

# MEMORANDUM

TO: President Turry and Board of Trustees

FROM: Timothy C. Wiberg, Village Manager

DATE: February 17, 2017

SUBJECT: **Village Board Budget Workshop**

As a reminder, we have scheduled the FY 2017/18 Budget Workshop for February 23 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 FY2017/18 budget. The purpose of the meeting is not to discuss specific budgets for specific departments. This 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 2016/17 Departmental Goals Status and Proposed FY 2017/18 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 2017/18 budget.

Since time on Thursday 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 next year. 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 Thursday evening. There are several 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. One item that will be discussed is the current state of the Village economy. [Attached](#) is the most recent report from Moody's as they performed their review of the Village's bond rating. As can be seen, they re-affirmed the Village's As1 rating, which is one notch below the highest rating.

**IV) Significant Capital Expenditures Included in the Draft Budget** – Staff has identified several large capital 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 over-burdened 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 significant capital items:

- 1) [Attached](#) is the replacement schedule for our Village's vehicle fleet. It is designed to spread the replacement of vehicles throughout each year so no one year becomes overly burdened. Staff is proposing \$37,000 in the proposed budget to replace one Police vehicle
- 2) Ambulance Replacement - \$232,000 – The Fire Department is requesting the replacement of our 2005 ambulance. This unit has experienced recent significant mechanical failures and it is increasingly being taken out of service for repairs. [Attached](#) is a memorandum from the Fire Chief regarding this issue.
- 3) Police Starcom Radio Replacement - \$230,000 - [Attached](#) is a memorandum from the Police Chief summarizing the need to transition away from our current NORCOM radio system to this new radio system. This represents another unfunded State mandate.
- 4) Replacement of Central Park Playground Equipment - \$100,000 – Staff is recommending the continuation of our phased replacement of playground equipment to ensure our playgrounds remain safe and attractive places for families. [Attached](#) are photos of the current equipment in this park. After this year, the only playground left in need of replacement will be Proesel Park.
- 5) Replacement of a Street Sweeper - \$220,000 – [Attached](#) is a memorandum from the Acting Public Works Director summarizing the need to replace a 1996 street sweeper which has been experiencing increasingly expensive required repairs.

**V) Proposed Expenditures Not Included in the Draft Budget** – Staff has identified several items the Board may want to include in this year's budget. The items that follow have not been included in staff's estimated FY 2018 budget numbers. Please find below a summary of each item:

- 1) [Planning Consultant to Develop North Lincoln Avenue Plan](#) - \$25,000- During the Village Board's discussion on the Strategic Plan this year, a new goal was included to create a new conceptual plan for the North Lincoln Avenue area, bordered by Touhy, Cicero, and the Village limits to the north. Staff anticipates that the work of a planning consultant will be required.
- 2) Citizens Survey - \$13,860 – The Village has not conducted a comprehensive citizen survey since 2007. [Attached](#) is a memorandum from the Assistant to the Village Manager summarizing this item.
- 3) Centennial Park Sculpture Signage - \$10,400 – The Village had installed small signs in front of every sculpture in this park, but vandals have stolen all of them. Staff was recently requested to consider the reinstallation of these signs. [Attached](#) is a memorandum from the Parks and Recreation Director summarizing this issue.
- 4) Contractual Holiday Lighting Installation - \$30,000 – Every year Public Works installs the holiday lighting around the municipal campus. Staff was asked to consider expanding the lighting to improve the appearance of the campus during the holidays. Unfortunately, our Department already devotes several employees to this task solely for two weeks and cannot expend additional time on it. [Attached](#) is a memorandum from the Acting Director of Public Works summarizing a proposal to have a contractor perform this work.

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  
VILLAGE BOARD BUDGET WORKSHOP  
COUNCIL CHAMBERS  
6:00 P.M., FEBRUARY 23, 2017**

**AGENDA**

- I) Call to Order
- II) Roll Call
- III) Regular Business
  - 1) Discussion Concerning the Village's Fiscal Year 2016/17 Year-End Projections
  - 2) Discussion Concerning the Village's Fiscal Year 2017/18 Financial Forecast
  - 3) Discussion Concerning Fiscal Year 2017/18 Discretionary Spending
- IV) Adjournment

Posted: February 17, 2017

# 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 Information Technology Division will streamline the document management process and increase productivity by implementing Laserfiche workflow. Workflow will allow files to be stored automatically in the appropriate location. The nine-year old file structure files will be reorganized to increase the speed at which documents are retrieved.

*Folder structure has been created and internal/external stakeholders have been engaged and it is anticipated that the project will be completed by April 30, 2017.*

- 2) The Village Manager’s Office will enhance outreach to new business by creating an online Business Resource Center (BRC) on the Village’s website. The BRC will provide a centralized point of information for potential business owners including available space, Village resources, and zoning information. The BRC will be accessible by a short hyperlink that will be used in the Village’s marketing materials.

*The Village Manager’s Office, in conjunction with Community Development and Parks and Recreation, developed marketing materials and resources as part of the BRC with a dedicated web address. The BRC was promoted at the annual ICSC event and has been featured on the Village’s home page.*

- 3) The Information Technology Division will enhance the security of the Village’s network by implementing a Central Device Management System for Village issued devices. With the popularity of mobile devices in the workplace, there is a need for a system that will allow staff to remotely modify settings, push out updates, and disable devices if necessary.

*The Information Technology Division has implemented a system to allow the Village to remotely control and disable mobile devices as needed to ensure security of Village information and resources.*

- 4) The Village Manager's Office will coordinate the triennial manpower study that will be used to benchmark the Village with comparable communities in terms of services provided, workforce composition, and compensation.

*The Village Manager's Office modified this goal in the summer of 2016 to be related to the salary study only with the main portion of the survey completed in December, 2016, and the results of the salary survey to be presented to the Village Board during the 2017/2018 Budget Meetings.*

- 5) The Village Manager's Office will develop a workforce and succession plan related to all of the Village's Departments. The plan will create a framework to guide each Department in developing employees to fulfill roles vacated through attrition, retirement, and resignation will addressing training needs in future years. The plan will improve hiring practices and ensure that valuable skills are transferred to new employees to safeguard against a reduction in services through the attrition of long-term employees.

*The Village Manager's Office has completed initial fact-finding work related to this project and will be completing the succession plan by April 30, 2017.*

- 6) The Village Manager's Office will increase online service requests by 10% through a new mobile app and citizen relationship management system. The Village will work with 14 other municipalities to launch a new mobile app using PublicStuff that includes an online service request system provides more features than the existing E-Gov system.

*The Village implemented the PublicStuff app in June, 2016 with over 200 active users currently on the mobile app. For the first six months of usage, 1416 requests for external services, which is more than a 10% increase over last year, and users were logged in the system.*

- 7) The Village Manager's Office will improve transparency of government by replacing the Village's audio visual system for televising public meetings. The original system is 10 years old and the new system will take advantage of new technology available and enhance video quality and system reliability.

*The updated system was implemented in the summer of 2016 and has allowed the Village to improve the audio / visual quality of meetings while allowing Board Members and Commissioners to more easily attend meetings remotely.*

### **Proposed Goals**

- 1) The Village Manager's Office will conduct a Citizen Survey in order to better understand the views of residents related to services and performance of the Village.
- 2) The personnel policy manual has not had a comprehensive review since October 21, 2014. The Village Manager's Office will develop a committee to review the manual to ensure that employment policies are up-to-date and that all policies are in compliance with applicable State and Federal Laws.

- 3) The Village Manager's Office will review the organizational charts for each Department to ensure that all functions of the Village are properly staffed and that duties are properly reflected for employees. As part of this review staff will work with the Finance Department to ensure that all salaries are allocated within the appropriate cost centers. In addition, a comprehensive update to all job descriptions for all full-time and IMRF-eligible part-time staff members will occur.
- 4) The Village Manager's Office will improve accessibility for users through the drafting and implementation of training guides for all public rooms in the Village to help users to operate audio / visual equipment for public meetings.
- 5) The Village Manager's Office will enhance communications to stakeholders through an updated process which will include bi-weekly e-newsletters using updated e-mail hosting software, regular posts on social media outlets such as "Throwback Thursdays and Fun Fact Fridays" and weekly communication team meetings to develop and organize communications for the following week.
- 6) The Village Manager's Office will develop public service announcements (PSAs) to educate and promote the use of citizen access for online vehicle sticker, business and contractor licenses as well as building permit applications.
- 7) The Village Manager's Office will work with the Finance and Public Works Departments to facilitate a contract and implementation of an alternative supplier for potable water.
- 8) The Village Manager's Office will work with the O'Hare Noise Compatibility Commission to evaluate airplane noise in Lincolnwood and apply for mitigation funds if available.

## **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 monitor the State of Illinois budget stalemate and its potential impact on the Local Government Distributive Fund. Staff will report to the Village Board of any negative revenue impacts and possible expenditure adjustments if the State reduces the Village's amount of shared revenues.

*The State of Illinois did not reduce any amounts regarding the Local Government Distributive Fund this year. Staff will continue to monitor this situation as the State has still not approved a formal budget.*

- 2) The Finance Department will start the implementation of enhancing the online bill payment features to include the purchase and payment of Village issued vehicle stickers. Currently, residents can purchase vehicle stickers through the mail or in person at Village Hall.

*The enhancement of allowing Residents to have the option of purchasing their vehicle stickers online for the upcoming year is complete. Currently, Residents could only purchase the stickers in person or through the mail.*

- 3) The Finance Department will reduce the Village's reliance on paper and increase the productivity of staff by implementing a paperless check requisition and purchase order system.

*The Finance Department has started testing of a paperless check requisition process which will be implemented in the next fiscal year. The system should reduce the processing time and increase efficiency regarding the accounts payable system.*

- 4) The Finance Department will streamline the evidence documentation process for the Village Adjudication Hearing by implementing Laserfiche workflow. The current files will be stored by type of hearing ticket with the appropriate evidence attachment which will allow files to be stored automatically and retrieved faster through the search function.

*The files of the Adjudication Hearings are now being stored on Laserfiche. This will allow for more efficiency when searching for files.*

- 5) The Finance Department will prepare a payroll guide to assist the Village departments in preparing their bi-weekly payroll submissions. This guide should help in assuring the payroll is processed in an efficient and timely manner.

*The payroll guide was prepared and distributed to the Village departments. The guide has clarified the payroll process and ensured that the payroll is processed on a timely basis.*

### **Proposed Goals**

- 1) The Finance Department will continue to monitor the State of Illinois budget stalemate and its potential impact on the Local Government Distributive Fund. Staff will report to

the Village Board of any negative revenue impacts and possible expenditure adjustments if the State reduces the Village's amount of shared revenues.

- 2) The Finance Department will assist in reviewing alternate solutions for the purchase of potable water for the Village. The Village's current water supplier has continually increased the water rates over the last 10 years. These increases have dramatically affected Village residents' and businesses' financial condition. The Finance Department will also assist the Public Work's Department in preparation of a long range watermain replacement program. The Village is planning to replace the aging watermains in the Village in a systematic and cost effective fashion.
- 3) The Finance Department will assist the Village's Adhoc Pension Committee in reviewing and suggesting funding strategies to reduce the Village's unfunded liability as it relates to the Police Pension Fund. The Village needs to meet funding requirements as mandated by the State Legislature by the year 2040.
- 4) The Finance Department will assist the Community Development Department in closing the current Lincoln/Touhy TIF and creating a new TIF district. The current TIF has been in effect for over five years and has lost EAV value during this period. The new TIF will give potential developers additional time to obtain financial assistance, if warranted, from the Village to fund any future developments in the TIF.
- 5) The Finance Department will create a marketing plan to inform the residents and businesses of all online payment options and the processes to use the system in an efficient manner.

## **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) Shepherd through the Village's consideration process, the approval for the proposed new development for the former Purple Hotel site, which promises to be a catalyst for further community redevelopment.

*A department-prepared RFQ for planning and design services secured a consultant to prepare a design concept plan that will be used to further negotiations with prospective developers for the Purple Hotel site. Staff has met with numerous prospective developers*

*and worked with the Mayor and Board in seeking alternatives to provide a catalyst for development.*

- 2) Review existing monetary deposits received in connection with building permits to recommend adjustments and/or deposit elimination. Many deposits received are not used and require return in their entirety to the applicant. The process of receiving and returning deposits by staff is intensive and time consuming. Eliminating unnecessary deposits will streamline the permitting process and provide improved customer service.

*Staff has analyzed the current permit deposit system and will be recommending revisions to this system to reduce the number and type of permits that require a deposit, without eliminating the deposits completely.*

- 3) Review roof permitting and determine whether the Village should continue to require permits and/or a registration process. Communities have different approaches to permits for roofs, some not requiring a permit, some a registration process and others requiring a permit. Further, due to a variety of reasons, roof inspections performed in the Village are limited in scope. Staff believes roofing is an area for potential streamlining.

