

Financial Update
Saturday, November 15, 2014
8:30 a.m. Village Hall

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Agenda

- 1. Preliminary Year-end Results**
- 2. Current Year Trends**
- 3. Tax Levy Projections**
- 4. Public Works Projects**
- 5. Economic Development Update**
- 6. Recreation & Parks Update**
- 7. 2014/2015 Board Goals – Fall Update**

MEMORANDUM

DATE: October 24, 2014

TO: Mayor John Ostenburg
Board of Trustees

FROM: Mary G. Dankowski, Deputy Village Manager/Finance Director

RE: Preliminary Year-end Results

Attached are the preliminary pre-audited results for the Fiscal Year ended June 30, 2014. Following are key points related to the information contained in the attached charts.

GENERAL FUND REVENUES

Overall actual revenues represented 103% of budget.

Property Taxes recorded represent 98% of budget. Actual revenue represents the second installment of 2012 and the first installment of 2013 which is now billed at 55%, for Cook County, of the prior year total. Worth noting is the reduction in collection of the 2012 extended levy. Collection rates decreased from 94% to 92%. The reason for this decline are properties in transition including "Zombie Properties" (properties which are tax delinquent and banks have not foreclosed).

Sales & Use Tax revenues represented 109% of budget and represented a slight gain from the prior year. Some of which relates to the new video gaming tax which was \$13,728 for Fiscal 2014.

Utility Tax revenues were 97% of budget, down from the prior year. The Village was required to reduce telecommunication taxes by \$41,029 as part of a Federal Class Action Suit.

State Income Tax represented 114% of budget reflecting a small increase from the prior year.

Personal Property Replacement Tax is a form of corporate income tax and also increased a small amount from prior year.

Real Estate Transfer Tax revenues were 114% of budget and reflects some improvement from the prior year.

Grants & Rebates revenue ended the year at 130% of budget and reflect the PACE, Fire, lighting, Arts Council and Sustainability grants.

Transfers from Other Funds at 105% of budget reflect budgeted transfers plus the transfer from the confiscated drug seizure fund.

Licenses resulted in 109% of budget and included Crime Free Housing licenses and vehicle sticker licenses. Vehicle sticker rates were last increased in 2012.

Permits were 105% of budget and include relatively new security alarm permits and vacant building permits. Building permits were below prior year. Cable TV Franchise Fees increased \$11,144.

Charges for Services closely reflected budgeted amounts. The **Health** revenue was at 93% of budget reflecting continued declines in overall revenue. Attached is a schedule showing the tax support of \$617,603 for the Health Department. **Property Lease Revenue** includes cell tower rental of \$189,145. **Other Charges** include overtime salary reimbursement for the DEA officer, Jolly Trolley revenue of \$22,388 and charges for grass and other liens.

Fines reflect improved collection on parking tickets and vehicle seizure fees of \$115,740, 20% of which is dedicated to youth programs.

Interest Earnings have declined substantially over the past eight years reflecting a reduction in market rates. The schedule below shows how rates have declined and the impact of this decline on an average \$3,000,000 balance.

	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
Illinois Treasurer's Pool	5.066%	2.067%	.153%	.193%	.031%	.087%	.014%	.012%
Interest Earnings	\$151,980	\$62,010	\$4,590	\$5,790	\$930	\$2,610	\$420	\$360

The laddered CD portfolio improved earnings. Interest earnings of \$66,196, combined with market value changes of \$31,703, were \$97,899.

Identifying some key revenues, excluding property taxes, shows a seven year trend of reduced revenue in several categories. Many of these selected revenues lag behind the Fiscal 2008 level. Although, some are recovering.

KEY REVENUE COMPARISON

	<u>Fiscal</u> <u>2008</u>	<u>Fiscal</u> <u>2009</u>	<u>Fiscal</u> <u>2010</u>	<u>Fiscal</u> <u>2011</u>	<u>Fiscal</u> <u>2012</u>	<u>Fiscal</u> <u>2013</u>	<u>Fiscal</u> <u>2014</u>
Sales Tax	\$ 670,036	\$ 615,553	\$ 576,938	\$ 649,933	\$ 656,921	\$ 696,244	\$ 705,591
Utility Tax	1,780,647	1,642,644	1,520,243	1,516,055	1,691,132	1,347,796	1,315,502
State Income Tax	2,223,207	1,982,466	1,788,235	1,819,373	1,892,338	2,070,101	2,104,560
PPRT	183,208	168,986	147,846	201,802	182,870	205,600	208,074
R. E. Transfer Tax	247,194	229,373	132,280	62,235	117,805	72,420	79,969
Building Permit Fees	102,045	77,260	118,729	81,207	118,812	86,480	82,637
Interest Income	251,034	98,928	55,644	77,767	61,519	17,896	97,899
	<u>5,457,371</u>	<u>4,815,210</u>	<u>4,339,915</u>	<u>4,408,372</u>	<u>4,721,397</u>	<u>4,496,537</u>	<u>4,594,232</u>

GENERAL FUND EXPENDITURES

Actual General Fund Expenditures represented 91% of budget before encumbrances. Encumbrances are reserved dollars relating to approved projects (see attached chart). The chart is entitled Assignments so that these dollars can be set aside from fund balance reserves. Also attached is an information memorandum indicating all of the assignments. The attached list shows \$1,517,872 in encumbrances. This amount added to expenditures produces a 98% of budget result.

The **Police, Fire, Health, Recreation & Parks, and Economic Development Departments** matched or were slightly lower than budgeted expenses after encumbrances. **Administrative** expenditures reflected the reduction in IRMA costs. This reduction in spending will allow for technology upgrades reflected in the 2014/2015 Budget. A \$500,000 Assigned Fund Balance for the increase in IRMA deductible has been established, and a \$200,000 encumbrance to be set aside. Deductible costs did increase to \$292,994 in Fiscal 2014. **Public Works** had added overtime and vehicle costs associated with a harsh winter, but deferred the salt dome to 2014/2015. **Community Development** deferred the acquisition of a software purchase.

Fund Summary

Estimated Unassigned General Fund Balance 6/30/14	\$9,242,058
Budgeted Carryover (2014/2015)	
Fund balance use for operations	(677,188)
Added Aqua Center support	(60,000)
Roadway matching funds - FAU routes	(500,000)
Roadway matching funds - water main replacements	(400,000)
Committed use of Fund Balance	<u>(1,637,188)</u>
Adjusted Unassigned Fund Balance representing 4.1 months reserve	\$7,604,870

(The Board’s Fiscal Policies require a reserve of 3-4 months of operations. One month’s operating expenditures are \$1,873,967.

DOWNTOWN RESULTS

REVENUES:

Rent Revenues were 105% of budget.

Common Area revenues reflect reduced receipts related to the theater building owner.

Hall Rental revenue reflects Dining on the Green revenue at 98% of budget.

Other Business Licenses and Miscellaneous reflects the license agreement with SPAA Theater and the Route 30 LED sign rental.

Sale of Corporate Assets reflects the investment in Heads or Tails and the loss on sale of land to Dollar General.

Transfer from General Fund reflects Common Area Maintenance Costs.

EXPENSES:

Overall expenses represented 86% of budget. Sale of the Chase Building reduced operating expenses.

DownTown Park Forest shows, for the second year, property tax payments related to the new assessments of Village owned property.

ALL FUNDS:

Revenues, excluding the library and the Housing Choice Voucher Program, represent 102% of budget. Expenditures represent 88% of budget. The following circumstances are worth noting:

Police and Fire Pension revenues reflect market gains and losses on the portfolios.

MFT The Motor Fuel Tax activity reflects a shifting of project completion to 2014/2015 for the Lincoln Highway Corridor Streetscape.

Municipal Parking expenditures exceeded revenues by \$108,831. Since the CN renovation, parking lot use has not as yet recovered. Salary allocations have been adjusted for 2014/2015.

Following are the operating results of the Recreation Enterprise Funds:

**RECREATION AND PARKS
ENTERPRISE FUNDS
PRELIMINARY YEAR END 6/30/14**

	<u>ORIGINAL BUDGET</u>	<u>ACTUAL</u>
<u>Aqua Center (53)</u>		
Operating Revenue	236,178	192,617
Expense	<u>(398,746)</u>	<u>(449,595)</u>
Net Loss	(162,568)	(256,978)
General Fund Transfer *	200,000	200,000
Net After General Fund Transfer	37,432	(56,978)
<u>Tennis and Health (54)</u>		
Revenue	263,100	249,506
Expense	<u>(389,260)</u>	<u>(366,586)</u>
Net Loss	(126,160)	(117,080)
General Fund Transfer *	100,000	100,000
Net After General Fund Transfer	(26,160)	(17,080)

* For Fiscal 2014, a total of \$200,000 was budgeted for transfers to the Aqua Center and \$100,000 to the Tennis and Health Club for a total of \$300,000. These transfers were not sufficient to cover shortfalls.

Additional transfers to the Aqua Center, and Tennis and Health Club or expense reduction will be needed.

TIF revenues include \$875,000 of debt refinancing related to the dissolution of the SSMMA bond pool. Excluding this amount revenues were 103% of budget. Expenditures excluded the bond refinancing represent 69% of budget. The Lester roadway project will occur in 2014/2015. Revenues will allow the Village to abate \$875,000 in TIF debt related property taxes, an increase of \$25,000 in the bond abatement.

TIF Debt Service

	<u>Debt Service</u>	<u>Abatement</u>	<u>Tax Levy</u>
2009	1,009,087	500,000	509,087
2010	1,028,704	650,000	378,704
2011	1,068,010	750,000	318,010
2012	1,091,400	800,000	291,400
2013	1,101,850	850,000	251,850
2014 projected	1,070,000	875,000	195,000

SUMMARY

The Board has, in the past few years, adapted quickly to declining revenues by delaying hiring and reducing capital spending. In 2010 the CN settlement allowed the Village to enhance economic development and fire safety initiatives, add “green” components to the Aqua Center/wetlands discovery classroom construction, support a budget shortfall and set aside funds for Orchard roadway construction. In Fiscal 2012 through the current year, the Village has been able to parley significant grant funds combined with Village contributions into major roadway improvements. In Fiscal 2013 the Board addressed the aging water main infrastructure with funding and a plan to replace four miles of water main. Unfortunately, with revenues stagnant the burden on property taxes continue. A continuing challenge is infrastructure needs specifically water mains and roadways.

**Village of Park Forest
2013/2014 Budget Review
as of June 30, 2014**

GENERAL FUND REVENUES

PRELIMINARY RESULTS

	FY 13/14 TWELVE MONTHS ACTUAL	BUDGET	PERCENT OF BUDGET
Property Taxes - General & Pension	12,296,196	12,506,338	98%
Road and Bridge	78,052	86,000	91%
Sales Tax	705,591	650,000	109%
Utility Tax	1,315,502	1,350,000	97%
State Income Tax	2,104,560	1,850,000	114%
PPRT - General & Pension	208,074	180,000	116%
Real Estate Transfer Tax	79,969	70,000	114%
Grants & Rebates	215,233	165,590	130%
Transfers from Other Funds	1,078,289	1,025,677	105%
Licenses	665,524	611,400	109%
Permits	574,515	547,327	105%
Charges for Services			
Water/Sewer Payment in lieu of taxes	0	0	0%
Recreation & Parks	339,927	303,624	112%
Health	286,031	307,175	93%
Hospital Transport	406,303	358,050	113%
Inspection Fees	85,190	90,000	95%
Property Lease Revenue	228,976	233,520	98%
Other Charges	217,987	52,010	419%
Asset Sales	4,094	1,400	292%
Fines	373,306	309,000	121%
Interest Earnings	<u>97,899</u>	<u>25,000</u>	392%
Total Revenues	<u>21,361,218</u>	<u>20,722,111</u>	103%

**Village of Park Forest
2013/2014 Budget Review
as of June 30, 2014**

GENERAL FUND EXPENDITURES

PRELIMINARY RESULTS

	FY 13/14 TWELVE MONTHS ACTUAL	BUDGET	PERCENT OF BUDGET
Administrative	3,149,145	4,207,931	75%
Police Department	7,224,728	7,369,573	98%
Fire Department	3,936,756	3,994,182	99%
Health Department	903,634	933,782	97%
Recreation and Parks	2,524,658	2,577,007	98%
Public Works Department	1,114,760	1,581,833	70%
Economic Development & Planning	536,939	592,628	91%
Community Development	<u>540,947</u>	<u>669,035</u>	81%
Subtotal	19,931,567	21,925,971	91%
Transfer to Capital Projects	655,527	655,527	100%
Transfer to DownTown	155,036	155,036	100%
Transfer To Aqua Center	200,000	200,000	100%
Transfer to Tennis & Health	100,000	100,000	100%
Transfer to Library	<u>10,000</u>	<u>10,000</u>	100%
Total General Fund	<u>21,052,130</u>	<u>23,046,534</u>	91%

* Transfers have been made and are now recorded directly in the Police and Fire departments.

**Village of Park Forest
2013/2014 Budget Review
as of June 30, 2014**

**DOWNTOWN PARK FOREST
REVENUES**

PRELIMINARY RESULTS

	FY 13/14 TWELVE MONTHS ACTUAL	BUDGET	PERCENT OF BUDGET
REVENUES			
DownTown Rent	500,039	475,000	105%
Farmers Market	2,980	4,100	73%
Common Area Revenue	51,448	88,100	58%
Hall Rental	12,775	13,000	98%
Other Business Licenses	5,508	0	100%
Transfer from General Fund (CAM)	155,036	155,036	100%
Miscellaneous	8,878	5,000	178%
Sale of Assets	(72,525)	0	100%
Interest	<u>173</u>	<u>600</u>	29%
TOTAL REVENUE	<u>664,310</u>	<u>740,836</u>	90%
<u>Net Income (Loss)</u>	<u>(332,582)</u>	<u>(422,569)</u>	
Major Capital Outlays	0		
Depreciation	<u>96,563</u>		
Cash Flow	(236,020)		
<u>Beginning Net Cash</u>	1,397,225		
<u>Ending Net Cash</u>	1,161,205		

**Village of Park Forest
2013/2014 Budget Review
as of June 30, 2014**

**DOWNTOWN PARK FOREST
EXPENSES**

PRELIMINARY RESULTS

	FY 13/14 TWELVE MONTHS ACTUAL	BUDGET	PERCENT OF BUDGET
EXPENSES			
<u>Personnel Services</u>			
Regular Salaries	74,908	86,905	86%
Overtime Salaries	4,978	1,500	332%
Temporary/Part time Salaries	<u>62,963</u>	<u>77,389</u>	81%
Total Personnel Services	142,849	165,794	86%
<u>Employee Support/Insurance</u>	50,083	57,385	87%
<u>IRMA</u>	30,000	30,000	100%
<u>Professional Services</u>	3,071	11,500	27%
<u>Property Taxes</u>	79,150	100,000	79%
<u>Operating Supplies</u>	25,138	23,100	109%
<u>Maintenance</u>	235,232	202,500	116%
<u>Capital Outlays</u>	213,493	295,488	72%
<u>Depreciation</u>	96,563	125,838	77%
<u>Miscellaneous</u>	7,370	7,500	98%
<u>Rentals</u>	9,000	9,000	100%
<u>Utilities</u>	<u>104,946</u>	<u>135,300</u>	78%
TOTAL EXPENSES	<u>996,893</u>	<u>1,163,405</u>	86%

**Village of Park Forest
2013/2014 Budget Review
as of June 30, 2014**

REVENUE (All Funds)

PRELIMINARY RESULTS

	FY 13/14 TWELVE MONTHS ACTUAL	BUDGET	PERCENT OF BUDGET
General Fund	21,361,218	20,722,111	103%
CDBG - Cook	111,811	117,000	96%
Housing Choice Voucher Program	5,591,889	5,038,376	111%
Police Pension	3,013,449	2,603,557	116%
Fire Pension	1,895,267	1,289,290	147%
MFT	1,271,288	2,820,415	45%
Water	6,272,150	6,533,930	96%
Sewer	1,495,836	1,845,700	81%
Municipal Parking	98,604	83,367	118%
Refuse	1,261,595	1,272,897	99%
Aqua Center	394,194	436,178	90%
Tennis and Health	349,506	363,100	96%
Downtown	664,310	740,836	90%
TIF - Downtown	1,861,337	960,206	194%
TIF - Norwood	0	0	0%
Vehicle Services	924,275	791,534	117%
Bond Retirement	213,868	216,850	99%
Capital Projects	730,899	660,527	111%
Foreign Fire Insurance	<u>12,848</u>	<u>17,000</u>	76%
Subtotal	47,524,344	46,512,874	102%
Library	<u>2,278,433</u>	<u>2,303,521</u>	99%
TOTAL FUNDS	<u>49,802,777</u>	<u>48,816,395</u>	102%

**Village of Park Forest
2013/2014 Budget Review
as of June 30, 2014**

EXPENDITURES (All Funds)

PRELIMINARY RESULTS

	FY 13/14 TWELVE MONTHS ACTUAL	BUDGET	PERCENT OF BUDGET
General Fund	19,931,567	21,925,971	91%
CDBG - Cook	118,230	117,000	101%
Housing Choice Voucher Program	5,460,335	5,100,848	107%
Police Pension	2,177,846	1,916,275	114%
Fire Pension	1,013,452	1,036,275	98%
MFT	1,141,908	3,472,865	33%
Water	4,980,190	5,734,598	87%
Sewer	655,530	1,050,075	62%
Municipal Parking	207,435	224,152	93%
Refuse	1,235,455	1,302,445	95%
Aqua Center	449,595	398,746	113%
Tennis and Health	366,586	389,260	94%
DownTown	996,893	1,163,405	86%
TIF - Downtown	1,896,592	1,487,292	128%
TIF - Norwood	0	0	0%
Vehicle Services*	928,341	912,458	102%
Bond Retirement	215,428	215,363	100%
Capital Projects	178,515	1,248,376	14%
Foreign Fire Insurance	13,082	17,000	77%
<u>Transfers from General Fund:</u>			
To Capital Projects	655,527	655,527	100%
To Downtown	155,036	155,036	100%
To Aqua Center	200,000	200,000	100%
To Tennis & Health	100,000	100,000	100%
To Library	<u>10,000</u>	<u>10,000</u>	100%
Subtotal	43,087,543	48,832,967	88%
Library	<u>1,504,225</u>	<u>1,835,252</u>	82%
TOTAL FUNDS**	<u>44,591,769</u>	<u>50,668,219</u>	88%

* Vehicle Services is an internal service fund. The revenues are contributions from other funds.

** When expenditures exceed revenues, prior fund balances have been utilized.

*** Transfers have been made and are now recorded directly in the Police and Fire departments.

RECEIVED

JUN 25 2014

BY:



STATE OF Illinois DEPARTMENT OF REVENUE tax.illinois.gov

COPY

June 18, 2014



Letter ID: CNXXX6737653929

Account ID: 05724-73792

#BWNKMGV
#CNXX XX67 3765 3929#
PARK FOREST
PARK FOREST VILLAGE TREASURER
350 VICTORY DR
PARK FOREST IL 60466-2003



6-26-14
money - thinking of setting
up a FY14 payable to reverse
in Per 1 FY15
DR 010000 - 400400 41,029.20
CR 010000 - 210000 41,029.20

Dear Local Official:

As a result of a federal class action lawsuit, a large telecommunications carrier was ordered to seek refunds from the states on behalf of customers that were charged telecommunication taxes on transactions that were not properly taxable under federal and state laws. The Department has recently resolved litigation related to the Illinois transactions. This has caused the State to refund millions of dollars worth of telecommunications excise taxes that were collected from customers and remitted to the State but were never properly taxable. SM

A significant portion of the State refunds involves proceeds that were distributed to local governments. As a result, the Department must recover these proceeds from the local governments that received telecommunications excise tax distributions on non taxable transactions.

In accordance with the confidentiality provisions outlined in 35 ILCS 120/11 (Retailers' Occupation Tax Act), we are unable to disclose additional information.

The Department understands that many local governments would be adversely effected if the entire amount of these distributions was offset from their monthly distribution in a short period of time.

In an effort to minimize the impact of this adjustment to your local government, the Department will adjust your distributions in 6 monthly installments totaling \$41,029.20 as follows:

6 @ \$6,838.20

Each month, the specified amount will be deducted from your regular monthly tax distribution. The adjustments will begin with the disbursement made during August, 2014. Should you wish to resolve the adjustments in a shorter timeframe, please contact us at the number listed below.

If you have any questions, please write us or call our Springfield office weekdays between 8:00 a.m. and 4:00 p.m. Our address and telephone number are listed below

**Village of Park Forest
Health Department Cost Analysis
For Fiscal Years '02 to '14**

	<u>FY 02</u>	<u>FY 03</u>	<u>FY 04</u>	<u>FY 05</u>	<u>FY06</u>	<u>FY07</u>	<u>FY08</u>	<u>FY09</u>	<u>FY10</u>	<u>FY11</u>	<u>FY12</u>	<u>FY13</u>	<u>FY14</u>
<u>Revenue</u>													
Budget	390,500	380,000	428,030	495,900	495,000	441,060	442,000	424,000	433,200	402,500	402,100	384,400	307,175
Actual													
Public Health	104,694	127,210	149,595	121,511	88,916	108,147	105,203	66,266	88,321	111,768	92,807	81,086	68,292
Home Health	352,146	314,825	314,197	269,003	202,169	429,358	345,693	313,320	337,076	287,557	247,595	192,593	217,739
Grant	39,660	26,543	76,727	58,268	-	-	-	-	-	-	-	-	-
Other (Adj.)													
Total Actual	496,500	468,578	540,519	448,783	291,085	537,505	450,895	379,586	425,397	399,324	340,402	273,679	286,031
<u>Expenses</u>													
Budget	638,283	815,561	840,810	873,337	886,574	825,857	825,433	827,415	846,455	829,450	894,942	910,288	933,782
Actual	631,813	671,033	784,346	778,134	755,888	833,478	823,744	753,528	793,855	770,802	804,790	843,171	903,634
<u>Village Support</u>													
Budget	247,783	435,561	412,780	377,437	391,574	384,797	383,433	403,415	413,255	426,950	492,842	525,888	626,607
Actual	135,313	202,455	243,828	329,352	464,803	295,973	372,848	373,942	368,458	371,478	464,388	569,492	617,603

**Village of Park Forest
Cell Tower Leases
Multi-year Comparison**

Fiscal Year End June 30th	<u>SBA</u>	<u>AT&T</u>	<u>Sprint</u>	<u>T Mobile</u>	<u>Crwn Cstl Firestation</u>	<u>U.S. Cellular</u>	<u>Cricket</u>	<u>Total</u>
2005	\$24,904	\$8,580	\$20,562	\$1,952				\$55,998
2006	\$28,240	\$8,580	\$21,179	\$19,718		\$4,527		\$82,244
2007	\$31,900	\$10,153	\$23,655	\$22,003		\$23,541		\$111,252
2008	\$30,544	\$9,438	\$22,469	\$20,877	\$14,800	\$22,352		\$120,480
2009	\$31,582	\$9,438	\$23,143	\$21,503	\$18,472	\$23,022		\$127,161
2010	\$32,846	\$9,438	\$31,219	\$22,148	\$19,211	\$23,713	\$21,350	\$159,924
2011	\$34,160	\$9,438	\$34,829	\$22,813	\$19,979	\$24,425	\$26,408	\$172,053
2012	\$35,526	\$10,303	\$35,350	\$23,497	\$20,779	\$25,157	\$27,200	\$177,812
2013	\$37,070	\$10,382	\$36,410	\$24,202	\$21,610	\$25,912	\$28,017	\$183,603
2014	\$38,302	\$10,382	\$37,411	\$24,928	\$22,576	\$26,689	\$28,857	\$189,145

**ILLINOIS FUNDS
MONEY MARKET FUND
MONTHLY RATE HISTORY**

Date	Annualized Rate	Daily Factor
01-Jul-07	4.490%	0.000123001700
02-Jul-07	4.927%	0.000134995000
03-Jul-07	4.940%	0.000135344700
04-Jul-07	4.940%	0.000135344700
05-Jul-07	5.026%	0.000137688200
06-Jul-07	5.029%	0.000137793700
07-Jul-07	5.029%	0.000137793700
08-Jul-07	5.029%	0.000137793700
09-Jul-07	5.054%	0.000138471700
10-Jul-07	5.058%	0.000138575800
11-Jul-07	5.075%	0.000139052600
12-Jul-07	5.108%	0.000139956500
13-Jul-07	5.116%	0.000140151600
14-Jul-07	5.116%	0.000140151600
15-Jul-07	5.116%	0.000140151600
16-Jul-07	5.147%	0.000141015800
17-Jul-07	5.113%	0.000140085600
18-Jul-07	5.090%	0.000139442900
19-Jul-07	5.090%	0.000139457900
20-Jul-07	5.092%	0.000139498100
21-Jul-07	5.092%	0.000139498100
22-Jul-07	5.092%	0.000139498100
23-Jul-07	5.123%	0.000140346800
24-Jul-07	5.133%	0.000140618600
25-Jul-07	5.120%	0.000140260700
26-Jul-07	5.182%	0.000141959900
27-Jul-07	5.152%	0.000141146800
28-Jul-07	5.152%	0.000141146800
29-Jul-07	5.152%	0.000141146800
30-Jul-07	5.180%	0.000141905800
31-Jul-07	5.080%	0.000139178600

Average 5.066 %

See reverse side for Prime Fund rate

**ILLINOIS FUNDS
MONEY MARKET FUND
MONTHLY RATE HISTORY**

Date	Annualized Rate	Daily Factor
01-Aug-08	2.158%	0.000058958000
02-Aug-08	2.158%	0.000058958000
03-Aug-08	2.158%	0.000058958000
04-Aug-08	2.117%	0.000057848700
05-Aug-08	2.046%	0.000055897100
06-Aug-08	2.009%	0.000054885800
07-Aug-08	2.009%	0.000054885400
08-Aug-08	2.015%	0.000055061400
09-Aug-08	2.015%	0.000055061400
10-Aug-08	2.015%	0.000055061400
11-Aug-08	2.053%	0.000056083400
12-Aug-08	1.996%	0.000054535000
13-Aug-08	2.052%	0.000056065400
14-Aug-08	2.103%	0.000057460100
15-Aug-08	2.151%	0.000058778200
16-Aug-08	2.151%	0.000058778200
17-Aug-08	2.151%	0.000058778200
18-Aug-08	2.110%	0.000057662100
19-Aug-08	2.001%	0.000054678900
20-Aug-08	1.964%	0.000053667400
21-Aug-08	2.027%	0.000055388800
22-Aug-08	2.039%	0.000055715100
23-Aug-08	2.039%	0.000055715100
24-Aug-08	2.039%	0.000055715100
25-Aug-08	2.051%	0.000056025400
26-Aug-08	2.056%	0.000056180900
27-Aug-08	2.044%	0.000055858100
28-Aug-08	2.047%	0.000055939800
29-Aug-08	2.097%	0.000057289200
30-Aug-08	2.097%	0.000057289200
31-Aug-08	2.097%	0.000057289200

Average 2.067 %

See reverse side for Prime Fund rate

**ILLINOIS FUNDS
MONEY MARKET FUND
MONTHLY RATE HISTORY**

Date	Annualized Rate	Daily Factor
01-Aug-10	0.191%	0.000005245200
02-Aug-10	0.229%	0.000006267100
03-Aug-10	0.229%	0.000006267100
04-Aug-10	0.194%	0.000005323200
05-Aug-10	0.199%	0.000005448800
06-Aug-10	0.199%	0.000005458900
07-Aug-10	0.199%	0.000005458900
08-Aug-10	0.199%	0.000005458900
09-Aug-10	0.189%	0.000005176600
10-Aug-10	0.176%	0.000004834000
11-Aug-10	0.168%	0.000004592300
12-Aug-10	0.178%	0.000004875100
13-Aug-10	0.194%	0.000005309700
14-Aug-10	0.194%	0.000005309700
15-Aug-10	0.194%	0.000005309700
16-Aug-10	0.233%	0.000006380300
17-Aug-10	0.210%	0.000005765100
18-Aug-10	0.186%	0.000005093900
19-Aug-10	0.180%	0.000004935500
20-Aug-10	0.188%	0.000005141200
21-Aug-10	0.188%	0.000005141200
22-Aug-10	0.188%	0.000005141200
23-Aug-10	0.183%	0.000005001700
24-Aug-10	0.181%	0.000004953500
25-Aug-10	0.178%	0.000004868000
26-Aug-10	0.198%	0.000005378700
27-Aug-10	0.186%	0.000005109100
28-Aug-10	0.186%	0.000005109100
29-Aug-10	0.186%	0.000005109100
30-Aug-10	0.178%	0.000004889200
31-Aug-10	0.214%	0.000005859400

Average 0.193 %

**ILLINOIS FUNDS
MONTHLY RATE HISTORY
MONEY MARKET**

Date	Annualized Rate	Daily Factor
01-Aug-14	0.015%	0.000000406200
02-Aug-14	0.015%	0.000000406200
03-Aug-14	0.015%	0.000000406200
04-Aug-14	0.011%	0.000000305400
05-Aug-14	0.011%	0.000000298300
06-Aug-14	0.010%	0.000000274700
07-Aug-14	0.010%	0.000000268000
08-Aug-14	0.011%	0.000000312300
09-Aug-14	0.011%	0.000000312400
10-Aug-14	0.011%	0.000000312300
11-Aug-14	0.013%	0.000000360500
12-Aug-14	0.012%	0.000000324200
13-Aug-14	0.012%	0.000000341100
14-Aug-14	0.014%	0.000000383200
15-Aug-14	0.017%	0.000000469000
16-Aug-14	0.017%	0.000000469000
17-Aug-14	0.017%	0.000000469000
18-Aug-14	0.017%	0.000000467100
19-Aug-14	0.011%	0.000000301700
20-Aug-14	0.010%	0.000000266200
21-Aug-14	0.010%	0.000000271500
22-Aug-14	0.010%	0.000000285400
23-Aug-14	0.010%	0.000000285400
24-Aug-14	0.010%	0.000000285400
25-Aug-14	0.012%	0.000000328600
26-Aug-14	0.010%	0.000000272200
27-Aug-14	0.010%	0.000000274300
28-Aug-14	0.010%	0.000000277300
29-Aug-14	0.010%	0.000000285200
30-Aug-14	0.010%	0.000000287900
31-Aug-14	0.011%	0.000000291200

Average 0.012%



www.villageofparkforest.com

Mayor
John A. Ostenburg

September 25, 2014

Village Trustees
Mae Brandon
JeRome Brown
Gary Kopycinski
Robert McCray
Georgia O'Neill
Theresa Settles

Baker Tilly Virchow Krause, LLP
1301 W. 22nd St., Suite 400
Oak Brook, IL 60523-3389

Village Clerk
Sheila McGann

Attention: Michael Malatt

Village Manager
Thomas Mick

Dear Mr. Malatt:

In preparation for the financial statements for the fiscal year ended June 30, 2014, I've assigned the following fund balances:

Village Hall
350 Victory Drive
Park Forest, IL 60466
(708) 748-1112

General Fund

Assign for:

Administrative Purposes	\$ 918,113.00
Public Safety Purposes	70,148.00
Recreation and Parks Purposes	53,000.00
Public Works Purposes	464,989.00
Economic Development Purposes	1,622.00
Community Development	<u>10,000.00</u>
Sub Total	\$ 1,517,872.00

DownTown Management Office
226 Forest Blvd.
(708) 503-8153

Fire Department
156 Indianwood Blvd.
(708) 748-5605

Additional Assignments

Employee Computer Purchases	\$ 37,438.00
Contribution Funds	53,299.00
Orchard Drive Signal	300,000.00
Eastgate Redevelopment	477,800.00
IRMA Deductible	500,000.00
Land Held for Resale	<u>773,970.31</u>

Freedom Hall
410 Lakewood Blvd.
(708) 747-0580

Health Department
350 Victory Drive
(708) 748-1118

Police Department
200 Lakewood Blvd.
(708) 748-4700

Total General Fund Assigned Fund Balances: \$ 3,660,379.31

Recreation and Parks Department
350 Victory Drive
(708) 748-2005

Debt Service
Assigned for Future Projects \$ 43,002.62

Capital Projects
Assigned for Capital Projects \$ 1,345,257.88



www.villageofparkforest.com

Mayor
John A. Ostenburg

Village Trustees
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JeRome Brown
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Robert McCray
Georgia O'Neill
Theresa Settles

Village Clerk
Sheila McGann

Village Manager
Thomas Mick

Village Hall
350 Victory Drive
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(708) 748-1112

**DownTown
Management Office**
226 Forest Blvd.
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156 Indianwood Blvd.
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Freedom Hall
410 Lakewood Blvd.
(708) 747-0580

Health Department
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Police Department
200 Lakewood Blvd.
(708) 748-4700

**Recreation and
Parks Department**
350 Victory Drive
(708) 748-2005

Library
IRMA Deductable \$ 50,000.00

These assignments are made with Village Board notification and authority given in the Fiscal Policies adopted March 24, 2014.

Sincerely,

Mary G. Dankowski, CPA
Deputy Village Manager/Treasurer/Finance Director

MGD:cs

cc: Village Board
Tom Mick, Village Manager

VILLAGE OF PARK FOREST
 ASSIGNMENTS
 June 30, 2014

Prepared by:
 Reviewed by:

JM
M/S/D

<u>FUND</u>	<u>AMOUNT</u>	<u>DESCRIPTION</u>	<u>ACCT. #</u>
1			
<u>ADMINISTRATIVE PURPOSES</u>			
	200,000	IRMA Deductible	010100-510400
	24,000	Training -- Computer, Leadership Development, Diversity, Cust Svc	010100-520300
	6,849	Senior Commission Initiative	010102-540400
	12,464	Youth Commission Initiatives (Net Carnival Proceeds)	010102-540400
	20,000	Legal Fees	010103-530130
	451,800	ERP System (incl prior year's Comm Dev Inspection Software)	010104-560000
	70,000	Other Software Upgrades	010104-560000
	3,000	Internal Audit	010104-530000
	<u>130,000</u>	Salary Compensation Implementation (1% base salary)	TBD
	918,113		
<u>PUBLIC SAFETY PURPOSES</u>			
<u>POLICE</u>			
	23,148	Youth Programs (20% of FY14 Vehicle Seizure Revenue)	TBD
	<u>47,000</u>	Replacement Windows	010700-560000
	70,148		
<u>RECREATION & PARKS PURPOSES</u>			
	25,000	ADA Transition Plan Implementation	011122-560000
	20,000	LifeCycle Projects	011122-560000
	<u>8,000</u>	Village Hall Carpeting	011107-560000
	53,000		
<u>PUBLIC WORKS PURPOSES</u>			
	280,000	Salt Storage Dome	011700-560000
	89,989	Street Maintenance (formerly Storm Sewers)	011700-551600/550600
	50,000	Special Handling Material Disposal Station	011700-560000
	<u>45,000</u>	Wash Rack DPW Yard	011700-560000
	464,989		
<u>ECONOMIC DEVELOPMENT PURPOSES</u>			
	1,622	Postage for Shopping & Services Guide	011900-590100
<u>COMMUNITY DEVELOPMENT PURPOSES</u>			
	10,000	Home Demolition	012000-550500
TOTAL	<u>1,517,872</u>		

* Actual account/department breakdown may be different. Department will provide at budget amendment time.

