



Annual Budget

Village of Oswego

Fiscal Year May 1st, 2015 - April 30th, 2016



About the photo on the cover:

Hudson Crossing is a site unique in its history, transformation, and application. Beginning in the early summer of 1900, the Aurora Elgin & Chicago interurban trolley line crossed the Fox river on a steel bridge supported by limestone piers dating back to shortly after the Civil War (1867). To the north, near the mouth of the Waubensee Creek, the Hopkins Saw Mill provided lumber for some of the Oswego's earliest buildings. The Illinois Department of Transportation replaced the trolley bridge with an automobile bridge in 1994. The old bridge was renovated and preserved by the Oswegoland Park District as a bicycle and pedestrian bridge. Funding for the development transformation was provided in part by the Illinois Department of Natural Resources OSLAD Program. The site is illuminated for passive evening use.

Principal Officials

VILLAGE PRESIDENT

Brian LeClercq

(Term Expires April 2015)

VILLAGE TRUSTEES

Tony Giles

(Term Expires April 2015)

Pam Parr

(Term Expires April 2017)

Terry Michels

(Term Expires April 2015)

Gail Johnson

(Term Expires April 2015)

Judy Sollinger

(Term Expires April 2017)

Scott Volpe

(Term Expires April 2017)

MANAGEMENT STAFF

Steve Jones

Village Administrator

Rod Zenner

Community Development Director

Christina Burns

Assistant Village Administrator/
Human Resource Director

Vijay Gadde

Economic Development Director

Tina Touchette

Village Clerk

Jennifer Hughes

Public Works Director

Mark Horton

Finance Director/Village Treasurer

Michele Brown

Community Relations Manager

Jeff Burgner

Police Chief

Officials and Staff may be contacted at:
village@oswegoil.org or 630/554-3618



The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the Village of Oswego, Illinois for its annual budget for the fiscal year beginning May 1, 2014.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

READER'S GUIDE TO UNDERSTANDING THE BUDGET

The various sections of the budget are described here to assist the reader in understanding this complex budget document.

BUDGET MESSAGE

This is a message about the challenges, opportunities and uncertainties the Village faces in preparing the annual budget. The message highlights the Village's budget priorities and the principles adhered to in developing the budget.

STRATEGIC PLAN & STATUS

This section contains a copy of the Village's current Strategic Plan and a progress report on how the Village is completing those long-term, entity-wide goals.

VILLAGE OVERVIEW

The Village Overview section gives general information about the Village of Oswego, including location, history, demographics, community economics, and organizational charts.

BUDGET OVERVIEW

The Budget Overview details the overall budget process and gives a basic understanding of how the Village creates and presents a budget. It also summarizes the Village's fund structure, financial management policies and provides detailed explanations of the major revenue sources and financial trends of the Village.

BUDGET SUMMARIES

The Budget Summaries present the Village's Budget in table and chart form. The Village presents this financial information in several different ways and compares current year information to prior years in order to gain a better understanding of the flow of funds and to note significant changes year after year. This section contains information on staffing levels and changes in fund balances for each of the Village's funds.

CAPITAL PLANNING & DEBT

A summary of the Capital Improvement Program (CIP) is included within this section. A summary of the first five years of capital projects is listed by project category. Each capital project that is categorized as significant and non-routine will have a detailed explanation of the project by fund and will specify its impact on the Operating Budget. The budget for the Capital Improvements Program is developed and presented separate from the Operating Budget. The section also includes financial details on current debt obligations, including the effects of existing debt on current operations.

FUNDS & DEPARTMENTAL BUDGETS

The Budget Narratives are included by fund, then department, then division, if applicable. Each fund, as well as each department/division within each fund, will have a budget narrative. These narratives start with a description of the department/division, historical staffing levels, analysis of the upcoming Budget, current challenges/issues, prior year accomplishments, goals and objectives for the current year budget. It also shows performance measures for the specific department. The goals for each division will reflect the linkage to the Village's strategic goals, if applicable.

APPENDIX

The Appendix of this document includes a statistical section, a glossary, a list of common acronyms used in this document and the annual compensation disclosure required by State Statute.

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100 Parkers Mill • Oswego, IL. 60543 • (630) 554-3618 • Fax:
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April 21, 2015

Village Residents
Village President and Village Board of Trustees
Village Administrator

Staff is pleased to present the Fiscal Year 2016 Village of Oswego Annual Budget. The Annual Budget serves as the spending authority for the fiscal year beginning on May 1, 2015 and ending April 30, 2016. The Village operates under the Municipal Budget Act as defined under Illinois Compiled Statutes. The Budget estimates both revenues and expenditures/expenses for the fiscal year providing the legal level of control at the Fund level. A budgetary system of monitoring and control has been established to ensure accountability and budgetary compliance.

The Fiscal Year 2016 Annual Budget was created in accordance with the Village's Mission Statement;
*The Village of Oswego provides a vibrant, sustainable community,
rich in heritage, prosperity and genuine partnership, for the
benefit and enjoyment of present and future generations*

The budgets of all Funds and departments are based on the assigned tasks as outlined in the Implementation Plan derived from the Village Strategic Plan which may be found on page 16. The Strategic Plan is the driving force for development of the budgets along with Citizen's requests and Village Board initiatives.

Budget Factors/Assumptions/Planning

Many different factors and assumptions are discussed over the course of creating the annual Budget. Every department head must use the knowledge they possess and a look to the future in crafting their respective budget. They also must look to accomplishing the objectives and goals of the Village Strategic Plan and any short term initiatives gleaned from the Village Board. The challenge for all of us is identifying funding to allow for all of these objectives and goals to be included in the annual budgets. Some of the many factors and assumptions used in developing the annual budgets are listed here;

Factors;

- Keeping expenditures within the current revenue streams
- Using available funding for capital infrastructure improvements
- Maintain the current service levels with current staffing levels
- Improving economic development and residential growth within the Village
- Sustainability and planning for the future
- Emphasis on becoming more efficient and economical in providing village services
- Transitioning to a new Village President and three new Village Trustees

Assumptions used throughout the budget process were;

- Stronger local economic activity
- Expanding local growth in residential housing, economic development and population increases within the Village and surrounding municipalities
- Improving revenues in existing revenue sources and the Village Boards' concurrence to look at new sources of revenue
- State of Illinois financial problems and concerns of reductions in state shared revenues

- Long term capital planning discussions concerning the Village infrastructure

Keeping expenditures within the revenue streams on an annual basis puts an even greater emphasis on estimating revenues for the budget. Revenue budgets were estimated more aggressively for Fiscal Year 2016 because of the expanding economic environment locally and nationally. The various revenue sources were derived based on historical trend data kept on specific sources of revenue, current year to date receipts and knowledge on the current/future economic environment. Expenditure budgets are compiled from worksheets submitted from department heads based on historical patterns, adjustments for new programs and annual line item adjustments.

Challenges and Issues

The Village is facing a number of challenges and issues for Fiscal Year 2016 and subsequent fiscal years which had an impact on the fiscal year budget. Revenues are the number one challenge the Village faces. The majority of revenue sources for operations are received from some type of tax revenue. The majority of the tax revenue (83%) the Village receives is from the State of Illinois. The State of Illinois continues to have its share of budget struggles and the legislature every year contemplates reducing the distributions to local governments from these tax revenues to balance their budget. Local governments constantly fight to keep the current share of these vital revenue streams. Without these shared revenues, the Village would have to implement more local taxes, increase the property tax levy or reduce expenditures possibly reducing current service levels.

Future village infrastructure improvements outlined in the Capital Improvement Plan (CIP) discussed with the Village Board is another huge challenge for the Village. The costs of future capital projects will require the Village to determine the best way to pay for them without putting too much of a burden on the local taxpayers. The current revenue streams allowed for \$2.9 million in infrastructure improvements and capital replacements to be included in this budget. However, the Village has identified \$60 million in capital projects to complete over the next five years. Funding these projects is the greatest concern for the Village. Revenues have not been exceeding expenditures annually in sufficient amounts to use a "Pay as You Go Strategy". Future development within the Village will be expected to contribute towards the completion of the capital improvements.

The Village continues to grow and expand. The growth is welcomed as it should increase the revenue streams but at the same time places additional burden on existing services and staffing. The Village will determine when staffing should be increased by comparing the costs of outsourcing services to the private sector with the costs of providing the service by the Village. No additional staffing was authorized for this budget. An Evidence Technician position was asked for by the Police Department and a part time position was requested by the Village Clerk Office. Both requests were deferred until such time as funding is available.

Priorities for this budget year were simply to maintain the current service levels and programs for the residents. Try to include in the Budget capital infrastructure improvements only up to the amount of available funding. A roadblock appeared late in the spring as the newly elected Governor proposed reducing state shared revenue sources with local governments. Recall, 83% of the Village's revenue is received from these shared revenues. If approved by the state legislature, this would require major reductions to the existing budgets. Village staff will adjust when and if the time comes to do so.

Financial Reporting and Planning

The Village President and Board of Trustees together with the Village Administrator have always encouraged and insisted upon complying with the highest standards of excellence in planning and conducting the financial operations of the Village. The audited Comprehensive Annual Financial Report has received twelve (12) consecutive Certificates of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA). In addition, the Village received the GFOA's Distinguished Budget Award for the eleventh (11) straight year for the Fiscal Year 2015 Annual Budget. The Fiscal Year 2016 Annual Budget complies with the high standards established by this

program and will be submitted to the GFOA Award Program. Sections of the budget have been enhanced to improve the presentation and understanding of this document for the community.

The Finance Department annually prepares a Five-Year Financial Forecast which provides projections for all Village revenues and expenditures. The document allows the Village Board and staff to discuss and focus on long-term planning issues and goals, and the future funding availability to achieve those goals. Long-term planning provides the opportunity to adjust and refocus the prioritization of established goals and objectives. Issues regarding service levels for operations, capital improvements and community needs are identified and reviewed focusing on funding availability. The review of the financial forecast after the adoption of the annual budget allows for trends in revenues and operating/capital expenditures to be identified and discussed with the Village Board.

The Capital Improvement Plan (CIP) is updated and intended to be adopted annually prior to the budget process. The CIP provides the long term view of expenditures associated with upcoming village improvements to roadways, vehicles/equipment, water/sewer infrastructure and other major Village projects. Funding must be determined for the projects which are approved for the five years of the Plan as well as significant costly projects identified beyond the five years of the Plan.

All of the financial reporting, financial forecasting and capital planning determine subsequent year's budgets. The desire to maintain expenditures within the revenue streams becomes a balancing issue for the Village Board and Village Staff as approved capital projects reduce the amount available for department operating budgets.

Acknowledgments

The preparation of the Fiscal Year 2016 Annual Budget could not have been accomplished without the efficient and dedicated services of the Village Administrator, Village Department Heads and the Finance Department staff. I would like to express my sincere appreciation to the Village President and Village Trustees and the Village Administrator who encourage and insist upon the highest standards of excellence in planning and conducting the financial operations of the Village. Please do not hesitate to contact me if you have any questions on the Village Budget or any of the financial reports we prepare.

Respectfully submitted,



Mark G. Horton
Director of Finance

Highlights of the Fiscal Year 2016 Village Budget

Fiscal Year 2016 Budget Overview

The Budget has projected total revenues of \$30.3 million compared to total expenditures of \$29.3 million. An increase in tax revenue is the reason for the higher budget amount. A new Fund is included in the Draft Budget, the Water and Sewer Capital Fund has been created to account for all the capital improvements for the Village's water and sewer systems. Revenues received attributable to the growth of the Village along with all capital outlay expenses will be budgeted and recorded in this Fund instead of the Water and Sewer Fund.

Total expenditures of \$29.3 million are \$0.1 million greater than the Fiscal Year 2015 budgeted expenditures. However, the Fiscal Year 2016 budget is \$0.2 million less than the Fiscal Year 2015 projected expenditures. Lower budgets for Capital Outlay for Fiscal Year 2016 have offset increases in other expenditure categories.

Revenues

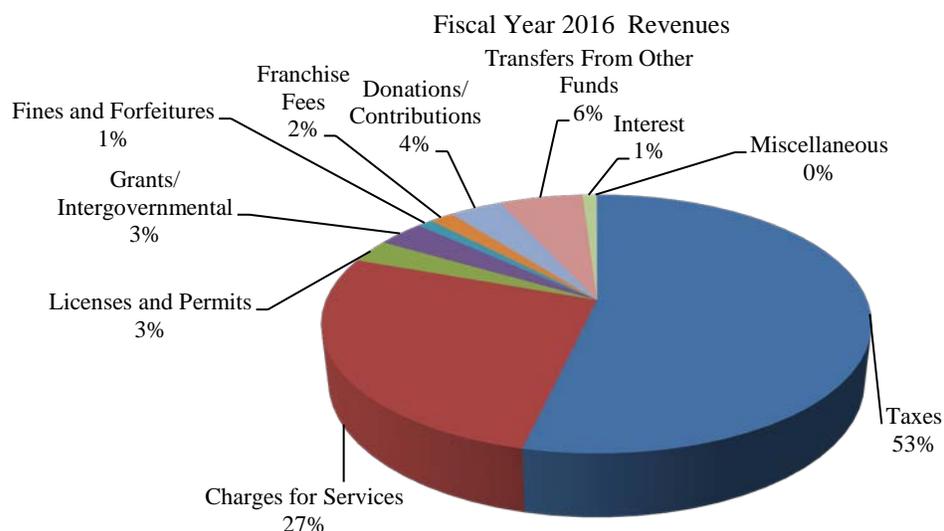
The following table shows the Revenues for all Funds. Total revenues for all funds are 4% greater than the Fiscal Year 2015 budget amount but only slightly greater than the Fiscal Year 2015 Projected amounts. Total revenues have substantially leveled off since Fiscal Year 2014.

REVENUES - ALL FUNDS						
FUND	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 PROJECTED	FY 2016 BUDGET	FY 2016 Budget vs FY 2015	
					Projected	Budget
General	16,087,389	16,328,380	16,651,799	17,483,288	5%	7%
Motor Fuel Tax	947,777	909,990	1,066,110	812,500	-24%	-11%
Debt Service	1,783,010	1,770,007	1,807,720	1,774,689	-2%	0%
Capital Improvement	74,231	23,500	17,656	0	-100%	-100%
Water and Sewer	6,371,786	6,094,800	6,332,288	5,389,800	-15%	-12%
Water and Sewer Capital	0	0	0	566,000	100%	100%
Garbage Collection	2,097,842	2,233,650	2,225,025	2,344,712	5%	5%
Police Pension	2,770,441	1,843,760	2,170,354	1,931,760	-11%	5%
TOTAL REVENUES	30,132,477	29,204,087	30,270,952	30,302,749	0%	4%

Comparing Fiscal Year 2016 Budget amounts with Fiscal Year 2015 Projected amounts;

- General Fund revenue is budgeted to increase \$832,000 primarily due to increases in various tax revenues
- Motor Fuel Tax Fund revenue is decreasing 24% or \$254,000 because of the additional distribution of State funds being discontinued in FY 2016
- Garbage Collection revenue is increasing due to the annual 5% collection rate increase

The following chart shows the Village's total revenues for all Funds classified by type of revenue for Fiscal Year 2016. Taxes are the largest revenue source accounting for 53% of total revenues. Tax revenues are comprised of state shared taxes, locally imposed taxes and property taxes. Charges for Services are the second largest revenue source accounting for 27% of the total revenues. The Village's enterprise funds account for 94% of the total Charges for Services revenues. Tax revenues and Charges for Services revenues combined account for 80% of the entire Village's revenues.



The majority of the Village’s revenue sources are elastic revenues which are dependent on the economy and will increase with growth in the local and national economy. Property tax revenue is the one major revenue source which is not elastic and controlled by the Village Board. The Village Board determines the annual amount of property tax levied on property located within the Village. The Village Board has the option to increase the annual property tax levy to alleviate any future revenue shortfalls.

Expenditures

The Fiscal Year 2016 budget has total expenditures remaining at the same level as the last fiscal year budget. Expenditures are increasing \$100,000 compared to the Fiscal Year 2015 Budget and actually decreasing 1% when compared to the Fiscal Year 2015 Projected total.

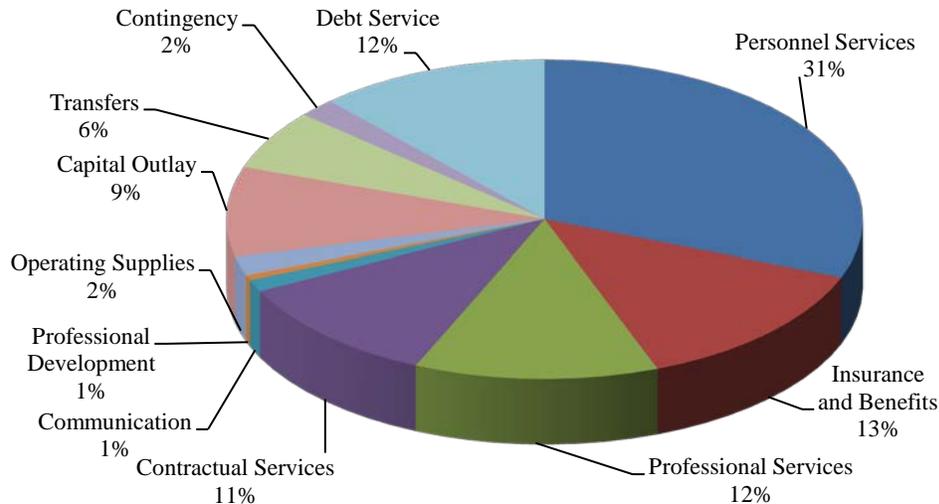
EXPENDITURES - ALL FUNDS						
FUND	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 PROJECTED	FY 2016 BUDGET	FY 2016 Budget vs FY 2015	
					Projected	Budget
General	15,308,772	16,328,380	16,834,351	17,483,288	4%	7%
Motor Fuel Tax	859,562	1,675,435	1,674,500	862,500	-48%	-49%
Debt Service	1,766,442	1,769,505	1,770,105	1,773,489	0%	0%
Capital Improvement	187,303	491,600	442,100	0	-100%	-100%
Water and Sewer	5,771,327	6,155,448	6,229,534	5,055,842	-19%	-18%
Water and Sewer Capital	0	0	0	1,207,300	100%	100%
Garbage Collection	2,105,582	2,231,250	2,243,462	2,342,812	4%	5%
Police Pension	721,992	592,275	513,275	606,900	18%	2%
TOTAL EXPENSES	26,720,980	29,243,893	29,707,327	29,332,131	-1%	0%

Comparing Fiscal Year 2016 Budget amounts with Fiscal Year 2015 Projected amounts;

- General Fund budget increasing \$600,000 due to increases in Contractual Services and Capital Outlay
- Motor Fuel Tax Fund budget decreasing as less road improvement work being done
- Capital Improvement Fund budget reduced to \$0 as there are no remaining monies for projects on hand
- Water and Sewer Fund expenses have decreased because of all capital outlay costs moved to the new Water & Sewer Capital Fund
- Garbage Collection Fund expenses have increased due to the annual increase in disposal costs
- The Police Pension Fund expenses have increased because of increased benefit payments and administrative costs

The following chart details the various categories for village expenditures across all funds. The Village is a service provider and as expected Personnel Services combined with Insurance and Benefits account for 44% of total expenditures.

Fiscal Year 2016 Expenditures



The Fiscal Year 2016 Budget includes increases/decreases to numerous line item accounts. In some cases, new line items not previously budgeted have been added or some line items have been combined with existing line items for better transparency.

General Fund

- A new line item for the purchase of a FOIA software program (\$3,500)
- Reductions in Legal services (\$25,000) and Park-n-Ride (\$90,000)
- Increase in Building maintenance account (\$19,000)
- General Insurance for liability claims has increased across all departments
- Increase in Mosquito spraying contract (\$96,000)
- Snow removal expense has increased \$33,000
- New outsourced contractual mowing of Village properties and Right of Ways (\$82,000)
- IT services budget includes \$241,500 for new financial software, work management software and adjudication software
- Police department budget includes a \$98,000 increase for Kencom dispatching costs

Water and Sewer Capital Fund

- \$913,900 budgeted for six (6) capital improvement projects

Individual Funds

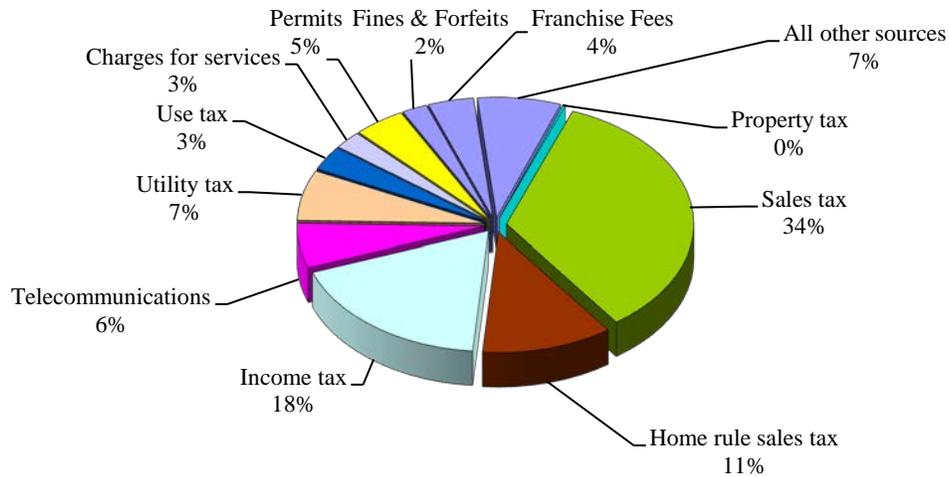
General Fund

The General Fund is the largest fund of the Village accounting for all of the services provided for the residents. Police protection, public works services (street maintenance, forestry, snow plowing), building and code enforcement, economic development, planning and zoning, engineering, legal services, and general administration are accounted for in this fund. General Fund revenues and expenditures account for 58% of the total Village revenue and expenditures budget for the 2016 Fiscal Year.

General Fund Revenues

Most of the major revenues that the Village receives are allocated to this Fund. Some of the more significant revenues include the Village's sales tax, home rule sale tax, income tax, property taxes levied to fund pensions, telecommunications fees and utility tax revenues.

The General Fund revenue budget is \$17.5 million which is \$0.9 million greater than the projected Fiscal Year 2015 revenue total. All revenue categories are budgeted higher than the FY 2015 projected amounts except for donations/contributions and the Miscellaneous categories. The chart which follows shows three (3) revenue sources comprise 63% of all General Fund revenues. These three sources are sales tax, income tax and home rule sales tax.

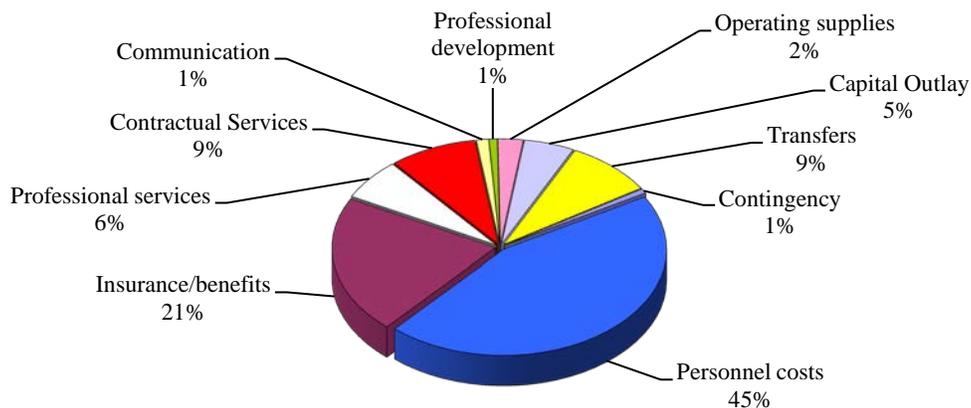


Taxes, which account for 86% of General Fund revenues, are budgeted to increase \$0.8 million compared to the Fiscal Year 2015 projected amount and budget. Sales tax and income tax revenues are the two largest sources of tax revenues accounting for 40% and 20% respectively. State shared revenues (revenues collected by the state and distributed on a per capita basis) account for 81% of the total tax revenues received.

General Fund Expenditures

The General Fund accounts for all of the expenditures for the operating organizations including corporate administration, building and zoning, community development, road & bridge, community relations, economic development, finance and police protection. General Fund expenditures for Fiscal Year 2016 total \$17.5 million compared to Fiscal Year 2015 projected expenditures of \$16.8 million, an increase of \$0.6 million.

General Fund expenditures budgeted for Fiscal Year 2016 by category are detailed in the next chart. As expected with a governmental entity whose primary function is to provide services, personnel related costs are the largest expense. Personnel costs combined with the employer insurance and benefit costs total 66% of the total expenditures.



Contractual services are 9% of total expenditures and have increased 21% compared to the Fiscal Year 2015 projected amount.

The Motor Fuel Tax Fund is used to account for the State of Illinois motor fuel tax distributions which are restricted for specific uses. The Village uses the entire amount received to pay a portion of the debt service on roadway improvements paid for from debt issuances and the balance to pay for the Village's annual roadway improvement program. The costs of the annual road program have begun to exceed the annual amount received from the State. The MFT Fund has expenditures exceeding revenues by a small margin and will utilize money on hand to cover the excess.

The Debt Service Fund is used to account for the principal, interest and paying agent fees for general obligation debt issued by the Village. General Sales tax revenues and Motor Fuel tax revenues have been pledged to finance the annual debt service costs. If the pledged revenues are insufficient in any given year, then the Village is required to extend the tax levy for the respective debt issuance to insure the debt is paid. The total outstanding principal and interest at April 30, 2015 is \$17 million. The Village has six (6) separate debt issuances outstanding which are paid out of the Debt Service Fund. Expenditures in the Debt Service Fund for Fiscal Year 2016 total \$1.8 million. The reader may refer to the Financial Policies section of this document for a more detailed discussion of the Village's outstanding debt.

Capital Projects Funds are used to account for bond proceeds, grant proceeds and permit fee revenue used for the construction of municipal facilities, roads and other infrastructure improvements. All funds were depleted in the prior fiscal year and no revenues or expenditures have been budgeted for Fiscal Year 2016.

Enterprise Operations

The Village's enterprise operations consist of the Water and Sewer Fund, Water & Sewer Capital Fund and Garbage Collection Fund. These two funds are accounted for as though each fund is a separate business entity. Each fund has the ability to support the funds' expenditures by changing the rates and fees charged for providing the services of each fund. Please reference these funds in each fund's respective section for further analysis and information regarding each Fund.

Water and Sewer Fund revenues are dependent on water usage and the associated water rate calculated by the Village. Annually, as part of the Financial Forecast process, a water rate study is completed to determine the water rate needed to support the expenses of the Fund. The Village Board authorized the last rate increase of \$.20 cents effective June 1, 2010. The current water rate is projected to generate \$3.8 million in water service charges in Fiscal Year 2016 based on normal usage. The current water and sewer rates are sufficient to cover the operating costs and debt service costs of the Fund. However, funding for costs of long term infrastructure improvements remain a topic of discussion. Future water & sewer costs will include replacement costs (rehabilitation of existing facilities and infrastructure), as well as system expansion. The Village is engaging in a shared water study with neighboring communities for the purpose of determining a long term source of potable water and the costs associated with the accepted resolution. A future rate study remains necessary to determine the replacement costs of existing utility infrastructure, and the adequacy of water and sewer rates to fund these future needs.

Revenues are estimated to decrease \$1.0 million compared to the Fiscal Year 2015 projected amount. Water and sewer maintenance for services revenue is increasing due to increased new development. Expenses have decreased 15% compared to the Fiscal Year 2015 projected totals because of the reduction in the capital outlay budget.

The Water and Sewer Fund pledges water and sewer revenues to pay the debt service for six outstanding Bond issuances and two Illinois Environmental Protection Agency loans. The total Fiscal Year 2016 debt service is \$1.7 million. 31% of the estimated water and sewer revenue budget will be used to pay the debt service in Fiscal Year 2016. The total outstanding principal and interest at April 30, 2015 is \$17.8 million. The reader may refer to the Financial Policies section of this document for further discussion on the Fund's debt.

Water & Sewer Capital Fund

The Village established this Fund in the Fiscal Year 2016 Budget to separate the capital improvements from the Water & Sewer Fund operations. A calculated amount will be transferred from the Water & Sewer Fund Unrestricted Net Assets to this Fund to support the next few years of identified improvements. The Fiscal Year 2016 Budget shows revenues of \$0.5 million and expenses of \$1.2 million. Specific projects are identified on the narrative for the Fund.

Garbage Collection Fund

The Village contracts with a licensed waste hauler for the removal of trash from residents homes. The contract price is passed onto the residents who are billed bi-monthly for the service. Total revenues for Fiscal Year 2016 are \$2.3 million compared to total expenses of \$2.3 million. The Fund reserve balance is at 22% of expenses providing a sufficient reserve should any unexpected circumstances occur.

Police Pension Fund

The Village maintains one trust fund mandated by law for the Police Officers' pensions (other employees are covered by the Illinois Municipal Retirement Fund). The Village will contribute \$1.3 million to the pension fund in Fiscal Year 2016 based on the actuarial report as of the fiscal year ending April 30, 2014. Fiscal Year 2016 revenues of \$1.9 million exceed expenditures of \$0.6 million. Expenditures have increased because of annual pension increases mandated by Illinois State Law. The Fund will have an estimated reserve balance at April 30, 2016 of \$21.8 million or a ratio of 36:1 for paying pension benefits.

The following pages provide a look at the Village's goals/objectives, community attributes/demographics, budget policies/procedures and the financial data supporting the summary numbers provided in the preceding pages. All of this information should allow the reader to gain a good understanding of the Village and its financial operations.

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Village of Oswego Long Term Goals and Objectives

A Strategic Plan for the years 2012-2017 was adopted by the Village Board during Fiscal Year 2012 which involved the services of an outside consultant, employees and members of the community. The Strategic Plan provides direction for staff on what needs to be accomplished by 2017. An Implementation Plan was completed early in Fiscal Year 2013 outlining specific tasks for achieving each strategic plan goal. Each task was also assigned to a respective department. Three years into the Plan, staff has accomplished a great deal but still has more to accomplish. The Village Administrator reports on the progress of the Strategic Plan semi-annually at a Village Board meeting. The Strategic Plan has six broad objectives or Long Term Goals.

Governance and Municipal Services: Elected officials and staff partner effectively to guide and serve our community.

Prospering Economy: Innovative industrial, professional and commercial growth advances and sustains our economic vitality.

Community Enrichment: Quality development and use of public and private space, culture and entertainment make Oswego a sought-after destination.

Environmental Sensibility: Plans, decisions and practices are environmentally conscious and honor the natural environment.

Culture of Partnership: People eagerly participate in community life and enjoy creating a Village that works for all.

Strategic Infrastructure: Highly effective public facilities and modes of transportation keep pace with community needs.

Each long term objective is further broken down into a number of achievable goals. The individual department budgets are prepared in direct correlation with the underlying tasks associated with each Objective or Long Term Goal.

The Strategic Plan and January 2014 Implementation Plan status update is presented here to provide a sense of what has been accomplished and what remains to be completed over the next three years. The two documents provide the long term and short term goals for the Budget.



2012-2017 *Strategic Plan*





The Village of Oswego, located approximately 50 miles southwest of Chicago, is ideally placed at the southern end of the Fox River Valley. With a population of 30,400, Oswego is



the largest community in Kendall County, and has been recognized as one of the fastest growing communities in the country. The

Village was founded in 1833 and today provides a rich and expansive history, landscape, activities, events, culture, shopping and dining opportunities for its residents and visitors.



Mission Statement

The Village of Oswego provides a vibrant, sustainable community, rich in heritage, prosperity and genuine partnership, for the benefit and enjoyment of present and future generations.

Guiding Principles

In Oswego we:

- demonstrate integrity, respect and goodwill
- focus on the well-being of the whole community
- are open-minded and listen well to the ideas, beliefs and opinions of others
- trust that the intentions of others are good
- are accountable, transparent and fiscally responsible
- serve with dedication and unwavering commitment



Our Vision for 2017

- ❖ Governance and Municipal Services: Elected officials and staff partner effectively to guide and serve our community.

- ❖ Prospering Economy: Innovative industrial, professional and commercial growth advances and sustains our economic vitality.

- ❖ Community Enrichment: Quality development and use of public and private space, culture and entertainment make Oswego a sought-after destination.

- ❖ Environmental Sensibility: Plans, decisions and practices are environmentally conscious and honor the natural environment.

- ❖ Culture of Partnership: People eagerly participate in community life and enjoy creating a Village that works for all.

- ❖ Strategic Infrastructure: Highly effective public facilities and modes of transportation keep pace with community needs.

Stakeholders



Strategies

1. **Governance and Municipal Services:** Elected officials and staff partner effectively to guide and serve our community.
 - 1.1. **Goal 1: Maintain mindful fiscal policy that strikes a healthy balance between resources and needs.**
 - 1.1.1. Adopts balanced budgets and maintains expenditure levels within the revenue stream.
 - 1.1.2. Commit to rigorous fiscal analysis to understand the short and long term implications of fiscal policies and decisions.
 - 1.1.3. Research revenue options in order to diversify the revenue stream.
 - 1.1.4. Focus on strategies to increase assessed value.
 - 1.1.5. Ensure that fees imposed by the Village cover actual costs.
 - 1.2. **Goal 2: Model strategic, thoughtful, value-based leadership.**
 - 1.2.1. Reference the Strategic Plan as a guide to Oswego's vision, direction and budgeting.
 - 1.2.2. Provide annual or as needed performance reports on fulfillment of the Strategic Plan.
 - 1.2.3. Review the Strategic Plan annually and update as appropriate.
 - 1.2.4. Ensure newly elected officials receive orientation on the Strategic Plan and Village operations.
 - 1.3. **Goal 3: Maintain a high level of municipal services to provide for the health, safety and welfare of the public.**
 - 1.3.1. Provide reliable, efficient and sustainable municipal services.
 - 1.3.2. Uphold our commitment to public safety.
 - 1.3.3. Support and assist partner agencies to ensure public well-being.
 - 1.4. **Goal 4: Create a work environment that is conducive to a high-performing municipal organization.**
 - 1.4.1. Recruit and retain the best employees and utilize their knowledge, skill and experience in service delivery and policy development.
 - 1.4.2. Provide the equipment, technology, training/education and work conditions for safe, efficient, high-quality service and results.
 - 1.4.3. Encourage innovation and cross-department collaborations.
 - 1.4.4. Recognize employee contributions and foster a positive work environment.
 - 1.5. **Goal 5: Cultivate a synergistic and collaborative partnership between Village Board and Staff.**
 - 1.5.1. Create collegial and healthy working relationships.
 - 1.5.2. Convene periodic sessions for building mutuality and trust.

2. **Prospering Economy:** Innovative industrial, professional and commercial growth advances and sustains our economic vitality.

2.1. **Goal 1: Create a Plan that articulates the Village's desires and provides clear guidance for economic development and retention efforts.**

- 2.1.1. Target highly desirable businesses, including light industrial and commercial.
- 2.1.2. Aggressively market available properties, the Orchard Road corridor and future rail service opportunities.
- 2.1.3. Build upon the success of the Route 34 corridor.
- 2.1.4. Actively recruit employers that will establish living wage jobs and careers to make it possible for more residents to work in town.
- 2.1.5. Create a business friendly climate by streamlining review processes and ordinance requirements.
- 2.1.6. Facilitate revitalization efforts with existing businesses and property owners.

2.2. **Goal 2: Portray Downtown as the heart of the community and enhance its potential for redevelopment opportunities.**

- 2.2.1. Highlight and market the Fox River as a special downtown asset.
- 2.2.2. Emphasize vacant and under-utilized property opportunities.
- 2.2.3. Utilize a Downtown plan to promote and maintain historical integrity and small town character while preserving development potential.
- 2.2.4. Investigate and discern available funding techniques for development potential.

2.3. **Goal 3: Reinvigorate development and housing.**

- 2.3.1. Reach out to and assist developers to encourage completion of existing projects and take advantage of available opportunities.
- 2.3.2. Provide a mix of housing for current and prospective residents for all stages of life.
- 2.3.3. Review and keep the Village of Oswego Comprehensive Plan current.

2.4. **Goal 4: Develop a collaborative relationship with local business.**

- 2.4.1. Create and market a "Shop Oswego" program.
- 2.4.2. Partner with the Chamber of Commerce and other business associations to stimulate business growth and attract and retain local business in Oswego.
- 2.4.3. Provide a means to facilitate local business awareness and participation in local public and private sector business opportunities.



3. **Community Enrichment:** Quality development and use of public and private space, culture and entertainment make Oswego a sought-after destination.

3.1. **Goal 1: Establish contemporary and vibrant community spaces while maintaining community charm and character.**

- 3.1.1. Create and maintain partnerships with other organizations to promote recreation, parks, trails, the Riverfront and other public space.
- 3.1.2. Facilitate conversations about possible new endeavors such as a major attraction downtown or a sports complex or minor league sports team.
- 3.1.3. Investigate the feasibility of recreational facilities or multi-use gathering places that can cater to a wide range of interests.

3.2. **Goal 2: Become a desirable destination for entertainment, arts and culture.**

- 3.2.1. Transform Oswego into an ideal place for dining, social night life, performing arts and culture.
- 3.2.2. Recruit high-end and unique restaurateurs to Oswego.
- 3.2.3. Attract a variety of retailers to make Oswego an exciting shopping destination.
- 3.2.4. Encourage development of a banquet facility.

3.3. **Goal 3: Heighten the tradition of quality special events as a complementary feature for residents and visitors.**

- 3.3.1. Collaborate with business groups and organizations to host and be an integral part of community events.
- 3.3.2. Engage existing groups to expand ideas, find new event venues and market our events outside of Oswego.



3.4. **Goal 4: Foster the value of lifelong learning and support local opportunities for educational enrichment.**

- 3.4.1. Open dialogue and create partnerships with nationally recognized schools, colleges and universities to explore locating a satellite campus in Oswego.
- 3.4.2. Encourage sponsorship of local professional and enrichment program opportunities.

4. **Environmental sensibility:** Plans, decisions and practices are environmentally conscious and honor the natural environment.

4.1. **Goal 1: Heighten awareness and take action to become a more green community.**

- 4.1.1. Expand walking and bike trails as a means to attain more open space.
- 4.1.2. Review ordinances and create eco-friendly policy with standards/guidelines for new developments.
- 4.1.3. Encourage development of green business and industry and promote Leadership in Energy and Environmental Design (LEED)-certified facilities.
- 4.1.4. Educate citizens and businesses on best practices.
- 4.1.5. Promote recycling, waste reduction and water conservation.
- 4.1.6. Research and consider alternative water sources.

4.2. **Goal 2: Model desired behavior by adopting eco-friendly Village practices.**

- 4.2.1. Incorporate environmentally conscious features in new public facilities.
- 4.2.2. Utilize existing green technology, including electronic means of communication wherever possible.



5. **Culture of Partnership:** People eagerly participate in community life and enjoy creating a Village that works for all.
- 5.1. **Goal 1: Be poised to facilitate stakeholder interest in helping create the future we have articulated.**
- 5.1.1. Utilize media to educate and inform about events and engagement opportunities, and to promote citizenship.
 - 5.1.2. Conduct stakeholder events to facilitate idea generation, inform and keep pace with the rapidly changing environment.
 - 5.1.3. Form partnerships with local organizations, utilizing community events and other visible means of involvement.
- 5.2. **Goal 2: Celebrate the benefits and achievements resulting from civic engagement.**
- 5.2.1. Foster partnership between the Village and the community characterized by open communication and active participation.
 - 5.2.2. Cultivate understanding of important local issues and bring attention to different perspectives.
 - 5.2.3. Encourage candidate forums in preparation for a higher level of understanding and voter participation.
 - 5.2.4. Embrace diversity as a means to community sustainability.
- 5.3. **Goal 3: Invest in intergovernmental relationships for the betterment of the community as a whole.**
- 5.3.1. Look for opportunities that facilitate fiscal integrity and service efficiencies.
 - 5.3.2. Grow our understanding and appreciation of partner districts.
 - 5.3.3. Coordinate and synchronize long-range planning with partner districts where possible.



6. **Strategic Infrastructure:** Highly effective public facilities and modes of transportation keep pace with community needs.

6.1. **Goal 1: Create a safe and free-flowing transportation system.**

- 6.1.1. Ensure connectivity of new and existing streets.
- 6.1.2. Ease traffic flow in major corridors through implementation of the Transportation Plan, e.g., Wolf Crossing, Route 71 and the proposed 4-county Wikaduke trail.
- 6.1.3. Identify and secure funding sources over time to implement needed transportation improvements.
- 6.1.4. Ensure that ordinances provide that growth contributes its share of infrastructure costs.

6.2. **Goal 2: Undertake the necessary planning to serve the spectrum of public transportation needs.**

- 6.2.1. Engage federal and state entities, neighboring communities and elected officials to advance the process and funding for rail service to Oswego.
- 6.2.2. Investigate potential public transportation opportunities, such as Kendall Area Transit (KAT) to provide transportation options for seniors and those reliant on alternatives to the automobile.

6.3. **Goal 3: Build and maintain municipal facilities necessitated by the growth and development of the Village.**

- 6.3.1. Develop and build out municipal buildings as the need arises and revenues are available.
- 6.3.2. Analyze current and projected parking needs, and phase facilities in as required by new development.
- 6.3.3. Prepare for the eventual need for increased water and sewer capacity.
- 6.3.4. Finalize plans for unfinished sidewalks, paths and trails.



Thank you

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Gail Johnson
Terry Michels
Scott Volpe

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Village of Oswego 2012-2017 Strategic Plan Implementation Progress Update (May 2015)

			Initiation	Dates Target	Complete	% Complete
Governance and Municipal Services						
Elected officials and staff partner effectively to guide and serve our community, within our budget and resources; but will adequately plan for the future.						
Goal 1.1 Maintain mindful fiscal policy that strikes a healthy balance between resources and needs.						
* FIN	1.1.1	Adopts balanced budgets and maintains expenditure levels within the revenue stream.	May-12	Apr-17		
	Task 1	Adopt budget with total revenues => expenditures for the General Fund.	May-12	On Going		On Going
	Task 2	Adopt budget with total revenues => expenditures for the Water & Sewer Fund.	May-12	On Going		On Going
	Task 3	Fund reserves used to balance budgets for one time expenditures only.	May-12	On Going		On Going
	Task 4	Maintain Fund balances in accordance with Fund Balance Policy.	May-12	On Going		On Going
FIN	1.1.2	Commit to rigorous fiscal analysis to understand the short and long term implications of fiscal policies and decisions.	Jun-12	Apr-17		
	Task 1	Complete Five Year Fiscal Financial Forecast annually.	May-12	On Going		On Going
	Task 2	Complete Water and Sewer rate analysis annually and include in Five Year Forecast.	May-12	On Going		On Going
	Task 3	Maintain ten year account history on all revenue and expenditure/expense accounts.	May-12	On Going		On Going
	Task 4	Complete Monthly Financial Report.	Jun-12	On Going		On Going
	Task 5	Complete Fiscal Year Quarterly Report on Village finances.	Jul-12	On Going		On Going
	Task 6	Complete Twenty Year Capital Improvement Plan annually.	May-13	Dec-13		70%
FIN	1.1.3	Research revenue options in order to diversify the revenue stream.	May-12	Apr-17		
	Task 1	Research and create revenue toolkit; update annually.	Jun-12	On Going		On Going
	Task 2	Attend seminars and conferences on revenues.	May-12	On Going		On Going
	Task 3	Maintain memberships in finance organizations and subscriptions.	May-12	On Going		On Going
	Task 4	Review articles and information from professional organizations.	May-13	On Going		On Going
	Task 5	Identify options for capital funding.	May-12	Dec-13		80%
CD	1.1.4	Focus on strategies to increase assessed value	Mar-12	Dec-15		
	Task 1	Develop a database of the existing residential developments to identify buildable lots and associated costs and improvements.	May-12	Dec-12	Nov-12	100%
	Task 2	Review the public improvements necessary for the various projects and determine if they can be value engineered or completed more efficiently.	Jan-13	Sep-14		30%
	Task 3	Send out a general survey to the building community to learn of issues that they see that the Village could assist in resolving.	Apr-13	Dec-13		10%
	Task 4	Hold meetings with selected builders/stakeholders to learn of issues relevant to the building community.	Apr-13	On Going		On Going
	Task 5	Identify potential programs or efforts that will address the building community's concerns, evaluate them, and review proposals with the Village Board to determine if any should be implemented.	Apr-13	Dec-15		10%
VA	1.1.5	Have all department heads and managers review cost of operations	Jun-12	Apr-17		
	Task 1	Identify all internal and external services provided by Village.	Nov-13	Mar-14		Not Started
	Task 2	Identify services generating revenues or fees.	Nov-13	Mar-14		Not Started
	Task 3	Determine revenue coverage of service provided.	Nov-13	Mar-14		Not Started
	Task 4	Provide report to Village Board identifying necessary adjustments.	Jul-14	Sep-14		Not Started
Goal 1.2 Model strategic, thoughtful, value-based leadership						
VA	1.2.1	Reference the Strategic Plan as a guide to Oswego's vision, direction and budgeting	May-12	Apr-17		
	Task 1	Inform public Strategic Plan has been adopted via newsletter.	Jun-12	Jul-12	Jul-12	100%
	Task 2	Inform public Strategic Plan has been adopted via press releases.	Jun-12	Jul-12	Jul-12	100%
	Task 3	Inform public Strategic Plan has been adopted via eNews.	Jun-12	Jul-12	Jul-12	100%
	Task 4	Incorporate agenda memo format that identifies items as to their relevance to the plan.	Jan-13	Jun-13	Apr-13	100%
	Task 5	Provide update information on tasks to the public and staff via updates on web.	Jun-13	Dec-13		Not Started
	Task 6	Re-inform the public progress is being made on plan every six months.	Jun-13	Dec-13		Not Started
	Task 7	Add specific line items to employee performance review forms so that employees are evaluated with respect to their progress toward strategic plan objectives.	May-13	Apr-14		Not Started
	Task 8	Incorporate strategic plan information into new employee orientation materials.	Jun-13	Jul-13		60%

Village of Oswego 2012-2017 Strategic Plan Implementation Progress Update (May 2015)

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	Task 9	Develop and implement a communication tool similar to the weekly update that will regularly provide employees with information about strategic plan initiatives.	HOLD	HOLD		Not Started
	Task 10	Annual Audit to reference Strategic Plan.	May-13	On Going		On Going
	Task 11	Annual Budget to reference Strategic Plan.	Apr-13	On Going		On Going
	Task 12	Annual Village Report to reference Strategic Plan.	May-13	On Going		On Going
VA	1.2.2	Provide annual or as needed performance reports on fulfillment of the Strategic Plan	Jun-12	Apr-17		
	Task 1	Six-month strategic plan update to Village Board.	Dec-12	On Going		On Going
VA	1.2.3	Review the Strategic Plan annually and update as appropriate	Jun-12	Apr-17		
	Task 1	Plan being reviewed through eyes of new administrator.	Jun-12	Oct-12	Oct-12	100%
	Task 2	Create tasks necessary to accomplish objectives.	Sep-12	Mar-13	Jun-13	100%
	Task 3	Dates revised to accomplish tasks/objectives.	Sep-12	Mar-13	Jun-13	100%
VA	1.2.4	Ensure newly elected officials receive orientation on the Strategic Plan and Village operations	Feb-13	Apr-17		
	Task 1	Conduct orientation for late April 2013 to highlight plan.	Apr-13	Apr-13	Jun-13	100%
Goal 1.3 Maintain a high level of municipal services provide for the health, safety and welfare of the public						
PW	1.3.1	Provide reliable, efficient and sustainable municipal services	Jan-12	Apr-17		
	Task 1	Develop a core/non-core list of all Public Works functions.	Oct-12	Dec-12	Dec-12	100%
	Task 2	Develop a list of Public Works functions that could be done in house compared to contracting out.	Nov-12	Dec-12	Dec-12	100%
	Task 3	Identify service sharing opportunities with neighboring communities and other taxing bodies.	Jan-13	Feb-13	Feb-13	100%
	Task 4	Contact surrounding communities and utilize services that can be shared between communities.	Jan-13	On Going		On Going
	Task 5	Work with Community Relations Coordinator to update Village website for Public Works services.	Oct-12	Mar-14		90%
PD	1.3.2	Uphold our commitment to public safety	Jun-12	Apr-17		
	Task 1	Division Commanders will track crime trends and allocate existing resources to address identified patterns.	Jun-12	On Going		On Going
	Task 2	Based on crime trends we will identify resource deficiencies and request them in the budget.	Jun-12	On Going		On Going
	Task 3	Research modern technology and social media to increase our effectiveness.	Jul-12	On Going		On Going
	Task 4	Conduct annual meeting, or as needed, to ensure resources will meet the needs of future development.	Jun-12	On Going		On Going
	Task 5	Conduct a table top exercise with police department staff and another for department heads.	Jan-13	Jul-13	Jul-13	100%
PD	1.3.3	Support and assist partner agencies to ensure public well-being	Sep-12	Apr-17		
	Task 1	Schedule annual meetings, or as needed, with identified partner agencies that provide emergency services to review the service provided.	Aug-13	On Going		On Going
	Task 2	Created ad-hoc committees to work on any deficiencies that were identified in the annual meetings.	Aug-13	On Going		Not Started
Goal 1.4 Create a work environment that is conducive to a high-performing municipal organization						
HR	1.4.1	Recruit and retain the best employees and utilize their knowledge, skill and experience in service delivery and policy development	Jun-12	Apr-17		
	Task 1	Define service delivery and policy development needs.	May-14	Dec-14		Not Started
	Task 2	Inventory and leverage employee competencies.	May-14	Dec-14		Not Started
	Task 3	Develop and implement a Management Coaching Program.	Jan-15	Dec-15		Not Started
	Task 4	Develop and implement a Succession Planning Program.	Jan-15	Dec-15		Not Started
	Task 5	Establish a formal retention program: monitoring workplace attitudes; managing the drivers of turnover; enhanced conflict resolution procedures.	Jan-14	On Going		On Going
	Task 6	Research and implement enhanced selection procedures.	Jan-13	On Going		On Going
	Task 7	Establish a formal communication program that will allow employees to express thoughts and ideas in a positive environment.	May-14	Dec-14		Not Started
	Task 8	Bi-annual compensation study.	Dec-13	Dec-14		Not Started
VA	1.4.2	Provide the equipment, technology, training/education and work conditions for safe, efficient, high-quality service and results	Jun-13	May-14		

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		Initiation	Dates Target	Complete	% Complete
	Task 1	Jul-12	Feb-14		10%
	Task 2	Jun-12	Jan-13	Feb-13	100%
	Task 3	Jun-12	Apr-13	May-13	100%
	Task 4	May-12	Apr-14		80%
	Task 5	Sep-12	Oct-14		10%
	Task 6	May-13	May-15		Not Started
	Task 7	May-13	Apr-15		Not Started
	Task 8	Jan-15	Dec-15		Not Started
	Task 9	Jan-15	Jul-15		Not Started
	Task 10	May-14	Dec-14		Not Started
	Task 11	Jan-15	Dec-15		Not Started
	Task 12	Nov-14	May-15		Not Started
	Task 13	Nov-13	Jan-14		Not Started
VA	1.4.3	Jul-12	Jun-15		
	Task 1	Jan-15	May-16		Not Started
	Task 2	Jan-14	Dec-14		Not Started
	Task 3	May-14	Apr-15		Not Started
HR	1.4.4	Sep-12	Dec-14		
	Task 1	May-14	Apr-15		Not Started
	Task 2	Jan-14	Dec-14		Not Started
	Task 3	Jan-14	Jul-14		Not Started
Goal 1.5 Cultivate a synergistic and collaborative partnership between Village Board and Staff					
VA	1.5.1	Jul-12	Jul-15		
	Task 1	Jul-12	On Going		On Going
	Task 2	Jul-12	On Going		On Going
VA	1.5.2	Jun-13	Apr-17		
	Task 1	Nov-14	Jan-15		Not Started
VA	1.5.3	Jun-14	Jun-16		
	Task 1	Jun-14	Dec-14		Not Started
	Task 2	Jan-15	Aug-15		Not Started
	Task 3	Sep-15	Jun-16		Not Started

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			Initiation	Dates Target	Complete	% Complete
Prospering Economy						
Innovative industrial, professional and commercial growth advances and sustains our economic vitality.						
Goal 2.1 Create a Plan that articulates the Village’s desires and provides clear guidance for economic development and retention efforts						
ED	2.1.1	Target highly desirable businesses, including light industrial and commercial	Jun-12	Mar-14		
	Task 1	Prepare and submit a Request for Proposal for a Market Study.	Oct-12	Nov-12	Nov-12	100%
	Task 2	Partner with CMAP to conduct a Market Study to identify retail, office and industrial targets.	Nov-12	Mar-14		80%
	Task 3	Utilize Market Study and resident survey data to develop focused priority targets for various market areas.	Mar-14	On Going		Not Started
	Task 4	Initiate recruitment of businesses identified within the study that would be considered highly desirable businesses.	Mar-14	Mar-14		Not Started
	Task 5	Present a report to measure the success of the target program by showing the number of businesses contacted and recruited	Jul-13	On Going		Not Started
ED	2.1.2	Aggressively market available properties, the Orchard Road corridor and future rail service opportunities	Mar-14	Apr-17		
	Task 1	Establishing and maintain relationships with commercial and industrial realtors and brokers.	Aug-12	On Going		On Going
	Task 2	Establish online access to commercial real estate and maintain an ongoing database of available retail, office, and industrial properties	Jan-13	On Going		On Going
	Task 3	Bring Economic Development Webpages up-to-date with marketing information for prospective businesses and investors.	Jan-13	May-13	May-13	100%
	Task 4	Develop marketing products to be utilized at trade shows and conventions.	Jan-13	May-13	May-13	100%
	Task 5	Attend trade shows and conventions and contact prospective new and existing expanding businesses that may want to locate in the Village.	Sep-12	On Going		On Going
ED	2.1.3	Build upon the success of the Route 34 corridor	Jun-12	Apr-17		
	Task 1	Conduct a consumer survey about shopping patterns and solicit opinions on desirable businesses.	Jan-13	Jul-13	Jul-13	100%
	Task 2	Conduct a leakage analysis and identify retail sectors with significant leakage.	May-12	Mar-14		90%
	Task 3	Develop a target list of businesses and aggressively market available retail properties to those businesses at the ICSC trade shows and conventions.	Mar-13	On Going		On Going
	Task 4	Identify and market to preferred types of anchors that could fit on the vacant Lowe’s property.	Jun-12	On Going		On Going
ED	2.1.4	Actively recruit employers that will establish living wage jobs and careers to make it possible for more residents to work in town	Jun-12	On Going		
	Task 1	Participate in an annual job fair and have local businesses participate by recruiting local employees for the job fair.	Jun-12	On Going		On Going
	Task 2	Conduct business retention visits and assist local businesses with obstacles standing in the way of business growth.	Jun-12	On Going		On Going
	Task 3	Gather information from existing businesses to recruit suppliers and complementary businesses.	Feb-13	On Going		On Going
	Task 4	Attend the annual Association of Industrial Real Estate (AIRE) brokers trade show.	Sep-12	On Going		On Going
BZ	2.1.5	Create a business friendly climate by streamlining review processes and ordinance requirements	Jun-12	Mar-14		
	Task 1	Gather a task force to include key developers, builders and contractors to review registration, plan review and permit processes to determine where streamlining may work and determine obstacles when building in Oswego.	Sep-13	Feb-14		50%
	Task 2	Review software needs for more streamlined handling of permit process from beginning to end. Potentially consider software which would interface partner department such as Public Works and Community Development.	Sep-13	Apr-14		25%
	Task 3	Review the business registration process to determine if offering a two year renewal would be financially beneficial.	Jun-12	Oct-14		30%

Village of Oswego 2012-2017 Strategic Plan Implementation Progress Update (May 2015)

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	Task 4	Review and discuss with Staff and Web page developer whether the business registration and alarm registration annual renewal can be added to the Village website as a link for completing and paying the renewal.	Jul-13	Nov-13		50%
	Task 5	Review and discuss with Staff and Web page developer to include a link for completing license applications on-line.	Oct-12	Nov-13		55%
	Task 6	Developing links through the website and Laserfiche as part of the license process. (e.g. New businesses would begin with CD approval, transition to B&Z for approval and finalized in Clerk's office)	Feb-13	May-14		50%
	Task 7	Develop a better tracking mechanism for letters of credit process, in addition to encouraging inter-department communications.	May-13	Dec-13		50%
ED	2.1.6	Facilitate revitalization efforts with existing businesses and property owners	May-12	Apr-17		
	Task 1	Network with Downtown business/property owners to maximize business recruitment and site redevelopment.	May-12	On Going		On Going
	Task 2	Market the façade renovation program through the media, website and newsletter.	May-13	Jul-13	Jul-13	100%
	Task 3	Develop a list of possible funding sources available to developers interested in revitalizing properties.	May-13	Apr-14		30%
Goal 2.2 Portray Downtown as the heart of the community and enhance its potential for redevelopment opportunities						
ED	2.2.1	Highlight and market the Fox River as a special downtown asset	Jun-12	Apr-17		
	Task 1	Craft common language of marketing materials for website, newsletter and other marketing efforts to highlight the Fox River.	Sep-12	On Going		On Going
	Task 2	Recruit businesses that would benefit from the Fox River such as water recreation businesses, restaurants or travel oriented businesses.	Sep-12	On Going		On Going
	Task 3	Use every special event and marketing opportunity to spotlight the Fox River as a unique asset.	Sep-12	On Going		On Going
	Task 4	Encourage other organizations such as the Park District and Chamber of Commerce to market the Fox River as an asset.	Jan-14	Jun-14		Not Started
ED	2.2.2	Emphasize vacant and under-utilized property opportunities	Jun-12	Apr-17		
	Task 1	Make a list of vacant and under-utilized property opportunities in the downtown and other areas.	Jun-12	Jun-12	Jun-12	100%
	Task 2	Prioritize the list into industrial, retail and office categories.	Jun-12	Mar-14		Not Started
	Task 3	Market properties with an emphasis on vacant and under-utilized properties such as Alexander Lumber and the old Village property.	Jun-12	On Going		On Going
CD	2.2.3	Utilize a Downtown plan to promote and maintain historical integrity and small town character while preserving development potential	Jul-13	Dec-16		
	Task 1	Create a matrix outlining the concepts and the implementation strategies of the Downtown Plan.	Jan-13	Aug-13	Jul-13	100%
	Task 2	Using the document from Task 1, review the Downtown Plan to determine if the conclusions and implementation strategies are still valid.	Aug-13	Dec-14		80%
	Task 3	Complete work with the State Historic Preservation Agency to become a Certified Local Government.	Jun-12	May-13	Dec-13	100%
	Task 4	Identify redevelopment areas in the Downtown.	Jan-13	On Going		On Going
	Task 5	Review all proposals using the Downtown Plan and the Historic Preservation Commission as a guide.	Jun-12	On Going		On Going
ED	2.2.4	Investigate and discern available funding techniques for development potential	Jun-12	Apr-17		
	Task 1	Explore grant programs, internal budget sources and creative funding techniques that will provide capital for development projects that retain/create jobs and/or redevelop underutilized properties.	Jun-12	On Going		On Going
	Task 2	Develop a descriptive list of financial tools and programs available for economic development.	May-13	Jan-14		50%
	Task 3	Develop policies for consideration of revenue sharing agreements such as property tax and sales tax rebates.	May-13	Mar-14		10%

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			Initiation	Dates Target	Complete	% Complete
Goal 2.3 Reinvalidate development and housing						
CD	2.3.1	Reach out to and assist developers to encourage completion of existing projects and take advantage of available opportunities.	Jun-12	Apr-17		
	Task 1	Develop a database of the existing residential developments to identify buildable lots and associated costs and improvements.	Mar-12	Dec-12	Dec-12	100%
	Task 2	Review the public improvements necessary for the various projects and determine through staff analysis if they can be value engineered or completed more efficiently.	Jan-13	Aug-13		10%
	Task 3	Identify ways that the Village may be able to assist the building community either through a change in process, impact requirements, or improvement requirements.	May-13	On Going		On Going
	Task 4	Identify potential land owners/developers/builders who may be interested in potential sites in Oswego through direct contact and marketing to potential residential developments through the Village itself or through assisting real estate companies by assisting in their marketing efforts.	Jun-12	On Going		On Going
CD	2.3.2	Provide a mix of housing for current and prospective residents for all stages of life	Jun-12	Dec-17		
	Task 1	Review the Comprehensive Plan to determine the types of housing identified in the document.	Oct-13	Apr-14		Not Started
	Task 2	Inventory the amount of each type of housing type, both planned and built in the planning area.	Oct-13	Apr-14		Not Started
	Task 3	Compare the housing provided with census and demographic data to determine if there is a specific need that is under served by the housing stock.	Oct-13	Apr-14		Not Started
	Task 4	Review State Guidelines for affordable housing to determine if the Village is in compliance.	Oct-13	Apr-14		Not Started
	Task 5	Review existing housing trends to determine if the Village provides products that are market compatible.	Oct-13	Apr-14		Not Started
CD	2.3.3	Review and keep the Village of Oswego Comprehensive Plan current	Aug-12	Aug-15		
	Task 1	Develop RFQ/RFP for consultant selection to perform Comprehensive Plan revision.	May-13	Aug-13	Aug-13	100%
	Task 2	Appoint steering committee for Comprehensive Plan revision process.	Jul-13	Aug-13	Aug-13	100%
	Task 3	Select Consultant for Comprehensive Plan revision.	Aug-13	Sep-13	Nov-13	100%
	Task 4	Adopt new Comprehensive Plan.	Oct-13	Dec-14		Not Started
CD	2.3.4	Analyze development related fees and determine if it is desirable to lower fees to encourage additional housing starts	Jan-13	Feb-14		
	Task 1	Open dialogue with Oswego District 308 and all applicable taxing bodies to determine their position with regard to encouraging community residential growth.	Jan-13	Dec-13		60%
	Task 2	Survey neighboring communities to determine development fees and compare to those in Oswego.	Jan-13	Dec-13		100%
	Task 3	Village Board determines if revisions are desirable.	Dec-13	Feb-14		Not Started
Goal 2.4 Develop a collaborative relationship with local business						
CR	2.4.1	Create and market a "Shop Oswego" program	Jun-12	Apr-17		
	Task 1	Create a "Shop Local" logo and banner	Apr-12	May-12	May-12	100%
	Task 2	Create awareness for Downtown Retail shops by creating a video that can be utilized through social media and local merchant's websites.	Jun-12	Sep-12	Sep-12	100%
	Task 3	Partner with the Downtown Merchants to host Shop Small events throughout the year.	Nov-12	On Going		On Going
	Task 4	Educate the Public on the importance of shopping locally.	Feb-13	On Going		On Going
	Task 5	Utilize the Village's website for promotion of local businesses.	Mar-13	On Going		On Going
	Task 6	Promote the Village's RFP process to local businesses through the Village's website.	Jun-13	On Going		On Going
ED	2.4.2	Partner with the Chamber of Commerce and other business associations to stimulate business growth and attract and retain local business in Oswego	Jun-12	Apr-17		
	Task 1	Participate in annual Chamber Business & Consumer Expo.	Jun-12	On Going		On Going
	Task 2	Participate and organize the annual Kendall County Job Fair.	Jun-12	On Going		On Going
	Task 3	Participate in International Conference of Shopping Center (ICSC) and Association of Industrial Real Estate Brokers (AIRE) trade shows and conventions.	Jun-12	On Going		On Going

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	Task 4	Participate and organize meetings and events with other area economic development agencies.	Jun-12	On Going		On Going
ED	2.4.3	Provide a means to facilitate local business awareness and participation in local public and private sector business opportunities	Aug-12	Apr-17		
	Task 1	Develop a business visitation program on select target businesses in the Village; summarize the findings on business needs and any improvements suggested in delivery of Village services and workforce training.	May-13	On Going		On Going
	Task 2	Attend Chamber of Commerce ribbon cutting ceremonies, business after hour events and provide recognition from the Village.	Jun-12	On Going		On Going
	Task 3	Partner with businesses and other economic development agencies to do joint marketing and press releases.	May-12	On Going		On Going
	Task 4	Provide local businesses updated news and events on the Village website.	Aug-13	Jan-14		Not Started

Community Enrichment

Quality development and use of public and private space, culture and entertainment make Oswego a sought-after destination.

