

# 2014 Adopted Budget



December 9, 2013



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## 1. Introduction

The Village of Oak Park's 2014 Adopted Budget is intended to provide community stakeholders with a clear understanding of the Village's current and recent financial history, and to offer an understanding of the services that we provide and our planned service activities for the coming year. Our goal is to empower Village stakeholders to become more engaged in government, by presenting budget information in a manner that can be easily understood.

**Changes from the 2013 Budget Document-** The goal of the Village Manager is to continue to refine this budget document, so that it becomes an increasingly dynamic planning tool that the Village's internal and community stakeholders may reference to understand the functions of the Village, the accomplishments of the previous year, and the service plans for the coming year.

In this regard, the 2014 Budget Document includes the following changes:

- **2013 Accomplishments-** This new section provides the reader with a summary of department accomplishments and/or anticipated accomplishments for FY13.
- **2014 Work Plan-** This new section provides a summary of the service activities that Village departments plan to accomplish for FY14.
- **Measure. Analyze. Perform. - MAP Program Update-** Now that the Village's performance management program, the MAP Program, is in operation, we have included an update of MAP program activities, along with a summary, by department and division, of the key performance functions and performance measures for departments that have been integrated into the MAP Program.

## Document Organization

The 2014 Adopted Budget is organized in the following manner:

**Section 1** presents an introduction to the Adopted 2014 Budget:

- **Subsection 1.1** presents the Village Manager's Budget Message, which describes the Village Manager's goals and objectives for the coming year, and explains the financial, economic and policy-related factors that impact the Village's financial position.
- **Subsection 1.2** presents the Adopted 2014 Village of Oak Park Organizational Chart, which reflects the Village Manager's organizational structure for 2014.
- **Subsection 1.3** presents the Budget Process and Calendar, which presents the municipal codes that guide the Village's budget process, and provides a calendar of the activities related to the development of the 2014 Adopted Village of Oak Park Budget
- **Subsection 1.4** presents a summary of selected financial policies, which guide the Village's financial, budgeting and accounting practices.

**Section 2** presents the Budget Summary, which includes a graphical summary of the Village's budget, by fund, including:

- **Exhibit 1-** Includes a graphical summary of expenditures, revenues and positions for all Village Funds
- **Exhibit 2-** Includes a graphical summary of expenditures, revenues and positions for the Village General Fund
- **Exhibit 3-** Includes a graphical summary of expenditures, revenues and positions for the Village's Enterprise Funds
- **Exhibit 4-** Includes a graphical summary of expenditures, revenues and positions for the Village's Special Revenue Funds
- **Exhibit 5-** Includes a graphical summary of expenditures, revenues and positions for the Village's Internal Service Funds

**Section 3** presents the General Fund Summary, which provides a detailed summary and description for the Village services and activities that are solely supported by General Fund resources.

**Section 4** presents the Capital Funds Summary, which provides a detailed summary and description for the Village funds and services that support the Village's infrastructure. This fund includes the Capital Improvement Fund, Building Improvement Fund, the Equipment Replacement Fund and the Fleet Replacement Fund.

**Section 5** presents the Enterprise Fund Summary, which provides a detailed summary and description for the Village services that are operated in an "enterprise" or business-like manner. This fund includes Village Environmental Services, Parking Services, and Water and Sewer Services.

**Section 6** presents the Internal Service Funds Summary, which provides a detailed summary and description for the Village funds that support overall village operations. This fund includes the Village's Debt Service Fund, Health Insurance Fund, Risk Management Fund and the Self-Insured Retention Fund.

**Section 7** presents the Special Revenue Fund Summary, which provides a detailed summary and description for the Village's funds, departments and programs that are managed with specialized and designated funds. This fund includes services such as the Community Development Block Grant, Enhanced 9-1-1, Farmer's Market, and the Village's various Tax Increment Financing (TIF) Districts.

**Section 8** presents the Grants and Programs Summary, which includes a description of the various grants and funding resources that help to offset the costs of Village services.

**Appendix A** presents a Glossary, which describes and acronyms and describes the various terms that are used throughout the document

**Appendix B** presents a Program Summary of the MAP Program, the Village of Oak Park's Performance Management Program.

**Appendix C** presents a summary of Supplemental Information, which includes statistical and demographic information about the Village.

## 1.1. Village Manager's Budget Message

Date: December 9, 2013

To: Village President and Board of Trustees

Fr: Cara Pavlicek, Village Manager

Re: FY 2014 Budget

Cc: Department Directors and Program Managers

The Village Manager's Budget Message below provides the following information about the budget document:

- Introduction
- Schedule for Village Board of Trustees Review
- FY14 Fiscal Context and Administrative Considerations
  - § Overall Financial Condition of the Village
  - § Performance Management (MAP)
  - § Board Goals for 2013-2015
  - § Commercial District Vitality & Public Infrastructure
  - § Service Delivery (Staffing, Contractual Services & Technology)
- Summary

### Introduction

The adopted budget for Fiscal Year 2014 (FY14) was developed following a number of internal discussions including a staff retreat and two separate budget kick-off meetings with staff on July 16 and 17, 2013. An additional budget kick-off meeting was held July 24, 2013 with the six not-for-profit organizations<sup>1</sup> which have a service agreement contract with the Village for FY13 funding.

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<sup>1</sup> Oak Park Area Convention and Visitors Bureau, Oak Park Area Arts Center, Oak Park Development Corporation, Oak Park Housing Authority, Oak Park Residence Corporation and the Oak Park Regional Housing Center



Individual meetings were additionally held with the Village Manager, CFO, Budget and Finance Manager and each Department Director between August 9 and September 6, 2013 regarding their FY14 request for funding and revenue recommendations. I would like to express appreciation to the Department Directors and their staff for their work and assistance in the development of this document. Chief Financial Officer Craig Lesner and Budget and Finance Manager James Harris are specifically recognized for their work and dedication to the development of this document.

On July 29, 2013, the Village Board held a special meeting to discuss the upcoming FY14 budget process and current financial position of the Village. On September 9, 2013, the Village Board was provided a review of major fund balances and generally discussed overall perspectives about the Village's financial position and the future direction related to property taxes. On October 7, 2013, the Village Board also held a discussion regarding the overall Board direction related to the budget preparation, fund balances and Oak Park's role as Village government in the overall tax burden in the community.

The first draft of the recommended budget was made available to the public on September 30, 2013, via the Village website. During the month of October, the Finance Committee of the Village Board held four meetings to review the budget document as follows:

1. October 3, 2013: Village Board Finance Committee, 7 p.m.
  - a. Recommended FY14 Budget brief overview and general discussion of budget document and budget amendments process
  - b. Review of General Fund
2. October 17, Thursday: Village Board Finance Committee, 7 p.m.
  - a. Review of Recommended Parking Fund
  - b. Review of Recommended Capital Improvement Funds (part 1)
3. October 22, Tuesday: Village Board Finance Committee, 7 p.m.
  - a. Review of Firefighters and Police Pension Funds. Review of Health Insurance Fund
  - b. Review of Risk Management Fund
  - c. Review of Self Insured Retention Fund
  - d. Review of Special Revenue Funds – excluding TIF Funds
4. October 24, Thursday: Village Board Finance Committee, 7 p.m.
  - a. Review of Recommended Capital Improvement Funds (part 2)
  - b. Review of Water/Sewer Fund
  - c. Review of Environmental Services Fund
  - d. Review of TIF Funds

Following completion of the Finance Committee review, the following updates were made to the recommended budget document:

- Updates were made to the tax levy information to clarify abatements and levy changes due to review of the feasibility of eliminating the vehicle sticker tax.
- Updates were made to the Personnel Services in the budget as a result of ratification of several labor contracts including IAFF, SEIU, SEIU (water/sewer unit)

### **Schedule for Village Board of Trustees Review**

The Board of Trustees reviewed the FY14 budget as follows:

1. November 7, Thursday: Village Board Special meeting, 7 p.m., Room 101
  - a. Overview of Recommended Budget and Finance Committee Consideration
  - b. Review of General Fund
  - c. Review of Internal Service Funds (Health Insurance Fund, Risk Management Fund and Self Insured Retention Fund)
2. November 11, Monday: Village Board Special meeting, 7 p.m., Room 101
  - a. Review of Enterprise Funds (Environmental Services Fund, Parking Fund, Water and Sewer Fund)
  - b. Review of Capital Improvement Funds
  - c. Review of Debt Service
3. November 18, Monday: Village Board Regular Meeting, 7:30 p.m., Room 201
  - a. Public Hearing on Budget
  - b. General Overview of Budget Funds Structure and Revenue Recommendations and Budget Amendment Process
  - c. 1<sup>st</sup> Reading of Ordinances to Increase Rates as Proposed in the FY14 Budget
    - i. Water and Sewer Fees
    - ii. Parking Fees
4. December 2, Monday: Village Board Regular Meeting, 7:30 p.m., Room 201
  - a. Truth in Taxation Notice Public Hearing
  - b. 2<sup>nd</sup> Reading of Ordinances to Increase Rates as Proposed in the FY14 Budget
5. December 9 or 16 (TBD) , Monday: Board Meeting, 7:30 p.m., Room 201 if needed for Budget adoption
  - a. *Final Adoption of Budget*
  - b. Review of Citizen Advisory Commission Work Plans and Funding (*this is submittal of the work plans – subject to Board approval, Commissions will be scheduled in Q1 of 2014 to a meeting with the Village Board at various meetings*).

### FY14 Fiscal Context and Administrative Considerations

Throughout the administrative preparation of the budget there have been conscientious deliberations about Village finances. Specifically, there are five key areas that have contributed to the identification of resources to carry out proposed programs and services in the FY14 budget:

1. *Overall Financial Condition of the Village*
2. *Performance Management (MAP)*
3. *Board Goals for 2013-2015*
4. *Commercial District Vitality & Public Infrastructure*
5. *Service Delivery (Staffing, Contractual Services & Technology)*

#### 1. *Overall Financial Condition of the Village*

A key administrative focus in developing the budget is the current fiscal condition of the Village. The Village fiscal year begins January 1, 2014, and ends December 31, 2014, and is comprised of 27 active funds, plus approximately 40 grant funds. The primary goal of the municipal budget is to establish a foundation for the Village’s financial planning and control. Staff is focused on continuing the positive momentum that exists towards sustained financial stability and improving the quality of public services provided to residents and businesses. The Village currently has an underlying bond rating of AA- from Standard & Poor’s and Aa2 from Moody’s.

Within the General Fund Budget, a flat property tax levy is proposed for all existing services. Based upon recent tax bills, we are also assuming a 2.5% growth in taxable assessed valuation.

#### *Revenues*

While the total municipal budget relies upon a number of sources of revenue, the property tax levy continues to be a focus of judging the fiscal health of the community. Property tax funded Village expenditures as follows in FY14:

Debt	\$	3,953,893	16%
Police Pension	\$	3,887,534	15%
Fire Pension	\$	3,224,986	13%
General Fund	\$	<u>12,764,474</u>	56%
	\$	23,830,887	

Through Oak Park’s legal authority as a Home Rule unit of government, the Village has developed a diverse mix of revenue streams which has lessened the potential property tax burden on residents in order to address the financial needs of the organization. It is important to note that under the Police and Firefighter’s Pension Levies, an increase to the tax levy is included for the purpose of providing revenue to those funds. The following chart highlights the proposed changes from FY13 to FY14 for all property taxes levied to support the Village.

Village of Oak Park	2012 Taxable Assessed Valuation in 2012	2013 Projected Taxable Assessed Valuation (2.5% increase)	2013 Projected Taxable Assessed Valuation (2.5% increase)
	\$ 1,470,152,652	\$ 1,507,931,468	\$ 1,507,931,468
	2012 Extended Levy received in 2013	2013 Tax Levy (to be received in FY14)	Assessor Established Extended Levy (3%,5% increase of Village Levy)
Corporate Levy	\$ 12,764,474	\$ 12,764,474	\$ 13,147,408
Police Pension Levy	\$ 3,678,259	\$ 3,887,534	\$ 4,004,160
Firefighters Pension Levy	\$ 3,311,313	\$ 3,224,986	\$ 3,321,736
Debt Service Levy	\$ 11,009,487	\$ 11,245,313	\$ 11,245,313
Debt Service to be Abated	\$ 7,942,586	\$ 7,291,420	\$ 7,291,420
Debt to be paid by Property Tax after Abatement	\$ 3,220,248	\$ 3,953,893	\$ 4,151,588
Total Property Tax Levy Request	\$ 22,974,294	\$ 23,830,887	\$ 24,624,892

In addition to property taxes, sales tax revenues are a significant revenue stream for the Village and are established as follows:

**Sales Tax in Oak Park**

State portion	5.00%
Village portion	1.00%
County portion	0.25%
<hr/>	
<b>Total Sales Tax by State Regulation for General Merchandise</b>	<b>6.25%</b>
Village Home Rule Retailers' Occupation Tax	1.00%
Cook County Home Rule Retailers' Occupation Tax	0.75%
RTA Sales Tax	1.00%
<hr/>	
<b>Total Sales Tax on General Merchandise</b>	<b>2.75%</b>
(not applicable to vehicles & qualifying food/drug and medical appliances)	
<hr/>	
<b>Total Sales Tax on General Merchandise</b>	<b>9.00%</b>

### *Expenditures*

In Terms of expenditures, total expenditures for FY14 are \$116.5 million. The General Fund accounts for 43.2% of total expenditures and Enterprise Funds for Water and Sewer, Environmental Services and Parking comprise 17.8% of total expenditures. All capital funds account for 11.7% and remaining expenditures occur within the internal service funds described below under the Fund Summaries.

### *Fund Balance*

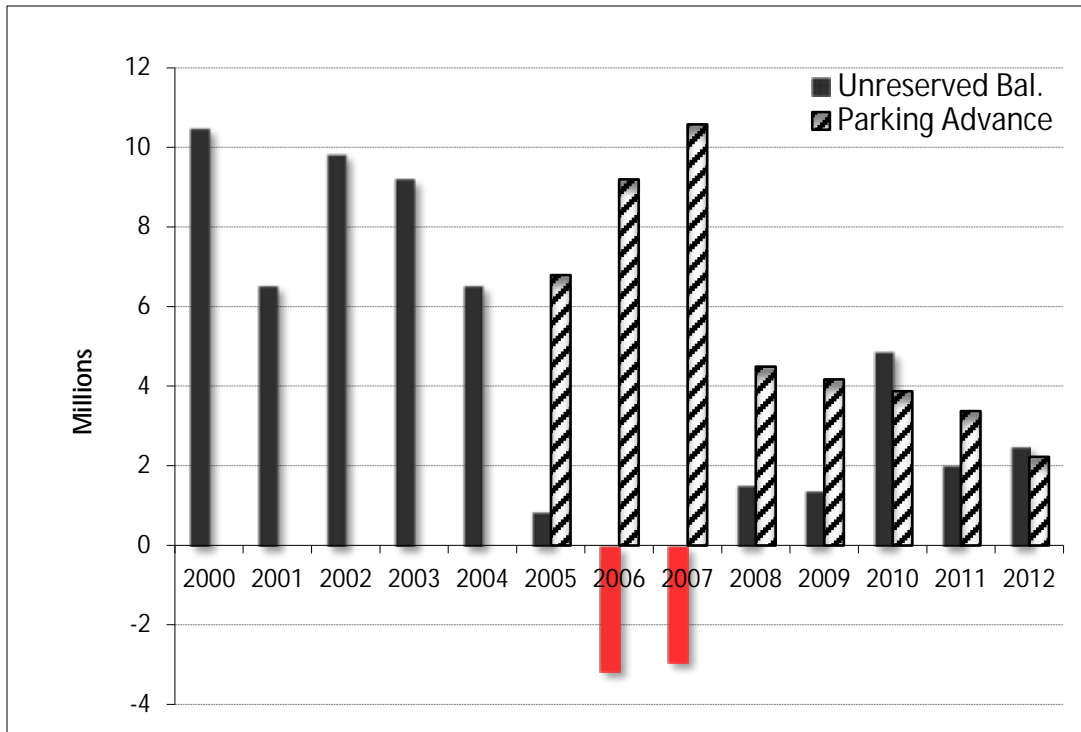
The Village Board approved a Fund Balance Policy earlier this year. While discussion has been focused primarily on the application of the policy to the General Fund, during the budget review with the Finance Committee staff identified issues related to the Fund Balance for all funds.

At this time, staff notes that the General Fund is not in compliance with the Village Policy pertaining to the Fund balance or targeted amount of cash reserve – this was noted with the Board of Trustees at the time the Fund Balance Policy was adopted in 2012 and it was discussed that it would be a multi-year process to reach fund balance goals. The budget does not allow for any substantive growth in the General Fund balance in FY14 – yet it does not reduce the current unreserved fund balance. In order to substantively improve fund balance the Village would need to increase property taxes, lay off employees or cut contractual service provided by Partner Agencies or any combination of the above. While we are not recommending these alternatives in 2014, we recognize in future years, we may need to make such decisions to assure the Village's fiscal strength.

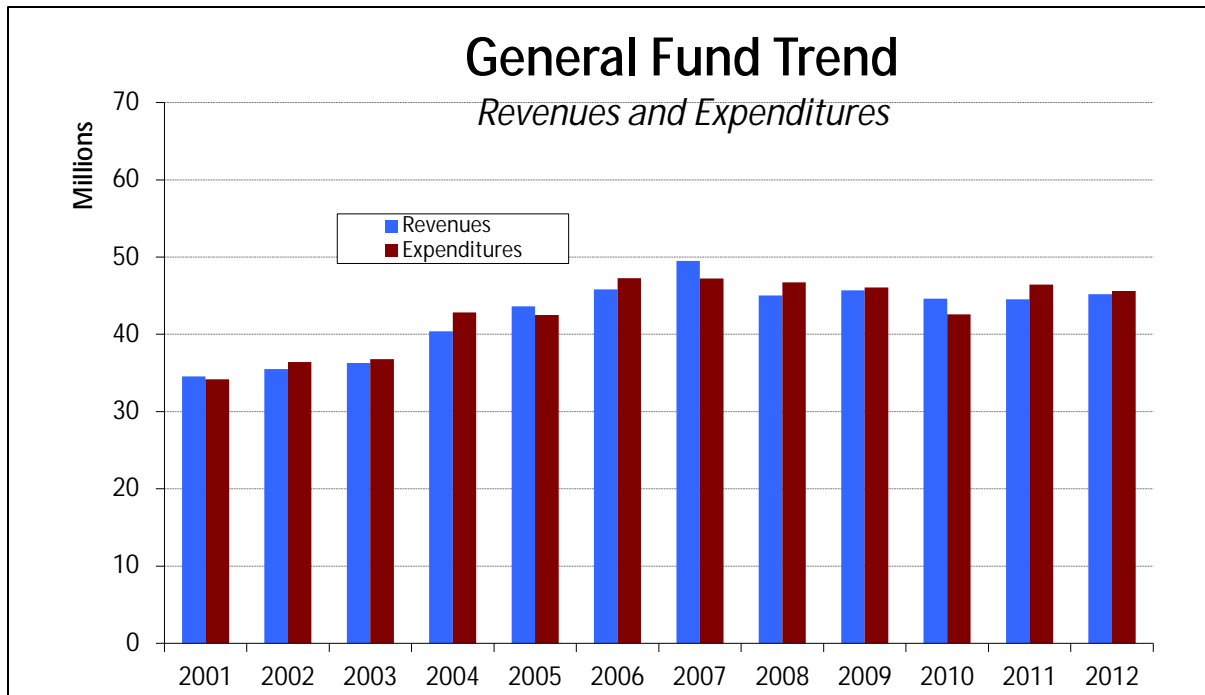
In regards to the General Fund, the **Fund Balance Policy** states that an unreserved fund balance goal of no less than 10% and no more than 20% of the current year's estimated operational expenses shall be maintained. Of this balance, cash and investments should compose no less than 60%. The General Fund Balance at the end of FY14, based upon the budget will be: \$4.7 million unreserved.

The chart below shows the History of the General Fund Balance, *unreserved*:

### **General Fund Balance, *unreserved***



The Chart below compares General Fund revenues and expenditures from 2001 – 2012.



## 2. Performance Management (MAP)

A key administrative focus is Performance Management and it is viewed as a meaningful tool for the Village to tie priorities to expenditures to outcomes.

In 2012, the Village began the process of re-establishing a Performance Management program for all Village Departments. The program is locally referred to as MAP – which stands for Measure, Analyze and Perform. While the program is still in development, it is a key to long term, financial sustainability in the Village and will provide the ability to use the budget document to direct resources to those areas that are performing below standards.

Appendix B of the Budget provides current details related to the MAP program implementation.

### **3. Board Goals for 2013-2015**

A key administrative focus during the development of the budget is the alignment of expenditures with the Village Board Objectives and Goals for 2013 -2015 identified the following:

1. Economic Development
2. Intergovernmental Relations
3. Service Delivery
4. Minimize the Impact of the Eisenhower Expressway on our Community

The Board also affirmed that in order to achieve each Goal successfully, it is framed by the following Core Values:

1. Be Fiscally Responsible
2. Be Accountable (including outside agencies)
3. Communicate and Celebrate Success
4. Build Trust

### **4. Commercial District Vitality & Public Infrastructure**

A key administrative focus in the development of the budget is how expenditures are allocated to impact the viability of Commercial Districts and the overall condition of public infrastructure. The Village recognizes the 111th anniversary of its incorporation in 2013 and must continue to be mindful of funding for repair and replacement of the aging infrastructure that is comprised of a water distribution system, a street/sidewalk system, and a sewer system.

The Village has twelve distinct commercial districts and should annually endeavor to focus investments on bringing existing public infrastructure to “a state of good repair” – a state in which all facilities are maintained in good condition, with no backlog of capital maintenance.

In 2013, the budget document highlighted, as one example, the financial challenge to Oak Park in maintaining a state of good repair to its public infrastructure in the 30 block area which is generally referred to as the downtown districts (consisting of Downtown Oak Park, the Hemingway District and the Pleasant District) where there are:

- 5,238 linear feet of sewer main and 7,105 linear feet of water main that are beyond their reasonable life; and
- 571,480 sq. ft. of repaving which is required due simply to deteriorated street surfaces. Specifically, the existing roadway materials were constructed of asphalt, which requires regular intervals of resurfacing, averaging every 12 to 15 years. If the Village were to alternatively replace this public infrastructure with concrete and brick pavements, which can go at least 30 years without requiring major rehabilitation, business disruption is significantly reduced. Such a consideration is warranted, as on average, it is reported that businesses lose 25% to 30% of their sales during periods of construction, so the ability to reduce the duration and frequency of maintenance is critical to the economic strength of the Downtown Districts.

Staff is keenly aware that at times the discussion of public infrastructure repair and replacement in commercial districts does not recognize the impact to the increased lifespan of public infrastructure when quality materials are used. Staff recommends that the Village continue to thoughtfully approach infrastructure and streetscape discussions when replacing water and sewer systems. It is important to acknowledge opportunities to shift the configuration of our commercial districts from an auto-centric engineered design to a transportation network for pedestrians, cyclists and automobiles. Public infrastructure in the commercial districts should expand sidewalks, reduce intersection crosswalk distances, enhance lighting and add public spaces (such as plaza spaces) to connect adjacent commercial districts and adjacent neighborhoods and include multimodal transit options, all with an eye toward enhanced pedestrian and cyclist access.

In terms of funding the costs associated with public infrastructure repair and replacement, the Village of Oak Park and its business districts are geographically a retail center of gravity that serves as an anchor for the 500,000+ population hailing from nearby Chicago neighborhoods and the metropolitan area's near-west suburban communities.



Based upon 2012 Actual Revenues, property taxes made up 39% of the General Fund budget with 80% of property tax revenue paid by residential property owners.

A key factor in reducing reliance on property taxes to fund municipal services is commercial district vitality – especially when retail sales can capture dollars from non-residents. Based upon 2012 Actual Revenue, sales taxes collected from the Village's 1% share of the State Sales Tax make up 9% of General Fund Revenue and the Village's 1% home rule local option sales tax, which is dedicated to the Capital Improvement Fund, made up 47% of the Capital Fund revenue stream to support public infrastructure repair and replacement.

Therefore, the Village's ability to repair and replace public infrastructure throughout the entire community is sales tax dependent and tied to the viability and economic success of the Village's commercial districts.

##### **5. Service Delivery (Staffing, Contractual Services & Technology)**

A key administrative focus in the development of the budget is "how" services are delivered and the balance of hiring municipal employees to deliver services, contracting with service provider to deliver services or the use of technology to deliver services.

###### *Staffing*

In the FY14 budget, there was a conscious effort to continue providing the existing services as established in 2013 and focus on how to enhance the quality of those services. As a result, the budget does not cut operational services from the current level. It does however present changes in organizational structure to align employees within the departments to create accountability and oversight of delivery of service into departments to achieve efficiencies via economies of scale. The organizational changes are specifically designed to align services to customers in a more efficient manner. Specifically, the budget provides an organization structure with the following changes:

- The Community and Economic Development Department oversees the business licensing function beginning in 2014. This re-org will allow for a single department review of the interaction of the Village with all businesses in regards to business licensing, construction permitting, construction inspection, certificate of occupancy, signage and all related fees. This consolidation will improve the ability to reform processes of interacting with local businesses. While this re-org is a very positive step forward, the Village Manager's Office will still need to oversee the coordination of business related services between Community and Economic Development, Fire Department (fire safety inspections) and Health Department (Health Inspections, primarily in the food service industry), Police Department (limited inspections in specific business classifications, e.g. Pawn Shops) and Law Department (liquor licensing).

- The Public Works Department will assume responsibility for call center operations for the Village to expand service hours and allow for comprehensive training of staff that respond to calls in order to reduce phone transfers and provide prompt and accurate responses to information. Staff would be available Monday through Friday from 7:30 a.m. – 5 p.m. to respond to calls.
- The Law Department will assume the role of the staff liaison to the Liquor Control Review Board (LCRB) and support to the Local Liquor Commissioner. Due to the legal nature of liquor licensing issues, the Village Attorney and Law Department staff are involved in matters related to the LCRB and Local Liquor Commissioner activities and centralization of the staff liaison role in this department can be accomplished without any staffing increases.

Training of Village employees is also a focus that continues from the FY13 budget. During FY13, the Village Manager's Office with support of departments initiated three specific training curriculums (briefly described below):

- Inspection Staff training – a customer service based training for all employees who serve a regulatory inspection role (generally would include Sanitarians, Building Inspectors, Property Maintenance Inspectors, Fire Inspectors, Business License Officer, Zoning Administrator)
- Support Staff training – training on the internal customers (generally would include Administrative Professional Staff/Executive Secretaries)
- Supervisory training – employee relations training inclusive of review of established Administrative Regulations, Board Goals, Budget and Performance Evaluations (inclusive of all employees who supervise employees).

In FY14, the Village Manager's Office continue to require training in the three curriculums noted and add a fourth curriculum (briefly described below):

- Front Line Staff training – a customer service based training focused on office employees (primarily at Village Hall or Public Works) who work in positions that are "front line" employees or the first employee that may have citizen/customer contact.

In regards to Labor Relations it is also noted that the Village continues to balance the expense of providing Village services with the desire to recruit and retain outstanding municipal employees. The FY13 budget authorized a Village workforce of 382 Full Time Equivalent Employees (FTEs) positions. The FY14 budget includes 382.75 FTEs (both figures are inclusive of the 8 elected officials as FTEs). The chart below provides a historical review of Village audits and recent budget documents related to staffing:

**Village of Oak Park - Full Time Equivalent Employees (FTEs)**

Function	2005 Audit	2006 Audit	2007 Audit	2008 Audit	2009 Audit	2010 Audit	2011 Audit	2012 Audit	2013 Budget	2014 Rec
General Government	243	241	241	226	177	177	178	173	170	171.75
Police (sworn and civilian)	166	172	180	165	156	156	156	150	150	148
Fire	72	72	72	65	60	60	60	62	62	62
<b>Total</b>	<b>481</b>	<b>485</b>	<b>493</b>	<b>493</b>	<b>393</b>	<b>393</b>	<b>394</b>	<b>385</b>	<b>382</b>	<b>382.75</b>

The following is a summary of organizational/staffing changes presented in the FY14 budget:

**General Fund**

- Within the Community and Economic Development Department (Building and Property Standards Division) change the title Land Use of Permits Manager to Permit Supervisor. Changes to the job description are being made in Q4 of 2013 to allow for competitive advertisement and recruitment of this position (currently, an interim contractor is filling this position). (No Change in FTE)
- Within the Community and Economic Development Department (Building and Property Standards Division) eliminate one (1) position of Property Maintenance Inspector which has been vacant since a retirement in 2012.
- Within the Community and Economic Development Department (Building and Property Standards Division) eliminate one 1 position of Administrative Secretary which has been vacant since 2012.
- Within the Community and Economic Development Department (Building and Property Standards Division) re-classify 1.5 Sr. Administrative Clerk positions as Administrative Secretary to allow for cross-training of all union support staff that work at Permit Counter Monday - Friday. No change in funding is needed as salary schedules overlap.
- Within the Community and Economic Development Department (Business Services Division) transfer from the Village Clerk’s Office, the Business Licensing Officer in order to align all functions related to economic development within the Community and Economic Development Department. Modest amendments to the Village Code will be required (e.g. to shift intake of licensing procedures to the Community and Economic Development Department). (No Change in FTE)
- Establish a part-time position of Human Resources Specialist with a focus on technology implementation in the Village’s human resources systems as well performance feedback systems. (Increase of .5 FTE with approximate recurring cost increase of \$43,500 related to salary and benefits)
- Assign responsibility for the Staff Liaison to the Liquor Control Review Board to the Law Department (currently this is done in combination with the Village Clerk, Business License Officer and the Village Attorney – with the transfer of the Business License Officer to Community and Economic Development, the Law Department has the staff infrastructure to prepare LCRB agendas, take minutes and prepare the

necessary ordinance changes for consideration by the Village Board in coordination with the Community and Economic Development Department as necessary). (No Change in FTE)

- Within the Public Works Department (Administrative Division) transfer from the Village Clerk's Office, one Sr. Administrative Clerk and transfer of all Village incoming phone calls to the Public Works call center and associated administrative staff. The result will increase the time during which staff is responsive to operator calls by 1 hour daily from 7:30 a.m. to 5:00 p.m. (No Change in FTE)
- Within the Public Works Department reclassify the Forestry Technician I as a Forestry Technician II to allow for cross-training of all union staff that works. No change in funding is needed as salary schedules overlap. (No Change in FTE)
- Eliminate the position classification of Executive Secretary in the Village Clerk's Office (which has been vacant since 2009).

Make available the Deputy Village Clerk position to the current Executive Secretary who is also serving as the "Acting" Deputy Clerk. As such this position will not be competitively advertised – moderate job classification changes will be made. (No Change in FTE)

- Establish an Administrative Intern in the Village Manager's Office (seasonal grad student level position) with a focus on special projects as assigned by the Deputy Village Manager. (Increase of 0.25 FTE)

#### **Parking Fund**

- Change the title of the Department Director who is over Parking & Mobility services from "Manager" to "Director". Changes to the job description are being made in Q4 of 2013 to allow for competitive advertisement and recruitment of this position as a Director (currently, an interim contractor in overseeing this Department). (No Change in FTE)
- Establish a new Assistant Director of Parking and Mobility Services with a focus on technology implementation in the Village's parking systems as well as project management skills. The position will be competitively advertised. (Increase of 1 FTE with approximate recurring cost increase of \$95,500 related to salary and benefits)
- Eliminate the position classification of Assistant Manager in Parking and Mobility Services which was predominately focused on complex administrative support.

Establish a new position of Parking Services Supervisor. This position will not be competitively advertised – rather it will first be made available to the staff member that holds the position classification of Assistant Manager. (No Change in FTE with recurring cost savings).

- Change the title of the Permit "Office" Supervisor to Permit "Services" Supervisor (there is no personnel change associated with this recommendation). (No Change in FTE)

In addition to staffing levels, the Village must also be sensitive to working conditions (including but not limited to training, equipment, wages and benefits). In FY14 the costs of the Village's self-funded health insurance program are increasing \$2 - \$14.50 per month per employee based upon plan and coverage selected (e.g. PPO or HMO, single or single plus dependents). The costs are funded predominately in the General Fund and transferred into the Health Insurance Fund as personnel expenses account for 76% of the General Fund budget.

The FY14 budget for General Fund expenditures (consistent with FY13) reduces total personnel expenses by a “turnover” calculation which reflects historical salvage that has been achieved each year as a result of staffing turnover in the organization. A review of the last four fiscal years shows that actual expenditures for salary and benefits are never 100% of the amount adopted in the budget:

Fiscal Year	Actual Expenditures for Salary & Benefits as a % of Budgeted Expenditures
2009	94.59%
2010	95.94%
2011	98.43%
2012	98.12%

This strategy allows for the adoption of a General Fund budget which more accurately establishes spending and does not require revenue increases and/or expenditure cuts that are not necessary in conjunction with the Village’s need to increase the General Fund balance. In regards to salary and benefit costs, it should additionally be noted that the use of a salvage calculation in budgeting is meant to account for unexpected position turnover during the fiscal year and corresponding position vacancies as well as the possibility that every employee may not be awarded a merit based pay increase due to performance – although such increases are budgeted when required by a CBA or noted herein for non-union personnel. Salvage does not replace partial funding for new positions in anticipation of hiring dates nor does salvage account for Collective Bargaining Agreement wage increases that may occur after the adoption of the budget for open contracts that are still being negotiated.

The proposed total staffing level of 382.75 full time equivalent (FTE) positions, fall into one of the following employee groups for the purposes of salary/wage classification:

- Non Public Safety Employees – Various Departments (union), 85.5 FTE
- Exempt & Non-Exempt Employees (non-union) 111.25 FTE
- Firefighters (union), 56 FTE
- Police Officers, Sergeants & Community Service Officers (union), 122 FTE
- Elected Officials, 8 FTE

Collective bargaining agreements that were previously approved by the Village Board establish the wages for the following groups through December 31, 2014:

1. Teamsters local 705 with a 2.5 percent total possible wage increase in FY14 with 1.5 percent of that amount a merit based increase for which an employee may be eligible. *(CBA expires 3/31/14)*
2. FOP Community Service Officers with a 0 percent base wage increase in FY14 with 1.25 percent merit based increase for which an employee may be eligible. *(CBA expires 12/31/15)*
3. IAM Local 701 with a 2.5 percent total possible wage increase in FY14 with 1.5 percent of that amount a merit based increase for which an employee may be eligible. *(CBA expires 12/31/15)*
4. SEIU Local 73 – *water/sewer unit* with a 2.5 percent total possible wage increase in FY14 with 1.5 percent of that amount a merit based increase for which an employee may be eligible *(CBA expires 6/30/15)*
5. SEIU Local 73 – *main unit* with a 2.75 percent total possible wage increase in FY14 with 1.25 percent of that amount a merit based increase for which an employee may be eligible *(CBA expires 12/31/14)*
6. IAFF Firefighters/fire lieutenants with a 2 percent total possible wage increase in FY14 *(CBA expires 12/31/15)*
7. IBEW Local #9 with a 2.5 percent total possible wage increase in FY14 with 1.5 percent of that amount a merit based increase for which an employee may be eligible *(CBA expires December 31, 2014)*

At this time the Village is either in negotiations or mediations with the following groups:

1. FOP Police Officers *(CBA expires 12/31/13)*
2. FOP Police Sergeants *(CBA expires 12/31/13)*

In regards to the exempt and non-exempt employees, the budget includes funding for a 2.5% merit based wage increase tied to performance evaluations. This is equitable to the wage increases negotiated in recent CBAs for 2014.

#### *Contractual Services*

The Village has a number of public services that are provided in the Village via contractors. While many are provided via a competitive bidding process (such as snow removal or public infrastructure improvements) the Village has a class of contracts with various entities, commonly not-for-profits groups that are collectively referred to as "Partner Agencies".

The FY14 budget includes, within the General Fund a total of \$1,088,000 for the Village to enter into contracts with not-for-profit entities defined as Partner Agencies including the Regional Housing Center, Oak Park Residence Corporation, Oak Park Area Convention and Visitors Bureau, Oak Park Development Corporation and Oak Park Area Arts Council. The budget was not able to meet requests for new services as requested by Partner Agencies and in the case of the Oak Park Development Corporation maintenance of funding administrative resources was not feasible and it is proposed that in FY14 current case reserves of the Corporation be utilized to meet the funding gap. The Board is additionally discussing the overall strategy to address Economic Development in Oak Park which will impact the contract for services and possibly funding via a budget amendment in January 2014.

The FY14 budget also includes, within the General Fund, an increase of \$76,136 for the Village to honor existing intergovernmental agreements for youth services including the Youth Interventionist Program via the Oak Park Township and Early Childhood Services via School District 97 and 200.

### *Technology*

Currently, Oak Park is similar to most local governments in that the majority of public services are delivered by people. The use of new technology to electronically deliver services has been called out by the Village Board in various discussions. The FY14 budget provides for expenditures to acquire new software solutions for permitting, inspections and licensing as well as the Village's financial systems. It will be necessary for operating departments, with these improved platforms to take future steps to direct how acquisition of new technology can be employed to improve public services. As an example, the Civic Information Systems Commission has offered the following mission statement to guide the purchase of the replacement software for the Community and Economic Development Department's division of Building and Property Standards as follows:

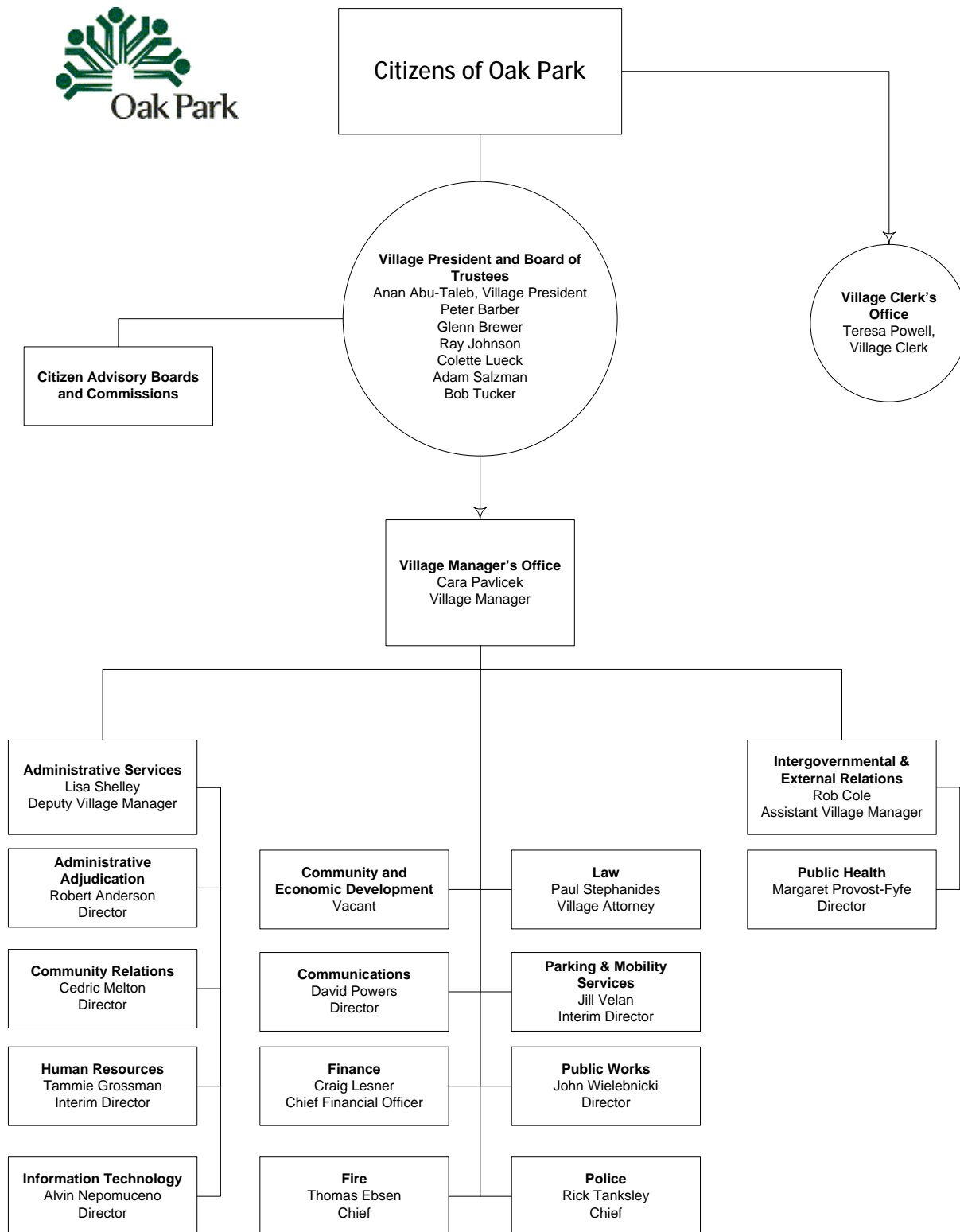
*The mission of the Village's permitting, licensing and inspection upgrade initiative is to improve service, efficiency, consistency and transparency, for internal and external users, through technology and process reform.*

The ability of Oak Park in FY14 as well as future years to have a vision for technology and how it will drive service improvements is critical. There are disparate legacy technologies in use throughout the Village organization. Currently, with the exception of the new Village website, technology is used solely for internal purposes to support the organization. The Village should begin to view technology as a key driver in decisions as opposed to a footnote and give equal value to internal and external use.

### **Summary**

Appreciation is extended to Village staff for their dedication and expertise that was offered in the development of the annual budget and I would like to specifically note the extensive time commitment of CFO Lesner, Finance and Budget Manager Harris and all Department Directors.

## 1.2. Organizational Chart





### 1.3. Budget Process and Calendar

The following is a summary of the process for adoption and amendment of the Village of Oak Park budget, along with a calendar of the major dates and activities related to the development of the 2014 Adopted Village of Oak Park Budget:

#### The Budget Adoption Process:

Chapter 2 of the Village of Oak Park's Municipal Code establishes the foundation for the Municipal Budget. Excerpts from Chapter 2 follow, which generally provide for the following:

- The Village fiscal year is January 1 - December 31 annually.
- The Board of Trustees must adopt the annual budget prior to the start of the Fiscal Year and passage of the annual budget shall be in lieu of passage of the appropriation ordinance.
- On or before the Village Board of Trustees' first regular meeting in November of each year, the Village Manager shall submit to the Board of Trustees an annual Municipal budget which contains estimates of revenues together with recommended expenditures in conformity with good fiscal management practice.
- The recommended budget presented by the Village Manager shall show the specific fund from which each anticipated expenditure shall be made.
- The annual budget may contain money set aside for contingency purposes not to exceed ten percent (10%) of the total budget, commonly referred to the Working Cash Fund.
- At least one public hearing shall be held by the Board of Trustees on the tentative annual budget prior to final action by the Board of Trustees. Copies of the tentative annual budget shall be made available for public inspection for at least ten (10) days prior to the hearing. After said hearing, the tentative budget may be further revised and passed without further notice, inspection or hearing.

#### The Budget Amendment Process:

Annually, following adoption of the Budget, it may be necessary for the Village Board to consider amendments to the Adopted Budget in response to unforeseen issues. As the Board may recall, in 2013, a stronger approach to budget amendments and strict interpret the following section of the Municipal Code was taken and this is planned to continue in FY14:

**§2-6-5 (F) Revision of Annual Budget:** The Municipal Budget Officer, subject to approval by the Village Manager, may delete, add to, or change items within object classes, provided the budget for the object class is not increased.

The Municipal Budget Officer, subject to approval by the Village Manager, may delete, add to, or change items, up to an amount of three thousand dollars (\$3,000.00) between object classes, provided the total fund budget is not increased and the annual aggregate of such transfers does not exceed one percent (1%) of the total fund budget.

The corporate authorities, by a vote of two-thirds ( $\frac{2}{3}$ ) of the members then holding office, shall have the authority to revise the budget by transferring monies from one fund to another or adding to any fund. No revision of the annual budget shall be made increasing the budget in the event monies are not available to do so. (Ord. 1989-0-52, 7-5-89)

Again in 2014, staff will administratively limit Budget Amendments submitted to the Board of Trustees to three times during the fiscal year in order to improve financial planning which will occur as follows:

1. After the start of the fiscal year, the initial presentation of Budget Amendments will be at the last regular meeting of the Board in March annually and will serve as an opportunity to re-appropriate funds from the previous year for capital projects or obligations that were approved but not completed during the prior year. This timing has also improved the Village's annual audit review process.
2. The second time that necessary budget amendments will be considered for recommendation to the Board for supplement department budgets will be the last regular meeting of the Board in July.
3. The third and final time that budget amendments will be recommended is October/November in tandem with adoption of the upcoming fiscal year budget. This approach is intended to streamline administrative budget work and therefore, with the exception of emergency situations, it also forces appropriations to be considered only during comprehensive budget review processes so that all competing needs within the organization are viewed concurrently and not piecemeal.

To this end, it is noteworthy that departmental stewardship in the budget process is enhanced, it is the expectation that most of the requested adjustments in the second and third supplemental budget requests will be the result of changes in revenues or grant requests/award that were not anticipated during the annual budget process.

## The 2014 Budget Calendar

<b>Step 1</b> – (June 24)	Preliminary Budget Discussion with the Village Board
<b>Step 2</b> – (July 15- July 19)	Budget Kick-off meetings begin; Departments receive budget materials
<b>Step 3</b> – (July 24)	Village Manager meets with Partner Agencies and Department Liaisons regarding budget process
<b>Step 4</b> – (August 1)	Partner Agency funding requests are due to Department Liaisons
<b>Step 5</b> – (August 6)	Village department budget submittals due
<b>Step 6</b> - (August 12 – September 6)	Village Manager conducts budget reviews with departments
<b>Step 7</b> - (September 9)	Village Manager discusses Village Fund Balances with Board
<b>Step 8</b> - (September 20 - 30)	Village Manager submits recommended budget to Village Finance Committee and the document is made publicly available on the Village website
<b>Step 9</b> - (October 3 – October 24)	Finance Committee reviews recommended budget
<b>Step 10</b> - (October 28)	Recommended Budget with Finance Committee Review is presented to the Village Board and public for review
<b>Step 9</b> - (November 7- December 2)	Village Board reviews recommended budget and Public Comments continue through this period with a formal public hearing on November 18
<b>Step 10</b> - (December 9)	<b>Village Board approves the FY14 Budget</b>

## 1.4. Financial Policies

The following is a summary of the Village of Oak Park's financial policies related to following areas:

- Fund Balance
- Debt Limits
- Purchasing Practices
- Investment Practices

### **Fund Balance Policy:**

Appropriate fund balance levels are necessary to respond to unexpected emergencies and annual cash flow requirements. In the General Fund, an unreserved fund balance goal of no less than 10% and no more than 20% of the current year's estimated operational expenses shall be maintained. Of this balance, cash and investments should compose no less than 60%.

For example, in the situation where the fund balance is \$5,000,000 but the actual cash and investments are less than \$3,000,000, the policy objective would not be met. This caveat discounts for situations where the general fund is owed money from other Village funds, and can reasonably be expected to repay within 12 to 24 months.

### **Debt Limit Policy:**

Under the 1970 Illinois Constitution, there is no legal limit for home rule municipalities of which Oak Park is, except as set by the General Assembly.

Reasonable rules of financial management, however, do offer some guidance which is subject to Village Board policy. The Village does not currently have any formula driven debt limit, but looks to the market to determine its credit worthiness which, in part, takes various measures of debt into account.

### **Purchasing Policy:**

- Any contract made for any supplies, equipment, repair work or personal services when the total cost exceeds twenty five thousand dollars (\$25,000.00), or the making of any public improvement when the total cost exceeds ten thousand dollars (\$10,000.00), is to be authorized by the Board of Trustees.
- Any purchases in excess of \$1,000.00 but shall not exceed twenty five thousand dollars \$25,000.00 should seek in writing, whenever possible, at least three (3) informal bids.
- All contracts shall be let to the lowest responsible bidder provided that any and all informal bids for equipment, supplies, repair work or personal services may be rejected by the Purchasing Agent or appropriate department head if the character or quality of the supplies, equipment or labor does not conform to requirements or if the public interest may otherwise be served thereby.
- When the total cost of a public work or improvement is expected to exceed ten thousand dollars (\$10,000.00), or when the total cost of any supplies, equipment or repair work is

expected to exceed twenty five thousand dollars (\$25,000.00), a call for bids is to be formally advertised.

- Bidding in all instances may be waived by a two-thirds (2/3) vote of the Board of Trustees.
- In cases of urgently needed material or urgent repairs involving labor and material, such repairs and material may be obtained through negotiated contract without formal advertising with the approval of the Village Manager, when it is in the best interest of the Village and when it is impractical to convene a meeting of the Board of Trustees.
- Negotiated purchases without formal advertising may be approved by the Board of Trustees when it is impractical to secure competition, when it is impossible to draft adequate specifications or any other adequately detailed description of the required property or services, or when the contemplated contract involves maintenance, repair, alteration or inspection and the exact nature or amount of work to be done is not known. However, staff shall first obtain in writing, whenever possible, at least three (3) informal bids for the work whenever possible.

#### **Investment Policy:**

- Pooling of Funds. Except in certain restricted and special funds. The Village of Oak Park will consolidate cash balances from all funds to maximize investment earnings. Investment income will be allocated to the various funds based on their restrictive participation and in accordance with generally accepted accounting principles.
- Safety of principal is the foremost objective of the investment program. Investments shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. The objective will be to mitigate credit risk and interest rate risk.
- The investment portfolio shall remain sufficiently liquid to meet all operating requirements that may be reasonably anticipated. This is accomplished by structuring the portfolio so that securities mature concurrent with cash needs (static liquidity). Furthermore, since all possible cash demands cannot be anticipated, the portfolio should consist of securities with active secondary or resale markets (dynamic liquidity). A portion of the portfolio may be placed in money market mutual funds or local government investment pools that offer the same-day liquidity for short-term funds.
- The investment portfolio shall be designed with the objective of attaining a market rate of return throughout budgetary and economic cycles, taking into account the investment risk constraints and liquidity needs. Return on investment is of least importance compared to the safety and liquidity objectives described above. The core of investments are limited to relatively low risk securities in anticipation of earning a fair return relative to the risk being assumed. Securities shall not be sold prior to maturity with the following exceptions:
  - a declining credit security could be sold early to minimize loss of principal;
  - a security swap would improve the quality, yield or target duration in the portfolio; or
  - liquidity needs of the portfolio require that the security be sold.
- Consistent with Illinois Compiled Statutes 23 5/2, the following investments will be permitted by this policy:

- U.S. Government obligations, U.S. Government agency obligations and U.S. Government instrumentality obligations, which have a liquid market and a readily determinable market value
  - Investment-grade obligations of state, provincial and local governments and public authorities
  - Certificates of deposits and other evidences of deposit at financial institutions, bankers' acceptances and commercial paper, rated in the highest tier by a nationally recognized rating agency
  - Money market mutual funds regulated by the SEC and whose portfolios consist only of domestic securities
  - Local government investment pools, either state-administered or through joint powers statutes and other intergovernmental agreement legislation.
- In accordance with Illinois Compiled Statutes, collateralization of Public Deposits will be required on non-negotiable certificates of deposits.
  - The Village of Oak Park will limit maximum final stated maturities to five (5) years unless specific authority is given to exceed or the investment is matched to a specific cash flow. To the extent possible, the Village will attempt to match its investments with anticipated cash flow requirements.
  - Reserve funds and other funds with longer-term investment horizons may be invested in securities exceeding five (5) years if the maturity of such investments is made to coincide with the expected use of funds.

## 2. Budget Summary

This section presents a graphical summary of the 2014 Adopted Budget:

- **Exhibit 1-** Includes a graphical summary of expenditures, revenues and positions for all Village Funds
- **Exhibit 2-** Includes a graphical summary of expenditures, revenues and positions for the Village General Fund
- **Exhibit 3-** Includes a graphical summary of expenditures, revenues and positions for the Village's Enterprise Funds
- **Exhibit 4-** Includes a graphical summary of expenditures, revenues and positions for the Village's Special Revenue Funds
- **Exhibit 5-** Includes a graphical summary of expenditures, revenues and positions for the Village's Internal Service Funds

2.1 Exhibit 1- All Funds

2014 Budget Gross Expenditures: \$120,284,860

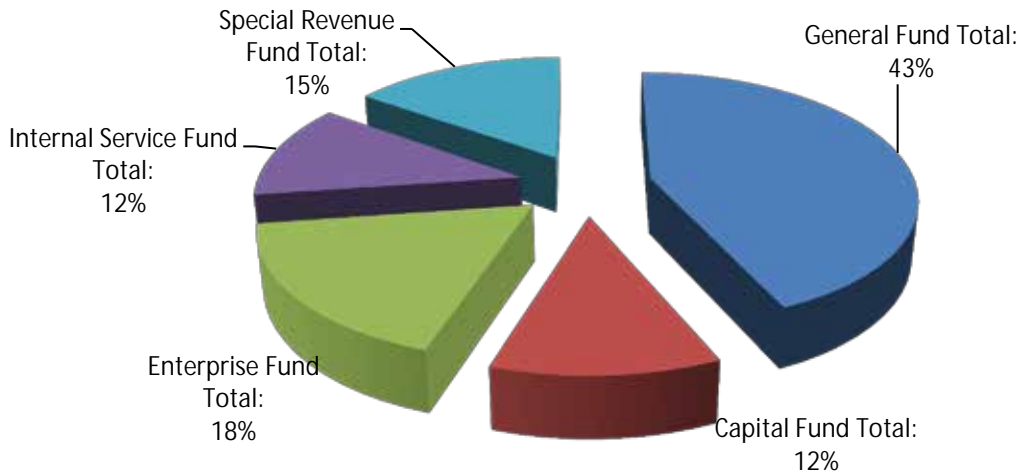


Chart 2-1: Total Gross Expenditures, By Fund

Department	2010 Actual	2011 Actual	2012 Actual	2013 Budget	2013 Est.	2014 Budget
General Fund Total:	\$43,528,268	\$50,146,268	\$47,899,046	\$51,469,855	\$50,074,570	\$52,210,853
Capital Fund Total:	\$5,838,830	\$6,680,416	\$6,602,849	\$6,630,193	\$5,742,739	\$13,933,860
Enterprise Fund Total:	\$17,724,660	\$19,195,598	\$19,837,099	\$22,868,129	\$22,250,580	\$21,368,478
Internal Service Fund Total:	\$27,899,724	\$14,265,018	\$23,611,088	\$14,169,738	\$13,719,088	\$14,490,297
Special Revenue Fund Total:	\$18,086,903	\$24,940,172	\$12,211,221	\$17,862,202	\$17,406,210	\$18,281,371
<b>All Funds Total:</b>	<b>\$113,078,385</b>	<b>\$115,227,472</b>	<b>\$110,161,304</b>	<b>\$113,000,117</b>	<b>\$109,193,187</b>	<b>\$120,284,860</b>

Table 2-1: Total Gross Expenditures, By Fund



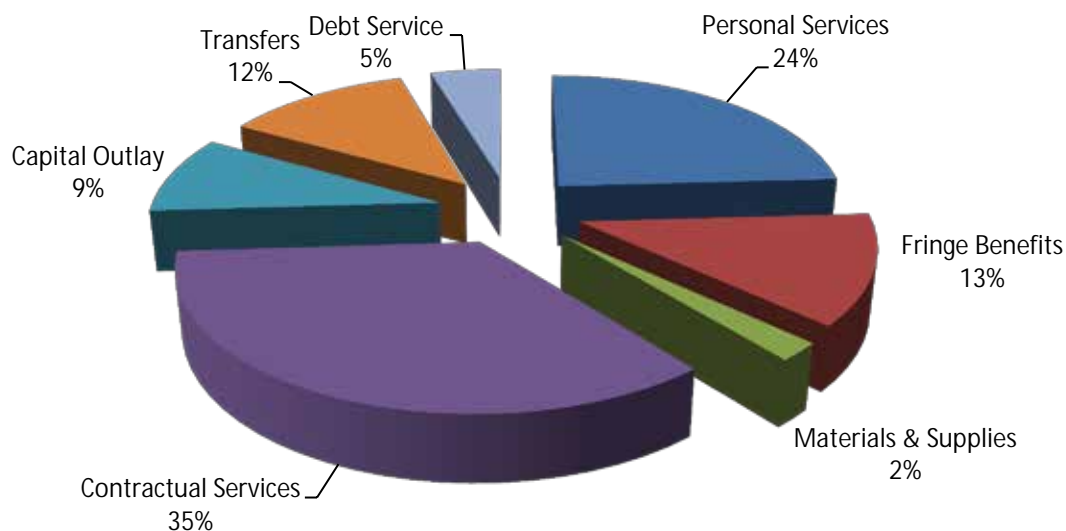


Chart 2-2: Total Gross Expenditures, By Expenditure Type

<u>Expenditure Type</u>	<u>2010 Actual</u>	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Budget</u>	<u>2013 Est.</u>	<u>2014 Budget</u>
Personal Services	\$25,744,802	\$27,562,492	\$27,157,002	\$28,848,644	\$27,578,087	\$29,231,808
Fringe Benefits	\$12,105,341	\$14,660,950	\$13,745,735	\$14,667,754	\$14,454,614	\$15,499,539
Materials & Supplies	\$2,287,396	\$2,538,546	\$3,069,792	\$3,364,769	\$3,101,598	\$2,589,718
Contractual Services	\$34,329,962	\$44,783,595	\$33,139,717	\$41,082,507	\$38,849,493	\$42,535,052
Capital Outlay	\$6,911,409	\$6,299,943	\$7,628,419	\$7,495,116	\$7,060,122	\$11,126,276
Grants	\$127,649	\$118,686	\$0	\$0	\$0	\$0
Transfers	\$11,650,616	\$12,945,110	\$16,296,202	\$12,812,305	\$12,763,692	\$14,769,892
Debt Service	\$19,921,210	\$6,318,150	\$9,124,437	\$5,385,581	\$5,385,581	\$5,628,791
Turnover	\$0	\$0	\$0	-\$656,559	\$0	-\$1,096,216
<b>Expenditure Total</b>	<b>\$113,078,385</b>	<b>\$115,227,472</b>	<b>\$110,161,304</b>	<b>\$113,000,117</b>	<b>\$109,193,187</b>	<b>\$120,284,860</b>

Table 2-2: Total Gross Expenditures, By Expenditure Type

### 2014 Budget Gross FTE's: 382.75 FTE's

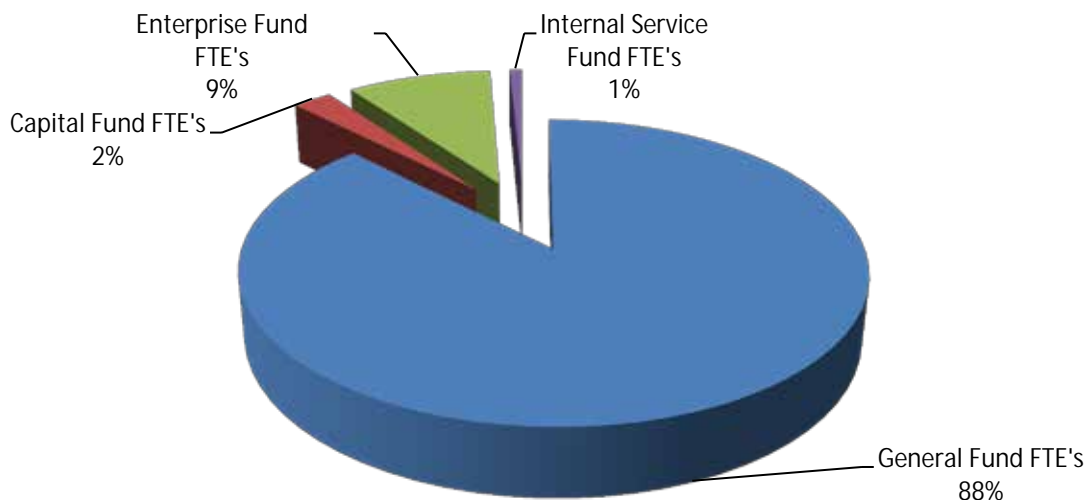


Chart 2-3: Total FTE's, By Fund

Department (In alphabetical order)	Position Title	2012 Budget	2013 Budget	2014 Budget	2014 % Funded
<b>Administrative Adjudication</b>					
	Adjudication Director	1.00	1.00	1.00	100%
	Executive Secretary	1.00	1.00	1.00	100%
	Hearing Clerk	1.00	1.00	1.00	100%
	<b>Full-Time Equivalent</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	
<b>Community &amp; Economic Development</b>					
<b>Administration</b>	Community & Economic Development Director	0.00	1.00	1.00	100%
	Executive Secretary	0.00	0.50	0.50	100%
	<b>Full Time Equivalent</b>	<b>0.00</b>	<b>1.50</b>	<b>1.50</b>	
<b>Building &amp; Property Standards</b>	Buildings & Property Standards Manager	1.00	1.00	1.00	100%
	Executive Secretary	0.00	0.50	0.50	100%
	Administrative Secretary	3.00	3.00	4.50	100%
	Plans Examiner	1.00	1.00	1.00	100%
<i>Prior Title: Land Use and Permits Manager Proposed transfer to Adm Secretary</i>	Permit Services Supervisor	0.00	1.00	1.00	100%
	Sr. Administrative Clerk	1.50	1.50	0.00	100%
	Chief Building Inspector	1.00	1.00	1.00	100%
	Building Inspector	3.00	3.00	3.00	100%
	Building Structural Engineer	1.00	1.00	1.00	100%

Department ( <i>In alphabetical order</i> )	Position Title	2012 Budget	2013 Budget	2014 Budget	2014 % Funded
	Chief Property Standards Inspector	1.00	1.00	1.00	100%
	Property Maintenance Inspector	6.00	5.00	5.00	100%
	Code Compliance Officer	1.00	1.00	1.00	100%
	<b>Full-Time Equivalent</b>	<b>19.50</b>	<b>20.00</b>	<b>20.00</b>	
<b>Business Services</b> <i>position transferred from Village Clerk's Office</i>	Business Services Manager	1.00	1.00	1.00	100%
	Business/License Officer	0.00	0.00	1.00	100%
	<b>Full-Time Equivalent</b>	<b>1.00</b>	<b>1.00</b>	<b>2.00</b>	
<b>Community Planning</b>	Village Planner	1.00	1.00	1.00	100%
	Executive Secretary	0.50	0.50	0.50	100%
	Zoning Administrator	1.00	1.00	1.00	100%
	Urban Planner	1.00	1.00	1.00	100%
	<b>Full-Time Equivalent</b>	<b>3.50</b>	<b>3.50</b>	<b>3.50</b>	
<b>Housing &amp; CDBG Programs</b>	Housing & CDBG Programs Manager	1.00	1.00	1.00	100%
	Housing Programs Supervisor	1.00	1.00	1.00	100%
	Community Development Technician	1.00	1.00	1.00	100%
	Account Clerk II	1.00	1.00	1.00	100%
	Grants Supervisor	1.00	1.00	1.00	100%
	Grants Coordinator	1.00	1.00	1.00	100%
	<b>Full-Time Equivalent</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	
<b>Total Community &amp; Economic Development Department</b>		<b>30.00</b>	<b>32.00</b>	<b>33.00</b>	
<b>Communications</b>	Communications Director	1.00	1.00	1.00	100%
	Communications & Social Media Coordinator	1.00	1.00	1.00	100%
	Government Television Manager	1.00	1.00	1.00	100%
	<b>Full-Time Equivalent</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	
<b>Community Relations</b>	Community Relations Director	1.00	1.00	1.00	100%
	<b>Full-Time Equivalent</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	
<b>Finance</b>	Chief Financial Officer	1.00	1.00	1.00	100%
	Deputy Chief Financial Officer	1.00	1.00	1.00	100%

<b>Department (In alphabetical order)</b>	<b>Position Title</b>	<b>2012 Budget</b>	<b>2013 Budget</b>	<b>2014 Budget</b>	<b>2014 % Funded</b>
	Senior Accountant	1.00	1.00	1.00	100%
	Accountant	2.00	2.00	2.00	100%
	Account Clerk II	2.00	2.00	2.00	100%
	Budget & Financial Manager	1.00	1.00	1.00	100%
<i>This position in VCO in '12 and prior</i>	Records Coordinator	1.00	1.00	1.00	100%
	Cashier	3.00	3.00	3.00	100%
	Executive Secretary	1.00	1.00	1.00	100%
	Purchasing Manager	1.00	0.00	0.00	
	<b>Full-Time Equivalent</b>	<b>14.00</b>	<b>13.00</b>	<b>13.00</b>	
<b>Fire</b>					
<b>Administration</b>					
	Chief	1.00	1.00	1.00	100%
	Deputy Chief	1.00	1.00	1.00	100%
	Executive Secretary	1.00	1.00	1.00	100%
	<b>Full Time Equivalent</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	
<b>Operations</b>					
	Battalion Chief	3.00	3.00	3.00	100%
	Lieutenant	12.00	12.00	12.00	100%
	Firefighter/Paramedic	44.00	44.00	44.00	100%
	<b>Full Time Equivalent</b>	<b>59.00</b>	<b>59.00</b>	<b>59.00</b>	
<b>Total Fire Department</b>		<b>62.00</b>	<b>62.00</b>	<b>62.00</b>	
<b>Human Resources</b>					
	Director	1.00	1.00	1.00	100%
	Human Resources Specialist	0.00	0.00	0.50	100%
	Executive Secretary	1.00	1.00	1.00	100%
	Administrative Secretary	1.00	1.00	1.00	100%
	<b>Full-Time Equivalent</b>	<b>3.00</b>	<b>3.00</b>	<b>3.50</b>	
<b>Information Technology</b>					
	Director	1.00	1.00	1.00	100%
	Operations Manager	1.00	1.00	1.00	100%
	Network Specialist	2.00	2.00	2.00	100%
	Systems Analyst	4.00	4.00	4.00	100%
	Executive Secretary	1.00	1.00	1.00	100%
	<b>Full-Time Equivalent</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	

