



Memorable Experiences in *Parks and Recreation*



2013 Annual Report

Mission Statement:

To provide memorable experiences in parks and recreation that enrich our communities.

Vision Statement:

To become the provider of choice in parks and recreation within the communities that we serve.

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INTRODUCTION

The 2013 Wheeling Park District Annual Report has been prepared to provide you, the Board of Commissioners and interested residents, a review of the past year. This report presents an overview of the Park District, highlights the accomplishments and challenges experienced in 2013, and discusses areas of operation, as well as each department within the Park District. Also, statistics and financial analyses are included from 2009, 2010, 2011 and 2012 for the purpose of comparing 2013 to previous years.

I. DESCRIPTION OF OPERATIONS

Wheeling Park District, incorporated in 1961, is located in northern Cook and southern Lake Counties, and is 27 miles northwest of downtown Chicago. The Park District serves a population of approximately 38,000 residents living within the Village of Wheeling and small portions of Prospect Heights, Buffalo Grove, and Arlington Heights. It encompasses an area just over 8.5 square miles. The Park District is considered to be a primary government – providing a full range of recreation activities, public open space, recreational facilities, a full-service country club, and districtwide events for its communities.

The Park District is governed by an elected, seven-member board, and operates under a Board-Manager form of government, with its primary purpose being to provide parks and recreational opportunities to its residents. Services provided include recreation programs, park management, capital development, and general administration. The Park District manages 17 sites on approximately 303 acres. Recreational facilities operated by the Park District include one undeveloped natural area, ten parks, one outdoor aquatic center, one community recreation center, one indoor aquatic center, a fitness center, historical museum, two community gymnasiums (shared with Community Consolidated School District No. 21), and a championship-quality golf course and banquet facility, as well as a number of softball/baseball diamonds, football and soccer fields, playgrounds, and picnic shelters.

II. 2013 DISTRICTWIDE ACCOMPLISHMENTS

Revising the Park District's mission statement and evaluating its communication efforts in 2004 was the genesis of a change process that began to move the Agency to function as a strategy-focused organization. This transformation instilled a sense of common purpose, identified shared organizational values, and established a set of key, strategic initiatives that provide an aligned course of direction in meeting the Park District's mission today and in the future. The presence of an ongoing, strategic planning process has created a better sense of order, channeled resources in a direction that yields the greatest benefit to Park District resident taxpayers and other guests and, overall, has focused efforts on what is truly important for the organization. The Park District's key, strategic initiatives and targeted outcomes continue to include:

Strategic Initiatives

Targeted Outcomes

Quality Guest Services & Experiences	=	Loyalty & Retention
Internal Process & System Improvements	=	Effectiveness & Efficiency
Long-term Financial Strategies	=	Financial Stability
Community Relationships	=	Community Partnerships
Continuous Learning Environment	=	Motivated & Knowledgeable Employees

In 2013, all Agency, department, and individual goals and objectives were developed in support of Park District strategic initiatives, and targeted to achieve outcomes in carrying out its mission.

Quality Guest Services & Experiences

Goals and objectives accomplished in 2013 supporting this strategic initiative include:

- Aligned park and recreation services with guest need
 - Continued to monitor and review program lifecycles and trends
 - Conducted an internal program audit to review offerings for age demographics
- Pursued areas for growth, as identified in the Communitywide Survey results, usage, data, trends, and facility feasibility studies
 - Created new programs in Fitness and Wellness, Community Special Events, Teen and Adult Programs
 - Conducted planning process for Heritage Park Sports Complex (HPSC)
 - Began scheduling HPSC for anticipated March 2014 opening
 - Reviewed pickleball usage and planned for outdoor dedicated courts
 - Achieved a program class cancellation rate of 9%
- Evaluated and improved internal and external guest satisfaction and retention levels
 - Implemented a District/department/divisional approach to efficiently and effectively measure guest satisfaction and retention
 - Engaged FGM to develop a Master Plan for Chevy Chase Country Club
- Assessed guest loyalty and recognition program
 - Continued the GEM employee-recognition program through the end of 2013
 - Evaluated and changed existing internal guest recognition program to STAR Program
- Implemented major park improvement plans
 - Continued Heritage Park Redevelopment Project
- Implemented the 2013 Neighborhood Park Improvement Plan
 - Completed Husky Park improvement
 - Completed majority of Pleasant Run Park improvement
- Implemented the 2013 Major Projects Schedule
 - Completed FieldTurf project at HPSC
 - Completed Community Recreation Center improvements
 - Installed flooring in Rooms 201 and 202
 - Completed Parks and Facility Services Building improvements

- Completed painting project
 - Completed lighting project
- Began implementation of Phase 2 of the ADA Transition Plan
 - Husky Park complete with improvement project
 - Pleasant Run complete with improvement project
 - Chamber Park

Internal Process & System Improvements

Goals and objectives accomplished in 2013 supporting this strategic initiative include:

- Developed and streamlined critical processes
 - Strengthened and further developed operations procedures, processes, and staff standards in core areas of operations
 - Revised District procedure manuals to reflect updated processes
 - Reviewed and updated operational manuals
 - Revised and updated Administrative Policy Manual
 - Revised and updated Personnel Policy Manual
 - Implemented a phase portion of Districtwide Security Plan
 - Updated CCCC security cameras and software
- Maintained and achieved Agency accreditations
 - Maintained Park District Risk Management Agency (PDRMA) accreditation
 - Achieved Distinguished Park & Recreation Agency accreditation
 - Awarded GFOA's Certificate of Achievement for Excellence in Financial Reporting for fiscal year 2012
- Strengthened internal and external guest communications
 - Began work to develop a Heritage Park brand and communication plan
 - Developed and launched new Districtwide website
- Finalized business plans for Chevy Chase Country Club, Fitness & Wellness, the Family Aquatic Center, Arctic Splash, and Heritage Park
- Developed Agency environmental practices and standards

Long-Term Financial Strategies

Goals and objectives accomplished in 2013 supporting this strategic initiative include:

- Aligned financial resources with need
 - Continued to meet fund balance targets
 - Generated targeted annual transfers to the Capital Projects Fund from the Corporate and Recreation Funds of \$935,000 and \$786,000, respectively
- Updated and formalized Capital Replacement and Improvement Plan
- Worked to increase program and facility revenue

- Generated a net, exclusive of capital, of \$659,709 against a budgeted amount of \$651,744 at Traditions at Chevy Chase
- Generated a net, exclusive of capital, of \$792,577 against a budgeted amount of \$836,282 in Food & Beverage at Chevy Chase
- Generated a net, exclusive of capital, of \$226,483 against a budgeted amount of \$107,580 in the Fitness Center
- Generated a net, exclusive of capital, of \$121,484 v. a budgeted amount of \$140,183 at the Aquatic Center
- Generated a surplus of \$368,711 against a budgeted amount of \$418,668 in Recreation Programs and Arctic Splash
- Increased alternative revenue sources
 - Hosted a benefit golf outing for the Family Learning Program that generated \$11,857, offsetting the Park District's financial contribution to the program
 - Awarded an IDNR OSLAD grant to help redevelop Pleasant Run Park
 - Received DCEO lighting grant for Parks and Facility Services Building

Community Relationships

Goals and objectives accomplished in 2013 supporting this strategic initiative include:

- Developed strategic alliances
 - Developed methods to connect with, and deliver services to, diverse markets
 - VIP Mailings and increased social media communications
 - Explored new opportunities for collaborations and partnerships with Wheeling High School, Indian Trails Library District, and Community Consolidated School District No. 21
 - Developed new affiliate program guidelines and presented to the Administration Committee for consideration.
 - Built upon working relationships with legislators, other governmental agencies, businesses, and service organizations
- Fostered existing relationships with State and Federal Legislators
 - Kept in regular communication with legislators on Park District issues, public events, and potential opportunities
 - Participated in state and national legislative forums on parks and recreation

Continuous Learning Environment

Goals and objectives accomplished in 2013 supporting this strategic initiative include:

- Staff and Board development
 - Conducted Partners in Leadership Training
 - Conducted annual Board evaluation to strengthen members Board competencies
- Uphold an accountable work environment
 - Conducted a workload/staffing analysis to determine best allocation of human resources and made adjustments as defined by process
 - Monitored and reported on progress of individual, division, department and Agency goals

- Encourage innovation, creativity
 - Cultivated an environment that supports creative thinking through PIL and feedback tools
 - Encouraged and supported continuous learning for Board members and staff

Heritage Park Redevelopment

While still continuing to work closely with the design engineers at Metropolitan Water Reclamation District of Greater Chicago (MWRDGC), 2013 saw a shift in relationships and communications as Planning and Development staff engaged primarily with the resident field engineers and the contractor working on the redevelopment of Heritage Park.

As this project continued to move through the construction phase, the public, the Board of Commissioners, and Park District staff were able to see beyond the large earth-moving operation undertaken in fall 2012 and into the development of the plan, as designed through the master planning process in 2009.

With the help of a software program provided by MWRDGC, bimonthly construction progress meetings, and real-time communications, staff has been able to closely track the project and remain an integral member of the development team, responding to requests for information, submittals, and letter of agreement requests.

The artificial athletic-field surfacing was installed in 2013. Since this project was outside the scope of work within the MWRDGC's contract for Heritage Park, it was fully undertaken by Park District staff through two coordinated construction projects. Working with design engineers, suppliers and contractors, Planning and Development staff prepared the bid documents and contract agreements, as well as provided construction administration services, to ensure the highest-quality athletic fields would be finished by the specified completion date.

It is with good reason that the Heritage Park athletic facility is anticipated to become the premier sports complex in the region.

Pleasant Run Park OSLAD Grant

As part of both the commitment to neighborhood parks and the strategy to seek funding opportunities, Pleasant Run Park was identified as a 2013 redevelopment project and, as such, a candidate for funds from the Illinois Department of Natural Resources (IDNR) through the OSLAD Grant Program.

As noted in the 2012 Annual Report, staff prepared an OSLAD Development Grant application to solicit funds from the IDNR. In October 2012, staff made a presentation to a subcommittee of the IDNR advisory board. Subsequently, in May 2013, staff was notified that the Park District had been awarded an OSLAD grant for the renovation of Pleasant Run Park.

Capital Replacement and Improvement Plan

Wheeling Park District developed a five-year, 2014-2018 Capital Replacement and Improvement Plan, detailing long-range capital improvement needs by outlining infrastructure and equipment replacements and improvements the District plans to implement during a multi-year period. Capital improvements enhance, expand or maintain infrastructure the District needs

in order to provide services to residents and support new growth and development. To ensure a high quality of services and amenities, infrastructure expansion and improvement must continue as the District's demographics change and facilities age.

GFOA Reporting Award

Wheeling Park District received the Government Finance Officers Association's Certificate of Excellence in Financial Reporting for the ninth year in a row.

Distinguished Agency Accreditation Process

After nearly a year of intense preparation, in January 2007, Wheeling Park District received its first IAPD/IPRA Distinguished Agency Award – a designation that remained in effect for a period of six years, expiring in 2013. In March 2013, the Park District was accepted to begin the process of becoming an accredited agency under the Illinois Distinguished Park & Recreation Accreditation Program (successor to the Distinguished Agency program). The goal of the program is to improve the delivery of recreation services to the residents of Illinois through a voluntary, comprehensive evaluation process, and the desired result is to improve the quality of life for Illinois residents and to recognize those agencies that provide this quality service. The program is administered by a joint committee sponsored by the Illinois Association of Park Districts (IAPD) and the Illinois Park & Recreation Association (IPRA).

Following months of work by the Board and staff to review and update the Agency's policies and procedures, in addition to collecting other documentation, a five-member evaluation team (consisting of two IAPD members and three IPRA members) conducted a day-long, on-site assessment on October 25, 2013, of the Park District's evidence of standards compliance, as well as performed a field inspection of several parks and facilities. With a minimum of 470 points required (from a base of 500), the end result of the audit was a total score of 502.98, including bonuses.

For its efforts, the Agency was also commended by the evaluation team for the commitment to meeting the highest standards of the recreation profession. Recognition of this achievement will be given to Wheeling Park District during the 2014 IAPD/IPRA Soaring to New Heights Conference.

PLANNING AND DEVELOPMENT

I. DESCRIPTION OF AREA

Planning and Development is a function within the Administration Department, reporting directly to the Executive Director. The operation, which is comprised of the Superintendent of Planning, serves as support to the entire District in providing planning, design, construction documentation, permitting, and construction administration expertise.

Similar to prior years, 2013 was a year of design and development for neighborhood parks, in accordance with the Neighborhood Park Improvement Plan. The renovation of Husky Park, which began in the fall of 2012, was completed, and the majority of work towards the redevelopment of Pleasant Run Park was also completed. As seen by these two neighborhood parks, as well as Northside Park and Meadowbrook Tot Lot (completed in 2011 and 2012, respectively), Wheeling Park District is establishing itself as an innovator in developing creative and exciting playgrounds.

As stated in previous Annual Reports, the redevelopment of Heritage Park continues to be the most significant project contemplated by Wheeling Park District, and its success relies on cooperative effort and thoughtful planning. Oversight and clear direction of this exciting project remains a top priority. In 2013, the transformation of Heritage Park became clear as the master plan began to take shape. Primary construction was completed on the concession building, band shell, and pavilion, as well as the pathways, lighting, bridges, basins, and the athletic complex. Most notably, the artificial athletic-field surfacing was installed, and the north parking lot was constructed and opened to the public.

II. 2013 ACCOMPLISHMENTS

Heritage Park North Parking Lot

With the parking lot previously utilized by guests of the Family Aquatic Center closed as part of the Heritage Park construction project, it was imperative that the new parking lot northeast of the Aquatic Center be completed and opened to the public by Memorial Day 2013. Working with a consulting engineering firm, Planning and Development staff completed a design concept in general accordance with the Heritage Park Master Plan, and produced bid documents necessary to secure the construction bids, as well as the required permits.

A construction contract was awarded in March and by late May, the parking lot was opened to the public.

Husky Park Redevelopment

Husky Park has been a focus of Wheeling Park District since a site master plan was prepared in 2006. With the addition of the property on West Norman Lane, and the subsequent improved access and visibility, the park was ripe for redevelopment.

When the 2012 Neighborhood Park Improvement Plan designated Husky Park for renovation in 2012, staff moved quickly through the planning and development stages, from a public listening

session in the spring of 2012, to substantially completed construction by the end of that same year. Site construction continued into 2013, and in June, a park dedication was held to welcome the residents to this neighborhood improvement.

As part of the continuing commitment to the neighborhood parks, as designated in the Comprehensive Plan, the newly renovated playground places emphasis on creative and challenging play opportunities. The playground, along with new pathways, a shelter structure, new landscaping, site furniture, and a renovation of the fountain feature, will highlight this wonderful neighborhood amenity.

Pleasant Run Park Redevelopment

Upon notification of the OSLAD grant award from IDNR in May 2013, Planning and Development staff began the process of preparing construction documents for permitting, as well as bid documents for the purchase of the playground equipment that was selected by the neighborhood residents through a series of public listening sessions in 2012.

In keeping with past practices, the redevelopment of Pleasant Run Park, which began in late summer, was an in-house construction project.

As with the other neighborhood park projects, Planning and Development designed a unique concept that fit well within the particular site, focusing on the needs and desires of the neighborhood. In addition to colorful and stimulating playground equipment, the redevelopment included an asphalt pathway loop, new site furnishings, new basketball court, seatwalls, landscaping and a cross-functional shelter.

