



Village of Oak Park, IL

2015 Recommended Budget

December 8, 2014

DRAFT updated for Village Board Review

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1. Introduction

The Village of Oak Park's 2015 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 2015 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. The Government Finance Officers Association (GFOA) issues awards to those documents meeting the current standards in transparency and effective communication. The Village's FY2014 Budget received the award and this document is patterned similarly.



On an annual basis, the Village Manager in conjunction with the Chief Financial Officer and the Department Directors refines this budget document, so that it becomes an increasingly dynamic planning tool that the Village's internal and community stakeholders may reference to understand the functions of the Village, the accomplishments of the previous year, and the service plans for the coming year.

In this regard, the 2015 Budget Document includes the following:

- **2014 Accomplishments-** This new section provides the reader with a summary of department accomplishments and/or anticipated accomplishments for FY14.
- **2015 Work Plan-** This new section provides a summary of the service activities that Village departments plan to accomplish for FY15.
- **Capital Improvement Plan (CIP)** – In 2015, the presentation of capital projects has been enhanced substantively via the presentation of a multi-year Capital Improvement Program (CIP) that includes a project description, scope and justification narrative.
- **Measure. Analyze. Perform. - MAP Program Update-** Now that the Village's performance management program, the MAP Program, is in operation, we have included an update of MAP program activities, along with a summary, by department and division, of the key performance functions and performance measures for departments that have been integrated into the MAP Program.

Document Organization

The 2015 Recommended Budget is organized in the following manner:

Section 1 presents an introduction to the Recommended 2015 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 2015 Village of Oak Park Organizational Chart, which reflects the Village Manager's organizational structure for 2015.
- **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 2015 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 graphical summary of expenditures, revenues and positions for the Village General Fund
- **Exhibit 3**
Includes a graphical summary of expenditures, revenues and positions for the Village's Enterprise Funds
- **Exhibit 4**
Includes a graphical summary of expenditures, revenues and positions for the Village's Special Revenue Funds
- **Exhibit 5**
Includes a graphical summary of expenditures, revenues and positions for the Village's Internal Service Funds

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

Section 4 presents the 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 5 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 6 presents the Grants and Programs Summary, which includes a description of the various grants and funding resources that help to offset the costs of Village services.

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

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

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

Separately Presented Documents

ENTERPRISE FUNDS are presented in a standalone document in FY15 in order to increase transparency of the information presented, as well as making the document more accessible online and through mobile devices. This section 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.

CAPITAL FUNDS are presented in standalone document in FY15 in order to increase the transparency of the information presented, as well as making the document more accessible online and through mobile devices. This section presents the Enterprise Fund Summary, which provides a detailed summary, and description. This section 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.

1.1. Village Manager's Budget Message

Date: November 1, 2014

To: Village President and Board of Trustees

Fr: Cara Pavlicek, Village Manager

Re: FY 2015 Recommended Budget

Cc: Department Directors



Introduction

The enclosed recommended budget for Fiscal Year 2015 (FY15) is presented for your review and discussion. The recommended budget was developed following a number of internal discussions including individual meetings with thirteen Village Department Directors, the Village Clerk and the six not-for-profit organizations¹ which have a service agreement contract with the Village for FY14 funding between August 1 and 15, 2014 regarding their FY15 request for funding and revenue recommendations, as well as the Finance Committee of the Village Board.

The development of the annual budget recommendation began shortly after the Village Board's receipt of the Audit and Comprehensive Annual Financial Report (CAFR) on June 16, 2014, for the Fiscal Year ending December 31, 2013. Additionally, staff considered carefully the discussion of June 23, 2014, as part of a special meeting of the Village Board to review Village Finances related to the annual budget.

The budget recommendations have been presented as follows:

1. September 30, 2014, Recommended FY15 Budget was posted on the Village website and made publicly available.
2. October 9, Thursday: Village Board Finance Committee
 - a. Review of Firefighters and Police Pension Funds.
 - b. Recommended FY15 Budget brief overview and general discussion of budget document and budget amendments process
 - c. Review of General Fund (executive session)

¹ 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

3. October 16, Thursday: Village Board Finance Committee
 - a. Review of Health Insurance Fund
 - b. Review of Risk Management Fund/Self Insured Retention Fund
 - c. Review of Parking Fund
 - d. Review of Special Revenue Funds
4. October 23, Thursday: Village Board Finance Committee
 - a. Review of Water/Sewer Fund
 - b. Water Rate Study
 - c. Review of Capital Fund (Capital Improvement Fund, Building Improvement Fund, Equipment Replacement Fund, Fleet Replacement Fund)
 - d. Review of Environmental Services Fund
5. October 27, Monday: Village Board Finance Committee
 - a. General Fund Review focused on Engineering, Adjudication and Public Health
6. November 3, Monday: Village Board Regular Meeting
 - a. Truth in Taxation Notice and Public Hearing on Budget
 - b. 1st Reading of Ordinances to Increase Rates as Proposed in the FY15 Budget
 - i. Water and Sewer Fees
 - ii. Parking Fees
7. November 7, Friday: Village Board Finance Committee
 - a. Final Review of General Fund
 - b. Final Review of Water/Sewer Fund



Schedule for Village Board of Trustees Review

The Board of Trustees is now scheduled to hold a series of discussions/actions leading to the adoption of the FY15 budget:

1. November 17, Monday: Village Board Regular Meeting, 7:30 p.m., Room 201
 - a. Public Hearing
 - b. 2nd Reading of Ordinances to Increase Rates as Proposed in the FY15 Budget

- i. Water and Sewer Fees
 - ii. Parking Fees
- 2. December 1, Monday: Village Board Regular Meeting, 7:30 p.m. Village Hall
 - a. Review of Full Budget (General Fund, Enterprise Funds, Capital Funds, Special Revenue Funds and Internal Service Funds)
 - b. 1st Reading of Ordinances to Increase Rates as Proposed in the FY15 Budget
 - i. Environmental Services Fees
- 3. December 4 (TBD) , Thursday: Special Board Meeting, 6:30 p.m., Room 201 if needed
 - a. Budget Discussion Related to Items identified by Village Board
- 4. December 8 or 15 (TBD) , Monday: Board Meeting, 7:30 p.m., Room 201 if needed for Budget adoption
 - 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 2015 to a meeting with the Village Board at various meetings).
 - b. Final Adoption of Budget

Consistent with the past practice, in 2015, 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.

FY15 Administrative Considerations

Throughout the administrative preparation of the budget there have been conscientious deliberations about Village finances. Development of the FY15 recommended budget has taken into account the following:

1. Board Goals for 2014-2015

On Sunday, May 18, 2014 the Village Board reviewed its earlier established goals and adopted the following on June 16, 2014:

Core Values: Be Fiscal Responsibility, Be Accountable (including outside agencies), Communicate and Celebrate Success, Build Trust

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.

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 2013, develop multiple coordinated strategies to address the Eisenhower Expressway redevelopment which mitigates the impact on Oak Park as well as educates and galvanizes the community.

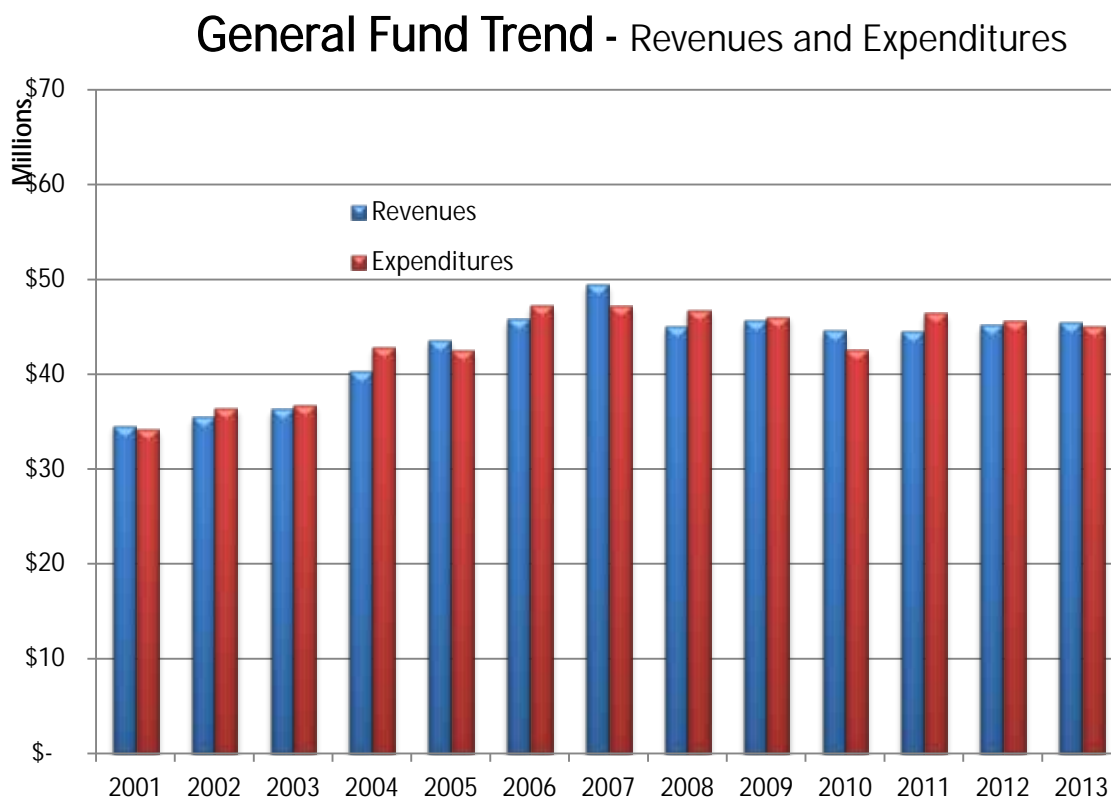
2. Financial Stability

The Village's long term financial stability continues to be a key driver in decisions that are made in the Recommended Budget. Continued discipline in expenditures has resulted in stabilization of the overall financial condition of the organization. With this in mind, the Village Manager and CFO remain cautious and conservative in our approach to revenues and expenditures.

It is noteworthy that the FY2015 Recommended Budget may be characterized by the many areas where the budget proposes investments in the Village's financial future. This can be seen in terms of the economic investment in areas such as Pete's Fresh Market (to fill the retail space on Lake Street vacated by the closing of Dominick's) and the investment in Volvo Oak Park. Both of these expenditures anticipated in FY15 will generate future earnings for the Village and other taxing bodies

in Oak Park. Other investments proposed as a part of the budget include a commitment to Village streets and alleys, technology and the physical space at Village Hall.

Consistent with prior years, a primary focus of the annual budget process is the General Fund, where operating expenditures are captured. The Chart below compares General Fund revenues and expenditures from 2001 – 2013.



3. Public Infrastructure and Capital Planning

The Village recognizes the 113th anniversary of its incorporation in 2015 and the budget has been enhanced to contain a more robust description of capital improvement needs that identifies each specific project with details such as scope, justification, timeline funding sources and multi-year resources needs.

In addition, 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 a capital fee as part of garbage collection (\$1.50 for small cart 64 gallon and \$2.50 for larger carts 96 gallon per month, bill quarterly) which will be presented in December for adoption and in Q1 of 2015 a review of vehicle stickers fees will be presented for consideration as well. As the debt for the enhanced capital will be issued overtime concurrent with construction activity, the Village Board is afforded additional time for consideration. 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. While staff has completed a review of existing user fees and has included in the recommended budget offsetting revenue for the anticipated debt service we recognize that authorization for the new fees will be required prior to issuance of debt.

The condition of the Village's water and sewer system, as a result of community age, continues to warrant annual investment. The Recommended FY15 budget also includes increased water/sewer fees to 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 recently completed.

4. Technology

IT Staff in conjunction with the Village Manager and Department Directors dedicated significant time in the early portion of the fiscal year to develop an IT Strategic Plan. The draft document was presented to the Civic Information Systems Commission (CISC) and with their support presented to the Village Board for approval. As a result of that plan, the organization has been focused on technology priorities and made substantive progress on key initiatives which include Oak Park's joining the GIS Consortium (GISC) which is 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. In entering into this new 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 anticipated acquisition in Q4 of FY14 of a new software solution for permitting, inspections and licensing. Completion of this procurement process and the anticipated FY15 update to the Village's financial software systems will substantively improve public access to information/data as well as the ability of staff to perform their jobs.

It remains noteworthy that the procurement of a new software solution for permitting, inspections and licensing has been approached with the following mission statement:

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

The Village, through its participation in the West Suburban Consolidated Dispatch Center (WSCDC) has also completed the procurement process for an upgrade to the 911 CAD system which will be implemented in 2015. The importance of this upgrade to emergency services is significant.

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 FY15 budget includes, within the General Fund a total of \$1,751,478 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 FY15 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. Unfunded Operational Needs

During the current fiscal year, Department Directors have identified and requested funding for important operational needs for which revenues are not identified and included as a part of the budget document. The Finance Committee has reviewed and determined that it will undertake a more detailed consideration of the following in Q1 of 2015 and this approach is supported by staff.

- Addition of Firefighter/Paramedic (1 FTE)

As a part of the FY15 budget submittal process, Fire Chief Ebsen requested funding be restored for 1 FTE (a firefighter/paramedic). As background, at the height of the economic downturn the fire department reduced staffing by eleven FTE's, five administrative positions and six shift personnel which reduced the staffing level from 70 to 59, a 16% reduction. A shift is defined as a 24-hour period as firefighters generally work a schedule of 24-hours on-duty followed by 48-hours off duty. The department operates all firefighters in three shifts which correspond to the three 24-hour consecutive time periods.

The six shift reductions (i.e. firefighters/paramedic) resulted in a spike (300%) of mandatory overtime to meet our daily minimum manning (set at 14), especially in prime vacation periods and to cover injuries and sick leave. The staffing situation was greatly helped when the Village received a SAFER grant from FEMA. The grant was offered to replace all six shift personnel with federal funding for three years – however- the Village accepted funding for only two firefighter/paramedics. As a result, today the Fire Department operates with an imbalance in the three shifts (two shifts with 20, one with 19) which exists up to today.

The restoration of funding for 1 FTE would will even each shift at 20 individuals and would eliminate one shift inherent staffing disadvantage. It will increase the availability of the Fire Departments EMS squad, which we deploy when we have 16 personnel on any given day. The EMS squad is a SUV outfitted with paramedic equipment and medications and manned by two firefighters. It responds to all advanced life support calls along with the ambulance to assist in patient care eliminating the need for an engine to respond. This keeps the engine available for other emergency calls, and is a much more efficient service delivery. The EMS squad also benefits our operations by becoming an additional resource at structure fires or large emergency incidents. The two person crew can be utilized for emergency needs, such as a rescue, or put into service as communication and staging aides when other fire departments are coming in to assist.

Funding was not identified for restoration of the FTE although the need is supported.

- Community Relations

Similar to all Village operations, the economic downturn resulted in the elimination of a number of services and functions provided by Village employees. In the area of Community Relations there were a number of public services eliminated or the manner in which they were delivered was changed. It is recommended that the Finance Committee review and discuss two particular services – new resident packets and block party support. Specifically, the Village no longer proactively uses mailing lists based home sales and change of address

services to direct mail Village welcome information to new residents, instead we rely upon new residents to contact the Village and ask for information and direct those callers to the website. While the website contains a robust section on new resident information, staff believes that we do miss an opportunity by not directly contacting new residents and welcoming them to the community. In regards to block parties, Village support of these events and using the opportunity to engage residents in the Village government (through providing information about services and community events) is a lost opportunity to communicate at the more than 400 block parties held annually in the Village.

- o Business District support

Public Works Director Wielebnicki requested restoration of two FTEs with the Streets Division of the Public Works Department (Equipment Operator) positions as part of the FY15 budget requests in order to dedicate personnel to maintenance activities in Business Districts.

Currently there are five Equipment Operators and one Senior Sign and Marking Technician in the Street Services Division totaling six FTE's. This is in contrast to the 18 FTE's that the division had in 2008. While some of the services have been outsourced, street sweeping, litter pickup, Village trash can collection and a portion of utility pavement repairs there are still a number of tasks that are not able to be completed as they were prior to the 2008 reductions. Specifically, regular maintenance of the 12 business districts is suffering as a result of those reductions due to other street staff needing to work on pavement maintenance activities such as potholes, pavement, curb and sidewalk repairs. The additional staff will allow two employees to regularly complete maintenance work in these business districts. Also, the additional staff will allow two more snow plow drivers which will allow two other Public Works employees to do their regular duties if not needed. The two additional employees will ultimately help improve the level of service to the business community and the general public. Funding was only identified for one position although the need for two positions is supported.

- o New Employee On-Boarding

As part of the Village Board's goal of improving areas related to customer services (which includes strong employee engagement and a positive/healthy work environment) the Village Manager's Office continues to focus heavily on the overall quality of customer services. Resources have been dedicated in the current fiscal year toward training and employee communications, however, it is clear that the Village Manager's efforts in this area would be enhanced through the development of a strong employee orientation program that would include intensive training for every new employee that joins the Village of Oak Park at the start of their employment. With more than 370 FTEs normal turnover results in the addition of two new employees every month and the Village Manager would like to dedicate one FTE to mentoring and training these new employees at the start of their employment. At this time, there are not resources for this position and the Village Manager would like to review this concept more fully with the Finance Committee in order to explore options for such an initiative.

Overall Financial Summary

The Village fiscal year begins January 1, 2015, and ends December 31, 2015, and is comprised of 29 active funds, plus 40 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 (stable) 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 FY14:

Debt	\$	3,953,893	17%
Police Pension	\$	3,887,534	16%
Fire Pension	\$	3,224,986	14%
General Fund	\$	<u>12,764,474</u>	54%
Total Levy	\$	<u>23,830,887</u>	



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.

	2013 Taxable Assessed Valuation in 2013	2014 Projected Taxable Assessed Valuation (0% increase)	2014 Projected Taxable Assessed Valuation (0% increase)
	\$ 1,369,216,060	\$ 1,369,216,060	\$ 1,369,216,060
	2013 Extended Levy received in 2014	2014 Tax Levy (to be received in FY15)	Assessor Established Extended Levy (3%,5% increase of Village Levy)
Corporate Levy	13,147,408	\$ 13,264,474	\$ 13,662,408
Police Pension Levy	4,004,160	3,943,863	4,062,179
Firefighters Pension Levy	3,321,736	3,318,566	3,418,123
Debt Service Levy	11,245,313	12,020,164	12,020,164
Debt Service to be Abated	7,291,420	7,905,530	7,905,530
Debt to be paid by Property Tax after Abatement	4,151,588	4,111,634	4,317,216
Total Property Tax Levy Request	24,624,892	\$ 24,638,537	25,459,926

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

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

Expenditures

In Terms of expenditures, total expenditures recommended for FY15 are \$124.2 million. The General Fund accounts for 41.5% of total expenditures and Enterprise Funds for Water, Sewer, Environmental Services and Parking comprise 21.6% of total expenditures. All capital funds account for 14.0% and remaining expenditures occur within the internal service funds described below under the Fund Summaries.

Fund Balance

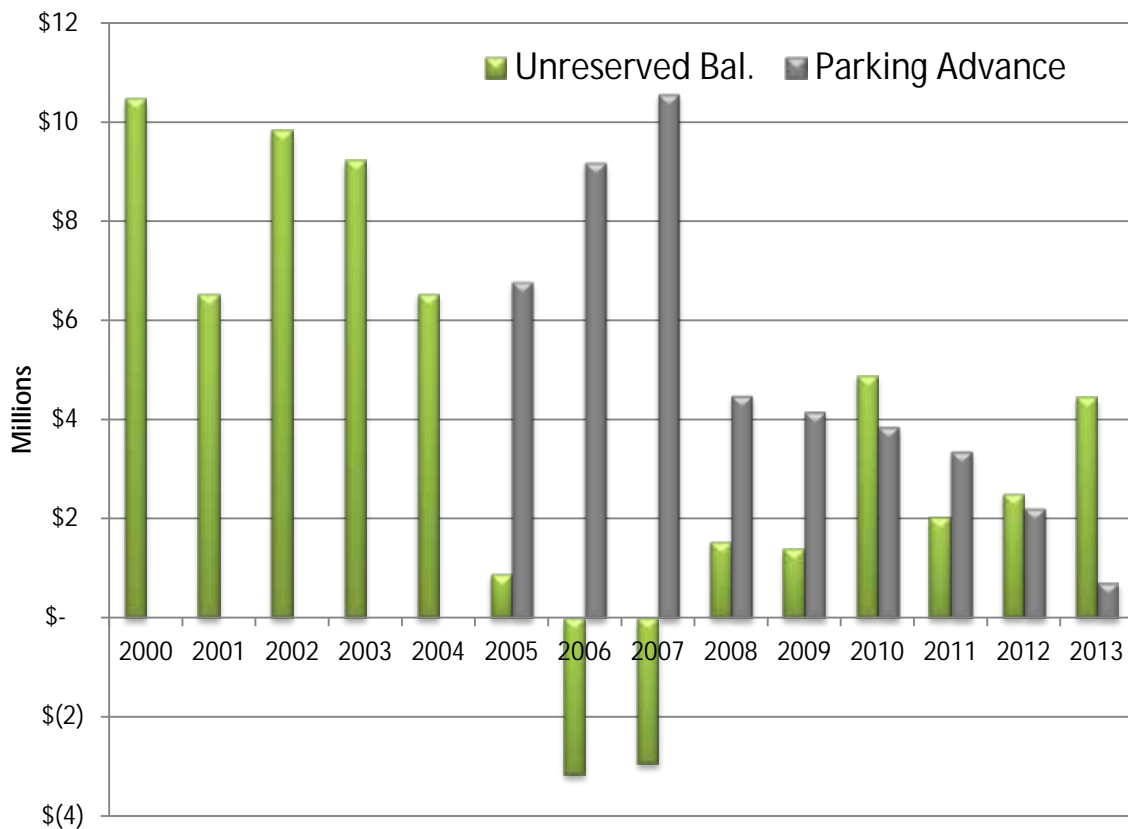
The Village Board approved a Fund Balance Policy earlier this year. While discussion has been focused primarily on the application of the policy to the General Fund, during the budget review with the Finance Committee staff will identify issues related to the Fund Balance for all funds.

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 FY14, based upon the recommended budget will be: \$5.7 million unreserved.

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



Village Staffing

The recommended FY15 budget continues as with prior years to determine how to right size the Village organization. It is important to note the importance of being sensitive to both staffing levels and working conditions (including but not limited to training, equipment, wages and benefits). An

additional consideration is that 55% of Village employees work in our 24/7/365 operations which never closed regardless of weather or holiday. The remaining 45% of the Village workforce is subject to mobilization for a catastrophic incident (whether natural disaster or manmade). The majority of the Village workforce is accounted for within the General Fund which is the principal operating fund of the Village, providing financial resources necessary to support a majority of the Village's governmental services. The General Fund is supported with revenue from a variety of sources, including local taxes; license and permit revenues; fines; intergovernmental revenue; charges, fees, and grant revenue. In FY15, the staff recommends revenues in the General Fund totaling \$51.9 million which is an increase over the FY14 year end estimated revenues of \$51.6 and actual revenues at FY13 year end of \$48.9 million.

Personnel expenses account for 78% of the General Fund budget and in FY15 the recommended budget for General Fund expenditures reflects 96.25 percent of wage and salary staffing personnel costs which is in line with the historical staffing levels. This practice was first implemented in FY13. A review of the last four fiscal years shows that actual expenditures for salary and benefits are never 100% of the amount adopted in the budget:

Fiscal Year	Actual Expenditures for Salary as a % of Budgeted Expenditures
2009	93.39%
2010	97.09%
2011	99.21%
2012	98.12%
2013	94.54%
2014 est	95.50%

This strategy allows for the adoption of a General Fund budget which more accurately establishes spending and does not require revenue increases and/or expenditure cuts that are not necessary in conjunction with the Village's need to increase the General Fund balance. In regards to salary and benefit costs, it should additionally be noted that the use of a salvage calculation (aka turnover calculation) in budgeting is meant to account for unexpected position turnover during the fiscal year and corresponding position vacancies as well as the possibility that every employee may not be awarded a merit based pay increase due to performance – although such increases are budgeted when required by a CBA or noted herein for non-union personnel. Salvage does not replace partial

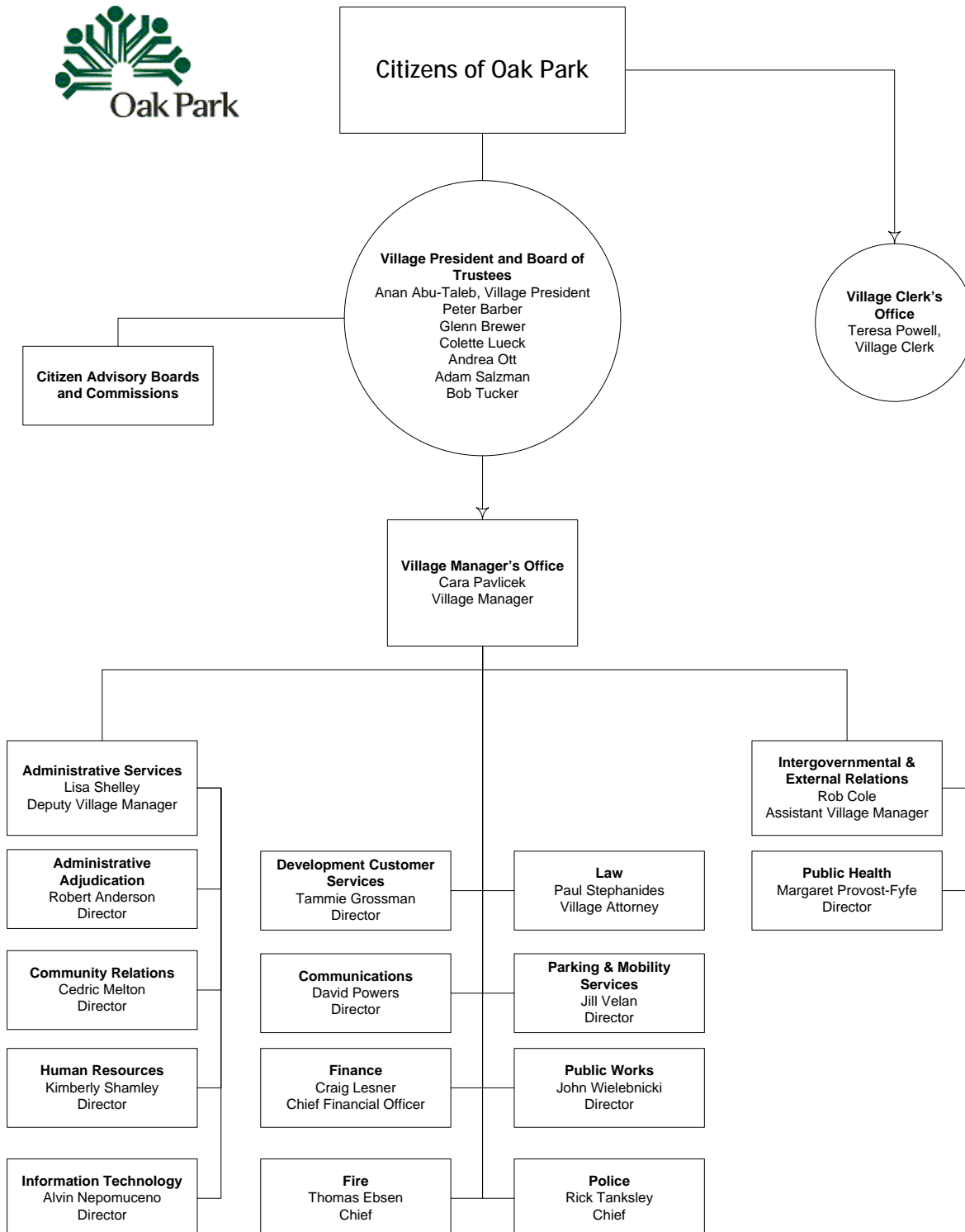
funding for new positions in anticipation of hiring dates nor does salvage account for Collective Bargaining Agreement wage increases that may occur after the adoption of the budget for open contracts that are still being negotiated.

The recommended Village budget (across all funds) proposes a total staffing level of 377.25 full time equivalent (FTE) positions.

Summary

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

1.2. Organizational Chart



1.3. Budget Process and Calendar

The following is a summary of the process for adoption and amendment of the Village of Oak Park budget, along with a calendar of the major dates and activities related to the development of the 2015 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 FY15:

§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 2015, staff will administratively limit Budget Amendments submitted to the Board of Trustees to three times during the fiscal year in order to improve financial planning which will occur as follows:

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

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

The 2015 Budget Calendar

Step 1 – (June 16)	Preliminary Budget Discussion with the Village Board
Step 2 – (July 2)	Departments receive budget materials
Step 4 – (August 1)	Partner Agency funding requests are due to Department Liaisons
Step 5 – (July 18 – July 25)	Village department budget submittals due
Step 6- (August 4 – September 12)	Village Manager conducts budget reviews with departments
Step 8- (September 29)	Village Manager submits recommended budget to Village Finance Committee and the document is made publicly available on the Village website
Step 9- (October 2 – November 7)	Finance Committee reviews recommended budget
Step 10- (November 11)	Recommended Budget with Finance Committee Review is presented to the Village Board and public for review
Step 9- (November 11- December 8)	Village Board reviews recommended budget and Public Comments continue through this period with a formal public hearing on November 17th
Step 10- (December 8) or TBD	Village Board approves the FY15 Budget

1.4. Financial Policies

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

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

Fund Balance Policy:

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

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

Debt Limit Policy:

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

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

Purchasing Policy:

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

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

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

Investment Policy:

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

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

2. Budget Summary

This section presents a graphical summary of the 2015 Recommended Budget:

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

2.1 Exhibit 1- All Funds

2015 Budget Gross Expenditures: \$124,191,895

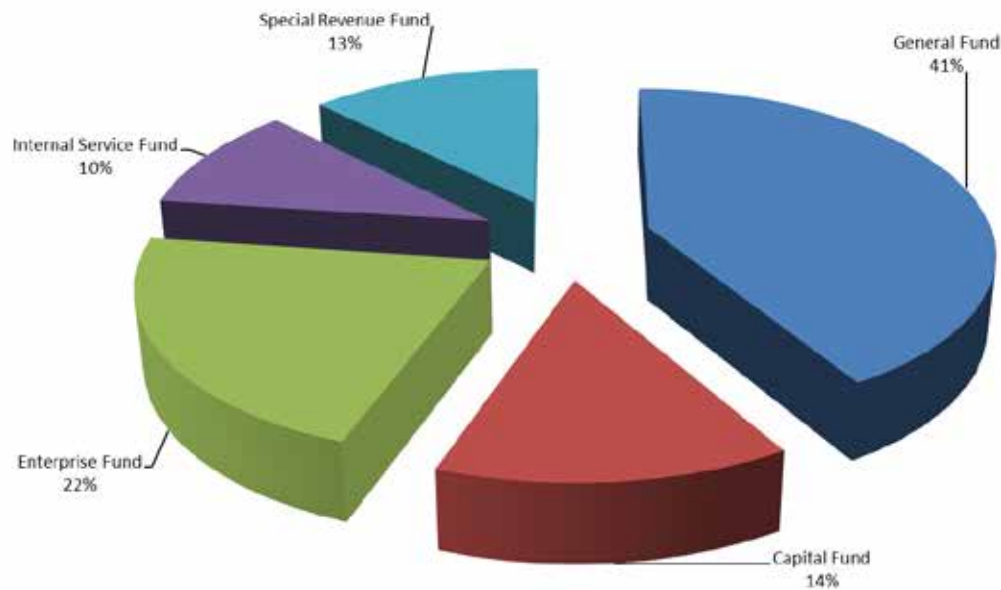


Chart 2-1: Total Gross Expenditures, By Fund

Department	Actuals			2014		2015 Rec.
	2011	2012	2013	Budget	Est.	
General Fund	\$ 48,554,579	\$ 48,439,085	\$ 48,921,537	\$ 52,422,999	\$ 51,337,387	\$ 51,501,813
Capital Fund	6,581,878	6,602,850	5,685,688	15,223,178	13,238,111	17,430,990
Enterprise Fund	19,195,598	20,229,096	21,557,824	21,353,478	21,614,412	26,844,994
Internal Service Fund	14,304,783	23,611,089	17,937,181	14,490,297	12,985,262	12,795,141
Special Revenue Fund	25,082,351	12,211,221	12,090,487	18,376,531	16,537,105	15,618,957
All Funds Total:	\$ 113,719,189	\$ 111,093,340	\$ 106,192,718	\$ 121,866,483	\$ 115,712,277	\$ 124,191,895

Table 2-1: Total Gross Expenditures, By Fund

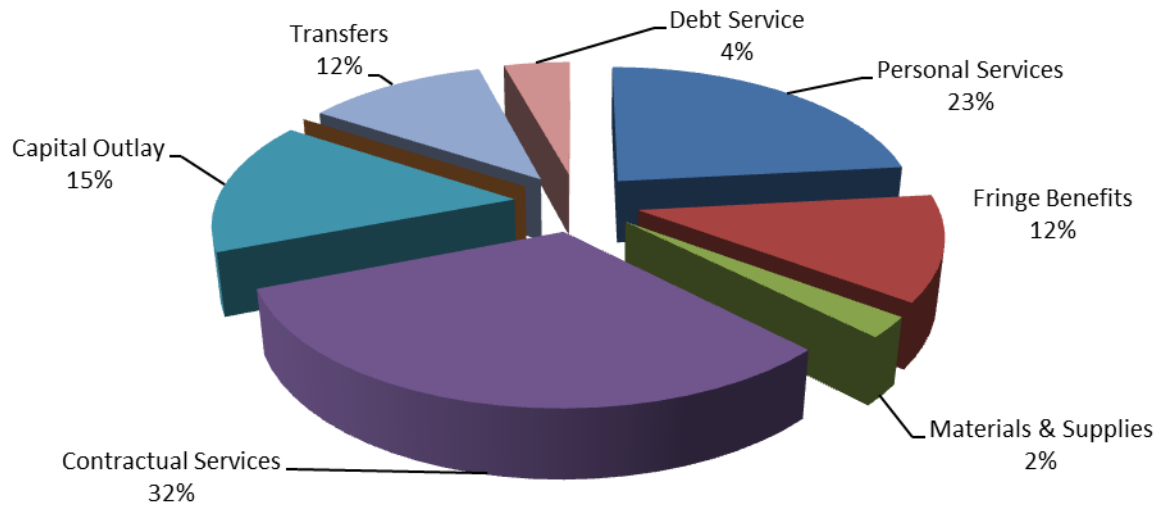


Chart 2-2: Total Gross Expenditures, By Expenditure Type

<u>Expenditure Type</u>	<u>Actuals</u>			<u>2014</u>		<u>2015 Rec.</u>
	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>Budget</u>	<u>Est.</u>	
Personal Services	\$ 27,562,492	\$ 27,157,002	\$ 27,239,908	\$ 29,105,673	\$ 27,717,413	\$ 29,135,732
Fringe Benefits	14,660,950	13,745,736	14,238,746	15,499,539	14,556,313	14,892,713
Materials & Supplies	2,544,444	3,069,791	2,767,407	2,589,718	2,926,340	2,939,247
Contractual Services	43,392,838	34,071,752	33,928,541	44,092,217	39,310,310	39,498,285
Capital Outlay	6,201,405	7,628,420	7,138,014	11,126,275	10,737,064	19,001,454
Grants	118,686	-	-	-	-	-
Transfers	12,920,223	16,296,202	13,390,997	14,920,488	14,556,950	14,426,874
Debt Service	6,318,150	9,124,437	7,489,105	5,628,791	5,907,887	5,293,695
Turnover	-	-	-	(1,096,216)	-	(996,105)
Expenditure Total	\$ 113,719,188	\$ 111,093,340	\$ 106,192,717	\$ 121,866,485	\$ 115,712,277	\$ 124,191,895

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

2015 Budget Gross FTE's: 377.25 FTE's

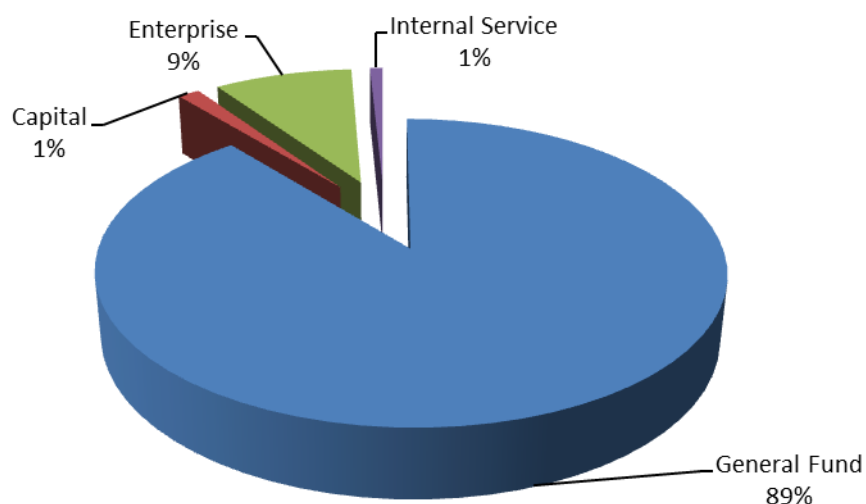


Chart 2-3: Total FTE's, By Fund

Department <i>(in alphabetical order)</i>	Position Title	Budget			2015 Rec.
		2012	2013	2014	
Administrative Adjudication					
	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
	<i>Full-Time Equivalent</i>	<i>3.00</i>	<i>3.00</i>	<i>3.00</i>	<i>3.00</i>
Communications					
	Communications Director	1.0	1.0	1.0	1.0
	Communications & Social Media Coordinator	1.0	1.0	1.0	1.0
	Government Television Manager	1.0	1.0	1.0	1.0
	<i>Full Time Equivalent</i>	<i>3.0</i>	<i>3.0</i>	<i>3.0</i>	<i>3.0</i>
Community Relations					
	Community Relations Director	1.0	1.0	1.0	1.0
	<i>Full Time Equivalent</i>	<i>1.0</i>	<i>1.0</i>	<i>1.0</i>	<i>1.0</i>

Development Customer Services					
Administration	Development Customer Services Director	0.00	1.00	1.00	1.00
	Executive Secretary	0.00	1.50	1.50	1.50
	<i>Full Time Equivalent</i>	<i>0.00</i>	<i>2.50</i>	<i>2.50</i>	<i>2.50</i>
Permit Processing	Permit Processing Manager	1.00	1.00	1.00	1.00
	Permit Customer Service Technician	3.00	3.00	3.50	3.50
	Plans Examiner	1.00	1.00	1.00	1.00
	Permit Services Supervisor	0.00	1.00	1.00	1.00
	Sr. Administrative Clerk	1.50	1.50	0.00	0.00
	Chief Building Inspector	1.00	1.00	1.00	0.00
	Building Inspector	3.00	3.00	3.00	3.00
	Building Structural Engineer	1.00	1.00	1.00	0.00
	Code Compliance Officer	1.00	1.00	1.00	0.00
	<i>Full-Time Equivalent</i>	<i>12.50</i>	<i>13.50</i>	<i>12.50</i>	<i>9.50</i>
Business Services (transferred from Village Clerk)	Business Services Manager	1.00	1.00	1.00	1.00
	Business/License Officer	0.00	0.00	1.00	1.00
	Property Maintenance Inspector	0.00	0.00	1.00	1.00
	<i>Full-Time Equivalent</i>	<i>1.00</i>	<i>1.00</i>	<i>3.00</i>	<i>3.00</i>
Community Planning	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
	<i>Full-Time Equivalent</i>	<i>3.00</i>	<i>3.00</i>	<i>3.00</i>	<i>3.00</i>
Neighborhood Services	Neighborhood Services Manager	1.00	1.00	1.00	1.00
	Housing Programs 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	1.00
	Property Maintenance Inspector	6.00	5.00	4.00	4.00
	Grants Supervisor	1.00	1.00	1.00	1.00

