries	151,508	152,780	151,530	117,610	-23.0%
Employee Benefits	57,858	60,950	60,100	59,700	-2.1%
Misc. Employee Expenses	809	1,100	650	650	-40.9%
Commodities	6,462	6,040	11,140	8,390	38.9%
Contractual Services	445,207	315,630	385,330	447,320	41.7%
Cost Allocation	(64,587)	(58,140)	(61,990)	(69,980)	20.4%
Total	597,257	478,360	546,760	563,690	17.8%

Budget Highlights

Salaries & Wages

The 23.0% decrease is due to the status change of the Village Prosecutor from a part-time employee to a contracted position.

Employee Benefits

The 2.1% decrease in employee benefits is due to the elimination of the part-time Village Prosecutor as an employee as mentioned above.

Misc. Employee Expenses

The 40.9% decrease in reflects the cancellation of memberships in certain professional organizations and maximizing instead the use of available and less costly online resources.

Commodities

The 38.9% increase is directly attributable to three No Cash Bids placed with the Cook County Bureau of Economic Development, charges associated with the PSEBA hearings and publication of changes to the Municipal Code during 2013.

Contractual Services

The 41.7% increase is directly attributable to the additional external professional services required by the three 2013 applications for PSEBA benefits and subsequent appeals from the denial of those benefits, and by newly filed employment litigation pending in the federal court.

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. Shown above is 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.

Description

The mission of the Finance Division is to manage, protect and report on the Village of Hoffman Estate's financial resources to enhance the Village's financial condition for residents, businesses and investors. The Finance Division is comprised of 19 budgeted employees who are responsible for: customer service, cash and debt management, monthly water billing for approximately 15,000 accounts, payroll for approximately 350 employees, pension administration, budgeting and purchasing, accounting, auditing, revenue administration, billing and collections, tax administration and office services. Four of the Finance Division employees are either fully or partially allocated to the Water & Sewer Fund. Also, the five Front Counter employees are split between the Finance Division and Code Enforcement Division.

2013 Accomplishments

- Received the Government Finance Officers Association Certificate of Achievement in Financial Reporting for the Comprehensive Annual Report as of December 31, 2012. This is the 30th consecutive year the Village has received this award.
- Received the Government Finance Officers Association Distinguished Budget Presentation Award for the Fiscal Year 2013 Operating & Capital Budget. This is the 5th consecutive year the Village submitted its budget for the award and received it.
- Hired a new Revenue Manager who works collectively with other Village Departments and has been successful at improving the Village's revenue collection efforts.
- Implemented the Illinois State Comptroller's Local Debt Recovery Program, which included approximately 1,000 code citations and 600 red light camera violations submitted into the program. The Village has experienced an average match rate of 25% and anticipated revenue from these collections will begin in 2014.
- 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 2013 budget was approved and total compensation packages for each employee exceeding \$75,000 on the Village website within 6 business days after the 2013 budget was approved.
- Provided the following documents online to further improve information available on the Finance Department webpage: 2013 Annual Operating Budget, 2013-2017 Capital Improvements Program, and the Comprehensive Annual Financial Report for fiscal year ending December 31, 2012.
- Reorganized the Finance Division, which includes the hiring of a part-time Fiscal Operations Manager and rearranging current staff responsibilities in order to streamline opportunities and improve department efficiency.

- Restructured the Capital Improvements Program from a 5-year budget to an 8-year budget. This has been valuable in obtaining a clearer long-range picture of future capital projects and the necessary funding by the Village.
- Completed the first EDA Audit required by new State of Illinois legislation, which received a positive, unqualified opinion.
- Completed Request for Proposals for a new utility bill printing company and six new copy machines. The Village received multiple highly qualified bids and was able to choose vendors with extensive positive reviews and competitive pricing.

Goals and Objectives

Goal	Objectives		
Maintain a high level of government transparency and accountability. <i>(Linked to Village Board Goal OG-7)</i>	Post 100% of Village Board approved public financial documents on the Village website within 15 days of approval.		
	Maximize internal controls by having Finance Managers approve 100% of information inputted into the Village financial software, SunGard.		
	Prepare financial documents in accordance with the best recognized principles and standards.		
Performance Measures	2012 Actual	2013 Estimate	2014 Target
Percent of financial documents posted online within 15 days	100%	100%	100%
Percent of financial data entered into SunGard after manager approval	40%	75%	100%
Percent of GFOA Distinguished Budget Award criteria judged to be outstanding (a rating that exceeds award requirement) for the annual operating and capital budget	24%	30%	32%

Goal	Objectives		
Improve cash flow and collection efforts. <i>(Linked to Village Board Goal ST-6)</i>	Utilize new Revenue Collections Manager position to increase Groot delinquent account payments by 10% annually.		
	Increase ability for residents and other vendors to make payments electronically in order increase payment rates and decrease payment collection time.		
Performance Measures	2012 Actual	2013 Estimate	2014 Target
Percent increase of Groot delinquent account collections from prior year	25%	30%	35%
Number of payments made online via the Village website	2,358	3,045	3,300

Goal	Objectives		
Maximize efficiencies within the Finance Department. <i>(Linked to Village Board Goal ST-6 and OG-8)</i>	Ensure the responsibilities of each Finance staff member are cross trained by another staff member.		
	Complete all monthly accounting duties to ensure accurate month end closings within 18 calendar days of month end.		
	Encourage staff to attend events aimed at continuing professional education to increase knowledge and proficiency within their position.		
Performance Measures	2012 Actual	2013 Estimate	2014 Target
Percent of Finance staff responsibilities cross trained	50%	75%	80%
Percent of month end closings within 18 calendar days of month end	42%	100%	100%
Number of professional events attended by staff	10	10	12

Annual Expenses by Class

Class	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	% Change
Salaries	699,557	669,190	659,920	699,970	4.6%
Employee Benefits	267,601	263,450	265,950	336,230	27.6%
Misc. Employee Expenses	4,198	5,090	4,990	5,220	2.6%
Commodities	47,794	49,480	49,110	49,220	-0.5%
Contractual Services	142,116	163,500	171,380	179,670	9.9%
Capital Outlay	-	10,000	10,000	-	-100.0%
Cost Allocation	(311,640)	(296,730)	(272,320)	(313,200)	5.6%
Total	849,626	863,980	889,030	957,110	10.8%

Budget Highlights

Salaries & Wages

The 4.6% increase is due to cost of living wage increases, in addition to 2 new part-time Customer Service Representative positions that have 50% of their salaries allocated to this division.

Employee Benefits

The 27.6% increase is mostly due to an increase in health insurance costs related to the 2 new part-time Customer Service Representative positions.

Misc. Employee Expenses

The \$130 increase is due to an increase in member costs for the Government Finance Officers Association.

Commodities

The minor decrease of 0.5% is due to a decrease in photocopy expenses.

Contractual Services

The 9.9% increase is mostly due to a \$4,000 increase in credit card processing fees, \$2,000 increase in banking service fees and a 14.2% increase in IS user charges.

Capital Outlay

In 2013, Finance replaced a postage machine as a one time expense in the amount of \$10,000. There are no capital purchases requested for 2014.

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. Shown above is 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.

Description

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 applications for nearly 2,500 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 on specific documents for all departments and residents.

2013 Accomplishments

- Sustained a user-friendly environment in the Village Clerk's Office including easy access and organization of files and storage areas.
- Located, contacted and licensed unlicensed businesses.
- Continued processing all license renewals and new applications in a timely manner.
- Continued accurate booking and publishing of ordinances and resolutions.
- Created quick reference brochures for Home Bases Businesses, Solicitors and Assistance for Small Businesses.
- Efficiently processed liquor licensing for new establishments including those applying for video gaming.
- Maintained 100% accuracy for passport applications.
- Participated in continued FOIA training.
- Assisted in processing pet licenses.
- Successfully tracked all FOIA requests for archiving.
- Inform appropriate department personnel on all foreclosures reported to our office in a timely manner.
- Created and update detailed list of all contracts and agreements including their location.

- Facilitated Cook County with their Early Voting.

Goals and Objectives

Goal	Objectives		
Process business license applications and renewals in a timely manner.	Increase license renewal response time prior to May 1 st for business licenses and home based business licenses; and by September 1 st for general premise licenses.		
	Proactively locate unlicensed businesses within the village.		
Performance Measures	2012 Actual	2013 Estimate	2014 Target
Number of business license renewals processed by expiration	1,348	1,400	1,425
Number of unlicensed businesses located within the Village	171	177	185

Goal	Objectives		
Process passports in an efficient and timely manner.	Maintain 100% compliance with the US Department of State guidelines for passport acceptance.		
Performance Measures	2012 Actual	2013 Estimate	2014 Target
Total applications processed	527	517	550

Goal	Objectives		
Process Village Board approved contracts and agreements in a timely manner.	Collect contracts and agreements within 90 days of approval.		
Performance Measures	2012 Actual	2013 Estimate	2014 Target
Percent of contracts and agreements collected within 90 days of approval	N/A	N/A	100%

Annual Expenses by Class

Class	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	% Change
Salaries	116,876	125,120	120,380	124,940	-0.1%
Employee Benefits	50,700	54,350	52,760	55,010	1.2%
Misc. Employee Expenses	2,658	2,510	2,560	2,560	2.0%
Commodities	3,992	4,420	4,600	4,800	8.6%
Contractual Services	21,507	26,740	25,440	29,030	8.6%
Capital Outlay	-	100	100	100	0.0%
Cost Allocation	(19,478)	(23,100)	(19,370)	(23,890)	3.4%
Total	176,255	190,140	186,470	192,550	1.3%

Budget Highlights

Salaries & Wages

The 0.1% decrease is due to a payroll correction from the 2013 budget for the Deputy Village Clerk, whose salary was corrected after the budget was passed (correction reflected in the 2013 estimate), which is partially offset by cost of living increases for the Village Clerk and part-time Customer Service Representative.

Employee Benefits

The 1.2% increase is due to an increase in health insurance costs.

Misc. Employee Expenses

The \$50 increase is due to an increase in membership fees for the Municipal Clerks of Illinois.

Commodities

The 8.6% increase is due to an increase in printing expenses.

Contractual Services

The 8.6% increase is mostly due to an increase in IS user charges.

Capital Outlay

No change here.

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. Shown above is 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 | Village of Hoffman Estates

Description

The Human Resources Management (HRM) Division’s mission is to facilitate the various processes involved in building, servicing the needs of, and retaining a stable, career-oriented workforce that includes approximately 350 full-time employees. 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 protecting the health and safety of its workforce by promoting a safety conscious, drug and harassment free work environment.

The HRM staff, which consists of four budgeted positions, 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.

2013 Accomplishments

- Conducted a comprehensive review of the Personnel Policy Manual to present to the Village Board for approval in 2014.
- Coordinated efforts with Health and Human Services to host the first “Employee Benefits/Wellness Fair.”
- Provided health insurance workshops for employees regarding health care reform and presented a new high deductible medical plan combined with a Health Savings Account.

Goals and Objectives

Goal	Objectives
Improve the overall knowledge of employees regarding their benefits, including the new HDP/HSA plan.	Provide a Benefit Fair that will attract 40% of insurance participants and as a result of attending will increase employee benefit knowledge via surveys.
	Conduct six HDP/HSA workshops that will attract 25% of employees and will increase employee benefit knowledge via surveys.

Performance Measures	2012 Actual	2013 Estimate	2014 Target
Percent of employee knowledge increased due to the Employee Benefit Fair via surveys	97.5%	50%	100%
Number of Village employees who attended the Employee Benefit Fair	120	150	185
Percent of Village employees who attended HDP/HSA workshops	n/a	25%	30%
Percent of employees whose knowledge increased due to HDP/HSA workshops via surveys	n/a	100%	100%

Goal	Objectives		
Improve employee knowledge and understanding of the Personnel Policy Manual.	Conduct 4 employee workshops that will attract 75 employees to introduce the new Personnel Policy Manual.		
	Increase employee knowledge of the revised Personnel Policy Manual via survey		
Performance Measures	2012 Actual	2013 Estimate	2014 Target
Number of employees attending Personnel Policy Manual workshop	n/a	75	100
Percent of employees who increased their knowledge of the Personnel Policy Manual via surveys	n/a	50%	75%

Goal	Objectives		
Increase employees' health through the participation in the new Wellness Program.	Attract 100 employees to participate in both the blood screening and health risk assessment (Wellness Program).		
	Increase overall satisfaction of information and benefits provided to employees by 10% and improve employees' health as a result of participating in the program by 25%.		
Performance Measures	2012 Actual	2013 Estimate	2014 Target
Number of employees participating in blood screening and health risk assessment	n/a	59	75

Percent of insured employees participating in the wellness program	n/a	14%	20%
Percent of employees who indicated that they believe they have greater knowledge about their health as a result of the program via surveys	n/a	25%	25%

Annual Expenses by Class

Class	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	% Change
Salaries	305,062	313,030	311,790	320,780	2.5%
Employee Benefits	143,731	153,000	151,130	172,500	12.7%
Misc. Employee Expenses	2,325	2,720	2,740	2,740	0.7%
Commodities	13,470	22,210	23,420	19,980	-10.0%
Contractual Services	37,155	45,120	45,220	52,360	16.0%
Cost Allocation	(50,478)	(58,100)	(48,800)	(62,770)	8.0%
Total	451,265	477,980	485,500	505,590	5.8%

Budget Highlights

Salaries & Wages

The 2.5% increase is due to general wage increases for employees.

Employee Benefits

The 12.7% increase is largely due to the reimplementation of the employee tuition reimbursement program.

Misc. Employee Expenses

The slight increase of 0.7% in this category is due to general service cost increases from the previous year.

Commodities

The 10.0% reduction in this category is due to a lower number of employees celebrating anniversaries during the budget year.

Contractual Services

The 16.0% increase in this category is due to reinstating of the employee safety luncheon along with budgeting \$2,000 for leadership training.

Cost Allocation

Cost Allocations are payments by funds responsible for a particular cost to the fund that initially paid the cost. To accommodate for these types of transactions, we must show the amount as expenditure in the reimbursing fund and a reduction of expenditures in the reimbursed fund. Shown above is 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.

Description

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.

2013 Accomplishments

- Nearly doubled traffic to the website, www.hoffmanestates.org, from an average of 13,488 unique visitors per month in 2012, to an average of 24,022 unique visitors per month (through August 2013).
- In coordination with the Cable TV Division, the Community Relations Coordinator has posted over 200 videos to the Village's YouTube channel, featuring everything from grand openings and high school sports, to summer concerts and Commission events. This accounts for nearly 150 channel subscribers, and over 113,000 individual video views (through August 2013).

Goals and Objectives

Goal	Objectives		
Continue to improve the communication output of the Village. <i>(Linked to Village Board Goal ST-9)</i>	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%.		
Performance Measures	2012 Actual	2013 Estimate	2014 Target
Staff hours used to promote and create resident e-mail communication	104	104	104
Percent increase of resident e-mail membership	3.87%	2.50%	5.00%

Annual Expenses by Class

Class	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	% Change
Salaries	74,173	76,020	75,690	77,920	2.5%
Employee Benefits	17,651	18,820	18,580	19,260	2.3%
Misc. Employee Expenses	550	480	490	540	12.5%
Commodities	69,181	75,100	76,290	76,600	2.0%
Contractual Services	4,597	8,350	8,240	11,290	35.2%
Total	166,152	178,770	179,290	185,610	3.8%

Budget Highlights

Salaries & Wages

There are no significant changes in salaries and wages.

Employee Benefits

There are no significant changes in employee benefits.

Misc. Employee Expenses

There are no significant changes in misc. employee expenses.

Contractual Services

The 35.2% increase is mainly due to a continued move from traditional website hosting to a website subscription maintenance plan and future website redesign, which will ensure that the website is always current and functional without incurring additional unfunded expenses.

Capital Outlay

There are no significant changes in capital outlay.

Description

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. The division monitors Federal and state telecommunications legislation and Federal Communications Commission (FCC) actions that could affect the Village.

2013 Accomplishments

- Televised all Village Board and Committee meetings.
- Addressed all resident inquiries regarding telecommunications services.

Goals and Objectives

Goal	Objectives		
To enhance Village communications with residents via television and the Internet. <i>(Linked to Village Board Goal 9)</i>	To produce 70 local programs annually.		
	To televise all Village Board and Committee meetings.		
Performance Measures	2012 Actual	2013 Estimate	2014 Target
Number of local programs produced	65	73	70
Televise all Board and Committee meetings	100%	100%	100%

Annual Expenses by Class

Class	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	% Change
Salaries	95,692	97,760	97,490	104,460	6.9%
Employee Benefits	24,718	26,400	25,900	28,040	6.2%
Misc. Employee Expenses	823	1,180	930	1,210	2.5%
Commodities	920	1,400	1,000	1,200	-14.3%
Contractual Services	6,964	7,800	7,070	7,760	-0.5%
Total	129,117	134,540	132,390	142,670	6.0%

Budget Highlights

Salaries & Wages

There are no significant changes in salaries and wages.

Employee Benefits

There are no significant changes in employee benefits.

Misc. Employee Expenses

There are no significant changes in misc. employee expenses.

Contractual Services

There are no significant changes in contractual services.

Capital Outlay

There are no significant changes in capital outlay here.

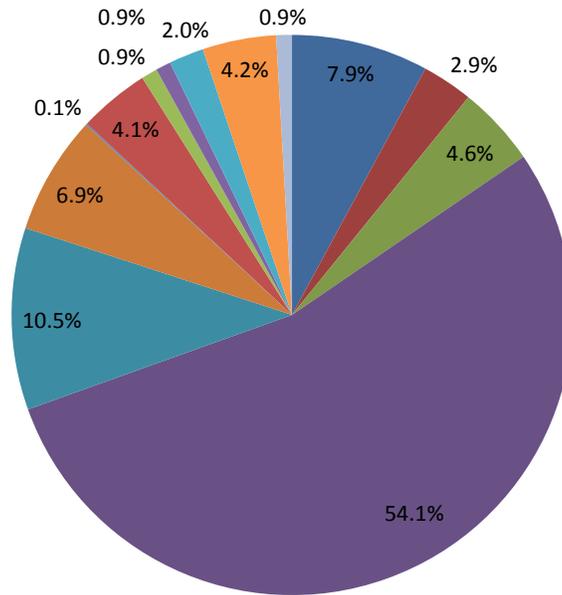
POLICE DEPARTMENT

The Police Department is comprised of thirteen divisions: Police Administration, Juvenile Investigations, 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 Budget

\$ 17,383,480

Annual Expenses by Division



- Administration
- Juvenile Investigations
- Tactical
- Patrol & Response
- Traffic
- Investigations
- Community Relations
- Communications
- Canine
- Special Services
- Records
- Administrative Services
- Emergency Operations

POLICE DEPARTMENT

Annual Expenses by Division

Division	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	% Change
Administration	1,229,260	1,274,100	1,252,600	1,372,710	7.7%
Juvenile Investigations	505,621	494,860	476,770	511,870	3.4%
Tactical	758,687	774,740	769,760	802,530	3.6%
Patrol & Response	9,494,270	9,613,590	9,532,350	9,399,020	-2.2%
Traffic	1,102,023	1,329,600	1,347,240	1,823,320	37.1%
Investigations	1,135,033	1,171,490	1,153,690	1,192,100	1.8%
Community Relations	7,313	9,570	9,770	13,720	43.4%
Communications	574,174	615,010	621,840	712,000	15.8%
Canine	153,277	157,040	149,900	159,620	1.6%
Special Services	146,813	182,610	149,480	152,180	-16.7%
Records	329,648	361,850	312,860	349,340	-3.5%
Administrative Services	714,253	750,890	728,720	737,900	-1.7%
Emergency Operations	142,410	161,950	143,130	157,170	-3.0%
Total	16,292,782	16,897,300	16,648,110	17,383,480	2.9%

Annual Expenses by Class

Class	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	% Change
Salaries	9,620,443	9,783,160	9,781,520	9,803,920	0.2%
Employee Benefits	4,702,855	4,848,180	4,837,880	5,168,540	6.6%
Misc. Employee Expenses	121,143	146,520	129,180	151,120	3.1%
Commodities	61,094	75,350	67,400	79,040	4.9%
Contractual Services	1,739,090	1,980,700	1,765,980	2,127,350	7.4%
Capital Outlay	48,157	63,390	66,150	53,510	-15.6%
Total	16,292,782	16,897,300	16,648,110	17,383,480	2.9%

Description

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.

2013 Accomplishments

- Completed the transition of training files and safety committee reports from paper to electronic format keeping in line with the Village Goal ST1 and OG7.
- Continued to successfully administer Administrative Adjudication program, allowing the Village to hold hearings for local ordinance violations.
- Continued to administer the Administrative tow fee hearing program updating paperwork and recommending Village Ordinance changes as the State laws change.
- 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.
- Revised and updated 21 General Orders produced 10 training bulletins, and 3 special orders.
- Established a new eligibility register by facilitating the application, written, physical and polygraph testing which started with over 500 applicants, producing a final list of 47 eligible police candidates.

Goals and Objectives

Goal	Objectives		
Ensure staff member development and performance.	Ensure all employee evaluations are completed within 30 days of due date.		
	Train and test all staff in Red Policy General Orders every year.		
	Ensure that 100 % of sworn officers complete mandatory firearms qualifications per year.		
	Ensure all sworn personnel receive a minimum of 40 hours of training each year.		
Performance Measures	2012 Actual	2013 Estimate	2014 Target
Total number of evaluations completed in 30 days	61	88	103
Staff hours used to complete all evaluations from start to finish	153	220	278
Total staff hours used per complete evaluations	2.5	2.5	2.5
Percent of evaluations completed within 30 days of due date	60%	82%	100%
Total number of red policy tests given	12	12	12
Total number of staff minutes per Red policy test per sworn officer	15	15	15
Percent of employees trained in all red policy orders	100%	100%	100%
Staff hours utilized in completing Red policy tests	275	236	279
Total costs of qualifying all officers	\$4,413	\$4,500	\$6,520
Total training hours put on and required for all officers to attend firearms qualifications	384	365	372
Percent of officers qualified in firearms use	100%	100%	100%

Police Administration | Village of Hoffman Estates

Total cost to ensure minimum training of officers	\$17,227	\$26,000	\$30,000
Total hours of training received by all sworn officers annually	12,267	13,690	13,000
Percent of employees receiving 40 hours of training per year	96.7%	98.0%	100.0%

Annual Expenses by Class

Class	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	% Change
Salaries	565,741	588,200	576,190	601,490	2.3%
Employee Benefits	235,243	246,030	237,580	281,070	14.2%
Misc. Employee Expenses	3,468	3,960	3,680	4,220	6.6%
Commodities	25,159	28,290	26,840	28,590	1.1%
Contractual Services	395,954	405,200	405,890	455,140	12.3%
Capital Outlay	3,695	2,420	2,420	2,200	-9.1%
Total	1,229,260	1,274,100	1,252,600	1,372,710	7.7%

Budget Highlights

Salaries & Wages

The 2.3% increase is due to wage increases in 2014.

Employee Benefits

The 14.2% increase in this area is mostly due to IMRF expenses and contributions to the police pension.

Misc. Employee Expenses

The 6.6% increase in this area is due to travel and training costs as well as dues and membership fees.

Commodities

The 1.1% increase in this area is due to costs for office supplies, printing and binding, periodicals and awards.

Contractual Services

The 12.3% increase in this area is due to IS User charges.

Capital Outlay

The 9.1% decrease in this area is due to a decrease in the 2014 Tobacco Grant.

Description

The Juvenile Investigations Division investigates all crimes against children, such as physical abuse and sexual abuse. 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.

2013 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.
- The Juvenile Division Supervisor coordinated the Tobacco Enforcement Grant and supervised three state mandatory enforcement checks in which plain-clothed officers accompanied underage minors in an attempt to purchase tobacco products. Any business that was found not to be in compliance with State laws were cited and provided additional training information for all their employees.
- The Hoffman Estates Peer Jury Program continued successfully in 2013. Peer Jury is a court alternative program that provides consequences and positive outcomes to youthful offenders that would otherwise be screened out of the juvenile court system or have no other consequences.

Goals and Objectives

Goal	Objectives		
Continue to develop alternative strategies to deal with juvenile crime and juvenile offenders. <i>(Linked to Village Board Goal OG-4)</i>	Divert juvenile offenders into non-court dispositions by 50%.		
	Educate businesses to the dangers of selling tobacco to minors by conducting 4 enforcement tobacco checks per year.		
Performance Measures	2012 Actual	2013 Estimate	2014 Target
Number of Peer Jury referrals made by staff	14	16	16
Number of Tobacco Enforcement Program checks	65	56	57

Annual Expenses by Class

Class	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	% Change
Salaries	279,724	310,520	295,630	316,310	1.9%
Employee Benefits	202,970	164,690	164,090	178,270	8.2%
Misc. Employee Expenses	3,000	3,040	3,040	3,040	0.0%
Commodities	2,597	2,800	200	400	-85.7%
Contractual Services	17,330	13,810	13,810	13,850	0.3%
Total	505,621	494,860	476,770	511,870	3.4%

Budget Highlights

Salaries & Wages

The 1.9% increase is due to wage increases in 2014.

Employee Benefits

The 8.2% increase is mostly due to an increase in pension contributions.

Commodities

The 85.7% decrease is due to the Gang Resistance Education and Training (GREAT) program no longer being taught at the junior high school in the Village.

Description

The role of the Tactical Division 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.

2013 Accomplishments

- Tactical Division Officers participated in monthly gang intelligence meetings held throughout the area and shared information with other Divisions in our Department. The in-house electronic gang file continues to be updated and shared with other local agencies. High priority was placed on attending training regarding recent trends of local drug and gang activity.
- The Tactical Division continues to monitor and track all 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.
- In partnership with the Drug Enforcement Administration (DEA) the Tactical Division coordinated the local National Take-Back Initiative in which record amounts of unwanted or expired medications were turned in for safe and proper disposal.

Goals and Objectives

Goal	Objectives		
Maintain a zero tolerance toward criminal gang activity. <i>(Linked to Village Board Goal OG-04)</i>	Educate the community on gang awareness to help identify and reduce gang activity within the Village by conducting 6 classes per year.		
	Ensure the removal of all gang graffiti within 14 days of the report.		
Performance Measures	2012 Actual	2013 Estimate	2014 Target
Number of anti-gang classes per year	-	-	6
Percent of graffiti removed within 14 days	-	-	100%

Annual Expenses by Class

Class	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	% Change
Salaries	488,232	496,920	492,670	503,740	1.4%
Employee Benefits	242,215	251,930	251,200	272,830	8.3%
Misc. Employee Expenses	4,500	4,500	4,500	4,500	0.0%
Commodities	-	150	150	150	0.0%
Contractual Services	23,740	21,240	21,240	21,310	0.3%
Total	758,687	774,740	769,760	802,530	3.6%

Budget Highlights

Salaries & Wages

The 1.4% increase is due to wage increases in 2014.

Employee Benefits

The 8.3% increase is mainly attributed to an increase in pension contributions.

Description

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.

2013 Accomplishments

- Patrol Officers responded to over 18,000 calls for service by the public. With the protection of life as the first priority of police personnel, it should be noted that on two occasions, officer's rapid response resulted in the saving of human lives. In one instance an AED was used to save the life of a man who was in cardiac arrest, and in a second incident officers saved a man from drowning in a local pond.
- Extra patrols in speed zones and in troubled areas were conducted regularly. Many of these extra patrols were conducted at the request of citizens. Officers spent extra time addressing the concerns of our citizens through more visible patrol in these areas. Officers conducted over 90,000 business and premise checks throughout the year.
- In January of 2013, the patrol division lost two senior supervisors to retirement. This created the opportunity for new promotions including the department's first female supervisor.
- The Police Department has received a few of the new model Ford sedan and utility vehicles. Officers that are patrolling the Village in these new squads are providing the Department with feedback on performance and functionality. The evaluation period will go on throughout 2013.
- The Patrol Division oversaw the training and deployment of our first three officers hired since 2010. Probationary officers have been working without supervision and have contributed to our enforcement efforts. Two officers have completed their training in 2013.