Goal 3.1 Establish contemporary and vibrant community spaces while maintaining community charm and character

CR	3.1.1	Create and maintain partnerships with other organizations to promote recreation, parks, trails, the Riverfront and other public space	May-13	Apr-17		
	Task 1	Schedule regular meetings with local organizations (ECO, Park District, Forest Preserve and Conservation Foundation) to learn about new opportunities and foster relationships.	Jan-14	Jun-14		Not Started
	Task 2	Design a campaign to promote recreation to local residents and the surrounding communities through events and existing and new opportunities.	Sep-13	Apr-14		Not Started
	Task 3	Design and implement a new brochure and website campaign that advertises all environmental events and promotes the use of the Village's open spaces and riverfront	Jan-14	Apr-14		20%
ED	3.1.2	Facilitate conversations about possible new endeavors such as a major attraction downtown or a sports complex or minor league sports team	Mar-15	Apr-17		
	Task 1	Analyze the Market Study to determine the type of major attraction, if any that would thrive in the Village.	Mar-14	Apr-17		Not Started
	Task 2	Distribute the Market Study to potential major attractions.	Mar-14	On Going		Not Started
	Task 3	Meet with prospective developers of major attractions and ascertain interests and needs.	Mar-14	On Going		Not Started
	Task 4	Facilitate conversations with prospective landowners to develop a major attraction in the Village.	Mar-14	On Going		Not Started
CD	3.1.3	Investigate the feasibility of recreational facilities or multi-use gathering places that can cater to a wide range of interests	Mar-15	Apr-17		
	Task 1	Meet with the other agencies to determine future needs and plans.	Mar-15	Jun-15		Not Started
	Task 2	Establish a single document that outlines the recreational goals and needs of the community.	Mar-15	Dec-15		Not Started
	Task 3	Work with the agencies to determine ways where efforts can be combined to meet a common result.	Mar-15	Dec-15		Not Started
	Task 4	Identify funding sources for the recreational improvements.	Jun-12	On Going		On Going

Goal 3.2 Become a desirable destination for entertainment, arts and culture

ED	3.2.1	Transform Oswego into an ideal place for dining, social night life, performing arts and culture	Mar-14	Apr-17		
	Task 1	Analyze the Market Study to determine the type of ideal places the Village could attract.	Mar-14	On Going		Not Started
	Task 2	Distribute the Market Study to potential ideal businesses.	Mar-14	On Going		Not Started
	Task 3	Meet with prospective developers of ideal businesses to ascertain interests and needs.	Mar-14	On Going		Not Started
	Task 4	Facilitate conversations with prospective landowners to develop ideal businesses in the Village.	Mar-14	On Going		Not Started
ED	3.2.2	Recruit high-end and unique restaurateurs to Oswego	Mar-14	Apr-17		
	Task 1	Analyze the Market Study to determine the type of restaurants the Village could attract.	Mar-14	On Going		Not Started
	Task 2	Distribute the Market Study to potential high-end and unique restaurateurs.	Mar-14	On Going		Not Started

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			Initiation	Dates Target	Complete	% Complete
	Task 3	Meet with prospective developers of restaurants to ascertain interests and needs.	Mar-14	On Going		Not Started
	Task 4	Facilitate conversations with prospective landowners to develop restaurants in the Village.	Mar-14	On Going		Not Started
ED	3.2.3	Attract a variety of retailers to make Oswego an exciting shopping destination	Jan-13	Apr-17		
	Task 1	Analyze the Market Study to develop a focused target list of retailers the Village could attract.	Mar-14	On Going		Not Started
	Task 2	Distribute the Market Study to potential ideal businesses.	Mar-14	On Going		Not Started
	Task 3	Meet with prospective developers of ideal businesses to ascertain interests and needs.	Mar-14	On Going		Not Started
	Task 4	Facilitate conversations with prospective landowners to develop ideal businesses in the Village.	Mar-14	On Going		Not Started
ED	3.2.4	Encourage development of a banquet facility	Jun-12	Apr-17		
	Task 1	Analyze the Market Study to determine the market for a banquet facility.	Mar-14	On Going		Not Started
	Task 2	Distribute the Market Study to potential banquet facilities.	Mar-14	On Going		Not Started
	Task 3	Meet with prospective banquet facility developers to ascertain interests and needs.	Jun-12	On Going		On Going
Goal 3.3 Heighten the tradition of quality special events as a complementary feature for residents and visitors						
CR	3.3.1	Collaborate with business groups and organizations to host and be an integral part of community events	Jun-12	Apr-17		
	Task 1	Meet regularly with business groups and organizations to discuss opportunities for business at existing community events.	Jun-12	On Going		On Going
	Task 2	Celebration of Quilts – 1 st annual event took place in June 2012 and was hosted by the Village and Prairie Stitches Quilt Shoppe.	Jun-12	On Going		On Going
	Task 3	Antique Market – collaboration with Rejoyce Consign and Design, 5-6 antique markets held throughout the summer.	Jun-12	On Going		On Going
	Task 4	Coordinating the Oswego Beats and Eats, music festival with Macey Brooks, resident of Oswego.	Sep-12	Aug-13	Aug-13	100%
	Task 5	Promote overnight stays/weekend getaways through package promotion through Groupon and Living Social with both hotels and local attractions.	Jan-14	Aug-14		Not Started
	Task 6	Solicit feedback from participants to determine ways to improve all community events.	Mar-13	On Going		On Going
CR	3.3.2	Engage existing groups to expand ideas, find new event venues and market our events outside of Oswego	Jun-12	Apr-17		
	Task 1	Develop a guide to promote event venues to existing groups and attract potential new events to Oswego.	May-13	On Going		On Going
	Task 2	Through the Tourism Bureau and Visitors Guide work with existing event organizers to help promote their events to the public.	May-12	On Going		On Going
	Task 3	Work with the Economic Development Director to discuss new venue ideas with developers and available space/land.	May-13	On Going		On Going
	Task 4	Coordinate advertising campaigns for existing and new events to potential visitors with an emphasis on overnight stays.	Jan-13	On Going		On Going

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			Initiation	Dates Target	Complete	% Complete
Goal 3.4 Foster the value of lifelong learning and support local opportunities for educational enrichment						
ED	3.4.1	Open dialogue and create partnerships with nationally recognized schools, colleges and universities to explore locating a satellite campus in Oswego	Jun-15	Apr-17		
	Task 1	Analyze the Market Study to determine the type of institutions of higher learning the Village could attract.	Mar-14	On Going		Not Started
	Task 2	Distribute the Market Study to potential institutions of higher learning.	Mar-14	On Going		Not Started
	Task 3	Meet with prospective institutions of higher learning to ascertain interests and needs.	Jun-15	On Going		Not Started
ED	3.4.2	Encourage sponsorship of local professional and enrichment program opportunities	Jan-13	Apr-17		
	Task 1	Explore free or subsidized training opportunities for small business owners.	Jan-13	On Going		On Going
	Task 2	Partner with educational institutions to promote and deliver program opportunities.	Jan-13	On Going		On Going

Environmental Sensibility

Plans, decisions and practices are environmentally conscious and honor the natural environment.

Goal 4.1 Heighten awareness and take action to become a more green community

CD	4.1.1	Review ordinances and create eco-friendly policy with standards/guidelines for new developments	Mar-13	Apr-17		
	Task 1	Complete a climate change plan.	May-12	Jun-12	Jun-12	100%
	Task 2	ECO to present the Climate Change Plan for review and consideration for adoption.	May-12	Dec-14		Not Started
	Task 3	Review environmental goals suggested by ECO, Clean Air Counts, and Cool Cities.	Aug-12	Jul-17		Not Started
	Task 4	Review the subdivision regulations to determine changes to the regulations that would result in more environmentally friendly development activity.	Jan-13	Jul-17		Not Started
	Task 5	Review the zoning ordinance to determine if amendments to the PUD code could result in more environmentally friendly development.	Jan-13	Jul-16		Not Started
	Task 6	Review the Building Codes to look for opportunities to encourage LEED certifications or areas where the Codes could facilitate environmentally friendly practices.	Jan-13	Jul-16		Not Started
	Task 7	Review the landscape ordinance to review species appropriateness to tolerate Oswego's climate and to reduce the need for water.	Jan-13	Jul-16		Not Started
ED/BZ	4.1.2	Encourage development of green business and industry and promote Leadership in Energy and Environmental Design (LEED)-certified facilities	Jan-12	Mar-15		
	Task 1	Review codes for maximum understanding of energy requirements; introduce where appropriate which enhance energy efforts of the Village.	Sep-13	Jan-14		Not Started
	Task 2	Provide local press with information regarding the energy codes mandated by the State of Illinois and our codes/ordinances for better education of the residents of what is currently taking and how it benefits the environment.	May-15	May-16		Not Started
	Task 3	Create a press packet upon adoption of new codes as they are introduced to educate residents of steps taken which will enhance public awareness of energy codes and ordinances.	May-15	May-16		Not Started
CD	4.1.3	Educate citizens and businesses on best practices	Jun-12	Apr-17		
	Task 1	Establish a series of newsletter articles that provide information to the residents about environmental activities.	May-12	On Going		On Going
	Task 2	Reevaluate the speaker program and green business award programs to determine if they should be re-established.	Jan-15	Jun-15		Not Started
	Task 3	Continue to use the press to advertise ECO's activities in the community.	Jun-12	On Going		On Going
	Task 4	Create a brochure to provide necessary information to the public.	Aug-12	On Going		On Going
CD/PW	4.1.4	Promote recycling, waste reduction and water conservation	Jun-12	Apr-17		
	Task 1	Use WaterSense as a resource to establish educational material and as an identification for products that conserve water.	Jun-12	On Going		On Going
PW	4.1.5	Research and consider alternative water sources	Jun-12	Apr-17		
	Task 1	Continue to enforce water restrictions Village wide.	Jun-12	On Going		On Going
	Task 2	Work with HR Green to update the existing water model for 5 to 10 years for placement of additional wells and tower.	May-13	May-14		10%
	Task 3	Contact surrounding communities and discuss the possibility of water system interconnects.	Jan-13	On Going		On Going

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			Initiation	Dates Target	Complete	% Complete
	Task 4	Attend water conservation and alternative water seminars hosted by IEPA, ISAWWA, and AWWA.	Jun-12	On Going		On Going
	Task 5	Work with Community Development for future planning.	Jun-12	On Going		On Going
Goal 4.2 Model desired behavior by adopting eco-friendly Village practices.						
PW	4.2.1	Incorporate environmentally conscious features in new public facilities	Jun-12	Apr-17		
	Task 1	Develop a list of Green projects that the Village has already achieved and a list of future needs.	Oct-12	Jun-13		90%
	Task 2	Work with ECO for Cool Cities initiatives.	Oct-13	May-14		Not Started
	Task 3	Utilize grant opportunities for Green initiatives.	Jun-12	On Going		On Going
	Task 4	Review Building Codes and Subdivision Regulations for opportunities to incorporate environmental features.	May-15	May-16		Not Started
FIN	4.2.2	Utilize existing green technology, including electronic means of communication wherever possible	Jun-12	Apr-17		
	Task 1	Promote payroll direct deposit as the only way for Village employees	Oct-12	Dec-14		Not Started
	Task 2	Consider implementing ACH payments to all Village vendors.	May-15	Apr-16		Not Started
	Task 3	Implement Village wide intranet for communication and document retrieval.	HOLD	HOLD		Not Started
	Task 4	Implement Village wide purchasing card for all employees with purchasing authority.	May-14	Apr-15		Not Started

Culture of Partnership

People eagerly participate in community life and enjoy creating a Village that works

Goal 5.1 Be poised to facilitate stakeholder interest in helping create the future we have articulated

CR	5.1.1	Utilize media to educate and inform about events and engagement opportunities, and to promote citizenship	Jun-12	Apr-17		
	Task 1	Host press conferences before each Village Board Meeting to inform the public through the local media.	Jun-12	On Going		On Going
	Task 2	Utilize opportunities to post blogs about various events and topics through Patch.com	Jun-12	On Going		On Going
	Task 3	Work with various departments to host meetings and events to promote new and existing programs for Village residents.	Sep-14	Dec-14		Not Started
	Task 4	Utilize local papers, email blasts and social media to engage residents on opportunities for civic involvement.	Jun-12	On Going		On Going
	Task 5	Create monthly financial tidbits for publication	May-13	May-14		Not Started
	Task 6	Create annual report for residents and businesses about Village finances.	May-14	May-15		Not Started
VA	5.1.2	Conduct stakeholder events to facilitate idea generation, inform and keep pace with the rapidly changing environment	Jun-13	Apr-17		
	Task 1	Conduct homeowner association meetings.	Jun-12	On Going		On Going
	Task 2	Conduct new resident meetings.	Jun-12	Jun-14		10%
	Task 3	Conduct business community focus groups.	May-14	Apr-15		Not Started
	Task 4	Conduct random neighborhood focus groups	May-15	May-16		Not Started
CR	5.1.3	Form partnerships with local organizations, utilizing community events and other visible means of involvement	Jun-12	Apr-17		
	Task 1	Regularly attend meetings with local organizations to foster relationships and communication.	Jul-12	On Going		On Going
	Task 2	Discuss and promote involvement opportunities at community events and any new opportunities within Village.	Dec-12	On Going		On Going
	Task 3	Utilize the Village's Community Calendar on the Village's website and the Visitor's Center as an opportunity for all organizations to promote events and activities.	Jul-12	On Going		On Going
	Task 4	Continually invite residents and visitors to visit the Village's Visitor Center and Website for updated information.	Mar-13	On Going		On Going
	Task 5	Evaluate internal tourism approach as compared to external Convention Visitors Bureau.	Oct-13	Dec-13		30%

Goal 5.2 Celebrate the benefits and achievements resulting from civic engagement

VA	5.2.1	Foster partnership between the Village and the community characterized by open communication and active participation	Jun-12	Apr-17		
	Task 1	Develop initiatives for Village Board consideration.	Jun-12	On Going		On Going

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			Initiation	Dates Target	Complete	% Complete
VA	5.2.2	Cultivate understanding of important local issues and bring attention to different perspectives	Jun-12	Apr-17		
	Task 1	Develop initiatives for Village Board consideration.	Jun-12	On Going		On Going
CR	5.2.3	Encourage candidate forums in preparation for a higher level of understanding and voter participation	Sep-12	Apr-17		
	Task 1	Work with local organizations to host candidate forums prior to elections.	Jan-13	On Going		On Going
	Task 2	Promote and publicize any and all candidate forums.	Feb-13	On Going		On Going
	Task 3	Host voter registration events, as needed, prior to the elections to help promote voter participation.	Feb-13	On Going		On Going
CR	5.2.4	Embrace diversity as a means to community sustainability	Jan-14	Apr-17		
	Task 1	Reach out to all areas within the community and seek involvement from various groups and organizations to cultivate better communication and participation.	Jan-14	On Going		Not Started
	Task 2	Offer opportunities for various groups to participate in all areas with the Village of Oswego.	Mar-14	On Going		Not Started
	Task 3	Host events that cater to a wide variety of attendees which incorporates cultural diversity.	Jan-14	On Going		On Going
Goal 5.3 Invest in intergovernmental relationships for the betterment of the community as a whole						
VA	5.3.1	Look for opportunities that facilitate fiscal integrity and service efficiencies	Jun-12	Apr-17		
	Task 1	Research other municipalities for inclusion in Property/Liability Self Insurance Pool (IMIC).	Jul-12	Nov-13	Dec-13	100%
	Task 2	Apply for CMAP Grant to conduct study on potential service sharing, joint purchasing and collaborative possibilities with Yorkville and Montgomery.	Apr-13	Mar-15	Sep-13	100%
	Task 3	Work with CMAP Staff, Yorkville and Montgomery to identify purchasing and collaborative opportunities.	Mar-14	Feb-15		Not Started
VA	5.3.2	Grow our understanding and appreciation of partner districts	May-12	Apr-17		
	Task 1	Rotation of Intergovernmental meeting venues for familiarity of partner districts.	Sep-13	On Going		On Going
	Task 2	Appoint liaison to each partner district for communications.	May-14	May-16		Not Started
	Task 3	Schedule liaison appearance at partner board meeting.	May-14	May-16		Not Started
	Task 4	Explore informal forum with partner districts to foster understanding and increased awareness of local issues.	May-14	May-16		Not Started
VA	5.3.3	Coordinate and synchronize long-range planning with partner districts where possible	Jun-12	Apr-17		
	Task 1	Provide Village Strategic Plan to partner districts.	Aug-12	Aug-12	Aug-12	100%
	Task 2	Provide partner districts with updates that progress is being made on the Strategic Plan.	May-13	On Going		On Going
	Task 3	Obtain strategic plans of partner districts.	Oct-12	Oct-13		Not Started

Strategic Infrastructure

Highly effective public facilities and modes of transportation keep pace with community needs.

Goal 6.1 Create a safe and free-flowing transportation system

PW	6.1.1	Ensure connectivity of new and existing streets	Jun-12	Apr-17		
	Task 1	Review the Transportation Plan to identify gaps in current roadway network.	Oct-13	Dec-14		Not Started
	Task 2	Review the subdivision regulations to outline requirements for roadway connectivity.	Oct-13	Dec-14		Not Started
	Task 3	Identify areas in the current roadway network where connectivity is lacking.	Oct-13	Dec-14		Not Started
	Task 4	Designate existing gaps in the roadway network onto the capital plan for future funding opportunities.	Oct-13	Dec-14		Not Started
	Task 5	Work with Developers and other agencies to connect to existing roadways.	Oct-13	Apr-17		Not Started
PW/CD	6.1.2	Ease traffic flow in major corridors through implementation of the Transportation Plan, e.g., Wolf Crossing, Route 71 and the proposed 4-county Wikaduke Trail	Jun-12	Apr-17		
	Task 1	Identify the major arterial network for the Village's Planning Area.	Jun-12	Jun-12	Jun-12	100%
	Task 2	Establish an ideal final improvement plan to accommodate existing and future traffic needs based on the land uses in the Comprehensive Plan.	Jun-12	Jun-12	Jun-12	100%
	Task 3	Cost estimates will be assigned for the full improvements and will be updated annually.				On Going

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	Task 4	Establish a toolkit of local traffic calming items (such as speed tables, traffic circles, curb design, materials) and criteria to establish the appropriateness on implementing a traffic calming device.	Jun-13	Feb-14		Not Started
	Task 5	Criteria will be established to determine what triggers will necessitate improvements to a roadway system including traffic levels and physical condition.	Jun-13	Feb-14		Not Started
	Task 6	Various funding techniques will be reviewed and brought before the Village Board for review and consideration.	Feb-14	May-14		Not Started
FIN	6.1.3	Identify and secure funding sources over time to implement needed transportation improvements	Jun-12	Apr-17		
	Task 1	Utilize Capital Improvement Plan to identify projects in need of funding.	Jul-13	Apr-14		Not Started
	Task 2	Review available grant opportunities with Grant Coordinator to apply when appropriate.	Apr-14	On Going		Not Started
FIN	6.1.4	Ensure that ordinances provide that growth contributes its share of infrastructure costs	Jun-12	Apr-17		
	Task 1	Contract with consultant to complete study on future costs of current development.	May-14	May-16		Not Started
	Task 2	Determine if Special Service Areas are relevant for providing future costs of infrastructure.	Jan-13	Jan-14		10%
Goal 6.2 Undertake the necessary planning to serve the spectrum of public transportation needs						
CD	6.2.1	Engage federal and state entities, neighboring communities and elected officials to advance the process and funding for rail service to Oswego	Jun-12	Apr-17		
	Task 1	Rail Related Tasks: Advocate extension of Metra to Oswego.	Jun-12	On Going		On Going
	Task 2	Rail Related Tasks: Assist Metra with engineering related to extension.	Sep-12	Sep-14		50%
	Task 3	Rail Related Tasks: Advocate Amtrak Station in Oswego.	Jun-12	On Going		On Going
VA	6.2.2	Investigate potential public transportation opportunities, such as Kendall Area Transit (KAT) to provide transportation options for seniors and those reliant on alternatives to the	Jun-13	Apr-17		
	Task 1	Bus related tasks: Implement Dial-a-Ride services via Kendall Area Transit.	Jan-12	Nov-12	Nov-12	100%
	Task 2	Bus related tasks: Implement Kendall Area Transit alternative to Pace.	Jan-12	Jan-13	Jan-13	100%
	Task 3	Rail Related Tasks: Review and select potential funding options for Metra-BNSF extension to Oswego.	Jun-12	On Going		Not Started
Goal 6.3 Build and maintain municipal facilities necessitated by the growth and development of the Village						
VA	6.3.1	Develop and build out municipal buildings as the need arises and revenues are available	Sep-13	Apr-17		
	Task 1	Police Department: Undertake needs assessment study to determine current and future space needs.	May-14	Apr-16		Not Started
	Task 2	Police Department: Determine costs and financing necessary for new facilities.	May-14	Apr-16		Not Started
	Task 3	Police Department: Acquire land for facility.	Jun-12	Dec-14		10%
	Task 4	Police Department: Select design firm for architectural/engineering drawings.	May-15	Apr-16		Not Started
	Task 5	Public Works Department: Undertake needs assessment study to determine current and future space needs.	May-16	Apr-17		Not Started
	Task 6	Public Works Department: Determine costs and financing necessary for new facilities.	Apr-17	Apr-17		Not Started
	Task 7	Public Works Department: Select design firm for architectural/engineering drawings.	Feb-17	Apr-17		Not Started
CD	6.3.2	Analyze current and projected parking needs, and phase facilities in as required by new development	Mar-14	Dec-15		
	Task 1	Establish an analysis tool that can be used to establish parking data for the downtown.	Jun-12	Jun-12		100%
	Task 2	Determine a timeline and conduct a regularly scheduled parking analysis to measure current and changing conditions.	Jul-13	On Going		Not Started
	Task 3	Identify areas where potential future parking can be developed.	Jul-13	Dec-14		Not Started
PW	6.3.3	Prepare for the eventual need for increased water and sewer capacity	Jun-12	Apr-17		
	Task 1	Secure financing for aging water and sewer lines and increase size if needed	Oct-14	On Going		Not Started
PW	6.3.4	Finalize plans for unfinished sidewalks, paths and trails	Jun-12	Apr-17		
	Task 1	Meet with Oswegoland Park District and discuss existing unfinished walks and trails.	Jan-13	Feb-13	Feb-13	100%
	Task 2	Compare Village's and Park District's existing maps and combine into one.	Jan-13	Sep-15		Not Started

Village of Oswego 2012-2017 Strategic Plan Implementation Progress Update (May 2015)

		Initiation	Dates Target	Complete	% Complete
Task 3	Meet with School District Transportation Representatives and acquire input for walk ability to schools.	Sep-13	Mar-14		10%

*Responsible Depts

- BZ Building and Zoning
- CD Community Development
- CR Community Relations
- ED Economic Development
- FIN Finance
- HR Human Resources
- PW Public Works
- VA Village Administration

Village Profile

Historical Background

The first permanent settlers came to the area in 1833. At the time, Waubonsee, principal war chief of the Potawatomi Indians, still lived nearby on the banks of the Fox River. In honor of the Chief, a creek that winds through the Village, an area high school and the area's community college all share the name Waubonsee. In 1835, two businessmen platted Oswego and called the town Hudson, but the name was changed in 1837 when a post office was established. The new name, Oswego, taken from a town in the state of New York, is a Mohawk Indian word for "mouth of the stream" and refers to the Waubonsee Creek flowing into the Fox River. In 1845, the four-year-old Kendall County government was moved to Oswego, but was moved back to Yorkville in 1864 based on the desire of a more central location for the county seat. Oswego was formally incorporated as a village in 1852.

The Village first developed and prospered as an agricultural community and as a stopover point for stagecoach travelers on the Chicago-Galena Road (U.S. 34) and the Chicago-Ottawa Trail (Illinois Route 71). A dam was constructed at the crossing of the Fox River at this location and river power was used to operate a sawmill, a grain mill, brewery, creamery and other commercial activities in the Village for the first one hundred years of its existence. In 1950, the Village began benefitting from large industrial companies locating within Oswego Township. Caterpillar Tractor Company, Western Electric Company and other industries were locating in the Village of Montgomery and City of Aurora just outside the northwest border of the Village. This industrial growth stimulated residential growth within and outside of Village limits as workers were needed for the industrial plants. The unincorporated community of Boulder Hill, adjacent to the Village of Oswego to the North, was developed and is the largest unincorporated planned community in the State with a population of approximately 11,025. A small portion of this subdivision is located within the corporate limits of Oswego.

The Village of Oswego's population was 1,220 residents as of the 1950 Census. Population increases over each of the next four decades increased the Village's population to 3,876 residents by 1990; 13,326 by the year 2000; 19,956 by 2004 and the 2010 Official Census put the Village's population at 30,355. The Village is projected to have a total population of at least 50,000 by the year 2030. The incorporated land area of the Village is approximately 14.5 square miles.

Community Profile

The Village of Oswego is governed by a Village President and six Trustees elected at large to overlapping four year terms. The appointed Village Administrator is responsible for the day-to-day administration of the Village and its 108 full time employees. The first collective bargaining agreement in the Village was agreed to in FY 2010 for the Police patrol officers.

The new Village Hall opened May 2, 2008. The total cost of the facility was just over \$12.8 million and was funded by two bond issuances. The building, with 30,000 square feet of finished space and 15,000 square feet of unfinished space will provide the Village with a facility that has the potential to serve as

the Village Hall for well over 50 years. All departments are housed in the Village Hall, with the exception of the Police Department and Public Works Labor force which have their own facilities.

The Police Department of the Village is located on Route 34 across the street from the Fox Bend golf course. The facility was built in 1991 and is approximately 23,000 square feet. The Public Works department is located in the Public Works facility in the Stonehill industrial park. The facility opened in December 2002, is 22,000 square feet and was constructed for \$2.8 million. The facility is expandable to meet future growth demands and has additional vacant, Village owned land surrounding it.

The Village owns and operates a water supply system and a wastewater delivery system. The Village's system consists of eight deep wells and six water towers that serve as storage facilities. The towers have capacities in excess of 4.5 million gallons. The Village, in conjunction with its engineering firm, plans for the increase in the systems size on a continual basis. The system currently serves approximately 11,000 water customers. Average daily consumption is approximately 2.3 million gallons. Fox Metro Water Reclamation District treats all wastewater that the Village's wastewater delivery system handles. The Village has state-of-the-art equipment installed at its eight existing well sites for removing the radium (a naturally occurring radioactive particle found in ground water).

The Village of Oswego is served by the 9th largest public community school district in the State; Community Unit School District 308.

Public Education - School District 308			
Type of School	No. of Schools	Student to teacher ratio	Enrollment
Early Learning Center	1		503
Elementary (K-5)	14	23.5	10,348
Junior High (6-8)	5	18.8	4,507
High School	2	22	2,817
Total Number of Schools	22	21	17,725
Total Teachers			1,026
Total Employees			1,843

Waubensee Community College District 516 serves the Village of Oswego for post secondary education. The main campus is north of the Village in Sugar Grove and there is a satellite campus just north of the Village in Aurora. There are also three nearby four-year institutions which include Aurora University, North Central College in Naperville and Northern Illinois University in DeKalb.

The Oswegoland Park District operates park and recreational facilities in and around the Villages corporate limits. The District's area is approximately 36 square miles and is over 991 acres. The largest amenity, Fox Bend Golf Course, (located within Village limits), covers 14 acres and is a championship sized golf course consistently rated in the top public courses in the Chicagoland area.

Recreational Facilities	
55 parks	25 half court basketball courts
9 greenways	4 full court basketball courts
33 picnic areas	1 18 hole disc golf course
27 picnic shelters	160 acre 18 hole golf course
31 playgrounds	20 miles of biking and hiking trails
10 ball fields	993 acres of natural areas
11 tennis courts	1 aquatic park
9 sand volleyball courts	1 swimming pools and splash pad
2 skate parks	19 fishing areas

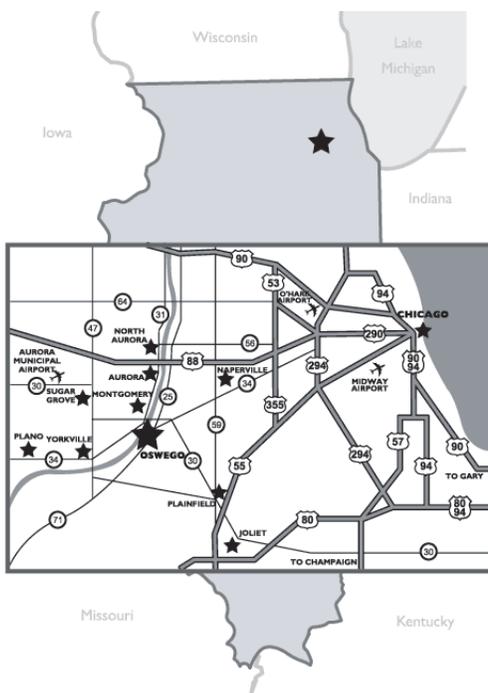
The Oswego Public Library District has served the Village since 1964. The Library District has two libraries serving village residents. The Library owns over 253,435 volumes and resources and there were 370,000 visitors to its facilities over the course of 2012. The Library is part of the Prairie Area Library System (PALS) which enables users to utilize facilities of other member libraries.

The Oswego Fire Protection District provides fire protection to Oswego’s residents. The fire district has 60 full-time and 20 paid-on-call firefighters. It provides fire protection and emergency medical services to an area over 60 square miles with over 50,000 residents. The district opened its fourth station in January, 2006 and has plans for a fifth, central station in the coming years.

Oswego is a growing community, the largest municipality in Kendall County, continuing to attract new residents to enjoy the abundance of activities and services readily available. Residents enjoy the small country charm of a small rural town while having the opportunity to experience big city life when desired. Oswego is a great place to be a resident, visit, garner employment or attend community recreational events.

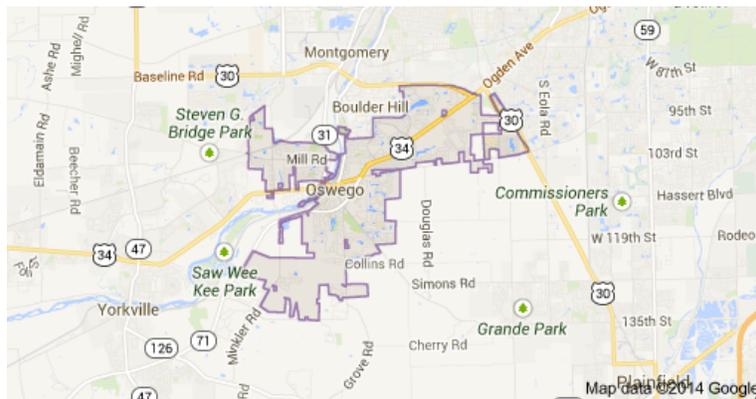
Demographics

The Village of Oswego is located approximately 50 miles southwest of the Chicago Loop in the northeast section of Kendall County at the border of the three “collar” counties: Will, Kane and DuPage.



This four county area is recognized as one of the most rapidly growing regions in Illinois and the Midwest. The Village is located within a short distance of the City of Aurora and the Village of Naperville, the two largest municipalities in the metropolitan area outside the City of Chicago. The Village of Montgomery is immediately north and adjacent to the Village of Oswego. The county seat of Kendall County, the City of Yorkville, is five miles southwest of the Village. It is strategically located at the southern end of the Fox River Valley. As part of the eight-county Chicago metropolitan area, Oswego benefits from the area’s highly developed transportation network. A toll way interchange at Orchard Road and I-88 (the

East-West Tollway) and the improvement and extension of Orchard road to U.S. 34 in Oswego provided an important new connection to the growing western part of the Village. Major highways, which serve the Village, include U.S. 34 (Ogden Avenue); U.S. 30; and Illinois routes 71, 25 and 31. Other north-south routes near the Village include Illinois 59 to the east and Illinois 47 to the west. Access to the nation’s interstate highway system is provided by I-88 (10 miles north of the Village), I-55 (10 miles east), and I-80 (18 miles south). O’Hare International Airport and Midway Airport are 33 and 36 miles northeast of the Village, respectively. Private and corporate aircraft are based in Aurora Airport and DuPage Airport, which are each about 15 minutes from the Village. Commuter rail service is available at Aurora’s Transportation Center northeast of the Village. The Village offers a shuttle service for Metra BNSF commuters through Kendall Area Transit at our Park-N-Ride lot.



Offering a pro-business atmosphere, business incentives, and a well-educated and skilled labor workforce, Oswego is fast becoming an employment hub for manufacturing, engineering, and companies in every sector of the economy. The area is poised for growth and well suited for business success.

Changes in population, households, and demographic composition will influence future development within Oswego. The village had a dramatic increase in population between 2000 and 2010. In fact, Oswego was one of the fastest growing communities in the country prior to the 2008 economic downturn. Between 2000 and 2010, Oswego’s population surged by 127.8% (from 12,726 to 30,355) and the population is expected to continue to grow, reaching an estimated 50,000 by the year 2030. Commercial growth has followed the increase in population and is providing retail shopping for Village residents, as well as many non-residents from many surrounding towns.

Oswego Population and Household Projections

<u>Population</u>		<u>Household</u>	
2013 Estimation	31,212	2013 Estimation	10,117
2018 Projection	34,177	2018 Projection	11,217
Change, 2013-18	2,965	Change, 2013-18	1,100
Change as %, 2013-18	9.5%	Change as %, 2013-18	10.9%

Source: Valerie S. Kretchmer Associates, Inc, CMAP

Here are other demographic highlights:

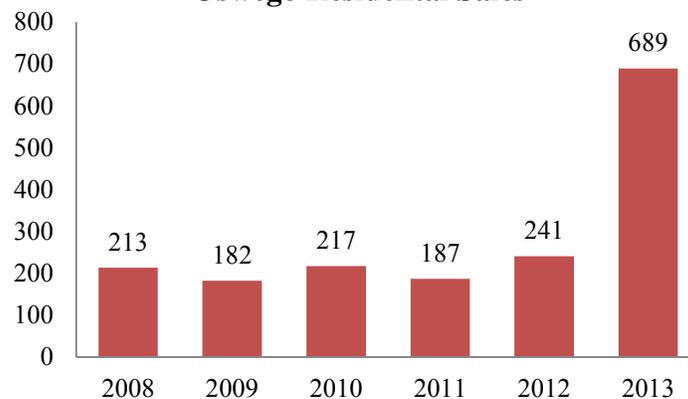
- The Village of Oswego has seen a slight increase in its ethnic diversity in the past decade. Oswego remains predominately comprised of white residents (78% of the population in 2010). This percentage of white residents is much higher than the region (53.2%) and slightly higher than Kendall County (74.2%).
- The education level of Oswego residents is higher than Kendall County and the Chicago region. A majority (95.4%) of Village residents over 25 years of age have a high school diploma and almost half (42.7%) of the population holds a bachelor’s degree or higher. By contrast, only 33.7% of the population of Kendall County, and 35.3% of the Chicago region has a bachelor’s degree.
- A large proportion of Oswego’s housing stock consists of single-family detached homes and account for 74.6% of the housing stock in Oswego, which is comparable to the County (75.4%), but much higher than the Chicago region (49.8%).
- 2014 residential permits remained strong exceeding 100 for the third straight year.

Oswego Residential Building Permits

	2009	2010	2011	2012	2013	2014
Single-Family	71	80	86	111	131	103
Duplex	0	0	0	0	0	0
Multi-Family	42	16	24	0	83	10
Senior	0	0	60	3	18	77
Total	113	96	170	114	232	190

- Residential sales in 2013 in Oswego are also at the highest level in over 5 years. There was the typical fall pullback, but 2013 was a great year with a 123% increase over 2012. Of the 689 homes sold, 375 were Traditional, 212 were Foreclosures, and 105 were Short Sales. Traditional sales were up 43% over the past year, and the year-over-year median sales price increased 4.3% in 2013.

Oswego Residential Sales



Source: Ayers Realty Group, Oswego

■ Number of Homes Sold

- In December 2013 the median sales price was \$227,000 for single family homes and \$115,000 for attached homes. This value includes distressed properties. Excluding distressed properties, median sales prices were \$248,000 and \$145,000, respectively. Due to higher buyer demand, lower home inventory and rising rates, there is a general price increases across the board in Oswego. Non-distressed single family prices rose 3.8% year over a one year period.

Households by Income										
Income	2000		2010		2013A		2018		Percent Change	
	Census	%	Census	%	Estimates	%	Projections	%	2000 to 2010	2013 to 2018
\$0-\$15,000	248	5.1%	241	2.4%	242	2.4%	212	1.7%	-2.8%	-12.4%
\$15,000-\$24,999	371	7.7%	303	3.1%	298	2.9%	272	2.2%	-18.3%	-8.7%
\$25,000-\$34,999	475	9.8%	392	4.0%	386	3.8%	355	2.9%	-17.5%	-8.0%
\$35,000-\$49,999	747	15.5%	716	7.3%	726	7.2%	666	5.4%	-4.1%	-8.3%
\$50,000-\$74,999	1,771	36.6%	1,791	18.2%	1,697	16.8%	1,472	12.0%	1.1%	-13.3%
\$75,000-\$99,999	1,322	27.4%	2,086	21.1%	2,033	20.1%	1,749	14.3%	57.8%	-14.0%
\$100,000-\$149,999	1,196	24.8%	2,931	29.7%	3,122	30.9%	4,660	38.0%	145.1%	49.3%
\$150,000 +	443	9.2%	1,405	14.2%	1,614	16.0%	2,880	23.5%	217.2%	78.4%
Average Hhold Income	111,309		106,999		110,059		129,863		-3.9%	18.0%
Median Hhold Income	70,796		92,763		96,044		113,840		31.0%	18.5%
Per Capita Income	37,001		34,971		35,694		42,046		-5.5%	17.8%

Source: Valerie S. Kretchmer Associates, Inc.

LOCAL ECONOMY

52 New Businesses - One Amazing Year

The Oswego community welcomed a variety of new businesses in 2014 including Hobby Lobby, Pier 1 Imports, Jimmy John's, and Off The Orchard. Hobby Lobby has created and retained 35 jobs and is projected to hire more in 2015.

According to the Village of Oswego Economic Development staff, multiple retailers currently are looking at the remaining space in the Hobby Lobby building. The planned strip center at the old Dominick's gas station also has received several pre-lease commitments from retailers.

Lou Malnati's Pizzeria has signed a lease at 2840-2848 Route 34 for the west endcap, formerly occupied by relocated Verizon, Inc., bringing the nearly 50 percent vacant strip center to full occupancy.

Oswego's retail market continues to be strong with a vacancy rate of just 5.1%. This is the first time the retail vacancy dropped close to 5 percent since late 2011, when Lowe's closed, posing a challenge to the community. Absorption of space totaled more than 150,000 sq. ft. in 2014, the largest absorption of space since 2008. The industrial and flex space vacancy rate stood at a tight 4.4 percent.

Other Significant Highlights

- Oswego ranked third in NerdWallet's Best Cities for Homeownership in Illinois in 2014. The Village received high marks in analyses of local homeownership and employment opportunities by NerdWallet, a consumer advocacy and financial literacy website.
- A total of 190 new housing units started by the end of fourth quarter 2014. This included single-family, townhomes and senior apartments. Oswego ranked #6 in the Chicagoland market at the end of third quarter 2014.

New Housing Unit Starts in 2014

Single Family	103
Senior Single Family	14
Town homes	10
Senior Apartments	63
Total	190

- Conducted process of seeking redevelopment of Village-owned downtown property.
- Prepared incentive options to assist Village Board in reaching consensus to adopt economic development incentive policy.
- Provided Village Board with options to consider regarding structure of current economic development approach program and potential means to enhance policy making. This would include leveraging Oswego business community experience.
- Village Board adopted 2014 Village of Oswego Market Analysis that provided an overview of the local retail, office and industrial markets.

Looking Ahead to 2015

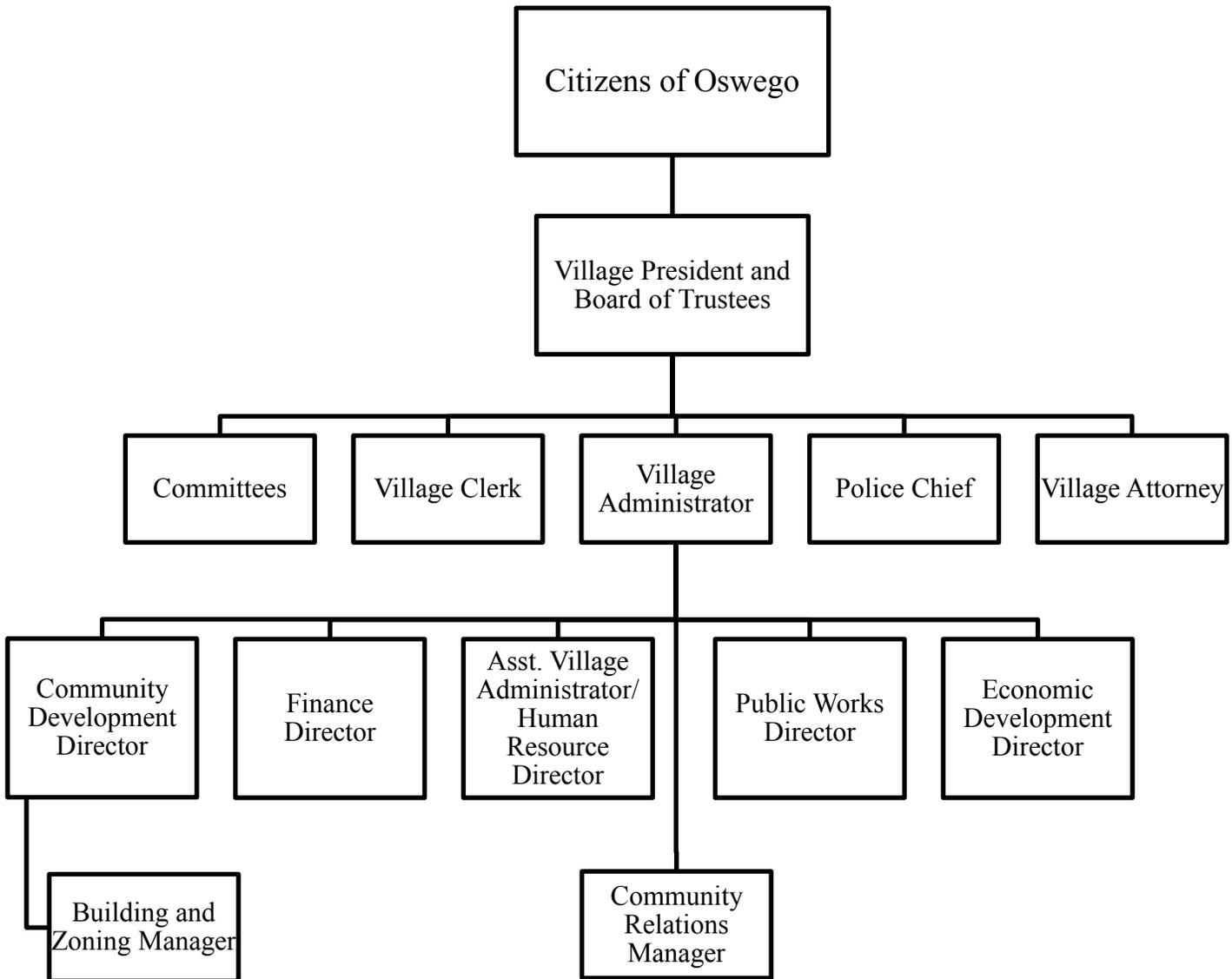
Expect a steady retail growth will continue and look forward to a modest growth in new home starts in 2015. Here are some projects underway for opening in 2015.

- Oswego shoppers looking for a greater variety of stores in the Route 34 corridor will be excited to learn DSW Inc. is building a 16,000 sq. ft. new prototypical building on the pad site south of Best Buy in the Route 34 corridor and plans to open in spring 2015.
- River View Ford has plans for improvements to the site, façade, and a building expansion to add 31,644 sq. ft. including a new Quicklane addition and second floor to accommodate vehicle sales offices, and space for vehicle parts and service.
- New restaurants getting ready to open in the Orchard Road corridor include Taco Bell, Dunkin Donuts, and Prohibition Junction Bar and Grill (in the former Tommy's Sports Bar location).

