VILLAGE OF LINCOLNWOOD
PRESIDENT AND BOARD OF TRUSTEES
COMMITTEE OF THE WHOLE MEETING
VILLAGE HALL COUNCIL CHAMBERS
6:00 PM, SEPTEMBER 17, 2019

AGENDA

I. Call to Order

II. Roll Call

III. Approval of Minutes
    1. Minutes Committee of the Whole Meeting August 20, 2019
    2. Minutes Committee of the Whole Meeting September 3, 2019

IV. Regular Business
    1. Discussion Regarding the Public Works Annual Report (15 Minutes)
    2. Discussion Regarding Strategic Planning and Goal Identification (15 Minutes)
    3. Discussion Regarding Long Range Planning Committee and Board Priorities (30 Minutes)
    4. Discussion Regarding a Dog Park (15 Minutes)
    5. Discussion Regarding Opting-in to Cook County Minimum Wage and Sick Leave Ordinance (15 Minutes)

V. Public Comment

VI. Adjournment

DATE POSTED: September 13, 2019

Please note that the start times for discussion topics are estimates and may be adjusted during the meeting as determined by the Village Board.
Call to Order
President Bass called the Committee of the Whole meeting of the Lincolnwood Board of Trustees to order at 6:15 P.M., Tuesday, August 20, 2019, in the Council Chambers of the Municipal Complex, 6900 North Lincoln Avenue, Village of Lincolnwood, County of Cook and State of Illinois.

On roll call by Village Clerk Beryl Herman the following were:
PRESENT: President Bass, Trustees Ikezoe-Halevi, Patel, Klatzco, Sargon, Hlepas Nickell
ABSENT: Trustee Cope

A quorum was present.

Also present: Anne Gaura, Village Manager; Charles Meyer, Assistant Village Manager; Village Attorney Steven Elrod; Assistant to the Village Manager; Heather McFarland, Andrew Letson, Public Works Director; Nadim Badran, Assistant to the Public Works Director, Jason Parrott, Police Chief; Robert Merkel, Finance Director; Ben Harris, Accountant; Steve McNellis, Community Development Director; Doug Hammel, Community Development Manager; Jon Bogue, Management Analyst.

Approval of Minutes
The minutes of the July 16, 2019 Committee of the Whole were presented to the Village Board. Trustee Hlepas Nickell moved to approve the minutes as presented, seconded by Trustee Klatzco.

The motion passed by Voice Vote.

Regular Business
1. Discussion Regarding Vehicular Access for a Religious Institution at 6424 North Drake Avenue

This item was presented by Mr. Hammel using PowerPoint.

Previous Village Approval
*Alley vacation and conveyance in January 2018
  • Included a condition that Village Board can assess vehicular access to the property.

Proposed Site Plan
*6,600 –SF building footprint
*30 parking spaces
*Vehicular access provided from Drake Avenue and rear alley

Traffic Impact Study: Assumptions
*30 families would attend at the time of opening
  • Could grow to 60 families
*+/50% of the families are expected to walk to/from the property
*Vehicles would arrive Friday prior to sundown and remain until Saturday after sundown
*Peak usage would be on Saturdays when all congregants would walk

Traffic Impact Study: Conclusions
*Virtually no impact on existing peak traffic times on surrounding streets
*Approx. 8 vehicles added to Lincoln/Devon intersection during peak use of the facility
*Approx. 17-19 vehicles added to Drake/Arthur intersection during peak use of the facility

Traffic Impact Study: Recommendations
*Relocate existing speed bump (location to be determined by Village)
*No Right Turn” sign at alley egress point
*Stoop signs controlling vehicular egress points

Requested Action
*Discussion and Village Board consensus regarding:
  • Whether or not access to/from the alley is appropriate
  • Whether or not Traffic Impact Study recommendations are appropriate; and
  • Any other conditions or recommendations that the Board feels is appropriate

*Next Steps:
  • August 21 ZBA hearing regarding requested Variations
  • September Board consideration of ZZBA recommendations

Petitioner Mort Lebovitz addressed the Board.

Trustee Sargon questioned the number of parking spaces.

Trustee Hlepas Nickell questioned if the basement space would be used for parties and weddings. Mr. Lebovitz responded that it would be used for a lunch after Saturday services not for big events.

Upon questioning Mr. Hammel stated that nearby residents were not notified regarding tomorrow’s Plan Commission meeting (Public Hearing).

Trustee Ikezoe-Halevi expressed concerns about the safety of the alley. Trustee Klatzco spoke of safety on nearby streets. Trustee Patel discussed concerns with traffic flow. He also pondered how we can protect pedestrians using the streets before and after services. Mr. Hammel said he would discuss this issue with the petitioners.
The traffic engineer addressed the Board regarding alley use and a 4-way stop sign on Drake and Arthur.

Trustee Klatzco questioned if there would be sidewalks or carriage walks surrounding the building and parking lot. An architect spoke stating that there will be a full sidewalk on Drake.

Village Manager Gaura asked for review of the requested actions.

1. Whether or not access to/from the alley is appropriate.
The consensus was “Yes” only for emergency vehicles.

2. Recommendations of Traffic Impact Study
The consensus was “Yes”.

3. Traffic Control – Consideration of a 4-way stop at Drake and Arthur
Consensus was “Yes”.

2. Discussion Regarding Community Center at 6995 North Central Park Avenue

This item was presented by Mr. Hammel using PowerPoint.

Property Information
- 6995 North Central Park Avenue
  - Lot area: 2 acres
  - Part of the Town Center PUD (B-2 underlying zoning)
  - Adjacent uses include auto storage and light industrial

Applicant Information
- Bosnian Islamic Cultural Center
  - Established in 20002
  - Membership has grown to more than 800 families
  - Provide faith-based worship, educational programs, cultural services and social and sports programs
  - Existing Rogers Park facility is no longer adequate for growing membership

Proposed Development
- 43,633-square foot multi-use facility
- 119 parking spaces
Interior:
- Prayer hall
- Gymnasium
- Pre-school and kindergarten classrooms
- Administrative offices
- Outdoor playground
Relevant Context
*PUD designates the property as “flex tech” (i.e. office incubator, innovation industry, etc)
*Underlying zoning (B-2) does not permit community centers
*Land use context:
  • Immediately adjacent to auto inventory lots and light industrial
  • UP trail approx. 500’ to the west
  • Lowe’s approx.1,000’ to the northwest
*2016 Comprehensive Plan designates this property as “light industrial”
  • EDC is currently discussing a vision for this area that could include industry, commerce, entertainment and residential (no formal recommendations have been made)

Requested Action
*Provide feedback regarding the appropriateness of the proposed use and related characteristics of its development
*If the Board finds it appropriate, refer the matter to the Plan Commission for a public hearing for consideration of a Text Amendment to permit Community Centers in the B-2 zoning district
  • Staff recommends a minimum lot size be established to minimize the prevalence of this use on properties throughout the B-2 zoning district
*Subsequent steps of approvals include:
  • Development Review Team (DRT) assessment
  • Plan Commission public hearing for the required Text Amendment and any required zoning relief identified during DRT review
  • Village Board consideration of Plan Commission’s recommendations

The attorney for the petitioner (Citron) addressed the Board as did the President of the advisory committee of BICC.

Trustee Patel questioned if this is a Religious Institution or a Community Center.

Trustee Hlepas Nickell stated that we need to consider the kinds of future businesses which will be impacted by the structure. Can we put a plan in place that addresses the entire area?

Trustee Patel addressed the issue of this type of development being removed from the tax rolls.

Mr. Hammel questioned if the item should be referred to the Plan Commission. If we give some time before the Plan Commission, staff could have some of the questions answered.

Mr. Hammel stated that the Village had not notified nearby neighbors, but he believes that the petitioner has done so.

Attorney Citron stated that this is a location which works well for them.

Trustee Patel asked Mr. McNellis is this property is listed as available on our Website.

Mr. McNellis stated that it has been on the Website for a number of years.
Additional discussion ensued. Trustee Hlepas Nickell opined that we need to market ourselves as to what would work on this entire property.

Village Manager Gaura stated that many of these items will be addressed at the Long Range Planning meeting on August 28. Trustee Patel stated that he hoped the petitioner will attend the meeting.

Consensus – All Trustees agreed that this item will go to the Long Range Planning meeting.

3. Discussion Regarding Community Wide Residential Fence Compliance Survey

Due to time restraints, Village Manager Gaura recommended that this item go to the next available Committee of the Whole.

Public Forum
There were no requests for Public Forum.

Adjournment
At 7:45P.M. Trustee Hlepas Nickell moved to adjourn Committee of the Whole, seconded by Trustee Sargon.

The motion passed by Voice Vote.

Respectfully Submitted,

Beryl Herman
Village Clerk
Call to Order
President Bass called the Committee of the Whole meeting of the Lincolnwood Board of Trustees to order at 6PM P.M., Tuesday, September 3, 2019, in the Council Chambers of the Municipal Complex, 6900 North Lincoln Avenue, Village of Lincolnwood, County of Cook and State of Illinois.

On roll call by Village Clerk Beryl Herman the following were:
PRESENT: President Bass (6:30), Trustees Halevi, Cope, Patel, Nickell, Sargon, Klatzco
ABSENT: None

A quorum was present.

Also present: Anne Gaura, Village Manager; Charles Meyer, Assistant Village Manager; Village Attorney Steven Elrod; Assistant to the Village Manager; Heather McFarland, Andrew Letson, Public Works Director; Nadim Badran, Assistant to the Public Works Director, Jason Parrott, Police Chief; Robert Merkel, Finance Director; Steve McNellis, Community Development Director; Doug Hammel, Community Development Manager; Jon Bogue, Management Analyst.

PowerPoint presentations for the two items will appear as attachments to these minutes.

Regular Business
1. Discussion Regarding Water Transmission Main Project Bids
This item was presented by Mr. Letson using a PowerPoint presentation.

2. Discussion Regarding Issuance of Bonds
This item was presented by Mr. Merkel, Mr. Anderson and Mr. Balzano

The following random comments were made during the presentations. For more details see the attached presentations or the meeting video.
Trustee Nickell questioned what would become of the Chicago water connection. Mr. Letson replied that the pipe would be kept.
Trustee Nickell asked if IDOT could get in the way of our project. Mr. Letson and Mr. Amelio responded that it will not happen.
Trustee Cope asked what we are paying CTA for, Mr. Letson stated that we are paying for leasing land under the yellow line. Trustee Nickell queried if we are going through MWRD property. Mr. Letson responded No. Trustee Klatzco stated that if we pull parts of this project out now, it will cost us more later. Mr. Letson agreed. Ratings were explained by Mr. Letson. Mr. Merkel stated that there was a rating meeting regarding the two projects. Trustee Cope questioned what effects rating trends. Mr. Anderson responded. Mr. Merkel responded to questions regarding bonds. He stated that costs of bonds are not passed on to residents. Money we are not spending will go to water costs. Trustee Cope requested an explanation of what figures mean regarding fund flows. Trustees requested information regarding rates and supply. Will there be a resolution? Ms. Gaura stated that we will consult with our Village Attorney. Trustee Nickell stated that we need to be more transparent, residents would like to have more information. Ms Gaura opined that timing is perfect for community saving. Trustee Patel added that we need to move along with this discussion. These plans are fully funded, so that we can go ahead. Ms Gaura said that we should set up a fund and review policies each year. Discussion ensued regarding permissions to two delegates (trustees) with the power to accept bids. Trustee Cope asked what oversight actually does. Mr. Letson clarified. Trustee Nickell asked if the bond bidding process could be done at Village Hall. It is an electronic process but Mr. Balzano said it could be done here in Council Chambers.

**Public Forum**
No Public Forum

**Adjournment**
At 7:52 P.M. Trustee Nickell moved to adjourn Committee of the Whole, seconded by Trustee Klatzco. The motion passed by Voice Vote.

Respectfully Submitted,

Beryl Herman
Village Clerk
Welcome to the Committee of the Whole Meeting
Agendas are available in the back of the room. If you would like to speak to any item on this evening’s agenda or make a general comment, please fill out a speaker request form located in the back of the room and deliver it to the Village Clerk to the right of the dais.

Village Board meetings are broadcast live online at lincolnwood.tv, Comcast Channel 6, RCN Channel 49, and U-Verse Channel 99. Archived videos are available online at lincolnwood.tv.
Committee of the Whole
Discussion Regarding Water Transmission Main Project Bids

Committee of the Whole
September 3, 2019
Village of Lincolnwood

September 2019

WATER TRANSMISSION MAIN PROJECT UPDATE
Project Update

• Bids were received on August 15, 2019

• Purpose of discussion is to seek feedback on which items to include in the construction contract

• Staff recommends including all of the previously discussed alternates in the construction contract
High quality construction firm

Meet our identified IDOT pre-qualifications

Completed Crawford Avenue water main replacement project in 2014 – performed well

Recent similar projects include:

- Village of Oak Lawn – 11,727 feet of 60” water main – completed in 2019 ($23 million)

- City of Chicago – 5,300 feet of 24” water main – completed in 2019 ($61 million)

- City of Chicago – 7,280 feet of 16”, 24” and 30” water main – completed in 2019 ($60 million)
Project Timeline

- September 3, 2019 – Award of construction contract
  - Evanston plans to award the contract for their work on September 9 – Bid came in $900,000 over the 2017 estimate

- February, 2020 – Evanston to complete their work

- July 2, 2020 – Completion of transmission main work (water flowing from Evanston)

- October 2, 2020 – Full Completion
Evanston Construction Cost

• Low bid - $2.7 million – submitted by Bolder Contractors

• Last estimate the Village received was in 2017 - $1.8 million

• Since then, Evanston has designed the project and identified there was a significant amount of contaminated soil along the route, which resulted in higher costs for disposal, gaskets, and cathodic protection
  • Evanston’s design engineer estimated the cost to be $2.4 million

• The cost of the transmission main will be included in the water rate starting in 2022
  • Evanston estimates an impact of $0.20 per 1,000 gallons
  • Evanston will re-evaluate this impact in detail in the fall
Base Scope

- Base Scope includes items that are absolutely necessary to connect with the City of Evanston
  - Transmission Main
  - Reservoir Connection
  - IEPA Sewer Separation Requirements
  - Skokie Enhancements
BASE Scope - Transmission Main

Estimated Cost $7,231,000
Bid Price $6,582,656
Difference $648,344

- 20” transmission main and associated patching and restoration
- Cost savings generally come from favorable pricing on the 20” pipe, trench backfill, patching, and traffic control
BASE Scope - Item A
Reservoir Connection

Estimated Cost $317,000

Bid Price $501,173

Difference $184,173

- Connecting the transmission main to the Lincolnwood reservoir and integrating the SCADA system
- Cost of valves and SCADA work are higher than anticipated
BASE Scope - Item A
Reservoir Connection

Reservoir (South Cell)

Replacement of Existing Control Valves and Existing Piping

Existing City of Chicago Connection

Proposed Transmission Main
BASE Scope - Item B
IEPA Sewer Separation Requirements

Estimated Cost $1,555,000
Bid Price $1,169,988
Difference $385,012

- Replacing or lining existing sewers adjacent to the transmission main route to meet IEPA separation requirements
- Cost of 36” sewer lining was lower than anticipated
Hamlin Avenue Alternate

- An alternate was included with the bid that identified replacement of the 36” Hamlin Avenue sewer with water main quality pipe in lieu of sewer lining.

- The purpose of this alternate was to determine if replacement of the sewer would be more cost effective than lining the sewer.

- Pricing for replacement of the sewer was higher than lining, so staff recommends it not be included in the construction contract.
Hamlin Avenue Alternate

- Purpose of this alternate was to control the cost of sewer lining
- Strategy was developed by CBBEL in response to the Village Board’s desire to control costs on the project
**BASE Scope - Item C**  
**Skokie Enhancements**

**Estimated Cost $657,000**

**Bid Price $472,575**

**Difference $184,425**

- Skokie identified certain work items that they require as part of the project.
- These items are not typically included in projects of this type.
- Roadway resurfacing, replacement of all water services from the main into the building, water service retirement, manhole lining, and removal and replacement of all Skokie water mains at transmission main crossings.
- Remove and replace pricing for various items was lower than anticipated.
## BASE Scope - Summary

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<th>ITEM B Description</th>
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Alternate Scope

• Alternate Scope includes contingencies and additional scope items not required to connect to Evanston
  • Quantity Contingencies
  • Lincolnwood Sewer Enhancements
  • Contaminated Soil Quantity and Contingency
  • Hamlin Distribution Water Main (South of Touhy)
  • Hamlin Distribution Water Main (North of Touhy)
  • Springfield Distribution Water Main
  • Lincolnwood Resurfacing (Non-TIF)
  • Lincolnwood NEID Resurfacing
  • Arthur and Lunt Distribution Water Main
ALT 1 Scope – ITEM D
Quantity Contingencies

Estimated Cost $250,000
Bid Price $186,000
Difference $64,000

- Additional 2000 cubic yards of trench backfill and an ITEMS ORDERED BY ENGINEER line item with an allowance of $150,000

- The intent of these contingency quantities is to protect against unforeseen and unknown conditions

- Trench backfill unit price is significantly lower than anticipated
  - Estimated at $50/cubic yard – bid at $18/cubic yard (other bidders were closer to the estimate)
ALT 2 Scope – Item E
Lincolnwood Sewer Enhancements

**Estimated Cost** $101,000

**Bid Price** $118,703

**Difference** $17,703

- Sewers within the Village limits were cleaned and televised
- Revealed several locations where the pipe should be replaced or lined
- Some of the pipe replacement costs were higher than anticipated, while that was partially offset by reduced sewer lining cost
ALT3 Scope - Item F
Contaminated Soil Quantity and Contingency

Estimated Cost $321,000
Bid Price $108,475
Difference $212,525

• Soil borings identified a contaminated soil area along Oakton from Hamlin to Ridgeway

• Included the cost of removing the contaminated soil in the project

• Included a contingency quantity of 2400 cubic yards of contaminated soil removal to protect against unforeseen and unknown conditions

• Contaminated soil disposal cost was bid significantly lower than anticipated

• Estimated at $120/cubic yard - bid at $35/cubic yard (other bids were closer to the estimate)
ALT4 Scope - Item G
Hamlin Distribution Main (South of Touhy)

Estimated Cost $ 694,000
Bid Price $786,107
Difference $92,107

- Replacing the distribution main from Lunt to Touhy

- Identified to be replaced in the 10-year plan as a ‘fair’ condition main

- Overall, the cost of the smaller diameter mains and the associated work was bid higher than anticipated – particularly the cost of boring under Touhy
ALT5 Scope - Item H
Hamlin Distribution Main (North of Touhy)

Estimated Cost $637,000
Bid Price $644,559
Difference $7,559

• Replacing the distribution main from Touhy to Jarvis

• Identified to be replaced in the 10-year plan as a ‘fair’ condition main
ALT6 Scope - Item I
Springfield Distribution Main

Estimated Cost $266,000
Bid Price $374,651
Difference $108,651

- Replacing the distribution main from Albion to Lincoln
- Identified to be replaced in the 10-year plan as a ‘fair’ condition
- Overall, the cost of the smaller diameter mains and the associated work was bid higher than anticipated – particularly the cost of boring under Lincoln
ALT9 Scope - Item L
Arthur and Lunt Distribution Main