*Staff is researching roof permitting and inspection requirements in area communities to determine the pros and cons of streamlining the Village's process. The Village's permit review and inspection services consultant is providing feedback on this subject, based on their experience working with a number of suburban communities. A recommendation will be submitted to the Village Board by the end of this Fiscal Year, in conjunction with other code clean-up items.*

- 4) Review the 2012 family of International Building Codes for possible adoption. The Village has currently adopted the 2009 family of International Building Codes. Model Codes are revised every three years by the International Code Council. It is good practice to keep Village codes relatively current, but perhaps not the most current version, due to time needed by the market to adapt to new provisions.

*Staff has tasked TPI, the Village's permit review and inspection services consultant, with preparing a summary and analysis of the major changes from the 2009 to 2012 family of International Building Codes, so that a full analysis of pros and cons can be prepared by staff. A recommendation will be submitted to the Village Board by the end of this Fiscal Year, in conjunction with other code clean-up items.*

### **Proposed Goals**

- 1) Conduct a comprehensive review of the Zoning process, including submittal requirements and documentation, with the goal of streamlining the process so that it is more user-friendly, without compromising the requirements of the Village Code. New personnel in both Community Development Department management positions will provide new and varied experience, allowing the process to be considered in a new light.
- 2) Utilizing the new Accela enterprise software, once fully implemented, Community Development Department staff will review areas where Building Permitting applications and processes can be further streamlined. This software is anticipated to provide the Department with increased efficiencies by providing information in one master location,

tying together the Contractor Licensing and Building Permit modules, providing better archiving, and most importantly, providing customers the ability to submit certain applications online and to track those applications. This will lessen inquiries on permit review status. Alerts provided prior to deadlines will also assist staff in managing the process. Further streamlining, realized through this process, can be rolled-out over the course of 2017-18.

- 3) Create a series of “How To” videos addressing the basic permitting process and FAQ’s for typical permits such as driveways, decks, roofs, additions and interior remodeling. The videos will be uploaded to the Village website for dissemination to the public.
- 4) Engage a Planning Consultant to prepare a Sub-Area Plan addressing the area bound by Touhy Avenue, Cicero Avenue, Lincoln Avenue and the northern Municipal Boundary of the Village. As prescribed in the Village’s updated 2017-2019 Strategic Plan, this “North Lincolnwood Sub-Area Plan” would address land use, street configurations, traffic controls, and other infrastructure considerations, with the goal of creating a plan to achieve a future state in which this area redevelops as a major commercial core for the Village.
- 5) Work in collaboration with local businesses to prepare a Shop & Dine Guide for the Village’s website, highlighting the location and contact information of all retail sales and service businesses in the Village. Work with the GIS Consortium on a story map incorporating this information. All work to be completed in-house. The need for printed versions can be evaluated once the online version is finalized and posted to the Village website.

## **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 Centennial Park, 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) Expand the range of recreation services by working with Lincolnwood based organizations to ensure that a wide range of recreation needs are met within the Village of Lincolnwood. Strategies include, cross promotion of programming, sharing space, reducing program conflicts, and combining efforts to provide enhanced programing.

*The Parks and Recreation Department is part of the CSL (Central Suburban League) in which we work cooperatively with the Morton Grove and Skokie Park District's and District 219 to provide gymnastics, swimming lessons, flag football and youth basketball programs. Lincolnwood residents can participate in these programs at resident rates. In addition the department works closely with the Lincolnwood Library to provide programs and events for youth and adults. During the 2016/2017, a total of 16 programs and events were offered in conjunction with the library.*

- 2) Enhance youth program offerings by utilizing both the space provided by School District 74 as well as the Lincolnwood Community Center. By programming both spaces the department will be able to accommodate more afterschool participation.

*During the 2016/2017 fiscal year the department offered a total of 19 programs held at the School District 74, 7 of which were new programs. In addition 21 open gym programs were held at the School District 74 campus. The Club Kid Afterschool program also continues to be a very successful after school program held at the School Campus as well.*

- 3) Enhance pool pass holder benefits by creating more available open swim time during morning weekday hours.

*Beginning with the 2016 aquatic season, swim lesson schedules have been adjusted to allow for the fenced children's pool and activity pool to both open at 10am. In the past the fenced children's pool was open at 10am, but the activity pool didn't open until noon. In addition the main pool will open at 12pm and in the past didn't open until 1pm.*

- 4) Improve registration procedures by streamlining operations and improving workflow by migrating recreation software to RecTrac 3.1. The new RecTrac 3.1 software will provide staff with easier and customizable point-of-sale options for smoother and faster on-site transactions, a more intuitive web-based user experience, and greater program reporting capabilities.

*The new software migration is scheduled to begin in January 2017 and will be complete by the end of the month.*

- 5) Increase transportation and outdoor fitness options for residents by working with the Public Works Department to oversee the construction of the Union Pacific bike path from Devon Avenue to Touhy Ave as outlined in the Village Bikeway Plan.

*The construction of the Union Pacific Bike Path was complete in November 2016 and the path is open and available for use.*

### **Proposed Goals**

- 1) Enhance the overall quality of the customer experience through the development and implementation of a customized and formal customer service training program for all full-time, part-time and seasonal Parks and Recreation Department employees.

- 2) Maintain and develop parks to meet the needs of residents and program users. Develop a plan to pursue development of the land on the east side of the channel.
- 3) Enhance the quality of life through beneficial, successful programs and events to meet the needs of the community. Optimize program and facility usage to increase revenues through implementing a plan to maximize downtime space at the Community Center and offer new programs and events during open times. Develop and implement a Village-wide Health and Wellness Initiative for employees and the community.
- 4) Strengthen community and public relations and publicity. Revise the department vision statement so it becomes more clear, concise and memorable. Revise and update the department logo. Install signs at all parks to increase branding and promotion of the Parks and Recreation Department and programs and events offered through the department.
- 5) Continue to offer and promote an effective Pool Membership/Pass program through offering membership incentives, monthly newsletter and through conducting an annual review of the membership program and benefits to identify areas that may be improved.

## **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) The Police Department will research, recommend and implement the most cost effective solution to provide emergency communications. In July 2017, all Public Safety Answering Points (PSAP's) serving a population of less than 25,000 will lose E9-1-1 funding.

*This goal will be complete during the first quarter of 2017. In November, 2016, the Village Board approved an agreement with the Village of Skokie to provide police and fire emergency communications. This goal is on-going.*

- 2) The Police Department is part of the North Regional (NORCOM) radio network shared by 13 communities. Recently, the Federal Government enacted legislation requiring NORCOM and other public safety agencies to change radio frequencies. The legislation and change of radio frequencies requires an upgrade to the entire radio network or switching to the State of Illinois STARCOM21 radio network.

*The transition from the NORCOM to the STARCOM21 radio system is tied directly to the transition to the Village of Skokie for police and fire emergency communications and the installation of a new radio tower in Evanston. Staff is working with the vendor and neighboring communities to transition to STARCOM21 during the third quarter of 2017. This goal is on-going.*

- 3) The Police Department has eight new police officers currently on probation and three newly promoted supervisors. The Police Department will continue to train and evaluate all 11 personnel over the course of FY2016-17.

*Seven of the eight newly hired police officers have completed mandated field training officer and supplemental in-service patrol training. One police officer resigned to pursue a career outside the field of law enforcement. The Board of Fire and Police Commission will be considering applicants from the Police Officer Eligibility List to replace the officer who resigned.*

- 4) The Police Department will begin a programmed replacement of in-car video cameras. The current system which has performed extremely well has been in place since 2009 has reached its “end of life” meaning that the provider will no longer offer a service and maintenance agreement. Repair costs are based on time and material.

*The Police Department replaced eight of 10 in-car video cameras with Driving Under the Influence (DUI) fine revenue received from the Cook County Circuit Court. The Village is awarded \$100.00 for each DUI conviction. The two remaining in-car video cameras will reach end of life in 2018.*

- 5) The Police Department will begin using live cartridges for all in-service Taser recertification training. The Police Department has provided a Taser to every sworn police officer assigned to patrol for over 10 years. Two years ago, the Village began a programmed replacement program. Recently, the vendor began requiring the use of live cartridges for annual recertification. All sworn officers received annual recertification as part of in-service training.

*All sworn personnel received mandatory annual recertification training with live Taser cartridges during the annual Mini-Academy.*

- 6) The Police Department initiated a plan to reassign two officers assigned to the Northern Illinois Police Alarm System (NIPAS) (1) Emergency Services Team (EST) and (2) Mobile Field Force (MFF) in FY2015-16. Staffing limitations precluded reassigning and training staff in a timely manner. This goal has budget implications and will carry over to FY2016-17.

*Following a rigorous selection process, the Police Department assigned an officer to the NIPAS EST and a second officer to the MFF. Both officers received basic training for their respective assignments and continue to attend monthly training.*

### **Proposed Goals**

- 1) Complete the process of transitioning police and fire emergency communications to the Village of Skokie.
- 2) Include training on combined police and fire emergency communications, Opioid Antagonist Auto Injectors (hand-held injectors to treat victims of a drug overdose), and the Brady Bill in the annual three day in-service Mini-Academy.
- 3) Develop and implement a plan for one full-time and one part-time Records Clerk to assume the clerical duties and responsibilities previously assigned to Communication Operators.
- 4) Transition with the Skokie Police Department and 12 neighboring law enforcement agencies from the NORCOM to the STARCOM21 radio network. The Police Department is required to move from its current radio frequency. The change will allow the Police department to transition from an analogue radio signal to a much stronger and clearer digital radio signal. The improved signal strength will improve overall operational effectiveness through better communications.
- 5) Implement a Neighborhood Watch Program to address concerns regarding criminal activity.
- 6) Implement a 16-hour evidence training program with Skokie, Evanston and other major crimes task force (NORTAF) agencies at the Northeastern Illinois Public Safety Training Academy. Police officers inspect, collect, document, and preserve evidence from every crime scene.
- 7) Conduct Simunitions Training with security personnel at the Lincolnwood Town Center. Simunitions Training is scenario based training in the field using approved duty weapons with paint markers instead of live ammunition. Training at the Lincolnwood Town Center allows the Police Department to enhance our partnership with security staff and create a safer environment for the community.
- 8) Provide 40 hour Kinesic Interview and Interrogation training to all criminal investigations personnel. The Kinesic method involves observing and analyzing a person's behavior to determine whether he/she is truthful or deceptive.

## **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.

The Fire Department is staffed with 28 full-time people from PSI and one (1) full-time person from the Village as the Department Coordinator that handles ambulance and wireless alarm billing.

**Prior Year's Goals Status**

- 1) Staff will apply for Assistance to Firefighters Grant (AFG) from FEMA for a new ambulance and patient loading systems in our other ambulances. The Grant will be due in January with awarding sometime later in the fiscal year. If granted, the Village will pay 5% and FEMA will pay 95%

*The Department applied for the grant but the request for funding the ambulance was rejected.*

- 2) Acceptance of the new Engine and complete additional training put this vehicle into service. Staff anticipates delivery of the Engine in June or July, 2016.

*Staff took delivery of the new engine in September and was put into service later that month.*

- 3) The Insurance Services Office, Inc. (ISO) last evaluated the Lincolnwood Fire Department in 2008. The purpose of this survey is to review the available public fire suppression facilities and develop a Public Protection Classification (PPC) for insurance rating purposes. The current rating is insurance Class 4. ISO will evaluate the Department during the FY 2016/17.

*ISO came out and evaluated the Department and the Department's rating improved to a Class 3.*

- 4) Continue working with St. Francis Hospital exploring Mobile Integrated Healthcare opportunities. The Affordable Healthcare Act has areas of potential collaboration between hospitals and fire service in providing non-emergency healthcare to our residents.

*This has been a very elusive project. Changes in the St Francis Hospital administration has resulted in the halting of this project until new staff is replaced. Continued shifting of healthcare funding at the State and Federal levels has also impacted this project.*

- 5) Complete finalizing the dataset we currently use with IDPH as the Department switches over to the National Emergency Medical Services Information System (NEMSIS) Version 3 by November 2016.

*Since the server for this project is located at St Francis Hospital staff has received word that funding was just approved for this purchase in late December and we look for completion by the end of this fiscal year. IDPH has been notified and have agreed to continue taking Version 2 data until this project is completed.*

### **Proposed Goals**

- 1) A Collective Bargaining Agreement (CBA) with the local firefighter's union and Paramedic Services of Illinois was ratified on March 6, 2016 and expires May 1, 2019. Part of this CBA covers the selection process of the Lieutenant position. Staff will evaluate testing options and formulate a selection process that meets the CBA. At the present time there is not a Lieutenant vacancy.
- 2) Lincolnwood Police and Fire Departments are making plans to consolidate combining our dispatch services to Skokie Communications. Before completing this consolidation, the Lincolnwood Fire Department will have to disconnect from RED Center. This disconnection will require a new fire station alerting system from Skokie Dispatch. In addition, staff will have to monitor the transition of the wireless alarms for burglar and fire to Skokie Dispatch.
- 3) The Lincolnwood Fire Codes require multiple inspections of fire sprinkler and alarm systems. Current department staffing precludes this record management and staff does not have a records software program to ensure compliance. This deficiency was highlighted in our recent ISO scoring. The Department will evaluate third party vendors that will ensure business compliance in reporting of fire sprinkler tests, fire alarms tests and hood and duct inspection records to our Department. These services also send out reminder messages to our business and provide a compliancy dashboard that we can monitor on a monthly basis.
- 4) With the Carrington project underway, Fire Department staff has worked with the builder and architect to secure a dedicated space for an ambulance to be housed within the Carrington complex. Staff has also secured an office that can serve as an office and house personnel. Ambulance specifications will need to be developed and bid documents completed. The department is planning on using this space to reduce cross-town traffic responding to this location and Lincolnwood Place and will shorten response time.
- 5) The Carrington Project will be completed in FY 2018/2019. Staff has met the developers and secured an ambulance bay and office space within the Carrington facility. Fire Department staff will begin examining the potential staffing of this facility and to develop Fire Department response options for occupying the space at the Carrington facility.