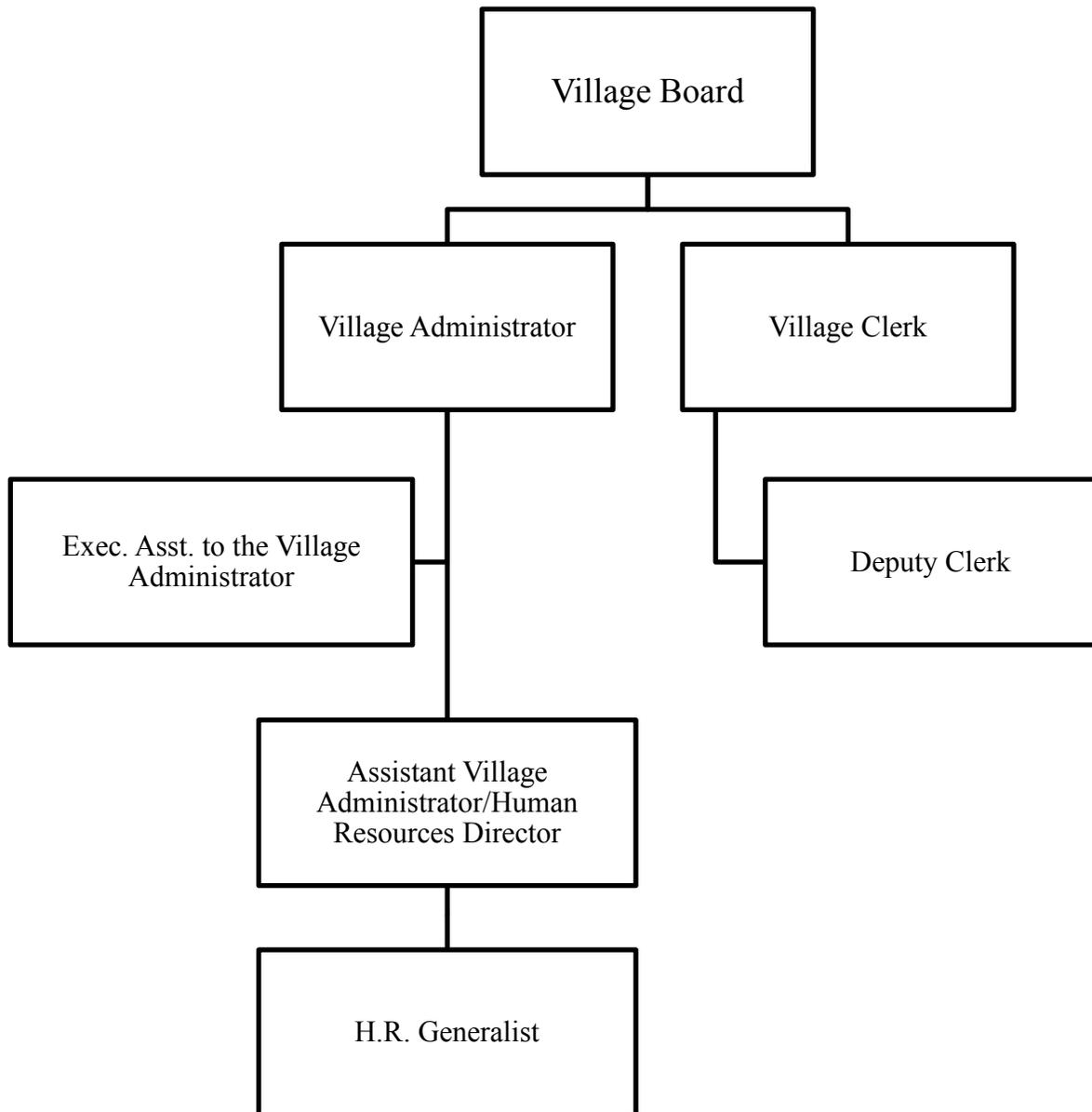
Attraction of New Businesses in 2014

ACQUAMED TECHNOLOGIES, INC.	LEGACY SUPPLY CHAIN SERVICES IL, INC
ALLURE BY BAUTISTA	LITTLE CAESARS
AMBER MANCHA	LYONS SERVICE & SUPPLY
ANGELUS HOME HEALTHCARE, INC	OFF THE ORCHARD
ART OF DENNIS PAUL KLINE, THE	SUBWAY
BBQ EXPRESS	OSWEGO COMMONS FAMILY DENTAL
BJ'S WINE & SPIRITS	OSWEGO EARTH MARKET
BOOKOO, INC	OSWEGO GOLD BUYERS, INC.
BOUNCY STORE LLC, THE	PAWS IN TIME, INC.
CROSSFIT THUNDERBOLT	PIER 1 IMPORTS
DEAN SEBESTIN AGENCY	PRIME CUT LAWNCARE
DEMONT GUITARS	RADIANT LIFE MASSAGE THERAPY
ELEMENTAL YARNS	RAZOR SHARP BARBER SHOP
ESTES EXPRESS	RED DOT STORAGE ILLINOIS LLC -7
FOUR: 13 SALON & SPA	REHOBOTH HOME HEALTH CARE, LLC
FOX RIVER LAWNCARE	SALLY STROSAHL/SHERRY BRYANT
FOXY WAXING LLC	SINNOTT LANDSCAPE/CONSTRUCTION
HARDEE'S	SLEEPY'S LLC
HERO TOWING INC	SOLUTIONS MECHANICAL
HOBBY LOBBY	SPA OF ARGOS
HOPE MAKETH NOT ASHAMED OUTREACH MINISTRY	SUPERCUTS
J&D MACHINING, INC.	CHIROPRACTIC PLACE
J&J PAINTING	U MASSAGE
JIMMY JOHN'S	VAPORNOMICS
LAW OFFICE OF LISA ACCARDI	VINCITORE WINE CELLAR
LAW OFFICES OF LISA COFFEY	YOUNIQUE HEALTH

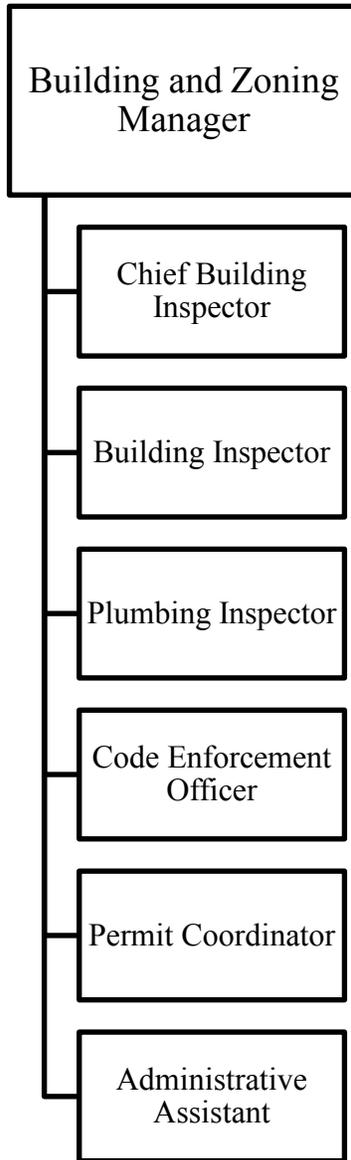
VILLAGE OF OSWEGO ORGANIZATIONAL CHART



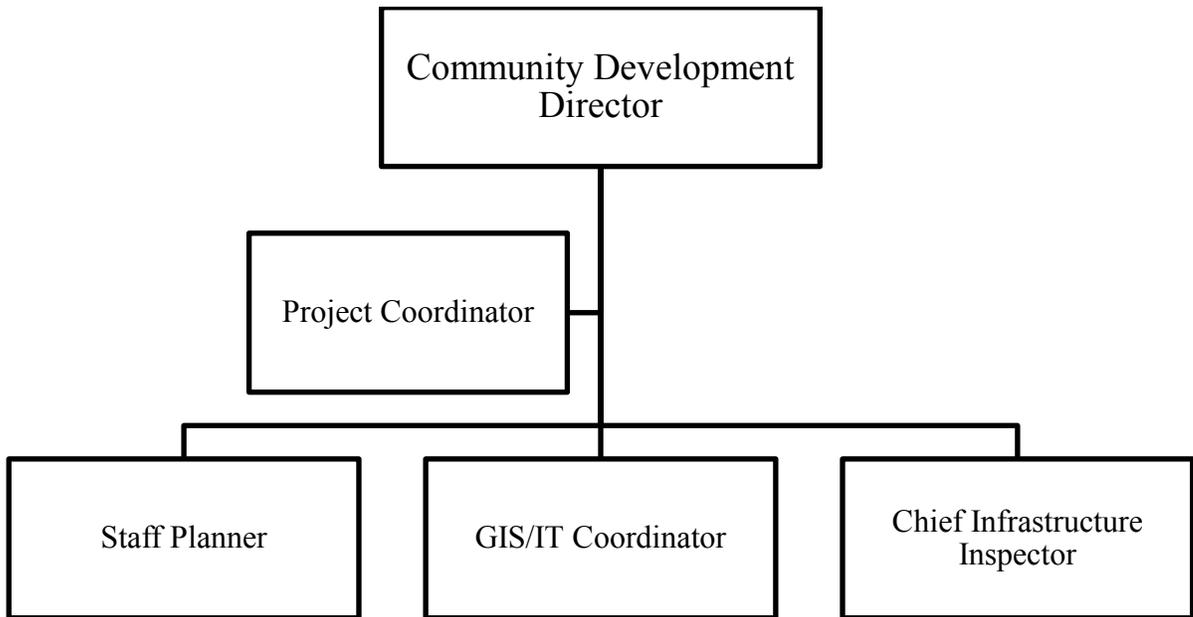
CORPORATE ORGANIZATIONAL CHART



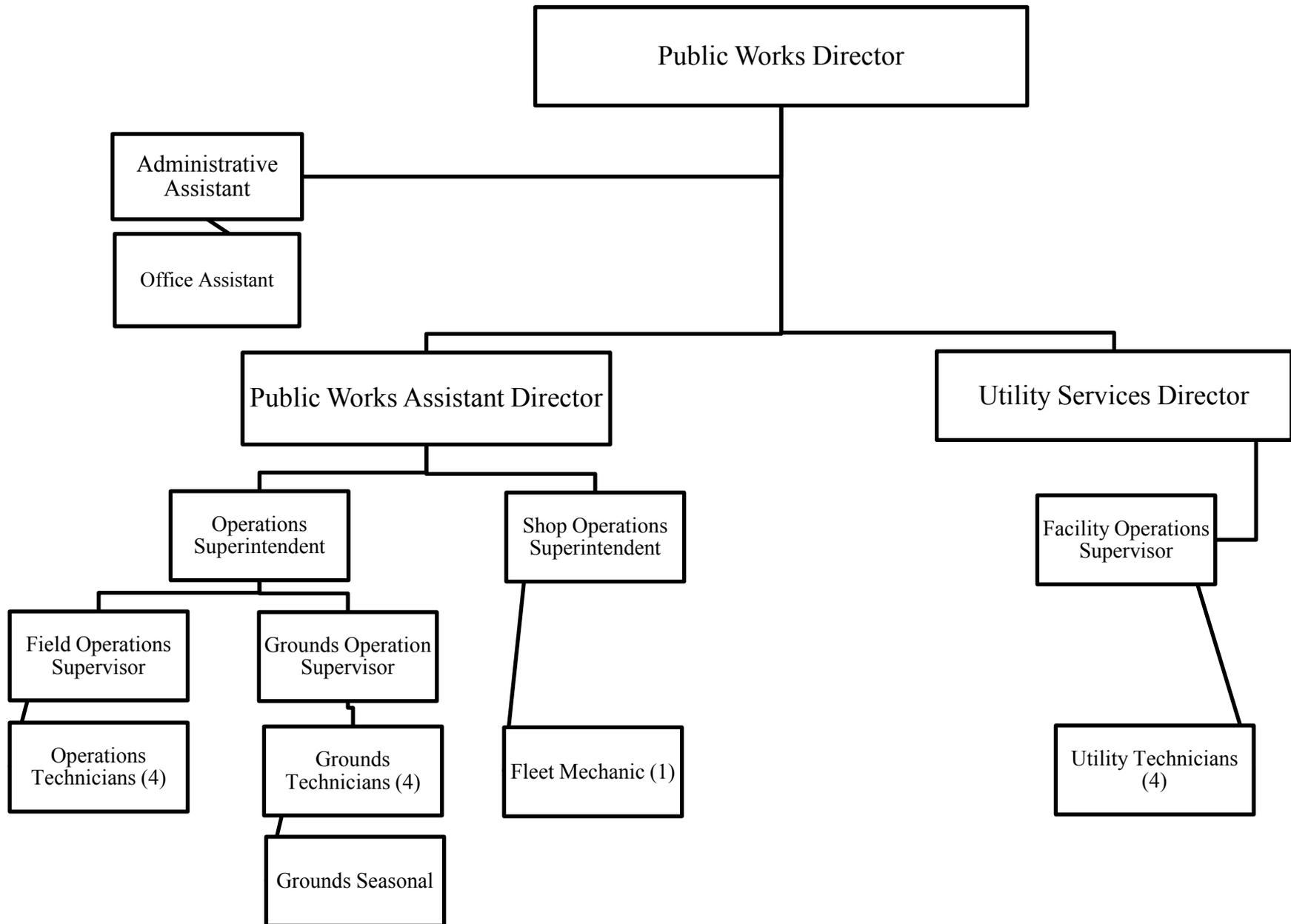
BUILDING AND ZONING ORGANIZATIONAL CHART



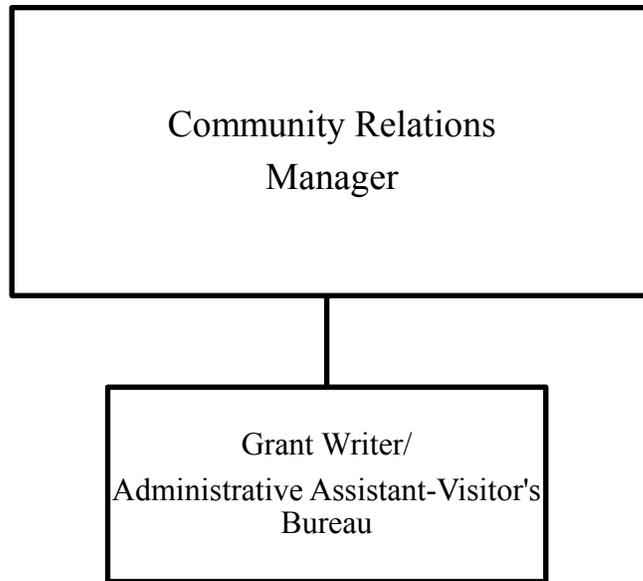
COMMUNITY DEVELOPMENT ORGANIZATIONAL CHART



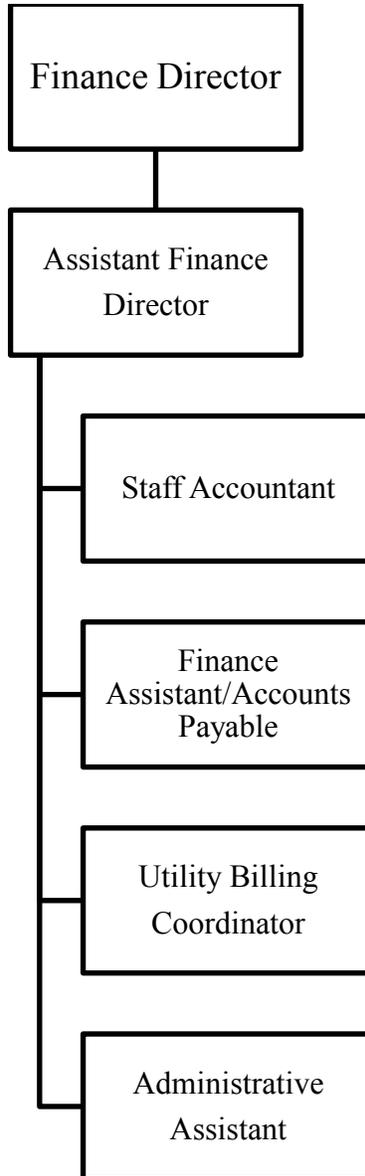
PUBLIC WORKS ORGANIZATIONAL CHART



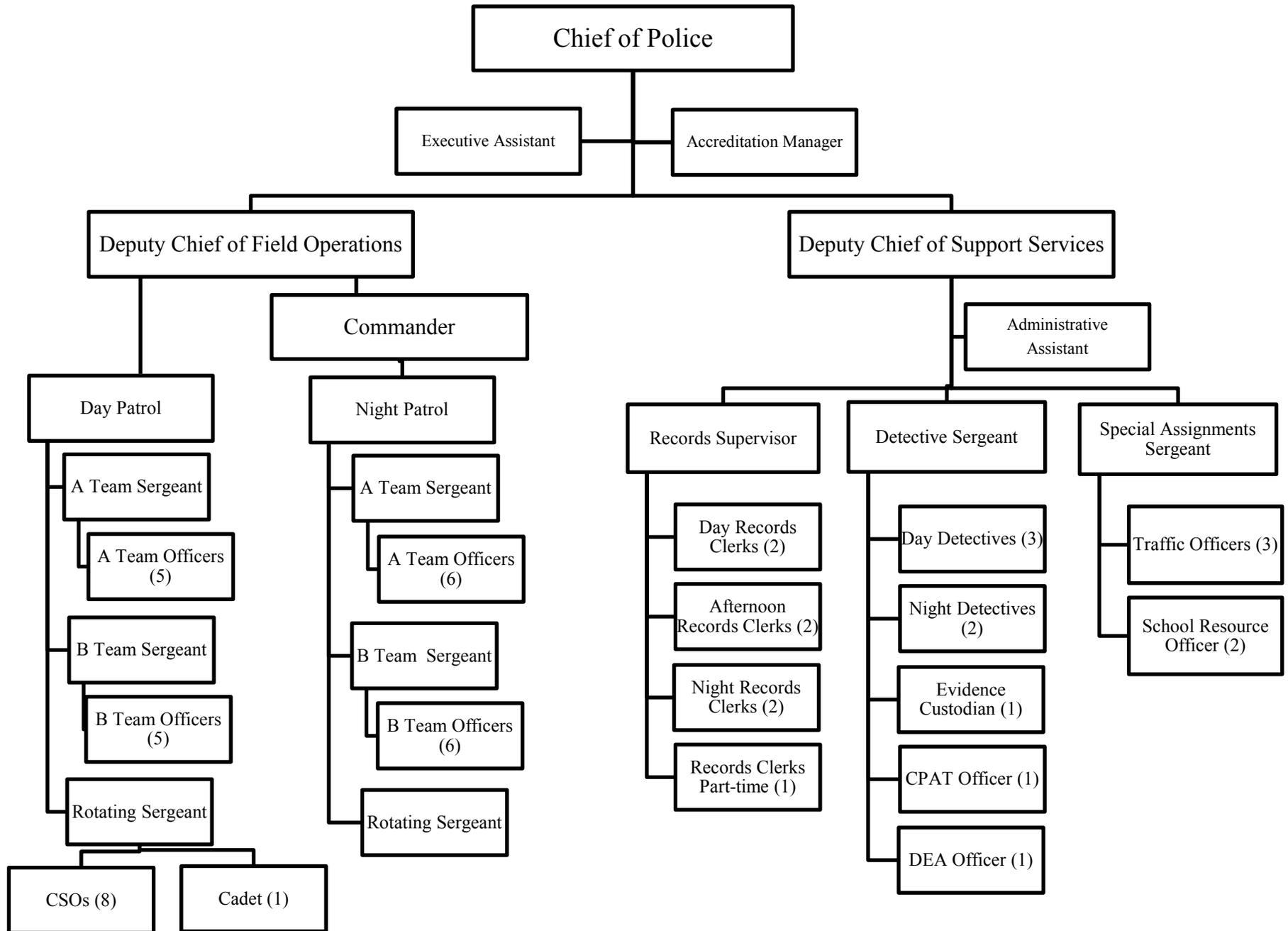
COMMUNITY RELATIONS ORGANIZATIONAL CHART



FINANCE ORGANIZATIONAL CHART



POLICE ORGANIZATIONAL CHART



Fund Structure and Basis of Accounting and Budgeting

For accounting purposes a state or local government is not treated as a single, integral entity. Rather, a government is often viewed instead as a collection of smaller, separate entities known as funds. Funds used by a government are traditionally classified into one of seven fund types. In addition, governmental financial reporting for state and local governments now require the classification of individual funds as either “Major” or “Nonmajor.” The Village defines Major Funds as those that are equal to or greater than 10% of total expenditures for the fiscal year. The impact of this distinction is that the financial activity of nonmajor funds is reported in specific instances in the audited financial statements in a consolidated format while major funds are reported separately. Generally, the General Fund, Debt Service Fund, Water & Sewer Fund, are considered “Major” Funds and all of the other funds are considered “Nonmajor” Funds (See Glossary for definition of these terms). It is useful to provide an overview of the Village’s fund structure since the budget is prepared, organized and presented on a fund basis. The following fund types and each fund budgeted for by the Village which falls into that fund type classification, are further described:

1. **General Fund:** The General Fund (a Governmental Fund) is by far the largest Fund of the Village and accounts for most expenditures traditionally associated with government, including police protection, road and bridge (street improvements), building and zoning, community development, economic development, community relations, finance, and general administration.

2. **Special Revenue Funds:** Special Revenue Funds are used to account for revenues derived from specific taxes or other earmarked revenue sources which, often due to legal requirements, are designated to finance particular functions or activities of government and which therefore cannot be diverted to other uses. The Village has one Special Revenue Fund:

Motor Fuel Tax Fund: This Fund is used to account for the operation of street maintenance programs and capital projects as authorized by the Illinois Department of Transportation utilizing the Village’s per capita share of gasoline taxes collected by the State of Illinois.

3. **Debt Service Fund:** The Debt Service Fund is used to account for the payment of interest, principal and paying agent fees on general obligation bonds. Sales tax and motor fuel tax revenues are currently pledged to make the annual debt service payments on the outstanding bond issuances.

4. **Capital Improvement Fund:** The Capital Improvement Fund accounts for the acquisition and construction of major capital facilities and other capital improvements financed primarily through the issuance of debt.

5. **Enterprise Funds:** Enterprise Funds are classified as Proprietary Funds. Proprietary funds are used to account for a government’s business-type activities (activities which receive a significant portion of their funding through user charges and fees). The operations of Enterprise Funds are accounted for similar to those found in the private sector, where the determination of net income is necessary or useful to sound financial administration. Enterprise Funds established by the Village include:

Water & Sewer Fund: This Fund accounts for the revenues and expenses related to the provision of water services to residents and businesses. This Fund also accounts for the revenues and expenses related to the transportation and repairs to the Village's sanitary sewer and storm sewer systems. All activities necessary to provide such services including administration, operations, maintenance, financing and related debt service, and billing and collection are included in this Fund.

Water & Sewer Capital Fund: This Fund was established for the Fiscal Year 2016 Budget year. Specific revenue accounts related to Village growth and a portion of the Reserve balance were moved from the Water and Sewer Fund to this Fund. All capital expenses for the water and sewer system will be accounted for in this Fund.

Garbage Collection Fund: This Fund accounts for the revenues and expenses related to the collection and disposal of garbage, recycling and yard waste. Billing is completed in conjunction with the Water & Sewer Fund billing process. No administration, cash receipting, billing charges or customer service costs are expensed within this Fund.

6. Trust and Agency Funds: Trust and agency funds are classified as Fiduciary Funds and are used when a government holds or manages financial resources in an agent or fiduciary capacity. The Village has only one Trust Fund:

Police Officers' Pension Fund: This fund is used to account for the accumulation of resources to pay pension costs. Monies are contributed by police members at rates fixed by state statutes and by the Village through an annual contribution from the corporate property tax levy and general operating revenues.

Non-Budgeted Funds

The Village also has three special revenue Funds which we do not prepare budgets for as these Funds account for specific revenues to be used for specific purposes and two agency Funds which account for monies held on behalf of others. These three special revenue Funds are not budgeted as the revenue streams are not predictable and expenditures are not known until the actual time of spending.

Special Revenue Funds

Public Works Escrow Fund

This Fund accounts for developer contributions received through original subdivision agreements or permit fees received as homes are built within the subdivision. The monies on hand are dedicated to roadway infrastructure improvements to roadways which need expansion because of the increased traffic created by the subdivision. The Fund has approximately \$1,800,000 in deposits/developer contributions to be used for specific purposes.

Economic Development Fund

This Fund accounts for the economic development grant received from the State of Illinois to be used to provide low interest loans to assist new business startups and job

creation for people who have low to moderate incomes. Payments made on existing loans replenish the available amount for subsequent loans. The Fund currently has three loans outstanding and an available balance of \$250,000.

Public Service Fund

This Fund accounts for donations/contributions received from numerous sources and must be used for an intended purpose. The revenues are restricted by State Statutes or dedicated to fund the specific event the money was received for. The Fund has 34 sets of revenue and expense accounts for the different events and specific purpose items.

Agency Funds

These two Funds are not budgeted as the transactions within these Funds are not known until the actual time of the activity.

Agency Fund

This Fund accounts for land/cash and transition fees collected from developers for other governmental agencies.

Subdivision Escrow Fund

This Fund accounts for developer deposits received through the development and planning stages. Village staff time and engineering costs are charged against the deposits and billed to developers if the deposits are not sufficient to cover all the costs.

Basis of Accounting and Basis of Budgeting

The **modified accrual basis of accounting** is used for all **governmental fund types** (General Fund, Special Revenue Funds, Capital Project Funds and the Debt Service Fund) and agency funds (the Village currently does not budget for any agency funds). Under the modified accrual basis of accounting, revenues are recognized when they are both measurable and available. Measurable means the amount of the transaction can be determined and available means collectible within the current period or soon enough thereafter to pay liabilities of the current period. Property taxes are recognized when they become both measurable and available in the period that the tax is intended to finance. Expenditures generally are recorded when a fund liability is incurred. However, debt service expenditures are recorded only when payment is due.

Those revenues susceptible to accrual are property taxes, motor fuel taxes, franchise fees, licenses, interest revenue, court fines and charges for services. Sales taxes and telecommunication taxes owed to the state at year end on behalf of the Village are also recognized as revenue. Other fines and permit revenue are not susceptible to accrual because generally they are not measurable until cash is received by the Village.

The **accrual basis of accounting** is utilized by **proprietary fund types** including enterprise funds and internal service funds (the Village currently does not have any internal service funds established), and **pension trust fund types**. Under this method, revenues and additions are recorded when earned and expenses and deductions are recorded when a liability is incurred.

Both the modified accrual basis of accounting and the accrual basis of accounting are consistent with generally accepted accounting principles (GAAP).

Basis of Budgeting

The budget for the Village is prepared on a basis **consistent with GAAP** as described above except for the following major exceptions described and identified below as the budgetary basis:

1. Capital outlay within the proprietary fund types are capitalized and recorded as assets on a GAAP basis, but expensed on the budgetary basis. In addition, depreciation expense is not shown on the budgetary basis for the proprietary fund types since capital outlay is expensed and not depreciated. The budgetary basis provides a more accurate description of the actual expenditures made during the year for the proprietary fund-types. The capitalization threshold for infrastructure (land, building and land improvements) is \$25,000. The threshold for vehicles, machinery and equipment is \$10,000.
2. Bond proceeds in Enterprise funds are shown as revenues on the budgetary basis, and assets on a GAAP basis. Likewise, principal payments are shown as expenditures on a budgetary basis but reflected as a decrease in long-term debt payable on a GAAP basis. Under GAAP, bond proceeds for proprietary funds would be shown as an asset and offset with long-term debt payable.
3. Unrealized gains and losses on investments are treated as adjustments to revenue under the GAAP basis whereas under the basis of budgeting these amounts are not recognized and are excluded from revenue.

FUND /DEPARTMENT STRUCTURE

	Major Fund	Non-Major Fund	Budget	Department Involvement						
				Corporate	Building & Zoning	Community Development	Road & Bridge	Community Relations	Economic Development	Finance
<u>Governmental Funds</u>										
General Fund	yes		yes	X	X	X	X	X	X	X
<u>Special Revenue Funds</u>										
Motor Fuel Tax Fund		yes	yes				X			X
Public Works Escrow Fund		yes	no				X			X
Economic Development Fund		yes	no	X					X	X
Public Service Fund		yes	no	X		X				X
Debt Service Fund	yes		yes							X
Capital Improvement Fund		yes	yes	X						X
<u>Enterprise Funds</u>										
Water & Sewer Fund	yes		yes				X			X
Water & Sewer Capital Fund	yes		yes				X			X
Garbage Collection Fund	yes		yes							X
<u>Fiduciary Funds</u>										
<u>Pension Trust Fund</u>										
Police Pension Fund		yes	yes							X
<u>Agency Funds</u>										
Agency Fund		yes	no			X				X
Subdivision Escrow Fund		yes	no			X				X

Financial Management Policies

Fund Balance and Cash Reserve Policies

The Village of Oswego has adopted a Fund Balance Policy for governmental fund types and established the following Unrestricted Net Assets balances and/or cash reserve balances for other fund types. The purpose of these policies is to enhance long-term financial planning and mitigate the risks associated with changes in revenues due to economic and local market conditions. These policies also aim to assist in the allocation of sufficient monies for the purchase of capital equipment, construction of capital improvements, and unanticipated expenditures that may occur. Unassigned/Unrestricted reserve balances will be utilized for emergency expenditures, annual budget shortfalls or other approved capital projects.

All of the balances refer to the amounts available as of the end of the fiscal year, April 30. The Finance Department monitors these reserve levels and informs the Village Administrator of any significant changes that occur and the potential effect on funding future operations.

Fund Balance Policy for Reporting of Governmental Funds

Statement of Purpose

The purpose of this policy is to establish fund balance classifications that establish a hierarchy based on the extent to which the Village of Oswego (Village) must observe constraints imposed upon use of the resources that are reported by the governmental funds. More detailed fund balance financial reporting and the increased disclosures will aid the user of the financial statements in understanding the availability of resources.

The fund balance will be composed of three primary categories: 1) Nonspendable Fund Balance, 2) Restricted Fund Balance and 3) Unrestricted Fund Balance.

Definitions

Governmental Funds – are used to account for all or most of the Village’s general activities, including the collection and disbursement of earmarked monies (special revenue funds), the acquisition or construction of general capital assets (capital projects funds) and the servicing of general long-term debt (debt service funds). The General Fund is used to account for all activities of the Village not accounted for in some other fund.

Fund Balance – the difference between assets and liabilities in a Governmental Fund.

Nonspendable Fund Balance – the portion of a Governmental Fund’s net assets that are not available to be spent, either short-term or long-term, in either form or through legal restrictions (e.g., inventories, prepaid items, land held for resale and endowments).

Restricted Fund Balance - the portion of a Governmental Fund’s net assets that are subject to external enforceable legal restrictions (e.g., grantor, contributors and property tax levies).

Unrestricted Fund Balance is made up of three components:

Committed Fund Balance - the portion of a Governmental Fund's net assets with self-imposed constraints or limitations that have been placed at the highest level of decision making.

Assigned Fund Balance - the portion of a Governmental Fund's net assets to denote an intended use of resources

Unassigned Fund Balance - available expendable financial resources in a governmental fund that are not the object of tentative management plans (i.e. assignments).

Fund Balance Philosophy

It is the Village's philosophy to support long-term financial strategies, where fiscal sustainability is its first priority, while also building funds for future growth. It is essential to maintain adequate levels of fund balance to mitigate current and future risks (e.g., revenue shortfalls and unanticipated expenditures) and to ensure stable tax rates. Fund balance levels are also a crucial consideration in long-term financial planning.

Scope

This policy establishes the hierarchy of fund balance and provides for the minimum amount of fund balance each governmental fund should maintain. Credit rating agencies carefully monitor levels of fund balance and unassigned fund balance in the general fund to evaluate the Village's continued creditworthiness.

Minimum Unrestricted Fund Balance Levels

This Policy applies to the Village's governmental funds as follows:

- A. ***General Fund*** - The General Fund is a major fund and the general operating fund of the Village. It is used to account for most expenditure traditionally associated with government including police protection, road and bridge (street improvements), building and zoning, community development, economic development, community relations, finance, and general administration and all other financial resources except those that are accounted for in another fund.

Spendable fund balance will be classified as follows:

- a. Restricted – A portion of the fund balance will be restricted based on the amount of assets at fiscal yearend which have external limitations on their use.
- b. Committed – A portion of the fund balance may be committed through formal action of the Village Board of Trustees either through a resolution or ordinance.
- c. Assigned – This assigned fund balance will be maintained at a minimum level of 35% of annual budgeted expenditures to ensure long term fiscal sustainability.
- d. Unassigned – The unassigned fund balance is the amount which could be utilized for funding of one time projects or expenditures.

- B. ***Special Revenue Funds*** - Special revenue funds are used to account for and report the proceeds of specific revenue sources that are legally restricted to expenditure for specified purposes other than debt service or capital projects. These funds fund balances will be considered restricted, committed, or assigned depending on the intended source/use of the funds.
- C. ***Debt Service Fund*** - This fund is a major fund and was established to account for financial resources that are restricted, committed, or assigned to expenditure for principal and interest on the Village's outstanding debt issuances. This fund's fund balance will be considered restricted, committed, or assigned depending on the intended source/use of the funds.
- D. ***Capital Projects Fund*** – This fund is a non-major fund established to account for and report financial resources that are restricted, committed, or assigned to expenditure for capital outlays including the acquisition or construction of capital facilities and other capital assets, excluding those types of capital related outflows financed by proprietary funds. This fund's fund balance will be considered restricted, committed, or assigned depending on the intended source/use of the funds.

Flow Assumptions

Some projects (funds) are funded by a variety of resources, including both restricted and unrestricted (committed, assigned and unassigned). When restricted funds exist, those funds are used first, then unrestricted. For unrestricted funds, committed funds are used first, then assigned, then unassigned.

Authority

- A. ***Committed Fund Balance*** – A self-imposed constraint on spending the fund balance must be approved by ordinance or resolution of the Village Board of Trustees. Any modifications or removal of the self-imposed constraint must use the same action used to commit the fund balance. Formal action to commit fund balance must occur before the end of the fiscal year. The dollar amount of the commitment can be determined after year end.
- B. ***Assigned Fund Balance*** – A self-imposed constraint on spending the fund balance based on the Village's intent to use fund balance for a specific purpose. The authority for imposing the amount of assigned fund balance at fiscal yearend is delegated to the Village President and Board of Trustees.

The following are guidelines for establishing and retaining fund balance and cash reserves for the Village's operating funds.

General Fund

The Village will strive to maintain a minimum assigned fund balance of 35% of the estimated subsequent year's annual operating expenditures excluding capital improvements. In addition, the Village will also strive to maintain a minimum cash reserve balance equal to 25% of the estimated subsequent year's annual operating expenditures.

Motor Fuel Tax Fund

The Village will strive to maintain a minimum assigned fund balance equal to 50% of the estimated subsequent year's annual expenditures. This level is necessary to provide for the payment of expenditures related to the Village's annual road program, which is paid for almost entirely during the first six months of the fiscal year.

Debt Service Fund

The Village will strive to maintain a cash reserve level in the Debt Service Fund sufficient to timely meet all principal and interest payments for the following fiscal year based on the bond ordinance requirements for pledged revenues and bond coverage requirements.

Water & Sewer Fund

The Village will strive to maintain an unrestricted net assets balance equal to 30% of the estimated subsequent year's annual operating expenditures. The Village will also maintain an additional reserve sufficient to meet all principal and interest payments for the following fiscal year based on the bond ordinance requirements for pledged revenues and bond coverage requirements. Annual surplus reserves will be transferred to the Water & Sewer Capital Fund to support capital improvements for the water and sewer systems.

Water & Sewer Capital Fund

The Village shall plan for future capital improvements to be paid from cash reserves by maintaining a reserve level based on the capital improvements scheduled for the next five subsequent years.

Garbage Collection Fund

The Village will strive to maintain an unrestricted net assets balance equal to 25% of the estimated subsequent year's annual operating expenditures. This level will provide for three months of operating expenses.

Revenue and Expenditure Policies**Revenue**

The Village desires to maintain a diversified and stable revenue base to reduce the impacts of fluctuations in any one revenue source. The revenue mix combines elastic and inelastic revenue sources to minimize the effects of an economic downturn. The Village also incorporates the following principles related to revenues as it furthers its financial planning and fulfills its fiscal responsibilities:

- Through the Village's economic development program, the Village will strive to strengthen its revenue base.
- Through the annual financial planning process, the Village will project each revenue source for at least the next five years and will update this planning document annually.
- The Village will maintain a revenue monitoring system to assist in trend analysis and revenue forecasting.

- The Village follows a “cost of service” approach which results in user fees, rates and customer charges being sufficient to cover appropriate costs. These fees and rates will be evaluated annually.
- The Village will set fees and user charges for each enterprise fund, such as the Water & Sewer Fund at levels that fully support the total direct and indirect cost of the activity. Indirect costs include the cost of annual depreciation of capital assets.
- The Village will use all out of the ordinary or one time revenues received as surplus revenue for the respective fiscal year to build up reserve balances or earmark for special projects.
- The Village will use all revenues received for special events, special purpose donations/contributions and State Statute regulated revenues for only their intended purposes.

Expenditure

All disbursements will adhere to the Village Purchasing Policy and be subsequently approved by the Village Board through the bi-weekly Bills List. The Village Budget serves as the annual appropriation or spending authority. All expenditures in Funds which are not part of the annual budget process are still subject to the Village Purchasing Policy and appear on the bi-weekly Bills List approved by the Village Board.

- The Village will consistently budget the minimum level of expenditures which will provide for the public well-being and safety of the residents and businesses of the community.
- Expenditures will be within the confines of generated revenue. Reserve balances will be used to fund operating expenditures only for the short-term duration of one to two years.
- Through the financial planning process, the Village will forecast expenditures for each of the next five years and will update this forecast annually, taking into account anticipated increases in operating expenditures, significant changes in operating and staffing needs, and future capital projects and improvements that have been identified as needed for the community.
- Capital Planning will be completed annually to prioritize and select those projects which will be funded in upcoming budgets. The Vehicle Replacement Policy and scoring system will be used to determine vehicle and large equipment replacements to be included in annual budgets. All capital outlay will be subject to available funding.

Budgeting, Accounting, Auditing and Reporting Policies

- The Village will establish and maintain a high standard of accounting practices in conformance with Generally Accepted Accounting Principals (GAAP) for governmental entities as promulgated by the Governmental Accounting Standards Board (GASB).
- The accounting system will maintain records on a basis consistent with accepted standards for local government accounting (according to GASB).
- Where possible, the reporting system will also provide monthly information on the total cost of specific services by type of expenditure and by Fund.
- An independent firm of certified public accountants will perform an annual financial and compliance audit of the Village’s financial statements according to Generally Accepted Auditing Standards (GAAS) and will publicly issue an opinion which will be incorporated in the Comprehensive Annual Financial Report.

- The Village will annually seek the GFOA Certificate of Achievement for Excellence in Financial Reporting Award and the GFOA Distinguished Budget Award.
- The Village will promote full disclosures in its annual financial statements and its bond presentations.
- The Village will comply with all financial reporting requirements including all annual reports to be filed with the State and all annual debt disclosures filed with the respective agencies.

Cash Management / Investment Policies

- An investment policy has been adopted by the Village Board. The investment policy provides guidelines for the prudent investment of the temporary idle cash and outlines the policies for maximizing the efficiency of the cash management system. The ultimate goal is to enhance the economic status of the Village while protecting its pooled cash.
- The cash management system is designed to accurately monitor and forecast expenditures and revenues, thus enabling the Village to invest funds to the fullest extent possible. The Village attempts to match funds to projected disbursements.
- In order to maximize interest earnings, the Village commingles the cash of all funds excluding the Police Officers' Pension Fund. Interest revenue derived from commingled cash is allocated to the participating funds monthly based on the relative cash balance of each fund.
- Criteria for selecting investments and the order of priority are:
 - **Safety.** Safety of principal is the foremost objective of the investment program. Investments of the Village shall be undertaken in a manner that seeks to insure the preservation of capital in the portfolio.
 - **Liquidity.** The investment portfolio shall remain sufficiently liquid to meet all operating requirements that may be reasonably anticipated. This is accomplished by structuring the portfolio so that securities mature concurrent with cash needs to meet anticipated demands. Furthermore, since all possible cash demands cannot be anticipated, the portfolio should consist largely of securities with active secondary markets.
 - **Return on Investment.** Return on investment is of tertiary concern when compared to the safety and liquidity objectives described above. The investment portfolio shall be designed with the objective of attaining a market rate of return throughout economic cycles, taking into account the investment risk constraints and liquidity needs. Investments are limited to very low risk securities in anticipation of earning a fair return relative to the risk being assumed.

Budget Process and Budget Structure

Budget Process

The budget process for the Village of Oswego involves the citizens, the Village President and Village Board, Village Administrator, Department Heads, supervisors, and many others throughout the organization. Each person plays a critical role in the development of the budget for the upcoming year. Although much of the time and effort in preparing the budget takes place during the months of October through April, the development, implementation, monitoring and review of the Village's budget is part of a comprehensive process that occurs throughout the entire year.

The Village has adopted the Budget Act as defined in Chapter 65, Section 5/8-2-9 of the State of Illinois Compiled Statutes. The Act requires the adoption of the Budget prior to the beginning of the fiscal year for which it pertains and provides the spending authority for the fiscal year. The goal of the Village Administrator and Budget Officer is to present the Village Board with a balanced operating budget for review and adoption.

A balanced budget is a budget in which revenues meet or exceed expenditures and cash reserves or unrestricted-unassigned fund balance or unrestricted net assets is not considered a revenue source.

The Village will occasionally drawdown cash reserves or fund balance to return the reserves to desired levels as stated in the Village's policy on Fund Balances found in the Financial Policies section of this document. Fund balance reserves were not used to balance budgets in any Fund for Fiscal Year 2016. However, intentional drawdowns of fund reserves will occur in two Funds which have a deficit budget; the Motor Fuel Tax Fund and the Water & Sewer Fund. The Motor Fuel Tax Fund will drawdown reserves by \$50,000 to complete the estimated calendar 2015 roadway improvements. The Water and Sewer Capital Fund is using reserves in the amount of \$641,300 to complete scheduled system improvements. All other Funds are presented with balanced budgets.

The Village's annual budget is prepared for the fiscal year which begins on May 1 and ends on April 30. During the first three months of the fiscal year, the Finance Department begins the year-long process of monitoring the Village's revenues and expenditures and discussing and resolving any significant variances with each Department. The Village's current budgetary control is at the fund level and a budget is adopted for the following Funds.

General Fund	Water & Sewer Fund
Motor Fuel Tax Fund	Water & Sewer Capital Fund
Debt Service Fund	Garbage Collection Fund
Capital Improvement Fund	Police Officers' Pension Fund

Total expenditures may not exceed the total amount approved for each fund unless a budget amendment is approved by the Village Board.

Budget Preparation

The fiscal year financial calendar is completed in May of each year. The financial calendar shows the scheduled dates for the preparation of the Capital Improvement Plan (CIP), annual Village property tax levy and the Annual Village Budget.

The CIP begins in June with the departments updating of the CIP listed projects and the addition of new projects for the next five years. Large dollar projects beyond five years are also included in the CIP for discussion and planning. The Public Works department completes a Street Analysis annually to determine the amount of roadway improvements to be undertaken for each budget year. The analysis provides the amount to be budgeted in the Motor Fuel Tax Fund for public improvements and is included in the CIP. The CIP is reviewed with the Village Board and approved capital projects are included within the respective Fiscal Year Village Budget. The CIP is intended to be adopted before the annual budget process begins to ensure the Village's infrastructure is maintained at an acceptable level for Village residents. The budgeted capital projects will have an impact on the revenue available for the operating budgets of respective departments as lower amounts will be available for normal operating expenditures.

Preparation of the annual budget begins in September of each year. The Village Board is solicited for any ideas for the Budget and budget worksheets are made available to each department head containing the current year budget, year-end projections and prior fiscal year actual data. The Village Administrator and Budget Officer provide broad directives regarding the development of each Department's budget. Each department then prepares a budget for each line item under that Department's scope of responsibility. Budgets were required to be completed and submitted to the Budget Officer by October 31, 2015.

The preliminary Request Budget was compiled by the Finance Department for review by the Village Administrator and Budget staff and also distributed to the Village Board for their review. Included in the Request Budget are revenue projections for each Fund which are used for controlling requested expenditures. Meetings with individual department heads were held to review their respective portion of the Request Budget the week of December 9, 2014. Any changes to the departments' budgets were made and copy of the Draft Budget was prepared and distributed to the Village Board on February 3, 2015. The Draft Budget was also made available for public viewing on the Village website as of February 6, 2015.

The Draft Budget was reviewed and discussed at the Committee of the Whole meetings held in February and March which were open to the public. A formal Public Hearing on the budget was held on April 14, 2015, where the public was invited to comment on any issues concerning the budget for the upcoming year. Any final changes to the budget, as a result of the public hearing, were processed and a formal budget adoption ordinance was approved at the Village Board meeting on April 21, 2015 providing the legal authority to spend public funds starting May 1st.

Amending the Budget

If necessary, the annual budget may be amended by the Village Board during the year, increasing or decreasing total revenues or expenditures for a particular fund. These budget amendments are usually necessary if anticipated expenditures are expected to exceed the total amount budgeted at the fund level due to changing priorities or unexpected occurrences. Budget transfers within a fund between line item accounts may be authorized by the Finance Director at any time.

Long-Term Financial Planning

Monthly financial reports and quarterly financial reports are given to the Village Board and department heads as well as made available for public viewing. These reports provide the basis for the identification of any immediate trends which may need to be addressed regarding revenues and expenditures. The reports also provide transparency into Village finances throughout the year.

A Financial Plan is prepared after the Fiscal Year Draft Budget is completed. The Financial Plan projects revenues and expenditures for the next five fiscal years based on the Adopted Budget. The Five Year Financial Plan is presented and discussed with the Village Board to identify revenue and expenditure trends. This allows the Village Board and Village Staff to proactively plan for any potential concerns arising in subsequent fiscal years.

The Village Comprehensive Plan is currently being updated and will be completed in Fiscal Year 2015. The plan provides the basis for directing growth in a controlled, manageable, and sustainable manner.

***Fiscal Year 2016 Financial Calendar
Capital Improvement Plan and Annual Budget***

Calendar Year 2014

Scheduled (subject to change)**Friday, June 27****Updated Capital Improvement description forms submitted to finance**

Monday, July 7

Staff discussion of CIP projects after staff meeting

Monday, July 14

Staff discussion of CIP projects (if needed)

Thursday, July 31

Finance summary schedules updated for Village Board packet

Tuesday, August 5

Discussion with Village Board on CIP years 2016-2020 and funding

Tuesday, August 26

Discussion with Village Board on CIP years 2021-2036 and funding

Tuesday, September 16

Solicit Village Board ideas for Fiscal Year 2016 Budget

Monday, September 22

Staff discussion on budget procedures, instructions, timeline

Tuesday, October 7, 2014

Auditors present Fiscal Year 2014 Village Audit to Village Board

Tuesday, October 21

Tax Levy discussion on levy options

Friday, October 31**Budget worksheets submitted to the Finance Director**

Tuesday, November 18

Request Budget distributed to Village Board
First reading of 2014 Property tax levies
CIP Discussion-Water/Sewer

Tuesday, November 25

CIP Discussion-Vehicles

Tuesday, December 2CIP Discussion-Roads/Police Facility
Adopt Calendar year 2014 Tax Levy

Tu-Th, December 10-13**Meetings with department heads on budget requests**

Tuesday, December 16

CIP wrap up all open issues

Wednesday, December 17

Final meeting with Village Administrator on budget requests

Calendar Year 2015**Tuesday, February 3**Draft budget delivered to Village President/Trustees
Budget Introduction**Tuesday, February 17**Budget discussion at Committee of the Whole
Debt Service, Motor Fuel Tax, Capital Improvement, Garbage Collection, and Police Pension

Tuesday, February 24

Potential COTW

Tuesday, March 3

Budget discussion at Committee of the Whole
Water & Sewer Fund

Tuesday, March 10

Potential COTW

Tuesday, March 17Budget discussion
General Fund

Tuesday, March 24

Potential COTW

Tuesday, March 31

Budget discussion at Committee of the Whole
Finalize any remaining items

Tuesday, April 14

Public Hearing on Fiscal Year 2016 Budget

Tuesday, April 21**Adoption of Fiscal Year 2016 Budget**

Major Revenue Sources

The Village of Oswego has seven major revenue sources which comprise 75% of the total Village revenues for all funds. These revenue sources are described individually in the following pages. These revenues are estimated annually using historical trend data, current economic activity and local knowledge regarding each revenue source.

State shared sales tax revenue is the largest single source of revenue for the Village. Sales tax revenue has been averaging a 4% increase annually since FY 2010. Population and additional retail development are enticing both residents and non-residents to purchase more in Oswego, causing this revenue stream to increase. This revenue source is projected to increase to \$6.0 million in FY 2016.

Water & Sewer usage revenues account for the second largest source of Village revenues. The population increase over the past ten years has seen these revenues increase annually. Rate increases have contributed to the increase in revenues which must generate sufficient income to support the expenses of the Waterworks and Sewerage System. The Fiscal Year 2016 budget estimates this revenue at \$5.3 million.

Income tax revenue is the third major revenue source for the Village. This tax is distributed on a per capita basis from the State of Illinois. Income tax receipts increased annually because of the village's population growth until FY 2011 when it declined slightly. Fiscal Year 2016 estimates \$3.0 million will be received. This revenue source is always one of concern as the State legislature annually proposes lowering the amount it distributes to local agencies to balance the State's annual budget.

Garbage Collection revenue is the fourth largest generator of revenue. This revenue is used to pay the disposal costs of garbage collection contracted through a third party. The Village bills the residents and collects the revenue through the utility billing process. The Fiscal Year 2016 Budget estimates the revenue at \$2.3 million.

Utility tax revenue is the fifth largest revenue source for the Village. The Village taxes the use of three utilities: natural gas, electricity, and telecommunications. Telecommunications tax revenues have fluctuated over the past four fiscal years and are budgeted to decrease to \$0.9 million for Fiscal Year 2016. Gas and electric utility taxes are expected to increase to \$1.1 million in Fiscal Year 2016.

The Home Rule sales tax revenue is the sixth largest revenue source for the Village. The Village implemented a 0.50% home rule sale tax rate in July, 2010. Fiscal Year 2012 was the first year of twelve monthly receipts totaling \$1.8 million. This revenue source mirrors the State shared sales tax revenue and is collected by the State and remitted to the Village. The FY 2016 budget is \$1.9 million.

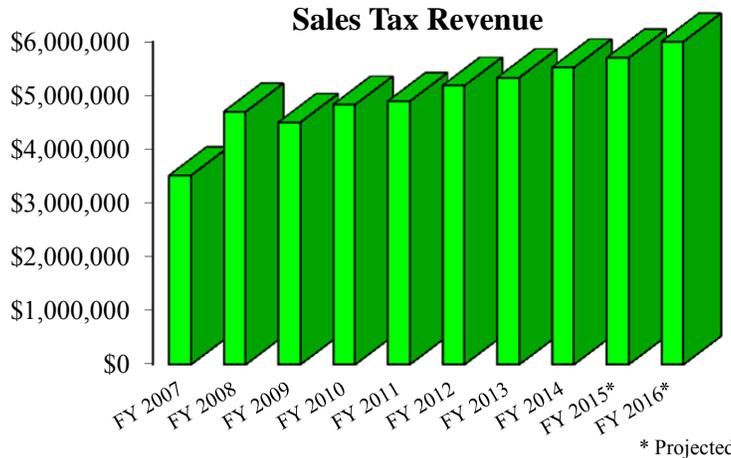
Property tax revenue is the seventh largest source of revenue for the Village and does not fluctuate due to the overall performance of the local and state economy. The Village annually

determines how much in property tax revenue will be received from the property owners by levying a total dollar amount each December. The revenue is used to pay for the pension costs of the Police Officer's Pension Fund and the Illinois Municipal Retirement Fund (all non-police employees) with any remaining funds used for general operations. For Fiscal Year 2016, the entire property tax levy will be used to pay the Village contribution to the two pension systems. \$1.2 million was levied and is expected to be received in FY 2016.

Motor Fuel Tax revenues are another major source of revenue for the Village. This revenue is dedicated to paying the costs of roadway infrastructure repairs completed within the Village. The revenue is distributed to the Village from the State of Illinois tax on gasoline and petroleum products on a per capita basis. The revenue increased as the Village's population increased over the past ten fiscal years. The Village expects to receive around \$0.8 million in FY 2016. This amount is slightly more than was budgeted in FY 2015.

General Fund

Sales Tax Revenue



Fiscal Year	Sales Tax Revenue	% Change
2007	3,514,246	8.0%
2008	4,697,952	33.7%
2009	4,501,565	-4.2%
2010	4,829,238	7.3%
2011	4,892,537	1.3%
2012	5,183,713	6.0%
2013	5,331,846	2.9%
2014	5,519,552	3.5%
2015*	5,700,000	3.3%
2016*	6,000,000	5.3%

* Projected

Description

The Village of Oswego receives from the State of Illinois, 16% of the 6.25% State sales tax on general merchandise (1% of gross sales). In addition, the Village also receives 100% of the 1.00% State sales tax on food and qualifying drugs (also 1% of gross sales). The tax money that the Village receives is based on actual sales made within the Village corporate limits. Kendall County has also implemented an additional sales tax rate of 1.0% on sales within the Village. The current total sales tax rate for the Village is 7.75% including the 0.5% home-rule sales tax.

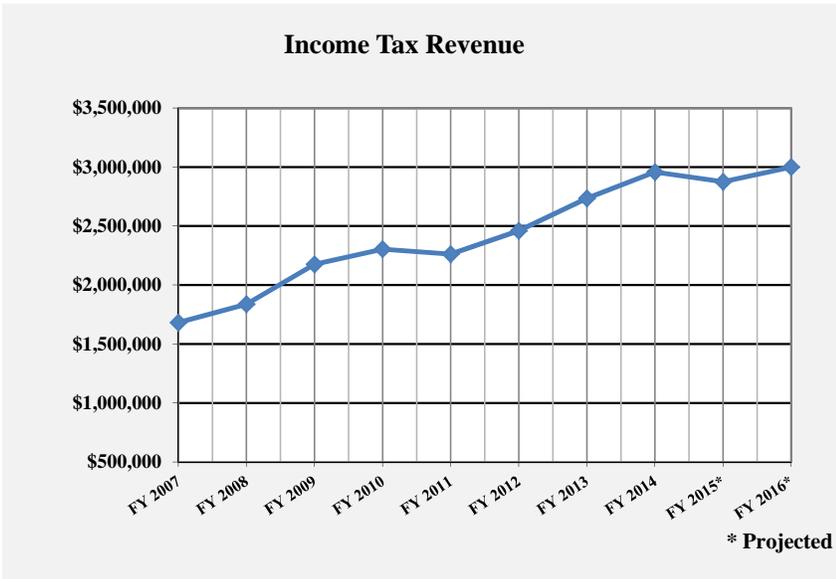
Analysis and Trends

Changes in sales tax revenue received by the Village are directly related to the dollar value of sales made within the Village limits. The Village's sales tax revenue comes from a variety of business types described in the table below. Sales tax revenue has been increasing annually for the Village due to the expansion of new retail developments locating within the village because of community growth. Sales tax revenue should continue to grow 3% per year. As indicated below, the foundation of the Village's sales tax receipts come from the categories of Auto & Filling stations and General Merchandise. Awareness of what percentage certain retail goods constitutes of the whole can provide Village officials with some sense of the diversity of the sales tax base and how well that diversity can withstand economic slowdowns. Village officials may also utilize this data to determine what new retail would benefit the community more than others. The diversification and non-reliance on specific business types provides stability as businesses start and end, and as fluctuations in economic cycles occur.

Category	2011		2012		2013		2014	
	Amount	% of Total						
General Merchandise	897,868	21.70%	1,052,030	19.64%	1,032,790	19.02%	1,772,784	30.91%
Food	520,995	11.60%	465,110	8.68%	477,393	8.79%	448,860	7.83%
Drinking & Eating Places	566,591	11.20%	598,064	11.17%	639,448	11.78%	714,404	12.46%
Apparel	379,146	4.70%	252,180	4.71%	263,034	4.84%	267,752	4.67%
Furniture & Fixtures	266,894	5.50%	246,453	4.60%	229,101	4.22%	226,135	3.94%
Lumber, Bldg, Hardware	281,290	6.50%	215,643	4.03%	249,375	4.59%	268,823	4.69%
Auto & Filling Stations	1,309,893	23.10%	1,467,995	27.41%	1,497,855	27.59%	941,139	16.41%
Drugs & Misc. Retail	578,602	11.40%	665,416	12.42%	693,093	12.76%	740,026	12.90%
Agriculture & All Others	186,966	2.80%	369,659	6.90%	324,119	5.97%	329,249	5.74%
Manufacturers	23,368	1.50%	23,555	0.44%	23,724	0.44%	25,620	0.45%
Total	5,011,615	100.00%	5,356,105	100.00%	5,429,931	100.00%	5,734,792	100.00%

General Fund

Income Tax Revenue



Fiscal Year	Income Tax Revenues	% Change
2007	1,681,961	10.3%
2008	1,837,415	9.2%
2009	2,175,465	18.4%
2010	2,304,243	5.9%
2011	2,261,968	-1.8%
2012	2,460,342	8.8%
2013	2,735,608	11.2%
2014	2,957,978	8.1%
2015*	2,875,000	-2.8%
2016*	3,000,000	4.3%

Description

The State of Illinois currently has an income tax rate of 3.75% for individuals, trusts and estates and 5.25% for corporations. Of the total net income tax collections received by the State, 1/6th is set aside into the Local Government Distributive Fund (LGDF). The LGDF receipts are then distributed to municipalities and counties based on their population as a percentage of the State's official census population. There are no restrictions on the types of expenditures that a municipality may fund with their share of income tax revenues. On average, 10% of all income tax revenue received by the State is from corporations and 90% is from individuals, trusts and estates. This is a very elastic revenue source that fluctuates significantly based on the performance of the national and state economy.

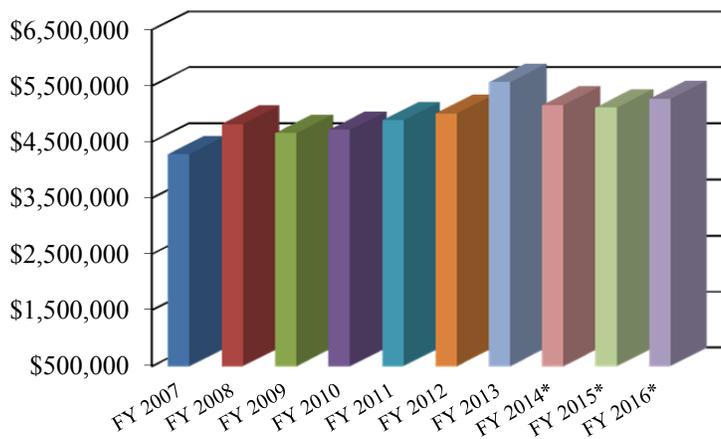
Analysis and Trends

The Village's share of income tax revenue increased annually because of the growth experienced in the community until FY 2011 when receipts decreased 1.8% due to the economic downturn and high unemployment within the State. This revenue source rebounded as the unemployment rate decreased over the last three fiscal years. FY 2015 revenue is estimated to decrease 2.8% because of the Village receiving less per capita due to the effect of population changes within the State. Of further concern, the State Legislature is considering a reduction of as much as 50% of the distribution from the LGDF, which would be a significant loss of revenue to the Village.

Water and Sewer Fund

Water and Sewer Revenue

Charges for Service Revenue



* Projected

Fiscal Year	Charges for Service	% Change
2007	4,282,511	8.3%
2008	4,817,678	12.5%
2009	4,657,726	-3.3%
2010	4,715,415	1.2%
2011	4,883,915	3.6%
2012	5,009,047	2.6%
2013	5,567,132	11.1%
2014	5,159,314	-7.3%
2015*	5,115,363	-0.9%
2016*	5,263,500	2.9%

Description

Water service charges represent 98% of all Water and Sewer Fund revenue. Water customers are billed bi-monthly for water and sewer services used at the current rate of \$3.03 for every 100 cubic feet of water used (\$4.05 per 1,000 gallons) and \$1.28 per 100 cubic feet of water used (\$1.71 per 1,000 gallons) for sanitary sewer maintenance. A monthly access fee of \$3.17 per month is also included on the bill. The Village's water system consists of eight wells, six water towers and the distribution system. The water rate set by the Village must be sufficient to cover all operating and capital costs for maintaining the entire system.

