

MEMORANDUM

TO: President Turry and Board of Trustees

FROM: Timothy C. Wiberg, Village Manager

DATE: February 7, 2013

SUBJECT: **Village Board Budget Workshop**

As a reminder, we have scheduled the FY 2013/14 Budget Workshop for February 13 beginning at **6:00 p.m.** in the **Council Chambers**.

Please use this memorandum as a guide to the information that is being provided for the Workshop. There are links contained in this memo that will bring you to the pertinent background data for each item that will be discussed. The PowerPoint presentation serves as a summary of the information that will be discussed at the meeting.

The objective of the workshop is for staff to summarize the budget preparation process and to obtain general policy direction from the Village Board on issues that will impact the expenditures and revenues to be included in the FY2013/14 budget. The purpose of the meeting is not to discuss specific budgets for specific departments. That discussion can occur at subsequent meetings of either the entire Village Board or Finance Committee.

Village Board members are requested to review the information that follows:

- I) **Agenda** – [Attached](#) is the agenda for the Budget Workshop.
- II) **FY 2012/13 Departmental Goals Status and Proposed FY 2013/14 Departmental Goals** – As part of last year’s budget process, goals for each department were incorporated into the budget document. [Attached](#) is a document that provides a summary of the status of completion of each of the goals. In addition, this document contains the proposed departmental goals for pursuit during the next fiscal year. These goals articulate significant policy/program initiatives that staff is proposing, many of which will require funding to be included in the Fiscal Year 2013/14 budget.

Since time on Wednesday evening will be limited, I do not plan on devoting a substantial amount of time to discuss either the status of the current year’s goals, or the goals proposed for FY2013/14. If any Village Board member has questions or concerns with regards to any of the goals, time can be set aside to address the issues.

- III) Budget Workshop PowerPoint Presentation** – [Attached](#) is the presentation that will be discussed on Wednesday evening. There are many key decisions that will need to be made by the Village Board in order for staff to complete the budget preparation process. Each issue will be thoroughly discussed and appropriate department heads will be available for questions.
- IV) Significant Capital Expenditures Included in the Draft Budget** – Staff has identified several large capital improvement needs. Despite the recent economic challenges the Village Board has consistently directed staff to ensure our most pressing capital needs be addressed to ensure future years do not become overburdened with capital items. Staff has continued the Village’s replacement policy for capital equipment and the draft budget includes these items. Please find below a summary of items that are either new or have not been routinely purchased by the Village:
- 1) Purchase of a new small bucket truck for Public Works - \$75,000 – This would be a new addition to the Public Works fleet. [Attached](#) is a memorandum from the Assistant to the Public Works Director summarizing the rationale for this purchase.
 - 2) Replacement of air packs for the Fire Department – \$140,000 – For two years staff has applied for grant funding for these critical life/safety equipment for our Fire Department. We have been unsuccessful in securing grant funding. [Attached](#) is a memorandum from the Fire Chief summarizing the rationale for this purchase.
 - 3) Implementation of online broadcast of cable channel - \$6,000 – Village staff continues to seek out ways to keep our citizenry better informed of Village activities. This initiative would allow 24-hour streaming of our cable channel and allow the public to view public meetings live, as they are televised. [Attached](#) is a memorandum from the Management Analyst regarding this initiative.
- V) Vehicle Replacement Policy** – The Village invests heavily in vehicles for the Public Works and Police Departments. At last year’s Budget Workshop, a Trustee requested that staff present the criteria used to determine when vehicles are recommended for replacement. [Attached](#) are memos from the Police Chief and Assistant to the Public Works Director which summarize the rationale staff utilizes in determining when vehicles should be replaced.
- VI) Discretionary Expenditure Not Included in the Draft Budget – \$35,000** - In its Strategic Plan, the Village Board included the goal for the Village to undertake a branding process to implement a unique “Lincolnwood” brand and identity for the Village. [Attached](#) is a memorandum from the Assistant Village Manager summarizing the options for pursuing a brand.
- VII) Executive Session** – The Village Manager will request an Executive Session to discuss personnel items.

Staff is encouraged that the local economy has continued its gradual recovery. However, the need to be diligent certainly remains. Staff is prepared to discuss the major issues involved and outline for the Village Board how staff is recommending we balance next year's budget.

If you should have any questions concerning these matters, please feel free to contact me.

**VILLAGE OF LINCOLNWOOD
PRESIDENT AND BOARD OF TRUSTEES
COMMITTEE OF THE WHOLE MEETING
BUDGET WORKSHOP
VILLAGE HALL COUNCIL CHAMBERS
6:00 P.M., FEBRUARY 13, 2013**

AGENDA

- I) Call to Order
- II) Roll Call
- III) Regular Business
 - 1) Discussion Concerning the Village's Fiscal Year 2012/13 Year-End Projections
 - 2) Discussion Concerning the Village's Fiscal Year 2013/14 Financial Forecast
 - 3) Discussion Concerning Fiscal Year 2013/14 Discretionary Spending
- IV) Executive Session to Discuss Personnel
- V) Adjournment

Posted: February 7, 2013

Village of Lincolnwood – Organizational Goals

Village Manager’s Office

Department/Activity Description

The Village Manager serves as the Chief Administrative Officer of the Village. The position was created by the President and Board of Trustees by Ordinance which enumerates the specific responsibilities of the Village Manager. The Village Manager is responsible for the overall management and operations of the Village. Purchasing, personnel management, oversight of the budgeting process, contract negotiations, coordination of services to residents, enforcement of the Village Ordinances, and responses to requests for services and inquiries are conducted by the Village Manager’s Office.

The Department is staffed by five full-time personnel.

Prior Year’s Goals Status

- 1) The Village Manger’s Office will reduce costs and improve efficiency by transitioning to information technology services that allow the Geographical Information System (GIS) program to be accessed via the web (cloud computing). Currently, the GIS program is hosted on Village servers and desktop computers. By moving the GIS program to cloud computing, the Village will reduce costs associated with software, hardware, and licensing while improving the effectiveness of its membership in the GIS Consortium.

The Village successfully transitioned the GIS program to the Cloud at no additional cost to the Village’s current GIS Consortium member rate. In addition, this action reduced the cost of replacing of the GIS Specialist computer saving approximately \$4,000.

- 2) The Economic Development Team (ED Team) will improve communication and relationships with the business community by hosting quarterly meetings with various industry sectors. The Village will enhance communication by providing information on Village projects and solicit feedback from the business community. Currently, the Village receives feedback via formal programs such as the business license process and plan review process. By hosting informal meetings with the business community, the ED Team will promote Village initiatives and gather feedback on ways to enhance the services provided to the business community.

On December 19, 2012 the Economic Development Commission met with approximately 20 persons representing businesses and property owners in the Lincolnwood Business Park. The purpose of this meeting was to solicit feedback on the Commission’s proposal to create a retail overlay zone for part of the area closest to Touhy Avenue. Staff continues to identify different groups of industry sectors in the community that are interested in meeting with the Village.

- 3) The Human Resources Division will enhance the knowledge, effectiveness, and efficiency of employees by implementing a comprehensive Village-wide training

program. The comprehensive Village-wide training program will identify training gaps and ensure all employees have received basic to advanced training on customer service, software applications, and office practices. By providing uniform training to all employees, staff will be better able to provide excellent customer service to the public. Training will also increase the knowledge and effectiveness of all employees.

The Human Resources Division will be implementing a training program Village-wide. It is anticipated that the program will provide information on a wide range of activities. The training includes monthly training events conducted by staff along with outside consultants. It is anticipated that this goal will be complete in April 2013.

- 4) The Human Resources Division will initiate a study of private and public sector employee benefits and performance evaluation programs. Currently, the Village provides a comprehensive benefits package comparable to area municipalities and evaluates employee performance on an annual basis. This study will evaluate programs that are equitable and comparable to those offered by area private and public sector employers.

The Village Manager's Office, along with the Finance Department, conducted an evaluation and analysis of the Village's employee benefits and compensation in relation to public and private sector comparable entities. The focus of this study surrounded employee medical insurance premiums which are the largest employee benefit cost next to pensions. The findings of the study were shared with the Village Board on December 15, 2012. Additionally, the Village will finalize its review of its performance evaluation system to ensure that it is an objective system that continues to support the merit-based compensation system implemented by the Village. The review is anticipated to be complete in April 2013.

- 5) The Communication Committee will complete a website needs assessment and solicit Village Boards, Commissions, and staff members for feedback for a potential website redesign in FY 2013/2014. Reviewing the current website design will identify areas in which the site can improve communication with residents and offer more access to information. The current website design was implemented in 2006 and has not been comprehensively reviewed since its inception.

The Communication Committee evaluated the existing website and determined its design is outdated and navigation of the site is challenging to visitors. The Committee conducted a seven-month search process of website design firms and is in the process of selecting the preferred design firm. Staff anticipates completion of the new website by the end of April 2013.

- 6) The Village Manager's Office will embark on a multi-phase initiative that will create the opportunity for enhanced online payment services, software integration, paperless processes, and more efficient workflow by migrating the Village's Enterprise Resource Planning software known as "Springbrook" to its latest ".NET" technology. In the first year the Village will migrate all existing software programs to the ".NET" technology and will then deploy the new processes and features over the following years.

Amidst negotiations with Springbrook over the “.NET” upgrade during the fiscal year 2012-13 staff was made aware of a macro-level information technology (IT) sharing initiative amongst several area municipalities. The goal of this initiative is to identify potential areas of IT cost savings and/or efficiency gains amongst the various communities. The Village Board directed staff to participate in this initiative at the November 6, 2012 Committee of the Whole meeting. As a result, the negotiations with Springbrook over the .NET upgrade have been placed on hold until the results of the sharing-initiative are received, which is estimated to be March 1, 2013.

- 7) The Village Manager’s Office will improve the overall services provided to its residents by seeking their input via a survey. The Village will collaborate with the National Research Center to conduct a Citizen Survey. This survey will ask residents’ opinions on the quality of the Village’s services and the overall quality of life in the community. The last Village-initiated Citizen Survey was performed using the National Research Center in 2007.

The Village Board directed staff to not pursue a Citizen Survey during the February 2012 Budget Workshop.

- 8) The Village Manager’s Office will improve the Village’s telecommunications regulations by working with the Telecommunications Advisory Commission to recommend to the Zoning Code amendments to Article X “Towers, Antennas, Antenna Support Structures and Personal Wireless Service Facilities”. Article X has not been revised in over 15 years and needs to be updated to keep pace with the evolving world of technology.

The Telecommunications Advisory Commission reviewed the telecommunications regulations located in the Zoning Code and the Commission’s comments have been provided to one of the Village Attorney’s legal specialists in this area. The specialist is in the process of conducting her own independent review of the regulations, which will be presented to the Commission in April of 2013. Any recommendations made by the Commission will undergo a Public Hearing process for inclusion into the Zoning Code.

- 9) The Village Manager’s Office will enhance the connectivity between the Aquatic Center and the Municipal Center by installing an underground fiber-optic connection. This connection will ensure sufficient bandwidth capacity for future use and expansion of the Aquatic Center and will virtually eliminate any service interruption for data or voice traffic. Fiber-optic connections offer many more advantages over the existing wireless connection that is due for replacement. Fiber-optic connections are faster, more reliable, offer much greater capacity, and are more durable in that they have a 25-year life span.

The Village replaced the aging wireless point-to-point connection between the Aquatic Center and the Municipal Center with an underground fiber-optic line in October of 2012.

Proposed Goals

- 1) The Human Resources Division will ensure compliance with the Public Safety Employee Benefits Act (PSEBA). Staff will survey other communities to determine the best practices for administration of PSEBA practices. Staff will then develop a procedure for receiving, responding and adjudicating requests received under PSEBA that will be shared with all Village employees. The final result will be a comprehensive plan to address PSEBA that is compliant with the state law.
- 2) The Human Resources Division will improve supervisor effectiveness and compliance with state and federal laws. Staff will create a comprehensive guide for supervisors that addresses common issues related to state and federal laws that outlines the supervisor's responsibilities. Supervisors will also be educated on how to create and sustain a positive working environment. In providing this education to supervisors it is anticipated that it will increase compliance along with improving the working relationship between supervisors and employees.
- 3) The Human Resources Division will review the working relationship between employees and the Village to create future service enhancements. Staff will develop and distribute an employee survey that targets training opportunities, service/process enhancements and non-monetary benefits. At the completion of the survey, staff will identify pertinent items and develop an implementation plan for achieving goals related to the results of the study. As a result of this effort, the organization will have a better relationship with employees and make the Village more attractive to potential employees.
- 4) The Village Manager's Office will create and implement a plan to increase website traffic by 10%. Increasing public awareness of the new website design will increase website traffic and online payments and requests by 10%. The Village's employee Communications Committee will be responsible for the plan.
- 5) The Village Manager's Office will enhance customer service capabilities for residents by implementing a Live Chat tool on the home page of the website. This tool will provide an alternative communications method for residents and business owners. They will maintain the ability to multi-task while receiving online access to staff. Live Chat has the ability to maximize employee effectiveness by allowing staff to handle multiple chats simultaneously in a timely manner while continuing to perform other customer service tasks.
- 6) The Village Manager's Office will improve transparency and its ability to communicate with residents by implementing 24/7 live online streaming of the Village's cable channel on the Village's website. Currently, the live broadcast of the cable channel is only available through a Comcast or AT&T U-Verse subscription. It is estimated that half of the residents and most of the businesses in the Village do not subscribe to these services. Therefore streaming the Village's cable channel feed live on the Internet will enable more residents to view Village meetings and receive information about news and events.
- 7) The Village Manager's Office will improve service provision and increase citizen outreach by researching and implementing a mobile application, or "app", for smart

phone devices. A mobile application can allow residents to submit and track service requests, view a listing of public meetings and community events, and access news and information online while being saved on a smart phone as an independent application instead of as a webpage.