	Grants Coordinator	1.00	1.00	1.00	1.00
	<i>Full-Time Equivalent</i>	<i>13.00</i>	<i>12.00</i>	<i>11.00</i>	<i>11.00</i>
Total Development Customer Services Department		29.50	32.00	32.00	29.00
Finance					
	Chief Financial Officer	1.00	1.00	1.00	1.00
	Deputy Chief Financial Officer	1.00	1.00	1.00	1.00
	Senior Accountant	1.00	1.00	1.00	1.00
	Accountant	2.00	2.00	2.00	1.00
	Account Clerk II	2.00	2.00	2.00	2.00
	Budget & Financial Manager	1.00	1.00	1.00	1.00
(transferred from Village Clerk in '12)	Records Coordinator	1.00	1.00	1.00	1.00
	Cashier	3.00	3.00	3.00	2.5
	Executive Secretary	1.00	1.00	1.00	1.00
	Purchasing Manager	1.00	0.00	0.00	0.00
	<i>Full-Time Equivalent</i>	<i>14.00</i>	<i>13.00</i>	<i>13.00</i>	<i>11.50</i>
Fire					
Administration	Chief	1.00	1.00	1.00	1.00
	Deputy Chief	1.00	1.00	1.00	1.00
	Executive Secretary	1.00	1.00	1.00	1.00
	<i>Full Time Equivalent</i>	<i>3.00</i>	<i>3.00</i>	<i>3.00</i>	<i>3.00</i>
Operations	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	44.00	44.00
	<i>Full Time Equivalent</i>	<i>59.00</i>	<i>59.00</i>	<i>59.00</i>	<i>59.00</i>
Total Fire Department		62.00	62.00	62.00	62.00
Human Resources					
	Director	1.00	1.00	1.00	1.00
	Human Resources Specialist	0.00	0.00	0.50	0.50
	Executive Secretary	1.00	1.00	1.00	1.00
	Administrative Secretary	1.00	1.00	1.00	1.00
	<i>Full-Time Equivalent</i>	<i>3.00</i>	<i>3.00</i>	<i>3.50</i>	<i>3.50</i>
Information Technology					
	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	4.00	3.00
Executive Secretary	1.00	1.00	1.00	1.00
<i>Full-Time Equivalent</i>	<i>9.00</i>	<i>9.00</i>	<i>9.00</i>	<i>8.00</i>

Law

Legal Services	Village Attorney	1.00	1.00	1.00	1.00
	Legal Secretary	1.00	1.00	1.00	1.00
	<i>Full-Time Equivalent</i>	<i>2.00</i>	<i>2.00</i>	<i>2.00</i>	<i>2.00</i>
Risk Administration	Assistant Village Attorney	1.00	1.00	1.00	1.00
	Claims Administrator	1.00	1.00	1.00	1.00
	<i>Full-Time Equivalent</i>	<i>2.00</i>	<i>2.00</i>	<i>2.00</i>	<i>2.00</i>
Total Law	Full-Time Equivalent	4.00	4.00	4.00	4.00

Parking & Mobility Services

Administration (position in PW in '11 and prior)	Director	1.00	1.00	1.00	1.00
	Assistant Director	0.00	0.00	1.00	1.00
	Account Clerk II	1.00	1.00	1.00	1.00
	Assistant Parking Services Manager	1.00	1.00	0.00	0.00
	Parking Services Supervisor	0.00	0.00	1.00	1.00
	Administrative Secretary	1.00	0.00	0.00	0.00
	Parking Restrictions Coordinator	1.00	1.00	1.00	1.00
	Senior Administrative Clerk	0.00	1.00	1.00	1.00
	Administrative Clerk	1.00	0.00	0.00	0.00
	Permit Clerk - overnight passline	2.00	2.00	2.00	2.00
	<i>Full-Time Equivalent</i>	<i>8.00</i>	<i>7.00</i>	<i>8.00</i>	<i>8.00</i>
Permits (new titles)	Permit Services Supervisor	1.00	1.00	1.00	1.00
	Parking Customer Services Representative	4.00	4.00	4.00	4.00
	<i>Full-Time Equivalent</i>	<i>5.00</i>	<i>5.00</i>	<i>5.00</i>	<i>5.00</i>

Parking Lots and Structures					
<i>(contractually delivered service)</i>		General Maintenance Worker	2.00	0.00	0.00
		Administrative Clerk	0.50	0.50	0.50
<i>(contractually delivered service)</i>		Building Maintenance Tech.	1.00	0.00	0.00
		Parking Garage Supervisor	2.00	2.00	2.00
		Parking Meter Technician	3.00	3.00	3.00
		<i>Full-Time Equivalent</i>	<i>8.50</i>	<i>5.50</i>	<i>5.50</i>
Total Parking	Full-Time Equivalent		21.50	17.50	18.50

Police					
Administration	Police Chief	1.00	1.00	1.00	1.00
	Deputy Chief	1.00	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
	Budget Coordinator	1.00	1.00	1.00	1.00
	Administrative Commander	0.00	0.00	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)	0.00	1.00	1.00	1.00
	<i>Full-Time Equivalent</i>	<i>7.00</i>	<i>9.00</i>	<i>10.00</i>	<i>10.00</i>
Field	Commander	3.00	3.00	2.00	2.00
	Sergeant	15.00	15.00	15.00	15.00
	Police Officer	60.00	59.00	63.00	63.00
	Police Officer (Walking Beat)	4.00	4.00	2.00	2.00
	Police Officer (Resident Beat Officers)	7.00	7.00	7.00	7.00
	Community Service Officer	6.00	6.00	6.00	6.00
	Community Liason Coordinator	1.00	1.00	1.00	1.00
	Parking Enforcement Supervisor	2.00	2.00	1.00	1.00
	Parking Enforcement Officer	12.00	12.00	13.00	13.00
	<i>Full-Time Equivalent</i>	<i>110.00</i>	<i>109.00</i>	<i>110.00</i>	<i>110.00</i>
Support	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	1.00	0.00	0.00	0.00
	Parking Advocate	1.00	2.00	2.00	2.00
	Police Officer	18.00	18.00	16.00	16.00
	Police Records Supervisor	1.00	1.00	1.00	1.00
	Senior Police Records Clerk	1.00	2.00	2.00	2.00
	Police Records Clerk	3.00	2.00	2.00	2.00
	Police Officer (School Resource Officer)	2.00	3.00	3.00	3.00
	<i>Full-Time Equivalent</i>	<i>31.00</i>	<i>32.00</i>	<i>30.00</i>	<i>30.00</i>
	Sworn Officers			116.00	116.00
Total Police Department		148.00	150.00	150.00	150.00
Public Health					
	Director	1.00	1.00	1.00	1.00
	Public Health Nurse	2.00	2.00	2.00	2.00
	Environmental Supervisor	1.00	1.00	1.00	1.00
	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
<i>Also reports to Police Chief</i>	Emergency Preparedness & Response Manager	1.00	1.00	1.00	1.00
	Administrative Assistant	1.00	1.00	1.00	1.00
	Intern	0.00	0.50	0.50	0.50
<i>(contractually delivered service)</i>	Supervisor of Public Health Clinic Nursing	1.00	0.00	0.00	0.00
<i>(contractually delivered service)</i>	Farmer's Market Manager	0.50	0.00	0.00	0.00
<i>(contractually delivered service)</i>	Assistant Farmer's Market Manager	0.50	0.00	0.00	0.00
	<i>Full-Time Equivalent</i>	<i>11.50</i>	<i>10.00</i>	<i>10.00</i>	<i>10.00</i>
Public Works					
Administration	Director	1.00	1.00	1.00	1.00
<i>(Transfer from Village Clerk's Office)</i>	Sr. Administrative Clerk	0.00	0.00	1.00	1.00
	Administrative Secretary	3.00	3.00	3.00	3.00
	Office Manager	1.00	1.00	1.00	1.00
	<i>Full-Time Equivalent</i>	<i>5.00</i>	<i>5.00</i>	<i>6.00</i>	<i>6.00</i>

Building Maintenance	Superintendent	1.00	1.00	1.00	1.00
(contractually delivered service)	Sr. Building Maintenance Technician	1.00	0.00	0.00	0.00
(contractually delivered service)	Building Maintenance Technician	1.00	0.00	0.00	0.00
(contractually delivered service)	General Maintenance Worker	1.00	0.00	0.00	0.00
	<i>Full-Time Equivalent</i>	<i>4.00</i>	<i>1.00</i>	<i>1.00</i>	<i>1.00</i>
Engineering	Village Engineer	1.00	1.00	1.00	1.00
	Assistant Village Engineer	0.00	1.00	1.00	1.00
	Civil Engineer II	4.00	3.00	3.00	3.00
	Civil Engineer I	1.50	0.50	0.50	0.50
	Traffic Engineer	0.00	1.00	1.00	1.00
	Engineering Technician I	3.00	3.00	3.00	3.00
	<i>Full-Time Equivalent</i>	<i>9.50</i>	<i>9.50</i>	<i>9.50</i>	<i>9.50</i>
Environmental Services	Environmental Services Manager	1.00	1.00	1.00	1.00
	Environmental Services Control Officer	1.00	1.00	1.00	1.00
	<i>Full-Time Equivalent</i>	<i>2.00</i>	<i>2.00</i>	<i>2.00</i>	<i>2.00</i>
Fleet Services	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	0.00	1.00	1.00	1.00
	Fleet Automotive Service Technician	2.00	5.00	5.00	5.00
	Service Attendant	1.00	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	2.00	0.00	0.00	0.00
	Auto Body Technician	1.00	0.00	0.00	0.00
	<i>Full-Time Equivalent</i>	<i>10.00</i>	<i>10.00</i>	<i>10.00</i>	<i>10.00</i>
Forestry	Village Forester	1.00	1.00	1.00	1.00
3-5 seasonal staff hired	Seasonal Employees	1.00	1.00	1.00	1.00
	Maintenance Crew Chief	1.00	1.00	1.00	1.00
	Forestry Technician I	0.00	1.00	0.00	0.00

	Forestry Technician II	4.00	3.00	4.00	4.00
	<i>Full-Time Equivalent</i>	<i>7.00</i>	<i>7.00</i>	<i>7.00</i>	<i>7.00</i>
Street/Street Lighting	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	5.00	6.00
	Senior Electrician	1.00	1.00	1.00	1.00
	Electrician	1.00	1.00	1.00	1.00
	<i>Full-Time Equivalent</i>	<i>10.00</i>	<i>10.00</i>	<i>10.00</i>	<i>11.00</i>
Water & Sewer	Superintendent	1.00	1.00	1.00	1.00
	Water & Sewer Supervisor	1.00	1.00	1.00	1.00
	Water/Sewer Worker	8.00	8.00	8.00	8.00
	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
	<i>Full-Time Equivalent</i>	<i>12.50</i>	<i>12.50</i>	<i>12.50</i>	<i>12.50</i>
Total Public Works		60.00	57.00	58.00	59.00
President/Village Board					
	Village President	1.00	1.00	1.00	1.00
	Trustee	6.00	6.00	6.00	6.00
	<i>Full-Time Equivalent</i>	<i>7.00</i>	<i>7.00</i>	<i>7.00</i>	<i>7.00</i>
Village Clerk					
	Village Clerk	1.00	1.00	1.00	1.00
(Executive Secretary has changed to Deputy Village Clerk)	Deputy Village Clerk	0.00	0.00	1.00	1.00
	Executive Secretary	1.00	1.00	0.00	0.00
(transferred to Dev. Cust. Srvs.)	Business/License Officer	1.00	1.00	0.00	0.00
(1 FTE transferred to PW)	Sr. Administrative Clerk	2.00	2.00	1.00	1.00
	<i>Full-Time Equivalent</i>	<i>5.00</i>	<i>5.00</i>	<i>3.00</i>	<i>3.00</i>
Village Manager					
	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	1.00
	Secretary to the Village Mgr.	1.00	1.00	1.00	1.00

Sustainability Manager	1.00	1.00	1.00	0.00
Administrative Secretary	0.50	0.50	0.50	0.50
Administrative Intern	0.00	0.00	0.25	0.25
<i>Full-Time Equivalent</i>	<i>5.50</i>	<i>5.50</i>	<i>5.75</i>	<i>4.75</i>
TOTAL FULL-TIME EQUIVALENT EMPLOYEES	387.00	382.00	382.75	377.25

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

2.2 Inter-fund Transfers

Fund Name	To this fund	Transfer	From this fund	Transfer
General Fund				
	Risk Management/S.I.R.	\$ 257,746	Water/Sewer	\$ 1,050,000
	E911 Fund	871,704	Motor Fuel Tax	1,800,000
	Capital Improvement	1,158,600	Capital Improvement	500,000
	Debt Service	215,000		
	Parking	157,000		
Total General Fund		\$ 2,660,050		\$ 3,350,000
Water/Sewer				
	General Fund	\$ 1,050,000		\$ -
	Risk Management/S.I.R.	750,000		-
Total Water/Sewer		\$ 1,800,000		\$ -
Parking				
	Self-Insured Retention	750,000	General	\$ 157,000
Total Parking		\$ 750,000		\$ 157,000
Motor Fuel Tax				
	General Fund	\$ 1,800,000		-
Total Motor Fuel Tax		\$ 1,800,000		\$ -
Capital Improvement				
	General Fund	500,000	General Fund	\$ 1,158,600
	Fleet Replacement	665,000		
	Building Improvement	2,242,340		-
	Equipment Replacement	275,000		-
Total Capital Improvement		\$ 3,682,340		\$ 1,158,600
Fleet Replacement Fund				
		\$ -	Federal RICO	\$ 125,000
		-	Capital Improvement	665,000
Total Fleet Replacement Fund		\$ -		\$ 790,000
Federal RICO Fund				
	Fleet Replacement	\$ 125,000		
Total Fleet Replacement Fund		\$ 125,000		\$ -
Building Improvement Fund				
		\$ -	Capital Improvement	\$ 2,242,340
Total Building Improvement Fund		\$ -		\$ 2,242,340
Env. Services Fund				
		\$ 112,991		
Total Env. Services		\$ 112,991		\$ -
Debt Service				
		\$ -	General Fund	215,000
			DTOP TIF	3,496,493
Total Debt Service		\$ -		\$ 3,711,493
Self-Insured Retention				
			General Fund	\$ 257,746
			Water/Sewer	750,000
		-	Sewer	
		-	Parking	750,000
Total Self-Insured Retention		\$ -		\$ 1,757,746

Fund Name	To this fund	Transfer	From this fund	Transfer
Equipment Replacement				
		\$ -	Capital Improvement	\$ 275,000
Total Equipment Replacement		\$ -		\$ 275,000
E911 Fund				
		\$ -	General Fund	\$ 871,704
Total E911 Fund				\$ 871,704
Downtown Oak Park TIF				
Debt Service		\$ 3,496,493		\$ -
Total DTOP TIF		\$ 3,496,493		\$ -
Sustainability Fund				
Environmental Services		\$ -	Sustainability	\$ 112,991
Total Sustainability		\$ -		\$ 112,991
TOTAL		\$ 14,426,874		\$ 14,426,874

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

2.3 Exhibit 2- General Fund

2015 Recommended Budget General Fund Expenditures: \$51,501,813

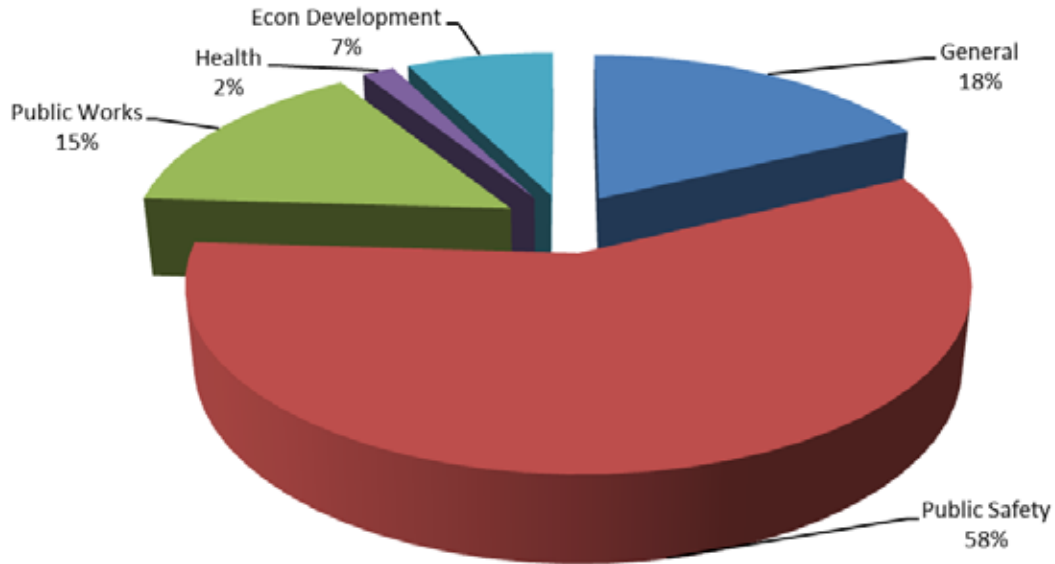


Chart 2-4: General Fund Expenditures, By Program

Department, By Program	Actuals			2014		2015 Rec.
	2011	2012	2013	Budget	Est.	
Adjudication	\$ 440,072	\$ 485,066	\$ 465,690	\$ 541,157	\$ 521,494	\$ 542,279
Communications	336,572	416,824	421,802	449,555	438,012	434,930
Community Relations	143,132	146,175	154,305	162,664	157,970	159,308
Development Customer Services	2,694,337	3,317,344	4,284,174	4,523,979	3,954,377	3,901,924
Finance	3,382,615	1,688,540	1,693,236	1,737,121	1,632,313	1,674,589
Fire Department	10,084,608	10,601,374	10,806,659	10,952,280	10,734,631	11,004,442
Health Department	614,418	680,090	798,519	1,040,225	801,393	849,366
Human Resources	406,681	378,007	475,643	511,804	513,303	470,661
Information Technology	974,541	981,990	923,590	1,129,160	1,095,448	1,234,257
Law Department	464,557	377,180	546,631	735,752	654,083	628,370
Parking Services	21,469	27,286	3,756	-	-	-
Police	18,105,396	18,415,633	18,012,709	19,526,889	18,898,500	19,503,031
Public Works	6,196,507	6,746,256	6,379,602	7,540,294	7,314,541	7,869,844
Village Board of Trustees	76,002	68,693	71,289	81,406	81,406	81,391
Village Clerk	762,546	574,209	393,369	293,377	249,140	260,479
Village Manager's Office	1,417,682	405,296	860,058	1,058,921	1,057,040	1,222,997
Transfers	2,433,445	3,129,122	2,630,505	3,234,631	3,233,736	2,660,050
Turnover	-	-	-	(1,096,216)	-	(996,105)
General Fund Expenditures, By Program	\$ 48,554,580	\$ 48,439,085	\$ 48,921,537	\$ 52,422,999	\$ 51,337,387	\$ 51,501,813

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

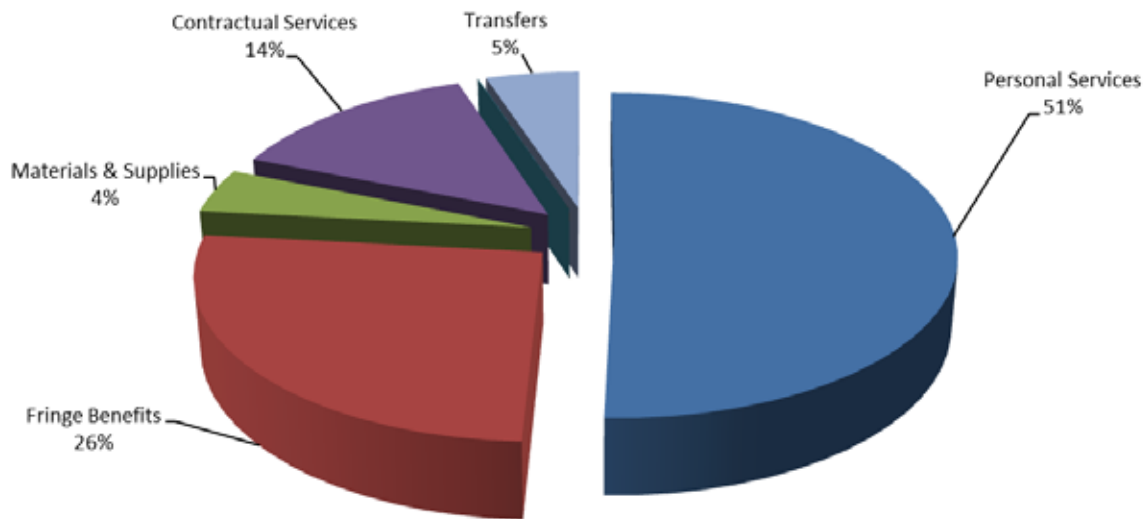


Chart 2-5: General Fund Expenditures, By Expenditure Type

Expenditures	Actuals			2014		2015 Rec.
	2011	2012	2013	Budget	YE	
Personal Services	\$ 25,005,087	\$ 24,692,166	\$ 24,830,588	\$ 26,547,335	\$ 25,529,553	\$ 26,562,798
Fringe Benefits	12,588,752	12,818,805	13,182,072	14,259,084	13,604,336	13,715,917
Supplies	1,773,942	2,013,113	1,736,536	2,075,651	2,036,295	2,313,330
Contractual Services	6,628,386	5,775,021	6,541,836	7,397,834	6,928,787	7,244,102
Capital Outlay	6,282	10,858	-	4,680	4,680	1,721
Grants	118,686	-	-	-	-	-
Transfers	2,433,445	3,129,122	2,630,505	3,234,631	3,233,736	2,660,050
Turnover	-	-	-	(1,096,216)	-	(996,105)
Total Expenditures	\$ 48,554,580	\$ 48,439,085	\$ 48,921,537	\$ 52,422,999	\$ 51,337,387	\$ 51,501,813

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

2015 General Fund FTE's: 334.00 FTE's

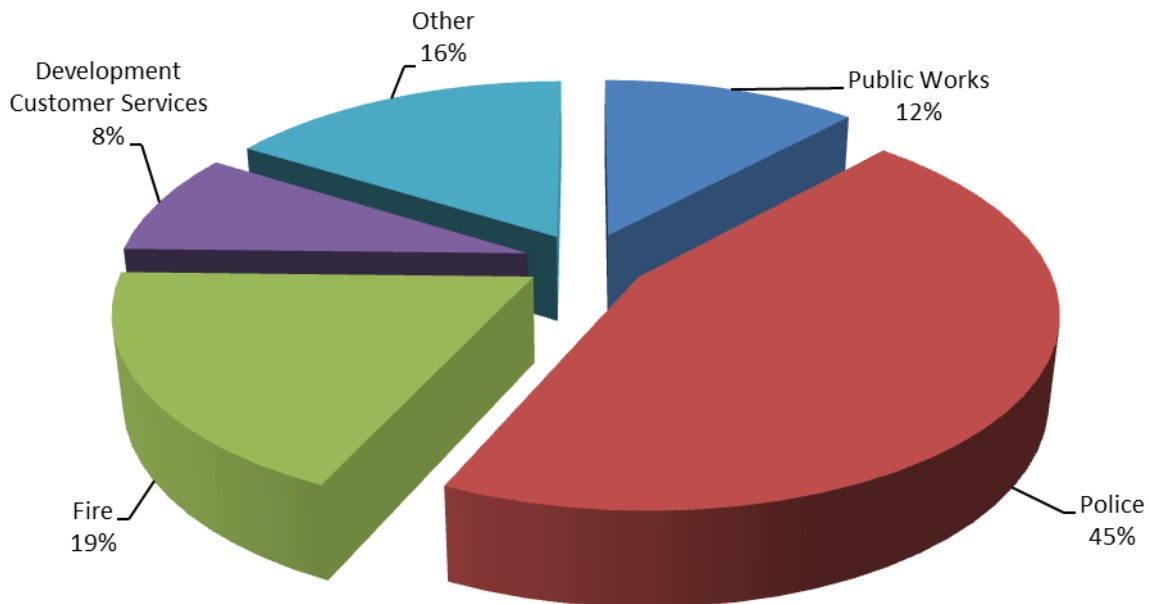


Chart 2-6: Total General Fund FTE's, by Department

<u>Department</u>	<u>2014</u>		<u>2015 Rec.</u>
	<u>Budget</u>	<u>Est.</u>	
Adjudication	3.00	3.00	3.00
Communications	3.00	3.00	3.00
Community Relations	1.00	1.00	1.00
Development Customer Services	31.50	31.50	28.50
Finance	11.00	11.00	9.50
Fire Department	62.00	62.00	62.00
Health Department	10.00	10.00	10.00
Human Resources	2.50	2.50	2.50
Information Technology	9.00	9.00	8.00
Law Department	2.00	2.00	2.00
Parking Services	0.00	0.00	0.00
Police	150.00	150.00	150.00
Public Works	38.75	38.75	39.75
Village Clerk	3.00	3.00	3.00
Village Manager's Office	4.75	4.75	4.75
Village President and Board of Trustees	7.00	7.00	7.00
General Fund Total:	338.50	338.50	334.00
All Funds Total :	382.75	382.75	377.25

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

2.4 Exhibit 3- Enterprise Funds

2015 Budget Enterprise Fund Expenditures: \$26,844,994

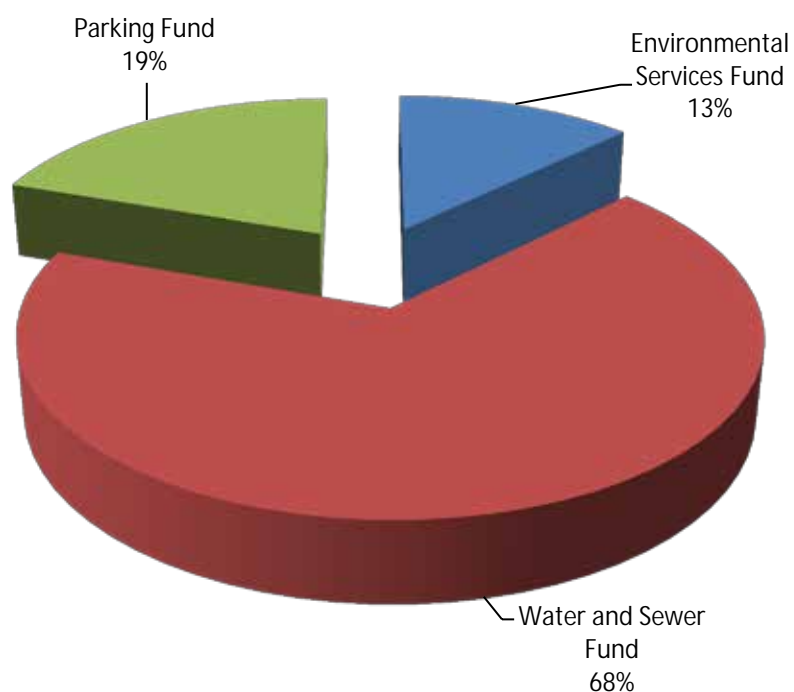


Chart 2-7: Total Enterprise Fund Expenditures, by Fund

Fund	Actual			2014		2015 Req.
	2011	2012	2013	Budget	YE Est.	
Environmental Services Fund	\$2,723,900	\$3,513,956	\$3,115,848	\$3,411,095	\$3,278,496	\$3,409,986
Water and Sewer Fund	\$11,693,942	\$12,954,296	\$14,446,093	\$11,805,991	\$12,699,964	\$18,164,560
Parking Fund	\$4,777,756	\$3,760,844	\$3,995,884	\$6,136,391	\$5,635,952	\$5,270,448
Total Fund Expenditures:	\$19,195,598	\$20,229,096	\$21,557,824	\$21,353,478	\$21,614,412	\$26,844,994

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

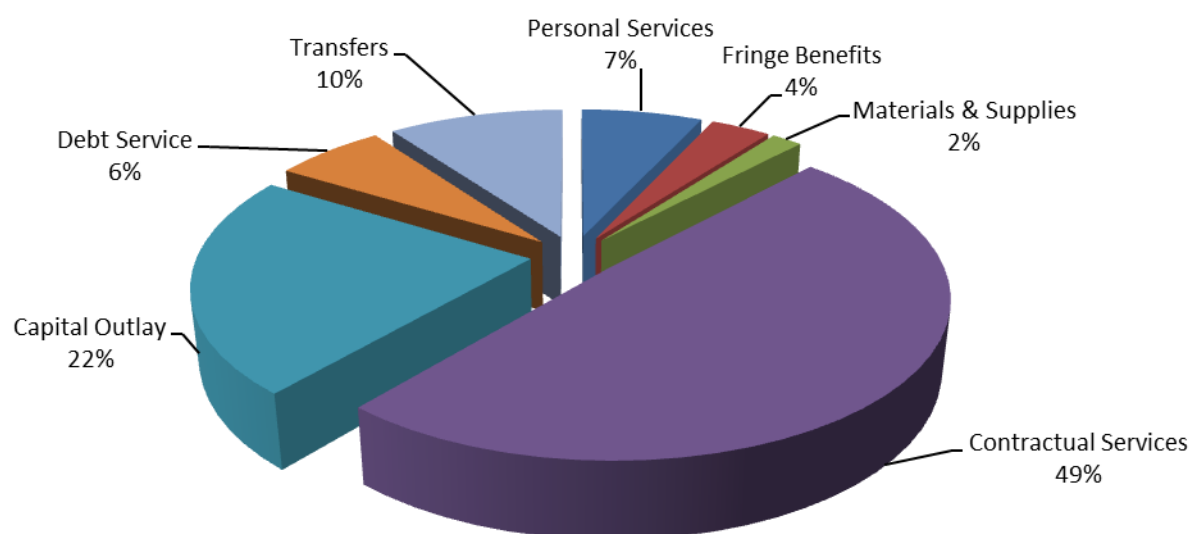


Chart 2-8: Total Enterprise Fund Expenditures, By Expenditure Type

<u>Expenditure Type</u>	<u>Actual</u>			<u>2014</u>		<u>2015 Req.</u>
	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>Budget</u>	<u>YE Est.</u>	
Personal Services	\$ 1,900,541	\$ 1,848,160	\$ 1,759,401	\$ 1,951,925	\$ 1,742,769	\$ 1,934,653
Fringe Benefits	812,617	793,897	817,535	920,423	761,480	938,887
Materials & Supplies	667,978	1,120,071	964,339	434,055	808,377	493,552
Contractual Services	7,973,443	9,431,360	10,114,248	11,501,686	11,742,380	13,187,772
Capital Outlay	3,329,460	3,446,101	3,561,946	1,707,500	1,587,898	5,947,218
Debt Service	669,830	1,058,162	588,617	1,674,898	1,953,994	1,679,921
Transfers	3,841,729	2,531,346	3,751,738	3,162,991	3,017,514	2,662,991
Fund Total	\$19,195,598	\$ 20,229,096	\$21,557,824	\$21,353,478	\$21,614,412	\$26,844,994

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

2015 Budget Enterprise Fund FTE's: 35.0 FTE's

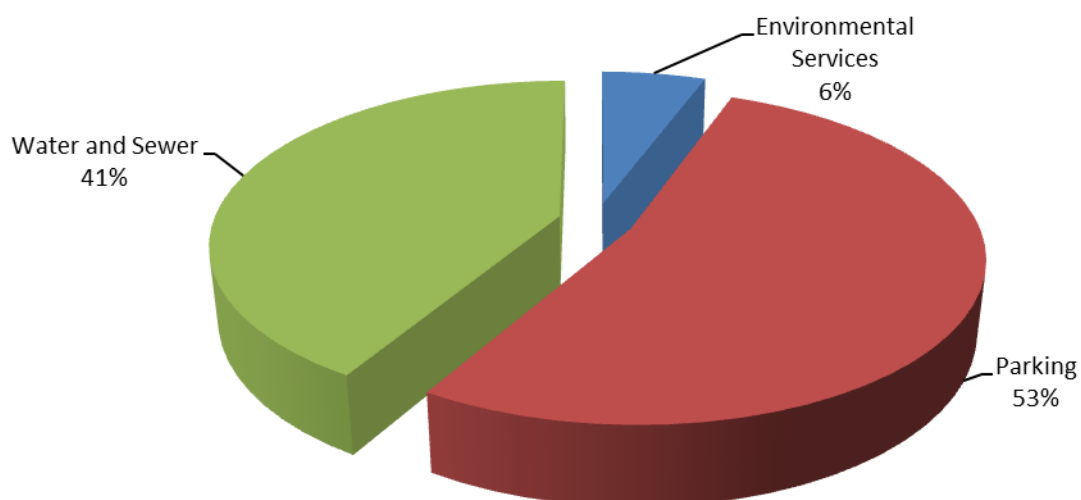


Chart 2-9: Total Enterprise Fund FTE's, by Fund

<u>Fund/Department</u>	<u>2014</u>		<u>2015 Rec.</u>
	<u>Budget</u>	<u>Est.</u>	
Environmental Services			
Public Works	2.00	2.00	2.00
Parking			
Parking and Mobility Services	18.50	18.50	18.50
Water and Sewer			
Finance	2.00	2.00	2.00
Public Works	12.50	12.50	12.50
Enterprise Funds Total:	35.00	35.00	35.00
All Funds Total :	382.75	382.75	377.25

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

2.5 Exhibit 4- Special Revenue Funds

2015 Budget Special Revenue Fund Expenditures: \$15,618,957

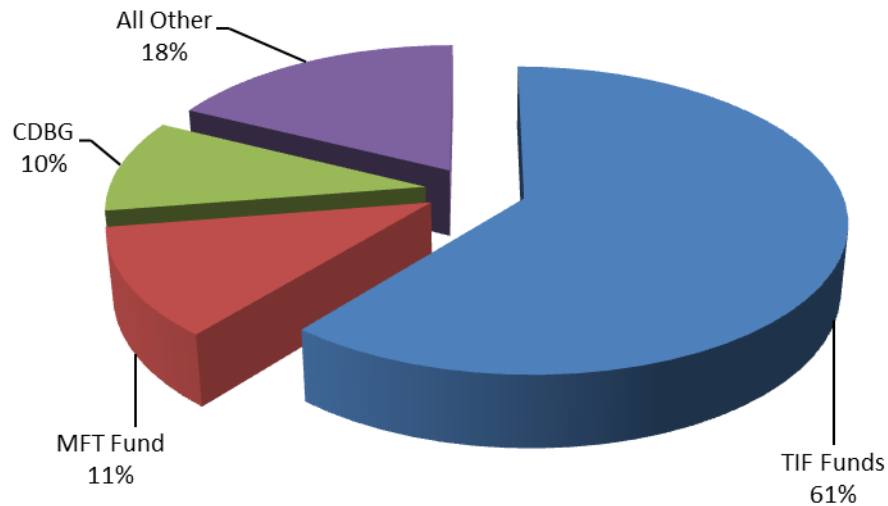


Chart 2-10: Total Special Revenue Fund Expenditures, by Fund

Fund Type	Actuals			2014		2015 Rec.
	2011	2012	2013	Budget	Est.	
CDBG Fund	\$ 1,668,967	\$ 1,280,317	\$ 1,443,754	\$ 1,608,000	\$ 1,548,732	\$ 1,548,259
CDBG Revolving Loan	37,842	-	-	175,000	-	-
Downtown TIF	18,587,968	6,105,783	5,424,486	8,442,193	7,435,014	7,619,089
Earthfest	-	-	4,706	7,700	5,118	12,600
E-911	1,911,450	1,935,071	1,961,774	1,960,000	1,802,026	1,602,203
Farmer's Market	31,640	24,238	32,156	31,283	31,283	31,315
Federal RICO	112,019	193,359	174,001	138,000	229,500	151,000
Foreign Fire	34,785	40,842	28,579	216,229	243,250	51,500
Harlem Garfield TIF	-	-	4,004	600,000	-	-
Madison TIF	777,263	786,026	726,580	2,880,000	2,880,000	1,900,000
MFT Fund	1,536,363	1,320,505	1,500,000	1,430,674	1,500,000	1,800,000
SSA #1 Fund	356,972	410,995	679,189	650,000	650,000	650,000
SSA #6 Fund	-	-	-	24,461	24,461	-
SSA #7 Fund	-	-	-	-	-	-
State RICO	11,853	100	-	-	-	40,000
Sustainability	6,035	104,467	106,684	112,991	112,721	112,991
TTW	9,194	9,517	4,574	100,000	75,000	100,000
Fund Total	\$ 25,082,351	\$ 12,211,221	\$ 12,090,487	\$ 18,376,531	\$ 16,537,105	\$ 15,618,957

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

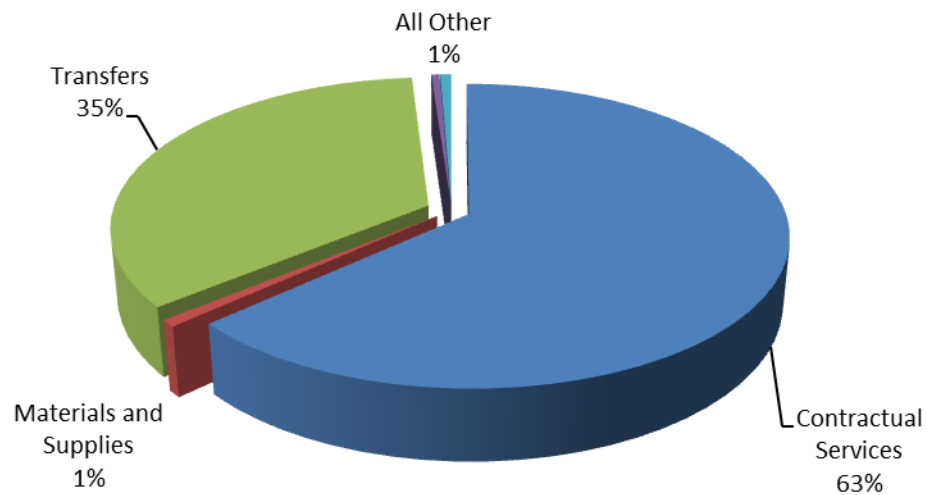


Chart 2-11: 2014 Total Special Revenue Fund Expenditures, By Expenditure Type

<u>Expenditure Type</u>	<u>Actuals</u>			<u>2014</u>		<u>2015 Rec.</u>
	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>Budget</u>	<u>Est.</u>	
Personal Services	\$ 13,715	\$ 76,374	\$ 75,163	\$ 76,500	\$ 16,691	\$ 75,900
Fringe Benefits	\$ 1,081	\$ 21,558	\$ 29,360	\$ 81,711	\$ 9,718	\$ 25,202
Materials & Supplies	\$ 65,582	\$ 101,470	\$ 62,536	\$ 67,900	\$ 66,816	\$ 116,389
Contractual Services	\$ 20,595,529	\$ 9,376,398	\$ 6,877,510	\$ 13,479,907	\$ 11,754,405	\$ 9,903,973
Rebate Program	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Outlay	\$ 5,835	\$ -	\$ -	\$ 60,000	\$ 30,000	\$ 76,000
Debt Service	\$ 1,101,888	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers	\$ 3,298,722	\$ 2,635,422	\$ 5,045,918	\$ 4,610,513	\$ 4,659,475	\$ 5,421,493
Fund Total	\$ 25,082,351	\$ 12,211,221	\$ 12,090,487	\$ 18,376,531	\$ 16,537,105	\$ 15,618,957