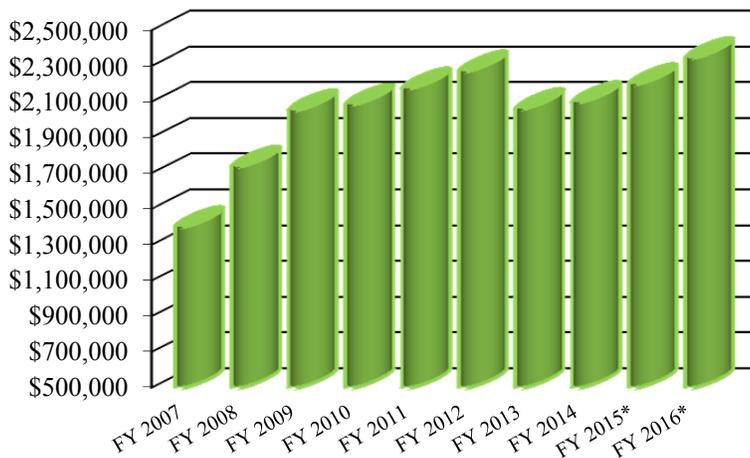
Analysis and Trends

Water and sewer usage fees account for 98% of all the revenues received to be used for maintaining and operating the water and sewer system. The Village experienced annual increases in water and sewer fee revenues up through FY 2008 due to new resident growth within the Village. FY 2009 experienced a 3.3% decrease in revenues. The last rate increase of \$0.20 was in July 2010. Water rates will continually be analyzed to insure the rate structure is sufficient to support the operating, capital, and debt service costs of this enterprise fund.

Garbage Collection Fund

Disposal Fees

Charges for Service Revenue



* Projected

Fiscal Year	Charges for Service	% Change
2007	1,399,455	13.1%
2008	1,737,425	24.2%
2009	2,052,357	18.1%
2010	2,084,867	1.6%
2011	2,174,370	4.3%
2012	2,269,822	4.4%
2013	2,059,797	-9.3%
2014	2,097,842	1.8%
2015*	2,197,819	4.8%
2016*	2,344,712	6.7%

Description

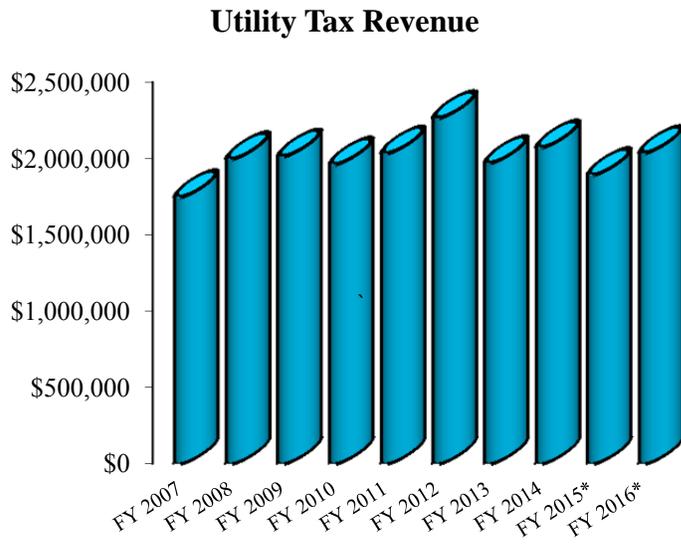
Disposal fee service charges represent 99% of all Garbage Collection Fund revenue. The Village contracts with a third party for refuse collection and bills residents for the service through the Village utility bill. Billing is bi-monthly but payments to the vendor are remitted monthly. The Village must keep one to two months of billings in reserve within the Fund. Rates are set per the contracted party and passed on to the residents. The revenue received should equal what is paid to the contractor.

Analysis and Trends

The Village pays the vendor based on the number of accounts being serviced by the Village. Revenue has increased over the years due to the population growth of the Village. The revenue was increasing due to annual rate increases but a new negotiated contract beginning in FY 2013 resulted in lower costs for the service. The five year contract has 5% annual rate increases which will be passed on to the residents.

General Fund

Utility Tax Revenue



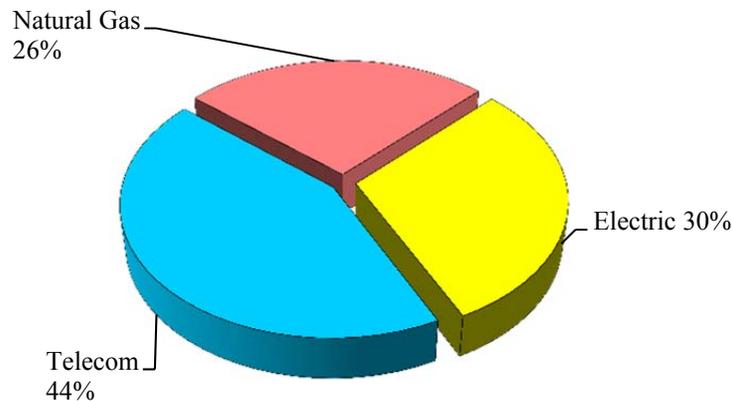
Fiscal Year	Utility Tax Revenue	% Change
2007	1,745,817	-2.6%
2008	1,994,981	14.3%
2009	2,012,974	0.9%
2010	1,960,119	-2.6%
2011	2,032,494	3.7%
2012	2,263,962	11.4%
2013	1,969,166	-13.0%
2014	2,071,323	5.2%
2015*	1,890,846	-8.7%
2016*	2,035,000	7.6%

* Projected

Description

The Village taxes the use of three utilities: natural gas, electricity, and telecommunications. The rates for each tax are: \$0.045 cents per therm for natural gas for those users subject to the gas use tax, a 3% of gross charges for natural gas, a 6.0% of gross charges for telecommunications, and a tiered kilowatt-hour use rate for electricity roughly equivalent to 3.0% of gross charges. Payments for the taxes on natural gas and electricity are made directly to the Village every month by the utility companies; Nicor for natural gas and Exelon, the parent company of ComEd for electricity. Telecommunications companies pay all taxes to the State of Illinois and the State remits the appropriate amounts to the Village on a monthly basis.

Utility Taxes by Type FY 2016 Budget



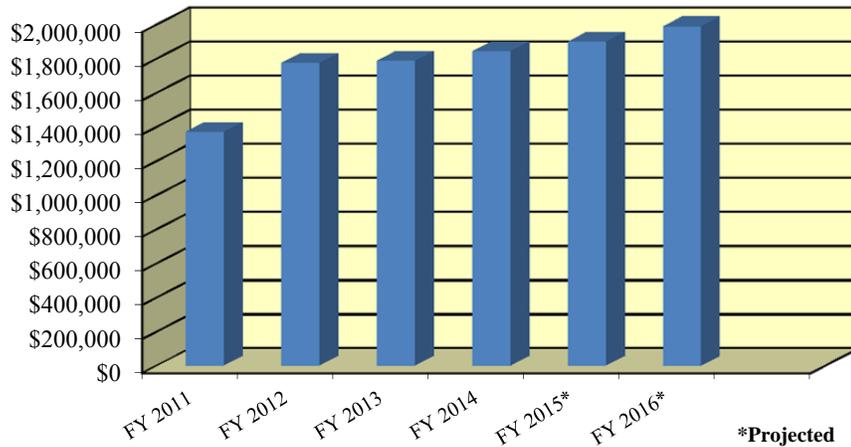
Analysis and Trends

Utility tax revenues were increasing annually through Fiscal Year 2008 because of telecommunication providers passing on cost increases for operations and because of the growth in new residents. Natural gas usage and electric usage will fluctuate from year to year based on the price of the commodity and on individual usage. The \$2.2 million received in FY 2012 has not been reached since due to the fluctuating prices of these commodities. The current upward trend is due to the recent weather patterns and slightly increased prices for gas and electric.

General Fund

Local "Home Rule" Sales Tax Revenue

Home-Rule Sales Tax Revenue



<u>Fiscal Year</u>	<u>Sale Tax Revenue</u>	<u>% Change</u>
2011	1,370,811	
2012	1,774,132	29.4%
2013	1,787,783	0.8%
2014	1,843,723	3.1%
2015*	1,900,000	3.1%
2016*	1,990,000	4.7%

Description

The Village of Oswego, pursuant to its home rule powers, implemented a 0.50% local home rule sales tax effective July 1, 2010. Communities over 25,000 are considered to be "home rule" by the State of Illinois and thus have the option of levying such a tax without voter approval. This tax is applicable to all sales except qualifying food and drugs not prepared for immediate consumption and titled vehicles. This sales tax applies to approximately 65% of all sales made within the Village.

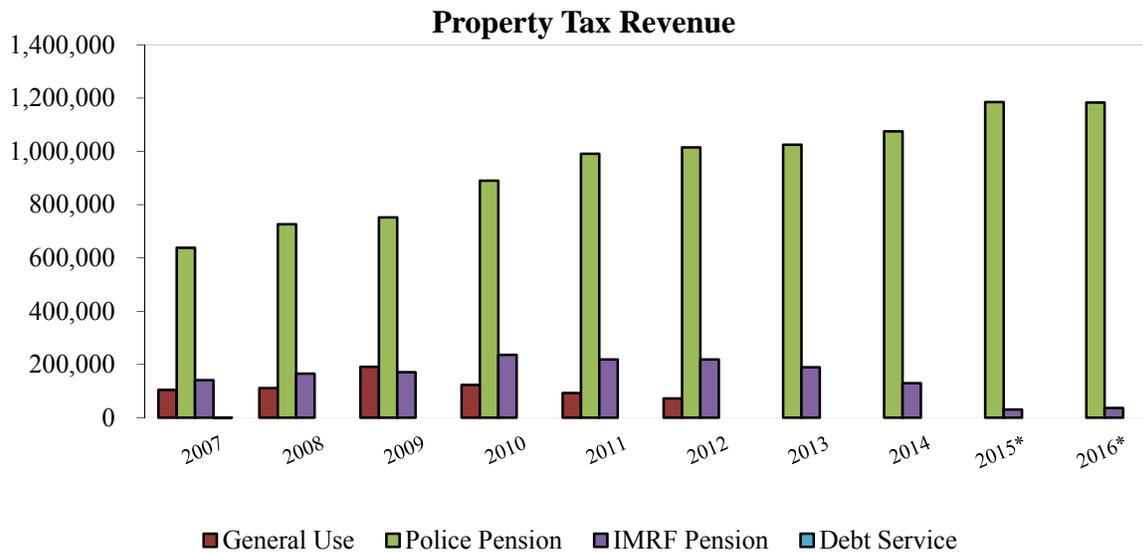
Analysis and Trends

This revenue source will trend similarly to the general sales tax revenue. Home Rule Sales tax revenue is estimated to increase 4.7% in FY 2016. The table below is presented to distinguish the sources of local home rule sales tax revenue received by the Village. The information is presented by calendar year, rather than fiscal year, since it is only provided by the Illinois Department of Revenue. The two largest categories generating Home Rule Sales tax revenues are "General Merchandise" and "Drinking & Eating places" for calendar year 2014.

Home Rule Sales Tax Revenue By Type of Business (Calendar Year)								
Category	2011		2012		2013		2014	
	Amount	% of Total	Amount	% of Total	Amount	% of Total	Amount	% of Total
General Merchandise	317,148	18.6%	358,345	19.7%	355,684	19.7%	524,363	27.1%
Food	109,599	6.4%	79,882	4.4%	82,826	4.6%	76,165	3.9%
Drinking & Eating Places	279,711	16.4%	294,925	16.2%	317,169	17.6%	354,581	18.3%
Apparel	155,532	9.1%	126,033	6.9%	131,438	7.3%	133,754	6.9%
Furniture & Fixtures	131,635	7.7%	121,668	6.7%	113,174	6.3%	112,355	5.8%
Lumber, Bldg, Hardware	140,120	8.2%	107,447	5.9%	124,058	6.9%	134,167	6.9%
Auto & Filling Stations	292,333	17.2%	315,667	17.3%	284,747	15.8%	185,903	9.6%
Drugs & Misc. Retail	189,861	11.1%	229,725	12.6%	233,106	12.9%	249,264	12.9%
Agriculture & All Others	79,016	4.6%	176,477	9.7%	153,561	8.5%	156,634	8.1%
Manufacturers	9,130	0.5%	9,547	0.5%	9,736	0.5%	9,904	0.5%
Total	1,704,085	100.0%	1,819,717	100.00%	1,805,500	100.00%	1,937,089	100.00%

General Fund

Property Tax Revenue



Description

The Village levies a property tax for funding pension costs based on the assessed valuation of each property within Village limits. Property values are assessed by the Township Assessor on a quadrennial basis. The value of the property is equalized by the state and further equalized at 33% of the property value. The equalized value is then divided by \$100 and multiplied by the Village tax rate. Property taxes are collected one year in arrears. For example, the taxes levied at the end of December 2014 for calendar year 2014 will be collected between June 2015 and January 2016 and finance FY 2016. The levy on the tax bill includes the taxes levied to fund: General Use, the Village (IMRF) and Police Pensions, and Debt Service (when levied). All property tax collections are recorded as revenue in the General Fund when received except for collections for Debt Service which would be recorded directly in the Debt Service Fund. The taxes levied for the Police Pension are expensed in the General Fund and recorded as Employer contributions in the Police Pension Fund.

Analysis and Trends

The amount of property tax levied was increased annually through fiscal year 2011. The Village Board kept the levy at the same dollar amount from FY 2013-FY 2015. For FY 2016, the Village Board decided to levy the same tax rate as FY 2015. The property tax levy only provides enough revenue to fund a portion of the Village's contribution to the Village's pension funds. The bar chart above shows that general use revenue has decreased to zero while the amount contributed to the Police Pension Fund has steadily increased.

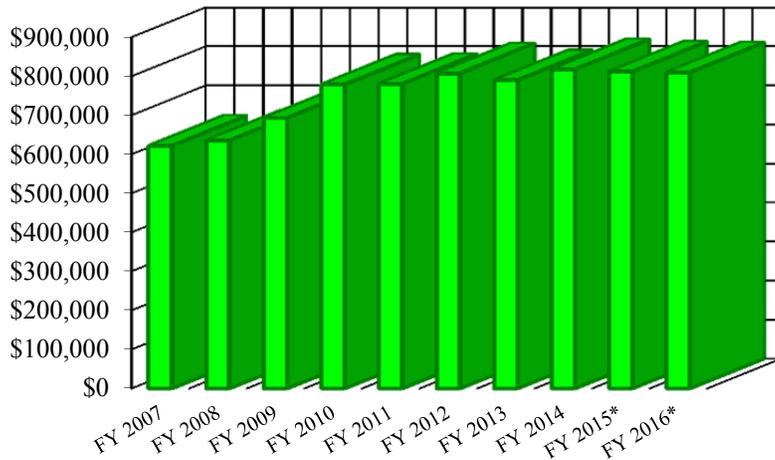
Fiscal Year	General Use	Police Pension	IMRF Pension	Debt Service	General Use % of Total
2007	104,713	638,206	141,002	1	11.8%
2008	111,368	726,606	165,432	0	11.1%
2009	191,433	752,163	171,259	0	17.2%
2010	123,230	890,070	236,159	0	9.9%
2011	92,950	990,650	219,050	0	7.1%
2012	72,312	1,015,000	218,765	0	5.5%
2013	0	1,025,000	189,729	0	0.0%
2014	0	1,075,000	130,100	0	0.0%
2015*	0	1,185,000	31,000	0	0.0%
2016*	0	1,182,911	36,727	0	0.0%

* Projected

Motor Fuel Tax Fund

Motor Fuel Tax Revenue

MFT REVENUE



* Projected

Fiscal Year	Total MFT Allotment	% Change
2007	621,730	1.5%
2008	635,580	2.2%
2009	693,600	9.1%
2010	778,801	12.3%
2011	780,548	0.2%
2012	807,637	3.5%
2013	790,000	-2.2%
2014	817,817	3.5%
2015*	812,000	-0.7%
2016*	810,000	-0.2%

Description

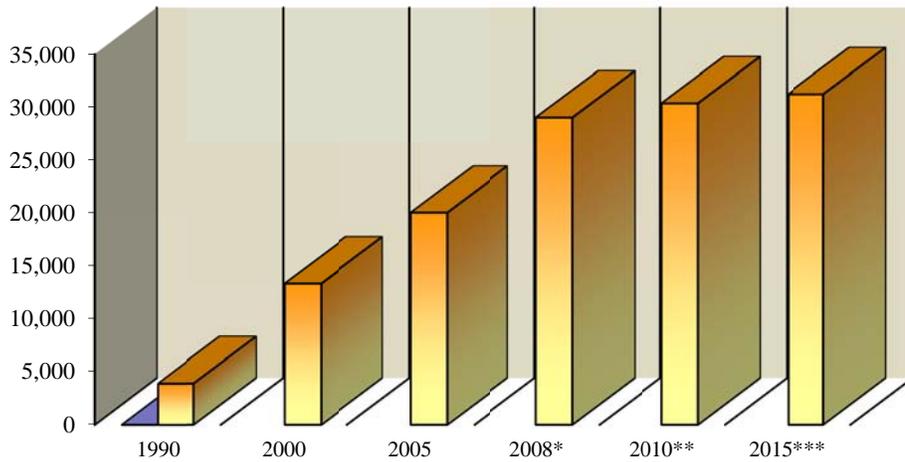
The Village receives monthly distributions from the State of Illinois for Motor Fuel Tax (MFT) revenues. The revenues are derived from a State-imposed 19 cent per gallon tax on gasoline and a 21.5 cent per gallon tax on diesel fuel. A portion of this tax revenue is allocated to all municipalities in the State based on their total population as a percentage of the total municipal state population. Municipalities may use this revenue only for road maintenance and improvements programs authorized by the State and Illinois Department of Transportation (IDOT) and are subject to an annual audit by IDOT.

Analysis and Trends

Motor Fuel Tax revenues increased from the FY 2007 amount of \$621,730 to the FY 2014 amount of \$817,817. This revenue source is one of the state shared revenues distributed on a per capita basis. The Village population increases have allowed the Village to receive a greater share of this revenue. You can see when the population changes occurred by viewing the chart and noting the jumps in revenue. The latest declining trend is due to less consumption and fuel efficiency gained with motor vehicles and an increase in the State's population with no change to the certified Village population.

TRENDS

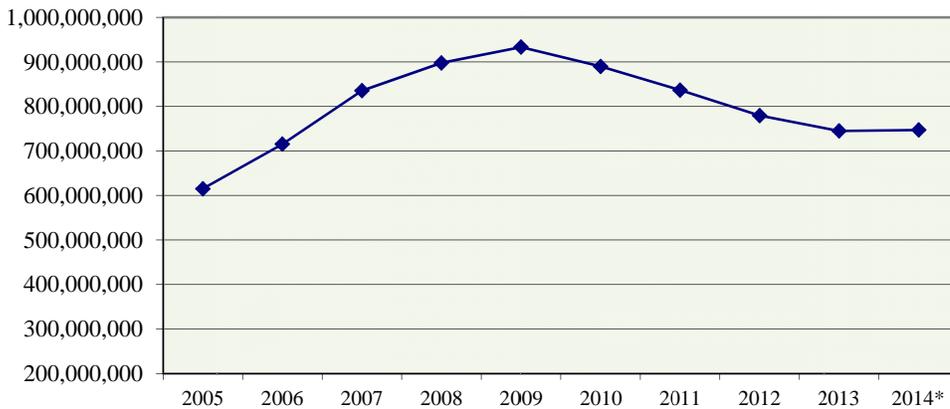
Village of Oswego Population



Year	Population
1990	3,876
2000	13,326
2005	19,956
2008*	29,012
2010**	30,355
2015***	31,212
* Special Census	
**2010 Census	
***Projected	

Over the past 25 years the Village of Oswego population has grown to exceed 30,000 residents. The greatest growth and development expansion for Oswego took place between 2000 and 2008 when the Village's population increased by over 117%. The 2010 Census places the population at 30,355. Oswego's population is expected to continue to grow reaching an estimated 50,000 by the year 2030.

Village of Oswego Equalized Assessed Valuation

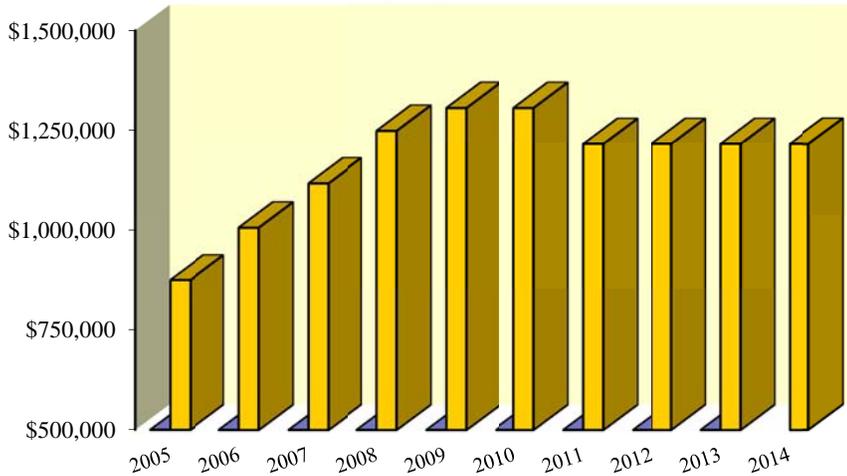


Levy Year	EAV
2005	615,025,070
2006	715,294,792
2007	835,403,862
2008	897,802,932
2009	933,315,018
2010	889,906,116
2011	836,708,892
2012	779,490,106
2013	744,930,605
2014*	747,098,277

The Village of Oswego's total Equalized Assessed Valuation (EAV) on property increased at an average rate of 15.8% between 2000 and 2009 before declining in 2010 by 4.3% because of the housing downturn and mortgage crisis. The EAV decreased annually since 2010, but is estimated to increase slightly for 2014.

TRENDS

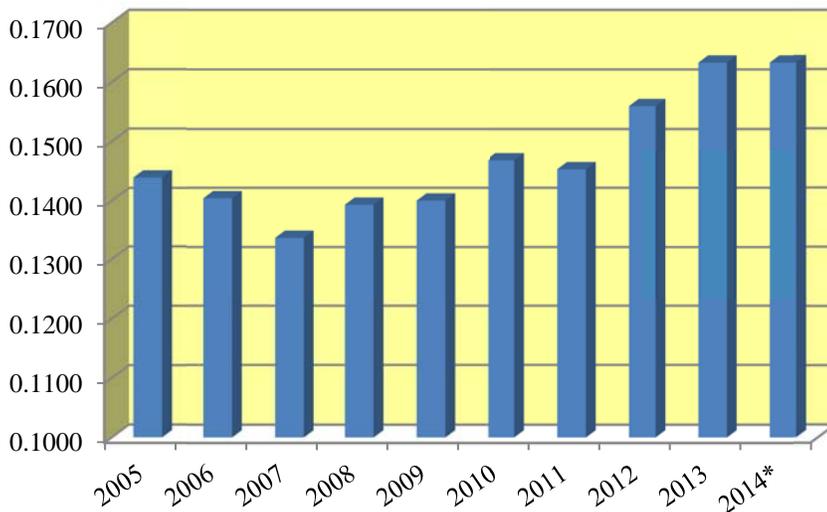
**Village of Oswego
Property Tax Collections**



Levy Year	Property Tax Collections	% Change
2005	\$ 874,217	3.87%
2006	\$ 1,006,551	15.14%
2007	\$ 1,117,007	10.97%
2008	\$ 1,249,136	11.83%
2009	\$ 1,306,268	4.57%
2010	\$ 1,306,204	0.00%
2011	\$ 1,216,073	-6.90%
2012	\$ 1,216,083	0.00%
2013	\$ 1,216,122	0.00%
2014	\$ 1,216,099	0.00%

The Village's property tax collection consists of taxes levied for general corporate use, municipal employee's pensions, and police officers pensions. Collections for levy year 2006, 2007, 2008 and 2009 increased above the previous year due to increases in the levies to pay for rising pensions and operating costs. The 2010 levy increased marginally as the Village Board held the line on tax increases. The 2011 levy was reduced to compensate for the decreasing property assessments and the Village Board desire to keep the tax rate from increasing.

Village of Oswego Tax Rate



Levy Year	Tax Rate	% Change
2005	0.1439	-14.45%
2006	0.1404	-2.43%
2007	0.1337	-4.77%
2008	0.1393	4.19%
2009	0.1400	0.50%
2010	0.1468	4.86%
2011	0.1453	-1.02%
2012	0.1560	7.36%
2013	0.1633	4.68%
2014*	0.1633	0.00%

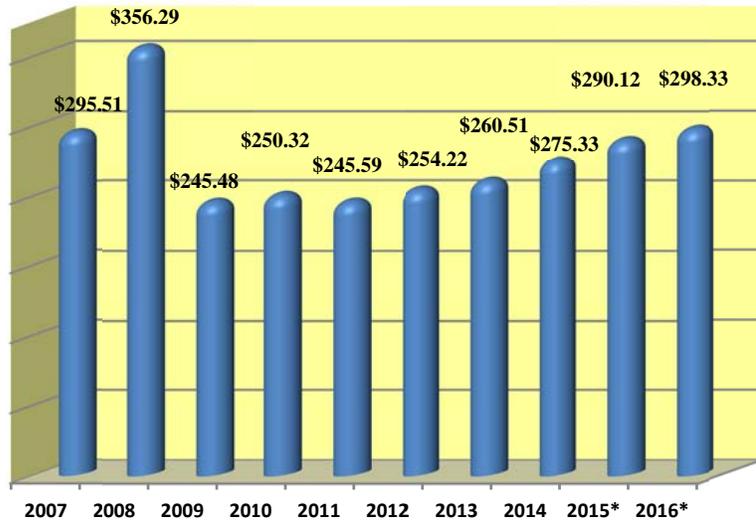
The Village of Oswego property tax rate dropped dramatically from 2001 to 2007 due to the rapid expansion within the Village and increasing EAV over the time period. The tax rate has risen since 2007 to the 2013 estimated rate of \$16.33 cents per \$100 of a property's EAV. The tax rate increased because of increased levy amounts to support operations from 2008 through 2009. The tax rate increases since 2009 have been due to the decreasing assessments and the Village Board's desire to lower property taxes.

Police Protection Service Costs

Fiscal Year	Operating Cost	Resident Cost
2007	\$5,897,274	\$296
2008	\$7,110,063	\$356
2009	\$7,121,774	\$245
2010	\$7,262,424	\$250
2011	\$7,454,940	\$246
2012	\$7,753,773	\$254
2013	\$8,010,759	\$261
2014	\$8,466,514	\$275
2015*	\$8,921,134	\$290
2016*	\$9,173,760	\$298

* projected

Police Protection Cost per Resident

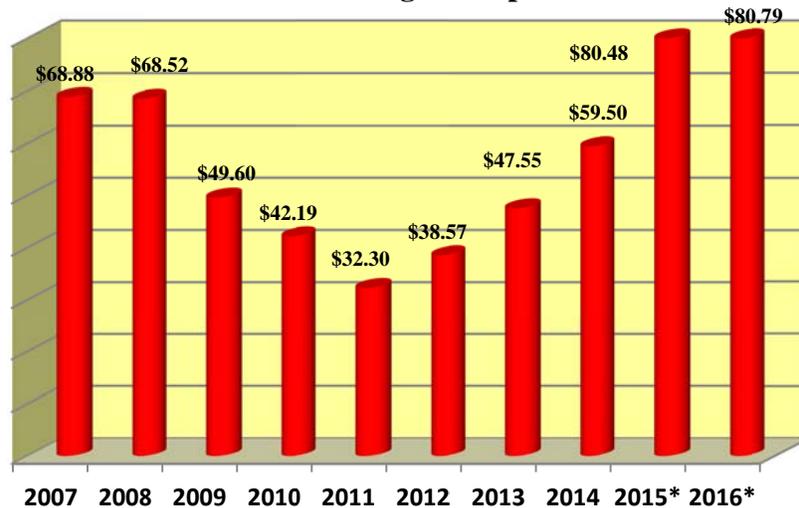


Over the past 10 years, the police protection costs per resident have increased only \$2. The increase in the Village’s population has been able to offset the rise in the department’s operating costs. The Village’s population was certified at 29,012 in 2009 and 30,355 in 2011. Since 2011, per resident costs have steadily increased due to rising pension costs and increases in operating costs.

Road and Bridge Service Costs

Fiscal Year	Operating Cost	Resident Cost
2007	\$1,374,483	\$68.88
2008	\$1,367,463	\$68.52
2009	\$1,438,984	\$49.60
2010	\$1,223,875	\$42.19
2011	\$980,614	\$32.30
2012	\$1,176,395	\$38.57
2013	\$1,462,157	\$47.55
2014	\$1,829,494	\$59.50
2015*	\$2,474,874	\$80.48
2016*	\$2,484,355	\$80.79

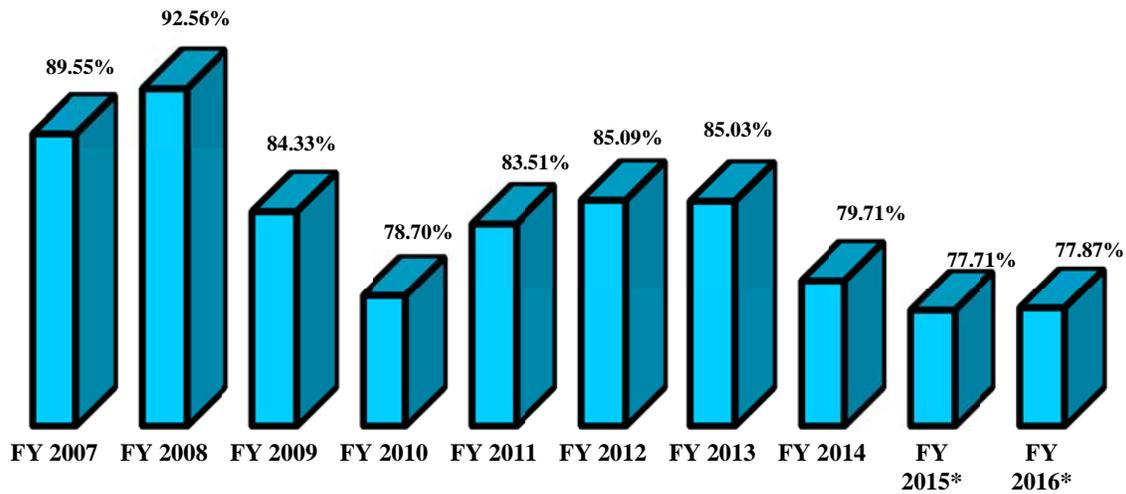
Road and Bridge Cost per Resident



The Road and Bridge costs per resident increased annually peaking in FY 2007 and declining through fiscal year 2011. The reduction in FY 2009 was due to the Village population increase. The decreases since FY 2009 are due to the staffing reductions implemented in FY 2010 and an overall reduction in operating costs throughout the road and bridge department. Costs per resident have increased since FY 2012 because of capital outlay expenditures for replacement of vehicles and attending to the backlog of work due to the budget cutting years from the recession. FY 15 and FY16 operating costs have reached the \$2.4 million dollar level.

TRENDS

Elastic Revenues as % of General Fund Operating Revenues



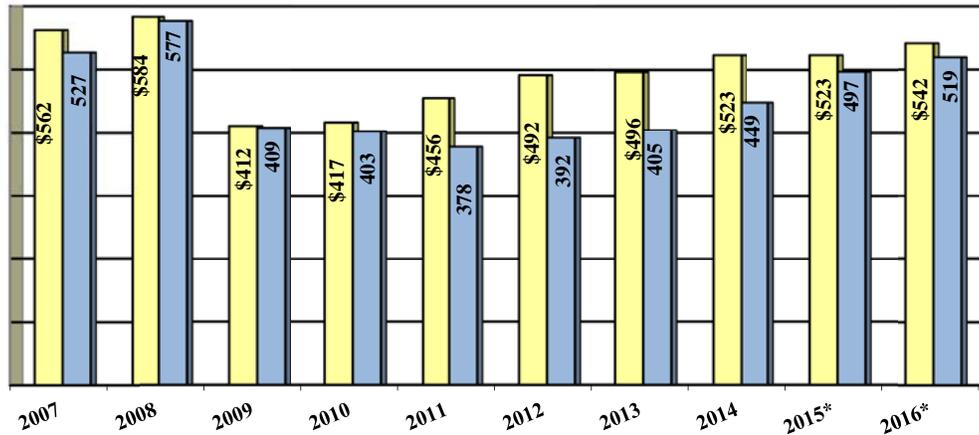
* indicates projected total revenues

Indicator Description

Elastic revenues are very responsive to changes in the economy. The general fund revenues considered to be elastic include: sales and use taxes, municipal utility taxes, licenses and permits, interest on investments and income taxes. The property tax is an example of a non-elastic revenue. During strong economic conditions, elastic tax revenues will parallel business growth providing increases in existing revenue sources. A balance between elastic and inelastic revenues alleviates the effects of economic growth or decline. During inflation, it is desirable to have a high percentage of elastic revenues because inflation pushes up revenue yield, keeping pace with the higher prices that the Village must pay for goods and services. If the percentage of elastic revenues declines during inflation, the Village becomes more vulnerable because inflation pushes up the price of services but not the yields of new revenues.

As the graph indicates, the Village's general fund sources of operating revenue are mainly elastic in nature. The percentage of elastic revenues peaked in FY 2008 at 93% of general operating revenues. The percentage of elastic revenues declined to a low of 80% of general operating revenues in FY 2010, an 11% decline. This should have been expected due to the decline in the global economy. FY 2012 through FY 2016 show elastic revenues averaging around 80% suggesting little change in revenue sources over the period. The Village would benefit from implementing more non-elastic revenue sources if possible to reduce the volatility in total revenues during economic downturns.

Comparison of General Fund Revenue & Expenditures per Resident



Indicator Description

The graph shows both the operating revenue and expenditures for the general fund per Village of Oswego resident. As the cost of the Village’s population increases, it is expected the cost of services will need to increase proportionately. Decreasing per resident revenues may indicate the Village may not be able to maintain existing service levels unless new revenue sources are identified. Changes in expenditures per resident fluctuate as expenditures and population changes. If the population remains constant and expenditures continue to increase the cost per resident will increase indicating the need for greater operating revenues to sustain operations. If expenditures remain constant and population increases, the cost per resident will decline which could suggest the current level of expenditures will not be sufficient to provide the same level of services to the residents.

Trend Analysis

As illustrated above, the Village's revenue per resident increased annually as the population increased through fiscal year 2008. Fiscal year 2009 per resident cost decreased dramatically because of the special census certifying a 10,000 increase in population. The Village implemented a new Home Rule Sales tax in FY 2011 which assisted in sustaining the annual increase in per resident revenue. The projection for FY 2015 and FY 2016 is for increases in per resident revenues due to increases in State shared revenues. Operating expenditures per resident peaked in FY 2008 at \$577/resident. The economic downturn in 2009 was the beginning of expenditure reductions by the Village through eliminating personnel and operating cost reductions. Expenditures per resident have been increasing annually since 2011 as the costs of providing current services continues to increase. Revenue has been exceeding expectations annually increasing the reserve balance of the Fund.

Budget Year Comparison Summary - All Funds

Fund	Fiscal Year 2016 Revenues	Fiscal Year 2016 Expenditures	Fiscal Year 2016 Difference
<u>Major Governmental Funds</u>			
General Fund	\$17,483,288	\$17,483,288	(\$0)
Capital Improvement Fund	\$0	\$0	\$0
Debt Service Fund	\$1,774,689	\$1,773,489	\$1,200
Total Major Governmental Funds	\$19,257,977	\$19,256,777	\$1,200
<u>Non-Major Governmental Funds</u>			
Motor Fuel Tax Fund	\$812,500	\$862,500	(\$50,000)
Total Non Major Governmental Funds	\$812,500	\$862,500	(\$50,000)
<u>Proprietary Funds</u>			
Enterprise Funds			
Waterworks & Sewer Fund	\$5,389,800	\$5,055,842	\$333,958
Waterworks & Sewer Capital Fund	\$566,000	\$1,207,300	(\$641,300)
Garbage Fund	\$2,344,712	\$2,342,812	\$1,900
Total Proprietary Funds	\$8,300,512	\$8,605,954	(\$305,442)
Total Operating Funds	\$28,370,989	\$28,725,231	(\$354,242)
<u>Non Operating Funds</u>			
<u>Fiduciary Funds</u>			
Police Officers' Pension Fund	\$1,931,760	\$606,900	\$1,324,860
Total Fiduciary Funds	\$1,931,760	\$606,900	\$1,324,860
Total Non Operating Funds	\$1,931,760	\$606,900	\$1,324,860
Total All Funds	\$30,302,749	\$29,332,131	\$970,618

REVENUES - ALL FUNDS

FUND	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 PROJECTED	FY 2016 BUDGET	FY 2016 Budget vs FY 2015	
					<i>Projected</i>	<i>Budget</i>
General	16,087,389	16,328,380	16,651,799	17,483,288	5%	7%
Motor Fuel Tax	947,777	909,990	1,066,110	812,500	-24%	-11%
Debt Service	1,783,010	1,770,007	1,807,720	1,774,689	-2%	0%
Capital Improvement	74,231	23,500	17,656	0	-100%	-100%
Water and Sewer	6,371,786	6,094,800	6,332,288	5,389,800	-15%	-12%
Water and Sewer Capital	0	0	0	566,000	100%	100%
Garbage Collection	2,097,842	2,233,650	2,225,025	2,344,712	5%	5%
Police Pension	2,770,441	1,843,760	2,170,354	1,931,760	-11%	5%
TOTAL REVENUES	30,132,477	29,204,087	30,270,952	30,302,749	0%	4%

EXPENDITURES - ALL FUNDS

FUND	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 PROJECTED	FY 2016 BUDGET	FY 2016 Budget vs FY 2015	
					<i>Projected</i>	<i>Budget</i>
General	15,308,772	16,328,380	16,834,351	17,483,288	4%	7%
Motor Fuel Tax	859,562	1,675,435	1,674,500	862,500	-48%	-49%
Debt Service	1,766,442	1,769,505	1,770,105	1,773,489	0%	0%
Capital Improvement	187,303	491,600	442,100	0	-100%	-100%
Water and Sewer	5,771,327	6,155,448	6,229,534	5,055,842	-19%	-18%
Water and Sewer Capital	0	0	0	1,207,300	100%	100%
Garbage Collection	2,105,582	2,231,250	2,243,462	2,342,812	4%	5%
Police Pension	721,992	592,275	513,275	606,900	18%	2%
TOTAL EXPENSES	26,720,980	29,243,893	29,707,327	29,332,131	-1%	0%

FUND HIGHLIGHTS

Revenues/Expenditures

Revenues - All Funds

General Fund revenues are 7% greater than FY 2015 because of increased budgets for taxes and license/permit revenue.

The Motor Fuel Tax Fund revenue is lower than last fiscal year by 11% because the funds from the Illinois Jobs Now program are not expected to be received in FY 16.

The Capital Improvement Fund revenue is lower by 100% as no revenue is forecasted to be received in FY 2016.

The Water & Sewer Fund revenue is down 12% because the Water Tap on fee and MXU revenues have been moved into the new Water & Sewer Capital Fund in FY 2016.

Garbage Collection Fund revenues are higher than FY 2015 due to the annual increase in contracted disposal fees.

Police Pension revenues have increased 5% due to increased Village contributions to the Fund.

Expenditures - All Funds

General Fund expenditures have increased 7% due to increases in Contractual Services, Professional Development, Operating Supplies, and Capital Outlay in the budget.

The Motor Fuel Tax Fund expenditures have decreased 49% because the annual road program has been reduced to the amount of available funding.

The Capital Improvement Fund expenditures are at \$0.00 because all prior funding has been exhausted.

The Water & Sewer Fund expenses have decreased 18% due to the movement of utility systems improvements to the Water & Sewer Capital Fund.

The Garbage Collection Fund expenses increased 5% because of the annual increase in Professional Services.

The Police Pension Fund expenses have increased 2% due to increases in Benefits, Legal, and Investment expenses.

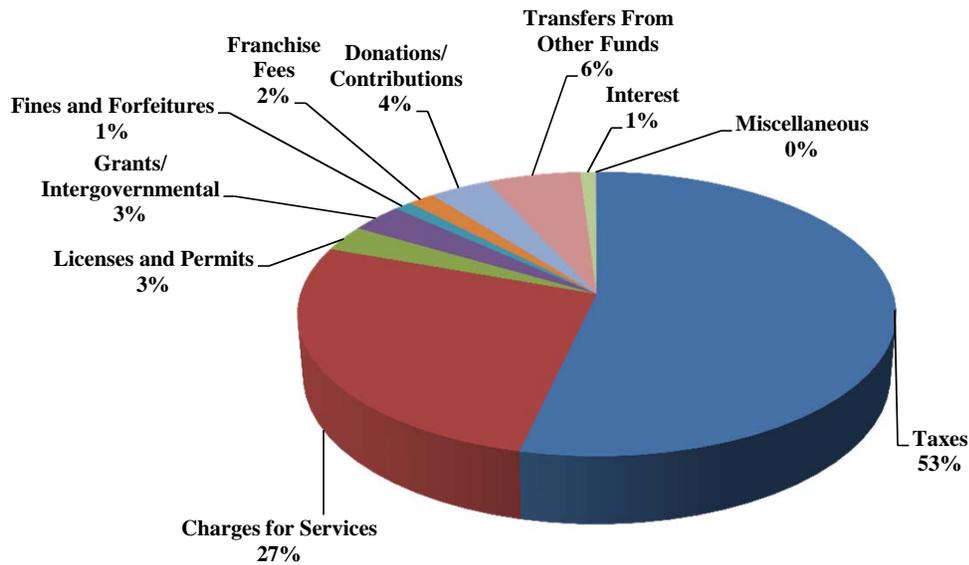
REVENUES BY SOURCE - ALL FUNDS

REVENUES	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 PROJECTED	FY 2016 BUDGET	<i>FY 2016 Budget vs FY 2015</i>	
					<i>Projected</i>	<i>Budget</i>
Taxes	14,684,131	15,405,580	15,462,745	16,248,038	5%	5%
Charges for Services	8,791,081	8,613,400	8,869,763	8,139,062	-8%	-6%
Licenses and Permits	821,527	725,450	826,556	893,100	8%	23%
Grants/Intergovernmental	1,033,630	930,500	999,056	992,000	-1%	7%
Fines and Forfeitures	354,098	356,000	312,659	322,100	3%	-10%
Franchise Fees	445,924	444,000	476,695	504,100	6%	14%
Donations/ Contributions	617,894	522,760	540,609	1,120,760	107%	114%
Transfers From Other Funds	1,779,063	1,769,907	1,807,607	1,774,489	-2%	0%
Interest	1,348,865	291,500	693,430	290,100	-58%	0%
Miscellaneous	256,264	144,990	281,832	19,000	-93%	-87%
TOTAL REVENUE	30,132,477	29,204,087	30,270,952	30,302,749	0%	4%

EXPENDITURES BY TYPE - ALL FUNDS

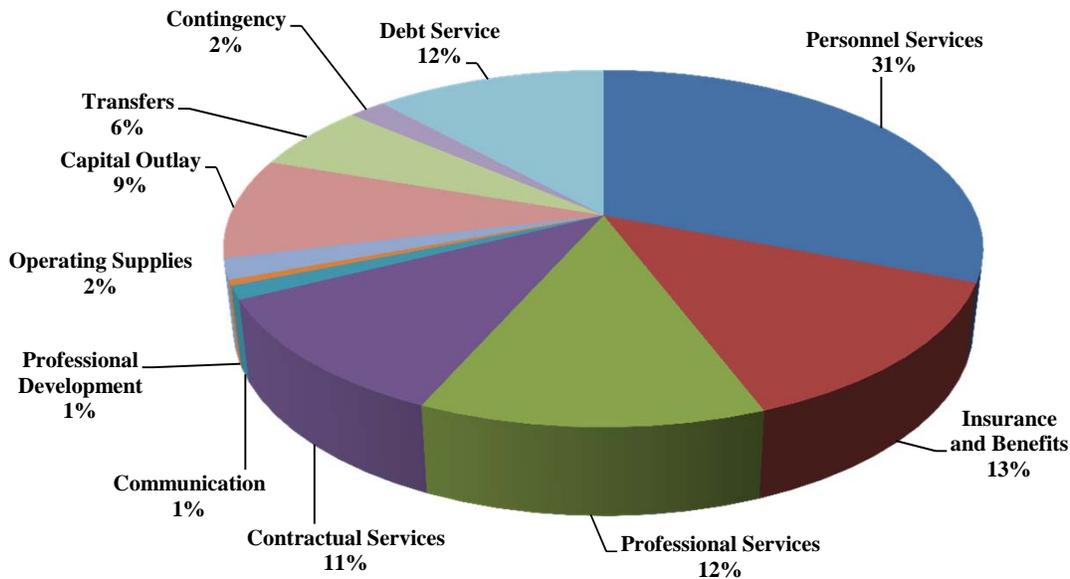
EXPENDITURES	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 PROJECTED	FY 2016 BUDGET	<i>FY 2016 Budget vs FY 2015</i>	
					<i>Projected</i>	<i>Budget</i>
Personnel Services	8,471,703	8,773,949	8,682,248	9,070,350	4%	3%
Insurance and Benefits	3,641,848	3,835,832	3,802,002	3,902,772	3%	2%
Professional Services	3,186,288	3,399,047	3,669,516	3,636,387	-1%	7%
Contractual Services	3,126,726	2,808,006	3,163,597	3,213,580	2%	14%
Communication	250,814	254,255	254,780	357,151	40%	40%
Professional Development	95,885	144,781	150,206	149,938	0%	4%
Operating Supplies	756,699	691,405	683,916	549,000	-20%	-21%
Capital Outlay	2,128,690	3,961,281	4,028,346	2,672,095	-34%	-33%
Transfers	1,779,063	1,689,907	1,807,607	1,774,489	-2%	5%
Contingency	0	220,320	0	551,672	0%	150%
Debt Service	3,283,264	3,465,110	3,465,109	3,454,697	0%	0%
TOTAL EXPENSES	26,720,980	29,243,893	29,707,327	29,332,131	-1%	0%

Fiscal Year 2016 Revenues



Tax Revenue received from the State of Illinois and other locally imposed taxes are the Village's largest revenue source, accounting for 53% of total revenues.

Fiscal Year 2016 Expenditures



Personnel costs and associated employee benefits are the largest category of expenditures for the Village of Oswego at 44% of total expenditures.

Village of Oswego
Revenue History - By Fund

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Budget FY 2016	Budget Analysis			
					Budget vs Budget Increase (Decrease)	Percent Change	Budget vs Projected Increase (Decrease)	Percent Change
General Fund								
Taxes								
Property Tax	139,380	31,000	29,099	36,727	5,727	18.47%	7,628	26.21%
Property Tax- Police Pension	1,075,000	1,185,000	1,185,000	1,182,911	(2,089)	-0.18%	(2,089)	-0.18%
Road and Bridge Tax	112,332	115,000	113,100	114,000	(1,000)	-0.87%	900	0.80%
Sales Tax	5,519,552	5,600,000	5,700,000	6,000,000	400,000	7.14%	300,000	5.26%
Local Sales Tax	1,843,723	1,847,400	1,900,000	1,990,000	142,600	7.72%	90,000	4.74%
Sales Tax Rebate	(961,638)	(425,000)	(375,000)	(375,000)	50,000	-11.76%	0	0.00%
Telecommunications	934,655	972,630	830,000	900,000	(72,630)	-7.47%	70,000	8.43%
Utility Tax	1,136,668	1,100,000	1,060,846	1,135,000	35,000	3.18%	74,154	6.99%
Use Tax	532,566	532,700	565,000	585,000	52,300	9.82%	20,000	3.54%
Games Tax	12,553	27,350	44,700	45,000	17,650	64.53%	300	0.67%
Hotel/Motel Tax	66,056	75,000	71,000	75,000	0	0.00%	4,000	5.63%
Income Tax	2,957,978	2,950,000	2,875,000	3,000,000	50,000	1.69%	125,000	4.35%
Replacement Tax	10,923	9,500	9,000	9,400	(100)	-1.05%	400	4.44%
Total Taxes	13,379,748	14,020,580	14,007,745	14,698,038	677,458	4.83%	690,293	4.93%
Charges for Services								
Coin Operated Device Fee	8,300	9,000	7,000	8,200	(800)	-8.89%	1,200	17.14%
Inspection/Observation Fee	21,521	17,000	19,400	20,000	3,000	17.65%	600	3.09%
Filing Fees	5,835	3,000	10,500	16,000	13,000	433.33%	5,500	52.38%
Plan Review Fees	73,426	74,000	69,000	150,000	76,000	102.70%	81,000	117.39%
Elevator Inspections	3,553	4,800	5,800	5,500	700	14.58%	(300)	-5.17%
Community Room Rental	300	300	300	300	0	0.00%	0	0.00%
Accident Report Fees	3,419	2,800	3,800	4,000	1,200	42.86%	200	5.26%
Fingerprint Fees	4,016	2,600	3,500	2,600	0	0.00%	(900)	-25.71%
Sex Offender Registration Fee	175	350	375	350	0	0.00%	(25)	-6.67%
Subpoena Fee	430	300	200	300	0	0.00%	100	50.00%
Books, Maps, & Plans	15	0	0	0	0	0.00%	0	0.00%
Reimbursements	78,254	60,000	66,000	70,000	10,000	16.67%	4,000	6.06%
Newsletter Advertising Fees	7,898	10,000	8,500	9,000	(1,000)	-10.00%	500	5.88%
Police Security	216,389	195,000	232,000	215,000	20,000	10.26%	(17,000)	-7.33%
Salary Reimbursement	20,321	13,000	38,300	30,000	17,000	130.77%	(8,300)	-21.67%
Total Charges for Services	443,852	392,150	464,675	531,250	139,100	35.47%	66,575	14.33%

Village of Oswego
Revenue History - By Fund

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Budget FY 2016	Budget Analysis			
					Budget vs Budget Increase (Decrease)	Percent Change	Budget vs Projected Increase (Decrease)	Percent Change
Licenses and Permits								
Liquor Licenses	78,600	75,000	86,400	78,000	3,000	4.00%	(8,400)	-9.72%
Tobacco License Fee	1,400	1,400	1,400	1,400	0	0.00%	0	0.00%
Video Gaming License Fee	1,650	10,000	3,500	3,500	(6,500)	-65.00%	0	0.00%
Contractor Registration	66,950	60,000	65,000	70,000	10,000	16.67%	5,000	7.69%
Building Permits	475,994	400,000	353,031	400,000	0	0.00%	46,969	13.30%
Sign Permits	10,985	8,900	10,300	10,000	1,100	12.36%	(300)	-2.91%
Repair Permits	153,969	140,000	275,000	300,000	160,000	114.29%	25,000	9.09%
Demolition Permits	150	100	100	100	0	0.00%	0	0.00%
Business Registration	20,570	20,000	21,900	20,000	0	0.00%	(1,900)	-8.68%
Truck Permits	4,630	4,400	4,300	4,400	0	0.00%	100	2.33%
Misc. Permits	2,022	2,000	1,950	2,000	0	0.00%	50	2.56%
Solicitors Permits	2,791	2,000	1,800	2,000	0	0.00%	200	11.11%
Special Event Permits	1,475	1,350	1,225	1,400	50	3.70%	175	14.29%
Misc. Licenses	60	0	350	0	0	0.00%	(350)	-100.00%
Total Licenses and Permits	821,247	725,150	826,256	892,800	167,650	23.12%	66,544	8.05%
Grants								
State Grants	22,857	47,000	40,000	65,000	18,000	38.30%	25,000	62.50%
Federal Grants	50,807	7,500	32,000	22,000	14,500	193.33%	(10,000)	-31.25%
Total Grants	73,664	54,500	72,000	87,000	32,500	59.63%	15,000	20.83%
Fines								
Liquor Violations	1,750	1,000	1,250	1,100	100	10.00%	(150)	-12.00%
Ordinance Violation Fines	140,135	125,000	125,509	125,000	0	0.00%	(509)	-0.41%
Court Fines	105,013	115,000	95,300	105,000	(10,000)	-8.70%	9,700	10.18%
Booking/Bonding of Arrestees	6,690	5,000	9,500	6,000	1,000	20.00%	(3,500)	-36.84%
Handicap Park-Temp. Hang Tags	10	0	40	0	0	0.00%	(40)	-100.00%
Administrative Tow Fee	100,500	110,000	81,060	85,000	(25,000)	-22.73%	3,940	4.86%
Total Fines	354,098	356,000	312,659	322,100	(33,900)	-9.52%	9,441	3.02%

Village of Oswego
Revenue History - By Fund

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Budget FY 2016	Budget Analysis			
					Budget vs Budget Increase (Decrease)	Percent Change	Budget vs Projected Increase (Decrease)	Percent Change
Franchise Fees								
Transition Fees	229,383	200,000	270,000	300,000	100,000	50.00%	30,000	11.11%
Building Rent	6,150	0	4,095	4,100	4,100	0.00%	5	0.12%
Tower Rent	54,279	58,000	57,600	55,000	(3,000)	-5.17%	(2,600)	-4.51%
Cable TV Franchise Fees	385,494	386,000	415,000	445,000	59,000	15.28%	30,000	7.23%
Total Franchise Fees	675,306	644,000	746,695	804,100	160,100	24.86%	57,405	7.69%
Donations/Contributions								
Member Contributions	86,034	85,000	97,800	72,000	(13,000)	-15.29%	(25,800)	-26.38%
Cobra/Retiree Contributions	32,175	22,000	48,700	45,000	23,000	104.55%	(3,700)	-7.60%
Recycling Donations	303	0	100	0	0	0.00%	(100)	-100.00%
Community Relations Contributions	20	0	10	0	0	0.00%	(10)	0.00%
Asset Sales	16,124	0	1,576	0	0	0.00%	(1,576)	-100.00%
Insurance Proceeds	67,299	0	30,513	0	0	0.00%	(30,513)	-100.00%
Total Donations/Contributions	201,955	107,000	178,699	117,000	10,000	9.35%	(61,699)	-34.53%
Interest								
Interest	12,033	10,000	13,218	12,000	2,000	20.00%	(1,218)	-9.21%
Total Interest	12,033	10,000	13,218	12,000	2,000	20.00%	(1,218)	-9.21%
Miscellaneous								
Community Events	3,246	6,000	2,500	6,000	0	0.00%	3,500	140.00%
Miscellaneous	122,239	13,000	27,352	13,000	0	0.00%	(14,352)	-52.47%
Total Miscellaneous	125,485	19,000	29,852	19,000	0	0.00%	(10,852)	-36.35%
Total General Fund	16,087,389	16,328,380	16,651,799	17,483,288	1,154,908	7.07%	831,489	4.99%

Village of Oswego
Revenue History - By Fund

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Budget FY 2016	Budget Analysis			
					Budget vs Budget Increase (Decrease)	Budget vs Budget Percent Change	Budget vs Projected Increase (Decrease)	Budget vs Projected Percent Change
Motor Fuel Tax Fund								
Taxes								
Motor Fuel Tax Allotments	817,817	780,000	812,000	810,000	30,000	0.00%	(2,000)	-0.25%
Other								
Other	125,990	125,990	251,980	0	(125,990)	-100.00%	(251,980)	-100.00%
Interest								
Interest	3,970	4,000	2,130	2,500	(1,500)	-37.50%	370	17.37%
Total Motor Fuel Tax Fund	947,777	909,990	1,066,110	812,500	(97,490)	-10.71%	(253,610)	-23.79%
Debt Service Fund								
Transfers								
Transfers In	1,516,563	1,507,407	1,545,107	1,511,989	4,582	0.30%	(33,118)	-2.14%
Transfer from MFT	262,500	262,500	262,500	262,500	0	0.00%	0	0.00%
Total Tranfers	1,779,063	1,769,907	1,807,607	1,774,489	4,582	0.26%	(33,118)	-1.83%
Miscellaneous	3,600	0	0	0	0	0.00%	0	0.00%
Interest	347	100	113	200	100	100.00%	87	76.99%
Total Debt Service Fund	1,783,010	1,770,007	1,807,720	1,774,689	4,682	0.26%	(33,031)	-1.83%
Capital Improvement Fund								
Charges for Services	27,544	20,000	0	0	(20,000)	-100.00%	0	0.00%
Grants	42,884	0	15,056	0	0	0.00%	(15,056)	0.00%
Interest	3,804	3,500	2,600	0	(3,500)	-100.00%	(2,600)	-100.00%
Total Capital Improvement Fund	74,231	23,500	17,656	0	(23,500)	-100.00%	(17,656)	-100.00%