Department ( <i>In alphabetical order</i> )	Position Title	2012 Budget	2013 Budget	2014 Budget	2014 % Funded
<b>Law</b>					
Legal Services	Village Attorney	1.00	1.00	1.00	100%
	Legal Secretary	1.00	1.00	1.00	100%
	<b>Full-Time Equivalent</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	
Risk Administration	Assistant Village Attorney	1.00	1.00	1.00	100%
	Claims Administrator	1.00	1.00	1.00	100%
	<b>Full-Time Equivalent</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	
<b>Total Law</b>		<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	
<b>Parking &amp; Mobility Services</b>					
Administration	Director	1.00	1.00	1.00	100%
	Assistant Director	0.00	0.00	1.00	100%
	Account Clerk II	1.00	1.00	1.00	100%
	Assistant Parking Services Manager	1.00	1.00	0.00	
	Parking Services Supervisor	0.00	0.00	1.00	100%
	Administrative Secretary	1.00	0.00	0.00	
	<i>This position in PW in '11 and prior</i> Parking Restrictions Coordinator	1.00	1.00	1.00	100%
	Senior Administrative Clerk	0.00	1.00	1.00	100%
	Administrative Clerk	1.00	0.00	0.00	
	Permit Clerk - overnight passline	2.00	2.00	2.00	100%
	<b>Full-Time Equivalent</b>	<b>8.00</b>	<b>7.00</b>	<b>8.00</b>	
Permits	Parking Services Supervisor	1.00	1.00	1.00	100%
	Senior Administrative Clerk	4.00	4.00	4.00	100%
	<b>Full-Time Equivalent</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	
<b>Parking Lots and Structures</b>					
<i>contractually delivered service</i>	General Maintenance Worker	2.00	0.00	0.00	
	Administrative Clerk	0.50	0.50	0.50	100%
<i>contractually delivered service</i>	Building Maintenance Tech.	1.00	0.00	0.00	
	Parking Garage Supervisor	2.00	2.00	2.00	100%
	Parking Meter Technician	3.00	3.00	3.00	100%
<b>Full-Time Equivalent</b>	<b>8.50</b>	<b>5.50</b>	<b>5.50</b>		
<b>Total Parking</b>		<b>21.50</b>	<b>17.50</b>	<b>18.50</b>	

<b>Department (In alphabetical order)</b>	<b>Position Title</b>	<b>2012 Budget</b>	<b>2013 Budget</b>	<b>2014 Budget</b>	<b>2014 % Funded</b>
<b>Police</b>					
<b>Administration</b>					
	Police Chief	1.00	1.00	1.00	100%
	Deputy Chief	1.00	2.00	2.00	100%
	Sergeant (Internal Affairs)	0.00	0.00	0.00	100%
	Training Coordinator	1.00	1.00	1.00	100%
	Executive Secretary	1.00	1.00	1.00	100%
	Budget Coordinator	1.00	1.00	1.00	100%
	Administrative Commander	0.00	0.00	1.00	100%
	Police Officer (Research/Planning)	1.00	1.00	1.00	100%
	CSO (Evidence/Detention Custodian)	1.00	1.00	1.00	100%
	Police Officer (Court Liaison)	0.00	1.00	1.00	100%
	<b>Full-Time Equivalent</b>	<b>7.00</b>	<b>9.00</b>	<b>10.00</b>	
<b>Field</b>					
	Commander	3.00	3.00	2.00	100%
	Sergeant	15.00	15.00	15.00	100%
	Police Officer	60.00	59.00	62.00	100%
	Police Officer (Walking Beat)	4.00	4.00	2.00	100%
	Police Officer (Resident Beat Officers)	7.00	7.00	7.00	100%
	Community Service Officer	6.00	6.00	6.00	100%
	Community Liason Coordinator	1.00	1.00	1.00	100%
	Parking Enforcement Supervisor	2.00	2.00	1.00	100%
	Parking Enforcement Officer	12.00	12.00	13.00	100%
	<b>Full-Time Equivalent</b>	<b>110.00</b>	<b>109.00</b>	<b>109.00</b>	
<b>Support</b>					
	Commander	1.00	1.00	1.00	100%
	Sergeant	2.00	2.00	2.00	100%
	Crime Analyst	1.00	1.00	1.00	100%
	Administrative Clerk	1.00	0.00	0.00	
	Parking Advocate	1.00	2.00	2.00	100%
	Police Officer	18.00	18.00	16.00	100%
	Police Records Supervisor	1.00	1.00	1.00	100%
	Senior Police Records Clerk	1.00	2.00	2.00	100%
	Police Records Clerk	3.00	2.00	2.00	100%
	Police Officer (School Resource Officer)	2.00	3.00	3.00	100%

Department ( <i>In alphabetical order</i> )	Position Title	2012 Budget	2013 Budget	2014 Budget	2014 % Funded
	<b>Full-Time Equivalent</b>	<b>31.00</b>	<b>32.00</b>	<b>30.00</b>	
	<b>Sworn Officers</b>			<b>115.00</b>	
<b>Total Police Department</b>		<b>148.00</b>	<b>150.00</b>	<b>149.00</b>	

<b>Public Health</b>					
	Director	1.00	1.00	1.00	100%
	Public Health Nurse	2.00	2.00	2.00	100%
	Environmental Supervisor	1.00	1.00	1.00	100%
	Grants Coordinator	0.50	0.50	0.50	100%
	Sanitarian	2.00	2.00	2.00	100%
	Animal Control Officer	1.00	1.00	1.00	100%
<i>Also reports to Police Chief</i>	Emergency Preparedness & Response Manager	1.00	1.00	1.00	100%
	Administrative Assistant	1.00	1.00	1.00	100%
	Intern	0.00	0.50	0.50	100%
<i>contractually delivered service</i>	Supervisor of Public Health Clinic Nursing	1.00	0.00	0.00	
<i>contractually delivered service</i>	Farmer's Market Manager	0.50	0.00	0.00	
<i>contractually delivered service</i>	Assistant Farmer's Market Manager	0.50	0.00	0.00	
	<b>Full-Time Equivalent</b>	<b>11.50</b>	<b>10.00</b>	<b>10.00</b>	

<b>Public Works</b>					
<b>Administration</b>	Director	1.00	1.00	1.00	100%
<i>Transfer from Village Clerk's Office</i>	Sr. Administrative Clerk	0.00	0.00	1.00	100%
	Administrative Secretary	3.00	3.00	3.00	100%
	Office Manager	1.00	1.00	1.00	100%
	<b>Full-Time Equivalent</b>	<b>5.00</b>	<b>5.00</b>	<b>6.00</b>	

<b>Building Maintenance</b>	Superintendent	1.00	1.00	1.00	100%
<i>contractually delivered service</i>	Sr. Building Maintenance Technician	1.00	0.00	0.00	
<i>contractually delivered service</i>	Building Maintenance Technician	1.00	0.00	0.00	
<i>contractually delivered service</i>	General Maintenance Worker	1.00	0.00	0.00	
	<b>Full-Time Equivalent</b>	<b>4.00</b>	<b>1.00</b>	<b>1.00</b>	

<b>Engineering</b>	Village Engineer	1.00	1.00	1.00	100%
	Assistant Village Engineer	0.00	1.00	1.00	100%

<b>Department (In alphabetical order)</b>	<b>Position Title</b>	<b>2012 Budget</b>	<b>2013 Budget</b>	<b>2014 Budget</b>	<b>2014 % Funded</b>
	Civil Engineer II	4.00	3.00	3.00	100%
	Civil Engineer I	1.50	0.50	0.50	100%
	Traffic Engineer	0.00	1.00	1.00	100%
	Engineering Technician I	3.00	3.00	3.00	100%
	<b>Full-Time Equivalent</b>	<b>9.50</b>	<b>9.50</b>	<b>9.50</b>	
<b>Environmental Services</b>	Environmental Services Manager	1.00	1.00	1.00	100%
	Environmental Services Control Officer	1.00	1.00	1.00	100%
	<b>Full-Time Equivalent</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	
<b>Fleet Services</b>	Superintendent	1.00	1.00	1.00	100%
	Crew Chief	1.00	1.00	1.00	100%
	Sr. Fleet Automotive Service & Body Technician	0.00	1.00	1.00	100%
	Fleet Automotive Service Technician	2.00	5.00	5.00	100%
	Service Attendant	1.00	0.00	0.00	
	Parts Supervisor	1.00	1.00	1.00	100%
	Parts Attendant	1.00	1.00	1.00	100%
	Sr. Auto Body Technician	2.00	0.00	0.00	100%
	Auto Body Technician	1.00	0.00	0.00	100%
	<b>Full-Time Equivalent</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	
<b>Forestry</b>	Village Forester	1.00	1.00	1.00	100%
	<i>*3-5 seasonal staff hired</i> Seasonal Employees*	1.00	1.00	1.00	100%
	Maintenance Crew Chief	1.00	1.00	1.00	100%
	Forestry Technician I	0.00	1.00	0.00	100%
	Forestry Technician II	4.00	3.00	4.00	100%
	<b>Full-Time Equivalent</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	
<b>Street/Street Lighting</b>	Streets Superintendent	1.00	1.00	1.00	100%
	Street Supervisor	1.00	1.00	1.00	100%
	Sr. Sign & Marking Technician	1.00	1.00	1.00	100%
	Equipment Operator	5.00	5.00	5.00	100%
	Senior Electrician	1.00	1.00	1.00	100%
	Electrician	1.00	1.00	1.00	100%



Department ( <i>In alphabetical order</i> )	Position Title	2012 Budget	2013 Budget	2014 Budget	2014 % Funded
	<b>Full-Time Equivalent</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	
<b>Water &amp; Sewer</b>	Superintendent	1.00	1.00	1.00	100%
	Water & Sewer Supervisor	1.00	1.00	1.00	100%
	Water/Sewer Worker	8.00	8.00	8.00	100%
	Sr. Pump Operator	1.00	1.00	1.00	100%
	Pump Operator	1.00	1.00	1.00	100%
	Meter Reader	0.50	0.50	0.50	100%
	<b>Full-Time Equivalent</b>	<b>12.50</b>	<b>12.50</b>	<b>12.50</b>	
<b>Total Public Works</b>		<b>60.00</b>	<b>57.00</b>	<b>58.00</b>	
<b>President/Village Board</b>	Village President	1.00	1.00	1.00	100%
	Trustee	6.00	6.00	6.00	100%
	<b>Full-Time Equivalent</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	
<b>Village Clerk</b>	Village Clerk	1.00	1.00	1.00	100%
<i>Executive Secretary has held the interim title of Deputy Village Clerk</i>	Deputy Village Clerk	0.00	0.00	1.00	100%
	Executive Secretary	1.00	1.00	0.00	0%
<i>position transferred to Comm. &amp; Economic Development</i>	Business/License Officer	1.00	1.00	0.00	100%
<i>1 FTE transferred to PW</i>	Sr. Administrative Clerk	2.00	2.00	1.00	100%
	<b>Full-Time Equivalent</b>	<b>5.00</b>	<b>5.00</b>	<b>3.00</b>	
<b>Village Manager</b>	Village Manager	1.00	1.00	1.00	100%
	Deputy Village Manager	1.00	1.00	1.00	100%
	Assistant Village Manager	1.00	1.00	1.00	100%
	Secretary to the Village Manager	1.00	1.00	1.00	100%
	Sustainability Manager	1.00	1.00	1.00	100%
	Administrative Secretary	0.50	0.50	0.50	100%
	Administrative Intern	0.00	0.00	0.25	100%
	<b>Full-Time Equivalent</b>	<b>5.50</b>	<b>5.50</b>	<b>5.75</b>	
<b>TOTAL FULL-TIME EQUIVALENT EMPLOYEES</b>		<b>387.50</b>	<b>382.00</b>	<b>382.75</b>	

Table 2-3: Total FTE's, By Department

## 2.2 Inter-fund Transfers

Fund Name	To this fund	Transfer	From this fund	Transfer
<b>General Fund</b>	Risk Management/S.I.R.	\$ 661,136	Water/Sewer	\$ 1,050,000
	E911 Fund	1,300,000	Parking Fund	1,250,000
	Capital Improvement	1,158,600	Motor Fuel Tax	1,430,674
			Capital Improvement	500,000
			Equity Assurance	61,204
			Special Service Area #6	24,461
	<b>Total General Fund</b>	<b>\$ 3,119,736</b>		<b>\$ 4,316,339</b>
<b>Water/Sewer</b>	General Fund	\$ 1,050,000		\$ -
	Risk Management/S.I.R.	750,000		-
	<b>Total Water/Sewer</b>	<b>\$ 1,800,000</b>		<b>\$ -</b>
<b>Parking</b>	Self-Insured Retention	145,000		\$ -
	General Fund	1,250,000		-
	<b>Total Parking</b>	<b>\$ 1,395,000</b>		<b>\$ -</b>
<b>Motor Fuel Tax</b>	General Fund	\$ 1,430,674		-
	<b>Total Motor Fuel Tax</b>	<b>\$ 1,430,674</b>		<b>\$ -</b>
<b>Capital Improvement</b>	General Fund	500,000	General Fund	\$ 1,158,600
	Fleet Replacement	409,225		-
	Building Improvement	1,092,000		-
	Debt service	90,750		-
	Equipment Replacement	1,689,242		-
	<b>Total Capital Improvement</b>	<b>\$ 3,781,217</b>		<b>\$ 1,158,600</b>
<b>Fleet Replacement Fund</b>		\$ -	Federal RICO	\$ 120,000
			Capital Improvement	409,225
			Foreign Fire Insurance	174,229
	<b>Total Fleet Replacement Fund</b>	<b>\$ -</b>		<b>\$ 703,454</b>
<b>Federal RICO Fund</b>	Fleet Replacement	\$ 120,000		
	<b>Total Fleet Replacement Fund</b>	<b>\$ 120,000</b>		<b>\$ -</b>
<b>Foreign Fire Insurance</b>	Fleet Replacement	\$ 174,229		
	<b>Total Fleet Replacement Fund</b>	<b>\$ 174,229</b>		<b>\$ -</b>
<b>Building Improvement Fund</b>		\$ -	Capital Improvement	\$ 1,092,000
	<b>Total Building Improvement Fund</b>	<b>\$ -</b>		<b>\$ 1,092,000</b>
<b>Env. Services Fund</b>		\$ 112,991		
	<b>Total Env. Services</b>	<b>\$ 112,991</b>		<b>\$ -</b>
<b>Debt Service</b>		\$ -	Capital improvements	90,750
			DTOP TIF	2,735,014
	<b>Total Debt Service</b>	<b>\$ -</b>		<b>\$ 2,825,764</b>
<b>Self-Insured Retention</b>	Risk Management	\$ 131,136	General Fund	\$ 661,136
			Water/Sewer	750,000
			Parking	145,000
	<b>Total Self-Insured Retention</b>	<b>\$ 131,136</b>		<b>\$ 1,556,136</b>

<b>Equipment Replacement</b>		\$	-	Capital Improvement	\$	1,689,242
	Total Equipment Replacement	\$	-		\$	<b>1,689,242</b>
<b>E911 Fund</b>		\$	-	General Fund	\$	1,300,000
	Total E911 Fund				\$	<b>1,300,000</b>
<b>Downtown Oak Park TIF</b>	Debt Service	\$	2,735,014		\$	-
	Total DTOP TIF	\$	<b>2,735,014</b>		\$	-
<b>Equity Assur. Fund</b>	General Fund	\$	61,204		\$	-
	Total Equity Assur. Fund	\$	<b>61,204</b>		\$	-
<b>S.S.A. #6 Fund</b>	General Fund	\$	24,461		\$	-
	Total S.S.A. #6 Fund	\$	<b>24,461</b>		\$	-
<b>Sustainability Fund</b>	Environmental Services	\$	-	Sustainability	\$	112,991
	Total Sustainability	\$	-		\$	<b>112,991</b>
<b>Risk Management Fund</b>				Self Insured Retention Fund	\$	131,136
	Total Sustainability	\$	-		\$	<b>131,136</b>
	<b>Total All Transfers</b>	\$	<b>14,885,662</b>		\$	<b>14,885,662</b>

Table 2-3(A): Total Inter-Fund Transfers, By Fund

2.3 Exhibit 2- General Fund

2014 Adopted Budget General Fund Expenditures: \$52,210,853

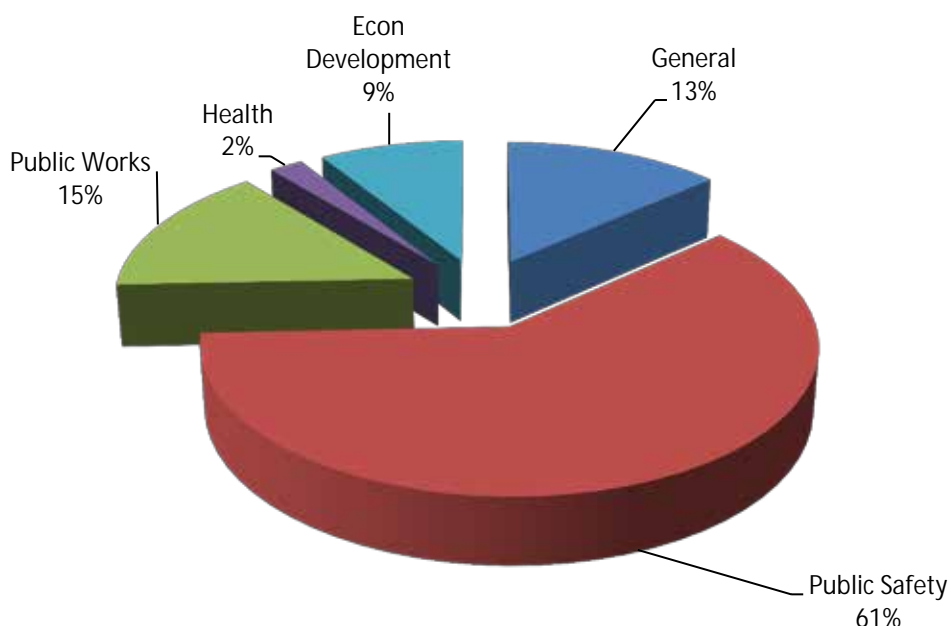


Chart 2-4: General Fund Expenditures, By Program

Department	2010 Actual	2011 Actual	2012 Actual	2013 Budget	2013 Est.	2014 Budget
Adjudication	\$437,737	\$437,673	\$482,665	\$520,875	\$512,479	\$541,157
Board of Trustees	\$66,629	\$69,270	\$68,693	\$73,781	\$71,531	\$81,406
Communications	\$318,495	\$336,573	\$416,824	\$446,761	\$433,577	\$449,555
Community & Economic Development	\$2,511,071	\$2,700,892	\$3,375,485	\$4,633,316	\$3,862,139	\$4,451,411
Community Relations	\$139,203	\$143,132	\$146,175	\$153,176	\$150,988	\$162,664
Finance	\$1,582,269	\$3,382,470	\$1,688,540	\$1,812,605	\$1,684,003	\$1,737,121
Fire Department	\$8,797,147	\$11,483,781	\$10,612,232	\$10,500,105	\$10,591,374	\$10,952,280
Health Department	\$641,180	\$614,418	\$680,091	\$998,970	\$998,459	\$1,040,225
Human Resources	\$526,071	\$406,681	\$378,007	\$516,092	\$486,213	\$511,804
Information Technology	\$851,542	\$974,541	\$981,990	\$1,254,838	\$959,882	\$1,129,160
Law Department	\$531,546	\$464,556	\$450,634	\$627,708	\$590,215	\$735,752
Parking Services	\$0	\$21,469	\$27,286	\$90,122	\$155,175	\$0
Police	\$17,615,704	\$18,455,511	\$18,415,633	\$18,846,042	\$18,414,449	\$19,526,889
Public Works	\$5,911,780	\$6,196,507	\$6,066,165	\$7,448,257	\$7,117,186	\$7,359,495
Transfers	\$1,582,004	\$2,575,459	\$3,129,122	\$2,630,505	\$2,630,505	\$3,234,631
Village Clerk	\$578,207	\$465,654	\$574,209	\$520,340	\$405,457	\$293,377
Village Manager's Office	\$1,437,681	\$1,417,682	\$405,296	\$1,052,921	\$1,010,939	\$1,100,141
Turnover	\$0	\$0	\$0	-\$656,559	\$0	-\$1,096,216
<b>General Fund Expenditures</b>	<b>\$43,528,268</b>	<b>\$50,146,268</b>	<b>\$47,899,046</b>	<b>\$51,469,855</b>	<b>\$50,074,570</b>	<b>\$52,210,853</b>

Table 2-4: Total General Fund Expenditures, by Department

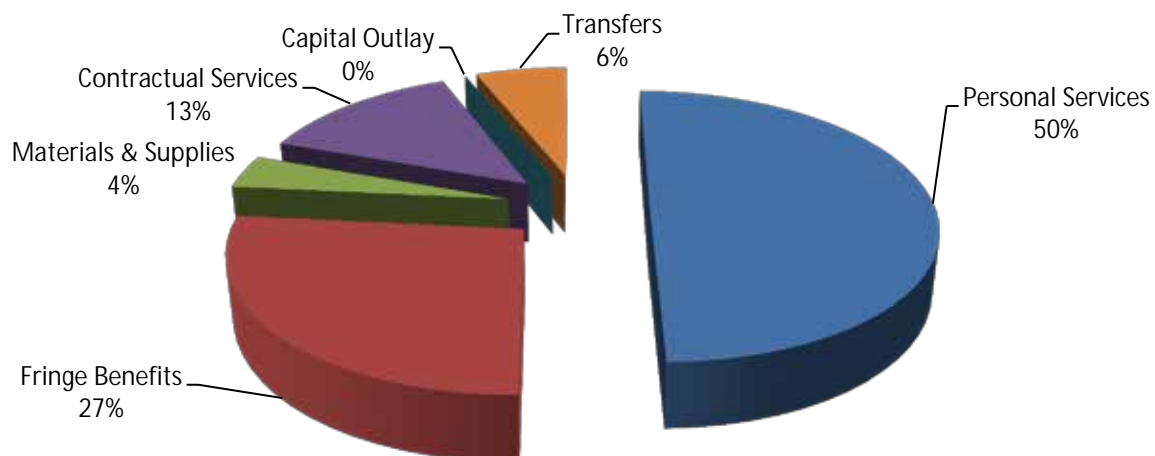
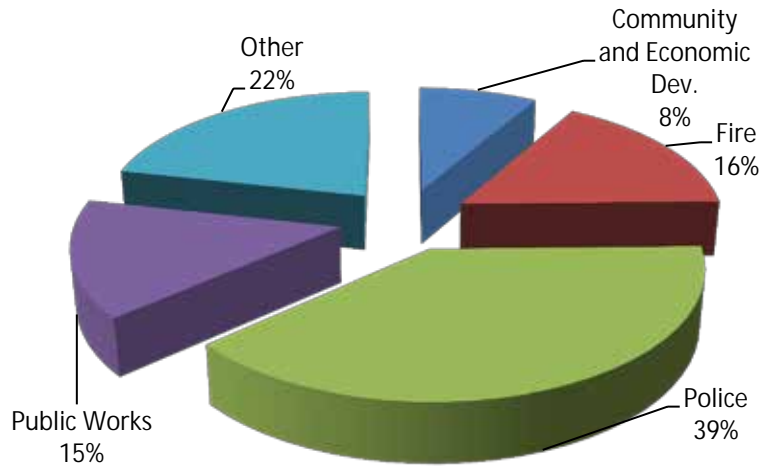


Chart 2-5: General Fund Expenditures, By Expenditure Type

<u>Expenditure Type</u>	<u>2010 Actual</u>	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Budget</u>	<u>2013 Est.</u>	<u>2014 Budget</u>
Personal Services	\$ 23,201,476	\$ 25,096,776	\$ 24,692,166	\$ 26,155,459	\$ 25,191,430	\$ 26,547,335
Fringe Benefits	\$ 11,009,487	\$ 13,588,752	\$ 12,818,805	\$ 13,527,465	\$ 13,467,825	\$ 14,259,084
Materials & Supplies	\$ 1,794,985	\$ 1,773,942	\$ 2,013,113	\$ 2,193,045	\$ 1,988,900	\$ 2,075,651
Contractual Services	\$ 5,812,667	\$ 6,986,369	\$ 5,234,983	\$ 7,614,340	\$ 6,790,311	\$ 7,185,688
Capital Outlay	\$ -	\$ 6,282	\$ 10,858	\$ 5,600	\$ 5,600	\$ 4,680
Grants	\$ 127,649	\$ 118,686	\$ -	\$ -	\$ -	\$ -
Transfers	\$ 1,582,004	\$ 2,575,459	\$ 3,129,122	\$ 2,630,505	\$ 2,630,505	\$ 3,234,631
Turnover	\$ -	\$ -	\$ -	\$ (656,559)	\$ -	\$ (1,096,216)
<b>General Fund Total</b>	<b>\$43,528,268</b>	<b>\$50,146,268</b>	<b>\$47,899,046</b>	<b>\$51,469,855</b>	<b>\$50,074,570</b>	<b>\$52,210,853</b>

Table 2-5: Total General Fund Expenditures, By Expenditure Type

**2014 General Fund FTE's: 335.25 FTE's**



**Chart 2-6: Total General Fund FTE's, by Department**

<u>Department</u>	<u>2013 Budget</u>	<u>2013 Est.</u>	<u>2014 Budget</u>
Adjudication	3.0	3.0	3.0
Board of Trustees	7.0	7.0	7.0
Building and Property Standards	20.0	20.0	20.0
Business Services	1.0	1.0	2.0
Communications	3.0	3.0	3.0
Community & Economic Dev.	1.5	1.5	1.5
Community Relations	1.0	1.0	1.0
Finance	11.0	11.0	11.0
Fire Department	62.0	62.0	62.0
Health Department	10.0	10.0	10.0
Housing Programs	6.0	6.0	6.0
Human Resources	2.0	2.0	2.5
Information Technology	9.0	9.0	9.0
Law Department	2.0	2.0	2.0
Parking Services	0.0	0.0	0.0
Planning	3.5	3.5	3.5
Police	150.0	150.0	149.0
Public Works	33.0	33.0	34.0
Village Clerk	5.0	5.0	3.0
Village Manager's Office	5.5	5.5	5.75
<b>General Fund Total:</b>	<b>335.5</b>	<b>335.5</b>	<b>335.25</b>

**Table 2-6: Total General Fund FTE's, by Department**

2.4 Exhibit 3- Enterprise Funds

2014 Budget Enterprise Fund Expenditures: \$21,368,478

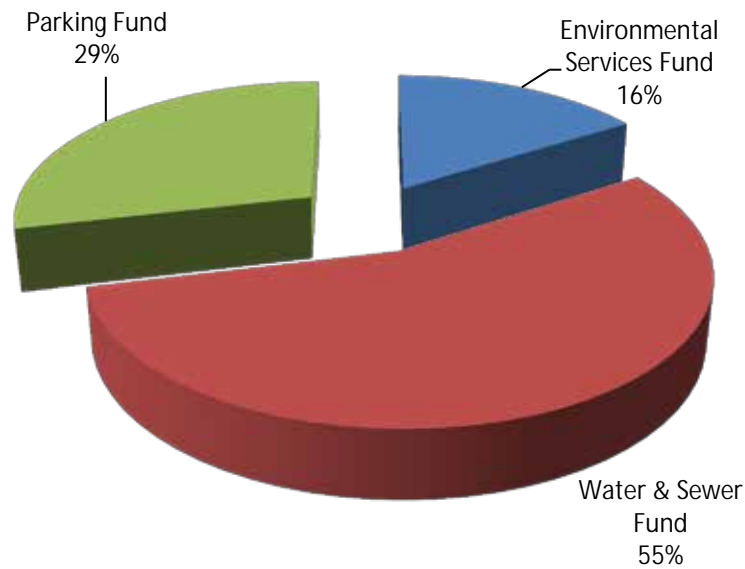


Chart 2-7: Total Enterprise Fund Expenditures, by Fund

<u>Fund Summary</u>	<u>2010 Actual</u>	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Budget</u>	<u>2013 Est.</u>	<u>2014 Budget</u>
Environmental Services Fund	\$2,456,107	\$2,723,900	\$3,513,956	\$3,079,486	\$3,042,282	\$3,411,095
Water & Sewer Fund	\$11,383,247	\$11,693,942	\$12,562,299	\$14,094,577	\$13,421,817	\$11,820,991
Parking Fund	\$3,885,306	\$4,777,756	\$3,760,844	\$5,694,066	\$5,786,480	\$6,136,391
<b>Total Enterprise Expenditures:</b>	<b>\$17,724,660</b>	<b>\$19,195,598</b>	<b>\$19,837,099</b>	<b>\$22,868,129</b>	<b>\$22,250,580</b>	<b>\$21,368,478</b>

Table 2-7: Total Enterprise Fund Expenditures, by Fund and Year

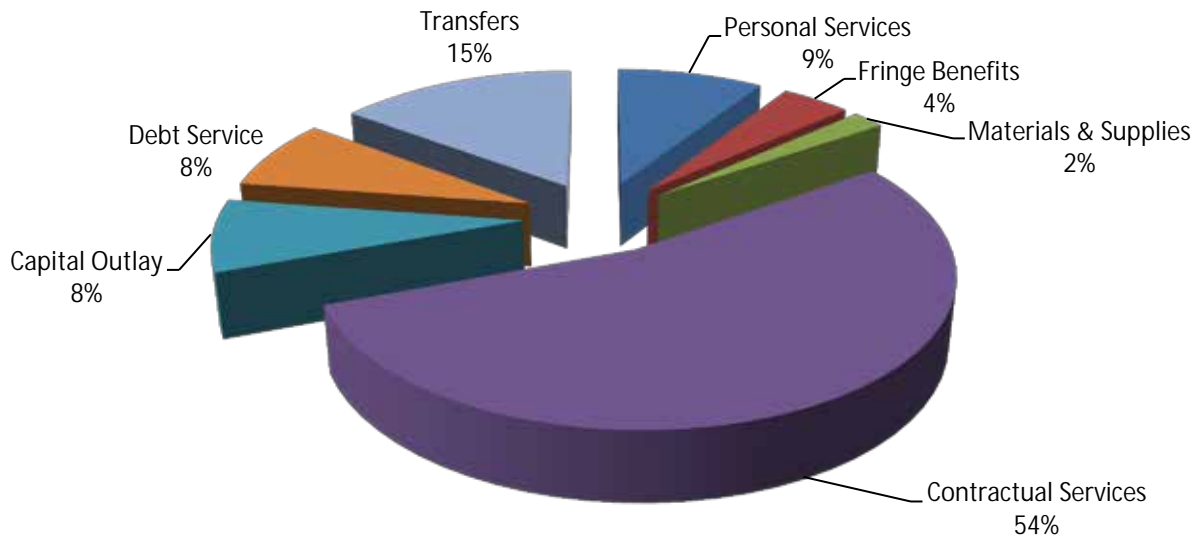


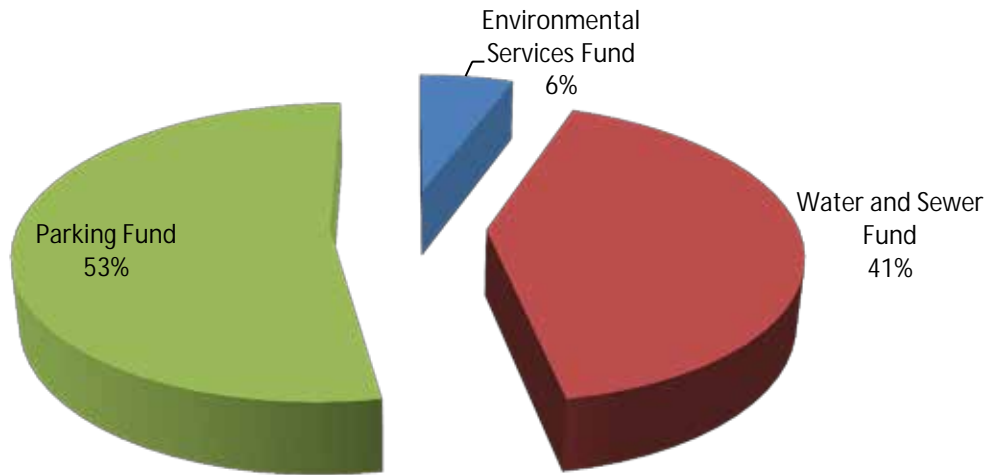
Chart 2-8: Total Enterprise Fund Expenditures, By Expenditure Type

<b>Expenditure Type</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Est.</b>	<b>2014 Budget</b>
Personal Services	\$1,966,262	\$1,900,541	\$1,755,582	\$1,943,819	\$1,742,229	\$1,951,925
Fringe Benefits	\$802,982	\$812,617	\$764,111	\$850,635	\$740,093	\$920,423
Materials & Supplies	\$402,071	\$667,978	\$947,000	\$1,090,007	\$1,037,707	\$434,055
Contractual Services	\$7,548,083	\$7,973,443	\$9,668,232	\$10,574,905	\$10,029,296	\$11,516,686
Capital Outlay	\$3,471,308	\$3,329,460	\$3,464,147	\$3,093,500	\$3,516,841	\$1,707,500
Debt Service	\$733,176	\$669,830	\$706,682	\$1,885,263	\$1,885,263	\$1,674,898
Transfers	\$2,800,780	\$3,841,729	\$2,531,346	\$3,430,000	\$3,299,150	\$3,162,991
<b>Enterprise Fund Total</b>	<b>\$17,724,660</b>	<b>\$19,195,598</b>	<b>\$19,837,099</b>	<b>\$22,868,129</b>	<b>\$22,250,580</b>	<b>\$21,368,478</b>

Table 2-8: Total Enterprise Fund Expenditures, By Expenditure Type



**2014 Budget Enterprise Fund FTE's: 35.0 FTE's**



**Chart 2-9: Total Enterprise Fund FTE's, by Fund**

<b>Fund</b>	<b>2013 Budget</b>	<b>2013 Est.</b>	<b>2014 Budget</b>
Environmental Services Fund	2.0	2.0	2.0
Water & Sewer Fund	14.5	14.5	14.5
Parking Fund	17.5	17.5	18.5
<b>FTE Total:</b>	<b>34.0</b>	<b>34.0</b>	<b>35.0</b>

**Table 2-9: Total Enterprise Fund FTE's, by Year**

## 2.5 Exhibit 4- Special Revenue Funds

### 2014 Budget Special Revenue Fund Expenditures: \$18,281,371

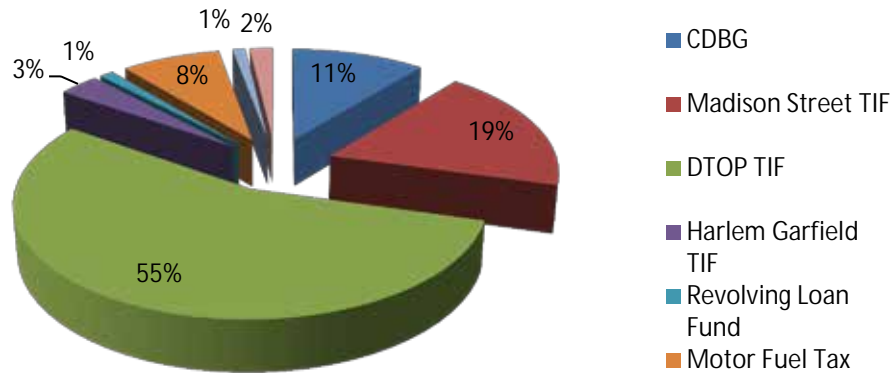


Chart 2-10: Total Special Revenue Fund Expenditures, by Fund

Fund	2010 Actual	2011 Actual	2012 Actual	2013 Budget	2013 Est.	2014 Budget
CDBG Fund Balance	\$1,771,555	\$1,514,934	\$1,280,317	\$1,660,690	\$1,639,433	\$1,608,000
CDBG Revolving Loan	\$6,585	\$37,842	\$0	\$175,000	\$163,747	\$175,000
DTOP	\$13,262,774	\$18,587,968	\$6,105,783	\$8,442,193	\$8,077,773	\$8,442,193
Earthfest	\$0	\$0	\$0	\$1,074	\$4,706	\$7,700
E-911	\$495,624	\$1,911,450	\$1,935,071	\$2,022,267	\$1,950,000	\$1,960,000
Farmer's Market	\$23,115	\$31,640	\$24,238	\$24,241	\$23,066	\$26,123
Federal RICO	\$0	\$123,872	\$193,359	\$181,000	\$135,000	\$138,000
Foreign Fire	\$52,459	\$34,785	\$40,842	\$50,000	\$43,700	\$216,229
Harlem Garfield TIF	\$250	\$0	\$0	\$505,000	\$505,000	\$600,000
Madison TIF	\$806,157	\$777,263	\$786,026	\$2,823,365	\$2,823,365	\$2,880,000
MFT Fund	\$1,319,666	\$1,536,363	\$1,320,505	\$1,230,505	\$1,346,280	\$1,430,674
SSA #1 Fund	\$342,163	\$356,972	\$410,995	\$559,825	\$559,825	\$560,000
SSA #6 Fund	\$0	\$0	\$0	\$0	\$0	\$24,461
State RICO	\$897	\$11,853	\$100	\$0	\$0	\$0
Sustainability	\$5,658	\$6,035	\$104,467	\$157,042	\$104,315	\$112,991
TTW	\$0	\$9,194	\$9,517	\$30,000	\$30,000	\$100,000
<b>Special Revenue Fund Total:</b>	<b>\$18,086,903</b>	<b>\$24,940,172</b>	<b>\$12,211,221</b>	<b>\$17,862,202</b>	<b>\$17,406,210</b>	<b>\$18,281,371</b>

Table 2-10: Total Special Revenue Fund Expenditures, by Fund and Year

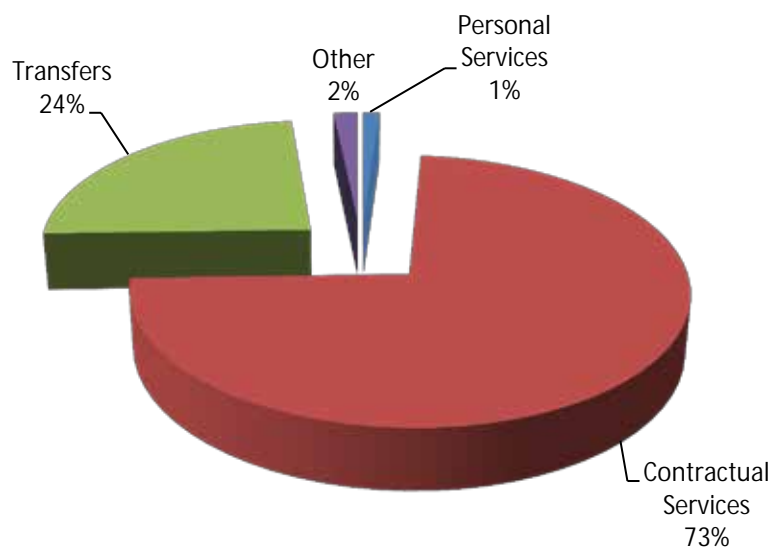


Chart 2-11: 2014 Total Special Revenue Fund Expenditures, By Expenditure Type

<u>Expenditure Type</u>	<u>2010 Actual</u>	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Budget</u>	<u>2013 Est.</u>	<u>2014 Budget</u>
Personal Services	\$12,678	\$13,715	\$76,374	\$213,625	\$200,070	\$202,635
Fringe Benefits	\$980	\$1,081	\$21,558	\$73,554	\$69,087	\$81,711
Materials & Supplies	\$53,535	\$56,082	\$101,470	\$69,927	\$65,836	\$67,900
Contractual Services	\$11,553,647	\$20,437,962	\$9,376,398	\$12,617,435	\$12,205,682	\$13,409,208
Rebate Program	\$0	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$35,041	\$5,835	\$0	\$122,267	\$50,000	\$60,000
Debt Service	\$1,059,450	\$1,101,888	\$0	\$0	\$0	\$0
Transfers	\$5,371,573	\$3,323,609	\$2,635,422	\$4,765,394	\$4,815,535	\$4,459,917
<b>Special Revenue Fund Total</b>	<b>\$18,086,903</b>	<b>\$24,940,172</b>	<b>\$12,211,221</b>	<b>\$17,862,202</b>	<b>\$17,406,210</b>	<b>\$18,281,371</b>

Table 2-11: Total Special Revenue Fund Expenditures, By Expenditure Type

2.6 Exhibit 5- Capital Funds

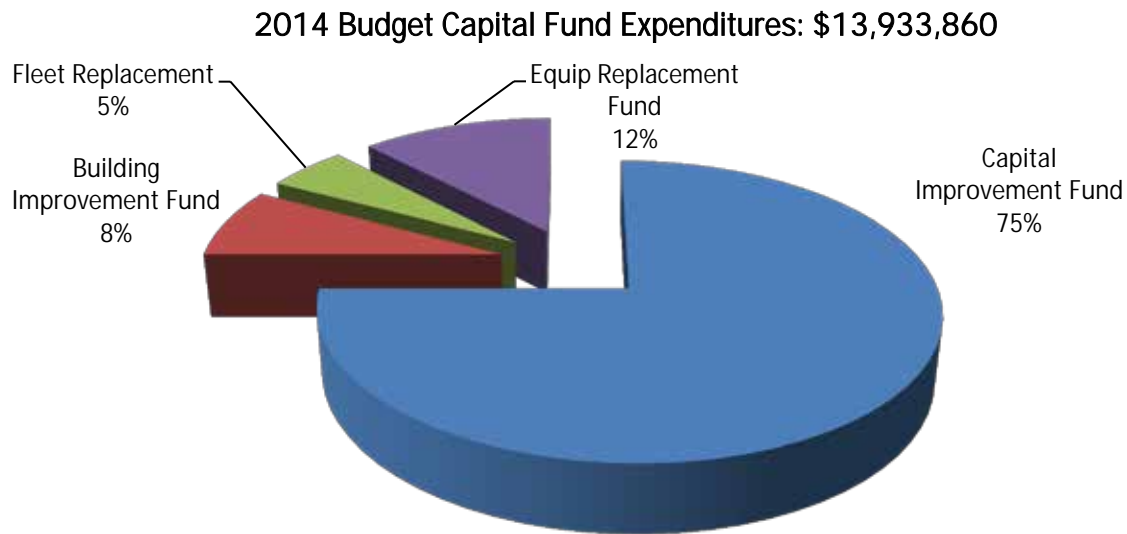


Chart 2-12: Total Capital Fund Expenditures, by Fund

<b>Capital Fund</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Est.</b>	<b>2014 Budget</b>
Capital Improvement Fund	\$4,397,465	\$6,065,574	\$5,645,084	\$4,856,444	\$4,750,058	\$10,449,164
Building Improvement Fund	\$65,464	\$395,116	\$482,045	\$615,868	\$520,456	\$1,092,000
Fleet Replacement	\$1,262,796	\$86,742	\$334,573	\$466,488	\$367,225	\$703,454
Equip Replacement Fund	\$113,105	\$132,984	\$141,147	\$691,393	\$105,000	\$1,689,242
<b>Capital Fund Total:</b>	<b>\$5,838,830</b>	<b>\$6,680,416</b>	<b>\$6,602,849</b>	<b>\$6,630,193</b>	<b>\$5,742,739</b>	<b>\$13,933,860</b>

Table 2-12: Total Capital Fund Expenditures, by Fund and Year

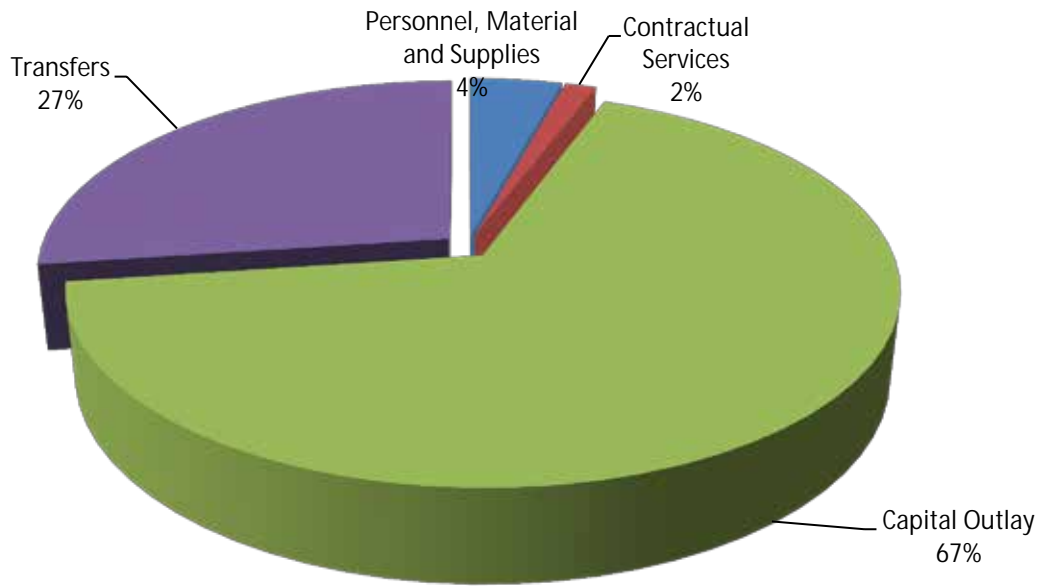


Chart 2-13: Total Capital Fund Expenditures, By Expenditure Type

<u>Expenditure Type</u>	<u>2010 Actual</u>	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Budget</u>	<u>2013 Est.</u>	<u>2014 Budget</u>
Personal Services	\$344,772	\$310,430	\$308,543	\$318,370	\$317,139	\$401,698
Fringe Benefits	\$119,269	\$106,624	\$118,509	\$132,148	\$134,691	\$185,087
Materials & Supplies	\$18,140	\$19,099	\$8,182	\$10,790	\$8,155	\$11,112
Contractual Services	\$55,331	\$81,585	\$62,589	\$165,900	\$161,250	\$200,650
Capital Outlay	\$3,405,060	\$2,958,366	\$4,153,415	\$4,273,749	\$3,487,681	\$9,354,096
Transfers	\$1,896,259	\$3,204,313	\$1,951,611	\$1,729,236	\$1,633,824	\$3,781,217
<b>Capital Fund Total</b>	<b>\$5,838,830</b>	<b>\$6,680,416</b>	<b>\$6,602,849</b>	<b>\$6,630,193</b>	<b>\$5,742,739</b>	<b>\$13,933,860</b>

Table 2-13: Total Capital Fund Expenditures, By Expenditure Type

<u>Capital Fund</u>	<u>2013 Budget</u>	<u>2013 Est.</u>	<u>2014 Budget</u>
Engineering	9.5	9.5	9.5
<b>Capital Fund FTE Total:</b>	<b>9.5</b>	<b>9.5</b>	<b>9.5</b>

Table 2-13(A): Total Capital Fund FTE's, by Fund and by Year

2.7 Exhibit 6- Internal Service Funds

2014 Adopted Budget Internal Service Fund Expenditures: \$14,490,297

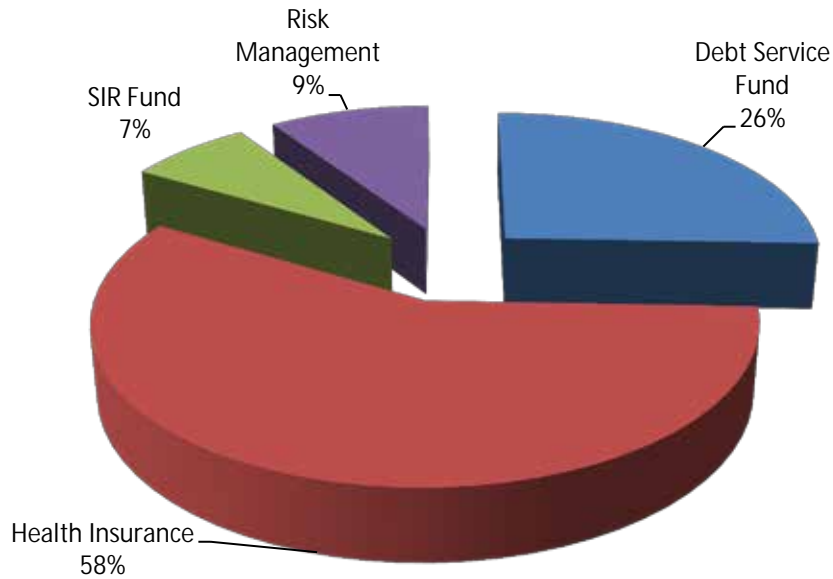


Chart 2-14: Total Internal Service Fund Expenditures, by Fund

<u>Internal Service Fund</u>	<u>2010 Actual</u>	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Budget</u>	<u>2013 Est.</u>	<u>2014 Budget</u>
Debt Service Fund	\$18,128,584	\$4,546,432	\$13,451,621	\$3,500,318	\$3,500,318	\$3,953,893
Health Insurance	\$8,056,990	\$7,897,756	\$8,240,183	\$9,031,560	\$8,471,507	\$8,949,132
Self-Insurance Retention (SIR)	\$24,168	\$237,925	\$264,047	\$257,170	\$122,585	\$131,136
Risk Management	\$1,689,982	\$1,582,904	\$1,655,237	\$1,380,690	\$1,624,678	\$1,456,136
<b>Internal Service Fund Total:</b>	<b>\$27,899,724</b>	<b>\$14,265,018</b>	<b>\$23,611,088</b>	<b>\$14,169,738</b>	<b>\$13,719,088</b>	<b>\$14,490,297</b>

Table 2-14: Total Internal Service Fund Expenditures, by Fund and Year

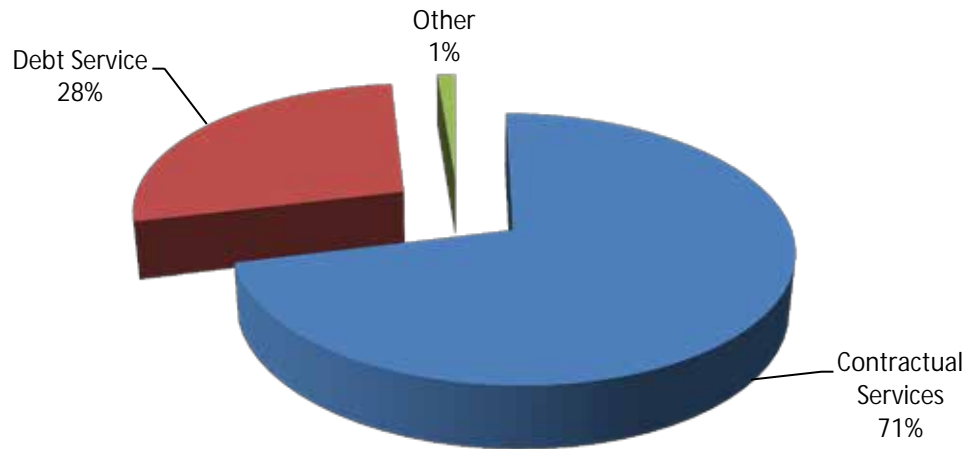


Chart 2-15: Total Internal Service Fund Expenditures, By Expenditure Type

<u>Expenditure Type</u>	<u>2010 Actual</u>	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Budget</u>	<u>2013 Est.</u>	<u>2014 Budget</u>
Personal Services	\$219,615	\$241,029	\$324,338	\$217,371	\$127,219	\$128,215
Fringe Benefits	\$172,624	\$151,876	\$22,753	\$83,952	\$42,919	\$53,233
Materials & Supplies	\$18,666	\$21,444	\$27	\$1,000	\$1,000	\$1,000
Contractual Services	\$9,360,234	\$9,304,236	\$8,797,515	\$10,109,927	\$9,662,954	\$10,222,820
Debt Service	\$18,128,584	\$4,546,432	\$8,417,755	\$3,500,318	\$3,500,318	\$3,953,893
Transfers	\$0	\$0	\$6,048,701	\$257,170	\$384,678	\$131,136
<b>Internal Service Fund Total:</b>	<b>\$27,899,724</b>	<b>\$14,265,018</b>	<b>\$23,611,088</b>	<b>\$14,169,738</b>	<b>\$13,719,088</b>	<b>\$14,490,297</b>

Table 2-15: Total Internal Service Fund Expenditures, By Expenditure Type

<u>Fund</u>	<u>2013 Budget</u>	<u>2013 Est.</u>	<u>2014 Budget</u>
Health Insurance	1.0	1.0	1.0
Risk Management	2.0	2.0	2.0
<b>ISF FTE Total:</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>

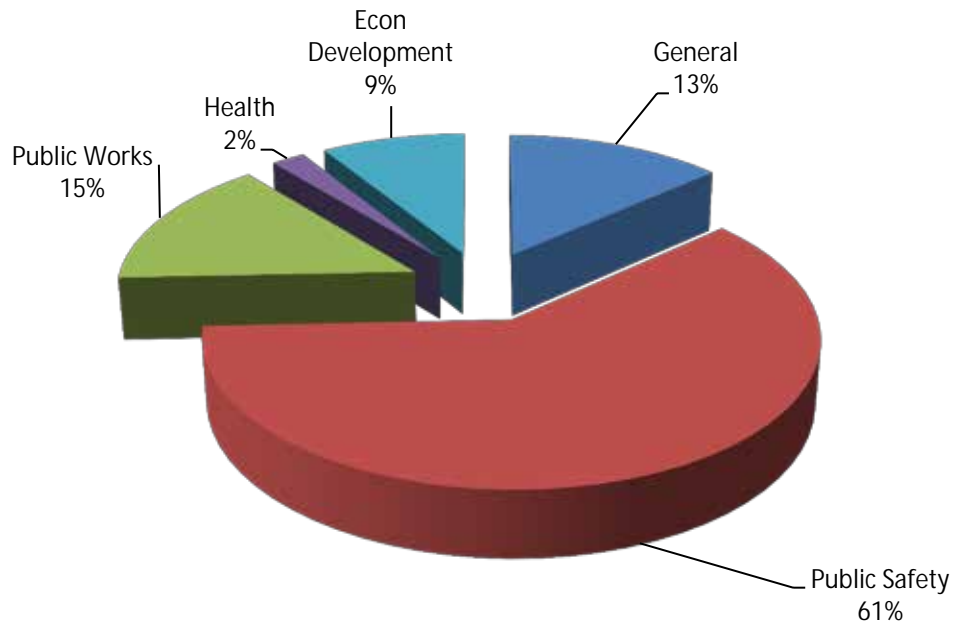
Table 2-15(A): Total Internal Service Fund FTE's, by Fund and by Year

## 3. General Fund Summary



### 3.1 Overview

#### 2014 Budget General Fund Expenditures: \$52,210,853



<u>Department, By Program</u>	<u>2010 Actual</u>	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Budget</u>	<u>2013 Est.</u>	<u>2014 Budget</u>
<b><u>Economic Development</u></b>						
Building and Property Standards	\$1,549,581	\$1,508,653	\$1,605,980	\$2,006,116	\$1,612,903	\$2,053,597
Business Services	\$131,672	\$169,101	\$309,381	\$933,990	\$896,899	\$832,373
Community & Economic Development	\$0	\$0	\$0	\$90,136	\$22,534	\$123,449
Housing Programs	\$467,973	\$700,520	\$989,217	\$1,267,637	\$993,370	\$1,056,087
Planning	\$361,845	\$322,616	\$470,906	\$335,437	\$336,434	\$385,905
<b>Economic Development Subtotal:</b>	<b>\$2,511,071</b>	<b>\$2,700,892</b>	<b>\$3,375,485</b>	<b>\$4,633,316</b>	<b>\$3,862,139</b>	<b>\$4,451,411</b>
<b><u>General Government</u></b>						
Adjudication	\$437,737	\$437,672	\$482,665	\$520,875	\$512,479	\$541,157
Board of Trustees	\$66,629	\$76,002	\$68,693	\$73,781	\$71,531	\$81,406
Communications	\$318,495	\$336,572	\$416,824	\$446,761	\$433,577	\$449,555
Community Relations	\$139,203	\$143,132	\$146,175	\$153,176	\$150,988	\$162,664
Finance	\$3,164,273	\$7,266,171	\$4,817,663	\$4,443,110	\$4,314,508	\$4,971,752
Human Resources	\$526,071	\$406,681	\$378,007	\$516,092	\$486,213	\$511,804
Information Technology	\$851,542	\$974,541	\$981,990	\$1,254,838	\$959,882	\$1,129,160
Law Department	\$531,546	\$464,557	\$450,634	\$627,708	\$590,215	\$735,752
Parking Services	\$0	\$21,469	\$27,286	\$90,122	\$155,175	\$0
Village Clerk	\$578,207	\$762,546	\$574,209	\$520,340	\$405,457	\$293,377
Village Manager's Office	\$1,437,681	\$1,417,682	\$405,296	\$1,052,921	\$1,010,939	\$1,100,141
Turnover	\$0	\$0	\$0	-\$656,559	\$0	-\$1,096,216
<b>General Government Subtotal:</b>	<b>\$8,051,385</b>	<b>\$12,307,025</b>	<b>\$8,749,441</b>	<b>\$9,043,165</b>	<b>\$9,090,964</b>	<b>\$8,880,552</b>
<b><u>Health</u></b>						
Health Department	\$641,180	\$614,418	\$680,091	\$998,970	\$998,459	\$1,040,225
<b>Health Subtotal:</b>	<b>\$641,180</b>	<b>\$614,418</b>	<b>\$680,091</b>	<b>\$998,970</b>	<b>\$998,459</b>	<b>\$1,040,225</b>
<b><u>Public Safety</u></b>						
Fire Department	\$8,797,147	\$10,084,608	\$10,612,232	\$10,500,105	\$10,591,374	\$10,952,280
Police	\$17,615,704	\$18,242,819	\$18,415,633	\$18,846,042	\$18,414,449	\$19,526,889
<b>Public Safety Subtotal:</b>	<b>\$26,412,851</b>	<b>\$28,327,427</b>	<b>\$29,027,865</b>	<b>\$29,346,147</b>	<b>\$29,005,823</b>	<b>\$30,479,169</b>
<b><u>Public Works</u></b>						
Public Works	\$5,911,780	\$6,196,507	\$6,066,165	\$7,448,257	\$7,117,186	\$7,359,495
<b>Public Works Subtotal:</b>	<b>\$5,911,780</b>	<b>\$6,196,507</b>	<b>\$6,066,165</b>	<b>\$7,448,257</b>	<b>\$7,117,186</b>	<b>\$7,359,495</b>
<b>General Fund Expenditures, By Program</b>	<b>\$43,528,268</b>	<b>\$50,146,268</b>	<b>\$47,899,046</b>	<b>\$51,469,855</b>	<b>\$50,074,570</b>	<b>\$52,210,853</b>

Table 3-1: Total General Fund Expenditures, By Program

	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Est.</b>	<b>2014 Budget</b>
<b>Starting Fund Balance</b>	\$7,154,647	\$9,200,785	\$7,932,124	\$9,354,106	\$8,339,951	\$9,310,813
<b>Revenues</b>						
Tax Revenue Total	\$30,830,118	\$32,380,192	\$32,273,745	\$33,551,663	\$33,085,547	\$34,033,294
Licenses and Permits Total	\$1,205,536	\$1,293,021	\$1,374,703	\$1,281,894	\$1,421,358	\$1,403,505
Intergovernmental Revenue Total	\$5,552,803	\$5,495,777	\$5,909,895	\$6,335,117	\$6,363,717	\$6,590,715
Charges for Services Total	\$2,674,391	\$2,991,189	\$3,195,035	\$2,963,607	\$2,837,399	\$3,170,514
Fines Total	\$2,721,465	\$2,230,908	\$2,494,966	\$2,939,200	\$2,623,188	\$2,691,071
Other Local Government Total	\$83,479	\$332,763	\$329,019	\$53,992	\$136,718	\$136,089
Other Financing Sources	\$2,506,614	\$4,153,757	\$2,729,511	\$3,789,639	\$4,577,505	\$4,185,665
<b>Revenue Total:</b>	<b>\$45,574,406</b>	<b>\$48,877,607</b>	<b>\$48,306,874</b>	<b>\$50,915,112</b>	<b>\$51,045,432</b>	<b>\$52,210,853</b>
<b>Expenditures</b>						
Personal Services	\$23,201,476	\$25,096,776	\$24,692,166	\$26,155,459	\$25,191,430	\$26,547,335
Fringe Benefits	\$11,009,487	\$13,588,752	\$12,818,805	\$13,527,465	\$13,467,825	\$14,259,084
Materials & Supplies	\$1,794,985	\$1,773,942	\$2,013,113	\$2,193,045	\$1,988,900	\$2,075,651
Contractual Services	\$5,812,667	\$6,986,369	\$5,234,983	\$7,614,340	\$6,790,311	\$7,185,688
Capital Outlay	\$0	\$6,282	\$10,858	\$5,600	\$5,600	\$4,680
Grants	\$127,649	\$118,686	\$0	\$0	\$0	\$0
Transfers	\$1,582,004	\$2,575,459	\$3,129,122	\$2,630,505	\$2,630,505	\$3,234,631
Turnover	\$0	\$0	\$0	-\$656,559	\$0	-\$1,096,216
<b>Total Expenditures</b>	<b>\$43,528,268</b>	<b>\$50,146,268</b>	<b>\$47,899,046</b>	<b>\$51,469,855</b>	<b>\$50,074,570</b>	<b>\$52,210,853</b>
Change in Balance	\$2,046,138	-\$1,268,661	\$407,828	-\$554,743	\$970,861	\$0
Balance Sheet Adj.	\$0	\$0				
<b>Ending Fund Balance</b>	<b>\$9,200,785</b>	<b>\$7,932,124</b>	<b>\$8,339,951</b>	<b>\$8,799,363</b>	<b>\$9,310,813</b>	<b>\$9,310,812</b>
<b>Unrestricted Fund Balance</b>	<b>\$4,886,211</b>	<b>\$1,735,425</b>	<b>\$2,506,546</b>	<b>\$3,506,546</b>	<b>\$4,006,546</b>	<b>\$4,728,657</b>

Table 3-2: Total General Fund Expenditures, By Fund Balance View

<b>Revenue Name</b>	<b>'10 Actual</b>	<b>'11 Actual</b>	<b>'12 Actual</b>	<b>'13 Budget</b>	<b>'13 Estimated</b>	<b>'14 Budget</b>
Property Tax Levy	\$11,279,233	\$11,845,222	\$11,865,281	\$13,021,974	\$13,021,974	\$12,764,474
Police Pension Levy	3,230,753	4,191,206	3,664,816	3,651,861	3,651,861	3,887,534
Fire Pension Levy	3,136,292	3,370,202	3,102,910	3,103,712	3,103,712	3,224,986
Tif Surplus Distribution	892,419	803,094	335,475	820,000	380,000	820,000
Sales Tax Local Use Tax	4,004,841	4,273,813	4,269,978	4,584,116	4,450,000	4,583,500
Real Estate Transfer Tax	1,887,970	1,627,224	3,089,201	1,950,000	2,100,000	2,227,500
Exempt Real Estate Transaction	11,490	14,160	15,390	15,000	13,000	15,000
Hotel Motel Tax	127,585	135,413	149,767	135,000	150,000	153,000
Liquor Tax	440,835	445,018	489,676	460,000	510,000	520,200
Natural Gas Use Tax	205,805	221,051	185,328	210,000	230,000	234,600
Utility Tax	4,379,337	4,218,673	3,886,488	4,350,000	4,250,000	4,377,500
Vehicle Tax	1,233,559	1,235,115	1,219,434	1,250,000	1,225,000	1,225,000
<b>Tax Revenue Total</b>	<b>\$30,830,118</b>	<b>\$32,380,192</b>	<b>\$32,273,745</b>	<b>\$33,551,663</b>	<b>\$33,085,547</b>	<b>\$34,033,294</b>
Business Licenses	\$238,668	\$254,892	\$289,540	\$210,000	\$285,000	\$290,000
Liquor License	105,038	106,476	102,217	105,600	101,500	102,700
Multi Family Dwelling License	0	151,270	139,080	127,520	140,500	140,520
Chauffer License Revenue	0	0	2,890	0	2,500	2,500
Chauffer Background Check	0	0	4,585	0	4,500	4,500
Taxi Cab inspections	0	0	1,470	0	1,250	1,250
Building Permits	785,672	659,085	707,419	725,000	726,427	725,000
Zoning Variance Application	4,790	8,690	3,375	6,000	3,500	3,500
Street Permits	34,161	35,671	48,002	32,569	75,101	55,000
Animal Licenses	32,008	31,932	32,952	31,070	35,000	35,000
Building Plan Reviews	5,199	45,005	43,174	44,135	46,080	43,535
<b>Licenses and Permits Total</b>	<b>\$1,205,536</b>	<b>\$1,293,021</b>	<b>\$1,374,703</b>	<b>\$1,281,894</b>	<b>\$1,421,358</b>	<b>\$1,403,505</b>
FCM Medicaid Reimbursement	\$0	\$0	\$0	\$0	\$0	\$0
Flu Shot Medicare Reimb.	5,794	4,475	1,810	4,000	0	0
II Emergency Management Agency	0	132,756	0	0	0	0
Grant or Loan Application Fees	0	0	1,422	0	0	0
RCFL OT Reimbursement	0	8,448	6,813	17,196	11,500	11,750
Drug Enforcement Agency Reimb	16,903	24,203	16,647	19,000	17,205	17,250
State Income Tax Revenue	4,133,751	4,095,982	4,558,385	4,510,000	4,750,000	4,918,750
Personal Prop Replacement Tax	1,329,286	1,171,380	1,173,533	1,588,750	1,361,000	1,420,025
IDOT Roadway Maintenance	0	0	0	0	68,112	69,500
IDOT Traffic Signal Maintenance	0	0	0	0	3,500	3,440
BASSETT training fees	0	0	0	3,000	2,400	0
Grant Revenue	0	0	100,168	140,861	100,000	100,000
Revolving Loan Fund	67,069	58,533	51,117	52,310	50,000	50,000
<b>Intergovernmental Revenue Total</b>	<b>\$5,552,803</b>	<b>\$5,495,777</b>	<b>\$5,909,895</b>	<b>\$6,335,117</b>	<b>\$6,363,717</b>	<b>\$6,590,715</b>
Outside Agency Unemployment	\$25,622	\$12,906	\$0	\$20,000	\$15,000	\$15,000
Ambulance Charges	822,216	675,003	999,261	840,000	948,000	1,004,000
Code Book Sales	65	19	0	0	0	0
Charges to Pension	0	0	0	0	0	0
Community Relations Whistles	0	0	0	0	0	0
Taxi Coupons	0	0	0	0	0	0
Construction Inspection Fees	800	282	1,708	1,200	0	4,460
CTA Reimbursement	271,889	274,984	275,690	264,000	120,000	277,500
Fire CPR Classes	3,705	13,452		13,500		
Smoke Detector Sales	0	0	0	0	0	0
Tree Removal Service	0	350	2,438	15,000	750	15,000
Snow Removal Service	0	0	0	0	0	0
Info Tech Support River Forest	35,000	35,000	39,167	35,000	35,000	35,000
Info Tech Support WSCDC	90,000	45,833	54,773	50,000	50,000	50,000
Sale of Liquid Gas - Fuel	50,439	79,480	66,144	72,000	72,000	72,000
Charges for Repairs/Parts	34,192	49,655	40,382	60,000	60,000	60,000
Reimbursement of Expenses	47,124	22,402	30,755	10,000	10,000	10,000
OPRFHS Event Reimbursement	593	6,696	0	5,000	13,000	6,000
SRO Reimbursement	0	0	0	0	0	102,000
Crossing Guard Reimbursement	0	170,032	176,750	175,000	176,000	180,000
Arrest Warrant Reimburse Reven	0	120	630	1,000	1,000	200
Police Training Reimbursement Rev.	0	0	17,325	0	0	0

<b>Revenue Name</b>	<b>'10 Actual</b>	<b>'11 Actual</b>	<b>'12 Actual</b>	<b>'13 Budget</b>	<b>'13 Estimated</b>	<b>'14 Budget</b>
Cable TV Franchise Fee	824,235	894,933	925,638	934,500	936,650	940,000
Book Sales	0	50,201	0	0	0	0
Cashier Difference	-1,601	-45	397	0	0	0
Copy Fees	0	0	1,532	0	0	0
Condo Inspection Fees	45,890	46,179	45,828	93,640	46,200	46,200
Elevator Inspection Fees	93,575	39,665	49,750	52,000	34,830	34,830
Street Opening Fees	8,466	6,990	10,620	8,380	10,500	10,505
Planned Unit Dev Fee	512	512	617	-	0	0
Vacant Bldg Registration Reven	10,600	11,328	40,874	2,000	0	400
Vacant Bldg Inspection Revenue	4,500	3,500	168	0	0	1,000
Miscellaneous Revenue	70,358	196,868	81,910	50,000	35,000	36,000
MFT Tax Refund	10,529	9,827	9,560	10,000	10,000	10,000
Special Events Revenue	9,763	25,383	28,053	10,000	20,000	14,550
Special Events Application Fee	850	672	1,580	1,750	1,600	1,600
Police Reports	14,911	13,562	14,862	14,000	15,000	15,000
Subpoena Fees	382	313	578	350	2,000	2,200
False Alarm Revenue	18,750	43,075	36,630	40,000	40,000	40,000
Recovered Damages	38,831	113,053	49,373	50,000	50,000	50,000
Alarm Fees	18,950	19,625	100,439	45,000	45,000	47,200
Food Service Mgmt Course Fees	5,450	2,880	2,868	2,768	2,350	2,350
Pound Other Fees	5,763	4,913	4,709	5,239	5,239	5,239
Environmental Services - VOP	79,032	88,029	84,026	82,280	82,280	82,280
Environ Health River Forest	33,000	33,512	0	0	0	0
<b>Charges for Services Total</b>	<b>\$2,674,391</b>	<b>\$2,991,189</b>	<b>\$3,195,035</b>	<b>\$2,963,607</b>	<b>\$2,837,399</b>	<b>\$3,170,514</b>
Court Fines	\$120,578	\$86,261	\$114,117	\$128,000	\$112,000	\$114,500
Parking Fines	2,537,575	2,095,023	2,344,502	2,750,000	2,425,000	2,489,883
Non-Compliance Fines	63,312	49,624	36,347	61,200	86,188	86,688
<b>Fines Total</b>	<b>\$2,721,465</b>	<b>\$2,230,908</b>	<b>\$2,494,966</b>	<b>\$2,939,200</b>	<b>\$2,623,188</b>	<b>\$2,691,071</b>
Loan Interest	\$4,930	\$4,304	\$13,161	\$2,500	\$6,598	\$5,519
Interest Revenue	5,368	706	1,089	1,500	8,500	8,500
Plan Community Development	4,790	8,690	3,375	0	2,500	2,950
Gain/Loss on Sale of Property	13,344	257,349	276,086	0	32,000	32,000
Rental of Property	55,047	61,714	35,308	49,992	87,120	87,120
<b>Other Local Government Total</b>	<b>\$83,479</b>	<b>\$332,763</b>	<b>\$329,019</b>	<b>\$53,992</b>	<b>\$136,718</b>	<b>\$136,089</b>
Trans fr Motor Fuel Tax Fund	\$330,000	\$1,536,353	\$1,320,505	\$1,230,505	\$1,230,505	\$1,300,000
Transfer From Downtown TIF	0	0	0	0	0	0
Transfer from Madison Street TIF	0	0	0	0	0	0
Intergot Support WSCDC	0	0	0	0	0	0
Transfer from Water/Sewer Fund	1,100,000	1,050,000	459,006	1,050,000	1,050,000	1,050,000
Transfer From CIP Fund	1,076,614	500,000	750,000	497,000	497,000	500,000
Transfer from Parking Fund				1,000,000	1,500,000	1,250,000
Transfer from CDBG	0	0	0	0	0	0
Transfer From Other Funds	0	1,067,404	200,000	12,134	300,000	85,665
<b>Other Financing Sources</b>	<b>\$2,506,614</b>	<b>\$4,153,757</b>	<b>\$2,729,511</b>	<b>\$3,789,639</b>	<b>\$4,577,505</b>	<b>\$4,185,665</b>
<b>General Fund Revenue Total</b>	<b>\$45,574,406</b>	<b>\$48,877,607</b>	<b>\$48,306,874</b>	<b>\$50,915,112</b>	<b>\$51,045,432</b>	<b>\$52,210,853</b>

Table 3-2A: Total General Fund Revenues, By Revenue Source

The following is a summary of the major General Fund revenue and expenditure types.

