



We exist to provide outstanding opportunities through recreation for children and adults with disabilities.

**Finance Committee Meeting
10:30 a.m., October 31, 2025
Park Central Board Room
Rolling Meadows, IL 60008**

Agenda

- I. Call to Order
- II. Roll Call
- III. Public Comment
- IV. Guests
- V. 3rd Quarter FY 2025 Financials | Pages 3 - 15
 - A. Income Statement
 - B. 3rd Quarter FY 2025 Budget Variance Explanation
- VI. Investment Update | Pages 16 - 23
- VII. Proposed FY 2026 Operating Budget Packet | 24 - 46
 - Motion: to recommend to the full board approval of the Proposed FY 2026 Operating Budget as presented.*
 - A. PYE 2025 Budget Variance Explanation
 - B. Proposed FY 2026 Operating Budget Summary
 - C. Proposed FY 2026 Budget Assumptions
 - D. Memo: Proposed FY 2026 Budget Key Highlights
 - a. Health Information
 - b. Merit Information
 - c. Part-Time Pay Information
 - i. 2025 Part-Time Staff Ranges
 - ii. Proposed 2026 Part-time Pay Ranges
 - d. Strategic Planning Information
- VIII. Proposed FY 2026 Capital Budget Packet | Pages 47 - 48
 - Motion: to recommend to the full board approval of the Proposed FY 2026 Capital Budget as presented.*

- A. PYE 2025 Capital Budget Explanations
- B. Proposed FY 2026 – FY 2030 5-Year Rolling Capital Budget

IX. SLSF | Pages 49 - 50

- A. FY 2025 Contribution & Reimbursement
- B. Proposed FY 2026 Contribution

Northwest Special Recreation Association
Income Statement
For 9/30/2025

	Q-T-D Actual	Y-T-D Actual	Budget	Variance	Percent of Budget
Revenues					
Member District Assessments					
10 31 0000 310001 Arlington Heights Assessment	144,368.15	288,736.30	577,472.58	(288,736.28)	50.00
10 31 0000 310002 Bartlett Assessment	0.00	128,989.17	257,978.34	(128,989.17)	50.00
10 31 0000 310003 Buffalo Grove Assessment	0.00	176,063.88	352,127.75	(176,063.87)	50.00
10 31 0000 310004 Elk Grove Assessment	164,226.96	328,453.93	328,453.93	0.00	100.00
10 31 0000 310005 Hanover Park Assessment	0.00	72,922.24	145,844.48	(72,922.24)	50.00
10 31 0000 310006 Hoffman Estates Assessment	170,363.33	170,363.33	340,726.66	(170,363.33)	50.00
10 31 0000 310007 Inverness Assessment	17,743.98	35,487.97	35,487.97	0.00	100.00
10 31 0000 310008 Mount Prospect Assessment	0.00	363,065.40	363,065.40	0.00	100.00
10 31 0000 310009 Palatine Assessment	0.00	482,637.60	482,637.60	0.00	100.00
10 31 0000 310010 Prospect Heights Assessment	19,826.14	79,304.59	79,304.59	0.00	100.00
10 31 0000 310011 River Trails Assessment	55,356.64	110,713.28	110,713.28	0.00	100.00
10 31 0000 310012 Rolling Meadows Assessment	0.00	87,861.83	175,723.65	(87,861.82)	50.00
10 31 0000 310013 Salt Creek Assessment	0.00	20,784.63	41,569.25	(20,784.62)	50.00
10 31 0000 310014 Schaumburg Assessment	0.00	705,386.04	705,386.04	0.00	100.00
10 31 0000 310015 South Barrington Assessment	35,601.18	71,202.37	71,202.37	0.00	100.00
10 31 0000 310016 Streamwood Assessment	0.00	89,137.53	178,275.06	(89,137.53)	50.00
10 31 0000 310017 Wheeling Assessment	0.00	270,912.38	270,912.38	0.00	100.00
Total Member District Assessments	607,486.38	3,482,022.47	4,516,881.33	(1,034,858.86)	77.09
Program Fees					
10 32 1001 320001 Club Program Fees	10,435.98	26,507.04	35,000.00	(8,492.96)	75.73
10 32 1002 320002 Leisure Education Program Fees	0.00	3,275.29	2,000.00	1,275.29	163.76
10 32 1004 320004 Special Events Program Fees	4,298.88	16,109.54	21,265.00	(5,155.46)	75.76
10 32 1005 320005 Day Camp Program Fees	39,653.72	266,605.61	294,647.00	(28,041.39)	90.48
10 32 1006 320006 General Programs Fees	95,126.04	233,080.15	300,000.00	(66,919.85)	77.69
10 32 1008 320008 Trips Program Fees	19,761.70	39,619.70	70,700.00	(31,080.30)	56.04
10 32 1009 320009 PURSUIT Program Fees	310,747.90	320,432.90	273,933.00	46,499.90	116.97
10 32 1011 320011 Athletic Program Fees	15,521.00	41,290.00	50,000.00	(8,710.00)	82.58
Total Program Fees	495,545.22	946,920.23	1,047,545.00	(100,624.77)	90.39
Transportation Door to Door					
10 33 1001 321001 Clubs Transport Door to Door	720.00	2,152.48	2,800.00	(647.52)	76.87
10 33 1004 321004 Special Events Transport Door to Door	16.91	28.91	48.00	(19.09)	60.23
10 33 1005 321005 Day Camp Transport Door to Door	2,475.43	27,616.46	26,000.00	1,616.46	106.22
10 33 1006 321006 General Programs Transport Door to Door	895.14	2,346.30	5,000.00	(2,653.70)	46.93
Total Transportation Door to Door	4,107.48	32,144.15	33,848.00	(1,703.85)	94.97
Transportation Pickup Points					
10 34 1001 321101 Clubs Transport Pick Up Points	665.02	2,223.34	2,000.00	223.34	111.17
10 34 1002 321102 Leisure Transport Pick Up Points	0.00	548.71	2,400.00	(1,851.29)	22.86
10 34 1004 321104 Special Events Transport Pick Up Points	180.00	769.10	1,660.00	(890.90)	46.33
10 34 1005 321105 Day Camp Transport Pick Up Points	1,699.41	7,621.14	6,750.00	871.14	112.91
10 34 1006 321106 General Programs Transport Pick Up Points	4,904.24	14,236.70	11,500.00	2,736.70	123.80
10 34 1009 321109 PURSUIT Program Transport Pick Up Points	0.00	0.00	39,606.00	(39,606.00)	0.00
Total Transportation Pickup Points	7,448.67	25,398.99	63,916.00	(38,517.01)	39.74
Non Program Revenue					
10 35 0000 340001 Non Program Revenue	395.25	7,835.56	7,800.00	35.56	100.46
10 35 0000 340002 Salary Reimbursement - RMPD	8,082.60	14,778.24	29,039.34	(14,261.10)	50.89
10 35 0000 340009 Collaboratives Revenues	125,721.78	359,130.00	516,278.07	(157,148.07)	69.56
10 35 0000 340010 Revenue SLSF	236.00	420.70	0.00	420.70	0.00
Total Non Program Revenue	134,435.63	382,164.50	553,117.41	(170,952.91)	69.09
SLSF Grant Contributions					
10 36 0000 350001 Scholarship Contribution	0.00	32,769.90	72,500.00	(39,730.10)	45.20
10 36 0000 350002 Programs Contribution	0.00	17,446.44	67,345.04	(49,898.60)	25.91
10 36 0000 350003 Inclusion Contribution	0.00	1,322.33	51,404.96	(50,082.63)	2.57
10 36 0000 350004 Transportation Contribution	0.00	39,079.41	90,000.00	(50,920.59)	43.42
10 36 0000 350005 Athletics Contribution	0.00	27,244.31	68,750.00	(41,505.69)	39.63
10 36 0000 350006 Miscellaneous Contribution	10,417.99	27,491.32	42,000.00	(14,508.68)	65.46
Total SLSF Grant Contributions	10,417.99	145,353.71	392,000.00	(246,646.29)	37.08

Northwest Special Recreation Association
Income Statement
For 9/30/2025

	Q-T-D Actual	Y-T-D Actual	Budget	Variance	Percent of Budget
Sale of Fixed Assets					
10 37 0000 360001 Sale of Fixed Assets	20.00	556.00	400.00	156.00	139.00
Total Sale of Fixed Assets	20.00	556.00	400.00	156.00	139.00
Interest					
10 38 0000 370001 Operating Interest	4,904.71	18,849.73	30,538.45	(11,688.72)	61.72
10 38 0000 370002 Investment Interest	30,379.49	103,896.33	93,072.88	10,823.45	111.63
20 38 0000 370002 Money Market/ Investment Interest	3,659.07	11,771.08	0.00	11,771.08	0.00
Total Interest	38,943.27	134,517.14	123,611.33	10,905.81	108.82
Total Revenues	1,298,404.64	5,149,077.19	6,731,319.07	(1,582,241.88)	76.49
Expenses					
Operating Expenses					
Professional Fees					
10 41 0000 421001 Professional Fees	19,689.00	30,289.00	31,500.00	(1,211.00)	96.16
10 41 0000 421002 Legal Fees	9,026.45	26,461.83	13,732.50	(12,729.33)	192.69
10 41 0000 421003 Miscellaneous professional fees	0.00	1,212.81	850.00	(362.81)	142.68
10 41 0000 421004 Audit	10,000.00	10,000.00	12,510.00	2,510.00	79.94
10 41 0000 421005 GASB	0.00	2,860.00	0.00	(2,860.00)	0.00
Total Professional Fees	38,715.45	70,823.64	58,592.50	(12,231.14)	120.87
Independent Contractors					
10 65 0000 424407 Office	10,417.99	27,491.32	42,000.00	14,508.68	65.46
10 65 1002 424402 Leisure Ed	0.00	0.00	600.00	600.00	0.00
10 65 1005 424405 Day Camp	11,350.50	11,350.50	13,884.00	2,533.50	81.75
10 65 1006 424406 General Programs	3,690.00	8,567.19	21,680.00	13,112.81	39.52
10 65 1009 424409 PURSUIT	360.00	990.00	2,800.00	1,810.00	35.36
10 65 1011 424411 Athletics	854.07	3,799.46	5,000.00	1,200.54	75.99
Total Independent Contractors	26,672.56	52,198.47	85,964.00	33,765.53	60.72
Payroll Processing					
10 64 0000 424303 FSA	228.00	973.50	1,345.00	371.50	72.38
10 64 0000 424304 W2 Processing	0.00	2,081.76	431.98	(1,649.78)	481.91
10 64 1007 424305 Miscellaneous / Payroll Processing	0.00	738.77	0.00	(738.77)	0.00
Total Payroll Processing	228.00	3,794.03	1,776.98	(2,017.05)	213.51
Office Supplies					
10 42 0000 421101 Coffee / Water	0.00	44.52	400.00	355.48	11.13
10 42 0000 421102 Furniture	1,287.49	1,501.71	1,000.00	(501.71)	150.17
10 42 0000 421103 Locksmith / Keys	0.00	19.00	500.00	481.00	3.80
10 42 0000 421104 Nametags	178.31	609.94	585.00	(24.94)	104.26
10 42 0000 421105 Supplies	1,218.25	3,799.05	4,000.00	200.95	94.98
Total Office Supplies	2,684.05	5,974.22	6,485.00	510.78	92.12
Bank Fees					
10 43 0000 421151 Bank Fees & Credit Card Fees	6,534.37	21,765.18	26,760.81	4,995.63	81.33
10 43 0000 421152 PFM Fees	130.07	478.46	1,974.21	1,495.75	24.24
Total Bank Fees	6,664.44	22,243.64	28,735.02	6,491.38	77.41
Postage					
10 44 0000 421201 Postage	9.84	483.91	2,000.00	1,516.09	24.20
10 44 0000 421202 Postal Machine Rental	492.40	1,477.20	1,818.84	341.64	81.22
10 44 0000 421204 Miscellaneous Postage	0.00	0.00	100.00	100.00	0.00
	502.24	1,961.11	3,918.84	1,957.73	50.04
Telephone/Fax					
10 45 0000 421301 Cell Phone Service	1,543.25	4,041.93	7,540.00	3,498.07	53.61
10 45 0000 421305 Phone Maintenance	4,319.37	13,749.98	14,275.68	525.70	96.32
Total Telephone/Fax	5,862.62	17,791.91	21,815.68	4,023.77	81.56
Conference Education					
10 46 0000 421401 NRPA	2,054.29	3,309.19	4,572.00	1,262.81	72.38
10 46 0000 421402 IPRA	530.00	18,169.49	21,169.43	2,999.94	85.83
10 46 0000 421403 PDRMA	140.00	140.00	100.00	(40.00)	140.00
10 46 0000 421404 IAPD	0.00	1,045.98	899.00	(146.98)	116.35
10 46 0000 421405 Evaluation Lunches	538.84	990.61	2,000.00	1,009.39	49.53
10 46 0000 421406 Professional Meetings	115.21	1,586.86	1,500.00	(86.86)	105.79