### **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, and 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) Work with the Village Engineer and building inspection firm (TPI) to update the Village's Americans with Disabilities Act (ADA) transition plan for sidewalks and facilities. The plan will specifically look at existing crosswalks and sidewalks as well as the entryways, restrooms, and parking lots for ADA compliance. The plan will also provide a framework for implementing improvements.

*The Village Engineer has completed a review of the Village's sidewalks and crosswalks and made recommendations for improvements at intersections that do not meet current ADA standards. This evaluation will be reviewed with the Village Board at an upcoming Committee of the Whole.*

- 2) Research for implementation a grant management software package. The software would help the Village identify potential grant funding sources and manage the necessary reports following award of a grant.

*An online software package offered by eCivis has been purchased. Staff is currently working with the system to identify grant opportunities.*

- 3) Implement iPads in each operating division to eliminate the need for paper work orders and JULIE tickets. Integrating mobile technology into the foremen's daily operations will provide a more streamlined approach for receiving and completing work orders. In addition, this project will eliminate an administrative redundancy where the foremen write their comments on the paper work order and those comments are then typed into the work order system by a clerk.

*Each of the Foremen now have an iPad that is being used to receive, track, and close out work orders in the field. This has streamlined the process where the Foremen are not making comments on a paper work order, which is then typed into the system by a clerk. In addition, Foremen are able to more rapidly respond to work orders as they do not need to wait until a morning or mid-day meeting to receive them.*

- 4) Develop an interactive map of the Village's upcoming and ongoing capital improvement projects. Over the coming years, the Village will be undertaking a number of significant capital improvement projects including construction of two bike paths, an overpass, stormwater improvements, water main replacements, and street resurfacing. In an effort to keep the public informed of the ongoing and upcoming projects, staff will work with the GIS specialist to develop an interactive map that shows the location of the project limits and provides basic information about the project and its benefits to the community.

*An interactive map and project information pages has been uploaded to the Village's website. The project information pages are being regularly updated as projects are constructed to ensure that accurate information is available to residents.*

- 5) Staff will work to develop an emergency action plan for each division to provide guidance during large scale events such as wind storms, flooding, or water main breaks. These documents will include information such as the equipment required, where it is located and provide a general guideline to how the Department should respond to the emergency.

*Emergency action plans have been developed for Water Main Breaks, Wind Storms, Flooding, and Boil Orders.*

- 6) Work to beautify the public rights-of-way by completing construction of the Lincoln Avenue medians, continuing to pursue improvements to the Devon Avenue streetscape, and begin managing a median maintenance contract. These efforts are intended to improve the aesthetics of the Village's public space along commercial corridors.

*The Lincoln Avenue median improvement project is scheduled to be re-bid over the winter in an effort to secure more favorable pricing. The Devon Avenue improvement project's Phase I Engineering Report has been submitted to the Illinois Department of Transportation (IDOT) and staff is awaiting comments. A landscape maintenance contract was developed for maintenance of the medians on Lincoln Avenue, Crawford Avenue, and Touhy Avenue as well as the flower beds in Proesel Park and around the Municipal campus and the Aquatic Center. The contract was renewed for an additional year in December.*

### **Proposed Goals**

- 1) Staff will work to implement a water loss reduction program including meter testing, leak detection, and meter updates at Village facilities with the goal of reaching 10% non-revenue water by 2019 as required by the Illinois Department of Natural Resources. Work will also include expedient repairs of water leaks and improving the accounting of water used at hydrants by staff throughout the year. Reducing water lost from leaks will reduce the overall cost to the Village as water is purchased from the City of Chicago at a rate of \$3.81 per 1000 gallons.
- 2) Public Works staff will continue to work with the Finance Department and the Village Manager's Office to identify and evaluate an alternative potable water supplier. The Village's current water supplier has continually increased the water rates over the last 10 years. These increases have dramatically affected Village residents' and businesses' financial condition.
- 3) The potable water system Pump House is a critical piece of the Village's water distribution infrastructure. The facility is used to pump water from Chicago and provide disinfection prior to potable water entering the distribution system. Much of the equipment in the building is greater than 20 years old and is nearing the point of requiring replacement. Staff will work to evaluate the building's equipment and include it in the five year facility improvement plan.

- 4) Staff will work with Human Resources Division to implement leadership development opportunities for non-management employees to assist in developing the talents of employees and identifying future leaders.
- 5) During the construction of the Valley Line Trail, some concerns were raised regarding the safety of the crossing at Devon Avenue. Staff will work with the Village Engineer to evaluate the crossing and perform pedestrian/cyclist counts to determine if additional safety measures are warranted.



# Fiscal Year 2017/2018 Budget Workshop

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February 23 , 2017



# Budget Workshop Agenda

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- ❑ Quick economic snapshot
- ❑ Summarize budget process/Village operating structure
- ❑ Summarize FY 2016/17 fiscal performance
- ❑ Anticipate FY 2017/18 fiscal performance
- ❑ Discuss key policy issues
- ❑ Identify longer-term financial issues
- ❑ Review Capital Improvement, Equipment Replacement and I/T Initiative Programs
- ❑ Review other funds
- ❑ Closed Session

# Economy Snapshot

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# U.S. Economy Forecast

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- Unemployment should stay around 4.7%
- World growth outlook not strong
- U.S. economy forecast for 2.2% growth in 2017
  - May be reaching the height of productivity gains from IT advancements
- Consumer confidence growing at highest levels in seven years

Source: Rick Mattoon, Senior Economic Advisor, Federal Reserve Bank of Chicago



# State of Illinois Economy Forecast

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- Illinois continues to underperform other Midwest states
  - Jobs recovery across all sectors lags region
- Year 2 and counting without a budget
  - Structural deficits every year since 2001
  - State pension funding is \$29,000 per household
- State of Illinois credit rating is worst in the country
- Chicago growth is better – GDP growth is 4%
  - Urban core is seeing strong growth in professional services – high demand for offices and apartments

Source: Rick Mattoon, Senior Economic Advisor, Federal Reserve Bank of Chicago

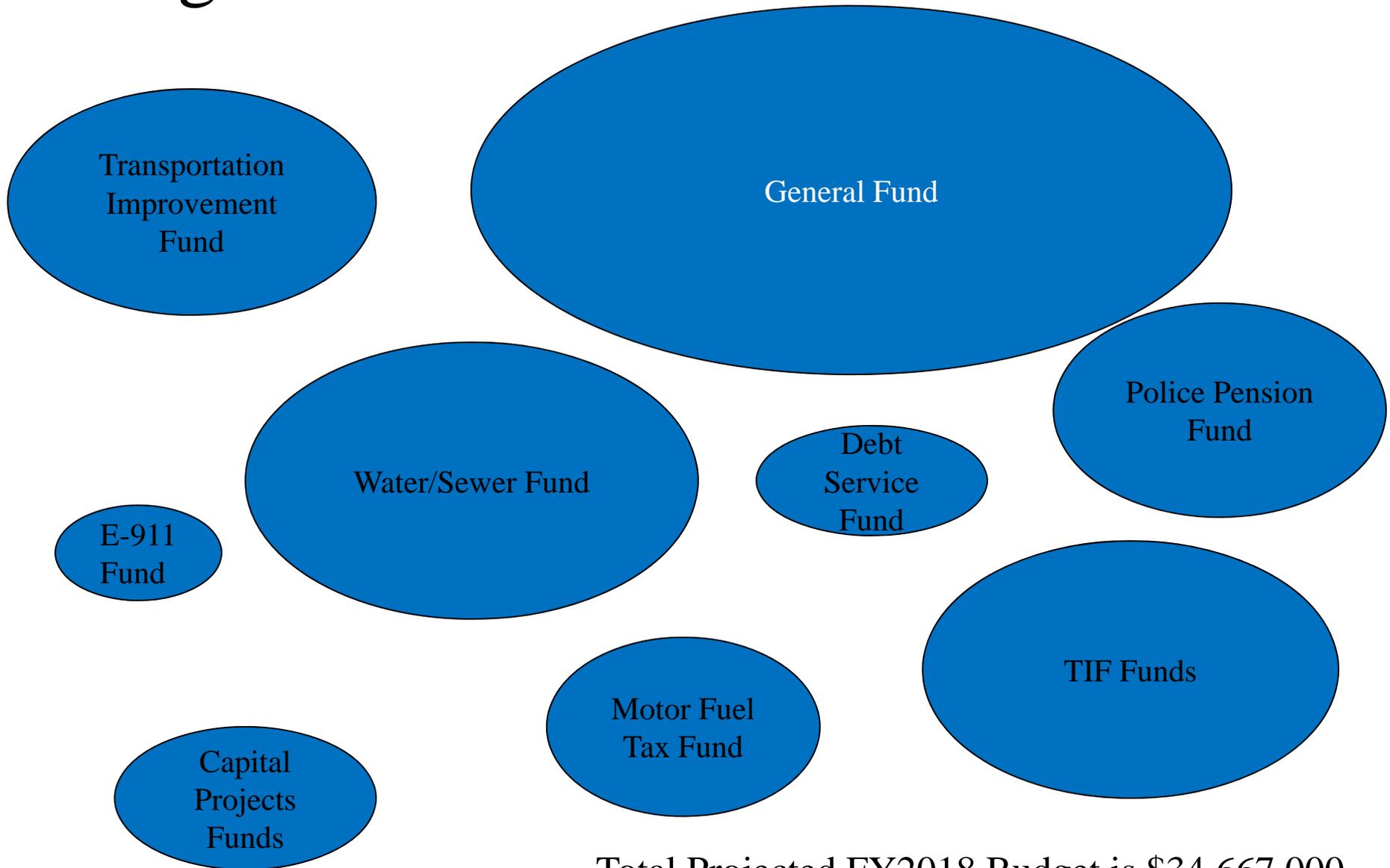


# Lincolnwood Economic Forecast

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- Village's fiscal position remains strong
  - Will add over \$1 million to balance sheet in FY2017
- Moody's recently re-affirmed Aa1 bond rating
- Significant economic development projects on the horizon:
  - Hyatt Hotel on Cicero, Purple Hotel site
- Sales tax remains relatively flat
- Police Pension funding remains challenging

# Village's Overall Financial Fund Structure



Total Projected FY2018 Budget is \$34,667,000

# Review of Budget Preparation Process

- **October/November**-Village Manager (VM) develops budgetary assumptions for FY2018 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 FY2018
- **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 FY2018 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** – FY2018 budget is presented for formal consideration to the VB
- **May** – New fiscal year begins. Budget is monitored and updates provided to VB



# FY 2016/17 Year-End General Fund Projection

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## General Fund Projections – April 30, 2017

	Adopted Budget FY16/17	Projected Actual FY16/17	Increase/ (Decrease)
Revenues	\$20,442,803	\$21,445,064	\$1,002,261
Expenditures	20,035,310	19,824,657	(210,653)
Surplus Before Transfers	407,493	1,620,407	1,212,914



## FY 2017 Year-End GF Revenue Issues

	<b>Adopted Budget FY 16/17</b>	<b>Projected Actual FY16/17</b>	<b>Difference</b>
<b><u>Revenue</u></b>	\$20,442,803	\$21,445,064	<b>\$1,002,261</b>

### Revenue Item

### Adopted/Projected Variance

- Sales tax **\$ (180,000)**
- Carrington building permit fees **1,000,000**
- IRMA – Income credit **140,000**
- State income tax allocation **260,000**



## FY 2017 Year-End GF Expenditure Issues

	Adopted Budget FY 16/17	Projected Actual FY16/17	Difference
<u>Expenditures</u>	\$20,035,310	\$19,824,657	<b>(\$210,653)</b>

<u>Expenditure Item</u>	<u>Adopted/Projected Variance</u>
<input type="checkbox"/> Reduction in personnel costs	<b>\$ (170,000)</b>
<input type="checkbox"/> Reduction in camp and pool expenses	<b>(70,000)</b>

## General Fund Projections – April 30, 2017

	Adopted Budget FY16/17	Projected Actual FY16/17	Increase/ (Decrease)
Revenues	\$20,442,803	\$21,445,064	\$1,002,261
Expenditures	20,035,310	19,824,657	(210,653)
Surplus (Deficit)	407,493	1,620,407	1,212,914
Transfers-net	(927,500)	(489,500)	(438,000)
Net Change to Fund Balance	(520,007)	1,130,907	1,650,914

