

# 2016

## **Recommended Budget**

Village of Oak Park, Illinois

Oct. 2, 2015



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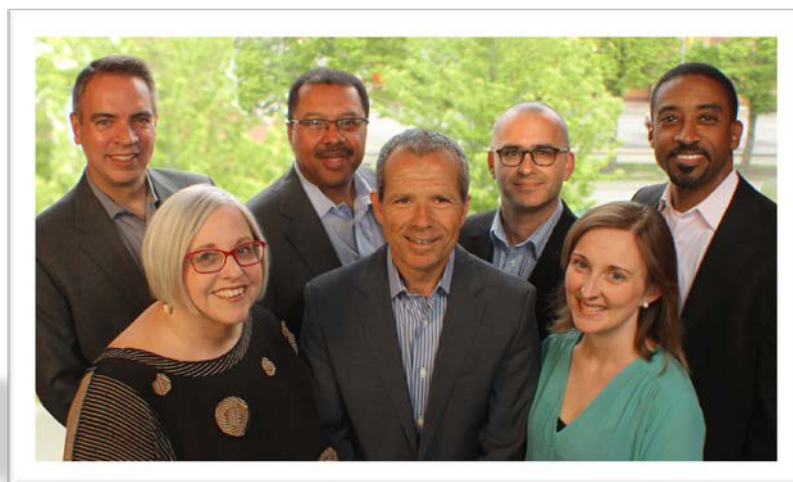
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# 1. Introduction

The Village of Oak Park's 2016 Recommended Budget is intended to provide community stakeholders with a clear understanding of the Village's current and recent financial history, and to offer an understanding of the services the Village provides and the service activities planned for the coming year. The goal of the 2016 Recommended Budget is to empower Village stakeholders to become more engaged in government, by presenting budget information in a manner that can be easily understood.



## Document Organization

The 2016 Recommended Budget is organized in the following manner:

**Section 1** presents an introduction to the Recommended 2016 Budget:

- **Subsection 1.1** presents the Village Manager's Budget Message, which describes the Village Manager's goals and objectives for the coming year, and explains the financial, economic and policy-related factors that impact the Village's financial position.
- **Subsection 1.2** presents the Recommended 2016 Village of Oak Park Organizational Chart, which reflects the Village Manager's organizational structure for 2016.

- **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 2016 Recommended 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 summary of Inter-Fund transfers within all Village Funds.
- **Exhibit 3-** Includes a graphical summary of expenditures, revenues and positions for the Village General Fund
- **Exhibit 4-** Includes a graphical summary of expenditures, revenues and positions for the Village's Enterprise Funds
- **Exhibit 5-** Includes a graphical summary of expenditures, revenues and positions for the Village's Capital Funds
- **Exhibit 6-** Includes a graphical summary of expenditures, revenues and positions for the Village's Special Revenue Funds
- **Exhibit 7-** Includes a graphical summary of expenditures, revenues, and positions for the Village's Internal Service Funds
- **Exhibit 8-** Includes a historical summary of Village revenues for all Funds

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

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

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

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

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

**Section 8** presents the Grants Program 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 the acronyms and various terms that are used throughout the document

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

## 1.1. Village Manager's Budget Message

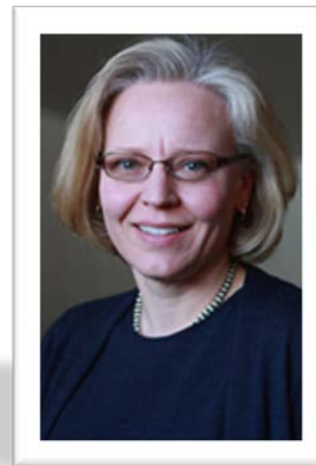
Date: October 2, 2015

To: Finance Committee Members

Fr: Cara Pavlicek, Village Manager

Re: FY2016 Recommended Budget

Cc: Village President and Board of Trustees  
Department Directors



### Introduction

The enclosed recommended budget for Fiscal Year 2016 (FY16) is presented for your review and discussion. The recommended budget was developed following a number of internal discussions including individual meetings with all Village Department Directors, the Village Clerk and the six not-for-profit organizations<sup>1</sup> which have a service agreement contract with the Village for FY15 funding and are requesting Village funds in FY16.

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

Consistent with past practice, on June 22, 2015, the Finance Committee of the Village Board reviewed the independent annual audit and CAFR for the year ending December 31, 2014. The full Village Board reviewed the Audit on June 29, 2015 as part of a special meeting to discuss Village Finances in advance of staff work to begin preparations for presentation of this document.

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

This is the first year in which staff has formally presented a full five year Capital Improvement Plan (CIP) for review by the Finance Committee over two meetings – August 10 and August 17, 2015. The CIP was subsequently presented to the Village Board on September 21, 2015, and was deferred to October 5, 2015 for discussion due to the meeting's length. The development of a detailed five year capital plan is an important tool for the Village to utilize in its financial planning. In addition, the first year of the plan serves as the basis of the capital funding included in the FY16 Recommended budget all Capital Funds as well as the capital portion of the Enterprise Funds for Parking as well as Water & Sewer.

Consideration of the recommended budget is generally scheduled for review and consideration as follows:

1. October 9, 2015, Recommended FY16 Budget will be posted on the Village website and made publicly available.
2. October 12, 2015, Monday: Village Board Finance Committee, 6 p.m., Room 130
  - a. Recommended FY16 Budget comprehensive overview of:
    - i. General Fund
    - ii. Capital Fund
    - iii. Water Sewer Fund
    - iv. Environmental Services Fund
    - v. Parking Fund
3. October 22, 2015, Thursday: Village Board Finance Committee, 7:00 p.m., Room 130
  - a. Review of Risk Management Fund/Self Insured Retention Fund
  - b. Review of Health Insurance Fund
  - c. Review of Special Revenue Funds
  - d. Review of Debt Service Fund

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

Following the Finance Committee's review of the recommended budget, the Board of Trustees is also scheduled to hold a series of discussions/actions leading to the adoption of the FY16 budget:

1. November 2, Monday: Village Board Regular Meeting, 7:30 p.m., Room 201
  - a. Truth in Taxation Notice and Public Hearing on Budget
  - b. 1<sup>st</sup> Reading of any Ordinances Rate Related Fees as Proposed in the FY16 Budget
    - i. Vehicle Stickers
    - ii. Liquor
    - iii. Parking Fees
2. November 5, Thursday: Village Board Special meeting, 7 p.m., Room 101
  - a. Recommended FY16 Budget brief overview and general discussion of budget document
  - b. Review of General Fund Revenues

- c. Review of General Fund Expenditures
3. November 9, Monday: Village Board Special meeting, 7 p.m., Room 101
    - a. Review of Internal Service Funds (Health Insurance Fund, Risk Management Fund and Self Insured Retention Fund)
    - b. Review of Enterprise Funds (Environmental Services Fund, Parking Fund, Water and Sewer Fund)
    - c. Review of Capital Improvement Funds
    - d. Review of Debt Service
    - e. Review all other items
  4. November 16, Monday: Village Board Regular Meeting, 7:30 p.m., Room 201
    - a. Public Hearing
    - b. 2<sup>nd</sup> Reading of any Ordinances Rate Related Fees as Proposed in the FY16 Budget
    - c. Personnel Manual Updates (selected portions only as needed)
  5. November 19, Thursday: Village Board Special meeting, 7 p.m., Room 101 (tentative, only if needed)
  6. December 7, Monday: Village Board Regular Meeting, 7:30 p.m., Room 201
    - a. Review of Citizen Advisory Commission Work Plans and Funding (*this is submittal of the work plans – subject to Board approval, Commissions will be scheduled in Q1 of 2016 to a meeting with the Village Board at various meetings*).
    - b. Final Adoption of Budget
  7. December 14 or 21 (TBD) , Monday: Board Meeting, 7:30 p.m., Room 201 if needed for Budget adoption

Consistent with the past practice, in 2016, staff will administratively limit Budget Amendments submitted to the Board of Trustees to three times during the fiscal year in order to improve financial planning which will occur as follows:

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

situations, it also forces appropriations to be considered only during comprehensive budget review processes so that all competing needs within the organization are viewed concurrently and not piecemeal.

### **FY16 Administrative Considerations**

Throughout the administrative preparation of the budget there have been conscientious deliberations about Village finances. Development of the FY16 recommended budget has taken into account the following:

#### **1. Board Goals for 2015-2016**

The Village Board reviewed its goals and adopted updates in September of 2015. The Board reaffirmed its core values to be Fiscally Responsible and Accountable as well as to Communicate & Celebrate Success and Build Trust.

The Board additionally reaffirmed, refined and established the following objectives:

*Objective 1 - Economic Development: Create an environment for Economic Development that includes a clear comprehensive approach that meets needs of diverse constituents which results in increased commercial vitality village-wide. Focus on retention, recruitment and reinvestment. Prioritize big ideas and unique opportunities that brand Oak Park as a distinctive, one-of-a-kind community.*

*Objective 2 - Intergovernmental Relations: Collaborate with other taxing bodies and neighboring communities to share resources and address commonly shared community issues that maximizes efficient use of the tax dollars.*

*Objective 3 - Service Delivery: Deliver services to internal and external customers in an efficient, responsive, accurate, professional, welcoming and friendly manner.*

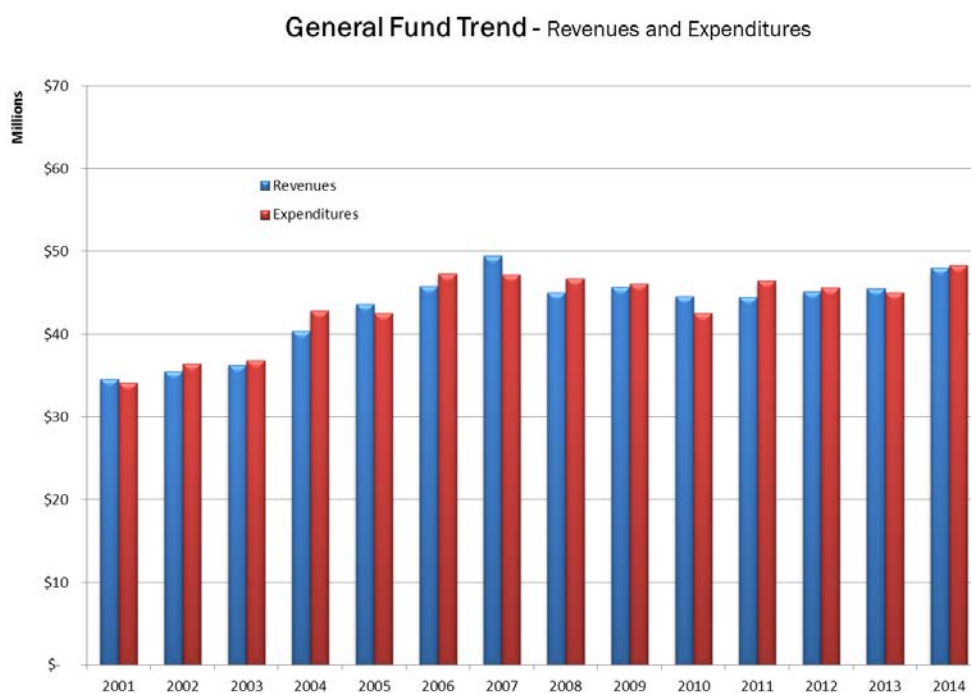
*Objective 4 - Minimize the Impact of the Eisenhower Expressway on our Community: Prior to year-end 2015, develop multiple coordinated strategies to address the Eisenhower Expressway redevelopment in a manner that will maximize all opportunities for Oak Park.*

*Objective 5 - Revisit Parking Systems: Over the next 24 months, revisit the overall parking systems within Oak Park in a holistic manner. Consider neighborhoods and business districts in order to understand the impact on residents, visitors and employees in the community.*

## 2. Financial Stability

Consistent with prior years, the Village’s long term financial stability continues to be a key driver in decisions that are made in the Recommended Budget. The recommendations reflect continued discipline in expenditures on growing reliance on non-property tax sources of revenues. In recent years, this strategy has helped to stabilize the overall financial condition of the organization. Unfortunately, continued external factors – including but not limited to the status of state budgetary impasse have eroded any local benefit from the positive economic climate. Specifically, the state economy has created uncertainty regarding revenue trends and placed pressure on the Village of Oak Park to remain cautious and conservative in our approach to revenues and expenditures, especially in projections related to income and sales tax.

When focused on the Village’s General Fund, which captures operating expenditures, the chart below tracks General Fund revenues and expenditures from 2001 – 2014.



## 3. Public Infrastructure and Capital Planning

The Village will celebrate the 114<sup>th</sup> Anniversary of its incorporation in 2016. Staff has spent considerable focus on the development of a comprehensive five year Capital Improvement Plan (CIP) and the first year of this plan is the foundation for capital projects in FY16. Focusing towards the

future capital needs of the Village's infrastructure and the associated costs is a critical element of the recommended budget.

For the second year, the Recommended Budget includes a substantive increase in resources for alley and street improvements. Based upon earlier discussions with the Finance Committee staff has proposed an aggressive five year schedule to invest an additional \$20 million in alley and street infrastructure to be funded with a general obligation bond issue.

Fees to pay for this new debt are proposed via an increase in Vehicle Stickers and a capital fee as part of garbage collection. Each fee is linked to the respective capital investments (e.g. vehicle stickers to streets and garbage collection to alleys). The annual debt service projected for this program over 20 years at a 3% interest rate is \$1.3 million. Staff completed a review of existing user fees and has included in the recommended budget offsetting revenue for annual debt service via an increase in the Vehicle Sticker fee (from \$50 to \$75) and a capital customer charge for garage collection services up to \$3.30 per month based upon container size.

In FY15, the Village took steps towards addressing the condition of the Village's water and sewer system, as a result of community age. The FY16 Recommended Budget is supported by the water and sewer fee increases adopted in 2014 which address both increases in bulk water costs passed on from the City of Chicago as well as implementation of recommendations from the Water and Sewer Rate study which was authorized as part of the FY14 budget.

#### **4. Technology**

IT Staff in conjunction with the Village Manager and Department Directors have remained focused on the implementation of the priorities established in the IT Strategic Plan. The Plan, previously adopted by the Village Board, has been re-presented to the Civic Information Systems Commission (CISC) in the form of a status update. The Plan's technology priorities include GIS which has resulted in Oak Park's adoption of an Intergovernmental Agreement with the Consortium (GISc) - a public entity consisting of local governments that work collectively to achieve the benefits of GIS and related technologies. The mission of the GIS Consortium is to create value by managing cost and risk within an environment of cooperation where all members, regardless of size will succeed. Private industry plays a role in this model to the extent that it can provide specialized aspects of these systems. This partnership provides an environment where success is predictable and costs are contained. Via this intergovernmental cooperation agreement, Oak Park is moving toward the use of

new technology to electronically deliver services in accordance with the direction of the Village Board in various discussions. GIS is also essential to support the implementation in Q4 of FY15 of CityView, a new software solution for permitting, inspections and licensing.

An additional IT priority is the update of the CAD system. The Village, through its participation in the West Suburban Consolidated Dispatch Center (WSCDC) has also completed the roll out of an upgrade to the 911 CAD system which is of significant importance to emergency services.

## **5. Public Private Partnerships**

The Village has a number of public services that are provided in the Village via contractors. While many are provided via a competitive bidding process (such as snow removal or public infrastructure improvements) the Village has a class of contracts with various entities, commonly not-for-profit groups that are collectively referred to as “Partner Agencies” and others that are provided via Intergovernmental Cooperation Agreements supported via a contract for services.

The FY16 budget includes, within the General Fund a total of \$1,502,800 for the Village to enter into contracts with not-for-profit entities defined as Partner Agencies including the Regional Housing Center, Oak Park Residence Corporation, Oak Park Area Convention and Visitors Bureau, Oak Park Economic Development Corporation and Oak Park Area Arts Council. The recommended budget was not able to meet requests for new services as requested by Partner Agencies and in the case of the Regional Housing Center. As a part of the Finance Committee review staff will seek direction as to the alignment of the Partner Agencies with the overall Village Goals.

The FY16 Recommended Budget also includes, within the General Fund, funding for the Village to honor existing intergovernmental agreements for youth services including the Youth Interventionist Program via the Oak Park Township and Early Childhood Services via School District 97 and 200.

## **6. Funding Operational Needs while Maintaining Staff**

During the current fiscal year, Department Directors have identified and requested funding for important operational needs that are currently unmet. In order to present a budget that can meet these needs it is proposed that the Village evaluate the feasibility of an increase to the Liquor Tax in 1 percent increments in the future. The recommended budget includes a 1% increase (from the current 3% tax to a 4% tax on the purchase of alcohol). Current liquor license tax revenues is as follows:

<b>Liquor Tax</b>			
District	2015	2014	2014
	January - July	January - July	January - December
DTOP	\$ 96,608.26	\$ 99,839.51	\$ 168,052.88
Hemingway	\$ 51,979.11	\$ 57,285.16	\$ 97,208.94
Pleasant	\$ 36,922.99	\$ 43,808.26	\$ 79,177.20
Madison St	\$ 34,492.61	\$ 31,826.99	\$ 56,729.24
Roosevelt Road	\$ 29,145.57	\$ 29,446.82	\$ 51,664.77
Southtown	\$ 21,726.74	\$ 25,313.64	\$ 42,793.23
Arts District	\$ 3,052.74	\$ 2,997.43	\$ 5,354.35
Chicago/Harlem	\$ 928.21	\$ 842.75	\$ 1,463.86
Misc	\$ 89.00	\$ 208.00	\$ 441.00
North Ave	\$ 128.97	\$ 121.40	\$ 199.05
Lake/Ridgeland	\$ 17.44	\$ 25.93	\$ 34.53
<b>Total</b>	<b>\$ 275,091.64</b>	<b>\$ 291,715.89</b>	<b>\$ 503,119.05</b>

Additionally, there are a number of re-organizations proposed as a part of the budget in order to achieve greater efficiency in government operations. All of the re-organizations are proposed without any staff layoffs – rather through attrition and re-alignment of existing staff functions savings are being achieved. For example, it is proposed that the internal services provided by the Village Manager’s Office, Communications Department, Law Department and Human Resources Department be collapsed into an Administrative Services Department. This will allow for Assistant Village Manager (currently vacant position) to be combined with the Human Resources Director position (also currently vacant). While there will be some lost management capacity by the reduction of 1 FTE, it is the intent to rely more heavily upon the Village’s new benefits consultant for services and streamline coordination of personnel matters between the Village Manager and a new Assistant Village Manager/ Human Resources Director. Other Departments that will benefit from re-organization include Public Health, Community Relations, Development Customer Services and Parking Services. Details are contained in the organizational charts within the budget. The overall result of these realignments is a total net reductions of 9.5 FTEs – again, this is proposed without any staffing layoffs.

**Overall Financial Summary**

The Village fiscal year begins January 1, 2016, and ends December 31, 2016, and is comprised of 32 active funds, plus 28 grant funds. The primary goal of the recommended 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 Aa3 from Moody’s.

Within the General Fund Budget, a flat property tax rate is proposed. Based upon recent tax bills, we are also assuming a 0% growth in taxable assessed valuation.

A primary goal of the recommended 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 are recommended in areas where repeatedly actual year end revenues or expenditures are short of appropriated amounts, often as a result of lack of implementation.


**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 were as follows in FY15:

Debt	\$	4,111,634	17%
Police Pension	\$	3,943,863	16%
Fire Pension	\$	3,318,566	13%
General Fund	\$	13,264,474	54%
	\$	24,638,537	



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 FY14 to FY15 for all property taxes levied to support the Village.

			
	2014 Taxable Assessed Valuation in 2014	2015 Projected Taxable Assessed Valuation (0% increase)	2015 Projected Taxable Assessed Valuation (0% increase)
	\$ 1,383,005,873	\$ 1,383,005,873	\$ 1,383,005,873
	2014 Extended Levy received in 2015	2016 Tax Levy (to be received in FY16)	Assessor Established Extended Levy (3%,5% increase of Village Levy)
Corporate Levy	13,662,408	\$ 13,662,408	\$ 14,072,280
Police Pension Levy	4,062,179	4,471,964	4,606,123
Firefighters Pension Levy	3,418,123	3,574,416	3,681,648
Debt Service Levy	12,222,746	7,230,676	\$7,592,209
Debt Service to be Abated	7,905,530	3,007,802	3,007,802
Debt to be paid by Property Tax after Abatement	4,317,216	4,222,874	4,434,018
<b>Total Property Tax Levy Request</b>	<b>25,459,926</b>	<b>\$ 25,931,662</b>	<b>26,794,069</b>

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

<b><u>Sales Tax in Oak Park</u></b>	
State portion	5.00%
Village portion	1.00%
County portion	<u>0.25%</u>
<b>Total Sales Tax by State Regulation for General Merchandise</b>	<b>6.25%</b>
Village Home Rule Retailers' Occupation Tax	1.00%
Cook County Home Rule Retailers' Occupation Tax*	0.75%
RTA Sales Tax	<u>1.00%</u>
<b>Total Sales Tax on General Merchandise</b> (not applicable to vehicles & qualifying food/drug and medical appliances)	<b>2.75%</b>
<b>Total Sales Tax on General Merchandise</b>	<b>9.00%</b>
<i>*The Cook County Sales Tax rate will increase to 1% on January 1, 2016</i>	

**Expenditures**

In Terms of expenditures, total expenditures recommended for FY16 are \$133.6 million net of transfers. The General Fund accounts for 37.2% of total expenditures and Enterprise Funds for Water, Sewer, Environmental Services and Parking comprise 19.3% of total expenditures. All capital funds account for 18.0% and remaining expenditures occur within the internal service funds described below under the Fund Summaries.

**Fund Balance**

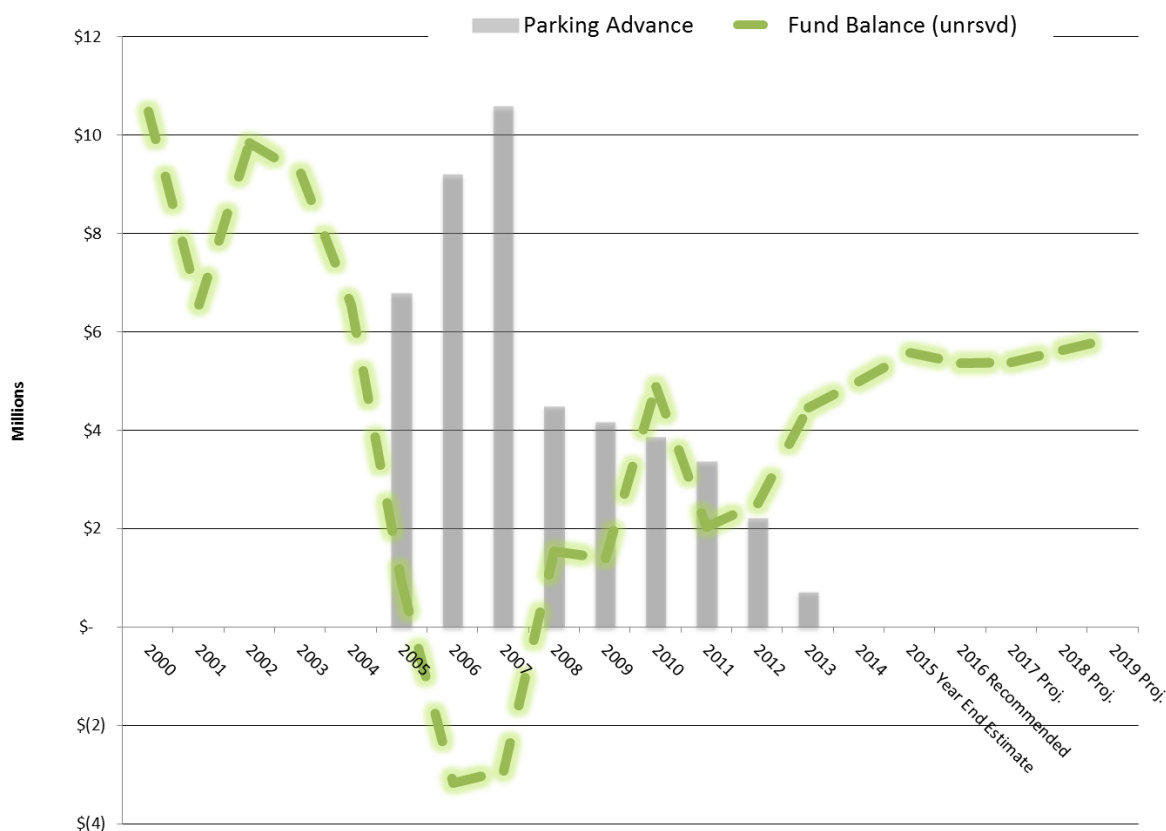
The Village Board approved a Fund Balance Policy earlier this year. While discussion has been focused primarily on the application of the policy to the General Fund, during the budget review with the Finance Committee staff will identify issues related to the Fund Balance for all funds.

At this time, staff notes that the General Fund is not in compliance with the Village Policy pertaining to the Fund balance or targeted amount of cash reserve – this was noted with the Board of Trustees

at the time the Fund Balance Policy was adopted earlier in 2012 and it was discussed that it would be a multi-year process to reach fund balance goals. As a result, a number of requested expenditures by Departments and by Partner Agencies are not recommended. The recommended budget does allow for growth in the General Fund balance and we continue to focus on reaching compliance with the Fund Balance Policy to provide financial stability, cash flow for operations, and the assurance that the Village will be able to respond to emergencies with fiscal strength.

In regards to the General Fund, the **Fund Balance Policy** states that an unreserved fund balance goal of no less than 10% and no more than 20% of the current year’s estimated operational expenses shall be maintained. Of this balance, cash and investments should compose no less than 60%. The Fund Balance at the end of FY15, based upon the recommended budget will be: \$5.6 million unreserved.

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



During the Finance Committee's review of the recommended budget, additional details will be provided regarding the Recommended Budget document.

In closing, I would like to reiterate the important role played by all employees in the Village Manager's Office, the Finance Department along with each Department Director and their respective staff for their dedication to Oak Park and their focus on identifying effective and efficient ways to deliver public services on a daily basis.

Sincerely,

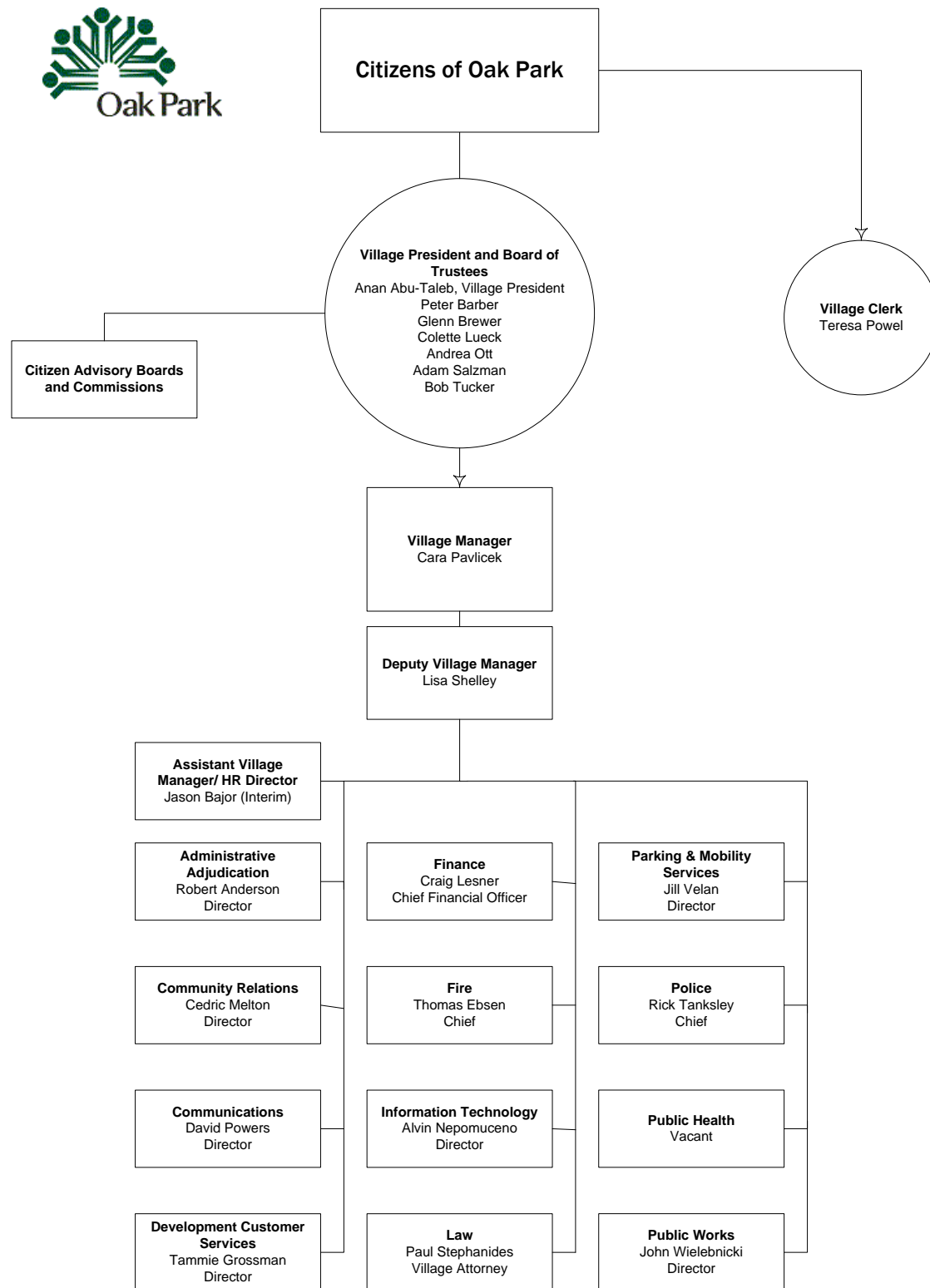


Cara Pavlicek

Village Manager



## 1.2. Organizational Chart



### 1.3. Budget Process and Calendar

The following is a summary of the process for adoption and amendment of the Village of Oak Park budget, along with a calendar of the major dates and activities related to the development of the 2016 Recommended Village of Oak Park Budget:

#### The Budget Adoption Process

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

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

#### The Budget Amendment Process

Annually, following adoption of the Budget, it may be necessary for the Village Board to consider amendments to the Adopted Budget in response to unforeseen issues. As the Board may recall, in 2013, a stronger approach to budget amendments and strict interpret

the following section of the Municipal Code was taken and this is planned to continue in FY16:

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

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

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

Again in 2016, staff will administratively limit Budget Amendments submitted to the Board of Trustees to three times during the fiscal year in order to improve financial planning which will occur as follows:

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

To this end, it is noteworthy that departmental stewardship in the budget process in enhanced, it is the expectation that most of the requested adjustments in the second and

third supplemental budget requests will be the result of changes in revenues or grant requests/award that were not anticipated during the annual budget process.

### The 2016 Budget Calendar

<b>Step 1</b> – (July 27)	Preliminary Budget Discussion with the Village Board
<b>Step 2</b> – (early August)	Budget Kick-off meetings begin; Departments receive budget materials
<b>Step 4</b> – (early August )	Partner Agency funding requests are due to Department Liaisons
<b>Step 5</b> – (July 29)	Village department budget submittals due
<b>Step 6</b> - (August 10 – September 4)	Village Manager conducts budget reviews with departments
<b>Step 7</b> - (October 2)	Village Manager submits recommended budget to Village Finance Committee and the document is made publicly available on the Village website
<b>Step 8</b> - (October 2 – October 22)	Finance Committee reviews recommended budget
<b>Step 9</b> - (October 30)	Recommended Budget with Finance Committee Review is presented to the Village Board and public for review
<b>Step 10</b> - (November 2- November 16)	Village Board reviews recommended budget and Public Comments continue through this period with a formal public hearing on November 16
<b>Step 11</b> - (December 7)	<b>Village Board approves the FY16 Budget</b>

## 1.4 Financial Policies

The following is a summary of the Village of Oak Park's financial policies related to the 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 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 is 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
  - the 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 or 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.

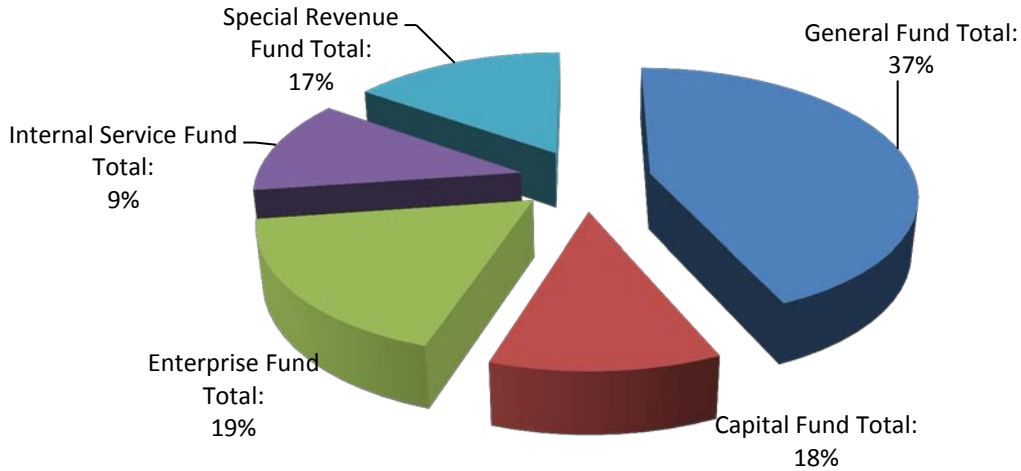
## 2. Budget Summary

This section presents a graphical summary of the 2016 Recommended Budget:

- **Exhibit 1-** Includes a graphical summary of expenditures, revenues and positions for all Village Funds
- **Exhibit 2-** Includes a summary of Inter-Fund transfers within all Village Funds
- **Exhibit 3-** Includes a graphical summary of expenditures, revenues and positions for the Village General Fund
- **Exhibit 4-** Includes a graphical summary of expenditures, revenues and positions for the Village's Enterprise Funds
- **Exhibit 5-** Includes a graphical summary of expenditures, revenues and positions for the Village's Capital Funds
- **Exhibit 6-** Includes a graphical summary of expenditures, revenues and positions for the Village's Special Revenue Funds
- **Exhibit 7-** Includes a graphical summary of expenditures, revenues and positions for the Village's Internal Service Funds
- **Exhibit 8-** Includes a historical summary of all Village revenues for every Fund.

2.1 Exhibit 1- All Funds

**2016 Budget Gross Expenditures: \$150,891,291**



**Chart 2-1: Total Gross Expenditures, By Fund**

<u>Department</u>	<u>Actuals</u>			<u>2015</u>		<u>2016 Rec.</u>
	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>Budget</u>	<u>2015 YE Est</u>	
General Fund	\$ 48,389,073	\$ 48,403,156	\$ 51,985,248	\$ 51,501,813	\$ 51,531,626	\$ 56,059,309
Capital Fund	6,602,850	5,685,688	11,902,750	17,657,035	16,460,864	27,158,425
Enterprise Fund	20,108,250	21,546,146	20,951,300	38,327,995	37,689,991	29,152,573
Internal Service Fund	23,611,089	17,937,181	13,691,553	13,135,260	12,533,579	13,373,958
Special Revenue Fund	12,174,261	17,280,325	13,645,325	29,266,316	21,022,066	25,147,026
<b>All Funds Total:</b>	<b>\$ 110,885,523</b>	<b>\$ 110,852,496</b>	<b>\$ 112,176,176</b>	<b>\$ 149,888,419</b>	<b>\$ 139,238,126</b>	<b>\$ 150,891,291</b>

**Table 2-1: Total Gross Expenditures, By Fund**

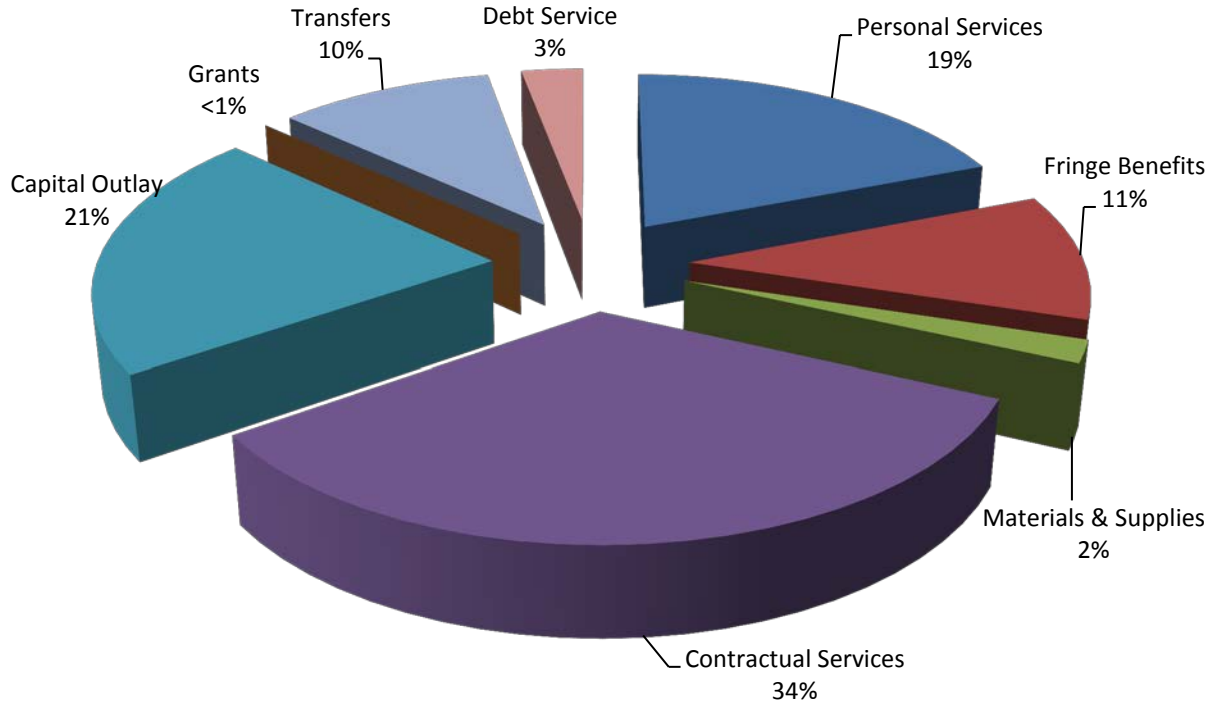
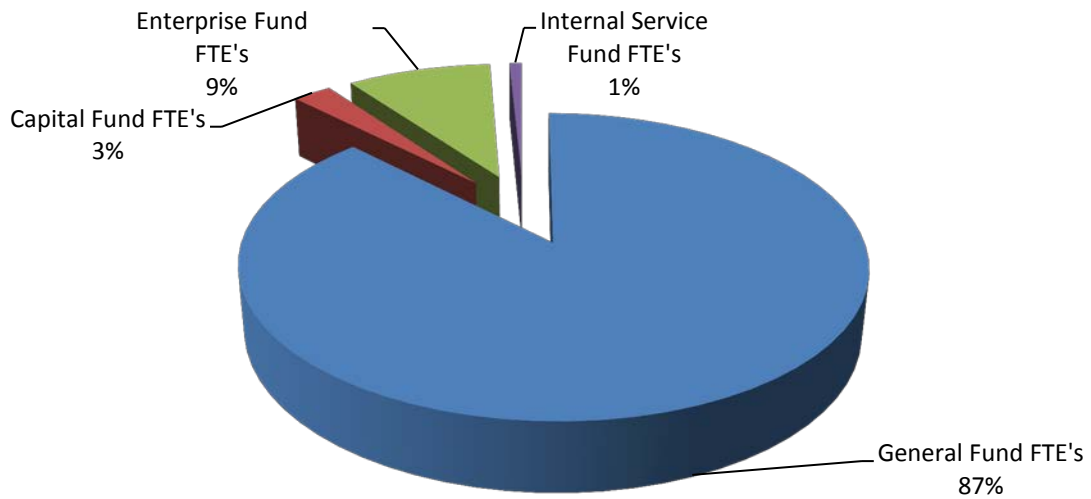


Chart 2-2: Total Gross Expenditures, By Expenditure Type

Department	Actuals			2015		2016 Rec.
	2012	2013	2014	Budget	2015 YE Est	
Personal Services	\$ 27,334,980	\$ 27,317,587	\$ 27,911,397	\$ 29,337,931	\$ 28,221,099	\$ 29,929,845
Fringe Benefits	13,791,251	14,288,164	14,637,144	14,974,324	14,898,062	16,232,530
Materials & Supplies	2,601,173	2,511,772	2,587,924	\$2,955,756	\$2,647,034	\$2,877,136
Contractual Services	33,036,510	38,113,201	35,673,523	53,613,963	45,249,081	50,556,065
Capital Outlay	7,635,028	7,221,487	9,106,863	30,453,880	30,530,089	32,212,683
Grants	693,492	567,474	1,336,881	-	-	2,285
Transfers	16,317,174	13,343,707	13,396,953	13,914,856	12,399,066	15,430,460
Debt Service	9,475,915	7,489,104	7,525,491	5,633,814	5,293,695	4,654,645
	-	-	-	(996,105)		(1,004,358)
<b>All Funds Total:</b>	<b>\$ 110,885,523</b>	<b>\$ 110,852,496</b>	<b>\$ 112,176,176</b>	<b>\$ 149,888,419</b>	<b>\$ 139,238,126</b>	<b>\$ 150,891,291</b>

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

## 2016 Budget Gross FTE's: 368.25



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

Department ( <i>In alphabetical order</i> )	Position Title	2013 Budget	2014 Budget	2015 Budget	2016 Recommended
<b>Administrative Adjudication</b>	Adjudication Director	1.00	1.00	1.00	1.00
	Executive Secretary	1.00	1.00	1.00	1.00
	Hearing Clerk	1.00	1.00	1.00	1.00
<b>Total Administrative Adjudication</b>	<b>Full-Time Equivalent</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
<b>Community Relations</b>	Community Relations Director	1.00	1.00	1.00	1.00
	<i>position transferred from Human Resources</i> Executive Secretary	0.00	0.00	0.00	1.00
	Management Intern	0.00	0.00	0.00	0.50
<b>Total Community Relations</b>	<b>Full-Time Equivalent</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>2.50</b>
<b>Development Customer Services</b>					

<b>Administration</b>		Development Customer Services Director	1.00	1.00	1.00	1.00
		Executive Secretary	1.50	1.50	1.50	1.50
		<b>Full Time Equivalent</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>
<b>Permit Processing</b>		Permit Processing Manager	1.00	1.00	1.00	1.00
		Permit Customer Service Technician	3.00	3.50	3.50	3.50
		Plans Examiner	1.00	1.00	1.00	0.00
		Permit Services Supervisor	1.00	1.00	1.00	1.00
		Sr. Administrative Clerk	1.50	0.00	0.00	0.00
		Chief Building Inspector	1.00	1.00	0.00	0.00
		Building Inspector	3.00	3.00	3.00	1.00
		Building Structural Engineer	1.00	1.00	0.00	0.00
		Code Compliance Officer	1.00	1.00	0.00	0.00
		<b>Full-Time Equivalent</b>	<b>13.50</b>	<b>12.50</b>	<b>9.50</b>	<b>6.50</b>
<b>Business Services</b>		Business Services Manager	1.00	1.00	1.00	1.00
<i>position transferred from Village Clerk's Office</i>		Business/License Officer	1.00	1.00	1.00	1.00
		Property Maintenance Inspector	1.00	1.00	1.00	1.00
		<b>Full-Time Equivalent</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
<b>Community Planning</b>		Village Planner	1.00	1.00	1.00	1.00
		Zoning Administrator	1.00	1.00	1.00	1.00
		Urban Planner	1.00	1.00	1.00	1.00
		<b>Full-Time Equivalent</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
<b>Neighborhood Services</b>		Neighborhood Services Manager	1.00	1.00	1.00	1.00
<i>Titled Changed for Housing Programs Supervisor</i>		Residential Services Supervisor	1.00	1.00	1.00	1.00
		Community Development Technician	1.00	1.00	1.00	1.00
		Account Clerk II	1.00	1.00	1.00	1.00
		Chief Property Standards Inspector	1.00	1.00	1.00	0.00
		Property Maintenance Inspector	4.00	4.00	4.00	4.00
		Grants Supervisor	1.00	1.00	1.00	1.00
		Grants Coordinator	1.00	1.00	1.00	1.00
		<b>Full-Time Equivalent</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>	<b>10.00</b>
<b>Total Development Customer Services Department</b>	<b>33.00</b>	<b>32.00</b>	<b>29.00</b>	<b>25.00</b>		

<b>Finance</b>		Chief Financial Officer	1.00	1.00	1.00	1.00
		Deputy Chief Financial Officer	1.00	1.00	1.00	1.00
		Office Manager	0.00	0.00	0.00	1.00
		Senior Accountant	1.00	1.00	1.00	1.00
		Accountant	2.00	2.00	1.00	1.00
		Account Clerk II	2.00	2.00	2.00	2.00
		Budget & Financial Manager	1.00	1.00	1.00	1.00
		Records Coordinator	1.00	1.00	1.00	1.00
		Cashier	3.00	3.00	2.50	2.50
		Executive Secretary	1.00	1.00	1.00	1.00
<b>Total Finance</b>		<b>Full-Time Equivalent</b>	<b>13.00</b>	<b>13.00</b>	<b>11.50</b>	<b>12.50</b>
<b>Fire</b>						
<b>Administration</b>		Chief	1.00	1.00	1.00	1.00
		Deputy Chief	1.00	1.00	1.00	1.00
		Deputy Chief - Administrative Fire Marshall	0.00	0.00	0.00	1.00
		Executive Secretary	1.00	1.00	1.00	1.00
		<b>Full Time Equivalent</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>4.00</b>
<b>Operations</b>		Battalion Chief	3.00	3.00	3.00	3.00
		Lieutenant	12.00	12.00	12.00	12.00
		Firefighter/Paramedic	44.00	44.00	45.00	45.00
		<b>Full Time Equivalent</b>	<b>59.00</b>	<b>59.00</b>	<b>60.00</b>	<b>60.00</b>
<b>Total Fire Department</b>			<b>62.00</b>	<b>62.00</b>	<b>63.00</b>	<b>64.00</b>
<b>Information Technology</b>		Director	1.00	1.00	1.00	1.00
		Operations Manager	1.00	1.00	1.00	1.00
		Network Specialist	2.00	2.00	2.00	2.00
		Systems Analyst	4.00	4.00	3.00	3.00
		Executive Secretary	1.00	1.00	1.00	1.00
<b>Total IT</b>		<b>Full-Time Equivalent</b>	<b>9.00</b>	<b>9.00</b>	<b>8.00</b>	<b>8.00</b>
<b>Parking &amp; Mobility Services</b>						
<b>Administration</b>		Director	1.00	1.00	1.00	1.00
		Assistant Director	0.00	1.00	1.00	1.00
		Account Clerk II	1.00	1.00	1.00	1.00