Estimated Cost $305,000
Bid Price $299,033
Difference $5,967

• Replacing the distribution main on Arthur from Crawford to Springfield and on Lunt from Hamlin to Ridgeway

• Identified to be replaced in the 10-year plan as ‘fair’ and ‘poor’ condition mains
ALT7 Scope - Item J
Lincolnwood Resurfacing (Non-TIF)

Estimated Cost $417,000
Bid Price $413,033
Difference $3,967

- Resurfacing the roadways within Lincolnwood excluding Pratt and the NEID TIF (Hamlin from Pratt to Lunt, Lunt from Hamlin to Ridgeway)
ALT8 Scope - Item K
Lincolnwood NEID Resurfacing

Estimated Cost $175,000
Bid Price $169,540
Difference $5,460

- Resurfacing within the NEID TIF (Hamlin from Pratt to Lunt, Lunt from Hamlin to Ridgeway)

- Last week the contractor provided staff with a schedule, which shows all of this work being completed during the current fiscal year

- Roadway resurfacing in the NEID TIF may be paid with TIF funds
  - $200,000 is available due to the Public Works Roof bid coming in favorably
## ALTScope - Summary

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<td>✓</td>
</tr>
<tr>
<td>USACE</td>
<td>✓</td>
<td>✓</td>
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# Easement Status

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<th>Comments</th>
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<td>Additional Estimated $25,000 Fee for Builder’s Labor/Oversight</td>
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<td>MWRD</td>
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<tr>
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Legal documents are currently being prepared/reviewed for each easement and lease.
# Total Estimated Costs

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<th>Base (Includes Alts 1-3)</th>
<th>Base + Resurfacing Only</th>
<th>Base + Water Mains Only</th>
<th>Base + All Alternates</th>
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<td>$11,243,920</td>
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<td>Permitting/Easements</td>
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<td>$334,156</td>
<td>$334,156</td>
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<td><strong>$10,373,707</strong></td>
<td><strong>$10,956,280</strong></td>
<td><strong>$12,478,057</strong></td>
<td><strong>$13,060,630</strong></td>
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<td>Bond Amount</td>
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<td>$11,500,000</td>
<td>$13,000,000</td>
<td>$13,500,000</td>
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Annual Debt Service

- 20 Year Term
- General Obligation Bond
- Estimated debt service based on information provided by Village’s bond consultant, Piper Jaffray
  - Includes an additional $375,000-$570,000 for unforeseen expenses
    - If unused, can be used as part of a later water main replacement project
- Wholesale rate reducing provides enough savings to fund debt service and maintain a flat retail rate until 2023
- The Village will save approximately $1.2 million per year ($100,000 per month) in wholesale water costs
### Annual Debt Service

- Piper Jaffray developed five estimates for the bond that will include funding for the Transmission Main and the North Shore Outfall Sewer Project.
  - In each instance, the bond amount for the sewer is $2.5 million.

<table>
<thead>
<tr>
<th>Bond Amount</th>
<th>Outfall Sewer Average Debt Service</th>
<th>Transmission Main Average Debt Service</th>
<th>Total Average Debt Service</th>
</tr>
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<tbody>
<tr>
<td>$13,500,000</td>
<td>$170,689</td>
<td>$751,029</td>
<td>$921,718</td>
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<tr>
<td>$14,000,000</td>
<td>$170,668</td>
<td>$785,071</td>
<td>$955,739</td>
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<tr>
<td>$15,500,000</td>
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<tr>
<td>$16,000,000</td>
<td>$170,389</td>
<td>$920,102</td>
<td>$1,090,491</td>
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<tr>
<td>$16,500,000</td>
<td>$170,237</td>
<td>$953,325</td>
<td>$1,123,561</td>
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### Village of Lincolnwood - Series 2019 General Obligation Bond Pro Forma Debt Service

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<thead>
<tr>
<th>Levy Year</th>
<th>Outfall</th>
<th>Sewer</th>
<th>Transmission Line</th>
<th>Total 2019 Bond</th>
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<tr>
<td>2019</td>
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<td>$ 911,725</td>
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<td>$ 137,417</td>
<td>$ 769,533</td>
<td>$ 906,950</td>
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<tr>
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<tr>
<td>2022</td>
<td>$ 137,818</td>
<td>$ 771,782</td>
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<tr>
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<td>$ 907,900</td>
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<td>$ 138,015</td>
<td>$ 772,885</td>
<td>$ 910,900</td>
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<tr>
<td>2025</td>
<td>$ 137,644</td>
<td>$ 770,806</td>
<td>$ 908,450</td>
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</tr>
<tr>
<td>2026</td>
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<td>$ 773,352</td>
<td>$ 911,450</td>
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<tr>
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</tr>
<tr>
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<td>$ 197,008</td>
<td>$ 1,103,242</td>
<td>$ 1,300,250</td>
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<td>$ 196,947</td>
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<td>$ 196,341</td>
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<tr>
<td>2039</td>
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<td>Totals</td>
<td>$3,404,731</td>
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#### Debt Service Breakdown
- Outfall: $2,500,000
- Sewer: $14,000,000
- Transmission Line: $16,500,000
Bond Funding Sources

• Water Transmission Main – Wholesale water cost savings
• North Shore Outfall Sewer – Home Rule Sales Tax (0.25% increase approved this year)
## Water Cost Schedule

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Year</th>
<th>Units of Water Purchased</th>
<th>Evanston Sale Price $</th>
<th>Units of Water Sold</th>
<th>Total Retail Charge per Water Unit Sold</th>
<th>Wholesale Water Portion of Retail Charge</th>
<th>Gross Revenue</th>
<th>Water Acquisition Cost</th>
<th>Net Water Acquisition Cost Savings</th>
<th>Estimated Debt Service Coverage</th>
<th>Savings/Debt for Future Water Projects</th>
<th>Net Savings</th>
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</thead>
<tbody>
<tr>
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<td>1.60</td>
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<td>$3,900,000</td>
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<td>$4.90</td>
<td>$3,900,000</td>
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<td>5.30</td>
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<td>1,552,745</td>
<td>1,103,030</td>
<td>449,715</td>
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</tr>
</tbody>
</table>

a. Assumes $14.0 amount for transmission line; subject to change
b. Assumes a 2% annual increase in Evanston’s water rate
c. Assumes a 2% annual increase in Lincolnwood’s retail rate

---

$\text{Assumes } 2\% \text{ annual increase in water rate}$

\[26,622,596 \quad 19,110,014 \quad 7,512,582\]
Current Breakdown of Water/Sewer Fund Annual Expenses

Current Wholesale Water Cost: $1,700,000
Current Operations Cost: $2,200,000

Total Revenue: $3.9 million
Future Breakdown of Water/Sewer Fund Annual Expenses

- FY 2022 Wholesale Water Cost: $1,070,600
- FY 2022 Operations Cost: $771,400
- FY 2022 Debt Service: $358,000
- FY 2022 Net Savings: $1,700,000

Total Revenue: $3.9 million
Wholesale Water Costs vs. Debt Service vs. Net Saving

Takeaway: There are sufficient savings to fund transmission main debt service and future water main replacements
Lincolnwood Water Use – Units per Year

Average Annual Change Since 2009: -1.27%
## Water Cost Schedule – Assumes Current Rate of Consumption Reduction

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Units of Water Purchased</th>
<th>Units of Water Sold</th>
<th>Total Retail Charge per Water Unit Sold</th>
<th>Wholesale Water Portion of Retail Charge</th>
<th>Gross Revenue</th>
<th>Water Acquisition Cost</th>
<th>Net Water Acquisition Cost Savings</th>
<th>Estimated Debt Servicea</th>
<th>Savings/Debt Service Coverage</th>
<th>Net Savings for Future Water Projects</th>
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</thead>
<tbody>
<tr>
<td>2020 0</td>
<td>530,000</td>
<td>$ 1.60</td>
<td>448,792 8.69 $ 4.90 $ 3,900,000</td>
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<td></td>
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<td></td>
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<td>426,424 8.86 $ 5.00 $ 3,779,735</td>
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<td>977,591 $ 1,153,675 $ 772,418</td>
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<tr>
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<td>421,008 9.04 $ 5.10 $ 3,806,367</td>
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<td>1,003,782 $ 1,142,501 $ 771,782</td>
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<td></td>
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<tr>
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<td>415,661 9.22 $ 5.20 $ 3,833,186</td>
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<td>1,030,676 $ 1,130,730 $ 774,752</td>
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<td>405,171 9.59 $ 5.41 $ 3,887,394</td>
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<td>1,086,643 $ 1,105,328 $ 774,115</td>
<td>143%</td>
<td></td>
<td></td>
<td></td>
<td>324,445</td>
</tr>
<tr>
<td>2029 9</td>
<td>472,409</td>
<td>2.32</td>
<td>400,025 9.79 $ 5.52 $ 3,914,785</td>
<td></td>
<td>1,094,300 $ 1,113,116 $ 774,752</td>
<td>144%</td>
<td></td>
<td></td>
<td></td>
<td>317,685</td>
</tr>
<tr>
<td>2030 10</td>
<td>466,409</td>
<td>2.36</td>
<td>394,945 9.98 $ 5.63 $ 3,942,368</td>
<td></td>
<td>1,102,010 $ 1,120,959 $ 1,105,448</td>
<td>101%</td>
<td></td>
<td></td>
<td></td>
<td>310,870</td>
</tr>
<tr>
<td>2031 11</td>
<td>460,486</td>
<td>2.41</td>
<td>389,929 10.18 $ 5.74 $ 3,970,146</td>
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<td>1,109,775 $ 1,128,858 $ 1,104,812</td>
<td>102%</td>
<td></td>
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<td>304,506</td>
</tr>
<tr>
<td>2032 12</td>
<td>454,638</td>
<td>2.46</td>
<td>384,977 10.39 $ 5.86 $ 3,998,120</td>
<td></td>
<td>1,117,594 $ 1,136,812 $ 1,102,479</td>
<td>103%</td>
<td></td>
<td></td>
<td></td>
<td>300,341</td>
</tr>
<tr>
<td>2033 13</td>
<td>448,864</td>
<td>2.51</td>
<td>380,088 10.59 $ 5.97 $ 4,026,290</td>
<td></td>
<td>1,125,469 $ 1,144,822 $ 1,102,691</td>
<td>104%</td>
<td></td>
<td></td>
<td></td>
<td>294,469</td>
</tr>
<tr>
<td>2034 14</td>
<td>443,163</td>
<td>2.56</td>
<td>375,260 10.80 $ 6.09 $ 4,054,660</td>
<td></td>
<td>1,133,399 $ 1,152,888 $ 1,105,236</td>
<td>104%</td>
<td></td>
<td></td>
<td></td>
<td>290,663</td>
</tr>
<tr>
<td>2035 15</td>
<td>437,535</td>
<td>2.61</td>
<td>370,495 11.02 $ 6.21 $ 4,083,229</td>
<td></td>
<td>1,141,385 $ 1,161,011 $ 1,105,576</td>
<td>105%</td>
<td></td>
<td></td>
<td></td>
<td>286,106</td>
</tr>
<tr>
<td>2036 16</td>
<td>431,978</td>
<td>2.66</td>
<td>365,789 11.24 $ 6.34 $ 4,111,999</td>
<td></td>
<td>1,149,427 $ 1,169,192 $ 1,104,558</td>
<td>106%</td>
<td></td>
<td></td>
<td></td>
<td>282,044</td>
</tr>
<tr>
<td>2037 17</td>
<td>426,492</td>
<td>2.71</td>
<td>361,144 11.47 $ 6.47 $ 4,140,972</td>
<td></td>
<td>1,157,526 $ 1,177,430 $ 1,106,424</td>
<td>106%</td>
<td></td>
<td></td>
<td></td>
<td>278,272</td>
</tr>
<tr>
<td>2038 18</td>
<td>421,076</td>
<td>2.77</td>
<td>356,557 11.70 $ 6.59 $ 4,170,150</td>
<td></td>
<td>1,165,682 $ 1,185,726 $ 1,102,521</td>
<td>108%</td>
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<td></td>
<td></td>
<td>274,577</td>
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<td>2039 19</td>
<td>415,728</td>
<td>2.82</td>
<td>352,029 11.93 $ 6.73 $ 4,199,533</td>
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<td>1,173,895 $ 1,194,081 $ 1,105,745</td>
<td>108%</td>
<td></td>
<td></td>
<td></td>
<td>271,305</td>
</tr>
<tr>
<td>2040 20</td>
<td>410,448</td>
<td>2.88</td>
<td>347,558 12.17 $ 6.86 $ 4,229,123</td>
<td></td>
<td>1,182,166 1,202,494 1,103,030</td>
<td>109%</td>
<td></td>
<td></td>
<td></td>
<td>268,213</td>
</tr>
</tbody>
</table>

### Notes

- **a.** Assumes $14.0 amount for transmission line; subject to change
- **b.** Assumes a 2% annaul increase in Evanston’s water rate
- **c.** Assumes a 2% annual increase in Lincolnwood’s retail rate

**Total Revenue:** $19,110,014

**Total Savings:** $4,107,557
Direction Requested – Construction Contract Options

- Option 1: Base Bid + Contingencies and Sewer Improvements ($9,139,570)
  - Contingencies (Alts 1&3) ($294,475)
  - Sewer Enhancements (Alt 2) ($118,703)
- Option 2: Base Bid + All Alternates ($11,826,493)
- Option 3: Base Bid + Select Alternates
  - Distribution Main (Alts 4,5,6,9) ($2,104,350)*
  - Roadway Resurfacing (Alts 7&8) ($582,573)*
    *Projects included in the 10 Year Infrastructure Program

- Staff Recommendation
  - Option 2
## Direction Requested - Bond Amount

<table>
<thead>
<tr>
<th></th>
<th>Base (Includes Alts 1-3)</th>
<th>Base + Resurfacing Only</th>
<th>Base + Water Mains Only</th>
<th>Base + All Alternates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Construction</td>
<td>$9,139,570</td>
<td>$9,722,143</td>
<td>$11,243,920</td>
<td>$11,826,493</td>
</tr>
<tr>
<td>Construction Oversight</td>
<td>$899,981</td>
<td>$899,981</td>
<td>$899,981</td>
<td>$899,981</td>
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<tr>
<td>Permitting/ Easements</td>
<td>$334,156</td>
<td>$334,156</td>
<td>$334,156</td>
<td>$334,156</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$10,373,707</strong></td>
<td><strong>$10,956,280</strong></td>
<td><strong>$12,478,057</strong></td>
<td><strong>$13,060,630</strong></td>
</tr>
<tr>
<td>Bond Amount</td>
<td><strong>$11,000,000</strong></td>
<td><strong>$11,500,000</strong></td>
<td><strong>$13,000,000</strong></td>
<td><strong>$13,500,000</strong></td>
</tr>
</tbody>
</table>

Alternative: $14 million bond
Parameters Ordinance

- Parameters Ordinance sets the authority to certain designated officers of the Village to sell the 2019 bonds within defined limitations.

- Limitations Include:

  - Would allow the Chair of the Village Finance Committee and the Village Manager the authority to sell the 2019 bond issue with a not to exceed amount of $16,500,000.

  - This authority expires if the bonds are not sold on or before December 1, 2019.
Parameters Ordinance

• Other Limitations:
  • To sell the 2019 bonds at a price of not less than 98% of the aggregate principal of the 2019 bonds.
  • To determine interest rates on the bonds not to exceed 5% per annum.
  • Determine maturities of the 2019 bonds with a final maturity not to exceed December 1, 2044.
  • To determine the taxes to be levied for the bonds cannot exceed $1,460,000 per annum.
Discussion Regarding Issuance Of Bonds

Committee of the Whole
September 3, 2019
Village of Lincolnwood
Report to Village Board of Trustees
Matters Regarding Proposed Bond Issuance

September 3, 2019
The Village hosted a bond rating review with representatives from Moody’s Investors Service on August 14, 2019. A tour of the Village and description of the projects to be undertaken as well as a review of the Village’s finances, demographics and pension liabilities highlight the nearly three hour presentation.

On August 22, 2019, Moody’s convened a rating committee and assigned a **Aa2** rating to the Village’s Series 2019 bonds. Excerpts from the Rating Release include the following:

**RATINGS RATIONALE**
The Aa2 rating reflects the village’s strong operating reserves and revenue raising flexibility in both legal and practical term given its home rule authority and high resident incomes. The rating also reflect the village’s above average pension and low debt burden, that is expected to grow moderately in the coming years as the village begins to address infrastructure needs.

**FACTORS THAT COULD LEAD TO AN UPGRADE**
- Reduction in pension burden and demonstrated ability to address capital needs while keeping debt burden moderate
- Expansion of the village’s tax base or strengthening of resident incomes

**FACTORS THAT COULD LEAD TO A DOWNGRADE**
- Material reduction in operating reserves and/or liquidity
- Significant growth in pension burden
## Bond Rating Gradation and Meanings

<table>
<thead>
<tr>
<th>Rating</th>
<th>Description</th>
<th>Investment Grade?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aaa</td>
<td>Obligations rated Aaa are judged to be of the highest quality, subject to the lowest level of credit risk.</td>
<td></td>
</tr>
<tr>
<td>Aa1</td>
<td>Obligations rated Aa are judged to be of high quality and are subject to very low credit risk.</td>
<td></td>
</tr>
<tr>
<td>Aa2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Aa3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>A1</td>
<td>Obligations rated A are judged to be upper-medium grade and are subject to low credit risk.</td>
<td></td>
</tr>
<tr>
<td>A2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>A3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Baa1</td>
<td>Obligations rated Baa are judged to be medium-grade and subject to moderate credit risk and as such may possess certain speculative characteristics.</td>
<td></td>
</tr>
<tr>
<td>Baa2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Baa3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ba1</td>
<td>Obligations rated Ba are judged to be speculative and are subject to substantial credit risk.</td>
<td></td>
</tr>
<tr>
<td>Ba2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ba3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>B1</td>
<td>Obligations rated B are considered speculative and are subject to high credit risk.</td>
<td></td>
</tr>
<tr>
<td>B2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>B3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Caa1</td>
<td>Obligations rated Caa are judged to be speculative of poor standing and are subject to very high credit risk.</td>
<td></td>
</tr>
<tr>
<td>Caa2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Caa3</td>
<td></td>
<td></td>
</tr>
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</table>
## Comparative Bond Ratings

<table>
<thead>
<tr>
<th>Village or City</th>
<th>Bond Rating</th>
<th>Rating Date</th>
<th>Rating Trend</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lincolnwood</td>
<td>Aa2 (no outlook)</td>
<td>August, 2019</td>
<td>← 2019</td>
</tr>
<tr>
<td>Skokie</td>
<td>Aa1 (negative outlook)</td>
<td>March, 2018</td>
<td>→ 2018</td>
</tr>
<tr>
<td>Niles</td>
<td>Aa2 (no outlook)</td>
<td>March, 2017</td>
<td>→ 2017</td>
</tr>
<tr>
<td>Park Ridge</td>
<td>Aa2 (stable outlook)</td>
<td>June, 2016</td>
<td>↑ 2016</td>
</tr>
<tr>
<td>Evanston</td>
<td>Aa2 (no outlook)</td>
<td>April, 2019</td>
<td>→ 2016</td>
</tr>
<tr>
<td>Wilmette</td>
<td>Aaa (stable outlook)</td>
<td>October, 2018</td>
<td>↑ 2017</td>
</tr>
</tbody>
</table>

**Rating Outlooks**

A Moody's rating outlook is an opinion regarding the likely direction of a rating over the medium term. Where assigned, rating outlooks fall into the following categories:

- Positive
- Negative
- Stable

An issuer rated with No Outlook is generally due to the underlying unit of governments amount of debt outstanding – lower debt amounts outstanding often times do not carry outlooks by Moody’s Investors Service.
Interest Rate Update

Bond Buyer 20 G.O. Bond Index
(1987 to Present)

Percentage of Time Above the Current Rate: 99.00%
Percentage of Time Below the Current Rate: 1.00%

Source: The Bond Buyer
Municipal Bond Fund Flows

Positive fund flows in municipal bond funds continue, and are near highs for 2019
Municipal Bond supply is still very manageable, even with historical lows in interest rates. We expect that seasonal factors and the impacts of lower interest rates to increase the amount of supply coming to market in the fourth quarter of 2019.
We use a 2.14% average yield, with a 2.853% all-inclusive total interest cost when preparing these figures, subject to change, perhaps materially.
Pro Forma Debt Service - $16,500,000

We use a 2.14% average yield, with a 2.853% all-inclusive total interest cost when preparing these figures, subject to change, perhaps materially.