**General Fund Revenues**

General Fund Revenues are the taxes, fees, and charges that the Village assesses to provide services to its citizens. General Fund revenues are managed within the Village’s General Fund, and are comprised the following revenue streams:

- Tax revenues (e.g.- property taxes)
- Licenses and permits (e.g.- business licenses)
- Intergovernmental revenues (e.g.- state shared income taxes)
- Charges for services (e.g.- police reports)
- Fines (e.g.- parking tickets)
- Other financing sources (transfer of resources from other funds)

The following table presents a summary of the Village’s major General Fund taxes and revenues:

General Fund Revenues	Description
<p style="text-align: center;"><b>Property Taxes</b></p>	<p>Property tax revenues are the proceeds that the Village receives from assessing taxes on residential and commercial properties within the Village. Each year, the Village Board sets a levy by fixing an exact dollar amount that is used to fund operations, debt service, and the Police and Fire Pension funds. In order to collect the necessary amount, the County extends the levy by a set percentage beyond the Village’s request to account for any potential loss in collections.</p>
<p style="text-align: center;"><b>Liquor Taxes</b></p>	<p>Liquor Tax Revenues are the revenues that the Village charges to vendors that sell liquor within the Village. The current Liquor Tax rate is 3% of the liquor purchase price.</p>
<p style="text-align: center;"><b>Natural Gas Use Taxes</b></p>	<p>The Natural Gas Use Tax is a tax that the Village charges to users based upon the purchase of natural gas. The current Use Tax rate is 2.2 cents per therm.</p>
<p style="text-align: center;"><b>Sales Taxes</b></p>	<p>In the State of Illinois, there is a base 6.25 % Sales Tax on general merchandise. It is administered and collected by the Illinois Department of Revenue. One percent (1%) of this Sales Tax is distributed to the municipality where the sale occurred. This tax, officially referred to as the Retailer’s Occupation Tax (ROT) is captured in the Village’s General Fund and is used for basic Village operations.</p> <p>The Village also imposes a 1% Home Rule Occupation Tax (HROT). While approved locally, this tax is also administered and collected at the state level. This tax is dedicated to the Capital Improvement Project (CIP) Fund.</p>

<p><b>Real Estate Transfer Tax</b></p>	<p>The Real Estate Transfer Tax (RETT) is a tax on the seller of property within the Village. The tax is assessed at \$8.00 for every \$1,000.00 of the sale or “transfer” price. For example, when a \$500,000.00 house is sold, the seller would pay a RETT of \$4,000.00 (<math>\\$500,000/\\$1,000 = 500 \times \\$8.00 = \\$4,000.00</math>).</p>
<p><b>Utility Taxes</b></p>	<p>The Utility Tax is composed of two taxes: the Electricity Tax and the Natural Gas Tax. Both taxes are assessed based upon user consumption within the Village. The Electricity Tax is based on the number of kilowatt hours (kwh) consumed. The actual rate varies from a low of \$0.00202/kwh to a high of \$0.0033/kwh, based on usage. The Natural Gas Tax is also assessed on a unit charge, called the “Therm”. The tax rate is \$0.024/therm.</p>
<p><b>Licenses and Permits</b></p>	<p>The Village charges fees to individuals, businesses and other entities to acquire authorization and permission to conduct certain activities within the Village. These authorizations and permissions are extended in the form of licenses and permits. For example, the Village charges business licensing fees for entities that wish to conduct business within the Village. Individuals that wish to park in public spaces within the Village must acquire a parking permit.</p>
<p><b>Intergovernmental Revenues</b></p>	<p>Intergovernmental revenues are revenues that the Village receives from other government entities. Apart from other grants, the revenues that the Village receives from this revenue stream are primarily from the State of Illinois. Intergovernmental revenues typically take the form of grants, entitlements, shared revenues, or payments in lieu of taxes.</p>
<p><b>Charges for Services</b></p>	<p>The Village provides a number of services for which it charges fees directly to the service recipient. Such services include: drafting of police reports, ambulance services, animal adoption services, and environmental health services.</p>
<p><b>Fines</b></p>	<p>The Village charges fines and penalties to individuals and businesses when they become non-compliant with Village rules and regulations. Parking citations is an example of such a fine for which the Village charges a fee directly to the offender.</p>

**Table 3-3: Summary Description of General Fund Revenues**

### General Fund Expenditures

General Fund Expenditures are the expenditures related to the performance of direct Village services, such as police, fire, public works and housing services. General fund expenditures also relate to the performance of back-office services, such as finance, human resources, and information technology. General Fund Expenditures are managed within the Village’s General Fund, and are comprised the following expenditure types:

- Personal Services (e.g.- salaries and overtime)
- Fringe Benefits (e.g.- health insurance and pension contributions)
- Materials and Supplies (e.g.- printing and office supplies)
- Contractual Services (e.g.- vendor service contracts, Telecommunications)
- Capital Outlay (e.g.- infrastructure, Fleet Management)
- Granting Activities (e.g.- funding of community services via funds allocated from another agency)
- Transfers (e.g.- transfer of resources from other funds)

The following table presents a summary of the Village’s major General Fund Expenditures:

General Fund Expenditure Types	Description
<b>Personal Services</b>	Personal Services expenditures are the expenditures for the compensation of Village staff to perform Village services and activities. Given the labor-intensive nature of Village services, personnel and benefits expenditures typically make up the largest proportion of general fund expenditures.
<b>Fringe Benefits</b>	Fringe Benefits expenditures are the expenditures for the insurance and pension support for which the Village provides its employees. Similarly to Personal Services, Fringe Benefits typically make up a large portion of general fund expenditures.
<b>Materials and Supplies</b>	Materials and Supplies expenditures are expenditures related to maintaining administrative operations within Village departments. These expenditures include costs such as printing costs, general maintenance and upkeep, telephones services and software support.
<b>Contractual Services</b>	Contractual Services are for infrequent or unique services that are provided to the Village by independent contractors or by consultants. These expenditures are tracked separately from the Village’s salary and benefits resources.
<b>Capital Outlay</b>	Capital Outlay expenditures are for the maintenance of Village physical and technical infrastructure.
<b>Grants</b>	In some cases, the Village serves as a grantor of funds to local community service providers, who provide services to the community on behalf of the Village. Grants expenditures are associated with these types of activities.



<b>Transfers</b>	Transfer expenditures are the expenditures that are transferred from the General Fund to support service activities within other funds. For example, departments that are paying off debt related to the acquisition of a building or facility would transfer the annual amount of the debt payment from the General Fund to the Debt Service Fund.
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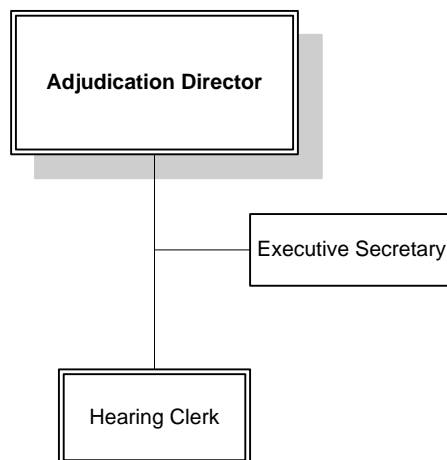
**Table 3-4: Summary Description of General Fund Expenditure Types**

### 3.2 General Fund Department Summaries

The following are department summaries for the Village of Oak Park's General Fund departments and divisions. The summaries are organized in the following manner:

- **Organizational Chart-** The department organization chart illustrates the department's operating structure of the department's
- **Department Mission-** The Mission Statement provides a concise summary of the department's purpose and/or goal
- **Executive Overview-** The Executive Overview provides a brief description of the department's functions and operating structure
- **2013 Accomplishments-** The 2013 Accomplishments section provides a highlight of the department's current (or planned) accomplishments for FY2013.
- **2014 Work Plan-** The 2014 Work Plan section presents a summary of planned activities for FY14.
- **MAP Program -** The MAP Program section provides a summary of department Governance Priorities and the associated performance visions. For departments that have not yet been integrated into the MAP Program, this section indicates when the department will be incorporated into the MAP Program.
- **Financial Summary-** The Financial Summary provides a consolidated summary of the following information:
  - **Total General Fund expenditures, By Expenditure Type**
  - **Full Time Equivalent (FTE) Summary, By Fund**
    - § **Total Department FTE's-**
    - § **Total General Fund FTE's-**
  - **Revenue Summary-** *General Fund departments are typically funded through General Fund resources. However, a number of Village departments have been assigned analysis responsibilities over particular revenues streams. While the departments are not directly supported by the revenue streams that they monitor, they are responsible for reviewing and analysing revenue performance.*
- **Significant Budget Changes-** The Significant Budget Changes subsection provides a summary of the major program and/or resource changes that are reflected within department's 2014 Adopted budget.

### 3.2.1 Administrative Adjudication



#### Executive Overview

Administrative Adjudication conducts administrative hearings for the Village of Oak Park, Illinois. The hearings are divided into two primary categories: Parking and Local Ordinance Violations. The citations that are adjudicated are issued by various departments/divisions in the Village including Police, Fire, Building and Property Standards, Health, Public Works and Housing. The department maintains the records of the hearings and transmits notices to individuals that have pending matters.

#### 2013 Accomplishments

Fiscal Year 2013 saw the Adjudication Department improving processes, training Village inspectors to help improve their performances in hearings and seeking ways to reduce costs by combining mail services with other departments, and investigating outsource possibilities.

Other accomplishments and activities included the following:

- Achieved near 100-percent compliance with business license requirements after a modified process for issuing citations for the failure to comply with Village ordinance was developed.
- Improving Adjudication staff performance with a new internal procedures manual.
- Streamlining adjudication hearings with a new informative procedural handout for persons appearing.
- Expanded potential providers who may be able to offer services to youth required to perform community service through discussions with Scholarship and Guidance Association (SGA) Youth & Family Services and Opportunity Knocks.

**2014 Work Plan**

FY14 will see the Adjudication Department focusing on improving juvenile outcomes and automating processes to allow administrative law judges to immediately enter judgments for quicker posting of judgments and payments.

As the juvenile adjudication process matures the ability to effectively provide non-financial and non-punitive outcomes will continue to be a challenge. In the past, the Adjudication Department has used a contracted Supervisor of Community Service Workers (SCSW) to monitor community service. Given the extensive range of skills required by the SCSW and the shortage of individuals with these skills, staff believes the best course of action is to hire a service provider rather than a contracted worker. The cost for this type of service may reach as high as \$30,000. Adjudication is requesting an additional \$20,000 above what was spent on the SCSW. Adjudication also will continue to work with a series of providers including the Oak Park Township Youth Services.

Most individuals' first contact with the Adjudication Department begins with an automated process, receiving a notice or filing an online contest. However, the internal processes required once a judgment is made are not as automated as they could be – especially for hearings not held in Room 201. The department is requesting funding for a technical contractor for the local ordinance violation database. The contractor would be vetted and supervised by the IT Department, but funded from the Adjudication budget.

**MAP Program**

The Department of Administrative Adjudication will be incorporated into the MAP Program during the second wave of program deployment (2013-2014)

<b><u>Expenditure Type</u></b>	<b><u>2010 Actual</u></b>	<b><u>2011 Actual</u></b>	<b><u>2012 Actual</u></b>	<b><u>2013 Budget</u></b>	<b><u>2013 Est.</u></b>	<b><u>2014 Budget</u></b>
Personal Services	\$ 174,271	\$ 178,032	\$ 192,185	\$ 202,998	\$ 202,998	\$ 203,850
Fringe Benefits	\$ 50,043	\$ 53,676	\$ 61,931	\$ 67,577	\$ 65,731	\$ 69,985
Materials & Supplies	\$ 37,837	\$ 29,953	\$ 33,515	\$ 55,400	\$ 41,150	\$ 54,650
Contractual Services	\$ 175,587	\$ 176,012	\$ 195,035	\$ 194,900	\$ 202,600	\$ 212,672
<b>Department Total</b>	<b>\$ 437,738</b>	<b>\$ 437,673</b>	<b>\$ 482,665</b>	<b>\$ 520,875</b>	<b>\$ 512,479</b>	<b>\$ 541,157</b>

<b><u>FTE Summary</u></b>	<b><u>2010 Actual</u></b>	<b><u>2011 Actual</u></b>	<b><u>2012 Actual</u></b>	<b><u>2013 Budget</u></b>	<b><u>2013 Est.</u></b>	<b><u>2014 Budget</u></b>
General Fund	3.0	3.0	3.0	3.0	3.0	3.0

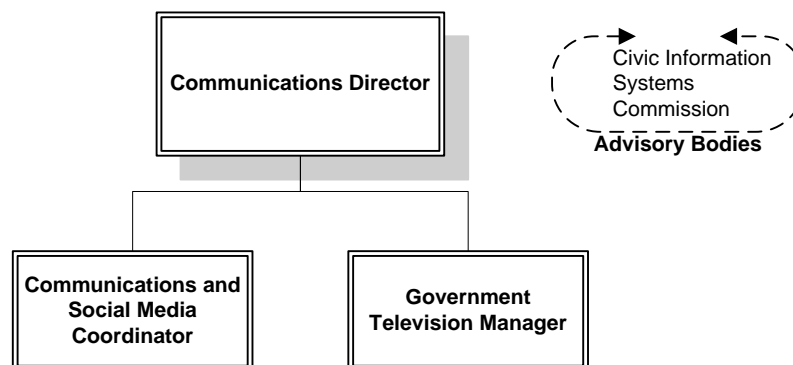
<b><u>Revenue Summary</u></b>	<b><u>2010 Actual</u></b>	<b><u>2011 Actual</u></b>	<b><u>2012 Actual</u></b>	<b><u>2013 Budget</u></b>	<b><u>2013 Est.</u></b>	<b><u>2014 Budget</u></b>
Non Compliance Fines	\$63,312	\$49,624	\$36,347	\$61,200	\$62,100	\$61,200

**Table 3-5: Administrative Adjudication Financial Summary**

**2014 Significant Budget Changes**

<b>Amount</b>	<b>FTE Impact</b>	<b>Narrative</b>
\$20,000	0.0	The department is requesting additional resources to contract with a services provider to supervise the community service program and activities.
\$10,000	0.0	The department is requesting a technical contractor for the local ordinance violation database. The contractor would be vetted and supervised by the IT Department, but would be funded from the Adjudication budget.

### 3.2.2 Communications



#### Executive Overview

The Communications Department keeps the public informed about municipal government programs, services and activities through a wide range of public information tools. The Communications Office writes, designs and manages the production of informational publications such as brochures and the OP/FYI community newsletter and quarterly Employee News, and manages news media relations, including issuing news releases and answering inquiries from reporters. Other duties include operating the Village’s government access cable television station VOP-TV, including producing original programming, managing the public website, www.oak-park.us, and the employee intranet website, and publishing e-news, an ongoing electronic news information operation. In addition, the Office manages the official social networking communications tools, including Facebook, Twitter, YouTube and Pinterest.

#### 2013 Accomplishments

In FY13 the Communications Department launched a new public website to replace the site that had been in place for more than a decade. In addition to a modern look, more intuitive navigation and a much improved search feature, the site also replaced a labor-intensive and tedious administrative interface with a more user-friendly approach that eventually will decentralize responsibility for ensuring content is up to date. Work also is underway to add a responsive design element to the website for better display and function on mobile devices.

Other accomplishments for 2013 included the following:

- Expanded the reach of Village’s official social media presence with a growing base of nearly 4,000 facebook fans and more than 2,000 twitter followers. E-news, the Village’s original list serve, now has a subscriber base of nearly 2,000 as well. A series of new Village Pinterest boards also was launched where photo albums depicting Village life are posted for everyone to see and share.
- Enhanced the Village’s online video presence by adding more than two dozen new, original videos to the official Village YouTube channel. By mid-2013 the number of original videos on the channel was approaching 200, with views exceeding 63,000.

- Resolved the long-running VOP-TV signal quality issue on Comcast channel 6. The signal now is delivered to the broadcast node via new fiber installed by Comcast from its local junction to the station control room in Village Hall.
- Eliminated labor-intensive scanning and large file sizes of Village Board agenda packets by reconfiguring the vendor-supported streaming and archiving service to individually link items listed on agendas with related materials. The system creates a searchable agenda, which then is linked to the background materials as well as the portion of the video where the item was discussed. Overall, the result is easier access for the public to find and review Village Board agenda materials.
- Supported Police in disseminating public information related to several high-profile incidents.
- Worked with other taxing bodies to incorporate their news into issues of the OP/FYI community newsletters, which is distributed to every residential address in the community.

### **2014 Work Plan**

With mobile devices growing significantly as web browsers, a major focus of the Communications Department for FY14 is to take the website to the next level. Projects will include creating templates that respond according to the user access device, updating the look of e-commerce pages to better conform to new website design and creating more online interaction opportunities, including forms and dedicated apps.

Other projects for FY14 include updating the intranet website by borrowing from the new public website, while identifying and incorporating features useful to employees; continuing to grow the Village's social media presence and incorporating opportunities for direct citizen interaction; and supporting the mission of the Civic Information Systems Commission.

Communications also is requesting funding to upgrade the aging VOP-TV equipment in Council Chambers to ensure the ability to broadcast Village Board meetings live is not interrupted or compromised by equipment failure. Meeting broadcasts are the cornerstone of ensuring transparency of official discussions and actions. Maintaining their continued availability is a critical goal.

### **MAP Program**

The Department of Communications will be incorporated into the MAP Program during the second wave of program deployment (2013-2014).

<u>Expenditure Type</u>	<u>2010 Actual</u>	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Budget</u>	<u>2013 Est.</u>	<u>2014 Budget</u>
Personal Services	\$194,511	\$196,548	\$187,189	\$202,028	\$206,251	\$216,693
Fringe Benefits	\$66,467	\$71,875	\$71,579	\$82,343	\$84,882	\$90,363
Materials & Supplies	\$46,232	\$41,664	\$64,501	\$69,550	\$66,944	\$69,450
Contractual Services	\$11,285	\$26,485	\$93,554	\$92,840	\$75,500	\$73,050
<b>Department Total</b>	<b>\$318,495</b>	<b>\$336,572</b>	<b>\$416,824</b>	<b>\$446,761</b>	<b>\$433,577</b>	<b>\$449,555</b>

<u>FTE Summary</u>	<u>2010 Actual</u>	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Budget</u>	<u>2013 Est.</u>	<u>2014 Budget</u>
General Fund	3.0	3.0	3.0	3.0	3.0	3.0

<u>Revenue Summary</u>	<u>2010 Actual</u>	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Budget</u>	<u>2013 Est.</u>	<u>2014 Budget</u>
Cable TV Franchise Fee	\$824,235	\$894,933	\$925,638	\$896,000	\$936,650	\$940,000

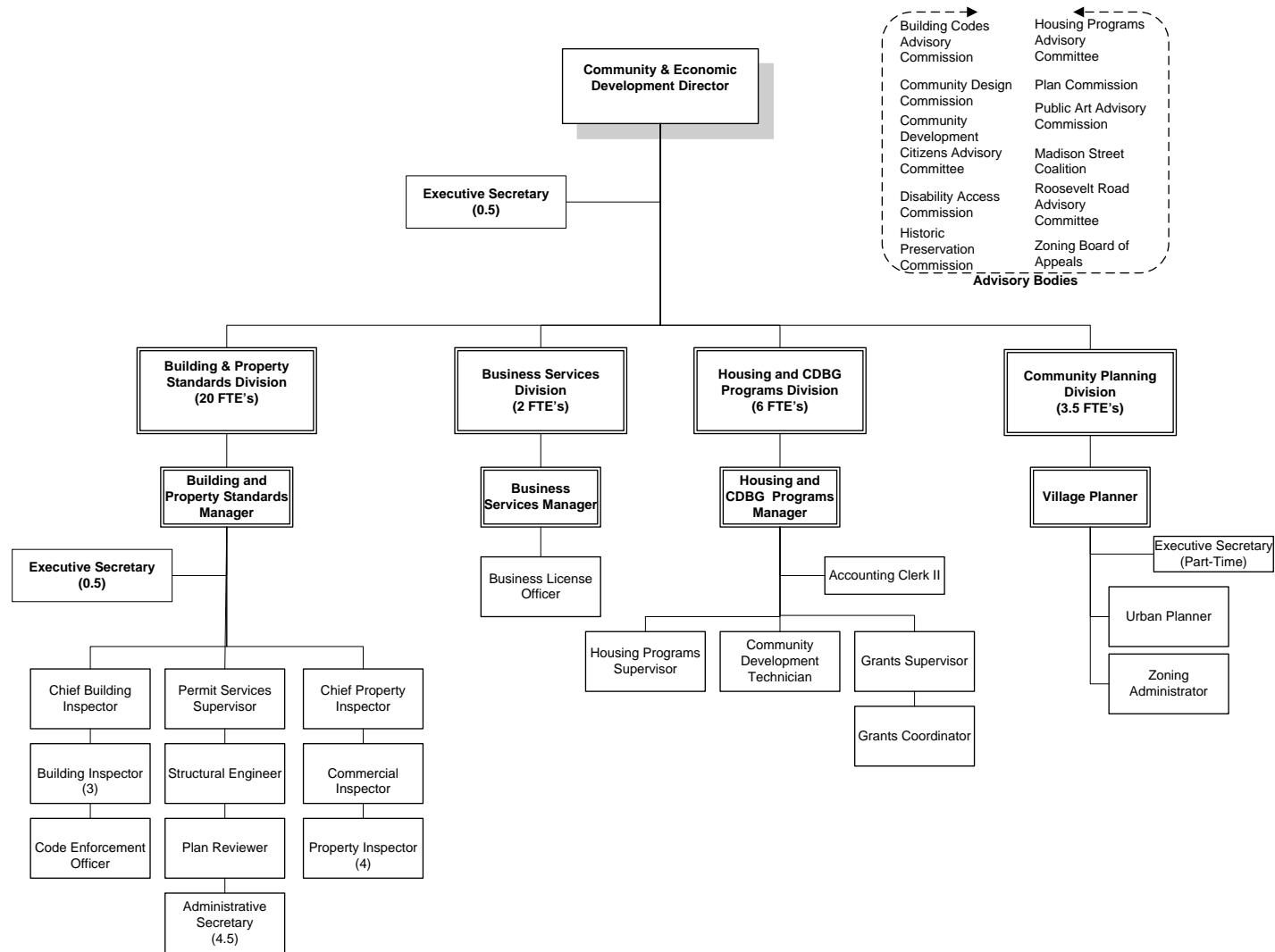
**Table 3-6: Communications Financial Summary**

**2014 Significant Budget Changes**

<b>Amount</b>	<b>FTE Impact</b>	<b>Narrative</b>
\$35,600	0.0	The VMO recommends that the department receive resources to refresh the Village's cameras in the Council Chamber, which have outlived their life expectancy, and are beginning to become difficult to maintain. The department wants to ensure that the ability to broadcast Village Board meetings live is not interrupted or compromised by equipment failure. The resources for this request are included within the Equipment Replacement Fund.



### 3.2.3 Community and Economic Development



### Executive Summary

The Department of Community and Economic Development is charged with wide range of tasks associated with the Village's economic infrastructure. In addition to the more traditional economic development duties such as land use, Tax Increment Financing district oversight, business recruitment and retention and permitting, divisions within the department will specifically include four divisions organized as Building and Property Standards,(BPS), Business Services, Community Planning (which is inclusive of zoning administration and historic preservation) and Housing & CDBG Programs.

<b>Division</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Est.</b>	<b>2014 Budget</b>
Administration	\$0	\$0	\$0	\$90,136	\$22,534	\$123,449
Building and Property Standards	\$1,549,581	\$1,508,653	\$1,605,981	\$2,006,116	\$1,612,903	\$2,053,597
Business Services	\$131,672	\$169,101	\$309,381	\$933,990	\$896,899	\$832,373
Housing Programs	\$467,973	\$700,520	\$989,217	\$1,267,636	\$993,370	\$1,056,087
Planning	\$361,845	\$322,616	\$470,906	\$335,438	\$336,434	\$385,905
<b>CED Expenditures</b>	<b>\$2,511,071</b>	<b>\$2,700,890</b>	<b>\$3,375,485</b>	<b>\$4,633,316</b>	<b>\$3,862,139</b>	<b>\$4,451,411</b>
<b>Expenditure Type</b>						
<b>Expenditure Type</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Est.</b>	<b>2014 Budget</b>
Personal Services	\$ 1,406,049	\$ 1,510,251	\$ 1,484,885	\$ 1,635,573	\$ 1,585,620	\$ 1,843,162
Fringe Benefits	\$ 470,097	\$ 539,760	\$ 513,694	\$ 614,819	\$ 611,508	\$ 731,144
Materials & Supplies	\$ 22,027	\$ 28,184	\$ 112,795	\$ 113,050	\$ 33,660	\$ 86,460
Contractual Services	\$ 612,898	\$ 622,695	\$ 1,264,111	\$ 2,269,875	\$ 1,631,352	\$ 1,790,645
<b>Department Total</b>	<b>\$ 2,511,071</b>	<b>\$ 2,700,890</b>	<b>\$ 3,375,485</b>	<b>\$ 4,633,317</b>	<b>\$ 3,862,139</b>	<b>\$ 4,451,411</b>
<b>FTE Summary</b>						
<b>FTE Summary</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Est.</b>	<b>2014 Budget</b>
Administration	2.0	0.0	0.0	1.5	1.5	1.5
Building and Property Standards	20.5	19.5	19.5	20.0	20.0	20.0
Business Services	1.0	1.0	1.0	1.0	1.0	2.0
Housing Programs	4.0	6.0	6.0	6.0	6.0	6.0
Planning	4.0	4.0	3.5	3.5	3.5	3.5
<b>General Fund FTE Total:</b>	<b>31.5</b>	<b>30.5</b>	<b>30.0</b>	<b>32.0</b>	<b>32.0</b>	<b>33.00</b>

Table 3-7: Community and Economic Development Financial Summary

### Division Summaries:

The following are the Division Summaries for the four divisions within the Department of Community and Economic Development:

- Building and Property Standards
- Business Services
- Community Planning
- Housing and CDBG Programs

## Building and Property Standards Division

Building & Property Standards (BPS) Division serves to ensure that the buildings, structures and properties within the Village of Oak Park are constructed, improved and preserved with regard for safety to life and property. BPS is responsible for the general administration and management of the following:

- Property Standards Services enforce the Village's Housing Code and property maintenance ordinances through several programs including:
  - Neighborhood Walk Program;
  - Vacant Building Ordinance inspections;
  - Annual Building Inspections of multi-family residential buildings with four or more rental dwellings units;
  - Annual Condominium Inspections of common areas of condominium properties;
  - Annual Commercial Building Inspections for property maintenance and fire/life-safety;
  - Business License Inspections;
  - Special Events inspections;
  - Sales inspections of multi-family residential buildings with four or more rental units; and
  - Property complaint resolution inspections.

Staff also mitigates emergency hazards and board-ups or other temporary measures to expedite the abatement of nuisances and hazardous conditions to ensure the safety of the public. Costs incurred for emergency services are typically billed to the property owner.

- Building Inspection Services regulate new construction, renovations and repairs to buildings and structures to ensure compliance with the Village's building codes and other pertinent laws and acts through the performance of on-site construction inspections and actively seeking out work being performed without permits. The division provides building inspections on an emergency basis in response to fire, wind or other damage to buildings or structures. Additional services are related to managing and tracking third-party inspectional services related to elevators and other conveyances, construction trade inspections and plan reviews.
  - Plan reviews to verify proposed construction compliance with the Village's building codes and ordinances and other pertinent laws and acts. Division staff coordinates and tracks plan review activities of multiple Village departments
  - Processing of permit applications, both in-house and on-line
  - Archiving of plan review, permit submittal and inspection documents.

### **2013 Accomplishments**

In keeping with a goal of enhancing customer service, expanding the online permitting system to include processing of simple electric and plumbing permits ranks high among the Building & Property Standards Division accomplishments for FY13. In addition to simple electric and plumbing permits, simple permits also are available online for a wide range of projects, including for heating and air conditioning equipment, roofing, windows, gutters and siding.

Other accomplishments in 2013 include the following:

- Provided support to the Building Code Advisory Committee (BCAC) in recommending adoption of the 2009 International Building Code series and International Property Maintenance Code
- Established a process for performing electronic plan reviews on simpler project, laying the groundwork for applying to larger projects with a new software system in 2014.

### **2014 Work Plan**

Replacing the outdated Tidemark permit tracking software with a new system will be a key part of BPS activities in the FY14. Subject to Board authorization, staff will work with a software consultant to define processes and develop best practices for integration of the replacement software. The FY14 Adopted budget includes \$50,000 for software consultant services \$200,000 for the replacement of the existing permitting system (Tidemark).

BPS staff also will be working with the Information Technology Department to further develop the online permitting system, a key step toward reducing overall plan review and processing timelines on all project types. Projects will include allowing customers to combine simple permits with permits for residential kitchen and bathroom remodeling projects, and adding residential garage permits to the secure, online system.

In addition, division staff also will be working with the IT and Finance departments to allow customers to swipe credit cards at the permit counter when paying for permits, further enhancing the concept of a one-stop point of service.

**MAP Program**

The following is a summary of the Governance Priorities and performance visions for the Division of Building and Property Standards:

Building and Property Standards Governance Priorities		
Governance Priority #1- Permit Issuance	Governance Priority #2 - Plan Reviews	Governance Priority #3 – Inspections
<ul style="list-style-type: none"> <li>- <b>Vision #1-</b> Ensure that the permit issuance process is streamlined in a consistent and customer-friendly manner</li> <li>- <b>Vision #2-</b> Leverage technology to implement customer self-service options</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Vision #1-</b> Ensure that the plan review process is streamlined in a consistent and customer-friendly manner</li> <li>• <b>Vision #2-</b> Leverage technology to improve efficiency and transparency within the plan review experience</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Vision #1-</b> Create a continuous learning environment for division staff, building professionals and property owners</li> </ul>

<u>Expenditure Type</u>	<u>2010 Actual</u>	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Budget</u>	<u>2013 Est.</u>	<u>2014 Budget</u>
Personal Services	\$1,103,420	\$1,050,491	\$975,163	\$1,010,009	\$1,033,756	\$1,135,629
Fringe Benefits	\$375,793	\$369,153	\$347,957	\$398,557	\$415,913	\$463,468
Materials & Supplies	\$11,131	\$14,674	\$25,229	\$71,000	\$18,658	\$33,700
Contractual Services	\$59,237	\$74,335	\$257,631	\$526,550	\$144,577	\$420,800
<b>Department Total</b>	<b>\$1,549,581</b>	<b>\$1,508,653</b>	<b>\$1,605,981</b>	<b>\$2,006,116</b>	<b>\$1,612,903</b>	<b>\$2,053,597</b>

<u>FTE Summary</u>	<u>2010 Actual</u>	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Budget</u>	<u>2013 Est.</u>	<u>2014 Budget</u>
General Fund	20.5	19.5	19.5	20.0	20.0	20.0

<u>Revenue Summary</u>	<u>2010 Actual</u>	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Budget</u>	<u>2013 Est.</u>	<u>2014 Budget</u>
Building Permits	\$785,672	\$659,085	\$707,419	\$650,000	\$726,427	\$761,826
Street Permits	\$34,161	\$35,671	\$48,002	\$31,288	\$75,101	\$75,452
Building Plan Reviews	\$51,599	\$45,005	\$43,174	\$44,135	\$38,200	\$43,535
Code Book Sales	\$65	\$19	\$0	\$0	\$0	\$0
Construction Inspection Fees	\$800	\$282	\$0	\$1,200	\$0	\$4,460
Book Sales	\$0	\$50,201	\$0	\$0	\$0	\$0
Elevator Inspection Fees	\$93,575	\$39,665	\$0	\$43,000	\$34,830	\$34,830
Street Opening Fees	\$8,466	\$6,990	\$10,620	\$8,380	\$10,500	\$10,505
Planned Unit Dev Fee	\$512	\$512	\$0	\$0	\$0	\$0
Vacant Bldg Registration Revenue	\$0	\$0	\$0	\$400	\$0	\$400
Vacant Bldg Inspection Revenue	\$4,500	\$3,500	\$0	\$0	\$0	\$1,000
<b>Revenue Total:</b>	<b>\$979,350</b>	<b>\$840,930</b>	<b>\$809,215</b>	<b>\$778,403</b>	<b>\$885,058</b>	<b>\$932,008</b>

Table 3-8: Building and Property Standards Financial Summary

**2014 Significant Budget Changes**

<b>Amount</b>	<b>FTE Impact</b>	<b>Narrative</b>
\$250,000	0.0	The division is requesting resources to continue its efforts to acquire and implement a new permitting and licensing solution. The Division is requesting \$50,000 from the General Fund to acquire an external consultant to support process improvement activities among Village departments involved in the permitting and licensing function. The Division is also requesting \$200,000 from the Equipment Replacement Fund for the purchase and implementation of a new permitting system.
\$10,000	0.0	The division is requesting resources to contract with a vendor to conduct third-party electrical inspections.

## Business Services Division

Business Services Division delivers programs and services that help to define the quality of life in the Village through the maintenance, expansion and growth of the commercial economy in Oak Park. Business Services oversees several partner agencies, including The Oak Park Development Corporation, the Oak Park Area Arts Council and The Visitors Bureau. In addition, the Business Services Manager is also the Village liaison to Downtown Oak Park's management agency DTOP which contracts with the Village for Special Service Area (SSA) funded programs and services in the Downtown SSA. Programs and services that are provided directly out of Village Hall include the following:

- **Commercial Recruitment & Retention.** In concert with our partner The Oak Park Development Corporation (OPDC), efforts will continue to develop and execute proactive outreach to commercial and retail tenancy for all commercial areas in Oak Park. Additionally, educational efforts and commercial district support will enable the community to continue to enjoy relatively low vacancy rates in our commercial corridors.
- **Business Ombudsmen Services.** The Business Service Center Manager acts as the central point of entry at Village Hall for new and existing businesses expediting services offered by various departments throughout the organization.
- **Development Management.** Currently, the Business Services Manager in partnership with the Village Manager, the new Director of Community and Economic Development and the Village Planner oversees the execution of Village Redevelopment Agreements & Planned Unit Development Agreements with developers investing in Oak Park. As the Community and Economic Development Department evolves, the Village Manager will work with the new Department Director formally establish roles and responsibilities in this area. Coordinate with the business community and internal departments in the planning and execution of above the surface public investments in the business corridors.
- **Marketing.** The Business Services Division will continue to develop and execute local and regional marketing efforts promoting the Villages commercial and cultural assets.
- **Community Partner Management & Oversight.** The Business Services Division is responsible for the internal management of the service contracts for The Oak Park Development Corporation, The Convention and Visitors Bureau, the Oak Park Area Arts Council. Additionally the Business Services Manager is the staff liaison to the Public Art Advisory Commission.
- **VOP Commercial Property Management.** The Business Services Division is responsible for the day to day management of all Village owned commercial properties.

### 2013 Accomplishments

In FY13 there was a conscious effort to strengthening relationships between Village government and the local business community and the organizations which represent these customers (i.e. Business Area Council, the Oak Park River Forest Chamber of Commerce). Among Business Services key accomplishments was working together with stakeholders to form the Downtown Districts Council

and launching new marketing efforts to promote investment and consumer spending in our commercial districts.

FY13 accomplishments also included the following:

- Enhanced recruitment and retention strategies, including establishing a schedule for regular planning sessions with OPDC, updating the business license database for more advanced market research and hosting a commercial developer/broker tour of our community.
- Adoption of a new Small Commercial Loan program for administration by the Village's partner agency OPDC.
- A new Event Sponsorship Grant Program also was created and the existing Holiday Décor Grant Program implemented.
- Current and prospective business operators were assisted at Village Hall to move through the various licensing processes.
- Managed various aspects of a range of major development projects, including at Lake Street and Forest Avenue, Harlem Avenue and South Boulevard and Madison Street and Oak Park Avenue. Activities included issuing requests for proposals, developing term sheets and agreements, and managing Village ownership interests.
- Working with the Public Arts Advisory Commission to bring the second annual sculpture walk to the heart of the downtown business district where the broadest range of consumers in the community could engage the pieces. In addition to the sculpture walk with three pieces of sculpture were acquired and installed.

### **2014 Work Plan**

In FY14, the Business Services Division will be working to support the Village Board goal of creating an economic development environment that includes a clear, comprehensive approach to meeting the needs of diverse constituents for commercial vitality throughout the Village.

The first step will require moving all business licensing activities (except liquor licensing) to relocate into the Business Services Division of the Community & Economic Development Department. By centralizing all interactions with Village internal departments, business communication strategies can be coordinated for effective interaction with current and prospective business operators. Significant revisions to the current permitting processes also will be explored for improving interdepartmental communication/collaboration and customer tracking. Liquor Licensing, as established by State law and local ordinance will be under the direction of the Liquor Commissioner, with advice by the Liquor Control Review Board. As noted in the Law Department area of the budget, staff liaison support to the LCRB will be under the direction of the Village Attorney or his designee and Business Services will work closely with the Law Department in this area.



Business Services also will focus on further enhancing the built environment by exploring possible investment in the Harrison Street Arts District and Southtown Oak Park. In addition, an analysis of current pedestrian wayfinding signage in all commercial districts originally planned for 2013 will occur in 2014.

Efforts to further refine marketing efforts with the Downtown District Council, the Chamber of Commerce, OPDC, Visit Oak Park and the business community also will continue, as will business recruitment and retention efforts, including the new Recruitment Incentive Program and another developer/broker tour. Work also will continue on the ongoing major development projects pending for Lake & Forest, Harlem & South Boulevard and Madison & Oak Park.

**MAP Program**

The following is a summary of the Governance Priorities and performance visions for the Division of Business Services:

Business Services Governance Priorities		
<b>Governance Priority #1 – Business Ombudsmen Services</b>	<b>Governance Priority #2 – Commercial Recruitment and Retention</b>	<b>Governance Priority – Development Management</b>
<ul style="list-style-type: none"> <li><b>Vision #1</b> – Provide a highly responsive and user-friendly environment for existing and potential businesses</li> </ul>	<ul style="list-style-type: none"> <li><b>Vision #1</b> – Improve the health and vitality of business districts</li> <li><b>Vision #2</b> – Establish a regional approach to commercial marketing and recruitment</li> </ul>	<ul style="list-style-type: none"> <li><b>Vision #1</b> – Facilitate the development of village-owned properties in a manner that aligns with the comprehensive plan and with Village corridor plans</li> <li><b>Vision #2</b> – Align Village development activities with established best practices</li> </ul>

<b>Expenditure Type</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Est.</b>	<b>2014 Budget</b>
Personal Services	\$78,235	\$79,269	\$79,226	\$81,148	\$78,793	\$132,922
Fringe Benefits	\$24,332	\$26,207	\$27,766	\$30,443	\$28,706	\$49,651
Materials & Supplies	\$1,674	\$3,747	\$33,839	\$30,550	\$4,050	\$31,800
Contractual Services	\$27,431	\$59,878	\$168,551	\$791,850	\$785,350	\$618,000
Transfers	\$0	\$0	\$0	\$0	\$0	\$0
<b>Department Total</b>	<b>\$131,672</b>	<b>\$169,101</b>	<b>\$309,381</b>	<b>\$933,991</b>	<b>\$896,899</b>	<b>\$832,373</b>

<b>FTE Summary</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Est.</b>	<b>2014 Budget</b>
General Fund	1.0	1.0	1.0	1.0	1.0	2.0

<b>Revenue Summary</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Est.</b>	<b>2014 Budget</b>
Rental of Property	\$55,047	\$61,714	\$35,308	\$49,992	\$87,120	\$87,120
Business Licenses	\$238,689	\$254,892	\$289,540	\$210,000	\$285,000	\$290,000
<b>Revenue Total:</b>	<b>\$55,047</b>	<b>\$61,714</b>	<b>\$35,308</b>	<b>\$49,992</b>	<b>\$87,120</b>	<b>\$87,120</b>

Table 3-9: Business Services Financial Summary

**2014 Significant Budget Changes**

Amount	FTE Impact	Narrative
\$75,075	1.0	VMO supports the reorganization of the Business License Officer from the Office of Village Clerk to the Business Services Division (It should be noted that the Division requested an additional employee to support business services activities. While the VMO believes this would be an appropriate investment, resource limitations caused the VMO to not include this requested position).
\$0	0.0	The existing contractual services funding will be used for TIF analysis for Roosevelt Road.

**Partner Agency Summary**

The Business Services Division serves as the liaison to the following Partner Agencies:

**Visit Oak Park-** Visit Oak Park, formerly known as the Oak Park Area Convention and Visitors Bureau, is a non-for-profit state certified tourism bureau that provides marketing and advertising services for the various attractions located in its service area which encompasses 21 communities in West Cook County. In FY14, it is proposed the Village enter into a one-year service agreement with Visit Oak Park to encourage tourism through the promotion of Village of Oak Park events and tourism attractions regionally, nationally, and internationally, to act as a catalyst to promote the development of additional attractions, to operate the Visitors Center, to implement and coordinate the tourism related policies and procedures adopted by the Village, and to provide assistance and consultation to area tourism attractions.

**Oak Park Area Arts Council-** The Oak Park Area Arts Council was founded in 1974 by local artists as the Civic Arts Council of Oak Park. It became a non-profit agency in 1976. The mission of the Oak Park Area Arts Council is to celebrate, support and promote artists and art organizations in Oak Park, River Forest and Forest Park by raising funds for the arts, advocating for policies that promote art and enhance the social, economic and cultural foundations of the communities they serve. In FY14, it is proposed the Village enter into a one-year service agreement with the Oak Park Area Arts Council to administer an Arts Funds Grant Program supporting local artists and arts organizations, to produce and distribute an E-Art newsletter, to promote public art through the administration of a mini-mural program, and the Off the Wall program, and to act as a resource for the local arts community.

**Oak Park Development Corporation-** The Oak Park Development Corporation (OPDC) is a private, not-for-profit corporation established in 1974 by the Village, area banks, and businesses. OPDC is a community economic redevelopment agency that acts as a catalyst between developers, property and business owners, and the Village of Oak Park. In FY14, it is proposed the Village enter into a one-year service agreement to assist the Village with recruitment and retention of retail and commercial businesses via site location and technical assistance and administer specific financial incentives funding by the Village to attract and support businesses.

The following is a summary of partner agency funding for these agencies:

Partner Agency	2008	2009	2010	2011	2012	2013	2014 Budget
<b>Oak Park Area Convention and Visitors Bureau</b>							
General Fund - Business Services Contractual Services	\$ 55,242	\$ 106,750	\$ 75,645	\$ 67,231	\$ 64,044	\$ 70,000	\$ 57,500
Hotel Motel Tax Revenues	\$ 169,918	\$ 113,419	\$ 126,999	\$ 135,413	\$ 138,600	\$ 155,000	\$ 155,000
<b>Total OP Area Convention and Visitors Bureau - 25% of Agency Funding</b>	<b>\$ 225,160</b>	<b>\$ 220,169</b>	<b>\$ 202,644</b>	<b>\$ 202,644</b>	<b>\$ 202,644</b>	<b>\$ 225,000</b>	<b>\$ 212,500</b>
<b>Oak Park Area Arts Council</b>							
General Fund - Business Services Contractual Services (Operating Support)	\$ 108,000	\$ 76,704	\$ 70,284	\$ 70,284	\$ 70,596	\$ 79,750	\$ 70,500
General Fund - Business Services Contractual Services (Art Funding)	\$ 34,200	\$ 12,150	\$ 12,154	\$ 14,154	\$ 20,000	\$ 25,000	\$ 25,000
General Fund - Business Services Contractual Services (Off - the Wall Grant)	\$ 27,000	\$ 24,966	\$ 20,000	\$ 20,000	\$ 25,000	\$ 15,000	\$ 15,000
In Kind (Village Hall Office Space)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Fund - Mini Mural	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,000	\$ 20,000
<b>Total OP Area Arts Council - 85% of Agency Funding</b>	<b>\$ 169,200</b>	<b>\$ 113,820</b>	<b>\$ 102,438</b>	<b>\$ 104,438</b>	<b>\$ 115,596</b>	<b>\$ 139,750</b>	<b>\$ 130,500</b>
<b>Oak Park Development Corporation</b>							
General Fund - Business Services Contractual Services	\$ 330,000	\$ 306,000	\$ 286,205	\$ 292,200	\$ 313,000	\$ 300,000	\$ 200,000
Interest Subsidy	\$ 80,000	\$ 41,000	\$ 33,000	\$ 16,000	\$ 3,900	\$ -	\$ -
Grant Programs - Non TIF	\$ 137,000	\$ 30,000	\$ 25,000	\$ 36,000	\$ 31,100	\$ 30,000	\$ -
Grant Programs - Madison TIF	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Grant Programs - Downtown TIF	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -
<b>Total OPDC - 85% of Agency Funding</b>	<b>\$ 647,000</b>	<b>\$ 477,000</b>	<b>\$ 444,205</b>	<b>\$ 444,200</b>	<b>\$ 398,000</b>	<b>\$ 380,000</b>	<b>\$ 250,000</b>

Summary of Business Services Partner Agency Funding

## Community Planning Division

Community Planning performs a variety of general, special and strategic planning tasks. Community Planning is responsible for ensuring adherence to the Comprehensive Plan and business district plans with respect to land use. The Community Planning staff supports the work of the Plan Commission that reviews development projects and makes recommendations to the Board of Trustees, the work of the Community Design Commission that reviews sign variance applications, supports the Village Forester, and reviews public and private developments relative to aesthetic and landscape amenities. The staff also supports the work of the Historic Preservation Commission by reviewing plans for the commission and interfaces with the public around preservation issues. The staff also provides administrative support to the Zoning Board of Appeals. The Community Planning staff administers the Zoning Ordinance, Sign Ordinance, Historic Preservation Ordinance and various other planning documents.

### 2013 Accomplishments

FY13 work was focused on work related to development of a new Comprehensive Plan, the document that will help guide much of the community's future land use policy and investment in public infrastructure. Working with a professional contractor, Planning staff members coordinated an aggressive community outreach effort to maximize citizen participation, coordinated scores of public meetings and integrated hundreds of public comments into the document that soon will be available for review and refinement.

Other accomplishments within the first half of 2013 included the following:

- Reviewed nearly 2,000 building and sign permit applications, evaluated about 90 business licenses for zoning compliance and processed 20 Certificates of Appropriateness for work within one of the Village's historic district.
- Researched more than 1,500 business properties related to sign amortization regulations.
- Attended some 90 after-hour meetings for various boards, commission and community matters, processed Historic Landmark nominations, sign variance applications, special use applications, Planned Development Ordinance amendments/reinstatements, Zoning Ordinance variation applications, Zoning Ordinance text amendment applications, Section 106 historic reviews and historic preservation applications. The Division also performed reviews for certificates of zoning, prepared zoning verification letters, reviewed complaints of various zoning issues and conducted onsite inspections for on-going Planned Development projects.
- Participated in a wide range of major projects, including those related to the I-290 historic preservation review, various streetscape and viaduct improvements, grant applications and all major development projects, as well as served as leaders for several mobile workshops, including for a University of Illinois Chicago historic preservation class and a real estate training seminar on historic preservation matters.

### 2014 Work Plan

The one-year review of the status of the work on the new Comprehensive Plan will be a key part of the division's FY14 work plan. Working with contractor Houseal Lavigne and Associates, the new Comprehensive Plan could be ready within the first quarter of the new fiscal year for final approval by the Village Board.

Other activities of the division planned for FY14 will depend on a wide range of factors, including pending grants. In addition, the Division expects to begin some enhancements to the Madison Street Corridor, but the extent has not yet been determined.

Also in the year ahead, Historic Preservation is recommending investigating adding 215 properties to the National Register of Historic Places, while Zoning is seeking a grant to help defray some of the costs associated with an update to the Zoning Ordinance.

**MAP Program**

The following is a summary of the Governance Priorities and performance visions for the Division of Community Planning:

Community Planning Governance Priorities		
Governance Priority #1 –Long-Range Planning	Governance Priority #2 – Land-Use Regulations	Governance Priority #3 – Stewardship
<ul style="list-style-type: none"> <li>• <b>Vision#1-</b> To make plans practical and enforceable, and to align them with best practices and the values of the Community</li> <li>• <b>Vision #2-</b> To increase the access and availability of plans for internal and external stakeholders</li> <li>• <b>Vision #3-</b> To ensure plans are current and relevant</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Vision #1-</b> Improve transparency and communications to internal and external customers</li> <li>• <b>Vision #2-</b> Increase intra-departmental communication</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Vision #1-</b> Increase customer service within the development review process</li> <li>• <b>Vision #2-</b> Promote awareness of the benefits of land-use regulations</li> <li>• <b>Vision #3-</b> Maintain transparent communications with applicants, customers and citizens</li> </ul>

<b>Expenditure Type</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Est.</b>	<b>2014 Budget</b>
Personal Services	\$267,590	\$235,976	\$245,510	\$246,802	\$244,608	\$252,454
Fringe Benefits	\$85,104	\$71,177	\$75,467	\$78,636	\$83,826	\$88,546
Materials & Supplies	\$4,876	\$5,534	\$48,923	\$6,000	\$6,000	\$14,360
Contractual Services	\$4,275	\$9,929	\$101,006	\$4,000	\$2,000	\$30,545
<b>Department Total</b>	<b>\$361,845</b>	<b>\$322,616</b>	<b>\$470,906</b>	<b>\$335,438</b>	<b>\$336,434</b>	<b>\$385,905</b>

<b>FTE Summary</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Est.</b>	<b>2014 Budget</b>
General Fund	4.0	4.0	3.5	3.5	3.5	3.5

<b>Revenue Summary</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Est.</b>	<b>2014 Budget</b>
Zoning Variance Application	\$4,790	\$8,690	\$3,375	\$6,000	\$2,500	\$2,950

**Table 3-10: Community Planning Financial Summary**

**2014 Significant Budget Changes**

<b>Amount</b>	<b>FTE Impact</b>	<b>Narrative</b>
\$7,500	0.0	The Division has requested resources for consultants to prepare three National Register Historic District nominations near the I-290 corridor, as reviewed by the Village Board.

## Housing and CDBG Programs Division

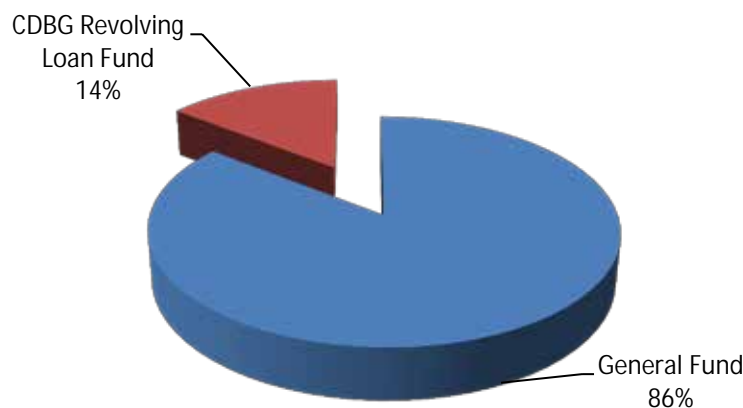


Chart 3-11: Total Housing Programs Expenditures, By Fund

### Division Summary

Housing Programs consists of six staff: the Housing and CDBG Programs Manager, Housing Programs Supervisor, the Community Development Technician, the Account Clerk II, the Grants Supervisor and the Grants Coordinator. The Division works closely with the Housing Programs Advisory Committee (HPAC) to evaluate present programs in addressing the mission of the Division and to propose the creation of new programs or the enhancement of existing programs to meet the mission of the Division. Additionally, the Division works with the Community Development Citizens Advisory Committee (CDCAC) to award and monitor CDBG funds to community not-for-profits.

The division oversees the contract administration for the housing partner agencies: Oak Park Residence Corporation and the Oak Park Regional Housing Center. The Division also works with our neighboring communities to increase the housing and transportation options in west central Cook County. The Division works with the Oak Park Area Association of Realtors to train realtors on housing programs in Oak Park and to monitor the real estate market. The Division tracks foreclosures and real estate sales.

**Multi-family Housing Incentives Program:** One of Oak Park’s important goals is to continue to develop and maintain racial diversity. A large portion of that goal focuses around integrating and supporting continued diversity in rental and owner occupied housing. The Multi-Family Housing Incentives Program is designed to further encourage fair housing practices, to expand housing options for all prospective renters and to improve the quality of multiple-family units and dwellings.

The program consists of two components: grants and rental reimbursement. The Owner is required to provide a 2:1 match to receive a grant to either improve the building or specific units to make the building more marketable to a diverse group of tenants. Under rental reimbursement, the Village covers a portion of the cost for a vacant unit, allowing an owner to maintain a rental vacancy for a

longer period of time to allow an affirmative move to be made into the unit. Under both components, the Owner is required to enter into a Marketing Services Agreement (MSA) to affirmatively market their rental units with the cooperation and assistance of the Village of Oak Park and its designated Marketing Agent, the Oak Park Regional Housing Center.

**Single Family Rehab Program:** Oak Parkers with qualifying incomes who own and live in single-family houses are eligible for federally funded rehabilitation home repair loans. Designed to improve the Village's housing stock, the loans are intended to bring structures into compliance with housing and building codes and to eliminate health and safety hazards. Funds also may be used for weatherization and to provide accessibility for the disabled. Homeowners must earn less than 80% of the area median income. The loan programs include the following:

- Village deferred-payment no-interest loans: For low-income owners, loans of up to \$25,000 repayable after 20 years.
- Emergency loans: No-interest loans of up to \$5,000 repayable after five years; for correction of single emergencies and code violations of an emergency nature such as furnace replacement.

At present, funding for the single family rehab loan program is from the Village's Revolving Loan Fund. The Revolving Loan Fund consists of funds that were re-paid by prior homeowners. Additionally, we give homeowners with lead based paint hazards a grant using CDBG funds to correct the Lead Based hazards.

**Small Rental Rehab Program:** The Small Rental Rehab Program provides forgivable loans to small rental properties with fewer than eight units using Community Development Block Grant (CDBG) funds. A minimum CDBG project budget is \$2,000 per rental unit and the maximum is up to \$5,000 per rental unit inclusive of contingency. Priority is given to applications with units having three or more bedrooms. Property owners are required to commit or leverage a minimum 25 percent of the total project cost. Property owners must abide by all terms of the forgivable mortgage and the Small Rental Rehabilitation Program Loan Commitment and Agreement for two to five years. During this period, property owners agree that at least 51 percent of units will be rented to tenants with household incomes at or below 80 percent of the area median income for Cook County.

**Sewer Backup Protection Grant Program:** The Sewer Backup Protection Grant Program was established to provide financial assistance to homeowners who install systems to protect their homes from sewer backup during a heavy rain event. Funding for the program is from the Water and Sewer Fund but the program is administered by the Housing Programs Division. The program's intent is to offset a portion of the expense of modifying a building's plumbing system to prevent backflow when Village sewers are at capacity. Eligible homeowners may qualify for a grant of 50 percent of the total cost of sewer backup prevention improvements, up to a maximum of \$3,500 for installing either an overhead sewer system or a backflow prevention valve system.

**West Cook County Housing Collaborative:** The West Cook County Housing Collaborative (the "Collaborative") was created by the municipalities of Bellwood, Berwyn, Forest Park, Maywood and Oak Park for the purpose of the Collaborative to obtain Neighborhood Stabilization Program ("NSP") Funds and other funds to use in furtherance of the housing goals in the Member Communities. Since 2009, the Member Communities applied to the Chicago Community Trust and the Grand Victoria Foundation for funding to hire a consultant to act as the coordinator for the communities. The Collaborative hired IFF, a non-profit community development financial institution, to act as the coordinator. In the fall of 2011, the Village of Oak Park on behalf of the Collaborative received \$2.9 million from the HUD Sustainable Communities Challenge Grant to update the Comprehensive Plans for Oak Park, Bellwood, Forest Park and Maywood and to create a revolving loan fund to finance



transit oriented development in the member communities. IFF has agreed to match the revolving loan fund with an additional \$1 million of private investment. IFF is receiving funds under both the DCEO and HUD to administer these projects. The Housing Programs Manager is responsible for the administrative support for the Collaborative and the HUD Sustainable Communities Challenge Grant.

**Condo Corner Network:** The Division sponsors educational presentations for condominium owners in order to learn skills to effectively manage their condominium associations. The Division sponsors a six-week training program to help associations increase their knowledge of proven practices of successful associations. The curriculum is designed for individuals who currently are on an association board, thinking of joining a board or want to understand how an association should operate. Additionally, the Division monitors the Oak Park Residence Corporation's contract to provide one-on-one assistance to small condominium associations with fewer than 12 units. The Residence Corporation will work with individual associations to assess their capacity to manage their association and to build their capacity. Services may include helping to learn how to budget for contingencies, how to conduct meetings and elections, and how to ensure the association is fully protected.