		Assistant Parking Services Manager	1.00	0.00	0.00	0.00
		Parking Services Supervisor	0.00	1.00	1.00	1.00
		Parking Restrictions Coordinator	1.00	1.00	1.00	1.00
		Parking Services Specialist	1.00	1.00	1.00	0.00
		Administrative Clerk	2.00	2.00	2.00	1.50
		<b>Full-Time Equivalent</b>	<b>7.00</b>	<b>8.00</b>	<b>8.00</b>	<b>6.50</b>
<b>Permits</b>		Permit Services Supervisor	1.00	1.00	1.00	1.00
new titles		Parking Services Specialist	4.00	4.00	4.00	4.00
		<b>Full-Time Equivalent</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>
<b>Parking Lots and Structures</b>						
		Administrative Clerk	0.50	0.50	0.50	0.50
		Parking Garage Supervisor	2.00	2.00	2.00	2.00
		Parking Meter Technician	3.00	3.00	3.00	3.00
		<b>Full-Time Equivalent</b>	<b>5.50</b>	<b>5.50</b>	<b>5.50</b>	<b>5.50</b>
<b>Total Parking</b>		<b>Full-Time Equivalent</b>	<b>17.50</b>	<b>18.50</b>	<b>18.50</b>	<b>17.00</b>
<b>Police</b>						
<b>Administration</b>		Police Chief	1.00	1.00	1.00	1.00
		Deputy Chief	2.00	2.00	2.00	2.00
		Sergeant (Internal Affairs)	0.00	0.00	0.00	0.00
		Training Coordinator	1.00	1.00	1.00	1.00
		Executive Secretary	1.00	1.00	1.00	1.00
* position vacant and not funding FY16		Budget Coordinator	1.00	1.00	1.00	1.00
		Administrative Commander	0.00	1.00	1.00	1.00
		Police Officer (Research/Planning)	1.00	1.00	1.00	1.00
		CSO (Evidence/Detention Custodian)	1.00	1.00	1.00	1.00
		Police Officer (Court Liaison)	1.00	1.00	1.00	0.00
		<b>Full-Time Equivalent</b>	<b>9.00</b>	<b>10.00</b>	<b>10.00</b>	<b>9.00</b>
<b>Field</b>		Commander	3.00	2.00	2.00	2.00
		Sergeant	15.00	15.00	15.00	15.00
		Police Officer	59.00	63.00	63.00	66.00
		Police Officer (Walking Beat)	4.00	2.00	2.00	2.00
		Police Officer (Resident Beat Officers)	7.00	7.00	7.00	5.00
		Community Service Officer	6.00	6.00	6.00	6.00

		Community Liaison Coordinator	1.00	1.00	1.00	1.00
		Parking Enforcement Supervisor	2.00	1.00	1.00	0.00
		Parking Enforcement Officer	12.00	13.00	13.00	10.00
		<b>Full-Time Equivalent</b>	<b>109.00</b>	<b>110.00</b>	<b>110.00</b>	<b>107.00</b>
<b>Support</b>		Commander	1.00	1.00	1.00	1.00
		Sergeant	2.00	2.00	2.00	2.00
		Crime Analyst	1.00	1.00	1.00	1.00
		Administrative Clerk	0.00	0.00	0.00	0.00
		Parking Advocate	2.00	2.00	2.00	2.00
		Police Officer	18.00	16.00	16.00	16.00
		Police Records Supervisor	1.00	1.00	1.00	1.00
		Senior Police Records Clerk	2.00	2.00	2.00	2.00
		Police Records Clerk	2.00	2.00	2.00	2.00
		Police Officer (School Resource Officer)	3.00	3.00	3.00	3.00
		<b>Full-Time Equivalent</b>	<b>32.00</b>	<b>30.00</b>	<b>30.00</b>	<b>30.00</b>
		<b>Sworn Officers</b>		<b>116.00</b>	<b>116.00</b>	<b>116.00</b>
<b>Total Police Department</b>			<b>150.00</b>	<b>150.00</b>	<b>150.00</b>	<b>146.00</b>
<b>Public Health</b>		Director	1.00	1.00	1.00	1.00
		Public Health Nurse	2.00	2.00	2.00	1.00
		Environmental Supervisor	1.00	1.00	1.00	0.00
		Grants Coordinator	0.50	0.50	0.50	0.50
		Sanitarian	2.00	2.00	2.00	2.00
		Animal Control Officer	1.00	1.00	1.00	1.00
		Emergency Preparedness & Response Manager	1.00	1.00	1.00	0.00
		Administrative Assistant	1.00	1.00	1.00	1.00
		Intern	0.50	0.50	0.50	0.50
<b>Total Public Health</b>		<b>Full-Time Equivalent</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>7.00</b>
<b>Public Works</b>						
<b>Administration</b>		Director	1.00	1.00	1.00	1.00
		Sr. Administrative Clerk	1.00	1.00	0.00	0.00
		Administrative Secretary	3.00	3.00	4.00	4.00
		Office Manager	1.00	1.00	1.00	1.00
		<b>Full-Time Equivalent</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>

<b>Building Maintenance</b>		Superintendent	1.00	1.00	1.00	1.00
		Building Maintenance Contract Coordinator	0.00	0.00	0.00	1.00
		<b>Full-Time Equivalent</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>2.00</b>
<b>Engineering</b>		Village Engineer	1.00	1.00	1.00	1.00
		Assistant Village Engineer	1.00	1.00	1.00	1.00
		Civil Engineer II	3.00	3.00	2.00	3.00
		Civil Engineer I	0.50	0.50	1.00	0.00
		Traffic Engineer	1.00	1.00	1.00	1.00
		Engineering Technician II	0.00	0.00	0.00	1.00
		Engineering Technician I	3.00	3.00	3.00	2.00
		<b>Full-Time Equivalent</b>	<b>9.50</b>	<b>9.50</b>	<b>9.00</b>	<b>9.00</b>
<b>Environmental Services</b>		Environmental Services Manager	1.00	1.00	1.00	1.00
		Environmental Services Control Officer	1.00	1.00	1.00	1.00
		<b>Full-Time Equivalent</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b>Fleet Services</b>		Superintendent	1.00	1.00	1.00	1.00
		Crew Chief	1.00	1.00	1.00	1.00
		Sr. Fleet Automotive Service & Body Technician	1.00	1.00	1.00	1.00
		Fleet Automotive Service Technician	5.00	5.00	5.00	5.00
		Service Attendant	0.00	0.00	0.00	0.00
		Parts Supervisor	1.00	1.00	1.00	1.00
		Parts Attendant	1.00	1.00	1.00	1.00
		Sr. Auto Body Technician	0.00	0.00	0.00	0.00
		Auto Body Technician	0.00	0.00	0.00	0.00
		<b>Full-Time Equivalent</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>
<b>Forestry</b>		Village Forester	1.00	1.00	1.00	1.00
		<i>*3-5 seasonal staff hired</i>				
		Seasonal Employees*	1.00	1.00	1.00	1.00
		Maintenance Crew Chief	1.00	1.00	1.00	1.00
		Forestry Technician I	1.00	0.00	0.00	0.00
		Forestry Technician II	3.00	4.00	4.00	4.00
		<b>Full-Time Equivalent</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>
<b>Street/Street Lighting</b>		Streets Superintendent	1.00	1.00	1.00	1.00

		Street Supervisor	1.00	1.00	1.00	1.00
		Sr. Sign & Marking Technician	1.00	1.00	1.00	1.00
		Equipment Operator	5.00	5.00	6.00	6.00
		Senior Electrician	1.00	1.00	1.00	1.00
		Electrician	1.00	1.00	1.00	1.00
		<b>Full-Time Equivalent</b>	<b>10.00</b>	<b>10.00</b>	<b>11.00</b>	<b>11.00</b>
<b>Water &amp; Sewer</b>		Superintendent	1.00	1.00	1.00	1.00
		Water & Sewer Supervisor	1.00	1.00	1.00	1.00
		Water/Sewer Worker II	8.00	8.00	8.00	4.00
		Water/Sewer Worker I	0.00	0.00	0.00	4.00
		Sr. Pump Operator	1.00	1.00	1.00	1.00
		Pump Operator	1.00	1.00	1.00	1.00
		Meter Reader	0.50	0.50	0.50	0.50
		<b>Full-Time Equivalent</b>	<b>12.50</b>	<b>12.50</b>	<b>12.50</b>	<b>12.50</b>
<b>Total Public Works</b>			<b>58.00</b>	<b>58.00</b>	<b>58.50</b>	<b>59.50</b>
<b>President/Village Board</b>		Village President	1.00	1.00	1.00	1.00
		Trustee	6.00	6.00	6.00	6.00
<b>Total President/Village Board</b>		<b>Full-Time Equivalent</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>
<b>Village Clerk</b>		Village Clerk	1.00	1.00	1.00	1.00
		Deputy Village Clerk	0.00	1.00	1.00	1.00
		<i>1 FTE transferred to PW</i>				
		Sr. Administrative Clerk	2.00	1.00	1.00	1.00
<b>Total Village Clerk</b>		<b>Full-Time Equivalent</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
<b>Village Manager</b>		Village Manager	1.00	1.00	1.00	1.00
		Deputy Village Manager	1.00	1.00	1.00	1.00
		Assistant Village Manager	1.00	1.00	1.00	0.00
		Secretary to the Village Manager	1.00	1.00	1.00	1.00
		Sustainability Manager	1.00	1.00	0.00	0.00
		Administrative Secretary	0.50	0.50	0.50	0.50
		Administrative Intern	0.00	0.25	0.25	0.25
		<b>Full-Time Equivalent</b>	<b>5.50</b>	<b>5.75</b>	<b>4.75</b>	<b>3.75</b>
<b>Communications</b>		Communications Director	1.00	1.00	1.00	1.00



## 2.2 Exhibit 2 - Inter-Fund Transfers

<b>Fund Name</b>	<b>To this fund</b>	<b>Transfer</b>	<b>From this fund</b>	<b>Transfer</b>
<i>General Fund (1001)</i>	Capital Improvement Fund	\$ 1,150,000	Capital Improvement	\$ 500,000
	Debt Service Fund	\$ 348,000	Motor Fuel Tax	1,800,000
	E911 Fund	1,077,000	Water/Sewer	1,050,000
	Health Insurance Fund	4,659,604		
	Parking Fund	60,000		-
	Self-Insured Retention Fund	-		-
	<b>sub-total</b>	<b>\$ 7,294,604</b>		<b>\$ 3,350,000</b>
<i>Federal RICO Fund (2024)</i>	Fleet Replacement Fund	\$ 200,000		
	<b>sub-total</b>	<b>\$ 200,000</b>		<b>\$ -</b>
<i>E911 Fund (2033)</i>		\$ -	General Fund	\$ 1,077,000
	<b>sub-total</b>	<b>\$ -</b>		<b>\$ 1,077,000</b>
<i>Motor Fuel Tax Fund (2038)</i>	General Fund	\$ 1,800,000		-
	<b>sub-total</b>	<b>\$ 1,800,000</b>		<b>\$ -</b>
<i>Madison Street TIF Fund (2072)</i>	Building Improvement Fund	\$ 1,423,500		\$ -
	<b>sub-total</b>	<b>\$ 1,423,500</b>		<b>\$ -</b>
<i>Sustainability Fund (2310)</i>		\$ -	Environmental Services	\$ 220,600
	<b>sub-total</b>	<b>\$ -</b>		<b>\$ 220,600</b>
<i>Building Improvement Fund (3012)</i>		\$ -	Capital Improvement Fund	\$ 500,000
			Madison Street TIF Fund	\$ 1,423,500
	<b>sub-total</b>	<b>\$ -</b>		<b>\$ 1,923,500</b>
<i>Equipment Replacement (3029)</i>		\$ -	Capital Improvement	\$ 1,050,000
	<b>sub-total</b>	<b>\$ -</b>		<b>\$ 1,050,000</b>
<i>Fleet Replacement Fund (3032)</i>		\$ -	Capital Improvement	1,050,000
		-	Federal RICO	\$ 200,000
		-	Foreign Fire Insurance	
	<b>sub-total</b>	<b>\$ -</b>		<b>\$ 1,250,000</b>
<i>Capital Improvement Fund (3095)</i>	General Fund	500,000	General Fund	\$ 1,150,000
	Fleet Replacement	1,050,000		
	Building Improvement	500,000		-
	Debt service			-
	Equipment Replacement	1,050,000		-
	Health Insurance			
	<b>sub-total</b>	<b>\$ 3,100,000</b>		<b>\$ 1,150,000</b>
<i>Debt Service (4025)</i>		\$ -	Capital improvements	
			General Fund	348,000
	<b>sub-total</b>	<b>\$ -</b>		<b>\$ 348,000</b>
<i>Water and Sewer Fund (5040)</i>	General Fund	\$ 1,050,000		\$ -
	Health Insurance	269,261		-
	Self Insured Retention	750,000		
	<b>sub-total</b>	<b>\$ 2,069,261</b>		<b>\$ -</b>
<i>Parking Fund (5060)</i>	Health Insurance	245,447	General Fund	\$ 60,000
	Self-Insured Retention	750,000		
	<b>sub-total</b>	<b>\$ 995,447</b>		<b>\$ 60,000</b>
<i>Env. Services Fund (5055)</i>	Health Insurance Fund	\$ 242,278		
	Sustainability Fund	\$ 220,600		
	<b>sub-total</b>	<b>\$ 462,878</b>		<b>\$ -</b>
<i>Self-Insured Retention (6026)</i>		\$ -	General Fund	\$ -
		-	Parking	750,000
		-	Water/Sewer	750,000
	<b>sub-total</b>	<b>\$ -</b>		<b>\$ 1,500,000</b>
<i>Health Insurance Fund (6028)</i>		\$ -	Environmental Services Fund	242,278

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<i>Env. Services Fund (5055)</i>	Health Insurance Fund	\$	242,278		
	Sustainability Fund	\$	220,600		
	<b>sub-total</b>	<b>\$</b>	<b>462,878</b>	<b>\$</b>	<b>-</b>

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<i>Self-Insured Retention (6026)</i>	\$	-	General Fund	\$	-
		-	Parking		750,000
		-	Water/Sewer		750,000
	<b>sub-total</b>	<b>\$</b>		<b>\$</b>	<b>1,500,000</b>

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<i>Health Insurance Fund (6028)</i>	\$	-	Environmental Services Fund		242,278
		-	General Fund	\$	4,659,604
		-	Parking Fund		245,447
		-	Water/Sewer Fund		269,261
	<b>sub-total</b>	<b>\$</b>		<b>\$</b>	<b>5,416,590</b>

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Total All Transfers	\$	<b>17,345,690</b>	\$	<b>17,345,690</b>
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## 2.3 Exhibit 3- General Fund

### 2016 Recommended Budget General Fund Expenditures: \$56,059,309

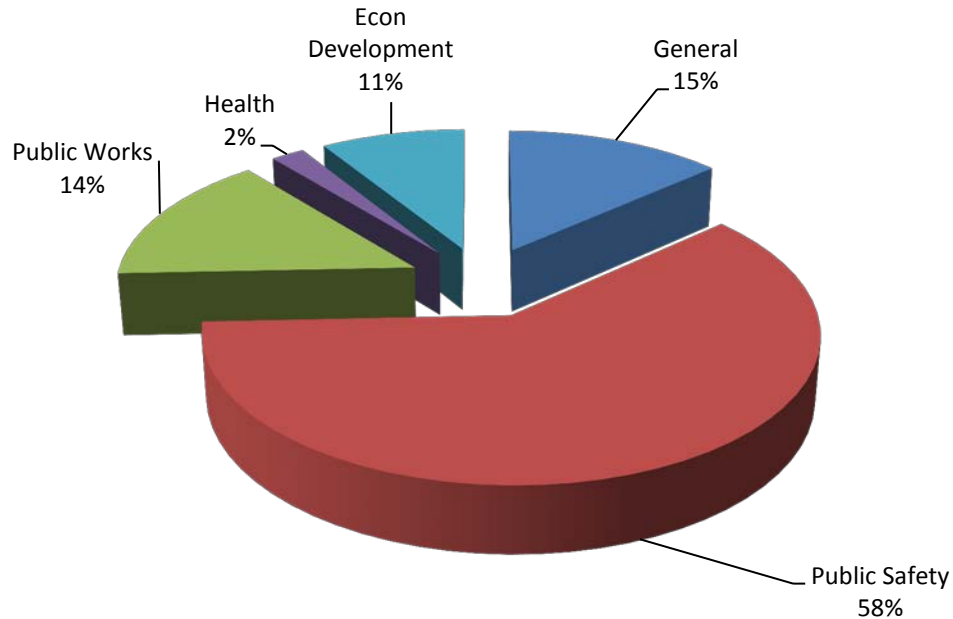
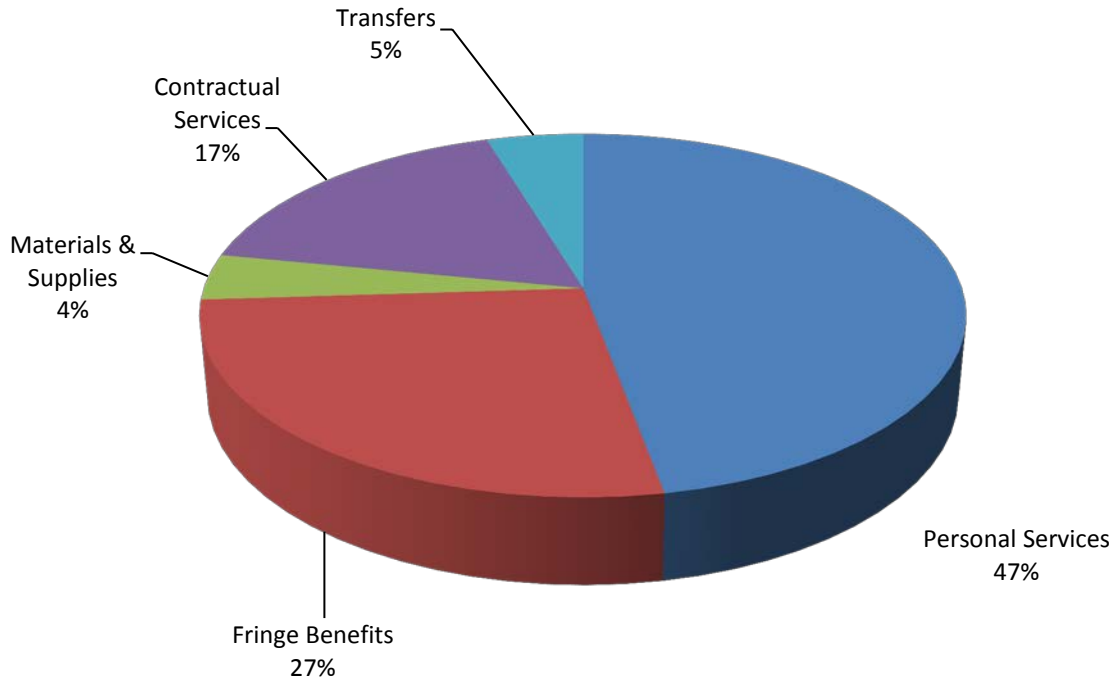


Chart 2-4: General Fund Expenditures, By Program

Department	Actuals			2015		2016 Rec.
	2012	2013	2014	Budget	YE Est.	
Adjudication	\$ 485,066	\$ 465,690	\$ 477,360	\$ 542,279	\$ 506,793	\$ 533,592
Communications	416,824	421,802	464,914	434,931	439,613	485,531
Community Relations	146,175	154,305	157,350	159,307	156,941	167,389
Development Customer Services	3,317,344	4,284,174	5,379,434	4,498,606	4,305,200	6,218,500
Finance	4,817,662	4,323,741	4,900,257	4,334,639	4,801,361	4,325,458
Fire Department	10,601,374	10,806,659	11,009,845	11,004,442	10,566,656	11,725,495
Health Department	680,090	798,519	1,048,453	866,166	797,987	843,511
Human Resources	378,007	475,643	483,815	470,662	480,384	496,166
Information Technology	981,990	923,590	1,094,976	1,234,257	1,181,761	1,533,289
Law Department	377,180	546,631	576,536	628,369	623,233	759,392
Parking Services	27,286	3,756	-	-	-	-
Police	18,415,633	18,012,709	19,246,108	19,503,031	19,085,647	20,471,210
Public Works	6,746,256	6,379,602	7,138,220	7,869,846	7,863,892	8,055,924
Village Clerk	574,209	393,369	263,332	284,978	272,011	279,075
Village Manager's Office	405,296	860,058	1,221,917	1,222,996	1,080,527	1,088,829
Village Pres. and Board of Trustees	68,693	71,289	75,995	81,391	77,379	80,308
Turnover	-	-	(1,096,216)	(996,105)	(996,105)	(1,004,360)
<b>General Fund Expenditures</b>	<b>\$48,439,085</b>	<b>\$48,921,537</b>	<b>\$52,442,296</b>	<b>\$52,139,795</b>	<b>\$51,243,280</b>	<b>\$56,059,309</b>

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

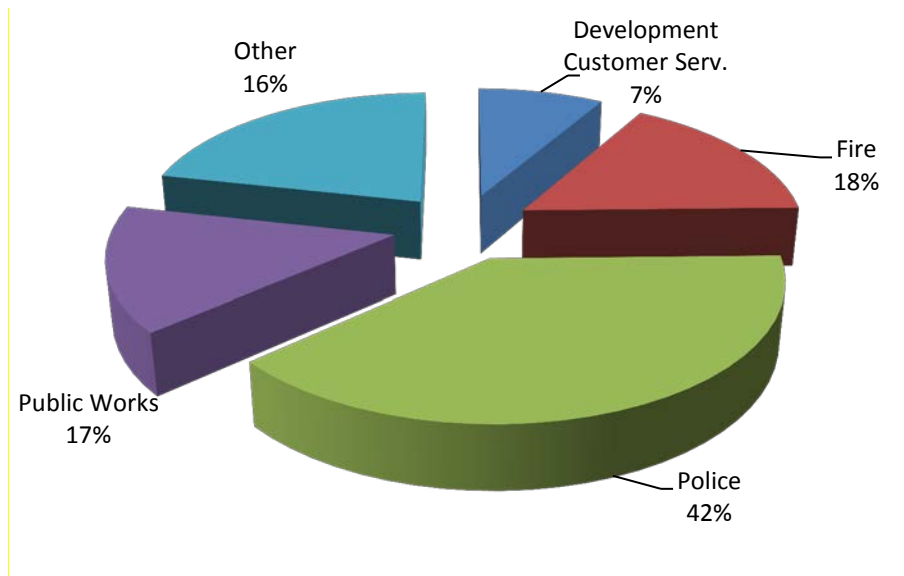


**Chart 2-5: General Fund Expenditures, By Expenditure Type**

<u>Expenditure Type</u>	<u>Actuals</u>			<u>2015</u>		
	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>Budget</u>	<u>YE Est.</u>	<u>2016 Rec.</u>
Personal Services	\$ 24,777,565	\$ 24,797,737	\$ 25,665,263	\$ 26,562,798	\$ 25,573,089	\$27,389,216
Fringe Benefits	12,817,837	13,194,889	13,640,324	13,715,917	13,747,544	\$15,090,119
Materials & Supplies	1,422,448	1,477,264	1,543,377	2,313,330	2,085,880	\$2,290,582
Contractual Services	5,490,664	5,684,866	6,204,071	7,244,102	7,454,433	\$9,646,965
Capital Outlay	57,945	50,421	63,274	1,721	10,630	\$9,500
Grants	693,492	567,474	1,336,881	-	-	\$2,285
Transfers	3,129,122	2,630,505	3,532,058	2,660,050	2,660,050	\$2,635,000
Turnover	-	-	-	(996,105)	-	(1,004,358)
<b>Total Expenditures</b>	<b>\$ 48,389,073</b>	<b>\$ 48,403,156</b>	<b>\$ 51,985,248</b>	<b>\$ 51,501,813</b>	<b>\$ 51,531,626</b>	<b>\$ 56,059,309</b>

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

## 2016 General Fund FTEs: 351.25



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

<u>Department</u>	<u>Budget</u>			<u>2016 Rec.</u>
	<u>2013</u>	<u>2014</u>	<u>2015</u>	
Adjudication	3.00	3.00	3.00	3.00
Communications	3.00	3.00	3.00	3.00
Community Relations	1.00	1.00	1.00	2.50
Development Customer Services	33.00	32.00	29.00	25.00
Finance	13.00	13.00	11.50	12.50
Fire Department	62.00	62.00	63.00	64.00
Health Department	10.00	10.00	10.00	7.00
Human Resources	4.00	4.50	4.50	4.00
Information Technology	9.00	9.00	8.00	8.00
Law Department	3.00	3.00	3.00	3.00
Parking Services	0.00	0.00	0.00	0.00
Police	150.00	150.00	150.00	146.00
Public Works	58.00	58.00	58.50	59.50
Village Clerk	3.00	3.00	3.00	3.00
Village Manager's Office	5.50	5.75	4.75	3.75
Village President and Board of Trustees	7.00	7.00	7.00	7.00
<b>General Fund Total:</b>	<b>364.50</b>	<b>364.25</b>	<b>359.25</b>	<b>351.25</b>
<b>All Funds Total :</b>	<b>382.00</b>	<b>382.75</b>	<b>377.75</b>	<b>368.25</b>

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

2.4 Exhibit 4- Enterprise Funds

2016 Budget Enterprise Fund Expenditures: \$29,152,573

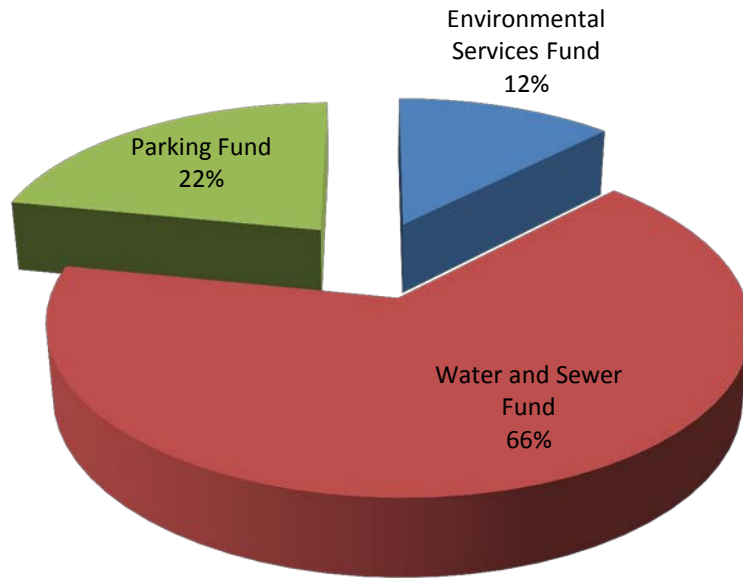


Chart 2-7: Total Enterprise Fund Expenditures, by Fund

<u>Fund</u>	<u>Actuals</u>			<u>2015</u>		<u>2016 Rec.</u>
	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>Budget</u>	<u>Year End Est.</u>	
Environmental Services Fund	\$3,513,955	\$3,115,849	\$2,968,715	\$3,409,986	\$3,192,674	\$3,595,976
Water and Sewer Fund	\$13,003,156	\$14,446,093	\$12,654,730	\$18,164,561	\$17,810,712	\$19,184,533
Parking Fund	\$3,591,139	\$3,984,205	\$5,327,855	\$16,753,448	\$16,686,605	\$6,372,064
<b>Total Fund Expenditures:</b>	<b>\$20,108,250</b>	<b>\$21,546,146</b>	<b>\$20,951,300</b>	<b>\$38,327,995</b>	<b>\$37,689,991</b>	<b>\$29,152,573</b>

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

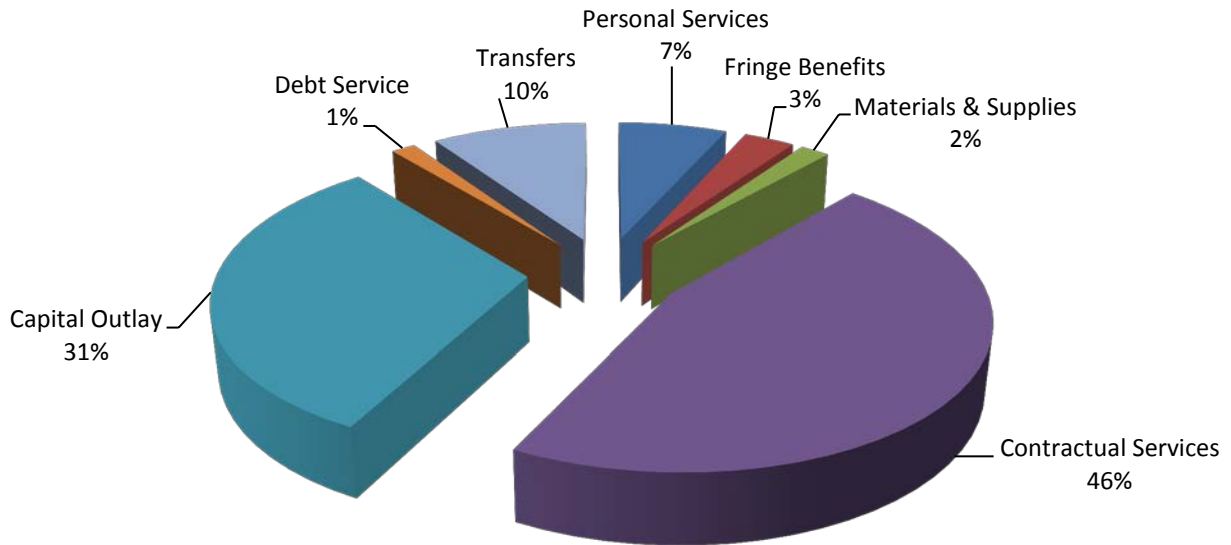


Chart 2-8: Total Enterprise Fund Expenditures, By Expenditure Type

<u>Expenditure Type</u>	<u>Actuals</u>			<u>2015</u>		<u>2016 Rec.</u>
	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>Budget</u>	<u>Year End Est.</u>	
Personal Services	\$ 1,848,160	\$ 1,759,401	\$ 1,686,560	\$ 1,934,653	\$ 1,898,688	\$ 1,940,737
Fringe Benefits	\$ 810,594	\$ 805,856	\$ 800,057	\$ 938,888	\$ 866,476	\$ 912,720
Materials & Supplies	\$ 1,103,896	\$ 963,209	\$ 663,697	\$ 493,552	\$ 479,733	\$ 523,665
Contractual Services	\$ 9,311,699	\$ 10,120,116	\$ 11,345,132	\$ 13,187,772	\$ 12,937,175	\$ 13,395,039
Capital Outlay	\$ 3,423,667	\$ 3,557,208	\$ 1,524,198	\$ 17,430,218	\$ 17,165,007	\$ 9,178,041
Debt Service	\$ 1,058,161	\$ 588,617	\$ 1,763,597	\$ 1,679,921	\$ 1,679,921	\$ 431,771
Transfers	\$ 2,552,073	\$ 3,751,738	\$ 3,168,059	\$ 2,662,991	\$ 2,662,991	\$ 2,770,600
<b>Fund Total</b>	<b>\$20,108,250</b>	<b>\$ 21,546,146</b>	<b>\$20,951,300</b>	<b>\$38,327,995</b>	<b>\$37,689,991</b>	<b>\$29,152,573</b>

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

## 2016 Budget Enterprise Fund FTE's: 33.5 FTEs

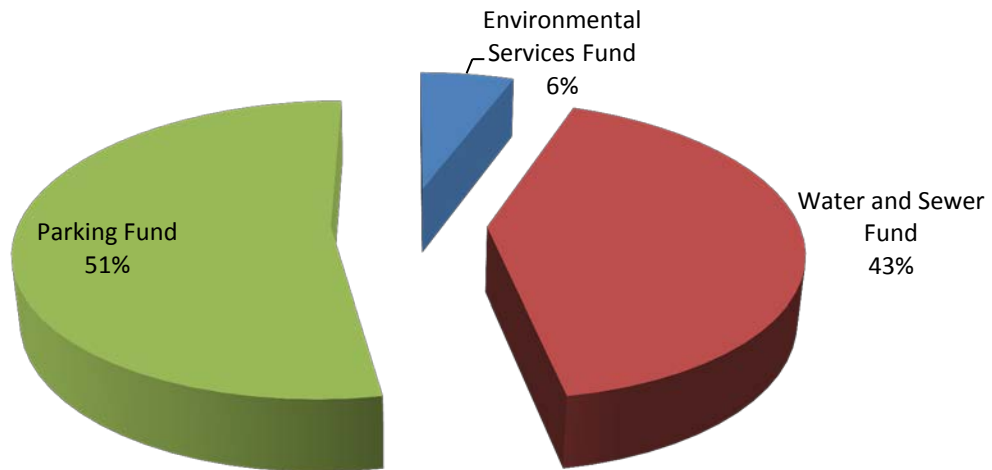


Chart 2-9: Total Enterprise Fund FTE's, by Fund

<u>Fund</u>	<u>2013 Budget</u>	<u>2014 Budget</u>	<u>2015 Budget</u>	<u>2016 Budget</u>
Environmental Services Fund	2.0	2.0	2.0	2.0
Water & Sewer Fund	14.5	14.5	14.5	14.5
Parking Fund	17.5	18.5	18.5	17.0
<b>FTE Total:</b>	<b>34.0</b>	<b>35.0</b>	<b>35.0</b>	<b>33.5</b>

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

## 2.5 Exhibit 5 - Special Revenue Funds

### 2016 Budget Special Revenue Fund Expenditures: \$25,147,026

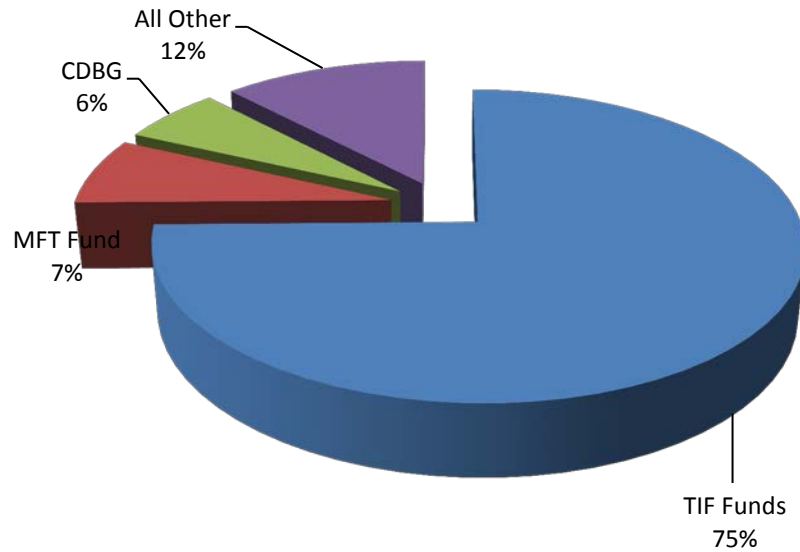


Chart 2-10: Total Special Revenue Fund Expenditures, by Fund

Fund Type	Actual			Budget	YE Est.	2016 Rec.
	2012	2013	2014			
CDBG Fund	\$ 1,280,317	\$ 1,443,754	\$ 1,465,599	\$ 1,548,259	\$ 1,548,259	\$ 1,505,367
CDBG Revolving Loan	-	-	175,182	100,996	100,996	175,000
Downtown TIF	6,105,783	8,442,193	7,032,944	8,442,193	6,961,651	8,496,493
Earthfest	-	4,706	5,118	12,600	4,301	5,000
E-911	1,900,002	1,954,871	2,018,828	1,555,603	1,511,500	1,625,167
Farmer's Market	24,238	32,156	34,364	41,776	41,776	50,382
Federal RICO	191,468	174,001	29,573	229,500	229,500	229,500
Foreign Fire	40,842	28,579	202,233	51,500	12,685	75,291
Harlem Garfield TIF	-	4,004	21,312	1,000,000	1,000,000	300,000
Madison TIF	786,026	2,823,365	208,182	13,542,000	6,955,000	10,000,000
MFT Fund	1,320,505	1,500,000	1,600,000	1,800,000	1,800,000	1,800,000
SSA #1 Fund	410,995	679,189	698,011	650,000	650,000	650,000
SSA #6 Fund	-	-	24,461	24,461	24,461	-
SSA #7 Fund	-	-	6,937	6,937	6,937	6,937
State RICO	100	-	-	47,500	-	-
Sustainability	104,467	106,684	47,082	112,991	75,000	147,889
TTW	9,517	4,574	75,499	100,000	100,000	80,000
<b>Fund Total</b>	<b>\$ 12,174,260</b>	<b>\$ 17,198,076</b>	<b>\$ 13,645,325</b>	<b>\$ 29,266,316</b>	<b>\$ 21,022,066</b>	<b>\$ 25,147,026</b>

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

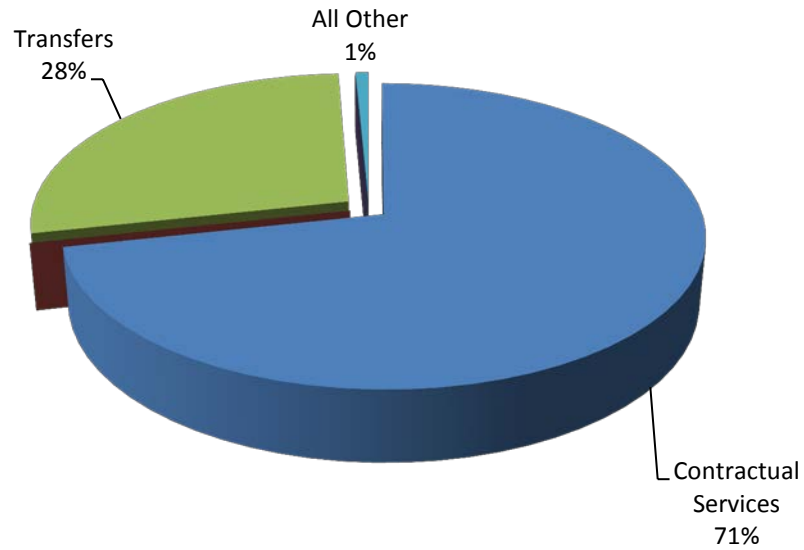


Chart 2-11: Total Special Revenue Fund Expenditures, By Expenditure Type

<u>Expenditure Type</u>	<u>Actual</u>			<u>2015</u>		<u>2016 Rec.</u>
	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>Budget</u>	<u>YE Est.</u>	
Personal Services	\$ 76,374	\$ 185,693	\$ 16,961	\$ 211,270	\$ 115,910	\$ 129,235
Fringe Benefits	\$ 21,558	\$ 77,640	\$ 9,872	\$ 84,222	\$ 54,583	\$ 58,360
Materials & Supplies	\$ 66,620	\$ 67,303	\$ 112,982	\$ 132,024	\$ 64,971	\$ 47,639
Contractual Services	\$ 9,374,043	\$ 11,913,272	\$ 8,894,244	\$ 23,899,325	\$ 15,834,235	\$ 17,928,432
Capital Outlay	\$ -	\$ 37,789	\$ 18,782	\$ 30,000	\$ -	\$ 58,500
Debt Service	\$ -	\$ -	\$ 1,808,001	\$ -	\$ -	\$ -
Transfers	\$ 2,635,667	\$ 4,998,628	\$ 2,784,483	\$ 4,909,475	\$ 4,952,367	\$ 6,924,860
<b>Fund Total</b>	<b>\$ 12,174,261</b>	<b>\$ 17,280,325</b>	<b>\$ 13,645,325</b>	<b>\$ 29,266,316</b>	<b>\$ 21,022,066</b>	<b>\$ 25,147,026</b>

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

## 2.6 Exhibit 6- Capital Funds

### 2016 Budget Capital Fund Expenditures: \$27,158,425

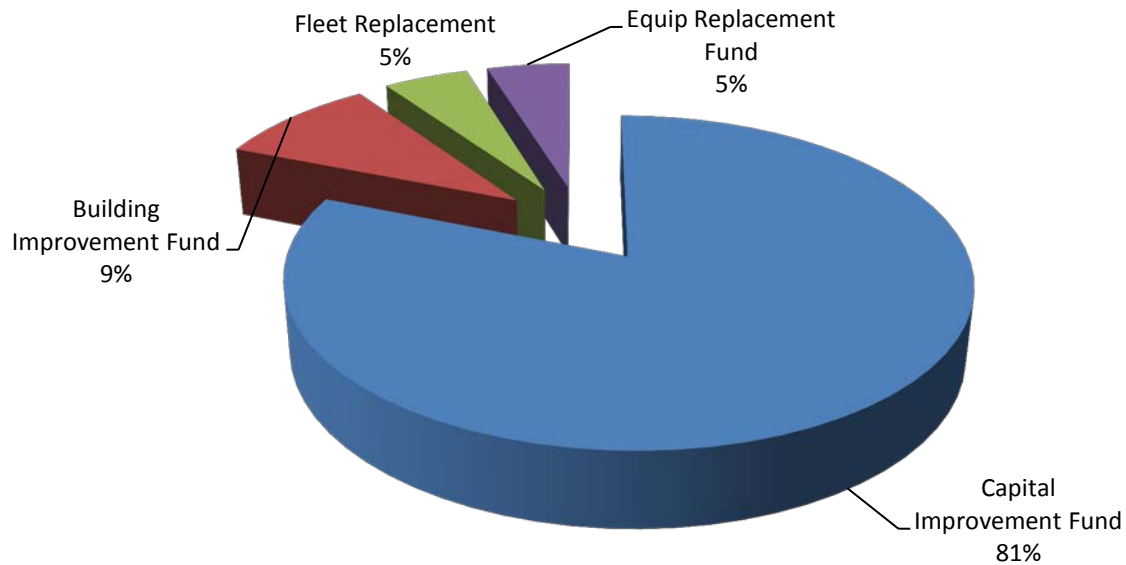


Chart 2-12: Total Capital Fund Expenditures, by Fund

Fund	Actuals			2015		2016 Rec.
	2012	2013	2014	Budget	YE	
Capital Improvement Fund	\$5,645,084	\$4,808,040	\$9,801,618	\$12,949,414	\$11,801,854	\$22,013,762
Building Improvement Fund	\$482,045	\$379,650	\$324,446	\$2,242,340	\$2,242,340	\$2,522,000
Fleet Replacement	\$334,574	\$337,939	\$353,876	\$1,049,151	\$1,066,585	\$1,327,172
Equip Replacement Fund	\$141,147	\$160,059	\$1,422,810	\$1,416,130	\$1,350,085	\$1,295,491
<b>Fund Total</b>	<b>\$6,602,850</b>	<b>\$5,685,688</b>	<b>\$11,902,750</b>	<b>\$17,657,035</b>	<b>\$16,460,864</b>	<b>\$27,158,425</b>

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

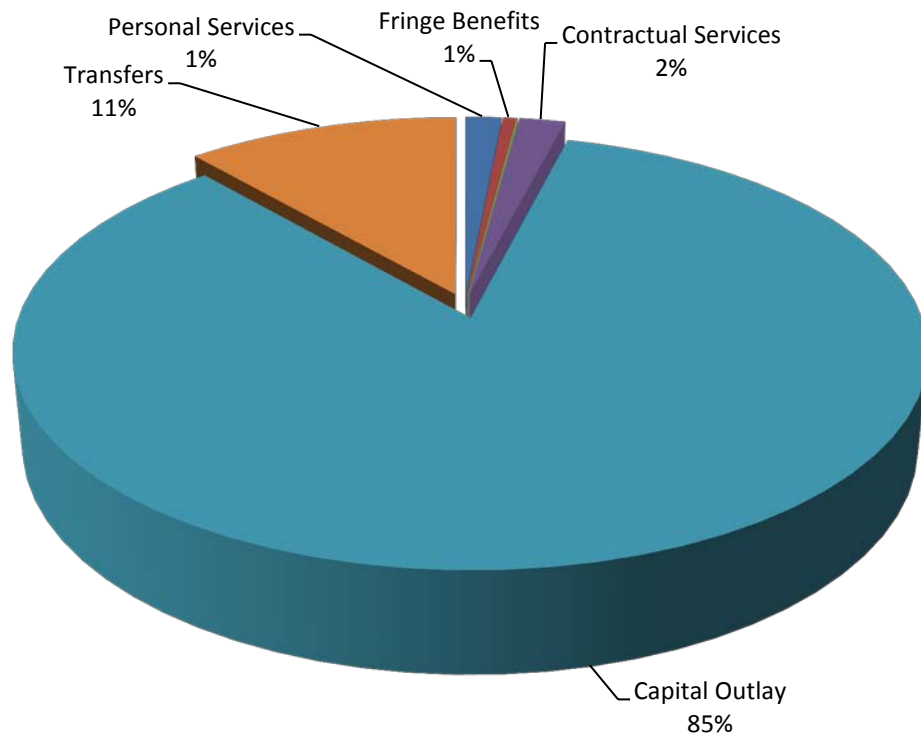


Chart 2-13: Total Capital Fund Expenditures, By Expenditure Type

Expenditure Type	Actuals			2015		2016 Rec.
	2012	2013	2014	Budget	YE	
Personal Services	\$308,543	\$333,159	\$311,143	\$401,644	\$401,644	\$407,518
Fringe Benefits	\$118,509	\$129,766	\$115,678	\$153,936	\$153,936	\$149,197
Materials & Supplies	\$8,182	\$3,910	\$3,934	\$16,000	\$16,000	\$15,250
Contractual Services	\$62,589	\$134,417	\$190,169	\$411,174	\$411,174	\$519,818
Capital Outlay	\$4,153,416	\$3,576,069	\$7,500,609	\$12,991,941	\$13,354,452	\$22,966,642
Transfers	\$1,951,611	\$1,508,368	\$3,781,217	\$3,682,340	\$2,123,658	\$3,100,000
<b>Fund Total</b>	<b>\$6,602,850</b>	<b>\$5,685,688</b>	<b>\$11,902,750</b>	<b>\$17,657,035</b>	<b>\$16,460,864</b>	<b>\$27,158,425</b>

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

Capital Fund	Budget			2016 Rec.
	2013	2014	2015	
Engineering	9.5	9.5	9.0	9.0
<b>Capital Fund FTE Total</b>	<b>9.5</b>	<b>9.5</b>	<b>9.0</b>	<b>9.0</b>

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

2.7 Exhibit 7- Internal Service Funds

2016 Recommended Budget Internal Service Fund Expenditures: \$13,373,958

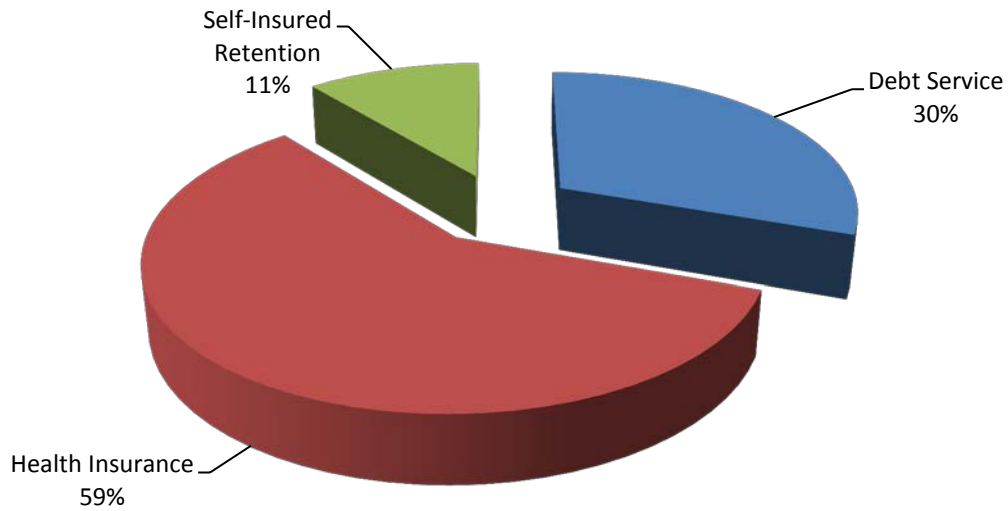


Chart 2-14: Total Internal Service Fund Expenditures, by Fund

Fund	Actual			2015		2016 Rec.
	2012	2013	2014	Budget	YE Est.	
Debt Service	\$ 13,451,621	\$ 6,900,487	\$ 3,953,893	\$ 3,953,893	\$ 3,613,774	\$ 4,222,874
Health Insurance	8,240,184	8,575,235	7,560,765	7,661,792	7,315,134	7,703,311
Risk Management	264,047	234,765	225,662	-	-	-
Self-Insured Retention	1,655,237	2,226,694	1,951,233	1,519,575	1,604,671	1,447,773
<b>Fund Total</b>	<b>\$ 23,611,089</b>	<b>\$ 17,937,181</b>	<b>\$ 13,691,553</b>	<b>\$ 13,135,260</b>	<b>\$ 12,533,579</b>	<b>\$ 13,373,958</b>