- 8) The Village Manager's Office will embark on a multi-phase initiative that will create the opportunity for enhanced online payment services, software integration, paperless processes, and more efficient workflow by migrating the Village's Enterprise Resource Planning software known as "Springbrook" to its latest ".NET" technology. In the first year the Village will migrate all existing software programs to the ".NET" technology and will then deploy the new processes and features over the following years. This item was deferred from last fiscal year and will continue pending the results from the IT sharing study results.
- 9) The Village Manager's Office will increase the Wi-Fi access area in its facilities by 25% and enhance mobile worker connectivity by expanding the Village's wireless hotspots in the Municipal Center and creating a wireless hotspot network at the Public Works main facility. The existing Wi-Fi network is over seven years old and is in need of replacement. It was originally designed to serve only the Community Center, Council Chambers, and Police Fire Training Room. In recent years staff's reliance on wireless devices increased significantly and staff anticipates this reliance to increase in the years to come, thus requiring a more accessible Wi-Fi network in Village facilities.
- 10) The Village Manager's Office will reexamine public transportation opportunities in the Village by meeting with area transportation entities and surveying residents. This is an extension of Goal 11 set by the Village Board in their 2012 – 2015 Strategic Plan.
- 11) The Village Manager's Office will develop a constructive partnership with the overlapping and surrounding taxing body boards by meeting with their staff and officials to discuss mutual interests. This is an extension of Goal 12 set by the Village Board in their 2012 – 2015 Strategic Plan.
- 12) The Village Manager's Office will develop a recommendation for a potential branding campaign that could become a catalyst for reenergizing economic development activities and communicating the Village's best attributes through various activities including the development of a new official logo, motto, and color scheme.

Finance Department

Department/Activity Description

The Finance Department provides general management oversight of all financial transactions of the Village. Specific responsibilities include: accounting and financial reporting of Village resources, cash (treasury) management, general ledger, cash receipts, cash disbursements and accounts payable, utility billing, business licenses, vehicle license registration and sale, parking

ticket violation collection, administration of the adjudication system, capital asset accountability, financial budgeting and forecasting, insurance and risk management, payroll and personnel matters, purchasing, employee benefit and retirement matters, grant management, debt management, and Police Pension Fund accounting.

The Department provides support to Administration and all other Departments in addition to customer service at the Village Hall, general reception service for the Village, incoming and outgoing mail and deliveries, and cashiering at the front counter.

The Department is staffed by five full-time employees.

Prior Year's Goals Status

- 1) The Finance Department will continue to closely monitor revenue estimates for the fiscal 2013 budget due to the constantly changing economic outlook and report to the Village Board on a quarterly basis for any possible budget adjustments.

The Finance Department has continued the practice of providing updates to the Village Board during the FY2013 budget year. Finance closely monitors Village revenues and reports any major fluctuations to the Village Board in conjunction with expenditure objectives.

- 2) The Finance Department will assist the Village Manager's Office with the installation of the latest upgrade to the Village's Enterprise Resource Planning software (Springbrook). The first phase will involve the migration of all existing Springbrook Software to the ".Net" version. Finance will also provide guidance and training to Village Departments and employees regarding the implementation of the ".Net" version of the Village's software system.

The installation of the Springbrook ".Net" version has been delayed until FY2014. Additional research and modification of software specifications was needed before the migration to the new version was implemented.

- 3) The Finance Department will start planning for enhanced online payment capabilities and paperless processing after the installation of the new Springbrook ".Net" installation. These processes should create a more efficient workflow for the payment of bills and allow for additional payment capabilities for internet users.

This goal has been postponed due to the delay in implementing the new Springbrook ".Net" version. (See explanation in item #2 above)

- 4) The Finance Department will develop a financial plan that prioritizes future capital improvement projects and identifies the financial resources available to fund these projects.

The Finance Department developed a presentation to the Village Board which identified the capital projects and the source of the monies for funding.

- 5) Continue to investigate additional services or service improvements that can be provided by the Finance Department that would improve efficiency and reduce Village operating costs.

The Finance Department has implemented a centralized inventory system for Village office supplies. Each Department has to submit to Finance a supply form to request office supplies. In past years, each Department would be responsible to order their own supplies. This new process should enable the Village to better control the costs related to office supplies usage.

Proposed Goals

- 1) The Finance Department will assist the Village Manager's Office with the installation of the latest upgrade to the Village's Enterprise Resource Planning software (Springbrook). The first phase will involve the migration of all existing Springbrook Software to the ".Net" version. Finance will also provide guidance and training to Village Departments and employees regarding the implementation of the ".Net" version of the Village's software system. This project was originally scheduled to be implemented in Fiscal 2013. Additional time was needed to analyze all software modules for priority of installation.
- 2) The Finance Department will start planning for enhanced online payment capabilities and paperless processing after the installation of the new Springbrook ".Net" installation. These processes should create a more efficient workflow for the payment of bills and allow for additional payment capabilities for internet users.
- 3) The Finance Department will work with Administration to review the current payroll process to improve the efficiency of system. Currently, many of the payroll functions are performed by each Department. The process review will target specific payroll functions that will be centralized which should make the system more efficient.
- 4) The Finance Department will work with the Parks and Recreation and Administration Departments to streamline the payroll process for the hiring/re-hiring of seasonal workers for the pool and summer camp programs. These programs employ approximately 180 seasonal workers and require many hours to gather and verify employee documentation and information.
- 5) The Finance Department will work with the Village Engineer to formulate a standard process for the approval of payments to contractors for all capital projects. This procedure will ensure that all capital project payment requests will have the required documentation before payments are processed.
- 6) The Finance Department will assist with the transition of the new Police Pension Board. Finance will provide guidance on the accounting procedures necessary to ensure that the fund is operating in accordance with State of Illinois regulations.

Community Development Department

Department/Activity Description

The Community Development Department is responsible for administering the Village's building, zoning and development codes. It provides staff assistance to the Village's Plan Commission, Economic Development Commission, and Zoning Board of Appeals. Services provided by the department include plan review, permit issuance, and construction inspectional services. In addition to these services and duties, this Department also carries out various community planning initiatives and improvement projects. This budget element includes line items for sales tax rebates pursuant to executed agreements.

The Department is staffed by four full-time positions.

Prior Year's Goals Status

- 1) Review the Village's existing Building Codes and consider recommending adoption of newer code editions. Model building codes are routinely updated periodically to account for new products and materials, improved construction methods, and state of the art safety features. Currently, the Village uses a set of model international codes, most of the 2006 edition. Since Village adoption of the current 2006 editions, both 2009 and 2012 model code editions have been released. This task will involve reviewing the changes made to these later code editions, identifying appropriate local amendments and recommending if deemed appropriate, updates/modification and/or adoption of newer codes in order to keep the Village's set of building codes generally current in the marketplace.

Work on this goal is proceeding. The Department has determined that the 2009 edition of the international codes is most appropriate for adoption. Local amendments are now being developed and new codes are expected to be presented for adoption in February 2013.

- 2) Undertake a survey of Department customers to ascertain service delivery satisfaction. This task will entail preparing the survey questions and format, analyzing returned survey results and assessing what changes can be made based on results to improve service delivery and satisfaction.

In November 2012, a survey was implemented in the Department to obtain feedback from all permit application customers.

- 3) Prepare an updated comprehensive statistical Community Profile of the Village utilizing as a base recent 2010 census data and other updated data sources.

An updated Community Profile has been prepared and is posted on the Village's website. A presentation of the highlights of this report was provided to the Village Board in December 2012.

- 4) Review the Village's existing building board-up requirements and consider strengthening Village requirements. These requirements pertain to the boarding up of vacant structures in order to secure and weather-proof a structure. This task includes a review of whether permits should be required, when board up should be mandated, and whether maximum time durations should be imposed.

Work is proceeding on this initiative and is expected to be complete in February 2013.

- 5) Establish a seasonal, proactive, targeted code enforcement program to address ongoing, typical, or frequent maintenance and code violations, especially in business areas. Part of this enforcement program is anticipated to include review and enforcement of adopted special use conditions.

A part time Code Enforcement Officer, stationed in the Police Department has been hired and proactive code enforcement in business areas initiated.

- 6) Assist the Economic Development Commission in reviewing the Lincoln/Devon/Proesel industrial Area. This task includes identification of potentially desirable area improvements and recommendation on next steps to take.

The Economic Development Commission considered this area along with the Devon Avenue corridor and has recommended that a TIF District be established. The Village Board has accepted this recommendation and is presently in the process of considering establishing this TIF District.

- 7) Initiate the process to amend the Lincoln Touhy TIF District boundary to include vacant property to the west of the Commonwealth Edison transmission line, once a necessary Commonwealth Edison parcel is divided by the County.

Work on this goal was delayed due to a parcel issue. The Village Attorney has reported this matter has been resolved and initiation of this work is now pending engagement of a consultant.

- 8) Assist the Economic Development Commission in reviewing the Devon Avenue corridor (McCormick-Devon). This task includes identification of area problems and strengths as well as to consider redevelopment potential and revitalization strategies for the corridor. It is anticipated this work will lead toward recommendations concerning what actions if any should be taken for the area

The Economic Development Commission has reviewed this area at several meetings and recommended the area be included in the proposed Devon-Lincoln TIF District. In related efforts, the Department has been able to secure free technical assistance from the Chicago Metropolitan Agency for Planning (CMAP) to study this corridor and provide its recommendations. This CMAP study will proceed later this year.

- 9) Continue to encourage Purple Hotel property redevelopment by meeting with interested developers, responding to inquiries and marketing the site as appropriate.

Clear title to the property has now been secured and redevelopment/renovation plans are now pending submittal.

Proposed Goals

- 1) Compare existing Public Hearing Fees charged with other communities and review public hearing costs which are typically incurred. Recommend adjustments as necessary to fees and deposits to reflect marketplace and to ensure out of pocket costs are borne by applicant.
- 2) Assist the Chicago Metropolitan Agency for Planning (CMAP) and the Urban Land Institute (ULI) with the study of the Devon Avenue Commercial Corridor. This study is expected to address the high vacancy rates within the corridor as well as streetscape conditions.
- 3) Assist IT/GIS with implementing a building permit layer in the Village's GIS system utilizing Springbrook data. Such a layer would be useful throughout the organization, allowing all employees to view by address current building permit information.
- 4) Research and analyze areas in the Village with the greatest parking deficiencies and develop a list of possible solutions.
- 5) Continue the process to amend the Lincoln Touhy TIF District to expand its area and if adopted, review the Devon-Lincoln TIF District for development of initial projects.
- 6) Guide the Village's consideration of proposed Purple Hotel site development through the Village's development approval process.

Parks and Recreation Department

Department/Activity Description

This budget accounts for the expenditures required to plan and implement the general recreation programs and recreational facilities managed by the Department. The Department goal is to provide a wide range of programs for individuals of all ages, abilities, interests, and cultures in the areas of sports, trips, after-school, camps, teens, adults, seniors, aquatic activities, and special events. Eleven neighborhood parks and two larger parks, Proesel and Channel Runne, are planned for and maintained through the Department. The Department manages the Proesel Park Family Aquatics Center and the Community Center.

The Department is staffed by five full-time employees and approximately 250 part-time and seasonal employees.

Prior Year's Goals Status

- 1) Start the American Camping Association (ACA) accreditation program for day camps by May 1, 2012. This accreditation program outlines the best standards for operating a day camp in the areas of administration, staffing, training, safety, participant management, programming, and facility management. Obtaining accreditation will increase efficiency and quality to the program and will further improve the reputation of the camp by current and potential users.

Staff started the project in May 2012. A mentor has been assigned by the national accreditation agency and staff is developing standards and modifying protocols for the program. Many changes will be implemented in the Summer of 2013 program. Gaining accreditation will improve the reputation of the program and set forth the highest standards as established by the American Camping Association, making for a safer and more efficient camp program.

- 2) Restructure and enhance the Summer Concert Series, utilizing themes and involving the local and regional business community by July 1, 2012. The proposed series would be expanded to encompass six weeks and will involve local restaurants providing food for sale and companies exhibiting and selling their wares.

The expanded Summer Concert Series was offered for six weeks at a new location, under a tent by the entrance to the pool. A market and family activities were offered in conjunction with the series. Numbers ranged from 30 people on a night when it was 104 degrees to the biggest night when we had approximately 300 people.

- 3) Update Parks and Recreation Strategic Plan by June 1, 2012. The Department Strategic Plan is a three-year plan that serves as a roadmap for the operations of the Department in key areas. The Plan is reviewed and updated in a planning session attended by Department staff and the Parks and Recreation Advisory Board. The initiatives of other planning documents such as the Comprehensive Master Plan for Parks and Recreation, the Village's Strategic Plan, the Village Bikeway Plan, The Channel Runne Master Plan, and the Community Center Feasibility Study are incorporated into the Strategic Plan.

The Strategic Plan was updated in January 2012. At the January meeting of the Park and Recreation Board an update was given of the 2009-2012 plan. The Board and staff discussed initiatives and determined priorities for the 2012-2015 plan. Minutes of the Strategic Planning meeting were approved at the February meeting of the Park and Recreation Board. The Strategic Plan was approved at the April 2012 meeting of the Park and Recreation Board.