MEMORANDUM

DATE: October 31, 2014

TO: Mayor John Ostenburg
Board of Trustees

FROM: Mary G. Dankowski, Deputy Village Manager/Finance Director

RE: Current Year Trends

The current year trends indicate stabilization in several revenue categories.

Sales & Use Tax

The attached schedule shows the twenty year trend in sales and use taxes. Sales and Use taxes have declined from a Fiscal 1996 high of \$1.2 million to \$572,014 received in Fiscal 2010. The current level of receipts are \$682,714. Taxes rebounded somewhat and now include video gaming tax. Sales tax revenue has been relatively flat for twelve years.

The Village receives sales taxes on a three to four month lag. Detailed information is received even later. The Village does not receive information on individual businesses. It does receive quarterly information four months after the fact on type of businesses. The attached schedule for the second quarter of the calendar year shows revenue by type of business. Also attached are the top ten sales tax payers. Sales tax revenue from the top ten taxpayers decreased \$37,659 over the prior year to \$236,258 representing \$23.6 million in sales. Windy Landings is Taco Bell, Maharishi Petroleum is Marathon, and Nileema is Subway. Note that Dollar General and Consolidated Collision are now on the top ten taxpayers list.

Income Tax, Motor Fuel Tax, State Use Tax

The Village receives Income Tax, Motor Fuel Tax, and State Use Tax based on a per capita distribution from the State. The Village's population declined from 24,656 in 1990 to 23,462 in 2000. Population declined further to 21,975 in 2010. The overall state population increased. The Village began to feel the impact of this population reduction in March 2011. But, surprisingly a major decrease in revenue did not occur in 2012 or 2013. Increases in State employment could be a factor. As indicated on the "Key Revenue Comparison" in the Preliminary Year-end Results, Income Tax revenues have not recovered to the 2008 level but have recovered significantly from a 2010 low. The Village receives income tax on a five month lag. Motor Fuel Tax declined in Fiscal Year 2010 and recovered in 2011 as a result of the State's Capital Projects Bill where an annual one-time contribution is received equating to 17% of the Village's annual MFT allotment. Continued distributions have been referenced for the next five years.

Utility Tax

Utility taxes have historically been a fairly stable revenue source reflecting 6% of total General Fund revenues. In Fiscal 2012 the Village received a one-time audit adjustment of \$300,000 in April 2012. This windfall was used to reduce the tax levy increase. Utility taxes in general have declined from 2008 levels.

Property Taxes

For the third year in a row, property tax bills were issued early in July and due August 1st. Hopefully, this early billing practice will continue. The Village was reassessed in 2011 and 2014 will reflect the next triennial reassessment. Property values have declined from a high of \$225,587,683 to \$132,579,603, a 41% decrease. This decline in value did not impact property taxes received by the Village. It does impact the tax rates of the Village.

Expenditure Trends

Over the last several years identified expenditure trends have been brought to the Board's attention. Specifically when **IRMA**, **health insurance**, **IMRF**, and other **pension costs** were increasing at 10% to 20%, the Board was alerted and the tax levy was impacted.

IRMA costs declined from \$1,314,766 to \$839,590 in 2011. For the General Fund which pays 64% of this cost, the savings was \$294,084. Unfortunately, the Village's claims experience forced IRMA to require an increase in insurance deductibles from \$10,000 to \$100,000. This was implemented January 2012. For Fiscal 2011/2012 the Village budgeted \$200,000 for deductibles. The unused portion of the first year's budgeted deductible, plus premium savings, and available fund balance was used to establish an "Assigned Fund Balance for IRMA deductibles" for \$500,000. Deductible expense for fiscal 2014 increased to \$292,994. Premium savings related to the increased deductible has been used to construct the salt dome, fund the new Village-wide software project and implement the salary comparability study.

Health Insurance costs are in a state of flux. The health insurance industry has indicated that the cost for insuring additional people now covered under the health reform act will amount to larger premiums for existing customers. The potential long-term savings in hospital and other medical costs by having more people insured is currently unknown. Health Savings Accounts (HSA's) have been offered to employees to save costs.

The table below shows the Village share of health insurance. Over the last ten years the Village cost has increased \$863,111 or 83%. Included in the table are the costs for the five disabled public safety individuals who legislatively are allowed 100% insurance coverage. The costs currently for these individuals are \$69,077 per year. Village costs are as follows:

	<u>Total Cost</u>	<u>Increase</u>
Fiscal 2005/2006	\$1,036,999	
Fiscal 2006/2007	1,203,069	16%
Fiscal 2007/2008	1,276,767	6%

Fiscal 2008/2009	1,478,889	16%
Fiscal 2009/2010	1,524,014	3%
Fiscal 2010/2011	1,624,529	7%
Fiscal 2011/2012	1,717,769	6%
Fiscal 2012/2013	1,711,334	-.4%
Fiscal 2013/2014	1,792,557	5%
Fiscal 2014/2015 est.	1,900,110	6%

IMRF rates are scheduled to decrease from 12.8% to 12.4% in 2015. The Village has saved money delaying replacement hiring and has built enough of a fund balance to maintain the same amount for the tax levy. New legislation adopted April 2010 and effective with hires after January 2011 created a second tier of IMRF pension. Some of the changes include:

Tier II Benefits

- Increased vesting to 10 years (previously eight years).
- Increased the age to receive full retirement benefits to age 67 (previously age 60).
- Increased the age to receive a reduced retirement benefit to age 62 (previously age 55).
- Increased the number of months used to calculate the final rate of earnings.
- Caps the final rate of earnings used to calculate a pension at \$106,800.

It is anticipated that this will cause some municipal savings in the long-term.

Police & Fire Pension

Legislation extended the amortization period from 22 years to 30 years, allowing the Village to spread the total liability over a longer period of time. This legislative change gave the Village the opportunity to save tax dollars, and reduce interest rate assumptions in 2012. Interest rate assumptions decreased from 7.5% to 7%. In 2013 new mortality tables impacted the actuarially determined levy needs. In addition, dismal returns on fixed income investments warrant a further reduction in interest rate assumptions to 6.7%. Police and Fire personnel also have Tier II benefits that will produce reduced costs long-term.

Tier II Benefits Police & Fire

- Increased minimum retirement age from 50 to 55 with 10 years of service.
- Pension calculated @ 2.5% for each year up to 75% maximum.
- Early retirement option at 50 with reduced benefits.
- Final salary for pension purposes is best 8 out of last 10 years.
- Caps final rate of earnings at maximum of \$106,800 (increased annually by 3% or ½ of CPI).
- Fire and Police Pensions must now be 90% funded by 2040. Previously were required to be 100% funded by 2033.

The current funding level of the Police & Fire Pension Funds of 52% and 51% support an opportunity, should Village funds become available, to add dollars to the Pension Funds over and above the actuarial determination. This initiative would increase the investment options and potentially save tax dollars long term.

Other Issues

Foreclosures and vacant properties always have the potential for problems. Following is a summary of housing information:

Housing Information Summary

	<u>June</u> <u>2007</u>	<u>June</u> <u>2008</u>	<u>June</u> <u>2009</u>	<u>June</u> <u>2010</u>	<u>June</u> <u>2011</u>	<u>June</u> <u>2012</u>	<u>June</u> <u>2013</u>	<u>June</u> <u>2014</u>
# of houses vacant*	174	215	235	192	325	421	387	601
# of houses in foreclosure	131	205	310	368	470	504	808	744
# in foreclosure/occupied	24	80	187	259	278	300	638	409
# of houses reoccupied	14	14	47	46	30	42	74	57
# of new listings	22	58	56	66	69	77	305	45

* Defined as all VA and HUD owned properties, plus all other properties vacant six (6) months or longer.

DownTown Assessment

In 2012 the Cook County Assessor’s office established leasehold PINs (Property Index Numbers) for the leases in the Downtown. These PINs were assessed and there was the potential of tax bills for the Downtown in the amount of \$719,029.76. The Village appealed the assessment and taxes were reduced to \$119,327.29. The plan was as tenants move out and new tenants move in, staff informs the Assessor and new PINs are created. After evaluating this plan for one year the Assessor is modifying its approach. In addition, the first floor of building one and seven were not assessed. It is anticipated that assessment and taxes will increase going forward.

EAV (Equalized Assessed Value)

Attached is a chart of the Village’s 10-year history of equalized assessed value. The Village was reassessed in 2005 increasing value by 14.55%. The Village was reassessed in 2008 increasing value 7.23% to \$219,491,270. In 2011, the reassessment dropped property values 25.56%. In 2012 values dropped 12.69% to \$144,211,783 and further dropped 8.07% to \$132,579,603, the lowest level in ten years. The lower value translated to higher tax rates impacting the Village’s ability to attract commercial development. The tax rate in School District 163 increased from 28.787 to 31.736 and School District 162 from 23.318 to 26.212.

Housing values are indicated on the attached chart. The average selling price for a house in Park Forest declined after a high value in 2008 of \$122,650 to \$42,190. The volume of sales also declined.

<u>Year</u>	<u>Home Sales</u>	<u>Coop Sales</u>
2007	419	n/a
2008	285	n/a
2009	259	91

2010	249	98
2011	199	111
2012	276	105
2013	295	95
2014 (9 months)	221	71

Both of these factors have had a negative impact on real estate transfer taxes.

Thorncreek Litigation

A final determination on the Thorncreek Litigation is not as yet known.

Tax Support for Non-Core Services

Health Department

Attached and summarized below is a thirteen year schedule of tax support for Health Department services. As Medicare revenue has declined for home health care, expenses have modestly increased causing the need for additional Village Support.

Village Support

FY 2002	135,313
FY 2003	202,455
FY 2004	243,828
FY 2005	329,325
FY 2006	464,803
FY 2007	295,973
FY 2008	372,848
FY 2009	373,942
FY 2010	368,458
FY 2011	371,478
FY 2012	464,388
FY 2013	569,492
FY 2014	617,603

Aqua Center

The Aqua Center currently needs \$230,000 to \$260,000 to support operations annually.

Tennis & Health Club

The Tennis & Health Club currently needs \$100,000 to \$120,000 to support operations annually.

Freedom Hall

Operating results for the last three years at Freedom Hall are as follows:

FREEDOM HALL

	FY 2014	FY 2013	FY 2012
<u>Revenue</u>			
Rental	\$ 30,042	\$ 38,039	\$ 24,438
Events	4,263	4,597	1,699
Series	49,041	38,310	36,801
Arts Council Grant	4,275	4,000	3,500
Total Revenue	\$ 87,621	\$ 84,946	\$ 66,438
<u>Expenditures</u>	<u>(390,780)</u>	<u>(343,349)</u>	<u>(295,349)</u>
Village Support	\$ (303,159)	\$ (258,403)	\$ (228,911)

Conclusion

The Board Goal of financial sustainability warrants a review of support for all non-core services, including the Health Department, Aqua Center, Tennis and Health Club, Freedom Hall, etc. Whenever possible cutting costs as opposed to eliminating services will be considered.

Village of Park Forest
INCOME COMPARISON
(Warrants Processed)

SALES TAX (1%, disb.)	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MARCH	APRIL	MAY	JUNE	TOTAL
FISCAL YEAR END 96	89,082	82,906	97,748	104,863	86,773	87,630	87,032	65,866	78,632	68,235	66,044	85,497	\$ 1,000,309
FISCAL YEAR END 97	71,444	75,797	88,658	69,763	80,805	68,158	68,530	60,883	78,043	66,281	64,776	76,862	\$ 870,000
FISCAL YEAR END 98	59,880	66,956	66,118	68,656	75,978	51,492	65,017	62,887	56,931	56,725	61,926	61,553	\$ 754,118
FISCAL YEAR END 99	63,594	69,172	76,742	68,033	70,898	68,056	56,250	53,875	49,853	48,302	51,155	53,404	\$ 729,335
FISCAL YEAR END 00	54,101	57,330	59,985	61,421	62,853	63,734	60,457	57,707	60,516	55,801	45,929	63,700	\$ 703,533
FISCAL YEAR END 01	64,587	62,172	41,926	55,507	47,531	49,090	63,806	41,016	37,965	41,761	33,940	37,611	\$ 576,913
FISCAL YEAR END 02	40,258	36,955	53,249	43,894	38,342	43,817	53,479	43,679	45,399	59,086	38,074	42,269	\$ 538,500
FISCAL YEAR END 03	38,283	37,652	38,129	38,238	36,638	36,301	34,892	36,509	37,536	34,487	39,793	39,487	\$ 447,946
FISCAL YEAR END 04	38,253	37,622	42,696	43,796	37,137	36,370	36,684	33,805	37,253	32,273	33,385	35,220	\$ 444,495
FISCAL YEAR END 05	33,692	34,200	35,772	30,325	29,817	30,052	30,336	31,059	32,363	29,136	33,727	31,072	\$ 381,550
FISCAL YEAR END 06	31,717	33,320	30,088	35,447	31,564	35,898	30,664	31,186	31,718	32,922	28,069	31,985	\$ 384,579
FISCAL YEAR END 07	32,508	31,906	31,596	26,947	30,688	27,036	32,366	31,725	34,750	27,102	31,997	29,825	\$ 368,446
FISCAL YEAR END 08	29,725	30,841	27,769	27,645	31,174	29,075	27,346	26,378	29,561	25,853	26,923	33,555	\$ 345,846
FISCAL YEAR END 09	26,725	27,723	27,720	26,157	23,921	25,712	19,429	25,508	24,683	21,437	17,509	29,440	\$ 295,963
FISCAL YEAR END 10	22,770	23,856	25,522	22,642	22,113	25,886	34,899	22,568	25,186	17,817	27,810	19,927	\$ 290,993
FISCAL YEAR END 11	29,267	23,576	27,123	25,153	26,039	26,453	26,307	24,481	28,127	24,373	19,459	32,162	\$ 312,521
FISCAL YEAR END 12	25,405	26,112	30,230	25,473	24,508	30,454	28,030	28,202	31,097	24,515	27,635	30,301	\$ 331,963
FISCAL YEAR END 13	26,945	27,181	28,738	27,147	27,274	28,449	26,613	26,618	28,908	25,663	49,907	28,285	\$ 351,729
FISCAL YEAR END 14	21,828	24,703	25,358	21,721	24,245	35,196	21,926	23,516	26,767	22,994	23,067	26,497	\$ 297,817
FISCAL YEAR END 15	23,982	24,767	26,430	-	-	-	-	-	-	-	-	-	\$ 75,180
LOCAL USE TAX	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MARCH	APRIL	MAY	JUNE	TOTAL
FISCAL YEAR END 96	11,749	12,040	14,040	12,101	16,751	17,863	15,298	11,659	20,914	14,330	15,833	19,167	\$ 181,744
FISCAL YEAR END 97	16,390	17,803	20,917	18,178	13,242	18,250	19,166	15,529	28,699	12,896	14,533	7,942	\$ 203,545
FISCAL YEAR END 98	25,839	17,416	24,845	18,431	16,557	19,317	19,303	17,366	27,304	17,179	17,716	0	\$ 221,274
FISCAL YEAR END 99	37,384	17,062	22,025	17,332	19,705	24,230	19,475	23,767	32,263	17,561	19,151	3,144	\$ 253,099
FISCAL YEAR END 00	45,886	21,960	26,406	20,980	21,290	24,446	22,032	25,078	33,835	22,539	11,952	0	\$ 276,403
FISCAL YEAR END 01	63,122	25,962	27,210	21,208	24,453	28,621	26,248	21,550	34,529	22,759	20,814	9,190	\$ 325,665
FISCAL YEAR END 02	37,740	17,219	19,127	19,998	16,516	17,544	21,106	17,769	27,237	16,526	13,919	17,556	\$ 242,258
FISCAL YEAR END 03	16,228	15,723	17,923	15,994	16,065	19,235	17,569	16,327	24,718	15,680	13,130	17,755	\$ 206,346
FISCAL YEAR END 04	16,776	15,408	19,576	19,096	17,357	15,391	16,092	18,921	26,201	22,358	20,789	20,235	\$ 228,199
FISCAL YEAR END 05	18,216	18,894	22,457	19,627	18,830	20,404	18,433	16,849	29,208	17,418	19,592	22,392	\$ 242,321
FISCAL YEAR END 06	26,869	20,983	24,684	20,081	21,636	23,186	21,501	20,734	35,604	22,977	23,044	21,778	\$ 283,078
FISCAL YEAR END 07	26,498	23,623	27,221	22,814	27,838	27,213	25,698	23,018	35,119	20,589	19,858	24,206	\$ 303,694
FISCAL YEAR END 08	24,691	26,863	31,526	23,154	24,358	26,479	27,082	27,290	38,904	25,387	23,342	29,886	\$ 328,962
FISCAL YEAR END 09	27,559	25,342	31,146	26,071	32,833	29,827	28,550	25,545	36,747	23,391	20,915	25,094	\$ 333,019
FISCAL YEAR END 10	25,622	21,671	28,815	22,895	20,451	22,074	21,397	19,112	32,853	19,550	15,549	31,030	\$ 281,020
FISCAL YEAR END 11	23,615	22,385	28,882	24,009	23,263	27,029	34,004	26,434	41,613	25,450	27,360	28,368	\$ 332,412
FISCAL YEAR END 12	26,504	25,822	28,532	22,836	27,198	20,627	25,939	26,119	39,916	25,507	23,131	28,596	\$ 320,727
FISCAL YEAR END 13	26,373	27,576	30,832	25,479	28,447	29,145	28,325	29,839	42,619	29,667	22,222	27,892	\$ 348,417
FISCAL YEAR END 14	30,611	27,031	35,901	30,885	28,858	31,134	33,412	31,455	49,491	26,242	25,762	34,014	\$ 384,797
FISCAL YEAR END 15	31,357	33,316	37,187	-	-	-	-	-	-	-	-	-	\$ 101,859
SALES & USE TAX COMBINED	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MARCH	APRIL	MAY	JUNE	TOTAL
FISCAL YEAR END 96	104,558	98,576	115,453	120,524	107,279	109,075	106,058	81,566	102,670	85,928	85,414	108,405	\$ 1,225,507
FISCAL YEAR END 97	91,453	97,220	113,053	91,410	98,177	90,076	91,947	80,560	109,906	82,580	83,104	88,585	\$ 1,118,070
FISCAL YEAR END 98	89,721	88,594	94,834	90,993	96,590	74,340	88,911	84,405	87,548	77,535	83,369	65,518	\$ 1,022,357
FISCAL YEAR END 99	105,176	90,699	102,665	89,514	95,829	96,429	80,111	81,426	85,031	69,933	74,453	60,347	\$ 1,031,614
FISCAL YEAR END 00	104,933	83,829	90,768	86,799	88,598	92,609	87,368	87,438	98,246	82,596	62,061	65,182	\$ 1,030,428
FISCAL YEAR END 01	135,801	92,727	73,598	81,153	76,258	82,093	94,753	67,310	76,390	68,715	58,966	48,929	\$ 956,692
FISCAL YEAR END 02	84,542	58,289	76,585	67,846	58,903	65,560	79,013	65,982	76,057	79,250	55,772	63,917	\$ 831,716
FISCAL YEAR END 03	61,306	53,375	56,052	54,231	52,703	55,536	52,461	52,836	62,254	50,167	52,923	57,242	\$ 661,086
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SALES & USE TAX COMBINED (Continued from previous page)													

Village of Park Forest
INCOME COMPARISON
(Warrants Processed)

FISCAL YEAR END 04	55,029	53,029	62,272	62,892	54,494	51,761	52,776	52,726	63,455	54,631	54,173	55,455	\$	672,693
FISCAL YEAR END 05	51,908	53,094	58,229	49,952	48,647	50,456	48,769	47,908	61,571	46,554	53,319	53,464	\$	623,870
FISCAL YEAR END 06	58,586	54,304	54,772	55,528	53,201	59,084	52,165	51,919	67,323	55,899	51,113	53,763	\$	667,657
FISCAL YEAR END 07	59,005	55,529	58,817	49,761	58,526	54,249	58,065	54,743	69,869	47,692	51,855	54,031	\$	672,140
FISCAL YEAR END 08	54,416	57,704	59,295	50,799	55,532	55,554	54,428	53,668	68,465	51,240	50,265	63,441	\$	674,808
FISCAL YEAR END 09	54,284	53,064	58,866	52,229	56,754	55,539	47,979	51,052	61,429	44,828	38,424	54,534	\$	628,982
FISCAL YEAR END 10	48,391	45,527	54,337	45,537	42,564	47,960	56,296	41,680	58,039	37,367	43,358	50,957	\$	572,014
FISCAL YEAR END 11	52,882	45,961	56,004	49,162	49,302	53,482	60,311	50,915	69,740	49,823	46,819	60,531	\$	644,932
FISCAL YEAR END 12	51,909	51,934	58,762	48,309	51,706	51,082	53,970	54,321	71,012	50,023	50,766	58,898	\$	652,690
FISCAL YEAR END 13	53,318	54,756	59,570	52,626	55,721	57,595	54,939	56,458	71,528	55,331	72,128	56,176	\$	700,145
FISCAL YEAR END 14	52,439	51,734	61,259	52,606	53,103	66,330	55,338	54,972	76,258	49,236	48,829	60,511	\$	682,614
FISCAL YEAR END 15	55,339	58,083	63,617	-	-	-	-	-	-	-	-	-	\$	177,039
INCOME TAX	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MARCH	APRIL	MAY	JUNE		TOTAL
FISCAL YEAR END 96	130,302	83,966	91,449	136,643	89,218	86,987	116,622	150,785	95,907	121,898	167,650	139,618	\$	1,411,045
FISCAL YEAR END 97	136,615	92,435	92,297	146,411	94,968	83,133	136,995	153,562	100,696	138,470	184,309	150,840	\$	1,510,732
FISCAL YEAR END 98	156,677	104,265	95,571	162,685	99,904	91,215	155,169	160,019	109,172	148,998	214,425	170,210	\$	1,668,311
FISCAL YEAR END 99	169,973	100,806	105,971	165,109	108,184	95,888	161,394	177,360	107,172	154,321	217,634	187,850	\$	1,751,663
FISCAL YEAR END 00	169,945	104,464	113,036	154,650	117,821	113,880	139,661	201,335	115,490	197,729	207,054	230,471	\$	1,865,535
FISCAL YEAR END 01	176,423	106,849	115,374	187,623	112,285	118,191	149,435	205,845	114,341	168,606	266,123	178,402	\$	1,899,497
FISCAL YEAR END 02	154,954	96,092	103,198	147,914	107,817	105,176	133,460	164,953	103,775	134,936	201,832	120,491	\$	1,574,598
FISCAL YEAR END 03	143,628	98,088	99,161	143,680	100,292	94,738	143,841	153,261	107,815	126,180	194,965	124,089	\$	1,529,739
FISCAL YEAR END 04	128,117	84,165	84,530	121,059	80,997	104,907	131,515	144,333	95,055	124,216	192,349	105,565	\$	1,396,808
FISCAL YEAR END 05	140,044	93,257	107,165	150,994	104,942	101,635	142,154	173,082	112,884	164,299	238,832	148,283	\$	1,677,570
FISCAL YEAR END 06	165,734	103,321	109,125	174,784	114,522	103,817	156,632	193,074	109,287	175,371	260,873	186,412	\$	1,852,951
FISCAL YEAR END 07	176,850	109,763	116,142	198,653	120,131	117,808	157,956	219,073	116,086	197,712	307,022	195,829	\$	2,033,024
FISCAL YEAR END 08	193,902	116,389	119,389	203,402	130,737	119,141	175,788	259,766	138,686	200,174	357,301	190,997	\$	2,205,672
FISCAL YEAR END 09	211,437	123,287	118,531	210,817	131,666	102,557	173,184	217,752	118,014	182,193	285,759	152,580	\$	2,027,777
FISCAL YEAR END 10	166,126	113,085	107,977	166,389	125,364	98,544	173,219	183,583	113,595	177,219	231,868	123,635	\$	1,780,605
FISCAL YEAR END 11	173,757	113,916	116,824	169,791	127,783	141,320	161,116	199,103	99,305	170,837	218,268	131,178	\$	1,823,197
FISCAL YEAR END 12	169,933	116,909	112,529	178,730	113,826	107,172	159,229	183,582	122,478	190,170	276,121	145,172	\$	1,875,850
FISCAL YEAR END 13	186,422	116,982	116,036	182,708	138,055	113,932	176,607	208,476	116,900	202,988	374,941	127,383	\$	2,061,429
FISCAL YEAR END 14	195,094	121,212	118,252	206,309	136,595	109,028	201,902	214,270	122,382	214,011	332,139	123,712	\$	2,094,906
FISCAL YEAR END 15	204,748	119,441	116,801	-	-	-	-	-	-	-	-	-	\$	440,989

VILLAGE OF PARK FOREST
SALES TAX COMPARISON
QUARTERLY

(2008), 2009, 2010, 2011, 2012, 2013, 2014 (to quarter received)

	# TP		TOTAL TAX RECEIPTS	General Merchandise	Food	Drinking & Eating Places	Apparel	Furniture H.H. & Radio	Lumber, Bldg. Hardware	Automotive & Fill. Stations	Drugs and Misc. Retail	Agriculture & all others	Manufacturers	Computed Total
1st	2009	113 Cook	68,380.37	-	5,215.48	6,055.76	-	-	-	17,955.45	32,771.19	2,307.15	213.87	64,518.90
		22 Will	6.24	-	-	-	-	-	-	-	262.95	(351.85)	-	(88.90)
		TOTAL:	68,386.61	-	-	-	-	-	-	-	33,034.14	1,955.30	-	64,430.00
Q U A R T E R	2010	112 Cook	64,910.95	-	10,706.86	3,576.48	43.51	-	-	17,805.13	25,901.77	2,644.39	363.92	61,042.06
		20 Will	642.76	-	-	-	-	-	-	-	272.52	-	8.43	280.95
		TOTAL:	65,553.71	-	-	-	-	-	-	-	26,174.29	-	372.35	61,323.01
E R T	2011	115 Cook	74,957.17	-	8,603.28	4,295.31	-	-	-	20,057.25	16,545.24	20,400.65	222.17	70,123.90
		64 Will	1,037.36	-	4.50	-	-	66.52	-	-	149.04	27.33	6.44	253.83
		TOTAL:	75,994.53	-	8,607.78	-	-	-	-	-	16,694.28	20,427.98	228.61	70,377.73
C A L E N D A R	2012	110 Cook	81,847.98	-	10,315.79	5,453.42	-	-	-	20,624.92	36,085.57	3,353.50	272.39	76,105.59
		24 Will	603.81	-	-	-	-	-	-	68.77	208.70	46.31	-	323.78
		TOTAL:	82,451.79	-	-	-	-	-	-	-	20,693.69	36,294.27	3,399.81	-
D A R	2013	119 Cook	102,397.64	-	9,474.00	5,156.37	85.27	-	-	20,395.15	57,355.49	3,588.66	343.69	96,398.63
		26 Will	1,456.79	-	-	-	-	-	-	1,061.48	137.76	54.46	-	1,253.70
		TOTAL:	103,854.43	-	-	-	-	-	-	-	21,456.63	57,493.25	3,643.12	-
	2014	119 Cook	71,685.50	-	12,057.11	5,293.17	159.10	-	-	11,369.61	35,297.12	3,207.38	237.12	67,620.61
		27 Will	872.05	-	-	-	-	-	-	311.37	129.32	50.37	-	491.06
		TOTAL:	72,557.55	-	-	-	-	-	-	-	11,680.98	35,426.44	3,257.75	-
		Difference from prior year	(31,296.88)	-	2,583.11	136.80	73.83	-	-	(9,775.65)	(22,066.81)	(385.37)	(106.57)	(29,540.66)
2nd	2009	107 Cook	70,932.57	-	6,690.85	6,259.98	-	-	-	16,975.70	33,318.86	2,498.50	633.46	66,377.35
		21 Will	1,214.81	-	-	-	-	-	-	-	375.77	-	33.98	409.75
		TOTAL:	72,147.38	-	-	-	-	-	-	-	33,694.63	-	667.44	66,787.10
Q U A R T E R	2010	93 Cook	79,358.29	-	11,285.20	5,094.41	186.93	-	464.82	18,693.85	16,385.23	23,033.17	345.58	75,489.19
		18 Will	607.68	-	-	-	-	-	-	-	227.06	22.03	-	249.09
		TOTAL:	79,965.97	-	-	-	-	-	-	-	16,612.29	23,055.20	-	75,738.28
E R T	2011	98 Cook	81,131.96	-	9,385.30	-	227.70	-	-	21,943.00	23,850.26	14,573.43	281.41	70,261.10
		21 Will	614.94	-	-	-	-	-	-	-	222.37	55.57	-	277.94
		TOTAL:	81,746.90	-	-	-	-	-	-	-	24,072.63	14,629.00	-	70,539.04
C A L E N D A R	2012	99 Cook	82,171.97	-	10,404.41	-	95.64	-	-	21,941.94	35,132.89	3,004.61	304.62	70,884.11
		26 Will	692.31	-	-	-	-	-	-	165.28	206.57	51.66	-	423.51
		TOTAL:	82,864.28	-	-	-	-	-	-	-	22,107.22	35,339.46	3,056.27	-
D A R	2013	111 Cook	71,530.89	-	12,077.76	6,074.62	120.07	#	-	9,761.05	34,515.78	3,309.89	218.92	66,085.09
		23 Will	358.05	-	-	-	-	-	-	31.25	71.96	45.55	-	148.76
		TOTAL:	71,888.94	-	-	-	-	-	-	-	9,792.30	34,587.74	3,355.44	-
	2014	121 Cook	74,450.50	-	14,609.57	5,862.06	244.59	(0.01)	1,121.46	10,330.85	35,186.55	3,269.70	-	70,624.77
		23 Will	729.13	-	-	-	-	-	-	-	358.44	50.57	-	409.01
		TOTAL:	75,179.63	-	-	-	-	-	-	-	35,544.99	3,320.27	-	71,033.78
		Difference from prior year	3,290.69	-	2,531.81	(212.56)	124.52	(0.01)	1,121.46	538.55	957.25	(35.17)	(218.92)	4,799.93

**VILLAGE OF PARK FOREST
SALES TAX COMPARISON
QUARTERLY**

(2008), 2009, 2010, 2011, 2012, 2013, 2014 (to quarter received)

	# TP		TOTAL TAX RECEIPTS	General Merchandise	Food	Drinking & Eating Places	Apparel	Furniture H.H. & Radio	Lumber, Bldg. Hardware	Automotive & Fill. Stations	Drugs and Misc. Retail	Agriculture & all others	Manufacturers	Computed Total
3rd	2008	120 Cook	74,946.63	-	6,422.84	7,357.27	-	-	-	20,353.19	31,950.33	2,870.80	471.32	69,425.75
		23 Will	842.94	-	-	-	-	-	-	-	286.69	82.64	13.06	382.39
		TOTAL:	75,789.57	-	-	-	-	-	-	-	32,237.02	2,953.44	484.38	69,808.14
Q U A R T E R	2009	97 Cook	69,736.53	-	7,296.66	6,054.73	-	-	-	16,563.50	32,635.91	2,348.16	495.24	65,394.20
		22 Will	903.97	-	-	-	-	-	-	-	322.85	-	11.85	334.70
		TOTAL:	70,640.50	-	-	-	-	-	-	-	32,958.76	-	507.09	65,728.90
T E R	2010	104 Cook	76,767.29	-	11,230.89	5,137.18	-	-	734.17	19,681.09	16,332.04	19,302.39	338.46	72,756.22
		22 Will	877.83	-	-	-	-	-	-	-	152.28	-	11.98	164.26
		TOTAL:	77,645.12	-	-	-	-	-	-	-	16,484.32	-	350.44	72,920.48
C A L E	2011	103 Cook	79,795.22	-	11,924.05	-	129.24	-	-	19,315.84	34,350.75	3,766.22	284.17	69,770.27
		24 Will	621.41	-	-	-	-	-	-	-	184.75	19.22	-	203.97
		TOTAL:	80,416.63	-	-	-	-	-	-	-	34,535.50	3,785.44	-	69,974.24
N D A R	2012	105 Cook	82,321.57	-	10,561.25	-	39.95	-	1,663.35	23,273.39	33,378.01	3,060.03	173.84	72,149.82
		25 Will	548.50	-	-	-	-	-	-	131.96	128.38	41.85	-	302.19
		TOTAL:	82,870.07	-	-	-	-	-	-	23,405.35	33,506.39	3,101.88	-	72,452.01
	2013	112 Cook	80,116.87	-	23,395.45	5,561.13	191.24	-	-	9,293.52	31,816.12	3,568.40	352.86	74,178.72
		27 Will	1,044.85	-	-	-	-	-	-	591.14	169.54	84.49	-	845.17
		TOTAL:	81,161.72	-	-	-	-	-	-	9,884.66	31,985.66	3,652.89	-	75,023.89
		Difference from prior year	(1,708.35)	-	12,834.20	5,561.13	151.29	-	(1,663.35)	(13,520.69)	(1,520.73)	551.01	179.02	2,571.88
4th	2008	136 Cook	68,632.16	-	5,687.24	5,774.10	150.79	-	-	15,018.92	34,732.68	2,894.24	317.14	64,575.11
		31 Will	987.04	-	-	-	-	-	-	-	270.49	139.17	-	409.66
		TOTAL:	69,619.20	-	-	-	-	-	-	-	35,003.17	3,033.41	-	64,984.77
Q U A R T E R	2009	133 Cook	82,302.54	-	18,832.50	5,996.57	-	-	-	16,797.82	33,656.92	2,134.73	415.53	77,834.07
		27 Will	349.10	-	-	-	-	-	-	-	161.17	28.78	9.09	199.04
		TOTAL:	82,651.64	-	-	-	-	-	-	-	33,818.09	2,163.51	424.62	78,033.11
T E R	2010	129 Cook	78,266.79	-	11,230.92	6,363.23	198.84	-	-	18,081.49	16,594.59	20,436.25	256.89	73,162.21
		31 Will	648.33	-	-	-	-	-	-	-	132.64	39.57	13.49	185.70
		TOTAL:	78,915.12	-	-	-	-	-	-	-	16,727.23	20,475.82	270.38	73,347.91
C A L E	2011	133 Cook	86,798.04	-	11,633.34	7,250.41	364.16	-	-	17,989.18	38,192.63	3,656.65	1,220.71	80,307.08
		28 Will	531.47	-	-	-	-	-	-	-	121.08	45.71	9.52	176.31
		TOTAL:	87,329.51	-	-	-	-	-	-	-	38,313.71	3,702.36	1,230.23	80,483.39
N D A R	2012	135 Cook	81,309.35	-	9,663.72	5,213.96	202.17	-	-	20,970.57	35,059.11	3,583.80	399.85	75,093.18
		30 Will	830.63	-	-	-	-	-	-	393.35	143.69	72.41	-	609.45
		TOTAL:	82,139.98	-	-	-	-	-	-	21,363.92	35,202.80	3,656.21	-	75,702.63
	2013	133 Cook	71,743.26	-	10,965.65	5,636.16	347.56	-	-	10,114.11	35,826.58	3,568.19	393.92	66,852.17
		27 Will	465.59	-	-	-	-	-	-	6.72	160.94	65.31	-	232.97
		TOTAL:	72,208.85	-	-	-	-	-	-	10,120.83	35,987.52	3,633.50	-	67,085.14
		Difference from prior year	(9,931.13)	-	1,301.93	422.20	145.39	-	-	(11,243.09)	784.72	(22.71)	(5.93)	(8,617.49)