<table>
<thead>
<tr>
<th>Levy Year</th>
<th>Debt Service Outfall</th>
<th>Debt Service Sewer</th>
<th>Debt Service Transmission Line</th>
<th>Total 2019 Bond</th>
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</thead>
<tbody>
<tr>
<td>2019</td>
<td>$138,457</td>
<td>$775,360</td>
<td>$913,817</td>
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<tr>
<td>2020</td>
<td>137,750</td>
<td>771,400</td>
<td>909,150</td>
<td></td>
</tr>
<tr>
<td>2021</td>
<td>138,265</td>
<td>774,285</td>
<td>912,550</td>
<td></td>
</tr>
<tr>
<td>2022</td>
<td>137,932</td>
<td>772,418</td>
<td>910,350</td>
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<tr>
<td>2023</td>
<td>137,818</td>
<td>771,782</td>
<td>909,600</td>
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<tr>
<td>2024</td>
<td>138,348</td>
<td>774,752</td>
<td>913,100</td>
<td></td>
</tr>
<tr>
<td>2025</td>
<td>137,970</td>
<td>772,630</td>
<td>910,600</td>
<td></td>
</tr>
<tr>
<td>2026</td>
<td>138,235</td>
<td>774,115</td>
<td>912,350</td>
<td></td>
</tr>
<tr>
<td>2027</td>
<td>138,348</td>
<td>774,752</td>
<td>913,100</td>
<td></td>
</tr>
<tr>
<td>2028</td>
<td>197,402</td>
<td>1,105,448</td>
<td>1,302,850</td>
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</tr>
<tr>
<td>2029</td>
<td>197,288</td>
<td>1,104,812</td>
<td>1,302,100</td>
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<tr>
<td>2030</td>
<td>196,871</td>
<td>1,102,479</td>
<td>1,299,350</td>
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<tr>
<td>2031</td>
<td>196,909</td>
<td>1,102,691</td>
<td>1,299,600</td>
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<td>197,364</td>
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<tr>
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<td>197,424</td>
<td>1,105,576</td>
<td>1,303,000</td>
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<tr>
<td>2034</td>
<td>197,242</td>
<td>1,104,558</td>
<td>1,301,800</td>
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<tr>
<td>2035</td>
<td>197,576</td>
<td>1,106,424</td>
<td>1,304,000</td>
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<td>2036</td>
<td>196,879</td>
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<td>197,455</td>
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<td>2038</td>
<td>196,970</td>
<td>1,103,030</td>
<td>1,300,000</td>
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</tr>
<tr>
<td>2039</td>
<td>197,364</td>
<td>1,105,576</td>
<td>1,303,000</td>
<td></td>
</tr>
<tr>
<td>Totals</td>
<td>$3,412,503</td>
<td>$19,110,014</td>
<td>$22,522,517</td>
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## Incremental Borrowing Amounts Impact

<table>
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<th>Levy Year</th>
<th>Total 2019</th>
<th>Total 2019</th>
<th>Difference</th>
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<tbody>
<tr>
<td>2019</td>
<td>913,817</td>
<td>882,175</td>
<td>31,642</td>
</tr>
<tr>
<td>2020</td>
<td>909,150</td>
<td>885,900</td>
<td>23,250</td>
</tr>
<tr>
<td>2021</td>
<td>912,550</td>
<td>884,500</td>
<td>28,050</td>
</tr>
<tr>
<td>2022</td>
<td>910,350</td>
<td>882,700</td>
<td>27,650</td>
</tr>
<tr>
<td>2023</td>
<td>909,600</td>
<td>882,450</td>
<td>25,650</td>
</tr>
<tr>
<td>2024</td>
<td>913,100</td>
<td>886,450</td>
<td>26,650</td>
</tr>
<tr>
<td>2025</td>
<td>910,600</td>
<td>884,450</td>
<td>26,150</td>
</tr>
<tr>
<td>2026</td>
<td>912,350</td>
<td>886,700</td>
<td>25,650</td>
</tr>
<tr>
<td>2027</td>
<td>913,100</td>
<td>882,950</td>
<td>30,150</td>
</tr>
<tr>
<td>2028</td>
<td>1,302,850</td>
<td>1,263,450</td>
<td>39,400</td>
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<td>2029</td>
<td>1,302,100</td>
<td>1,263,950</td>
<td>38,150</td>
</tr>
<tr>
<td>2030</td>
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<td>1,262,450</td>
<td>36,900</td>
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<td>2031</td>
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<td>1,263,950</td>
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<tr>
<td>2032</td>
<td>1,302,600</td>
<td>1,263,200</td>
<td>39,400</td>
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<tr>
<td>2033</td>
<td>1,303,000</td>
<td>1,264,800</td>
<td>38,200</td>
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<td>2034</td>
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<tr>
<td>2036</td>
<td>1,299,400</td>
<td>1,260,000</td>
<td>39,400</td>
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<tr>
<td>2037</td>
<td>1,303,200</td>
<td>1,260,200</td>
<td>43,000</td>
</tr>
<tr>
<td>2038</td>
<td>1,300,000</td>
<td>1,263,600</td>
<td>36,400</td>
</tr>
<tr>
<td>2039</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Totals</td>
<td>22,522,517</td>
<td>21,851,875</td>
<td>670,642</td>
</tr>
</tbody>
</table>

Two options are presented when comparing the $16.5 versus $16.0 million proposed to be funded with bonds. Shown to the left is the pro rata impact. Shown to the right is a comparison where the increment is loaded into the final year of maturity.

<table>
<thead>
<tr>
<th>Levy Year</th>
<th>Total 2019</th>
<th>Total 2019</th>
<th>Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>902,942</td>
<td>882,175</td>
<td>20,767</td>
</tr>
<tr>
<td>2020</td>
<td>903,700</td>
<td>885,900</td>
<td>17,800</td>
</tr>
<tr>
<td>2021</td>
<td>902,300</td>
<td>884,500</td>
<td>17,800</td>
</tr>
<tr>
<td>2022</td>
<td>900,500</td>
<td>882,700</td>
<td>17,800</td>
</tr>
<tr>
<td>2023</td>
<td>900,250</td>
<td>882,450</td>
<td>17,800</td>
</tr>
<tr>
<td>2024</td>
<td>904,250</td>
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</tr>
<tr>
<td>2026</td>
<td>904,500</td>
<td>886,700</td>
<td>17,800</td>
</tr>
<tr>
<td>2027</td>
<td>900,750</td>
<td>882,950</td>
<td>17,800</td>
</tr>
<tr>
<td>2028</td>
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## Bond Debt Service Coverage

As shown, the Village will be able to cover debt service costs annually in each year of the program with savings. Because the Village purchases approximately 15% more water than it bills due to leakage and other factors, we include the cost of the water purchased but not sold in constructing this analysis.

Further assumptions include an annual increase of 2.0% for the costs of water purchased.

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Units of Water Purchased</th>
<th>Evanston Sale Price</th>
<th>Units of Water Sold</th>
<th>Total Retail Charge per Water Unit</th>
<th>Wholesale Water Portion of Retail Charge</th>
<th>Gross Revenue</th>
<th>Water Acquisition Cost</th>
<th>Net Water Acquisition Cost Savings</th>
<th>Estimated Debt Service Coverage</th>
<th>Savings/Debt Service Coverage</th>
<th>Net Savings for Future Water Projects</th>
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$26,167,472 $19,110,014 $7,057,458
Current Breakdown of Water/Sewer Fund Annual Expenses

- Current Wholesale Water Cost: $1,700,000
- Current Operations Cost: $2,200,000

Total Water Revenue: $3.9 million
Future Breakdown of Water/Sewer Fund Annual Expenses

- FY 2022 Wholesale Water Cost: $1,070,600
- FY 2022 Operations Cost: $1,070,600
- FY 2022 Debt Service: $771,400
- FY 2022 Net Savings: $358,000

Total Water Revenue: $3.9 million
Wholesale Water Costs vs. Debt Service vs. Net Saving

*Takeaway: There are sufficient savings to fund transmission main debt service and future water main replacements*
Lincolnwood Water Use – Units per Year

Average Annual Change Since 2009: -1.27%
### Water Cost Schedule – Assumes Current Rate of Consumption Reduction

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Year</th>
<th>Units of Water Purchased</th>
<th>Evanston Water Sale Price</th>
<th>Wholesale Units of Water Sold</th>
<th>Total Retail Charge per Water Unit Sold</th>
<th>Wholesale Portion of Retail Charge</th>
<th>Gross Revenue</th>
<th>Water Acquisition Cost</th>
<th>Net Water Acquisition Cost Savings</th>
<th>Estimated Debt Service Coverage</th>
<th>Savings/Debt Service Coverage</th>
<th>Net Savings for Future Water Projects</th>
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<tr>
<td>2020</td>
<td>0</td>
<td>530,000</td>
<td>$1.60</td>
<td>448,792</td>
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<td>$4.90</td>
<td>$3,900,000</td>
<td>$853,975</td>
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<td>$1,200,493</td>
<td>$1,103,030</td>
<td>109%</td>
<td>$97,463</td>
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$22,787,652 $19,110,014 $3,677,637

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a. Assumes $14.0 amount for transmission line; subject to change
b. Assumes a 2% annual increase in Evanston’s water rate
c. Assumes a 2% annual increase in Lincolnwood’s retail rate
Parameters Ordinance

- Parameters Ordinance sets the authority to certain designated officers of the Village to sell the 2019 bonds within defined limitations

- Limitations Include:
  - Would allow the Chair of the Village Finance Committee and the Village Manager the authority to sell the 2019 bond issue with a not to exceed amount of $16,500,000
  - This authority expires if the bonds are not sold on or before December 1, 2019
  - To sell the 2019 bonds at a price of not less than 98% of the aggregate principal of the 2019 bonds
  - To determine interest rates on the bonds not to exceed 5% per annum
  - Determine maturities of the 2019 bonds with a final maturity not to exceed December 1, 2044
  - To determine the taxes to be levied for the bonds cannot exceed $1,460,000 per annum
Parameters Ordinance Usage

A parameters ordinance is used to minimize the volatility associated with potential (unfavorable) market events that occur on or near the date of a Board of Trustees meeting. Because the Federal Open Market Committee ("FOMC") meeting occurs on September 17th and 18th, market participation by investors will very likely be limited, and a day-of-sale ordinance would be less efficient than a parameters ordinance, at least from a market participation view.

At tonight’s Board of Trustees meeting, the Board will consider a bond ordinance that sets forth the terms and conditions of the bond sale.

This type of ordinance, called a parameters ordinance, establishes an acceptable range of parameters that allow for delegates from the Village to approve the financing terms once they are finalized.

Parameters included are the following:

- Maximum par amount in the amount of $16,500,000
- Maximum coupon rate of interest at 5.00%
- Maximum annual bond and interest levy at $1,460,000 per annum
- Maximum maturity date of December 1, 2039
- Minimum acceptable price paid by purchaser at 98% of par
- Authorized delegates empowered to accept bond sale results; the Village Manager, and Chair of the Finance Committee

A parameters ordinance differs from a day-of-sale ordinance in that the sale of bonds can occur on a date that is different than a date on which the Village’s Board of Trustees meet. Due to the FOMC meeting of September 17th and 18th being coincident with the Village’s regular meeting date, a parameters ordinance will allow for the Village to execute the bond sale and avoid the period surrounding the FOMC meeting that is traditionally a time where fewer investors participate in bond offerings.
## Execution Timetable

<table>
<thead>
<tr>
<th>Activity</th>
<th>Action or Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>September 3</td>
<td>Board of Trustees receive presentation on financing and make</td>
</tr>
<tr>
<td></td>
<td>certain final determinations as to issuance</td>
</tr>
<tr>
<td></td>
<td>Board of Trustees adopt parameters bond ordinance</td>
</tr>
<tr>
<td>September 9</td>
<td>Final Preliminary Official Statement (“POS”) circulated</td>
</tr>
<tr>
<td>September 10</td>
<td>POS posted</td>
</tr>
<tr>
<td></td>
<td>Notice of Sale posted</td>
</tr>
<tr>
<td>September 17</td>
<td>Board of Trustee meeting – no action planned with regards to</td>
</tr>
<tr>
<td></td>
<td>bond issue</td>
</tr>
<tr>
<td>September 24</td>
<td>Bids due on Series 2019 Bonds</td>
</tr>
<tr>
<td>September 24</td>
<td>Bonds awarded by delegates</td>
</tr>
<tr>
<td>October 15</td>
<td>Bonds closed – proceeds advanced to Village</td>
</tr>
</tbody>
</table>

### Committee and Board Meetings

**Committee of the Whole**
- September 3
- September 17
- October 2
- October 16
- November 5

**Board Meetings**
- September 3
- September 17
- October 2
- October 16
- November 5

**FOMC Meetings**
- September 17/18
How Much should the Village issue for the General Obligation Bond?

<table>
<thead>
<tr>
<th></th>
<th>Base (Includes Alts 1-3)</th>
<th>Base + Resurfacing Only</th>
<th>Base + Water Mains Only</th>
<th>Base + All Alternates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Construction</td>
<td>$9,139,570</td>
<td>$9,722,143</td>
<td>$11,243,920</td>
<td>$11,826,493</td>
</tr>
<tr>
<td>Construction Oversight</td>
<td>$899,981</td>
<td>$899,981</td>
<td>$899,981</td>
<td>$899,981</td>
</tr>
<tr>
<td>Permitting/ Easements</td>
<td>$334,156</td>
<td>$334,156</td>
<td>$334,156</td>
<td>$334,156</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$10,373,707</td>
<td>$10,956,280</td>
<td>$12,478,057</td>
<td>$13,060,630</td>
</tr>
<tr>
<td>Transmission Main Bond Amount</td>
<td>$11,000,000</td>
<td>$11,500,000</td>
<td>$13,000,000</td>
<td>$13,500,000</td>
</tr>
<tr>
<td>Outfall Sewer Bond Amount</td>
<td>$2,500,000</td>
<td>$2,500,000</td>
<td>$2,500,000</td>
<td>$2,500,000</td>
</tr>
<tr>
<td><strong>Total Bond Amount</strong></td>
<td><strong>$13,500,000</strong></td>
<td><strong>$14,000,000</strong></td>
<td><strong>$15,500,000</strong></td>
<td><strong>$16,000,000</strong></td>
</tr>
</tbody>
</table>

Alternate: $16.5 million bond - Provides an additional $500,000 for contingency. Can be used for future Water projects - Staff recommendation.
Summary

Next steps:
The following items are on tonight's Village Board agenda for consideration:

1. Award of a contract for the construction of the water transmission main project
2. Award of a contract for construction oversight services related to the water transmission main project
3. Approval of an ordinance authorizing the issuance of $16,500,000 in General Obligation Bonds for the water transmission main and the outfall sewer projects
MEMORANDUM

TO: President Bass and Members of the Village Board

FROM: Anne Marie Gaura, Village Manager

DATE: September 13, 2019

SUBJECT: September 17, 2019 Committee of the Whole Meeting

As a reminder, the Committee of the Whole (COTW) meeting is scheduled for 6:00 P.M. on Tuesday evening. Dinner will be available in the Village Hall Board Conference Room starting at 5:15 P.M. Please find below a summary of the items for discussion:

1. **Discussion Regarding the Public Works Annual Report (6:00–6:15 P.M.)**

   Every year, the Public Works Department develops an Annual Report that highlights the achievements of the Department over the past fiscal year. The report covers capital projects as well as daily operations to provide a summary of the Department’s scope of work over the year. Attached is a memo from the Public Works Director outlining these items.

2. **Discussion Regarding Strategic Planning and Goal Identification (6:15–6:30 P.M.)**

   The Village has routinely scheduled and coordinated a strategic plan process which involved an outside facilitator meeting with the Village Board and Department Directors in an open environment to discuss the future of the Village. Strategic plans are typically effective for at least two years and have previously focused on the strengths, weaknesses, opportunities and threats for the Village of Lincolnwood. Attached is a memo from the Village Manager outlining how this process has been conducted in the past and how the Village might proceed in the near future.

3. **Discussion Regarding Long Range Planning Committee and Board Priorities (6:30–7:00 P.M.)**

   At the August 28, 2019, meeting of the Long Range Planning Committee there was a discussion about developing a list of items for the Village Board’s consideration and prioritization. The purpose of this memorandum is to provide an itemization of those topics to facilitate a conversation during the September 17, 2019 Committee of the Whole. Attached is a memo from the Assistant Village Manager which lists many of the items that were discussed and is seeking Village Board input in regard to analyzing these different items.
4. **Discussion Regarding a Dog Park (7:00–7:15 P.M.)**

At the August 28, 2019, meeting of the Long Range Planning Committee there was a discussion regarding the community’s interest in a dog park and it was recommended that this item be brought before the Village Board for discussion. Attached is a memo from the Superintendent of Parks and Recreation detailing possible locations within the Village for a dog park along with some of the requirements by Cook County to have a dog park within the Village.

5. **Discussion Regarding Opting-in to Cook County Minimum Wage and Sick Leave Ordinance (7:15–7:30 P.M.)**

In June, 2017, the Village Board approved Ordinances that removed the requirements on local businesses to implement the Cook County minimum wage and sick leave Ordinances. In effect, this mandated that businesses within the corporate boundaries of Lincolnwood were to follow State and Federal standards in regards to minimum wage and sick leave. At the September 3, 2019, Village Board meeting direction was given to have this topic discussed during the September 17, 2019 Committee of the Whole Meeting. Attached is a memo from the Assistant Village Manager outlining what occurred in the past and what the State of Illinois is proposing.