- 4) Develop an implementation plan for the Comprehensive Master Plan by April 1, 2013. The Comprehensive Master Plan was approved by the Village Board in May 2011. It was developed in concert with staff, elected and appointed officials, and the community under the leadership of an outside firm as a way to assess all the operations, programs, facilities, parks and public relations of the Department. A list of suggested improvements was compiled for key areas. This plan, as identified in its name, is much more

comprehensive than the Strategic Plan and will provide guidance for as many as ten years. Staff will develop a plan to systematically address the improvements and modifications outlined in the plan.

This project will be completed by February 28, 2013. Taking into consideration the initiatives that were identified as priorities in the Strategic Plan, staff reviewed the data presented in the Comprehensive Master Plan and developed an action plan for key positions in the Department (Director, Superintendent of Parks, and Superintendent of Recreation).

- 5) Complete the appraisal and negotiation processes of the Union Pacific Railway by April 30, 2013. The Village has received a Congestion Mitigation Air Quality grant from the Federal government to acquire the Union Pacific railway as it runs from Devon Avenue to Touhy Avenue to build a bike/pedestrian path. This goal, as outlined in the Village Bikeway Plan, is to develop a bike path that will be approximately a mile long that will connect to a similar path in Chicago at Devon Avenue. Engineering of the site will be completed in 2012 at which time the Village will start to negotiate a price to purchase the property. The construction of the path will start in the 2014-2015 timeframe.

The Phase II engineering agreement was approved by the Illinois Department of Transportation in October 2012. Staff interviewed and received a proposal from an IDOT-approved appraiser, but the agreement may not be signed until the Phase II agreements are approved by IDOT.

- 6) Finalize a lease agreement with Commonwealth Edison by December 31, 2012 for the right-of-way that runs from Devon Avenue to the intersection of Lincoln and Jarvis. As outlined in the Village Bikeway Plan, a bike/pedestrian path will be constructed in 2013 with partial funding from a Congestion Mitigation Air Quality grant from the Federal government. Staff is in the process of working with Commonwealth Edison to draft a recreational lease for the property. A second grant has been awarded to partially fund an overpass at Touhy Avenue for the path. This path will be part of the Skokie Valley Trail, connecting at Devon Avenue to a similar path in Chicago and ultimately, traveling to the Wisconsin state line.

Numerous meetings have been held with the staff of ComEd and American Publishing International. ComEd is studying the old railroad bed adjacent to the land under the high-wires for inclusion in a recreational lease. The end of the path at Lincoln and Jarvis will travel into the area under the high-wires and through the land leased by the American Publishing International to meet up with the proposed Skokie Trail on the other side of Lincoln. A draft lease is expected in March 2013.

Proposed Goals

- 1) Re-evaluate the current Aquatic Risk Management provider, which is American Red Cross. American Red Cross provides training and certification at the pool. Other options in the marketplace will be researched and a recommendation will be made to the Village Manager by June 1, 2013.

- 2) Recertify the Turkey Trot course through The Athletic Congress (TAC) by April 30, 2014. Maintaining certification through TAC adds quality and prestige to road races and assures that the course is accurate.
- 3) Complete the American Camping Association (ACA) accreditation process by November 1, 2013. By gaining accreditation, the Village day camp program will be operated at the highest standards established by this national organization, adding credibility and quality to the program.
- 4) Offer a minimum of four special events or programs at the newly renovated Centennial Park by April 30, 2014 utilizing the new amenities while increasing awareness of the park and promoting healthy lifestyles.
- 6) Obtain a lease with ComEd for the site of the proposed bike path by June 1, 2013. The proposed bike path will run from Devon Avenue through the Village to the intersection of Lincoln and Jarvis. The proposed bike path will be 80% funded by the federal Congestion Mitigation Air Quality grant program.
- 7) Complete the appraisal of the Union Pacific railway property by August 1, 2013. The Village plans to purchase the property for a future bike path. Both the acquisition and the construction of the bike path will be 80% funded by the federal Congestion Mitigation Air Quality grant program.

Police Department

Department/Activity Description

The mission of the Lincolnwood Police Department is to provide effective and professional Police service to the community. The Department recognizes that its authority is derived from the community, that it must be responsive to its needs, and that it is accountable for its actions. Believing in the dignity and worth of all people, it must protect the rights of all citizens and treat employees in an equitable manner. The Police and community share responsibility for maintaining law and order, and their relationship must be based on mutual respect.

The Lincolnwood Police Department is staffed with 44 full-time and three part-time employees.

Prior Year's Goals Status

- 1) During the past year, the Police Department conducted a critical review of its Use of Force Training. While the Police Department's current practices meet industry standards, staff recommended two improvements, which will enhance officer safety. Staff will renew emphasis on lethal use of force training. All sworn personnel will participate in six separate firearms training sessions throughout the course of the year.

This goal is on-going. It is anticipated that six firearms training sessions will be completed by April 30, 2013.

- 2) Staff will renew emphasis on scenario based training. Scenario based training, also known as Simunitions Training, allows Police Officers to use marking cartridges in their duty weapon (through the use of a conversion kit) to conduct realistic, close-range training scenarios that are totally safe, when conducted properly. It is designed to help Police Officers practice deadly force situations when they are in great peril. All sworn personnel will participate in two separate scenario based training sessions throughout the course of the year.

The first scenario based training was conducted in October and November. Twenty-three sworn officers participated in the training. The training included proper use of the in-car video system to reinforce proper documentation of vehicle registration and descriptions prior to a traffic stop, and upon concluding the stop. The ballistic shields were also included. The goal was to encourage officers to understand that they are available and to reinforce their proper use. Officers were trained to "Slice the Pie," which means to not follow in the direct path of a fleeing suspect. By going wide, it offers the officer the ability to see around a corner before an offender can see him/her. Finally, previous trainings on the use of pressure bandages was reviewed and reinforced.

- 3) Staff will renew emphasis on forensic science training for evidence technicians. All evidence technicians will participate in an eight-hour forensic science training session. The training will include digital photography, fingerprinting, and use of alternative light source techniques.

This goal was rescheduled for the fall of 2013. The Police Department is currently undergoing a staffing shortage (four sworn officers) and determined it is not fiscally responsible to take all of the evidence technicians off of the street for a full day of training. In addition, the supervisor in charge of training and the evidence program is off due to an extended illness.

- 4) Staff will implement an in-car ticket and motor vehicle traffic crash reporting program. Preparing traffic citations and traffic crash reports will allow Police Officers to spend more time on the street, eliminate redundant data entry, reduce the number of data entry errors, allow for more efficient reporting to the Illinois Department of Transportation, and improve overall organizational efficiency.

The Police Department determined it is more efficient to implement electronic motor vehicle traffic crash reporting, and electronic traffic tickets. The Police Department completed the final phase of testing the Department's records management electronic motor vehicle traffic crash reporting software in the fall. Soon afterwards, the Illinois Department of Transportation revised its motor vehicle traffic crash forms. The changes were not communicated to the Department's records system vendor. Consequently implementation has been delayed. The revisions to the motor vehicle traffic crash form will affect all Police Departments attempting to implement an electronic traffic crash

report. IDOT's most recent announcement indicates the form revisions will be complete by February 2013.

- 5) Staff will review the use of the Tactical Unit to more efficiently address current crime patterns and criminal investigations. The Tactical Unit is a specialty unit comprised of Police Officers assigned to the Patrol Division, except tactical officers are generally in plain clothes and in an unmarked squad car. Officers are assigned, as needed. Changes will come in the way of providing clearer direction and additional information with regard to pattern crimes such as residential burglary, retail theft, and covert drug investigations so as to increase organizational effectiveness.

In September, the Police Department adopted a policy to guide supervisors and field officers in the deployment of the Tactical Unit. The policy addresses the assignment of officers, community concerns, and directed field operations.

- 6) Through the use of the Lincolnwood Police Foundation, staff will deploy a ballistic shield in each of the 10 marked squad cars and conduct refresher training for all sworn personnel. Ballistic shields are extremely useful when responding to an active shooter or a perceived lethal threat.

The Lincolnwood Police Foundation approved the purchase of two new ballistic shields in the spring of 2012. The two shields were purchased and placed in the squad cars. Officers were trained in the use of the shields in October and November in conjunction with Simunitions Training described in goal number 2. In the fall of 2012, an organization wishing to remain anonymous donated \$5,000 to the Lincolnwood Police Foundation and asked that the funds be used to enhance officer safety. The Police Department will be recommending that the Lincolnwood Police Foundation authorize the approval of the purchase of two additional shields.

- 7) The Beverage Alcohol Sellers and Servers Education and Training (BASSET) program is the Village's seller/server training program. It was originally adopted by the Village Board in September 2006. The program is an educational and training tool to sellers/servers of alcoholic beverages to serve responsibly and stay within the law. Staff will evaluate the BASSET program, streamline the process, and recommend changes to the Village Code in order to streamline the process and allow the program to be more effective.

In FY2012-13, a new supervisor was assigned to manager the BASSET Program. The Ordinance was reviewed with the intent of making the process more efficient. The Police Department discontinued the practice of issuing an identification card to attendees. Training is now conducted quarterly, rather than as requested. Two new officers have been certified to instruct the course. Overtime for the program has been eliminated. The program changes do not necessitate amending the Ordinance.

- 8) Staff will research and recommend a Secondhand Dealer Ordinance to the Village Board. Pawn shops, governed by the Village Code, are required to maintain a log (available for inspection at any time by law enforcement) of all transactions and hold all property for a

fixed period of time. Secondhand Dealers are not held to the same standard. On occasion, stolen goods are sold to Pawn Shops and Second Hand Dealers. Requiring Second Hand Dealers to maintain accurate records, and having the records available for inspection, is necessary for law enforcement to thoroughly investigate criminal cases.

In the summer, the Village Board approved a new Second Hand Dealer Ordinance. The Ordinance has been distributed and explained to all second hand dealers. Periodic business checks to ensure compliance will be conducted by the spring of 2013.

Proposed Goals

- 1) The Detective Bureau experiences cases where it is necessary to conduct multiple interviews at the same time. A second interview room will correct this problem. The Department will convert the Detective Bureau's attached office into a secondary interview room. This will allow detectives to keep witnesses separate and allow detectives to interview multiple witnesses and victims at the same time.
- 2) The Police Department will begin using two on-line databases to aid in the investigation of criminal offenses. The databases will allow detectives to locate people and identify assets, businesses, and affiliations, etc. Detectives will also be able to initiate a search with minimal information, such as a partial name or Social Security Number. The databases will help the Police Department reduce overall investigative time by providing access to accurate, comprehensive data.
- 3) The Police Department will implement an on-line nationwide investigative system designed to aid in the investigation of criminal activity. Businesses related to resale are required by local ordinance to provide transaction information to local law enforcement. The system makes the process more efficient by providing a single database software system to all businesses. It also allows detectives to search and cross reference suspects or stolen property from all transactions from thousands of businesses.
- 4) The Police Department will implement the "Briefing Notes" and "Be On the Look Out" (BOLO) modules in the New World software system. The modules will allow dispatchers to disseminate critical information to all Police Officers at one time. They will automatically collect targeted information and display it on any computer monitor in the station or any squad car. A large screen monitor will display the same information during roll call sessions.
- 5) The Police Department will install an in-station, bi-directional amplifier for the Police radio. Police Officers have experienced difficulties in hearing radio traffic in the station since the building was constructed. A federal law required all public safety agencies to narrowband their radio frequencies in 2012. The narrow banding exacerbated the problem. The cost of this proposal is less because the vendor will be able to repurpose equipment and wiring previously installed in the building (equipment was used briefly and then abandoned by a cellular telephone carrier).

- 6) The Police Department will continue the process of implementing electronic motor vehicle traffic crash reporting and traffic ticket writing. The project was originally planned for FY2012-13. However, the Illinois Department of Transportation (changed the information collected in their Motor Vehicle Traffic Crash Report. This change resulted in the Police Department's vendor having to revise its electronic crash report. It is anticipated that this project will be completed in FY2013-14.

Fire Department

Department/Activity Description

Since 1990, the Village has maintained a contract with Paramedic Services of Illinois (PSI) to provide firefighting and paramedic services. In addition to firefighting and paramedic services, the Department offers public educational programs and fire inspection services.

Prior Year's Goals Status

- 1) The Fire Department will revise and reapply for an Assistance to Firefighters Grant (AFG) to replace the existing breathing apparatus. These air packs allow firefighters to enter hazardous environments with life-sustaining air to perform rescue, fire, and hazardous materials operations. Existing equipment does not meet current Federal and National Fire Protection Association specifications and needs replacement. This purchase of equipment will only occur with a successful grant award from Federal Emergency Management Agency.

The Fire Department applied for the AFG Grant and has not received a rejection letter to the grant request as of this date.

- 2) The Fire Department will assemble a multi-discipline Task Force that will examine the Village's current response to calls when the residents' behavior is characterized by the excessive acquisition and inability or unwillingness to discard large quantities of objects (pets, house debris, garbage etc.) that would seemingly qualify as useless or without value (hoarding). It can also be dangerous if it puts the resident, their family, and first responders at risk for fire, falling, poor sanitation, and other health concerns. The Task Force will examine the current practice and policies of other communities and develop a practical and legal approach to this problem.

Fire Department staff has been working with Police Department Social Worker on an active hoarder case. When this case is completed staff will develop a draft Village Protocol to handle such cases in the future.

- 3) The current Fire Department record management software vendor (FireHouse) is changing software platforms next year with an anticipated higher software fee. Staff will evaluate the current software vendor for fire data and fire prevention activities and

determine the capabilities of other fire data software vendors with a recommendation to the Information Technology Committee and Village Board.

Staff has reviewed the current record management needs and examined three options. A proposal is being drafted for the Village Manager's approval. An operating record management system will be in place by the end of this fiscal year.