**VILLAGE OF PARK FOREST
SALES TAX COMPARISON
QUARTERLY**

(2008), 2009, 2010, 2011, 2012, 2013, 2014 (to quarter received)

	# TP		TOTAL	General	Food	Drinking &	Apparel	Furniture	Lumber, Bldg.	Automotive	Drugs and	Agriculture	Manufacturers	Computed Total
			TAX RECEIPTS	Merchandise		Eating Places		H.H. & Radio	Hardware	& Fil. Stations	Misc. Retail	& all others		
2008	200	Cook	309,113.84	-	24,671.83	32,074.90	743.89	-	-	82,334.03	133,301.26	11,950.21	2,127.36	287,203.48
	41	Will	4,793.82	-	-	-	-	-	-	-	809.59	772.27	116.81	1,698.67
		TOTAL:	313,907.66	-	-	-	-	-	-	-	134,110.85	12,722.48	2,244.17	288,902.15
2009	187	Cook	291,352.01	-	38,035.49	24,367.04	-	-	-	68,292.47	132,382.88	9,288.54	1,758.10	274,124.52
	44	Will	2,474.12	-	-	-	-	-	-	-	1,122.74	(307.99)	62.76	877.51
		TOTAL:	293,826.13	-	-	-	-	-	-	-	133,505.62	8,980.55	1,820.86	275,002.03
2010	181	Cook	299,303.32	-	44,453.87	20,171.30	527.88	-	2,304.13	74,261.56	75,213.63	65,416.20	1,304.85	283,653.42
	44	Will	2,776.60	-	-	-	-	-	-	-	784.50	66.37	41.45	892.32
		TOTAL:	302,079.92	-	-	-	-	-	-	-	75,998.13	65,482.57	1,346.30	284,545.74
2011	176	Cook	322,682.39	-	41,545.97	20,868.52	777.95	-	5,181.57	79,305.27	112,938.88	42,396.95	2,008.46	305,023.57
	71	Will	2,805.18	-	-	-	-	145.58	-	-	677.24	147.83	33.97	1,004.62
		TOTAL:	325,487.57	-	-	-	-	-	-	-	113,616.12	42,544.78	2,042.43	306,028.19
2012	185	Cook	327,650.87	-	40,945.17	22,142.62	388.90	-	5,570.63	86,810.82	139,655.58	13,001.94	1,150.70	309,666.36
	46	Will	2,675.25	-	4.68	-	-	-	-	759.36	687.34	212.23	6.87	1,670.48
		TOTAL:	330,326.12	-	40,949.85	-	-	-	-	87,570.18	140,342.92	13,214.17	1,157.57	311,336.84
2013	196	Cook	325,788.66	-	55,912.86	22,428.28	744.14	-	5,357.16	49,563.83	159,513.97	14,035.14	1,309.39	308,864.77
	43	Will	3,325.28	-	-	-	-	-	-	1,690.59	540.20	249.81	-	2,480.60
		TOTAL:	329,113.94	-	-	-	-	-	-	51,254.42	160,054.17	14,284.95	-	311,345.37
		Difference from prior year	(1,212.18)	-	14,963.01	285.66	355.24	-	(213.47)	(36,315.76)	19,711.25	1,070.78	151.82	8.53
2009*		Cook	282,891.73	-	24,016.41	25,447.11	508.24	44.02	-	70,303.26	132,773.06	10,570.69	1,635.79	265,298.58
		Will	3,051.03	-	-	-	-	-	-	-	1,195.90	(115.93)	145.88	1,225.85
		TOTAL:	285,942.76	-	-	-	-	-	-	-	133,968.96	10,454.76	1,781.67	266,524.43
2010	179	Cook	296,308.31	-	48,121.22	20,722.19	-	-	1,661.50	69,860.30	108,579.83	30,160.45	1,620.27	280,725.76
	43	Will	2,503.51	-	-	-	-	-	-	-	983.60	53.18	36.92	1,073.70
		TOTAL:	298,811.82	-	-	-	-	-	-	-	109,563.43	30,213.63	1,657.19	281,799.46
2011	186	Cook	311,123.21	-	40,450.39	20,511.99	581.99	-	3,710.19	79,762.83	73,322.13	74,712.72	1,098.93	294,151.17
	66	Will	3,178.46	-	-	-	-	173.35	-	-	656.33	125.84	39.42	994.94
		TOTAL:	314,301.67	-	-	-	-	-	-	-	73,978.46	74,838.56	1,138.35	295,146.11
2012	193	Cook	330,631.69	-	44,277.59	23,146.90	640.18	-	-	79,871.88	143,780.32	13,780.98	2,081.89	307,579.74
	48	Will	2,449.00	-	-	-	-	159.83	-	-	721.10	162.90	24.60	1,068.43
		TOTAL:	333,080.69	-	-	-	-	-	-	79,871.88	144,501.42	13,943.88	2,106.49	308,648.17
2013	192	Cook	337,559.45	-	41,776.73	22,083.65	447.46	-	5,926.27	74,400.16	160,308.39	13,542.38	1,136.30	319,621.34
	43	Will	3,193.97	-	-	-	-	-	-	1,618.04	481.79	214.27	-	2,314.10
		TOTAL:	340,753.42	-	-	-	-	-	-	76,018.20	160,790.18	13,756.65	-	321,935.44
2014	203	Cook	297,996.13	-	61,027.78	22,352.52	942.49	-	4,531.22	41,108.09	138,126.37	13,613.67	1,194.49	282,896.63
	48	Will	3,111.62	-	-	-	-	-	-	-	818.24	251.04	-	1,069.28
		TOTAL:	301,107.75	-	-	-	-	-	-	-	138,944.61	13,864.71	-	283,965.91
		Difference from prior year	(39,645.67)	-	19,251.05	268.87	495.03	-	(1,395.05)	(34,910.11)	(21,845.57)	108.06	58.19	(37,969.53)

* Taxpayer information not available

Top Filer Report



#BWNKMGV
#CNXX XX87 933X 7848#
VILLAGE OF PARK FOREST
ATTN: MARY G DANKOWSKI
350 VICTORY DR
PARK FOREST IL 60466-2003

September 17, 2014



Letter ID: CNXXXX87933X7848

Account ID: 05724-73792

Dear Local Official:

In response to your request dated September 10, 2014, we are listing the top 10 sales tax contributors for the Village of Park Forest. The businesses are listed in Illinois Account ID number order.

Account ID	Business Name
0586-2061	WALGREENS
2264-5438	UHAUL
2889-3751	FAMILY DOLLAR INC
3381-7006	HIGHLAND PARK CVS LLC
3635-7766	MAHARISHI PETROLEUM INC
3664-5036	DOLLAR GENERAL STORE
3987-7639	WINDY LANDINGS INC
3991-4372	CONSOLIDATED COLLISION CENTER INC
5519-2718	7-ELEVEN STORE 23364B
5524-3029	NILEEMA LLC

This determination was based on the 1.00% local government's share of sales tax collected for the benefit of the Village of Park Forest in the months of August 2013 through July 2014. The businesses remitted a total of \$236,257.96 which was disbursed to the Village of Park Forest during the months of October 2013 through September 2014.

If there are any questions, please contact our office at the address or telephone number listed below.

Sincerely,

Asta Wilder
Revenue Tax Specialist Trainee

LOCAL TAX ALLOCATION DIVISION
ILLINOIS DEPARTMENT OF REVENUE
101 W JEFFERSON ST
SPRINGFIELD IL 62702-5145

(217) 782-0976
(217) 524-0526 fax

Village of Park Forest
Municipal Utility Tax FY14
Received at State
GL Acct 010000-400400

COM ED	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	TOTAL
2004	45,627	42,209	52,253	36,629	31,912	37,548	44,742	42,713	35,858	34,420	31,225	37,040	\$ 472,175
2005	42,491	45,483	40,388	34,823	30,525	38,974	45,254	40,750	37,808	32,967	31,232	35,323	\$ 456,020
2006	54,577	60,070	48,421	41,843	32,330	41,133	46,223	37,748	37,309	34,082	30,641	37,863	\$ 502,239
2007	43,093	59,754	44,096	32,379	32,535	38,407	44,499	42,176	38,647	36,439	30,432	36,413	\$ 478,871
2008	47,776	46,681	50,582	37,169	32,466	38,547	48,345	44,790	36,144	31,585	30,361	32,613	\$ 477,058
2009	42,212	51,472	41,955	30,158	28,698	37,061	46,868	42,909	34,343	32,800	28,896	29,029	\$ 446,402
2010	41,410	34,897	39,087	30,773	30,571	33,751	45,551	38,352	34,819	30,205	27,818	35,930	\$ 423,163
2011	46,906	55,324	51,110	29,832	24,308	38,049	44,570	38,385	35,465	31,635	28,944	35,518	\$ 460,046
2012	41,652	57,387	42,550	28,971	28,385	33,060	41,823	35,938	33,883	29,844	27,160	33,696	\$ 434,348
2013	55,442	56,623	42,292	28,096	29,431	34,086	40,141	38,088	35,958	34,604	28,350	32,200	\$ 455,311
2014	41,200	43,086	42,828	34,472	29,234	35,843	43,609	42,984	37,770	32,682	28,691	33,258	\$ 445,658
2015	42,073	35,900											\$ 77,973
NI COR													
2004	12,564	11,672	9,955	13,844	19,922	29,451	49,364	64,902	56,795	37,923	22,955	13,230	\$ 342,577
2005	11,084	10,589	9,731	12,489	17,767	30,705	57,160	67,078	58,276	44,993	29,846	17,827	\$ 367,546
2006	10,408	9,891	9,819	14,618	26,993	54,026	83,571	81,730	65,316	48,982	27,287	14,016	\$ 446,658
2007	10,486	9,795	9,819	14,429	19,680	30,012	41,945	56,935	66,661	42,341	32,821	15,276	\$ 350,200
2008	13,160	11,247	8,677	13,254	16,236	32,334	52,274	64,884	74,674	67,380	40,867	26,769	\$ 421,756
2009	18,422	14,570	13,384	10,931	17,726	37,544	56,888	59,357	47,606	33,389	20,530	11,783	\$ 342,130
2010	10,163	10,089	9,474	11,144	12,998	23,137	45,934	58,454	51,140	34,494	20,558	13,131	\$ 300,716
2011	10,972	10,935	9,732	10,395	14,128	26,086	42,866	49,514	44,373	33,744	24,164	16,484	\$ 293,393
2012	10,920	9,425	9,414	11,058	15,636	24,037	33,663	37,464	28,727	18,995	12,959	9,749	\$ 222,047
2013	8,427	8,274	8,488	11,103	16,619	22,613	31,370	37,982	38,389	33,547	23,999	15,738	\$ 256,550
2014	10,713	8,679	8,177	8,601	20,957	27,833	41,359	52,086	58,469	50,335	31,649	18,329	\$ 337,186
2015	26,888	14,939											\$ 41,827
TELECOMM													
2004	68,001	58,685	93,414	54,089	75,172	78,557	65,156	73,143	72,031	71,996	74,437	71,665	\$ 856,345
2005	80,385	62,999	85,593	68,885	78,916	60,819	84,630	74,652	78,068	72,227	84,006	74,329	\$ 905,511
2006	74,392	82,452	71,419	69,077	84,667	74,047	71,472	64,837	81,887	74,142	66,003	74,803	\$ 889,197
2007	70,437	78,211	68,558	73,303	58,917	68,802	70,597	80,190	63,953	73,846	79,125	75,953	\$ 861,893
2008	67,416	74,138	56,002	80,877	58,030	73,391	106,970	64,928	77,945	77,110	68,559	76,467	\$ 881,833
2009	72,729	74,197	71,475	71,546	65,691	79,128	67,539	77,341	70,612	63,924	78,288	61,642	\$ 854,113
2010	64,237	75,530	67,766	57,914	64,240	51,770	72,454	80,904	61,799	68,938	65,292	65,519	\$ 796,363
2011	64,063	65,423	49,699	66,932	68,734	62,104	47,924	80,977	61,064	61,361	70,661	63,675	\$ 762,617
2012	62,309	60,448	61,757	60,275	57,543	61,871	51,526	56,784	55,216	395,998	53,784	57,228	\$ 1,034,738
2013	55,600	54,093	56,606	52,003	54,225	52,179	53,321	52,082	50,380	52,919	51,894	50,632	\$ 635,934
2014	48,519	51,057	49,278	48,105	51,800	48,331	48,357	48,993	45,530	48,556	46,492	(2,359)	\$ 532,658
2015													\$ -
MUNICIPAL TAX TOTAL													
2004	126,192	112,566	155,622	104,561	127,006	145,555	159,262	180,758	164,684	144,339	128,616	121,935	\$ 1,671,097
2005	133,960	119,072	135,713	116,197	127,208	130,499	187,044	182,481	174,153	150,186	145,084	127,480	\$ 1,729,076
2006	139,378	152,413	129,659	125,538	143,991	169,205	201,266	184,314	184,512	157,205	123,931	126,682	\$ 1,838,093
2007	124,016	147,760	122,473	120,111	111,132	137,221	157,041	179,302	169,261	152,626	142,378	127,642	\$ 1,690,964
2008	128,352	132,065	115,261	131,300	106,731	144,273	207,589	174,602	188,764	176,075	139,786	135,849	\$ 1,780,647
2009	133,363	140,239	126,815	112,635	112,115	153,733	171,294	179,607	152,562	130,113	127,714	102,453	\$ 1,642,644
2010	115,810	120,516	116,327	99,831	107,809	108,658	163,939	177,710	147,758	133,637	113,668	114,580	\$ 1,520,243
2011	121,941	131,682	110,541	107,159	107,170	126,239	135,360	168,876	140,902	126,740	123,769	115,677	\$ 1,516,055
2012	114,881	127,260	113,721	100,304	101,564	118,967	127,012	130,185	117,826	444,836	93,903	100,672	\$ 1,691,132
2013	119,469	118,990	107,386	91,202	100,276	108,878	124,831	128,152	124,727	121,070	104,243	98,570	\$ 1,347,795
2014	100,432	102,822	100,283	91,177	101,992	112,007	133,325	144,063	141,769	131,573	106,831	49,228	\$ 1,315,502
2015	68,961	50,838	-	-	-	-	-	-	-	-	-	-	\$ 119,800

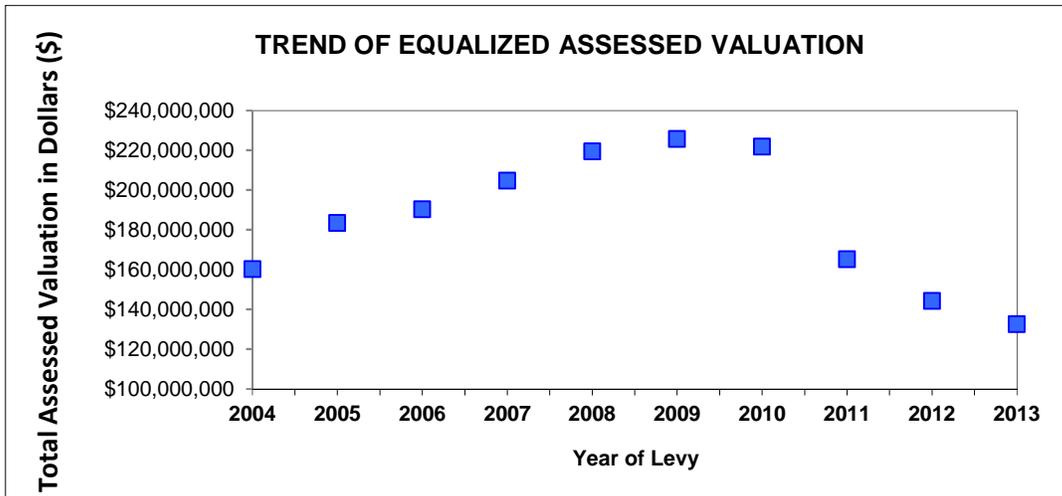
Tax Incremental Financing District DownTown Historic Equalized Assessed Value

A summary of the history of the TIF value is as follows:

	<u>1997 EAV</u>	<u>1998 EAV</u>	<u>1999 EAV</u>	<u>2000 EAV</u>	<u>2001 EAV</u>	<u>2002 EAV</u>	<u>2003 EAV</u>	<u>2004 EAV</u>	<u>2005 EAV</u>
U.S. Bank, vacant lot, Aunt Martha's Walgreens parcels	\$1,139,820	\$1,669,753	\$2,080,029	\$2,009,223	\$1,411,945	\$2,321,603	\$2,237,277	\$2,342,691	\$1,910,627
Legacy Square, Bldg. #3 & Movie Theatre Bldg. #2	1,797,965	523,581	2,580,832	2,018,022	1,118,013	1,373,784	1,391,802	1,513,237	554,888
CVS (formerly Osco)	—	—	—	1,372,682	1,564,501	1,617,105	1,611,144	1,686,769	1,787,985
First Midwest Bank (formerly Bank Calumet)	—	—	—	—	—	582,075	579,930	607,255	685,423
Associated Ventures (Victory Center)	—	—	—	217,995	227,494	2,883,409	2,644,280	2,399,687	3,272,562
Unidentified	—	—	—	131,277	307,725	665	(22,500)	—	(30,000)
Village owned property	660,348	exempt							
	\$3,598,133	\$2,193,334	\$4,660,861	\$5,749,199	\$4,629,678	\$8,778,641	\$8,441,933	\$8,549,639	\$8,181,485
	<u>2006 EAV</u>	<u>2007 EAV</u>	<u>2008 EAV</u>	<u>2009 EAV</u>	<u>2010 EAV</u>	<u>2011 EAV</u>	<u>2012 EAV</u>	<u>2013 EAV</u>	
U.S. Bank / Chase Bank vacant lot, Aunt Martha's Walgreens parcels	\$1,893,363	\$1,988,884	\$2,259,596	\$1,974,153	\$1,646,974	\$1,475,049	\$1,497,275	\$1,573,761	
Legacy Square, Bldg. #3 & Movie Theatre Bldg. #2	536,115	2,959,343	5,515,839	5,027,894	5,465,765	2,852,319	2,647,175	\$2,466,794	
CVS (formerly Osco)	1,772,016	1,861,219	1,835,363	2,076,605	2,033,411	1,512,558	1,428,544	\$1,355,477	
First Midwest Bank (formerly Bank Calumet)	649,569	571,001	598,040	445,157	435,897	403,443	381,034	\$361,545	
Associated Ventures (Victory Center)	2,993,847	2,882,509	2,750,859	2,087,509	1,660,814	2,567,496	1,119,779	\$1,062,505	
Unidentified	200	10,500	(234,786)	310,917	(377,745)	(329,989)	70,399	\$ (404,046)	
Village owned property	exempt	\$229,789							
	\$7,845,110	\$10,273,456	\$12,724,911	\$11,922,235	\$10,865,116	\$8,480,876	\$7,144,206	\$6,645,825	

**VILLAGE OF PARK FOREST
EQUALIZED ASSESSED VALUE
10-YEAR INFORMATION**

<u>Levy Year</u>	<u>Equalized Assessed Value</u>	<u>Percentage Increase(Decrease)</u>	<u>Estimated Actual Value</u>	<u>Ratio of Equalized Assessed Value to Estimated Actual Value</u>
2004	160,167,360	-7.13%	480,502,080	33.33%
2005	183,464,965	14.55%	550,394,895	33.33%
2006	190,262,287	3.70%	570,786,861	33.33%
2007	204,687,009	7.58%	614,061,027	33.33%
2008	219,491,270	7.23%	658,473,810	33.33%
2009	225,587,683	2.78%	676,763,049	33.33%
2010	221,881,935	-1.64%	665,645,805	33.33%
2011	165,169,446	-25.56%	495,508,338	33.33%
2012	144,211,783	-12.69%	432,635,349	33.33%
2013	132,579,603	-8.07%	397,738,809	33.33%



AVERAGE MARKET VALUE OF ALL HOUSES SOLD*
(NEW AND RESALE, DETACHED AND ATTACHED)

1989	\$57,780
1990	\$63,980
1991	\$65,480
1992	\$68,310
1993	\$71,750
1994	\$75,270
1995	\$77,480
1996	\$76,420
1997	\$83,450
1998	\$83,890
1999	\$84,290
2000	\$88,510
2001	\$91,880
2002	\$92,853
2003	\$94,114
2004	\$102,138
2005	\$112,605
2006	\$120,740
2007	\$122,650
2008	\$100,070
2009	\$65,900**
2010	\$54,100**
2011	\$46,130**
2012	\$39,720**
2013	\$41,600**
2014	\$42,190***

* Figures from Real Estate Transfer Tax Records.

** Valuation skewed due to "mortgage industry/Short Sales"

*** 2014 through August 2014

**Village of Park Forest
Health Department Cost Analysis
For Fiscal Years '02 to '14**

	<u>FY 02</u>	<u>FY 03</u>	<u>FY 04</u>	<u>FY 05</u>	<u>FY06</u>	<u>FY07</u>	<u>FY08</u>	<u>FY09</u>	<u>FY10</u>	<u>FY11</u>	<u>FY12</u>	<u>FY13</u>	<u>FY14</u>
<u>Revenue</u>													
Budget	390,500	380,000	428,030	495,900	495,000	441,060	442,000	424,000	433,200	402,500	402,100	384,400	307,175
Actual													
Public Health	104,694	127,210	149,595	121,511	88,916	108,147	105,203	66,266	88,321	111,768	92,807	81,086	68,292
Home Health	352,146	314,825	314,197	269,003	202,169	429,358	345,693	313,320	337,076	287,557	247,595	192,593	217,739
Grant	39,660	26,543	76,727	58,268									
Other (Adj.)													
Total Actual	496,500	468,578	540,519	448,783	291,085	537,505	450,895	379,586	425,397	399,324	340,402	273,679	286,031
<u>Expenses</u>													
Budget	638,283	815,561	840,810	873,337	886,574	825,857	825,433	827,415	846,455	829,450	894,942	910,288	933,782
Actual	631,813	671,033	784,346	778,134	755,888	833,478	823,744	753,528	793,855	770,802	804,790	843,171	903,634
<u>Village Support</u>													
Budget	247,783	435,561	412,780	377,437	391,574	384,797	383,433	403,415	413,255	426,950	492,842	525,888	626,607
Actual	135,313	202,455	243,828	329,352	464,803	295,973	372,848	373,942	368,458	371,478	464,388	569,492	617,603

MEMORANDUM

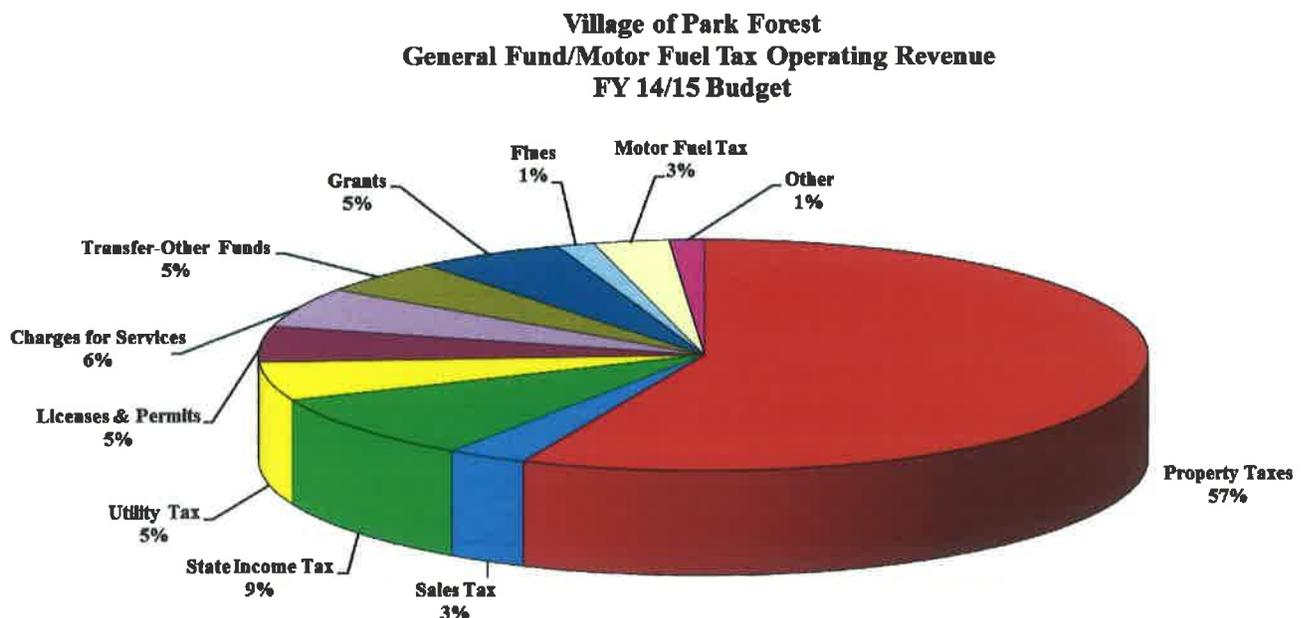
DATE: October 30, 2014
TO: Mayor John Ostenburg
Board of Trustees
FROM: Mary G. Dankowski, Deputy Village Manager/Finance Director
RE: Tax Levy Projections

First reading of the 2014 Tax Levy is scheduled for November 24. A public hearing is required for the first Monday in December with the final levy adopted at the regular meeting on December 8. The Board has historically chosen to begin discussion of the tax levy at this time as part of strategic planning in order to have a full picture of the financial position of the Village.

The 2015/2016 Budget will be funded by the 2014 levy. The tax levy consists of six separate categories. Each category is evaluated separately to determine levy needs. The categories are as follows:

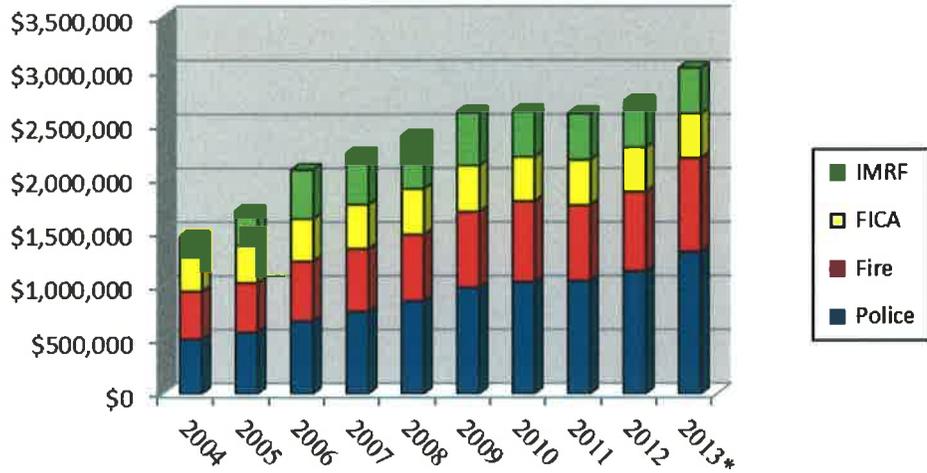
GENERAL CORPORATE

The property tax levy for general corporate purposes funds the general operations of the Village – Police, Fire, Administration, Public Works, Recreation and Parks, Health, Community Development and Economic Development – which are not funded by other sources. As can be seen in the pie chart below, the 2013 levy supported 57% of the total operating budget.



In recent years, a higher share of the levy funds Police and Fire pensions, as well as IMRF and Social Security.

Property Tax Levy History - Pensions



**data presented is extended levy except the current year as Cook County extension occurs mid year*

As was indicated in the memo in the agenda package entitled “Preliminary Year-end Results for 2013/2014 in the memo on “Current Year Trends,” revenues have not always kept pace with expenditures. Expenditure increases are factored in the property tax levy needs. When developing the levy, other revenue sources are also evaluated. Use of fund balance has previously allowed the Village to maintain a 3.4% or lower property tax increase for twelve of the last fifteen years.

The levy increases in 2004 and 2005 allowed the Village to undertake several new initiatives including:

- Participation in SouthCom
- Establishment of an Economic Development Department
- Addition of two new police officers
- Added funding for storm sewer maintenance (annual allocation \$100,000). Now shifted to roadways.
- Added funding for roadway maintenance (annual allocation \$150,000). Shifting salaries, vehicle costs, and sidewalks to Public Works.
- Added marketing dollars – \$50,000

In evaluating levy needs, increases in operating costs are assessed. Salaries and benefits are the largest expense for the Village. In the General Fund salaries and benefits represent \$16,168,081 or 72% of the total \$22,487,601 operating budget. Police and Fire personnel

represent 65% of total salaries and benefits. For Fiscal 2015, personnel received a 2.25% salary increase, including police and fire. The dollar increase presented in the proposed levy assumes a 2.5% annual salary increase for all Village personnel, consistent with the Fire contract, and a 2% increase in other operating expenditures. After three years of no operating expense increase for departments, a 2% increase was allowed for Fiscal 2012 through Fiscal 2014 to accommodate increasing cost of operations.

The net result of levy needs and the use of General Fund balance on the general corporate property tax base is as follows:

2014 Tax Levy

GENERAL CORPORATE

Salaries 2.5%	\$ 250,000
Health Insurance 10%	200,000
Increase Additional Roadway Funding from \$100,000 to \$200,000*	100,000
Other Expenditures 2%**	190,000
Additional Funds Needed for Operations	740,000
 Utilize Portion of Fund Balance over 3 months reserve: ***	 <u>(640,000)</u>
 Tax Levy Needs	 \$ 100,000

* Storm Sewer property tax allocation was transferred to roadway projects.

** Other expenditures include capital outlays, utilities, postage, legal, etc.

*** Utilizing \$640,000 of fund balance leaves a 3.7 month reserve.

BONDS & INTEREST

The proposed levy for bonds and interest reflects a **decrease of \$102,692**. **The Village is able to abate \$875,000 in TIF Debt**. In addition, the General Fund debt in the Bond Retirement Fund is in a position to abate \$30,000 in debt service.

The recommended bond abatement and levy are as follows:

	<u>Actual Debt</u> <u>Debt Service</u>	<u>Funded From</u> <u>Other Sources</u> <u>(Abated)</u>	<u>Bond</u> <u>Levy</u>
General Fund	\$ 230,450	\$ 30,000	\$ 200,450
Aqua Center	40,318	-	40,318
TIF	1,070,000	875,000	195,000
Water Fund	88,082	88,082	-
	\$1,428,850	\$ 993,082	\$ 435,768

The Village is able to abate a total of \$993,082 in the bond and interest levy.

This debt service does not include the \$1,286,989 annual payment required for the three IEPA loans or upcoming debt service for additional work. These payments will be covered by water and sewer rates.

IMRF

The Village pays a designated percentage of salary for retirement benefits. The Illinois Municipal Retirement Fund determines this percentage. Because of prior favorable investment results, the Village contribution decreased from a high of 8.99% of affected salaries in 1999 to 3.22% of salaries in 2003. In 2004, rates began to increase. Rates jumped from 3.22% of eligible salaries to 6.79%. This doubled costs. In 2005 rates increased to 8.06%. In 2006 rates increased to 9.21%. For 2007 rates began to decrease slightly to 8.79% followed by 8.54% in 2008 and 8.69% in 2009. Because of serious market losses, rates increased to 9.56% in 2010, 10.52% in 2011, 11.57% in 2012, 12.73% in 2013, 12.80% in 2014 and are projected to decrease to 12.40% in 2015. The Village currently maintains an IMRF fund balance. Utilizing a portion of the fund balance coupled with savings in hiring delays and restructuring will allow for a 0% increase in the IMRF levy.

2013 IMRF levy	\$432,870
2014 IMRF levy	<u>432,870</u>
Increase in Levy	-

FICA

The Village also maintains a fund balance for FICA. Again, utilizing a portion of the fund balance and realizing savings in hiring delays and position restructuring allows for a 0% increase in FICA.

2013 FICA levy	\$421,105
2014 FICA levy	<u>421,105</u>
Increase in Levy	-

Both IMRF and FICA fund balances were favorably impacted by hiring delays.

POLICE PENSION

The levy amount for the Police and Fire pensions are actuarially determined. (See attached correspondence.) Police and Fire pension benefit legislation adopted by the State legislature adds to municipal pension costs. Police and Fire disability pensions also add to pension costs. Recent legislation has positively impacted pension costs by increasing the amortization period from 22 to 30 years. In 2011 the Village was able to reduce the interest rate assumptions moving closer to actual returns. The 2013 levy was impacted by new mortality tables. In

addition, a small additional levy is recommended to improve funding levels. This was recommended during the last bond rating financial assessment of the Village and will move the Village closer to the new Governmental Accounting Standards Board (GASB) guidelines. The Police Pension Fund earned 8.79% investment return for Fiscal 2014.