## Projected FY 2017 General Fund Transfer Activity

<b>Transfers into GF:</b>	<b>Budgeted</b>	<b>Actual</b>
Water Fund	\$200,000	\$200,000
NEID TIF	<u>130,000</u>	<u>130,000</u>
	<b><u>\$330,000</u></b>	<b><u>\$330,000</u></b>
<b>Transfers out of GF:</b>		
ComEd ROW Bike Path	300,000	300,000
Private Sewer Line Assistance	25,000	12,000
E-911	320,000	320,000
Lincoln Ave. Median	550,000	150,000
PEP Grant Program	50,000	25,000
Debt Service - fire vehicle	<u>12,500</u>	<u>12,500</u>
	<b><u>\$1,257,500</u></b>	<b><u>\$819,500</u></b>
<b>Net Transfer</b>	<b><u>\$(927,500)</u></b>	<b><u>\$(489,500)</u></b>



# FY 2017/18 General Fund Draft Budget

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## FY 2018 General Fund Draft Budget

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Revenues	\$20,688,569
Expenditures	21,387,721
Deficit	(699,152)
Net Transfers	(804,750)
Net change to fund balance	\$(1,503,902)*

\*Will be funded through the surplus from FY2017



## FY2017 Estimated Budget Surplus Effect on FY2018 General Fund Budget

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- FY2017 (Current Year)
  - Village budgeted a **use** of \$520,007 of excess fund balance reserves to balance the General Fund
  - Estimated results for FY2017 currently reflect a budget **surplus** of approximately \$1,130,000
  
- FY2018 (Next Year)
  - FY2017 budget surplus will be used to offset the FY2018 budget use of excess fund balance reserves of \$1,503,902
    - Will fund planned one-time capital expenses



# FY 2018 Non-recurring Capital Expenses

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□ The following are the proposed significant non-recurring capital items affecting expenses of the General Fund for FY2018:

□ Starcom Police radio replacement	\$230,000
■ Unfunded State Mandate	
□ Lincoln Ave. Median Landscape Project	466,250
■ Deferred from FY2017	
□ Bike path overpass project planned for construction in FY2018 (20% Village share)	<u>581,000</u>
<b>Total use of excess fund balance reserves</b>	<b>\$1,277,250</b>



# General Fund Fund Balance Policy

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- 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 equipment and capital projects



## Projected General Fund Fund Balance FY2018

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Projected Fund Balance as of 4/30/18	\$10,850,500
Required Max. Fund Balance per Village Financial Policy	\$ 7,188,500
<b>“Excess” fund balance available for equipment purchases and capital projects</b>	<b>\$ 3,662,000</b>

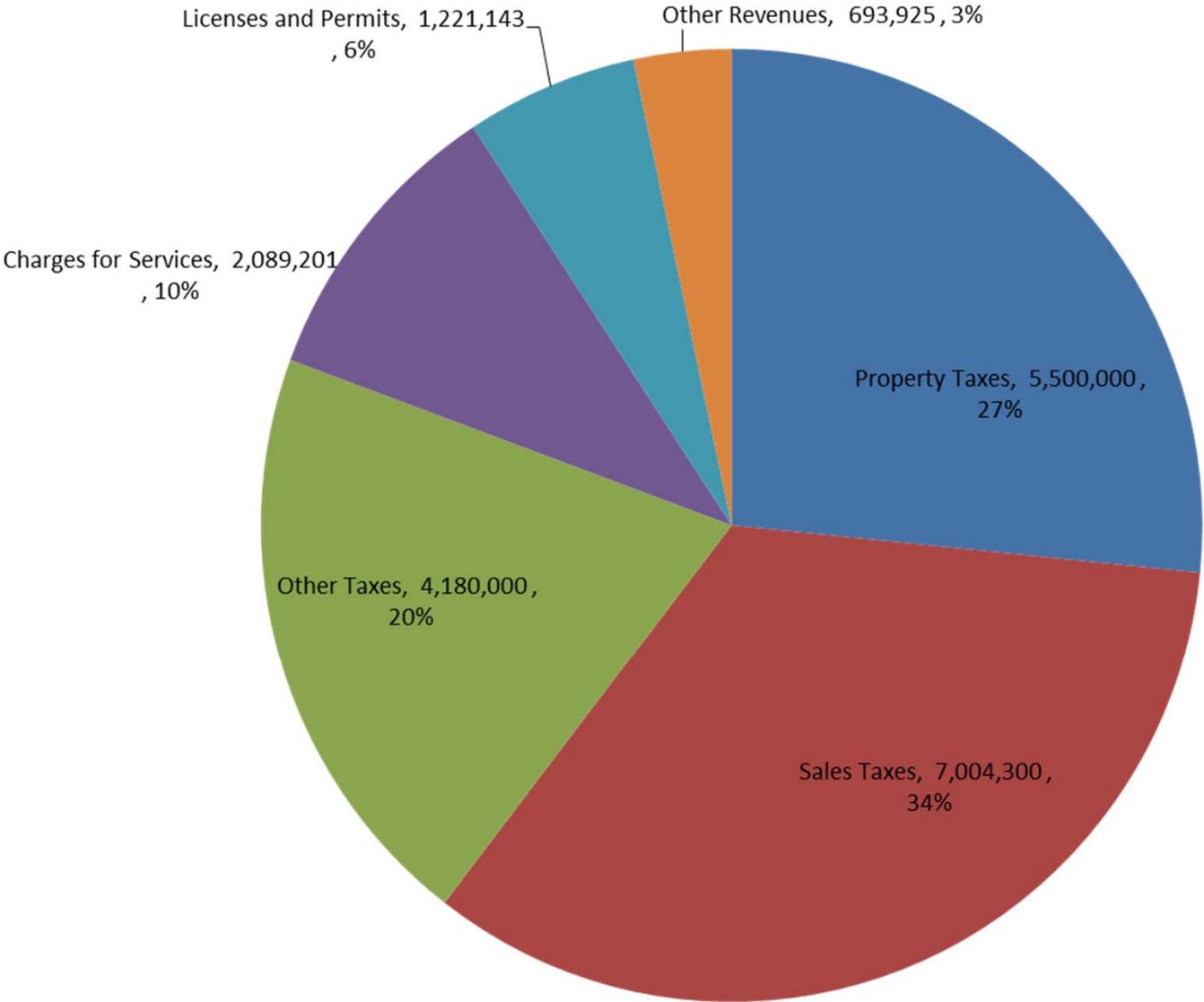


## Proposed General Fund Revenues FY 2018

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Projected Actual FY2017	Draft Budget FY2018	Difference
\$21,445,064	\$20,688,569	\$(756,495)

# Total General Fund Revenues \$20,688,569





# FY2018 Proposed General Fund Revenue Highlights

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- Property tax increase of 0.7%
- Proposed increase in daily pool entrance fees
- No proposed adjustment to any other Village fees
- No proposed increase in pool pass fees
  - Increase number of non-resident pool passes by 100
- No proposed increase in camp fees for residents and non-residents



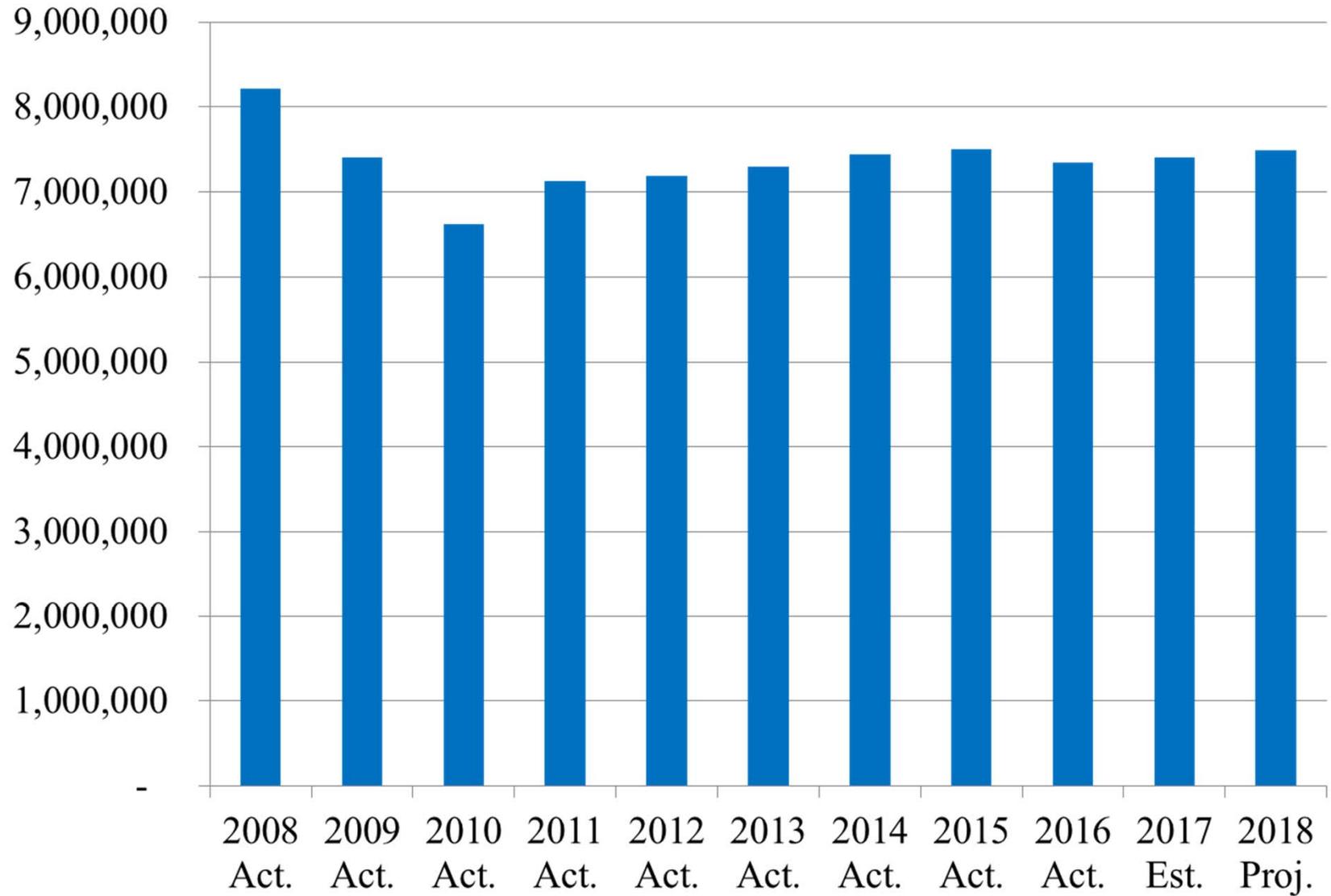
## FY 2018 General Fund Revenue Key Issues

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	<b>Projected Actual FY2017</b>	<b>Draft Budget FY2018</b>	<b>Difference</b>
<b><u>Revenue</u></b>	<b>\$21,445,064</b>	<b>\$20,688,569</b>	<b>\$(756,495)</b>

<b><u>Revenue Item</u></b>	<b><u>FY2017/FY2018 Variance</u></b>
<input type="checkbox"/> <b>Property tax (Reduction due to TIF distr.)</b>	<b>\$ (260,000)</b>
<input type="checkbox"/> <b>Building permit fees</b>	<b>(800,000)</b>
<input type="checkbox"/> <b>Sales tax</b>	<b>80,000</b>
<input type="checkbox"/> <b>Park and Recreation revenue</b>	<b>100,000</b>