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

2.6 Exhibit 5- Capital Funds

2015 Budget Capital Fund Expenditures: \$17,430,990

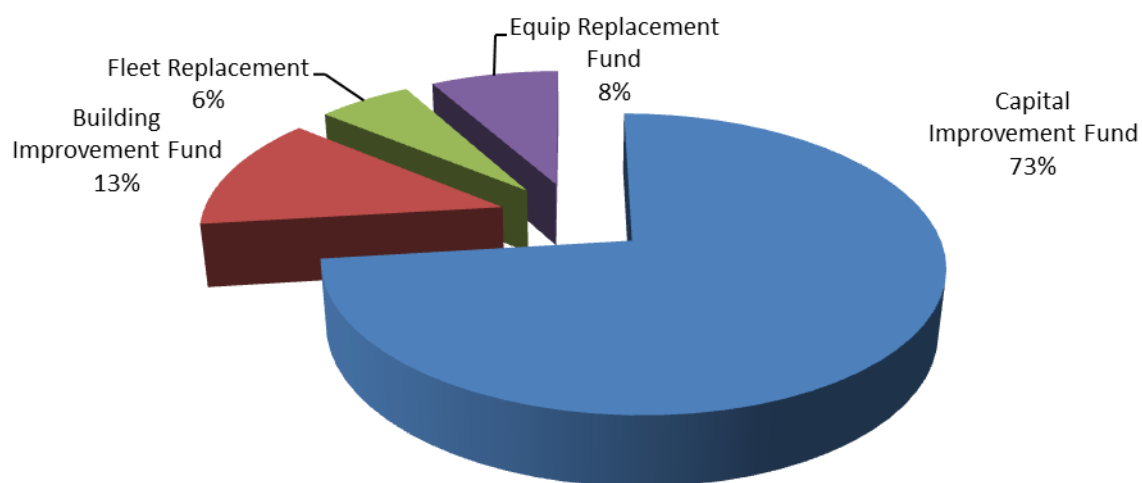


Chart 2-12: Total Capital Fund Expenditures, by Fund

Fund	Actuals			2014		2015 Rec.
	2011	2012	2013	Budget	YE	
Capital Improvement Fund	\$6,065,574	\$5,645,084	\$4,808,040	\$11,738,482	\$10,644,035	\$12,738,795
Building Improvement Fund	\$296,578	\$482,045	\$379,650	\$1,092,000	\$1,030,124	\$2,242,340
Fleet Replacement	\$86,742	\$334,574	\$337,939	\$703,454	\$674,952	\$1,033,725
Equip Replacement Fund	\$132,984	\$141,147	\$160,059	\$1,689,242	\$889,000	\$1,416,130
Fund Total	\$6,581,878	\$6,602,850	\$5,685,688	\$15,223,178	\$13,238,111	\$17,430,990

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

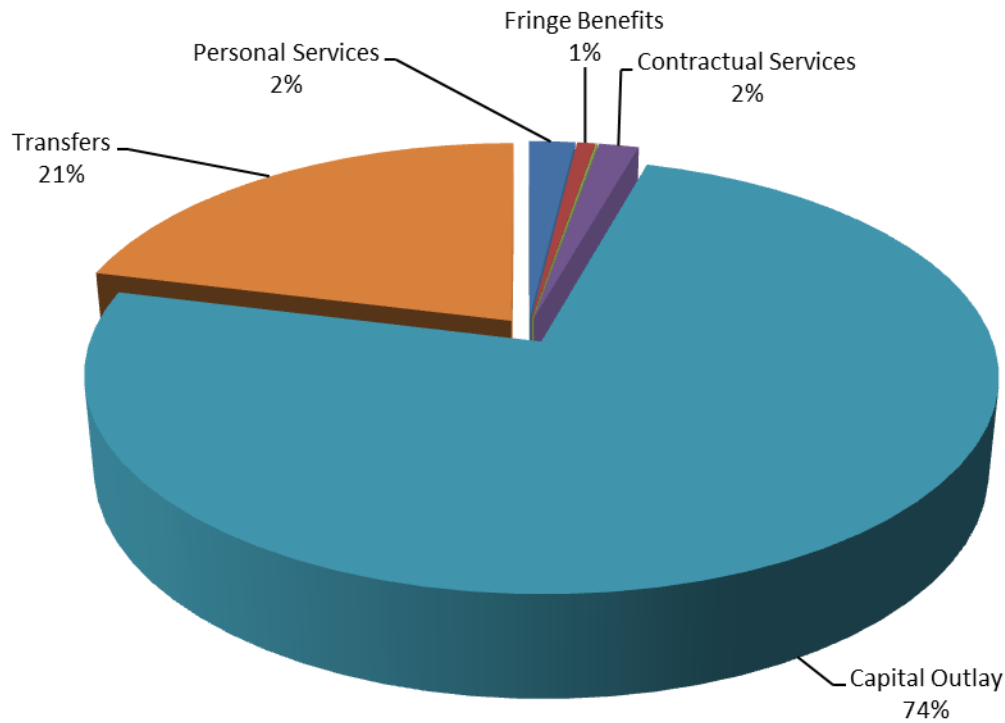


Chart 2-13: Total Capital Fund Expenditures, By Expenditure Type

<u>Expenditure Type</u>	<u>Actuals</u>			<u>2014</u>		<u>2015 Rec.</u>
	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>Budget</u>	<u>YE</u>	
Personal Services	\$310,430	\$308,543	\$333,159	\$401,698	\$302,500	\$334,815
Fringe Benefits	\$106,624	\$118,509	\$129,766	\$185,087	\$128,321	\$131,346
Materials & Supplies	\$19,099	\$8,182	\$3,910	\$11,112	\$13,852	\$15,126
Contractual Services	\$81,585	\$62,589	\$134,417	\$200,650	\$163,863	\$290,848
Capital Outlay	\$2,859,828	\$4,153,416	\$3,576,069	\$10,643,414	\$9,114,486	\$12,976,515
Transfers	\$3,204,313	\$1,951,611	\$1,508,368	\$3,781,217	\$3,515,089	\$3,682,340
Fund Total	\$6,581,878	\$6,602,850	\$5,685,688	\$15,223,178	\$13,238,111	\$17,430,990

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

<u>Capital Fund</u>	<u>Budget</u>	<u>Est.</u>	<u>2015 Rec.</u>
Engineering	9.5	9.5	9.5
Capital Fund FTE Total	9.5	9.5	9.5

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

2.7 Exhibit 6- Internal Service Funds

2015 Recommended Budget Internal Service Fund Expenditures: \$12,795,141

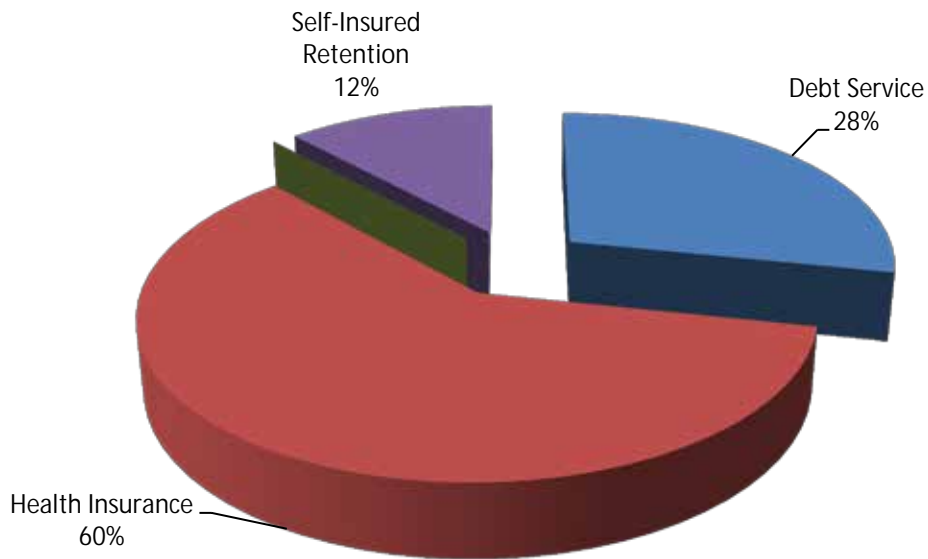


Chart 2-14: Total Internal Service Fund Expenditures, by Fund

Fund	Actual			2014		2015 Rec.
	2011	2012	2013	Budget	YE Est.	
Debt Service	\$ 4,546,432	\$ 13,451,621	\$ 6,900,487	\$ 3,953,893	\$ 3,953,893	\$ 3,613,774
Health Insurance	7,897,756	8,240,184	8,575,235	8,949,132	7,444,097	7,661,792
Risk Management	237,925	264,047	234,765	131,136	131,136	-
Self-Insured Retention	1,622,669	1,655,237	2,226,694	1,456,136	1,456,136	1,519,575
Fund Total	\$ 14,304,783	\$ 23,611,089	\$ 17,937,181	\$ 14,490,297	\$ 12,985,262	\$ 12,795,141

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

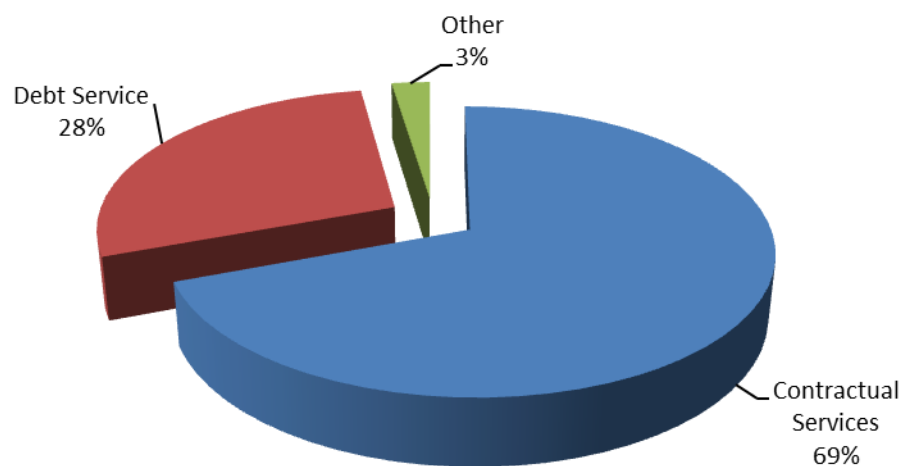


Chart 2-15: Total Internal Service Fund Expenditures, By Expenditure Type

<u>Expenditure Type</u>	<u>Actual</u>			<u>2014</u>		<u>2015 Req.</u>
	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>Budget</u>	<u>YE Est.</u>	
Personal Services	\$ 241,029	\$ 324,338	\$ 241,597	\$ 128,215	\$ 125,900	\$ 227,566
Fringe Benefits	151,876	22,753	80,013	53,233	52,458	81,361
Materials & Supplies	17,844	27	86	1,000	1,000	850
Contractual Services	9,347,601	8,797,515	10,260,530	10,222,820	8,720,875	8,871,590
Debt Service	4,546,432	8,417,755	6,900,487	3,953,893	3,953,893	3,613,774
Transfers	-	6,048,701	454,468	131,136	131,136	-
Fund Total	\$ 14,304,783	\$ 23,611,089	\$ 17,937,181	\$ 14,490,297	\$ 12,985,262	\$ 12,795,141

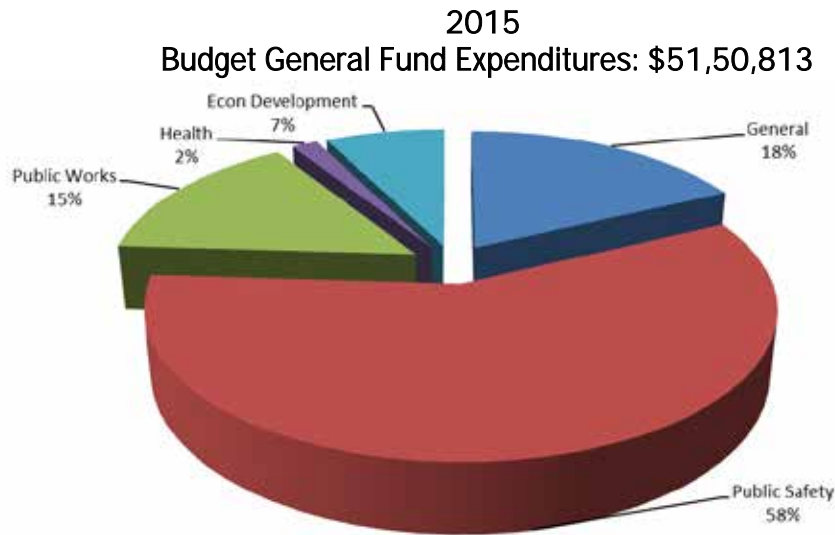
Table 2-15: Total Internal Service Fund Expenditures, By Expenditure Type

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

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

3. General Fund Summary

3.1 Overview



Department, By Program	Actuals			2014		2015 Rec.
	2011	2012	2013	Budget	Est.	
Economic Development						
Development Customer Services	\$ 2,694,337	\$ 3,317,344	\$ 4,284,174	\$ 4,523,979	\$ 3,954,377	\$ 3,901,924
Economic Development Subtotal:	\$ 2,694,337	\$ 3,317,344	\$ 4,284,174	\$ 4,523,979	\$ 3,954,377	\$ 3,901,924
General Government						
Adjudication	\$ 440,072	\$ 485,066	\$ 465,690	\$ 541,157	\$ 521,494	\$ 542,279
Communications	336,572	416,824	421,802	449,555	438,012	434,930
Community Relations	143,132	146,175	154,305	162,664	157,970	159,308
Finance	7,407,748	4,267,625	4,317,216	4,971,752	4,876,857	4,334,639
Human Resources	406,681	378,007	475,643	511,804	513,303	470,661
Information Technology	974,541	981,990	923,590	1,129,160	1,095,448	1,234,257
Law Department	464,557	377,180	546,631	735,752	654,083	628,370
Parking Services	21,469	27,286	3,756	-	-	-
Turnover	-	-	-	(1,096,216)	-	(996,105)
Village Board of Trustees	76,002	68,693	71,289	81,406	81,406	81,391
Village Clerk	762,546	574,209	393,369	293,377	249,140	260,479
Village Manager's Office	1,417,682	405,296	860,058	1,058,921	1,057,040	1,222,997
General Government Subtotal:	\$ 12,451,002	\$ 8,128,350	\$ 8,633,349	\$ 8,839,333	\$ 9,644,753	\$ 8,373,206
Health						
Health Department	\$ 614,418	\$ 680,090	\$ 798,519	\$ 1,040,225	\$ 801,393	\$ 849,366
Health Subtotal:	\$ 614,418	\$ 680,090	\$ 798,519	\$ 1,040,225	\$ 801,393	\$ 849,366
Public Safety						
Fire Department	\$ 10,084,608	\$ 10,601,374	\$ 10,806,659	\$ 10,952,280	\$ 10,734,631	\$ 11,004,442
Police	18,105,396	18,415,633	18,012,709	19,526,889	18,898,500	19,503,031
Public Safety Subtotal:	\$ 28,190,004	\$ 29,017,007	\$ 28,819,368	\$ 30,479,169	\$ 29,633,131	\$ 30,507,473
Public Works						
Public Works	\$ 6,196,507	\$ 6,746,256	\$ 6,379,602	\$ 7,540,294	\$ 7,314,541	\$ 7,869,844
Public Works Subtotal:	\$ 6,196,507	\$ 6,746,256	\$ 6,379,602	\$ 7,540,294	\$ 7,314,541	\$ 7,869,844
General Fund Expenditures, By Program	\$ 50,146,268	\$ 47,889,047	\$ 48,915,012	\$ 52,423,001	\$ 51,348,195	\$ 51,501,813

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

	Actuals			2014		2015 Rec.
	2011	2012	2013	Budget	Est.	
Starting Fund Balance	\$ 9,761,968	\$ 7,868,142	\$ 7,447,951	\$ 11,941,318	\$ 7,904,727	\$ 8,136,295
Revenues						
Tax Revenue Total	\$ 32,380,192	\$ 32,273,745	\$ 32,696,638	\$ 34,032,494	\$ 33,624,494	\$ 34,774,815
Licenses and Permits Total	1,247,716	1,331,614	1,428,795	1,403,505	1,363,102	1,640,500
Intergovernmental Revenue Total	5,495,777	5,909,895	6,343,940	6,726,955	6,646,428	6,741,158
Charges for Services Total	2,999,879	3,198,410	2,760,323	3,173,464	3,227,704	3,045,050
Fines Total	2,230,908	2,494,966	2,425,171	2,495,471	2,190,000	2,173,000
Other Local Government Total	324,073	325,644	84,702	133,139	142,370	126,000
Other Financing Sources	4,153,757	2,729,511	3,047,000	4,185,665	4,385,665	3,350,000
Revenue Total:	\$ 48,832,302	\$ 48,263,785	\$ 48,786,569	\$ 52,150,693	\$ 51,579,763	\$ 51,850,523
Expenditures						
Personal Services	\$ 25,096,776	\$ 24,692,166	\$ 24,830,588	\$ 26,547,335	\$ 25,529,553	\$ 26,562,798
Fringe Benefits	13,588,752	12,818,805	13,182,072	14,259,084	13,604,336	13,715,917
Materials and Supplies	1,773,942	2,013,113	1,736,536	2,075,651	2,036,295	2,313,330
Contractual Services	6,986,369	5,234,983	6,535,311	7,397,836	6,939,595	7,244,102
Capital Outlay	6,282	10,858	-	4,680	4,680	1,721
Grants	118,686	-	-	-	-	-
Transfers	2,575,459	3,129,122	2,630,505	3,234,631	3,233,736	2,660,050
Turnover	-	-	-	(1,096,216)	-	(996,105)
Total Expenditures	\$ 50,146,268	\$ 47,899,047	\$ 48,915,012	\$ 52,423,001	\$ 51,348,195	\$ 51,501,813
Change in Balance	\$ (1,313,966)	\$ 364,738	\$ (128,443)	\$ (0)	\$ 231,568	\$ 348,710
Balance Sheet Adj.	\$ (579,860)	\$ (784,929)	\$ 585,218	\$ -	\$ 722,111	\$ -
Ending Fund Balance	\$ 7,868,142	\$ 7,447,951	\$ 7,904,727	\$ 11,996,052	\$ 8,136,295	\$ 8,485,005
Unrestricted Fund Balance	\$ 1,735,425	\$ 2,506,546	\$ 4,454,245	\$ 4,728,657	\$ 5,407,924	\$ 5,756,634

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

Revenue Name	Actuals			2014		2015 Budget
	2011	2012	2013	Budget	Year-End Estimate	Rec.
Property Tax Levy	\$ 11,845,222	\$ 11,865,281	\$ 12,652,374	\$ 12,764,474	\$ 12,764,474	\$13,264,474
Police Pension Levy	4,191,206	3,664,816	3,711,498	3,887,534	3,887,534	3,943,863
Fire Pension Levy	3,370,202	3,102,910	3,338,942	3,224,986	3,224,986	3,318,566
Tif Surplus Distribution	803,094	335,475	169,827	820,000	373,000	461,412
Sales Tax Local Use Tax	4,273,813	4,269,978	4,383,127	4,583,500	4,300,000	4,386,000
Real Estate Transfer Tax	1,627,224	3,089,201	2,492,336	2,227,500	2,800,000	2,856,000
Exempt Real Estate Transaction	14,160	15,390	13,380	15,000	14,500	14,500
Hotel Motel Tax	135,413	149,767	145,004	153,000	150,000	150,000
Liquor Tax	445,018	489,676	494,877	520,000	470,000	500,000
Natural Gas Use Tax	221,051	185,328	220,035	234,000	240,000	240,000
Utility Tax	4,218,673	3,886,488	3,840,322	4,377,500	4,200,000	4,200,000
Vehicle Tax	1,235,115	1,219,434	1,234,916	1,225,000	1,200,000	1,440,000
Tax Revenue Total	\$ 32,380,192	\$ 32,273,745	\$ 32,696,638	\$ 34,032,494	\$ 33,624,494	\$ 34,774,815
Business Licenses	\$ 254,892	\$ 289,540	\$ 289,866	\$ 290,000	\$ 290,000	\$ 215,000
Liquor Licenses	106,476	102,217	102,867	102,700	113,000	105,000
Multi Family Dwelling Licenses	151,270	139,080	142,150	140,520	140,520	140,000
Chauffer Licenses Revenue	-	2,890	3,580	2,500	3,500	2,500
Chauffer Background Check	-	4,585	3,745	4,500	3,700	4,500
Taxi Cab Inspections	-	1,470	-	1,250	-	-
Building Permits	659,085	707,419	739,731	725,000	726,382	1,040,000
Zoning Variance Application	8,690	3,375	1,830	3,500	6,000	3,500
Street Permits	35,671	48,002	64,599	55,000	45,000	50,000
Animal Licenses	31,932	32,952	35,601	35,000	35,000	35,000
Building Plan Reviews	(300)	85	44,825	43,535	-	45,000
Licenses and Permits Total	\$ 1,247,716	\$ 1,331,614	\$ 1,428,795	\$ 1,403,505	\$ 1,363,102	\$ 1,640,500
FCM Medicaid Reimbursement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Flu Shot Medicare Reimb.	4,475	1,810	350	-	-	-
II Emergency Management Agency	132,756	-	-	-	-	-
Grant or Loan Application Fees	-	1,422	955	-	500	-
RCFL OT Reimbursement	8,448	6,813	8,663	11,750	11,750	-
Drug Enforcement Agency Reimb	24,203	16,647	20,237	17,250	17,250	15,000
State Income Tax Revenue	4,095,982	4,558,385	4,942,954	5,116,528	5,100,000	5,202,000
Personal Prop Replacement Tax	1,171,380	1,173,533	1,300,964	1,358,488	1,358,488	1,385,658
IDOT Roadway Maintenance	-	-	-	69,500	65,000	60,000
IDOT Traffic Signal Maintenance	-	-	835	3,440	3,440	3,500
BASSETT training fees	-	-	-	-	-	-
Grant Revenue	-	100,168	68,984	100,000	90,000	75,000
Revolving Loan Fund	58,533	51,117	-	50,000	-	-
Intergovernmental Revenue Total	\$ 5,495,777	\$ 5,909,895	\$ 6,343,940	\$ 6,726,955	\$ 6,646,428	\$ 6,741,158
Outside Agency Unemployment	\$ 12,906	\$ -	\$ -	\$ 15,000	\$ -	\$ -
Ambulance Charges	675,003	999,261	859,687	1,004,000	900,000	990,000
Code Book Sales	19	-	620	-	-	-
Charges to Pension	-	-	-	-	-	-
Community Relations Whistles	-	-	-	-	-	-
Taxi Coupons	-	-	-	-	-	-
Construction Inspection Fees	282	1,708	770	4,460	700	700
CTA Reimbursement	274,984	275,690	148,834	277,500	277,500	277,500
Fire CPR Classes	13,452	-	16,864	-	16,500	10,000
Smoke Detector Sales	-	-	-	-	-	-
Tree Removal Service	350	2,438	2,540	15,000	1,500	1,500
Snow Removal Service	-	-	-	-	-	-
Info Tech Support River Forest	35,000	39,167	35,000	35,000	35,000	35,000
Info Tech Support WSCDC	45,833	54,773	50,085	50,000	50,000	-
Sale of Liquid Gas - Fuel	79,480	66,144	72,726	72,000	72,000	-
Charges for Repairs/Parts	49,655	40,382	35,075	60,000	45,000	45,000
Reimbursement of Expenses	22,402	30,755	694	10,000	10,000	10,000
OPRFHS Event Reimbursement	6,696	-	20,184	6,000	6,000	6,000

Revenue Name	Actuals			2014		2015 Budget Rec.
	2011	2012	2013	Budget	Year-End Estimate	
SRO Reimbursement	-	-	-	102,000	102,000	102,000
Crossing Guard Reimbursement	170,032	176,750	175,000	180,000	180,000	180,000
Arrest Warrant Reimburse Reven	120	630	980	200	1,500	-
Police Training Reimbursement Rev.	-	17,325	-	-	-	-
Cable TV Franchise Fee	894,933	925,638	934,446	940,000	940,000	940,000
Book Sales	50,201	-	-	-	-	-
Cashier Difference	(45)	397	126	-	-	-
Copy Fees	-	1,532	2,016	-	1,500	1,500
Apartment Inspection Fees	-	-	-	-	-	-
Condo Inspection Fees	46,179	45,828	45,355	46,200	46,200	45,000
Elevator Inspection Fees	39,665	49,750	37,131	34,830	34,830	35,000
Street Opening Fees	6,990	10,620	11,116	10,505	10,505	10,000
Planned Unit Dev Fee	512	617	-	-	-	-
Vacant Bldg Registration Reven	11,328	40,874	-	400	30,000	15,000
Vacant Bldg Inspection Revenue	3,500	168	500	1,000	750	500
Miscellaneous Revenue	196,868	81,910	23,299	36,000	150,000	50,000
MFT Tax Refund	9,827	9,560	9,381	10,000	10,000	9,500
Special Events Revenue	25,383	28,053	35,286	14,550	25,000	25,000
Special Events Application Fee	672	1,580	1,575	1,600	1,600	1,500
Police Reports	13,562	14,862	14,667	15,000	15,000	14,500
Subpoena Fees	313	578	1,114	2,200	750	500
False Alarm Revenue	43,075	36,630	38,400	40,000	42,000	40,000
Recovered Damages	113,053	49,373	59,165	50,000	85,000	63,000
Alarm Fees	19,625	100,439	25,480	47,200	47,000	45,000
Food Service Mgmt Course Fees	2,880	2,868	2,350	2,350	2,350	2,350
Pound Other Fees	4,913	4,709	5,186	5,239	5,239	5,000
Environmental Services - VOP	88,029	84,026	94,670	82,280	82,280	84,000
Plan Community Development	8,690	3,375	-	2,950	-	-
Environ Health River Forest	33,512	-	-	-	-	-
Charges for Services Total	\$ 2,999,879	\$ 3,198,410	\$ 2,760,323	\$ 3,173,464	\$ 3,227,704	\$ 3,045,050
Court Fines	\$ 86,261	\$ 114,117	\$ 93,405	\$ 114,500	\$ 125,000	\$ 115,000
Parking Fines	2,095,023	2,344,502	2,285,941	2,294,283	2,000,000	2,000,000
Non-Compliance Fines	49,624	36,347	45,825	86,688	65,000	58,000
Fines Total	\$ 2,230,908	\$ 2,494,966	\$ 2,425,171	\$ 2,495,471	\$ 2,190,000	\$ 2,173,000
Loan Interest	\$ 4,304	\$ 13,161	\$ 9,697	\$ 5,519	\$ 6,000	\$ 6,500
Interest Revenue	706	1,089	10,526	8,500	17,250	17,500
Gain/Loss on Sale of Property	257,349	276,086	24,293	32,000	32,000	50,000
Rental of Property	61,714	35,308	40,186	87,120	87,120	52,000
Other Local Government Total	\$ 324,073	\$ 325,644	\$ 84,702	\$ 133,139	\$ 142,370	\$ 126,000
Trans fr Motor Fuel Tax Fund	\$ 1,536,353	\$ 1,320,505	\$ 1,500,000	\$ 1,300,000	\$ 1,500,000	\$ 1,800,000
Transfer from Water/Sewer Fund	1,050,000	459,006	1,050,000	1,050,000	1,050,000	1,050,000
Transfer From CIP Fund	500,000	750,000	497,000	500,000	500,000	500,000
Transfer from Parking Fund	-	-	-	1,250,000	1,250,000	-
Transfer From Other Funds	1,067,404	200,000	-	85,665	85,665	-
Other Financing Sources	\$ 4,153,757	\$ 2,729,511	\$ 3,047,000	\$ 4,185,665	\$ 4,385,665	\$ 3,350,000
General Fund Revenue Total	\$48,832,302	\$48,263,785	\$48,786,569	\$52,150,693	\$51,579,763	\$51,850,523

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

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

General Fund Revenues

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

Real Estate Transfer Tax	The Real Estate Transfer Tax (RETT) is a tax on the seller of property within the Village. The tax is assessed at \$8.00 for every \$1,000.00 of the sale or "transfer" price. For example, when a \$500,000.00 house is sold, the seller would pay a RETT of \$4,000.00 ($\$500,000/\$1,000 = 500 \times \$8.00 = \$4,000.00$).
Utility Taxes	The Utility Tax is composed of two taxes: the Electricity Tax and the Natural Gas Tax. Both taxes are assessed based upon user consumption within the Village. The Electricity Tax is based on the number of kilowatt hours (kwh) consumed. The actual rate varies from a low of \$0.00202/kwh to a high of \$0.0033/kwh, based on usage. The Natural Gas Tax is also assessed on a unit charge, called the "Therm". The tax rate is \$0.024/therm.
Licenses and Permits	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.
Intergovernmental Revenues	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.
Charges for Services	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.
Fines	The Village charges fines and penalties to individuals and businesses when they become non-compliant with Village rules and regulations. Parking citations are 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
Personal Services	Personal Services expenditures are the expenditures for the compensation of Village staff to perform Village services and activities. Given the labor-intensive nature of Village services, personnel and benefits expenditures typically make up the largest proportion of general fund expenditures.
Fringe Benefits	Fringe Benefits expenditures are the expenditures for the insurance and pension support for which the Village provides its employees. Similarly to Personal Services, Fringe Benefits typically make up a large portion of general fund expenditures.
Materials and Supplies	Materials and Supplies expenditures are expenditures related to maintaining administrative operations within Village departments. These expenditures include costs such as printing costs, general maintenance and upkeep, telephones services and software support.
Contractual Services	Contractual Services are for infrequent or unique services that are provided to the Village by independent contractors or by consultants. These expenditures are tracked separately from the Village's salary and benefits resources.
Capital Outlay	Capital Outlay expenditures are for the maintenance of Village physical and technical infrastructure.

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

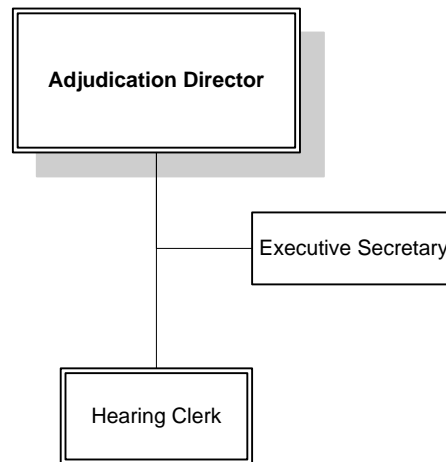
Table 3-4: Summary Description of General Fund Expenditure Types

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
- **2014 Accomplishments-** The 2014 Accomplishments section provides a highlight of the department's current (or planned) accomplishments for FY2014.
- **2015 Work Plan-** The 2015 Work Plan section presents a summary of planned activities for FY14.
- **MAP Program -** The MAP Program section provides a summary of department Governance Priorities and the associated performance visions. For departments that have not yet been integrated into the MAP Program, this section indicates when the department will be incorporated into the MAP Program.
- **Financial Summary-** The Financial Summary provides a consolidated summary of the following information:
 - **Total General Fund expenditures, By Expenditure Type**
 - **Full Time Equivalent (FTE) Summary, By Fund**
 - \$ Total Department FTE's-
 - \$ Total General Fund FTE's-

3.2.1 Administrative Adjudication



Executive Overview

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

2014 Accomplishments

Accomplishments and activities included the following:

- The citations used in Adjudication are generally barcoded. In the continuing effort to advance the technological environment of Adjudication, barcoding of some additional documents has occurred and will be advanced further. In support of this step every Adjudication worker now has a barcode reader at their desk. Additionally, a barcode reader has been installed in Council Chambers to be used during adjudications. In the past only the Executive Secretary and the Hearing Clerk had barcode readers at their desks.
- In the past many of the orders were hand written. Adjudication has moved toward more and more printed orders. Printed orders have eliminated numerous issues that occurred with handwritten orders. Hopefully, in the near future, handwritten orders will be virtually eliminated.
- Adjudication has requested the disposal of the folding machine. Adjudication will have access to the Parking folding machine. The consolidation of work in this area will result in a savings of at least \$2,000.00 to the Village. Additionally, the decision to forego purchasing or leasing a new folding machine for Adjudication will result in a several thousand dollar impact for the Village. A comparable machine would cost the Village \$10,000.00 or more.

2015 Work Plan

FY15 will see the Adjudication Department focusing on improving juvenile outcomes and automating processes to allow administrative law judges to immediately enter judgments for quicker posting of judgments and payments.

- Individuals in contact with the Adjudication Department expect to encounter an automated process. Although, Adjudication has advanced in a great number of automated processes including online protests and online payments for parking citations, even more automation is possible and desired.
- As the juvenile adjudication process matures the ability to effectively provide non-financial and non-punitive outcomes will continue to be a challenge. It is important that Adjudication be able to interact effectively with diverse groups of at-risk youth; be perceptive and competent in cultural diversity matters; be knowledgeable about adolescent developmental issues; recognize the signs and symptoms of child abuse, trauma exposure, and sexual exploitation; be aware of the signs and symptoms of substance abuse; maintain group management skills and resources; and, have training to determine when mental health assessments should be employed and have the resources to effectuate the assessments. In an effort to facilitate this need Adjudication is working toward expanding the services that the Oak Park Township Youth Services provides.
- Adjudication will continue to work with IT to obtain a technical contractor for the local ordinance computer database that is vetted and supervised by the IT Department. The contractor would be paid out of the Adjudication budget.

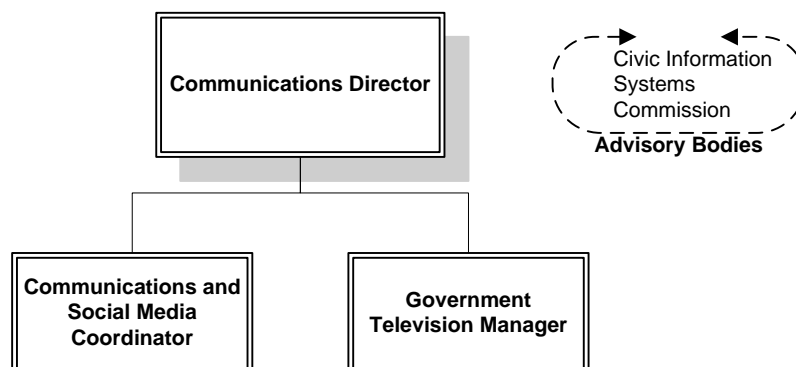
MAP Program

The Department of Administrative Adjudication is in process of being incorporated into the MAP Program during the second wave of program deployment.

<u>Expenditure Type</u>	Actuals			2014		<u>2015 Rec.</u>
	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>Budget</u>	<u>Est.</u>	
Personal Services	\$178,032	\$192,185	\$193,475	\$203,850	\$189,340	\$207,723
Fringe Benefits	53,676	61,931	66,139	69,985	65,832	69,734
Materials & Supplies	29,953	33,515	29,599	54,650	54,650	54,650
Contractual Services	176,012	195,035	176,477	212,672	211,672	210,172
Department Total	\$437,673	\$482,665	\$465,690	\$541,157	\$521,494	\$542,279
<u>FTE Summary</u>						
General Fund	3.0	3.0	3.0	3.0	3.0	3.0

Table 3-5: Administrative Adjudication Financial Summary

3.2.2 Communications



Executive Overview

The Communications Department keeps the public informed about municipal government programs, services and activities through a wide range of public information tools. The Communications Office writes, designs and manages the production of informational publications such as brochures and the OP/FYI community newsletter and quarterly Employee News, and manages news media relations, including issuing news releases and answering inquiries from reporters.

Other duties include operating the Village's government access cable television station VOP-TV, including producing original programming, managing the public website, www.oak-park.us, and the employee intranet website, and publishing e-news, an ongoing electronic news information operation. In addition, the Office manages the official social networking communications tools, including Facebook, Twitter, YouTube and Pinterest.

2014 Accomplishments

Accomplishments for 2014 included the following:

- Made the public website responsive to users' devices, delivering an improved experience to smartphone and tablet users.
- Created an online forum to gather resident views on the proposed expansion of the Eisenhower Expressway. The success of this effort created a foundation for future interactive discussion of important issues.
- Posted nearly 235 messages on Facebook (through July), reaching more than 4,266 fans. Overall monthly reach through Facebook averaged nearly 10,363 people per month. Added 309 fans through the first half of the year.
- Tweeted nearly 500 messages (through July), reaching more than 2,943 followers. Added some 500 new followers through the first half of the year.
- Produced 28 new, original programs for VOP-TV and YouTube through first half of 2014. Now have more than 233 original videos online that have received almost 20,000 individual views so far this year, representing some 38,229 minutes of total footage watched on

YouTube.

- Published nine issues of the six-page OP/FYI community newsletter that is distributed to nearly 25,000 Oak Park households.
- Managed the online meeting agenda posting process, including scheduling, recording and archiving videos for viewing both online and on VOP-TV cable channels.
- Supported Police in disseminating public information related to several high-profile incidents.
- Continued working 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.

2015 Work Plan

- Work with the Village Manager's Office to launch a web-based agenda creation process that reduces paper and scanned documents and integrates with web video streaming capability.
- Shift web-based resources to updating employee intranet website:
 - Borrow Drupal modules and format from the public website to update the employee site with minimal need for outside development support
 - Identify and incorporate features useful to employees
- Continue to grow social media presence and opportunities for direct citizen interaction.
- Integrate short-term needs to upgrade VOP-TV equipment within a long-range plan that will help ensure video capabilities remain at high standards.
- Continue to provide internal support for public information message packaging and distribution.
- Support the mission of the Civic Information Systems Commission when applicable.