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

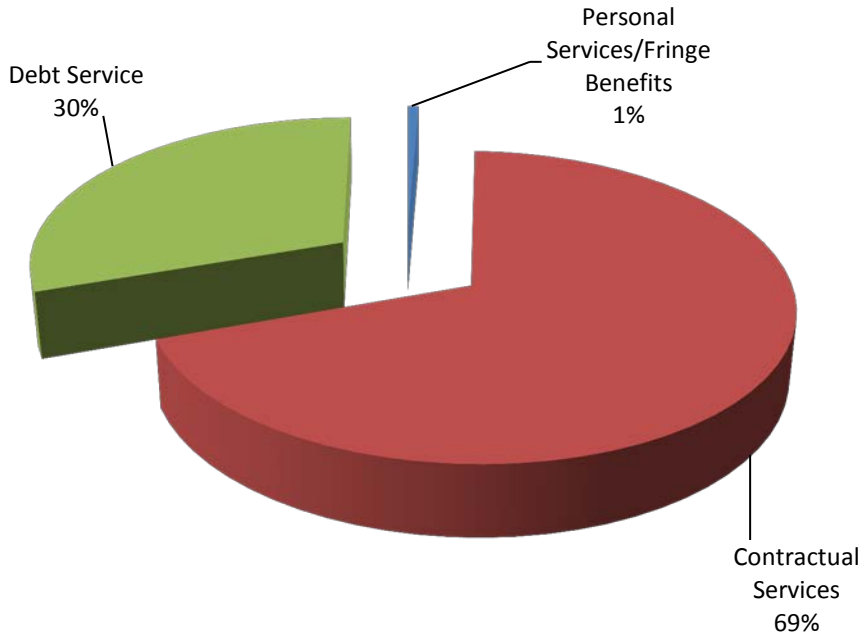


Chart 2-15: Total Internal Service Fund Expenditures, By Expenditure Type

Expenditure Type	Actual			2015		2016 Rec.
	2012	2013	2014	Budget	YE Est.	
Personal Services	\$ 324,338	\$ 241,597	\$ 231,470	\$ 227,566	\$ 231,768	\$ 63,139
Fringe Benefits	22,753	80,013	71,213	81,361	75,523	22,134
Materials & Supplies	27	86	263,934	850	450	-
Contractual Services	8,797,515	10,260,530	9,039,907	8,871,590	8,612,064	9,065,811
Debt Service	8,417,755	6,900,487	3,953,893	3,953,893	3,613,774	4,222,874
Transfers	6,048,701	454,468	131,136	-	-	-
<b>Fund Total</b>	<b>\$ 23,611,089</b>	<b>\$ 17,937,181</b>	<b>\$ 13,691,553</b>	<b>\$ 13,135,260</b>	<b>\$ 12,533,579</b>	<b>\$ 13,373,958</b>

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

Fund	Budget			2016 Rec.
	2013	2014	2015	
Health Insurance	1.0	1.0	1.0	1.0
Risk Management	2.0	2.0	0.0	0.0
Self Insured Retention	0.0	0.0	2.0	2.0
<b>ISF FTE Total:</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>

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

## 2.8 Exhibit 8- Revenue Summary, All Funds

Revenue Name	Account #	Actuals			2015		2016
		2012	2013	2014	Budget	Year End Est.	Recommendation
<b>GENERAL FUND (1001)</b>							
Property Tax Levy	411401	\$ 11,865,281	\$ 12,652,374	\$ 12,877,375	\$ 13,264,474	\$ 13,264,474	\$ 13,662,408
Police Pension Levy	411403	3,664,816	3,711,498	4,035,890	3,943,863	3,943,863	4,471,964
Fire Pension Levy	411404	3,102,910	3,338,942	3,349,586	3,318,566	3,318,566	3,574,416
Tif Surplus Distribution	411414	335,475	169,827	370,801	461,412	380,000	390,000
Sales Tax Local Use Tax	413405	4,269,978	4,383,127	4,473,774	4,386,000	4,630,000	4,700,000
Real Estate Transfer Tax	414409	3,089,201	2,492,336	2,942,978	2,856,000	2,856,000	2,950,000
Exempt Real Estate Transaction	414410	15,390	13,380	16,170	14,500	14,000	15,000
Hotel Motel Tax	414412	149,767	145,004	167,996	150,000	170,000	170,000
Liquor Tax	414413	489,676	494,877	489,667	500,000	500,000	780,000
Natural Gas Use Tax	414425	185,328	220,035	228,795	240,000	220,000	220,000
Utility Tax	416406	3,886,488	3,840,322	3,900,243	4,200,000	3,950,000	3,900,000
Vehicle Tax	418408	1,219,434	1,234,916	1,228,689	1,440,000	1,220,000	1,568,000
<b>Tax Revenue Total</b>		<b>\$32,273,745</b>	<b>\$32,696,638</b>	<b>\$34,081,963</b>	<b>\$ 34,774,815</b>	<b>\$34,466,903</b>	<b>\$ 36,401,788</b>
Residential Rental License	421424	\$ -	\$ -	\$ 3,480	\$ -	\$ -	\$ -
Business Licenses	421426	289,540	289,866	288,083	215,000	311,000	304,000
Liquor License	421427	102,217	102,867	118,029	105,000	120,000	125,000
Multi Family Dwelling License	421428	139,080	142,150	132,878	140,000	143,500	140,500
Chauffer License Revenue	421429	2,890	3,580	2,100	2,500	3,000	3,000
Chauffer Background Check	421430	4,585	3,745	4,380	8,762	2,000	2,000
Taxi Cab inspections	421431	1,470	-	-	-	-	-
Building Permits	422425	707,504	784,556	1,068,337	1,085,000	1,845,000	2,045,000
Planning Fees	422426	3,375	1,830	11,495	3,500	10,580	11,975
Street Permits	422428	48,002	64,599	43,270	50,000	85,000	85,000
Animal Licenses	422429	32,952	35,601	33,857	35,000	35,000	38,000
<b>Licenses and Permits Total</b>		<b>\$ 1,331,614</b>	<b>\$ 1,428,794</b>	<b>\$ 1,705,909</b>	<b>\$ 1,644,762</b>	<b>\$ 2,555,080</b>	<b>\$ 2,754,475</b>
Flu Shot Medicare Reimb.	431420	\$ 1,810	\$ 350	\$ -	\$ -	\$ -	\$ -
Grant or Loan Application Fees	431425	1,422	955	648	-	-	-
RCFL OT Reimbursement	434462	6,813	8,663	10,233	9,250	9,250	18,000
Drug Enforcement Agency Reimb	434463	16,647	20,237	17,510	15,000	17,375	18,000
State Income Tax Revenue	435407	4,558,385	4,942,954	4,966,998	5,202,000	5,215,000	5,400,000
Personal Prop Replacement Tax	435410	1,173,533	1,300,964	1,339,184	1,385,658	1,400,000	1,400,000
IDOT Maintenance	413408	-	835	-	3,500	61,600	65,000
Grant Revenue	431400	151,285	68,984	70,727	75,000	296,000	480,364
<b>Intergovernmental Revenue Total</b>		<b>\$5,909,895</b>	<b>\$6,343,940</b>	<b>\$6,405,299</b>	<b>\$6,690,408</b>	<b>\$6,999,225</b>	<b>\$7,381,364</b>

Ambulance Charges	440458	\$ 999,261	\$ 859,687	\$ 860,212	\$ 990,000	\$ 910,000	\$ 1,000,000
Book Sales	440472	-	620	300	-	-	-
Construction Inspection Fees	440475	1,708	770	525	700	-	-
100% Sales Inspections	440476	-	-	1,344	-	-	-
CTA Reimbursement	440480	275,690	148,834	258,145	277,500	250,000	200,000
Fire CPR Classes	440482	-	16,864	15,927	10,000	10,000	12,000
Tree Removal Service	440483	2,438	2,540	-	1,500	400	1,000
Info Tech Support River Forest	440486	39,167	35,000	35,000	35,000	-	-
Info Tech Support WSCDC	440487	54,773	50,085	50,000	-	-	-
Sale of Liquid Gas - Fuel	440488	66,144	72,726	78,939	-	62,000	62,000
Charges for Repairs/Parts	440490	40,382	35,075	47,965	45,000	45,000	45,000
Reimbursement of Expenses	440492	30,755	694	831	10,000	1,500	1,500
OPRFHS Event Reimbursement	440493	-	20,184	8,200	6,000	12,500	7,000
SRO Reimbursement	440494	-	-	146,740	102,000	102,000	104,040
Crossing Guard Reimbursement	440495	176,750	175,000	175,000	180,000	175,000	175,000
Arrest Warrant Reimburse Reven	440496	630	980	1,365	-	-	-
Police Evidence	440497	-	-	19,995	-	500	-
Police Training Reimbursement Rev.	440498	17,325	-	10,240	-	-	-
Cable TV Franchise Fee	441431	925,638	934,446	975,356	940,000	940,800	1,050,000
Cashier Difference	441447	397	126	(57)	-	-	-
Copy Fees	441451	1,532	2,016	1,724	1,500	150	150
Condo Inspection Fees	445456	45,828	45,355	44,846	45,000	-	-
Elevator Inspection Fees	441455	49,750	37,131	31,158	35,000	30,000	21,000
Street Opening Fees	441456	10,620	11,116	14,425	10,000	11,000	12,000
Planned Unit Dev Fee	441457	3,992	-	-	-	-	-
Vacant Building Fees	441458	41,042	500	28,030	15,500	2,300	6,500
Miscellaneous Revenue	441462	81,910	23,299	23,756	50,000	15,000	20,000
MFT Tax Refund	441463	9,560	9,381	8,118	9,500	9,000	9,000
Special Events Revenue	441465	28,053	35,286	33,025	25,000	45,247	30,000
Special Events Application Fee	441467	1,580	1,575	1,325	1,500	1,350	1,350
Police Reports	441470	14,862	14,667	14,942	14,500	14,000	14,824
Subpoena Fees	441471	578	1,114	530	500	500	500
False Alarm Revenue	441472	36,630	38,400	26,400	40,000	39,000	36,000
Recovered Damages	441475	49,373	59,165	127,920	63,000	67,500	70,000
Alarm Fees	442460	100,439	25,480	114,235	45,000	45,000	51,000
Food Service Mgmt Course Fees	445451	2,868	2,350	-	2,350	2,350	8,000
Pound Other Fees	445452	4,709	5,186	5,374	5,000	5,000	5,000
Environmental Services - VOP	445459	84,026	94,670	6,327	84,000	-	-
<b>Charges for Services Total</b>		<b>\$3,198,410</b>	<b>\$2,760,322</b>	<b>\$3,168,162</b>	<b>\$3,045,050</b>	<b>\$2,797,097</b>	<b>\$2,942,864</b>
Court Fines	451110	\$114,117	\$93,405	\$100,405	\$115,000	\$100,000	\$102,413
Parking Fines	451441	2,344,502	2,285,941	2,050,696	2,000,000	2,125,000	2,400,000
Non-Compliance Fines	451446	36,347	45,825	40,328	58,000	45,500	45,500
<b>Fines Total</b>		<b>\$2,494,966</b>	<b>\$2,425,171</b>	<b>\$2,191,430</b>	<b>\$2,173,000</b>	<b>\$2,270,500</b>	<b>\$2,547,913</b>
Loan Interest	461450	\$13,161	\$9,697	\$5,715	\$6,500	\$6,500	\$6,500
Interest Revenue	461490	1,089	10,526	24,383	17,500	14,000	15,000
Gain/Loss on Sale of Property	462476	276,086	24,293	103,319	50,000	25,000	25,000
Rental of Property	462477	35,308	40,186	40,686	52,000	59,657	42,000
<b>Other Local Government Total</b>		<b>\$325,644</b>	<b>\$84,702</b>	<b>\$174,103</b>	<b>\$126,000</b>	<b>\$105,157</b>	<b>\$88,500</b>
Trans fr Motor Fuel Tax Fund	491438	\$1,320,505	\$1,500,000	\$1,600,000	\$1,800,000	\$1,800,000	\$1,800,000
Transfer from Water/Sewer Fund	491440	459,006	1,050,000	1,050,000	1,050,000	1,050,000	1,050,000
Transfer From CIP Fund	491495	750,000	497,000	500,000	500,000	500,000	500,000
Transfer From Other Funds	491499	200,000	-	85,665	-	-	-
Loan Proceeds	493805	-	-	800,000	-	-	-
<b>Other Financing Sources</b>		<b>\$2,729,511</b>	<b>\$3,047,000</b>	<b>\$4,035,665</b>	<b>\$3,350,000</b>	<b>\$3,350,000</b>	<b>\$3,350,000</b>
<b>Total</b>		<b>\$48,263,785</b>	<b>\$48,786,567</b>	<b>\$51,762,531</b>	<b>\$51,804,035</b>	<b>\$52,543,962</b>	<b>\$55,466,904</b>

**Travel, Training and Wellness Fund (1050)**

Rebate Points	441460	\$ 44,350	\$ 47,650	\$ 14,802	\$ 50,000	\$ 75,000	\$ 100,000
<b>Total</b>		<b>\$44,350</b>	<b>\$47,650</b>	<b>\$14,802</b>	<b>\$50,000</b>	<b>\$75,000</b>	<b>\$100,000</b>

**Foreign Fire Insurance Fund (2014)**

Allotment	435481	\$77,556	\$82,241	\$86,359	\$75,000	\$85,000	\$85,000
Interest Income	461490	176	64	36	60	35	35
<b>Total</b>		<b>\$77,732</b>	<b>\$82,305</b>	<b>\$86,395</b>	<b>\$75,060</b>	<b>\$85,035</b>	<b>\$85,035</b>

**Federal RICO Fund (2024)**

Asset Forfeitures	452485	\$44,857	\$149,520	\$191,488	\$150,000	\$175,000	\$175,000
Interest Income	461490	228	43	22	50	49	50
Gain on Sale of Property	462476	18,256	8,695	12,422	10,000	13,801	10,000
<b>Total</b>		<b>\$63,341</b>	<b>\$158,258</b>	<b>\$203,932</b>	<b>\$160,050</b>	<b>\$188,850</b>	<b>\$185,050</b>

**Farmers' Market Fund (2027)**

Seasonal Fees	447465	\$19,500	\$20,563	\$26,465	\$23,500	\$20,447	\$20,500
Sale of Market Merchandise	447476	6,206	3,882	4,395	4,700	4,700	5,300
Corn Roast Fees	447478	0	1,497	1,701	0	1,700	1,700
<b>Total</b>		<b>\$25,706</b>	<b>\$25,942</b>	<b>\$32,560</b>	<b>\$28,200</b>	<b>\$26,847</b>	<b>\$27,500</b>

**Enhanced E-9-1-1 Fund (2033)**

E911 Surcharge	416482	\$610,600	\$572,846	\$558,974	\$540,000	\$560,000	\$560,000
Interest Income	461490	145	38	10	20	20	20
Transfer from General Fund	491401	1,373,000	1,300,000	1,300,000	871,704	871,704	1,077,000
<b>Total</b>		<b>\$1,983,745</b>	<b>\$1,872,884</b>	<b>\$1,858,984</b>	<b>\$1,411,724</b>	<b>\$1,431,724</b>	<b>\$1,637,020</b>

**Motor Fuel Tax Fund (2038)**

Allotment	435480	\$1,493,225	\$1,497,430	\$1,741,355	\$1,500,000	\$1,500,000	\$1,500,000
Interest Income	461490	255	789	1,352	600	600	600
<b>Total</b>		<b>\$1,493,480</b>	<b>\$1,498,219</b>	<b>\$1,742,707</b>	<b>\$1,500,600</b>	<b>\$1,500,600</b>	<b>\$1,500,600</b>

**Madison Street TIF Fund (2072)**

Incremental Property Taxes	411401	\$2,583,004	\$2,163,201	\$1,876,769	\$1,900,000	\$1,926,173	\$1,970,000
Reimbursement of Expenses	440492	33,689	220	0	0	0	0
Miscellaneous Revenue	441462	2,175	2,175	2,175	40,000	15,000	10,000
Legal Settlements	441480	0	350,000	0	0	0	0
Loan Interest	461450	8,884	7,235	0	0	0	0
Interest Income	461490	485	4,641	15,807	10,000	3,500	3,000
Rental of Property	462477	42,000	39,500	0	0	6,031	5,000
<b>Total</b>		<b>\$2,670,236</b>	<b>\$2,566,971</b>	<b>\$1,894,751</b>	<b>\$1,950,000</b>	<b>\$1,950,703</b>	<b>\$1,988,000</b>

**Harlem-Garfield TIF Fund (2073)**

Incremental Property Tax	411401	\$132,042	\$136,277	\$154,663	\$138,997	\$158,527	\$162,490
Interest Income	461490	22	233	746	150	265	265
<b>Total</b>		<b>\$132,064</b>	<b>\$136,510</b>	<b>\$155,409</b>	<b>\$139,147</b>	<b>\$158,792</b>	<b>\$162,755</b>

**Special Service Area #1 Fund (2081)**

Property Tax Levy	411401	\$629,374	\$109,024	\$424,446	\$419,195	\$419,195	\$400,000
Interest Income	461490	390	283	390	350	350	350
Transfers In	491498	0	0	0	355,805	541,923	350
<b>Total</b>		<b>\$629,764</b>	<b>\$109,307</b>	<b>\$424,836</b>	<b>\$775,350</b>	<b>\$961,468</b>	<b>\$400,700</b>

**Community Development Block Grant Fund (2083)**

CDBG Allotments	431400	\$1,258,701	\$1,443,754	\$1,465,599	\$1,548,259	\$1,548,259	\$1,500,500
Emergency Shelter Allotments	431400	21,616	0	0	0	0	0
<b>Total</b>		<b>\$1,280,317</b>	<b>\$1,443,754</b>	<b>\$1,465,599</b>	<b>\$1,548,259</b>	<b>\$1,548,259</b>	<b>\$1,500,500</b>

**Special Service Area #7 Fund (2090)**

Property Tax Levy	411401	\$0	\$0	\$0	\$6,937	\$6,937	\$6,937
<b>Total</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$6,937</b>	<b>\$6,937</b>	<b>\$6,937</b>

**Downtown Oak Park TIF Fund (2098)**

Incremental Property Tax	411401	\$7,919,386	\$5,802,814	\$7,214,606	\$7,547,089	\$7,547,089	\$7,600,000
Interest Income	461490	352	2,202	1,610	2,000	2,000	2,000
Miscellaneous Revenue	441462	901,024	0	0	0	0	0
Rental of Property	462477	79,860	87,145	87,120	70,000	70,000	65,000
<b>Total</b>		<b>\$8,900,622</b>	<b>\$5,892,161</b>	<b>\$7,303,336</b>	<b>\$7,619,089</b>	<b>\$7,619,089</b>	<b>\$7,667,000</b>

**Sustainability Fund (2310)**

Miscellaneous Revenue	441462	\$500	\$0	\$914	\$0	\$0	\$0
Transfers In	491455	0	146,670	112,991	112,991	112,991	220,600
<b>Total</b>		<b>\$500</b>	<b>\$146,670</b>	<b>\$113,905</b>	<b>\$112,991</b>	<b>\$112,991</b>	<b>\$220,600</b>

**Capital Building Improvements Fund (3012)**

Grants	431400	\$77,726	\$0	\$0	\$0	\$0	\$0
Interest Income	461490	71	0	0	0	0	0
Transfer In	491495	650,000	395,000	1,092,000	2,242,340	2,242,340	1,923,500
<b>Total</b>		<b>\$727,797</b>	<b>\$395,000</b>	<b>\$1,092,000</b>	<b>\$2,242,340</b>	<b>\$2,242,340</b>	<b>\$1,923,500</b>

**Equipment Replacement Fund (3029)**

Transfer In	491495	\$2,078	\$151,312	\$1,693,792	\$1,100,000	\$0	\$1,050,000
<b>Total</b>		<b>\$2,078</b>	<b>\$151,312</b>	<b>\$1,693,792</b>	<b>\$1,100,000</b>	<b>\$0</b>	<b>\$1,050,000</b>

**Fleet Replacement Fund (3032)**

Gain on Sale of Property	462476	\$0	\$0	\$160,000	\$0	\$0	\$0
Transfer In	491424	0	0	0	150,000	150,000	200,000
Transfer In	491495	212,000	295,488	409,225	665,000	665,000	1,000,000
Transfer In	491499	0	0	174,229	0	0	0
Lease Proceed	493804	123,346	168,083	795,294	0	0	0
<b>Total</b>		<b>\$335,346</b>	<b>\$463,571</b>	<b>\$1,538,748</b>	<b>\$815,000</b>	<b>\$815,000</b>	<b>\$1,200,000</b>

**Capital Improvement Fund (3095)**

Local Sales Tax	413406	\$2,351,809	\$2,351,489	\$2,398,122	\$2,500,000	\$2,460,000	\$2,525,000
Local Gasoline Tax	414416	847,546	812,506	807,247	750,000	780,000	780,000
Grants	431400	0	263,651	1,875,594	0	30,000	30,000
Infrastructure Maintenance Fee	441432	339,037	309,334	261,698	310,000	260,000	260,000
Miscellaneous Revenue	441462	343,334	29,936	60,057	21,000	25,000	25,000
Sidewalk Repairs	441474	9,786	8,752	30,008	0	5,000	5,000
Interest Income	461490	134	1,105	1,349	0	1,200	1,200
Transfer In	491401	1,070,505	1,158,600	1,158,600	1,158,600	1,158,600	1,158,600
Transfer In	491472	0	0	0	1,555,000	1,555,000	6,375,000
Bond Proceeds	493800	0	0	0	6,400,000	9,500,000	10,750,000
<b>Total</b>		<b>\$4,962,151</b>	<b>\$4,935,373</b>	<b>\$6,592,675</b>	<b>\$12,694,600</b>	<b>\$15,774,800</b>	<b>\$21,909,800</b>

**Debt Service Fund (4025)**

Property Tax Levy	411401	\$4,101,840	\$32,474,341	\$3,953,893	\$3,953,893	\$3,613,774	\$4,222,874
Transfer In	491401	0	0	0	0	0	348,000
Transfer In	491455	0	0	0	0	0	0
<b>Total</b>		<b>\$4,101,840</b>	<b>\$32,474,341</b>	<b>\$3,953,893</b>	<b>\$3,953,893</b>	<b>\$3,613,774</b>	<b>\$4,570,874</b>

**Water and Sewer Fund (5040)**

Utility Sales	444401	\$ 12,260,504	\$ 13,082,482	\$ 14,533,585	\$ 17,217,221	\$ 14,663,568	\$ 16,874,149
Miscellaneous Revenues	441462	4,023	14,411	16,486	5,000	5,000	5,000
Scrap Revenue	441464	6,244	1,173	2,222	5,000	2,500	2,000
Recovered Damages	441475	8,559	6,059	19,704	5,000	12,500	7,500
Meter Charges	444402	49,026	61,517	54,124	40,000	40,000	37,500
Penalty Charges	444403	137,247	117,131	129,641	75,000	100,000	100,000
Transfers In	491450	-	30,342,240	-	-	-	-
<b>Total</b>		<b>\$12,465,603</b>	<b>\$43,625,014</b>	<b>\$14,755,762</b>	<b>\$17,347,221</b>	<b>\$14,823,568</b>	<b>\$17,026,149</b>

**Environmental Services Fund (5055)**

Miscellaneous Revenue	441462	\$ 2,447	\$ 2,711	\$ 1,904	\$ 500,472	\$ 2,000	\$ 2,000
Refuse Collection Fees	444453	3,053,271	3,060,376	3,108,459	3,195,300	3,419,065	3,584,920
Yard Waste Stickers	444474	11,789	13,333	16,707	10,000	12,000	12,750
Refuse Stickers	444475	44,177	41,094	46,755	40,000	44,000	45,100
Carpet Recycling Stickers	444476	-	216	336	200	250	250
Transfers In	491499	100,000	-	-	-	-	-
<b>Total</b>		<b>\$3,211,684</b>	<b>\$3,117,730</b>	<b>\$3,174,161</b>	<b>\$3,745,972</b>	<b>\$3,477,315</b>	<b>\$3,645,020</b>

**Parking Fund (5060)**

Garage Fees	440460	\$ 963,562	\$ 1,445,381	\$ 1,333,311	\$ 950,000	\$ 990,000	\$ 1,190,000
Quarterly Parking Permits	422481	2,584,263	1,991,758	2,216,491	2,761,500	2,734,000	2,800,000
On-Street Parking Permits	422483	842,941	958,652	1,523,812	1,029,000	1,037,000	1,063,000
Parking Meter Collections	440461	1,399,489	1,417,175	953,906	1,500,000	1,650,000	1,450,000
Miscellaneous Revenue	441462	1,000	16,723	34,874	-	-	-
Transfers In	491499	-	427,841	-	157,000	157,000	160,000
<b>Total</b>		<b>\$5,791,255</b>	<b>\$6,257,531</b>	<b>\$6,062,394</b>	<b>\$6,397,500</b>	<b>\$6,568,000</b>	<b>\$6,663,000</b>

**Self Insured Retention Fund (6026)**

Transfer In	491499	\$ 1,985,617	\$ 1,473,500	\$ 1,567,209	\$ 1,556,136	\$ 2,056,136	\$ 1,500,000
<b>Total</b>		<b>\$1,985,617</b>	<b>\$1,473,500</b>	<b>\$1,567,209</b>	<b>\$1,556,136</b>	<b>\$2,056,136</b>	<b>\$1,500,000</b>

**Health Insurance Fund (6028)**

Agency Contributions	440452	\$ 1,330,520	\$ 1,473,184	\$ 728,163	\$ 6,341,548	\$ 156,963	\$ -
Employee Payroll Deductions	440465	1,146,106	1,124,914	1,232,266	1,308,780	1,308,780	1,374,219
Pensioner/Retiree Premium Payments	440481	1,149,301	1,216,915	1,197,282	1,277,022	1,277,022	1,340,873
Contributions from Other Funds	440499	4,299,642	4,526,942	4,639,347	4,977,920	4,977,920	5,146,590
<b>Total</b>		<b>\$7,925,569</b>	<b>\$8,341,955</b>	<b>\$7,797,058</b>	<b>\$13,905,270</b>	<b>\$7,720,685</b>	<b>\$7,861,682</b>

Table 2-16: Village Revenues, All Funds

### *3. General Fund Summary*

### 3.1 Overview

#### 2016 Budget General Fund Expenditures: \$56,059,309

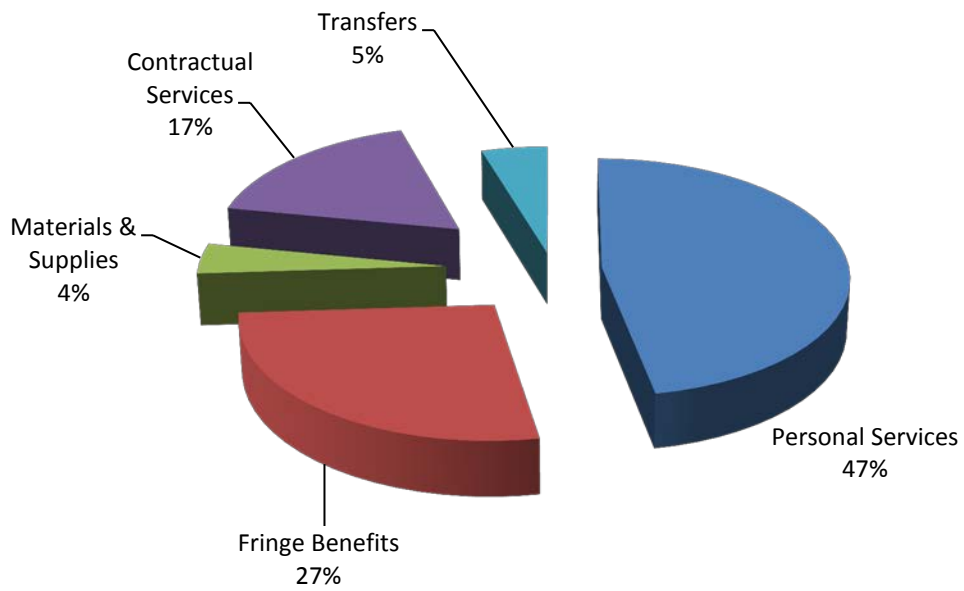


Chart 3-1: Total General Fund Expenditures, by Expenditure Type

Department, By Program	Actuals					
	2012	2013	2014	2015 Budget	2015 YE Est.	2016 Budget
<b>Economic Development</b>						
Development Customer Services	\$ 3,317,344	\$ 4,284,174	\$ 5,379,434	\$ 3,901,924	\$ 4,305,200	\$ 6,218,500
<b>Economic Development Subtotal:</b>	<b>\$ 3,317,344</b>	<b>\$ 4,284,174</b>	<b>\$ 5,379,434</b>	<b>\$ 3,901,924</b>	<b>\$ 4,305,200</b>	<b>\$ 6,218,500</b>
<b>General Government</b>						
Adjudication	\$ 485,066	\$ 465,690	\$ 477,360	\$ 542,279	\$ 506,793	\$ 533,592
Communications	416,824	421,802	464,914	434,930	439,613	485,531
Community Relations	146,175	154,305	157,350	159,308	156,941	167,389
Finance	4,267,625	4,317,216	4,900,257	4,334,639	4,301,361	4,325,458
Human Resources	378,007	475,643	483,815	470,661	480,384	496,166
Information Technology	981,990	923,590	1,094,976	1,234,257	1,181,761	1,533,289
Law Department	377,180	546,631	576,536	628,370	623,233	759,392
Parking Services	27,286	3,756	-	-	-	-
Turnover	-	-	-	(996,105)	-	(1,004,358)
Village Board of Trustees	68,693	71,289	75,995	81,391	77,379	80,308
Village Clerk	574,209	393,369	263,332	284,978	272,011	279,074
Village Manager's Office	405,296	860,058	1,221,917	1,222,996	1,080,527	1,088,829
<b>General Government Subtotal:</b>	<b>\$ 8,128,350</b>	<b>\$ 8,633,349</b>	<b>\$ 9,716,453</b>	<b>\$ 8,397,704</b>	<b>\$ 9,120,003</b>	<b>\$ 8,744,670</b>
<b>Health</b>						
Health Department	\$ 680,090	\$ 798,519	\$ 1,048,453	\$ 849,366	\$ 797,987	\$ 843,511
<b>Health Subtotal:</b>	<b>\$ 680,090</b>	<b>\$ 798,519</b>	<b>\$ 1,048,453</b>	<b>\$ 849,366</b>	<b>\$ 797,987</b>	<b>\$ 843,511</b>
<b>Public Safety</b>						
Fire Department	\$ 10,601,374	\$ 10,806,659	\$ 11,009,845	\$ 11,004,442	\$ 10,566,656	\$ 11,725,495
Police	18,415,633	18,012,709	19,246,108	19,503,031	19,085,648	20,471,210
<b>Public Safety Subtotal:</b>	<b>\$ 29,017,007</b>	<b>\$ 28,819,368</b>	<b>\$ 30,255,953</b>	<b>\$ 30,507,473</b>	<b>\$ 29,652,304</b>	<b>\$ 32,196,705</b>
<b>Public Works</b>						
Public Works	\$ 6,746,256	\$ 6,379,602	\$ 7,138,220	\$ 7,869,845	\$ 7,863,892	\$ 8,055,923
<b>Public Works Subtotal:</b>	<b>\$ 6,746,256</b>	<b>\$ 6,379,602</b>	<b>\$ 7,138,220</b>	<b>\$ 7,869,845</b>	<b>\$ 7,863,892</b>	<b>\$ 8,055,923</b>
<b>General Fund Expenditures, By Program</b>	<b>\$ 47,889,047</b>	<b>\$ 48,915,012</b>	<b>\$ 53,538,514</b>	<b>\$ 51,526,312</b>	<b>\$ 51,739,386</b>	<b>\$ 56,059,309</b>

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

	<b>Actual</b>					
	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015 Budget</b>	<b>2015 YE Est.</b>	<b>2016 Rec.</b>
<b>Starting Fund Balance</b>	\$ 7,868,142	\$ 6,957,925	\$ 7,414,700	\$ 7,191,983	\$ 7,540,693	\$ 8,423,029
<b>Revenues</b>						
Tax Revenue Total	\$ 32,273,745	\$ 32,696,638	\$ 34,081,963	\$ 34,774,815	\$ 34,336,903	\$ 36,401,788
Licenses and Permits Total	1,331,614	1,428,795	1,705,909	1,640,500	2,555,080	2,754,475
Intergovernmental Revenue Total	5,909,895	6,343,940	6,405,299	6,741,158	6,999,225	7,381,364
Charges for Services Total	3,198,410	2,760,323	3,168,162	3,045,050	2,797,097	2,942,864
Fines Total	2,494,966	2,425,171	2,191,430	2,173,000	2,270,500	2,547,913
Other Local Government Total	325,644	84,702	174,103	126,000	105,157	88,500
Other Financing Sources	2,729,511	3,047,000	4,035,665	3,350,000	3,350,000	3,350,000
<b>Revenue Total:</b>	<b>\$ 48,263,785</b>	<b>\$ 48,786,569</b>	<b>\$ 51,762,531</b>	<b>\$ 51,850,523</b>	<b>\$ 52,413,962</b>	<b>\$ 55,466,904</b>
<b>Expenditures</b>						
Personal Services	\$ 24,777,565	\$ 24,830,588	\$ 25,665,263	\$ 26,562,798	\$ 25,573,089	\$ 27,389,216
Fringe Benefits	12,817,837	13,182,072	13,640,324	13,715,917	13,747,544	\$ 15,090,119
Materials and Supplies	1,422,448	1,736,536	1,543,377	2,313,330	2,085,880	\$ 2,290,582
Contractual Services	5,490,664	6,535,311	7,080,669	7,244,102	7,454,433	\$ 9,646,965
Capital Outlay	57,945	-	-	1,721	10,630	\$ 9,500
Grants	693,492	-	523,557	-	-	\$ 2,285
Transfers	3,129,122	2,630,505	3,119,784	2,660,050	2,660,050	2,635,000
Turnover	-	-	-	(996,105)	-	(1,004,358)
<b>Total Expenditures</b>	<b>\$ 48,389,073</b>	<b>\$ 48,915,012</b>	<b>\$ 51,572,974</b>	<b>\$ 51,501,813</b>	<b>\$ 51,531,626</b>	<b>\$ 56,059,309</b>
Change in Balance	\$ (125,288)	\$ (128,443)	\$ 189,557	\$ 348,710	\$ 882,336	\$ (592,405)
Balance Sheet Adj.	\$ (784,929)	\$ 585,218	\$ (412,274)	\$ -	\$ -	\$ -
<b>Ending Fund Balance</b>	<b>\$ 6,957,925</b>	<b>\$ 7,414,700</b>	<b>\$ 7,191,983</b>	<b>\$ 7,540,693</b>	<b>\$ 8,423,029</b>	<b>\$ 7,830,624</b>
<b>Unrestricted Fund Balance</b>	<b>\$ 2,506,546</b>	<b>\$ 4,454,245</b>	<b>\$ 4,231,528</b>	<b>\$ 4,580,238</b>	<b>\$ 5,462,574</b>	<b>\$ 4,870,169</b>

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

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 of 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
<b>Property Taxes</b>	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.
<b>Liquor Taxes</b>	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.
<b>Natural Gas Use Taxes</b>	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.
<b>Sales Taxes</b>	<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>

<b>Real Estate Transfer Tax</b>	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 ( $\$500,000/\$1,000 = 500 \times \$8.00 = \$4,000.00$ ).
<b>Utility Taxes</b>	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.
<b>Licenses and Permits</b>	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.
<b>Intergovernmental Revenues</b>	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.
<b>Charges for Services</b>	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.
<b>Fines</b>	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.

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

## General Fund Expenditures

General Fund Expenditures are the expenditures related to the performance of direct Village services, such as police, fire, public works and housing services. General fund expenditures also relate to the performance of back-office services, such as finance, human resources, and information technology. General Fund Expenditures are managed within the Village's General Fund, and are comprised of 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
<p style="text-align: center;"><b>Personal Services</b></p>	<p>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.</p>
<p style="text-align: center;"><b>Fringe Benefits</b></p>	<p>Fringe Benefits expenditures are the expenditures for the insurance and pension support for which the Village provides its employees. Similarly to Personal Services, Fringe Benefits typically make up a large portion of general fund expenditures.</p>
<p style="text-align: center;"><b>Materials and Supplies</b></p>	<p>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.</p>
<p style="text-align: center;"><b>Contractual Services</b></p>	<p>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.</p>

<b>Capital Outlay</b>	Capital Outlay expenditures are for the maintenance of Village physical and technical infrastructure.
<b>Grants</b>	In some cases, the Village serves as a grantor of funds to local community service providers, who provide services to the community on behalf of the Village. Grants expenditures are associated with these types of activities.
<b>Transfers</b>	Transfer expenditures are the expenditures that are transferred from the General Fund to support service activities within other funds. For example, departments that are paying off debt related to the acquisition of a building or facility would transfer the annual amount of the debt payment from the General Fund to the Debt Service Fund.

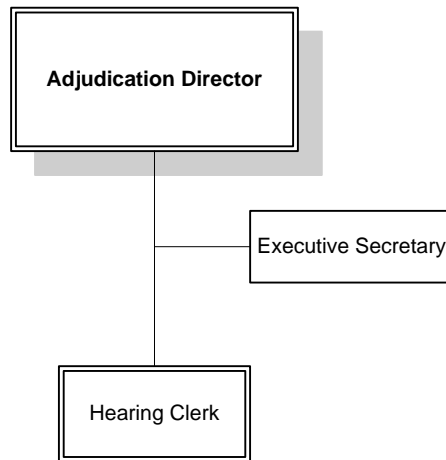
**Table 3-4: Summary Description of General Fund Expenditure Types**

## 3.2 General Fund Department Summaries

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

- **Organizational Chart**- The department organization chart illustrates the department's operating structure.
- **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
- **2015 Accomplishments**- The 2015 Accomplishments section provides a highlight of the department's current (or planned) accomplishments for FY2015.
- **2016 Work Plan**- The 2016 Work Plan section presents a summary of planned activities for FY15.
- **MAP Program** - The MAP Program section provides a summary of department Governance Priorities and the associated performance visions. For departments that have not yet been integrated into the MAP Program, this section indicates when the department will be incorporated into the MAP Program.
- **Financial Summary**- The Financial Summary provides a consolidated summary of the following information:
  - **Total General Fund expenditures, By Expenditure Type**
  - **Full Time Equivalent (FTE) Summary, By Fund**
    - **Total Department FTE's-**
    - **Total General Fund FTE's-**
- **Significant Budget Changes**- the Significant Budget Changes subsection provides a summary of the major program and/or resource changes that are reflected within each department's 2016 Recommended Budget.

### 3.2.1 Administrative Adjudication



#### Executive Overview

#### Departmental Summary

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, Health, Public Works and Development Customer Services. The department maintains the records of the hearings and transmits notices to individuals that have pending matters.

#### 2015 ACCOMPLISHMENTS

Adjudication reviewed and revised the process for handling juvenile adjudications. The revised process has resulted in a significant customer service enhancement. Long lines that existed in the past have been shortened as well as the length of hearings.

Adjudication is in the process of reviewing the local ordinance computerized database to make improvements and insure reliability. The local ordinance computerized database contains local ordinance citations that are adjudicated with the exception of parking citations. The current phase of the improvements should be completed before the end of the year.

## **2016 WORK PLAN**

Many Adjudication customers expect to encounter an automated process. Currently, Adjudication has several automated processes including online protests and online payments for parking citations but, even more automation is possible and desired.

Adjudication will continue to work to improve the services that are provided to juveniles that have been found liable. However, providing non-financial and non-punitive remedies remains a challenge. Adjudication will continue to work with providers such as the Oak Park Township to provide appropriate solutions for youth respondents.

Adjudication will continue to work to improve the local ordinance computerized database's internal controls, functionality and reliability.

## **2016 BUDGET REQUEST NARRATIVE**

### **REVENUES**

#### **2015 ESTIMATED REVENUES**

Est. Revenue 2015: \$30,000

At mid-year point revenues were \$14,300. It is expected that based on prior year's revenue for the 2<sup>nd</sup> half of the year will match the first half with a possible slight increase.

#### **2016 REVENUE PROJECTIONS**

Anticipated 2016 Revenue: \$30,000

It is expected that the revenue for 2016 will remain flat due to the continued emphasis on compliance as opposed to fines and on non-financial remedies in juvenile cases.

## **EXPENDITURES**

### **2015 ESTIMATED EXPENDITURES**

The budget for 2015 is \$542,279.00. Adjudication is currently within the budget. Based on the continuing needs of the department, it is anticipated that Adjudication will expend near but within the amount that has been budgeted.

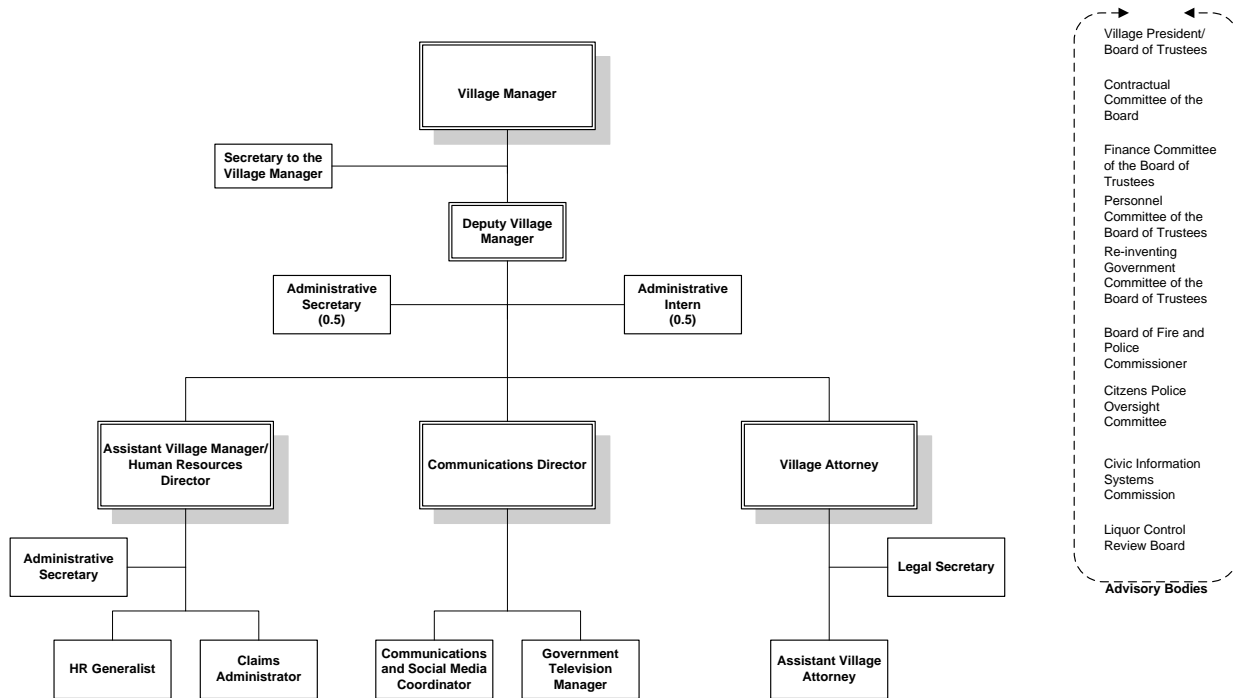
### **2016 EXPENDITURE REQUEST**

Adjudication is not seeking additional funds for operation except those anticipated increases due to Personnel Services.

<b><u>Expenditure Type</u></b>	<b>Actuals</b>			<b>2015</b>		<b><u>2016</u></b>
	<b><u>2012</u></b>	<b><u>2013</u></b>	<b><u>2014</u></b>	<b><u>Budget</u></b>	<b><u>Year End Est.</u></b>	<b><u>Recommendation</u></b>
Personal Services	\$192,186	\$193,475	\$173,184	\$207,723	\$200,028	\$207,995
Fringe Benefits	64,330	66,139	60,446	69,734	66,555	71,125
Materials & Supplies	33,533	29,599	27,571	54,650	32,450	44,300
Contractual Services	195,017	176,477	216,159	210,172	207,760	210,172
<b>Department Total</b>	<b>\$485,066</b>	<b>\$465,690</b>	<b>\$477,360</b>	<b>\$542,279</b>	<b>\$506,793</b>	<b>\$533,592</b>
<b><u>FTE Summary</u></b>						
General Fund	3.0	3.0	3.0	3.0	3.0	3.0

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

### 3.2.2 Administrative Services



### Executive Summary

There are a number of re-organizations proposed as a part of the budget in order to achieve greater efficiency in government operations. All of the re-organizations are proposed without any staff layoffs – rather through attrition and re-alignment of existing staff functions savings are being achieved. The re-alignment of the internal services provided by the Village Manager’s Office, Communications Department, Law Department and Human Resources Department under a single Administrative Services Department is recommended. This will allow for Assistant Village Manager (currently vacant position) to be combined with the Human Resources Director position (also currently vacant). While there will be some lost management capacity by the reduction of 1 FTE, it is the intent to rely more heavily upon the Village’s new benefits consultant for services and streamline coordination of personnel matters between the Village Manager and a new Assistant Village Manager/ Human Resources Director.

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

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

Under the policy direction and leadership of the Village President and Board of Trustees, the Village Manager's Office mission is to create excellence in local services via professional local government management, consistent with the following Guiding Principles and Values that inform or influence staff activities at all levels of the organization:

Communication: Sharing our knowledge, perspectives and information openly, regularly and clearly with citizens and each other

Customer Service: Understanding and providing for the needs of our customers in a prompt, courteous and caring manner

Diversity: Valuing, promoting and nurturing human diversity in staff, consultants and contractors

Fiscal Stewardship: Assuring the most cost-effective and efficient use of the public's money; earning and maintaining public trust

Integrity: Committed to the highest ideals of honor and integrity in all public and professional relationships

Learning Organization: Challenging ourselves to learn, grow and expand our professional and technical knowledge

Professional Management: Dedicated to consistent, accountable, equitable and effective management techniques and systems

Recognition: Appreciating the contributions of our most important resource: Village employees and those citizens who volunteer their time and expertise in service to the community

Team Work: Working collaboratively through personal initiative, professional accountability, mutual respect and trust

## **2015 Accomplishments**

- Success of the Village Manager's Office is largely a function of the extent to which individual operating departments execute their roles and responsibilities in a manner that reflects the Guiding Principles and Values, and advances the Village Board's Objectives and Goals. Our operating departments have placed considerable focus this year on a number of priorities including but not limited to: economic development, technology, public safety, infrastructure, planning for the future investment in the Eisenhower I-290, and customer service improvements both internally and externally.
- To support and continue to grow a high performing organization, the Village Manager's Office initiated in FY15 group training activities with Department Directors related to Gallup's Strength Based Training, Administrative Professional training, ongoing strategies to improve relationships with our collective bargaining through a focused effort to keep contracts current, employee training opportunities for all staff while on duty (topics were selected by employees) and increase recognition events. , supervision (coaching and counseling) and performance evaluation.
- The Village Manager's Office hosted employee appreciation breakfasts to celebrate the new year and we held an ice cream social to celebrate the end of summer for all employees.
- Externally, the construction of the Lake and Forest mixed-use development has progressed in a timely fashion and is now a part of the Oak Park skyline in downtown.
- Plan and conduct the 2015 Village of Oak Park Citizen Survey.