If you should have any questions concerning this matter, please feel free to contact me.
MEMORANDUM

TO: Anne Marie Gaura, Village Manager
FROM: Andrew Letson, Director of Public Works
DATE: 9/17/2019
SUBJECT: Discussion Regarding the Public Works Annual Report (15 Minutes)

Background
Every year, the Public Works Department develops an Annual Report that highlights the achievements of the Department over the past fiscal year. The report covers capital projects as well as daily operations to provide a summary of the Department’s scope of work over the year.

Discussion
The Public Works Department is responsible for a range of tasks throughout the year from managing capital projects to performing routine maintenance to the Village’s infrastructure. While large capital projects are visible to the public, much of the smaller, routine jobs such as tree trimming or hydrant flushing are overlooked, despite the importance of such tasks in terms public safety and upkeep of the Village’s infrastructure. The goal of the Annual Report is for the public to obtain a better understanding of the Department’s operations, and why certain tasks are undertaken on an annual basis, as well as provide information on how to make requests for service.

The Fiscal Year 18/19 Annual Report provides a summary of the Department’s structure, including staff members, the organizational chart, and the breakdown of divisions. The Report breaks down the annual routine workload of the Department into three categories; public safety, which includes operations such as providing potable water and snow plowing; beautification, which includes operations such as tree plantings and care of the Village’s public ways; and maintenance, which includes facility repairs and upkeep of the Village’s infrastructure. The Report also addresses the capital projects being planned or undertaken during the fiscal year and the events around the Village which the Department helps plan and support.
As new performance measures are established over the current fiscal year, the report will grow to provide more statistical analysis of the Department’s operations, which will be utilized for planning and budgetary purposes.

**Financial Impact**
None

**Recommendation**
None

**Documents Attached**

1. Fiscal Year 18/19 Annual Report
2. PowerPoint Presentation
Lincolnwood Public Works Department
Annual Report
May 1, 2018—April 30, 2019
Director’s Welcome

It is my pleasure to present to you our Annual Report for Fiscal Year 18/19 (May 1, 2018 to April 30, 2019). Inside this report, we look to highlight the accomplishments of the Public Works Department and the services we provide, which helped to improve our Village over the last fiscal year.

The Public Works Department is responsible for planning and coordinating capital improvement projects, supplying potable water, and maintaining Village assets including; streetlights, streets, alleys, trees, parks, buildings, equipment/vehicles, and underground utilities.

While the Department accomplished much in Fiscal Year 18/19, it was also a year of planning, engineering and preparing for the large capital projects that will be occurring over the next ten years as we look to upgrade our infrastructure, address stormwater issues, and switch water suppliers.

This report will demonstrate how Public Works plays a role in public safety, beautification, and building for the future through investments in infrastructure. Additionally, this report will demonstrate the ways in which we help support, setup, and plan community events.

The Public Works Department seeks to provide the highest level of customer service to our residents, businesses, and visitors, which could not be done without the hard work of our employees. I hope you enjoy reviewing our accomplishments over the last year and I look forward to providing our residents with another year of exemplary service.

Sincerely,

Andrew Letson
Director of Public Works

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Meet Your Department

The Public Works Department is comprised of four operating divisions and two support divisions that help the Department achieve its daily and long term goals. Each division generally consists of a Foreman, who oversees the daily operations of the division, Water System Operators, Equipment Operators, and Laborers that handle the day-to-day field work. The division assignments below are as of April 30, 2019. The Department also hires six seasonal laborers and two seasonal custodians over the summer and fall.

**Administration** - Responsible for the day-to-day, budgetary, and long term planning of the Department.
- Andrew Letson - Director of Public Works
- Guadalupe Martinez - Superintendent
- Tanya Prannychuk - Clerk/Receptionist
- Nadim Badran - Assistant to the Director
- Francheska Russo - Coordinator

**Vehicle Maintenance** - In addition to servicing the Public Works Fleet, the Division also maintains the Police, Fire, and Community Development vehicles.
- Ricky Burr - Chief Mechanic
- Jon Neat - Mechanic’s Assistant
- William Eastman - Laborer

**Streets and Utilities** - The Streets and Utilities Division is responsible for the maintenance of the Village’s roadways and underground infrastructure.
- Ricardo Cano - Foreman
- Christian Ortiz - Laborer
- David Gomez - Laborer
- Lester Kindt - Laborer
- Jesus Martinez - Equipment Operator
- Manuel Banuelos - Equipment Operator
- Paul Wagner - Equipment Operator

**Forestry and Alleys** - The Forestry and Alleys Division is responsible for maintaining the Urban Forest, and ensuring Village alleyways remain leveled, clear of brush, and passable.
- Federico Romero - Foreman
- Jose Pina - Equipment Operator
- Oleg Korol - Laborer
- Aureliano Montalvo - Equipment Operator
- John Karras - Equipment Operator

**Parks and Buildings** - The Parks and Buildings Division is responsible for the maintenance and upkeep of all Village parks and municipal buildings.
- Hipolito Resendiz - Foreman
- Abelardo Monarres - Laborer
- Ivan Resendiz - Laborer
- Kathy Fowler - Mailperson
- Antonio Corona - Equipment Operator
- Michael Cochrane - Laborer
- Sergio Godinez - Laborer

**Water Division** - The Water Division is responsible for the provision of potable water distribution, including maintenance and monitoring of the Pump House and Standpipe.
- Ramiro Silva - Water System Operator
- Jesus Rivas - Water System Operator

**FY 18/19 Personnel Updates**

**Retirements**
- Keith Zwik - Water System Operator - 37 years of service to the Village

**Promotions**
- Paul Wagner - Promoted from Laborer to Equipment Operator - 13 years of service
- Ramiro Silva - Promoted from Equipment Operator to Water System Operator - 13 years of service
- Michael Cochrane - Promoted from mailman to laborer - 1.5 years of service

**New Hires**
- Christian Ortiz - Laborer
- Kathy Fowler - Mailperson
Public Works Director

Assistant to the Public Works Director

Coordinator
Clerk/Receptionist (.5)

Superintendent

Chief Mechanic

Street/Utilities Maintenance Foreman

Forestry/Alleys Maintenance Foreman

Parks/Building Maintenance Foreman

Water System Operator (2)

Equipment Operator (3)

Equipment Operator (3)

Equipment Operator

Laborer

Laborer (3)

Laborer

Laborer (4)

Mailman (.5)

Seasonal Laborer (2)

Seasonal Laborer (2)

Seasonal Laborer (2)

Seasonal Custodian (2)
Public Safety

The services of a Public Works Department extend beyond maintenance of public infrastructure. Public Works operations play a major role in enhancing public safety by ensuring roads are passable for emergency vehicles, drinking water is safe, clean, and readily available, and public hazards are mitigated. Below are some of the services provided by your Public Works Department that help keep the community safe.

Maintenance of the Potable Water Supply

The Public Works Department is responsible for ensuring the public water supply is maintained for residents and businesses. This includes maintenance of the Village’s Pump House, Standpipe, and the distribution system of water mains.

Pump Replacements

Five water pumps located in the Village’s Pump House supply the Village with potable water and pressurize the system in conjunction with the 1.5 million gallon Standpipe. In Fiscal Year 18/19, Pump #3, a 30 year old pump, was replaced with a larger pump controlled by a variable frequency drive, which allows for better control over the system pressure and reduces energy usage. Two of the five pumps now run on variable frequency drives.

<table>
<thead>
<tr>
<th>Public Water Infrastructure</th>
<th>Item</th>
<th>Quantity</th>
<th>Maintenance Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Water Pumps</td>
<td>6</td>
<td>Grease each 1x per Year</td>
</tr>
<tr>
<td></td>
<td>Water Mains</td>
<td>57 miles</td>
<td>Repair Breaks Immediately</td>
</tr>
<tr>
<td></td>
<td>Hydrants</td>
<td>662</td>
<td>Flush each 1x per Year</td>
</tr>
<tr>
<td></td>
<td>Water Valves</td>
<td>689</td>
<td>Exercise each 1x per Year</td>
</tr>
</tbody>
</table>

Water Main Repairs

Throughout the year, the Village’s aging water mains will experience breaks that require immediate repair. In Fiscal Year 18/19, there were 18 water main breaks. To repair a water main break, crews must shut off valves that may leave residents temporarily without water until the repair is completed. Crews will knock on doors and leave door hangers prior to the work commencing. If you have experienced a shutoff due to a main break, flush your water line by running water for several minutes as sediment will stir up in the main.

Hydrant and Valve Maintenance

Hydrants and valves are exercised once per year to ensure their functionality in the event of an emergency. During the flushing and exercising process, the units are inspected for maintenance needs and are repaired. During hydrant flushing, residents may experience a loss of pressure, which will return when flushing has been completed.
Public Safety

Maintenance of the Roadway System

The Village maintains 41 miles of roadways throughout the community, with other agencies such as Cook County and IDOT maintaining other roads within the Village’s corporate boundary. Maintenance services to the roadway system include salting, snow plowing, pothole patching, resurfacing, and clearing back tree branches and other obstructions to ensure safe routes for commuters, pedestrians and access for emergency vehicles.

Did you Know?

You can help aid in the removal of snow by following the Village’s parking restrictions during snow events. When the restriction is in place, you may park your vehicle on the even side of the street during even numbered days and the odd side of the street during odd numbered days. Parking on Pratt Avenue is always prohibited when snowfall is greater than two inches.

Snow Plowing

The Public Works Department aims to have roadways passable within four hours after a snow event with accumulation of two inches or greater. Additionally, the Village utilizes a calcium chloride solution to “pre wet” the streets before an anticipated light snowfall to help alleviate the needs for salting. During salting operations, the calcium chloride solution will be mixed with the salt to help increase its effectiveness, allowing for less to be utilized, which is better for the environment.

<table>
<thead>
<tr>
<th>Service Type</th>
<th>Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Plowing Events*</td>
<td>12</td>
</tr>
<tr>
<td>Salting Only Events</td>
<td>17</td>
</tr>
</tbody>
</table>

* Events with greater than 2 inches of snowfall

Touhy Avenue Overpass Construction

In Fiscal Year 18/19, the Village successfully completed the Touhy Avenue Overpass project. The Overpass provides a safe route for those using the Valley Line Trail to cross Touhy Avenue. The project was funded through a federal Congestion Mitigation and Air Quality grant that has covered 80% of the overall project cost. The Overpass includes decorative lighting, landscaping, and serves as a gateway feature for those entering the Village.

Roadway Patching and Sidewalk Repair

Annually, the Village budgets funds for roadway patching, which is performed internally by the Streets and Utilities Division. Pothole filling is performed year round with hot or cold asphalt. Over the last Fiscal Year, 633 tons of asphalt was used for patching. Public Works aims to respond to notices of potholes within 24 hours of being notified. The annual contractual sidewalk program takes place in the fall with the goal of replacing hazardous or damaged sidewalk panels throughout the community. 600 sidewalk panels and 550 linear feet of curb were replaced as part of the program.
Public Safety

Tree Trimming and Removals
Trees enhance the aesthetic of the community while also providing a range of benefits. Unfortunately, when trees become sick or die, they can pose a hazard to homes, pedestrians, and vehicles. In order to mitigate the hazard of falling limbs, the Forestry and Alleys Division of the Public Works Department divides the Village into six sections and trims each section once per year. Additionally, the Division will remove dead or dying trees once they have been identified. The Division will also perform inspections and trimming operations at the request of residents.

Did you know?
You can submit a tree inspection or removal request by using the Village’s service request system by visiting the Village website at www.Lincolnwoodil.org, via the mobile app, or by contacting Public Works at 847-675-0888.

<table>
<thead>
<tr>
<th>Service Type</th>
<th>Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dead Trees Removed</td>
<td>100</td>
</tr>
<tr>
<td>Trees Trimmed</td>
<td>1300</td>
</tr>
</tbody>
</table>

Alley Maintenance
The Village owns and maintains 10.5 miles of alleyways throughout the community. Residential alleyways are generally unpaved consisting of gravel and grass. The Forestry and Alleys Division performs several tasks to ensure the alleys are kept safe for commuters. Gravel alleys are graded annually to eliminate and ruts or mounds of stone. Overgrown brush is trimmed back from the drive aisle so that vehicles may pass safely and the grass is cut to keep the area drivable for vehicles and aesthetically pleasing.

Street Light Maintenance
The Village owns and operates street lights on major thoroughfares throughout the community to enhance the safety of these major routes during evening hours. All of the Village owned light fixture will be converted to energy saving LED bulbs upon completion of the Street Light Replacement Program in late 2019. Street lights found at intersections throughout residential neighborhoods are owned and operated by ComEd.
Beautification

Maintenance of the public infrastructure includes ensuring that public spaces are kept in good aesthetic condition for residents and visitors of the Village to enjoy. Here are the ways the Public Works help beautify the Village.

Annual Tree Plantings

Annually, the Village undertakes a fall and spring planting to enhance the urban forest and replace trees that were removed. In Fiscal Year 18/19, the Village planted 149 trees throughout the community. Due to the Village’s dedicated efforts to maintain the urban forest, the Village has been once again designated as a Tree City for the 21st year in a row by the Arbor Day Foundation. On April 26, 2019, the Village planted a Chaniticleer Pear Tree in celebration of Arbor Day with students and faculty of Todd Hall.

Did you Know?

To become a Tree City, the Village must annually meet a set of standards that are reviewed by the Arbor Day Foundation, demonstrating the Village’s commitment to preserving trees.

Annual Flower Plantings

The Lincoln Avenue medians have been filled with perennials since completion of the median rehabilitation project in the spring of 2018. The second year of life for the perennials has allowed them to flourish and fill in the medians. In addition to the medians, the Village Beautification Commission is tasked with annual plantings at the intersection of Morse/Kostner, Madeline’s Garden, The Proesel Park Sign on Lincoln Avenue, the entrances to Village Hall, and the Community Center.
Building Maintenance

The Village owns and maintains six buildings including the Police/Fire Station, Aquatic Center, Village Hall, Community Center, Public Works Facility, and Water Pumping Station. Maintenance of these facilities is important to protect the Village’s investment and prolong their useful life.

Parks and Aquatic Center Maintenance

The Parks and Buildings Division is responsible for maintaining the all parks, paths, and the Aquatic Center. Over the course of the year, staff will cut the grass, trim trees, level playing surfaces, refill woodchips, repair playground equipment, and set up for special events. The Division will also respond to work orders on an as needed basis. The Division will also prepare the Aquatic Center for its annual opening and continue to maintain pumps and other equipment throughout the season.

Facility Improvements Made in FY2018/19

- Village Hall and Public Works Boilers Replaced
- Police Department Secure Lot Door Openers Replaced
- Police Department Public Bathroom Renovated
- Community Center Roof Replaced

The Community Center Roof Replacement began in Fiscal Year 18/19 and was completed in June 2019. The existing roof was prone to leaks and was over 30 years old. (Left Picture - Old roof, Right Picture - New Roof)

<table>
<thead>
<tr>
<th>Building Maintenance</th>
<th>Item</th>
<th>Maintenance Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Municipal Buildings</td>
<td>Inspect 1x per month—perform repairs as needed</td>
<td></td>
</tr>
<tr>
<td>High Priority Work Orders</td>
<td>Complete within 24 hours</td>
<td></td>
</tr>
<tr>
<td>Medium Priority Work Orders</td>
<td>Complete within one week</td>
<td></td>
</tr>
<tr>
<td>Low Priority Work Orders</td>
<td>Complete within two weeks</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Park Maintenance</th>
<th>Item</th>
<th>Maintenance Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aquatic Center</td>
<td>Perform daily inspections—perform repairs as needed</td>
<td></td>
</tr>
<tr>
<td>Park Landscaping</td>
<td>Cut grass, pull weeds, perform edging and trimming once per week between April 15 and October 31.</td>
<td></td>
</tr>
<tr>
<td>High Priority Work Orders</td>
<td>Complete within 24 hours</td>
<td></td>
</tr>
<tr>
<td>Medium Priority Work Orders</td>
<td>Complete within one week</td>
<td></td>
</tr>
<tr>
<td>Low Priority Work Orders</td>
<td>Complete within two weeks</td>
<td></td>
</tr>
</tbody>
</table>
Maintenance

Sewer System Maintenance

The Village owns and maintains over 67 miles of sewers throughout the community. The combined sewer system conveys both stormwater and sewage to interceptor sewers owned by the Metropolitan Water Reclamation District of Greater Chicago (MWRD). Maintenance of the Village’s sewer system includes cleaning catch basins, curb drains, and the main line sewers, as well as repairing sewer structures if they collapse. Street Sweeping plays a role in maintaining sewers by removing debris before it enters the system.

<table>
<thead>
<tr>
<th>Sewer Infrastructure</th>
<th>Item</th>
<th>Quantity</th>
<th>Maintenance Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Catch Basins</td>
<td>2,016</td>
<td>Clean 1x every 2 years</td>
</tr>
<tr>
<td></td>
<td>Inlets/Curb Drains</td>
<td>1,119</td>
<td>Clean 1x every 2 years</td>
</tr>
<tr>
<td></td>
<td>Manholes</td>
<td>1,090</td>
<td>Clean 1x every 2 years</td>
</tr>
<tr>
<td></td>
<td>Sewer Mains</td>
<td>67 miles</td>
<td>Repair as needed</td>
</tr>
</tbody>
</table>

Vehicle Maintenance Division

The Vehicle Maintenance Division is responsible for ensuring the Village owned fleet is maintained and vehicles are kept in service for as long as possible before being replaced. The Division manages all vehicles including Police and Fire Vehicles in addition to the Public Works fleet. The Division also maintains smaller equipment used by other operating divisions to ensure the Department continues to operate efficiently.

<table>
<thead>
<tr>
<th>Department</th>
<th>No. of Vehicles</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Development</td>
<td>1</td>
</tr>
<tr>
<td>Fire</td>
<td>11</td>
</tr>
<tr>
<td>Police</td>
<td>19</td>
</tr>
<tr>
<td>Public Works</td>
<td>42</td>
</tr>
<tr>
<td>Total</td>
<td>73</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Vehicle Maintenance</th>
<th>Item</th>
<th>Maintenance Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Safety Inspections</td>
<td>Perform inspections 2x per year</td>
</tr>
<tr>
<td></td>
<td>Lifts, Cranes, Fuel System</td>
<td>Inspect Annually</td>
</tr>
<tr>
<td></td>
<td>Municipal Fleet</td>
<td>Perform Preventative Maintenance based on vehicle’s required interval</td>
</tr>
<tr>
<td></td>
<td>Work Orders</td>
<td>Complete emergency repairs within three days of receiving parts, medium repairs within two weeks of receiving parts, and low priorities within three months of receiving parts</td>
</tr>
</tbody>
</table>
Public Works is responsible for long range infrastructure improvement planning of the Village. In Fiscal Year 18/19, the Village Board accepted a recommendation from the Ad-Hoc Infrastructure Committee and staff to pursue a 10 Year Infrastructure Improvement Plan, with the goal of resurfacing all roadways and replacing all poor and certain fair rated water mains. Below are some of the projects that will be constructed in the coming year, designed in Fiscal Year 18/19.