Northwest Special Recreation Association
Income Statement
For 9/30/2025

	Q-T-D Actual	Y-T-D Actual	Budget	Variance	Percent of Budget
10 46 0000 421407 Other Trainings/Workshops	315.00	803.95	2,000.00	1,196.05	40.20
10 46 0000 421408 ATRA	0.00	0.00	1,900.00	1,900.00	0.00
Total Conference Education	3,693.34	26,046.08	34,140.43	8,094.35	76.29
Memberships/certification					
10 47 0000 421501 ATRA/ILRTA	0.00	1,125.00	2,500.00	1,375.00	45.00
10 47 0000 421502 CDL Reimbursement/Renewal	0.00	153.39	340.00	186.61	45.11
10 47 0000 421503 CPRP Exam/Renewal	160.00	240.00	589.00	349.00	40.75
10 47 0000 421504 CTRS Exam/Renewal	1,015.00	2,200.00	3,280.00	1,080.00	67.07
10 47 0000 421506 Hands on Suburban Chicago	0.00	0.00	300.00	300.00	0.00
10 47 0000 421507 IPRA	530.00	795.00	10,865.00	10,070.00	7.32
10 47 0000 421508 LAC Group	0.00	0.00	500.00	500.00	0.00
10 47 0000 421509 NRPA	0.00	360.00	940.00	580.00	38.30
10 47 0000 421510 Safety Training	160.00	1,240.00	1,400.00	160.00	88.57
10 47 0000 421511 COSTCO	0.00	130.00	240.00	110.00	54.17
10 47 0000 421513 Miscellaneous	160.00	1,789.76	3,180.00	1,390.24	56.28
10 47 0000 421514 CPI Recertification	0.00	200.00	1,949.00	1,749.00	10.26
10 47 0000 421515 SHRM	0.00	264.00	528.00	264.00	50.00
Total Memberships/certification	2,025.00	8,497.15	26,611.00	18,113.85	31.93
Maintenance/Utilities					
10 49 0000 421701 Condo Cleaning	2,880.00	8,640.00	11,884.20	3,244.20	72.70
10 49 0000 421702 Electric	3,828.28	7,495.55	11,000.00	3,504.45	68.14
10 49 0000 421703 Gas	430.27	2,552.81	5,300.00	2,747.19	48.17
10 49 0000 421705 Service Agreements	3,228.24	7,477.97	8,179.00	701.03	91.43
10 49 0000 421706 Internet	4,932.29	13,568.00	20,020.56	6,452.56	67.77
10 49 0000 421707 Miscellaneous	(79.86)	0.00	0.00	0.00	0.00
Total Maintenance/Utilities	15,219.22	39,734.33	56,383.76	16,649.43	70.47
Rent					
10 50 0000 421801 Condo Association Fee	3,195.00	9,585.00	12,780.00	3,195.00	75.00
10 50 0000 421802 RMCC Rental Space	7,500.00	22,500.00	30,000.00	7,500.00	75.00
10 50 0000 421803 HPCC Rental Space	4,329.00	12,987.00	17,316.00	4,329.00	75.00
10 50 0000 421804 MPPD Rental Space	7,500.00	22,500.00	30,000.00	7,500.00	75.00
10 50 0000 421805 WPD Rental Space	7,725.00	23,175.00	30,900.00	7,725.00	75.00
10 50 0000 421806 BGPD Rental Space	7,500.00	22,592.66	30,540.00	7,947.34	73.98
10 50 0000 421807 HEPD Rental Space	7,500.00	22,500.00	30,090.00	7,590.00	74.78
Total Rent	45,249.00	135,839.66	181,626.00	45,786.34	74.79
Computers					
10 51 0000 421901 Database Enhancements	0.00	0.00	4,500.00	4,500.00	0.00
10 51 0000 421902 Framework Support	10,068.40	39,929.60	68,274.40	28,344.80	58.48
10 51 0000 421904 Web Development	259.00	600.42	900.00	299.58	66.71
10 51 0000 421905 Miscellaneous Software	3,612.61	15,019.87	37,076.44	22,056.57	40.51
10 51 0000 421906 Miscellaneous Hardware	761.38	1,816.35	3,000.00	1,183.65	60.55
10 51 0000 421907 HR/Finance Software	4,658.81	48,419.67	58,777.97	10,358.30	82.38
	19,360.20	105,785.91	172,528.81	66,742.90	61.31
Rental Municipal					
10 52 1001 422101 Clubs Rental Municipal	114.00	114.00	750.00	636.00	15.20
10 52 1002 422102 Leisure Education Rental Municipal	0.00	474.00	625.00	151.00	75.84
10 52 1004 422104 Special Events Rental Municipal	0.00	548.49	959.00	410.51	57.19
10 52 1005 422105 Day Camp Rental Municipal	5,188.00	13,688.00	16,000.00	2,312.00	85.55
10 52 1006 422106 General Programs Rental Municipal	0.00	3,036.00	14,000.00	10,964.00	21.69
10 52 1009 422109 PURSUIT Rental Municipal	67.43	67.43	1,500.00	1,432.57	4.50
10 52 1011 422111 Athletic Rental Municipal	2,677.66	5,003.06	3,850.00	(1,153.06)	129.95
Total Rental Municipal	8,047.09	22,930.98	37,684.00	14,753.02	60.85
Commercial					
10 53 1001 422201 Clubs Commercial Expenses	1,670.01	4,606.88	8,113.00	3,506.12	56.78
10 53 1002 422202 Leisure Education Commercial Expenses	0.00	482.40	1,000.00	517.60	48.24
10 53 1004 422204 Special Events Commercial Expenses	2,232.02	9,296.16	8,296.10	(1,000.06)	112.05
10 53 1005 422205 Day Camp Commercial Expenses	3,238.48	4,082.96	5,500.00	1,417.04	74.24
10 53 1006 422206 General Programs Commercial Expenses	10,732.97	32,752.72	37,000.00	4,247.28	88.52
10 53 1008 422208 Trips Commercial Expenses	33,481.91	42,173.60	46,000.00	3,826.40	91.68
10 53 1009 422209 PURSUIT Commercial Expenses	5,274.08	7,561.09	15,000.00	7,438.91	50.41
10 53 1011 422211 Athletic Commercial Expenses	1,082.18	9,463.67	6,800.00	(2,663.67)	139.17

Northwest Special Recreation Association
Income Statement
For 9/30/2025

	Q-T-D Actual	Y-T-D Actual	Budget	Variance	Percent of Budget
Total Commercial	57,711.65	110,419.48	127,709.10	17,289.62	86.46
Program Development					
10 54 0000 422301 Programming Space Misc.	189.65	1,075.99	1,500.00	424.01	71.73
10 54 0000 422305 New Program Space	44.93	212.50	2,100.00	1,887.50	10.12
Total Program Development	234.58	1,288.49	3,600.00	2,311.51	35.79
Program Supplies					
10 55 0000 422411 Paper Products / Program Supplies	331.46	955.08	1,250.00	294.92	76.41
10 55 0000 422412 General Training/Orientation Program Supplies	66.86	66.86	900.00	833.14	7.43
10 55 0000 422413 CPI Books / Program Supplies	0.00	0.00	1,000.00	1,000.00	0.00
10 55 0000 422414 First Aid/CPR Program Supplies	874.87	3,165.60	1,600.00	(1,565.60)	197.85
10 55 0000 422415 Staff Appreciation Party Program Supplies	656.35	670.14	1,350.00	679.86	49.64
10 55 0000 422416 Part Time/Volunteer Apparel	0.00	960.00	1,000.00	40.00	96.00
10 55 0000 422417 Storeroom Supplies	47.58	47.58	500.00	452.42	9.52
10 55 0000 422421 Safety/Behavior	155.78	572.30	1,300.00	727.70	44.02
10 55 0000 422422 Committees Program Supplies	330.95	451.81	1,100.00	648.19	41.07
10 55 0000 422424 Speciality Programs /Program Supplies	469.08	2,562.92	3,900.00	1,337.08	65.72
10 55 0000 422425 Collaborative Training/ Program Supplies	0.00	0.00	250.00	250.00	0.00
10 55 1001 422401 Clubs / Program Supplies	555.95	3,063.89	3,991.00	927.11	76.77
10 55 1002 422402 Leisure Education / Program Supplies	0.00	94.88	500.00	405.12	18.98
10 55 1004 422404 Special Events / Program Supplies	144.75	580.24	2,265.00	1,684.76	25.62
10 55 1005 422405 Day Camp / Program Supplies	2,305.30	10,001.63	13,500.00	3,498.37	74.09
10 55 1006 422406 General Programs / Program Supplies	3,277.68	8,398.62	16,883.55	8,484.93	49.74
10 55 1009 422409 PURSUIT / Program Supplies	7,341.81	18,644.68	27,000.00	8,355.32	69.05
10 55 1011 422423 Athletics / Program Supplies	388.03	3,315.63	3,300.00	(15.63)	100.47
Total Program Supplies	16,946.45	53,551.86	81,589.55	28,037.69	65.64
Commercial Transportation					
10 56 1005 422505 Day Camp / Commercial Transport	146,112.91	146,112.91	131,793.80	(14,319.11)	110.86
10 56 1011 422511 Athletic / Commercial Transport	0.00	0.00	5,000.00	5,000.00	0.00
Total Commercial Transportation	146,112.91	146,112.91	136,793.80	(9,319.11)	106.81
Transportation Maintenance					
10 58 0000 422701 Cleaning Supplies/ Transport Maintenance	0.00	526.36	100.00	(426.36)	526.36
10 58 0000 422702 Repair / Transport Maintenance	24,231.39	73,142.66	113,964.12	40,821.46	64.18
10 58 0000 422705 Miscellaneous / Transport Maintenance	531.42	961.41	100.00	(861.41)	961.41
Total Transportation Maintenance	24,762.81	74,630.43	114,164.12	39,533.69	65.37
Mileage					
10 57 0000 422601 Full Time Staff Mileage Reimbursment	7,360.43	16,740.59	28,500.00	11,759.41	58.74
10 57 0000 422602 Part Time Staff Mileage Reimbursment	1,109.50	1,137.50	1,800.00	662.50	63.19
Total Mileage	8,469.93	17,878.09	30,300.00	12,421.91	59.00
Transportation Gas/Tolls					
10 59 0000 422801 Transportation/ Gas	22,463.91	44,520.84	63,000.00	18,479.16	70.67
10 59 0000 422802 Transportation/Tolls	1,648.70	4,932.35	5,000.00	67.65	98.65
Total Transportation Gas/Tolls	24,112.61	49,453.19	68,000.00	18,546.81	72.73
Printing					
10 60 0000 422901 Printer Services	1,216.00	2,181.32	7,000.00	4,818.68	31.16
10 60 0000 422903 Day Camp Brochure	0.00	2,273.00	2,000.00	(273.00)	113.65
10 60 0000 422904 Paper	453.76	2,268.26	3,400.00	1,131.74	66.71
10 60 0000 422907 Seasonal Brochure	4,872.00	13,497.59	19,000.00	5,502.41	71.04
10 60 0000 422908 Stationary/Business Cards	338.32	2,052.32	760.00	(1,292.32)	270.04
10 60 0000 422909 Miscellaneous / Printing	0.00	0.00	1,000.00	1,000.00	0.00
10 60 0000 422910 Check Printing	0.00	0.00	650.00	650.00	0.00
Total Printing	6,880.08	22,272.49	33,810.00	11,537.51	65.88
Public Awareness					
10 61 0000 423101 Awards/Recognition	0.00	147.61	2,877.16	2,729.55	5.13
10 61 0000 423102 Ads	0.00	0.00	100.00	100.00	0.00
10 61 0000 423103 Legal Notices	64.80	64.80	225.00	160.20	28.80
10 61 0000 423104 Online Media	0.00	0.00	300.00	300.00	0.00
10 61 0000 423105 Give Aways	0.00	0.00	400.00	400.00	0.00