### 2016 Work Plan

The FY16 Village Manager's Office work plan is aligned with the adopted Village Board Objectives and supports the underlying goals. The Objectives adopted September 21, 2015, include:

*Objective 1 - Economic Development: Create an environment for Economic Development that includes a clear comprehensive approach that meets needs of diverse constituents which results in increased commercial vitality village-wide. Focus on retention, recruitment and reinvestment. Prioritize big ideas and unique opportunities that brand Oak Park as a distinctive, one-of-a-kind community.*

*Objective 2 - Intergovernmental Relations: Collaborate with other taxing bodies and neighboring communities to share resources and address commonly shared community issues that maximizes efficient use of the tax dollars.*

Objective 3 - Service Delivery: *Deliver services to internal and external customers in an efficient, responsive, accurate, professional, welcoming and friendly manner.*

Objective 4 - Minimize the Impact of the Eisenhower Expressway on our Community: *Prior to year-end 2015, develop multiple coordinated strategies to address the Eisenhower Expressway redevelopment in a manner that will maximize all opportunities for Oak Park.*

Objective 5 – Revisit Parking Systems: *Over the next 24 months, revisit the overall parking systems within Oak Park in a holistic manner. Consider neighborhoods and business districts in order to understand the impact on residents, visitors and employees in the community.*

In addition to reviewing, helping to shape, and monitoring annual work plans presented by the various operating departments to maximize support for the 2015-2016 Village Board Objectives and Goals, the Village Manager's Office will undertake the following departmental activities requiring its resources:

- Continue to plan and implement a model for sustained organizational excellence. This effort includes internally-focused initiatives, such as deployment of the MAP Program and selection of an instrument to survey management and organizational patterns, as well as externally-focused initiatives, such as developing and executing strategies for enhanced listening and accountability to the varied customer/user segments of Village programs and services, whether by choice or by necessity/obligation.
- Use a combination of high-tech and high-touch to improve both vertical and horizontal employee communications. This may include an interactive e-communication forum.
- Continue to identify and implement solutions that simplify access to public services while at the same time ensuring the quality of such interactions along five critical dimensions of service delivery: Employee knowledge/consistency, timeliness, courtesy, fairness/equity, and outcome – receiving what one requests on the first contact, as appropriate.
- Continue to develop and deploy strategies to ensure that all public services are provided in a simplified, friendly and timely manner.

It is also noted that the functions of Communications, Law and Human Resources play a critical internal service role in support of the organization.

### **Communications**

Communications keeps the public informed about municipal government programs, services and activities through a wide range of public information tools. Communications staff writes, designs, produces and manages informational messages for the full gamut of

communication tools, including electronic, broadcast and print. Staff produces publications such as brochures and booklets, the *OP/FYI* community newsletter and quarterly *Employee News*. Staff also serves as in-house editors and writers of a wide range of messages created by other departments and volunteer bodies, applying basic principles of journalism to ensure messages are free of insider jargon and understandable by laypersons. In addition, the department manages news media relations, including issuing news releases, answering inquiries from reporters and handling crisis communications and response. Other duties include operating the Village's government access cable television station VOP-TV, producing original video programming, managing the public website, [oak-park.us](http://oak-park.us), and the employee intranet website, and publishing *enews*, an ongoing subscription-based, electronic news information dissemination tool. The Department also manages the official social networking communications tools, including [Facebook](#), [Twitter](#), [YouTube](#) and [Pinterest](#).

### 2015 Accomplishments

- Worked with the Village Manager's Office to launch a web-based meeting agenda and minute creation process that has virtually eliminated paper and scanned documents, while also integrating with the meetings online video streaming/archiving capability that is a cornerstone of the Village's commitment to ensuring transparency in the public policy making process.
- Enhanced the television broadcasting, online streaming and archiving of meetings held in Council Chamber by replacing the outdated, malfunctioning remote-controlled cameras with new high-definition units that were essential to maintaining broad, external public access to the public policy making process.
- Expanded management of the online meeting streaming and archiving process, taking over live indexing of meeting agendas to make it easier for the public to later access individual items without having to review the entire meeting. This new duty was in addition to continuing to schedule, record and archive videos for viewing both online and on VOP-TV cable channel.
- Launched a comprehensive effort to update the employee intranet website, including borrowing Drupal content management system modules and format from the public website to update the employee site with minimal need for outside development support.
- Doubled 2014 Facebook performance statistics, reaching an average of about 23,500 people per month. On track to post more than 500 messages this year to a growing base of about 5,000 fans. Earned official verification of the [Village of Oak Park Facebook page](#) as a trusted, authentic source of information on the social network, a process designed to let other Facebook users know that our account represents an official government entity.
- Tweeted some 750 messages, adding about four new followers each day to a growing base. The [official Village Twitter account](#) is on track to break 4,000 followers by the end of 2015.

- Expanded social media presence to develop secondary social media sites such as Google+, Pinterest, Instagram and LinkedIn, which reach different and varied audiences but still constitute important venues for our messages.
- Supported the launch of [Everyblock.com](http://Everyblock.com), a neighborhood social media site owned by Comcast that shares hyperlocal news. Communications staff provided key resources and support when Oak Park was chosen as one of two municipalities for Everyblock's recent suburban expansion.
- Produced 24 new, original programs for VOP-TV and YouTube through first half of 2015, including highly targeted videos intended to gather public comment on I-290 expansion plans. Now have more than 300 original videos online that have received almost 35,000 individual views so far this year, representing some 58,247 minutes of Village-centric messages watched on YouTube.
- Published nine issues of the six-page OP/FYI community newsletter that is distributed to nearly 25,000 Oak Park households, taking the Village messages across all socio-economic levels.
- Assumed management of the execution of the formal community survey conducted by the National Research Center, Inc., including finalizing survey questionnaire and preparing community messages.
- Supported Police in disseminating public information related to several high-profile incidents.
- Worked with other taxing bodies to incorporate their news and inserts into issues of the OP/FYI community newsletters. Also provided promotion support to other taxing bodies via the range of ongoing Village communications tools.
- Supported the mission of the Civic Information Systems Commission.

### 2016 Work Plan

- Enhance efforts to help build and maintain morale and loyalty among Village employees with a focus on internal communications, small-scale special events and recognition of individual efforts.
- Supplement long-standing public information *push* programs with broader citizen engagement through communications channels that make it easier for citizens to request services, report problems and share opinions.
- Continue to grow social media presence as an effective tool for timely, direct citizen interaction.
- Effectively integrate the device-responsive public website with a growing number of third-party applications that are being embraced for service administration, including the GIS Consortium and CityView.
- Integrate short-term needs to upgrade aging VOP-TV equipment within longer-range plans that will help ensure video capabilities remain at high standards for maintaining this vital public policy making communications channel.

- Continue to support all Village departments with public information message packaging and distribution to maximize effectiveness and maintain professional communications standards.
- Support the mission of the Civic Information Systems Commission.

## **LAW**

Law Department to provide effective legal services to the Village Board, the Village Manager, Boards and Commissions and Village staff. The Village Attorney is responsible for legal matters concerning the Village of Oak Park. Such matters include the following: advice and counsel, the prosecution and defense of civil litigation, workers' compensation claims and other contested matters, real estate, land use and zoning matters, transactional matters, development agreements, the drafting of ordinances, resolutions, contracts, policies, memorandums and other documents, the enforcement of the Village Code and Village ordinances, traffic court prosecutions, collections, document review, and various other matters as they arise.

## **2015 ACCOMPLISHMENTS**

- Significant accomplishments include a reduction in pending civil litigation and workers' compensation cases pursuant to dismissals or settlements reached between the parties, bringing additional work in-house at a cost-savings to the Village, the drafting and adoption of numerous ordinances to be codified as part of the Village Code, acting as the liaison to the Liquor Control Review Board and working to implement various processes for the Board, the drafting, review and approval of 152 contracts from January 1, 2015 through July 31, 2015, the drafting, review and adoption of various policies to be implemented by the Village, the implementation of new insurance coverage for the Village with a lowering of the Village's self-insured retention amount from \$2,000,000 to \$750,000, the drafting and adoption of various model building codes, the drafting and adoption of new fee schedules for building permits, including a comprehensive ordinance amending various provisions of the Village Code regarding building permits, and continuing legal work regarding the Lake and Forest development and other real estate developments in the Village.
- Projects and planned accomplishments for the remainder of 2015 include completion of various real estate transactions for Madison Street properties, continuing work on pending civil litigation and workers' compensation cases and bringing such matters to a successful conclusion, preparation of ordinances as recommended by the Fair Housing Task Force for adoption by the Village Board on fair housing matters, completing negotiations on the Comcast Franchise Agreement, work related to various pending property developments in the Village and the review of liquor license classifications and whether additional classifications are necessary.

## 2016 WORK PLAN

- Below, departments will present a detailed discussion of the issues and projects to be undertaken that they expect may impact their departmental/activities in 2016, and how their proposal will address those issues.
- Please include dollar amounts and timeline when appropriate. Also, please highlight expected participation by other Village departments if necessary (i.e. IT).
- The 2016 Work Plan for the Law Department includes continued aggressive efforts to successfully defend civil litigation and workers' compensation matters brought against the Village, the rewrite and revision of various chapters of the Village Code, continued standardization of contracts, intergovernmental agreements and forms for use by the Law Department and other departments, acting as liaison to the Liquor Control Review Board and the handling and processing of liquor license matters to the Village Board. The proposed 2016 budget will provide the necessary resources to handle these matters and other matters as they arise throughout the 2016 budget year.

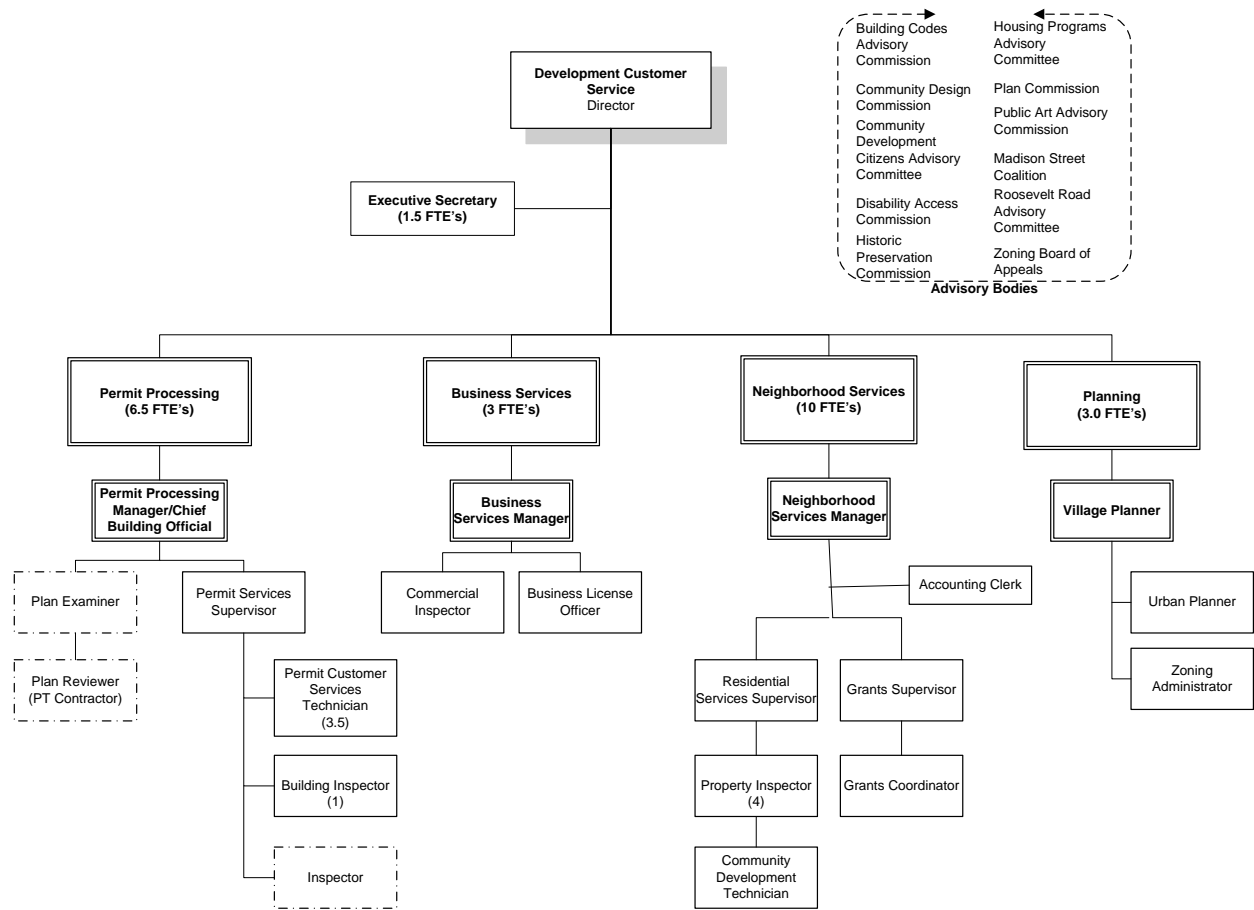
### Human Resources

Human Resources develops, supports and administers personnel practices and programs for all Village Departments via highly complex administrative support of of the Village Manager, Department Directors and all employees by managing recruiting and selection procedures, benefits oversight, retaining and motivating a skilled work force and encouraging professional and personal development and working closely with managers and representatives of collective bargaining units to assure equitable treatment of all employees.

<b>Expenditure Type</b>	<b>Actuals</b>			<b>2015</b>		<b>2016 Rec</b>
	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>Budget</b>	<b>Year End Est.</b>	
Personal Services	\$647,495	\$900,091	\$1,120,043	\$1,068,273	\$996,422	\$1,094,937
Fringe Benefits	\$318,098	\$384,885	\$470,075	\$434,917	\$403,702	\$454,368
Materials & Supplies	\$103,530	\$145,156	\$192,958	\$218,100	\$196,295	\$233,357
Contractual Services	\$508,183	\$874,004	\$964,106	\$1,035,668	\$1,027,338	\$1,047,256
<b>Department Total</b>	<b>\$1,577,306</b>	<b>\$2,304,136</b>	<b>\$2,747,182</b>	<b>\$2,756,958</b>	<b>\$2,623,757</b>	<b>\$2,829,918</b>
<b>FTE Summary</b>						
General Fund	0.0	0.0	0.0	0.0	0.0	13.75

**Table 3-6: Administrative Services Financial Summary**

### 3.2.3 Development Customer Services



## Executive Summary

The Development Customer Services Department is a combination of four previously standalone Departments: Business Services, Planning, Building and Property Standards and Housing and CDBG Programs. After a review of staffing and functions of various divisions, the following divisions were created: Business Services, Planning, Permit Processing and Neighborhood Services. The four Divisions result in a better distribution of work load and are more intuitive to how the community views the work of the Department. The Divisions are tasked with the following;

- The Administrative Division is charged with overseeing the work of the four divisions and managing the development activities of the Village. The Business Services Division works very closely with the Oak Park Economic Development Corporation (Oak Park EDC).
- Business Services is responsible for the licensing and inspection of all businesses and is a liaison to the Business Districts. The Business Services Division is the first point of entry for new businesses entering the community.
- Planning is responsible for the planning activities including new developments and existing Village plans. The Division is also responsible for zoning and historic preservation.
- Permit Processing is responsible for issuance of permits for all of the construction activities in the Village.
- Neighborhood Services is responsible for the Village's Housing Programs, Community Development Block Grant activities and property maintenance issues including the Neighborhood Walk, rental unit inspections and neighborhood complaints.

## **2015 ACCOMPLISHMENTS**

### **ADMINISTRATION**

The Administrative Division has been primarily responsible for coordinating the activities of the entire Department including the implementation of a new software solution that will combine the Permitting, Licensing and Inspection functions into a single solution: CityView. CityView will allow the public to access information real time using a web-based portal including such activities as submitting permit applications, filing citizen complaints about properties, scheduling inspections and reviewing the status of projects. The software solution will allow the community to interact with the Department 24/7 and will eliminate lengthy waits at the Permit counter or online.

Additionally, the Administrative Division coordinated all of the major development projects for the Village of Oak Park including negotiation and implementation of all redevelopment activities and coordination of Village Departments to respond to those developments in a timely and efficient manner. The Development projects include: Chicago Maple, Oasis, Sugar Beet, Volvo, Clark Street Development, Lincoln Properties and Vantage Oak Park.

### **BUSINESS SERVICES**

The Business Services Division was responsible for initiating significant revisions to Chapter Eight (8) (Business Licensing) of the Village Code were completed including new fee structures and renewal cycle scheduling. For the first time, the business community was presented with one single business license which included license fees, health inspection fees, and fees prorating to new renewal cycle. A 99% compliance rate was achieved for the 2015 Renewal Cycle. The Division executed 2,224 Business Licenses (inclusive of liquor and chauffeur licenses) and over 900 commercial inspections (scheduled and complaint based) were completed. Staff completed an inventory of all “projecting signs” in anticipation of new regulations requiring insurance for objects over the public way.

An important part of the Division’s responsibilities include working closely with new businesses entering the community. The Division provided business ombudsman services to over 80 new businesses entering the community including coordinating 40 preliminary property needs assessment site visits. Staff developed an on-line Business Handbook providing access to information regarding opening and maintaining businesses in the Village.

The Division also attends the various Business District meetings and works with those Districts to implement Village initiative such as streetscape or landscaping updates. Many Districts are interested in exploring alternative funding strategies. To that end a funding research project for the Roosevelt Road Business Corridor was completed this year which will serve as a model for future projects.

The Division spearheaded phase one of a comprehensive review of current way finding signage which will be fully implemented in 2016.

The Division also coordinates the activities of the Business Advisory Council. One initiative was a new ordinance governing Donation Boxes.

## **NEIGHBORHOOD SERVICES**

In 2015 the Housing Programs staff continued servicing seven projects under the Single Family Housing Rehabilitation Loan Program. We have received or will receive 66 new inquiries about the Single Family Housing Loan Program. Approximately 19 of these inquirers will be eligible for the program, and we expect seven to submit applications resulting in approved loans.

In 2015, the Housing Programs staff will assist ten households under the Small Rental Properties Rehabilitation Loan Program. Eighteen new inquiries will be received. Five of the inquiries resulted in applications submitted and we anticipate receiving another three applications.

Eleven properties were awarded grants under the Multi-family Housing Incentives Program. We also continued working with the recipients of grants from the prior four years. The program now encompasses 63 buildings containing 1,109 units.

Under the Residential Energy and Water Conservation Program 68 households received rebates for installing low water usage toilets and 150 water conservation kits were distributed.

The Housing Programs staff operates the Sewer Backup Protection Grant Program for the Public Works Department. In 2015, 33 new applications were processed.

The Housing Programs Advisory Committee (HPAC), Community Development Citizen Advisory Committee (CDCAC) and the Disability Access Commission (DAC) with support from the Division staff, shared a booth at A Day in Our Village to inform residents about our programs and to distribute Residential Water Saver Kits.

Over the last three years, CDBG staff worked with the United States Department of Housing and Urban Development (HUD) and Cook County to change the Village's Program Year to align with Cook County. This process has now been completed. The alignment of the program year allows the Village of Oak Park to access Federal funding under the HOME Program. The Division allocated CDBG funding to non-profit agencies that provided services to the community such as fair housing, health, early childhood development and nutrition for low income individuals. Moreover, using ESG funds, the Division assisted persons experiencing homelessness and those at risk of becoming homeless.

In 2015 staff created a new five-year Consolidated Plan for Housing and Community Development (Con Plan), which is the Village's primary vehicle for identifying and prioritizing housing, community development and economic needs to guide the use of funds from HUD. The Con Plan process employed an expanded citizen outreach and participation process using online and traditional methods. The process also included outreach to businesses, service providers, civic organizations and internal stakeholders to gather feedback on needs and priorities within the community. The increased volume of participation has resulted in a robust, high quality plan.

CDBG Programs has served thousands of Low to Moderate-Income Persons in Program Year (PY) 2014, which ran from July 1, 2014 to June 30, 2015. The unit also improved infrastructure and facilities in the Village, while also rehabbing many housing units – both renter- and owner-occupied – and reducing toxic lead paint hazards in many of these units. All of this will continue in PY 2015, which starts October 1, 2015.

## **PERMIT PROCESSING**

As of the end of July 2015, the Division received nearly 4,000 permit applications and entered all data pertaining to each project. Among those permits are 5 new single family homes and 22 Townhomes. The Division has completed 2,093 reviews so far this year which includes 1,315 over the counter (category 0) reviews. Over 400 revised plans have been reviewed as well.

To date, staff has completed nearly 3,000 inspections which include Building, Mechanical, Electrical, Plumbing, & Conveyance. Among these inspections, we are progressing through and facilitated many business occupancies such as:

- Lake & Forest project
- The Oasis project
- Pete's Fresh Market
- Sugar Beet
- Walgreen's expansion
- District 97
- Immediate Care Center of Oak Park
- Alley Cat Décor and Design Collective
- The Beer Shop
- Fleet Feet
- Noble Kinsmen Brewing
- Orange Theory Fitness
- Hamburger Mary's
- Dollar Store
- Park District
- The 206
- Felony Franks
- The Barre Code

- Market Fresh Foods
- The Little Gem Café
- 1010 Lake Street
- Saigon Nail & Spa

The Division has continued to work on the document imaging program to scan documents into electronic files. The goal is to have all documents digitized. The implementation of CityView will allow for electronic recording of documents without the need for paper copies.

The Division worked to implement the adoption of the 2009 International Codes and amendments making a smooth transition with plan reviews and inspections. The major changes in requiring sprinklers in new homes or homes that go through a major alteration have progressed better than anticipated. The Division implemented the new Permit Fee Schedule to simplify the calculation of permit fees and make the schedule easier for customers to understand.

In an effort to improve customer service, the Village contracted with HR Green to provide plan review and inspection services. By outsourcing of plan reviews, the Division has successfully decreased plan review wait times.

## **PLANNING**

The information below represents the Planning Division's accomplishments for the first half of the 2015 budget year. These incorporate historic preservation, zoning and planning accomplishments.

The Division reviewed so far this year approximately 1,690 building and sign permit applications for compliance with the Zoning Ordinance, Sign Code, and historic preservation regulations. Approximately 55 business licenses were reviewed and approved for zoning compliance and 41 Certificates of Appropriateness applications were processed. Division staff attended approximately 50 after hour meetings for various boards, commissions and community matters and prepared the agenda, supporting documentation, and draft minutes for the majority of these meetings. Staff also prepares a monthly e-mail blast regarding historic preservation matters for interested property owners and citizens.

The Division reviewed and processed many Historic Landmark nominations, sign variance applications, special use applications, Planned Development Ordinance amendments/reinstatements, Zoning Ordinance variation applications, Zoning Ordinance text amendment applications, Section 106 historic reviews, and historic preservation applications. The Division also performed reviews for certificates of zoning, prepared zoning verification letters, reviewed complaints of various zoning issues, and conducted onsite inspections for on-going Planned Development projects.

Staff continues to work on or has worked on the following projects: Zoning Ordinance Update, Harrison Street Streetscape, Lake Street Streetscape, Harlem Avenue Viaduct, Marion Street Viaduct, Bike Plan Update, Architectural Review Guidelines, Permit Software Replacement, South Boulevard at Harlem Streetscape, Madison Street ROW Enhancement project, Hulbert House Historic District and the Budget.

In addition to the above, the Division will:

- Facilitate the 2015 awards for Preservation and Cavalcade of Pride,
- Research of historic landmark nominations,
- Finalization of the Historic Preservation Guidelines,
- The Hulbert Homes Historic District,
- Lake Street Enhancements – next steps,
- Madison Street Enhancements – next steps,
- Zoning Ordinance Update,
- Design Standards for Commercial and Multiple Family,
- Special Use Applications and Zoning Ordinance text amendments,
- Variance Applications,
- Multiple Planned Development applications.

## 2016 WORK PLAN

### ADMINISTRATION

In FY16, the Department will implement the CityView Software Solution. Additionally, the Department will continue to focus on the improvement of the customer service experience.

The Department will focus its attention on development projects on the Madison Street Corridor and will continue working to support the Village Board goal of creating an economic development environment that includes a clear, comprehensive approach to meeting the needs of diverse constituents for commercial vitality throughout the Village.

### BUSINESS SERVICES

In FY16, the Business Services Division will work on the following goals:

#### **Code Review and Revisions (IT and Legal)**

A continuing review of Articles 3-35 of Village Code Chapter 8 “Business Licensing” will be undertaken to determine appropriate revisions to reflect the current business environment.

#### **Commercial Inspection and Business Licensing Services**

Business licensing processes will continue to be revised to provide enhanced services to our customers.

All business license and commercial inspection processes will be migrated to a new operating system, with staff training and transition as a priority.

#### **Business District Ombudsman Services**

A new initiative providing Business Association’s with best practice/membership organization operations guidance and strategic planning services will be launched. Additionally, to support activities generated from the above efforts, operations support grants will be made available.

Efforts to further refine marketing and communication efforts with the Downtown District Council, the Chamber of Commerce, Visit Oak Park, Oak Park Economic Development Corporation, the Business Advisory Council and the business community at large will continue.

Staff will implement Board authorized funding resources for Roosevelt Road. This model will be rolled out to additional business districts.

A new on-line Business Handbook and Commercial Inspection Seasonal Tips newsletter will be launched.

Business Services will also focus on further enhancing the built environment through the development of a Business Support Program to help mitigate the negative impacts to the local business community as several development projects within the Downtown Commercial District break ground over the next 2 years.

Analysis of the current pedestrian/vehicular way finding signage will continue in 2016 with new way finding system implementation anticipated in 2017.

## **NEIGHBORHOOD SERVICES**

In 2016, the Neighborhood Services Division will continue to work to increase efficiencies related to property complaints. The goal will be an alignment of the sub-divisions to ensure that residential properties are maintained and that, when needed, funding from the Housing Programs and the CDBG program are used to proactively address those issues.

The Housing Programs staff is committed to completing seven rehabilitations through the Single Family Housing Rehabilitation Program under the Consolidated Plan. CDBG funding also supports the Lead Hazard Reduction component of the Single Family Rehab Program and the Small Rental Properties Rehabilitation Program.

The Division will continue to offer Sewer Back-up Prevention grants, rebates for low-flow toilets, and water saver kits.

The Division will continue to recruit buildings in need of diversity or at risk of segregation to participate in the Multi-Family Housing Incentives Program. Continued funding for this program is needed to retain current participants and to attract new owners.

The CDBG staff will continue to work to coordinate activities with Cook County to reduce administrative redundancies and to increase funding opportunities for Oak Park based non-profits. Staff intends to pursue an application for Section 108 funding from HUD to assist businesses and create jobs. Staff will continue to explore other economic development activities using CDBG funding.

## **PERMIT PROCESSING**

The major change in the Permit Services Division anticipated for 2016 will be the implementation of the new permit system software (City View). Many training hours and dealing with issues in the new system is anticipated. Direct system interaction with our customers through an expanded level of online services including the ability for customers to self-schedule construction inspections. A higher level of transparency to our processes by allowing customers to check the status of plan reviews online. Better interdepartmental communication related to plan reviews through the implementation of an electronic tracking system. Quicker plan review turn-around times through the implementation of electronic plan reviews, including the acceptance of drawing submittals online.

Continuation of the document imaging program will require additional staff time to prepare documents to be sent out for scanning. The 2016 budget includes \$50,000 to cover the Vendor cost (Progio) to scan documents and \$5,000 to cover anticipated overtime hours required to perform document preparation work off-hours so that customer service levels are not impacted by this program.

In response to the upgrade of the Village's codes regulating construction, the Division anticipates continuing overhauling all bulletins and guidelines previously issued to inform the general public of code requirements for various construction activities.

The division anticipates a high volume of plan reviews and inspections with 5 large scale developments ongoing, residential and commercial inspections, plan reviews, and permit processing.

## PLANNING

In FY16, the Planning Division will work on the following initiatives:

1. *Consultant for National Register Nominations – Estimated costs*; Hulbert Homes Historic District is \$20,000 based on the existing grant. [Note: this amount is the total to be paid out, but \$14,000 will be reimbursed to the Village based on a 70/30 split]
2. *Design Consultant (Lohan Anderson)* to be on retainer for building permit and planned development plan reviews. A \$25,000 amount is requested.
3. *Zoning Ordinance Update*; Camiros LTD was hired for this project. Its process began in June and will take two tracks; Madison Street (5-6 months) and the remaining zoning ordinance (12 months). The 2015 budget provides \$50,000 toward this project for this year. An additional \$130,000 will be required for 2016.
4. *Lake Street and Madison Street Streetscape Projects*; the direction of the Village Board is currently being developed at this time pending the outcome of further discussions with the Village Board.
5. *Way Finding Signage*; Coordination with Business Services to develop a way finding system for the business districts replacing or modifying the existing way finding system. This would be financed and developed in three phases; Evaluation of existing conditions, design and recommendations, and Implementation.
6. *North Avenue Plan for 2016*; a business district plan for North Avenue has been requested by the business and neighborhood associations. It is anticipated that a \$50,000 budget request will be needed. This was included in the 2015 budget; however staff is still waiting for word from the State of Illinois on the approval of additional funding for an independent North Avenue study being conducted by the City of Chicago in association with local neighborhood groups. Staff wishes to coordinate our plan with their study.

Business District Plans - Future Update Schedule

**Business Districts**                      **Update Schedule**

DTOP	6	2021
Pleasant District	6	2021
The Avenue	6	2021
Madison Street	5	2020
Lake @ Austin	4	2019
Roosevelt Road	4	2019
Chicago @ Harlem	3	2018
Chicago @ Austin	3	2018
South Town	2	2017
Harrison Arts Dist.	2	2017
Garfield @ Harlem	2	2017
North Avenue	1	2016

## **2016 BUDGET REQUEST NARRATIVE**

### **EXPENDITURES**

#### **2015 ESTIMATED EXPENDITURES**

Expenditure estimates were created based on 2015 cash flow, anticipated expenses, and actual year-end expenditures from previous budgets (2014, 2013, and 2012).

#### **2016 EXPENDITURE REQUEST**

##### **ADMINISTRATION**

Expenditure request was created based on 2015 anticipated expenses, and actual year-end expenditures from previous budgets (2014).

##### **BUSINESS SERVICES**

Sign Replacement: Phase II of the comprehensive Way-Finding Review and Replacement will continue in 2016 with design and mapping services anticipated. Implementation is scheduled for 2017.

External Support:

- Business Support Grants – have been moved into External Support
- Partner Budgets – have been moved to Department Administration

##### **NEIGHBORHOOD SERVICES**

Expenditure request was created based on 2015 cash flow, anticipated expenses, and actual year-end expenditures from previous budgets (2014, 2013, and 2012).

Discrepancies between actual conference attendance (530650) spending in 2015 and proposed amount for 2016 are due to staff turnover at the manager level. We are proposing the inclusion of a Residential Services Manager which would combine the Housing Programs Supervisor and the Chief Property Inspector into one position.

CDBG: Based on past history, current usage, and a projection of the future based on best estimates.

##### **PERMIT PROCESSING**

The major change is in External Support which includes the contract with HR Green for plan reviews and inspections

**PLANNING**

**CONTRACTUAL SERVICES REQUEST DESCRIPTION:** The cause of the increase in this expenditure is due to the request for consultants. This includes a consultant to prepare the National Register Historic District nomination for Hulbert Houses Historic District [\$20,000] (this was budgeted in 2015, but never proceeded to-date), Zoning Ordinance update continued [\$130,000], North Avenue Business Plan [\$50,000] (this was budgeted in 2015, but never proceeded) and Design Standard Consultant reviews [\$25,000] for Planned Developments and building permit reviews.

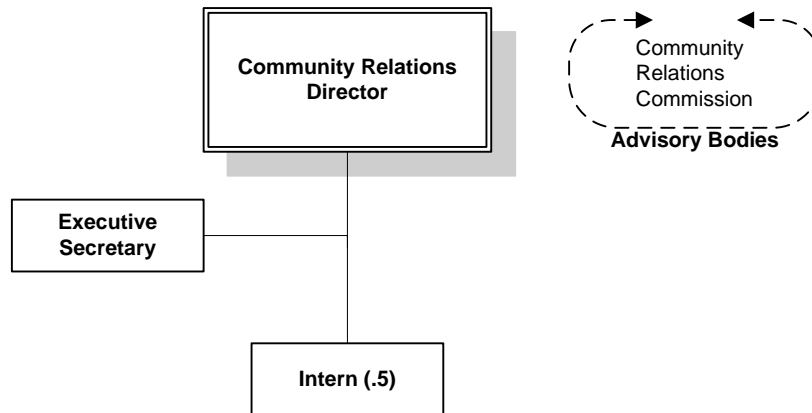
<b>Expenditure Type</b>	<b>Actuals</b>			<b>2015</b>		<b>2016 Recommendations</b>
	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>Budget</b>	<b>Year End Estimate</b>	
Personal Services	\$1,531,801	\$1,576,004	\$1,629,374	\$1,645,582	\$1,604,305	\$1,745,572
Fringe Benefits	529,337	592,878	646,269	590,682	604,700	640,082
Materials & Supplies	37,880	90,149	44,987	65,010	37,795	124,110
Contractual Services	1,218,326	2,025,142	3,058,804	2,197,332	2,058,400	3,708,737
<b>Department Total</b>	<b>\$3,317,344</b>	<b>\$4,284,173</b>	<b>\$5,379,434</b>	<b>\$4,498,606</b>	<b>\$4,305,200</b>	<b>\$6,218,501</b>
<b>FTE Summary</b>						
General Fund	30.5	30.0	32.0	30.5	30.5	24.5
Capital Improvement Fund	0.0	0.0	0.0	0.5	0.5	0.5
<b>Total FTEs</b>	<b>30.5</b>	<b>30.0</b>	<b>32.0</b>	<b>31.0</b>	<b>31.0</b>	<b>25.0</b>

**Table 3-7: DCS Financial Summary**

**Table 3-8: Summary of Development Customer Services Agency Funding**

**Table 3-9: Summary of Housing and CDBG Programs Partner Agency Funding**

### 3.2.4 Community Relations



#### Executive Summary

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

#### Tenant/Landlord Relations

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

#### Community Outreach Services

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

## Special Events and Services

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

## 2015 ACCOMPLISHMENTS

- Department initiated cross-community activities with Austin, Berwyn, Cicero and Galewood communities. This networking resulted in projects that enhanced community connectivity and collaboration. (Day in our Village Festival, Diversity Parade, youth Skills Initiative)
- Department successfully coordinated and produced 42<sup>nd</sup> Annual Day in our Village Festival to promote diversity and community engagement throughout the Village. For the first time in festival history, neighboring communities of Austin, Berwyn, Cicero and Galewood were invited as participants in the festival.
- Department coordinated and produced the 2015 Diversity Parade to showcase the Village's diversity and commitment to community pride. Outreach was conducted to neighboring communities to solicit their participation in the event.
- Department coordinated and produced eleventh annual Youth Skills Work shop Series designed to provide youth with critical skills necessary to navigate the employment world and make positive life choices.
- Department conducted 13 Fair Housing Training sessions for **220** Oak Park building owners, managers, as part of the new Crime Free Initiatives.
- Department served as service resource to District 200 staff on community issues of race relations and Black Lives matter initiatives.
- Community Relations Department and Commission initiated proactive outreach efforts to neighboring communities of Galewood, Austin, Cicero and Berwyn for cross-community relationship building and sharing of resources.
- Community Relations Commission expanded dinner/dialogue concept to include Township Services diversity breakfast circles to enhance cultural understanding.

## 2016 WORK PLAN

- Department will collaborate with District 200 staff on community issues of race relations, achievement gap documentary and student forum on diversity issues.
- Work with Community of Congregations on development of congregational service/volunteer team for work on community building projects.
- Cooperative cohabitation will be the catchphrase of FY16, as the Community Relations Department strives to support Oak Park's commitment to acceptance and inclusion rather than simple tolerance of the differences in race, ethnicity, religion, sexual orientation and income that have made us a community of many viewpoints and lifestyle choices. So many different people coexisting in such close proximity also create stresses and conflicts among neighbors and within neighborhoods, and between landlords and tenants. In fact, the one-person Community Relations Department typically responds to about 3,000 inquiries from residents seeking assistance in a wide range of interactions.
- In the year ahead, the department also will continue to focus on attaining many of the goals and objectives set 41 years ago when the community relations role was codified, including combating housing discrimination, helping resolve tenant/landlord disputes and fostering community diversity.
- Targeted, proactive outreach to combat youth violence along our borders and more aggressive collaboration with local and Chicago service providers to develop responses and solutions to shared social issues also will be on the 2016 agenda. In addition, efforts will focus on strengthening relationships with neighboring communities such as Austin, Berwyn, Galewood and Cicero.

## 2016 BUDGET REQUEST NARRATIVE

### REVENUES

#### 2015 ESTIMATED REVENUES

Estimated revenue for 2015 was \$15,000. Mid -year actual of 15,274 due to special events revenue derived from film obstruction fees, event sponsorships and donations.

#### 2016 REVENUE PROJECTIONS

Estimated revenue for 2016 is \$15,000. Revenues will be accrued through film fees, festival fees, sponsorships of special events.

## 2016 BUDGET REQUEST NARRATIVE

### EXPENDITURES

#### 2015 ESTIMATED EXPENDITURES

Estimated expenditures are anticipated to be in line with original expenditure request.

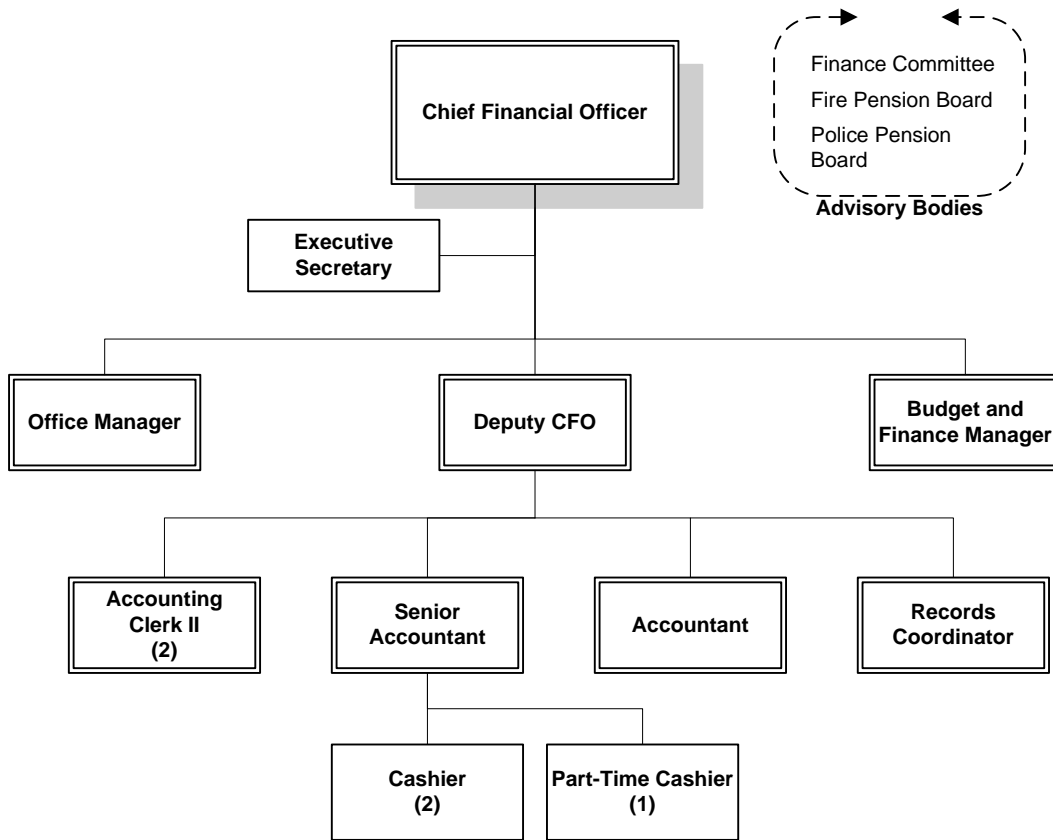
#### 2016 EXPENDITURE REQUEST

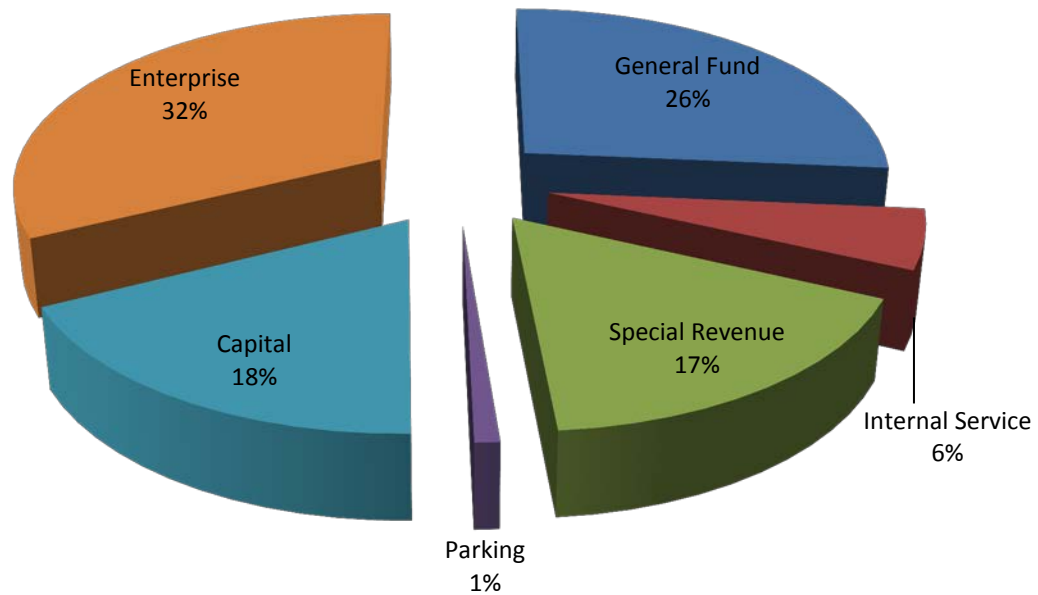
Additional \$5,500 requested in 2016 to cover cost of an intern to assist department with landlord/tenant resolution services during summer months which is the busy season for such services.

<u>Expenditure Type</u>	<u>Actuals</u>			<u>2015</u>		<u>2016</u>
	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>Budget</u>	<u>Year End Est.</u>	<u>Recommendation</u>
Personal Services	\$99,358	\$102,074	\$102,000	\$102,097	\$102,097	\$113,149
Fringe Benefits	26,824	30,889	32,429	30,560	31,694	32,590
Materials & Supplies	465	854	1,046	2,150	2,150	1,150
Contractual Services	19,528	20,488	21,875	24,500	21,000	20,500
<b>Department Total:</b>	<b>\$146,175</b>	<b>\$154,305</b>	<b>\$157,350</b>	<b>\$159,307</b>	<b>\$156,941</b>	<b>\$167,389</b>
<b>FTE Summary</b>						
General Fund	1.0	1.0	1.0	1.0	1.0	2.5

Table 3-10: Community Relations Financial Summary

### 3.2.5 Finance





**Chart 3-2: Total Finance Expenditures, By Fund**

## **Executive Summary**

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 of all 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 was outsourced in early 2014. While staff continues to oversee the general process, ADP employees actually process payroll.

### 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.

## **2015 ACCOMPLISHMENTS**

### Payroll

- The Department has continued its implementation of the ADP HR/Payroll system. Further, the Village has outsourced payroll processing. The Fire Department implemented its add-on administrative scheduling system.

### Financials

- The FY 2015 Budget Document received the Government Finance Officers' Association (GFOA) Distinguished Budget Preparation Award for the layout and transparency of the document. This is the 3<sup>rd</sup> consecutive year the Village has sought and received the award.
- Staff continues to look for ways to improve the transparency and communication of the financial health of the Village utilizing the budget document and expects to incorporate more robust reporting on capital projects within the FY 2016 Budget creation process.
- The Comprehensive Annual Financial Report (CAFR) was produced in a timely manner and the number of items contained in the "management letter" was significantly reduced compared to previous years. The Village received the GFOA Certificate for Achievement for Excellence in Reporting.

- The General Fund fund balance has continued its trend of steady improvement.

### **Record Management**

- Staff migrated to updated copier/scanning equipment.
- Staff is working with Departments to reallocate Village Hall storage space to better accommodate those departments with more frequent and time constrained retrieval requests.

### **Measure. Analyze. Perform (MAP)**

- Finance staff has been instrumental in coordinating the Village's revised performance management program and is working with the second wave of departments through the initial process.

### **Purchasing**

- A new credit card has been procured to receive better rebates from eligible purchases. By year end, staff will implement a revised purchasing policy to allow for the electronic requests process to make purchases using the credit card account for online purchases.
- By year end, Finance, Law and Village Manager's Office will review the Village's procurement process to update existing policies and provide a guided template for Department users to utilize as they procure goods and services as well as issue requests for proposals.
- Staff migrated the Village to a new office supply vendor to receive savings in addition to consolidate the route with other local taxing bodies.

### **Collections**

- State statute provides for the Village to recover debts owed the Village from Illinois State Income Tax refunds. Staff is working with the Illinois Comptrollers' Office to participate in the program already approved by the Village Board.

## 2016 WORK PLAN

### Financials

- While expected to start in FY 2015, the main focus of the Department will be to procure and begin implementation of financial software to replace PeopleSoft and MSI/Harris.