**Multi-family Licenses:** The Village of Oak Park licenses all rental properties of four or more units. The Division is responsible for issuance of the license and collection of license fees. Additionally, as part of the license process, building owners are required to report the racial composition of each unit in its building. The Division compiles the racial data and determines which blocks should be housing counseling locations. The goal for each block is to not have any predominant racial group. After the racial data is collected, the Division creates a map of housing counseling locations. The map is used to prioritize grants under the Multi-family Housing Incentives Program. Grants are awarded to buildings that could benefit from improvements to increase the marketability of the building and in buildings that need increased affirmative marketing to prevent segregation. The map is also given to the Oak Park Regional Housing Center to use for affirmative marketing purposes for buildings that do not participate in the Multi-family Housing Incentives Program.

**Condominium Inspection fees:** The Village of Oak Park also conducts a biennial inspection of all condominium buildings and inspects all rental units within a building. The Division is responsible for collecting the inspection fee from each condominium association and for obtaining contact information for each association for the Board members and owner/renters of each rental unit in the building. The Division then provides that information to the Division of Building and Property Standards (BPS) to use when scheduling the inspection.

**Monitors Foreclosures and Real Estate sales:** The Division subscribes to Public Records Information Services. Public Records maintains an online database of many Cook County files including foreclosures, mortgages and bankruptcies. The Division reviews all foreclosures filed in the Village and forwards that information to the Division of Building and Property Services (BPS) for possible inclusion on the Vacant Property Database. The Division follows each foreclosure and reports back to BPS on the disposition of each property. After a judgment for foreclosure has been filed the Division tracks the property to determine when it has returned back to the market.

**Building Improvement Committee:** In FY13, the Division took over the leadership of the BIC committee. BIC is comprised of individuals from various departments/divisions including BPS, Community Relations, Fire, Police, Business Services, Law and the Village Managers Office. BIC meets monthly to discuss problem properties in the Village. BIC members then decide how to coordinate efforts to address problem properties and strategies to deal with the properties going forward. Strategies have included sending property owners a letter that their property is being

reviewed by BIC and offering to meet with the property owner to discuss problems identified by the Village as well as administrative adjudication and legal options.

**Community Development Block Grant (CDBG):** The CDGB Grant Fund is staffed by the Grants Administration staff which manages and coordinates with other Village departments and divisions the Village's federal grant programs funded by the United States Department of Housing and Urban Development (HUD) to meet community development and housing needs. On an annual basis, the Village receives various federal funds which may be allocated via an established review process in the form of a grant to eligible local non-profits and Village projects to achieve targeted goals and strategies that are directed toward strengthening the community and improving conditions for our lower and moderate income residents. The range of projects include housing, economic development and jobs, infrastructure, community facilities, public service programs and more.

CDBG is responsible for conducting the operations of the following HUD grants:

- Community Development Block Grant (CDBG)
- Emergency Solutions Grant (ESG)

### **2013 Accomplishments**

Among the most significant developments of FY13 for the Housing Programs Division was the addition of the CDBG program staff resources. Expanding the division to include programs that support efforts to provide decent housing, a suitable living environment and expand economic opportunities for persons of low and moderate income fit well within the Village's well-established housing initiatives.

Key accomplishments of the now Housing & CDBG Programs Division in Fiscal Year 2013 include the following:

- Serviced seven Single-Family Housing Rehabilitation Loan Program projects received in 2012 and selected 24 applicants from 60 new inquiries for future participation.
- Continued four Small Rental Properties Rehabilitation Loan Program projects from 2012, with 10 applicants from 20 new inquiries expected to qualify for future participation.
- Paired the Chicago Metropolitan Agency for Planning's Multi-Unit Retrofit Ramp-up program with the Village's Small Rental Properties Rehabilitation Program to help two buildings containing 10 units reduce their energy consumption.
- Awarded Multi-family Housing Incentives Program grants to 20 recipients, while continuing to work with grant recipients from the prior four years. The program now encompasses 63 buildings containing 1,109 units.
- Distributed 300 water conservation kits, while helping 100 households receive rebates – half for installing low water usage toilets and half for having energy audits performed -- under the Oak Park River Forest Foundation's Residential Energy and Water Conservation Program
- Processed 23 Sewer Backup Protection Grant Program applications from the 2012 waiting list and 32 new applications. Of the applications received in 2013, 48 were eligible for the grants.

- Worked with U.S. Department of Housing and Urban Development and Cook County to change the Village's program year to align with Cook County to allow access to funding under the federal HOME Program.

### **2014 Work Plan**

The Housing Programs staff is committed to completing seven rehabilitations in FY14 through the Single-Family Housing Rehabilitation Program. As the availability of new CDBG funds varies, other funding sources are becoming necessary to support the program and meet goals. The division has applied for funding from the Illinois Housing Development Authority under the Trust Fund Emergency Loan Assistance Program to supplement the CDBG Revolving Loan Fund.

Working toward improving water conservation in our community, Housing staff will collaborate with the Village's Sustainability Manager to secure funding to continue the current Residential Water Conservation Program. The Oak Park and River Forest Community Foundation, which funds the program, has limited resources available, so additional funding is requested from the Village's Water & Sewer Fund managed by the Public Works Department.

With fewer than 20 percent of the Village's rental buildings participating in the Multi-Family Housing Incentives Program, Housing staff recommends continued funding to grow participation and retain current participants.

CDBG staff will continue to work to coordinate activities with Cook County to reduce administrative redundancies and increase funding opportunities for Oak Park-based non-profits. Staff also is committed to aligning the CDGB and ESG program goals with those identified by the Village Board of Trustees to the extent possible under federal regulatory guidelines.

**MAP Program**

The following is a summary of the Governance Priorities and performance visions for the Division of Housing and CDBG Programs:

Housing and CDBG Programs Governance Priorities		
<p><b>Governance Priority #1</b> – Multi-family and single family grant and loan programs</p>	<p><b>Governance Priority #2</b> – Sub-regional coordinated housing strategies</p>	<p><b>Governance Priority #3</b> – Community Development Block Grant Funding</p>
<ul style="list-style-type: none"> <li>· <b>Vision#1</b>- Expand the portfolio of housing programs to positively impact the quality, affordability and accessibility of the Village’s housing stock</li> <li>· <b>Vision #2</b>- Continue to refine housing programs to ensure that they remain relevant and aligned with Village values and goals.</li> </ul>	<ul style="list-style-type: none"> <li>· <b>Vision #1</b> – Strengthen existing intergovernmental partnerships to improve sub-regional housing stock</li> </ul>	<ul style="list-style-type: none"> <li>· <b>Vision #1</b>- To align the Village’s strategic goals with the CDBG funding allocation</li> <li>· <b>Vision #2</b>- To maximize the Village’s use of CDBG funds</li> <li>· <b>Vision #3</b>- To prepare for joint consolidated planning process with Cook County</li> </ul>

<b>Fund</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Est.</b>	<b>2014 Budget</b>
General Fund	\$467,973	\$700,520	\$989,217	\$1,267,636	\$993,370	\$1,056,087
CDBG	\$1,771,555	\$1,514,934	\$1,280,317	\$1,660,690	\$1,530,800	\$1,500,000
ESG Grant	\$85,396	\$130,527	\$149,456	\$149,456	\$108,633	\$108,633
<b>Total Housing Expenditure:</b>	<b>\$2,324,924</b>	<b>\$2,345,981</b>	<b>\$2,418,991</b>	<b>\$3,077,782</b>	<b>\$2,632,803</b>	<b>\$2,664,720</b>

<b>Expenditure Type</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Est.</b>	<b>2014 Budget</b>
Personal Services	-\$43,196	\$144,515	\$184,986	\$232,364	\$212,150	\$240,324
Fringe Benefits	-\$15,132	\$73,223	\$62,503	\$83,497	\$77,143	\$88,463
Materials & Supplies	\$4,346	\$4,229	\$4,805	\$4,300	\$4,652	\$6,000
Contractual Services	\$521,955	\$478,553	\$736,923	\$947,475	\$699,425	\$721,300
<b>Department Total</b>	<b>\$467,973</b>	<b>\$700,520</b>	<b>\$989,217</b>	<b>\$1,267,636</b>	<b>\$993,370</b>	<b>\$1,056,087</b>

<b>FTE Summary</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Est.</b>	<b>2014 Budget</b>
General Fund	4.0	6.0	6.0	6.0	6.0	6.0

<b>Revenue Summary</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Est.</b>	<b>2014 Budget</b>
Multi Family Dwelling License	\$0	\$151,270	\$139,080	\$127,520	\$140,500	\$140,520
Condo Inspection Fees	\$45,890	\$46,179	\$45,828	\$46,820	\$42,600	\$42,600
Loan Interest	\$4,930	\$4,304	\$13,161	\$2,500	\$6,598	\$5,519
Revolving Loan Fund	\$2,463	\$3,446	\$39,243	\$2,750	\$3,000	\$2,750
<b>Revenue Total:</b>	<b>\$53,283</b>	<b>\$205,199</b>	<b>\$237,312</b>	<b>\$179,590</b>	<b>\$192,698</b>	<b>\$191,389</b>

Table 3-11: Housing &amp; CDBG Programs Financial Summary

## 2014 Significant Budget Changes

The Housing and CDBG Programs Division has not requested any significant budget changes at this time.

## Partner Agency Summary

The Housing and CDBG Programs Division serves as the liaison to the following Partner Agencies:

- Oak Park Regional Housing Center** - The Oak Park Regional Housing Center is a community-based non-profit organization that works to achieve meaningful and lasting racial diversity throughout Oak Park and surrounding communities. The Housing Center assists the Village with its core value of diversity and integration in the rental housing market by affirmatively marketing housing in the Village. In FY14, it is proposed the Village enter into a one-year service agreement with the Housing Center to provide marketing and rental assistance for the Multi-family Housing Incentives Program and to promote fair housing.
- Oak Park Residence Corporation**- The Oak Park Residence Corporation is a community-based non-profit organization that preserves Oak Park's housing diversity and economic balance by offering quality apartments at affordable prices. In FY14, it is proposed the Village enter into a one-year service agreement with the Oak Park Residence Corporation that will enable it to offer its expertise in real estate management to small condominium associations. The purpose of the program is to provide "hands-on" training to the participating condominium associations in property management, with particular emphasis upon self-management.

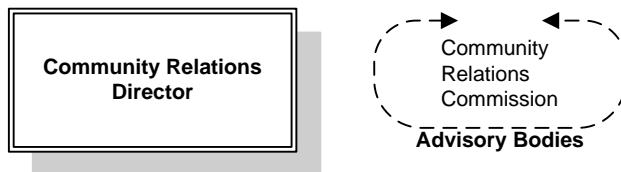
- **Oak Park Housing Authority-** The Oak Park Housing Authority (OPHA) is an Illinois municipal corporation that provides affordable housing for elderly and disabled individuals and families. It also administers various Federal housing programs that assist low-income families in finding decent and affordable housing. In 2005, the Housing Authority experienced a decrease in funding from the U.S. Department of Housing and Urban Development (HUD) for the administration and operation of the Housing Choice Voucher program. Many Housing Authorities across the country and in Illinois also experienced similar cuts in funding. For FY14, it is proposed that the Village enter into a one-year contract to fund a portion of administrative costs of the Housing Choice Voucher program.

The following is a summary of partner agency funding for these agencies:

Partner Agency	2008	2009	2010	2011	2012	2013	2014 Budget
<b>Oak Park Regional Housing Center</b>							
General Fund - Housing Programs Contractual Services	\$ 389,111	\$ 350,000	\$ 315,000	\$ 365,000	\$ 385,000	\$ 425,000	\$ 425,000
CDBG Funding	\$ 203,177	\$ 210,000	\$ 210,000	\$ 210,000	\$ 187,311	\$ 200,000	\$ 200,000
<b>Total Oak Park Regional Housing Center - 53% of Agency Funding</b>	<b>\$ 592,288</b>	<b>\$ 560,000</b>	<b>\$ 525,000</b>	<b>\$ 575,000</b>	<b>\$ 572,311</b>	<b>\$ 625,000</b>	<b>\$ 625,000</b>
<b>Oak Park Residence Corporation</b>							
General Fund - Housing Programs Contractual Services	\$ 225,000	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -
General Fund - Housing Programs Contractual Services (Small Condo Program)	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 35,000
<b>Total Res Corp - less than 10% of Agency Funding</b>	<b>\$ 250,000</b>	<b>\$ 175,000</b>	<b>\$ 25,000</b>	<b>\$ 25,000</b>	<b>\$ 25,000</b>	<b>\$ 25,000</b>	<b>\$ 35,000</b>
<b>Oak Park Housing Authority</b>							
General Fund - Housing Programs Contractual Services	\$ 100,000	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ 35,000
WhiteCo Affordable Housing Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25,000	\$ -
<b>Total Housing Authority - less than 10% of Agency Funding</b>	<b>\$ 100,000</b>	<b>\$ 25,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 25,000</b>	<b>\$ 35,000</b>

**Summary of Housing and CDBG Programs Partner Agency Funding**

### 3.2.4 Community Relations



#### Executive Summary

Established in 1971, the Oak Park Community Relations Department is responsible for monitoring and enforcing the Village's Fair Housing and Public Accommodations Ordinances. The Department is established specifically by Municipal Code and also provides a wide range of intervention and outreach services to the community designed to enhance the overall quality of life and promote the Village's goal of fostering diversity and respect for human differences. The Community Relations Department works amongst and through each department within the Village for the provision of its multiple services to residents. The department accomplishes its mission via three areas of service delivery, including:

#### Tenant/Landlord Relations

- Investigates complaints of discrimination, unlawful management practices and code compliance for mitigation
- Provides diversity counseling and training to the public, residents, landlords and realtors to increase awareness of diversity and inclusion issues
- Mediation of landlord tenant disputes to promote long term tenancies in rental sector
- Conducts fair housing and educational sessions to realtors, landlords, tenants and public

#### Community Outreach Services

- Serves as Village information clearinghouse
- Develops programs that promote neighbor connectivity
- Provides new resident information and orientation services
- Facilitates neighborhood and community conflict resolution
- Provides referrals to community resources
- Trains residents for community organizing projects
- Coordinates Village's graffiti hotline and removal program

#### Special Events and Services

- Coordination of Day in Our Village Festival
- Coordination of July 4<sup>th</sup> Diversity Parade
- Middle School Human Relations Awards
- Youth Life/Employment Skills Program
- Coordinates Diversity Dialogue Dinner Program



### **2013 Accomplishments**

FY13 was highlighted by the successful coordination of the 40<sup>th</sup> annual A Day in Our Village festival, which attracted one of the largest crowds in recent memory. The year also included the ninth annual July 4<sup>th</sup> Parade. These two events, more than any others, showcase and celebrate Oak Park's continued warm embrace of diversity, a pursuit that led to the very creation of the department.

Other accomplishments for FY13 included the following:

- Coordinated and recruited participants and mentors and helped lead the ninth annual Youth Life/Employment Skills workshop series. The program taps local resources to help area youth learn the critical skills necessary to secure gainful employment and make positive life decisions.
- Laid initial groundwork for cross-community discussions about teen violence and mentoring issues to be developed further in 2014. Also began identifying and coordinating youth ambassador task force members to lead efforts to address issues that cross community boundaries.
- Established collaborative working relationship with District 97 Multicultural Education Resource Center for cross referrals for diversity counseling and consultation to new, prospective residents and service providers.
- Joined the Metropolitan Mayors Caucus Diversity Task Force.
- Assisted the Oak Park Housing Authority in enhancing diversity counseling sessions related to Housing Choice Voucher recipients hoping to find homes in the Village. Also conducted three Fair Housing training classes for new Oak Park Board of Realtors members.
- Restructured the Middle School Human Relations Awards Program to more actively engage school administration and staff in efforts to promote a diversity philosophy at the middle school level

### **2014 Work Plan**

Cooperative cohabitation will be the catchphrase of FY14, as the Community Relations Department strives to support Oak Park's commitment to acceptance and inclusion rather than simple tolerance of the differences in race, ethnicity, religion, sexual orientation and income that have made us a community of many viewpoints and lifestyle choices. So many different people coexisting in such close proximity also create stresses and conflicts among neighbors and within neighborhoods, and between landlords and tenants. In fact, the one-person Community Relations Department typically responds to about 3,000 inquiries from residents seeking assistance in a wide range of interactions.

In the year ahead, the department also will continue to focus on attaining many of the goals and objectives set 40 years ago when the community relations role was codified, including combating housing discrimination, helping resolve tenant/landlord disputes and fostering community diversity.

Targeted, proactive outreach to combat youth violence along our borders and more aggressive collaboration with local and Chicago service providers to develop responses and solutions to shared

social issues also will be on the 2014 agenda. In addition, efforts will focus on strengthening relationships with neighboring communities such as Austin, Berwyn, Galewood and Cicero.

**MAP Program**

The Department of Community Relations will be incorporated into the MAP Program during the second wave of program deployment (2013-2014).

<b><u>Expenditure Type</u></b>	<b><u>2010 Actual</u></b>	<b><u>2011 Actual</u></b>	<b><u>2012 Actual</u></b>	<b><u>2013 Budget</u></b>	<b><u>2013 Est.</u></b>	<b><u>2014 Budget</u></b>
Personal Services	\$97,410	\$97,846	\$99,358	\$101,003	\$98,815	\$103,817
Fringe Benefits	\$23,587	\$24,825	\$26,824	\$28,973	\$28,973	\$32,047
Materials & Supplies	\$1,410	\$609	\$465	\$2,200	\$2,200	\$2,300
Contractual Services	\$16,796	\$19,852	\$19,528	\$21,000	\$21,000	\$24,500
<b>Department Total:</b>	<b>\$139,203</b>	<b>\$143,132</b>	<b>\$146,175</b>	<b>\$153,176</b>	<b>\$150,988</b>	<b>\$162,664</b>

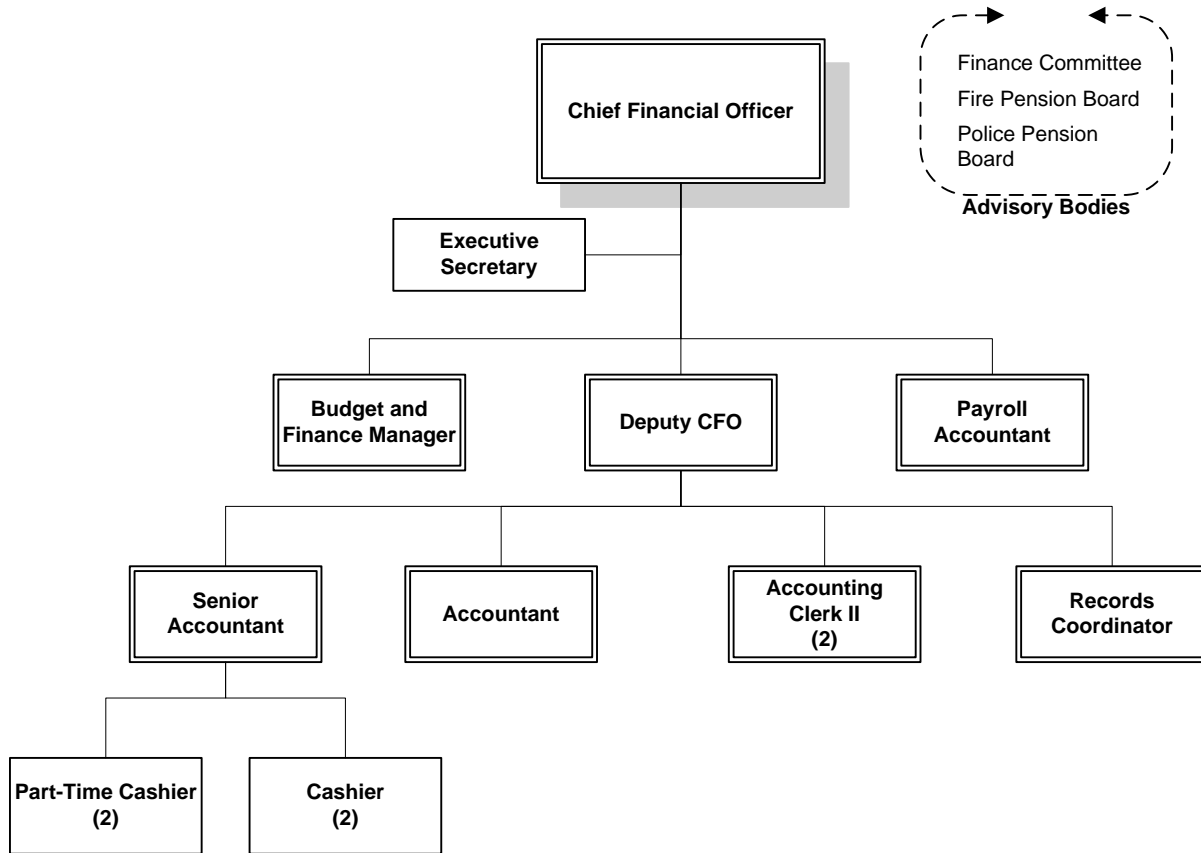
<b><u>FTE Summary</u></b>	<b><u>2010 Actual</u></b>	<b><u>2011 Actual</u></b>	<b><u>2012 Actual</u></b>	<b><u>2013 Budget</u></b>	<b><u>2013 Est.</u></b>	<b><u>2014 Budget</u></b>
General Fund	1.0	1.0	1.0	1.0	1.0	1.0

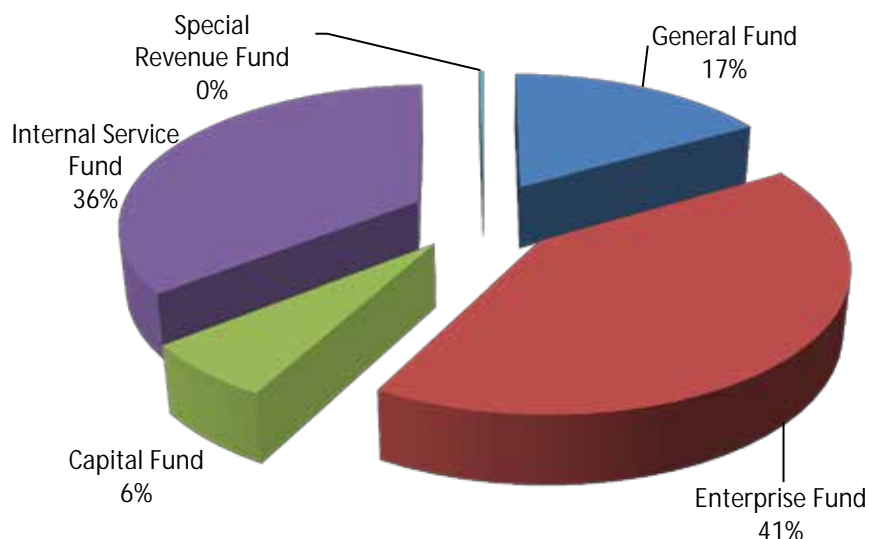
**Table 3-12: Community Relations Financial Summary**

**2014 Significant Budget Changes**

There are no significant budget changes for 2014. It should be noted that the Department requested an additional employee to for additional staff support. While the VMO believes this would be an appropriate investment, resource limitations caused the VMO to not include this requested position).

### 3.2.5 Finance





**Chart 3-13: Total Finance Expenditures, By Fund**

**Executive Overview**

The Finance Department oversees the financial operations of the Village and is responsible for providing internal services to other Village Departments to maintain the financial health of the organization in accordance with the annual budget and the requirements of the Municipal Code. The Finance Department directly oversees the accounting for the Village, receives all payments, and pays all expenses.

The department resources include the General Fund, Sewer Fund, and the Equipment Replacement Fund. Services are provided through the following divisions: Administration, Accounting, Budgeting and Performance Management, Payroll, Records storage and retention for all Departments and Purchasing.

Administration

The Administration Division provides general support to the operating divisions of the department. Tasks include providing customer service regarding all department activities to both internal and external customers.

Accounting

The Accounting Division is responsible for the timely and accurate recording all of the Village’s financial activity in the General Ledger, or accounting record. The division coordinates with each other part of the department to ensure information flows effectively and efficiently for reporting purposes.

Budgeting and Performance Management

The Budget Division is responsible for management and oversight of the process by which the Village Board and Manager allocate resources. As a means to evaluate competing demands, the division also coordinates the Village’s MAP program to assess and communicate how to best utilize resources to meet the policy objections of the governing body.

### Payroll

The Payroll Division is responsible for the timely and accurate recording of all of the Village's payments to employees. The division coordinates closely with Human Resources.

### Purchasing

The Purchasing Division coordinates the overall procurement of goods and services to ensure the process results in the selection of the most cost-effective solution to the Village. The division ensures the Village's purchasing process meets all state and local rules and regulations.

### 2013 Accomplishments

Continued development of the Village's performance management program – MAP (Measure. Analyze. Perform) – was a key accomplishment for 2013, as the Finance Department helped shepherd the first wave of departments through the initial process. The department also expected to complete implementation of the ADP human resource/payroll system with all employees to be using the system. The system includes an advanced scheduling component to meet the special operation needs of the public safety departments.

Other Fiscal Year 2013 accomplishments include the following:

- Converted financial deposits and credit card processing to a new banking institution and vendor, respectively.
- Earned the Government Finance Officers' Association (GFOA) Distinguished Budget Preparation Award for the layout and transparency of the FY 2013 budget document. Further improvements are planned for the FY 2014 document.
- Produced the Comprehensive Annual Report (CAFR) in a timely manner, significantly reducing the number of items contained in the management letter as compared to previous years. The CAFR will be submitted for a GFOA award for excellence in financial reporting.
- Absorbed the record management function for all Village departments from the Village Clerk's Office and began to process special events permit applications. Initial steps toward implementing a document management program also were taken, with plans to update copier/scanning equipment and procure a document management software application.
- Produce a guidance manual for operating departments after a review of the existing procurement process. As the new financial system is implemented, changes to procurement processes may be recommended to the Village Manager.

### 2014 Work Plan

The primary main focus of the Finance Department in 2014 will be procuring and implementing the new financial software to replace PeopleSoft and MSI/Harris, the Village's original utility billing and financial information system.

## MAP Program

The Department of Finance will be incorporated into the MAP Program during the final wave of program deployment (2014-2015).

<b>Expenditure Type</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Est.</b>	<b>2014 Budget</b>
Personal Services	\$575,603	\$622,057	\$626,504	\$716,277	\$691,674	\$727,283
Fringe Benefits	\$217,507	\$184,167	\$238,640	\$306,835	\$284,167	\$293,291
Materials & Supplies	\$95,022	\$81,864	\$75,072	\$112,109	\$78,631	\$90,647
Contractual Services	\$694,139	\$2,494,527	\$748,324	\$677,384	\$629,531	\$625,900
Transfers	\$934,799	\$2,433,445	\$3,129,122	\$2,630,505	\$2,630,505	\$3,234,631
<b>Finance General Fund Total:</b>	<b>\$2,517,070</b>	<b>\$5,816,060</b>	<b>\$4,817,662</b>	<b>\$4,443,110</b>	<b>\$4,314,508</b>	<b>\$4,971,752</b>

<b>FTE Summary</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Est.</b>	<b>2014 Budget</b>
General Fund	11.0	11.5	12.0	11.0	11.0	11.0
Water Fund	2.0	2.0	2.0	2.0	2.0	2.0
<b>FTE: Total:</b>	<b>13.0</b>	<b>13.5</b>	<b>14.0</b>	<b>13.0</b>	<b>13.0</b>	<b>13.0</b>

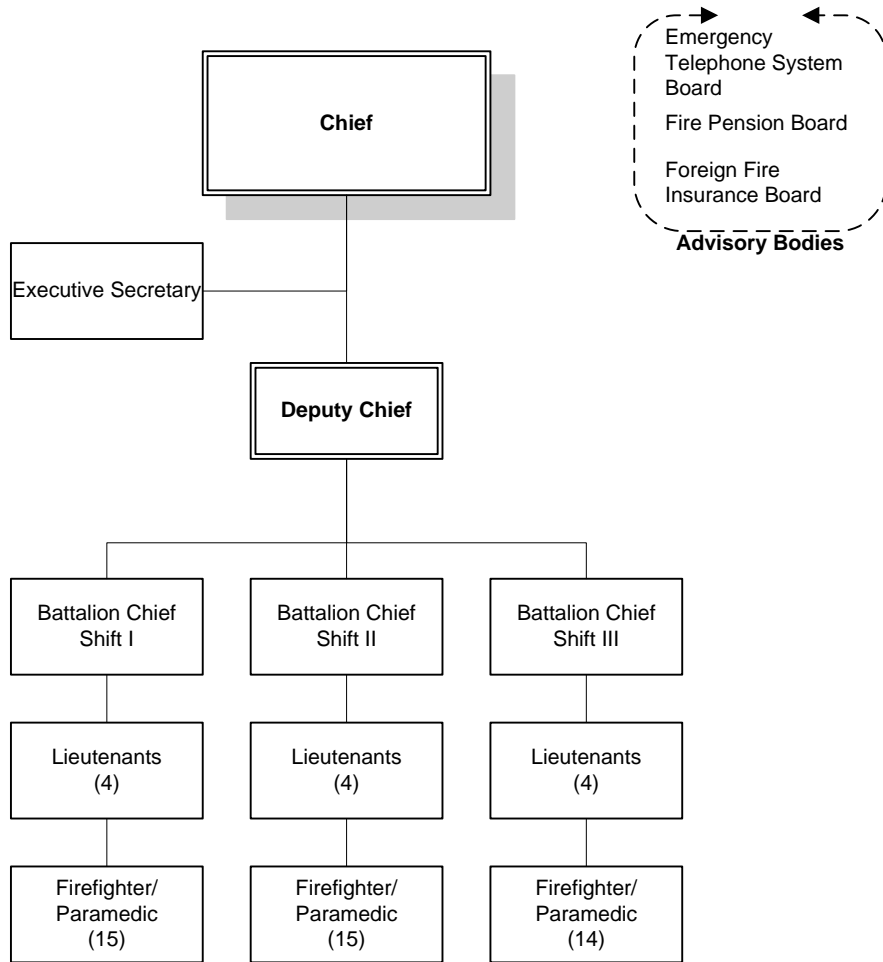
<b>Revenue Summary</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Est.</b>	<b>2014 Budget</b>
Property Tax Levy	\$11,279,233	\$11,845,222	\$11,865,281	\$13,021,974	\$13,021,974	\$13,021,974
Police Pension Levy	\$3,230,753	\$4,191,206	\$3,664,816	\$3,651,861	\$3,651,861	\$3,651,861
Fire Pension Levy	\$3,136,292	\$3,370,202	\$3,102,910	\$3,103,712	\$3,103,712	\$3,103,712
Tif Surplus Distribution	\$892,419	\$803,094	\$335,475	\$380,000	\$380,000	\$380,000
Sales Tax Local Use Tax	\$4,004,841	\$4,273,813	\$4,269,978	\$4,539,825	\$4,450,000	\$4,583,500
Real Estate Transfer Tax	\$1,887,970	\$1,627,224	\$3,089,201	\$1,800,000	\$2,100,000	\$2,152,500
Exempt Real Estate Transaction	\$11,490	\$14,160	\$15,390	\$15,000	\$13,000	\$15,000
Hotel Motel Tax	\$127,585	\$135,413	\$149,767	\$135,000	\$150,000	\$153,000
Liquor Tax	\$440,835	\$445,018	\$489,676	\$460,000	\$510,000	\$520,200
Natural Gas Use Tax	\$205,805	\$221,051	\$185,328	\$210,000	\$230,000	\$234,600
Utility Tax	\$4,379,337	\$4,218,673	\$3,886,488	\$4,200,000	\$4,250,000	\$4,377,500
State Income Tax Revenue	\$4,133,751	\$4,095,982	\$4,558,385	\$4,400,000	\$4,750,000	\$4,880,625
Personal Prop Replacement Tax	\$1,329,286	\$1,171,380	\$1,173,533	\$1,500,000	\$1,361,298	\$1,415,750
Reimbursement of Expenses	\$47,124	\$22,402	\$30,755	\$10,000	\$10,000	\$10,000
OPRFHS Event Reimbursement	\$593	\$6,696	\$0	\$5,000	\$13,000	\$13,000
Cashier Difference	-\$1,601	-\$45	\$397	\$0	\$0	\$0
Miscellaneous Revenue	\$70,358	\$196,868	\$81,910	\$50,000	\$30,000	\$30,000
Subpoena Fees	\$382	\$313	\$578	\$350	\$1,000	\$1,000
Interest Revenue	\$5,368	\$706	\$1,089	\$1,500	\$8,500	\$8,500
Gain/Loss on Sale of Property	\$13,344	\$257,349	\$276,086	\$0	\$32,000	\$32,000
Transfer From Motor Fuel Tax Fund	\$330,000	\$1,536,353	\$1,320,505	\$1,230,505	\$1,230,505	\$1,230,505
Transfer From Water Fund	\$800,000	\$750,000	\$459,006	\$750,000	\$750,000	\$750,000
Transfer From Sewer Fund	\$300,000	\$300,000	\$0	\$300,000	\$300,000	\$300,000
Transfer From CIP Fund	\$1,076,614	\$500,000	\$750,000	\$497,000	\$497,000	\$497,000
Transfer From Other Funds	\$0	\$1,067,404	\$200,000	\$300,000	\$300,000	\$300,000
<b>Total Revenues:</b>	<b>\$37,701,778</b>	<b>\$41,050,485</b>	<b>\$39,906,555</b>	<b>\$40,561,727</b>	<b>\$41,143,850</b>	<b>\$41,662,227</b>

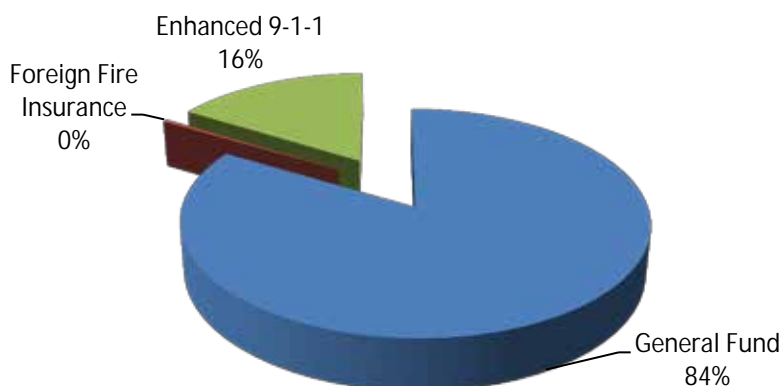
Table 3-13: Finance Department Financial Summary

## 2014 Significant Budget Changes

There are no significant budget changes at this time.

### 3.2.6 Fire





**Chart 3-14: Total Fire Department Expenditures, By Fund**

**Executive Summary**

The Fire Department consists of men and women who are first responders to fires, public safety, medical emergencies and disasters that are man-made or natural. They assist the public in all areas of emergency and non-emergency situations. The department advances public safety through fire prevention, education and fire safety programs. The department provides emergency medical care in both advanced and basic life support with highly trained Certified Paramedics.

The department operates from three fire stations and includes divisions for Administration, Operations, Emergency Medical Services (EMS), Fire Prevention and Investigation, Training & Public Education, Technical Rescue Team (TRT) and Public Education.

**Division Summaries:**

**Administration** The Fire Chief oversees the entire activities of the Fire Department including budget preparation and submission; staffing and disciplinary recommendations and the establishment of Department Policy. The Deputy Chief of Operations oversees the Operations Division with day-to-day activities managed by a shift Battalion Chief.

**Operations** Three shifts make up the Operations Division. Each shift is staffed with one Battalion Chief, 4 Lieutenants and 14 Firefighter/Paramedics. Shift personnel work 24 hours on duty and then are off for 48 hours with their days beginning at 7:30 am and ending at 7:30 am the next morning. Operations include fire suppression, rescue, hazardous material spills, service calls that include responses for odor investigations, utility emergencies, assisting invalids, and lock-outs.

**Emergency Medical Services (EMS)** All Oak Park Firefighters are Paramedics. The Emergency Medical Services (EMS) Division handles a majority of the total number of incidents that the Oak Park Fire Department responds to annually. Cardiac and respiratory incidents, vehicle accidents and falls in the home are among the many types of incidents encountered throughout the year. EMS is governed by the Loyola University Hospital Medical System that advocates aggressive medical treatment and procedures while in the field. Every year our Paramedics are required to do monthly continuing education. In a 4 year licensing period one Paramedic must complete 120 hours of continuing education to maintain their license.



**Fire Prevention & Investigation** Fire Inspectors work with building owners and occupants with risk management strategies to maintain code compliance which accomplishes a reduction of fire and life safety hazards. They oversee the building plans for all fire protection equipment installed in buildings throughout the Village. They inspect approximately 370 buildings currently designated as "Target Buildings" twice per year. "Target Buildings" pose either an increased risk due to the buildings operation or storage, such as restaurants and gas stations, or an increased life safety risk due to the occupant load, such as schools, high-rises, churches and theaters. Fire Investigators help determine the cause and origin of fires. Each fire investigator must maintain their certification by attaining at least ninety (90) hours (points) of continuing education and at least ten (10) experience points, or actual fire investigations, within a four (4) year period. This requirement ensures that all Fire Investigators are kept current with new investigative techniques, new laws, and new National Fire Protection Association (NFPA) 921 and 1033 standards.

**Training** Training is accomplished daily by providing hands-on drills, incorporating new technology and attending classes to obtain Illinois State Fire Marshal classification. Additional specialized training is also done. Training is focused consistency to assure automatic reactions by staff in rapidly changing emergency situations

**Technical Rescue Team (TRT)** The TRT team is part of the Division XI technical rescue team and continues to attend classes for certification in hazardous materials, trench rescue, confined space, high angle rescues, and structural collapse. Structural collapse includes anything from a partial collapse of a single building to large areas of devastation due to man-made events or natural disasters.

**Public Education** This program is a community outreach based division which interacts with the public by teaching fire and life safety education, CPR/AED (Automatic External Defibrillator) Infant/Child CPR, First Aid and proper child car seat installation. Public Education is a cornerstone of the department as it not only gives us the ability to communicate and interact with the public but just as importantly teach the public ways to prevent fire emergencies in their home. CPR/AED is one of our very valuable programs and is very well attended throughout the year. We are an American Heart Association Training Center. Classes include Healthcare Provider CPR/AED which is intended for people who work in the medical field such as nurses, doctors, EMT/Paramedic, and medical assistants.

Division XI Fire Safety Trailer is used each May to reach every public and private second grade classroom in Oak Park. The program takes 45 minutes for each class and includes: Cooking & Electrical Safety; Burn Prevention; Calling 911; Smoke Detector Placement; Home Fire Drills; Escape Plans and Staying Low in Smoke. Child Passenger Safety Seat Program Car Seat Technicians are required to attend a 40 hour National Standardized Child Passenger Safety (NSCPS) Training class to be certified by the State of Illinois. They must also complete 6 hours of continuing education in a 2 year period. This program has been very well received by the public.

### **2013 Accomplishments**

Significant upgrades to emergency equipment were among the most significant accomplishment of the Fire Department in FY2013. Equipment included new specialized chairs to help bring patients down stairs, vehicle extrication airbags to help stabilize vehicles involved in accidents, automatic electronic defibrillators and tablets that provide building inspectors with in-field access to data and eliminate much of the associated paperwork.

Other FY2013 accomplishments included the following:

- Earned recognition from Loyola Medical Center for three emergency incidents, which resulted in positive outcomes under very trying and demanding medical conditions. The 16 Fire Department personnel who had roles in these incidents were presented special certificates at Loyola's annual awards ceremony.
- Created promotion lists for lieutenant and battalion chief that will remain active for three years. Extensive staff time was spent to ensure the tests validate specific Oak Park job knowledge and data both in the written exams and at the assessment centers.
- Enhanced radio reception with a new antenna on the roof of Hatch School. This new antenna site has significantly improved radio communications in northeast Oak Park, which had experienced radio signal weaknesses for years. The new antenna was purchased with funds from the Oak Park Emergency Telephone Safety Board (E-911).
- Continued to increase revenue from alarm registrations and reduce false alarms through the automated registration system. In the three years the system has been operational, the number of false alarms has declined steadily.
- Began the process to purchase a new ladder truck to replace the aging Quint shared with River Forest, which has since chosen to terminate our intergovernmental agreement. A committee was formed to develop specifications, review the bids and make a recommendation to the Village Board. Delivery of the new apparatus is expected in mid-summer 2014.
- Exchanged an obsolete 1981 ladder truck once on loan to River Forest for training classes through the Northern Illinois Public Safety Training Agency (NIPSTA). Since the truck was no longer fit for front-line fire operations, the department had an option of a \$5,000 credit for training classes or scrapping the vehicle for \$1,500.

### **2014 Work Plan**

The Adopted Fire Department budget for 2014 focuses on maintaining current services. The only major funding increase sought is to acquire a new ladder truck, as the shared apparatus agreement with River Forest ends. The cost of the new truck, which is an essential firefighting tool, will be reduced by a contribution of 25% of the purchase cost from the Foreign Fire Fund, a state tax on insurance companies incorporated outside Illinois.

The year ahead also will see the Fire Department planning for increased emphasis on emergency medical services. As baby boomers age and the effects of the Affordable Care Act become clearer, responders must be prepared for increased demand for medical services.

The trend toward increased calls for emergency medical services already is clear in Oak Park. While the total annual call demand has leveled over the last few years at about 6,000 incidents, the share of calls for emergency medical services has grown. If the trend continues, the need to eventually add an ambulance must be part of our longer-range planning considerations. In the meantime, a transitional solution to adding an ambulance may be to permanently staff the department’s EMS Squad to respond to ambulance calls.

**MAP Program**

The following is a summary of the Governance Priorities and performance visions for the Fire Department:

Fire Governance Priorities		
Governance Priority #1 - Fire Prevention	Governance Priority #2 – Fire Response and Control	Governance Priority #3- Emergency Medical Response
<ul style="list-style-type: none"> <li>• <b>Vision #1-</b> Achieve community compliance to life safety and fire codes</li> <li>• <b>Vision #2-</b> Improve customer service experience for plan reviews and field inspections</li> <li>• <b>Vision #3-</b> Increase proficiency in cause &amp; origin investigation and analysis of all fires</li> <li>• <b>Vision #4-</b> Expand fire safety and prevention education</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Vision #1-</b> Increase preparedness for special or large-incident emergencies</li> <li>• <b>Vision #2-</b> Improve proficiency in fire suppression</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Vision #1-</b> Maintain and increase speed and efficiency in EMS responses</li> <li>• <b>Vision #2</b> Expand emergency health and safety education to the Oak Park Community</li> </ul>

<b>Fund</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Est.</b>	<b>2014 Budget</b>
General Fund	\$10,237,210	\$10,084,608	\$10,612,232	\$10,500,105	\$10,591,374	\$10,952,280
Foreign Fire Insurance	\$52,459	\$34,785	\$40,842	\$50,000	\$43,700	\$216,229
Enhanced 9-1-1	\$495,624	\$1,911,450	\$1,935,071	\$2,022,267	\$1,950,000	\$1,960,000
<b>Total Fire Expenditures</b>	<b>\$10,785,293</b>	<b>\$12,030,843</b>	<b>\$12,588,145</b>	<b>\$12,572,372</b>	<b>\$12,585,074</b>	<b>\$13,128,509</b>

<b>Expenditure Type</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Est.</b>	<b>2014 Budget</b>
Personal Services	\$6,771,440	\$6,198,707	\$6,181,946	\$6,155,697	\$6,116,691	\$6,271,941
Fringe Benefits	\$3,372,403	\$3,748,907	\$4,187,187	\$4,145,718	\$4,286,833	\$4,479,724
Materials & Supplies	\$47,163	\$94,428	\$116,680	\$117,045	\$116,000	\$123,815
Contractual Services	\$46,204	\$42,566	\$115,562	\$81,645	\$71,850	\$76,800
Capital Outlay	\$0	\$0	\$10,858	\$0	\$0	\$0
<b>General Fund Expenditures</b>	<b>\$10,237,210</b>	<b>\$10,084,608</b>	<b>\$10,612,232</b>	<b>\$10,500,105</b>	<b>\$10,591,374</b>	<b>\$10,952,280</b>

<b>FTE Summary</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Est.</b>	<b>2014 Budget</b>
General Fund	60.0	62.0	62.0	62.0	62.0	62.0

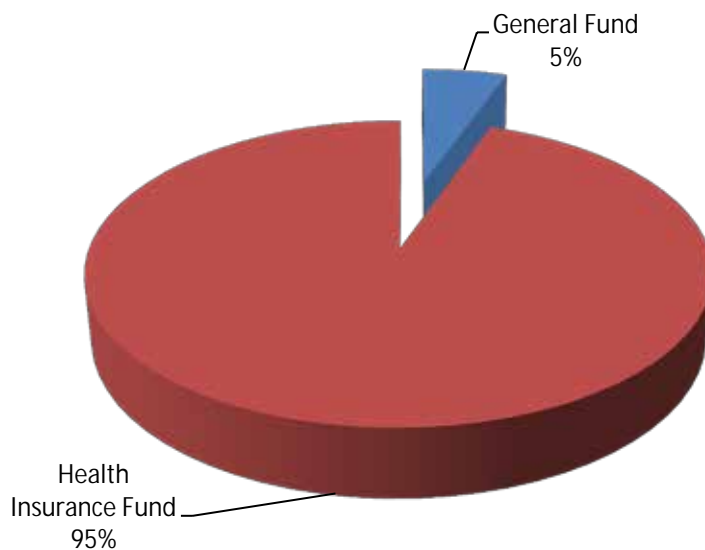
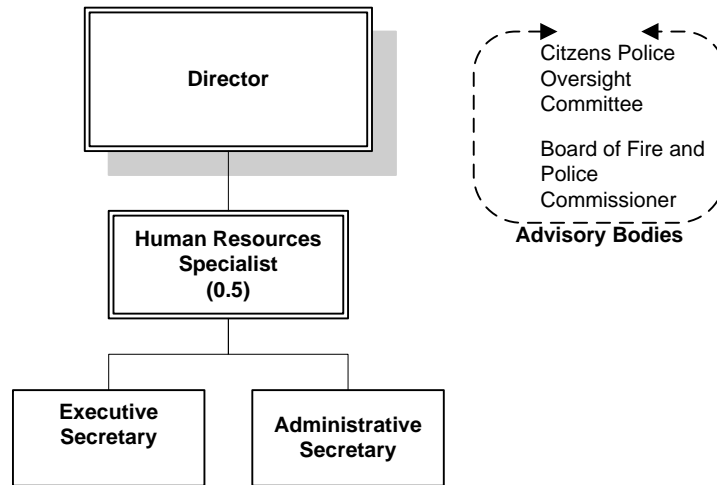
<b>Revenue Summary</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Est.</b>	<b>2014 Budget</b>
Ambulance Charges	\$822,216	\$675,003	\$999,261	\$840,000	\$830,000	\$840,000
Fire CPR Classes Fees	\$3,705	\$13,452	\$15,465	\$13,500	\$13,500	\$13,500
False Alarm Revenue	\$18,750	\$43,075	\$36,630	\$40,000	\$40,000	\$40,000
Alarm Fees	\$18,950	\$19,625	\$100,439	\$45,000	\$45,000	\$45,000
<b>Revenue Total:</b>	<b>\$863,621</b>	<b>\$751,155</b>	<b>\$1,151,796</b>	<b>\$938,500</b>	<b>\$928,500</b>	<b>\$938,500</b>

Table 3-14: Fire Department Financial Summary

### 2014 Significant Budget Changes

There are no significant budget changes at this time.

### 3.2.7 Human Resources



**Chart 3-16: Total Human Resources Expenditures, By Fund**

#### Executive Summary

The Human Resources Department is responsible for providing a centralized program of personnel administration for the Village. The Human Resources Department oversees the Village’s personnel functions and is responsible for providing internal services to other Village Departments in order to recruit and retain exceptional public employees and ensure that personnel services are in accordance with the annual budget document and established policies and procedures. The Human Resources Department is responsible for the following Village functions:

- Administer recruitment of Village employees for all Village departments;
- Manage employee benefit programs;
- Maintaining position classifications;

- Maintaining records of all Village employees reflecting tenure, qualifications and service, leaves of absence and related matters;
- Performing necessary duties in the administration of retirement and insurance plans;
- Maintaining and monitoring the Village's equal employment opportunity plan;
- Coordinate employee performance evaluation programs;
- Coordinate the delivery of internal employee training programs in areas such as customer services, supervision, diversity and coaching;

The Department responsibilities include the selection, development, safety, coordination of wages and benefits, supporting the Village Manager's Office in collective bargaining and labor relations, internal employee communications, and organizational effectiveness for the Village's workforce. This department is responsible for staying current on all pertinent State and Federal laws, and to serve as staff support for the Board of Fire and Police Commissioners, and the Citizens Police Oversight Committee.

### **2013 Accomplishments**

In FY13 the Village's Human Resources Director retired and pending completion of a recruitment for that position, the Director's role has been filled with Interim staffing. Specific accomplishments during this transition have included:

- Transition of the employee data from PeopleSoft into ADP.
- Coordinate with the Village Manager's Office on the collective bargaining agreement negotiations for four units.
- Worked with twelve individuals that were hired as new Village employees.
- Worked with fifteen individuals that have left Village employment (seven of which were retirements).

### **2014 Work Plan**

Employee training and wellness will be key areas of focus for the Human Resources Department in FY14.

The department will work with the Village Manager's Office to evaluate the cost benefits of launching a new employee wellness program that will allow employees to tap outside resources to help them improve their overall health. The program will be voluntary, but the potential for reducing medical costs should provide an effective incentive to participate.

The department also will continue efforts begun in FY13 to provide employees with the training to perform their jobs more effectively. The training needs of the organization will be assessed and the department will work with the Manager's Office to establish a training schedule that will ensure core competencies across operational departments and divisions. This includes the following focus areas:

- Supervisors: Continue training with all supervisory staff with a focus on internal procedures for handling matters such as grievance and discipline issues to ensure that all responses from managers are consistent and fair.
- Inspectors: Continue training in the area of customer service for all inspection staff in the Village.

- Administrative Professionals: Continue quarterly training on job skills and soft skills for staff generally performing Administrative Professional Duties.
- Front Line Employees: Establish a training curriculum for all front line employees (with a focus on those working at Village Hall and in the Public Works Department to improve their knowledge of Village operations and procedures in order to facilitate their communications with the public.

A critical review of all Human Resources functions is planned for FY14 to determine if certain time-sensitive activities such as Family and Medical Leave Act (FMLA) requests should be outsourced. The goal will be to streamline internal functions to improve employee services provided by the department.

**MAP Program**

The Department of Human Resources will be incorporated into the MAP Program during the final wave of program deployment (2014-2015).

<b>Fund</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Est.</b>	<b>2014 Budget</b>
General Fund	\$526,071	\$406,681	\$378,007	\$516,092	\$486,213	\$511,804
Health Insurance Fund	\$8,056,990	\$7,897,756	\$8,240,183	\$9,031,560	\$8,471,507	\$8,949,132
<b>Total Human Resources Expenditure:</b>	<b>\$8,583,060</b>	<b>\$8,304,437</b>	<b>\$8,618,190</b>	<b>\$9,547,652</b>	<b>\$8,957,720</b>	<b>\$9,460,937</b>

<b>Expenditure Type</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Est.</b>	<b>2014 Budget</b>
Personal Services	\$154,722	\$163,026	\$160,598	\$143,377	\$164,740	\$206,804
Fringe Benefits	\$297,502	\$147,539	\$121,588	\$186,865	\$160,623	\$125,000
Materials & Supplies	\$11,014	\$11,277	\$10,210	\$6,350	\$6,350	\$9,500
Contractual Services	\$62,834	\$84,839	\$85,611	\$179,500	\$154,500	\$170,500
<b>General Fund Expenditure Total:</b>	<b>\$526,071</b>	<b>\$406,681</b>	<b>\$378,007</b>	<b>\$516,092</b>	<b>\$486,213</b>	<b>\$511,804</b>

<b>FTE Summary</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Est.</b>	<b>2014 Budget</b>
General Fund	2.0	2.0	2.0	2.0	2.0	3.0
Health Insurance Fund	1.0	1.0	1.0	1.0	1.0	1.0
<b>FTE Total:</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>4.0</b>

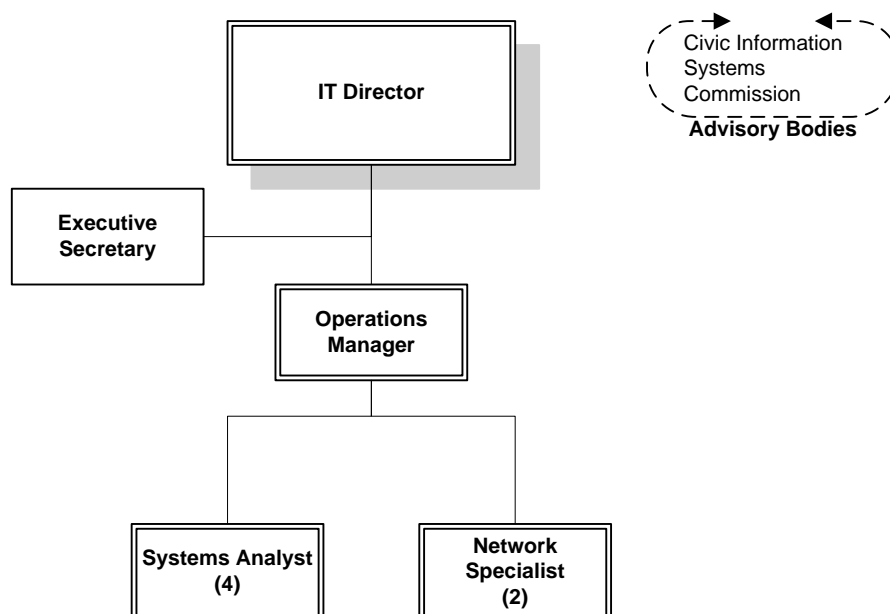
<b>Revenue Summary</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Est.</b>	<b>2014 Budget</b>
Outside Agency Unemployment	\$25,622	\$12,906		\$20,000	\$20,000	\$20,000

**Table 3-15: Human Resources Financial Summary**

**2014 Significant Budget Changes**

\$17,584	0.5	The Village Manager’s Office recommends the addition of a part-time Human Resources Specialist position. (It should be noted that the department requested a full-time position for this role. While the VMO believes this would be an appropriate investment, resource limitations caused the VMO to recommend a part-time resource).
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### 3.2.8 Information Technology



#### Executive Summary

The Information Technology (IT) Department oversees the Village’s computer and telephone systems and is responsible for providing internal services to other Village Departments via the administration and support of various office technology services, communication systems and data processing services that are utilized daily in all department operations in accordance with the annual budget document. Basic office technology support ranges from printer, desktop, laptop and mobile devices. Communication systems include local data network, Internet, security, wireless, cellular, fiber-network, radio and voice. Data processing services include the business and process analysis to enhance service to the operating departments and the residents of Oak Park.

IT is currently working with a consultant to replace the village’s 12 year old telephone system and upgrade communication infrastructure which will reduce telephone line and equipment maintenance cost. The new telecommunication system can have the capability for resident call-back queues and operationally provide system redundancy by maximizing village-owned fiber network. While IT has helped to streamline Vehicle Sticker process, other Parking Services operations, such as, Parking Permit system requires re-development to enhance service delivery and operations and migrated out of Oracle database system.

The Village’s IT Department also provides full IT support to the Village of River Forest and the West Suburban Consolidated Dispatch Center.



### **2013 Accomplishments**

The migration of the PeopleSoft application and database from dedicated, physical servers to a VMware solution was a major accomplishment of the Information Technology Department in 2013. Using a VMWare virtual environment not only will allow information to be migrated to a new system much more quickly, but also allow for quicker recovery should an issue arise. In addition to reducing costs, the new configuration reduced the potential for extended operations downtime.

Other FY13 accomplishments include the following:

- Created the system environment to launch the new website built in the Drupal open-source content management system.
- Refined the data interface with parking permit system.
- Migrated the parking pass system into MS-SQL database and in-house web-based interface.
- Enhanced the vehicle sticker renewal process, kiosk and user web identification lookup feature.
- Deployed Interactive white boards in four meeting rooms.

### **2014 Work Plan**

Updating the Village Hall telephone system, network cabling and Wi-Fi capabilities will be a major focus of Information Technology resources in FY14. The aging telephone system and network cabling struggle to adequately address current needs and will fall short of future requirements. In addition, the growing demand for Wi-Fi within Village Hall makes attention to the services an important priority.

Enhancing customer service also will be important in FY14, as the department works to enhance the parking citation kiosk and online services. Efforts also will focus on enhancing the online payment gateway component, rolling out a new web filter to protect internal resources from outside threats and testing a new handheld system for parking enforcement.

Staff support will include upgrading cell phones and computers. A new backup cooling system for the data center also is planned in FY14.

### **MAP Program**

The Department of Information Technology will be incorporated into the MAP Program during the second wave of program deployment (2013-2014).

<b>Expenditure Type</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Est.</b>	<b>2014 Budget</b>
Personal Services	487,813	545,401	550,725	639,602	491,298	507,928
Fringe Benefits	206,830	222,324	251,029	307,466	239,770	288,481
Materials & Supplies	11,062	11,288	13,507	12,770	12,350	14,850
Contractual Services	145,837	195,528	166,728	295,000	216,464	317,900
<b>Department Total</b>	<b>851,542</b>	<b>974,541</b>	<b>981,990</b>	<b>1,254,838</b>	<b>959,882</b>	<b>1,129,160</b>

<b>FTE Summary</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Est.</b>	<b>2014 Budget</b>
General Fund	8.0	8.0	8.0	9.0	9.0	9.0

<b>Revenue Summary</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Est.</b>	<b>2014 Budget</b>
Info Tech Support River Forest	\$35,000	\$35,000	\$39,167	\$35,000	\$35,000	\$35,000
Info Tech Support WSCDC	\$90,000	\$45,833	\$54,773	\$50,000	\$50,000	\$50,000
<b>Revenue Total:</b>	<b>\$125,000</b>	<b>\$80,833</b>	<b>\$93,939</b>	<b>\$85,000</b>	<b>\$85,000</b>	<b>\$85,000</b>

Table 3-16: Information Technology Financial Summary

**2014 Significant Budget Changes**

There are no significant budget changes at this time.

### 3.2.9 Law

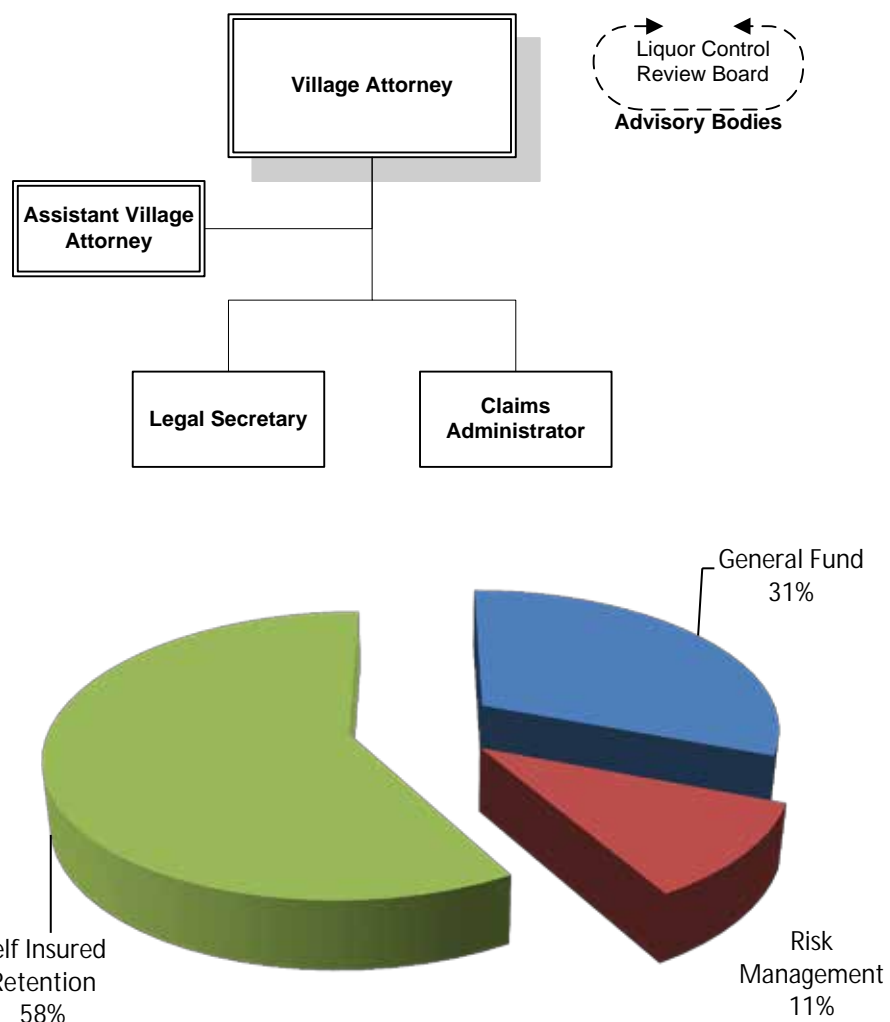


Chart 3-18: Total Law Department Expenditures, By Fund

#### Executive Summary

The Law Department is responsible for providing internal services to other Village Departments in the form of legal counsel with an emphasis on services to the Village President and Board of Trustees, the Village Manager’s Office, Department Directors and, as needed, directly to Advisory Boards and Commissions. The Law Department consists of two divisions, Law and Risk Management. The Law Department is responsible for coordination of all legal matters for the Village of Oak Park. The Law Department provides a range of legal services, including advice and counseling, prosecuting and defending civil litigation and other contested matters, drafting ordinances, resolutions, contracts, program manuals and other documents and ensuring the enforcement of ordinances and traffic court prosecutions. The Law Department consists of the Village Attorney, Assistant Village Attorney, Legal Secretary and Claims Administrator.

**2013 Accomplishments**

Significant accomplishments of FY13 include the following:

- Updated numerous ordinances, including the Alcoholic Liquor Dealers Ordinance and the proposed Building Codes ordinance which is pending Village Board consideration.
- Drafted a range of new ordinances, including reorganization of the Community & Economic Development Department.
- Prepared a range of development-related legal documents, including those necessary to allow the completion of the Soho development and continued consideration of the Lake & Forest project.
- Provided legal advice on the Village's weapons ordinance and the state concealed carry law.
- Revised and updated agreements for the Micro Loan programs, and helped advanced the Comcast franchise agreement renewal process.

**2014 Work Plan**

Under the direction of the new Village Attorney, day to day Law Department operations and internal support to other Village Departments will be reviewed to determine the most efficient manner of utilizing internal and external legal counsel services.

In addition, the Village Board will be presented for consideration previously requested ordinances related to public art in development and parking permitting/parking passes related to the on-street overnight parking ban.

**MAP Program**

The Law Department will be incorporated into the MAP Program during the final wave of program deployment (2014-2015).