### Roadway Resurfacing
The First year of the 10 Year Roadway Resurfacing plan includes resurfacing of Longmeadow from Pratt to Sauganash Avenues, as well as sections of Lawndale, Lunt, Morse, Central Park, and Ridgeway Avenues.

This project will be paid for with Motor Fuel Tax and North East Industrial District TIF funds. The work will be completed by June of 2019, and is estimated to cost $839,700.

### Water Transmission Main To Evanston
In 2019, the Village will begin construction of a 20 inch water transmission main to the City of Evanston to begin purchasing water as the Village switches suppliers from Chicago. The main will run primarily along Hamlin Avenue where it will connect with Evanston on Oakton Street, just east of the North Shore Channel. The savings realized from switching water suppliers will be used to fund the project and future water distribution main replacements. It is anticipated that residents will not see an increase to the residential rate until 2023. The project will be funded through a 20 year general obligation bond and is anticipated to cost approximately $14 million. The project is anticipated to begin in the fall of 2019.

### North Shore Sewer Separation Project
The North Shore Sewer Separation project includes the installation of a 60 inch storm sewer on North Shore Avenue from Drake Avenue to the North Shore Channel. Smaller tributary sewers will be installed along Columbia, Kimball, and Spaulding Avenues. Roadway resurfacing along the project area will also be performed. The project will help alleviate residential basement backups by reducing the amount of stormwater from entering the combined system. The project is anticipated to begin in the fall of 2019. The Village received $1.4 million from the MWRD for the construction of this project, with an approximate cost of $4 million.

### Standpipe Rehabilitation
The 1.5 million gallon Standpipe will be rehabilitated and painted in the summer of 2019 to extend the life of this crucial component of the water distribution system. In addition to providing potable water storage, the standpipe also regulates pressure within the distribution system via gravity. The rehab will include welding repairs and recoating of the interior and exterior. The project will cost approximately $860,000 and will be funded through the Water Fund and Northeast Industrial District TIF funds.
Events Around Town

The Department helps coordinate and set up for Lincolnwood Fest

The Touhy Avenue Overpass Ribbon Cutting Ceremony was held on October 11, 2018 to commemorate the opening of the Overpass

The Public Works Department supplied the Parks and Recreation Department with vehicles for their Touch-a-Truck Event

The Department sets up the park and the route for the annual Turkey Trot

The Department decorates the trees around the Municipal Campus for the annual holiday lighting ceremony
Purpose

• The Purpose of the Annual Report is to provide the public with information regarding the duties of the Department

• The report highlights capital projects and annual maintenance operations

• Provides a broad look at the departmental structure and functions of each division
Annual Report

• The report includes four sections:
  – Departmental Structure
  – Annual Routine Services
    • Broken into three categories
      – Public Safety
      – Beautification
      – Maintenance
  – Building for the Future – discussion of capital projects
  – Events Around Town
Departmental Structure

• The Department consists of four operating divisions:
  • Streets and Utilities
  • Forestry and Alleys
  • Parks and Buildings
  • Water

• Two support divisions assist the operating divisions with planning and coordination
  • Administration
  • Vehicle Maintenance
Annual Routine Services – Public Safety

The Department plays a role in public safety in the following ways:

• Provision of Potable Water
  • Includes maintenance of the water distribution system

<table>
<thead>
<tr>
<th>Public Water Infrastructure</th>
<th>Item</th>
<th>Quantity</th>
<th>Maintenance Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Water Pumps</td>
<td>6</td>
<td>Grease each 1x per Year</td>
</tr>
<tr>
<td></td>
<td>Water Mains</td>
<td>57 miles</td>
<td>Repair Breaks Immediately</td>
</tr>
<tr>
<td></td>
<td>Hydrants</td>
<td>662</td>
<td>Flush each 1x per Year</td>
</tr>
<tr>
<td></td>
<td>Water Valves</td>
<td>689</td>
<td>Exercise each 1x per Year</td>
</tr>
</tbody>
</table>
Annual Routine Services – Public Safety

• Maintenance of the roadway system
  – Snow Plowing – 12 full plow and 17 salting events
    • Goal: Make roads passable within four hours after a snowfall
  – Roadway Patching and Sidewalk Repairs
    • 633 tons of asphalt for patching
      • Goal: Patch potholes within 24 hours
    • 600 sidewalk panels replaced
    • 550 feet of curb replaced
Annual Routine Services – Public Safety

- Tree Trimming/Removals
  - 100 dead tree removed
  - 1300 trees trimmed

- Alley Maintenance – 10.5 miles of alleyways
  - Re-grade gravel alleys once per year
  - Ruts filled with gravel within 24 hours of notice
  - Overgrown brush is trimmed back twice per year
Annual Routine Services - Beautification

• Annual Tree Planting
  – 149 trees planted
  – 21\textsuperscript{st} year as a Tree City

• Annual Flower Plantings
  – Beautification Commission plans plantings in Proesel Park and Municipal Campus
  – Other planting locations include medians, Touhy Overpass, and Aquatic Center
Annual Routine Services – Maintenance

• Building Maintenance
  – Village Hall and Public Works boiler replacements
  – Police Department secure lot door opener replacements
  – Police Department bathroom renovations
  – Community Center Roof Replacement

Before Replacement  After Replacement
Annual Routine Services – Maintenance

- **Park Maintenance**
  - 13 parks, 2 bike/pedestrian paths are maintained

- **Aquatic Center Maintenance**
  - Public Works prepares the Aquatic Center, maintains it during the season, and winterizes it after the season ends
    - Painting, pump maintenance, filter room repairs, and cleaning

<table>
<thead>
<tr>
<th>Item</th>
<th>Maintenance Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aquatic Center</td>
<td>Perform daily inspections—perform repairs as needed</td>
</tr>
<tr>
<td>Park Landscaping</td>
<td>Cut grass, pull weeds, perform edging and trimming once per week between April 15 and October 31.</td>
</tr>
<tr>
<td>High Priority Work Orders</td>
<td>Complete within 24 hours</td>
</tr>
<tr>
<td>Medium Priority Work Orders</td>
<td>Complete within one week</td>
</tr>
<tr>
<td>Low Priority Work Orders</td>
<td>Complete within two weeks</td>
</tr>
</tbody>
</table>
Annual Routine Services – Maintenance

- Maintenance of the Combined Sewer System

<table>
<thead>
<tr>
<th>Sewer Infrastructure</th>
<th>Item</th>
<th>Quantity</th>
<th>Maintenance Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Catch Basins</td>
<td>2,016</td>
<td>Clean 1x every 2 years</td>
<td></td>
</tr>
<tr>
<td>Inlets/Curb Drains</td>
<td>1,119</td>
<td>Clean 1x every 2 years</td>
<td></td>
</tr>
<tr>
<td>Manholes</td>
<td>1,090</td>
<td>Clean 1x every 2 years</td>
<td></td>
</tr>
<tr>
<td>Sewer Mains</td>
<td>67 miles</td>
<td>Repair as needed</td>
<td></td>
</tr>
</tbody>
</table>

- Vehicle Maintenance
  - 73 vehicles in Village Fleet
  - Perform repairs, preventative maintenance
  - Maintain other tools and equipment such as hoists, lawnmowers, the chipper, and stump grinder
Building for the Future

• The Department manages all capital improvement projects

• Designed the following capital improvements:
  – Roadway Resurfacing Year 1
  – Water Transmission Main
  – North Shore Outfall Sewer
  – Standpipe Rehabilitation

• Constructed the following:
  – Touhy Avenue Overpass
  – Public Works Yard Expansion
Events Around Town

• The Department helps set up and plan many events throughout the year including:
  – Touhy Overpass Ribbon Cutting Ceremony, Touch-a-Truck, Lincolnwood Fest, Turkey Trot, and the Annual Holiday Lighting Ceremony
Division Highlights – Forestry Division

- [https://youtu.be/xpY-7LeUXZw](https://youtu.be/xpY-7LeUXZw)
TO: Village President and Board of Trustees
FROM: Anne Marie Gaura, Village Manager
DATE: 9/17/2019
SUBJECT: Discussion Regarding Strategic Planning and Goal Identification (15 Minutes)

Background
The Village has routinely scheduled and coordinated a strategic plan process which involved an outside facilitator meeting with the Village Board and Department Directors in an open environment to discuss the future of the Village. The strategic plans are typically effective for at least two years and have previously focused on the strengths, weaknesses, opportunities and threats for the Village of Lincolnwood.

In the past, this process has been overseen by Rob Oberweiss with Executive Partners who would meet with Department Directors and the Village Board to discuss different aspects of the Strategic Plan. A final report would then be presented to the Village Board for approval. Once approved, the Strategic Plan would be used by the Village Manager and Department Directors to guide operations for the following two years as an outgrowth of the Village Board’s expectations.

Discussion
Through discussions with Northern Illinois University’s Center of Governmental Studies, please find attached a Strategic Planning and Goal Identification Proposal. The proposal outlines an approach that includes three main elements:

- **Pre-Workshop**: Strategic Planning Readiness and Taking Stock;
- **Strategic Planning Workshop**: Leadership Workshop Session(s); and
- **Post Workshop Follow-Up**: Goal Ranking, Action Planning Launch and Final Report.
The Strategic Planning and Goal Identification Proposal outlines how the Center for Governmental Studies can help the Village address the following needs:

- Identify a long-term vision, setting organizational priorities and shaping the Village’s strategic direction;
- Providing a scanning analysis of the governing and community environment;
- Facilitate a process to establish clear priorities and tackle short-term and long-term goals;
- Launch action planning of the consensus goals; and
- Provide a communicative summary document for use by the Village Board, staff and broader community.

The goals identified by the Village Board would be included as part of the next two budget cycles, for FY 2021 and FY 2022. These goals would then be incorporated into employee performance measurement tools.

The Village Manager has worked directly with both the Center of Governmental Studies on various Strategic Plans and numerous other projects. In addition, the Village Manager has worked directly with Dr. Greg Kuhn, Assistant Director of Public Management and Training, on a number of projects including strategic planning, pay and compensation studies and executive searches through his work in both the public and private sectors. Dr. Kuhn has an outstanding reputation in the field of local government and is an exemplary facilitator.

At the August 28, 2019 Long Range Planning Committee, the Village Manager mentioned that this proposal would be brought before the Village Board at a Committee of the Whole Meeting for review, discussion and direction. Please note this Strategic Planning could incorporate the work of the Long Range Planning Committee on the identification of goals.

**Financial Impact**

The estimated range of costs is $14,900 - $16,800. A total of $12,000 has been budgeted specifically for this project and another $3,000 in consulting fees could be allocated for the project, with a total allocation of $15,000. If the Village Board finds the proposal satisfactory, a not to exceed dollar limit of $15,000 would keep the project within budgeted parameters.

**Recommendation**

Staff is seeking direction on whether to move forward with the Proposal in the current format or if revision is desired in either adding or deleting services. Staff can work with the Center of Governmental Studies to revise the Proposal if a not to exceed dollar amount is preferred.

**Documents Attached**

1. Village of Lincolnwood Strategic Plan Proposal Transmittal 7.19.19
Strategic Planning and Goal Identification Proposal
For the Village of Lincolnwood

July 19, 2019

Prepared by:
NIU Center for Governmental Studies
DeKalb, Illinois
July 19, 2019

Ms. Anne Marie Gaura
Village Manager
6900 N. Lincoln Ave.
Lincolnwood, IL 60712

RE: Proposal to Provide 2019-20 Strategic Planning Services

Dear Ms. Gaura

Thank you for inviting the Center for Governmental Studies (CGS) to submit a proposal to facilitate the Village of Lincolnwood’s strategic planning process. In response to the Village’s request for strategic planning assistance, the following framework and approach was designed for your consideration. The proposal outlines how CGS can help the Village address the following needs:

- Identifying a long-term vision, setting organizational priorities and shaping the Village’s strategic direction
- Providing a scanning analysis of the governing and community environment
- Facilitating a process to establish clear priorities and trackable short- and long-term strategic goals
- Launching action planning of the consensus goals
- Providing a communicative summary document for use by the Village Board, staff and broader community

As the list of previous strategic planning projects included in the proposal reflects, we have provided similar services to a variety of agencies and local governments in Illinois and the Midwest.

Thank you for the opportunity to be considered to assist the Village with this important endeavor. We appreciate your time and would be happy to meet with the Village administrative team in person to review our proposed approach and amplify and refine the outline for the project.

Sincerely,

Greg Kuhn, PhD
Assistant Director
Public Management and Training
NIU Center for Governmental Studies

CGS provides expertise that helps decision-makers implement efficient, sustainable, and cost-effective approaches to economic, social, and information management issues.
Village of Lincolnwood
Strategic Planning and Goal Identification Proposal

July 19, 2019

direct questions to

Greg Kuhn, Ph.D.
Assistant Director Public Management and Training
Center for Governmental Studies
Northern Illinois University

Strategic Planning

"The art of progress is to preserve order amid change, and change amid order" -A.N. Whitehead

Strategic planning, at its core, is leadership’s expression of the future. Whether it be a private or public organization, the world in which all organizations operate continues to rapidly change and grow more complicated as witnessed by the changing dynamics of our region, our state, the nation and the globe.

The following proposal has been prepared as a follow-up to earlier discussions to initiate a comprehensive strategic planning process for the Village of Lincolnwood. In response to the desires expressed in our discussions, the Center for Governmental Studies (CGS) at NIU is recommending a participative format that will enable the Village’s elected officials and senior staff to collaborate to gain insights, share perspectives, and undertake an exploration of organizational dynamics and generate an updated consensus view of the Village’s future. The end result will be a thorough discussion of policy and administrative leaders’ views resulting in the identification of the Village’s most critical goals, objectives and organizational arrangements for both the short- and long-term.

INTRODUCTION

As the Village’s leadership is aware, strategic planning initiatives are not a new phenomenon for progressive organizations. The value of such processes continues to be recognized by leaders at the policy and administrative levels in both private and public organizations. The world in which we all operate continues to rapidly change and grow more complicated. In turn, the challenges and choices that the Village faces in establishing policies, providing vital services and setting priorities are likewise more complex and challenging than ten years ago, five years ago—even two years ago.

Like many communities in the metro area and across the country, the Village’s population and economic dynamics continue to evolve and change, and, the service programs and policy actions necessary to meet its mission will continue to evolve as an engaged electorate critiques
essential public services that are needed or desired. Consider some of the trends within and beyond the Village’s borders: changing demographics, value shifts, growth, economic contraction, development and re-development, changing attitudes, tax limitations, demands for service, mandates, economies of scale, technology changes, etc. These are just a sample of the many factors that impact the how, what, when, where, and why’s of operating and providing services in today’s civic environment.

According to noted writer John Carver, governing and leadership challenges are not so much a problem of people as they are a problem of process. What makes the difference between effective and ineffective leadership groups is the ability to get beyond narrow issues to focus on the long-term vision, trends and critical functions of the organization, and then communicating those consensus visions and priorities to the staff that execute goals and fulfill the mission.

As Carver states, the heart of governance is setting priorities, making policy, articulating the mission of the organization and sustaining its vision. Leaders need to commit themselves to effectiveness by learning to govern not only the Village’s affairs, but to govern themselves and lead by setting directions that are clear, concise and focused on a defined future. Responsible stewardship and leadership is the essence of the considerable responsibility citizens place in their public service agencies.

The proposed framework presented below traces the recommended exercises and goal-setting techniques that will be employed in a holistic review and update of the Village’s strategic direction. As you know from your experiences as a group, a sound strategic planning process helps to focus leadership, energize the organization and engage stakeholders. It should be seen as an avenue to not only map out the future, but as a means to foster a sense of ownership and boost overall effectiveness in setting the course for the Village in partnership with the community.

**OVERVIEW OF A COMPREHENSIVE STRATEGIC PLANNING PROCESS**

Although the word "planning" appears in the description, it must be emphasized at the outset that the result of this process is not to create a plan that sits on a bookshelf like a trophy. Rather, the primary outcome is to foster strategic thinking and communication among Village Board members and senior staff leading to a viable listing of identified and prioritized goals that incorporate the overall vision for the Village’s short- and long-term future.

**Proposed Phases and Process**

The format for all the discussion sessions at the strategic planning workshop outlined below are highly participative and interactive. The process relies heavily on a group discussion approach called Nominal Group Technique where participants are assured equal opportunities to speak and share opinions by the facilitator. During the workshop sessions, individuals will have an opportunity to generate and share individual ideas, work together as a group and in small teams to develop ideas,
weigh alternatives and further refine their thinking. As these ideas are shared and debated, the group will be working steadily toward building a consensus of future directions and priorities.

Part I. Pre-Workshop: Strategic Planning Readiness

As part of initiating actions and launching the project, the facilitator(s) will convene a project review meeting with the Village Manager and other project staff designated or desired by the Village. The meeting will explore the following: (1) confirm expected outcomes; (2) review status of mission, vision and values to determine the need for any updating; (3) discuss environmental scanning exercises and status of any prior goals and (4) clarify/finalize the key stakeholder views or key issues. This meeting will also be used to set estimated project schedules and finalize the exercises and options included in the process.

Part II. Pre-Workshop: Taking Stock - Listening and Learning from Stakeholders Inside and Outside of the Organization

- Village Senior Staff and Leadership
  - Tier I – Organization Views
    - Village President, Board Member and Clerk Interviews (8 interviews)
    - Village Manager (1 interview)
    - Department Heads/Management Team (2 hour prep workshop)
    - Other Village Staff (1 focus group)
- Stakeholder Input
  - Tier II: Community Views and Perspectives
    - Residents (2-3 resident geo-based/invitation focus groups)
    - Open invitation resident focus group (1) (optional)
    - Youth Group focus group (1) (optional)
  - Tier II: Community Views and Perspectives
    - Civic Institutions (1 focus group)
    - Businesses (1-2 stratified focus groups)
- Data Analysis and Thematic Summarization
  - Provide summary of themes and key issues/desires as expressed by stakeholder focus groups
- Demographic Data Gathering and Analysis [OPTIONAL Component – cost information available in a later section of the proposal]

Part III. Strategic Planning Workshop(s): Bringing Together Ideas and Feedback to Form Leadership’s Goals and Expression of the Future

➤ Leadership Workshop Sessions (One full-day or two half-day retreat options)
- Session 1: Mission and Vision Confirmation
• Review and affirmation: what is our raison d’être or mission?
  • Review and affirmation or adjustments: what is our vision of the future for the Village, the community?
    ▪ Imagine the Village 10, 15, 20 years from now…
• Session 2: Environmental Scan Part I. – Feedback Summary: stakeholder input analysis
  • Presentation of analysis of qualitative stakeholder input: identify and provide summary of themes and key issues/topics as expressed by organizational and stakeholder focus groups
• Session 3: Environmental Scan Part II. – Two-part group S.W.O.T. analysis
  • Small group S.W.O.T. warm-up exercise
  • Large group S.W.O.T. exercise
    ▪ Identify internal strengths and weaknesses
    ▪ Identify external opportunities and threats
• Session 4: Group Goal Development
  • Presentation of status of prior goals or progress from prior strategic planning process by staff (if applicable)
  • Board of Trustees and President Short- and long-term goal development and discussion
    ▪ Senior staff goal input and discussion
  • Group goal classification - complex or routine

Part IV. Post Workshop Follow-up: Elected Official Prioritization
• Goal Consolidation as needed with Senior Staff and CGS Team
• President and Board Goal Prioritization Process (via online ranking exercise)
• Goals Ranking Tally and Results Prepared and Sorted by Time and Complexity Matrix

Board Goal Prioritization Process Overview

Following the classification exercise, the group will be asked, through a post-workshop online exercise, to delineate why certain goals should be given high priority, and why some goals, although worthy, should receive lower priority. Point values will be assigned to each goal within each quadrant by the group. The resulting consensus ranking of short- and long-term goals to achieve the future vision will be the final outcome of this phase of the process.