## EXPENDITURES

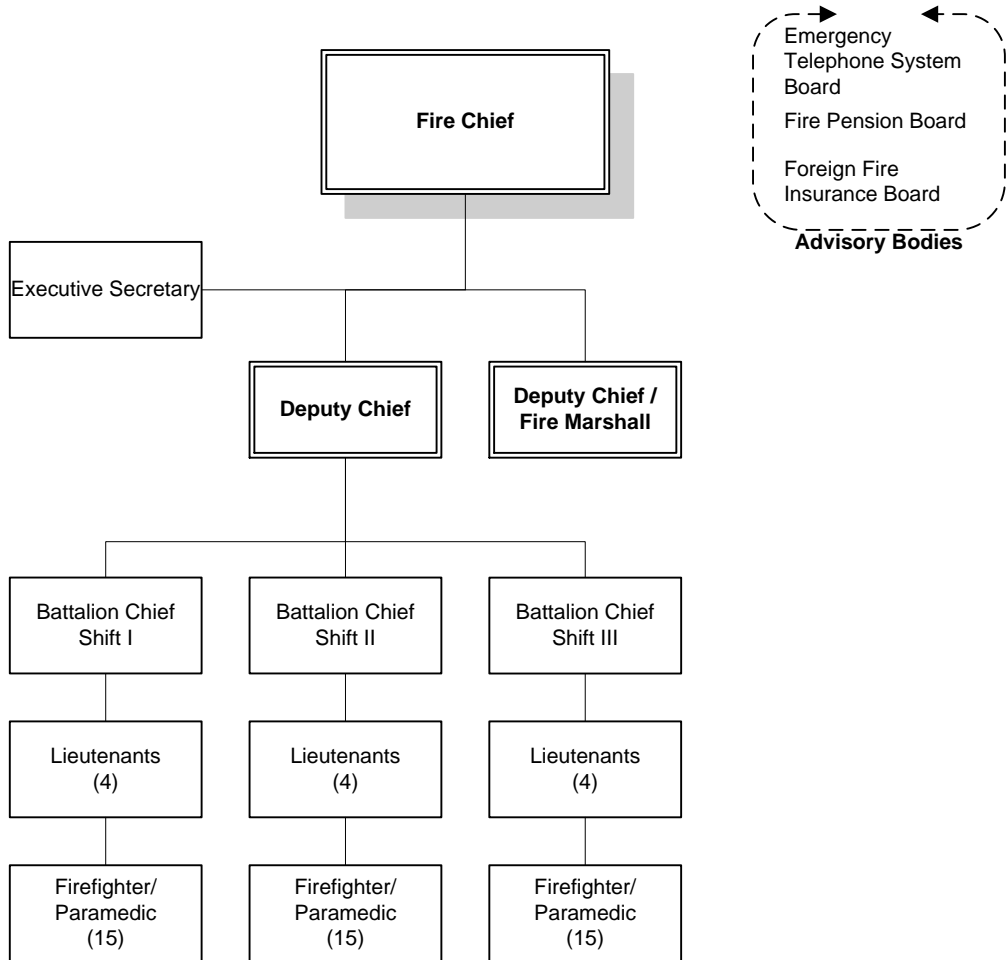
### PERSONAL SERVICES:

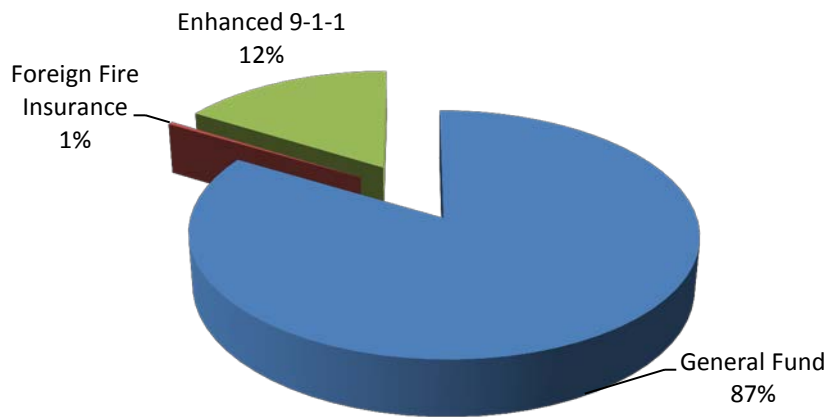
- Currently there are 11.5 FTEs in the Finance Department. The 1 FTE for the Office Manager is included in the FY 2016 Budget request
- The 2016 FTE amount includes the 10.5 FTEs in the General Fund. However, the Finance Department also maintains 2 FTEs in the Water/Sewer Fund.
- Health insurance costs are presumed to increase 5-percent

<u>Expenditure Type</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>Budget</u>	<u>Year End Est.</u>	<u>2016</u> <u>Recommendation</u>
Personal Services	\$626,504	\$694,219	\$616,801	\$660,142	\$625,219	\$751,056
Fringe Benefits	238,640	245,304	293,291	246,860	273,359	346,128
Materials & Supplies	75,072	81,620	35,665	44,397	43,666	44,764
Contractual Services	748,324	672,093	834,764	723,190	699,067	548,509
Transfers	3,129,122	2,630,505	3,119,736	2,660,050	2,660,050	2,575,000
<b>Finance General Fund Total:</b>	<b>\$4,817,662</b>	<b>\$4,323,741</b>	<b>\$4,900,257</b>	<b>\$4,334,639</b>	<b>\$4,301,361</b>	<b>\$4,265,457</b>
<b><u>FTE Summary</u></b>						
General Fund	11.5	12.0	11.0	11.0	11.0	12.5
Water and Sewer Fund	2.0	2.0	2.0	2.0	2.0	2.0
<b>FTE: Total:</b>	<b>13.5</b>	<b>14.0</b>	<b>13.0</b>	<b>13.0</b>	<b>13.0</b>	<b>14.5</b>

**Table 3-11: Finance Department Financial Summary**

### 3.2.6 Fire





**Chart 3-12: 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).

### **2015 ACCOMPLISHMENTS**

The Fire department has accomplished, or is on schedule, to complete all of our projected work plan tasks for 2015.

#### **Accomplished:**

- TeleStaff payroll and scheduling software implementation. This software manages the complex work scheduling and payroll functions of the fire department with our unique 24/48 hour shift schedules.
- Additional FTE. In April we added one additional firefighter/paramedic to even our three shifts at 20 personnel on each. This has corrected an imbalance on one shift that resulted in inordinate overtime.

- Training Tower repairs. Work has been completed to repair degraded window sills and lintels in our 32 year old training tower at the main fire station. This was both a safety and building maintenance issue.
- New Ambulance. RFP's were issued to replace our nine year old reserve ambulance. Alexis was chosen as the low bid vendor meeting all specifications. This was in-line with the capital fleet replacement schedule.
- Paperless forms implementation. We have utilized Adobe Pro software to change most of our forms and requisitions to a digital format.
- Real-time budgeting. We have reworked our accounts payable system on Excel to automatically adjust and update our approved budget to give us real-time data to review and analyze.
- Station 1 carpet project completed in day room second floor and additional door installed to separate utility room & men's locker room.
- Established Bike Medic and Mobile Integrated Healthcare Committees

#### In-Progress:

- New CAD Dispatching System. Our committee has been working with WSCDC extensively in 2015 to design, train, and prepare for the new dispatching system which went live in September.
- New records management system. We are on schedule to implement FireHouse software to coordinate our incident reporting and training documentation requirements with the new CAD system.
- CityView software. Representatives from the Fire Prevention Bureau and our automatic alarm management division have been involved in all of the preparation work for the new village-wide permitting software set to go-live in the last quarter of 2015.
- New ambulance billing contract. RFP's were issued for vendors to provide all the billing services for our ambulance treatments and transports. Andres Medical Services was selected.
- Rate increases for EMS services. Research was done to determine the new fee schedule for our EMS services which had not been increased since 2012. The new fees will go into effect in January of 2016.
- Fire Station Safety: Foreign Fire Fund approved exterior security cameras for all Oak Park Fire Stations. The goal of the security systems is to deter any criminal acts to Village of Oak Park and employee's property. This project will be completed at the end of 2015.
- Capital Improvement Projects: Station 3: Locker Room project delayed due to backup sewer problems. Sewer repairs should be completed at end of 2015.
- Labor Relations: Negotiations with Local 95 for a new contract, current CBA expires December 31, 2015. Battalion Chief promotional test should be completed in December of 2015.

Operationally we are on pace in 2015 to repeat our call volume for 2014, which was an all-time high for service delivery. EMS related calls continue to be our largest category at 60%, followed by general service calls (18%), and automatic fire alarms (17%). The Fire Prevention Bureau has completed the initial inspections of our 320 target occupancies. They inspect each target location twice a year. Our public education activities reached 2800 individuals via CPR, car-seat, block parties, and school programs the first half of 2015. Our response times consistently fall below the national standards for fire and EMS emergency responses.

## 2016 WORK PLAN

- Fully implement and train on new FireHouse software
- Fully implement and train on CityView for inspectors and alarm administration
- Restructure of Fire Prevention Bureau under management of Deputy Fire Marshal
- Utilize GIS Consortium to develop hydrant mapping and descriptors, and post-incident debriefing presentations
- Digitalize policies and procedures, and implement training on same using Lexipol software
- Rebuild pump in reserve engine to gain 2-3 years of functionality or spec out new engine for replacement.
- Establish a new Lieutenant's promotion eligibility list, which expires in July of 2016.
- New Ambulance will be placed in service in the first quarter of 2016
- Establish exemplary customer service in Fire prevention

### Vehicle replacement in 2016:

- 5 support vehicles are being replaced
  - 2 Hybrids
  - 3 SUV Squad, Chief and Deputy Chief

### Building (Capital) projects:

- Fire Station Overhead door replacement program (Phase I: Station 1 2016)
- New Storage Garage North parking lot Station 1
- Completed 2015 Locker Room at Station 3

## 2016 BUDGET REQUEST NARRATIVE

### REVENUES

#### 2015 ESTIMATED REVENUES

The Oak Park Fire Department revenue sources are Ambulance Service Fees, False Alarm & Alarm Registration Fees and CPR Class Fees.

#### Ambulance Service Fees:

Paramedic Billing Services (PBS) is the current billing company that the Village of Oak Park is contracted with to collect ambulance fees. As of June, 2015 PBS has collected \$458,754.62 in ambulance fees for the Village of Oak Park. Based on the current collection rates from PBS we are predicting to collect an amount ranging from \$900,000.00 to \$950,000.00 in 2015. One of the main factors that contribute to ambulance revenues is the payer source and the ability to collect from that source. The majority of the patients we bill for our services have commercial insurance or Medicare.

#### Alarm Registration & False Alarm Program

The alarm registration and false alarm program is accountable for all residential and business security/ fire alarm systems within the Village of Oak Park. This program is managed through the Oak Park Fire Department. The goal of this program is to reduce the number of false alarm responses by establishing owner accountability. Through enhanced owner/occupant data collection, staff is able to develop closer relationships with alarm users in order to facilitate educational efforts with regards to false alarm reduction. In 2014, the actual revenue for false alarm fees were \$26,400 and as of July 1<sup>st</sup> 2015 the program has collected \$18,500. The projected revenue in 2015 for false alarms is \$40,000.00 which is on target for this year. The alarm registration revenue is currently at \$3,725.00 as of July 1<sup>st</sup> 2015. Most of the registration revenue is collected during the months of September and October when the annual fees are due. The alarm registration fees collected in 2013: \$25,480 and 2014: \$114,235, an increase of \$88,755. The increase in 2014 was due to implementing a new online registration feature and the enforcement of the late registration fee.

#### CPR Class Fees

The Oak Park Fire Department CPR program provides CPR/AED and First Aid training classes to the Village of Oak Park residents, employees, business community, schools and local healthcare providers. The current revenue for this program as of July 1<sup>st</sup> 2015 is \$8300.00. This is on target to meet or exceed the budgeted amount of \$10,000.00 for 2015.

## **2016 REVENUE PROJECTIONS**

### **Ambulance Service Fees:**

Based on our historical data for the last three years the average ambulance revenue has been \$906,386.74 per year. Over the last five years, we have seen some fluctuations in the ambulance revenue due to changes in the healthcare and insurance industries. The Village of Oak Park in 2015 completed an RFP for ambulance billing. During this process, the Village has selected a new billing company to manage the collection and billing of ambulance services. In 2016, the fee structure for ambulance services will be adjusted to remain consistent with the market trends. We're confident with a new billing company and fee structure in 2016 that our ambulance revenue will meet or exceed the three year average of \$906,386.74.

### **Alarm Registration & False Alarm Program**

The alarm registration and false alarm program that the fire department manages currently have 390 commercial units and 1255 residential units registered alarms within the Village. Based on the current fees structure of \$50.00 permit fee for commercial units and \$25.00 for residential units, the projected revenue for alarm registrations in 2016 will be \$51,000.00.

The administrator for the program has been advised by several owners/tenants that alarm companies such as Xfinity, ADT and ADS will not install an alarm system until it is registered with the Village. We're pleased that alarm companies doing business within the Village of Oak Park are complying with the alarm ordinance.

The false alarm revenue will fluctuate from year to year. For the last three years the average revenue for false alarms has been approximately \$34,000.00. In 2016, the projected revenue for false alarms will be \$36,000.00. The overall goal of this program is to reduce the number of false alarms within in the Village.

### **CPR Classes Fees**

The Oak Park Fire Department CPR program will be assessing the current fee structure and proposing an increase in 2016. The American Heart Association will be rolling out their new curriculum for CPR and First Aid in 2016. Currently Oak Park Fire Department is the only CPR program that offers five classes a month in the area. With the adjustment in the CPR fee structure and the new AHA curriculum in 2016, the projected revenue is \$12,000.00. In 2016, the CPR program is forecasting an increase with student enrollment and CPR classes for local businesses, schools and community organizations. We're confident this program will meet or exceed the projected 2016 target revenue.

## 2016 BUDGET REQUEST NARRATIVE

### EXPENDITURES

#### 2015 ESTIMATED EXPENDITURES

In 2015, the Fire Department implemented a new budget tracker system that provides the administration with real-time budget data. This tracker has been very useful in controlling and monitoring the allocated budget funds for each FD account.

#### Personal Services:

Overall the 2015 estimated expenditures are projected to be 4% under budget. The Fire Department Personal services account is projected to have a remaining balance of \$437,285.00 (-7%) at the end this year. Personal service funds during the year will fluctuate at times due to vacant positions, retirements, extended sick leave and injuries.

In 2015, the fire department was authorized to fill 6 FTE positions that have been vacant and add 1 FTE position to even out personnel across all three shifts. The hiring process was delayed due to not having a current Firefighter/Paramedic eligibility list. The 7 FTE were hired in March and April of 2015. At the end of June, we had a Battalion Chief retire and this position will remain vacant until a new Battalion Chief Promotional list is created.

So far this year, we have had 6 members on extended sick leave for a period ranging from 3 to 16 weeks off. Extended sick leave has impacted the overtime budget this year; we have used 75% of the funds allocated for overtime as of May 31<sup>st</sup>. Budgeting for overtime can be challenging due to the unknowns of sick leave and injuries. Based on the current overtime trends this year, we're projecting that we will exceed the budgeted amount by the end of July.

In March, we had two members retire on a duty disability pension after being awarded their pension they requested vacation payout for unused vacation. The total vacation payout for the two members exceeded the budgeted amount by \$34,000.00.

Sick leave buy back was paid out in February of 2015; this account has a remaining balance of \$12,376.69.

The 7G program is on target to meet the budgeted amount of \$160,000.00. As of May 31<sup>st</sup>, we have used 52% of the allocated funds.

Holiday Pay is a lump sum equal to 1.5% of Step F (\$85,342.11) during the last pay period in November of each year. The budgeted amount is on target to meet this expenditure.

### **Fringe Benefits**

This portion of the budget is controlled by the Human Resource and Finance Department. The expenditures in the fringe benefits accounts are fixed amounts set during the budget process.

### **Materials & Supplies**

The material and supplies accounts are all on target to meet the budgeted amounts for 2015. One of the challenges we had this year is with the clothing budget. The clothing account was increased to expect three new hires in late 2014 or early 2015. Instead we hired seven new hires in March and April. The cost of providing uniforms and personal protective equipment (PPE) impacted the overall clothing budget. The cost of outfitting one new hire is about \$3,300 for PPE and \$1,200 in uniforms. The overall cost we incurred for the seven new hires was approximately \$31,500.00. This amount is almost 50% of the overall clothing budget. Another impact to the clothing account was the promotion of 5 Lieutenants and 1 Battalion Chief. This year to stay within budget, we have decided not to replace any PPE for the second year in a row. For the 2016 budget, we hope to create an account that is only used to replace outdated PPE.

### **Contractual Services**

The contractual services accounts are all on target to meet the budgeted amounts for 2015. This year the conference/training accounts are all projected to be depleted by the end of August. One of the unexpected costs that we did not budget for was sending two new hires to the Romeoville Fire Academy to obtain their Basic Operations Firefighter State Certification. The cost of the Fire Academy was \$5,700.00 for two students. This year we have seen an increase in training requests from our membership and have also seen an increase in class fees. Most of the senior personnel are completing their Fire Officer I and II certifications, which is preparing them for the upcoming promotional process in 2016.

## 2016 EXPENDITURE REQUEST

### Administration (42500)

#### 2016 Expenditure Requests Administration Department:

- Conference/Training: The administration is requesting an additional \$1500.00 for training in 2016. These additional funds will be used to attend the annual training conferences for FireHouse Software and Sungard Public Sector CAD system. The fire department will be implementing both systems in the fourth quarter of 2015.
- External Support: This account is used to pay the annual fees for Mortuary service and Firehouse software. The finance department advised the administration that the annual Telestaff fee will need to be budgeted from this account. The annual fee is \$16,000.00. Telestaff is used for scheduling, payroll, vacation, sick leave and call back notification. Technology requests have been completed for Lexipol and Fire Rescue Academy.
- Clothing: This account needs additional funding due to the increase in uniform costs and the potential new FTE in the Fire Prevention Bureau.
- Special events and Employee Awards budget amounts were combined and increased by \$200.00 due to future retirements in 2016.

### Operations (42510)

#### 2016 Expenditure Requests Operations Department:

- Salaries: The only increases are the step raises per the Union contract.
- Overtime: Based on the actuals for the last three years and the current overtime budget for 2015, we feel that \$350,000.00 is a realistic projection for 2016.
- Vacation Payout: In 2016, we have 2-3 members that will have 30+ years on the department and could opt to retire. At retirement the village will pay out for unused vacation days. If more than two retire we will exceed the budgeted amount of \$20,000.00.
- Health Insurance: This increase is based on the projection provided by Finance.
- General Contractual: The increase for this account is due to adding the following contracts: Annual Ladder Testing (required by NFPA), Breathing Cascade Maintenance, Plymovent system and Hose testing Services. The Plymovent system removes exhaust fumes from the Apparatus when started inside the station. The Plymovent system in each fire station is over 18 years old and is now requiring more maintenance. The additional funds will allow us to maintain the current system and upgrade as needed.
- Clothing and Personal Protective Equipment (PPE): In 2016, we would like to separate the station uniforms and create a new account for PPE. Over the last two years, we have fell behind schedule for replacing (10) sets of turn-out gear per year. To comply with OSHA and NFPA standards we should be replacing turn-out gear on a 5-7 year cycle.

It is important that we attempt to catch up on our turn-out gear replacement program in 2016.

- Operational Supplies: The request to increase this budget by \$4,200.00 is based on the need to replace a 10 year old hose testing machine. To maintain our ISO rating and to comply with NFPA standards we perform annual testing on all fire hoses. The current hose testing machine is out of service and Fleet services are attempting to repair it.

#### **2016 Expenditure Requests Emergency Medical Service Department:**

- Operational Supplies: The request to increase this account by \$5,600.00 is based on needed equipment to supply the new ambulance, replace outdated batteries for the power cots and the purchase of needed emergency medical equipment.
- EMS Bike Medic Program: In 2016, the Fire Department, Firefighter Union and Park District are working together to implement this program. The purpose of this program is to provide emergency medical services at special events where the amount of people or terrain is prohibitive to accessing potential medical patients by traditional methods. The bike medic program can be used to promote Oak Park's Bicycle Friendly Community initiative. A bike medic committee was started in April 2015 to focus on the development and funding of the program. The Firefighter union is willing to pay for the bike medic training and the Park District is willing to fund the supplies for the team.

#### **Prevention/Investigation (42530)**

##### **2016 Expenditure Requests Prevention/Investigation Department**

- Overall the budget request for this department had moderate increases in Membership dues and Operational supplies. The repair account request amount increased to \$850.00 due to replacement equipment needed for the fire investigation program and maintenance needs to the FPB internet service.

#### **Training/Education (42540)**

##### **2016 Expenditure Requests Training/Education Department**

- Conference/Training: All training was consolidated into the training department except for the administration training. The overall training budget increased by \$4750.00. In 2016, we are forecasting that two new hires might need to attend the Fire Academy. This increase will aid in covering the tuition.
- Operational Supplies: In 2016, the CPR program will be rolling out the new CPR guidelines for the American Heart Association. The CPR program will be purchasing

all new teaching materials such as instructor manuals, DVDs and other needed equipment.

### **2016 Expenditure Requests Capital Equipment Replacement**

In the 2015 budget process the Fire Department did not receive any capital equipment replacement funds.

- **Capital Equipment Replacement:** The Fire Department is requesting funds to replace our outdated natural gas monitors and 1 thermal imaging camera. The total funds needed for this equipment is \$15,000.00.
- **Capital EMS Equipment:** The Emergency Medical Service is requesting \$35,000.00 to replace our 10 year old cardiac monitors. Replacing the monitors in 2016 would be most efficient due to the higher trade-in value we will receive on our current monitors.

**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 on consistency to ensure 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.

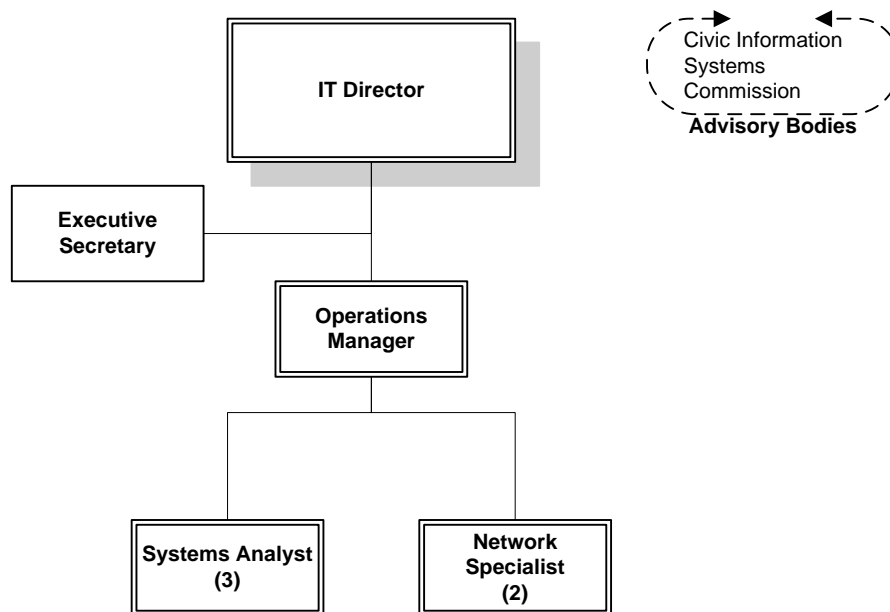
**Public Education** This program is a community outreach based division which interacts with the public by teaching fire and life safety education, CPR/AED (Automatic External Defibrillator) Infant/Child CPR, First Aid and proper child car seat installation. Public Education is a cornerstone of the 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/Paramedics, 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.

<b>Expenditure Type</b>	<b>Actuals</b>			<b>2015</b>		<b>2016</b>
	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>Budget</b>	<b>Year End Est.</b>	<b>Recommendation</b>
Personal Services	\$6,181,946	\$6,283,073	\$6,279,517	\$6,431,870	\$5,994,584	\$6,600,003
Fringe Benefits	4,187,187	4,346,963	4,334,642	4,344,862	4,344,862	4,834,373
Materials & Supplies	116,680	113,242	138,090	136,400	135,900	139,305
Contractual Services	115,562	63,380	83,367	91,310	91,310	151,814
Transfers	-	-	174,229	-	-	-
<b>General Fund Expenditures</b>	<b>\$10,612,232</b>	<b>\$10,806,658</b>	<b>\$11,009,845</b>	<b>\$11,004,442</b>	<b>\$10,566,656</b>	<b>\$11,725,495</b>
<b>FTE Summary</b>						
General Fund	62.0	62.0	62.0	62.0	62.0	64.0

**Table 3-13: Fire Department Financial Summary**

### 3.2.7 Information Technology



#### Executive Summary

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

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

The IT department will oversee the GIS Consortium contract and take a prominent role in coordinating GIS projects.

## 2015 ACCOMPLISHMENTS

A few of IT accomplishments include the following:

- Data cabling upgrade of Village Hall and Fire Station 1
- Upgrade of networking equipment at all facilities to support VoIP technology
- Replacement of unsupported telephone system to VoIP technology
  - Improved use of telephone circuits for redundancy and performance
  - Improved tracking and reporting of services
  - Expand queue services and live monitoring
  - Integration of intercom services
  - Improved facility paging services
- Upgrade of Fire desktop computers
- GIS Services
  - MapOffice available to all village staff
  - MapOffice Public with parcel summary, parcel analysis, zoning, historical roof outline, aerial, terrain and tree inventory
  - Day in Our Village
  - Coordination with CityView project
  - Coordination with CAD/RMS project
- Upgrade of Village Hall computer room's electrical services in preparation of other projects
- Upgrade of Police Vehicle Status application from MS-Access to web-base

A few IT plans still to be accomplished include the following:

- Village Hall office reconfigurations
- Telephone system use analysis and configuration tweaks
- Lake & Forest Development, e.g. fiber network, telephone, intercom, video and revenue services
- CityView project
- CAD/RMS project
- Video security upgrade
- Keycard access control upgrade
- Upgrade of Police and Development Customer Services desktop computers
- Enhancements to Adjudication Local Ordinance system

**2016 WORK PLAN**

- Upgrade of fiber network infrastructure – this will require participation by PW, Parking Services and Fire
- GIS – manage and review that it’s aligned with IT Strategic Plan which will require all departments participation
- CityView project – continued review of new system including maximizing and integration of services
- Police & Fire CAD/RMS project – continued review of new system including maximizing system and integration of services
- Review upgrade of Police mobile computers
- Video security project – continued review of new system
- Keycard access control project – continued review of new system
- Parking Technology solution project – this will require Parking, Police, Adjudication and Finance participation
- Finance ERP project
- Upgrades of desktop and application virtualization platform – this will primarily require Finance participation
- Backup HVAC in Village Hall computer room

<b>Expenditure Type</b>	<b>Actuals</b>			<b>2015</b>		<b>2016</b>
	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>Budget</b>	<b>Year End Est.</b>	<b>Recommendation</b>
Personal Services	\$550,725	\$510,342	\$536,433	\$615,627	\$580,081	\$597,288
Fringe Benefits	251,029	235,006	253,701	272,560	276,280	287,486
Materials & Supplies	13,507	9,625	42,357	15,270	15,200	25,840
Contractual Services	166,728	168,617	262,485	330,800	310,200	622,675
<b>Department Total</b>	<b>\$981,990</b>	<b>\$923,590</b>	<b>\$1,094,976</b>	<b>\$1,234,257</b>	<b>\$1,181,761</b>	<b>\$1,533,289</b>
<b>FTE Summary</b>						
General Fund	8.0	8.0	9.0	9.0	8.0	8.0

**Table 3-14: Information Technology Financial Summary**

## 2016 BUDGET REQUEST NARRATIVE

### REVENUES

#### 2015 ESTIMATED REVENUES

<b>Revenues</b>	<b>2014 Actual</b>	<b>2015 Budget</b>	<b>2015 Estimated</b>	<b>2016 Request</b>	<b># Change</b>	<b>% Change</b>
River Forest IT Support	35,000	8,750	2,917	0	-8,750	- 100.00%
WSCDC IT Support	50,000	12,500	0	0	-12,500	0.00%
<b>Revenues</b>	<b>85,000</b>	<b>21,250</b>	<b>2,917</b>	<b>0</b>	<b>-21,250</b>	- 100.00%

#### 2016 REVENUE PROJECTIONS

In late 2014, WSCDC and Village of River Forest executed on contracts for technology services with other service providers. There's no other revenue source in IT.

## **2016 BUDGET REQUEST NARRATIVE**

### **EXPENDITURES**

#### **2015 ESTIMATED EXPENDITURES**

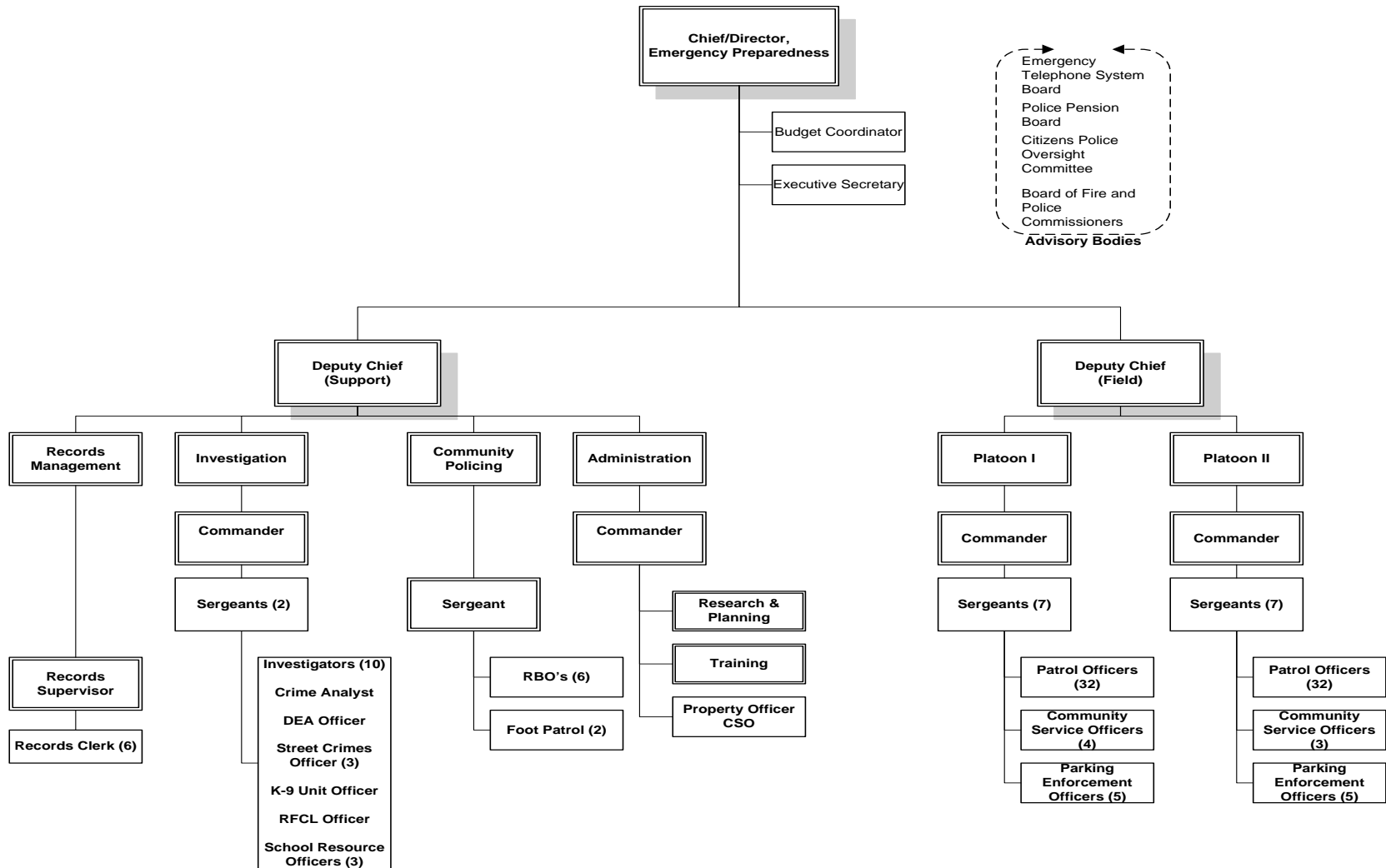
##### Staffing Reduction

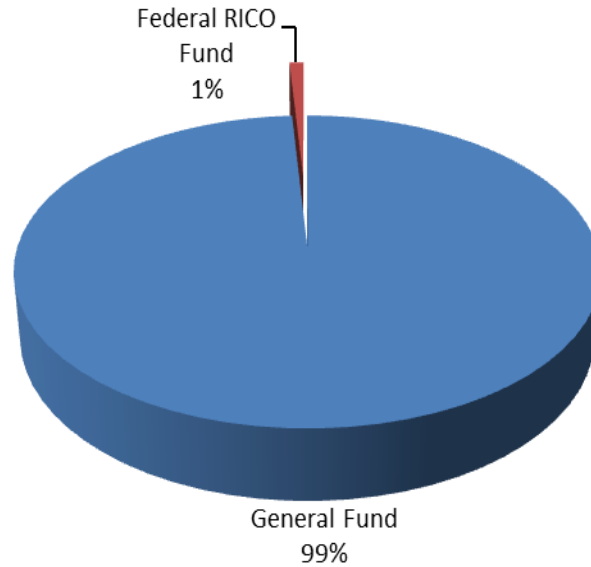
- 2015 budget had 9 FTE
- Currently 8 FTE filled positions and a vacant Systems Analyst position
- No immediate plans to fill vacant position

#### **2016 EXPENDITURE REQUEST**

Majority of change is in Contractual Services due to consolidation of most Telecommunications service in IT from \$11,500 2015 to \$198,200 2016 expense, e.g. Comcast, CallOne, Verizon and AT&T services. Increase in software and hardware maintenance is primarily vendor driven.

### 3.2.8 Police





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

### **Executive Summary**

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

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

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

**Support Services Bureau.** The Support Services Bureau include: Investigations, K-9, Drug Enforcement Administration and Regional Computer Forensic Laboratory assignments,

Resident Beat Officer Program, Records, School Resource Officers, Evidence and Property Custodian, Training, Research and Planning and Special Response Team.

## **2015 ACCOMPLISHMENTS**

- Members of the department's Command Staff attended the Gallup High Performance Management course. This course provided tools that will allow our exempt staff to improve their and their employees' engagement and work performance.
- In partnership with the University of Illinois at Chicago Center for Public Safety and Justice, fifteen police officers were selected to attend the King County (WA) Sheriff's Office Advanced Training Unit's Procedural Justice for Law Enforcement course.
- All sworn personnel received tactical first aid training including use of tourniquets during the department's annual in-service training.
- In coordination with the West Suburban Center Dispatch Center (WSCDC), the police department implemented the new Computer Aided Dispatch System (CAD).
- As a part of the Village's Crime Free Housing initiative and in partnership with the Cook County State's Attorney Westside Community Justice Center, the police department hosted a property fraud awareness seminar to address what to do when criminals misrepresent themselves as owners or landlords of vacant homes.
- In collaboration with the Northwestern University's Center of Public Safety, the police department evaluated the various duty schedules of the department to determine appropriate resource allocation for the service needs of the community.
- Oak Park-River Forest High School purchased two radio frequencies to allow for the interoperability of public safety radio transmissions inside the high school campus. All police handheld and mobile radios in police vehicles were re-channelled to allow for improved communication.
- A full scale exercise simulating a school shooter scenario was conducted at Oak Park-River Forest High School. The purpose of this exercise was to evaluate incident management, communications, and triage and pre-hospital treatment. Led by the Emergency Preparedness and Response Manager, the exercise included members from the Oak Park Police, Fire, and Public Works Departments, Communications Office, Cook County Hostage Barricade Team, Cook County Department of Homeland Security and Emergency Management, Oak Park and River Forest High School, the American Red Cross, and volunteers from the Oak Park Community Emergency Response Team (CERT) and the Medical Reserve Corps (MRC).
- In an effort to add resources to our community response efforts in the event of an emergency, the Community Emergency Response Team (CERT) increased its number of trained volunteers from 10 to 70 volunteers in the last eighteen months.

## 2016 WORK PLAN

- The department will redefine the goals, mission and structure of the Community Policing Unit.
- Building on what was learned in the 2015 Procedural Justice for Law Enforcement course, the department will partner with the University of Illinois to expand additional training in procedural justice for the remaining sworn and all supervisors and exempt personnel.
- Building on the department's Command Staff participation in the Gallup High Performance Management course, the department will offer the Gallup's Clifton StrengthsFinder assessment tool to supervisors. These assessment results will identify supervisor skills and talents in order to best align team strengths.
- The department will implement a training and mentorship program for all first-line supervisors to recognize special abilities and enhance management skills.
- The department will implement an online police accountability and recognition tracking system.
- The Records Division will revise the department's Local Records Commission Disposal Record to allow for proper records retention and disposal to comply with new state updates.
- The department will investigate the feasibility of body cameras and the ability to obtain outside funding for said initiative.
- All department personnel will be trained in the utilization of the new Computer Aided Dispatch System (CAD) and the ability to complete police reports from the mobile data terminals in police vehicles.
- The department will continue to explore alternatives to the current police firing range.
- The department will assign a police officer to the High Intensity Drug Trafficking Area (HIDTA) task force for the purpose of accessing federal resources, intelligence and asset forfeiture.
- The department will launch a citizen online reporting system that will provide a convenient way to report minor non-emergency incidents through an online service available 24 hours a day, 7 days a week.

## 2016 BUDGET REQUEST NARRATIVE

### REVENUES

#### 2015 ESTIMATED REVENUES

The 2015 revenues for the police department are primarily made up of reimbursement funds including RCFL overtime, DEA overtime, CTA reimbursement, OPRFHS event reimbursement and crossing guard reimbursement. Therefore, in analyzing the true “fine revenue”, including court fines and parking fines, we are anticipating the same amount of funds for both 2015 and 2016.

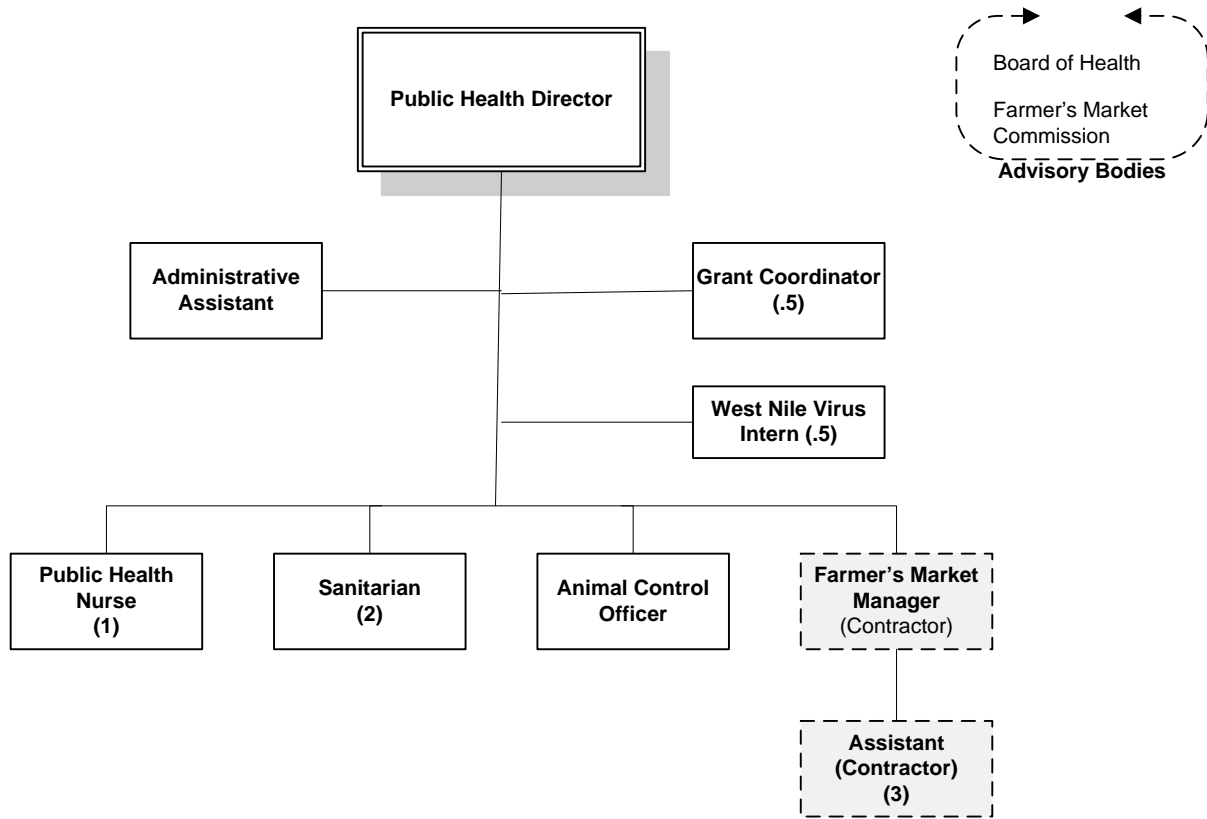
Several contributing factors were discussed including the department’s vacancies and therefore, not having full staffing to make arrests that consequentially include court appearances, convictions and fines. In addition, it is difficult to project court fines as numerous dispositions do not include court fines until the conclusion of a probation status and due to the extent of continues cases that span multiple fiscal years.

Staffing considerations were also discussed when analyzing the parking fines estimates as we have not been at full staff in 2015 for parking enforcement officers or for the parking enforcement supervisor.

<u>Expenditure Type</u>	<u>Actuals</u>			<u>2015</u>		<u>2016</u>
	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>Budget</u>	<u>Year End Est.</u>	<u>Recommendation</u>
Personal Services	\$11,855,945	\$11,508,860	\$12,270,191	\$12,520,656	\$12,142,736	\$12,891,747
Fringe Benefits	5,935,881	5,903,645	6,285,590	6,349,785	6,310,322	6,961,473
Materials & Supplies	181,175	161,094	228,296	182,300	182,300	164,450
Contractual Services	442,633	436,303	446,720	440,790	440,790	444,040
Real Property	0	2,808	15,311	9,500	9,500	9,500
<b>General Fund Total:</b>	<b>\$18,415,633</b>	<b>\$18,012,710</b>	<b>\$19,246,108</b>	<b>\$19,503,031</b>	<b>\$19,085,648</b>	<b>\$20,471,210</b>
<b><u>FTE Summary</u></b>						
General Fund	149.0	148.0	150.0	149.0	149.0	145.0

**Table 3-15: Police Department Financial Summary**

### 3.2.9 Public Health



## Executive Summary

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

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

A certified health department must maintain qualified staff to carry out public health programming as a delegate agency for the State of Illinois and must complete a community health assessment and strategic plan (IPLAN) every five years. The IPLAN for 2011-2016 was completed in 2011 and submitted as part of the States recertification requirement and is posted on the Village website. In 2016, the Health Department will begin the process to update the IPLAN for the period 2017-2022. Given the vacancy of the Public Health Director position, the Village received a six-month extension from the State to complete this project.

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 a portion of the costs of carrying out these programs.

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

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

In addition to delivering grant funded programs, the Health Department is also required to address the health priorities identified by the Department and the community in the IPLAN process. The health priorities for 2011-2016 are obesity, chronic disease and the inability to access adequate health and dental care. In addition, two areas of interest were also identified: 1) teen alcohol and drug use; 2) mental health for all ages.

The Health Department staff consists of the Director, an Environmental Health Supervisor, two Licensed Environmental Health Practitioners ('Sanitarians'), one Public Health Nurse position (a portion funded primarily under the Family Case Management Program Grant), one Emergency Preparedness and Response Manager position (a portion funded under the Public Health Emergency Preparedness Grants and reports to both the Chief of Police and Public Health Director), one Administrative Assistant, one part-time Grants Coordinator and one Animal Control Officer. In addition, the Department contracts with two Public Health Specialists, one to carry out communicable disease control (as required by a certified health department) and the other to carry out various grant funded work related to teen pregnancy prevention and tobacco prevention. The Department also contracts with the PCC Wellness Center for required Medical Consultation by Paul Luning, MD, MPH and with Rose Pest Control for additional rat control resources.

In addition, 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 agreement with the Animal Care League (ACL), entered into in 2007, which provides care for impounded animals as well as adoption services at a cost of \$150,000 per year.

On December 31, 2014, the Director of Public Health retired. Recruitment in 2015 was delayed until the 2016 budget process as the Village looks to evaluate the services of the Health Department and future funding sources.

### **2015 Accomplishments**

- The Health Department collaborated with the other certified Health Departments in Cook County to evaluate the overall services provided in Oak Park as part of the Village's overall review of the Department's effectiveness and evaluation of having our own certified Public Health Department.
- The Health Department began participation in the Village's MAP Performance Measurement Program. The Health Department worked to establish goals, objectives and measures which should be completed by year-end.
- The Health Department successfully recommended and received a positive recommendation from both the Board of Health and the Village Board for a Tobacco-

Free Work Site for all Village properties. This made Oak Park the first municipal facility in the State to go Tobacco-Free!

- The Village entered into grant agreements with the Illinois Department of Public Health, the Illinois Department of Human Services, the Cook County Health Department and the Public Health Institute of Metro Chicago for a total of approximately \$303,645.63 for FY 2015-16.
- The local hospitals asked Health Department staff to participate on a community needs assessment panel.
- The Health Department revised the Animal Control Ordinance and made recommendations in line with best practices in addressing animal control issues in a community.
- The Health Department played a significant role in planning for the implementation of the new CityView Permitting, Licensing and Inspection System.
- The Illinois Department of Public Health conducted a Local Health Protection Grant program review for the Food Protection, Potable Water Supply and Private Sewage Disposal programs. This detailed program review is completed every three years in accordance with the Local Health Protection Grant (LHPG) Rules (77 IL Adm. Code 615) and the review is completed to determine compliance of the three environmental programs with LHPG standards. The Oak Park Health Department was in substantial compliance with the standards of the Local Health Protection Grant Rules.
- The Board of Health held a West Nile Prevention Forum at Village Hall. The forum included an opportunity for public comments as it related to the Village's use of mosquito spraying as part of the overall West Nile Prevention Program. The Board of Health made a recommendation to the Village Board to maintain the current West Nile Prevention Program, including spraying when necessary.
- The Animal Control Division presented to police staff at six different police trainings. Information presented included Animal Control policies and procedures including ordinances, bite reports, complaint follow-up, impounding procedures, redemption procedures, the Village's class c wildlife permit and wildlife trapping program and use of animal control equipment.
- The Animal Control Division participated in 6 Police Department trainings presenting information on Animal Control policies, procedures, forms and the proper use of Animal Control equipment.
- Farmers Market received an additional \$18,000 in CDBG funding to continue the Double Value Program for Link customers which allows recipients to purchase up to an additional \$20 worth of produce at each Farmers Market.

- The Oak Park Farmers Market celebrated its 40<sup>th</sup> year.
- The Village Board approved a new five year lease with the Pilgrim Congregation Church. This lease allows the Farmers' Market to use the Pilgrim Church's parking lot on Saturdays from mid-May through October.
- The Village entered into an annual agreement to carry out additional surveillance work on AIDS/HIV under a contractual agreement. Staff is required to locate Oak Park residents who have been reported to IDPH as diagnosed with HIV/AIDS.
- Nursing staff completed teaching another year of the Making a Difference curriculum, an evidenced-based curriculum for adolescents, with 7<sup>th</sup> grade students at St. Catherine's School. The program was funded under a grant from the IDPH Teen Pregnancy Prevention Grant.
- VOP TV 6 Program Manager and the Health Department produced a Public Service Announcement (PSA) for the IDPH Teen Pregnancy Prevention Program. This was the 2<sup>nd</sup> PSA for this grant (one was produced last year). The new PSA aired this summer at the Lake Street Theater.
- Staff facilitated several presentations at OPRF High School titled "Talking to Kids About Sex" and were funded under a grant from the IL Department of Public Health Teen Pregnancy Prevention Program.
- The Emergency Preparedness program organized an exercise with OPRF High School, Cook County and the Police Department.
- The Emergency Preparedness program started a 911 registry for those with special needs.