- 4) With the recent power outages to the Village complex, a survey will be completed to review current electrical capacities of the Village complex generator and determine options so that every critical Village building will be protected with back-up power during such emergencies. Redundant power alternatives with an existing emergency Village-owned generator will also be explored.

Public Works and the Fire Department staff have chosen an engineering firm to provide an Emergency Generator Study. The results of this study will enable staff to stabilize the emergency power need in Village buildings.

Proposed Goals

- 1) With the new record management system in place, staff will develop other opportunities for putting the existing Villages' commercial building pre-plans into the "cloud" technology.
- 2) In the event that the Fire Department is not successful in obtaining an Assistance to Firefighters Grant for breathing apparatus, staff has budgeted for the replacement of all breathing apparatus in this year's Fire Department budget request. A bid specification document will need to be drafted, followed by a Request for Proposal and a bid process.
- 3) Staff will pursue a grant with the State Fire Marshal's Office to purchase a battery-operated vehicle extrication tool. This tool will be used in situations where hydraulic tools are cumbersome or are not readily accessible.
- 4) Staff would like to have the Department Coordinator become a Certified Ambulance Coder. Ambulance regulations are becoming more specific and stringent. Private sector employees have obtained this certification and industry standards are recommending this certification for all people who code ambulance bills to Medicare, Medicaid, and private insurance.
- 5) Monitor the existing wireless alarms for fire and burglary and develop a brochure that would promote the expansion of these services to non-subscribers.

Public Works - Administration

Department/Activity Description

The Public Works Administration Division plans, organizes, directs, controls, and coordinates all Public Works activities including: street maintenance, maintenance of Village-owned vehicles, maintenance of Village-owned buildings, operations of the water and sewer system, and parks maintenance. The Department also coordinates with the Village's refuse disposal contractor. In addition, the Department coordinates and complies with all local, state, and federal agencies necessary to ensure the proper maintenance of major arterial roadways and the Village's water distribution and stormwater management systems.

The Public Works Department is staffed by 27 full-time employees, three of which comprise the Administration Division.

Prior Year's Goals Status

- 1) Develop a multi-project Capital Improvement Program (CIP) that includes all Public Works projects that are planned for the next five years. The CIP multi-project plan will assist the Department with evaluating potential projects at the same time, developing a planning schedule and identifying options for financing the plan.

The Department has prepared a list of projects that will be included in the CIP and is currently working on developing a timeline for the next five years. The new Village Engineer will be assisting with this process to ensure that all necessary projects are included within the plan. The document will be complete by the end of the fiscal year.

- 2) Achieve gold status in Clean Air Counts by the end of 2012. Staff will work with the Green Committee to complete the necessary steps to achieve gold status within Clean Air Counts.

Due to staff turnover at Clean Air Counts the application process was delayed until April 2013. Staff will submit an application at that time for gold status in Clean Air Counts.

- 3) Research the steps necessary to receive accreditation through the American Public Works Association and evaluate if accreditation makes financial sense to pursue. The accreditation program is designed to enhance the effectiveness and competency of Public Works Departments as well as to evaluate and upgrade the performance of Departments.

Staff has reviewed the process to become an accredited Public Works Department and found that there are many benefits to the program. Some of which include: formal recognition of a well-run agency, provides a mechanism to evaluate the organization, provides information regarding improving operations, assists with justifying budget requests, reduces liability, instills pride, lowers insurance premiums, and encourages documentation of policies and procedures. The estimated cost to complete the accreditation process (not including staff-time) is \$1,800. There are also many neighboring communities that have become accredited that can assist the Department in

the process. They include: Highland Park, Buffalo Grove, Skokie, Schaumburg, Naperville, and Libertyville.

The first step in the process is to complete a self-evaluation of the Village's program. The self-evaluation will help the Department evaluate when and/or if we are ready to submit an application for accreditation. The evaluation will also provide the Department with a guide for what we need to do to improve. There is no cost to complete the self-evaluation. Staff will be completing the self-evaluation during FY 2013-2014.

- 4) Pursue an Illinois Department of Transportation Enhancement Program (ITEP) grant for the Lincoln Avenue Streetscape Plan. Staff will work with the Village Engineer to submit an application during the 2012 call for projects.

During the 2012 call for projects for ITEP staff presented 13 grant project ideas to the Village Board. The Board directed staff to apply for a pedestrian/bicycle overpass at Lincoln Avenue to the Union Pacific Railroad as well as a grant to build a shelter/pavilion at Centennial Park. Staff submitted the applications on May 29, 2012. Application awards were scheduled to be announced in October of 2012. At this time the Illinois Department of Transportation (IDOT) has not released any information regarding grant awards. The ITEP grant administrators state that the projects have been chosen and that the Governor will be announcing the projects at a date to be determined.

- 5) Work to create a public-private partnership with a local business to purchase compost bins at a reduced cost to offer at a discounted rate to residents.

Staff will be contacting both Lowes Home Store and Home Depot to discuss the possibility of a discounted rate for compost bin purchases by Village residents.

- 6) The Public Works Department will develop an updated Guide to Services for the Department that will be downloadable from the Village's website. Copies will also be printed for distribution at various Village events.

The updated Guide to Services may be found on the Village's website within the Public Works section. It explains what each division does within Public Works and also includes a list of frequently asked questions. Copies of the guide will be printed and handed out at various Village events.

- 8) Evaluate potential options for obtaining potable water from alternative sources.

The Village is currently in the process of studying an alternative option for potable water from the City of Evanston. A Transmission Main Study Report was completed on December 14, 2012. The Village is currently reviewing the report to determine the next steps in the process.

- 9) Continue pursuing partnership opportunities with private and public entities for bidding, equipment sharing, sponsorship, etc.

The Village is currently participating in the Municipal Partnership Initiative (MPI) which is a consortium of municipalities that jointly bid projects and services to obtain an economy of scale on prices. The Village currently participates in a bid for cold patch material and plans to participate in the sidewalk replacement joint bid in 2013. In addition, staff is working with Lowes Home Store, to determine what/if any partnerships may be available.

Proposed Goals

- 1) Conduct an inventory of all crosswalks in the Village to standardize the striping and evaluate the signage that is in place. In addition, this information will be used to work with the Village Engineer to develop a capital plan to make any necessary changes.
- 2) Develop an inventory of all thermoplastic locations within the Village and create a capital plan for replacements. In addition, input all of the locations into the Village's GIS system.
- 3) Investigate the requirements to obtain a herbicide license in the State of Illinois and send two employees for their certification so that the Department can apply herbicide to control weeds when necessary in public spaces.
- 4) Conduct an evaluation of all of the Village's public buildings for necessary infrastructure repairs and develop a capital plan.
- 5) Conduct an energy audit of the Public Works Building and the Village Hall (an audit of the Police and Fire Building was completed previously) through the University of Illinois's free energy audit program. The report will make recommendations regarding energy cost reduction measures.
- 6) Update the Public Works Department's Standard Operating Procedures Manual and conduct employee training. This manual has not been updated in over five years therefore an audit will be conducted of all existing procedures to ensure that they reflect current practice. In addition, several new employees have been hired since the last review of the manual.
- 7) Update the Village's Emerald Ash Borer (EAB) plan. The Village's EAB plan was originally written in 2006 prior to the identification of the beetle within Lincolnwood. The plan will be updated to address the fact that the beetle is in Lincolnwood and has infected several hundreds of trees within the Village's tree inventory. The plan will specifically discuss how the Village is addressing the infestation.
- 8) Complete a self-evaluation of the Public Works Department for the American Public Works Association (APWA) accreditation process.



Fiscal Year 2013/2014 Budget Workshop

February 13, 2013



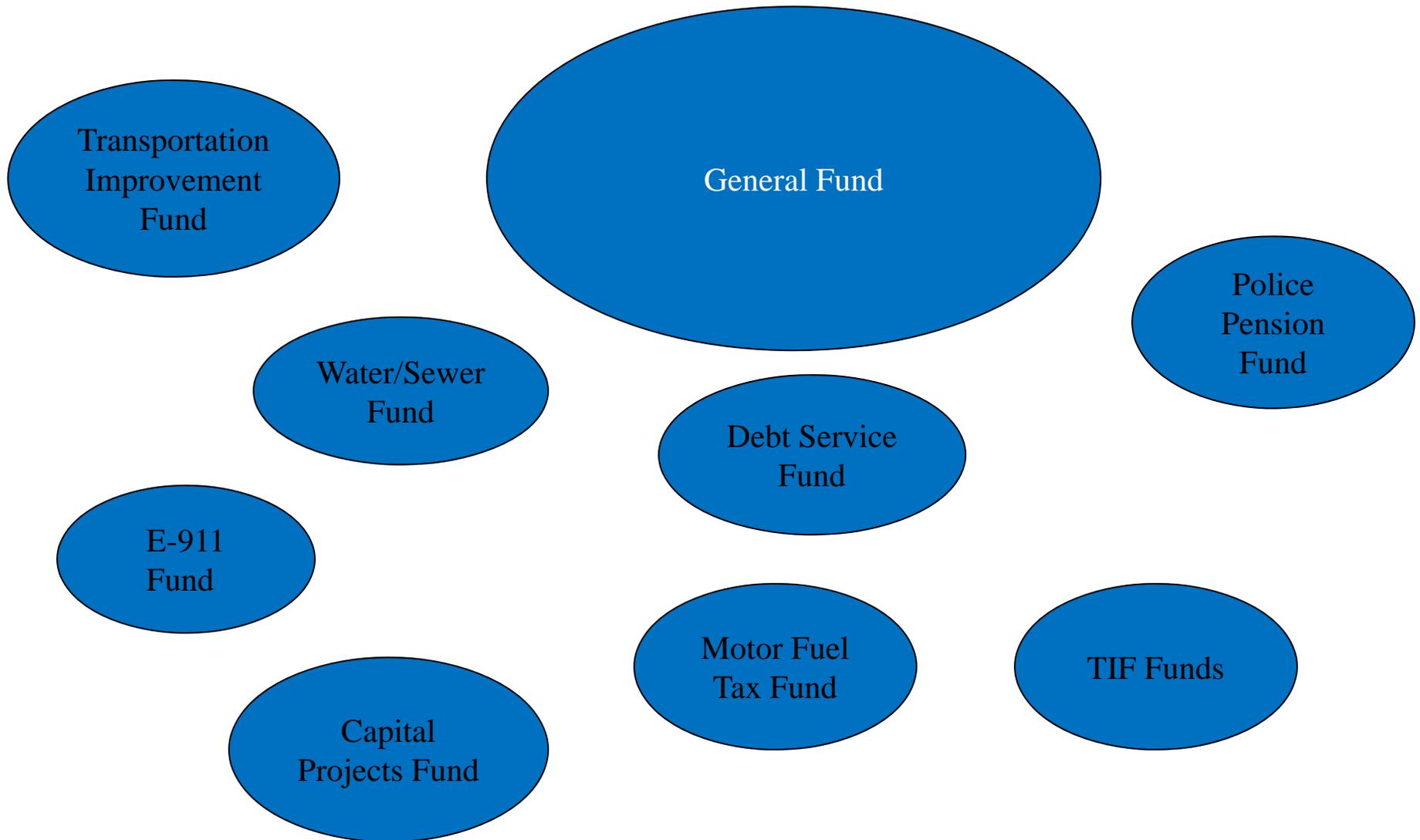
Budget Workshop Agenda

- ❑ Summarize budget process/Village operating structure
- ❑ Summarize FY 2012/13 fiscal performance
- ❑ Anticipate FY 2013/14 fiscal performance
- ❑ Discuss key policy issues
- ❑ Identify longer-term financial issues
- ❑ Review Recommended Capital Improvement and Equipment Programs
- ❑ Review other funds
- ❑ Executive session

Review of Budget Preparation Process

- **October/November**-Village Manager (VM) develops budgetary assumptions for FY2014 and meets with department Heads to discuss
- **December** – Finance and VM discuss preliminary revenue estimates. Department budgets are due to VM along with departmental goals for FY2014
- **January** - VM and budget team meets with each department to discuss proposed budgets. Proposed budgets are revised following VM's approval
- **February** – Staff presents draft FY2014 budget and policy issues to Village Board (VB). Draft budget is revised to incorporate VB direction.
- **March** – Staff meets to review revised draft budget with Village Board Finance Committee.
Proposed budget is placed for public viewing and a public meeting is held for public and VB discussion.
- **April** – FY2014 budget is presented for formal consideration to the VB
- **May** – New fiscal year begins. Budget is monitored and updates provided to VB

