



2013 Budget

Adopted by the
Village President and Board of Trustees
Dec. 10, 2012



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1. Introduction

The Village of Oak Park's 2013 Budget is intended to provide the Village and community stakeholders with a clear understanding of the Village's current and recent financial history, and to provide stakeholders with 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 citizens and other stakeholders can easily understand.

Changes from the 2012 Budget Document- The goal of the Interim Village Manager is to make the budget document a "living document", to which Village Department Directors and Division Managers and citizens alike can access and understand the services the Village will provide for the coming year, and the resources associated with providing these services. To this end, the Village has made the following changes to the budget document:

- **Less data, more information-** The budget document has been restructured to make the document more accessible for a broader stakeholder audience. The document includes detailed descriptions and definitions, and presents financial information in a more effective manner.
- **Detailed Budget Annex-** To accommodate the need of department staff for further budgetary detail, we have developed a separate Detailed Budget Annex document, which includes a programmatic break-down of departmental and fund budgets.
- **A picture is worth a thousand data elements-** The document includes more charts and tables to graphically illustrate the Village's financial position and performance.
- **Department summaries-** The document includes departmental summaries and descriptions, which explain the structure and organization of Village departments and funds, and clearly describes the services and functions that they perform.
- **Consolidation of Information-** The document presents revenues, expenditures and positions in a consolidated manner, so that readers can conveniently access and review fund and department information
- **Grant Summary-** Summarizes the various grants and other funding resources, by department and program, which are used to offset service costs to Village residents

Document Organization

The 2013 Budget is organized in the following manner:

Section 1 presents an introduction to the 2013 Budget:

- **Subsection 1.1** presents the Village Manager's Budget Message, which describes the Interim 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 2013 Village of Oak Park Organizational Chart, which reflects the Interim Village Manager's organizational structure for 2013.
- **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 2013 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 Building Improvement Fund, the Capital 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, Sewer Services and Water 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, which was reestablished by the Board of Trustees in 2012.

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 10, 2012

To: Village President and Board of Trustees

Fr: Cara Pavlicek, Interim Village Manager

Re: FY 2013 Budget

Cc: Department Directors

Introduction

The budget for Fiscal Year 2013 (FY13) has been developed in accordance with the Municipal Code and the public hearing held on November 5, 2012. This document is a result of significant work by all Department Directors under the guidance of CFO Lesner, Budget & Finance Manager Harris and Deputy Village Manager Shelley. I am very appreciative of their dedication to the budget process and the preparation of a quality document that will guide the organization's work in 2013.

I would also like to thank the Village President and Board of Trustees for their stewardship in the review and adoption of the budget. It also must be noted that the leadership and time commitment of those members who also serve on the Finance Committee of the Village Board of Trustees has been invaluable.

FY13 Administrative Considerations

Throughout the administrative preparation of the budget there have been conscientious deliberations about Village finances. Development of the FY13 budget has taken into consideration Board Goals for 2011-2013 which identified the following:

1. Retail Strategy and Commercial District Vitality
2. Fiscal Responsibility
3. Sustainability
4. User-Friendly Village Hall
5. Intergovernmental Cooperation
6. Public Safety
7. Housing & Diversity

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8. Infrastructure & Public Works
9. Tourism and the Arts
10. Community Building & Civic Engagement
11. Governmental Transparency & Communications
12. Legislative

The budget additionally takes into account several major issues before the Village including:

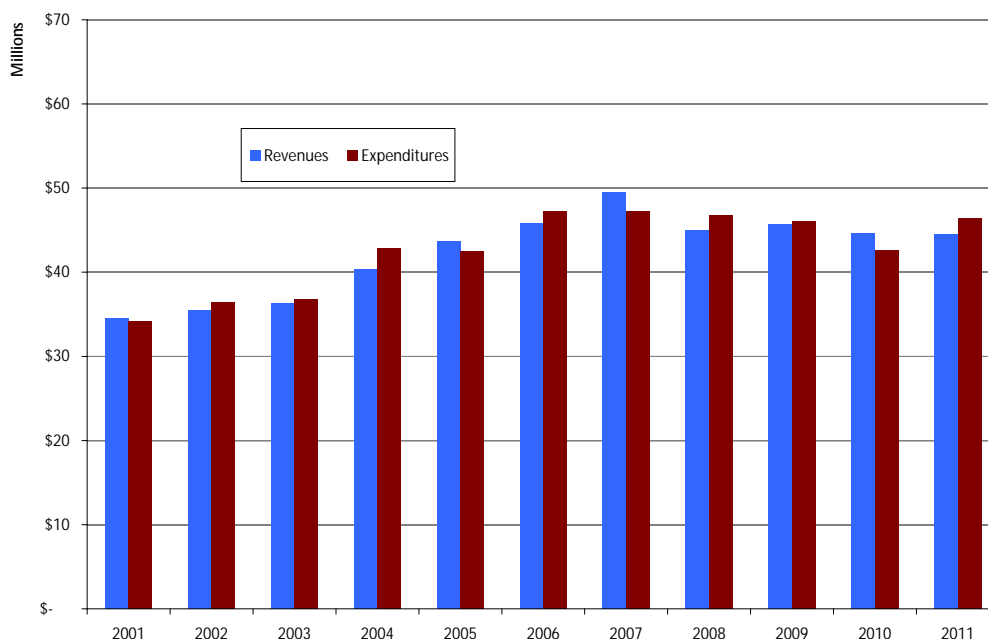
1. Financial Stability

Consistent with all units of local government, the Village's long term financial stability is a paramount concern. The ability to provide municipal services in the most efficient and effective manner is a daily goal for each department director. The annual budget process is an opportunity for comprehensive review of revenues and expenditures to determine what resource limitations exist and prioritize spending.

A primary focus of the annual budget is the General Fund, where operating expenditures are captured. The Chart below compares General Fund revenues and expenditures from 2001 – 2011. During four of the eleven years identified below, revenues exceeded expenditures in the General Fund. In preparation for the FY13 Budget, on August 6, 2012, the Village Board discussed the budget process and established some basic financial parameters to guide the Interim Village Manager and Chief Financial Officer in the development and submission of the FY13 recommended budget. Specifically, it was established that in order to grow the General Fund Balance in accordance with the adopted Fund Balance Policy, general fund expenditures in FY13 should be limited to 99% of estimated revenues to allow for the 1% of projected general fund revenues to be "budgeted" for fund balance.

General Fund Trend

Revenues and Expenditures



2. Commercial District Vitality & Public Infrastructure

The Village recognizes the 110th anniversary of its incorporation in 2012 and on an annual basis 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, must be strategically considered in the budget process.

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.

One example of the financial challenge to Oak Park in meeting this standard is that within the 30 block area which is generally referred to as downtown Oak Park (consisting of Downtown, the Avenue and the Pleasant District) there are (by linear feet) 5,238 feet of sewer main and 7,105 feet of water main that are beyond their reasonable life, and 571,480 sq. ft. of repaving will be required due simply to deteriorated street surfaces. 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. 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 Greater Downtown businesses.

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 2011 Actual Revenues, property taxes made up 37% 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 2011 Actual Revenue, sales taxes collected from the Village's 1% share of the State Sales Tax make up 8% 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 38% 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.

3. Staffing & Training

The Village Manager position was vacated in February of 2012 and is currently being filled by an interim manager while a national search is conducted. The Interim Village Manager, Chief Financial Officer, and the Budget & Financial Manager have worked closely with all operating departments to develop the budget.

There are some operational areas where the budget includes a notation that while the status quo is provided for in the budget, the selected Village Manager will need to present a budget amendment to the Village Board should substantive organizational changes be proposed by the new Manager in 2013. An example would be the structure of the Law Department which is currently overseen by the Acting Village Attorney. On April 5, 2012, the Reinventing Government concluded that further consideration of any restructuring of the Law Department would be deferred until a new Village Manager was hired. This was presented to the full Village Board on April 9, 2012, the Village Board discussed and accepted the conclusions of the Reinventing Government Committee and as a result the FY13 Budget is consistent with the current organizational structure.

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 FY12 budget authorized a Village workforce of 387.5 Full Time Equivalent Employees (FTEs) positions. The recommended FY13 budget includes 381 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	2000	2005	2006	2007	2008	2009	2010	2011	2012	2013
	Audit	Audit	Audit	Audit	Audit	Audit	Audit	Audit	Budget	Rec
General Government	207	243	241	241	226	177	177	178	178.5	170
Police (sworn and civilian)	152	166	172	180	165	156	156	156	147	148
Fire	71	72	72	72	65	60	60	60	62	62
Total	430	481	485	493	456	393	393	394	387.5	381

In addition to staffing levels, the Village must also be sensitive to working conditions (including but not limited to training, equipment, wages and benefits). The Village workforce is inclusive of 105.5 non-union employees (28% of the workforce) – both management positions and support staff that work in a confidential capacity and 275.5 employees (72% of the workforce) that are represented by 9 collective bargaining units. In FY13, it is deemed critical that training be initiated with a focus on supervisory skills in order to enhance communication in the organization and improve overall employee performance.

In regards to employee training, significant funding was allocated in 2012, however, to date less than 10% of those funds have been expended. This trend is consistent with 2011 when resources were expended far less than the level budgeted. Since there is not an established employee training program with consistent and comprehensive curriculum outside of public safety areas where such training is mandated, in 2013 three specific training curriculum (briefly described below) will be established and led by management staff in conjunction with outside trainers beginning in Q1 of the fiscal year:

- 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 Officer)
- Support Staff training – training on the internal customers (generally would include Executive Secretaries)
- Supervisory training – employee relations training inclusive of review of established Administrative Regulations, Personnel Manual, Board Goals, Budget and Performance Evaluations (inclusive of all employees who supervise employees)

The Village Manager's Office will lead this initiative with support from Human Resources staff. Based upon employee feedback as to the benefit of the training, expanded initiatives will be presented in 2014.

Overall Financial Summary

The Village fiscal year begins January 1, 2013, and ends December 31, 2013, and is comprised of 27 active funds, plus 55 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, the property tax rate is flat in 2013. Based upon recent tax bills, a 2% growth in taxable assessed valuation is assumed.

A primary goal of the municipal budget is to maintain Village service levels while enhancing the quality of services provided. It is with this goal in mind that the budget does not cut operational services from the current level – however reductions have been made in areas where repeatedly actual year end revenues or expenditures are short of appropriated amounts, often as a result of lack of implementation.

It is also noteworthy that the Village has recently reinstated the performance management program. The Village's M.A.P. Program (as it was recently named) stands for Manage, Analyze and Perform and will be

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used to manage and improve Village services within the Village of Oak Park. The improvement of Village services and the efficient use of Village resources are of critical importance for the ongoing success of our community. As such, once the program is in operation in 2013, the performance management program will eventually be aligned with the Village’s budget process.

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 are as follows in FY12:

Debt	\$ 3,500,218	16%
Police Pension	\$ 3,477,963	16%
Fire Pension	\$ 2,955,916	13%
General Fund	\$ 12,031,741	55%
Total:	\$ 21,965,838	

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 FY12 to FY13 for all property taxes levied to support the Village.

	2011 Taxable Assessed Valuation in 2012	2012 Projected Taxable Assessed Valuation (2.5% increase/decrease)	2012 Projected Taxable Assessed Valuation (2.5% increase/decrease)
Village of Oak Park	\$ 1,595,978,692	\$ 1,635,878,159	\$ 1,635,878,159
	2011 Extended Levy received in 2012	2012 Recommended Tax Levy (to be received in FY13)	Assessor Established Extended Levy (3%,5% increase of Village Levy)
Corporate Levy	\$ 12,392,693	\$ 12,392,693	\$ 12,764,474
Police Pension Levy ¹	\$ 3,582,302	\$ 3,571,125	\$ 3,678,259
Firefighters Pension Levy ¹	\$ 3,044,593	\$ 3,214,867	\$ 3,311,313
Debt Service Levy	\$ 3,675,229	\$ 9,768,611	\$ NA
Debt Service to be Abated	\$ -	\$ 6,701,710	\$ NA
Debt to be paid by Property Tax after Abatement	\$ 3,675,229	\$ 3,066,901	\$ 3,220,246
Total Property Tax Levy Request	\$ 22,694,817	\$ 22,245,586	\$ 22,974,292
Corresponding Village Tax Rate	1.422%	1.360%	1.425%
Library Operating	\$ 6,345,672.46	\$ 6,345,672.46	NA
Library Debt	\$ 2,543,191.54	\$ 2,488,318.00	NA
	\$ 8,888,864	\$ 8,833,990.46	9,413,130
	31,583,681.00	31,079,576.46	32,387,421
Notes:			
¹ Assumes 7% rate of return and 4.5% salary increase			

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%
Total Sales Tax by State Regulation for General Merchandise	6.25%
Village Home Rule Retailers' Occupation Tax	1.00%
Cook County Home Rule Retailers' Occupation Tax	1.00%
RTA Sales Tax	1.00%
Total Sales Tax on General Merchandise	9.25%

Expenditures

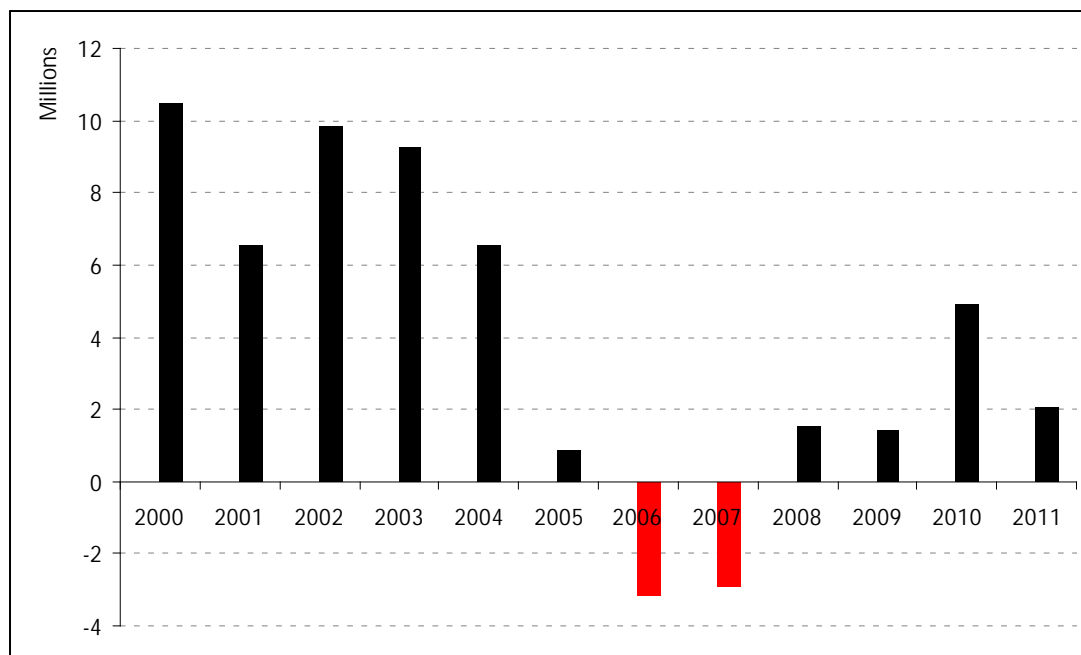
Total expenditures for FY13 are \$112.2 million. The General Fund accounts for 45.5% of total expenditures and Enterprise Funds for Water and Sewer, Environmental Services and Parking comprise 20.4% of total expenditures. All capital funds account for 5.6% and remaining expenditures occur within the internal service funds described below under the Fund Summaries.

Fund Balance

The Village Board approved a Fund Balance Policy in 2012. At this time, the General Fund is not in compliance with the Village Policy pertaining to the Fund balance or targeted amount of cash reserve – and it has been discussed that it is a multi-year process to reach fund balance goals.

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 Fund Balance at the end of FY13, based upon the budget will be: \$4.2 million unreserved.

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



Fund Summary - General Fund (1001)

The General Fund is the principal operating fund of the Village, providing financial resources necessary to support a majority of the Village’s governmental services. The General Fund is supported with revenue from a variety of sources, including local taxes; license and permit revenues; fines; intergovernmental revenue; charges, fees, and grant revenue. In FY13, the revenues in the General Fund total \$51.1 million which is an increase over the FY12 year-end estimated revenues of \$49.7.

Personnel: Personnel expenses account for 77.7% of the General Fund budget and in FY13 the budget for General Fund expenditures reflects a change in funding practice for personnel expenses to reflect 98 percent of full staffing which is in line with the historical staffing levels. A review of the last three 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%

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 recommended Village budget (across all funds) proposes a total staffing level of 381 full time equivalent (FTE) positions, which fall into one of the following employee groups for the purposes of salary/wage classification:

- Exempt & Non-Exempt Employees, 105.5 FTE
- Firefighters (Union), 56 FTE
- Sworn Police & Community Service Officers (Union), 115 FTE
- Non Public Safety Employees – Various Departments (Union), 104.5 FTE

Collective bargaining agreements that were previously approved by the Village Board establish the wages for the following groups through December 31, 2013:

1. IAFF Firefighters/fire lieutenants with a 2.5 percent base wage increase in FY13. *(CBA expires 12/31/13)*
2. FOP Police officers with a 2.5 percent base wage increase in FY13. *(CBA expires 12/31/13)*
3. Teamsters local 705 with a 2.5 percent total possible wage increase in FY13 with 1.5 percent of that amount a merit based increase for which an employee may be eligible. *(CBA expires 3/31/14)*
4. FOP Police Sergeants with a 2.5 percent base wage increase in FY13. *(CBA expires 12/31/13)*

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

1. SEIU Local 73 – *main unit* (certified October 2011 contract negotiations ongoing)
2. SEIU Local 73 – *water/sewer unit* (certified October 2011 contract negotiations ongoing, employees ratified contract terms in October 2012 and Village awaiting formal notice from SEIU)
3. IBEW Local #9 (CBA expired December 31, 2011)
4. FOP Community Service Officers (CBA expires December 31, 2012)
5. IAM Local 701 (CBA expires December 31, 2012)

In regards to the exempt and non-exempt employees that are not covered by a collective bargaining agreement, the Village's Personnel Manual adopted 3/31/97 establishes the Job Classifications that are exempt and non-exempt and corresponding wage ranges. That document is currently out of date from

current practice and will be updated and presented to the Board for consideration and approval in 2013. The recommended budget includes funding for a 2.5% merit based wage increase tied to performance evaluations for exempt and non-exempt employees that are not covered by a collective bargaining agreement. This is equitable to the wage increases negotiated in recent CBAs for 2013. Subject to budget approval, non-union employees would be eligible for a base wage increase tied to performance evaluations and awarded to those employees who exceed standards.

The Village Manager's Office will lead the process of updating the Personnel Manual and its presentation to the Board with support of Department Directors.

Economic Development: The FY13 budget establishes the Department of Community and Economic Development and in Q1 an amendment to §2-8 of the Municipal Code will be presented to the Village Board for approval consistent with the FY13 budget. The newly formed 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, the new 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 Programs and CDBG Grants Administration (Grants Administration was previously overseen by the Village Planner and under the new Department will be overseen by the Housing Programs Manager which will be re-titled Housing & CDBG Programs Manager). The department resources include the General Fund, and Capital Improvements Fund and the Department will be expected to work closely with Public Works in the annual review and prioritization of capital projects in TIF funds and related areas. The establishment of this Department and inclusion of the specific divisions noted here is critical for the Village to more effectively implement an economic development strategy that is cohesive and unifies the various economic development efforts that are now conducted by separate agencies including the Oak Park Development Corporation which receives a majority of its funding from the Village.

Partner Agencies: Just over \$1 million in General Fund expenditures is allocated annually via service contracts with not-for-profit entities defined as Partner Agencies and include 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.

Other entities also receive Village funding through various forms of agreement including the Youth Interventionist Program via an intergovernmental agreement and the Collaboration for Early Childhood Development via a service contract.

National Citizen Survey: In 2013, the Village Manager's Office will continue to measure customer service and quality of life in Oak Park as identified by Village residents and taxpayers via the National Citizen Survey as has been conducted for the Village by the National Research Center (NRC), a firm renowned for its comprehensive studies of citizen perceptions and views. NRC has conducted surveys for the Village in 2000, 2004, 2008 and 2011. NRC, through its collaboration with the International City/County Management Association (ICMA), placed many of the Oak Park findings into a national context through comparisons to the findings of similar surveys in other communities across the country.

Staffing: The following is a summary of staffing changes in the General Fund for 2013 (unless otherwise noted):

- 1 new FTE: Community and Economic Development Director (50% Capital Fund)
- 1 new PT Executive Secretary in the Community and Economic Development Department (50% Capital Fund)
- 1 new PT Executive Secretary in the BPS Division (it is possible these two part-time clerical positions could be merged into a single full-time Executive Secretary position)
- 1 new FTE: Deputy Policy Chief
- 1 FTE position re-classification: It is recommended that the budget reflect a prior administrative reclassification of Records Clerk to Sr. Records Clerk. No change in funding as needed as salary schedules overlap.
- 1 FTE position re-classification: It is recommended that the budget reflect a decrease of 1 Civil Engineer II and the establishment of a new Asst. Village Engineer. Approximate recurring cost increase of \$12,500.
- Continued funding for 2 FTEs in the Fire Department as Fire Fighter/Paramedics that were hired via a SAFER grant previously and In late 2012 the grant funding for these positions is exhausted and funding has been identified to continue employing these two positions.
- Reduction of 3 FTEs in Public Works for Building Maintenance as a result of outsourcing this activity in late 2011, after budget adoption
- Reduction of 3 FTEs in Parking Services for Building Maintenance as a result of outsourcing this activity in late 2011, after budget adoption (100% Parking Fund)
- Deletion of vacant and unfunded Parking Services position of Administrative Secretary (100% Parking Fund)
- 1 FTE position re-classification: It is recommended that Administrative Clerk in the Parking Service Center be reclassified as a Sr. Administrative Clerk to allow for cross-training of all union support staff that work at Village Hall Monday - Friday. No change in funding is needed as salary schedules overlap.
- Deletion of 1.5 FTEs in Public Health as a result of outsourcing the seasonal Farmers Market staffing (100% Farmers Market Fund)
- Deletion of vacant and unfunded Finance position of Purchasing Manager

Fund Summary: All Other Funds

Below is a listing and brief description of all other Village Funds. While the recommended revenues and expenditures are provided in the proposed budget document, a limited narrative about FY13 budget is included below.

Special Revenue Funds

Special Revenue Funds are established to account for the proceeds of specific revenue sources (other than special assessments, pension trusts, proprietary fund operations and revenues received for major capital projects) that are legally restricted for specific purposes. The Village of Oak Park has the following special revenue funds:

Downtown Oak Park Tax Increment Financing (TIF) Fund (2098) to account for incremental property levy collected within the TIF and associated expenses. This fund is sometimes referred to as the Special Tax Allocation Fund.

Foreign Fire Insurance Fund (2014) to account for a tax on insurance premiums assessed on insurance companies located outside of the State of Illinois that provide coverage to homes and businesses within the Village.

The State RICO Fund (2021) to account for revenues from the State of Illinois related to the seizure of illegal drug assets by the Oak Park Police Department.

Federal RICO Fund (2024) to account for revenues from the U.S. Government related to the seizure of illegal drug assets by the Oak Park Police Department.

Travel, Training and Wellness Fund (1050) to account for revenues from the rebate of American Express card usage which are equal to 1% of spending charged via the card.

Farmers Market Fund (2027) to account for the revenues and expenditures of the Farmer's Market that is held within the Village in the summer and autumn of each year.

Mid-Week Market Fund (2030) will not be shown in the FY13 recommended budget and the negative fund balance of \$14,363 in FY2010 Audit was covered by the General fund as the Mid-Week Market was discontinued following the 2011 season.

Emergency 9-1-1 Fund (2033) to account for the operations of the Village's Emergency Communications Center. Revenues are provided by a \$1.00 per month surcharge on telephone lines.

The Equity Assurance Fund (2037) is inactive but was historically used to account for the program which guarantees residents' purchase within the Village will not lose value from its original purchase price. The program was partially migrated to General Fund in 2011.

Motor Fuel Tax Fund (2038) to account for street maintenance and improvements financed by the Village's share of state gasoline taxes. All projects require the advance approval of the Illinois Department of Transportation.

The Madison Street TIF Fund (2072) to account for the receipt and disbursement of tax increment revenues and other financial resources received related to the Madison Street Business corridor.

The Harlem/Garfield TIF Fund (2073) to account for the receipt and disbursement of tax increment revenues and other financial resources received related to the Harlem/Garfield Tax Increment Financing District.

Special Service Area #1 Fund (2081) to account for the operation of this special taxing district located within Downtown Oak Park.

The Home Fund (2084) to account for the receipt and disbursement of grant and loan funds received from Cook County related to the rehabilitation of single-family homes for low and moderate-income families.

The Special Service Area #5 Fund (2086) - to account for the operation of this special taxing district located within the Oak Park Avenue/Eisenhower Expressway Area.

The Special Service Area #6 Fund (2087) to account for the special service area construction of streetscape improvements on South Oak Park Avenue.

Health Grants Fund (various Account #s) to account for grant revenues and expenditures of the Village's health grant awards.

Capital Improvement Fund (3095) to account for the revenues and expenditures related to capital improvements specifically related to general governmental improvements such as street repair and construction, curb and gutter replacement, street lighting and tree replacements.

Housing Fund (2012) to account for cash in lieu of financial contributions from developers, General Fund contributions and other financing sources which are to be used to construct, purchase and maintain permanently affordable housing units in Oak Park.

Community Development Block Grant Fund Revolving Loan Fund (2020) to account for the funds defined as Program Income by the Department of Housing and Urban Development (HUD). Generally, these are dollars repaid to the Village from loans made via the Community Development Block Grant (CDBG) program.

Community Development Block Grant Fund (2083) to account for the receipt and disbursement of Community Development Block Grant Funds among Village funded projects, its partner social service and development agencies and administrative overhead costs. Funds are received from the U.S. Department of Housing and Urban Development.

Sustainability Fund (2310) – was started 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.

Capital Project Funds

The Capital Project Funds are established to account for financial resources to be utilized for acquisition, construction and improvement of general fixed assets (other than those financed by Proprietary Funds).

The Village of Oak Park has the following Capital Project Funds:

Capital Improvements Fund (3095) accounts for the revenues and expenditures related to capital improvements specifically related to general governmental improvements such as street repair and construction, curb and gutter replacement, street lighting and tree replacements.

Capital Building Improvement Fund (3012) accounts for the revenues, expenditures and disbursement of operating transfers utilized for improvements to Village facilities not funded by Enterprise Funds.

Equipment Replacement Fund (3029) to account for the receipts of operating transfers utilized for replacement of Village equipment such as furniture, data-processing equipment and other capital equipment not funded by Enterprise funds.

Fleet Replacement Fund (3032) to account for the receipts of operating transfers utilized for replacement of Village vehicles not funded by Enterprise funds.

Enterprise Funds

Enterprise Funds are established to finance and account for the acquisition, operation and maintenance of governmental facilities and services which are entirely or predominantly self-supporting by user charges. All activities necessary to provide such services are accounted for in these funds, including, but not limited to, administration, operations, maintenance, financing and related debt service, and billing collections.

The Village of Oak Park has the following Enterprise Funds:

Water and Sewer Fund (5040/5050) to account for the financial activity of the Village's water and sewer system, wholesale water costs, sewer system costs and the supporting overhead costs of the programs.

In FY13, the Village has collapsed the Water & Sewer Funds into a single fund. This was discussed in detail and it was affirmed with the Village's independent Auditor who concurred 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 was finalized.

A Water Rate increase will be in effect for 2013 to pass on the City of Chicago wholesale water rate increase to Oak Park. A Chicago rate increase of 15% will occur on January 1, 2013 and the Village will pass on a 10% increase in rates for water to \$6.34 per 100,000 gallons in 2013 (from \$5.77 currently). The average person uses 85 gallons per day in Oak Park so rate increase per person is from \$15.20 per month to \$17 per month generally.

In addition, a Sewer Rate increase will be in effect in 2013 of 2.5% to \$2.09 per 100,000 gallons of water use in 2013 (from \$2.04 currently). The average person uses 85 gallons per day in Oak Park so rate increase per person is from \$5.38 per month to \$5.51 per month generally.

Parking Fund (5060) to account for the financial activity of the Village's parking system costs including the Village's garages, lots and meters and the supporting overhead costs of the program.

As noted above, the budget includes re-classification of a currently filled Administrative Clerk position to a Senior Administrative Clerk. This will allow for cross-training of all union support staff that works at Village Hall Monday - Friday during the day and will increase the level of efficiency within the department.

Parking Fee changes for FY13 include:

- An increase of 2.75% for quarterly parking permits and will result in the base fee of the quarterly permits by an average \$5.
- Implement a new fee structure for overnight on-street permit parking zones based on utilization. Specifically, a three tiered permit fee system is recommended at high (\$115 per quarter), medium (\$105 per quarter) and low (\$95 per quarter) demand areas. Zones that are more than 80% full for four consecutive quarters would be considered high demand, zones that are between 20% and 80% full for four consecutive quarters would be considered medium demand and zones that are less than 20% full for four consecutive quarters would be considered low demand. Rates to be adjusted annually.

Environmental Services Fund (5055) to account for the financial activity of the Village's solid waste hauling contract, disposal and recycling costs and the supporting overhead costs of the program.

Per the Village Contract with Waste Management, collection costs will increase 1.1% in 2013 and this will be the second year of a five year contract. The Village will pass along the collection cost increase via its fee structure.

Internal Service Funds

The Internal Service Funds are established to finance and account for services and/or commodities required by other funds. Included in this Fund type is the Debt Service Funds which are established to accumulate moneys for payment of general long-term debt principal and interest. The Village of Oak Park has the following Internal Service Funds:

General Obligation Debt Service Fund (4025) Financing is provided by investments accumulated for the retirement of specific notes payable.

The Employee Health and Life Insurance Fund also referred to as the Health Insurance Fund (6028) to account for the financial activity of the Village's funding for health, life and dental insurance. The Village self-insures employee group health expenses. In FY13, in order to fund projected claims, there is a 10 percent increase in the monthly premium for those who participate in group health and prescription drug

Final

insurance. This will in turn equate to a 10 percent increase in employee premiums and the Village's budgeted share of those premiums.

Risk Management Fund (6027) to account for the costs associated with two FTEs in the Law Department who provide administrative support for the Village's risk management activities associated with Workers Compensation and Liability Insurance.

Self-Insurance Retention Fund (6026) to account for the financial activity of the Village's self-funding program for excess general liability that is above retention levels of conventionally purchased insurance and covers workers compensation claims as well as property and casualty insurance.

Grant Funds

Grant Funds are listed by Grant within the budget document.

Budget Amendment Process

As noted during the public review process of the budget document, in 2013, it is also proposed that the Village take a stronger approach to budget amendments and strictly interpret the following section of the Municipal Code:

§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.

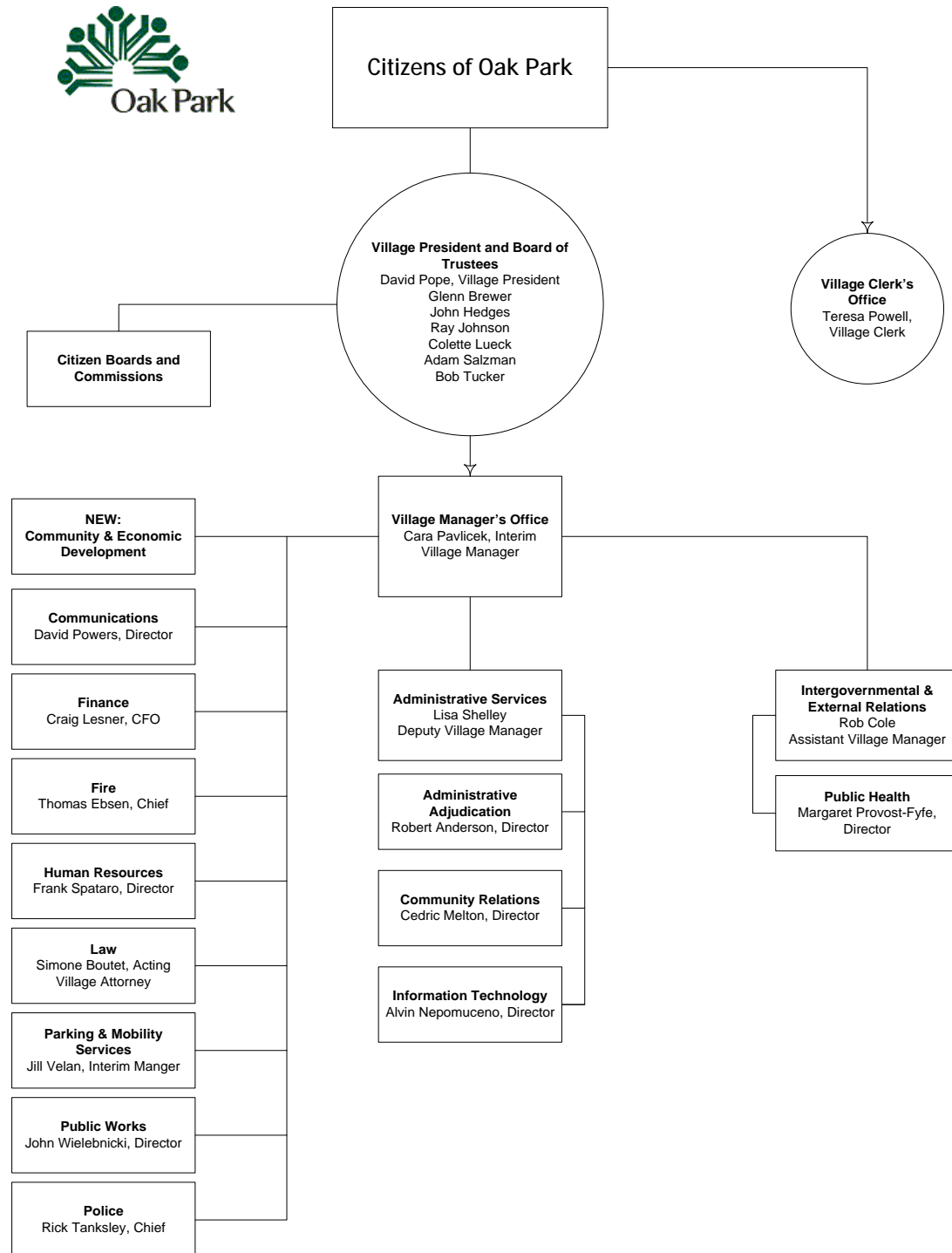
The Municipal Budget Officer, subject to approval by the Village Manager, may delete, add to, or change items, up to an amount of three thousand dollars (\$3,000.00) between object classes, provided the total fund budget is not increased and the annual aggregate of such transfers does not exceed one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

In addition, staff intends to administratively limit Budget Amendments submitted to the Board of Trustees in FY13 to three times during the fiscal year in order to improve financial planning. From a calendar standpoint, 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 will also improve the Village's annual audit review process. The second time that necessary budget amendments will be considered for recommendation to the Board for supplemental department

budgets will be the last regular meeting of the Board in July. The third and final time that budget amendments will be recommended is 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 staff continues to increase department stewardship in the budget process and expects that requested adjustments in the second and third supplemental budget requests will be the result of changes in revenues or grant requests/awards that were not anticipated during the annual budget process.