### 2016 Work Plan

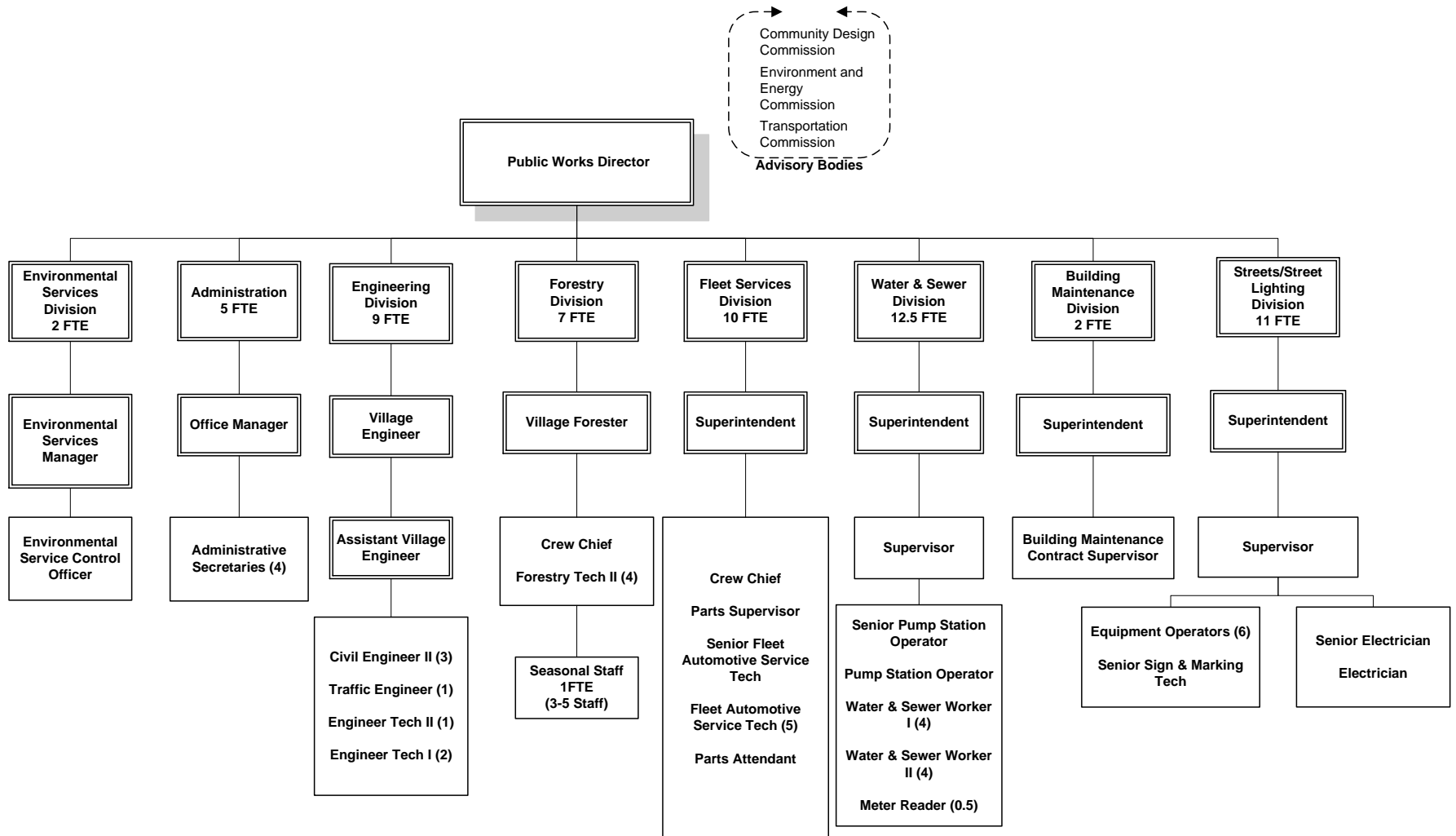
- On July 8, 2015, the Department received notice from the IL Department of Public Health that the State was short \$4 Billion dollars. During the 2016 budget process, staff will monitor the situation and plan accordingly as necessary.
- During the 2015 budget process and again as part of the 2016 budget process, staff will work with the Village Manager and Village Board as they review the overall cost and effectiveness of Oak Park having a certified Public Health Department. Any recommendations from the process will be reflected in a revised budget and work plan.
- The Department will continue the partnership with the PCC Wellness Center for medical consultation as needed.

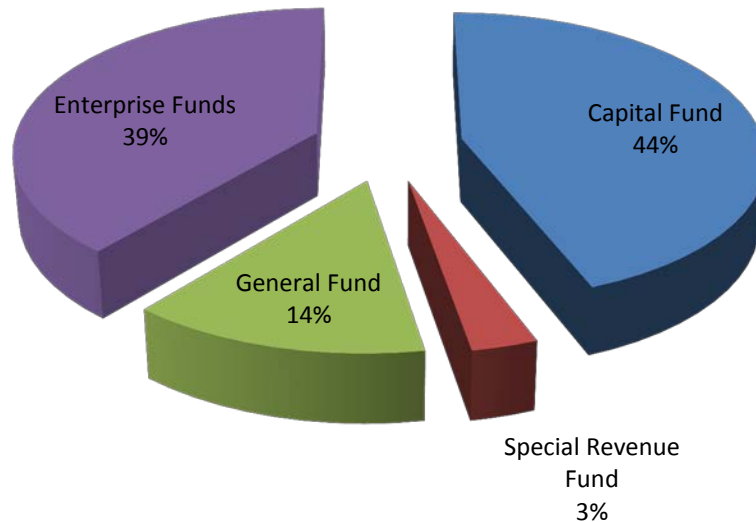
- The Emergency Preparedness Program will continue to seek ways to outreach in the community as well as review opportunities for collaborating with nearby communities.
- The Village entered into the fourth year of a five year agreement with Animal Care League for care and impoundment of animals on July 1, 2014. The annual amount paid to ACL by the Village in 2016, under the Agreement, will be \$100,000.
- The Department expects to increase the rate of online animal licensing by an additional 10% in 2016.
- The Department expects to continue to provide rodent control services for the community.
- The Department expects to continue the arrangement with CEDA WIC to lease space at the WIC Clinic at 6026 Roosevelt Road to enable the Village's Family Case Management (FCM) Nurse to see income-eligible pregnant women and children at that site, in addition to home visits. The cost of the lease is included in the FCM grant budget. The Department will continue to collaborate with the Collaboration for Early Childhood as-needed on initiatives to reach at-risk families of preschoolers.
- The Link double-coupon program will be marketed to, and utilized by, an increased number of recipients as a result of an increase in funding obtained from the CDBG program as well as from private grant funders.
- Opportunities for increased outreach by organizations and agencies in the community at the Farmers Market will be made available.
- The receipt of debit cards for purchases will increase as a result of continuing efforts by staff to improve efficiencies in payment technologies.

<b>Expenditure Type</b>	<b>Actuals</b>			<b>2015</b>		<b>2016</b>
	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>Budget</b>	<b>Year End Est.</b>	<b>Recommendation</b>
Personal Services	\$327,047	\$422,316	\$597,190	\$458,072	\$410,756	\$425,786
Fringe Benefits	243,823	263,493	247,768	222,432	202,433	207,147
Materials & Supplies	15,235	10,761	19,446	12,315	8,653	15,056
Contractual Services	93,986	101,948	184,049	173,347	176,145	195,522
<b>Department Total</b>	<b>\$680,091</b>	<b>\$798,518</b>	<b>\$1,048,453</b>	<b>\$866,166</b>	<b>\$797,987</b>	<b>\$843,511</b>
<b>FTE Summary</b>						
General Fund	11.5	10.0	10.0	10.0	10.0	7.0

**Table 3-16: Public Health Financial Summary**

### 3.2.10 Public Works





**Chart 3-4: Total Public Works Expenditures, By Fund**

### Executive Summary

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

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

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

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

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

**Engineering Division:**

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

**Streets Services Division:**

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

**Fleet Services Division:**

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

**Building Maintenance Division:**

The Building Maintenance Division is responsible for maintaining all Village facilities including Village Hall, Police Station including satellite Sub-Stations, three Fire Stations, Public Works Center including Fleet Services, three Water Pumping Stations, the Dole Learning Center, four Public Parking Structures and the Multi-Modal Transportation Center

at Marion Street. Work is completed by several building maintenance service contractors and managed by in-house staff.

**Street Lighting Division:**

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

**Forestry Division:**

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

**Other Public Works Divisions:**

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

**2015 ACCOMPLISHMENTS****Administration Division**

- The Customer Service Call Center located at the Public Works Center is on pace to make approximately 29,000 customer contacts throughout 2015. These contacts consist of phone calls, voice mails, emails and in-person contacts generating approximately 12,000 work orders. Approximately 4,000 invoices will be processed through accounts payable. It is anticipated that over 400 Block Parties will be processed this year.

**Engineering Division**

- Successfully designed and managed the 2015 Capital Improvement Program which reached over \$18 million including Water and Sewer Improvements. The most challenging projects were construction of the Ridgeland Ave sewer and resurfacing project, the central reservoir improvement project, and the local street and alley improvements.

- Managed a variety of consulting firms working on major projects or studies including: alley improvements; Ridgeland Ave resurfacing construction management; South Blvd streetscape improvements; water reservoir improvements; and a bike boulevard and bike share study.
- Continued working with private developments for environmental coordination and for public utility and streetscape improvements including the Lake & Forest development, the Colt Site, and the South Blvd & Harlem development.
- Assisted in the development of the 2016 Capital Improvement Program which presently totals over \$25 million.
- Applied for TIGER grants for the Harlem viaduct replacement project and worked with IDOT to ensure the future I-290 reconstruction project meets the Village's needs and addresses the community's concerns on a variety of issues.

### **Street Division**

- The Streets Division continued with the ongoing maintenance of over 103 miles of Village streets and the attached structures, curbs, gutters and sidewalks.
- The division increased work output and quality in utility opening pavement restoration work
- The division replaced/installed approximately 500 signs Village wide.
- The division removed graffiti from several hundred locations.
- Street Division crews repaired/replaced several hundred square feet of brick paver sidewalk and bluestone in various business districts Village wide and brick restoration was completed in the Southtown Business District

### **Street Lighting Division**

- The Division completed the comprehensive mapping of the Village's Traffic and Communications Fiber Optic networking map
- The Division completed the street lighting inventory map
- Researched and field tested newer LED style lighting fixtures
- Upgraded pedestrian signals/buttons at various locations

**Fleet Services Division**

- The purchase and making ready for service of eight Police Dept. vehicles.
- The purchase and making ready for service of a Fire Dept. vehicle.
- The purchase and making ready for service of four Admin vehicles.
- The purchase and preparation of 3 Public Works vehicles.
- Completed evaluations of the entire Fleet.
- Assisted in the spec writing and final inspection of Fire Dept. new ambulance.
- Change GPS carriers decreasing costs and expanding vehicle coverage.

**Building Maintenance Division**

- Village Hall:
  - The new chiller and cooling tower were successfully installed at Village Hall in time for the start of the cooling season. Several challenges surfaced during the process and were effectively tackled by the contractor. The system has been operating smoothly since initial start-up. Some minor adjustments will be made at the end of the cooling season when the chiller plant is shut down.
  - The Village Hall ejector pit side wall was repaired and two new sewerage ejector pumps were installed in the ejector pit in the lower level of Village Hall. In late 2014, staff discovered that the ejector pit structural wall had broken allowing building foundation material and sediment to infiltrate the pit. This condition was serious and needed to be addressed immediately. Staff worked with two different contractors to implement a permanent solution and the pit was successfully repaired.
  - The air handling unit for the Police Dept. firing range was modified to allow fresh outside air to enter the range. The range had been closed due to poor air-flow and staff worked with an engineering firm to design a modified system to be connected to the existing system providing outside air to the area. A mechanical contractor was hired to install the new ductwork and fan motor.
- Fire Stations:
  - The stair training tower at the main fire station was successfully repaired and made safe for occupancy in early Spring. Fire Dept. personnel use this tower for training purposes and the tower needed to be closed off due to deteriorating conditions at various locations. A contractor was hired to perform the work and the tower is back in service.
  - New carpeting was installed in the 2<sup>nd</sup> floor bunk room at the main fire station.

- **Public Works Center:**
  - The east and southwest stairwells at the Public Works Center were painted professionally by a painting contractor. These stairwells had never been painted before since the building opened in 2007. The appearance of the stairwells has dramatically improved and staff is striving to keep the stairwells in excellent condition.
  - A new pressure washer was purchased and installed for the Public Works Center wash bay. The old pressure washer had been in service since before the old Public Works Center burned down. It was moved to the temporary Public Works facility at 1900 N. Austin and then relocated to the new Public Works Center in 2007. It had outlived its useful service life and a new system was needed.
  - A new automatic door opening system was installed at the 2<sup>nd</sup> floor Customer Service glass door entranceway to comply with ADA regulations. Two new push button operators were installed as part of the system.
  - A new ice machine was purchased and installed in the lower level of the Public Works Center.
- Building Maintenance Superintendent attended a training class offered by American Trainco covering chilled water systems. As a result he received his EPA 608 Certification as a certified refrigerant technician.

### **Forestry Division**

- The Four-year tree pruning cycle contract was completed on time and within budget. This consists of contractual pruning over 4000 trees over 6" in diameter on the south side of the village.
- Removal of 347 trees at off-season rates. This contract is bid for winter removal of trees in order to reduce costs. The Village obtained very favorable rates for these winter removals.
- Planted a diverse mix of 325 high-performing, properly sited parkway trees throughout the Village and maintaining them with in-house and contracted watering crews.
- Maintaining over 180 permanent landscape areas and planting and maintaining over 500 planters in 12 Business Districts throughout the Village.
- Applied for and received Arboretum Accreditation for municipally owned trees.
- Tree inventory data collected in 2014 is available to the public on the Village website.
- Install a cohesive re-design of the Southtown Business District landscape including the use of new planters, sidewalk fixtures and plants.
- Began installation and testing of alternative tree pit materials in high traffic business districts
- Have begun the design and integration of the new GIS based forestry inventory and management system into our work flow including live updating in the field.

## **2016 WORK PLAN**

### **Administration Division**

- The Department will continue to work towards providing exceptional Customer Service by managing requests and work orders through the Request For Action (RFA) database program as well as completing the performance measures and monthly reporting.

### **Engineering Division**

- Successfully design and manage the 2016 Capital Improvement Program.
- Refine and publish asset management plans for major capital assets utilizing GIS databases. Finalize newer databases for assets not currently tracked (street lighting, communication networks, and traffic signals); update the water service database to link with Development Customer Service CityView software; and add condition information to the existing sewer database. Asset management plans shall utilize life cycle cost analysis to evaluate most cost effective materials, maintenance programs, and replacement options for various assets.
- Design Lake Street streetscaping project for 2017 construction and work with the Board, VMO, and Development Customer Service Department, to prioritize and define the various business district improvements so the projects can be coordinated with planned resurfacing or utility improvements and funding sources can be identified and pursued.
- Coordinate with private development construction projects for public infrastructure & streetscape improvements and to minimize impacts to the community from these developments.
- Obtain funding through grants to implement aspects of the bike plan, recommended sewer & water improvements from studies, green infrastructure, and streetscape projects.

### **Street Division**

- Increase work output and production with thermoplastic and painting of pavement markings.
- Continue to replace faded/unreadable street name signs Village wide.
- Continue to improve and excel in the timely upkeep and maintenance activities of Village business district areas.
- Improve the oversight, accountability and performance of various Division contractor services.
- Continue to improve the skill diversity of the Division work force through training.

### **Street Lighting Division**

- Continue replacing green and red LED traffic signals that are nearing the end of their life cycle, and complete change out of select intersections.
- Complete more traffic signal inspections and upgrade more pedestrian signal/buttons
- Continue to upgrade Village street lights to more energy efficient light fixtures as the opportunity allows, and continue monitoring energy savings from installation of more energy efficient light fixtures.
- Continue research and development of energy efficient lighting .
- Research methods to make traffic signals more bicycle friendly and begin installing these devices.

### **Fleet Services Division**

- Reevaluation of the entire village fleet.
- To have at least one EVT Master Technician.
- To do a complete hands on inventory of the parts department.
- ASE Master Mechanic certification achieved by another technician in Fleet Services.
- Continue adding to the alternate fuel vehicle inventory.
- Continue decreasing Village's usage of fossil fuels.
- Maintain Blue Seal certification for Fleet Services.

### **Building Maintenance Division**

- Village Hall:
  - o Design of a new boiler system for Village Hall is underway. Bids will be solicited at the end of the 2015/2016 heating season to mechanical companies to furnish and install a new boiler system. The new boiler plant should be operational before the start of the 2016 autumn heating season.
  - o Replacement of the pneumatic controls and components for the HVAC system at Village Hall is planned for 2016. This will be a major undertaking but will bring the entire HVAC system up to date with more modern and more energy efficient equipment.
  - o Workstation replacements and painting of various offices and areas are expected to continue in 2016. Building Maintenance staff will work closely with VMO staff on scheduling and planning.

- A Building Condition Index (BCI) is currently being performed by an engineering firm to assess the condition of the critical Village Hall building components including mechanical, electrical, plumbing and structural. Various repairs to some of these systems are planned for 2016 with special focus being given to address roof leaks.
  - The Village Hall elevator interior will be remodeled in 2016. New flooring, lighting and side wall panels would be included.
  - Village Hall driveway improvements, parking lot lighting and parking lot improvements are planned for 2016. Most of the planning for this work would be done by the Engineering Division.
- Public Works Center:
- A Building Condition Index (BCI) is planned in 2016 to assess the condition of the critical Public Works Center building components including mechanical, electrical, plumbing and structural. Various repairs to some of these systems are planned for 2016 and beyond.
  - Efforts will continue in 2016 to install vehicular traffic coatings at various locations on the first floor of the Public Works Center. Much of the first floor concrete has already been covered with a traffic coating in 2015 and 2014. The remaining areas are planned for 2016.
  - A new floor drain system is planned for the wash bay. The current system is not sufficient in size and capacity to withstand the heavy usage from washing Public Works vehicles and equipment. There are also active leaks in the lower level below the wash bay which would be addressed during the process of installing a new drain system.
- Dole Learning Center:
- A new Building Automation System (BAS) is planned for the HVAC system at the Dole Center. The current system is outdated and obtaining support for the system is becoming increasingly difficult. The BAS controls all of the fans in all of the air handlers throughout the building.
- Fire Stations:
- A new storage garage is planned for the main fire station and would be constructed in the northeast corner of the north parking lot. The garage would not be heated or cooled.
  - The kitchen and the locker room at the south fire station will be remodeled.
  - The main fire station locker rooms will be remodeled.
  - The main fire station kitchen will be remodeled.

**Forestry Division**

- Update the Village website with forestry related information regarding our normal processes and create interesting and helpful map data for the public.
- Begin development of an Urban Forestry Management plan for the Village of Oak Park. This document will give readers an understanding of the current state of our Urban Forest; outline its needs and our standard operating procedures in its maintenance. The document will help guide the Village's forestry program in the future by identifying short and long range action items and putting a value and cost on them. The development of this document will allow us to pursue accreditation as a Society of Municipal Arborists Urban and Community Forestry Program.
- Work with the Engineering Division to design minimum streetscaping standards as it relates to landscaping and trees.
- Work with the Development Customer Service Department to partner on multiple projects including nuisance tree issues and tree protection enforcement.
- Work with Community Design Commission Forestry Sub-committee to design public information for parkway planting
- Start tracking the tree removal, stumping and planting process within the GIS inventory
- Improve Public Works Facility Green Roof
- Design and install demonstration garden at Public Works Facility
- Seek Accreditation from Society of Municipal Arborists for our Forestry Program
- Seek Accreditation from Tree City USA
- Cycle Prune and Re-Inventory ¼ of Village Trees
- Start tracking the cycle pruning and resident request process within the GIS inventory
- Investigate Elm and Ash Treatment program for specimen quality trees

Expenditure Type	Actuals			2015		2016
	2012	2013	2014	Budget	Year End Est.	Recommendation
Personal Services	\$ 2,607,308	\$ 2,330,866	\$ 2,515,287	\$ 2,627,571	\$ 2,691,411	\$ 2,731,326
Fringe Benefits	1,156,740	995,759	1,057,858	1,078,721	1,163,470	1,182,689
Materials & Supplies	1,033,868	1,085,455	1,075,516	1,504,009	1,450,398	1,482,423
Contractual Services	1,948,340	1,967,522	2,489,559	2,658,415	2,557,483	2,657,200
Capital Outlay	-	-	-	1,130	1,130	2,285
<b>Department.Fund Total</b>	<b>\$6,746,256</b>	<b>\$6,379,602</b>	<b>\$7,138,220</b>	<b>\$7,869,846</b>	<b>\$ 7,863,892</b>	<b>\$ 8,055,923</b>
<b>FTE Summary</b>						
General Fund	36.0	36.0	33.0	34.0	34.0	36.0
Capital Fund	9.5	9.5	9.5	9.5	9.5	9.5
Enterprise Funds	14.5	14.5	14.5	14.5	14.5	14.5
<b>Total FTE's</b>	<b>60.0</b>	<b>60.0</b>	<b>57.0</b>	<b>58.5</b>	<b>58.5</b>	<b>59.5</b>

**Table 3-17: Public Works Financial Summary**

## **2016 BUDGET REQUEST NARRATIVE**

### **REVENUES**

#### **2015 ESTIMATED REVENUES**

Revenues include fees collected for private property tree removal due to necessary diseased trees, sale of fuel to other local governmental bodies, repairs to the Park District of Oak Park fleet, MFT Taxes paid on fuel purchases, and funds collected per the agreements with IDOT for maintenance of their roadways and traffic signals. The 2015 estimated revenues are summarized in the General Fund Quantitative excel worksheet.

#### **2016 REVENUE PROJECTIONS**

Revenues included fees collected for private property tree removal due to necessary diseased trees, sale of fuel to other local governmental bodies, repairs to the Park District of Oak Park fleet, MFT Taxes paid on fuel purchases, and funds collected per the agreements with IDOT for maintenance of their roadways and traffic signals. The 2016 estimated revenues are summarized in the General Fund Quantitative excel worksheet.

## **2016 BUDGET REQUEST NARRATIVE**

### **EXPENDITURES**

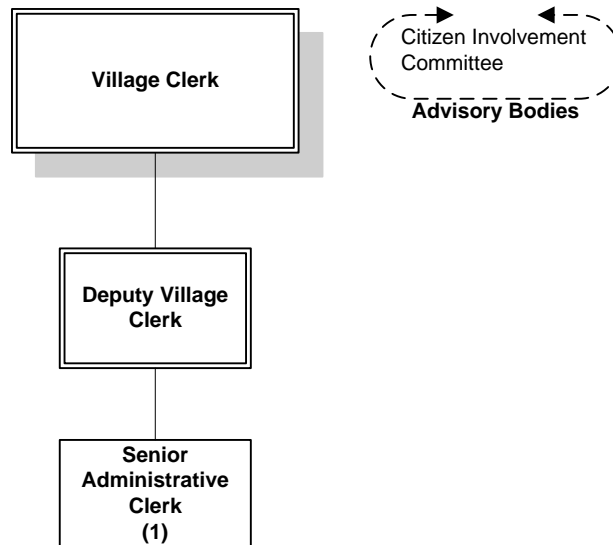
#### **2015 ESTIMATED EXPENDITURES**

Projected expenditures for 2015 are \$7,863,892 out of a budget amount of \$7,869,846.

#### **2016 EXPENDITURE REQUEST**

The 2016 budget request is \$8,042,299 which is a 2.2% increase over 2015. This is in large part due to contractual increases in personnel expense and an increase in benefit costs.

### 3.2.11 Village Clerk



#### Executive Summary

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

The statutory requirements of the Village Clerk include:

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

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

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

The customary duties of the Village Clerk include:

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

## 2015 ACCOMPLISHMENTS

### VILLAGE BOARD CAPTIONING AND TRANSCRIPTION SERVICES

This year an RFP was reviewed for a new captioning/transcription service for Village Board meetings. The low bidder provides a written contract, more flexibility in scheduling, faster turnaround times and lower costs than the previous provider.

### SPECIAL EVENTS

Reviewing the proliferation of requests by new organizations for races and the challenges and parking and public safety issues presented by such events, it has become clear that the Village needs to provide specific parameters for races in the Village.

Through polling of other Chicago suburban communities which face similar challenges and recommendations from the departments which support special events through the Special Events Team, a proposal is being developed to set limits on the dates/times/location and arrangements for races to avoid the problems raised by recent race events. The Clerk's office will work with the Legal Department to determine whether these changes require ordinance amendments or will be considered administrative issues.

For those events which do not meet specifications, alternatives such as bike rides and walks to highlight specific areas will be proposed.

### ADVISORY BOARDS AND COMMISSIONS

The process for appointment of members of boards and commissions is being streamlined to advise applicants immediately of available commissions and to recommend alternatives when chosen options are not expected to be available within the coming year.

Applicants are also advised to visit a meeting of their chosen commission(s) and to speak with the commission chair and staff liaison about the commissioner role and expectations as well as current commission work plans before coming before the Citizen Involvement Commission for an interview. Recommended candidates are presented to the Village President and where appropriate, moved forward for consideration by the full Board.

Due to excellent recruiting over the past several years the appointment process is moving to a "waiting list" mode for upcoming vacancies in some cases to allow for rapid replacement of departing commissioners to avoid ongoing vacancies.

A standard policy has been developed to recognize outgoing commissioners who have served at least one full three-year term upon their departure from commission service with a letter from the Village President and a certificate recognizing their service. For those who depart earlier the commission has the option of sending a note of thanks from the commission chair and staff liaison.

**FOIA AUTOMATION**

Conversion of the current access database to a more robust FOIA database with features allowing online database population, distribution of requests and reminders, as well as acknowledgements and responses to requesters is being sought through an RFP process this year. Full implementation may extend into the 2016 calendar year.

**2016 WORK PLAN****ADVISORY BOARDS AND COMMISSIONS**

Vacancies on boards and commissions come at the conclusion of a first or second term as well as when changes in a member's circumstances (move out of town, change in life responsibilities, etc.) lead the member to resign from a position. In general there are one to three resignations per month, as well as the anticipated vacancies due to completion of terms.

Further development of a "waiting list" for future vacancies due to retirements will be the goal of the coming year to maintain full membership to the extent possible on most commissions.

**SPECIAL EVENTS**

New proposals for handling race applications will be fully implemented in the 2016 special events season and may be modified as needed based on the experience during the year.

**FOIA AUTOMATION**

Full implementation of FOIA Automation services will be completed in 2016 if not completed in 2015, with reporting of activities to begin with the 2016 calendar year.

## **2016 BUDGET REQUEST NARRATIVE**

### **REVENUES**

#### **2015 ESTIMATED REVENUES**

The Village Clerk's office has two revenue streams, payments for FOIAs where the type and number of pages exceed those provided free of charge, and the application fee for special events permits.

In most cases FOIA fees involve larger format documents that must be produced offsite with the cost as a pass-through to the requester. Due to the nature of these requests, it is difficult to estimate the revenue, but it is always a small amount of the total VCO budget.

There are generally about 50 special event applications each year. With the exception of certain non-profit events where no Village services are required (as with walks on the sidewalk in support of certain projects), the fee for each event is \$50. The fees collected remain fairly standard from year to year.

#### **2016 REVENUE PROJECTIONS**

In most cases FOIA fees involve larger format documents that must be produced offsite with the cost as a pass-through to the requester. Due to the nature of these requests, it is difficult to estimate the revenue, but it is always a small amount of the total VCO budget.

There are generally about 50 special event applications each year. With the exception of certain non-profit events where no Village services are required (as with walks on the sidewalk in support of certain projects), the fee for each event is \$50. The fees collected remain fairly standard from year to year.

## 2016 BUDGET REQUEST NARRATIVE

### EXPENDITURES

#### 2015 ESTIMATED EXPENDITURES

While expenditures for personnel are the main area of expense for the VCO, three other areas of external support represent the main additional expenditures: captioning and transcription, codification, and FOIA automation. The overall cost for these services is expected to remain near 2015 levels, as noted below.

#### 2016 EXPENDITURE REQUEST

With a change in the supplier for captioning and transcription service this cost is expected to be lower in 2016, allowing for the small increase in payments to support a new FOIA database which can streamline processing and provide more comprehensive reporting for the MAP process.

The number of ordinances being codified has been increasing as the Law Department continues to update the Code with revisions related to reorganization and clarification of various ordinances. To accommodate these revisions, the fees for these services are expected to rise slightly.

<u>Expenditure Type</u>	<u>Actual</u>			<u>2015</u>		<u>2016</u>
	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>Budget</u>	<u>Year End Est.</u>	<u>Recommendation</u>
Personal Services	\$391,498	\$254,801	\$171,133	\$171,185	\$171,450	\$176,357
Fringe Benefits	124,313	112,963	72,022	70,673	66,036	68,527
Materials & Supplies	38,890	4,551	1,143	2,620	1,775	1,710
Contractual Services	19,508	21,054	19,034	40,500	32,750	32,480
<b>Department Total</b>	<b>\$574,209</b>	<b>\$393,369</b>	<b>\$263,332</b>	<b>\$284,978</b>	<b>\$272,011</b>	<b>\$279,074</b>
<b>FTE Summary</b>						
General Fund	5.0	5.0	3.0	3.0	3.0	3.0

**Table 3-18: Village Clerk’s Office Financial Summary**

### 3.2.12 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 annually establish the goals and vision for the organization and authorize the annual budget/appropriate document to support the implementation of these goals.

<b>Expenditure Type</b>	<b>Actuals</b>			<b>2015</b>		<b>2016</b>
	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>Budget</b>	<b>Year End Est.</b>	<b>Recommendation</b>
Personal Services	\$54,296	\$54,467	\$54,399	\$54,000	\$54,000	\$54,000
Fringe Benefits	4,470	4,148	4,124	4,131	4,131	4,131
Materials & Supplies	2,174	7,199	12,294	15,200	11,748	14,117
Contractual Services	7,753	5,475	5,178	8,060	7,500	8,060
<b>Department Total</b>	<b>\$68,693</b>	<b>\$71,289</b>	<b>\$75,995</b>	<b>\$81,391</b>	<b>\$77,379</b>	<b>\$80,308</b>
<b>FTE Summary</b>						
General Fund	7.0	7.0	7.0	7.0	7.0	7.0

Table 3-19: Village President & Board of Trustees Financial Summary

## 4. Capital Funds

## 4.1 Overview

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.

### Criteria

Projects included in the CIP meet the following criteria:

- The project has a minimum value of \$25,000.
- The project has useful life of longer than two years.
- The project results in a fixed asset.
- If the project is an engineering study, it leads to a capital program.

Capital projects include costs in six main categories which include:

- Professional Services
- Land Acquisition
- Infrastructure Improvements
- Building Improvements
- Machinery and Equipment
- Other/Miscellaneous

## 4.2 Capital Fund Summaries

## 4.2.1 Capital Improvement Fund

### Fund Summary

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

Although the current focus is on the actual infrastructure improvements it is not possible to have a valid conversation about the fund's ability to pay for the costs of projects without also discussing the other expenses of the fund.

Below is a revenue and expense table that illustrates the overall fund finances. However, the operations portion (i.e. everything beyond the capital costs), are currently under review and will come before the Finance Committee and Village Board as a part of the operational budget recommendation.

	Actuals			2015		2016 Rec.
	2012	2013	2014	Budget	YE Estimate	
Starting Fund Balance	\$ 858,605	\$ 175,673	\$ 303,006	\$ 83,271	\$ (2,905,937)	\$ 567,009
<b>Revenues</b>						
Infrastructure Maintenance Fee	\$ 339,037	\$ 309,334	\$ 261,698	\$ 310,000	\$ 260,000	\$ 260,000
Investment/Interest Income	134	1,105	1,349	-	1,200	1,200
Local-Option Motor Fuel Tax	847,546	812,506	807,247	750,000	780,000	780,000
Local-Option Sales Tax	2,351,809	2,351,489	2,398,122	2,500,000	2,460,000	2,460,000
Inter-Fund Transfer- General Fund	1,070,505	1,158,600	1,158,600	1,158,600	1,158,600	1,158,600
Inter-Fund Transfer- Madison TIF	-	-	-	1,555,000	1,555,000	6,375,000
Bond Proceeds	-	-	-	6,400,000	9,000,000	10,400,000
Grants	-	263,651	1,875,594	-	30,000	30,000
Miscellaneous Revenue	343,334	29,936	60,057	21,000	25,000	25,000
50/50 Sidewalk Repair Program	9,786	8,752	30,008	-	5,000	5,000
Revenue Total:	\$ 4,962,151	\$ 4,935,372	\$ 6,592,675	\$ 12,694,600	\$ 15,274,800	\$ 21,494,800
<b>Expenditures</b>						
Personal Services	\$ 308,543	\$ 333,159	\$ 311,143	\$ 401,644	\$ 401,644	\$ 407,518
Fringe Benefits	118,509	129,766	115,678	153,936	153,936	149,197
Materials & Supplies	8,182	3,910	3,934	16,000	16,000	15,250
Contractual Services	62,589	134,417	190,169	411,174	411,174	519,818
Capital Outlay	3,195,650	2,698,421	5,399,477	8,284,320	8,695,442	17,821,979
Transfers	1,951,611	1,508,368	3,781,217	3,682,340	2,123,658	3,050,000
Total Expenditures	\$ 5,645,084	\$ 4,808,040	\$ 9,801,618	\$ 12,949,414	\$ 11,801,854	\$ 21,963,762
Change in Balance	\$ (682,933)	\$ 127,333	\$ (3,208,943)	\$ (254,814)	\$ 3,472,946	\$ (468,962)
Balance Sheet Adj.	\$ -		\$ -		\$ -	\$ -
Ending Fund Balance	\$ 175,673	\$ 303,006	\$ (2,905,937)	\$ (171,543)	\$ 567,009	\$ 98,047
Unrestricted Fund Balance	\$ 175,673	\$ 303,006	\$ (2,905,937)	\$ (171,543)	\$ 567,009	\$ 98,047

Table 4-1: Capital Improvement Fund Financial Summary

### 4.2.2 Building Improvement Fund

#### Fund Summary

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

Although the current focus is on the actual infrastructure improvements it is not possible to have a valid conversation about the fund’s ability to pay for the costs of projects without also discussing the other expenses of the fund.

Below is a revenue and expense table that illustrates the overall fund finances. However, the operational portion, (i.e. everything beyond the capital costs), are currently under review and will come before the Finance Committee and Village Board as a part of the operation budget recommendation.

	Actuals			2015		2016 Rec.
	2012	2013	2014	Budget	YE	
<b>Starting Fund Balance</b>	\$ (240,141)	\$ 5,611	\$ 20,961	\$ 788,515	\$ 788,515	\$ 788,515
<b>Revenues</b>						
Transfer from CIP Fund	\$ 650,000	\$ 395,000	\$ 1,092,000	\$2,242,340	\$ 2,242,340	\$ 1,923,500
Grant Revenue	77,726	-	-	-	-	-
Interest Income	71	-	-	-	-	-
<b>Revenue Total:</b>	<b>\$ 727,797</b>	<b>\$ 395,000</b>	<b>\$ 1,092,000</b>	<b>\$2,242,340</b>	<b>\$ 2,242,340</b>	<b>\$ 1,923,500</b>
<b>Expenditures</b>						
Capital Outlay	\$ 482,045	\$ 379,650	\$ 324,446	\$2,242,340	\$ 2,242,340	\$ 2,522,000
<b>Total Expenditures</b>	<b>\$ 482,045</b>	<b>\$ 379,650</b>	<b>\$ 324,446</b>	<b>\$2,242,340</b>	<b>\$ 2,242,340</b>	<b>\$ 2,522,000</b>
Change in Balance	\$ 245,752	\$ 15,350	\$ 767,554	\$ -	\$ -	\$ (598,500)
<b>Ending Fund Balance</b>	<b>\$ 5,611</b>	<b>\$ 20,961</b>	<b>\$ 788,515</b>	<b>\$ 788,515</b>	<b>\$ 788,515</b>	<b>\$ 190,015</b>
<b>Unrestricted Fund Balance</b>	<b>\$ 5,611</b>	<b>\$ 20,961</b>	<b>\$ 788,515</b>	<b>\$ 788,515</b>	<b>\$ 788,515</b>	<b>\$ 190,015</b>

Table 4-2: Building Improvement Fund Financial Summary

### 4.2.3 Fleet Replacement Fund

#### Fund Summary

The Fleet Replacement Fund tracks expenses related to vehicle purchases for Village departments outside of one of the Village’s Enterprise funds (Water/Sewer, Parking and Environmental Services). In recent years, purchases have shifted toward leases instead of outright purchases in order to maximize purchasing power while leveraging historically low interest rates.

The Fleet Division within the Department of Public Works reviews vehicle needs with relevant departments and determines when equipment needs to be replaced based on an analysis of cost effectiveness of maintenance.

Although the current focus is on the actual infrastructure improvements it is not possible to have a valid conversation about the fund’s ability to pay for the costs of projects without also discussing the other expenses of the fund.

Below is a revenue and expense table that illustrates the overall fund finances. However, the operation portion, everything beyond the capital costs, is currently under review and will come before the Finance Committee and Village Board as a part of the operation budget recommendation.

	Actuals			2015		2016 Rec.
	2012	2013	2014	Budget	YE Estimate	
<b>Starting Fund Balance</b>	\$ 119,363	\$ 120,135	\$ 245,767	\$ 248,538	\$ 361,705	\$ 110,120
<b>Revenues</b>						
Inter-fund Transfer- Federal RICO Fund	\$ -	\$ -	\$ -	\$ 150,000	\$ 150,000	\$ 200,000
Inter-fund Transfer- Foreign Fire Insurance	-	-	174,229	-	-	-
Inter-fund Transfer- CIP Fund	212,000	295,488	409,225	665,000	665,000	1,000,000
Gain on Sale of Property	-	-	160,000	-	-	-
Lease Proceeds	123,346	168,083	795,294	-	-	-
<b>Revenue Total:</b>	<b>\$ 335,346</b>	<b>\$ 463,571</b>	<b>\$ 1,538,748</b>	<b>\$ 815,000</b>	<b>\$ 815,000</b>	<b>\$ 1,200,000</b>
<b>Expenditures</b>						
Capital Outlay	\$ 334,574	\$ 337,939	\$ 1,422,810	\$ 1,049,151	\$ 1,066,585	\$ 1,295,491
<b>Total Expenditures</b>	<b>\$ 334,574</b>	<b>\$ 337,939</b>	<b>\$ 1,422,810</b>	<b>\$ 1,049,151</b>	<b>\$ 1,066,585</b>	<b>\$ 1,295,491</b>
Change in Balance	\$ 772	\$ 125,632	\$ 115,938	\$ (234,151)	\$ (251,585)	\$ (95,491)
<b>Ending Fund Balance</b>	<b>\$ 120,135</b>	<b>\$ 245,767</b>	<b>\$ 361,705</b>	<b>\$ 14,387</b>	<b>\$ 110,120</b>	<b>\$ 14,629</b>
<b>Unrestricted Fund Balance</b>	<b>\$ 120,135</b>	<b>\$ 245,767</b>	<b>\$ 361,705</b>	<b>\$ 14,387</b>	<b>\$ 110,120</b>	<b>\$ 14,629</b>

Table 4-3: Fleet Replacement Fund Financial Summary

### 4.2.4 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.

	Actuals			2015		2016 Rec.
	2012	2013	2014	Budget	YE Estimate	
<b>Starting Fund Balance</b>	\$ 544,309	\$ 405,240	\$ 396,493	\$ 403,160	\$ 1,736,409	\$ 386,324
<b>Revenues</b>						
Inter-fund Transfer- CIP Fund	\$ 2,078	\$ 151,312	\$ 1,693,792	\$ 1,100,000	\$ -	\$ 1,050,000
Lease Financing	-	-	-	-	-	-
<b>Revenue Total:</b>	\$ 2,078	\$ 151,312	\$ 1,693,792	\$ 1,100,000	\$ -	\$ 1,050,000
<b>Expenditures</b>						
Capital Outlay	\$ 141,147	\$ 160,059	\$ 353,876	\$ 1,416,130	\$ 1,350,085	\$ 1,327,172
<b>Total Expenditures</b>	\$ 141,147	\$ 160,059	\$ 353,876	\$ 1,416,130	\$ 1,350,085	\$ 1,327,172
Change in Balance	\$ (139,069)	\$ (8,747)	\$ 1,339,916	\$ (316,130)	\$ (1,350,085)	\$ (277,172)
<b>Ending Fund Balance</b>	\$ 405,240	\$ 396,493	\$ 1,736,409	\$ 87,030	\$ 386,324	\$ 109,152
<b>Unrestricted Fund Balance</b>	\$ 405,240	\$ 396,493	\$ 1,736,409	\$ 87,030	\$ 386,324	\$ 109,152

Table 4-4: Equipment Replacement Fund Financial Summary

## 5. Enterprise Fund Summary

## 5.1 Overview

Two of the Village's three enterprise funds have capital expenditures. Given their status as enterprises, it is expected that user fees cover the cost of operations as well as capital needs.

The Parking Fund and Water and Sewer Funds are segregated from the rest of Village operations to make this relationship between costs and fees as clear as possible.

## 5.2 Enterprise Fund Summaries

### 5.2.1 Parking Fund

#### Fund 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 of 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.

Although the current focus is on the actual infrastructure improvements it is not possible to have a valid conversation about the fund's ability to pay for the costs of projects without also discussing the other expenses of the fund.

Below is a revenue and expense table that illustrates the overall fund finances. However, the operational portion (i.e. everything beyond the capital costs), is currently under review and will come before the Finance Committee and Village Board as a part of the operational budget recommendation.

	Actual			2015		2016
	2012	2013	2014	Budget	Year End Est.	Recommendation
<b>Starting Fund Balance</b>	\$ 19,759,890	\$ 23,706,601	\$ 24,744,038	\$ 23,901,121	\$ 24,074,812	\$ 13,956,207
<b>Capital Summary</b>						
Proceeds of Bonds	\$ -	\$ -	\$ -	\$ 11,483,000	\$ 12,432,301	\$ -
Capital Expenses	-	-	-	12,283,677	12,432,301	1,829,000
<b>Capital Summary Costs</b>	\$ -	\$ -	\$ -	\$ 23,766,677	\$ 24,864,602	\$ 1,829,000
<b>Parking Fund Revenues</b>						
Garage Fees	\$ 963,562	\$ 1,445,381	\$ 1,333,311	\$ 950,000	\$ 990,000	\$ 1,190,000
Quarterly Parking Permits	2,584,263	1,991,758	2,216,491	2,761,500	2,734,000	2,800,000
On-Street Parking Permits	842,941	958,652	1,523,812	1,029,000	1,037,000	1,063,000
Parking Meter Collections	1,399,489	1,417,175	953,906	1,500,000	1,650,000	1,450,000
Miscellaneous Revenue	1,000	16,723	34,874	-	-	-
Transfers In	-	427,841	-	157,000	157,000	160,000
<b>Parking Fund Revenue Total</b>	\$ 5,791,255	\$ 6,257,531	\$ 6,062,394	\$ 6,397,500	\$ 6,568,000	\$ 6,663,000
<b>Expenditures</b>						
Personal Services	\$ 743,170	\$ 729,321	\$ 645,801	\$ 851,894	\$ 841,014	\$ 879,134
Fringe Benefits	329,362	333,416	315,100	409,090	377,645	404,059
Materials & Supplies	125,872	179,005	148,307	231,603	225,485	231,100
Contractual Services	1,270,429	1,599,161	1,639,113	2,177,000	2,158,600	2,233,500
Capital Outlay	517,105	87,327	483,696	11,483,000	11,483,000	1,442,500
Debt Service	355,201	305,975	845,838	850,861	850,861	431,771
Transfers	250,000	750,000	1,250,000	750,000	750,000	750,000
<b>Total Expenditures</b>	\$ 3,591,139	\$ 3,984,205	\$ 5,327,855	\$ 16,753,448	\$ 16,686,605	\$ 6,372,064
<b>Change in Balance</b>	\$ 2,200,116	\$ 2,273,326	\$ 734,539	\$(10,355,948)	\$(10,118,605)	\$ 290,936
Balance Sheet Adj.	\$ 1,746,595	\$ (1,224,210)	\$ (1,403,765)	\$ -	\$ -	\$ -
<b>Ending Fund Balance</b>	\$ 23,706,601	\$ 24,755,717	\$ 24,074,812	\$ 13,545,173	\$ 13,956,207	\$ 14,247,143
<b>Unrestricted Fund Balance</b>	\$ (408,225)	\$ 1,453,406	\$ 3,584,955	\$ (146,162)	\$ 1,898,044	\$ 1,937,612

Table 5-1: Parking Fund Financial Summary

## 5.2.2 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 FY 2013, the Village Board approved the collapse of the Water & Sewer Funds into a single fund.

#### *Water Services*

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.

#### *Sewer Services*

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.

Although the current focus is on the actual infrastructure improvements it is not possible to have a valid conversation about the fund's ability to pay for the costs of projects without also discussing the other expenses of the fund.

Below is a revenue and expense table that illustrates the overall fund finances. However, the operation portion, everything beyond the capital costs, is currently under review and will come before the Finance Committee and Village Board as a part of the operation budget recommendation.