Northwest Special Recreation Association
Income Statement
For 9/30/2025

	Q-T-D Actual	Y-T-D Actual	Budget	Variance	Percent of Budget
10 61 0000 423106 Admin Professionals Week	0.00	93.90	300.00	206.10	31.30
10 61 0000 423107 Staff Support	841.36	1,978.31	1,250.00	(728.31)	158.26
10 61 0000 423108 Subscriptions	918.19	2,280.91	2,320.00	39.09	98.32
10 61 0000 423110 Recruitment	360.00	3,707.83	12,400.00	8,692.17	29.90
10 61 0000 423111 Outreach	308.42	583.18	4,000.00	3,416.82	14.58
Total Public Awareness	2,492.77	8,856.54	24,172.16	15,315.62	36.64
Total Expenses	462,647.00	998,084.61	1,336,400.75	338,316.14	74.68
Salary Expense					
Full-Time Salary					
10 62 0000 424101 Salary	568,157.29	1,721,945.10	2,443,428.37	721,483.27	70.47
10 62 0000 424102 Over-Time	0.00	658.25	500.00	(158.25)	131.65
10 62 0000 424103 Phone/Data Stipend	5,560.00	13,760.00	18,240.00	4,480.00	75.44
10 62 0000 424105 Car Allowance	1,750.00	5,940.00	7,800.00	1,860.00	76.15
Total Full-Time Salary	575,467.29	1,742,303.35	2,469,968.37	727,665.02	70.54
Part-Time Salary					
10 63 0000 424207 Office Support / Part-Time Salary	17,609.11	31,052.68	39,060.00	8,007.32	79.50
10 63 0000 424211 Training / Part-Time Salary	5,767.36	37,698.08	43,500.00	5,801.92	86.66
10 63 0000 424214 Transportation / Part-Time Salary	49,892.69	100,668.81	124,655.40	23,986.59	80.76
10 63 0000 424215 Recruitment / Part-Time Salary	575.00	775.00	4,500.00	3,725.00	17.22
10 63 1001 424201 Clubs / Part-Time Salary	1,824.70	4,414.28	4,800.00	385.72	91.96
10 63 1005 424205 Day Camp / Part-Time Salary	476,035.61	587,814.44	493,173.50	(94,640.94)	119.19
10 63 1006 424206 General Programs / Part-Time Salary	65,039.18	146,146.53	196,000.00	49,853.47	74.56
10 63 1009 424209 PURSUIT / Part-Time Salary	18,852.87	32,927.95	37,326.50	4,398.55	88.22
10 63 1011 424213 Athletics / Part-Time Salary	15,268.39	46,425.71	45,000.00	(1,425.71)	103.17
Total Part-Time Salary	650,864.91	987,923.48	988,015.40	91.92	99.99
Liability Expense					
10 66 0000 441001 Background Checks	1,362.65	2,338.33	3,230.00	891.67	72.39
10 66 0000 441002 Drug Tests / Physicals	1,290.00	3,825.00	5,675.00	1,850.00	67.40
10 66 0000 441003 Unemployment	14,457.93	14,457.93	7,000.00	(7,457.93)	206.54
10 66 0000 441004 Liability Fees	46,124.04	46,124.04	90,216.22	44,092.18	51.13
Total Liability Expense	63,234.62	66,745.30	106,121.22	39,375.92	62.90
Inclusion					
10 69 0001 450001 Arlington Heights Inclusion Salary	28,362.52	66,721.62	91,187.04	24,465.42	73.17
10 69 0001 450002 Bartlett Inclusion Salary	22,102.64	36,090.14	38,250.76	2,160.62	94.35
10 69 0001 450003 Buffalo Grove Inclusion Salary	72,385.24	112,764.41	108,288.60	(4,475.81)	104.13
10 69 0001 450004 Elk Grove Village Inclusion Salary	8,336.80	17,265.12	21,507.93	4,242.81	80.27
10 69 0001 450005 Hanover Park Inclusion Salary	8,442.08	10,849.04	23,176.76	12,327.72	46.81
10 69 0001 450006 Hoffman Estates Inclusion Salary	28,750.49	61,011.67	51,083.48	(9,928.19)	119.44
10 69 0001 450008 Mount Prospect Inclusion Salary	30,082.67	46,154.74	55,027.48	8,872.74	83.88
10 69 0001 450009 Palatine Inclusion Salary	20,623.26	39,342.62	76,546.74	37,204.12	51.40
10 69 0001 450010 Prospect Heights Inclusion Salary	9,007.38	11,525.60	13,570.90	2,045.30	84.93
10 69 0001 450011 River Trails Inclusion Salary	24,376.63	37,565.55	25,625.10	(11,940.45)	146.60
10 69 0001 450012 Rolling Meadows Inclusion Salary	38,586.95	76,036.37	83,960.38	7,924.01	90.56
10 69 0001 450013 Salt Creek Inclusion Salary	24,636.97	28,415.31	7,404.14	(21,011.17)	383.78
10 69 0001 450014 Schaumburg Inclusion Salary	81,843.21	149,690.12	178,780.07	29,089.95	83.73
10 69 0001 450015 South Barrington Inclusion Salary	7,704.81	11,545.76	12,634.80	1,089.04	91.38
10 69 0001 450016 Streamwood Inclusion Salary	6,701.37	8,899.86	12,489.15	3,589.29	71.26
10 69 0001 450017 Wheeling Inclusion Salary	49,167.28	75,938.53	102,242.58	26,304.05	74.27
10 69 0001 450019 Inclusion Training Salary	2,609.86	11,032.29	14,400.00	3,367.71	76.61
10 69 0001 450020 Rovers Salary Inclusion	22,758.36	32,079.71	34,867.00	2,787.29	92.01
10 69 0002 450001 Arlington Heights Inclusion Expenses	91.26	91.26	200.00	108.74	45.63
10 69 0002 450002 Bartlett Inclusion Expenses	12.58	24.35	100.00	75.65	24.35
10 69 0002 450003 Buffalo Grove Inclusion Expenses	0.00	24.92	450.00	425.08	5.54
10 69 0002 450004 Elk Grove Village Inclusion Expenses	0.00	0.00	75.00	75.00	0.00
10 69 0002 450005 Hanover Park Inclusion Expenses	0.00	0.00	75.00	75.00	0.00
10 69 0002 450006 Hoffman Estate Inclusion Expenses	92.48	233.33	200.00	(33.33)	116.67
10 69 0002 450008 Mount Prospect Inclusion Expenses	5.89	5.89	100.00	94.11	5.89
10 69 0002 450009 Palatine Inclusion Expenses	127.12	127.12	250.00	122.88	50.85
10 69 0002 450010 Prospect Heights Inclusion Expenses	0.00	86.20	75.00	(11.20)	114.93
10 69 0002 450011 River Trails Inclusion Expenses	0.00	0.00	150.00	150.00	0.00
10 69 0002 450012 Rolling Meadows Inclusion Expenses	96.14	341.35	150.00	(191.35)	227.57
10 69 0002 450013 Salt Creek Inclusion Expenses	0.00	0.00	50.00	50.00	0.00
10 69 0002 450014 Schaumburg Inclusion Expenses	119.53	173.46	500.00	326.54	34.69
10 69 0002 450015 South Barrington Inclusion Expenses	0.00	0.00	50.00	50.00	0.00

Northwest Special Recreation Association
Income Statement
For 9/30/2025

	Q-T-D Actual	Y-T-D Actual	Budget	Variance	Percent of Budget
10 69 0002 450016 Streamwood Inclusion Expenses	0.00	0.00	100.00	100.00	0.00
10 69 0002 450017 Wheeling Inclusion Expenses	79.36	557.97	200.00	(357.97)	278.99
10 69 0002 450018 Inclusion Ability Awareness Expenses	133.03	169.02	500.00	330.98	33.80
10 69 0002 450021 Inclusion Training Expenses	388.64	772.43	1,200.00	427.57	64.37
10 69 0002 450022 MISC Inclusion Expenses	665.18	1,035.23	2,500.00	1,464.77	41.41
10 69 0003 450001 Arlington Heights Inclusion Independent Contractors	0.00	450.00	6,000.00	5,550.00	7.50
10 69 0003 450002 Bartlett Inclusion Independent Contractors	0.00	46.20	0.00	(46.20)	0.00
10 69 0003 450006 Hoffman Estates Inclusion Independent Contractors	0.00	75.90	0.00	(75.90)	0.00
10 69 0003 450014 Schaumburg Inclusion Independent Contractors	400.00	400.00	0.00	(400.00)	0.00
10 69 0003 450017 Wheeling Inclusion Independent Contractors	2,240.00	3,040.00	0.00	(3,040.00)	0.00
Total	490,929.73	840,583.09	963,967.91	123,384.82	87.20
Total Salary Expense	1,780,496.55	3,637,555.22	4,528,072.90	890,517.68	80.33
Payroll Taxes & Benefits					
FICA					
10 67 9902 442102 ER FICA Part Time	70,558.43	113,211.99	120,221.62	7,009.63	94.17
10 67 9902 442103 ER FICA Full Time	33,959.38	104,188.06	152,007.16	47,819.10	68.54
10 67 9912 442102 ER FICA Medicare Part Time	16,501.31	26,477.18	28,116.35	1,639.17	94.17
10 67 9912 442103 ER FICA Medicare Full Time	7,942.09	24,366.62	35,550.06	11,183.44	68.54
Total FICA	128,961.21	268,243.85	335,895.19	67,651.34	79.86
IMRF					
10 68 0000 442201 IMRF / FT Contributions	21,253.83	61,299.62	91,939.81	30,640.19	66.67
10 68 0000 442204 IMRF /PT Contributions	890.47	1,560.43	3,616.31	2,055.88	43.15
Total IMRF	22,144.30	62,860.05	95,556.12	32,696.07	65.78
Health Insurance					
10 48 0000 421603 Health Contributions	79,218.53	222,765.66	369,538.87	146,773.21	60.28
Total Health Insurance	79,218.53	222,765.66	369,538.87	146,773.21	60.28
Total Payroll Taxes & Benefits	230,324.04	553,869.56	800,990.18	247,120.62	69.15
Total Expenses	2,473,467.59	5,189,509.39	6,665,463.83	1,475,954.44	77.86
Capital Expenses					
20 80 2005 460001 Capital Projects / Park Central Parking Lot	0.00	0.00	10,000.00	10,000.00	0.00
20 80 2006 460001 Capital Projects / Park Central Roof	0.00	0.00	300,000.00	300,000.00	0.00
20 80 2111 460002 Minivan (6 passengers) 2008	0.00	0.00	70,000.00	70,000.00	0.00
20 80 2202 460003 Computer (lease / purchase)	8,443.97	30,161.43	34,900.00	4,738.57	86.42
20 80 2204 460003 Tech Infrastructure	0.00	9,776.85	10,563.00	786.15	92.56
20 80 2206 460003 Printer Lease	4,634.94	13,448.44	17,280.64	3,832.20	77.82
20 80 2212 460003 Registration Software	16,183.00	16,183.00	39,564.00	23,381.00	40.90
20 80 2214 460003 Payroll Software	18,194.72	24,833.24	56,000.00	31,166.76	44.35
20 80 2215 460003 Website Overhaul	0.00	4,455.00	16,000.00	11,545.00	27.84
20 80 2308 460004 Mount Propsect Maintenance (Paid every 3 years)	0.00	0.00	9,099.00	9,099.00	0.00
20 80 2310 460004 Wheeling Maintenance (Paid every 3 years)	0.00	0.00	8,098.20	8,098.20	0.00
20 80 2311 460004 WH Sensory Room Maintenance (every 3 years)	0.00	0.00	2,000.00	2,000.00	0.00
20 80 2312 460004 Buffalo Grove Cleaning/Maintenance	1,938.00	1,938.00	3,896.00	1,958.00	49.74
20 80 2316 460004 HVAC (6 RTU being evaluated for replacement)	0.00	0.00	5,000.00	5,000.00	0.00
20 80 2317 460004 Other infrastructure	0.00	0.00	2,000.00	2,000.00	0.00
Total Capital Expenses	49,394.63	100,795.96	584,400.84	483,604.88	17.25
Excess Revenue Over (Under) Expenditures	(1,224,457.58)	(141,228.16)	(518,545.60)	377,317.44	(27.24)

Date: October 24, 2025
To: NWSRA Finance Committee
From: Andrea Griffin, Executive Director
Re: 3rd Quarter FY 2025 Budget Variance Explanation

The Budget vs. Actual Report for the third quarter ending September 30, 2025, has been completed and reviewed by the NWSRA Leadership Team. During this review, a 10% variance was used as the indicator for explanation. The following pages list the line-by-line descriptions as well as explanations for any variance outside the 10% parameters.

2025 Budget Adjustments

Income

31 Member District Annual Assessment (MDAA) – 77.09%

The NWSRA Member Districts approve the Member District Annual Assessments in July to take to each of their Boards for approval.

This line is within the designated variance parameters.

32 Program Fees – 90.39%

This line item includes fees collected for Clubs, General Programs, Leisure Ed., Summer Camps, Special Events, Trips, Athletics and the Adult Day Program.

This line is above the designated variance parameters due to higher-than-expected PURSUIT profit-sharing, along with program and day camp fees primarily being collected in the third quarter.

33 Transportation- Door to Door – 94.97%

This line item includes fees collected for participants receiving transportation from their residence and then dropped off at the same location at the end of the program.

This line is above the designated variance parameters due to majority of door to door revenue for the year having been collected at this time.

34 Transportation- Pick up Points – 39.74%

This line item includes fees collected for participants receiving transportation from a designated pick-up location and then dropped off at the same location at the end of the program.