# Total Sales Tax History





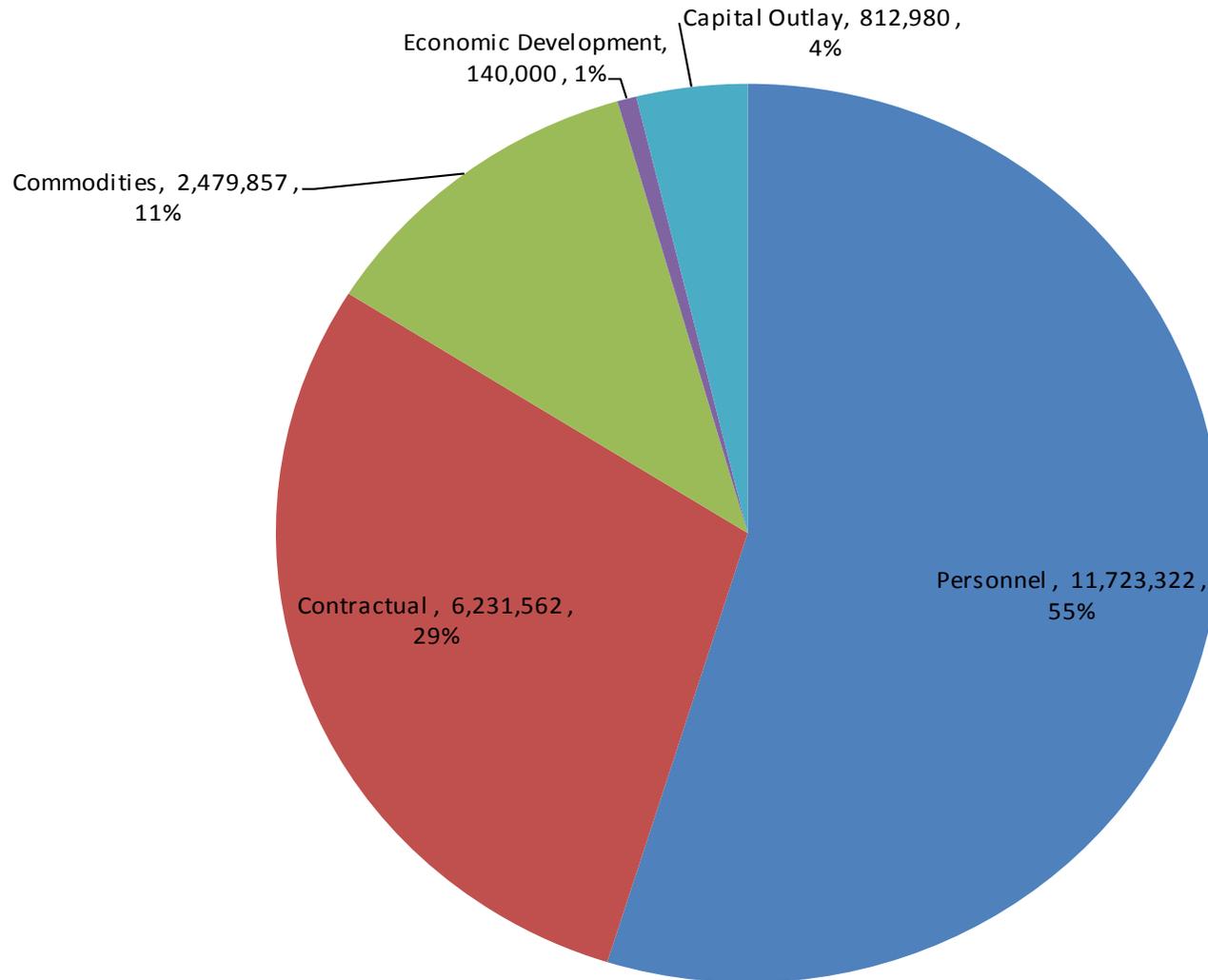
## Proposed General Fund Expenditures FY2018

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Projected Actual FY2017	Draft Budget FY2018	Difference
\$19,824,657	\$21,387,721	\$1,563,064

# Total General Fund Expenses

## \$21,387,721



## FY 2018 General Fund Expenditure Key Issues

	<b>Projected Actual FY2017</b>	<b>Draft Budget FY2018</b>	<b>Difference</b>
<b><u>Expenses</u></b>	<b>\$19,824,657</b>	<b>\$21,387,721</b>	<b>\$1,563,064</b>

<u>Expenditure Item</u>	<u>FY2017/FY2018 Variance</u>
<input type="checkbox"/> Police pension	\$ 200,000
<input type="checkbox"/> Starcom Police radio purchase	225,000
<input type="checkbox"/> Vehicle replacements	126,000
<input type="checkbox"/> E-9-1-1 transition	170,000
<input type="checkbox"/> Increases in contractual costs	250,000
<input type="checkbox"/> Village Hall campus maintenance	100,000

## Proposed FY2018 General Fund Transfer Activity

<b>Transfers into GF:</b>	<b>Amount</b>
Water Fund	\$ 200,000
NEID TIF	130,000
	<b><u>\$330,000</u></b>
<b>Transfers out of GF:</b>	
Bike Overpass	581,000
Lincoln Ave. Median	466,250
PEP Grant Program	50,000
Private Sewer Replacement Assistance	25,000
Debt Service -fire vehicle	12,500
	<b><u>1,134,750</u></b>
<b>Net Transfer</b>	<b>\$ (804,750)</b>



# Projected Effect on FY2019 Budget Outlook

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## □ **New Available Revenue**

- The Village will have no GO Bonds outstanding
  - General Fund will retain additional sales tax revenue used to pay debt service costs
    - Total General Fund savings approximately \$480,000

## □ **Potential New Revenues**

- Hotel Tax approximately \$200,000

## □ **Expense Adjustments**

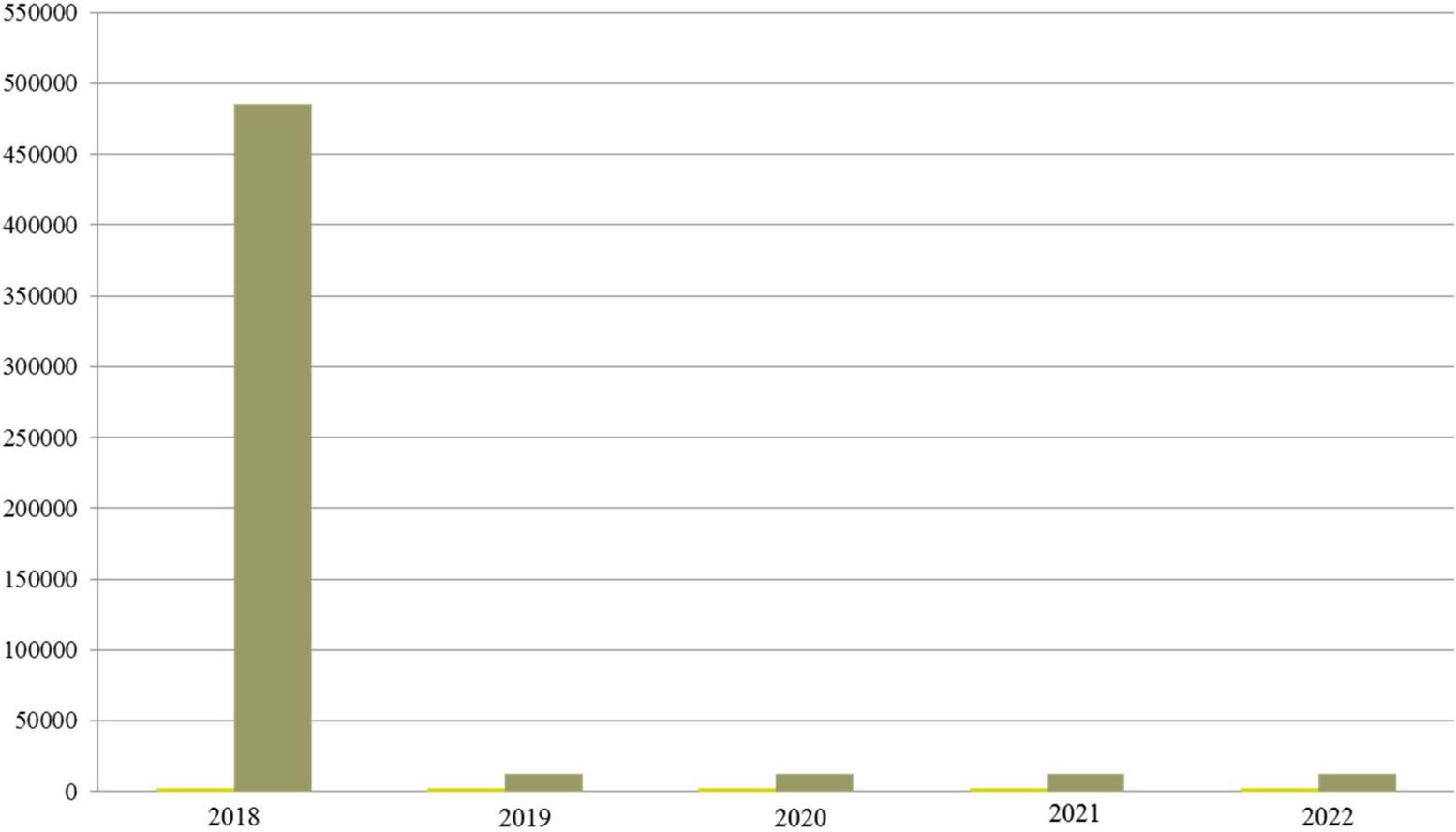
- The Village will have completed two construction projects
  - Bike path overpass
  - Lincoln Avenue Median landscaping project
    - Total General Fund savings approximately \$866,250

## □ **Total savings to the General Fund \$1,546,250**



# Village Debt Principal Re-Payment Schedule General Fund Obligations

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## Significant Capital Expenditures Included in General Fund Draft Budget for FY2018

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□ Replacement of one Police squad car	\$ 37,000
□ Replacement of ambulance (Includes cardiac monitor)	232,000
□ Police Starcom radio replacement (unfunded mandate)	230,000
□ Replacement of playground equipment- Central Park	100,000
■ \$20,000 Grant from Friends of the Parks	
□ Replacement of street sweeper (cost allocated between General and Water and Sewer Funds)	<u>220,000</u>
Totals	\$819,000

# Replacement - Squad #211



**2014 Ford Interceptor SUV**  
(Purchased Oct 2013)  
**Projected Mileage – 100,000**

# Replacement – Ambulance (A6)

**Purchased 2005**

**Mileage 66,497**

**Recent Repairs Indicated  
Potential Critical Engine  
Failure**

**Budgeted \$225,000**



# Starcom Radio System

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# Starcom Radio System

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- North Regional Telecommunications Network (NORCOM) maintains a 20-year old UHF analog system
  - The FCC is requiring all public safety agencies on UHF systems to vacate the current radio frequency by 2021
  - Starcom is a digital radio system with state-wide coverage and roaming for Illinois governments



# Starcom Radio System

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## □ Benefits

- While there is a significant initial investment, projected multi-year costs are less than a Village-owned network, or shared network
- Skokie, Village's 911 provider, is switching over to Starcom in FY2018. Village is on the same network which requires the switchover.
- Projected upfront costs for Police: \$230,000



# Park Equipment Replacement Program

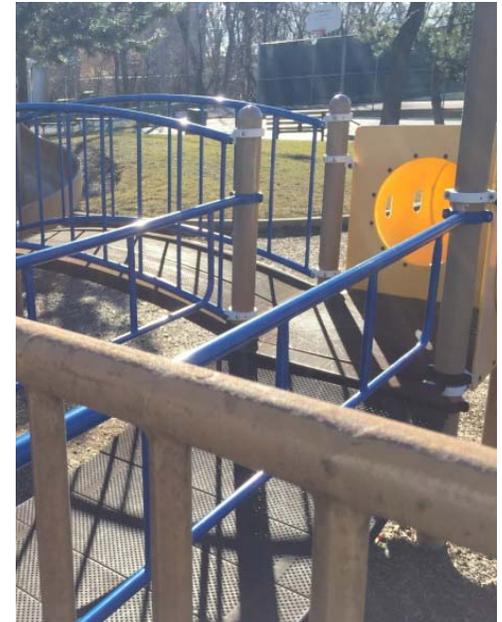
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- Central Park is scheduled for playground equipment replacement
  - Friends of the Park \$20,000 donation
  
- Proesel Park will be the final park scheduled in the replacement program

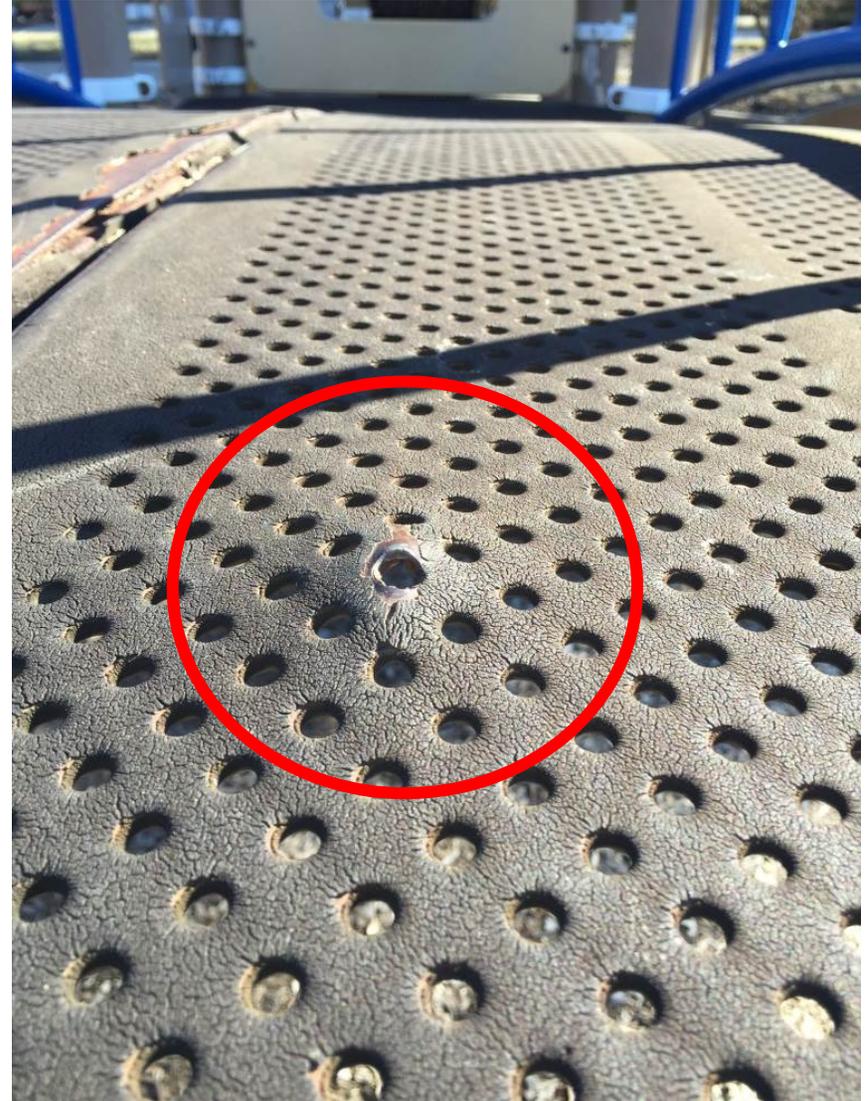




# Rusted & Discolored Equipment



# Irreparable Damage



# Street Sweeper #2 Replacement

- 1996 Elgin Pelican Sweeper
- 48,000 miles and 9,300 hours of use
- Street sweeping program cleans 149 lane miles of streets
  - April 1 through December 15
  - Helps prevent debris from clogging sewers during rain events
- Each winter, Sweeper #2 is “rebuilt” to minimize downtime
  - Replacement of belts, hoses, brooms, and bearings
  - \$85,104 five year maintenance cost
- Replacement Cost: \$220,000
  - Split between General (25%) and Water/Sewer (75%) Funds