Village of Oswego
Revenue History - By Fund

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Budget FY 2016	Budget Analysis			
					Budget vs Budget Increase (Decrease)	Percent Change	Budget vs Projected Increase (Decrease)	Percent Change
Water and Sewer Fund								
Charges for Services								
Inspection/Observation Fees	11,886	10,000	14,000	10,000	0	0.00%	(4,000)	-28.57%
Water	3,772,140	3,800,000	3,700,000	3,800,000	0	0.00%	100,000	2.70%
Sewer Maintenance	1,314,339	1,400,000	1,333,615	1,400,000	0	0.00%	66,385	4.98%
Meter Sales	3,995	10,000	6,000	5,000	(5,000)	-50.00%	(1,000)	-16.67%
Water Tap On Fees	958,372	600,000	1,000,000	0	(600,000)	-100.00%	(1,000,000)	-100.00%
MXU Fees	104,713	100,000	65,000	0	(100,000)	-100.00%	(65,000)	-100.00%
Bulk Water Sales	8,836	3,500	12,830	3,500	0	0.00%	(9,330)	-72.72%
Consumption Reports	26,472	30,000	32,500	30,000	0	0.00%	(2,500)	-7.69%
Reimbursements	21,646	15,000	16,418	15,000	0	0.00%	(1,418)	-8.64%
Total Charges for Services	6,222,399	5,968,500	6,180,363	5,263,500	(705,000)	-11.81%	(916,863)	-14.84%
Licenses and Permits								
Temporary Water Permits	280	300	300	300	0	0.00%	0	0.00%
Grants								
Federal Grants	99,265	96,000	100,000	95,000	(1,000)	-1.04%	(5,000)	-5.00%
Total Grants	99,265	96,000	100,000	95,000	(1,000)	-1.04%	(5,000)	-5.00%
Donations/Contributions								
Member Contributions	8,310	7,000	5,651	6,000	(1,000)	-14.29%	349	6.18%
Cobra/Retiree Contributions		0	905	0	0	0.00%	(905)	-100.00%
Insurance Proceeds	11,348	0	20,000	0	0	0.00%	(20,000)	-100.00%
Total Donations/Contributions	19,658	7,000	26,556	6,000	(1,000)	-14.29%	(20,556)	-77.41%
Interest	28,995	23,000	25,069	25,000	2,000	8.70%	(69)	-0.28%
Miscellaneous	1,189	0			0	0.00%	0	0.00%
Total Water and Sewer Fund	6,371,786	6,094,800	6,332,288	5,389,800	(705,000)	-11.57%	(942,488)	-14.88%

Village of Oswego
Revenue History - By Fund

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Budget FY 2016	Budget Analysis			
					Budget vs Budget Increase (Decrease)	Percent Change	Budget vs Projected Increase (Decrease)	Percent Change
Water and Sewer Capital Fund								
Charges for Services								
Water Tap On Fees				500,000	500,000	100.00%	500,000	0.00%
MXU Fees				60,000	60,000	100.00%	60,000	100.00%
Total Charges for Services	0	0	0	560,000	560,000	100.00%	560,000	100.00%
Interest				6,000	6,000	100.00%	6,000	100.00%
Total Water and Sewer Capital Fund	0	0	0	566,000	566,000	100.00%	566,000	100.00%
Garbage Collection Fund								
Charges for Services								
Disposal Fees	2,096,357	2,231,250	2,223,225	2,342,812	111,562	5.00%	119,587	5.38%
Waste Stickers	929	1,500	1,500	1,500	0	0.00%	0	0.00%
Total Charges for Services	2,097,286	2,232,750	2,224,725	2,344,312	111,562	5.00%	119,587	5.38%
Interest	556	900	300	400	(500)	-55.56%	100	33.33%
Total Garbage Collection Fund	2,097,842	2,233,650	2,225,025	2,344,712	111,062	4.97%	119,687	5.38%
Police Pension Fund								
Property Taxes	1,075,000	1,185,000	1,185,000	1,250,000	65,000	5.49%	65,000	5.49%
Donations/Contributions								
Member Contributions	389,059	402,000	329,244	425,000	23,000	5.72%	95,756	29.08%
Member Contributions- Prior Service	6,009	5,910	5,342	5,910	0	0.00%	568	10.63%
Interest-Prior Service Contribution	1,214	850	768	850	0	0.00%	82	10.68%
Total Donations/Contributions	396,282	408,760	335,354	431,760	23,000	5.63%	96,406	28.75%
Interest								
Realized Gain/Loss	899,387	0			0	0.00%	0	0.00%
Interest	399,772	250,000	650,000	250,000	0	0.00%	(400,000)	-61.54%
Total Interest	1,299,159	250,000	650,000	250,000	0	0.00%	(400,000)	-61.54%
Total Police Pension Fund	2,770,441	1,843,760	2,170,354	1,931,760	88,000	4.77%	(238,594)	-10.99%
Total Revenues	30,132,477	29,204,087	30,270,952	30,302,749	1,098,662	-5.20%	31,797	-41.12%

Village of Oswego
Expenditure History - By Fund

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Budget FY 2016	Budget Analysis			
					Budget vs Projected Increase (Decrease)	Percentage Change	Budget vs Budget Increase (Decrease)	Percentage Change
General Fund								
Corporate								
Personnel Services	487,864	527,391	532,478	538,792	6,314	1.19%	11,401	2.16%
Insurance & Benefits	159,799	159,253	159,981	159,570	(411)	-0.26%	317	0.20%
Professional Services	409,022	446,960	521,357	335,000	(186,357)	-35.74%	(111,960)	-25.05%
Contractual Services	69,733	121,501	134,701	153,475	18,774	13.94%	31,974	26.32%
Communication	16,970	19,360	14,875	17,635	2,760	18.55%	(1,725)	-8.91%
Professional Development	27,321	30,952	32,452	31,528	(924)	-2.85%	576	1.86%
Operating Supplies	95,278	3,600	5,000	4,050	(950)	-19.00%	450	12.50%
Contingencies	-	220,320	-	551,672	551,672		331,352	150.40%
Corporate Total	1,265,987	1,529,337	1,400,844	1,791,722	390,878	27.90%	262,385	17.16%
Building & Zoning								
Personnel Services	413,952	423,797	335,115	417,067	81,952	24.45%	(6,730)	-1.59%
Insurance & Benefits	172,356	180,385	157,004	181,869	24,865	15.84%	1,484	0.82%
Professional Services	5,240	4,100	95,000	4,500	(90,500)	-95.26%	400	9.76%
Contractual Services	25,486	33,086	35,086	42,075	6,989	19.92%	8,989	27.17%
Communication	9,041	8,100	7,700	7,743	43	0.56%	(357)	-4.41%
Professional Development	2,901	5,500	6,600	6,500	(100)	-1.52%	1,000	18.18%
Operating Supplies	8,988	9,300	11,000	9,600	(1,400)	-12.73%	300	3.23%
Capital Outlay	-	-	-	42,000	42,000		42,000	
Building & Zoning Total	637,964	664,268	647,505	711,354	63,849	9.86%	47,086	7.09%
Community Development								
Personnel Services	324,370	335,369	342,000	361,388	19,388	5.67%	26,019	7.76%
Insurance & Benefits	117,169	125,979	117,846	133,410	15,564	13.21%	7,431	5.90%
Professional Services	22,403	73,000	104,538	14,000	(90,538)	-86.61%	(59,000)	-80.82%
Contractual Services	15,871	22,797	23,197	27,289	4,092	17.64%	4,492	19.70%
Communication	6,655	7,600	7,600	6,890	(710)	-9.34%	(710)	-9.34%
Professional Development	2,009	5,050	5,050	5,050	-	0.00%	-	0.00%
Operating Supplies	10,713	12,500	10,500	11,500	1,000	9.52%	(1,000)	-8.00%
Capital Outlay	31,966	-	-	-	-		-	
Community Development Total	531,155	582,295	610,731	559,527	(51,204)	-8.38%	(22,768)	-3.91%

Village of Oswego
Expenditure History - By Fund

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Budget FY 2016	Budget Analysis			
					Budget vs Projected		Budget vs Budget	
					Increase (Decrease)	Percentage Change	Increase (Decrease)	Percentage Change
Road & Bridge								
Personnel Services	374,817	424,781	423,618	393,448	(30,170)	-7.12%	(31,333)	-7.38%
Insurance & Benefits	143,155	166,059	166,046	147,783	(18,263)	-11.00%	(18,276)	-11.01%
Professional Services	58,600	10,552	10,552	11,000	448	4.25%	448	4.25%
Contractual Services	913,198	729,100	794,100	936,407	142,307	17.92%	207,307	28.43%
Communication	27,683	7,600	8,900	9,022	122	1.37%	1,422	18.71%
Professional Development	3,920	7,400	7,500	8,100	600	8.00%	700	9.46%
Operating Supplies	224,264	206,300	218,790	234,000	15,210	6.95%	27,700	13.43%
Capital Outlay	83,857	418,400	847,700	621,400	(226,300)	-26.70%	203,000	48.52%
Road & Bridge Total	1,829,494	1,970,192	2,477,206	2,361,160	(116,046)	-4.68%	390,968	19.84%
Community Relations								
Personnel Services	108,666	110,578	110,734	116,694	5,960	5.38%	6,116	5.53%
Insurance & Benefits	35,578	37,660	37,294	38,165	871	2.34%	505	1.34%
Professional Services	58,277	57,500	54,642	59,400	4,758	8.71%	1,900	3.30%
Contractual Services	25,995	31,300	31,300	33,036	1,736	5.55%	1,736	5.55%
Communication	30,212	35,460	36,470	33,200	(3,270)	-8.97%	(2,260)	-6.37%
Professional Development	759	2,500	2,500	2,900	400	16.00%	400	16.00%
Operating Supplies	596	2,280	2,280	1,780	(500)	-21.93%	(500)	-21.93%
Community Relations Total	260,083	277,278	275,220	285,175	9,955	3.62%	7,897	2.85%
Economic Development								
Personnel Services	96,350	98,185	99,537	100,639	1,102	1.11%	2,454	2.50%
Insurance & Benefits	29,233	20,112	19,882	20,840	958	4.82%	728	3.62%
Professional Services	29,253	46,000	46,000	51,500	5,500	11.96%	5,500	11.96%
Contractual Services	3,512	4,520	4,520	5,388	868	19.20%	868	19.20%
Communication	2,914	7,200	7,200	8,426	1,226	17.03%	1,226	17.03%
Professional Development	5,252	8,200	8,625	8,200	(425)	-4.93%	-	0.00%
Operating Supplies	684	350	350	350	-	0.00%	-	0.00%
Economic Development Total	167,198	184,567	186,114	195,343	9,229	4.96%	10,776	5.84%

Village of Oswego
Expenditure History - By Fund

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Budget FY 2016	Budget Analysis			
					Budget vs Projected Increase (Decrease)	Percentage Change	Budget vs Budget Increase (Decrease)	Percentage Change
Finance								
Personnel Services	297,568	303,375	311,500	290,023	(21,477)	-6.89%	(13,352)	-4.40%
Insurance & Benefits	105,027	109,609	108,280	88,802	(19,478)	-17.99%	(20,807)	-18.98%
Professional Services	174,395	264,150	260,200	501,720	241,520	92.82%	237,570	89.94%
Contractual Services	45,354	42,716	42,602	31,607	(10,995)	-25.81%	(11,109)	-26.01%
Communication	3,943	3,500	4,600	5,435	835	18.15%	1,935	55.29%
Professional Development	6,071	7,700	7,700	8,700	1,000	12.99%	1,000	12.99%
Operating Supplies	1,456	4,500	4,500	2,250	(2,250)	-50.00%	(2,250)	-50.00%
Finance Total	633,814	735,550	739,382	928,537	189,155	25.58%	192,987	26.24%
Police								
Personnel Services	4,830,707	5,104,371	5,116,266	5,227,091	110,825	2.17%	122,720	2.40%
Insurance & Benefits	2,438,144	2,648,623	2,648,982	2,662,326	13,344	0.50%	13,703	0.52%
Professional Services	41,207	137,547	131,944	130,655	(1,289)	-0.98%	(6,892)	-5.01%
Contractual Services	446,239	433,585	439,690	489,585	49,895	11.35%	56,000	12.92%
Communication	97,066	107,935	107,935	208,699	100,764	93.36%	100,764	93.36%
Professional Development	41,450	67,604	67,604	59,160	(8,444)	-12.49%	(8,444)	-12.49%
Operating Supplies	151,578	169,475	151,475	159,570	8,095	5.34%	(9,905)	-5.84%
Capital Outlay	420,124	288,346	288,346	201,395	(86,951)	-30.16%	(86,951)	-30.16%
Police Total	8,466,514	8,957,486	8,952,242	9,138,481	186,239	2.08%	180,995	2.02%
General Administration								
Transfers	1,516,563	1,427,407	1,545,107	1,511,989	(33,118)	-2.14%	84,582	5.93%
General Administration Total	1,516,563	1,427,407	1,545,107	1,511,989	(33,118)	-2.14%	84,582	5.93%
General Fund Total	15,308,772	16,328,380	16,834,351	17,483,288	648,937	3.85%	1,154,908	7.07%

Village of Oswego
Expenditure History - By Fund

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Budget FY 2016	Budget Analysis			
					Budget vs Projected Increase (Decrease)	Percentage Change	Budget vs Budget Increase (Decrease)	Percentage Change
Motor Fuel Tax Fund								
General Administration								
Transfers	262,500	262,500	262,500	262,500	-	0.00%	-	0.00%
Capital Outlay	597,062	1,412,935	1,412,000	600,000	(812,000)	-57.51%	(812,935)	-57.54%
General Administration Total	859,562	1,675,435	1,674,500	862,500	(812,000)	-48.49%	(812,935)	-48.52%
Motor Fuel Tax Fund Total	859,562	1,675,435	1,674,500	862,500	(812,000)	-48.49%	(812,935)	-48.52%
Debt Service Fund								
General Administration								
Professional Services	121,518	1,200	1,800	3,000	1,200	66.67%	1,800	150.00%
General Administration Total	1,766,442	1,769,505	1,770,105	1,773,489	3,384	0.19%	3,984	0.23%
Debt Service Fund Total	1,766,442	1,769,505	1,770,105	1,773,489	3,384	0.19%	3,984	0.23%
Capital Improvement Fund								
Transfers	-	80,000	-	-	-	-	(80,000)	-100.00%
Capital Outlay	187,303	411,600	442,100	-	(442,100)	-100.00%	(411,600)	-100.00%
General Administration Total	187,303	491,600	442,100	-	(442,100)	-100.00%	(491,600)	-100.00%
Capital Improvement Fund Total	187,303	491,600	442,100	-	(442,100)	-100.00%	(491,600)	-100.00%

Village of Oswego
Expenditure History - By Fund

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Budget FY 2016	Budget Analysis			
					Budget vs Projected		Budget vs Budget	
					Increase (Decrease)	Percentage Change	Increase (Decrease)	Percentage Change
Water & Sewer Fund								
Operating								
Personnel Services	949,532	946,102	986,000	1,117,208	131,208	13.31%	171,106	18.09%
Insurance & Benefits	375,816	388,152	386,687	470,007	83,320	21.55%	81,855	21.09%
Professional Services	98,138	43,288	121,021	92,800	(28,221)	-23.32%	49,512	114.38%
Contractual Services	1,581,340	1,389,401	1,658,401	1,494,718	(163,683)	-9.87%	105,317	7.58%
Communication	56,329	57,500	59,500	60,101	601	1.01%	2,601	4.52%
Debt Service	1,638,340	1,696,805	1,696,804	1,684,208	(12,596)	-0.74%	(12,597)	-0.74%
Professional Development	3,702	5,600	7,900	15,400	7,500	94.94%	9,800	175.00%
Operating Supplies	259,750	278,600	275,021	121,400	(153,621)	-55.86%	(157,200)	-56.42%
Operating Total	4,962,948	4,805,448	5,191,334	5,055,842	(135,492)	-2.61%	250,394	5.21%
Capital Outlay	808,379	1,350,000	1,038,200	-	(1,038,200)	-100.00%	(1,350,000)	-100.00%
Capital Total	808,379	1,350,000	1,038,200	-	(1,038,200)	-100.00%	(1,350,000)	-100.00%
Water & Sewer Fund Total	5,771,327	6,155,448	6,229,534	5,055,842	(1,173,692)	-18.84%	(1,099,606)	-17.86%
Water & Sewer Capital Fund								
Capital Outlay	-	-	-	1,207,300	1,207,300		1,207,300	
Water & Sewer Capital Fund Total	-	-	-	1,207,300	1,207,300		1,207,300	
Garbage Fund								
General Administration								
Professional Services	2,105,582	2,231,250	2,243,462	2,342,812	99,350	4.43%	111,562	5.00%
General Administration Total	2,105,582	2,231,250	2,243,462	2,342,812	99,350	4.43%	111,562	5.00%
Garbage Fund Total	2,105,582	2,231,250	2,243,462	2,342,812	99,350	4.43%	111,562	5.00%

Village of Oswego
Expenditure History - By Fund

	Actual FY 2014	Budget FY 2015	Projected FY 2015	Budget FY 2016	Budget Analysis			
					Budget vs Projected		Budget vs Budget	
					Increase (Decrease)	Percentage Change	Increase (Decrease)	Percentage Change
Police Pension Fund								
General Administration								
Personnel Services	587,876	500,000	425,000	508,000	83,000	19.53%	8,000	1.60%
Professional Services	5,859	8,500	4,000	8,500	4,500	112.50%	-	0.00%
Contractual Services	122,363	75,000	75,000	81,500	6,500	8.67%	6,500	8.67%
Professional Development	2,501	4,275	4,275	4,400	125	2.92%	125	2.92%
Operating Supplies	3,393	4,500	5,000	4,500	(500)	-10.00%	-	0.00%
General Administration Total	721,992	592,275	513,275	606,900	93,625	18.24%	14,625	2.47%
Police Pension Fund Total	721,992	592,275	513,275	606,900	93,625	18.24%	14,625	2.47%
Grand Total	26,720,980	29,243,893	29,707,327	29,332,131	(375,196)	-1.26%	88,238	0.30%

Summary of Fund Balances and Unrestricted Net Assets

Fund Balance/ Net Assets

The Village has adopted a Fund Balance Policy for Governmental Fund types and Unrestricted Net Assets balances for other Fund types. The policy can be found in the Budget Overview section of this Budget. The policies establish guidelines for desired balances to be maintained within the respective Funds. Fund Balances or Net Asset balances are a good indicator of the financial strength of the local government. The following schedule details the estimated Fund/Net Asset balances at the end of Fiscal Year 2016.

FUND	Fiscal Year				
	Actual 2013	Actual 2014	Budget 2015	Projected 2015	Budget 2016
GENERAL					
Beginning Fund Balance	\$6,001,482	\$5,756,283	\$6,697,078	\$6,697,078	\$6,514,526
Prior Period Adjustment		\$162,178			
Revenues	\$15,274,745	\$16,087,389	\$16,328,380	\$16,651,799	\$17,483,288
Expenditures	\$12,431,290	\$13,792,209	\$14,900,973	\$15,289,244	\$15,971,299
Change in Fund Balance	\$2,843,455	\$2,295,181	\$1,427,407	\$1,362,555	\$1,511,989
Other Financing Sources/(Uses)	(\$3,088,655)	(\$1,516,563)	(\$1,427,407)	(\$1,545,107)	(\$1,511,989)
Ending Fund Balance	\$5,756,283	\$6,697,078	\$6,697,078	\$6,514,526	\$6,514,526
Non-spendable	\$128,249	\$129,000	\$129,000	\$129,000	\$129,000
Unrestricted-assigned	\$5,381,896	\$5,714,933	\$5,714,933	\$6,119,151	\$6,119,151
Unrestricted-unassigned	\$246,138	\$853,145	\$853,145	\$266,375	\$266,375

The General Fund Ending Fund Balance is projected to decrease 3% from the Fiscal Year Ending 2014 Fund Balance. The decrease is due to the approved expenditures within the Village Road & bridge department during Fiscal Year 2015 of \$500,000 exceeding the department budget.

MOTOR FUEL TAX

Beginning Restricted Fund Balance	\$728,199	\$1,113,584	\$1,201,799	\$1,201,799	\$593,409
Revenues	\$1,160,307	\$947,777	\$909,990	\$1,066,110	\$812,500
Expenditures	\$774,922	\$859,562	\$1,675,435	\$1,674,500	\$862,500
Change in Fund Balance	\$385,385	\$88,215	(\$765,445)	(\$608,390)	(\$50,000)
Ending Restricted Fund Balance	\$1,113,584	\$1,201,799	\$436,354	\$593,409	\$543,409

The Ending Restricted Fund Balance decrease will occur if no other revenue or reallocation of expenditures for roadway improvements is done during the fiscal year. Additional revenue sources will be discussed during the fiscal year to make sure revenues will be sufficient to cover expenditures in future years.

DEBT SERVICE

Beginning Restricted Fund Balance	\$15,590	\$8,264	\$24,833	\$24,833	\$62,448
Revenues	\$1,828,693	\$1,783,010	\$1,770,007	\$1,807,720	\$1,774,689
Expenditures	\$1,823,046	\$1,766,442	\$1,769,505	\$1,770,105	\$1,773,489
Change in Fund Balance	\$5,647	\$16,568	\$502	\$37,615	\$1,200
Other Financing Sources/(Uses)	(\$12,972)				
Ending Restricted Fund Balance	\$8,264	\$24,833	\$25,335	\$62,448	\$63,648

The Ending Restricted Fund Balance has increased slightly due to some debt service savings received through the General Obligation 2014 Refunding Bonds. The additional surplus will be used to reduce an upcoming interest payment.

FUND	Fiscal Year				
	Actual 2013	Actual 2014	Budget 2015	Projected 2015	Budget 2016
CAPITAL IMPROVEMENT FUND					
Beginning Fund Balance	\$830,552	\$773,492	\$660,420	\$660,420	\$235,976
Revenues	\$1,099,013	\$74,231	\$23,500	\$17,656	\$0
Expenditures	\$1,156,073	\$187,303	\$491,600	\$442,100	\$0
Change in Fund Balance	(\$57,060)	(\$113,072)	(\$468,100)	(\$424,444)	\$0
Other Financing Sources/(Uses)					
Ending Fund Balance	\$773,492	\$660,420	\$192,320	\$235,976	\$235,976
Restricted-road fees	\$81,624	\$81,626	\$81,624	\$81,624	\$0
Unrestricted-assigned	\$691,868	\$578,794	\$110,696	\$154,352	\$235,976

The Ending Fund Balance change is the result of an intentional drawdown to spend remaining bond proceeds.

WATER & SEWER

Unrestricted Net Assets	\$5,382,787	\$7,963,364	\$8,563,823	\$8,563,823	\$2,738,871
Revenues	\$8,984,756	\$6,371,786	\$6,094,800	\$6,332,288	\$5,389,800
Expenses	\$5,471,542	\$5,771,327	\$6,155,448	\$6,229,534	\$5,055,842
Change in Unrestricted Net Assets	\$3,513,214	\$600,459	(\$60,648)	\$102,754	\$333,958
Other Financing Sources/(Uses)	(\$932,637)	\$0	\$0	(\$5,927,706)	
Unrestricted Net Assets	\$7,963,364	\$8,563,823	\$8,503,175	\$2,738,871	\$3,072,831

Unrestricted Net Assets decreased because of the transfer of the excess Unrestricted Net Assets per the Reserve policy to the new Water and sewer Capital Fund. Future year end surpluses will also be transferred to support the Water and Sewer Capital Fund.

WATER & SEWER CAPITAL

Unrestricted Net Assets	\$5,927,706
Revenues	\$566,000
Expenses	\$1,207,300
Change in Unrestricted Net Assets	(\$641,300)
Other Financing Sources/(Uses)	\$0
Unrestricted Net Assets	\$5,286,406

Unrestricted Net Assets decreased because of capital projects budgeted in Fiscal Year 2016 being completed and not enough revenue received to offset the expenses.

GARBAGE

Unrestricted Net Assets	\$548,035	\$538,632	\$530,892	\$530,892	\$512,455
Revenues	\$2,059,797	\$2,097,842	\$2,233,650	\$2,225,025	\$2,344,712
Expenses	\$2,069,200	\$2,105,582	\$2,231,250	\$2,243,462	\$2,342,812
Change in Unrestricted Net Assets	(\$9,403)	(\$7,740)	\$2,400	(\$18,437)	\$1,900
Unrestricted Net Assets	\$538,632	\$530,892	\$533,292	\$512,455	\$514,355

Unrestricted Net Assets increased due to interest earnings on the reserve balance in the Fund.

FUND	Fiscal Year				
	Actual 2013	Actual 2014	Budget 2015	Projected 2015	Budget 2016
POLICE PENSION					
Net Assets held in Trust	\$14,637,718	\$16,790,360	\$18,838,809	\$18,838,809	\$20,495,888
Additions	\$2,671,502	\$2,770,441	\$1,843,760	\$2,170,354	\$1,931,760
Deductions	\$518,860	\$721,992	\$592,275	\$513,275	\$606,900
Change in Net Assets	\$2,152,642	\$2,048,449	\$1,251,485	\$1,657,079	\$1,324,860
Net Assets held in Trust	\$16,790,360	\$18,838,809	\$20,090,294	\$20,495,888	\$21,820,748

Net Assets held in Trust for pension benefits will increase each year as the actuarially required contribution is far greater than the annual pension payments. It will be a number of years before the pension payments for additional retirees catch up with the annual contribution.

Summary of Positions and Personnel Changes

Personnel Changes and Compensation

The Fiscal Year 2016 Budget includes the expenditures for 108 full time and 16 part time positions. The Village hired four new Public Works technicians in FY 2015 to fill two vacant positions and two new authorized positions. Included in the Budget are total personnel cost increases of 3% or \$0.3 million compared to the Fiscal Year 2015 Budget. Employer insurance and benefit costs have increased 5% or \$0.2 million.

Village employees are compensated based on individual contracts/agreements approved by the Village Board, the Village Compensation Policy or the contents of a Collective Bargaining Agreement. The Village Administrator and Police Chief have individual contracts with the Village Board which expire April 30, 2015.

Non-union employees are covered by the Village Compensation Policy. The Compensation Policy grants pay increases annually based on performance and a scoring system tied to a 0% to 4% wage scale increase. The budget for Fiscal Year 2016 includes 2.5% pay increases budgeted for these employees.

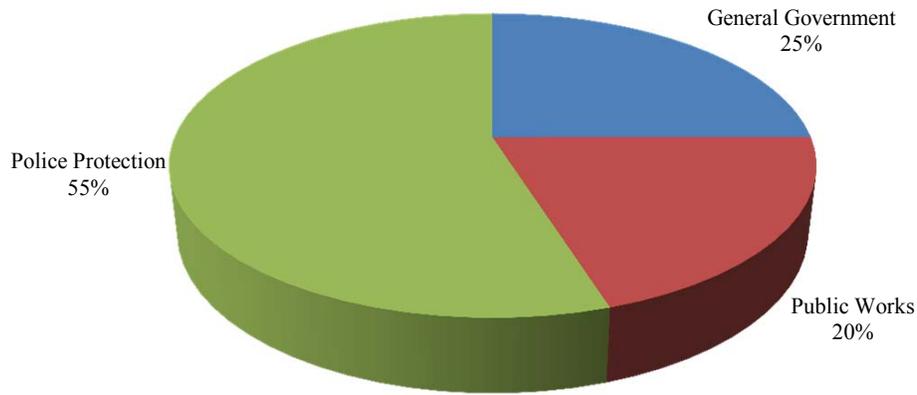
The first collective bargaining agreement was approved by the Village Board in March, 2010 for the village police patrol officers. The Metropolitan Alliance of Police (MAP) represents the 37 police patrol officers. A new agreement was approved in January, 2015. The agreement awarded patrol officers a six step pay plan with step increases ranging from 6.44% to 8.67% received on the employee anniversary date if not at the highest step. The agreement also outlined annual cost of living increases for the contract years 2013-2018 as 2.5% for the first 4 years and 2.9% for the final year of the contract. The agreement expires April 30, 2018.

The Village has an agreement with the Police Sergeants employed in the Village Police Department. These employees, (eight positions), are not members of the MAP union which represents the police patrol officers. The Agreement was effective May 1, 2010 and expired May 1, 2013. The Agreement states all Sergeants promoted before January 1, 2010 will maintain a base salary which is 15% above the highest paid patrol officer's base salary. Sergeants promoted after January 1, 2010 have a 3 step plan consisting of base pay at a rate of 10% greater than the highest paid patrol officer for the 1st year, 12.5% greater for the 2nd year and 15% greater for the 3rd year. A new agreement is under discussion and is expected to be completed before May 1, 2015.

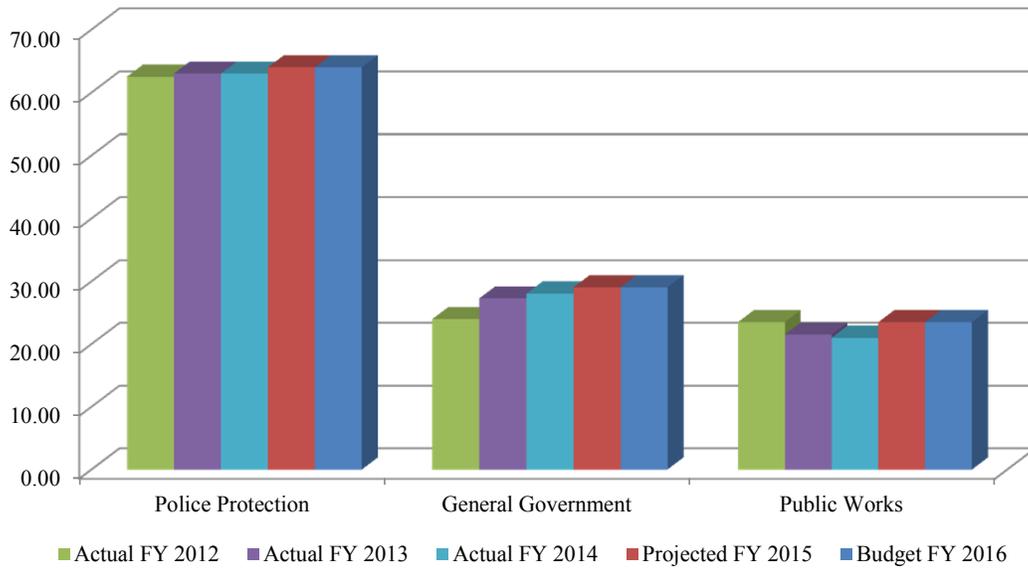
The Village has a collective bargaining agreement with the Public Works employees who are represented by the International Union of Operating Engineers, Local 150 Public Employees. The agreement was effective May 1, 2011 and expires April 30, 2015. A total of 18 employees are represented by the union. Employees were placed into a 10 step wage program with progression through the steps on an employee's anniversary date and May 1 increases to the steps of 2% in 2012, 1% in 2013 and 2% in 2014. Steps have a 2.5% differential.

The following table and chart show the latest five year history of staffing levels for the Village. Total staffing measured in FTE's has not changed over the five year period. Full-time staffing has increased by two positions while part-time staffing has increased by 9 positions.

Summary of Staffing by Function



Five-Year History of Staffing by Function



Village of Oswego
Summary of Staffing by Full-Time Equivalents (FTE)

	Actual FY 2012	Actual FY 2013	Budget FY 2014	Actual FY 2014	Budget FY 2015	Projected FY 2015	Budget FY 2016
<u>Village Clerk</u>							
Village Clerk	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Deputy Clerk	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Total	2.50	2.50	2.50	2.50	2.50	2.50	2.50
<u>Corporate</u>							
Village Administrator	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Assistant Village Administrator	-	-	0.50	0.50	0.50	0.50	0.50
Executive Assistant	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Administrative Assistant	-	-	-	-	-	-	-
Graduate Student Intern	-	-	0.25	0.50	0.50	0.50	0.50
OHS Intern	-	-	0.50	0.25	0.25	0.25	0.25
Human Resources Director	1.00	1.00	0.50	0.50	0.50	0.50	0.50
Human Resources Generalist	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Total	3.50	3.50	4.25	4.25	4.25	4.25	4.25
<u>Building & Zoning</u>							
Building and Zoning Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Chief Building Inspector	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Building Inspector	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Plumbing Inspector	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Code Enforcement Officer	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Code Enforcement Summer Intern	-	0.30	0.30	0.30	0.30	0.30	0.30
Permit Coordinator	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Total	7.00	7.30	7.30	7.30	7.30	7.30	7.30
<u>Community Development</u>							
Community Development Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Project Coordinator	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Staff Planner	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Chief Infrastructure Inspector	-	1.00	1.00	1.00	1.00	1.00	1.00
Mapping Technician/Technology	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Total	4.00	5.00	5.00	5.00	5.00	5.00	5.00
<u>Community Relations</u>							
Community Relations Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Visitors' Bureau Assistant & Grant Writer	-	1.00	1.00	1.00	1.00	1.00	1.00
Total	1.00	2.00	2.00	2.00	2.00	2.00	2.00
<u>Economic Development</u>							
Economic Development Director	-	1.00	1.00	1.00	1.00	1.00	1.00
Total	-	1.00	1.00	1.00	1.00	1.00	1.00

Village of Oswego
 Summary of Staffing by Full-Time Equivalents (FTE)

	Actual FY 2012	Actual FY 2013	Budget FY 2014	Actual FY 2014	Budget FY 2015	Projected FY 2015	Budget FY 2016
<u>Finance</u>							
Finance Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Assistant Finance Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Staff Accountant	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Finance Assistant/AP	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Utility Billing Coordinator	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Reception/cashier	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Facility Technicians						1.00	1.00
Total	6.00	6.00	6.00	6.00	6.00	7.00	7.00
<u>Police Department</u>							
Chief of Police	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Deputy Chiefs of Police						2.00	2.00
Captain	3.00	3.00	3.00	3.00	3.00	-	-
Commander						1.00	1.00
Sergeants	8.00	8.00	8.00	8.00	8.00	8.00	8.00
Patrol Officers	37.00	37.00	37.00	37.00	37.00	37.00	37.00
Community Service Officers	3.00	4.00	4.00	3.00	3.00	4.00	4.00
Administrative Assistants	2.00	2.00	1.00	1.00	1.00	1.00	1.00
CALEA Manager/Evidence Tech.	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Records Supervisor	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Records Clerk	5.00	5.00	6.00	6.50	6.50	6.50	6.50
Police Cadet	0.50	-	-	0.50	0.50	0.50	0.50
Police Department Grand Total	62.50	63.00	63.00	63.00	63.00	64.00	64.00
Sworn Personnel	49.00	49.00	49.00	49.00	49.00	49.00	49.00
<u>Public Works Department</u>							
Public Works Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Utility Services Director	-	-	-	1.00	1.00	1.00	1.00
Public Works Assistant Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.50	1.50	1.50	1.50	1.50	1.50	1.50
Inspector Superintendent	1.00	-	-	-	-	-	-
Operations Superintendent	3.00	2.00	2.00	2.00	2.00	2.00	2.00
Operations Supervisor	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Technicians I	8.00	8.00	7.50	6.50	6.50	10.00	10.00
Technicians II	5.00	5.00	5.00	5.00	5.00	4.00	4.00
Total	23.50	21.50	21.00	21.00	21.00	23.50	23.50

Village of Oswego
Summary of Staffing by Full-Time Equivalents (FTE)

	Actual FY 2012	Actual FY 2013	Budget FY 2014	Actual FY 2014	Budget FY 2015	Projected FY 2015	Budget FY 2016
<u>Village Summary</u>							
Clerk	2.50	2.50	2.50	2.50	2.50	2.50	2.50
Corporate	3.50	3.50	4.25	4.25	4.25	4.25	4.25
Building and Zoning	7.00	7.30	7.30	7.30	7.30	7.30	7.30
Community Development	4.00	5.00	5.00	5.00	5.00	5.00	5.00
Community Relations	1.00	2.00	2.00	2.00	2.00	2.00	2.00
Economic Development	-	1.00	1.00	1.00	1.00	1.00	1.00
Finance	6.00	6.00	6.00	6.00	6.00	7.00	7.00
Police Department	62.50	63.00	63.00	63.00	63.00	64.00	64.00
Public Works Department	23.50	21.50	21.00	21.00	21.00	23.50	23.50
Total Village Full-Time Equivalent Positions	110.00	111.80	112.05	112.05	112.05	116.55	116.55
<u>Reconciliation of FTE's to Number of Employees</u>							
Total Full-Time Employees							
Village President, Trustees, Clerk's Department	2.50	2.50	2.50	2.50	2.50	2.50	2.50
Corporate	3.50	3.50	3.50	3.50	3.50	3.50	3.50
Building and Zoning	7.00	7.00	7.00	7.00	7.00	7.00	7.00
Community Development	4.00	5.00	5.00	5.00	5.00	5.00	5.00
Community Relations	1.00	2.00	2.00	2.00	2.00	2.00	2.00
Economic Development	-	1.00	1.00	1.00	1.00	1.00	1.00
Finance	6.00	6.00	6.00	6.00	6.00	6.00	6.00
Police Department	59.00	59.00	59.00	59.00	59.00	59.00	59.00
Public Works Department	23.00	21.00	20.00	20.00	20.00	22.00	22.00
Total Full-Time Employees	106.00	107.00	106.00	106.00	106.00	108.00	108.00
Total Part-Time Employees							
Corporate	-	-	2.00	2.00	2.00	2.00	2.00
Building and Zoning	-	1.00	1.00	1.00	1.00	1.00	1.00
Finance	-	1.00	-	-	-	2.00	2.00
Police Department	7.00	8.00	8.00	10.00	10.00	10.00	10.00
Public Works Department	2.00	2.00	2.00	2.00	2.00	3.00	3.00
Total Part-Time Employees	9.00	12.00	13.00	15.00	15.00	18.00	18.00
(Equates to Full-Time Equivalents)	4.00	4.80	6.05	6.05	6.05	8.55	8.55
Total Staffing by Full-Time Equivalents	110.00	111.80	112.05	112.05	112.05	116.55	116.55
Total Employees	115.00	119.00	119.00	121.00	121.00	126.00	126.00

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Village of Oswego
Capital Improvement Plan (CIP)
Fiscal Years 2016-2020

The first formal CIP document was created in Fiscal Year 2014 covering the fiscal year period 2015-2034. The document was discussed with the Village Board but never formally adopted as the discussions ended up coinciding with the Annual budget process. Updating the plan was completed during Fiscal Year 2015 and presented to the Village Board in August. One component of the CIP, the Roadway Analysis was not completed until December forcing discussions to be held in January and February. Once again, the discussions coincided with the Budget discussions and the CIP was not ever adopted.

Background

The population of Oswego increased from 13,000 residents in calendar year 2000 to over 30,000 residents in calendar year 2015. The increased population brought new subdivisions, commercial development and a host of public infrastructure improvements. As the public improvements from development were accepted by the Village, maintenance and future replacement of miles of new roadways, curb and gutter, water mains, sewer mains, storm sewers, street lighting, traffic signals, wells and water towers, street signage and landscaping became the responsibility of the Village. Long term planning discussions were undertaken to allow the Village to appropriately schedule and secure the funding needed to ensure the Village infrastructure is maintained at acceptable levels for all the residents now and in the future.

Capital Improvement Plan (Program), or CIP, is a short-range plan, usually four to ten years, which identifies capital projects and equipment purchases, provides a planning schedule and funding options for the plan.

Capital Improvement/Project- a capital improvement is a substantial, nonrecurring expenditure for a physical improvement with a useful life greater than one year. Repairs and maintenance expenditures are generally not considered as capital improvements unless the repair extends the useful life or productive capacity of the asset. Capital improvements/projects included in the CIP have a cost equal to or greater than \$25,000. Vehicle replacements are included in the CIP for long term planning purposes.

The completed CIP will be available for viewing on the Village of Oswego website at www.oswegoil.org. Funding for capital improvements is supported from the annual Motor Fuel tax revenue, Roadway capital improvement fees and Developer contributions received by the Village. Capital improvements to our water distribution and sanitary sewage collection systems are generally funded from user fees billed to customers.

Fiscal Year 2016-2020 CIP

The CIP has listed expenditures over the next five years in excess of \$60 million with only \$16 million in funding from current capital reserves and operating revenues. The Village Board will be discussing the implementation of new revenue sources to support the annual unfunded amount detailed in the CIP table. Fiscal Year 2016 funding is sufficient to support the listed projects. The following table shows the capital improvements listed by category and by year for Fiscal Year 2016-2020.

	Fiscal Year 2016	Fiscal Year 2017	Fiscal Year 2018	Fiscal Year 2019	Fiscal Year 2020
FACILITIES	\$50,000	\$300,000	\$4,000,000	\$16,000,000	\$20,000,000
OTHER	\$172,500	\$198,700	\$50,000	\$176,250	\$27,600
VEHICLES/EQUIPMENT	\$519,095	\$712,929	\$839,628	\$586,727	\$984,162
WATER & SEWER IMPROVEMENTS	\$804,950	\$658,850	\$2,651,600	\$100,000	\$1,395,000
VILLAGE TOWN CENTER RENOVATION	\$109,000	\$799,500	\$0	\$0	\$0
ROADWAY IMPROVEMENTS	\$940,100	\$467,900	\$125,000	\$1,436,700	\$3,502,200
ANNUAL ROAD PROGRAM	\$372,500	\$600,000	\$600,000	\$600,000	\$600,000
TOTAL	\$2,968,145	\$3,737,879	\$8,266,228	\$18,899,677	\$26,508,962
General operating funds	\$1,037,295	\$1,471,427	\$769,274	\$687,080	\$1,297,461
Motor Fuel tax funds	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000
Capital Improvement funds	\$0	\$0	\$0	\$0	\$0
Water & Sewer Capital funds	\$1,057,300	\$1,666,452	\$2,896,954	\$345,897	\$1,974,301
Other Financing/Grants/Contributions	\$228,500	\$0	\$4,000,000	\$17,266,700	\$22,637,200
Total Funding Needed	\$2,923,095	\$3,737,879	\$8,266,228	\$18,899,677	\$26,508,962

Fiscal Year 2016 Budget

A total of \$2.9 million in capital improvements is included within the budgets of the General Fund, Motor Fuel Tax Fund and Water/Sewer Capital Fund. All of these expenditures are being supported from operating revenues or reserve balances of the respective Fund. Reserve balances have been created over a number of years to accumulate funding to pay for projects as they are scheduled for completion.

General Fund

The Fiscal Year 2016 Capital Outlay for the General Fund totals \$1,037,295 budgeted in the following departments;

Building & zoning

- \$42,000 for the replacement of one department vehicle

Finance

- \$172,500 for new financial software and computer replacements

Road & bridge-total \$621,400

- \$182,300 for scheduled vehicle replacements
- \$275,000 for the Village share of roadway improvements to Route 71 being completed by the Illinois Department of Transportation (IDOT)
- \$50,500 for drainage issue problems in three specific areas of the Village
- \$113,600 for the Village share of roadway improvements to Route 34 being completed by IDOT

Police-total- \$201,395

- \$151,395 for scheduled vehicle replacements
- \$50,000 for land acquisition for the new Police Facility

Motor Fuel Tax Fund

The annual capital expenditures charged to this Fund are for the **Annual Road Program**. The Village has \$0.6 million in the FY 2016 Budget for road infrastructure improvements consisting of milling and repaving existing roads. The roads are selected based on the Public Works departments rating condition of the streets, street usage and other local agency factors. Local selection of road miles is being decreased in Fiscal Year 2016 due to the IDOT selection of two roadways being resurfaced under their jurisdiction of which the Village must contribute a local share to the projects.

Water and Sewer Capital Fund

\$1,057,300 is included in the Budget for this Fund. Six projects, as well as two vehicle replacements, account for the budget amount in Fiscal Year 2016.

- Vehicle Replacement - \$143,400 for the replacement of two department vehicles.
- US Route 34 Water Main Relocation-\$200,000 for watermain relocation
- Alternative Water Source Study-\$50,000 for the initial phase of ascertaining the costs, location and joint planning with two other communities to identify the best future source of water for the residents
- Sanitary Sewer Lining Program-\$100,000 to continue the annual sewer lining program
- SCADA Replacement/Lift Stations-\$261,100 for the first year of a two year system upgrade and implementation of the SCADA system for the sanitary infrastructure
- Orchard Road Loop Booster Station- \$193,800 of a total project cost of \$3,100,000 has been included in the budget. This project is scheduled to be completed over a three year period. The project will install 4,500 feet of 12” watermain below the Orchard Road Bridge in order to connect the east side of the waterworks system with the west side of the system currently separated because of the Fox River. 2,600 ft. of new 18” watermain along with a new Booster Station are also part of the project.
- Downtown Development Site-a vacant site situated just east of the Fox River in the downtown. The budget includes \$100,000 for preliminary engineering and construction costs to relocate the watermain under this property and the design and construction of new storm water and sanitary sewer facilities for servicing this site.

Impact of Capital Improvements on Operating Costs**General Fund**

Vehicle replacements budgeted in the various departments are recurring expenditures. These expenditures effectively reduce the maintenance and repair costs which would occur if the vehicles were kept in the fleet for longer time periods. The replacements also provide a positive effect on the environment because of the more efficient vehicles being purchased and a positive morale boost to the employees. The other listed items are all significant nonrecurring expenditures except for the annual Sanitary Sewer Lining Program.

State Route 71 Roadway Improvements- this two year State roadway improvement widening the two lanes to four lanes and putting in sidewalks, pathways and intersection improvements will be completed in Fiscal Year 2016. The Village will have increased maintenance costs in the future for the sidewalks and pathways which will need to be absorbed in future budgets.

Storm Water Drainage Issues- this is a nonrecurring expenditure. Flooding issues identified in three locations within the Village will be investigated to seek remediation. The solutions to the problem could have significant costs depending on the individual resolution. This could have a significant impact on costs for future budgets and potentially effect a reduction in some operating costs in the Road & Bridge department.

US Route 34 being completed by IDOT- a non-recurring expenditure for the one-time costs associated with the installation of sidewalks, bike paths, street lighting and emergency vehicle pre-emption devices. The Village will be responsible for future maintenance costs which will add to future operating costs.

Land Acquisition for Police Facility- this is part of a multi-year project for the construction of a new police facility for the Village. Future financing costs as well as future operating costs will impact expenditures in future budgets.

Motor Fuel Tax Fund

The Annual Road Program can no longer be supported from just the State Shared revenue received by the Village restricted for roadway improvements. The Village will need to use operating revenues or find new revenue sources to continue the program at desired levels. This will have an annual impact on the General Fund programs if new revenue sources are not put in place. Funding will be diverted away from other programs to continue the roadway improvements.

Water and Sewer Capital Fund

All six listed projects are significant nonrecurring expenditures except for the Sanitary Sewer Lining Program.

Alternative Water Source Study- The budget includes \$50,000 for the initial phases of ascertaining the costs, location and joint planning with two other communities to identify the best alternative source of water for the residents. The communities have been notified on the increased drawdown of the existing aquifer and the prospect of having no water supply in the future. The costs of the study and subsequent planning costs in the future will take funding away from the Water & Sewer operating programs.

Sanitary Sewer Lining Program- This is a recurring expenditure and the budget includes \$100,000 for the annual sanitary sewer lining program. The program is completed by the Fox Valley Metropolitan Sanitary District contractor because of an Intergovernmental Agreement the Village has with the Sanitary District. The program will eliminate tree root blockages and infiltration problems in the system. The lining program will decrease maintenance and

emergency expenses in subsequent years providing some savings to the Village.

SCADA Replacement/Lift Stations- The budget includes \$261,100 for the first year of a two year system upgrade and implementation of the SCADA system. The well systems will have the 10-year old Programmable Logic Controllers (PLCs); Operator Interface Terminals (OIT), and communication system upgraded and also add power meters and protection. The Sanitary system will have the Supervisory Control and Data Acquisition solution installed. Fiscal Year 2017 will have the remaining amount of \$200,000 budgeted for the completion of the project. The upgrade and sanitary system installation will provide for the monitoring of these systems to decrease annual maintenance costs.

Orchard Road Loop Booster Station- \$193,800 of a total project cost of \$3,100,000 has been included in the budget. This project is scheduled to be completed over a three year period. The project will install 4,500 feet of 12" watermain below the Orchard Road Bridge in order to connect the east side of the waterworks system with the west side of the system currently separated because of the Fox River. 2,600 ft. of new 18" watermain along with a new Booster Station are also part of the project. The connection of the west side water system with the east side water system will delay the need for a new well and tower in the future allowing the Village to complete other needed improvements in subsequent years.

Downtown Development Site- \$109,000 for preliminary engineering and construction costs to relocate the watermain under this property and the design and construction of new storm water and sanitary sewer facilities for servicing this site. The site will be more marketable for development bringing in additional revenue to the Village upon development.

All of the above projects are being funded through accumulated reserves and will have no current impact on operating expenses. However, the reserves will need to be replenished to complete scheduled future capital projects. This will be accomplished by increasing revenue streams or reducing current expenses in future budgets.

Debt Guidelines, Summary of Debt Issuances and Outstanding Debt

Village of Oswego's Debt Restrictions and Requirements

Debt restrictions in the State of Illinois differ for home rule municipalities and non-home-rule municipalities. The Village of Oswego is a home rule municipality. All municipalities in the State of Illinois with a population greater than 25,000 are automatically granted home rule status unless this designation is removed by the voters through a referendum. Municipalities with a population under 25,000 may achieve home rule status if approved by the voters through a referendum.

Currently, there are **no substantive legal restrictions or limits** imposed by the State of Illinois on the amount of debt that a **home rule municipality** can incur. However, non-home-rule municipalities are limited in the amount of debt they can incur to 8.625% of the community's equalized assessed valuation. Home rule municipalities are also not required to submit a referenda question to the voters regarding the issuance of debt whereas non-home-rule municipalities under most circumstances may not issue debt unless a referendum has been approved by the voters which authorizes the issuance of said debt.

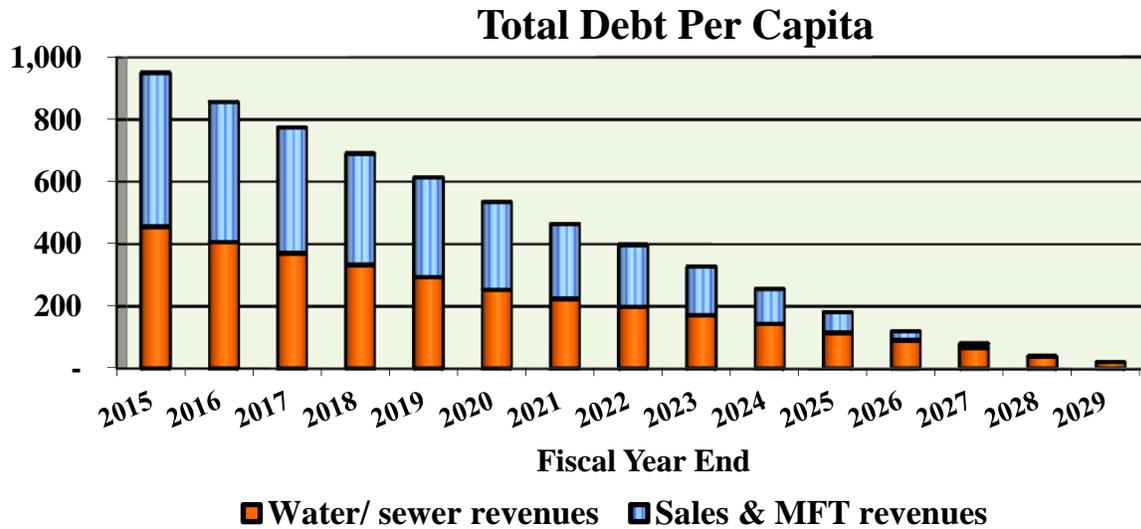
Debt Guidelines

The Village adheres to the following guidelines regarding the issuance of debt:

- ✓ The Village will limit short and long-term borrowing to capital improvements or projects which carry a benefit that exceeds five years (5 years) and cannot be financed from current revenues.
- ✓ When the Village finances capital projects by issuing bonds, it will pay back the bonds within a period not to exceed the useful life of the project.
- ✓ The Village will limit the amount of outstanding general obligation debt of the Village to a maximum of 5% of the equalized assessed valuation of the Village.
- ✓ When issuing debt, the Village will strive to maintain a level annual debt service repayment schedule to maintain a stable debt service tax rate from year to year. When possible, debt issues will be re-paid using alternate revenue sources.
- ✓ The Village will comply with all annual debt disclosures and file them with the respective agencies.

Although the **Village of Oswego is not restricted to the amount of debt that it may incur**, there always exists the possibility that the State may impose such a restriction in the future. The Village's estimated taxable equalized assessed valuation for the 2014 levy year is \$747,098,277.

Using the current debt limit restriction for non-home-rule municipalities, 8.625% of the Village's EAV would yield a maximum debt limit amount of \$64,437,226. As of May 1, 2015, the Village had \$27,170,000 in debt which would be applicable to the limit if such a limit were imposed upon all municipalities in the State, including home rule municipalities. As of May 1, 2015, the Village's debt to EAV ratio calculates to 3.64% using the 2014 estimated taxable equalized assessed valuation.



The Village’s current bond rating is Aa2. The official U.S. Census population for the village is 30,355 which results in a gross debt per capita as of May 1, 2015 of \$937. The debt per capita for issuances supported by pledged Sales taxes and Motor Fuel Tax (MFT) revenues is \$495 compared to the issuances supported by water & sewer revenues of \$442. Of the eight outstanding debt issuances described below, the 2006A, 2007B, a portion of the 2009, a portion of the 2011, a portion of the 2013 and a portion of the 2014 debt issuances are to be repaid from sales and MFT revenues and the 2006B, 2007A, a portion of the 2009, a portion of the 2012, a portion of the 2013 and a portion of the 2014 debt issuances are to be repaid from water & sewer revenues. All of the debt issuances would be supported from property tax levies if the pledged revenue sources were not sufficient to cover the annual debt service requirements.

Summary of Current Debt Issues as of May 1, 2015

- Corporate Purpose Bond Series of 2006A
 Original Issue Amount: \$9,970,000 Outstanding Principal: \$1,525,000
 Original Issue Date: May 15, 2006 Outstanding Interest: \$ 132,225
 Date of Maturity: December 15, 2017
 Description: Bonds issued to provide funding for the Town Center Renovation project and construction of a new Village Hall. Financing is being provided from sales tax revenues generated within the Village. The debt is being retired by the Debt Service Fund.
- Corporate Purpose Bond Series of 2006B
 Original Issue Amount: \$1,585,000 Outstanding Principal: \$ 375,000
 Original Issue Date: May 15, 2006 Outstanding Interest: \$ 31,875
 Date of Maturity: December 15, 2017
 Description: Bonds issued to provide funding for the Town Center Renovation project. Financing is being provided from water and sewer revenues. The debt is being retired by the Water & Sewer Fund.
- Corporate Purpose Bond Series of 2007A
 Original Issue Amount: \$3,500,000 Outstanding Principal: \$ 150,000
 Original Issue Date: December 15, 2007 Outstanding Interest: \$ 6,000
 Date of Maturity: December 15, 2015
 Description: Bonds issued to provide funding for the construction of the new Village Hall. Financing is being provided from water and sewer revenues. The debt is being retired by the Water & Sewer Fund.