HUMAN RESOURCES AND RISK MANAGEMENT

I. DESCRIPTION OF AREA

Human Resources and Risk Management is a function under the Administration Department, reporting directly to the Executive Director. The operation consists of all human resources functions, Agency training initiatives, and risk management endeavors. Human Resources and Risk Management was headed by a Director in 2013, with support from a Manager of HR and Risk Management, and a part-time clerk.

II. 2013 ACCOMPLISHMENTS

Human Resources

AppliTrack

The online application system continued to be utilized and further developed in 2013. This electronic system allows potential candidates to apply for Wheeling Park District jobs online and attach a résumé. By utilizing this paperless system, the Agency has made strides in accurately archiving records, as well as staying environmentally friendly. Once completed, all applications are loaded into a database for Human Resources and hiring managers to view. In this database, interviewers can record notes and recommendations on specific candidates. In this second year of use, a total of 680 AppliTrack submittals were received for 5 full-time and 27 part-time positions.

GEM – Going the Extra Mile

The staff recognition/reward system continued to be a success in 2013. Employees were able to acknowledge other staff members for going beyond their normal duties. During 2013, 107 GEM cards were awarded throughout the Agency. A committee, comprised of eight staff members, oversaw the GEM program, as well as met bimonthly to plan recognition events that celebrated employees' efforts throughout the course of the year.

Partners in Leadership

In October, 47 staff members participated in a Partners in Leadership seminar. In the week prior to the training, participants individually completed an online survey regarding various levels of accountability. During the seminar, staff was presented with the Park District's accountability results, and practiced different exercises to close any gaps in accountability both as individuals and as an organization. Since the first seminar, staff members have been completing an accountability certification program through Partners in Leadership. During the course of this online program, departments have been meeting regularly to participate in various accountability exercises.

Continuous Learning/Wheeling Park District University

In 2013, WPDU completed its eighth year, with the goal to support the strategic initiative of continuous learning. There were 66 on-site training sessions conducted. A total of 367 staff members attended these classes. Topics covered included CPR/AED, First Aid, Safety, Driving Standards, Hazard Communication, Emergency Plan, TIPS, Crisis Management, Accident/ Incident Reporting, Harassment, Lifting Safely/Slips, Trips, & Falls Safety Training, General

Orientation, Medication Dispensing, Forklift Training, Snowplow Training, Anti-bullying, and Allergy Education (EPI).

In addition, 42 staff members attended 24 off-site training sessions. These included IAPD/IPRA Conference, PGA Merchandise Show, Ellis Lifeguard Instructor Training, Food and Sanitation Renewal Course, Golf Industry Show, NRPA Revenue Development & Management School, NRPA Green School, IAPD Legislative Conference, IGFOA Annual Conference, IPRA Education Institute: Leadership In Changing Times, Mid America Horticulture Trade Show, Pesticide Training Certification Clinic, Confined Space Entry & Non-Entry Training, TIPS Alcohol Serving Instructor Program, Park District Risk Management Agency (PDRMA) Institute, IAPD Legal Symposium, Certified Playground Inspector Course, Professional Development, IPRA Supervisor Symposium, FOIA/OMA, FOIA v. Confidentiality Requirements, PDRMA Claims Processes and Procedures, Perform Better Fitness Seminar, and IPRA Get Certified.

Wellness

Three PDRMA-sponsored wellness initiatives were conducted in 2013. These included the Health Risk Assessment, the *Hola Ola* wellness program in spring, and the fall *Feel Like A Million* wellness program. The Health Risk Assessment (HRA) provided health assessments, as well as health coaching, to staff in an effort to increase overall employee health at the Agency. The two wellness programs provided staff members with tools to improve their overall wellness in terms of diet, exercise, rest, and work strategies. A total of 19 staff members participated in the 8-week *Hola Ola* wellness program, and 17 staff members participated in the 6-week *Feel Like A Million* program.

Unemployment

All PDRMA property/casualty coverage program members are automatically part of the unemployment compensation program. This program offers Wheeling Park District access to control services provided by outside consultants specializing in unemployment claims. In 2013, the Park District paid total claims of \$37,091.71 through a reimbursing method.

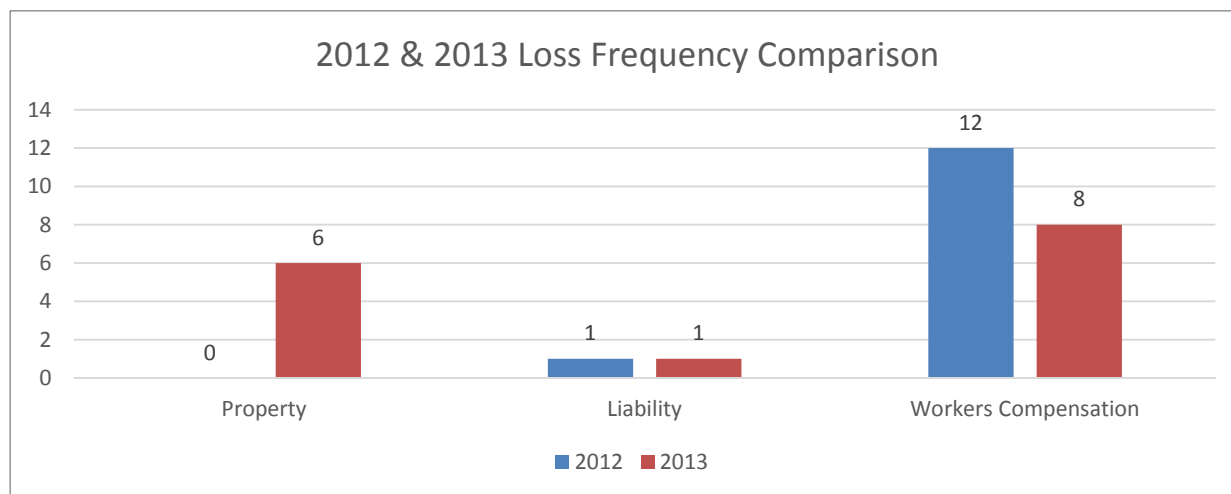
Risk Management

Loss Summary

The following is a summary of the loss experience at the Wheeling Park District for 2013. The estimated dollars associated with each type of loss are based on a combination of open and closed claims; therefore, the actual cost of the claims may either increase or decrease by the time they are finally resolved. Each open claim's cost has been estimated by PDRMA through assigning a "reserve" to help plan for future anticipated costs for that claim.

2013 Loss Experience				
Claim Type	Reported to PDRMA	Open Claims	Closed Claims	Total Estimated Losses
Property Losses	6	4	2	\$75,492.40
Liability Losses (includes vehicles)	1	0	1	NA
Workers Compensation	8	6	2	\$95,965.87
Pollution Losses	0	0	0	NA

The graph below shows the number and types of claims filed in 2012 versus 2013.



For comparison, the following information represents the Park District's loss experience for the five-year period:

2009-2013 Loss Summary		
Coverage Type	Events	Total Amount
Property	15	\$120,323.00
Liability	3	\$ 6,160.00
Workers Compensation	27	\$212,534.00
Pollution	0	NA

Loss Reduction Efforts in 2013

There were 34 safety-training sessions offered to Wheeling Park District employees in 2013. Some of the topics included CPR/AED training, emergency response plans, food service training, back injury prevention, bloodborne pathogens, facility closing procedures, and hazardous material handling. These were in addition to the safety orientations provided to new lifeguards, camp counselors, and other part-time and seasonal employees. These trainings also incorporated updated manuals, such as Hazard Communication, Personnel Policy, and Crisis Management.

Medical dispensing training was provided for Children in Action, Day Camp, and Preschool staff. A nurse was brought in to instruct staff on how to administer prescribed medication to children with prescription medication needs. This training allowed the Park District to safely include children with medical needs into the childcare programs.

The Park Attendant program continued to be a success in 2013. Staff monitored park activities between early May and October. Park attendants were assigned to welcome and assist park guests, check in on athletic programs, and attend special events. With guidance and support from the Village of Wheeling Police Department, this program met its intended purpose of providing a friendly and supportive presence throughout the park system during the busy summer months.

Additionally, the use of computer tablet devices, concurrent with CityReporter software, allowed Parks Division staff, park attendants, and Fitness Center staff to complete paperless inspections on facilities, parks, and equipment. This software allowed for a greatly reduced lag time in repairing broken equipment, and mitigating potential risks. Through staff's efforts utilizing CityReporter software, the District was awarded a \$1,000 grant by PDRMA's Risk Management Grant Program.

PARK AND RECREATION SERVICES

I. DESCRIPTION OF OPERATIONS

In 2013, the Park and Recreation Services Department was comprised of two divisions – Recreation Services, and Parks and Facility Maintenance – offering recreation programs and services while maintaining parks and recreation facilities owned and operated by the Wheeling Park District.

Recreation Services Division

The Recreation Services Division is responsible for youth and adult athletics, special athletic programs, preschool, early childhood programs, camps, before- and after-school programs, general programs, dance, art, adult/senior programs, and Arctic Splash pool programs and operations.

The Recreation Services Division utilizes Heritage Park, the Community Recreation Center (CRC), Arctic Splash, Horizon Park, the Village of Wheeling's Pavilion Senior Center, Wheeling High School, and School District 21 school sites to provide its programs.

Community Recreation Center

The Community Recreation Center (CRC) was originally constructed in 1994. In 2000, the Arctic Splash pool and the Fitness Center were added to the facility. The CRC is currently a total of 77,674 square feet. The first floor is 36,020 square feet, the second floor is 20,876 feet, and the Arctic Splash/Fitness Center area totals 20,778 square feet. Other amenities include the following:

- One multipurpose room, two large-activity rooms, four small-activity rooms, an arts and crafts room, an aerobic dance studio, a fully equipped kitchen, and a Boardroom
- Full basketball court or half court (full-length volleyball court)
- Two private locker rooms, two public locker rooms, and a family locker room

The Arctic Splash indoor aquatic center has a 400-bather load capacity and is comprised of an activity pool and separate lap pool. The activity pool contains 39,573 gallons of water and features interactive water play structures, mini lazy river, and a toddler slide. The lap pool has four, 25-yard lap lanes and holds 61,425 gallons of water.

Additional Facilities

The Park District and School District 21 constructed – and jointly own – the gymnasiums at Mark Twain School and Booth Tarkington School. The two districts manage the gymnasiums through an intergovernmental agreement, whereby the schools conduct classes during the day and the Park District has the opportunity to hold its programs in the evenings and on weekends. In 1992, School District 21 and the Park District entered into an intergovernmental agreement to offer before- and after-school programs at designated schools. Currently, the program operates at Field and Tarkington Schools. Students from Twain are accommodated via bus transportation provided by School District 21.

In 2011, the Park District cooperated with Township High School District 214 to construct and jointly own an all-turf field at Wheeling High School. Wheeling High School and the Park District

both program usage on the field. The field is used for flag and tackle football leagues, youth soccer, special events, and other Park District programs, in addition to the high school athletics.

In 2013, the Park District entered into an intergovernmental agreement with School District #21 for field maintenance and management. Under the agreement, the Park District operates and maintains the open field space at School District #21 school sites in Wheeling. This space is used for Park District programs, special events, and activities.

II. 2013 RECREATION SERVICES DIVISION ACCOMPLISHMENTS

- Offered the second annual Zumbathon, at which 124 guests participated, and raised over \$700 for the Diabetes Research Institute Foundation
- Developed Fitness Member Retention Plan and implemented holiday postcards to fitness members
- Improved safety measures in the Fitness Center, including implementation of daily equipment inspections and cleaning logs utilizing the computer tablet technology, and bolted down strength machines
- Introduced new scale and body analyzer to improve new-member assessments
- Restructured Happy Days Off to include field trips
- Rebranded Children In Action with a new logo, look, colors, calendars and newsletter
- Added another Preschool class for three-year-olds due to high enrollment
- Improved security procedures at schools during Children In Action through locking the doors to control who enters the space
- Improvement in safety at Preschool through implementation of sign-in/out sheet and emergency photos
- Improved Children In Action processes and efficiency through implementing snack/supply request forms, Sam's Club pick and pull, added shelving and reorganized storage for snacks, and streamlined pick-up process
- Revamped Camp processes to improve experience, including providing calendars for parents with schedules, field trips, and themes
- Hosted first annual holiday Lego party
- Presented first annual Senior Art Exhibit at Chevy Chase Country Club
- Provided transportation and drivers for Village of Wheeling Senior Center trips
- Swim Stroke Clinic launched
- Developed a new in-house soccer program and branded it the Wheeling Soccer Academy
- Expanded and formalized the pickleball program
- Introduced a new futsal indoor-soccer program

III. DESCRIPTION OF PROGRAMS

During 2013, the Park and Recreation Services Department offered 1,448 courses, attended by 8,367 participants. There was a slight increase in the amount of programs offered, compared with 2012, due to staff trying new programs. Participation numbers do not include fitness, wellness, open gym, drop-in, track use, or special event programs.

Registration

The total annual transactions, which include both registrations and withdrawals, show a drop versus last year. EZ-Reg online registration continues to show consistent use by guests.

	Transactions Front Desk	% Total	Transactions EZ Reg	% Total	Total Transactions
2013	12,024	94.3%	723	5.7%	12,747
2012	11,324	95.3%	559	4.7%	11,883
2011	12,987	95.2%	649	4.8%	13,636
2010	12,280	95.1%	630	4.9%	12,910
2009	9,756	94.2%	605	5.8%	10,361

Season	Activities	Courses	Cancelled	Participation	Cancellation Rate
2013 TOTAL	155	1,458	137	8,571	9%
2012 TOTAL	186	1,442	162	9,983	11%
2011 TOTAL	186	1,458	168	9,935	12%
2010 TOTAL	231	1,622	316	9,295	19%
2009 TOTAL	254	1,708	377	7,350	22%
Winter 2013	43	393	35	1,754	9%
Winter 2012	43	437	65	1,565	15%
Winter 2011	41	441	61	1,550	14%
Winter 2010	62	503	165	1,576	33%
Winter 2009	59	377	102	1,509	27%
Spring 2013	25	80	15	463	19%
Spring 2012	29	101	22	539	22%
Spring 2011	26	111	8	631	7%
Spring 2010	36	116	30	696	26%
Spring 2009	41	211	48	804	23%
Summer 2013	43	552	31	4,222	6%
Summer 2012	54	499	35	5,681	7%
Summer 2011	51	480	32	5,512	7%
Summer 2010	59	491	50	4,595	10%
Summer 2009	70	562	112	2,886	20%
Fall 2013	44	423	56	1,928	13%
Fall 2012	57	398	39	1,987	10%
Fall 2011	66	415	66	2,014	16%
Fall 2010	72	502	69	2,037	14%
Fall 2009	82	549	114	1,944	21%
Perpetual 2013	2	10	2	204	20%
Perpetual 2012	3	7	1	211	14%
Perpetual 2011	2	11	1	228	9%
Perpetual 2010	2	10	2	222	20%
Perpetual 2009	2	9	1	207	11%

Program Participant Evaluations

The Department has adopted the Net Promoter Score as the method of evaluation. The question, simply stated, says: "On a scale of 1 to 10, 10 being the highest, how likely are you to recommend this program to your friends and family?" The number of promoters (anyone who scores a 9 or 10), less the numbers of detractors (anyone who scores 1-6) equals NPS. This system allows staff access to the information regarding how many participants are willing to put their name on the product and/or service.