2013 Police Pension levy	\$ 1,349,138
Actuarial Recommended Increase	-
Additional Funding	<u>120,000</u>
2014 Police Pension levy	\$ 1,469,138

FIRE PENSION

The Fire pension levy is also affected by legislative changes and market factors. The Fire Pension Fund had gains last year of 9.57%. The actuarial funding recommendation and additional funding are as follows:

2013 Fire Pension levy	\$ 891,037
Actuarial Recommended Increase	-
Additional Funding	<u>80,000</u>
2014 Fire Pension levy	\$ 971,037

Below is summary information for the pension funds as follows:

	<u>Police</u>	<u>Fire</u>
Actuarial Value of Assets	\$ 19,630,307	\$ 11,355,991
Levy Request	1,469,138	971,037
Percent Funded	52%	51%
Annual Rate of Return	8.79%	9.57%

The Village has historically fully funded the actuarial recommendations.

LEVY SUMMARY

	Original 2013 <u>Levy</u>	Extended 2013 <u>Levy</u>	Proposed 2014 <u>Levy</u>
General Corporate	\$ 10,187,408	\$ 10,435,867	\$ 10,535,867
Bonds & Interest	516,981	538,460	435,768
IMRF	422,549	432,870	432,870
FICA	411,042	421,105	421,105
Police Pension	1,316,788	1,349,138	1,469,138
Fire Pension	<u>869,680</u>	<u>891,037</u>	<u>971,037</u>
Village Levy	\$ 13,724,448	\$ 14,068,477	\$ 14,265,785

Increase over Extended Levy: 1.4%

Presented in the levy increase is the original and extended levy. Cook County adds a loss factor to the original levy to allow for uncollected taxes. The increase represents the increase to the extended levy. This is the “Truth in Taxation” Statutory requirement.

The increases in the property tax levy over the last twenty-one years have been as follows:

	<u>Tax Levy Increases</u>
1993	15.1%
1994	11.4%
1995	11.7%
1996	9.8%
1997	6.7%
1998	4.8%
1999	2.9%
2000*	2.9%
2001	2.9%
2002	2.9%
2003**	2.9%
2004	8.1%
2005	9.3%
2006*	2.6%
2007	3.3%
2008	3.0%
2009	6.0%
2010	3.1%
2011	3.4%
2012	2.7%
2013*	1.9%
2014 Proposed	1.4%

* Included a 0% increase in the General Corporate portion of the levy.

** An additional 3% loss factor was added to the 2003 levy.

Attached are the collection rate of taxes for the last 10 years which averages 94%. For the last fiscal year collections dropped to 92%. In 2013 the Village had a 0% increase in the General Corporate levy. Attached is a recommendation from the Library which proposed a 0% increase for the Library’s 2014 Tax Levy.

The actual increases experienced by taxpayers are a function of assessed value and new construction. Attached to the “Current Year Trends” memorandum is a ten-year history of equalized assessed value for the Village. On the average property tax bill the Village share of taxes range from \$1,800 to \$3,000. Therefore, a 1.4% increase in taxes will produce a \$25 to \$42 increase in a tax bill related to Village services. In general, a 1% tax levy increase equates to \$140,685 in new revenue.



Actuary

To: Ms. Stephanie Rodas

Comments:

Re: Police & Firefighter Pension Funds

Stephanie:

Recall, over the past three years as a result of PA 096-1495 many changes were made including the actuarial method (Projected Unit Credit), 30-year amortization period, 90% amortization target, asset smoothing (5-year average market value) and the RP2000 Mortality Table. This year, the smoothed values exceed the straight market values (\$502K Police, \$124K Fire). The investment returns were more than assumed and salaries increased as assumed. Police and Fire both have the same number of active members as last year. Thus, the Tax Levy has increased slightly and the Percent Funded has increased slightly for Fire and decreased slightly for Police.

Highlights:

1. Investment returns: Police 8.79%, Fire 9.57%.
2. Annual payroll increases: Police 4.0%, Fire 2.6%
Average increase: Police 5.1%, Fire 4.8%.
3. New members: Police 2, Fire 1 Terminations: Police 2, Fire 0;
Retirements: Police 0, Fire 1; Incidents of Disability: Police 0, Fire 0.
4. Percent Funded: Police decreased from 53.9% to 52.0%;
Fire increased slightly from 50.8% to 51.0%.
5. Tax Levy: Police increased from \$1,276,788 to \$1,330,708 (4.2%).
Fire increased from \$829,680 to \$853,116 (2.8%).

As Always,

T. Sharpe

Timothy W. Sharpe, Actuary, Geneva, IL (630) 262-0600

October 1, 2014

**VILLAGE OF PARK FOREST
Firefighters Pension Fund**

Investment Performance 2005-2014

	FYE 05	FYE 06	FYE 07	FYE 08	FYE 09	FYE 10	FYE 11	FYE 12	FYE 13	FYE 14
BOY Assets	7,650,062	7,911,561	8,107,811	8,809,592	8,864,108	8,433,290	9,056,896	9,869,776	10,185,963	10,392,798
Village Contribution	408,536	465,832	470,489	567,059	585,453	646,941	732,976	742,453	656,112	670,705
Firefighter Contribution	118,277	129,706	186,461	163,434	166,783	170,846	176,476	191,075	186,270	189,426
Pension Payments	630,889	660,723	697,272	679,231	686,471	730,467	743,226	846,760	940,080	954,041
Expenses	54,956	40,071	64,212	51,859	79,829	57,339	59,609	71,405	54,052	55,074
Income	423,529	304,640	778,899	67,456	(414,270)	608,573	717,087	316,102	362,173	987,696
EOY Assets	7,914,560	8,110,944	8,782,175	8,876,451	8,435,776	9,071,844	9,880,601	10,201,242	10,396,387	11,231,511
Annual Yield	5.59%	3.88%	9.67%	0.77%	-4.68%	7.20%	7.87%	3.20%	3.58%	9.57%
5-Year Yield (2010-14)	6.29%									
10-Year Yield (2005-14)	4.67%									

Timothy W. Sharpe, Actuary, Geneva, IL (630) 262-0600

October 1, 2014

**VILLAGE OF PARK FOREST
Police Pension Fund**

Investment Performance 2005-2014

	FYE 05	FYE 06	FYE 07	FYE 08	FYE 09	FYE 10	FYE 11	FYE 12	FYE 13	FYE 14
BOY Assets	14,391,171	15,298,086	15,361,167	16,498,790	16,676,827	16,071,968	17,001,496	18,236,363	18,363,563	18,363,881
Village Contribution	462,024	551,737	593,482	663,828	739,740	873,889	1,000,943	1,011,695	1,009,657	1,048,395
Officer Contribution	308,527	249,621	262,014	274,924	381,224	332,971	307,714	327,810	301,970	315,600
Pension Payments	827,910	886,202	999,775	1,162,500	1,331,082	1,324,312	1,439,026	1,565,602	1,752,182	2,097,951
Expenses	27,637	30,320	41,597	59,420	33,484	35,139	31,599	56,338	74,011	79,895
Income	995,224	180,315	1,305,983	426,390	(406,715)	1,076,140	1,397,967	403,349	518,047	1,578,193
EOY Assets	15,301,399	15,363,237	16,481,273	16,642,011	16,026,510	16,995,516	18,237,495	18,357,277	18,367,044	19,128,225
Annual Yield	6.94%	1.18%	8.55%	2.61%	-2.46%	6.73%	8.26%	2.23%	2.86%	8.79%
5-Year Yield (2010-14)	5.77%									
10-Year Yield (2005-14)	4.57%									

Timothy W. Sharpe, Actuary, Geneva, IL (630) 262-0600



**ANNUAL FIREFIGHTERS' PENSION FUND TAX LEVY REPORT
 TO THE VILLAGE BOARD
 FOR THE FISCAL YEAR ENDING June 30, 2014.**

To the Village Board of the Village of Park Forest:

Pursuant to Section 4-134 of the Illinois Pension Code (40 ILCS 5/4-134), the Board of Trustees of the Park Forest Firefighters' Pension Fund (the "Fund") hereby presents its report of the condition of the Fund at the end of its most recently completed fiscal year as follows:

1. Actuarial value of assets held by the Fund at the end of the fiscal year: \$11,355,991.
2. Estimated receipts during the next succeeding fiscal year from deductions from the salaries or wages of firefighters and all other sources: \$197,752.
3. Estimated amounts necessary during the next fiscal year to meet the annual actuarial requirements of the Fund as provided in Sections 4-118 and 4-120 (40 ILCS 5/4-118 and 4-120) as determined by Timothy W. Sharpe, Actuary: \$853,116.
4. Total net income received from investment of assets along with the assumed investment return and actual investment return received by the Fund during its most recently completed fiscal year, compared to the total net income, assumed investment return, and actual investment return received during the preceding three fiscal years:

	<u>Fiscal Year 11</u>	<u>Fiscal Year 12</u>	<u>Fiscal Year 13</u>	<u>Fiscal Year 14</u>
Net income received from investment of assets:	\$717,087	\$316,102	\$362,173	\$987,696
Assumed investment return	7.0%	7.0%	6.75%	6.75%
Actuarial Report actual investment return:	7.87%	3.2%	3.58%	9.57%

5. Total number of active employees who are financially contributing to the Fund: 25.



BRUCE ZIEGLE, FIRE CHIEF

PHONE: 708-748-5605

6. Total amount of benefits disbursed by Fund during the fiscal year:

i.	Retirement Pensions	<u>12</u>	recipients	\$ 640,685
ii.	Disability Pensions	<u>4</u>	recipients	\$ 176,033
iii.	Survivor and Children Pensions	<u>6</u>	recipients	\$ 166,437
iv.	Terminated vesteds	<u>2</u>	recipients	\$ 18,158
	TOTAL:	<u>24</u>	recipients	<u>\$1,001,313</u>

7. Funded ratio of the Fund as determined by the Actuary: 51%.

8. Unfunded liability of the Fund as determined by Actuary: \$10,912,304. The accrued liability is the actuarial present value of the portion of the projected benefits that has been accrued as of the valuation date based upon the actuarial valuation method and the actuarial assumptions employed in the valuation. The unfunded accrued liability is the excess of the accrued liability over the actuarial value of assets.

9. A copy of the Fund's current investment policy under the statutory investment restrictions imposed on the Fund is available upon request.

A copy of the actuarial report prepared by Timothy W. Sharpe at the direction of the Park Forest Firefighters Pension Fund was previously distributed.

These certifications are made by the Firefighters Pension Board of Trustees this 21st day of October, 2014.

Mike Wheeler
President, Board of Trustees
Park Forest Firefighters' Pension Fund

Mark Cotrano
Secretary, Board of Trustees
Park Forest Firefighters' Pension Fund



October 21, 2014

Mayor John Ostenburg and the Board of Trustees
Village of Park Forest
350 Victory Drive
Park Forest, IL 60466

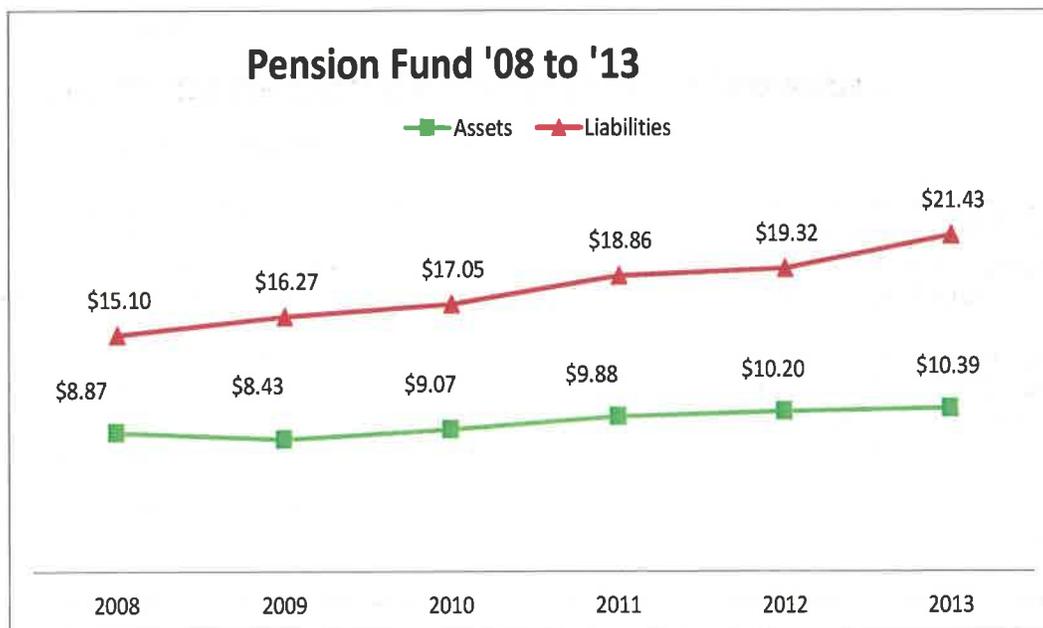
RE: Tax Levy Request from the Park Forest Firefighters' Pension Fund

Dear Mayor Ostenburg and Board Members:

As you are aware, Section 4-118 of the Illinois Pension Code provides that the municipality shall levy a tax to meet the annual actuarial requirements of the firefighters' pension fund (40 ILCS 5/4-118). At the October 2014 meeting of the Board of Trustees of the Park Forest Firefighters' Pension Fund, the Pension Board reviewed the actuarial report prepared by Tim Sharpe.

The Board of Trustees of the Park Forest Firefighters' Pension Fund voted unanimously to request that the Village Board levy the suggested actuarial amount of \$853,116 in December 2014. This amount is based on Mr. Sharpe's calculation, using a funding policy of 100% funding by 2040, an investment return of 6.75% and the entry age normal actuarial method.

While the Fire Pension Board appreciates that the Village has funded the Fire Pension Fund according to the calculations made by a professional actuary, it is important to review the overall funding trends. Below is a chart that indicates the changes in liabilities and assets for the Fire Pension Fund from 2008 to 2013, as documented from the Village of Park Forest's most recent audit report. This chart shows the increasing shortfall whereby pension liabilities are growing rapidly while pension assets remain stagnant.



In 2008, the Fire Pension Fund had \$8.87 million in assets, with \$15.10 million in liabilities (a 58.76% funded ratio). By 2013, the Fire Pension Fund had grown to \$10.39 million in assets but liabilities had grown more rapidly to \$21.43 million (a 48.49% funded ratio).

While some of the shortfall in funding can be attributed to changes in actuarial assumptions (reflecting a more accurate return on investment assumption and an updated mortality table), most of the growth in liabilities is a function of the pension benefits and demographics of the participants. The growing gap illustrates that the annual contributions being made currently are insufficient to make significant headway in improving the financial health of the Fire Pension Fund.

To help improve the financial health of the Fire Pension Fund, the Fire Pension Board is recommending that the Village consider the following:

- **Continue your commitment to an aggressive funding policy.** The Board appreciates that the Village has set a funding policy that uses a more conservative investment return assumption at 6.75%, using entry age normal and a 100% funding target. This aggressive funding policy will be viewed positively when the Village seeks to be evaluated by bond agencies.
- **Make additional contributions beyond the actuarially recommended amount.** An additional contribution would allow the Fund to increase plan assets more rapidly and would ultimately reduce the long-term costs of this pension plan for the residents and businesses that fund the majority of this cost.

Enclosed is the Fund's municipal compliance report for your review. If you wish to review a copy of the Pension Board's investment policy, it is available upon request. If you have any questions regarding the Board's request, please let us know.

Sincerely,

PARK FOREST FIREFIGHTERS' PENSION FUND



Mike Wheeler, President

Enclosures (Actuarial report; Municipal Compliance Report)
cc: Mary Dankowski, Finance Director (w/ enclosures)



200 Lakewood Blvd. • Park Forest, IL 60466
708-748-4701 • 708-748-1863 Fax

Clifford R. Butz, Chief of Police

**ANNUAL POLICE PENSION FUND TAX LEVY REPORT
TO THE VILLAGE BOARD
FOR THE FISCAL YEAR ENDING June 30, 2014.**

To the Village Board of the Village of Park Forest:

Pursuant to Section 3-143 of the Illinois Pension Code (40 ILCS 5/3-143), the Board of Trustees of the Park Forest Police Pension Fund (the "Fund") hereby presents its report of the condition of the Fund at the end of its most recently completed fiscal year as follows:

1. Actuarial Value of assets held by the Fund at the end of the fiscal year: \$19,630,307
2. Estimated receipts during the next succeeding fiscal year from deductions from the salaries or wages of police and all other sources: \$335,730.
3. Estimated amounts necessary during the next fiscal year to meet the annual actuarial requirements of the Fund as provided in Sections 3-125 and 3-127 (40 ILCS 5/3-125 and 3-127) as determined by Timothy W. Sharpe, Actuary: \$1,330,708.
4. Total net income received from investment of assets along with the assumed investment return and actual investment return received by the Fund during its most recently completed fiscal year, compared to the total net income, assumed investment return, and actual investment return received during the preceding three fiscal years:

	<u>Fiscal Year 11</u>	<u>Fiscal Year 12</u>	<u>Fiscal Year 13</u>	<u>Fiscal Year 14</u>
Net income received from investment of assets:	\$1,397,967	\$403,349	\$518,047	\$1,578,193
Assumed investment return:	7.0%	7.0%	6.75%	6.75%
Actuarial Report actual investment return:	8.26%	2.23%	2.86%	8.79%

5. Total number of active employees who are financially contributing to the Fund: 42.

6. Total amount of benefits disbursed by Fund during the fiscal year:

i.	Retirement Pensions	<u>24</u>	recipients	\$ 1,420,559
ii.	Disability Pensions	<u>5</u>	recipients	\$ 234,749
iii.	Survivor and Children Pensions	<u>7</u>	recipients	\$ 233,476
iv.	Terminated Vesteds	<u>4</u>	recipients	\$ 89,016
TOTAL:		<u>40</u>	recipients	<u>\$ 1,977,800</u>

7. Funded ratio of the Fund as determined by the Actuary: 52.0%.

8. Unfunded liability of the Fund as determined by Actuary: \$18,112,322. The accrued liability is the actuarial present value of the portion of the projected benefits that has been accrued as of the valuation date based upon the actuarial valuation method and the actuarial assumptions employed in the valuation. The unfunded accrued liability is the excess of the accrued liability over the actuarial value of assets.

9. A copy of the Fund's current investment policy under the statutory investment restrictions imposed on the Fund is available upon request.

A copy of the actuarial report prepared by Timothy W. Sharpe at the direction of the Park Forest Police Pension Fund was previously distributed.

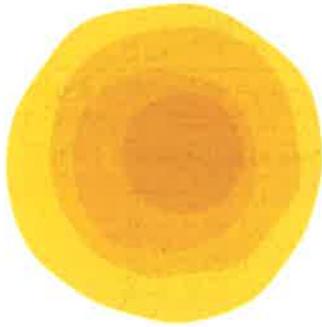
These certifications are made by the Police Pension Board of Trustees this 27th day of October, 2014.



Chris Mannino
President, Board of Trustees
Park Forest Police Pension Fund



Todd Beilke
Secretary, Board of Trustees
Park Forest Police Pension Fund



it's a new day @

Park Forest Public Library

400 Lakewood Blvd.
Park Forest, IL 60466
phone: 708.748.3731

October 17, 2014

TO: Tom Mick
Village Manager

FROM: Barbara Byrne Osuch
Library Director

SUBJECT: 2014 Tax Levy

The Park Forest Public Library Board of Trustees approved the proposed 2014 tax levy on October 16, 2014.

The requested levies are:

GENERAL PROPERTY (2% increase over extended)	<u>\$1,950,999</u>
The General Property Levy now includes:	
Audit	(\$5,780)
IRMA Liability/Workman's Comp.	(\$81,949)
Building/Maintenance	(\$53,020)
IMRF (2% over actual)	91,731
FICA (extended levy)	59,357
TOTAL LEVY	\$2,102,087 *

* This number reflects a 0% increase from the 2013 Gross Tax Levy Extension.
If you require any further information, please contact me.

cc: Mary Dankowski
Village Finance Director

VILLAGE OF PARK FOREST
PROPERTY TAX LEVIES AND COLLECTIONS
LAST TEN YEARS
JUNE 30, 2014

Tax Levy Year	Taxes Levied for the Fiscal Year*	Collected within the Fiscal Year		Collections in Subsequent Years	Total Collected to Date	
		Amount	Percentage of Levy		Amount	Percentage of Levy
2003	8,451,811	3,414,397	40.40%	4,678,278	8,092,675	95.75%
2004	9,267,508	3,339,232	36.03%	5,490,584	8,829,816	95.28%
2005	10,194,911	4,274,410	41.93%	5,344,518	9,618,929	94.35%
2006	10,736,969	4,584,244	42.70%	5,790,549	10,374,792	96.63%
2007	11,511,844	4,885,132	42.44%	6,011,124	10,896,256	94.65%
2008	12,288,123	5,038,413	41.00%	6,472,730	11,511,144	93.68%
2009	13,153,576	5,702,248	43.35%	6,651,551	12,353,799	93.92%
2010	13,937,332	6,391,471	45.86%	6,739,929	13,131,399	94.22%
2011	14,665,283	6,542,547	44.61%	7,290,714	13,833,261	94.33%
2012	15,503,910	6,903,387	44.53%	7,390,693	14,294,080	92.20%
2013	16,170,565	6,554,091	40.53%	-	6,554,091	40.53%

Source: Cook and Will Counties Clerks' and Assessors' Offices

*Note: This schedule includes the Total Tax Levy Extension -- Village and Library. Taxes levied represent the prior calendar year's tax levy. (i.e. data presented for the Fiscal Year ended June 30, 2014 is based on the 2013 tax levy.)

MEMO

Date: October 24, 2014
To: Mayor John Ostenburg
Board of Trustees
From: Roderick Ysaguirre – Director of Public Works/Village Engineer
RE: The Department of Public Works Financial Update

The following is an update to various projects and/or issues currently being handled by the Department of Public Works. The current status and finances are presented here. The funds for the following projects are Motor Fuel Tax Fund, Sewer Fund, Water Fund, Parking Fund, and General Fund/Additional Projects.

MOTOR FUEL TAX FUND

Motor Fuel Tax Fund Description, Process, and Trends

DPW uses MFT funds for eligible annual maintenance projects and eligible day labor maintenance expenses. These maintenance projects include pavement rehab, pavement marking, street sweeping, curb side vegetation control, and street signing. DPW also uses MFT Funds for contractual traffic signal maintenance, salt and calcium chloride purchases, street lighting materials, and electricity costs. MFT funds are also used by the Village to fund work related to capital projects such as the Design Engineering, Construction, and Construction Engineering and/or used as a source of Village cost participation for eligible capital projects.

Every month, the Village receives an allotment of Motor Fuel Tax (MFT) funds from the State of Illinois. The amount of MFT funds allotted to Park Forest is based on Village population and the amount of gas purchased throughout the state. The allotments are deposited/recorded into an unobligated account where the funds wait for approval to be expensed. When the Village would like to use MFT funds for an eligible expense, the Village first must request the amount of funds to be used by Resolution, and when reviewed and approved by the State, that amount of funds are transferred/recorded to an obligated account on the Department of Transportation records and ready to be expensed. Allocated/obligated money that is not used during the maintenance year is reallocated back into the Village's unobligated balance which can be used for future expenditure. This process along with the monthly allotments is how DPW builds a reserve of the Village's MFT funds.

As shown on the 2010 census, the population of Park Forest has decreased from 23,462 to 21,975. DPW anticipated that this decrease in population would contribute to any decrease in MFT funds allotted for Park Forest. Village staff will continue to monitor for this and has attached a MFT Allotment Spreadsheet which shows the past and current trend.

The Local Government Component of Illinois Jobs Now is a six year program which provides a one-time supplemental allotment of MFT funds. This one time allotment increased the MFT fund by approximately 17% (\$134,447 for the current fiscal year). The Village received 6 out of the 6 supplemental allotments thus far. This increase in MFT allotment brings MFT funding back to levels the Village was receiving in FY04 which was around \$674,151 dollars. See attached MFT Allotment Spreadsheet.

In July 2014, a new state capital construction bill was signed and invests 1.1 billion in road and bridge projects. \$100 million of it, will go to municipal and township governments to improve infrastructure at the local level. DPW does not know how much allotments may be and/or how allotments will be provided. DPW believes allotments will be similar in amount and disbursement as the previous Illinois Jobs Now program.

Salt

The purchase of salt is one of the bigger maintenance expenses in the MFT fund and has taken a larger portion of the MFT allotment in past years. The Village participates and utilizes the State of Illinois Joint Purchase Agreement for road salt. Under this agreement, the State solicits bids for salt and awards a lowest bidder. The quantity of salt to be supplied includes an amount projected and requested by the Village. Under this agreement, there is a minimum/maximum purchase clause. The following is a recent summary:

Snow Season	Unit Price per Ton (\$)	Tons Purchased	Total Spent (\$)
2008/2009	\$103.47 (Morton)	470	\$ 48,630.90
	\$155.58 (N.American)	<u>1330</u>	<u>\$ 206,921.40</u>
		1800 Total	\$ 255,552.30
2009/2010	72.54 (Morton)	2277	\$ 165,173.58
2010/2011	58.67 (Morton)	2274	\$ 133,415.58
2011/2012	58.67 (Morton)	1688(min purchased)	\$ 99,034.96
2012/2013	49.93 (Morton)	983 (min purchased)	\$ 49,081.19
2013/2014	49.93 (Morton) Contract renewal	2048.74 (max purchased)	\$ 102,293.59
2014/2015	109.94 (Morton)	2623 (requested)	\$ 228,230 (budgeted)
	New Contract	2098 (min)	\$ 230,654 (min)
		3148 (max)	

Prior to the 2008/2009 season, salt was less than \$40 per ton and that included delivery to the Public Works Yard.

Due to the mild 2011/2012 snow season, DPW did not utilize much salt, but still was required to purchase the minimum purchase amount as required by the Joint Purchase Agreement. The

salt purchased was stock piled, covered, and stored for the 2012/13 season. For the 2012/13 season, DPW again only had to purchase the minimum amount of 983 Tons. DPW again stock piled, covered, and stored the unused amount. The 2013/2014 season was a heavy winter. DPW purchased its maximum 2040 tons allowed and has finished the season with approximately 150 tons to begin with this upcoming snow season.

For the upcoming 2014/2015 snow season, DPW re-solicited bids through the IDOT Joint Purchase Requisition under the same terms and conditions. DPW requested 2623 tons. The Village’s requisition contract will require that the Village purchase a minimum of 80% of the Village’s requested amount and a maximum of 120%. Morton Salt of Chicago will be the Village’s supplier at a unit cost of \$109.94 /Ton. The unit price has more than doubled. DPW budgeted \$228,230 for this fiscal year for salt which is \$2,424 below the minimum required to be purchased.

Salt Dome

DPW recently completed the construction of the Village’s new salt dome. DPW solicited Requests for Proposals and awarded the contract to Bulk Storage of Beecher, IL in the amount of \$213,840.

This project consisted of the construction of a 72 foot diameter geodesic dome structure with 8 foot walls with a rated capacity of 2,510 tons. Upon further discussion with contractor, 2,134 tons is more of what is usable based on our current operations. This usable amount is approximately one snow season worth of salt used based on past history. The Village is now in a position to purchase and store a large amount of salt when prices are favorable. \$280,000 has been included in this year’s Budget for this work.

DPW recently received notification of a Department of Commerce and Economic Opportunity (DCEO) Grant Appropriation for \$150,000 dollars for general infrastructure. Since this project is planned to be funded by General funds, DPW sought to apply this grant to aid in covering these costs. DPW submitted a grant survey outlining the project plans for this grant allocation, plans were approved and project reporting has begun. Below is a breakdown of costs to date:

Item	Original Amt.	Paid to Date Amt.
Salt dome	\$ 187,950	\$ 155,500
Asphalt pad	\$ 25,890	\$ 25,890
Grading		\$ 4,680.70
Contingency 30%	\$ 64,152	\$ 3,266.50
Total	\$ 277,992	\$ 189,337.20

North Street Resurfacing

In January 2012, the Village was notified of a tentative approval of an Illinois Commerce Commission EJE Mitigation Grant to resurface North Street from Orchard Drive, west to the Village Limit. This grant covered 90% of the construction expenses with the Village needing

to fund 100% of Design and Construction Engineering expenses for this project. Construction Engineering was completed by Village Staff. Gallagher Asphalt Corp. of Thornton, IL was the lowest bidder in the amount of \$232,484.31. This project was completed and consisted of surface removal, pavement patching, spot curb and gutter replacement, resurfacing and pavement markings. The current estimated costs for this project are as follows:

	Federal Share 90%	Village Share 10%	Total	Status
Preliminary Engr	\$ 0	\$ 0	\$ 0	N/A
Design Engr *	\$ 0	\$ 30,000	\$ 30,000	\$ 30,000 Completed
Construction (Estimated)	\$ 252,000	\$ 28,000	\$ 280,000	
Construction (As Bid)	\$ 209,235.88	\$ 23,248.43	\$ 232,484.31	\$ 150,629.56 Paid to date
Construction Engr *	\$ 0	\$ 0	\$ 0	N/A
Total	\$ 209,235.88	\$ 53,248.43	\$ 262,484.31	\$ 180,629.56

* 100% Village cost responsibility

Bicycle Pavement Markings

Bicycle lanes were incorporated in the reconstruction of Orchard Drive. To build on this, the Village sought to expand bike ways along Lakewood Blvd to Blackhawk Drive and Blackhawk Dr., south to Monee Rd. and was able to obtain funding through the Congestion Mitigation and Air Quality (CMAQ) Improvement program. A Coordination meeting was held with IDOT where design discussions took place. Village staff will perform the design and construction engineering for this project. This project will also have an education component to encourage alternative modes of transportation. Below is a breakdown of estimated costs.

	Federal 80%	Local 20%	Total	Status
Preliminary Engr	N/A	N/A	N/A	N/A
Design Engr	\$ 8,586	\$ 2,147	\$ 10,733	In Progress
Const. & Const. Engr & Imp.	\$ 99,454	\$ 25,613	\$ 128,067	
Total	\$ 108,040	\$ 27, 760	\$ 138,800	

Lincoln Hwy. (Route 30) Landscape Enhancement – ITEP Project

The Village is scheduled to receive Illinois Transportation Enhancement Program (ITEP) funds to improve the appearance along the Lincoln Highway Corridor. This project originally consisted of removing the existing wooden fence along with the unwanted shrubs and trees on the Village side (South) of Lincoln Highway. The area will then be landscaped with desirable plants that will act as a natural screen for the homes that back along Lincoln Highway. The Lincoln Highway Corridor Streetscape fund commitment was not to exceed \$117,840. The Village match would be \$29,450.

The Village received a Notice of Approval for additional ITEP funds to continue this enhancement project from Orchard Dr. to the Eastern Village limit. DPW started inquiry and discussion with the Deputy Director of Transportation and Infrastructure at SSMMA for options regarding the possibility of combining the funds from the first award to complete this project as one complete project. DPW has received approval to combine the ITEP funds, as well as, proceed with a scope change to include a sidewalk from Orchard Drive to Indiana St. IDOT rejected the Village’s request to include the replacement of the wooden fence with these funds. Therefore, any design and construction costs related to this fence will need to be fully funded by the Village. For example, \$10,000 dollars in additional engineering services was needed to survey property lines to properly locate this proposed fence. This work was charged to the Village General Fund and construction costs related to this fence will be charged to the General Fund as well. \$150,000 dollars has been budgeted for this work. Federal Cost Participation Agreements and Engineering Services Agreements have been signed and approved by IDOT for the Design phase to begin. A Phase I and Phase II kick off meeting with IDOT was held on October 23. The targeted letting date for this project is April 24, 2015. Below is a current estimated breakdown of costs and status.

	Federal 80%	Local 20%	Total	Status
Design. Engr	\$ 47,600	\$ 11,900	\$ 59,500	\$ 11,733.93 paid to date, work is in progress.
Fence Design		\$ 10,000	\$ 10,000	
100% Village cost				
Construction	\$ 431,200	\$ 107,800	\$ 539,000	Estimated
Fence Const.		\$ 150,000	\$ 150,000	Estimated
100% Village cost				
Const. Engr	\$ 55,037	\$ 13,759	\$ 68,796	Estimated
Grand Total	\$ 533,837	\$ 293,459	\$ 827,296	Estimated

Illinois Street (Western Ave. to Orchard Dr.) and Indianwood Blvd. (Sauk Trail to Monee Rd.) Improvements

These are two new Federal Aid Route roadways that have been made eligible for federal aid funding. DPW recently submitted an application to the South Suburban Mayors and Managers Association Technical Advisory Group (TAG) Committee for review, funding planning, and recommendation to the Transportation Committee for inclusion into the Multi Year Program (MYP). The Village requested that Indianwood Blvd (Sauk Trail to Monee Rd) be included in the FY 15 program and that Illinois St (Orchard Dr. to Western Ave.) be included in the FY 18 program. The Federal Fiscal Year is Oct. 1.

In 2012, the Transportation Committee agreed to provide 80% federal STP funding for highway projects during FFY 2013 and 2014. TAG discussed whether to let that policy expire at the end of 2014 and return to 70%, but will recommend to the Transportation Committee to continue it for 2 more years.

DPW will seek to add Westwood Dr. (Sauk Trail to Orchard Dr.), South Orchard Dr. (Sauk Trail to Monee Rd.), Shabbona Dr. (Sauk Trail to South Orchard Dr.), Indiana St. (Lincoln Hwy. to East Illinois St.) to the Federal Aid system at a future time.

Funds are being accumulated in the MFT fund for matching dollars. This effort has been enhanced by transferring Day Labor, Equipment, and Sidewalk costs to the General Fund.

Update: No major update at this time.

Other Projects

Village pavement marking is scheduled for next spring. Work is to be done on Village collector streets. This project will address areas of most need.

Village Street Sign Project is still in progress. DPW has a blanket replacement plan identified and has completed an initial survey of all Traffic Signs. DPW's next step is to GPS sign locations and create contract documents for IDOT review.

SEWER FUND

A major change has happened in the Sewer Fund, effective with the current budget. All storm sewer work will now be funded by the village's Sewer Fund instead of by General Funds. This will allow for much needed work on the storm sewer system. This also opened up funding in the General fund where DPW is looking to begin additional roadway improvement projects.

In 2005, Thorn Creek Basin Sanitary District implemented a plan to District wide wet-weather related issues. One component of the plan was to implement an Inflow and Infiltration (I&I) limit program on communities which deliver sanitary flows to the District for treatment. In July 2013, the Village was notified by Thorn Creek Basin Sanitary District of its immediate

dismissal of its Inflow and Infiltration Compliance Ordinance and the Village’s requirement to meet this ordinance.