Village's Overall Financial Fund Structure



Total Projected Budget is \$37.2 million

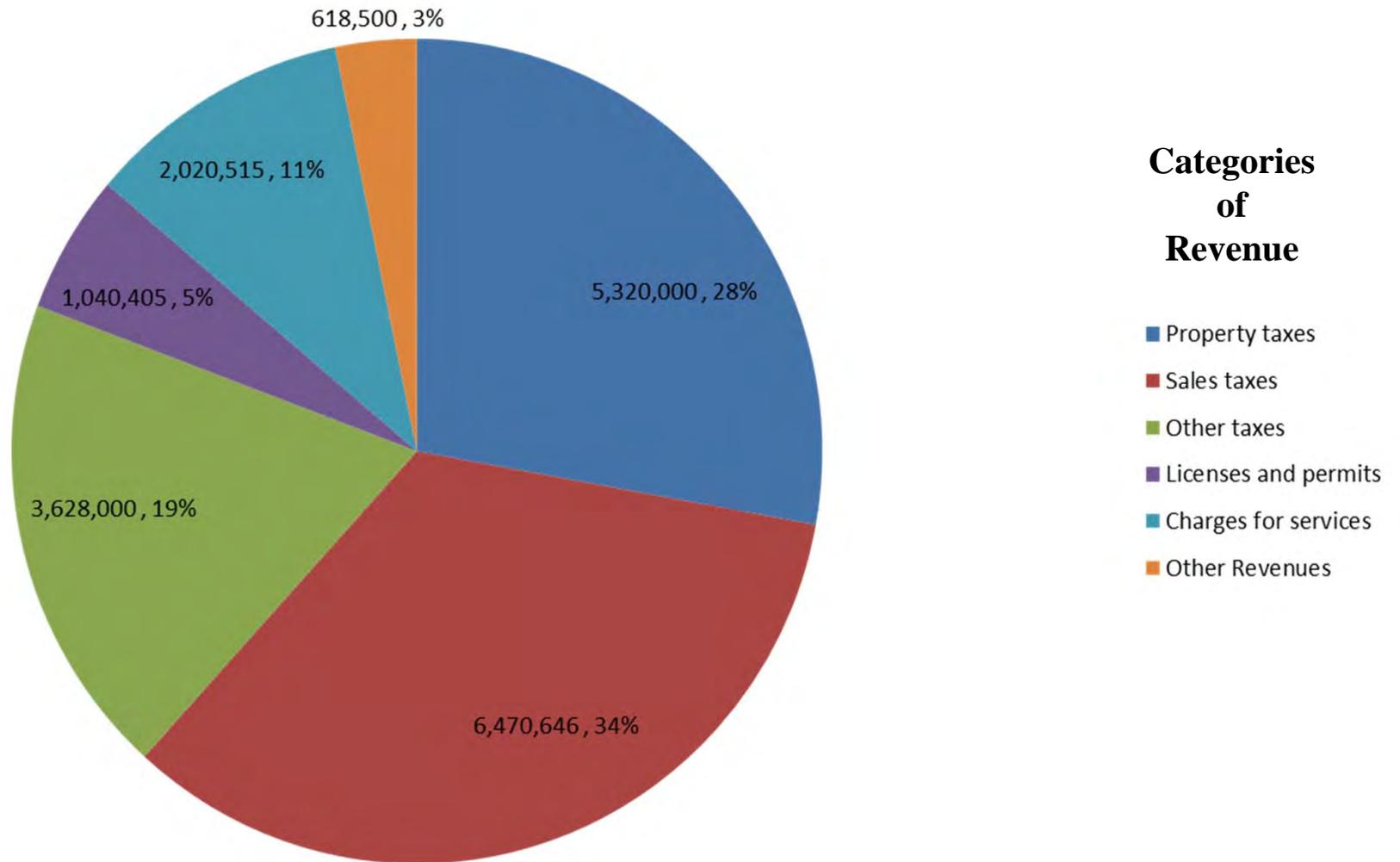
Village Operating Fund Structure

- **General Fund** - The main operating fund for the Village. Accounts for the resources devoted to funding the main services of the Village i.e. (Fire and police services, street and park maintenance, community development)
- **Special Revenue Funds** – Funds used to account for the proceeds of specific sources that are legally restricted for specified purposes. The Village budgets for six special revenue funds
- **Debt Service Fund** – Fund that accounts for the resources for the repayment of long-term debt, interest and related costs
- **Enterprise Fund** - Fund used to account for the financing of self-supporting activities of the Village. The fund is financed by charges to the consumers. The Village has one enterprise fund: The Water and Sewer Fund
- **Capital Projects Funds** – Capital projects funds are used to account for resources to be used for the acquisition for construction of major capital facilities. The Village currently has two capital projects funds
- **Police Pension Fund** – The Village acts as a fiduciary for assets held in the Police Pension Fund on behalf of the Village Police Force

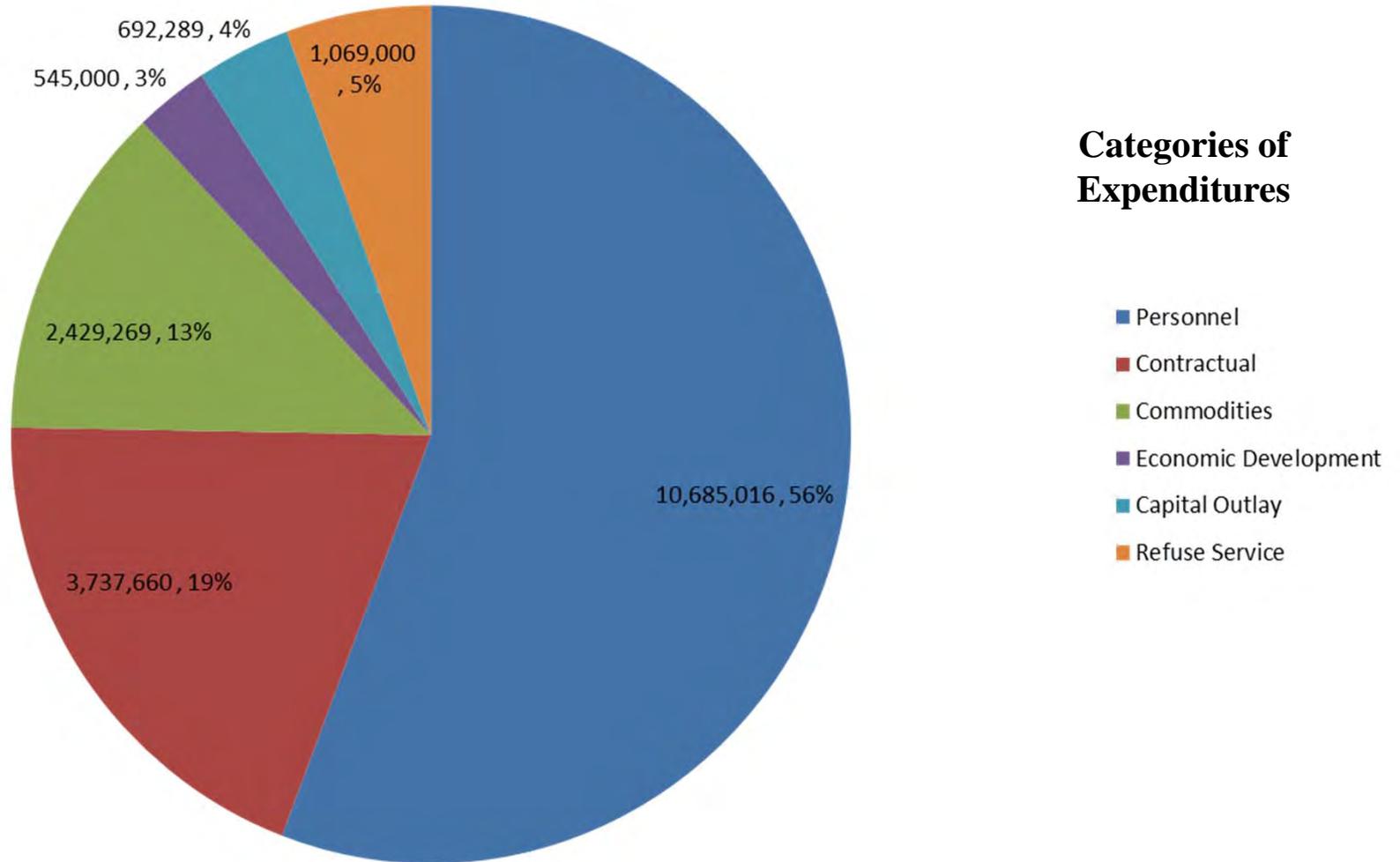


Putting the General Fund Budget Together

Total GF Revenues \$19,098,066



Total GF Expenses \$19,158,234





**FY 2012/13 Year-End
General Fund Projection**



General Fund Projections – April 30, 2013

	Adopted Budget FY12/13	Projected Actual FY12/13	Increase/ (Decrease)
Revenues	\$18,749,140	\$18,794,332	\$45,192
Expenditures	19,046,941	18,738,786	(308,155)
Surplus (Deficit)	(297,801)	55,546	(353,347)

FY 2013 Year-End GF Revenue Highlights

	Adopted Budget FY 12/13	Projected Actual FY12/13	Difference
<u>Revenue</u>	\$18,749,140	\$18,794,332	\$45,192

<u>Revenue Item</u>	<u>Adopted/Projected Variance</u>
<input type="checkbox"/> Sales taxes	(174,000)
<input type="checkbox"/> Developer expense reimbursement	82,512
<input type="checkbox"/> Real estate property taxes	40,000
<input type="checkbox"/> Camp and Pool revenue	73,000
<input type="checkbox"/> Parking/Code violation fines	34,000

FY 2013 Year-End GF Expenditure Highlights

	Adopted Budget FY 12/13	Projected Actual FY12/13	Difference
<u>Expenditures</u>	\$19,046,941	\$18,738,786	\$(308,155)

<u>Expenditure Item</u>	<u>Adopted/Projected Variance</u>
<input type="checkbox"/> Upgrade of Springbrook system - Deferred	(52,000)
<input type="checkbox"/> Purchase of ambulance	(40,000)
<input type="checkbox"/> Reduction in salt purchases	(50,000)
<input type="checkbox"/> Engineering budget	(53,000)
<input type="checkbox"/> Reduction in Campus building repairs	(40,000)



General Fund Projections – April 30, 2013

	Adopted Budget FY12/13	Projected Actual FY12/13	Increase/ (Decrease)
Revenues	\$18,749,140	\$18,794,332	\$45,192
Expenditures	19,046,941	18,738,786	(308,155)
Surplus (Deficit)	(297,801)	55,546	(353,347)
Transfers-net	(274,794)	(202,694)	(72,100)
Net Change to Fund Balance	(572,595)	(147,148)	(425,447)

FY 2013 G.F. Transfer Activity

Transfers in-to GF:	Amount Budgeted	Amount Projected
Water Fund	\$200,000	\$200,000
NEID TIF	130,000	130,000
Touhy/Lawndale TIF	<u>5,000</u>	<u>5,000</u>
	<u>\$335,000</u>	<u>335,000</u>
Transfers out of GF:		
ROW Comm Ed Bike Path	23,000	23,000
Centennial Park Improvements	17,000	17,000
Village Campus Improvements	400,000	400,000
PEP Grant Program	50,000	10,000
Debt Service -fire truck loan	87,694	87,694
Debt Service – Field lighting	<u>32,100</u>	<u>0</u>
	<u>\$609,794</u>	<u>537,694</u>
Net Transfer	\$274,794	\$202,694



FY 2013/14 General Fund Draft Budget



FY 2014 General Fund Draft Budget

Revenues	\$19,098,066
Expenditures	\$19,158,234
Deficit	(\$60,168)
Net Transfers	\$111,753
Net Change to Fund Balance	\$51,585



Proposed GF Revenues FY 2014

Projected Actual FY2013	Draft Budget FY2014	Difference
\$18,794,332	\$19,098,066	\$303,734



FY 2014 Proposed General Fund Revenue

- No new taxes or fee adjustments anticipated for FY2014 budget year (excluding pool fees- 2% increase for both resident and non-resident passes)
- No increase in number of available pool passes for non-residents

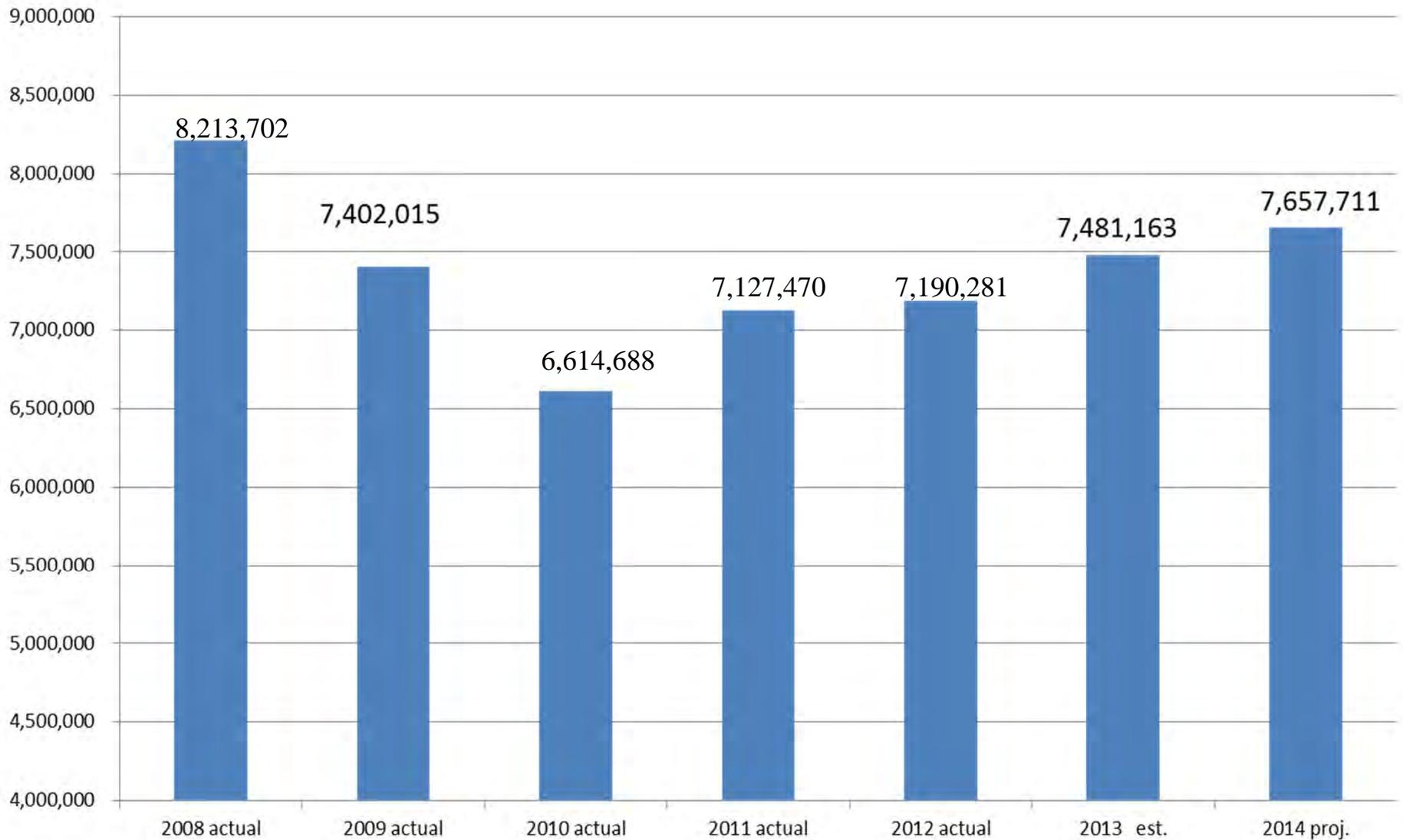


FY 2014 GF Revenue Highlights

	Projected Actual FY2013	Draft Budget FY2014	Difference
<u>Revenue</u>	\$18,794,332	\$19,098,066	\$303,734