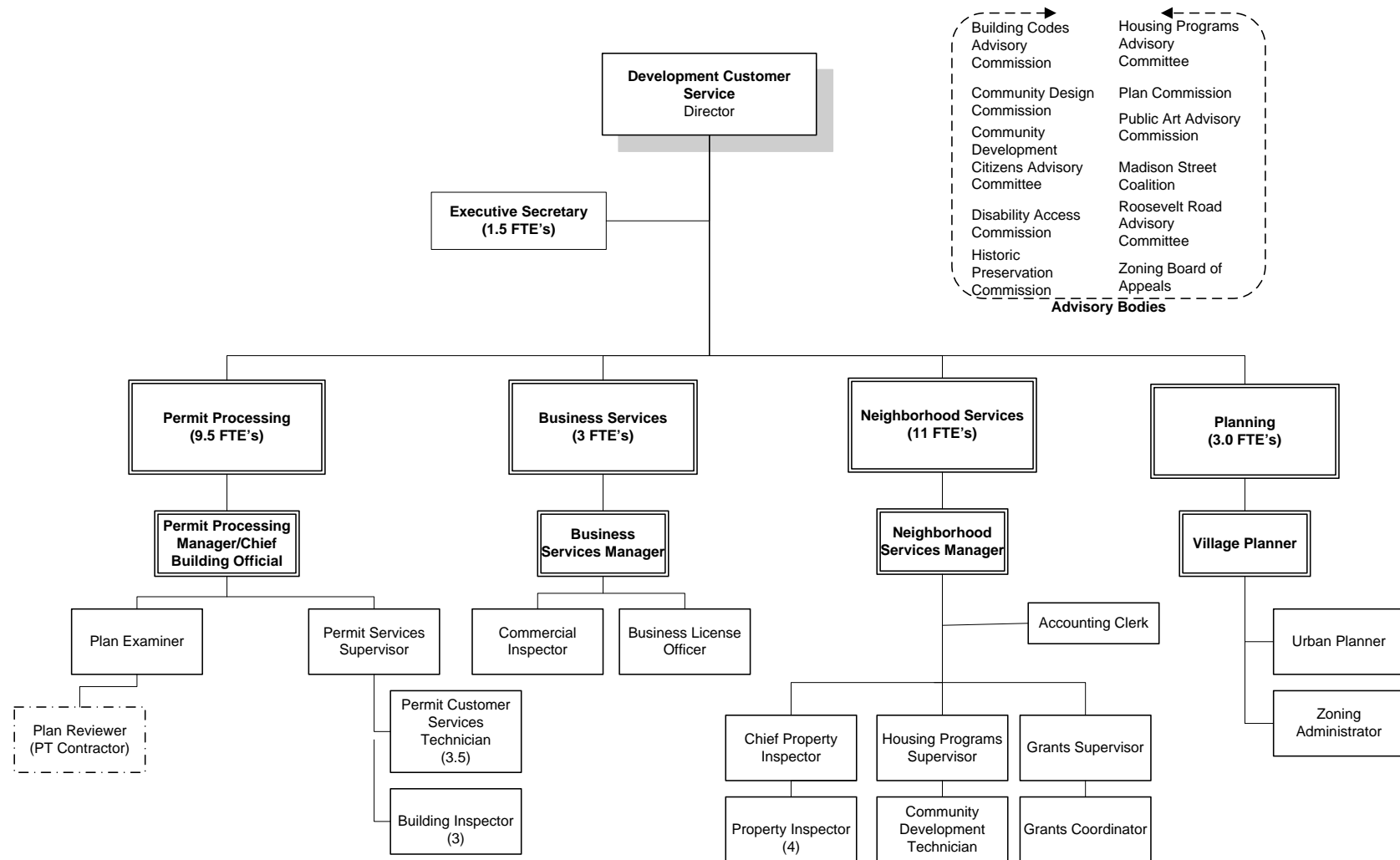
MAP Program

The Department of Communications is in process of being incorporated into the MAP Program during the second wave of program deployment.

<u>Expenditure Type</u>	Actuals			2014		2015 Request
	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>Budget</u>	<u>Est.</u>	
Personal Services	\$196,548	\$187,189	\$211,270	\$216,693	\$210,397	\$213,911
Fringe Benefits	71,875	71,579	87,224	90,363	86,573	87,340
Materials & Supplies	41,664	64,501	61,575	69,450	68,542	70,850
Contractual Services	26,485	93,554	61,733	73,050	72,500	62,830
Department Total	\$336,572	\$416,824	\$421,802	\$449,555	\$438,012	\$434,931
<u>FTE Summary</u>						
General Fund	3.0	3.0	3.0	3.0	3.0	3.0

Table 3-6: Communications 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 is more intuitive to how the community views the work of the Department. The Divisions are tasked with the following;

- 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. The Business Services Division works very closely with the Oak Park Economic Development Corporation (Oak Park EDC).
- 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.
- The Administrative Division is charged with overseeing the work of the four divisions and managing the development activities of the Village. This Division works closely with the Oak Park EDC.

2014 Accomplishments

Over the last six months, the Department has put together the following Mission, Vision and Values statement to guide its work.

Building a Better Community ...It starts with us!

We are inspired to enhance the quality of life in the Village of Oak Park by providing efficient, consistent, cost-effective, courteous and prompt customer services designed to encourage investment in our community.

Our team—dedicated professionals working in partnership with residents, businesses, investors and colleagues—is driven to accomplish all customer interactions in a timely, transparent and efficient manner.

We pledge to conduct all business in a manner consistent with our values:

- Assisting the public in a manner that exceeds expectations.
- Providing friendly and efficient customer service.
- Using clear, non-technical language designed for optimal understanding.
- Proactively providing relevant and complete information.
- Applying policies and regulations appropriately and consistently.
- Making informed and transparent decisions. Using technology to enhance service delivery. Promoting community pride and well-being.
- Creating a positive climate for community growth and business vitality.

The Department also conducted an audit of its process and procedures. We have implemented many administrative changes to increase productivity and promote customer service. Additionally, the Department is in the process of acquiring a new software solution for its Permitting, Licensing and Inspection activities. The new software solution will improve the residents' customer service experience and will allow for more effective and efficient communications between Departments.

Business Services

Both the Business Licensing and Commercial Inspections were successfully incorporated into the Business Services Division to allow for a more comprehensive and coordinated approach to services for the business community.

- Phase 1 review of Chapter Eight (8) "Business Licensing" of the Village Code was completed resulting in the adoption of a new licensing fee structure which more accurately reflects the cost for services provided.
- Provided developer negotiation assistance to the Director of Development Customer Services resulting in the approval of a Redevelopment Agreement for a major development site.
- Managed a funding research project for the Roosevelt Road corridor which resulted in infrastructure investment and funding source recommendations to the Village Board.
- In partnership with the Planning Division of Development Customer Services, a comprehensive review of the current pedestrian/vehicular way finding system was initiated.
- A new Event Sponsorship Grant program was successfully launched providing grant dollars to business associations for the marketing of special events which support the local business community.
- Physical upgrades to the Village owned property at 2 Chicago Ave were completed providing a more marketable commercial space for occupancy in 2015.

- Executed 1600 Business Licenses, inclusive of liquor, taxi and chauffer licensing, and conducted 1400 Commercial Property Inspections.

Neighborhood Services

- In 2014 the Housing Programs staff continued servicing seven projects under the Single Family Housing Rehabilitation Loan Program. We have received or will receive 60 new inquiries about the Single Family Housing Loan Program. Approximately 24 of these inquirers will be eligible for the program, and we expect seven to submit applications and have their loans approved.
- In 2014, the Housing Programs staff will assist ten households under the Small Rental Properties Rehabilitation Loan Program. Twenty new inquiries will be received. Six of the inquiries resulted in applications submitted and we anticipate receiving another five 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 37 households received rebates for installing low water usage toilets and three hundred water conservation kits were distributed.
- The Housing Programs staff operates the Sewer Backup Protection Grant Program for the Public Works Department. In 2014, 13 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.
- The CDBG staff has been working with the United States Department of Housing and Urban Development and Cook County to change the Village's Program Year to align with Cook County. The alignment of the program years allows the Village of Oak Park to access Federal funding under the HOME Program. Staff also worked to automate the proposal process for Applicants. The CDBG staff monitors for federal compliance 15 activities for 12 Subrecipients that provide such services to the community as fair housing, health, early childhood development and nutrition for low income individuals. Moreover, using ESG funds, the Division will assist approximately 1200 homeless persons and prevent homelessness for approximately 30 persons.

Permit Processing

- Maintained high response level to customer requests for construction inspections with 99% of all customers provided inspections on the day they asked for.
- Worked with other reviewing departments to consolidate plan review comments from multiple departments into one response letter to the customer to provide for better level of coordination between departments and a single point of contact for the customer.

- Performed a beta testing of performing electronic plan reviews as a prelude to transforming the plan review process into an electronic document handling system with the new permitting software system to replace the legacy system (Tidemark).
- Re-established a document imaging program to scan documents into electronic files in order to,
 - Facilitate document retrieval for quicker response to FOIA requests
 - Assist customers researching the history of a property
 - Alleviate over crowded file cabinets within the Division
 - Allow for better document flow between departments
- Staff provided administrative support to the Building Codes Advisory Commission's in their making a recommendation to upgrade the Village's codes that regulate construction.
- Staff is providing administrative support to the Building Codes Advisory Commission in their making a recommendation to upgrade the Village's Property Maintenance codes.
- Staff is working to revise the Permit Fee Schedule to simplify the calculation of permit fees and make the schedule easier for customers to understand.
- Staff is working on the development of a program to establish code requirements for the installation of photovoltaic solar panels and expedite plan reviews therefore.
- Staff has been working directly with the selected software consultant to define internal and external processes to develop best practices for integration with the replacement software for the legacy permit tracking system (Tidemark).

Planning

- The Division reviewed so far this year approximately 1,327 building and sign permit applications for compliance with the Zoning Ordinance, Sign Code, and historic preservation regulations. Approximately 75 business licenses were reviewed and approved for zoning compliance and 40 Certificates of Appropriateness applications were processed. Division staff attended approximately 62 after hour meetings for various boards and commission 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.

- Professional staff serves as liaisons to many committee and commissions: Plan Commission, Zoning Board of Appeals, Historic Preservation Commission, Community Design Commission, Madison Street Coalition, Comprehensive Plan Advisory Committee, HPC Education Committee, and the HPC Architectural Review Committee.
- Division staff serves or attends various other internal and external committee meetings or workshops: Business Advisory Council, Project Review Team, Permitting System Replacement Committee, Lake and Forest Development Team, Comprehensive Plan meetings, and professional association meetings.
- Staff continues to work on or has worked on the following projects: Comprehensive Plan rewrite, I-290 Historic Preservation Review Project, Harrison Street Streetscape, Lake Street Streetscape, Harlem Avenue Viaduct, Marion Street Viaduct, Bike Plan Update, Architectural Review Guidelines, Permit Software Replacement, CMAP Technical Assistance Grant Application, South Boulevard at Harlem Streetscape, Garfield Street at Harlem Streetscape, Madison Street ROW Enhancement project, the MAP program, and the Budget.
- Professional Staff attended the American Planning Association National Conference in Atlanta, GA.
- The facilitation of the 2014 awards for Preservation and Cavalcade of Pride
- Research of historic landmark nominations
- Finalization of the Historic Preservation Guidelines
- Lake Street Enhancements – next steps
- Comprehensive Plan
- Zoning Ordinance Technical Assistance Grant
- Zoning Ordinance text amendments
- Planned Development application for the Colt site.

2015 Work Plan

During 2015, the Department will be overseeing as many as three large scale mixed retail and residential developments in our downtown area. The Department is working with various Village Departments to coordinate communication to the community about the new construction. The Department will also work closely with the Oak Park EDC as it identifies future development sites in the Village and recommends new development opportunities.

Additionally, the Department will oversee the installation and implementation of the new Permitting, Licensing and Inspection software system. The new software system will increase efficiencies and ensure that the Village is able to respond to citizen concerns in a timely and transparent manner.

Business Services

In FY15, the Business Services Division 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. A number of new and continuing initiatives will be undertaken in 2015 to meet this goal including the following:

- **Code Review and Revisions**
 - A comprehensive analysis of Articles 3-35 of Village Code Chapter 8 “Business Licensing” will be undertaken to determine appropriate revisions to reflect the current business environment.
 - A complete review of ordinances governing the use of public sidewalks will be completed to determine best practices in the use of the public way.
- **Commercial Inspection and Business Licensing Services**
 - A restructuring of Commercial Inspection Services will be completed to proactively encourage and monitor private investment in commercial properties especially along our three major auto oriented corridors.
 - 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.
- **Business 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 EDC, the BAC, and the business community at large will continue.
- **Built Environment**
 - 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 2015 with new way finding system implementation anticipated in 2016.

Neighborhood Services

- In 2015, the newly created Neighborhood Services Division will work to increase efficiencies related to property complaints. The goal will be an alignment of the three sub-divisions to ensure that residential properties are maintained and that when needed funding from the Housing Programs Division 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 using funds from the Water and Sewer Fund through the Public Works Department.
- The Division will continue to recruit buildings in need of diversity or at risk of segregation to participate 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 to start a restaurant rehabilitation program to provide funding to restaurateurs interested in moving into Oak Park with capital for needed building improvements. Staff continues to explore other economic development activities using CDBG funding.

Permit Processing

- The major change in the Permit Services Division anticipated for 2015 will be the implementation of the new permit system software to replace the legacy system (Tidemark). An amount of \$300,000.00 is included in the proposed 2015 budget, to supplement the \$200,000 that was budgeted in 2014 to cover the estimated cost of the replacement software. We anticipate that some of the major benefits of the new system will include:
 - 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.
- The challenge that the Division will face is to maintain a high level of customer service while working on the implementation process and learning how to effectively and efficiently utilize the new system which will occur during the first quarter of the year.

- Continuation of the document imaging program will require additional staff time to prepare documents to be sent out for scanning. The 2015 budget includes \$50,000 to cover the Vendor cost 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 an overhaul of all bulletins and guidelines previously issued to inform the general public of code requirements for various construction activities. Additionally, the Division anticipates holding regular seminars for contractors and design professionals to inform them of the upgrades and local amendments to the codes.

Planning

- *Consultant for National Register Nominations – Estimated costs;* Hulbert and Oak Park Arts District – a request for \$15K is anticipated.
- *Zoning Ordinance Update;* we have applied for a CMAP – Technical Assistance Grant. The amount is TBD. We will know this fall the results and then can determine potential Village costs. If the grant is not received, it is anticipated \$50K will be necessary.
- *Lake Street Streetscape Project;* the direction of the Village Board is unknown at this time pending the outcome of further discussions with the Village Board this year.
- *Comprehensive Plan;* after adoption of the new Comprehensive Plan a one year review of the Comprehensive Plan by Houseal Lavigne and Associates will occur.
- *Historic District Signage;* since the expansions of the Frank Lloyd Wright historic district additional district identification signs are necessary to delineate the district boundaries/area. A request for \$5K is anticipated.
- *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.
- *North Avenue Plan for 2015;* a business district plan for North Avenue has been requested by the business and neighborhood associations. It is anticipated that a \$50K budget request will be needed.

MAP Program

The Department of Development Customer Services is newly created in late FY 2014. It is a new formed entity comprised of formerly standalone departments. While the previous departments had participated in the first wave of the program, staff found it appropriate to review the newly formed group anew and it is now in process as part of the second wave of participants.

Expenditure Type	Actuals			2014		2015 Rec.
	2011	2012	2013	Budget	Est.	
Personal Services	\$1,510,251	\$1,531,801	\$1,576,004	\$1,843,162	\$1,648,709	\$1,645,582
Fringe Benefits	539,760	529,337	592,878	731,144	603,576	590,682
Materials & Supplies	28,184	37,880	90,149	86,460	41,647	90,010
Contractual Services	622,695	1,218,326	2,025,142	1,790,645	1,660,445	1,575,650
Department Total	\$2,700,890	\$3,317,344	\$4,284,173	\$4,451,411	\$3,954,377	\$3,901,924
FTE Summary						
General Fund	29.5	29.5	32.0	31.5	31.5	28.5
Capital Improvement Fund	0.0	0.0	0.0	0.5	0.5	0.5
Total FTEs	29.5	29.5	32.0	32.0	32.0	29.0

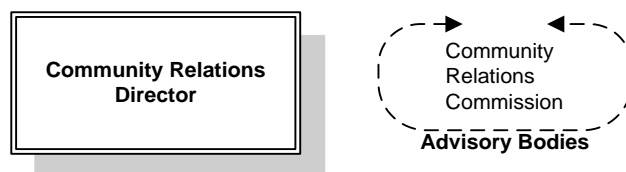
Partner Agency	2009	2010	2011	2012	2013	2014	2015 Request
Visit Oak Park							
General Fund - Business Services Contractual Services	\$ 106,750	\$ 75,645	\$ 67,231	\$ 64,044	\$ 70,000	\$ 70,000	\$ -
Hotel Motel Tax Revenues	113,419	126,999	135,413	138,600	155,000	153,000	160,000
Total Visit Oak Park - 25% of Agency Funding	\$ 220,169	\$ 202,644	\$ 202,644	\$ 202,644	\$ 225,000	\$ 223,000	\$ 160,000
Oak Park Area Arts Council							
General Fund - Business Services Contractual Services (Operating Support)	\$ 76,704	\$ 70,284	\$ 70,284	\$ 70,596	\$ 79,750	\$ 71,752	\$ 76,800
General Fund - Business Services Contractual Services (Art Funding)	12,150	12,154	14,154	20,000	25,000	25,000	25,000
General Fund - Business Services Contractual Services (Off - the Wall Grant)	24,966	20,000	20,000	25,000	15,000	27,000	27,000
In Kind (Village Hall Office Space)	-	-	-	-	-	-	-
Capital Fund - Mini Mural	-	-	-	-	20,000	20,000	20,000
Total OP Area Arts Council - 85% of Agency Funding	\$ 113,820	\$ 102,438	\$ 104,438	\$ 115,596	\$ 139,750		\$ 148,800
Oak Park Economic Development Corporation							
General Fund - Business Services Contractual Services	\$ 306,000	\$ 286,205	\$ 292,200	\$ 313,000	\$ 300,000	\$ -	\$ 721,500
Interest Subsidy	41,000	33,000	16,000	3,900	-	-	-
Grant Programs - Non TIF	30,000	25,000	36,000	31,100	30,000	-	-
Grant Programs - Madison TIF	50,000	50,000	50,000	50,000	50,000	-	-
Grant Programs - Downtown TIF	50,000	50,000	50,000	-	-	-	-
Total OPDC - 85% of Agency Funding	\$ 477,000	\$ 444,205	\$ 444,200	\$ 398,000	\$ 380,000	\$ 518,250	\$ 721,500

Summary of Development Customer Services Agency Funding

Partner Agency	2009	2010	2011	2012	2013	2014	2015 Request
Oak Park Regional Housing Center							
General Fund - Housing Programs Contractual Services	\$ 350,000	\$ 315,000	\$ 365,000	\$ 385,000	\$ 425,000	\$ 425,000	\$ 471,000
CDBG Funding	210,000	210,000	210,000	187,311	200,000	181,428	180,178
Total Oak Park Regional Housing Center - 53% of Agency Funding	\$ 560,000	\$ 525,000	\$ 575,000	\$ 572,311	\$ 625,000	\$ 606,428	\$ 651,178
Oak Park Residence Corporation							
General Fund - Housing Programs Contractual Services	\$ 150,000	\$ -	\$ -	\$ -	\$ -		
General Fund - Housing Programs Contractual Services (Small Condo Program)	25,000	25,000	25,000	25,000	25,000	35,000	35,000
Total Res Corp - less than 10% of Agency Funding	\$ 175,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 35,000	\$ 35,000
Oak Park Housing Authority							
General Fund - Housing Programs Contractual Services	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
WhiteCo Affordable Housing Funds	-	-	-	-	25,000	25,000	35,000
Total Housing Authority - less than 10% of Agency Funding	\$ 25,000	\$ -	\$ -	\$ -	\$ 25,000	\$ 25,000	\$ 35,000

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 4th Diversity Parade
- Middle School Human Relations Awards
- Youth Life/Employment Skills Program
- Coordinates Diversity Dialogue Dinner Program

2014 Accomplishments

- Department began cross-community discussions on building stronger relationships with the Austin community. Networking and focused group meetings to discuss projects to enhance community partnerships and collaboration have been undertaken.
- Department successfully coordinated and produced 41st Day in Our Village festival to promote diversity throughout the Village of Oak Park.
- Department and Commission coordinated and produced the 2014 Independence Day Parade to showcase the Village's diversity and community pride.
- Department coordinated and produced tenth annual Youth Life/Employment Skills Workshop Series designed to provide area youth with critical skills necessary to secure employment and make positive life choices.
- Department enhanced diversity counseling sessions for Housing Choice Voucher recipients to include informal training on discriminatory practices in the rental sector.
- Department Director conducted two Fair Housing training classes for new Oak Park Board of Realtor members.

2015 Work Plan

Cooperative cohabitation will be the catchphrase of FY15, 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 2015 agenda. In addition, efforts will focus on strengthening relationships with neighboring communities such as Austin, Berwyn, Galewood and Cicero.

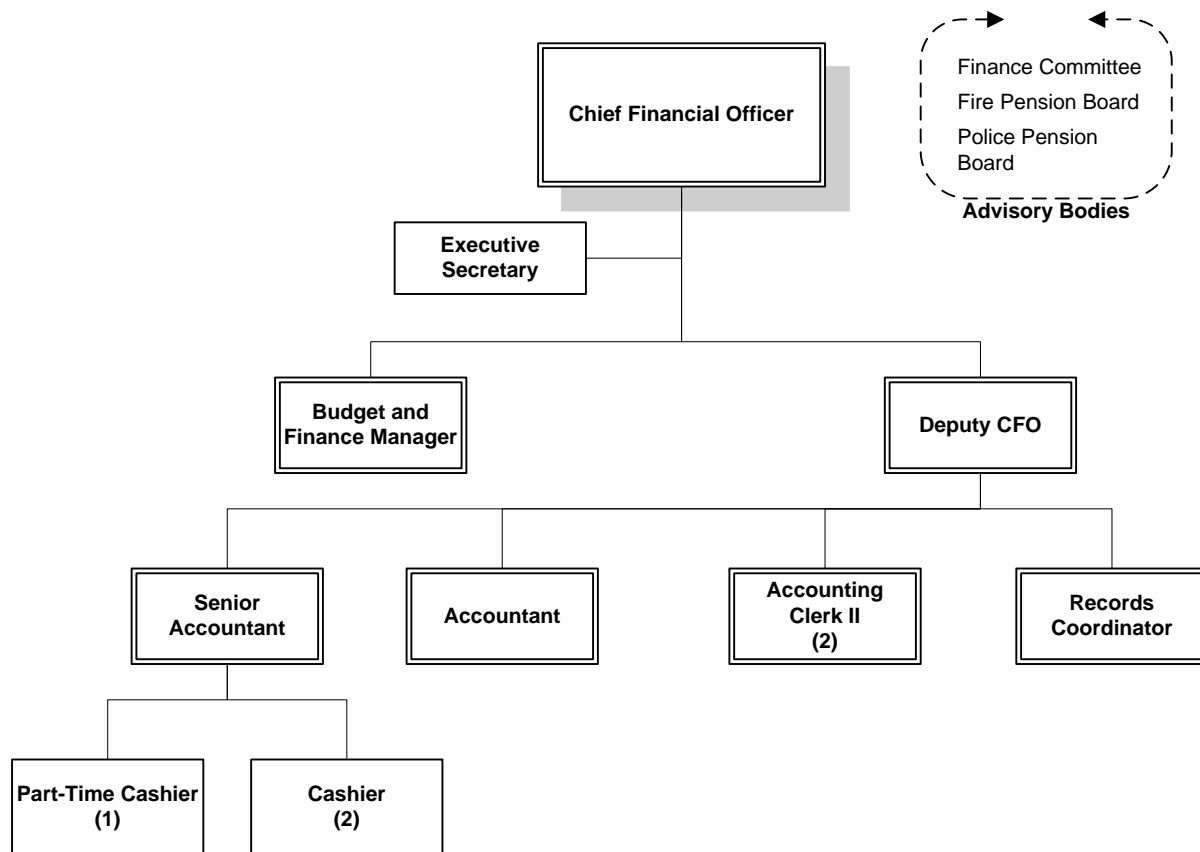
MAP Program

The Department of Community Relations will be incorporated into the MAP Program during the second wave of program deployment.

<u>Expenditure Type</u>	Actuals			2014		
	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>Budget</u>	<u>Est.</u>	<u>2015 Rec.</u>
Personal Services	\$97,846	\$99,358	\$102,074	\$103,817	\$100,420	\$102,097
Fringe Benefits	24,825	26,824	30,889	32,047	31,270	30,561
Materials & Supplies	609	465	854	2,300	1,780	2,150
Contractual Services	19,852	19,528	20,488	24,500	24,500	24,500
Department Total:	\$143,132	\$146,175	\$154,305	\$162,664	\$157,970	\$159,308
<u>FTE Summary</u>						
General Fund	1.0	1.0	1.0	1.0	1.0	1.0

Table 3-12: Community Relations Financial Summary

3.2.5 Finance



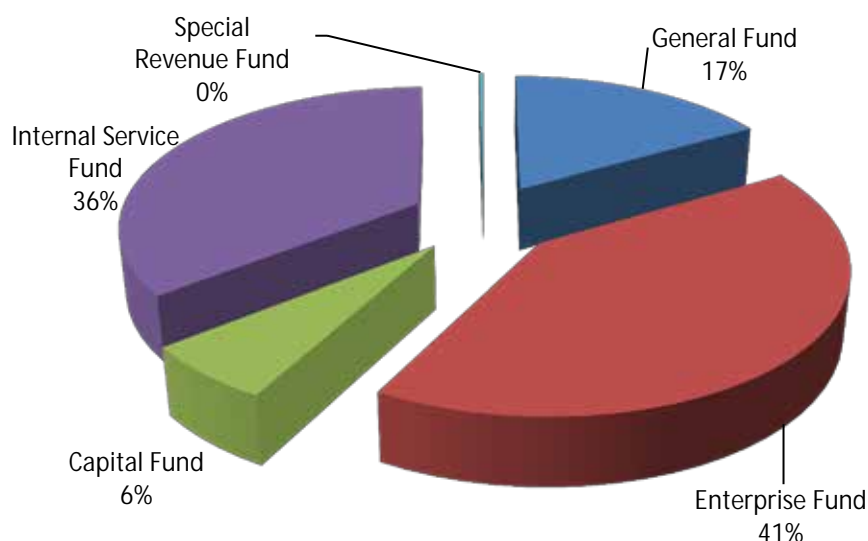


Chart 3-13: Total Finance Expenditures, By Fund

Executive Overview

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

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

Administration

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

Accounting

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

Budgeting and Performance Management

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

Payroll

The Payroll Division 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.

2014 Accomplishments

Continued development of the Village's performance management program – MAP (Measure. Analyze. Perform) – was a key accomplishment for 2014, as the Finance Department helped shepherd the first and second waves of departments through the initial process. The department also expects to complete implementation of the ADP human resource/payroll system with all employees to be using the system. The final product will also include an advanced scheduling component to meet the special operation needs of the public safety departments.

Payroll

- The Department has continued its implementation of the ADP HR/Payroll system. Further, the Village has outsourced payroll processing. The Fire Department will, by years' end, implement its add-on administrative scheduling system.

Financials

- The Village migrated banking to its new depository institution, First Merit.
- The Village migrated credit card processing to its new merchant processor, Heartland.
- The FY 2014 Budget Document received the Government Finance Officers' Association (GFOA) Distinguished Budget Preparation Award for the layout and transparency of the document. This is the 2nd 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 2015 Budget creation process.

- The Comprehensive Annual Report (CAFR) was produced in a timely manner and the numbers of items contained in the "management letter" were significantly reduced compared to previous years. The Village received the GFOA Certificate for Achievement for Excellence in Reporting for the first time in several years.

Record Management

- The Department has taken the initial steps in progressing the Village's Document Management project in conjunction with the Village Clerk and Information Technology Departments. New copier/scanning equipment was procured in FY 2014 with an eye towards another process to identify and procure a document management product.

Measure. Analyze. Perform (MAP)

- Finance staff has been instrumental in coordinating the Village's revised performance management program and has helped shepherd the first wave of departments through the initial process.

2015 Work Plan**Financials**

- While expected to start in FY 2014, the main focus of the Department will be to procure and begin implementation of financial software to replace PeopleSoft and MSI/Harris.

Procurement

- 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.

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
- The Village will issue a request for proposals to debt collection services and update its collection practices including the incorporation of writing down uncollectible debts from the Village's books subject to Board approval.

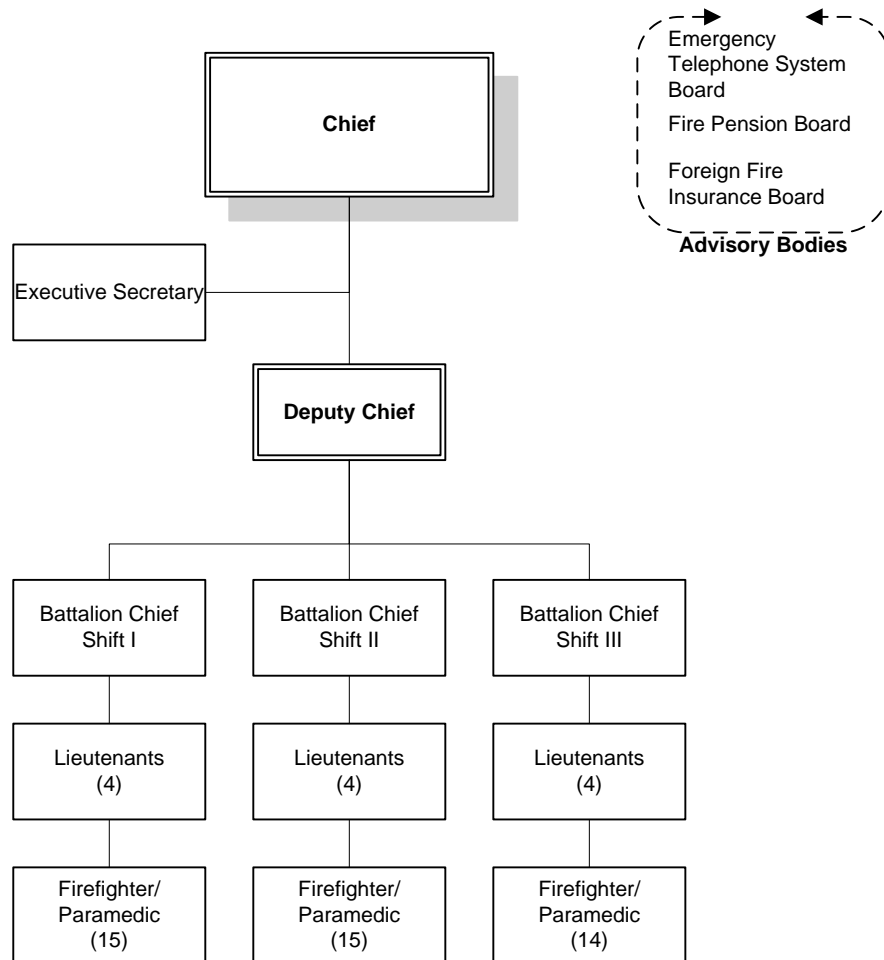
MAP Program

The Department of Finance will be incorporated into the MAP Program during the final wave of program deployment .

<u>Expenditure Type</u>	Actuals			2014		<u>2015 Rec.</u>
	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>Budget</u>	<u>Est.</u>	
Personal Services	\$622,057	\$626,504	\$694,219	\$727,283	\$623,965	\$660,142
Fringe Benefits	184,167	238,640	245,304	293,291	241,733	246,859
Materials & Supplies	81,864	75,072	81,620	90,647	77,278	80,897
Contractual Services	2,494,527	748,324	672,093	625,900	689,337	686,690
Transfers	2,433,445	3,129,122	2,630,505	3,119,736	3,233,736	2,660,050
Finance General Fund Total:	\$5,816,060	\$4,817,662	\$4,323,741	\$4,856,857	\$4,866,049	\$4,334,638
<u>FTE Summary</u>						
General Fund	11.5	12.0	11.0	11.0	11.0	9.5
Water Fund	2.0	2.0	2.0	2.0	2.0	2.0
FTE: Total:	13.5	14.0	13.0	13.0	13.0	11.5

Table 3-13: Finance Department Financial Summary

3.2.6 Fire



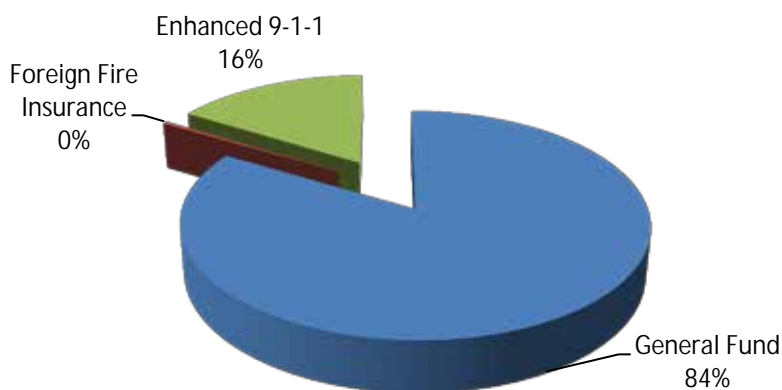


Chart 3-14: Total Fire Department Expenditures, By Fund

Executive Summary

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

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

Division Summaries:

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

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

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

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

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

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

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

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

2014 Accomplishments

The Fire Department has accomplished most of our projected 2014 goals in the first half of the year. The following is the status of our 2014 goals & projects:

Completed

- Revision of the fire candidate eligibility rules and regulations to comply with new State of Illinois legislation
- Research and recommendations by committee for new CAD dispatching system at WSCDC
- Relocation of our north radio receiver site to improve communications in the north section of Oak Park (from Prairie Title on North Avenue to Cameo Towers in Elmwood Park).
- Recognition of five OPFD personnel for outstanding runs of the year by Loyola University Medical Center at the annual EMS Awards breakfast held in May

In-Progress

- Implementation of new software and RMS to manage scheduling and integration of fire T&A into the ADP system (TeleStaff). Expected to go live Sept. 1
- New fire eligibility list with an expected completion date in early fall.
- Acceptance of a new ladder truck being built by E-One in Florida. Expected delivery July 31
- CAD system selected by WSCDC to replace 12 year old, non-supported system. SunGard OSSI to be implemented, by phases in 2015.
- Participation of fire personnel in the VOP permitting system replacement project

Pending

- RFP for ambulance billing

In Public Education we have had three major initiatives. In May we visited every second grade class in Oak Park with the MABAS Division XI fire safety trailer to teach multiple fire and life safety lessons in a fun environment. Our CPR instructors hold four classes a month, plus additional off-site classes for large groups (Fenwick, Park District). We are on track to certify over 800 citizens in CPR this year. Additionally, our Car Seat Safety instructors will advise over 250 individuals on the proper installation of child safety seats in their vehicles. We are one of the few remaining locations in the western suburbs for this free service, and we do not restrict the free service to just Oak Park residents.

Administratively we have had a much better year so far in overtime costs due to personnel on extended sick or accident leave. Through June we are at 50% of our 2013 OT costs. This category is

difficult to predict or control, although we strive to lower on-duty accidents by reviewing each accident by an in-house safety committee that meets regularly.

Our total incident numbers have increased significantly in 2014, up 7% over previous years through the first six months. The increase is across all run categories with a slight dip in EMS runs, and a slight increase in auto-alarm calls. If this trend continues it will be a reversal of what was a slight downward trend in calls for service over the last few years.

2015 Work Plan

There are two issues that will impact the Fire Department most significantly in 2015. One will be the implementation of the new dispatching system at WSCDC. This system will affect every one of our officers who prepare computerized reports after each call, and it will also touch each firefighter who interacts with WSCDC over the radio, our "tones", and via the mobile data computers in the rigs. We do not, at this point, know how much training time will be needed to acclimate our personnel to the new system, but it will be substantial. Additionally, many mobile data computers will need upgrading to work with the new system. As part of the rollout of the new dispatching system there will be a need to implement new records management software as well. We will be using "Firehouse" software and since it is a new system there will be a learning curve to implement it for our Training and other administrative record management needs.

The other new technology project that will be operational in 2015 is the new scheduling and timekeeping program (TeleStaff). While it will be operational in late 2014, we expect that there will be a need to tweak and modify the system in the first six months of 2015 as well. This program will replace decades-old pen & paper systems, and will free up our senior managers from being record-keepers to being more active managers in personnel development and strategic planning. These areas (personnel development & strategic planning) have been sharply reduced in focus since we eliminated five administrative positions six years ago. The Telestaff implementation will also create more time for our department to work on succession planning for the next generation of fire officers since our Shift Commanders (Battalion Chiefs) are all approaching retirement age in the next few years.

Other technology changes impacting the fire department will be our participation in the new permitting software that will affect how our fire inspectors interact with the community and other VOP departments.

2015 will be a year that we form an ambulance replacement committee to keep on our schedule of getting a new ambulance every three years. With two front-line ambulances, and one reserve, this schedule has the reserve ambulance going out of service after nine years of rigorous service. The ambulance replacement schedule is, in theory, supported by the revenue that our ambulance billing program collects. New ambulances are currently in the \$180,000 range and this item is in the 2015 CIP vehicle replacement schedule.

Also in the CIP budget are funds to repair our training tower at Station 1. Tuckpointing and structural steel window lintel replacements are necessary for this facility that has had no major repairs since it was built in 1982. We use the tower extensively for fire training.

Also new for 2015 we are requesting CIP funds to modify our south fire station to provide private locker and bathroom facilities for female firefighters. Currently those facilities are shared causing operational challenges. The main fire station was built in 1982 with separate facilities for male and female, and the smaller north station has only two single bathrooms that are each used by just one person at a time.

MAP Program

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

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

Expenditure Type	Actuals			2014		2015 Rec.
	2011	2012	2013	Budget	Est.	
Personal Services	\$6,198,707	\$6,181,946	\$6,283,073	\$6,271,941	\$6,267,612	\$6,431,870
Fringe Benefits	3,748,907	4,187,187	4,346,963	4,479,724	4,251,594	4,344,862
Materials & Supplies	94,428	116,680	113,242	123,815	139,175	136,400
Contractual Services	42,566	115,562	63,380	76,800	76,250	91,310
Capital Outlay	0	10,858	0	0	0	0
General Fund Expenditures	\$10,084,608	\$10,612,232	\$10,806,658	\$10,952,280	\$10,734,631	\$11,004,442
FTE Summary						
General Fund	62.0	62.0	62.0	62.0	62.0	62.0

Table 3-14: Fire Department Financial Summary

3.2.7 Human Resources

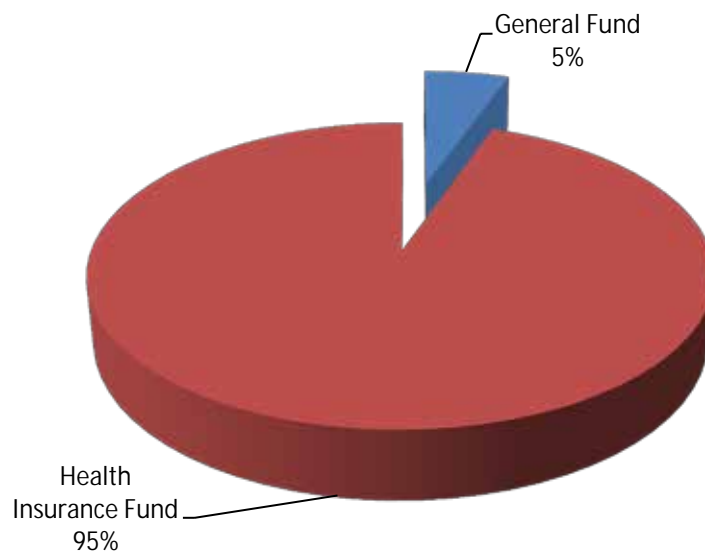
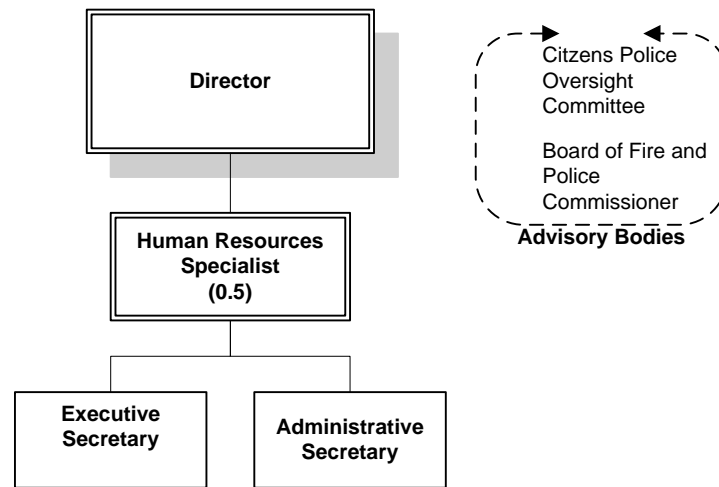


Chart 3-16: Total Human Resources Expenditures, By Fund

Executive Summary

It is the mission of the Human Resources Department to serve the Village organization in fulfilling its missions and delivering services by focusing efforts on programs and services dedicated to acquiring, retaining and supporting the organization's most valuable resource - its PEOPLE. The Department pursues its mission by promoting an organizational culture that reflects the Village's Guiding Principles and Values; and administering its recruitment efforts, employment programs, internal consulting, and employee and labor relations in a fair and equitable, cost-effective, and customer-centered manner to maximize outstanding personal and group performance.