- Corporate Purpose Bond Series of 2007B
 Original Issue Amount: \$6,000,000 Outstanding Principal: \$ 265,000
 Original Issue Date: December 15, 2007 Outstanding Interest: \$ 9,937
 Date of Maturity: December 15, 2015
 Description: Bonds issued to provide funding for the reconstruction and widening of Douglas Road. Financing is being provided from MFT tax revenues and sales tax revenues. The debt is being retired by the Debt Service Fund.
- Corporate Purpose Bond Series of 2009
 Original Issue Amount: \$9,015,000 Outstanding Principal: \$7,105,000
 Original Issue Date: August 15, 2009 Outstanding Interest: \$2,941,119
 Date of Maturity: December 15, 2029
 Description: Bonds issued to provide funding to complete the Douglas Road project and construct Well #11 and Water Tower. Financing is being provided from motor fuel tax revenues, sales tax revenues and water and sewer revenues. The debt is being retired by the Debt Service Fund (\$1,210,000) and the Water & Sewer Fund (\$6,465,000).
- Corporate Purpose Refunding Bond Series of 2011
 Original Issue Amount: \$4,055,000 Outstanding Principal: \$3,460,000
 Original Issue Date: August 15, 2009 Outstanding Interest: \$ 682,850
 Date of Maturity: December 15, 2029
 Description: Bonds issued to refund \$2,300,000 of Corporate Purpose Bond Series 2004A and \$1,755,000 of Corporate Purpose Bond Series 2004B. Financing is being provided from motor fuel tax revenues, sales tax revenues and water and sewer revenues. The debt is being retired by the Debt Service Fund (\$2,130,000) and the Water & Sewer Fund (\$1,620,000).
- Corporate Purpose Refunding Bond Series of 2012
 Original Issue Amount: \$2,325,000 Outstanding Principal: \$1,710,000
 Original Issue Date: October 11, 2012 Outstanding Interest: \$ 154,150
 Date of Maturity: December 30, 2019
 Description: Bonds issued to refund \$2,430,000 of Corporate Purpose Refunding Bond Series 2004. Financing is being provided from water and sewer revenues. The debt is being retired by the Water & Sewer Fund.
- Corporate Purpose Refunding Bond Series of 2013
 Original Issue Amount: \$8,595,000 Outstanding Principal: \$8,540,000
 Original Issue Date: May 17, 2013 Outstanding Interest: \$2,339,950
 Date of Maturity: December 15, 2027
 Description: Bonds issued to refund \$3,350,000 of Corporate Purpose Bond Series 2006A, \$1,725,000 of Corporate Purpose Bond Series 2007A and \$2,950,000 of Corporate Purpose Bond Series 2007B. Financing is being provided from motor fuel tax revenues, sales tax revenues and water and sewer revenues. The debt is being retired by the Debt Service Fund (\$6,770,000) and the Water & Sewer Fund (\$1,825,000).
- Corporate Purpose Refunding Bond Series of 2014
 Original Issue Amount: \$4,040,000 Outstanding Principal: \$4,040,000
 Original Issue Date: May 17, 2013 Outstanding Interest: \$ 505,657
 Date of Maturity: December 15, 2027
 Description: Bonds issued to refund \$1,725,000 of Corporate Purpose Bond Series 2006A, \$395,000 of Corporate Purpose Bond Series 2006B, \$675,000 of Corporate Purpose Bond Series 2007A and \$1,170,000 of Corporate Purpose Bond Series 2007B. Financing is being provided from motor fuel tax revenues, sales tax revenues and water and sewer revenues. The debt is being retired by the Debt Service Fund (\$2,955,000) and the Water & Sewer Fund (\$1,085,000).

Summary of Current Loans as of May 1, 2015

- IEPA Low Interest Loan
 Original Loan Amount: \$907,735 Outstanding Principal: \$ 119,966
 Loan Date: April 27, 1997 Outstanding Interest: \$ 4,365
 Date of Maturity: April 27, 2017
 Description: Loan acquired to convert sewerage treatment facility to a pump station. The loan is being paid from water and sewer revenues from the Water and Sewer Fund.
- IEPA Low Interest Loan
 Original Loan Amount: \$1,346,766 Outstanding Principal: \$ 762,936
 Loan Date: January 15, 2005 Outstanding Interest: \$ 104,071
 Date of Maturity: January 15, 2025
 Description: Loan acquired to provide for the installation of radium removal equipment at well sites. The loan is being paid from water and sewer revenues from the Water and Sewer Fund.

Principal and interest payments are paid out of the Village's Debt Service Fund for debt supported by pledged sales tax and MFT tax revenues. The Water & Sewer Fund pays out the principal and interest for debt supported by water and sewer revenues. Of the \$3,305,832 in Bond principal and interest payments to be made in FY 2016, \$1,770,489 will be paid from general sales tax and motor fuel tax revenue and \$1,535,343 will be paid from water and sewer revenues.

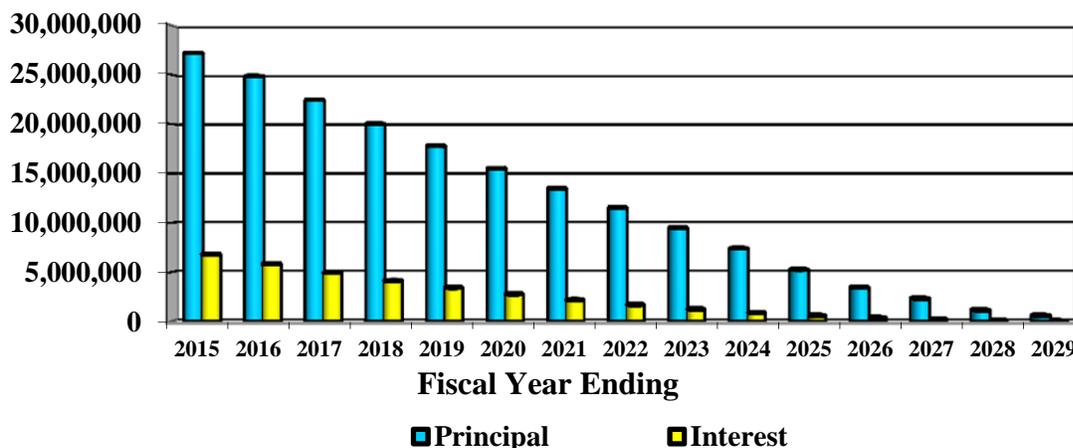
<u>Summary of Debt Outstanding and Fiscal Year 2016 Debt Service Requirements</u>					
	Original	Principal	Principal	Interest	Total
Debt Issuance Name	Issue	Outstanding as of May 1, 2015	Due FY 2016	Due FY 2016	Due FY 2016
2006A (Town Center & Village Hall)	9,970,000	1,525,000	500,000	65,575	565,575
2006B (Town Center)	1,585,000	375,000	125,000	15,938	140,938
2007A (Village Hall)	3,500,000	150,000	150,000	6,000	156,000
2007B (Douglas Road)	6,000,000	265,000	265,000	9,938	274,938
2009 (Douglas Road & Well #11)	9,015,000	7,105,000	595,000	342,600	937,600
2011 (Refunding Bonds 2004A & B)	4,055,000	3,460,000	300,000	114,875	414,875
2012 (Refunding Bonds 2004)	2,325,000	1,710,000	320,000	48,100	368,100
2013 (Refunding Bonds 2006A, 2007A & B)	8,595,000	8,540,000	55,000	253,350	308,350
2014 (Refunding Bonds 2006A&B, 2007A&B)	4,040,000	4,040,000	20,000	119,457	139,457
Total Debt Service	49,085,000	27,170,000	2,330,000	975,832	3,305,832
1999 IEPA Loan #17-0783	907,735	119,966	59,112	3,042.92	62,154.92
2004 IEPA Loan #17-1445	1,346,766	762,936	68,050	18,650.75	86,700.75
	2,254,501	882,902	127,162	21,694	148,856
Total Debt and Loans	51,339,501	28,052,902	2,457,162	997,526	3,454,688

The Water and Sewer Fund is also responsible for repaying the IEPA loans. The principle and interest to be paid in FY 2016 on these two loans totals \$148,856.

Impact of Debt Issuances- All of the information on the current outstanding debt issuances shows the Village is committed to paying the debt service through 2029. The Fiscal Year debt service due of \$3.5 million declines annually through 2029. The general sales taxes, motor fuel taxes and water revenues used to pay down the debt would be utilized to expand existing programs, create new programs, increase roadway maintenance and save for designated capital improvements if the Village did not have the outstanding debt service payments.

The following chart shows the total principal and interest outstanding at the end of each fiscal year. The IEPA Loans are not included in this chart. The last four debt issuances have been refunding's of previously issued debt lowering the total outstanding debt service. The Village abates the tax levies for all of these debt issuances each year.

Total Future Debt Service



If the pledged revenues are not sufficient to meet the annual debt service, these debt issuances if left on the property tax rolls would create the tax rates indicated in the following chart. The Tax rates reflect the Village's desire to maintain a level debt service structure to avoid large variations year over year. The fiscal year tax rate is calculated based on the 2014 EAV.

Future Debt Service Payments				
Fiscal Year	Principal	Interest	Total	Tax Rate*
2016	2,330,000	975,832	3,305,832	0.4425
2017	2,400,000	886,113	3,286,113	0.4399
2018	2,420,000	805,000	3,225,000	0.4317
2019	2,225,000	721,081	2,946,081	0.3943
2020	2,290,000	650,169	2,940,169	0.3935
2021	2,030,000	574,979	2,604,979	0.3487
2022	1,950,000	506,209	2,456,209	0.3288
2023	2,035,000	439,069	2,474,069	0.3312
2024	2,090,000	368,494	2,458,494	0.3291
2025	2,155,000	295,444	2,450,444	0.3280
2026	1,795,000	219,944	2,014,944	0.2697
2027	1,130,000	156,106	1,286,106	0.1721
2028	1,180,000	110,450	1,290,450	0.1727
2029	555,000	62,700	617,700	0.0827
2030	585,000	32,175	617,175	0.0826
	27,170,000	6,803,763	33,973,763	

**Tax Rate based on 2014 estimated EAV

747,098,277

GENERAL FUND FUND SUMMARY

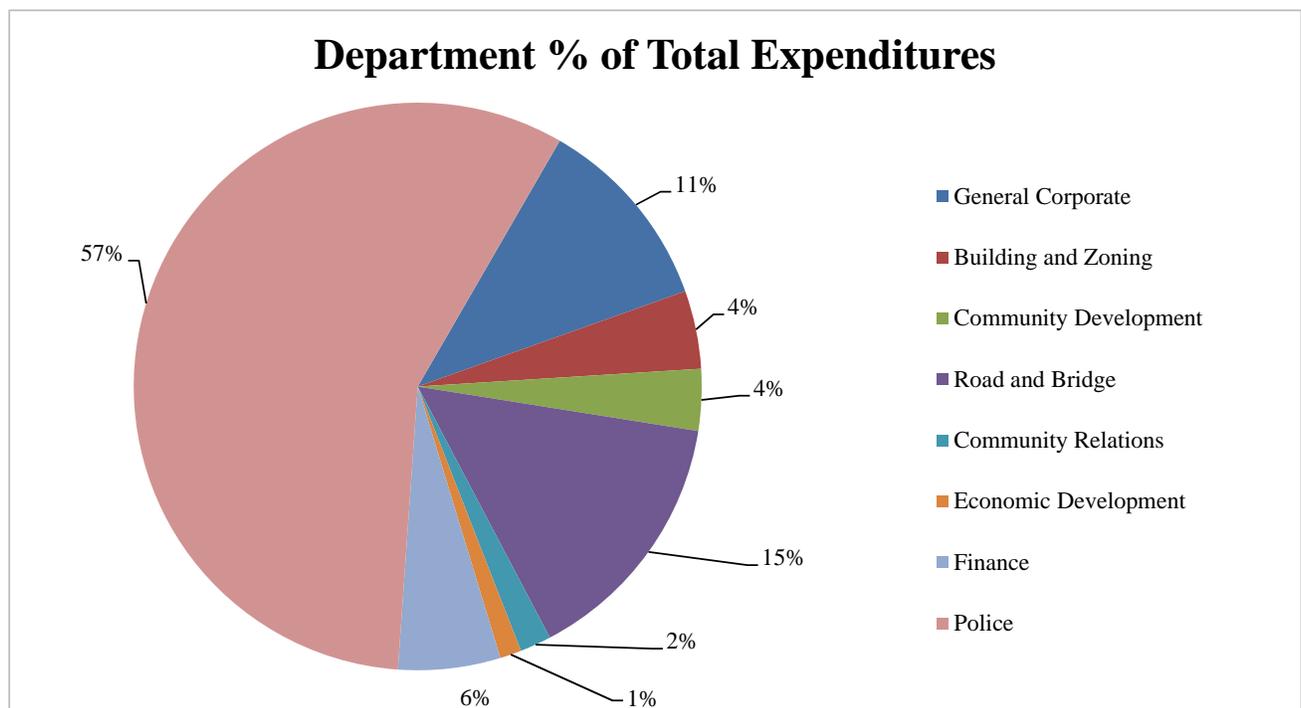
	FY 2014	FY 2015	FY 2015	FY 2016	FY 2016 Budget vs FY 2015	
	ACTUAL	BUDGET	PROJECTED	BUDGET	Projected	Budget
Beginning Fund Balance	5,918,460	6,697,075	6,697,075	6,514,523		
<u>REVENUES</u>						
Taxes	13,609,131	14,220,580	14,277,745	14,998,038	5%	5%
Charges for Services	443,852	392,150	464,675	531,250	14%	35%
Licenses and Permits	821,247	725,150	826,256	892,800	8%	23%
Grants	73,664	54,500	72,000	87,000	21%	60%
Fines and Forfeitures	354,098	356,000	312,659	322,100	3%	-10%
Franchise Fees	445,924	444,000	476,695	504,100	6%	14%
Donations/Contributions	201,955	107,000	178,699	117,000	-35%	9%
Interest	12,033	10,000	13,218	12,000	-9%	20%
Miscellaneous	125,485	19,000	29,852	19,000	-36%	0%
TOTAL REVENUE	16,087,389	16,328,380	16,651,799	17,483,288	5%	7%
<u>EXPENDITURES</u>						
General Corporate	1,265,987	1,529,337	1,400,844	1,791,722	28%	17%
Building and Zoning	637,964	664,268	647,505	711,354	10%	7%
Community Development	531,155	582,295	610,731	559,527	-8%	-4%
Road and Bridge	1,829,494	1,970,192	2,477,206	2,361,160	-5%	20%
Community Relations	260,083	277,278	275,220	285,175	4%	3%
Economic Development	167,198	184,567	186,114	195,343	5%	6%
Finance	633,814	735,550	739,382	928,537	26%	26%
Police	8,466,514	8,957,486	8,952,242	9,138,481	2%	2%
Operating Expenditures	13,792,209	14,900,973	15,289,244	15,971,299	4%	7%
Revenues Over/Under Expenditures	2,295,181	1,427,407	1,362,555	1,511,989	11%	6%
Other Financing Sources/(Uses)	(1,516,563)	(1,427,407)	(1,545,107)	(1,511,989)	-2%	6%
Change in Fund Balance	778,615	0	(182,552)	(0)		
Ending Fund Balance	6,697,075	6,697,075	6,514,523	6,514,523		

GENERAL FUND REVENUE SUMMARY

REVENUE	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 PROJECTED	FY 2016 BUDGET	FY 2016 Budget vs FY 2015	
					Projected	Budget
Property Taxes	1,326,712	1,331,000	1,327,199	1,333,638	0%	0%
Sales Taxes	5,519,552	5,600,000	5,700,000	6,000,000	5%	7%
Sales Tax Rebate	(961,638)	(425,000)	(375,000)	(375,000)	0%	-12%
Local Sales Tax	1,843,723	1,847,400	1,900,000	1,990,000	5%	8%
Transition Fees	229,383	200,000	270,000	300,000	11%	50%
Use Tax	532,566	532,700	565,000	585,000	4%	10%
Income Tax	2,957,978	2,950,000	2,875,000	3,000,000	4%	2%
Replacement Tax	10,923	9,500	9,000	9,400	4%	-1%
Telecommunications	934,655	972,630	830,000	900,000	8%	-7%
Utility Tax	1,136,668	1,100,000	1,060,846	1,135,000	7%	3%
Games Tax	12,553	27,350	44,700	45,000	1%	65%
Hotel/Motel Tax	66,056	75,000	71,000	75,000	6%	0%
Total Tax Revenues	13,609,131	14,220,580	14,277,745	14,998,038	5%	5%
Charges for Services	443,852	392,150	464,675	531,250	14%	35%
Licenses and Permits	821,247	725,150	826,256	892,800	8%	23%
Grants	73,664	54,500	72,000	87,000	21%	60%
Fines and Forfeitures	354,098	356,000	312,659	322,100	3%	-10%
Franchise Fees	445,924	444,000	476,695	504,100	6%	14%
Donations/Contributions	201,955	107,000	178,699	117,000	-35%	9%
Interest	12,033	10,000	13,218	12,000	-9%	20%
Miscellaneous	125,485	19,000	29,852	19,000	-36%	0%
TOTAL REVENUES	16,087,389	16,328,380	16,651,799	17,483,288	5%	7%

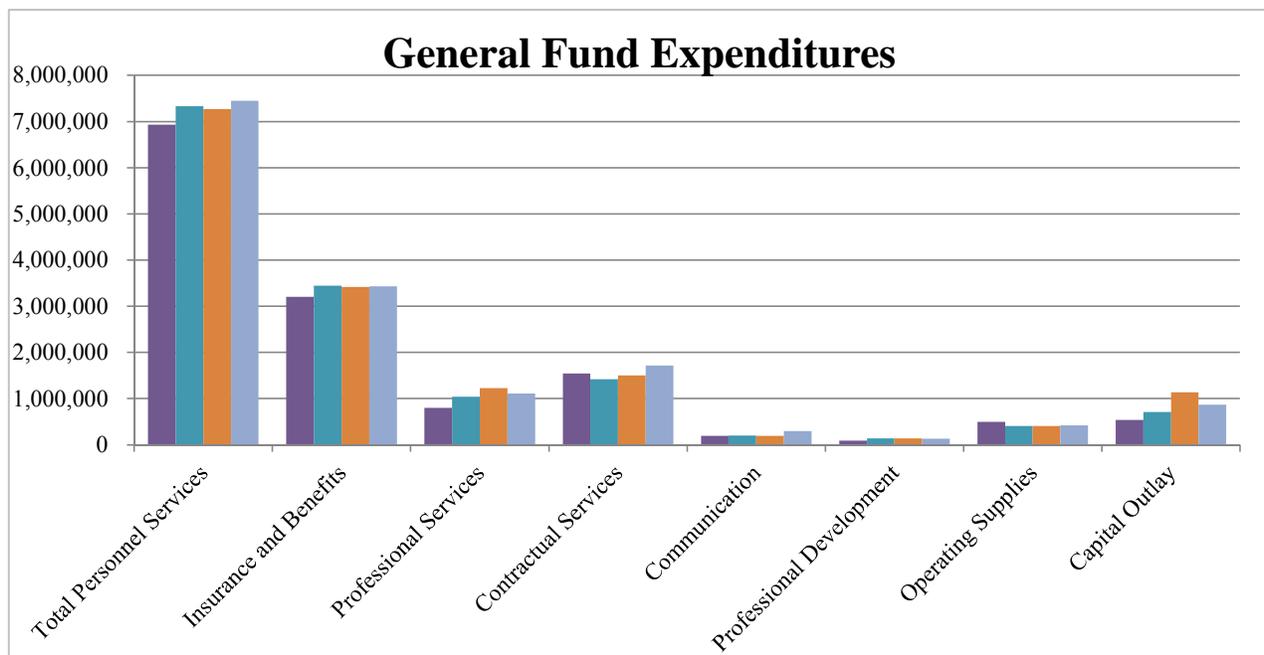
**GENERAL FUND
EXPENDITURE SUMMARY BY DEPARTMENT**

EXPENDITURES	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 PROJECTED	FY 2016 BUDGET	FY 2016 Budget vs FY 2015	
					Projected	Budget
General Corporate	1,265,987	1,529,337	1,400,844	1,791,722	28%	17%
Building and Zoning	637,964	664,268	647,505	711,354	10%	7%
Community Development	531,155	582,295	610,731	559,527	-8%	-4%
Road and Bridge	1,829,494	1,970,192	2,477,206	2,361,160	-5%	20%
Community Relations	260,083	277,278	275,220	285,175	4%	3%
Economic Development	167,198	184,567	186,114	195,343	5%	6%
Finance	633,814	735,550	739,382	928,537	26%	26%
Police	8,466,514	8,957,486	8,952,242	9,138,481	2%	2%
Sub-Total Expenditures	13,792,209	14,900,973	15,289,244	15,971,299	4%	7%
Transfer to Debt Service	1,516,563	1,427,407	1,545,107	1,511,989	-2%	6%
Total Transfers Out	1,516,563	1,427,407	1,545,107	1,511,989	-2%	6%
TOTAL EXPENDITURES	15,308,772	16,328,380	16,834,351	17,483,288	4%	7%



**GENERAL FUND
EXPENDITURES BY TYPE-ALL DEPARTMENTS**

EXPENDITURES	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 PROJECTED	FY 2016 BUDGET	FY 2016 Budget vs FY 2015	
					Projected	Budget
Personnel Services						
Salaries Full-Time	6,478,860	6,794,997	6,714,331	6,917,506	3%	2%
Salaries Part-Time	151,640	175,993	181,472	126,717	-30%	-28%
Overtime	286,795	339,857	353,845	383,919	8%	13%
Stipends	17,000	17,000	21,600	17,000	-21%	0%
Total Personnel Services	6,934,295	7,327,847	7,271,248	7,445,142	2%	2%
Insurance and Benefits	3,200,460	3,447,680	3,415,315	3,432,765	1%	0%
Professional Services	798,398	1,039,809	1,224,233	1,107,775	-10%	7%
Contractual Services	1,545,386	1,418,605	1,505,196	1,718,862	14%	21%
Communication	194,485	196,755	195,280	297,050	52%	51%
Professional Development	89,683	134,906	138,031	130,138	-6%	-4%
Operating Supplies	493,556	408,305	403,895	423,100	5%	4%
Capital Outlay	535,946	706,746	1,136,046	864,795	-24%	22%
Total Operating Expenditures	13,792,209	14,680,653	15,289,244	15,419,627	1%	5%
Transfers	1,516,563	1,427,407	1,545,107	1,511,989	-2%	6%
Contingency	0	220,320	0	551,672	0%	150%
TOTAL EXPENDITURES	15,308,772	16,328,380	16,834,351	17,483,288	4%	7%



Corporate

The Corporate department is the general administrative hub of the Village. Village Board, Administration, Village Clerk and Human Resources expenditures are all found within this department.

In FY 2014, staffing levels were increased to include two part-time interns, which assist all Village Departments. Additionally, the previous Human Resource Director position was reclassified as Assistant Village Administrator/Human Resources Director in order to provide additional professional management support.

<u>Corporate</u>	Actual FY 2012	Actual FY 2013	Actual FY 2014	Budget FY 2015	Projected FY 2015	Budget FY 2016
Village Administrator	1.0	1.0	1.0	1.0	1.0	1.0
Executive Assistant to the Village Administrator	0.5	0.5	0.5	0.5	0.5	0.5
Assistant Village Administrator	0.0	0.0	0.0	0.5	0.5	0.5
Graduate Student Intern	0.0	0.0	0.5	0.5	0.5	0.5
OHS Intern	0.0	0.0	0.25	0.5	0.25	0.25
Human Resources Director	1.0	1.0	0.5	1.0	0.5	0.5
Human Resources Generalist	1.0	1.0	1.0	1.0	1.0	1.0
Village Clerk	1.0	1.0	1.0	1.0	1.0	1.0
Deputy Clerk	1.0	1.0	1.0	1.0	1.0	1.0
Administrative Assistant	0.5	0.5	0.5	0.5	0.5	0.5
Total	6.0	6.0	6.75	6.75	6.75	6.75

Administration

The Village Administrator is responsible for all the day-to-day administrative functions of the Village. The Village Administrator supervises members of the management team and coordinates efforts to implement the policy direction of the Village Board.

The Village Clerk's Office is the official keeper of the records for the Village that includes but is not limited to intergovernmental agreements, Village project files, ordinances, resolutions, minutes of Board meetings and all other legal documentation in regards to the actions of the Village of Oswego. Records retention, storage and destruction are functions of the Village Clerk. The Clerk is also appointed as the Local Election Official and the Freedom of Information Act (FOIA) and Open Meetings Act (OMA) officer for the Village.

The Assistant Village Administrator/Human Resource Director is responsible for the personnel management of the Village and oversees special projects at the direction of the Village Administrator. The Human Resource Department maintains a centralized personnel program that assists departments with recruiting, risk management, training and supervising the Village workforce while complying with local, state and federal laws. The Department coordinates the Village's insurance programs and all employee benefit programs.

Fiscal Year 2016 Budget

Total department budget has increased 17% due to increases in contractual services and the contingency (budget surplus) categories.

- Personnel costs are up 2% (\$11,400) due to regular salary adjustments and changes to staffing descriptions.
- Insurance/benefits have remained at the same level as the previous year.
- Professional services are down 25% (\$112,000) from the previous year's budgeted number in part due to a reduction in the legal services budget and the elimination of the Park-N-Ride service under the Transit Services account.
- Contractual services are up 26% (\$31,974) due to an increase in Building Maintenance in order to provide for adequate maintenance of Village Hall.
- Contingency was retained at an amount of \$552,000. This account provides a source of funding eligible for transfer to departments for unanticipated expenses throughout the fiscal year. Use of the contingency account for any purpose shall be subject to specific approval of the Village Board.

Challenges/Issues

The challenges of the coming year are about moving forward and looking forward. A significant transition in the Village Board and assessing the Village's needs and opportunities long-term, and finding more opportunities for collaboration will be priorities:

- Getting on the Same Page
Fiscal Year 2016 will bring significant changes to the makeup of the Oswego Board of Trustees. The 2015 election will produce a new Village President and three Trustees. This rapid change in policy makers will result in the need to focus upon orienting the newcomers to the existing organizational goals and objectives, and to identify the new ideas, goals, objectives and priorities of the newcomers. Village staff will need to work with the Village President to facilitate a transition period that will channel the desires of the newcomers into a productive organizational dynamic.
- Long-Term Planning (Financial and otherwise)
Over the past two budget cycles, Village staff has initiated discussions with the Village Board to extend the capital planning horizon from a single fiscal year to several decades. While such an effort is wrought with unknowns, conflicting information, and risk, it nonetheless remains a critical and on-going exercise for a growing community.

The Village faces capital challenges with regard to: maintaining high quality roads in our residential neighborhoods; accepting eligible private residential streets as public streets; expanding the roadway system to accommodate future arterials due to traffic and growth, the need for a new police facility, the need to strengthen the water distribution system via a second Fox River crossing; identification of water supply alternatives to supplement declining deep aquifer levels; continued pursuit of Metra rail service, train station and commuter parking facility; implementation of new financial software and associated work management applications; community-wide parkway tree replacement as a result of

emerald ash borer infestation; and upgrading the water and sewer infrastructure in our Downtown.

- Thinking Regionally

The village continues its leadership role in pursuit of opportunities to collaborate with neighboring municipalities and our local taxing bodies. While we have been successful partnering in a number of cooperative ventures, the true challenge is to change the organizational culture to instinctually consider regional opportunities in pursuit of efficiency. To facilitate this regional mindset, assistance is being provided by the Chicago Metropolitan Agency for Planning (CMAP) to explore current opportunities for partnership, as well as the development of cooperative relationships between neighboring communities.

Fiscal Year 2015 Accomplishments

Major accomplishments for the fiscal year included identifying initial collaboration opportunities with Yorkville and Montgomery through the CMAP Shared Services study; coordinated efforts to identify “costs for future development” for all Oswego-area taxing bodies; coordinated successful in-house assessment process for the position of Police Chief; initiated Employee Technology Group; streamline application and licensing forms with the use of fillable PDF files and improved processes; develop a liquor license packet to assist in liquor license application process; implement FOIA training requirements, including training event offered to all employees in collaboration with Yorkville and Montgomery; completed compensation and benefit study for non-union positions, leadership team development programs and expanded staff training; expanded employee communication opportunities through surveys and informal meetings.

Strategic Plan Goals and Objectives

Village Administrator

- Initiate shared service and collaborative projects with neighboring municipalities and local taxing bodies following CMAP study recommendation.
- Ensure newly elected officials receive orientation on the Strategic Plan and Village Operations.
- Seek re-development opportunities for downtown Oswego, including the old Village Hall campus.
- Facilitate local decision-making regarding Metra study results.

Village Clerk

- Continue to work with Staff and Web page developer in the coordination of online payments for annual business registration renewals
- Enhance the development of links through the Village website and Laserfiche; further progress depends on the implementation of a Work Management System
- Organize and work with the Public Works Director, Community Development personnel and Engineering firm(s) on requirements in the streamlining of the letters of credit and cash bond tracking process.
- Work with Board members, staff and local organizations to help promote candidate forums and voter registration events.

Assistant Village Administrator/Human Resources Director

- Encourage collaboration and innovation through organizational culture and performance management.
- Oversee update of Village Personnel Policy Manual
- Identify skill development and training needs and resources to improve organizational efficiency and adequate succession planning.
- Implement a performance management dimension regarding collaborative efforts for department heads.

Performance Measures

<u>Human Resources</u>	2011	2012	2013	2014
Staff Turnover	13	12	12	10
Number of insurance claims	42	36	18	20
Total value of insurance claims	\$ 66,843	\$ 35,967	\$ 4,258	\$158,941

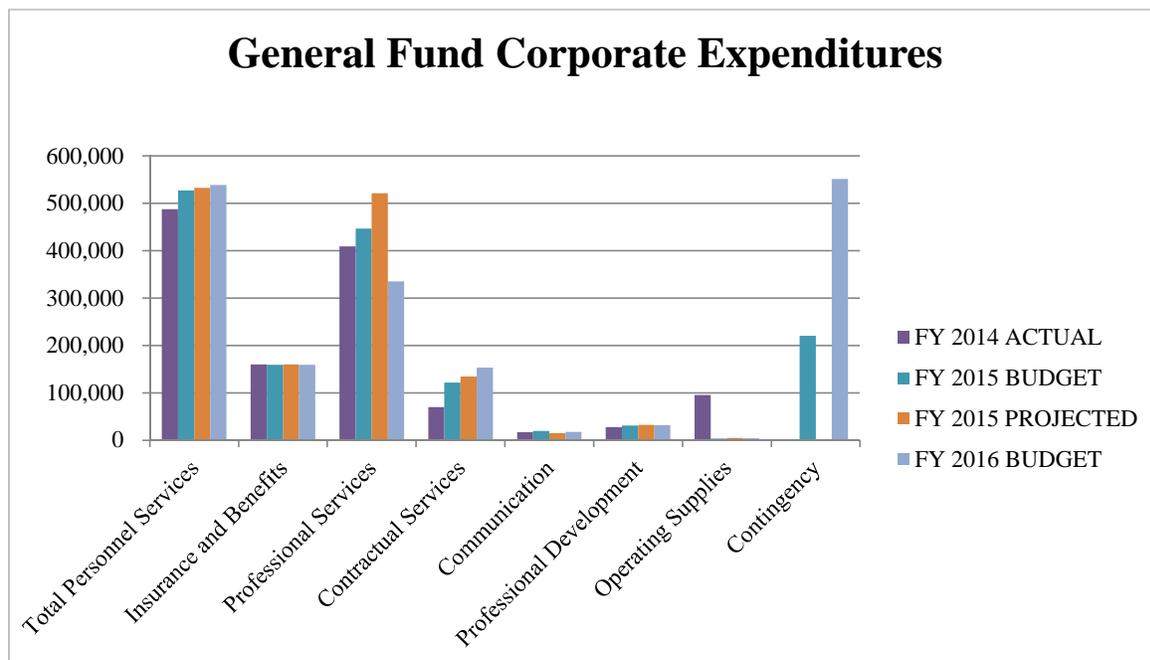
*Data based on calendar year

<u>Clerk's Department</u>	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Number of new business license (C-Commercial H- Home)					553 C/276 H
Number of business license renewals					56 C/56 H
Number of business licenses processed (new and renewals)	910	574 C 305 H	589 C 310 H	586 C 314 H	*
Number of Ordinances	95	94	82	34	113
Number of Resolutions	44	55	59	22	60
Number of FOIA requests processed	225	238	259	166	337
Raffle licenses processed	9	19	25	12	18
Liquor licenses processed	52	49	56	55	61

*See number above. Number of new and renewal business licenses are now tracked separately.

**GENERAL FUND
CORPORATE**

EXPENDITURES	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 PROJECTED	FY 2016 BUDGET	FY 2016 Budget vs FY 2015	
					Projected	Budget
Personnel Services						
Salaries Full-Time	427,934	460,591	462,513	471,192	2%	2%
Salaries Part-Time	8,290	11,960	20,500	23,000	12%	92%
Contractual Employees	7,040	10,240	265	0	-100%	-100%
Salaries, Elected Officials	27,600	27,600	27,600	27,600	0%	0%
Stipends	17,000	17,000	21,600	17,000	-21%	0%
Total Personnel Services	487,864	527,391	532,478	538,792	1%	2%
Insurance and Benefits	159,799	159,253	159,981	159,570	0%	0%
Professional Services	409,022	446,960	521,357	335,000	-36%	-25%
Contractual Services	69,733	121,501	134,701	153,475	14%	26%
Communication	16,970	19,360	14,875	17,635	19%	-9%
Professional Development	27,321	30,952	32,452	31,528	-3%	2%
Operating Supplies	95,278	3,600	5,000	4,050	-19%	13%
Contingency	0	220,320	0	551,672	0%	150%
TOTAL EXPENDITURES	1,265,987	1,529,337	1,400,844	1,791,722	28%	17%



GENERAL FUND CORPORATE		Actual 2014	Budget 2015	Projected 2015	Budget 2016	<i>FY 2016 Budget vs FY 2015 Projected Budget</i>	
<u>Personnel Services</u>							
50-6210	Salaries, Full-Time						
	Administration		209,509	211,431	214,596	3,165	5,087
	Clerks Office		112,805	112,805	115,625	2,820	2,820
	Human Resources		138,277	138,277	140,971	2,694	2,694
	Total Salaries, Full-Time	427,934	460,591	462,513	471,192	8,679	10,601
50-6222	Salaries, Part-Time	8,290	11,960	20,500	23,000	2,500	11,040
50-6240	Contractual Employees	7,040	10,240	265	-	(265)	(10,240)
50-6245	Salaries, Elected Officials	27,600	27,600	27,600	27,600	-	-
50-6250	Meeting Stipend- elected officials	17,000	17,000	21,600	17,000	(4,600)	-
	Total Personnel Services	487,864	527,391	532,478	538,792	6,314	11,401
<u>Insurance and Benefits</u>							
51-6310	FICA, Village Share	33,793	39,630	37,465	41,000	3,535	1,370
51-6315	IMRF, Village Share	52,122	53,915	54,963	56,260	1,297	2,345
51-6330	Health Insurance	69,519	61,096	63,000	57,540	(5,460)	(3,556)
51-6333	Life Insurance	159	173	172	172	-	(1)
51-6335	Dental Insurance	4,206	4,439	4,381	4,598	217	159
	Total Insurance and Benefits	159,799	159,253	159,981	159,570	(411)	317
<u>Professional Services</u>							
52-6480	Engineering Service	6,067	-	-	-	-	-

GENERAL FUND CORPORATE		Actual 2014	Budget 2015	Projected 2015	Budget 2016	FY 2016 Budget vs FY 2015 Projected Budget	
52-6520	Legal Service Village Corporation Counsel	143,610	200,000	265,000	175,000	(90,000)	(25,000)
52-6522	IT Services				3,500	3,500	3,500
52-6530	Miscellaneous Professional Service						
	Adjudication Services	2,145	3,600	2,000	2,500	500	(1,100)
	IL Railway - Annual Rent	1,094	1,165	1,150	1,200	50	35
	Miscellaneous Professional Services	16,064	1,550	5,250	2,000	(3,250)	450
	Total Miscellaneous Professional Service	19,303	6,315	8,400	5,700	(2,700)	(615)
52-6760	Human Resources Professional Services						
	Miscellaneous	1,074	300	26,230	300	(25,930)	-
	Flex Spending Program	751	765	660	700	40	(65)
	Employee Assistance Program (EAP)	1,080	1,080	810	-	(810)	(1,080)
	Pre-employment Expenditures	4,334	1,500	3,500	3,500	-	2,000
	Total Human Resources Professional Services	7,239	3,645	31,200	4,500	(26,700)	855
52-6761	Human Resource Programs						
	Wellness Program	453	3,000		2,500	2,500	(500)
	Employee Relations	2,124	4,000		2,300	2,300	(1,700)
	Safety Committee		2,000		2,000	2,000	-
	Staff Development	695	10,000		10,000	10,000	-
	Total Human Resources Programs	3,272	19,000	-	16,800	16,800	(2,200)
52-6790	Community Relations	5,909	3,000	3,000	3,000	-	-
52-6791	Senior Center						
	Committee Operations	2,000	2,000	2,000	2,000	-	-
	Village Support for Senior Center	33,000	33,000	33,000	36,500	3,500	3,500
	Total Senior Committee	35,000	35,000	35,000	38,500	3,500	3,500
52-6794	Citizen Committee for Women	250	-			-	-
52-6796	Utility Tax Rebates	40,824	45,000	42,000	43,000	1,000	(2,000)

GENERAL FUND CORPORATE		Actual 2014	Budget 2015	Projected 2015	Budget 2016	<i>FY 2016 Budget vs FY 2015 Projected Budget</i>	
52-6840	Transit Services						
	Park-N-Ride	102,548	90,000	90,077	-	(90,077)	(90,000)
	Para Transit	45,000	45,000	45,000	45,000	-	-
	Total Transit Services	147,548	135,000	135,077	45,000	(90,077)	(90,000)
	Total Professional Services	409,022	446,960	519,677	335,000	(184,677)	(111,960)
<u>Contractual Services</u>							
53-6325	Unemployment Insurance	8,487	10,000	25,000	10,000	(15,000)	-
53-6500	General Insurance	21,174	28,401	28,401	36,875	8,474	8,474
53-6605	Property Tax Payments	1,193	1,100	5,400	5,600	200	4,500
53-7310	Maintenance, Building	37,879	81,000	75,000	100,000	25,000	19,000
	All expenditures related to Village Hall grounds, building exterior/interior repairs and mechanical equipment						
53-7315	Maintenance, Equipment						
	Maint. Contracts on Office Equipment	1,001	1,000	900	1,000	100	-
	Total Contractual Services	69,733	121,501	134,701	153,475	18,774	31,974
<u>Communication</u>							
54-6505	Codification Expense						
	Sterling Codifiers - Update of Code Books	1,785	5,000	2,000	5,000	3,000	-
	On-line codification	500	500	500	500	-	-
	Total Codification Expense	2,285	5,500	2,500	5,500	3,000	-

GENERAL FUND CORPORATE		Actual 2014	Budget 2015	Projected 2015	Budget 2016	<i>FY 2016 Budget vs FY 2015 Projected Budget</i>	
54-6550	Printing Expense						
	Multi-Function Copier Lease	2,341	2,280	2,300	2,300	-	20
	Annual Alarm Registration	906	920		-	-	(920)
	Miscellaneous	80	500	450	500	50	-
	Total Printing Expense	3,327	3,700	2,750	2,800	50	(900)
54-6715	Advertising, Bids and Records Legally Required Village Postings	41	300	1,225	500	(725)	200
54-6720	HR Advertising Advertising for Open Village Positions	2,586	2,500	1,000	2,500	1,500	-
54-6765	Postage	2,361	2,500	2,500	2,500	-	-
54-6785	Telephone Expense Village Hall Telephone Service; Cell Phones	6,370	4,860	4,900	3,835	(1,065)	(1,025)
	Total Communication	16,970	19,360	14,875	17,635	2,760	(1,725)
<u>Professional Development</u>							
55-6566	Travel and Training						
	Village Administrator - ICMA, Metro Managers		4,000	3,000	4,000	1,000	-
	Village Clerk's Office		2,000	2,500	1,500	(1,000)	(500)
	Mileage Reimbursements		500	500	500	-	-
	Village Board IML Conference		3,000	3,100	3,000	(100)	-
	Village President		2,000	2,000	2,000	-	-
	Human Resources Department		1,000	1,400	1,400	-	400
	Total Travel and Training	9,890	12,500	12,500	12,400	(100)	(100)
6567	Meeting Expense	-	-	1,500	200	(1,300)	200

GENERAL FUND CORPORATE	Actual 2014	Budget 2015	Projected 2015	Budget 2016	<i>FY 2016 Budget vs FY 2015 Projected Budget</i>	
<hr/>						
55-6730 Dues						
Kendall County Fair		100	100	100	-	-
Illinois Lincoln Highway Coalition	403	405	405	405	-	-
Fox River ECO	100	100	100	100	-	-
Metropolitan Mayors Caucus	1,062	1,063	1,063	1,363	300	300
International City Managers Association(ICMA)	1,145	1,825	1,825	1,900	75	75
Illinois City Managers Association (ILCMA)	316	500	500	550	50	50
HR Public Salary	390	400	400	400	-	-
Illinois Public Employee Labor Relations Association	205	205	205	205	-	-
Society of Human Resource Managers	355	180	180	180	-	-
Metro West Council of Governments	10,624	10,624	10,624	10,625	1	1
Illinois Municipal League	1,796	1,800	1,800	1,850	50	50
International Institute of Municipal Clerks		200	200	200	-	-
Municipal Clerks of Illinois	75	100	100	100	-	-
Local Memberships	120	100	100	100	-	-
Local Government News	600	600	600	600	-	-
Oswego Chamber of Commerce	240	250	250	250	-	-
Total Dues	<hr/> 17,431	<hr/> 18,452	<hr/> 18,452	<hr/> 18,928	<hr/> 476	<hr/> 476
 Total Professional Development	 27,321	 30,952	 32,452	 31,528	 (924)	 576
 <u>Operating Supplies</u>						
56-6720 Books and Publications						
Administration	240	500	500	250	(250)	(250)
Total Books and Publications	<hr/> 240	<hr/> 500	<hr/> 500	<hr/> 250	<hr/> (250)	<hr/> (250)
56-6740 Office Supplies						
Minute Books	362	400			-	(400)
Village Clerk Filing Supplies	1,000	1,000	300	100	(200)	(900)
Various Office Supplies	1,723	1,700	1,700	1,700	-	-
Total Office Supplies	<hr/> 3,085	<hr/> 3,100	<hr/> 2,000	<hr/> 1,800	<hr/> (200)	<hr/> (1,300)

GENERAL FUND CORPORATE		Actual 2014	Budget 2015	Projected 2015	Budget 2016	<i>FY 2016 Budget vs FY 2015 Projected Budget</i>	
56-6806	Miscellaneous	91,953	-	2,500	2,000	(500)	2,000
Total Operating Supplies		95,278	3,600	5,000	4,050	(950)	450
5025	Contingency Village Board approval required for use of funds	-	220,320		551,672	551,672	331,352
TOTAL CORPORATE		1,265,987	1,529,337	1,399,164	1,791,722	392,558	262,385

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Building and Zoning

The function of the Building and Zoning Department is to foster healthy living conditions, to ensure building code compliance and to preserve the Village's existing housing/commercial stock through the administration and implementation of all adopted Village ordinances.

The Building and Zoning Department Mission Statement:

The purpose and function of the Building and Zoning Department is to ensure public safety, health and welfare during building construction and renovation; to secure the safety of life and property from hazards incidental to the design, erection, repair and occupancy of buildings through proper inspection practices; and to preserve the appearance and property value of existing housing through efficient code enforcement; while providing the highest level of customer service attainable.

- We believe the residents of Oswego and builders alike are entitled to professional, efficient and accurate guidance from trained professionals in the areas of construction and maintenance of any and all property within the Village.
- We are committed to provide the highest level of professional, ethical and customer-oriented services to our residents and fellow professionals in a courteous and timely manner.
- We willingly participate in a program of continuing education and testing in order to keep our staff informed of the latest techniques and requirements within the building trades industry, national building and fire codes as well as customer service and computer literacy.

The Building and Zoning Department serves a vital role in the community and wants to provide that service in the most expeditious and courteous manner possible.

<u>Building & Zoning</u>	Actual FY 2013	Actual FY 2014	Budget FY 2015	Projected FY 2015	Budget FY 2016
Building & Zoning Manager	1.0	1.0	1.0	1.0	1.0
Chief Building Inspector	1.0	1.0	1.0	1.0	1.0
Building Inspector	1.0	1.0	1.0	1.0	1.0
Plumbing Inspector	1.0	1.0	1.0	1.0	1.0
Code Enforcement Officer	1.0	1.0	1.0	1.0	1.0
Code Enforcement Summer intern	0.0	0.3	0.3	0.3	0.3
Permit Technician	1.0	1.0	1.0	1.0	1.0
Administrative Assistant	0.0	1.0	1.0	1.0	1.0
	6.0	7.3	7.3	7.3	7.3

The Department presides over three divisions: Inspection Services, Administrative Services, and Code Compliance. Staffing has remained constant the past four years with the exception of a summer intern program established in Fiscal Year 2012 working on code enforcement.

The purpose of the Inspection Services operation of the department is to secure the expressed intent of the building code and to ensure public health and safety insofar as they are affected by building construction. This is achieved by completing “plan reviews” (plans and specifications conform to the requirements of the building code) and “field inspections” (construction conforms to the plans and specifications).

The Code Compliance Division is responsible for ensuring compliance with Village Ordinances such as public nuisances, zoning violations, solid waste disposal violations, inoperable vehicles, weeds and signage, etc. Code Compliance is necessary to maintain a high-quality community environment. This is accomplished by responding timely to complaints and ensuring resolution.

The Administrative function of the Department is responsible for the development and implementation of processes and procedures, building permit entry and billing, customer service, inspection scheduling, code enforcement coordination, contractor registration and other administrative tasks.

Fiscal Year 2016 Budget

Total department budget has increased 7% percent due to increases in contractual services and capital outlay.

- Insurance/benefits up 1% (\$1,500) due to changes in health and dental coverage elections.
- Contractual services are up 27% (\$8,989) due to an increase in general Insurance and a new line item for contractual mowing services.
- Capital outlay has increased \$100% (\$42,000) to replace one of the department vehicles.

Challenges/Issues

The department has been operating with limited staff for completing all the requirements of Village Ordinances and the building code. Immediate needs within the department are more computerization of incoming data from field inspections. As future growth occurs, staffing levels may need to be reviewed or more efficient operations put in place to keep up with the increase in demand for services. Revenue sources will also need to be analyzed to compensate for the potential number of employees hired and the operating costs which may be incurred. Building fees will need to be reviewed to determine whether they are sufficient to support the entire department’s services. Plan review fees need to be revised to better reflect staff time required to perform review. This will more fairly assess the fees to those utilizing the service.

Fiscal Year 2015 Accomplishments

- Changed permitting process to be able to expedite permits for residents and businesses. Permit forms were modified to better track permit processing. S.P.O. 2.1.5
- Change of Occupancy permit process revamped to provide scope of work for compliance with Village Codes within 48 hours. S.P.O. 2.1.5
- Staff training and education completed for all inspectors.
- Applied for International Code Council 100% ICC certified department status.
- Created spreadsheet to track commercial permits and plan reviews. Making everyone in department more accountable.
- Modified Code Enforcement to gain better compliance. We are now following up to ensure that we have gained compliance. Instead of just writing tickets we are having the problem corrected and filing liens.
- Increased interdepartmental cooperation.

Building Permits

	Calendar Year					
	2009	2010	2011	2012	2013	2014
Single family	79	83	88	112	131	103
Two family units	0	0	0	0	0	0
Multi-family units	42	16	24	0	83	10
Senior Housing Units	0	0	98	3	18	77
Total	121	99	210	115	232	190

Percentage Split

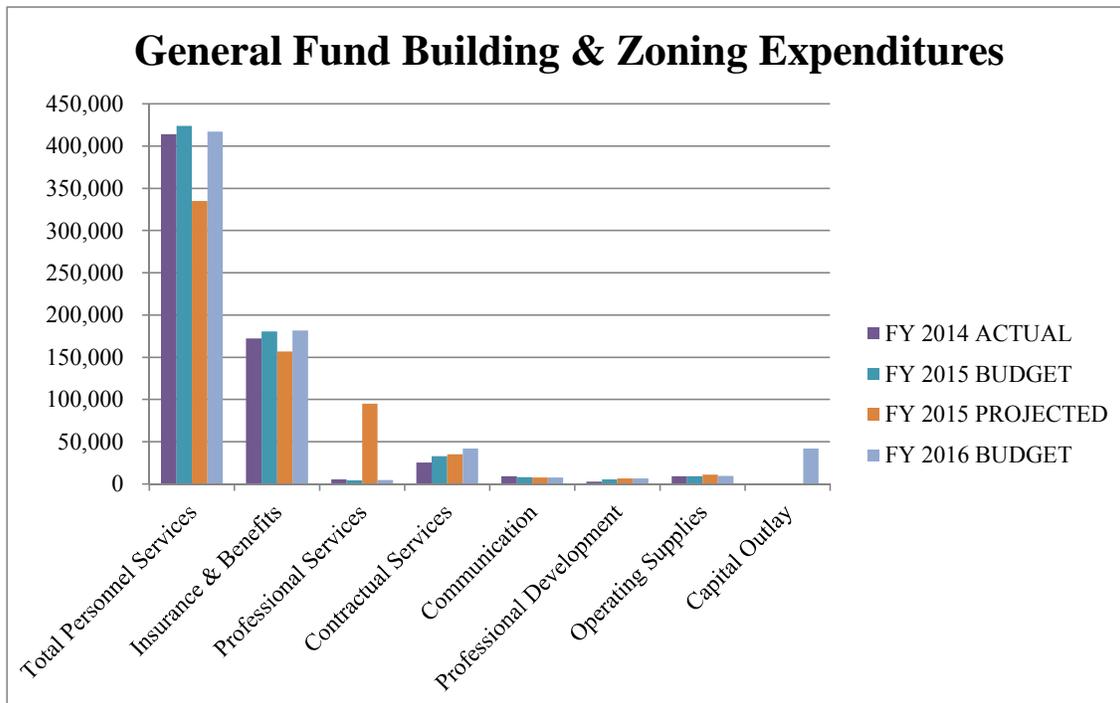
Single Family	65.3%	83.8%	41.9%	97.4%	56.5%	54.2%
Multi	34.7%	16.2%	58.1%	2.6%	43.5%	45.8%

Strategic Plan Goals and Objectives

- Work with developers and contractors and appropriate Village staff to identify and define all areas of the building process which may be expedited and accelerated. S.P.O. 2.1.5
- The Village will encourage existing businesses and property owners to make improvements to their existing buildings which will result in the stabilization of commercial areas. S.P.O. 2.1.5
- Continue education through seminars and ICC certification testing.
- Participate in International Code Council (ICC) Safety Awareness Week.
- Establish a quarterly job share experience program for Permit Coordinators and Field Inspectors.
- Enhance Building & Zoning information on the Village website.

**GENERAL FUND
BUILDING AND ZONING**

EXPENDITURES	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 PROJECTED	FY 2016 BUDGET	<i>FY 2016 Budget vs FY 2015</i>	
					<i>Projected</i>	<i>Budget</i>
Personnel Services						
Salaries Full-Time	411,897	419,863	332,235	413,036	24%	-2%
Salaries Part-Time	2,055	3,934	2,880	4,031	40%	2%
Total Personnel Services	413,952	423,797	335,115	417,067	24%	-2%
Insurance & Benefits	172,356	180,385	157,004	181,869	16%	1%
Professional Services	5,240	4,100	95,000	4,500	-95%	10%
Contractual Services	25,486	33,086	35,086	42,075	20%	27%
Communication	9,041	8,100	7,700	7,743	1%	-4%
Professional Development	2,901	5,500	6,600	6,500	-2%	18%
Operating Supplies	8,988	9,300	11,000	9,600	-13%	3%
Capital Outlay	0	0	0	42,000	100%	100%
TOTAL EXPENDITURES	637,964	664,268	647,505	711,354	10%	7%



GENERAL FUND BUILDING AND ZONING	Actual 2014	Budget 2015	Projected 2015	Budget 2016	<i>FY 2016 Budget vs FY 2015 Projected Budget</i>	
<u>Personnel Services</u>						
50-6210 Salaries, Full-Time	411,897	419,863	332,235	413,036	80,801	(6,827)
50-6222 Salaries, Part-Time	2,055	3,934	2,880	4,031	1,151	97
Total Personnel Services	413,952	423,797	335,115	417,067	81,952	(6,730)
<u>Insurance and Benefits</u>						
51-6310 FICA, Village Share	31,072	32,087	25,388	31,106	5,718	(981)
51-6315 IMRF, Village Share	47,565	49,148	37,908	49,315	11,407	167
51-6330 Health Insurance	87,344	92,165	87,080	94,277	7,197	2,112
51-6333 Life Insurance	197	202	172	201	29	(1)
51-6335 Dental Insurance	6,179	6,783	6,406	6,970	564	187
51-6336 Optical Insurance			50	-	(50)	-
Total Insurance and Benefits	172,356	180,385	157,004	181,869	24,865	1,484
<u>Professional Services</u>						
52-6480 Engineering Expense	-	100	-	-	-	(100)
52-6530 Miscellaneous Professional Service Elevator Inspections	5,240	4,000	95,000	4,500	(90,500)	500
Total Professional Services	5,240	4,100	95,000	4,500	(90,500)	400
<u>Contractual Services</u>						
53-6500 General Insurance	22,555	30,586	30,586	36,875	6,289	6,289
53-6795 Landscaping Services			1,800	2,500	700	2,500
53-7315 Maintenance, Equipment Office equipment upkeep and maintenance	347	700	700	700	-	-

GENERAL FUND BUILDING AND ZONING	Actual 2014	Budget 2015	Projected 2015	Budget 2016	FY 2016 Budget vs FY 2015 Projected Budget	
53-7325 Maintenance, Vehicles Maintenance on Building and Zoning vehicle fleet	2,584	1,800	2,000	2,000	-	200
Total Contractual Services	25,486	33,086	35,086	42,075	6,989	8,989
<u>Communication</u>						
54-6550 Printing Expense Multi-Function Copier Lease	1,260	1,500	1,500	1,500	-	-
Miscellaneous	137	1,000	1,000	1,000	-	-
Total Printing Expense	1,397	2,500	2,500	2,500	-	-
54-6715 Advertising, Bids and Records	1,960	100	1,000	500	(500)	400
54-6765 Postage	1,561	2,000	1,000	2,000	1,000	-
54-6785 Telephone Expense Cell Phone and landline telephone costs	4,124	3,500	3,200	2,743	(457)	(757)
Total Communication	9,041	8,100	7,700	7,743	43	(357)
<u>Professional Development</u>						
55-6566 Travel and Training ICC and NFPA sponsored certifications/seminars for inspectors, organizational and customer service seminars for office staff	2,541	5,000	5,900	6,000	100	1,000
55-6730 Dues National Fire Protection Association(NFPA) International Code Council(ICC) South Suburban Building Officials Association (SSBOA) Suburban Building Officials (SBOC) Illinois Plumbing Inspectors Association (IPIA)	360	500	700	500	(200)	-
Total Professional Development	2,901	5,500	6,600	6,500	(100)	1,000

GENERAL FUND BUILDING AND ZONING	Actual 2014	Budget 2015	Projected 2015	Budget 2016	<i>FY 2016 Budget vs FY 2015 Projected Budget</i>	
<u>Operating Supplies</u>						
56-6720 Books and Publications 2015 International Building Code 2002 National Fire Code ASTM Standards	36	800	2,000	1,100	(900)	300
56-6735 Gasoline Fuel for five (5) Village owned vehicles	5,708	5,000	5,500	5,000	(500)	-
56-6740 Office Supplies	2,368	2,500	2,500	2,500	-	-
56-6806 Miscellaneous	450	-	-	-	-	-
56-6825 Uniform Allowance	425	1,000	1,000	1,000	-	-
Total Operating Supplies	8,988	9,300	11,000	9,600	(1,400)	300
<u>Capital Outlay</u>						
57-7899 Vehicle Purchase Replace 2 pickup trucks with front wheel drive Ford Escapes	-	-	-	42,000	42,000	42,000
Total Capital Outlay	-	-	-	42,000	42,000	42,000
TOTAL BUILDING AND ZONING	637,964	664,268	647,505	711,354	63,849	47,086

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Community Development

The Community Development Department is responsible for the administration of the development review process, including project management and current/ long-range planning. The department provides guidance to property owners, developers, citizens and other units of government on planning and other zoning related issues. Community Development prepares background reports and recommendations for the Plan Commission, Zoning Board of Appeals, and the Village Board. It also maintains and revises the Comprehensive Plan and Zoning Ordinance and prepares maps and other graphic materials for the Village, other agencies, and the general public. The Department also maintains the Village's GIS system and addresses computer issues for Village staff.