Goals and Objectives

Goal	Objectives		
Keep our children safe and encourage the reduction of calls for service at all schools with in the Village.	Maintain a patrol presence of 15 minutes at each school during ingress and egress each school day.		
	Conduct foot patrols at different times of the day on school grounds.		
	Conduct at least 1 lockdown drill at each district school within the village per year.		
Performance Measures	2012 Actual	2013 Estimate	2014 Target
Average minutes spent on patrol presence per day	15	15	30
Hours spent conducting foot patrol on school grounds per month			40
Number of lockdown drills conducted per year			15

Goal	Objectives		
<i>Enhance the partnership with Village business and the police department by fostering a close and cooperative working relationship to enhance safety and security.</i>	Conduct random foot patrols at different times of the day on Village business properties.		
	Maintain a visible presents by the use of extra patrols targeting business properties to enhance safety and security.		
	Make contact and update business on-call and owner information annually.		
Performance Measures	2012 Actual	2013 Estimate	2014 Target
# of Quarterly foot patrols on business properties			100
# of Quarterly TARGETS related to business security			25

Patrol & Response | Village of Hoffman Estates

% of businesses updated annually			100%
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Goal	Objectives		
<i>Keep our community safe and beautiful by addressing quality of life issues throughout the Village</i>	Continue reporting violations of Village Code to the appropriate department for action.		
	Maintain a visible presents by the use of extra patrols targeting multifamily residential areas to enhance safety and security.		
Performance Measures	2012 Actual	2013 Estimate	2014 Target
# of Reports to Other Divisions issued per quarter			15
# of quarterly foot patrols and TARGETS in Multifamily residential areas			35

Annual Expenses by Class

Class	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	% Change
Salaries	6,029,435	6,013,160	6,002,610	5,745,710	-4.4%
Employee Benefits	2,950,686	3,097,490	3,022,070	3,144,960	1.5%
Misc. Employee Expenses	89,224	98,810	94,280	102,650	3.9%
Commodities	22,008	26,270	26,270	27,580	5.0%
Contractual Services	362,697	327,390	330,890	327,610	0.1%
Capital Outlay	40,220	50,470	56,230	50,510	0.1%
Total	9,494,270	9,613,590	9,532,350	9,399,020	-2.2%

Budget Highlights

Salaries & Wages

The 4.4% decrease in this area is due to the fact that seven senior police department employees have retired in 2013 and not all have been replaced.

Employee Benefits

The 1.5% increase in this area is mostly due to police pension contributions in 2014.

Misc. Employee Expenses

The 3.9% increase in this area is due to travel and training expenses, dues and memberships, and uniform costs in 2014.

Commodities

The 5.0% increase in this area is due to higher costs for ammunition, printing and binding, and small tools.

Contractual Services

The 0.1% increase in this area is due to costs for liability insurance in 2014.

Capital Outlay

The 0.1% increase is due to the purchase of new tasers.

Description

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. The Traffic Division also provides traffic control during the annual 4th of July parade.

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 the Transportation and Engineering Division 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, chauffeur licenses and red light camera reviews.

2013 Accomplishments

- The Traffic Division had the pleasure of adding four additional officers. These officers focus specifically on traffic enforcement duties throughout the Village. Not only will these officers be on patrol looking for traffic safety violations, they will respond to problem areas, such as school zones or residential areas where there have been traffic complaints.
- In March 2013, the Traffic Division was assigned to be responsible for all the team escorts for the Women's Big 10 Tournament at the Sears Centre Arena. There were a total of 12 teams who played 11 games during the 4 day event. The teams were staying at hotels in Hoffman Estates, as well as in Arlington Heights, Elgin and Schaumburg. All the teams arrived safely and promptly during the entire course of the tournament.
- In May 2013, the Hoffman Estates Police Department participated in the annual Click It or Ticket campaign. The Traffic Division issued a total of 261 safety belt citations during the campaign.
- In May 2013, Traffic Division Officers participated in a "Rapid Deployment Exercise" at the Sears Corporate Headquarters. The exercise was to simulate an "active shooter" at Sears that eventually included numerous people shot, a bomb threat and a hostage negotiation. All of the officers who participated were extremely efficient and professional while treating this exercise very seriously.

Goals and Objectives

Goal	Objectives		
Increase traffic safety throughout the Village.	Conduct education and enforcement through the use of TARGET details in high violation areas by conducting 50 a year.		
	Increase truck safety and overweight enforcement program to 325 staff hours per year in order to help improve the safety of village residents.		
	Conduct seat belt enforcement to increase seat belt use to 100%.		
Performance Measures	2012 Actual	2013 Estimate	2014 Target
Number of TARGET details per year	-	67	50
Staff hours spent on truck enforcement per year	334	250	325
Percent of seat belt compliance	96%	97%	100%

Annual Expenses by Class

Class	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	% Change
Salaries	630,430	618,710	759,080	932,810	50.8%
Employee Benefits	273,922	261,830	349,020	429,930	64.2%
Misc. Employee Expenses	5,606	5,050	4,860	6,550	29.7%
Commodities	522	830	460	3,380	307.2%
Contractual Services	191,543	442,680	232,320	450,150	1.7%
Capital Outlay	-	500	1,500	500	0.0%
Total	1,102,023	1,329,600	1,347,240	1,823,320	37.1%

Budget Highlights

Salaries & Wages

The 50.8% increase is due to the addition of 3 officers in the beginning of 2013, plus 4% salary raises per the collective bargaining agreement.

Employee Benefits

The 64.2% increase is in insurance, Social Security, Medicare and pension contributions due to the addition of 3 officers.

Misc. Employee Expenses

The 29.7% increase is for uniform allowances for the 3 additional officers.

Commodities

The 307.2% increase is for the purchase of two tint meters, an LIDAR unit, and new mapping software for traffic crash reconstructions.

Contractual Services

The 1.7% increase is for Contractual Services for liability insurance for the 3 new officers.

Capital Outlay

No changes in 2014 budget.

Description

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.

2013 Accomplishments

- In order to better serve the community, the Hoffman Estates Police Department has contracted with LeadsOnline. LeadsOnline is a nationwide web-based investigations system for law enforcement that provides electronic access to thousands of reporting businesses by maintaining a searchable database of the purchases/sales of secondhand goods. By contracting with LeadsOnline, Hoffman Estates Police Investigators have immediate access to records that will assist in solving cases quicker with cross-jurisdictional reporting. On June 17, 2013 the Village Board amended Ordinance 8-7-13 RESALE BUSINESS of the Hoffman Estates Municipal Code, in particular the Reporting Requirements, which now requires all resale businesses, secondhand stores, and jewelry stores who buy precious metals subscribe and report to LeadsOnline. Investigators met with local business owners and provided them with a copy of the amended ordinance and provided assistance in creating a LeadsOnline account.
- Investigators met with local establishments holding liquor licenses in an effort to ensure they remain in compliance with the Village Ordinance Article 3 Alcoholic Liquors Section 8-3-14 that was amended and now requires all liquor license holders to provide state-certified BASSET training for their employees who sell, deliver or give alcoholic liquor, within 30 days of their employment. Liquor license holders were provided a copy of the amended ordinance and explained the new procedures and expectations.
- The Investigators recovered property relating to assigned cases totaling \$29,243.39.

Goals and Objectives

Goal	Objectives
Enhance the level of service to the community by conducting thorough investigations into crimes against persons and their property. <i>(Linked to Village Board Goal OG-4)</i>	To achieve a case clearance rate of 76% or greater for all cases assigned.
	To ensure 100% of sex and violent offenders residing in the Village are in compliance with the law.

Investigations | Village of Hoffman Estates

Performance Measures	2012 Actual	2013 Estimate	2014 Target
Percentage of assigned cases cleared	70.75%	74.00%	76.00%
Number of Quarterly Sex Offender Checks completed	27	20	20

Goal	Objectives		
Enhance the public safety by informing the public of crime patterns in an effort to prevent future crimes from occurring. (Linked to Village Board Goal OG-4)	Conduct training seminars to the elderly on topics relating to their personal and financial safety		
	Notify businesses within the Village of ongoing crime trends to enhance their ability to prevent losses		
Performance Measures	2012 Actual	2013 Estimate	2014 Target
# of presentations per year			3
# of notifications per year			12

Annual Expenses by Class

Class	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	% Change
Salaries	729,664	766,870	748,410	754,870	-1.6%
Employee Benefits	347,821	346,640	347,330	375,580	8.3%
Misc. Employee Expenses	9,266	9,650	9,650	10,600	9.8%
Commodities	1,081	1,340	1,240	2,500	86.6%
Contractual Services	47,201	46,990	47,060	48,550	3.3%
Total	1,135,033	1,171,490	1,153,690	1,192,100	1.8%

Budget Highlights

Salaries & Wages

The 1.6% decrease is primarily due to the replacement of senior Investigators with junior investigators who have not reached top pay.

Employee Benefits

The 8.3% increase is mostly due to an increase in pension contributions.

Misc. Employee Expenses

The 9.8% increase is largely due to an increase in travel and training expenses offset by reduced overtime wages.

Commodities

The 86.6% increase is due to the purchase of operational equipment for the Detectives and tip line.

Contractual Services

The 3.3% increase is due to an increase in the TLO Transactional program annual subscription.

Description

The officer assigned to the Community Relations Division coordinates and conducts public education programs such as D.A.R.E., Personal Safety, Field trips for D.A.R.E. students, and school public safety classes. 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 division also coordinates 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, this officer conducts fingerprinting for employment, background checks, station tours, and they administrate public safety programs at Park District Safety Town, Day Care Centers and School Career Days.

Currently one uniformed Patrol Officer serves as our Problem Oriented Police Officer working in the Community Relations Division. As the 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, and is instrumental in the planning and coordinating of National Night Out.

2013 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 D.A.R.E. program.
- Conducted safety awareness training to pre-school through 5th grade children in the stranger, personal safety, and 911 emergency classes.
- Coordinated Special Olympics fundraising events at local businesses and the Law Enforcement Torch Run.
- Organized police station tours for various groups.
- Held two field trips for D.A.R.E. classes to the police station. The students learned about the police station and different entities within the police department such as the Traffic Division/DUI, firing range, evidence collection and fingerprinting.
- Held two Junior Police Academy classes this year increasing the opportunities for positive police and citizen contact.
- The Hoffman Estates Post attended the State Explorer competition in Springfield, Illinois and they received 2nd place in the individual bicycle obstacle course, and 3rd place in accident investigation-first responder's team event. Advisor received 1st place in bicycle obstacle course and live fire competition during the event.
- Held open house fundraiser for the police explorers. Demonstrations were held outside for the residents. The K-9 from the State Police attended and gave demonstrations, which were a big

hit for the residents. The police explorers demonstrated a felony stop scenario which was also a big hit.

- 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 conducting a number of Neighborhood Watch meetings and conducting programs at the Community Resource Center. The Division 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 and residential home inspections.
- Coordinated National Night Out 2013.
- Conducted multiple tours of the Police station to various groups as well as conducted several training seminars including, disaster preparedness, personal safety, pandemics etc.
- Assisted with the instruction of the Citizen’s Police Academy classes, local ordinance hearings and Police Explorer Program.

Goals and Objectives

Goal	Objectives		
Enhance the level of safety to citizens and their property. <i>(Linked to Village Board Goal OG-4)</i>	Attend 80 neighborhood events in the village.		
	Increase Neighborhood Watch program by 1 new group.		
Performance Measures	2012 Actual	2013 Estimate	2014 Target
Staff hours used to increase participation in Neighborhood Watch	75	60	70
Total number of neighborhood watch meetings conducted	17	12	15
Total number of neighborhood events attended by staff	92	56	80
Number of Citizens Police Academy alumni in the neighborhood watch program	4	4	4
Total staff hours used per Neighborhood Watch meeting	5	4	4

Community Relations | Village of Hoffman Estates

Total staff hours used per event attended	2	3	4-6
Number of residents educated in the program	850	110	450
Number of communities participating in the Neighborhood Watch program	4	3	4

Goal	Objectives		
Educate the community on the dangers of drugs and alcohol.	Teach 15 sessions of D.A.R.E. to students throughout the school year.		
Performance Measures	2012 Actual	2013 Estimate	2014 Target
Number of sessions taught	-	-	15

Annual Expenses by Class

Class	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	% Change
Salaries	495	300	500	300	0.0%
Employee Benefits	4	-	-	-	N/A
Misc. Employee Expenses	160	1,070	1,070	1,070	0.0%
Commodities	6,554	7,650	7,650	11,800	54.2%
Contractual Services	100	550	550	550	0.0%
Total	7,313	9,570	9,770	13,720	43.4%

Budget Highlights

Commodities

The 54.2% increase in this area is due to an anticipated use of a sign language interpreter, as well as for the cost of D.A.R.E. and Explorer program lunches.

Description

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 eleven local communities (Hoffman Estates, Arlington Heights, Rolling Meadows, Buffalo Grove, Mount Prospect, Prospect Heights, Schaumburg, Palatine, Elk Grove, Inverness 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.

2013 Accomplishments

- Enhanced our communications system with the upgrade from analog to StarCom digital radio system for all portable and mobile police and EMA radios

Annual Expenses by Class

Class	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	% Change
Contractual Services	574,174	615,010	621,840	712,000	15.8%
Total	574,174	615,010	621,840	712,000	15.8%

Budget Highlights

Contractual Services

The 15.8% increase in this area is due to the Northwest Central Dispatch (NWCD) annual assessment fee for 2014.

Description

The Canine Division currently has one canine unit consisting of one officer and one canine partner. 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 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.

2013 Accomplishments

- 2013 marked the final year of service for canine Bundo who retired in April of 2013. Bundo's age and physical condition hampered his ability to do his job safely and effectively. With the recommendation of his handler, canine Bundo was retired at the April board meeting with many fellow officers and employees in attendance. Bundo's career saw many accomplishments including over 1,100 calls for service.
- After Bundo's retirement, many officers helped the citizens Police Academy Alumni association raise money for the department's next police dog. Although this will be an ongoing project, under the leadership of the alumni association, money was raised at a bowling outing and a softball game between the Police Department and Fire Department.

Goals and Objectives

Goal	Objectives		
Raise money for a new canine using resources other than village funds.	Work with HEPPCAA to raise \$18,000 for a new police canine.		
	With the help of volunteers inside the police department, assist in 3 fundraisers throughout the year.		
Performance Measures	2012 Actual	2013 Estimate	2014 Target
Amount of money raised annually	\$0	\$3,000	\$18,000
Number of annual fundraising events	0	2	3

Annual Expenses by Class

Class	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	% Change
Salaries	97,134	98,270	93,930	99,720	1.5%
Employee Benefits	48,750	50,640	50,470	54,890	8.4%
Misc. Employee Expenses	1,141	1,360	750	750	-44.9%
Commodities	425	1,020	400	-	-100.0%
Contractual Services	5,827	5,750	4,350	4,260	-25.9%
Total	153,277	157,040	149,900	159,620	1.6%

Budget Highlights

Salaries & Wages

One Officer salary is still in the Canine Division budget in the anticipation of raising funds for a new canine. The slight increase indicates a salary increase due to the Collective Bargaining Agreement.

Employee Benefits

The 8.4% increase is a reflection of the cost of health insurance, Medicare and pension contributions.

Misc. Employee Expenses

The \$610 decrease is because there is no training budgeted in 2014 due to the fact that there is not yet a canine at this time.

Commodities

The \$1,020 decrease is because nothing is budgeted in 2014 due to the fact that there is not yet a canine at this time.

Contractual Services

The \$1,490 decrease is related to veterinarian expenses that do not need to be budgeted in 2014 due to the fact that there is not yet a canine at this time.

Description

The Special Services Division represents the funds utilized for Police Department approved hireback details, which are 100% reimbursable from outside entities. Typically, these hireback funds represent overtime worked by police officers and supervisors at various events within the Village. The majority of the expenses are 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.

Annual Expenses by Class

Class	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	% Change
Salaries	144,947	180,000	147,000	150,000	-16.7%
Employee Benefits	1,866	2,610	2,480	2,180	-16.5%
Total	146,813	182,610	149,480	152,180	-16.7%

Budget Highlights

Salaries & Wages

The 16.7% decrease in this area is due to 2014 Sears Centre Arena salaries and hireback wages.

Employee Benefits

The \$430 decrease in this area is due to lower Medicare costs in 2014 due to the decrease in salaries.

Description

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 provides 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.

2013 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 one 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.

Goals and Objectives

Goal	Objectives		
Maintain a high level of customer service	Respond to all personal FOIA requests through Web Q and A within 5 business days		
Performance Measures	2012 Actual	2013 Estimate	2014 Target
Percent of requests handled within 10 days	-	-	100%

Annual Expenses by Class

Class	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	% Change
Salaries	188,713	218,390	185,720	219,890	0.7%
Employee Benefits	90,130	98,960	90,590	98,870	-0.1%
Misc. Employee Expenses	-	300	-	-	-100.0%
Commodities	817	400	300	300	-25.0%
Contractual Services	49,988	33,800	30,250	29,980	-11.3%
Capital Outlay	-	10,000	6,000	300	-97.0%
Total	329,648	361,850	312,860	349,340	-3.5%

Budget Highlights

Salaries & Wages

The 0.7% increase is due to requested funds for overtime in 2014.

Employee Benefits

The 0.1% decrease in this area is due to life and health insurance costs in 2014.

Misc. Employee Expenses

The 100.0% decrease in this area is due to a records training class that was attended in 2013.

Commodities

The 25.0% decrease in this area is due to printing and binding fees in 2013.

Contractual Services

The 11.3% decrease in this area is due to lower ID Network and CAD mobile support fees in 2014.

Capital Outlay

The 97% decrease in this area is due to the purchase of a phone recorder system for the front desk in 2013.

Description

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

2013 Accomplishments

- Completed a full inventory of all property and evidence in storage (3,960 items).
- Conducted the changeover of 5 police vehicles. This included the process of ordering and equipping for the new style of police vehicle.
- Completed a changeover from analog to digital radio system for all portable and mobile police and EMA radios.
- Completed Narrow Banding and re-banding of police emergency radios to comply with FCC Regulations.
- Staffed the front desk 24 hours a day, 7 days a week with only 5 full-time employees with minimal overtime costs.
- Completed the BEAST system update to allow for the wireless scanning and tracking of property and evidence which allows for more efficient property management.

Goals and Objectives

Goal	Objectives		
Ensure efficient processing of all evidence and property inventoried.	Return all qualified property within 30 days of final disposition.		
	Intake, log and process all received property/ evidence within 5 days of receipt.		
Performance Measures	2012 Actual	2013 Estimate	2014 Target
Number of items transferred from property room (returned to owner or disposed of) within 30 days	-	-	100%
Percent of property processed within 5 days	-	-	100%

Annual Expenses by Class

Class	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	% Change
Salaries	388,845	407,810	398,030	395,820	-2.9%
Employee Benefits	272,116	287,850	283,350	289,970	0.7%
Misc. Employee Expenses	425	1,130	1,000	1,110	-1.8%
Commodities	129	3,350	3,090	1,590	-52.5%
Contractual Services	52,738	50,750	43,250	49,410	-2.6%
Total	714,253	750,890	728,720	737,900	-1.7%

Budget Highlights

Salaries & Wages

This 2.9% decrease is due to the retirement of an Administrative Service Officer (ASO).

Employee Benefits

This 0.7% increase is due to increases in the cost of life insurance, social security, Medicare, and IMRF.

Misc. Employee Expenses

This 1.8% decrease is primarily due to the reduction in dues and memberships for the property room employees from 2 to 1 with the retirement of an ASO.

Commodities

This 52.5 % decrease is due to the fact that in 2013, equipment for updating the BEAST property system was purchased and this equipment does not need to be purchased again in 2014.

Contractual Services

This 2.6% decrease is due to the retirement of an ASO and not having to pay for liability and workers compensation insurance for that one position.

Description

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.

2013 Accomplishments

- Conducted and participated in seven emergency and disaster exercises, including three full-scale exercises.
- Taught and facilitated several emergency management training courses for Village employees and emergency management volunteers and maintained the Village’s compliancy for the National Incident Management System (NIMS).
- Maintained and awarded extension of the Village’s Certificate of Accreditation and Emergency Management Performance Grant.
- Revised and updated the Village’s Emergency Operations Plan for submittal and approval from the Illinois Emergency Management Agency (IEMA).
- Continued to grow and improve the EMA Auxiliary Team through training, education, drills and standard operating procedures. Updated technology, equipment and tools to improve response to the Village. Continued to add capabilities in communications and services such as CPR and Search & Rescue to better support the Village.

Goals and Objectives

Goal	Objectives
Increase disaster preparedness of Village residents through public outreach and training. <i>(Linked to Village Board Goal OG-4 & ST-5)</i>	Conduct public outreach at existing Village public events by setting up an area with disaster preparedness literature and staffing with an EMA member.
	Conduct or host disaster preparedness classes or exercises each year that are open to the public.

Emergency Operations | Village of Hoffman Estates

Performance Measures	2012 Actual	2013 Estimate	2014 Target
Number of Village events where EMA conducted public outreach	-	-	5
Number of classes and exercises conducted made available to the public	1	1	1

Annual Expenses by Class

Class	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	% Change
Salaries	77,083	84,010	81,750	83,260	-0.9%
Employee Benefits	37,132	39,510	39,700	39,990	1.2%
Misc. Employee Expenses	4,353	17,650	6,350	16,630	-5.8%
Commodities	1,802	3,250	800	2,750	-15.4%
Contractual Services	17,798	17,530	14,530	14,540	-17.1%
Capital Outlay	4,242	-	-	-	N/A
Total	142,410	161,950	143,130	157,170	-3.0%

Budget Highlights

Salaries & Wages

No significant change.

Employee Benefits

No significant change.

Misc. Employee Expenses

The 5.8% decrease is due to the reduction in uniform costs.

Contractual Services

The 17.1% decrease was to renew the Emergency Operations Center software in 2013 that was not needed again in 2014.

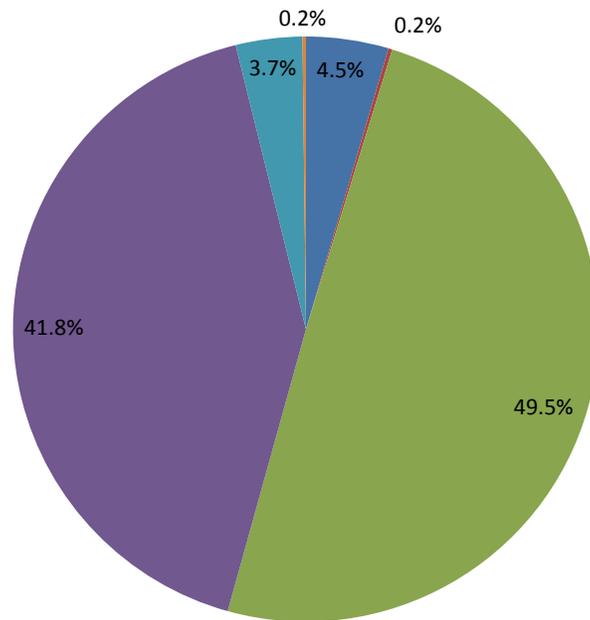
FIRE DEPARTMENT

The Fire Department is comprised of 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 Budget

\$ 16,372,360

Annual Expenses by Division



- Administration
- Public Education
- Suppression
- Emergency Medical Services
- Fire Prevention
- Fire Stations

FIRE DEPARTMENT

Annual Expenses by Division

Division	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	% Change
Administration	605,030	606,410	613,710	744,670	22.8%
Public Education	32,897	33,750	32,260	35,400	4.9%
Suppression	5,572,992	5,968,970	6,085,770	8,110,390	35.9%
Emergency Medical Services	4,906,352	5,159,510	5,115,050	6,850,840	32.8%
Fire Prevention	494,912	549,800	513,440	600,760	9.3%
Fire Stations	21,939	26,120	25,620	30,300	16.0%
Total	11,634,122	12,344,560	12,385,850	16,372,360	32.6%

Annual Expenses by Class

Class	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	% Change
Salaries	7,232,310	7,703,730	7,789,350	10,065,560	30.7%
Employee Benefits	3,328,792	3,436,770	3,440,120	4,721,830	37.4%
Misc. Employee Expenses	137,400	214,560	214,270	155,580	-27.5%
Commodities	63,043	75,880	70,140	70,790	-6.7%
Contractual Services	1,111,447	1,149,010	1,117,110	1,286,410	12.0%
Capital Outlay	64,015	55,680	54,630	72,190	29.7%
Cost Allocation	(302,885)	(291,070)	(299,770)	-	-100.0%
Total	11,634,122	12,344,560	12,385,850	16,372,360	32.6%

Description

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.

2013 Accomplishments

- Transitioned to a new radio dispatch system through our dispatch center, Northwest Central Dispatch. This system replaced all department radios in all apparatus including portable radios utilized by the department members during emergency activities.
- Promotions for a new Fire Chief, Deputy Fire Chief, Assistant Fire Chief, Battalion Chief, Fire Captain and Fire Lieutenant occurred in 2013.
- Received a FEMA grant for funding Station Alerting upgrades -- \$164,960.00 (2012 application)

Goals and Objectives

Goal	Objectives		
Explore grants specific to fire service and use those funds to maintain or increase the service delivery to the Village residents. <i>(Linked to Village Board Goal OG-1)</i>	Dedicate staff time to apply for 4 grants annually.		
Performance Measures	2012 Actual	2013 Estimate	2014 Target
Number of grants received over applied	2/4	1/4	4

(Grants applied for in a calendar year may not be awarded until the following calendar year)

Goal	Objectives		
Enhance the operations of the Fire Department through employee development training. <i>(Linked to Village Board Goal OG-4)</i>	Ensure 100% training participation rates of fire administration staff in the area of leadership on a quarterly basis.		
Performance Measures	2012 Actual	2013 Estimate	2014 Target
Participation rate for leadership training	No data, new measure	No data, new measure	100%

Annual Expenses by Class

Class	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	% Change
Salaries	255,169	272,390	293,410	287,960	5.7%
Employee Benefits	99,952	100,700	90,090	123,600	22.7%
Misc. Employee Expenses	5,134	7,900	7,750	9,300	17.7%
Commodities	5,223	5,200	5,090	5,410	4.0%
Contractual Services	251,701	251,150	250,970	283,400	12.8%
Capital Outlay	36,736	20,000	20,000	35,000	75.0%
Cost Allocation	(48,885)	(50,930)	(53,600)	-	-100.0%
Total	605,030	606,410	613,710	744,670	22.8%

Budget Highlights

Salaries & Wages

The 5.7% increase is due to wage adjustments for full-time employees.

Employee Benefits

The 22.7% increase is due to pension and health insurance costs for full-time employees.

Misc. Employee Expenses

The 17.7% increase is due to costs associated with attendance at the annual Illinois Fire Chiefs Conference being placed back into the budget (\$1400).

Commodities

The 4.0% increase is due to added publication subscription (Fire Service Labor Monthly magazine for \$280.00). There was a slight reduction by discontinuing three magazine subscriptions and a 36% reduction in budget funding for other supplies.

Contractual Services

The 12.8% increase is due to workers compensation and insurance costs for employees. There was a slight (6.4%) reduction in telephone costs.

Capital Outlay

The 75% increase is related to Foreign Fire Insurance.

Cost Allocation

There is no longer a budget for the EDA cost allocation because the Fire Department no longer uses the EDA Fund for any of its expenses as of 2014.

Description

Public Education is 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 from 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.