The final update to the Village’s revised or new goals will be presented in a 2x2 time and complexity matrix, with consensus priority rankings, as illustrated below:
Part IV. Post-Workshop Implementation Review- Action Planning Launch

- Presentation of Tools/Techniques for Effective Implementation Launch in the Organization
- Operationalizing the Goals - Clarification of Goals Statements
- Structural Assignments and Goal Coordination Responsibilities
- Scheduling of Start Dates, Milestones and Status Reports
- Approaches for Action Steps/Work Plans

Final Report

A final report documenting both the process and outcomes will be presented to the Board for approval. A standalone executive summary will also be produced. Both will be provided in electronic form.

Cycle of Planning, Action, and Scanning

Taken as a whole, the strategic planning process that is envisioned and described here, can be illustrated in a model of the various steps and elements in a cycle of input, scanning, goal setting, prioritization, action planning and re-examination.

An illustration of the strategic planning cycle described is presented on the following page:
DETAILED DESCRIPTION OF PROPOSED PROJECT COMPONENTS

Component A. – Environmental Scanning and Taking Stock: Background and Learning from the Organization and Data

Environmental Scan and Background Information Gathering Overview

This pre-workshop component is an important piece designed to help ground the process as “listening” is vital to planning. The project team will use various elements for gathering background data ranging from “desktop” review of documents, to interviews and preparatory group discussions. These steps are an important part of “taking stock” by the project team to help understand current municipal policy and operational perspectives, perceptions and preferences.

The avenues identified for collecting and involving stakeholders to gain the input and perspective of organization members, as well as others beyond the Village government include: interviews and focus groups as well as an optional demographic analysis. The proposed work plan highlights the key organizational and stakeholder groups that should be considered for input for the Village as a whole. The extent to which the listening component will be utilized will translate into the depth of data gathered, the time it will take to gather it, the analysis, and, the cost associated with the collection method or technique employed. Each technique has its own strengths and outcomes.

**Interviews** are an interactive/source-focused approach that initial background and personal perspective input at a 1-1, or 1-2 level with a professional interviewer. It results in highly personalized participation and the in-depth sharing of ideas. It is the most labor-intensive approach to gathering stakeholder input. A list of 4-5 key questions will be
developed to help guide discussions. The focus of the interview sessions will be to gain an initial perspective by building a balanced and informed view of the Village, from each leader’s unique vantage point.

**Focus groups** are also an interactive approach that elicits participation and the sharing of ideas in a non-threatening group environment created by the facilitator. Participants are led through a structured but informal discussion that will focus on 5-6 discussion questions that highlight key areas of insight for the process. The advantage of focus groups is the efficiency of gaining multiple insights at one time, the dynamic discussion that takes place among multiple participants and the robust nature of the comments. Similar to the interview approach, the aim of the focus group sessions will also be to gain a balanced and informed view of the Village from each stakeholder’s unique perspective.

**[OPTIONAL DEMOGRAPHIC ANALYSIS]** Supplemental Demographic Data Gathering and Analysis. Changing demographics play a crucial role in the service expectations of the community. Planning for facilities, programs, staff and space are unavoidably linked to the socio-demographic character of a community. CGS’s community and economic development analytics team will compile a data profile for the Village as a component of the strategic planning process’ environmental scan. The data are from both publicly available and proprietary sources.

➢ **Option 1: Basic Demographic Profile - $2,100**

The basic profile provides information about the Village’s residents, workforce and tax base. Most of the information comes from publicly available sources.

- Current population and trend (change since 2010)
  - Total population plus breakdowns by
    - Age
    - Race
    - Gender
    - Education level

- Commuting profile
  - Profile of Village resident workers
    - Work location
    - Demographic (age, race, gender) profile
    - Earnings profile
    - Industry profile
  - Profile of Village workers
    - Home location
    - Demographic (age, race, gender) profile
    - Earnings profile
    - Industry profile
• Assessed Valuation trend
  o Residential
  o Commercial
  o Industrial

➤ **Option 2: Advanced Demographic Profile** - $3,150

The advanced profile adds projections of demographic data and more detailed data about businesses in the Village. The data in this section primarily comes from proprietary sources.

• All data listed in Basic Profile
• Five year projections of demographic variables
• Business profile (trends and projections)
  o Count of businesses by industry sector
  o Employment by industry sector

**Estimated Range of Costs**

Fees for the strategic planning initiative would result from the components selected and the number of estimated contact, preparation, analysis and summation hours for the project.

A conceptual estimate would place the project within a not to exceed range of $14,900-16,800*. The estimated costs presented here would include professional/analytical fees and project expenses (including mileage/travel) for all phases of the project, from inception though action-planning launch including identified interviews and focus group sessions, analyses, leadership workshops and related project expenses.

The breadth of the estimated range reflects the possible variation in scope and approach to gain stakeholder input and participation, and, a final number of planned workshops. The figures above are based upon the concept approach outlined. The CGS team can refine this estimate based on final discussions of the eventual overall approach and scope.

The Village will be responsible for securing and reviewing meeting sites with the NIU project team. The Village will coordinate with NIU all notices, invitations, postings, room set-ups and refreshments for all workshops and project sessions. The Village will also be responsible for reviewing, securing and directly covering any costs for facilities and refreshments, including technology or equipment, supplies and/or other ancillary logistical items.

*The cost(s) above exclude the optional demographic data analysis and community survey noted in the project framework, or, any additional focus group data gathering, interviews or other project related activities not specified here. Additional components or tasks would represent an additional research effort, and will result in additional costs beyond the not-to-exceed figure presented and will be charged at a rate of $115 per hour, for professional staff, $50 per hour for
support and technical staff, plus related expenses. CGS will advise the client before starting any additional work and secure authorization to proceed before undertaking additional assignments.

Proposed Timeline

Project Date(s) and Location - The workshops and meetings for the 2019 strategic plan update will be held on dates that are mutually convenient for both the Village’s participants and the Center’s lead facilitator and project team. The completion date will be dependent on the timing and sequence of the various workshops. A 2-hour prep session with the Manager and staff, a series of stakeholder focus group sessions, a 6-7 hour retreat workshop, and a 2-3 hour follow-up session with the Manager and department heads are the planned project meeting activities.

The following is an estimated timeline for the process as outlined:

<table>
<thead>
<tr>
<th>Timeline**</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Start-up (10-15 Days)</td>
<td>Project Initiation Activities Including Advance Leadership Team Session &amp; Interviews</td>
</tr>
<tr>
<td>Data Gathering (25-30 Days)</td>
<td>Environmental Scanning/Prior Process Review Work</td>
</tr>
<tr>
<td>Data Preparation (15-20 Days)</td>
<td>Synthesis of Scanning and Outreach Data</td>
</tr>
<tr>
<td>Strat Plan Workshops (15-20 Days)</td>
<td>Strategic Planning Retreat Meeting(s)</td>
</tr>
<tr>
<td>Action Planning (15-20 Days)</td>
<td>Implementation Start-up Prep and Session</td>
</tr>
</tbody>
</table>

**estimated duration – dates to be determined and are subject to scheduling/facilitator and Village team availability, progress of exercises, and return of requested data or decisions from the Village.

REFERENCES AND REPRESENTATIVE PROJECTS

Representative strategic planning projects in Illinois led by Greg Kuhn and team include:

1. Village of Western Springs, IL
2. Village of Bartlett, IL
3. City of Elmhurst, IL
4. Village of Skokie
5. City of Park Ridge
6. Naperville Park District
7. South Suburban Mayors and Managers Association (SSMMA)
8. Village of North Aurora, IL
9. Village of LaGrange, IL
10. Village of Coal City, IL
11. McHenry County, Illinois
Contacts:

Ingrid Velkme, Village Manager, Western Springs, ivelkme@wsprings.com, 708-784-2169
Paula Schumacher, Village Administrator, Village of Bartlett, pschumacher@vbartlett.org, 630-837-0800
Jim Grabowski, City Manager, City of Elmhurst, james.grabowski@elmhurst, 630-530-3010
Mayor George Van Dusen or Village Manager John Lockerby, Village of Skokie, 847-673-0500, John.Lockerby@Skokie.Org
Joe Gilmore, City Manager, City of Park Ridge, 847-318-5216, jgilmore@parkridge.us
Ray McGury, Executive Director, Naperville Park District, 630-848-3500, mcgury@napervilleparks.org
Kristi DeLaurentiis, Executive Director, SSMA, kdel Laurentiis@ssmma.org, 708-922-4670
Steve Bosco, Village Administrator, Village of North Aurora, sbosco@vil.north-aurora.il.us, 630-897-8228
Andri Peterson, Village Manager, Village of LaGrange, apeterson@villageoflagrange.com, 708-579-2318
Peter Austin, County Administrator, McHenry County, pbaustin@mchenrycountyil.gov, 815-334-4226
Matt Fritz, Village Administrator, Village of Coal City, mfritz@coalcity-il.com, 815-634-8608

Additional strategic planning projects in Illinois led by Dr. Kuhn or undertaken by CGS include the Villages of Berkeley, Orland Park, West Dundee, Northfield, Carol Stream, Glen Ellyn, Long Grove, Deer Park, Pingree Grove, Sugar Grove, Winfield, Woodridge, Riverside, the Cities of Rochelle, DeKalb, Dixon, DesPlaines, Geneva and St. Charles, IRMA, ILCMA, ILGFOA, IPELRA, the DeKalb Park District, the Carol Stream Fire Protection District, the Schaumburg Fire Dept., Winnebago County, Lake County, Livingston County, Dist. 99 Downers Grove H.S., Hanover Township, Schaumburg Township, as well as many other communities and units of government or governmental agencies.
MISSION AND QUALIFICATIONS OF NIU AND CGS

NIU’s Center for Governmental Studies, founded in 1969, is a public service, applied research, and public policy development organization. Its mission is to provide expertise that helps decision-makers implement efficient, sustainable, and cost-effective approaches to economic, social, governance, public policy, and information management issues.

CGS’ research and services includes work in a variety of areas including community and economic development, workforce development, strategic planning, public management and training, association management, informatics, survey research, data visualization, and health and technology engagement. Clients include municipal, county, state and federal agencies, as well as nonprofit and for-profit organizations. For more information, please call 815-753-0914 or visit www.cgs.niu.edu.

CGS has established itself as the center of choice for civic organizations in Northern Illinois needing to gather, analyze and operationalize information from their constituents. Assistance has been provided to state and federal agencies, colleges and universities, school districts, libraries, park districts and municipalities as well as a variety of other organizations. Since its founding, CGS has provided expertise to help decision-makers throughout Illinois implement efficient, sustainable and cost-effective approaches to public policy, public management, social, economic and information management issues. As noted above, this expertise is made available to all levels of governmental entities, private enterprises, public-private partnerships and other types of institutions such as higher education.

As part of NIU’s Division of Outreach, Engagement and Regional Development, CGS fulfills its outreach and engagement mission through public service, applied research, technical assistance, and public policy development activities that are supported by interdisciplinary teams. (See Addendum 1 for the current NIU CGS brochure.)

CGS staff is organized into various practice areas including:

- Public Management and Training
- Informatics
- Data Visualization
- Survey Research
- Association Management
- Community and Economic Development
- Workforce Development
- Health and Technology Engagement

CGS Team Description

The proposed project team will consist of seasoned specialists and researchers with extensive experience conducting strategic planning, survey research, data assessments, and leadership training. In addition to these core team members, other expertise within CGS will be used for various aspects of the project (i.e., project management and analysis, data research, etc.).
Project Team - Facilitators and Analysts:

Greg Kuhn, Ph.D., Assistant Director of Public Management and Training - Center for Governmental Studies  
Dr. Kuhn is a former City Manager who now conducts research, teaches and consults to governmental units in Illinois and across the Midwest. Dr. Kuhn completed his doctoral studies mid-career with emphases in Public Administration at the Local Government Level, Organization Development and Public Policy at Northern Illinois University. Greg served as City Manager in Clarendon Hills, Illinois and Asst. to the Manager in Skokie, Illinois. Greg has also provided organizational and leadership services to governments on a consulting basis as Director of Local Government Management Services at Sikich, LLP., Managing Vice-President of the PAR Group, and Senior Associate in Governmental Services at Korn-Ferry International.

Greg has taught a variety of courses at both NIU and Northwestern including graduate courses in strategic planning, leadership, human resources, budgeting, and public policy. In total, Dr. Kuhn has over 37 years of public management experience as an administrator, consultant, and instructor. Greg is a specialist in strategic planning, organizational development and design, governance, and training. He has conducted over sixty strategic planning projects for public and nonprofit organizations. He will be joined by other senior members of the Center for Governmental Studies and the University in the execution of the exercises and data gathering portions of the strategic planning initiative.

Dr. Kuhn would serve as project director and co-facilitator for the engagement.

Melissa Henriksen, MPP, Senior Research Associate - Center for Governmental Studies  
Mel has a diverse background including economic and community development, technical assistance, strategic and comprehensive planning, and grant writing. She has provided staff support for several projects including strategic planning facilitation, focus groups, wage and benefit studies and asset/needs assessments. Mel has lead or co-facilitated strategic planning for elected officials, non-profits, school districts, Boards of directors, municipalities, foundations, and institutes of higher education. For the past eleven years, she has managed funded projects for the Illinois Critical Access Hospital Network (ICAHN), the National Association of Development Agencies (NADO), the U.S. Economic Development Administration (EDA), and the U.S. Department of Agriculture (USDA), as well as state and local organizations focused on economic and community development and health care. Most recently, she has worked on city and countywide economic and community development planning. These projects included coordinating surveys, community focus groups, strategic planning to identify potential challenges and solutions, and distilling themes and findings from a variety of qualitative information to share with key stakeholders.

Mel holds a B.A. degree in Political Communication/Public Relations and a Master’s degree in Public Policy both from the University of Northern Iowa. Mel is a board member for the Illinois Rural Health Association and is the chair of its Research and Education and Conference
Committee. In addition, she is a former Kettering Foundation Research Fellow and recently received the ICAHN Service Award for her research in rural health care and its economic impact on rural communities. She has also taught Introduction to American Government at Kishwaukee College.

Ms. Henriksen will serve as a project facilitator, analyst, and collaborator.

**Jeanna Ballard, MPA, Research Associate- Center for Governmental Studies**

Jeanna is a recent graduate of NIU’s MPA Program and has joined CGS working with the Public Management and Training team as a research associate. Jeanna earned a dual MPA degree via her joint studies at both NIU and Renmin University in China. She holds an undergraduate degree in Political Science from NIU. Jeanna served as a graduate assistant in NIU’s MPA program last fall, an administrative intern in Algonquin in 2014-15, intern for Kane County Health Department in 2014, and a Congressional intern in the U.S. House in 2013. She was the recipient of the James M. Banovetz Fellowship Award and NIU Outstanding Women Student Award.

She has provided staff support for several projects including strategic planning facilitation, focus groups, interviews, performance improvement studies, and training sessions. Jeanna has co-facilitated strategic planning for elected officials, municipalities, counties, libraries, and park districts. Jeanna will assist with the project to coordinate surveys, strategic planning exercises, distill themes, and findings from qualitative and quantitative information sources important to stakeholders.

Ms. Ballard will serve as a project facilitator, analyst, and collaborator.

**Other Project Staff and Support** - Dr. Kuhn and the project team will also be joined and assisted by other staff members of the Center for Governmental Studies and the University for certain project elements or at critical junctures of the project.
MEMORANDUM

TO: Anne Marie Gaura, Village Manager

FROM: Charles Meyer, Assistant Village Manager

DATE: 9/17/2019

SUBJECT: Discussion Regarding Long Range Planning Committee and Board Priorities (30 Minutes)

Background
At the August 28, 2019, meeting of the Long Range Planning Committee there was a discussion about developing a list of items for the Village Board’s consideration and prioritization. The purpose of this memorandum is to provide an itemization of those topics to facilitate a conversation during the September 17, 2019 Committee of the Whole.

Discussion
The Long Range Planning Committee discussed future projects for consideration with an emphasis on having the Village Board begin to analyze different long range plans and programs. The list below was drafted in conjunction with the Long Range Planning Committee:

• NEID TIF Area
• Landscape Updates
• Northwest Gateway Area
• Dedicated Bike Lanes
• Consideration of Dog Parks
• Graffiti Ordinance Review
• Consideration to create a Finance Ad-Hoc Committee for Future Large Scale Projects
• Explore Soft Lighting for Interior Neighborhoods
• Review Housing Stock
• To include exploration of trends to attract younger families
• Incorporate urban flavor and consideration of residential in MB Districts
• Review Bulk Ordinance
• EPA Self-Sustaining Initiatives

It was the request of the Long Range Planning Committee to have the Village Board discuss these topics and provide direction on the Village should proceed in considering each item.

Financial Impact
None

Recommendation
It is the recommendation of this memorandum that this is discussed at the September 17, 2019 Committee of the Whole.

Documents Attached
1. Long Range Planning Presentation
2. 2019-08-28 Long Range Planning Committee Draft Minutes
Long Range Planning

September 17, 2019
Committee of the Whole
# Long Range Plan Project

<table>
<thead>
<tr>
<th>NEID TIF Area</th>
<th>Explore Soft Lighting for Interior Neighborhoods</th>
</tr>
</thead>
<tbody>
<tr>
<td>Landscape Updates</td>
<td>Review Housing Stock</td>
</tr>
<tr>
<td>Northwest Gateway Area</td>
<td>Explore Trends to Attract Younger Families</td>
</tr>
<tr>
<td>Dedicated Bike Lanes</td>
<td>Incorporate Urban Flavor and Consideration of Residential in MB Districts</td>
</tr>
<tr>
<td>Consideration of Dog Parks</td>
<td>Review Bulk Ordinance</td>
</tr>
<tr>
<td>Graffiti Ordinance Review</td>
<td>EPA Self-Sustaining Initiatives</td>
</tr>
<tr>
<td>Consideration to Create a Finance Ad-Hoc Committee for Larger Projects</td>
<td></td>
</tr>
</tbody>
</table>
Next Steps

• Discussion and prioritization of goals and projects
• Referral, as needed, of items to the correct Board, Commission, or Committee
• Scheduling of future meetings to discuss topics
Call to Order

Trustee Hlepas Nickell called the regular meeting of the Long Range Planning (LRT) Committee to order at 5:00 PM Wednesday, August 28, 2019, in the Council Chambers of the Municipal Complex at 6900 N. Lincoln Avenue, Village of Lincolnwood, County of Cook, and State of Illinois.