2013 Evaluation Results	TOTAL
Satisfaction	
Aquatics	77%
Adults/Seniors	100%
Athletics	*88%
Camps	82%
Facility Rentals	91%
Preschool	100%
Special Programs	93%
Overall Average NPS	90%

* Used a modified system due to changes in athletics.

Athletics

Wheeling Park District adult athletic programs are designed to provide healthy recreational and competitive opportunities for adults. These programs allow participants to enjoy safe and structured activities in a pleasant atmosphere.

Wheeling Park District youth programs are designed to provide healthy recreation in an environment where children can have fun, as well as further develop athletic skills, teamwork, and sportsmanship through working with others. Competitiveness comes from the game itself, not by emphasizing score.

Athletic Participation History

Athletic Programs	2009	2010	2011	2012	2013
Youth	1,551	1,473	1,350	1,300	1,580
Adult Leagues (Teams)	155	115	103	88	64
Tournament Participants	NA	163	110	162	182
Drop-In	NA	1,430	3,202	*5,508	**12,483

* Includes youth and adult open gym, badminton, pickleball, and ping-pong.

** Includes youth and adult open gym, badminton, pickleball, ping-pong, adult open soccer, adult indoor futsal, and youth indoor futsal.

Trends

Participation in youth leagues increased slightly from the previous year. Fall soccer and fall basketball experienced the most growth. The introduction of a fall indoor youth futsal (soccer) program was very successful, drawing 85 participants. The flag football program did not go this year, but staff anticipates the program to happen in 2014 using a slightly different format.

Adult leagues once again experienced a decline. Adult softball was down due to the construction of Heritage Park. In 2014, leagues are expected to see a resurgence with the opening of the park. Adult volleyball participation increased by a few teams from the year before. Drop-in play continued to thrive in 2013. Pickleball and youth/adult open gym experienced the most growth. Ping-pong was up slightly from the previous year. Badminton had a minor drop in participation. Staff also started three new drop-in programs: adult open soccer, adult indoor futsal, and youth indoor futsal. The adult open programs were a huge success, and the youth indoor program is on the rise.

Preschool/Early Childhood

The focus and direction of the Early Childhood and Preschool programs are to encourage children’s social, emotional, and physical development in a developmentally-appropriate recreational setting.

Day camp programs provide children with the opportunity to experience fun and adventure in a structured, noncompetitive atmosphere. Staff ensured camp objectives were met through the implementation of creative and innovative activities and experiences.

Early Childhood/Day Camp/Preschool Participation History

Programs	2009	2010	2011	2012	2013
Early Childhood	665	615	681	*238	345
Camp/Camp Extended Care	931	2,214	2,322	3,707	3,253
Preschool	**60	**56	**74	**76	**88
TOTAL	1,656	2,885	3,077	4,021	3,686

* Number is excluding information that was already documented in Youth Athletics numbers.

** Based on fall school enrollment.

Trends

The Preschool program has experienced ongoing success for more than 30 years and participation remains steady. The newer program (two- to three-year-olds) continues to receive favorable feedback.

The format of Camp, with week-by-week registration, continues to prove popular with parents. With this structure, participants have the option to try a different camp each week so they could get the most memorable experience possible.

Extended Care

Children who participate in programs within the Extended Care area enjoy unique enrichment activities, such as games, crafts, sports, entertainment, and other surprises. During nonschool hours, children are supervised and cared for in a safe, structured environment.

Extended Care Participation History

Programs	2009	2010	2011	2012	2013
Children In Action	166	151	158	130	*73
Day Off School	89	110	161	120	237
Stay-Cation	NA	NA	NA	NA	275
TOTAL	255	261	319	250	585

* Number is based on actual registrants/children; reports from previous years include same child multiple times.

Trends

Staff saw a drop in participation in 2013, and spent significant time improving the processes and content of the program. Children In Action will remain a focus for staff in 2014.

Seniors

In an effort to best serve the older adults of the communities, staff has partnered with other intergovernmental agencies to assist in providing transportation for trips, and to ensure nonduplication of similar offerings.

Seniors Participation History

Programs	2009	2010	2011	2012	2013
Senior Stretch	116	108	98	111	92
Yoga	32	44	30	47	0
Oil Painting	168	171	184	180	171
Trips/Events	134	115	0	0	0
TOTAL	450	438	312	338	263

Trends

Seniors utilized the CRC in a variety of ways in 2013. The Fitness Center, group exercise classes (including Aqua Fit and Aqua Light), walking track, pickleball, and ping-pong were favorites for exercise and socializing.

While trips and events show no activity for 2013, trips and events in partnership with the Village of Wheeling were all successful. The Park District provided transportation for all of these trips.

IV. ARCTIC SPLASH

Arctic Splash Programs

The Arctic Splash indoor pool offers a variety of water-based programming for children (beginning at age 6 months) and adults. Guests enjoy swim lessons, special events, and specialty classes. Participants learn swim skills, as well as water- and sun-safety skills.

Arctic Splash Program Participation

Aquatic Programs	2009	2010	2011	2012	2013
TOTAL	1,924	1,922	2,271	2,364	2,450

Trends

Private swimming lessons have seen an increase since 2012. A total of 381 guests participated in private swim lessons in 2013, compared to 307 in 2012. There has been a slight decrease in preschool swim participation, but the District has seen an increase in upper-level lessons.

Arctic Splash Memberships

Memberships	2009	2010	2011	2012	2013
Indoor and Outdoor	239	217	228	203	162
Indoor Only	247	249	222	265	282
Indoor One Month	N/A	N/A	N/A	26	12
TOTAL	486	466	450	494	456

Arctic Splash Attendance

Attendance	2009	2010	2011	2012	2013
Total Daily Admissions	3,340	3,008	3,038	2,957	3,492
Total Pass Visits and Groups	15,859	14,929	15,613	16,485	18,697
TOTAL	19,199	17,937	18,651	19,442	22,189

V. COMMUNITY RECREATION CENTER

Community Recreation Center Rentals

Type	2009	2010	2011	2012	2013
Community Groups	247	228	244	298	99
Homeowner Groups	47	48	53	54	57
Residents	148	146	155	88	189
Nonresidents	26	26	27	39	29
Corporate	14	0	4	5	8
TOTAL	482	448	483	484	382

Outdoor Park and Field Rentals

Type	2009	2010	2011	2012	2013
Picnic Shelter	86	117	91	51	57
Field/Park	164	245	344	290	249
Twain & Tarkington	3	0	0	5	5
Childerley Chapel and Chamber Church	5	118	171	40	34
TOTAL	258	480	606	386	345

Trends

Rental of Park District facilities continues to be a popular option for Wheeling residents. The variety of room options, combined with reasonable fees, makes the CRC both convenient and affordable for local community groups.

In 2013, options continued to be limited for field rentals due to the construction at Heritage Park; however, the additional space made available through the Intergovernmental Agreement with School District #21 for field usage helped to alleviate the supply shortage.

VI. PARKS AND FACILITY MAINTENANCE DIVISION

The Park District has 1 undeveloped natural area, 10 parks, 11 playgrounds, and 8 buildings/structures, located on 177 acres. The Agency maintains 14 ball fields, 7 soccer fields, and 2 volleyball courts.

The Parks and Facility Maintenance Division is responsible for the maintenance, repair, and general upkeep of all Park District properties, as well as the coordination and execution of in-house and contractual projects throughout the Park District.

The Division is comprised of twenty full- and part-time employees, and numerous seasonal workers. Staff levels are a reflection of the Division's commitment to accommodate changing community need, as well as to increase the ability of the Parks and Facility Maintenance Division to serve these needs in-house for significant cost savings and improved efficiency.

Capital Equipment Investment

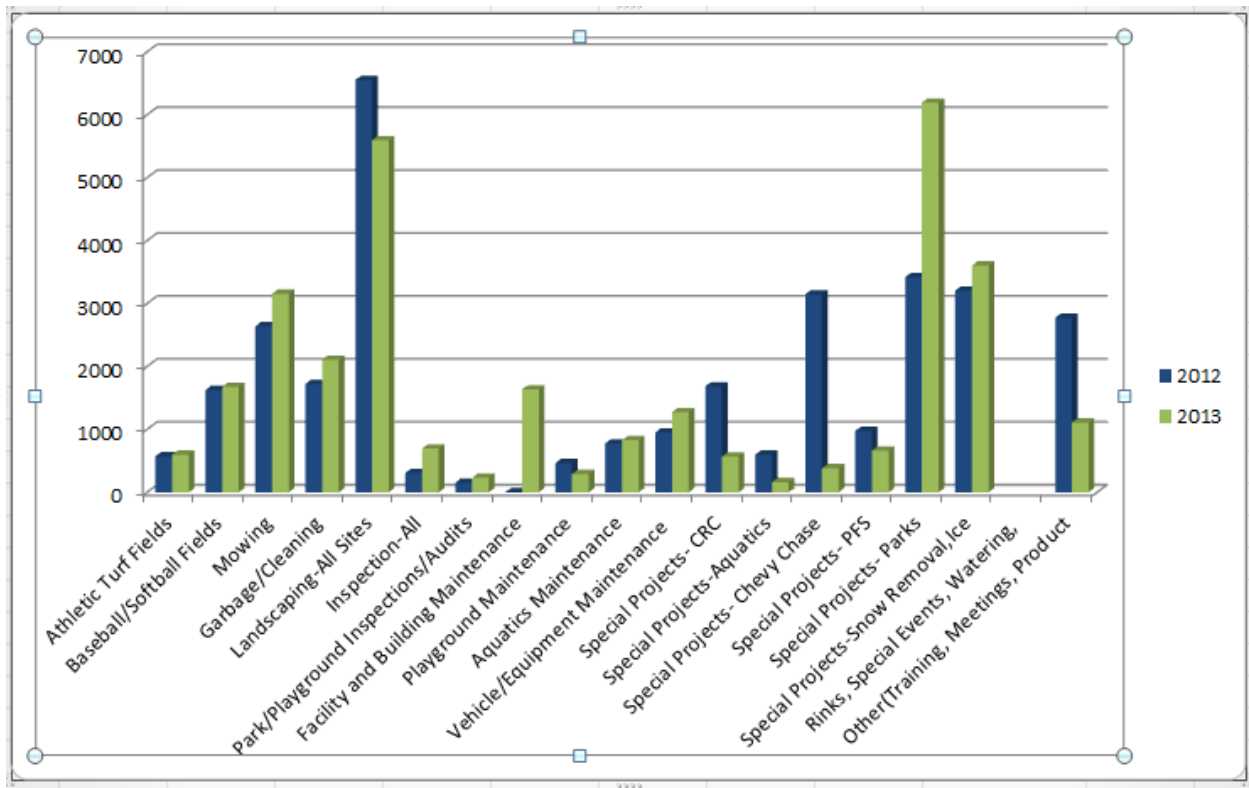
The Park District continued to invest in the upgrade of existing equipment and the acquisition of new equipment in order to better facilitate the needs of the Park District to meet its goal of providing memorable experiences. Major expenditures in 2013 include the following items:

Item	Cost
Ditch Witch Mini Loader	\$22,725
Scrubber/Sweeper	\$24,500
Ford Utility Vehicle	\$25,535
Kromer Field and Turf Groomer	\$28,556
Ford F350 4x4 Dump Truck	\$35,579
Wheel Loader	\$64,000

Itemized Work Performance

In 2010, the District began to track staff hours, as they relate to specific work tasks, to more effectively monitor, analyze, and evaluate staffing resources. These hours are recorded, sorted into categories, and compiled into monthly reports. The following table and graph highlight the number of work hours spent on various maintenance tasks and projects throughout the year.

Category	2012 Hours	2013 Hours	% Change
Athletic Fields	572	597	4%
Baseball/Softball Fields	1,625	1,674	3%
Mowing (includes leaf removal)	2,640	3,156	20%
Garbage/Cleaning	1,721	2,105	22%
Landscaping – All Sites	6,551	5,595	-15%
Building/Facility/Aqua/RT Inspections	308	527	71%
Vehicle Inspections	N/A	167	100%
Park/Playground Inspection/Audit	152	231	52%
Facility Maintenance-CRC,CC,PFS	N/A	1,421	100%
Park Site Building Maintenance	N/A	214	100%
Playground Maintenance	463	289	-38%
Aquatics Maintenance	778	830	7%
Vehicle/Equipment Maintenance	950	1,274	34%
Special Projects – CRC	1,682	568	-66%
Special Projects - Aquatics	598	162	-73%
Special Projects – Chevy Chase	3,146	383	-88%
Special Projects – P&FS	975	662	-32%
Special Projects – Parks	3,419	6,193	81%
Special Projects – Snow Removal, Ice Rinks, Special Events, Watering	3,206	3,604	12%
Other (Staff Training, Meetings, PIL Certification, Stretch, Paperwork)	2,772	1,109	-60%
Vandalism/Graffiti	40	58	45%
Total	31,598	30,819	-3%



Special Projects & Accomplishments

The Parks and Facility Maintenance division logged over 30,000 hours in 2013, much of which was spent on special projects throughout the Park District. Major accomplishments include:

Community Recreation Center

- Room 211 fans and blinds
- Rekeying
- Rooms 201 and 202 wood floor installation
- Preschool classrooms painted
- Guest Services updates
- Installation of new ADA-compliant showers in men's and women's locker rooms
- Ice rink installation and maintenance
- Landscape redesign, including an extensive tree-replacement program, and spring, summer, and fall plantings
- Irrigation expansion
- Extensive watering of plantings and young trees
- Parking lot and walkway snow removal

Family Aquatic Center

- Installation of new ADA-compliant showers in the men's and women's locker rooms
- Landscape work, including mulching of beds, spring and summer plantings, and irrigation repairs
- Extensive watering of plantings and young trees

Chevy Chase Clubhouse and Traditions Golf Course

- Clubhouse LED lighting
- Clubhouse kitchen renovations
- Rekeying
- New signage
- Foyer tiling
- Granite bar countertops
- Holiday lighting
- Landscape work, including extensive tree trimming at Traditions, tree removal, and stump grinding
- Extensive watering of plantings and young trees
- Parking lot and walkway snow removal

Parks

- Chamber Park Church ADA improvements
- Chamber Park asphalt replacement
- Chamber Park Lollipop Lane
- Heritage Park construction fencing and gates
- Heritage Park North Parking Lot directional signage and landscaping
- Heritage Park Redesign Project residential site mowing
- Horizon Park ice rink installation and maintenance
- Husky playground installation completion
- Husky Park naturalized area supervised burn
- Pleasant Run playground and park redesign installation
- Park sign repairs and replacement
- Wheeling High School athletic and ball field maintenance
- School District #21 athletic and ball field maintenance
- Landscape work, including spring, summer, and fall plantings, mulching, repair of tree rings and plant beds, and tree trimming, removal, and planting at all park sites
- Weed control spraying at all sites
- Park sign landscaping at various park sites
- Overseeding and topdressing of ball fields
- Extensive watering of plantings and young trees at all sites
- Regularly scheduled park inspections and audits
- Various park improvements, including picnic table and bench refurbishment, parking lot striping and asphalt repairs, as well as playground and building maintenance and repair
- Set up and breakdown for all WPD events
- Pathway, walkway, and parking lot snow removal at all park sites

Parks and Facility Services

- Chemical booth plumbing
- LED warehouse lighting
- LED outdoor lighting
- Generator installation and concrete housing
- Rekeying
- Landscape work, including mulching of beds, turf seeding and fertilization

2013 Major Projects Schedule

For 2013, the District established a Major Projects Schedule. These projects were Agency wide, but managed by the Park and Recreation Services Department. Based on need and changes in priority and funding, certain projects were added, or moved to the 2014 schedule.