	Actual			2015		2016
	2012	2013	2014	Budget	Year End Est.	Recommendation
<b>Starting Fund Balance</b>	\$ 38,639,991	\$ 43,074,618	\$ 45,077,185	\$ 46,351,869	\$ 46,519,579	\$ 43,372,435
<b>Revenues</b>						
Utility Sales	\$ 12,260,504	\$ 13,082,482	\$ 14,533,585	\$ 17,217,221	\$ 14,663,568	\$ 16,874,149
Miscellaneous Revenues	4,023	14,411	16,486	5,000	5,000	5,000
Scrap Revenue	6,244	1,173	2,222	5,000	2,500	2,000
Recovered Damages	8,559	6,059	19,704	5,000	12,500	7,500
Meter Charges	49,026	61,517	54,124	40,000	40,000	37,500
Penalty Charges	137,247	117,131	129,641	75,000	100,000	100,000
Transfers In	-	30,342,240	-	-	-	-
<b>Total Revenues</b>	<b>\$ 12,465,603</b>	<b>\$ 43,625,014</b>	<b>\$ 14,755,762</b>	<b>\$ 17,347,221</b>	<b>\$ 14,823,568</b>	<b>\$ 17,026,149</b>
<b>Expenditures</b>						
Personal Services	\$ 933,191	\$ 832,978	\$ 851,151	\$ 884,924	\$ 866,719	\$ 847,175
Fringe Benefits	415,127	387,136	403,702	449,800	411,917	426,175
Materials & Supplies	972,605	778,505	510,470	249,338	247,788	279,302
Contractual Services	5,465,046	5,844,950	7,131,146	8,004,221	7,973,221	8,096,340
Capital Outlay	2,881,221	3,469,881	1,040,502	5,947,218	5,682,007	7,735,541
Debt Service	702,960	282,642	917,759	829,060	829,060	-
Transfers	1,633,006	2,850,000	1,800,000	1,800,000	1,800,000	1,800,000
<b>Total Expenditures</b>	<b>\$ 13,003,156</b>	<b>\$ 14,446,093</b>	<b>\$ 12,654,730</b>	<b>\$ 18,164,561</b>	<b>\$ 17,810,712</b>	<b>\$ 19,184,533</b>
<b>Change in Balance</b>	<b>\$ (742,652)</b>	<b>\$ (1,363,611)</b>	<b>\$ 1,878,855</b>	<b>\$ (947,340)</b>	<b>\$ (3,147,144)</b>	<b>\$ (2,310,384)</b>
Balance Sheet Adj.	\$ 5,177,279	\$ 3,317,317	\$ (436,461)	\$ -	\$ -	\$ -
<b>Ending Fund Balance</b>	<b>\$ 43,074,618</b>	<b>\$ 45,028,325</b>	<b>\$ 46,519,579</b>	<b>\$ 45,404,529</b>	<b>\$ 43,372,435</b>	<b>\$ 41,062,051</b>
<b>Unrestricted Fund Balance</b>	<b>\$ 397,723</b>	<b>\$ 118,381</b>	<b>\$ 2,265,977</b>	<b>\$ 2,159,905</b>	<b>\$ 112,768</b>	<b>\$ 106,761</b>

Table 5-2: Water and Sewer Fund Financial Summary

### 5.2.3 Environmental Services Fund

#### **Fund Summary**

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

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

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

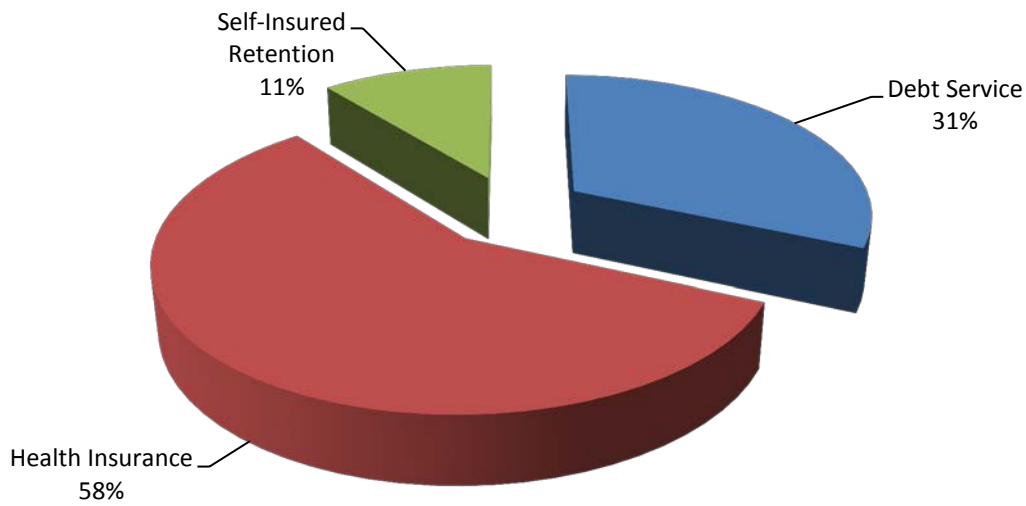
	Actual			2015		2016
	2012	2013	2014	Budget	Year End Est.	Recommendation
<b>Starting Fund Balance</b>	\$ 1,725,507	\$ 1,297,636	\$ 1,977,827	\$ 1,455,353	\$ 1,494,734	\$ 1,779,375
<b>Revenues</b>						
Solid Waste Revenue	\$ 3,053,271	\$ 3,060,376	\$ 3,108,459	\$ 3,195,300	\$ 3,419,065	\$ 3,584,920
Transfers	100,000	-	-	-	-	-
Miscellaneous Revenue	2,447	2,711	1,904	500,472	2,000	2,000
Yard Waste Stickers	11,789	13,333	16,707	10,000	12,000	12,750
Refuse Stickers	44,177	41,094	46,755	40,000	44,000	45,100
Carpet Recycling Stickers	-	216	336	200	250	250
<b>Total Revenues</b>	<b>\$ 3,211,684</b>	<b>\$ 3,117,730</b>	<b>\$ 3,174,161</b>	<b>\$ 3,745,972</b>	<b>\$ 3,477,315</b>	<b>\$ 3,645,020</b>
<b>Expenditures</b>						
Personal Services	\$ 171,799	\$ 197,103	\$ 189,608	\$ 197,835	\$ 190,955	\$ 214,428
Fringe Benefits	66,105	85,304	81,255	79,998	76,914	82,486
Materials & Supplies	5,419	5,699	4,920	12,611	6,460	13,263
Contractual Services	2,576,224	2,676,005	2,574,873	3,006,551	2,805,354	3,065,199
Capital Outlay	25,341	-	-	-	-	-
Transfers	669,067	151,738	118,059	112,991	112,991	220,600
<b>Total Expenditures</b>	<b>\$ 3,513,955</b>	<b>\$ 3,115,849</b>	<b>\$ 2,968,715</b>	<b>\$ 3,409,986</b>	<b>\$ 3,192,674</b>	<b>\$ 3,595,976</b>
<b>Change in Balance</b>	<b>\$ (460,684)</b>	<b>\$ (55,473)</b>	<b>\$ 139,744</b>	<b>\$ 335,986</b>	<b>\$ 284,641</b>	<b>\$ 49,044</b>
Balance Sheet Adj.	\$ 32,813	\$ 57,355	\$ (622,837)	\$ -	\$ -	\$ -
<b>Ending Fund Balance</b>	<b>\$ 1,297,636</b>	<b>\$ 1,299,518</b>	<b>\$ 1,494,734</b>	<b>\$ 1,791,339</b>	<b>\$ 1,779,375</b>	<b>\$ 1,828,419</b>
<b>Unrestricted Fund Balance</b>	<b>\$ 1,297,636</b>	<b>\$ 1,299,518</b>	<b>\$ 1,494,734</b>	<b>\$ 1,791,339</b>	<b>\$ 1,779,375</b>	<b>\$ 1,828,419</b>

Table 5-3: Environmental Services Fund Financial Summary

## 6. Internal Service Funds

6.1 Overview

**2016 Budget Internal Service Fund Expenditures: \$13,373,958**



**Chart 6-1: Internal Service Fund Expenditures, by Fund**

<u>Fund</u>	<u>Actual</u>			<u>2015</u>		<u>2016 Rec.</u>
	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>Budget</u>	<u>YE Est.</u>	
Debt Service	\$ 13,451,621	\$ 6,900,487	\$ 3,953,893	\$ 3,953,893	\$ 3,613,774	\$ 4,222,874
Health Insurance	8,240,184	8,575,235	7,560,765	7,661,792	7,315,134	7,703,311
Risk Management	264,047	234,765	225,662	-	-	-
Self-Insured Retention	1,655,237	2,226,694	1,951,233	1,519,575	1,604,671	1,447,773
<b>Fund Total</b>	<b>\$ 23,611,089</b>	<b>\$ 17,937,181</b>	<b>\$ 13,691,553</b>	<b>\$ 13,135,260</b>	<b>\$ 12,533,579</b>	<b>\$ 13,373,958</b>

**Table 6-1: 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.

The FY 2015 Recommendations call for new debt issues. However, many of these expenditures have dedicated revenue streams that allow the Village to remove or abate from the property tax levy:

- \$2 million for the first of a five-year, accelerated street resurfacing program
  - A proposed 20-percent increase in the Vehicle Sticker tax is expected to generate \$215,000 annual to offset debt costs
- \$2 million for the first of a five-year, accelerated alley resurfacing program
  - A proposed \$3.31 per month per account surcharge on garbage collection rates will be used to offset debt costs
- \$1.5 million short-term (five year) financing of economic development incentives
- \$2.3 million for on-going capital, equipment and infrastructure programs
- \$11.5 million in parking related debt. \$10 million for the garage to be constructed and part of the development at Lake and Forest and \$1.5 million for upgrading revenue and access control equipment throughout all garages
  - Parking user fees will be used to offset all debt costs

	Actual			2015		2016 Rec.
	2012	2013	2014	Budget	Year End Est.	
<b>Starting Fund Balance</b>	\$ 5,851,114	\$ 372,922	\$ 372,822	\$ 618,031	\$ 463,572	\$ 463,572
<b>Revenues</b>						
Property Taxes	\$ 4,101,840	\$ 3,247,434	\$ 3,953,893	\$ 4,111,634	\$ 4,150,000	\$ 4,222,874
Bond Proceeds	3,531,449	-	-	-	-	-
Investment Income	529	2,286	-	-	-	-
Miscellaneous	-	5,259	-	-	-	-
Transfers In	339,611	3,890,617	90,750	-	-	-
<b>Total Revenues</b>	<b>\$7,973,429</b>	<b>\$7,145,596</b>	<b>\$4,044,643</b>	<b>\$4,111,634</b>	<b>\$4,150,000</b>	<b>\$4,222,874</b>
<b>Expenditures</b>						
Debt Service	\$ 8,417,755	\$ 6,900,487	\$ 3,953,893	\$ 4,111,634	\$ 4,111,634	\$ 4,222,874
Transfers	5,033,866	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 13,451,621</b>	<b>\$ 6,900,487</b>	<b>\$ 3,953,893</b>	<b>\$ 4,111,634</b>	<b>\$ 4,111,634</b>	<b>\$ 4,222,874</b>
<b>Change in Balance</b>	<b>\$ (5,478,192)</b>	<b>\$ 245,109</b>	<b>\$ 90,750</b>	<b>\$ -</b>	<b>\$ 38,366</b>	<b>\$ -</b>
Balance Sheet Adj.	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Ending Fund Balance</b>	<b>\$ 372,922</b>	<b>\$ 618,031</b>	<b>\$ 463,572</b>	<b>\$ 618,031</b>	<b>\$ 501,938</b>	<b>\$ 463,572</b>

**Table 6-2: Debt Service Fund Financial Summary**

The following is a summary of all outstanding bond issuances:

**2005 B**  
**Original Amount - \$8,804,535.50**

**Purpose of Bonds:** The 2005B Bond proceeds were used to finance the construction the new public works facility.

<b>Fiscal Year</b>	<b>Levy Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Levy Amount</b>
2016	2015	\$ 665,399	\$ 414,601	\$ 1,080,000
2017	2016	\$ 664,039	\$ 475,961	\$ 1,140,000
2018	2017	\$ 636,054	\$ 513,947	\$ 1,150,000
2019	2018	\$ 742,007	\$ 677,993	\$ 1,420,000
2020	2019	\$ 759,081	\$ 780,919	\$ 1,540,000
2021	2020	\$ 497,507	\$ 572,493	\$ 1,070,000
2022	2021	\$ 420,470	\$ 539,530	\$ 960,000
2023	2022	\$ 574,709	\$ 815,291	\$ 1,390,000
2024	2023	\$ 542,962	\$ 852,038	\$ 1,395,000
2025	2024	\$ 693,006	\$ 1,196,994	\$ 1,890,000
2026	2025	\$ 689,871	\$ 1,305,129	\$ 1,995,000
2027	2026	\$ 640,058	\$ 1,319,942	\$ 1,960,000
2028	2027	\$ 537,486	\$ 1,202,514	\$ 1,740,000
2029	2028	\$ 52,452	\$ 127,548	\$ 180,000
<b>TOTALS</b>		<b>\$ 8,115,101</b>	<b>\$ 10,794,899</b>	<b>\$ 18,910,000</b>

**2006 A**  
**Original Amount - \$5,500,000**

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**Purpose of Bonds:** The 2006A Bond proceeds were used to finance public street and related streetscape improvements and a portion of a new public works facility.

<u>Fiscal Year</u>	<u>Levy Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Levy Amount</u>
2016	2015	\$ 135,000	\$ 15,094	\$ 150,094
2017	2016	\$ 210,000	\$ 9,188	\$ 219,188
<b>TOTALS</b>		\$ 345,000	\$ 24,282	\$ 369,282

**2006 B**  
**Original Amount - \$13,495,649.40**

**Purpose of Bonds: The 2006B Bond proceeds were used to finance  
a portion of the new public works facility.**

<b>Fiscal Year</b>	<b>Levy Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Levy Amount</b>
2016	2015	\$ 310,460	\$ 189,540	\$ 500,000
2017	2016	\$ 290,050	\$ 209,950	\$ 500,000
2018	2017	\$ 273,220	\$ 226,780	\$ 500,000
2019	2018	\$ 257,545	\$ 242,455	\$ 500,000
2020	2019	\$ 243,415	\$ 256,585	\$ 500,000
2021	2020	\$ 230,530	\$ 269,470	\$ 500,000
2022	2021	\$ 523,680	\$ 676,320	\$ 1,200,000
2023	2022	\$ 537,563	\$ 762,437	\$ 1,300,000
2024	2023	\$ 622,192	\$ 977,808	\$ 1,600,000
2025	2024	\$ 737,500	\$ 1,262,500	\$ 2,000,000
2026	2025	\$ 874,000	\$ 1,626,000	\$ 2,500,000
2027	2026	\$ 859,794	\$ 1,740,206	\$ 2,600,000
2028	2027	\$ 875,504	\$ 1,924,496	\$ 2,800,000
2029	2028	\$ 1,329,930	\$ 3,170,070	\$ 4,500,000
2030	2029	\$ 1,443,567	\$ 3,726,433	\$ 5,170,000
2031	2030	\$ 1,371,292	\$ 3,828,708	\$ 5,200,000
2032	2031	\$ 1,294,592	\$ 3,905,408	\$ 5,200,000
<b>TOTALS</b>		<b>\$ 12,074,834</b>	<b>\$ 24,995,166</b>	<b>\$ 37,070,000</b>

**2006 C**  
**Original Amount - \$9,995,000**

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**Purpose of Bonds:** The Series 2006C and the Series 2006D Bond proceeds were used to finance improvements to and expansion of the Holley Court Garage owned by the Village.

<b>Fiscal Year</b>	<b>Levy Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Levy Amount</b>
2016	2015	\$ -	\$ 413,563	\$ 413,563
2017	2016	\$ 770,000	\$ 413,563	\$ 1,183,563
2018	2017	\$ 790,000	\$ 382,763	\$ 1,172,763
2019	2018	\$ 820,000	\$ 351,163	\$ 1,171,163
2020	2019	\$ 830,000	\$ 318,363	\$ 1,148,363
2021	2020	\$ 845,000	\$ 285,163	\$ 1,130,163
2022	2021	\$ 870,000	\$ 251,363	\$ 1,121,363
2023	2022	\$ 920,000	\$ 215,475	\$ 1,135,475
2024	2023	\$ 980,000	\$ 176,375	\$ 1,156,375
2025	2024	\$ 1,000,000	\$ 134,725	\$ 1,134,725
2026	2025	\$ 1,050,000	\$ 92,225	\$ 1,142,225
2027	2026	\$ 1,120,000	\$ 47,600	\$ 1,167,600
<b>TOTALS</b>		<b>\$ 9,995,000</b>	<b>\$ 3,082,338</b>	<b>\$ 13,077,338</b>

**2007**  
**Original Amount - \$2,700,000**

**Purpose of Bonds:** The 2007 Bond proceeds will be used to finance public street and related streetscape improvements.

<u>Fiscal Year</u>	<u>Levy Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Levy Amount</u>
2016	<b>2015</b>	\$ 500,000	\$ 88,950	\$ 588,950
2017	<b>2016</b>	\$ 400,000	\$ 70,200	\$ 470,200
2018	<b>2017</b>	\$ 400,000	\$ 55,000	\$ 455,000
2019	<b>2018</b>	\$ 300,000	\$ 39,600	\$ 339,600
2020	<b>2019</b>	\$ 200,000	\$ 27,900	\$ 227,900
2021	<b>2020</b>	\$ 500,000	\$ 20,000	\$ 520,000
<b>TOTALS</b>		\$ 2,300,000	\$ 301,650	\$ 2,601,650

**2007 A**  
**Original Amount - \$7,300,000**

**Purpose of Bonds:** The 2007A Bond proceeds will be used to advance refund a portion of the Village's outstanding General Obligation Corporate Purpose Bonds, Series 2000, due November 1, 2009 through 2014, and General Obligation Corporate Purpose Bonds, Series 2001, due November 1, 2015 through 2020.

<b>Fiscal Year</b>	<b>Levy Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Levy Amount</b>
2016	<b>2015</b>	\$ 835,000	\$ 179,800	\$ 1,014,800
2017	<b>2016</b>	\$ 865,000	\$ 146,400	\$ 1,011,400
2018	<b>2017</b>	\$ 895,000	\$ 111,800	\$ 1,006,800
2019	<b>2018</b>	\$ 935,000	\$ 76,000	\$ 1,011,000
2020	<b>2019</b>	\$ 965,000	\$ 38,600	\$ 1,003,600
<b>TOTALS</b>		\$ 4,495,000	\$ 552,600	\$ 5,047,600

**2010 C**  
**Original Amount - \$13,315,000**

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**Purpose of Bonds:** The 2010 C bonds were issued to refund the 2001 Water Revenue Bond, 2001 Parking Revenue Bond and the 2003 GO Bond.

<b>Fiscal Year</b>	<b>Levy Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Levy Amount</b>
2016	2015	\$ 1,410,000	\$ 320,200	\$ 1,730,200
2017	2016	\$ 1,455,000	\$ 263,800	\$ 1,718,800
2018	2017	\$ 1,520,000	\$ 205,600	\$ 1,725,600
2019	2018	\$ 1,585,000	\$ 144,800	\$ 1,729,800
2020	2019	\$ 1,075,000	\$ 81,400	\$ 1,156,400
2021	2020	\$ 305,000	\$ 38,400	\$ 343,400
2022	2021	\$ 320,000	\$ 26,200	\$ 346,200
2023	2022	\$ 335,000	\$ 13,400	\$ 348,400
<b>TOTALS</b>		<b>\$ 8,005,000</b>	<b>\$ 1,093,800</b>	<b>\$ 9,098,800</b>

**2011 A**  
**Original Amount - \$4,900,000**

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**Purpose of Bonds: The 2011 A bonds were issued to pay for the  
 constuction of South Marion Street. Abated by the DTOP TIF**

<b>Fiscal Year</b>	<b>Levy Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Levy Amount</b>
2016	<b>2015</b>	\$ 612,454	\$ 76,046	\$ 688,500
2017	<b>2016</b>	\$ 617,835	\$ 76,715	\$ 694,550
2018	<b>2017</b>	\$ 621,394	\$ 77,156	\$ 698,550
2019	<b>2018</b>	\$ 623,039	\$ 77,361	\$ 700,400
<b>TOTALS</b>		<b>\$ 2,474,722</b>	<b>\$ 307,278</b>	<b>\$ 2,782,000</b>

**2011 B**  
**Original Amount - \$5,030,000**

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**Purpose of Bonds:** The 2011 B bonds were issued to partially refund the 2004 B GO Bonds and for new money for the water portion of the constuction of South Marion Street.

<b>Fiscal Year</b>	<b>Levy Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Levy Amount</b>
2016	<b>2015</b>	\$ 30,000	\$ 166,269	\$ 196,269
2017	<b>2016</b>	\$ 30,000	\$ 165,369	\$ 195,369
2018	<b>2017</b>	\$ 30,000	\$ 164,469	\$ 194,469
2019	<b>2018</b>	\$ 30,000	\$ 163,569	\$ 193,569
2020	<b>2019</b>	\$ 665,000	\$ 162,669	\$ 827,669
2021	<b>2020</b>	\$ 1,455,000	\$ 141,888	\$ 1,596,888
2022	<b>2021</b>	\$ 1,035,000	\$ 94,600	\$ 1,129,600
2023	<b>2022</b>	\$ 840,000	\$ 59,669	\$ 899,669
2024	<b>2023</b>	\$ 835,000	\$ 30,269	\$ 865,269
<b>TOTALS</b>		<b>\$ 4,950,000</b>	<b>\$ 1,148,769</b>	<b>\$ 6,098,769</b>

**2012A**  
**Original Amount - \$9,930,000**

**Purpose of Bonds: The Series 2012A Bond proceeds were used to currently refund a portion of the Village's outstanding GO Series 2004 B, advance refunding a portion of the 2005 A, 2006 A and issuance costs of the 2012 A**

<u>Fiscal Year</u>	<u>Levy Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Levy Amount</u>
2016	2015	\$ 705,000	\$ 163,300	\$ 868,300
2017	2016	\$ 825,000	\$ 149,200	\$ 974,200
2018	2017	\$ 1,050,000	\$ 132,700	\$ 1,182,700
2019	2018	\$ 1,100,000	\$ 111,700	\$ 1,211,700
2020	2019	\$ 735,000	\$ 89,700	\$ 824,700
2021	2020	\$ 970,000	\$ 75,000	\$ 1,045,000
2022	2021	\$ 410,000	\$ 55,600	\$ 465,600
2023	2022	\$ 630,000	\$ 47,400	\$ 677,400
2024	2023	\$ 705,000	\$ 34,800	\$ 739,800
2025	2024	\$ 730,000	\$ 20,700	\$ 750,700
2026	2025	\$ 305,000	\$ 6,100	\$ 311,100
<b>TOTALS</b>		<b>\$ 8,165,000</b>	<b>\$ 886,200</b>	<b>\$ 9,051,200</b>

## 6.2.2 Health Insurance Fund

### Fund Summary

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

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

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

An increase to claims expenses of 5 percent has been included based upon the recommendation of the Interim Human Resources Director and the Village’s Insurance Broker. This will in turn equate to a 5 percent increase in employee premiums.

	Actual			2015		2016 Rec.
	2012	2013	2014	Budget	YE Est.	
<b>Starting Fund Balance</b>	\$ 161,994	\$ (152,621)	\$ (385,900)	\$ (146,521)	\$ (149,606)	\$ 255,945
<b>Revenues</b>						
Employee Payroll Deductions	\$ 1,146,106	\$ 1,124,914	\$ 1,232,266	\$ 1,308,780	\$ 1,308,780	\$ 1,396,468
Pensioner/Retiree Premium Payments	1,149,301	1,216,915	1,197,282	1,277,022	1,277,022	1,362,582
Agency Contributions	4,299,642	1,473,184	728,163	634,548	156,963	167,480
Contributions from Other Funds	1,330,520	4,526,942	4,639,347	4,977,920	4,977,920	5,311,441
<b>Total Revenues</b>	<b>\$7,925,569</b>	<b>\$8,341,956</b>	<b>\$7,797,060</b>	<b>\$8,198,270</b>	<b>\$7,720,685</b>	<b>\$8,237,971</b>
<b>Expenditures</b>						
Personal Services	\$ 71,338	\$ 63,864	\$ 64,471	\$ 62,327	\$ 61,320	\$ -
Fringe Benefits	22,753	23,067	12,550	22,725	14,750	-
Materials & Supplies	-	-	-	-	-	-
Contractual Services	8,146,093	8,488,305	7,483,744	7,576,740	7,239,064	7,703,311
<b>Total Expenditures</b>	<b>\$ 8,240,184</b>	<b>\$ 8,575,235</b>	<b>\$ 7,560,765</b>	<b>\$ 7,661,792</b>	<b>\$ 7,315,134</b>	<b>\$ 7,703,311</b>
<b>Change in Balance</b>	<b>\$ (314,615)</b>	<b>\$ (233,279)</b>	<b>\$ 236,295</b>	<b>\$ 536,478</b>	<b>\$ 405,551</b>	<b>\$ 534,660</b>
Balance Sheet Adj.	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Ending Fund Balance</b>	<b>\$ (152,621)</b>	<b>\$ (385,900)</b>	<b>\$ (149,606)</b>	<b>\$ 389,957</b>	<b>\$ 255,945</b>	<b>\$ 790,605</b>
<b>Unrestricted Fund Balance</b>	<b>\$ (152,621)</b>	<b>\$ (385,900)</b>	<b>\$ (149,606)</b>	<b>\$ 389,957</b>	<b>\$ 255,945</b>	<b>\$ 790,605</b>

Table 6-3: Health Insurance Fund Financial Summary

### 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.

In FY 2015, staff recommends merging the Risk Fund into the Self-Insured Retention Fund to improve transparency and simply the funding structure.

	Actual			2015		2016 Rec.
	2012	2013	2014	Budget	YE Est.	
<b>Starting Fund Balance</b>	\$ -	\$ -	\$ 262,093	\$ -	\$ -	\$ -
<b>Revenues</b>						
Transfers From Other Funds	\$ 264,047	\$ 496,858	\$ 131,136	\$ -	\$ -	\$ -
<b>Expenditures</b>						
Personal Services	\$ 253,000	\$ 177,733	\$ 166,999	\$ -	\$ -	\$ -
Fringe Benefits	-	56,946	58,663	-	-	-
Materials & Supplies	-	86	-	-	-	-
Contractual Services	11,047	-	-	-	-	-
<b>Total Expenditures</b>	\$ 264,047	\$ 234,765	\$ 225,662	\$ -	\$ -	\$ -
<b>Change in Balance</b>	\$ -	\$ 262,093	\$ (94,526)	\$ -	\$ -	\$ -
Balance Sheet Adj.	\$ -	\$ -	\$ -		\$ -	\$ -
<b>Ending Fund Balance</b>	\$ -	\$ 262,093	\$ 167,567	\$ -	\$ -	\$ -
<b>Unrestricted Fund Balance</b>	\$ -	\$ 262,093	\$ 167,567	\$ -	\$ -	\$ -

**Note:** The Risk Management Fund has been merged into the Self Insured Retention Fund as a recommendation in FY 2015

**Table 6-4: 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.

In recent years, staff has been reviewing various options as it pertains to how the Village insures itself. While maintaining its self-insured status up to \$2 million, the Village Board has contemplated joining an insurance pool and/or reducing its self-held threshold. The FY 2015 Budget assumes current standards and insurance levels for purposes of these recommendations but fully acknowledges this may change in the coming months.

	Actual			2015		2016 Rec.
	2012	2013	2014	Budget	YE Est.	
<b>Starting Fund Balance</b>	\$ (2,357,355)	\$ (1,570,703)	\$ (2,323,897)	\$ (2,223,897)	\$ (2,707,921)	\$ (2,756,456)
<b>Revenues</b>						
Transfer from Other Funds	\$ 1,985,617	\$ 1,473,500	\$ 1,567,209	\$ 1,556,136	\$ 1,556,136	\$ 2,000,000
<b>Expenditures</b>						
Personal Services	\$ -	\$ -	\$ -	\$ 165,239	\$ 170,448	\$ 63,139
Fringe Benefits	-	-	-	58,636	60,773	22,134
Materials & Supplies	27	-	263,934	850	450	-
Contractual Services	640,375	1,772,226	1,556,163	1,294,850	1,373,000	1,362,500
Transfers	1,014,835	454,468	131,136	-	-	-
<b>Total Expenditures</b>	\$ 1,655,237	\$ 2,226,694	\$ 1,951,233	\$ 1,519,575	\$ 1,604,671	\$ 1,447,773
<b>Change in Balance</b>	\$ 335,701	\$ (753,194)	\$ (384,024)	\$ 36,561	\$ (48,535)	\$ 552,227
Balance Sheet Adj.	\$ 450,951	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Ending Fund Balance</b>	\$ (1,570,703)	\$ (2,323,897)	\$ (2,707,921)	\$ (2,187,336)	\$ (2,756,456)	\$ (2,204,229)
<b>Unrestricted Fund Balance</b>	\$ (1,570,703)	\$ (2,323,897)	\$ (2,707,921)	\$ (2,187,336)	\$ (2,756,456)	\$ (2,204,229)

**Note:** The Risk Management Fund has been merged into the Self Insured Retention Fund as a recommendation in FY 2015

**Table 6-5: Self-Insurance Retention Fund Financial Summary**

## 7. Special Revenue Fund Summary

7.1 Overview

2016 Budget Special Revenue Fund Expenditures: \$25,147,026

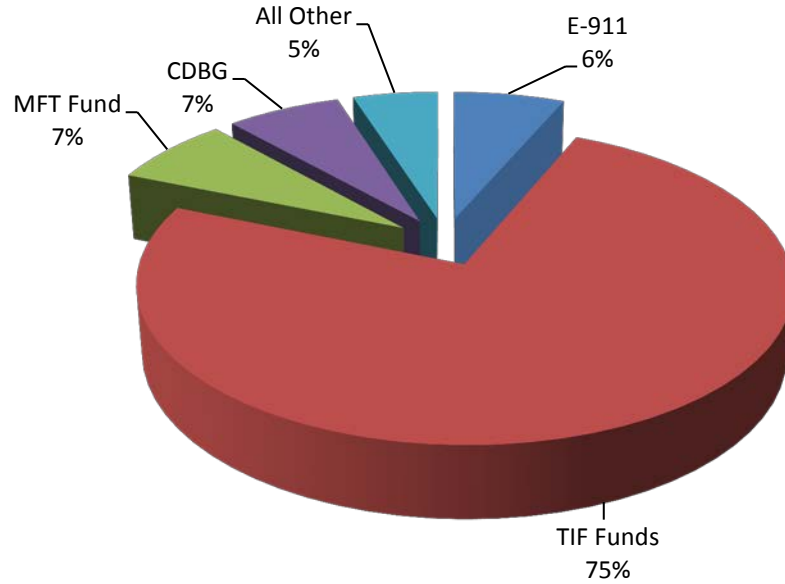


Chart 7-1: Total Special Revenue Fund Expenditures, by Fund

Fund Type	Actuals			2015		2016 Rec.
	2012	2013	2014	Budget	YE Est.	
CDBG Fund	\$ 1,280,317	\$ 1,526,003	\$ 1,465,599	\$ 1,548,259	\$ 1,548,259	\$ 1,505,367
CDBG Revolving Loan	-	-	175,182	100,996	100,996	175,000
Downtown TIF	6,105,783	8,442,193	7,032,944	8,442,193	6,961,651	8,496,493
Earthfest	-	4,706	5,118	12,600	4,301	5,000
E-911	1,900,002	1,954,871	2,018,828	1,555,603	1,511,500	1,625,167
Farmer's Market	24,238	32,156	34,364	41,776	41,776	50,382
Federal RICO	191,468	174,001	29,573	229,500	229,500	229,500
Foreign Fire	40,842	28,579	202,233	51,500	12,685	75,291
Harlem Garfield TIF	-	4,004	21,312	1,000,000	1,000,000	300,000
Madison TIF	786,026	2,823,365	208,182	13,542,000	6,955,000	10,000,000
MFT Fund	1,320,505	1,500,000	1,600,000	1,800,000	1,800,000	1,800,000
SSA #1 Fund	410,995	679,189	698,011	650,000	650,000	650,000
SSA #6 Fund	-	-	24,461	24,461	24,461	-
SSA #7 Fund	-	-	6,937	6,937	6,937	6,937
State RICO	100	-	-	47,500	-	-
Sustainability	104,467	106,684	47,082	112,991	75,000	147,889
TTW	9,517	4,574	75,499	100,000	100,000	80,000
<b>Fund Total</b>	<b>\$ 12,174,260</b>	<b>\$ 17,280,325</b>	<b>\$ 13,645,325</b>	<b>\$ 29,266,316</b>	<b>\$ 21,022,066</b>	<b>\$ 25,147,026</b>

Table 7-1: Total Special Revenue Fund Expenditures, by Fund

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

The Village maintains the following Special Revenue Funds:

- Community Development Block Grant (CDBG)
- Community Development Block Grant Revolving Loan Fund
- Downtown Oak Park Tax Increment Financing District Fund
- Earth Fest Fund
- Enhanced 911 Fund
- Farmer's Market
- Federal Recovered Drug Asset Forfeiture (RICO) Fund
- Foreign Fire Insurance Fund
- Harlem/Garfield Tax Increment Financing District Fund
- Madison Street Tax Increment Financing District Fund
- Motor Fuel Tax Fund
- Special Services Area (SSA) #1
- Special Services Area (SSA) #7
- State Recovered Drug Asset Forfeiture (RICO) Fund
- Sustainability Fund
- Travel, Training and Wellness Fund

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

## 7.2 Special Revenue Fund Summaries

### 7.2.1 Community Development Block Grant (CDBG)

#### Fund Summary

The Community Development Block Grant (CDBG) program is HUD’s most important community development program and it is one of the most flexible programs provided to the Village by the federal government. This flexibility is designed to promote innovative programs in economically disadvantaged areas of the community. The Emergency Solutions Grant (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.

	Actuals			2015		2016 Rec.
	2012	2013	2014	Budget	YE Est.	
<b>Starting Fund Balance</b>	\$ 360,291	\$ 360,291	\$ 278,042	\$ 59,269	\$ 278,042	\$ 320,934
<b>Revenues</b>						
CDBG Allotments	\$ 1,258,701	\$ 1,443,754	\$ 1,465,599	\$ 1,548,259	\$ 1,548,259	\$ 1,500,500
Emergency Shelter Allotments	21,616	-	-	-	-	-
<b>Revenue Total:</b>	<b>\$ 1,280,317</b>	<b>\$ 1,443,754</b>	<b>\$ 1,465,599</b>	<b>\$ 1,548,259</b>	<b>\$ 1,548,259</b>	<b>\$ 1,500,500</b>
<b>Expenditures</b>						
Personal Services	\$ -	\$ 110,530	\$ -	\$ 135,370	\$ 115,910	\$ 129,235
Fringe Benefits	-	48,280	-	59,020	54,583	58,360
Materials & Supplies	-	4,767	708	4,135	3,520	3,100
Contractual Services	1,280,317	1,362,426	1,464,891	1,349,734	1,331,354	1,309,805
<b>Total Expenditures</b>	<b>\$ 1,280,317</b>	<b>\$ 1,526,003</b>	<b>\$ 1,465,599</b>	<b>\$ 1,548,259</b>	<b>\$ 1,505,367</b>	<b>\$ 1,500,500</b>
Change in Balance	\$ (0)	\$ (82,249)	\$ -	\$ -	\$ 42,892	\$ -
<b>Ending Fund Balance</b>	<b>\$ 360,291</b>	<b>\$ 278,042</b>	<b>\$ 278,042</b>	<b>\$ 59,269</b>	<b>\$ 320,934</b>	<b>\$ 320,934</b>

Table 7-2: CDBG Financial Summary

## 7.2.2 Community Development Revolving Loan Fund

### Fund Summary

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

	Actuals			2015		2016 Rec.
	2012	2013	2014	Budget	YE Est.	
<b>Revenues</b>						
Loan Interest Payments	\$ 1,531	\$ -	\$ 1,314	\$ -	\$ -	\$ -
Interest Income	17	-	168	-	-	-
Miscellaneous Revenue	37,695	-	587	-	-	-
<b>Revenue Total:</b>	<b>\$ 39,243</b>	<b>\$ -</b>	<b>\$ 2,069</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Expenditures</b>						
Contractual Services	\$ -	\$ -	\$ 175,182	\$ 100,996	\$ 100,996	\$ 175,000
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 175,182</b>	<b>\$ 100,996</b>	<b>\$ 100,996</b>	<b>\$ 175,000</b>

**Table 7-3: CDBG Revolving Loan Fund Financial Summary**

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

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

#### Fund Summary:

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

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

	Actual			2015		2016 Rec.
	2012	2013	2014	Budget	YE Est.	
<b>Starting Fund Balance</b>	\$ 4,392,079	\$ 7,186,918	\$ 4,636,886	\$ 7,654,593	\$ 4,907,278	\$ 5,564,716
<b>Revenues</b>						
Increment Property Taxes	\$ 7,919,386	\$ 5,802,814	\$ 7,214,606	\$ 7,547,089	\$ 7,547,089	\$ 7,600,000
Investment Income	352	2,202	1,610	2,000	2,000	2,000
Other Income	901,024	-	-	-	-	-
Rental of Property	79,860	87,145	87,120	70,000	70,000	65,000
<b>Revenue Total:</b>	<b>\$ 8,900,622</b>	<b>\$ 5,892,161</b>	<b>\$ 7,303,336</b>	<b>\$ 7,619,089</b>	<b>\$ 7,619,089</b>	<b>\$ 7,667,000</b>
<b>Expenditures</b>						
Contractual Services	\$ 4,959,161	\$ 5,090,438	\$ 4,286,342	\$ 5,707,179	\$ 4,226,637	\$ 5,000,000
Transfers	1,146,622	3,351,755	938,601	2,735,014	2,735,014	3,496,493
Debt Service	-	-	1,808,001	-	-	-
<b>Total Expenditures</b>	<b>\$ 6,105,783</b>	<b>\$ 8,442,193</b>	<b>\$ 7,032,944</b>	<b>\$ 8,442,193</b>	<b>\$ 6,961,651</b>	<b>\$ 8,496,493</b>
Change in Balance	\$ 2,794,839	\$ (2,550,032)	\$ 270,392	\$ (823,104)	\$ 657,438	\$ (829,493)
Balance Sheet Adj.	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Ending Fund Balance</b>	<b>\$ 7,186,918</b>	<b>\$ 4,636,886</b>	<b>\$ 4,907,278</b>	<b>\$ 6,831,489</b>	<b>\$ 5,564,716</b>	<b>\$ 4,735,223</b>

Table 7-4: DTOP TIF Financial Summary

### 7.2.4 Earth Fest

#### Fund Summary

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

	Actuals			2015		2016 Rec.
	2012	2013	2014	Budget	YE Est.	
<b>Starting Fund Balance</b>	\$ 4,532	\$ 11,932	\$ 11,026	\$ 8,908	\$ 8,483	\$ 5,133
<b>Revenues</b>						
Miscellaneous Revenue	\$ 7,400	\$ 3,800	\$ 2,575	\$ 4,500	\$ 4,500	\$ 4,500
<b>Revenue Total:</b>	\$ 7,400	\$ 3,800	\$ 2,575	\$ 4,500	\$ 951	\$ 4,500
<b>Expenditures</b>						
Personal Services	\$ -	\$ -		\$ -	\$ -	\$ -
Fringe Benefits	-	-		-	-	-
Materials and Supplies	-	3,244	1,253	7,600	951	1,400
Contractual Services	-	1,462	3,865	5,000	3,350	3,600
<b>Total Expenditures</b>	\$ -	\$ 4,706	\$ 5,118	\$ 12,600	\$ 4,301	\$ 5,000
Change in Balance	\$ 7,400	\$ (906)	\$ (2,543)	\$ (8,100)	\$ (3,350)	\$ (500)
<b>Ending Fund Balance</b>	\$ 11,932	\$ 11,026	\$ 8,483	\$ 808	\$ 5,133	\$ 4,633

Table 7-5: Earth Fest Financial Summary

### 7.2.5 Enhanced 9-1-1 Fund

#### Fund Summary

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

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

The Fire Communications program supports communications needs. Included are costs associated with maintenance of the radio frequency equipment, IWIN, Fire paging system maintenance, radio replacement parts and batteries.

	Actual			2015		2016 Rec.
	2012	2013	2014	Budget	YE Est.	
<b>Starting Fund Balance</b>	\$ 226,467	\$ 310,210	\$ 228,223	\$ 227,245	\$ 68,379	\$ (11,397)
<b>Revenues</b>						
E911 Surcharge	\$ 610,600	\$ 572,846	\$ 558,974	\$ 540,000	\$ 560,000	\$ 560,000
Investment/Interest Income	145	38	10	20	20	20
Transfer from General Fund	1,373,000	1,300,000	1,300,000	871,704	871,704	875,000
<b>Revenue Total:</b>	<b>\$ 1,983,745</b>	<b>\$ 1,872,884</b>	<b>\$ 1,858,984</b>	<b>\$ 1,411,724</b>	<b>\$ 1,431,724</b>	<b>\$ 1,435,020</b>
<b>Expenditures</b>						
Materials & Supplies	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contractual Services	1,900,002	1,917,082	2,000,046	1,525,603	1,511,500	1,566,667
Capital Outlay	-	37,789	18,782	30,000	-	58,500
<b>Total Expenditures</b>	<b>\$ 1,900,002</b>	<b>\$ 1,954,871</b>	<b>\$ 2,018,828</b>	<b>\$ 1,555,603</b>	<b>\$ 1,511,500</b>	<b>\$ 1,625,167</b>
Change in Balance	\$ 83,743	\$ (81,987)	\$ (159,844)	\$ (143,879)	\$ (79,776)	\$ (190,147)
<b>Ending Fund Balance</b>	<b>\$ 310,210</b>	<b>\$ 228,223</b>	<b>\$ 68,379</b>	<b>\$ 83,366</b>	<b>\$ (11,397)</b>	<b>\$ (201,544)</b>

**Table 7-6: Enhanced 9-1-1 Financial Summary**

### 7.2.6 Farmer's Market

#### Fund Summary

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

	Actual			2015		2016 Rec.
	2012	2013	2014	Budget	YE Est.	
<b>Starting Fund Balance</b>	\$ 40,958	\$ 42,425	\$ 36,211	\$ 33,218	\$ 36,211	\$ 22,635
<b>Revenues</b>						
Seasonal Fees	\$ 19,500	\$ 20,563	\$ 23,465	\$ 23,500	\$ 23,500	\$ 20,500
Sale of Merchandise	6,205	5,379	6,096	4,700	4,700	7,000
<b>Revenue Total:</b>	<b>\$ 25,705</b>	<b>\$ 25,942</b>	<b>\$ 29,561</b>	<b>\$ 28,200</b>	<b>\$ 28,200</b>	<b>\$ 27,500</b>
<b>Expenditures</b>						
Personnel Services	\$ 887	\$ -	\$ -	\$ -	\$ -	\$ -
Fringe Benefits	51	-	-	-	-	-
Materials & Supplies	3,452	1,674	3,424	4,000	4,000	9,350
Contractual Services	19,849	30,482	30,940	37,776	37,776	41,032
<b>Total Expenditures</b>	<b>\$ 24,238</b>	<b>\$ 32,156</b>	<b>\$ 34,364</b>	<b>\$ 41,776</b>	<b>\$ 41,776</b>	<b>\$ 50,382</b>
Change in Balance	\$ 1,467	\$ (6,213)	\$ (4,803)	\$ (13,576)	\$ (13,576)	\$ (22,882)
<b>Ending Fund Balance</b>	<b>\$ 42,425</b>	<b>\$ 36,211</b>	<b>\$ 31,408</b>	<b>\$ 19,642</b>	<b>\$ 22,635</b>	<b>\$ (247)</b>

Table 7-7: Farmer's Market Financial Summary

### 7.2.7 Federal RICO Fund

#### Fund Summary

The Federal Recovered Drug Asset Forfeiture Fund is a fund by which assets of drug-related criminals can be seized by federal governments. A 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.

	Actual			2015		2016 Rec.
	2012	2013	2014	Budget	YE Est.	
<b>Starting Fund Balance</b>	\$ 207,573	\$ 79,447	\$ 63,704	\$ 665	\$ 238,063	\$ 168,613
<b>Revenues</b>						
Asset Seizures/Forfeitures	\$ 44,857	\$ 149,520	\$ 191,488	\$ 150,000	\$ 150,000	\$ 150,000
Investment/Interest Income	228	43	22	50	50	50
Gain on Sale of Property	18,256	8,695	12,422	10,000	10,000	10,000
<b>Revenue Total:</b>	<b>\$ 63,342</b>	<b>\$ 158,259</b>	<b>\$ 203,932</b>	<b>\$ 160,050</b>	<b>\$ 160,050</b>	<b>\$ 160,050</b>
<b>Expenditures</b>						
Materials & Supplies	\$ 13,896	\$ 27,128	\$ 29,573	\$ 26,500	\$ 26,500	\$ 26,500
Contractual Services	9,032	-	-	3,000	3,000	3,000
Capital Transfers	-	-	-	-	-	-
Transfers	168,540	146,873	-	200,000	200,000	200,000
<b>Total Expenditures</b>	<b>\$ 191,468</b>	<b>\$ 174,001</b>	<b>\$ 29,573</b>	<b>\$ 229,500</b>	<b>\$ 229,500</b>	<b>\$ 229,500</b>
Change in Balance	\$ (128,126)	\$ (15,743)	\$ 174,359	\$ (69,450)	\$ (69,450)	\$ (69,450)
<b>Ending Fund Balance</b>	<b>\$ 79,447</b>	<b>\$ 63,704</b>	<b>\$ 238,063</b>	<b>\$ (68,785)</b>	<b>\$ 168,613</b>	<b>\$ 99,163</b>

**Table 7-8: Federal RICO Fund Financial Summary**

7.2.8 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. A 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.

	Actual			2015		2016 Rec.
	2012	2013	2014	Budget	YE Est.	
<b>Starting Fund Balance</b>	\$ 35,116	\$ 35,812	\$ 39,935	\$ 41,215	\$ 39,935	\$ 39,935
<b>Revenues</b>						
Asset Seizures/Forfeitures	\$ 781	\$ 4,117	\$ 1,725	\$ -	\$ -	\$ -
Investment/Interest Income	15	6	6	-	-	-
<b>Revenue Total:</b>	\$ 796	\$ 4,123	\$ 1,731	\$ -	\$ -	\$ -
<b>Expenditures</b>						
Materials & Supplies	\$ 100	\$ -	\$ -	\$ 47,500	\$ -	\$ -
<b>Total Expenditures</b>	\$ 100	\$ -	\$ -	\$ 47,500	\$ -	\$ -
Change in Balance	\$ 696	\$ 4,123	\$ 1,731	\$ (47,500)	\$ -	\$ -
<b>Ending Fund Balance</b>	\$ 35,812	\$ 39,935	\$ 41,666	\$ (6,285)	\$ 39,935	\$ 39,935

**Table 7-9: State RICO Fund Financial Summary**

### 7.2.9 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.

	Actual			2015		2016 Rec.
	2012	2013	2014	Budget	YE Est.	
<b>Starting Fund Balance</b>	\$ 186,735	\$ 223,625	\$ 277,351	\$ 55,375	\$ 223,625	\$ 285,940
<b>Revenues</b>						
Annual Allotment	\$ 77,556	\$ 82,241	\$ 86,359	\$ 75,000	\$ 75,000	\$ 75,000
Investment/Interest Income	176	64	36	-	-	-
<b>Revenue Total:</b>	\$ 77,732	\$ 82,305	\$ 86,395	\$ 75,000	\$ 75,000	\$ 75,000
<b>Expenditures</b>						
Materials & Supplies	\$ 36,172	\$ 28,579	\$ 17,944	\$ 40,000	\$ -	\$ -
Contractual Services	4,670	-	10,060	11,500	12,685	75,291
Transfers	-	-	174,229	-	-	-
<b>Total Expenditures</b>	\$ 40,842	\$ 28,579	\$ 202,233	\$ 51,500	\$ 12,685	\$ 75,291
Change in Balance	\$ 36,890	\$ 53,726	\$ (115,838)	\$ 23,500	\$ 62,315	\$ (291)
<b>Ending Fund Balance</b>	\$ 223,625	\$ 277,351	\$ 161,513	\$ 78,875	\$ 285,940	\$ 285,649

Table 7-10: Foreign Fire Insurance Financial Summary

### 7.2.10 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 of 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.

	Actual			2015		2016 Rec.
	2012	2013	2014	Budget	YE Est.	
<b>Starting Fund Balance</b>	\$ 713,873	\$ 845,937	\$ 978,442	\$ 1,133,352	\$ 1,112,539	\$ 271,331
<b>Revenues</b>						
Increment Property Taxes	\$ 132,042	\$ 136,277	\$ 154,663	\$ 138,997	\$ 158,527	\$ 162,490
Investment Income	22	233	746	150	265	265
<b>Revenue Total:</b>	\$ 132,064	\$ 136,509	\$ 155,409	\$ 139,147	\$ 158,792	\$ 162,755
<b>Expenditures</b>						
Contractual Services	\$ -	\$ 4,004	\$ 13,468	\$ 1,000,000	\$ 1,000,000	\$ 300,000
Investment Loss	-	-	7,844	-	-	-
<b>Total Expenditures</b>	\$ -	\$ 4,004	\$ 21,312	\$ 1,000,000	\$ 1,000,000	\$ 300,000
Change in Balance	\$ 132,064	\$ 132,505	\$ 134,097	\$ (860,853)	\$ (841,208)	\$ (137,245)
<b>Ending Fund Balance</b>	\$ 845,937	\$ 978,442	\$ 1,112,539	\$ 272,499	\$ 271,331	\$ 134,087

Table 7-11: Harlem/Garfield TIF Financial Summary

## 7.2.11 Madison Street Tax Increment Financing District

### Fund Summary

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

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

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

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

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

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

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

In late 2012, the Village recouped the \$2.3 million expenditure and the terms and conditions of the 1995 Intergovernmental Agreement have resumed now placing the Village in a position to distribute to District 97 one-hundred percent of the total tax lost by District 97 due to its classification and TIF increment. Those funds are currently held by the Village at the request of District 97 due to their continued interested in exploring, in partnership with the Village, the financial benefit to the TIF District of a new Administrative School District facility within the Madison TIF boundaries and the extent to which such collaboration would support the goals of the Madison Street Corridor Plan and have a long term positive financial impact on the EAV in the Village.