1.2. Organizational Chart



1.3. Budget Process and Calendar

The following is a summary of the Village of Oak Park budget process, along with a calendar of the major dates and activities related to the development of the 2013 Village of Oak Park Budget:

The Budget 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 2013 Budget Calendar

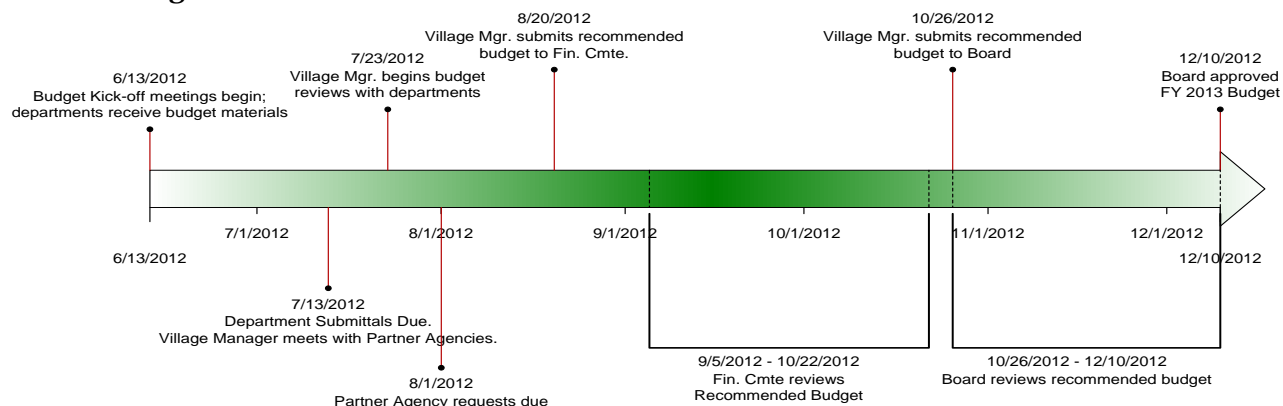


Table 1-5: 2013 Budget Calendar

Village of Oak Park 2013 Budget Development Calendar

- Step 1 – (June 13)** Budget Kick-off meetings begin; Departments receive budget materials
- Step 2 – (July 13)** Interim Village Manager meets with Partner Agencies and Department Liaisons regarding budget process
- Step 3 – (July 13)** Village department budget submittals due
- Step 4- (July 23)** Interim Village Manager begins budget reviews with departments
- Step 5- (August 2)** Partner agency funding requests are due
- Step 6- (August 20)** Interim Village Manager submits recommended budget to Village Finance Committee
- Step 7- (September 6 – October 22)** Finance Committee reviews recommended budget
- Step 8- (October 26)** Interim Village Manager’s Recommended Budget with Finance Committee Review is present to the Village Board and public for review
- Step 9- (October 26- December 10)** Village Board reviews recommended budget and Public Comments continue through this period with a formal public hearing in November
- Step 10- (December 10)** **Village Board approves 2013 Budget**

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 2013 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

2013 Budget Gross Expenditures: \$112,193,277

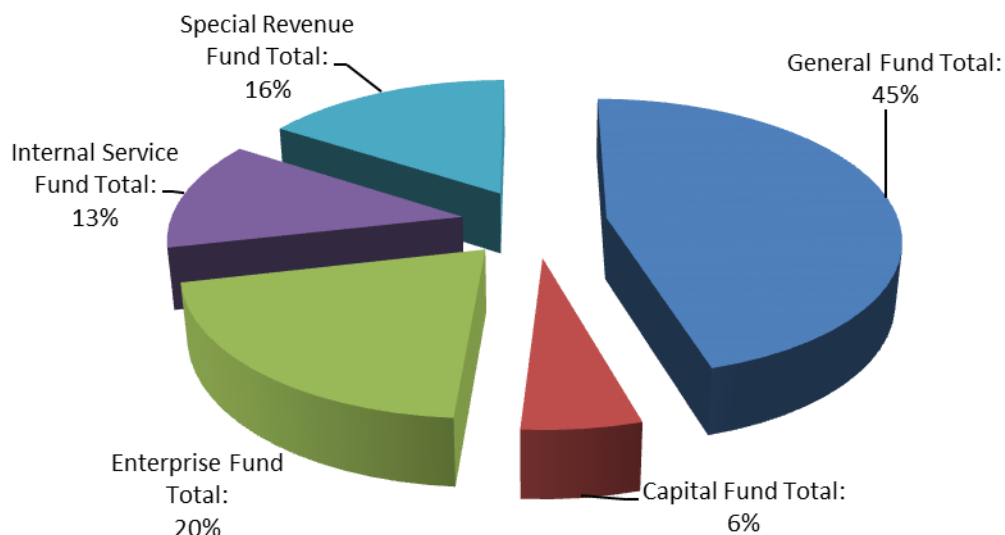


Chart 2-1: Total Gross Expenditures, By Fund

Department	2010 Actual	2011 Actual	2012 Budget	2012 Estimated	2013 Budget
General Fund Total:	\$43,528,268	\$50,146,266	\$50,360,969	\$48,232,151	\$51,025,689
Capital Fund Total:	\$5,838,847	\$6,712,877	\$10,932,405	\$7,742,393	\$6,268,594
Enterprise Fund Total:	\$17,968,913	\$18,453,302	\$22,040,970	\$21,216,955	\$22,868,128
Internal Service Fund Total:	\$27,899,724	\$14,265,018	\$13,323,967	\$14,202,084	\$14,169,738
Special Revenue Fund Total:	\$18,086,902	\$24,940,172	\$23,513,861	\$17,351,202	\$17,861,128
All Funds Total:	\$113,322,654	\$114,517,635	\$120,172,171	\$108,744,783	\$112,193,277

Table 2-1: Total Gross Expenditures, By Fund

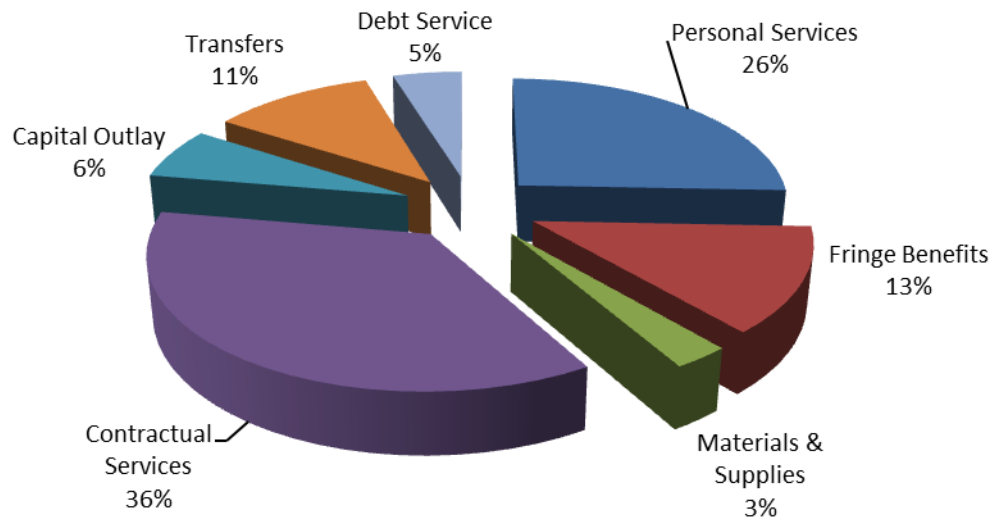


Chart 2-2: Total Gross Expenditures, By Expenditure Type

Expenditure Type	2010 Actual	2011 Actual	2012 Budget	2012 Estimated	2013 Budget
Personal Services	\$25,744,802	\$27,562,491	\$27,780,556	\$26,816,234	\$28,904,874
Fringe Benefits	\$12,105,340	\$14,658,439	\$13,663,585	\$13,319,329	\$14,724,670
Materials & Supplies	\$2,272,149	\$2,554,040	\$3,526,705	\$3,180,117	\$3,244,035
Contractual Services	\$34,249,955	\$44,685,968	\$38,527,723	\$37,876,492	\$40,784,992
Capital Outlay	\$6,830,933	\$5,551,113	\$16,253,016	\$8,425,663	\$7,214,247
Grants	\$127,649	\$118,686	\$0	\$0	\$0
Transfers	\$11,400,617	\$12,945,108	\$16,069,341	\$13,649,638	\$12,591,437
Debt Service	\$20,591,210	\$6,441,791	\$4,301,246	\$5,477,310	\$5,385,581
Turnover	\$0	\$0	\$0	\$0	-\$656,559
Expenditure Total	\$113,322,654	\$114,517,635	\$120,122,171	\$108,744,784	\$112,193,277

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

2013 Budget Gross FTE's: 381 FTE's

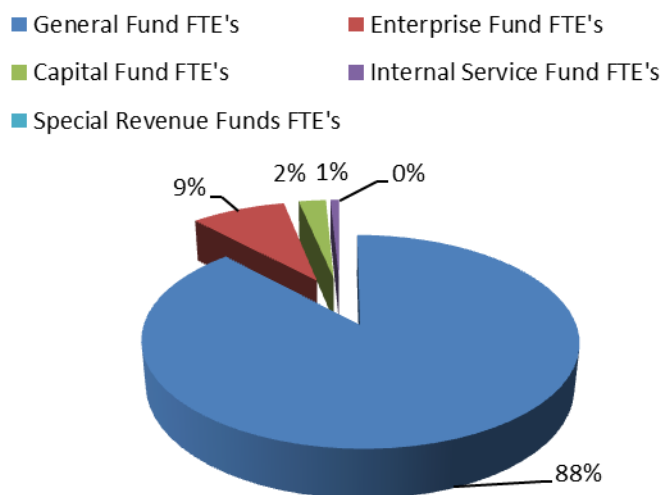


Chart 2-3: Total FTE's, By Fund

Department (<i>in alphabetical order</i>)	Position Title	2011	2012	2013	2013 %
		Budget	Budget	Budget	Funded
Administrative Adjudication					
	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%
	Full-Time Equivalent	3.00	3.00	3.00	
Community & Economic Development					
Administration	Director of Community & Economic Development*	0.00	0.00	1.00	85%
<i>*partial funding to accommodate hiring early in '13</i>	Executive Secretary*	0.00	0.00	0.50	85%
	Full Time Equivalent	0.00	0.00	1.50	
Building & Property Standards					
	Buildings & Property Standards Manager	1.00	1.00	1.00	100%
	Assistant Manager of Buildings & Property Standards	0.00	0.00	0.00	
	Executive Secretary	0.00	0.00	0.50	100%
<i>*one authorized position to be held vacant in '13</i>	Administrative Secretary*	3.00	3.00	3.00	66%
	Plans Examiner	1.00	1.00	1.00	100%
	Land Use and Permits Manager	1.00	0.00	0.00	
	Sr. Administrative Clerk	1.50	1.50	1.50	100%

Department (<i>in alphabetical order</i>)	Position Title	2011	2012	2013	2013 %
			Budget	Budget	Funded
	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%
	Chief Property Standards Inspector	1.00	1.00	1.00	100%
	Property Maintenance Inspector	6.00	6.00	6.00	100%
	Code Compliance Officer	0.00	1.00	1.00	100%
	Full-Time Equivalent	19.50	19.50	20.00	
Business Services	Business Services Manager	1.00	1.00	1.00	100%
	Full-Time Equivalent	1.00	1.00	1.00	
Planning	Village Planner	1.00	1.00	1.00	100%
	Executive Secretary	1.00	0.50	0.50	100%
	Assistant Village Planner	0.00	0.00	0.00	100%
	Zoning Administrator	1.00	1.00	1.00	100%
	Urban Planner	1.00	1.00	1.00	100%
	Full-Time Equivalent	4.00	3.50	3.50	
Housing & CDBG Programs	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%
	Full-Time Equivalent	6.00	6.00	6.00	
Total Community & Economic Development Department		30.50	30.00	32.00	
Communications	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%
	Full-Time Equivalent	3.00	3.00	3.00	
Community Relations	Community Relations Director	1.00	1.00	1.00	100%
	Full-Time Equivalent	1.00	1.00	1.00	
Finance	Chief Financial Officer	1.00	1.00	1.00	100%
	Deputy Chief Financial Officer	1.00	1.00	1.00	100%
	Senior Accountant	1.00	1.00	1.00	100%
	Accountant	2.00	2.00	2.00	100%

Department (<i>in alphabetical order</i>)	Position Title	2011	2012	2013	2013 %
			Budget	Budget	Funded
	Account Clerk II	2.00	2.00	2.00	100%
	Budget & Financial Manager	0.00	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	2.50	3.00	3.00	100%
	Executive Secretary	1.00	1.00	1.00	100%
	Purchasing Manager	1.00	1.00	0.00	
	Full-Time Equivalent	12.50	14.00	13.00	
Fire					
Administration	Chief	1.00	1.00	1.00	100%
	Deputy Chief	1.00	1.00	1.00	100%
	Inspection Coordinator	0.00	0.00	0.00	
	Executive Secretary	1.00	1.00	1.00	100%
	Full Time Equivalent	3.00	3.00	3.00	
Operations	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%
	Full Time Equivalent	59.00	59.00	59.00	
Total Fire Department		62.00	62.00	62.00	
Health					
	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	0.00	0.50	100%
<i>contractually delivered service</i>	Supervisor of Public Health Clinic Nursing	1.00	1.00	0.00	
<i>contractually delivered service</i>	Farmer's Market Manager	0.50	0.50	0.00	
<i>contractually delivered service</i>	Assistant Farmer's Market Manager	0.50	0.50	0.00	
	Full-Time Equivalent	11.50	11.50	10.00	
Human Resources					
	Director	1.00	1.00	1.00	100%
	Executive Secretary	1.00	1.00	1.00	100%
	Administrative Secretary	1.00	1.00	1.00	100%
	Full-Time Equivalent	3.00	3.00	3.00	

Department (<i>in alphabetical order</i>)	Position Title	2011	2012	2013	2013 %
			Budget	Budget	Funded
Information Technology					
	Director	1.00	1.00	1.00	100%
	Operations Manager	0.00	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%
	Full-Time Equivalent	8.00	9.00	9.00	
Law					
Legal Services					
	Village Attorney	1.00	1.00	1.00	100%
	Legal Secretary	1.00	1.00	1.00	100%
	Full-Time Equivalent	2.00	2.00	2.00	
Risk Administration					
	Assistant Village Attorney	1.00	1.00	1.00	100%
	Claims Administrator	1.00	1.00	1.00	100%
	Full-Time Equivalent	2.00	2.00	2.00	
Total Law	Full-Time Equivalent	4.00	4.00	4.00	
Parking & Mobility Services					
Administration					
	Parking Services Manager	1.00	1.00	1.00	100%
	Account Clerk II	1.00	1.00	1.00	100%
	Assistant Parking Services Manager	1.00	1.00	1.00	100%
	Administrative Secretary	1.00	1.00	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	0.00	1.00	100%
	Administrative Clerk	1.00	1.00	0.00	
	Permit Clerk - overnight passline	2.00	2.00	2.00	100%
	Full-Time Equivalent	8.00	8.00	7.00	
Permits					
	Parking Permit Supervisor	1.00	1.00	1.00	100%
	Senior Administrative Clerk	4.00	4.00	4.00	100%
	Full-Time Equivalent	5.00	5.00	5.00	
Parking Lots and Structures					
<i>contractually delivered service</i>	General Maintenance Worker	2.00	2.00	0.00	
	Administrative Clerk	0.50	0.50	0.50	100%
<i>contractually delivered service</i>	Building Maintenance Tech.	1.00	1.00	0.00	
	Parking Garage Supervisor	2.00	2.00	2.00	100%
	Parking Meter Technician	3.00	3.00	3.00	100%
	Full-Time Equivalent	8.50	8.50	5.50	
Total Parking	Full-Time Equivalent	21.50	21.50	17.50	

Department (<i>in alphabetical order</i>)	Position Title	2011	2012	2013	2013 %
			Budget	Budget	Funded
Police					
Administration	Police Chief	1.00	1.00	1.00	100%
<i>*partial funding to accommodate hiring early in '13 of second position</i>	Deputy Chief*	2.00	1.00	2.00	90%
	Sergeant (Internal Affairs)	1.00	0.00	0.00	100%
	Police Officer (Training)	1.00	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%
	Police Officer (Accreditation Manager)	1.00	1.00	1.00	100%
	Police Officer (Evidence/Detention Custodian)	1.00	0.00	0.00	
	Community Service Officer (Court Liaison)	1.00	0.00	0.00	
	Full-Time Equivalent	11.00	6.00	7.00	
Field	Commander	3.00	3.00	3.00	100%
	Sergeant	13.00	15.00	15.00	100%
	Police Officer	53.00	59.00	59.00	100%
	Police Officer (Walking Beat)	4.00	4.00	4.00	100%
	Police Officer (Resident Beat Officers)	7.00	7.00	7.00	100%
	Community Service Officer	7.00	7.00	7.00	100%
	Community Liaison Coordinator	1.00	1.00	1.00	100%
	Parking Enforcement Supervisor	2.00	2.00	2.00	100%
	Parking Enforcement Officer	12.00	12.00	12.00	100%
	Full-Time Equivalent	102.00	110.00	110.00	
Support	Commander	2.00	1.00	1.00	100%
	Sergeant	3.00	2.00	2.00	100%
	Crime Analyst	1.00	1.00	1.00	100%
	Administrative Clerk	1.00	1.00	0.00	
	Parking Advocate	1.00	1.00	2.00	100%
	Police Officer	18.00	18.00	18.00	100%
	Police Records Supervisor	1.00	1.00	1.00	100%
	Senior Police Records Clerk	1.00	1.00	2.00	100%
	Police Records Clerk	3.00	3.00	2.00	100%
	Police Officer (Traffic)	3.00	0.00	0.00	
	Police Officer (School Resource Officer)	2.00	2.00	2.00	100%
	Full-Time Equivalent	36.00	31.00	31.00	
Total Police Department		149.00	147.00	148.00	

Public Works

Administration	Director	1.00	1.00	1.00	100%
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Department (<i>in alphabetical order</i>)	Position Title	2011	2012	2013	2013 %
			Budget	Budget	Funded
	Sr. Administrative Clerk	0.00	0.00	0.00	100%
	Administrative Secretary	3.00	3.00	3.00	100%
	Office Manager	1.00	1.00	1.00	100%
	Full-Time Equivalent	5.00	5.00	5.00	
Building Maintenance	Superintendent	1.00	1.00	1.00	100%
<i>contractually delivered service</i>	Sr. Building Maintenance Technician	1.00	1.00	0.00	
<i>contractually delivered service</i>	Building Maintenance Technician	1.00	1.00	0.00	
<i>contractually delivered service</i>	General Maintenance Worker	1.00	1.00	0.00	
	Full-Time Equivalent	4.00	4.00	1.00	
Engineering	Village Engineer	1.00	1.00	1.00	100%
	Assistant Village Engineer	0.00	0.00	1.00	100%
	Civil Engineer II	3.00	4.00	3.00	100%
	Civil Engineer I	2.50	1.50	0.50	100%
	Traffic Engineer	0.00	0.00	1.00	100%
	Engineering Technician I	3.00	3.00	3.00	100%
	Engineering Technician II	0.00	0.00	0.00	
	Full-Time Equivalent	9.50	9.50	9.50	
Street Lighting	Electrician	2.00	2.00	2.00	100%
	Full-Time Equivalent	2.00	2.00	2.00	
Street Services	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%
	Full-Time Equivalent	8.00	8.00	8.00	
Forestry	Superintendent	1.00	1.00	1.00	100%
<i>*3-5 seasonal staff hired</i>	Seasonal Employees*	0.00	1.00	1.00	100%
	Maintenance Crew Chief	1.00	1.00	1.00	100%
	Forestry Technician I	0.00	0.00	1.00	100%
	Forestry Technician II	4.00	4.00	3.00	100%
	Full-Time Equivalent	6.00	7.00	7.00	
Fleet Services	Superintendent	1.00	1.00	1.00	100%
	Crew Chief	1.00	1.00	1.00	
	Sr. Fleet Automotive Service & Body Technician	1.00	0.00	1.00	100%
	Fleet Automotive Service Technician	2.00	2.00	5.00	100%
	Service Attendant	1.00	1.00	0.00	

Department (<i>in alphabetical order</i>)	Position Title	2011	2012	2013	2013 %
			Budget	Budget	Funded
	Parts Supervisor	1.00	1.00	1.00	100%
	Parts Attendant	1.00	1.00	1.00	100%
	Sr. Auto Body Technician	2.00	2.00	0.00	100%
	Auto Body Technician	1.00	1.00	0.00	100%
	Full-Time Equivalent	11.00	10.00	10.00	
Water & Sewer	Water and Sewer 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%
	Full-Time Equivalent	12.50	12.50	12.50	
Environmental Services	Environmental Services Manager	1.00	1.00	1.00	100%
	Environmental Services Control Officer	1.00	1.00	1.00	100%
	Full-Time Equivalent	2.00	2.00	2.00	
Total Public Works		60.00	60.00	57.00	
President/Village Board	Village President	1.00	1.00	1.00	100%
	Trustee	6.00	6.00	6.00	100%
	Full-Time Equivalent	7.00	7.00	7.00	
Village Clerk	Village Clerk	1.00	1.00	1.00	100%
	Deputy Village Clerk	1.00	1.00	1.00	0%
	Executive Secretary	1.00	1.00	1.00	100%
	Business/License Officer	1.00	1.00	1.00	100%
	Sr. Administrative Clerk	2.00	2.00	2.00	100%
	Full-Time Equivalent	6.00	6.00	6.00	
Village Manager	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%
	Full-Time Equivalent	5.50	5.50	5.50	
TOTAL FULL-TIME EQUIVALENT EMPLOYEES		387.50	387.50	381.00	

2.2 Inter-fund Transfers

Fund Name	To this fund	Transfer	From this fund	Transfer
General Fund	Risk Management/S.I.R.	\$171,905	Water	\$750,000
	Employee Health Insurance	\$0	Sewer	\$300,000
	E911 Fund	\$1,300,000	Parking Fund	\$1,000,000
	Capital Improvement	\$1,158,600	Motor Fuel Tax	\$1,230,505
		\$0	Capital Improvement	\$497,000
		\$0	Comm. Dev. Blog Grant	\$12,134
Total General Fund		\$2,630,505		\$3,789,639
Water	General Fund	\$750,000		\$0
	Risk Management/S.I.R.	\$200,000		\$0
	Total Water	\$950,000		\$0
Sewer	General Fund	\$300,000		\$0
	Risk Management/S.I.R.	\$350,000		\$0
	Total Sewer	\$650,000		\$0
Parking	Self-Insured Retention	\$750,000		
	General Fund	\$1,000,000		
	Total Parking	\$1,750,000		\$0
Motor Fuel Tax	General Fund	\$1,230,505		\$0
	Total Motor Fuel Tax	\$1,230,505		\$0
Capital Improvement	General Fund	\$497,000	General Fund	\$1,158,600
	Fleet Replacement	\$295,488		\$0
	Building Improvement	\$395,000		\$0
	Debt service	\$170,880		\$0
	Equipment Replacement	\$150,000		\$0
	Total Capital Improvement	\$1,508,368		\$1,158,600
Community Development Block Grant Fund	General Fund	\$12,134		\$0
	Total Capital Improvement	\$12,134		\$0
Fleet Replacement Fund		\$0	Federal RICO	\$171,000
		\$0	Capital Improvement	\$295,488
	Total Fleet Replacement Fund	\$0		\$466,488
Federal RICO Fund	Fleet Replacement	\$171,000		
	Total Fleet Replacement Fund	\$171,000		\$0
Building Improvement Fund		\$0	Capital Improvement	\$395,000
	Total Building Improvement Fund	\$0		\$395,000
Env. Services Fund	Sustainability	\$80,000		
	Total Env. Services	\$80,000		\$0
Debt Service		\$0	Capital improvements	\$170,880
		\$0	DTOP TIF	\$3,351,755
	Total Debt Service	\$0		\$3,522,635

Fund Name	To this fund	Transfer	From this fund	Transfer
Downtown Oak Park TIF Fund				
	Debt Service	\$3,351,755		\$0
	Total DTOP TIF	\$3,351,755		\$0
Self-Insured Retention	Risk Management Fund	\$257,170	General Fund	\$171,905
			\$0 Water	\$200,000
			\$0 Sewer	\$350,000
			\$0 Parking	\$750,000
	Total Self-Insured Retention	\$257,170		\$1,471,905
Risk Management Fund				
	Total Risk Management	\$0	Self Insured Retention Fund	\$257,170
				\$257,170
Equipment Replacement				
	Total Equipment Replacement	\$0	\$0 Capital Improvement	\$150,000
				\$150,000
E911 Fund				
			\$0 General Fund	\$1,300,000
				\$1,300,000
Sustainability Fund				
	Total Sustainability	\$0	\$0 Environmental Services	\$80,000
				\$80,000
	Total All Transfers	\$12,591,437		\$12,591,437

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

2.3 Exhibit 2- General Fund

2013 Budget General Fund Expenditures: \$51,025,689

Department	2010 Actual	2011 Actual	2012 Budget	2012 Estimated	2013 Budget
Adjudication	\$437,737	\$437,673	\$482,421	\$482,421	\$520,875
Board of Trustees	\$66,629	\$69,270	\$74,031	\$95,531	\$73,781
Building and Property Standards	\$1,549,583	\$1,508,653	\$1,809,711	\$1,272,447	\$2,006,116
Business Services	\$131,671	\$169,102	\$308,901	\$187,901	\$933,990
Communications	\$318,495	\$336,573	\$453,279	\$427,852	\$404,421
Community & Economic Development	\$0	\$0	\$0	\$0	\$90,136
Community Relations	\$139,203	\$143,132	\$149,347	\$149,238	\$153,176
Finance	\$1,582,269	\$3,382,470	\$1,630,720	\$1,622,249	\$1,812,606
Fire Department	\$8,797,147	\$11,483,781	\$9,811,629	\$9,713,242	\$10,500,105
Health Department	\$641,180	\$614,418	\$968,963	\$949,164	\$998,970
Housing Programs	\$467,974	\$700,521	\$1,041,073	\$1,029,254	\$984,961
Human Resources	\$526,071	\$406,681	\$579,759	\$459,542	\$516,092
Information Technology	\$851,543	\$974,540	\$1,262,921	\$1,075,121	\$1,254,838
Law Department	\$531,546	\$464,556	\$557,261	\$554,724	\$627,707
Parking Services	\$0	\$21,469	\$78,401	\$78,110	\$90,122
Planning	\$361,844	\$322,616	\$354,497	\$330,809	\$335,437
Police	\$17,615,704	\$18,455,511	\$17,827,167	\$17,409,153	\$18,846,042
Public Works	\$5,911,780	\$6,196,507	\$7,520,926	\$6,900,013	\$7,347,258
Transfers	\$1,582,004	\$2,575,459	\$3,271,122	\$3,256,122	\$2,630,505
Village Clerk	\$578,207	\$465,654	\$552,712	\$522,973	\$502,189
Village Manager's Office	\$1,437,681	\$1,417,682	\$1,626,127	\$1,716,286	\$1,052,921
Turnover					-\$656,559
General Fund Expenditures	\$43,528,268	\$50,146,266	\$50,360,969	\$48,232,151	\$51,025,689

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

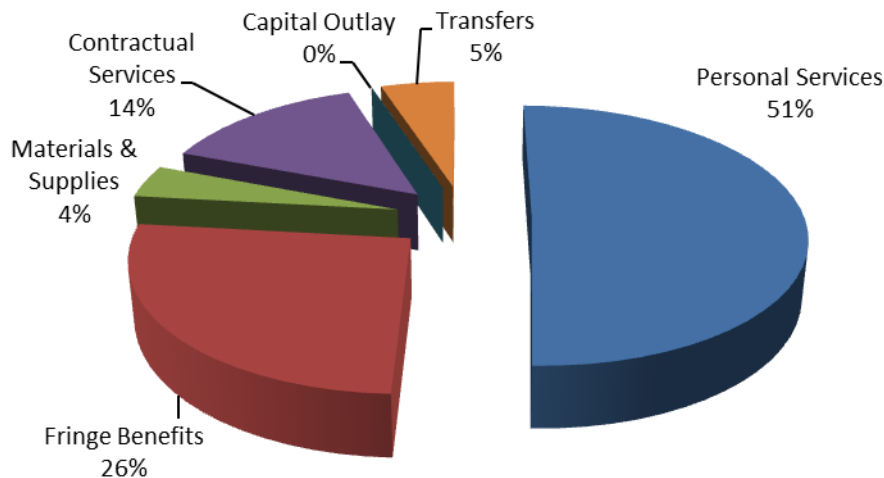


Chart 2-4: Total General Fund Expenditures, By Expenditure Type

2013 General Fund FTE's: 335.5 FTE's

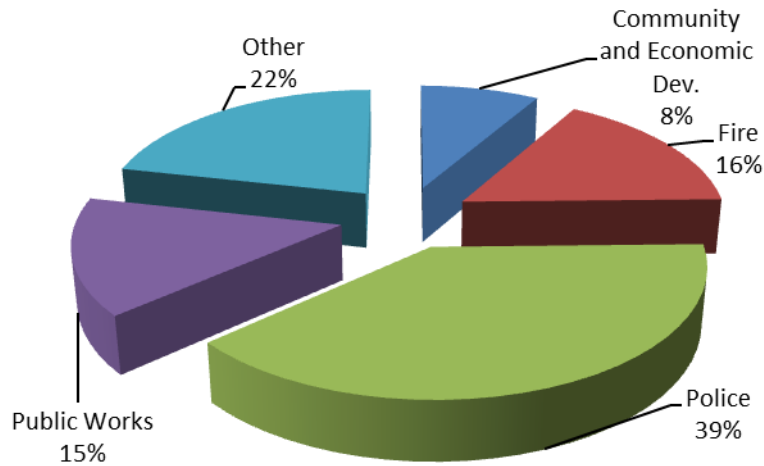


Chart 2-5: Total General Fund FTE's, by Department

Department	2010 Actual	2011 Actual	2012 Budget	2012 Estimated	2013 Budget
Adjudication	3.0	3.0	3.0	3.0	3.0
Board of Trustees	7.0	7.0	7.0	7.0	7.0
Communications	3.0	3.0	3.0	3.0	3.0
Community & Economic Dev.	30.5	30.5	30.0	30.0	32.0
Community Relations	5.0	1.0	1.0	1.0	1.0
Finance	9.5	10.5	12.0	12.0	11.0
Fire Department	60.0	62.0	62.0	62.0	62.0
Health Department	8.4	11.5	11.5	11.5	10.0
Human Resources	2.0	2.0	2.0	2.0	2.0
Information Technology	8.0	8.0	9.0	9.0	9.0
Law Department	2.0	2.0	2.0	2.0	2.0
Parking Services	0.0	0.0	1.0	1.0	1.0
Police	157.4	149.0	147.0	147.0	148.0
Public Works	36.5	36.0	36.0	36.0	33.0
Village Clerk	8.0	6.0	6.0	6.0	6.0
Village Manager's Office	5.5	5.5	5.5	5.5	5.5
General Fund Total:	345.8	337.0	338.0	338.0	335.5

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

2.4 Exhibit 3- Enterprise Funds

2013 Budget Enterprise Fund Expenditures: \$22,868,128

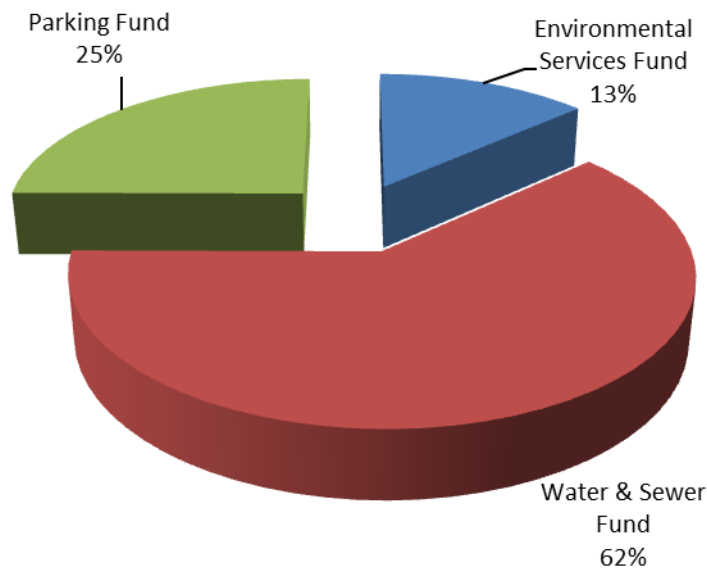


Chart 2-7: Total Enterprise Fund Expenditures, by Fund

Fund Summary	2010 Actual	2011 Actual	2012 Budget	2012 Estimated	2013 Budget
Environmental Services Fund	\$2,456,107	\$2,723,900	\$3,357,461	\$2,812,405	\$3,079,487
Water & Sewer Fund	\$11,407,852	\$11,693,942	\$13,708,891	\$13,563,208	\$14,094,576
Parking Fund	\$4,104,954	\$4,035,460	\$4,974,619	\$4,841,341	\$5,694,065
Total Enterprise Expenditures:	\$17,968,913	\$18,453,302	\$22,040,970	\$21,216,955	\$22,868,128

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

- Parking Fund Expenditure increase in FY13 is primarily due to the redevelopment of the Public Parking Garage as part of the Lake & Forest Development Project.
- In FY13, the Village will collapse of the Water & Sewer Funds into a single fund.