The District states that USEPA has begun to implement active, direct oversight and enforcement of municipal sewer system owners, therefore, eliminating District involvement. DPW thus anticipates the EPA will soon begin to oversee I&I operations of the communities that were under the District’s I&I ordinance.

DPW will continue with its I&I investigation and remediation efforts as well as, work to comply with any applicable regulations and/or requirements such as The Clean Water Act and programs such as Capacity, Management, Operation, and Maintenance (CMOM) which purpose is to reduce sanitary sewer overflows (SSOs). With proper planning and remediation, the Village may continue to remain in good standing with the EPA. Funds are budgeted annually to clean and televise sewers, to perform I&I analysis, to perform contractual maintenance, to line sewers, and to perform manhole rehab or replacement.

By continuing this work, this can be seen as a sustainable effort. If the Village can reduce the amount of rain water into the sanitary system this would aid the Sanitary District in not having to treat excessive flow which comprise of all this additional rain water.

USEPA Special Appropriations Project (SAP)

The Village was notified that it was the recipient of a USEPA Special Appropriation Project (SAP) grant for sanitary sewer infrastructure improvements. This grant was for \$500,000 and was a 55/45 match. The USEPA received a 3% administration fee that reduced the maximum grant amount to \$485,000 with a Village match of \$396,818 for a total project cost of \$881,818.18. DPW completed a Qualifications Based Selection Process to select an Engineering Services firm for this project. DPW received 8 Statements of Qualifications and interviewed the top 4 candidates. Baxter and Woodman was selected for this project. This project is to be completed in two phases. Phase I consisted of cleaning and televising, lining, and manhole rehab. This work was completed by InsituForm Technologies USA from a bid of \$ 497,890.40. To date, all pay estimates for Phase I have been submitted to USEPA for reimbursement. Bids for Phase II were opened on October 2 with InsituForm Technologies USA being the one and only bidder at a bid price of \$ 238,840. Phase II will use the remainder of USEPA SAP funds and consist of lining village sanitary sewers along Sauk Trail. The following is the current expenses for this project.

	SAP Grant	Village share	Total	Status
Design Engr	\$ 31,240	\$ 25,560	\$ 56,800 Estimated	In Progress
Construction	\$ 418,780	\$ 342,638	\$ 761,418 Estimated	In Progress
Construction Egr	\$ 34,980	\$ 28,620	\$ 63,600 Estimated	In Progress
Total	\$ 485,000	\$ 396,818	\$ 881,818	Projected

Payments (to date)	\$ 310,499.16	\$ 254,044.76	\$ 564,543.92	In Progress
Balance			\$ 317,274.08	

Storm Water Management

The Metropolitan Water Reclamation District of Greater Chicago (MWRDGC) is now tasked to oversee storm water management for all of Cook County. MWRDGC developed the Cook County Storm Water Management Ordinance to regulate construction projects and development within Cook Co. There is a provision that allows municipalities that have corporate limits in Cook Co. as well as in a collar county, the choice to adopt a storm water management of either county. Park Forest currently adopted the Will County Storm Water Management Ordinance and advised the Village Board to opt out of CCSWMO and continue with the WCSWMO. Upon comparison of the two, the Cook Co. ordinance was more restrictive to projects and developments, therefore possibility negatively impacting future development within the Village. The Will County Storm Water Management Ordinance is still subject to revisions and updates and may one day equal that of the Cook County Ordinance.

Pollution Discharge Elimination System (NPDES)

A potential issue that may require funds in the future will be for National Pollutant Discharge Elimination System, (NPDES) related projects. DPW continues to budget funds for any expenses or changing regulations related to this issue.

Future Storm Sewer Issues and Projects

Previously DPW made efforts to encumber monies to build up a fund balance to fund major storm sewer projects. In past budgets, there was no specific funding mechanism for this component of the Village’s infrastructure. DPW plans for these projects in the 5 Year Capital Plan and relied on General Funds to fund these projects. The Board recently approved the funding of storm sewer projects from the Village’s Sewer Fund. This move has now provided a funding source for this work. The following are major Capital Plan projects that will need to be addressed.

Project	Cost	Status
Replace corrugated metal pipe in West Drainage Way (Krotiak Pk to Westwood Dr.)	\$ 350,000	Recently cleaned and televised. Improvement options TBD.
Replace corrugated metal pipe in East Drainage Way (Krotiak Pk to Westwood Dr.)	\$ 475,000	Recently cleaned and televised. Improvement options TBD.
Thorn Creek Subdivision Storm Water Management	\$ 380,000	Needs to be budgeted.

Improvements		
Clean Drainage Ditch from Rich East to Lakewood Blvd.	\$ 100,000	Needs to be budgeted.
Clean Drainage Ditch from Lakewood Blvd. to Western Ave.	\$ 100,000	Needs to be budgeted.

WATER FUND

Discolored Water

The Board is aware of the recurring inconvenience of discolored water to water quality. This discoloration is caused from loose iron based sediment from the internal corrosion of the unlined cast iron distribution mains. Iron oxide builds up over time and when disturbed, it breaks up and discolors the water. Through time, this sediment will settle and the water will run clear. DPW has performed periodic hydrant flushing, performed a more thorough Uni-directional flushing project, performed water main replacement projects, and performed a desktop analysis all in efforts to investigate and reduce the reoccurrence of discolored water. DPW is still researching other methods. This work needs to continue if the Village is going to move forward in relief of this issue. The iron oxide within the distribution system will continue to build as time passes. Therefore, at a minimum, DPW needs to continue to flush its mains periodically and relieve the distribution system of this loose material.

DPW has met with industry representatives and researched the possibility of reintroducing a blended phosphate into the water supply to control corrosion, water quality control, and biofilm development control. The addition of phosphates into the water supply was done with the old water plant. This may help with the reduction of discolored water complaints. DPW has performed research and has identified numerous water utilities that use phosphates as part of their water treatment. DPW completed an IEPA permit application in order to add phosphates into the water treatment process. The permit requested was submitted and awaiting approval.

Water Main Breaks Village Wide

The following is an update on the number of water main breaks this year and recent past years.

Calendar Year	2014	2013	2012	2011	2010	2009	2008
# of Water Main Breaks Repaired	79 to date	133	201	167	111	82	154

To date, DPW has repaired 79 water main breaks (this projects out to 105 breaks for the current calendar year). 201 water main breaks in one year is the highest recorded in recent years. Around this time last year, staff repaired 89 main breaks. DPW anticipates additional breaks throughout the rest of this year. Monies spent for water main break are for labor hours, equipment usage, materials, various restorations, and at times, cost to private contractors.

Hydrant Flushing

In past years, Village crews performed hydrant flushing twice a year. This consisted of three nights and the Village divided in three areas. This did not complete a thorough flushing effort as the time frame and results of effort did not produce the desired results. DPW contracted with ME Simpson to perform a Uni-Directional Flush program and supply the Village with a survey and log of flushing operations for Village crews to re-perform uni-directional flushing in the future. In order to perform a complete Village wide flush, a dedicated crew and approximately 1-2 months of time needs to be allotted. At this time DPW is performing scaled down versions of the uni-directional flushing. Dead end mains and areas that have a recurring frequency of discolored water have priority. A recent Village wide flush was completed at the end of October. This will be an ongoing maintenance responsibility for DPW.

Water Plant Maintenance

In the recent months, DPW Water Plant staff have been dealing with some major water plant maintenance projects. The items dealt with were the first time these issue arose since the water plant went online in 2007/2008. Below is a list of major maintenance projects:

1. New chlorine tanks
2. Replace east and west bearings and balancing for both water treatment softeners
3. Kaiser air compressor requires repeated maintenance
4. The blow down tank needs major cleaning out of lime sludge
5. Lime press needs alignment

These projects have required significant funds to maintain and may be reflected in year-end expense totals.

Water Main Replacement and Improvements

The Village Board recently approved an increase in water rates to fund another 2 million dollar water main replacement and improvement project. The purpose of the rate increase was to provide a mechanism to fund operations and pay back a \$2,500,000 bond issued for an IEPA Loan to design and replace approximately 2 miles of water main. DPW entered into a \$ 25,000 Engineering Services Agreement with Baxter and Woodman Consulting Engineers for loan application assistance through the Public Water Supply Loan Program (PWSLP) and to update the Village's Water System Model for this work. The loan will be a 20 year term at a rate of approximately 2%. This application was submitted and awaiting approval.

In 2012, the Federal Government gave the IEPA \$1 billion in funds to add to the loan program through the Clean Water Initiative, increasing the chances of loans funds to be available. Current water rates have been increased to \$12.77. The Board approved a five year plan for water rate increases to fund two \$2,000,000 dollar water main replacement projects. This amounts to approximately 4 miles of new water mains. DPW is reviewing an Engineering

Services Agreement with Baxter and Woodman to begin Survey and Design work and is working toward combining both projects into one larger endeavor. This approach would save the Village on a number of levels including engineering design and construction support, interest rates and costs related to labor and material. DPW is looking into completing a more thorough roadway improvement in conjunction with this project by replacing the remaining roadway with General Funds. If the roadways where new water main is installed are in poor condition, DPW will seek to replace the entire road. If roadways are not in poor condition, DPW will only perform the pavement patch, and utilize the funds elsewhere and/or complete curbs in addition to roadway work. DPW is still in process of evaluating for this work. Work will consist of the water main replacement at approximately 22 locations throughout the Village.

Water Main Lining

DPW worked with Baxter and Woodman Consulting Engineers on a pilot water main lining project along Central Park Ave. and Sangamon Street, from Sauganash St to Shabbona Drive. This process involved rehabbing existing water mains by insertion of a cured in place pipe liner. Through this lining process, DPW anticipated costs savings as compared to open cut methods, in the areas of design, construction, and construction engineering. Bids were opened in February and construction was completed this past spring/summer. FerPal Infrastructure was the contractor for this project. Prior to construction, DPW coordinated a neighborhood meeting to discuss this project and the logistics and coordination with all residents affected by this project. If the Board recalls, in order to complete this project temporary water services lines were connected to each home through an outside spigot. During this time water service was supplied free of charge since the water is bypassing the water meter.

This project was successfully completed and the following is the breakdown of estimated savings of Open Cut method versus CIPP Lining and final costs for this project.

	Open Cut	CIPP Lining	Original Amt.	Status
Design Engineering	\$ 25,000	\$ 19,000	\$ 19,000	\$ 19,226.52
Construction	\$ 345,000	\$ 273,000	\$ 287,703.50 (Bid Price)	\$ 237,495.78 (Paid to date)
Construction Engineering	\$ 40,000	\$ 28,000	\$ 28,000	27,939.97 (Paid to date)
Total	\$410,000	\$ 320,000	\$ 334,703.50	\$ 284,662.27

\$90,000 savings

During the course of this work staff did not see the savings as initially projected. In the short term lining may not be as financially advantageous as initially discussed. However in the long term as more contractors enter the business DPW will again revisit this method.

Water and Sewer Mains in Multi-Family Areas

When the Village was first built, potable water was supplied to residents by a 2 inch water main that was installed through the foundation walls of the basements throughout the Multi-Family Areas. The Village has maintained these mains over the years since that time. The Village has met with the Multi-Family Areas and sought to provide a proposed agreement with exhibits that redefines maintenance responsibility of these 2 inch water service lines which are not on public property. This effort is ongoing. To date, Pangea, which is the owner that took over Thorn Creek Town Homes and a portion of Glen Arbor Condominiums (Courts G and H), has taken ownership and maintenance responsibility of these 2 inch mains that service their properties. Areas B, E and J have all entered into maintenance transfer agreements and have taken ownership and maintenance responsibility of these 2 inch mains that service their properties. DPW and the Village Manager recently met with a representative of Lincolnway Management and a member of the Glen Arbor Board, to discuss this topic.

On an additional note, maintenance of sanitary sewer mains is becoming an issue similar to these water lines. These sewers are on private property and accessibility is a challenge. A maintenance transfer of this utility may be of interest for the Village to discuss.

PARKING FUND

Parking usage is low ever since Metra and Canadian National completed station improvements. Usage has been especially low at the 211th St. Metra Station Parking Lot. When the lot was reopened, usage dropped to approximately 1/3rd. DPW made recent efforts to promote the lots and revamp usage of these lots. Staff offered a 1 month free parking customer appreciation campaign in August to promote awareness and appreciation to potential and current customers. This effort was advertised in the Star Newspaper, Village Website, signs were placed at the lots, and directional signs were placed throughout the Village. This campaign was not as successful as hoped. Lot usage increased approximately by 30 vehicles in each lot. Recent counts after the free month shows

	211th St Lot	Matteson Lot
Bench Mark – 7/25/2013	146 cars	242 cars
Highest one day count	208 = 62 over bench, Tuesday Aug, 20	315 = 73 over bench, Wednesday Aug, 28
Average daily count	181 = 35 over bench	275 = 33 over bench
Recent count average after promotion	170 = 24 over bench	265 = 23 over bench

	Increase of 16.4 %	Increase of 9.5 %
Spaces Available	440 spaces, 10 Handicap	555 spaces, 14 Handicap
	Less than half is being utilized.	Less than half is being utilized.

A recent one day count has shown that usage at Lot 1 increased to 193 cars but Lot 2 has decreased back to around 240. Beginning with the current budget, DPW increased the parking fees from \$1/day to \$1.25/day. This effort was made to make up for the decrease in usage and revenues needed for lot maintenance.

GENERAL FUND/ ADDITIONAL PROJECTS

Lester Road

DPW completed the reconstruction and resurfacing of Lester Road from Indianwood Blvd to Victory Drive. This project consisted of curb and gutter replacement and installation, sidewalk installation, new street lights, sewer installation, patching, pavement markings, milling and resurfacing and added green space. This project was designed and construction engineered by Public Works staff. This project will be funded by the Tax Increment Financing (TIF) fund. Below is a breakdown of current costs.

Item Engineer's Est. Contract Amt. Paid to Date

Lighting Design	\$	\$ 5,000	\$ 3,955
Testing	\$	\$ 7,138	\$ 1,512
Construction	\$ 374,845.63	\$ 335,851.85 (As Bid)	\$ 128,295.55
Subtotal	\$ 374,845.63	\$ 347,989.85	\$ 133,762.55
Contingency 18% of bid amt.		\$ 60,453.34	\$ 0
Total	\$ 374,845.63	\$ 408,443.19	\$ 133,762.55

DPW anticipates final cost to end up below contract amount.

MEMORANDUM

DATE: October 15, 2014

TO: Mayor Ostenburg
Board of Trustees

FROM: Hildy L. Kingma, AICP
Director of Economic Development and Planning

Sandra Zoellner, Assistant Director of Economic Development and Planning

RE: November 2014 Financial Update Meeting
ECONOMIC DEVELOPMENT UPDATE

Following is an update on the economic development and planning projects that are currently underway. Sandra Zoellner and I will be available to discuss these economic development activities in more detail and answer any questions at your Financial Update Meeting on November 15, 2014.

Leasing in **DownTown Park Forest** has been very healthy over the past six months. During that time, the Village has leased ground floor space to SPAA Theater, JK Loren Salon, Cindy's Nails, The Image Of, OAI, Inc/Park Forest Maker Space, and Dr. Covella/Podiatrist. Three new tenants have leased second floor space. Occupancy in the Village-owned buildings is currently 84%. This is the highest occupancy in the Village-owned DownTown buildings in the past 10 years. Sharon Bellino will be available to discuss DownTown leasing activities at the Financial Update Meeting.

Village Staff has worked closely with **Matanky Realty Group** to bring Country Squire II to Orchard Park Plaza. At the time of writing this memo, the new grocer is making electrical and other building upgrades to the property in order to open for business by the second week of November. The store manager used Dining on the Green recently to conduct hiring interviews, and has reported that all key, full-time positions are now filled.

The **Eastgate Neighborhood Redevelopment** plan contained within the Strategic Plan for Land Use and Economic Development continues to move forward with the help of grant funds that have allowed for the demolition of most of the blighted homes in the neighborhood. At the end of 2013, 59 homes had been demolished in Eastgate with the combination of a Delta Institute grant, a State CDBG-IKE grant, two Cook County NSP grants, and bank funded demolitions. An application has been submitted to Cook County for CDBG funding to demolish two Village-owned homes. The Illinois Housing Development Authority has approved a grant through their Abandoned Property Program to demolish five homes (see below). An additional nine vacant, blighted homes could be demolished if funds become available (see below).

The Village participated in a joint application with the South Suburban Land Bank and Development Authority (SSLBDA) and the municipalities of Richton Park, Midlothian, Sauk

Village, and Oak Forest to the **Illinois Housing Development Authority's (IHDA) Abandoned Property Program**. The Village's portion of the application included a request for funding to demolish five blighted, vacant homes. It also included a proposal to rehabilitate six vacant, foreclosed homes in the Village. The grant funding for rehabilitation is limited to exterior, code-related issues, so the SSLBDA will match the IHDA funding and complete the interior improvements so the homes can be sold to owner occupants. The SSLBDA was successful in receiving all the requested funding for each of the participating municipalities. Requests for proposals for demolition of the five homes will be issued by the Village before the end of 2014. The SSLBDA will manage the rehabilitation program under this grant.

IHDA has created a new program that makes funds available for demolition. The **Blight Reduction program** provides up to \$35,000 per house for acquisition, demolition/deconstruction, workforce development, and landscaping. The Village will be applying for these funds before the deadline in December. IHDA requires a partnership with a non-profit entity, and preliminary discussions have been held with OAI, Inc. regarding this partnership.

At this time, 19 vacant parcels, and two properties with blighted homes in Eastgate are **owned by the Village**. Demolition liens are filed on all properties included in any of the demolition programs, and a deed-in-lieu of foreclosure will be sought for all of them. Given the number of vacant parcels in the Eastgate neighborhood, the Plan Commission's 2014 Goals include a planning workshop to develop policy guidelines for the future redevelopment of this neighborhood. While this workshop probably will not occur in 2014 due to time constraints, the Plan Commission has met with the Cook County Forest Preserve District to discuss how the amenities in the Sauk Woods Forest Preserve can be made more accessible to the Eastgate neighborhood through enhanced bicycle and pedestrian access.

The Plan Commission has initiated a contract to work with a planning firm to prepare a market study and concept plan for future development of the **former Hidden Meadows** property. This work was initiated at the February 4 Plan Commission meeting. A public workshop was held on August 5 that included the Plan Commission, the Economic Development Advisory Group, and the Mayor and Board of Trustees. At that meeting, the consultant discussed the results of the market study and they facilitated a discussion about the draft concept plan (see attached). The concept plan and market analysis are now being finalized for a report to the Plan Commission, EDAG and Board of Trustees. A second public workshop will be held when the final report is ready.

At this time, two developers are working in Park Forest to **purchase and rehabilitate vacant, foreclosed homes and sell them to owner-occupants**. Mecca Companies was the Village's developer with the State's NSP3 program. Under that program, they purchased and rehabilitated four homes (5 E. Rocket Circle, 230 Indianwood Boulevard, 286 Westwood, 370 Westgate), two of which have been sold (230 Indianwood and 286 Westwood). Mecca is currently working with the State's CDBG-IKE program and has purchased one home in Park Forest that will be rehabilitated and sold to an income qualified buyer. A total of four homes can be purchased and rehabilitated with the CDBG-IKE funds. Tower Contracting, based in Markham, was chosen by the Illinois Housing Development Authority to be the developer for the Illinois Building Blocks program. They have purchased eight homes, two of which are already fully rehabilitated and sold

to homeowners. Tower has five additional homes under contract, which will commit all their funds in Park Forest. IHDA (the funding agency) reports that they expect the construction will be completed this winter and all the homes sold by spring 2015.

Over the past five years, **Habitat for Humanity** has purchased and rehabilitated 24 homes in Park Forest and closed on the sale of 15 homes to Habitat Partner Families and other income qualified home buyers. After the retirement of David Tracy, the former Executive Director, work at Habitat was put on hold while the organization goes through a restructuring. As a result, the remaining nine homes were transferred to Cook County or the State, based on the grant program through which they were purchased. These homes are currently listed for sale. Habitat for Humanity Board members have expressed their interest in becoming active in Park Forest again once the restructuring process is complete.

The **Illinois Building Blocks Pilot Program** also includes a homebuyer assistance program. Income qualified homebuyers can receive up to \$10,000 to assist with down payment and closing costs. To date, 28 families have purchased homes in Park Forest with this program, with an average purchase price of \$63,800. Fifteen of the homebuyers have incomes over 80% of the area median income (AMI), while the remaining 13 are below 80% AMI. The Community Relations Coordinator has developed a series of programs to introduce the down payment program and the home purchase/ rehabilitation program to area Realtors and prospective buyers. Staff also encouraged Realtors to place signage at qualifying properties and to add language to their listings to promote the program. These initiatives are intended to raise the awareness of Park Forest among both realtors and prospective home buyers.

In 2013, the Village submitted an application to Cook County to acquire 17 properties that have been tax delinquent for more than two years. The Village will acquire these properties through the **County's No Cash Bid Program**, which is an economic development tool designed to assist municipalities and other government jurisdictions acquire tax delinquent properties that are vacant, or vacant residential land, or properties used for commercial or industrial purposes. In early 2014, Cook County notified the Village that the bid for eight of these properties was successful, and tax certificates were issued to the Village. The Village successfully obtained the tax certificates for the remaining nine properties in May 2014. Village Staff has now begun the due process required to ensure that all owners, occupants, and interested parties are notified of the Village's intention to obtain a tax deed on the properties. This entire process typically takes 18 months, so the Village should have the tax deeds to these properties no later than the end of 2015. Expenses associated with the No Cash Bid process include attorney's fees, payment to the Cook County Sheriff to serve notice to all property owners, fees for title searches, and minimal acquisition (bid) expenses.

The Chicago Metropolitan Agency for Planning (CMAP) continues to work on a **comprehensive revision of the Zoning and Subdivision Ordinances**. To that end, CMAP staff has prepared a recommendations memo that has been reviewed by Village Staff and the Development Regulations Update Steering Committee. This memo was based on input received from a Steering Committee meeting in July 2013, 19 stakeholder interviews held in September 2013, a public workshop held in October 2013, and input received from a web-based survey tool which Park Forest residents and businesses were invited to complete. CMAP staff is now drafting the

revised ordinance language. The Village has also contracted with Terra Engineering to advise the CMAP team and Village Staff on detailed engineering issues such as street cross-sections, construction standards and storm water management to ensure that best practices and sustainability considerations are fully incorporated. CMAP staff reports that the draft Unified Development Ordinance should be ready for presentation to Village Staff by early in 2015.

The **South Suburban Land Bank and Development Authority (SSLBDA)** has received its initial funding from the Illinois Attorney General's National Foreclosure Settlement Fund. This has enabled the SSLBDA to begin acquiring properties and seeking developers for those properties. To date, the SSLBDA owns two properties in Park Forest, 406 Suwanee Street (a single family home), and 130 Warwick Street (a vacant residential lot). The SSLBDA also acquired 225 and 262 Allegheny Street (vacant residential lots) on behalf of the Village. Both properties have been transferred to the Village's ownership to further goals for redevelopment of the Eastgate neighborhood. The SSLBDA now have 12 municipal members, including Park Forest, Oak Forest, Blue Island, Richton Park, Sauk Village, Midlothian, Hazel Crest, Phoenix, Summit, Steger, Joliet, and Dolton.

The **Metropolitan Mayors Caucus** was awarded \$300,000 from the Illinois Attorney General's National Foreclosure Settlement Fund for a two year project to explore how code review and enforcement processes can be streamlined and made more consistent across municipalities, develop an inter-municipal database for tracking troubled properties (and their owners), create incentive programs to reward responsible landlord behavior, and publish a "best practices" manual on code enforcement and monitoring strategies. The Villages of Park Forest, Richton Park, South Chicago Heights, and the City of Chicago Heights are participating in the pilot program. With two home rule communities in the collaborative effort (Park Forest and Chicago Heights), it will also be a test of how home rule code enforcement powers can be transferred to non-home rule communities. At this time, the participating communities have agreed that the most beneficial inter-jurisdictional activity would be to have a shared administrative position that would be responsible for preparing code violation notices, filing liens, and doing similar paperwork. This would free the code inspectors to spend more time in the field. A larger group of municipalities is working on the shared database element of the project. More information will be provided to the Board as it progresses.

Throughout most of 2014, the Village has been working with **Heartland Housing** on their proposal for **Comfrey Place**, a 52 dwelling unit, workforce housing development that is proposed for the former Marshall Fields parking lot location. This development is also proposed to include an urban farm and a small orchard, as well as a commercial grade community kitchen. These amenities, all proven strategies implemented in other Heartland developments, create opportunities for education, job training and entrepreneurial activities, anchoring interdisciplinary community and economic development for Comfrey Place and Village residents, as well as the Chicago Southland more broadly. Earlier in the year, Heartland Housing had submitted a successful preliminary application to IHDA for low income housing tax credits. As a result, a final application was due to be submitted by the end of July of this year. Heartland chose, however, not to make that submittal because of a funding gap in the project that would have lowered the project's competitiveness. Since then, the Heartland staff has continued to seek other sources of funding to close this funding gap. Among the funding options they have explored are

New Market Tax Credits for the non-residential elements of the project, an affordable housing subordinate loan through CitiBank, and revisions to the site plan to reduce the footprint of the project and thereby reduce the construction costs. At this point, Heartland's goal is to resubmit a preliminary application to IHDA by the end of this year.

The Village, in partnership with the South Suburban Mayors and Managers Association (SSMMA) and the South Metropolitan Higher Education Consortium (SMHEC), recently won a competition sponsored by the Small Business Administration (SBA) for a \$50,000 grant from the Growth Accelerator Fund. These funds will be used to purchase the equipment and training to start a **Park Forest Maker Space** in the DownTown. Maker Magazine defines a "maker space" in the following way:

To describe them simply, makerspaces are community centers with tools. Makerspaces combine manufacturing equipment, community, and education for the purposes of enabling community members to design, prototype and create manufactured works that wouldn't be possible to create with the resources available to individuals working alone. These spaces can take the form of loosely-organized individuals sharing space and tools, for-profit companies, non-profit corporations, organizations affiliated with or hosted within schools, universities or libraries, and more. All are united in the purpose of providing access to equipment, community, and education, and all are unique in exactly how they are arranged to fit the purposes of the community they serve.

Makerspaces represent the democratization of design, engineering, fabrication and education. They are a fairly new phenomenon, but are beginning to produce projects with significant national impacts.

The equipment in the Park Forest Maker Space will likely include a 3D printer, a CNC router, a laser cutter, an electronics lab, and some machine shop equipment. The goal of the Maker Space will be to enable users to create prototypes of new products that can then be marketed for larger production and sale. The Maker Space will also provide a program of courses and workshops that will educate the members about production, marketing, patents, and other key issues involved in the manufacturing process. At this time, the Maker Space will be co-located with OAI, Inc., which will be a new tenant at 214 Forest Boulevard, because staff of OAI will be managing the Maker Space until funds are available to hire staff that can be dedicated to the project.

Park Forest staff coordinated a shared municipal booth for the 2014 International Council of Shopping Center (ICSC) Real Estate Convention (RECon), which draws 40,000 plus attendees. The 600 square foot booth, branded as **Select Chicago Southland**, was shared by Monee, Olympia Fields, Park Forest, South Holland, University Park, Calumet Park and Richton Park. Five of the communities hired a shared appointment scheduler, and shared 26 appointments with retailers, brokers and developers. The group has since expanded to include Blue Island, Calumet City, South Chicago Heights, Lansing, Midlothian and Steger. An 800 square foot Select Chicago Southland booth was part of the ICSC Deal Making event in Chicago in early October. Select Chicago Southland will also have a 900 square foot booth at RECon 2015.

The Village Manager has executed a Letter of Intent with Eco Fresh Urban Organic Farms to purchase **80 North Street** for \$750,000. The final sales and economic incentive agreement is

likely to include provisions to support a Cook County Class 8 property tax incentive, and a rebate of \$500,000 of the purchase price provided documented improvements are made to the building. The buyer is a start-up business that will operate a sustainable hydroponics facility to produce organic vegetables for the local business and consumer communities. The buyer has submitted an application for economic incentives, as described above, which will be considered by the Economic Development Advisory Group once all required documentation has been submitted and reviewed. Subsequent consideration by the Board of Trustees will follow the EDAG's recommendation.

In early 2014, the State of Illinois announced that new **Enterprise Zones** would be designated starting in 2015. Currently, there are 97 Enterprise Zones in the State, none of which include the Village of Park Forest. With the new Enterprise Zone designations, 97 zones will still be permitted and none of the existing zones are automatically approved. Because of the significance of this economic incentive to commercial and industrial developers, the SSMMA has hired a team of consultants to assist all interested municipalities in developing competitive applications for Enterprise Zones. Cook County has funded a large portion of the consultant costs, with each participating municipality contributing their share of the remaining costs based on the amount of land included within each zone. The Village of Park Forest is part of the Will/Cook Enterprise Zone application, which also includes the Villages of Richton Park, Matteson, Monee, and University Park. There are three other applications being submitted as part of the SSMMA efforts, all of which include multiple communities. The applications are due by December 31, so the Board of Trustees will be asked to consider an ordinance and intergovernmental agreement in support of the Will/Cook Enterprise Zone.

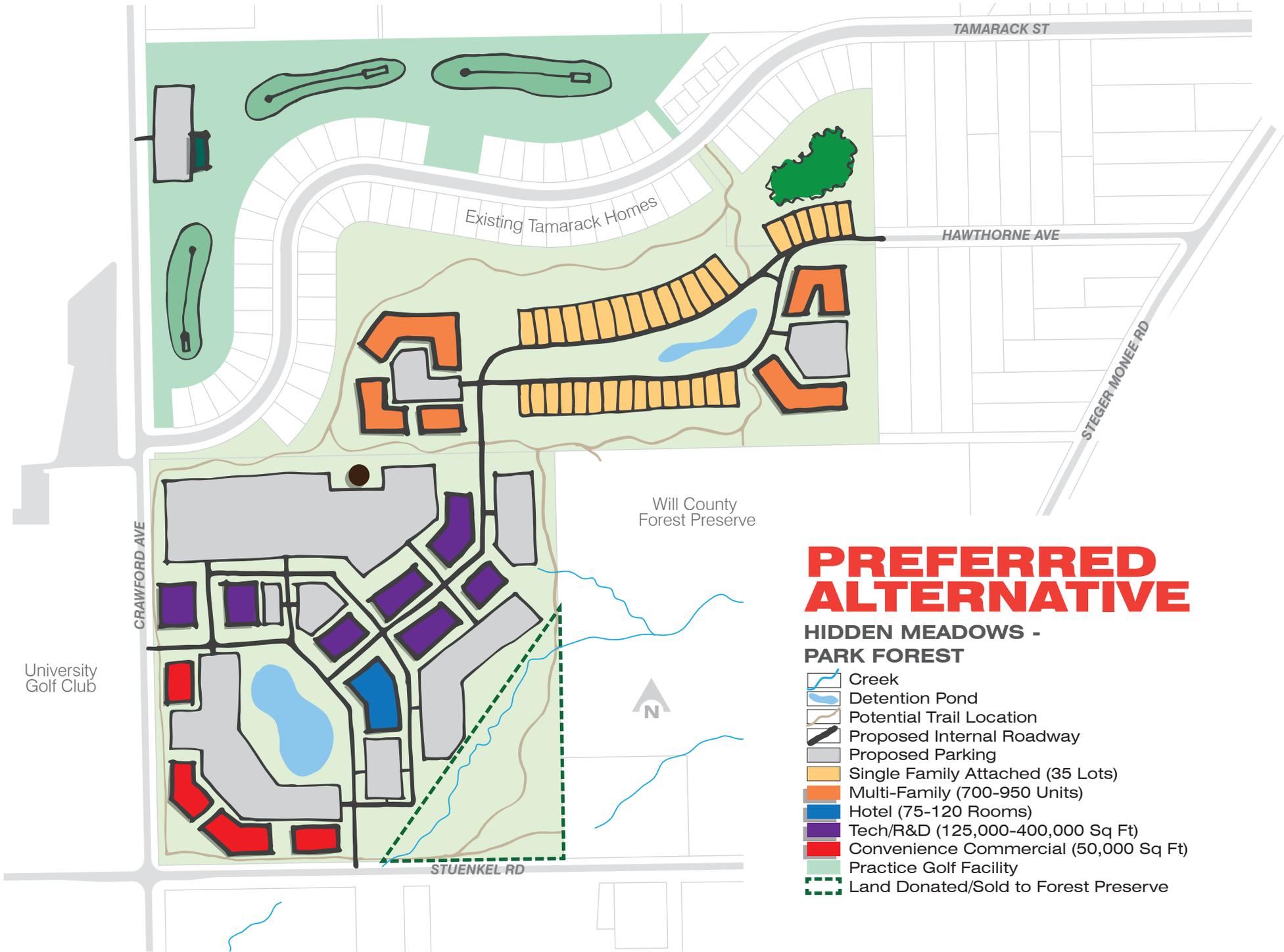
In 2013, the **Regional Transportation Authority** (RTA) awarded the Village a Local Technical Assistance (LTA) project to assess pedestrian and bicycle access and patterns within and near the Park Forest 211th Street Metra commuter parking lot. The goal of this project is to create an Access Improvement Plan to identify improvements to the pedestrian and bicycle connections between the commercial corners (Indiana Street to Olympian Way), existing residential neighborhoods, and the connection between the Park Forest parking lot and the station, platform, and bus turnaround entrances. It will identify opportunities for improved wayfinding and signage (for all pedestrians, cyclists and drivers); address ADA-type accessibility issues; suggest suitable improvements for the existing underpass at 211th Street (such as improvement lighting), and explore possible additional walkways and bikeways for the parking lot area. Recommendations from this study may be the premise for future grant applications or may result in suggestions that the Village can implement without additional funding. Because this project is being coordinated with the bicycle/pedestrian plan LTA that CMAP is undertaking for the Village, the RTA just began the planning process in late October. More detail on the project will be provided to the Board as it progresses.

The 2014-15 budget year kicked off with a family bowling night at Brunswick Zone (July 2014), which was offered to the first 50 people for a small fee. Residents were able to come with their families and intermingle with their neighbors. The Department goal is to coordinate several **community activities** designed to bring current Park Forest residents together, promote local businesses, and attract non-residents to the community, either as visitors or as prospective residents. The remaining activities held to date include a Renters Foreclosure Workshop partnered

with an Attorney with Chicago's Lawyers' Committee for Better Housing and the Good Egg Award (George K. Green, Ford Heights, and Fatima Yamout, Park Forest).