## Annual Maintenance of Sweeper #2

Fiscal Year	Annual Cost
FY 15/16	\$27,467
FY 14/15	\$13,574
FY 13/14	\$21,772
FY 12/13	\$12,479
FY 11/12	\$9,812
Average	\$17,021



## Item **Included** in Budget for Discussion

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- North Lincoln Sub-Area Plan
  - \$25,000



# North Lincolnwood Sub-Area Plan

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- ❑ Funds to hire Planning Consultant
- ❑ Included in 2017-19 Strategic Plan
- ❑ Sub-Area Plan Boundaries: Touhy, Lincoln, Cicero and northern Municipal Boundary
- ❑ Address land use, street configuration, traffic controls and other infrastructure considerations



## Items **not included** in Budget for Discussion

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□ Citizens survey	\$13,860
□ Centennial Park sculpture signage	10,400
□ Holiday lighting	<u>30,000</u>
Total	\$54,260



# Citizen Survey

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- Last survey was completed in 2007
  - 10 of 11 comparable communities have completed a survey in the last four years
- Value
  - Benchmarks Lincolnwood and helps to inform future decisions through community feedback
- Financial impact: \$13,860



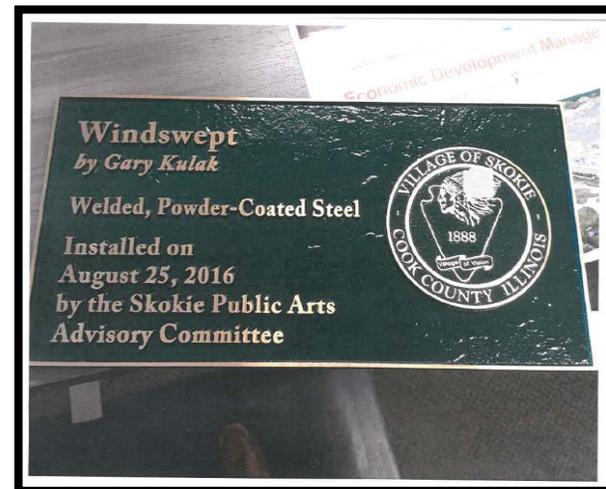
# Centennial Park Sculpture Walk

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- ❑ Includes 16 sculptures
- ❑ Promotes an appreciation for public art
- ❑ Residents have requested signs identifying artist and name of sculptures
- ❑ Create and purchase signs that would be attached to metal plaque stands
- ❑ Previous signs were stolen and/or vandalized

# Cost Estimate for signage

- 16 signs
- \$650 per sign/stand
- Total Cost: \$10,400
- Give credit to the artist
- Provide public with more information about the sculpture
- Promote a consistent look with the Skokie side





# Contractual Holiday Lighting Program

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- Public Works staff currently install lights throughout the Municipal Campus between Turkey Trot and the 1<sup>st</sup> Monday in December
  - Main focus of the Parks/Buildings Division for two weeks
- Installed on 46 trees and bushes
- Turned on during evenings for one month
- Contractual assistance allows for a larger display, including lights in more trees and in the crowns of the trees on Lincoln Ave adjacent to Village Hall
- Budget Request: \$30,000
  - Contract includes leaving the lights in place for two years (with maintenance in the 2<sup>nd</sup> year) to reduce cost

# Other Funds

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# Special Revenue Funds

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- Special revenue funds are used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes
- The Village maintains six special revenue funds – Three are TIF funds



# NEID TIF Budget

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**Estimated Fund Balance 5-1-2017** **\$1,800,000**

(TIF to expire In 2019 )

- Debt payments (last payment FY2018) \$ 313,650
  
- Parking lot construction 600,000
  
- Final phase of Public Works Yard 1,100,000
  
- Funded by TIF increment and fund balance reserves



# Lincoln/Touhy TIF

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**Estimated Fund Balance 5-1-2017      \$ (63,000)**

(TIF to expire in 2034)

New Lincoln/Touhy TIF may be created in FY2018



# Devon/Lincoln TIF

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**Estimated Fund Balance 5-1-2017**      **\$ (None)**

(TIF to expire in 2037)

- Devon Avenue streetscape engineering      \$ 304,000
- Lincoln Avenue median landscaping      176,000
- Projects funded by grant and transfer from NEID TIF







## E-911 Fund

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**Estimated Fund Balance 5-1-2017 \$37,000**

- ❑ Commodities for 911 support \$44,000
- ❑ Funded through 911 revenues and fund balance reserves



# Debt Service Fund

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- The Debt Service Fund accounts for the accumulation of resources for, and the payment of, general long-term debt principal and interest



# Debt Service Fund

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**Estimated Fund Balance 5-1-2017** **\$9,700**

□ Debt service for General Obligation  
bonds and loans

\$481,950

- The Village has two outstanding GO bond issues
- Final payment will be made on both issues in FY2018

□ Debt service for loan to Cook County

194,881



# Capital Project Funds

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- Capital Project Funds account for all resources used for the acquisition of capital facilities by a governmental unit
- The Village has four capital project funds
- Funds are funded with transfers from the “Excess General Fund Reserve Balance”



# Com Ed R.O.W. Bike Path Fund

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- Bike Overpass construction & engineering
    - 80% reimbursed by grant
    - Villages' 20% share of costs
- \$581,000
- Village General Fund transfer from excess fund balance pays for these costs



# Lincoln Ave. Landscaping Fund

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- Engineering and construction of medians on Lincoln Ave. \$466,250
- Village General Fund transfer from excess fund balance will pay for this project



# Property Enhancement Program

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- Village budgets for grants up to \$10,000 for five businesses - \$50,000
- Village General Fund transfer from excess fund balance pays for these grants



# Private Sewer Line Assistance Fund

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- Village budgets for grants up to \$2,000  
for residents for sewer line replacement  
Total budgeted - \$25,000
- Village General Fund transfer from excess  
fund balance pays for these grants



# Enterprise Fund

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- Enterprise funds account for the operations that are financed similar to private business enterprises
- Cost of providing goods or services to the general public on a continual basis, financed primarily through user charges
- The Village has one enterprise fund



# Water and Sewer Fund – FY2018 Budget

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<b>Estimated Fund Balance 5-1-2017</b>	<b><u>\$2,200,000</u></b>
□ Crawford Avenue improvements	302,119
■ Payment four of five	
□ Debt service payments IEPA loan	380,156
□ Engineering for alternative potable water supply	350,000
□ Engineering for storm-water relief sewer	400,000
□ Purchase of water from Chicago	2,290,000
□ No planned water rate increase	

# Capital Improvement Program 2018-2022

DEPARTMENT	PROJECT NAME	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	TOTAL COST	PROJECT NAME
Public Works								
	Sidewalk Replacement Program	85,000	90,000	95,000	100,000	105,000	475,000	Sidewalk Replacement Program
	Parkway Tree Planting Program	40,000	40,000	40,000	40,000	40,000	200,000	Parkway Tree Planting Program
	Touhy Overpass for Skokie Valley Bike Trail	3,974,000					3,974,000	Touhy Overpass for Skokie Valley Bike Trail
	Bike Lane Lining and Signing	16,500	165,000				181,500	Bike Lane Lining and Signing
	Street Light Replacement Program	436,000	918,000				1,354,000	Street Light Replacement Program
	Universal Crosswalk Striping/Signage Program	15,000	45,000				60,000	Universal Crosswalk Striping/Signage Program
	Village Hall Parking Lot and Service Road Improvements		210,000				210,000	Village Hall Parking Lot and Service Road Improvements
Parks and Recreation								
	Proesel Park Renovation		200,000				200,000	Proesel Park Renovation
	Central Park Renovation	100,000					100,000	Central Park Renovation
	Community Center Expansion			2,700,000	2,700,000		5,400,000	Community Center Expansion
	Proesel Park Family Aquatic Center			1,000,000			1,000,000	Proesel Park Family Aquatic Center
	Roof Replacement Community Center		140,000				140,000	Roof Replacement Community Center
	Centennial Park Renovation			400,000			400,000	Centennial Park Renovation
Public Works/NEID TIF Fund								
	Bike Path Parking Lot	600,000					600,000	Bike Path Parking Lot
	Parkway Tree Planting Program	30,000	30,000	30,000	30,000	30,000	150,000	Parkway Tree Planting Program
	Facility Improvements	153,260	189,770	82,880	90,080	43,590	559,580	Facility Improvements
	Devon Streetscape	204,000	4,000,000				4,204,000	Devon Streetscape
	Roadway Resurfacing		68,600	1,119,650	981,300	689,350	2,858,900	Roadway Resurfacing
	Touhy/Cicero Intersection Improvements		250,000	250,000	2,750,000		3,250,000	Touhy/Cicero Intersection Improvements
	Lincoln Ave Medians	663,750					663,750	Lincoln Ave Medians
	PW Yard Expansion	1,100,000					1,100,000	PW Yard Expansion
Water Fund								
	Water Tower Painting Project		200,000				200,000	Water Tower Painting Project
	Stormwater Improvement-Berms and Restrictors		5,500,000	2,000,000	2,000,000	2,000,000	11,500,000	Stormwater Improvement-Berms and Restrictors
	Water Main Improvements		54,000	634,000	503,000	739,000	1,930,000	Water Main Improvements
	Water Transmission Main	350,000	3,300,000	3,300,000			6,950,000	Water Transmission Main
	Pump House Improvements		97,500				97,500	Pump House Improvements
<b>Total Capital Improvement Project Costs</b>		<b>7,767,510</b>	<b>15,497,870</b>	<b>11,651,530</b>	<b>9,194,380</b>	<b>3,646,940</b>	<b>47,758,230</b>	

Village of Lincolnwood							
CIP - Capital Vehicles/Equipment - Department Summary							
For The Periods as Shown							
Department							
Fire Department							
	F/Y	F/Y	F/Y	F/Y	F/Y	Total	
	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022		
Air Pack compressor, Fill Station 4 bottles			65,000			65,000	
Replacement Ambulance	225,000		230,000			455,000	
Ford F250 Pickup 4X4				38,000		38,000	
StarCom21 Radios		200,000				200,000	
Reserve Engine Replacement					722,000	722,000	
Cardiac Monitors	32,000					32,000	
<b>Police Department</b>							
Replacement of Police Vehicles	37,000	112,000	114,000	114,000		377,000	
StarCom21 Radios	230,000					230,000	
<b>Public Works Department</b>							
Truck #48 (Parks)	35,700					35,700	
Truck #49 (Streets)	35,700					35,700	
Street Sweeper #2 (Streets and Water and Sewer Funds)	220,000					220,000	
Truck #47 (Water and Sewer Fund)	35,700					35,700	
Sewer Televising Equipment (Water)			115,000			115,000	
Truck #18 (Water and Sewer Fund)		156,100				156,100	
Truck #14 (Streets)		156,100				156,100	
Truck #8 (Parks)		36,600				36,600	
Tractor #3 (Parks)			99,300			99,300	
Truck #25 (Streets)			37,530			37,530	
Truck #3 (Water and Sewer Fund)				164,100		164,100	
Truck #10 (Water and Sewer Fund)				38,500		38,500	
Tractor #1 (Parks)					29,000	29,000	
Skid Steer Loader (Water and Sewer Fund)					66,100	66,100	
<b>Totals</b>	<b>851,100</b>	<b>660,800</b>	<b>660,830</b>	<b>354,600</b>	<b>817,100</b>	<b>3,344,430</b>	