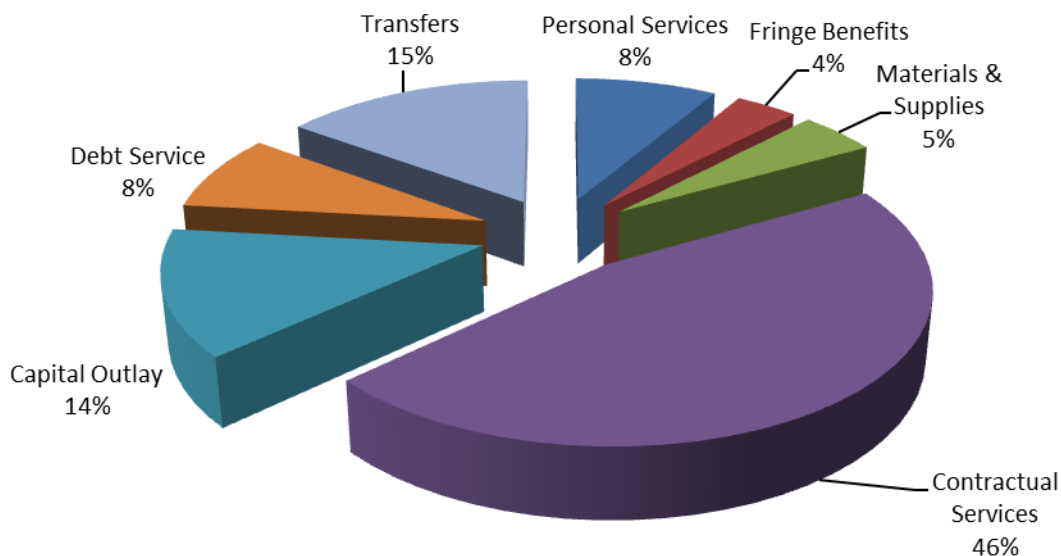


Chart 2-8: Total Enterprise Fund Expenditures, By Expenditure Type

Expenditure Type	2010 Actual	2011 Actual	2012 Budget	2012 Estimated	2013 Budget
Personal Services	\$1,966,261	\$1,900,541	\$2,037,352	\$1,890,375	\$1,943,819
Fringe Benefits	\$802,981	\$810,106	\$804,164	\$751,943	\$850,634
Materials & Supplies	\$386,823	\$683,473	\$1,041,710	\$1,058,370	\$1,064,007
Contractual Services	\$7,468,076	\$7,844,816	\$9,707,160	\$9,137,080	\$10,600,905
Capital Outlay	\$3,390,816	\$2,579,167	\$2,972,000	\$2,902,195	\$3,093,500
Debt Service	\$1,403,176	\$793,471	\$800,928	\$1,976,992	\$1,885,263
Transfers	\$2,550,780	\$3,841,729	\$4,677,656	\$3,500,000	\$3,430,000
Enterprise Fund Total	\$17,968,913	\$18,453,302	\$22,040,970	\$21,216,955	\$22,868,128

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

2013 Budget Enterprise Fund FTE's: 33.0 FTE's

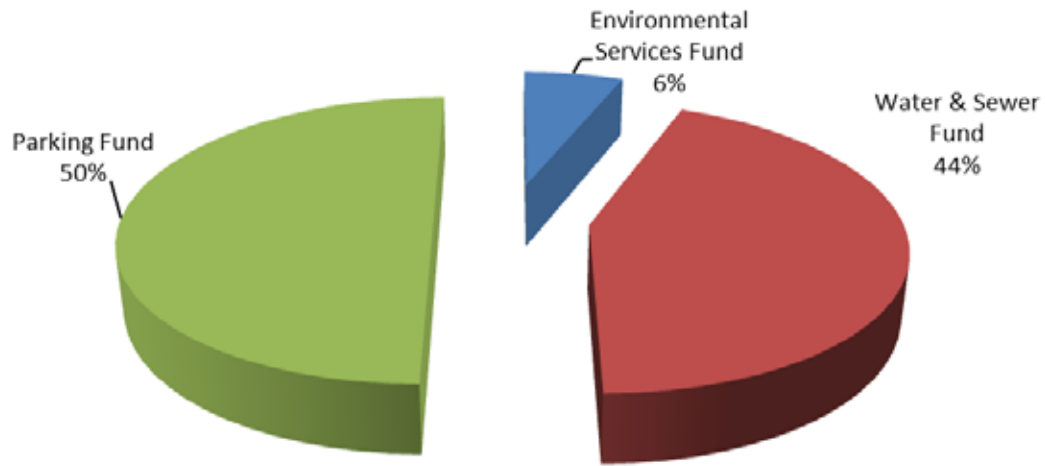


Chart 2-9: Total Enterprise Fund FTE's, by Fund

Fund	2010 Actual	2011 Actual	2012 Budget	2012 Estimated	2013 Budget
Enterprise Fund FTE Total:	31.0	37.0	37.0	37.0	33.0

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

2.5 Exhibit 4- Special Revenue Funds

2013 Budget Special Revenue Fund Expenditures: \$17,861,128

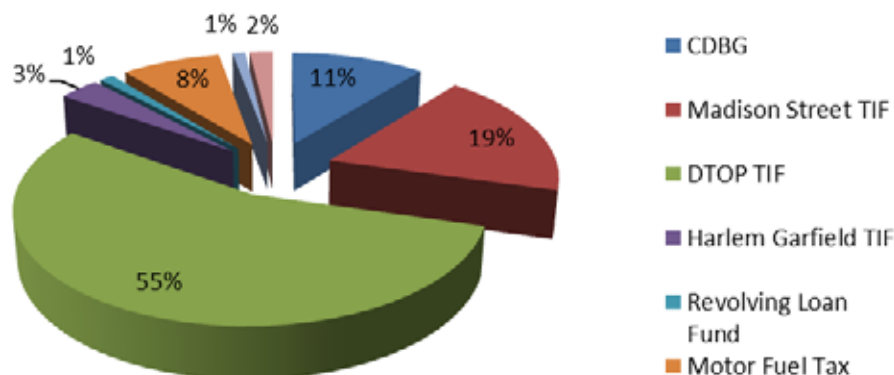


Chart 2-10: Total Special Revenue Fund Expenditures, by Fund

Fund	2010 Actual	2011 Actual	2012 Budget	2012 Estimated	2013 Budget
Madison TIF	\$806,157	\$777,263	\$9,320,842	\$2,745,708	\$2,823,365
CDBG Fund Balance	\$1,771,555	\$1,514,934	\$1,725,878	\$1,481,533	\$1,660,689
SSA #1 Fund	\$342,163	\$356,972	\$400,000	\$365,000	\$559,825
TTW	\$0	\$9,194	\$50,000	\$10,000	\$30,000
DTOP	\$13,262,774	\$18,587,968	\$7,425,255	\$8,392,073	\$8,442,193
Harlem Garfield TIF	\$250	\$0	\$650,000	\$487,500	\$505,000
Foreign Fire	\$52,459	\$34,785	\$55,000	\$54,170	\$50,000
E-911	\$495,624	\$1,911,450	\$2,120,500	\$2,030,300	\$2,022,267
CDBG Revolving Loan	\$6,585	\$37,842	\$200,000	\$137,822	\$175,000
Farmer's Market	\$23,115	\$31,640	\$42,446	\$24,823	\$24,241
MFT Fund	\$1,319,666	\$1,536,363	\$1,320,505	\$1,346,280	\$1,230,505
Sustainability	\$5,658	\$6,036	\$109,235	\$100,493	\$157,042
Federal RICO	\$0	\$123,872	\$94,200	\$175,500	\$181,000
State RICO	\$897	\$11,853	\$0	\$0	\$0
Special Revenue Fund Total:	\$18,086,902	\$24,940,172	\$23,513,861	\$17,351,202	\$17,861,128

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

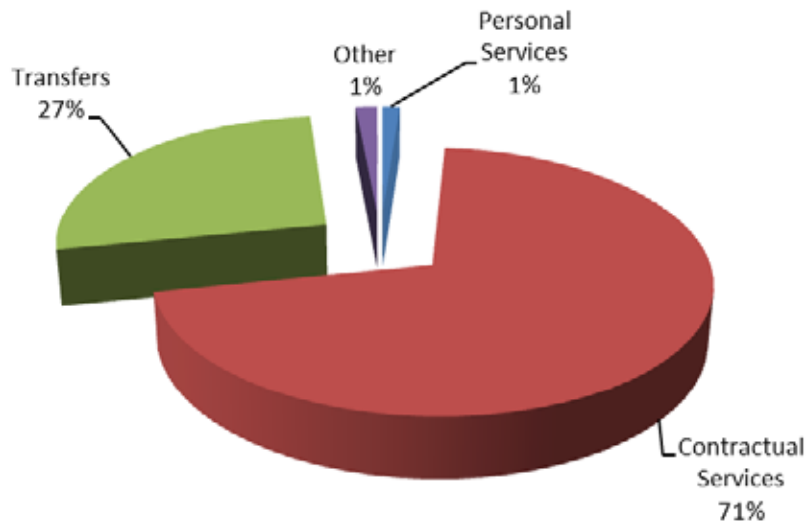


Chart 2-11: 2013 Total Special Revenue Fund Expenditures, By Expenditure Type

Expenditure Type	2010 Actual	2011 Actual	2012 Budget	2012 Estimated	2013 Budget
Personal Services	\$12,678	\$13,715	\$231,703	\$211,620	\$213,025
Fringe Benefits	\$980	\$1,081	\$69,037	\$67,389	\$74,153
Materials & Supplies	\$53,535	\$56,082	\$110,725	\$64,799	\$68,853
Contractual Services	\$11,553,647	\$20,437,962	\$12,236,796	\$12,263,939	\$12,617,435
Rebate Program	\$0	\$0	\$35,000	\$0	\$0
Capital Outlay	\$35,041	\$5,835	\$6,787,214	\$502,000	\$122,267
Debt Service	\$1,059,450	\$1,101,888	\$0	\$0	\$0
Transfers	\$5,371,573	\$3,323,609	\$4,043,386	\$4,241,455	\$4,765,394
Special Revenue Fund Total	\$18,086,902	\$24,940,172	\$23,513,861	\$17,351,202	\$17,861,128

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

2.6 Exhibit 5- Capital Funds

2013 Budget Capital Fund Expenditures: \$6,268,594

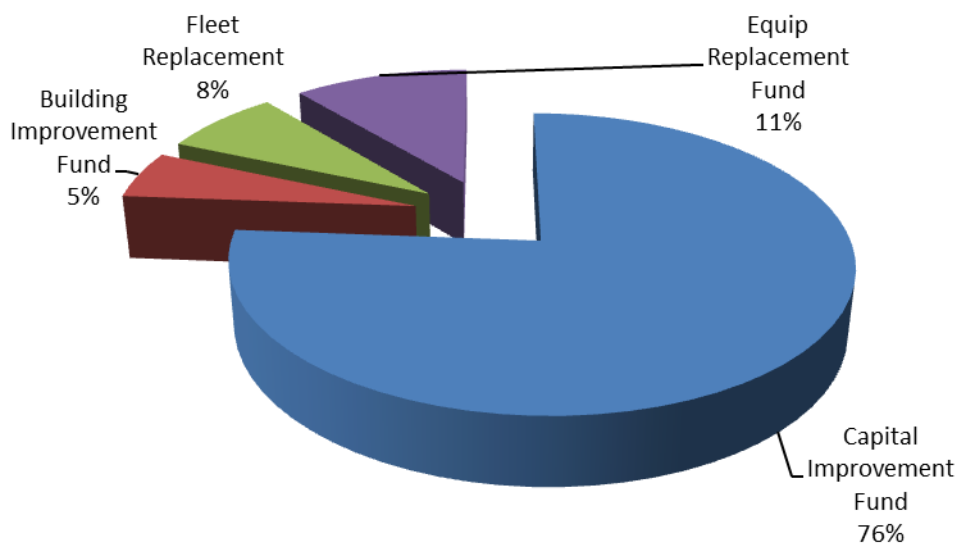


Chart 2-12: Total Capital Fund Expenditures, by Fund

Capital Fund	2010 Actual	2011 2Actual	2012 Budget	2012 Estimated	2013 Budget
Capital Improvement Fund	\$4,397,466	\$6,096,572	\$8,611,713	\$6,332,835	\$4,775,714
Building Improvement Fund	\$65,480	\$396,579	\$1,392,500	\$910,939	\$335,000
Fleet Replacement	\$1,262,796	\$86,742	\$434,426	\$373,375	\$466,488
Equip Replacement Fund	\$113,105	\$132,984	\$493,766	\$125,244	\$691,392
Capital Fund Total:	\$5,838,847	\$6,712,877	\$10,932,405	\$7,742,393	\$6,268,594

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

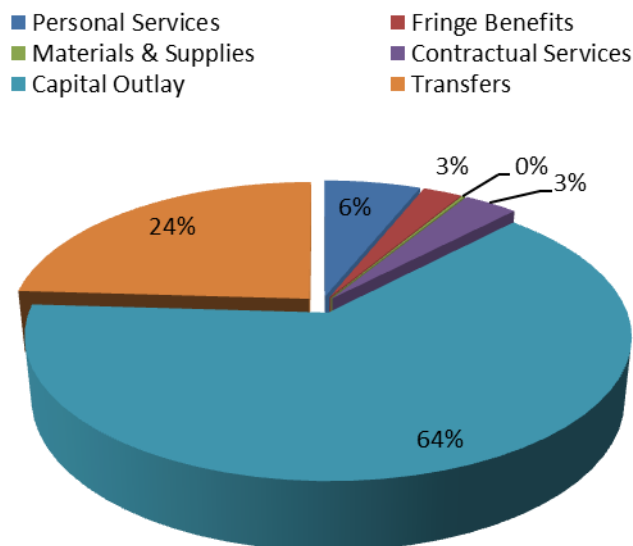


Chart 2-13: Total Capital Fund Expenditures, By Expenditure Type

Expenditure Type	2010 Actual	2011 Actual	2012 Budget	2012 Estimated	2013 Budget
Personal Services	\$344,772	\$310,430	\$306,741	\$305,000	\$383,620
Fringe Benefits	\$119,269	\$106,624	\$120,416	\$119,262	\$155,836
Materials & Supplies	\$18,140	\$19,099	\$13,380	\$10,480	\$11,990
Contractual Services	\$55,331	\$112,585	\$182,250	\$145,150	\$215,900
Capital Outlay	\$3,405,076	\$2,959,829	\$6,482,692	\$5,010,358	\$3,992,880
Transfers	\$1,896,260	\$3,204,311	\$3,826,926	\$2,152,143	\$1,508,368
Capital Fund Total	\$5,838,847	\$6,712,877	\$10,932,405	\$7,742,393	\$6,268,594

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

Capital Fund	2010 Actual	2011 Actual	2012 Budget	2012 Estimated	2013 Budget
Capital Improvement Fund	9.0	9.5	9.5	9.5	9.5
Capital Fund Total:	9.0	9.5	9.5	9.5	9.5

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

2.7 Exhibit 6- Internal Service Funds

2013 Budget Internal Service Fund Expenditures: \$14,169,738

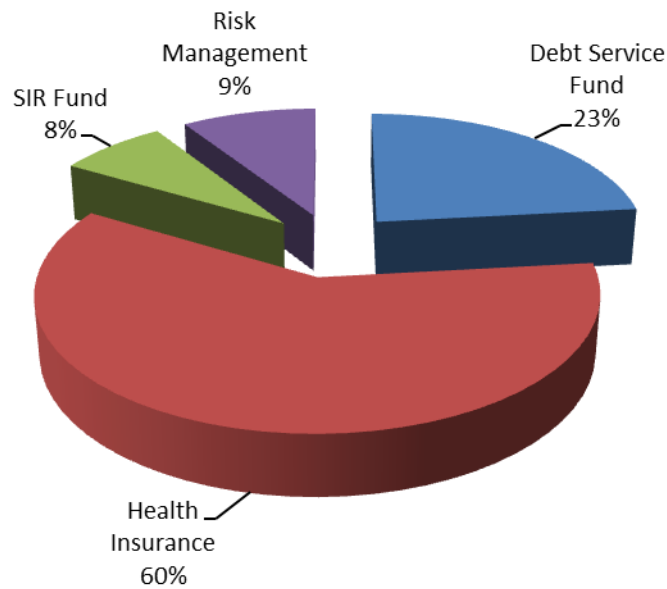


Chart 2-14: Total Internal Service Fund Expenditures, by Fund

Internal Service Fund	2010 Actual	2011 Actual	2012 Budget	2012 Estimated	2013 Budget
Debt Service Fund	\$18,128,584	\$4,546,432	\$3,500,318	\$3,500,318	\$3,500,318
Health Insurance	\$8,056,990	\$7,897,756	\$8,348,146	\$8,938,943	\$9,031,560
Self-Insurance Retention (SIR)	\$24,168	\$237,925	\$250,251	\$237,905	\$257,170
Risk Management	\$1,689,982	\$1,582,904	\$1,225,251	\$1,524,918	\$1,380,690
Internal Service Fund Total:	\$27,899,724	\$14,265,018	\$13,323,967	\$14,202,084	\$14,169,738

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

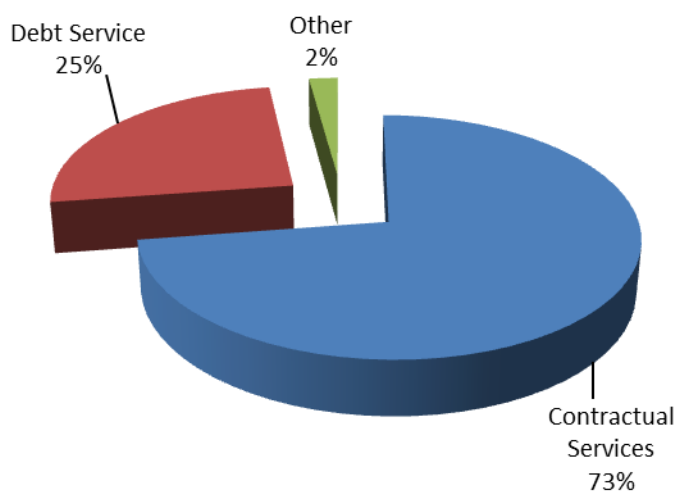


Chart 2-15: Total Internal Service Fund Expenditures, By Expenditure Type

Expenditure Type	2010 Actual	2011 Actual	2012 Budget	2012 Estimated	2013 Budget
Personal Services	\$219,615	\$241,029	\$219,972	\$221,856	\$217,371
Fringe Benefits	\$172,624	\$151,876	\$65,474	\$66,685	\$83,952
Materials & Supplies	\$18,666	\$21,444	\$12,800	\$500	\$1,000
Contractual Services	\$9,360,234	\$9,304,236	\$9,275,152	\$9,912,807	\$10,109,927
Debt Service	\$18,128,584	\$4,546,432	\$3,500,318	\$3,500,318	\$3,500,318
Transfers	\$0	\$0	\$250,251	\$499,918	\$257,170
Internal Service Fund Total	\$27,899,724	\$14,265,018	\$13,323,967	\$14,202,084	\$14,169,738

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

Fund	2010 Actual	2011 Actual	2012 Budget	2012 Estimated	2013 Budget
ISF FTE Total:	3.0	3.0	3.0	3.0	3.0

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

3. General Fund Summary

3.1 Overview

2013 Budget General Fund Expenditures: \$51,025,689

	<u>2010 Actual</u>	<u>2011 Actual</u>	<u>2012 Budget</u>	<u>2012 Estimated</u>	<u>2013 Budget</u>
Starting Fund Balance	\$7,154,647	\$9,190,796	\$7,868,142	\$7,868,142	\$9,354,106
Revenues					
Tax Revenue Total	\$30,830,118	\$32,380,192	\$31,857,320	\$32,883,216	\$33,551,663
Licenses and Permits Total	\$1,200,337	\$1,247,716	\$1,319,555	\$1,153,871	\$1,281,894
Intergovernmental Revenue Total	\$5,552,803	\$5,495,777	\$5,954,680	\$6,093,330	\$6,335,117
Charges for Services Total	\$2,674,391	\$2,991,189	\$2,873,532	\$3,123,514	\$3,156,127
Fines Total	\$2,721,465	\$2,230,908	\$3,200,000	\$2,320,181	\$2,939,200
Other Local Government Total	\$78,689	\$324,073	\$65,000	\$53,500	\$53,992
Other Financing Sources	\$2,506,614	\$4,153,757	\$6,290,505	\$4,090,505	\$3,789,639
Revenue Total:	\$45,564,417	\$48,823,612	\$51,560,592	\$49,718,116	\$51,107,632
Expenditures					
Personal Services	\$23,201,476	\$25,096,776	\$24,984,788	\$24,187,383	\$26,147,039
Fringe Benefits	\$11,009,487	\$13,588,752	\$12,604,494	\$12,314,051	\$13,560,095
Materials & Supplies	\$1,794,985	\$1,773,942	\$2,348,090	\$2,045,969	\$2,098,185
Contractual Services	\$5,812,667	\$6,986,369	\$7,126,365	\$6,417,516	\$7,240,825
Capital Outlay	\$0	\$6,282	\$11,110	\$11,110	\$5,600
Grants	\$127,649	\$118,686	\$0	\$0	\$0
Transfers	\$1,582,004	\$2,575,459	\$3,271,122	\$3,256,122	\$2,630,505
Turnover	\$0	\$0	\$0	\$0	-\$656,559
Total Expenditures	\$43,528,268	\$50,146,266	\$50,345,969	\$48,232,151	\$51,025,689
Change in Balance (net income)	\$2,036,149	-\$1,322,654	\$1,214,623	\$1,485,965	\$81,942
Ending Fund Balance	\$9,190,796	\$7,868,142	\$9,082,764	\$9,354,106	\$9,436,049

Table 3-1: Total General Fund Expenditures, By Fund Balance View

Account #	Revenue Name	'10 Actual	'11 Actual	'12 Budget	'12 Est. Year End	2013 Budget
411401	Property Tax Levy	\$11,279,233	\$11,845,222	\$12,642,693	\$12,642,693	\$13,021,974
411403	Police Pension Levy	\$3,230,753	\$4,191,206	\$3,477,963	\$3,477,963	\$3,651,861
411404	Fire Pension Levy	\$3,136,292	\$3,370,202	\$2,955,916	\$2,955,916	\$3,103,712
411414	Tif Surplus Distribution	\$892,419	\$803,094	\$400,000	\$619,814	\$820,000
413405	Sales Tax Local Use Tax	\$4,004,841	\$4,273,813	\$4,258,748	\$4,429,098	\$4,584,116
414409	Real Estate Transfer Tax	\$1,887,970	\$1,627,224	\$1,800,000	\$2,700,000	\$1,950,000
414410	Exempt Real Estate Transaction	\$11,490	\$14,160	\$0	\$15,000	\$15,000
414412	Hotel Motel Tax	\$127,585	\$135,413	\$132,000	\$138,600	\$135,000
414413	Liquor Tax	\$440,835	\$445,018	\$430,000	\$464,132	\$460,000
414425	Natural Gas Use Tax	\$205,805	\$221,051	\$210,000	\$190,000	\$210,000
416406	Utility Tax	\$4,379,337	\$4,218,673	\$4,300,000	\$4,000,000	\$4,350,000
418408	Vehicle Tax	\$1,233,559	\$1,235,115	\$1,250,000	\$1,250,000	\$1,250,000
	Tax Revenue Total	\$30,830,118	\$32,380,192	\$31,857,320	\$32,883,216	\$33,551,663
421426	Business Licenses	\$238,668	\$254,892	\$224,555	\$225,000	\$210,000
421427	Liquor License	\$105,038	\$106,476	\$100,000	\$105,000	\$105,600
421428	Multi Family Dwelling License	\$0	\$151,270	\$145,000	\$127,520	\$127,520
422425	Building Permits	\$785,672	\$659,085	\$675,000	\$593,981	\$725,000
422426	Zoning Variance Application	\$4,790	\$8,690	\$5,000	\$5,000	\$6,000
422428	Street Permits	\$34,161	\$35,671	\$35,000	\$31,300	\$32,569
422429	Animal Licenses	\$32,008	\$31,932	\$35,000	\$31,070	\$31,070
422437	Building Plan Reviews	\$0	-\$300	\$100,000	\$35,000	\$44,135
	Licenses and Permits Total	\$1,200,337	\$1,247,716	\$1,319,555	\$1,153,871	\$1,281,894
431420	Flu Shot Medicare Reimb.	\$5,794	\$4,475	\$0	\$4,000	\$4,000
434454	II Emergency Management Agency	\$0	\$132,756	\$0	\$0	\$0
434462	RCFL OT Reimbursement	\$0	\$8,448	\$0	\$17,202	\$17,196
434463	Drug Enforcement Agency Reimb	\$16,903	\$24,203	\$0	\$18,698	\$19,000
435407	State Income Tax Revenue	\$4,133,751	\$4,095,982	\$4,278,000	\$4,449,120	\$4,510,000
435410	Personal Prop Replacement Tax	\$1,329,286	\$1,171,380	\$1,650,000	\$1,550,000	\$1,588,750
TBD	BASSETT training fees	N/A	N/A	\$0	\$2,000	\$3,000
	Grant Revenue					\$140,861
	Revolving Loan Fund	\$67,069	\$58,533	\$26,680	\$52,310	\$52,310
	Intergovernmental Revenue Total	\$5,552,803	\$5,495,777	\$5,954,680	\$6,093,330	\$6,335,117
440451	Outside Agency Unemployment	\$25,622	\$12,906	\$0	\$20,000	\$20,000
440458	Ambulance Charges	\$822,216	\$675,003	\$830,000	\$830,000	\$840,000
440472	Code Book Sales	\$65	\$19	\$0	\$0	\$0
440475	Construction Inspection Fees	\$800	\$282	\$0	\$300	\$1,200
440480	CTA Reimbursement	\$271,889	\$274,984	\$264,000	\$264,000	\$264,000
440482	Fire CPR Classes Fees	\$3,705	\$13,452	\$15,000	\$13,500	\$13,500
440483	Tree Removal Service	\$0	\$350	\$15,000	\$3,000	\$15,000
440484	Snow Removal Service	\$0	\$0	\$0	\$0	\$0
440486	Info Tech Support River Forest	\$35,000	\$35,000	\$85,000	\$35,000	\$35,000
440487	Info Tech Support WSCDC	\$90,000	\$45,833	\$0	\$50,000	\$50,000
440488	Sale of Liquid Gas - Fuel	\$50,439	\$79,480	\$45,000	\$71,685	\$72,000
440490	Charges for Repairs/Parts	\$34,192	\$49,655	\$35,000	\$60,872	\$60,000
440492	Reimbursement of Expenses	\$47,124	\$22,402	\$0	\$0	\$10,000
440493	OPRFHS Event Reimbursement	\$593	\$6,696	\$0	\$0	\$5,000
440495	Crossing Guard Reimbursement	\$0	\$170,032	\$170,032	\$220,500	\$175,000
440496	Arrest Warrant Reimburse Reven	\$0	\$120	\$0	\$980	\$1,000
441431	Cable TV Franchise Fee	\$824,235	\$894,933	\$825,000	\$890,000	\$934,500
441445	Book Sales	\$0	\$50,201	\$0	\$0	\$0
441447	Cashier Difference	-\$1,601	-\$45	\$0	\$0	\$0
	Apartment Inspection Fees	\$0	\$0	\$0	\$192,520	\$192,520
445456	Condo Inspection Fees	\$0	\$0	\$0	\$46,820	\$46,820
441455	Elevator Inspection Fees	\$93,575	\$39,665	\$0	\$50,000	\$52,000
441456	Street Opening Fees	\$8,466	\$6,990	\$7,500	\$8,380	\$8,380
441457	Planned Unit Dev Fee	\$512	\$512	\$0	\$0	-
441458	Vacant Bldg Registration Reven	\$10,600	\$11,328	\$0	\$2,100	\$2,000
441459	Vacant Bldg Inspection Revenue	\$4,500	\$3,500	\$0	\$0	\$0
441462	Miscellaneous Revenue	\$70,358	\$196,868	\$285,000	\$50,000	\$50,000
441463	MFT Tax Refund	\$10,529	\$9,827	\$10,000	\$10,000	\$10,000
441465	Special Events Revenue	\$9,763	\$25,383	\$25,000	\$10,000	\$10,000
441467	Special Events Application Fee	\$850	\$672	\$0	\$1,750	\$1,750
441470	Police Reports	\$14,911	\$13,562	\$14,000	\$14,000	\$14,000
441471	Subpoena Fees	\$382	\$313	\$0	\$0	\$350
441472	False Alarm Revenue	\$18,750	\$43,075	\$0	\$40,000	\$40,000
441475	Recovered Damages	\$38,831	\$113,053	\$40,000	\$56,000	\$50,000
442460	Alarm Fees	\$18,950	\$19,625	\$70,000	\$45,000	\$45,000

	Revenue Name	'10 Actual	'11 Actual	'12 Budget	'12 Est. Year End	2013 Budget
445451	Food Service Mgmt Course Fees	\$5,450	\$2,880	\$4,000	\$2,768	\$2,768
445452	Pound Other Fees	\$5,763	\$4,913	\$0	\$5,239	\$5,239
445454	Adoption fees	\$0	\$0	\$4,000	NA	\$0
445456	Condo Inspection Fees	\$45,890	\$46,179	\$45,000	\$46,820	\$46,820
445459	Environmental Services - VOP	\$79,032	\$88,029	\$85,000	\$82,280	\$82,280
445479	Environ Health River Forest	\$33,000	\$33,512	\$0	\$0	\$0
	Charges for Services Total	\$2,674,391	\$2,991,189	\$2,873,532	\$3,123,514	\$3,156,127
451110	Court Fines	\$120,578	\$86,261	\$200,000	\$127,352	\$128,000
451441	Parking Fines	\$2,537,575	\$2,095,023	\$3,000,000	\$2,169,829	\$2,750,000
451446	Non-Compliance Fines	\$63,312	\$49,624	\$0	\$23,000	\$61,200
	Fines Total	\$2,721,465	\$2,230,908	\$3,200,000	\$2,320,181	\$2,939,200
461450	Loan Interest	\$4,930	\$4,304	\$7,500	\$2,500	\$2,500
461490	Interest Revenue	\$5,368	\$706	\$7,500	\$1,000	\$1,500
462476	Gain/Loss on Sale of Property	\$13,344	\$257,349	\$0	\$0	\$0
462477	Rental of Property	\$55,047	\$61,714	\$50,000	\$50,000	\$49,992
	Other Local Government Total	\$78,689	\$324,073	\$65,000	\$53,500	\$53,992
491438	Trans fr Motor Fuel Tax Fund	\$330,000	\$1,536,353	\$1,230,505	\$1,230,505	\$1,230,505
491440	Transfer From Water Fund	\$800,000	\$750,000	\$750,000	\$750,000	\$750,000
491450	Transfer From Sewer Fund	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000
491495	Transfer From CIP Fund	\$1,076,614	\$500,000	\$2,645,000	\$645,000	\$497,000
	Transfer from Parking Fund			\$1,150,000	\$950,000	\$1,000,000
491499	Transfer From Other Funds	\$0	\$1,067,404	\$215,000	\$215,000	\$12,134
	Other Financing Sources	\$2,506,614	\$4,153,757	\$6,290,505	\$4,090,505	\$3,789,639
	General Fund Revenue Total	\$45,564,417	\$48,823,612	\$51,560,592	\$49,718,116	\$51,107,632

Table 3-1A: 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
Property Taxes	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.
Liquor Taxes	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.
Natural Gas Use Taxes	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.
Sales Taxes	<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>
Real Estate Transfer Tax	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 ($\$500,000/\$1,000 = 500 \times \$8.00 = \$4,000.00$).
Utility Taxes	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>Licenses and Permits</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. The figure below illustrates the types of licenses and fees for which the Village receives revenue and their relative proportion of the total Licenses and Permits revenue stream.</p>
<p>Intergovernmental Revenues</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>Charges for Services</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>Fines</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 3-2: 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
Personal Services	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.
Fringe Benefits	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 us a large portion of general fund expenditures.
Materials and Supplies	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.
Contractual Services	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.
Capital Outlay	Capital Outlay expenditures are for the maintenance of Village physical and technical infrastructure.
Grants	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.
Transfers	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.

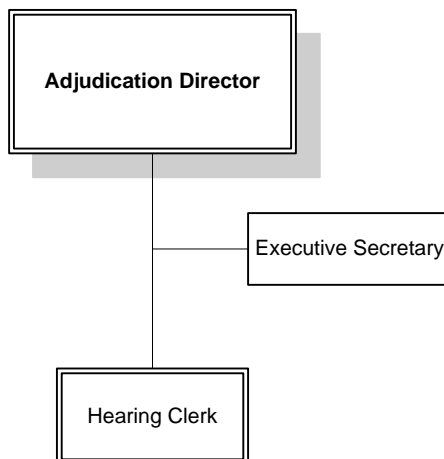
Table 3-3: Summary Description of General Fund Expenditure Types

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
- **Departmental Strategies**- The Department Strategies section provides a brief description of the key activities and initiatives upon which the department is focused for the year
- **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 2013 budget.
- **Partner Agencies**- The Divisions of the Business Services and Housing Programs serve as staff liaisons to a number of the Village's Partner Agencies. Partner Agencies are not-for-profit agencies that receive direct funding from the Village of Oak Park on an annual basis in exchange for services. Partner Agencies annually enter into a contract with the Village of Oak Park. These contracts outline the scope of services and performance management expectations. The Village's "Partner Agencies" do not vary much from year to year and most have received funding from the Village for many decades. Within the Division Summaries of Business Services and Housing Programs, we present a funding summary of the Partner agencies with which these Divisions are associated.

3.2.1 Administrative Adjudication



Administrative Adjudication Organization Chart

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, Housing and the Clerk's Office. The department maintains the records of the hearings and transmits notices to individuals that have pending matters

Expenditure Type	2010 Actual	2011 Actual	2012 Budget	2012 Estimated	2013 Budget
Personal Services	\$174,271	\$178,032	\$186,325	\$186,325	\$202,998
Fringe Benefits	\$50,043	\$53,676	\$54,396	\$54,396	\$67,577
Materials & Supplies	\$37,837	\$29,953	\$55,400	\$55,400	\$55,400
Contractual Services	\$175,587	\$176,012	\$186,300	\$186,300	\$194,900
Department Total	\$437,737	\$437,673	\$482,421	\$482,421	\$520,875

FTE Summary	2010 Actual	2011 Actual	2012 Budget	2012 Estimated	2013 Budget
General Fund	3.0	3.0	3.0	3.0	3.0

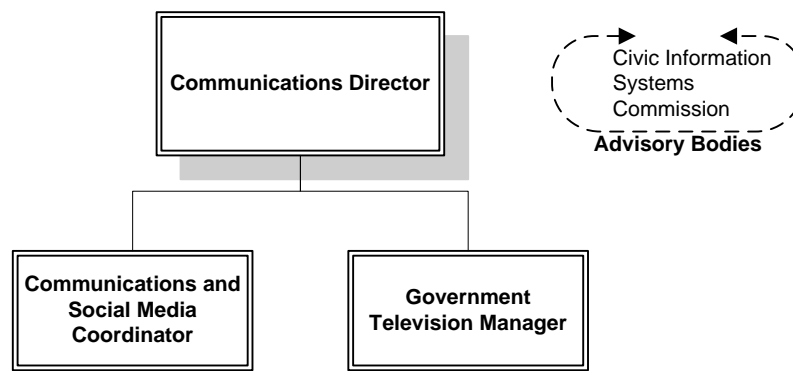
Revenue Summary	2010 Actual	2011 Actual	2012 Budget	2012 Estimated	2013 Budget
Non Compliance Fines	\$63,312	\$49,624	\$0	\$45,000	\$61,200

Table 3-4: Administrative Adjudication Financial Summary

2013 Significant Budget Changes

Amount	FTE Impact	Narrative
\$20,000	0.0	The department will receive resources for overtime services as needed to support coverage of monthly Juvenile Night Court proceedings.

3.2.2 Communications



Communications Organization Chart

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 and YouTube.

Expenditure Type	2010 Actual	2011 Actual	2012 Budget	2012 Estimated	2013 Budget
Personal Services	\$194,511	\$196,548	\$194,518	\$191,214	\$202,028
Fringe Benefits	\$66,467	\$71,875	\$76,561	\$74,273	\$82,343
Materials & Supplies	\$46,232	\$41,664	\$64,200	\$63,365	\$65,050
Contractual Services	\$11,285	\$26,485	\$118,000	\$99,000	\$55,000
Department Total	\$318,495	\$336,573	\$453,279	\$427,852	\$404,421

FTE Summary	2010 Actual	2011 Actual	2012 Budget	2012 Estimated	2013 Budget
General Fund	3.0	3.0	3.0	3.0	3.0

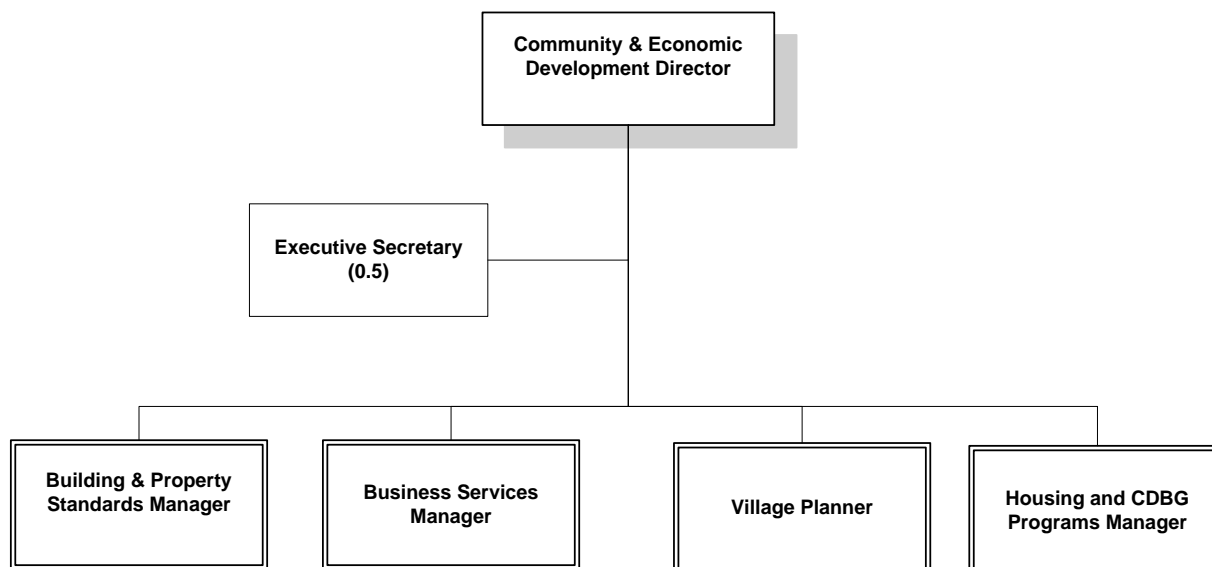
Revenue Summary	2010 Actual	2011 Actual	2012 Budget	2012 Estimated	2013 Budget
Cable TV Franchise Fee	\$824,235	\$894,933	\$825,000	\$890,000	\$896,000

Table 3-6: Communications Financial Summary

Significant Budget Changes

Amount	FTE Impact	Narrative
\$50,000	0.0	The department will receive resources to cover costs related to the redesign of the Village Website.

3.2.3 Community and Economic Development



Community and Economic Development Organization Chart

Executive Summary

The Department of Community and Economic Development is created in FY13 and 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.

The department resources include the General Fund, and Capital Improvements Fund and the Department will be expected to work closely with Public Works in the annual review and prioritization of capital projects in TIF funds and related areas. The establishment of this Department and inclusion of the specific divisions noted here is critical for the Village to more effectively implement an economic development strategy that is cohesive and unifies the various economic development efforts that are now conducted by separate agencies including the Oak Park Development Corporation which receives a majority of its funding from the Village. The establishment of detailed job responsibilities for the Director’s position will be established in conjunction to necessary amendments to the Municipal Code for review and consideration by the Village Board in Q1 of 2013.

The department resources include the General Fund, and Capital Improvements Fund and the Department will be expected to work closely with Public Works in the annual review and prioritization of capital projects in TIF funds and related areas.

The establishment of this Department and inclusion of the specific divisions noted here is critical for the Village to more effectively implement an economic development strategy that is cohesive and unifies the various economic development efforts that are now conducted by separate agencies including the Oak Park Development Corporation which is funded extensively by the Village. Subject to budget approval, the establishment of detailed job responsibilities for the Director’s position will be established in conjunction to necessary amendments to the Municipal Code for review and consideration by the Village Board.