This year's **Wine & Chocolate Tasting** was a success. The Village partnered with the Village of Richton Park to allow for greater funding and marketing. The event, held in August, included local food vendors (including Richton Park vendors), dancing with radio personality and DJ Mike Love from Chicago's FM106.3, and a special guest performance by T.L. Williams. T.L. Williams started showcasing his Jazz talent during private shows at Freedom Hall, but now has music rotating on local radio stations with his hit song, "Getting Mo' Money than You." He is now opening for popular Jazz artists, such as Boney James and many more. People were getting the buzz around town as far as downtown Chicago. Residents look forward to attending this event.

Future events that will be held before the end of the fiscal year include, but not limited to, are: the Safe Halloween festivities in partnership with the Park Forest Police Department, Homeowner's Credit Building Workshop in partnership with Guarantee Bank, Annual Realtors Brunch, Park Forest Idols: Battle of the Suburbs, Black History Month program and the New Resident Month of Festivities.



PREFERRED ALTERNATIVE

HIDDEN MEADOWS - PARK FOREST

-  Creek
-  Detention Pond
-  Potential Trail Location
-  Proposed Internal Roadway
-  Proposed Parking
-  Single Family Attached (35 Lots)
-  Multi-Family (700-950 Units)
-  Hotel (75-120 Rooms)
-  Tech/R&D (125,000-400,000 Sq Ft)
-  Convenience Commercial (50,000 Sq Ft)
-  Practice Golf Facility
-  Land Donated/Sold to Forest Preserve

TO: Mayor John Ostenburg
Board of Trustees

FROM: Rob Gunther
Director, Recreation & Parks

DATE: October 24, 2014

SUBJECT: Six Month Update, Recreation & Parks

Emerald Ash Borer Status

This year 240 ash trees are scheduled for removal which will essentially complete the removal stage of the Village’s EAB Readiness Plan. The next phase will be tree replacements and staff will return to a scheduled maintenance program of the Village’s urban forest.

- Ash trees removed July 1 – Oct 22: ----- 128
Cost since July 1st: ----- \$63,083
Anticipated total number of trees removed between 2009 and end of 2015: ----- 1009
Number of ash trees remaining in Conservation Zone ----- 28

Early in the EAB infestation it was estimated that there were upwards of 2,000 public ash trees in the Village. This estimation was based on tree inventories completed in the north half of the Village and extrapolations made for the entire village. This assumption proved inaccurate. The north portion of the Village was built into the 1970’s and ash trees were the preferred tree; replacing the American Elm that was being devastated by the Elm Bark Beetle and Dutch Elm Disease. As it turns out, the American Elm was the predominant tree planted in the southern part of the village and ash trees predominated in the north part. This has become more apparent as removal work has moved into the southern part of the Village. Also, in general, the tree sizes seem to be somewhat smaller resulting in a lower overall cost.

The EAB Readiness Plan calls for a deliberate increase of species diversity of the Village’s urban forest. This will make for a healthier urban forest and minimize the effects of similar infestations and diseases to the overall tree population. Village Forester, Todd Cann, is updating the tree inventory and developing a planting list that will ensure maximum diversity as removed ash trees are replaced over the next several years. This list will also be biased towards native species. This inventory will also consider the condition of existing trees and include detailed plans for their long term maintenance and eventual replacement as that becomes necessary.

The night of June 30th the Village experienced a double derecho. This rare wind storm caused significant damage to both public and private trees. Damage to parkway trees included 19 trees that were uprooted and had to be removed and 10 trees with significant damage to tree limbs that required extensive pruning. This work cost \$8,554.00. Damage to park trees was less severe and was mostly limited to broken and downed branches. Parks crews spent a total of 242 hours in clearing parks and working with Public Works crews assisting with residential cleanup for total cost of labor and equipment (to R&P only) of \$4,673.00. One noteworthy observation is that there was significantly less damage to parkway and other public trees than to private trees. This is directly attributable to the Boards policy of proactive tree maintenance. These practices both remove hazardous limbs and opens the tree canopy, allowing winds to pass through with less resistance. Most of the catastrophic damage was to older trees that had outgrown their parkway space. This is

the main problem of larger trees in smaller planting spaces and will be avoided in the future with better species and planting location selections.

As the EAB crisis has passed in Park Forest and with the addition of Todd Cann to the R&P staff as Village Forester, allowing for more in-house maintenance work, it is expected that capital expenditure needs for urban forestry operations will be reduced. Some of the monies used for urban forestry operations and ash tree removal can be diverted to “Lifecycle” costs as Recreation & Parks focuses on updating the playgrounds and other amenities in the parks.

Lifecycle Status

The Board will recall a Saturday Rules meeting earlier this year, during which there was discussion of a memo on the lifecycles of parks and park facilities. This memo proposed a somewhat new approach to the Village’s parks in that Somonauk Park and Central Park would become destination parks with a more “natural play” approach. The proposal also includes removing equipment from some parks. The steps to accomplish this have been detailed in the Five Year Capital Plan. The Recreation & Parks Advisory Board has discussed this subject at length and is in agreement that this would be the better approach. Subsequently, staff consulted with Land Resource Management Group to develop a proposal and presentation plans that would be used to better describe the idea to the Board and to the public. The Recreation & Parks Board expects to be able to present these plans to the Village Board in the near future and to hold public meetings early next year. Next steps for this project would be the development of a master plan and application to the IDNR for an OSLAD Grant.

Programs and Services Cost Recovery

In concert with these lifecycle changes the Recreation & Parks Department has begun a review of its pricing of programs and services with the objective of establishing an updated cost recovery model. Traditionally, recreation & parks departments have relied on tax subsidies or attempted to “break even” when considering the proper price point for programs and services. The rationale for this approach harkens to the late-19th and early 20th Centuries when programs in working class and underprivileged neighborhoods were first instituted. These first programs were largely privately initiated and funded but as political pressure to provide these services grew in cities such as New York and Boston, government agencies began to assume responsibility for both operations and funding. Laws were enacted permitting Recreation & Parks Districts and public funding became the norm. All of this though, was structured within the urban context of providing programs and services to the working class neighborhoods and underprivileged (the wealthy had their own recreational outlets) and it was largely accepted that these would be subsidized with tax dollars. This model of funding recreation and parks works as long as there is a sufficiently large and diverse support base and is still the model for most urban agencies. As people began to move into the suburbs these same precepts and expectations of publicly supported recreation and parks migrated with them, but in a suburban setting this model is more difficult to sustain. More recently, providers of recreation and parks services are looking to offer a diverse range of programs and services that considers the overall community benefits in their pricing structure. For example, pricing for a participant enrolled in a highly competitive sports league, taking private lessons or on a group trip would look to recover, at a minimum, all of the costs associated with such a program as the benefits of participation are largely to the individual alone. Equally, the pricing structure for community wide events, after school and youth programs and instructional leagues might look to recover none or a small percentage of the costs as they are deemed to have significant community wide benefit. Between these extremes would fall all of the other programs and services, each deliberately priced to recover a predetermined percentage of costs. Ideally, pricing could be constructed such that some programs and services would

help to support those that needed the subsidies. This model requires deliberate thought and discussion as to the overall philosophy of cost recovery and deliberate decisions based on that philosophy.

The Recreation & Parks Department has largely looked to break even with its pricing structure but this review will determine more accurately its costs as well as examine the overall community benefits of its program offerings and services. Expected outcomes from this review will be a rational, community needs based philosophy of pricing and resource allocation that will both recover as much of the cost of providing services as possible as well as supporting those services, and amenities that have traditionally been available at lower or no cost. The intent is to also better support community programs that meet specific needs and provide services to those with a lesser ability to pay. The goal of this cost recovery model is to assure departmental sustainability through a logical and thoughtful philosophy that supports the core values, vision and mission of the department and the residents of Park Forest.

Teen Zone

Meeting from 3:00 to 6:30, Monday through Thursday the Teen Zone is proving to be one of the notable programs for the Recreation & Parks Department. Through the oversight of Adina McCollough (Ms. Adina) this program promises to address the void of youth programming identified by the Board in its strategic planning. Aside from teen centers associated with churches and a private venture in Tinley Park, there appears to be very few, if any other programs of this type focused on teens, in the south suburban region. As the Board is aware, this program began as a collaborative effort, spearheaded by the Park Forest Library along with the Recreation & Parks Department. Early-winter of 2014 the Teen Zone moved from the Park Forest Library and began meeting in the Village's Dinning on the Green banquet facility. It began slowly but had reached an average daily attendance of 25 – 30 teens by the time school let out in June. The program continued through the summer, meeting at the Park Forest Tennis and Health Club with an average daily attendance of 20 teens during the eight week program. Recreation & Parks was able to hire supplemental staff through a grant from the Illinois Department of Natural Resources; hiring three current or former Rich East Students.

This September the Teen Zone began meeting at the Rec Center. Through the summer staff had explored alternative locations including remaining at the Tennis and Health Club and meeting with representatives of St. Irenaeus about the possibility of using one of the classrooms and gymnasium there. Currently the Rec Center has proved to be the best choice and meets most of the needs for Teen Zone. Use of the gym is restricted to after 5:00 when school activities are complete and R&P staff is reserving the lower level for Teen Zone activities Monday through Thursday. The Rec Center may well be the best solution for a permanent home for the Teen Zone. School District #163 is currently building a large addition to the Michelle Obama School of Technology and the Arts (formerly Forest Trail) and staff is unsure of the School Districts plans to use the Rec Center once construction is completed. Inquiries to this effect have received a noncommittal "if we need to" for overflow etc. Staff will continue to discuss with the School District its plans but the expectation is that the Rec Center will not be used by the School District to any great extent and will be available for Teen Zone activities. If the Teen Zone does continue to meet at the Rec Center there will be some capital needs in the future. These would include creating some spaces to relax, a "computer lab" and a space to teach and practice "life skills" such as cooking and light home repairs. As staff is made aware of SD #163's intentions these plans will be further developed and included in the Capital Plan.

The fall of 2014 saw only two students the first day but attendance exploded to 76 by the end of the second week and average daily attendance by the end of September was well over 80 with attendance some days over 100. Total attendance for the month of September was 576! The month of September was "introductory" and very little promotion was done. Teens were talking of the program amongst themselves and "word-of-mouth" became the promotional tool. While such numbers are encouraging and demonstrate the need for this program, from a staffing perspective, Recreation & Parks currently is not equipped to handle this many teens at one time. For the summer camp programs staff tries to maintain a staff to participant ratio of 1:10 and for the Teen Zone it should be 1:20 or so. This explosive growth took

staff somewhat by surprise and left us without the desired level of supervision for the first few days that numbers were so high.

Beginning October 1st, staff began to require registration to participate in the program and to charge a \$25.00 annual fee. This fee is based on research of other teen centers in the west and northwest suburbs and in keeping with those fees. Registration is principally to manage attendance, to know who is participating and to help manage growth. Adding a fee also suggests a value to the program participants that might not otherwise be appreciated. As expected, numbers dropped off sharply but have begun to pick up as teens realize that they in fact, cannot enter the Teen Zone unless they are registered. As of October 21st there are 33 teens registered and attendance is already averaging 25 – 30 teens per day with a staff of three.

Teen Zone coordinator, Adina McCollough, is developing a multi-faceted program for the teens of Park Forest that takes full advantage of the Rec Center and includes athletics, arts, socialization, academic support and personal challenges for the teens. She has been able to bring in specialized instructors for art, music and dance and has lined up speakers from the community and surrounding area to share their stories with the teens. There is also an offer from an industry professional to teach music editing and production if a MAC computer can be obtained and there is potential to include subjects such as graphic arts if additional computers and software were available. Adina has also organized the “Teen Job Connection” to match teens with residents who need help with odd jobs around the house such as mowing, leaf raking, gardening etc. Beyond providing a place for teens to meet the intent of all this is to encourage teens to nurture their dreams, to rise above their own personal challenges through their own experiences and through the example and experiences of others

On a personal note, the Village is fortunate to have an individual such Adina to coordinate the Teen Zone. It requires a unique individual to connect with and influence teens. I have long noted that it is the balanced mixture of love, affection and discipline that is exhibited and fostered by Gene and Frankie Finley that helps to make the summer camp programs so successful and Adina demonstrates these same qualities. The teens recognize this and respond, wanting to be around her. When discussing with Adina her plans and ideas for the Teen Zone I am often struck by the fact that I am “dreaming to small”.

Aqua Center Season Recap 2014:

The 2014 Aqua Center season opened with several new program innovations designed to enhance the guest experience as well as some new challenges for the staff. Program improvements included the introduction of a new concessions vendor, Harvest Time Cafe’ and several outstanding activities planned especially for families. These included a Father’s Day Special, Swimming Olympics and Kid’s Day. A Volleyball Tournament and Sand Sculpture day were also planned but did not pan-out as hoped. All this in addition to the monthly “Members only Nights” that have been held the past few years. Challenges Aqua Center staff faced included learning and effectively utilizing the new ActiveNet software, revamping staffing schedules to reduce the overall payroll hours for the season and the wonderful, creative energy brought to bear against these challenges and to offer the special events mentioned above.

As noted in the *2014 Aqua Center Season Recap* (attached), submitted by Assistant Manager Kim Ruthenbeck, revenue from season memberships were down again this year by 3.5% but daily pass revenue (which includes camps and PAAC) increased by 24.5%; with overall fee-based revenue showing a 4.4% increase over the 2013 season. While still 17% lower than the banner year of 2012 it is encouraging to see this improvement especially in light of the unseasonably cool summer experienced this year. For the second season in a row, the weather played a significant role in daily attendance. In an 80 day season, there were 30 days when the pool was closed or closed early due to cool weather or storms.

Resident share of total season pass sales declined again this season with 46.8% of total passes sold purchased by residents. Passes were purchased by individuals from 46 different zip codes with about 30% of the passes purchased coming from Chicago Heights, Crete, Matteson, Richton Park and Steger. One statistic that has been unknown is the number of Park Forest residents that purchase Day Passes. Staff is experimenting with the new ActiveNet software to see if zip code information can be collected when a day pass is purchased. This information will be very helpful when

looking at attendance overall. The new software has provided the opportunity to analyze other revenue and expenses in a timelier manner. Much of this is enumerated in the previously mentioned 2014 season recap.

The Department's use of ActiveNet software for Aqua Center operations this season was its first real test of how it can use the product and the full extent of the software's capabilities. The ability to track revenues and expenses is significant, and the ability to obtain pertinent reports will be a valuable management tool. The software allows staff to see areas of potential revenue that have been overlooked as well as possible areas in which savings might be realized.

One source of revenue not previously fully recognized is the number of non-members that purchased Day Party Packages and participated in some of the special family activities. One new product offered this year were different Day Party Packages that could be purchased for children's parties. Packages could be purchased for varying lengths of time, number of children etc. and are available at both a member and non-member rates. Non-member revenue was 80% higher than member revenue for these packages. Unfortunately it is unknown as to the number off Park Forest residents that purchased these packages and will be something tracked in the future.

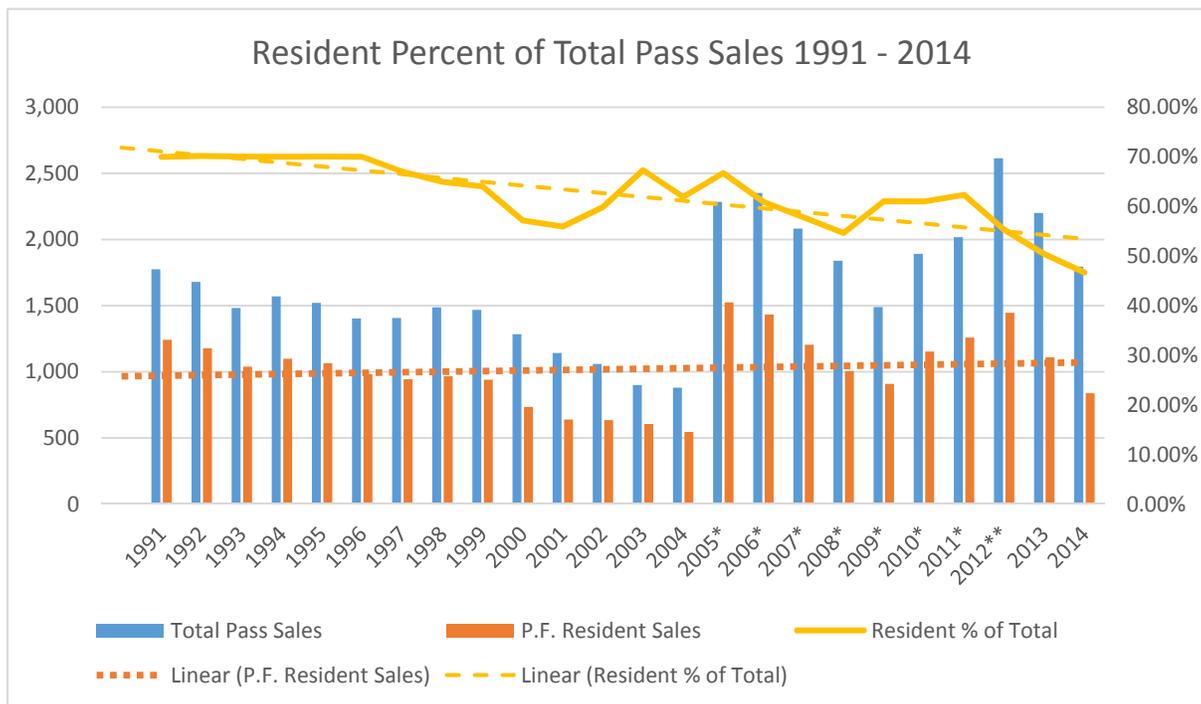
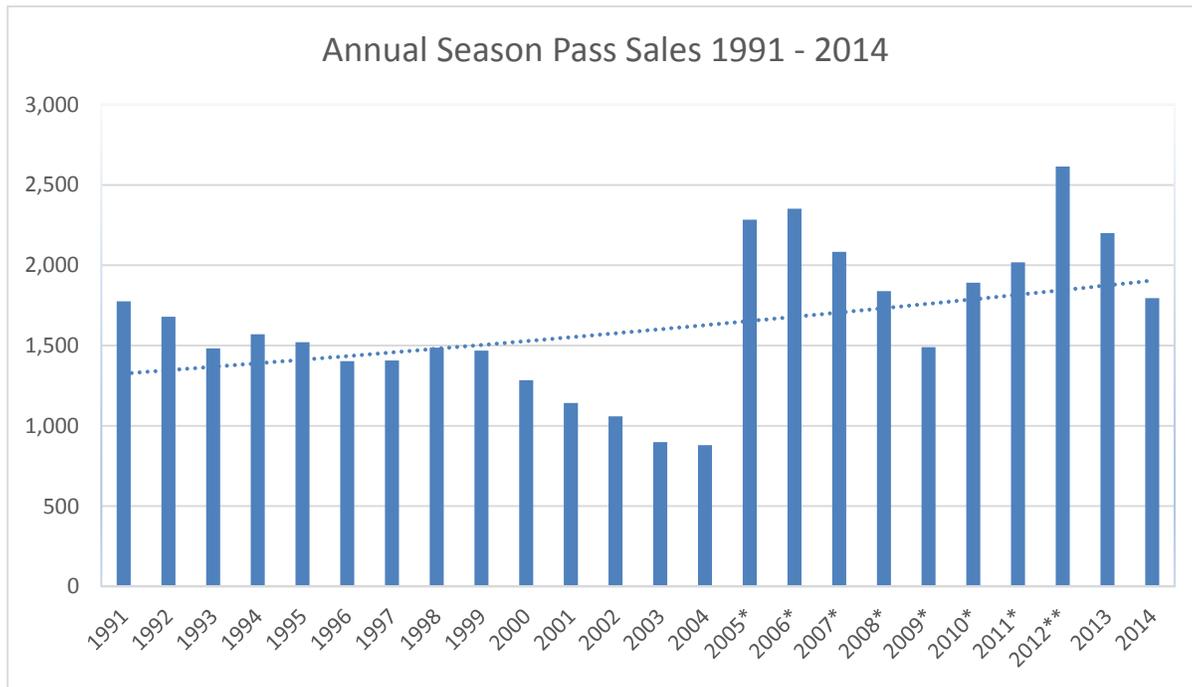
One conspicuous issue also became immediately apparent; a discrepancy in daily attendance. For decades there has been a turnstile at the entrance to each of the locker rooms, ostensibly to count the number of patrons using the facility each day. New procedures with ActiveNet requires that each member scan their pass card for validation prior to being allowed entry into the locker rooms. The software then keeps a count of the number of passes scanned for the day; this number added to the total daily fee sales, also tracked in the software is the total attendance for the day. The discrepancy is between the turnstile counts and ActiveNet reports. The turnstile counts appear to be as much as 55% higher than the software counts. Possible explanations for the higher counts include people exiting and then returning and day camp and swim lesson participants that do not scan a membership card. This apparent discrepancy bears further investigation and even though this season's turnstile counts are lower (but on par) with last seasons it would appear that daily attendance counts need further clarification.

One final noteworthy success this past season was a revamp of staff scheduling resulting in significant reductions in overall labor hours for the season. From a high of \$150,873 in 2006 to \$144,914 in 2013, Aqua Center management reduced over all payroll expenses for 2014 to \$129,719, a reduction of 18.5% in labor hours and 10.5% in payroll expense over 2013, an actual reduction of 23% per day of operation. These savings were realized in spite of an increase in the average hourly rate from \$8.58 to \$9.43, extra staff time to train on the new ActiveNet software and opening the Aqua Center early in June for pre-season membership sales. Staff is exploring ways to further reduce overall labor hours through cross training and assigning dual roles to some staff positions.

Issues to be addressed for the 2015 season include the fee structure and hours of operation. Staff expects to recommend that Season Membership fees remain the same for the upcoming season and to further expand upon some sales promotions that were introduced this past season. These include a mid-season membership, an unlimited entry weekend pass and a pre-paid multi day pass. The 2015 season will be one week longer as Labor Day is on September 7th. This poses scheduling issues with "Back to School" hours and having sufficient staff for that final week to September 7th. Other specifics that staff is researching are marketing and promotion plans to continue the extra activities for families and better ways to use social media to promote the Park Forest Aqua Center. Finally, the overall "guest experience" is a topic of discussion. Guests continue to ask for privacy and lockers in the women's change room and the need for additional lounge chairs is becoming more critical. A more detailed report on the 2014 season can be read in the *2014 Season Recap* by Assistant Manager Kim Ruthenbeck. Staff is already considering how to address these issues and will bring its recommendations to the Board early next year.

Finally, the current budget has \$20,000 in capital spending to replace a pool pump and chemical injection controls and to continue work required for ADA accessibility compliance. Accessibility compliance is an ongoing item as guidelines evolve over time. Water turnover rate issues, thought to have been resolved last season may again be an issue with the Department of Health. Staff is addressing this issue. The entire 5-Year CIP for the Aqua Center is still in place, but all of these projects are on hold.

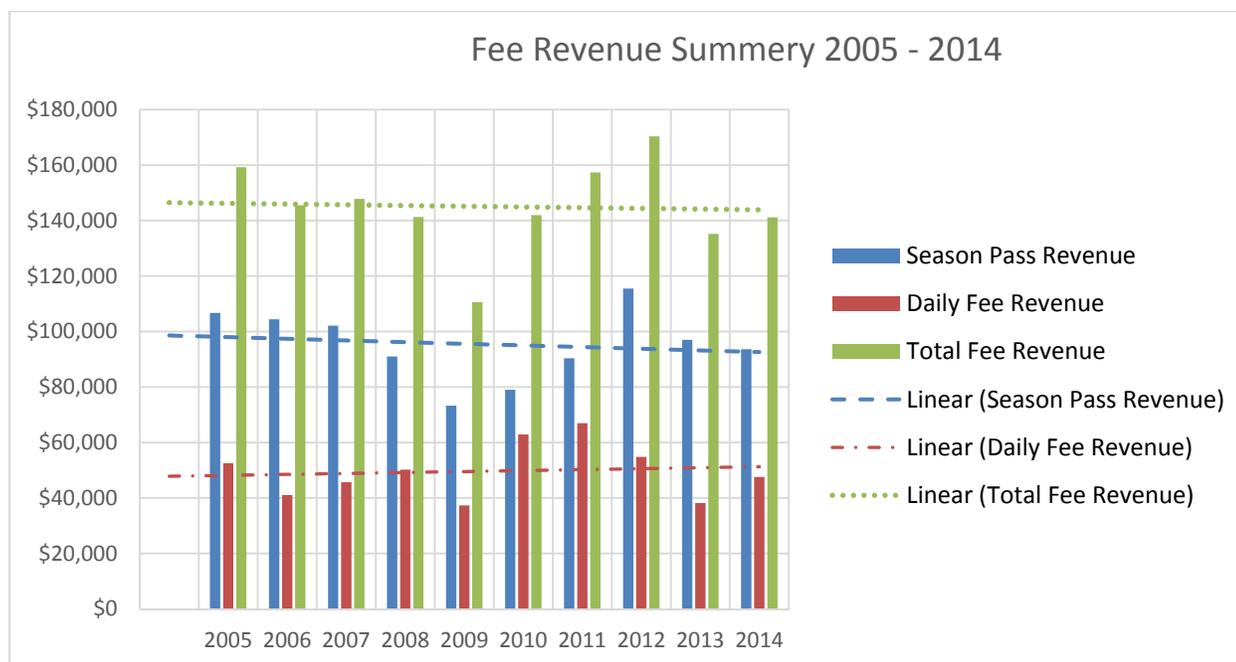
Following are relevant graphs and the 2014 Season Recap



* NOTE: For the 2005 season the system was changed to an all individual pass system / no family groups represented.

**NOTE: For the 2012 season the system was changed to no NR fees and up to 5 group discount pass regardless of household residency.

Pass Sales and Daily Fees 2005 - 2013												
		2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	
No. Passes Sold		2,411	2,336	1,975	1,837	1,491	1,891	2,018	2,614	2,119	1,784	
	% Change		-3.11%	-15.45%	-6.99%	-18.84%	26.83%	6.72%	29.53%	-18.94%	-15.80%	
Season Pass Revenue		\$106,700	\$104,425	\$102,100	\$91,015	\$73,271	\$79,035	\$90,359	\$115,510	\$97,025	\$93,621	
	% Change		-2.13%	-2.23%	-10.86%	-19.50%	7.87%	14.33%	27.83%	-16.00%	-3.50%	
Daily Fee Revenue		\$52,552	\$41,089	\$45,708	\$50,291	\$37,321	\$62,921	\$66,959	\$54,819	\$38,203	\$47,570	
	% Change		-21.81%	11.24%	10.03%	-25.79%	68.59%	6.42%	-18.13%	-30.31%	24.50%	
Total Fee Revenue		\$159,252	\$145,514	\$147,808	\$141,306	\$110,592	\$141,956	\$157,318	\$170,329	\$135,228	\$141,191.00	
	% Change		-8.63%	1.58%	-4.40%	-21.74%	28.36%	10.82%	8.27%	-20.61%	4.38%	
								Number of free passes used -Discontinued	1,798	1,888	1,703	0
								Reduced Fee -New for 2014				575
Year	Season Pass Revenue	Daily Fee Revenue	Total Fee Revenue									
2005	\$106,700	\$52,552	\$159,252									
2006	\$104,425	\$41,089	\$145,514									
2007	\$102,100	\$45,708	\$147,808									
2008	\$91,015	\$50,261	\$141,306									
2009	\$73,271	\$37,321	\$110,592									
2010	\$79,035	\$62,921	\$141,956									
2011	\$90,359	\$66,959	\$157,318									
2012	\$115,510	\$54,819	\$170,329									
2013	\$97,025	\$38,203	\$135,228									
2014	\$93,621	\$47,570	\$141,191									



2014 Aqua Center Season Recap

Revenue Summary:

The 2014 aquatic season produced fee revenue of \$141,191 generated from memberships and daily fees, mirroring 2010 fee revenues. A 4.4% gain over 2013 revenues and 17% less than 2012. Despite the many challenges brought on by severe storms, cool weather and downward trends in membership growth; the business plan and supporting initiatives worked to protect revenue streams resulting in total revenues of \$169,127.

	Fee -based Revenue	YOY % Change (Yr. Over Yr.)	% Change Vs. 2012
2014	\$141,191	4.4%	-17%
2013	\$135,228	-20.6%	same
2012	\$170,329	8.3%	

Membership Sales:

Membership sales lagged 2013 representing the lowest membership package sales since 2011. The reduction in membership sales resulted in a corresponding drop in revenue, -3.5%, and slightly exceeding 2011 revenue levels.

	2014	2013	Net Difference	% Change
Membership Package	625	685	60	8.8%
Membership Passes	1795	2166	371	17%
Pass Revenue	\$93,621	\$97,025	(\$3,404)	-3.5%

Early Bird rates were reduced or remained the same, as 2013, for 1 & 2 person membership packages. Prices for 3, 4, & 5 member packages rose slightly (\$5 per member). Regular season rates also saw increases in the 2, 3, 4, & 5 member packages. While prices rose slightly, Aqua Center membership rates still remain significantly lower than other area aquatic centers and pools.

Projected Membership Sales of 2200 passes were off target by 405 passes or 18.4%, with revenue lagging projections by roughly \$32,000 or 25.5%. Despite under performance to projections, per pass revenue increased more than the corresponding rate increase: \$52.16 per pass (2014) vs. \$43.05 per pass (2013), representing an increase of \$9.11 per pass sold or 21.2%. This is best explained by the change in distribution of membership packages purchased with 1, 2, 3, & 4 person memberships increasing and 5 person memberships decreasing over 2013.

Residents as a percent of total memberships continued to decline in 2014 to 42.7% of members, representing the third consecutive year of decline in resident members. Residents as members declined 5% 2013 vs. 2012 and 7.7% 2014 vs. 2013.

Daily Passes:

Daily Pass sales were \$47,570, significantly higher than 2013 and ranked as the 4th best year out of the last 10 years. Daily fees improved \$9,367 or 24.5% over 2013. 2383 daily passes, 375 passes less than 2013, were sold for an average of 30 fee paying guests per day. If you factor in the 30 days that the pool closed due to weather and low attendance, daily pass revenue would have reached approximately \$57,650 exceeding 2012 and 2013 daily pass sales.

Free daily passes, 2 per member, were replaced with 1 reduced fee pass per member in 2014. This change contributed \$3250 in daily pass revenue, and was brought about in an effort to recapture revenue previously lost with the Free pass. As stated in 2013, free passes did not generate additional revenue via daily fees or new memberships. 575 or 32% of reduced fee passes were redeemed this season.

Group Fees for one time camps and day events contributed almost \$2,300. This is a lucrative way to generate revenue if capitalized on.

Swim Lessons:

218 students participated in 27 group swim lessons, down from 2013 enrollment. Session II & III (M-Th) lessons saw the highest enrollment and capacity utilization, 59% and 54%, respectively. Parent w/ Tot classes achieved the highest utilization for all sessions, with the Saturday session realizing 125% utilization. This data suggest offering more Saturday sessions for this class would satisfy a need and generate additional revenue. Age 4 -5, Lev 1 & 2 and Age 6-8, Lev 1 & 2 were the most attended classes with utilization averaging 58% and 55%, respectively. Session 1 (M – Th) and Saturday session had the lowest overall enrollment, begging the question: Is Mid-June too early to start swim lessons? Survey feedback indicates an interest in weekday evening swim lessons.

Group swim lessons generated \$21,474 in revenue. Prices increased \$2 Mem/\$3 Non-Mem per lesson. Even with this increase the Aqua Center offers the least expensive swim lessons among area facilities.

Additionally, 100+ Discovery and Campapalooza campers participated in specifically designed swim lessons four days a week in June and July contributing \$3880 to swim lesson revenue. PAAC did not participate in swim lessons this season due to weather. Unfortunately, the weather most evenings in June and July interfered with participant's willingness to jump in the water and concentrate on improving their swimming abilities.

17 individuals took advantage of Private Swim lessons this season, contributing slightly more than \$2,000 in revenue. Weather significantly impacted the number of private lessons conducted this season.

Parties:

Parties generated \$9,370 in revenue this season. 23 Day Parties were hosted at the Aqua Center. By far, the newly revamped Day Party Package 1: Just for Kids was the most popular. Despite weather, only one party, scheduled at the end of the season, was unable to be rescheduled for the party goers. There is significant excess capacity to generate revenue from day parties at the facility. Day parties generated \$4,770 in revenue. An additional \$4,600 was generated from five Private parties.

Camps:

Discovery, Campapalooza and PAAC continue to be key contributors to revenue. This season, camps contributed \$13,300 toward daily fee revenue, slightly less than prior seasons due to weather. The Aqua Center served as a safe haven for campers, providing electricity, water and restroom facilities, during the summer storm which dramatically effected Park Forest and surrounding communities.

Expenses:

The Aqua Center worked with a seasoned staff this season, with the majority of employees reaching a 3 year average tenure. A small group of new guards were hired mid-season to cover Back to School hours and prepare for openings that will occur in the 2015 season. The tenured staff resulted in an average hourly rate of \$9.43/hr. vs. \$8.58/hr. in 2013. Despite an increase in the average hourly wage, the implementation of a revised staffing model and scheduling adjustments to reflect 30 days (27 days in 2013) of early closing or low attendance resulted in payroll expenses \$15,195 or 10.5% lower than in 2013 with a corresponding decrease of 3147 payroll hours (18.5%). These cost savings included additional hours required to train front desk and supervisory staff on Activenet and manning the special registration days pre-season held at the Aqua Center.

	Days Avail	Days Early Close	Total Payroll Hours	Total Payroll Expense
2014	80	30	13,750	\$129,719
2013	75	27	16,879	\$144,914
% Change			18.5%	10.5%

Food For Thought**Membership:**

Based on the declining trend in memberships, year over year, it is strongly recommended that membership rates not be increased or increased ever so slightly in 2015. Returning to a rate schedule that rewards residents should be another consideration to encourage tax payers to avail themselves of the wonderful facility they support. Senior membership pricing is offered by a majority of area facilities. Currently, seniors make up 14% of current membership. As the senior demographic continues to grow, the Aqua Center should be positioned to offer this group a means to stay healthy and fit during summer months at an affordable price.

As the economic recovery continues and employment rates improve, there is a school of thought that people are once again spending more of their disposable income on vacations, a luxury that has been absent from most family budgets for several years. This could explain the decline in memberships over the past two seasons. The staff will need to get very creative in creating an environment at the Aqua Center that competes for precious disposable income dollars in the family budget.