<u>Revenue Item</u>	<u>FY2013/FY2014 Variance</u>
<input type="checkbox"/> Sales taxes	176,000
<input type="checkbox"/> Real estate property taxes	200,000
<input type="checkbox"/> Utility tax revenue (gas and electric)	50,000

Total Sales Tax History





Proposed G.F. Expenditures FY2014

Projected Actual FY2013	Draft Budget FY2014	Difference
\$18,738,786	\$19,158,234	\$419,448



FY 2014 GF Expenditure Highlights

	Projected Actual FY2013	Draft Budget FY2014	Difference
<u>Expenses</u>	\$18,738,786	\$19,158,234	\$419,448

<u>Expenditure Item</u>	<u>FY2013/FY2014 Variance</u>
<input type="checkbox"/> Upgrade of Springbrook	52,400
<input type="checkbox"/> Salaries	145,000
<input type="checkbox"/> Purchase of bucket truck	37,500
<input type="checkbox"/> Purchase of salt	55,000
<input type="checkbox"/> Roof repairs – Village Hall	20,000



FY 2014 General Fund Draft Budget

Revenues	\$19,098,066
Expenditures	\$19,158,234
Deficit	(\$60,168)
Net Transfers	\$111,753
Net Change to Fund Balance	\$51,585

Proposed FY 2014 G.F. Transfer Activity

Transfers in-to GF:	Amount
Water Fund	\$200,000
NEID TIF	130,000
Touhy/Lawndale TIF	<u>5,000</u>
	<u>\$335,000</u>
Transfers out of GF:	
ROW Comm Ed Bike Path	50,000
PEP Grant Program	50,000
Debt Service -fire truck loan payment	87,694
Debt Service – Field lighting	<u>35,553</u>
	<u>\$223,247</u>
Net Transfer	\$111,753



Significant New Capital Expenditures Included in General Fund Draft Budget for FY2014

- | | |
|--|-----------|
| □ Purchase of new small bucket truck PW
(\$75,000)(split cost with Water and
Sewer Fund) | \$37,500 |
| □ Replacement of Air packs (Fire Depart) | \$140,000 |
| □ Playground renovation – Drake Park | \$110,000 |
| □ Implementation of online broadcast
of cable channel | \$6,000 |

Capital Equipment Replacement Program

Department	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	Total
Fire Department						
Replacement Pumper		513,102				513,102
Air Pack compressor, Fill Station 4 bottles		65,000				65,000
Replacement Ambulance				249,179		249,179
Ford F250 Pickup 4X4					58,455	58,455
Air Pack, Masks, Cylinders	140,000					140,000
Police Department						
Replacement of Police Vehicles	66,000	94,500	94,500	94,500	94,500	444,000
Public Works Department						
Small pick-up with bucket (Streets)	37,500					37,500
Small pick-up with bucket (Water)	37,500					37,500
Small Chipper (Streets)			28,500			28,500
Sewer Televising Equipment (Water)			100,000			100,000
Truck 11 (Water)	125,000					125,000
Vac-Con (Sewer Cleaning Truck)		400,000				400,000
Truck 18 (Water)				125,000		125,000
Street Sweeper #2 (Streets)					400,000	400,000
Totals	406,000	1,072,602	223,000	468,679	552,955	2,723,236

Public Works Fleet Replacement Guidelines

Vehicle Type	Age Criteria -APWA	Lincolnwood Replacement Schedule*
Pickup Trucks	10 years	10 years
Heavy Dump Trucks	10-15 years	15-20 years
Light Dump Trucks	10 years	10 years
Backhoe	8-10 years	15-20 years
Field Tractors	10 years	15-20 years
Front End Loader	10 years	15-20 years
Street Sweeper	10 years	15-20 years
Vac-Con	15-20 years	15-20 years

*Maintenance records are also reviewed and number of break-downs, downtime, cost of repairs, body condition, type of work the vehicle is used for, mechanical failures and hours of use are also considered.

Neighboring Communities' Replacement Guidelines

Northwest Municipal Conference Survey

Municipality	Dump Trucks	Pick-up Trucks
Buffalo Grove	12-15 Years	5-7 Years
Evanston	12-15 years	9-12 years
Libertyville	As needed and funding availability	As needed and funding availability
Mount Prospect	15-16 Years	9-10 Years
Palatine	10-12 Years	5-7 Years
Park Ridge	15-18 Years	12-14 Years
Rolling Meadows	9-12 Years	9-12 Years
Schaumburg	10 Years	5 Years
Vernon Hills	10-15 Years	8-12 Years
Wheeling	10-15 Years	6-8 Years

Fire and Police Fleet Replacement Guidelines

Vehicle Type	Per NWMC Survey	Lincolnwood Replacement Schedule*
Fire Engine	20 years	20 years
Ambulance	7-10 years	7-10 years
Police Squads	4 years	4 years

*Maintenance records are also reviewed and number of break-downs, downtime, cost of repairs, body condition, type of work the vehicle is used for, mechanical failures and hours of use are also considered.

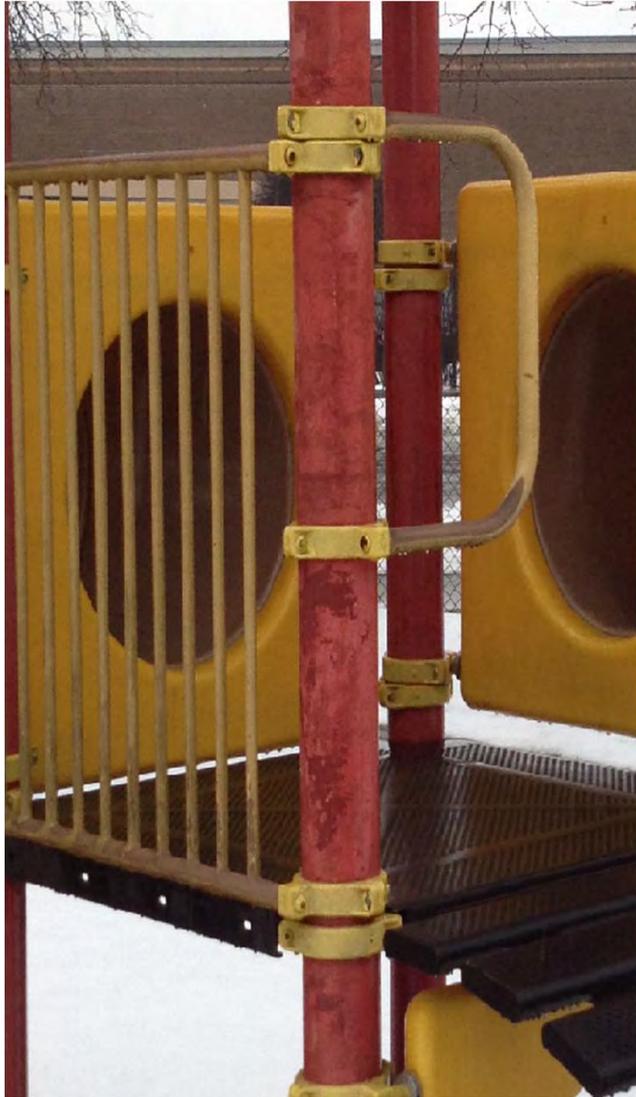
Drake Park Playground Replacement



Steps have lost slip resistance



Head/Neck Entrapment



Certain openings could present an entrapment hazard if the distance between any interior opposing surfaces is greater than 3.5 inches and less than 9 inches.

Banister Pole Height

- ❑ Two Banister Poles above 64" ASTM standard (68" at Drake)
- ❑ Loops at the top present a entanglement hazard
- ❑ Surface has been painted multiple times and losing smooth surface.



Paint and Appearance of Equipment



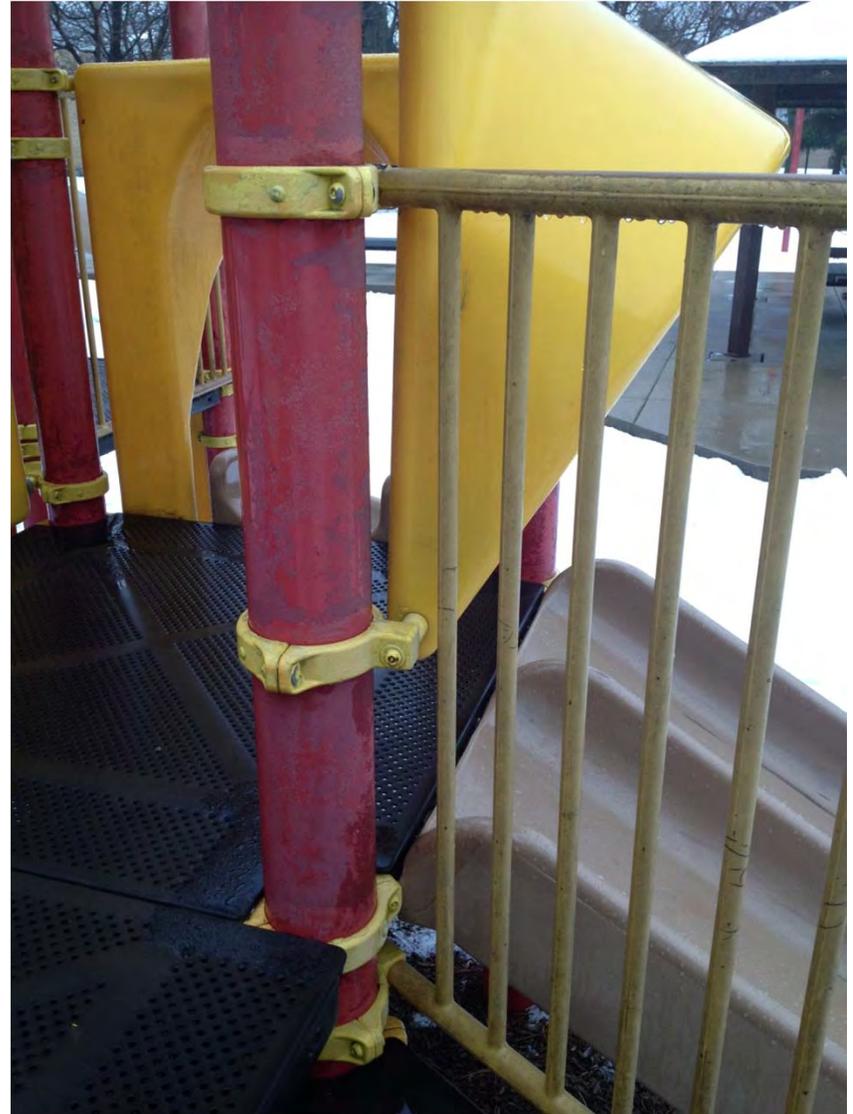
Falls Zones Overlap



- ❑ Fall zones are areas where a child plays and lands if they fall off the equipment.
- ❑ Multiple fall zones cross over each other and can cause injury
- ❑ This play feature shows multiple areas where fall zones overlap

Entanglement and Entrapments

- ❑ Slides need to be free of bolts and loops that can entangle clothing (CPSC)
- ❑ Certain openings could present an entrapment hazard if the distance between any interior opposing surfaces is greater than 3.5 inches and less than 9 inches. (CPSC)
- ❑ Space is greater than 3.5 inches





Significant New Expenditures **Not Included** in
General Fund Draft Budget for FY2014

- Village branding services \$35,000



Fund Balance Policy

- Current policy- “fund balance shall be maintained at 25% to 35% of annual general fund revenue”
- “If unreserved fund balance is greater than 35%, Village shall designate the excess to provide available funds for the purchase of new equipment and capital projects”