<b>Fund</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Est.</b>	<b>2014 Budget</b>
General Fund	\$531,546	\$464,557	\$450,634	\$627,708	\$590,215	\$735,752
Risk Management	\$24,168	\$237,925	\$264,047	\$257,169	\$122,585	\$131,136
Self Insured Retention	\$1,334,778	\$1,617,348	\$1,655,237	\$1,469,260	\$1,624,678	\$1,456,136
<b>Total Law Expenditure:</b>	<b>\$1,890,491</b>	<b>\$2,319,831</b>	<b>\$2,369,918</b>	<b>\$2,354,137</b>	<b>\$2,337,478</b>	<b>\$2,323,024</b>

<b>Expenditure Type</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Est.</b>	<b>2014 Budget</b>
Personal Services	\$196,291	\$142,457	\$59,832	\$195,141	\$108,016	\$211,267
Fringe Benefits	\$62,919	\$50,541	\$30,739	\$72,147	\$50,599	\$90,185
Materials & Supplies	\$26,968	\$18,118	\$12,439	\$30,420	\$26,600	\$29,300
Contractual Services	\$245,368	\$253,441	\$347,623	\$330,000	\$405,000	\$405,000
<b>General Fund Total:</b>	<b>\$531,546</b>	<b>\$464,557</b>	<b>\$450,634</b>	<b>\$627,708</b>	<b>\$590,215</b>	<b>\$735,752</b>

<b>FTE Summary</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Est.</b>	<b>2014 Budget</b>
General Fund	2.0	2.0	2.0	2.0	2.0	3.0
Risk Management Fund	2.0	2.0	0.0	2.0	2.0	2.0
<b>FTE Total:</b>	<b>4.0</b>	<b>4.0</b>	<b>2.0</b>	<b>4.0</b>	<b>4.0</b>	<b>5.0</b>

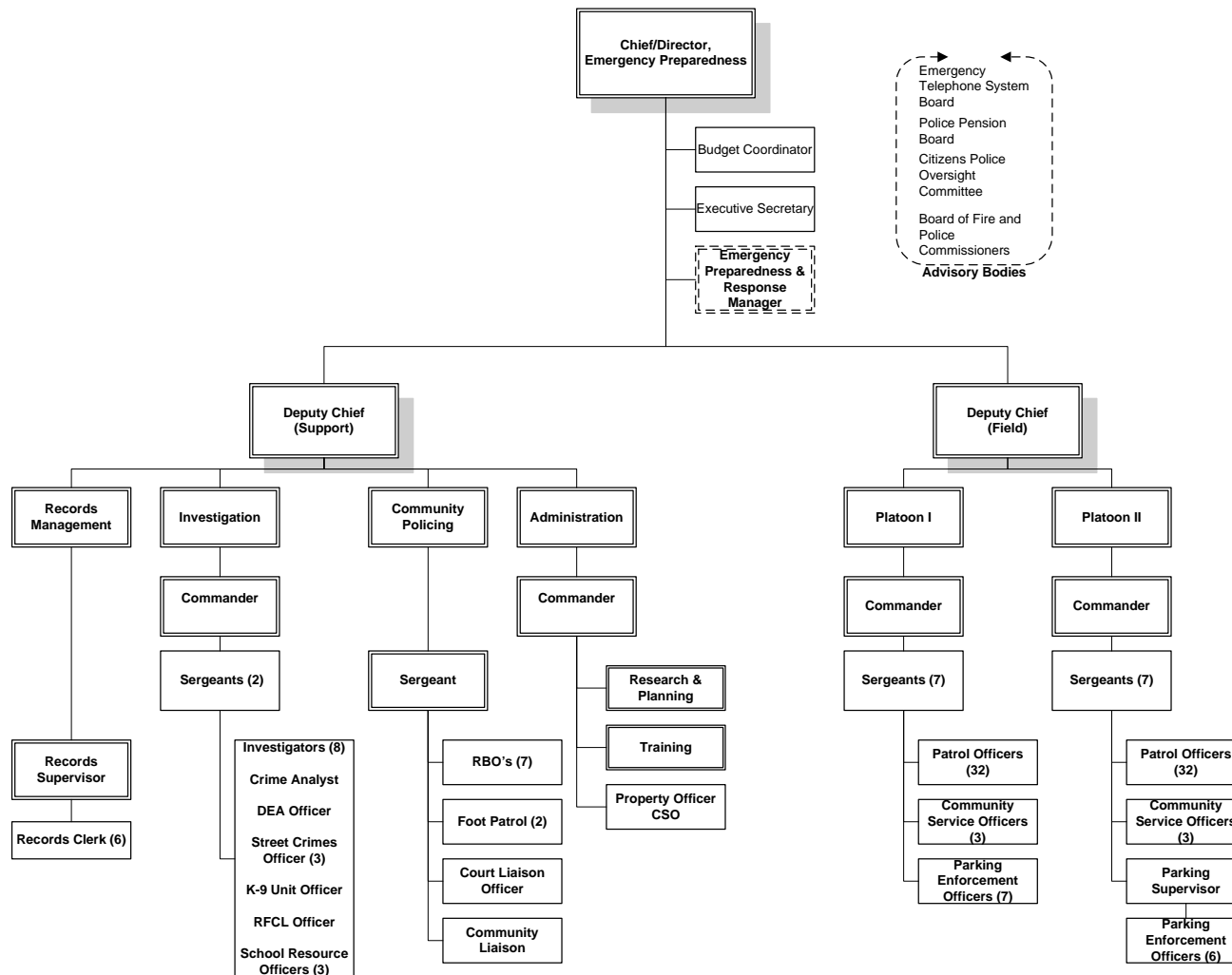
<b>Revenue Summary</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Est.</b>	<b>2014 Budget</b>
Recovered Damages	\$38,831	\$113,053	\$49,373	\$50,000	\$90,000	\$50,000
Liquor Licenses	\$105,038	\$106,476	\$102,217	\$100,000	\$101,500	\$102,700

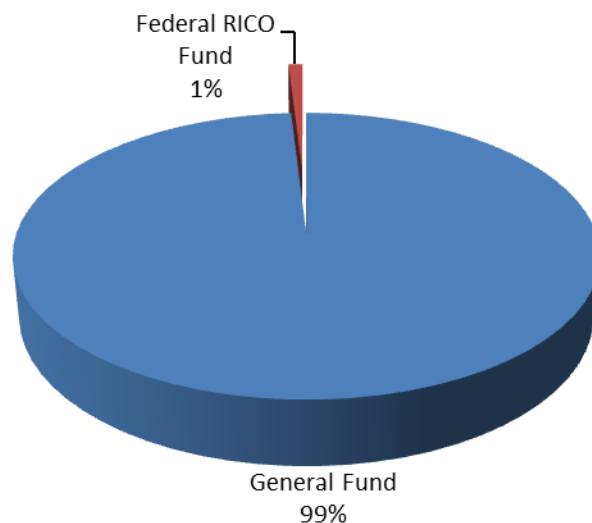
Table 3-17: Law Department Financial Summary

2014 Significant Budget Changes

\$0.00	0.0	Reorganization of the staff liaison role for the Liquor Control Review Board from the Village Clerk to the Village Attorney or his designee
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### 3.2.10 Police





**Chart 3-20: Total Police Expenditures, By Fund**

**Executive Summary**

The Oak Park Police Department is a full-service law enforcement agency serving the citizens of the Village of Oak Park. The mission of the Department is to provide high-quality police services that are accessible to all members of the community. The Department believes in the dignity of all people and respects individual and constitutional rights in fulfilling this mission. In order to achieve this mission, the Department has adopted Community Based Policing which include the following components: citizen involvement, problem solving and quality of life focus, ethical behavior, situational leadership, and employee value. It is our goal to incorporate these values in the organization, and throughout our interactions with the community to promote a desirable quality of life in the community, with a commitment to maintaining and improving peace, order, and safety through excellence in law enforcement and community service.

The department has both sworn police officers and civilian personnel assigned to operating and support programs in two bureaus:

**Field Services Bureau.** The Field Services Bureau is responsible for performing a variety of duties related to the protection of life and property and enforcement of criminal and traffic laws, parking enforcement, prevention and investigation of crime, collection and preservation of evidence, preservation of the public peace, and the apprehension of violators of the law. This bureau also manages the Field Training and Evaluation Program.

**Support Services Bureau.** The Support Services Bureau include: Investigations, K-9, Drug Enforcement Administration and Regional Computer Forensic Laboratory assignments, Resident Beat Officer Program, Records, School Resource Officers, Evidence and Property Custodian, Training, Research and Planning and Special Response Team.

### **2013 Accomplishments**

FY13 to date has shown a steady downward trend of crimes committed. Several police initiatives have been key factors in continuing to keep crime at historic lows. Policing practices deeply rooted in intelligence-based strategies, citizen involvement, partnering with neighboring agencies and aggressive patrol tactics have played a major role in the reduction of crime for our community.

Other significant accomplishments in FY13 include the following:

- Built upon the comprehensive, community policing-based Safe Schools Program that relies on collaborative emergency management planning, school-related traffic missions and educational/mentoring programs such as I-Search, Police Explorers and F.R.E.E. (Females Reaching for Educational Excellence). The success of the program comes from the active involvement of both public and private educational institutions as well as providers of youth activities, such as the Park District of Oak Park and the YMCA.
- Partnered with the Illinois State Board of Education School & Campus Security Training Program to teach representatives from a wide range of organizations including the Fire Department, the dispatch center, YMCA, Park Districts and both private and public schools that provide extra-curricular activities for local young people on the fundamentals of emergency management in education and developing incident action plans.
- Collaborated with the National Alliance on Mental Illness (NAMI) to host crisis intervention training for the entire Police force. The department now has officers equipped with the skills to manage crises with patience and empathy when dealing with individuals experiencing mental illness and their families.

### **2014 Work Plan**

Tapping the benefits of advanced technology will be a key theme of many Police Department activities in FY14. The department hopes to implement a web-based reporting process and procedure for traffic complaints that also will allow citizens to readily report traffic-related complaints and receive real-time responses.

A global positioning satellite (GPS) system that can monitor police car and portable radio locations will be investigated in FY14. Such a system can enhance office safety and allow units to be dispatched based on their location, which can help lower response times, reduce fuel consumption and increased emergency preparedness capabilities.

The department plans to develop, coordinate and operate target-specific, anti-violent-crime initiatives based on intelligence garnered from our Block-by-Block Crime Study. This intelligence-based strategy will stress beat officer accountability through training and information to support concentration on identified neighborhood/business hot spots. The department also will continue its partnership with the Criminal Justice Center and the Community Relations Department to determine how best to address the serious issue of violence in our community, and those with which we border.

To combat the serious problem of distracted driving, the department will work with the Law Department to introduce an ordinance aimed at deterring motorists from driving while doing other



things like texting or talking on a cell phone. In addition, the department will initiate a crosswalk and pedestrian safety program with emphasis on driver education and increased enforcement.

The department also will continue to develop its emergency preparedness capabilities by creating programs that appropriately deploy volunteers during special events and emergency response activities. Conceptually, the department will look to the Radio Emergency Associated Communication Teams program (REACT) whose volunteers assist with communications during emergencies, and the Federal Emergency Management Agency sponsored Community Emergency Response Team (CERT) program, whose volunteers have received specific training in basic disaster response skills.

**MAP Program**

The following is a summary of the Governance Priorities and performance visions for the Police Department:

Police Governance Priorities		
Governance Priority #1- Law Enforcement	Governance Priority #2- Protect Life and Property	Governance Priority #3- Maintain Peace and Order
<ul style="list-style-type: none"> <li>• <b>Vision #1-</b> To consistently improve organizational efficiency and effectiveness, and remain sensitive to community needs</li> <li>• <b>Vision #2-</b> To attract and retain a diverse, qualified workforce that provides a professional work environment and recognizes employee excellence.</li> <li>• <b>Vision #3-</b> Prepare department staff to meet the current and evolving challenges of policing</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Vision #1-</b> Increase proactive patrol strategies</li> <li>• <b>Vision #2-</b> Improve crime solving abilities</li> <li>• <b>Vision #3-</b> Increase safety for cyclists and pedestrians</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Vision #1-</b> Enhance the quality of life</li> <li>• <b>Vision # 2-</b> Continue to address and respond to community perceptions of safety</li> </ul>

<b>Fund:</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Est.</b>	<b>2014 Budget</b>
General Fund	\$16,311,190	\$18,242,819	\$18,415,633	\$18,846,042	\$18,414,449	\$19,526,889
Federal RICO Fund	\$14,752	\$112,019	\$193,359	\$181,000	\$135,000	\$118,000
State RICO Fund	\$897	\$11,853	\$100	\$0	\$0	\$0
<b>Total Police Expenditure:</b>	<b>\$16,325,942</b>	<b>\$18,354,838</b>	<b>\$18,608,992</b>	<b>\$19,027,042</b>	<b>\$18,549,449</b>	<b>\$19,644,889</b>

<b>Expenditure Type</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Est.</b>	<b>2014 Budget</b>
Personal Services	\$11,179,654	\$11,371,881	\$11,855,945	\$12,145,847	\$11,765,544	\$12,456,224
Fringe Benefits	\$4,676,997	\$6,460,476	\$5,935,881	\$6,074,022	\$6,093,975	\$6,462,495
Materials & Supplies	\$237,845	\$181,355	\$181,175	\$227,000	\$148,085	\$160,460
Contractual Services	\$89,045	\$110,421	\$442,633	\$399,173	\$406,845	\$447,710
Grants	\$127,649	\$118,686	\$0	\$0	\$0	\$0
<b>General Fund Total:</b>	<b>\$16,311,190</b>	<b>\$18,242,819</b>	<b>\$18,415,633</b>	<b>\$18,846,042</b>	<b>\$18,414,449</b>	<b>\$19,526,889</b>

<b>FTE Summary</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Est.</b>	<b>2014 Budget</b>
General Fund	134.0	149.0	148.0	150.0	150.0	149.0

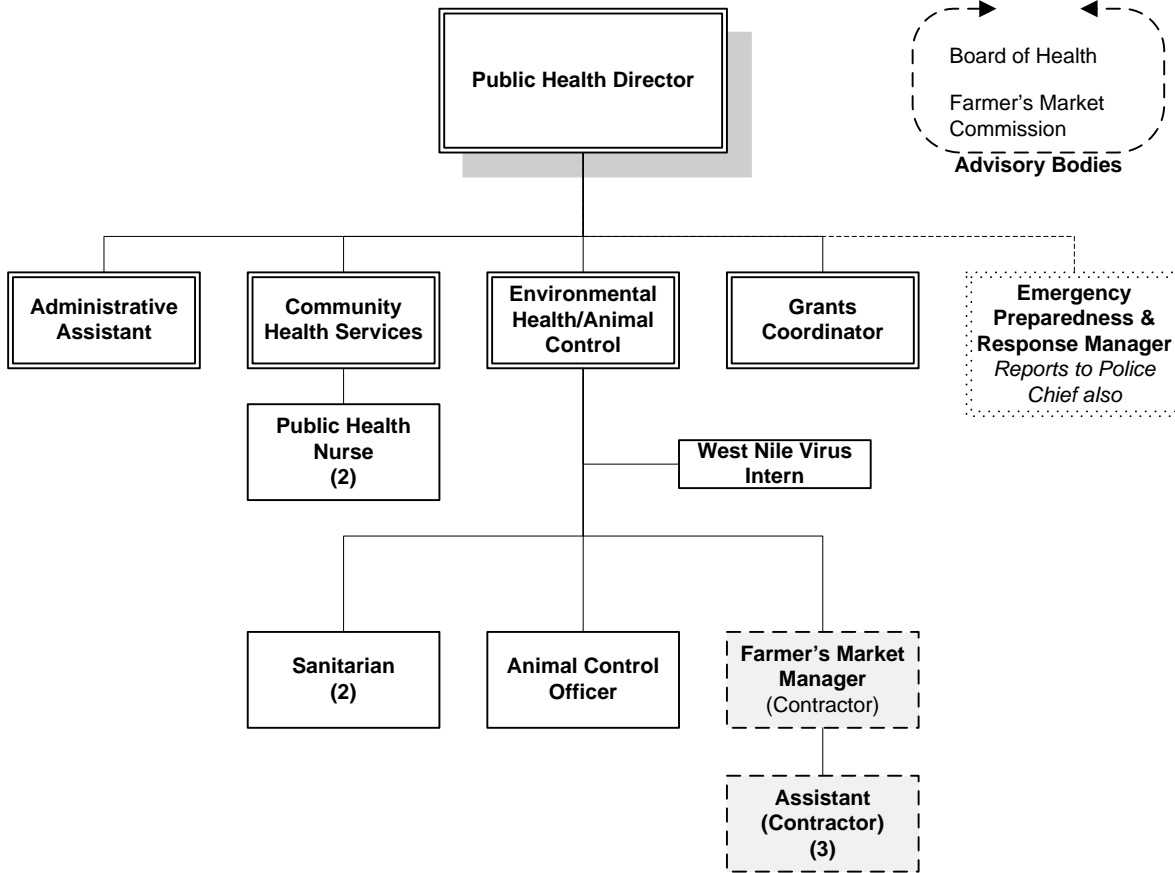
<b>Revenue Summary</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Est.</b>	<b>2014 Budget</b>
Il Emergency Management Agency	\$0	\$132,756	\$0	\$0	\$0	\$0
Drug Enforcement Agency Reimb	\$16,903	\$24,203	\$16,647	\$19,000	\$17,205	\$17,250
CTA Reimbursement	\$271,889	\$274,984	\$275,690	\$264,000	\$120,000	\$129,500
Crossing Guard Reimbursement	\$0	\$170,032	\$176,750	\$175,000	\$176,000	\$180,000
Arrest Warrant Reimburse Reven	\$0	\$120	\$630	\$1,000	\$1,000	\$200
Police Evidence Revenue	\$0	\$16,759	\$0	\$0	\$0	\$0
Police Training Reimburse Rev	\$0	\$7,703	\$17,325	\$0	\$0	\$0
Police Reports	\$14,911	\$13,562	\$14,862	\$14,000	\$15,000	\$15,000
Court Fines	\$120,578	\$86,261	\$114,117	\$128,000	\$112,000	\$114,500
Parking Fines	\$2,537,575	\$2,095,023	\$2,344,502	\$2,750,000	\$2,425,000	\$2,490,000
RCFL OT Reimbursement	\$0	\$8,448	\$6,813	\$17,196	\$11,500	\$11,750
Non-Compliance Fines	\$0	\$7,596	\$7,385	\$0	\$8,500	\$9,000
Subpoena Fees	\$382	\$293	\$533	\$500	\$1,000	\$1,200
Miscellaneous Revenue	\$9,531	\$3,307	\$5,561	\$1,000	\$5,000	\$6,000
OPRFHS Event Reimbursement	\$593	\$6,696	\$0	\$0	\$8,893	\$9,000
<b>Revenue Total:</b>	<b>\$2,972,362</b>	<b>\$2,714,987</b>	<b>\$2,980,815</b>	<b>\$3,369,696</b>	<b>\$2,901,098</b>	<b>\$2,983,400</b>

Table 3-18: Police Department Financial Summary

### 2014 Significant Budget Changes

There are no significant budget changes at this time.

### 3.2.11 Public Health



## Executive Summary

The Oak Park Health Department has been an Illinois 'certified local health department' since 1948. It is one of only four municipal certified health departments in suburban Cook County. As such, the Department is required to deliver the ten essential public health services of a local health department:

1. Monitor health status to identify and solve community health problems.
2. Diagnose and investigate health problems and health hazards in the community.
3. Inform, educate, and empower people about health issues.
4. Mobilize community partnerships and action to identify and solve health problems.
5. Develop policies and plans that support individual and community health efforts.
6. Enforce laws and regulations that protect health and ensure safety.
7. Link people to needed personal health services and assure the provision of health care when otherwise unavailable.
8. Assure competent public and personal health care workforce.
9. Evaluate effectiveness, accessibility, and quality of personal and population-based health services and
10. Research for new insights and innovative solutions to health problems.

A certified health department must maintain qualified staff to carry out public health programming as a delegate agency for the State of Illinois and must complete a community health assessment and strategic plan (IPLAN) every five years. The IPLAN for 2011-2016 was completed in 2011 submitted as part of the States recertification requirement and is posted on the Village website. A certified local health department is uniquely qualified to deliver Local Health Protection programs which are core public health programs and include food protection responsibilities and communicable disease control. The Local Health Protection Grant is awarded to every certified health department, annually, to help defray the costs of carrying out these programs.

Every year the Health Department receives individual grants from Illinois Department of Public Health (IDPH) and Illinois Department of Human Services (IDHS) to carry out a variety of public health programs. These include:

- Childhood Lead Poisoning Prevention
- Illinois Tobacco Free Communities programming
- Family Case Management (for Medicaid eligible pregnant women and infants)
- Teen Pregnancy Prevention Programs
- West Nile Virus/ Mosquito Prevention Programs
- Dental Sealant Program (for financially eligible children)
- Tanning Facilities Inspections
- Body Art (Tattoo) Inspections, and
- Public Health Emergency Preparedness and Response Activities

In addition to delivering grant funded programs, the Health Department is also required to address the health priorities identified by the Department and the community in the IPLAN process. The health priorities for 2011-2016 are obesity, chronic disease and the inability to access adequate health and dental care. In addition, two areas of interest were also identified: 1) teen alcohol and drug use; 2) mental health for all ages. Goals and strategies for the next five years have been identified to address each health priority. In 2013, the Health Department expects to receive an estimated \$300,000 in grant revenue from IDHS and IDPH. In addition to grants, the Department also projects revenue of \$140,945 from fees and fines.

The Health Department staff consist of the Director, an Environmental Health Supervisor, two Licensed Environmental Health Practitioners ('Sanitarians'), two Public Health Nurses (one nursing position funded primarily under the Family Case Management Program Grant), one Emergency Preparedness and Response Manager (position funded primarily under the Public Health Emergency Preparedness Grants and reports to both the Chief of Police and Public Health Director), one Administrative Assistant, one part-time Grants Coordinator and one Animal Control Officer. The Department also contracts with the PCC Wellness Center for required Medical Consultation by Paul Luning, MD, MPH and with Anderson Pest Control for additional rat control resources (funded under Local Health Protection Grant funds).

The Department has managed the Animal Control Program for a number of years. During this time, the Health Department was able to reduce Village Animal Control staff from three to one full-time Animal Control Officer. The Department has provided monitoring and oversight of the Village's five year agreement with the Animal Care League (ACL), entered into in 2007, which provides care for impounded animals as well as adoption services. In 2012, the ACL agreement was renewed for an additional five years at a cost of \$100,000 per year.

### **2013 Accomplishments**

Helping multifamily building owners and managers go smoke free was a key Health Department accomplishment in Fiscal Year 2013. A new education program called *Breathe Easy Oak Park* was launched with a wide range of materials intended to help building owners, managers and residents understand the economic and health benefits of reducing second- and third- hand smoke. In addition to general information, the packet also included sample documents to help make the switch to smoke free.

Other Fiscal Year 2013 accomplishments included:

- Tapped \$300,000 in state grants to deliver a variety of local public health program and services, including maternal-infant nursing case management, food protection, communicable disease control, tanning and tattoo facility inspections, dental sealants for income-eligible children, stop smoking help and emergency preparedness and response.
- Presented eight-week classroom-based curriculum to adolescent women on reducing risky behaviors and facilitated four presentations for parents and school/social service professionals on talking to teens about sex.
- Taught the 15-hour Illinois Food Service Manager Certification course to 24 students, and five-hour refresher course to seven students, all employees of local food service operations.
- Increased animal license applications 10 percent with more outreach to animal owners
- Updated the Village's Emergency Operating Plan and received approval of the Village's Multi-hazard Mitigation Plan from IEMA and FEMA. Approval of the mitigation plan may improve the Village's eligibility for grant funding to help pay for damages caused by flooding and other natural disasters.

**2014 Work Plan**

Full implementation of the federal Affordable Health Care Act will make providing information and guidance a major focus of the Department of Public Health in Fiscal Year 2014. The department's public health nurses have applied for training to become certified application counselors so they will be prepared to assist residents who will be enrolling in new insurance programs via the Health Insurance Marketplace, the federal government's portal to coverage options.

Family Case Management staff will be working with the Collaboration for Early Childhood to support a program to visit the homes of families with infants and pre-school age children.

Through the Illinois Tobacco-free communities grant program, the Department will support an initiative to reduce exposure to second-hand smoke on Village properties through policy development, education and signage.

The Animal Control staff will continue to work toward increasing compliance with animal licensing requirements through increased use of technology, communications and outreach to owners.

Farm visits by Oak Farmers' Market staff will increase in 2014, with a goal of visiting each vendor's farm a minimum of once every three year, a key function to ensure that the market maintains its product integrity. At least eight farm visits are planned for 2014, supported by a request for an additional \$1,000 in the 2014 Farmers Market budget proposal.

State grants will allow emergency preparedness activities to explore fatality management, a sobering, but necessary part of being prepared for a disaster. Staff will work with the Cook County Medical Examiner to make sure the Village is prepared in the event of a mass casualty incident in the region.

Food service education will remain a priority in 2014, with new, grant-funded technologies available to provide support on site in local establishments. The focus will be on compliance with health and safety regulations.

**MAP Program**

The Department of Public Health will be incorporated into the MAP Program during the second wave of program deployment (2013-2014).

<b>Expenditure Type</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Est.</b>	<b>2014 Budget</b>
Personal Services	\$291,248	\$289,916	\$327,047	\$608,833	\$616,082	\$638,403
Fringe Benefits	\$212,619	\$198,388	\$243,823	\$272,962	\$269,427	\$286,657
Materials & Supplies	\$19,079	\$19,214	\$15,235	\$15,675	\$11,450	\$13,665
Contractual Services	\$118,234	\$106,900	\$93,986	\$101,500	\$101,500	\$101,500
<b>Department Total</b>	<b>\$641,180</b>	<b>\$614,418</b>	<b>\$680,091</b>	<b>\$998,970</b>	<b>\$998,459</b>	<b>\$1,040,225</b>

<b>FTE Summary</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Est.</b>	<b>2014 Budget</b>
General Fund	11.5	11.5	11.5	10.0	10.0	10.0

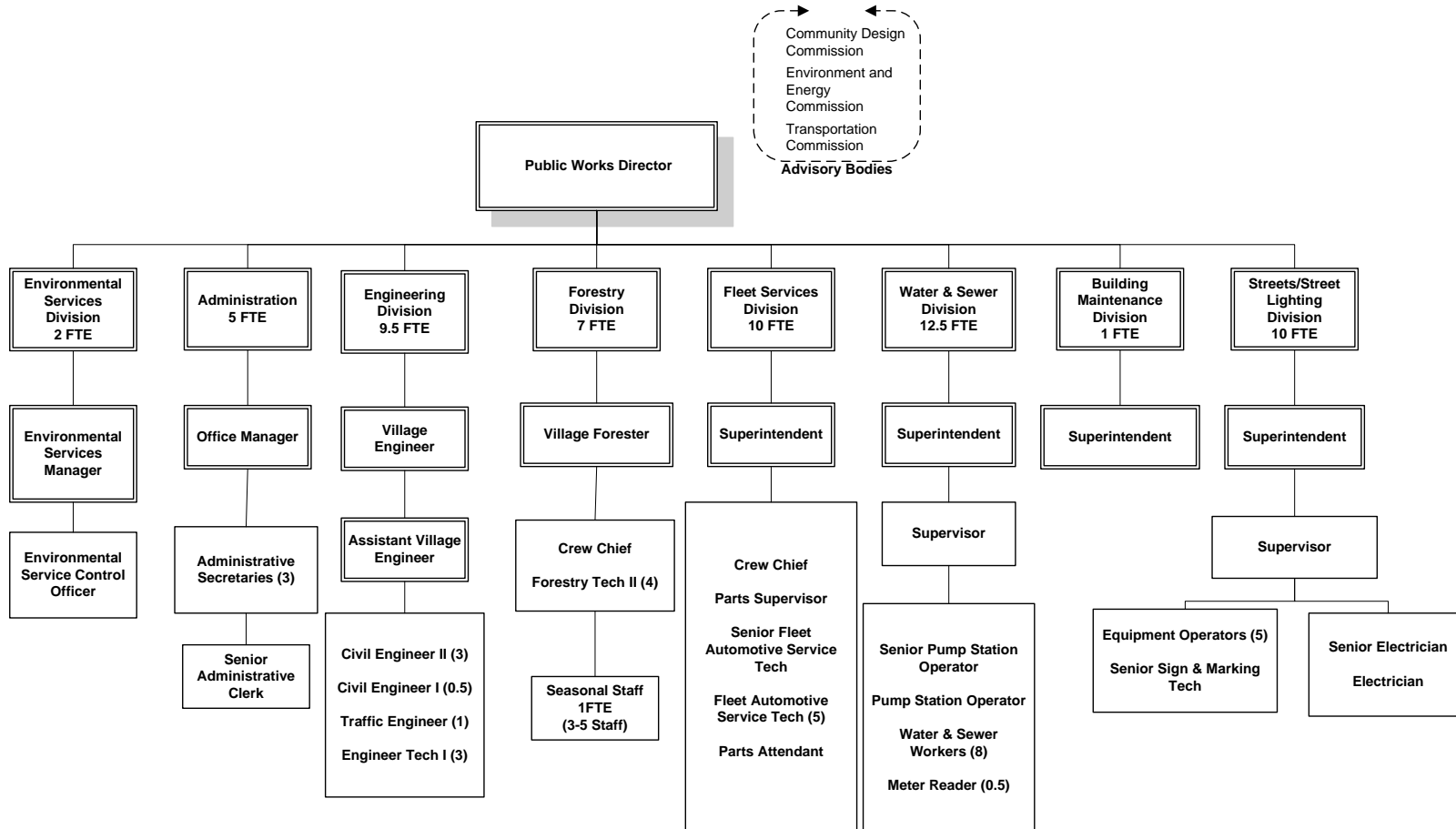
<b>Revenue Summary</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Est.</b>	<b>2014 Budget</b>
Animal Licenses	\$32,008	\$31,932	\$32,952	\$31,070	\$35,000	\$35,000
Flu Shot Medicare Reimb.	\$5,794	\$4,475	\$1,810	\$4,000	\$0	\$0
Food Service Mgmt Course Fees	\$5,450	\$2,880	\$2,868	\$2,768	\$2,350	\$2,350
Pound Other Fees	\$5,763	\$4,913	\$4,709	\$5,239	\$5,239	\$5,239
Environ Health Service Fees	\$79,032	\$88,029	\$84,026	\$82,280	\$82,280	\$82,280
Environ Health River Forest	\$33,000	\$33,512	\$0	\$0	\$0	\$0
Non-compliance Fees	\$17,495	\$15,665	\$13,735	\$15,588	\$15,588	\$15,588
<b>Revenue Total:</b>	<b>\$178,542</b>	<b>\$181,406</b>	<b>\$140,100</b>	<b>\$140,945</b>	<b>\$140,457</b>	<b>\$140,457</b>

Table 3-19: Health Department Financial Summary

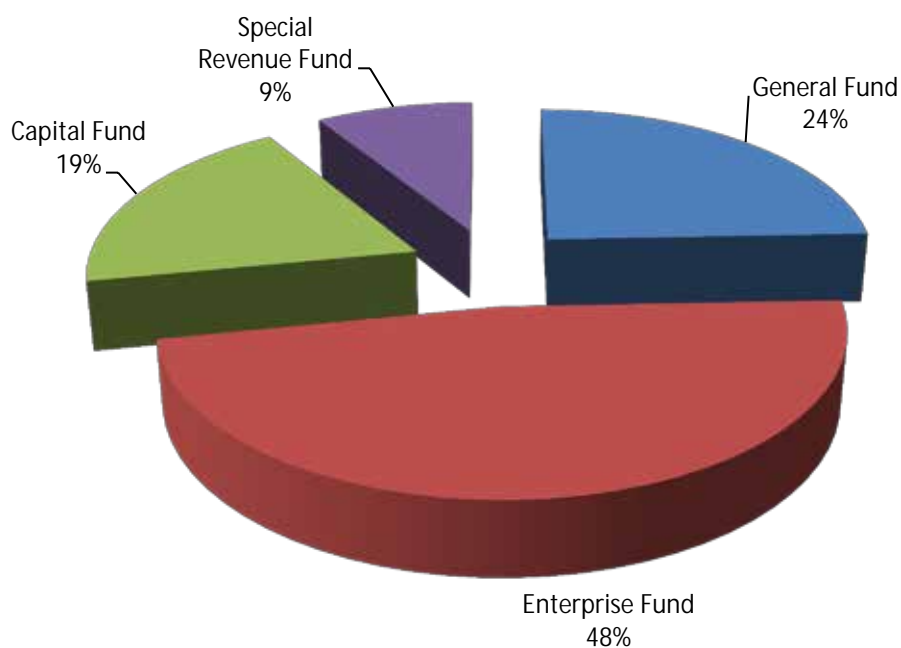
### 2014 Significant Budget Changes

There are no significant budget changes at this time.

3.2.12 Public Works







**Chart 3-21: Total Public Works Expenditures, By Fund**

**Executive Summary**

The Department of Public Works is charged with wide range of tasks associated with the Village's infrastructure. In addition to the more traditional infrastructure-related duties such as street maintenance, safe drinking water delivery, sewer collection, and capital improvements, divisions within the department also maintain the Village's extensive urban forest, manage refuse and recycling collections, and maintain traffic signals and streetlights. Public Works staff is also responsible for maintaining all municipal facilities and equipment, including vehicles for Police, Fire, Park District as well as its own vehicles.

The department resources include the General Fund, Water and Sewer Fund, Capital Improvements Fund, Motor Fuel Tax Fund and Environmental Services Fund.

Services are provided through the following divisions: Administration, Engineering, Streets Services, Fleet Services, Building Maintenance, Street Lighting, Forestry, Water and Sewer and Environmental Services.

**General Fund Division Summaries:****Administration Division:**

The Administration Division provides general support to the nine operating divisions of the department. Tasks include providing customer service regarding all public works requests for service, accounts payable, safety program administration and all administrative functions including managing all personnel matters.

**Engineering Division:**

The Engineering Division is responsible for long range planning, designing and implementing the Village's Capital Improvement Program. The division is also responsible for conducting traffic studies, reviewing and issuing all right of way permits including obstructions, street openings, parkway openings and utility maintenance permits as well as providing staff support to the Village's Transportation Commission. In addition, the division maintains the Village's infrastructure databases such as pavement management and Geographic Information System.

**Streets Services Division:**

The Streets Services Division is responsible for the maintenance of more than 103 centerline miles of Village-owned streets and the attached curbs, gutters and sidewalks. The division also maintains approximately 12 additional miles of state owned highways through an intergovernmental agreement. Through the efforts of Village staff and contractors the division completes repairs to the pavement from water and sewer work, sweeps streets, picks up litter on main roadways, repairs Streetscaping areas, cleans business district sidewalks, picks up leaves, removes refuse from the Village's 200+ public trash receptacles and are the first responders to snow and ice events. The division also maintains, repairs and replaces traffic and parking signs within the Village and maintains pavement markings along Village streets and parking lots.

**Fleet Services Division:**

The Fleet Services Division manages the maintenance and repair of the entire fleet of Village vehicles. Included in this fleet are Police, Fire, Public Works, Building & Property Standards, Village Clerk's office, Health Department and other Administration vehicles. The Village also maintains vehicles for the Park District of Oak Park, MABAS (Fire Mutual Aid) and WCSDC (Public Safety Communications). The total number of vehicles maintained by this division is approximately 250. The division is also responsible for providing fuel to these departments as well as the Library and School Districts. In addition, the division manages the capital replacement of this fleet. The division operates 24 alternate fuel vehicles which run primarily on Compressed Natural Gas.

**Building Maintenance Division:**

The Building Maintenance Division is responsible for maintaining all Village facilities including Village Hall, Police Station including satellite Sub-Stations, three Fire Stations, Public Works Center including Fleet Services, three Water Pumping Stations, the Dole Learning Center, four Public Parking Structures and the Multi-Modal Transportation Center at Marion Street. Work is completed by several building maintenance service contractors and managed by in-house staff.

**Street Lighting Division:**

The Street Lighting Division is responsible for the maintenance, repair and replacement of all Village owned streetlights, alley lights, parking lots and traffic signals. In-house staff and contractors maintain approximately 8,000 street and alley lights and 40 traffic signal and interconnection systems. The division also responds to requests for locating underground electric facilities via the one call system Joint Utility Locating Information for Excavators (JULIE). The division also maintains the electric sidewalks located in Downtown Oak Park.

**Forestry Division:**

The Forestry Division is responsible for the maintenance of the Village's Urban Forest which includes over 19,000 trees of over 100 species. In-house staff and contractors also maintain over 100 landscaped areas and 600+ flower planters which are located throughout the Village's 12 business districts. The Village maintains a four year pruning cycle for all parkway trees. Hazard and diseased trees are removed and replaced based on planting spacing criteria. Dutch Elm Disease and the Emerald Ash Borer remain as challenges for the division. Forestry staff supports the Community Design Commission.

**Other Public Works Divisions:**

Within the Department of Public Works are also the Water & Sewer Division and Environmental Services Division. These divisions are highlighted within the Water and Sewer and Environmental Services Funds.

**2013 Accomplishments**

The Public Works Department worked diligently in FY13 to maintain the high levels of service customary in the community. The current management team has been intact for several years which contributes considerably to the continuity of operations. Creation of an Employee Recognition Program and Employee Committee whose members meets regularly to discuss employee concerns and suggestion have helped to enhanced the overall work environment at the Public Works Center.

Other significant accomplishments in FY13 include the following:

- Made nearly 20,000 customer contacts via telephone, emails and in person, generating some 7,000 work orders. Residents who contacted the department during regular hours almost always spoke directly to a person. Staff also processed nearly 400 block party applications.
- Completed the first phase of structural repair to the Public Works Center on time and within budget. The work included structural reinforcements and concrete floor repairs, all done without disruption to the daily delivery of services. Two new large exhaust fans also were installed in fleet maintenance area and 11 ceiling fans installed throughout the shop to improve air flow and ventilation.
- Completed a four-year tree pruning cycle on time and within budget. Crews also removed more than 400 diseased trees, planted a diverse mix of more than 400 high-performing, properly-sited, parkway trees and maintained more than 130 permanent landscape areas, and 500-plus planters in business districts throughout the Village.

- Wrote and implemented a new fleet vehicle replacement policy to help guide decisions based on age, mileage, hours, lifetime maintenance cost and a condition evaluation. The vehicle GPS system also was expanded from five to 15 vehicles, a tool that helps supervisors better track workflow and improve service delivery.
- Used 140 tons of asphalt to fill potholes throughout the Village and replaced approximately 13,000 square feet of pavement. Crews replaced/installed nearly 600 street signs, removed graffiti from about 780 locations, repaired and replaced about 700 square feet of brick paver sidewalk and bluestone in various business districts throughout the Village and installed 19 energy efficient LED light fixtures over the Eisenhower Expressway on all interior streets.
- Replaced a feeder water main under Ridgeland Commons and sewer main on North Boulevard from Oak Park Avenue to Kenilworth Avenue as part of the \$8.1 million 2013 Capital Improvement Program.
- Upgraded the traffic signal management system hardware and software to allow for improved control of the Village's signal network.

### 2014 Work Plan

Customer service will continue to be a key driver in FY14 for Public Works Department programs and services. With performance measures now in place for all divisions, the *Request for Action* (RFA) database program will be mined to help operating divisions manage their measures and monthly reporting. In addition, the department hopes to seek outside support to develop a customer service response measurement tool that would randomly survey service requestors to assess the department's service quality.

Installing a new chiller and cooling tower in Village Hall also is on the department's 2014 task list. Substantial work already has been completed on preliminary design options and construction cost estimates. The goal is seek bids in early 2014, install a new system in the fall of 2014 and be operational for the 2015 cooling season. In addition, the second phase of the structural repair to the Public Works Center, construction of a new gun range for the Police Station and several Fire Station projects are proposed for the year ahead.

The Department is proposing an analysis of the existing condition of all Village buildings to develop specific maintenance plans that would include repair/replacement cost information for the major systems within each building. This *Building Condition Index* is proposed as part of the performance measurement M.A.P. program and would help guide future budget requests and maintenance plans for Village facilities.

In the year ahead, the Forestry Division recommends re-inventorying all trees on all Village parkways and public property. An up-to-date tree inventory is critical for evaluating, planning, tracking and budgeting for proper management of the Village's urban forest. An inventory was last completed in 2003. Such data-based driven management also will complement plans to move to completing work orders and inspection notes electronically in the field using tablets or laptops.

Upgrading stop signs to 30 inches from the current 24 inches is approved in 2014, as is replacing faded and unreadable street name signs.

The task of replacing green and red LED traffic signals will begin in 2014, as many are nearing the end of their life cycle. Updating the street light atlas and inventory, traffic control devices and traffic signal database, as well as researching methods to make traffic signals more bicycle friendly also are proposed for the fiscal year ahead.

A long-range capital plan based on street and alley pavement management data collected in 2013 is planned for FY14. This will be the first long-range planned developed without the current Village Engineer, who will be retiring in January after nearly 40 years of service to the community. New CAD standards will be developed and applied to all capital projects to ensure consistency and efficiency of design and implementation oversight.

**MAP Program**

The following is a summary of the Governance Priorities and performance visions for the Department of Public Works:

<b>Public Works Governance Priorities</b>	
<p><b>Governance Priority #1-</b> Infrastructure/Capital Programs</p> <ul style="list-style-type: none"> <li>• <b>Vision #1-</b> Improve Long-Range Capital Planning</li> </ul>	<p><b>Governance Priority #2-</b> Maintenance and Service Programs</p> <ul style="list-style-type: none"> <li>• <b>Vision #1</b> – Continue to improve the quality and cost-effectiveness of services</li> <li>• <b>Vision #2</b> – Incorporate innovative &amp; sustainable approaches to maintenance and service programs</li> <li>• <b>Vision #3</b> – Actively explore opportunities to expand and improve core services to address our community’s evolving service needs</li> </ul>
<p><b>Governance Priority #3-</b> Service Requests</p> <ul style="list-style-type: none"> <li>• <b>Vision #1</b> – Provide exceptional customer service</li> </ul>	<p><b>Governance Priority #4-</b> Emergency Management/Hazard Mitigation</p> <ul style="list-style-type: none"> <li>• <b>Vision #1</b> – Provide timely response to various emergency events (snow, flooding, wind)</li> <li>• <b>Vision #2</b> – Identify opportunities to leverage additional intergovernmental resources for emergency events</li> </ul>

<b>Expenditure Type</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Est.</b>	<b>2014 Budget</b>
Personal Services	\$2,439,270	\$2,299,532	\$2,280,262	\$2,465,760	\$2,280,432	\$2,416,466
Fringe Benefits	\$842,423	\$885,621	\$912,917	\$1,043,146	\$966,337	\$1,042,495
Materials & Supplies	\$1,098,106	\$1,150,857	\$1,292,828	\$1,280,676	\$1,285,246	\$1,291,439
Contractual Services	\$1,531,981	\$1,860,496	\$1,580,158	\$2,653,075	\$2,579,571	\$2,604,415
Capital Outlay	\$0	\$0	\$0	\$5,600	\$5,600	\$4,680
<b>Department.Fund Total</b>	<b>\$5,911,780</b>	<b>\$6,196,507</b>	<b>\$6,066,165</b>	<b>\$7,448,257</b>	<b>\$7,117,186</b>	<b>\$7,359,495</b>

<b>FTE Summary</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Est.</b>	<b>2014 Budget</b>
General Fund	40.0	36.0	36.0	33.0	33.0	34.0
Capital Fund	9.0	9.5	9.5	9.5	9.5	9.5
Enterprise Funds	14.0	14.5	14.5	14.5	14.5	14.5
<b>Total FTE's</b>	<b>63.0</b>	<b>60.0</b>	<b>60.0</b>	<b>57.0</b>	<b>57.0</b>	<b>58.0</b>

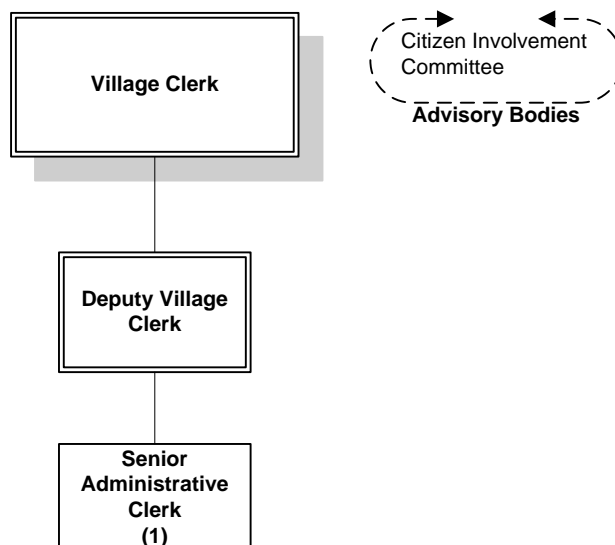
<b>Revenue Summary</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Est.</b>	<b>2014 Budget</b>
Tree Removal Service	\$0	\$350	\$2,438	\$15,000	\$750	\$15,000
Snow Removal Service	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Liquid Gas - Fuel	\$50,439	\$79,480	\$66,144	\$72,000		\$72,000
Charges for Repairs/Parts	\$34,192	\$49,655	\$40,382	\$60,000	\$60,000	\$60,000
MFT Tax Refund	\$10,529	\$9,827	\$9,560	\$10,000	\$10,000	\$0
<b>Revenue Total:</b>	<b>\$95,160</b>	<b>\$139,312</b>	<b>\$118,524</b>	<b>\$157,000</b>	<b>\$70,750</b>	<b>\$147,000</b>

Table 3-20: Public Works Financial Summary

2014 Significant Budget Changes

<b>Amount</b>	<b>FTE Impact</b>	<b>Narrative</b>
\$81,481	1.0	The VMO supports the reorganization of the Village Hall phone system from the Office of the Village Clerk to the Public Works Center, and the associated transfer of one Senior Administrative Clerk (This function was previously under the Community Relations Department).

### 3.2.13 Village Clerk



#### Executive Summary

The Office of the Village Clerk records the proceedings of all Village Board meetings, including committee and special meetings; maintains all official records of the Village Board (including minutes and ordinances), certifications and the Village seal; and monitors Village compliance with the Open Meetings Act and Freedom of Information Act. The office also serves as the local election authority and registrar for voters.

The statutory requirements of the Village Clerk include:

- Serving as the keeper of the Village Board of Trustee’s permanent records, including minutes, ordinances, resolutions, proclamations and contracts
- 

Under the Village Code, Oak Park has also locally designated the Village Clerk as:

- Serving as the Chair of Special Events Team
- Issuing permits and various licenses
- Serving as the liaison for the Village’s Citizen Involvement Commission (CIC)

The customary duties of the Village Clerk include:

- Compliance with Local Records Act and
- Coordinating FOIA responses
- Serving as the local elections official (also for Parks & Library) and voter registration,

### **2013 Accomplishments**

Achieving full compliance with the business license requirement ranks among the major accomplishments of the Office of the Village Clerk.

Other significant accomplishments for FY13 include the following:

- Developed a new database for chauffeur licensing to provide improved processing of renewals. Plans are to extend the program to include new license applications.
- Improved time for responses from departments to requests filed under the Illinois Freedom of Information Act.
- Improved processing time for contracts and other official documents.
- Arranged for free document backup with State Archivist, allowing more secure storage at no cost to the Village.
- Completed a new Citizen Involvement Manual to better articulate procedures for the corps of volunteers who provide advisory assistance to the Village Board.

### **2014 Work Plan**

Assuring superior customer service and tracking of issues for prompt and complete responses to citizen inquiries and requests will be a central goal for the Office of the Village Clerk in FY14. With full staffing, the Clerk's office will be able to provide all services required under state statute and Village Code.

In addition, new initiatives on hold for the past several years can move forward, including evaluating databases, updating reporting capabilities and analyzing key information such as real estate trends, business growth and attrition, requests for information under the Illinois Freedom of Information Act and participation on boards, commissions and committees.

The long-deferred archiving of Village Board records will move forward in 2014, ensuring no key Village records are lost or destroyed and are readily available to the public. The project also will help to better maintain detailed information in all areas managed by the Village Clerk, enhancing opportunities for civic engagement and compliance with Illinois Sunshine Laws and Village Code.

### **MAP Program**

The Office of the Village Clerk will be incorporated into the MAP Program during the second wave of program deployment (2013-2014).



<b>Expenditure Type</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Est.</b>	<b>2014 Budget</b>
Personal Services	\$390,661	\$518,609	\$391,498	\$346,765	\$252,268	\$178,036
Fringe Benefits	\$127,114	\$169,020	\$124,313	\$109,575	\$113,339	\$73,591
Materials & Supplies	\$40,354	\$39,545	\$38,890	\$10,600	\$7,650	\$7,850
Contractual Services	\$20,078	\$35,371	\$19,508	\$53,400	\$32,200	\$33,900
<b>Department.Fund Total</b>	<b>\$578,207</b>	<b>\$762,546</b>	<b>\$574,209</b>	<b>\$520,340</b>	<b>\$405,457</b>	<b>\$293,377</b>

<b>FTE Summary</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Est.</b>	<b>2014 Budget</b>
General Fund	7.0	6.0	5.0	5.0	5.0	3.0

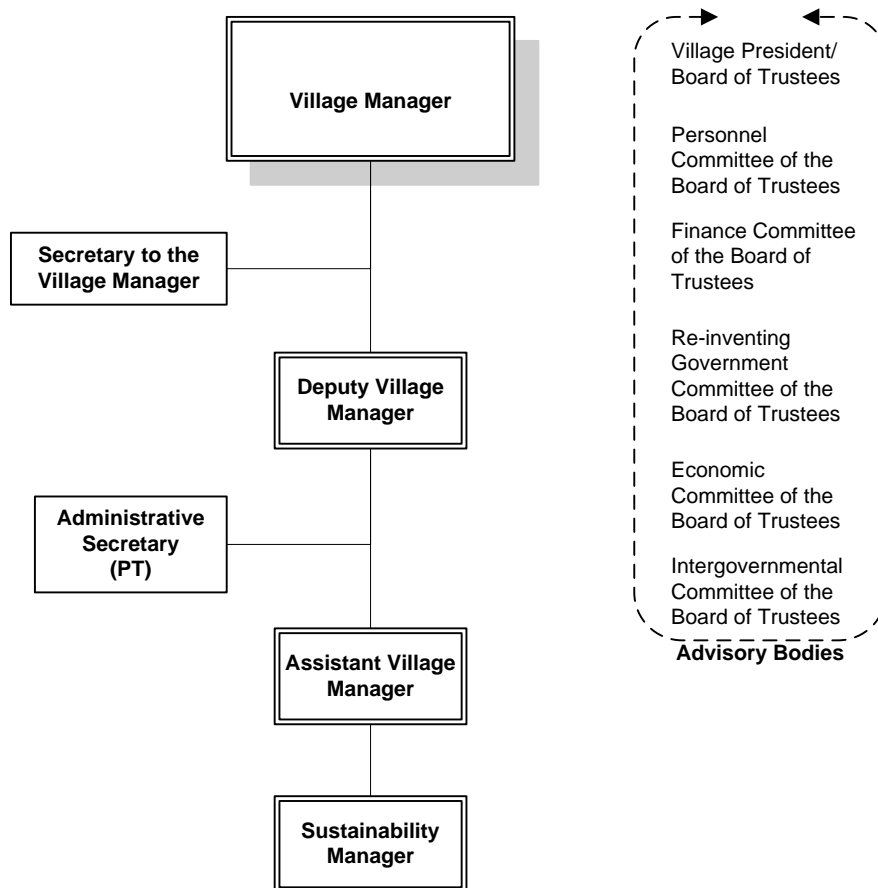
<b>Revenue Summary</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Est.</b>	<b>2014 Budget</b>
Special Events Revenue	\$9,763	\$25,383	\$28,053	\$25,000	NA	\$0
Special Events Application Fee	\$850	\$672	\$1,580	\$0	\$1,600	\$1,600
BASSETT Training Fees	NA	NA	\$0	\$3,000	\$2,040	\$0
<b>Revenue Total:</b>	<b>\$10,613</b>	<b>\$26,055</b>	<b>\$29,633</b>	<b>\$28,000</b>	<b>\$3,640</b>	<b>\$1,600</b>

Table 3-21: Village Clerk Financial Summary

2014 Significant Budget Changes

<b>Amount</b>	<b>FTE Impact</b>	<b>Narrative</b>
-\$75,075	-1.0	Reorganization of the Business Licensing Officer from the Office of the Village Clerk to the Business Services Division
\$0.00	0.0	Reorganization of the staff liaison role for the Liquor Control Review Board from the Village Clerk to the Village Attorney or his designee
-\$81,481	-1.0	Reorganization of the Village Hall phone system from the Office of the Village Clerk to the Public Works Center and the associated transfer of one Senior Administrative Clerk (this function was previously under the Community Relations Department).

### 3.2.14 Village Manager's Office



#### Executive Summary

The Village Manager's Office is responsible for overseeing day-to-day operations of the Village. This is accomplished by the Village Manager, Deputy Village Manager, Assistant Village Manager, Executive Secretary to the Village Manager and a part time Administrative Secretary. The group of employees is responsible for providing staff support to the Village President and Board of Trustees along with the five Committees of the Village Board (Personnel, Finance, Economic Development, Intergovernmental and Reinventing Government).

The Village Manager position is established pursuant to 65 Illinois Compiled Statutes 5/5-3-7 and the Village Manager shall be appointed by the Board of Trustees. The General Duties of the Village Manager are stated in §2-4-2 of the Municipal Code and note that the Village Manager shall be the chief administrative officer of the Village and exercise all powers and duties assigned to him or her by Statute and such other authority as may be granted by the Board of Trustees. The Manager shall be charged with the enforcement of all laws and ordinances within the municipality insofar as their enforcement is within the powers of the Village. The Manager shall attend all meetings of the Board

of Trustees, shall keep the Board informed as to the affairs of the Village, and shall recommend to the Board such actions as may be necessary or expedient for the welfare of the Village.

Under the policy direction and leadership of the Village President and Board of Trustees, the Village Manager's Office mission is to create excellence in local services via professional local government management.

### **2013 Accomplishments**

FY13 saw the Village Manager's Office working to improve how the VMO functions as an internal service department in support of departments and the Village Board. Efforts focused on increased interaction with the 13 operating departments in both individual budget development discussions and training senior managers as a group in critical areas such as leadership, effective communications, supervision and performance evaluation as well as coordination with the Office of the Village Clerk.

Key FY13 accomplishments included the following:

- Launched a multiyear training program intended to foster consistent, high performance. The program, which is expected to take three years to fully implement, focused first on training administrative professionals, supervisors and inspectors to develop cross-departmental working relationships. Topics addressed included education about performance management, consistent application of personnel management strategies and customer service to improve staff interactions with both internal and external customers.
- Implemented an all-electronic process to compile board agenda packets, reducing weekly photocopying by an average of 5,000 sheets of paper per month. Electronic compilation of materials also improved the online posting process and public access to information by dramatically reducing the size of the files.
- Continued the National Citizen Survey to determine residents' opinions on a wide range of community issues, Village services and factors that affect the quality of life in the Village. This survey, which provides information useful to evaluating changes in citizen satisfaction with Village services over time, also allows comparison of the data to other communities nationwide.
- Hired a new Village Attorney to fill the vacancy created by the retirement of Ray Heise after more than three decades of service to the community.
- Worked with the Village Board to begin a process to complete a bi-annual review of protocols and establish goals. The process will serve as a guide for future boards.
- Maintained a continued progress towards sustainability efforts in all areas of the community. Work on an extended contract for the Community Choice Aggregation program continues. Work with individual Village operating departments for improvements such as the ability to retrofit public garages with energy efficient lighting. Also, there has been review of alternative transportation options such as electric vehicles, charging stations and fleet sharing, and supporting ongoing events and programs such as Earth Fest, the Green Business Certification Program and community gardens.

### 2014 Work Plan

A key focus of the Village Manager's Office in FY14 will be to continue efforts to improve internal services in line with the goals established for the Village Manager by the Village Board. Department activities will be aligned specifically with the goals that require resources from the Village Manager's Office.

Training to improve employee relations and engage supervisors in the importance of providing meaningful staff evaluations will continue in FY14, with enhanced coordination between the VMO and the Human Resources Department. Training also will continue to focus on establishing Oak Park as a regional leader in the delivery of public services. A goal will be to adopt internal best practices that ensure all public services are provided in a friendly, efficient, easy to understand and timely manner.

We will improve the use of technology to improve internal and external services.

Implementation of performance management strategies through the M.A.P. Program will be expanded and avenues explored to enhance internal communications via technology.

Further the Village's commitment to early childhood education.

Sustainability initiatives in FY 2014 will include preparing for the future of the Community Choice Aggregation Program and continued efforts to bring the Korean Smart Grid Project to implementation.

### MAP Program

The Village Manager's Office will be incorporated into the MAP Program during the final wave of program deployment (2014-2015).

<u>Fund</u>	<u>2010 Actual</u>	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Budget</u>	<u>2013 Est.</u>	<u>2014 Budget</u>
General Fund	\$1,437,680	\$1,417,682	\$405,296	\$1,052,921	\$1,010,939	\$1,100,141
Sustainability	\$20,382	\$442	\$500	\$105,000	\$199,150	\$112,991
<b>Total VMO Expenditure</b>	<b>\$1,458,062</b>	<b>\$1,418,124</b>	<b>\$405,796</b>	<b>\$1,157,921</b>	<b>\$1,210,089</b>	<b>\$1,213,132</b>

<u>Expenditure Type</u>	<u>2010 Actual</u>	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Budget</u>	<u>2013 Est.</u>	<u>2014 Budget</u>
Personal Services	\$506,414	\$481,303	\$239,876	\$487,102	\$456,544	\$511,460
Fringe Benefits	\$147,503	\$143,714	\$94,192	\$186,471	\$177,813	\$189,495
Materials & Supplies	\$47,459	\$63,806	\$16,371	\$122,500	\$119,734	\$106,050
Contractual Services	\$736,304	\$728,859	\$54,858	\$256,848	\$256,848	\$293,136
<b>General Fund Expenditure</b>	<b>\$1,437,680</b>	<b>\$1,417,682</b>	<b>\$405,296</b>	<b>\$1,052,921</b>	<b>\$1,010,939</b>	<b>\$1,100,141</b>

<u>FTE Summary</u>	<u>2010 Actual</u>	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Budget</u>	<u>2013 Est.</u>	<u>2014 Budget</u>
General Fund	4.50	5.50	5.50	5.50	5.50	5.75

Table 3-22: Village Manager's Office Financial Summary

**2014 Significant Budget Changes**

<b>Amount</b>	<b>FTE Impact</b>	<b>Narrative</b>
\$15,600	0.25	The department requests to add a part-time paid internship for a graduate student (under 1,000 hours per year)
\$76,136	0.0	The department requests resources to continue the support of the intergovernmental Agreement between D97 and D200 for the Collaboration on Early Childhood Education.

### 3.2.15 Village President & Board of Trustees

#### Executive Summary

Pursuant to §2-2-4 of the Municipal Code the Village President and Board of Trustees via their legislative authority established under state law are elected by the citizens of Oak Park to establish the policies related to the operation of the Village Government. The Village President and Board of Trustees are responsible for the selection and employment of the Village Manager and annual establish the goals and vision for the organization and authorize the annual budget/appropriate document to support the implementation of these goals.

<b>Expenditure Type</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Est.</b>	<b>2014 Budget</b>
Personal Services	\$54,000	\$54,000	\$54,296	\$54,000	\$54,000	\$54,000
Fringe Benefits	\$4,131	\$4,131	\$4,470	\$4,131	\$4,131	\$4,131
Materials & Supplies	\$3,076	\$5,481	\$2,174	\$7,450	\$7,850	\$15,215
Contractual Services	\$5,422	\$5,657	\$7,753	\$8,200	\$5,550	\$8,060
<b>Department Total</b>	<b>\$66,629</b>	<b>\$69,269</b>	<b>\$68,693</b>	<b>\$73,781</b>	<b>\$71,531</b>	<b>\$81,406</b>

<b>FTE Summary</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Est.</b>	<b>2014 Budget</b>
General Fund	7.0	7.0	7.0	7.0	7.0	7.0

Table 3-23: Village President & Board of Trustees Financial Summary

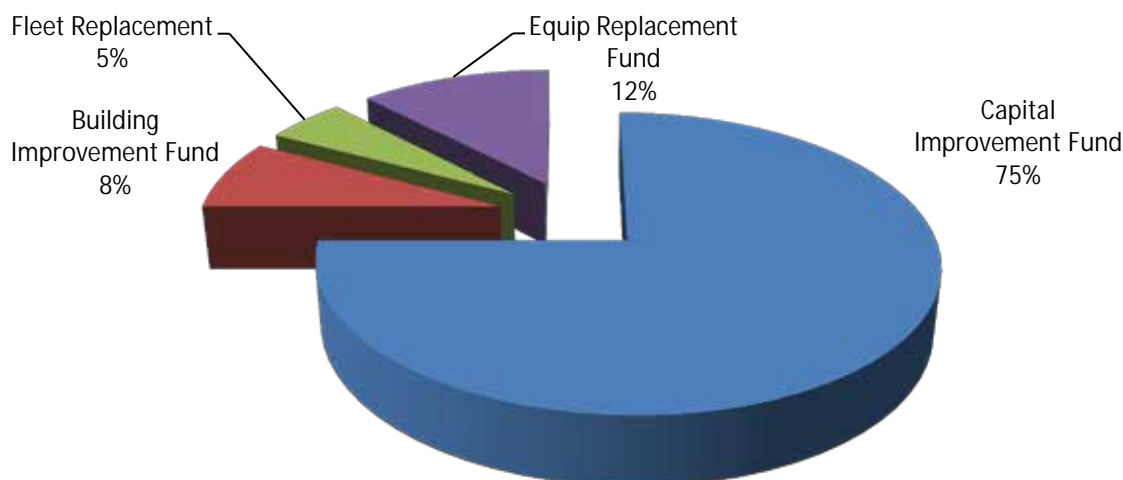
#### 2014 Significant Budget Changes

There are no significant budget changes at this time.

# 4. Capital Funds

### 4.1 Overview

#### 2014 Budget Capital Fund Expenditures: \$13,933,860



Total Capital Fund Expenditures, by Fund

Capital Fund	2010 Actual	2011 Actual	2012 Actual	2013 Budget	2013 Est.	2014 Budget
Capital Improvement Fund	\$4,397,465	\$6,065,574	\$5,645,084	\$4,856,444	\$4,750,058	\$10,449,164
Building Improvement Fund	\$65,464	\$395,116	\$482,045	\$615,868	\$520,456	\$1,092,000
Fleet Replacement	\$1,262,796	\$86,742	\$334,573	\$466,488	\$367,225	\$703,454
Equip Replacement Fund	\$113,105	\$132,984	\$141,147	\$691,393	\$105,000	\$1,689,242
<b>Capital Fund Total:</b>	<b>\$5,838,830</b>	<b>\$6,680,416</b>	<b>\$6,602,849</b>	<b>\$6,630,193</b>	<b>\$5,742,739</b>	<b>\$13,933,860</b>

Total Capital Fund Expenditures, by Fund and Year

**Note:** For reporting purposes, the Village presents an aggregate of the Village’s four capital funds. However, it should be noted that there is a “parent-child” relationship between the Capital Improvement Fund (parent) and Building Improvement, Fleet Replacement and Equipment Replacement funds. The Capital Improvement fund provides resources for the other funds through resource transfers.

The Department of Public Works is responsible for the oversight and management of three Capital Funds including the Capital Improvement Fund, Building Improvement Fund and Fleet Replacement Fund. These funds support equipment and projects that have an extended life. Streets, sidewalks, HVAC systems and vehicles are typical expenditures from these funds. The Capital Improvement Fund also includes expenditures for personnel salaries and benefits that support the Funds programs and projects. The Capital Improvement Fund includes expenditures to the other capital funds through inter-fund transfers.

The Department of Finance is responsible for the oversight and management of the Equipment Replacement Fund, which tracks expenses related to major technical equipment purchases for Village departments.



## 4.2 Capital Fund Summaries

## 4.2.1 Capital Improvement Fund

### Fund Summary

The Capital Improvement Fund generates revenue through a dedicated 1% sales tax, a six cent per gallon gasoline tax, as well as through the state distribution of IMF Telecommunications Taxes. The fund's most notable expenses are the repair and replacement of local streets, alleys and sidewalks. It also funds the other capital funds through inter-fund transfers.

	2010 Actual	2011 Actual	2012 Actual	2013 Budget	2013 Est.	2014 Budget
<b>Starting Fund Balance</b>	<b>\$1,003,019</b>	<b>\$2,180,897</b>	<b>\$858,605</b>	<b>-\$897,024</b>	<b>\$175,674</b>	<b>\$740,450</b>
<b>Revenues</b>						
Infrastructure Maintenance Fee	\$358,850	\$349,993	\$339,037	\$385,000	\$350,000	\$350,000
Investment/Interest Income	\$970	\$323	\$134	\$500	\$450	\$450
Local-Option Motor Fuel Tax	\$1,003,666	\$861,619	\$847,546	\$900,000	\$800,000	\$800,000
Local-Option Sales Tax	\$2,210,517	\$2,406,956	\$2,351,809	\$2,324,817	\$2,398,845	\$2,446,822
Inter-Fund Transfer-MFT	\$989,666	\$0	\$0	\$0	\$0	\$0
Inter-Fund Transfer- General Fund	\$0	\$1,100,000	\$1,070,505	\$1,158,600	\$1,158,600	\$1,158,600
Interfund-Fund Transfer- TIF	\$100,000	\$0	\$0	\$0	\$0	\$0
Bond Proceeds	\$0	\$0	\$0	\$0	\$0	\$4,400,000
Grants	\$0	\$0	\$0	\$0	\$446,939	\$1,230,000
Miscellaneous Revenue	\$902,082	\$12,871	\$343,334	\$0	\$150,000	\$150,000
50/50 Sidewalk Repair Program	\$9,592	\$11,520	\$9,786	\$10,000	\$10,000	\$10,000
<b>Revenue Total:</b>	<b>\$5,575,343</b>	<b>\$4,743,283</b>	<b>\$4,962,151</b>	<b>\$4,778,917</b>	<b>\$5,314,834</b>	<b>\$10,545,872</b>
<b>Expenditures</b>						
Personal Services	\$344,772	\$310,430	\$308,543	\$318,370	\$317,139	\$401,698
Fringe Benefits	\$119,269	\$106,624	\$118,509	\$132,148	\$134,691	\$185,087
Materials & Supplies	\$18,140	\$19,099	\$8,182	\$10,790	\$8,155	\$11,112
Contractual Services	\$55,331	\$81,585	\$62,589	\$165,900	\$161,250	\$200,650
Capital Outlay	\$1,963,695	\$2,343,524	\$3,195,650	\$2,500,000	\$2,495,000	\$5,869,400
Transfers	\$1,896,259	\$3,204,313	\$1,951,611	\$1,729,236	\$1,633,824	\$3,781,217
<b>Total Expenditures</b>	<b>\$4,397,465</b>	<b>\$6,065,574</b>	<b>\$5,645,084</b>	<b>\$4,856,444</b>	<b>\$4,750,058</b>	<b>\$10,449,164</b>
Change in Balance	\$1,177,878	-\$1,322,291	-\$682,933	-\$77,527	\$564,776	\$96,708
Balance Sheet Adj.	\$0	\$0	\$0	\$0	\$0	\$0
<b>Ending Fund Balance</b>	<b>\$2,180,897</b>	<b>\$858,605</b>	<b>\$175,673</b>	<b>-\$974,551</b>	<b>\$740,450</b>	<b>\$837,158</b>
<b>Unrestricted Fund Balance</b>	<b>\$2,180,897</b>	<b>\$858,605</b>	<b>\$175,673</b>	<b>-\$974,551</b>	<b>\$740,450</b>	<b>\$837,158</b>

Table 4-1: Capital Improvement Fund Financial Summary

### 2014 Significant Budget Changes

The Capital improvement fund includes a number of initiatives to improve and maintain the Village's infrastructure. Below is a summary of the capital outlay activities or FY2014:

<u>Capital Activity</u>	<u>Narrative Description</u>	<u>Amount</u>
Project Engineering	Local street surveying (\$20,000); Ridgeland Ave. (Harrison to Division) Phase III (\$70,000); South Blvd. TCSP Phase II (Oak Park Share is \$50,000)	\$140,000
Local Street Construction	Street resurfacing projects on local streets throughout the Village (\$500,000); Illinois Jobs Now Funding for street resurfacing (\$1.2M); Pavement patching (\$120,000); Thermoplastic striping (\$50,000); Ridgeland Avenue (Harrison to Division) (Oak Park share is \$420,000); Harrison Street Improvements (\$660,000)	\$2,950,000
Traffic Calming Imps	Various traffic calming projects within the Village (\$25,000); Marion/Westgate Speed Table Replacement (\$200,000)	\$225,000
Tree Replacement	Replacement of Parkway trees (includes \$30,000 EAB Grant)	\$180,000
Street Furniture	Street furniture replacement (benches and trash cans) in public areas throughout the Village (\$10,000).	\$10,000
Bicycle Racks	Installation of bicycle racks in public parkways throughout the Village	\$5,000
Alley Improvements	Scheduled alley replacements (\$1,245,000); Green Alley Project (Pending Illinois Green Infrastructure Grant Approval- Oak Park share- \$255,000)	\$1,500,000

<u>Capital Activity</u>	<u>Narrative Description</u>	<u>Amount</u>
Bicycle Plan Improvements	Bicycle Plan Updates (\$20,000); Bike parking at Blue and Green Line (Engineering and construction-\$65,000); Madison Street, CMAQ Bike Lanes (Engineering and Construction- \$118,000); Chicago/Lombard CMAQ HAWK Signal Engineering (\$2,000); Ridgeland Avenue Shared Bike Lanes Engineering and construction (TAP Grant- Oak Park share- \$65,000)	\$270,000
Traffic Signal Management	Washington & Wisconsin new traffic signals (\$150,000), Traffic Signal Controller, Pedestrian Signals and Bike Detection upgrades, pending TAP Grant, OP share (\$112,500); IDOT Traffic signal upgrade to LED (\$26,900)	\$289,400
Microsurfacing	Asphalt surface treatment resurfacing of identified streets in the Village to prolong their useful life for 5 years until their scheduled resurfacing year.	\$300,000
	<b>TOTAL Capital Outlay</b>	<b>\$5,869,400</b>

**Table 6-1: Summary of Capital Outlay Activities**

### 4.2.2 Building Improvement Fund

#### Fund Summary

The Building Improvement Fund revenue is transferred from the Capital Improvement Fund. This fund accounts for all expenses related to the repair and maintenance of Village Hall, the Public Works Center the Village's three fire stations and the Dole Library.