One particular marketing approach that began to show results this season was the “Refer a Member” campaign. The campaign netted 37 new members in the two week period – June 11 thru July 1. “Refer a Member” was promoted by providing “Aqua Buck” slips to individuals signing up for membership. No other marketing or promotion was used. The referred individuals had not been members in the past 3 years or ever before. The acquisition cost per member was \$5 – a very economical way to generate new members.

Another was a fixed price membership rate (\$40) offered beginning July 18 which is typically when guests deem it too late to invest in a full price membership. This offer resulted in 30 memberships.

Another was promoting the Early Bird rate to residents in the July water bill. While this only resulted in 2 new members, repeated advertising on the monthly water bill could drive memberships and swim lessons. Considerations include: 1) start advertising in April and continue thru July, 2) use a coupon approach, \$XX off a membership or swim lessons. Sometimes it’s all psychology....

For the first time, the Aqua Center opened in May, on weekdays, evenings and Saturdays, to accept memberships. The Aqua Center staff was able to offer expanded hours to allow an added convenience for working individuals. This had the effect of reducing the burden on Rec & Parks staff during peak registration periods. One opportunity for improvement is to determine dates early and advertise the convenience. Services can be expanded to include swim lessons and parties in 2015. This was not feasible this year due to the newness of Activenet and getting the staff up to speed on the system.

Daily Fees:

Daily fees are a key revenue component for the Aqua Center. Finding ways to generate pre-paid, non-weather dependent revenue can be a major success factor. Issuing pre-paid multi day passes, short term renewable passes and weekend passes have met with favorable response as staff introduced the concept to guests. The Weekend Pass concept – pay one price for unlimited access Friday thru Sunday, was tested during the last two weekends of Back to School hours. Ten weekend passes were sold with no advertising other than spotlighting the offer on the lobby whiteboard.

Swim Lessons:

Swim lessons utilization requires attention. This seasons decline in participants was dramatic without a clear reason or explanation. Could participants be using the Matteson indoor facility to fend off weather concerns? Are the dates and times inconvenient?

Based on survey feedback, serious consideration should be given to delaying the start of lessons until later in June or starting in July and offering evening weekday lessons. This will take a good amount of thought and open-mindedness for the staff to come up with a *new* way of doing business, but it can be done!

Recommendations include: 1) reaching out to area schools – in several surrounding communities – to make parents aware that reasonably priced lessons are available and conducting free water safety classes, 2) partner with boy/girl scout leaders to assist scouts in earning an aquatic badge through swim lessons and water safety classes, 3) offer Early Bird pricing.

Camps:

As stated previously, camps are a lifeblood for the Aqua Center. Both recurring camps and drop in camps should be solicited for open swim and swim lessons. The effort is well worth the revenue generated and provides children a constructive and healthy environment to spend their time.

Marketing & Promotion:

There is no denying the impact a full scale marketing plan had on 2012 season results, despite the season still being part of the economic slowdown. Subsequent years have not been able to achieve the same levels of revenue, although 2014 came close, highlighting the marketing effort as a key success factor.

In addition to special offers for memberships and daily fees, several events were held this season: Father's Day, Kid's Day, and Swimming Olympics. These were in addition to three Members Only Nights. By and large, Swimming Olympics was not only the most well received but participants have asked for it to be held again. Over 45 individuals – children and adults – competed in events designed for each age group. It was a blast! This would be a great time to promote group and private swim lessons. Area swim teams might also enjoy participating in a similar event.

Kid's Day was a close runner up for favorite. Children tie-dyed t-shirts and dove for treasure in the Tot & West pools. Despite a chilly, windy day the turnout was good. The phone rang off the wall asking that the day not be cancelled due to weather. Several members brought daily fee guests to participate in the event.

Members and guests (surveys) truly enjoyed the events and would like to see more events planned for next season. Events are designed to generate daily fee revenue from non-members and member's guests.

Social media, specifically Facebook, played a significant role in promoting the Aqua Center and staying in touch with members, guests and the general public this season. Weekly contests were conducted to profile staff, highlight the facility, and increase 'likes' and awareness of our page. Events and promotions were also posted on Facebook to get the word out and to share pictures of events, members and guests. Likes on our page exceeded 1800 during peak season. It's a good start and an initiative that we will continue to use to develop the Aqua Center presence with Facebook.

Staffing & Payroll Expenses:

Opportunities exist to continue building on the staffing model implemented this season. A key tactic will be to leverage cross-trained staff to fit into schedules where needed, as needed. Continuing to cross-train more of the staff will allow for a lean, flexible team that has the ability to adapt to changing conditions while insuring a superior guest experience. Recruitment from local colleges will also be instrumental in meeting end of season schedule demands when a majority of the workforce returns to out of town colleges and are not available to fill schedules. Early high school start dates has also impacted the ability to extend the regular season until mid-August. The goal will be to recruit individuals with late season availability eventually allowing the Back to School schedule to start later in August thereby improving member satisfaction.

Staff:

The 2015 season will see significant turnover in staff, especially supervisors, front desk and maintenance. This will be a good time to recruit local staff with broader availability to cover Back to School hours. Kevin and I have also discussed the concept of having dual role employees, i.e.; front desk and maintenance, swim instructor and maintenance/front desk, etc. This would provide more scheduling flexibility throughout the season. One lesson learned over the last two seasons is the need for a female maintenance employee who can clean the women's change room more frequently and be at the ready to handle change room mishaps worked extremely well.

Guest Experience:

A frequent topic of conversation with members and guest this season was the desire to have a 'WOW' experience. While members began to see some effort toward that with special events, new concession vendor, etc. there is still a ways to go in their opinion. These conversations ran the gamut from the look and feel of the facility to the activities and services offered. One point that was universally agreed on was the great staff: lifeguards, maintenance, front desk and supervisors.

Members have asked for: more deck chairs – the inventory is very low due to broken and un-repairable chairs. Adding privacy and lockers to the women's change room. A general face lift to the lobby – members want to be proud of 'their' facility from the moment they walk in the door and more activities and events.

In partnership with Sarah Coulter, this season saw the expansion of the vegetable garden (begun by R&P staff in 2013), along the sand area. Guests frequently checked on the progress of the plants and many walked up and watered the plants. Once it was time for harvest, guests and staff were invited to take the ripe vegetables. Perennial Mexican sunflowers were donated and planted along the fence in the adult pool adding gorgeous color to the landscape. Next season, the staff would like to bring back the rain barrels and add compost bins. Harvest Time Café has offered to provide food scraps to feed the compost.

Safety break activities were a hit or miss this season due to the weather and low attendance. The staff is very excited to implement a more consistent plan next season. Storytelling, by our own Rec & Parks Director, was a hit and guests have asked for more...

Hours of Operation:

Hours of operation continue to be a source of compliment and complaint. Members applauded the Early Summer, summer and Back to School hours schedule – especially the extended summer schedule evening hours and additional adult member hours. Back to School hours were met with mixed reviews. Back to School hours were expanded to include Monday and Wednesday evenings and 8 pm closing on Friday and Saturday. Feedback includes delaying the start of Back to School hours by at least a week, adding some afternoon hours, possibly alternating afternoons and evenings and opening on Tuesday and Thursday. Guests struggle to understand why the facility can open Monday and Wednesday but not Tuesday and Thursday.

The 2015 season will bring about a new challenge in setting end of season hours. Labor Day is September 7, 2015, one full week later than in 2013 and 2014. Following the same Back to School logic, as past seasons, reduced hours would begin Monday, August 10th and end on Sunday, August 30th. This schedule has the facility closing one full week before Labor Day. If the recommendation to delay the start of Back to School hours is adapted, reduced hours would begin on

Monday, August 17th. That still leaves the question of the last day.....will it be Sunday, August 30th or September 6th? Finding sufficient staff to run the facility from August 31st through September 6th will truly be a challenge. Options to consider: 1) reducing the number of pools open the first week of Sept. 2) Open only on Saturday, September 6th the first week of Sept or 3) Close on August 31st as previously done.

The ‘hot topic’ of opening part of the day on July 4th was a constant discussion point this season. Members – both adults and families -are asking for partial hours on July 4th prior to the start of village activities. The volume of this conversation was louder than in any prior season. Can we afford to open on the holiday? Should there be a small fee to offset the additional staffing cost? What was the cause of closing on July 4th? Opening on July 4th would go a long way in making members feel valued and heard. *Note: July 4th closing was initiated a few years ago. Attendance, historically is significantly lower on the 4th of July and closing on the 4th was one of the ways to reduce operating expenses.*

Concession Vendor:

Harvest Time Café made its debut this season offering a variety of healthy menu options and adapting to the palettes and budgets of our younger guests. Trudy demonstrated a sincere desire to develop a menu that guests would embrace. Grilling on weekends and for special events was a BIG hit! Initially, there were concerns about prices, but to Trudy’s credit she modified portion sizes and prices to be more budget friendly. The most consistent and frequent feedback was the amount of time it took to fill an order. Trudy is keenly aware of the feedback and has committed to redesigning her process for the 2015 season to speed up service. Trudy is a pleasure to work with and became a valued partner in creating a ‘WOW’ experience for members and guests.

2015 Season:

No secret - it takes time to plan and execute a marketing and events calendar. The plan needs to be developed in detail, vetted and committed to prior to the start of the season. It is my recommendation the plan is in place by March and execution begin mid-April. Once the season starts it is difficult to allocate staff time away from daily responsibilities to focus on marketing and events.

The Aqua Center management team has already begun discussing plans for next season. In December 2014, planning will kick off with a meeting of the minds between Aqua Center managers and Rec & Park leaders in an effort to implement lessons learned for revenue improvement and providing the ‘WOW’ experience members and guests are asking for.

VILLAGE OF PARK FOREST

MEMORANDUM

TO: John A. Ostenburg, Mayor
Board of Trustees

FROM: Thomas K. Mick,
Village Manager

DATE: October 28, 2014

SUBJECT: Implementation Strategies for Village Board Strategic Priorities for Fiscal Years 2014/2015 – 2018/2019

BACKGROUND/DISCUSSION:

In December 2013, the Village Board officially adopted its strategic priorities for fiscal years 2014/2015 through 2018/2019. These priorities are as follows:

1. **Generate Economic and Business sustainability for the Village**
2. **Create an infrastructure capital plan that is flexible in dealing with trouble spots.**
3. **Develop a renewed, contemporary youth program.**
4. **Improved Code Compliance based on existing studies and innovative solutions.**
5. **Fiscal and Service sustainability based on the triple bottom line concept.**
6. **Sustain the Village's role as a catalyst for innovative change in the region.**

In the spring of 2014, the Village's Management Staff developed implementation strategies toward the strategic priorities. What follows is an update on efforts toward the goals as put into two different categories. The first is short-term – over the course of the current 12 months to coincide with the current fiscal year. The other category is long-term to coincide with the ensuing 48 months over fiscal years 2015/2016 through 2018/2019.

1. **Generate Economic and Business sustainability for the Village**
 - a. Follow through on the 211th Street Metra Station TOD plan. Consider developing the commuter parking lot.
 - b. DownTown Gateway and business industrial park.
 - c. South Western Ave. Annexation area.
 - d. Pursue residential infill and redevelopment opportunities.
 - e. Develop a concept plan for the Norwood Shopping Center.
 - f. DownTown business development guided by the Urban Land Institute Study.
 - g. Pursue redevelopment for Hidden Meadows.
 - h. Pursue opportunities for strategic land banking along Sauk Trail corridor.
 - i. Have Village serve as liaison between investors and small businesses where feasible.
 - j. Have Village pass a resolution supporting the economic value of a livable wage.

SHORT TERM IMPLEMENTATION STRATEGIES (within next 12 months)

Public Works will perform preliminary cost estimates to extend sewer and water south along Western Ave. to Exchange Street. Staff has researched Village files and drove the area to get a better understanding of what infrastructure is currently in place and its end points. Preliminary cost estimates have not been performed yet.

Public Works will list future existing streets that may be eligible for inclusion into the Federal Aid Route system. Public Works Staff looked into the best candidates to possibly be added to the Federal Aid Route System. The village's best candidates would be the Village's wider collector roads such as Illinois Street, Indiana Street, Westwood Drive, Wildwood Drive, Forest Boulevard, and Shabbona Drive.

Public Works recently completed the design and reconstruction of the portion of Lester Road which leads into the Village Downtown. This project included the resurfacing of Victory Drive along the front of the Franciscan Physicians, the barber shop and Village Hall in addition to resurfacing Liberty Drive in front of the Rich Township Senior Center. This project also consisted of a new sidewalk layout which improved the walkability between the Downtown parking lots and Downtown businesses. Additional decorative streets lights were also installed as was a landscaping drainage swale at the northwest corner of Indianwood and Lester. This project was completed with TIF Funds.

Public Works continues to work with telecommunication companies and their desire to enter into various agreements with the Village. In particular, lease agreements for installation of mobile and other communications infrastructure. Recently, US Cellular terminated its lease agreement and is currently approved to begin removing all of its equipment from atop, and the base, of the Blackhawk Water Tower. Termination of the lease will open opportunities for other companies. Currently AT&T is working towards installation of cellular equipment at the Village's Blackhawk Water Tower location.

Public Works reviewed and recommended that the Village opt out of the Storm Water Management Ordinance and regulating authority of the Metropolitan Water Reclamation District of Greater Chicago (MWRDGC). A provision in the MWRDGC Ordinance allows for communities that have corporate limits within a collar county the option to adopt that collar county's Storm Water Management Ordinance. Park Forest has corporate limits in Will County and has adopted the Will County Storm Water Management Ordinance. Staff compared the two ordinances and found that the MWRDGC's ordinance was more restrictive and that would hinder prospective future development within Park Forest. Therefore, the recommendation was to opt out and continue with the Will County Storm Water Management Ordinance.

Recreation & Parks continues to promote the Main Street Nights concert series as a vehicle to promote Park Forest businesses. Staff believes that programs sponsored by other departments, such as the Resident Appreciation night helped to generate enthusiasm for the concert series and encouraged continued attendance throughout the series. The visibility of staff and Village officials also did much to promote excitement and attendance. From its inception, Main Street Nights was intended to be a vehicle whereby Downtown businesses would be highlighted and to

bring shoppers into the Downtown. Business participation has been minimal but Staff believes that business owners are beginning to see the benefits this exposure can bring and are more open to participation as a sponsor. Two businesses that sponsored nights last year asked to do so again and a third asked to be a sponsor next year. However there were only four Downtown businesses listed as sponsors, the remaining nights are sponsored by Village Departments or commissions. In reality, all sponsorship entails right now is perhaps a raffle of services or door prizes, something that invites people to look at their business. Dunagains Irish Pub continued its weekly grill. The festival atmosphere each Wednesday evening continues and Staff expects this to continue. Recreation and Parks has met with and continues to coordinate with Staff from Economic Development and Planning to explore ways in which the departments could work together to promote business development and participation.

The Fire Prevention Bureau has assisted the Economic Development and Community Development Departments with timely technical support, plan reviews for prospective businesses and engaging business owners by providing them with a clear understanding of code requirements. The Fire Department provided technical support or plan reviews on several proposed business/construction projects, including the following: Forest Trail Middle School, the Sequin House group home, Pangea storage building and fire protection, the new daycare at 9 North Street, and the new commercial kitchen at the Ludeman Center.

The Fire Department continues an on-line Crowd Management training program to assist assembly use occupancies in Park Forest in meeting the new code requirement in the Life Safety Code. The Department also conducts on-site training to assist businesses and occupants in meeting the new standard including Dunagains Irish Pub, the Sapphire Room and the SPAA Theater.

The Fire Department will research advances in construction materials and techniques related to home and business construction and their potential impact on fire safety and building codes.

Throughout most of 2014, Village Officials worked with Heartland Housing on their proposal for Comfrey Place, a 52 dwelling unit, workforce housing development that is proposed for the former Marshall Fields parking lot location. This development is also proposed to include an urban farm and a small orchard, as well as a commercial grade community kitchen. Heartland's goal is to submit a preliminary application for low income tax credits to the Illinois Housing Development Agency (IHDA) by the end of this year.

Seek approval from the Federal Transportation Administration to develop a portion of Commuter Lot #1 (Route 30/Lincoln Highway).

Negotiate and gain approval of boundary agreements with the Villages of University Park and Crete related to annexations along South Western Avenue. Efforts were attempted but unsuccessful to this end with the ICSC convention where University Park Officials were in attendance.

Work with Mecca Companies and other developers to sell vacant residential properties for new construction of single family homes.

Identify a new owner/developer for the Illini Apartments to ensure this multifamily property remains a housing option in the community.

Identify a new owner/developer for the Blackhawk Plaza to allow this neighborhood commercial center to serve the community once again. One Park Forest business owner has expressed an interest.

In early 2014, the Plan Commission initiated a contract to work with a planning firm to prepare a market study and concept plan for future development of the **former Hidden Meadows** property. After an initial meeting with the Plan Commission, a series of key person interviews, and a public meeting with the Plan Commission, EDAG, the Board of Trustees, and residents, the consultant is now finalizing the concept plan and market analysis.

While the Hidden Meadows consultant met with representatives of the Will County Forest Preserve District as part of the market study, Staff still plans to meet with District Staff to discuss more detailed goals for enhanced access to the forest preserve adjacent to the Hidden Meadows property.

The Fire Department will develop preliminary plans for expanded response requirements at Hidden Meadows and South Western annexation areas.

Present a resolution to the Village Board regarding the economic value of a livable wage.

Identify banks and other sources of financing willing to assist Park Forest businesses with start-up and expansion funds.

Staff has interviewed three brokers to assist with the sale of key economic development parcels in the Village. Two of these brokers were selected to sell selected parcels. The Board will be asked to consider agreements with these brokers.

Assist all commercial and industrial property owners to sell or lease their properties, by promoting available space, and with incentive applications, where and when necessary. Marketing material for the Family Video property, 3250 Lincoln Highway, Orchard Park Plaza, and 2559 S. Western Avenue is taken to all ICSC events, and information about these and other properties is shared when inquiries are made about available properties.

After a recommendation for approval from EDAG, the Board of Trustees approved a request for renewal of a Cook County Class 8 property tax incentive for Nikolovski Properties, which leases to Americana Inc., located at 70 North Street.

Market the vacant parking lots and the property at 350 Main Street for development consistent with the DownTown Master Plan. These properties are currently listed on LoopNet and CoStar.

The Police Department will assist the Building Department with identifying problem households and landlords who are not keeping their property up to code. Use the Crime Free Housing

ordinance to eliminate the “problem” tenants that cause a reduction in the “Quality of Life” in neighborhoods. This is both a short term and a long term strategy.

Staff continues to coordinate community activities designed to bring current Park Forest residents together, promote local businesses, and attract non-residents to the community either as visitors or as prospective residents.

Country Squire II, a new grocery store, is scheduled to be open for business in mid-November. The Board approved economic incentives for the property owner, and Staff has assisted the new business in a number of ways including refuse hauler contact information, advertising employee recruitment materials in the lobby of Village Hall, facilitating job interviews at Dining on the Green, and advocating for them with ComEd so that the electric service improvements could be carried out in the most timely manner possible.

Since the beginning of FY2015, nine new home based businesses and one commercial business have completed their business registration with the Village. In addition, one established business changed ownership and it remains an important part of DownTown Park Forest.

The summer/fall edition of Park Forest Business News, the business newsletter, was the largest issue to date (10 pages created in-house). This issue included coverage of the DownTown District MidSummer Madness event, a nomination form for EDAG’s Park Forest Business Person of the Year, new business notices, and an invitation to the October Business Breakfast, along with several other informational articles. Two more issues will be produced before the end of the fiscal year.

July’s DownTown District MidSummer Madness is the first of four Business Connection events to be held this fiscal year. A record 30 businesses were involved as Co-Host locations. Attendance was over 180 attendees coming from 18 different communities. This year, a planning group was formed from DownTown business representatives and other Village departments to brainstorm ideas on how to continue the success and improve the event. The group met for three sessions with many of their suggestions implemented during this year’s event including utilizing open desk space at Commerce ARC, using additional signage during the event, tweaking the event map and registration card as well as working with Main Street Night vendors to open earlier to accommodate the attendees and improve their visibility.

A Park Forest Business Breakfast took place on October 24th and highlighted energy assessments for the small business. Four presenters included the Village’s Sustainability Coordinator, a ComEd business representative, an authorized state rebate/incentive program contractor, and a Park Forest business owner (State Farm Agent Bree Breedlove) who gave an overview of how she applied many energy efficient improvements in her Park Forest business location.

The Village continues to support the Shop Local campaign by producing the annual Shopping & Services Guide for 2014/2015. Businesses continue to receive new business and/or inquiries from their listings.

During the annual business renewal registration, Staff continues to encourage businesses to use electronic transmission of their renewal packages.

In 2013, the Village submitted an application to Cook County to acquire, through the No Cash Bid program, 17 properties that have been tax delinquent for more than two years. The Village has successfully obtained the tax certificates for all of these properties. Village Staff has now begun the due process required to ensure that all owners, occupants, and interested parties are notified of the Village's intention to obtain a tax deed on the properties. Staff expects that the tax deeds to eight of these properties will be recorded in the Village's name by August 2015, and the remainder by the end of 2015.

The South Suburban Land Bank and Development Authority (SSLBDA) now owns two properties in Park Forest, 406 Suwanee Street (a single family home), and 130 Warwick Street (a vacant residential lot). The SSLBDA also acquired 225 and 262 Allegheny Street (vacant residential lots) on behalf of the Village. Both properties have been transferred to the Village's ownership to further goals for redevelopment of the Eastgate neighborhood.

The Village, in partnership with the South Suburban Mayors and Managers Association (SSMMA) and the South Metropolitan Higher Education Consortium (SMHEC), recently won a competition sponsored by the Small Business Administration (SBA) for a \$50,000 grant from the Growth Accelerator Fund. These funds will be used to purchase the equipment and training to start a Park Forest Maker Space in the DownTown.

The Village Manager has executed a Letter of Intent with Eco Fresh Urban Organic Farms to purchase 80 North Street for \$750,000. The final sales and economic incentive agreement is likely to include provisions to support a Cook County Class 8 property tax incentive, and a rebate of \$500,000 of the purchase price provided documented improvements are made to the building. Final consideration of the purchase contract and the incentive agreement will be brought to the Board of Trustees after appropriate review by Staff and the Economic Development Advisory Group (EDAG).

The SSMMA has hired a team of consultants to assist all interested municipalities in developing competitive applications for Enterprise Zones, an economic incentive offered by the State of Illinois. The Village of Park Forest is part of the Will/Cook Enterprise Zone application, which also includes the Villages of Richton Park, Matteson, Monee, and University Park. Applications are due by December 31, so the Board of Trustees will be asked to consider an ordinance and intergovernmental agreement in support of the Will/Cook Enterprise Zone in November.

In 2013, the Regional Transportation Authority (RTA) awarded the Village a Local Technical Assistance (LTA) project to assess pedestrian and bicycle access and patterns within and near the Park Forest 211th Street Metra commuter parking lot. Because this project is being coordinated with the bicycle/pedestrian plan LTA that CMAP is undertaking for the Village, the RTA just began the planning process in late October.

The Community Relations Coordinator, the Commission on Human Relations, and local residents will collaborate to create local block clubs to strengthen neighborly interaction.

LONG TERM IMPLEMENTATION STRATEGIES (13 – 60 months)

An interdepartmental team, led by Cultural Arts Manager Chuck Sabey is developing a policy and criteria to bring more outdoor art into the Village. The intent of this is two-fold; to expand upon and refine the tradition of arts within the Village and to develop an arts identity which will be attractive to business looking to establish themselves in Park Forest.

Initiate residential and commercial development at the 211th Street Metra TOD area.

Undertake a feasibility study for extending water and sanitary sewer service along South Western Avenue to Exchange Street (or consistent with boundary agreements with University Plan and Crete). Work has not started on this strategy. This work would include an update to the 1970 financial impact assessment to examine the projected revenue from annexed properties along South Western Avenue and the costs of installing necessary public infrastructure and services in this area. From there, staff will seek grant funding for installation of the necessary public infrastructure to incentivize development along South Western Avenue.

Public Works Staff has submitted funding applications for roadway improvements to Illinois Street, from Western Avenue to Orchard Drive, and Indianwood Boulevard, from Sauk Trail to Monee Road into the Surface Transportation Program. This program will allow utilization of Federal Aid Funding for these improvements. These improvements are planned for Federal Fiscal years 2015 and 2018, respectively.

Work with new developer(s) to revitalize the Illini Apartments and the Blackhawk Plaza.

Identify developers and/or new businesses to initiate development of the concept plan approved for the Hidden Meadows property.

Formalize the role of business liaison to assist Park Forest businesses and investors with start-up and expansion efforts.

Identify buyers for Village-owned Downtown commercial properties. One Downtown tenant's lease gives them the right to purchase the building in which they are located, and this tenant has expressed an interest in exercising this right in the near future.

The Police Department will assist the Building Department with identifying problem households and landlords who are not keeping their property up to code. Use the Crime Free Housing ordinance to eliminate the "problem" tenants that cause a reduction in the "Quality of Life" in neighborhoods.

- 2. Create an infrastructure capital plan that is flexible in dealing with trouble spots.**
 - a. Water delivery systems.
 - b. Roadway improvements with enhanced bicycle/pedestrian uses.
 - c. Sanitary sewers and storm water.
 - d. Upgrading and decommissioning various parks. Or, retain as open space.

SHORT TERM IMPLEMENTATION STRATEGIES (within next 12 months)

Public Works has a Five Year Capital Plan outlining present and future infrastructure and capital projects in all DPW funds. Staff will identify village-wide trouble spots and the needed infrastructure improvements associated with those areas. Public Works identified 11 locations of water mains that have a history of repetitive water main breaks. These 11 locations equal 2 miles of water main and have been included in the IEPA Loan Application for a 2 million dollar low interest loan to replace these portions of the water distribution system. As of writing this update, Staff has been exploring possibilities of combining 2 planned water main improvement projects into one larger endeavor encompassing 4 miles of water main. This approach would save the Village on a number levels including engineering design and construction support, interest rates and costs related labor and material.

Public Works will look into new technologies for infrastructure improvements. Public Works recently completed a water main lining pilot project along a portion of Sangamon Street and Central Park Ave. This project consisted of a rehab method never used before in Park Forest. Staff sought this project as a pilot project to determine how well this rehab method can work in Park Forest. The project was completed successfully and Public Works Staff now has a better understanding of its applicability and construction process. Findings from the project suggest that anticipated cost savings may not be realized depending on the proper applicability to use this method.

Public Works has completed Phase I of a USEPA federal earmark of \$500,000 for sanitary sewer improvements. A majority of this work consisted of lining sanitary sewers located in the back and side yards of residences and businesses. This effort rehabilitates these sewers before failure and a more costly repair that would entail accessibility restrictions. In October 2014, bids were received for Phase II which will use the remainder of these funds to continue the lining of Village sanitary sewers. This work is planned for a portion of sewers along Sauk Trail and a small portion in the Downtown.

Public Works received a notification letter that the Village was a recipient of a DCEO Grant in the amount of \$150,000 dollars to be used for General Infrastructure. DPW submitted the grant application for these funds to be used for the construction of the new Village Salt Dome. The construction of the salt dome is almost complete and has an original contract amount of \$213,840.

Public Works utilized an Illinois Commerce Commission (ICC) grant to resurface North Street from Orchard Drive west to the Village corporate limits past Ludeman Center. This grant covered 90% of the estimated \$280,000 construction costs. The remaining 10% (\$28,000) was the Village match for construction work. This work is substantially completed.

The Fire Department continues to manage a number of grants designed to support operations and training within the department. These include two Federal SAFER grants received to promote recruitment and retention within the Fire Department's Paid-On-Call division. These 100% federally funded grants provided the department with funds to recruit and train new prospective

members of the Paid-On-Call division up to the minimum level of basic training, provided basic equipment for the new members and provided a new electronic marquee sign to promote the Fire Department and its personnel. The total grant for this endeavor was \$106,964.

Another Federal SAFER Grant provided the salary and benefit funding for one Firefighter/Paramedic position within the career division. With a recent extension granted by the Department of Homeland Security this grant covered the salary and benefits for this Firefighter/Paramedic for approximately 28 months (grant value: \$198,183).

A fourth active Federal grant for the Fire Department provides training funds under the standard 90/10 split to complete incident command training within the department's career and POC divisions. These funds (\$61,840) are being used in conjunction with the command training simulator obtained in a previous Federal grant to assist in advancing the training of personnel in the areas of incident command and the National Incident Management System.

The Fire Department also received a grant to provide power loading ambulance cots on the department's three ambulances. This project is designed to reduce repetitive nature injuries to firefighter/paramedics and to prevent back, knee and shoulder injuries. The original grant offer was to provide 15% of the necessary funding; but through diligent negotiations the split between the parties was adjusted to 66% Federal Government and 34% Local Match. This breaks down to a total project of \$147,000 with the grant being \$98,100 combined with a local match of \$48,900.

On another fire department grant success, a grant (\$22,005) was secured from the Office of the State Fire Marshal to purchase six digital portable radios. At a cost of \$3,300 each, this purchase would not be possible without grant assistance. The portable radios will help the department move into the digital communication world.

Public Works along with the Finance Department researched for alternative funding sources for much needed storm water infrastructure improvements. Village General Funds were used to fund storm water utility work. It was then identified and recommended that all sewer related work be combined and funded through the Sewer Fund. This recommendation allows for a greater funding source for the Village's sewer systems and opened up funding in the General Fund for road related improvements.

Public Works created and began a 50/50 Sidewalk Replacement Program with the current Budget. The 2014/2015 budget includes \$4,000 to fund portions of sidewalk and curb work that a resident wishes to complete that the Department would otherwise not complete based on a "needs" review process. To date, one resident has utilized the program, approximately 4 others have submitted applications and have yet to complete their work.

Public Works Water plant staff is currently upgrading its SCADA system. SCADA systems are used to monitor and control water treatment processes at the water plant and various remote sites like village wells and storage tanks.

Public Works Water Plant staff is currently seeking permits to reintroduce phosphates into the water treatment process to sequester corrosion of the water distribution system. Interior

corrosion is what contributes to discolored water and water quality issues.

In its 2014/2015 Capital Plan, Recreation & Parks submitted a detailed proposal outlining a course of action to revamp the Village's parks with a somewhat aggressive schedule that would see the plan completed in 60 months. This is a somewhat new approach to the Village's parks in that Somonauk Park and Central Park would become destination parks with a more "natural play" approach. The proposal also includes removing equipment from some parks. The Recreation & Parks Advisory Board has discussed this plan at length and is in agreement that this would be the better approach. Subsequently, staff consulted with Land Resource Management Group to develop a proposal and presentation plans that would be used to better describe the idea to the Board and to the public. The Recreation & Parks Board expects to be able to present these plans to the Village Board in the near future and to hold public meetings in January of next year. Next steps for this project would be the development of a master plan and application to IDNR for an OSLAD Grant.

The Fire Department will work with the Department of Public Works in the development of infrastructure improvement plans from the perspective of public and life safety. This will coordinate efforts with the Department of Public Works for roadway improvement projects to enhance or maintain emergency accessibility.

The Fire Department will consult with Recreation and Parks as they work through plans for parks and open spaces insuring accessibility and appropriate urban/wildland interfacing

LONG TERM IMPLEMENTATION STRATEGIES (13 – 60 months)

Recreation & Parks will continue to follow the 60 month schedule to revamp the Village's parks and outdoor spaces.

Recreation & Parks has joined with Public Works and the Sustainability Coordinator in applying for grants to expand the Central Park Wetlands into a broader, interconnected system of using wetlands, low areas in parks and public lands to manage storm water. These grants are still pending and Recreation & Parks will continue to develop/propose selected areas in parks and public lands which would be suitable for rain gardens and vegetated swales to aid in storm water management.

Public Works has completed a Road Improvement Map and a Water Main Replacement Ranking Map. The department intends to continue to use these maps and prioritize trouble spots and make necessary improvements. As roadways are improved, Public Works will look into incorporating improvements for bicycle and pedestrian use. Now that portions of Lakewood Boulevard, Indianwood Boulevard, and Blackhawk Drive have been resurfaced, Public Works Staff and the Sustainability Coordinator sought grant funding to install bikeway pavement markings along these roads. Grant funding (\$108,040) was secured through the Congestion Mitigation and Air Quality (CMAQ) Improvement program to install pavement markings along Lakewood Boulevard (Orchard to Sauk Trail) and Blackhawk Drive (Sauk Trail to Monee Road).

The Fire Department will provide the Department of Public Works the necessary support in the development and implementation of infrastructure improvement plans as it pertains to fire flow and life safety requirements.

The Fire Department will research new methodologies and products that might assist in providing necessary infrastructure improvements at reduced cost, while maintaining or improving fire flow and other life safety requirements.

The Fire Department will monitor the redevelopment of parks related to urban/wildland interface and accessibility in emergencies.

3. Develop a renewed, contemporary youth program.

- a. Develop decentralized community center concept.
- b. Emphasize importance of volunteers for youth programs.
- c. Build programs around actual youth needs for today's youth.
- d. Involve youth in helping design new programs.
- e. Target the 13 to 17 year old age group in particular.

SHORT TERM IMPLEMENTATION STRATEGIES (within next 12 months)

Recreation and Parks will explore additional uses for the Tennis and Health Club and program options for Freedom Hall. Efforts may include 1) organizing/appointing a youth focus group comprised of youth; 2) continuing to work with the Park Forest Library on youth programming; 3) continuing to collaborate with other communities to offer regional recreation programming; and 4) exploring the potential to develop a three-year basketball program for high school students, freshman through junior year. The basketball program would require students to maintain a minimum school grade point average to participate, provide basketball instruction as well as opportunities for mentoring and college or job preparation.

Status update: Currently the basketball program is in the formative stage and has been restructured to start with 5th grade students. Area coaches are working to form a core of interested students that will be developed into the more organized program outlined above.

Teen Zone: Meeting from 3:00 to 6:30, Monday through Thursday, the Teen Zone is proving to be one of the notable programs for the Recreation & Parks Department. Through the oversight of Adina McCollough (Ms. Adina) this program promises to address the void of youth programming identified by the Board in its strategic planning. As the Board is aware, this program began as a collaborative effort, spearheaded by the Park Forest Library along with the Recreation & Parks Department. Early-winter of 2014 the Teen Zone began meeting in the Village's Dining on the Green banquet facility with an average attendance of 25 – 30 teens by the time school let out in June. The program continued through the summer, meeting at the Park Forest Tennis and Health Club with an average attendance of 20 teens during the eight week program. Recreation & Parks was able to hire supplemental staff through a grant from the Illinois Department of Natural Resources; hiring three current or former Rich East Students.