This line is under designated variance parameters due to not being able to charge for PURSUIT transportation pick up points.

35 Non-Program Revenue – 69.09%

This line item includes the revenue that comes into the agency such as the P-card rebate, speaker honorarium for speaking fees, PDRMA and PURSUIT reimbursements, as well as school district ability awareness.

This line is within the designated variance parameters.

36 SLSF Grant Contributions – 37.08%

This line item includes grant funding requested by NWSRA for Athletics, Transportation, Scholarships, Inclusion, and General Programs.

This line is under the designated variance parameters due to only receiving one grant before the third quarter.

37 Sale of Fixed Assets – 139.00%

This line represents the sale of equipment, furniture, or vehicles.

This line is over the designated variance parameters due to the sale of printers, phones, and hoyer lifts.

38 Interest – 108.82%

This line item includes interest earned on the Operating and Investment accounts.

This line item is over the designated variance parameters due to multiple high-interest CDs maturing in 2025.

Administration Expenses

41 Professional Fees – 120.87%

This line item is for professional fees such as legal fees, HR Source annual fees, and file retention.

This line is over designated variance parameters due to legal fees from former staffing issues.

65 Independent Contractors – 60.72%

This line item includes expenses for independent contractors of Day Camps, General Programs, Offices, Trips, PURSUIT, Athletics, and Leisure Ed.

This line is below the designated variance parameters due to using full time staff for swim programs in lieu of using contracted swim instructors.

64 Payroll Processing – 213.51%

This line item includes expenses for FSA fees and W-2 processing.

This line item is over the designated variance parameters due to numerous Accufund meetings for W-2 filings being held in Q1 with Superintendent of Finance; in addition to the penalty for IL state payroll taxes being paid late.

42 Office Supplies – 92.12%

This line item includes expenses for locksmith/keys, office furniture, office supplies, and miscellaneous office needs.

This line is above the designated variance parameters due to purchasing two new tables for the front office and purchasing the majority of office supplies for the year.

43 Bank Fees – 77.41%

This line item includes all credit card processing and banking fees.

This line is within the designated variance parameters.

44 Postage – 50.04%

This line item includes all postage expenses and rental of the postage machine.

This line is below the designated variance parameters due to staff moving more mailings to digital avenues.

45 Telephone/Fax – 81.56%

This line item includes the agency's office and cellular phone service.

This line is within the designated variance parameters.

46 Conference/Education – 76.29%

This line item includes expenses for staff to attend state and national conferences, in addition to expenses for professional meetings.

This line is within the designated variance parameters.

47 Memberships/Certifications – 31.93%

This line item includes expenses for staff certifications and memberships.

This line is below the designated variance parameters due to seeing most expenses hit in Q4 with renewal for staff's IPRA memberships.

49 Maintenance/Utilities- 70.47%

This line item includes services from the Rolling Meadows Park District for Condo maintenance, internet, natural gas, electric and cleaning supplies for the offices and all programming spaces.

This line is within the designated variance parameters.

50 Rent – 74.79%

This line item includes Park Central Condo fees as well as rent for the NWSRA programming spaces at RMCC, HPCC, MPCC, WCC, BGCC and HEPD.

This line is within the designated variance parameters.

51 Computer – 61.31%

This line item includes software, hardware, network support and website hosting.

This line is below the designated variance parameters due to staff renegotiating the contract with PowerDMS and several subscriptions renewing in Q4.

Program Expenses

52 Rental Municipal – 60.85%

This line item includes expenses for the usage of municipal facilities.

This line is under designated variance parameters due to invoices being received for facility usage for general programs in Q4.

53 Commercial Expenses – 86.46%

This line item includes expenses for ticketed events and community outings.

This line is above the designated variance parameters due to more teams qualifying for state tournaments and incurring additional housing costs for athletes.

54 Program Development – 35.79%

This line item includes expenses for new programming endeavors.

This line is under the designated variance parameters due to coming in under budget for the Greenhouse open house.

55 Program Supplies – 65.64%

This line item includes supplies needed to support our programs.

This line is within the designated variance parameters.

56 Commercial Transportation – 106.81%

This line item includes expenses for transportation services for Summer Day Camp and Athletics.

This line is above the designated variance parameters due to all expenses occurring during Q3 for Day Camp.

58 Transportation Maintenance – 65.37%

This line item includes vehicle service fees and maintenance fees.

This line is within the designated variance parameters.

57 Mileage – 59.00%

This line item is for the mileage reimbursement based on the Federal rate.

This line is under designated variance parameters due to a reduction of mileage reimbursement requests.

59 Gas/Tolls – 72.73%

This line item is the expense of gasoline for the NWSRA vehicle fleet, tolls and parking.

This line is within the designated variance parameters.

60 Printing – 65.88%

This line item includes expenses related to brochure printing, copier maintenance contract, and paper.

This line is within the designated variance parameters.

61 Public Awareness/Subscriptions/Ads – 36.64%

This line item includes expenses for awards and recognition, ads, online advertising, recruitment and outreach.

This line is under designated variance parameters due to not yet purchasing recruitment and outreach supplies, which will occur in Q4.

Salary Expenses

62 Full Time Salaries – 70.54%

This line item includes salary expenses for full-time staff.

This line is within the designated variance parameters.

63 Part Time Salaries – 99.99%

This line item includes the wages for all hourly part-time employees.

This line is above the designated variance parameters due to increased staffing needs for programs as well as PURSUIT sub staff.

66 Liability – 62.90%

This line item includes expenses for Property/Casualty Insurance, Workers' Compensation, Unemployment Insurance, Background Checks, and Drug Screenings.

This line is below the designated variance parameters due to the PDRMA liability bill being paid in January of 2026.

69 Inclusion – 87.20%

This line item includes salary expenses for Inclusion Aide Support, Behavior Specialist/Rover, Training/Orientation and Misc. Supplies.

This line is above the designated variance parameters due to increased inclusion requests.

67 FICA – 79.86%

This line item includes expenses for FICA.

This line is within the designated variance parameters.

68 IMRF – 65.78%

This line item includes expenses for IMRF.

This line is within the designated variance parameters.

48 Health Insurance – 60.28%

This line item includes expenses for Health Insurance for full-time employees.

This line is below the designated variance parameters due to lower staffing levels as of Q3.

Capital Expenses

80 Capital Fund – 17.25%

This line item includes expenditures for vehicles, construction costs, computers, and other capital expenditures outlined in the Capital Improvement Plan approved by the NWSRA Board of Directors.

This line is below the designated variance parameters due to expense for Park Central Roof repair occurring in Q4.

NWSRA Investment Update

October 31, 2025

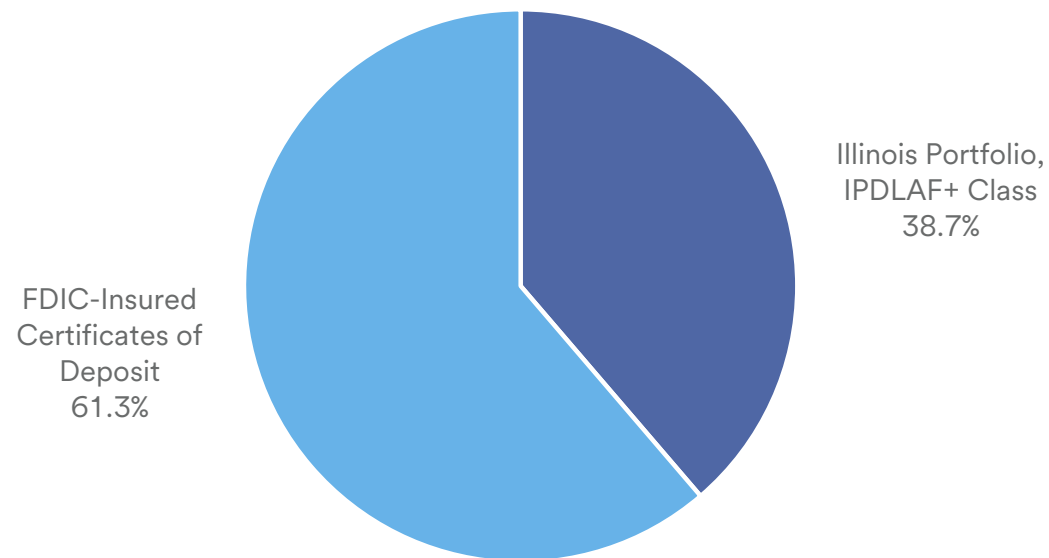
872.240.6962

*PFM Asset Management, a division of U.S. Bancorp Asset
Management, Inc.*

NOT FDIC INSURED : NO BANK GUARANTEE : MAY LOSE VALUE

Summary of All Investments as of October 22, 2025

Investment Type	Market Value	Yields as of 10/22/25	Yields as of 9/30/24
Illinois Portfolio, IPDLAF+ Class	\$ 740,615.45	4.01%	4.98%
FDIC-Insured Certificates of Deposit	\$1,171,875.00	4.15% - 4.50%	5.25% - 5.65%
Total	\$1,912,490.45		



Investment Breakdown by Account as of October 22, 2025

Investment Holding Account

- Illinois Portfolio, IPDLAF+ Class: \$234,923.36

Institution	Settlement Date	Maturity Date	Rate	Investment Amount	Value at Maturity
T Bank, TX	5/19/2025	11/17/2025	4.36%	244,000.00	249,304.63
Firstbank Southwest, TX	9/22/2025	12/22/2025	4.25%	200,000.00	202,095.89
Servbank, Sb, IL	10/1/2025	12/30/2025	4.22%	150,000.00	151,560.82
Bank Of China, NY	10/7/2025	1/5/2026	4.40%	150,000.00	151,627.40
First State Bank Of Dequeen, AR	1/6/2025	1/6/2026	4.50%	120,000.00	125,400.00
Nexbank, Ssb, TX	3/19/2025	3/19/2026	4.30%	157,875.00	164,663.63
Gbank, NV	10/10/2025	4/8/2026	4.15%	150,000.00	153,069.86
Totals				\$1,171,875.00	\$1,197,722.23

Capital Reserve Account

- Illinois Portfolio, IPDLAF+ Class: \$505,692.09



Rates as of October 22, 2025

Current 7-Day Yield¹

IPDLAF+ Class **4.01%**

Certificates of Deposit Investment Program²

<u>Maturity</u>	<u>Date</u>	<u>Net Rate</u>
180 Days	April	4.10%
270 Days	July	3.98%
365 Days	October	3.95%
18 Months	Apr 2027	3.90%
2 Years	Oct 2027	3.80%
3 Years	Oct 2028	3.85%
4 Years	Oct 2029	3.60%
5 Years	Oct 2030	3.85%

Subject to availability. Best rate for one CD in an amount such that the total value of the Certificate of Deposit (including interest) would not exceed applicable FDIC insurance limits, assuming no pre-existing deposits with that financial institution. Other maturities available.

Illinois TERM Rates²

Fixed-rate, fixed-term investment portfolio

<u>Maturity</u>	<u>Date</u>	<u>Net Rate</u>
60 Days	December	3.83%
90 Days	January	3.81%
120 Days	February	3.78%
150 Days	March	3.73%
180 Days	April	3.70%
210 Days	May	3.64%
240 Days	June	3.62%
270 Days	July	3.61%
300 Days	August	3.52%
330 Days	September	3.52%
365 Days	October	3.48%

Standard settlement is next business day

See important disclosure information at the end of this presentation.



Latest FOMC Meeting

FOMC Statement (edits purposely identified):

~~Although swings in net exports continue to affect the data,~~ Recent indicators suggest that growth of economic activity moderated in the first half of the year. ~~Job gains have slowed, and~~ the unemployment rate ~~has edged up but~~ remains low, ~~and labor market conditions remain solid.~~ Inflation ~~has moved up~~ and remains somewhat elevated.

FOMC Press Conference:

"I think you could think of this in a way as a risk management cut."

"It's really the risks that we're seeing to the labor market that were the focus of today's decision."

"Labor demand has softened, and the recent pace of job creation appears to be running below the break-even rate needed to hold the unemployment rate constant."

"There's very little growth if any in the supply of workers and at the same time, demand for workers has come down quite sharply..."