Roll Call

On roll call by Assistant Village Manager Charles Meyer the following were:

PRESENT: Trustees Hlepas Nickell, Sargon, Patel

ABSENT: None

A quorum was present.

Also present: Anne Marie Gaura, Village Manager, Steve McNellis, Community Development Director, and Charles Meyer, Assistant Village Manager.

New Business

A) Development Opportunities for the Northeast Industrial District (NEID) Tax Increment Financing (TIF) District and Development Opportunities for the Northeast Portion of Lincolnwood

- Chairperson Hlepas Nickell asked that the discussion regarding the NEID TIF District be discussed first to provide context for future items and to help with the property at 6995 N Central Park Avenue to get an idea for considerations in this area.
- The item was presented by Steve McNellis using PowerPoint.
- Mr. McNellis provided an overview of projects slated for the upcoming Fiscal Year to include improvements for streets, lights, parking lots, and storm sewers.
- Mr. McNellis summarized the conversation to date on this topic from the Economic Development Commission (EDC) for the target area to include the following:
  - Entertainment uses
  - Restaurants / boutique grocery stores
  - Looked to have unique uses for area
  - Desire to speak with the Town Center Mall for possible synergy
Chairperson Hlepas Nickell asked if there were discussions when Grossinger acquired the parking area on Northeast Parkway if there was a discussion about incentivizing them to use vertical parking in order to free up real estate in this area.

Trustee Patel stated that there were discussions during the strategic plan to this effect, but Grossinger was interested in keeping the property as an outlet for vehicle storage.

Chairperson Hlepas Nickell asked if there were conversations that could be had to increase the use of vertical parking and to free up space for usage.

Mr. McNellis stated that he would look into the situation, but stated that if they wanted to sell their property, the Village would need to make it valuable enough to justify the expense of building a vertical parking structure, which may be difficult. Mr. McNellis stated that he would contact the property owners and find out their long term expectations for the property.

Chairperson Hlepas Nickell stated that she brought up this area for discussion during the conversation regarding 6995 N Central Park Avenue during the Committee of the Whole to have a forum to talk about the possible uses for the area currently utilized for parking storage. Chairperson Hlepas Nickell voiced her support of the design and work done to date for the Community Center but wanted to take into consideration that it may impact future uses.

B) Discussion Regarding Community Center at 6995 North Central Park Avenue

Chairperson Hlepas Nickell asked to discuss the 6995 North Central Park Avenue property to see how the area would be impact other possible developments. Chairperson Hlepas Nickell asked Mr. McNellis how the proposed development would be zoned.

Mr. McNellis stated that the Village had received additional information since the previous meeting and it was the determination of the Village Attorney that this would be considered a Religious-Use.

Chairperson Hlepas Nickell asked what restrictions would be in place if the Community Center were to go forward as a religious use.

Mr. McNellis stated that the limit would be 100 feet on restrictions for liquor sales and it would be 200 feet if the proposed restrictions on cannabis were approved. Mr. McNellis then passed out the map detailing the restrictions that would apply if the property were a religious use.

Chairperson Hlepas Nickell asked if the proposed user for the Community Center had looked at other locations in Lincolnwood.

Bernard Citron, Attorney for the proposed user, stated that they looked at other properties but Village staff steered them towards non-arterial roads for possible use.

The LRT asked how well utilized the area is around the Community Center.

Mr. McNellis stated that the area is in good shape but that it may be beneficial to duplicated the special uses for B2 and apply to the MB District if there is a desire to have more commercial uses approach the Village.
• Chairperson Hlepas Nickell said that this tracks with the guidance provided by the EDC on this topic and possible uses.
• Chairperson Hlepas Nickell stated that the Board is looking to accommodate uses and want entities to take chances with property. She provided an example where actions were taken to facilitate a partnership between Porsche and an unused dock building. She also stated that Tucker Development was more engaged after meeting with a Board that was interested in new approaches and this approach could be used to spur developments in the NEID TIF area.
• Trustee Patel stated that there may be a desire to do more of an analysis of the area.
• Chairperson Hlepas Nickell said that she would be interested in looking at revisiting the retail analysis and feasibility report as a Village Board and see what can be updated. It was stated that any update would need to include the Lowe’s Property and the Northeast Gateway territory.
• Mr. McNellis stated that he would want to include the EDC with this review as they were currently in the review stage of the NEID TIF Area and the Northeast Gateway and did not want to have parallel paths with two separate groups looking at the same area.
• Trustee Sargon asked if they as a group would be able to looking at the properties while the EDC looked at the area as a whole in order to bifurcate the review.
• Mr. McNellis stated that the EDC was looking at the area along with specific properties as part of their analysis.
• Trustee Patel asked what the asking price was for the property at 6995 N Central Park Avenue.
• Mike Togliatti, Broker for the Property, stated that the asking price is $2 million.
• Trustee Patel summarized the discussion and said that the Village was interested in hearing more about is being proposed as they go through the process and are interested in seeing what can be done for this property.

C) Discussion of Future Development Opportunities and Goals for the Village of Lincolnwood

• Chairperson Hlepas Nickell stated that there are desired uses for the property behind Bagel and Bialy and want to bring this back to the Board for consideration in the future.
• Trustee Patel asked if the item on 4600 Touhy had fallen off and stated that this property may be of value going forwarded and stated that he wanted to look at options for the southeast corner of Touhy and Cicero, and to look at key areas of the Village along with connecting properties adjacent to the mall.
• Chairperson Hlepas Nickell stated that there needs to be more specificity on different visions and zoning for areas. It was stated that there is a desire to fine tune and enact programs towards long term vision that ties into branding and landscaping. Chairperson Hlepas Nickell stated that she provided renderings and samples of the gateways signs that were previously developed that remained relevant for the Board’s consideration. She
stated that the Village had MB Financial build a gateway sign at their own cost and to see if that could be done going forward.

- Chairperson Hlepas Nickell provided a list of items that she thought would be worth considering as future development and opportunities for the Board:
  - Landscaping
  - A dog park
  - Assembling an Ad-Hoc Finance Committee
  - Review housing stock
  - Possibly reviewing redevelopment with a look at streetlights, parks, and secluded roadways.
  - Stormwater

- Chairperson Hlepas Nickell stated that she would provide her complete list to staff and that they would distribute the list to the Village Board to discuss and prioritize for future agendas.

- Village Manager Gaura said that this will be something that can be looked at comprehensively by looking at plans and operations. She stated that this is something that could be incorporated into a strategic plan that could be brought before the Board.

- Chairperson Hlepas Nickell asked what that would look like for a strategic plan.

- Village Manager Gaura stated that it would include a facilitator, the Village Board, and Directors that the components of the strategic plan would be used for goals and the vision of the Village.

- Village Manager Gaura stated that her goal would be to bring forward a discussion on strategic planning to a future Committee of the Whole.

- Chairperson Hlepas Nickell summarized the discussion and voiced a desire that feedback from residents could be incorporated into future actions.

Trustee Sargon made a motion to adjourn the meeting of LRP Committee. The motion was seconded by Trustee Patel. The meeting concluded at 6:29 p.m.

Respectfully Submitted,

Charles Meyer
Assistant Village Manager
MEMORANDUM

TO: Anne Marie Gaura, Village Manager
FROM: Melissa Rimdzius, Superintendent of Parks and Recreation
DATE: 9/17/2019
SUBJECT: Discussion Regarding a Dog Park (15 Minutes)

Background
During the August 28, 2019 Long Range Planning Meeting, Trustee Hlepas Nickell and Trustee Sargon shared that there is community interest in a dog park and recommended this topic be brought to the Board of Trustees during a Committee of the Whole Meeting.

Within Lincolnwood’s park system, dogs on leash are permitted only in Centennial Park and on the Village’s two multi-use recreational paths. The concept of a dog park in Lincolnwood has been considered as far back as the early 2000’s as a possible consideration for the Village’s Capital Improvement Plan, and recently in June 2018 as part of a Parks and Recreation Board discussion regarding the land on the East side of the channel.

In 2009, the Parks and Recreation Board advised staff to review the Ordinance prohibiting dogs in public parks and playgrounds. A survey of surrounding communities regarding dogs in parks and dog parks was conducted by the Parks and Recreation Department. The results of this survey led the approval of a recommendation for a variance to Ordinance 6-3-9B (formerly 9-3-15E) allowing dogs on leash in Centennial Park, formerly known as Channel Runne Park. The Parks and Recreation Board discussed dogs in parks most recently on June 12, 2018. Board Members expressed concern regarding a change to the policy and commented that a designated dog park might be a better solution.

Dog Parks in Cook County operate under the regulation of Cook County Animal and Rabies Control. Requirements include canine health documentation, park features, park monitoring and enforcement, and
administrative expectations. Regarding the physical nature of the off leash areas, Cook County requires:

- A contingent fence
- Entrances that secure against accidental opening
- A system that limits access to dogs who meet the health and license requirements
- Signage and waste storage

The American Kennel Club recommends the ideal dog park include:

- One acre or more of land surrounded by a four-to-six foot high chain-link fence
- Preferably, the fence should be equipped with a double-gated entry to keep dogs from escaping and to facilitate wheelchair access
- Cleaning supplies, including covered garbage cans, waste bags, and pooper-scooper stations
- Shade and water for both dogs and owners, along with benches and tables
- A safe, accessible location with adequate drainage and a grassy area that is mowed routinely
- If space allows, it is preferable to provide separate areas for small and large dogs
- Signs that specify park hours and rules
- Parking close to the site

Discussion
Staff is seeking direction from the Board of Trustees to determine if consideration of a dog park in Lincolnwood should be referred to the Parks and Recreation Board. If referred to the Parks and Recreation Board, staff is also seeking direction as to whether the Board of Trustees would prefer the Parks and Recreation Board consider:

- Conversion of existing park land for a dog park
- Procurement of new land for a dog park
- Creation of an agreement with a neighboring community for the shared use of their dog park

Financial Impact
None

Recommendation
It is the recommendation of this memorandum that this is discussed at the September 17, 2019 Committee of the Whole.

Documents Attached
None
MEMORANDUM

TO: Anne Marie Guara, Village Manager

FROM: Charles Meyer, Assistant Village Manager

DATE: 9/17/2019

SUBJECT: Discussion Regarding Opting-in to Cook County Minimum Wage and Sick Leave Ordinance (15 Minutes)

Background
In June, 2017, the Village Board approved Ordinances that removed the requirements on local businesses to implement the Cook County minimum wage and sick leave Ordinances. In effect, this mandated that businesses within the corporate boundaries of Lincolnwood were to follow State and Federal standards in regards to minimum wage and sick leave. As the September 6, 2019, Village Board meeting direction was given to have this topic discussed during the September 17, 2019 Committee of the Whole Meeting.

Discussion
In October, 2016, the Cook County (County) Board voted to increase the minimum wage for employees working within the jurisdiction of the County as well as provide employees with earned paid sick leave benefits. The Ordinances required that employers within the County implement the new requirements as of July 1, 2017. On June 6, 2017, the Village Board approved ordinances that exempted the Village of Lincolnwood from the County provisions related to minimum wage and paid sick leave.

Provided below is a summary of the two County Ordinances as of July 1, 2017:
<table>
<thead>
<tr>
<th></th>
<th>Minimum Wage</th>
<th>Sick Leave</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Summary</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>July 2017 - $10</td>
<td>Accrue up to 5 days of paid sick leave each year</td>
</tr>
<tr>
<td></td>
<td>July 2018 - $11</td>
<td></td>
</tr>
<tr>
<td></td>
<td>July 2019 - $12</td>
<td></td>
</tr>
<tr>
<td></td>
<td>July 2020 - $13</td>
<td></td>
</tr>
<tr>
<td><em>Separate Requirements for those paid hourly with gratuities</em></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Covered Employees</strong></td>
<td>Individuals and companies with a place of business with the County that gainfully employ at least one covered employee. Government entities are not covered employers.</td>
<td>Individuals and companies with a place of business with the County that gainfully employ at least one covered employee. Government entities are not covered employers.</td>
</tr>
<tr>
<td><strong>Minimum Hours to Qualify</strong></td>
<td>Perform at least 2 hours of work while present in the County during a 2 week period</td>
<td>Perform at least 2 hours of work while present in the County during a 2 week period and work at least 80 hours during a 120 day period</td>
</tr>
<tr>
<td><strong>Other Qualifying Hours</strong></td>
<td>Compensated time traveling in the County for deliveries or sales calls counts toward the 2 hour requirement</td>
<td>Compensated time traveling in the County for deliveries or sales calls counts toward the 2 hour requirement</td>
</tr>
<tr>
<td><strong>Collective Bargaining Agreements</strong></td>
<td>May be waived in a bona fide collective agreement if the waiver is explicit and unambiguous</td>
<td>Done not apply to agreements in force on July 1, 2017. After that date, the Ordinance may be waived in a bona fide collective bargaining agreement if the waiver is explicit and unambiguous</td>
</tr>
<tr>
<td><strong>Specifically Excluded Persons</strong></td>
<td>Included, but are not limited to: camp counselors, persons with specific types of disabilities, persons in training or in occupational training programs, persons employed by a religious corporation or organization, and persons who are less than 18 years of age</td>
<td>None</td>
</tr>
</tbody>
</table>

*As of July 1, 2017 hourly wages with gratuities will be paid the greater of the minimum wage set (a) by the State Minimum Wage Law, or (b) by the Fair Labor Standards Act.*

Following the implementation of the County Ordinances over 100 communities in the County, including Lincolnwood, "opted out" from enforcing the County Ordinances and instead chose to adhere to the State and Federal guidelines regarding compensation and sick leave. At the time, concerns were raised regarding the effects on job growth and the possible negative impact on Lincolnwood businesses. In 2017, three letters from members of the business community were received that requested that Lincolnwood opt out of the County Ordinances. Staff contacted those organizations as part of this review and received confirmation from two of those entities, Trim-Tex and RFMau, that they still support Lincolnwood's opting out of the County Ordinances. The Chamber of Commerce did not respond to staff's request to confirm their position from 2017, however the Village did receive correspondence from the Chamber of Commerce notifying their member entities of the proposed discussion.

Two items of note have occurred recently that impact the discussion regarding minimum wage and sick leave. The first is a non-binding referendum that was completed as part of the 2018 General Election in
which 80% of Cook County voters supported that their community adhere to the County's Minimum Wage Ordinance. Within Lincolnwood the approval of this measure was approximately 77%. There was also a referendum regarding the County Sick Leave Ordinance in which almost 86% of votes were cast in support in total with an 84% approval in Lincolnwood.

The second item is the passage of a change to the Statewide minimum wage as of January 1, 2020. The comparison of the State minimum wage change and the County minimum wage change is below:

<table>
<thead>
<tr>
<th>Time Frame</th>
<th>State Of Illinois</th>
<th>Cook County</th>
</tr>
</thead>
<tbody>
<tr>
<td>Through 12/31/2019</td>
<td>$8.25</td>
<td>$12.00</td>
</tr>
<tr>
<td>1/1/2020 - 6/30/2020</td>
<td>$9.25</td>
<td>$12.00</td>
</tr>
<tr>
<td>7/1/2020 - 12/31/2020</td>
<td>$10.00</td>
<td>$13.00</td>
</tr>
<tr>
<td>1/1/2021 - 6/30/2021</td>
<td>$11.00</td>
<td>$13.00</td>
</tr>
<tr>
<td>7/1/2021 - 12/31/2021</td>
<td>$11.00</td>
<td>$13.00, plus the annual increase in CPI, up to 2.5%, rounded to the nearest $.05</td>
</tr>
<tr>
<td>1/1/2022 - 6/30/2022</td>
<td>$12.00</td>
<td></td>
</tr>
<tr>
<td>7/1/2022 - 12/31/2022</td>
<td>$12.00</td>
<td></td>
</tr>
<tr>
<td>1/1/2023 - 6/30/2023</td>
<td>$13.00</td>
<td></td>
</tr>
<tr>
<td>7/1/2023 - 12/31/2023</td>
<td>$13.00</td>
<td></td>
</tr>
<tr>
<td>1/1/2024 - 6/30/2024</td>
<td>$14.00</td>
<td></td>
</tr>
<tr>
<td>7/1/2024 - 12/31/2024</td>
<td>$14.00</td>
<td></td>
</tr>
<tr>
<td>1/1/2025 -</td>
<td>$15.00</td>
<td></td>
</tr>
</tbody>
</table>

**Notes on Chart** - The figures presented above apply to employees age 18 or older that do not customarily receive gratuities. The State imposes different minimums for employees under age 18 and for employees who customarily receive gratuities. The County Minimum Wage Law expressly provides that if the state or federal minimum wage is higher than the County minimum wage, the higher wage controls.

Following the passage of the County-wide referendum, some communities began to look at opting back into the County Ordinances regarding minimum wage and sick leave. Wilmette and Glenview both opted back into the County Ordinances citing the advisory referendum results as part of their reasoning. Northbrook began the process of opting in, however with the passage of the State's minimum wage modifications, Northbrook discontinued its efforts on opting in.
In terms of feedback from the community, the Village has received a handful of inquiries over the past two years regarding the Village's opting-out of the County Ordinances. However, those inquiries were mostly related to confirming pay requirements in the community with some requesting that the Village revisit this topic.

If the Village Board desires to opt in to the County Ordinances, then the Village Attorney can be directed to draft the proper Ordinances. Additionally, staff will develop a communications plan to inform the public of this discussion.

**Financial Impact**
Implementation of the County's Ordinances will have no financial impact on the Village since local governments are exempt from these provisions. The State of Illinois modifications to the Minimum Wage will have an impact on seasonal staff members and will be discussed as part of the 2020 / 2021 Budget process.

**Recommendation**
It is the recommendation of this memorandum that the Village Board discuss this topic at the September 17, 2019 Committee of the Whole. Guidance questions from staff on this topic include:

- Does the Village Board desire to opt in to the County Minimum Wage and / or Sick Leave Ordinances?
- Does the Village Board desire to make no modifications and wait until the State of Illinois changes for minimum wage take effect January 1, 2020?
- Does the Village Board want additional research conducted prior to a decision being made?
- Does the Village Board want to refer review of this topic to the Economic Development Commission for a recommendation or should this review rest with the Village Board?

**Documents Attached**
1. 2017-06-06 Village Board Minutes
2. Letter from RFMau
3. Letter from Trim Tex
4. Letter Food For Thought
Call to Order

President Bass called the regular meeting of the Lincolnwood Board of Trustees to order at 7:40 PM, Tuesday, June 6, 2017, in the Council Chambers of the Municipal Complex at 6900 N. Lincoln Avenue, Village of Lincolnwood, County of Cook, and State of Illinois.

Pledge to the Flag

The Corporate Authorities and all persons in attendance recited the Pledge of Allegiance to the flag of our country.