Expenditure Type	2010 Actual	2011 Actual	2012 Budget	2012 Estimated	2013 Budget
Personal Services	\$0	\$0	\$0	\$0	\$65,250
Fringe Benefits	\$0	\$0	\$0	\$0	\$23,686
Materials & Supplies	\$0	\$0	\$0	\$0	\$1,200
Department Total	\$0	\$0	\$0	\$0	\$90,136

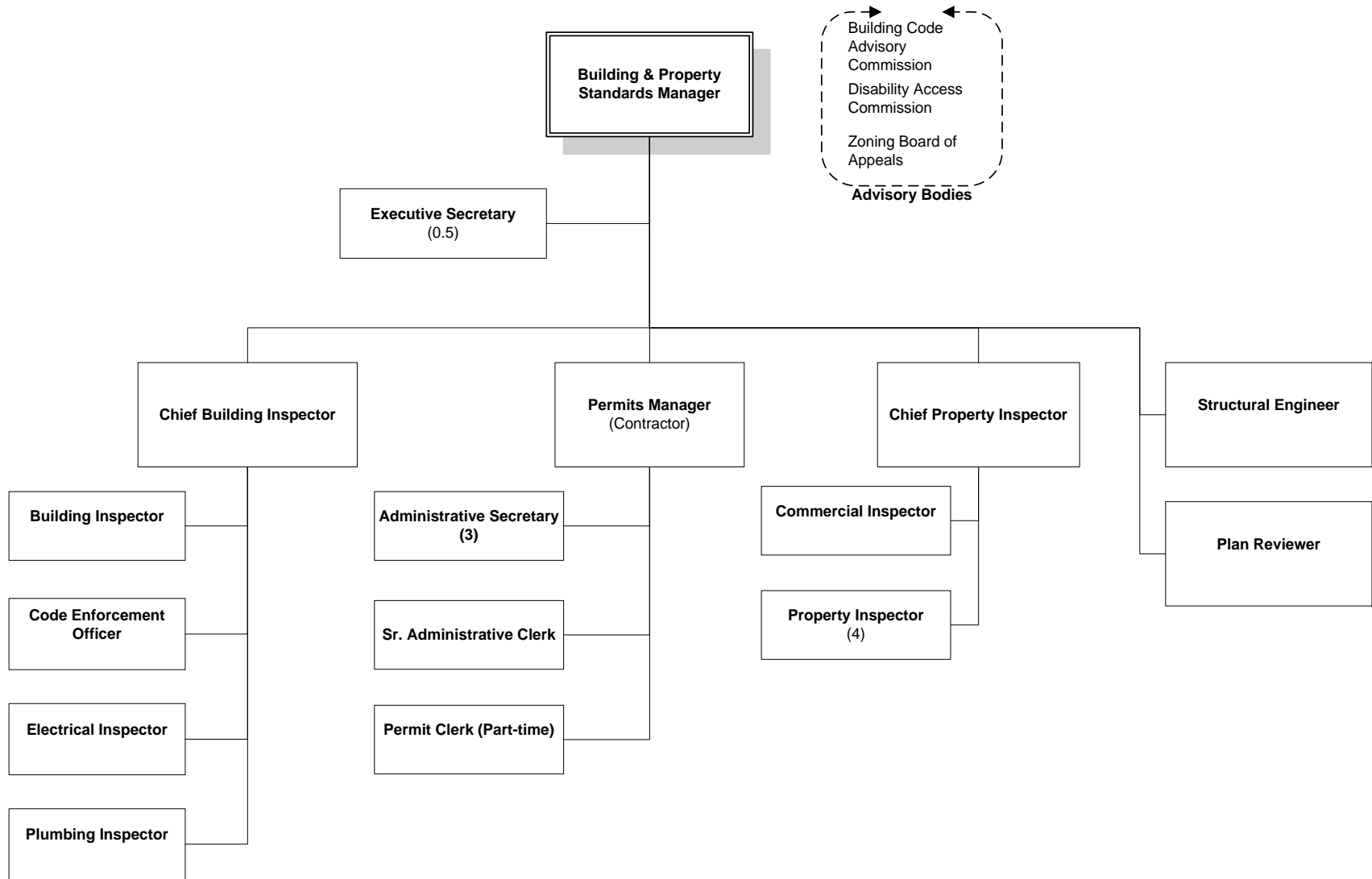
FTE Summary	2010 Actual	2011 Actual	2012 Budget	2012 Estimated	2013 Budget
General Fund	0.0	0.0	0.0	0.0	1.5

Table 3-7: Community and Economic Development Financial Summary (Administration Only)

Division Summaries:

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

Building and Property Standards Division



Building and Property Standards Organization Chart

Division Summary

Building & Property Standards (BPS) is proposed as a Division of the newly established Department of Community and Economic Development. BPS 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

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

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.

Expenditure Type	2010 Actual	2011 Actual	2012 Budget	2012 Estimated	2013 Budget
Personal Services	\$1,103,421	\$1,050,491	\$1,047,450	\$912,902	\$1,010,009
Fringe Benefits	\$375,794	\$369,153	\$394,861	\$201,592	\$398,557
Materials & Supplies	\$11,131	\$14,674	\$58,400	\$15,297	\$71,000
Contractual Services	\$59,237	\$74,334	\$309,000	\$142,655	\$526,550
Division Total	\$1,549,583	\$1,508,653	\$1,809,711	\$1,272,447	\$2,006,116

FTE Summary	2010 Actual	2011 Actual	2012 Budget	2012 Estimated	2013 Budget
General Fund	19.5	19.5	19.5	19.5	20.0

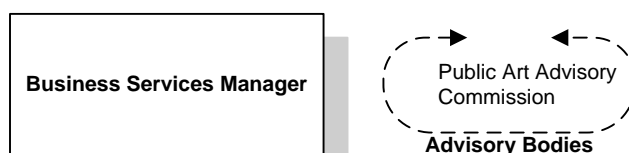
Revenue Summary	2010 Actual	2011 Actual	2012 Budget	2012 Estimated	2013 Budget
Building Permits	\$785,672	\$659,085	\$675,000	\$621,600	\$650,000
Street Permits	\$34,161	\$35,671	\$35,000	\$31,300	\$31,288
Building Plan Reviews	\$0	-\$300	\$100,000	\$20,000	\$40,000
Code Book Sales	\$65	\$19	\$0	\$0	\$0
Construction Inspection Fees	\$800	\$282	\$0	\$300	\$1,200
Book Sales	\$0	\$50,201	\$0	\$0	\$0
Elevator Inspection Fees	\$93,575	\$39,665	\$0	\$43,000	\$43,000
Street Opening Fees	\$8,466	\$6,990	\$7,500	\$8,380	\$8,380
Planned Unit Dev Fee	\$512	\$512	\$0	\$0	-
Vacant Bldg Registration Revenue	\$10,600	\$11,328	\$0	\$200	\$400
Vacant Bldg Inspection Revenue	\$4,500	\$3,500	\$0		\$0
Revenue Total:	\$938,351	\$806,953	\$817,500	\$724,780	\$774,268

Table 3-8: Building and Property Standards Financial Summary

2013 Significant Budget Changes

Amount	FTE Impact	Narrative
\$33,000	0.5	The division will receive resources for a part-time Executive Secretary to support the Division Director
\$20,000	0.0	The division will receive resources to support the maintenance of two additional BPS vehicles from the existing fleet for the purposes of performing property and construction inspections and attending off-site meetings
\$30,000	0.0	The division will receive resources to continue their document imaging initiative. The purpose of the document imaging initiative is to scan, manage and archive construction permits and inspection documentation.
\$125,000	0.0	The division will receive resources for the acquisition and implementation of a new permit tracking solution.
\$50,000	0.0	The division will receive resources to acquire a vendor to perform as-needed emergency mitigation services.
\$6,000	0.0	The division will receive resources to replace its microfiche reader, which is old and in disrepair.

Business Services Division



Business Services Organization Chart

Division Overview

Business Services is proposed as a Division of the newly established Department of Community and Economic Development. delivers programs and services that help to define the quality of life in the Village through the expansion and growth of the commercial economic engines of the community. While the division has only one direct FTE, the direct oversight of 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 manager agency. 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 Corp, 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.** 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. Additionally, The Business Services Manager facilitates and manages developer and broker outreach and negotiations.
- **Built Environment/Streetscape Oversight.** 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.

Expenditure Type	2010 Actual	2011 Actual	2012 Budget	2012 Estimated	2013 Budget
Personal Services	\$78,235	\$79,269	\$77,248	\$77,248	\$81,148
Fringe Benefits	\$24,332	\$26,208	\$27,603	\$27,603	\$30,443
Materials & Supplies	\$1,674	\$3,746	\$32,550	\$4,550	\$30,550
Contractual Services	\$27,431	\$59,879	\$156,500	\$78,500	\$791,850
Transfers	\$0	\$0	\$15,000	\$0	\$0
Division Total	\$131,671	\$169,102	\$308,901	\$187,901	\$933,990

FTE Summary	2010 Actual	2011 Actual	2012 Budget	2012 Estimated	2013 Budget
General Fund	1.0	1.0	1.0	1.0	1.0

Revenue Summary	2010 Actual	2011 Actual	2012 Budget	2012 Estimated	2013 Budget
Rental of Property	\$55,047	\$61,714	\$50,000	\$50,000	\$49,992
Revenue Total:	\$55,047	\$61,714	\$50,000	\$50,000	\$49,992

Table 3-9: Business Services Financial Summary

Significant Budget Changes

Amount	FTE Impact	Narrative
-\$65,000	0.0	VMO supports the division’s plan to reduce its budget by the resources related to the Main Street program. The department plans to no longer participate in the Main Street program.

Partner Agency Summary

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

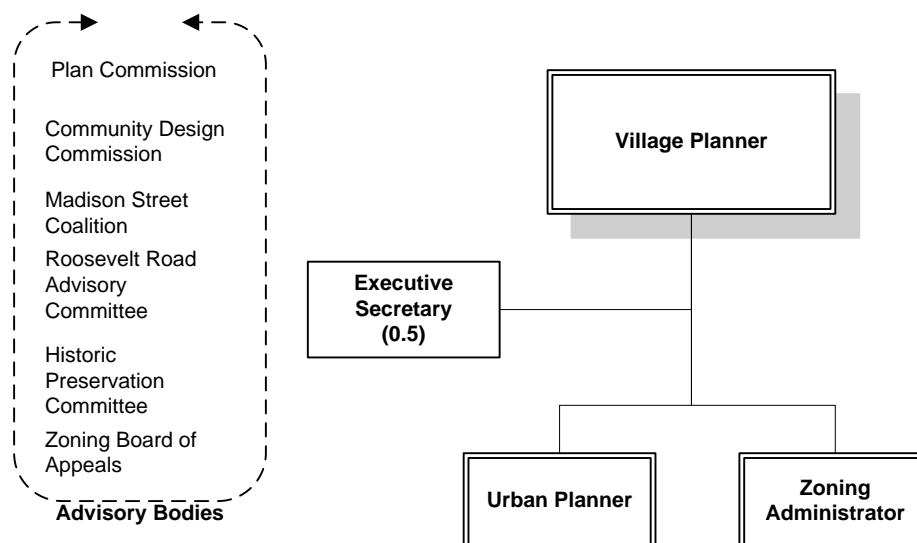
- **Visit Oak Park-** Visit Oak Park, formerly known as the Oak Park Area Convention and Visitors Bureau, is a non-for-profit state certified tourism bureau that provides marketing and advertising services for the various attractions located in its service area which encompasses 21 communities in West Cook County.
- **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.
- **Oak Park Development Corporation-** The Oak Park Development Corporation (OPDC) is a private, not-for-profit corporation established in 1974 by 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. OPDC’s organization’s primary functions include (1) Developing and administering financial incentives to attract and support businesses; (2) Helping companies find commercial locations through our database of available properties; (3) Encouraging new or expanded business development and tourism and (4) Working to broaden Oak Park’s tax base and increase tax revenue.

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

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

Summary of Business Services Partner Agency Funding

Community Planning



Community Planning Organization Chart

Division Summary

Community Planning is proposed as a Division of the newly established Department of Community and Economic Development. Staff perform 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 also administers the Zoning Ordinance, Sign Ordinance, Historic Preservation Ordinance and various other planning documents.

<u>Expenditure Type</u>	<u>2010 Actual</u>	<u>2011 Actual</u>	<u>2012 Budget</u>	<u>2012 Estimated</u>	<u>2013 Budget</u>
Personal Services	\$267,590	\$235,976	\$249,236	\$242,726	\$246,802
Fringe Benefits	\$85,104	\$71,177	\$79,211	\$77,683	\$78,635
Materials & Supplies	\$4,875	\$5,534	\$7,050	\$6,400	\$6,000
Contractual Services	\$4,275	\$9,929	\$19,000	\$4,000	\$4,000
Division Total	\$361,844	\$322,616	\$354,497	\$330,809	\$335,437

<u>FTE Summary</u>	<u>2010 Actual</u>	<u>2011 Actual</u>	<u>2012 Budget</u>	<u>2012 Estimated</u>	<u>2013 Budget</u>
General Fund	4.0	4.0	3.5	3.5	3.5

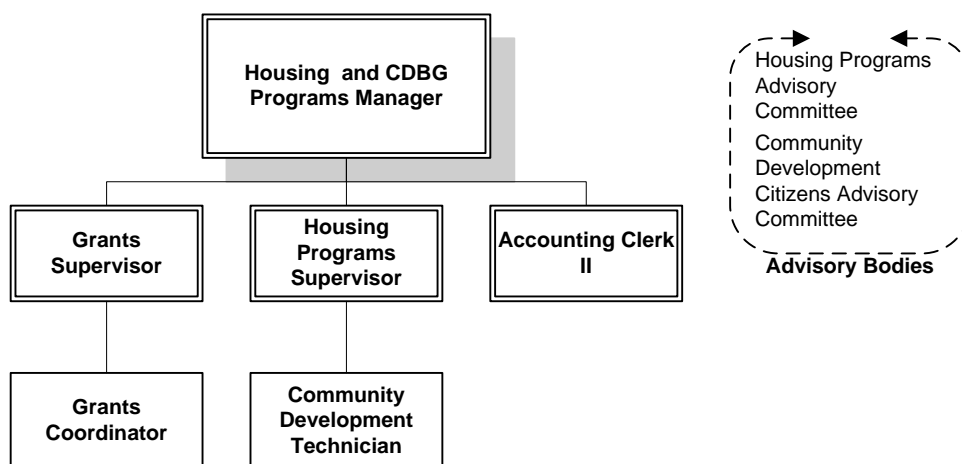
<u>Revenue Summary</u>	<u>2010 Actual</u>	<u>2011 Actual</u>	<u>2012 Budget</u>	<u>2012 Estimated</u>	<u>2013 Budget</u>
Zoning Variance Application	\$4,790	\$8,690	\$5,000	\$5,000	\$6,000

Table 3-10: Community Planning Financial Summary

Significant Budget Changes

The Community Planning Division has not requested any significant budget changes at this time.

Division of Housing and CDBG Programs



Housing and CDBG Programs Organization Chart

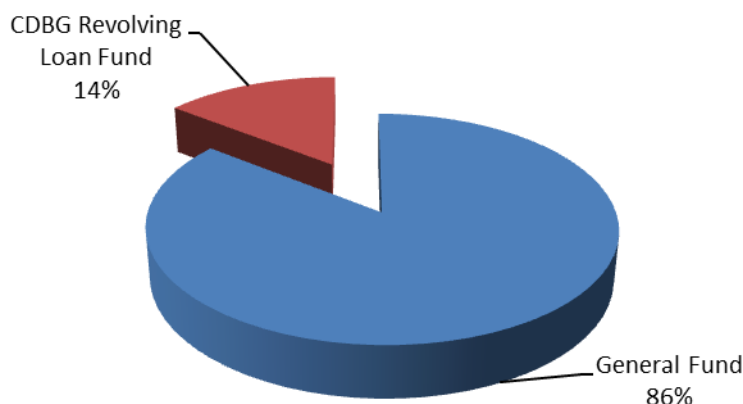


Chart 3-11: Total Housing Programs Expenditures, By Fund

Division Summary

Housing Programs is proposed as a Division of the newly established Department of Community and Economic Development and 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 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 meets the mission of the Division as well as the Community Development Citizens Advisory Committee.

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. Because the Village covers a portion of the cost for a vacant unit, the rental reimbursement program allows 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. Additionally, funding up to \$2500 per unit is available from the Department of Energy through the Chicago Metropolitan Agency for Planning (CMAP) to decrease the energy costs of the building. Eligible work must result in a 15% decrease in energy costs and can include new HVAC systems, air sealing and insulation.

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 Department 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 Department 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: The Division recently took over the leadership of the BIC committee. BIC is comprised of individuals from different departments 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 is proposed to be a part of the newly established Department of Community and Economic Development and will report to the Housing and CDBG Programs Division. Grants Administration 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. Via an annual process, 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 multiple HUD grants:

- Community Development Block Grant (CDBG)
- Emergency Solutions Grant (ESG)
- Homelessness Prevention and Rapid Re-Housing grant (HPRP)
- CDBG-R grant.

Expenditure Type	2010 Actual	2011 Actual	2012 Budget	2012 Estimated	2013 Budget
Personal Services	-\$43,196	\$144,515	\$227,958	\$230,602	\$232,364
Fringe Benefits	-\$15,133	\$73,223	\$76,015	\$77,802	\$83,497
Materials & Supplies	\$4,346	\$4,230	\$7,800	\$4,350	\$4,300
Contractual Services	\$521,956	\$478,553	\$729,300	\$716,500	\$664,800
Division Total	\$467,974	\$700,521	\$1,041,073	\$1,029,254	\$984,961
FTE Summary	2010 Actual	2011 Actual	2012 Budget	2012 Estimated	2013 Budget
General Fund	4.0	4.0	4.0	4.0	4.0
Revenue Summary	2010 Actual	2011 Actual	2012 Budget	2012 Estimated	2013 Budget
Multi Family Dwelling License	\$0	\$151,270	\$145,000	\$127,520	\$127,520
Condo Inspection Fees	\$45,890	\$46,179	\$45,000	\$46,820	\$46,820
Loan Interest	\$4,930	\$4,304	\$7,500	\$2,500	\$2,500
Revolving Loan Fund	\$67,069	\$58,533	\$26,680	\$52,310	\$52,310
Revenue Total:	\$117,889	\$260,286	\$224,180	\$229,150	\$229,150

Table 3-12: Housing & CDBG Programs Financial Summary

Significant Budget Changes

As a result of the approved reorganization of the Community and Economic Development function, the Housing Programs Division will report to the Director of the newly established Community and Economic Development Department. As a part of this reorganization, the Community Development Block Grant (CDBG) program will report to the Housing and CDBG Programs Division Head.

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. The Housing Center is requesting a budget allocation of \$425,000 in general revenue funds.
- **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. The OPRC has requested a \$25,000 grant that will enable it to offer its real estate management services to small condominium associations at a greatly reduced cost. 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. The Housing Authority is requesting \$25,000 to fund the expected shortfall in federal funding for 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 Budget
Oak Park Regional Housing Center						
General Fund - Housing Programs Contractual Services	\$ 389,111	\$ 350,000	\$ 315,000	\$ 365,000	\$ 385,000	\$ 425,000
CDBG Funding	\$ 203,177	\$ 210,000	\$ 210,000	\$ 210,000	\$ 187,311	\$ 200,000
Total Oak Park Regional Housing Center - 53% of Agency Funding	\$ 592,288	\$ 560,000	\$ 525,000	\$ 575,000	\$ 572,311	\$ 625,000
Oak Park Residence Corporation						
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
Total Res Corp - less than 10% of Agency Funding	\$ 250,000	\$ 175,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
Oak Park Housing Authority						
General Fund - Housing Programs Contractual Services	\$ 100,000	\$ 25,000	\$ -	\$ -	\$ -	\$ -
WhiteCo Affordable Housing Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25,000
Total Housing Authority - less than 10% of Agency Funding	\$ 100,000	\$ 25,000	\$ -	\$ -	\$ -	\$ 25,000

Summary of Housing and CDBG Programs Partner Agency Funding

3.2.4 Community Relations



Community Relations Organization Chart

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
- Community Outreach Services
- Special Events and Programs

Expenditure Type	2010 Actual	2011 Actual	2012 Budget	2012 Estimated	2013 Budget
Personal Services	\$97,410	\$97,846	\$96,878	\$98,814	\$101,003
Fringe Benefits	\$23,587	\$24,825	\$26,319	\$26,724	\$28,973
Materials & Supplies	\$1,411	\$608	\$4,050	\$2,700	\$2,200
Contractual Services	\$16,796	\$19,852	\$22,100	\$21,000	\$21,000
Department Total:	\$139,203	\$143,132	\$149,347	\$149,238	\$153,176

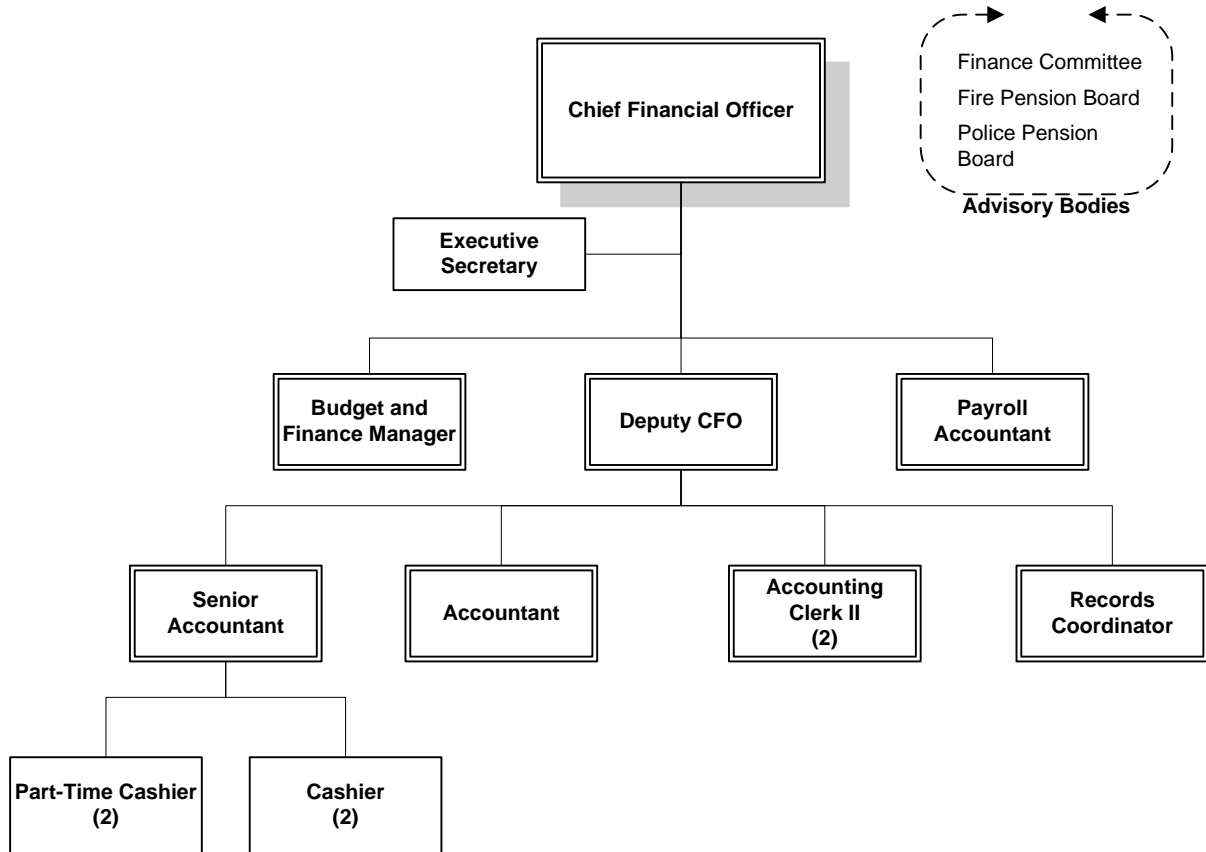
FTE Summary	2010 Actual	2011 Actual	2012 Budget	2012 Estimated	2013 Budget
General Fund	5.0	1.0	1.0	1.0	1.0

Table 3-13: Community Relations Financial Summary

2013 Significant Budget Changes

There are no significant budget changes for 2013

3.2.5 Finance



Finance Department Organization Chart

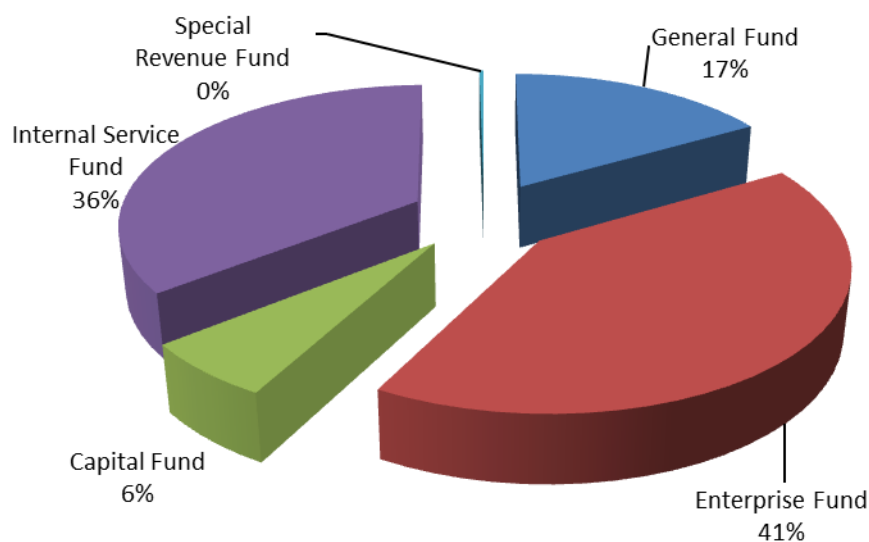


Chart 3-13: Total Finance Expenditures, By Fund

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 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.

Expenditure Type	2010 Actual	2011 Actual	2012 Budget	2012 Estimated	2013 Budget
Personal Services	\$575,604	\$622,058	\$669,764	\$624,741	\$716,277
Fringe Benefits	\$217,507	\$184,167	\$239,106	\$253,333	\$306,836
Materials & Supplies	\$95,021	\$81,863	\$121,950	\$104,900	\$112,109
Contractual Services	\$694,138	\$2,494,382	\$599,900	\$639,275	\$677,384
General Fund Total:	\$1,582,269	\$3,382,470	\$1,630,720	\$1,622,249	\$1,812,606

FTE Summary	2010 Actual	2011 Actual	2012 Budget	2012 Estimated	2013 Budget
General Fund	17.0	10.5	12.0	12.0	11.0
Water Fund	2.0	2.0	2.0	2.0	2.0
FTE: Total:	19.0	12.5	14.0	14.0	13.0

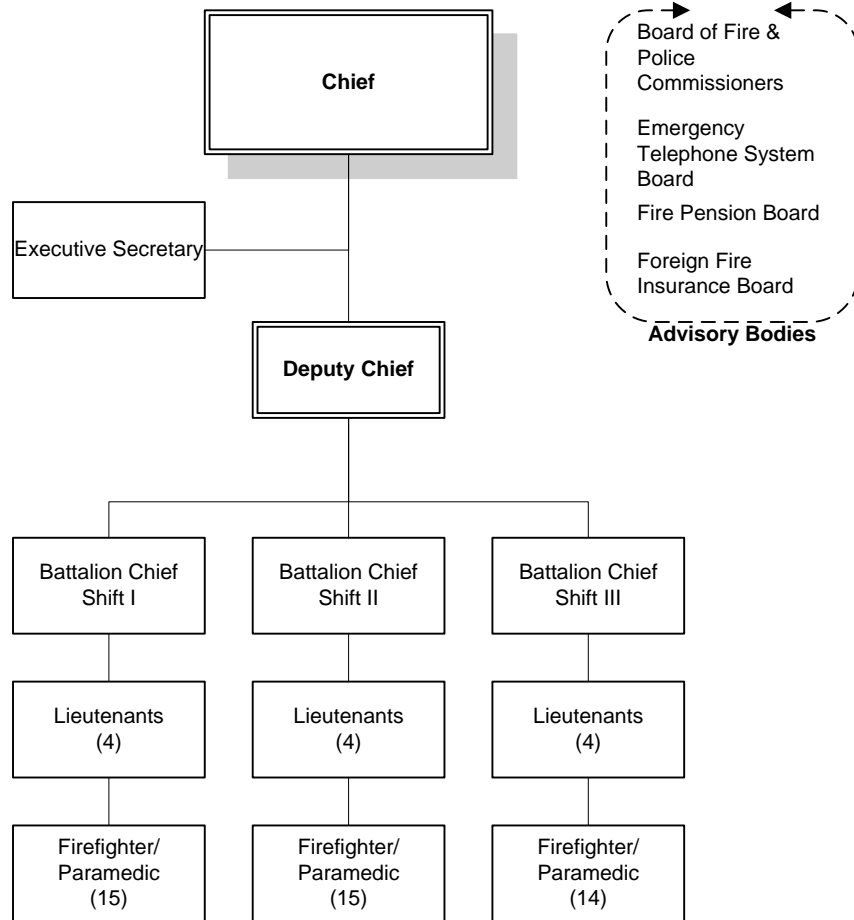
Revenue Summary	2010 Actual	2011 Actual	2012 Budget	2012 Estimated	2013 Budget
Property Tax Levy	\$11,279,233	\$11,845,222	\$12,642,693	\$12,642,693	\$13,021,974
Police Pension Levy	\$3,230,753	\$4,191,206	\$3,477,963	\$3,477,963	\$3,651,861
Fire Pension Levy	\$3,136,292	\$3,370,202	\$2,955,916	\$2,955,916	\$3,103,712
Tif Surplus Distribution	\$892,419	\$803,094	\$400,000	\$400,000	\$380,000
Sales Tax Local Use Tax	\$4,004,841	\$4,273,813	\$4,258,748	\$4,429,098	\$4,539,825
Real Estate Transfer Tax	\$1,887,970	\$1,627,224	\$1,800,000	\$1,800,000	\$1,800,000
Exempt Real Estate Transaction	\$11,490	\$14,160	\$0	\$15,000	\$15,000
Hotel Motel Tax	\$127,585	\$135,413	\$132,000	\$138,600	\$135,000
Liquor Tax	\$440,835	\$445,018	\$430,000	\$464,132	\$460,000
Natural Gas Use Tax	\$205,805	\$221,051	\$210,000	\$190,000	\$210,000
Utility Tax	\$4,379,337	\$4,218,673	\$4,300,000	\$4,000,000	\$4,200,000
State Income Tax Revenue	\$4,133,751	\$4,095,982	\$4,278,000	\$4,449,120	\$4,400,000
Personal Prop Replacement Tax	\$1,329,286	\$1,171,380	\$1,650,000	\$1,550,000	\$1,500,000
Reimbursement of Expenses	\$47,124	\$22,402	\$0	\$0	\$10,000
OPRFHS Event Reimbursement	\$593	\$6,696	\$0	\$0	\$5,000
Cashier Difference	-\$1,601	-\$45	\$0	\$0	\$0
Miscellaneous Revenue	\$70,358	\$196,868	\$285,000	\$50,000	\$50,000
Subpoena Fees	\$382	\$313	\$0	\$0	\$350
Interest Revenue	\$5,368	\$706	\$7,500	\$1,000	\$1,500
Gain/Loss on Sale of Property	\$13,344	\$257,349	\$0	\$0	\$0
Transfer From Motor Fuel Tax Fund	\$330,000	\$1,536,353	\$1,230,505	\$1,230,505	\$1,230,505
Transfer From Water Fund	\$800,000	\$750,000	\$750,000	\$750,000	\$750,000
Transfer From Sewer Fund	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000
Transfer From CIP Fund	\$1,076,614	\$500,000	\$645,000	\$645,000	\$497,000
Transfer From Other Funds	\$0	\$1,067,404	\$215,000	\$215,000	\$300,000
Total Revenues:	\$37,701,778	\$41,050,485	\$39,968,325	\$39,704,027	\$40,561,727

Table 3-14: Finance Department Financial Summary

Significant Budget Changes

Amount	FTE Impact	Narrative
\$44,261	0.0	The department will receive resources to support the annualized salary costs related to the 2012 acquisition of the Deputy CFO and the Budget and Finance Manager.
\$80,217	0.0	The department will receive resources to support the annualized benefits costs related to the 2012 acquisition of the Deputy CFO and the Budget and Finance Manager
\$170,000	0.0	The department will receive resources to cover increased bank transactions charges. In the past, our previous bank extended the courtesy of waiving many of our transaction charges. Once the bank was acquired the Village was charged bank fees.
\$10,000	0.0	The department will receive resources for the anticipated cost increases related to our collections services vendor.
\$15,000	0.0	The department will receive resources for our ongoing Payroll Services vendor contract with ADP.
\$150,000	0.0	The department will receive resources to support the replacement of the Village's existing financial management system.
\$30,750	0.0	The department will receive resources to support the improvement of the Village's Point-of-Sale system and Pin Pad terminals. This project is reflected in the 2013 Equipment Replacement Fund summary.

3.2.6 Fire



Fire Department Organization Chart

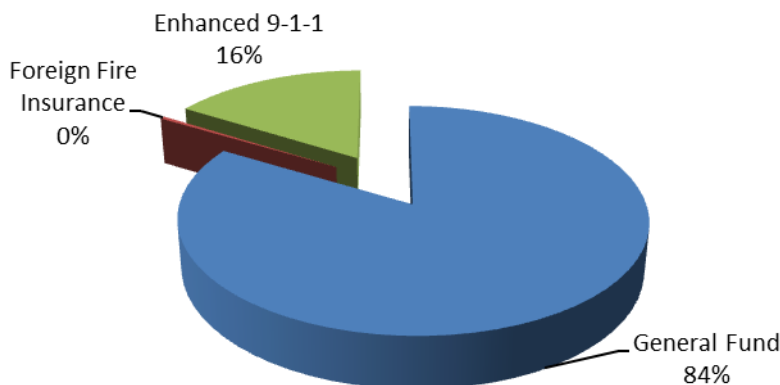


Chart 3-14: Total Fire Department Expenditures, By Fund

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.

Expenditure Type	2010 Actual	2011 Actual	2012 Budget	2012 Estimated	2013 Budget
Personal Services	\$5,053,559	\$6,822,703	\$5,721,883	\$5,641,310	\$6,155,697
Fringe Benefits	\$3,603,748	\$4,495,968	\$3,875,979	\$3,880,502	\$4,145,718
Materials & Supplies	\$97,493	\$102,817	\$117,483	\$114,730	\$117,045
Contractual Services	\$42,347	\$56,011	\$85,175	\$65,590	\$81,645
Capital Outlay	\$0	\$6,282	\$11,110	\$11,110	\$0
General Fund Expenditures	\$8,797,147	\$11,483,781	\$9,811,629	\$9,713,242	\$10,500,105

FTE Summary	2010 Actual	2011 Actual	2012 Budget	2012 Estimated	2013 Budget
General Fund	60.0	62.0	62.0	62.0	62.0

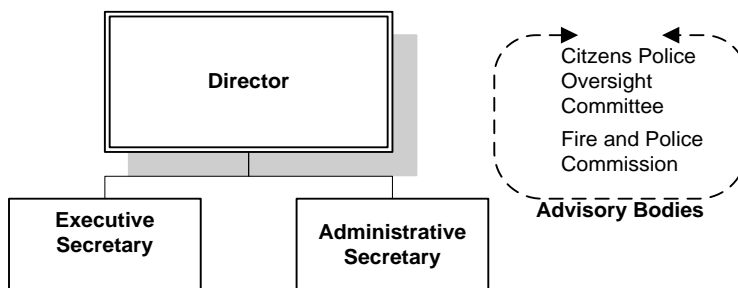
Revenue Summary	2010 Actual	2011 Actual	2012 Budget	2012 Estimated	2013 Budget
Ambulance Charges	\$822,216	\$675,003	\$830,000	\$830,000	\$840,000
Fire CPR Classes Fees	\$3,705	\$13,452	\$15,000	\$13,500	\$13,500
False Alarm Revenue	\$18,750	\$43,075	\$0	\$40,000	\$40,000
Alarm Fees	\$18,950	\$19,625	\$70,000	\$45,000	\$45,000
Revenue Total:	\$863,621	\$751,155	\$915,000	\$928,500	\$938,500

Table 3-15: Fire Department Financial Summary

Significant Budget Changes

Amount	FTE Impact	Narrative
\$200,000	0.0	The department will receive resources to support overtime service activities as needed.
\$240,000	2.0	The department will receive General Fund resources to support two positions that had previously been supported by the Federal SAFER Grant.