Project	Status
CRC Rooms 201 and 202 wood floor installation	Complete
CRC Preschool classroom painting	Complete
CRC gym hoops/winches replacement	In progress
CRC gym curtain replacement	Complete
CRC gym floor resurface/repainting	2014
CRC irrigation expansion	Complete
ADA Improvements – CRC/FAC/Chamber Church	Complete
Arctic Splash overhead lighting replacement	2014
P&FS exterior painting	Complete
P&FS generator installation	Complete
P&FS bin installation	2014
P&FS warehouse lighting	Complete
P&FS office furniture	Complete
Rekeying – all sites	Complete
Husky Park playground installation	Complete
Pleasant Run Park playground installation	Complete
Heritage Park north parking lot signs & landscape	Complete
CCCC interior lighting upgrade	Complete
CCCC kitchen improvements/ovens	Complete

VII. 2013 FINANCIAL OVERVIEW

The 2013 end-of-year net of \$787,375.06 was added to the beginning fund balance of \$1,284,929 to provide an end-of-year 2013 fund balance of \$2,072,304, (pre-audit), which includes Fitness Center and Family Aquatic Center operations.

Total revenue for the Recreation Fund in 2013 was \$4,451,588.38, an increase of \$113,680 from 2012. Total expenditures for the Recreation Fund in 2013 were \$3,664,213, an increase of \$72,354.

These results are all prior to the year-end transfer of \$786,000 from the Recreation Fund to the Capital Projects Fund.

Program	2009	2010	2011	2012	2013
Athletics					
Revenue	\$167,524	\$177,847	\$180,286	\$190,839	\$186,359
Expenses	\$141,233	\$143,273	\$145,561	\$147,551	\$171,941
Net Return	\$26,291	\$34,574	\$34,725	\$43,288	\$14,418
Youth Development					
Revenue	\$602,663	\$633,466	\$718,499	\$695,407	\$639,418
Expenses	\$400,076	\$372,340	\$409,506	\$420,064	\$390,024
Net Return	\$202,587	\$261,126	\$308,993	\$275,343	\$249,394
Adults					
Revenue	\$21,923	\$21,752	\$14,635	\$13,995	\$11,985
Expenses	\$18,150	\$16,639	\$10,478	\$10,321	\$8,907
Net Return/Loss	\$3,773	\$5,113	\$4,157	\$3,674	\$3,078
Arctic Splash					
Revenue	\$113,415	\$108,230	\$130,812	\$140,299	\$166,910
Expenses	\$60,478	\$49,383	\$54,381	\$58,996	\$64,781
Net Return	\$52,937	\$58,847	\$76,431	\$81,303	\$102,129
Total Revenue	\$905,525	\$941,295	\$1,044,232	\$1,040,540	\$1,004,672
Total Expenses	\$619,937	\$581,635	\$619,926	\$636,932	\$635,653
Total Net Return	\$285,588	\$359,660	\$424,306	\$403,608	\$369,019
Total Percentage	32%	38%	40%	39%	37%

Facility Operations	2009	2010	2011	2012	2013
CRC					
Revenue	\$80,157	\$78,073	\$81,343	\$78,496	\$83,166
Expenses	\$350,554	\$339,463	\$362,484	\$392,011	\$413,902
Net Return	-\$270,397	-\$261,390	-\$281,141	-\$313,515	-\$330,736
Arctic Splash					
Revenue	\$107,058	\$101,689	\$101,609	\$102,021	\$112,042
Expenses	\$229,424	\$223,699	\$232,747	\$216,086	\$244,094
Net Return	-\$122,366	-\$122,010	-\$131,138	-\$114,065	-\$132,052
Total Revenue	\$187,215	\$179,762	\$182,952	\$180,517	\$195,208
Total Expenses	\$579,978	\$563,162	\$595,231	\$608,097	\$657,996
Total Net Return	-\$392,763	-\$383,400	-\$412,279	-\$427,580	-\$462,788

COMMUNITY RELATIONS

I. DESCRIPTION OF AREA

Wheeling Park District Community Relations operates as part of the Park and Recreation Services Department. The primary purpose of the Park District's community relations efforts is to increase the community's awareness of Wheeling Park District, and produce quality special events for the community.

II. COMMUNITY RELATIONS

Promotions and Publications

In 2013, Wheeling Park District continued to publish a program guide three times per year. This periodical is produced professionally, is of high quality, and consists of a winter/spring edition, a summer edition, and a fall edition. The program guide is the number one tool used by the community to learn about program information regarding Wheeling Park District.

Staff also manages the Park District's website – www.wheelingparkdistrict.com. The design features an interactive, scrolling calendar of events, and rotating photos to keep the site looking fresh. In 2013, the Park District contracted with an outside company to redesign the website. The site is scheduled to launch in January 2014.

In 2013, Wheeling Park District continued to use social media marketing as a promotional tool. The District maintains an active presence on Facebook, Twitter, and Instagram. The District also continued to use the Constant Contact service to send out email blasts to promote programs and events.

Separate, specialized newsletters were produced by staff for the schools, fitness members, and aquatics members. The aim of these newsletters is to deliver program and facility information to a smaller, targeted group of residents and guests.

The District's newsletter, *In the Know*, was published three times in 2013 and distributed to residents.

Guest Appreciation Days

Guest Appreciation Days were hosted in the lobby of the Community Recreation Center on March 13, July 10, September 11, and December 12, 2013. Each occasion featured light snacks, promotional giveaways, and information on upcoming programs and events.

State of the Park District Address

2013 marked the seventh annual *State of the Park District Address*. This assemblage took place at Chevy Chase Country Club on February 12, and consisted of opening remarks by the Board President, and a formal presentation by the Executive Director. The Address highlighted the accomplishments of 2012, and gave those in attendance a glimpse into 2013 and beyond. The theme of the event was the Pursuit of Happiness, and the opportunities the Park District

provides for pursuing happiness. Community VIPs and the public at large were invited to this ceremony; attendance was in excess of 50. Preceding the Address, there was a 30-minute networking social catered by Chevy Chase Country Club.

Continuing with the practice started in 2007, the Park District created a short video. This video was shown for the first time at the Address, and was available for viewing on the Wheeling Park District's website throughout the year.

Village of Wheeling

Staff remained committed in 2013 to working closely with personnel from the Village of Wheeling to execute the highest-quality events possible. Examples of this were seen in the continued progress of the Heritage Park redevelopment, Rockin' with the Cops at the Family Aquatic Center, and staff training conducted by the Wheeling Police Department.

Further collaboration took place in the area of Senior Services. Park District staff and Village of Wheeling staff cooperatively worked to provide programs and events for seniors. These events included recognition lunches, holiday parties, and multiple programs and trips.

Wheeling Rotary

Consistent with the Agency's goal of continuing to establish and improve partnerships with government organizations, corporate Wheeling, and other community groups, the Communications Manager has maintained a membership in the Wheeling Rotary Club.

The Rotarians meet weekly at Chevy Chase Country Club, and hold several events there as well, including the annual holiday party and Calcutta fundraiser.

Parks Day at the Capitol

Staff participated in the *2013 Parks Day at the Capitol* in Springfield, sponsored annually by the Illinois Association of Park Districts (IAPD), by setting up a display booth inside the Capitol building to showcase the many parks and recreational opportunities that Wheeling Park District has to offer. Promotional literature and giveaway items were also handed out.

Wheeling Park District participates in this event annually in order to increase awareness of the Agency and call attention to the importance of parks and recreation in Illinois. The District's booth was visited by state legislators, and staff members employed in the offices of several state legislators, as well as numerous members of the general public. Staff also stopped by the offices of legislators to provide them with information about the activities at Wheeling Park District.

Parks Day at the Capitol preceded the IAPD Legislative Reception and Conference, which staff was also able to attend. These two functions provided a great opportunity to speak to the importance of parks and recreation on a state level.

Family Learning Program

Wheeling Park District continued its partnership with Community Consolidated School District #21 for the Family Learning Program, and added to the array of services in 2013. This program provides educational life skills to parents of second language families in the School District. The

partnership calls for the Park District to provide recreational opportunities for children at the school sites while their parents take English, computer, parenting, and GED classes.

There were three sessions of the 2013 program: fall, spring, and summer. This program took place at all of the middle schools (Cooper, Holmes, and London), as well as Field, Twain, and Whitman elementary schools, Hawthorne Early Childhood School, and Harper College Northeast Center in Prospect Heights. Staff estimates the combined attendance for the three semesters at all sites was nearly 1,000 participants.

As part of the program, the Park District also hosted an end-of-year pool party in June at the Family Aquatic Center, which drew over 450 participants.

Middle School Intramurals continued in 2013 as well, with roughly 350 participants from three Wheeling schools participating at the CRC during after-school hours, playing soccer and swimming. Students from the after-school mentoring program at London also visited the indoor pool as part of their incentive program.

The Family Learning Program Benefit Golf Outing was held on August 7 at Chevy Chase Country Club. This event was a cooperative effort between the Park District and School District #21. The outing raised over \$11,000 to support this vital community program.

Miscellaneous

The District continued to work toward increasing the exposure and presence of the Wheeling Park District within the community by making a conscious attempt to be involved – or have representation – in all community functions with the Village, schools, and library. These efforts are far too numerous to list, but include such items as advertising in Wheeling and Buffalo Grove High Schools' sports program publications, sponsoring the Wheeling Hardwood Classic, supporting Rockin' With the Cops and National Night Out, and donating complimentary passes to Boy Scouts, Girl Scouts, schools, PTOs, churches, and various other community groups.

III. DISTRICTWIDE SPECIAL EVENTS

Community special events are a series of entertainments produced by the Park District for the sole purpose of providing community-oriented activities to the residents at little to no charge. Most fees involved with these occasions are to cover direct expenses, rather than to gain profit. The Park District takes an approach of spending \$1 per resident in free recreation for these events.

Incredible Egg Scramble

On Saturday, March 23, children scrambled to gather plastic eggs throughout the turf field at Wheeling High School. A total of 350 children between the ages of two and six scurried across the field to gather as many eggs as possible. A bunny mascot was available for photo opportunities, and hot chocolate and coffee were provided to keep spectators warm. Each child went home with a plush stuffed animal and plenty of candy-filled eggs. The Wheeling Jaycees contributed to the enjoyment by providing volunteer staffing, and snacks for the kids.

Pursuit of Happiness Day

Community happiness abounded at the CRC on Saturday, April 13, and fun, happiness-inducing activities were provided for participants of all ages and interests. The event included free massages, Petie's Pool Party, take-and-bake activities, crafts, storytelling provided by the Indian Trails Public Library, sports activities, fitness class demonstrations, a youth golf program, a presentation by an internationally-recognized motivational speaker, an art showcase, and an improvisation performance. The day was enjoyed by approximately 500 guests.

Earth Day

Earth Day was recognized by the District on April 21 through recycling campaigns for worn-out gym shoes and unwanted electronics. Donations were also accepted for non-perishable food items that were donated to the Village of Wheeling's Food Pantry. Additionally, Passport to the Parks was available for guests to enjoy the parks on Earth Day.

Community Cultural Fest

Northside Park was the stage for the Community Cultural Fest on June 23. Members of the community were invited to celebrate multiple cultural activities, including music from both a local Mariachi band and the band Roots Rock Society, and demonstrations from four different cultural groups. Local vendors, including D'Agostino's, Los Posados, and Lupita's Bakery, provided food for the event. Crafts and games were available for children. This event was not significantly well attended, and it will not be continued in 2014.

Summer Entertainment Series

The 2013 Summer Entertainment Series was once again offered as a combination of free movies and concerts. On six Wednesdays in July and August, concerts were held on the CRC lawn. On June 27, July 25, and August 15, Movies in the Park were broadcast. The highest attendance for movie night occurred at Pleasant Run Park, with about 125 guests, while 45 attended the showing at Husky Park, and approximately 100 came to Northside Park for the last movie of the season.

2013 Summer Entertainment Series Schedule

Date	Category	Name	Location
June 27	Movie	<i>Lorax</i>	Husky Park
July 10	Concert	Soda	CRC Lawn
July 17	Concert	Tropixplosion	CRC Lawn
July 24	Concert	Bopology	CRC Lawn
July 31	Concert	Final Say	CRC Lawn
July 25	Movie	<i>Brave</i>	Pleasant Run Park
August 7	Concert	Jin and Tonic	CRC Lawn
August 15	Movie	<i>Scooby-Doo</i>	Northside Park

Teen School's Out for Summer and Back to School Splash Bash

On Friday, July 12, from 8 to 10 p.m., the Family Aquatic Center hosted the TPH School's Out for Summer Party (rescheduled from May) for all local teens. A total of 91 middle school

students from Holmes, London, Cooper, and MacArthur danced to a DJ, feasted on snacks from the concession stand, swam, and mingled with friends on the pool deck. To give middle school students one last chance to have fun with their friends at the pool before the summer came to an end, a Back to School Splash Bash was held on Friday, August 16, from 8 to 10 p.m. A total of 104 tweens and teens were in attendance for this event.

FALLapalooza

Wheeling Park District hosted the second annual FALLapalooza event on Sunday, September 22, from 1 to 4 p.m. at Husky Park. Attractions included pony rides and hayrides, petting zoo, haystack candy hunt, inflatable play equipment, and clowns who created balloon art and provided face painting. Food and live music were also featured at this event. Approximately 500 guests enjoyed the day in the park.

BooNanza!

The annual BooNanza! celebration was held at the CRC on Friday, October 25. The highly-successful event drew a crowd of 450 goblins and ghouls. New to the event for 2013 was a kid-friendly, interactive, giant spiderweb maze constructed by the WPD Parks Division, Halloween games, a scary room for older kids, a craft and take-and-bake room, and a costume contest. Repeating from the 2012 event were the storytelling in the Preschool wing, hayrides around the CRC, and pumpkin decorating.

Thanksgiving Community Feast

The second annual Thanksgiving Community Feast was held on Sunday, November 17, at Chevy Chase Country Club. The event was well attended in spite of the severe storms that day; 141 guests were present. Feedback from guests was very favorable, and staff anticipates continued solid participation in future years. The Park District received \$125 in cash donations.

Family Learning Program Benefit Golf Outing

While still considered a community event, the Family Learning Program Benefit Golf Outing has a different objective than the other endeavors, as its only goal is to collect as much revenue as possible to support the Family Learning Program.

The 2013 Golf Outing was held on Wednesday, August 7. The proceeds netted were in excess of \$11,000. Much of the revenue generated was from sponsors and contributors, golfers, raffle prizes, and dinner guests.

The event featured 26 foursomes for golf, 49+ additional guests for dinner only, and over 33 sponsors and contributors. Raffle tickets were sold throughout the day and featured several donated prizes. The prizes ranged from restaurant gift certificates to foursomes at local golf courses. Participants took part in the scramble tournament and also competed for individual hole prizes.