2013 Accomplishments

- Completed the 15th annual Citizens Fire Academy. Twenty-six students participated in the ten-week program. Activities included: simulated auto extrications, specialized rescue operations, emergency medical training including CPR training and live fire demonstrations.
- The Public Education Division reached over 7,400 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.
- CPR instructors continued to offer Heartsaver AED or Health Care Provider CPR to Village employees, Village residents and business members.

Goal	Objectives		
Promote fire prevention and safety education information throughout the community. <i>(Linked to Village Board Goal ST-5)</i>	Present at least 8 public safety announcements via multiple media outlets, such as printed materials and the Village cable channel.		
	Distribute printed materials at schools and public events within the Village.		
	Enhance the teaching abilities of in-house instructors by offering Instructor I and/or II certification through the Office of the State Fire Marshal.		
Performance Measures	2012 Actual	2013 Estimate	2014 Target
Number of documents added to the Village website	12	8	8
Number of announcements posted on Village electronic sign board	12	8	8
Number of staff with Instructor I certification	12	12	13
Number of staff with Instructor II certification	3	3	4

Annual Expenses by Class

Class	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	% Change
Salaries	26,726	27,510	26,340	25,150	-8.6%
Employee Benefits	4,609	4,400	4,050	5,080	15.5%
Commodities	1,985	1,890	1,890	4,460	136.0%
Contractual Services	680	610	610	710	16.4%
Cost Allocation	(1,103)	(660)	(630)	-	-100.0%
Total	32,897	33,750	32,260	35,400	4.9%

Budget Highlights

Salaries & Wages

The 8.6% decrease is due to a \$500 reduction in funded overtime specifically related to the 4th of July Festival.

Employee Benefits

The 15.5% increase is due to pension and health insurance costs for full-time employees.

Commodities

The 136.0% increase is due to the need to replenish Public Education hand out materials (\$1,960.00).

Contractual Services

The 16.4% increase is due to workers compensation and insurance costs for the new full-time employees.

Cost Allocation

There is no longer a budget for the EDA cost allocation because the Fire Department no longer uses the EDA Fund for any of its expenses as of 2014.

Description

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.

2013 Accomplishments

- Worked with the Public Works Department to secure use of Water Tower 7, near Fire Station 24 as a training location for the fire department. Use of this structure aids in meeting training requirements outlined by the NFPA and Illinois OSFM.
- Hired four firefighters - one firefighter is a replacement for a retired member and the remaining three are funded by a FEMA grant for three years. All graduated the Basic Operations Firefighter Academy in the top 10% of their class.
- Completed the refurbishment of Truck 22 – a 1999 Pierce Dash 2000 100 foot aerial tower. Through the apparatus refurbishment program, the department expects this apparatus to remain a useful part of the department fleet for a total of 25 years.
- The Fire Department Apparatus staff completed research and specifications for a replacement pumper. A recommendation was made for the purchase with anticipated delivery during the summer of 2014.
- The Training staff constructed and utilized a training simulator that allows for simulated roof operations, rescue scenarios, self-rescue instruction and other fire ground training needs. This was completed using existing budgeted funds.
- Reconditioned Car 3, a 2000 Ford Excursion (reserve shift commander vehicle) to extend the useful life of the vehicle.
- Developed and initiated an Officer and Leadership development program targeted at existing department officers and those interested in pursuing advancement.

Fire Suppression | Village of Hoffman Estates

Goals and Objectives

Goal	Objectives		
Ensure prompt response and delivery of suppression services to the residents and visitors of the Village. <i>(Linked to Village Board Goal OG-4)</i>	Ensure the average response time of 240 seconds is met at least 90% of the time.		
Performance Measures	2012 Actual	2013 Estimate	2014 Target
Percent of response times meeting average time of 240 seconds	76.7%	75.9%	90%

Goal	Objectives		
Enhance the operations of the Fire Department through employee development training. <i>(Linked to Village Board Goal OG-4)</i>	Ensure 100% participation in training of line officers on a quarterly basis in the areas of leadership, command and operations.		
	Enroll at least 15 employees in external advanced technical training courses.		
	Enroll at least 8 employees in officer development courses.		
	Ensure 100% participation rate for live fire training that focuses on initial company operations.		
Performance Measures	2012 Actual	2013 Estimate	2014 Target
Participation rate of line officers receiving training in leadership, command and operations	No data, new measure	No data, new measure	100%
Number of employees enrolled in advanced technical training courses	37	43	15
Number of employees enrolled in officer development courses	10	15	8
Participation rate of firefighters receiving live fire training	93%	93%	100%

Fire Suppression | Village of Hoffman Estates

Annual Expenses by Class

Class	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	% Change
Salaries	3,684,274	3,877,150	3,994,520	5,178,040	33.6%
Employee Benefits	1,613,477	1,723,720	1,726,770	2,368,160	37.4%
Misc. Employee Expenses	123,215	155,000	154,800	130,350	-15.9%
Commodities	21,019	21,580	18,350	18,710	-13.3%
Contractual Services	313,522	344,280	345,950	405,240	17.7%
Capital Outlay	7,254	9,980	9,980	9,890	-0.9%
Cost Allocation	(189,769)	(162,740)	(164,600)	-	-100.0%
Total	5,572,992	5,968,970	6,085,770	8,110,390	35.9%

Budget Highlights

Salaries & Wages

The 33.6% increase is due to Collective Bargaining Agreement salary increases, three new firefighters and one replacement firefighter.

Employee Benefits

The 37.4% increase is due to pension and health insurance costs for full-time employees including the new employees.

Misc. Employee Expenses

The 15.9% decrease includes a 3.0% decrease in training expenses, 21.5% decrease in funding for replacement protective clothing and a 6.1% increase in uniform costs based on the anticipated hiring of replacement firefighters.

Commodities

The 13.3% decrease is due to a reduction in publication and other supplies.

Contractual Services

The 17.7 % increase is due to workers compensation and insurance costs for full-time employees including the new employees.

Capital Outlay

No significant change here.

Cost Allocation

There is no longer a budget for the EDA cost allocation because the Fire Department no longer uses the EDA Fund for any of its expenses as of 2014.

Description

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.

2013 Accomplishments

- Placed a new ambulance in service at Station 23. This is a 2013 International/Medtec unit that is equipped with a patient loading system for bariatric patients. This new ambulance replaces an aging 2001 International/Road Rescue unit.
- Graduated 3 recruit firefighters from EMT-Basic class at McHenry County College in preparation for the Fall 2013/Spring 2014 Paramedic class.
- Received a grant from the Illinois Department of Public Health totaling \$2,250.00. These funds were used to purchase EMS training simulators and CPR educational materials.

Goals and Objectives

Goal	Objectives		
Ensure prompt response and delivery of EMS services to the residents and visitors of the Village. <i>(Linked to Village Board Goal OG-4)</i>	Ensure the average response time of 360 seconds is met at least 90% of the time.		
Performance Measures	2012 Actual	2013 Estimate	2014 Target
Percent of response times meeting average time of 360 seconds	97.5%	98.1%	100.0%

Annual Expenses by Class

Class	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	% Change
Salaries	3,137,815	3,374,220	3,344,110	4,382,900	29.9%
Employee Benefits	1,550,591	1,532,330	1,545,150	2,129,130	38.9%
Misc. Employee Expenses	7,086	49,290	49,350	11,760	-76.1%
Commodities	15,949	19,550	17,450	17,550	-10.2%
Contractual Services	253,399	249,780	229,900	304,500	21.9%
Capital Outlay	-	5,000	3,950	5,000	0.0%
Cost Allocation	(58,488)	(70,660)	(74,860)	-	-100.0%
Total	4,906,352	5,159,510	5,115,050	6,850,840	32.8%

Budget Highlights

Salaries & Wages

The 29.9% increase is due to CBA salary increases, three new firefighters and one replacement firefighter. There is a decrease in overtime wages due to a change in hiring requirements for the Paramedic certification, resulting in an estimated savings of \$9,900.00.

Employee Benefits

The 38.9% increase is due to pension and health insurance costs for full time employees including the new employees.

Misc. Employee Expenses

The decrease of 76.1 % is due to a change in hiring requirements for the Paramedic certification, resulting in a decrease of \$32,000 in training expenses.

Commodities

The decrease of 10.2% is due to the paramedic training of 4 new firefighters that was budgeted in 2013 and not needed again until 2014.

Contractual Services

The 21.9% increase is due to workers compensation and insurance costs for the new full-time employees.

Capital Outlay

No change here.

Cost Allocation

There is no longer a budget for the EDA cost allocation because the Fire Department no longer uses the EDA Fund for any of its expenses as of 2014.

Description

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.

2013 Accomplishments

- Completed the building and fire code inspections for the Women and Children addition to Saint Alexius Medical Center resulting in final approval and occupancy permit on the first attempt.
- Completed 1,917 fire inspections in 2013 (to date)

Goals and Objectives

Goal	Objectives		
Enhance the operations of the Fire Prevention Division through employee development. <i>(Linked to Village Board Goal OG-8)</i>	Ensure all department Investigators receive at least 8 hours of continuing education annually.		
Performance Measures	2012 Actual	2013 Estimate	2014 Target
Participation rate of investigators receiving at least 8 hours of continuing education (6 investigators x 8 hours – 48 total)	120.5	95	48

Goal	Objectives		
Ensure all commercial properties comply with the 1996 fire sprinkler ordinance.	Identify and track compliance of all commercial occupancies that need to comply with the ordinance by the end of 2015.		
	Initiate contact with all commercial property owners not currently in compliance in order to assist them with eventual compliance.		
Performance Measures	2012 Actual	2013 Estimate	2014 Target
Percent of commercial property owners contacted to ensure compliance	No data, new measure	No data, new measure	100%
Percent completion rate of commercial occupancy compliance	0/123	2/123 (.01%)	10%

Annual Expenses by Class

Class	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	% Change
Salaries	128,326	151,460	130,470	191,010	26.1%
Employee Benefits	60,163	75,620	74,060	95,860	26.8%
Misc. Employee Expenses	1,965	2,370	2,370	4,170	75.9%
Commodities	3,933	9,160	8,860	9,160	0.0%
Contractual Services	288,519	298,190	284,680	287,560	-3.6%
Capital Outlay	12,006	13,000	13,000	13,000	0.0%
Total	494,912	549,800	513,440	600,760	9.3%

Budget Highlights

Salaries & Wages

The 26.1 % increase is due to wage adjustments and increased overtime expenses related to the required Fire Investigator continuing education.

Employee Benefits

The 26.8% increase is due health insurance and pension costs for full-time employees, particularly related to the increase in overtime costs.

Misc. Employee Expenses

The 75.9% increase is due to training expenses brought on by OSFM recertification and continuing education requirements for Fire Investigators (\$5,800).

Commodities

No change here.

Contractual Services

The 3.6 % decrease is due to a reduction in monthly monitor and maintenance subscriber fees (\$13,500).

Capital Outlay

No change here.

Description

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 heavy rescue squad. The station also houses 1 reserve command vehicle and 1 MICU reserve ambulance. 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. The station also houses 1 reserve ambulance and 1 reserve engine and 1 brush truck. 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 truck, 1 reserve heavy rescue squad, 1 MICU reserve ambulance, 1 dive boat, 1 hazardous materials trailer and 1 utility/tow vehicle. 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 Accomplishments

- During 2013, the Fire Department working with Public Works, the Foreign Fire Insurance Board and on duty firefighters completed a remodel and relocation of the fitness room and conference room at Fire Station 22. Funding for this project came from 2013 approved budget and the Foreign Fire Insurance Board. Labor was provided by Public Works and on duty fire department members in cooperation with IAFF Local 2061.

Annual Expenses by Class

Class	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	% Change
Salaries	-	1,000	500	500	-50.0%
Commodities	14,934	18,500	18,500	15,500	-16.2%
Contractual Services	3,626	5,000	5,000	5,000	0.0%
Capital Outlay	8,019	7,700	7,700	9,300	20.8%
Cost Allocation	(4,640)	(6,080)	(6,080)	-	-100.0%
Total	21,939	26,120	25,620	30,300	16.0%

Budget Highlights

Salaries & Wages

The decrease of 50% is due to a \$500 reduction in overtime funding for meeting coverage and unscheduled divisional activities throughout the year.

Commodities

The decrease of 16.2% is due to a \$2,000 reduction in janitorial supplies budget.

Contractual Services

No change here.

Capital Outlay

The 20.8 % Increase is due to the scheduled replacement of a stove at Fire Station 23 (\$4,000).

Cost Allocation

There is no longer a budget for the EDA cost allocation because the Fire Department no longer uses the EDA Fund for any of its expenses as of 2014.

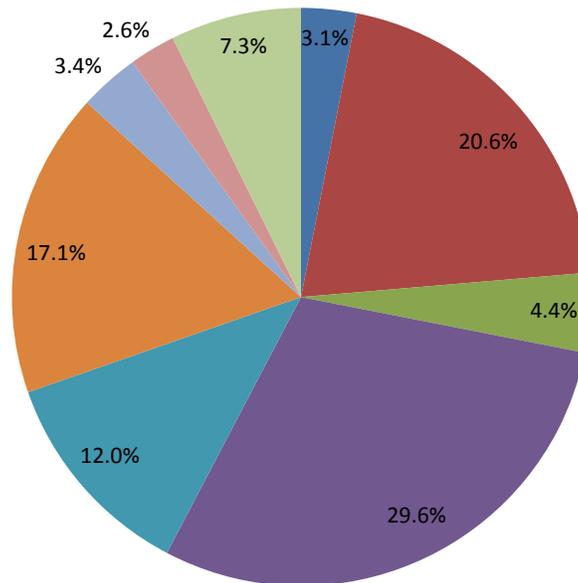
PUBLIC WORKS DEPARTMENT

The Public Works Department is comprised of 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 Budget

\$8,617,210

Annual Expenses by Division



- Administration
- Snow & Ice
- Pavement Maintenance
- Forestry
- Facilities
- Fleet Services
- Fast Action Service Team
- Storm Sewers
- Traffic Control

PUBLIC WORKS DEPARTMENT

Annual Expenses by Division

Division	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	% Change
Administration	235,057	258,890	249,770	265,110	2.4%
Snow & Ice	1,347,267	1,658,330	1,661,440	1,773,150	6.9%
Pavement Maintenance	347,312	359,470	355,780	383,070	6.6%
Forestry	864,567	985,490	981,430	2,549,010	158.7%
Facilities	901,255	918,080	895,390	1,031,400	12.3%
Fleet Services	1,224,876	1,406,950	1,389,610	1,472,270	4.6%
Fast Action Service Team	243,876	242,910	254,900	289,330	19.1%
Storm Sewers	189,913	220,070	215,810	222,220	1.0%
Traffic Control	578,801	618,440	611,860	631,650	2.1%
Total	5,932,924	6,668,630	6,615,990	8,617,210	29.2%

Annual Expenses by Class

Class	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	% Change
Salaries	2,532,448	2,808,850	2,781,850	3,131,300	11.5%
Employee Benefits	1,173,693	1,279,710	1,262,660	1,420,140	11.0%
Misc. Employee Expenses	33,112	35,520	37,040	35,500	-0.1%
Commodities	929,909	1,150,650	1,144,180	1,221,100	6.1%
Contractual Services	1,511,468	1,752,580	1,695,510	2,661,720	51.9%
Capital Outlay	92,534	47,200	52,900	596,200	1163.1%
Cost Allocation	(340,240)	(405,880)	(358,150)	(448,750)	10.6%
Total	5,932,924	6,668,630	6,615,990	8,617,210	29.2%

Description

The Public Works Administration 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; right-of-way permitting; and budgets for the Department-wide programs, projects and activities.

2013 Accomplishments

- Prepared the Department's 2014 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 2013 Motor Fuel Tax non-water/sewer concrete replacement program.
- Held a Public Works Open House on May 18, 2013.
- Created electronic GIS layer for the Village's parkway tree inventory.
- Received, entered and resolved over 3,400 customer service requests through the GovQA system in 2013.

Goals and Objectives

Goal	Objectives
Continue to provide cost effective, high quality customer service. <i>(Linked to Village Board OG-7)</i>	Create work orders for all service requests via GovQA.
	Ensure timely completion of all work orders and track progress.
Continue to refine and improve the use of the Villages GIS system. <i>(Linked to Village Board Goal OG-7)</i>	Migrate all Access databases to SQL Server where all GIS data is stored.
	Link Village utility and asset information allowing categorized and customized data retrieval.

Research alternative methods of addressing Public Works Department programs. <i>(Linked to Village Board Goal OG-3)</i>	Continue to use a diversified approach to provide brush pickup and drop off options for residents.		
	Evaluate the use of additional contractual services for Public Works programs to enhance service delivery to customers.		
Provide additional Department training opportunities through staff facilitated training programs. <i>(Linked to Village Board Goal OG-8)</i>	Ensure involvement of personnel to maintain up-to-date Trench/Shoring and Confined Space Entry Certifications.		
	Provide competent person training for excavation crews.		
	Continue to provide development opportunities for public works staff.		
Continue to enhance communication with residents. <i>(Linked to Village Board Goal OG-7)</i>	Update the public works webpage with current information throughout the year.		
	Promote awareness of Public Works programs to the public through the public works open house, career days and citizen articles.		
Performance Measures	2012 Actual	2013 Estimate	2014 Target
Keep CIP project costs within 10% (+/-) of project budgets	85.7%	100%	100%

Annual Expenses by Class

Class	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	% Change
Salaries	104,376	107,910	108,480	111,500	3.3%
Employee Benefits	52,798	55,930	55,500	57,460	2.7%
Misc. Employee Expenses	350	760	760	830	9.2%
Commodities	2,515	4,100	3,870	4,110	0.2%
Contractual Services	106,716	119,530	119,520	134,980	12.9%
Cost Allocation	(31,698)	(29,340)	(38,360)	(43,770)	49.2%
Total	235,057	258,890	249,770	265,110	2.4%

Budget Highlights

Salaries & Wages

The 3.3% increase shown is a result of an increase in allocated salaries.

Employee Benefits

The 2.7% increase is mainly attributed to an increase in health insurance and IMRF costs.

Misc. Employee Expenses

The 9.2% or \$70 increase is due to a slight increase in memberships for the APWA.

Commodities

No significant change here.

Contractual Services

The 12.9% or \$15,450 increase is due to an increase in IS user charges.

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. Shown above is 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.

Description

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.

2013 Accomplishments

- Responded to 29.2 inches of snowfall during the first four months of 2013, requiring 6 separate plowing operations and 20 individual salting operations, utilizing 4,471 tons of salt and 6,304 hours of labor.
- Interviewed, hired and trained 8 external and 13 internal auxiliary snow plow drivers to augment cul-de-sac and parking lot snow plowing operation needs.
- Organic liquid anti-icing/de-icing solution was utilized to pretreat bridge decks and used as a salt pre-wetting agent throughout the winter in two separate driver routes to further evaluate effectiveness.

Goals and Objectives

Goal	Objectives
Ensure all Village streets are cleared of snow/ice within 14 hours after snow fall has ended. <i>(Linked to Village Board Goal OG-4)</i>	Maintain a roster of a minimum of 20 auxiliary drivers for plowing parking lots and cul-de-sacs.
	Maintain contractor assistance for implementation as weather events may warrant.
Prepare for snow and ice removal operations. <i>(Linked to Village Board Goal OG-4)</i>	Prepare draft of snow removal plan and present to Public Works Committee by October 2014.
	Complete all snow and ice control associated vehicle and equipment preparations by November 15, 2014.
	Update plowing/salting route assignments by November 1, 2014.
	Complete installation of all predetermined snow fence locations by November 15, 2014.

Maintain a snow/ice control employee task force to review program accomplishments and recommend improvements to improve efficiencies. (Linked to Village Board Goal OG-8)	Identify efficiency improvements by examining and modifying current routes, truck assignments and operations.		
	Conduct time studies for average street salting operations.		
	Reduce the amount of road salt used to minimize cost and decrease the environmental impacts.		
	Review new technologies and practices for sensible salt and chemical application.		
	To reduce the amount of road salt used by 5% from 0.94 tons of salt per street mile per inch of snow to 0.89 tons of salt used to contribute to the health of the environment.		
Performance Measures	2012 Actual	2012/2013 Estimate	2013/2014 Target
Tons of road salt used per street mile per inch of snow	0.94	1.03	0.89

Annual Expenses by Class

Class	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	% Change
Salaries	705,062	904,090	893,050	936,820	3.6%
Employee Benefits	293,941	350,400	345,050	353,150	0.8%
Misc. Employee Expenses	1,876	1,970	1,740	2,150	9.1%
Commodities	272,478	333,800	355,280	401,450	20.3%
Contractual Services	73,910	68,070	66,320	79,580	16.9%
Total	1,347,267	1,658,330	1,661,440	1,773,150	6.9%

Budget Highlights

Salaries & Wages

The 3.6% increase shown is a result of an increase in allocated Collective Bargaining Agreement salaries and adjustments for both CBA salting roster stipend and winter call duty for supervisors.

Employee Benefits

An increase of 0.8% is due to an increase in health insurance and IMRF costs due to the increase in salaries mentioned above.

Misc. Employee Expenses

The 9.1% increase or \$180 is for a slight increase toward employee training.

Commodities

The 20.3% increase or \$67,650 is a result of anticipated salt and liquid anti-icing/de-icing chemical purchase needs for the end of the 2013-2014 season and the beginning of the 2014-2015 snow season.

Contractual Services

There was an increase of 16.9% due to the transfer of \$12,000 formerly in an EDA account for the rental of an end-loader tractor during the winter months.

Description

The Pavement Maintenance Division provides for the maintenance of approximately 158.4 center lane miles of Village asphalt pavement. This is accomplished by 4 full-time maintenance personnel and one 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.

2013 Accomplishments

- Installed 320 tons of hot asphalt material and 34 tons of cold patch material.
- Supervised contractor installation of 152,836 lineal feet of roadway pavement re-stripping throughout the village.
- Completed 77 in-house pavement repairs to date, including storm sewer sites, water/sewer utility crossings, storm inlet repairs and edge line patching.
- Assisted with the traffic control needs of the 2013 Northwest Fourth Fest.
- Completed 3,678 square feet of curb edge line patching at various locations within the Village.

Goals and Objectives

Goal	Objectives
Assist Transportation and Engineering Division in identifying street reconstruction and resurfacing needs. <i>(Linked to Village Board Goals OG-3)</i>	Provide reports to the Transportation and Engineering Division on conditions observed during field operations.
	Perform in-house pavement repairs as required.
	Maintain the number of labor hours per ton of hot asphalt material installed to less than 6 hours.
	Maintain the number of labor hours per ton of cold asphalt material installed to less than 26 hours.
Provide timely customer service to address resident concerns.	Utilize GovQA system to log and track customer service requests.
	Address residential concerns within 3 business days on average.

Pavement Maintenance | Village of Hoffman Estates

Performance Measures	2012 Actual	2013 Estimate	2014 Target
Number of labor hours per ton of hot asphalt material installed	6.68	6	6
Number of labor hours per ton of cold asphalt material installed	17.06	26	26

Annual Expenses by Class

Class	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	% Change
Salaries	200,965	210,120	205,520	234,930	11.8%
Employee Benefits	106,247	112,370	110,730	108,880	-3.1%
Misc. Employee Expenses	3,311	3,780	3,880	3,380	-10.6%
Commodities	2,636	1,720	1,720	2,220	29.1%
Contractual Services	33,605	30,280	32,630	33,360	10.2%
Capital Outlay	548	1,200	1,300	300	-75.0%
Total	347,312	359,470	355,780	383,070	6.6%

Budget Highlights

Salaries & Wages

The 11.8% increase shown is a result of an increase in allocated Collective Bargaining Agreement salaries and identified adjustments for Collective Bargaining Agreement members formally allocated to the EDA.

Employee Benefits

A decrease of 3.1% is mainly due to a decrease in health insurance costs.

Misc. Employee Expenses

The 10.6% decrease or \$400 is from the removal of a one-time training program in 2013.

Commodities

The 29.1% increase or \$500 is to replace pavement saw blades.

Contractual Services

The 10.2% increase or \$3,080 is primarily for the additional material, such as asphalt, needed to repair deteriorated pavement conditions.

Capital Outlay

A 75.0% decrease or \$900 results from the removal of a one-time equipment purchase in 2013.

Description

The 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.

2013 Accomplishments

- Awarded Tree City USA recognition. This is the 22nd consecutive year the Village has received this honor.
- Continued the annual Arbor Day Program in 2013 with the class from Whitley School, numerous Village officials and staff members attending the celebration at Arbor Day Park.
- Ash tree removals resulting from Emerald Ash Borer (EAB) related issues will exceed 650 trees for 2013 with 500 or more trees anticipated to be removed in conjunction with the Contracted Ash Tree Removal Program by the end of December.
- Continued follow up maintenance of approximately 150 trees planted via funding from a Reforestation Grant Program through the Metropolitan Mayor’s Caucus, in conjunction with the Ash Tree Reduction Program as a result of EAB infestation.
- Planted 600 (+) trees throughout 2013. Approximately 85% EAB related.
- Completion of the trimming of 3,200 parkway trees in conjunction with fall contractor assistance and in-house staff by the end of December.

Goals and Objectives

Goal	Objectives
Continue to maintain and cultivate a healthy urban forest. <i>(Linked to Village Board Goals OG-3)</i>	Trim/shape approximately 1,400 trees with contractor assistance and in-house staff.
	Utilize the tree inventory database for the planning of future maintenance.
	Further diversify the Village’s urban forest as trees are replaced as a result of the EAB infestations.

Re-certify as a Tree City USA community for the 23rd consecutive year. <i>(Linked to Village Board Goals OG-1)</i>	Assemble and submit forms from Illinois Department of Natural Resources to the National Arbor Day Foundation for approval by mid-March 2014, in addition to meeting all other criteria.		
Address the Emerald Ash Borer infestation. <i>(Linked to Village Board Goals ST-4)</i>	Implement an accelerated Ash tree removal and replacement program to expedite needs based on the current infestation and remove 2,000 Ash trees in 2014.		
Performance Measures	2012 Actual	2013 Estimate	2014 Target
Average number of days required for Ash tree removal process	n/a	120	100

Emerald Ash Borer Response Program Status

Ash trees removed to date	1,133
Ash trees remaining	5,203
Ash trees needing replacement	690

Annual Expenses by Class

Class	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	% Change
Salaries	404,780	420,930	399,400	628,910	49.4%
Employee Benefits	184,993	211,130	204,100	327,590	55.2%
Misc. Employee Expenses	8,786	9,530	10,290	10,560	10.8%
Commodities	2,485	4,050	4,050	4,250	4.9%
Contractual Services	241,384	316,200	332,940	1,004,050	217.5%
Capital Outlay	22,139	23,650	30,650	573,650	2325.6%
Total	864,567	985,490	981,430	2,549,010	158.7%

Budget Highlights

Salaries & Wages

The 49.4% increase shown is a result of an increase in allocated Collective Bargaining Agreement salaries and identified adjustments for Collective Bargaining Agreement members formally allocated to the EDA.

Employee Benefits

An increase of 55.2% or \$116,460 is related to the increase in benefit costs for the CBA members formally allocated to the EDA that are now being allocated to this division.

Misc. Employee Expenses

The 10.8% increase or \$1,030 is for an increase in employee training.

Contractual Services

The 217.5% increase or \$687,850 is primarily related to the Emerald Ash Borer infestation.

Capital Outlay

A 2,325.6% increase or \$550,000 is directly related to replacement trees from Emerald Ash Borer infestation removals.

Description

The Facilities Maintenance Division provides for custodial and mechanical system maintenance and repairs at the Village's ten 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. The Division is comprised of 4 full-time maintenance personnel and a Facilities Manager.