3.2.7 Human Resources



Human Resources Organization Chart

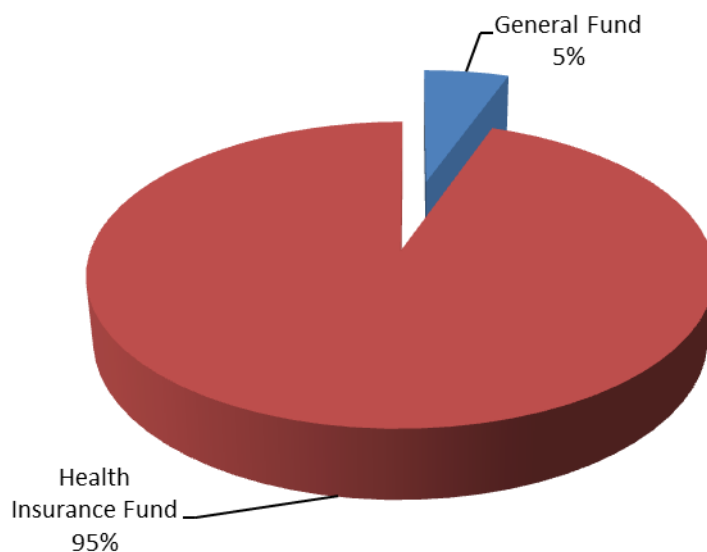


Chart 3-16: Total Human Resources Expenditures, By Fund

Executive Summary

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 Village ordinances. The Human Resources Department is responsible for the following Village functions:

- Maintaining position classification and pay plans;
- Maintaining records of all Village employees reflecting tenure, qualifications and service, leaves of absence and related matters;
- Assisting departments and offices of Village government in establishing and conducting in-service training programs;
- Performing necessary duties in the administration of retirement and insurance plans;
- Maintaining and monitoring the Village’s equal employment opportunity plan; and

The Human Resources Department is focused on the timely delivery of services in general, and in two critical, time-sensitive areas specifically that are: filling vacant positions so that the delivery of services is considered seamless between the point at which a position becomes vacant and is filled with a new employee; and providing timely responses to employees' concerns expressed through the collective bargaining grievance process, employee relations complaints submitted to the Human Resources Department for investigation and resolution, or the communication procedure for non-union employees. These strategic initiatives are proposed to be enhanced in FY13 via a contractual service with an outside firms specializing in recruitment and selection to augment the recruitment and selection efforts by the Department.

Expenditure Type	2010 Actual	2011 Actual	2012 Budget	2012 Estimated	2013 Budget
Personal Services	\$154,722	\$163,026	\$161,019	\$164,700	\$168,377
Fringe Benefits	\$297,502	\$147,539	\$208,990	\$156,842	\$186,865
Materials & Supplies	\$11,014	\$11,277	\$15,000	\$6,250	\$6,350
Contractual Services	\$62,834	\$84,839	\$194,750	\$131,750	\$154,500
General Fund Expenditure Total:	\$526,071	\$406,681	\$579,759	\$459,542	\$516,092

FTE Summary	2010 Actual	2011 Actual	2012 Budget	2012 Estimated	2013 Budget
General Fund	2.0	2.0	2.0	2.0	2.0
Health Insurance Fund	1.0	1.0	1.0	1.0	1.0
FTE Total:	3.0	3.0	3.0	3.0	3.0

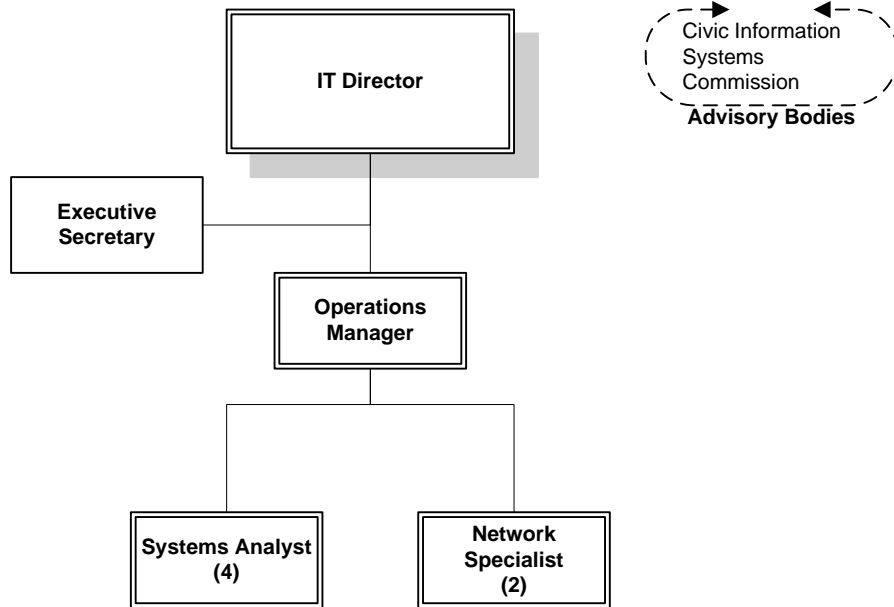
Revenue Summary	2010 Actual	2011 Actual	2012 Budget	2012 Estimated	2013 Budget
Outside Agency Unemployment	\$25,622	\$12,906	\$0	\$20,000	\$20,000

Table 3-16: Human Resources Financial Summary

Significant Budget Changes.

There are no significant budget changes at this time.

3.2.8 Information Technology



Information Technology Organization Chart

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. In cooperation with the Police department, IT is developing in-car reporting technology to enhance community interaction. 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.

Personal Services	\$487,813	\$545,401	\$624,447	\$559,100	\$639,602
Fringe Benefits	\$206,831	\$222,323	\$351,124	\$273,740	\$307,466
Materials & Supplies	\$11,062	\$11,288	\$12,350	\$12,408	\$12,770
Contractual Services	\$145,837	\$195,528	\$275,000	\$229,872	\$295,000
Department Total	\$851,543	\$974,540	\$1,262,921	\$1,075,121	\$1,254,838

FTE Summary	2010 Actual	2011 Actual	2012 Budget	2012 Estimated	2013 Budget
General Fund	8.0	8.0	9.0	9.0	9.0

Revenue Summary	2010 Actual	2011 Actual	2012 Budget	2012 Estimated	2013 Budget
Info Tech Support River Forest	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000
Info Tech Support WSCDC	\$90,000	\$45,833	\$50,000	\$50,000	\$50,000
Revenue Total:	\$125,000	\$80,833	\$85,000	\$85,000	\$85,000

Table 3-17: Information Technology Financial Summary

Significant Budget Changes.

Amount	FTE Impact	Narrative
\$13,931	0.0	The department will receive resources to fund the Operations Manager position (approved in 2012) for the full fiscal year in 2013.
\$1,224	0.0	The department will receive resources to support overtime service costs as needed.

\$7,000	0.0	The department will receive resources to fund support activities for the replacement of the Village's Financial Management System and for planned Records Management projects.
\$15,000	0.0	The department will receive resources to support anticipated increases to the Village's software license and hardware support fees.
\$210,000	0.0	The department will receive resources to support the improvement of the Village's cabling infrastructure and the implementation of a new telecommunications system (this project is reflected in the Equipment Replacement Fund). While the total budget for the project is \$750,000, \$210,000 has been budgeted for project activities that will occur during the 2013 Budget Year.
\$15,000	0.0	The department will receive resources to install a back-up cooling system for Village data centers.
\$53,242	0.0	The department will receive resources to support the refreshment of Village computer workstations. The department plans to refresh 20% of Village workstations in 2013.

3.2.9 Law

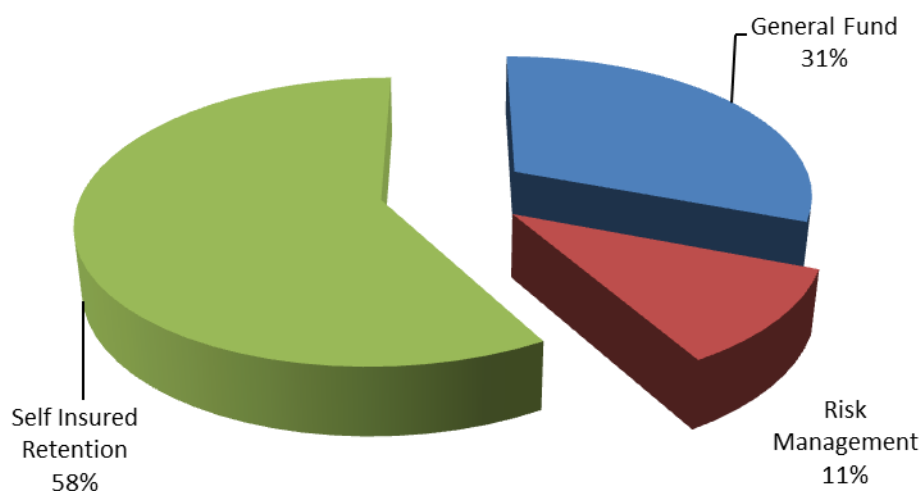
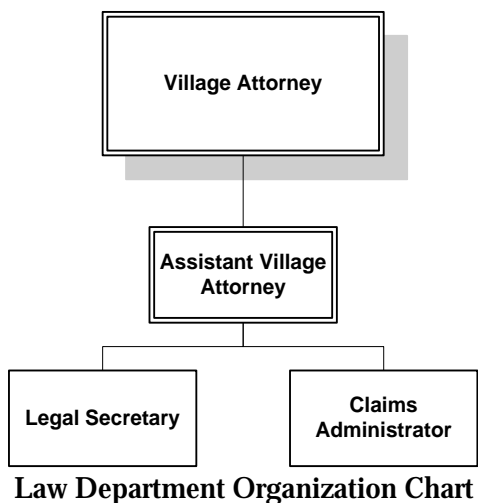


Chart 3-18: Total Law Department Expenditures, By Fund

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 Village Advisory Boards and Commissions. The Law Department consists of two divisions, Law and Risk Management. The Law Department is responsible coordination of all the legal matters for the Village of Oak Park. The Law Department provides 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, traffic court prosecutions. The Law Department

consists of the Acting Village Attorney, a vacant Assistant Village Attorney position, Legal Secretary and Claims Administrator.

Expenditure Type	2010 Actual	2011 Actual	2012 Budget	2012 Estimated	2013 Budget
Personal Services	\$196,291	\$142,457	\$180,268	\$180,268	\$195,141
Fringe Benefits	\$62,919	\$50,541	\$58,855	\$58,856	\$72,146
Materials & Supplies	\$26,968	\$18,118	\$16,038	\$13,600	\$30,420
Contractual Services	\$245,368	\$253,441	\$302,100	\$302,000	\$330,000
General Fund Total:	\$531,546	\$464,556	\$557,261	\$554,724	\$627,707

FTE Summary	2010 Actual	2011 Actual	2012 Budget	2012 Estimated	2013 Budget
General Fund	2.0	2.0	2.0	2.0	2.0
Risk Management Fund	2.0	2.0	2.0	2.0	2.0
FTE Total:	4.0	4.0	4.0	4.0	4.0

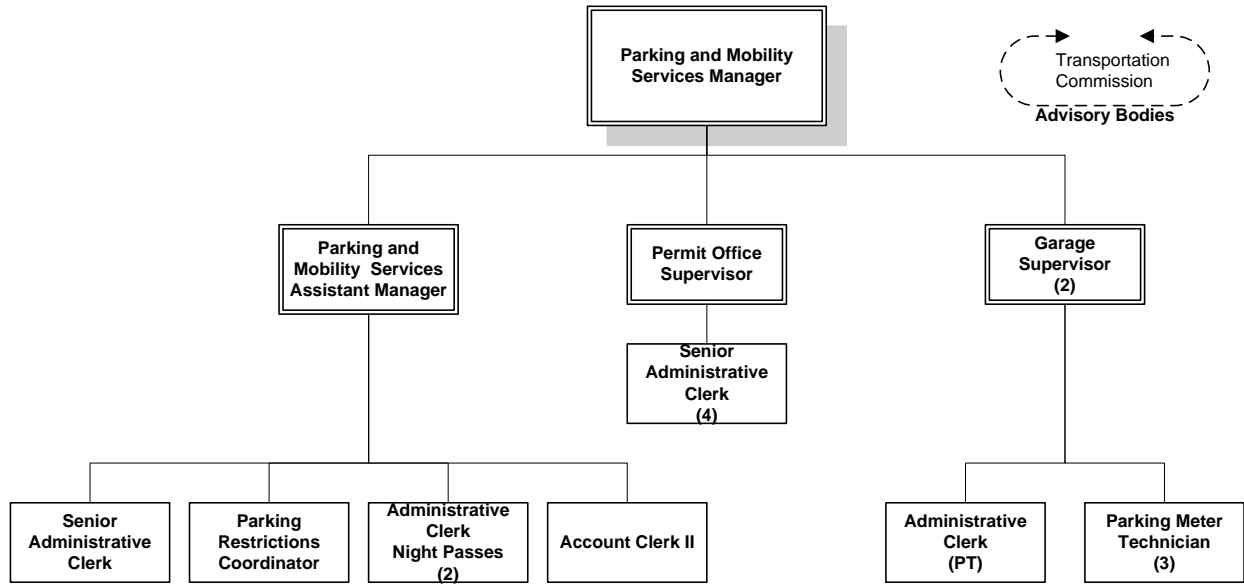
Revenue Summary	2010 Actual	2011 Actual	2012 Budget	2012 Estimated	2013 Budget
Recovered Damages	\$38,831	\$124,122	\$40,000	\$56,000	\$50,000

Table 3-18: Law Department Financial Summary

Significant Budget Changes

Amount	FTE Impact	Narrative
\$0	TBD	On April 9, 2012, the Reinventing Government Committee concluded that further consideration of any restructuring of the Law Department would be deferred until a new Village Manager is hired. This conclusion was presented to the full Village Board on April 9, 2012, where the Village Board discussed and accepted the conclusion. The FY13 Budget reflects this conclusion.
\$3,120	0.0	The department will receive resources to pay for law-related association and membership fees.
\$12,000	0.0	The department will receive resources to pay for access to the Westlaw online legal research application.

3.2.10 Parking and Mobility Services



Parking Services Organization Chart

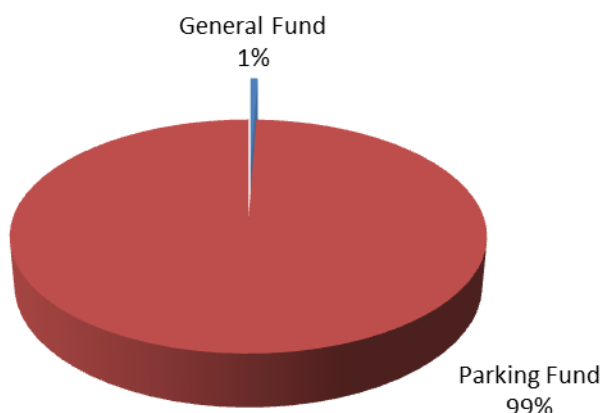


Chart 3-19: Total Parking and Mobility Services Expenditures, By Fund

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.

As illustrated in the above chart, the Parking Services department is primarily funded by the Village Parking Fund, while also receiving some funding from the General Fund, solely related to the Vehicle Sticker program..

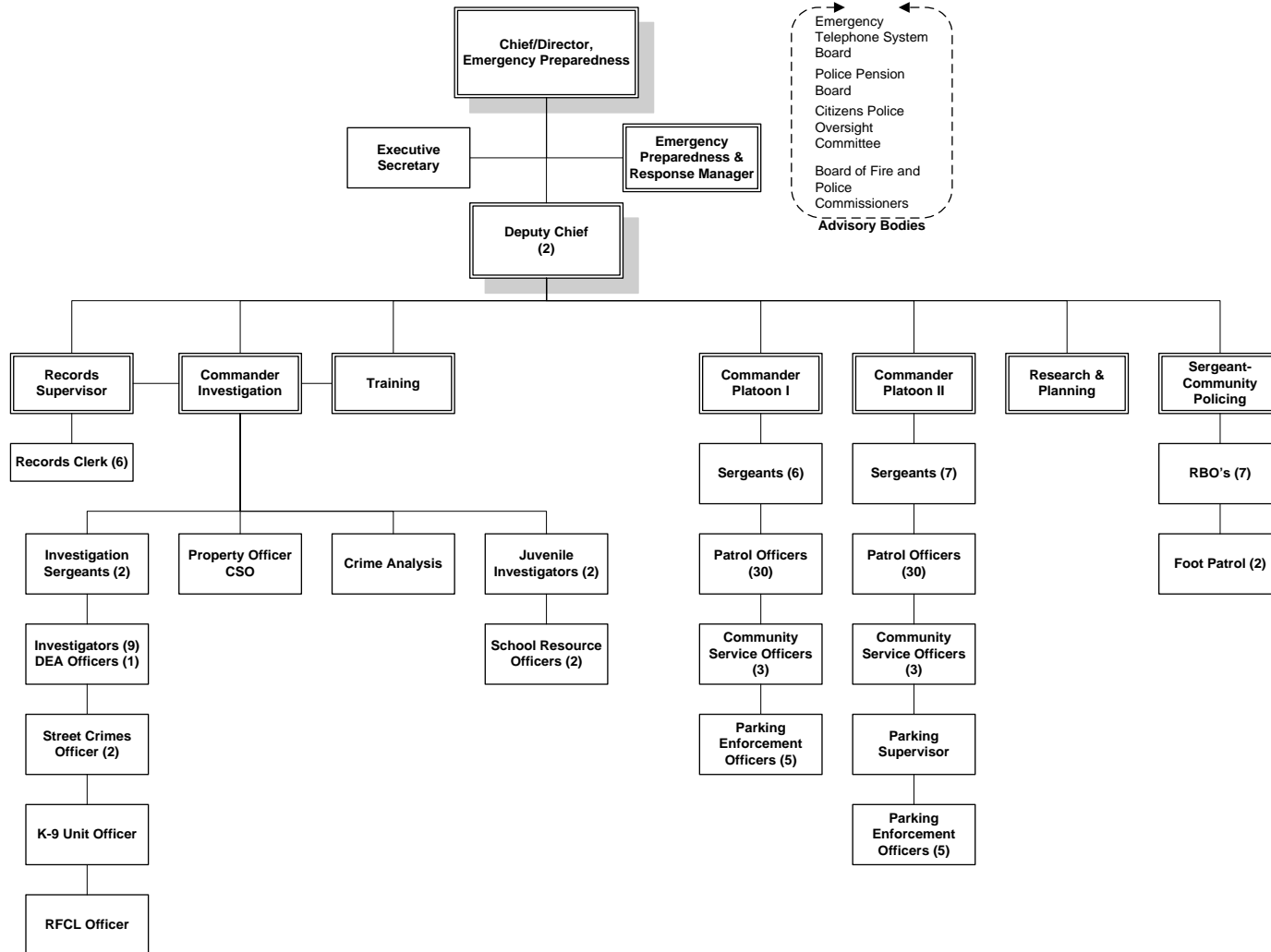
<u>Expenditure Type</u>	<u>2010 Actual</u>	<u>2011 Actual</u>	<u>2012 Budget</u>	<u>2012 Estimated</u>	<u>2013 Budget</u>
Personal Services	\$0	\$0	\$55,457	\$55,457	\$55,457
Fringe Benefits	\$0	\$56	\$22,944	\$22,653	\$24,415
Materials & Supplies	\$0	\$20,401	\$0	\$0	\$10,250
Contractual Services	\$0	\$1,012	\$0	\$0	\$0
General Fund Total	\$0	\$21,469	\$78,401	\$78,110	\$90,122
 					
<u>FTE Summary</u>	<u>2010 Actual</u>	<u>2011 Actual</u>	<u>2012 Budget</u>	<u>2012 Estimated</u>	<u>2013 Budget</u>
General Fund	0.0	0.0	1.0	1.00	1.00
Parking Fund	15.5	20.5	20.5	20.50	16.50
FTE Total:	15.5	21.5	21.5	21.5	17.5
 					
<u>Revenue Summary</u>	<u>2010 Actual</u>	<u>2011 Actual</u>	<u>2012 Budget</u>	<u>2012 Estimated</u>	<u>2013 Budget</u>

Table 3-19: Parking Services Financial Summary

Significant Budget Changes.

There are no significant changes for the General Fund component of the Parking and Mobility Services Department at this time.

3.2.11 Police



Police Department Organization Chart

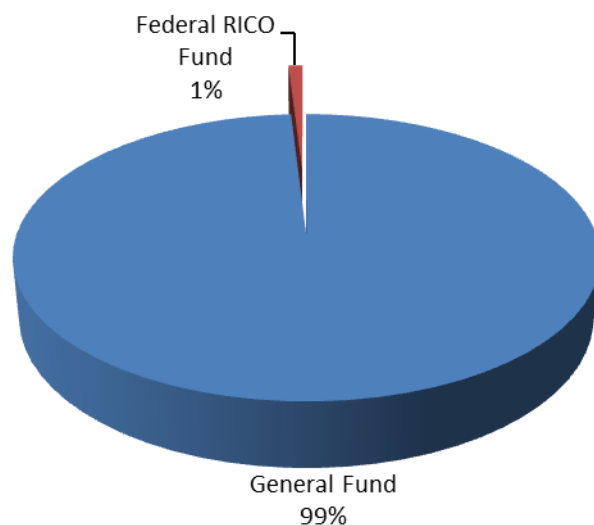


Chart 3-20: Total Police Expenditures, By Fund

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 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, community policing, records, school resource officer, evidence and property and special response team.

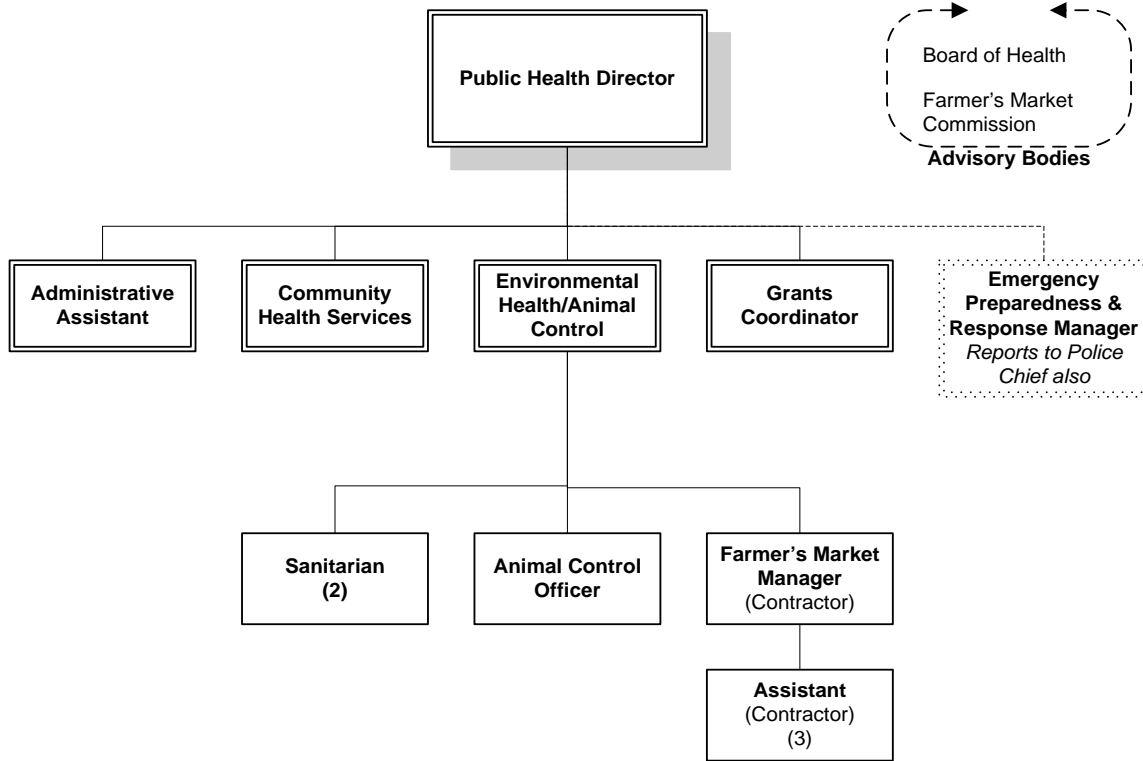
Expenditure Type	2010 Actual	2011 Actual	2012 Budget	2012 Estimated	2013 Budget
Personal Services	\$11,179,654	\$11,371,881	\$11,527,371	\$11,145,301	\$12,145,847
Fringe Benefits	\$4,676,997	\$6,460,476	\$5,668,073	\$5,656,652	\$6,074,022
Materials & Supplies	\$237,845	\$181,355	\$232,450	\$212,200	\$227,000
Contractual Services	\$1,393,559	\$323,113	\$399,273	\$395,000	\$399,173
Grants	\$127,649	\$118,686	\$0	\$0	\$0
General Fund Total:	\$17,615,704	\$18,455,511	\$17,827,167	\$17,409,153	\$18,846,042
FTE Summary					
	2010 Actual	2011 Actual	2012 Budget	2012 Estimated	2013 Budget
General Fund	157.4	149.0	147.0	147.0	148.0
Revenue Summary					
	2010 Actual	2011 Actual	2012 Budget	2012 Estimated	2013 Budget
Il Emergency Management Agency	\$0	\$132,756	\$0	\$0	\$0
Drug Enforcement Agency Reimb	\$16,903	\$24,203	\$0	\$18,698	\$19,000
CTA Reimbursement	\$271,889	\$274,984	\$264,000	\$264,000	\$264,000
Crossing Guard Reimbursement	\$0	\$170,032	\$170,032	\$220,500	\$175,000
Arrest Warrant Reimburse Reven	\$0	\$120	\$0	\$980	\$1,000
Miscellaneous Revenue	\$0	\$0	\$0	\$1,000	\$1,000
Subpoena Fees	\$0	\$0	\$0	\$486	\$500
Police Reports	\$14,911	\$13,562	\$14,000	\$14,000	\$14,000
Court Fines	\$120,578	\$86,261	\$200,000	\$127,352	\$128,000
Parking Fines	\$2,537,575	\$2,095,023	\$3,000,000	\$2,169,829	\$2,750,000
RCFL OT Reimbursement	\$0	\$8,448	\$0	\$17,202	\$17,196
Revenue Total:	\$2,961,856	\$2,672,633	\$3,648,032	\$2,834,047	\$3,369,696

Table 3-20: Police Department Financial Summary

Significant Budget Changes

Amount	FTE Impact	Narrative
\$94,903.13	1.0	The department will receive resources to support the acquisition of an additional Deputy Chief position.

3.2.12 Public Health



Public Health Organization Chart

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.

In addition, 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.

In addition, 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, teen alcohol and drug use, mental health for all ages, chronic disease and the inability to access adequate health and dental care. 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 \$275,627 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 the 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 (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.

Expenditure Type	2010 Actual	2011 Actual	2012 Budget	2012 Estimated	2013 Budget
Personal Services	\$291,248	\$289,916	\$593,493	\$593,493	\$608,833
Fringe Benefits	\$212,619	\$198,388	\$230,916	\$230,916	\$272,962
Materials & Supplies	\$19,079	\$19,214	\$23,255	\$23,255	\$15,675
Contractual Services	\$118,234	\$106,900	\$121,300	\$101,500	\$101,500
Department Total	\$641,180	\$614,418	\$968,963	\$949,164	\$998,970

FTE Summary	2010 Actual	2011 Actual	2012 Budget	2012 Estimated	2013 Budget
General Fund	11.5	11.5	11.5	11.5	10.0

Revenue Summary	2010 Actual	2011 Actual	2012 Budget	2012 Estimated	2013 Budget
Animal Licenses	\$32,008	\$31,932	\$35,000	\$31,070	\$31,070
Flu Shot Medicare Reimb.	\$5,794	\$4,475	\$0	\$4,000	\$4,000
Food Service Mgmt Course Fees	\$5,450	\$2,880	\$4,000	\$2,768	\$2,768
Pound Other Fees	\$5,763	\$4,913	\$0	\$5,239	\$5,239
Adoption fees	\$0	\$0	\$4,000	\$0	\$0
Environmental Services - VOP	\$79,032	\$88,029	\$85,000	\$82,280	\$82,280
Environ Health River Forest	\$33,000	\$33,512	\$0	\$0	\$0
Non-compliance Fees	\$17,495	\$15,665	\$0	\$15,588	\$15,588
Revenue Total:	\$178,542	\$181,406	\$128,000	\$140,945	\$140,945

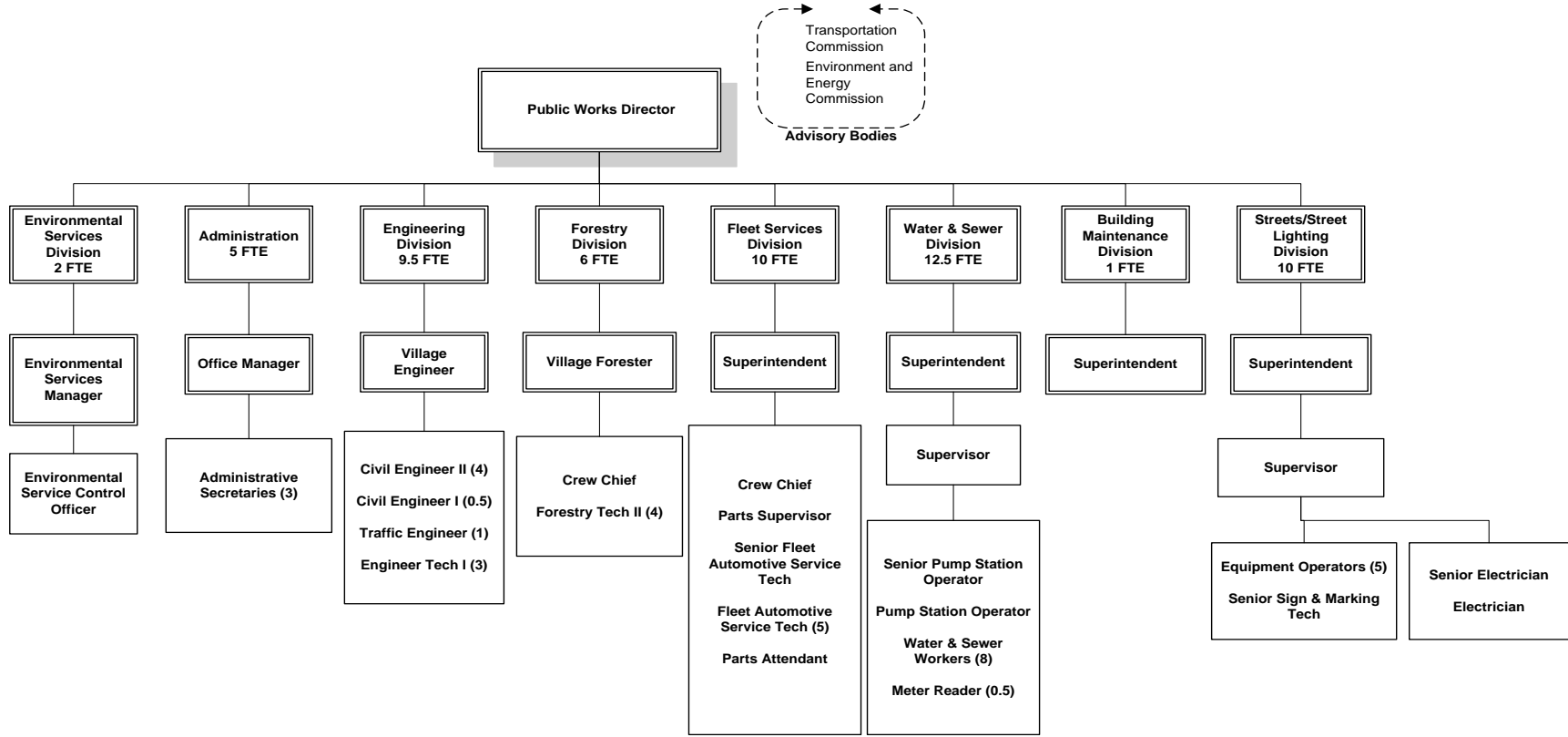
Table 3-21: Health Department Financial Summary

Significant Budget Changes

There are no significant budget changes at this time.

Note: Historically, the Health Department has only included within its budget the positions and resources that have been supported by the General Fund. During this period, positions that were grant-funded were not included within the budgeted amount. In 2012, to more accurately reflect department costs, the department was asked to include all position costs and resources within their budget, with the understanding that grant funds continue to offset a portion of these costs. This reporting shift is reflected in the department's 2012 Budget, but does not reflect a net increase in General Fund expenditures.

3.2.13 Public Works



Public Works Organization Chart

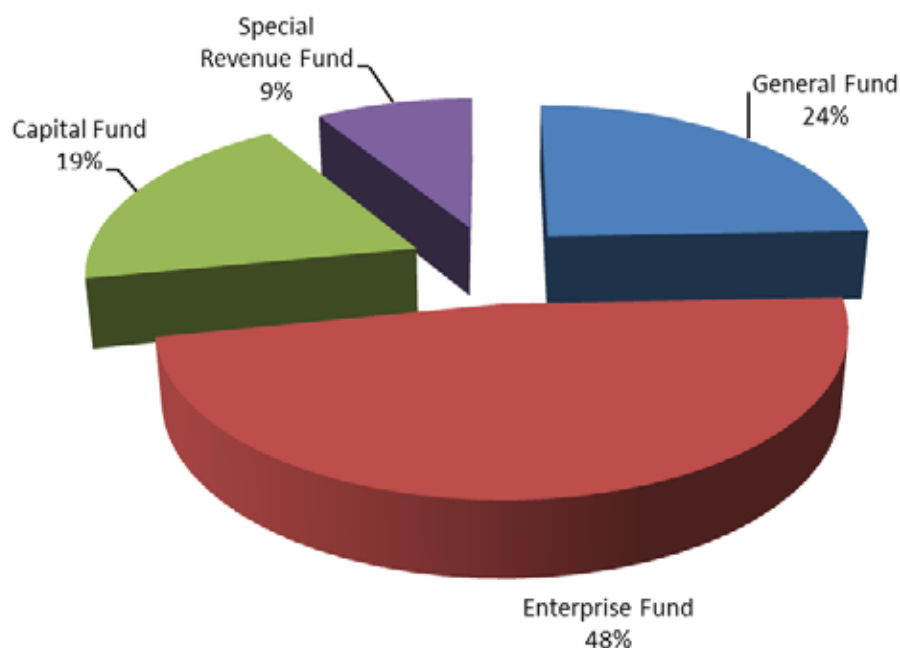


Chart 3-21: Total Public Works Expenditures, By Fund

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 Fund, 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, Sewer and Environmental Services Funds.

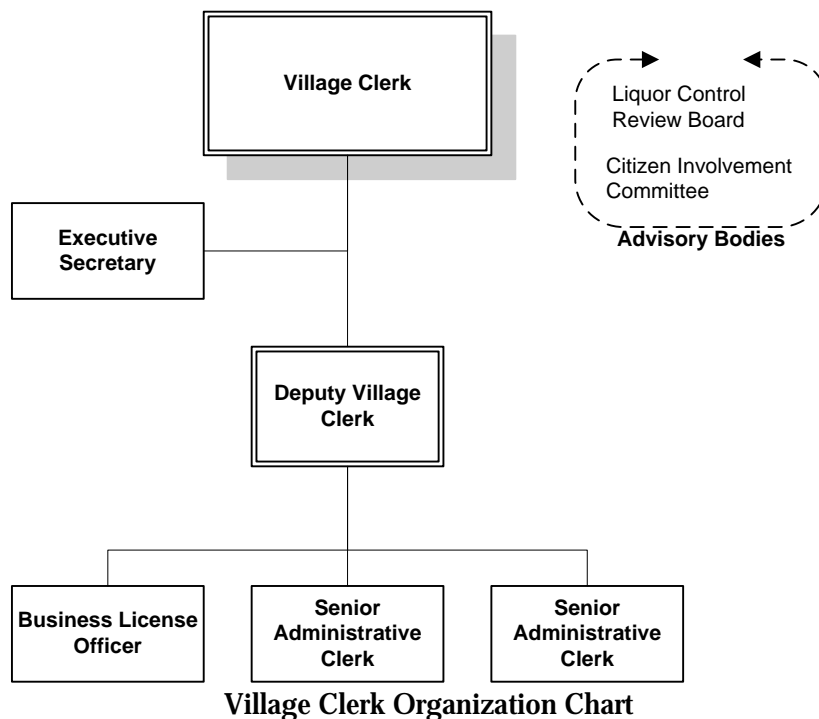
Expenditure Type	2010 Actual	2011 Actual	2012 Budget	2012 Estimated	2013 Budget
Personal Services	\$2,439,270	\$2,299,532	\$2,415,841	\$2,281,785	\$2,465,761
Fringe Benefits	\$842,423	\$885,621	\$913,954	\$919,112	\$1,043,146
Materials & Supplies	\$1,098,106	\$1,150,857	\$1,446,814	\$1,305,966	\$1,244,676
Contractual Services	\$1,531,981	\$1,860,496	\$2,744,317	\$2,393,150	\$2,588,075
Capital Outlay	\$0	\$0	\$0	\$0	\$5,600
Department Total	\$5,911,780	\$6,196,507	\$7,520,926	\$6,900,013	\$7,347,258
FTE Summary	2010 Actual	2011 Actual	2012 Budget	2012 Estimated	2013 Budget
General Fund	32.5	36.0	35.5	35.5	33.0
Capital Fund	9.0	9.5	9.5	9.5	9.5
Enterprise Fund	14.0	14.5	15.0	15.0	14.5
FTE Total	55.5	60.0	60.0	60.0	57.0
Revenue Summary	2010 Actual	2011 Actual	2012 Budget	2012 Estimated	2013 Budget
Tree Removal Service	\$0	\$350	\$15,000	\$3,000	\$15,000
Snow Removal Service	\$0	\$0	\$0	\$0	\$0
Sale of Liquid Gas - Fuel	\$50,439	\$79,480	\$45,000	\$71,685	\$72,000
Charges for Repairs/Parts	\$34,192	\$49,655	\$35,000	\$60,872	\$60,000
MFT Tax Refund	\$10,529	\$9,827	\$10,000	\$10,000	\$10,000
Revenue Total:	\$95,160	\$139,312	\$105,000	\$145,557	\$157,000

Table 3-22: Public Works Financial Summary

Significant Budget Changes

There are not significant budget changes for the General Fund component of the Public Works Department at this time.