IV. SPONSORSHIP PROGRAM

In 2013, the District sought out and received sponsorships for specific special events and activities. The primary sponsorship programs were the Family Learning Program Golf Outing

and the Chevy Chase 5K Run. Together, those events generated close to \$10,000 in sponsorship dollars.

With the opening of Heritage Park in 2014, the District will be revamping its sponsorship program to better encompass the opportunities that are available. The District will look to the Heritage Park Branding project, scheduled to be complete in early 2014, to help set the parameters of the program.

FITNESS CENTER

I. DESCRIPTION OF OPERATIONS

At 4,100 square feet, the Fitness Center is divided into zones, with 1,248 square feet dedicated to a free-weight area, and 960 square feet for cardiovascular exercise. The Fitness Center is equipped with 38 cardiovascular machines, 12 selectorized units, 18 pieces of free-weight apparatus, 2 dual-adjustable cable pulleys, and a 5-station multi-jungle unit. The Fitness Center also has two dedicated rooms for group exercise and wellness programs, as well as a designated Pilates Reformer Training studio.

II. 2013 ACCOMPLISHMENTS

Through strategic planning of staff schedules and careful management, the operation was able to exceed the overall budget for 2013 – surpassing the net income goal of \$107,580, and netting \$220,858.

The Fitness Center has its own key points of measurement (KPMs) that are used to analyze all business patterns. With this information, staff is able to better understand the audience that is using the Fitness Center. This will help to continue the growth of the business in all areas. The following KPMs are tracked:

- Personal Training
- Pilates Reformer Training
- Group Exercise
- Memberships
- Daily Visits
- Wellness Programs

Group Exercise

Group exercise remained a strong performer in 2013. Through creative programming, beneficial marketing, and advertising, staff was able to attract new and existing guests/members to programs being offered. Visits to land and water programs from January to December totaled 19,083. This is an increase in participation of 11% from 2012. Group Fitness revenue for 2013 exceeded yearly goal by 6.5%.

The following formats were added to the Group Fitness Schedule in 2013:

- GRIT
- Pilates Mat
- Technique of the Week Classes
- WERQ

Group Fitness

Revenue	\$100,941
Expenses	\$ 67,000
Net	\$ 33,941

Personal Training

Personal Training remained an initiative in 2013. During the year, one new trainer was hired and staff is working on growing that trainer's business with the District. Currently, there are four personal trainers who are committed to the Park District and to providing guests with a quality service. With effective management, budgeting, staff, marketing, and promotion, personal training remained strong and fell just short of the yearly revenue goal.

Personal Training

Revenue	\$86,677
Expenses	\$59,920
Net	\$26,757

Personal Training – Participation

2009	2010	2011	2012	2013
153	115	134	137	145

Pilates Reformer Training

The Pilates Reformer program entered its second fiscal year and serviced 29 guests, generating \$18,700.

Pilates Reformer

Revenue	\$18,700
Expenses	\$12,716
Net	\$ 5,984

Pilates Reformer Training – Participation

2009	2010	2011	2012	2013
NA	NA	NA	19	29

Wellness Programs

The Wellness Program registered 444 guests, generating \$26,110 in revenue. This exceeded budget by 12%. Participation increased by 9% from 2012 to 2013.

Wellness Workshop

Revenue	\$26,110
Expenses	\$15,253
Net	\$10,857

The programs offered in 2013 were:

- Gentle Yoga
- Pilates
- Tai Chi
- Yoga
- Zumba Kids

Memberships/Members/Usage

This category is tracked in three different ways. The first is memberships, identified as total memberships sold. Whether an individual membership is sold or a family membership is sold, they are both counted as one membership. The second way of tracking is by members. Staff accounts for how many members make up each membership. The last assessment is usage. This number is extremely important because it speaks to the capacity of the facility and also helps staff determine if there is enough equipment available to handle the volume of guests that are using the Fitness Center.

The following tables summarize membership numbers by year:

Memberships/Members – 2013

Membership Type	Number of Memberships	Number of Members
Fitness Blast – Annual Pay	477	616
Fitness Blast – Monthly Pay	361	507
Total Memberships/Members	838	1,123
Total Revenues	\$320,629	

Memberships/Members – 2012

Membership Type	Number of Memberships	Number of Members
Fitness Blast – Annual Pay	488	624
Fitness Blast – Monthly Pay	333	472
Total Memberships/Members	821	1,096
Total Revenues	\$285,311	

Memberships/Members – 2011

Membership Type	Number of Memberships	Number of Members
Fitness Blast – Annual Pay	450	577
Fitness Blast – Monthly Pay	286	398
Total Memberships/Members	736	975
Total Revenues	\$283,909	

Memberships/Members – 2010

Membership Type	Number of Memberships	Number of Members
Fitness Blast – Annual Pay	496	631
Fitness Blast – Monthly Pay	261	369
Total Memberships/Members	757	1,000
Total Revenues	\$286,219	

Memberships/Members – 2009

Membership Type	Number of Memberships	Number of Members
Fitness Blast – Annual Pay	512	635
Fitness Blast – Monthly Pay	246	346
Total Memberships/Members	758	981
Total Revenues	\$295,326	

Membership Usage

2009	2010	2011	2012	2013
72,730	74,399	71,928	74,459	79,599

Equipment

To continue to better meet the needs of all of participants and their abilities, staff purchased the following equipment in 2013:

Jump Ropes	\$119
Large Plyo Boxes	\$488
Airex Pad	\$60
Figure-eight bands	\$157
Poz-A-Balls	\$90
Aqua Mat	\$239
Wall-mounted Band Organizer	\$80
Aqua Dumbbells	\$171
Body Composition Analyzer	\$1,596
Medicine Balls	\$196
Dynamax Ball	\$87
Super Bands	\$211
Kettlebells	\$256
27.5 & 32.5 lb Dumbbells	\$725
Resistance Bands	\$191
Heavy Tubing	\$33
Light Dumbbells	\$223
Revolving Lat Pull Down Bar	\$64
Push-up Handles	\$37
Stairmaster TV	\$1,408
10 lb Weight Plates	\$234
StairMaster SC5 Steppers (2)	\$8,975
Concept 2 Rower – Model E	\$1,320
Mini Bands	\$48
Tricep Press Down Bar	\$35
TRX Mounts	\$136
Wall-mounted Magazine Racks	\$203
Total	\$17,382

III. HISTORY

Memberships – Revenues

	2009	2010	2011	2012	2013
Total	\$295,326	\$286,219	\$283,909	\$285,311	\$320,628

Personal Training

	2009	2010	2011	2012	2013
Revenues	\$61,774	\$70,169	\$78,788	\$102,974	\$86,677
Expenses	\$37,446	\$44,561	\$48,381	\$ 60,859	\$59,920
Net	\$24,328	\$25,608	\$30,407	\$ 42,115	\$26,757

Group Exercise

	2009	2010	2011	2012	2013
Revenues	\$68,400	\$76,598	\$92,263	\$99,192	\$100,941
Expenses	\$51,607	\$56,549	\$57,811	\$61,782	\$ 67,000
Net	\$16,793	\$20,049	\$34,452	\$37,410	\$ 33,941

Wellness Programs

	2009	2010	2011	2012	2013
Revenues	\$34,914	\$27,769	\$21,174	\$24,841	\$26,110
Expenses	\$20,910	\$17,307	\$11,323	\$14,507	\$15,253
Net	\$14,004	\$10,462	\$ 9,851	\$10,334	\$10,857

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FAMILY AQUATIC CENTER

I. DESCRIPTION OF OPERATIONS

The outdoor Family Aquatic Center opened in 1993 with a 1,500-bather load capacity. The main pool contains 377,779 gallons of water, two tube slides, drop slides, diving board, sand volleyball courts, children's sand play area, waterfall, spray features and a full-service concession stand. In 2003, the Family Aquatic Center expansion project added new attractions, including a spray pad – featuring an 8,079-gallon tipping bucket, three small slides and many interactive toys – and a 45,068-gallon activity pool with water basketball and climbing/floating lily pads.

II. 2013 ACCOMPLISHMENTS

The Family Aquatic Center continues to be managed through the tracking of key points of measurement (KPMs). This information assists staff in better understanding the audience that visits the Family Aquatic Center. The KPMs that are being used are as follows:

- Total visits and number of memberships sold
 - Admissions
 - Groups
 - Private Rentals
 - Memberships
- Total Revenue
 - Admissions
 - Groups
 - Private Rentals
 - Memberships
 - Food and Beverage
 - Merchandise

The Family Aquatic Center's staffing strategy remained the same. The structure is as follows:

- Staffing positions –
 - Family Aquatic Center Supervisor
 - Family Aquatic Center Leaders
 - Guest Services
 - Head Lifeguards
 - Lifeguards
- Age requirement for Guest Services positions is 16
- Staff rotates through all jobs available, developing a better understanding of all roles and responsibilities
- Staff is asked to commit to a minimum of 25-30 hours a week to maintain consistency

With this type of structure, staff members become more knowledgeable about the various aspects of the operation, thereby becoming more effective and efficient in their jobs.

The Family Aquatic Center was open for 80 days in 2013.

Maintenance and Repair

Throughout the season, the following improvements and repairs were made:

- Installed new ADA-compliant showers in the men's and women's locker rooms
- Landscape work, including mulching of beds, spring and summer plantings, and irrigation repairs
- Extensive watering of plantings and young trees
- Rebuilt pumps
- Developed and installed new signage for concession and admissions areas
- Painted Tsunami Splash and SCS feature
- Installed new locks as part of the rekeying project

III. HISTORY

Admissions

	2009	2010	2011	2012	2013
# of Visits	13,795	18,538	18,325	17,067	16,106
Total Revenue	\$151,326	\$204,209	\$193,896	\$184,798	\$164,663

Memberships

	2009	2010	2011	2012	2013
Total Sold	718	1,021*	1,134	1,259	1,036
Total Revenue	\$111,285	\$156,934	\$175,589	\$192,346	\$173,189

* Started offering memberships to nonresidents at resident rates as part of a promotion.

Groups

	2009	2010	2011	2012	2013
# of Visits	18,428	20,188	21,701	24,387	20,885
Total Revenue	\$138,823	\$154,459	\$161,848	\$179,657	\$169,713

Private Rentals

	2009	2010	2011	2012	2013
Total Sold	3	3	3	9	7
Total Revenue	\$1,813	\$2,206	\$1,973	\$7,777	\$5,676

Snack Bar

	2009	2010	2011	2012	2013
Total Visits	52,161	77,480	73,203	77,028	64,907
Total Revenue	\$69,102	\$93,644	\$91,737	\$96,324	\$75,980

Days Open/Visits

	2009	2010	2011	2012	2013
Total Days Open	83	86	80	84	80
Total Visits	52,161	77,480	73,203	77,028	64,907
Average Daily Attendance	628	901	915	917	811

Family Aquatic Center Expenses

	2009	2010	2011	2012	2013
Total Expenses (including Capital)	\$558,424	\$489,113	\$521,813	\$528,939	\$473,870

Revenues Less Expenses

	2009	2010	2011	2012	2013
Total Revenue	\$477,544	\$617,473	\$631,178	\$666,569	\$598,235
Total Operating Expense	\$540,634	\$489,113	\$481,033	\$493,314	\$473,871
Profit (Loss)	\$(63,090)	\$128,360	\$150,145	\$173,255	\$124,364

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CHEVY CHASE COUNTRY CLUB

I. DESCRIPTION OF OPERATIONS

Chevy Chase Country Club is owned and managed as an enterprise fund by Wheeling Park District. The 32,880 square foot Clubhouse offers a full-service banquet operation, golfer's bar and grill, and a 726 square foot golf and gift shop. Banquet guests have the option of holding events in the Devonshire Room, which seats up to 175 comfortably, the Gable Grill for smaller events, or the magnificent Grand Ballroom, with seating to 500. Both banquet rooms have their own built-in bars and bridal suites. Surrounding the facility is Traditions at Chevy Chase – a 6,610 yard, 5-star, par 72, 18-hole championship golf course. The Clubhouse supports the golf course through a fully stocked golf shop, men's and women's locker rooms, the Gable Grill for food and beverage service, and three beautiful patios for guests to enjoy. In 2013, Chevy Chase hosted 83,348 guests. Of this number, 34,231 were golfers and 49,117 were banquet/food and beverage patrons.

II. 2013 ACCOMPLISHMENTS

In the ongoing effort to improve the curb appeal, guest experience, and maintenance of current assets, numerous improvements occurred at Chevy Chase in 2013. Surface drain tile was added to eight fairways, a new putting green was installed near the Grand Ballroom patio, and various pieces of equipment and furnishings were purchased to assist with operations. In total, \$120,607 in capital was invested in Chevy Chase Country Club in 2013, as itemized below.

2013 Capital Improvements	Expenditure
Convection Oven	\$ 5,975
TurfCat & Flail Mower	\$ 17,884
Drain Tile/Tee & Bunker Renovation	\$ 34,186
Used Toro 3150 Greens Mowers (2)	\$ 13,000
Used Toro 5410 Fairway Mowers (2)	\$ 19,000
Patio Furniture	\$ 18,613
Building Repairs – Foundation/Electrical	\$ 11,949
TOTAL	\$120,607

Comcast Cable was hired to produce another commercial for Traditions in 2013. The spots aired throughout the golf season on Comcast *SportsNet* and featured segments on the golf course's history and existing amenities.

Traditions continued its relationship with booking engine GolfNow for the purpose of selling low-demand tee times, and for extending the reach of Traditions' tee-time reservation system.

The Food & Beverage Division again contracted with Bevinco to perform monthly physical inventories of all beverage products and provide variance reports for the purpose of improving the management of the beverage component of the operation.

The architectural firm of FGM was hired to produce a Master Plan for the Clubhouse. The finished product will identify much needed improvements, as well as project phasing, and

provide realistic costs for budgeting purposes.