2013 Accomplishments

- Monitored and managed janitorial "green" cleaning recycling programs and other "green" initiatives at Village facilities. Sustainable best practices were followed on all material purchasing and equipment specifications.
- Provided facilities support for all Village buildings with a view toward continuous improvement of preventative maintenance programs and equipment repair schedules. Fire Station maintenance costs have been reduced as a direct result of the supporting role of Facilities team.
- Performed ongoing management of the physical maintenance, energy management, improvements, and the review/revision of budgetary needs of all facilities. The replacement of the Public Works Center garage lighting to more energy efficient LED lighting highlights this ongoing core initiative.
- Planned, specified and solicited RFP's for replacement of the old Village Hall HVAC fans with new high efficiency mix flow fans with variable frequency drives.
- Planned, specified and solicited RFP's for the replacement of the aging Public Works cooling system utilizing an energy efficient chiller and environmentally friendly refrigerant.
- Provided technical support on facility related maintenance and contractual issues related to the Sears Centre Arena, including the stabilization of the concourse flooring, access control system replacement, HVAC related issues, and a telecom project.

Goals and Objectives

Goal	Objectives		
Improve facility preventative maintenance performance in efficiency and preventive care.	Utilize digital imaging and collating of construction project files for operational data information, drawing access and training videos.		
	Improve an overall preventative maintenance productivity level at or below the established task time frames.		
	Expand automation systems integration to improve occupant comfort levels throughout all Village facilities.		
	Continue to evaluate and implement energy reduction strategies through energy audits, grant incentives and new technologies.		
	Fully utilize available energy measurement tools to better manage energy usage and peak demand.		
Performance Measures	2012 Actual	2013 Estimate	2014 Target
Percent of time saved performing established tasks	8.28%	12.00%	5.00%

Annual Expenses by Class

Class	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	% Change
Salaries	308,171	321,780	319,370	327,640	1.8%
Employee Benefits	153,025	160,340	158,720	163,610	2.0%
Misc. Employee Expenses	4,404	3,570	4,340	4,380	22.7%
Commodities	13,217	27,710	24,510	21,960	-20.8%
Contractual Services	449,374	504,380	473,030	629,200	24.7%
Capital Outlay	67,359	10,600	10,350	11,250	6.1%
Cost Allocation	(94,295)	(110,300)	(94,930)	(126,640)	14.8%
Total	901,255	918,080	895,390	1,031,400	12.3%

Budget Highlights

Salaries & Wages

The 1.8% increase shown is a result of an increase in allocated Collective Bargaining Agreement salaries.

Employee Benefits

An increase of 2.0% is directly related to an increase in health insurance and IMRF costs.

Misc. Employee Expenses

The 22.7% increase or \$810 is primarily for employee uniforms.

Commodities

The 20.8% decrease or \$5,750 will bring accounts back to normal annual funding levels after required 2013 purchases.

Contractual Services

This 24.7% increase or \$124,820 is from a combination of reallocated EDA building maintenance expenses and costs associated with building maintenance projects.

Capital Outlay

The \$650 increase is for the purchase of new salt spreaders for the winter season.

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. Shown above is 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.

Description

The Fleet Services Division provides routine preventative maintenance and repair for all Village vehicles and equipment. This includes over 250 pieces of titled, portable and stationary pieces of equipment. The Division is comprised of 4 full-time mechanics and one supervisor.

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.

2013 Accomplishments

- Received the Automotive Service Excellence (ASE) Blue Seal Award. This is the 13th time this award has been received by the Village.
- Purchased three new vehicles for public works.
- Continued inventory reduction plan efforts to reduce overhead costs by stocking less parts and purchasing as needed.
- Auctioned 14 vehicles and other obsolete parts.
- Equipped 5 Police patrol units with wireless AIMS modules for enhanced fueling operations.

Goals and Objectives

Goal	Objectives
Whenever possible, utilize Hoffman Estates vendors to make purchases and to perform vehicle repairs.	Purchase tires from in-town vendors and use same for wheel alignments.
	Utilize contractual services when economically practical.
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.	Reduce emergency and unscheduled repairs.
	Perform annual Snow and Ice vehicle preparedness inspections.

Fleet Services | Village of Hoffman Estates

Continue to work with all Departments to purchase new vehicles and equipment included in the Capital Improvements Program (CIP). Replace older vehicle/equipment in compliance with CIP Vehicle Equipment Replacement Guidelines. Assist with new vehicle review process for all department vehicle purchases.	Distribute information on State Contract, SPC contract, and other vehicle purchase programs to Village Departments planning on purchasing vehicles.		
	Assist Departments with vehicle purchase decisions by providing and utilizing maintenance history data.		
	To perform preventative maintenance on the Village Fleet within an average of 300 miles over the manufacturer's recommendation at least 90% of the time.		
	To perform scheduled repairs for at least 94% of the total number of vehicle repairs made.		
Performance Measures	2012 Actual	2013 Estimate	2014 Target
Percent of preventative maintenance completed within an average of 300 miles over the manufacturer's recommendation	74%	80%	85%
Percent of scheduled vehicle repairs made	91.9%	94%	94%

Annual Expenses by Class

Class	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	% Change
Salaries	380,328	396,710	393,340	406,830	2.6%
Employee Benefits	172,890	182,020	179,630	186,760	2.6%
Misc. Employee Expenses	6,191	7,270	7,320	5,520	-24.1%
Commodities	623,541	763,820	739,500	771,410	1.0%
Contractual Services	254,957	314,120	286,180	369,090	17.5%
Capital Outlay	1,216	9,250	8,500	11,000	18.9%
Cost Allocation	(214,247)	(266,240)	(224,860)	(278,340)	4.5%
Total	1,224,876	1,406,950	1,389,610	1,472,270	4.6%

Budget Highlights

Salaries & Wages

The 2.6% increase shown is a result of an increase in allocated Collective Bargaining Agreement salaries and one supervisor salary.

Employee Benefits

An increase of 2.6% or \$4,760 is related to an increase in health and life insurance, Social Security, Medicare and IMRF expenses.

Misc. Employee Expenses

The 24.1% decrease or \$1,750 is due to the conclusion of IPSI training for one supervisor.

Contractual Services

This 1.0% increase relates to projected gas and oil cost adjustments from 2013 estimates.

Contractual Services

The 17.5% increase or \$54,970 is primarily due the Police Fleet maintenance portion that was formally funded in EDA.

Capital Outlay

The 18.9% increase or \$1,750 is the offset between the Hot Parts Washer purchased in 2013 and a new Diagnostic Scanner recommended for 2104.

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. Shown above is 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.

Description

The Department's Fast Action Service Team (FAST) is designed to respond quickly to smaller scope activities and projects from citizens and internal Village staff. The Division has been in operation for 16 years and has minimized the need to interrupt work activities of other Public Works 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.

2013 Accomplishments

- Supervised contractor saw cutting/leveling of approximately 370 sidewalk deviations located throughout the Village.
- Prioritized and supervised contractor replacement of 550 sidewalk squares.
- Removed graffiti from 18 various locations throughout the Village.
- Responded to 843 residential GovQA requests for services and delivered 91 truckloads of wood chips to residents.
- Set up portable message board signs on 18 separate occasions for the Police Department, Sears Arena events, and other special events.
- Performed set up and take down duties for SWANCC electronic recycling events held at Village Hall.

Goals and Objectives

Goal	Objectives		
Continue to improve the quality and safety of Village sidewalks. <i>(Linked to Village Board Goal OG-3)</i>	Respond and close service for sidewalk deviation requests within 24 hours during normal business hours, at least 90% of the time.		
Performance Measures	2012 Actual	2013 Estimate	2014 Target
Percent of service requests closed within 24 hours during normal business hours	n/a	90%	90%

Goal	Objectives		
Continue to provide a timely response to resident concerns and inquiries.	Provide an initial response to resident service requests within 24 hours, at least 90% of the time.		
Performance Measures	2012 Actual	2013 Estimate	2014 Target
Percent of service requests closed within 24 hours during normal business hours	n/a	90%	90%

Annual Expenses by Class

Class	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	% Change
Salaries	98,070	93,500	105,360	118,510	26.7%
Employee Benefits	36,142	36,790	38,050	47,150	28.2%
Misc. Employee Expenses	781	830	830	840	1.2%
Commodities	4,181	4,900	4,900	5,750	17.3%
Contractual Services	104,702	106,890	105,760	117,080	9.5%
Total	243,876	242,910	254,900	289,330	19.1%

Budget Highlights

Salaries & Wages

The 26.7% increase shown is a result of an increase in allocated Collective Bargaining Agreement salaries and identified adjustments for Collective Bargaining Agreement members formally allocated to the EDA.

Employee Benefits

An increase of 28.2% or \$10,360 is related to an increase in health and life insurance, Social Security, Medicare and IMRF expenses and adjustments for Collective Bargaining Agreement members formally allocated to the EDA.

Commodities

This 17.3% increase or \$850 is for hand tool replacement needs.

Contractual Services

A 9.5% increase or \$10,190 is primarily for additional contracted street sweeping.

Description

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 72”. This includes: 9.66 miles of pipes for area infrastructure systems; over 60 miles of creek lines; 4,236 catch-basins; 1,273 of flared end outlets; 6,361 street inlets; and 3,368 run-off manholes. Monthly inspections are performed on all Village drainage ways and lake/pond outfall lines to reduce the risk of flooding. In addition, the Division monitors the flow of 73 miles of private sewer system that ultimately discharges into the public system. A portion of staff time is allocated to other Divisions.

2013 Accomplishments

- 63 catch basins and/or inlets will have been rebuilt by December 31, 2013.
- Performed routine creek/lake checks to ensure that proper flow was maintained at times of heavy rains to reduce the possibility of street flooding such as the creek cleaning between Rosedale Lane and I-Tollway with MWRD assistance.

Goals and Objectives

Goal	Objectives		
Reduce the likelihood of street flooding during major storms. <i>(Linked to Village Board Goal 3)</i>	In cooperation with the Tollway Authority improve storm water flow at the I-90 culvert pipes crossings.		
	Reduce inflow and infiltration into the sanitary sewer system during major storms.		
	Reduce or maintain the number of labor hours used per catch basin rebuilt to at or less than 20.		
Performance Measures	2012 Actual	2013 Estimate	2014 Target
Number of labor hours used per catch basin rebuilt	20.3	20.0	20.0

Annual Expenses by Class

Class	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	% Change
Salaries	106,484	116,670	115,540	119,230	2.2%
Employee Benefits	54,146	58,600	57,990	59,910	2.2%
Misc. Employee Expenses	3,363	3,430	3,430	3,510	2.3%
Commodities	281	1,650	1,450	1,050	-36.4%
Contractual Services	25,639	39,720	37,400	38,520	-3.0%
Total	189,913	220,070	215,810	222,220	1.0%

Budget Highlights

Salaries & Wages

The 2.2% increase shown is a result of an increase in allocated Collective Bargaining Agreement salaries.

Employee Benefits

An increase of 2.2% or \$1,420 is related to an increase in health and life insurance, Social Security, Medicare and IMRF expenses due to the increase in salaries.

Misc. Employee Expenses

The 2.3% increase is for a slight increase in the membership to the DuPage River/Salt Creek Workgroup.

Commodities

The \$600 decrease is due to a chainsaw replacement that took place in 2013.

Contractual Services

A 3.0% decrease results from averaging storm sewer maintenance expenditures from the past 3 years.

Description

The Traffic Control Division provides for maintenance of over 9,000 Village street signs and roadway pavement markings. Additionally, the Division maintains 2,512 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 for other departments and sign visibility clearing. A portion of staff time is allocated to other divisions.

2013 Accomplishments

- Responded to 242 requests for street light repairs to date including Sears Centre parking lot lighting and the Economic Development Area (EDA) roadway lighting.
- Replaced 389 traffic control and guidance signs due to wear, age and vehicle damage/vandalisms. Installed 42 signs at new locations and 51 other signs/banners were designed and fabricated for Village events.
- Changed the parking lot lighting luminaries in the Historical Site parking lot and the Village Hall ADP path from high pressure sodium to LED while also replacing the light poles with stock salvaged from the 1200 N. Gannon property.
- Completed 18 streets under the re-posting program.
- Managed and inspected four cycles of Contractor Street sweeping of 282 curb lane miles of roadway.
- Fabricated and supplied traffic control signs for the Northwest Fourth Fest.

Goals and Objectives

Goal	Objectives
Provide a timely response to customer service concerns and improve overall roadway safety.	Correct all reported street light outages of Village owned lights (not requiring contractor services) within four business days from date reported.
	Continue with re-posting of new traffic signs on all roadways within the 2014 Street Revitalization Project and adjacent roadways complying with the Federal Manual on Uniform Traffic Control Devices (MUTCD).
	Correct reported street light repairs of Village owned lights (not requiring contractor services) within 4 business days from date reported at least 95% of the time, with a target goal of 100%.

Traffic Control | Village of Hoffman Estates

Performance Measures	2012 Actual	2013 Estimate	2014 Target
Percent of reported Villager owned street light repairs corrected within 4 business days	99%	96%	100%

Annual Expenses by Class

Class	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	% Change
Salaries	224,212	237,140	241,790	246,930	4.1%
Employee Benefits	119,511	112,130	112,890	115,630	3.1%
Misc. Employee Expenses	4,050	4,380	4,450	4,330	-1.1%
Commodities	8,575	8,900	8,900	8,900	0.0%
Contractual Services	221,181	253,390	241,730	255,860	1.0%
Capital Outlay	1,272	2,500	2,100	-	-100.0%
Total	578,801	618,440	611,860	631,650	2.1%

Budget Highlights

Salaries & Wages

The 4.1% increase shown is a result of an increase in allocated Collective Bargaining Agreement salaries and adjustments for both CBA members and a supervisor.

Employee Benefits

An increase of 3.1% or \$3,370 is related to an increase in health and life insurance, Social Security, Medicare and IMRF expenses due to the increase in salaries.

Misc. Employee Expenses

The 1.1% decrease is due to a slight decrease in costs for uniforms.

Commodities

No change here.

Contractual Services

The 1.0% increase is due to the reallocation of EDA funds and increased funding for maintenance of the stationary electronic message boards.

Capital Outlay

No capital outlay is requested for 2014, resulting in a \$0 budget for the year.

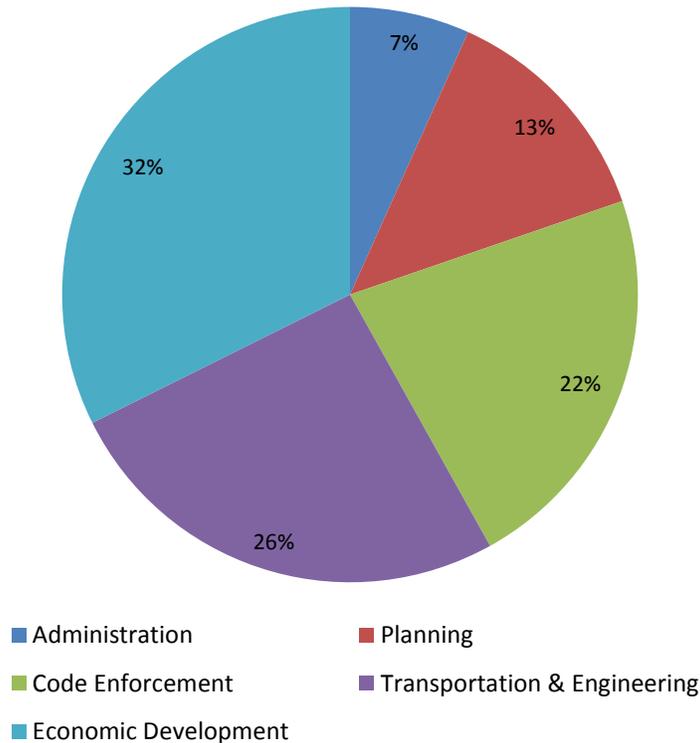
DEVELOPMENT SERVICES DEPARTMENT

The Development Services Department is comprised of 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 Budget

\$4,689,770

Annual Expenses by Division



DEVELOPMENT SERVICES DEPARTMENT

Annual Expenses by Division

Division	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	% Change
Administration	210,503	218,240	216,260	315,360	44.5%
Planning	451,413	482,860	502,760	610,220	26.4%
Code Enforcement	1,054,647	1,103,700	997,830	1,039,670	-5.8%
Trans. & Engineering	1,096,587	1,147,890	1,181,280	1,207,120	5.2%
Economic Development	1,188,800	1,530,540	1,464,050	1,517,400	-0.9%
Total	4,001,950	4,483,230	4,362,180	4,689,770	4.6%

Annual Expenses by Class

Class	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	% Change
Salaries	1,960,178	2,042,900	1,999,250	2,179,050	6.7%
Employee Benefits	902,074	958,360	943,960	967,970	1.0%
Misc. Employee Expenses	30,455	35,130	30,970	39,260	11.8%
Commodities	18,043	15,240	12,210	17,150	12.5%
Contractual Services	1,170,088	1,516,120	1,453,910	1,566,350	3.3%
Capital Outlay	2,181	-	-	7,500	N/A
Cost Allocation	(81,069)	(84,520)	(78,120)	(87,510)	3.5%
Total	4,001,950	4,483,230	4,362,180	4,689,770	4.6%

Description

Development Services Administration 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 department 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 throughout the Village, with emphasis on implementing the Business District Plan, in addition to retail, office, and light industrial in the western area of the Village, 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. The Annual Street Project remains a prime focus to reconstruct and resurface aging streets to improve neighborhoods.

In 2014, efforts will continue to build upon 2013 success on improving customer service and productivity through improving systems and processes. Also, Administration will continue to mentor new/promoted personnel.

2013 Accomplishments

- Reorganization of and improvements to processes at the Code/Finance front counter.
- ITEP grant application for western area bike/pedestrian path approved.
- Majority of reconstruction of Hassell and Palatine Roads completed.
- Creation of a program and distribution of Canadian National Railway funds to residents for noise mitigation.
- Completion of Barrington Road Interchange Phase I design. Substantial progress on Phase II design and identified potential funding sources.

Goal	Objectives		
Continue to encourage staff development and performance through effective evaluation and review.	Complete 100% of employee evaluations and provide in-person meetings within 30 days of due date.		
	Ensure a minimum of 10 external training opportunities for staff members over all department divisions.		
Performance Measures	2012 Actual	2013 Estimate	2014 Target
Percent of evaluations completed within 30 days of due date	95%	100%	100%
Percent of evaluations reviewed with staff within 30 days of due date	95%	95%	100%
Staff training opportunities	9	12	10

Goal	Objectives		
Improve Village infrastructure including the design and implementation of a comprehensive and continuing revitalization program for Village streets, sidewalks and stormwater management projects. <i>(Linked to Village Board Goals OG-3)</i>	Complete 90% of department-related Capital Improvement Plan projects for completion within the year.		
Performance Measures	2012 Actual	2013 Estimate	2014 Target
Percent of Development Services CIP projects completed	90%	95%	90%

Goal	Objectives		
Encourage alternative methods of service delivery and increased use of technology to improve efficiency and improve effectiveness of Village communication channels.	Identify 3 innovative programs or service delivery methods that will enhance the department's efficiency.		
	Update the Village, VisitHoffman, and online properties webpages with current information within 5 days of changes.		
	Promote awareness of development projects, programs and new businesses 10 times to the public through use of press, social media, website, community events and <i>Citizen</i> articles.		

Performance Measures	2012 Actual	2013 Estimate	2014 Target
Number of innovative efficiency programs or service delivery methods identified	2	4	3
Percent of development-related webpages updated within 5 days of changes	95%	100%	100%
Number of promotions of development activities utilizing Village communications resources	10	10	10

Annual Expenses by Class

Class	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	% Change
Salaries	108,621	111,510	111,180	173,390	55.5%
Employee Benefits	43,020	46,760	46,520	69,970	49.6%
Misc. Employee Expenses	1,393	1,440	1,490	1,310	-9.0%
Commodities	3,498	4,100	2,640	4,100	0.0%
Contractual Services	53,971	54,430	54,430	66,590	22.3%
Total	210,503	218,240	216,260	315,360	44.5%

Budget Highlights

Salaries & Wages

The 55.5% increase is due to the reallocation of the Development Services Director who was partially funded by the EDA Fund, but will be allocated at 100% in this division beginning in 2014.

Employee Benefits

The 49.6% increase in benefits is due to the reallocation of the Development Services Director mentioned above.

Misc. Employee Expenses

The \$130 decrease is due to a reduction in travel and training expenses.

Commodities

No change here.

Contractual Services

The 22.3% increase is due to an increase in IS User Charges.

Description

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, the Planning, Building, & Zoning Committee and the 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.

2013 Accomplishments

- Following the departure of the former Code Division Director at the end of 2012, Planning Division staff successfully participated in reorganization of the Division structure under a combined Planning, Building and Code Enforcement Director, and with several employees taking on added responsibilities formerly handled by the Planning Director. The entire staff has also participated in reorganization efforts involving the Customer Service Representatives and the front counter operations.
- In addition to administering the CDBG Program and other ongoing grant reporting, the Division worked with other Divisions/Departments to secure key grants, such as the ITEP Bike Grant, RTA Transit Planning Grant, and the CMAP LTA Workforce Development Grant. Staff assisted all departments with grant applications and helped secure more than \$1,000,000 in grant funding for various projects in different departments.
- Staff advanced the green initiatives efforts of the Village by coordinating the final approval of a new Sustainability Plan, formatting a staff-level team for implementation, helping to integrate sustainability decisions into the budget/CIP planning process, staffing the newly created Sustainability Commission, and overseeing the initiation of over twenty sustainability projects during the year.
- For several planning/zoning cases, Division staff expedited plan review and scheduling of public hearings to accommodate accelerated developer/business schedules. These included Seven Paws a Week Dog Daycare, Curves, Gigi's Playhouse, Montessori School and Savers. In these cases, staff performed reviews in much less than the typical 2-3 week period, and often scheduled hearings in advance of having completed the applications. All cases were driven by the goal of accommodating existing businesses in their relocation or expansion needs.

Goals and Objectives

Goal	Objectives		
Provide rehabilitation assistance for eligible homeowners in order to sustain housing that adheres to code requirements is safe and affordable.	Work with North West Housing Partnership to coordinate single-family housing rehabilitation program in order to complete 5 rehabilitations.		
	Cooperate with Village building inspectors to encourage promotion of the program and to ensure proper inspection documentation is filed per HUD requirements.		
	Through use of existing Village media tools, release a minimum of 5 community education pieces related to housing concerns.		
	Educate community on fair housing practices, dangers of lead in the home, as well as rehabilitation and homeowner assistance programs.		
Performance Measures	2012 Actual	2013 Estimate	2014 Target
Number of single-family home rehabilitations completed with the assistance of 2013-2014 Community Development Block Grant funds	6	4	5
Number of property files completed per HUD requirements with documentation from building inspectors	6	4	5
Number of community housing education pieces released	N/A	5	5

Goal	Objectives		
Implement sustainable Village programs as outlined in the Sustainability Plan using assistance from the staff Sustainability Team, Village Sustainability Commission, and innovative funding and resources.	Complete a minimum of 60% of the Sustainability Plan projects or activities identified to complete by the end of 2014.		
	Engage community in at least 5 activities, programs, or education via the efforts of the Village Sustainability Commission.		
Performance Measures	2012 Actual	2013 Estimate	2014 Target
Percent of Sustainability Plan projects completed	N/A	65%	60%
Number of activities, programs, or education efforts provided by the Sustainability Commission.	N/A	3	5

Goal	Objectives		
Promote the development or redevelopment of underutilized properties in the Village in a manner that enhances long term fiscal sustainability and provides a high quality of life for Village residents and businesses.	Process a minimum of 65% of site plan cases through administrative or staff review.		
	Process site plan requests for new developments to ensure that within 105 days of confirming that an application is complete per code, the Village shall act upon 100% of the applications.		
Performance Measures	2012 Actual	2013 Estimate	2014 Target
Percent of site plan amendment cases processed through the administrative review process	54%	70%	65%
Percent of site plan requests completed within 105 days per code	100%	100%	100%

Goal	Objectives		
Provide staff support to the Village’s new Economic Development effort program.	Create a minimum of 6 economic development-related electronic digital images for the Cabela’s Tollway sign.		
	Ensure that a minimum of 2 economic development-related signs are in rotation on the Cabela’s Tollway sign at all times.		
	Update 100% of VisitHoffman.com website restaurant listings within 5 days of changes.		
Performance Measures	2012 Actual	2013 Estimate	2014 Target
Number of digital signs produced per year	4	7	6
Percent of time two or more economic development signs displayed along Tollway	100%	100%	100%
Percent of updates to VisitHoffman.com completed within 5 days of changes to restaurant listings	N/A	100%	100%

Goal	Objectives		
Utilize Community Development Block Grant Funding for eligible projects that aid existing Village needs. <i>(Linked to Village Board Goal ST-6)</i>	Dedicate 100% of funding to eligible projects as prioritized in the CDBG 2011-2015 Consolidated Plan.		
	Ensure timely expenditure of annual CDBG funding with a ratio of 1.5 or less.		
Performance Measures	2012 Actual	2013 Estimate	2014 Target
Percentage of funds budgeted to eligible projects	100%	100%	100%
Ratio of unspent funds to total monies received	0.09	0.45	0.70

Goal	Objectives		
Further integrate the site plan and zoning review process with the building permit review and inspection process in order to provide a more seamless flow of information with greater accuracy and more efficiency.	Hold weekly department coordination meetings to synchronize code enforcement and planning efforts.		
Performance Measures	2012 Actual	2013 Estimate	2014 Target
Number of weekly department meetings held	N/A	45	48

Goal	Objectives		
Begin preparation and planning for the next update to the Village's Comprehensive Plan (last adopted in 2007) to be completed in 2015.	Assemble a working group of staff and meet 6 times after creation of the group.		
	Complete a detailed draft outline for the comprehensive plan update by the end of 2014.		
Performance Measures	2012 Actual	2013 Estimate	2014 Target
Number of meetings held by the comprehensive plan staff working group	N/A	N/A	6
Percentage of draft detailed outline completed	N/A	N/A	100%

Annual Expenses by Class

Class	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	% Change
Salaries	317,571	346,730	364,030	451,250	30.1%
Employee Benefits	158,847	176,330	179,440	201,270	14.1%
Misc. Employee Expenses	1,916	3,820	3,820	3,820	0.0%
Commodities	1,330	2,280	1,830	2,180	-4.4%
Contractual Services	20,881	3,700	3,640	3,700	0.0%
Cost Allocation	(49,132)	(50,000)	(50,000)	(52,000)	4.0%
Total	451,413	482,860	502,760	610,220	26.4%

Budget Highlights

Salaries & Wages

The 30.1% increase in salaries is due to reorganization of some positions and the expiration of the original EDA. In prior years, a portion of Planning staff salaries were specifically linked to the EDA revenue source and not included in the Planning portion of the budget. The new extension of the EDA no longer connects the EDA funds to specific staff positions and instead Planning salaries are now reflected fully as Planning salaries. The EDA accounting change caused roughly half of the salary increase. The reorganization merging functions between Code and Planning accounted for the remainder of the increase in Planning salaries. This included changing the Planning Director position to also manage the Code Division, and the increase of the part-time Planning Technician position to a full-time Development Services Technician to help account for staff reductions in Code.

Employee Benefits

The 14.1% increase in benefits is a result of the position changes described above.

Misc. Employee Expenses

No changes here.

Commodities

The 4.4% decrease is due to a decrease in photocopy expenses.

Contractual Services

No changes here.

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. Shown above is 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.

Description

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.