The Human Resources Department develops, supports and administers personnel practices and programs for effectively managing the Village's human resources by employing an outstanding work force through

effective recruiting and selection procedures, retaining and motivating a skilled work force by encouraging professional and personal development, providing competitive compensation and benefits programs, and working closely with managers and representatives of collective bargaining units to assure equitable treatment of all employees through employee communication and grievance procedures.

Services are provided through the following programs:

- § **General Administration** – Maintaining accurate employment and benefit records
- § **Labor Relations** – Assisting in the negotiation and administration of nine collective bargaining agreements and administering the Personnel Manual to ensure that contractual terms and conditions of employment and general Village policies are applied in a fair and equitable manner.
- § **Benefits Administration** - Providing and administering a comprehensive employee benefits program that is cost effective while also considered by employees as having value in terms of their total compensation from the Village of Oak Park
- § **Employment** – Being recognized as an employer of choice through an effective talent management program that includes applicant management, on-boarding, performance management, learning management and recognition and rewards (including compensation) management.
- § **Training** – Creating and sustaining a learning environment to communicate Village Guiding Principles and Values, enhance employee engagement through opportunities for personal and professional growth, and evaluate and affirm that programs and services are aligned to Village Board priorities and strategic objectives in a cost-effective manner.

Department Strategies and Initiatives

The Human Resources Department is focused on the timely delivery of services in general, and in three critical, time-sensitive areas specifically that are: filling vacant positions so that the delivery of services is considered seamless between the point at which a position becomes vacant and is filled with a new employee; providing timely responses to employees' concerns expressed through the collective bargaining grievance process, employee relations complaints submitted to the Human Resources Department for investigation and resolution, or the communication procedure for non-union employees; and promoting the effective use of HRIS systems to streamline processes such as new hire orientation, performance management, and training and development.

2014 Accomplishments

Specific accomplishments during this transition have included:

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

2015 Work Plan

- § Contractual services provided by outside firms specializing in recruitment and selection to augment the recruitment and selection efforts by the Department; and

- § The addition of a part-time human resources Specialist with prior experience in employee and labor relations to assist in advising and training Village directors and supervisors on the application and administration of collective bargaining agreements, HRIS advancement, personnel policies and procedures, and assisting in the timely investigation and resolution of employee complaints alleging violation of Village personnel policies and procedures.

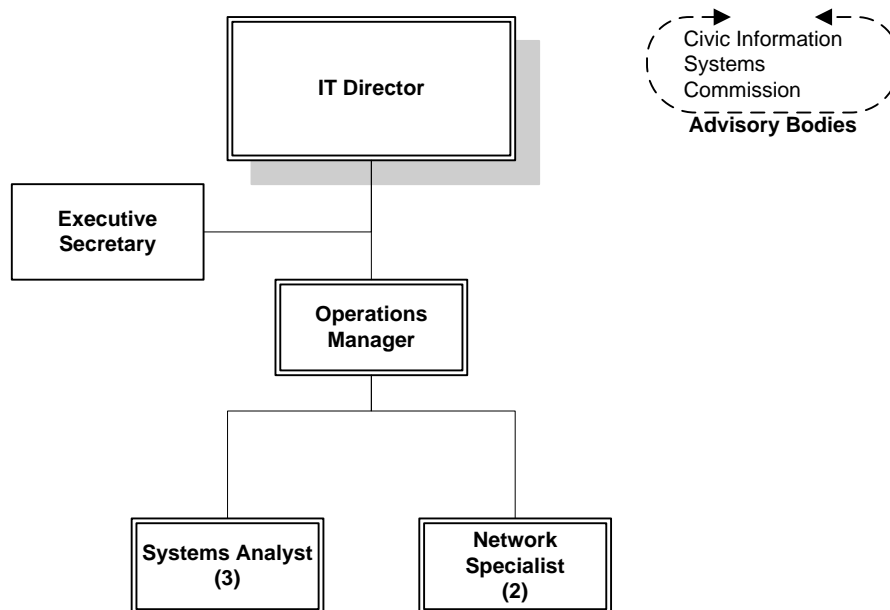
MAP Program

The Department of Human Resources will be incorporated into the MAP Program during the final wave of program deployment.

<u>Expenditure Type</u>	<u>Actuals</u>			<u>2014</u>		<u>2015 Rec.</u>
	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>Budget</u>	<u>Est.</u>	
Personal Services	\$163,026	\$160,598	\$127,907	\$206,804	\$235,924	\$159,415
Fringe Benefits	\$147,539	\$121,588	\$74,503	\$125,000	\$95,879	\$73,246
Materials & Supplies	\$11,277	\$10,210	\$10,103	\$9,500	\$11,000	\$18,000
Contractual Services	\$84,839	\$85,611	\$263,131	\$170,500	\$170,500	\$220,000
General Fund Expenditure Total:	\$406,681	\$378,007	\$475,644	\$511,804	\$513,303	\$470,661
<u>FTE Summary</u>						
General Fund	2.0	2.0	2.0	2.5	2.0	2.5
Health Insurance Fund	1.0	1.0	1.0	1.0	1.0	1.0
FTE Total:	3.0	3.0	3.0	3.5	3.0	3.5

Table 3-15: Human Resources Financial Summary

3.2.8 Information Technology



Executive Summary

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

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

The Village's IT Department also provides full IT support to the Village of River Forest and the West Suburban Consolidated Dispatch Center; although it is anticipated that both entities are looking for alternative services elsewhere.

2014 Accomplishments

A few of IT accomplishments include the following:

- IT Strategic Plan presented to CISC
- Continued roll out of Virtual Desktop Infrastructure (VDI) and Citrix primarily to most of Village Hall and some PWC users
- Assisted Finance with copier upgrades
- Cellular improvement in Village Hall basement
- Exchange 2010 email server upgrade
- Mobile Device Policy and upgrade all BlackBerry to iPhone
- Major upgrade of Police Citation kiosk and onto authorize.net payment gateway service
- Rollout of Passport Parking pay-by-phone service (API, PEO, Police & in-house access)
- First time eNotice with Animal License Renewal
- Upgrade of eCommerce to new Village website style, such as, Contractor License, Animal License, Parking Citation, Parking Permit and Vehicle Sticker
- Finished upgrade of all users to MS-Office 2010
- Created Drupal Intranet services
- Health iPads and mobile inspection
- Recovery from CryptoLocker virus
- Prepared VH for no generator, e.g. analysis of systems, replaced batteries for keycard controllers and worked with Building Maintenance for testing and notification process
- Backup of data and decommission of VAX system
- Enhanced Wi-Fi coverage in Village Hall, Police and Public Works Center

A few of IT planned accomplishments include the following:

- Reorganization of Development Customer Service
 - Telephone done
 - File security in-progress
 - Email distribution in-progress
 - Application security in-progress

- Telephone and cabling vendor selected and just finalizing contract
- Hire vacancy of Systems Analyst positions in-progress; reviewed 7 applicants
- GIS
 - Join Consortium in-progress
 - Enterprise service
 - Business Analyst Online Reports
 - Migration of mapping data to GISC model
- PEO handheld upgrade in-progress
- Replacement of some laser workgroup printers
- Email archive replacement system schedule to be done
- Firewall replacement schedule to be done
- Deployment of Interactive Whiteboards

2015 Work Plan

- GIS – in line with IT Strategic Plan FY15
 - Migration of county parcel and assessor data
 - Master address database for new permitting software
 - MapOffice to all staff
 - Community portal – non-map information by address
 - Design community map
 - Water utility migration
 - Design Zoning map
 - Sanitary & storm utility migration
 - Tree inventory
 - MapOffice training
 - GIS Help Desk
- Permit and Licensing system – in line with IT Strategic Plan FY15
- CAD/RMS system– in line with IT Strategic Plan FY15 but primarily managed by WSCDC
- Video and keycard control access system upgrades – in line with IT Strategic Plan FY14/15/16
 - Village Hall – critical status and delayed
 - Police – critical status and delayed
 - Public Works Center – same system vintage as other sites
 - 3 Pump Stations – same system vintage as other sites
 - 3 Garages – terrible status
- Upgrade PC Workstation/Citrix – dependent on dept's core systems but in line with IT Strategic Plan if not advanced by 1 year
 - Finance
 - DCS Permitting
 - Police
 - Fire
- FTP service – anticipated need for Permitting system and in line with IT Strategic Plan

- Upgrade of Parking Garage Intercoms – in line with IT Strategic Plan FY15
- Parking Technology System – some preliminary work may be requested of operating department and in line with IT Strategic Plan FY16
- Maximize new telephone system
 - Review intercom and paging capability for emergency notification
 - Enhance customer call processing by reviewing auto-attendant, IVR, complaints, call logs, etc.

MAP Program

The Department of Information Technology will be incorporated into the MAP Program during the final wave of program deployment.

<u>Expenditure Type</u>	<u>Actuals</u>			<u>2014</u>		<u>2015 Rec.</u>
	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>Budget</u>	<u>Est.</u>	
Personal Services	\$545,401	\$550,725	\$510,342	\$507,928	\$549,741	\$615,627
Fringe Benefits	222,324	251,029	235,006	288,481	249,707	272,560
Materials & Supplies	11,288	13,507	9,625	14,850	12,600	15,270
Contractual Services	195,528	166,728	168,617	317,900	283,400	330,800
Department Total	\$974,541	\$981,990	\$923,590	\$1,129,160	\$1,095,448	\$1,234,257
<u>FTE Summary</u>						
General Fund	8.0	8.0	9.0	9.0	8.0	8.0

Table 3-16: Information Technology Financial Summary

3.2.9 Law

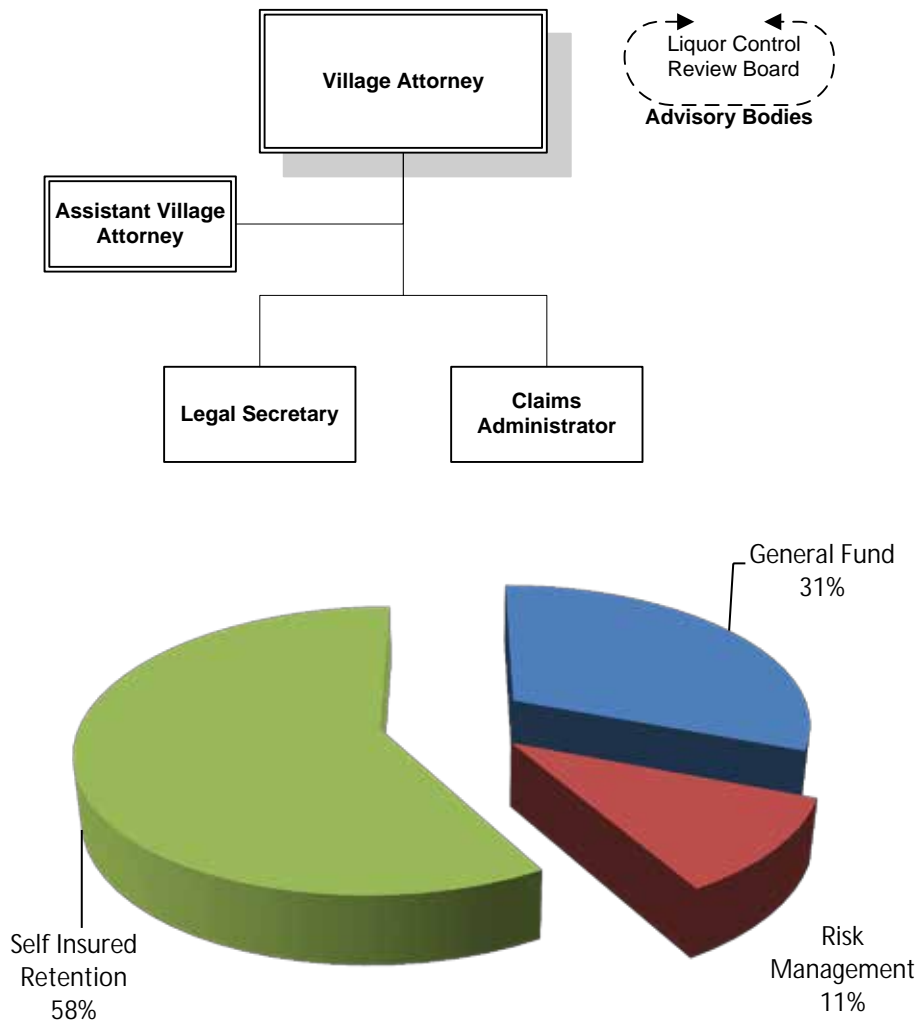


Chart 3-18: Total Law Department Expenditures, By Fund

Executive Summary

It is the mission of the Law Department to provide effective legal services to the Village Board, the Village Manager, Boards and Commissions and Village staff. The Law Department consists of two functions, the Law function and the Risk Management function.

The Law Department is responsible for all 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 injuries 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. The Law Department consists of the Village Attorney, Legal Secretary, Assistant Village Attorney and Claims Administrator.

2014 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 including a Conceal Carry Policy, Workplace Violence Policy and Victims Economic Security and Safety Policy
- Acting as the new liaison to the Liquor Control Review Board and working to implement various processes for the Board
- The creation of several standardized contract and intergovernmental agreement forms for regular use by departments
- Assisting in revamping the Village's economic development processes, including the creation of the new relationship with the Oak Park Economic Development Corporation
- Creation of the Village's first special service area in several years and the review, drafting and processing of numerous contracts and intergovernmental agreements.

Projects and planned accomplishments for the remainder of 2014 include:

- a comprehensive review of the Village's self-insured retention fund and related insurance coverages
- closing on the Lake and Forest Parking Garage sale
- preparation of ordinances for the adoption of various building and property maintenance codes
- working with the Fair Housing Task Force for the adoption of recommendations to the Village Board on fair housing matters
- completing negotiations on the Comcast Franchise Agreement
- work related to various pending property developments in the Village
- review of liquor license classifications and whether additional classifications are necessary

2015 Work Plan

The 2015 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

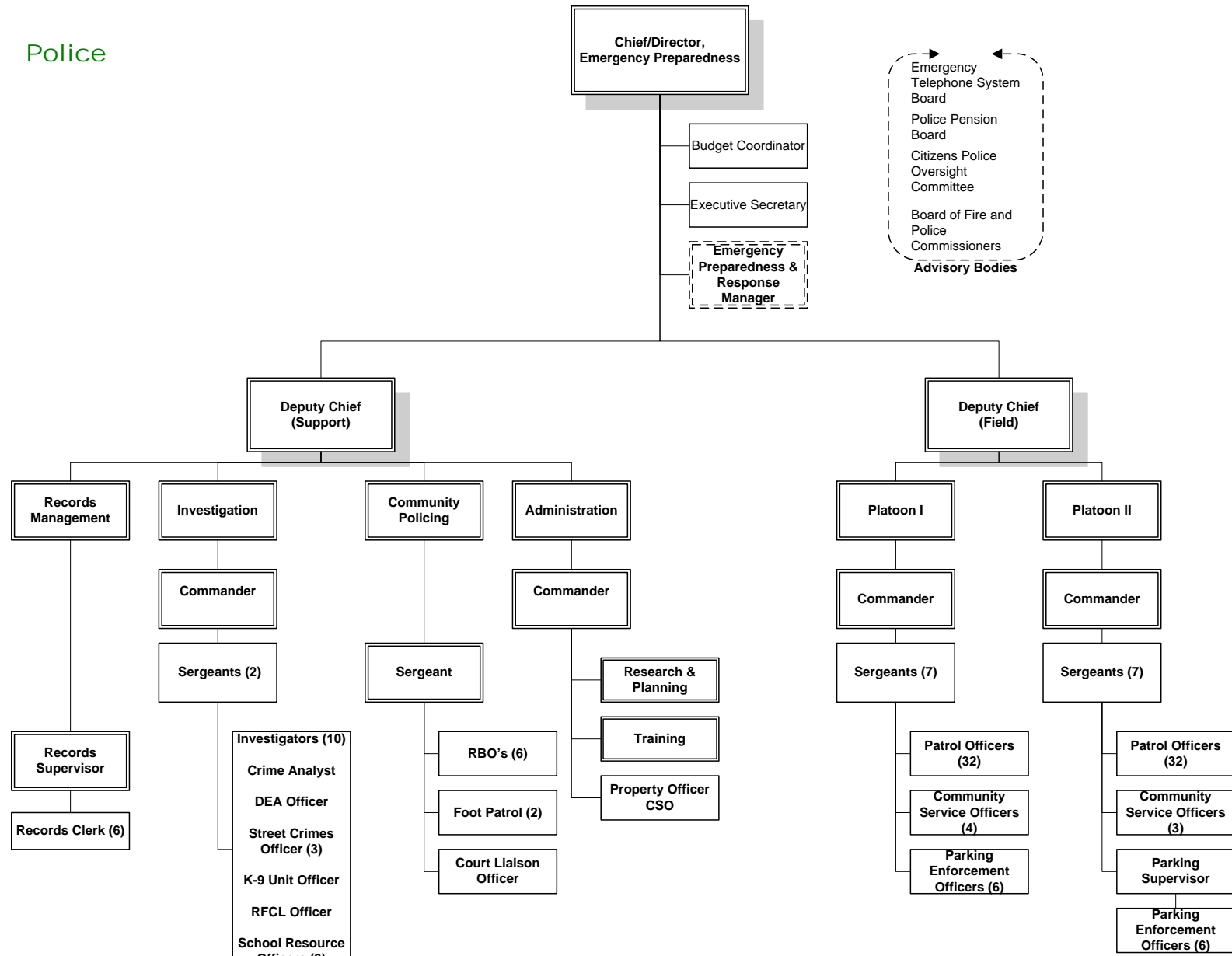
MAP Program

The Law Department will be incorporated into the MAP Program during the final wave of program deployment.

Expenditure Type	Actuals			2014		2015 Rec.
	2011	2012	2013	Budget	Est.	
Personal Services	\$142,457	\$59,832	\$105,856	\$211,267	\$209,835	\$213,306
Fringe Benefits	50,541	30,739	49,183	90,185	89,948	88,564
Materials & Supplies	18,118	12,439	27,260	29,300	25,800	20,000
Contractual Services	253,441	274,160	364,332	405,000	328,500	306,500
General Fund Total:	\$464,557	\$377,170	\$546,631	\$735,752	\$654,083	\$628,370
FTE Summary						
General Fund	2.0	2.0	2.0	3.0	2.0	2.0
Risk Management Fund	2.0	0.0	2.0	2.0	2.0	2.0
FTE Total:	4.0	2.0	4.0	5.0	4.0	4.0

Table 3-17: Law Department Financial Summary

3.2.10 Police



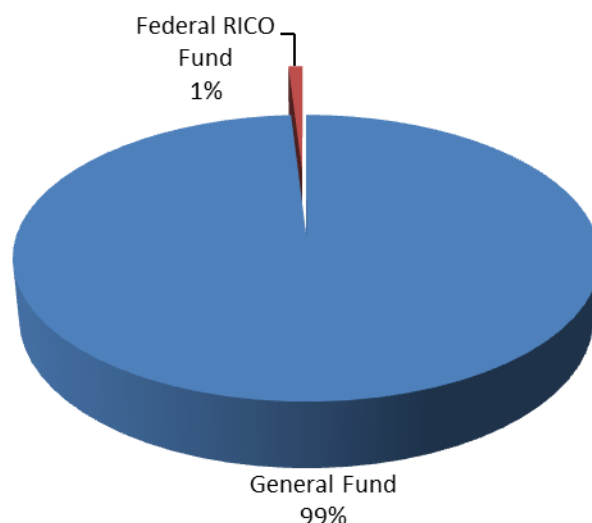


Chart 3-20: Total Police Expenditures, By Fund

Executive Summary

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

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

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

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

2014 Accomplishments

- Continue to build upon the comprehensive, community policing-based Safe Schools Program that relies on collaborative emergency management planning, school-related traffic missions and educational/mentoring programs such as I-Search, Police Explorers and F.R.E.E. (Females Reaching for Educational Excellence). The success of the program comes from the active involvement of both public and private educational institutions as well as providers of youth activities, such as the Park District of Oak Park and the YMCA.
- First time in 10 years that the Department has a full complement of patrol officers.
- With the addition of two new Commanders and one new Deputy Chief, the Exempt Staff is at full complement for the first time since 2012
- An expansion of the Patrol Rifle Program has been undertaken. The police department has equipped and trained six Patrol Rifle Operators. The expansion of the program lends support to the Special Response Team and provides officers with the means to resolve contemporary emergency law enforcement issues.
- Completed training/seminars and conducted community meetings on the new Conceal and Carry Law.
- Partnered with the Illinois State Board of Education School & Campus Security Training Program to teach representatives from a wide range of organizations including the Fire Department, WSCDC, YMCA, Park District and both private and public schools that provide extra-curricular activities for local young people on the fundamentals of emergency management and developing incident action plans.
- All sworn personnel were certified in CPR.
- Partnered with PropertyRoom.com, an online auction website used by law enforcement agencies across the country, to list goods available for sale to the public. This partnership has eliminated the need to host local auctions, dramatically increased the market of potential buyers, and has enabled the department to streamline the management of the evidence room. Netting proceeds of over \$6,500 since November 2013, the police department has provided PropertyRoom.Com with over 235 bicycles and hundreds of cell phones, jewelry and electronics to PropertyRoom.com for auction purposes.
- Installed MedReturn Drop Box in Police Lobby allowing residents to drop off unused and/or expired medications. Since November 2013, the police department has collected and properly disposed of over 11 containers equating to 520 pounds of medications.
- Cameras / Mobile Data Terminals (MDT's) installed in all marked vehicles.
- The Records Bureau completed Phase II and III of our quality control methods which included the review all scanned files to ensure accuracy of the scanning archives records.
- Prepare new disposal standards for state approval for the agency for 2015

- Completed the pilot program of the installation of GPS in all marked vehicles.
- Settled three year contract for Sergeants and a four year contract with Patrol.

2015 Work Plan

- Tapping the benefits of advanced technology will be a key theme of many Police Department activities in FY15. With implementation of the new Computer Aided Dispatch System (CAD), the department will create a web-based reporting process and procedure for traffic complaints that will allow citizens to readily report traffic-and permit officers to complete police reports from their vehicles.
- The department will continue to coordinate and operate target-specific, anti-violent-crime initiatives based on intelligence garnered from our Beat-by-Beat Crime Study. This intelligence-based strategy will stress beat officer accountability through training and information to support concentration on identified neighborhood/business hot spots. The department also will continue its partnership with the Criminal Justice Center and the Community Relations Department to determine how best to address the serious issue of violence in our community, and those with which we border.
- Crime Free Housing – Two members of the Community Policing Unit have been trained and certified as Crime Free Housing instructors. The Crime Free Housing Program is a program which partners property owners, residents, and law enforcement personnel in an effort to eliminate crime in multi-unit and rental properties. Crime Free Housing will be implemented next year.
- Engage a consultant to evaluate 12hr patrol shift to determine whether or not the work schedule is meeting the needs of the department and community.
- Incident Command System Training (ICS). The police department will continue its commitment to emergency management by sending all sergeants to the ICS-300 course, an Intermediate incident command system for expanding incidents.
- The department also will continue to improve its emergency preparedness capabilities by creating programs that appropriately deploy volunteers during special events and emergency response activities. The Department incorporates the Radio Emergency Associated Communication Teams program (REACT) whose volunteers assist with communications during emergencies, and the Federal Emergency Management Agency sponsored Community Emergency Response Team (CERT) program, whose volunteers have received specific training in basic disaster response skills.
- Investigate feasibility of body cameras and the ability to obtain outside funding for said initiative.
- The Emergency Preparedness and Response Manager will engage community partners in a collaborative large scale emergency drill. The purpose of this exercise will be to test our capabilities in an emergency and our ability to work cohesively.

- On-line Training Module – Compliance based training. In an effort to streamline the department's training function and improve efficiencies, staff will explore electronic solutions to disseminate all compliance mandates, to provide electronic signatures to training bulletins and to house certifications.
- Update Standard Operating Procedures for Records – (Revise existing manual)
- Implement Cad 6 standards for Records staff for our new Computer Aided Dispatch (CAD)
- Bring in or host custom training for Records Bureau staff on standard Records Management. Work with Administrative Commander on implementing new training during In-Service.
- Explore ways to better utilize social media to engage the community in the crime-fighting initiative.

MAP Program

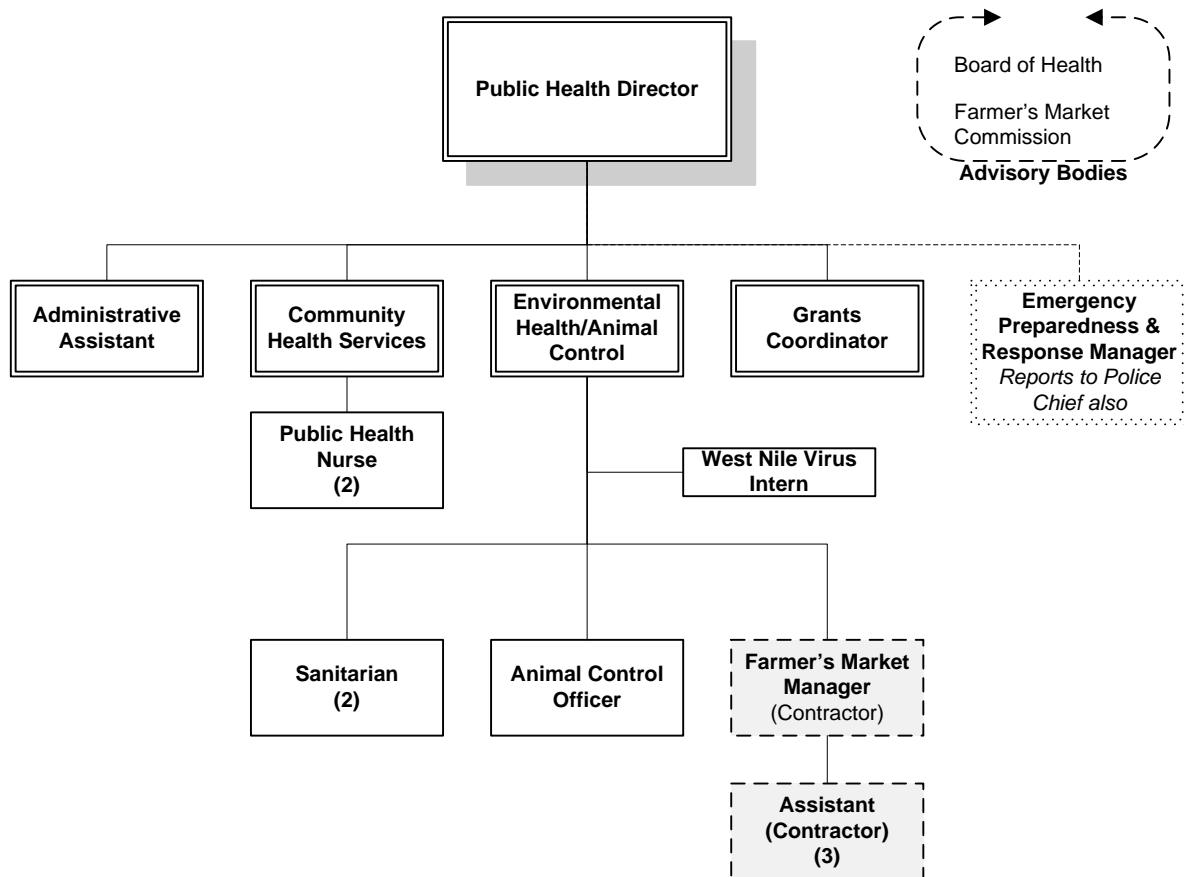
The following is a summary of the Governance Priorities and performance visions for the Police Department:

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

<u>Expenditure Type</u>	Actuals			2014		2015 Rec.
	2011	2012	2013	Budget	Est.	
Personal Services	\$11,371,881	\$11,855,945	\$11,508,860	\$12,456,224	\$11,968,525	\$12,520,656
Fringe Benefits	6,460,476	5,935,881	5,903,645	6,462,495	6,340,985	6,349,785
Materials & Supplies	181,355	181,175	161,094	160,460	186,725	191,800
Contractual Services	110,421	442,633	439,111	447,710	402,265	440,790
Grants	118,686	0	0	0	0	0
General Fund Total:	\$18,242,819	\$18,415,633	\$18,012,710	\$19,526,889	\$18,898,500	\$19,503,031
<u>FTE Summary</u>						
General Fund	149.0	148.0	150.0	149.0	149.0	149.0

Table 3-18: Police Department Financial Summary

3.2.11 Public Health



Executive Summary

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

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

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

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

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

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

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

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

2014 Accomplishments

- The Health Department participated in phase 2 of the Village's MAP Performance Measurement program. Staff met with the Village Budget Manager and staff of select departments to begin the process of establishing goals, objectives and metrics.
- Staff were instrumental in development of the plan for promotion of the local ordinance requiring youth under the age of 17 to wear bicycle helmets when riding a bike in Oak Park. A donation of 88 child-sized helmets was made to the Village by Joe Rizza Ford, of North Riverside, in June. The Health Department coordinated the effort to distribute the helmets to youth who might not be otherwise able to afford one.
- Staff were also instrumental in the development of the recommendation to the Board of Health to regulate the use of e-cigarettes in public places. An amended Clean Indoor Air ordinance was approved by the Village Board in May.
- 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 2014-15.
- The Village entered into an annual agreement with the Public Health Institute of Metro (PHIMC) Chicago to carry out additional surveillance work on HIV/AIDS under a contractual agreement. Nursing staff are required to locate Oak Park residents who have been reported to IDPH as diagnosed with HIV/AIDS and offer partner services. The Department is able to bill for up to \$19,800 annually.
- Nursing staff completed teaching Making A Difference, an evidenced-based curriculum for adolescents, with 7th grade students at St. Catherine's School. Twenty-one male and female students participated. The program was funded under a grant from the IDPH Teen Pregnancy Prevention Grant. VOP TV 6 staff and Health Department nursing staff collaborated on a video PSA featuring 7th grade students from St. Catherine's School. In the PSA, students discuss their responses when invited to engage in risky behavior. The 'appropriate' response

was discussed in the Making a Difference curriculum taught to the students earlier in the year. The video will also be aired at the Lake Theater in Oak Park under a grant-funded agreement with Screenvisions.

- A public service announcement (PSA) on second-hand smoke, developed and produced by the Health and Communications Departments, with funding from the Illinois Tobacco Free Communities Grant, was completed and submitted to Illinois Department of Public Health for approval. The PSA is entitled Sensitive Smoking and was aired at the Lake Theater in Oak Park under a grant-funded agreement with Screenvisions, for ten weeks starting July 4.
- Staff facilitated several presentations by Sara Manewith, LCSW, including at the OPRF High School, at the Oak Park Public Library and at Brooks Middle School . Ms. Manewith's presentations for parents and guardians of adolescents were titled 'Talking To Kids About Sex" and were funded under a grant from the Illinois Department of Public Health Teen Pregnancy Prevention Program.
- On January 1st the Village's entered into a contract with Rose Pest Solutions. Rose Pest Solutions is under contract from January 1, 2014 – December 31, 2015 to provide for rat control services for the Village. Rose replaces Anderson Pest Control and was selected after a RFP process intended to find a better price for rat control services.
- Mike Charley was responsible for the development of a digital food database that is configured so that health inspectors can complete field inspections using iPads. The database is currently fully functional in the field. This database will store inspection data, create inspection reports for business owners and create reports used for evaluating both staff and the Village's food inspection program.
- The Health Department reported a significant increase in animal license renewals in 2014, including online activity. As of May 5, some 2,377 pet licenses had been renewed, compared to 1,427 last year. Nearly 75 percent of this year's renewals were online. For the first time, the 3,000 pet owners with email addresses on file were notified electronically that their dog or cat license was due for renewal, a strategy that likely contributed to the high renewal rate.
- The Animal Control Division participated in 4 Police Department trainings presenting information on Animal Control policies, procedures, forms and the proper use of Animal Control equipment.

The Oak Park Community Emergency Response Team (CERT) was developed under the combined leadership of the Health Department Emergency Preparedness and Response Manager and Police Department. Combined training with the Tripcom MRC (River Forest, Forest Park, Elmwood Park) and CERT training was completed with 25 residents graduating the inaugural class. Training included search and rescue, basic firefighting, triage, and an introduction to the incident Command System (ICS)

- Staff conducted Exercise Micro Blast in May. This exercise was designed to test communications and new procedures for transmitting complete information between

agencies. Several Village departments participated as well as numerous external partner agencies such as OPRF HS, Grace Episcopal Church, Com Ed, Park District of Oak Park, and Forest Park Police Department.

- Farmers Market will have received a \$6,000 CDBG to continue the Double Value Program for Link Customer which allows recipients to purchase up to an additional \$20 worth of produce at each Farmers Market.

2015 Work Plan

- A full time public health nurse position was vacated in January, 2014. The department entered into a contractual arrangement with a part-time communicable disease nurse and a part-time public health specialist to carry out those responsibilities. Of the \$54,600 budgeted for these two contractual part-time positions, \$21,840 will be reimbursed by State grants. The result will be a decrease in personnel costs and overall costs in 2015.
- The part-time contracted nurse hired in 2014 to carry out communicable disease and STD investigation will continue to be funded, in part, by a special grant from the Public Health Institute of Metro Chicago to carry out HIV disease investigations and partner notification activities.
- The public health specialist, hired at 20 hours per week on contract, will be working under two grant-funds which will reimburse 2/3rd of her salary. The two grant funds are the Illinois Tobacco Free Communities Grant addressing, primarily, policy and legislation regarding secondhand smoke, and the Teen Pregnancy Prevention Grant which funds evidenced based programming for adolescents and at-risk teens.
- The Village entered into the third 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 2015, under the Agreement, will be \$100,000.
- The Department expects to increase the rate of online animal licensing by an additional 10% in 2015.
- The Department expects to continue its arrangement with Rose Pest Control to assist the Department with rodent control services. The Village entered into a two-year agreement with Rose on January 1, 2014.
- 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, with offices in Village Hall, on initiatives to reach at-risk families of pre-schoolers.
- The Food Protection Program will undergo a bi-annual IDPH program audit, as required of local certified health departments. This will involve record reviews as well as joint inspection visits with IDPH staff to local food establishments.

- The Emergency Preparedness Program (EPR) will increase outreach in the community, and at workplaces, with presentations, drilling and training. The EPR will continue to be funded, in large part, by grants from the Illinois Department of Public Health.
- 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.

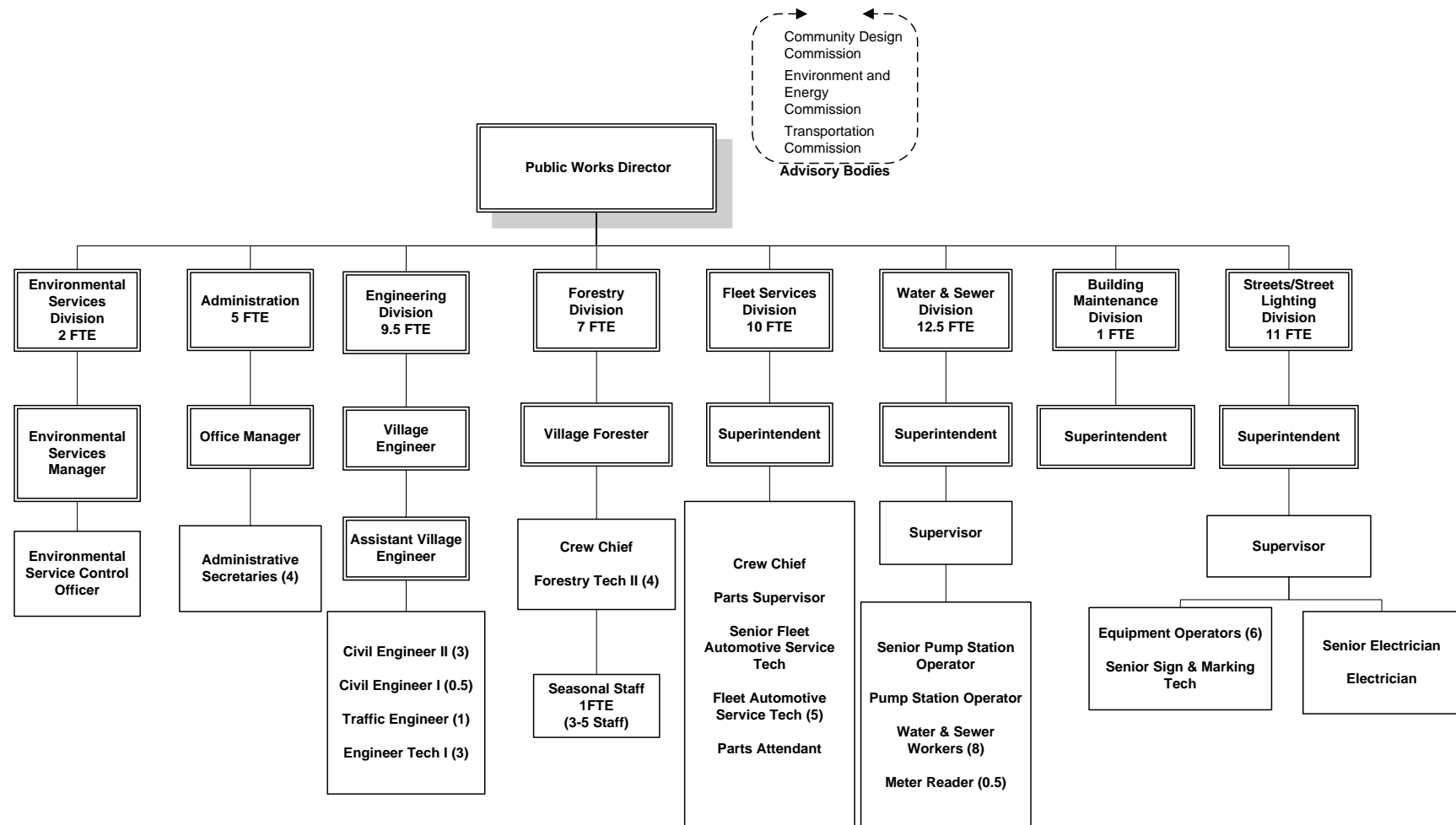
MAP Program

The Department of Public Health is being incorporated into the MAP Program during the second wave of program deployment.