III. HISTORY

Since renovation of the golf course, staff has been quantifying Chevy Chase Country Club's business activity. Data has been compiled on the functions that are conducted at the facility, focusing on the following defined performance indicators:

- Number and type of events
- Number of guests
- Utilization rates
- Revenue per guest/event/round/available tee time
- Total labor
- Total revenues
- Total expenses
- Net income

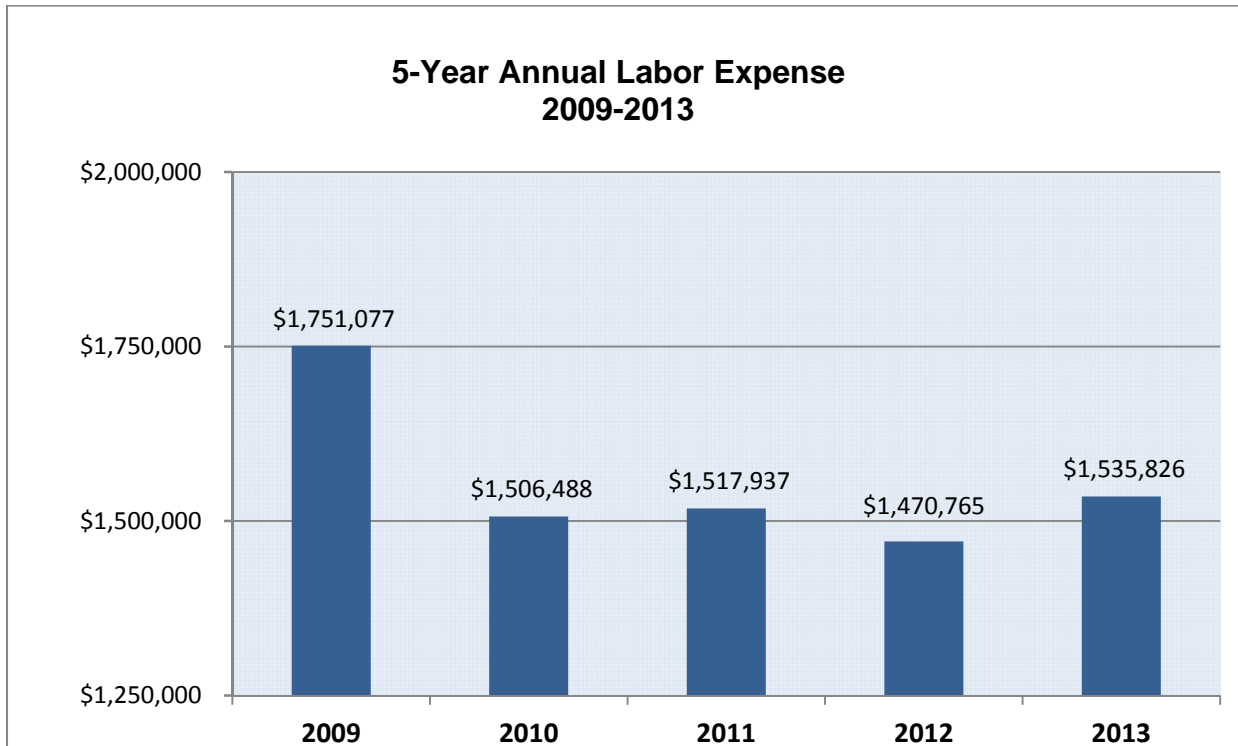
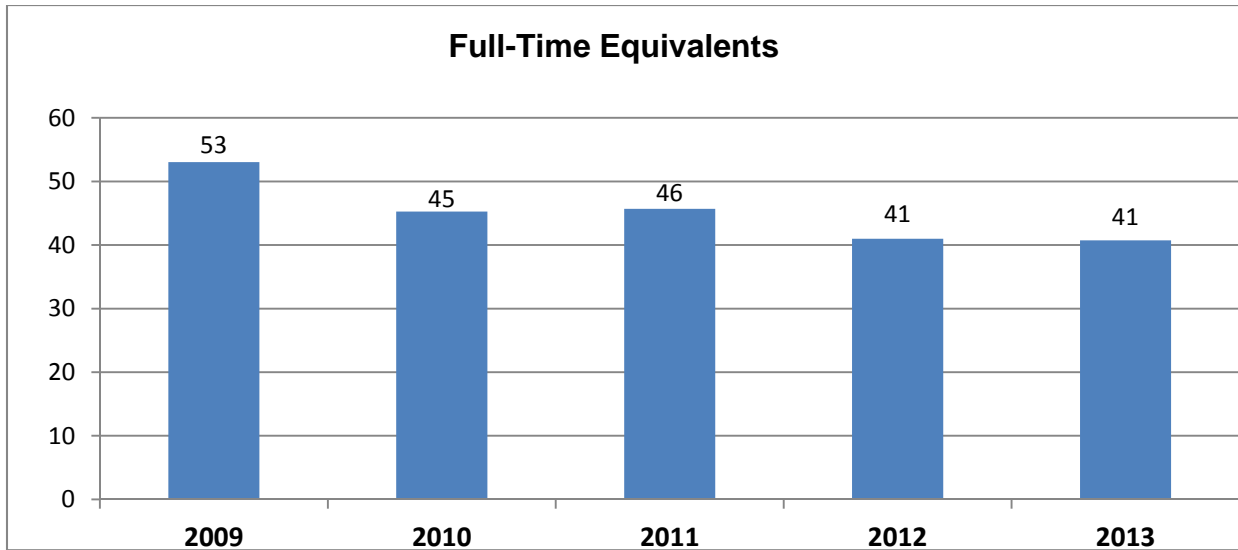
Through the collection of this data, staff is able to get a glimpse into the purchasing patterns of the guests visiting Chevy Chase and identify what they value. The information captured is essential to growing the business and, ultimately, in being able to realize the goal of providing memorable experiences in parks & recreation that enrich our communities.

Statistical information from years 2009-2013 and a summary of operations have been provided for each of the four primary areas: Food & Beverage, Golf Operations, Golf Maintenance, and Facility Maintenance.

Chevy Chase Country Club – Total Fund

	2009	2010	2011	2012	2013
Total Revenue	\$3,764,226	\$3,851,478	\$3,788,816	\$3,858,377	\$3,784,085
Total Expenses	\$3,773,572	\$3,537,721	\$3,588,041	\$3,742,295	\$3,521,069
Net Income	\$ (9,346)	\$ 313,757	\$ 200,775	\$ 116,082	\$ 263,016

The bar graph on the next page shows how dramatically Chevy Chase Country Club's labor costs have dropped in recent years. The table indicates where the labor savings were found. It's important to note neither the quality of the product nor level of service provided were compromised as a result of the 23% reduction in FTEs.



Annual Labor Expense by Division

	2009	2010	2011	2012	2013
Golf Ops	\$205,258	\$184,735	\$177,332	\$176,659	\$173,666
Golf Maintenance	\$340,277	\$323,545	\$316,094	\$286,654	\$315,053
F&B	\$722,364	\$602,415	\$619,858	\$622,736	\$645,910
Facility Maintenance	\$170,833	\$ 95,883	\$134,927	\$127,630	\$133,310
Administration	\$312,345	\$299,910	\$269,726	\$257,086	\$267,887
Total Labor	\$1,751,077	\$1,506,488	\$1,517,937	\$1,470,765	\$1,535,826

IV. FOOD AND BEVERAGE

Chevy Chase Country Club hosted 456 food & beverage events in 2013, serving 49,117 guests. Revenues decreased 0.5% year over year to \$2,227,969, with expenses rising 1%. The rise in commodity prices resulted in a year-over-year net income decrease of 5%. Net income for the year was \$786,602.

The facility hosted 31 in-house events in 2013. These seasonal favorites included Easter Breakfast, Mother's Day Brunch, Ballroom Dancing, and New Year's Eve. This year, in-house events attracted a total of 3,547 guests to the facility.

Chevy Chase Country Club saw an increase in corporate events in 2013. This resulted in an overall increase to the number of guests to the facility; however, many of the additional corporate events required only the use of meeting space. This translates into more revenue for Other Income, and little additional overall revenue to the Food or Beverage lines.

The following tables detail the types of events, number of events, number of guests, sales, and costs for the five different areas that comprise Food and Beverage.

Event Totals & Averages

	2009	2010	2011	2012	2013
# of Events	430	455	443	474	456
# of Guests	41,516	43,168	49,541	52,335	49,117
Event Avg	\$5,089	\$4,921	\$5,127	\$4,724	\$4,886

Revenue/Expense/Net Income

	2009	2010	2011	2012	2013
Revenue	\$2,188,216	\$2,239,060	\$2,271,190	\$2,239,134	\$2,227,969
Expense	\$1,388,209	\$1,297,199	\$1,393,619	\$1,409,013	\$1,441,367
Net Income	\$ 800,007	\$ 941,861	\$ 877,571	\$ 830,121	\$ 786,602

Banquet Sales

	2009	2010	2011	2012	2013
# of Events	345	364	366	394	396
# of Guests	34,896	36,664	38,321	41,205	44,101
# of Weddings	74	78	85	74	68
# of Social	54	69	76	68	66
# of Corporate	196	196	175	215	231
Total Sales	\$1,421,563	\$1,440,334	\$1,474,616	\$1,413,250	\$1,388,330
Avg Check	\$40.74	\$39.28	\$38.48	\$34.30	\$31.48
Food Cost	29%	30%	32%	32%	34%
Bev Cost	22%	18%	21%	23%	23%

Golf Outings

	2009	2010	2011	2012	2013
# Golf Guests	6,620	7,841	7,375	5,758	5,016
Avg Check	\$23.69	\$20.98	\$20.55	\$24.33	\$27.95
Total Sales	\$156,845	\$164,518	\$151,535	\$140,082	\$140,233

Gable Grill & Beverage Cart

	2009	2010	2011	2012	2013
Food Sales	\$ 67,047	\$ 38,106	\$ 46,755	\$ 62,193	\$ 69,835
Bev Sales	\$ 84,488	\$ 107,325	\$ 111,562	\$ 133,629	\$ 136,223
Bev Cart	\$ 63,843	\$ 68,098	\$ 62,558	\$ 47,353	\$ 45,617
Total Sales	\$ 215,378	\$ 213,529	\$ 220,875	\$ 243,175	\$ 251,675

Other Income

	2009	2010	2011	2012	2013
Fees & Admin	\$ 15,601	\$ 9,802	\$ 8,580	\$ 10,361	\$ 12,525
Rentals	\$ 90,537	\$ 100,809	\$ 98,965	\$ 129,168	\$ 118,920
Miscellaneous	\$ 287,554	\$ 308,100	\$ 318,212	\$ 301,502	\$ 326,355
Total Sales	\$ 393,692	\$ 418,711	\$ 425,757	\$ 441,031	\$ 457,800

Food and Beverage Guest Satisfaction

In 2013, staff sent guest satisfaction questionnaires via email with an online survey. Guests were asked to rate Chevy Chase in four key areas. Staff also formulated CCCC's Net Promoter Score. This is a customer loyalty metric that asks the question, "How likely are you to promote Chevy Chase to your friends or colleagues?" An NPS over 50 is considered "excellent." The score generated for Chevy Chase through the online surveying came in at 83. The following chart summarizes the ratings received from survey respondents.

Category	2013 Rating
Event Planning Staff	
- Exceeded Expectations	82%
- Met Expectations	16%
- Did Not Meet Expectations	2%
On-Floor Service Staff	
- Exceeded Expectations	78%
- Met Expectations	19%
- Did Not Meet Expectations	3%
Event Amenities	
- Exceeded Expectations	65%
- Met Expectations	33%
- Did Not Meet Expectations	2%
Menu	
- Exceeded Expectations	70%
- Met Expectations	28%
- Did Not Meet Expectations	2%
Overall Score	
- Exceeded Expectations	74%
- Met Expectations	24%
- Did Not Meet Expectations	2%
Top 3 reasons CCCC was selected to host an event	1. Location 2. Ambiance/View 3. Food Quality
Net Promoter Score	+83

V. GOLF OPERATIONS

Golf Operations got off to a slow start in 2013, with three of the first four months providing significantly fewer capacity rounds than in 2012. March through June 2012 saw weather-adjusted capacity rounds come in at 23,296, whereas 2013 realized only 20,776. Flooding events in both April and June were responsible for the majority of the year-over-year decline in golf fee revenue. Traditions generated \$1,518,028 in total revenue on 34,231 rounds of golf.

When viewed from a year-over-year perspective, Traditions met or exceeded monthly rounds totals five out of ten months when compared to the same periods in 2012.

Weather-Adjusted Capacity Rounds By Month 2009-2013

	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
2009	2,632	4,312	8,904	8,512	9,807	8,575	8,029	3,500	3,388	224	57,883
2010	1,988	5,712	7,672	8,904	9,394	8,960	7,168	5,544	2,604	0	57,946
2011	1,064	3,500	7,588	8,652	7,392	8,526	6,832	5,208	2,436	0	51,198
2012	4,788	6,188	8,232	8,876	7,336	8,400	7,448	3,976	3,192	1,008	59,444
2013	1,064	3,416	8,428	7,868	8,876	9,030	8,540	4,844	1,960	0	54,026
YOY	(3,724)	(2,772)	196	(1,008)	1,540	630	1,092	868	(1,232)	(1,008)	(5,418)

The practice of tracking golf playable hours (GPH), initiated in 2009, was expanded upon in 2013. The detailed data provided management with monthly benchmark numbers on weather-adjusted capacity, utilization rates, and revenue per golf playable hour. The real-time data assisted staff in making more fact-based decisions regarding course utilization rates, profitability, and pricing opportunities. Furthermore, the collection and documentation of the data within a standardized model has the effect of neutralizing the weather, allowing staff to compare multiple years of data net of weather. The end result is numbers that more accurately reflect staff's ability to produce revenue against the opportunity provided.

Despite the fact that Golf Ops had less inventory to sell year over year due to poor weather (9% less capacity), the decline was not as bad as indicators suggest it should have been. The weather in 2013 provided 193.5 fewer hours that were fit for golf activity than did 2012. According to historical averages, that has the potential to negatively impact golf fees by \$140,868; however, golf fees were down in 2013 by \$93,168, which suggests management outperformed the weather.

It is important to understand that in the GPH calculation, an hour is an hour; which means the model makes no distinction between the revenue-generating potential of an hour in March that is 45 degrees, or an hour in July that registers 80 degrees. To date, no progress has been made in the metric to weight hours differently based upon their historical potential or seasonality.

Impact of Weather Year Over Year

	2012	2013	Variance
Total Golf Fees (green fees + cart fees)	\$1,520,023	\$1,426,855	(\$93,168)
Golf Playable Hours	2,123	1,929.5	193.5
Revenue Per Hour	\$716	\$740	\$728
Revenue Decrease Attributable to Weather			(\$140,868)
Golf Operations Performance v. Weather			\$47,700

Golf Fee Revenue

	2009	2010	2011	2012	2013
Green Fees	\$1,063,506	\$1,090,577	\$1,014,399	\$1,111,838	\$1,050,398
Cart Fees	\$ 395,905	\$ 418,457	\$ 396,858	\$ 408,185	\$ 376,457
Total Golf Fees	\$1,459,411	\$1,509,034	\$1,411,257	\$1,520,023	\$1,426,855
% Change YOY	-2%	+3%	-7%	+8%	-6%

Rounds Played by Category

	2009	2010	2011	2012	2013	v. 2012
Resident Rounds	3,029	2,680	2,100	2,404	2,223	-1%
Guest Rounds	16,468	18,084	18,271	20,280	19,032	-1%
Event Rounds	6,620	7,841	7,375	7,483	7,113	-5%
League Rounds	3,392	2,748	2,361	2,300	2,811	22%
Trade/Comp Rounds	830	2,063	2,107	2,498	3,052	22%
Total	30,339	33,416	32,214	34,965	34,231	-2%

Utilization Rate

	2009	2010	2011	2012	2013
WAC*	54,271	55,342	51,198	59,444	54,026
Rounds Played	29,253	33,417	32,214	34,965	34,231
Utilization Rate	54%	60%	63%	59%	63%

* Weather-Adjusted Capacity

Labor Expense

	2009	2010	2011	2012	2013
Full-Time	\$ 98,608	\$ 60,863	\$ 60,117	\$ 61,928	\$ 63,423
Part-Time	\$106,650	\$123,872	\$117,215	\$114,731	\$110,243
Total	\$205,258	\$184,735	\$177,332	\$176,659	\$173,666

Revenue/Expenses/Net Income

	2009	2010	2011	2012	2013
Revenue	\$1,559,157	\$1,603,639	\$1,495,268	\$1,610,454	\$1,518,028
Expenses	\$ 389,369	\$ 388,403	\$ 308,966	\$ 320,220	\$ 321,877
Net Income	\$1,169,788	\$1,215,236	\$1,186,302	\$1,290,234	\$1,196,151

Merchandising

While golf shop sales increased 8% in 2013, cost of goods sold tracked almost dollar for dollar, indicating the increase in revenue was sale merchandise being sold at near cost.