	<u>2010 Actual</u>	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Budget</u>	<u>2013 Est.</u>	<u>2014 Budget</u>
<b>Starting Fund Balance</b>	<b>-\$2,340,906</b>	<b>-\$2,155,985</b>	<b>-\$291,101</b>	<b>-\$292,580</b>	<b>-\$45,349</b>	<b>\$0</b>
<b>Revenues</b>						
Transfer from CIP Fund	\$250,385	\$2,260,000	\$650,000	\$395,000	\$565,805	\$1,092,000
Grant Revenue	\$0	\$0	\$77,726	\$0	\$0	\$0
Interest Income	\$0	\$0	\$71	\$0	\$0	\$0
<b>Revenue Total:</b>	<b>\$250,385</b>	<b>\$2,260,000</b>	<b>\$727,797</b>	<b>\$395,000</b>	<b>\$565,805</b>	<b>\$1,092,000</b>
<b>Expenditures</b>						
Personal Services	\$0	\$0	\$0	\$0	\$0	\$0
Fringe Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$65,464	\$395,116	\$482,045	\$615,868	\$520,456	\$1,092,000
<b>Total Expenditures</b>	<b>\$65,464</b>	<b>\$395,116</b>	<b>\$482,045</b>	<b>\$615,868</b>	<b>\$520,456</b>	<b>\$1,092,000</b>
Change in Balance	\$184,921	\$1,864,884	\$245,752	-\$220,868	\$45,349	\$0
<b>Ending Fund Balance</b>	<b>-\$2,155,985</b>	<b>-\$291,101</b>	<b>-\$45,349</b>	<b>-\$513,448</b>	<b>\$0</b>	<b>\$0</b>
<b>Unrestricted Fund Balance</b>	<b>-\$2,155,985</b>	<b>-\$291,101</b>	<b>-\$45,349</b>	<b>-\$513,448</b>	<b>\$0</b>	<b>\$0</b>

Table 4-2: Building Improvement Fund Financial Summary

#### 2014 Significant Budget Changes

Amount	FTE Impact	Narrative
\$1,442,000	0.0	The department will receive resources to support various building improvement projects.

The following is a summary of the Building Improvement projects that are included within the 2014 Adopted Budget:

<u>Department</u>	<u>Cost</u>
<b>Village Hall</b>	
Building Condition Index Program for MAP	\$25,000
Various Repairs	\$10,000
Furniture/Workstation Replacements	\$150,000
Cooling Tower/Chiller Replacement Const.	\$400,000
Driveway Improvements Eng.	\$50,000
Courtyard Window Replacement	\$100,000
<b>Village Hall Subtotal:</b>	<b>\$735,000</b>
<b>Police Station</b>	
Various Repairs	\$10,000
<b>Police Station Subtotal:</b>	<b>\$10,000</b>
<b>Fire Stations</b>	
Various Repairs	\$10,000
Replace Generator, Sta. #2	\$7,500
Stair Tower Repairs, Sta. #1	\$7,500
Space Saver A/C Replacement, Sta. #2	\$5,000
Sealcoat Driveway, Sta.#1	\$5,000
<b>Fire Stations Subtotal:</b>	<b>\$35,000</b>
<b>Public Works Center</b>	
Various Repairs	\$10,000
Concrete Repairs, Phase 2 Eng.	\$14,500
Concrete Repairs, Phase 2 Const.	\$175,000
Circuit Control for Ceiling Fans	\$2,500
Salt Conveyor Modifications	\$15,000
2nd Floor ADA Door Operators	\$7,500
Lower Ramp Safety Improvements	\$15,000
Electric Hand Driers	\$5,000
Cables for Emergency Generator	\$7,500
Caulk/Seal Ramp to Lower Level	\$5,000
Tuckpoint NE Wall	\$10,000

<u>Department</u>	<u>Cost</u>
<b>Public Works Center Subtotal:</b>	<b>\$267,000</b>
<b>Dole Center</b>	
Various Repairs	\$10,000
Roof Repairs North Exterior Wall	\$20,000
<b>Dole Center Subtotal:</b>	<b>\$30,000</b>
<b>Village-Owned Property Repairs</b>	<b>\$15,000</b>
<b>Total Building Improvements:</b>	<b>\$1,092,000</b>

Table 4-2(A): Summary of Building Improvement Projects



### 4.2.3 Equipment Replacement Fund

#### Fund Summary

The Equipment Replacement Fund tracks expenses related to major equipment purchases for Village departments. In recent years, purchases have focused on computer equipment, as well as mobile computer applications for the Village Police Department.

Equipment replacement needs for the Communications Department that are related to its management of VOP TV-6, the Village's television station, are also managed through this fund.

	<u>2010 Actual</u>	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Budget</u>	<u>2013 Est.</u>	<u>2014 Budget</u>
<b>Starting Fund Balance</b>	<b>\$790,396</b>	<b>\$677,291</b>	<b>\$544,307</b>	<b>\$419,063</b>	<b>\$403,160</b>	<b>\$298,160</b>
<b>Revenues</b>						
Inter-fund Transfer- CIP Fund	\$0	\$0	\$0	\$150,000	\$0	\$1,689,242
Lease Financing	\$0	\$0	\$0	\$210,000	\$0	\$0
<b>Revenue Total:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$360,000</b>	<b>\$0</b>	<b>\$1,689,242</b>
<b>Expenditures</b>						
Capital Outlay	\$113,105	\$132,984	\$141,147	\$691,393	\$105,000	\$1,689,242
<b>Total Expenditures</b>	<b>\$113,105</b>	<b>\$132,984</b>	<b>\$141,147</b>	<b>\$691,393</b>	<b>\$105,000</b>	<b>\$1,689,242</b>
Change in Balance	-\$113,105	-\$132,984	-\$141,147	-\$331,393	-\$105,000	\$0
<b>Ending Fund Balance</b>	<b>\$677,291</b>	<b>\$544,307</b>	<b>\$403,160</b>	<b>\$87,670</b>	<b>\$298,160</b>	<b>\$298,160</b>
<b>Unrestricted Fund Balance</b>	<b>\$677,291</b>	<b>\$544,307</b>	<b>\$403,160</b>	<b>\$87,670</b>	<b>\$298,160</b>	<b>\$298,160</b>

Table 4-3: Equipment Replacement Fund Financial Summary

#### 2014 Significant Budget Changes

Equipment Replacement Fund expenditures for 2014 reflect a number of significant initiatives that have been previously described within other departments. The following table provides a summary of the adopted expenditure items for 2014.

<b>Equipment</b>	<b>Amount</b>
Re-cabling Village Hall + Phone System Upgrade	\$750,000
Software- PeopleSoft Replacement	\$350,000
Software- Tidemark Replacement	\$250,000
Computer Equipment- Servers + Net Switches	\$38,000
Computer Equipment - Printers	\$24,700
Computer Equipment - PC's, laptops, etc.	\$88,000
Equipment - Police MDC's, PEO	\$153,542
Communications Equipment	\$35,000
<b>Equipment Replacement Total:</b>	<b>\$1,689,242</b>

Table 4-3(A): Summary of Equipment Replacement Fund Expenditure Items

### 4.2.4 Fleet Replacement Fund

	2010 Actual	2011 Actual	2012 Actual	2013 Budget	2013 Est.	2014 Budget
<b>Starting Fund Balance</b>	\$153,137	\$54,111	\$119,363	\$119,363	\$110,136	\$110,136
<b>Revenues</b>						
Inter-fund Transfer- Federal RICO Fund	\$0	\$0	\$0	\$171,000	\$171,000	\$120,000
Inter-fund Transfer- Foreign Fire Insurance	\$0	\$0	\$0	\$0	\$0	\$174,229
Inter-fund Transfer- CIP Fund	\$228,000	\$151,994	\$202,000	\$295,488	\$196,225	\$409,225
Lease Proceeds	\$935,770	\$0	\$123,346	\$0	\$0	\$0
<b>Revenue Total:</b>	<b>\$1,163,770</b>	<b>\$151,994</b>	<b>\$325,346</b>	<b>\$466,488</b>	<b>\$367,225</b>	<b>\$703,454</b>
<b>Expenditures</b>						
Capital Outlay	\$1,262,796	\$86,742	\$334,573	\$466,488	\$367,225	\$703,454
<b>Total Expenditures</b>	<b>\$1,262,796</b>	<b>\$86,742</b>	<b>\$334,573</b>	<b>\$466,488</b>	<b>\$367,225</b>	<b>\$703,454</b>
Change in Balance	-\$99,026	\$65,252	-\$9,227	\$0	\$0	\$0
<b>Ending Fund Balance</b>	<b>\$54,111</b>	<b>\$119,363</b>	<b>\$110,136</b>	<b>\$119,363</b>	<b>\$110,136</b>	<b>\$110,136</b>
<b>Unrestricted Fund Balance</b>	<b>\$54,111</b>	<b>\$119,363</b>	<b>\$110,136</b>	<b>\$119,363</b>	<b>\$110,136</b>	<b>\$110,136</b>

Table 4-4: Fleet Replacement Fund Financial Summary

#### 2014 Significant Budget Changes

Amount	FTE Impact	Narrative
\$529,225	0.0	VMO supports the fund's request for resources for the replacement of vehicles for Fire, Police and Public Works.

The following is a summary of the 2014 Fleet replacement requests, by department:

Department Fleet Summary	Amount
-	-
<b>Administrative Request</b>	-
Replacement of three Chevrolet Cavaliers, \$26,000 ea.	\$78,000
<b>Administrative Subtotal</b>	<b>\$78,000</b>
-	-
<b>Fire Department Fleet Summary</b>	
Unit #5 Ambulance, lease payment	\$54,234
Units #52 & 53 Fire Pumpers, lease payment	\$99,263
Replacement of Unit #60, 2002 Impala	\$27,000

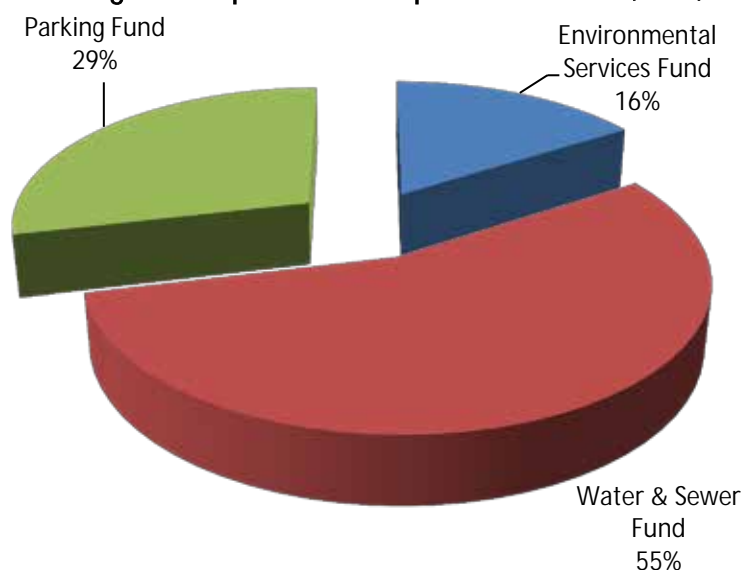
<b><u>Department Fleet Summary</u></b>	<b><u>Amount</u></b>
Replacement of Unit #477, 1996 Suburban	\$40,000
Ladder Truck Lease payment	\$174,227
<b>Fire Department Subtotal:</b>	<b>\$394,724</b>
<b>Police Department Fleet Summary</b>	
4 Police Cars @ \$30,000	\$120,000
Replacement of Parking Enforcement Geo Tracker	\$26,000
<b>Police Department Total:</b>	<b>\$146,000</b>
<b>Public Works Department</b>	
Replacement of Unit #547, 2000 Chevrolet Pickup	\$32,000
Replace dump body on unit #588	\$10,000
International Harvester Dump truck, Unit 397- Lease Payment	\$42,728
<b>Public Works Department Subtotal:</b>	<b>\$84,728</b>
<b>2013 Fleet Replacement Total:</b>	<b>\$703,452</b>

**Table 4-4(A): Fleet Replacement Summary**

## 5. Enterprise Fund Summary

## 5.1 Overview

### 2014 Budget Enterprise Fund Expenditures: \$21,386,478



Total Enterprise Fund Expenditures, by Fund

<u>Fund Summary</u>	<u>2010 Actual</u>	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Budget</u>	<u>2013 Est.</u>	<u>2014 Budget</u>
Environmental Services Fund	\$2,456,107	\$2,723,900	\$3,513,956	\$3,079,486	\$3,042,282	\$3,411,095
Water & Sewer Fund	\$11,383,247	\$11,693,942	\$12,562,299	\$14,094,577	\$13,421,817	\$11,820,991
Parking Fund	\$3,885,306	\$4,777,756	\$3,760,844	\$5,694,066	\$5,786,480	\$6,136,391
<b>Total Enterprise Expenditures:</b>	<b>\$17,724,660</b>	<b>\$19,195,598</b>	<b>\$19,837,099</b>	<b>\$22,868,129</b>	<b>\$22,250,580</b>	<b>\$21,368,478</b>

### Total Enterprise Fund Expenditures, by Fund and Year

Enterprise Funds are the funds that are established for government services and activities for which service costs are predominantly offset by fees that are charged directly to recipients of the service. In this regard, these service activities are meant to perform in a business or “enterprise” manner. The Village maintains three such funds, which correspond to the four services that are performed by the Village in this manner:

- The **Environmental Services Fund** is established to manage the costs and resources related to the collection of garbage and recyclables within the Village. The Village generates revenues through garbage collection fees, which is dedicated to cover the costs of collection activities.
- The **Parking Fund** is established to manage cost and resources related to management of parking within the Village. The Village generates revenue through the fees that are collected at parking meters, pay-by-space stations, parking garages and on-street parking permits. The fees are dedicated to cover the costs associated with parking administrative costs and other Village service costs.

- The **Water and Sewer Fund** is established for the provision of water and sewer services and is maintained through utility charges to users. The Village collects revenues directly from water and sewer users.

## 5.2 Enterprise Fund Summaries

## 5.2.1 Environmental Services Fund

### Fund Overview

The Department of Public Works is responsible for the oversight and management of this Fund through its Environmental Services Division. This division manages the Village's solid waste collection and comprehensive recycling programs. Waste collection and recycling is provided through contract services for single family units and multi-family unit residents up to five unit buildings as well as over 80 institutional facilities. Several collection days are held throughout the year for electronics drop collection, medication drop off, shredding of personal documents and paint exchanges. Also included in this fund is support of the Village's fall leaf collection program, the Keep Oak Park Beautiful program and an enforcement program which relates to the enforcement of Village Ordinances for alleys and solid waste that would be considered a nuisance.

This Fund transfers resources to the Sustainability Fund (a special revenue fund) which supports all expenditures related to Sustainability (a function in the Village Manager's Office) including personnel, materials and supplies and contractual services.

Revenues for this fund are generated through the solid waste collection fees which cover the cost of collection and disposal.

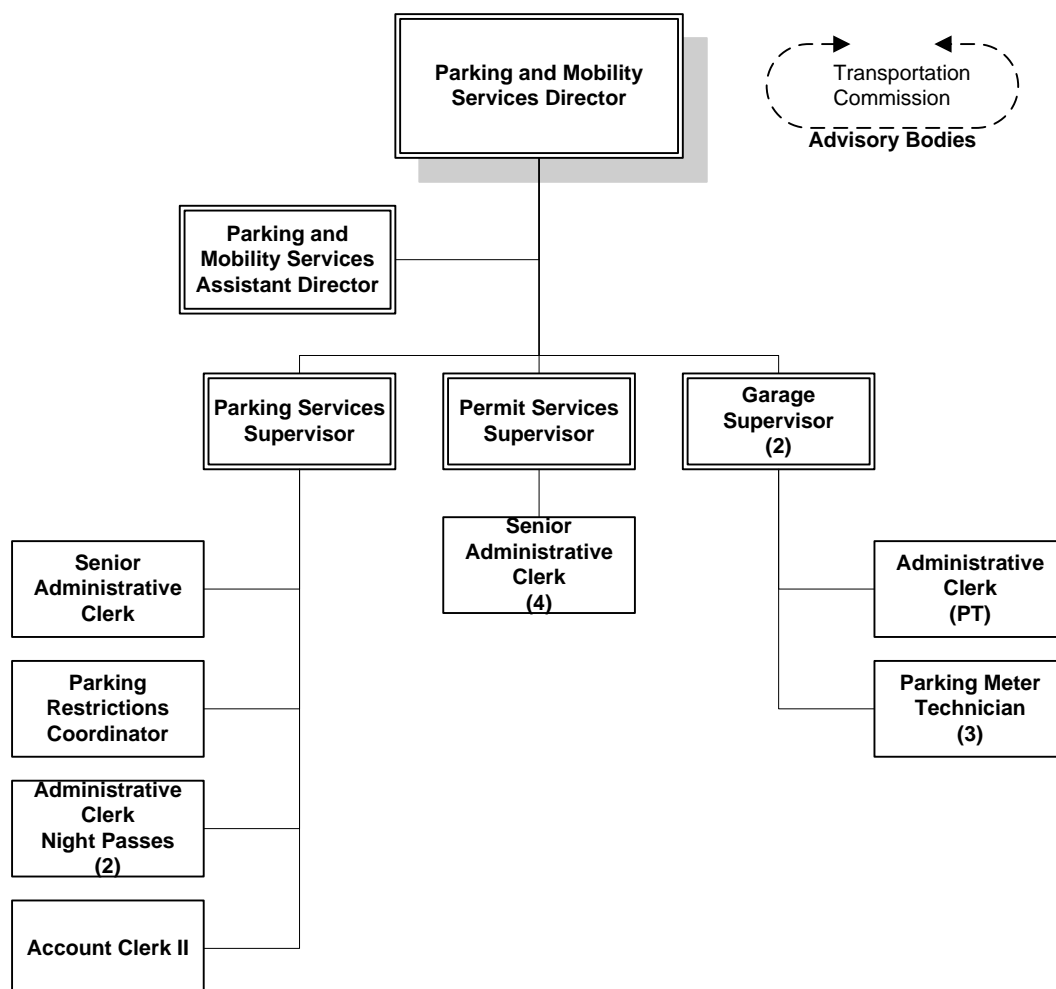
	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Est.</b>	<b>2014 Budget</b>
<b>Starting Fund Balance</b>	<b>\$914,817</b>	<b>\$1,574,976</b>	<b>\$1,725,507</b>	<b>\$1,977,827</b>	<b>\$1,297,635</b>	<b>\$1,455,353</b>
<b>Revenues</b>						
Solid Waste Revenue	\$2,884,849	\$2,915,071	\$3,053,271	\$3,141,344	\$3,200,000	\$3,200,000
Transfers	\$100,000	\$0	\$100,000	\$0	\$0	\$0
Miscellaneous Revenue	\$169,116	\$1,148	\$2,447	\$0	\$1,500	\$1,500
Yard Waste Stickers	\$13,506	\$12,312	\$11,789	\$0	\$12,500	\$12,500
Refuse Stickers	\$36,768	\$40,573	\$44,177	\$0	\$37,500	\$40,000
Carpet Recycling Stickers	\$0	\$0	\$0	\$0	\$200	\$200
<b>Total Revenues</b>	<b>\$3,204,239</b>	<b>\$2,969,103</b>	<b>\$3,211,684</b>	<b>\$3,141,344</b>	<b>\$3,251,700</b>	<b>\$3,254,200</b>
<b>Expenditures</b>						
Personal Services	\$189,340	\$175,838	\$171,799	\$192,579	\$182,176	\$192,763
Fringe Benefits	\$68,132	\$71,245	\$66,105	\$73,968	\$72,291	\$79,275
Materials & Supplies	\$2,620	\$2,307	\$5,419	\$9,154	\$8,484	\$12,580
Contractual Services	\$2,196,015	\$2,474,510	\$2,576,225	\$2,723,785	\$2,554,840	\$3,013,486
Capital Outlay	\$0	\$0	\$22,068	\$0	\$25,341	\$0
Transfers	\$0	\$0	\$672,340	\$80,000	\$199,150	\$112,991
<b>Total Expenditures</b>	<b>\$2,456,107</b>	<b>\$2,723,900</b>	<b>\$3,513,956</b>	<b>\$3,079,486</b>	<b>\$3,042,282</b>	<b>\$3,411,095</b>
<b>Change in Balance</b>	<b>\$748,131</b>	<b>\$191,171</b>	<b>-\$460,685</b>	<b>\$61,858</b>	<b>\$157,718</b>	<b>-\$211,095</b>
Balance Sheet Adj.	-\$87,972	-\$40,641	\$32,813	\$0	\$0	\$0
<b>Ending Fund Balance</b>	<b>\$1,574,976</b>	<b>\$1,725,507</b>	<b>\$1,297,635</b>	<b>\$2,039,685</b>	<b>\$1,455,353</b>	<b>\$1,244,257</b>
<b>Unrestricted Fund Balance</b>	<b>\$1,574,976</b>	<b>\$1,725,507</b>	<b>\$1,297,635</b>	<b>\$2,039,685</b>	<b>\$1,455,353</b>	<b>\$1,244,257</b>

Table 5-1: Environmental Services Fund Financial Summary



**Note:** Subject to Board direction, a portion of this Fund could be declared surplus (e.g. \$600,000). The surplus funds could then be directed to the Village's Self Insured Retention Fund where a deficit fund balance exists

### 5.2.2 Parking Fund



#### Executive Summary

In densely populated Oak Park - with a human population of 52,000 and an automobile population of estimated at nearly 30,000, the limited supply of parking must be managed. The management of parking in the Village requires regulation about where and how parking is allowed, for how long and, in some cases, by whom. By managing the parking supply - most of which is on public property - the Village's Parking Services Department helps Oak Park residents and business owners meet their parking needs, while also maintaining the character of the community.

Parking Services manages publicly provided parking, four public parking garages, more than 100 off-street lots and nearly 1,500 meters. In addition, the department manages a comprehensive parking permit system that includes 3,600 quarterly, 24-hour parking permits, 2,300 quarterly on-street, overnight permits and some 2,500 permits for residents and their guests who request temporary on-street parking. The Parking Department also oversees the sale on Village Vehicle Stickers. Parking Services also reviews, researches, and recommends the addition and revision of parking regulations within the Village as the staff liaison to the Transportation Commission.

The Parking Services Department is funded by the Village Parking Fund with funding from the General Fund eliminated in 2014 with the elimination of the Vehicle Sticker program and instead directly levying the tax as described below.

### **2013 Accomplishments**

Taking on the challenge of revising parking signage was a major accomplishment of the Park & Mobility Services Department in FY13. The results of a test of new sign content along South Boulevard should help prepare the Village to take a new, more user-friendly approach to how rules are communicated to drivers who must navigate a vast assortment of geography based rules and regulations.

Other FY13 accomplishments include the following:

- Launched a pay-by-phone program to allow for credit card payments at meters and pay stations.
- Began a comprehensive review of on-street parking restrictions with plans to complete about a quarter of all Village Streets by the end of the year.
- Oversaw the repairs to the Holley Court Garage expansion by WhiteCo the developer who was responsible for construction of the garage expansion.
- Installed five new pay-by-space machines as upgrades of parking payment equipment continued.
- Collaborated with the Village's Sustainability Manager to investigate upgrading lighting in the Holley Court and Avenue garages with energy efficient LEDs.
- Increased customer service and processing efficiency by cross-training personnel to handle both the front counter and daytime pass telephone line.

### **2014 Work Plan**

Automating the overnight parking pass line will be a major undertaking of the Parking & Mobility Services Department in FY14. Foremost this effort will require an ordinance to establish the parking pass system and work with the Information Technology Department, the goal is to launch an automated system that will allow single overnight passes to be issued online, rather than requiring a telephone call.

The Department also will continue the review of on-street parking restrictions begun in 2013, while also launching a comprehensive review of parking-related ordinances and policies. The intent of these activities is to better understand why they were instituted and determine if current circumstances warrant changes that should be considered by the Village Board.

Working closely with the Information Technology Department, Parking staff also will continue to pursue upgrades to the parking permit system. Upgrading the camera and intercom systems in the

Village garages also will be investigated as the aging and fast becoming obsolete equipment required several repairs in 2013.

Other projects planned for 2014 include finalizing new parking signs based on the 2013 test, determining if additional electric vehicle charging stations are warranted and reviewing the vehicle sticker program to determine if the self-reporting tax should be rolled into the property tax rather than continue as a stand-alone levy.

The ability of the Parking and Mobility Services Department to implement the above described service improvement will require a substantive shift in workload and focus for all department staff.

### MAP Program

The Parking and Mobility Services Department will be incorporated into the MAP Program during the final wave of program deployment (2014-2015).

	2010 Actual	2011 Actual	2012 Actual	2013 Budget	2013 Est.	2014 Budget
<b>Starting Fund Balance</b>	<b>\$18,285,077</b>	<b>\$19,565,521</b>	<b>\$20,033,490</b>	<b>\$20,622,605</b>	<b>\$23,706,601</b>	<b>\$23,901,121</b>
<b>Capital Summary</b>						
Proceeds of Bonds	\$0	\$0	\$0	\$8,650,000	\$0	\$8,650,000
Capital Expenses	\$0	\$0	\$0	\$8,650,000	\$0	\$8,650,000
<b>Capital Summary Costs</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Parking Fund Revenues</b>						
Garage Fees	\$850,000	\$922,111	\$963,562	\$1,050,000	\$970,000	\$990,000
Quarterly Parking Permits	\$2,180,000	\$2,453,582	\$2,584,263	\$2,616,000	\$2,600,000	\$2,630,000
On-Street Parking Permits	\$820,000	\$777,513	\$842,941	\$875,000	\$980,000	\$980,000
Parking Meter Collections	\$1,052,572	\$1,267,876	\$1,399,489	\$1,500,000	\$1,430,000	\$1,500,000
Miscellaneous Revenue	\$212,472	\$1,000	\$1,000	\$1,000	\$1,000	\$0
Transfers In	\$0	\$0	\$0	\$0	\$0	\$114,895
<b>Parking Fund Revenue Total</b>	<b>\$5,115,044</b>	<b>\$5,422,082</b>	<b>\$5,791,255</b>	<b>\$6,042,000</b>	<b>\$5,981,000</b>	<b>\$6,214,895</b>
<b>Expenditures</b>						
Personal Services	\$955,301	\$937,617	\$743,170	\$868,050	\$858,050	\$884,811
Fringe Benefits	\$401,118	\$403,480	\$337,524	\$378,717	\$327,305	\$419,928
Materials & Supplies	\$119,755	\$110,793	\$125,872	\$197,853	\$202,418	\$207,064
Contractual Services	\$1,432,711	\$1,250,498	\$1,406,265	\$1,659,120	\$1,660,381	\$1,885,750
Capital Outlay	\$80,492	\$750,293	\$542,812	\$0	\$398,000	\$643,000
Debt Service	\$305,169	\$320,511	\$355,202	\$840,326	\$840,326	\$845,838
Transfers	\$590,760	\$1,004,564	\$250,000	\$1,750,000	\$1,500,000	\$1,250,000
<b>Total Expenditures</b>	<b>\$3,885,306</b>	<b>\$4,777,756</b>	<b>\$3,760,844</b>	<b>\$5,694,066</b>	<b>\$5,786,480</b>	<b>\$6,136,391</b>
<b>Change in Balance</b>	<b>\$1,229,738</b>	<b>\$644,326</b>	<b>\$2,030,411</b>	<b>\$347,934</b>	<b>\$194,520</b>	<b>\$78,504</b>
Balance Sheet Adj.	\$50,706	-\$449,957	\$1,642,700	\$0	\$0	\$0
<b>Ending Fund Balance</b>	<b>\$19,565,521</b>	<b>\$19,759,890</b>	<b>\$23,706,601</b>	<b>\$20,970,539</b>	<b>\$23,901,121</b>	<b>\$23,979,625</b>
<b>Unrestricted Fund Balance</b>	<b>-\$4,990,181</b>	<b>-\$4,359,710</b>	<b>-\$408,225</b>	<b>-\$404,291</b>	<b>-\$209,771</b>	<b>-\$146,162</b>

Table 5-2: Parking Fund Financial Summary

**Note:** By definition, "fund balance" is presented on a net annual basis and includes cash, assets, investments and accounts receivables against outstanding liabilities. It should be noted, especially in the case of the Parking Fund, that this balance includes the actual value of the Village's garages.

While these assets do have a value, they are not "liquid" and available for sale. Therefore, the fund balance needs to be discounted when reviewing the Fund from an operational perspective.

### 2014 Significant Budget Changes

Amount	FTE Impact	Narrative
TBD	0.0	The VMO recommends the reclassification of the current Parking and Mobility Services Assistant Manager to a Parking Services Supervisor.
\$95,000	1.0	The VMO recommends the establishment of a new Assistant Director of Parking and Mobility Services with a focus on technology implementation in the Village's parking systems as well as project management skills.

The following is a summary of capital outlay activities related to the Parking Fund for FY14:

<u>Parking Fund Capital Summary</u>	<u>Amount</u>
-	
<b>On-Street Program 786</b>	
Collections Vehicle 570750	\$20,000
Divvy Bike Sharing Program	\$161,177
<b>On-Street Program Subtotal</b>	<b>\$181,177</b>
-	-
<b>Off-Street Lots Program</b>	
Resurfacing of Lots 570705	\$100,000
Update Parking Signage	\$40,000
<b>Office Street Program Subtotal:</b>	<b>\$140,000</b>
<b>Holley Court (Built 1984) Program 788</b>	
Restripe all levels	\$75,000
<b>Holley Court Subtotal:</b>	<b>\$75,000</b>
<b>2014 Parking Fund Capital Total:</b>	<b>\$396,177</b>

Table 5-2(A): Parking Fund Capital Projects Summary

### 5.2.3 Water and Sewer Fund

#### **Fund Summary**

The Department of Public Works is responsible for the oversight and management of the Public Works portion of this Fund through its Water & Sewer Division. In FY13, the Village Board has approved the collapse of the Water & Sewer Funds into a single fund. This was discussed generally with the Village's independent Auditor, who concurred that it is an appropriate policy option. With the combined sewer system and oversight of both Water and Sewer services by Public Works, fund consolidation in FY13 has been approved. Contrary to previous years, in which the Water and Sewer funds were presented separately within the budget document, the Water and Sewer Funds are presented in a combined manner within this year's budget document.

#### ***Sewer Fund***

Village sewage is transported to the interceptor sewers of the Metropolitan Water Reclamation District of Greater Chicago (MWDGC) where it is eventually treated and discharged into the receiving streams.

Revenues for the Sewer fund are generated through the users of the water system as a portion of the utility charges. The Village does not pay the MWDGC for discharging to their sewers. Property owners are assessed on their property tax bill for this service.

#### ***Water Fund***

Public Works is responsible for the delivery of safe, potable water to residents and businesses within the Village and for fire suppression. Purchased directly from the City of Chicago, water is stored in several sites throughout the Village and pumped through 105 miles of water mains. Personnel and contractors supported by this fund are responsible for the emergency replacement of broken mains as well repair and exercising of system water valves and fire hydrants, repair and replacement of water meters and pumping equipment. The division also responds to requests for locating underground water facilities via the one call system Joint Utility Locating Information for Excavators (JULIE).

Revenues for the Water Fund are generated through the users of the water system through quarterly metering. Rates are determined based on the charges from the City of Chicago for the delivery of water and the Village's expenses and programming.

	2010 Actual	2011 Actual	2012 Actual	2013 Budget	2013 Est.	2014 Budget
<b>Starting Fund Balance</b>	<b>\$36,699,541</b>	<b>\$38,294,831</b>	<b>\$38,821,168</b>	<b>\$38,821,168</b>	<b>\$43,123,478</b>	<b>\$42,252,661</b>
<b>Revenues</b>						
Utility Sales	\$11,228,979	\$11,050,000	\$12,260,504	\$13,764,763	\$12,551,000	\$14,366,645
Miscellaneous Revenues	\$4,203	\$1,072	\$4,023	\$0	\$5,000	\$5,000
Scrap Revenue	\$5,664	\$19,545	\$6,244	\$0	\$5,000	\$5,000
Recovered Damages	\$0	\$5,686	\$8,559	\$0	\$7,500	\$5,500
Meter Charges	\$39,135	\$33,190	\$49,026	\$0	\$60,000	\$47,000
Penalty Charges	\$73,888	\$90,536	\$137,247	\$0	\$110,000	\$100,000
<b>Total Revenues</b>	<b>\$11,351,870</b>	<b>\$11,200,029</b>	<b>\$12,465,603</b>	<b>\$13,764,763</b>	<b>\$12,738,500</b>	<b>\$14,529,145</b>
<b>Expenditures</b>						
Personal Services	\$821,621	\$787,086	\$840,613	\$883,190	\$702,003	\$874,351
Fringe Benefits	\$333,731	\$337,893	\$360,483	\$397,950	\$340,498	\$421,219
Materials & Supplies	\$279,696	\$554,878	\$815,709	\$883,000	\$826,805	\$214,411
Contractual Services	\$3,919,356	\$4,248,434	\$5,685,742	\$6,192,000	\$5,814,075	\$6,617,450
Capital Outlay	\$3,390,816	\$2,579,167	\$2,899,267	\$3,093,500	\$3,093,500	\$1,064,500
Debt Service	\$428,007	\$349,319	\$351,480	\$1,044,937	\$1,044,937	\$829,060
Transfers	\$2,210,020	\$2,837,165	\$1,609,006	\$1,600,000	\$1,600,000	\$1,800,000
<b>Total Expenditures</b>	<b>\$11,383,247</b>	<b>\$11,693,942</b>	<b>\$12,562,299</b>	<b>\$14,094,577</b>	<b>\$13,421,817</b>	<b>\$11,820,991</b>
<b>Change in Balance</b>	<b>-\$154,268</b>	<b>-\$643,942</b>	<b>-\$301,795</b>	<b>-\$329,814</b>	<b>-\$870,817</b>	<b>\$2,545,654</b>
Balance Sheet Adj.	\$1,749,558	\$1,170,279	\$4,605,105	\$0	\$0	\$0
<b>Ending Fund Balance</b>	<b>\$38,294,831</b>	<b>\$38,821,168</b>	<b>\$43,124,478</b>	<b>\$38,491,354</b>	<b>\$42,252,661</b>	<b>\$44,798,315</b>
<b>Unrestricted Fund Balance</b>	<b>-\$2,100,960</b>	<b>-\$2,367,974</b>	<b>\$397,723</b>	<b>-\$2,697,788</b>	<b>-\$949,668</b>	<b>\$2,072,560</b>

Table 5-3: Water and Sewer Fund Financial Summary

**Note:** By definition, "fund balance" is presented on a net annual basis and includes cash, assets, investments and accounts receivables against outstanding liabilities. It should be noted, especially in the case of the Water and Sewer Fund, that this balance includes the actual value of the Village's underground infrastructure. While these assets do have a value, they are not "liquid" and available for sale. Therefore, the fund balance needs to be discounted when reviewing the Fund from an operational perspective.

### 2014 Significant Budget Changes

Amount	FTE Impact	Narrative
Varies	0.0	Sewer rates will increase by 3% in 2014.
Varies	0.0	Water rates will increase by 16% in 2014. This increase is in accordance with pending rate increases from the City of Chicago, which are planned to be 15%.

The following is a summary of 2014 capital projects related to the Water and Sewer Fund.



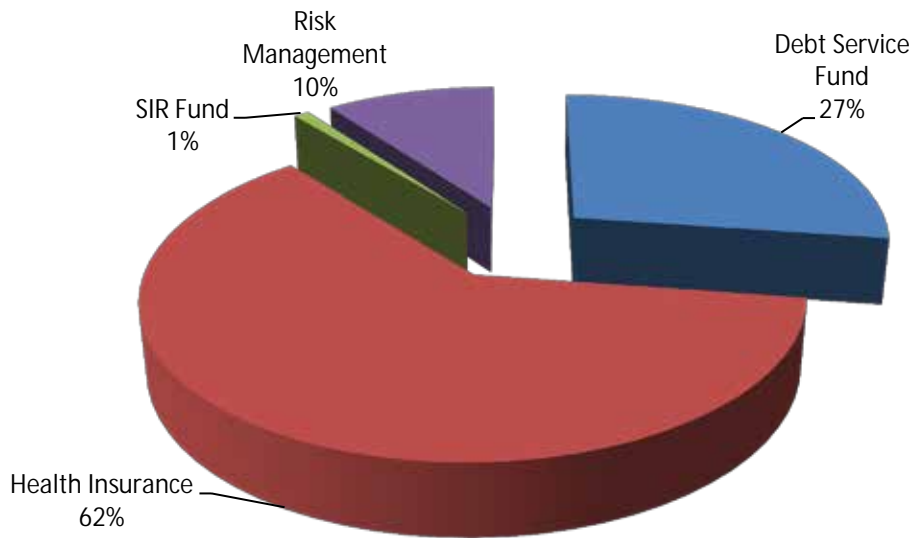
<u>Capital Activity</u>	<u>Narrative Description</u>	<u>Amount</u>
<b>Water-Related Capital Projects</b>		
Capital Projects	CIP Surveying Services	\$20,000
Capital Projects	Meter Replacement	\$150,000
Capital Projects	Replacement of foot valve at CPS for 5MG reservoir	\$25,000
Capital Projects	Security improvements at pump station, video surveillance upgrades, re-keying pump stations	\$10,000
Capital Projects	Electrical work for motorized valve project	\$10,000
Capital Projects	Equipment	\$14,500
<b>Water-Related Capital Projects Total</b>		<b>\$229,500</b>
<b>Sewer-Related Capital Projects</b>		
Capital Projects	Project Engineering	\$30,000
Capital Projects	Sewer Improvements	\$550,000
Capital Projects	Meter Replacement	\$150,000
Capital Projects	Sewer Backup Protection Grant Program	\$100,000
Capital Projects	Equipment	\$5,000
<b>Sewer-Related Capital Projects Total</b>		<b>\$835,000</b>
<b>Total Water and Sewer-Capital Related Projects</b>		<b>\$1,064,500</b>

**Table 5-3(A): Water and Sewer-Capital Related Projects Summary**

## 6. Internal Service Funds

### 6.1 Overview

#### 2014 Budget Internal Service Fund Expenditures: \$14,490,297



Total Internal Service Fund Expenditures, by Fund

<u>Internal Service Fund</u>	<u>2010 Actual</u>	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Budget</u>	<u>2013 Est.</u>	<u>2014 Budget</u>
Debt Service Fund	\$18,128,584	\$4,546,432	\$13,451,621	\$3,500,318	\$3,500,318	\$3,953,893
Health Insurance	\$8,056,990	\$7,897,756	\$8,240,183	\$9,031,560	\$8,471,507	\$8,949,132
Self-Insurance Retention (SIR)	\$24,168	\$237,925	\$264,047	\$257,170	\$122,585	\$131,136
Risk Management	\$1,689,982	\$1,582,904	\$1,655,237	\$1,380,690	\$1,624,678	\$1,456,136
<b>Internal Service Fund Total:</b>	<b>\$27,899,724</b>	<b>\$14,265,018</b>	<b>\$23,611,088</b>	<b>\$14,169,738</b>	<b>\$13,719,088</b>	<b>\$14,490,297</b>

Total Internal Service Fund Expenditures, by Fund and Year

## 6.2 Internal Service Fund Summaries

## 6.2.1 Debt Service Fund

### Fund Summary

The Debt Service Fund accounts for all the general debt of the Village. Debt may be also held directly by the Village's Enterprise Funds. Annual Debt payments are funded through a portion of the Village's property tax levy in addition to contributions from Enterprise and Special Revenue Funds for their relevant portion of principal and interest payments.

	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Est.</b>	<b>2014 Budget</b>
<b>Starting Fund Balance</b>	<b>\$7,713,756</b>	<b>\$3,879,422</b>	<b>\$5,851,114</b>	<b>\$5,850,986</b>	<b>\$372,922</b>	<b>\$372,822</b>
<b>Revenues</b>						
Property Taxes	\$2,641,079	\$2,655,703	\$4,101,840	\$3,500,218	\$3,500,218	\$3,953,893
Bond Proceeds	\$7,695,000	\$0	\$3,531,449	\$0	\$0	\$0
Investment Income	\$165	\$28	\$529	\$0	\$0	\$0
Miscellaneous	\$4,909	\$2,979	\$0	\$0	\$0	\$0
Transfers In	\$3,953,097	\$3,859,414	\$339,611	\$0	\$0	\$90,750
<b>Total Revenues</b>	<b>\$14,294,250</b>	<b>\$6,518,124</b>	<b>\$7,973,429</b>	<b>\$3,500,218</b>	<b>\$3,500,218</b>	<b>\$4,044,643</b>
<b>Expenditures</b>						
Debt Service	\$18,128,584	\$4,546,432	\$8,417,755	\$3,500,318	\$3,500,318	\$3,953,893
Transfers Out	\$0	\$0	\$5,033,866	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$18,128,584</b>	<b>\$4,546,432</b>	<b>\$13,451,621</b>	<b>\$3,500,318</b>	<b>\$3,500,318</b>	<b>\$3,953,893</b>
<b>Change in Balance</b>	<b>-\$3,834,334</b>	<b>\$1,971,692</b>	<b>-\$5,478,192</b>	<b>-\$100</b>	<b>-\$100</b>	<b>\$90,750</b>
Balance Sheet Adj.	\$0	\$0	\$0	\$0	\$0	\$0
<b>Ending Fund Balance</b>	<b>\$3,879,422</b>	<b>\$5,851,114</b>	<b>\$372,922</b>	<b>\$5,850,886</b>	<b>\$372,822</b>	<b>\$463,572</b>

Table 6-1: Debt Service Fund Financial Summary

The following is a summary of all outstanding bond issuances:

2005 A				
Original Amount - \$5,915,000				
<p><u>Purpose of Bonds:</u> The 2005A Bond proceeds were used to finance improvements to Madison Street and construction of a portion of a new public works facility.</p>				
Fiscal Year	Levy Year	Principal	Interest	Levy Amount
2014	2013	\$ 1,010,000	\$ 43,430	\$ 1,053,430
	<b>TOTALS</b>	\$ 1,010,000	\$ 43,430	\$ 1,053,430

2005 B				
Original Amount - \$8,804,535.50				
<b>Purpose of Bonds:</b> The 2005B Bond proceeds were used to finance the construction of a portion of said new public works facility.				
Fiscal Year	Levy Year	Principal	Interest	Levy Amount
2014	2013	\$ -	\$ -	\$ -
2015	2014	\$ 689,435	\$ 370,565	\$ 1,060,000
2016	2015	\$ 665,399	\$ 414,601	\$ 1,080,000
2017	2016	\$ 664,039	\$ 475,961	\$ 1,140,000
2018	2017	\$ 636,054	\$ 513,947	\$ 1,150,000
2019	2018	\$ 742,007	\$ 677,993	\$ 1,420,000
2020	2019	\$ 759,081	\$ 780,919	\$ 1,540,000
2021	2020	\$ 497,507	\$ 572,493	\$ 1,070,000
2022	2021	\$ 420,470	\$ 539,530	\$ 960,000
2023	2022	\$ 574,709	\$ 815,291	\$ 1,390,000
2024	2023	\$ 542,962	\$ 852,038	\$ 1,395,000
2025	2024	\$ 693,006	\$ 1,196,994	\$ 1,890,000
2026	2025	\$ 689,871	\$ 1,305,129	\$ 1,995,000
2027	2026	\$ 640,058	\$ 1,319,942	\$ 1,960,000
2028	2027	\$ 537,486	\$ 1,202,514	\$ 1,740,000
2029	2028	\$ 52,452	\$ 127,548	\$ 180,000
	<b>TOTALS</b>	\$ 8,804,536	\$ 11,165,465	\$ 19,970,000

2006 A				
Original Amount - \$5,500,000				
<b>Purpose of Bonds:</b> The 2006A Bond proceeds were used to finance public street and related streetscape improvements and a portion of a new public works facility.				
Fiscal Year	Levy Year	Principal	Interest	Levy Amount
2014	2013	\$ 125,000	\$ 26,250	\$ 151,250
2015	2014	\$ 130,000	\$ 20,781	\$ 150,781
2016	2015	\$ 135,000	\$ 15,094	\$ 150,094
2017	2016	\$ 210,000	\$ 9,188	\$ 219,188
	<b>TOTALS</b>	\$ 600,000	\$ 71,313	\$ 671,313



2006 C				
Original Amount - \$9,995,000				
<b>Purpose of Bonds:</b> The Series 2006C and the Series 2006D Bond proceeds were used to finance improvements to and expansion of the Holley Court Garage owned by the Village.				
Fiscal Year	Levy Year	Principal	Interest	Levy Amount
2014	2013	\$ -	\$ 413,563	\$ 413,563
2015	2014	\$ -	\$ 413,563	\$ 413,563
2016	2015	\$ -	\$ 413,563	\$ 413,563
2017	2016	\$ 770,000	\$ 413,563	\$ 1,183,563
2018	2017	\$ 790,000	\$ 382,763	\$ 1,172,763
2019	2018	\$ 820,000	\$ 351,163	\$ 1,171,163
2020	2019	\$ 830,000	\$ 318,363	\$ 1,148,363
2021	2020	\$ 845,000	\$ 285,163	\$ 1,130,163
2022	2021	\$ 870,000	\$ 251,363	\$ 1,121,363
2023	2022	\$ 920,000	\$ 215,475	\$ 1,135,475
2024	2023	\$ 980,000	\$ 176,375	\$ 1,156,375
2025	2024	\$ 1,000,000	\$ 134,725	\$ 1,134,725
2026	2025	\$ 1,050,000	\$ 92,225	\$ 1,142,225
2027	2026	\$ 1,120,000	\$ 47,600	\$ 1,167,600
	<b>TOTALS</b>	\$ 9,995,000	\$ 3,909,463	\$ 13,904,463

2006 D				
Original Amount - \$3,745,000				
<b>Purpose of Bonds:</b> The Series 2006C and the Series 2006D Bond proceeds were used to finance improvements to and expansion of the Holley Court Garage owned by the Village.				
Fiscal Year	Levy Year	Principal	Interest	Levy Amount
2014	2013	\$ 650,000	\$ 68,500	\$ 718,500
2015	2014	\$ 720,000	\$ 36,000	\$ 756,000
	<b>TOTALS</b>	\$ 1,370,000	\$ 104,500	\$ 1,474,500

2007				
Original Amount - \$2,700,000				
<p><b>Purpose of Bonds:</b> The 2007 Bond proceeds will be used to finance public street and related streetscape improvements.</p>				
Fiscal Year	Levy Year	Principal	Interest	Levy Amount
2014	2013	\$ 25,000	\$ 94,113	\$ 119,113
2015	2014	\$ 100,000	\$ 93,200	\$ 193,200
2016	2015	\$ 500,000	\$ 88,950	\$ 588,950
2017	2016	\$ 400,000	\$ 70,200	\$ 470,200
2018	2017	\$ 400,000	\$ 55,000	\$ 455,000
2019	2018	\$ 300,000	\$ 39,600	\$ 339,600
2020	2019	\$ 200,000	\$ 27,900	\$ 227,900
2021	2020	\$ 500,000	\$ 20,000	\$ 520,000
	<b>TOTALS</b>	\$ 2,425,000	\$ 488,963	\$ 2,913,963

2007 A				
Original Amount - \$7,300,000				
<b>Purpose of Bonds:</b> The 2007A Bond proceeds will be used to advance refund a portion of the Village's outstanding General Obligation Corporate Purpose Bonds, Series 2000, due November				
Fiscal Year	Levy Year	Principal	Interest	Levy Amount
2014	2013	\$ 385,000	\$ 227,200	\$ 612,200
2015	2014	\$ 800,000	\$ 211,800	\$ 1,011,800
2016	2015	\$ 835,000	\$ 179,800	\$ 1,014,800
2017	2016	\$ 865,000	\$ 146,400	\$ 1,011,400
2018	2017	\$ 895,000	\$ 111,800	\$ 1,006,800
2019	2018	\$ 935,000	\$ 76,000	\$ 1,011,000
2020	2019	\$ 965,000	\$ 38,600	\$ 1,003,600
	<b>TOTALS</b>	\$ 5,680,000	\$ 991,600	\$ 6,671,600

2010 A				
Original Amount - \$10,330,000				
<b>Purpose of Bonds:</b> The 2010 A Series Bond proceeds refinanced the 2001 and 2002 GO Bonds. These bonds were issued to construct the new library on Lake Street.				
Fiscal Year	Levy Year	Principal	Interest	Levy Amount
2014	2013	\$ 1,835,000	\$ 115,088	\$ 1,950,088
2015	2014	\$ 1,910,000	\$ 68,275	\$ 1,978,275
2016	2015	\$ 1,480,000	\$ 22,200	\$ 1,502,200
	<b>TOTALS</b>	\$ 5,225,000	\$ 205,563	\$ 5,430,563

2010 B				
Original Amount - \$10,330,000				
<b>Purpose of Bonds:</b> The 2010B Series Bond proceeds were used to re-finance the acquisition of the Colt and Westgate properties (formerly financed as a IO ballon through Park National Bank).				
Fiscal Year	Levy Year	Principal	Interest	Levy Amount
2014	<b>2013</b>	\$ 1,565,000	\$ 57,901	\$ 1,622,901
2015	<b>2014</b>	\$ 1,610,000	\$ 20,930	\$ 1,630,930
	<b>TOTALS</b>	\$ 3,175,000	\$ 78,831	\$ 3,253,831

2010 C				
Original Amount - \$13,315,000				
Purpose of Bonds: The 2010 C bonds were issued to refund the 2001 Water Revenue Bond, 2001 Parking Revenue Bond and the 2003 GO Bond.				
Fiscal Year	Levy Year	Principal	Interest	Levy Amount
2014	2013	\$ 1,325,000	\$ 401,200	\$ 1,726,200
2015	2014	\$ 1,375,000	\$ 361,450	\$ 1,736,450
2016	2015	\$ 1,410,000	\$ 320,200	\$ 1,730,200
2017	2016	\$ 1,455,000	\$ 263,800	\$ 1,718,800
2018	2017	\$ 1,520,000	\$ 205,600	\$ 1,725,600
2019	2018	\$ 1,585,000	\$ 144,800	\$ 1,729,800
2020	2019	\$ 1,075,000	\$ 81,400	\$ 1,156,400
2021	2020	\$ 305,000	\$ 38,400	\$ 343,400
2022	2021	\$ 320,000	\$ 26,200	\$ 346,200
2023	2022	\$ 335,000	\$ 13,400	\$ 348,400
	<b>TOTALS</b>	\$ 10,705,000	\$ 1,856,450	\$ 12,561,450

2011 A				
Original Amount - \$4,900,000				
<b>Purpose of Bonds:</b> The 2011 A bonds were issued to pay for the constuction of South Marion Street. Abated by the DTOP TIF				
Fiscal Year	Levy Year	Principal	Interest	Levy Amount
2014	2013	\$ 565,000	\$ 97,850	\$ 662,850
2015	2014	\$ 585,000	\$ 86,350	\$ 671,350
2016	2015	\$ 600,000	\$ 74,500	\$ 674,500
2017	2016	\$ 620,000	\$ 61,525	\$ 681,525
2018	2017	\$ 640,000	\$ 46,550	\$ 686,550
2019	2018	\$ 660,000	\$ 29,475	\$ 689,475
2020	2019	\$ 680,000	\$ 10,200	\$ 690,200
	<b>TOTALS</b>	\$ 4,350,000	\$ 406,450	\$ 4,756,450



2011 B				
Original Amount - \$5,030,000				
<b>Purpose of Bonds:</b> The 2011 B bonds were issued to partially refund the 2004 B GO Bonds and for new money for the water portion of the construction of South Marion Street.				
Fiscal Year	Levy Year	Principal	Interest	Levy Amount
2014	2013	\$ 25,000	\$ 167,919	\$ 192,919
2015	2014	\$ 25,000	\$ 172,169	\$ 197,169
2016	2015	\$ 30,000	\$ 166,269	\$ 196,269
2017	2016	\$ 30,000	\$ 165,369	\$ 195,369
2018	2017	\$ 30,000	\$ 164,469	\$ 194,469
2019	2018	\$ 30,000	\$ 163,569	\$ 193,569
2020	2019	\$ 665,000	\$ 162,669	\$ 827,669
2021	2020	\$ 1,455,000	\$ 141,888	\$ 1,596,888
2022	2021	\$ 1,035,000	\$ 94,600	\$ 1,129,600
2023	2022	\$ 840,000	\$ 59,669	\$ 899,669
2024	2023	\$ 835,000	\$ 30,269	\$ 865,269
	<b>TOTALS</b>	\$ 5,000,000	\$ 1,488,856	\$ 6,488,856

2012A				
Original Amount - \$9,930,000				
<b>Purpose of Bonds:</b> The Series 2012A Bond proceeds were used to currently refund a portion of the Village's outstanding GO Series 2004 B, advance refunding a portion of the 2005 A, 2006 A and				
Fiscal Year	Levy Year	Principal	Interest	Levy Amount
2014	2013	\$ 675,000	\$ 190,800	\$ 865,800
2015	2014	\$ 700,000	\$ 177,300	\$ 877,300
2016	2015	\$ 705,000	\$ 163,300	\$ 868,300
2017	2016	\$ 825,000	\$ 149,200	\$ 974,200
2018	2017	\$ 1,050,000	\$ 132,700	\$ 1,182,700
2019	2018	\$ 1,100,000	\$ 111,700	\$ 1,211,700
2020	2019	\$ 735,000	\$ 89,700	\$ 824,700
2021	2020	\$ 970,000	\$ 75,000	\$ 1,045,000
2022	2021	\$ 410,000	\$ 55,600	\$ 465,600
2023	2022	\$ 630,000	\$ 47,400	\$ 677,400
2024	2023	\$ 705,000	\$ 34,800	\$ 739,800
2025	2024	\$ 730,000	\$ 20,700	\$ 750,700
2026	2025	\$ 305,000	\$ 6,100	\$ 311,100
	<b>TOTALS</b>	\$ 9,540,000	\$ 1,254,300	\$ 10,794,300

2012B				
Original Amount - \$1,310,000				
<b>Purpose of Bonds:</b> The Series 2012B Bond proceeds were used to currently refund a portion of the Village's outstanding GO Series 2004 A bonds				
Fiscal Year	Levy Year	Principal	Interest	Levy Amount
2014	2013	\$ 650,000	\$ 6,500	\$ 656,500
	<b>TOTALS</b>	\$ 650,000	\$ 6,500	\$ 656,500

## 6.2.2 Health Insurance Fund

### Fund Summary

The Human Resources Department develops, supports and administers an employee benefits program that is cost effective while also considered by employees as having value in terms of their total compensation from the Village. Specific benefits provided include:

- Health insurance in the form of two Blue Cross/Blue Shield PPOs and HMOs
- An insurance opt-out program for employees covered under a spouse's health insurance plan
- A prescription drug plan with a three-tier co-pay (\$10, \$30 and \$50)
- Village paid basic life and accidental death and dismemberment insurance
- Out-sourced S-125 Plan administration for reimbursement of qualified expenses
- Reimbursement for qualified transportation expenses

The Human Resources Department relies on assistance from an insurance broker to provide the most cost-effective benefit plans and options to its employees as well as employees of the Oak Park Library via an intergovernmental participation agreement.

An increase to claims expenses of 4 percent has been included based upon the recommendation of the Interim Human Resources Director and the Village's Insurance Broker. This will in turn equate to a 4 percent increase in employee premiums.

	2010 Actual	2011 Actual	2012 Actual	2013 Budget	2013 Est.	2014 Budget
<b>Starting Fund Balance</b>	<b>\$68,485</b>	<b>-\$37,262</b>	<b>\$161,994</b>	<b>-\$257,351</b>	<b>-\$152,621</b>	<b>\$35,002</b>
<b>Revenues</b>						
Employee Payroll Deductions	\$1,015,260	\$1,126,790	\$1,146,106	\$1,301,443	\$1,183,130	\$1,230,455
Pensioner/Retiree Premium Payments	\$1,076,192	\$1,106,043	\$1,149,301	\$1,277,480	\$1,226,000	\$1,275,040
Agency Contributions	\$1,774,259	\$1,745,363	\$4,299,642	\$2,015,895	\$1,750,000	\$1,820,000
Contributions from Other Funds	\$4,081,581	\$4,058,403	\$1,330,520	\$4,776,741	\$4,500,000	\$4,680,000
<b>Total Revenues</b>	<b>\$7,947,292</b>	<b>\$8,036,600</b>	<b>\$7,925,569</b>	<b>\$9,371,558</b>	<b>\$8,659,130</b>	<b>\$9,005,495</b>
<b>Expenditures</b>						
Personal Services	\$59,137	\$61,559	\$71,338	\$59,637	\$62,155	\$62,525
Fringe Benefits	\$126,808	\$93,712	\$22,753	\$20,116	\$20,998	\$23,387
Materials & Supplies	\$7,798	\$6,834	\$0	\$0	\$0	\$0
Contractual Services	\$7,863,247	\$7,735,651	\$8,146,093	\$8,951,807	\$8,388,354	\$8,863,220
<b>Total Expenditures</b>	<b>\$8,056,990</b>	<b>\$7,897,756</b>	<b>\$8,240,184</b>	<b>\$9,031,560</b>	<b>\$8,471,507</b>	<b>\$8,949,132</b>
<b>Change in Balance</b>	<b>-\$109,698</b>	<b>\$138,844</b>	<b>-\$314,615</b>	<b>\$339,998</b>	<b>\$187,623</b>	<b>\$56,363</b>
Balance Sheet Adj.	\$3,951	\$60,412	\$0	\$0	\$0	\$0
<b>Ending Fund Balance</b>	<b>-\$37,262</b>	<b>\$161,994</b>	<b>-\$152,621</b>	<b>\$82,647</b>	<b>\$35,002</b>	<b>\$91,365</b>
<b>Unrestricted Fund Balance</b>	<b>-\$37,262</b>	<b>\$161,994</b>	<b>-\$152,621</b>	<b>\$82,647</b>	<b>\$35,002</b>	<b>\$91,365</b>

Table 7-2: Health Insurance Fund Financial Summary

**2014 Significant Budget Changes**

<b>Amount</b>	<b>FTE Impact</b>	<b>Narrative</b>
No impact on expenses	0.0	In FY14 the costs of the Village's self-funded health insurance program are increasing \$2 - \$14.50 per month per employee based upon plan and coverage selected (e.g. PPO or HMO, single or single plus dependents).

### 6.2.3 Risk Management Fund

#### Fund Summary

The Risk Management Fund accounts for the administrative costs of two FTE's within the Law Department who support the Village Risk Management program (Workers Comp, Property and Casualty liability). It is funded through a transfer from the Self-Insured Retention Fund.

	<u>2010 Actual</u>	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Budget</u>	<u>2013 Est.</u>	<u>2014 Budget</u>
<b>Starting Fund Balance</b>	\$0	-\$24,148	-\$262,093	\$0	-\$262,093	\$0
<b>Revenues</b>						
Transfers From Other Funds	\$0	\$0	\$264,047	\$257,170	\$384,678	\$131,136
<b>Expenditures</b>						
Personal Services	\$19,656	\$179,470	\$253,000	\$157,734	\$65,064	\$65,690
Fringe Benefits	\$4,512	\$58,164	\$0	\$63,836	\$21,921	\$29,846
Materials & Supplies	\$0	\$291	\$0	\$1,000	\$1,000	\$1,000
Contractual Services	\$0	\$0	\$11,047	\$34,600	\$34,600	\$34,600
<b>Total Expenditures</b>	<b>\$24,168</b>	<b>\$237,925</b>	<b>\$264,047</b>	<b>\$257,170</b>	<b>\$122,585</b>	<b>\$131,136</b>
<b>Change in Balance</b>	-\$24,168	-\$237,925	\$0	\$0	\$262,093	\$0
Balance Sheet Adj.	\$20	-\$20	\$0	\$0	\$0	\$0
<b>Ending Fund Balance</b>	<b>-\$24,148</b>	<b>-\$262,093</b>	<b>-\$262,093</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Unrestricted Fund Balance</b>	<b>-\$24,148</b>	<b>-\$262,093</b>	<b>-\$262,093</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Table 6-2: Risk Management Fund Financial Summary

### 6.2.4 Self-Insured Retention Fund

#### Fund Summary

The Self Insured Retention Fund exists to fund the payment of liability judgments and settlements, workers compensation settlements and payments and attorney fees and related costs necessary to the defense of those cases.

	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2013 Est.</b>	<b>2014 Budget</b>
<b>Starting Fund Balance</b>	<b>-\$2,183,774</b>	<b>-\$2,234,132</b>	<b>-\$2,357,355</b>	<b>-\$1,103,586</b>	<b>-\$1,576,024</b>	<b>-\$1,820,702</b>
<b>Revenues</b>						
Transfer from Other Funds	\$1,634,799	\$1,150,000	\$1,985,617	\$1,380,000	\$1,380,000	\$1,556,136
<b>Expenditures</b>						
Personal Services	\$140,822	\$0	\$0	\$0	\$0	\$0
Fringe Benefits	\$46,458	\$0	\$0	\$0	\$0	\$0
Materials & Supplies	\$10,868	\$10,719	\$27	\$0	\$0	\$0
Contractual Services	\$1,491,834	\$1,611,950	\$640,375	\$1,123,520	\$1,240,000	\$1,325,000
Transfers	\$0	\$0	\$1,014,835	\$257,170	\$384,678	\$131,136
<b>Total Expenditures</b>	<b>\$1,689,982</b>	<b>\$1,622,669</b>	<b>\$1,655,237</b>	<b>\$1,380,690</b>	<b>\$1,624,678</b>	<b>\$1,456,136</b>
<b>Change in Balance</b>	<b>-\$55,183</b>	<b>-\$472,669</b>	<b>\$330,380</b>	<b>-\$690</b>	<b>-\$244,678</b>	<b>\$100,000</b>
Balance Sheet Adj.	\$4,825	\$349,446	\$450,951	\$0	\$0	\$0
<b>Ending Fund Balance</b>	<b>-\$2,234,132</b>	<b>-\$2,357,355</b>	<b>-\$1,576,024</b>	<b>-\$1,104,276</b>	<b>-\$1,820,702</b>	<b>-\$1,720,702</b>
<b>Unrestricted Fund Balance</b>	<b>-\$2,234,132</b>	<b>-\$2,357,355</b>	<b>-\$1,576,024</b>	<b>-\$1,104,276</b>	<b>-\$1,820,702</b>	<b>-\$1,720,702</b>

Table 6-3: Self-Insurance Retention Fund Financial Summary

#### 2014 Significant Budget Changes

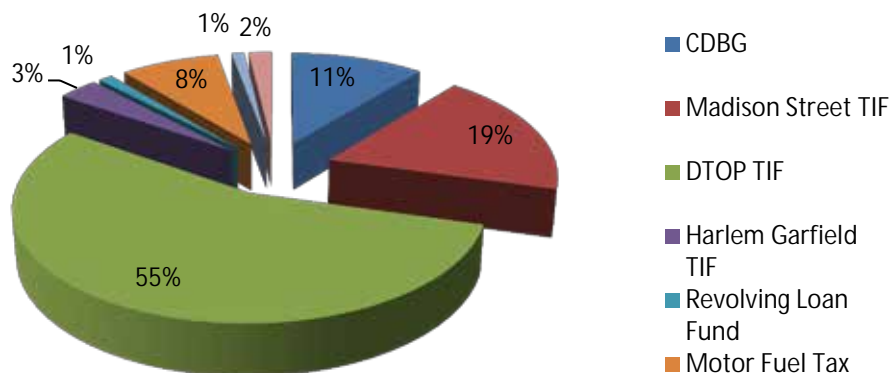
Amount	FTE Impact	Narrative
\$176,170	0.0	The fund will receive increased resources to provide protection against anticipated risks for the Village.