<u>Expenditure Type</u>	<u>Actuals</u>			<u>2014</u>		<u>2015 Rec.</u>
	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>Budget</u>	<u>Est.</u>	
Personal Services	\$289,916	\$327,047	\$422,316	\$638,403	\$448,325	\$458,072
Fringe Benefits	198,388	243,823	263,493	286,657	237,902	222,432
Materials & Supplies	19,214	15,235	10,761	13,665	13,665	12,315
Contractual Services	106,900	93,986	101,948	101,500	101,500	156,547
Department Total	\$614,418	\$680,091	\$798,518	\$1,040,225	\$801,392	\$849,366
<u>FTE Summary</u>						
General Fund	11.5	11.5	10.0	10.0	10.0	10.0

Table 3-19: Health Department Financial Summary

3.2.12 Public Works



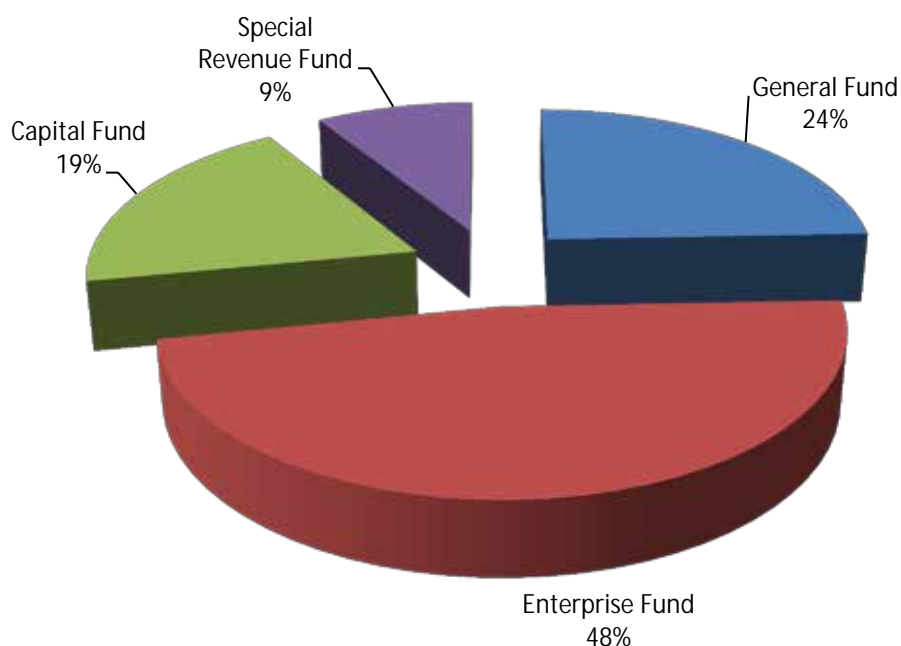


Chart 3-21: Total Public Works Expenditures, By Fund

Executive Summary

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

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

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

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

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

Engineering Division:

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

Streets Services Division:

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

Fleet Services Division:

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

Building Maintenance Division:

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

Street Lighting Division:

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

Forestry Division:

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

Other Public Works Divisions:

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

2014 Accomplishments

In 2014, the Department of Public Works continued to strive to maintain a high level of customer service. The Public Works management team has seen a turnover of 50% of its senior leadership. These leadership changes have brought a fresh outlook to the organization and in providing of customer service. Employee morale continues to show signs of improvement with the continuation of an Employee Recognition Program and the Public Works Employee Committee which meets regularly to discuss employees' concerns and suggestions to improve the Department overall. The Department also held several safety sessions continuing its commitment to employee safety.

Other significant accomplishments in FY 14 include the following:

- Made close to 20,000 customer contacts throughout the year consisting of phone calls, voice mails, emails and in-person contacts generating approximately 12,000 work orders. Over 99 percent of the time residents spoke to a live person when contacting the Department. Approximately 4,000 invoices were processed through accounts payable. It is anticipated that over 400 Block Parties will be processed this year.
- The Village continued the third year of the three year contract with Midway Building Services for Building Maintenance services. The contract which began in November 2011 has shown to be a cost effective program in providing these services, design plans and construction documents for the new Village Hall chiller and cooling tower (air conditioning system) were completed and a Request for Proposal was issued in July. In May of 2014, the Village entered into a new three-year agreement with ABC Commercial Maintenance for custodial services at Village owned buildings.

- The Four-year tree pruning cycle contract was completed on time and within budget. This consists of contractual pruning approximately 2400 trees over 10" in diameter on the north side of the village. Other Forestry work included completing the removal of over 350 Emerald Ash Borer (EAB) infested trees, planting of a diverse mix of over 300 high-performing, properly sited parkway trees throughout the Village and maintaining them with in-house and contracted watering crews, and maintaining over 130 permanent landscape areas and planting and maintaining over 500 planters in 12 Business Districts throughout the Village.
- The Fleet Division completed evaluations of the entire Fleet to aid in the decision making process for vehicle replacement, eight new police vehicles, two fire vehicles, and one Parking Department vehicle were purchased and put into service, The Fleet Division added one new ASE Master Automotive Technicians to the organization. The Division now has six ASE Master Automotive Technicians. The Fleet Division also added a Certified Public Fleet Professional designation to the organization.
- The Streets Division continued with the ongoing maintenance of over 103 miles of Village streets and the attached structures, curbs, gutters and sidewalks, including using approximately 250 tons of asphalt to fill potholes village wide, nearly twice as much as 2013.
- Street Division in-house crews also replaced approximately 12,000 square feet of asphalt pavement due to over 150 water and sewer utility openings, replaced/installed approximately 500 signs Village wide, removed graffiti from approximately 600 locations, repaired/replaced approximately 400 square feet of brick paver sidewalk and bluestone in various business districts Village wide and responded to nearly 40 ice and snow weather events with record snowfall amounts, and several summer storms.
- The Street Lighting division responded to approximately 250 service calls related to Village traffic control devices, and 1100 service calls related to street and alley light issues, including repairing approximately 650 street and alley lights, began developing a comprehensive map of the Villages Traffic and Communications Fiber Optics system, installed a new Traffic Management System that will improve the flow of traffic throughout the Village and increase pedestrian safety and an International Municipal Signal Association, Traffic Signal Technician certification was obtained by the Division's new Street Lighting/Traffic technician.
- The Engineering Division successfully designed and managed the 2014 Capital Improvement Program which reached \$8.5 million. The most challenging projects were designing the Ridgeland Ave resurfacing project to meet IDOT deadlines and the green alley improvement project, managed eight consulting firms working on major projects or studies including: alley improvements; Ridgeland Ave resurfacing construction management; South Blvd streetscape improvements; water reservoir improvements; water distribution modeling; viaduct enhancements; a bike boulevard and bike share study; sewer modeling; and Village Hall improvements to the underground parking garage, 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 and assisted in the application for TIGER grants for the Harlem viaduct replacement project as well as a Safe Route for School Grant for upgrades to the traffic signal system.

2015 Work Plan

In 2015 the Department will continue its efforts to seek improvement on customer service and efficiencies in all operating Divisions. Continued efforts in improving employee moral will be a priority with the continuation of the Public Works Employee Committee as well as the employee Safety Committee. Service Programs as well as Capital Improvement implementation will continue to be a major focus of the Department.

The following is the proposed Public Works Department 2015 Work Plan:

- 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.
- The Building Maintenance Division will oversee the installation of a new chiller and cooling tower for Village Hall (air conditioning system). Construction should begin in October 2014 and the new system will be operational by April of 2015. In conjunction with the installation of a new cooling system for Village Hall, the Building Maintenance Division plans to accomplish a full testing and balancing of all Village Hall HVAC motors and fans, as well as a full recalibration of all pneumatic controls for the building. This would ensure smooth and efficient performance of the HVAC system.

A building condition index program is planned for all Village-owned facilities in 2015. The program will provide a detailed analysis of the existing condition of all Village buildings and specify a maintenance plan and repair / replacement cost information for each major system of the building (mechanical, electrical, plumbing and structural/envelope). The program will help staff be better suited and knowledgeable to prepare future budgets and maintenance plans for Village facilities.

- The Forestry Division will complete the comprehensive street tree re-inventory of all parkway and public property trees in the Village that was started in 2014. This inventory and associated management software will include all trees the Village is responsible for maintaining. This includes trees in parking lots and on public rights-of-way including median parkway systems. Street tree inventories are the single most critical evaluating, planning, tracking, and budgeting tool for the Forestry Division's management of the Village's urban forest. Last completed in 2003, a re-inventory with GIS capabilities will move the management of the resource forward significantly.
- The Forestry Division plans to move to in-field work order completion and tracking by use of tablets or laptops. Currently, when residents call in with an inspection request for service, a paper work order is generated, a field inspection completed and turned in, and the notes entered from the field inspection are used to generate a second, actionable paperwork order. These completed work orders are again brought to the PW Center, the data entered, then closed. By remotely closing inspections and issuing "electronic" actionable work orders, paperwork and duplication can be reduced or eliminated as well as saving time and expense, while improving customer service.
- Complete an Urban Forestry Management plan for the Village of Oak Park. This document will give the public an understanding of the current state of our Urban Forest as well as 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.

- The Fleet Division will continue its commitment to providing quality professional mechanical and maintenance service on all Village-owned vehicles and equipment. The Division will also continue to perform maintenance and repair service for non-village organizations, such as the Park District of Oak Park as well as providing fuel to other public bodies. A re-evaluation of the Village fleet and a Hands-on inventory of the parts department are also planned. One employee will be pursuing certification as a Master Emergency Vehicle Technician.
- The Street Services Division will continue its repair and maintenance of streets and alleys including utility street repairs, pothole patching, graffiti removal in the public way, sign and striping maintenance, including replacement of faded/unreadable signs and upgrading STOP signs from 24" to the standard 30". The Division also plans on continuing to improve the maintenance activities of Village Business District areas. Staff will also work to improve the skill diversity of the Divisions work force.
- The Street Lighting Division will continue to evaluate options for more energy efficient street lighting fixtures and continue responding to street light outages in a timely manner. Planned replacement of a portion of the Village's obsolete traffic controllers will begin in 2015 as well as continuation of replacing the LED traffic signals that are nearing the end of their life cycle. Mapping of the street lighting system and traffic and communications fiber optic system will continue.
- The Engineering Division will design and manage the 2015 Capital Improvement Program. Planned programs also include developing asset management plans for major capital assets utilizing GIS databases; Create new databases for assets not current tracked (street lighting, communication networks, and traffic signals) and add condition information to the existing sewer database. Asset management plans will utilize life cycle cost analysis to evaluate most cost effective materials, maintenance programs, and replacement options for various assets; Continued development of a 5-year capital improvement plan which coordinates with business district improvements and Village planning documents; The Division will work with the Village 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.

MAP Program

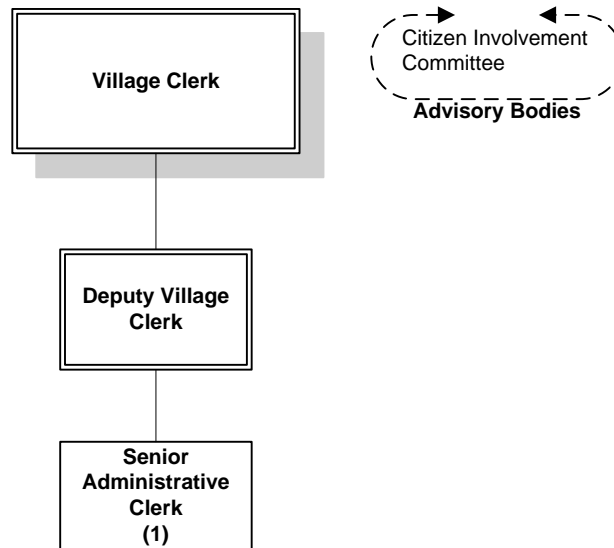
The following is a summary of the Governance Priorities and performance visions for the Department of Public Works:

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

Expenditure Type	Actuals			2014		2015 Rec.
	2011	2012	2013	Budget	Est.	
Personal Services	\$ 2,299,532	\$ 2,607,308	\$ 2,330,866	\$ 2,416,466	\$ 2,382,898	\$ 2,627,571
Fringe Benefits	885,621	1,156,740	995,759	1,042,495	1,045,586	1,078,720
Materials & Supplies	1,150,857	1,033,868	1,085,455	1,391,439	1,307,285	1,503,418
Contractual Services	1,860,496	1,948,340	1,967,522	2,685,215	2,574,880	2,658,415
Capital Outlay	-	-	-	4,680	4,680	1,721
Department Fund Total	\$6,196,507	\$6,746,256	\$6,379,602	\$7,540,295	\$7,315,329	\$ 7,869,845
FTE Summary						
General Fund	36.0	36.0	33.0	34.0	34.0	35.0
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
Total FTE's	60.0	60.0	57.0	58.0	58.0	59.0

Table 3-20: Public Works Financial Summary

3.2.13 Village Clerk



Executive Summary

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

The statutory requirements of the Village Clerk include:

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

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

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

The customary duties of the Village Clerk include:

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

2014 Accomplishments

- Efforts have begun to review and reorganize permanent records in the second floor of Village Hall.
- A review of options for automation of FOIA tracking and response was conducted this past winter and the Clerk's office is awaiting assistance from the Finance Department prior to issuance.
- We have been negotiating with our captioning/transcription company not to overcharge for meeting services and have considered going out to bid to find an alternative.
- Arrangements are under way for early voting for 2 weeks prior to the November general election to be moved to 101 to avoid disruption of Village Hall services. This can be done at no additional cost. All other governmental and private alternatives explored over the 18 months have failed to identify a free alternative location for this period of time.

2015 Work Plan

- If an RFP can be issued for FOIA automation this fall, training can be conducted at the end of the year and implemented in January, improving customer service (ability to track requests and status) and through automated reminders to determine any delays and address them to avoid any violation of Sunshine Laws.

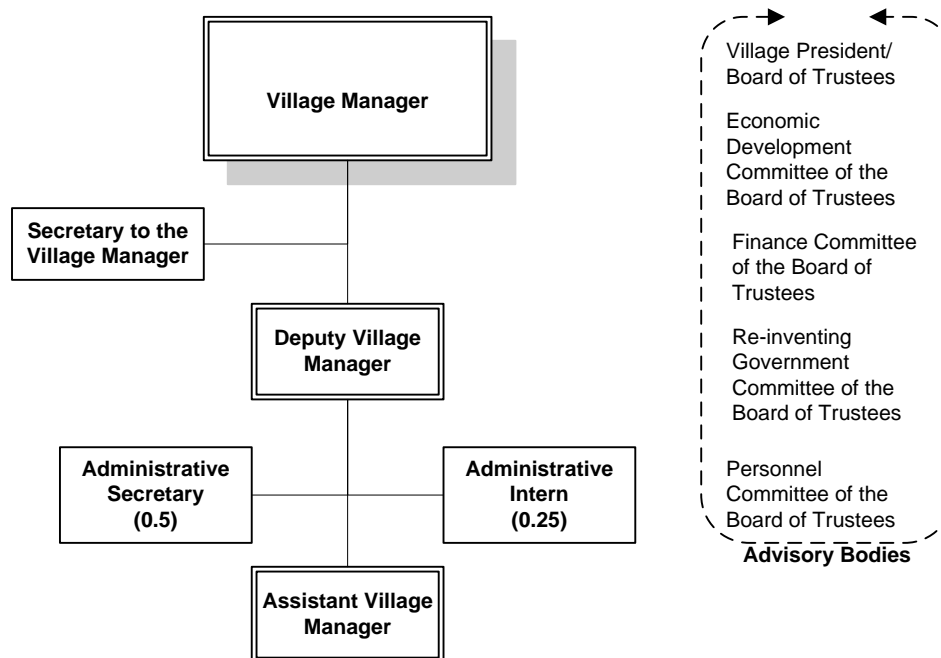
MAP Program

The Office of the Village Clerk will be incorporated into the MAP Program during the final wave of program deployment.

<u>Expenditure Type</u>	<u>Actuals</u>			<u>2014</u>		<u>2015 Rec.</u>
	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>Budget</u>	<u>Est.</u>	
Personal Services	\$ 518,609	\$ 391,498	\$ 254,801	\$ 178,036	\$ 160,442	\$ 171,185
Fringe Benefits	169,020	124,313	112,963	73,591	70,228	70,674
Materials & Supplies	39,545	38,890	4,551	7,850	2,470	2,620
Contractual Services	35,371	19,508	21,054	33,900	16,000	16,000
Department.Fund Total	\$ 762,546	\$ 574,209	\$ 393,369	\$ 293,377	\$ 249,140	\$ 260,479
<u>FTE Summary</u>						
General Fund	6.0	5.0	5.0	3.0	3.0	3.0

Table 3-21: Village Clerk Financial Summary

3.2.14 Village Manager's Office



Executive Summary

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

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

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

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

2014 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 accordance with the Policy Direction provided by the Village Board to the Village Manager. Additionally, it is important the implementation of policy is done in a manner that reflects the Guiding Principles and Values of the organization. Operating departments have excelled in FY2014, with many notable accomplishments captured in this budget.

It is worth noting that in support of several of the goals established by the Village Board, the Village Manager focused the entire management team in several key areas: Economic Development, Customer Service and Technology.

Economic Development

In the first quarter of 2014, recommendation from staff for the re-organization of the Oak Park Economic Development Corporation and the internal departments of Business Services, Building Property Standards, Housing Services and Planning were approved by the Village Board and implemented. The implementation of the new public-private partnership and internal department re-organization took considerable focus but has resulted in positive progress in terms of staff's ability to address other initiatives such as technology and customer service.

Customer Service

To support and continue to grow a high performing organization, the Village Manager's Office initiated in FY2013 group training activities with Department Directors related to leadership, communication strategies, supervision (coaching and counseling) and performance evaluation. In addition, training has also been developed and provided to the following groups of employees: Administrative Professionals Group, Supervisors and Inspectors. The purpose of instituting training into these groups was to develop cross-departmental working relationships, education about performance management, and the consistent application of personnel management strategies and customer service training to improve staff interactions with internal and external customers. These initiatives have continued into FY2014, with additional focus on the performance evaluation process, professional presentation and public speaking skills, and labor contract administration.

The Village Manager's Office held two employee appreciation breakfasts; one at Public works and the other at Village Hall. Department heads served breakfast to over 300 enthusiastic staff, and the breakfasts featured drawings for fun giveaways. A farewell to summer ice cream social was additionally held at Village Hall the Friday before Labor Day.

The Village Manager in conjunction with all Department Director's continues to hold a new employee welcome reception every six month. The event creates an opportunity for new employees to learn about the organization, meet the Manager and Directors and other co-workers. Equally important, the Manager and Directors get an informal opportunity to meet new employees and learn about their experience and interests.

In the third quarter of the year, the Village conducted its first Employee Fall Survey via the Gallup Q12 program. Review of the survey results with the organization are ongoing and via Gallup training and communication skills are being offered to staff as a supplement to the organization wide training described above in order to enhance employee engagement.

Technology

The development of an IT strategic plan was a significant accomplishment in 2014. The participation of all Department Directors in the identification of organizational priorities for technology was a key element of the overall process of the IT Department evaluating competing needs, identifying common or shared technology needs and working with the Citizen Information Systems Commission to review and present the priorities for internal technology upgrades.

Several organizational accomplishments are also worth noting. Specifically, in 2014, the Village Manager successfully filled all vacant Department Director positions welcoming Kimberly Evans Shamley as Human Resources Director, Tammie Grossman as Development Customer Services Director and Jill Velan as Parking and Mobility Services Director.

By the third quarter of 2014, all nine collective bargaining agreements were current for the Village organization as well.

The Village Manager's Office has thus far secured over \$700,000 in grant funding to support the Oak Park Smart City USA project and participant recruitment was initiated this year. Additionally, the Village awarded a contract to Pecan Street Inc., a not-for-profit research organization located at The University of Texas at Austin, to assist in preparing to launch the Oak Park Smart City USA Project, which will link as many as 200 Oak Park homes and residential buildings into a neighborhood smart grid. More than 300 Oak Park property owners already have expressed an interest in participating. Pecan Street, which was chosen through a competitive bid that attracted four companies, manages a research network of more than 1,200 volunteer homes in Texas, California and Colorado. In Austin's Mueller neighborhood, where the effort launched four years ago, more than 200 homes have rooftop solar and more than 70 residents drive electric vehicles.

2015 WORK PLAN

The FY2015 Village Manager's Office work plan continues to align day to day operations with the adopted Village Board Objectives and supports the underlying goals. The Objectives adopted June 16, 2014, include:

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.

Intergovernmental Relations

Collaborate with other taxing bodies and neighboring communities to share resources and address commonly shared community issues that maximize efficient use of the tax dollars.

Service Delivery

Deliver services to internal and external customers in an efficient, responsive, accurate, professional, welcoming and friendly manner.

Minimize the Impact of the Eisenhower Expressway on our Community

Prior to year-end 2014, develop multiple coordinated strategies to address the Eisenhower Expressway redevelopment which mitigates the impact on Oak Park as well as educates and galvanizes 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 2014-2015 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.

- Plan and conduct the 2015 Village of Oak Park Citizen Survey and 2015 Employee Fall Survey.
- Maintain a focus on fiscal responsibility.
- 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.
- Continued training efforts along with enhanced coordination between VMO and the Human Resources Department to improve employee relations and engage all Supervisors in the importance of providing meaningful staff evaluations.
- Continue to develop and deploy strategies to ensure that all public services are provided in a simplified, friendly and timely manner.

MAP Program

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

Expenditure Type	Actuals			2014		2015 Rec.
	2011	2012	2013	Budget	Est.	
Personal Services	\$ 481,303	\$ 239,876	\$ 455,058	\$ 520,240	\$ 471,210	\$ 481,641
Fringe Benefits	143,714	94,192	173,975	189,495	187,581	185,768
Materials & Supplies	63,806	16,371	46,218	92,050	91,113	109,250
Contractual Services	728,859	54,858	184,808	257,136	307,136	446,338
General Fund Expenditure	\$1,417,682	\$ 405,296	\$ 860,059	\$1,058,921	\$1,057,040	\$1,222,997
FTE Summary						
General Fund	5.50	5.50	5.50	5.75	5.75	5.75

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

3.2.15 Village President & Board of Trustees

Executive Summary

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

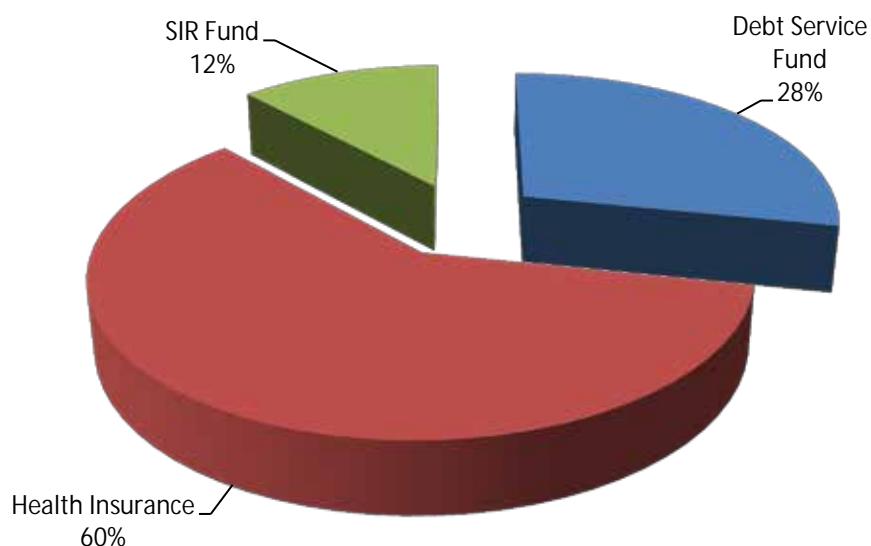
Expenditure Type	Actuals			2014		2015 Rec.
	2011	2012	2013	Budget	Est.	
Personal Services	\$ 54,000	\$ 54,296	\$ 54,467	\$ 54,000	\$ 54,000	\$ 54,000
Fringe Benefits	4,131	4,470	4,148	4,131	4,131	4,131
Materials & Supplies	5,481	2,174	7,199	15,215	15,215	15,200
Contractual Services	5,657	7,753	5,475	8,060	8,060	8,060
Department Total	\$ 69,269	\$ 68,693	\$ 71,289	\$ 81,406	\$81,406	\$ 81,391
FTE Summary						
General Fund	7.0	7.0	7.0	7.0	7.0	7.0

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

4. Internal Service Funds

4.1 Overview

2015 Budget Internal Service Fund Expenditures: \$12,795,141



Total Internal Service Fund Expenditures, by Fund

Fund	Actual			2014		2015 Rec.
	2011	2012	2013	Budget	YE Est.	
Debt Service	\$ 4,546,432	\$ 13,451,621	\$ 6,900,487	\$ 3,953,893	\$ 3,953,893	\$ 3,613,774
Health Insurance	7,897,756	8,240,184	8,575,235	8,949,132	7,444,097	7,661,792
Risk Management	237,925	264,047	234,765	131,136	131,136	-
Self-Insured Retention	1,622,669	1,655,237	2,226,694	1,456,136	1,456,136	1,519,575
Fund Total	\$ 14,304,783	\$ 23,611,089	\$ 17,937,181	\$ 14,490,297	\$ 12,985,262	\$ 12,795,141

Total Internal Service Fund Expenditures, by Fund and Year

4.2 Internal Service Fund Summaries

4.2.1 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			2014		2015 Req.
	2011	2012	2013	Budget	YE Est.	
Starting Fund Balance	\$ 3,879,422	\$ 5,851,114	\$ 372,922	\$ 372,822	\$ 618,031	\$ 618,031
Revenues						
Property Taxes	\$ 2,655,703	\$ 4,101,840	\$ 3,247,434	\$ 3,953,893	\$ 3,953,893	\$ 3,613,774
Bond Proceeds	-	3,531,449	-	-	-	-
Investment Income	28	529	2,286	-	-	-
Miscellaneous	2,979	-	5,259	-	-	-
Transfers In	3,859,414	339,611	3,890,617	90,750	-	-
Total Revenues	\$6,518,124	\$7,973,429	\$7,145,596	\$4,044,643	\$3,953,893	\$3,613,774
Expenditures						
Debt Service	\$ 4,546,432	\$ 8,417,755	\$ 6,900,487	\$ 3,953,893	\$ 3,953,893	\$ 3,613,774
Transfers Out	-	5,033,866	-	-	-	-
Total Expenditures	\$ 4,546,432	\$ 13,451,621	\$ 6,900,487	\$ 3,953,893	\$ 3,953,893	\$ 3,613,774
Change in Balance	\$ 1,971,692	\$ (5,478,192)	\$ 245,109	\$ 90,750	\$ -	\$ -
Balance Sheet Adj.	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Ending Fund Balance	\$ 5,851,114	\$ 372,922	\$ 618,031	\$ 463,572	\$ 618,031	\$ 618,031

Table 6-1: 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.

<u>Fiscal Year</u>	<u>Levy Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Levy Amount</u>
2015	2014	\$ 689,435	\$ 370,565	\$ 1,060,000
2016	2015	\$ 665,399	\$ 414,601	\$ 1,080,000
2017	2016	\$ 664,039	\$ 475,961	\$ 1,140,000
2018	2017	\$ 636,054	\$ 513,947	\$ 1,150,000
2019	2018	\$ 742,007	\$ 677,993	\$ 1,420,000
2020	2019	\$ 759,081	\$ 780,919	\$ 1,540,000
2021	2020	\$ 497,507	\$ 572,493	\$ 1,070,000
2022	2021	\$ 420,470	\$ 539,530	\$ 960,000
2023	2022	\$ 574,709	\$ 815,291	\$ 1,390,000
2024	2023	\$ 542,962	\$ 852,038	\$ 1,395,000
2025	2024	\$ 693,006	\$ 1,196,994	\$ 1,890,000
2026	2025	\$ 689,871	\$ 1,305,129	\$ 1,995,000
2027	2026	\$ 640,058	\$ 1,319,942	\$ 1,960,000
2028	2027	\$ 537,486	\$ 1,202,514	\$ 1,740,000
2029	2028	\$ 52,452	\$ 127,548	\$ 180,000
TOTALS		\$ 8,804,536	\$ 11,165,465	\$ 19,970,000

2006 A

Original Amount - \$5,500,000

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>
2015	2014	\$ 130,000	\$ 20,781	\$ 150,781
2016	2015	\$ 135,000	\$ 15,094	\$ 150,094
2017	2016	\$ 210,000	\$ 9,188	\$ 219,188
TOTALS		\$ 475,000	\$ 45,063	\$ 520,063

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.

Fiscal Year	Levy Year	Principal	Interest	Levy Amount
2015	2014	\$ 327,680	\$ 172,320	\$ 500,000
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
TOTALS		\$ 12,402,514	\$ 25,167,486	\$ 37,570,000

2006 C

Original Amount - \$9,995,000

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.

<u>Fiscal Year</u>	<u>Levy Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Levy Amount</u>
2015	2014	\$ -	\$ 413,563	\$ 413,563
2016	2015	\$ -	\$ 413,563	\$ 413,563
2017	2016	\$ 770,000	\$ 413,563	\$ 1,183,563
2018	2017	\$ 790,000	\$ 382,763	\$ 1,172,763
2019	2018	\$ 820,000	\$ 351,163	\$ 1,171,163
2020	2019	\$ 830,000	\$ 318,363	\$ 1,148,363
2021	2020	\$ 845,000	\$ 285,163	\$ 1,130,163
2022	2021	\$ 870,000	\$ 251,363	\$ 1,121,363
2023	2022	\$ 920,000	\$ 215,475	\$ 1,135,475
2024	2023	\$ 980,000	\$ 176,375	\$ 1,156,375
2025	2024	\$ 1,000,000	\$ 134,725	\$ 1,134,725
2026	2025	\$ 1,050,000	\$ 92,225	\$ 1,142,225
2027	2026	\$ 1,120,000	\$ 47,600	\$ 1,167,600
TOTALS		\$ 9,995,000	\$ 3,495,900	\$ 13,490,900

2006 D

Original Amount - \$3,745,000

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.

<u>Fiscal Year</u>	<u>Levy Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Levy Amount</u>
2015	2014	\$ 720,000	\$ 36,000	\$ 756,000
TOTALS		\$ 720,000	\$ 36,000	\$ 756,000

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>
2015	2014	\$ 100,000	\$ 93,200	\$ 193,200
2016	2015	\$ 500,000	\$ 88,950	\$ 588,950
2017	2016	\$ 400,000	\$ 70,200	\$ 470,200
2018	2017	\$ 400,000	\$ 55,000	\$ 455,000
2019	2018	\$ 300,000	\$ 39,600	\$ 339,600
2020	2019	\$ 200,000	\$ 27,900	\$ 227,900
2021	2020	\$ 500,000	\$ 20,000	\$ 520,000
TOTALS		\$ 2,400,000	\$ 394,850	\$ 2,794,850

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.

<u>Fiscal Year</u>	<u>Levy Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Levy Amount</u>
2015	2014	\$ 800,000	\$ 211,800	\$ 1,011,800
2016	2015	\$ 835,000	\$ 179,800	\$ 1,014,800
2017	2016	\$ 865,000	\$ 146,400	\$ 1,011,400
2018	2017	\$ 895,000	\$ 111,800	\$ 1,006,800
2019	2018	\$ 935,000	\$ 76,000	\$ 1,011,000
2020	2019	\$ 965,000	\$ 38,600	\$ 1,003,600
TOTALS		\$ 5,295,000	\$ 764,400	\$ 6,059,400

2010 A

Original Amount - \$10,330,000

Purpose of Bonds: The 2010 A Series Bond proceeds refinanced the 2001 and 2002 GO Bonds. These bonds were issued to construct the new library on Lake Street.

Fiscal Year	Levy Year	Principal	Interest	Levy Amount
2015	2014	\$ 1,910,000	\$ 68,275	\$ 1,978,275
2016	2015	\$ 1,480,000	\$ 22,200	\$ 1,502,200
TOTALS		\$ 3,390,000	\$ 90,475	\$ 3,480,475

2010 B

Original Amount - \$10,330,000

Purpose of Bonds: The 2010B Series Bond proceeds were used to re-finance the acquisition of the Colt and Westgate properties (formerly financed as a IO ballon through Park National Bank).

<u>Fiscal Year</u>	<u>Levy Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Levy Amount</u>
2015	2014	\$ 1,610,000	\$ 20,930	\$ 1,630,930
TOTALS		\$ 1,610,000	\$ 20,930	\$ 1,630,930

2010 C

Original Amount - \$13,315,000

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

<u>Fiscal Year</u>	<u>Levy Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Levy Amount</u>
2015	2014	\$ 1,375,000	\$ 361,450	\$ 1,736,450
2016	2015	\$ 1,410,000	\$ 320,200	\$ 1,730,200
2017	2016	\$ 1,455,000	\$ 263,800	\$ 1,718,800
2018	2017	\$ 1,520,000	\$ 205,600	\$ 1,725,600
2019	2018	\$ 1,585,000	\$ 144,800	\$ 1,729,800
2020	2019	\$ 1,075,000	\$ 81,400	\$ 1,156,400
2021	2020	\$ 305,000	\$ 38,400	\$ 343,400
2022	2021	\$ 320,000	\$ 26,200	\$ 346,200
2023	2022	\$ 335,000	\$ 13,400	\$ 348,400
TOTALS		\$ 9,380,000	\$ 1,455,250	\$ 10,835,250

2011 A

Original Amount - \$4,900,000

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

<u>Fiscal Year</u>	<u>Levy Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Levy Amount</u>
2015	2014	\$ 585,000	\$ 86,350	\$ 671,350
2016	2015	\$ 600,000	\$ 74,500	\$ 674,500
2017	2016	\$ 620,000	\$ 61,525	\$ 681,525
2018	2017	\$ 640,000	\$ 46,550	\$ 686,550
2019	2018	\$ 660,000	\$ 29,475	\$ 689,475
2020	2019	\$ 680,000	\$ 10,200	\$ 690,200
TOTALS		\$ 3,785,000	\$ 308,600	\$ 4,093,600

2011 B

Original Amount - \$5,030,000

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 construction of South Marion Street.

<u>Fiscal Year</u>	<u>Levy Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Levy Amount</u>
2015	2014	\$ 25,000	\$ 172,169	\$ 197,169
2016	2015	\$ 30,000	\$ 166,269	\$ 196,269
2017	2016	\$ 30,000	\$ 165,369	\$ 195,369
2018	2017	\$ 30,000	\$ 164,469	\$ 194,469
2019	2018	\$ 30,000	\$ 163,569	\$ 193,569
2020	2019	\$ 665,000	\$ 162,669	\$ 827,669
2021	2020	\$ 1,455,000	\$ 141,888	\$ 1,596,888
2022	2021	\$ 1,035,000	\$ 94,600	\$ 1,129,600
2023	2022	\$ 840,000	\$ 59,669	\$ 899,669
2024	2023	\$ 835,000	\$ 30,269	\$ 865,269
TOTALS		\$ 4,975,000	\$ 1,320,938	\$ 6,295,938

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>
2015	2014	\$ 700,000	\$ 177,300	\$ 877,300
2016	2015	\$ 705,000	\$ 163,300	\$ 868,300
2017	2016	\$ 825,000	\$ 149,200	\$ 974,200
2018	2017	\$ 1,050,000	\$ 132,700	\$ 1,182,700
2019	2018	\$ 1,100,000	\$ 111,700	\$ 1,211,700
2020	2019	\$ 735,000	\$ 89,700	\$ 824,700
2021	2020	\$ 970,000	\$ 75,000	\$ 1,045,000
2022	2021	\$ 410,000	\$ 55,600	\$ 465,600
2023	2022	\$ 630,000	\$ 47,400	\$ 677,400
2024	2023	\$ 705,000	\$ 34,800	\$ 739,800
2025	2024	\$ 730,000	\$ 20,700	\$ 750,700
2026	2025	\$ 305,000	\$ 6,100	\$ 311,100
TOTALS		\$ 8,865,000	\$ 1,063,500	\$ 9,928,500

4.2.2 Health Insurance Fund

Fund Summary

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

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

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

An increase to claims expenses of 3 - 5 percent (depending on plan) has been included based upon the recommendation of the Human Resources Director and the Village's Insurance Broker. This will in turn equate to a 3- 5 percent increase in employee premiums.

	Actual			2014		2015 Req.
	2011	2012	2013	Budget	YE Est.	
Starting Fund Balance	\$ (37,262)	\$ 161,994	\$ (152,621)	\$ 35,002	\$ (385,900)	\$ (146,521)
Revenues						
Employee Payroll Deductions	\$ 1,126,790	\$ 1,146,106	\$ 1,124,914	\$ 1,230,455	\$ 1,226,598	\$ 1,308,780
Pensioners/Retiree Premium Payments	1,106,043	1,149,301	1,216,915	1,275,040	1,196,834	1,277,022
Agency Contributions	1,745,363	4,299,642	1,473,184	1,820,000	594,703	634,548
Contributions from Other Funds	4,058,403	1,330,520	4,526,942	4,680,000	4,665,342	4,977,920
Total Revenues	\$8,036,600	\$7,925,569	\$8,341,956	\$9,005,495	\$7,683,477	\$8,198,270
Expenditures						
Personal Services	\$ 61,559	\$ 71,338	\$ 63,864	\$ 62,525	\$ 60,210	\$ 62,327
Fringe Benefits	93,712	22,753	23,067	23,387	22,612	22,725
Materials & Supplies	6,834	-	-	-	-	-
Contractual Services	7,735,651	8,146,093	8,488,305	8,863,220	7,361,275	7,576,740
Total Expenditures	\$ 7,897,756	\$ 8,240,184	\$ 8,575,235	\$ 8,949,132	\$ 7,444,097	\$ 7,661,792
Change in Balance	\$ 138,844	\$ (314,615)	\$ (233,279)	\$ 56,363	\$ 239,380	\$ 536,478
Balance Sheet Adj.	\$ 60,412	\$ -	\$ -	\$ -	\$ -	\$ -
Ending Fund Balance	\$ 161,994	\$ (152,621)	\$ (385,900)	\$ 91,365	\$ (146,521)	\$ 389,957
Unrestricted Fund Balance	\$ 161,994	\$ (152,621)	\$ (385,900)	\$ 91,365	\$ (146,521)	\$ 389,957

Table 7-2: Health Insurance Fund Financial Summary

4.2.3 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 simplify the funding structure.