Golf & Gift Shop

	2009	2010	2011	2012	2013
Sales	\$74,210	\$71,172	\$66,600	\$67,550	\$72,862
Cost of Goods Sold	\$46,638	\$43,490	\$39,921	\$41,690	\$45,035
Gross Margin %	37%	39%	40%	38%	37%
Gross Margin \$	\$27,572	\$27,682	\$26,679	\$25,860	\$27,827

VI. GOLF MAINTENANCE

The \$641,752 annual expenditure for 2013 is \$2,592 more than the \$639,160 spent in 2012. It is important to note that operating expenses actually declined \$67,475 (24%) over the same period. The slight increase in total annual expenditures is the result of increased capital expenditures in equipment and course drainage work.

Golf Maintenance

	2009	2010	2011	2012	2013
Salaries & Wages	\$340,277	\$323,545	\$316,094	\$286,654	\$315,053
Operating Expenses	\$212,479	\$139,300	\$197,671	\$280,898	\$213,423
Contractual Services	\$ 8,962	\$ 13,238	\$ 16,243	\$ 7,621	\$ 13,154
Capital	\$ 21,488	\$ 40,239	\$ 39,876	\$ 52,393	\$ 85,465
Utilities/Other	\$ 11,837	\$ 11,653	\$ 12,974	\$ 11,594	\$ 14,657
Total Expenses	\$595,043	\$527,975	\$582,858	\$639,160	\$641,752
% Change YOY	-13%	-11%	+10%	+10%	0%

2013 Weather Conditions

March	Seasonal
April	Cool and Wet
May	Seasonal
June	Cool and Wet
July	Hot
August	Hot and dry
September	Warm and dry
October	Cool
November	Cool and Wet
December	Cold and Snow

VII. FACILITY MAINTENANCE

2013 was the first year for Chevy Chase to benefit from the services of the districtwide cleaning crew. Staff's work during the overnight hours resulted in a much cleaner environment and less guest interference.

A significant decline in equipment maintenance and repairs provided for an \$8,638 reduction in Facility Maintenance annual expenses.

Facility Maintenance

	2009	2010	2011	2012	2013
Salaries and Wages	\$170,833	\$ 95,883	\$134,927	\$127,630	\$133,310
Commodities	\$ 47,516	\$ 30,908	\$ 42,243	\$ 60,658	\$ 68,274
Contractual Services	\$ 56,289	\$ 53,995	\$ 53,162	\$ 66,715	\$ 67,437
Maintenance and Repairs	\$ 23,172	\$ 28,064	\$ 36,295	\$ 28,125	\$ 5,469
Total	\$297,810	\$208,850	\$266,627	\$283,128	\$274,490

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ADMINISTRATIVE SERVICES DIVISION

I. DESCRIPTION OF OPERATIONS

The Administrative Services Division encompasses the operations of finance, information technology, and guest services.

The District is a municipal corporation that is governed by an elected, seven-member board. The District uses funds to report its results of operations. Funds are classified into governmental and proprietary (enterprise) categories. Each category is divided into separate fund types. A brief description of the funds follows:

Government Funds

Corporate – This fund includes the cost to maintain parks and administrative expenses, such as board support, administrative services, technology, and finance.

Special Revenue Funds

Recreation Fund – This fund handles the expenditures to carry on the recreation programs, as well as the indoor and outdoor Aquatic Centers, the Community Recreation Center and the Fitness Center.

Museum Fund – This fund covers the expenses to maintain the Museum and Church at Chamber Park.

IMRF Fund – This fund, which is levied for separately by the District, covers the District's contribution to the Illinois Municipal Retirement Fund (IMRF).

FICA Fund – This fund, which is levied for separately by the District, covers the District's share of Social Security and Medicare.

Tort Immunity Fund – This fund accounts for the costs of insurance, risk management, staff safety-related training, and loss prevention and reduction services.

Audit Fund – This fund covers the expense of the annual audit of the District's financial statements, as required by law.

Police Fund – This fund covers the District's expense for its own park security force.

Special Populations Fund – This fund primarily pays for the District's membership in the Northwest Special Recreation Association (NWSRA), other programs that target specific populations, and facilities that also target specific populations.

Paving and Lighting – This fund contains the expenses for constructing, maintaining and lighting roadways within the District's parks and facilities.

Capital Project Funds

Capital Projects-Bonds – Annually, the District issues nonreferendum debt, within its legal limitations, to fund new capital projects.

Capital Projects-Other – In 2005, the District established a fund to segregate revenues received from such things as cash-land donations, transfers from other funds, and grant revenues. Additionally, bonds may be issued to fund specific capital needs. The intention in creating this fund is to build up capital reserves to assist the District in its long-range planning.

Debt Service

Bond and Interest Fund – The debt service fund is used to pay the interest and principal on the general obligation bonds that have been issued to provide funds for the acquisition and improvements of capital assets, in addition to the acquisition and construction of major capital facilities.

Bond and Interest 2010 ARS Fund – This debt service fund was established in 2011 to pay the interest and principal on the Build America General Obligation (Alternative Revenue Source) Bonds issued in 2010. This fund will be closed after the final debt service payment is made in 2030.

Proprietary

Chevy Chase Country Club-Enterprise Fund – This fund accounts for the activity at the Country Club – both golf course operations and the Clubhouse (food and beverage).

II. 2013 ACCOMPLISHMENTS

Exclusive of the year-end transfers to the capital project fund, all major funds exceeded budget.

Transfers to Capital Projects Fund

In 2013, transfers were made to the Capital Projects Fund from the Corporate and Recreation Funds in the amount of \$935,000 and \$786,000, respectively. These year-end transfers far exceeded budgeted expectations, and position the Agency to be able to meet its long-range capital needs. Through 2013, over \$7,386,000 has been transferred to the Capital Projects Fund.

Grants

The District received notification it was awarded a \$266,900 OSLAD grant to renovate Pleasant Run Park. The redevelopment consists of new playground equipment with synthetic playground safety surfacing, a shelter, athletic field and open space, a renovated basketball court, an asphalt pathway to loop the perimeter of the park along with seat walls around the playground area and new landscaping.

Policies

The Administrative Policy Manual was updated to best represent the current administrative policies of the District.

Technology

Among the technological improvements that occurred in 2013 were the following:

- Upgraded Avaya IP Office phone system at the Community Recreation Center (CRC), Parks and Facility Services Building, and Chevy Chase
- Installed new self-encrypting drives in District-deployed laptops, ensuring all personally identifiable information (PII) or other confidential information remains protected in the event the asset is stolen or lost
- Deployed the Cisco AnyConnect Secure Mobility Client, providing staff members with secure VPN remote access to their workstations and drives from District-issued laptops
- Updated routers at the CRC and Chevy Chase to improve network efficiency
- Replaced firewall at Chevy Chase, improving internal visibility v. public traffic for bandwidth shaping and right-sizing
- Replaced wireless access system at Chevy Chase
- Completed security camera project at Chevy Chase, including placement of nine outdoor cameras and replacement of seven existing indoor cameras
- Coordinated CRC video surveillance system with Wheeling Police Department's 911 Center to facilitate the coordination of first responders in the event of an emergency
- Completed electronic indoor facility access control upgrade for the family locker room, private locker rooms, and office area of the CRC
- Completed FCC licensing filings for two-way radios, and programmed new licensed frequencies
- Upgraded Fore! Reservations software (Chevy Chase's golf reservation system), and completed a patch upgrade to Class Recreation software (utilized by the District for program registration)
- Loaded and deployed replacement computers based on the District's computer-replacement plan

The tables that follow summarize actual revenues and expenditures for both the Governmental and Enterprise (Chevy Chase Country Club) funds over the last five years.

Wheeling Park District Governmental Fund Revenues

	FY2009	FY2010	FY2011	FY2012	FY2013
SOURCES					
Tax Receipts	\$ 7,138,713	\$ 7,100,474	\$ 7,364,319	\$ 7,443,156	\$ 7,672,272
Program Fees	\$ 1,088,548	\$ 1,151,313	\$ 1,263,000	\$ 1,301,737	\$ 1,268,386
Memberships/Admissions	\$ 820,408	\$ 917,497	\$ 932,332	\$ 962,511	\$ 968,260
Concession Sales	\$ 72,478	\$ 97,251	\$ 95,092	\$ 100,362	\$ 84,234
Interest	\$ 26,280	\$ 11,381	\$ 56,255	\$ 60,196	\$ 64,216
Rentals	\$ 78,833	\$ 83,198	\$ 87,485	\$ 85,531	\$ 82,655
Grants	\$ 1,000,000	\$ 2,599,033		\$ 100,000	\$ 226,144
Miscellaneous	\$ 78,697	\$ 87,331	\$ 468,891	\$ 703,190	\$ 456,344
Total	\$10,303,957	\$12,047,478	\$10,267,374	\$10,756,683	\$10,882,511
Internal Transfer	\$ 2,119,082	\$ 2,161,618	\$ 2,686,710	\$ 2,278,897	\$ 2,574,152
Bond Issuances	\$ 1,035,000	\$ 9,702,058	\$ 400,000	\$ 500,000	\$ 675,000
GRAND TOTAL	\$13,458,039	\$23,911,154	\$13,354,084	\$13,535,580	\$14,071,663

Wheeling Park District Governmental Fund Expenditures

	FY2009	FY2010	FY 2011	FY 2012	FY 2013
FUNCTIONS					
General	\$ 1,594,229	\$ 1,768,800	\$ 1,801,269	\$ 1,954,848	\$ 1,904,752
Recreation	\$ 3,508,623	\$ 3,288,784	\$ 3,199,702	\$ 3,259,756	\$ 3,264,213
Museum	\$ 44,971	\$ 50,624	\$ 48,239	\$ 47,477	\$ 60,243
Tort	\$ 419,401	\$ 459,505	\$ 398,480	\$ 425,963	\$ 345,149
IMRF	\$ 267,442	\$ 287,786	\$ 343,224	\$ 355,748	\$ 358,952
FICA	\$ 360,256	\$ 328,822	\$ 320,348	\$ 341,855	\$ 343,312
Audit	\$ 44,817	\$ 45,718	\$ 51,315	\$ 30,274	\$ 42,453
Police	\$ 72,010	\$ 31,393	\$ 41,797	\$ 48,249	\$ 44,388
Special Populations	\$ 363,405	\$ 313,367	\$ 602,722	\$ 273,730	\$ 348,387
Paving & Lighting	\$ 2,221	\$ 40,927	\$ 15,698	\$ 620	\$ 17,750
Capital Projects	\$ 2,400,168	\$ 796,561	\$ 4,514,624	\$ 1,568,126	\$ 4,151,585
Debt Service	\$ 2,342,986	\$ 2,128,814	\$ 1,987,853	\$ 2,100,867	\$ 2,159,938
Total	\$11,420,529	\$ 9,541,101	\$13,325,271	\$10,407,513	\$13,041,122
Internal Transfer	\$ 2,090,705	\$ 2,127,338	\$ 2,641,959	\$ 2,226,104	\$ 2,508,803
GRAND TOTAL	\$13,511,234	\$11,668,439	\$15,967,230	\$12,633,617	\$15,549,925

Wheeling Park District Enterprise Funds (Internal Reporting Basis)

	FY2009	FY2010	FY2011	FY2012	FY2013
REVENUES	\$3,764,226	\$3,851,478	\$3,788,816	\$3,858,377	\$3,784,085
EXPENDITURES	\$3,773,572	\$3,537,721	\$3,588,041	\$3,742,295	\$3,521,069

Wheeling Park District Enterprise Funds (Proprietary Accounting Basis)

	FY2009	FY2010	FY2011	FY2012	FY2013
REVENUES	\$3,792,882	\$3,937,104	\$3,919,358	\$4,240,513	Unavailable
EXPENDITURES	\$4,157,556	\$3,852,838	\$3,946,619	\$4,097,684	at this time;
SURPLUS (DEFICIT)	\$(364,674)	\$ 84,266	\$ (27,261)	\$142,829	awaiting audit

III. 2013 FINANCIAL SUMMARY

In 2013, the District fortified its financial stability. All funds achieved revised fund-balance targets, except for the Special Populations Fund. This fund is expected to achieve its target in 2015. Chevy Chase Fund has been steadily increasing its fund balance over the last few years and has continued to meet its internal fund-balance target. The District continued to streamline operations and look for efficiencies in order to best serve its mission of providing memorable experiences in parks & recreation that enrich its communities.

CORPORATE FUND

	<u>2012</u> <u>Audited</u>	<u>2013</u> <u>Budget</u>	<u>2013</u> <u>Actual (Unaudited)</u>
Fund Balance January 1,	972,219	976,934	977,174
Sources:			
Revenues	3,020,909	2,986,268	3,111,713
Transfers In	-	-	-
	-	-	-
Transfers In	-	-	-
Total Sources	3,020,909	2,986,268	3,111,713
Uses:			
Expenditures			
Operations	1,914,786	2,077,798	1,904,752
Capital	40,064	-	-
Transfers Out			
Debt Service Fund	264,104	265,189	270,881
	-	-	-
Capital Projects Fund (Other)	797,000	635,000	935,000
Transfers Out	1,061,104	900,189	1,205,881
Total Uses	3,015,954	2,977,987	3,110,633
Sources Less Uses	4,955	8,281	1,080
Fund Balance December 31,	977,174	985,215	978,254
Fund Balance % of total uses	32.40%	33.08%	31.45%

RECREATION FUND

	<u>2012</u>	<u>2013</u>	<u>2013</u>
	<u>Audited</u>	<u>Budget</u>	<u>Actual (Unaudited)</u>
Fund Balance January 1,	<u>1,277,670</u>	<u>1,284,860</u>	<u>1,284,929</u>
Sources:			
Revenues	4,432,015	4,507,793	4,451,588
Transfers In:			
	-	-	-
	-	-	-
Transfers In	<u>-</u>	<u>-</u>	<u>-</u>
Total Sources	<u>4,432,015</u>	<u>4,507,793</u>	<u>4,451,588</u>
Uses:			
Expenditures:			
Operations	3,207,433	3,496,927	3,255,238
Capital	52,323	9,000	8,975
Transfers Out:			
Debt Service Funds	400,000	400,000	400,000
Capital Projects Fund (Other)	<u>765,000</u>	<u>598,000</u>	<u>786,000</u>
Transfers Out	<u>1,165,000</u>	<u>998,000</u>	<u>1,186,000</u>
Total Uses	<u>4,424,756</u>	<u>4,503,927</u>	<u>4,450,213</u>
Sources Less Uses	<u>7,259</u>	<u>3,866</u>	<u>1,375</u>
Fund Balance December 31,	<u><u>1,284,929</u></u>	<u><u>1,288,726</u></u>	<u><u>1,286,304</u></u>
Fund Balance % of total uses	29.04%	28.61%	28.90%