The Community Development Department provides staff liaisons to the Plan Commission, the Zoning Board of Appeals, Historic Preservation Commission, ECO Commission and other committees as needed. The department assists and coordinates downtown redevelopment related projects and performs special projects.

There are no full time staffing changes within the department. Five full time positions remain authorized for the department.

<u>Community Development</u>	Actual FY 2012	Actual FY 2013	Actual FY 2014	Budget FY 2015	Projected FY 2015	Budget FY 2016
Community Development Director	1.0	1.0	1.0	1.0	1.0	1.0
Project Coordinator	1.0	1.0	1.0	1.0	1.0	1.0
Staff Planner	1.0	1.0	1.0	1.0	1.0	1.0
Inspector Superintendent	0.0	0.0	1.0	1.0	1.0	1.0
Mapping Tech/Technology	1.0	1.0	1.0	1.0	1.0	1.0
Total	4.0	4.0	5.0	5.0	5.0	5.0

Fiscal Year 2016 Budget

The department budget has decreased 4% because of the large decrease in Professional services.

- Personnel Services are up 8% (\$26,019) due to increase in salaries and the salary adjustment that occurred when the staff planner was hired.
- Insurance/benefits are up 6% (\$7,500) due to payroll taxes and health insurance increases.
- Professional services are down 81% (\$59,000) due to the scheduled completion of the Village's Comprehensive Plan.
- Contractual services are up 20% (\$4,500) due to an increase in the general insurance category
- Communication is down 9% (\$700) due to reductions in telephone expenses.
- Operating supplies has decreased 8% (\$1,000) due to lower gasoline costs

Challenges/Issues

The Village's Strategic Plan adopted in 2012 has identified several goals that will involve either oversight, coordination, direct involvement, or some level of assistance by the Community Development Department. Many of the goals are new initiatives to the Village and have or may require efforts to develop tools and techniques to complete the tasks. The techniques established will need to be devised to allow for continued development of the goals in the future. Establishing these tools and techniques may require a relatively large amount of resources, particularly involving staff time over financial expenditures, but the result will be a goal or program that will be easier to implement in the future as the tools and techniques are refined. The Community Development Department will continue to participate in the Strategic Plan efforts using existing resources with minimal assistance of additional staff, but will require the assistance of consultants with major projects.

Fiscal Year 2015 Accomplishments

- Updated the existing/pending commercial & interactive manufacturing development map.
- Identified and updated the GIS mapping system for the Village which now includes street lights, hydrants, water connections, and storm sewer structures.
- Maintained and update the Zoning Map and Street Maps.
- Inspected public improvements to insure they meet the requirements of approved engineering plans.
- Started the update of the 2006 Comprehensive Plan
- Promoted and held recycling activities within the Village allowing residents to have a disposal place for recyclables.

Strategic Planning Goals and Objectives

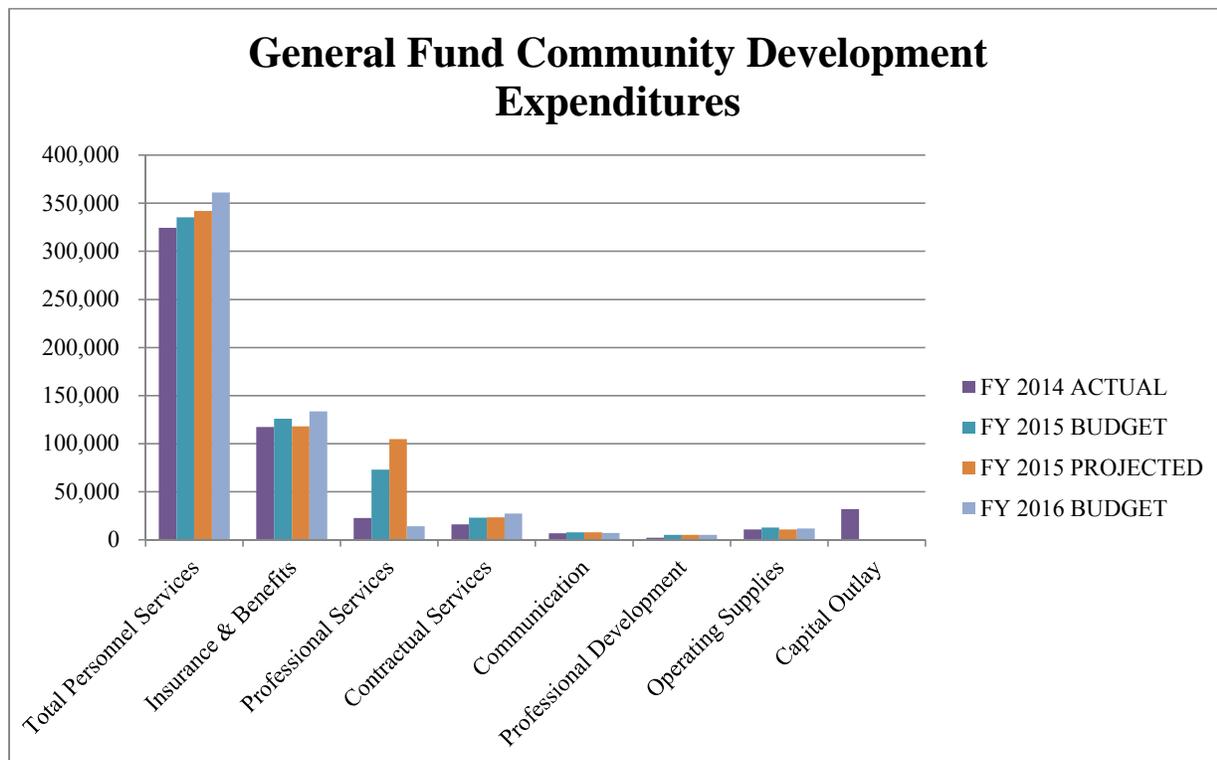
- Focus on strategies that increase assessed value. SPO 1.1.4
- Reach out and assist developers to encourage completion of existing projects and take advantage of available opportunities. SPO 2.3.1
Staff will continue to review the improvements necessary to complete unfinished residential developments and talk with the building community through surveys, meetings, and open forums to discuss issues they may be facing.
- Utilize a Downtown Plan to promote and maintain historical integrity and small town character while preserving development potential. SPO 2.2.3
The Village has qualified as a Certified Local Government through the Illinois Historic Preservation Agency.
- Provide a mix of housing for current and prospective residents for all stages of life. SPO 2.3.2
- Review & keep the Village of Oswego Comprehensive Plan current. SPO 2.3.3
- Review ordinances and create eco-friendly policy with standards/guidelines for new developments. SPO 4.1.2
- Promote recycling, waste reduction and water conservation. SPO 4.1.5
- Ease traffic flow in major corridors through implementation of the Transportation Plan. SPO 6.1.2

Performance Measures	Calendar Year					
	2009	2010	2011	2012	2013	2014
Requests Submitted						
Annexation	1	0	0	2	1	1
Annexation Agreement	1	0	0	2	1	1
Rezoning: Residential	1	0	0	0	2	2
Rezoning: Commercial	2	3	1	2	0	1
Rezoning: Manufacturing	0	0	0	0	0	0
Concept Plan: Residential	0	0	0	0	0	2
Concept Plan: Commercial	1	0	0	0	0	0
Concept Plan: Manufacturing	0	0	0	0	0	0
PUD Agreement: Residential	0	1	0	0	1	1
PUD Agreement: Commercial	0	1	0	1	0	0
PUD Agreement: Manufacturing	0	0	0	0	0	0
Preliminary PUD: Residential	0	1	0	0	1	0
Preliminary PUD: Commercial	2	1	1	1	1	0
Preliminary PUD: Manufacturing	0	0	0	0	2	0
Preliminary Plat: Residential	2	1	0	0	0	0
Preliminary Plat: Commercial	2	1	0	1	0	0
Preliminary Plat: Manufacturing	0	0	0	0	0	0
Final PUD: Residential	1	2	0	0	0	1
Final PUD: Commercial	5	0	3	3	1	3
Final PUD: Manufacturing	0	0	0	0	2	0
Amendment to Final PUD	17	17	11	6	1	22
Final Plat: Residential	1	3	0	0	1	1
Final Plat: Commercial	2	0	2	3	2	2
Final Plat: Manufacturing	0	0	0	0	0	0
Special Use Permit: Residential	0	0	0	0	1	0
Special Use Permit: Commercial	0	5	1	1	2	3
Special Use Permit: Manufacturing	1	4	2	7	6	6
Site Plan: Staff Review Only	0	0	0	0	0	0
Site Plan:	1	0	1	0	0	1
Variances: Residential	4	4	2	4	2	4
Variances: Non-Residential	2	1	0	4	2	3
Zoning Ordinance Text Amendments	7	4	4	3	1	3
County Jurisdictional Review	4	3	0	0	0	0
Total Year-End Requested Actions	57	52	28	40	43	57
Projects Processed						
Plan Commission	27	19	16	19	20	21
Zoning Board of Appeals	5	7	3	6	5	6
Total Year-End Projects Processed	32	26	19	25	25	27

Performance Measures	Calendar Year					
LENGTH OF REVIEW PROCESS						
	2009	2010	2011	2012	2013	2014
Average number of days between application submittal and Plan	26 days	59 days	22 days	23 days	31 days	51 days
Days between application and Village Board decision	35 days	72 days	67 days	48 days	46 days	85 days

**GENERAL FUND
COMMUNITY DEVELOPMENT**

EXPENDITURES	FY 2014	FY 2015	FY 2015	FY 2016	<i>FY 2016 Budget vs FY 2015</i>	
	ACTUAL	BUDGET	PROJECTED	BUDGET	<i>Projected</i>	<i>Budget</i>
Personnel Services						
Salaries Full-Time	323,775	335,369	342,000	361,388	6%	8%
Overtime	596	0	0	0	0%	0%
Total Personnel Services	324,370	335,369	342,000	361,388	6%	8%
Insurance & Benefits	117,169	125,979	117,846	133,410	13%	6%
Professional Services	22,403	73,000	104,538	14,000	-87%	-81%
Contractual Services	15,871	22,797	23,197	27,289	18%	20%
Communication	6,655	7,600	7,600	6,890	-9%	-9%
Professional Development	2,009	5,050	5,050	5,050	0%	0%
Operating Supplies	10,712	12,500	10,500	11,500	10%	-8%
Capital Outlay	31,966	0	0	0	0%	0%
TOTAL EXPENDITURES	531,155	582,295	610,731	559,527	-8%	-4%



GENERAL FUND COMMUNITY DEVELOPMENT		Actual 2014	Budget 2015	Projected 2015	Budget 2016	<i>FY 2016 Budget vs FY 2015 Projected Budget</i>	
<u>Personnel Services</u>							
50-6210	Salaries, Full-Time	323,775	335,369	342,000	361,388	19,388	26,019
50-6230	Overtime	596	-		-	-	-
Total Personnel Services		324,370	335,369	342,000	361,388	19,388	26,019
<u>Insurance and Benefits</u>							
51-6310	FICA, Village Share	24,245	25,111	25,509	27,117	1,608	2,006
51-6315	IMRF, Village Share	37,467	39,257	38,882	43,148	4,266	3,891
51-6330	Health Insurance	52,479	58,083	50,470	59,205	8,735	1,122
51-6333	Life Insurance	132	173	133	144	11	(29)
51-6335	Dental Insurance	2,846	3,355	2,852	3,796	944	441
Total Insurance and Benefits		117,169	125,979	117,846	133,410	15,564	7,431
<u>Professional Services</u>							
52-6480	Engineering Services	3,101	4,000	5,038	4,000	(1,038)	-
52-6530	Miscellaneous Professional Service Comprehensive Plan update	12,500	60,000	90,000	-	(90,000)	(60,000)
52-6760	Plan Commission Meeting stipends	2,225	3,400	3,400	3,400	-	-
52-6792	Environmentally Conscious Oswegoans(ECO) Promotes ecologically friendly practices	2,518	3,000	3,000	3,000	-	-
52-6830	Zoning Board of Appeals Meeting stipends	525	1,000	1,500	1,600	100	600

GENERAL FUND		Actual	Budget	Projected	Budget	FY 2016 Budget	
COMMUNITY DEVELOPMENT		2014	2015	2015	2016	vs FY 2015	
						Projected	Budget
52-6835	Historic Preservation Committee Preservation of historic features of the Village	1,535	1,600	1,600	2,000	400	400
Total Professional Services		22,403	73,000	104,538	14,000	(90,538)	(59,000)
<u>Contractual Services</u>							
53-6500	General Insurance	15,159	21,847	21,847	26,339	4,492	4,492
53-7315	Maintenance, Equipment Service work for the plotter	711	600	1,000	600	(400)	-
53-7830	Mapping Expense Sidwell Aerial Maps	-	350	350	350	-	-
Total Contractual Services		15,871	22,797	23,197	27,289	4,092	4,492
<u>Communication</u>							
54-6550	Printing Expense						
	Multi-Function Copier Lease	1,692	1,700	1,700	1,700	-	-
	Comprehensive Plan		1,000	1,000	1,000	-	-
	Miscellaneous	25	150	150	150	-	-
	Total Printing Expense	1,717	2,850	2,850	2,850	-	-
54-6715	Advertising, Bids and Records Posting of legal notices, requests for proposals, etc.	229	250	250	250	-	-
54-6765	Postage	484	1,000	1,000	1,000	-	-
54-6785	Telephone Expense Telephone service and cell phone service	4,226	3,500	3,500	2,790	(710)	(710)
Total Communication		6,655	7,600	7,600	6,890	(710)	(710)

GENERAL FUND		Actual	Budget	Projected	Budget	FY 2016 Budget	
COMMUNITY DEVELOPMENT		2014	2015	2015	2016	vs FY 2015	
						Projected	Budget
<u>Professional Development</u>							
55-6566	Travel and Training ICSC Conference Zoning and land use related seminars/conferences, GIS/Computer training, organizational, customer service and self- improvement related seminars/training, AICP study and test preparation fee	1,139	3,750	3,750	3,750	-	-
55-6730	Dues American Planning Association(APA) American Institute of Certified Planners(AICP) Ill. Geographic Information System Association (ILGIS)	870	1,300	1,300	1,300	-	-
Total Professional Development		2,009	5,050	5,050	5,050	-	-
<u>Operating Supplies</u>							
56-6735	Gasoline	3,006	5,000	4,000	4,000	-	(1,000)
56-6740	Office Supplies Various file folders, stationary, paper, pens Supplies for inspections of public improvements	2,093 4,000	2,500 5,000	2,500 4,000	2,500 5,000	- 1,000	- -
Total Office Supplies		6,093	7,500	6,500	7,500	1,000	-
56-6806	Miscellaneous Desk chairs and ergonomic items	1,613	-	-	-	-	-
Total Operating Supplies		10,712	12,500	10,500	11,500	1,000	(1,000)

GENERAL FUND COMMUNITY DEVELOPMENT	Actual 2014	Budget 2015	Projected 2015	Budget 2016	<i>FY 2016 Budget vs FY 2015 Projected Budget</i>	
<u>Capital Outlays</u>						
57-7899 Vehicle Purchase Replace pick up truck	31,966	-	-	-	-	-
Total Capital Outlays	31,966	-	-	-	-	-
TOTAL COMMUNITY DEVELOPMENT	531,155	582,295	610,731	559,527	(51,204)	(22,768)

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Road and Bridge

The Road and Bridge department is responsible for the maintenance, repair and replacement of the Village's roadway system (137 center lane miles). Activities related to streets include the following: street patching; concrete sidewalk repair; curb and gutter replacement; pavement marking; street sign replacement and maintenance; streetlights (2,149) and traffic signal maintenance and repairs; street sweeping; and snow and ice control operations. The department annually inspects and maintains bridges, manages landscapes, tree trimming and replacement, brush chipping, storm sewer maintenance, the annual leaf removal program, mowing of all Village owned properties, including Right of Ways, and mosquito spraying.

The Public Works employees perform all the services within the Road and Bridge department. The Village has 4 certified arborists who manage all the tree removal and tree maintenance. The Public Works department staffing levels increased to 23.5 FTE's with the addition of two new Technician I positions during FY 2015. The FTE's are allocated to the Road and Bridge Fund and the Water and Sewer Fund based upon work assignments beginning in FY 2015.

<u>Public Works Department</u>	Actual FY 2012	Actual FY 2013	Actual FY 2014	Budget FY 2015	Projected FY 2015	Budget FY 2016
Public Works Director	1.0	1.0	1.0	1.0	1.0	1.0
Utility Services Director	-	-	-	-	1.0	1.0
Public Works Assistant Director	1.0	1.0	1.0	1.0	1.0	1.0
Administrative Assistant	1.5	1.5	1.5	1.5	1.5	1.5
Inspector Superintendent	1.0	-	-	-	-	-
Operations Superintendent	3.0	2.0	2.0	2.0	2.0	2.0
Operations Supervisor	3.0	3.0	3.0	3.0	3.0	3.0
Technicians I	8.0	8.0	7.5	7.5	10.0	10.0
Technicians II	5.0	5.0	5.0	5.0	5.0	5.0
Total	23.5	21.5	21.0	21.0	23.5	23.5

Fiscal Year 2016 Budget

Total department budget has increased 20% due to increases in contractual services and capital outlay.

- Personnel services decreased 7% (\$31,000) due to department and accounting restructuring.
- Insurance/benefits decreased 11% (\$18,300) due to department and accounting restructuring.
- Contractual services increased 28% (\$207,300) primarily due to new contracts to perform services.
 - Last year, the Village initiated an emergency contract for mosquito control. This year's budget includes \$111,000 to provide this service, resulting in a net increase of \$96,000.
 - The budget anticipates an increase of 15% (\$33,000) for snow removal expenses. The increase is attributable to supplier costs for the purchase of rock salt and chemicals for de-icing solution for snow and ice control operations.

- The budget proposes to contract for mowing of rights-of-way and Village grounds. The estimated cost for this service is \$82,000. This service will result in the reallocation of 950 hours of labor to other tasks including hydrant maintenance, facility repairs, and street sweeping.
- Communication increased 19% (\$1,422) due to changes in vendor prices.
- Professional development increased 9% (\$700) for training programs for staff.
- Operating supplies increased 13% (\$27,700)
 - Tree purchases increase 15 % (\$18,000). The budget provides for the planting of 622 trees.
 - Sidewalks increased 40% (\$8,000) to repair brick pavers in the downtown area..
- Capital outlay increased 49% (\$203,000) based upon different projects budgeted and completed in different fiscal years.

Challenges/Issues

The Village developed a 20-year Capital Improvement Plan to identify future needs relative to capital improvements. This plan demonstrates that funding will remain an issue. The department will need to investigate new technologies, improve upon existing ones, and evaluate services to meet these challenges.

The Public Works Department has primarily functioned in a reactive mode relative to growth of infrastructure and increased demands on the organization. The Department has just begun to prioritize planning and must do more in the future in order to make calculated decisions regarding how the Department will adjust to changing demands. Over the next few years, the Department will need to collect and analyze data to detect and project trends.

Increased routine maintenance as infrastructure expands and ages challenges staff to keep up. Extreme environmental conditions, such as excessive snow and cold temperatures experienced during the winter of 2013-2014, magnify that challenge. The fight against the Emerald Ash Borer continues in its fourth season of tree removal and replacement.

Fiscal Year 2015 Major Accomplishments

- The Public Works Department conducted a review and evaluation of 189 tasks required to support the Village's mission and goals, including maintenance of infrastructure. The review prioritized tasks, available resources, and opportunities for improvements. The analysis identified a need for two additional staff members and the need to consider contractual services in certain areas. The Village hired two employees in August/September, 2014. The Village commenced contractual service for mosquito abatement in July and completed a pavement analysis program in the fall.
- The Village hired a consulting engineering firm to conduct an analysis of the Village's pavements. The results indicate that the overall pavement is in very good condition. The study will help staff prioritize road improvements based upon available funds.
- Oswego Click 'n Fix is now available for residents to request work orders from the Village's website or from apps they download to their mobile devices.

- Oswego, Yorkville, and Montgomery personnel began a series of discussions related to shared services, joint procurement opportunities, and improved communication. The Chicago Metropolitan Agency for Planning facilitated these meetings.
- In response to the severe winter of 2013/2014 and the critical salt shortage, the Village sought to reduce applied salt. The Department constructed mixing facilities and modified vehicles to incorporate liquid anti-icing techniques into the Snow and Ice Control program.
- The Illinois Department of Transportation continues to improve the highway infrastructure leading to the Village. IDOT reached substantial completion of a multi-year project in 2013 to widen US 30 along the Village's northern border. IDOT commenced widening of IL 71 at the southern end of the Village in 2014. This project will continue throughout 2015. IDOT anticipates letting a construction contract to widen US 34 at the Village's western border from Orchard Road west to IL 47 in Yorkville. The Village began to develop engineering plans for the relocation of a water main to accommodate IDOT's project.
- The Village substantially completed construction of the Mill Road path from Orchard Road to IL 31.
- The Village substantially completed reconstruction of the Waubonsie Creek path damaged during the spring 2013 floods.
- The Village began contracting for mosquito abatement. The Village previously conducted this operation with its own staff but found that it could no longer provide the desired level of service with its own forces. The contractor completed six Village-wide adulticide treatments. The contractor treated 3,838 treatments with larvicide in catch basins.
- The Village received the prestigious Arbor Day Foundation's "Tree City USA" award for the 20th year in recognition of its commitment to the environment by recognizing that trees are valued part of our infrastructure. The Village also received the "Tree City USA Growth Award" for the 11th year. The Arbor Day Foundation confers this award upon communities that undertake activities that promote education; partnerships; planning and management; and tree planting and maintenance.

Strategic Plan Goals and Objectives

1. Conduct a Transportation System Study to update the Village's Transportation Plan. Identify and evaluate project phasing of improvements. SPO 5.33, 6.1.1, 6.1.2, and 6.1.3
2. Public Works will work to establish and implement a long-range plan for the Village that is fluid and re-visited every two years. SPO 1.1.5 and SPO 1.3.1
3. Meet with surrounding communities and utilize services that can be shared between communities. SPO 1.3.3; SPO 3.1.1
4. Coordinate future road projects with Kendall County including Collins Road. SPO 5.3.3; SPO 6.1.2
5. Complete annual street resurfacing program. SPO6.1.1

6. Continue to monitor and address EAB tree issues. *Confirmed EAB trees continue to be removed and replacement trees planted.* SPO 1.3.1, 1.3.2 and SPO 4
7. Replace downtown paver crosswalks. *Priority locations were addressed in 2012 and 2013. Remaining areas will be completed in 2014.* SPO 1.3.1 and 1.3.2
8. Continue to upgrade street lights to LED.
9. Work with Community Relations Coordinator to update Village website for Public Works services. SPO 1.3.1
10. Review software needs for more streamlined handling of permit process from beginning to end. Potentially consider software which would interface partner department such as Public Works and Community Development. SPO 2.1.5
11. Coordinate roadway connections from Kendall Point subdivision to US 30. SPO 6.1.1
12. Monitor IDOT's IL 71 and US 34 reconstruction projects. Advocate Village and resident interests to IDOT. Provide public information updates. SPO 1.3.3 and 6.1.1

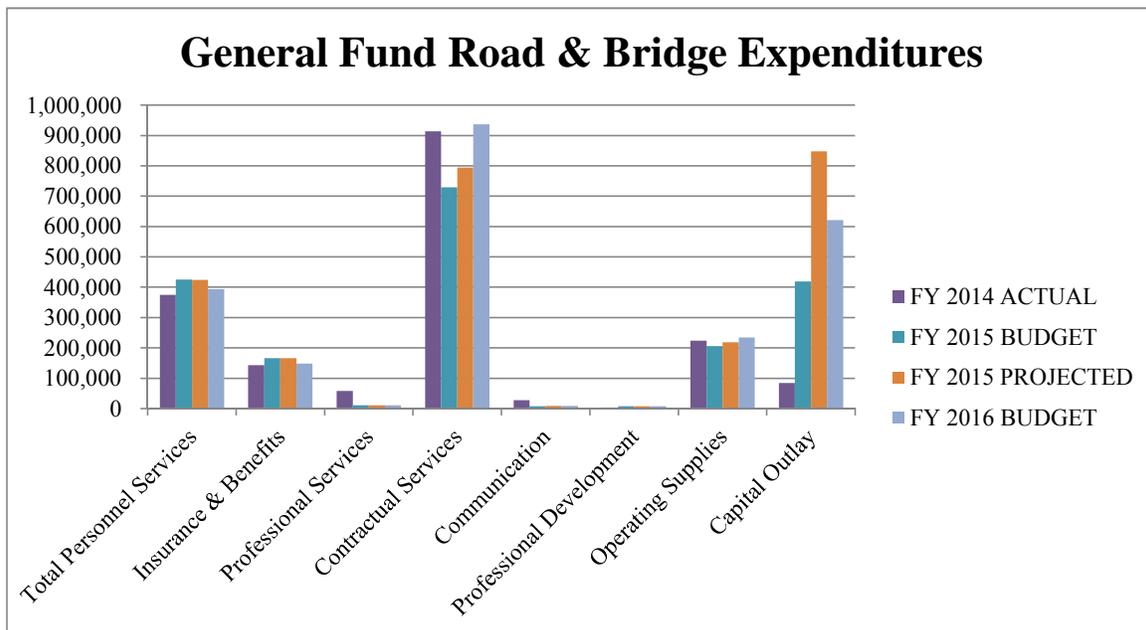
Performance Measures

Performance Indicator	Actual FY 2012	Actual FY 2013	Actual FY 2014	Projected FY 2015	Budgeted FY 2016
<u>Work Orders</u>	1,887	1,994	2,580	3,500	3,700
<u>Street Lights/Traffic Signals</u>					
Street Light Lamps Repaired	463	396	337	375	400
Light Heads	39	36 LED	4 LED	50	50
Photo Cells	45	38	50	40	50
<u>Parkway Tree Maintenance</u>					
Tree replacement					
EAB	226	735	346	500	550
Other	76	119	95	100	130
Tree removals					
EAB	226	834	512	520	520
Storm damage/other	77	86	95	100	100
Trees pruned	767	580	155	500	500
Stumps removed	97	283	534	700	600
Wood Chips Produced (yds)	1,940	3,000	4,280	4,477	4,500
<u>J.U.L.I.E. Locate Tickets</u>	5,669	7,259	6,853	7,464	7,600
<u>Snow & Ice Control</u>					
Total snow (inches)		23	80	-	-
Times Plowed or Salted		23	47	25	25
Total salt used (tons)		1,625	2,150	2,000	2,000
Total Hours		1,196	2020	1,500	1,500

<u>Landscaping</u>	Actual FY 2012	Actual FY 2013	Actual FY 2014	Projected FY 2015	Budgeted FY 2016
Leaf Collection (loads)	219	216	327	223	250
Yard Waste (cubic yards)	1,827	3,115	3,411	3,400	3,500
Garage (tons)		8,789	9,444	9,600	9,800
Garbage (pounds/person)		579	587	560	600
Recycling (tons)	3,564	3,589	3,832	3,900	4,000
Recycling (pounds/person)	235	236	238	240	247

**GENERAL FUND
ROAD AND BRIDGE**

EXPENDITURES	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 PROJECTED	FY 2016 BUDGET	<i>FY 2016 Budget vs FY 2015 Projected Budget</i>	
					<i>Projected</i>	<i>Budget</i>
Personnel Services						
Salaries Full-Time	322,289	396,237	384,618	360,756	-6%	-9%
Salaries Part-Time	16,853	7,532	4,000	7,692	92%	2%
Salaries Part-Time	35,676	21,012	35,000	25,000	-29%	19%
Total Personnel Services	374,817	424,781	423,618	393,448	-7%	-7%
Insurance & Benefits	143,155	166,059	166,046	147,783	-11%	-11%
Professional Services	58,600	10,552	10,552	11,000	4%	4%
Contractual Services	913,198	729,100	794,100	936,407	18%	28%
Communication	27,683	7,600	8,900	9,022	1%	19%
Professional Development	3,920	7,400	7,500	8,100	8%	9%
Operating Supplies	224,264	206,300	218,790	234,000	7%	13%
Capital Outlay	83,857	418,400	847,700	621,400	-27%	49%
TOTAL EXPENDITURES	1,829,494	1,970,192	2,477,206	2,361,160	-5%	20%



**GENERAL FUND
ROAD AND BRIDGE**

		Actual 2014	Budget 2015	Projected 2015	Budget 2016	<i>FY 2016 Budget vs FY 2015 Projected Budget</i>	
<u>Personnel Services</u>							
50-6210	Salaries, Full-Time	322,289	396,237	384,618	360,756	(23,862)	(35,481)
50-6222	Salaries, Part-Time	16,853	7,532	4,000	7,692	3,692	160
50-6230	Overtime	35,676	21,012	35,000	25,000	(10,000)	3,988
Total Personnel Services		374,817	424,781	423,618	393,448	(30,170)	(31,333)
<u>Insurance and Benefits</u>							
51-6310	FICA, Village Share	28,335	31,885	31,885	29,928	(1,957)	(1,957)
51-6315	IMRF, Village Share	41,326	48,842	48,842	46,058	(2,784)	(2,784)
51-6330	Health Insurance	69,427	80,721	80,721	67,025	(13,696)	(13,696)
51-6333	Life Insurance	157	173	198	155	(43)	(18)
51-6335	Dental Insurance	3,910	4,438	4,400	4,617	217	179
Total Insurance and Benefits		143,155	166,059	166,046	147,783	(18,263)	(18,276)
<u>Professional Services</u>							
52-6480	Engineering Service Consulting Engineer for Village construction projects	58,600	10,000	10,000	10,000	-	-
52-6530	Miscellaneous Professional Service Drug Screens & OSHA Testing	-	552	552	1,000	448	448
Total Professional Services		58,600	10,552	10,552	11,000	448	448
<u>Contractual Services</u>							
53-6420	Cleaning Service	295	2,000	-	-	-	(2,000)
53-6500	General Insurance	22,802	27,000	27,000	31,607	4,607	4,607

GENERAL FUND ROAD AND BRIDGE		Actual 2014	Budget 2015	Projected 2015	Budget 2016	FY 2016 Budget vs FY 2015 Projected Budget	
53-6540	Mosquito Control Expense Continued spraying of the Village with additional spraying due to West Nile virus concerns	13,070	15,000	58,400	111,000	52,600	96,000
53-6555	Rental Expense Rental of equipment for roadway work and street lighting	16,624	20,000	16,000	10,000	(6,000)	(10,000)
53-6570	Snow Removal Expense						
	Salt purchase for snow removal	22,690	140,000	140,000	170,000	30,000	30,000
	Deicing Chemicals	64,009	30,000	30,000	28,500	(1,500)	(1,500)
	Contracted snow removal	134,905	38,000	38,000	41,300	3,300	3,300
	Miscellaneous	2,581			1,200	1,200	1,200
	Total Snow Removal Expense	224,186	208,000	208,000	241,000	33,000	33,000
53-6575	Tree Removal Expense EAB tree removal and stump grinding	91,249	80,000	80,000	80,000	-	-
53-6585	Uniform Service Uniform rental service for Public Works staff	3,507	4,600	4,700	4,800	100	200
53-6795	Landscaping Services				82,000	82,000	82,000
53-7310	Maintenance, Building Maintenance, upkeep, and security system fees for the Public Works facility	50,657	5,000	9,000	8,000	(1,000)	3,000
53-7315	Maintenance, Equipment Maintenance of various equipment such as plows, spreaders, mowers, and vehicles	68,133	48,000	48,000	48,000	-	-
53-7350	Maintenance, Streets/Storm Sewer NPDES annual costs and annual reporting Cold patching of Village streets Small curb work Digging and replacing storm sewer inlets Thermo & Paint Striping	43,332	50,000	50,000	51,000	1,000	1,000

GENERAL FUND ROAD AND BRIDGE		Actual 2014	Budget 2015	Projected 2015	Budget 2016	<i>FY 2016 Budget vs FY 2015 Projected Budget</i>	
53-7355	Maintenance, Bridges Upkeep and maintenance of Village bridges	121,139	7,000	7,000	5,000	(2,000)	(2,000)
53-7360	Maintenance, Street Lights Rewiring of street lights, bulbs, fuses, etc. and repairing fallen poles by Village or outside contractors.	76,272	100,000	111,000	100,000	(11,000)	-
53-7365	Maintenance, Safety Equipment Safety equipment purchase, i.e. hard hats, safety glasses	3,056	2,500	15,000	2,500	(12,500)	-
53-7370	Maintenance, Safety Signs Purchase of safety signs for all Village buildings as required by law, supplies for sign machine and sign room, supplies for school zone signage and PD requested signage	17,334	15,000	15,000	15,000	-	-
53-7375	Maintenance, Garage Upkeep of the Public Works Facility garage	752	1,000	1,000	1,000	-	-
53-7426	Maintenance, Traffic Signals Maintenance of and rental agreements for traffic lights, bulbs, etc.	31,207	20,000	20,000	21,500	1,500	1,500

GENERAL FUND ROAD AND BRIDGE		Actual 2014	Budget 2015	Projected 2015	Budget 2016	<i>FY 2016 Budget vs FY 2015 Projected Budget</i>	
53-7844	Leaf Removal Expense Maintenance on Leaf Vacuum Machines Leaf removal dump charges	18,602	20,000	20,000	20,000	-	-
53-7870	Street Lighting Expense Electricity costs for all Village street lights	110,980	104,000	104,000	104,000	-	-
Total Contractual Services		913,198	729,100	794,100	936,407	142,307	207,307
<u>Communication</u>							
54-6550	Printing Expense Notification printing of any Village project	635	1,000	1,000	1,000	-	-
54-6715	Advertising, Bids and Records Advertising and bid awards for roadway or infrastructure projects	417	1,000	1,000	1,000	-	-
54-6765	Postage	83	1,000	1,000	1,000	-	-
54-6785	Telephone Expense Cell Phone and telephone usage for the department	2,818	2,800	4,000	4,222	222	1,422
54-7850	Radios, Communication Equipment Replacement of two-way radios/ cell phones Mobile radio replacement	23,730	800 1,000	800 1,100	800 1,000	- (100)	- -
Total Radios, Communication Equipment		23,730	1,800	1,900	1,800	(100)	-
Total Communication		27,683	7,600	8,900	9,022	122	1,422

GENERAL FUND ROAD AND BRIDGE		Actual 2014	Budget 2015	Projected 2015	Budget 2016	<i>FY 2016 Budget vs FY 2015 Projected Budget</i>	
<u>Professional Development</u>							
55-6566	Travel & Training	2,983	4,600	4,600	5,100	500	500
55-6567	Meeting Expense			100	200	100	200
55-6730	Dues	937	2,800	2,800	2,800	-	-
	American Public Works Association						
	American Society of Civil Engineers						
	Association of State Foodplain Managers						
	Illinois Arborist Association						
	Illinois Municipal Signage Asssocation						
	Illinois Department of Agriculture (Pest Control)						
	Total Professional Development	3,920	7,400	7,500	8,100	600	700
<u>Operating Supplies</u>							
56-6720	Books & Publication			100	200	100	200
56-6735	Gasoline	50,774	41,000	44,000	41,000	(3,000)	-
	Fuel purchase for Public Works vehicles						
56-6740	Office Supplies	710	700	1,100	700	(400)	-
56-6745	Operating Supplies	0	0	90	0	(90)	-
56-6806	Miscellaneous	2,955	1,000	3,600	1,000	(2,600)	-
56-7425	Maintenance, Supplies	2,979	3,100	4,700	3,100	(1,600)	-
	Various small parts required for vehicles or equipment; road paint						
56-7445	Tool Expense	4,454	3,500	3,500	3,500	-	-
	Tools for Public Works vehicles; various department tools						

GENERAL FUND ROAD AND BRIDGE		Actual 2014	Budget 2015	Projected 2015	Budget 2016	FY 2016 Budget vs FY 2015 Projected Budget	
56-7465	Tree Purchase EAB tree replacement 50/50 tree replacement program	122,962	122,000	124,700	140,000	15,300	18,000
56-7840	Sidewalks	25,671	20,000	22,000	28,000	6,000	8,000
56-7883	Landscape Materials	13,759	15,000	15,000	16,500	1,500	1,500
Total Operating Supplies		224,264	206,300	218,790	234,000	15,210	27,700
<u>Capital Outlay</u>							
57-7842	Equipment	0	0	48,100	0	(48,100)	
57-7894	Public Improvements	0	0	100,000	275,000	175,000	275,000
57-7899	Vehicle Purchase Replace 3 Vehicles	74,861	218,400	165,500	182,300	16,800	(36,100)
57-9000	Other Capital Expense						
	Pavement Analysis			60,402		(60,402)	
	Anti-Icing Equipment			152,099		(152,099)	
	Stormwater System Improvements				50,500	50,500	50,500
	Rt 34 from W Village Limits to Orchard Rd				113,600	113,600	113,600
	Waubonsie Creek Path Repairs	8,996	200,000	321,599		(321,599)	(200,000)
	Total Other Capital Expense	8,996	200,000	534,100	164,100	(370,000)	(35,900)
	Total Capital Outlay	83,857	418,400	847,700	621,400	(226,300)	203,000
TOTAL ROAD AND BRIDGE		1,829,494	1,970,192	2,477,206	2,361,160	(116,046)	390,968

Community Relations

The Community Relations Manager serves as planner and coordinator of a variety of community events, publications, promotional materials, press releases, website and other written communications for the Village. The Community Relations Manager also oversees the Tourism Bureau. The Tourism Bureau's responsibilities include attracting visitors to the community through overnight stays, attractions, dining, shopping and events.

The Community Relations Department provides a staff liaison to the Cultural Arts Commission. The Department also works with the Oswego Chamber of Commerce and serves on a number of committees as Village Representation for the Chamber's events and responsibilities.

The staffing levels have remained constant since 2013 when the part time visitors' bureau position combined with the grant writer position and became a full time position.

<u>Community Relations</u>	Actual FY 2012	Actual FY 2013	Actual FY 2014	Budget FY 2015	Projected FY 2015	Budget FY 2016
Community Relations Manager	1.0	1.0	1.0	1.0	1.0	1.0
Visitors' Bureau Assistant & Grant Writer	0.5	1.0	1.0	1.0	1.0	1.0
Total	1.5	2.0	2.0	2.0	2.0	2.0

Fiscal Year 2016 Budget

Total department budget increased 3% because of increases for personnel costs.

- Personnel services increased 6% (\$6,100) for normal wage adjustments and the addition of overtime pay for the Assistant for events.
- Insurance/benefits increased 1% (\$500) due to an increase in insurance costs.
- Contractual services has increased 6% (\$1,736) due to an increase in general insurance costs.
- Communication costs decreased 6% (\$2,300) because of lower postage costs to be incurred in FY 2016.

Challenges/Issues

Maintaining the balance of local events and promoting/planning events that attract tourists and visitors to Oswego will continue to be a struggle due to staffing levels and monetary contributions. The number of Village events has increased due to the addition of the Tourism Bureau and staff's time will be split between the new and existing events as well as daily responsibilities. Implementing the Village's Strategic Plan Objectives will be difficult with the limited staff and monetary contributions. Enhancing the Tourism Bureau through promotion outside of Oswego and researching available grant opportunities will require time, which also has to be split between all of the other responsibilities.

Fiscal Year 2015 Accomplishments

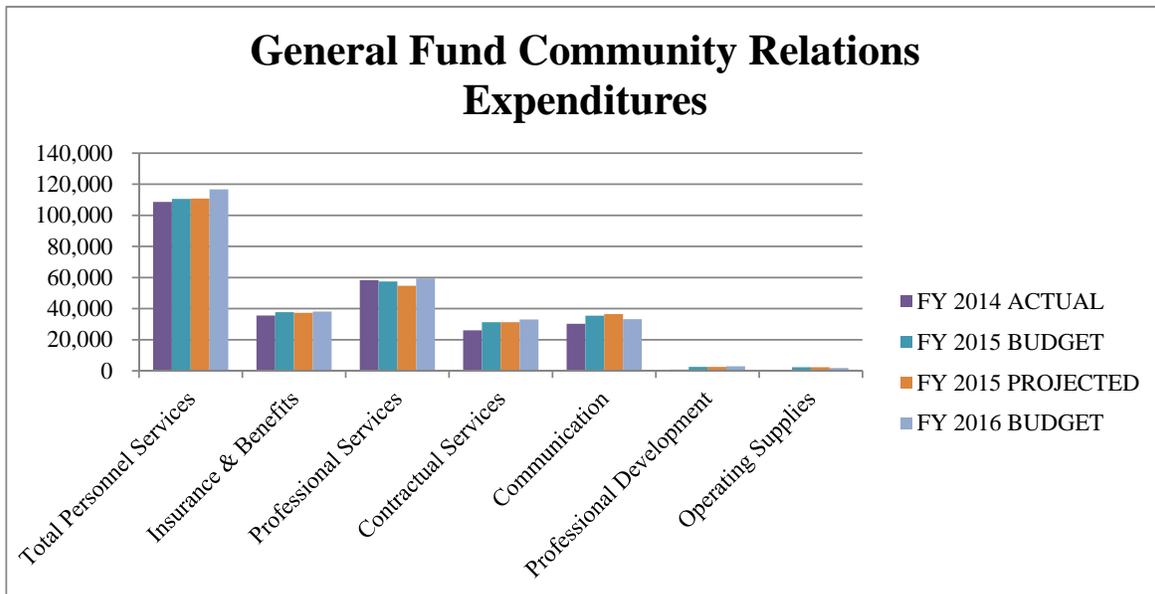
- NAMOY (North Aurora, Aurora, Montgomery, Oswego, Yorkville) Kayaking Trip that garnered coverage from local media to promote tourism and economic development.
- The Oswego Tourism Bureau ad in the Spring Summer Getaway Guide reached over 2,900,000 readers and generated over 6,000 direct mail leads over 16 weeks.
- Six grants were awarded in 2014 for a total of \$38,469.54 + Technical Assistance from CMAP.
- Held major events in Oswego; Wine on the Fox, Celebration of Quilts, Art Fair, Oswego Beats & Eats, Oswego Literary Festival, Tree Lighting and Christmas Walk.

Strategic Planning Goals and Objectives

1. Create and maintain partnerships with other organizations to promote recreation, parks, trails, the Riverfront, and other public space. SPO 3.1.1
The Community Relations Department will schedule regular meetings with local organizations to learn about new opportunities; design a new campaign to promote recreation to Oswego and the surrounding communities through events, and existing and new opportunities. Design and implement a new brochure and incorporate a website campaign that advertises all environmental events and promotes the use of the Village's open spaces and riverfront.
2. Engage existing groups to expand ideas, find new events venues and market our events outside of Oswego. SPO 3.3.2
Develop a guide to promote event venues to existing groups and attract potential new events to Oswego. Through the Tourism Bureau, work with existing event organizers to help promote their events through the Visitor Guide and the Tourism Bureau website.
3. Encourage candidate forums in preparation for a higher level of understanding and voter participation. SPO 5.2.3
Encourage local organizations to host candidate forums, help promote these events through local media outlets and educate the public on the importance of civic engagement for local elections. Promote and host voter registration events with the Clerk's office, as needed, prior to elections to help promote voter participation.
4. Embrace diversity as a means to community sustainability. SPO 5.2.4
Reach out to all areas within the community and seek involvement from various groups and organizations to cultivate better communication and participation. Offer opportunities for various groups to participate in all areas within the Village of Oswego. Promote and host events that cater to a wide variety of attendees.

**GENERAL FUND
COMMUNITY RELATIONS**

EXPENDITURES	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 PROJECTED	FY 2016 BUDGET	<i>FY 2016 Budget vs FY 2015</i>	
					<i>Projected</i>	<i>Budget</i>
Personnel Services						
Salaries Full-Time	108,666	110,578	110,734	113,694	3%	3%
Salaries Part-Time						
Overtime	0	0	0	3,000	100%	100%
Stipends						
Total Personnel Services	108,666	110,578	110,734	116,694	5%	6%
Insurance & Benefits	35,578	37,660	37,294	38,165	2%	1%
Professional Services	58,277	57,500	54,642	59,400	9%	3%
Contractual Services	25,995	31,300	31,300	33,036	6%	6%
Communication	30,212	35,460	36,470	33,200	-9%	-6%
Professional Development	759	2,500	2,500	2,900	16%	16%
Operating Supplies	596	2,280	2,280	1,780	-22%	-22%
TOTAL EXPENDITURES	260,083	277,278	275,220	285,175	4%	3%



GENERAL FUND COMMUNITY RELATIONS	Actual 2014	Budget 2015	Projected 2015	Budget 2016	<i>FY 2016 Budget vs FY 2015 Projected Budget</i>	
<u>Personnel Services</u>						
50-6210 Salaries, Full-Time	108,666	110,578	110,734	113,694	2,960	3,116
50-6230 Overtime			-	3,000	3,000	3,000
Total Personnel Services	108,666	110,578	110,734	116,694	5,960	6,116
<u>Insurance and Benefits</u>						
51-6310 FICA, Village Share	8,231	8,401	8,395	8,870	475	469
51-6315 IMRF, Village Share	12,548	12,944	12,634	13,933	1,299	989
51-6330 Health Insurance	13,915	15,283	15,258	14,326	(932)	(957)
51-6333 Life Insurance	56	58	57	57	-	(1)
51-6335 Dental Insurance	827	974	950	979	29	5
Total Insurance and Benefits	35,578	37,660	37,294	38,165	871	505
<u>Professional Services</u>						
52-6537 Web Site	2,440	5,000	2,600	12,300	9,700	7,300

GENERAL FUND	Actual	Budget	Projected	Budget	FY 2016 Budget	
COMMUNITY RELATIONS	2014	2015	2015	2016	vs FY 2015	
					<i>Projected</i>	<i>Budget</i>
52-6790 Community Relations Professional Services						
AMOY Kayak				1,200	1,200	1,200
Antique Market				400	400	400
Art Fair	6,000	5,000	5,000	1,000	(4,000)	(4,000)
Christmas Walk	17,100	18,500	18,500	18,500	-	-
Community Map	-	2,000	2,000	-	(2,000)	(2,000)
Cultural Arts Commission	-	2,000	2,000	2,000	-	-
Fireworks	8,500	8,500	8,500	8,500	-	-
House Walk	-	1,000	-	1,000	1,000	-
Miscellaneous	14,123		542		(542)	-
Movies in the Park	1,500	1,500	1,500	1,500	-	-
Oswego Chamber of Commerce				500		
Prairie Fest	440	500	500	500	-	-
Quilt Festival				4,000	4,000	
Visitor's Bureau	8,174	13,500	13,500	8,000	(5,500)	(5,500)
Total Community Relations	55,837	52,500	52,042	47,100	(4,942)	(5,400)
Total Professional Services	58,277	57,500	54,642	59,400	4,758	1,900
<u>Contractual Services</u>						
53-6500 General Insurance	5,562	8,800	8,800	10,536	1,736	1,736
53-6807 Newsletter Delivery 4 Newsletters	20,014	22,000	22,000	22,000	-	-
53-7315 Maintenance, Equipment	419	500	500	500	-	-
Total Contractual Services	25,995	31,300	31,300	33,036	1,736	1,736

GENERAL FUND	Actual	Budget	Projected	Budget	FY 2016 Budget	
COMMUNITY RELATIONS	2014	2015	2015	2016	vs FY 2015	
					<i>Projected</i>	<i>Budget</i>
<u>Communication</u>						
54-6550 Printing Expense						
Multi-Function Copier Lease	60	60	60	60	-	-
Visitors Guide, Community Maps, misc.	8,688	9,400	9,400	9,400	-	-
Total Printing Expense	8,748	9,460	9,460	9,460	-	-
54-6715 Advertising	18,435	20,000	21,010	20,000	(1,010)	-
54-6765 Postage	1,654	4,500	4,500	2,000	(2,500)	(2,500)
54-6785 Telephone Expense	1,376	1,500	1,500	1,740	240	240
Total Communication	30,212	35,460	36,470	33,200	(3,270)	(2,260)
<u>Professional Development</u>						
55-6566 Travel and Training	759	1,500	1,500	1,900	400	400
55-6730 Dues	-	1,000	1,000	1,000	-	-
Illinois Hotel/Lodging Association						
Total Professional Development	759	2,500	2,500	2,900	400	400
<u>Operating Supplies</u>						
56-6740 Office Supplies	596	1,500	1,500	1,000	(500)	(500)
56-6806 Miscellaneous	-	280	280	280	-	-
56-7885 Furniture	-	500	500	500	-	-
Total Operating Supplies	596	2,280	2,280	1,780	(500)	(500)
TOTAL COMMUNITY RELATIONS	260,083	277,278	275,220	285,175	9,955	7,897

Economic Development

The Economic Development Department works to retain and expand existing businesses, and attract targeted retail and commercial business to locate within the Village. This department provides guidance to property owners, developers, citizens, and other units of government on economic development related issues.

The Economic Development staff prepares various reports and does special projects for the Village Board. It also is responsible for the implementation of the economic development objectives included in the 2012-2017 Strategic Plan.

Services available to local businesses by the Oswego Economic Development Department include:

- Site selection assistance for new businesses locations and marketing available sites and buildings.
- Primary source for available sites & buildings, market area demographics, and consumer surveys.
- Support to existing businesses through ongoing business visits and training seminars.

The staffing levels in this department remained unchanged with only the one authorized full time position.

<u>Economic Development</u>	Actual FY 2012	Actual FY 2013	Actual FY 2014	Budget FY 2015	Projected FY 2015	Budget FY 2016
Economic Development Director	-	-	1.0	1.0	1.0	1.0
Total	-	-	1.0	1.0	1.0	1.0

Fiscal Year 2016 Budget

Total department budget is up 6% with the largest percent increases in the following categories:

- Professional services increased 12% (\$5,500) to accommodate façade/business development program and target marketing services.
- Contractual services have increased 19% (\$900) due to higher liability insurance costs.
- Communication has increased 17% (\$1,200) to accommodate advertising rates and telephone expenses.

Challenges/Issues

Recruiting and retaining businesses to the Village is the major challenge of economic development. Until recently, the Village did not have any incentive policy to convey prospective developers and retail businesses. Other issues facing the department include:

- The vision and future uses for the Orchard Road corridor needs to be determined.
- There is long-term need to determine the total retail land needed within the Village in the next 10 to 20 years.

- There is a long-term need to determine the community's industrial development potential and land needed in the next 10 to 20 years.

These issues are being addressed in the current update of the Village's Comprehensive Plan.

Fiscal Year 2015 Accomplishments

The Oswego community welcomed 52 new businesses in 2014 including Hobby Lobby, Pier 1 Imports, Jimmy John's, and Off The Orchard to name a few.

Hobby Lobby has created and retained 35 jobs and is projected to hire more in 2015. There are multiple retailers looking the remaining space in the Hobby Lobby building. The planned strip center at the old Dominick's gas station has received several pre-lease commitments from retailers (SPO 2.1.3).

Lou Malnati's Pizzeria has signed a lease at 2840-2848 Route 34 for the west endcap, formerly occupied by relocated Verizon, Inc. This brings the nearly 50% vacant strip center to full occupancy.

Overall, Oswego's retail market continues to be strong with a vacancy rate of just 5.1%. This is the first time the retail vacancy dropped close to 5 percent since late 2011, when Lowe's closed, posing a challenge to the community. Absorption of space totaled more than 150,000 sq.ft. in 2014, the largest absorption of space since 2008. The industrial and flex space vacancy rate stood at a tight 4.4 percent.

Staff expects the steady retail growth to continue and a modest growth in new home starts in FY 2016.

Here are other significant highlights of accomplishments that have occurred this past year:

- Provided Village Board with options to consider regarding structure of current economic development approach program and potential means to enhance policy making (SPO 2.1).
- Village Board adopted 2014 Village of Oswego Market Analysis that provided an overview of the local retail, office and industrial markets (SPO 2.1.1).
- Conducted process of seeking redevelopment of Village-owned downtown property (SPO 2.2.2)
- Prepared incentive options to assist Village Board in reaching consensus to adopt economic development incentive policy (SPO 2.2.4).

Strategic Plan Goals and Objectives

GOAL 2.1 Create a Plan that articulates the Village's desire and provides clear guidance for economic developments efforts.

Performance Indicators:

The Village will utilize target market analyses to identify which businesses would be successful in the community. The information will then be provided to these industries to encourage them locating facilities in Oswego.

GOAL 2.2 Portray Downtown as the heart of the community and enhance its potential for redevelopment opportunities.

Performance Indicators:

The downtown should be used for marketing purposes when meeting with potential businesses that may wish to locate in Downtown. It should also be used to indicate the quality of life the residents have for potential businesses that may wish to locate in Oswego. Quality of life issues are often a factor company's use in locating business opportunities, mixed use and residential development.

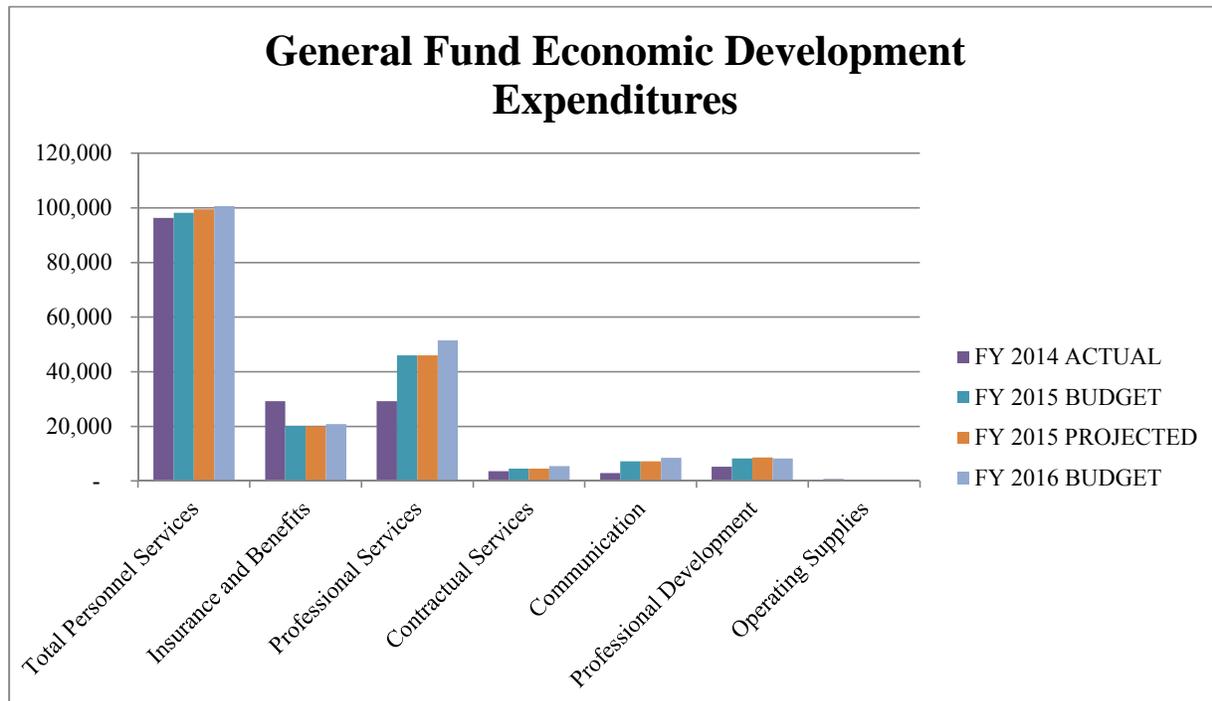
Goal 2.4 Develop a collaborative relationship with local business.

Performance Indicators:

Meetings will be held with the Chamber and its partner groups as well as regional business organizations to determine issues in the business community and to address them as necessary.