	Actual			2014		2015 Req.
	2011	2012	2013	Budget	YE Est.	
Starting Fund Balance	\$ (24,148)	\$(262,093)	\$(262,093)	\$ -	\$ (0)	\$ (0)
Revenues						
Transfers From Other Funds	\$ -	\$ 264,047	\$ 496,858	\$131,136	\$131,136	\$ -
Expenditures						
Personal Services	\$ 179,470	\$ 253,000	\$ 177,733	\$ 65,690	\$ 65,690	\$ -
Fringe Benefits	58,164	-	56,946	29,846	29,846	-
Materials & Supplies	291	-	86	1,000	1,000	-
Contractual Services	-	11,047		34,600	34,600	-
Total Expenditures	\$ 237,925	\$ 264,047	\$ 234,765	\$131,136	\$131,136	\$ -
Change in Balance	\$(237,925)	\$ -	\$ 262,093	\$ (0)	\$ (0)	\$ -
Balance Sheet Adj.	\$ (20)	\$ -	\$ -		\$ -	\$ -
Ending Fund Balance	\$(262,093)	\$(262,093)	\$ (0)	\$ (0)	\$ (0)	\$ (0)
Unrestricted Fund Balance	\$(262,093)	\$(262,093)	\$ (0)	\$ (0)	\$ (0)	\$ (0)

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

Table 6-2: Risk Management Fund Financial Summary

4.2.4 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			2014		2015 Req.
	2011	2012	2013	Budget	YE Est.	
Starting Fund Balance	\$ (2,234,132)	\$ (2,357,355)	\$ (1,570,703)	\$ (1,820,702)	\$ (2,323,897)	\$ (2,223,897)
Revenues						
Transfer from Other Funds	\$ 1,150,000	\$ 1,985,617	\$ 1,473,500	\$ 1,556,136	\$ 1,556,136	\$ 1,556,136
Expenditures						
Personal Services	\$ -	\$ -		\$ -	\$ -	\$ 165,239
Fringe Benefits	-	-		-	-	58,636
Materials & Supplies	10,719	27		-	-	850
Contractual Services	1,611,950	640,375	1,772,226	1,325,000	1,325,000	1,294,850
Transfers	-	1,014,835	454,468	131,136	131,136	
Total Expenditures	\$ 1,622,669	\$ 1,655,237	\$ 2,226,694	\$ 1,456,136	\$ 1,456,136	\$ 1,519,575
Change in Balance	\$ (472,669)	\$ 330,380	\$ (753,194)	\$ 100,000	\$ 100,000	\$ 36,561
Balance Sheet Adj.	\$ 349,446	\$ 450,951	\$ -		\$ -	\$ -
Ending Fund Balance	\$ (2,357,355)	\$ (1,576,024)	\$ (2,323,897)	\$ (1,720,702)	\$ (2,223,897)	\$ (2,187,336)
Unrestricted Fund Balance	\$ (2,357,355)	\$ (1,576,024)	\$ (2,323,897)	\$ (1,720,702)	\$ (2,223,897)	\$ (2,187,336)

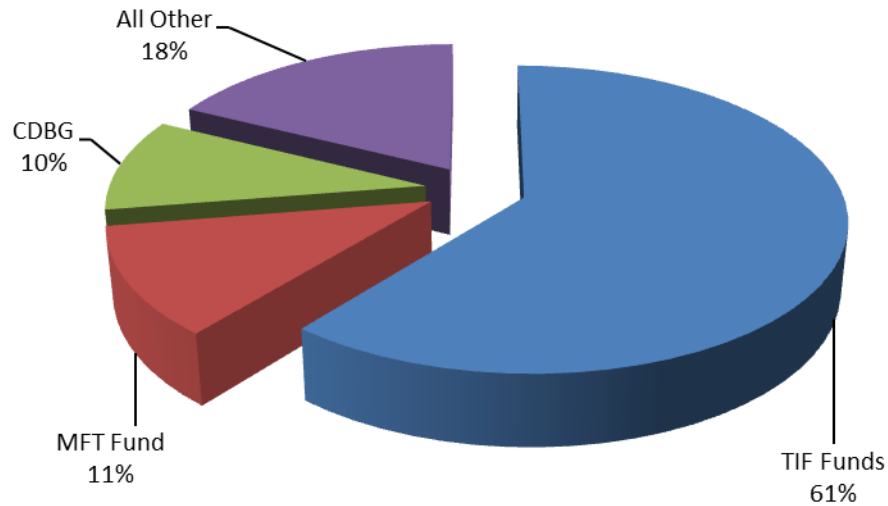
Note: The Risk Management Fund has been merged into the Self Insured Retention Fund as a recommendation in FY 2015

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

5. Special Revenue Fund Summary

5.1 Overview

2015 Budget Special Revenue Fund Expenditures: \$15,618,957



Total Special Revenue Fund Expenditures, by Fund

Fund Type	Actuals			2014		2015 Rec.
	2011	2012	2013	Budget	Est.	
CDBG Fund	\$ 1,668,967	\$ 1,280,317	\$ 1,443,754	\$ 1,608,000	\$ 1,548,732	\$ 1,548,259
CDBG Revolving Loan	37,842	-	-	175,000	-	-
Downtown TIF	18,587,968	6,105,783	5,424,486	8,442,193	7,435,014	7,619,089
Earth Fest	-	-	4,706	7,700	5,118	12,600
E-911	1,911,450	1,935,071	1,961,774	1,960,000	1,802,026	1,602,203
Farmer's Market	31,640	24,238	32,156	31,283	31,283	31,315
Federal RICO	112,019	193,359	174,001	138,000	229,500	151,000
Foreign Fire	34,785	40,842	28,579	216,229	243,250	51,500
Harlem Garfield TIF	-	-	4,004	600,000	-	-
Madison TIF	777,263	786,026	726,580	2,880,000	2,880,000	1,900,000
MFT Fund	1,536,363	1,320,505	1,500,000	1,430,674	1,500,000	1,800,000
SSA #1 Fund	356,972	410,995	679,189	650,000	650,000	650,000
SSA #6 Fund	-	-	-	24,461	24,461	-
SSA #7 Fund	-	-	-	-	-	-
State RICO	11,853	100	-	-	-	40,000
Sustainability	6,035	104,467	106,684	112,991	112,721	112,991
TTW	9,194	9,517	4,574	100,000	75,000	100,000
Fund Total	\$ 25,082,351	\$ 12,211,221	\$ 12,090,487	\$ 18,376,531	\$ 16,537,105	\$ 15,618,957

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 Service Area (SSA) #1
- Special Service 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.

5.2 Special Revenue Fund Summaries

5.2.1 Community Development Block Grant (CDBG)

Fund Summary

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

	Actuals			2014		2015 Rec.
	2011	2012	2013	Budget	YE Est.	
Starting Fund Balance	\$ 360,291	\$ 360,291	\$ -		\$ -	\$ 0
Revenues						
CDBG Allotments	\$ 1,668,967	\$ 1,258,701	\$ 1,443,754	\$ 1,500,000	\$ 1,500,000	\$ 1,548,259
Emergency Shelter Allotments	-	21,616	-	108,000	108,000	-
Revenue Total:	\$ 1,668,967	\$ 1,280,317	\$ 1,443,754	\$ 1,608,000	\$ 1,608,000	\$ 1,548,259
Expenditures						
Personal Services	\$ -	\$ -	\$ -	\$ 126,135	\$ -	\$ -
Fringe Benefits	-	-	-	56,510	-	-
Materials & Supplies	-	-	-	4,510	-	-
Contractual Services	1,668,967	1,280,317	1,443,754	1,420,845	1,548,732	1,548,259
Transfers	-	-	-	-	-	-
Total Expenditures	\$ 1,668,967	\$ 1,280,317	\$ 1,443,754	\$ 1,608,000	\$ 1,608,000	\$ 1,548,259
Change in Balance	\$ -	\$ (0)	\$ -	\$ 0	\$ 0	\$ -
Ending Fund Balance	\$ 360,291	\$ 360,291	\$ -	\$ 0	\$ 0	\$ 0

Table 7-1: CDBG Financial Summary

5.2.2 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			2014		2015 Rec.
	2011	2012	2013	Budget	Est.	
Revenues						
Loan Interest Payments	\$ 538	\$ 1,531	\$ -	\$ 2,750	\$ -	\$ -
Interest Income	2,908	17	-	-	-	-
Miscellaneous Revenue		37,695	-	-	-	-
Revenue Total:	\$ 3,446	\$ 39,243	\$ -	\$ 2,750	\$ -	\$ -
Expenditures						
Contractual Services	\$ 37,842	\$ -	\$ -	\$ 175,000	\$ -	\$ -
Total Expenditures	\$ 37,842	\$ -	\$ -	\$ 175,000	\$ -	\$ -

Table 7-2: CDBG Revolving Loan Fund Financial Summary

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

5.2.3 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 2015 (total Village investment is estimated at \$4.5 million in 2015 and 2016).

	Actual			2014		
	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>Budget</u>	<u>YE Est.</u>	<u>2015 Rec.</u>
Starting Fund Balance	\$ 10,266,076	\$ 4,392,079	\$ 7,186,918	\$ 7,262,218	\$ 7,654,593	\$ 7,654,593
Revenues						
Increment Property Taxes	\$ 7,998,699	\$ 7,919,386	\$ 5,802,814	\$ 8,442,193	\$ 7,363,014	\$ 7,547,089
Investment Income	585	352	2,202	-	2,000	2,000
Other Income	-	901,024	-	-	-	-
Rental of Property	87,120	79,860	87,145	70,000	70,000	70,000
Revenue Total:	\$ 8,086,404	\$ 8,900,622	\$ 5,892,161	\$ 8,512,193	\$ 7,435,014	\$ 7,619,089
Expenditures						
Contractual Services	\$ 15,822,706	\$ 4,959,161	\$ 2,025,441	\$ 5,707,179	\$ 4,700,000	\$ 4,122,596
Transfers	1,663,374	1,146,622	3,399,045	2,735,014	2,735,014	3,496,493
Debt Service	1,101,888	-	-	-	-	-
Total Expenditures	\$ 18,587,968	\$ 6,105,783	\$ 5,424,486	\$ 8,442,193	\$ 7,435,014	\$ 7,619,089
Change in Balance	\$(10,501,564)	\$ 2,794,839	\$ 467,675	\$ 70,000	\$ -	\$ -
Balance Sheet Adj.	\$ 4,627,567	\$ -	\$ -	\$ -	\$ -	\$ -
Ending Fund Balance	\$ 4,392,079	\$ 7,186,918	\$ 7,654,593	\$ 7,332,218	\$ 7,654,593	\$ 7,654,593

Table 7-3: DTOP TIF Financial Summary

5.2.4 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			2014		2015 Rec.
	2011	2012	2013	Budget	YE Est.	
Starting Fund Balance	\$ -	\$ 4,532	\$ 11,932	\$ 12,226	\$ 11,026	\$ 8,908
Revenues						
Miscellaneous Revenue	\$ 4,532	\$ 7,400	\$ 3,800	\$ 7,700	\$ 3,000	\$ 4,500
Revenue Total:	\$ 4,532	\$ 7,400	\$ 3,800	\$ 7,700	\$ 3,000	\$ 4,500
Expenditures						
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fringe Benefits	-	-	-	-	-	-
Materials and Supplies	-	-	3,244	7,700	1,253	7,600
Contractual Services	-	-	1,462	-	3,865	5,000
Total Expenditures	\$ -	\$ -	\$ 4,706	\$ 7,700	\$ 5,118	\$ 12,600
Change in Balance	\$ 4,532	\$ 7,400	\$ (906)	\$ -	\$ (2,118)	\$ (8,100)
Ending Fund Balance	\$ 4,532	\$ 11,932	\$ 11,026	\$ 12,226	\$ 8,908	\$ 808

Table 7-4: Earth Fest Financial Summary

5.2.5 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			2014		2015 Rec.
	2011	2012	2013	Budget	YE Est.	
Starting Fund Balance	\$ 436,851	\$ 226,467	\$ 275,141	\$ 175,166	\$ 186,251	\$ 227,245
Revenues						
E911 Surcharge	\$ 567,538	\$ 610,600	\$ 572,846	\$ 550,000	\$ 543,000	\$ 540,000
Investment/Interest Income	83	145	38	25	20	20
Transfer from General Fund	1,133,445	1,373,000	1,300,000	1,300,000	1,300,000	871,704
Revenue Total:	\$ 1,701,066	\$ 1,983,745	\$ 1,872,884	\$ 1,850,025	\$ 1,843,020	\$ 1,411,724
Expenditures						
Materials & Supplies	\$ 2,165	\$ 32,714	\$ -	\$ -	\$ -	\$ -
Contractual Services	1,903,450	1,902,357	1,961,774	1,900,000	1,772,026	1,526,203
Capital Outlay	5,835	-	-	60,000	30,000	76,000
Total Expenditures	\$ 1,911,450	\$ 1,935,071	\$ 1,961,774	\$ 1,960,000	\$ 1,802,026	\$ 1,602,203
Change in Balance	\$ (210,384)	\$ 48,674	\$ (88,890)	\$ (109,975)	\$ 40,994	\$ (190,479)
Ending Fund Balance	\$ 226,467	\$ 275,141	\$ 186,251	\$ 65,191	\$ 227,245	\$ 36,766

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

5.2.6 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			2014		
	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>Budget</u>	<u>YE Est.</u>	<u>2015 Rec.</u>
Starting Fund Balance	\$49,053	\$40,958	\$42,425	\$43,521	\$36,212	\$ 33,218
Revenues						
Seasonal Fees	\$23,545	\$19,500	\$20,563	\$22,000	\$23,500	\$ 23,500
Sale of Merchandise	-	6,205	5,379	2,000	4,789	4,700
Revenue Total:	\$23,545	\$25,705	\$25,942	\$24,000	\$28,289	\$ 28,200
Expenditures						
Personnel Services	\$13,715	\$ 887	\$ -	\$ -	\$ -	\$ -
Fringe Benefits	1,081	51	-	-	-	-
Materials & Supplies	5,221	3,452	1,674	4,000	4,000	4,000
Contractual Services	11,623	19,849	30,482	27,283	27,283	27,315
Total Expenditures	\$31,640	\$24,238	\$32,156	\$31,283	\$31,283	\$ 31,315
Change in Balance	\$ (8,095)	\$ 1,467	\$ (6,213)	\$ (7,283)	\$ (2,994)	\$ (3,115)
Ending Fund Balance	\$40,958	\$42,425	\$36,212	\$36,238	\$33,218	\$ 30,103

Table 7-6: Farmer's Market Financial Summary

5.2.7 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 the federal government. Portions of those assets 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			2014		2015 Rec.
	2011	2012	2013	Budget	YE Est.	
Starting Fund Balance	\$ 208,888	\$ 207,573	\$ 77,556	\$ 91,456	\$ 61,813	\$ 665
Revenues						
Asset Seizures/Forfeitures	\$ 97,681	\$ 44,857	\$ 149,520	\$ 100,000	\$ 157,000	\$ 150,000
Investment/Interest Income	153	228	43	500	100	50
Gain on Sale of Property	12,870	18,256	8,695	-	11,252	10,000
Revenue Total:	\$ 110,704	\$ 63,342	\$ 158,259	\$ 100,500	\$ 168,352	\$ 160,050
Expenditures						
Materials & Supplies	\$ 10,362	\$ 16,032	\$ 27,128	\$ 14,000	\$ 26,500	\$ 22,500
Contractual Services	2,672	9,032	-	4,000	3,000	3,500
Capital Transfers	-	-	-	-	-	-
	98,985	168,295	146,873	120,000	200,000	125,000
Total Expenditures	\$ 112,019	\$ 193,359	\$ 174,001	\$ 138,000	\$ 229,500	\$ 151,000
Change in Balance	\$ (1,315)	\$ (130,017)	\$ (15,743)	\$ (37,500)	\$ (61,148)	\$ 9,050
Ending Fund Balance	\$ 207,573	\$ 77,556	\$ 61,813	\$ 53,956	\$ 665	\$ 9,715

Table 7-7: Federal RICO Fund Financial Summary

5.2.8 Foreign Fire Insurance Fund

Fund Summary

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

	Actual			2014		2015 Rec.
	2011	2012	2013	Budget	YE Est.	
Starting Fund Balance	\$ 146,229	\$ 186,735	\$ 223,625	\$ 254,985	\$ 223,625	\$ 55,375
Revenues						
Annual Allotment	\$ 75,224	\$ 77,556	\$ 82,241	\$ 75,000	\$ 75,000	\$ 75,000
Investment/Interest Income	68	176	64	60		
Revenue Total:	\$ 75,292	\$ 77,732	\$ 82,305	\$ 75,060	\$ 75,000	\$ 75,000
Expenditures						
Materials & Supplies	\$ 30,345	\$ 36,172	\$ 28,579	\$ 36,000	\$ 33,000	\$ 40,000
Contractual Services	4,441	4,670	-	6,000	10,250	11,500
Transfers	-	-	-	174,229	200,000	-
Total Expenditures	\$ 34,785	\$ 40,842	\$ 28,579	\$ 216,229	\$ 243,250	\$ 51,500
Change in Balance	\$ 40,507	\$ 36,890	\$ 53,726	\$ (141,169)	\$ (168,250)	\$ 23,500
Ending Fund Balance	\$ 186,735	\$ 223,625	\$ 277,351	\$ 113,816	\$ 55,375	\$ 78,875

Table 7-8: Foreign Fire Insurance Financial Summary

5.2.9 Harlem/Garfield Tax Increment Financing District

Fund Summary

The Harlem/Garfield Tax Increment Financing (TIF) District was originally created in 1993 for the purpose of remediation the site for a retail redevelopment project. Due to financial circumstances, the development never occurred. In 2003, the Village approved a Business Retention Agreement to move the Volvo Dealership from Madison Street to the corner of Harlem & Garfield.

	Actual			2014		
	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>Budget</u>	<u>YE Est.</u>	<u>2015 Rec.</u>
Starting Fund Balance	\$585,920	\$713,873	\$845,937	\$ 477,359	\$ 978,442	\$1,133,352
Revenues						
Increment Property Taxes	\$127,888	\$132,042	\$136,277	\$ 138,997	\$ 154,660	\$ 158,527
Investment Income	65	22	233	150	250	265
Revenue Total:	\$127,953	\$132,064	\$136,509	\$ 139,147	\$ 154,910	\$ 158,792
Expenditures						
Contractual Services	\$ -	\$ -	\$ 4,004	\$ 600,000	\$ -	\$ -
Capital Outlay	-	-	-	-	-	-
Total Expenditures	\$ -	\$ -	\$ 4,004	\$ 600,000	\$ -	\$ -
Change in Balance	\$127,953	\$132,064	\$132,505	\$(460,853)	\$ 154,910	\$ 158,792
Ending Fund Balance	\$713,873	\$845,937	\$978,442	\$ 16,506	\$1,133,352	\$1,292,144

Table 7-9: Harlem/Garfield TIF Financial Summary

5.2.10 Madison Street Tax Increment Financing District

Fund Summary

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

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

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

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

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

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

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

In late 2012, the Village recouped the \$2.3 million expenditure and the terms and conditions of the 1995 Intergovernmental Agreement have resumed now placing the Village in a position to distribute to District 97 one-hundred percent of the total tax lost by District 97 due to its classification and TIF increment. Those funds are currently held by the Village at the request of District 97 due to their

continued interested in exploring, in partnership with the Village, the financial benefit to the TIF District of a new Administrative School District facility within the Madison TIF boundaries 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 2013 EAV	\$38,870,653 (resulting increment thru 2013 is \$28,223,203)
Projected Ending TIF 2018 EAV	\$42,916,341 (resulting increment thru 2018 is \$38,308,632)
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 & Madison)</i>	
November 16, 2004	260 Madison (Sheppard Motors aka the Volvo site)	\$1,500,838
		<hr/>
		\$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			2014		2015 Rec.
	2011	2012	2013	Budget	YE Est.	
Starting Fund Balance	\$ 9,791,519	\$11,406,928	\$13,291,138	\$13,348,943	\$15,131,528	\$14,178,211
Revenues						
Increment Property Taxes	\$ 2,337,214	\$ 2,583,004	\$ 2,163,201	\$ 2,880,000	\$ 1,876,683	\$ 1,900,000
Other Income	55,458	87,232	403,769	50,000	50,000	50,000
Revenue Total:	\$2,392,672	\$2,670,236	\$2,566,970	\$2,930,000	\$1,926,683	\$1,950,000
Expenditures						
Contractual Services	\$ 777,263	\$ 786,026	\$ 726,580	\$ 2,880,000	\$ 2,880,000	\$ 1,900,000
Capital Outlay	-	-	-	-	-	-
Total Expenditures	\$ 777,263	\$ 786,026	\$ 726,580	\$ 2,880,000	\$ 2,880,000	\$ 1,900,000
Change in Balance	\$ 1,615,409	\$ 1,884,210	\$ 1,840,390	\$ 50,000	\$ (953,317)	\$ 50,000
Ending Fund Balance	\$11,406,928	\$13,291,138	\$15,131,528	\$13,398,943	\$14,178,211	\$14,228,211

Table 7-10: Madison Street TIF Financial Summary

5.2.11 Motor Fuel Tax Fund

Fund Summary

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

	Actual			2014		2015 Rec.
	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>Budget</u>	<u>YE Est.</u>	
Starting Fund Balance	\$ 32,979	\$ 32,979	\$ 205,954	\$ 160,174	\$ 204,173	\$ 411,304
Revenues						
Annual Allotment	\$1,536,004	\$1,493,225	\$1,497,430	\$1,300,000	\$1,706,331	\$1,500,000
Investment/Interest Income	359	255	789	500	800	600
Revenue Total:	\$1,536,363	\$1,493,480	\$1,498,219	\$1,300,500	\$1,707,131	\$1,500,600
Expenditures						
Transfers	\$1,536,363	\$1,320,505	\$1,500,000	\$1,430,674	\$1,500,000	\$1,800,000
Total Expenditures	\$1,536,363	\$1,320,505	\$1,500,000	\$1,430,674	\$1,500,000	\$1,800,000
Change in Balance	\$ -	\$ 172,975	\$ (1,781)	\$ (130,174)	\$ 207,131	\$ (299,400)
Ending Fund Balance	\$ 32,979	\$ 205,954	\$ 204,173	\$ 30,000	\$ 411,304	\$ 111,904

Table 7-11: Motor Fuel Tax Fund Financial Summary

5.2.12 Special Service Area (SSA) #1

Fund Summary

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

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

	Actual			2014		2015 Rec.
	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>Budget</u>	<u>YE Est.</u>	
Starting Fund Balance	\$ 61,004	\$276,350	\$ 495,119	\$ 160,684	\$ (74,763)	\$(117,243)
Revenues						
Property Taxes	\$572,127	\$629,374	\$ 109,024	\$ 500,000	\$ 227,428	\$ 419,195
Investment/Interest						
Income	191	390	283	390	300	350
Transfers In	-	-	-	-	379,792	355,805
Revenue Total:	\$572,318	\$629,764	\$ 109,307	\$ 500,390	\$ 607,520	\$ 775,350
Expenditures						
Contractual Services	\$356,972	\$410,995	\$ 679,189	\$ 650,000	\$ 650,000	\$ 650,000
Rebate Program	-	-	-	-	-	-
Total Expenditures	\$356,972	\$410,995	\$ 679,189	\$ 650,000	\$ 650,000	\$ 650,000
Change in Balance	\$215,346	\$218,769	\$(569,882)	\$(149,610)	\$ (42,480)	\$ 125,350
Ending Fund Balance	\$276,350	\$495,119	\$ (74,763)	\$ 11,074	\$(117,243)	\$ 8,107

Table 7-12: SSA #1 TIF Financial Summary

5.2.13 Special Service Area (SSA) #6

Fund Summary

The Special Service Area (SSA) #6 Fund is used to account for the property tax receipts as collected by the County. The SSA is no longer active.

	Actual			2014		2015 Rec.
	2011	2012	2013	Budget	YE Est.	
Starting Fund Balance	\$24,456	\$24,459	\$24,461	\$ 24,461	\$ 24,461	\$ -
Revenues						
Property Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Investment/Interest Income	3	2	-	-	-	-
Revenue Total:	\$ 3	\$ 2	\$ -	\$ -	\$ -	\$ -
Expenditures						
Contractual Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers	-	-	-	24,461	24,461	-
Total Expenditures	\$ -	\$ -	\$ -	\$ 24,461	\$ 24,461	\$ -
Change in Balance	\$ 3	\$ 2	\$ -	\$(24,461)	\$(24,461)	\$ -
Ending Fund Balance	\$24,459	\$24,461	\$24,461	\$ -	\$ -	\$ -

Table 7-13: SSA #6 TIF Financial Summary

5.2.14 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			2014		2015 Rec.
	2011	2012	2013	Budget	YE Est.	
Starting Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues						
Property Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,937
Investment/Interest Income	-	-	-	-	-	-
Revenue Total:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,937
Expenditures						
Contractual Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers	-	-	-	-	-	-
Total Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Change in Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,937
Ending Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,937

Table 7-14: SSA #7 TIF Financial Summary

5.2.15 State RICO Fund

Fund Summary

The State Recovered Drug Asset Forfeiture Fund is a fund by which assets of drug-related criminals can be seized by state governments. Portion of those assets 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			2014		
	2011	2012	2013	Budget	YE Est.	2015 Rec.
Starting Fund Balance	\$31,989	\$35,116	\$35,812	\$40,312	\$39,935	\$ 41,215
Revenues						
Asset						
Seizures/Forfeitures	\$14,972	\$ 781	\$ 4,117	\$ -	\$ 1,280	\$ -
Investment/Interest						
Income	8	15	6	-	-	-
Revenue Total:	\$14,980	\$ 796	\$ 4,123	\$ -	\$ 1,280	\$ -
Expenditures						
Materials & Supplies	\$11,853	\$ 100	\$ -	\$ -	\$ -	\$ 40,000
Total Expenditures	\$11,853	\$ 100	\$ -	\$ -	\$ -	\$ 40,000
Change in Balance	\$ 3,127	\$ 696	\$ 4,123	\$ -	\$ 1,280	\$ (40,000)
Ending Fund Balance	\$35,116	\$35,812	\$39,935	\$40,312	\$41,215	\$ 1,215

	Actual			2014		
	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>Budget</u>	<u>YE Est.</u>	<u>2015 Rec.</u>
Starting Fund Balance	\$31,989	\$35,116	\$35,812	\$40,312	\$39,935	\$ 41,215
Revenues						
Asset						
Seizures/Forfeitures	\$14,972	\$ 781	\$ 4,117	\$ -	\$ 1,280	\$ -
Investment/Interest						
Income	8	15	6	-	-	-
Revenue Total:	\$14,980	\$ 796	\$ 4,123	\$ -	\$ 1,280	\$ -
Expenditures						
Materials & Supplies	\$11,853	\$ 100	\$ -	\$ -	\$ -	\$ 40,000
Total Expenditures	\$11,853	\$ 100	\$ -	\$ -	\$ -	\$ 40,000
Change in Balance	\$ 3,127	\$ 696	\$ 4,123	\$ -	\$ 1,280	\$ (40,000)
Ending Fund Balance	\$35,116	\$35,812	\$39,935	\$40,312	\$41,215	\$ 1,215

Table 7-15: State RICO Fund Financial Summary

5.2.16 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			2014		2015 Rec.
	2011	2012	2013	Budget	YE Est.	
Starting Fund Balance	\$ 14,724	\$ 9,132	\$ (94,780)	\$ -	\$ (54,794)	\$ (0)
Revenues						
Grants	\$ 442	\$ -	\$ -	\$ -	\$ -	\$ -
Miscellaneous Revenue	-	500	-	-	-	-
Transfers In	-	-	146,670	112,991	167,514	112,991
Revenue Total:	\$ 442	\$ 500	\$ 146,670	\$ 112,991	\$ 167,514	\$ 112,991
Expenditures						
Personal Services	\$ -	\$ 75,487	\$ 75,163	\$ 76,500	\$ 16,691	\$ 75,900
Fringe Benefits	-	21,507	29,360	25,201	9,718	25,202
Materials & Supplies	5,636	4,803	1,911	1,690	2,063	2,289
Contractual Services	399	2,670	250	9,600	84,249	9,600
Total Expenditures	\$ 6,035	\$ 104,467	\$ 106,684	\$ 112,991	\$ 112,721	\$ 112,991
Change in Balance	\$ (5,592)	\$ (103,967)	\$ 39,986	\$ (0)	\$ 54,793	\$ -
Ending Fund Balance	\$ 9,132	\$ (94,835)	\$ (54,794)	\$ (0)	\$ (0)	\$ (0)

Table 7-16: Sustainability Fund Financial Summary

5.2.17 Travel, Training and Wellness Fund

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

	Actuals			2014		2015 Rec.
	2011	2012	2013	Budget	YE Est.	
Starting Fund Balance	\$ -	\$ 806	\$ 35,639	\$ 55,639	\$ 78,715	\$ 53,715
Revenues						
American Express Rebate Points	\$ 10,000	\$ 44,350	\$ 47,650	\$ 50,000	\$ 50,000	\$ 50,000
Revenue Total:	\$ 10,000	\$ 44,350	\$ 47,650	\$ 50,000	\$ 50,000	\$ 50,000
Expenditures						
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fringe Benefits	-	-	-	-	-	-
Materials and Supplies	-	8,197	-	-	-	-
Contractual Services	9,194	1,320	4,574	100,000	75,000	100,000
Total Expenditures	\$ 9,194	\$ 9,517	\$ 4,574	\$ 100,000	\$ 75,000	\$ 100,000
Change in Balance	\$ 806	\$ 34,833	\$ 43,076	\$ (50,000)	\$ (25,000)	\$ (50,000)
Ending Fund Balance	\$ 806	\$ 35,639	\$ 78,715	\$ 5,639	\$ 53,715	\$ 3,715

Table 7-17: Travel, Training and Wellness Fund Financial Summary

6. Grants and Programs

6.1 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.

6.2 Grant Summary

Development Customer Services Department

- **Certified Local Government, Illinois Historic Preservation Agency (IHPA) – (\$10,500)**
This grant, sponsored by the Illinois Historic Preservation Agency, will be used to hire a consultant to prepare two historic district nominations to the National Register near I-290, with a local match of 30% (\$7,500).
- **Local Technical Assistance Program, Chicago Metropolitan Agency for Planning – (\$TBD)**
Grant for consultant to coordinate update to current zoning ordinance.
- **Community Development Block Grant - (\$TBD)**
US HUD Annual No Matching Requirements 45 days prior to the end of the previous program year. Purpose of CDBG Grant is to assist low- and moderate-income persons and/or improve designated low- and moderate-income areas. Grant is used for eligible Village of Oak Park projects and eligible activities carried out by local non-profits that apply for a portion of the funds.
- **Cook County PY Change Gap Funding – (\$TBD)**
The fiscal impact to the Village for joining the HOME Consortium and changing our program year is as high as \$130,294 for each program year. This amount includes Village administration costs (up to \$58,116 per year), administration costs for the Oak Park Regional Housing Center (\$16,337 per year) and the estimated financial loss for Village of Oak Park Public Services Sub-recipients of losing three months per year (as much as \$55,841 per year). Cook County is reimbursing the Village for this loss.
- **Emergency Solutions Grant – (\$TBD)**
US HUD Annual Match Requirements for Sub-recipients (Not Village) 45 days prior to the end of the previous program year. Purpose of ESG Grant is to assist homeless persons. Grant is used for eligible projects and activities carried out by local non-profits that apply for the funds.
- **Illinois Housing Development Authority (IHDA) Home Modification Grant – (\$107,000)**
This grant, sponsored by the Illinois Housing Development Authority, would provide funding to offer forgivable loans of up to \$15,000 to homeowners under 50% of Area Median Income for modifications to accommodate age or disability impairments. This grant will supplement our CDBG Revolving Loan Fund for our Single Family Housing Rehabilitation Program.
- **IHDA Trust Fund Emergency Loan Assistance Program – (\$200,000)**
This program, sponsored by the Illinois Housing Development Authority, provides funding to offer forgivable loans of up to \$20,000 to homeowners under 80% of Area Median Income for emergency or major element home repairs. This grant will supplement the Village's CDBG Revolving Loan Fund for our Single Family Housing Rehabilitation Program.
- **Residential Water Conservation Grant – APPLIED - (\$5,000)**
This grant, sponsored by the Oak Park River Forest Community Foundation, would provide funding to offer rebates of up to \$100 to homeowners who install low water use toilets; free water saver kits (\$250) to households to reduce water usage ,low flow shower heads and

faucet aerators. Toilet funding may be supplemented with funding from the Water Fund. The Village will apply for \$5,000.

Fire Department

- **Federal Assistance for Firefighters (AFG) – APPLIED – (\$TBD)**
The department has applied for three separate grants for different uses:
 1. For the purchase of fire protection clothing.
 2. For the purchase of new emergency response vehicles or replace aging vehicles.
 3. To replace the department's self-contained breathing apparatus

Health Department

- **Illinois Department of Public Health (IDPH) 2014 Local Health Protection – (\$63,201)**
To assist in defraying the costs associated with local health protection activities required of certified health departments including food protection and communicable disease control. The grant also supports the contractual arrangements for medical consultation and rodent abatement services.
- **IDPH 2014 Childhood Lead Poisoning Prevention - (\$TBD)**
Specific fees are granted to the Health Department for each inspectional and testing activity carried out by Sanitarians on behalf of the State of Illinois to mitigate lead exposure with lead poisoned children identified in Oak Park.
- **IDPH 2014 Illinois Tobacco Free Communities - (\$23,945)**
To fund tobacco prevention and cessation programming. Defrays partial salary expenses for a Public Health Nurse and will assist in funding a 50% of a part-time nurse-educator.
- **Illinois Department of Human Services (IDHS) 2014 Family Case Management - (\$61,230)**
To assist in funding of a full-time maternal child health nurse to carry out nurse case-management activities on home visits and office visits to medically indigent women and infants to one year of age. In addition, the nurse follows-up on high risk infants referred through the State Adverse Pregnancy Reporting System (APORS).
- **IDHS Teen Pregnancy Prevention 2014 - (\$26,600)**
To pay for costs associated with nursing staff time to present classroom based education to adolescent women; contract with LCSW to provide programming to parents and professional staff.
- **IDPH Cities Readiness Initiative (CRI) 2014 - (\$42,959)**
Federal pass-through funds to pay for costs associated with planning, drilling and training of staff on distribution of the strategic national stockpile of pharmaceuticals in the event of a pandemic or intentional bioterrorism.
- **IDPH West Nile Virus (WNV) Prevention 2014 - (\$10,000)**
To assist in defraying the costs associated with communications strategies, promotional materials and staff time to address West Nile questions and concerns and for epidemiological investigation of human WNV cases.

- **IDPH Dental Sealants 2014 – (\$1,200)**
To pay for costs of dental sealants and oral exams for children eligible for free and reduced lunch program and not on Medicaid. Services are contracted out to The Childrens' Clinic of Oak Park-River Forest Infant Welfare.
- **IDPH Tanning Facilities Inspection 2014 – (\$TBD)**
To pay for costs associated with inspection and permitting of tanning facilities, per the State code, as a delegate agency of the State Health Department.
- **IDPH Body Art Inspection 2014 – (\$TBD)**
To pay for costs associated with inspection and permitting of body art (tattoo) facilities, per the State code, as a delegate agency of the State Health Department.
- **IDPH Public Health Emergency (PHEP) 2014 – (\$52,000)**
Federal pass-through funds to pay for costs associated with planning and training around the public health response to man-made and natural disasters.
- **IDPH HIV Surveillance 2014 – (\$TBD)**
Amount: reimbursed on a fee-for-service basis at a rate of 75% of the application/renewal fee per inspection. Application and renewal fees are \$500 dollars for the establishment and one work station. A \$50 fee is paid for each additional work station. To pay for costs associated with inspection and permitting of body art (tattoo) facilities, per the State code, as a delegate agency of the State Health Department.
- **Cook County Mosquito Vector Prevention - (\$9,110.63),**
Assists in defraying costs associated with an Environmental Health student intern to canvas the community annually to identify areas of mosquito breeding and to educate the public on West Nile prevention.
- **Farmers' Market Link Double Value Coupon – (\$TBD)**
Funding from the Village's Community Development Block Grant program; matches the value of Link Card purchases of up to \$20 per Market day per holder.

Parking and Mobility Services Department

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

Police Department

- **Edward Byrne Memorial: Justice Assistance 2012**
Non-stimulus U.S. Department of Justice 10/1/2008 - 9/30/2015 \$17,151 JAG grant funds, \$0 local match funds Money has been received, nothing spent to date. These funds are dedicated to increasing the use of technology in law enforcement.

- **Edward Byrne Memorial: Justice Assistance 2013**
Non-stimulus U.S. Department of Justice 10/1/2008 - 9/30/2016 \$14,881 JAG grant funds, \$0 local match funds. These funds are dedicated to increasing the use of technology in law enforcement.
- **Edward Byrne Memorial: Justice Assistance 2014**
Non-stimulus U.S. Department of Justice 10/1/2014 - 9/30/2017 \$11,822 JAG grant funds, \$678 local match funds. These funds are dedicated to increasing the use of technology in law enforcement.
- **Drug Enforcement Agency (DEA) Overtime - (\$17,500)**
These funds serve as contributions to overtime of OPPD officers assigned to Drug Enforcement financial investigations.
- **Regional Computer Forensics Laboratory (RCFL) Overtime - (\$17,500)**
These funds serve as contribution to overtime of OPPD officer assigned to the Chicago Regional Computer Forensics Laboratory division of the FBI.
- **Sustained Traffic Enforcement Program (STEP) - (\$35,000)**
These funds subsidize both Roadside Safety Checks (DUI) and Safety Belt Enforcement Zone enforcement during holiday periods.
- **Bulletproof Vest - (\$8,000- 10,000)**
This 50% matching grant supports reimbursement of bulletproof vests for new hires and a 5-year vest rotational program.
- **Tobacco Enforcement - (\$3,520)**
This program provides resources related to tobacco use education materials and the identification of retailers selling tobacco products to minors.
- **Federal Racketeer Influenced and Corrupt Organizations (RICO) - (\$150,000)**
These proceeds are from forfeitures and seizures of vehicles, property, and monies associated with drug-related activities.
- **State Racketeer Influenced and Corrupt Organizations (RICO) - (\$TBD)**
These proceeds are from forfeitures and seizures of vehicles, property, and monies associated with drug-related activities.

Public Works Department

- **Keep America Beautiful – (\$6,000)**
Programs or projects must be related to waste reduction, litter prevention or beautification and outline the environmental benefits to the community. During the past few years, this grant has paid for the program manager to attend the annual KIB meeting in Springfield and the annual KAB conference.

- **Transportation Community System Preservation (TCSP) Program - (\$1,127,240)**
An existing grant has been awarded to the Village in 2012 from the Transportation Community System Preservation (TCSP) Program for streetscape upgrades on South Blvd from Harlem to Marion. The total grant funds are \$1,127,240. The FY2014 budget has \$50,000 of these funds allocated for phase II engineering. These funds will be carried into 2015. The project is currently in phase I of design, with phase I design anticipated to be in 2015, and construction of the streetscape portion of the project is anticipated to be in 2016. The water and sewer portion of the project will be coordinated with a private development at this location and is anticipated to be constructed separately from the streetscape project in 2015.
- **CMAQ Grant - Bike Parking Facilities - (\$60,000)**
An existing grant has been awarded to the Village from Congestion Mitigation and Air Quality (CMAQ) to provide Bike Parking at the Green Line and Blue Line stations. The total funds being provided in 2015 are \$60,000. These funds will be used to cover the Villages share of construction.
- **CMAQ Grant - Madison Street Bike Lanes – (\$TBD)**
An existing grant has been awarded to the Village from Congestion Mitigation and Air Quality (CMAQ) to provide a Bike lane along Madison Street. The total funds provided in 2015 budget would need to include 20% match for Phase I /II/III Engineering and construction which totals \$118,000. The project is currently deferred as funds have sunset. Each project phase would need to be reinstated by the CMAQ committee.
- **Surface Transportation Program (STP) – Chicago Ave – (\$75,000)**
Request for Federal Highway funding processed through the Council of Mayors for resurfacing of Chicago Ave. The 2015 budget includes the Phase II engineering which totals \$75,000 (no grant match shown). Construction is scheduled for 2016 with an estimated Village's share of \$500,000 for the resurfacing (shown with 20% match). Funds for potential streetscaping engineering and improvements are currently not budgeted. Design engineering can be funded with STP funds with the Village paying a 20% share. Using STP funds for design engineering changes the match requirements for construction to 70/30.
- **Safe Routes to School Grant (SRTS) – LED Countdown Pedestrian Signal & Traffic Controller Up – (\$TBD)**
In 2014 the Village applied for a SRTS grant to upgrade 26 signals in the Village with pedestrian countdown signals and controller upgrades. The total funds provided in 2015 budget would need to include 20% match for Phase II/III Engineering and construction which totals \$35,000 should the grant be awarded.
- **CMAQ Grant - HAWK Signal Installation – (\$TBD)**
An existing grant has been awarded to the Village from Congestion Mitigation and Air Quality (CMAQ) to provide a HAWK Signal at the intersection of Chicago Ave and Harvey. The total funds provided in 2015 budget would need to include 20% match for Phase II/III Engineering and construction which totals \$47,000.