Fall of 2014 Teen Zone moved to the Rec Center. The fall of 2014 saw only two students the first day but attendance exploded to 76 by the end of the second week! Average daily attendance by the end of September was over 80 with attendance some days over 100. Total attendance for the month of September was 576! The month of September was “introductory” and very little promotion was done. Teens were talking of the program amongst themselves and “word-of-mouth” became the promotional tool. Beginning October 1st, staff began to require registration to participate in the program and to charge a \$25.00 annual fee. This fee is based on research of other teen centers in the west and northwest suburbs and in keeping with those fees. Registration is principally to manage attendance to know who is participating, to help manage growth and to be able to plan accordingly. As expected, numbers dropped off sharply but have begun to pick up as teens realize that they in fact, cannot enter the Teen Zone unless they are registered. As of October 21st there are 33 teens registered and attendance averages 25 – 30 teens per day.

Unfortunately, the *Live, Grow, Discover* after school program at Talala School has had to be discontinued. This program, which was initiated at the behest of the school itself began to suffer from declining student participation. It appears that transportation was the predominant factor in this as most students in this age group are bussed to Talala School. An activity bus is not available requiring that students have some other means of transportation home. Village resources, such as financial assistance from the Police Department have been redirected to the Teen Zone. Teen Zone programing includes tutoring and homework assistance as well as academic enrichment programs such as music production and graphic arts. Teen Zone staff is also partnering with Rich East High Schools *Work Experience Program*, giving individual students job experience.

Fire Department staff will explore the development of a youth-based firefighting related program as community outreach and potential member development.

The Fire Department will continue its support of current youth outreach programs such as the Prairie State high school firefighting day, youth day and career day. The Fire Department continues a relationship with Prairie State College and its Fire Science program and has assisted with its High School Firefighter Day, Basic Firefighter Operations training program and other fire science programs. Additionally, this relationship assisted in the staging of a regional training class at Freedom Hall and Prairie State and fostered a one day training spectacular known as Firepalooza.

The Fire Department will review school public education and the Babysitter/Latchkey programs for their suitability and content related to changing youth interests and focus. The Fire Department educational programs are being done across all elementary schools. Pre-school safety programs have been conducted; the Operation Head Start and a babysitters/latch-key classes were taught in conjunction with the Parks and Recreation Department. With classes now being presented to Blackhawk, Mohawk, Talala, Indiana and Arcadia Schools, the Fire Department is on track to meet the goal of reaching 80% of all third graders.

The Fire Department will participate, wherever practical, the support of youth related activities across all Village operations. Firefighters continue participation in the annual career day programs hosted by Rich East, Forest Trail Middle School and Prairie State College. The goal is

to encourage students to consider a career in firefighting and emergency medical services. The Fire Department also assisted with the Prairie State High School Fire Academy.

The Health Department collaborated with Bloom Township School District #206 to ensure student immunization status was in compliance with State of Illinois mandates. The Department nurses worked closely together with Bloom Township and Bloom Trail High School to renew immunization records and administer shots at the school. This prevented students from being excluded from school due to medical non-compliance and causing a loss of valuable classroom instruction time. The Department was also instrumental in providing immunizations to the children outside of regular clinic days/hours to accommodate working parents and eliminate students missing school. School District 163 was one of the local school districts which sent parents over for shots after school hours. Finally, several of department nurses have participated in career day at Illinois and Indiana elementary schools and Rich East High School.

To emphasize the importance of volunteers for youth programs, the Communications Director will coordinate the filming of various members of commissions – including the Youth Commission – for the purpose of producing a short video to convey the need for volunteers to provide service to all residents with an emphasis on youth.

To help build programs around actual youth needs for today's youth, the Communications Director will partner with the Cable Commission and staff liaison to the Cable Commission on the forming of a Park Forest television studio in the 2014-2015 fiscal year, to be available to all residents including youth.

In targeting the 13 to 17 year old age group in particular, the Communications Director will continue to utilize social media as a means to connect with teens, who are avid users of online communication platforms.

LONG TERM IMPLEMENTATION STRATEGIES (13 – 60 months)

Recreation and Parks will continue the short-term strategies noted above. Additionally, development of a Youth Arts Program will be explored as will programs related to the performing arts and sports.

Staff will investigate funding and location options for a permanent location of a Youth Center. Staff investigated several options (Dining on the Green, the Wetlands Discover Center, St. Irenaeus Church, etc.). Space accommodations, cost for Buildout and a permanent location were some of the factors looked at in seeking a permanent location. At this point in time, the Teen Zone is likely to be located at the Recreation Center at Forest Trail Middle School.

The Fire Department will work with the local high school as they transition to a technical base on the potential development of a high school-based career development program in fire/EMS.

Fire personnel will consult with Recreation and Parks on fire and life safety requirements for proposed new or retasked facilities for use as a community center.

The Fire Department will foster ongoing relationships with educational institutions to support firefighter and EMS-based preparation programs and curriculum.

The Fire Department will research the possibility and ramifications of fire explorer or intern type youth/young adult programs for fire and EMS. The department will also look at developing short and long-duration adolescent/teenager programs such as Operation Prom Night, Career Camps, etc.

The Police Department will continue to run the Police Athletics and Activities Center (PAAC) program in the summer with a stronger concentration on involvement from Park Forest children.

Police personnel will maintain/build relationships with Rich East High School and the eight Park Forest grammar schools through liaison programs, and continued involvement in their activities (Science Fairs, PEER Programs, Peace Summits, Outdoor Education, the B.I.C.Y.C.L.E. Program, etc.). The Police Department continued giving away bikes in the eight grammar schools across Park Forest. Bikes are being raffled off for those students who have attained the goals set out by the various schools dealing with positive behavior as part of the fourth year of the B.I.C.Y.C.L.E. Program. More than 210 bicycles, helmets and locks have been given out in the first three years of the program.

The Police Department is also entering into a second year of a School Liaison Program with District #163 in which off-duty officers are hired to be at Forest Trail Junior High two days a week. Officers will teach a class the last period of the school day on various subjects including gang awareness, anti-bullying, drug prevention and other pertinent subjects. Liaison Officers will also be in attendance at special events put on by the different schools during the year and will assist the district with any problems they are having. With the restructuring of District #163, officers have been actively involved with assisting each school and the district in re-configuring crossing guards, student drop-offs and foot traffic patterns.

The Police Department will partner with Recreations and Parks in joint programming by providing funding from the vehicle seizure program and mentoring youths involved in those programs with Police Officers when applicable.

The Police Department will re-establish the Shooters wrestling program at Rich East High School in the winter partnering with Rich East Staff and Police Officers.

The Communications Director will continue to partner with the Youth Commission on outreach for various projects including but not limited to Youth Day, the Park Forest Scholarship Program, and the Park Forest Carnival. As part of outreach efforts, the emphasis on volunteers for such youth-related events will remain a focus.

The Communications Director will partner with the Cable Commission, staff liaison to the Cable Commission, Recreation and Parks and area school to see how the Park Forest television studio might be utilized by youth through a program offered through the Village or a partnership between the Village and area schools.

The Communications Director will continue to work with Recreations and Parks to highlight programs catered to 13-17 year-olds and will seek to do more outreach in places where that communication might be more visible to that age group like inside or nearby Park Forest schools, for example.

4. Improved Code Compliance based on existing studies and innovative solutions.

- a. Continue to recreate the Eastgate Neighborhood.
- b. Consider partnering with the Cook County Forest Preserve District to develop recreational areas around the Eastgate neighborhood.
- c. Coordinate residential rehab programs with sustainability focus.
- d. Continue encouraging new development in the DownTown area.
- e. Implement regulatory changes in policy to encourage mixed-use development, especially to attract millennials and young adults who prefer more of an urban lifestyle.

SHORT TERM IMPLEMENTATION STRATEGIES (within next 12 months)

Staff will work interdepartmentally to enhance the viability of commercial development and residential quality of life through administering the Troubled Building and Property Task Force by identifying and comprehensively addressing problem properties, owners and occupants, implementation and administration of the Crime Free Housing Ordinance and the Vacant Building Registry Ordinance. In 2013, 386 vacant properties registered at a compliance rate of 85%. In addition in 2013, 8 more properties were brought through the Civil Court process to resolve outstanding property code violations matter of enforcement. Since 2007, 176 properties have been brought through the Civil Court process. Related to Crime Free Housing implementation, more than 60 renters have been removed from problem properties since the program's inception in March 2008. In three cases, an eviction was contested in court proceedings and the Village prevailed in each instance.

Another Police Department initiative is the Problem Oriented Policing (POP) program. In its third full year, the POP program entails police officers being assigned to specific neighborhoods to "make their own." Quality of life issues are being addressed with emphasis on compliance not enforcement unless necessary. Officers made personal visits to the majority of the residences involved in the Park Forest Community-Wide Garage Sale.

Staff will continue to identify problem properties throughout the Village for demolition for neighborhood redevelopment, including renovations and "in-fill" developments. This work can be carried out by Village operations or, where appropriate, in tandem with outside agencies to leverage resources with the South Suburban Land Bank Authority and/or the Cook County Land Bank.

Staff continues to work with Mecca Companies and Tower Contracting, to purchase and rehabilitate vacant, foreclosed residential structures. To date, Mecca has purchased five homes, of which four have been rehabilitated and two have been sold. Funding remains for the purchase of up to three more homes. Tower Contracting has purchased eight homes, two of which are rehabilitated and sold to homeowners. They have an additional five homes under contract for

purchase. The work of these developers is funded through the State's CDBG-IKE program and IHDA's Neighborhood Stabilization 3 program (Mecca) and IHDA's Building Blocks program (Tower).

The Village has obtained funding to demolish five blighted, vacant homes and to rehabilitate six vacant, foreclosed homes through IHDA's Abandoned Property Program. Requests for proposals for demolition of the five homes will be issued by the Village before the end of 2014. The SSLBDA will manage the rehabilitation program under this grant, and is expected to begin rehabilitation on at least two homes (406 Suwanee and 335 Illinois) by early 2015.

IHDA has created a new program that makes funds available for demolition. The Blight Reduction program provides up to \$35,000 per house for acquisition, demolition/ deconstruction, workforce development, and landscaping. The Village will be applying for these funds before the deadline in December. Approximately 10 homes have been identified for inclusion in this application. IHDA requires a partnership with a non-profit entity, and preliminary discussions have been held with OAI, Inc. regarding this partnership.

An application has been submitted to Cook County for grant funds to demolish two Village-owned, vacant, blighted homes in the Eastgate neighborhood. These include 248 Arrowhead Street and 232 Allegheny Street.

Staff will continue to build relationships with outside agencies for funding programs to offer down payment assistance programming and to continue outreach to find viable purchasers to live in rehabilitated housing. To date, 28 new homeowners have purchased homes in Park Forest using IHDA's Building Blocks down payment assistance program.

Staff will continue to create events to assist with filling revitalized homes by engaging the realtor community. Information sharing sessions are periodically held so realtors can be made aware of all amenities which come with home ownership in Park Forest. This includes awareness of financial assistance programs available through governmental programs.

The Fire Department will continue to work with the local school districts in facilitating their State required inspections and in support of life safety initiatives.

Fire Department staff will engage new and continuing businesses providing them with an understanding of code concerns and issues as they apply to their respective business.

Fire personnel will work towards a 75% compliance on all fire code violations including annually conducting one inspection on all occupancies and a second inspection on high hazard occupancies.

The Fire Department will partner with the Building and Economic Development Departments to overcome home-based sprinkler bias issues.

The Fire Department reviewed the 2012 editions of the NFPA, Life Safety Code and the International Fire Code for the purpose of future adoption. At Board Meetings across October

and November, this adoption ordinance was presented to the Village Board in conjunction with an update of the building codes as presented by the Community Development Department.

The Fire Department is proactive in the enforcement of fire prevention codes to reduce the risk of a hostile fire negatively impacting the Village's limited tax base. The Fire Department performed 357 original inspections and re-inspections to date in 2014 with a 91% clearance rate on all code violations. The Fire Prevention Bureau conducts one original inspection for all commercial properties, and two on high-hazard and assembly uses within the Village.

The Fire Department continues to look at expanding "Green Initiatives" into the physical plant, vehicles and operations. The Fire Department continues to move to a paperless pre-planning process eliminating large binders and replacing them with re-usable thumb data drives. Efforts at going paperless within Fire Prevention are being made by increasing e-mail reporting capabilities. Paperless EMS and Fire reporting are being explored as SouthCom Dispatch looks to a new Fire Records Management System. The Fire Department is continuing development and refinement of an anti-idling policy to reduce the use of fossil fuels and the generation of exhaust gases. This includes the examination of the use of an APU (alternative power unit) on new apparatus purchases. A solar panel was added to the department's newest ambulance to allow the maintenance of electrical equipment without the vehicle needing to be running.

The Plan Commission met with the Cook County Forest Preserve District to discuss how the amenities in the Sauk Woods Forest Preserve can be made more accessible to the Eastgate neighborhood through enhanced bicycle and pedestrian access.

Recreation and Parks will seek counsel with the Cook County Forest Preserve District (CCFPD) on more direct access options through the Eastgate Neighborhood to the Forest Preserve, in particular the Sauk Trail Woods.

Staff will assist the CCFPD in improving the perception of the forest preserve as a safe place for visiting and recreation.

Initiate the lien foreclosure process on all vacant lots where vacant, blighted homes have been demolished in the past four years.

Staff will facilitate a planning workshop to review the concept plan for redevelopment of the Eastgate Neighborhood in the Strategic Plan for Land Use and Economic Development and reaffirm or revise.

The Metropolitan Mayors Caucus was awarded \$300,000 from the Illinois Attorney General's National Foreclosure Settlement Fund for a two year project to explore how code review and enforcement processes can be streamlined and made more consistent across municipalities, develop an inter-municipal database for tracking troubled properties (and their owners), create incentive programs to reward responsible landlord behavior, and publish a "best practices" manual on code enforcement and monitoring strategies. The Villages of Park Forest, Richton Park, South Chicago Heights, and the City of Chicago Heights are participating in the pilot program. At this time, the participating communities have agreed that the most beneficial inter-

jurisdictional activity would be to have a shared administrative position that would be responsible for preparing code violation notices, filing liens, and doing similar paperwork. This would free the code inspectors to spend more time in the field. A larger group of municipalities is working on the shared database element of the project.

The Chicago Metropolitan Agency for Planning (CMAP) continues to work on a comprehensive revision of the Zoning and Subdivision Ordinances. Many revisions to these ordinances address sustainable and mixed use development. The draft Unified Development Ordinance should be ready for presentation to Village Staff by early in 2015.

A CMAP LTA application for a bicycle and pedestrian plan was submitted and awarded to create a 'road map' for the future development of bicycle facilities and pedestrian walkways. The Bicycle and Pedestrian Plan for Park Forest will continue to move the Village forward in its sustainability goals by identifying concrete actions that the Village can take to improve and enhance active transportation networks, creating safe and enjoyable bicycle and pedestrian routes and encouraging sustainable local transportation. Specifically, this plan will seek to increase bicycling, walking and transit use, improve traffic safety, enhance local businesses and foster a healthier, more environmentally friendly community. Over the past several months, a Steering Committee consisting of residents and Village Staff has worked on the development of the Bicycle and Pedestrian Plan

LONG TERM IMPLEMENTATION STRATEGIES (13 – 60 months)

Staff will develop a long term strategy for the effective and efficient adoption of changes and updates to the Villages building and fire prevention codes.

The Fire Department will work in conjunction with the Economic Development and Building Departments on planning and development issues to maximize fire protection planning and implementation of developments of all sizes.

The Fire Department will assist other departments on residential rehab programs to facilitate fire safe code compliant occupancies.

Recreation and Parks will enhance and develop programming that augment and support the efforts to encourage mixed-use development to attract millennials and young adults who prefer more of an urban lifestyle.

The Police Department will further its activities of the Problem Oriented Policing (POP) program. This will lead to Police Officers having better relationships to the neighborhoods they are serving. The goal is for residents to know their dedicated POP Officer and the officer should know his/her residents.

Staff will research and identify development partners to assist the Village in implementing its vision for the Eastgate neighborhood.

Coordinate redevelopment of the Eastgate neighborhood with implementation of the Cook

County Forest Preserve's master plan for improvements to the Sauk Woods Forest Preserve so access to each area is enhanced and recreational opportunities in the forest preserve are consistent with the redevelopment goals for Eastgate.

- 5. Fiscal and Service sustainability based on the triple bottom line concept.**
 - a. Research and address areas of service duplication with other service providers.
 - b. Evaluate core vs. non-core services for costs and value added.

SHORT TERM IMPLEMENTATION STRATEGIES (within next 12 months)

Staff will identify core versus non-core services both as stand-alone services and as components of each department.

Staff will evaluate financial and non-financial benefits of identified non-core services. Areas reviewed include the Aqua Center, Tennis & Health Club, Freedom Hall, Health Department, Municipal Parking, Housing Authority and other recreational or promotional initiatives.

Status Update: Recreation & Parks will develop baselines to evaluate the non-core services it provides and develop a means to complete this evaluation. The Recreation & Parks Department has begun a review of its pricing of programs and services with the objective of establishing an updated cost recovery model. Expected outcomes from this review will be a rational, community needs-based philosophy of pricing and resource allocation that will both recover as much of the cost of providing services as possible as well as supporting those services, and amenities that have traditionally been available at lower or no cost. The intent is to also better support community programs that meet specific needs and provide services to those with a lesser ability to pay. The goal of this cost recovery model is to assure departmental sustainability through a logical and thoughtful philosophy that supports the core values, vision and mission of the department and the residents of Park Forest.

Recreation and Parks is also seeking ways to reduce operating expenses such as contracting maintenance where practical and feasible and experimenting with staff scheduling at the Park Forest Aqua Center. Adjustments in Aqua Center staffing for the 2014 season resulted in a decrease of 3,147 payroll hours over 2013, an 18.5% reduction and a savings in overall payroll expenses of \$15,195, a reduction of 10.5%.

Economic Development and Planning staff is analyzing its non-core programs, such as Park Forest Idols, Black History Month, Wine and Chocolate Tasting, Business Breakfasts, and MidSummer Madness, to understand the costs, revenues, and benefits of these programs. Information will be provided to the Village Manager and Finance Director for presentation to the Board of Trustees.

The Health Department participated in various community health events in both 2013 and 2014 (Faith United Church, St Irenaeus Church, Annual Youth Day, Wright Family Fitness Fest, Governor State University's Daycare Parent's Health Fair and a Back to School Health Fair in Ford Heights sponsored by Blue Cross and Blue Shield and New Faith Baptist Church of

Matteson) to promote health and wellness by providing blood pressure and glucose screenings. Staff nurses also gave a community wellness talk at the library on poison control and a health talk at Garden House Senior building on Identity Theft.

The Health Department partnered with fifteen suburban area vendors to coordinate an area wide network of agencies that provided services for clients with Alzheimer's and Dementia. The agencies all came together for a Care Giver's Conference to support families needing awareness about available resources that can help them manage their loved ones care. The conference was well attended and received multiple compliments for bringing local awareness of the agencies services to residents.

The Health Department partnered with the Park Forest Senior Commission and the Park Forest Police Department on presentations to seniors about public safety and fall prevention within one's home. An upcoming program will focus on legal issues such as establishing living wills, powers of attorney, trusts and estate planning.

The Health Department attends many Village events as opportunities to provide information to residents about preventive health measures and risks for chronic health conditions. The goal is to help raise awareness of the health screening services available to them by Nurses Plus/ Park Forest Health Department. The Health Department continues to administer flu shots at the Health Department and will conduct flu clinics within the community for groups of 50 or more. Flu shots were offered as a courtesy to clients picking up food from the St. Irenaeus food pantry in addition to providing free blood pressure screenings to these clients.

Over the past year, the Park Forest Health Department renewed a long term contract with Rich Township Senior Center to continue to provide monthly health screening services at the Shirley Greene Senior Center and four of the area Rich Township senior buildings including Garden House, Victory Centre of Park Forest, Juniper Towers and Cedar Ridge of Richton Park. The monthly health screenings include hearing, colon cancer and onsite flu/pneumonia clinics at the senior center. In addition, the Department coordinates annual senior women and men's health screenings where exams are performed by a licensed Nurse Practitioner. Bloodwork is also reviewed annually at these screenings to identify any abnormalities needing further follow up by a physician. These services are invaluable to the residents and extreme gratitude is expressed each year that this service is available through Nurses Plus.

The Health Department Director continues to work closely with the Rich Township representatives and the Park Forest Rotary Club to plan an annual Senior Fair each May to expose area seniors to health service providers and businesses that can meet their needs.

During the summer, the Health Department coordinates and screens the vendors of the farmers' market to ensure that quality produce is sold to Village residents. The Health Department also continues to be a host site for the annual senior nutrition coupons distributed to low income seniors to assist them with gaining access to using the farmer's market. This year senior nutrition

coupons worth \$21 each were distributed to 650 local area seniors. The senior coupons come from a federally supportive grant through Age Options to assist seniors in purchasing fresh fruits and vegetables at local farmers markets. Efforts to raise awareness of the ability to use Link/EBT cards at the Farmers Markets has resulted in slowly increasing trends of usage. As of writing this, more than \$2,300 has been spent using the SNAP program. The Department also staffs the Village tent at the farmers market and has brochures and flyers displayed at the manager's booth highlighting departmental services.

The AmeriCorps VISTA program in cooperation with New York City Coalition Against Hunger awarded Park Forest a VISTA volunteer to work on anti-hunger related programs. Volunteers are recent college or graduate school graduates looking to do service for their county in exchange for a small stipend (poverty level), student loan forgiveness and valuable real-world experience. They are required to work 40 hours each week for an entire year doing a variety of tasks related to the goals established by the host community. The goal of the program in Park Forest is to improve access to nutritious food options by enhancing awareness of the availability of utilization of benefits at farmers' markets; support local, community gardening and agriculture efforts; and provide nutrition education information and opportunities for low-income residents.

The Village partnered with the University of Illinois Extension to provide a series of educational sessions related to gardening. Each month on the third Saturday from January through October a class was held in the Village Hall Boardroom. The purpose of these gardening classes was to increase resident knowledge and build capacity to expand the community garden program. The program was a great success, with an average of 20-30 residents attending each session. As a result a community of gardeners has been created in the Village and it is expected that these classes will expand to incorporate the Park Forest Community Garden Program.

The Health Department will continue to advertise in the village publications (Discover Magazine, Recs & Parks booklet, water bill mailings, etc.) to increase exposure to area residents.

The Health Department receives referrals of community concerns and conducts wellness checks on community residents in response to requests from the fire/police departments or Rich Township. Most of these referrals are handled within 1-2 days of the receipt of the concern. They are followed up with a wellness check and often result in calls for additional services such as Catholic Charities or the resident or family are provided with information about Nurses Plus programs which are available and that may be able to assist them.

Assess cost support for non-core services determining limits. Analysis of specific programs offered is being prepared to determine the level of Village support and the cost effectiveness.

Identify cost savings/streamlining opportunities within non-core services.

Determine ongoing or fixed costs if non-core services were reduced or eliminated.

Identify community/regional partnership opportunities to share costs and responsibilities of providing non-core services.

Incorporate life cycle analysis with service and facility evaluation.

Assess services provided by other organizations to determine enhancements and promotional opportunities for Village services

Evaluate and implement a new financial, human resources and code enforcement/inspection software program. The new system will improve interdepartmental information sharing and incorporate resident and employee service enhancements. A consultant, Plante Moran, was selected to assist the Village. After conducting several departmental information gathering sessions the consultant, Plante Moran, prepared an RFP. This RFP was distributed to thirty vendors soliciting proposals by December 5. On site demonstrations will occur beginning in January from the top submitters. As part of the assessment process a list of issues and opportunities was developed to assist the Village in enhancing procedures.

The Fire Department will research the possibility of shared services and activities with other local fire departments to reduce duplication of services.

Staff will review fees for service from a cost/value and service sustainability perspective.

The Fire and Police Departments will evaluate non-emergency services and activities on a cost value basis.

Health Department Staff will look at core vs. non-core services within the Health Department and begin to consider updating/changing health care models in order to capture full reimbursement available for services.

Health Department personnel will create a new home services revenue stream for its long-standing "bath services program" for elderly seniors.

The Health Department will capitalize on recently-achieved national accreditation status by branding all home health marketing materials and circulating them to all local primary care providers, local hospitals, assisted living facilities, nursing homes, senior buildings and churches. Status Update: The Health Department has been working to build new revenue streams for the village's home health and home services programs. Initially, the Park Forest Health Department underwent a survey to become nationally accredited earlier this year in January 2013. Once Joint Commission Accreditation status was achieved, this opened the door for the Village to establish provider partnerships with several of the health insurance vendors such as AETNA, IlliniCare, Blue Cross and Blue Shield of Illinois, Meridian and Cigna. The Health Department is now aligned to receive home healthcare referrals from each of these insurance provider networks that have clients in our home service area. In addition to building these partnerships, the Park Forest Health Department has applied with the State of Illinois Department on aging to become a Home Services Provider through the Community Care Partner Program. This collaboration will start a new revenue stream from the state to the Village when referrals are received from IDOA for residents needing non-skilled home care services from Health Department staff.

The Village last undertook a salary comparability study in 2000. These studies generally have a shelf life of ten years. In September 2014 the Village Board approved contracting with Sikich to provide a new study. Comparable communities have been selected and employees are scheduled to complete Job Analysis Questionnaires. Results of this study are anticipated early in 2015.

The Village's Finance Department recommended a conversion to monthly utility billing for water, sewer & refuse use. This opportunity has allowed additional information to residents about utility consumption. In addition, the Communications Director has added monthly newsletters which significantly enhance communication with residents.

LONG TERM IMPLEMENTATION STRATEGIES (13 – 60 months)

Staff will determine changes to be made involving non-core services.

Implementation of changes may be carried out through staff attrition and evaluating staff replacements.

Promote programs offered in partnership with other organizations.

Recreation & Parks will complete an evaluation, with recommendations of its non-core services

The Fire Department will continue cooperative programs with surrounding fire departments to limit duplication of services and capabilities. The department will also research the possibilities of combining/providing services with/for neighboring communities and fire districts.

Fire Staff will seek out ways to assist in funding both core and non-core fire department services for the continuing benefit of the community and its citizens. The department will explore new potential revenue paths such as HazMat transportation fees; spiller pays fees and out of district response income.

Public Works continue to monitor the services provided and look at time, materials, and equipment used for ways to improve on effectiveness and efficiency. Staff has begun looking into the Taxi Service and options regarding the Village's efforts to provide this service.

Through Home Rule authority and existing ordinances, the Police Department will seek to shift enforcement efforts to Municipal Court, where/when possible, and allow all fines to be paid to the Village versus the small percentage that currently is passed on from the county court system.

The Village continues to seek out ways to improve the energy efficiency of all Village facilities. One of the most important parts of energy efficiency is to track and measure energy use. The Village Sustainability Coordinator logs energy use into the Energy Star Portfolio Manager benchmarking tool and develops energy efficiency and conservation campaigns to reduce energy use. The Village also encourages residents and businesses to take action to improve their homes and buildings. Presentations and introductions to energy efficiency service providers have been made and will continue into the coming years with the goal of reducing energy usage by 2-3% each year to achieve the goal of an 80% reduction by 2050.

The Police Department will continue renovating the better than 50-year old police station, keeping it as a shining example of sustainability and the re-use of current resources.

The STAR Community Rating System is the first national framework to measure sustainability at the city or county scale and provide a tracking system to help local government organizations measure progress towards achieving community sustainability goals. The Village of Park Forest has been selected to participate in the inaugural Leadership STAR Communities Program. Working with various municipal departments as well as community groups, the Village will collect data to demonstrate its community-wide sustainability efforts. By participating in this program, the Village of Park Forest will: demonstrate commitment to local sustainability, improve transparency and accountability and showcase results, and build and strengthen partnerships within government and within the community. At the end of this process, the public will have a comprehensive, holistic view of successes gained from years of sustainability efforts made by leaders and groups in Park Forest. They will also see which challenges we still face and where the Village and public can collaborate to make further strides in community resilience and sustainability.

In October 2014, Park Forest was awarded the Governor's Sustainability Award and was one of twenty-four Illinois companies and organizations (only 6 of them were governmental agencies) honored for their significant achievements in protecting the environment, helping sustain the future and improving the economy. The award was presented by the Illinois Sustainable Technology Center (ISTC) which recognizes organizations that have demonstrated a commitment to environmental excellence through outstanding and innovative sustainability practices. This was the first time Park Forest was recognized for the many years of sustainable programs and projects that have been completed in the Village.

The Health Department will conduct routine community-wide health disparity surveys to identify gaps in access to medical primary care services. The statistics collected will be presented with grant applications as a basis for need for additional funding to continue and extend health care programs within Park Forest and the surrounding region.

The Health Department will partner with an area Federally Qualified Health Center (FQHC) to apply as a co-applicant for a HRSA grant for community health centers and partnering FQHC's. The Health Department will work closely with the partner FQHC to report current and ongoing trends in community area health data specifically focusing on area access to primary health care services.

6. Sustain the Village's role as a catalyst for innovative change in the region.

SHORT TERM IMPLEMENTATION STRATEGIES (within next 12 months)

The Fire Department will research the potential for changing the basic delivery structure for fire and EMS services on a local and regional basis.

Fire personnel will continue participation in regional, state and national organizations (MABAS,

CART, IFCA, IAFC, Will County Fire Chiefs, Cook County Fire Chiefs, etc.) acting as a catalyst for change in the fire and EMS community. On a somewhat limited basis, the Fire Department is working with the Illinois Fire Service Institute and a number of sponsors to bring free specialized training to the region on topics not otherwise presented locally. By working with these partners, department members and firefighters from the region experienced day long training with minimal cost or out of pocket expenses.

Members of the Village Leadership Team will continue training and leadership presences across the region (SSMMA, Metropolitan Mayors Caucus, CMAP, Metro Managers Association, etc.), the state (Illinois Municipal League) and in various professions (Government Finance Officers Association, American Planning Association, Illinois Public Employers Labor Relations Association, ILCMA, American Public Works Association, etc.) to foster sharing of best practices.

Recreation & Parks will continue to partner with such organizations as SSSRA and South Suburban Parks & Recreation Professional Organization (SSPRPA) to be an example of innovative recreation programing.

The Fire Department will investigate the concept of community paramedicine and its potential impact on our department and community.

Recreation and Parks will continue to partner with adjacent communities in offering recreation programing. Status update: The department is partnered with Richton Park Recreation & Parks and SD 162 in a grant to encourage student physical activity. This program will make use of area facilities such as the Tennis & Health Club and some parks for tennis lessons, soccer, etc. In addition to the Carol White Grant, the Village offers cooperative programming between The Villages of Matteson, Richton Park and Olympia Fields. These co-op opportunities' range from youth sports to senior trips

The new collaboration with SSMMA and SMHEC to create the Park Forest Maker Space will enable the Village to attract inventors and entrepreneurs to create prototypes of new products that can then be marketed for larger production and sale. The Maker Space will also provide a program of courses and workshops that will educate the members about production, marketing, patents, and other key issues involved in the manufacturing process. This could be the start of an "innovation district" in the DownTown or at Hidden Meadows.

The Village will continue to be an active member of the South Suburban Land Bank and Development Authority.

The Mayor and Staff are working with SSMMA and the Chicago Southland Housing and Community Development Collaborative (the Collaborative) to finalize the Strategic Plan for the Collaborative and increase its exposure to other South Suburban communities and to potential funding sources. The development of the Strategic Plan is being led by the Metropolitan Mayors Caucus and the Metropolitan Planning Council.

Park Forest staff coordinated a shared municipal booth for the 2014 International Council of

Shopping Center (ICSC) Real Estate Convention (RECon). The 600 square foot booth, branded as Select Chicago Southland, was shared by Monee, Olympia Fields, Park Forest, South Holland, University Park, Calumet Park and Richton Park. Five of the communities hired a shared appointment scheduler, and shared 26 appointments with retailers, brokers and developers. The group has since expanded to include Blue Island, Calumet City, South Chicago Heights, Lansing, Midlothian and Steger. An 800 square foot Select Chicago Southland booth was part of the ICSC Deal Making event in Chicago in early October. Select Chicago Southland will also have a 900 square foot booth at RECon 2015.

The Economic Development Team will work with multiple communities, consultants, CSEDC, and the Cook County Assessor's Office to update incentives and procedures to spur economic development in the southern suburbs.

Public Works staff will make efforts to identify the individuals and departments of other governmental and non-governmental agencies like IDOT, Cook County Highway Department, Metra, CMAP, PACE, and Illinois Toll way that work in infrastructure and public works fields. The Public Works Director actively participates in the South Suburban Directors Association meetings, Transportation Advisory Group (TAG) meetings, and Transportation Committee meetings. Meetings are held monthly and are attended by surrounding community Public Works Directors and other governmental and non-governmental agency staff. These meeting are held to discuss topics and projects that affect and that are within the south suburb region.

The Community Relations Coordinator will continue to serve on the Board of the Chicago Area Fair Housing Alliance, which meets on a monthly basis. This Alliance is a consortium of fair housing and advocacy organizations, government agencies, and municipalities committed to the value of fair housing, diversity, and integration.

The Commission on Human Relations will continue to attend the annual conference of the Illinois Municipal Human Relations Association and attend regular meetings, workshops, and conferences of the Chicago Area Fair Housing Alliance, South Suburban Housing Center, Illinois Municipal Human Rights Association, and Diversity Dinners.

LONG TERM IMPLEMENTATION STRATEGIES (13 – 60 months)

The Fire Department will seek out agencies and potential partners presenting innovative solutions to local fire, EMS and code problems.

Fire Staff will seek to create flexibility within contracts, policies, procedures and Village ordinances to maximize the ability to act in an innovative manner and as a catalyst for change.

Village Staff will continue to lobby at the local, state and national levels to allow the flexibility to implement change in a positive manner.

Staff will explore concept of an "innovation district(s)" where appropriate in the Village.

Work with Cook County, CSEDC, OAI and other partners to implement workforce development programs that benefit Park Forest residents and the employees of interested Park Forest businesses.

Staff will continue its work with Cook County, OAI, the Delta Institute and the City of Blue Island on work force development in the area of green jobs to create a vacant property maintenance program.