2013 Accomplishments

- Following the departure of the former Code Division Director at the end of 2012, Code Division staff has successfully implemented a reorganization of the Division structure under a combined Planning, Building, and Code Enforcement Director, and with several employees taking on added responsibilities formerly handled by the Code Director. The entire staff has also participated in reorganization efforts involving the Customer Service Representatives and the front counter operations.
- The Division successfully inspected and coordinated a multi-phased occupancy of a major expansion at the St. Alexius Medical Center in a manner that allowed the hospital to meet their target grand opening goal.
- The Village was recognized by the International Code Council (ICC) for having 100% of its Code Enforcement Staff ICC trained and certified.
- One Code Enforcement Officer was recognized by the Illinois Association of Code Enforcement (IACE) as the Code Enforcement Officer of the year for 2012.

Goals and Objectives

Goal	Objectives
Ensure the health, safety and welfare of Village residents and businesses through a responsive building, fire code, property maintenance and health inspection program.	Conduct annual fire inspections for at least 95% of all commercial occupancies.
	Conduct 95% of building inspections within 24 hours of notice.
	Conduct 95% of property maintenance inspections within 24 hours of notice.
	Conduct annual health inspections for 100% of all commercial occupancies.

Code Enforcement | Village of Hoffman Estates

Performance Measures	2012 Actual	2013 Estimate	2014 Target
Percent of commercial fire inspections completed	100%	98%	95%
Percent of building inspections completed within 24 hours of notice	98%	96%	95%
Percent of property maintenance inspections completed within 24 hours of notice	97%	98%	95%
Percent of health inspections completed	100%	100%	100%

Goal	Objectives		
Enhance customer service by taking advantage of available technology and other means to improve the efficiency of frequent counter operations, including transfer stamp processing, building permit processing and other functions.	Make at least 2 identifiable improvements to the transfer stamp process.		
	Make at least 2 identifiable improvements to the building permit process.		
	Make at least 2 identifiable improvements to other processes such as garage sale permits or pet licensing.		
Performance Measures	2012 Actual	2013 Estimate	2014 Target
Number of identifiable improvements made to transfer stamp process	N/A	N/A	2
Number of identifiable improvements made to building permit process	N/A	N/A	2
Number of identifiable improvements made to counter processes	N/A	N/A	2

Goal	Objectives
Provide high quality and efficient customer service by processing building permit applications in a timely manner.	Enter all building permit applications into SunGard within a 24 hour period at least 95% of the time.
	Complete plan review or send comments to permit application candidate within 10 business days.
	Process final permits and contact applicant within 48 hours of approval at least 90% of the time.

Code Enforcement | Village of Hoffman Estates

Performance Measures	2012 Actual	2013 Estimate	2014 Target
Percent of building permit applications entered into SunGard within 24 hours of submittal	88%	90%	95%
Percent of plan reviews presented to applicant within 10 business days	94%	96%	95%
Percent of final permits processed within 48 hours of permit approval	84%	88%	90%

Annual Expenses by Class

Class	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	% Change
Salaries	655,907	668,930	584,980	618,430	-7.5%
Employee Benefits	318,824	350,580	330,620	301,050	-14.1%
Misc. Employee Expenses	7,233	6,800	5,750	10,580	55.6%
Commodities	6,652	4,090	3,540	5,760	40.8%
Contractual Services	66,031	73,300	72,940	103,850	41.7%
Total	1,054,647	1,103,700	997,830	1,039,670	-5.8%

Budget Highlights

Salaries & Wages

The 7.5% decrease in salaries is due to several position changes. The bulk of the decrease is due to the elimination of the Code Director position (the position was combined with the Planning Director and is now funded 100% through the Planning Division) and the reduction of the Plumbing Inspector position from full-time to part-time (in conjunction with a retirement and shift in certain responsibilities to the Public Works Department). The decrease was partially offset by a promotion of the Plans Examiner to Building Official and the addition of funds to hire new inspection and administrative staff to administer the new single unit rental housing license and inspection program. There was also a shift in allocation of salaries for some Customer Service Representative staff from Finance to Code to balance the shared staffing situation for the front counter. Some reductions in the Code Division budget resulted in increases in the Planning and Public Works budgets.

Employee Benefits

The 14.1% change in benefits are a result of the position changes described above and includes a shift toward more part-time positions and fewer full-time positions.

Misc. Employee Expenses

This 55.6% increase is due to added training expenses for new staff under the rental housing program, the new Plumbing Inspector, and costs for certification renewals that do not occur each year, as well as an increase in uniform expenses for employees.

Commodities

The 40.8% increase is primarily due to increased printing and supply costs for the new rental housing program forms, and for maintenance items needed for the residential energy audit equipment.

Contractual Services

This 41.7% increase reflects the additional telephone and computer licenses needed for new employees, and a significant increase in the amount needed for grass cutting, hornet nest removals and other code compliance services.

Description

The Transportation & Engineering Division is responsible for the planning, design, construction, and operation of various components of the Village infrastructure system. Responsibilities include: review commercial and residential site plans, conduct private and public construction inspections, perform traffic engineering studies and investigations, review traffic impact analyses prepared for new development, monitor traffic operations and coordination with other agencies for local and regional projects. The Division also directs 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. The Division consists of eight full time and one part time position. Coordination with other Village Departments such as Public Works, Police, as well as the Planning Division occurs on a regular basis to accomplish the tasks managed by Division staff.

The Division has a number of projects which are managed in house. Examples include the annual street rehabilitation project, acting as the lead agency for the Barrington Road full interchange project, the Shoe Factory / Beverly Road project, various transit studies, preparation of grant applications for transportation and storm water projects, site development review and construction inspection among many others. Most of these projects require a significant level of coordination with other agencies such as IDOT, Cook County, the Illinois Tollway, Pace Suburban Bus, Regional Transportation Authority, MWRD, and others.

2013 Accomplishments

- A funding application was prepared and submitted for the Shoe Factory Road/I-90 undercrossing bicycle and pedestrian project. Approval was received for the \$845,000 project with 80% to be paid through federal transportation enhancement program funds. The Village is teaming with the Park District and Forest Preserve District to share the local match of 20%.
- A contract for Phase II design engineering for the Barrington Road bridge portion of the full interchange project on I-90 was awarded. Beginning the design work in mid-2013 will allow the Illinois Tollway to bid and build the new bridge structure in 2014 in advance of mainline construction in 2015-16.
- Due to favorable bid results on the federally funded Hassell Road reconstruction project, the Village received approval for reimbursement of Division staff time for construction inspection and management services. This could amount to over \$200,000 in revenue in 2013 to cover a significant portion of the staff hours expended on the construction phase of the project.
- A grant project through the Regional Transportation Authority was completed in 2013 which identified potential for new flexible transit services in the Village. Village coordination with Pace Suburban Bus, IDOT, and the Illinois Tollway resulted in identification of a preliminary design to facilitate a Pace Park and Ride facility at Barrington Road. This will also lead to introduction of a new Pace Call and Ride service which was identified through the RTA grant study of transit services.
- Staff from the Transportation / Engineering, Code Enforcement, and Planning Divisions developed a Noise Mitigation Program for distribution of Canadian National funds for residences

most affected by the increase in rail traffic on the former EJ&E Line. The program was approved by Canadian National and adopted by the Village Board. Eligible residents have two years to participate in the reimbursement program for qualified improvements to their property to help mitigate noise.

Goals and Objectives

Goal	Objectives		
Maintain high-quality road infrastructure through completing the design and construction of projects on time and within project budgets. <i>(Linked to Village Board Goal LT-3)</i>	Complete construction of 100% of planned annual street rehabilitation by project deadline.		
	Complete 100% of annual street rehabilitation construction within project contract cost.		
	Reconstruct a minimum of 8,500 linear feet of streets per year.		
	Complete design engineering for the Shoe Factory / Beverly Road improvement project.		
Performance Measures	2012 Actual	2013 Actual	2014 Target
Percent of annual street rehabilitation project completed by 2014 project deadline	N/A	N/A	100%
Percent of annual street rehabilitation project completed within the total project contract amount	N/A	N/A	100%
Linear feet of streets reconstructed	N/A	7,500	8,500
Percent of design engineering complete for Shoe Factory/Beverly Road improvement project	N/A	N/A	100%

Goal	Objectives
Improve transit and mode choice options for individuals that live and work in Hoffman Estates. <i>(Linked to Village Board Goal OG-2)</i>	Improve performance of the Taxi Discount Program by increasing the number of program registrants by 5%.
	Complete preliminary engineering for the ITEP funded Shoe Factory Road / I-90 undercrossing pedestrian and bicycle project.

	Startup the local transit implementation Task Force as recommended by the RTA Flexible Transit Service Study.		
Performance Measures	2012 Actual	2013 Estimate	2014 Target
Percent increase of program registrants from previous year	20%	10%	10%
Percent of preliminary engineering for the ITEP project completed	N/A	N/A	100%
Number of meetings held by the local transit implementation Task Force	N/A	N/A	4

Goal	Objectives		
Complete the design engineering, consisting of two construction contracts, for the Barrington Road full interchange project. <i>(Linked to Village Board Goal ST-2)</i>	Complete design engineering work for Contract 1 – Barrington Road bridge		
	Complete design engineering work for Contract 2 – Barrington Road and interchange ramps		
Performance Measures	2012 Actual	2013 Estimate	2014 Target
Percentage of Contract 1 completed by February 1	NA	N/A	100%
Percentage of Contract 2 completed by October 1	NA	N/A	100%

Goal	Objectives		
Improve efficiency of drainage investigations <i>(Linked to Village Board Goal LT-3)</i>	Respond to drainage inquiries within 10 working days		
Performance Measures	2012 Actual	2013 Estimate	2014 Target
Percentage of drainage investigations conducted within 10 working days	90%	90%	90%

Goal	Objectives		
Effectively and efficiently administer the Canadian National Noise Mitigation Reimbursement program <i>(Linked to Village Board Goal ST-6)</i>	Issue Building Permits within 7 to 10 days of receipt of complete application		

	Issue reimbursement within 5 working days of a complete application.		
Performance Measures	2012 Actual	2013 Estimate	2014 Target
Percent of building permits issued within 7 to 10 working days	N/A	100%	100%
Percent of reimbursements made within 5 working days	N/A	100%	100%

Annual Expenses by Class

Class	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	% Change
Salaries	704,167	736,390	760,420	771,040	4.7%
Employee Benefits	289,535	298,750	301,920	307,470	2.9%
Misc. Employee Expenses	1,424	3,790	3,790	3,700	-2.4%
Commodities	5,688	3,300	3,670	3,800	15.2%
Contractual Services	93,592	105,660	111,480	113,610	7.5%
Capital Outlay	2,181	-	-	7,500	N/A
Total	1,096,587	1,147,890	1,181,280	1,207,120	5.2%

Budget Highlights

Salaries & Wages

The 4.7% increase is an increase in overtime hours and one additional seasonal engineering position starting in 2014. The new revenues projected for 2014 to be dedicated to the street rehabilitation project result in a much larger scale project which drives the need for this request.

Commodities

The 15.2% increase is related to the additional costs related to the newsletter for the street project.

Contractual Services

This 7.5% increase represents the Village's share of the local match for the operation of Pace Route 554 and the cost of the Taxi Discount Program. Pace operates Route 554 and notifies the Village each year of the increase in our local share based on their contract costs. Growth in the number of registrants in the Taxi Discount Program and the trend of a greater number of coupons used from year to year both contribute to this increase.

Capital Outlay

For the first time in ten plus years, a request for traffic data collection and analysis software is included in the 2014 budget, representing the \$7,500 increase. The purpose is to purchase equipment that uses newer technology to increase flexibility of data collection options as well as expanding the type of information that can be gathered.

Description

The Economic Development Division is responsible for improving the wealth of the local economy through business attraction and retention; workforce development; real estate development and marketing. The Division seeks to enhance the community through increased livability and new retailer development. Over the past couple of years, efforts focused on sustainability of the high tech industrial manufacturing sector, which lead to the formation of the Golden Corridor Manufacturing Group and a regional effort to enhance the workforce.

2013 Accomplishments

- Explored options for redevelopment of the properties at 75 and 85 East Golf Road.
- Coordinated closely with the Sterling Organization on redevelopment concepts for the Hoffman Plaza Shopping Center.
- Co-sponsored and promoted the Business of Sports program hosted by the Village at the Sears Centre Arena in May.
- Created articles, ads, and promotional materials touting the Village and opportunities, including a map/restaurant guide for hotels.
- Coordinated the second International Taste festival.
- Coordinated the Big Ten tournament hospitality.
- Completed the CMAP industrial sector workforce development grant project.

Goals and Objectives

Goal	Objectives		
Maintain a strong blend of retail, office, clean-industrial, commercial through continued cooperation with local business and regional partners. <i>(Linked to Village Board Goal LT-6)</i>	As part of business retention efforts, visit 18 Hoffman Estates businesses, limiting number of contacts to schedule the visits to 5 times or less.		
	Obtain feedback from 30% of contacted businesses regarding a business retention visit and any potential Village services and incentives.		
Performance Measures	2012 Actual	2013 Estimate	2014 Target
Number of businesses visited	N/A	N/A	18

Economic Development | Village of Hoffman Estates

Average number of contacts made in order to schedule business retention meetings	N/A	N/A	5
Response rate from business services feedback tools	N/A	N/A	30%

Goal	Objectives		
Create a thriving and vital local economy with a strong blend of retail, office, clean-industrial, commercial, and residential properties through use of technology and contact with industry brokers. <i>(Linked to Village Board Goal LT-6)</i>	Increase utilization of online available properties database by 20% yearly to promote economic activity.		
	Maintain a reasonable annual Village retail vacancy rate.		
Performance Measures	2012 Actual	2013 Estimate	2014 Target
Number of new visitors to online properties database	N/A	2,094	2,512
Cost per visitor to online properties database	N/A	\$2.86	\$2.38
Increase in percentage of online properties database visitors from previous year	N/A	N/A	20%
Retail commercial vacancy rate	N/A	N/A	10%

Goal	Objectives		
Continue the revitalization of shopping centers through innovative redevelopment strategies, including public-private partnerships impacting TIFs and other retail centers. <i>(Linked to Village Board Goal ST-8)</i>	Promote development and redevelopment by private and public expenditures within TIF districts.		
Performance Measures	2012 Actual	2013 Estimate	2014 Target
Number of projects within a TIF district*	N/A	N/A	3

*Any investment that directly or indirectly promotes and aids redevelopment, immediately or in the future, by a public or private entity constitutes a project.

Annual Expenses by Class

Class	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	% Change
Salaries	173,912	179,340	178,640	164,940	-8.0%
Employee Benefits	91,848	85,940	85,460	88,210	2.6%
Misc. Employee Expenses	18,489	19,280	16,120	19,850	3.0%
Commodities	875	1,470	530	1,310	-10.9%
Contractual Services	935,613	1,279,030	1,211,420	1,278,600	0.0%
Cost Allocation	(31,937)	(34,520)	(28,120)	(35,510)	2.9%
Total	1,188,800	1,530,540	1,464,050	1,517,400	-0.9%

Budget Highlights

Salaries & Wages

A decrease by 8.0% is due to the replacement of the retired Economic Development Director with a new director hired at the beginning of the position range.

Employee Benefits

Increase of 2.6% with an increase to health insurance.

Misc. Employee Expenses

The 3.0% increase resulted from inclusion of a new membership to the Illinois Restaurant Association.

Commodities

The \$160 decrease is a reduction in photocopying costs.

Contractual Services

No change here.

Cost Allocation

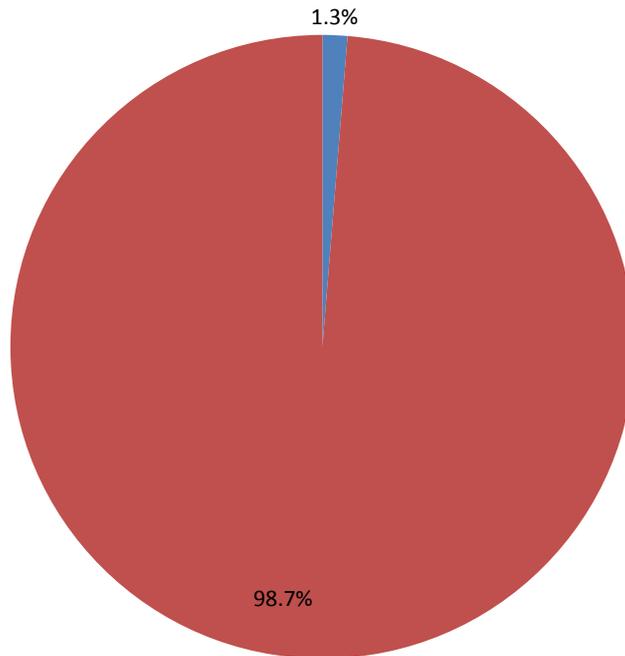
Cost Allocations are payments by funds responsible for a particular cost to the fund that initially paid the cost. To accommodate for these types of transactions, we must show the amount as an expenditure in the reimbursing fund and a reduction of expenditures in the reimbursed fund. Shown above is a 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.

HEALTH & HUMAN SERVICES DEPARTMENT

The Health and Human Services Department 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. There are no divisions within this department.

Total Budget	\$ 712,230
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DEPARTMENT EXPENDITURES TO GENERAL FUND EXPENDITURES



■ Health and Human Services ■ General Fund

Description

The Department of Health and Human Services (HHS) provides affordable and accessible healthcare for 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 community outreach, collaboration with community partners, and coordination of services with Village Departments. Through these collaborative relationships, which include healthcare providers, schools, and social service agencies, HHS is able to provide needed care to members of the community.

Staff for HHS includes two full-time Clinical Psychologists, two part-time Registered Nurses, two full-time paid doctoral interns, two part-time clinical supervisors, and five part-time unpaid externs. Administrative support is provided by one full-time Administrative Assistant and one part-time Medical Records Clerk. The department's program and services include: infant and child immunizations, adult and senior health clinics and immunizations, individual counseling, family counseling, couples counseling and psychological assessments. Community based services include: prevention and educational programming for youth, as well as community outreach programs. Additional activities include providing supervision and training for graduate level Clinical Psychology students and advance degree nursing students.

2013 Accomplishments

- Nursing staff provided 4,852 patient visits, which included 538 vaccinations for youth, 2,147 preventive health screens (blood pressure, hemoglobin, glucose, heart rate) and 1,886 preschool vision and hearing screens.
- Clinical psychology staff completed 1,140 patient contacts, and provided 2,012 hours of individual counseling, 133 hours of couples counseling, and 85 hours of family therapy.
- HHS received a \$13,000 grant from the American Psychological Association (APA) to support Accreditation of the Clinical Psychology Training Program.
- Through our collaboration with School District 54, Public Works, and the Hoffman Estates Police and Fire Departments, the Village was awarded a Governor's Hometown Award for the Village's two Community Resource Centers.
- HHS continued providing prevention and outreach services at area schools and Vogeley Teen Center. Through these programs, the department made 1,100 client contacts.

Goals and Objectives

Goal	Objectives		
Provide preventative health and mental health services for the Hoffman Estates community. <i>(Linked to Village Board Goal OG-4)</i>	Continue providing monthly health clinics at Village Hall and external locations to increase utilization of HHS clinics by 10%.		
	Provide 2,000 hours of individual, family, or couples counseling.		
Performance Measures	2012 Actual	2013 Estimate	2014 Target
Total number of clients seen at health clinics	3,943	4,000	4,000
Total number of counseling hours provided	2,012	2,000	2,000

Goal	Objectives		
Promote quality of life and healthy living across all age groups in the Hoffman Estates community. <i>(Linked to Village Board Goal OG-4)</i>	Conduct 4 community workshops that focus on violence prevention, anti-bullying, mental health, or wellness.		
Performance Measures	2012 Actual	2013 Estimate	2014 Target
Total number of workshops conducted	3	2	4

Annual Expenses by Class

Class	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	% Change
Salaries	382,510	396,380	394,520	409,430	3.3%
Employee Benefits	180,588	189,570	188,090	195,150	2.9%
Misc. Employee Expenses	2,457	2,220	2,170	3,110	40.1%
Commodities	19,934	31,650	28,710	31,760	0.3%
Contractual Services	46,881	57,350	57,290	72,780	26.9%
Total	632,370	677,170	670,780	712,230	5.2%

Budget Highlights

Salaries & Wages

The 3.3% increase is due to cost of living increases for staff.

Employee Benefits

The increase of 2.9% is due to the increased cost of health insurance premiums and IMRF costs.

Misc. Employee Expenses

The increase of 40.1% (\$940) is due to bi-annual renewal fees for state licenses for professional staff and laboratory fees.

Commodities

No significant change here.

Contractual Services

The increase of 26.9% (15,500) is largely due to costs related to the American Psychological Association (APA) accreditation process for the clinical psychology program. A grant in that amount of \$13,365 was received to cover the costs for the process. Additional increases are related to increased IS user charges.

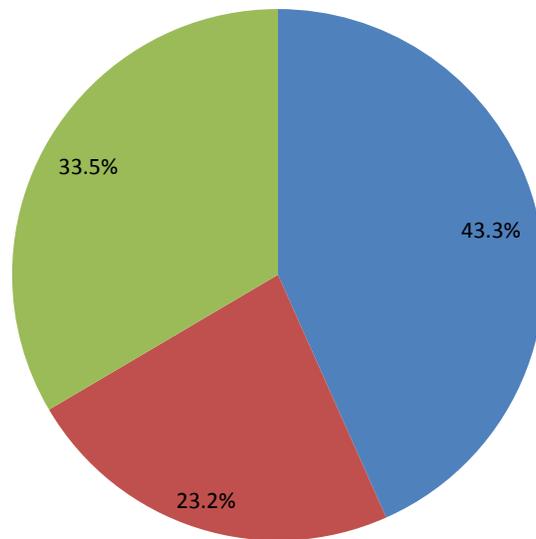
BOARDS & COMMISSIONS

Boards & Commissions 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 Budget

\$506,980

Annual Expenses by Commission



- Fourth of July Commission
- Fire & Police Commission
- Misc. Boards & Commissions

BOARDS & COMMISSIONS

Annual Expenses by Commission

Commission	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	% Change
Fourth of July Commission	190,392	210,080	203,140	219,730	4.6%
Fire & Police Commission	11,006	156,060	111,040	117,500	-24.7%
Misc. Boards & Commissions	147,672	158,750	147,640	169,750	6.9%
Total	349,070	524,890	461,820	506,980	-3.4%

Annual Expenses by Class

Class	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	% Change
Salaries	38,089	51,700	50,510	52,660	1.9%
Employee Benefits	28,874	31,430	30,410	32,170	2.4%
Misc. Employee Expenses	375	2,530	2,030	2,530	0.0%
Commodities	737	3,240	1,030	1,430	-55.9%
Contractual Services	280,995	435,990	377,840	418,190	-4.1%
Total	349,070	524,890	461,820	506,980	-3.4%

Fourth of July Commission | Village of Hoffman Estates

Description

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	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	% Change
Contractual Services	190,392	210,080	203,140	219,730	4.6%
Total	190,392	210,080	203,140	219,730	4.6%

Budget Highlights

Contractual Services

As the festival continues to grow at its new location at the Sears Centre Arena, it requires additional costs to maintain a successful event. The 4.6% increase for 2014 is a reflection of these additional costs. The revenues generated by the festival are also increasing as the event grows.

Description

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.

2013 Accomplishments

- Completed Police entry level testing of over 531 applicants including personal interviews of 94 candidates.

Annual Expenses by Class

Class	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	% Change
Salaries	62	12,500	12,500	12,500	0.0%
Employee Benefits	-	960	780	960	0.0%
Misc. Employee Expenses	375	2,530	2,030	2,530	0.0%
Commodities	-	2,750	460	750	-72.7%
Contractual Services	10,569	137,320	95,270	100,760	-26.6%
Total	11,006	156,060	111,040	117,500	-24.7%

Budget Highlights

Salaries & Wages

There was a budget of \$12,500 in 2013 as overtime wages in the Fire Department in order to conduct promotional testing within the Fire Department that is not needed again in 2014.

Employee Benefits

The decrease of \$960 is due to the benefits on the overtime wages needed to conduct firefighter applicant testing in 2013 that is not needed again in 2014.

Misc. Employee Expenses

No change here.

Commodities

The decrease of \$2,000 is due to materials needed for the Fire Department promotional and new hire testing in 2013 that is not needed again in 2014.

Contractual Services

The decrease of \$109,060 is related to the firefighter applicant testing for \$77,700 scheduled for 2013 that includes the costs to hold the testing at an assessment center, written tests, polygraph tests, medical exams and psychological exams. Also, there was testing completed in 2013 for police patrol positions budgeted at \$30,920 that include written tests, polygraph tests, and medical and psychological exams. Applicant testing in both departments are not scheduled in 2014.

Miscellaneous Boards & Commissions | Village of Hoffman Estates

Description

The Miscellaneous Boards and Commissions include 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.

Annual Commission Budgets

Class	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	% Change
Sister Cities	18,792	16,000	16,920	20,800	30.0%
Environmental	1,537	4,200	400	-	-100.0%
Commission for Seniors	6,106	8,090	7,630	8,950	10.6%
Youth	506	1,600	1,480	6,000	275.0%
Emerging Technologies	-	500	500	500	0.0%
Historical Sites	750	1,900	1,330	1,900	0.0%
Cultural Awareness	2,189	4,000	3,400	4,000	0.0%
Arts	19,255	24,900	24,650	26,750	7.4%
Utilities	-	200	200	200	0.0%
Green	-	500	500	900	80.0%
Local Historian	140	250	250	250	0.0%
Celebration	8,909	10,100	6,020	10,450	3.5%
Economic Development	12,309	5,000	5,000	5,000	0.0%
Children's Memorial	45	100	100	100	0.0%
Comm. for the Disabled	1,954	2,380	2,180	3,030	27.3%
Celtic Festival	7,422	8,750	8,750	8,750	0.0%
Total	79,914	88,470	79,310	97,580	10.3%

Annual Expenses by Class

Class	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	% Change
Salaries	38,027	39,200	38,010	40,160	2.4%
Employee Benefits	28,874	30,470	29,630	31,210	2.4%
Commodities	737	490	570	680	38.8%
Contractual Services	120	120	120	120	0.0%
Total	67,758	70,280	68,330	72,170	2.7%

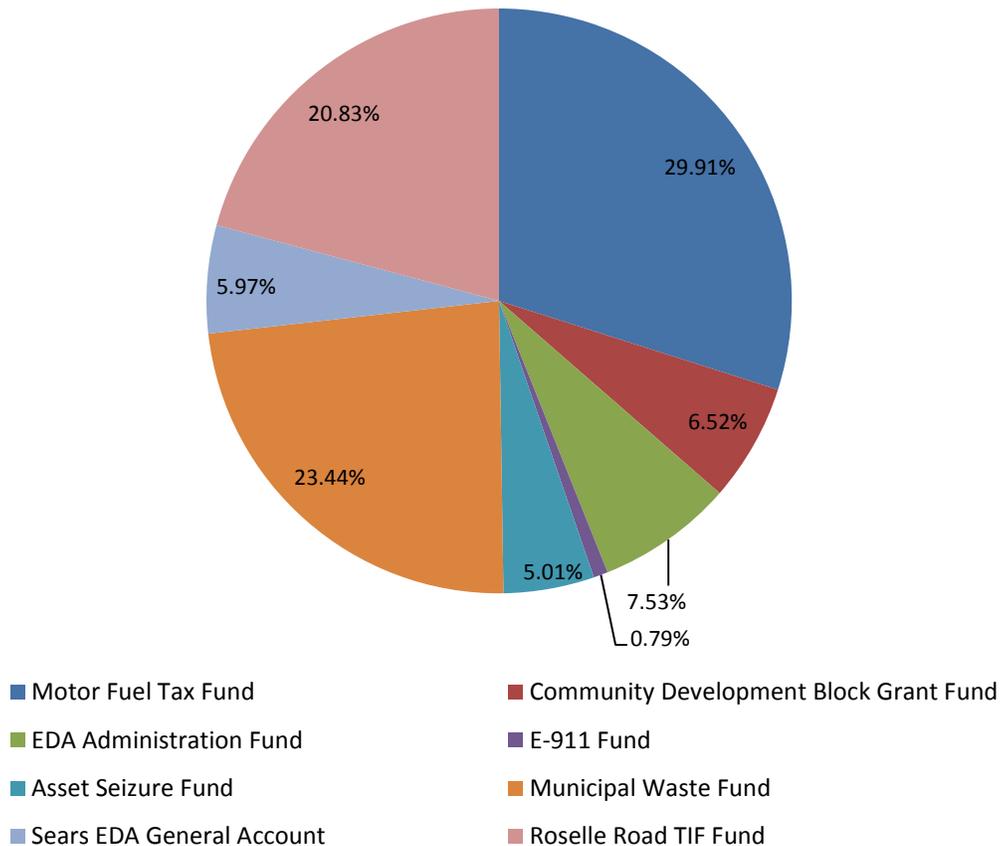
SPECIAL REVENUE FUNDS

Special Revenue Funds include the following funds: Motor Fuel Tax Fund, Community Development Block Grant Fund, Economic Development Area Administration Fund, Emergency 911 Fund, Asset Seizure Fund, Municipal Waste System Fund, Sears EDA General Account Fund and Roselle Road TIF Fund. 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.