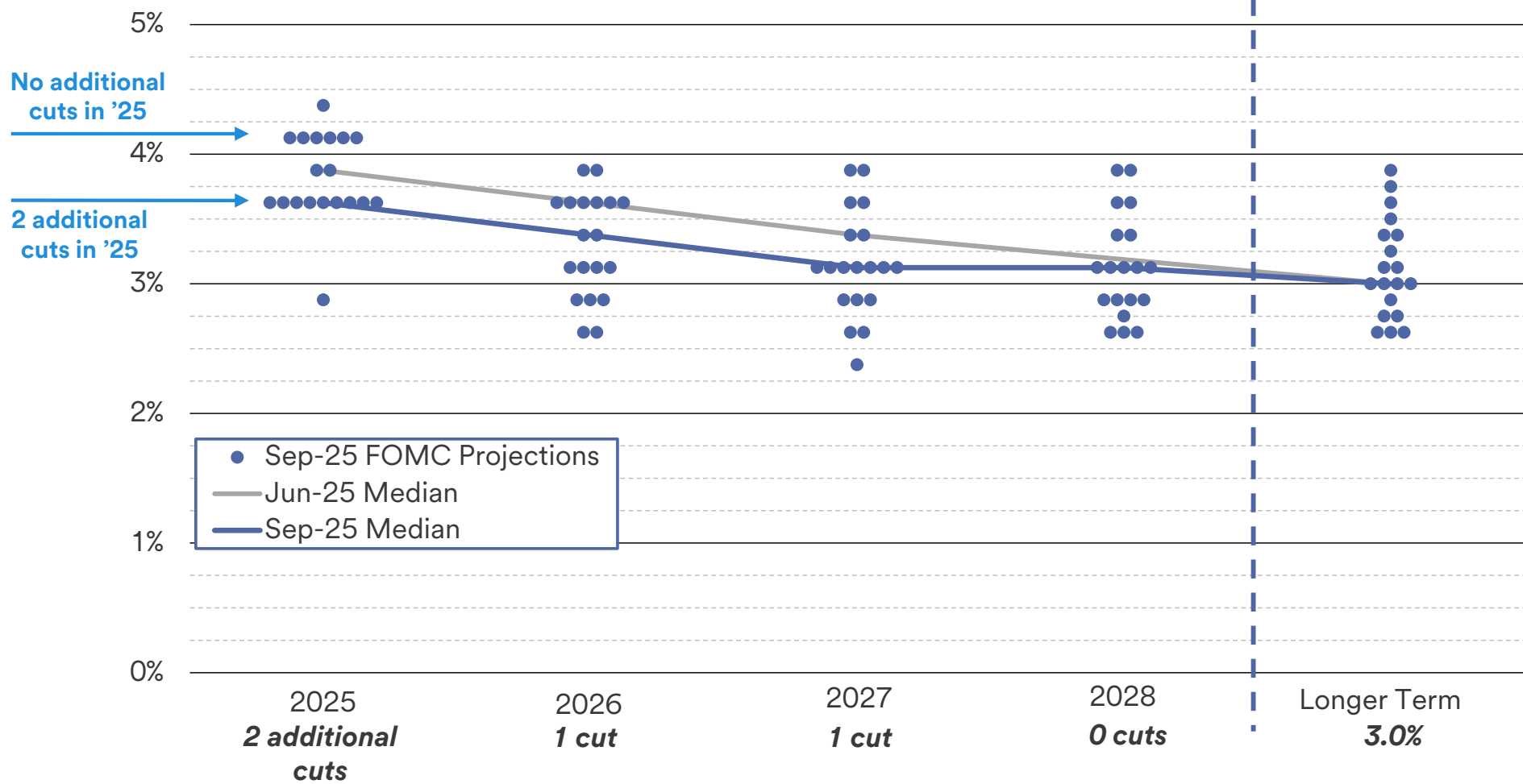
"...we continue to expect [inflation] to move up, [but] maybe not as high as we would have expected it to move up a few months ago. The passthrough of the tariffs into inflation has been slower and smaller."

"...the increase in goods prices accounts for most [or perhaps all] of the increase in inflation over the course of the year"

"...consumer spending numbers were well above expectations and that may well be skewed toward higher earning consumers. There's a lot of anecdotal evidence to suggest that. Nonetheless, it's spending."

The Latest Fed “Dot Plot”

Fed Participants' Assessments of 'Appropriate' Monetary Policy



Source: Federal Reserve; Bloomberg Finance L.P.. Individual dots represent each Fed members' judgement of the midpoint of the appropriate target range for the federal funds rate at each year-end. As of September 2025.

Rate Sheet Disclaimer

1 The IPDLAF+ Class rate represents the current seven-day SEC yield as of the date indicated. The current seven-day yield, also referred to as the current annualized yield, represents the net change, exclusive of capital changes and income other than investment income, in the value of a hypothetical account with a balance of one share (normally \$1.00 per share) over a seven-day base period expressed as a percentage of the value of one share at the beginning of the seven-day period. This resulting net change in account value is then annualized by multiplying it by 365 and dividing the result by 7. **Past performance does not guarantee future results.** The yield shown above may reflect fee waivers by service providers that subsidize and reduce the total operating expenses of the Trust. Trust yields would be lower if there were no such waivers.

2 The Illinois Term Portfolio and the Certificates of Deposit Investment Program rates are market rates, subject to change and the rates shown are net of applicable advisory fees and other expenses. They are quoted on an actual day basis, interest is simple and payable at maturity. Actual rates, availability, and minimum investment amounts may vary at the time of purchase and are subject to change. Once you place an investment, the rate is fixed for the full term of your investment and there may be a penalty for early redemption. The minimum investment for Illinois TERM is \$100,000. The minimum investment for purchasing Certificates of Deposit in the Certificates of Deposit Investment Program is \$95,000; the maximum investment is an amount such that the total value of the CD (including interest) will not exceed the applicable FDIC insurance limits per institution. Certificates of Deposit can be purchased through the Certificates of Deposit Investment Program only by executing a separate investment advisory agreement with the Investment Adviser for Illinois Trust (the "Trust"). Certificates of Deposit purchased through the Certificates of Deposit Investment Program are not issued, guaranteed or insured by the Trust or the Investment Adviser or any of its affiliates. A description of the Illinois TERM Portfolio and the Certificates of Deposit Investment Program are contained in the Information Statement. The Information Statement contains important information and should be read carefully before investing. **Past performance does not guarantee future results.**

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PYE 2025 Budget Variance Explanation Report

To begin the FY2026 budgeting process, leadership reviewed the 3rd quarter financials and projected year-end (PYE) revenue and expenses for the remainder of FY2025. Based on this analysis, the PYE2025 Operating Budget is estimated to end the year with a profit of \$92,458.04.

The following sections provide detailed explanations for each budget category that falls outside a 10% variance and highlights summarizing key factors that contribute to the projected results.

Revenue	Expenses
Red numbers are under budget	Red numbers are over budget
Green numbers are over budget	Green numbers are under budget

Income

32 Program Fees

This line item includes fees collected for clubs, general programs, leisure ed., summer camps, special events, trips, athletics and the adult day program.

PYE 2025 Variance – Under budget by \$172.99 (99.98% of budget)

This line item is within the targeted variance.

33 Transportation- Door to Door

This line item includes fees collected for participants receiving transportation from their residence and then dropped off at the same location at the end of the program.

PYE 2025 Variance: Over budget by \$1,464.32 (104.33% of budget)

This line item is within the targeted variance.

34 Transportation- Pick up Points

This line item includes fees collected for participants receiving transportation from a designated pick-up location and then dropped off at the same location at the end of the program.

PYE 2025 Variance: Under budget by \$37,745.94 (40.94% of budget)

Highlights

- **\$1,833.29** – Leisure Education is under budget due to not all schools utilizing our transportation.
- **\$39,606.00** – Pursuit is under budget due to our partnership with Clearbrook not allowing us to charge for transportation.

35 Non-Program Revenue

This line item includes the revenue that comes into the agency such as the P-card rebate, speaker honorarium for speaking fees, PDRMA and PURSUIT reimbursements, as well as school district ability awareness.

PYE 2025 Variance: Under budget by \$771.18 (99.86% of budget)

This line item is within the targeted variance.

37 Sale of Fixed Assets

This line item represents the sale of equipment, furniture, or vehicles.

PYE 2025 Variance: Over budget by \$8,856.00 (2,314.00% of budget)

Highlights

- **\$8,856.00** – Sale of Fixed Assets is over budget due to two busses being sold at the end of the year along with printers, phones and hooyer lifts.

38 Interest

This line item includes interest earned on the operating and investment accounts.

PYE 2025 Variance: Over budget by \$45,094.97 (136.48% of budget)

Highlights

- **\$38,149.75** – Investment Interest is over budget due to multiple CDs maturing in 2025. Most CDs were reinvested in 3-month terms due to an inverted yield curve, causing more revenue to be recognized in the current year.
- **\$13,747.49** – Money Market/Interest Income is over budget due to no money being budgeted in this line item, however interest from the Village Bank & Trust Capital Reserve account is credited to this line item.

Administration Expenses

41 Professional Fees

This line item is for professional fees such as legal fees, HR Source annual fees, audit, and file retention.

PYE 2025 Variance: Over budget by \$14,331.14 (124.46% of budget)

Highlights

- **\$13,829.33** – Legal Fees is over budget due to legal fees from former staffing issues.
- **\$2,860.00** – GASB is over budget due to not budgeting for GASB 74/75 Actuarial Valuation.

42 Office Supplies

This line item includes expenses for locksmith/keys, office furniture, office supplies and miscellaneous office needs.

PYE 2025 Variance: Under budget by \$45.36 (99.30% of budget)

This line item is within the targeted variance.

43 Credit Card & Bank Fees

This line item includes all credit card processing and banking fees.

PYE 2025 Variance: Over budget by \$7,028.93 (124.46% of budget)

Highlights

- **\$7,407.65** – Bank Fees & Credit Card Fees is over budget due to more families using credit cards to pay for programs and families being on payment plans that split program fee payments into multiple transactions.

44 Postage

This line item includes all postage expenses and rental of the postage machine.

PYE 2025 Variance: Under budget by \$487.26 (87.57% of budget)

Highlights

- **\$387.35** – Postage is under budget due to the agency moving towards electronic mailing as well as carrying a postage machine balance from 2024 into 2025.

45 Telephone/Fax

This line item includes the agency's office and cellular phone service.

PYE 2025 Variance: Over budget by \$1,043.30 (104.78% of budget)

This line item is within the targeted variance.

46 Conference/Education

This line item includes expenses for staff to attend state and national conferences, in addition to expenses for professional meetings.

PYE 2025 Variance: Over budget by \$2,045.31 (105.99% of budget)

This line item is within the targeted variance.

47 Memberships/Certifications

This line item includes expenses for staff certifications and memberships.

PYE 2025 Variance: Over budget by \$2,896.41 (110.88% of budget)

Highlights

- **\$7,649.00** – CPI Recertification is over budget due to staff turnover requiring the agency to pay for two new trainers.
- **\$1,056.00** – HR Memberships is over budget due to HR Source Agency Membership.

48 Health Insurance

This line item includes expenses for health insurance for full-time employees.

PYE 2025 Variance: Under budget by \$67,974.05 (81.61% of budget)

Highlights

- **\$67,974.05** – Health Insurance is under budget due to lower staff levels in the beginning of the year and the departure of multiple staff who were enrolled in the agency's health insurance plan.

49 Maintenance/Utilities

This line item includes services from the Rolling Meadows Park District for condo maintenance, internet, natural gas, electric and cleaning supplies for the offices and all programming spaces.

PYE 2025 Variance: Under budget by \$2,814.18 (95.01% of budget)

This line item is within the targeted variance.

50 Rent

This line item includes Park Central Condo fees as well as rent for the NWSRA programming spaces at RMCC, HPCC, MPCC, WCC, BGCC and HEPD.

PYE 2025 Variance: On Target (100.00% of budget)

This line item is within the targeted variance.

51 Computer

This line item includes software, hardware, network support and website hosting.

PYE 2025 Variance: Under budget by \$13,500.90 (92.17% of budget)

This line item is within the targeted variance.

Program Expenses

52 Rental Municipal

This line item includes expenses for the usage of municipal facilities.

PYE 2025 Variance: Under budget by \$9,151.73 (75.71% of budget)

Highlights

- **\$8,806.00** – General Programs are under budget due to not running parkour programs this year.
- **\$1,458.00** – Pursuit is under budget due to Boomers tickets being donated by SLSF.

53 Commercial Expense

This line item includes expenses for ticketed events and community outings.

PYE 2025 Variance: Over budget by \$720.19 (100.56% of budget)

This line item is within the targeted variance.

54 Program Development

This line item includes expenses for new programming endeavors.

PYE 2025 Variance: Under budget by \$111.51 (96.90% of budget)

This line item is within the targeted variance.

55 Program Supplies

This line item includes supplies needed to support our programs.

PYE 2025 Variance: Under budget by \$4,858.31 (94.05% of budget)

This line item is within the targeted variance.

56 Commercial Transportation

This line item includes expenses for transportation services for summer day camp and athletics.

PYE 2025 Variance: Over budget by \$11,233.86 (108.21% of budget)

This line item is within the targeted variance.

57 Mileage

This line item is for mileage reimbursement based on the federal rate.

PYE 2025 Variance: Under budget by \$7,434.80 (75.46% of budget)

Highlights

- **\$7,027.89** – Full Time Staff Mileage is under budget due to a reduction of mileage reimbursement requests.
- **\$406.91** – Part Time Staff Mileage is under budget due to a reduction of mileage reimbursement requests.