Projected G.F. Fund Balance FY 2014

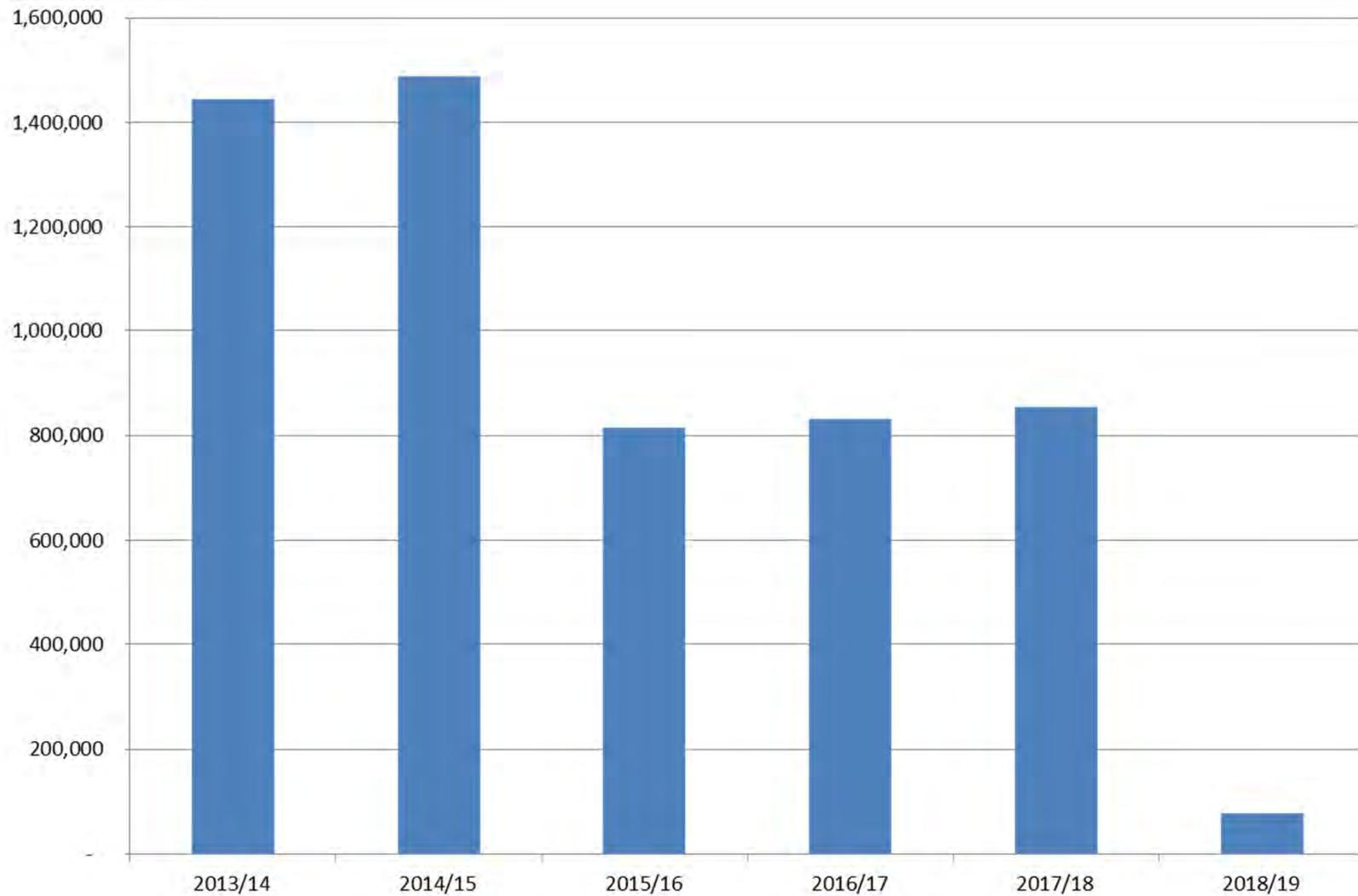
Projected Fund Balance as of 4/30/14	\$9,463,801
Required Max. Fund Balance for FY 2014	\$6,687,323 (35% of budgeted revenue)
“Excess” fund balance available for capital as of 4/30/14	\$2,776,478



Issues Affecting FY2015 Budget and Beyond

- ❑ Police and IMRF Pension Costs
- ❑ Village has started to experience increase in health care costs after being stagnant for the last two years
- ❑ Village has updated Village Campus, no additional capital projects anticipated
- ❑ Next debt service reduction in FY 2016

Debt Principal Re-Payment Schedule



Other Funds



NEID TIF Budget

- Purchase of UP right-of-way acquisition (funded 80% by grant) \$5,000,000

- PEP and GIFT Programs \$300,000

- Parkway tree planting \$30,000

- Design and installation of emergency power generator- PW and standpipe \$300,000



Lincoln/Touhy TIF

- Possible Demolition of Purple Hotel \$1,200,000
- Interest payment on demolition loan \$40,000



Transportation Improvement Fund

- Second year of Streetlight Replacement
Program: (Pratt Avenue) \$1,178,083

- Streetlight Replacement- Crawford Ave.
Reconstruction \$420,000



Motor Fuel Transportation Fund (MFT)

- Pratt & Central Ave. traffic signal-
Engineering and Construction costs
(shared with Skokie and Chicago)

Village's share

\$40,000



Com Ed R.O.W. Bike Path Fund

- Construction of bike path (funded 80% by CMAQ Grant) \$176,000
- Engineering design - Touhy overpass \$60,000

FY2014 Capital Improvements - Significant Programs

Project	Total Cost	Grant	General Fund Cost	Other Fund Cost
UP acquisition (bike path)	\$5,000,000	\$4,000,000		\$1,000,000
Emergency power generator- back-up	300,000			300,000
Com.ED ROW Bike Path	250,000	200,000	50,000	
Street light replacement- Pratt Ave.	1,178,083			1,178,083
Street light replacement- Crawford Ave.	420,000			420,000
Water Fund – Sewer repairs	346,500			346,500
Totals	\$7,494,583	\$4,200,000	\$50,000	\$3,244,583

Capital Improvement Program

DEPT.	PROJECT NAME	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	TOTAL COST
<i>Administration</i>							
	Emergency Backup Power Preparedness	360,000			846,978		1,206,978
<i>Community Development</i>							
	McCormick Blvd Median Landscape & Sidewalk				500,000		500,000
	Edens Sidewalk & Landscape Project					500,000	500,000
	Gateway Signs		40,000	40,000	40,000	40,000	160,000
	Lincoln Avenue Streetscape Improvements		30,000	2,150,170	2,069,100	2,127,180	6,376,450
<i>Public Works</i>							
	Sidewalk Replacement Program	80,000	85,000	90,000	95,000	100,000	450,000
	Parkway Tree Planting Program	40,000	40,000	40,000	40,000	40,000	200,000
	Street Light Replacement Projects	1,178,083	1,664,850	1,579,947	1,563,940		5,986,820
	Touhy Overpass for Skokie Valley Bike Trail	176,000	110,000	1,570,000			1,856,000
	Bike Lane Lining and Signing	13,200	132,000				145,200
	Crawford Avenue- Street Lights & Sidewalk	420,000	300,000	300,000	300,000		1,320,000
	Pratt and Central Traffic Signal	40,000					40,000
<i>Parks and Recreation</i>							
	ComEd Bike Path Development	74,000	110,000	785,000	785,000		1,754,000
	Union Pacific Land Acquisition	5,000,000					5,000,000
	Union Pacific Bike Path Development		825,000				825,000
	Community Center Expansion			2,700,000	2,700,000		5,400,000
	Playground Replacement	120,000	120,000	200,000	120,000	120,000	680,000
	Channel Runne Park Project Phase III			300,000			300,000
	Proesel Park Aquatic Center Renovations	30,000	110,000	185,000	1,500,000	1,500,000	3,325,000
<i>NEID TIF Fund</i>							
	Parkway Tree Planting and Sidewalk Installation	30,000	30,000	30,000	30,000	30,000	150,000
<i>Water Fund</i>							
	Sewer Televising Improvements	346,500	275,000				621,500
	Stormwater Improvement-Berms and Restrictors	190,000	2,000,000	2,000,000	2,000,000		6,190,000
	Crawford Avenue- Water Mains, Hydrants and Flow Meter		380,000	380,000	380,000		1,140,000
Total Capital Improvement Project Costs		8,097,783	6,251,850	12,350,117	12,970,018	4,457,180	44,126,948



Water and Sewer Fund

- Phase III of the Stormwater Management study \$190,000
- Third year of sewer repair program \$346,500
- Replacement of truck #11 \$62,500
- Purchase of new bucket truck (split cost with General Fund) \$37,500
- Engineering study - Alternative water sources \$30,000



Water and Sewer Fund Water Rate Adjustment

- Chicago increase: 15% effective 1-1-2013
- Current Village policy: adjust rate commensurate with the Chicago rate increase
- Staff recommendation - Increase rates 15%
 - Water rate increases \$.81 per unit (1000 gallons) to \$6.26 per unit
 - Effective May 1
- Reviewing alternative suppliers



Impact on Customer's Water Bill

Annual Consumption (1 unit = 1,000 gallons)	Current Water Bill	Water Bill with Proposed Increase	Annual Difference
40 units	\$287.15	\$319.55	\$32.40
90 units	\$628.65	\$701.55	\$72.90
165 units	\$1140.9	\$1274.55	\$133.65



Executive Session

Personnel Issues



MEMORANDUM

TO: Timothy C. Wiberg, Village Manager

CC: Douglas Petroschius, Assistant Village Manager; Robert Merkel, Finance Director

FROM: Ashley Engelmann, Assistant to the Public Works Director

DATE: January 4, 2013

SUBJECT: Vehicle Purchase

New Small Pick-up with Aerial Bucket-Will be utilized in the Streets and Water Department

- \$75,000 (Streets and Water Budget)
 - Rationale- the Department currently has one large truck with an aerial device that is used for things such as installing flags, signs, fixing street lights, tree trimming, etc. A second back-up aerial truck was sold at auction in 2011 due to its age and many maintenance problems. A small pick-up with an aerial bucket would improve operations in the following ways:
 - When the existing large truck is in need of repair, tree trimming operations are suspended
 - The large truck is difficult to maneuver in small areas and for smaller lower trees
 - A small truck would stop the need for staff to be lifted in the bucket of a tractor
 - A small truck would cut the time in half for installing signs and for small tree trimming operations due to the fact that they are easier to operate than the large aerial bucket truck
 - A small truck will be utilized to perform maintenance on the Water Tower
 - The large bucket truck requires time for set-up and to stabilize it on the ground- a small pick-up with a bucket does not require the same level of set-up and stabilization
 - Maintenance of lights and cameras at pump house building

The cost estimate to purchase a small pick-up with an aerial is \$75,000. To rent a truck the cost

is \$395/day; \$1,100/week; or \$2,600 for four weeks. Staff anticipates using the truck 12 months out of the year. Using the price that was quoted for a four week rental the cost to rent a truck for 9 months of the year would be \$23,400. The return on investment if the truck was purchased would occur in 3.2 years.



LINCOLNWOOD FIRE DEPARTMENT

INTER-OFFICE MEMO

Mike Hansen
Fire Chief

To: Tim Wiberg, Village Manager

From: Mike Hansen, Fire Chief

Date: January 19, 2013

Subject: Air Pack Purchase, 2013/14 Budget

The Fire Department is requesting \$140,000.00 for replacement air packs, face pieces, spare bottles and Rapid Intervention Team (RIT) Packs for the 2013/2014 fiscal year budget. Staff has applied for an Assistance to Firefighters Grant (AFG) and are awaiting if we were successful in this year's process. Last year, staff applied for the same grant and was unsuccessful as monies ran out before our grant request was awarded.

The purpose of this budget request is to purchase NFPA 1981-2007 Edition Compliant Self Contained Breathing Apparatus, (SCBA) with an additional face pieces that include Heads-Up Display, Rapid Intervention Connection with buddy breathing hose lines, spare bottles and are equipped with NFPA 1982-2007 Edition Integrated PASS (Personal Alert Safety System) Device.

The Lincolnwood Fire Department proposes purchasing 20 complete SCBA's, one for each seated position on our vehicles, and 20 spare bottles for these units. An additional ten (10) face pieces which staff included in the budget that will provide a total of 30 face pieces as our department policy is to issue one to each member of LFD for their use, care and to ensure healthy operations. Two (2) RIT SCBA packs are being requested to replace the existing units that are carried on the 2 RIT team designated vehicles. We are also asking for 20 buddy breathing hoses as every pack needs to have this hose available for emergency use in connecting air between airpaks.

The SCBA will replace our existing units that are now 13 years old and non-compliant with current standards. They show a great deal of wear and tear, have non-compliant integrated pass devices that have reliability issues and our model is no longer being manufactured and replacement parts are unavailable. This has caused several units to be out of service and replacement of these units is our only option. The new units will give our firefighters a reliable, NFPA and NIOSH compliant SCBA for responding to emergency incidents. In addition, the SCBA will have NIOSH CBRN rating against weapons of mass destruction, which our current units do not. The proposed SCBA units are equipped with both a Rapid Intervention Connection for RIT Operations, as well as a data logging feature which is incorporated into the PASS

Device.

Purchasing new SCBA's that use updated technology and meet current NFPA standards will immediately improve the safety and efficiency of department operations. This solution is not only the lowest cost approach; it is the only alternative as our current SCBA equipment cannot be modified. Savings of time and money will be realized through our ability to standardize training on the SCBA equipment and through the reduced need to spend money on the repair of new equipment. In addition, warranty protection and the extended service life of new equipment add to the cost-effectiveness of the purchase.

Continuing to use equipment that does not meet current standards could result in personnel safety and operational hazards on-scene. The limits of the old equipment may jeopardize our ability to securely and effectively operate with our mutual aid and automatic response public safety partners. These potential safety and noncompliance issues could threaten the safety of first responders and the community. Purchase new SCBA's would provide a cost-effective solution to enhancing personnel safety and ensuring that our firefighters trust the equipment they must rely upon when protecting the community.