MUSEUM FUND

	<u>2012</u> <u>Audited</u>	<u>2013</u> <u>Budget</u>	<u>2013</u> <u>Actual (Unaudited)</u>
Fund Balance January 1,	16,646	12,325	8,844
Sources:			
Revenues	39,674	49,934	50,148
Transfers In:			
-	-	-	-
-	-	-	-
Transfers In	<u>-</u>	<u>-</u>	<u>-</u>
Total Sources	<u>39,674</u>	<u>49,934</u>	<u>50,148</u>
Uses:			
Expenditures:			
Operations	47,476	49,749	60,244
Capital	-	-	-
Transfers Out:			
-	-	-	-
Transfers Out	<u>-</u>	<u>-</u>	<u>-</u>
Total Uses	<u>47,476</u>	<u>49,749</u>	<u>60,244</u>
Sources Less Uses	<u>(7,802)</u>	<u>185</u>	<u>(10,096)</u>
Fund Balance December 31,	<u><u>8,844</u></u>	<u><u>12,510</u></u>	<u><u>(1,252)</u></u>
Fund Balance % of total uses	18.63%	25.15%	-2.08%

IMRF FUND

	<u>2012</u>	<u>2013</u>	<u>2013</u>
	<u>Audited</u>	<u>Budget</u>	<u>Actual (Unaudited)</u>
Fund Balance January 1,	105,984	35,619	40,704
Sources:			
Revenues	263,631	365,791	364,934
Transfers In:			
Chevy Fund	26,837	33,652	31,016
	-	-	-
Transfers In	<u>26,837</u>	<u>33,652</u>	<u>31,016</u>
Total Sources	290,468	399,443	395,950
Uses:			
Expenditures:			
Operations	355,748	347,956	358,953
Capital	-	-	-
Transfers Out:	-	-	-
	-	-	-
Transfers Out	<u>-</u>	<u>-</u>	<u>-</u>
Total Uses	<u>355,748</u>	<u>347,956</u>	<u>358,953</u>
Sources Less Uses	<u>(65,280)</u>	<u>51,487</u>	<u>36,997</u>
Fund Balance December 31,	<u><u>40,704</u></u>	<u><u>87,106</u></u>	<u><u>77,701</u></u>
Fund Balance % of total uses	11.44%	25.03%	21.65%

FICA FUND

	<u>2012</u>	<u>2013</u>	<u>2013</u>
	<u>Audited</u>	<u>Budget</u>	<u>Actual (Unaudited)</u>
Fund Balance January 1,	162,469	94,463	89,642
Sources:			
Revenues	243,072	325,148	325,270
Transfers In:			
Chevy Fund	25,956	33,393	34,333
	-	-	-
Transfers In	<u>25,956</u>	<u>33,393</u>	<u>34,333</u>
Total Sources	<u>269,028</u>	<u>358,541</u>	<u>359,603</u>
Uses:			
Expenditures:			
Operations	341,855	357,522	343,312
Capital	-	-	-
Transfers Out:	-	-	-
	-	-	-
Transfers Out	<u>-</u>	<u>-</u>	<u>-</u>
Total Uses	<u>341,855</u>	<u>357,522</u>	<u>343,312</u>
Sources Less Uses	<u>(72,827)</u>	<u>1,019</u>	<u>16,291</u>
Fund Balance December 31,	<u><u>89,642</u></u>	<u><u>95,482</u></u>	<u><u>105,933</u></u>
Fund Balance % of total uses	26.22%	26.71%	30.86%

PAVING AND LIGHTING FUND

	<u>2012</u> <u>Audited</u>	<u>2013</u> <u>Budget</u>	<u>2013</u> <u>Actual (Unaudited)</u>
Fund Balance January 1,	71,339	73,393	92,759
Sources:			
Revenues	22,040	1,161	2,247
Transfers In:			
	-	-	-
	-	-	-
Transfers In	<u>-</u>	<u>-</u>	<u>-</u>
Total Sources	22,040	1,161	2,247
Uses:			
Expenditures:			
Operations	620	34,500	17,750
Capital	-	-	-
Transfers Out:			
	-	-	-
Transfers Out	<u>-</u>	<u>-</u>	<u>-</u>
Total Uses	620	34,500	17,750
Sources Less Uses	<u>21,420</u>	<u>(33,339)</u>	<u>(15,503)</u>
Fund Balance December 31,	<u>92,759</u>	<u>40,054</u>	<u>77,256</u>
Fund Balance % of total uses	14961.13%	116.10%	435.25%

POLICE FUND

	<u>2012</u>	<u>2013</u>	<u>2013</u>
	<u>Audited</u>	<u>Budget</u>	<u>Actual (Unaudited)</u>
Fund Balance January 1,	31,253	13,597	19,425
Sources:			
Revenues	36,421	52,255	52,972
Transfers In:			
	-	-	-
	-	-	-
Transfers In	<u>-</u>	<u>-</u>	<u>-</u>
Total Sources	<u>36,421</u>	<u>52,255</u>	<u>52,972</u>
Uses:			
Expenditures:			
Operations	48,249	51,660	44,388
Capital	-	-	-
Transfers Out:			
	-	-	-
	-	-	-
Transfers Out	<u>-</u>	<u>-</u>	<u>-</u>
Total Uses	<u>48,249</u>	<u>51,660</u>	<u>44,388</u>
Sources Less Uses	<u>(11,828)</u>	<u>595</u>	<u>8,584</u>
Fund Balance December 31,	<u><u>19,425</u></u>	<u><u>14,192</u></u>	<u><u>28,009</u></u>
Fund Balance % of total uses	40.26%	27.47%	63.10%

SPECIAL POPULATIONS FUND

	<u>2012</u> <u>Audited</u>	<u>2013</u> <u>Budget</u>	<u>2013</u> <u>Actual (Unaudited)</u>
Fund Balance January 1,	(201,641)	(21,020)	(24,738)
Sources:			
Revenues	450,633	464,000	410,118
Transfers In:			
	-	-	-
	-	-	-
	-	-	-
Transfers In	-	-	-
Total Sources	450,633	464,000	410,118
Uses:			
Expenditures:			
Operations	273,730	271,537	258,589
Capital	-	360,000	89,799
Transfers Out:			
Capital Projects Fund (Other)	-	-	116,922
Transfers Out	-	-	116,922
Total Uses	273,730	631,537	465,310
Sources Less Uses	176,903	(167,537)	(55,192)
Fund Balance December 31,	(24,738)	(188,557)	(79,930)
Fund Balance % of total uses	-9.04%	-29.86%	-17.18%

AUDIT FUND

	<u>2012</u> <u>Audited</u>	<u>2013</u> <u>Budget</u>	<u>2013</u> <u>Actual (Unaudited)</u>
Fund Balance January 1,	9,357	29,919	29,943
Sources:			
Revenues	50,860	23,225	24,556
 Transfers In:			
-	-	-	-
-	-	-	-
Transfers In	<u>-</u>	<u>-</u>	<u>-</u>
Total Sources	<u>50,860</u>	<u>23,225</u>	<u>24,556</u>
 Uses:			
Expenditures:			
Operations	30,274	42,213	42,453
Capital	-	-	-
Transfers Out:			
-	-	-	-
-	-	-	-
Transfers Out	<u>-</u>	<u>-</u>	<u>-</u>
Total Uses	<u>30,274</u>	<u>42,213</u>	<u>42,453</u>
 Sources Less Uses	<u>20,586</u>	<u>(18,988)</u>	<u>(17,897)</u>
 Fund Balance December 31,	<u><u>29,943</u></u>	<u><u>10,931</u></u>	<u><u>12,046</u></u>
 Fund Balance % of total uses	98.91%	25.89%	28.37%

TORT FUND

	<u>2012</u> <u>Audited</u>	<u>2013</u> <u>Budget</u>	<u>2013</u> <u>Actual (Unaudited)</u>
Fund Balance January 1,	105,974	94,840	87,440
Sources:			
Revenues	407,429	401,776	378,642
Transfers In:			
-	-	-	-
-	-	-	-
Transfers In	<u>-</u>	<u>-</u>	<u>-</u>
Total Sources	<u>407,429</u>	<u>401,776</u>	<u>378,642</u>
Uses:			
Expenditures:			
Operations	366,786	366,073	314,680
Capital	59,177	31,000	30,469
Transfers Out:			
-	-	-	-
Transfers Out	<u>-</u>	<u>-</u>	<u>-</u>
Total Uses	<u>425,963</u>	<u>397,073</u>	<u>345,149</u>
Sources Less Uses	<u>(18,534)</u>	<u>4,703</u>	<u>33,493</u>
Fund Balance December 31,	<u><u>87,440</u></u>	<u><u>99,543</u></u>	<u><u>120,933</u></u>
Fund Balance % of total uses	20.53%	25.07%	35.04%

BOND AND INTEREST FUND

	2012	2013	2013
	<u>Audited</u>	<u>Budget</u>	<u>Actual</u> <u>(Unaudited)</u>
Fund Balance January 1,	231,338	175,222	174,989
Sources:			
Revenues	1,219,635	1,267,547	1,263,002
	-		-
Transfers In:			
Recreation, Capital Projects Fund	-	-	-
	-	-	-
Transfers In	-	-	-
Total Sources	<u>1,219,635</u>	<u>1,267,547</u>	<u>1,263,002</u>
Uses:			
Expenditures:			
Operations - (Principal and Interest)	1,275,984	1,336,098	1,336,098
	-	-	
Capital	-	-	-
Transfers Out:			
	-	-	-
Transfers Out	-	-	-
Total Uses	<u>1,275,984</u>	<u>1,336,098</u>	<u>1,336,098</u>
Sources Less Uses	<u>(56,349)</u>	<u>(68,551)</u>	<u>(73,096)</u>
Fund Balance December 31,	<u><u>174,989</u></u>	<u><u>106,671</u></u>	<u><u>101,893</u></u>
Fund Balance % of total uses	13.71%	7.98%	7.63%

BOND AND INTEREST FUND-2010 ARS

	2012	2013	2013
	<u>Audited</u>	<u>Budget</u>	<u>Actual (Unaudited)</u>
Fund Balance January 1,	-	-	-
Sources:			
Revenues	160,779	158,671	152,959
	-		-
Transfers In:			
Corporate, Recreation	664,104	665,189	670,881
	-	-	-
Transfers In	<u>664,104</u>	<u>665,189</u>	<u>670,881</u>
Total Sources	824,883	823,860	823,840
Uses:			
Expenditures:			
Operations - (Principal and Interest)	824,883	823,860	823,840
	-	-	
Capital	-	-	-
Transfers Out:			
	-	-	-
Transfers Out	<u>-</u>	<u>-</u>	<u>-</u>
Total Uses	<u>824,883</u>	<u>823,860</u>	<u>823,840</u>
Sources Less Uses	<u>-</u>	<u>-</u>	<u>-</u>
Fund Balance December 31,	<u><u>-</u></u>	<u><u>-</u></u>	<u><u>-</u></u>

CAPITAL PROJECTS (OTHER) FUND

	2012	2013	2013
	<u>Audited</u>	<u>Budget</u>	<u>Actual (Unaudited)</u>
Fund Balance January 1,	7,870,280	7,652,807	8,489,755
Sources:			
Revenues	409,586	10,000	234,361
Bond Proceeds	-	-	-
Transfers In:			
Corporate, Recreation Fund, Spec Pops	1,562,000	1,233,000	1,839,922
	<u>-</u>	<u>-</u>	<u>-</u>
Transfers In	<u>1,562,000</u>	<u>1,233,000</u>	<u>1,839,922</u>
Total Sources	<u>1,971,586</u>	<u>1,243,000</u>	<u>2,074,283</u>
Uses:			
Expenditures:			
Operations	-	-	-
Capital	1,352,111	4,773,607	3,813,933
Transfers Out:	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>
Transfers Out	<u>-</u>	<u>-</u>	<u>-</u>
Total Uses	<u>1,352,111</u>	<u>4,773,607</u>	<u>3,813,933</u>
Sources Less Uses	<u>619,475</u>	<u>(3,530,607)</u>	<u>(1,739,650)</u>
Fund Balance December 31,	<u><u>8,489,755</u></u>	<u><u>4,122,200</u></u>	<u><u>6,750,105</u></u>

CAPITAL PROJECTS (BONDS) FUND

	<u>2012</u> <u>Audited</u>	<u>2013</u> <u>Budget</u>	<u>2013</u> <u>Actual (Unaudited)</u>
Fund Balance January 1,	460,292	763,252	744,278
Sources:			
Bond Proceeds	500,000	675,000	675,000
Transfers In:			
	-	-	-
	-	-	-
Transfers In	<u>-</u>	<u>-</u>	<u>-</u>
Total Sources	<u>500,000</u>	<u>675,000</u>	<u>675,000</u>
Uses:			
Expenditures:			
Operations	6,350	7,000	7,000
Capital	209,664	740,050	330,652
Transfers Out:			
Debt Service Fund	-	-	-
	-	-	-
Transfers Out	<u>-</u>	<u>-</u>	<u>-</u>
Total Uses	<u>216,014</u>	<u>747,050</u>	<u>337,652</u>
Sources Less Uses	<u>283,986</u>	<u>(72,050)</u>	<u>337,348</u>
Fund Balance December 31,	<u><u>744,278</u></u>	<u><u>691,202</u></u>	<u><u>1,081,626</u></u>

CHEVY CHASE FUND

	<u>2012</u> <u>Audited</u>	<u>2013</u> <u>Budget</u>	<u>2013</u> <u>Actual (Unaudited)</u>
Fund Balance January 1,	1,322,586	1,379,962	1,438,668
Sources:			
Revenues	3,858,377	3,850,896	3,784,085
Transfers In:			
	-	-	-
	-	-	-
	-	-	-
Transfers In	-	-	-
Total Sources	3,858,377	3,850,896	3,784,085
Uses:			
Expenditures:			
Operations (w/Debt Service)	3,486,154	3,451,684	3,313,872
Capital	203,348	280,157	141,848
Transfers Out:			
	-	-	-
FICA/IMRF Funds	52,793	67,045	65,349
Transfers Out	52,793	67,045	65,349
Total Uses	3,742,295	3,798,886	3,521,069
Sources Less Uses	116,082	52,010	263,016
Fund Balance December 31,	1,438,668	1,431,972	1,701,684
Fund Balance % of total uses excl reserve	32.75%	32.09%	36.60%

ALL FUNDS

	<u>2012 Audited</u>	<u>2013 Budget</u>	<u>2013 Actual (Unaudited)</u>
Fund Balance January 1,	12,435,766	12,566,173	13,453,812
Sources:			
Revenues	14,615,061	14,464,465	14,606,595
Bond Proceeds	500,000	675,000	675,000
Transfers In:			
Corp, Rec, Chevy, Spec Pops	2,278,897	1,965,234	2,574,152
	-	-	-
Transfers In	2,278,897	1,965,234	2,574,152
Total Sources	17,393,958	17,104,699	17,855,747
Uses:			
Expenditures:			
Operations	12,180,328	12,714,577	12,081,166
Capital	1,916,687	6,193,814	4,415,676
Transfers Out:			
Debt Service Funds	664,104	665,189	670,881
FICA/IMRF Funds	52,793	67,045	65,349
Capital Projects Fund (Other)	1,562,000	1,233,000	1,837,922
Transfers Out	2,278,897	1,965,234	2,574,152
Total Uses	16,375,912	20,873,625	19,070,994
Sources Less Uses	1,018,046	(3,768,926)	(1,215,247)
Fund Balance December 31,	13,453,812	8,797,247	12,238,565

NOTES



Wheeling

Park District

We're People Driven