58 Transportation Maintenance

This line item includes vehicle service fees and maintenance fees.

PYE 2025 Variance: Over budget by \$18,448.89 (116.16% of budget)

Highlights

- **\$18,218.90** – Repair/Maintenance is over budget due to increased costs.

59 Gas/tolls

This line item includes expenses of gasoline for the NWSRA vehicle fleet, tolls, and parking.

PYE 2025 Variance: Over budget by \$125.90 (100.19% of budget)

This line item is within the targeted variance.

60 Printing

This line item includes expenses related to brochure printing, copier maintenance contract, and paper.

PYE 2025 Variance: Under budget by \$1,980.66 (94.14% of budget)

This line item is within the targeted variance.

61 Public Awareness/Subscriptions/Ads

This line item includes expenses for awards and recognition, ads, online advertising, recruitment and outreach.

PYE 2025 Variance: Under budget by \$4,872.79 (79.84% of budget)

Highlights

- **\$4,652.17** – Recruitment is under budget due to former staff inflating this line item.

Salary Expenses

62 Full Time Salaries

This line item includes salary expenses for full-time staff.

PYE 2025 Variance: Under budget by \$128,739.62 (94.79% of budget)

This line item is within the targeted variance.

63 Part Time Salaries

This line item includes the wages for all hourly part-time employees.

PYE 2025 Variance: Over budget by \$141,031.91 (114.27% of budget)

Highlights

- **\$112,385.94** – Day Camp is over budget due to the need for higher staffing ratios at multiple camps. Additionally, during 2024 budgeting, staff proposed a budget of \$533,989.85 that was brought down to \$493,173.50.
- **\$8,719.90** – General Programs are over budget due to using more part time staff as program leaders because we were short three Recreation Specialists for most of the year.
- **\$10,747.40** – Office is over budget due to one of the registrar positions transitioning to a 30-hour per week staff.
- **\$14,678.32** – Pursuit is over budget due to NWSRA providing subs for the PURSUIT program.

- **\$21,068.69** – Athletics is over budget due to part time staff attending more tournaments and overnight stays to support athletes who advanced further in state competitions.

64 Payroll Processing

This line item includes expenses for FSA fees and W-2 processing.

PYE 2025 Variance: Over budget by \$2,241.05 (226.12% of budget)

Highlights

- **\$1,649.78** – W2 Processing is over budget due to multiple support calls with Accufund at the beginning of the year to file W-2s and 1099 forms.
- **\$738.77** – Miscellaneous Payroll Processing is over budget due to previous staff not paying state taxes in the first quarter, causing penalties to be assessed.

65 Independent Contractors

This line item includes expenses for independent contractors of day camps, general programs, offices, trips, PURSUIT, athletics, and leisure ed.

PYE 2025 Variance: Under budget by \$9,918.53 (88.46% of budget)

Highlights

- **\$2,533.50** – Day Camp is under budget due to contracted nurse working less hours.
- **\$8,324.68** – General Programs are under budget due to using full time staff for swim lessons.
- **\$1,440.00** – Pursuit is under budget due to restructuring field trip schedule to quarterly.

66 Liability Expenses

This line item includes expenses for property/casualty insurance, workers' compensation, unemployment insurance, background checks, and drug screenings.

PYE 2025 Variance: Over budget by \$21,427.25 (120.19% of budget)

Highlights

- **\$21,915.86** – Unemployment is over budget due to highly compensated staff claiming unemployment benefits.
- **\$2,031.86** – Liability insurance is over budget due to previous staff budgeting inaccurately.

67 FICA

This line item includes expenses for FICA.

PYE 2025 Variance: Over budget by \$272.19 (100.08% of budget)

This line item is within the targeted variance.

68 IMRF

This line item includes expenses for IMRF.

PYE 2025 Variance: Under budget by \$9,437.98 (90.12% of budget)

This line item is within the targeted variance.

69 (0001) Inclusion Salaries

This line item includes expenses for Inclusion Aide support, Behavior Specialist/Rover salary, and training/orientation.

PYE 2025 Variance: Over budget by \$27,532.87 (102.90% of budget)

This line item is within the targeted variance.

69 (0002) Inclusion Expenses

This line item includes expenses for behavior supplies, sensory supports and misc. inclusion supplies/supports.

PYE 2025 Variance: Under budget by \$135.26 (98.05% of budget)

This line item is within the targeted variance.

69 (0003) Inclusion Independent Contractors

This line item includes expenses for Inclusion Independent Contractors for Outside Staffing Agency support and interpreters.

PYE 2025 Variance: Over budget by \$92.10 (101.54% of budget)

This line item is within the targeted variance.

Proposed FY 2026 Operating Budget Summary

Line Item #	Description	Approved FY 2025 Budget	PYE 2025	Proposed FY2026 Budget	% Increase/Decrease Proposed FY2026 & FY2025 Budget	% Increase/Decrease Proposed FY2026 Budget
Income						
31	Member District Assessments	4,516,881.33	4,516,881.33	4,607,218.94	2.0%	2.0%
32	Program Fees	1,047,545.00	1,047,372.01	1,181,270.00	12.8%	12.8%
33	Transportation - Door to Door	33,848.00	35,312.32	27,500.00	-18.8%	-22.1%
34	Transportation - Pick up Points	63,916.00	26,170.06	27,140.00	-57.5%	3.7%
35	Non-Program Revenue	553,117.41	552,346.23	563,664.48	1.9%	2.0%
36	SLSF Grant Contributions	392,000.00	390,885.99	409,500.00	4.5%	4.8%
37	Sale of Fixed Assets	400.00	9,256.00	500.00	25.0%	-94.6%
38	Interest	123,611.33	168,706.30	79,500.00	-35.7%	-52.9%
Total Income		6,731,319.07	6,746,930.24	6,896,293.42	2.5%	2.2%
OPERATING EXPENSE						
Administration						
41	Professional Fees	58,592.50	72,923.64	50,870.00	-13.2%	-30.2%
42	Office Supplies	6,485.00	6,439.64	6,436.00	-0.8%	-0.1%
43	Credit Card & Bank Fees	28,735.02	35,763.95	7,994.33	-72.2%	-77.6%
44	Postage	3,918.84	3,431.58	3,518.84	-10.2%	2.5%
45	Telephone/Fax	21,815.68	22,858.98	0.00	-100.0%	-100.0%
46	Conference/Education	34,140.43	36,185.74	33,026.00	-3.3%	-8.7%
47	Memberships	26,611.00	29,507.41	21,233.78	-20.2%	-28.0%
48	Health Insurance	369,538.87	301,564.82	437,031.84	18.3%	44.9%
49	Maintenance/Utilities	56,383.76	53,569.58	56,792.80	0.7%	6.0%
50	Rent	181,626.00	181,626.00	184,486.00	1.6%	1.6%
51	Computer	172,528.81	159,027.92	215,003.66	24.6%	35.2%
Subtotal Administration Expenses		960,375.91	902,899.26	1,016,393.25	5.8%	12.6%
Program						
52	Rental Municipal	37,684.00	28,532.27	24,554.00	-34.8%	-13.9%
53	Commercial Expense	127,709.10	128,429.29	152,382.00	19.3%	18.7%
54	Program Development	3,600.00	3,488.49	0.00	-100.0%	-100.0%
55	Program Supplies	81,589.55	76,731.24	72,951.00	-10.6%	-4.9%
56	Commercial Transportation	136,793.80	148,027.66	146,600.00	7.2%	-1.0%
57	Mileage	30,300.00	22,865.20	26,388.00	-12.9%	15.4%
58	Transportation Maintenance	114,164.12	132,613.01	130,720.00	14.5%	-1.4%
59	Gas/Tolls	68,000.00	68,125.90	67,500.00	-0.7%	-0.9%
60	Printing	33,810.00	31,829.34	33,245.96	-1.7%	4.5%
61	Public Awareness/Subscriptions/Ads	24,172.16	19,299.37	20,149.00	-16.6%	4.4%
Subtotal Program Expenses		657,822.73	659,941.77	674,489.96	2.5%	2.2%
Salary						
62	Full-Time Salaries	2,469,968.37	2,341,228.75	2,408,128.11	-2.5%	2.9%
63	Part-Time Salaries	988,015.40	1,129,047.31	1,175,332.56	19.0%	4.1%
64	Payroll Processing	1,776.98	4,018.03	6,046.00	240.2%	50.5%
65	Independent Contractors	85,964.00	76,045.47	41,230.00	-52.0%	-45.8%
Subtotal Salary Expenses		3,545,724.75	3,550,339.56	3,630,736.67	2.4%	2.3%
Liabilities						
66	Employment Expenses	15,905.00	35,300.39	12,394.40	-22.1%	-64.9%
66	PDRMA Liability Insurance	90,216.22	92,248.08	90,000.00	-0.2%	-2.4%
67	FICA	335,895.19	336,167.38	348,837.55	3.9%	3.8%
68	IMRF	95,556.12	86,118.14	106,254.43	11.2%	23.4%
Subtotal Liabilities Expenses		537,572.53	549,833.99	557,486.37	3.7%	1.4%
Inclusion						
69 (0001)	Inclusion Expenses (Including Ability Awareness & Training)	951,042.91	978,575.78	994,747.24	4.6%	1.7%
69 (0002)	Supplies	6,925.00	6,789.74	6,600.00	-4.7%	-2.8%
69 (0003)	Inclusion Independent Contractors	6,000.00	6,092.10	6,000.00	0.0%	-1.5%
Subtotal Inclusion Expenses		963,967.91	991,457.62	1,007,347.24	4.5%	1.6%
Total Expenses		6,665,463.83	6,654,472.20	6,886,453.50	3.3%	3.5%
Budget Summary						
Total Income		6,731,319.07	6,746,930.24	6,896,293.42	2.5%	2.2%
Total Expenses		6,665,463.83	6,654,472.20	6,886,453.50	3.3%	3.5%
Budgeted Profit/Loss		65,855.24	92,458.04	9,839.92		

Proposed FY2026 Budget Assumptions

Revenues

31 – Member District Assessments

For FY2026, NWSRA proposed a 2.0% increase to the Board. This increase resulted in a total budget of \$4,607,218.94.

32 – Program Fees

For 2026, program revenues are expected to increase due to rate adjustments and expanded offerings. Club fees will rise from \$12 to \$15 per hour to align with staffing and operational costs. The Leisure Education program will grow from 15 to 40 classes, and Special Events will include 33 scheduled events plus additional pop-up offerings, with higher fees and participation expected. Day Camp rates will increase by \$1 per hour (\$6 per day), after-care will rise to \$35 per day, and families will now register for full weeks following the removal of select part-time options; break camps remain included.

General Programs were refined by removing underperforming offerings and adding new programs. Trip planning will focus on recruiting new and younger participants, particularly from our PURSUIT clients. Within PURSUIT, the Rise and Shine rate will increase to \$15 per day, and a new Winter Break program will be offered for 20 clients at \$110 per day. Athletics will implement new fees for overnight programs.

33 – Transportation - Door to Door

Door-to-door transportation revenue for 2026 reflects program-specific adjustments to rates, service levels, and participation. For Clubs, revenue is projected to increase due to a fee adjustment from \$12 to \$18 per round trip, with estimates based on average 2025 registrations plus a few additional riders.

Day Camp transportation revenue is expected to decrease with the transition from Little Sprouts South to a new Camp It Up South location, reducing the need for transportation by serving participants closer to home. The second session of camp will be one week shorter. Transportation rates for Day Camp increased to \$26 round trip. NWSRA will be tightening registration procedures for transportation in 2026.

General Program door-to-door transportation will remain consistent with 2025 offerings, accommodating limited one-off requests, with fees increasing to \$18 per round trip.

34 - Transportation - Pick Up Points

The 2026 budget reflects a series of strategic adjustments based on 2025 actuals, anticipated cost increases, and programmatic changes. Club fees are set to rise from \$10 to \$14 per participant, with revenue projections based on the number of participants from 2025. Special Events will see increased fees in 2026 due to the likelihood of events being held farther from the service area; additional transportation resources will be required.

Day Camp transportation costs are increasing by \$1, bringing the total to \$16. However, stricter transportation guidelines, adjusted locations, and more condensed scheduling are expected to slightly reduce revenue. General Programs are budgeted based on 2025 actuals but have been slightly reduced due to offering fewer pick-up points.

35 – Non-Program Revenue

The 2026 budget includes updates to both non-program revenue and collaborative funding. Non-

program revenue will be supported through two ability awareness trainings, reimbursement for CPI training from PDRMA, and a projected P-Card rebate of \$5,500. These sources contribute to offsetting costs outside of direct programming. This line also includes reimbursement from Rolling Meadows Park District for 1/3 of the salary and salary-related expenses for the Manager of Information Technology.