Effective, reliable NFPA 1981-2007 Edition Compliant Self-Contained Breathing Apparatus, (SCBA) is essential to firefighter safety and preparedness. Staff is requesting budget funds to purchase new SCBA equipment that meets recommended NFPA standards for first responder operations and minimizes the potential for operational issues and delays that could threaten the safety of our members and the public. New SCBA equipment also would promote interoperability with our mutual aid partners and enable the department to be in compliance with current NFPA standards.

Self-Contained Breathing Equipment plays a critical role in the daily operations of the Lincolnwood FD. New Self Contained Breathing Equipment will immediately improve the LFD fire ground operational and safety abilities. Updated SCBA will enhance interoperability with our mutual aid partners. Having standardized SCBA for all members will streamline our training and equipment-sharing capabilities.

Additionally, all of our packs have old PASS devices that currently do not meet NFPA 1982 standards and are becoming dangerously unreliable. Recent RIT training revealed that a firefighter lying face down can easily muffle the sound of our current pass devices to the point where it cannot be heard by other firefighters, raising serious concerns for the safety of our members. Funded the SCBA budget will also correct this potential dangerous situation.



MEMORANDUM

TO: Timothy Wiberg, Village Manager
FROM: Melissa Steirer, Management Analyst
DATE: February 1, 2013
SUBJECT: Online Streaming of the PEG Channel

Background

The Village currently broadcasts live meetings of the Village Board, Plan Commission, and Zoning Board of Appeals on its Public, Education, and Government (PEG) channel to AT&T U-Verse and Comcast television subscribers. Recordings of these meetings are also available on-demand at the Village's website and are played back throughout the week on the PEG channel. Staff estimates that only half of Village residents subscribe to AT&T U-Verse and Comcast television services.

Improvement to Current Services

According to a recent report by the Nielsen Company, 30 million citizens watch television on computers or mobile devices, rather than a traditional television. In order to capture this audience, staff is proposing around-the-clock online streaming of the Village's PEG channel, which will provide access to Windows, Android, and Apple smartphones, tablets, laptops, and desktop computers. Continuous streaming of the PEG channel will increase transparency and improve resident access to information. An icon would be placed on the Village's homepage to clearly direct visitors to the PEG channel stream.

Staff received the following statistics from an online streaming provider in order to gauge the number of viewers the Village can expect to have for meetings that are streamed online:

Municipality	Population	Estimated Annual Number of Online Meeting Views
Deerfield, IL	18,000	1,008
Taylor, TX	15,000	1,014
Burleson, TX	20,000	3,552
Lakeway, TX	11,500	798

[For an example of around-the-clock streaming, click here for a link to the City of Derby, Kansas's live PEG channel.](#)

Online streaming of the Village's PEG station will also allow School District 74 meetings to be broadcast live, improving resident access to this unit of government. If the Village were to move forward with continuous streaming of the PEG channel, staff would maintain the current availability of on-demand meeting videos online.

Budget Implication

Staff is requesting \$6,000 in the fiscal year 2013-2014 budget to fund the upfront cost of the equipment necessary to stream the PEG channel, as well as the annual streaming service. In future fiscal years, there will be an annual streaming service charge of approximately \$2,400.



LINCOLNWOOD POLICE DEPARTMENT

INTER-OFFICE MEMO

Robert LaMantia
Chief of Police

To: Robert Merkel, Finance Director
From: Robert LaMantia, ^{RL}Chief of Police
Date: September 21, 2012
Subject: Marked Police Squad Car Replacement Program

I surveyed 11 north shore police departments and asked the following question: How often does your agency replace marked squad cars? The following is summary.

Deerfield, Glencoe, Morton Grove, and Wilmette replace marked squad cars every three years. However, due to budget challenges, last year Deerfield deferred replacing squad cars until four years.

Glenview, Highland Park, Kenilworth, Skokie, and Winnetka replace marked squad cars every four years. Several of the agencies incorporate mileage into decision making process. Generally, police departments that incorporate mileage into the decision replace squad cars use 80,000 to 100,000 miles as a contributing factor.

Northbrook uses 100,000 miles as the determining factor to replace squad cars.

Several years ago, Lincolnwood changed from replacing squad cars every three years to every four years. Staff recommendations are also based on mechanical issues, the individual vehicle's maintenance history, mileage, and overall condition.

Recommendation

I recommend no changes to the police department's squad replacement program. This recommendation is based on the industry standard and the police department's ability to provide reliable marked squad cars for the patrol division.

Please let me know if you have any questions, concerns or comments.



MEMORANDUM

TO: Timothy C. Wiberg, Village Manager

FROM: Ashley Engelmann, Assistant to the Public Works Director

DATE: February 5, 2013

SUBJECT: Public Works Fleet Replacement Guidelines

Background: During the Fiscal Year 2012/2013 Budget Workshop, discussion occurred regarding fleet replacement policies for the various operating departments. The purpose of the information below is to provide information regarding the Public Works Department's fleet replacement guidelines.

The Public Works Department follows the American Public Works Association (APWA) guidelines for replacing vehicles and equipment within the Department's fleet. Trucks and heavy equipment that break down frequently due to age or excessive use interfere with workforce planning and can lead to disrupted and failed services. Dependable working equipment enables trained Public Works crews to respond quickly and professionally to emergency situations. An essential component of effective fleet management is the commitment to replace vehicles and equipment before service delivery is impaired or diminished. One of the primary factors in reviewing a vehicle or piece of equipment for replacement is its age. However, staff also reviews maintenance records for each vehicle to determine if it has met its life expectancy. When considering maintenance records staff evaluates the number of break-downs, downtime, cost of repairs, body condition, type of work the vehicle is used for, mechanical failures and hours of use.

Replacement Guidelines: Provided below is the Department's replacement guideline schedule based on the APWA's recommended best practices.

Vehicle Type	Age Criteria -APWA	Lincolnwood Replacement Schedule
Pickup Trucks	10 years	10 years
Heavy Dump Trucks	10-15 years	15-20 years
Light Dump Trucks	10 years	10 years
Backhoe	8-10 years	15-20 years
Field Tractors	10 years	15-20 years
Front End Loader	10 years	15-20 years
Street Sweeper	10 years	15-20 years
Vac-Con	15-20 years	15-20 years

Current Replacement Status: The Public Works Department is currently on schedule with replacement of vehicles and equipment. The Department maintains a five-year replacement plan. Funds are requested each Fiscal Year according to the schedule.

Neighboring Communities: A recent survey was conducted by the Northwest Municipal Conference regarding neighboring Public Works Department’s fleet replacement guidelines. Provided below is a table of their responses:

Municipality	Dump Trucks	Pick-up Trucks
Buffalo Grove	12-15 Years	5-7 Years
Evanston	12-15 years	9-12 years
Libertyville	As needed and funding availability.	As needed and funding availability.
Mount Prospect	15-16 Years	9-10 Years
Palatine	10-12 Years	5-7 Years
Park Ridge	15-18 Years	12-14 Years
Rolling Meadows	9-12 Years	9-12 Years
Schaumburg	10 Years	5 Years
Vernon Hills	10-15 Years	8-12 Years
Wheeling	10-15 Years	6-8 Years

Staff Recommendation: At this time staff is not recommending any changes in the current replacement guidelines of the Department.



MEMORANDUM

TO: Timothy C. Wiberg, Village Manager

FROM: Douglas J. Petroschius, Assistant Village Manager

DATE: February 1, 2013

SUBJECT: Community Branding

Goal number three of the Village Board's 2012-2015 Strategic Planning Report states "Further define and develop the brand and identity for the Village of Lincolnwood." The specific action items for this goal are:

- A. Establish a workshop with the Village Board to further define the Village of Lincolnwood's brand.
- B. Staff to design branding exercise and subsequent branding plan.

At the June 15, 2012 Committee of the Whole meeting, the Village Board considered staff-developed mottos that could be used to serve as a basis for a future Community Branding Process. The Village Board did not come to consensus on any particular motto or what the Village's brand should be. At the meeting staff indicated that a consultant would be needed to conduct a Community Branding Process. Staff was directed to perform research on branding, interview consultants, and report back with the results.

On November 20, 2012 staff presented its findings to the Committee of the Whole. The Village Board's opinions on branding were mixed, yet the potential benefits branding could have for economic development were of an interest to some. Therefore, the matter was referred to the Economic Development Commission (EDC) for input. On January 23 staff presented Community Branding to the EDC. Following the presentation discussion ensued and the EDC came to a consensus that in general, a Community Branding initiative should be pursued with a consultant secured through a Request for Proposals process. However, the EDC was split in regards to implementation. Half of the members in attendance favored utilizing in-house staff and locally-owned graphic design firms while the other half favored hiring a Community Branding firm with municipal branding experience.

Recommendation

Staff recommends that in order to achieve the Village Board's strategic plan goal to develop the Village's brand the Village include \$35,000 in the 2013-14 fiscal year budget to engage a Community Branding firm. The firm selection process will be competitive, utilizing a Request for Proposals and interviews. Services will include stakeholder meetings, interviews, research, ideas for logos and mottos, marketing, action plans for implementation, and other branding elements. For additional information on branding, please see the remainder of this memorandum containing the research that was originally presented at the November 20, 2012 Committee of the Whole meeting.

What is Community Branding?

According to various definitions and from speaking with consulting firms, a "brand" is a name, term, design, symbol, or any other feature that identifies one community from another. A Community Branding Process develops the features of a brand through research and data gathering and interviews with various community groups in order to then develop a creative and unique design, tagline, and color scheme that tells the community's "story."

Benefits

Staff research revealed the following potential positive outcomes that other communities have experienced after conducting a Community Branding Process:

- Improved professional-looking image of the community
- Standardized colors and logo for use on Village documents, uniforms, vehicles, letterhead, business cards, and website
- A catalyst for reenergizing economic development through the development of marketing materials for developers and retail site selectors
- Improved understanding of community feedback and perceptions of the community
- Improved perception of community to outsiders such as new business owners and future residents looking to relocate to the Village
- The municipality's branding campaign can have a positive impact on other entities with "Lincolnwood" in their name such as the Library, School District, and Chamber of Commerce
- The process develops renewed perception of community "pride"

Branding Consulting Firms

The Village Manager and Assistant Village Manager interviewed four branding firms. Although all four firms provide a different scope of services, they all generally had the same project approach: develop a brand that communicates the Village's "story" in a very short and concise communication tool. This could be in the form of a new logo, motto, website, etc. In general firms utilize surveys, community data, and focus groups to develop research on the community. Stakeholder meetings are used to narrow the focus. After there is agreement on the branding message, the consultant proposes design ideas and taglines. Finally, the community makes its selection and incorporates the new brand into its public documents, website, uniforms, marketing materials, etc.

Below is a summary of the four branding firms, their expertise, approach, and price.

[North Star Destination Strategies](#)

Staff considers North Star Destination Strategies (North Star) to be the “Cadillac” Model of community branding firms. North Star has helped more than 150 communities in over 36 states nationwide. Locally they have performed branding work for the [Village of Oak Park](#) and are in the process of branding the [Village of Lake Bluff](#). They believe that branding is more than a tagline and a logo. North Star offers a turnkey branding process called “Community Brandprint” (Brandprint). Brandprint offers research, insights, creativity, and formulates the information into an action plan for the Village. The cost for this service is \$68,000. As an alternate, North Star offers a “Brand Identity” program for \$32,000 which involves less research and more attention to implementation.

[Custom Direct](#)

Staff considers Custom Direct to be the local, low-cost option. Custom Direct is a locally owned and operated branding and marketing firm that has been in business in Roselle, Illinois for 25 years. Although their experience with branding for municipalities is limited to the [Village of Roselle](#), they have branding experience with several major private sector companies such as Discover, Rust-Oleum, and Ridgid. Their scope of services includes marketing research, planning and strategy, messaging, and identity which are used to develop a logo, identity, statement, and tagline. The Village of Roselle used the Community Branding Process to develop a new newsletter, economic development marketing materials, business cards, letterhead, and website. The cost for this service is \$25,000.

[FGM Architects](#)

FGM Architects (FGM) is not a branding consultant per se, but an architectural firm that has experience in developing logos and working with clients to determine a vision. They have offices in Chicago, Oak Brook, and O’Fallon, Illinois. FGM recommends identifying specific branding goals, surveying residents and interviewing focus groups, and working with the Village Board to determine what the tangible and intangible aspects of the brand are. FGM has performed branding work for the [Wheeling Park District](#) which included desired goals from the district, stakeholder input, and third party consultants. FGM indicated that they would be able to work with another firm to assist with various aspects of the branding process. No price was submitted for their work as it was not clear as to what their involvement in the project would be.

[Carroll-Keller Group](#)

The Carroll-Keller (CK) Group is a team of professionals committed to training and skill building for organizations. The CK Group also offers branding services in the form of Mari Pat Varga of Varga & Associates. Mari Pat is not a logo design firm. Instead her services would allow the Village Board to take a step-by-step approach into investigating more about what Branding is and determine if the Village Board is interested in pursuing a full Community Branding Process. Mari Pat is an articulate presenter and trainer and proposes to help the Village’s to unearth its “story” so that it can be communicated in a two-minute, one-minute, and 15-second communication piece. She defines branding as an “advertisement communicating what the Village is to residents, non-residents, businesses, and developers.” Mari Pat proposes to facilitate sessions with the Village Board, Commissioners, and staff and focus groups of current residents, former residents, and business leaders outside the Village. Following the sessions the

Village would then need to hire a graphic artist to develop the logo and other aspects of the branding campaign. No price was submitted for her work as it was not clear as to what her involvement in the project would be.