## 7. Special Revenue Fund Summary



## 7.1 Overview

### 2014 Budget Special Revenue Fund Expenditures: \$18,281,371



### Total Special Revenue Fund Expenditures, by Fund

Fund	2010 Actual	2011 Actual	2012 Actual	2013 Budget	2013 Est.	2014 Budget
CDBG Fund Balance	\$1,771,555	\$1,514,934	\$1,280,317	\$1,660,690	\$1,639,433	\$1,608,000
CDBG Revolving Loan	\$6,585	\$37,842	\$0	\$175,000	\$163,747	\$175,000
DTOP	\$13,262,774	\$18,587,968	\$6,105,783	\$8,442,193	\$8,077,773	\$8,442,193
Earthfest	\$0	\$0	\$0	\$1,074	\$4,706	\$7,700
E-911	\$495,624	\$1,911,450	\$1,935,071	\$2,022,267	\$1,950,000	\$1,960,000
Farmer's Market	\$23,115	\$31,640	\$24,238	\$24,241	\$23,066	\$26,123
Federal RICO	\$0	\$123,872	\$193,359	\$181,000	\$135,000	\$138,000
Foreign Fire	\$52,459	\$34,785	\$40,842	\$50,000	\$43,700	\$216,229
Harlem Garfield TIF	\$250	\$0	\$0	\$505,000	\$505,000	\$600,000
Madison TIF	\$806,157	\$777,263	\$786,026	\$2,823,365	\$2,823,365	\$2,880,000
MFT Fund	\$1,319,666	\$1,536,363	\$1,320,505	\$1,230,505	\$1,346,280	\$1,430,674
SSA #1 Fund	\$342,163	\$356,972	\$410,995	\$559,825	\$559,825	\$560,000
SSA #6 Fund	\$0	\$0	\$0	\$0	\$0	\$24,461
State RICO	\$897	\$11,853	\$100	\$0	\$0	\$0
Sustainability	\$5,658	\$6,035	\$104,467	\$157,042	\$104,315	\$112,991
TTW	\$0	\$9,194	\$9,517	\$30,000	\$30,000	\$100,000
<b>Special Revenue Fund Total:</b>	<b>\$18,086,903</b>	<b>\$24,940,172</b>	<b>\$12,211,221</b>	<b>\$17,862,202</b>	<b>\$17,406,210</b>	<b>\$18,281,371</b>

### Total Special Revenue Fund Expenditures, by Fund

The Special Revenue Funds are a class of funds that are isolated from the general operations of the Village. These funds are for the financial management of Village services which are funded by revenues that have been earmarked for specific purposes. While the use of such revenues is sometimes guided by state and federal requirements, they can also be guided by policy directives from the Village Board of Trustees.

The Village maintains the following Special Revenue Funds:

- Community Development Block Grant (CDBG)
- Community Development Block Grant Revolving Loan Fund
- Downtown Oak Park Tax Increment Financing District Fund
- Earth Fest Fund
- Enhanced 911 Fund
- Farmer's Market
- Federal Recovered Drug Asset Forfeiture (RICO) Fund
- Foreign Fire Insurance Fund
- Harlem/Garfield Tax Increment Financing District Fund
- Madison Street Tax Increment Financing District Fund
- Motor Fuel Tax Fund
- Special Services Area (SSA) #1
- State Recovered Drug Asset Forfeiture (RICO) Fund
- Sustainability Fund
- Travel, Training and Wellness Fund

The following is a summary of the Village's Special Revenue Funds.

## 7.2 Special Revenue Fund Summaries

## 7.2.1 Community Development Block Grant (CDBG)

### Fund Summary

The Community Development Block Grant (CDBG) program is HUD's most important community development program and it is one of the most flexible programs provided to the Village by the federal government. This flexibility is designed to promote innovative programs in economically disadvantaged areas of the community. The ESG program is designed to identify sheltered and unsheltered homeless persons, as well as those at risk of homelessness, and provide the services necessary to help those persons quickly regain stability in permanent housing after experiencing a housing crisis and/or homelessness.

	2010 Actual	2011 Actual	2012 Actual	2013 Budget	2013 Est.	2014 Budget
<b>Starting Fund Balance</b>	\$0	\$0	\$0	\$257,703	\$0	\$0
<b>Revenues</b>						
CDBG Allotments	\$1,795,294	\$1,668,967	\$1,258,701	\$1,563,539	\$1,530,800	\$1,500,000
Emergency Shelter Allotments	\$79,931		\$21,616		\$108,633	\$108,000
<b>Revenue Total:</b>	<b>\$1,875,225</b>	<b>\$1,668,967</b>	<b>\$1,280,317</b>	<b>\$1,563,539</b>	<b>\$1,639,433</b>	<b>\$1,608,000</b>
<b>Expenditures</b>						
Personal Services	\$0	\$0	\$0	\$137,000	\$124,670	\$126,135
Fringe Benefits	\$0	\$0	\$0	\$49,639	\$45,172	\$56,510
Materials & Supplies	\$0	\$0	\$0	\$4,450	\$4,767	\$4,510
Contractual Services	\$1,875,225	\$1,668,967	\$1,280,317	\$1,457,467	\$1,464,824	\$1,420,845
Transfers	\$0	\$0	\$0	\$12,134	\$0	\$0
<b>Total Expenditures</b>	<b>\$1,875,225</b>	<b>\$1,668,967</b>	<b>\$1,280,317</b>	<b>\$1,660,690</b>	<b>\$1,639,433</b>	<b>\$1,608,000</b>
Change in Balance	\$0	\$0	\$0	-\$97,151	\$0	\$0
<b>Ending Fund Balance</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$160,552</b>	<b>\$0</b>	<b>\$0</b>

Table 7-1: CDBG Financial Summary

**Note:** Changes in expected expenses will require a budget amendment in FY2013.

## 7.2.2 Community Development Revolving Loan Fund

### Fund Summary

At present, funding for the single family rehab loan program is from the Village's Revolving Loan Fund. The Revolving Loan Fund consists of funds that were re-paid by prior homeowners. Additionally, we give homeowners with lead based paint hazards a grant using CDBG funds to correct the Lead Based hazards.

	2010 Actual	2011 Actual	2012 Actual	2013 Budget	2013 Est.	2014 Budget
<b>Revenues</b>						
Loan Interest Payments	\$270	\$538	\$1,531	\$2,750	\$2,500	\$2,750
Interest Income	\$2,193	\$2,908	\$17	\$0	\$500	\$0
Miscellaneous Revenue			\$37,695			
<b>Revenue Total:</b>	<b>\$2,463</b>	<b>\$3,446</b>	<b>\$39,243</b>	<b>\$2,750</b>	<b>\$3,000</b>	<b>\$2,750</b>
<b>Expenditures</b>						
Contractual Services	\$6,585	\$37,842	\$0	\$175,000	\$163,747	\$175,000
<b>Total Expenditures</b>	<b>\$6,585</b>	<b>\$37,842</b>	<b>\$0</b>	<b>\$175,000</b>	<b>\$163,747</b>	<b>\$175,000</b>

Table 7-2: CDBG Revolving Loan Fund Financial Summary

**Note:** This fund has been modified to omit references to starting and ending fund balances. This has been done to avoid the confusion that may result from our application of accounting principles to the fund. Within the fund, expenditures are supported by the continual repayment by program participants of loan principal, loan interest payments, accrued interest and other miscellaneous revenues. The fund accurately reflects fund expenditures for the Revolving Loan fund. However, due to accounting rules, the fund cannot reflect principal repayments as "income", but must reflect them as "loan receivables", which are not included within the fund. While the fund is performing well from a financial management standpoint, this accounting rule has the impact of inaccurately making the fund balance appear negative. Therefore, we have omitted references to starting and ending fund balance to avoid confusion.

### 7.2.3 Downtown Oak Park Tax Increment Financing (DTOP TIF) District

#### Fund Summary:

The Downtown Oak Park Tax Increment Financing (DTOP TIF) District was established in 1983 with the intent of revitalizing the downtown business district. Revenues are generated by any property taxes above and beyond the amount of taxes collected when the district was initially established. The intent is to use this increment for economic development projects, enhancing the tax base to develop above what development would have occurred otherwise. This fund is subject to the 2011 TIF settlement agreement.

The 2011 TIF settlement agreement was amended in 2013 to provide for the capture of increments for public infrastructure costs associated with the proposed development of Colt-Westgate properties generally located east of Harlem Avenue between Lake & North Boulevard. In anticipation of this development, expenditures of approximately \$1 million and proposed of the Village's share of constructing new Station Street and associated public infrastructure as part of the development in 2014 (total Village investment is estimated at \$4.5 million in 2014 and 2015).

	2010 Actual	2011 Actual	2012 Actual	2013 Budget	2013 Est.	2014 Budget
<b>Starting Fund Balance</b>	<b>\$15,295,723</b>	<b>\$10,266,076</b>	<b>\$4,392,079</b>	<b>\$4,393,079</b>	<b>\$7,186,918</b>	<b>\$7,262,218</b>
<b>Revenues</b>						
Increment Property Taxes	\$8,143,030	\$7,998,699	\$7,919,386	\$8,442,193	\$8,077,773	\$8,442,193
Investment Income	\$1,472	\$585	\$352	\$0	\$300	\$0
Other Income	\$1,505	\$0	\$901,024	\$0	\$0	\$0
Rental of Property	\$87,120	\$87,120	\$79,860	\$0	\$75,000	\$70,000
<b>Revenue Total:</b>	<b>\$8,233,127</b>	<b>\$8,086,404</b>	<b>\$8,900,622</b>	<b>\$8,442,193</b>	<b>\$8,153,073</b>	<b>\$8,512,193</b>
<b>Expenditures</b>						
Contractual Services	\$8,151,417	\$15,822,706	\$4,959,161	\$5,090,438	\$4,726,018	\$5,707,179
Transfers	\$4,051,907	\$1,663,374	\$1,146,622	\$3,351,755	\$3,351,755	\$2,735,014
Debt Service	\$1,059,450	\$1,101,888	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$13,262,774</b>	<b>\$18,587,968</b>	<b>\$6,105,783</b>	<b>\$8,442,193</b>	<b>\$8,077,773</b>	<b>\$8,442,193</b>
Change in Balance	-\$5,029,647	-\$10,501,564	\$2,794,839	\$0	\$75,300	\$70,000
Balance Sheet Adj.	\$0	\$4,627,567	\$0	\$0	\$0	\$0
<b>Ending Fund Balance</b>	<b>\$10,266,076</b>	<b>\$4,392,079</b>	<b>\$7,186,918</b>	<b>\$4,393,079</b>	<b>\$7,262,218</b>	<b>\$7,332,218</b>

Table 7-3: DTOP TIF Financial Summary

## 7.2.4 Earth Fest

### Fund Summary

The Village hosts an annual special event known as Earth Fest in April. It is held at the Public Works Center and is supported by sponsorships from various local companies and Keep IL Beautiful grant funds when available.

	<u>2010 Actual</u>	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Budget</u>	<u>2013 Est.</u>	<u>2014 Budget</u>
<b>Starting Fund Balance</b>	\$0	\$0	\$4,532	\$11,932	\$11,932	\$12,226
<b>Revenues</b>						
Miscellaneous Revenue	\$0	\$4,532	\$7,400	\$7,400	\$5,000	\$7,700
Grant Funding	\$0	\$0	\$0	\$0	\$0	\$0
<b>Revenue Total:</b>	\$0	\$4,532	\$7,400	\$7,400	\$5,000	\$7,700
<b>Expenditures</b>						
Personal Services	\$0	\$0	\$0	\$0	\$0	\$0
Fringe Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Materials and Supplies	\$0	\$0	\$0	\$1,074	\$3,244	\$7,700
Contractual Services	\$0	\$0	\$0	\$0	\$1,462	\$0
<b>Total Expenditures</b>	\$0	\$0	\$0	\$1,074	\$4,706	\$7,700
Change in Balance	\$0	\$4,532	\$7,400	\$6,326	\$294	\$0
<b>Ending Fund Balance</b>	\$0	\$4,532	\$11,932	\$18,258	\$12,226	\$12,226

Table 7-4: Earth Fest Financial Summary

## 7.2.5 Enhanced 9-1-1 Fund

### Fund Summary

The Emergency Telephone System Board (ETSB) is comprised of a Board of Directors that consists of seven members. The members consist of administrative staff of both Police and Fire, representatives from Rush Oak Park and West Suburban Hospitals, and one citizen volunteer. The mission of the ETSB board is to receive and account for revenues from the surcharge tax on both land lines and wireless phones as authorized by Cook County resolution and the Illinois Emergency Telephone System Act. The surcharge funds are dedicated in providing the equipment, services, personnel, facilities and other items necessary for the implementation, operation, maintenance and repair of the E-9-1-1 Emergency Telephone System.

The Police Communications program supports communications needs. Included are costs associated with maintenance and repair of the radio frequency equipment, IWIN, computers radio replacement parts and batteries. Equipment costs include the purchase of Police mobile and portable radios and mobile computer workstations.

The Fire Communications program supports communications needs. Included are costs associated with maintenance of the radio frequency equipment, IWIN, Fire paging system maintenance, radio replacement parts and batteries. Equipment costs include the purchase of mobile and portable radios, headsets, and mobile workstations.

	2010 Actual	2011 Actual	2012 Actual	2013 Budget	2013 Est.	2014 Budget
<b>Starting Fund Balance</b>	<b>\$335,384</b>	<b>\$436,851</b>	<b>\$226,467</b>	<b>\$266,217</b>	<b>\$275,141</b>	<b>\$175,166</b>
<b>Revenues</b>						
E911 Surcharge	\$596,888	\$567,538	\$610,600	\$570,000	\$550,000	\$550,000
Investment/Interest Income	\$203	\$83	\$145	\$50	\$25	\$25
Transfer from General Fund	\$0	\$1,133,445	\$1,373,000	\$1,300,000	\$1,300,000	\$1,300,000
<b>Revenue Total:</b>	<b>\$597,091</b>	<b>\$1,701,066</b>	<b>\$1,983,745</b>	<b>\$1,870,050</b>	<b>\$1,850,025</b>	<b>\$1,850,025</b>
<b>Expenditures</b>						
Materials & Supplies	\$0	\$2,165	\$32,714	\$0	\$0	\$0
Contractual Services	\$460,583	\$1,903,450	\$1,902,357	\$1,900,000	\$1,900,000	\$1,900,000
Capital Outlay	\$35,041	\$5,835	\$0	\$122,267	\$50,000	\$60,000
<b>Total Expenditures</b>	<b>\$495,624</b>	<b>\$1,911,450</b>	<b>\$1,935,071</b>	<b>\$2,022,267</b>	<b>\$1,950,000</b>	<b>\$1,960,000</b>
Change in Balance	\$101,467	-\$210,384	\$48,674	-\$152,217	-\$99,975	-\$109,975
<b>Ending Fund Balance</b>	<b>\$436,851</b>	<b>\$226,467</b>	<b>\$275,141</b>	<b>\$114,000</b>	<b>\$175,166</b>	<b>\$65,191</b>

Table 7-5: Enhanced 9-1-1 Financial Summary



### 7.2.6 Farmer’s Market

#### Fund Summary

The Oak Park Farmers' Market offers high quality, locally grown produce in the friendly, historic Village of Oak Park. The Market is a step back into simpler times . . . buying things from the farmers who grow them, surrounded by the sounds of live bluegrass music, the smell of freshly made donuts and the profusion and variety of nature's bounty. The Market is open every Saturday beginning the second to last Saturday of May through October. Market hours are 7 a.m. - 1 p.m. Pilgrim Church, right next door to where the market is held, offers fresh warm donuts, juice and coffee, with live bluegrass music nearby. The Oak Park Farmers' Market is located at 460 Lake St., just one block west of Ridgeland Avenue. The Farmers' Market Commission, which oversees the Oak Park Farmer's Market, is comprised of volunteers appointed by the Village Board to coordinate and promote outdoor food and produce marketing. The Commission's 11 members each serve three-year terms.

	2010 Actual	2011 Actual	2012 Actual	2013 Budget	2013 Est.	2014 Budget
<b>Starting Fund Balance</b>	<b>\$47,519</b>	<b>\$49,053</b>	<b>\$40,958</b>	<b>\$41,636</b>	<b>\$42,425</b>	<b>\$43,521</b>
<b>Revenues</b>						
Seasonal Fees	\$25,149	\$23,545	\$19,500	\$25,000	\$21,962	\$22,000
Sale of Merchandise	\$0	\$0	\$6,205	\$1,500	\$2,200	\$2,000
<b>Revenue Total:</b>	<b>\$25,149</b>	<b>\$23,545</b>	<b>\$25,705</b>	<b>\$26,500</b>	<b>\$24,162</b>	<b>\$24,000</b>
<b>Expenditures</b>						
Personnel Services	\$12,678	\$13,715	\$887	\$0	\$0	\$0
Fringe Benefits	\$980	\$1,081	\$51	\$0	\$0	\$0
Materials & Supplies	\$4,424	\$5,221	\$3,452	\$5,000	\$2,325	\$4,000
Contractual Services	\$5,533	\$11,623	\$19,849	\$19,241	\$20,741	\$22,123
<b>Total Expenditures</b>	<b>\$23,615</b>	<b>\$31,640</b>	<b>\$24,238</b>	<b>\$24,241</b>	<b>\$23,066</b>	<b>\$26,123</b>
Change in Balance	\$1,534	-\$8,095	\$1,467	\$2,259	\$1,096	-\$2,123
<b>Ending Fund Balance</b>	<b>\$49,053</b>	<b>\$40,958</b>	<b>\$42,425</b>	<b>\$43,895</b>	<b>\$43,521</b>	<b>\$41,398</b>

Table 7-6: Farmer's Market Financial Summary

## 7.2.7 Federal RICO Fund

### Fund Summary

The Federal Recovered Drug Asset Forfeiture Fund is a fund by which assets of drug-related criminals can be seized by federal governments. Portion of those seized can then be turned over to the involved enforcement agencies. Proceeds can only be used for law enforcement purposes and have been utilized in the past to purchase police vehicles and other crime fighting equipment.

	<u>2010 Actual</u>	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Budget</u>	<u>2013 Est.</u>	<u>2014 Budget</u>
<b>Starting Fund Balance</b>	<b>\$150,858</b>	<b>\$208,888</b>	<b>\$207,573</b>	<b>\$167,689</b>	<b>\$77,556</b>	<b>\$91,456</b>
<b>Revenues</b>						
Asset Seizures/Forfeitures	\$53,060	\$97,681	\$44,857	\$100,000	\$138,400	<b>\$100,000</b>
Investment/Interest Income	\$345	\$153	\$228	\$500	\$500	\$500
Gain on Sale of Property	\$19,377	\$12,870	\$18,256	\$0	\$10,000	\$0
<b>Revenue Total:</b>	<b>\$72,782</b>	<b>\$110,704</b>	<b>\$63,342</b>	<b>\$100,500</b>	<b>\$148,900</b>	<b>\$100,500</b>
<b>Expenditures</b>						
Materials & Supplies	\$0	\$10,362	\$16,032	\$10,000	\$13,500	\$14,000
Contractual Services	\$0	\$2,672	\$9,032	\$0	\$4,000	\$4,000
Capital Transfers	\$0	\$0	\$0	\$0	\$0	\$0
Transfers	\$14,752	\$98,985	\$168,295	\$171,000	\$117,500	\$120,000
<b>Total Expenditures</b>	<b>\$14,752</b>	<b>\$112,019</b>	<b>\$193,359</b>	<b>\$181,000</b>	<b>\$135,000</b>	<b>\$138,000</b>
Change in Balance	\$58,030	-\$1,315	-\$130,017	-\$80,500	\$13,900	-\$37,500
<b>Ending Fund Balance</b>	<b>\$208,888</b>	<b>\$207,573</b>	<b>\$77,556</b>	<b>\$87,189</b>	<b>\$91,456</b>	<b>\$53,956</b>

Table 7-7: Federal RICO Fund Financial Summary

## 7.2.8 Foreign Fire Insurance Fund

### Fund Summary

The Foreign Fire Insurance program is comprised of a Board of Directors that is elected from the members in the Oak Park Fire Department. The mission of the Board is to receive and account for revenues from the tax issued on fire insurance policies sold by foreign (out of state) insurance companies, and to use such funds for the maintenance, use, and benefit of the Oak Park Fire Department.

	2010 Actual	2011 Actual	2012 Actual	2013 Budget	2013 Est.	2014 Budget
<b>Starting Fund Balance</b>	<b>\$130,267</b>	<b>\$146,229</b>	<b>\$186,735</b>	<b>\$207,625</b>	<b>\$223,625</b>	<b>\$254,985</b>
<b>Revenues</b>						
Annual Allotment	\$68,354	\$75,224	\$77,556	\$75,000	\$75,000	\$75,000
Investment/Interest Income	\$67	\$68	\$176	\$60	\$60	\$60
<b>Revenue Total:</b>	<b>\$68,421</b>	<b>\$75,292</b>	<b>\$77,732</b>	<b>\$75,060</b>	<b>\$75,060</b>	<b>\$75,060</b>
<b>Expenditures</b>						
Materials & Supplies	\$47,556	\$30,345	\$36,172	\$44,500	\$38,000	\$36,000
Contractual Services	\$4,903	\$4,441	\$4,670	\$5,500	\$5,700	\$6,000
Transfers	\$0	\$0	\$0	\$0	\$0	\$174,229
<b>Total Expenditures</b>	<b>\$52,459</b>	<b>\$34,785</b>	<b>\$40,842</b>	<b>\$50,000</b>	<b>\$43,700</b>	<b>\$216,229</b>
Change in Balance	\$15,962	\$40,507	\$36,890	\$25,060	\$31,360	-\$141,169
<b>Ending Fund Balance</b>	<b>\$146,229</b>	<b>\$186,735</b>	<b>\$223,625</b>	<b>\$232,685</b>	<b>\$254,985</b>	<b>\$113,816</b>

Table 7-8: Foreign Fire Insurance Financial Summary

### 7.2.9 Harlem/Garfield Tax Increment Financing District

#### Fund Summary

The Harlem/Garfield Tax Increment Financing (TIF) District was originally created in 1993 for the purpose of remediation the site for a retail redevelopment project. Due to financial circumstances, the development never occurred. In 2003, the Village approved a Business Retention Agreement to move the Volvo Dealership from Madison Street to the corner of Harlem & Garfield. In 2013, the Village completed design and engineering work for improvements to public street lighting in the TIF with award of a construction contract anticipated in October 2013. Additional options for using the TIF to spur economic development in the area and the need for consultant assistance is anticipated in the future as well.

	2010 Actual	2011 Actual	2012 Actual	2013 Budget	2013 Est.	2014 Budget
<b>Starting Fund Balance</b>	<b>\$476,503</b>	<b>\$585,920</b>	<b>\$713,873</b>	<b>\$361,673</b>	<b>\$845,937</b>	<b>\$477,359</b>
<b>Revenues</b>						
Increment Property Taxes	\$109,452	\$127,888	\$132,042	\$143,000	\$136,272	\$138,997
Investment Income	\$215	\$65	\$22	\$400	\$150	\$150
<b>Revenue Total:</b>	<b>\$109,667</b>	<b>\$127,953</b>	<b>\$132,064</b>	<b>\$143,400</b>	<b>\$136,422</b>	<b>\$139,147</b>
<b>Expenditures</b>						
Contractual Services	\$250	\$0	\$0	\$505,000	\$505,000	\$600,000
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$250</b>	<b>\$0</b>	<b>\$0</b>	<b>\$505,000</b>	<b>\$505,000</b>	<b>\$600,000</b>
Change in Balance	\$109,417	\$127,953	\$132,064	-\$361,600	-\$368,578	-\$460,853
<b>Ending Fund Balance</b>	<b>\$585,920</b>	<b>\$713,873</b>	<b>\$845,937</b>	<b>\$73</b>	<b>\$477,359</b>	<b>\$16,506</b>

Table 7-9: Harlem/Garfield TIF Financial Summary

### 7.2.10 Madison Street Tax Increment Financing District

#### Fund Summary

The Madison Street TIF was adopted by the Village Board on February 6, 1995 and at that time it identified the following projects (along with costs estimates) for the Madison TIF District:

Public Improvements	\$7,000,000
Land Acquisition	\$8,000,000
Site Preparation	\$7,500,000
Rehabilitation of Existing Buildings	\$3,000,000
<u>Administration and Professional Services</u>	<u>\$2,500,000</u>
Total	\$28,000,000

The above project estimates were established in accordance with the TIF. The Village, under the Illinois TIF Act generally is allowed to use property tax increment generated by the TIF within the District for the following:

- Property acquisition
- The rehabilitation or renovation of existing public or private buildings
- Infrastructure improvements
- Relocation expenses
- Financing costs, including interest assistance
- Studies, surveys, and plans
- Marketing sites within the TIF District
- Professional services (such as architectural, engineering, legal, and financial planning)
- Demolition and site preparation

On March 6, 1995, approximately one month after the enactment of the Madison TIF, the Village and the Elementary School District 97 entered into an Intergovernmental Agreement for the reimbursement of Madison TIF Increment to District 97 generally as follows:

- TIF Year 1 -15 reimbursement equal to 25% of the total tax lost by District 97 due to its classification and TIF increment
- TIF Year 16 – 23 reimbursement equal to 100% % of the total tax lost by District 97 due to its classification and TIF increment

In April 2007, a subsequent Intergovernmental Agreement was entered into between the Village and the Elementary School District 97 which provided for the Village to pay District 97 \$2,370,000 for the temporary transfer of its Administrative building (to be paid in two installments in 2007 and 2008) and concurrently suspend the distribution of additional TIF increment to District 97 until such time the Village has recouped the \$2,370,000 expenditure.

In late 2012, the Village recouped the \$2.3 million expenditure and the terms and conditions of the 1995 Intergovernmental Agreement have resumed now placing the Village in a position to distribute

to District 97 one-hundred percent of the total tax lost by District 97 due to its classification and TIF increment. Those funds are currently held by the Village at the request of District 97 due to their continued interested in exploring, in partnership with the Village, the financial benefit to the TIF District of a new Administrative School District facility within the Madison TIF boundaries (including the Village Hall parking lot site) and the extent to which such collaboration would support the goals of the Madison Street Corridor Plan and have a long term positive financial impact on the EAV in the Village.

It is also noteworthy that on September 10, 2011, the Park District of Oak Park and District 97 presented a request to the Village Board to explore moving their administrative functions to a new facility in the parking lot of Village Hall at 123 Madison which is within the TIF. In the fall of 2012, the Park District advised that it no longer wished to pursue this option. The effect of the above Intergovernmental Agreements to the Madison TIF and resulting funds available for TIF eligible expenses are as follows:

Madison TIF Base EAV	\$23,044,673
Madison TIF 2012 EAV	\$49,067,876 (resulting increment thru 2012 is \$26,023,203)
Projected Ending TIF 2018 EAV	\$64,000,000 (resulting increment thru 2018 is \$41,000,000)
Projected Ending TIF Increment Available to Village over life of TIF	\$7,905,128
Current Project Land Value of Property owned by Village in TIF	\$3,708,034

The Land Value of Property owned by the Village in the TIF is comprised of the following parcels:

Date Acquired	Parcel Address	Purchase Price
January 18, 2001	710 Madison	\$200,000
August 31, 2002	724 Madison(at Oak Park Ave)	\$850,000
July 11, 2005	722 Madison (Foley-Rice)	\$1,157,196
<i>(the above three parcels comprise the NE corner of Oak Park &amp; Madison)</i>		
November 16, 2004	260 Madison (Sheppard Motors aka the Volvo site)	\$1,500,838
		\$3,708,034

As part of the FY14 budget deliberation process, the Village Board will be asked to consider the alternatives for investment in the public infrastructure in the Madison Corridor and the recommendation of the Madison Street Coalition. To the extent the TIF Increment available to the Village is insufficient to pay all costs of investment, the Village has the ability to consider issuing debt to finance the improvements. Generally, for every \$10,000 of bond issued on a 20 year term at 3%, the total interest is \$3,371 the annual payment is \$669. In other words a \$7.5 million bond over 20 years at 3% would have a total cost of roughly \$10 million (principal + interest) with annual payments of slightly more than \$500,000 per year.

Below is a Madison Street Revenue/Expenditure Alternatives to detail the financial alternatives currently before the Village Board.

**Madison Street Revenue/Expenditure Alternatives**

Steering Committee Recommendation		Full ROW Enhancement		Pedestrian Level Enhancements	
Austin to Harlem, protected bike lanes, removal center landscaping for turn lane, pedestrian enhancements for crossing, etc.	\$ (17,400,000)	Austin to Harlem, bike lanes, removal center landscaping for turn lane, pedestrian enhancements for crossing, etc.	\$ (15,200,000)	Austin to Harlem, pedestrian enhancements for crossing, etc.	\$ (6,900,000)
Bike Grant Match	\$ (114,000)	Bike Grant Match	\$ (114,000)		
Underground Utility Improvements	\$ (7,100,000)	Underground Utility Improvements	\$ (7,100,000)		
TIF Increment @ 12/31/13	\$ 6,544,194	TIF Increment @ 12/31/13	\$ 6,544,194	TIF Increment @ 12/31/13	\$ 6,544,194
Bike Grant Award	\$ 570,000	Bike Grant Award	\$ 570,000		
<i>Total for Non water/sewer work</i>	<i>\$ (10,399,806)</i>	<i>Total for Non water/sewer work</i>	<i>\$ (8,199,806)</i>	<i>Total for Non water/sewer work</i>	<i>\$ (355,806)</i>
<b>Water &amp; Sewer Fund Bond Proceeds</b>	<b>\$ 7,100,000</b>	<b>Water &amp; Sewer Fund Bond Proceeds</b>	<b>\$ 7,100,000</b>		
Annual Debt Service (principal + interest) 20 years paid from Water & Sewer Fund	\$ (474,665)	Annual Debt Service (principal + interest) 20 years paid from Water & Sewer Fund	\$ (474,665)		
<b>Bond Proceeds</b>	<b>\$ 10,400,000</b>	<b>Bond Proceeds</b>	<b>\$ 8,200,000</b>	<b>Short Term Financing Only</b>	
Annual Debt Service 20 years paid from General Fund revenues including property tax, sales tax, future TIF increment	\$ (695,284)	Annual Debt Service 20 years paid from General Fund revenues including property tax, sales tax, future TIF increment	\$ (548,204)	Future Increment	\$ (355,900)

Note: The Madison Street corridor has been home to gas stations and automobile related repairs over the years as such there is a potential for remediation costs due to contamination that is identified during utility work. The above costs excludes such expenditures at this time since they are unknown.

**Madison Street Revenue/Expenditure Alternatives**

	<u>2010 Actual</u>	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Budget</u>	<u>2013 Est.</u>	<u>2014 Budget</u>
<b>Starting Fund Balance</b>	<b>\$7,989,462</b>	<b>\$9,791,519</b>	<b>\$11,406,928</b>	<b>\$11,464,358</b>	<b>\$13,291,138</b>	<b>\$13,348,943</b>
<b>Revenues</b>						
Increment Property Taxes	\$2,550,087	\$2,337,214	\$2,583,004	\$2,823,365	\$2,823,365	\$2,880,000
Other Income	\$58,127	\$55,458	\$87,232	\$57,805	\$57,805	\$50,000
<b>Revenue Total:</b>	<b>\$2,608,214</b>	<b>\$2,392,672</b>	<b>\$2,670,236</b>	<b>\$2,881,170</b>	<b>\$2,881,170</b>	<b>\$2,930,000</b>
<b>Expenditures</b>						
Contractual Services	\$806,157	\$777,263	\$786,026	\$2,823,365	\$2,823,365	\$2,880,000
Capital Outlay	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$806,157</b>	<b>\$777,263</b>	<b>\$786,026</b>	<b>\$2,823,365</b>	<b>\$2,823,365</b>	<b>\$2,880,000</b>
Change in Balance	\$1,802,057	\$1,615,409	\$1,884,210	\$57,805	\$57,805	\$50,000
<b>Ending Fund Balance</b>	<b>\$9,791,519</b>	<b>\$11,406,928</b>	<b>\$13,291,138</b>	<b>\$11,522,163</b>	<b>\$13,348,943</b>	<b>\$13,398,943</b>

Table 7-10: Madison Street TIF Financial Summary



### 7.2.11 Motor Fuel Tax Fund

#### Fund Summary

The Motor Fuel Tax (MFT) Fund receives the Village's share of the state gasoline tax distributed to municipalities based on a multi-layered formula. These funds are transferred to the General Fund to be used for labor and material costs associated with maintaining roadways throughout the Village.

	2010 Actual	2011 Actual	2012 Actual	2013 Budget	2013 Est.	2014 Budget
<b>Starting Fund Balance</b>	<b>-\$210,334</b>	<b>\$32,979</b>	<b>\$32,979</b>	<b>\$187,199</b>	<b>\$205,954</b>	<b>\$160,174</b>
<b>Revenues</b>						
Annual Allotment	\$1,561,768	\$1,536,004	\$1,493,225	\$1,600,000	\$1,300,000	\$1,300,000
Investment/Interest Income	\$1,211	\$359	\$255	\$500	\$500	\$500
<b>Revenue Total:</b>	<b>\$1,562,979</b>	<b>\$1,536,363</b>	<b>\$1,493,480</b>	<b>\$1,600,500</b>	<b>\$1,300,500</b>	<b>\$1,300,500</b>
<b>Expenditures</b>						
Transfers	\$1,319,666	\$1,536,363	\$1,320,505	\$1,230,505	\$1,346,280	\$1,430,674
<b>Total Expenditures</b>	<b>\$1,319,666</b>	<b>\$1,536,363</b>	<b>\$1,320,505</b>	<b>\$1,230,505</b>	<b>\$1,346,280</b>	<b>\$1,430,674</b>
Change in Balance	\$243,313	\$0	\$172,975	\$369,995	-\$45,780	-\$130,174
<b>Ending Fund Balance</b>	<b>\$32,979</b>	<b>\$32,979</b>	<b>\$205,954</b>	<b>\$557,194</b>	<b>\$160,174</b>	<b>\$30,000</b>

Table 7-11: Motor Fuel Tax Fund Financial Summary

## 7.2.12 Special Service Area (SSA) #1

### Fund Summary

The Special Service Area (SSA) #1 Fund is used to account for the property tax receipts as collected by the County. The area, which is confined to the greater downtown Oak Park area, levies a separate tax to assist in the marketing and promoting of businesses in the district.

The expenditure of these funds is subject to the on-going application of an agreement between the Village of Oak Park and the Harlem Lake Marion Corporation (which is commonly referred to as Downtown Oak Park) which was approved by the Village Board December 5, 2005 for a three year term. Staff is working to present an extension to that agreement to the Village Board for their consideration.

	2010 Actual	2011 Actual	2012 Actual	2013 Budget	2013 Est.	2014 Budget
<b>Starting Fund Balance</b>	<b>-\$42,412</b>	<b>\$61,004</b>	<b>\$276,350</b>	<b>\$386,400</b>	<b>\$495,119</b>	<b>\$160,684</b>
<b>Revenues</b>						
Property Taxes	\$445,123	\$572,127	\$629,374	\$225,000	\$225,000	\$500,000
Investment/Interest Income	\$456	\$191	\$390	\$50	\$390	\$390
<b>Revenue Total:</b>	<b>\$445,579</b>	<b>\$572,318</b>	<b>\$629,764</b>	<b>\$225,050</b>	<b>\$225,390</b>	<b>\$500,390</b>
<b>Expenditures</b>						
Contractual Services	\$342,163	\$356,972	\$410,995	\$559,825	\$559,825	\$560,000
Rebate Program	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$342,163</b>	<b>\$356,972</b>	<b>\$410,995</b>	<b>\$559,825</b>	<b>\$559,825</b>	<b>\$560,000</b>
Change in Balance	\$103,416	\$215,346	\$218,769	-\$334,775	-\$334,435	-\$59,610
<b>Ending Fund Balance</b>	<b>\$61,004</b>	<b>\$276,350</b>	<b>\$495,119</b>	<b>\$51,625</b>	<b>\$160,684</b>	<b>\$101,074</b>

### 7.2.13 Special Service Area (SSA) #6

#### Fund Summary

The Special Service Area (SSA) #6 Fund is used to account for the property tax receipts as collected by the County. The area, which is confined to the greater downtown Oak Park area, levies a separate tax to assist in the marketing and promoting of businesses in the district.

	<u>2010 Actual</u>	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Budget</u>	<u>2013 Est.</u>	<u>2014 Budget</u>
<b>Starting Fund Balance</b>	<b>\$19,340</b>	<b>\$24,456</b>	<b>\$24,459</b>	<b>\$386,400</b>	<b>\$24,461</b>	<b>\$24,461</b>
<b>Revenues</b>						
Property Taxes	\$5,107	\$0	\$0	\$0	\$0	\$0
Investment/Interest Income	\$9	\$3	\$2	\$0	\$0	\$0
<b>Revenue Total:</b>	<b>\$5,116</b>	<b>\$3</b>	<b>\$2</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Expenditures</b>						
Contractual Services	\$0	\$0	\$0	\$0	\$0	\$0
Transfers	\$0	\$0	\$0	\$0	\$0	\$24,461
<b>Total Expenditures</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$24,461</b>
Change in Balance	\$5,116	\$3	\$2	\$0	\$0	-\$24,461
<b>Ending Fund Balance</b>	<b>\$24,456</b>	<b>\$24,459</b>	<b>\$24,461</b>	<b>\$386,400</b>	<b>\$24,461</b>	<b>\$0</b>

Table 7-12: SSA #6 TIF Financial Summary

### 7.2.14 State RICO Fund

#### Fund Summary

The State Recovered Drug Asset Forfeiture Fund is a fund by which assets of drug-related criminals can be seized by state governments. Portion of those seized can then be turned over to the involved enforcement agencies. Proceeds can only be used for law enforcement purposes and have been utilized in the past to purchase police vehicles and other crime fighting equipment.

	2010 Actual	2011 Actual	2012 Actual	2013 Budget	2013 Est.	2014 Budget
<b>Starting Fund Balance</b>	<b>\$32,865</b>	<b>\$31,989</b>	<b>\$35,116</b>	<b>\$35,812</b>	<b>\$35,812</b>	<b>\$40,312</b>
<b>Revenues</b>						
Asset Seizures/Forfeitures	\$0	\$14,972	\$781	\$0	\$4,500	\$0
Investment/Interest Income	\$21	\$8	\$15	\$0	\$0	\$0
<b>Revenue Total:</b>	<b>\$21</b>	<b>\$14,980</b>	<b>\$796</b>	<b>\$0</b>	<b>\$4,500</b>	<b>\$0</b>
<b>Expenditures</b>						
Materials & Supplies	\$897	\$11,853	\$100	\$0	\$0	\$0
Contractual Services	\$0	\$0	\$0	\$0	\$0	\$0
Capital	\$0	\$0	\$0	\$0	\$0	\$0
Transfers	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$897</b>	<b>\$11,853</b>	<b>\$100</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Change in Balance	-\$876	\$3,127	\$696	\$0	\$4,500	\$0
<b>Ending Fund Balance</b>	<b>\$31,989</b>	<b>\$35,116</b>	<b>\$35,812</b>	<b>\$35,812</b>	<b>\$40,312</b>	<b>\$40,312</b>

Table 7-13: State RICO Fund Financial Summary

### 7.2.15 Sustainability Fund

#### Fund Summary

The Village Manager's Office oversees Sustainability initiatives and the Sustainability Fund was established three years ago with Grant Funds for the hiring of a position to support sustainability efforts in the Village. The fund accounts for these and other grant revenues received by the Village Manager's Office. Grant funds are no longer available to cover the salary and benefits of the Sustainability Manager and currently fund operates with a transfer of revenues from the Environmental Services Fund.

	2010 Actual	2011 Actual	2012 Actual	2013 Budget	2013 Est.	2014 Budget
<b>Starting Fund Balance</b>	\$0	\$14,724	\$9,132	-\$94,835	-\$94,835	\$0
<b>Revenues</b>						
Grants	\$20,382	\$442		\$25,000	\$0	\$0
Miscellaneous Revenue			\$500		\$0	\$0
Transfers In	\$0	\$0		\$80,000	\$199,150	\$112,991
<b>Revenue Total:</b>	<b>\$20,382</b>	<b>\$442</b>	<b>\$500</b>	<b>\$105,000</b>	<b>\$199,150</b>	<b>\$112,991</b>
<b>Expenditures</b>						
Personal Services	\$0	\$0	\$75,487	\$76,625	\$75,400	\$76,500
Fringe Benefits	\$0	\$0	\$21,507	\$23,915	\$23,915	\$25,201
Materials & Supplies	\$658	\$5,636	\$4,803	\$4,903	\$4,000	\$1,690
Contractual Services	\$5,000	\$399	\$2,670	\$51,599	\$1,000	\$9,600
<b>Total Expenditures</b>	<b>\$5,658</b>	<b>\$6,035</b>	<b>\$104,467</b>	<b>\$157,042</b>	<b>\$104,315</b>	<b>\$112,991</b>
Change in Balance	\$14,724	-\$5,592	-\$103,967	-\$52,042	\$94,835	\$0
<b>Ending Fund Balance</b>	<b>\$14,724</b>	<b>\$9,132</b>	<b>-\$94,835</b>	<b>-\$146,877</b>	<b>\$0</b>	<b>\$0</b>

Table 7-14: Sustainability Fund Financial Summary

### 7.2.16 Travel, Training and Wellness Fund

By utilizing an American Express card for certain purchases, the Village receives a 1-percent rebate. Pursuant to official policy, as passed by the Finance Committee, all proceeds from the rebate are to be deposited and appropriated in a fund separate from the general operations for the Village, and are to be utilized to restore amounts for employees to attend educational conferences and to invest in technological improvements.

	2010 Actual	2011 Actual	2012 Actual	2013 Budget	2013 Est.	2014 Budget
<b>Starting Fund Balance</b>	<b>\$0</b>	<b>\$0</b>	<b>\$806</b>	<b>\$40,806</b>	<b>\$35,639</b>	<b>\$55,639</b>
<b>Revenues</b>						
American Express Rebate Points	\$0	\$10,000	\$44,350	\$50,000	\$50,000	\$50,000
<b>Revenue Total:</b>	<b>\$0</b>	<b>\$10,000</b>	<b>\$44,350</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$50,000</b>
<b>Expenditures</b>						
Personal Services	\$0	\$0	\$0	\$0	\$0	\$0
Fringe Benefits	\$0	\$0	\$0	\$0	\$0	\$0
Materials and Supplies	\$0	\$0	\$8,197	\$0	\$0	\$0
Contractual Services	\$0	\$9,194	\$1,320	\$30,000	\$30,000	\$100,000
<b>Total Expenditures</b>	<b>\$0</b>	<b>\$9,194</b>	<b>\$9,517</b>	<b>\$30,000</b>	<b>\$30,000</b>	<b>\$100,000</b>
Change in Balance	\$0	\$806	\$34,833	\$20,000	\$20,000	-\$50,000
<b>Ending Fund Balance</b>	<b>\$0</b>	<b>\$806</b>	<b>\$35,639</b>	<b>\$60,806</b>	<b>\$55,639</b>	<b>\$5,639</b>

Table 7-15: Travel, Training and Wellness Fund Financial Summary

## 8. Grants and Programs

## 8.1 Overview

The Village of Oak Park actively seeks to offset the costs of government services to its citizens by leveraging grants and other resources from external funding entities. The following is a summary description of the various grants, by department and agency, which the Village receives for the funding of government services



## 8.2 Grant Summary

### Community Planning

- **Consultant for Three National Register Districts**, 7.1.14-12.31.15, in the amount of \$25,000, with a local match of 30% (\$7,500). This grant, sponsored by the Illinois Historic Preservation Agency, will be used to hire a consultant to prepare three historic district nominations to the National Register near I-290.

### Fire Department

- **Grant for Turn Out Gear**, One-time funding, This grant is sponsored by the Federal Emergency Management Agency (FEMA). If awarded, this grant would provide federal assistance for the purchase of fire protection clothing.
- **Grant for and EMS Squad**, One-time funding, This grant is sponsored by the Federal Emergency Management Agency (FEMA). If awarded, this grant would provide federal assistance to purchase new emergency response vehicles or replace aging vehicles.

### Health Department

- **IDPH 2014 Local Health Protection Grant**, 7.1.13-6.30.14, in the amount of \$63,201, to carry out activities required of a certified local health department in Illinois. Assists in defraying expenses related to salaries for two Environmental Health staff and one Public Health Nurse; costs associated with Anderson Pest Control Agreement; contractual arrangement for required Medical Consultation. No CFDA# (STATE GRF funds); no match.
- **IDPH 2014 Childhood Lead Poisoning Prevention**, 7.1.13-6.30.14, amount \$394. Specific fees are granted to the Health Department for each inspectional and testing activity carried out by Sanitarians on behalf of the State of Illinois to mitigate lead exposure with lead poisoned children identified in Oak Park. No CFDA#; no match.
- **IDPH 2014 Illinois Tobacco Free Communities Grant**, 7.1.13-6.30.14, in the amount of \$23,945, to fund tobacco prevention and cessation programming. Defrays partial salary expenses for a Public Health Nurse and will assist in funding a 50% of a part-time nurse-educator. No CFDA#; no match.
- **IDHS 2014 Family Case Management Grant**, 7.1.13-6.30.14, in the amount of \$61,230, to assist in funding of a full-time maternal child health nurse to carry out nurse case-management activities on home visits and office visits to medically indigent women and infants to one year of age. In addition, the nurse follows-up on high risk infants referred through the State Adverse Pregnancy Reporting System (APORS). CFDA# Y93.994; no match.
- **IDHS 2014 Teen Pregnancy Prevention Grant**, 7.1.13-6.30.14, in the amount of \$13,738, to assist in funding salary of a public health nurse and 50% of a half-time nurse educator to carry out programming focused on adolescents to prevent high risk sexual behaviors. CFDA# 93.994; no match.

- **2014 IDPH Cities Readiness Initiative**, 7.1.13 – 6.30.14, amount \$42,606, to assist in funding 50% of the salary of the Emergency Preparedness and Response Coordinator; also assists in defraying expenses related to salaries of additional staff who participate in drilling and training for emergency response. CFDA# Y93.069; a match is required however this is done with an in-kind contribution, no GRF funds.
- **2014 IDPH West Nile Virus Prevention Grant**, 4.1.14 - 3.31.15, in the amount of \$10,000 to assist with funding of a seasonal summer intern to carry out WNV prevention activities. CFDA# Y93.283; no match.
- **2014 IDPH Dental Sealants Grant**, 7.1.13 – 6.30.14, in the amount of \$1,200 to provide dental sealants and exams to financially eligible children, under an agreement with the Children's Clinic. CFDA# Y93.994; no match.
- **2014 IDPH Tanning Facilities Inspection Grant**, 7.1.13 – 6.30.14, in the amount of approximately \$200 to be paid to the Department on a fee-for-service basis, for annual State permit inspections of tanning facilities. No CFDA; no match.
- **2014 IDPH Body Art Inspection Grant**, 7.1.13 – 6.30.14, The grant reimburses the Village's costs at a rate of 75% for the application and renewal fee per inspection of Village body art ("tattoo") establishments. Application and renewal fees are \$500 dollars for the establishment and one work station, to be paid to the Department on a fee-for-service basis for annual State permit inspections. No CFDA; no match
- **2014 IDPH Public Health Emergency (PHEP)**, 7.1.13-6.30.14, in the amount of \$50,276, to assist in funding 50% of the salary of the Emergency Preparedness Response Coordinator. The requirements under this grant include completion of the hazard vulnerability assessment, capability assessment, fatality management plan, volunteer plan and redundant communications plan. CFDA# Y93.069
- **Cook County Mosquito Vector Prevention**, 4.1.14-10.31.14, in the amount of \$11,685, to fund activities to defray costs associated with an Environmental Health student intern to canvas the community annually to identify areas of mosquito breeding and to educate the public on West Nile prevention.

### Housing and CDBG Programs

- **Community Development Block Grant**, US HUD Annual No Matching Requirements 45 days prior to the end of the previous program year.
- **Cook County PU Change Gap Funding**, The fiscal impact to the Village for joining the HOME Consortium and changing our program year is as high as \$130,294 for each program year. This amount includes Village administration costs (up to \$58,116 per year), administration costs for the Oak Park Regional Housing Center (\$16,337 per year) and the estimated financial loss for Village of Oak Park Public Services Sub-recipients of losing three months per year (as much as \$55,841 per year). Cook County is reimbursing the Village for this loss.
- **Emergency Solutions Grant**, US HUD Annual Match Requirements for Sub-recipients (Not Village) 45 days prior to the end of the previous program year.

- **IHDA Home Modification Grant-** This grant, sponsored by the Illinois Housing Development Authority, would provide funding to offer forgivable loans of up to \$15,000 to homeowners under 50% of Area Median Income for modifications to accommodate age or disability impairments. This grant will supplement our CDBG Revolving Loan Fund for our Single Family Housing Rehabilitation Program. The grant award is \$107,000.
- **IHDA Trust Fund Emergency Loan Assistance Program- 7.1.14-12.31.15.** This program, sponsored by the Illinois Housing Development Authority, provides funding to offer forgivable loans of up to \$20,000 to homeowners under 80% of Area Median Income for emergency or major element home repairs. This grant will supplement the Village's CDBG Revolving Loan Fund for our Single Family Housing Rehabilitation Program. The Village shall apply for up to \$200,000 in grant funds.
- **Residential Water Conservation Grant. 7-1-14- 7-31-15.** This grant, sponsored by the Oak Park River Forest Community Foundation, would provide funding to offer rebates of up to \$100 to homeowners who install low water use toilets; free water saver kits (\$250) to households to reduce water usage and low flow shower heads and faucet aerators. Toilet funding may be supplemented with funding from the Water Fund. The Village will apply for \$5,000.

#### Parking Services

- **EV Charging Station 50/50 Rebate Program-** This program would allow the Village to receive rebates when installing additional electric vehicle charging stations within the Village Parking system. The program requires a 50% match.

#### Police

- CFDA #16.738 Edward Byrne Memorial: Justice Assistance Grant 2011 U.S. Department of Justice 10/1/2010 - 9/30/2014 \$20,091 JAG grant funds, \$20,091 local match funds Money has been received, nothing spent to date. These funds are dedicated to increasing the use of technology in law enforcement.
- CFDA #16.738 Edward Byrne Memorial: Justice Assistance Grant 2012 Non-stimulus U.S. Department of Justice 10/1/2008 - 9/30/2015 \$17,151 JAG grant funds, \$0 local match funds Money has been received, nothing spent to date. These funds are dedicated to increasing the use of technology in law enforcement.
- CFDA #16.738 Edward Byrne Memorial: Justice Assistance Grant 2013 Non-stimulus U.S. Department of Justice 10/1/2008 - 9/30/2016 \$14,881 JAG grant funds, \$0 local match funds. Money to be received during the first half of 2014. These funds are dedicated to increasing the use of technology in law enforcement.
- CFDA #16.738 Edward Byrne Memorial: Justice Assistance Grant 2009 Stimulus U.S. Department of Justice 3/1/2009 - 2/28/2013 \$69,505 JAG grant funds, \$0 local match funds Money has been received, \$20,836.09 has been spent through 6/30/12.

- The following grants were active in 2012/2013. 2013 amounts are not known at the current time:
- DEA Overtime (\$17,202.25 award for 2013). These funds serve as contributions to overtime of OPPD officer assigned to Drug Enforcement financial investigations.
- RCFL Overtime (\$17,202.25 award for 2013) These funds serve as contribution to overtime of OPPD officer assigned to the Chicago Regional Computer Forensics Laboratory division of the FBI.
- IDOT Traffic Safety (Anticipated to be \$30,000 in FY14) These funds subsidize both Roadside Safety Checks (DUI) and Safety Belt Enforcement Zone enforcement during holiday periods.
- Bulletproof Vest (\$4,000- 5,000 award for 2012). This 50% matching grant supports reimbursement of bulletproof vests for new hires and a 5-year vest rotational program.
- Tobacco Enforcement (\$3,410 award for 2013). This programs provides resources related to tobacco use education materials and the identification of retailers selling tobacco products to minors.
- Federal RICO (\$188,000 budgeted for 2014). These proceeds are from forfeitures and seizures of vehicles, property, and monies associated with drug-related activities.

### Sustainability

- **State of Illinois Matching Grant- Community Solar and Wind** – The Village will be applying for a \$112,390 matching grant, which will be used to fund solar/battery installations for the Smart City USA program. The grant requires a \$25% match, which may not be matched with Village funds.
- **State of Illinois Matching Grant- Energy Efficiency Trust Fund**– This \$300,00 matching grant, if awarded, would fund the AMI and NOC portions of the Smart City USA Program. The grant requires a 25% match, which may not come from Village funds.
- **World Wildlife Fund- Earth Hour Cities Challenge**– The World Wildlife Fund is interested in supporting municipal sustainability initiatives. In 2013, the emphasis is on renewable energy projects. This is a one-time grant for \$30,000.

**Grant Funding Summary**

<b><u>Agency</u></b>	<b><u>Grant Title</u></b>	<b><u>Amount</u></b>
<b>Community Planning</b>		
	Consultant for Three National Register Districts	\$25,000
<b>Community Planning Grant Total:</b>		<b>\$25,000</b>
<b>Fire Department</b>		
	Grant for Turn Out Gear	TBD
	Grant for an EMS Squad	TBD
<b>Fire Department Grant Total:</b>		<b>TBD</b>
<b>Health Department</b>		
	IDPH 2014 Local Health Protection Grant	\$63,201
	IDPH 2014 Childhood Lead Poisoning Prevention	\$394
	IDPH 2014 Illinois Tobacco Free Communities Grant	\$23,945
	IDHS 2014 Family Case Management Grant	\$61,230
	IDHS 2014 Teen Pregnancy Prevention Grant	\$13,738
	2014 IDPH Cities Readiness Initiative	\$42,606
	2014 IDPH West Nile Virus Prevention Grant	\$10,000
	2014 IDPH Dental Sealants Grant	\$1,200
	2014 IDPH Tanning Facilities Inspection Grant	TBD
	2014 IDPH Body Art Inspection Grant	TBD
	2014 IDPH Public Health Emergency (PHEP)	\$50,276
	Cook County Mosquito Vector Prevention	\$11,685
<b>Health Department Total:</b>		<b>\$278,275</b>
<b>Housing Programs</b>		
	Community Development Block Grant	TBD
	Emergency Solutions Grant	TBD
	Energy and Water Efficiency Rebate Program	\$10,000
	HUD Sustainable Communities Challenge Grant	\$2,916,272
	IHDA Home Modification Grant	\$107,000
	Lead Based Paint Hazard Grants Single Family Rehab	\$100,000
	Project Implementation Single Family Rehab/Small Rental Rehab Program	\$100,000
	Single Family Rehab Loan Program	\$50,000
	Small Rental Energy Program	\$35,000
	Small Rental Rehab Program	\$80,000

	<b>Housing Programs Grant Total:</b>	<b>\$3,398,272</b>
<b>Parking Services</b>		
	DECO Grant	\$64,000
<b>Police</b>		
	Edward Byrne Memorial: Justice Assistance Grant	\$20,091
	Edward Byrne Memorial: Justice Assistance Grant 2009 Non-stimulus	\$20,813
	Edward Byrne Memorial: Justice Assistance Grant 2009 Stimulus	\$69,505
	DEA Overtime Grant	TBD
	RCFL Overtime Grant	TBD
	IDOT Traffic Safety	\$33,000
	Bulletproof Vest	TBD
	Tobacco Enforcement	\$3,000
	State RICO	
	Federal RICO	TBD
	<b>Police Grant Total:</b>	<b>\$146,409</b>
<b>Public Works</b>		
	Keep Illinois Beautiful Affiliate Grant	\$6,000
	KAB Food Service Packaging End-of-Life Education Grant	\$3,000
	Food Scrap Composting Grant	\$200,000
	ITEP Capital Grant (South Blvd.)	\$144,200
	ITEP Capital Grant (Hove Avenue Viaduct)	\$128,520
	CMAQ Bike Parking Grant	\$10,000
	CMAQ Bike Lane Grant	\$84,000
	<b>Public Works Grant Total:</b>	<b>\$575,720</b>
<b>Sustainability</b>		
	State of Illinois Matching Grant- Community Solar and Wind	\$112,000
	State of Illinois Matching Grant- Energy Efficient Trust Fund	\$300,000
	World Wildlife Fund- Earth Hour Cities Challenge	\$30,000
	<b>Sustainability Grant Total:</b>	<b>\$442,000</b>

## Appendix A: Glossary

The following summary of acronyms and definitions is intended to provide the reader with a definition and explanation for the more technical terms that are used within the Budget document.

If you would like to see additional terms defined, please email them to [clesner@oak-park.us](mailto:clesner@oak-park.us).

**Accrual Basis:** A basis of accounting in which transactions are recognized at the time they are incurred not necessarily at the time they are received. For example, a parking ticket issued (once in final determination) in December, it becomes a receivable to the Village under the accrual basis of accounting. This is different than the cash basis where all activity is recorded only when money changes hands.

**Adopted Budget:** The revenue and expenditure plan for the Village for the fiscal year, as reviewed and approved by the Village Board.

**Appropriation:** An authorization by the Village Board to expend monies and incur obligations for a specific purpose. The adopted budget is the Village's appropriation of fiscal resources for the specific fiscal year.

**Assets:** Property and equipment owned by the Village which has monetary value.

**Audit:** A review of the Village's accounts by an independent accounting firm to verify that the Village's financial statements accurately reflect the Village's financial position. In Oak Park's case, the Village also includes additional information that results in the document to be classified a Comprehensive Annual Financial Report.

**Bond:** A written promise to pay a specified sum of money, called the face value of principal amount, at a specified date or dates in the future, called the maturity date(s), together with periodic interest at a specified rate.

**Budget:** A financial plan consisting of an estimate of proposed expenditures and their purposes for a given period, and the proposed means of financing.

**Budget Amendment:** An adjustment made to the budget during the fiscal year, by the Village Board, to properly account for unanticipated changes in revenues and/or expenditures and for program initiatives occurring during the fiscal year.

**Capital Improvement:** A permanent major addition to the Village's real property assets, including the design, construction or purchase of land, buildings or facilities, or major renovations of same. Includes installation of re-paved streets, storm drains, water and sewer lines, and other public facilities.

**Capital Improvement Budget:** A financial plan of proposed capital improvement projects and the means of financing them for a given period of time.

**Capital Outlay:** Expenditures relating to the purchase of equipment, facility modifications, land and other fixed assets.

**Contingency:** Funds set aside for unanticipated expenditure requirements, new programs, or to absorb unexpected revenue losses.

**Debt Service:** Payment of interest and principal on an obligation resulting from the issuance of bonds, notes or certificates of indebtedness. There are different types of debt instruments issued by the Village with the most common being General Obligation (GO) debt.



**Deficit:** (1) the excess of an entity's liabilities over its assets; (2) the excess of expenditures over revenues during a single accounting period (e.g., a fiscal year).

**Department:** A major unit of organization in the Village, comprised of sub-units named divisions. i.e. Police; Fire; Public Works

**Division** - A group of related tasks to provide a specific benefit to either the general public or the Village organization. A department is a sub-organizational unit of the division. A division is a sub-organizational unit of the department.

**Encumbrance:** Obligations in the form of purchase orders or contracts, which are to be met from an appropriation, and for which a part of the appropriation is reserved so that a line-item is not overspent.

**Enterprise Fund:** A fund established to account for the total costs of those governmental facilities and services which are operated in a manner similar to private businesses. These programs are predominately self-supporting from user fees. i.e. Water; Sewer; Parking.

**Equalized Assessed Valuation:** The taxable value placed upon a property in the Village by the Cook County Assessor. The cumulative total of value is a basis for the calculation of the tax levy.

**Expenditure:** Amounts paid for all purposes, including expense provisions for retirement of debt and capital outlay.

**Financial Plan:** A major section of the budget which contains the statement of estimated expenditures, revenues and balances for each major fund.

**Fiscal Year:** A 12-month period of time to which the annual budget applies. For the Village of Oak Park, the fiscal year begins on January 1<sup>st</sup> and ends on December 31<sup>st</sup>.

**Fixed Asset:** An asset that is tangible in nature and has a useful life of more than one year. A fixed asset will be capitalized if it meets the previous criteria and has a value of \$10,000 or greater.

**Fringe Benefits:** Various non-wage compensations provided to employees in addition to their normal wages or salaries or paid on their behalf. For example, the employer paid portion of health insurance premiums, federal wage taxes, etc.

**Full-Time Equivalent (FTE):** A part-time position converted to the decimal equivalent of a full-time position, usually based on either 1,950 or 2,080 hours per year. A full-time position that is funded for the year is equal to 1.0 FTE.

**Fund:** A fiscal entity with revenues and expenditures which are segregated for the purpose of carrying out a specific purpose of activity.

**Fund Balance:** The fund equity of governmental funds and trust funds at a particular point of time, usually the end of a fiscal year. The Fund Balance is usually presented on a net accrual basis and includes cash, assets, investments and accounts receivable against outstanding liabilities, such as accounts payable and outstanding contracts.

**Generally Accepted Accounting Principles (GAAP):** Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles.

**General Fund:** The Village's principal operating fund which is supported by taxes and fees which can be used for any legal government purpose. It accounts for resources devoted to financing the general services which the Village provides its citizens. In Oak Park, the fund funds a majority of Public Safety, Administration, Economic Development, Health and Public Works functions other than enterprise activities.

**General Fund Full-Time Equivalents (FTE's):** The positions that are 100% funded by the Village's General Fund

**General Obligation (GO) Debt:** Debt issued by the Village backed by the full-faith and credit of the government.

**Grants:** Contributions or gifts of cash or other assets from another governmental entity or organization to be used or expended for a specific purpose or activity. As policy, the Village tracks grants in individual funds for transparent reporting.

**Infrastructure:** The basic physical framework or foundation of the Village, referring to its buildings, roads, sidewalks, water system and sewer system.

**Inter-fund Transfer:** The transfer of asset revenue from one fund to another to either pay for that fund's proportionate share of expenses incurred or for some other corporate purpose.

**Internal Service Fund:** A fund used to account for the financing of goods and services provided by one department or fund to other departments or funds within the Village.

**Modified Accrual Basis of Accounting:** for all governmental funds and agency funds under which revenues are recorded when they become measurable and available. Expenditures are recorded when the liability is incurred, except for interest on general long-term obligations, which are recorded when due.

**Non-Operating Budget:** Costs that do not relate to any one department, but represent costs of a general Village-wide nature, such as debt service and appropriated reserve.

**Ordinance:** A law set forth by a governmental authority; a municipal law established by the Village Board.

**Operating Budget:** Annual appropriation of funds for ongoing program costs, including personnel services, fringe benefits, materials and supplies, capital outlay, and debt service.

**Personal Services:** Salary and Wages of Village employees inclusive of overtime

**Performance Management:** The M.A.P. program as it is known in Oak Park, stands for Measure, Analyze, Perform and includes activities which ensure that organizational goals are consistently being met in an effective and efficient manner. Performance management can focus on the performance of an organization, a department, employee, or even the processes to build a product or service, as well as many other areas.

It is also known as a process by which organizations align their resources, systems and employees to strategic objectives and priorities.

**Program Budget:** Budget that presents all related expenditures associated with the completion of a particular function or process. i.e. Oak Park's budget reflects the expenditures (personnel, fringe benefits and associated costs for materials and supplies) in providing Police services for patrol and resident beat officers separately.

**Property Tax:** Revenue received by the Village that is collected by Cook County based on an established rate and then calculated against the equalized assessed evaluation of property.