## FY2018 Capital Improvements - Significant Programs

<b>Project</b>	<b>Total Cost</b>	<b>Grant</b>	<b>General Fund Cost</b>	<b>Other Fund Cost</b>
Streetscape – Devon Ave. Engineering	\$304,000	\$0	\$0	\$304,000
Alternative Water Supply Engineering	350,000	0	0	\$350,000
Engineering Stormwater Relief Sewer	400,000	0	0	\$400,000
Parking Lot Construction	850,000	0	0	850,000
Public Works Yard-Phase 3	1,100,000	0	0	1,100,000
Com.ED Bike Path Overpass	3,900,000	3,120,000	780,000	0
Street Light Replacement-Partial-Devon Ave.	300,000	0	0	300,000
Lincoln Ave. Medians	844,500	0	620,000	224,500
<b>Totals</b>	<b>\$8,048,500</b>	<b>\$3,120,000</b>	<b>\$1,400,000</b>	<b>\$3,528,500</b>

# Proposed Technology Initiatives 2018-2021

Categories	FY 2018	FY 2019	FY 2020	FY 2021	Totals
<b>Hardware Replacement &amp; Software Versioning</b>	\$ 293,850	\$ 158,200	\$ 65,500	\$ 741,550	\$ 141,760
<b>Internet Communication</b>	\$ 25,596	\$ -	\$ -	\$ 25,596	\$ 51,192
<b>Electronic Document Management</b>	\$ -	\$ 12,500	\$ -	\$ 12,500	\$ 25,000
<b>Audio/Visual Technology</b>	\$ 15,500	\$ -	\$ -	\$ 15,500	\$ 31,000
<b>Public Safety</b>	\$ 54,000	\$ -	\$ -	\$ -	\$ 67,000
<b>Security</b>	\$ 64,350	\$ 36,420	\$ -	\$ 119,770	\$ 239,540
<b>Totals</b>	\$ 453,296	\$ 207,120	\$ 65,500	\$ 914,916	\$ 1,831,332

# Closed Session

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Personnel Issues

## ISSUER COMMENT

8 February 2017

### RATING

#### General Obligation (or GO Related)<sup>1</sup>

Aa1 No Outlook

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# Village of Lincolnwood, IL

## Annual Comment on Lincolnwood

### Issuer Profile

The Village of Lincolnwood is located in Cook County in northeastern Illinois, and is a suburb within the Chicago metro area, approximately 10 miles north of downtown Chicago. Cook County has a population of 5,246,456 and a population density of 5,550 people per square mile. The county's per capita personal income is \$51,280 (1st quartile) and the August 2016 unemployment rate was 5.7% (3rd quartile).<sup>2</sup> The county is the economic and cultural hub of Illinois, and is central to the Chicago metro area, one of the largest metropolitan areas in the U.S. The largest private industry sectors that drive the local economy include finance/insurance, professional/technical services, and health services.

### Credit Overview

Lincolnwood's credit position is very strong, and its Aa1 rating is above the median rating of Aa3 for cities nationwide. The notable credit factors include a robust financial position, and a wealthy socioeconomic profile with a sizable tax base. It also reflects a somewhat elevated pension liability with an exceptionally light debt burden.

**Finances:** The financial position of the village is very healthy when compared with the assigned rating of Aa1. Lincolnwood's net cash balance as a percent of revenues (53.0%) is materially above the US median, although it fell modestly from 2013 to 2016. Furthermore, the available fund balance as a percent of operating revenues (54.4%) is much higher than other Moody's-rated cities nationwide.

**Economy and Tax Base:** The economy and tax base of the village are very strong and are comparable to its Aa1 rating. The full value per capita (\$135,048) is above the US median. Furthermore, the median family income is a robust 163% of the US level. Lastly, Lincolnwood's total full value (\$1.7 billion) is consistent with the US median and decreased materially between 2013 and 2016.

**Debt and Pensions:** The debt burden of the village are small and are in line with the assigned rating of Aa1. The net direct debt to full value (0.1%) is materially below other Moody's-rated cities nationwide. On the other hand, the village's pension liability is elevated. Moody's-adjusted net pension liability to operating revenues (2.3x) unfavorably exceeds the US median and furthermore rose from 2013 to 2016.

**Management and Governance:** The ability to generate balanced financial operations exhibits sound financial management. In this instance, Lincolnwood's operations were approximately break-even whereas the tax base values generally fell.

Illinois cities have an institutional framework score <sup>3</sup> of "A," or moderate. Revenue predictability is moderate, with varying dependence on property, sales, and state-distributed income taxes. Revenue-raising ability is also moderate but varies. Home rule entities have substantial revenue-raising authority. Non-home rule entities are subject to tax rate limitations, and total operating tax yield for non-home rule entities subject to the Property Extension Limitation Law (PTELL) is capped at the lesser of 5% or CPI growth, plus new construction. Expenditures are moderately predictable but cities have limited ability to reduce them given costs for pension benefits that enjoy strong constitutional protections.

## Sector Trends - Illinois Cities

Illinois cities (a sector that includes cities, towns, and villages) face uncertainty stemming from the state's budgetary challenges. Proposals have been made to cut income tax distributions to cities and to freeze property tax revenues. Property valuation declines have been severe in the northern region of the state, translating into reduced operating revenue for some municipalities. However, downstate valuations have remained largely stable in recent years. Most cities have been making pension contributions at or near actuarial guidelines and are therefore not expected to face dramatic pension cost increases in 2016 when the state can enforce minimum contributions.

Exhibit 1

### Key Indicators<sup>4 5</sup>

Lincolnwood, IL

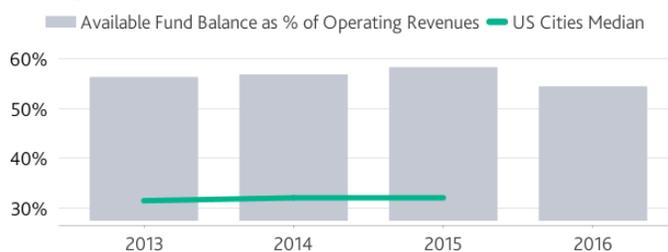
	2013	2014	2015	2016	US Median	Credit Trend
<b>Economy / Tax Base</b>						
Total Full Value	\$1,931M	\$1,722M	\$1,731M	\$1,700M	\$1,722M	Weakened
Full Value Per Capita	\$153,134	\$136,066	\$137,500	\$135,048	\$85,195	Weakened
Median Family Income (% of US Median)	162.9%	163%	163%	163%	115.2%	Stable
<b>Finances</b>						
Available Fund Balance as % of Operating Revenues	56.3%	56.8%	58.3%	54.4%	32.1%	Stable
Net Cash Balance as % of Operating Revenues	56.1%	57.7%	55.1%	53.0%	34.4%	Stable
<b>Debt / Pensions</b>						
Net Direct Debt / Full Value	0.31%	0.26%	0.21%	0.14%	1.2%	Stable
Net Direct Debt / Operating Revenues	0.29x	0.21x	0.18x	0.11x	0.94x	Stable
Moody's-adjusted Net Pension Liability (3-yr average) to Full Value	1.6%	2.1%	2.4%	2.9%	1.7%	Weakened
Moody's-adjusted Net Pension Liability (3-yr average) to Operating Revenues	1.55x	1.69x	2.00x	2.34x	1.35x	Weakened

Source: Moody's

Exhibit 2

### Available fund balance as a percent of operating revenues decreased from 2013 to 2016

#### Available Fund Balance as a Percent of Operating Revenues

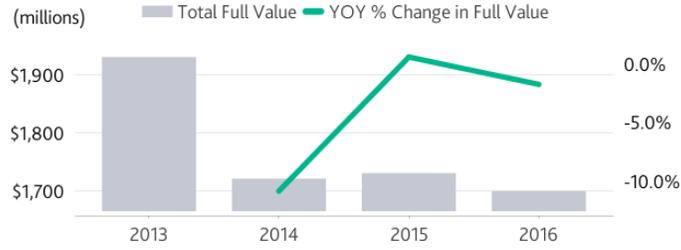


Source: Issuer financial statements; Moody's

This publication does not announce a credit rating action. For any credit ratings referenced in this publication, please see the ratings tab on the issuer/entity page on [www.moody's.com](http://www.moody's.com) for the most updated credit rating action information and rating history.

Exhibit 3

**Full value of the property tax base decreased between 2013 and 2016**  
**Total Full Value**



Source: Issuer financial statements; Government data sources; Offering statements; Moody's

Exhibit 4

**Moody's-adjusted net pension liability to operating revenues grew from 2013 to 2016**  
**Net Direct Debt and Adjusted Net Pension Liability / Operating Revenues**



\*Debt is represented as Net Direct Debt / Operating Revenues. Net Direct Debt is defined as gross debt minus self supporting debt. Pensions are represented as ANPL / Operating Revenues. ANPL is defined as the average of Moody's-adjusted Net Pension Liability in each of the past three years.  
 Source: Issuer financial statements; Government data sources; Offering statements; Moody's

## Endnotes

- 1 The rating referenced in this report is the government's General Obligation (GO) rating or its highest public rating that is GO-related. A GO bond is generally a security backed by the full faith and credit pledge and total taxing power of the local government. See [Local Government GO Pledges Vary Across States](#), for more details. GO-related ratings include issuer ratings, which are GO-equivalent ratings for governments that do not issue GO debt. GO-related ratings also include ratings on other securities that are notched or otherwise related to what the government's GO rating would be, such as annual appropriation, lease revenue, non-ad valorem, and moral obligation debt. The referenced ratings reflect the government's underlying credit quality without regard to state guarantee or enhancement programs or bond insurance.
- 2 The per capita personal income data and unemployment data for all counties in the US census are allocated to quartiles. The quartiles are ordered from strongest-to-weakest from a credit perspective: the highest per capita personal income quartile is first quartile, and the lowest unemployment rate is first quartile. The first quartile consists of the top 25% of observations in the dataset, the second quartile consists of the next 25%, and so on. The median per capita personal income for US counties is \$46,049 for 2014. The median unemployment rate for US counties is 4.9% for August 2016.
- 3 The institutional framework score measures a municipality's legal ability to match revenues with expenditures based on its constitutionally and legislatively conferred powers and responsibilities. See [US Local Government General Obligation Debt \(January 2014\)](#) for more details.
- 4 For definitions of the metrics in the Key Indicators Table, [US Local Government General Obligation Methodology and Scorecard User Guide \(July 2014\)](#). The population figure used in the Full Value Per Capita ratio is the most recently available, most often sourced from either the US Census or the American Community Survey. Similarly, the Median Family Income data reported as of 2012 and later is always the most recently available data and is sourced from the American Community Survey. The Median Family Income data prior to 2012 is sourced from the 2010 US Census. The Full Value figure used in the Net Direct Debt and Moody's-adjusted Net Pension Liability (3-year average ANPL) ratios is matched to the same year as audited financial data, or if not available, lags by one or two years. Certain state-specific rules also apply to Full Value. For example, in California and Washington, assessed value is the best available proxy for Full Value. Certain state specific rules also apply to individual data points and ratios. Moody's makes adjustments to New Jersey local governments' reported financial statements to make it more comparable to GAAP. Additionally, Moody's ANPLs reflect analyst adjustments, if any, for pension contribution support from non-operating funds and self-supporting enterprises. Many local government pension liabilities are associated with its participation in the statewide multiple-employer cost-sharing plans. Metrics represented as N/A indicate the data were not available at the time of publication.
- 5 The medians come from our most recently published local government medians report, [Medians – Growing Tax Bases and Stable Fund Balances Support Sector's Stability \(March 2016\)](#). The medians conform to our US Local Government General Obligation Debt rating methodology published in January 2014. As such, the medians presented here are based on the key metrics outlined in the methodology and the associated scorecard. The appendix of this report provides additional metrics broken out by sector, rating category, and population. We use data from a variety of sources to calculate the medians, many of which have differing reporting schedules. Whenever possible, we calculated these medians using available data for fiscal year 2014. However, there are some exceptions. Population data is based on the 2010 Census and Median Family Income is derived from the 2012 American Community Survey. Medians for some rating levels are based on relatively small sample sizes. These medians, therefore, may be subject to potentially substantial year-over-year variation. Our ratings reflect our forward looking opinion derived from forecasts of financial performance and qualitative factors, as opposed to strictly historical quantitative data used for the medians. Our expectation of future performance combined with the relative importance of certain metrics on individual local government ratings account for the range of values that can be found within each rating category. Median data for prior years published in this report may not match last year's publication due to data refinement and changes in the sample sets used, as well as rating changes, initial ratings, and rating withdrawals.