The effect of the above Intergovernmental Agreements to the Madison TIF and resulting funds available for TIF eligible expenses are as follows:

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

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

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

In conjunction with the Oak Park EDC, the Village has noted that redevelopment of Madison is a key economic priority. In 2013, the Madison Street corridor generated 22% of the Village's total sales tax revenue, or approximately \$418,000 of the \$1.9 M in total annual sales tax revenue. The corridor contains vacant, undeveloped properties including two key parcels owned by the Village. For every \$10 M in new equalized assessed valuation that is

placed on the tax rolls via a new development, more than \$1 M in new property tax revenue is generated for all taxing bodies.

	Actual			2015		2016 Rec.
	2012	2013	2014	Budget	YE Est.	
<b>Starting Fund Balance</b>	\$ 11,406,928	\$ 13,291,138	\$ 13,034,743	\$ 14,178,211	\$ 14,721,312	\$ 9,716,312
<b>Revenues</b>						
Increment Property Taxes	\$ 2,583,004	\$ 2,163,201	\$ 1,876,769	\$ 1,900,000	\$ 1,900,000	\$ 1,900,000
Other Income	87,232	403,769	17,982	50,000	50,000	50,000
<b>Revenue Total:</b>	<b>\$2,670,236</b>	<b>\$2,566,970</b>	<b>\$1,894,751</b>	<b>\$1,950,000</b>	<b>\$1,950,000</b>	<b>\$1,950,000</b>
<b>Expenditures</b>						
Contractual Services	\$ 786,026	\$ 2,823,365	\$ 175,771	\$ 13,392,000	\$ 6,805,000	\$ 8,576,500
Capital Outlay	-	-	32,411	-	-	-
Transfers	-	-	-	150,000	150,000	1,423,500
<b>Total Expenditures</b>	<b>\$ 786,026</b>	<b>\$ 2,823,365</b>	<b>\$ 208,182</b>	<b>\$ 13,542,000</b>	<b>\$ 6,955,000</b>	<b>\$10,000,000</b>
Change in Balance	\$ 1,884,210	\$ (256,395)	\$ 1,686,569	\$(11,592,000)	\$ (5,005,000)	\$ (8,050,000)
<b>Ending Fund Balance</b>	<b>\$13,291,138</b>	<b>\$13,034,743</b>	<b>\$14,721,312</b>	<b>\$ 2,586,211</b>	<b>\$ 9,716,312</b>	<b>\$ 1,666,312</b>

Table 7-12: Madison Street TIF Financial Summary

7.2.12 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.

	Actual			2015		2015 Rec.
	2012	2013	2014	Budget	YE Est.	
<b>Starting Fund Balance</b>	\$ 32,979	\$ 205,954	\$ 204,173	\$ 411,304	\$ 346,880	\$ 347,480
<b>Revenues</b>						
Annual Allotment	\$ 1,493,225	\$ 1,497,430	\$ 1,741,355	\$ 1,800,000	\$ 1,800,000	\$ 1,800,000
Investment/Interest Income	255	789	1,352	600	600	600
<b>Revenue Total:</b>	<b>\$ 1,493,480</b>	<b>\$ 1,498,219</b>	<b>\$ 1,742,707</b>	<b>\$ 1,800,600</b>	<b>\$ 1,800,600</b>	<b>\$ 1,800,600</b>
<b>Expenditures</b>						
Transfers	\$ 1,320,505	\$ 1,500,000	\$ 1,600,000	\$ 1,800,000	\$ 1,800,000	\$ 1,800,000
<b>Total Expenditures</b>	<b>\$ 1,320,505</b>	<b>\$ 1,500,000</b>	<b>\$ 1,600,000</b>	<b>\$ 1,800,000</b>	<b>\$ 1,800,000</b>	<b>\$ 1,800,000</b>
Change in Balance	\$ 172,975	\$ (1,781)	\$ 142,707	\$ 600	\$ 600	\$ 600
<b>Ending Fund Balance</b>	<b>\$ 205,954</b>	<b>\$ 204,173</b>	<b>\$ 346,880</b>	<b>\$ 411,904</b>	<b>\$ 347,480</b>	<b>\$ 348,080</b>

Table 7-13: Motor Fuel Tax Fund Financial Summary

7.2.13 Special Service Area (SSA) #1

**Fund Summary**

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

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

	Actual			2015		2016 Rec.
	2012	2013	2014	Budget	YE Est.	
<b>Starting Fund Balance</b>	\$ 276,350	\$ 495,119	\$ (74,763)	\$ (117,243)	\$ (347,938)	\$ (222,588)
<b>Revenues</b>						
Property Taxes	\$ 629,374	\$ 109,024	\$ 424,446	\$ 419,195	\$ 419,195	\$ 360,000
Investment/Interest						
Income	390	283	390	350	350	350
Transfers In	-	-	-	355,805	355,805	350,000
<b>Revenue Total:</b>	\$ 629,764	\$ 109,307	\$ 424,836	\$ 775,350	\$ 775,350	\$ 710,350
<b>Expenditures</b>						
Contractual Services	\$ 410,995	\$ 679,189	\$ 698,011	\$ 650,000	\$ 650,000	\$ 650,000
Rebate Program	-	-	-	-	-	-
<b>Total Expenditures</b>	\$ 410,995	\$ 679,189	\$ 698,011	\$ 650,000	\$ 650,000	\$ 650,000
Change in Balance	\$ 218,769	\$ (569,882)	\$ (273,175)	\$ 125,350	\$ 125,350	\$ 60,350
<b>Ending Fund Balance</b>	\$ 495,119	\$ (74,763)	\$ (347,938)	\$ 8,107	\$ (222,588)	\$ (162,238)

**Table 7-14: SSA #1 TIF Financial Summary**

7.2.14 Special Service Area (SSA) #7

**Fund Summary**

The Special Service Area (SSA) #7 Fund was created in FY 2014 to account for traffic diverters placed along 1200 Elmwood and Rossell.

	Actual			2015		2016 Rec.
	2012	2013	2014	Budget	YE Est.	
<b>Starting Fund Balance</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Revenues</b>						
Property Taxes	\$ -	\$ -	\$ -	\$ 6,937	\$ 6,937	\$ 6,937
Investment/Interest Income	-	-	-	-	-	-
<b>Revenue Total:</b>	\$ -	\$ -	\$ -	\$ 6,937	\$ 6,937	\$ 6,937
<b>Expenditures</b>						
Contractual Services	\$ -	\$ -	\$ -	\$ 6,937	\$ 6,937	\$ 6,937
Transfers	-	-	-	-	-	-
<b>Total Expenditures</b>	\$ -	\$ -	\$ -	\$ 6,937	\$ 6,937	\$ 6,937
Change in Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 0
<b>Ending Fund Balance</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 0

Table 7-15: SSA #7 TIF Financial Summary

7.2.15 Sustainability Fund

Fund Summary

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

	Actual			2015		2016 Rec.
	2012	2013	2014	Budget	YE Est.	
<b>Starting Fund Balance</b>	\$ 9,132	\$ (94,780)	\$ (54,794)	\$ -	\$ 12,029	\$ 50,020
<b>Revenues</b>						
Grants	\$ -	\$ -		\$ -	\$ -	\$ -
Miscellaneous Revenue	500	-	914	-	-	-
Transfers In	-	146,670	112,991	112,991	112,991	220,600
<b>Revenue Total:</b>	\$ 500	\$ 146,670	\$ 113,905	\$ 112,991	\$ 112,991	\$ 220,600
<b>Expenditures</b>						
Personal Services	\$ 75,487	\$ 75,163	\$ 16,961	\$ 75,900	\$ -	\$ -
Fringe Benefits	21,507	29,360	9,872	25,202	-	-
Materials & Supplies	4,803	1,911	-	2,289	-	2,289
Contractual Services	2,670	250	20,249	9,600	75,000	145,600
<b>Total Expenditures</b>	\$ 104,467	\$ 106,684	\$ 47,082	\$ 112,991	\$ 75,000	\$ 147,889
Change in Balance	\$ (103,967)	\$ 39,986	\$ 66,823	\$ -	\$ 37,991	\$ 72,711
<b>Ending Fund Balance</b>	\$ (94,835)	\$ (54,794)	\$ 12,029	\$ -	\$ 50,020	\$ 122,731

Table 7-16: Sustainability Fund Financial Summary

### 7.2.16 Travel, Training and Wellness Fund

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

	Actuals			2015		2016 Rec.
	2012	2013	2014	Budget	YE Est.	
<b>Starting Fund Balance</b>	\$ 806	\$ 35,639	\$ 78,715	\$ 53,715	\$ 18,018	\$ (6,982)
<b>Revenues</b>						
American Express Rebate Points	\$ 44,350	\$ 47,650	\$ 14,802	\$ 50,000	\$ 75,000	\$ 80,000
<b>Revenue Total:</b>	\$ 44,350	\$ 47,650	\$ 14,802	\$ 50,000	\$ 75,000	\$ 80,000
<b>Expenditures</b>						
Personal Services	\$ -	\$ -		\$ -	\$ -	\$ -
Fringe Benefits	-	-		-	-	-
Materials and Supplies	8,197	-	60,080	-	30,000	5,000
Contractual Services	1,320	4,574	15,419	100,000	70,000	75,000
<b>Total Expenditures</b>	\$ 9,517	\$ 4,574	\$ 75,499	\$ 100,000	\$ 100,000	\$ 80,000
Change in Balance	\$ 34,833	\$ 43,076	\$ (60,697)	\$ (50,000)	\$ (25,000)	\$ -
<b>Ending Fund Balance</b>	\$ 35,639	\$ 78,715	\$ 18,018	\$ 3,715	\$ (6,982)	\$ (6,982)

Table 7-17: 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.

Even though the funds are received by an external source, all expenditures are subject to the Village Board's appropriation authority. Therefore a grant may be received, but may not legally be spent without budgetary approval as well.

Generally a new fund is set up to receive the revenue and capture the expenses for each grant to ensure proper compliance with reporting requirements of the granting agency as well as to provide transparency as to what is being spent.

In order to ease the administrative effort in grant compliance, often expenses are made out of the general operating fund then reimbursed by the grant fund. In these cases, the expense of the grant fund is a transfer to the general fund. However, sometimes the granting agency requires a separate and distinct reporting. In these cases, the expense is made directly from the grant fund.

## 8.2 Grant Summary

### Grant Funding Summary

Fund/Grant Name	Department		FY 2016
	Department	Number	Recommendation
CLG Hulbert Houses Historic District	Development Customer Services - Planning	46202	\$14,000
Dental Sealants 2015-16	Health	44550	1,200
CCDPH Mosq Prevent 2015	Health	44550	9,152
Cities Readiness 2015-16	Health	44550	42,874
CDBG Double Coupon 15-16	Health	44550	8,000
W Nile Virus Prevent 2015-16	Health	44550	10,000
IDPH Ebola Supplement 2016-2017	Health	44550	10,377
Local Health Protect 2015-16	Health	44550	63,201
Pub Hlth Emrg Prep 2015-16	Health	44550	53,311
Teen Preg Prevent 2015-16	Health	44550	27,063
IL Tobacco Free 2015-16	Health	44550	20,456
IDPH Childhood Lead Poison Prevention	Health	44550	25
IDPH Family Case Management	Health	44550	43,731
IDPH Tanning Facilities	Health	44550	2,250
IDPH HIV Surveillance	Health	44550	4,400
Edward Byrne Memorial 2013	Police	42400	4,841
Tobacco Enforcement Program	Police	42400	<u>3,250</u>
			<b>\$318,130</b>

**Table 8-1: Grant Summary**

## Appendix A: Glossary

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

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

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

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

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

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

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

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

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

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

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

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

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

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

**Debt Service:** Payment of interest and principal on an obligation resulting from the issuance of bonds, notes or certificates of indebtedness. There are different types of debt instruments issued by the Village with the most common being General Obligation (GO) debt. Includes cash, assets, investments and accounts receivable against outstanding liabilities, such as accounts payable and outstanding contracts.

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

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

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

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

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

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

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

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

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

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

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

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

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

**Fund Balance:** The fund equity of governmental funds and trust funds at a particular point of time, usually the end of a fiscal year. The Fund Balance is usually presented on a net accrual basis.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

**Tax Increment Finance (TIF) District:** A Tax Increment Finance (TIF) District is a legally defined area that allows for the capture of property tax receipts above a base amount,

usually the amount collected just before the district is created. This incremental property tax collected is then earmarked for economic development projects within the district.

**Total Department Full Time 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: 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

Fiscal Year	Population	Personal Income	Per Capita Personal Income	Unemployment Rate
2014	52,104	\$ 2,342,291,700	44,954	4.30%
2013	52,104	\$ 2,342,291,700	44,954	6.00%
2012	52,104	2,342,291,700	44,954	6.20%
2011	52,104	2,342,291,700	44,954	6.50%
2010	52,524	2,097,561,070	39,935	6.20%
2009	52,524	2,097,561,070	39,935	7.50%
2008	52,524	2,097,561,070	39,935	4.50%
2007	52,524	2,097,561,070	39,935	3.50%
2006	52,524	2,097,561,070	39,935	3.20%
2005	52,524	1,908,722,160	36,340	4.20%

Source: Illinois Department of Employment Security (IDES)

## Economic and Financial Profile

The Village of Oak Park was incorporated in 1902 and operates under the council/manager form of government. This form of government was approved by referendum in 1953 and has been in effect since that time. The legislative body consists of the Village President and Board of six Trustees, all elected on an at-large basis to overlapping four-year terms. The Village Manager is responsible for the day-to-day operation of the Village. The Village is a home rule municipality as defined by the Illinois Constitution. Located approximately 8 miles west of the City of Chicago, in Cook County, the Village occupies a land area of 4.6 square miles and has a certified 2010 Census of 50,272. Additional demographic information may be found in the statistical section of this report.

The Village provides a full range of general governmental services. Specifically, the Village provides police and fire protection, health services, water and sewer utilities, street construction and maintenance, code enforcement, planning and zoning, and general administrative services.

The statements have been prepared in accordance with Statement No. 34 (Basic Financial Statements – and Management’s Discussion and Analysis – for State and Local Governments) of the Governmental Accounting Standards Board (“GASB”). The GASB is an organization that establishes accounting and financial reporting standards for state and local governments in the United States. Statement No. 34 significantly changed the required format for governmental statements in a number of ways. The most significant of these changes was to require that governments prepare government-wide financial statements in addition to the fund-based financial statements governments have traditionally prepared. The government-wide financial statements attempt to present a government’s financial position and results of operations in a manner similar to business. More information about this “new financial reporting model” is provided in Management’s Discussion and Analysis (“MD&A”). The MD&A is located in the financial section of this report.

The financial reporting entity of the Village of Oak Park is comprised of all funds of the primary government (i.e., the Village of Oak Park as legally defined) and its pension trust funds: the Oak Park Police Pension Fund and the Oak Park Firefighters' Pension Fund. These funds were determined to be pension trust funds due to their fiduciary and fiscal relationships with the Village as their sole purpose is to provide retirement benefits to the Village's sworn police officers and firefighters. The Oak Park Public Library is included as a discrete presentation since a separately elected board of trustees governs it. No other legally separate entity qualifies as a component unit of the Village.

## Accounting System and Budgetary Control

The accounts of the Village are organized on the basis of funds, each of which is considered a separate and distinct accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues, and expenditures. Revenues are allocated to and accounted for in individual funds based upon the purpose for which they are to be expended and the means by which spending activities are controlled. The accounting records for general governmental operations are maintained on the modified accrual basis, with revenues being recorded when available and measurable, and expenditures being recorded when materials or services are received and the liability incurred. Accounting records for the Village's enterprise funds, internal service funds and pension trust funds are maintained on the accrual basis of accounting.

Management of the Village is responsible for establishing and maintaining a system of internal accounting controls. These controls are designed to assure that the assets of the Village are safeguarded against any material loss, theft or misuse. These controls assure that the financial statements are in conformity with generally accepted accounting principles. Internal accounting controls are designed to provide reasonable, but not absolute, assurances that control objectives will be met. The concept of reasonable assurances recognizes that (1) the cost of control should not exceed the benefits likely to be derived; and (2) the evaluation of costs and benefits require estimates and judgment by Management.

The annual budget serves as the foundation for the Village's financial planning and control. State law requires that a municipality operating under the budget system adopt its annual budget prior to the start of its fiscal year. Through the budget, spending authority is conveyed by expenditure object. The legal level of budgetary control is the department level, or, where no departmental segregation of a fund exists, the fund level.

## Adopted Fund Balance Policy

2012-R-93\_B\_052112

ORIGINAL

### RESOLUTION TO ADOPT THE FUND BALANCE POLICY AS RECOMMENDED BY THE FINANCE COMMITTEE

**WHEREAS:** The Finance Committee reviewed a fund balance policy as provided by staff on February 16, 2012;

**WHEREAS:** The Committee approved the policy for recommendation to the Village Board

**NOW, THEREFORE, BE IT RESOLVED** by the President and Board of Trustees of the Village of Oak Park, Illinois:

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

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

If the reserves drop below this amount, staff shall recommend a budget and operational strategy to accumulate the necessary reserves over a period not to exceed three years.

Each enterprise fund shall also strive to maintain a 10% to 20% unreserved fund balance to be available for emergency, unforeseen circumstances, and fund cash flow needs.

If the reserves drop below this amount, staff shall recommend a budget and operational strategy to accumulate the necessary reserves over a period not to exceed two years.

However, at the time of discussion in 2012, the Village's current balances are not in compliance with the above policy. Staff is committed to implementing the stated policy, achieving compliance within five years. Once in compliance, the above policy will take hold in order to maintain status.

**THIS RESOLUTION** shall be in full force and effect from and after its adoption and approval as provided by law.

**ADOPTED** this 21<sup>ST</sup> day of May 2012 pursuant to a roll call vote as follows:

**AYES:** Trustees Johnson, Lueck and Tucker; President Pope

**NAYS:** None

**ABSENT:** Trustees Brewer, Hedges and Salzman

**APPROVED** by me this \_\_\_\_\_ day of May 2012.

**RESOLUTION TO ADOPT THE FUND BALANCE POLICY**

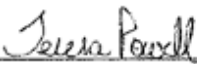
-page 2-



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David G. Pope  
Village President

**ATTEST:**



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Teresa Powell  
Village Clerk

## Pension Summary

### Plan Descriptions

The Village contributes to three defined benefit pension plans, the Illinois Municipal Retirement Fund (IMRF), an agent multiple-employer public employee retirement system; the Police Pension Plan which is a single-employer pension plan; and the Firefighters' Pension Plan which is also a single-employer pension plan. The benefits, benefit levels, employee contributions and employer contributions for all three plans are governed by Illinois Compiled Statutes (ILCS) and can only be amended by the Illinois General Assembly. None of the pension plans issue separate reports on the pension plans. However, IMRF does issue a publicly available report that includes financial statements and supplementary information for the plan as a whole, but not for individual employers. That report can be obtained from IMRF, 2211 York Road, Suite 500, Oak Brook, Illinois 60523.

#### Illinois Municipal Retirement Fund

All employees (other than those covered by the Police or Firefighters' Pension Plans) hired in positions that meet or exceed the prescribed annual hourly standard must be enrolled in IMRF as participating members. IMRF provides two tiers of pension benefits.

Employees hired prior to January 1, 2011, are eligible for Tier 1 benefits. For Tier 1 employees, pension benefits vest after eight years of service. Participating members who retire at age 55 (reduced benefits) or after age 60 (full benefits) with eight years of credited service are entitled to an annual retirement benefit, payable monthly for life, in an amount equal to 1 2/3% of their final rate of earnings, for each year of credited service up to 15 years, and 2% for each year thereafter.

Employees hired on or after January 1, 2011, are eligible for Tier 2 benefits. For Tier 2 employees, pension benefits vest after ten years of service. Participating members who retire at age 62 (reduced benefits) or after age 67 (full benefits) with ten years of credited service are entitled to an annual retirement benefit, payable monthly for life, in an amount equal to 1 2/3% of their final rate of earnings, for each year of credited service up to 15 years, and 2% for each year thereafter.

IMRF also provides death and disability benefits. These benefit provisions and all other requirements are established by state statute. Participating members are required to contribute 4.5% of their annual salary to IMRF. The Village is required to contribute the remaining amounts necessary to fund IMRF as specified by statute. The employer contributions for the calendar year ended December 31, 2012 was 13.25% of covered payroll.

#### Police Pension Plan

Police sworn personnel are covered by the Police Pension Plan which is a defined benefit single-employer pension plan. Although this is a single-employer pension plan, the defined

benefits and employee and employer contributions levels are governed by Illinois Compiled Statutes (Chapter 40 - Article 5/3) and may be amended only by the Illinois legislature. The Village accounts for the plan as a pension trust fund. The Police Pension Plan does not issue separate financial statements.

At December 31, 2014, the Police Pension Plan membership consisted of:

Retirees and beneficiaries currently receiving benefits	127
Terminated employees entitled to benefits but not yet receiving them	1
Current employees	
Vested	89
Nonvested	24
	<hr/>
<b>TOTAL</b>	<b>241</b>
	<hr/>

The Police Pension Plan provides retirement benefits as well as death and disability benefits. Tier 1 employees (those hired as a police officer prior to January 1, 2011) attaining the age of 50 or older with 20 or more years of creditable service are entitled to receive an annual retirement benefit equal to one-half of the salary attached to the rank held on the last day of service, or for one year prior to the last day, whichever is greater. The annual benefit shall be increased by 2.50% of such salary for each additional year of service over 20 years up to 30 years to a maximum of 75.00% of such salary. Employees with at least eight years but less than 20 years of credited service may retire at or after age 60 and receive a reduced benefit. The monthly benefit of a police officer who retired with 20 or more years of service after January 1, 1977 shall be increased annually, following the first anniversary date of retirement and be paid upon reaching the age of at least 55 years, by 3.00% of the original pension and 3.00% compounded annually thereafter.

Tier 2 employees (those hired on or after January 1, 2011) attaining the age of 55 or older with ten or more years of creditable service are entitled to receive an annual retirement benefit equal to the average monthly salary obtained by dividing the total salary of the police officer during the 96 consecutive months of service within the last 120 months of service in which the total salary was the highest by the number of months of service in that period. Police officers' salary for pension purposes is capped at \$106,800, plus the lesser of 1/2 of the annual change in the Consumer Price Index or 3.00% compounded. The annual benefit shall be increased by 2.50% of such salary for each additional year of service over 20 years up to 30 years to a maximum of 75.00% of such salary. Employees with at least ten years may retire at or after age 50 and receive a reduced benefit (i.e., 1/2% for each month under 55).

The monthly benefit of a Tier 2 police officer shall be increased annually at age 60 on the January 1st after the police officer retires, or the first anniversary of the pension starting date, whichever is later. Noncompounding increases occur annually, each January thereafter. The increase is the lesser of 3.00% or 1/2 of the change in the Consumer Price Index for the proceeding calendar year.

Employees are required by ILCS to contribute 9.91% of their base salary to the Police Pension Plan. If an employee leaves covered employment with less than 20 years of service, accumulated employee contributions may be refunded without accumulated interest. The Village is required to contribute the remaining amounts necessary to finance the Police Pension Plan as actuarially determined by an enrolled actuary.

Effective January 1, 2011, the Village has until the year 2040 to fund 90% of the past service cost for the Police Pension Plan. For the year ended December 31, 2014, the Village's contribution was 38.87% of covered payroll%.

### **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.

As of December 31, 2014, the Fire Pension Plan membership consisted of:

Retirees and beneficiaries currently receiving benefits	1112
Terminated employees entitled to benefits but not yet receiving them	2
Current employees	
Vested	42
Nonvested	15
	<hr/>
<b>TOTAL</b>	<b>170</b>
	<hr/> <hr/>

The Firefighters' Pension Plan provides retirement benefits as well as death and disability benefits. Tier 1 employees (those hired prior to January 1, 2011) attaining the age of 50 or older with 20 or more years of creditable service are entitled to receive an annual retirement benefit equal to one-half of the salary attached to the rank held at the date of retirement. The annual benefit shall be increased by 2.50% of such salary for each additional year of service over 20 years up to 30 years to a maximum of 75.00% of such salary. Employees with at least ten years but less than 20 years of credited service may retire at or after age 60 and receive a reduced benefit. The monthly benefit of a covered employee who retired with 20 or more years of service after January 1, 1977 shall be increased annually, following the first anniversary date of retirement and be paid upon reaching the age of at least 55 years, by 3.00% of the original pension and 3.00% compounded annually thereafter.

Tier 2 employees (those hired on or after January 1, 2011) attaining the age of 55 or older with ten or more years of creditable service are entitled to receive an annual retirement benefit equal to the average monthly salary obtained by dividing the total salary of the firefighter during the 96 consecutive months of service within the last 120 months of service

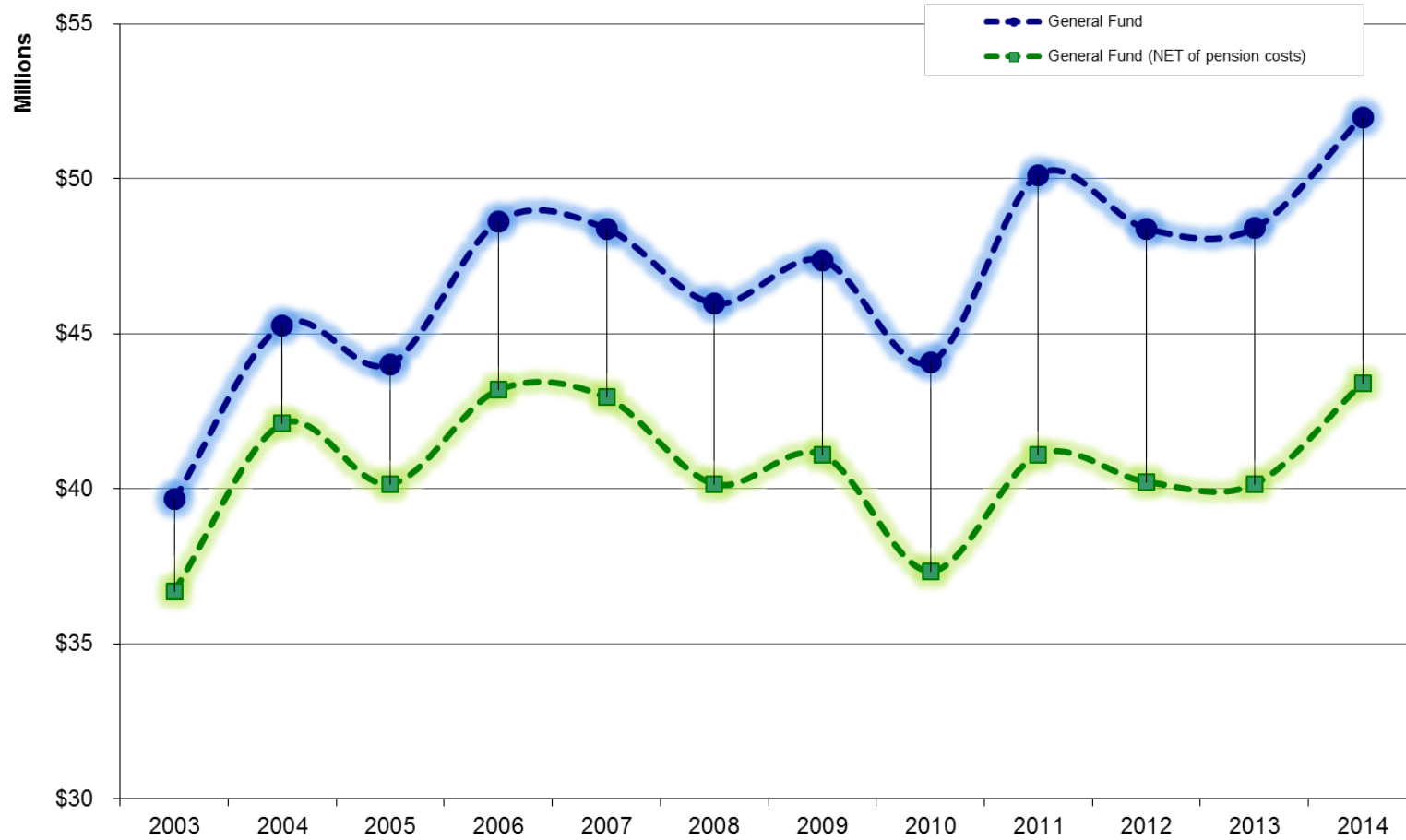
in which the total salary was the highest by the number of months of service in that period. Firefighters' salary for pension purposes is capped at \$106,800, plus the lesser of ½ of the annual change in the Consumer Price Index or 3.00% compounded. The annual benefit shall be increased by 2.50% of such salary for each additional year of service over 20 years up to 30 years to a maximum of 75.00% of such salary. Employees with at least ten years may retire at or after age 50 and receive a reduced benefit (i.e., ½% for each month under 55). The monthly benefit of a Tier 2 firefighter shall be increased annually at age 60 on the January 1<sup>st</sup> after the firefighter retires, or the first anniversary of the pension starting date, whichever is later. Noncompounding increases occur annually, each January thereafter. The increase is the lesser of 3.00% or ½ of the change in the Consumer Price Index for the proceeding calendar year.

Covered employees are required to contribute 9.455% of their base salary to the Firefighters' Pension Plan. If an employee leaves covered employment with less than 20 years of service, accumulated employee contributions may be refunded without accumulated interest. The Village is required to finance the Firefighters' Pension Plan as actuarially determined by an enrolled actuary. Effective January 1, 2011, the Village has until the year 2040 to fund 90% of the past services costs for the Firefighters' Pension Plan. For the year ended December 31, 2014, the Village's contribution was 60.86% of covered payroll.

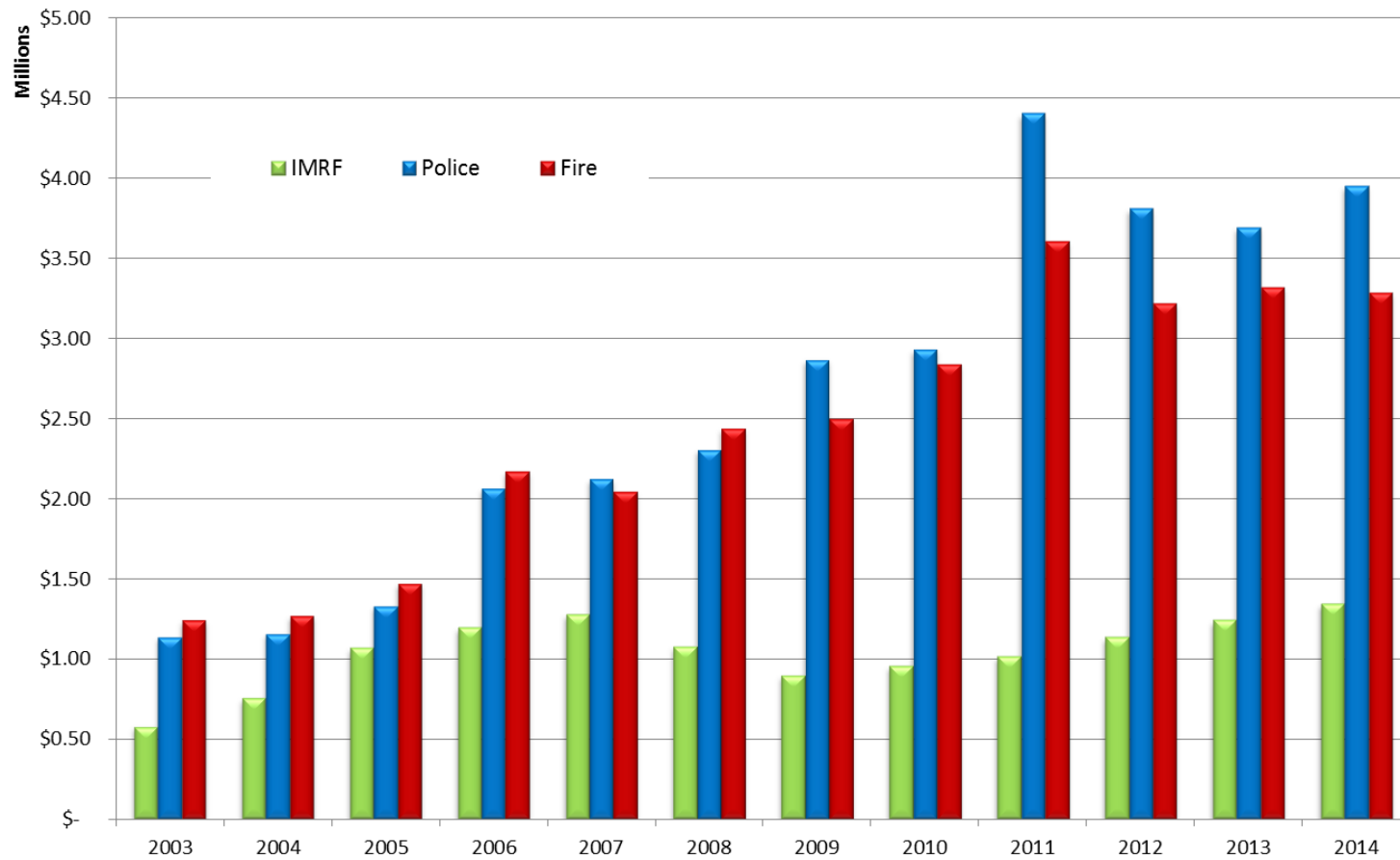
	Municipal Retirement*	Police Pension	Firefighters' Pension
			\$
Actuarial accrued liability (AAL)	\$ 43,441,476	142,947,184	\$ 94,816,133
Actuarial value of plan assets	35,497,000	86,522,448	44,972,995
Unfunded actuarial accrued liability (UAAL)	7,944,476	56,424,736	49,843,138
Funded ratio (actuarial value of plan assets/AAL)	81.71%	60.53%	47.43%
Covered payroll (active plan members)	\$ 14,133,062	\$ 10,168,700	\$ 5,394,577
UAAL as a percentage of covered payroll	56.21%	554.89%	923.95%

\*Includes Oak Park Public Library

General Fund Expenditure Trends, With/ Without Pension Costs 2003-14



## Annual Pension Expenditures 2003 - 2014



## Principal Employers in the Village of Oak Park

Employer	Employees	Rank	% of		% of	
			Total City Population	Employees	Total City Population	Employees
West Suburban Hospital Medical Center	1,341	1	2.57%	N/A	1	N/A
Rush Oak Park Hospital	980	2	1.88%	N/A	2	N/A
School District 97	733	3	1.41%	N/A	3	N/A
School District 200	636	4	1.22%	N/A	5	N/A
Village of Oak Park	358	5	0.69%	N/A	4	N/A
Park District of Oak Park	350	6	0.67%	N/A	8	N/A
Jewel/Osco	258	7	0.50%	N/A	6	N/A
West Cook YMCA	183	8	0.35%	N/A	N/A	N/A
United States Postal Service	154	9	0.30%	N/A	N/A	N/A
Hephzibah Children's Association	134	10	0.26%	N/A	N/A	N/A
<b>TOTAL</b>	<b>5,127</b>		<b>9.85%</b>	<b>-</b>		<b>0.00%</b>

N/A - Information not available

**Data Source**

Oak Park Development Corporation

## Principal Property Tax Payers in the Village of Oak Park

Taxpayer	2013			2004		
	Taxable Assessed Value	Rank	Percentage of Total Village Taxable Assessed Valuation	Taxable Assessed Value	Rank	Percentage of Total Village Taxable Assessed Valuation
Vanguard Health System	\$ 11,561,246	1	0.79%	\$ -	-	-
Oak Park Hospital	10,056,419	2	0.68%	10,111,574	1	0.90%
Harlem Real Estate LLC	5,166,052	3	0.35%	-	-	-
SDOP Corp Midamerica	5,053,376	4	0.34%	-	-	-
Ryan LLC	4,963,550	5	0.34%	-	-	-
Village of Oak Park	4,779,884	6	0.33%	-	-	-
Shaker and Associates	4,321,370	7	0.29%	3,579,415	8	0.32%
Albertsons LLC	3,836,300	8	0.26%	-	-	-
1120 Club	3,760,068	9	0.26%	-	-	-
Scoville Square Association	3,577,140	10	0.24%	-	-	-
R.P. Fox & Associates	-	-	-	9,002,733	2	0.80%
Greenplan Property Management, Inc.	-	-	-	7,378,950	3	0.66%
Oak Park Residence Corp	-	-	-	6,367,847	4	0.57%
AIMCO -Holly Court Terrace	-	-	-	-	-	-
Retirement Community	-	-	-	5,818,298	5	0.52%
CNL Retirement	-	-	-	5,479,377	6	0.49%
R. K. Management	-	-	-	4,195,978	7	0.37%
McCollum Realty	-	-	-	3,214,612	9	0.29%
Marc Realty (Oak Park Venutre)	-	-	-	3,093,639	10	0.28%
<b>Totals</b>	<b>\$ 57,075,405</b>		<b>3.88%</b>	<b>58,242,423</b>		<b>5.20%</b>

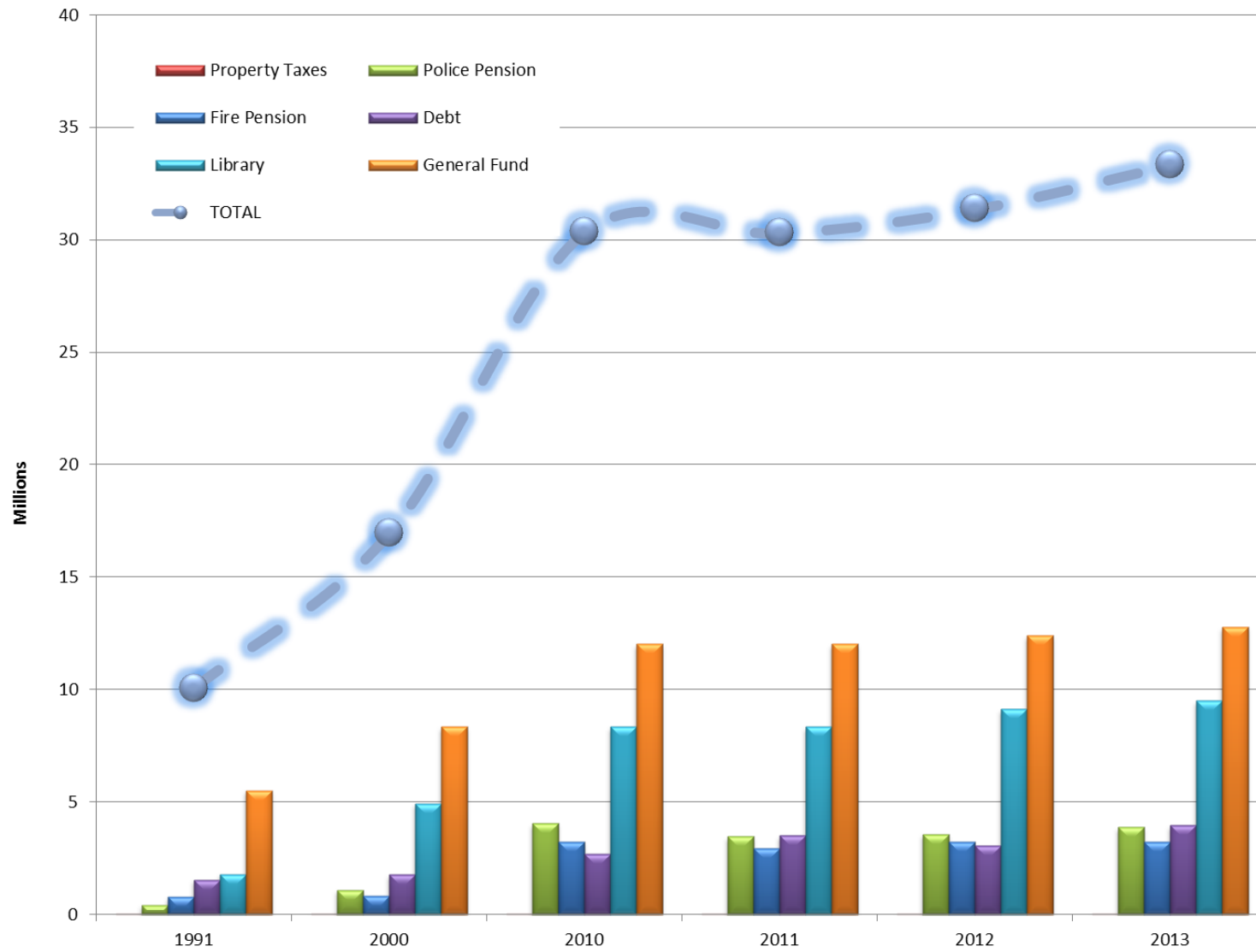
## Summary of Village Property Tax Levy, by Year

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
2005	15,791,972	15,277,213	96.74%	66,708	15,343,921	97.16%
2006	16,350,346	15,690,900	95.97%	332,123	16,023,023	98.00%
2007	17,377,716	16,393,437	94.34%	666,998	17,060,435	98.17%
2008	19,270,178	18,582,542	96.43%	285,585	18,868,127	97.91%
2009	20,703,295	20,095,532	97.06%	289,336	20,384,868	98.46%
2010	22,004,258	21,530,147	97.85%	279,448	21,809,595	99.12%
2011	22,694,817	21,659,448	95.44%	175,695	21,835,143	96.21%
2012	22,974,294	22,625,791	98.48%	210,543	22,836,334	99.40%
2013	24,624,892	24,286,997	98.63%	-	24,286,997	98.63%

Data Source

Office of the County Clerk

## Property Tax Growth Trend 1991 - 2013



## Assessed Valuation, By Year

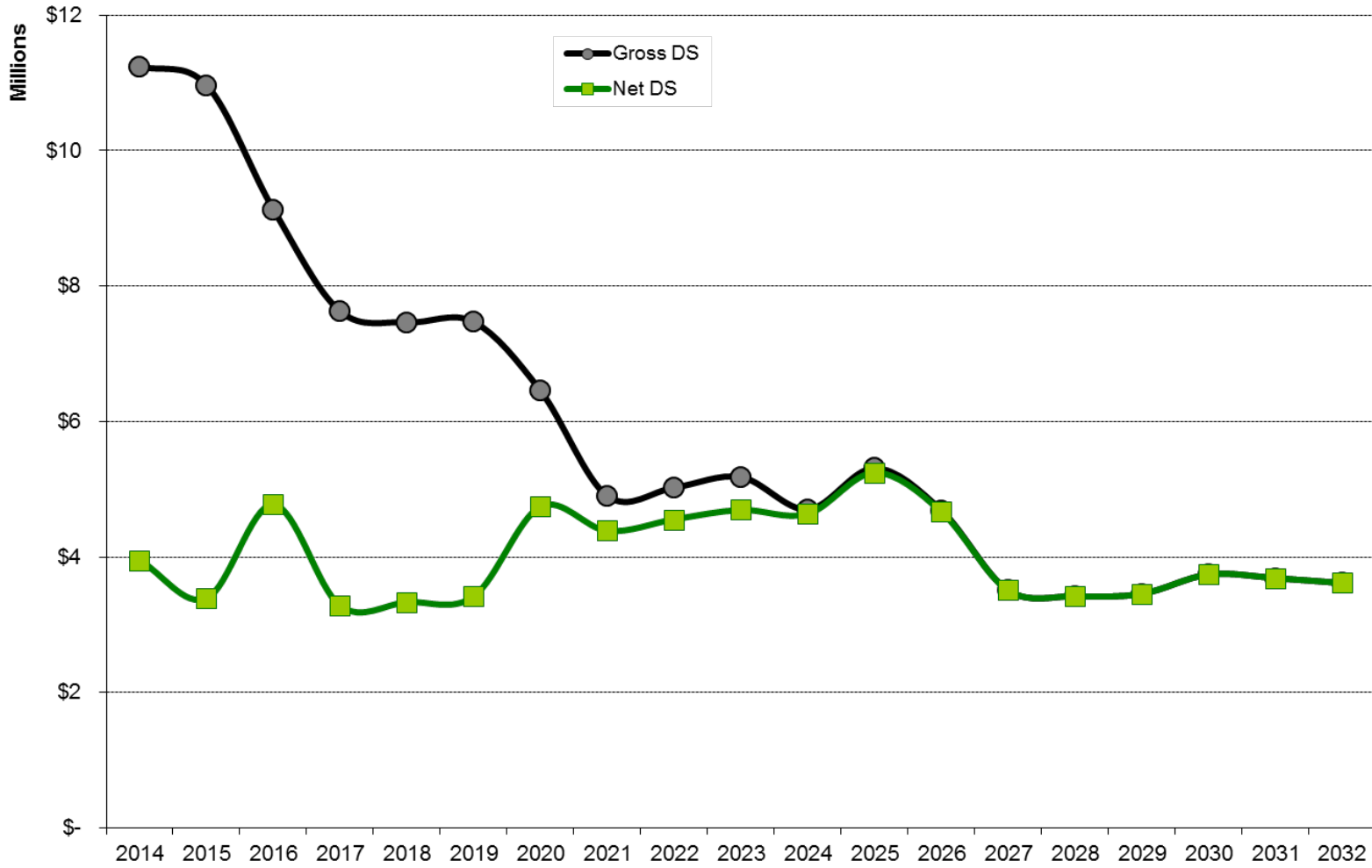
Levy Year	Residential Property	Commercial Property	Industrial Property	Railroad Property	Less: Tax-Exempt Property	Total Taxable Assessed Value	Total Direct Tax Rate	Estimated Actual Taxable Value	Estimated Actual Taxable Value
2005	1,230,924,000	218,260,356	31,965,405	273,548	-	1,481,423,309	1.569	4,444,269,927	33.333%
2006	1,229,516,467	203,874,642	28,320,767	277,437	-	1,461,989,313	1.640	4,385,967,939	33.333%
2007	1,318,955,662	206,980,812	12,002,786	304,493	-	1,538,243,753	1.640	4,614,731,259	33.333%
2008	1,493,056,882	234,302,134	12,898,935	343,524	-	1,740,601,475	1.563	5,221,804,425	33.333%
2009	1,581,807,173	248,229,522	13,665,674	399,947	-	1,844,102,316	1.567	5,532,306,948	33.333%
2010	1,587,350,909	249,099,488	13,713,568	485,843	-	1,850,649,808	1.640	5,551,949,424	33.333%
2011	1,369,603,970	214,928,940	11,832,391	538,498	-	1,596,903,799	1.979	4,790,711,397	33.333%
2012	1,260,829,189	197,859,152	10,892,655	581,655	-	1,470,162,652	2.204	4,410,487,956	33.333%
2013	1,185,962,571	186,110,499	10,245,862	686,942	-	1,383,005,873	1.799	4,149,017,619	33.333%

Data Source

Office of the County Clerk

Debt to Maturity Schedule

**Annual Debt Service,**  
Gross Vs. Net of Abatements - *current* (\$)



## Village Bond Rating

<u>Year</u>	<u>Rating from Moody</u>
1971	Aa
1992	A
1995	A1
1998	Aa3
2009	Aa2
2014	Aa3

<u>List of Ratings</u>	<u>Description</u>
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
Baa1	Medium grade
Baa2	Medium grade
Baa3	Medium grade
Ba1	Has speculative elements
Ba2	Has speculative elements
Ba3	Has speculative elements
B1	Generally lacks characteristics of a desirable investment
B2	Generally lacks characteristics of a desirable investment
B3	Generally lacks characteristics of a desirable investment
Caa	Poor standing; may be in default
Caa	Speculative in a high degree, often in default
Caa	Lowest rated class of bonds; extremely poor prospects