Total Budget

\$5,862,870

Annual Expenses by Fund



Asset Seizure Fund | Village of Hoffman Estates

Description

The Asset Seizure Accounts 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.

2013 Accomplishments

- The Police Department estimates \$550,000 dollars in seizure funds earmarked to the Village Police Department.

Annual Revenues and Expenditures by Class

Class	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	% Change
Revenues					
Fines	993	650	650	650	0.0%
Federal Seizures	241,939	303,260	231,260	275,120	-9.3%
Investments Earnings	155	200	50	100	-50.0%
Miscellaneous	102,886	-	-	-	N/A
Total Revenues	345,973	304,110	231,960	275,870	-9.3%
Expenditures					
Salaries	113,045	125,270	123,930	126,720	1.2%
Employee Benefits	18,495	18,870	18,750	19,740	4.6%
Misc. Employee Expenses	-	24,000	-	11,000	-54.2%
Contractual Services	23,386	32,950	24,230	38,960	18.2%
Commodities	1,128	-	-	-	N/A
Capital Outlay	193,481	120,870	64,350	97,400	-19.4%
Transfers In	40,500	-	-	-	N/A
Total Expenditures	390,035	321,960	231,260	293,820	-8.7%
Net Revenues over Expenditures	(44,062)	(17,850)	700	(17,950)	0.6%

Community Development Block Grant | Village of Hoffman Estates

Description

The Community Development Block Grant (CDBG) funding is provided to the Village from the US Department of Housing and Urban Development (HUD). To ensure compliance with the Village's five-year CDBG Consolidated Plan, HUD requires the Village to complete an Annual Action Plan stipulating how funding will be spent. The Village's CDBG program year runs from October 1 through September 30.

For Program Year 2013 (October 1, 2013 through September 30, 2014), the total new allocation for this year is \$273,435, plus additional funds remain available from prior years.

The Village CDBG funds will support a single family rehabilitation program again being managed by the non-profit organization Northwest Housing Partnership. A total of \$110,000 is allocated for the rehabilitation of several homes in the Village over the course of the 2013 program year.

A total of \$54,687 is budgeted for administrative costs throughout the program year, which equals the maximum amount allowed by HUD (20%). It is expected that \$52,000 of this cost will reimburse the Village for necessary staff time to manage the program (listed as "Cost Allocation" in the chart below). The remainder will be available for consultant use and for reimbursement of publication, mailing, and other administrative costs.

2013 Accomplishments

- Five homes were rehabilitated through the housing rehabilitation program, using \$81,290 of CDBG funds (listed as "Contractual Services").
- Staff presented findings from HUD-required Fair Housing Analysis Report to the Village Board.

Community Development
Block Grant

Village of Hoffman Estates

Annual Revenues and Expenditures by Class

Class	Actual	Budget	Estimate	Budget	Change
Revenues					
Grant Revenue	384,648	285,000	133,389	382,000	34.0%
Total Revenues	384,648	285,000	133,389	382,000	34.0%
Expenditures					
Contractual Services	71,109	110,000	81,290	110,000	0.0%
Capital Outlay	106,405	125,000	2,100	-	-100.0%
Operating Transfers	158,003	-	-	220,000	N/A
Cost Allocation	49,132	50,000	50,000	52,000	4.0%
Total Expenditures	384,649	285,000	133,390	382,000	34.0%
Net Revenues over Expenditures	-	-	-	-	N/A

Emergency 911 Fund | Village of Hoffman Estates

Description

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 continued to be utilized to account for the 911 surcharge that the Village receives. These revenues are restricted funds that are used for expenses related to public safety.

Annual Revenues and Expenditures by Class

Class	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	%
					Change
Revenues					
Intergovernmental	23,191	25,500	23,300	23,000	-9.8%
Investment Earnings	78	100	40	-	-100.0%
Total Revenues	23,269	25,600	23,340	23,000	-10.2%
Expenditures					
Contractual Services	25,924	26,420	26,420	46,420	75.7%
Total Expenditures	25,924	26,420	26,420	46,420	75.7%
Net Revenues over Expenditures	(2,655)	(820)	(3,080)	(23,420)	2756.1%

Description

With the extension of the Economic Development Area (EDA) approved by the General Assembly in December 2011, separate budgets for Village departments providing services supporting development in the EDA are no longer required. The Village will be drawing down the remaining fund balance in this fund over the next four years.

Annual Revenues and Expenditures by Class

Class	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	% Change
Revenues					
Taxes	4,242,711	4,454,846	4,454,846	-	-100.0%
Investment Earnings	2,603	2,000	400	-	-100.0%
Total Revenues	4,245,314	4,456,846	4,455,246	-	-100.0%
Expenditures					
Administration	349,155	749,030	371,680	-	-100.0%
Fire	3,112,662	3,222,700	3,187,770	-	-100.0%
Police	815,892	823,380	739,660	441,440	-46.4%
Public Works	409,602	182,020	177,140	-	-100.0%
Total Expenditures	4,687,311	4,977,130	4,476,250	441,440	-91.1%
Net Revenues over Expenditures	(441,997)	(520,284)	(21,004)	(441,440)	-15.2%

Motor Fuel Tax Fund | Village of Hoffman Estates

Description

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	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	% Change
Revenues					
MFT Allotments	1,511,708	1,275,670	1,262,400	1,225,000	-4.0%
Investment Earnings	615	500	520	500	0.0%
Total Revenues	1,512,323	1,276,170	1,262,920	1,225,500	-4.0%
Expenditures					
Contractual Services	54,041	94,500	66,500	100,520	6.4%
Capital Outlay	9,870	-	-	-	N/A
Transfers Out	1,485,309	860,000	860,000	1,653,000	92.2%
Total Expenditures	1,549,220	954,500	926,500	1,753,520	83.7%
Net Revenues over Expenditures	(36,897)	321,670	336,420	(528,020)	-264.1%

Municipal Waste System Fund | Village of Hoffman Estates

Description

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	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	% Change
Revenues					
Charges for Services	923,525	900,000	910,000	925,000	2.8%
Investments Earnings	92	120	40	50	-58.3%
Miscellaneous	263,953	381,510	273,640	275,070	-27.9%
Transfers In	-	-	-	125,000	0.0%
Total Revenues	1,187,570	1,281,630	1,183,680	1,325,120	3.4%
Expenditures					
Contractual Services	1,213,277	1,356,610	1,268,970	1,374,500	1.3%
Transfers Out	30,000	30,000	-	-	-100.0%
Total Expenditures	1,243,277	1,386,610	1,268,970	1,374,500	-0.9%
Net Revenues over Expenditures	(55,707)	(104,980)	(85,290)	(49,380)	-53.0%

Roselle Road TIF Fund | Village of Hoffman Estates

Description

The Roselle Road TIF Fund was created in 2003 to account for the project costs and resources related to the Golf/Higgins/Roselle Roads Tax Increment Financing (TIF) District. TIF expenditures are funded by incremental property taxes that result from improving this portion of the Village.

2013 efforts and expenditures primarily focused on engineering and consulting costs related to the Roselle Road traffic signal installation. Other spending was allocated to engineering for the Business District culvert project.

In 2014 or 2015, the Roselle Road traffic signal will be installed, with final engineering to be completed before actual construction. In addition, engineering and bidding for the Business District storm sewer culvert reconstruction project will be finished with construction scheduled in 2014 or 2015.

2013 Accomplishments

- After many years of coordination, Cook County approved the traffic signal early in 2013. The Village's consultant continues to address comments and conditions of Cook County's approval, with a goal of issuing a construction permit in 2014.
- Last fall, the Sterling Organization acquired Hoffman Plaza, providing a new and fresh approach to one of the first shopping centers in Hoffman Estates dating from the early 1960s. Sterling brings national resources and a goal of upgrading tenants, physical improvements and potentially consolidating outparcels.

Annual Revenues and Expenditures by Class

Class	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	% Change
Revenues					
Taxes	180,168	605,100	194,650	200,000	-66.9%
Investment Earnings	2,277	2,500	1,650	1,500	-40.0%
Total Revenues	182,445	607,600	196,300	201,500	-66.8%
Expenditures					
Contractual Services	237,928	2,834,920	36,120	1,161,170	-59.0%
Capital Outlay	756,624	-	-	-	N/A
Transfers Out	70,000	50,000	50,000	60,000	20.0%
Total Expenditures	1,064,552	2,884,920	86,120	1,221,170	-57.7%
Net Revenues over Expenditures	(882,107)	(2,277,320)	110,180	(1,019,670)	-55.2%

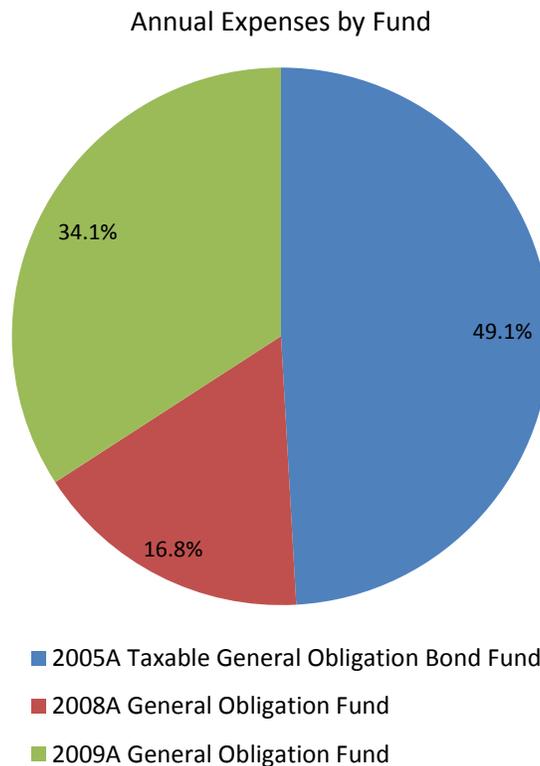
DEBT SERVICE FUNDS

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

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.

Total Budget	\$7,950,420
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DEBT SERVICE FUNDS

Annual Revenues and Expenditures by Class

Class	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	% Change
Revenues					
Taxes	1,667,418	2,099,860	2,079,860	2,078,860	-1.0%
Tow Fees	192,070	250,000	350,000	350,000	40.0%
Investment Earnings	6,935	10,600	900	1,100	-89.6%
Miscellaneous	1,000,000	1,000,000	1,000,000	1,000,000	0.0%
Transfers In	5,198,656	4,361,470	4,484,490	4,369,970	0.2%
Total Revenues	8,065,079	7,721,930	7,915,250	7,799,930	1.0%
Expenditures					
Paying Agent Fees	1,500	1,000	1,000	1,000	0.0%
Trustee Fees	3,500	10,000	8,000	5,000	-50.0%
Professional Services	-	15,000	-	-	-100.0%
Principal Expense	2,750,000	2,545,000	2,545,000	2,650,000	4.1%
Interest Expense	5,517,969	5,396,320	5,396,320	5,294,420	-1.9%
Transfers Out	-	130,660	131,178	-	-100.0%
Total Expenditures	8,272,969	8,097,980	8,081,498	7,950,420	-1.8%
Net Revenue over Expenditures	(207,890)	(376,050)	(166,248)	(150,490)	-60.0%

Debt Service Funds | Village of Hoffman Estates

Description

This section summarizes the debt service obligations of the Village as of December 31, 2013. The following is a description of each bond obligation existing on December 31, 2013.

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:	\$46,675,000
Interest:	\$30,074,663
Funding Source:	Food & Beverage Tax (in prior years), 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:	\$28,409,250
Funding Source:	Transfer from General Fund, Water and Sewer Revenue

Debt Service Funds | Village of Hoffman Estates

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:	\$29,155,000
Interest:	\$14,282,856
Funding Source:	Property Tax, Food & Beverage Tax, Towing Fees, Capitalized Interest, Transfer from General Fund

Debt Service Funds | Village of Hoffman Estates

Annual Principal Payments

Fiscal Year	Series '05A	Series '08	Series '09	Total
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	46,675,000	26,645,000	29,155,000	102,475,000

Debt Service Funds | Village of Hoffman Estates

Annual Interest Payments

Fiscal Year	Series '05A	Series '08	Series '09	Total
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	30,074,663	28,409,250	14,282,856	72,766,769

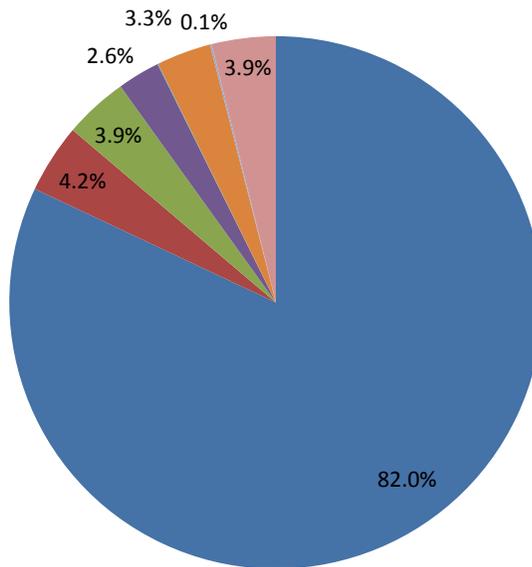
CAPITAL PROJECTS FUNDS

The Capital Projects Funds include the following: Central Road Corridor Improvement Fund, Hoffman Boulevard Bridge Maintenance Fund, Western Corridor Fund, Traffic Improvement Fund, EDA Series 1991 Project Fund, Central Area Road Improvement Impact Fee Fund, Western Area Traffic Improvement Fund, 2009 Project Fund, Western Area Road Improvement Impact Fee Fund, Capital Improvements Fund, Capital Vehicle and Equipment Fund and Capital Replacement Fund. These funds are used to accumulate and expend funds for the purchase of capital improvements and equipment.

The Central Road Corridor Improvement Fund, Western Corridor Fund, West Area Traffic Improvement Fund and 2009 Project Fund are not included in the chart below because they are not projected to expend funds in 2014.

Total Budget	\$9,684,140
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Annual Expenses by Fund



- | | |
|--|-------------------------------------|
| ■ Capital Improvements Fund | ■ Capital Vehicle & Equipment Fund |
| ■ Central Area Impact Fee Fund | ■ EDA Series 1991 Project Fund |
| ■ Hoffman Blvd Bridge Maintenance Fund | ■ Capital Replacement Fund |
| ■ Traffic Improvement Fund | ■ Western Area Road Impact Fee Fund |

Capital Improvements Fund | Village of Hoffman Estates

Description

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. As of 2014, the Village implemented a few new revenue sources in order to fund multiple significant street revitalization projects. These new revenues include an electric utility tax with a tiered based tax structure based on kilowatt-hour usage; a natural gas use tax of \$0.05 per therm of natural gas consumed; a municipal motor fuel tax of \$0.025 per gallon of fuel purchased; and a packaged liquor tax of 2% on packaged liquor bought at retail. These new revenues sources are expected to bring in approximately \$3,625,000 in 2014.

Annual Revenues and Expenditures by Class

Class	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	% Change
Revenues					
Taxes	-	-	-	3,625,000	N/A
Grant Revenue	155,679	1,081,550	422,550	12,000	-98.9%
Video Gaming Revenue	2,066	-	-	-	N/A
Investment Earnings	593	400	900	900	125.0%
Miscellaneous	653,575	4,320,000	4,120,000	893,500	-79.3%
Transfers In	3,395,288	2,360,000	2,211,935	2,854,850	21.0%
Total Revenues	4,207,201	7,761,950	6,755,385	7,386,250	-4.8%
Expenditures					
Building Improvements	-	80,000	-	458,500	473.1%
Road Improvements	2,998,949	5,000,000	4,800,000	5,505,000	10.1%
Other Capital Improvements	715,524	2,705,250	1,463,570	1,884,430	-30.3%
Drainage Improvements	197,814	25,000	25,000	-	-100.0%
Sidewalk Improvements	45,000	60,000	60,000	95,000	58.3%
Total Expenditures	3,957,287	7,870,250	6,348,570	7,942,930	0.9%
Net Revenues over Expenditures	249,914	(108,300)	406,815	(556,680)	414.0%

Capital Vehicle & Equipment Fund

Village of Hoffman Estates

Description

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 Capital Replacement Fund and the Water and Sewer Fund in 2014.

Annual Revenues and Expenditures by Class

Class	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	% Change
Revenues					
Grant Revenue	61,188	-	-	72,000	N/A
Investment Earnings	224	100	50	100	0.0%
Transfers In	303,998	240,490	240,490	187,890	-21.9%
Total Revenues	365,410	240,590	240,540	259,990	8.1%
Expenditures					
Department Equipment	124,626	206,890	206,890	326,890	58.0%
Motor Vehicles	76,485	-	-	10,800	N/A
Fire Apparatus	32,245	168,000	100,000	68,000	-59.5%
Transfers Out	38,300	22,400	21,290	-	-100.0%
Total Expenditures	271,656	397,290	328,180	405,690	2.1%
Net Revenues over Expenditures	93,754	(156,700)	(87,640)	(145,700)	-7.0%

Capital Vehicle & Equipment Fund

Village of Hoffman Estates

Description

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 Capital Replacement Fund and the Water and Sewer Fund in 2014.

Annual Revenues and Expenditures by Class

Class	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	% Change
Revenues					
Grant Revenue	61,188	-	-	72,000	N/A
Investment Earnings	224	100	50	100	0.0%
Transfers In	303,998	240,490	240,490	187,890	-21.9%
Total Revenues	365,410	240,590	240,540	259,990	8.1%
Expenditures					
Department Equipment	124,626	206,890	206,890	326,890	58.0%
Motor Vehicles	76,485	-	-	10,800	N/A
Fire Apparatus	32,245	168,000	100,000	68,000	-59.5%
Transfers Out	38,300	22,400	21,290	-	-100.0%
Total Expenditures	271,656	397,290	328,180	405,690	2.1%
Net Revenues over Expenditures	93,754	(156,700)	(87,640)	(145,700)	-7.0%

Capital Replacement Fund | Village of Hoffman Estates

Description

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 Expenditures by Class

Class	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	% Change
Revenues					
Investment Earnings	98,789	-	-	-	N/A
Miscellaneous	4,573	4,000	3,300	3,000	-25.0%
Transfers In	-	110,000	110,000	-	-100.0%
Total Revenues	103,362	114,000	113,300	3,000	-97.4%
Expenditures					
Department Equipment	-	75,000	75,000	-	-100.0%
Motor Vehicles	112,618	413,460	409,000	150,000	-63.7%
Fire Apparatus	6,490	550,000	550,000	-	-100.0%
Transfers Out	99,798	171,090	171,090	171,090	0.0%
Total Expenditures	218,906	1,209,550	1,205,090	321,090	-73.5%
Net Revenues over Expenditures	(115,544)	(1,095,550)	(1,091,790)	(318,090)	-71.0%

Central Area Road Corridor Improvement Fund

Village of Hoffman Estates

Description

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

Class	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	% Change
Revenues					
Investment Earnings	267	250	110	200	-20.0%
Total Revenues	267	250	110	200	-20.0%
Expenditures					
Transfers Out	-	250,000	-	-	N/A
Total Expenditures	-	250,000	-	-	N/A
Net Revenues over Expenditures	267	(249,750)	110	200	-100.1%

Hoffman Boulevard Bridge Maintenance Fund

Village of Hoffman Estates

Description

The Hoffman Boulevard Bridge Maintenance Fund is used to account for the maintenance of the Hoffman Boulevard Bridge in accordance with the maintenance agreement (approved in 1998). No maintenance is anticipated for 2014, but an annual IDOT required bridge inspection will be performed.

Annual Revenues and Expenditures by Class

Class	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	% Change
Revenues					
Investment Earnings	434	400	400	400	0.0%
Total Revenues	434	400	400	400	0.0%
Expenditures					
Contractual Services	-	-	4,000	4,000	N/A
Total Expenditures	-	-	4,000	4,000	N/A
Net Revenues over Expenditures	434	400	(3,600)	(3,600)	N/A

Western Corridor Fund | Village of Hoffman Estates

Description

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 2014.

Annual Revenues and Expenditures by Class

Class	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	%
					Change
Revenues					
Investment Earnings	592	600	600	600	0.0%
Total Revenues	592	600	600	600	0.0%
Expenditures					
Contractual Services	17,166	-	-	-	N/A
Total Expenditures	17,166	-	-	-	N/A
Net Revenues over Expenditures	(16,574)	600	600	600	0.0%

Traffic Improvement Fund | Village of Hoffman Estates

Description

The Traffic Improvement Fund is used to account for financial resources arising from developer donations that are to be used for various infrastructure improvements.

Annual Revenues and Expenditures by Class

Class	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	% Change
Revenues					
Grant Revenue	31,747	-	9,250	-	N/A
Investment Earnings	567	500	150	150	-70.0%
Total Revenues	32,314	500	9,400	150	-70.0%
Expenditures					
Contractual Services	60,161	38,500	72,900	-	-100.0%
Transfers Out	120,000	150,000	-	10,000	-93.3%
Total Expenditures	180,161	188,500	72,900	10,000	-94.7%
Net Revenues over Expenditures	(147,847)	(188,000)	(63,500)	(9,850)	-94.8%

EDA Series 1991 Project Fund | Village of Hoffman Estates

Description

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

Class	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	% Change
Revenues					
Grant Revenue	-	-	16,000	-	N/A
Investment Earnings	2,664	2,000	1,120	1,000	-50.0%
Miscellaneous	139	2,100	-	-	-100.0%
Park District Contributions	-	3,200	2,000	-	-100.0%
Total Revenues	2,803	7,300	19,120	1,000	-86.3%
Expenditures					
Water System Improvements	16,071	491,020	-	-	-100.0%
Prairie Stone	436,952	1,157,400	150,000	125,000	-89.2%
Transfers Out	115,999	-	-	125,260	N/A
Total Expenditures	569,022	1,648,420	150,000	250,260	-84.8%
Net Revenues over Expenditures	(566,219)	(1,641,120)	(130,880)	(249,260)	-84.8%

Central Area Road Improvement Impact Fee Fund

Village of Hoffman Estates

Description

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

Class	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	% Change
Revenues					
Road Usage Fees	13,245	300,000	289,255	375,000	25.0%
Investment Earnings	609	600	600	100	-83.3%
Total Revenues	13,854	300,600	289,855	375,100	24.8%
Expenditures					
Transfers Out	100,000	300,000	202,500	375,000	25.0%
Total Expenditures	100,000	300,000	202,500	375,000	25.0%
Net Revenues over Expenditures	(86,146)	600	87,355	100	-83.3%

Western Area Traffic Improvement Fund

Village of Hoffman Estates

Description

The Western Area Traffic Improvement Fund is used to account for resources arising from donations by developer buildings within the Village's western area. Such donations are to be used for needed infrastructure improvements. There are no projects planned for 2014.

Annual Revenues and Expenditures by Class

Class	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	% Change
Revenues					
Investment Earnings	460	500	500	500	0.0%
Total Revenues	460	500	500	500	0.0%
Expenditures					
Contractual Services	20,393	-	-	-	N/A
Total Expenditures	20,393	-	-	-	N/A
Net Revenues over Expenditures	(19,933)	500	500	500	0.0%

Western Area Road Improvement Impact Fee Fund

Village of Hoffman Estates

Description

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

Class	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	% Change
Revenues					
Road Usage Fees	16,020	300,000	202,670	375,170	25.1%
Investment Earnings	2,876	3,000	2,500	1,500	-50.0%
Miscellaneous	(31,546)	-	-	-	N/A
Total Revenues	(12,650)	303,000	205,170	376,670	24.3%
Expenditures					
Contractual Services	441	-	170	170	N/A
Transfers Out	-	300,000	202,500	375,000	25.0%
Total Expenditures	441	300,000	202,670	375,170	25.1%
Net Revenues over Expenditures	(13,091)	3,000	2,500	1,500	-50.0%

2009 Project Fund | Village of Hoffman Estates

Description

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 2014.

Annual Revenues and Expenditures by Class

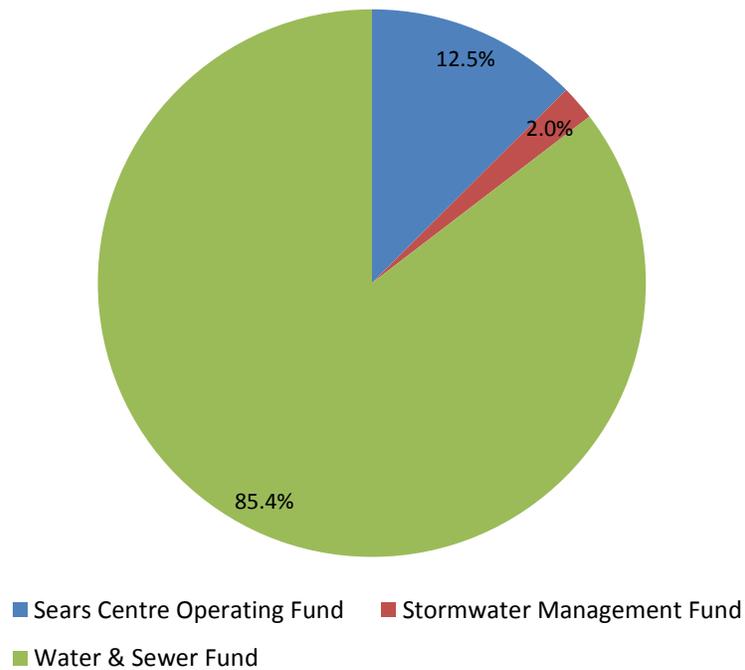
Class	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	%
					Change
Revenues					
Investment Earnings	602	-	10	-	N/A
Total Revenues	602	-	10	-	N/A
Expenditures					
Capital Outlay	3,196	-	-	-	N/A
Transfers Out	1,199,094	-	28,660	-	N/A
Total Expenditures	1,202,290	-	28,660	-	N/A
Net Revenues over Expenditures	(1,201,688)	-	(28,650)	-	N/A

ENTERPRISE FUNDS

The Village's Enterprise Funds include the Water and Sewerage Fund, the Sears Centre Operating Fund and the Stormwater Management Fund. The Sears Centre Operating Fund was added in 2009 with the transfer of ownership of the Sears Centre Arena to the Village. The Stormwater Management Fund was added in 2014 to account for stormwater facilities maintenance. The Water and Sewerage Fund includes the following divisions: Water, Sewer and Water Billing.

Total Budget	\$19,520,460
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Annual Expenses by Fund



Description

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 237 miles of water main pipe, 3,263 valves and 15,000 water meters.