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REPORT NUMBER 1058077



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**Lincolnwood Illinois 60712**  
**Phone 847-673-1545 FAX 847-673-7456**  
**Direct 847-745-4762 E-mail: mhansen@LWD.org**

February 17, 2017

TO: Tim Wiberg, Village Manager  
Bob Merkel, Finance Director

FROM: Mike Hansen  
Fire Chief

RE: Ambulance Purchase FY 2017/2018

The Lincolnwood Fire Department is looking to replace Ambulance A6 during the next fiscal year, FY 2017/18. This ambulance is the second oldest of our fleet being 12 years in service. We had scheduled A5 to be replaced next fiscal year but recent maintenance repair on A6 showed an impending critical failure. We have moved this ambulance into a reserve status and we will use this ambulance in that position until we offer it in trade when we purchase the new ambulance

The Fire Department has a fleet of three ambulances. They include:

Vehicle	Type	Year	Mileage	Replacement Year
Ambulance A7	F450 Diesel	2011	45,953	2023
Ambulance A5	E450 Diesel	2004	40,172	2018
Ambulance A6	E450 Diesel	2005	66,497	2017

During the FY 2004/05 the Department purchased Ambulance A6 as well as a 2004 chassis. Staff used this chassis to remount the box from our 1994 ambulance onto the new chassis. By doing this in-house remounting, staff extended the life of this vehicle another 13 years as a second-line ambulance.

Presently, Ambulance A5 is our reserve vehicle and staff recently had to put it into front-line duties when Ambulance A6 was towed in the dealer for some major engine repair and was out of service for 2 weeks. By having this reserve ambulance available for second-line response by our Truck paramedics, this vehicle responded to 34 calls during this time. Without this ambulance, staff would have called for mutual aid from other communities for these calls and the Village would have lost out on \$23,000 in ambulance billing.

Although Ambulance A5 has almost 40,000 miles and is 13 years old, it is the 23 year old box on the chassis that is giving us issues. Parts are not available for the door latches and the mounting brackets for holding the patient stretcher to the box floor are

outdated and not to current code. Our mechanics have been having more issues with the box's electrical wiring and having problems with the oxygen tubing in the patient compartment. Other current codes that do not meet current standards include seat belt warning, occupant crash protection, and reflective striping. The age of this box is not worth spending any additional monies bringing the box into compliance, Staff has escalated the replacement of this vehicle to the FY 2018/2019 budget.

In an effort to help with the funding of this ambulance replacement, Staff prepared an Assistance for Firefighters Grant (AFG) for 2016. The AFG Grant was denied and no grant application is planned this fiscal year. Even though our Department has been very successful with competing for grants for safety and personnel protection but staff has never had a successful vehicle grant. Grant assessors when assessing vehicle applications, do not score our application high because of Village's sound financial environment and our vehicle requests don't score well on their priority criteria.

On the financial equation, besides the Department ambulances providing superior medical care they provide a revenue stream for the Village. While it is nice to develop a Capital Improvement Plan for the replacement of our vehicles and equipment, the funding of this plan has never been adequately addressed by a dedicated funding source. Staff has been diligent in producing revenues to cover these expenditures.

Between 2005 through 2016, the Fire Department has generated over \$3.66 million in ambulance billing revenue. This accomplishment is a concerted effort by all members of our staff and Village staff; from our paramedics getting accurate billing information to the Department Coordinator correctly billing the insurance companies to maximize our payment to supervising the collection process. These monies cover any and all of our Capital Expenditures during this same time period.

Staff has budgeted \$225,000 to purchase this replacement ambulance in the first quarter of the FY2017/18 budget year. Bid specifications are being developed and will go out after the Village Budget hearing date. The budgeted amount is less than the projected cost of \$261,638.00.



**Ambulance A 6**



# LINCOLNWOOD POLICE DEPARTMENT

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## INTER-OFFICE MEMO

Robert LaMantia  
Chief of Police

To: Timothy C. Wiberg, Village Manager  
From: Robert LaMantia, Chief of Police  
Date: February 15, 2017  
Subject: FY2017-18 Capital Improvement Plan: STARCOM21

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By order of the Federal Commerce Commission (FCC), all public safety agencies on UHF analog (including Lincolnwood Police) must vacate their current radio frequencies by 2021.

STARCOM21 (STARCOM) is a digital 700/800 MHz radio system with state-wide coverage and roaming for Illinois governmental users with over 280 sites and over 45,000 users, and 1,533 agencies using the system today. It was built to public safety standards, achieves economies of scale and promotes interoperability among local, state and federal government users.

Motorola is under state contract with fixed pricing until 2022 to manage, operate and staff the STARCOM network. Although there is a higher initial investment as new portable and mobile radios must be purchased, the projected costs over a multiple-year span are less when compared to rebuilding the Village's own individual network or shared network with other agencies.

Transitioning to STARCOM eliminates radio network maintenance, wired telephone line fees, risk and capital replacement as the Village becomes a subscriber through a user services fee.

Several NORCOM agencies (Lincolnwood uses NORCOM) have already moved from the NORCOM radio network to STARCOM or are in the process of transitioning to STARCOM. As each agency transitions from NORCOM to STARCOM, investing in the NORCOM infrastructure to comply with the FCC's regulations becomes less and less cost effective.

The estimated cost to transition to STARCOM in FY2017-18 is \$230,000.



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## MEMORANDUM

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**TO:** Timothy Wiberg, Village Manager

**FROM:** Andrew Letson, Acting Public Works Director

**DATE:** December 22, 2016

**SUBJECT:** Street Sweeper Replacement

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### **Background**

The Public Works Department utilizes a fleet of vehicles and equipment to provide services to the Village. The American Public Works Association (APWA) recommends the replacement of large equipment/vehicles every 12-15 years as a best management practice. The Public Works capital equipment replacement plan calls for the replacement of Sweeper #2. No vehicles were replaced in FY 2016/2017

### **Vehicle Replacements**

*\$220,000 – Sweeper #2*

Sweeper #2 is used continuously to meet the Village's street sweeping program needs between April 1 and December 15. Street sweeping is necessary to not only keep 149 lane miles of streets clean, but is required to prevent dirt and debris from entering the Village's sewer system, thereby minimizing clogging during rain events. The Village's two street sweepers are used throughout the year, often in tandem to keep up with the program in peak times during the spring and autumn.

Sweeper #2 is a 1996 Elgin Pelican Sweeper and has accumulated over 48,000 miles and 9,300 hours of use. Each winter Sweeper #2 is rebuilt including the replacement of a variety of belts, hoses, brooms, and bearings to minimize downtime during the sweeping season. Over the past five years, we have seen an increase in the cost of maintaining Sweeper #2. This annual rebuild requires a great deal of time from the Vehicle Maintenance Division during a time of the year that is often busy spent repairing and

maintaining snow removal equipment. In addition, beginning in FY 2016/17 the Public Works Department began performing routine maintenance of Fire Department vehicles, thereby reducing the time that is able to be devoted toward rebuilding of Sweeper #2.

Table 1 demonstrates the annual cost for parts and supplies. A new street sweeper would require some maintenance, including periodic replacement of tires and brooms; however, this cost would be greatly reduced.

<b>Fiscal Year</b>	<b>Total Cost</b>
FY 15/16	\$27,467
FY 14/15	\$13,574
FY 13/14	\$21,772
FY 12/13	\$12,479
FY 11/12	\$9,812
<b>Average</b>	<b>\$17,021</b>

Due to the age and the time and cost required to maintain this vehicle, it is recommended that \$220,000 be budgeted for the replacement of Sweeper #2.



*Sweeper #2*



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## MEMORANDUM

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**TO:** Timothy Wiberg, Village Manager

**FROM:** Charles Meyer, Assistant to the Village Manager

**DATE:** December 21, 2016

**SUBJECT:** Citizen Survey

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In April 2007, the Village conducted a Citizen Survey through the National Research Center, Inc. (NRC). The purpose of the Citizen Survey was to gauge the residents' opinions on the quality of Village services and the quality of life in the Village. This is a useful tool helps staff assess resident satisfaction with community amenities and government services. The data derived from this process helps the Village identify areas of high performance and possible improvement areas. The NRC offers a customizable turn-key Citizen Survey. It has been nine years since the Village last conducted a Citizen Survey. This project was deferred by the Village Board in FY 2010/11, FY 2011/12, and FY 2014/15.

A brief survey of neighboring communities found that most cities have completed a citizen survey within the last two years, but show varying schedules for completing these surveys.

Community	Frequency of Survey	Last Year Survey was Performed	Entity Completing Survey
Bloomingtondale	No Schedule Established	2013	Constant Contact
Deerfield	Every Three Years	2016	Police Department
Glencoe	No Schedule Established	2015	ETC Institute
Hinsdale	No Schedule Established	2006-2008	Unknown
Lake Forest	Every Five Years	2016	NRC
Lincolnshire	No Schedule Established	2014	Performed In-House
River Forest	No Schedule Established	2016	Jasculca Terman Strategic Communications
Morton Grove*	No Schedule Established	2015	Housel Lavigne
Roselle	Every Four Years	2013	Fako and Associates
Skokie	Every Three Years	2015	NRC
Vernon Hills	No Schedule Established	2016	NRC

\*Morton Grove's survey was completed as part of the Strategic Plan

When the survey was last conducted, residents rated 35 services. Of those services 89% were rated above national norms, 9% were similar to national norms, and one was below national norms. The one service rated below national norms was stormwater drainage.

The implementation of the Citizen Survey will also help the Village to address a concern brought forward by the Village Board. During the Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis performed as part of the Village's 2017 – 2019 Strategic Plan the Village Board identified, "Failure to Engage Enough of Community and Staff in our Decision Making" as a threat. The implementation of the Citizen Survey will allow the Village to engage the community in the decision process and provide an objective assessment of Village services. The results of the Citizen Survey can then be used to inform future decisions by the Village Board and staff.

For the proposed FY 2017/18 budget, staff is requesting \$13,860 be included to conduct a Citizen Survey. This expense of \$13,860 is based on the cost to provide this service through NRC. If the survey is approved in the Budget, then the Village would solicit three quotes for these services and select a vendor in alignment with Village policies. Based on services provided by the NRC as a baseline for soliciting quotes, the selected vendor would draft and implement a survey that would include a sample size of 1,500 randomly selected residents, collection of the data, perform data entry and analysis, and create both a report of the results and a report of the comparisons with other jurisdictions. The survey would ask questions in general areas and allow the Village to ask customized questions. Once the results were received, staff would present the findings to the Village Board.



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## MEMORANDUM

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**TO:** Timothy Wiberg, Village Manager

**FROM:** Laura McCarty, Director of Parks and Recreation

**DATE:** February 14, 2017

**SUBJECT:** Centennial Park Sculpture Walk Identification Signage Budget Request

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### **Background**

Lincolnwood's mile long Centennial Park Trail extends from the corner of Touhy Avenue and McCormick Blvd., south to Devon Avenue along the North Shore Channel. The path features 16 sculptures leased by the Village along the length of the trail. The Skokie North Channel Park also begins at the intersection at McCormick and Touhy, heads north and includes sculptures along this portion of the path.

The Parks and Recreation Department has received requests to identify the artist and name of each of the sculptures along the Centennial Park Sculpture Walk. In order to accomplish this, a standard sign template would need to be designed. The sign template would be placed on a metal plaque stand that comes out of the ground about three feet. These would then be placed in front of each sculpture. This is the way in which the sculptures on the Skokie North trail are identified and it would be nice to provide a consistent look. The cost to design the signs is \$350 for each sign and the cost to construct the metal plaque stand is \$300 for each stand.

**Budget Request**

The Parks and Recreation Department requests that \$10,400 be allocated in the Fiscal Year 2017/2018 budget to design signage that would be placed on a metal plaque stand to identify each sculpture along the Centennial Park Sculpture Walk.



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## MEMORANDUM

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**TO:** Timothy Wiberg, Village Manager

**FROM:** Andrew Letson, Acting Public Works Director

**DATE:** December 22, 2016

**SUBJECT:** Holiday Lighting Budget Request

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### **Background**

The Public Works Department installs holiday lights in the Promenade and the Municipal Campus each year. On the first Monday in December, a holiday lighting ceremony is held where the lights are first turned on. The lights remain active every night through the New Year. Lights are currently installed on 46 trees and bushes.

Preparation for this event is the main focus of the entire Parks and Buildings Division for the two weeks following the Turkey Trot. Setting up the event requires five staff members for the entire two week time period. Much of this effort is devoted to installing the strands and ensuring that the electrical load is evenly distributed among circuits to prevent breakers from tripping. During the installation period, staff has a diminished ability to respond to requests for service pertaining to park and building maintenance.

Requests have been made to expand the lighting of the campus to include the canopies of the trees fronting Lincoln Avenue and around the Community Center. Installation of the current display takes all of staff's available time and expansion may not be possible without additional assistance. During this timeframe, staff is unable to focus time on work orders or other special projects in the buildings. Contractual assistance would allow for a larger display including lights in more trees and in the crowns of the trees along Lincoln Avenue without negatively impacting staff's ability to respond to requests for service.

**Budget Request**

The Public Works Department requests that \$30,000 be allocated in the Fiscal Year 2017/2018 budget for contractual assistance with installation of the holiday lights split between the Park Maintenance and Building Maintenance cost centers. The project will be bid in such a manner that the lights will remain in the trees for two years and a line item will be included for maintenance in the second year (replacing damaged or burnt out strands), in an effort to reduce the overall cost of the project.