**Recommended Budget:** The Village Manager presents a recommended budget to the Board and Finance Committee each year. Once the Board has had opportunity to review and edit as it sees fit, the document evolves into the Adopted Budget.

**Revenue:** Sources of the Village's monetary resources, such as income from taxes, licenses, permits, fines and fees.

**Resources:** Total amounts available for appropriation during the fiscal year, including revenues, fund transfers and beginning fund balances.

**Revenue Bonds:** Bonds issued to construct capital facilities, repaid from revenue produced by the operation of those facilities. i.e. Water rates assist in the payment of the debt service for the water revenue bonds the Village has issued in the past.

**Special Service Area:** A specially established district contained within the Village that is levied an additional special tax for the financing of improvements or services that benefit only the properties in that area. i.e. Special Service Area 6 funded additional streetscape improvements in the Oak Park/Eisenhower business district. Those property owners pay an additional tax for reimbursement to the Village for those improvements.

**Tax Increment Finance (TIF) District:** A Tax Increment Finance (TIF) District is a legally defined area that allows for the capture of property tax receipts above a base amount, usually the amount collected just before the district is created. This incremental property tax collected is then earmarked for economic development projects within the district.

**Total Department Full Time Equivalents (FTE's):** While many Village departments are solely funded with General Fund resources, a number of departments have staff members that are funded with non-General Fund resources. This summary identifies total number of department FTE's, by their supporting fund.

**Turnover:** Position turnover is an expenditure discount that reflects the difference between the Village's budgeted personnel costs and its anticipated cost savings from personnel events that occur throughout the year. Personnel events that contribute to position turnover discount include resignations, retirements, terminations, etc. While the Village budgets for all costs related to salaries, benefits and anticipated merit increases, the Village historically experiences underages in these areas.

**Unreserved Fund Balance:** Unreserved fund balance represents the equation of assets less liabilities and any other commitments on a given date. It also represents the accumulation of revenues in excess of expenditures over time.



## Appendix B: The MAP Program

The following is a summary of the MAP Program- the Village of Oak Park's Performance Management Program. This program summary is intended to provide Village stakeholders with a general understanding of the goals of the program and the current activities that the Village is taking to realize the goals of the program. The MAP program is entering the second phase of development in 2014.

## Introduction

**M.A.P- Manage. Analyze. Perform.** The Village of Oak Park has established the MAP Program to create and maintain a structured manner to improve Village services and to utilize Village resources (money, work effort and time) more efficiently and effectively. More than just a performance measurement system, the MAP program seeks to: a) identify and measure the business activities and processes that matter most to service performance; b) analyze and understand the root causes of underperformance; and c) make strategic investments in the improvement of service performance.

The field of performance measurement is well-established and mature, which is to say that, in recent years, many government organizations have attempted to establish performance measurement initiatives with the intent of improving municipal services. In this regard, the Village of Oak Park has the advantage of being able to leverage the experiences of various organizations in the development and refinement of our performance management program.

However, while performance measurement programs are abundant, the success of such programs has been moderate at best. Organizations that have pursued performance improvement have been met with varying outcomes. Some organizations have experienced remarkable success, while many others have failed. With this in mind, the Village of Oak Park must be prudent enough to learn from the lessons of other organizations, but must also be insightful and bold enough to try innovative ideas that may further improve our likelihood of success.

Experience tells us that performance measurement fails for many reasons. The following are a few key factors:

- **Lack of Organizational Alignment-** In some organizations, performance measurement programs are initiated without a clear and agreed upon mission that is understood among all stakeholders. For example, in such organizations, legislative leadership may see the program as a means to providing motivation and incentives to improve government services, while service managers may perceive the initiative as an attempt by legislative leadership to get rid of management staff that they have deemed to be incompetent. Such misalignment has led to tensions between legislative and executive leadership that have sometimes resulted in failure.
- **Misunderstanding of the results-** While performance measures and indicators are important, we must be mindful of their limitations. To use an analogy, performance measures and indicators serve a role that is similar to the role that dashboards perform within an automobile. When the engine light comes on, this alerts us that something is wrong with the car, but it doesn't necessarily indicate what is wrong. Similarly, when performance targets are not met, this should serve as an indicator that something is off focus with service performance, but not necessarily what is wrong. There are many factors that determine the effectiveness of service performance, including: business processes, administrative policies and procedures, financial resources, technical tools and infrastructure, human resources and skill sets, management and leadership style, and culture and organizational environment. A problem with any of these factors, or a combination of these factors, may contribute to service performance. To understand the root cause of underperformance, organizations must conduct detailed analysis, and must then make targeted investments to make lasting improvements. However, many organization leaders will hastily (and often erroneously) assume that service underperformance is a reflection of some particular factor

(e.g.- bad management) and will seek to make premature funding decisions that can be more injurious than productive.

- **Lack of Investment-** Most successful performance measurement programs are the result of an ongoing commitment and investment of resources and time in program refinement. For example, a case study of the performance measurement program for the City of Austin, Texas indicated that their program, which gained notoriety in the early 2000's, actually began through performance audits that were started in 1980's. This is to say that a successful program must be viewed, not a short-term "fix", but as a long-term commitment and cultural shift, which requires an ongoing investment of support and resources over time. However, many organizations have failed at performance measurement by assuming that such programs can be quickly implemented and can quickly result in tangible improvements. Industry data has generally proven otherwise.

For the Village's performance management program to be successful, the Village must learn from the challenges of past performance measurement initiatives, and must be prepared to embrace new ideas and approaches that promote program effectiveness.

## Program Overview

**Program Vision:** Our vision for the Village of Oak Park MAP Program is to create and perpetuate a results-oriented working environment, in which Village staff members and services providers are empowered and driven to continuously improve the Village Services and make efficient use of Village resources.

**Program Goals:** The goals of the MAP Program are to: a) improve service performance among Village departments and service providers; and b) increase resource efficiency.

**Success Drivers.** Embarking on a performance improvement initiative can be a difficult and complex effort, which requires a significant and consistent investment of time and resources. To promote the success of the program, the Village's performance management program will be guided by the following success drivers:

- **Include and engage impacted stakeholders-** Alignment among the Village's key stakeholders, regarding the goals and approach of the performance management program, is a critical component of success. It is recommended that the Village invest adequate time and effort to engage its stakeholders throughout the program planning, development and ongoing execution of the program.
- **Mitigate program risk-** Organization-wide initiatives, such as the MAP program, have the potential to yield value in making significant improvements throughout the Village. However, given the magnitude and complexity of the initiative, there are also inherent program risks that must be considered and mitigated, to the degree possible. During the planning and development phases of the program, the Village should take steps to identify and mitigate program risks that may arise throughout the development lifecycle.
- **Invest in performance improvement-** The ultimate goals of the performance management program should be to improve service level performance and to improve resource efficiency. While a performance management program can help in identifying performance deficiencies, the identification of such deficiencies should be the beginning of the investment process. After identifying performance deficiencies, the focus should be on analyzing and identifying the root causes of process and/or resource constraints, developing strategies to mitigate such constraints, and then executing and evaluating the effectiveness of such strategies.
- **Leverage existing performance data and intelligence-** The field of performance management has become increasingly mature in recent years. As such, there is a wealth of information, intelligence and artifacts from other organizations that the Village may leverage to develop and refine its performance management program.

**Program Scope.** During the initial stages of the MAP Program, it is our intent to establish a program by which Village departments may measure and evaluate their own performance, then develop and execute approaches for improving performance and resource efficiency. As the program matures, and as Village stakeholders better understand the scope of Village services and the drivers of service performance, we will begin to benchmark our service and performance levels with those of other comparable municipalities.



Intergovernmental benchmarking of services has been common, but has been rife with confusion and misunderstanding. While many governmental organizations perform similar services, the scope of such services and service levels for government functions can vary significantly among comparable organizations. As such, comparing service performance among government organizations, without a clear understanding of distinctions in service scope and service levels, can sometimes result in misleading “apples-to-oranges” comparisons.

With this in mind, many organizations, including the ICMA, are promoting the value of internal benchmarking, as a means of understanding service scope and service levels within government operations, and for understanding how resources and other investments can impact service performance. While this approach will be directly beneficial for the Village as it seeks to improve its services, such an understanding will provide valuable context when conducting benchmarking of our department functions with other organizations.

**Program Deployment Approach.** The intent is to deploy the MAP program throughout the Village organization, so that all Village departments and service providers are a part of the program. The MAP Program will be deployed to Village Departments in a “phased” deployment approach. In 2013 the following Departments were the first phase – or pilot participants in the MAP program:

- Community and Economic Development
  - Building and Property Standards
  - Business Services
  - Community Planning
  - Housing Programs
- Fire Department
- Police Department
- Public Works Department

These departments were selected based upon our assessment of the following three criteria:

- **Priority-** Has the department/program been identified, either by the Board or by the Village Manager’s Office, as a “high-priority” agency that is in immediate need of targeted investment?
- **Capability-** Does the department/program have an existing structure by which to capture performance data and information?
- **Willingness-** Is the department head or program manager eager to participate in the program?

Throughout 2012 and 2013, pilot program participants worked extensively with the Village Manager's Office and with Village Board members to develop Governance Priorities, which reflect the department business functions that key stakeholders believe are most instrumental to service and performance effectiveness. During the March 14<sup>th</sup> Village Board meeting, the Board adopted the MAP Governance Priorities and the related performance visions.

With these Governance Priorities in mind, pilot departments then worked corporately to develop performance measures that would reflect effectiveness in priority areas. Since then, pilot departments have developed a number of performance measures for their respective business areas, and are identifying key performance measures, which will be used for performance reporting and evaluation activities.

In 2013, the following Village departments have been identified for the second phase:

- Adjudication
- Communications
- Community Relations
- Health Department
- Information Technology

In 2014, the third and final phase of departments will be rolled out and include:

- Community and Economic Development (Validation)
- Finance
- Human Resources
- Law
- Parking and Mobility Services
- VMO

The phased approach is an effective manner to mitigate the significant risks of failure that are common in organizational improvement initiatives such as this, by allowing the Village to learn from initial program activities and modify its approach as necessary. This approach stands in contrast to the enterprise-wide or "big bang" deployment approach, in which all Village departments and service providers would be deployed into the program concurrently. Within the "big bang" approach, the Village would be required to deploy a significant amount of resources and would require Village stakeholders to absorb a significant amount of change, all within a very short time frame. While the big bang approach has the advantage of a shorter completion timeframe, the approach has a high level of risk. Given the challenges of the Village's previous performance measurement initiative, it is critical that we incorporate the time and effort to nimbly respond to issues, and thereby mitigate risk. While the phased approach may have a longer initial timeline for Village-wide completion, the risks are much lower and manageable, compared to the "big bang" approach.

**Program Implementation Approach.** The MAP program will be implemented in two phases: the **Development Phase** and the **Execution and Evaluation Phase**.

**Development Phase:** The Village is currently within the Development Phase of the program, which is scheduled to occur through early January 2013. Village staff members and stakeholders are currently working to develop the framework and structure of the MAP Program, and to establish the program's processes and approaches. Particularly, the following activities will occur during the development phase:

- Build organizational alignment among impacted service manager and Village Board Leadership
- Refine existing "baseline" performance measures and metrics
- Establish approaches to quantify and measure performance metrics
- Establish preliminary performance targets
- Establish performance evaluation approaches
- Develop performance improvement processes
- Develop the policies that will guide MAP activities
- Develop an approach to align the MAP Program with the Village's Budgeting Process

Refer to the Technical Approach subsection for a summary of the activities that will occur during the Development Phase.

**Development Phase Current Status (9/20/13):** The Village has completed the development of priority business functions and key performance measures among its pilot department participants. The program is now transitioning the pilot departments into the Execution and Evaluation phase of the program, where they will track and report their performance on a monthly and quarterly basis. The program is also ramping up its second wave of Village departments to be incorporated into the MAP program. As we begin our next deployment wave, program staff will work with program participants and key stakeholders to understand lessons learned, and to make changes to the process that will further refine the program.

**Execution and Evaluation Phase:** During the Execution and Evaluation Phase, the MAP Program will be deployed to the selected pilot departments, and will be evaluated and refined as necessary. Particularly, the following activities will occur during the Execution and Evaluation Phase:

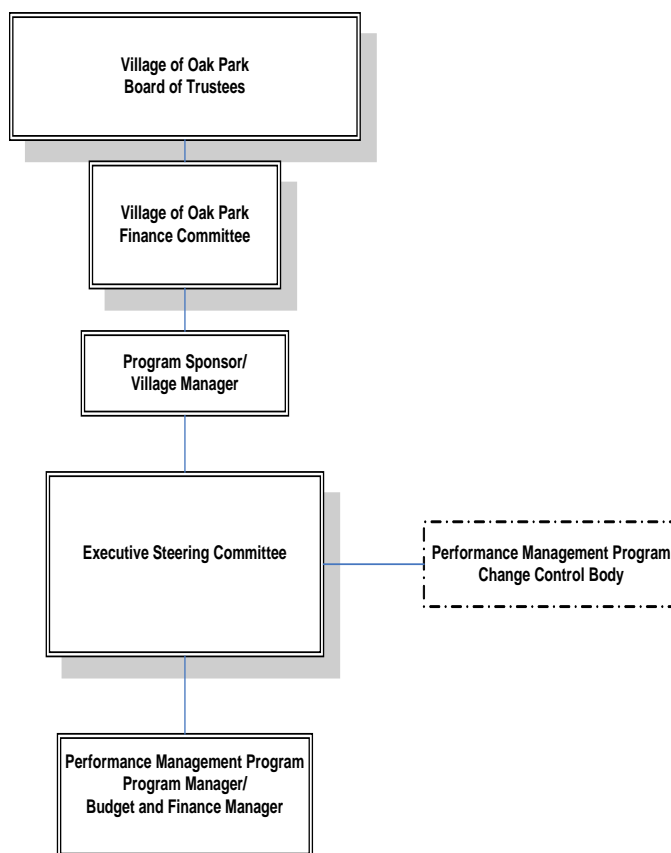
- MAP Program staff will establish measures to assess the effectiveness of the MAP Program
- Departments will execute activities to measure performance
- Departments will report regularly on performance outputs and outcomes to Program Leadership and Board Leadership
- MAP Program leadership will work with department leadership to evaluate performance and determine next steps
- As needed, MAP Leadership will work with departments to develop and deploy performance improvement processes
- MAP Program staff will work with Board leadership to evaluate the MAP Program's effectiveness, and will make improvements as necessary

As the MAP Program development activities are refined, the activities related to the Execution and Evaluation Phase will be further developed.

**Execution and Evaluation Phase Current Status (9/20/13):** Pilot departments are developing performance reporting templates, which will be used to track and report on their key performance measures. Program staff will schedule a meeting to provide Village Board members with an update on MAP program activities and planned next steps.

## Governance Structure

Village of Oak Park MAP Program Organizational Chart



Village of Oak Park MAP Program Organizational Chart

Above is the Village of Oak Park MAP Program Organizational Chart, which illustrates the program's governance structure during the Development Phase of the program. As the program transitions from the Development Phase to the Execution and Evaluation Phase, the Program will evaluate the current governance structure, and may revise the structure as necessary. The following is a description of the roles that will be performed by members of the governance body.

**Village of Oak Park Board of Trustees.** The **Village of Oak Park Board of Trustees** serves as the highest decision-making body for the MAP Program, and ultimately approves the MAP program's proposed performance measures, indicators and targets.

**Village of Oak Park Finance Committee.** The **Village of Oak Park Finance Committee** provides strategic guidance and insight to the MAP Executive Steering Committee as to the types of indicators, measures and targets that are most important to Village citizens and community stakeholders. Once performance indicators and targets have been reviewed and approved by the

Finance Committee, the Finance Committee then serves as a program advocate to the Board of Trustees.

**MAP Program Sponsor.** The **MAP Program Sponsor** serves as the Village-wide champion of the program, providing strategic guidance to the MAP Executive Steering Committee and ensuring that resources are made available to support MAP Program activities.

**MAP Program Executive Steering Committee.** The **MAP Executive Steering Committee** establishes the Program’s strategic goals and priorities, and makes program decisions, based upon analysis from program staff, the Change Control Body and other information sources.

**MAP Change Control Body.** The **Change Control Body (CCB)** serves as a decision-making forum for high-impact issues that need to be escalated for resolution during the course of the program. The membership of the CCB consists of the Program Sponsor, the Assistant Village Manager, the Chief Financial Officer and the MAP Program Manager. As changes are proposed to the program scope, schedule and budget, this group’s function is to review and assess the impacts of such proposed changes, and to provide analysis and recommendations to the Executive Steering Committee.

**MAP Program Manager.** The **MAP Program Manager** is responsible for the day-to-day management of program-related activities, and for providing analysis and recommendations to the Executive Steering Committee regarding issues that may impact program success.

The following is a summary of the roles and responsibilities for the MAP Program’s Governance Body during the Program’s Development Phase.

<u>Role</u>	<u>Responsibilities</u>
<p><b>Oak Park Village President and Board of Trustees</b></p>	<ul style="list-style-type: none"> <li>• Review and approve major MAP Program Deliverables</li> <li>• Provide clear strategic guidance on Board policy priorities</li> <li>• Receive regular updates on program activities</li> <li>• Provide feedback and recommendations, as necessary, on program activities</li> </ul>
<p><b>Oak Park Finance Committee of the Board of Trustees</b></p>	<ul style="list-style-type: none"> <li>• Provide insight and guidance on Board priorities</li> <li>• Receive regular updates on program activities</li> <li>• Provide feedback and recommendations as necessary</li> </ul>
<p><b>Village Manager MAP Program Sponsor</b></p>	<ul style="list-style-type: none"> <li>• Chair the Steering Committee</li> <li>• Champion Village-wide support for the program</li> <li>• Ensure program resources and support</li> <li>• Promote the vision for the program</li> <li>• Provide leadership for the program</li> </ul>

<u>Role</u>	<u>Responsibilities</u>
	<ul style="list-style-type: none"> <li>• Ensure that the program vision, goals and objectives are met</li> <li>• Liaison to the Board of Trustees, Finance Committee, departments and agencies</li> <li>• Provide strategic and operational oversight for the program</li> <li>• Serve as program spokesperson, responsible for communicating project strategy, benefits, direction, status, and recommendations to stakeholders and the public</li> </ul>
<p style="text-align: center;"><b>MAP Executive Steering Committee</b></p>	<ul style="list-style-type: none"> <li>• Establish program goals and priorities</li> <li>• Serve as program champions, and communicate program benefits and direction to their respective departments and other stakeholders</li> <li>• Review and approve recommendations from the Change Control Body involving significant changes to the project, scope, budget or schedule</li> <li>• Participate in the coordination and allocation of departmental and program resources.</li> <li>• Support the program in reducing barriers and mitigating program risk</li> <li>• Provide issue resolution across impacted departments and agencies.</li> </ul>
<p style="text-align: center;"><b>MAP Change Control Body</b></p>	<ul style="list-style-type: none"> <li>• Review and consider issues, as submitted by the Program Manager or the Executive Steering Committee, involving significant changes to the project scope, budget or schedule</li> <li>• Analyze the impact of suggested changes to scope, budget or schedule, and provide guidance and recommendations to the Steering Committee regarding suggested changes</li> </ul>
<p style="text-align: center;"><b>MAP Program Manager</b></p>	<ul style="list-style-type: none"> <li>• Manage the development and operations of the program</li> <li>• Elevate requests or issues to the Change Control Body</li> <li>• Ensure overall program process and deliverable quality</li> <li>• Ensure the program remains in conformance to the established goals and objectives</li> <li>• Serve as the central point of coordination and internal coordination for the program</li> <li>• Promote alignment and cooperation among program</li> </ul>

<u>Role</u>	<u>Responsibilities</u>
	stakeholders, by facilitating and supporting an environment of collaboration and communication <ul style="list-style-type: none"> <li>• Provide regular communications and updates to program leadership</li> <li>• Monitor the planning, execution and control of all program activities</li> <li>• Maintain and monitor the program plan and performance</li> <li>• Identify, quantify and mitigate program risks</li> </ul>

**Role Summary of MAP Program Governance Body**



## Technical Approach

The following is a summary of the high-level activities that Program staff will perform during the Development Phase of the Program.

1. **Conduct Project Kick-off activities-** During the Program Kick-off, we will perform the following activities:
  - Develop a draft technical approach and a recommended project timeline
  - Meet with Village Manager's Office leadership to discuss and clarify project goals, activities and timelines
  - Present the draft technical approach and recommended timeline to the Village Finance Committee and the Board of Trustees for feedback and direction.
  - Update the draft technical approach and project timeline to reflect the feedback that is received from the Board leadership
  - Review existing performance management documentation and artifacts
  - Confer with performance measurement organizations, including the International City/County Management Association (ICMA) to understand current trends in performance measurement.
  
2. **Develop the draft Program Charter-** The MAP Charter is a document that describes the high-level goals and objectives of the program; that clarifies the program's governance structure, and that identifies the roles and responsibilities of project participants and stakeholders.
  
3. **Conduct visioning sessions with key stakeholders-** To receive strategic feedback and direction from the Village's key stakeholders, program staff will conduct visioning sessions with the Village Board leadership and with departmental executive leadership. During the visioning sessions, discussion topics will include:
  - Provide overview of the program development process, including program scope, approach, timeline and expectations
  - Review and validate the draft Program Charter
  - Discuss high-level issues and considerations
  - Conclusion and next steps

During the visioning sessions, Village staff will take notes, and will provide session participants with the notes to clarify and validate the information that was discussed.
  
4. **Develop Program Outline.** Village staff will develop a draft outline of the performance management program document. The outline will include a summary and description of the program elements that will be incorporated into the actual program document. This outline

will be used to facilitate discussion and to build consensus among stakeholders regarding the information that should be covered within the program.

5. **Conduct departmental interviews and focus groups.** Village staff will conduct interviews and focus groups with departmental leadership to acquire an organization-wide and department-specific understanding of the factors and issues that may impact the performance management process. During the interviews and focus groups, discussion topics will include:

- Understand key business processes and performance drivers
- Discuss and identify key performance indicators and the factors the impact such indicators
- Understand any considerations and/or issues that may impact the success of the performance management program

During interviews and focus group discussions, Village staff will take notes, and will provide participants with the notes to clarify and validate the information that was discussed. Conversations among department staff will be confidential to promote candor and the sharing of accurate information.

6. **Present findings and recommendations.** After completing department interviews and focus group discussions, Village staff will summarize and analyze the findings. We will then present major findings and issues to Village stakeholders. We will also present recommendations that will guide the program development process. This discussion will also be used to gain consensus on various administrative aspects of the program.

7. **Develop the draft Performance Management Program.** Based on a review of existing performance management documentation and the findings of the stakeholder interviews and focus groups, Village staff will develop a draft Performance Management Program. While the scope of the performance management program will be determined by the Village leadership, the draft program may include the following components:

- Program policies and guidelines
- Department service plan development procedures
- Department-specific performance metrics and targets
- Performance measure reporting procedures
- Performance evaluation policies and procedures
- Performance improvement policies and procedures

8. **Review and validate the draft Performance Management Program.** Upon developing the draft Performance Management Program, Village staff will work with Village executive stakeholders to validate and refine the program, by meeting key executive stakeholders to obtain their feedback and recommended revisions. Upon receiving this feedback, Village staff will update the document accordingly.

## Baseline Performance Measures

As indicated in the technical approach, program the first phase of pilot departments have developed performance measures and performance targets that they will be presented within the MAP program structure. These were the foundation for Governance Priorities and which are incorporated into the 2014 Budget.

While the Village Board understands that pilot departments will continue to come on line in both FY13 and FY14 so that all Governance Priorities will not be established and therefore incorporated into the Budget until FY15, this MAP summary is included to highlight progress to date with the MAP program and to continue to notify Village stakeholders of the program's existence. As Governance Priorities are established, Departments must move to establish Baseline Performance Measures.

The following is a brief description of performance measurement terms that will be used throughout the program:

**Performance measures-** Performance measures are the processes and/or activities that are selected to evaluate performance within a specific service or activity. (e.g.- Street and Alley Pavement Condition). Effective measures typically have the following characteristics:

- **Department relevance-** directly related to the department's mission and objectives
- **Customer relevance-** reflective of the "customer's" (e.g.- citizens or fellow departments) desired scope and level of service
- **Controllable-** the ability to affect the measure is directly within the purview of the department's scope of work
- **Measurable-** The measure can be quantified in an objective manner and within reasonable costs to the organization

**Performance metrics-** (Sometimes referred to as Key Performance Indicators or KPI's) Performance metrics are the quantifiable elements of performance measures, by which measures can be objectively evaluated, based upon established and standardized units of measure (e.g.- Street and Alley Pavement Condition Index: 0-100)

**Performance targets-** Performance targets are the goals that are established by service managers and stakeholders, which reflect the selected level of performance, and are reflected by the established performance metrics (e.g.- Target Street and Alley Pavement Condition Level: 75)

**Performance Indicators-** Performance indicators are established (usually quantifiable) metrics that reflect a certain condition or level of performance. Performance indicators are different from metrics, in that performance indicators may or may not be directly impacted by activities within the purview of service departments. While "actionable" indicators (e.g.- performance metrics) are sufficiently in a department's control to affect change, other indicators may not be in such control (e.g.- sales tax generation).

The following is a summary of performance measures for each of the pilot departments. The summary includes both measures directly related to the service activities of the department, as well as performance indicators, which, though relevant to service activities, may or may not be within the purview of departmental functions.

Rather than providing an exhaustive list of performance measures, departments were asked to limit their measures to no more than four key measures per service division. With this parameter, smaller divisions such as the Division of Business Services, may only have four measures, while the Department of Public Works, which has seven general fund divisions, has presented significantly more. While departments have limited their submittals of performance measures, a number of departments indicated that they may use many other critical measures within their day-to-work activities. Given the guidance that we have received from the Board, departments have included a number of efficiency measures within their submittal.

## Assumptions and Constraints

The following are a number of assumptions and considerations that will guide the MAP Program activities:

- **Program governance:**
  - Village leadership will provide clear and consistent guidance in a timely manner
  
- **Program Scope and Timeline:**
  - The current timeline for program development is based upon a number of assumptions related to the scope of the work effort. In the event that there are changes to the current scope of work (e.g.- activities are delayed or activities are expanded), this will likely have an impact on the development timeline.
  
- **Review period:**
  - Village Management Office (VMO) staff review of deliverables will occur within 2- 5 business days
  - Village Board review of deliverables will occur within 5- business days
  
- **Staffing dedication:**
  - Village staff dedication to program development activities will fluctuate between 50% - 75% throughout the duration of the program development process
  - During periods of the program development effort (e.g.- interviews and focus groups), additional staff may be required to provide administrative support (e.g.- note-taking, meeting coordination).
  - Board and executive leadership staff will be reasonably available to meet to discuss performance management issues.

## Appendix B-1- Steering Committee Roster

The following is a summary of the current MAP Program Steering Committee Membership\*

<b>Cara Pavlicek</b> , Village Manager Village Manager's Office	Chair, Steering Committee
<b>Stephen Witt</b> , Manager Building & Property Standards Division	Member, Steering Committee
<b>Craig Failor</b> , Village Planner Community Planning & Development Division	Member, Steering Committee
<b>Loretta Daly</b> , Business Services Manager Business Services Division	Member, Steering Committee
<b>Tammie Grossman</b> , Manager Housing and CDBG Programs Division and Interim Director Human Resources Department	Member, Steering Committee
<b>Craig Lesner</b> , Chief Financial Officer Finance Department	Member, Steering Committee
<b>Thomas Ebsen</b> , Chief Fire Department	Member, Steering Committee
<b>Alvin Nepomuceno</b> , Director Information Technology	Member, Steering Committee
<b>Rick Tanksley</b> , Chief Police Department	Member, Steering Committee
<b>John Wielebnicki</b> , Director Public Works Department	Member, Steering Committee
<b>James Harris</b> , Budget and Finance Manager Finance Department	Staff, Steering Committee

\* -Effective: September 20, 2013

## Appendix C: Supplemental Information

The following summary of acronyms and definitions is intended to provide the reader with a definition and explanation for the more technical terms that are used within the Budget document.

- Demographic and Economic Information
- Economic and Financial Profile
- Adopted Fund Balance Policy
- Pension Summary
- General Fund Expenditure Trend, with and without Pension Costs
- Annual Pension Expenditures
- Principal Employers in the Village of Oak Park
- Principal Property Tax Payers in the Village of Oak Park
- Summary of Village Property Tax Levy, by Year
- Property Tax Growth Trend
- Assessed Valuation, By Year
- Debt to Maturity Schedule
- Village Bond Rating

## Demographic and Economic Information

### Village of Oak Park, Illinois Demographic and Economic Information Last Ten Fiscal Years

Fiscal Year	Population	Personal Income	Per Capita Personal Income	Unemployment Rate
2012	52,104	\$ 2,342,291,700	44,954	6.20%
2011	52,104	2,342,291,700	44,954	6.50%
2010	52,524	2,097,561,070	39,935	6.20%
2009	52,524	2,097,561,070	39,935	7.50%
2008	52,524	2,097,561,070	39,935	4.50%
2007	52,524	2,097,561,070	39,935	3.50%
2006	52,524	2,097,561,070	39,935	3.20%
2005	52,524	1,908,722,160	36,340	4.20%
2004	52,524	1,908,722,160	36,340	4.60%
2003	52,524	1,908,722,160	36,340	5.10%
2002	52,524	1,908,722,160	36,340	5.10%



## Economic and Financial Profile

The Village of Oak Park was incorporated in 1902 and operates under the council/manager form of government. This form of government was approved by referendum in 1953 and has been in effect since that time. The legislative body consists of the Village President and Board of six Trustees, all elected on an at-large basis to overlapping four-year terms. The Village Manager is responsible for the day-to-day operation of the Village. The Village is a home rule municipality as defined by the Illinois Constitution. Located approximately 8 miles west of the City of Chicago, in Cook County, the Village occupies a land area of 4.6 square miles and has a certified 2010 Census of 50,272. Additional demographic information may be found in the statistical section of this report.

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

The statements have been prepared in accordance with Statement No. 34 (Basic Financial Statements – and Management’s Discussion and Analysis – for State and Local Governments) of the Governmental Accounting Standards Board (“GASB”). The GASB is an organization that establishes accounting and financial reporting standards for state and local governments in the United States. Statement No. 34 significantly changed the required format for governmental statements in a number of ways. The most significant of these changes was to require that governments prepare government-wide financial statements in addition to the fund-based financial statements governments have traditionally prepared. The government-wide financial statements attempt to present a government’s financial position and results of operations in a manner similar to business. More information about this “new financial reporting model” is provided in Management’s Discussion and Analysis (“MD&A”). The MD&A is located in the financial section of this report.

The financial reporting entity of the Village of Oak Park is comprised of all funds of the primary government (i.e., the Village of Oak Park as legally defined) and its pension trust funds: the Oak Park Police Pension Fund and the Oak Park Firefighters’ Pension Fund. These funds were determined to be pension trust funds due to their fiduciary and fiscal relationships with the Village as their sole purpose is to provide retirement benefits to the Village’s sworn police officers and firefighters. The Oak Park Public Library is included as a discrete presentation since a separately elected board of trustees governs it. No other legally separate entity qualifies as a component unit of the Village.

### Accounting System and Budgetary Control

The accounts of the Village are organized on the basis of funds, each of which is considered a separate and distinct accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues, and expenditures. Revenues are allocated to and accounted for in individual funds based upon the purpose for which they are to be expended and the means by which spending activities are controlled. The accounting records for general governmental operations are maintained on the modified accrual basis, with revenues being recorded when available and measurable, and expenditures being recorded when materials or services are received and the liability incurred.

Accounting records for the Village's enterprise funds, internal service funds and pension trust funds are maintained on the accrual basis of accounting.

Management of the Village is responsible for establishing and maintaining a system of internal accounting controls. These controls are designed to assure that the assets of the Village are safeguarded against any material loss, theft or misuse. These controls assure that the financial statements are in conformity with generally accepted accounting principles. Internal accounting controls are designed to provide reasonable, but not absolute, assurances that control objectives will be met. The concept of reasonable assurances recognizes that (1) the cost of control should not exceed the benefits likely to be derived; and (2) the evaluation of costs and benefits require estimates and judgment by Management.

The annual budget serves as the foundation for the Village's financial planning and control. State law requires that a municipality operating under the budget system adopt its annual budget prior to the start of its fiscal year. Through the budget, spending authority is conveyed by expenditure object. The legal level of budgetary control is the department level, or, where no departmental segregation of a fund exists, the fund level.

## Adopted Fund Balance Policy

2012-R-93\_B\_052112

ORIGINAL

**RESOLUTION TO ADOPT THE FUND BALANCE POLICY AS  
RECOMMENDED BY THE FINANCE COMMITTEE**

**WHEREAS:** The Finance Committee reviewed a fund balance policy as provided by staff on February 16, 2012;

**WHEREAS:** The Committee approved the policy for recommendation to the Village Board

**NOW, THEREFORE, BE IT RESOLVED** by the President and Board of Trustees of the Village of Oak Park, Illinois:

Appropriate fund balance levels are necessary to respond to unexpected emergencies and annual cash flow requirements. In the General Fund, an unreserved fund balance goal of no less than 10% and no more than 20% of the current year's estimated operational expenses shall be maintained. Of this balance, cash and investments should compose no less than 60%.

For example, in the situation where the fund balance is \$5,000,000 but the actual cash and investments are less than \$3,000,000, the policy objective would not be met. This caveat discounts for situations where the general fund is owed money from other Village funds, and can reasonably be expected to repay within 12 to 24 months.

If the reserves drop below this amount, staff shall recommend a budget and operational strategy to accumulate the necessary reserves over a period not to exceed three years.

Each enterprise fund shall also strive to maintain a 10% to 20% unreserved fund balance to be available for emergency, unforeseen circumstances, and fund cash flow needs.

If the reserves drop below this amount, staff shall recommend a budget and operational strategy to accumulate the necessary reserves over a period not to exceed two years.

However, at the time of discussion in 2012, the Village's current balances are not in compliance with the above policy. Staff is committed to implementing the stated policy, achieving compliance within five years. Once in compliance, the above policy will take hold in order to maintain status.

**THIS RESOLUTION** shall be in full force and effect from and after its adoption and approval as provided by law.

**ADOPTED** this 21<sup>ST</sup> day of May 2012 pursuant to a roll call vote as follows:

**AYES:** Trustees Johnson, Lueck and Tucker; President Pope


**NAYS:** None

**ABSENT:** Trustees Brewer, Hedges and Salzman

**APPROVED** by me this \_\_\_\_\_ day of May 2012.

**RESOLUTION TO ADOPT THE FUND BALANCE POLICY**

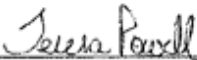
-page 2-



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David G. Fope  
Village President

**ATTEST:**



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Teresa Powell  
Village Clerk

## Pension Summary

### Plan Descriptions

The Village contributes to three defined benefit pension plans, the Illinois Municipal Retirement Fund (IMRF), an agent multiple-employer public employee retirement system; the Police Pension Plan which is a single-employer pension plan; and the Firefighters' Pension Plan which is also a single-employer pension plan. The benefits, benefit levels, employee contributions and employer contributions for all three plans are governed by Illinois Compiled Statutes (ILCS) and can only be amended by the Illinois General Assembly. None of the pension plans issue separate reports on the pension plans. However, IMRF does issue a publicly available report that includes financial statements and supplementary information for the plan as a whole, but not for individual employers. That report can be obtained from IMRF, 2211 York Road, Suite 500, Oak Brook, Illinois 60523.

#### Illinois Municipal Retirement Fund

All employees (other than those covered by the Police or Firefighters' Pension Plans) hired in positions that meet or exceed the prescribed annual hourly standard must be enrolled in IMRF as participating members. IMRF provides two tiers of pension benefits.

Employees hired prior to January 1, 2011, are eligible for Tier 1 benefits. For Tier 1 employees, pension benefits vest after eight years of service. Participating members who retire at age 55 (reduced benefits) or after age 60 (full benefits) with eight years of credited service are entitled to an annual retirement benefit, payable monthly for life, in an amount equal to 1 2/3% of their final rate of earnings, for each year of credited service up to 15 years, and 2% for each year thereafter.

Employees hired on or after January 1, 2011, are eligible for Tier 2 benefits. For Tier 2 employees, pension benefits vest after ten years of service. Participating members who retire at age 62 (reduced benefits) or after age 67 (full benefits) with ten years of credited service are entitled to an annual retirement benefit, payable monthly for life, in an amount equal to 1 2/3% of their final rate of earnings, for each year of credited service up to 15 years, and 2% for each year thereafter.

IMRF also provides death and disability benefits. These benefit provisions and all other requirements are established by state statute. Participating members are required to contribute 4.5% of their annual salary to IMRF. The Village is required to contribute the remaining amounts necessary to fund IMRF as specified by statute. The employer contributions for the calendar year ended December 31, 2012 was 13.25% of covered payroll.

#### Police Pension Plan

Police sworn personnel are covered by the Police Pension Plan which is a defined benefit single-employer pension plan. Although this is a single-employer pension plan, the defined benefits and employee and employer contributions levels are governed by Illinois Compiled Statutes (Chapter 40 -

Article 5/3) and may be amended only by the Illinois legislature. The Village accounts for the plan as a pension trust fund. The Police Pension Plan does not issue separate financial statements.

At December 31, 2012, the Police Pension Plan membership consisted of:

Retirees and beneficiaries currently receiving benefits	121
Terminated employees entitled to benefits but not yet receiving them	2
Current employees	
Vested	74
Nonvested	39
	<hr/>
<b>TOTAL</b>	<b><u>236</u></b>

The Police Pension Plan provides retirement benefits as well as death and disability benefits. Tier 1 employees (those hired as a police officer prior to January 1, 2011) attaining the age of 50 or older with 20 or more years of creditable service are entitled to receive an annual retirement benefit equal to one-half of the salary attached to the rank held on the last day of service, or for one year prior to the last day, whichever is greater. The annual benefit shall be increased by 2.50% of such salary for each additional year of service over 20 years up to 30 years to a maximum of 75.00% of such salary. Employees with at least eight years but less than 20 years of credited service may retire at or after age 60 and receive a reduced benefit. The monthly benefit of a police officer who retired with 20 or more years of service after January 1, 1977 shall be increased annually, following the first anniversary date of retirement and be paid upon reaching the age of at least 55 years, by 3.00% of the original pension and 3.00% compounded annually thereafter.

Tier 2 employees (those hired on or after January 1, 2011) attaining the age of 55 or older with ten or more years of creditable service are entitled to receive an annual retirement benefit equal to the average monthly salary obtained by dividing the total salary of the police officer during the 96 consecutive months of service within the last 120 months of service in which the total salary was the highest by the number of months of service in that period. Police officers' salary for pension purposes is capped at \$106,800, plus the lesser of 1/2 of the annual change in the Consumer Price Index or 3.00% compounded. The annual benefit shall be increased by 2.50% of such salary for each additional year of service over 20 years up to 30 years to a maximum of 75.00% of such salary. Employees with at least ten years may retire at or after age 50 and receive a reduced benefit (i.e., 1/2% for each month under 55).

The monthly benefit of a Tier 2 police officer shall be increased annually at age 60 on the January 1st after the police officer retires, or the first anniversary of the pension starting date, whichever is later. Noncompounding increases occur annually, each January thereafter. The increase is the lesser of 3.00% or 1/2 of the change in the Consumer Price Index for the proceeding calendar year.

Employees are required by ILCS to contribute 9.91% of their base salary to the Police Pension Plan. If an employee leaves covered employment with less than 20 years of service, accumulated employee contributions may be refunded without accumulated interest. The Village is required to contribute the

remaining amounts necessary to finance the Police Pension Plan as actuarially determined by an enrolled actuary.

Effective January 1, 2011, the Village has until the year 2040 to fund 90% of the past service cost for the Police Pension Plan. For the year ended December 31, 2011, the funded ratio was 61.80%.

**Firefighters’ Pension Plan**

Fire sworn personnel are covered by the Firefighters’ Pension Plan which is a defined benefit single-employer pension plan. Although this is a single-employer pension plan, the defined benefits as well as the employee and employer contributions levels are mandated by Illinois Compiled Statutes (Chapter 40 - Article 5/4) and may be amended only by the Illinois legislature. The Village accounts for the plan as a pension trust fund. The Firefighters’ Pension Plan does not issue separate financial statements.

At December 31, 2011, the Fire Pension Plan membership consisted of:

Retirees and beneficiaries currently receiving benefits	108
Terminated employees entitled to benefits but not yet receiving them	1
Current employees	
Vested	39
Nonvested	20
	20
<b>TOTAL</b>	<b>168</b>

The Firefighters’ Pension Plan provides retirement benefits as well as death and disability benefits. Tier 1 employees (those hired prior to January 1, 2011) attaining the age of 50 or older with 20 or more years of creditable service are entitled to receive an annual retirement benefit equal to one-half of the salary attached to the rank held at the date of retirement. The annual benefit shall be increased by 2.50% of such salary for each additional year of service over 20 years up to 30 years to a maximum of 75.00% of such salary. Employees with at least ten years but less than 20 years of credited service may retire at or after age 60 and receive a reduced benefit. The monthly benefit of a covered employee who retired with 20 or more years of service after January 1, 1977 shall be increased annually, following the first anniversary date of retirement and be paid upon reaching the age of at least 55 years, by 3.00% of the original pension and 3.00% compounded annually thereafter.

Tier 2 employees (those hired on or after January 1, 2011) attaining the age of 55 or older with ten or more years of creditable service are entitled to receive an annual retirement benefit equal to the average monthly salary obtained by dividing the total salary of the firefighter during the 96 consecutive months of service within the last 120 months of service in which the total salary was the highest by the number of months of service in that period. Firefighters’ salary for pension purposes is capped at \$106,800, plus the lesser of ½ of the annual change in the Consumer Price Index or 3.00% compounded. The annual benefit shall be increased by 2.50% of such salary for each additional year of service over 20 years up to 30 years to a maximum of 75.00% of such salary.

Employees with at least ten years may retire at or after age 50 and receive a reduced benefit (i.e., ½% for each month under 55). The monthly benefit of a Tier 2 firefighter shall be increased annually at age 60 on the January 1<sup>st</sup> after the firefighter retires, or the first anniversary of the pension starting date, whichever is later. Noncompounding increases occur annually, each January thereafter. The increase is the lesser of 3.00% or ½ of the change in the Consumer Price Index for the proceeding calendar year.

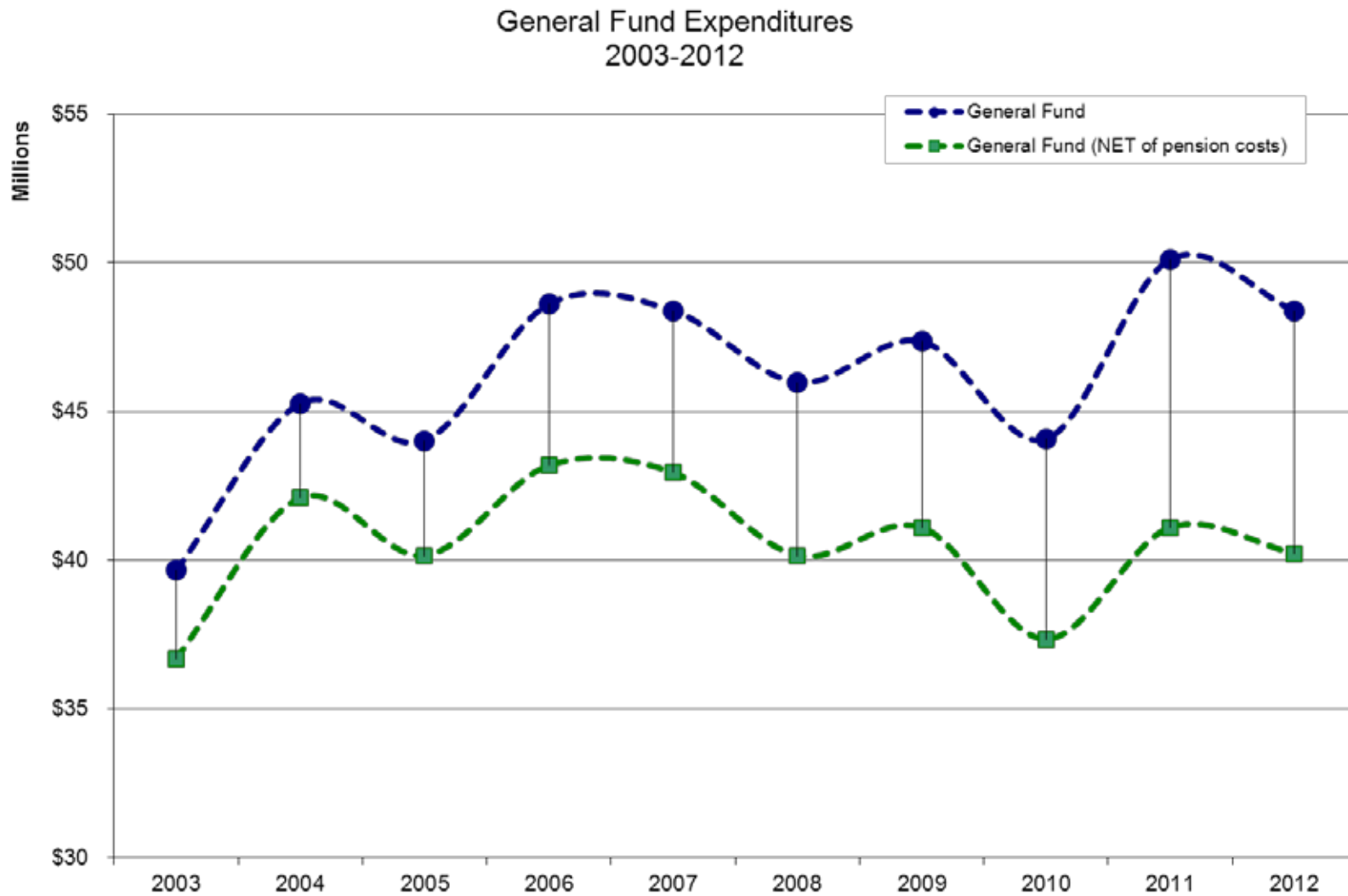
Covered employees are required to contribute 9.455% of their base salary to the Firefighters' Pension Plan. If an employee leaves covered employment with less than 20 years of service, accumulated employee contributions may be refunded without accumulated interest. The Village is required to finance the Firefighters' Pension Plan as actuarially determined by an enrolled actuary. Effective January 1, 2011, the Village has until the year 2040 to fund 90% of the past services costs for the Firefighters' Pension Plan. For the year ended December 31, 2012, the Village's contribution was 54.47% of covered payroll.

	Municipal Retirement*	Police Pension	Firefighters' Pension
Actuarial accrued liability (AAL)	\$ 40,030,007	\$ 116,975,968	\$ 84,791,947
Actuarial value of plan assets	26,362,674	69,560,813	37,041,712
Unfunded actuarial accrued liability (UAAL)	10,667,333	47,415,155	47,750,235
Funded ratio (actuarial value of plan assets/AAL)	73.35%	59.47%	43.69%
Covered payroll (active plan members)	\$ 13,808,366	\$ 9,413,658	\$ 5,410,772
UAAL as a percentage of covered payroll	77.25%	503.68%	882.50%

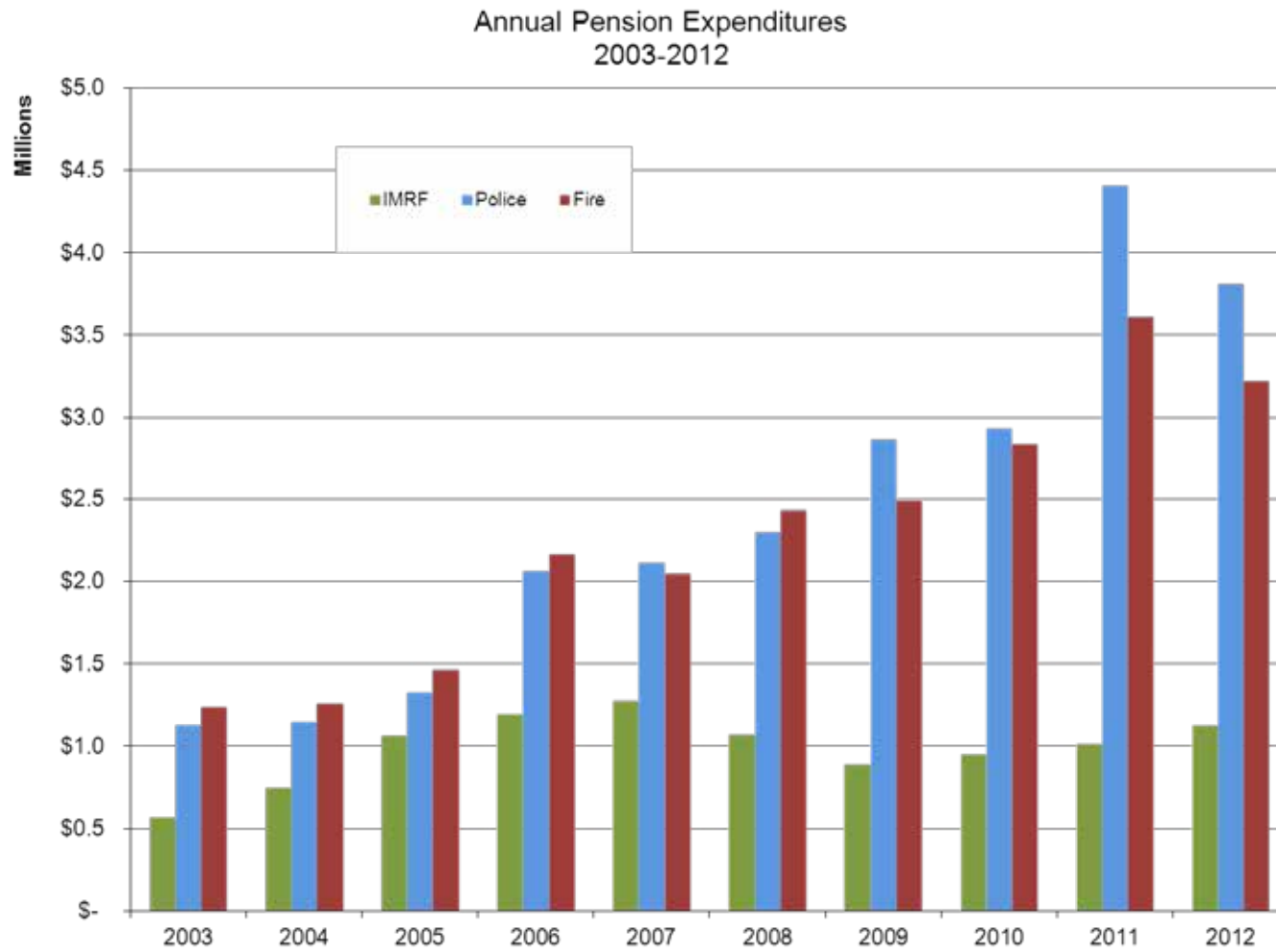
\*Includes Oak Park Public Library



### General Fund Expenditure Trends, With and Without Pension Costs



### Annual Pension Expenditures



Principal Employers in the Village of Oak Park

**OAK PARK TOWNSHIP, ILLINOIS  
PRINCIPAL EMPLOYERS  
Current Year and Nine Years Ago**

Employer	2012			2003		
	Employees	Rank	Percentage of Oak Park population	Employees	Rank	Percentage of Oak Park population
West Suburban Hospital Medical Center	1,416	1	2.72%	N/A	1	N/A
Rush Oak Park Hospital	937	2	1.80%	N/A	2	N/A
School District 200	636	3	1.22%	N/A	5	N/A
Park District of Oak Park	507	4	0.97%	N/A	8	N/A
School District 97	468	5	0.90%	N/A	3	N/A
Village of Oak Park	386	6	0.74%	N/A	4	N/A
Jewel/Osco	232	7	0.45%	N/A	6	N/A
West Cook YMCA	159	8	0.31%	N/A	N/A	N/A
AT&T	155	9	0.30%	N/A	10	N/A
United States Postal Service	154	10	0.30%	N/A	11	N/A
<b>Total</b>	<b>5,050</b>		<b>9.69%</b>	<b>-</b>		<b>0.00%</b>

N/A - Information not available

Source:  
Oak Park Development Corporation

## Principal Property Tax Payers in the Village of Oak Park

VILLAGE OF OAK PARK, ILLINOIS  
 PRINCIPAL PROPERTY TAX PAYERS  
 CURRENT YEAR AND NINE YEARS AGO

Taxpayer	2012			2003		
	Taxable Assessed Value	Rank	Percentage of Total Assessed Valuation	Taxable Assessed Value	Rank	Percentage of Total Assessed Valuation
Vanguard Health System	\$5,820,620	1	0.36%			
Maple Ave Med & Bradley	4,940,561	2	0.31%			
WR XXIV, LLC	3,232,995	3	0.20%			
Greenplan Property Management, Inc.	2,853,084	4	0.18%	\$ 9,672,358	2	0.86%
1120 Club	2,748,420	5	0.17%			
Shaker and Associates	1,961,454	6	0.12%			
Oak Park Residence Corp	1,915,288	7	0.12%	5,468,557	6	0.49%
SDOP Corp Midamerica	1,801,174	8	0.11%			
AIMCO - Holly Court Terrace Retirement Community	1,769,158	9	0.11%	6,423,809	4	0.57%
R.P. Fox & Associates, Inc.	1,634,782	10	0.10%	12,878,565	1	1.15%
Marc Realty (Oak Park Venture				6,485,383	3	0.58%
CNL Retirement				5,499,648	5	0.49%
Field Partners				5,269,366	7	0.47%
R.K. Management				4,908,605	8	0.44%
McCollum Realty				3,309,864	9	0.29%
Archstone Communities				3,266,504	10	0.29%
	<u>\$ 28,677,536</u>		<u>1.80%</u>	<u>\$ 34,443,289</u>		<u>3.06%</u>

NOTE:  
 Every effort has been made to seek out and report the largest taxpayers. However, many of the taxpayers contain multiple parcels, and it is possible that some parcels and their valuations have been overlooked.

Data Source  
 Office of the County Clerk

## Summary of Village Property Tax Levy, by Year

### VILLAGE OF OAK PARK, ILLINOIS

#### PROPERTY TAX LEVIES AND COLLECTIONS

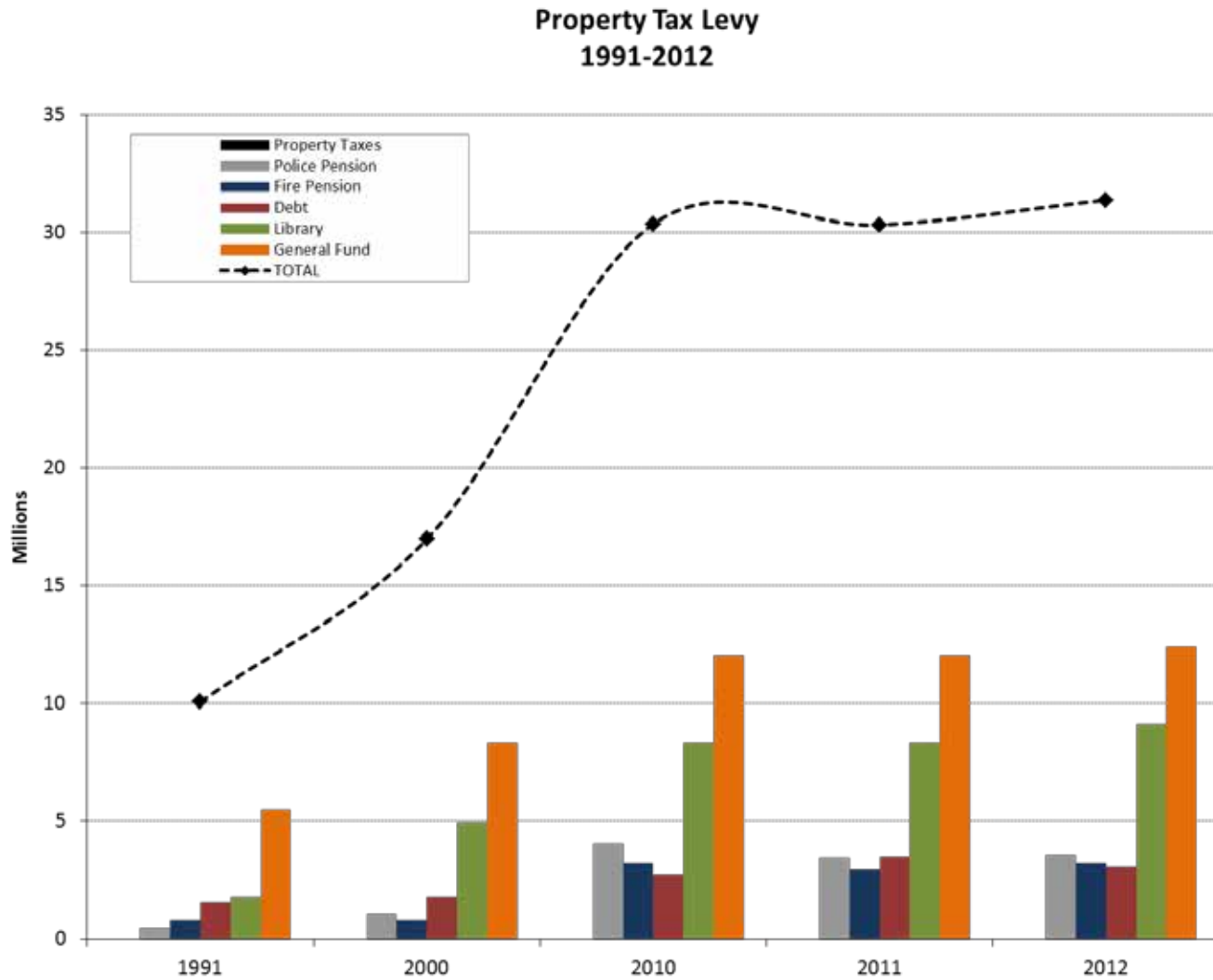
##### Last Ten Levy Years

Levy Year	Tax Levied	Collected within the Fiscal Year of the Levy		Collections in Subsequent Years	Total Collections to Date	
		Amount	Percentage of Levy		Amount	Percentage of Levy
2002	12,552,437	12,030,506	95.84%	239,137	12,269,643	97.75%
2003	13,373,940	12,864,966	96.19%	295,227	13,160,193	98.40%
2004	13,723,290	13,246,169	96.52%	274,568	13,520,737	98.52%
2005	15,791,972	15,277,213	96.74%	66,708	15,343,921	97.16%
2006	16,350,346	15,690,900	95.97%	332,123	16,023,023	98.00%
2007	17,377,716	16,393,437	94.34%	666,998	17,060,435	98.17%
2008	19,270,178	18,582,542	96.43%	285,585	18,868,127	97.91%
2009	20,703,295	20,095,532	97.06%	289,336	20,384,868	98.46%
2010	22,004,258	21,530,147	97.85%	274,751	21,804,898	99.09%
2011	22,694,817	21,659,448	95.44%	-	21,659,448	95.44%

Data Source

Office of the County Clerk

### Property Tax Growth Trend



## Assessed Valuation, By Year

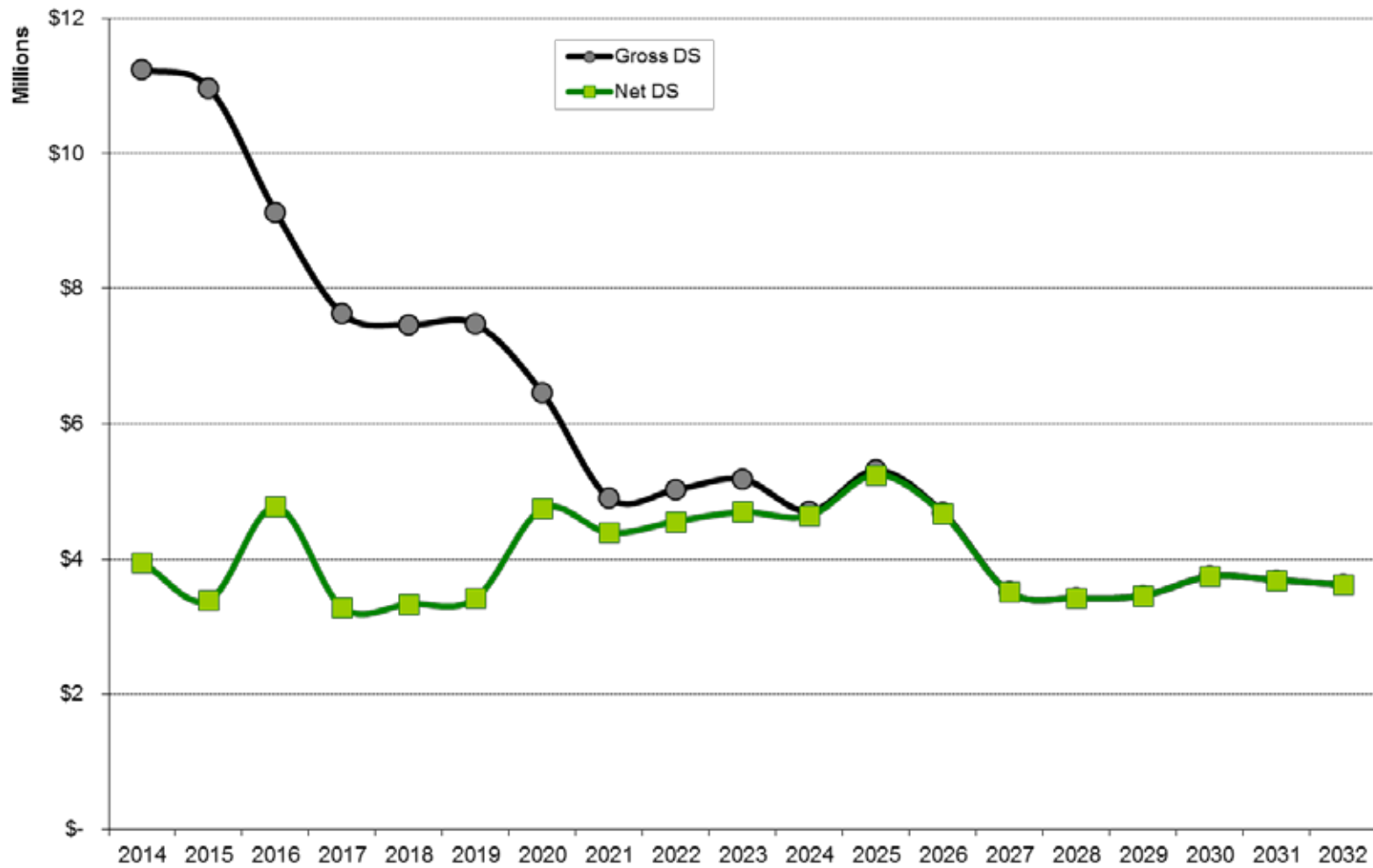
VILLAGE OF OAK PARK, ILLINOIS  
 ASSESSED VALUE AND ACTUAL VALUE OF TAXABLE PROPERTY  
 Last Ten Levy Years

Levy Year	Residential Property	Commercial Property	Industrial Property	Railroad Property	Less: Tax-Exempt Property	Total Taxable Assessed Value	Total Direct Tax Rate	Estimated Actual Taxable Value	Estimated Actual Taxable Value
2002	897,641,324	201,922,571	27,938,417	260,798	-	\$ 1,127,763,110	-	3,383,289,330	33.333%
2003	895,967,113	202,141,145	25,562,414	267,900	-	\$ 1,123,938,572	-	3,371,815,716	33.333%
2004	940,717,151	184,675,061	26,153,732	273,530	-	\$ 1,151,819,474	-	3,455,458,422	33.333%
2005	1,230,924,000	218,260,356	31,965,405	273,548	-	\$ 1,481,423,309	-	4,444,269,927	33.333%
2006	1,229,516,467	203,874,642	28,320,767	277,437	-	\$ 1,461,989,313	-	4,385,967,939	33.333%
2007	1,318,955,662	206,980,812	12,002,786	304,493	-	1,537,939,260	-	4,613,817,780	33.333%
2008	1,493,056,882	234,302,134	12,898,935	343,524	-	1,740,601,475	-	5,221,804,425	33.333%
2009	1,581,807,173	248,229,522	13,665,674	399,947	-	1,844,102,316	-	5,532,306,948	33.333%
2010	1,587,350,909	249,099,488	13,713,568	485,843	-	\$ 1,850,649,808	-	5,551,949,424	33.333%
2011	1,369,603,970	214,928,940	11,832,391	538,498	-	\$ 1,596,903,799	-	4,790,711,397	33.333%

Data Source  
 Office of the County Clerk

### Debt to Maturity Schedule

**Annual Debt Service,**  
Gross Vs. Net of Abatements - *current* (\$)





## Village Bond Rating

### Historical Oak Park ratings

Year	Moody's Rating
1971	Aa
1992	A
1995	A1
1998	Aa3
2009	Aa2

### List of Ratings

Aaa	Best quality
Aa1	High quality by all standards
Aa2	High quality by all standards
Aa3	High quality by all standards
A1	Upper medium grade
A2	Upper medium grade
A3	Upper medium grade