2013 Accomplishments

- Replaced 18 hydrants and 8 valves. Repaired 29 system leaks. Sandblasted and painted 212 hydrants by August 31.
- Completion of wireless communication infrastructure for Supervisory Control and Data Acquisition (SCADA).
- It is expected that the upgrade of SCADA sewers for water system control will be completed before the end of the year.

Goals and Objectives

Goal	Objectives		
Provide reliable emergency water supply and reduce annual operational cost. <i>(Linked to Village Board Goal OG-3)</i>	Continue the development of a western area emergency water interconnect with Elgin.		
	Remove all above ground facilities to allow well sites to be integrated into the existing commercial environment.		
	To reduce the level of unaccounted water to less than 5% of the total water purchased from JAWA.		
Performance Measures	2012 Actual	2013 Estimate	2014 Target
Percent of unaccounted water from total purchased	6.24%	8.00 %	5.00%
Average number of days fire hydrants were out of service	n/a	10	10

Annual Expenses by Class

Class	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	% Change
Salaries	1,645,180	1,692,530	1,738,770	1,825,040	7.8%
Employee Benefits	664,878	729,150	736,850	774,060	6.2%
Misc. Employee Expenses	40,278	40,180	38,730	41,260	2.7%
Commodities	111,097	149,650	150,550	165,850	10.8%
Contractual Services	7,166,961	7,414,410	7,980,980	9,152,880	23.4%
Capital Outlay	383,129	79,430	104,360	731,920	821.5%
Cost Allocation	395,921	513,180	443,450	549,360	7.1%
Total	10,407,444	10,618,530	11,193,690	13,240,370	24.7%

Budget Highlights

Salaries & Wages

The 7.8% increase shown is a result of adjusting expenses for overtime and call duty programs based on past actuals as well as adjustments for both Collective Bargaining Agreement members and supervisors.

Employee Benefits

An increase of 6.2% or \$44,910 is related to an increase in health and life insurance, Social Security, Medicare and IMRF expenses due to the increase in salaries.

Misc. Employee Expenses

This 2.7% or \$1,080 increase is primarily for 2014 training recommendations.

Commodities

A 10.8% or \$16,200 increase mostly results from a \$1,400 increase in postage for back flow prevention notice letters, an \$800 increase in both small tools and other supplies and a \$15,000 increase in water meter purchases.

Contractual Services

A 23.4% increase or \$1,738,470 can mostly be attributed to the increase in JAWA payments.

Capital Outlay

The 821.5% increase or \$652,490 here relates to capital improvements that includes the development of a western area emergency water supply (\$495,020); a Village-wide leak survey (\$60,000); I-90 Tollway water main crossings (\$125,000); 2 automatic flushing hydrants (\$9,500); and the replacement of radio meter reading units (\$12,000).

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. Shown above is 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

Description

The Village’s Sanitary Sewer Division’s responsibilities include preventative maintenance and repairs of 187 miles of sanitary sewer main lines, 13 miles sanitary sewer force mains, 5,204 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.

2013 Accomplishments

- Flushed and cleaned 95,913 feet of sewer main line, including 58,120 feet for root cutting and did closed circuit TV inspection of 6,204 feet of sewer mains by August 31.
- It is expected that approximately 710 feet of 18” sewer main pipe will be rehabilitated through the CIPP (Cured-in-Place Pipe) process and 3 manholes will be rehabilitated along Route 59 before the end of the year.

Goals and Objectives

Goal	Objectives		
Improve system operation and maintenance to achieve higher productivity and reliability and reduce annual cost. <i>(Linked to Village Board Goal OG-3)</i>	Complete 2014 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.		
	Reduce inflow & infiltration into the sanitary sewer system and prevent sewer surcharging & flow backups		
	Maintain the number of labor hours per 1,000 feet of sewer mainline flushed and cleaned to less than 4.25 hours.		
Performance Measures	2012 Actual	2013 Estimate	2014 Target
Total labor hours spent per 1,000 feet of sewer flushed and cleaned	4.18	5.72	4.25
Change in labors hours flushing and cleaning sewers per 1,000 feet cleaned from prior year	0.00	1.54	0.07

Annual Expenses by Class

Class	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	% Change
Salaries	869,416	916,690	898,990	943,420	2.9%
Employee Benefits	376,436	413,500	407,320	428,770	3.7%
Commodities	2,236	2,370	2,000	2,370	0.0%
Contractual Services	309,396	340,010	329,970	350,290	3.0%
Capital Outlay	346,666	179,600	189,100	634,550	253.3%
Cost Allocation	308,517	353,500	278,930	352,070	-0.4%
Total	2,212,667	2,205,670	2,106,310	2,711,470	22.9%

Budget Highlights

Salaries & Wages

The 2.9% increase shown is a result of an increase in allocated Collective Bargaining Agreement (CBA) salaries, and adjustments for both CBA members and supervisors.

Employee Benefits

An increase of 3.7% or \$15,270 is related to rising health and life insurance, Social Security, Medicare and IMRF expenses mostly caused by the increase in salaries.

Commodities

No change here.

Contractual Services

The 3.0% increase or \$10,280 results mostly from lift station and generator maintenance and upgrades at various locations.

Capital Outlay

The 301.4% increase or \$541,260 is principally due to the Chippendale Lift Engineering & Construction Project, WDA upgrades and grinder installation.

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. Shown above is 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.

Description

The Water Billing Division, which is a subdivision of the Finance Division, includes 1 full-time and 3 part-time budgeted employees that are responsible for the water billing for the Village. The Water Billing Division maintains approximately 15,500 water accounts and takes care of all the billing and collections on a monthly basis.

A water rate study, which was conducted by AB&H, A Donohue Group, was presented to the Village Board in October, 2009. Based on this study, increases to the Village's water rates will continue every December 1 until 2013 to adequately fund operations of the Water & Sewer Fund. A new water rate study is planned every five years.

2013 Accomplishments

- Added Groot delinquent account balances to over 100 utility billing accounts in order to increase outstanding revenue collections.
- Water Billing Coordinator led an Illinois Government Finance Officers Association seminar to discuss how the Village manages water shut off processes and procedures. Many cities throughout the state were in attendance and found the seminar very beneficial.
- Assisted in the selection process of a new utility bill printing company, which resulted in the selection of a competitive and highly recommended company.

Goals and Objectives

Goal	Objectives		
Provide a high level of customer service to all over-the-phone and walk-in utility billing customers. <i>(Linked to Village Board Goal OG-8)</i>	Resolve 95% of customer issues within 24 hours of first contact.		
	Reduce the number of customer escalation incidences to 20 per year.		
Performance Measures	2012 Actual	2013 Estimate	2014 Target
Percent of calls resolved within 24 hours	100%	100%	100%
Number of calls escalated to management	17	10	10

Water Billing | Village of Hoffman Estates

Goal	Objectives		
Improve collection efforts for utility billing revenue. <i>(Linked to Village Board Goal ST-6)</i>	Increase the ease and ability for customers to pay their utility bills in order to increase the number and timeliness of payments.		
	Ensure 100% of delinquent utility billing accounts receive water shut off notices 7-10 days after billing date in order to increase collections.		
Performance Measures	2012 Actual	2013 Estimate	2014 Target
Number of payments made online via the Village website	15,646	17,140	18,500
Percent of delinquent accounts that receive shut off notices 7-10 days after billing date	100%	100%	100%

Annual Expenses by Class

Class	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	% Change
Salaries	108,386	121,520	114,700	133,310	9.7%
Employee Benefits	45,391	55,140	51,600	52,800	-4.2%
Commodities	81,201	78,500	78,480	80,980	3.2%
Contractual Services	75,769	98,220	83,800	86,290	-12.1%
Capital Outlay	558	300	300	300	0.0%
Cost Allocation	349,145	331,990	298,250	366,650	10.4%
Total	660,450	685,670	627,130	720,330	5.1%

Budget Highlights

Salaries & Wages

The 9.7% increase is mostly due to a new budgeted part-time Water Billing Clerk with the expense of \$18,347, as well as the reduction of 10 hours per week for a current staff member with the expense of \$9,346.

Employee Benefits

The 4.2% decrease is mostly due to a decrease in health and life insurance expenses due to the reduction of a full-time position to part-time.

Commodities

The 3.2% increase is mostly due to an increase in postage costs related to mailing out water billing shut off notices and other notifications.

Contractual Services

The main reasons for the 12.1% difference are the one time setup fee for an interactive voice response system for over-the-phone payments in 2013 in the amount of \$15,000 partially offset by an increase in credit card processing fees in the amount of \$8,000 for 2014.

Capital Outlay

No change here.

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, which is reflected in the Water Billing Division.

Description

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 Accomplishments

- The Big Ten Women's Basketball Tournament and the USA Gymnastics competition both drew national attention to the Sears Centre.
- Community events again played a significant role in the event calendar, with Celtic Fest, the Hoffman Estates Chamber of Commerce annual State of the Village breakfast, along with 10 graduations.
- Building on the success of the 2012 ethnic events, met goal of adding Hispanic and Indian events complemented the 2013 arena events calendar.
- The new contract with Levy Food Service resulted in increased revenues due to the higher commission percentage negotiated. In addition, the new deal offers \$150,000 in capital improvements for themed food and beverage portable stations to increase sales and provide greater concession options.
- Contracts with Global Spectrum, New Era Tickets, and Front Row Marketing renewed in 2012 resulted in a positive impact to the bottom line in 2013.
- The second annual Northwest Fourth Fest attracted even more visitors on July 4 (over 40,000), and added a Village Green concert on July 5. The event is the largest free Independence Day celebration in the Northwest Suburbs.
- Overhead expenses associated with running the building (not expenses associated with hosting events) are projected to come in \$100,000 under budget.

Goals and Objectives

Goal	Objectives
Grow revenue from events held at the arena. <i>(Linked to Village Board Goal ST-7)</i>	Ensure new events booked account for at least 30% of annual event income.
	Increase net parking revenue per cap by 5% annually.
	Increase net food and beverage sales per cap by 5% annually.
	Meet with sports leagues and potential owners to promote the Sears Centre Arena as a home for new sports tenants.

Performance Measures	2012 Actual	2013 Estimate	2014 Target
Percent of new event sales to total annual event income	23%	51%	30%
Percent increase of net parking revenue per cap from prior year	-13%	40%	18%
Percent increase of net food and beverage sales per cap from prior year	-17%	-14%	7%
Percent increase of novelty per cap from prior year	1%	-16%	-8%
Number of ownership groups identified	3	3	4
Number of leagues identified and met with to explore a Sears Centre Arena franchise/team	3	4	4

Sears Centre Operating Fund | Village of Hoffman Estates

Annual Revenues and Expenditures by Class

Class	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	% Change
Operating Revenues					
Taxes	2,121,999	1,888,140	1,865,970	1,971,140	4.4%
Charges for Services	-	-	46,000	57,000	N/A
Net Event Income	33,026	33,920	32,930	28,320	-16.5%
Premium/Other Income	1,533,631	1,527,460	1,414,030	1,530,180	0.2%
Miscellaneous	669,451	530,230	344,330	394,500	-25.6%
Total Operating Revenues	4,358,107	3,979,750	3,703,260	3,981,140	0.0%
Operating Expenses					
Village Operating Expenses	1,422	2,200	3,660	2,200	0.0%
Arena Operating Expenses	2,274,814	2,436,390	2,353,880	2,446,090	0.4%
Total Operating Expenses	2,276,236	2,438,590	2,357,540	2,448,290	0.4%
Operating Income (Loss) Before Depreciation	2,081,871	1,541,160	1,345,720	1,532,850	-0.5%
Depreciation Expense	(2,354,388)	-	-	-	N/A
Operating Income (Loss)	(272,517)	1,541,160	1,345,720	1,532,850	-0.5%
Non-Operating Revenues					
Investment Earnings	1,678	2,000	120	100	-95.0%
Bond Expense	1,290,140	-	-	-	N/A
Amortization Expense	(30,065)	-	-	-	N/A
Total Non-Operating Revenues	1,261,753	2,000	120	100	-95.0%
Non-Operating Expenses					
Operating Transfers Out	(3,227,205)	(1,091,083)	(1,110,000)	(1,517,050)	39.0%
Total Non-Operating Expenses	(3,227,205)	(1,091,083)	(1,110,000)	(1,517,050)	39.0%
Net Income (Loss)	(2,237,969)	452,077	235,840	15,900	-96.5%

Stormwater Management Fund | Village of Hoffman Estates

Description

The Stormwater Management Fund is a new fund as of 2014 to manage funds related to stormwater improvements. The revenue source includes stormwater utility fees, a tier based fee determined by lot size and included on monthly utility bills. These funds are strictly used to support the costs of improving and maintaining stormwater drainage facilities throughout the Village. The stormwater utility fee will be in effect as of March 1, 2014 with annual revenue estimated at \$400,000 for 2014.

2013 Accomplishments

- In October of 2013, the Village Board passed an ordinance to implement a stormwater utility fee in order to effectively manage the Village's stormwater drainage facilities.

Annual Expenses by Class

Class	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	% Change
Capital Outlay	-	-	-	400,000	N/A
Total	-	-	-	400,000	N/A

Budget Highlights

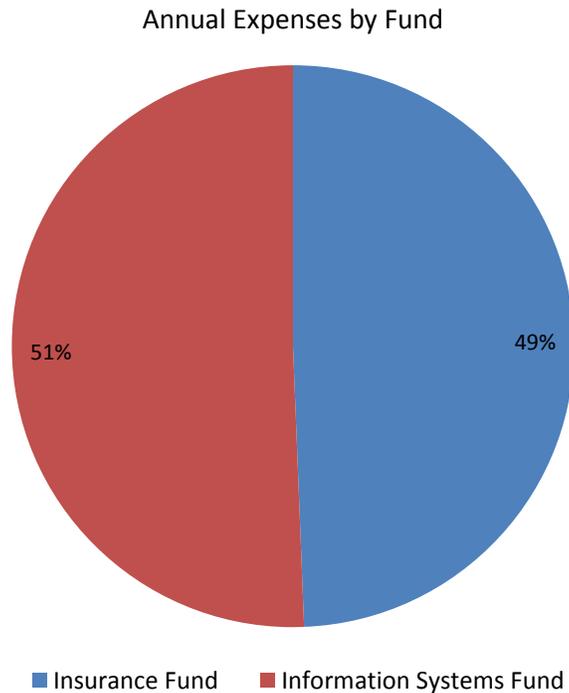
Capital Outlay

Since the Stormwater Management Fund is a new fund as of 2014, this is the first year of budget activity. The \$400,000 budgeted is for costs related to general drainage improvements at \$50,000, Village Creek drainage improvements at \$55,000 and storm sewer improvements at \$295,000.

INTERNAL SERVICE FUNDS

Internal Service Funds include the Insurance Fund and the Information Systems 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 Insurance Fund accounts for the servicing and payment of claims for the Village's self-insurance programs including Workers' Compensation and Liability Insurance. The Information Systems Fund accounts for the operation of the Information Systems Department (technology) of the Village. Financing for both of these funds is provided through billings to various Village Departments.

Total Budget	\$2,889,480
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Insurance Fund | Village of Hoffman Estates

Description

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 Division.

The Village will test insurance market conditions in 2014 through the services of its insurance broker.

2013 Accomplishments

- Completed the RFP process for excess workers’ compensation and property casualty insurance brokerage services.
- Promoted the Village’s commitment to safety by conducting the Safety Lunch for all Village employees.
- Brought several workers’ compensation and liability claims to an amicable conclusion.
- Reduced the frequency of workers’ compensation claims by 37%.
- Reduced the severity of workers’ compensation claims by 43%.

Annual Revenues and Expenditures by Class

Class	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	% Change
Revenues					
Charges for Services	1,544,310	1,420,870	1,420,870	1,426,530	0.4%
Investment Earnings	1,865	1,400	1,630	1,500	7.1%
Miscellaneous	333,455	306,390	306,290	-	-100.0%
Total Revenues	1,879,630	1,728,660	1,728,790	1,428,030	-17.4%
Expenditures					
Employee Benefits	335,294	376,390	329,880	30,000	-92.0%
Contractual Services	1,268,902	1,350,870	1,228,060	1,396,530	3.4%
Operating Transfers	-	-	480,820	-	N/A
Total Expenditures	1,604,196	1,727,260	2,038,760	1,426,530	-17.4%
Net Revenues over Expenditures	275,434	1,400	(309,970)	1,500	7.1%

Description

The Network and Technical Support Team provides network, telecommunication and end-user support and training for 300 users, 260 computers and 13 servers dispersed between nine Village facilities connected through Village-owned fiber optics and licensed band microwave links. This team is the central point of contact and escalation for system outages and technical support requests, as well as having responsibilities for operational/technical legacy system support, Village-wide network host communications, security administration and data recovery. Software and technical support is provided to evaluate, procure, develop or modify software programs to the specified needs of various operating units. Hardware and technical support is provided for Village-wide, remote and local area operating platforms. Networked automation support is available to all Village staff including a trouble call hotline. Centralized computer processing services are provided on all major systems, including system backups and data recovery.

Geographic Information Systems (GIS) is the hardware, software and data that are used to create and maintain maps. The data is maintained in a database and is separated into layers. Some of the layers that the GIS Team maintains include utility infrastructure (water network, storm and sanitary sewer networks, fiber optic cable, street signs, etc.), property parcels, road centerlines and water towers. There are many other layers for various features within the Village. Selected layers are combined to produce a map for a specific purpose. An aerial photograph is often used for the background of a map. Clients for maps in the Village include every department. The Police Department and Emergency Management Agency use large wall maps that allow ready identification of accident and crime locations, as well as disaster and recovery operations. Each Fire Department vehicle carries a detailed map atlas that helps them to get to a fire quickly, and to identify emergency locations, such as numbered school entrances and available fire hydrants. Development Services uses standard and ad hoc maps for planning and zoning issues, and for attracting new businesses to the Village. Public works uses the maps for identifying utility infrastructure components. These various maps are sometimes Intranet-based and sometimes printed.

The Business Applications Team is responsible for application support and data integrity for the PLUS series software suites that are comprised of applications for licensing of businesses, pets and vehicles, permits, code enforcement, inspections, utility billing, as well as cash receipts, fund accounting, human resources, benefits and payroll. These responsibilities include: employee training, software customization, report writing and data extraction (business intelligence), Software as a Service (SaaS) implementation, compliance, and acting liaison between users and the software vendor.

2013 Accomplishments

- Implementation of voice recorder for front desk phone lines at the Police Department.
- NIMS training for all members of the Department as requested.
- Repair and reconfiguration of the surveillance video recording system at Police Department.
- Implemented password syncing from Active Directory to Office365, this allowed us to have the same password for logging into the computer and email. Keeping the passwords the same

strengthened our own password policy and cut down on the confusion of having separate passwords.

- Rolled out cellular 4g cell service on all the fire department apparatus vehicles, the cell technology allows the trucks to keep a connection back to the village hall where the Computer Aided Dispatch (CAD) passes through from North West Central Dispatch. This gives the trucks vital information to where they are going and what is happening on the scene.
- Moved the utility data files and other, unique, data files for which the Public Works Department has responsibility to a separate GIS database (PWData). Having the utilities and other infrastructure data files in a separate database makes it easier to maintain and manage the data, particularly when we start generating geometric networks to allow tracing and tracking utility maintenance and problem resolution.
- In Car Video recording: Replaced the obsolete RECON system in the patrol cars with Panasonic Arbitrator system. This is a ruggedized and more manageable system.
- Sierra device pilot: Piloted four of the Sierra 440GX devices in Police and Fire vehicles with expectations of using these devices to replace the removable cell cards. These are a ruggedized device, permanently mounted and operating off of the cars internal power system.
- Fire Station radios and network switch additions to each of the Fire Stations to facilitate both the radio replacement and the station alerting.
- Tested, customized and implemented Employee Access Center. This web-based application provides all employees with secured access to their salary and benefits information, as well as attendance, leave time taken and balances, and paycheck history and W-2s. Employees can submit changes in their information or tax withholding via this application and eventually will provide a way for employees to submit their changes/selections for the Annual Benefits Enrollment.
- Set up the Benefits Module in FinancePLUS to provide additional features and expand FinancePLUS data storage capabilities as well as Online Annual Benefits Enrollment.
- Took over application management of the WebQA system and streamlined the requests and workflows.
- Modified the FOIA Request type and related security, email templates and workflows to eliminate communication and assignment issues and workflow problems.
- Tested and worked with WebQA to implement the Hoffman Estates Mobile App.
- Provided training to a large number of staff members in the SunGard applications.
- Customized and field-tested the Inspector Portal for use by our Inspectors in the field in preparation for anticipated go live in 2014.

- Provided weekly assistance in Citation Entry in order to prevent a back log.

Goals and Objectives

Goal	Objectives		
Monitor Technical Support Function to achieve maximum value for our customers, both internal and external. <i>(Linked to Village Board Goals ST-9 and OG-7)</i>	Increase the number of surveys being returned by an additional 9%, to a total of at least 25% return rate.		
	Reduce the number of instructional assistance request calls and time spent per instructional assistance call.		
Performance Measures	2012 Actual	2013 Estimate	2014 Target
Staff hours spent reviewing and implementing the program	8.5	8.0	8.0
Total number of surveys sent to employees requesting help	1,979	2,600	2,500
Total staff minutes used per survey sent out	<1	>2	<1
Percent of total surveys returned	28.8%	26.2%	28.0%
Percent of Village employees satisfied with the technical service provided	99.37%	98.00%	98.00%
Staff hours used providing instructional assistance	46.4	25.1	35.5
Total number of instructional calls received	69	30	30
Total staff hours used per instructional call received	0.67	0.81	0.75
Percent decrease in time spent per instructional assistance call	(+)0.86%	2.00%	2.00%

Goal	Objectives		
Increase awareness and use of our eGOV business software. <i>(Linked to Village Board Goals ST-9 and OG-7)</i>	Achieve availability of eGov services to constituents at 99%.		
	Increase number of eGov users by 10%.		
Performance Measures	2012 Actual	2013 Estimate	2014 Target
eGov program costs	\$18,540	\$19,284	\$20,750
eGov total hours of availability	8,755	8,800	8,900
Total cost per hour of uptime	\$2.12	\$2.21	\$2.22
Percentage of eGov uptime	99.65%	99.60%	99.80%
Staff hours used to increase participation in eGov	60	14	12
Total number of eGov users	3,361	3,650	3,700
Total staff minutes used per eGov user	<1	<1	<1
Percent increase of eGov users	20.2%	9.0%	10.0%

Goal	Objectives		
Continue enhancements and additions to the data housed within our Geographical Information System (GIS). <i>(Linked to Village Board Goals ST-9 and OG-7)</i>	Expand available GIS feature class data to 1350MB.		
	Expand available feature cases by 5 each year.		
Performance Measures	2012 Actual	2013 Estimate	2014 Target
Staff hours used to expand feature class data	425	400	450
Total GIS data in megabytes available for use	1,670	1,770	1,800
Total staff minutes used per GIS data expanded(MB)	68.92	225.00	270.00
Percent of GIS data expanded	28.46%	12.00%	10.00%

Information Systems | Village of Hoffman Estates

Staff hours to expand feature classes in GIS	61	50	65
Total number of feature classes added	30	12	10
Total staff hours used per feature class	3.05	4.38	13.00
Number of feature classes added to the GIS Database	20	8	5

Annual Revenues and Expenditures by Class

Class	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	% Change
Revenues					
User Charges	1,021,800	1,080,110	1,080,140	1,223,640	13.3%
Interest Income	518	220	220	200	-9.1%
Misc. Revenue	1,842	-	11,670	-	N/A
Transfers In	116,299	73,000	72,670	74,090	1.5%
Total Revenues	1,140,459	1,153,330	1,164,700	1,297,930	12.5%
Expenditures					
ADMINISTRATION					
Salaries	476,569	498,590	499,660	514,100	3.1%
Employee Benefits	207,916	219,040	216,860	226,530	3.4%
Misc. Employee Benefits	7,944	14,690	12,490	15,890	8.2%
Commodities	28,422	38,140	28,130	28,120	-26.3%
Contractual Services	11,713	14,620	27,880	15,340	4.9%
OPERATIONS					
Contractual Services	126,688	140,710	135,530	159,180	13.1%
Capital Outlay	88,577	147,550	146,200	155,950	5.7%
Depreciation	29,145	-	-	-	N/A
CAPITAL ASSETS					
Capital Outlay	241,754	358,500	420,000	532,500	48.5%
Cost Allocation	(134,178)	(203,480)	(124,190)	(184,660)	-9.2%
Total Expenditures	1,084,550	1,228,360	1,362,560	1,462,950	19.1%
Net Revenues over Expenditures	55,909	(75,030)	(197,860)	(165,020)	119.9%

Budget Highlights

Salaries & Wages

The 3.1% increase is due to cost of living wage increases.

Employee Benefits

The 3.4% increase is due to a slight increase in health insurance, Social Security, Medicare and pension costs.

Misc. Employee Expenses

The 8.2% increase reflects some deferred training from 2013 and a need to obtain technical training in SunGard Modules.

Commodities

The 26.3% decrease is due to a decrease in costs for printer toner and supplies.

Contractual Services

The 4.9% increase in Administration is due to a \$720 increase in employee cellphone expenses. The 13.1% increase in Operations is a result of consolidating contracts from Police Department technologies into the IS program and adding a maintenance contract for the Point-To-Point Wireless links across the Village.

Capital Outlay

The 5.7% increase in Operations is due to \$5,000 for new network routers and a \$1,000 increase for system hardware upgrades. The 48.5% increase in Capital Assets is due to the replacement of the core of the Phone System, the internal wireless controllers, and the network storage devices that are all planned for 2014.

Cost Allocation

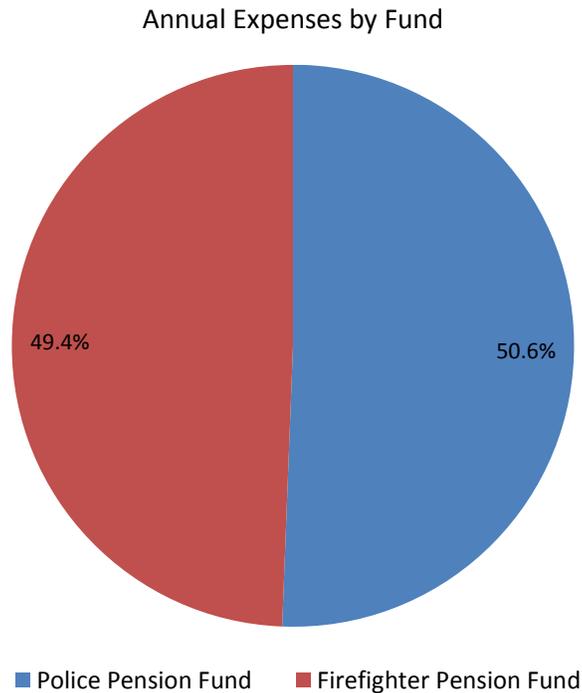
Cost allocations are repayments by funds responsible for a particular cost to the fund that initially paid the cost. To accommodate for these types of transactions, we must show the amount as expenditures in the reimbursing fund and a reduction of expenditures in the reimbursed fund. For the Information 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.