3.2.14 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, inspects weighing and measuring devices under the auspices of the state, and prepares information on violations of Village ordinances.

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
- 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
- Service as reception for the Village
- Coordinating local Census activities
- Coordinating FOIA responses

- Serving as the local elections official (also for Parks & Library) and voter registration,

Expenditure Type	2010 Actual	2011 Actual	2012 Budget	2012 Estimated	2013 Budget
Personal Services	\$390,661	\$321,823	\$376,678	\$345,900	\$313,343
Fringe Benefits	\$127,114	\$105,691	\$117,034	\$118,653	\$142,206
Materials & Supplies	\$40,354	\$7,055	\$5,600	\$5,620	\$6,240
Contractual Services	\$20,078	\$31,086	\$53,400	\$52,800	\$40,400
Department Total	\$578,207	\$465,654	\$552,712	\$522,973	\$502,189

FTE Summary	2010 Actual	2011 Actual	2012 Budget	2012 Estimated	2013 Budget
General Fund	7.3	6.0	6.0	6.0	6.0

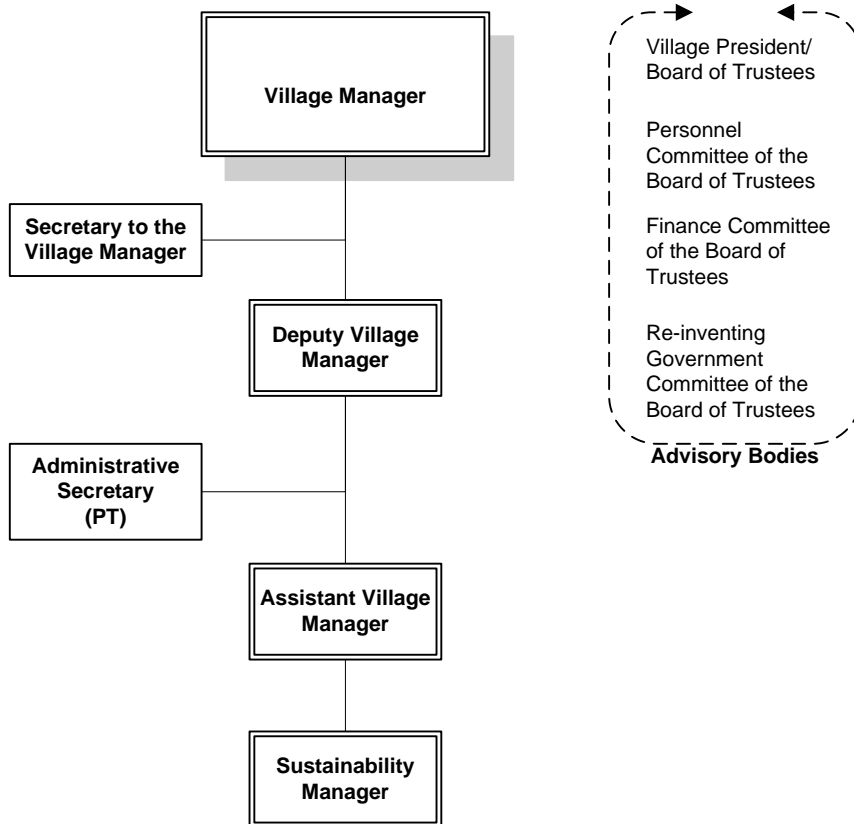
Revenue Summary	2010 Actual	2011 Actual	2012 Budget	2012 Estimated	2013 Budget
Special Events Revenue	\$9,763	\$25,383	\$25,000	\$10,000	\$10,000
Special Events Application Fee	\$850	\$672	\$0	\$1,750	\$1,750
Business Licenses			\$224,555	\$225,000	\$210,000
Liquor License	\$105,038	\$106,476	\$100,000	\$105,000	\$105,600
BASSETT training fees	N/A	N/A	\$0	\$2,000	\$3,000
Revenue Total:	\$115,651	\$132,531	\$349,555	\$343,750	\$330,350

Table 3-23: Village Clerk Financial Summary

Significant Budget Changes

Amount	FTE Impact	Narrative
\$25,172	0.0	The department will receive resources to support changes in benefits, related to recent staffing changes.
\$20,000	0.0	The department will receive resources to support the department's records management improvement activities.
\$0.00	TBD	The FY13 Budget for Village Clerk's Office maintains the Executive Secretary position and provides for this position to continue to fill the duties of Deputy Clerk on Interim basis to allow for comprehensive review in 2013 of Village Clerk's Office work assigned by Code (e.g. business licensing, special events, liquor commission liaison) versus those required by State Statute (retention of Village Board minutes/records) to determine most effective organization of village services. This evaluation will occur with review of the of Reinventing Government Committee post 2013 elections.

3.2.15 Village Manager's Office



Village Manager's Office Organization Chart

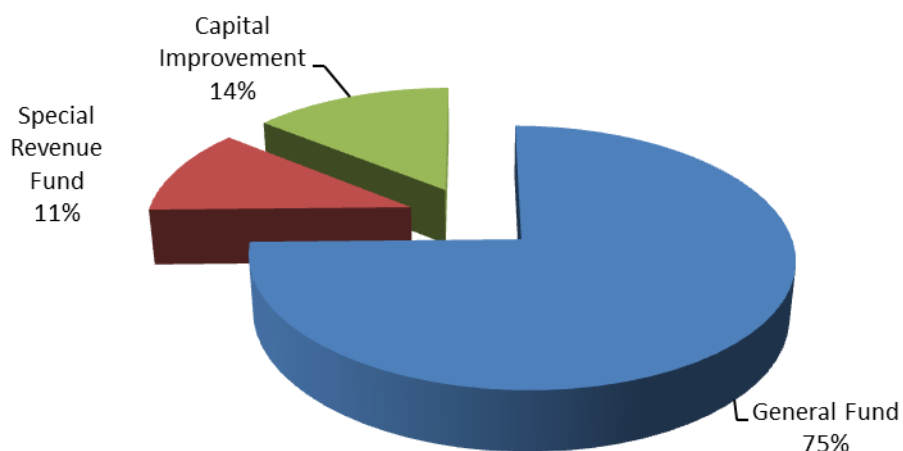


Chart 3-23: Total VMO Expenditures, By Fund

Executive Summary

The Village Manager’s Office (VMO) is responsible for overseeing day-to-day operations of the Village via all Village Departments and provides internal support services and directly supervises all Department Directors. This accomplished by the Village Manager, Deputy Village Manager, Assistant Village Manager, Executive Secretary to the Village Manager and a part time Administrative Secretary. The VMO is responsible for providing staff support to the Village President and Board of Trustees along with the three Committees of the Village Board (Personnel, Finance and Reinventing Government). In addition, the Village Manager’s Office coordinates with Village Departments Advisory Board and Commission work plans and corresponding budget requests.

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 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. The Village Manager is the hiring authority for all employees, other than those under tenure of office laws.

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

Expenditure Type	2010 Actual	2011 Actual	2012 Budget	2012 Estimated	2013 Budget
Personal Services	\$506,414	\$481,303	\$524,955	\$601,496	\$487,102
Fringe Benefits	\$147,503	\$143,714	\$178,422	\$198,588	\$186,471
Materials & Supplies	\$47,460	\$63,806	\$120,000	\$87,278	\$72,500
Contractual Services	\$736,304	\$728,859	\$802,750	\$828,924	\$306,848
General Fund Expenditure	\$1,437,681	\$1,417,682	\$1,626,127	\$1,716,286	\$1,052,921

FTE Summary	2010 Actual	2011 Actual	2012 Budget	2012 Estimated	2013 Budget
General Fund	4.5	4.5	4.5	4.5	4.5
Special Revenue Fund	1.0	1.0	1.0	1.0	1.0
FTE Total:	5.5	5.5	5.5	5.5	5.5

Table 3-24: Village Manager’s Office Financial Summary

Significant Budget Changes

Amount	FTE Impact	Narrative
\$15,000	0.0	The department will receive resources to support the recruitment of a permanent Village Attorney in FY13, following the appointment by the Village Board of a Permanent Village Manager.
-\$674,750	0.0	This reduction reflects OPDC, Visit Oak Park, Oak Park Area Arts Council funding provided for in the business services division of Community and Economic Development
\$154,174	0.0	The department will receive funding to support the Collaboration for Early Child hold and the Youth Interventionist Agreement.
\$25,000	0.0	In 2013, The Village Manager’s Office will continue to measure customer service and quality of life in Oak Park, as identified by Village residents and taxpayers via the National Citizen Survey, as has been conducted for the Village by the National Research Center (NRC).

3.2.16 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.

Expenditure Type	2010 Actual	2011 Actual	2012 Budget	2012 Estimated	2013 Budget
Personal Services	\$54,000	\$54,000	\$54,000	\$54,000	\$54,000
Fringe Benefits	\$4,131	\$4,131	\$4,131	\$4,131	\$4,131
Materials & Supplies	\$3,076	\$5,481	\$7,700	\$7,700	\$7,450
Contractual Services	\$5,422	\$5,657	\$8,200	\$29,700	\$8,200
Department Total	\$66,629	\$69,270	\$74,031	\$95,531	\$73,781

FTE Summary	2010 Actual	2011 Actual	2012 Budget	2012 Estimated	2013 Budget
General Fund	7.0	7.0	7.0	7.0	7.0

Table 3-25: Village President & Board of Trustees Financial Summary

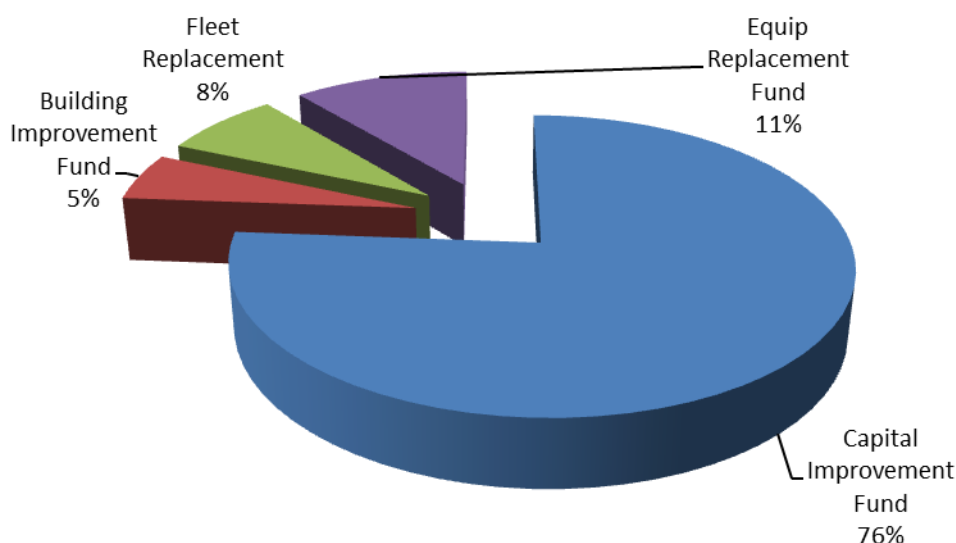
Significant Budget Changes

There are no significant budget changes at this time.

4. Capital Funds

4.1 Overview

2013 Budget Capital Fund Expenditures: \$6,268,594



Total Capital Fund Expenditures, by Fund

Capital Fund	2010 Actual	2011 2Actual	2012 Budget	2012 Estimated	2013 Budget
Capital Improvement Fund	\$4,397,466	\$6,096,572	\$8,611,713	\$6,332,835	\$4,775,714
Building Improvement Fund	\$65,480	\$396,579	\$1,392,500	\$910,939	\$335,000
Fleet Replacement	\$1,262,796	\$86,742	\$434,426	\$373,375	\$466,488
Equip Replacement Fund	\$113,105	\$132,984	\$493,766	\$125,244	\$691,392
Capital Fund Total:	\$5,838,847	\$6,712,877	\$10,932,405	\$7,742,393	\$6,268,594

Total Capital Fund Expenditures, by Fund and Year

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 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 Budget</u>	<u>2012 Estimated</u>	<u>2013 Budget</u>
Starting Fund Balance	-\$2,340,906	-\$2,156,001	-\$292,580	-\$292,580	-\$292,580
Revenues					
Transfer from CIP Fund	\$250,385	\$2,260,000	\$3,392,500	\$963,000	\$395,000
Revenue Total:	\$250,385	\$2,260,000	\$3,392,500	\$963,000	\$395,000
Expenditures					
Personal Services	\$0	\$0	\$0	\$0	\$0
Fringe Benefits	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$65,480	\$396,579	\$1,392,500	\$963,000	\$335,000
Total Expenditures	\$65,480	\$396,579	\$1,392,500	\$963,000	\$335,000
Change in Balance	\$184,905	\$1,863,421	\$2,000,000	\$0	\$60,000
Ending Fund Balance	-\$2,156,001	-\$292,580	\$1,707,420	-\$292,580	-\$232,580

Table 6-2: Building Improvement Fund Financial Summary

Significant Budget Changes

Amount	FTE Impact	Narrative
\$335,000	0.0	The department will receive resources to support various building improvement projects.

Note: While the shown fund balance is currently negative, this fund falls under the recently adopted fund balance policy which targets a 10 to 20 percent of annual expenditure goal. At this point in time, this is a multi-year objective and the discussion has been to move toward this goal over the coming fiscal years.

The current objective is to match up revenues and expenditures as to work towards a positive fund balance as is shown in FY 2013.

The following is a summary of the Building Improvement projects that are included within the 2013 Budget:

<u>Department</u>	<u>Cost</u>
Village Hall	
Various Repairs	\$10,000
Court Yard Brick Paver Repairs	\$60,000
Village Hall Building Total:	\$70,000
Police Station	
Various Repairs	\$10,000
Gun Range Repairs - Construction	\$50,000
Police Department Total:	\$60,000
Fire Department	
Various Repairs	\$10,000
Overhead Door Repairs	\$5,000
Plumbing Modifications	\$5,000
Fire Department Total:	\$20,000
Public Works Center	
Various Repairs	\$10,000
Level 100 Floor Sealing	\$150,000
Public Works Center Total:	\$160,000
Dole Center	
Various Repairs	\$10,000
Village Owned Property Repairs	
Various Repairs	\$15,000
Building Improvement Total:	\$335,000

Table 6-2(A): Summary of Building Improvement Projects

4.2.2 Capital Improvement Fund

Fund Summary

The Capital Improvement Fund generates revenue through a dedicated 1% sales tax, a 6 cent per gallon gasoline tax, as well as through the state distribution of motor fuel taxes. The fund's most notable expenses are the repair and replacement of local streets, alleys and sidewalks. It also fund the other capital funds through inter-fund transfers.

	<u>2010 Actual</u>	<u>2011 Actual</u>	<u>2012 Budget</u>	<u>2012 Estimated</u>	<u>2013 Budget</u>
Starting Fund Balance	\$1,003,019	\$2,180,897	\$858,606	\$858,606	-\$897,024
Revenues					
Infrastructure Maintenance Fee	\$358,850	\$349,993	\$350,000	\$350,000	\$385,000
Investment/Interest Income	\$971	\$323	\$2,000	\$500	\$500
Local-Option Motor Fuel Tax	\$1,003,666	\$861,617	\$980,000	\$900,000	\$900,000
Local-Option Sales Tax	\$2,210,517	\$2,406,956	\$2,200,000	\$2,246,200	\$2,324,817
Inter-Fund Transfer-MFT	\$989,666	\$0	\$0	\$0	\$0
Inter-Fund Transfer-General Fund	\$0	\$1,100,000	\$1,070,505	\$1,070,505	\$1,158,600
Interfund-Fund Transfer TIF	\$100,000	\$0	\$0	\$0	\$0
Bond Proceeds	\$0	\$0	\$2,100,000	\$0	\$0
Miscellaneous Revenue	\$902,082	\$12,871	\$0	\$0	\$0
50/50 Sidewalk Repair Program	\$9,592	\$11,520	\$10,000	\$10,000	\$10,000
Revenue Total:	\$5,575,344	\$4,743,281	\$6,712,505	\$4,577,205	\$4,778,917
Expenditures					
Personal Services	\$344,772	\$310,430	\$306,741	\$305,000	\$383,620
Fringe Benefits	\$119,269	\$106,624	\$120,416	\$119,262	\$155,836
Materials & Supplies	\$18,140	\$19,099	\$13,380	\$10,480	\$11,990
Contractual Services	\$55,331	\$112,585	\$182,250	\$145,150	\$215,900
Capital Outlay	\$1,963,695	\$2,343,524	\$4,162,000	\$3,600,800	\$2,500,000
Transfers	\$1,896,260	\$3,204,311	\$3,826,926	\$2,152,143	\$1,508,368
Total Expenditures	\$4,397,466	\$6,096,572	\$8,611,713	\$6,332,835	\$4,775,714
Change in Balance	\$1,177,878	-\$1,353,291	-\$1,899,208	-\$1,755,630	\$3,203
Balance Sheet Adj.	\$0	\$31,000	\$0	\$0	\$0
Ending Fund Balance	\$2,180,897	\$858,606	-\$1,040,602	-\$897,024	-\$893,821

Table 6-1: Capital Improvement Fund Financial Summary

Note: While the shown fund balance is currently negative, this fund falls under the recently adopted fund balance policy which targets a 10 to 20 percent of annual expenditure goal. At this point in time, this is a multi-year objective and the discussion has been to move toward this goal over the coming fiscal years.

The current objective is to match up revenues and expenditures as to work towards a positive fund balance as is shown in FY 2013.

Significant Budget Changes

Amount	FTE Impact	Narrative
\$50,000	0.0	VMO supports the fund's request for resources to update the Village Pavement Survey, using an Infrastructure Management Systems
\$6,500	0.0	VMO supports the fund's request to use capital resources to purchase new software licenses for the computer engineering program MicroStation

<u>Contractual Services</u>	<u>Narrative Description</u>	<u>2013 Budget</u>
Contractual Services	I-290 Legislative & Technical Assistance	\$50,000
Contractual Services	Conferences and Training	\$9,000
Contractual Services	Public Art	\$70,000
Contractual Services	External Support	
Contractual Services	Materials Testing	\$14,000
Contractual Services	IMS Survey	\$50,000
Contractual Services	Legal Advertising	\$1,400
Contractual Services	Software License	\$6,500
Contractual Services	Office Machine Service	\$14,750
Contractual Services	Repairs	\$250
	TOTAL Contractual Services	\$215,900

Table 6-1(B): Summary of Contractual Services Activities

<u>Capital Activity</u>	<u>Narrative Description</u>	<u>2013 Budget</u>
Sign Replacement	Wayfinding signage repairs (\$25,000).	\$25,000
Project Engineering	Local street surveying (\$30,000)	\$30,000
Local Street Construction	Street resurfacing projects on local streets throughout the Village (\$1,000,000); Pavement patching (\$150,000); Thermoplastic striping (\$50,000)	\$1,200,000
Traffic Calming Imps	Various traffic calming projects within the Village	\$25,000
Tree Replacement	Replacement of Parkway trees	\$180,000
Street Furniture	Installation of furniture in public (benches) areas throughout the Village (\$10,000).	\$10,000
Streetscaping	Paver brick replacement/maintenance (\$7,500); Tree Pit/In-Ground Planter maintenance (\$7,500)	\$15,000
Bicycle Racks	Installation of bicycle racks in public parkways throughout the Village	\$5,000
Alley Improvements	Scheduled alley replacements	\$700,000
Bicycle Plan Improvements	Bike parking engineering at Blue Line, CMAQ, Village match (\$5,000); Bike parking engineering at Green Line, CMAQ, Village match (\$5,000)	\$10,000
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
	TOTAL Capital Outlay	\$2,500,000

Table 6-1(B): Summary of Capital Outlay Activities

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 Budget</u>	<u>2012 Estimated</u>	<u>2013 Budget</u>
Starting Fund Balance	\$790,396	\$677,291	\$544,307	\$544,307	\$419,063
Revenues					
Inter-fund Transfer- CIP Fund	\$0	\$0	\$0	\$0	\$150,000
Lease Financing	\$0	\$0	\$0	\$0	\$210,000
Revenue Total:	\$0	\$0	\$0	\$0	\$360,000
Expenditures					
Capital Outlay	\$113,105	\$132,984	\$493,766	\$125,244	\$691,392
Total Expenditures	\$113,105	\$132,984	\$493,766	\$125,244	\$691,392
Change in Balance	-\$113,105	-\$132,984	-\$493,766	-\$125,244	-\$331,392
Ending Fund Balance	\$677,291	\$544,307	\$50,541	\$419,063	\$87,671

Table 6-3: Equipment Replacement Fund Financial Summary

Significant Budget Changes

Equipment Replacement Fund expenditures for 2013 reflect a number of significant initiatives that have been previously described within other departments. The following table provides a summary of the expenditure items that have been approved for 2013.

Department	Request Description			
Type	Request for 2013	Qty	Unit Cost	Ext. Cost
Information Technology				
WAN Equipment	1 VMWare server (\$20k) & Network Switches (\$20k)	1	\$40,000	\$40,000.00
Telephone	Telephone, Network & Cable system	1	\$210,000	\$210,000.00
Printers	Printers (7 x \$1.5k)	7	\$1,500	\$10,500
Equipment	PC's (1/4=70 or 1/5=56)	55	\$1,000	\$55,000.00
Equipment	Laptops	2	\$3,000	\$6,000.00
Equipment	Document Imaging System (\$19,924 rough estimate + h/w)	1	\$25,000	\$25,000.00
Equipment	Backup cooling system	1	\$15,000	\$15,000.00
Equipment/Software	VMWare vSphere 5 - 6 licenses each \$995 + \$273 support	1	\$9,130	\$9,129.60
Equipment/Software	Virtual desktop view \$1500 for 10 users (sold in 10 or 100 pack bundles)	1	\$1,800	\$1,800.00
Equipment/Software	VMWare backup software – veam backup – it is \$599 per socket, so 6 total	1	\$4,313	\$4,312.80
Department Total			Total:	\$376,742
Police Department				
MDC's	CF31 dock kits (CF31's will not work on CF30 docks)	11	\$800	\$8,800
Squad printers	Printers & brackets (\$450 & \$225 respectively)	40	\$700	\$28,000
	3 Arbitrator cables	11	\$700	\$7,700
Mobile Video	Arbitrator full kits	2	\$6,000	\$12,000
PEO handheld & printers	PEO handheld & printers	10	\$6,000	\$60,000
Department Total			Total:	\$116,500
Communications Department				
Dell Precision T5500 Computer				\$4,200
Dual Quad Core Intel Xeon E5606 2.13GHz CPU				
12GB DDR3 RDIMM ECC 1333MHz Memory				
2GB Nvidia quadro 4000 graphics card				
256GB SSD for boot and 2TB SATA 3Gb/s 32MB databurst cache drive				
8x Blueraay burner				
Keyboard, mouse, windows 7 pro 64bit				
Avid Editing Software Upgrade (Composer to Symphony)				\$1,000
Canon EOS 5D Mark III Digital Camera Kit				\$4,300
Miller DS-10 DV Fluid Head with Solo Aluminum Tripod System				\$1,000
Canon Super Wide Angle 14mm Lens				\$1,400
Slyder 64" Dolly Tracks & Accessories				\$1,000
iPad/related software for social media coordinator				\$725
Chroma Key Backdrop				\$500
Lowel DV-ProTwo light Kit				\$450
Department Total			Total:	\$14,575
Fire Department				
Three (3) AED Portable Units @\$1,700 Each				\$5,100
Two (2) Stair Chairs for ambulances @ \$2,600				\$5,200
Air Bags for Patient Extrication				\$10,000
PC Tablet Upgrades and batteries for Mobileyes (FPB Inspection)				\$15,000
Department Total			Total:	\$35,300
Finance Department				
PeopleSoft Replacement Resources				\$148,275
Finance Department				
Department Total			Total:	\$148,275
Equipment Replacement Fund Total:				\$691,392

Table 6-3(A): Summary of Equipment Replacement Fund Expenditure Items

4.2.4 Fleet Replacement Fund

	<u>2010 Actual</u>	<u>2011 Actual</u>	<u>2012 Budget</u>	<u>2012 Estimated</u>	<u>2013 Budget</u>
Starting Fund Balance	\$153,137	\$54,111	\$119,363	\$119,363	\$119,363
Revenues					
Inter-fund Transfer- Federal RICO Fund					\$171,000
Inter-fund Transfer- CIP Fund	\$228,000	\$151,994	\$434,426	\$373,375	\$295,488
Lease Proceeds	\$935,770				
Revenue Total:	\$1,163,770	\$151,994	\$434,426	\$373,375	\$466,488
Expenditures					
Capital Outlay	\$1,262,796	\$86,742	\$434,426	\$373,375	\$466,488
Total Expenditures	\$1,262,796	\$86,742	\$434,426	\$373,375	\$466,488
Change in Balance	-\$99,026	\$65,252	\$0	\$0	\$0
Ending Fund Balance	\$54,111	\$119,363	\$119,363	\$119,363	\$119,363

Table 6-4: Fleet Replacement Fund Financial Summary

Amount	FTE Impact	Narrative
\$466,488	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 2013 Fleet replacement requests, by department:

<u>Department Fleet Summary</u>	<u>Amount</u>
Fire Department Fleet Summary	
Lease for 2 Pumpers 2 @ \$99,263	\$198,526
Lease for Ambulance	\$54,234
Fire Department:	\$252,760

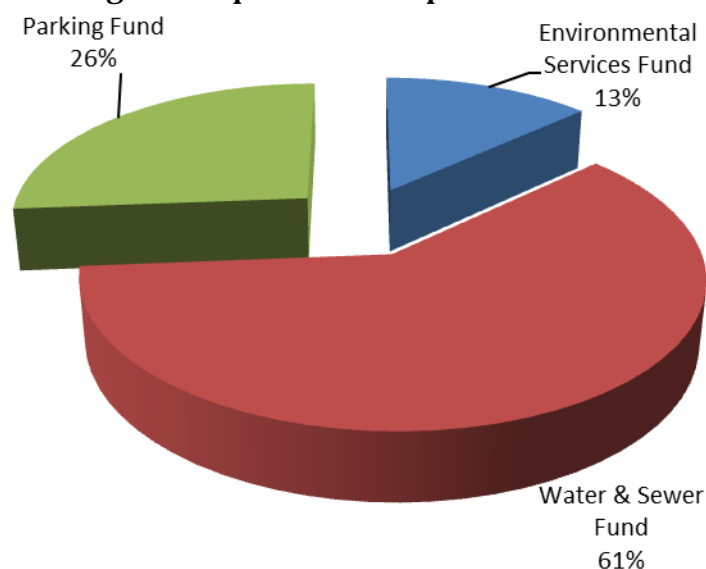
<u>Department Fleet Summary</u>	<u>Amount</u>
Police Department Fleet Summary	
6 Police Cars @ \$28,500	\$171,000
Police Department Total:	\$171,000
Public Works Department Fleet Summary	
Dump Truck #395, 2 nd of 3 Payments	\$42,728
Public Works Department	\$42,728
2013 Fleet Replacement Total:	\$466,488

Table 6-4(A): Fleet Replacement Summary

5. Enterprise Fund Summary

5.1 Overview

2013 Budget Enterprise Fund Expenditures: \$22,868,128



Total Enterprise Fund Expenditures, by Fund

Enterprise Fund	2010 Actual	2011 Actual	2012 Budget	2012 Estimated	2013 Recommended
Environmental Services Fund	\$2,456,107	\$2,723,900	\$3,357,461	\$2,812,405	\$3,079,487
Water and Sewer Fund	\$11,407,852	\$11,693,942	\$13,708,891	\$13,563,208	\$14,094,576
Parking Fund	\$4,104,954	\$4,035,460	\$4,974,619	\$4,841,341	\$5,694,065
Total Fund Expenditures:	\$17,968,913	\$18,453,302	\$22,040,970	\$21,216,955	\$22,868,128

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 four 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 services (Water Fund) and is maintained through charges to the sewer portion of utility charges (Sewer Fund). 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.

Per the Village Contract with Waste Management, collection costs will increase by 1.1% in 2013 and this will be the second year of a five year contract. It is proposed that the Village pass along this collect cost increase in its fees.

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

	2010 Actual	2011 Actual	2012 Budget	2012 Estimated	2013 Budget
Starting Fund Balance	\$914,817	\$1,574,976	\$1,725,507	\$1,725,507	\$1,977,827
Revenues					
Solid Waste Revenue	\$2,935,124	\$2,909,112	\$3,316,988	\$3,064,726	\$3,141,344
Transfers	\$100,000	\$0	\$0	\$0	\$0
Total Revenues	\$3,035,124	\$2,909,112	\$3,316,988	\$3,064,726	\$3,141,344
Expenditures					
Personal Services	\$189,340	\$175,838	\$185,779	\$172,310	\$192,579
Fringe Benefits	\$68,132	\$71,245	\$65,771	\$63,973	\$73,969
Materials & Supplies	\$2,620	\$2,307	\$10,641	\$8,841	\$9,154
Contractual Services	\$2,196,015	\$2,474,510	\$3,095,270	\$2,541,940	\$2,723,785
Capital Outlay	\$0	\$0	\$0	\$25,341	\$0
Transfers	\$0	\$0	\$0	\$0	\$80,000
Total Expenditures	\$2,456,107	\$2,723,900	\$3,357,461	\$2,812,405	\$3,079,487
Change in Balance	\$579,017	\$185,212	-\$40,473	\$252,320	\$61,857
Balance Sheet Adj.	\$81,142	-\$34,681	\$0	\$0	\$0
Ending Fund Balance	\$1,574,976	\$1,725,507	\$1,685,034	\$1,977,827	\$2,039,684

Table 4-1: Environmental Services Fund Financial Summary

5.2.2 Parking Fund

Executive Summary

The 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, including enclaves, four public parking garages, more than 100 off-street lots and nearly 1,500 meters. In addition, the department manages a comprehensive 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. Vehicle Sticker sales are also provided by Parking Services and this function is funded via the General Fund.

	<u>2010 Actual</u>	<u>2011 Actual</u>	<u>2012 Budget</u>	<u>2012 Estimated</u>	<u>2013 Budget</u>
Starting Fund Balance	\$18,285,077	\$19,565,077	\$19,759,446	\$19,759,446	\$20,622,605
Capital Summary					
Proceeds of Bonds	\$0	\$0	\$0	\$0	\$8,650,000
Capital Expenses	\$0	\$0	\$0	\$0	\$8,994,000
Capital Summary Costs	\$0	\$0	\$0	\$0	-\$344,000
Parking Fund Revenues					
Garage Fees	\$850,000	\$922,111	\$1,085,000	\$994,000	\$1,050,000
Quarterly Parking Permits	\$2,180,000	\$2,453,582	\$2,448,500	\$2,490,500	\$2,616,000
On-Street Parking Permits	\$820,000	\$777,513	\$875,000	\$821,000	\$875,000
Parking Meter Collections	\$1,052,572	\$1,267,876	\$1,300,000	\$1,398,000	\$1,500,000
Miscellaneous Revenue	\$212,472	\$1,000	\$10,000	\$1,000	\$1,000
Parking Fund Revenue Total	\$5,115,044	\$5,422,082	\$5,718,500	\$5,704,500	\$6,042,000
Expenditures					
Personal Services	\$955,301	\$937,617	\$985,156	\$873,050	\$868,050
Fringe Benefits	\$401,118	\$400,968	\$385,426	\$327,395	\$378,716
Materials & Supplies	\$112,712	\$139,123	\$173,719	\$194,479	\$197,853
Contractual Services	\$1,319,895	\$1,109,036	\$1,229,390	\$1,245,390	\$1,659,120
Debt Service	\$975,169	\$444,152	\$800,928	\$801,028	\$840,326
Transfers	\$340,760	\$1,004,564	\$1,400,000	\$1,400,000	\$1,750,000
Total Expenditures	\$4,104,954	\$4,035,460	\$4,974,619	\$4,841,341	\$5,694,065
Change in Balance	\$1,010,090	\$1,386,622	\$743,881	\$863,159	\$347,936
Balance Sheet Adj.	\$269,910	-\$1,192,253	\$0	\$0	\$0
Ending Fund Balance	\$19,565,077	\$19,759,446	\$20,503,328	\$20,622,605	\$20,970,541

Table 4-2: 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.

Significant Budget Changes

Amount	FTE Impact	Narrative
\$8,944,000	0.0	The fund will receive resources for the building of a new garage at the Lake and Forest development. This initiative would be supported through General Obligation bonds.
\$100,000	0.0	The fund will receive resources to support the resurfacing of Village parking lots, as discussed in the Capital Improvement Plan.
\$148,000	0.0	The fund will receive resources to support various improvements, including Paystation upgrades, meter upgrades, and the pilot parking space finder program.
\$60,000	0.0	The fund will receive resources for the maintenance and upgrade of the pay-by-space terminals
\$16,000	0.0	The fund will receive resources to support anticipated increases in bank charges.
\$1,000,000	0.0	The fund will transfer resources from the Parking Fund to the General Fund in accordance with the fund's repayment strategy.
\$0	0.0	The department will upgrade one Administrative Clerk position to a Senior Administrative Clerk.

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.

	<u>2010 Actual</u>	<u>2011 Actual</u>	<u>2012 Budget</u>	<u>2012 Estimated</u>	<u>2013 Budget</u>
Starting Fund Balance	\$36,699,541	\$38,270,226	\$38,796,563	\$38,796,563	\$37,961,549
Revenues					
Utility Sales	\$11,228,979	\$11,050,000	\$12,278,960	\$12,728,194	\$13,764,763
Expenditures					
Personal Services	\$821,621	\$787,086	\$866,417	\$845,015	\$883,190
Fringe Benefits	\$333,731	\$337,893	\$352,968	\$360,575	\$397,949
Materials & Supplies	\$271,491	\$542,043	\$857,350	\$855,050	\$857,000
Contractual Services	\$3,952,166	\$4,261,270	\$5,382,500	\$5,349,750	\$6,218,000
Capital Outlay	\$3,390,816	\$2,579,167	\$2,972,000	\$2,876,854	\$3,093,500
Debt Service	\$428,007	\$349,319	\$0	\$1,175,964	\$1,044,937
Transfers	\$2,210,020	\$2,837,165	\$3,277,656	\$2,100,000	\$1,600,000
Total Expenditures	\$11,407,852	\$11,693,942	\$13,708,891	\$13,563,208	\$14,094,575
Change in Balance	-\$178,873	-\$643,942	-\$1,429,931	-\$835,014	-\$329,812
Balance Sheet Adj.	\$1,749,558	\$1,170,279	\$0	\$0	\$0
Ending Fund Balance	\$38,270,226	\$38,796,563	\$37,366,633	\$37,961,549	\$37,631,737

Table 4-3: 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.

Significant Budget Changes

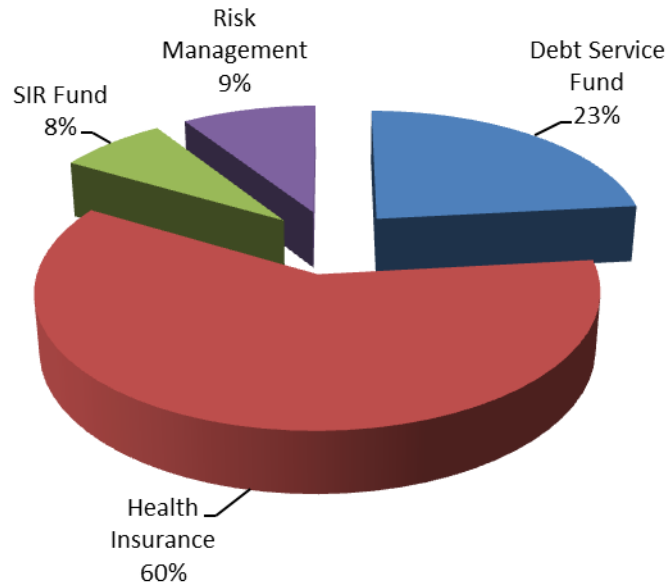
Amount	FTE Impact	Narrative
Varies	0.0	Sewer rates will increase in 2013 by 2.5% to \$2.09 per 100,000 gallons of water use in 2013 (from \$2.04 currently). Cost impacts for average usage will increase from \$5.38 per month to \$5.51 per month generally.
\$702,500	0.0	The fund will receive resources to support water cost increases from the City of Chicago.
\$350,000	0.0	The fund will use capital resources for the lining of the Lombard Avenue crossing under I-290.
\$85,000	0.0	The fund will receive resources to support the replacement of utility truck #35.