Roll Call

On roll call by Village Clerk Beryl Herman the following were:
PRESENT: President Bass, Trustees Patel, Cope, Hlepas Nickell, Sugarman
ABSENT: Trustee Ikezoe-Halevi, Spino

A quorum was present. Also present: Timothy Wiberg, Village Manager; Ashley Engelmann, Assistant Village Manager; Charles Greenstein, Village Treasurer; Heather McFarland, Management Analyst; Steven Elrod, Village Attorney; Charles Meyer, Assistant to the Village Manager; Steve McNellis, Director of Community Development; Andrew Letson, Public Works Director, Robert LaMantia, Police Chief; Doug Hammel, Community Development Manager.

Approval of Minutes

The minutes from the May 16, 2017 Village Board meeting and the May 23, 2017 Village Board Special meeting were distributed and examined in advance.

Trustee Hlepas Nickell moved to approve the minutes, seconded by Trustee Cope.

The minutes were approved by Voice Vote. Trustee Patel abstained.

Warrant Approval

President Bass presented the warrants for approval in the amount of $919,447.70. Trustee Hlepas Nickell moved to approve, seconded by Trustee Sugarman.

Upon a Roll Call by the Village Clerk the results were:
AYES: Trustees Hlepas Nickell, Sugarman, Cope, Patel
NAYS: None

The motion passed.
Village President’s Report

1. Photo Contest
President Bass announced a Community Photo Contest. Photographs showing the history of Lincolnwood as well as portraits of residents will be welcome. In July a panel from the Chamber of Commerce will judge the photos and prizes will be awarded. Photos must be submitted by July

2. Discussion Regarding the Formation of Advisory Groups:
   Public Safety and Health
   Communications
President Bass would like to form new advisory committees.

Trustee Hlepas Nickell would approve of these, perhaps in conjunction with schools and library.

President Bass stated that the schools are interested in working together.

3. Appointment of Amina Elmahdy to the Park and Recreation Board
President Bass recommended this appointment and read resume listing qualifications.

Trustee Cope moved to approve the appointment, seconded by Trustee Hlepas Nickell.

The motion passed with a Voice Vote

4. Swearing in of Police Sergeant Justin Lauria
Chief LaMantia spoke of Justin’s qualifications and background. He introduced the family. Sergeant Lauria spoke briefly.

5. Madeleine Grant Volunteer of the Year Recognition
President Bass introduced Paul, Maura and Elizabeth Grant. Mr. Grant spoke briefly about volunteerism and the importance of it in our community and of the many opportunities which Mrs. Pabst took to volunteer in our Village and with schools and church. He also spoke of the late Mayor Grant and her commitment to volunteers.

Barbara Atsaves Pabst was the recipient of the 2017 award.

Mrs. Pabst spoke briefly.

6. Proclamation Regarding Student Achievers
President Bass read the Proclamation.

7. Student Achievers Awards
The awards were presented by Trustee Cope, President Bass and Marijana Herljevic from Republic Bank.

Eugene Chung  Hana Comor  Olivia Dang
Jessica Gassel  Konstantine Hatzopoulos  Anna Heins
David Hochberg  Steven Hristov  Nicholas Ieremciue
7. **Top Male and Female student Achievers**

President Bass read letters from school counselors regarding the achievements of the two.

President Bass and Erum Ahmed of Liberty Bank presented the awards. Mayor Bass presented a check from Olympia Group, LLC to the students as well.

The Recipients were Emily Silber and Nicholas Ieremciuc.

The meeting went into a short recess for a reception honoring the Student Achievers.

The meeting resumed.

**Consent Agenda**

1. **Approval of a Resolution Relating to Participation by Elected Officials in the Illinois Municipal Retirement Fund**

2. **Approval of an Ordinance Waiving Enforcement of Section 14-14-10 of the Municipal Code of Lincolnwood for Installation of a Netting System at 6600 North Crawford Avenue**

3. **Approval of an Ordinance in Case #ZB-05-17 to Approve a Variation from the Zoning Code to Allow Construction of a New Accessory Structure Less than 15 Feet From the Nearest Wall of the Principal Building at 4308 West Pratt Avenue**

4. **Approval of an Ordinance Waiving Enforcement of Section 14-14-10 of the Municipal Code to Allow the Village's Contractor Nettle Creek Nursery Performing the Lincoln Avenue Medians Project on Lincoln Avenue to Work between 12:00 P.M. and 3:00 P.M. on Saturdays from June 10, 2017 through September 30, 2017 Fund**

5. **Approval of two resolutions Requesting Motor Fuel Tax Funds from the State of Illinois Pertaining to General Maintenance and Infrastructure Improvements**

Trustee Hlepas Nickell moved to approve the Consent Agenda as presented. The motion was seconded by Trustee Patel.

Upon a Roll Call by the Village Clerk the results were:

- **AYES:** Trustees Patel, Cope, Hlepas Nickell, Sugarman
- **NAYS:** None

The motion passed.
Regular Business

6. Consideration of a Recommendation by the Zoning Board of Appeals in Case #ZB-04-17 to Approve a Fence Variation from the Zoning Code to Permit a Solid Fence along the Rear Lot Line at 7020 North Keystone Avenue

This item was presented by Mr. Hammel using PowerPoint.

This request comes from petitioners who have an issue with dogs in the yard behind theirs. These dogs live outdoors and bark and get out of the yard.

An aerial view of the properties was exhibited as were renderings and background photos.

Requests and considerations were presented.

ZBA Deliberations

ZBA held a Public Hearing on May 17, 2017

*Impetus for the request is noise and disruption created by neighboring dogs
*Installation of temporary boards along the bottom of the existing fence has not helped
*ZBA had questions about the effectiveness of the requested fence and approve fence at the neighboring property
*ZBA expressed concerns regarding permanent variation to a temporary problem
*Neighbor objected to solid fence on south property line

A modified request was presented.

ZBA Recommendation

By a 4 - 2 Vote Recommends Approval of a solid fence on rear property line

Requested Action

Board Consideration of:

Approval of a Variation to allow for the installation Solid Fence along the Read Lot Line at 7020 North Keystone Ave

Village Attorney to Draft a Related Ordinance

Some discussion ensued.

Trustee Hlepas Nickell questioned if we need an Ordinance regarding the outdoor storage of animals

Petitioner Barry Katz was in attendance.

Trustee Hlepas Nickell moved to direct the Village Attorney to draft an Ordinance, seconded by Trustee Cope.

The motion passed with a Voice Vote.

7. Consideration of an Ordinance in Case #PC-05-17 Approving a Reasonable Accommodation to Allow for a Community Residence Use in a Residential District at 6435 North Christiana Avenue

This item was presented by Mr. Hammel
At the previous Village Board meeting petitions were received from residents who were against this item. The petitions and other information are on file.

The petitioner is aware of changes requested by the Village.

Attorney Elrod reminded the Board that US FHA Act does not allow local governments to discriminate against persons with disabilities.

Some discussion ensued.

Attorney Elrod spoke regarding the amendments:
* No more than two occupants
* No medical treatment provided on site.
* Structure cannot be enlarged.
* The Village must be reimbursed for all expenses incurred, including legal fees.
* Must meet Village maintenance requirements.
* Inspections will take place.

Trustee Patel moved to approve an Ordinance as amended, seconded by Trustee Sugarman.

Upon Roll Call the Results were:
AYES: Trustees Patel, Sugarman, Hlepas Nickell, Cope
NAYS: None
The motion passed.

8. Consideration of the following: (A) An Ordinance Amending Chapter 9 of the Village Code Regarding Minimum Hourly Wages for Persons Employed within the Village of Lincolnwood as it Pertains to the Cook County Minimum Wage Ordinance and (B) An Ordinance Amending Chapter 9 of the Village Code Regarding Paid Sick Leave for Persons Employed within the Village of Lincolnwood as it Pertains to the Cook County Paid Sick Leave Ordinance

This item was presented by Mr. Wiberg using PowerPoint.

Background
* October 2016, Cook County Board approved two Ordinances regarding pay and benefits for employees who work within Cook County.
  * Minimum Hourly Wage
  * Paid Sick Leave
* Effective July 1, 2017
* All Cook County municipalities are subject to the Ordinances
  * Municipalities may opt out of the Ordinances

A summary of Ordinances was exhibited.

Current State and Federal Law
* Minimum Wage
  * State- $8.25/hour
  * Federal-$7.25/hour
* Sick Leave
Illinois does not require employers to provide employees with sick leave benefits, either paid or unpaid. The Cook County Municipalities who have opted out to date:

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<tr>
<th>Arlington Heights</th>
<th>Barrington</th>
<th>Bartlett</th>
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<td>Bedford Park</td>
<td>Buffalo Grove</td>
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<td>Elk Grove Village</td>
<td>Elmwood Park</td>
<td>Glenview</td>
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<td>Hanover Park</td>
<td>Hoffman Estates</td>
<td>Morton Grove</td>
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<td>Mount Prospect</td>
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<td>Schaumburg</td>
<td>Summit</td>
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<td>Streamwood</td>
<td>Tinley Park</td>
<td>Wheeling</td>
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Reasons for Opting Out

* Businesses could decide to relocate to a community outside of Cook County or one that has chosen to opt-out of the Ordinances.
* Potential effects on job growth.
* Local business support for opting out:
  * Substantial financial hardship
  * Would necessitate the review of wages for positions beyond entry level in order to maintain a wage structure among positions.
  * Sick leave requirement would be administratively challenging.
  * The hospitality industry, retailers and restaurants will be impacted more significantly by the minimum wage increase – traditionally they have many positions that are paid at minimum wage.

The Importance of Maintaining a Vibrant Business Community

* The Village receives 24% of its total revenues through sales tax or approximately $7 million annually.
  * Reduction in sales tax revenues received would have a significant impact on the Village’s operations.

Recommended Motion

* Move to approve the following:
  (A) An Ordinance amending Chapter 9 (Business Licenses and Commercial Regulations) of the Municipal Code of Lincolnwood regarding minimum hourly wages.
  (B) An Ordinance amending Chapter 9 (Business Licenses and Commercial Regulations) of the Municipal Code of Lincolnwood regarding paid sick leave.

Attorney Elrod stated that because of Home Rule, the Village can opt out, Village Ordinances can prevail.

The following spoke regarding this issue.

For Opting Out – Brian Adams, Tony Gemignam

For Remaining in: - Caren Ex, Leah Brenan, Ted Smuckler (who read a letter from Jan Shakowsky)
Comments from Trustees Cope and Hlepas Nickell. Trustee Cope moved to approve the Ordinance, seconded by Trustee Patel.

Upon Roll Call the Results were:
AYES: Trustees Patel, Cope, Hlepas Nickell, Sugarman
NAYS: None

The motion passed.

Manager's Report

Mr. Wiberg stated that it has been the practice of the Village Board to have a Trustee approve warrants.

We are looking for one or two Trustees to do this. If you are interested in this, contact Mr. Wiberg.

Board and Commissions Report
None

Village Clerk's Report
None

Trustees Reports
None

Public Forum

The following persons spoke regarding Item #8. They said that they would have wished to speak before the vote on that item:

All were against approval of the residence on Christiana: Florence Yun, Nick Hatzopoulos, Lisa Simone.

Adjournment To Closed Session

At 9:35 P.M. Mayor Bass moved to adjourn the Village Board meeting to Closed Session for the purpose of discussing pending litigation per Section 2(c)(11).

Motion to adjourn by Trustee Hlepas Nickell, seconded by Trustee Sugarman.

Upon Roll Call the Results were:
AYES: Trustees Patel, Cope, Sugarman, Hlepas Nickell
NAYS: None

The motion passed.

Reconvention

At 10:31 P.M. President Bass reconvened the Village Board meeting.
Adjournment

At 10:32 P.M. Trustee Sugarman moved to adjourn the meeting, seconded by Trustee Hlepas Nickell.

The motion passed with a Voice Vote

Respectfully Submitted,

Beryl Herman
Beryl Herman
Village Clerk
Mr. Barry Bass and Members of the Lincolnwood Board of Trustees

I write to you as President of R.F. Mau Company located at 7140 N. Lawndale Ave in Lincolnwood. R.F. Mau Company employs approximately 70 full and contract employees in Lincolnwood. We are a manufacturer of custom brass and aluminum fittings founded in 1936 and a member of the Lincolnwood community since 1968. This letter pertains to the village of Lincolnwood’s opportunity to opt out the Cook County Minimum Wage Increase Ordinance.

We have several unskilled and semi-skilled employees earning between $8.25/hour and $10.00/hour. We also have many employees earning in excess of $25.00/hour. Many of these higher paid employees started at R.F. Mau Company making minimum wage. Those who showed initiative and desire had the opportunity to learn a trade and earn higher wages.

R.F. Mau Company has spent the last 20 years fighting off competition from low wage countries in Asia. Now we will be faced with fighting off competition from other Cook County municipalities like Northbrook, Mt Prospect, Elgin and others if Lincolnwood does not opt out. Wages comprise the largest cost to our business and a wage increase like this would be detrimental to our ability to compete. Customers expect price decreases, and do not accept increases.

I strongly urge the Board of Trustees to opt out of this ordinance under Lincolnwood’s Home Rule Authority. Please follow the lead of other municipalities in Cook County who have voted to keep their business climate competitive. Otherwise, companies such as R.F. Mau Company and other Lincolnwood employers will be at a competitive disadvantage compared to those neighboring municipalities who have opted out.

Thank you.

Brian Adams
President
R.F. Mau Company
May 15, 2017

Mr. Bass (Village President) and members of the Lincolnwood, Illinois Board of Trustees:

My name is Bryan Schwartz and I am the President of Trim-Tex located at 3700 West Pratt Avenue in Lincolnwood. Trim-Tex employs approximately 125 people in Lincolnwood, Illinois. We have been an established business since 1989 in the Lincolnwood Community.

I am writing to you on behalf of Trim-Tex concerning the Cook County Earned Sick Leave Ordinance scheduled to go into effect on July 1, 2017, to request and urge you to immediately have Lincolnwood opt out of this ordinance under Lincolnwood’s Home Rule authority under Illinois law before this ordinance takes effect. This ordinance is burdensome and causes Trim-Tex and all businesses in Lincolnwood to incur unnecessary costs and expenses. In addition, employment laws should remain under the purview of the state and federal government and not the county. For these and additional reasons, other municipalities have either already opted out (e.g. Wheeling, Arlington Heights, Schaumburg and Mount Prospect) or are in the process of doing so (e.g. Buffalo Grove and Niles).

Trim-Tex, like all businesses, operates under a plethora of federal and state laws and regulations concerning employees. Keeping up with all of them is very time consuming and involves expense, including outside legal and consulting expenses. To add yet another requirement by a body of government that does not need to be involved is burdensome, unacceptable and unnecessary.

Trim-Tex has well established paid time off policies for each of its employees. In discussing the new ordinance with our outside counsel, notwithstanding Trim-Tex’s very generous paid time off policies, we will need to change our policies to cover technical matters of the ordinance, even though -- between vacation time and personal days -- Trim-Tex provides for more days than the ordinance requires. This, of course, will cost Trim-Tex both legal fees and time spent getting this done and communicating the changes to our employees.

Trim-Tex is a company that treats its employees as adults and provides full benefits. While we recognize that some companies may not have sick days or personal days like Trim-Tex, most businesses do. The burden and costs the Cook County Earned Sick Leave Ordinance places on Trim-Tex, and businesses like it, is inappropriate and over the top and is stifling to business development.

For the reasons stated above, we request and urge Lincolnwood to follow other municipalities in Cook County and opt out from the Cook County Earned Sick Leave Ordinance under Lincolnwood’s Home Rule authority before this ordinance takes effect. If Lincolnwood doesn’t opt out, it will be at a disadvantage with neighboring municipalities that have opted out.

Best Regards,

Bryan Schwartz
President - Trim-Tex Inc.

CC: Lincolnwood Board of Trustees, Bill Dunn, Joseph Koening
Food For Thought Position Statement

regarding Wage Increases prior to Governor Pritzker calendared Wage Plan

Food For Thought has operated our business in Lincolnwood since 1996. We have seen investment in the commercial and public areas that make Lincolnwood a great place to live, work and operate a business.

We rely on our Public officials to consider, communicate and listen to all constituents in Lincolnwood. It is clear in the latest voting on Lincolnwood advancing the Pritzker Wage Calendar, there was no effort made to contact the Business community who holds the responsibility to construct business models to support Wage growth.

With this absence of communication and pushing a vote without the business community involved in the discussion, we feel the Board has not represented ALL but voted prematurely on a Wage increase without the considering the opinion of those that will hold the responsibility for this increase and how it will effect our businesses.

Food For Thought recently invested in an expensive remodel and commitment to stay in Lincolnwood after meeting with the Mayor and Development people of the city, learning about the investment and commitment to business being a respected driver of the Lincolnwood experience. Previously we searched for a year to move to the city-the reasons we considered moving our operation of 20,000 sq ft. and 150 employees was Hiring has become increasing difficult in Lincolnwood and Public Transportation is not efficient and 95% of our Customers are in the City of Chicago.

Food For Thought believes our responsibility is to our People and the People we serve. We manage a People centric business and the foundation of our business is in the investment in fair and progressive wages, advancing education, competitive benefits, a fun and safe place to work and the development and promotion opportunities for our staff.

Therefore, we find it highly insulting that a handful of people approaching the Board late on a Tuesday night, 'under darkness' should have the right to force through a vote on a Wage Increase without representation from the Business Community.

Listed Reasons this Vote will affect Business and the Community we serve

1. The current Hiring problems that we all are suffering from is not Pay.
The reasons are public transportation, skills education, immigration policy and population decline.

2. Erratic price increases in Wages, give business no time to plan, model and communicate Price Increases to our Customers.

3. This erratic and advanced time table create an unlevel playing field when we price against our Chicago competitors. Our prices will be higher than Chicago businesses, thus more business will be won by Chicago business.
4. How will Lincolnwood Board, communicate to the Lincolnwood public that prices of goods and services will rise higher when less than 1 miles south customers can purchase the same products in Chicago for 25% less? The very workers that now shop and live in Lincolnwood will now pay more to purchase in Lincolnwood.

5. How will Lincolnwood Board, communicate to the Lincolnwood Businesses, that this vote was taken without representation? What will this do to our relationship with the City when Trust is broken.

6. Hiring and retention is our biggest business problem. What is the Board and Lincolnwood doing to attract Employees to Lincolnwood and how will public transit be improved?

7. How will the Lincolnwood Business community remain competitive with the clear threat to local hiring, with Amazon opening their 237,000sq ft. facility in Skokie and hiring over 3000 people and Uber in the city hiring equal numbers?

8. If Lincolnwood becomes antagonist to the Business Community with excluding us from votes and not advocating for us, we will be forced to move our business, which will then force the city to raise property taxes. We as business owners have brought a dynamic and financial benefit to Lincolnwood, that needs to be respected.

In closing, our position and commitment is to honor the Pritzker Wage Calendar, to keep the competitive playing field level with competition in our border cities. Our continued commitment is to hire, invest, train and advance our people as we have done for 36 years. And finally, we are committed to the business communities success in Lincolnwood, that support through benefits and financial contribution is the People and the City of Lincolnwood.

Sincerely,

Nancy E. Sharp
CEO

Food For Thought
nsharp@ffchicago.com-cell 847-722-5692

7001 N. Ridgeway Ave
Lincolnwood