36 – SLSF Grant Contributions

Proposed Budget FY2026 represents SLSF covering a higher percentage of NWSRA expenses, in addition to reimbursement for part-time office staff.

37 – Sale of Fixed Assets

Proposed Budget FY2026 represents the sale of surplus office items only, no vans are scheduled to be sold.

38 – Interest

Proposed Budget FY2026 is lower due to rates being significantly lower in 2026, along with balances projected to be lower.

Operating Expenses

41 – Professional Fees

The Proposed FY2026 Budget is higher due to one-time costs for HR Source services and strategic planning, which will not be budgeted again in 2027. The audit expense for 2026 is \$16,800 for the first year with a new auditing form. GASB valuation costs are budgeted lower due to 2026 not being a full valuation year with L&A.

42 – Office Supplies

Proposed Budget FY2026 reflects PYE2025 total.

43 – Credit Card & Bank Fees

Proposed Budget FY2026 reflects all credit card processing fees being passed on to registrants.

44 – Postage

Proposed Budget FY2026 reflects PYE2025 total.

46– Conference/Education

Proposed Budget FY2026 represents NRPA, IAPD, IPRA and ITRS conference registrations, hotels and per diems. Professional Development Meetings (staff evaluations) will exclude food in 2026. Other Trainings/Workshops include professional development sessions that do not fit under the other categories. ATRA is removed for 2026.

47 – Memberships/Certifications

Proposed Budget FY2026 includes memberships for NRPA, IAPD, IPRA, ITRS, ATRA, ILRTA, Hands On Suburban Chicago, and LAC Group. CPRP and CTRS exam fees and CDL reimbursement are also included in this section. Safety training will be conducted in-house. Retail Memberships are also reflected in this line.

48 – Health Insurance

Proposed Budget FY2026 reflects the cost of health insurance increasing by approximately 30%, with staff payment percentage decreasing by 2%, which still reflects an overall increase in health insurance costs for staff.

49 – Maintenance/Utilities

Proposed Budget FY2026 reflects Condo maintenance costs for 2026, which are dictated by Rolling Meadows Park District. Miscellaneous building hardware expenses, previously unbudgeted and charged to various line items, are now consolidated into this line item.

50 – Rent

Proposed Budget FY2026 reflects increased rental costs for 2 out of 6 sites. SLSF will be paying for the Rolling Meadows Community Center storage and office space rent directly for 2026.

51 - Computers

Proposed Budget FY2026 reflects framework support contracted with SNI. This line item includes website hosting and support via Weblinx. Agency Software costs increased due to adding RecTrac. Agency Hardware is budgeted based on prior year expenses. HR/Finance Software includes 12 months of Accufund during the transition to new finance software, Paycom fees, and AssetMaxx fees. Office and cellular phone service expenses are now included in this line (previously budgeted as 45 – Phone Service).

52 – Rental Municipal

Proposed Budget FY2026 is lower than PYE 2025 due to removal of LEDS programming animal-related expenses. Other anticipated expenses are nature center entrance fees, with efforts to attend free locations. Athletics will hold the Sports Banquet in-house to reduce expenses.

53 – Commercial Expense

Proposed Budget FY2026 reflects Clubs benefiting from SLSF support for ticketed events. In addition. Special Events now include food costs previously paid by participants, offset by higher program fees. PURSUIT trips were reduced from monthly to quarterly. Athletics includes ski rentals and state fees.

55 – Program Supplies

Proposed Budget FY2026 reflects all expenses needed to support our programs.

56 – Commercial Transportation

Proposed Budget FY2026 is based on PYE 2025, which is increased due to higher transportation fees.

57 – Mileage

The Proposed Budget FY2026 is higher than PYE2025 due to not being fully staffed during summer 2025.

58 – Transportation Maintenance

Proposed Budget FY2026 is lower than PYE2025 due to replacement of 2 older vehicles and having 1 less vehicle overall in the fleet.

59 – Gas/Tolls

Proposed Budget FY2026 is in line with PYE2025.

60 – Printing

Proposed Budget FY2026 is higher than PYE2025 due to budgeting for updating marketing collateral at programming spaces.

61 – Public Awareness/Subscriptions/Ads

Proposed Budget FY2026 is in line with PYE2025 due to now including expenses for community organizations, full-time and part-time staff apparel, and staff appreciation.

62 – Full-Time Salaries

Proposed Budget FY2026 reflects being fully staffed for the entire year.

63 – Part-Time Salaries

Proposed FY2026 is higher than PYE2025 due to anticipated camp participation increases with addition of new camps in 2026. Staff are also budgeting for Paid Leave in this line.

64 – Payroll Processing

Proposed FY2026 is higher than PYE2025 due to Paycom costs associated with W2 and ACA filings.

65 – Independent Contractors

Proposed Budget FY2026 is lower than PYE2025 due to SLSF not hiring a grant contractor for 2026 and completing all grants in house.

66 – Employment Expenses

Proposed Budget FY2026 is lower than PYE2025 due to not budgeting for highly compensated staff to receive unemployment.

66 – PDRMA Liability Insurance

Proposed Budget FY2026 is in line with PYE2025.

67 – FICA

Proposed Budget FY2026 is higher than PYE2025 due to increased staffing costs for full-time, part-time and Inclusion staff.

68 – IMRF

Proposed Budget FY2026 is higher than PYE2025 due to the hiring of all open full-time positions, along with a projected increase in the agency's rate.

69 – Inclusion (Salary)

Proposed Budget FY2026 is slightly higher than PYE2025. This is due to inclusion training expense being misallocated into general training during implementation of Paycom as well as this line now including paid leave for inclusion aides.

69 – Inclusion (Expenses)

Proposed Budget FY2026 is in line with PYE2025.

69 – Inclusion (Independent Contractors)

Proposed Budget FY2026 is in line with PYE2025.

To: NWSRA Finance Committee
From: Andrea Griffin, Executive Director
Date: October 24, 2025
Re: FY 2026 Proposed Budget Key Highlights

RECOMMENDATION:

Motion: for Finance Committee to approve the proposed FY2026 Operating Budget as presented, to be forwarded to the NWSRA Board for approval.

SUMMARY & BACKGROUND:

The proposed 2026 budget has been prepared and reviewed with careful attention, ensuring alignment with our strategic goals, operational needs, and long-term financial sustainability. Staff are requesting your review and approval of the budget so it may be presented to the full Board of Directors for final approval.

Key Highlights of the Proposed 2026 Budget:

1. Revenues

- Total projected revenues: \$6,896,293.42
- Significant sources include MDAA, program fees and SLSF grant contributions.
- Revenues in the proposed FY 2026 budget increased 2.5% based on projected year-end numbers. Staff evaluated all areas of revenue to develop a more realistic approach to projected revenue in 2026. Staff's focus was on increasing program revenues to help offset rising expenses.

2. Expenditures

- Total proposed expenditures: \$6,886,453.50
- Key cost drivers include personnel expenses, program operations, commercial expenses and software enhancements.
- Planned increases in part-time salaries are supported by growth in program revenues due to higher fees and enhanced offerings.

3. Personnel & Health

- In alignment with our commitment to maintaining competitive and equitable compensation, we intend to utilize HR Source in 2026 to conduct a comprehensive salary survey. We are budgeting \$8,160.00 for this service. The results will provide guidance for our compensation structure, ensuring alignment with industry standards, while also supporting the recruitment and retention of highly qualified staff.
- A 3% merit pool and a 1% discretionary pool were used to calculate the proposed FY 2026 salary total.
- Total health insurance costs for the agency are rising due to PDRMA's HMO plan increasing 8.7%, PPO plan increasing 9.8%, and an additional 20% debit applied for FY 2026. While staff costs are still higher year-over-year, the Personnel Committee agreed that a decrease of 2% across all employee coverage tiers was in best interest of staff and the agency.

4. Strategic Initiatives & Programs

- We plan to engage an external consulting firm in 2026 to guide the long-term growth and sustainability of the organization. The firm will facilitate the development of a comprehensive three-year strategic plan, providing an objective framework for future priorities and initiative. This service is budgeted at \$17,000.

5. Financial Stewardship

- Following recommendations from our Member Park Districts, we plan to engage a new auditing firm. While higher in cost, the firm comes with strong credentials and industry references; a formal proposal will be presented at the November Board meeting. We are budgeting \$16,800 for these services.

6. Areas Brought into Operations from Capital for FY 2026

- The new registration software including RecTrac and ePACT, along with the new payroll software, Paycom, have transitioned to the Operating budget in FY 2026.



Health Information

As part of our annual review of employee benefits, the below factors will impact our FY2026 budget:

- NWSRA will offer two plans: a PPO plan with a \$2,000 deductible and an HMO plan
- (the HMO plan will not include the Blue Advantage plan from 2025).
- The PPO plan will increase by 9.8%, and the HMO plan will increase by 8.7%.
- The dental plan has increased 2.0% and vision has decreased by 5.6%.
- There were no changes made to the employee assistance program and the employer-sponsored life insurance plan rates.
- In addition, PDRMA has applied a 20% increase due to NWSRA loss-to-contribution ratio exceeding 200% over the last five years.

These adjustments have resulted in a significant cost increase to provide health insurance to our staff. To help offset the impact on staff and maintain competitive benefits, staff are proposing to reduce employee contribution rates by 2% across all coverage tiers.

This adjustment would lessen the financial burden on employees while demonstrating our commitment to supporting staff's well-being and retention. We believe this is an important investment in our workforce, especially given the rising costs of healthcare.

NWSRA has 37 positions eligible to enroll in the NWSRA health insurance plan. The 2026 budget reflects budgeting for 26 positions. This is based on current enrollment with the addition of 2 staff enrolling in health benefits in 2026.

Health insurance expenses for the agency are projected to rise by \$66,625.60 in FY2026 compared to FY2025. This includes the budget impact of \$10,062.96 from reducing employee contribution rates by 2% across all coverage tiers.

The total health insurance budget for FY2026 is \$436,164.47. When averaging the health insurance budgets for the previous five years, we calculated the average budget to be \$423,398.43. This reflects an overall increase of \$12,766.04 when compared to the average of the previous five years.



Merit Information

The NWSRA Member Park District Merit Increase Survey used for FY2026, was sent to all 17 park districts and SRAs. In calculating the FY2026 merit pool, the following factors were considered:

- The average merit budgeted (3.2%) for 2026 by surrounding SRAs that are closest in size to NWSRA.
- For SRAs that also offer COLA (cost of living adjustment) increases on top of merit increases, this brings the average percentage increase budgeted to 3.95% for each SRA staff member.
- Out of the 6 responses received from NWSRA's 17 Member Districts, the average merit increases each staff was eligible for was 4.08%.
- NWSRA will be transitioning all annual reviews and merit increases to March instead of staff anniversary dates.
- Suggested 2026 salaries were used as the basis for the merit calculation.

Based on survey results and analysis of the full-time staff budget, a 3% merit pool was used to calculate the proposed FY2026 salary total.



Part-Time Staff Pay Information

As staff prepare the FY2026 budget, staff would like to provide an update to NWSRA part-time staffing costs and highlight several key changes we are implementing. Part-time staffing continues to represent one of the largest annual expenditures for the organization, and these adjustments are designed to ensure greater consistency, fairness, and fiscal responsibility.

Key Updates:

1. **Training Rate:** All part-time employees will be paid a training rate set at the current minimum wage. This standardization ensures equity and simplifies on boarding, seasonal department training and overall training procedures.
2. **Restructured Pay Rates:** Staff have revised the overall part-time pay structure to better align with responsibilities, market standards, and organizational priorities.
3. **Approval Process:** To increase oversight and consistency, the approval of part-time starting rates will no longer rest with a single individual. Moving forward in 2026 all rates must be final approved by the Manager of Human Resources.

These changes will help us maintain competitive compensation practices while strengthening internal controls and oversight. We anticipate these adjustments will not only support recruitment and retention but also bring greater transparency to one of the largest budget areas.