- **Surface Transportation Program (STP) – (\$TBD)**
Request for Federal Highway funding for Ridgeland Ave. is processed through the Council of Mayors. The 2014 budget estimate for expenditure of funds is Phase III Engineering (\$30,000) and Construction (\$406,000). Remaining funds will be carried over via a budget amendment in 2015.

Grant Funding Summary

<u>Department</u>	<u>Grant Title</u>	<u>\$ Amount</u>
Development Customer Services		
	Residential Water Conservation	\$ 5,000
	Certified Local Government IHPA	10,500
	IHDA Home	107,000
	IHDA Trust Fund	200,000
	Local Technical Assistance	TBD
	Community Development Block Grant	TBD
	Cook County PY Change Funding	TBD
	Emergency Solutions Grant	TBD
Fire Department		
	Federal Assistance	TBD
Health Department		
	IDPH Dental Sealants	\$ 1,200
	Cook County Mosquito	9,111
	IDPH West Nile	10,000
	IDPH Illinois Tobacco	23,945
	IDHS Teen Pregnancy	26,600
	IDPH Cities Readiness	42,959
	IDPH Public Health Emergency	52,000
	IDHS Family Case Management	61,230
	IDPH Local Health Protection	63,201
	IDPH Childhood Lead	TBD
	IDPH Tanning Facilities	TBD
	IDPH Body Art	TBD
	IDPH HIV Surveillance	TBD
	Farmers' Market LINK	TBD

<u>Department</u>	<u>Grant Title</u>	<u>\$ Amount</u>
Parking and Mobility Services		
	EV Charging Station	TBD
Police Department		
	Tobacco Enforcement	\$ 3,520
	DEA Overtime	17,500
	RCFL Overtime	17,500
	STEP Overtime	35,000
	Federal RICO	150,000
	Edward Byrne Memorial	TBD
	Bulletproof Vests	TBD
	State RICO	TBD
Public Works Department		
	Keep America Beautiful	\$ 6,000
	CMAQ Bike Parking	60,000
	STP - Chicago Ave.	75,000
	TCSP Program	1,127,240
	CMAQ Madison Bike Lanes	TBD
	Safe Routes	TBD
	CMAQ - HAWK signals	TBD
	STP	TBD

Appendix A: Glossary

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

If you would like to see additional terms defined, please email them to clesner@oak-park.us.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Appendix B: The MAP Program

The following is a summary of the MAP Program- the Village of Oak Park's Performance Management Program. This program summary is intended to provide Village stakeholders with a general understanding of the goals of the program and the current activities that the Village is taking to realize the goals of the program. The MAP program is entering the third phase of development in 2015.

Introduction

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

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

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

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

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

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

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

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

Program Overview

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

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

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

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

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

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

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

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

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

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

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

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

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

The phased approach is an effective manner to mitigate the significant risks of failure that are common in organizational improvement initiatives such as this, by allowing the Village to learn from initial program activities and modify its approach as necessary. This approach stands in contrast to the enterprise-wide or "big bang" deployment approach, in which all Village departments and service providers would be deployed into the program concurrently. Within the "big bang" approach, the Village would be required to deploy a significant amount of resources and would require Village stakeholders to absorb a significant amount of change, all within a very short time frame. While the big bang approach has the advantage of a shorter completion timeframe, the approach has a high level of risk. Given the challenges of the Village's previous performance measurement initiative, it is critical that we incorporate the time and effort to nimbly respond to issues, and thereby mitigate risk. While the phased approach may have a longer initial timeline for Village-wide completion, the risks are much lower and manageable, compared to the "big bang" approach.

Program Implementation Approach. The MAP program will be implemented in two phases: the **Development Phase** and the **Execution and Evaluation Phase**.

Development Phase: Village staff members and stakeholders worked to develop the framework and structure of the MAP Program, and to establish the program's processes and approaches. Particularly, the following activities occurred during the development phase:

- Built organizational alignment among impacted service manager and Village Board Leadership
- Refined existing "baseline" performance measures and metrics
- Established approaches to quantify and measure performance metrics
- Established preliminary performance targets
- Established performance evaluation approaches
- Developed performance improvement processes
- Developed the policies that will guide MAP activities
- Developed an approach to align the MAP Program with the Village's Budgeting Process

Refer to the Technical Approach subsection for a summary of the activities that will occur during the Development Phase.

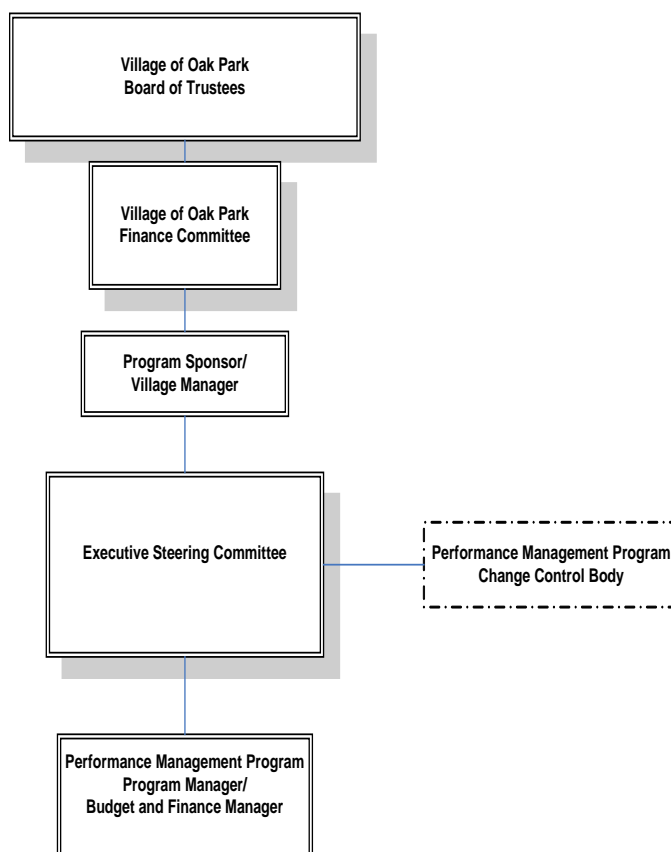
Execution and Evaluation Phase: During the Execution and Evaluation Phase, the MAP Program will be deployed to the selected departments, and will be evaluated and refined as necessary. Particularly, the following activities will occur during the Execution and Evaluation Phase:

- MAP Program staff will establish measures to assess the effectiveness of the MAP Program
- Departments will execute activities to measure performance
- Departments will report regularly on performance outputs and outcomes to Program Leadership and Board Leadership
- MAP Program leadership will work with department leadership to evaluate performance and determine next steps
- As needed, MAP Leadership will work with departments to develop and deploy performance improvement processes
- MAP Program staff will work with Board leadership to evaluate the MAP Program's effectiveness, and will make improvements as necessary

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

Governance Structure

Village of Oak Park MAP Program Organizational Chart



Village of Oak Park MAP Program Organizational Chart

Above is the Village of Oak Park MAP Program Organizational Chart, which illustrates the program's governance structure during the Development Phase of the program. As the program transitions from the Development Phase to the Execution and Evaluation Phase, the Program will evaluate the current governance structure, and may revise the structure as necessary. The following is a description of the roles that will be performed by members of the governance body.

Village of Oak Park Board of Trustees. The Village of Oak Park Board of Trustees serves as the highest decision-making body for the MAP Program, and ultimately approves the MAP program's proposed performance measures, indicators and targets.

Village of Oak Park Finance Committee. The Village of Oak Park Finance Committee provides strategic guidance and insight to the MAP Executive Steering Committee as to the types of indicators, measures and targets that are most important to Village citizens and community stakeholders. Once performance indicators and targets have been reviewed and approved by the Finance Committee, the Finance Committee then serves as a program advocate to the Board of Trustees.

MAP Program Sponsor. The **MAP Program Sponsor** serves as the Village-wide champion of the program, providing strategic guidance to the MAP Executive Steering Committee and ensuring that resources are made available to support MAP Program activities.

MAP Program Executive Steering Committee. The **MAP Executive Steering Committee** establishes the Program's strategic goals and priorities, and makes program decisions, based upon analysis from program staff, the Change Control Body and other information sources.

MAP Change Control Body. The **Change Control Body (CCB)** serves as a decision-making forum for high-impact issues that need to be escalated for resolution during the course of the program. The membership of the CCB consists of the Program Sponsor, the Assistant Village Manager, the Chief Financial Officer and the MAP Program Manager. As changes are proposed to the program scope, schedule and budget, this group's function is to review and assess the impacts of such proposed changes, and to provide analysis and recommendations to the Executive Steering Committee.

MAP Program Manager. The **MAP Program Manager** is responsible for the day-to-day management of program-related activities, and for providing analysis and recommendations to the Executive Steering Committee regarding issues that may impact program success.

The following is a summary of the roles and responsibilities for the MAP Program's Governance Body during the Program's Development Phase.

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

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

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

Role Summary of MAP Program Governance Body

Technical Approach

The following is a summary of the high-level activities that Program staff will perform during the Development Phase of the Program.

1. **Conduct Project Kick-off activities-** During the Program Kick-off, we will perform the following activities:
 - Develop a draft technical approach and a recommended project timeline
 - Meet with Village Manager's Office leadership to discuss and clarify project goals, activities and timelines
 - Present the draft technical approach and recommended timeline to the Village Finance Committee and the Board of Trustees for feedback and direction.
 - Update the draft technical approach and project timeline to reflect the feedback that is received from the Board leadership
 - Review existing performance management documentation and artifacts
 - Confer with performance measurement organizations, including the International City/County Management Association (ICMA) to understand current trends in performance measurement.
2. **Develop the draft Program Charter-** The MAP Charter is a document that describes the high-level goals and objectives of the program; that clarifies the program's governance structure, and that identifies the roles and responsibilities of project participants and stakeholders.
3. **Conduct visioning sessions with key stakeholders-** To receive strategic feedback and direction from the Village's key stakeholders, program staff will conduct visioning sessions with the Village Board leadership and with departmental executive leadership. During the visioning sessions, discussion topics will include:
 - Provide overview of the program development process, including program scope, approach, timeline and expectations
 - Review and validate the draft Program Charter
 - Discuss high-level issues and considerations
 - Conclusion and next steps

During the visioning sessions, Village staff will take notes, and will provide session participants with the notes to clarify and validate the information that was discussed.

4. **Develop Program Outline.** Village staff will develop a draft outline of the performance management program document. The outline will include a summary and description of the program elements that will be incorporated into the actual program document. This outline

will be used to facilitate discussion and to build consensus among stakeholders regarding the information that should be covered within the program.

5. **Conduct departmental interviews and focus groups.** Village staff will conduct interviews and focus groups with departmental leadership to acquire an organization-wide and department-specific understanding of the factors and issues that may impact the performance management process. During the interviews and focus groups, discussion topics will include:

- Understand key business processes and performance drivers
- Discuss and identify key performance indicators and the factors the impact such indicators
- Understand any considerations and/or issues that may impact the success of the performance management program

During interviews and focus group discussions, Village staff will take notes, and will provide participants with the notes to clarify and validate the information that was discussed. Conversations among department staff will be confidential to promote candor and the sharing of accurate information.

6. **Present findings and recommendations.** After completing department interviews and focus group discussions, Village staff will summarize and analyze the findings. We will then present major findings and issues to Village stakeholders. We will also present recommendations that will guide the program development process. This discussion will also be used to gain consensus on various administrative aspects of the program.

7. **Develop the draft Performance Management Program.** Based on a review of existing performance management documentation and the findings of the stakeholder interviews and focus groups, Village staff will develop a draft Performance Management Program. While the scope of the performance management program will be determined by the Village leadership, the draft program may include the following components:

- Program policies and guidelines
- Department service plan development procedures
- Department-specific performance metrics and targets
- Performance measure reporting procedures
- Performance evaluation policies and procedures
- Performance improvement policies and procedures

8. **Review and validate the draft Performance Management Program.** Upon developing the draft Performance Management Program, Village staff will work with Village executive stakeholders to validate and refine the program, by meeting key executive stakeholders to obtain their feedback and recommended revisions. Upon receiving this feedback, Village staff will update the document accordingly.

Baseline Performance Measures

As indicated in the technical approach, program the first phase of pilot departments have developed performance measures and performance targets that they will be presented within the MAP program structure. These were the foundation for Governance Priorities and which are incorporated into the 2014 Budget.

While the Village Board understands that departments will continue to come on line in both FY14 and FY15 so that all Governance Priorities will not be established and therefore incorporated into the Budget until FY16, this MAP summary is included to highlight progress to date with the MAP program and to continue to notify Village stakeholders of the program's existence. As Governance Priorities are established, Departments must move to establish Baseline Performance Measures.

The following is a brief description of performance measurement terms that will be used throughout the program:

Performance measures- Performance measures are the processes and/or activities that are selected to evaluate performance within a specific service or activity. (e.g.- Street and Alley Pavement Condition). Effective measures typically have the following characteristics:

- **Department relevance-** directly related to the department's mission and objectives
- **Customer relevance-** reflective of the "customer's" (e.g.- citizens or fellow departments) desired scope and level of service
- **Controllable-** the ability to affect the measure is directly within the purview of the department's scope of work
- **Measurable-** The measure can be quantified in an objective manner and within reasonable costs to the organization

Performance metrics- (Sometimes referred to as Key Performance Indicators or KPI's)Performance metrics are the quantifiable elements of performance measures, by which measures can be objectively evaluated, based upon established and standardized units of measure (e.g.- Street and Alley Pavement Condition Index: 0-100)

Performance targets- Performance targets are the goals that are established by service managers and stakeholders, which reflect the selected level of performance, and are reflected by the established performance metrics (e.g.- Target Street and Alley Pavement Condition Level: 75)

Performance Indicators- Performance indicators are established (usually quantifiable) metrics that reflect a certain condition or level of performance. Performance indicators are different from metrics, in that performance indicators may or may not be directly impacted by activities within the purview of service departments. While "actionable" indicators (e.g.- performance metrics) are sufficiently in a department's control to affect change, other indicators may not be in such control (e.g.- sales tax generation).

The following is a summary of performance measures for each of the pilot departments. The summary includes both measures directly related to the service activities of the department, as well as performance indicators, which, though relevant to service activities, may or may not be within the purview of departmental functions.

Rather than providing an exhaustive list of performance measures, departments were asked to limit their measures to no more than four key measures per service division. With this parameter, smaller divisions such as the Division of Business Services, may only have four measures, while the Department of Public Works, which has seven general fund divisions, has presented significantly more. While departments have limited their submittals of performance measures, a number of departments indicated that they may use many other critical measures within their day-to-work activities. Given the guidance that we have received from the Board, departments have included a number of efficiency measures within their submittal.

Assumptions and Constraints

The following are a number of assumptions and considerations that will guide the MAP Program activities:

- **Program governance:**
 - Village leadership will provide clear and consistent guidance in a timely manner
- **Program Scope and Timeline:**
 - The current timeline for program development is based upon a number of assumptions related to the scope of the work effort. In the event that there are changes to the current scope of work (e.g.- activities are delayed or activities are expanded), this will likely have an impact on the development timeline.
- **Review period:**
 - Village Manager's Office (VMO) staff review of deliverables will occur within 2- 5 business days
 - Village Board review of deliverables will occur within 5- business days or as schedules/agendas timelines allow
- **Staffing dedication:**
 - Village staff dedication to program development activities will fluctuate between 50% - 75% throughout the duration of the program development process
 - During periods of the program development effort (e.g.- interviews and focus groups), additional staff may be required to provide administrative support (e.g.- note-taking, meeting coordination).
 - Board and executive leadership staff will be reasonably available to meet to discuss performance management issues.

Appendix B-1- Steering Committee Roster

The following is a summary of the current MAP Program Steering Committee Membership*

Cara Pavlicek , Village Manager Village Manager's Office	Chair, Steering Committee
Tammie Grossman , Director Development Customer Services Department	Member, Steering Committee
Craig Lesner , Chief Financial Officer Finance Department	Member, Steering Committee
Thomas Ebsen , Chief Fire Department	Member, Steering Committee
Alvin Nepomuceno , Director Information Technology	Member, Steering Committee
Rick Tanksley , Chief Police Department	Member, Steering Committee
John Wielebnicki , Director Public Works Department	Member, Steering Committee

Appendix C: Supplemental Information

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

- Demographic and Economic Information
- Economic and Financial Profile
- Adopted Fund Balance Policy
- Pension Summary
- General Fund Expenditure Trend, with and without Pension Costs
- Annual Pension Expenditures
- Principal Employers in the Village of Oak Park
- Principal Property Tax Payers in the Village of Oak Park
- Summary of Village Property Tax Levy, by Year
- Property Tax Growth Trend
- Assessed Valuation, By Year
- Debt to Maturity Schedule
- Village Bond Rating

Demographic and Economic Information

Fiscal Year	Population	Personal Income	Per Capita Personal Income	Unemployment Rate
2004	52,524	\$ 1,908,722,160	\$ 36,340	4.6%
2005	52,524	1,908,722,160	36,340	4.2%
2006	52,524	2,097,561,070	39,935	3.2%
2007	52,524	2,097,561,070	39,935	3.5%
2008	52,524	2,097,561,070	39,935	4.5%
2009	52,524	2,097,561,070	39,935	7.5%
2010	52,524	2,342,291,700	39,935	6.2%
2011	52,104	2,342,291,700	44,954	6.5%
2012	52,104	2,342,291,700	44,954	6.2%
2013	52,104	2,342,291,700	44,954	6.0%

Source:

Illinois Department of Employment (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 21ST day of May 2012 pursuant to a roll call vote as follows:

AYES: Trustees Johnson, Lueck and Tucker; President Pope

NAYS: None

ABSENT: Trustees Brewer, Hedges and Salzman

APPROVED by me this _____ day of May 2012.

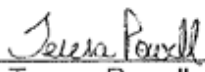
RESOLUTION TO ADOPT THE FUND BALANCE POLICY

-page 2-



David G. Pope
Village President

ATTEST:



Teresa Powell
Village Clerk

Pension Summary

Plan Descriptions

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

Illinois Municipal Retirement Fund

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

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

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

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

Police Pension Plan

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

At December 31, 2012, the Police Pension Plan membership consisted of:

Retirees and beneficiaries currently receiving benefits	124
Terminated employees entitled to benefits but not yet receiving them	1
Current employees	
Vested	82
Nonvested	28
	<hr/>
TOTAL	<u>235</u>

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

Tier 2 employees (those hired on or after January 1, 2011) attaining the age of 55 or older with ten or more years of creditable service are entitled to receive an annual retirement benefit equal to the average monthly salary obtained by dividing the total salary of the police officer during the 96 consecutive months of service within the last 120 months of service in which the total salary was the highest by the number of months of service in that period. Police officers' salary for pension purposes is capped at \$106,800, plus the lesser of ½ of the annual change in the Consumer Price Index or 3.00% compounded. The annual benefit shall be increased by 2.50% of such salary for each additional year of service over 20 years up to 30 years to a maximum of 75.00% of such salary. Employees with at least ten years may retire at or after age 50 and receive a reduced benefit (i.e., ½% for each month under 55).

The monthly benefit of a Tier 2 police officer shall be increased annually at age 60 on the January 1st after the police officer retires, or the first anniversary of the pension starting date, whichever is later. Noncompounding increases occur annually, each January thereafter. The increase is the lesser of 3.00% or ½ of the change in the Consumer Price Index for the proceeding calendar year.

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

Effective January 1, 2011, the Village has until the year 2040 to fund 90% of the past service cost for the Police Pension Plan. For the year ended December 31, 2011, the funded ratio was 61.80%.

Firefighters' Pension Plan

Fire sworn personnel are covered by the Firefighters' Pension Plan which is a defined benefit single-employer pension plan. Although this is a single-employer pension plan, the defined benefits as well as the employee and employer contributions levels are mandated by Illinois Compiled Statutes (Chapter 40 - Article 5/4) and may be amended only by the Illinois legislature. The Village accounts for the plan as a pension trust fund. The Firefighters' Pension Plan does not issue separate financial statements.

At December 31, 2012, the Fire Pension Plan membership consisted of:

Retirees and beneficiaries currently receiving benefits	105
Terminated employees entitled to benefits but not yet receiving them	1
Current employees	
Vested	38
Nonvested	23
	<hr/>
TOTAL	167
	<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 1st after the firefighter retires, or the first anniversary of the pension

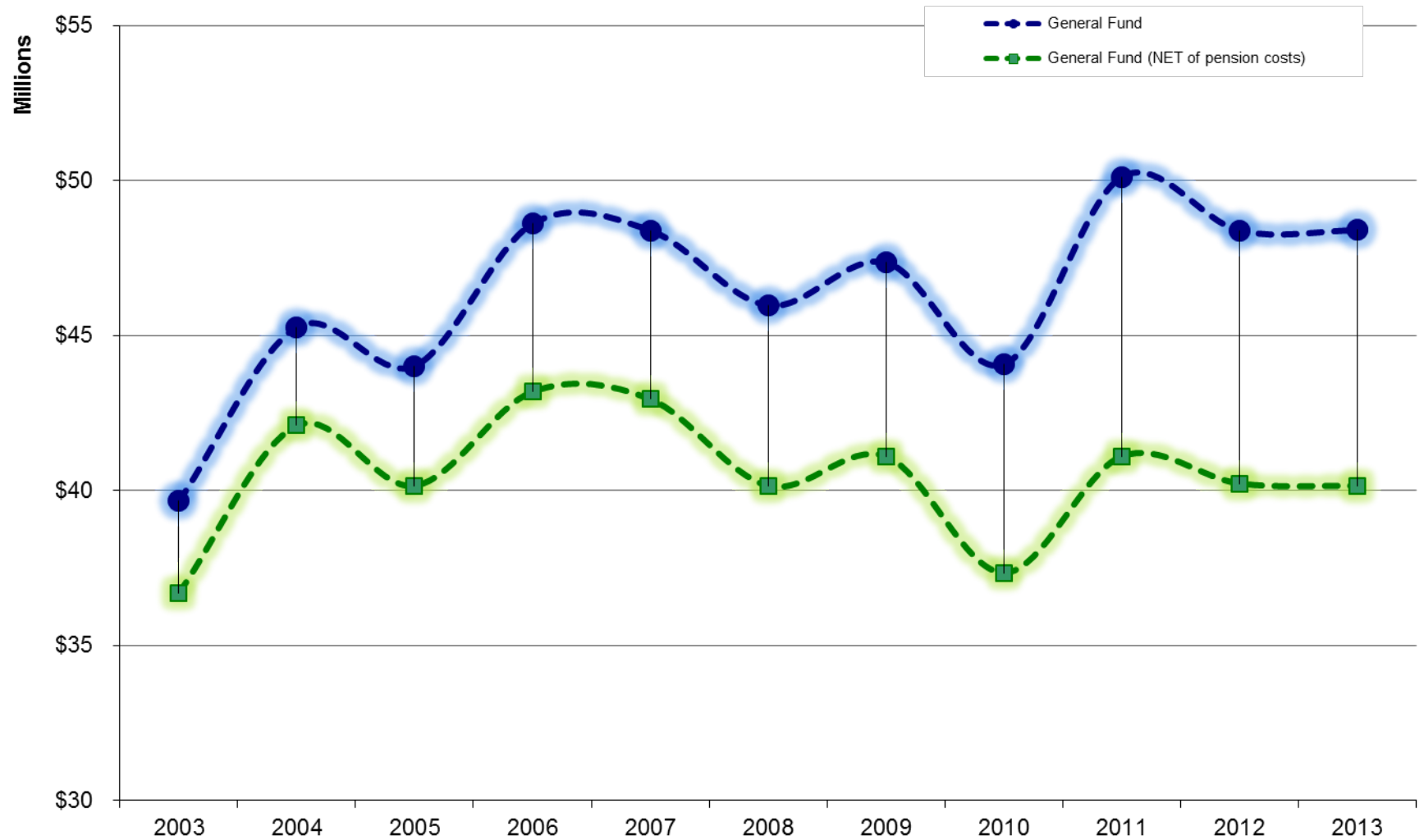
starting date, whichever is later. Noncompounding increases occur annually, each January thereafter. The increase is the lesser of 3.00% or ½ of the change in the Consumer Price Index for the proceeding calendar year.

Covered employees are required to contribute 9.455% of their base salary to the Firefighters' Pension Plan. If an employee leaves covered employment with less than 20 years of service, accumulated employee contributions may be refunded without accumulated interest. The Village is required to finance the Firefighters' Pension Plan as actuarially determined by an enrolled actuary. Effective January 1, 2011, the Village has until the year 2040 to fund 90% of the past services costs for the Firefighters' Pension Plan. For the year ended December 31, 2012, the Village's contribution was 54.47% of covered payroll.

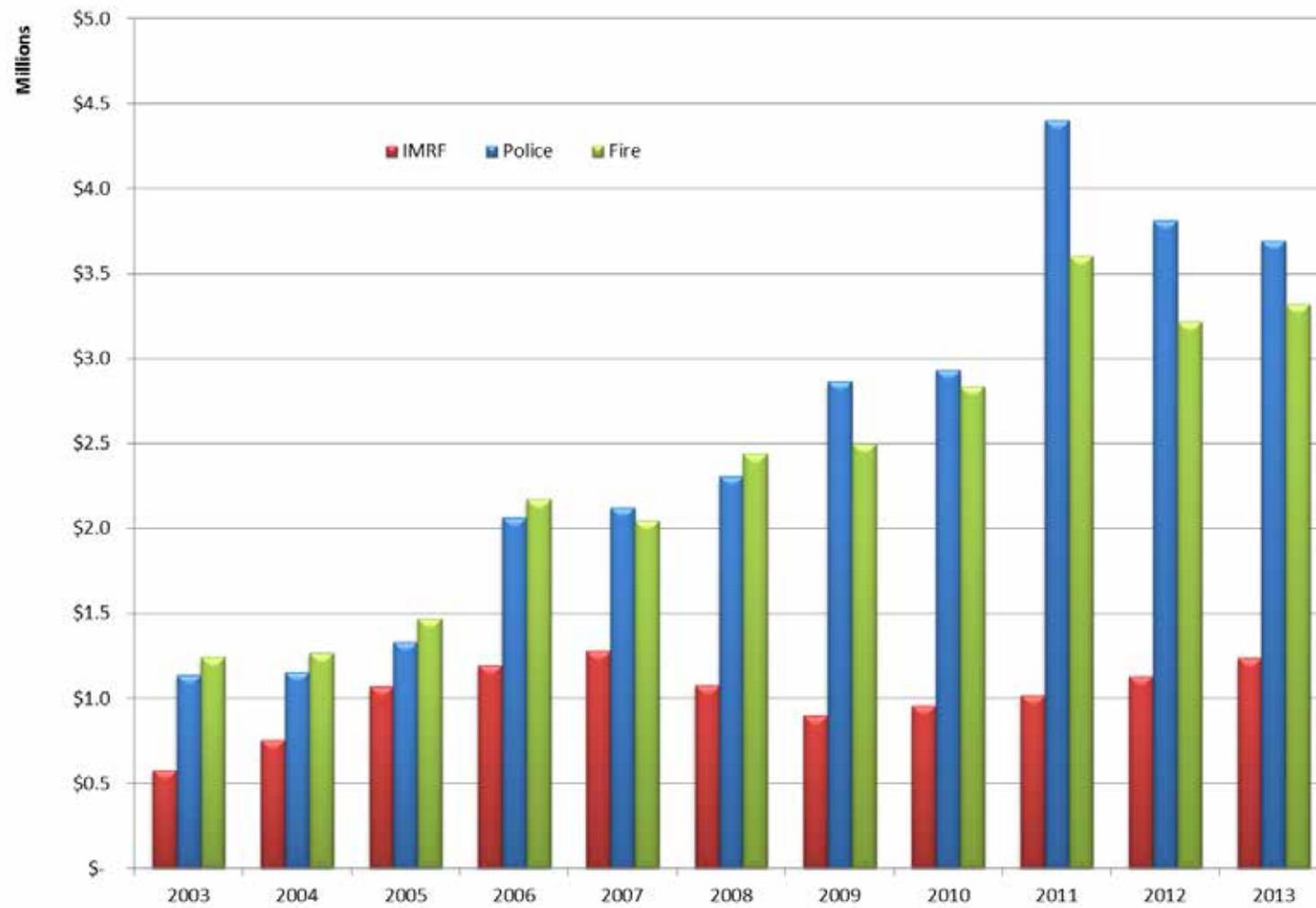
	Municipal Retirement*	Police Pension	Firefighters' Pension
Actuarial accrued liability (AAL)	\$ 41,482,935	\$ 123,975,581	\$ 84,464,421
Actuarial value of plan assets	34,033,110	75,288,859	39,662,677
Unfunded actuarial accrued liability (UAAL)	7,449,825	48,686,722	44,801,744
Funded ratio (actuarial value of plan assets/AAL)	82.04%	60.73%	46.96%
Covered payroll (active plan members)	\$ 13,926,393	\$ 9,521,857	\$ 5,525,407
UAAL as a percentage of covered payroll	53.49%	511.32%	810.83%

*Includes Oak Park Public Library

General Fund Expenditure Trends, With and Without Pension Costs 2003 – 2013



Annual Pension Expenditures 2003 - 2013



Principal Employers in the Village of Oak Park

Employer	Employees	Rank	% of Total City Population	Employees	Rank	% of Total City Population
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
TOTAL	5,127		9.85%	-		0.00%

N/A - Information not available

Data Source

Oak Park Development Corporation

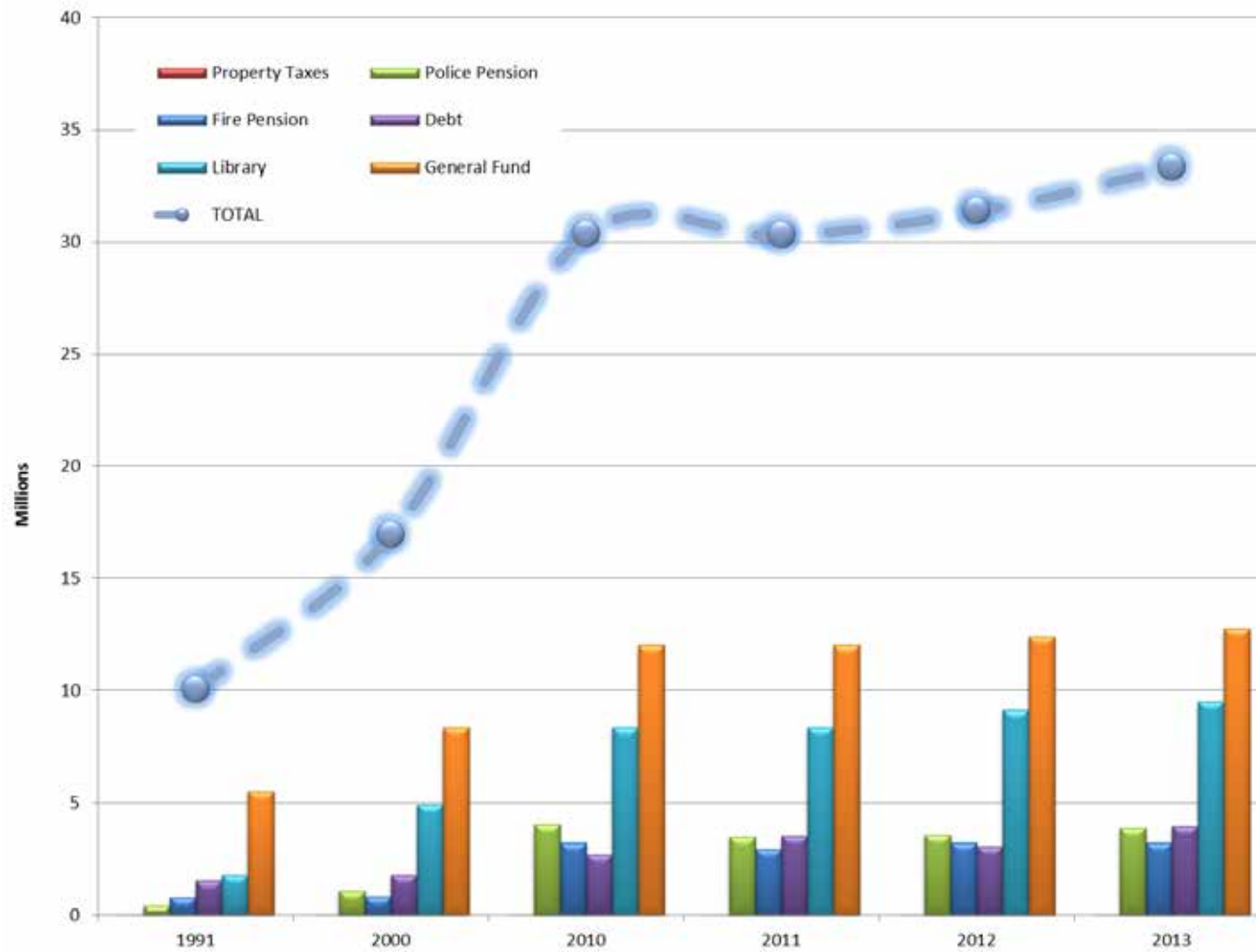
Principal Property Tax Payers in the Village of Oak Park

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%
Totals	\$ 57,075,405		3.88%	58,242,423		5.20%

Summary of Village Property Tax Levy, by Year

Levy Year	Tax Levied	Collected within the FY of the Levy		Collections in Subsequent Years	Total Collections to Date	
		Amount	Percentage of Levy		Amount	Percentage of Levy
2003	\$ 13,373,940	\$ 12,864,966	96.19%	\$ 295,227	\$ 13,160,193	98.40%
2004	13,723,290	13,246,169	96.52%	274,568	13,520,737	98.52%
2005	15,791,972	15,277,213	96.74%	66,708	15,343,921	97.16%
2006	16,350,346	15,690,900	95.97%	332,123	16,023,023	98.00%
2007	17,377,716	16,393,437	94.34%	666,998	17,060,435	98.17%
2008	19,270,178	18,582,542	96.43%	285,585	18,868,127	97.91%
2009	20,703,295	20,095,532	97.06%	289,336	20,384,868	98.46%
2010	22,004,258	21,530,147	97.85%	274,751	21,804,898	99.09%
2011	22,694,817	21,659,448	95.44%	175,695	21,835,143	96.21%
2012	22,974,294	22,625,791	98.48%	-	22,625,791	98.48%

Property Tax Growth Trend 1991 - 2013



Recommended Budget

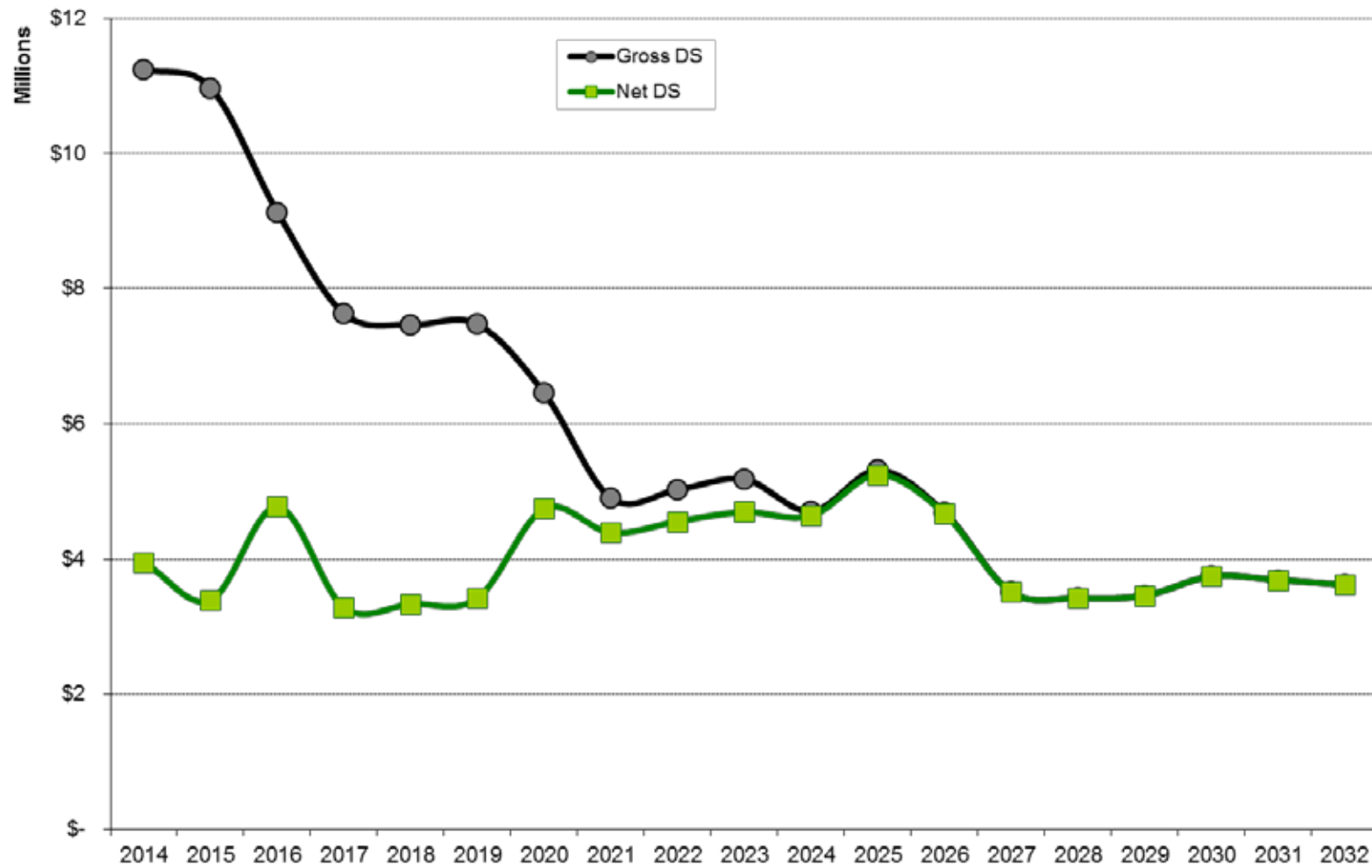
November 13, 2014

Assessed Valuation, By Year

Levy Year	Residential	Commercial	Industrial	Railroad	Total Taxable Assessed Value	Total Direct Tax Rate	Estimated Actual Taxable Value	Estimated Actual Taxable Value
2003	\$ 895,967,113	\$ 202,141,145	\$ 25,562,414	\$ 267,900	\$ 1,123,938,572	1.828	\$ 3,371,815,716	33.33%
2004	940,717,151	184,675,061	26,153,732	273,530	1,151,819,474	1.903	3,455,458,422	33.33%
2005	1,230,924,000	218,260,356	31,965,405	273,548	1,481,423,309	1.569	4,444,269,927	33.33%
2006	1,229,516,467	203,874,642	28,320,767	277,437	1,461,989,313	1.640	4,385,967,939	33.33%
2007	1,318,955,662	206,980,812	12,002,786	304,493	1,538,243,753	1.640	4,614,731,259	33.33%
2008	1,493,056,882	234,302,134	12,898,935	343,524	1,740,601,475	1.563	5,221,804,425	33.33%
2009	1,581,807,173	248,229,522	13,665,674	399,947	1,844,102,316	1.567	5,532,306,948	33.33%
2010	1,587,350,909	249,099,488	13,713,568	485,843	1,850,649,808	1.640	5,551,949,424	33.33%
2011	1,369,603,970	214,928,940	11,832,391	538,498	1,596,903,799	1.979	4,790,711,397	33.33%
2012	1,260,829,189	197,859,152	10,892,655	581,655	1,470,162,651	2.204	4,410,487,953	33.33%

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