<u>Capital Activity</u>	<u>Narrative Description</u>	<u>2013 Budget</u>
Water-Related Capital Projects		
Capital Projects	Capital Improvement Project 776	\$120,500
Capital Projects	Water main Improvements	\$1,000,000
Capital Projects	I-290 Crossing at Lombard	\$350,000
Capital Projects	Meter Replacement	\$75,000
Capital Projects	Hydrant Painting	\$20,000
Capital Projects	Equipment	\$13,000
Capital Projects	Vehicles	\$85,000
Water-Related Capital Projects Total		\$1,663,500
Sewer-Related Capital Projects		
Capital Projects	Project Engineering	\$150,000
Capital Projects	Sewer Improvements	\$1,000,000
Capital Projects	Meter Replacement	\$75,000
Capital Projects	Overhead Sewer Grants	\$200,000
Capital Projects	Equipment	\$5,000
Sewer-Related Capital Projects Total		\$1,430,000
Total Water and Sewer-Capital Related Projects		\$3,093,500

6. Internal Service Funds

6.1 Overview

2013 Budget Internal Service Fund Expenditures: \$14,169,738



Total Internal Service Fund Expenditures, by Fund

Fund Type	2010 Actual	2011 Actual	2012 Budget	2012 Estimated	2013 Budget
Debt Service	\$ 18,128,584	\$ 4,546,432	\$ 3,500,318	\$ 3,500,318	\$ 3,500,318
Health Insurance	\$ 8,056,990	\$ 7,897,756	\$ 8,348,146	\$ 8,938,943	\$ 9,031,560
Risk Management	24,168	237,925	250,251	237,905	257,170
Self-Insured Retention	\$ 1,689,982	\$ 1,582,904	\$ 1,225,251	\$ 1,524,918	\$ 1,380,690
Fund Total	\$ 27,899,724	\$ 14,265,018	\$ 13,323,967	\$ 14,202,084	\$ 14,169,738

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.

	<u>2010 Actual</u>	<u>2011 Actual</u>	<u>2012 Budget</u>	<u>2012 Estimated</u>	<u>2013 Budget</u>
Starting Fund Balance	\$7,713,756	\$3,879,422	\$5,851,086	\$5,851,086	\$5,850,986
Revenues					
Property Taxes	\$2,641,079	\$2,655,703	\$3,500,218	\$3,500,218	\$3,500,218
Investment Income	\$165	\$28	\$100	\$100	
Miscellaneous	\$4,909	\$0	\$0	\$0	
Total Revenues	\$2,646,153	\$2,655,731	\$3,500,318	\$3,500,318	\$3,500,218
Expenditures					
Debt Service	\$18,128,584	\$4,546,432	\$3,500,318	\$3,500,318	\$3,500,318
Total Expenditures	\$18,128,584	\$4,546,432	\$3,500,318	\$3,500,318	\$3,500,318
Change in Balance	-\$15,487,505	-\$1,890,729	-\$100	-\$100	-\$100
Balance Sheet Adj.	\$11,648,097	\$3,862,393	\$0	\$0	\$0
Ending Fund Balance	\$3,879,422	\$5,851,086	\$5,850,986	\$5,850,986	\$5,850,886

Table 7-1: Debt Service Fund Financial Summary

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 \$45)
- 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, Oak Park Township, West Suburban Consolidated Dispatch Center, and former employees continuing their health care insurance coverage.

An increase to claims expenses of 10 percent has been included based upon the recommendation of the Human Resources Director and the Village's Insurance Broker. This will in turn equate to a 10 percent increase in employee premiums.

	<u>2010 Actual</u>	<u>2011 Actual</u>	<u>2012 Budget</u>	<u>2012 Estimated</u>	<u>2013 Budget</u>
Starting Fund Balance	\$68,485	-\$37,262	\$161,994	\$161,994	-\$257,351
Revenues					
Employee Payroll Deductions	\$1,015,260	\$1,126,790	\$1,126,125	\$1,183,130	\$1,301,443
Pensioner/Retiree Premium Payments	\$1,076,192	\$1,106,043	\$1,212,750	\$1,161,345	\$1,277,480
Agency Contributions	\$1,774,259	\$1,745,363	\$704,848	\$1,832,632	\$2,015,895
Transfers from Other Funds	\$4,081,581	\$4,058,403	\$5,290,237	\$4,342,492	\$4,776,741
Total Revenues	\$7,947,292	\$8,036,600	\$8,333,960	\$8,519,598	\$9,371,558
Expenditures					
Personal Services	\$59,137	\$61,559	\$59,137	\$61,021	\$59,637
Fringe Benefits	\$126,808	\$19,756	\$18,858	\$20,115	\$20,116
Materials & Supplies	\$7,798	\$6,934	\$0	\$0	\$0
Contractual Services	\$7,863,247	\$7,749,095	\$8,270,152	\$8,857,807	\$8,951,807
Total Expenditures	\$8,056,990	\$7,837,344	\$8,348,146	\$8,938,943	\$9,031,560
Change in Balance	-\$109,698	\$199,256	-\$14,186	-\$419,345	\$339,998
Balance Sheet Adj.	\$3,951	\$0	\$0	\$0	\$0
Ending Fund Balance	-\$37,262	\$161,994	\$147,808	-\$257,351	\$82,647

Table 7-2: Health Insurance Fund Financial Summary

Significant Budget Changes

Amount	FTE Impact	Narrative
\$601,650	0.0	The Health Insurance fund will be funded at a 10% increase to absorb anticipated increases in health care claims and premiums for 2013.

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.

	2010 Actual	2011 Actual	2012 Budget	2012 Estimated	2013 Budget
Starting Fund Balance	\$0	-\$24,148	-\$262,093	-\$262,093	\$0
Revenues					
Transfers From Other Funds	\$0	\$0	\$250,251	\$499,998	\$257,170
Expenditures					
Personal Services	\$19,656	\$179,470	\$160,835	\$160,835	\$157,734
Fringe Benefits	\$4,512	\$58,164	\$46,616	\$46,570	\$63,836
Materials & Supplies	\$0	\$291	\$12,800	\$500	\$1,000
Contractual Services	\$0	\$0	\$30,000	\$30,000	\$34,600
Total Expenditures	\$24,168	\$237,925	\$250,251	\$237,905	\$257,170
Change in Balance	-\$24,168	-\$237,925	\$0	\$262,093	\$0
Balance Sheet Adj.	\$20	-\$20	\$0	\$0	\$0
Ending Fund Balance	-\$24,148	-\$262,093	-\$262,093	\$0	\$0

Table 7-3: 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.

	<u>2010 Actual</u>	<u>2011 Actual</u>	<u>2012 Budget</u>	<u>2012 Estimated</u>	<u>2013 Budget</u>
Starting Fund Balance	-\$2,183,774	-\$2,234,132	-\$1,564,285	-\$1,564,285	-\$1,103,586
Revenues					
Transfer from Other Funds	\$1,634,799	\$1,150,000	\$1,985,617	\$1,985,617	\$1,380,000
Expenditures					
Personal Services	\$140,822	\$0	\$0	\$0	\$0
Fringe Benefits	\$41,305	\$0	\$0	\$0	\$0
Materials & Supplies	\$10,868	\$14,319	\$0	\$0	\$0
Contractual Services	\$1,496,987	\$1,568,585	\$975,000	\$1,025,000	\$1,123,520
Transfers	\$0	\$0	\$250,251	\$499,918	\$257,170
Total Expenditures	\$1,689,982	\$1,582,904	\$1,225,251	\$1,524,918	\$1,380,690
Change in Balance	-\$55,183	-\$432,904	\$760,366	\$460,699	-\$690
Balance Sheet Adj.	\$4,825	\$1,102,751	\$0	\$0	\$0
Ending Fund Balance	-\$2,234,132	-\$1,564,285	-\$803,919	-\$1,103,586	-\$1,104,276

Table 7-4: Self-Insurance Retention Fund Financial Summary

Significant Budget Changes

Amount	FTE Impact	Narrative
\$47,170	0.0	The fund will receive increased resources to support anticipated insurance premium increases.

7. Special Revenue Fund Summary

7.1 Overview

2013 Budget Special Revenue Fund Expenditures: \$17,861,128

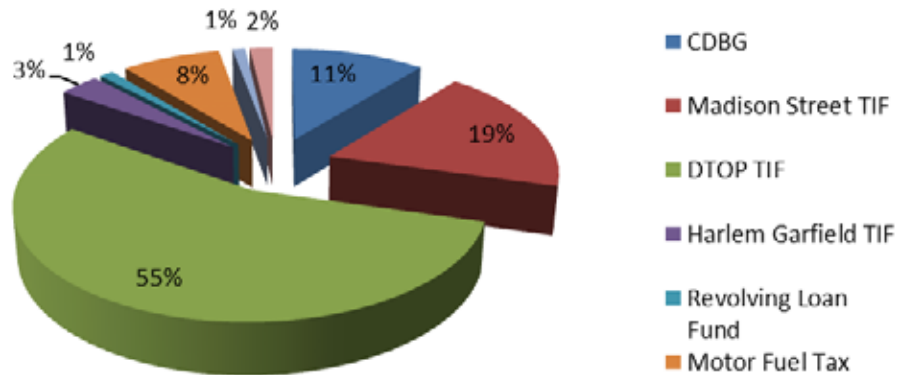


Chart: Total Special Revenue Fund Expenditures, by Fund

Fund	2010 Actual	2011 2Actual	2012 Budget	2012 Estimated	2013 Budget
Madison TIF	\$806,157	\$777,263	\$9,320,842	\$2,745,708	\$2,823,365
CDBG Fund Balance	\$1,771,555	\$1,514,934	\$1,725,878	\$1,481,533	\$1,660,689
SSA #1 Fund	\$342,163	\$356,972	\$400,000	\$365,000	\$559,825
TTW	\$0	\$9,194	\$50,000	\$10,000	\$30,000
DTOP	\$13,262,774	\$18,587,968	\$7,425,255	\$8,392,073	\$8,442,193
Harlem Garfield TIF	\$250	\$0	\$650,000	\$487,500	\$505,000
Foreign Fire	\$52,459	\$34,785	\$55,000	\$54,170	\$50,000
E-911	\$495,624	\$1,911,450	\$2,120,500	\$2,030,300	\$2,022,267
CDBG Revolving Loan	\$6,585	\$37,842	\$200,000	\$137,822	\$175,000
Farmer's Market	\$23,115	\$31,640	\$42,446	\$24,823	\$24,241
MFT Fund	\$1,319,666	\$1,536,363	\$1,320,505	\$1,346,280	\$1,230,505
Sustainability	\$5,658	\$6,036	\$109,235	\$100,493	\$157,042
Federal RICO	\$0	\$123,872	\$94,200	\$175,500	\$181,000
State RICO	\$897	\$11,853	\$0	\$0	\$0
Special Revenue Fund Total:	\$18,086,902	\$24,940,172	\$23,513,861	\$17,351,202	\$17,861,128

Table: 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.

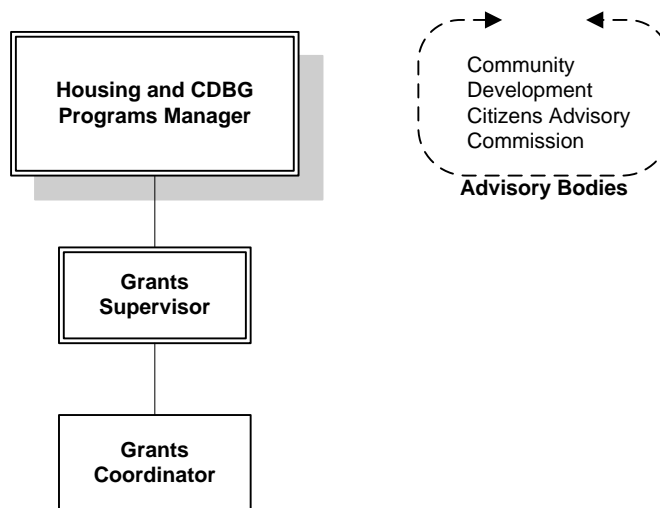
The Village maintains the following Special Revenue Funds:

- Community Development Block Grant (CDBG)
- Community Development Block Grant Revolving Loan Fund
- Downtown Oak Park Tax Increment Financing District Fund
- 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)



Grants Administration Organization Chart

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.

HPRP and CDBG-R are two continuing American Recovery and Reinvestment Act grants. The purpose of the HPRP is to provide temporary financial assistance and services to either prevent individuals and families from becoming homeless or help those who are experiencing homelessness to be quickly re-housed and stabilized. The CDBG-R program under ARRA enables the Village to undertake any of a wide range of activities intended to create suitable living environments, provide decent affordable housing and create economic opportunities.

	2010 Actual	2011 Actual	2012 Budget	2012 Estimated	2013 Budet
Starting Fund Balance	\$0	\$103,670	\$257,703	\$257,703	\$257,703
Revenues					
CDBG Allotments	\$1,795,294	\$1,668,967	\$1,725,877	\$1,481,533	\$1,563,539
Emergency Shelter Allotments	\$79,931		\$85,537		
Revenue Total:	\$1,875,225	\$1,668,967	\$1,811,414	\$1,481,533	\$1,563,539
Expenditures					
Personal Services	\$0	\$0	\$136,076	\$136,580	\$137,000
Fringe Benefits	\$0	\$0	\$45,284	\$45,322	\$49,638
Materials & Supplies	\$0	\$462	\$4,450	\$4,450	\$4,450
Contractual Services	\$1,771,555	\$1,514,472	\$1,462,442	\$1,253,942	\$1,457,467
Transfers	\$0	\$0	\$77,626	\$41,239	\$12,134
Total Expenditures	\$1,771,555	\$1,514,934	\$1,725,878	\$1,481,533	\$1,660,689
Change in Balance	\$103,670	\$154,033	\$85,536	\$0	-\$97,150
Ending Fund Balance	\$103,670	\$257,703	\$343,239	\$257,703	\$160,552

Table 3-9: CDBG Financial Summary

7.2.2 Community Development Revolving Loan Fund

Fund Summary

Federal regulation requires the control or elimination of lead-based paint hazards, depending on the scope of rehab activity. Lead-based paint activity is provided as a grant to homeowners participating in the Single-Family Rehabilitation Loan Program. Under special circumstances, relocation expenses may be provided as an additional grant.

	<u>2010 Actual</u>	<u>2011 Actual</u>	<u>2012 Budget</u>	<u>2012 Estimated</u>	<u>2013 Budet</u>
Starting Fund Balance	\$0	-\$4,122	-\$38,518	-\$38,518	-\$173,340
Revenues					
Loan Interest Payments	\$270	\$538	\$2,000	\$2,500	\$2,750
Interest Income	\$2,193	\$2,908	\$500	\$500	\$0
Revenue Total:	\$2,463	\$3,446	\$2,500	\$3,000	\$2,750
Expenditures					
Contractual Services	\$6,585	\$37,842	\$200,000	\$137,822	\$175,000
Total Expenditures	\$6,585	\$37,842	\$200,000	\$137,822	\$175,000
Change in Balance	-\$4,122	-\$34,396	-\$197,500	-\$134,822	-\$172,250
Ending Fund Balance	-\$4,122	-\$38,518	-\$236,018	-\$173,340	-\$345,590

Table 5-1: CDBG Revolving Loan Fund Financial Summary

Note: Currently this fund shows a deficit fund balance. However, staff is working with the Department to better understand expenditures over several years as some may have been incorrectly recorded as expenses as opposed to a liability, as is the case with certain loans made from the fund.

Staff expects to conclude its review in time to incorporate into the fiscal year 2012 comprehensive annual financial report (CAFR). Staff expects the fund balance to move closer to zero as a result of the review.

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.

	2010 Actual	2011 Actual	2012 Budget	2012 Estimated	2013 Budet
Starting Fund Balance	\$15,295,723	\$10,266,077	\$4,392,079	\$4,392,079	\$4,393,079
Revenues					
Increment Property Taxes	\$8,143,030	\$7,998,699	\$8,670,000	\$8,392,073	\$8,442,193
Investment Income	\$1,472	\$585	\$1,000	\$1,000	\$0
Other Income	\$1,505	\$0	\$0	\$0	\$0
Rental of Property	\$87,120	\$87,120	\$0	\$0	\$0
Revenue Total:	\$8,233,127	\$8,086,404	\$8,671,000	\$8,393,073	\$8,442,193
Expenditures					
Contractual Services	\$8,151,417	\$15,822,706	\$4,795,000	\$5,688,137	\$5,090,438
Transfers	\$4,051,907	\$1,663,374	\$2,630,255	\$2,703,936	\$3,351,755
Debt Service	\$1,059,450	\$1,101,888	\$0	\$0	\$0
Total Expenditures	\$13,262,774	\$18,587,968	\$7,425,255	\$8,392,073	\$8,442,193
Change in Balance	-\$5,029,647	-\$10,501,564	\$1,245,745	\$1,000	\$0
Balance Sheet Adj.	\$0	\$4,627,567	\$0	\$0	\$0
Ending Fund Balance	\$10,266,077	\$4,392,079	\$5,637,824	\$4,393,079	\$4,393,079

Table 5-10: DTOP TIF Financial Summary

7.2.4 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 Budget	2012 Estimated	2013 Budet
Starting Fund Balance	\$335,384	\$436,851	\$226,467	\$226,467	\$266,217
Revenues					
E911 Surcharge	\$596,888	\$567,538	\$620,000	\$570,000	\$570,000
Investment/Interest Income	\$203	\$83	\$500	\$50	\$50
Transfer from General Fund		\$1,133,445	\$1,500,000	\$1,500,000	\$1,300,000
Revenue Total:	\$597,091	\$1,701,066	\$2,120,500	\$2,070,050	\$1,870,050
Expenditures					
Materials & Supplies	\$0	\$2,165	\$3,000	\$0	\$0
Contractual Services	\$460,583	\$1,903,450	\$2,030,300	\$2,030,300	\$1,900,000
Capital Outlay	\$35,041	\$5,835	\$87,200	\$0	\$122,267
Total Expenditures	\$495,624	\$1,911,450	\$2,120,500	\$2,030,300	\$2,022,267
Change in Balance	\$101,467	-\$210,384	\$0	\$39,750	-\$152,217
Ending Fund Balance	\$436,851	\$226,467	\$226,467	\$266,217	\$114,000

Table 5-2: Enhanced 9-1-1 Financial Summary

7.2.5 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 Budget	2012 Estimated	2013 Budet
Starting Fund Balance	\$47,519	\$49,553	\$41,459	\$41,459	\$41,636
Revenues					
Seasonal Fees	\$25,149	\$23,545	\$22,000	\$23,500	\$25,000
Sale of Merchandise	\$0	\$0	\$4,000	\$1,500	\$1,500
Revenue Total:	\$25,149	\$23,545	\$26,000	\$25,000	\$26,500
Expenditures					
Personnel Services	\$12,678	\$13,715	\$22,708	\$662	\$0
Fringe Benefits	\$980	\$1,081	\$1,737	\$51	\$0
Materials & Supplies	\$4,424	\$5,221	\$8,775	\$6,050	\$5,000
Contractual Services	\$5,033	\$11,623	\$9,226	\$18,060	\$19,241
Total Expenditures	\$23,115	\$31,640	\$42,446	\$24,823	\$24,241
Change in Balance	\$2,034	-\$8,095	-\$16,446	\$177	\$2,259
Ending Fund Balance	\$49,553	\$41,459	\$25,012	\$41,636	\$43,895

Table 5-3: Farmer's Market Financial Summary

Significant Budget Changes

Amount	FTE Impact	Narrative
-\$10,000	-3.0	The Farmer's Market is no longer managed by Village staff. The function is now managed by three contract staff members.

7.2.6 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.

	2010 Actual	2011 Actual	2012 Budget	2012 Estimated	2013 Budget
Starting Fund Balance	\$150,858	\$240,877	\$242,689	\$242,689	\$167,689
Revenues					
Asset Seizures/Forfeitures	\$89,672	\$125,531	\$100,000	\$100,000	\$100,000
Investment/Interest Income	\$347	\$153	\$1,000	\$500	\$500
Revenue Total:	\$90,019	\$125,684	\$101,000	\$100,500	\$100,500
Expenditures					
Materials & Supplies	\$0	\$0	\$40,200	\$3,000	\$10,000
Contractual Services	\$0	\$0	\$24,500	\$8,000	\$0
Capital	\$0	\$0	\$14,500	\$14,500	\$0
Transfers	\$0	\$123,872	\$15,000	\$150,000	\$171,000
Total Expenditures	\$0	\$123,872	\$94,200	\$175,500	\$181,000
Change in Balance	\$90,019	\$1,812	\$6,800	-\$75,000	-\$80,500
Ending Fund Balance	\$240,877	\$242,689	\$249,489	\$167,689	\$87,189

Table 5-6: Federal RICO Fund Financial Summary

7.2.7 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.

	<u>2010 Actual</u>	<u>2011 Actual</u>	<u>2012 Budget</u>	<u>2012 Estimated</u>	<u>2013 Budet</u>
Starting Fund Balance	\$130,267	\$146,229	\$186,735	\$186,735	\$207,625
Revenues					
Annual Allotment	\$68,354	\$75,224	\$70,380	\$75,000	\$75,000
Investment/Interest Income	\$67	\$68	\$100	\$60	\$60
Revenue Total:	\$68,421	\$75,292	\$70,480	\$75,060	\$75,060
Expenditures					
Materials & Supplies	\$47,556	\$30,345	\$50,000	\$49,000	\$44,500
Contractual Services	\$4,903	\$4,441	\$5,000	\$5,170	\$5,500
Total Expenditures	\$52,459	\$34,785	\$55,000	\$54,170	\$50,000
Change in Balance	\$15,962	\$40,507	\$15,480	\$20,890	\$25,060
Ending Fund Balance	\$146,229	\$186,735	\$202,215	\$207,625	\$232,685

Table 5-4: Foreign Fire Insurance Financial Summary

7.2.8 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. Additional options for using the TIF to spur economic development in the area and the need for consultant assistance is anticipated.

	2010 Actual	2011 Actual	2012 Budget	2012 Estimated	2013 Budet
Starting Fund Balance	\$476,503	\$585,920	\$713,873	\$713,873	\$361,673
Revenues					
Increment Property Taxes	\$109,452	\$127,888	\$142,800	\$135,000	\$143,000
Investment Income	\$215	\$65	\$500	\$300	\$400
Revenue Total:	\$109,667	\$127,953	\$143,300	\$135,300	\$143,400
Expenditures					
Contractual Services	\$250	\$0	\$162,500	\$0	\$505,000
Capital Outlay	\$0	\$0	\$487,500	\$487,500	\$0
Total Expenditures	\$250	\$0	\$650,000	\$487,500	\$505,000
Change in Balance	\$109,417	\$127,953	-\$506,700	-\$352,200	-\$361,600
Ending Fund Balance	\$585,920	\$713,873	\$207,173	\$361,673	\$73

Table 5-11: Harlem/Garfield TIF Financial Summary

7.2.9 Madison Street Tax Increment Financing District

Fund Summary

The Madison Tax Increment Financing (TIF) District was originally created in 1993 for the purpose of improving the vitality of the Madison Street Business Corridor, and is subject to the 1995 TIF settlement agreement.

	2010 Actual	2011 Actual	2012 Budget	2012 Estimated	2013 Budet
Starting Fund Balance	\$7,989,462	\$9,791,519	\$11,406,928	\$11,406,928	\$11,464,358
Revenues					
Increment Property Taxes	\$2,550,087	\$2,337,214	\$3,125,000	\$2,745,708	\$2,823,365
Other Income	\$58,127	\$55,458	\$50,000	\$57,430	\$57,805
Revenue Total:	\$2,608,214	\$2,392,672	\$3,175,000	\$2,803,138	\$2,881,170
Expenditures					
Contractual Services	\$806,157	\$777,263	\$3,122,828	\$2,745,708	\$2,823,365
Capital Outlay	\$0	\$0	\$6,198,014	\$0	\$0
Total Expenditures	\$806,157	\$777,263	\$9,320,842	\$2,745,708	\$2,823,365
Change in Balance	\$1,802,057	\$1,615,409	-\$6,145,842	\$57,430	\$57,805
Ending Fund Balance	\$9,791,519	\$11,406,928	\$5,261,086	\$11,464,358	\$11,522,163

Table 5-12: Madison Street TIF Financial Summary

Significant Budget Changes

At this time the 2013 Budget does not include specific recommendations for the use of increment as ongoing discussions are anticipated related to the TIF.

7.2.10 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 Budget	2012 Estimated	2013 Budet
Starting Fund Balance	-\$210,334	\$32,979	\$32,979	\$32,979	\$187,199
Revenues					
Annual Allotment	\$1,561,768	\$1,536,004	\$1,568,796	\$1,500,000	\$1,600,000
Investment/Interest Income	\$1,211	\$359	\$1,000	\$500	\$500
Revenue Total:	\$1,562,979	\$1,536,363	\$1,569,796	\$1,500,500	\$1,600,500
Expenditures					
Transfers	\$1,319,666	\$1,536,363	\$1,320,505	\$1,346,280	\$1,230,505
Total Expenditures	\$1,319,666	\$1,536,363	\$1,320,505	\$1,346,280	\$1,230,505
Change in Balance	\$243,313	\$0	\$249,291	\$154,220	\$369,995
Ending Fund Balance	\$32,979	\$32,979	\$282,270	\$187,199	\$557,194

Table 5-5: Motor Fuel Tax Fund Financial Summary

7.2.11 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.

	2010 Actual	2011 Actual	2012 Budget	2012 Estimated	2013 Budet
Starting Fund Balance	-\$42,412	\$61,004	\$276,350	\$276,350	\$386,400
Revenues					
Property Taxes	\$445,123	\$572,127	\$366,500	\$475,000	\$225,000
Investment/Interest Income	\$456	\$191	\$500	\$50	\$50
Revenue Total:	\$445,579	\$572,318	\$367,000	\$475,050	\$225,050
Expenditures					
Contractual Services	\$342,163	\$356,972	\$365,000	\$365,000	\$559,825
Rebate Program	\$0	\$0	\$35,000	\$0	\$0
Total Expenditures	\$342,163	\$356,972	\$400,000	\$365,000	\$559,825
Change in Balance	\$103,416	\$215,346	-\$33,000	\$110,050	-\$334,775
Ending Fund Balance	\$61,004	\$276,350	\$243,350	\$386,400	\$51,625

Table 5-13: SSA #1 TIF Financial Summary

7.2.12 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 Budget	2012 Estimated	2013 Budget
Starting Fund Balance	\$32,865	\$31,989	\$35,116	\$35,116	\$35,116
Revenues					
Asset Seizures/Forfeitures	\$0	\$14,972	\$0	\$0	\$0
Investment/Interest Income	\$21	\$8	\$0	\$0	\$0
Revenue Total:	\$21	\$14,980	\$0	\$0	\$0
Expenditures					
Materials & Supplies	\$897	\$11,853	\$0	\$0	\$0
Contractual Services	\$0	\$0	\$0	\$0	\$0
Capital	\$0	\$0	\$0	\$0	\$0
Transfers	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$897	\$11,853	\$0	\$0	\$0
Change in Balance	-\$876	\$3,127	\$0	\$0	\$0
Ending Fund Balance	\$31,989	\$35,116	\$35,116	\$35,116	\$35,116

Table 5-7: State RICO Fund Financial Summary

7.2.13 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 Budget	2012 Estimated	2013 Budet
Starting Fund Balance	\$0	\$14,724	\$9,131	\$9,131	\$71,638
Revenues					
Grants	\$20,382	\$442	\$108,640	\$163,000	\$25,000
Transfers In	\$0	\$0	\$0	\$0	\$80,000
Revenue Total:	\$20,382	\$442	\$108,640	\$163,000	\$105,000
Expenditures					
Personal Services	\$0	\$0	\$72,919	\$74,378	\$76,025
Fringe Benefits	\$0	\$0	\$22,016	\$22,016	\$24,515
Materials & Supplies	\$658	\$6,036	\$4,300	\$2,299	\$4,903
Contractual Services	\$5,000	\$0	\$10,000	\$1,800	\$51,599
Total Expenditures	\$5,658	\$6,036	\$109,235	\$100,493	\$157,042
Change in Balance	\$14,724	-\$5,593	-\$595	\$62,507	-\$52,042
Ending Fund Balance	\$14,724	\$9,131	\$8,536	\$71,638	\$19,596

Table 5-9: Sustainability Fund Financial Summary

7.2.14 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.

	2010 Actual	2011 Actual	2012 Budget	2012 Estimated	2013 Budet
Starting Fund Balance	\$0	\$0	\$806	\$806	\$40,806
Revenues					
American Express Rebate Points	\$0	\$10,000	\$50,000	\$50,000	\$50,000
Revenue Total:	\$0	\$10,000	\$50,000	\$50,000	\$50,000
Expenditures					
Contractual Services	\$0	\$9,194	\$50,000	\$10,000	\$30,000
Total Expenditures	\$0	\$9,194	\$50,000	\$10,000	\$30,000
Change in Balance	\$0	\$806	\$0	\$40,000	\$20,000
Ending Fund Balance	\$0	\$806	\$806	\$40,806	\$60,806

Table 5-8: 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

Health Department

- **IDPH 2013 Local Health Protection Grant**, 7.1.12-6.30.13, 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 2013 Childhood Lead Poisoning Prevention**, 7.1.12-6.30.13, amount \$6,088. 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 2013 Illinois Tobacco Free Communities Grant**, 7.1.12-6.30.13, 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 2013 Family Case Management Grant**, 7.1.12-6.30.13, 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 2013 Teen Pregnancy Prevention Grant**, 7.1.12-6.30.13, in the amount of \$25,944, 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.
- **2013 IDPH Cities Readiness Initiative**, 8.1.12 – 6.30.13, amount \$43,457, 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.
- **2013 IDPH West Nile Virus Prevention Grant**, 4.30.12 - 3.31.13, in the amount of \$3000 to assist with funding of a seasonal summer intern to carry out WNV prevention activities. CFDA# Y93.283; no match.
- **2013 IDPH Dental Sealants Grant**, 7.1.12 – 6.30.13, in the amount of \$900 to provide dental sealants and exams to financially eligible children, under an agreement with the Children's Clinic. CFDA# Y93.994; no match.

- **2013 IDPH Tanning Facilities Inspection Grant**, 7.1.12 – 6.30.13, 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.
- **2013 IDPH Body Art Inspection Grant**, 7.1.12 – 6.30.13, in the amount of approximately \$3,000 to be paid to the Department on a fee-for-service basis for annual State permit inspections of body art ('tattoo') establishments. No CFDA; no match
- **2013 IDPH Public Health Emergency (PHEP)**, 8.1.23-6.30.13, in the amount of \$53,255, 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
- **2013 IDPH MSA Risk Based Funding Initiative (RBF)**, 8.1.12-6.30.13, in the amount of \$19,209, to fund activities to mitigate the impact from the top three hazards to the public health and healthcare system in the Chicago MSA. CFDA# Y93.069.

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.
- **Emergency Solutions Grant**, US HUD Annual Match Requirements for Sub-recipients (Not Village) 45 days prior to the end of the previous program year.
- **Energy and Water Efficiency Rebate Program**, Energy and Water Efficiency Rebate Program offers incentives to homeowners to invest in energy audits to determine energy savings options and water efficiency fixtures that would reduce water bills. Oak Park is requesting a \$10,000 grant (1) to provide \$50 rebates to approximately 50 single family households to conduct an energy audit (2) to provide \$50 rebates to households to install 100 low flow toilets and (3) a shower head and faucet aerator program for 250 households.. The Village will agree to rebate up to \$50 of the cost of an energy audit upon proof that the homeowner implemented recommendations contained in the audit.
- **HUD Sustainable Communities Challenge Grant**, The Village of Oak Park will act as the administering agency for the West Cook County Housing Collaborative. The Challenge Grant will allow the communities of Oak Park, Bellwood, Forest Park and Maywood to update their comprehensive plans and will provide funds to IFF (formerly known as the Illinois Facilities Fund), as the Collaborative Coordinator, to set up a revolving loan fund to create an acquisition and predevelopment fund to support affordable housing activities near transit.
- **IHDA Home Modification Grant**- Village of Oak Park's Housing Program Division would administer a Home Modification Program for elderly and persons with disabilities using the Single Family Rehab Program model to rehab six (6) single family homes or rental units by making needed accessibility modification improvements, thus, allowing the Oak Park resident to remain in the community with the goal of avoiding unnecessary institutionalization.
- **Lead Based Paint Hazard Grants Single Family Rehab** - lead based paint hazard grants. (CDBG Funding) - As part of the single family rehab program, the Village provided grants to homeowners to eliminate lead based paint hazards in their homes. As of January 10, 2002, lead hazard reduction

activities are required on any federally-funded housing rehabilitation project. Three levels of lead hazard procedures exist. For projects under \$5,000, the contractor must not create any hazards, including the creation of lead dust. For projects between \$5,001 and \$25,000, all deteriorated surfaces containing lead in the affected areas must be stabilized, and no new hazards created. For projects over \$25,001, lead hazards in the affected areas must be removed. Since the Village maximum loan amount is up to \$25,000 only interim controls to alleviate deteriorated lead based paint surfaces are required. The Village contracts with an Independent Lead Inspector to perform lead risk assessment for each property to identify all lead based paint surfaces. The Lead Inspector also provides the Village with a list of deteriorated surfaces that must be controlled. Using the Lead Inspection Report, staff develops specifications for the lead hazard reduction work which are incorporated into the scope of work. The successful contractor must either provide documentation that they have certified lead workers on staff or have a lead certified subcontractor that can handle the work. Any subcontractors must meet all Village eligibility requirements. Normally, CDBG Funds for the lead work are given to the property owner as a grant, following the model of the Cook County HOME Program.

- **Project Implementation Single Family Rehab/Small Rental Rehab Program (CDBG Funding)**
- In the past, the Housing Programs Division has received CDGB Funding for the staff time related to the implementation of the single family rehab program. We are now requesting project implementation funding for both the single family and small rental rehab program.
- **Single Family Rehab Loan** – (CDBG Funding) - The Single Family Rehab program provides low-income homeowners in Oak Park, zero percent interest loans to conduct rehab activities on their homes. 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. 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. Staff anticipates that with anticipated program income for 2012 that there will be enough funding to rehab 7 homes which is the housing programs goal. However, we are worried that about the potential of a loan payout not coming through due to the economy and we are requesting funding to ensure that we meet our goals.
- **Small Rental Energy Program.** The Small Rental Energy program is part of the Small Rental Rehab Program. The Village's Small Rental Rehab Program utilizes Community Development Block Grant (CDBG) funds to provide forgivable loans to small building owners to rehab their units. In exchange for the funds, the Owner agrees to rent at least 51% of their units to households earning below 80% of the area median income (household of four would earn less than \$60,650 per year) at an affordable rental amount. The funds from Small Rental Energy Fund are used to provide additional funding to these same buildings to conduct energy retrofits that would reduce energy consumption by at least 15%.
- **Small Rental Rehab Program (CDBG Funding)** - 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. Additionally, funding up to \$2500 per unit is available from the Department of Energy through the Chicago Metropolitan Agency for Planning (CMAP) to decrease the energy costs of the building. Eligible work must result in a 15% decrease in energy costs and can include new HVAC systems, air sealing and insulation. The CMAP Funding is due to expire in 2013. There may be an additional round of funding announced in the fall of 2012. We will apply if the funding is available.

Parking Services

- **DECO Grant-** Parking Services is applying for a grant to retrofit the lighting in the Avenue and Holley Court Garages to improve energy efficiency and reduce electricity costs. The total cost of the project is approximately \$149,000. The grant funds being requested are approximately \$64,000.

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, \$1,061 local match funds Money has been received, nothing spent to date.
- CFDA #16.738 Edward Byrne Memorial: Justice Assistance Grant 2009 Non-stimulus U.S. Department of Justice 10/1/2008 - 9/30/2012 \$20,813 JAG grant funds, \$0 local match funds Money has been received, nothing spent to date.
- 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 2011/2012. 2013 amounts are not known at the current time:
- DEA Overtime (\$17,202.25 award for 2012)
- RCFL Overtime (\$17,202.25 award for 2012)
- IDOT Traffic Safety (\$51,979.80 award for 2011/2012)
- Bulletproof Vest (\$4,200 award for 2011)
- Tobacco Enforcement (\$3,740 award for 2012)
- Federal RICO (\$97,681 spent in 2011)

Public Works

- **Keep Illinois Beautiful Affiliate Grant** - funded by the IL Environmental Protection Agency. This existing grant is an annual grant of \$6,000 with no matching fund requirement. Grant applications are due in November and funds are issued in January or February. Grant requirements are: programs or projects must be related to waste reduction, litter prevention or beautification and outline the environmental benefits to the community; funds must be spent by September 30; and the final report must be submitted by October 31. Final reports must include receipts for expenses, program or project outcomes and photos or other relevant printed materials. Up to 25% of the grant may be used for training and travel expenses. During the past few years, this grant has paid for the

program manager to attend the annual KIB meeting in Springfield and the annual IRA/SWANA joint conference.