Part-Time Pay Ranges 2025

Position Title	Min 0 yrs	1-3 yrs	4-5 yrs	Mid 6-7 yrs	8-9 yrs	10-11 yrs	Max 12+Yrs
Program Assistant/ Inclusion Aide / Camp Counselor	\$15.00	\$17.00	\$19.00	\$21.00	\$23.06	\$25.12	\$25.20
Inclusion Leader - PT II	\$22.50	\$24.70	\$26.90	\$31.50	\$36.40	\$41.30	\$37.80
Driver	\$20.50	\$22.65	\$24.80	\$28.70	\$30.50	\$32.30	\$34.44
Assistant Site Coordinator	\$19.25	\$21.40	\$23.55	\$26.95	\$28.75	\$30.55	\$32.34
Program Leader/Site Coordinator/Intern	\$22.50	\$24.65	\$26.80	\$31.50	\$33.30	\$35.10	\$37.80
Rovers/Behavior Specialist	\$22.00	\$24.15	\$26.30	\$31.00	\$32.80	\$34.60	\$37.30
Life Guards-Referee	\$24.00						
Specialty Instructors	\$27.50						
PURSUIT/STAR DSP	\$20.00						
PURSUIT/STAR Leads	\$20.75						

Proposed 2026 Part-Time Ranges

Pay Grade	Position Title	Range Minimum	Range Midpoint	Range Maximum
10	Lifeguards Specialty Instructors CDL Driver	\$24.00	\$29.00	\$34.00
9	Site Director Intern Program Leader Rovers	\$22.00	\$27.00	\$32.00
8	PURSUIT DSP LEAD	\$21.50	---	---
7	Driver	\$21.00	\$26.00	\$31.00
6	PURSUIT DSP	\$20.75	---	---
5	Assistant Site Director	\$19.00	\$24.00	\$29.00
4	Inclusion Aide Office Support Staff	\$16.50	\$21.50	\$26.50
3	Camp Counselor	\$16.00	\$21.00	\$26.00
2	Program Assistant	\$15.00	\$20.00	\$25.00
1	Training Rate	\$15.00	---	---
	High-School Interns	\$15.00	---	---



Strategic Planning Information

About 4D Advising

4D Advising is a boutique consulting firm with expertise in Management, Strategy and Leadership. The firm's areas of specialty include Management Consulting, Strategic Alignment, Strategic Diversity, Equity and Inclusion, Org Development Coaching, and Leadership Development. This specific proposal covers NWSRA's interest in developing a framework that documents strategic priorities, goals, and measurable objectives based on input from internal and external stakeholders.

Framework Overview

The strategic planning process follows a framework that begins with a solid foundation. Review of the NWSRA mission and purpose, the set vision for the organization and the values that support all who have the commitment to carry out the mission and achieve the set vision. From this foundation, general areas of focus – strategic pillars - are formed with insight gained from environmental scanning. Implementation plans stem from this initiative design and plans for communicating are established.

Phased Approach

The Strategic Plan Framework timeframe is 4 months and connects to a planning model which includes distinct phases over the course of the engagement. Example activities and timeframes for NWSRA are below:

Phase 1: Discovery & Assessment (December 2025– January 2026)

- Review of previous strategic plan, including a gap analysis
- Document and data review (theory of change, development materials, metrics, financials, etc.)
- Develop stakeholder engagement strategy: (Example: focus groups, surveys, interviews of full-time staff, select part-time staff, board members, participants & families, community partners & other collaborators)

Phase 2: Engagement & Visioning (January - February 2025)

- Environmental Scan and SWOT analysis
- Execute stakeholder engagement strategy (focus group/conversations, etc.)
- Revisit mission, vision, and values

Phase 3: Strategy Development (February - March 2025)

- Facilitate working sessions with strategic teams
- Develop strategic priorities and goals
- Synthesize data into strategic priorities
- Iterative sessions to define measurable objectives and KPIs

Phase 4: Plan Finalization & Implementation Tools (March - April 2025)

- Draft and refine full strategic plan
- Create implementation roadmap with timeline, owners and metrics
- Consultation on

Cost, Payment, and Fees

The total value ("Total Value") for contracted Services is \$44,000.00 (completion in 4 months).

The total cost ("Total Cost") to Client is a discounted rate, payable by Client, of **\$17,000.00**.

PYE 2025 Capital Budget Variance Explanation

To begin the FY2026 budgeting process, leadership reviewed the 3rd quarter financials and projected year-end (PYE) revenue and expenses for the remainder of FY2025 capital. Based on this analysis, the PYE2025 Capital Budget is estimated to end the year \$72,330.90 under budget.

The following sections provide detailed explanations for each budget category that falls outside a 10% variance and highlights summarizing key factors that contribute to the projected results.

460001 Projects

This line item includes costs for the Park Central roof replacement, elevator repair, and Park Central parking lot.

PYE 2025 Variance: Under budget by \$4,640.00 (98.50% of budget)

This line item is within the targeted variance.

460002 Vehicle Maintenance

This line item includes cost for vehicle maintenance.

PYE 2025 Variance: Under budget by \$23,139.28 (66.94% of budget)

This line item is under budget due to the minivan costing less than anticipated.

460003 Technology/Hardware

This line item includes costs for new software, computer lease & purchase, printer lease & service, and tech infrastructure.

PYE 2025 Variance: Under budget by \$20,354.42 (88.32% of budget)

This line item is under budget due to budgeting for a full year with Paycom, however Paycom implementation did not begin until April, with payroll fees beginning in June.

460004 Building Maintenance

This line item includes costs for renting RMPD office and storage space. The cost for maintenance in specialty spaces/rooms, and the upkeep of HVAC units and miscellaneous infrastructure needs.

PYE 2025 Variance: Under budget by \$24,197.20 (19.59% of budget)

This line item is under budget due to the time of planned maintenance and infrastructure projects, as well as deferred use of funds allocated to HVAC.

Capital Areas		Capital Type	YEAR OF VEHICLE	2026	2027	2028	2029	2030	Total 5 year Capital Expenditure
460002	502	20 passenger- accessible 2006	2006		\$200,000.00				200,000.00
	501	26 passenger- accessible 2007	2007				\$200,000.00		200,000.00
	508	14 passenger- accessible, IDOT 2010	2010			\$130,000.00			130,000.00
	509	14 passenger- accessible 2011	2011				\$130,000.00		130,000.00
	522	14 passenger- accessible 2011	2011				\$130,000.00		130,000.00
	515	14 passenger- accessible, IDOT 2012	2012						0.00
	516	14 passenger- accessible 2012	2012						0.00
	507	26 passenger- accessible 2016	2016						0.00
	510	14 passenger- accessible, IDOT 2016	2016						0.00
	525	14 passenger- accessible 2016	2016						0.00
	511	14 passenger- accessible, IDOT 2017	2017						0.00
	524	14 passenger- accessible 2017	2017						0.00
	526	14 passenger- accessible, IDOT 2017	2017						0.00
	503	20 passenger- accessible 2018	2018						0.00
	512	14 passenger- accessible 2018	2018						0.00
	523	14 passenger- accessible 2018	2018						0.00
	Gigabyte	14 passenger- accessible, IDOT 2021	2021						0.00
	Drifter	Transit -Accessible 2023	2023						0.00
	Kevin	14 passenger- accessible - 2023	2023						0.00
	Lightning	14 passenger- accessible - 2023	2023						0.00
	Cruiser	14 passenger- accessible 2024	2024						0.00
	Shia	14 passenger- accessible - 2024	2024						0.00
	513	Minivan (6 passengers) NEW	2025						0.00
	527	14 passenger- accessible, IDOT 2025	2025						0.00
	McBussin	15 passenger- accessible - 2025	2025						0.00
	Thunder	14 passenger- accessible- 2025	2025						0.00
Vehicles/Maintenance Total				0.00	200,000.00	130,000.00	200,000.00	260,000.00	790,000.00
Technology/Hardware									
460003		Computer (lease / purchase)		30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	150,000.00
		Website		0.00	0.00	0.00	0.00	0.00	0.00
		Server		0.00	0.00	0.00	35,000.00	0.00	35,000.00
		Tech Infrastructure		21,000.00	12,000.00	8,500.00	24,500.00	8,500.00	74,500.00
		Printer (lease / purchase)		17,782.80	17,782.80	17,782.80	18,500.00	18,500.00	90,348.40
		SENSORY ROOMS NEW		6,000.00	3,000.00	3,000.00	3,000.00	3,000.00	18,000.00
		TECH ROOMS NEW		15,000.00	13,000.00	0.00	0.00	10,000.00	38,000.00
		New Software		50,000.00	0.00	0.00	0.00	0.00	50,000.00
Technology/Hardware Total				139,782.80	75,782.80	59,282.80	111,000.00	70,000.00	455,848.40
Building/Maintenance									
460004	Sites	RMCC - Storage & Office Space (Paid every 3 years)		0.00	0.00	0.00	51,000.00	0.00	51,000.00
		HVAC		6,000.00	125,000.00	6,000.00	6,000.00	6,000.00	149,000.00
		Infrastructure Support		5,000.00	4,000.00	5,000.00	4,000.00	5,000.00	23,000.00
		Office Update - Park Central Projects		79,000.00	0.00	0.00	0.00	0.00	79,000.00
Building/Maintenance Total				90,000.00	129,000.00	11,000.00	61,000.00	11,000.00	302,000.00
Total Capital Expenses				229,782.80	404,782.80	200,282.80	372,000.00	341,000.00	1,547,848.40

**SLSF Grants to NWSRA
October 2025**

SLSF Area of Support	Expenses	GL Account	Description	Total Allotment
				\$68,750.00
Athletics	\$737.27	Commercial	Summer Games Expenses	
	\$2,513.21	Independent Contractors	Athletic Officials	
	\$30,663.44	Part-Time Salaries	Coaches Salary	
	\$1,914.75	Commerical Transporatation	Coach Bus for Summer Games	
	\$379.06	Rental Municipal	Tournament Entrance Fees	
	\$885.08	Supplies	Equipment/Supplies: Softball Uniforms	
	\$218.44	Supplies	Equipment/Supplies: Flag Football extra jerserys	
	\$159.98	Supplies	Equipment/Supplies: Gymnastics Leotards	
Athletics Sub-Total May	\$27,244.31			
Athletics Sub-Total October	\$37,471.23		Athletics Remaining Balance	\$4,034.46
Athletics Sub-Total December	\$0.00			
				\$90,000.00
Transportation	\$46,630.19	Vehicle Maintenance	Repair and Maintenance	
Transportation Sub-Total May	\$39,079.41			
Transportation Sub-Total October	\$46,630.19		Transportation Remaining Balance	\$4,290.40
Transportation Sub-Total December	\$0.00			
				\$72,500.00
Scholarships	\$20,301.90	General Program Fees	Summer/Fall General Programs	
	\$116.00	Leisure Education Program Fees	Summer/Fall Leisure Education	
	\$3,144.08	Athletic Program Fees	Summer/Fall Athletics	
Scholarship Sub-Total May	\$32,769.90			
Scholarship Sub-Total October	\$23,561.98		Scholarships Remaining Balance	\$16,168.12
Scholarship Sub-Total December	\$0.00			
				\$51,404.96
Inclusion	\$2,078.87	Inclusion Expenses	Inclusion Supplies and Behavior Supports	
	\$3,440.00	Independent Contractors	Independent Contractors (Sign Language Interpreters)	
Inclusion Sub-Total May	\$1,322.33			
Inclusion Sub-Total October	\$5,518.87		Inclusion Remaining Balance	\$44,563.76
Inclusion Sub-Total December	\$0.00			
				\$67,345.04
General Programs	\$3,369.27	Commercial	Social Club Entrance / Ticket Fees	
	\$7,208.73	Commercial	All Bowling Programs	
	\$548.49	Rental Municipal	Special Event Ticketed Events at Park Districts	
	\$1,398.00	Rental Municipal	Horseback Riding	
	\$5,019.24	Supplies	General RT Program Supplies	
	\$803.55	Supplies	Supplies for Social Clubs	
	\$4,954.66	Supplies	First Aid / Behavior Supports / Specialty Programs	
General Program Sub-Total May	\$17,446.44			
General Program Sub-Total October	\$23,301.94		General Programs Remaining Balance	\$26,596.66
General Program Sub-Total December	\$0.00			
				\$350,000.00
Grand Total May	\$117,862.39			
Grand Total October	\$136,484.21		Remaining Balance	\$95,653.40
Grand Total December	\$0.00			

To: NWSRA Finance Committee
From: Andrea Griffin, Executive Director
Date: October 24, 2025
Re: Proposed FY 2026 Contribution

SUMMARY & BACKGROUND:

The Special Leisure Services Foundation (SLSF) continues to play a vital role in supporting the mission and programs of NWSRA through its annual financial contributions. Each year, SLSF guarantees a set amount of funding to NWSRA, distributed in three installments throughout the year. In 2026, SLSF will grant NWSRA \$409,500.

These contributions are strategically allocated to support five key pillars:

1. **Scholarships** – Providing financial assistance to participants and families in need.
2. **General Program Support** – Enhancing the overall quality and accessibility of NWSRA programs.
3. **Inclusion Support** – Ensuring individuals with disabilities are successfully included in park district and community recreation programs.
4. **Transportation Contributions** – Assisting with the costs of accessible transportation for participants.
5. **Athletics** – Supporting adaptive sports programs and athletic opportunities for participants.

In addition to these guaranteed annual contributions, SLSF also reimburses NWSRA for part-time staff who provide administrative and office support services that benefit both organizations. In 2026 this amount is \$9,500 of the total amount granted.

The consistent financial partnership between NWSRA and SLSF reflects a shared commitment to advancing opportunities for individuals with disabilities through high-quality recreational programming and community inclusion.