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 Budget	\$7,621,100
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Police Pension | Village of Hoffman Estates

Description

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

Class	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	% Change
Revenues					
Taxes	2,301,331	2,397,870	2,395,870	2,709,480	13.0%
Replacement Tax	20,725	13,400	13,400	13,400	0.0%
Charges for Services	863,800	885,200	854,810	871,790	-1.5%
Investment Earnings	5,555,799	1,030,000	1,231,200	1,030,000	0.0%
Miscellaneous	331,062	-	-	-	N/A
Transfers In	128,500	137,890	137,890	-	-100.0%
Total Revenues	9,201,217	4,464,360	4,633,170	4,624,670	3.6%
Expenditures					
Salaries	750	1,000	2,400	2,400	140.0%
Employee Benefits	2,994,030	3,064,040	3,348,890	3,718,230	21.4%
Misc. Employee Expenses	1,580	1,300	1,300	1,300	0.0%
Commodities	-	500	250	500	0.0%
Contractual Services	122,768	129,250	131,750	134,250	3.9%
Total Expenditures	3,119,128	3,196,090	3,484,590	3,856,680	20.7%
Net Revenues over Expenditures	6,082,089	1,268,270	1,148,580	767,990	-39.4%

Firefighters Pension | Village of Hoffman Estates

Description

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

Class	2012 Actual	2013 Budget	2013 Estimate	2014 Budget	% Change
Revenues					
Taxes	1,689,069	1,672,950	1,669,950	2,526,350	51.0%
Replacement Tax	20,725	13,400	13,400	13,400	0.0%
Charges for Services	777,945	849,970	806,300	879,380	3.5%
Investment Earnings	5,197,962	930,000	1,252,370	980,000	5.4%
Miscellaneous	724	-	380	-	N/A
Transfers In	370,720	402,320	402,320	-	-100.0%
Total Revenues	8,057,145	3,868,640	4,144,720	4,399,130	13.7%
Expenditures					
Salaries	3,127	-	-	-	N/A
Employee Benefits	3,081,796	3,172,580	3,303,440	3,489,210	10.0%
Misc. Employee Expenses	1,558	2,500	2,000	2,500	0.0%
Commodities	500	500	500	500	0.0%
Contractual Services	239,170	266,210	245,960	272,210	2.3%
Total Expenditures	3,326,151	3,441,790	3,551,900	3,764,420	9.4%
Net Revenues over Expenditures	4,730,994	426,850	592,820	634,710	48.7%



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 eight 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.

CAPITAL IMPROVEMENTS PROGRAM

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 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.

CAPITAL IMPROVEMENTS PROGRAM

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
3. Public Buildings
4. Miscellaneous Public Improvements
5. Equipment
6. Technology

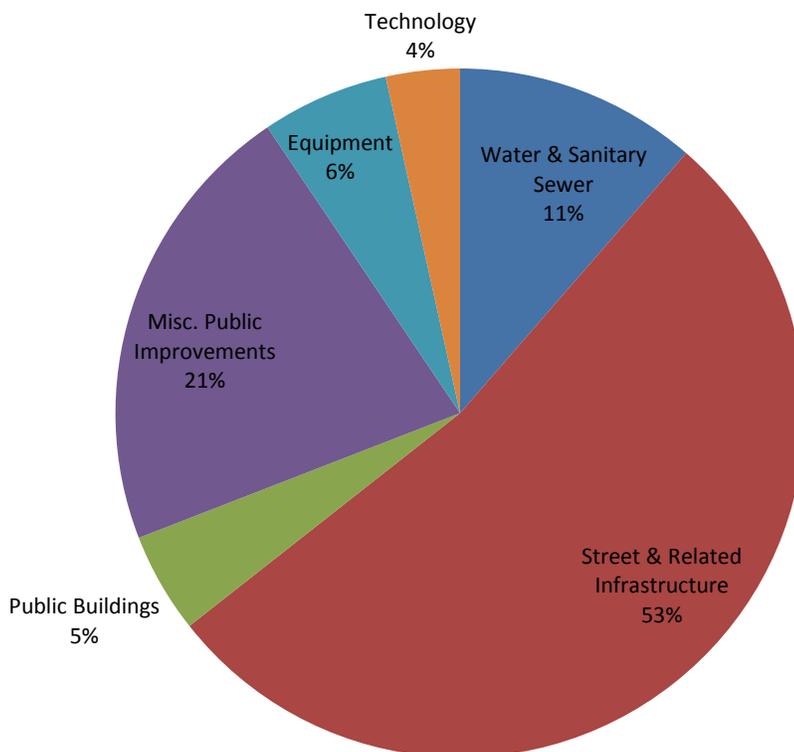
Each project is also summarized by department. You can examine each project under the department section of the CIP. The departments are:

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.

Capital Improvements Program | Village of Hoffman Estates

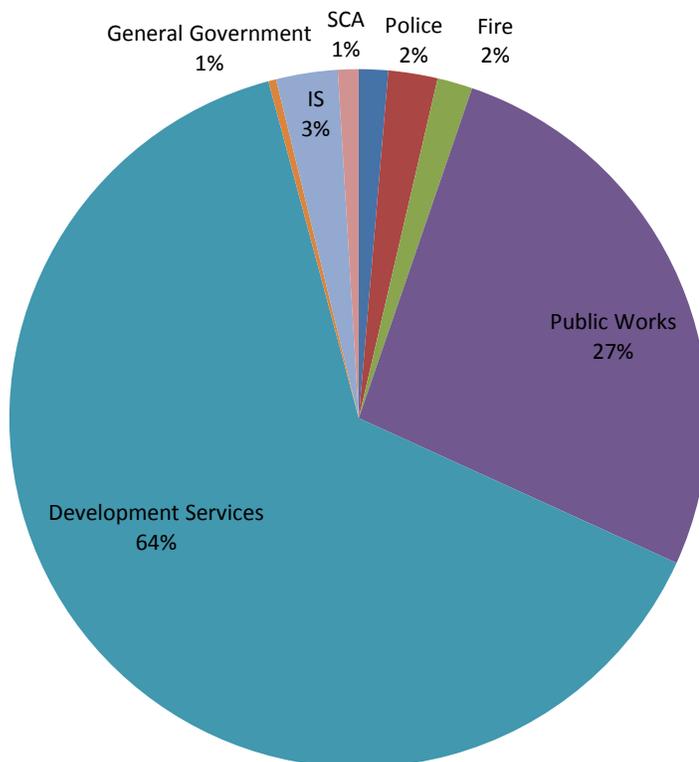
Summary of Capital Requests by Project Type



Class	2014	2015	2016	2017	2018	Total 2014-2018
Water & Sanitary Sewer	1,588,830	1,779,620	2,188,500	1,981,310	1,783,810	9,322,070
Street & Related Infrastructure	7,395,000	43,950,000	38,585,000	10,949,000	7,890,000	108,769,000
Public Buildings	657,630	473,000	155,000	240,000	110,000	1,635,630
Miscellaneous Public Improvements	2,995,000	3,084,000	1,643,000	2,324,000	2,258,000	12,304,000
Equipment	832,990	2,093,960	3,751,690	2,928,640	1,495,780	11,103,060
Technology	484,420	365,420	262,420	291,420	324,920	1,728,600
TOTAL	13,953,870	51,746,000	46,585,610	18,714,370	13,862,510	144,862,360

Capital Improvements Program | Village of Hoffman Estates

Summary of Capital Requests by Department



Department	2014	2015	2016	2017	2018	Total 2014-2018
General Government	187,890	187,890	207,890	227,890	271,890	1,083,450
Police	319,100	404,100	404,100	417,100	490,920	2,035,320
Fire	228,000	605,100	1,938,500	1,561,400	401,200	4,734,200
Public Works	3,703,460	3,675,090	4,051,800	3,456,060	2,293,080	17,179,490
Development Services	8,934,000	46,216,400	38,638,900	12,571,500	9,464,000	115,824,800
Economic Development Area	50,000	35,000	800,000	-	500,000	1,385,000
Information Systems	397,420	255,420	222,420	239,420	284,420	1,399,100
Sears Centre Arena	134,000	367,000	322,000	241,000	157,000	1,221,000
TOTAL	13,953,870	51,746,000	46,585,610	18,714,370	13,862,510	144,862,360

Capital Improvements Program | Village of Hoffman Estates

Summary of Capital Requests – Source of Funds

Source of Funds	2014	2015	2016	2017	2018	Total 2014-2018
General Fund	277,100	944,960	1,739,400	2,657,935	1,268,940	6,888,335
General Fund Fund Balance	1,272,000	500,000	500,000	500,000	500,000	3,272,000
Water & Sewer Fund	1,653,095	2,362,160	2,677,900	2,027,775	1,308,710	10,029,640
Motor Fuel Tax Fund	1,653,000	2,150,000	1,000,000	1,400,000	1,800,000	8,003,000
CDBG Fund	330,000	580,000	370,000	210,000	210,000	1,700,000
E-911 Fund	46,420	26,420	26,420	26,420	26,420	152,100
Asset Seizure - Federal	-	85,880	89,130	89,130	89,130	353,270
EDA Bond Proceeds	175,255	763,500	435,250	260,000	500,000	2,134,005
Roselle Rd TIF Funds	1,150,000	1,245,000	180,000	200,000	205,000	2,980,000
Capital Replacement Fund	321,090	723,580	81,760	181,110	121,810	1,429,350
Capital Improvements Fund Balance	364,280	100,000	100,000	100,000	70,000	734,280
Electric Utility Tax	1,900,000	1,900,000	1,900,000	1,900,000	1,900,000	9,500,000
Municipal Motor Fuel Tax	500,000	500,000	500,000	500,000	500,000	2,500,000
Municipal Gas Use Tax	1,000,000	200,000	995,000	755,000	755,000	3,705,000
Packaged Liquor Tax	220,000	-	-	-	-	220,000
Stormwater Management Fund	400,000	440,000	310,000	610,000	510,000	2,270,000
Capital V & E Fund Balance	68,000	-	-	-	-	68,000
Information Systems User Charges	186,000	269,000	196,000	213,000	258,000	1,122,000
Information Systems Fund Balance	165,000	-	-	-	-	165,000
Central/Western Impact Fees	750,000	632,550	-	-	-	1,382,550
Traffic/Western Improvement Funds	10,000	318,000	20,000	-	-	348,000
Developer Contributions	-	4,200,000	2,600,000	-	500,000	7,300,000
DUI Reimbursement	33,000	33,000	33,000	33,000	33,500	165,500
2008 Bond Proceeds	49,130	-	-	-	-	49,130
Aggregation Contribution	120,000	-	-	-	-	120,000
Grant Funding	96,000	2,278,000	940,000	550,000	500,000	4,364,000
Court Supervision Escrow	30,000	30,000	30,000	30,000	30,000	150,000
Hoffman Blvd Bridge Maintenance	4,000	-	29,000	-	4,000	37,000
Hoffman Estates Park District	11,500	13,500	55,250	-	-	80,250
State of Illinois	-	10,000,000	6,500,000	-	-	16,500,000
Illinois State Toll Highway Authority	750,000	15,750,000	15,000,000	-	-	31,500,000
Forest Preserve District of Cook County	-	-	84,500	-	-	84,500
Central Rd Corridor Fund	-	634,500	-	-	-	634,500
Levy 2% Capital Fund	40,000	30,000	30,000	30,000	30,000	160,000
Levy Contribution	-	-	60,000	-	-	60,000
SCA Sponsorship Revenue	-	60,000	60,000	60,000	60,000	240,000
SCA Operating Budget	7,000	44,000	32,000	42,000	17,000	142,000
Unfunded	372,000	4,931,950	10,011,000	6,339,000	2,665,000	24,318,950
TOTAL	13,953,870	51,746,000	46,585,610	18,714,370	13,862,510	144,862,360

Capital Improvements Program | Village of Hoffman Estates

CAPITAL REQUESTS

General Government Department

Project Name	2014	2015	2016	2017	2018	Total 2014-2018
Village-Wide Radio Replacement	187,890	187,890	187,890	187,890	187,890	939,450
Replacement of Video Systems	-	-	20,000	40,000	-	60,000
Copier Replacement Program	-	-	-	-	84,000	84,000
TOTAL	187,890	187,890	207,890	227,890	271,890	1,083,450

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 2014 Costs	Total Costs	Source of Funds	
\$187,890	\$939,450	General Fund	\$307,350
		Water & Sewer Fund	\$84,000
		Capital Replacement Fund	\$210,830
		Asset Seizure (Fed) Fund	\$337,270

Capital Improvements Program | Village of Hoffman Estates

CAPITAL REQUESTS

Police Department

Project Name	2014	2015	2016	2017	2018	Total 2014-2018
Tornado Siren Replacement	19,000	19,000	19,000	19,000	19,000	95,000
In-Car Digital Video Cameras	33,000	33,000	33,000	45,000	33,500	177,500
Patrol Vehicles	256,300	277,100	277,100	277,100	332,420	1,420,020
Vehicles - Investigations Division	-	-	32,000	-	-	32,000
Administrative Vehicles	-	32,000	32,000	32,000	34,000	130,000
Traffic Section Vehicle	-	32,000	-	32,000	-	64,000
Emergency Overhead Lighting Systems	10,800	11,000	11,000	12,000	12,000	56,800
Police Building Camera Replacement Plan	-	-	-	-	60,000	60,000
TOTAL	319,100	404,100	404,100	417,100	490,920	2,035,320

Significant Non-Routine Projects:

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

Capital Improvements Program | Village of Hoffman Estates

CAPITAL REQUESTS Fire Department

Project Name	2014	2015	2016	2017	2018	Total 2014-2018
Protective Clothing	40,000	75,000	75,000	75,000	80,000	345,000
Reserve Truck 24 (RT24)	-	-	1,331,000	-	-	1,331,000
Thermal Imaging Cameras (TIC)	90,000	-	-	-	-	90,000
Fitness Equipment at Fire Stations	30,000	30,000	30,000	30,000	-	120,000
Station 22 Capital Improvements	-	93,000	-	-	-	93,000
Emergency Medical Svcs Reporting Program	-	40,000	-	-	-	40,000
Reserve Ambulance 21 (RA21)	-	292,200	-	-	-	292,200
Fire Car #3	-	74,900	-	-	-	74,900
Apparatus Refurbishment Program	68,000	-	67,500	-	-	135,500
Self Contained Breathing Apparatus Repl	-	-	435,000	-	-	435,000
Reserve Squad 22 (RS22)	-	-	-	658,200	-	658,200
Reserve Engine 21 (RE21)	-	-	-	743,200	-	743,200
Fire Car #9	-	-	-	55,000	-	55,000
Reserve Ambulance 24 (RA24)	-	-	-	-	321,200	321,200
TOTAL	228,000	605,100	1,938,500	1,561,400	401,200	4,734,200

Significant Non-Routine Projects:

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

Capital Improvements Program | Village of Hoffman Estates

CAPITAL REQUESTS

Public Works Department

Project Name	2014	2015	2016	2017	2018	Total 2014-2018
Replacement of Air Makeup Units	60,000	-	-	-	-	60,000
Roof Replacements	458,500	-	-	-	-	458,500
Interior Update in Public Works Ctr	-	160,000	-	-	-	160,000
Village Hall Masonry Cleaning	49,130	-	-	-	-	49,130
Repl of Village Hall Chiller Valves	-	-	-	55,000	-	55,000
Tuckpointing	-	40,000	-	-	-	40,000
Camera System Replacements	-	30,000	20,000	20,000	20,000	90,000
Emerald Ash Borer Response	1,272,000	500,000	500,000	500,000	500,000	3,272,000
Village Creek Drainage Improvement	55,000	60,000	60,000	60,000	60,000	295,000
Sidewalk/Curb Repl Program	60,000	60,000	60,000	60,000	60,000	300,000
Street Light Pole Replacement	10,000	10,000	10,000	10,000	10,000	50,000
Telematics Vehicle Tracking Syst Install	-	57,000	27,000	27,000	27,000	138,000
Tandem Dump Truck Unit #10	150,000	-	-	-	-	150,000
Pavement Roller Unit #51	-	47,240	-	-	-	47,240
Tandem Dump Truck Unit #8	-	164,730	-	-	-	164,730
Tandem Dump Truck Unit #9	-	152,010	-	-	-	152,010
Dump Truck Unit #11	-	-	142,030	-	-	142,030
Dump Truck Unit #12	-	-	142,030	-	-	142,030
Dump Truck Unit #14	-	-	142,030	-	-	142,030
Dump Truck Unit #15	-	-	142,030	-	-	142,030
4x4 Pick-Up Truck Unit #34	-	-	40,880	-	-	40,880
4x4 Pick-Up Truck Unit #35	-	-	40,880	-	-	40,880
PCMS Message Boards	-	-	71,920	-	19,080	91,000
Dump Truck Unit #4	-	-	-	146,290	-	146,290
Int'l 4400 2.5 Ton Dump Truck Unit #13	-	-	-	146,290	-	146,290
4x4 Pick-Up Truck, Unit #22	-	-	-	43,130	-	43,130
2.5 Ton HD Dump Truck	-	-	-	146,290	-	146,290
4x4 Pick-up Truck	-	-	-	40,120	-	40,120
4x4 Mini-Dump Truck Unit #48	-	-	-	42,340	-	42,340
40 Ft. Aerial Lift Truck Unit #54	-	-	-	138,770	-	138,770
Tractor/Mower Unit #144	-	-	-	39,520	-	39,520
Branch/Brush Chipper Unit #126	-	-	-	-	40,700	40,700
Dump Truck Unit #5	-	-	-	-	150,680	150,680
4x4 Crew Cab Pick-up Unit #33	-	-	-	-	39,100	39,100
4x4 Mini Dump Truck, Unit #49	-	-	-	-	43,610	43,610
4x4 Crew Cab Pick-up Unit #97	-	-	-	-	39,100	39,100
Sanitary Sewer Rehabilitation	142,500	515,000	410,000	110,000	110,000	1,287,500
Meter Change-Outs & Radio Read MIU	110,000	125,000	150,000	175,000	175,000	735,000
Hydrant Replacements	42,500	45,000	47,500	50,000	52,500	237,500
Valve Replacement	62,500	63,180	64,000	65,000	66,000	320,680
Lift Station Pump System Rehab	315,000	55,130	1,000,000	18,000	180,000	1,568,130
Water Meters / New Construction	10,000	20,000	30,000	40,000	50,000	150,000
Annual SCADA System Upgrade	30,000	31,000	32,000	33,000	34,000	160,000
Water Main Replacement	60,000	325,000	325,000	315,000	315,000	1,340,000
Int & Ext Painting/Maint Repair of T-1	10,000	329,000	-	-	-	339,000
Western Area Emergency Water Supply	495,020	-	-	140,000	-	635,020
Western Area Water System Improve	-	-	45,000	400,000	250,000	695,000

Continued on next page

Capital Improvements Program | Village of Hoffman Estates

CAPITAL REQUESTS Public Works Department

Project Name	2014	2015	2016	2017	2018	Total 2014-2018
Abbeywood Pump Repl & Contrl Upgrade	-	-	-	220,000	-	220,000
University Lift Station Pump Improve	-	60,000	-	-	-	60,000
Int & Ext Painting/Maint Repair of T-4	-	-	5,000	329,000	-	334,000
WDA Lift Station Pump & Control Repl	86,310	86,310	-	46,310	46,310	265,240
WDA Lift Station Grinder	100,000	-	-	-	-	100,000
Int & Ext Painting/Maint Repair of T-5	-	-	-	-	5,000	5,000
Portable Video Inspection Unit	-	-	-	40,000	-	40,000
Moonlake Lift Wet Well Grinder/Restrainer	-	-	80,000	-	-	80,000
Water Main Replacement I-90	125,000	125,000	-	-	-	250,000
Tandem Dump Truck Unit #1	-	152,510	-	-	-	152,510
Tandem Dump Truck Unit #2	-	152,510	-	-	-	152,510
Flusher Unit #67	-	204,920	-	-	-	204,920
Sky Jack Scissors Lift Unit #301	-	27,500	-	-	-	27,500
Fork-Lift Truck Unit #303	-	28,000	-	-	-	28,000
100KW Portable Generator Unit #309	-	49,050	-	-	-	49,050
Backhoe/Loader 4x4 Tractor Unit #56	-	-	132,500	-	-	132,500
Vactor/Flusher Truck Unit #66	-	-	332,000	-	-	332,000
TOTAL	3,703,460	3,675,090	4,051,800	3,456,060	2,293,080	17,179,490

Significant Non-Routine Projects:

Emerald Ash Borer Response

Description: Thirty-seven percent of the current Village parkway tree population is comprised of an ash species that is susceptible to the Emerald Ash Borer. The initial response time frame to this threat was 8-10 years. Due to drought conditions in recent years, the Emerald Ash Borer infestation has accelerated and the Village has revised its strategy to more aggressively combat the infestation.

Annual Impact on Operating Budget: In order to aggressively remove and replace 2,000 dead or infested ash trees in 2014, the Village Board authorized the hiring of additional contractors at a cost of \$1.1 million and approved \$172,000 for additional Village staff time. In the subsequent four years, the cost of contractual removal and restoration will be approximately \$435,000 and additional staff time estimated at \$65,000.

FY 2014 Costs	Total Costs	Source of Funds
\$1,272,000	\$3,272,000	General Fund Fund Balance
		\$3,272,000

Western Area Emergency Water Supply

Description: This project is to provide emergency water supply for the western area through the possible construction of an interconnection with another municipality. If the interconnect is in service, well #21 and #22 will no longer be needed and can be abandoned, and the above ground facilities can be removed.

Capital Improvements Program | Village of Hoffman Estates

CAPITAL REQUESTS

Public Works Department

Annual Impact on Operating Budget: In the event of an emergency and the water system is activated, two Water and Sewer personnel would be required for two full days for implementation. The approximate cost of staff time would be \$1,810 per occurrence including salary and benefits.

FY 2014 Costs	Total Costs	Source of Funds	
\$495,020	\$635,020	Water & Sewer Fund	\$635,020

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 pressure reducing valves in 2017 and two booster pump upgrades in 2018.

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 2014 Costs	Total Costs	Source of Funds	
\$0	\$695,000	Water & Sewer Fund	\$695,000

Capital Improvements Program | Village of Hoffman Estates

CAPITAL REQUESTS Development Services

Project Name	2014	2015	2016	2017	2018	Total 2014-2018
CDBG Projects	110,000	450,000	210,000	210,000	210,000	1,190,000
Code Enforcement Division Vehicles	-	21,400	39,900	16,500	-	77,800
Transportation/Engineering Vehicle Replace	-	25,000	-	-	25,000	50,000
Street Revitalization	5,425,000	4,055,000	4,555,000	4,555,000	4,955,000	23,545,000
Barrington Interchange	1,500,000	31,500,000	30,000,000	-	-	63,000,000
Sidewalk & Bicycle Improvements	285,000	290,000	290,000	3,515,000	265,000	4,645,000
Shoe Factory Road	-	4,000,000	1,200,000	-	500,000	5,700,000
Hoffman Boulevard Bridge Maintenance	4,000	100,000	29,000	-	4,000	137,000
General Drainage Improvements	50,000	50,000	50,000	50,000	50,000	250,000
Transit Improvements	-	225,000	225,000	725,000	750,000	1,925,000
Storm Sewer Improvements	295,000	330,000	200,000	500,000	400,000	1,725,000
Intersection Improvements - Signals	-	40,000	400,000	40,000	400,000	880,000
Central Road Bicycle Path - IDNR	-	400,000	-	-	-	400,000
Shoe Factory Rd & I-90 Undercrossing Path	15,000	35,000	775,000	-	-	825,000
Safe Routes to School - former Federal Prog	-	50,000	-	50,000	-	100,000
Huntington Blvd Bicycle Path & Route-CMAQ	20,000	20,000	360,000	-	-	400,000
Bode - Salem Reconstruction - STP	80,000	2,825,000	-	-	-	2,905,000
Road Repaving (EDA)	-	610,000	-	260,000	-	870,000
Barrington/Bode Rd Intersection Improve	-	-	125,000	450,000	1,700,000	2,275,000
Beverly Interchange	-	-	-	2,000,000	-	2,000,000
Roselle Road Business District	1,150,000	1,190,000	180,000	200,000	205,000	2,925,000
TOTAL	8,934,000	46,216,400	38,638,900	12,571,500	9,464,000	115,824,800

Significant Non-Routine Projects:

Barrington 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

CAPITAL REQUESTS Development Services

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 2014 Costs	Total Costs	Source of Funds	
\$1,500,000	\$63,000,000	Developer Contributions	\$1,000,000
		State of Illinois	\$16,500,000
		Unfunded	\$11,674,950
		IL State Toll Highway	\$31,500,000
		Central Rd Corridor Fund	\$634,500
		Impact Fee Funds	\$1,382,550
		Road Improvement Funds	\$308,000

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 2015. 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 2014 Costs	Total Costs	Source of Funds	
\$0	\$5,700,000	Developer Contributions	\$5,700,000

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

CAPITAL REQUESTS
Development Services

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 2014 Costs	Total Costs	Source of Funds	
\$68,000	\$893,000	Motor Fuel Tax Fund	\$503,000
		Packaged Liquor Tax	\$65,000
		Municipal Motor Fuel Tax	\$125,000
		Municipal Gas Use Tax	\$200,000

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 2014 Costs	Total Costs	Source of Funds	
\$0	\$2,275,000	Unfunded	\$2,275,000

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 Improvements Program | Village of Hoffman Estates

CAPITAL REQUESTS

Economic Development Area

Project Name	2014	2015	2016	2017	2018	Total 2014-2018
Sanitary Sewer Pipe Capacity	-	-	-	-	500,000	500,000
Intersection/Roadway Improvements II	-	-	800,000	-	-	800,000
Beverly Bridge Deck Repairs	-	35,000	-	-	-	35,000
Fire Station 24 Redevelopment	50,000	-	-	-	-	50,000
TOTAL	50,000	35,000	800,000	-	500,000	1,385,000

Significant Non-Routine Projects:

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 2014 Costs	Total Costs	Source of Funds	
\$0	\$500,000	EDA Bond Proceeds	\$500,000

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.

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

FY 2014 Costs	Total Costs	Source of Funds	
\$0	\$800,000	EDA Bond Proceeds	\$400,000
		Developer Contributions	\$400,000

Capital Improvements Program | Village of Hoffman Estates

CAPITAL REQUESTS

Information Systems Department

Project Name	2014	2015	2016	2017	2018	Total 2014-2018
Personal Computer Replacements	116,000	117,000	112,000	112,000	112,000	569,000
Network File Server Replacements	115,000	56,000	61,000	76,000	76,000	384,000
Wireless Infrastructure	46,420	46,420	29,420	29,420	74,420	226,100
Document Management Project	-	15,000	10,000	12,000	12,000	49,000
Telephone System Replacement	100,000	6,000	6,000	6,000	6,000	124,000
Hosted GIS system	20,000	15,000	4,000	4,000	4,000	47,000
TOTAL	397,420	255,420	222,420	239,420	284,420	1,399,100

Significant Non-Routine Projects:

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

Capital Improvements Program | Village of Hoffman Estates

CAPITAL REQUESTS

Sears Centre Arena

Project Name	2014	2015	2016	2017	2018	Total 2014-2018
SCA Site - Misc Exterior Improvements	-	16,000	10,000	-	-	26,000
SCA Site - Signage	-	62,000	160,000	60,000	60,000	342,000
SCA Site - New Plaza and Tent Area	20,000	82,000	-	-	-	102,000
Food & Beverage - Repl Point of Sale Equip	20,000	-	-	-	-	20,000
SCA Site - Parking Lot Improvements	-	20,000	10,000	9,000	-	39,000
SCA Interior - Upgrades & Repl to FF&E	-	60,000	10,000	10,000	10,000	90,000
SCA Interior - Suite Upgrades	-	35,000	35,000	15,000	-	85,000
SCA - Interior - Miscellaneous Upgrades	40,000	15,000	-	100,000	-	155,000
SCA Interior - Misc Building Upgrades	-	10,000	-	10,000	50,000	70,000
Food & Bev - Concession Stands & Kitchen	-	30,000	90,000	30,000	30,000	180,000
Annual PC Replacement/I.T. Projects	54,000	37,000	7,000	7,000	7,000	112,000
TOTAL	134,000	367,000	322,000	241,000	157,000	1,221,000

Significant Non-Routine Projects:

There are no significant non-routine projects in 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