- **KAB Food Service Packaging End-of-Life Education Grant** – funded by the SOLO Cup Co. This existing grant was received in June 2012 and will end in February 2013. The grant award is \$3,000.00 with no matching fund requirement. Grant funds will be used to provide materials that will allow: 1) a more direct and meaningful method of outreach to residents participating in the composting pilot program; and 2) an opportunity to provide ongoing education on the importance of recycling or composting food service packaging throughout the community. Grant funds will pay for posters, shelf signs and packaging inserts or labels to be used by restaurants or grocery stores that use recyclable or compostable packaging. The final report must be submitted by March 5, 2013.

Sustainability

- **Chicago Metropolitan Agency for Planning (CMAP) Technical Assistance Grant** for Water Conservation Plan for 2011-12: an in-kind grant that offered Oak Park technical assistance for gathering baseline metrics, community input, best practices for water conservation, and which will result in a fully vetted water conservation plan for presentation to the Board in October 2012 with goals and programming for the utility, residential and businesses sectors.
- **Illinois Department of Commerce and Economic Opportunity (DCEO) Renewable Energy (RE) & Energy Efficiency (EE) Grants**– offered twice a year with March and September deadlines, these are formulaic grant programs that provide substantial assistance to municipalities retrofitting building lighting systems and investing in renewable energy. Oak Park is submitting an application for its Council Chambers geothermal unit to DCEO in 2012 and anticipates submitting applications for the Village Hall HVAC system and continuation of the Village Hall's Lighting retrofit program to DCEO in 2013.
- **Illinois Clean Energy Community Foundation (ICECF) RE & EE Grants**– offered twice a year with March and September deadlines, these are formulaic grant programs that are designed to complement the DCEO grants for municipalities retrofitting building lighting systems and investing in renewable energy. Oak Park submitted an application for its Council Chambers geothermal unit to ICECF in 2012 and anticipates submitting applications for the Village Hall HVAC system and continuation of the Village Hall's Lighting retrofit program to ICECF in 2013.
- **USDN Founders Network Grant** – The Urban Sustainability Directors Network and the Founders Network are offering in August a 1:1 matching grant for sustainability initiatives that are the result of collaborations between a municipality and local place-based foundation. The OPRF Community Foundation is interested in co-applying with the Village Sustainability Manager for the maximum grant amount of \$75,000. The match would come from the Foundation, and the Village would set aside a similar amount in a fund for the identified sustainability program. The grant deadline will likely be late October or early November. It is anticipated that USDN will offer this grant twice a year for the next several years.
- **OPRF Community Foundation Community works and Legacy Grants** – Offered once a year, these grants are typically in the \$5,000 – 20,000 range and would be appropriate to apply to supplement community outreach efforts for energy efficiency and municipal aggregation, water conservation programs or the green business certification program.

Village Clerk

- **Illinois State Board Preservation Grant Program** -The Illinois State Historical Records Advisory Board (ISHRAB), using funding from National Historical Publications and Records Commission (NHPRC), is offering grants of up to \$5,000 to Illinois historical records keepers to develop and/or carry out projects to identify, preserve, access and use historical records in Illinois.

Grant Funding Summary

<u>Agency</u>	<u>Grant Title</u>	<u>Amount</u>
Health Department		
	IDPH 2013 Local Health Protection Grant	\$63,201
	IDPH 2013 Childhood Lead Poisoning Prevention	\$6,088
	IDPH 2013 Illinois Tobacco Free Communities Grant	\$23,945
	IDHS 2013 Family Case Management Grant	\$61,230
	IDHS 2013 Teen Pregnancy Prevention Grant	\$25,944
	2013 IDPH Cities Readiness Initiative	\$43,457
	PHEP	\$53,255
	Mosquito Vector Prevention	TBD
	2013 IDPH West Nile Virus Prevention Grant	\$3,000
	2013 IDPH Dental Sealants Grant	\$900
	2013 IDPH Tanning Facilities Inspection Grant	\$200
	2103 IDPH Body Art Inspection Grant	\$3,000
	MSA RBF	\$19,209
	Health Department Grant Total:	\$303,429
Housing Programs		
	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
	Housing Programs Grant Total:	\$3,398,272
Parking Services		
	DECO Grant	\$64,000
Police		
	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
	Police Grant Total: \$146,409
Public Works	
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
	Public Works Grant Total: \$575,720
Sustainability	
Chicago Metropolitan Agency for Planning (CMAP) Technical Assistance Grant	TBD
Illinois Department of Commerce and Economic Opportunity (DCEO) Renewable Energy (RE) & Energy Efficiency (EE) Grants	TBD
Illinois Clean Energy Community Foundation (ICECF) RE & EE Grants	TBD
USDN Founders Network Grant	\$75,000
OPRF Community Foundation Community works and Legacy Grants	\$20,000
	Sustainability Grant Total: \$95,000
Village Clerk	
Illinois State Board Preservation Grant Program	\$5,000
Total 2013 Grant Total:	TBD

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.

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 1st and ends on December 31st.

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:

Total Department Full Time Equivalent (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 draft 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. While the MAP program is currently in the development stage, Village staff member are actively involved in developing and refining the MAP program under the direction of the Village Manager , so that the performance management program will be in complete operation for the 2014 Budget year.

Introduction

M.A.P- Manage. Analyze. Perform. The Village of Oak Park has established the MAP Program to create and maintain a structured manner by which 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 having 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 (Draft): 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 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 performance management 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 the phased deployment approach, we will initially develop and deploy a small subset of Village departments as a “pilot” program. During the pilot program, we will work with select departments to understand their core business processes, identify key performance drivers, and work with department heads to select performance measures and targets that reflect these drivers. The following Village Departments and Divisions have been selected as pilot participants in the MAP program:

- Building and Property Standards
- 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?

Based upon our assessment, the selected departments and divisions were determined to best meet the selection criteria for the pilot phase of the program. Upon review of the selected departments, the Board of Trustees agreed with the department selection, but also asked that the Division of Business Services and the Division of Community Planning should be included within the pilot program as well.

Based upon the outcome of the pilot program, we will evaluate program effectiveness, and modify the program as necessary to improve effectiveness. We will then expand the program to a broader grouping of

departments in waves, and replicate this process until all Village departments and service providers have been successfully transitioned into the program.

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.

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 working with departments to develop and deployment performance improvement processes
- MAP Program staff will work with Board leadership to evaluate the MAP Program's effectiveness, and making improvements as necessary

As the MAP Program development activities are refined, the activities related to the Execution and Evaluation Phase will be further developed.

Program Background

In 2004, the Village began its first performance measurement initiative, under the direction of the Board and former Village Manager, Carl Swenson. During that period, the Village partnered with the International City/County Management Association (ICMA), which provided support, training and guidance to the Village in developing a performance management program, and also provided valuable benchmarking information from numerous comparable government organizations throughout the county. The ICMA is the professional and educational organization for appointed local government administrators throughout the world. The Center for Performance Measurement, a non-profit consulting division of the association, is known as a national leader in supporting government organizations in developing performance measurement programs. The Village partnered with the organization for a number of years. Through this partnership, various Village departments made great progress in understanding and developing performance measures. Even as emerging issues and changing priorities ultimately caused the Village to suspend the performance measurement initiative, Village departments benefited from the initiative, and a number of departments continue to internally utilize a number of the measures that were developed during that period.

Despite changing priorities, the Board of Trustees continued to value the importance of performance measures in service activities, and maintained desire to transition Village departments to a performance-based environment. To support this vision, the Board supported the creation of the Budget and Finance Manager position during the 2012 budget process. Among the various financial and budgetary functions that the position would hold, it was the intent of the Board and of Village staff that this position would be responsible for guiding the Village in establishing a performance management program. The Village filled the Budget and Finance Manager position in April of 2012. The Budget and Finance Manager reports directly to the Village Chief Financial Officer, and works directly with the Village Manager's Office and with department and division leaders. Within this role and within this position in the Village organization, the Budget and Finance Manager is able to actively engage the Village's key stakeholders in developing the performance management program.

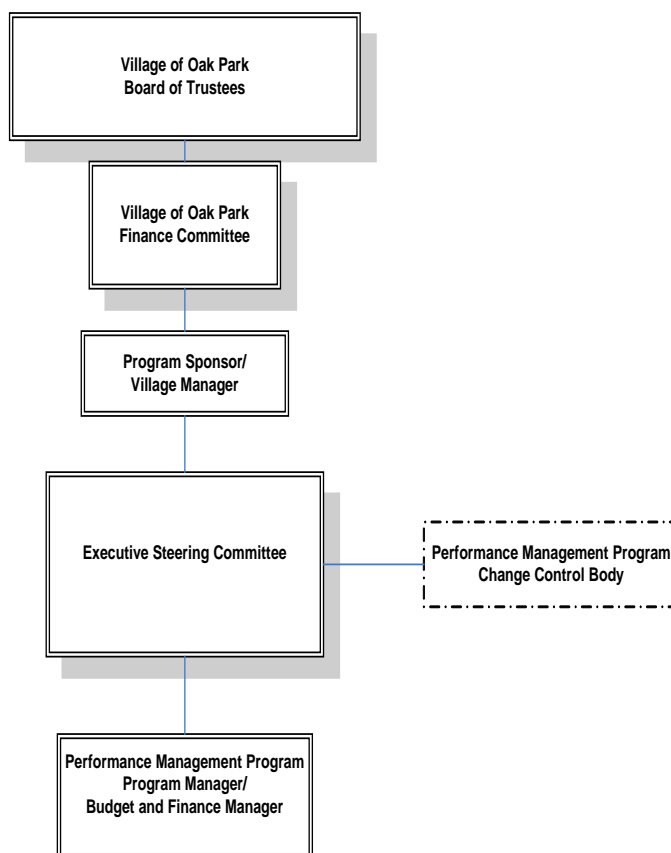
During the June 4th Board Meeting, the Board formally reinstated the Performance Management Program, and expressed their strong support for the program. Since the reestablishment of the performance management program, a number of activities have occurred, including:

- Establishing an Executive Steering Committee, composed of key Village executive leadership and the leadership of participating departments and divisions. The Executive Steering Committee provides strategic guidance in program development activities, and provides program participants with a voice in development activities
- Developing and agreeing to a technical approach for program development
- Provided a formal status update to the Board during their July 23 Board Meeting
- Program promotion activities, including holding a Village-wide naming contest among Village staff members (The program was renamed the M.A.P. Program in August)
- Collectively developed a set of "baseline" performance measures, which will serve as the basis for more refined performance measures in the coming year

While there is still much for the MAP Program to accomplish, the Village has established a strong foundation for the program through its initial performance measurement activities and through the ongoing support of Board and executive leadership.

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>Oak Park Village President and Board of Trustees</p>	<ul style="list-style-type: none"> • Review and approve major MAP Program Deliverables • Provide clear strategic guidance on Board policy priorities • Receive regular updates on program activities • Provide feedback and recommendations, as necessary, on program activities
<p>Oak Park Finance Committee of the Board of Trustees</p>	<ul style="list-style-type: none"> • Provide insight and guidance on Board priorities • Receive regular updates on program activities • Provide feedback and recommendations as necessary
<p>Village Manager MAP Program Sponsor</p>	<ul style="list-style-type: none"> • Chair the Steering Committee • Champion Village-wide support for the program • Ensure program resources and support • Promote the vision for the program • Provide leadership for the program

<u>Role</u>	<u>Responsibilities</u>
	<ul style="list-style-type: none"> • Ensure that the program vision, goals and objectives are met • Liaison to the Board of Trustees, Finance Committee, departments and agencies • Provide strategic and operational oversight for the program • Serve as program spokesperson, responsible for communicating project strategy, benefits, direction, status, and recommendations to stakeholders and the public
<p style="text-align: center;">MAP Executive Steering Committee</p>	<ul style="list-style-type: none"> • Establish program goals and priorities • Serve as program champions, and communicate program benefits and direction to their respective departments and other stakeholders • Review and approve recommendations from the Change Control Body involving significant changes to the project, scope, budget or schedule • Participate in the coordination and allocation of departmental and program resources. • Support the program in reducing barriers and mitigating program risk • Provide issue resolution across impacted departments and agencies.
<p style="text-align: center;">MAP Change Control Body</p>	<ul style="list-style-type: none"> • 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 • Analyze the impact of suggested changes to scope, budget or schedule, and provide guidance and recommendations to the Steering Committee regarding suggested changes
<p style="text-align: center;">MAP Program Manager</p>	<ul style="list-style-type: none"> • Manage the development and operations of the program • Elevate requests or issues to the Change Control Body • Ensure overall program process and deliverable quality • Ensure the program remains in conformance to the established goals and objectives • Serve as the central point of coordination and internal coordination for the program • Promote alignment and cooperation among program stakeholders,

<u>Role</u>	<u>Responsibilities</u>
	by facilitating and supporting an environment of collaboration and communication <ul style="list-style-type: none"> · Provide regular communications and updates to program leadership · Monitor the planning, execution and control of all program activities · Maintain and monitor the program plan and performance · Identify, quantify and mitigate program risks

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 pilot departments are currently developing and refining the performance measures and performance targets that they will be presented within the MAP program structure. These performance measures and targets are scheduled to be developed by early 2013, and will be incorporated into the 2014 Budget.

While the Village Board understands that pilot departments are currently developing these measures and targets, the Board has asked the Village Manager to include a summary of the MAP program within the 2013 Budget, to notify Village stakeholders of the program's existence. The Board has also asked participating pilot departments and divisions to include performance measures within the 2013 Budget. To accommodate the Board's direction, participating pilot departments and divisions have included within the 2013 Budget a summary of "baseline" performance measures. These baseline measures are measures that pilot departments and divisions have developed during previous performance measurement initiatives, and which departments and divisions may currently use in their daily service activities. To develop these baseline measures, pilot departments and divisions took the following steps:

1. Individual departments and divisions compiled and reviewed past performance measures and selected key performance measures and indicators to be considered for the 2013 Budget.
2. Individual department and division heads, submitted their selected performance measures to the MAP steering Committee for review and consideration.
3. MAP Steering Committee members attended the June 25th Board Meeting, where MAP staff provided the Board with a status update, and where Board Members provided high-level insight into the value of the program and the types of measures that they would ultimately like department and division managers to use.
4. MAP Steering Committee Members collectively reviewed, selected and refined the performance measures and indicators that have been included within the 2013 Budget.

As such, the baseline performance measures and indicators that are included within this summary have been reviewed and supported by the MAP Steering Committee, and have had the benefit of scrutiny and refinement from all steering committee members. Steering committee members have each expressed their approval and support of the measures, understanding this, as baseline measures, these measures will be the basis for further refinement and development in the coming months. Given the effectiveness of our current evaluation approach, the Steering Committee plans to continue this approach as it continues to refine the active performance measures and targets that will ultimately be incorporated into the MAP program.

Baseline 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*

Cara Pavlicek , Interim Village Manager Village Manager's Office	Chair, Steering Committee
Stephen Witt , Manager Building & Property Standards Division	Member, Steering Committee
Craig Failor , Village Planner Community Planning & Development Division	Member, Steering Committee
Loretta Daly , Business Services Manager Business Services Division	Member, Steering Committee
Tammie Grossman , Manager Housing and CDBG Programs Division	Member, Steering Committee
Craig Lesner , Chief Financial Officer Finance Department	Member, Steering Committee
Thomas Ebsen , Chief Fire Department	Member, Steering Committee
Alvin Nepomuceno , Director Information Technology	Member, Steering Committee
Rick Tanksley , Chief Police Department	Member, Steering Committee
John Wielebnicki , Director Public Works Department	Member, Steering Committee
James Harris , Budget and Finance Manager Finance Department	Staff, Steering Committee

* -Effective: September 1, 2012

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	\$ 2,352,495,600	\$ 45,150	7.10%
2011	52,104	2,342,291,700	45,150	6.60%
2010	51,878	2,257,989,950	43,525	6.20%
2009	52,523	2,097,561,070	42,777	7.50%
2008	52,524	2,097,561,070	42,254	4.50%
2007	52,524	2,097,561,070	42,146	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%

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 21ST 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

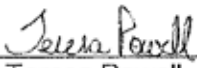
APPROVED by me this _____ day of May 2012.

RESOLUTION TO ADOPT THE FUND BALANCE POLICY
-page 2-



David G. Pope
Village President

ATTEST:



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, 2011 was 11.92% 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, 2011, the Police Pension Plan membership consisted of:

Retirees and beneficiaries currently receiving benefits	119
Terminated employees entitled to benefits but not yet receiving them	2
Current employees	
Vested	75
Nonvested	36
	<hr/>
TOTAL	<u>232</u>

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 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 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 ½ 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
TOTAL	168

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.

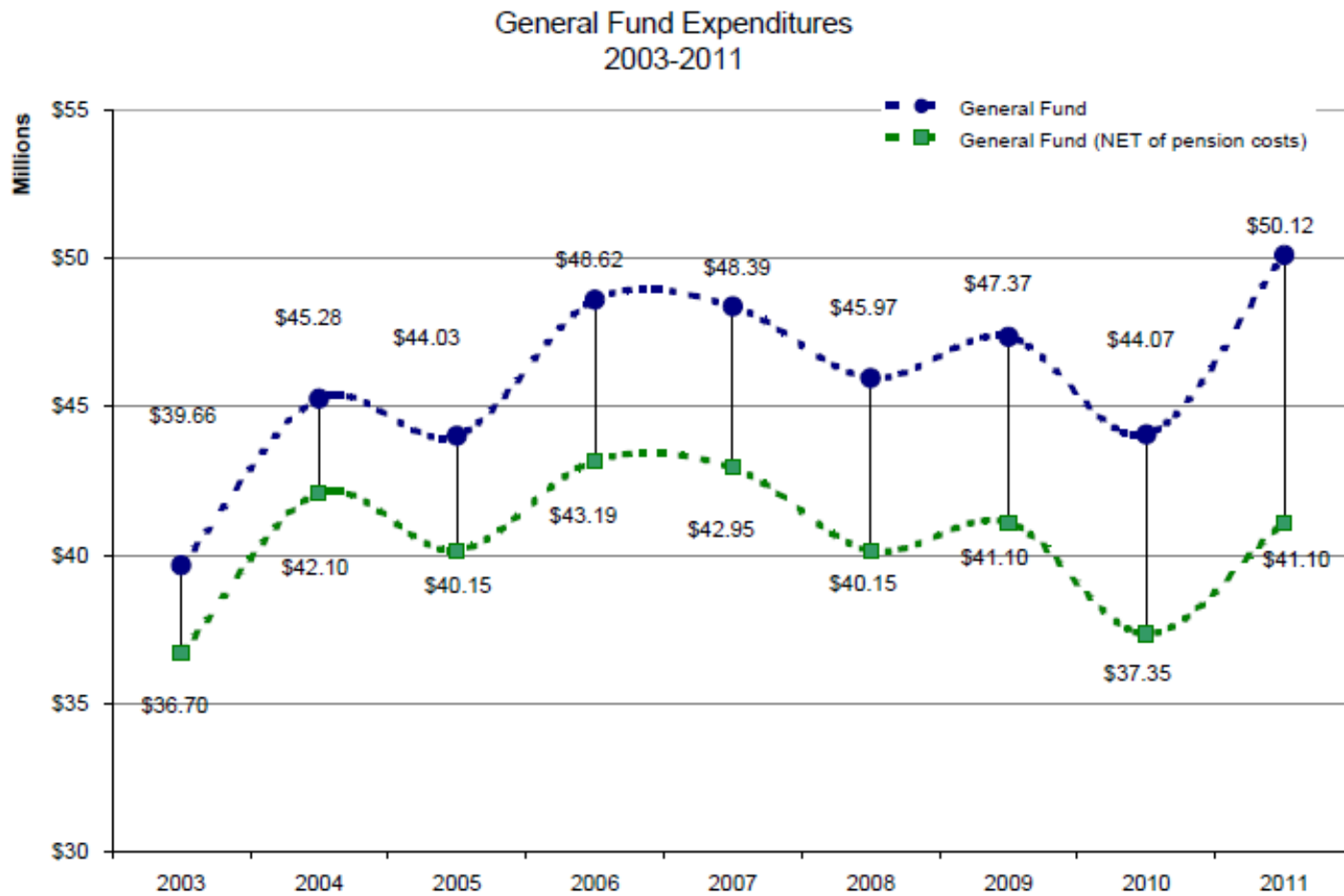
Tier 2 employees (those hired on or after January 1, 2011) attaining the age of 55 or older with ten or more years of creditable service are entitled to receive an annual retirement benefit equal to the average monthly salary obtained by dividing the total salary of the firefighter during the 96 consecutive 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 1st 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, 2011, the Village's contribution was 54.09% of covered payroll.

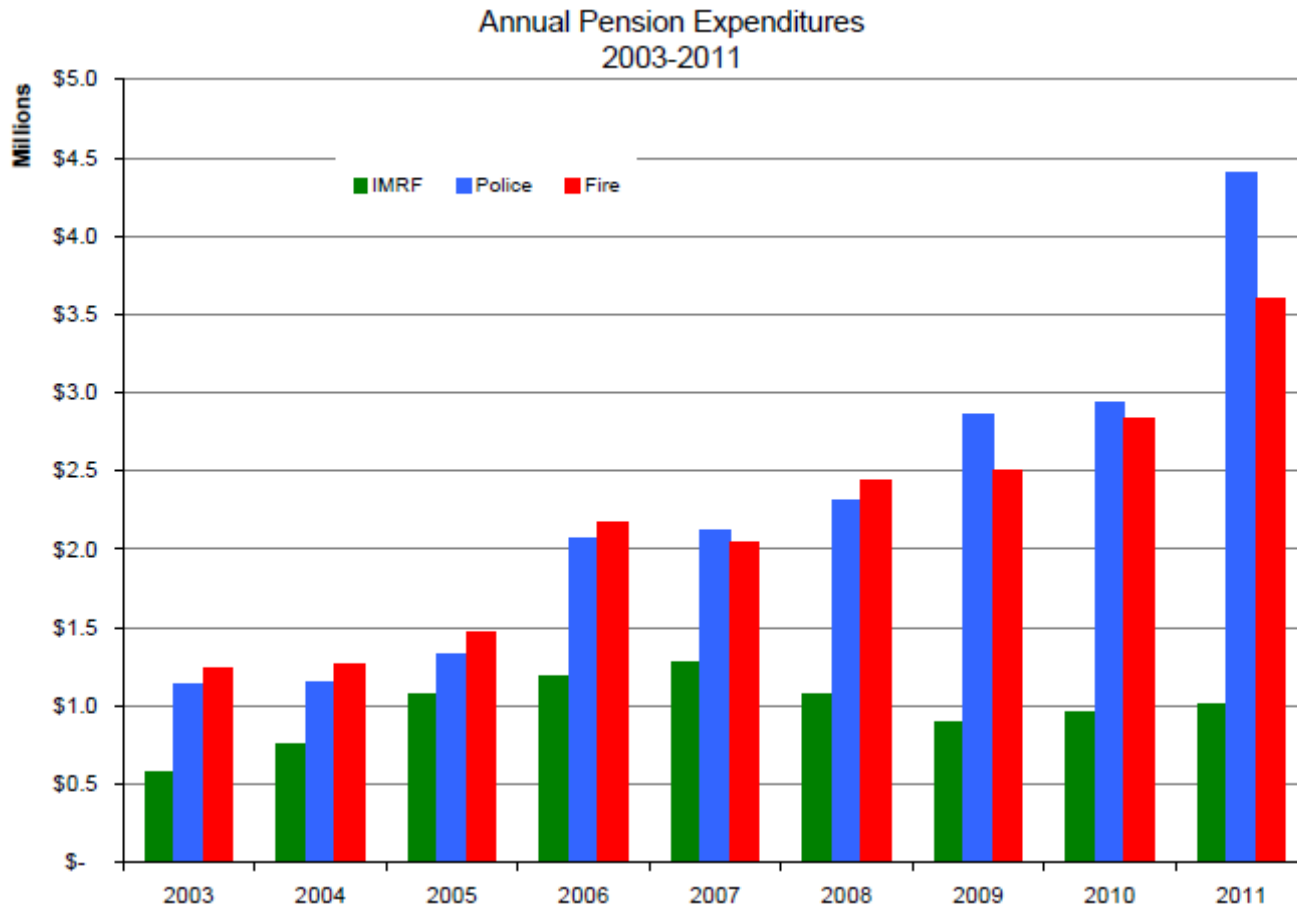
	Municipal Retirement*	Police Pension	Firefighters' Pension
Actuarial accrued liability (AAL)	\$ 38,703,437	\$ 109,576,627	\$ 78,421,773
Actuarial value of plan assets	26,299,225	67,722,788	37,806,162
Unfunded actuarial accrued liability (UAAL)	12,404,212	41,853,839	40,615,611
Funded ratio (actuarial value of plan assets/AAL)	67.95%	61.80%	48.21%
Covered payroll (active plan members)	\$ 13,830,327	\$ 9,410,982	\$ 5,210,376
UAAL as a percentage of covered payroll	89.69%	444.74%	779.51%

*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	2011			2002		
	Employees	Rank	Percentage of Oak Park population	Employees	Rank	Percentage of Oak Park population
West Suburban Hospital Medical Center	1,500	1	2.89%	1,700	1	3.24%
Rush Oak Park Hospital	816	2	1.57%	750	2	1.43%
School District # 97 (Grades K - 8)	763	3	1.47%	610	3	1.16%
High School District # 200	474	4	0.91%	440	5	0.84%
Village of Oak Park	365	5	0.70%	462	4	0.88%
Shaker Recruitment Advertising & Communications	200	6	0.39%	155	6	0.30%
Hepzibah Children's Association	143	7	0.28%	143	7	0.27%
Fenwick High School	120	8	0.23%	114	8	0.22%
US Bank/Park National Bank - Oak Park	93	9	0.18%	100	9	0.19%
Pioneer Press, Inc.	71	10	0.14%	-	NA	0.00%
Total	4,545		8.76%	4,474		8.52%

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	2010			2001		
	Taxable Assessed Value	Rank	Percentage of Total Assessed Valuation	Taxable Assessed Value	Rank	Percentage of Total Assessed Valuation
Village of Oak Park	\$5,154,989	1	0.30%	NA	NA	0.00%
Maple Ave Med & Bradley	4,940,561	2	0.28%	NA	NA	0.00%
Greenplan Property Management, Inc.	4,095,247	3	0.24%	3,888,774	3	0.60%
Oak Park Residence Corp.	2,993,438	4	0.17%	4,510,529	1	0.69%
The Taxman Corp	2,779,075	5	0.16%	NA	NA	0.00%
HCP AM Illinois LLC - 100 Forest Place	2,528,608	6	0.15%	NA	NA	0.00%
AIMCO - Holly Court Terrace Retirement Community	2,489,608	7	0.14%	2,984,953	7	0.46%
1120 Club	2,262,668	8	0.13%	NA	NA	0.00%
Shaker and Associates	2,185,185	9	0.13%	NA	NA	0.00%
RP Fox and Associates	2,077,835	10	0.12%	3,130,326	5	0.48%
	<u>\$ 31,507,214</u>		<u>1.81%</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

Other Information from Statement:

This schedule serves a dual purpose of providing basic information about a Village's most significant revenue payers and highlighting the degree to which a government is dependent on a small number of payers. The schedule should include the ten largest payers, unless fewer are required to reach 50% of the revenue base.

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
2000	12,274,375	12,119,490	98.74%	786,214	12,905,704	105.14%
2001	12,267,136	12,455,760	101.54%	153,415	12,609,175	102.79%
2002	12,552,437	12,555,578	100.03%	239,137	12,794,715	101.93%
2003	13,373,940	13,290,249	99.37%	295,227	13,585,476	101.58%
2004	13,723,290	13,436,240	97.91%	274,568	13,710,808	99.91%
2005	15,791,972	15,789,202	99.98%	66,708	15,855,910	100.40%
2006	16,350,346	16,074,235	98.31%	332,123	16,406,358	100.34%
2007	17,377,716	17,186,989	98.90%	666,998	17,853,987	102.74%
2008	19,270,178	19,060,807	98.91%	285,585	19,346,392	100.40%
2009	20,511,357	19,243,813	93.82%	-	19,243,813	93.82%
2010	22,004,258	21,002,140	95.45%	-	21,002,140	95.45%

Data Source

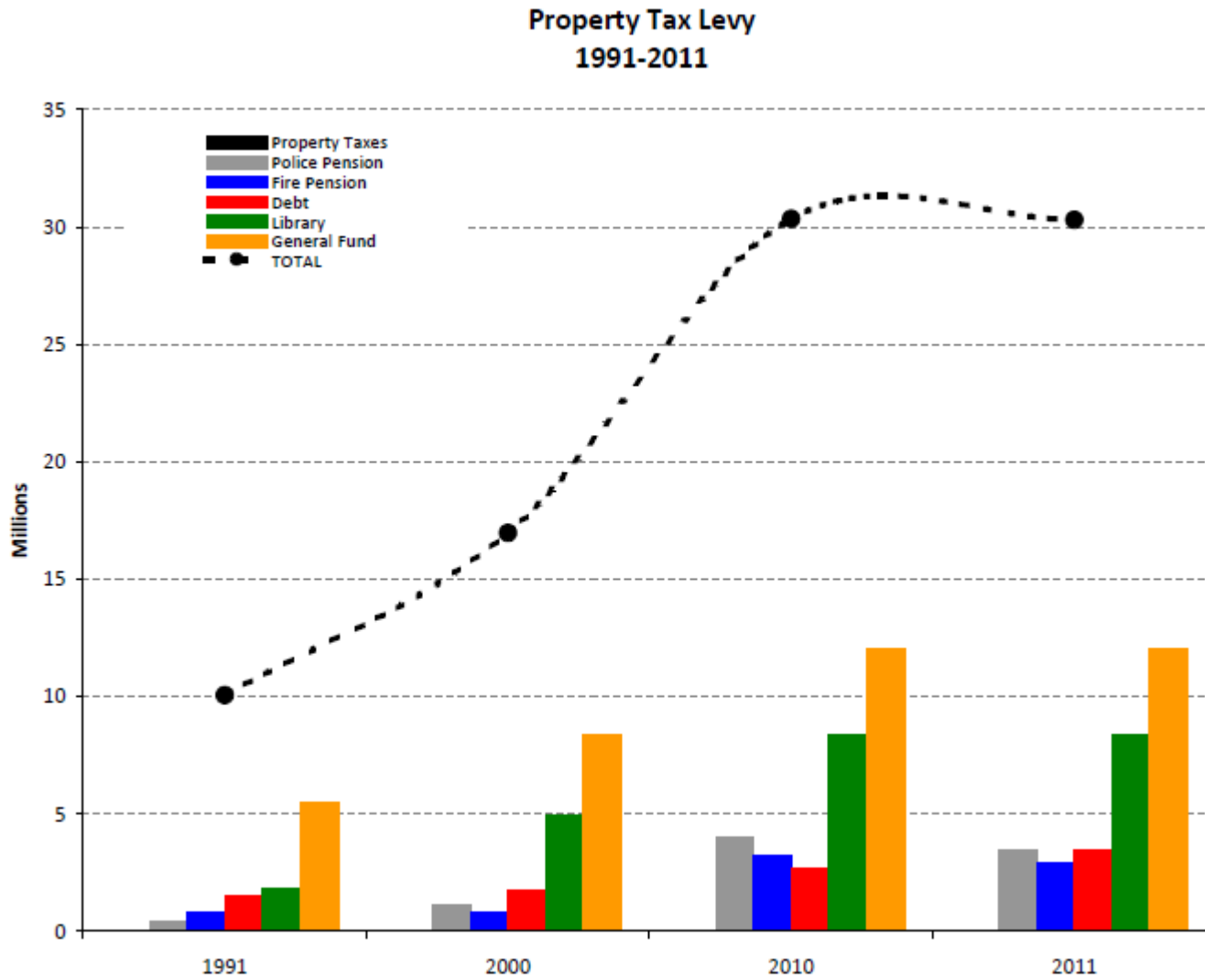
Office of the County Clerk

Note : Property in the Village is reassessed each year. Property is assessed at 33% of actual value.

Other Information from Statement:

The Statement requires that the information in this schedule be shown for each period for which levied and should be consistent with the periods shown in the schedule of direct and overlapping revenue rates and schedule of direct and overlapping property tax rates. Therefore, most Illinois governments should disclose this by the tax levy year, not the fiscal year.

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
2001	577,233,146	182,366,149	25,320,386	234,253	-	\$ 785,153,934	-	2,355,461,802	33.333%
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%

Data Source
 Office of the County Clerk

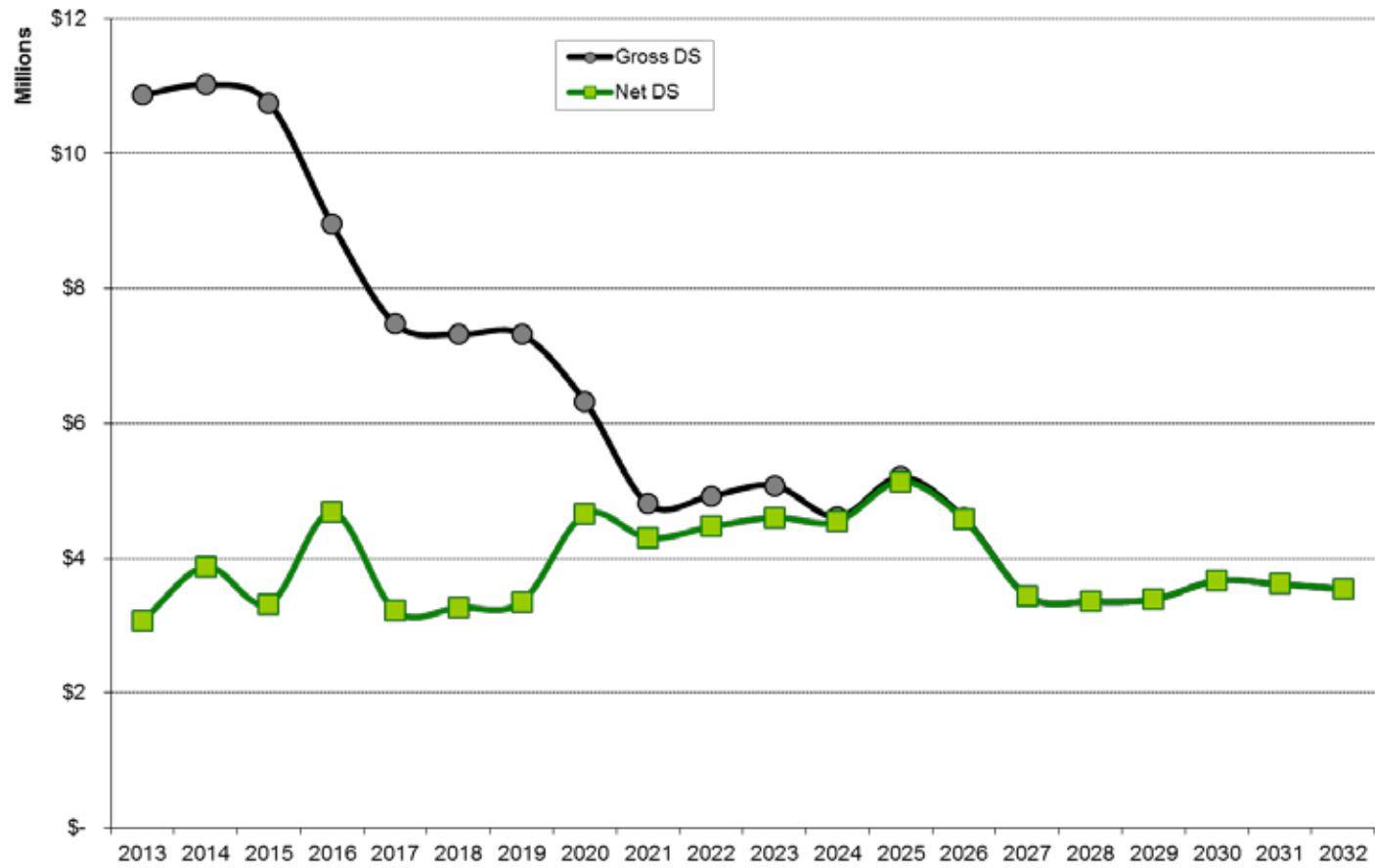
Note : Property in the Village is reassessed each year. Property is assessed at 33% of actual value.

Other Information from Statement:

The Statement requires that the information in this schedule be shown for each period for which levied and should be consistent with the periods shown in the schedule of direct and overlapping revenue rates and schedule of property tax levies and collections. Therefore, most Illinois governments should disclose this by the tax levy year, not the fiscal year.

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