**GENERAL FUND
ECONOMIC DEVELOPMENT**

EXPENDITURES	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 PROJECTED	FY 2016 BUDGET	<i>FY 2016 Budget vs FY 2015</i>	
					<i>Projected</i>	<i>Budget</i>
Personnel Services						
Salaries Full-Time	96,350	98,185	99,537	100,639	1%	2%
Total Personnel Services	96,350	98,185	99,537	100,639	1%	2%
Insurance and Benefits	29,233	20,112	19,882	20,840	5%	4%
Professional Services	29,253	46,000	46,000	51,500	12%	12%
Contractual Services	3,512	4,520	4,520	5,388	19%	19%
Communication	2,914	7,200	7,200	8,426	17%	17%
Professional Development	5,252	8,200	8,625	8,200	-5%	0%
Operating Supplies	684	350	350	350	0%	0%
TOTAL EXPENDITURES	167,198	184,567	186,114	195,343	5%	6%



GENERAL FUND ECONOMIC DEVELOPMENT		Actual 2014	Budget 2015	Projected 2015	Budget 2016	<i>FY 2016 Budget vs FY 2015 Projected Budget</i>	
<u>Personnel Services</u>							
50-6210	Salaries, Full-Time Administration	96,350	98,185	99,537	100,639	1,102	2,454
Total Personnel Services		96,350	98,185	99,537	100,639	1,102	2,454
<u>Insurance and Benefits</u>							
51-6310	FICA, Village Share	6,831	7,511	7,614	7,698	84	187
51-6315	IMRF, Village Share	11,039	11,493	11,186	12,015	829	522
51-6330	Health Insurance	10,398	50	50	24	(26)	(26)
51-6333	Life Insurance	28	29	28	28	-	(1)
51-6335	Dental Insurance	937	1,029	1,004	1,075	71	46
Total Insurance and Benefits		29,233	20,112	19,882	20,840	958	728
<u>Professional Services</u>							
52-6525	Facade/Business Development Program	17,488	30,000	30,000	35,000	5,000	5,000
52-6530	Miscellaneous Professional Services						
	Consulting, Appraisals	3,050	6,000	6,000	6,000	-	-
	Target Marketing Analysis Update	8,715	10,000	10,000	10,500	500	500
	Total Misc. Professional Services	11,765	16,000	16,000	16,500	500	500
Total Professional Services		29,253	46,000	46,000	51,500	5,500	5,500
<u>Contractual Services</u>							
53-6500	General Insurance	3,398	4,400	4,400	5,268	868	868
53-6715	Maintenance, Equipment	113	120	120	120	-	-
Total Contractual Services		3,512	4,520	4,520	5,388	868	868

GENERAL FUND ECONOMIC DEVELOPMENT	Actual 2014	Budget 2015	Projected 2015	Budget 2016	FY 2016 Budget vs FY 2015 Projected Budget	
<u>Communication</u>						
54-6550 Printing Expense						
Multi-Function Copier Lease	270	250	250	250	-	-
Miscellaneous	-	750	750	750	-	-
Total Printing Expense	270	1,000	1,000	1,000	-	-
54-6715 Advertising	905	4,000	4,000	5,000	1,000	1,000
54-6765 Postage	40	1,000	1,000	1,000	-	-
54-6785 Telephone Expense	1,698	1,200	1,200	1,426	226	226
Total Communication	2,914	7,200	7,200	8,426	1,226	1,226
<u>Professional Development</u>						
55-6566 Travel and Training	2,042	3,500	3,500	3,500	-	-
ICSC Retail Conventions (National & Chicago)						
IEDC Training, APA Conference						
55-6567 Meeting Expense	1,077	1,000	1,000	1,000	-	-
KEDA, NICAR, CRBA, AIRE Meetings						
Parking, Mileage						
55-6730 Dues	2,133	3,700	4,125	3,700	(425)	-
ICSC, CoStar Group, APA/AICP, Constant Contact						
Total Professional Development	5,252	8,200	8,625	8,200	(425)	-
<u>Operating Supplies</u>						
56-6720 Books and Publications	-	100	100	100	-	-
56-6740 Office Supplies	111	250	250	250	-	-

GENERAL FUND ECONOMIC DEVELOPMENT	Actual 2014	Budget 2015	Projected 2015	Budget 2016	<i>FY 2016 Budget vs FY 2015 Projected Budget</i>	
56-6806 Miscellaneous	573	-	-	-	-	-
Total Operating Supplies	684	350	350	350	-	-
TOTAL ECONOMIC DEVELOPMENT	167,198	184,567	186,114	195,343	9,229	10,776

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Finance

The Finance Department is responsible for the proper accounting, budgeting/financial reporting of all Village Funds, establishment/monitoring of internal controls, preparation/coordination of the annual budget, long term financial forecast and capital planning processes. The department also is responsible for the annual audit of Village financial data, preparing annual tax levies, cash receipt collections, payroll, accounts payable, accounts receivable and billing, utility billing and collection and reception duties for incoming calls and visitors to Village Hall. Purchasing and technology also fall under the supervision of the department. Cash/investment of Village Funds, providing guidance for all types of Debt issuances and overall financial oversight are duties of the department.

Full time staffing has not changed since FY 2012 and remains at six full time positions. The Village hired two part time Facilities Technicians in December 2015 to complete the cleaning of the Village's three buildings. This was done to save money on the contractual outsourcing of this activity.

<u>Finance</u>	Actual FY 2012	Actual FY 2013	Actual FY 2014	Budget FY 2015	Projected FY 2015	Budget FY 2015
Finance Director	1.0	1.0	1.0	1.0	1.0	1.0
Assistant Finance Director	1.0	1.0	1.0	1.0	1.0	1.0
Staff Accountant	1.0	1.0	1.0	1.0	1.0	1.0
Finance Assistant/AP	1.0	1.0	1.0	1.0	1.0	1.0
Utility Billing Coordinator	1.0	1.0	1.0	1.0	1.0	1.0
Reception/cashier	1.0	1.0	1.0	1.0	1.0	1.0
Facility Technicians (PT)	0.0	0.0	0.0	0.0	1.0	1.0
Total	6.0	6.0	6.0	6.0	7.0	7.0

Fiscal Year 2016 Budget

Total department budget is up 26% because of increases in Professional services and Communication costs.

- Personnel services costs have decreased 4% (\$13,300) due to the allocation of costs to other Funds for services provided by the finance department
- Insurance/benefits have decreased 19% (\$20,800) due to allocation of costs to other Funds
- Professional services have increased 90% (\$237,600) due to the addition of \$241,500 for new Financial software, Work/Mgmt. software and new adjudication software all under the IT services line account
- Contractual services have decreased 26% (\$11,100) because the of the annual maintenance charge for the financial software system moved to the IT Services line item account
- Communication has increased 55% (\$1,900) because of the cost allocation of the new VoIP phone system
- Professional development has increased 13% (\$1,000) due to expected travel costs due to specific training locations for this fiscal year
- Operating supplies has decreased 50% (\$2,300) due to no planned furniture replacements for the fiscal year

Challenges/Issues

Operating with a lean staff for the past five years has not allowed for cross training of employees to be completed. Outsourcing of utility billing payments and the new VoIP system has substantially decreased the workload of the front counter position and allowed for additional duties to be directed to this position. The implementation of the new financial software, work management software and adjudication software will cause some increased stress on the department until everyone is trained and comfortable working with the new systems. As more and more technology improvements are implemented, the IT Services budget will continue to increase.

Fiscal Year 2015 Major Accomplishments

- ✓ Completed all financial required financial reporting including the Annual Audit, Annual Budget, Treasurers Report, State Comptrollers Report, Actuarial Reports for Pensions, Municipal Compliance Report for Police Pension
- ✓ Contracted with Consultant to complete a needs assessment for upgrading Village wide software systems
- ✓ Updated the Capital Improvement Plan and presented to the Village Board for discussion
- ✓ New VoIP phone system installed for all three Village locations
- ✓ Implemented new Purchasing card system for Village employees replacing the current debit card program. Village will receive an annual rebate based on the volume of the total purchases every year

Strategic Plan Goals and Objectives

- Continue annually achieving tasks associated with Strategic Plan Goal 1.1 by completing specific tasks; 1.1.1, 1.1.2, 1.1.3
- Work with Human Resources to promote payroll by direct deposit to achieve cost savings; Goal 4.2.2
- Determine whether or not to pursue ACH payments to Village vendors who will not accept the Village Purchasing Card; Goal 4.2.2

Finance Department

Performance Objectives	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Present balanced budget to Village Board	Yes	Yes	Yes	Yes	Yes
Complete long term financial forecast	**	**	Yes	Yes	Yes
Survey revenues & present to Village Board	Yes	Yes	Yes	Yes	Yes
Receive GFOA CAFR Award	Yes	Yes	Yes	Yes	Yes
Number of CAFR Award Comments	5	9	6	5	TBD
Number of Auditor Management Comments	4	2	2	1	TBD
Receive GFOA Budget Award	Yes	Yes	Yes	Yes	Yes
Number of Budget Award Comments	3	5	2	6	9
Review department procedures	Yes	Yes	Yes	Yes	Yes

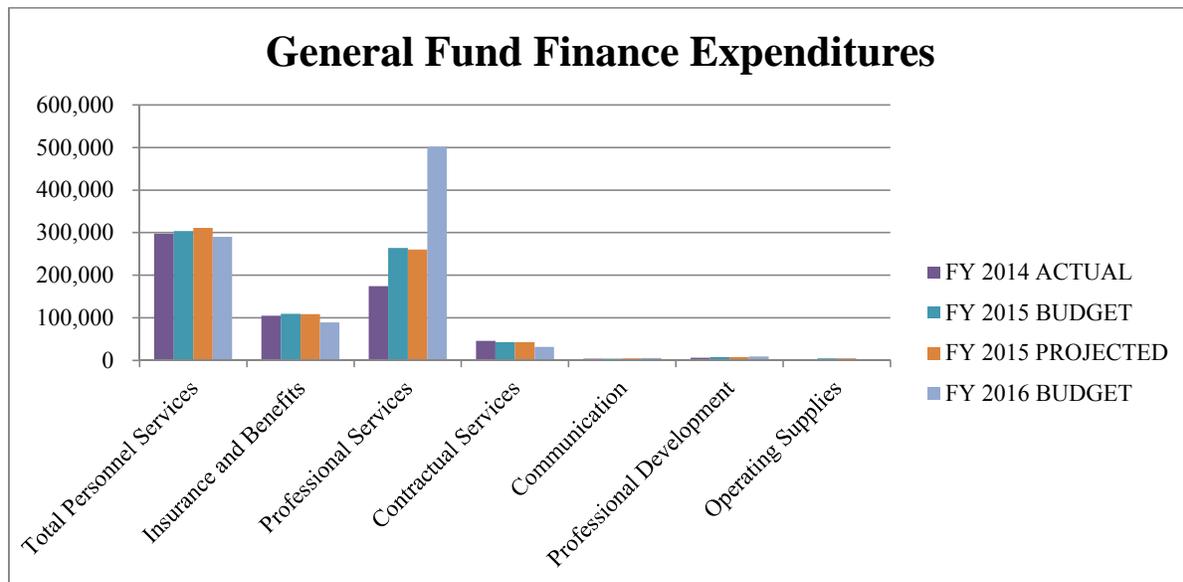
Performance Objectives	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Accounts Payable Invoices Processed	4,600	5,200	5,300	5,136	6200*
Dollar Value of A/P Processed	12,876,550	13,612,600	17,615,000	15,840,000	16,750,000*
Accounts Receivable Invoices Processed	1,637	1,655	1,756	1388	1,500*
Journal Entries Processed	825	635	624	565	525*

* - approximated

** - *new objectives for 2013*

**GENERAL FUND
FINANCE**

EXPENDITURES	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 PROJECTED	FY 2016 BUDGET	FY 2016 Budget vs FY 2015	
					<i>Projected</i>	<i>Budget</i>
Personnel Services						
Salaries Full-Time	297,568	303,375	300,000	260,023	-13%	-14%
Salaries Part-Time	0	0	11,500	30,000	100%	100%
Total Personnel Services	297,568	303,375	311,500	290,023	-7%	-4%
Insurance and Benefits	105,027	109,609	108,280	88,802	-18%	-19%
Professional Services	174,395	264,150	260,200	501,720	93%	90%
Contractual Services	45,354	42,716	42,602	31,607	-26%	-26%
Communication	3,943	3,500	4,600	5,435	18%	55%
Professional Development	6,071	7,700	7,700	8,700	13%	13%
Operating Supplies	1,456	4,500	4,500	2,250	-50%	-50%
TOTAL EXPENDITURES	633,814	735,550	739,382	928,537	26%	26%



GENERAL FUND FINANCE	Actual 2014	Budget 2015	Projected 2015	Budget 2016	<i>FY 2016 Budget vs FY 2015 Projected Budget</i>	
<u>Personnel Services</u>						
50-6210 Salaries, Full-Time	297,568	303,375	300,000	260,023	(39,977)	(43,352)
50-6222 Salaries, Part-Time			11,500	30,000	18,500	30,000
50-6230 Overtime		-			-	-
Total Personnel Services	297,568	303,375	311,500	290,023	(21,477)	(13,352)
<u>Insurance and Benefits</u>						
51-6310 FICA, Village Share	21,576	23,028	23,000	19,757	(3,243)	(3,271)
51-6315 IMRF, Village Share	34,363	35,512	34,043	31,046	(2,997)	(4,466)
51-6330 Health Insurance	45,652	47,304	47,304	35,246	(12,058)	(12,058)
51-6333 Life Insurance	119	123	122	96	(26)	(27)
51-6335 Dental Insurance	3,317	3,642	3,811	2,657	(1,154)	(985)
Total Insurance and Benefits	105,027	109,609	108,280	88,802	(19,478)	(20,807)
<u>Professional Services</u>						
52-6405 Auditing Expense	32,184	37,100	33,150	38,200	5,050	1,100

GENERAL FUND FINANCE	Actual 2014	Budget 2015	Projected 2015	Budget 2016	<i>FY 2016 Budget vs FY 2015 Projected Budget</i>	
52-6522 IT Services						
Contracted IT Maintenance		6,000	6,000	6,000	-	-
Comcast	44,630	41,000	41,000	45,000	4,000	4,000
Data Storage	4,059	2,500	2,500	10,000	7,500	7,500
Travel and Training	2,348	7,500	7,500	7,500	-	-
Office Supplies		500	500	500	-	-
Tablet Usage				600		
Licensing Renewals						
Adjudication Software				9,000		
Laserfiche Software	1,746	1,450	1,450	1,800	350	350
Granicus	-	9,600	9,600	9,600	-	-
SeeClickFix				6,870		
MSI Financial Software				17,000		
Other licensing renewals	8,294	9,600	9,600	15,900	6,300	6,300
ESRI GIS	6,895	5,600	5,600		(5,600)	(5,600)
Server and Licensing				12,000		
Software				7,650		
Plotter				8,500		
Computer Supplies	6,569	7,500	7,500	5,000	(2,500)	(2,500)
Computer Software	8,000	30,000	30,000		(30,000)	(30,000)
Adjudication Software				35,000	35,000	35,000
Financial Software				150,000	150,000	150,000
Work Management System				56,500	56,500	56,500
Computer Hardware- replacements	25,000	25,000	25,000	25,000	-	-
	107,542	146,250	146,250	429,420	283,170	283,170
 52-6523 Payroll Services	 14,837	 18,000	 18,000	 20,000	 2,000	 2,000

GENERAL FUND FINANCE	Actual 2014	Budget 2015	Projected 2015	Budget 2016	FY 2016 Budget vs FY 2015 Projected Budget	
52-6530 Miscellaneous Professional Service	9,325				-	-
Investment Expense		2,000	2,000	2,000	-	-
Financial Software Consultant		50,000	50,000		(50,000)	(50,000)
CAFR and Budget Award (GFOA) Program Fees	435	775	775	775	-	-
Collection Fees	2,167	2,000	2,000	2,000	-	-
OPEB Annual Actuarial Valuation	2,200	2,200	2,200	2,500	300	300
Annual Debt Disclosure	600	750	750	750	-	-
Credit Card Processing Fees	2,905	2,875	2,875	3,075	200	200
Annual Police Pension Fund Actuarial Valuation	2,200	2,200	2,200	3,000	800	800
Total Miscellaneous Professional Service	19,831	62,800	62,800	14,100	(48,700)	(48,700)
Total Professional Services	174,395	264,150	260,200	501,720	241,520	237,570
<u>Contractual Services</u>						
53-6420 Cleaning Service	8,249	-	-	-	-	-
53-6500 General Insurance	20,390	26,216	26,216	31,607	5,391	5,391
53-6535 Am Audit	3,542	500	386	-	(386)	(500)
53-7315 Maintenance, Equipment	13,174	16,000	16,000	-	(16,000)	(16,000)
Total Contractual Services	45,354	42,716	42,602	31,607	(10,995)	(11,109)
<u>Communication</u>						
54-6550 Printing Expense						
Multi-Function Copier Lease	816	816	816	816	-	-
Check stock, other paper	341	384	384	400	16	16
Total Printing Expense	1,157	1,200	1,200	1,216	16	16
54-6715 Advertising, Bids & Records	226	200	200	240	40	40
54-6765 Postage	2,028	1,600	1,600	1,800	200	200

GENERAL FUND FINANCE	Actual 2014	Budget 2015	Projected 2015	Budget 2016	<i>FY 2016 Budget vs FY 2015 Projected Budget</i>	
54-6785 Telephone Expense	533	500	1,600	2,179	579	1,679
Total Communication	3,943	3,500	4,600	5,435	835	1,935
<u>Professional Development</u>						
55-6566 Travel and Training	5,481	7,000	7,000	8,000	1,000	1,000
55-6730 Dues						
Government Finance Officers Association	190	200	200	200	-	-
Illinois Government Finance Officers Association	400	400	400	400	-	-
Illinois Municipal Treasurers Association	-	100	100	100	-	-
Total Dues	590	700	700	700	-	-
Total Professional Development	6,071	7,700	7,700	8,700	1,000	1,000
<u>Operating Supplies</u>						
56-6740 Office Supplies	995	1,500	1,500	1,500	-	-
56-6806 Miscellaneous	461	3,000	3,000	750	(2,250)	(2,250)
Total Operating Supplies	1,456	4,500	4,500	2,250	(2,250)	(2,250)
TOTAL FINANCE	633,814	735,550	739,382	928,537	189,155	192,987

Police

The primary functions of the Oswego Police Department are the preservation of public peace and order, the prevention and detection of crime, the apprehension of offenders, and the protection of people and property. The Department must uphold the Constitution of the United States, the Constitution of the State of Illinois, as well as enforce the laws of the State of Illinois and the ordinances of the Village of Oswego.

The Oswego Police Department Mission Statement:

The Oswego Police Department is committed to enhancing the quality of life by ensuring the safety of the community through the protection of life, liberty and property. We will continue to foster cooperation by building diverse partnerships and serving the community with integrity, professionalism and compassion.

To this end, the Oswego Police Department shall:

Preserve the public peace, prevent crime, detect and arrest offenders against the criminal laws and ordinances effective within the Village, suppress riots, mobs and insurrections, disperse unlawful or dangerous assemblages, protect the rights of all and preserve order at all elections and assemblages.

Administer and enforce laws and ordinances to regulate, direct, control and restrict the movement of vehicular and pedestrian traffic and the use of streets by vehicles and persons, and to adhere to rules and regulations which shall facilitate the lawful goals of the department.

Remove all nuisances in public places, inspect and observe all places of public amusement or assemblage and all places of business within the Village limits which require any State, County or Municipal permit/license.

Provide for the attendance of Police Officers or civilian employees in court as necessary for the prosecution and trial of person(s) charged with crimes and other violations of the law, and cooperate fully with the law enforcement and prosecuting authorities of Federal, State, County and Municipal Governments.

Attain and retain maximum efficiency and effectiveness by creating policies and procedures designed to protect and serve the Village of Oswego and to satisfy the aforesaid goals.

The Oswego Police Department is comprised of two divisions: Field Operations and Support Services. Each division has their own responsibilities; however, some tasks require divisions to combine efforts in order to maximize effectiveness. An example of this would be the Support Services personnel providing crime and crash data analysis to the Field Operations for resource allocation.

The Field Operations Division has several duties that are completed on a daily basis. Some of these duties include: Calls for service, criminal complaints, traffic safety, preliminary

investigations, neighborhood watch, preventative patrol in residential and business areas, and protect life & property within the Village of Oswego. The Patrol Division operates 24-hours a day, 7 days a week with two 12-hour shifts.

The Support Services Division is comprised of three different units within this Division. These units are Records, Investigations and Special Assignments (Traffic Officers and School Resource Officers). In addition to these specialty units, the Support Services Division is responsible for personnel management, training, records, data retrieval, building and vehicle maintenance, budget control, scheduling and Uniform Crime Reporting.

The Investigations Unit has several duties, some of which are completed on a daily basis, while others are over an extended period of time. Some of these duties include: Follow-up to criminal police reports, conduct more complex investigations, gather intelligence information on criminal activity, proactive computer investigations, evidence and property control, crime scene unit, school liaisons, juvenile services, neighborhood watch, crime prevention and narcotics. The Records Unit is maintained in compliance with the State of Illinois and United States Department of Justice. The lobby of the Oswego Police Department is open 365 days a year, 24-hours a day. The Special Assignment Unit has several duties, some of which are completed on a daily basis, while others are covered over an extended period of time. Some of these duties include: Follow up to accident reports or school related incidents, traffic enforcement, educational speaking, juvenile services and proactive enforcement efforts to address certain high frequency crash locations.

Staffing levels within the Police Department have not varied in total over the past four years. Total staffing is currently at 65 employees. The amount for the Community Service Officer Position is a full-time equivalent. There are currently eight part-time CSO's budgeted.

<u>Police Department</u>	<u>Actual FY 2012</u>	<u>Actual FY 2013</u>	<u>Budget FY 2014</u>	<u>Actual FY 2014</u>	<u>Budget FY 2015</u>	<u>Projected FY 2015</u>	<u>Budget FY 2016</u>
Chief of Police	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Deputy Chiefs of Police						2.00	2.00
Captain	3.00	3.00	3.00	3.00	3.00	0.00	0.00
Commander						1.00	1.00
Sergeants	8.00	8.00	8.00	8.00	8.00	8.00	8.00
Patrol Officers	37.00	37.00	37.00	37.00	37.00	37.00	37.00
Community Service Officers	3.00	4.00	4.00	3.00	3.00	4.00	4.00
Administrative Assistants	2.00	2.00	1.00	1.00	1.00	1.00	1.00
CALEA Manager/Evidence							
Tech.	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Records Supervisor	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Records Clerk	5.00	5.00	6.00	6.50	6.50	6.50	6.50
Police Cadet	0.50	0.00	0.00	0.50	0.50	0.50	0.50
Police Department Grand Total	62.50	63.00	63.00	63.00	63.00	64.00	64.00
Sworn Personnel	49.00	49.00	49.00	49.00	49.00	49.00	49.00

Fiscal Year 2016 Budget

Total Department budget is up 2% (\$181,000)

- Personnel services are up 2% (\$122,700). Negotiations with the Patrol Officers have concluded and agreed salary increases are reflected in this increase. Overtime increased by \$7,074 or 2%.
- Insurance/benefits are up 1% (\$13,700) due to increased contribution to the Police Officers Pension Fund as well other insurance costs.
- Professional services are down 5% (\$6,900). This decrease is due to not having to conduct patrol officer testing.
- Contractual services are up 13% (\$56,000). There is a \$56,375 increase in general liability insurance offsetting reductions in a majority of the other line items.
- Communications are up 93% (\$100,800) due to an increase in dispatching service costs.
- Professional development is down 12% (\$8,500) as less training is planned.
- Operating supplies are down 6% (\$9,900) due to reductions in gasoline.
- Capital outlay is down 30% (\$87,000) due to a reduction in the amount spent on vehicle replacements in FY 2016. New expenditures include: Land acquisition and vehicle replacements.

FY 2015 Major Accomplishments**Strategic Plan Goals and Objectives**

1.3.3 Support/Assist Partner agencies to ensure public well-being.

A joint training exercise was held regarding the testing of the Village Emergency Operation Plan. Participants included Departments within the Village as well as outside stakeholders (SD308, Oswego Fire Protection District, Kendall County Health Department, Oswegoland Park District and Kendall County Emergency Management Agency).

6.3.1 Develop and build out municipal buildings as the need arises and revenues are available.

During FY15 discussion at the Village Board level has occurred and significant strides were made to give staff direction to assist in furthering the development of a new police facility. It was determined that police operations should remain at one site. Site location and acquisition is the current focus of this project.

Service Objectives

Provide the Field Operations Division with weekly crime data to assist in their patrol/crime prevention efforts.

The objective of this crime prevention goal was to assist the Field Operations Division by providing real time or as close to real time crime data as possible. This data will help in identifying current trends and will assist with proper resource allocation and patrol tactics.

The Support Services Division provided updates to the Field Operations Division every two (2) weeks on the following:

1. Crime Data: Crime data specific to motor vehicle burglaries, residential burglaries and retail theft.
2. Traffic Data: Traffic data specific to traffic complaints, traffic tickets and traffic crashes.
3. Crime Mapping: The above data was provided to the Village GIS Coordinator for inclusion into a map. This map was then shared within the department to help in providing visual cues to crime.

In 2015 we will be expanding our crime data sharing to the public. Currently we are looking at ways of including a virtual map of the crime in the Village on our web site.

Streamline the current report writing process and reduce the amount of time it takes for final supervisor approval.

The objective of this goal was to reduce the amount of time it takes for Officers and Supervisors to review and sign off on reports. The length of time to final sign off should be no more than five (5) days.

A complete review of our report writing process was completed. This included the report dictation, records processing, officer approval, supervisor correction/approval and filing of the report. During the course of the year the Records Supervisor maintained strict compliance with the records processing of reports. All reports were completed in a timely fashion and made available to the originating officer within 1-2 days of the initial report being taken. Once the report was placed in the originating officer's mailbox our tracking mechanism verified compliance with a five (5) day supervisor sign off. Reports that did not make the sign off period were funneled back to the reporting officer's supervisor for explanation. This new process has allowed us to meet the time requirements of FOIA requests and has sped up the process of providing reports to the Kendall County State's Attorney's Office from prosecution.

Clean and organize the records room allowing for additional storage and easier use.

The objective of this goal was to organize and clean our current records repository so that our work practices become more efficient.

The Records Supervisor was responsible for the organization and implementation of this plan utilizing staff from the records division. Record disposal orders were completed in a timely fashion and all records that could have been disposed of were. An additional long term record storage location was identified in a basement storage closet and shelves were purchased to house and organize these records. These tasks have increased storage space, allowed for easier movement within the room and more efficient operations specific to filing and retrieving documents. The organization and cleaning of our primary records repository was completed prior to our on-site assessment.

Implement a review and identification of DDACTS patterns and suspect information to share with the Field Operations Division.

The objective of this goal is to use information gathered from analyzing reported crimes to assist in assignment of detectives for cases that could be linked. Utilization of DDACTS statistical

information as provided by case data reports to coordinate patrol and investigation efforts. This also supports 1.3.2 of the Village Strategic Plan for Uphold Commitment to Public Safety.

This goal was completed. Detectives and patrol officer follow ups have been assigned based on identified links between cases. This allowed investigators to focus on suspect(s) identified as the same for different reported crimes.

Maintain our national law enforcement accreditation through the Commission on Accreditations for Law Enforcement Agencies.

Currently the Oswego Police Department is one of a few law enforcement agencies in the State of Illinois to achieve National Accreditation through CALEA. In order to maintain this National Accreditation we must successfully pass our three year re-accreditation. The objective of this goal is to maintain our current standing as a Nationally Accredited Law Enforcement Agency.

We successfully completed our CALEA Reaccreditation. We were awarded Gold Standard with Excellence and had a virtually perfect on-site inspection with no file maintenance or applied discretions.

Ongoing investigation of internet sites to locate and recover stolen property.

The objective of this goal is to recover stolen property and identify suspects believed to be listing for sale, on internet sites, property that was reported to the Oswego Police Department as stolen. These investigations may or may not be directly tied to any single crime reported to the Oswego Police Department.

This goal was completed; a detective was assigned to monitor the possible electronic listings for property. This allowed for successful recovery of several pieces of stolen property during the year.

Strategic Plan Goals and Objectives

1. The Field Operations Division will use data and intelligence information to most effectively address crime and crashes through efficient allocation of resources.

Currently the Oswego Police Department does not map crime and crash trends on a regular basis. By using data which may include location, time of day, day of week as well as other available intelligence information, the Department can provide up to date crime/crash trends in order for personnel to be deployed effectively. This also supports 1.3.2 of the Village Strategic Plan for Uphold Commitment to Public Safety.

Over the course of the year, this goal was developed and the process of getting crime and crash data was streamlined in the manner it was plotted on a map. The final result is a web-based product that allows us to see crimes and crashes on a map. Sergeants have been given access to the maps for review with their teams. The Traffic Sergeant worked with Investigations staff to analyze data to determine locations of problem areas. By the end of the year, data was plotted every two weeks for a real time snap shot of potential crime trends. Two main locations were identified and the focus of most DDACT operations. When there was no observed pattern, operations were not scheduled. The effectiveness of this implementation has not yet been determined do to the short time that

is has been in operation. It will be monitored throughout the next year. This goal coupled with a community request has prompted the Department to work towards putting crime related data on the Department website.

2. Work with adjacent law enforcement agencies to address traffic and criminal activities/patterns in our border areas.

The objective of this goal is to focus enforcement and crime prevention efforts on areas that lie at our border areas. We will work with those other agencies to combine and coordinate enforcement and patrol efforts to address crime and traffic trends. This also supports 1.3.3 of the Village Strategic Plan to Support/Assist Partner Agencies to Ensure the Public Well Being.

3. Improve our relationships and partnerships with our senior community members.

The object of this goal is to improve our relationships and coordination with the senior citizens that reside in our community. This also supports 1.3.3 of the Village Strategic Plan to Support/Assist Partner Agencies to Ensure the Public Well Being.

Comparisons

In an effort to provide a benchmark for expenditures, we surveyed communities with a similar population size and created the following table for FY 2015. We then took the overall budget and divided it by the population and the result is a cost per capita. As you can see in this comparison, we provide law enforcement services at a lower cost per capita than the average rate. We also supplied an average as well. Each community supplied us with the personnel, total budget and population.

City / Village	Fulltime Personnel	Part-time Personnel	Total Budget	Population	Cost Per Capita
	Total Authorized	Total Authorized			
Bartlett	74	3	\$13,147,538.00	41,679	\$315.45
Batavia	46	5	\$8,495,800.00	26,045	\$326.20
Lisle	52	4	\$7,176,180.00	22,390	\$320.51
Plainfield	69	10	\$11,157,752.00	41,734	\$267.35
West Chicago	54	0	\$9,661,100.00	27,576	\$350.34
Westmont	50	1	\$9,038,146.00	24,685	\$366.14
Woodridge	71	1	\$8,915,593.00	33,408	\$266.87
Average	59.43	3	\$9,656,015.57	31,074	\$316.12
Oswego	59	10	\$8,957,486.00	32,174	\$278.41

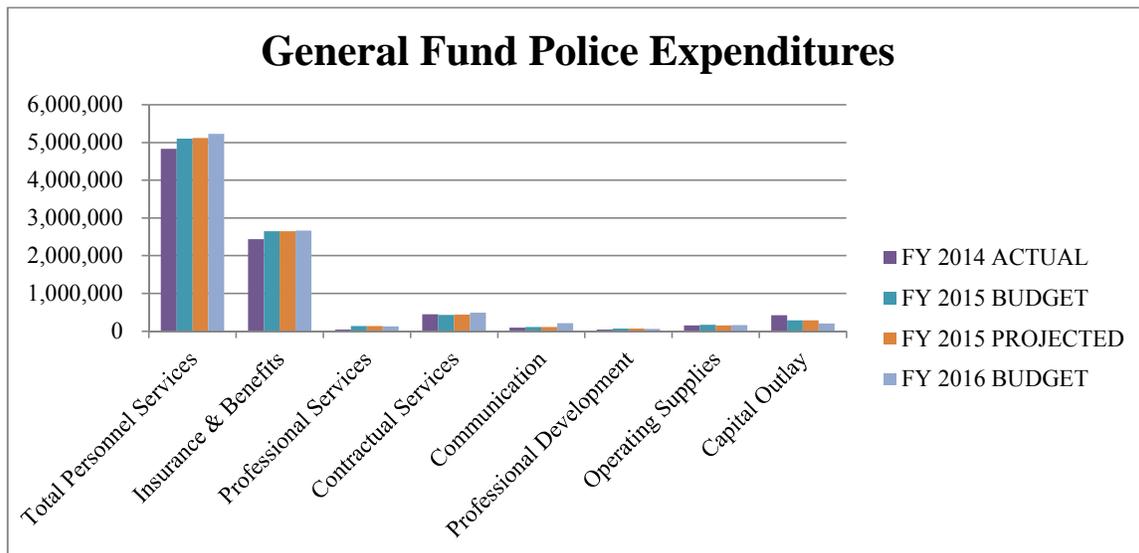
Police Department Statistics

The Department has provided the projected statistics for fiscal year 2015 and included actual statistics fiscal years 2013 and 2014 for comparison. The reason for this table is so one can relate and identify with the Department's changes in service demands.

Fiscal Year	FY 2013	FY 2014	FY 2015
Population	30,400	31,212	32,174
Full Time Personnel (Authorized)	59	59	59
Part Time Personnel	8	8	9
Police Reports	3,982	3,799	3,771
Criminal	1,571	1,453	1,279
Non-criminal	571	472	580
Calls for Service	23,568	22,548	24,738
Total Arrests	997	875	854
Felony	72	107	24
Misdemeanors	925	768	829
D.U.I.	60	71	94
Accident Reports	755	892	846
Property Damage	553	726	644
Personal Injury	107	71	118
Hit & Run	94	93	84
Fatal	1	2	0
Traffic Citations	2,828	2,650	2,680
Traffic Warnings	8,563	7,104	3,832
Ordinance Citations	2,663	2,250	2,318
Miles Patrolled	388,858	382,080	408,846
Total Alarm Calls	647	712	772
Burglar	614	679	746
Hold Up	33	33	26
Court Dispositions	\$120,767	\$103,369	\$124,780
Total Fines/Fees & Reimbursements	\$669,799	\$656,436	\$643,233
Hours Worked	107,359	105,624	108,861
Comp Time Earned	2,143	2,472	2,994
Total Overtime (Hours)	4,312	5,011	4,858
Contractual Service Hours	792	738	454
Training Hours	6,180	6,000	6,597

**GENERAL FUND
POLICE**

EXPENDITURES	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 PROJECTED	FY 2016 BUDGET	<i>FY 2016 Budget vs FY 2015</i>	
					<i>Projected</i>	<i>Budget</i>
Personnel Services						
Salaries, Sworn	4,033,677	4,180,261	4,192,156	4,259,096	2%	2%
Salaries, Clerical	429,104	462,938	462,938	550,082	19%	19%
Salaries, Other	117,402	142,327	142,327	91,994	-35%	-35%
Overtime	250,524	318,845	318,845	325,919	2%	2%
Total Personnel Services	4,830,707	5,104,371	5,116,266	5,227,091	2%	2%
Insurance & Benefits	2,438,144	2,648,623	2,648,982	2,662,326	1%	1%
Professional Services	41,207	137,547	131,944	130,655	-1%	-5%
Contractual Services	446,238	433,585	439,690	489,585	11%	13%
Communication	97,066	107,935	107,935	208,699	93%	93%
Professional Development	41,450	67,604	67,604	59,160	-12%	-12%
Operating Supplies	151,579	169,475	151,475	159,570	5%	-6%
Capital Outlay	420,123	288,346	288,346	201,395	-30%	-30%
TOTAL EXPENDITURES	8,466,514	8,957,486	8,952,242	9,138,481	2%	2%



GENERAL FUND POLICE		Actual 2014	Budget 2015	Projected 2015	Budget 2016	FY 2016 Budget vs FY 2015 Projected Budget	
<u>Personnel Services</u>							
50-6210	Salaries, Sworn	4,033,677	4,180,261	4,192,156	4,259,096	66,940	78,835
50-6220	Salaries, Civilian	429,104	462,938	462,938	550,082	87,144	87,144
50-6230	Overtime	250,524	318,845	318,845	325,919	7,074	7,074
50-6235	Salaries, Special Pay	117,402	142,327	142,327	91,994	(50,333)	(50,333)
Total Personnel Services		4,830,707	5,104,371	5,116,266	5,227,091	110,825	122,720
<u>Insurance and Benefits</u>							
51-6310	FICA	361,531	386,105	386,105	394,310	8,205	8,205
51-6315	IMRF	50,795	52,946	52,946	54,676	3,034	3,034
51-6320	Pension Contributions	1,075,000	1,185,000	1,185,000	1,250,000	110,000	110,000
51-6330	Health Insurance	905,367	974,231	974,231	906,668	36,361	36,361
51-6333	Life Insurance	1,769	1,728	1,728	1,825	264	264
51-6335	Dental Insurance	42,664	47,851	47,851	53,470	5,959	5,959
51-6336	Optical Insurance	1,019	762	1,121	1,377	-	-
Total Insurance and Benefits		2,438,144	2,648,623	2,648,982	2,662,326	13,344	13,703
<u>Professional Services</u>							
52-6430	Police Commission						
	Commission Meeting Fees	350	1,500	1,500	1,125	(375)	(375)
	Attorney - Legal Fees		3,000	3,000	3,000	-	-
	Promotional and Entry-level Testing	3,400	40,600	23,000	6,250	(16,750)	(34,350)
	IL. Police Commission Conference/Dues	375	375	375	800	425	425
	Misc. Meeting Expenses		525	525	525	-	-
	Total Police Commission	4,125	46,000	28,400	11,700	(16,700)	(34,300)

GENERAL FUND POLICE		Actual 2014	Budget 2015	Projected 2015	Budget 2016	FY 2016 Budget vs FY 2015 Projected Budget	
52-6460	Crime Prevention						
	Citizen Police Academy	-	800	800	875	75	75
	Supplies (I-DENTI-KIT) Pamphlet	596	500	500	500	-	-
	Prairiefest (driving simulator & dunk tank)	169	720	720	770	50	50
	Junior Police Badges/Giveaway Prairiefest	1,619	650	750	625	(125)	(25)
	Child Safety Seat Equipment	-	50	50	50	-	-
	Misc	645	-	-	-	-	-
	OPD Open House	-	100	-	50	50	(50)
	Explorer Charter Fee & Expenses (yearly)	234	190	190	190	-	-
	Total Crime Prevention	3,263	3,010	3,010	3,060	50	50
52-6467	Tobacco Compliance Checks	600	450	450	300	(150)	(150)
52-6522	IT Services						
	Computer Hardware Replacement				22,500	22,500	22,500
	Computer Maint.		17,700	29,650	38,195	8,545	20,495
	Records System upgrades/maintenance		17,350	17,350	20,375	3,025	3,025
	Misc.		12,953	13,000	2,250	(10,750)	(10,703)
		-	48,003	60,000	83,320	23,320	35,317
52-6530	Miscellaneous Professional Services						
	OSHA Testing		2,160	2,160	2,450	290	290
	Administrative	10,735	9,340	9,340	22,830	13,490	13,490
	Field Operations	1,230	1,060	1,060	995	(65)	(65)
	Investigations	15,992	22,305	22,305	-	(22,305)	(22,305)
	Total Miscellaneous Professional Services	27,957	34,865	34,865	26,275	(8,590)	(8,590)
52-6705	Juvenile Assistance	5,262	5,219	5,219	6,000	781	781
	Total Professional Services	41,207	137,547	131,944	130,655	(1,289)	(6,892)
<u>Contractual Services</u>							
53-6500	General Insurance	217,854	275,500	275,500	331,875	56,375	56,375
53-6570	Rental Expense Storage Units	-	-	2,250	2,350	100	2,350

GENERAL FUND POLICE		Actual 2014	Budget 2015	Projected 2015	Budget 2016	FY 2016 Budget vs FY 2015 Projected Budget	
53-6825	Uniform Allowances Command , Investigations & Clerical	4,675	4,850	4,850	5,200	350	350
53-7310	Maintenance, Buildings						
	Exterior Building	2,860	2,950	7,455	8,905	1,450	5,955
	Interior Building	23,612	21,355	21,355	22,330	975	975
	Generator Transfer Switch	-	-	-	10,500	10,500	10,500
	Cleaning Service/carpet cleaning/tile and floors	7,717	12,190	12,190	600	(11,590)	(11,590)
	Misc.	1,175	2,000	2,000	900	(1,100)	(1,100)
	Total Maintenance, Building	35,364	38,495	43,000	43,235	235	4,740
53-7325	Maintenance, Vehicles						
	Squad Car Maintenance	46,921	47,000	46,350	36,000	(10,350)	(11,000)
	Vehicle Seizures (Title Transfers)	-	300	300	200	(100)	(100)
	License Plates - Renewal	810	1,000	1,000	1,000	-	-
	Misc. Vehicle - Bulbs, Flasher, Wipers, Bicycles	7,323	3,350	3,350	2,100	(1,250)	(1,250)
	Total Maintenance, Vehicles	55,054	51,650	51,000	39,300	(11,700)	(12,350)
53-7330	Maintenance, Police Equipment						
	Squad Car Equip. Repair	29,104	4,730	4,730	4,650	(80)	(80)
	Police Equip. Maintenance Agreements/usage	11,797	15,000	15,000	13,000	(2,000)	(2,000)
	Misc. Repair (Scales - Speed Trailer)	4,041	200	200	1,100	900	900
	Total Maintenance, Police Equipment	44,942	19,930	19,930	18,750	(1,180)	(1,180)
53-7335	Maintenance, Office Equipment						
	Office Communication Equip.	63,424	18,590	18,590	15,400	(3,190)	(3,190)
	Total Maintenance, Office Equipment	63,424	18,590	18,590	15,400	(1,410)	(950)

GENERAL FUND		Actual	Budget	Projected	Budget	FY 2016 Budget	
POLICE		2014	2015	2015	2016	vs FY 2015	
						Projected	Budget
53-7880	Uniform Purchases						
	Bullet Proof Vests	2,780	1,400	2,000	10,400	8,400	9,000
	Quarter Master	22,145	20,000	20,000	20,500	500	500
	Department Equip.		1,770	1,770	1,000	(770)	(770)
	Specialty Uniform		1,400	800	1,575	775	175
	Total Uniform Purchases	24,925	24,570	24,570	33,475	8,905	8,905
	Total Contractual Services	446,238	433,585	439,690	489,585	51,675	58,240
<u>Communication</u>							
54-6550	Printing Expense						
	Stationary	225	300	300	225	(75)	(75)
	Report Forms	5,000	6,600	6,600	4,150	(2,450)	(2,450)
	Misc. Forms	1,750	250	250	500	250	250
	Total Printing Expense	6,975	7,150	7,150	4,875	(2,275)	(2,275)
54-6715	Advertising, Bids and Records	185	250	250	300	50	50
54-6765	Postage	4,273	7,925	7,925	4,250	(3,675)	(3,675)
54-6785	Telephone Expense						
	Telephone Service	22,516	33,848	33,848	34,000	152	152
	Investigations	3,190	962	962	3,690	2,728	2,728
	Mobile Phone Service	15,600	13,300	13,300	19,584	6,284	6,284
	Total Telephone Expense	41,306	48,110	48,110	57,274	2,378	2,378
54-6788	Dispatching Services	44,328	44,500	44,500	142,000	97,500	97,500
	Total Communication	97,066	107,935	107,935	208,699	93,978	93,978

GENERAL FUND POLICE		Actual 2014	Budget 2015	Projected 2015	Budget 2016	<i>FY 2016 Budget vs FY 2015 Projected Budget</i>	
<u>Professional Development</u>							
55-6565	Schools and Training Expense						
	North-East Multi-Regional Training (85x42)	4,140	4,655	4,655	4,655	-	-
	Conferences & Specialized Training						
	Administration	3,800	4,220	4,220	5,345	1,125	1,125
	Field Operations	3,681	16,919	16,919	7,105	(9,814)	(9,814)
	Investigations	12,537	8,005	8,005	18,080	10,075	10,075
	Total Schools and Training Expense	24,158	33,799	33,799	35,185	1,386	1,386
55-6730	Dues						
	Field Operations	675	1,380	1,380	1,690	310	310
	Investigations		585	585		(585)	(585)
	Administration	1,635	1,290	1,290	1,525	235	235
	Total Dues	2,310	3,255	3,255	3,215	(40)	(40)
55-6805	Travel Expense						
	NEMRT (Lunch \$10 x 42 x 2)		1,220	1,220	1,220	-	-
	Conferences & Specialized Training					-	-
	Administration	10,214	5,135	5,135	5,515	380	380
	Field Operations	4,768	11,860	11,860	5,200	(6,660)	(6,660)
	Investigations		12,335	12,335	8,825	(3,510)	(3,510)
	Total Travel Expense	14,982	30,550	30,550	20,760	(9,790)	(9,790)
	Total Professional Development	41,450	67,604	67,604	59,160	(8,444)	(8,444)
<u>Operating Supplies</u>							
56-6720	Books and Publications						
	Law updates	675	630	630	250	(380)	(380)
	Fair Labor Standards	457	500	500	550	50	50
	Total Books and Publication	1,132	1,130	1,130	800	(330)	(330)

GENERAL FUND POLICE		Actual 2014	Budget 2015	Projected 2015	Budget 2016	FY 2016 Budget vs FY 2015 Projected Budget	
56-6735	Gasoline	104,654	125,250	105,000	110,200	5,200	(15,050)
56-6740	Office Supplies						
	Printer Supplies	1,400	4,950	4,950	4,250	(700)	(700)
	General Supplies	7,361	1,980	1,980	2,125	145	145
	Miscellaneous		1,075	1,075	2,470	1,395	1,395
	Total Office Supplies	8,761	8,005	8,005	8,845	840	840
56-6745	Operating Supplies						
	Administrative	9,455	100	100	9,200	9,100	9,100
	Field Operations	25,409	26,215	26,215	28,325	2,110	2,110
	Investigations		5,825	5,825	-	(5,825)	(5,825)
	Total Operating Supplies	34,864	32,140	32,140	37,525	5,385	5,385
56-6806	Miscellaneous	2,167	2,950	5,200	2,200	(3,000)	(750)
	Total Operating Supplies	151,579	169,475	151,475	159,570	8,095	(9,905)
<u>Capital Outlay</u>							
57-7840	Police Equipment						
	Tasers	14,078			-	-	-
	Replace Livescan device	10,400			-	-	-
	Solar speed signs (2)	12,000			-	-	-
	Other	17,626			-	-	-
	Total Police Equipment	54,104	-	-	-	-	-
57-7899	Vehicle Purchase	279,353	232,980	232,980	151,395	(81,585)	(81,585)

GENERAL FUND POLICE		Actual 2014	Budget 2015	Projected 2015	Budget 2016	<i>FY 2016 Budget vs FY 2015 Projected Budget</i>	
57-9000	Other Capital Outlay		-			-	-
	Land Acquisition				50,000	50,000	50,000
	New Carpet	40,666					
	Records Remodel	46,000				-	-
	Women's Locker room remodel		17,966	17,966		(17,966)	(17,966)
	Overhead Bay Door Replacement		25,410	25,410		(25,410)	(25,410)
	Breakroom Remodel		11,990	11,990		(11,990)	(11,990)
	TOTAL Other Capital Outlay	86,666	55,366	55,366	50,000	(5,366)	(5,366)
	Total Capital Outlay	420,123	288,346	288,346	201,395	(86,951)	(86,951)
TOTAL POLICE DEPARTMENT		8,466,514	8,957,486	8,952,242	9,138,481	181,233	176,449

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Motor Fuel Tax Fund

The Motor Fuel Tax Fund (MFT) accounts for motor fuel tax revenues received from the State of Illinois and expenditures related to the Village's annual road rehabilitation and construction program. Village streets are selected for resurfacing or major rehabilitation based on analysis conducted by the Village Department of Public Works. The annual program is awarded to an outside contractor based on the bid results received. Village oversight is provided by the Director of Public Works and the Village contracted engineering firm.

Motor Fuel Tax Funds are disbursed to the Village from the Illinois Department of Transportation on a per capita basis. Motor Fuel Taxes are derived from a tax on the privilege of operating motor vehicles upon public highways based on the consumption of motor fuel. Use of Motor Fuel Tax Funds is restricted to direct expenses associated with, but not limited to, street improvements and maintenance, storm sewers and bicycle parking facilities, paths, signs and markings based upon the appropriate Illinois State Statutes. Motor Fuel Tax operations include: micro-surfacing, concrete curb and gutter replacement, street rebuilding and improvements.

Fiscal Year 2016 Budget

- State shared motor fuel tax allotments have remained consistent with \$810,000 estimated for FY 16
- \$600,000 budgeted for repairs to complete approximately two (2) miles of roadway improvements
- Estimated Restricted Fund Balance at April 30, 2016 is \$543,409

Challenges/Issues

IMS Infrastructure Management Services inspected the Village's road system in 2014. On average, the road system is in "Very Good" condition. This rating is influenced by the miles of roads installed in the past ten years. More than 54% of the road area in the Village is "Very Good" or better. Of concern is the 9% of the pavement area that is currently rated at "Fair" or "Poor". These roads will require work sooner rather than later.

Within the next five years, the average road condition will decrease from an engineering assessment rating of 80 to 71 if no work is done. More importantly, the percentage of road area rated "Fair" or "Poor" (rating of 60 to 40) will increase to 18%. For the purposes of discussion, roads in these two categories will be referred to as "approaching reconstruction." Roads with a score of 69 today will reach a score of 40 within 10 years. The score of 40 is important, as this is the score at which resurfacing is no longer viable. The road will need to be reconstructed. The cost to resurface a road is \$14/square foot compared to \$80/square foot to reconstruct the road.

The cost of roadway improvement expenditures will far exceed the annual amount of revenue the Village receives from the motor fuel tax. The Village Board will need to determine how to supplement the revenues of the MFT Fund to continue the roadway

improvements as scheduled. It is likely the funding will come from the General Fund from increases in existing local taxes or some new tax yet to be implemented.

FY 2015 Expenditure descriptions:

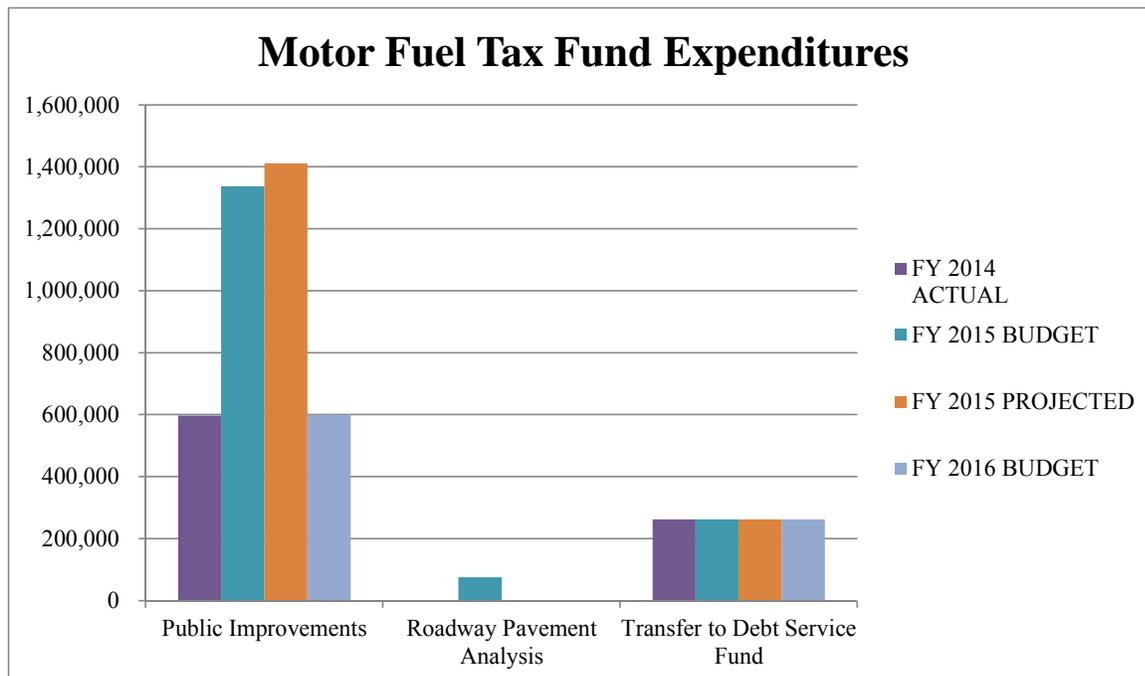
The Village will leverage \$274,500 in MFT funds to receive \$682,500 in federal funds to resurface Washington Street (0.44 miles) between US 34 and IL 71 and Harvey Road (1.13 miles) between Wolfs Crossing and US 30. The Village will apply the balance of the MFT funds, \$272,500, to resurface approximately 0.81 miles of residential streets located in various locations.

Strategic Goals and Objectives

- Maintain the Village roadway infrastructure at a pavement rating condition of 60 or better based on the Village Pavement Management Analysis program
- Identify new funding sources to pay for the increase cost of road improvements

MOTOR FUEL TAX FUND

	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 PROJECTED	FY 2016 BUDGET	<i>FY 2016 Budget vs FY 2015 Projected Budget</i>	
Beginning Fund Balance	1,113,584	1,201,799	1,201,799	593,409		
<u>REVENUES</u>						
State Allotments	817,817	780,000	812,000	810,000	0%	4%
Other	125,990	125,990	251,980	-	-100%	-100%
Interest Income	3,970	4,000	2,130	2,500	17%	-38%
TOTAL REVENUE	947,777	909,990	1,066,110	812,500	-24%	-11%
<u>EXPENDITURES</u>						
Public Improvements	597,062	1,337,935	1,412,000	600,000	-58%	-55%
Roadway Pavement Analysis		75,000	0	0	0%	-100%
Transfer to Debt Service Fund	262,500	262,500	262,500	262,500	0%	0%
TOTAL EXPENDITURES	859,562	1,675,435	1,674,500	862,500		
Revenues Over/Under Expenditures	88,215	(765,445)	(608,390)	(50,000)	-48%	-49%
Ending Fund Balance	1,201,799	436,354	593,409	543,409		



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Debt Service Fund

The Debt Service Fund is used to account for the principal, interest payments and paying agent fees for general obligation debt issued by the Village. Pledged Sales tax and Motor Fuel tax revenues transferred from the General Fund and Motor Fuel Tax Fund are used to finance the annual payment requirements. Principal payments are due in December for each issue and interest payments are made twice a year in June and December. The Finance department oversees all the transactions within this Fund and assures the debt payments are made on time.

Fiscal Year 2016 Budget

- This fund has revenues exceeding expenditures by \$1,200
- \$1,773,489 will be spent on paying debt service
- \$26,540 estimated ending Restricted Fund Balance

Challenges/Issues

All of the debt service is supported from general sales tax and motor fuel tax revenues which are received from the State of Illinois. Any substantial economic downturn or legislative change in the distribution of these tax revenues would have a negative effect on the Village's ability to make the annual debt service payments. The Village does have the ability to stop annually abating the property tax levies for each debt issuance if revenues do decrease below the annual debt service requirements.

Debt Issues

As of April 30, 2015, the Village has total gross outstanding debt of \$17,166,076 of which \$14,355,000 is principal. Additional descriptions of each bond issue are provided in the Financial Policy Section of the budget. The six outstanding debt issuances are as follows:

- | | |
|--|---|
| <ul style="list-style-type: none"> • <u>Corporate Purpose Bond Series of 2006A</u>
Original Issue Amount: \$9,970,000
Date of Maturity: December 15, 2017 | Outstanding Principal: \$ 1,525,000
Outstanding Interest: \$ 132,225 |
| <ul style="list-style-type: none"> • <u>Corporate Purpose Bond Series of 2007B</u>
Original Issue Amount: \$6,000,000
Date of Maturity: December 15, 2017 | Outstanding Principal: \$ 265,000
Outstanding Interest: \$ 9,937 |
| <ul style="list-style-type: none"> • <u>Corporate Purpose Bond Series of 2009</u>
Original Issue Amount: \$2,285,000
Date of Maturity: December 1, 2017 | Outstanding Principal: \$ 915,000
Outstanding Interest: \$ 74,631 |
| <ul style="list-style-type: none"> • <u>Corporate Purpose 2011 Refunding Bonds</u>
Original Issue Amount: \$2,300,000
Date of Maturity: December 15, 2024 | Outstanding Principal: \$1,970,000
Outstanding Interest: \$ 388,300 |

- Corporate Purpose 2013 Refunding Bonds
 Original Issue Amount: \$6,770,000 Outstanding Principal: \$6,725,000
 Date of Maturity: December 15, 2027 Outstanding Interest: \$1,826,200

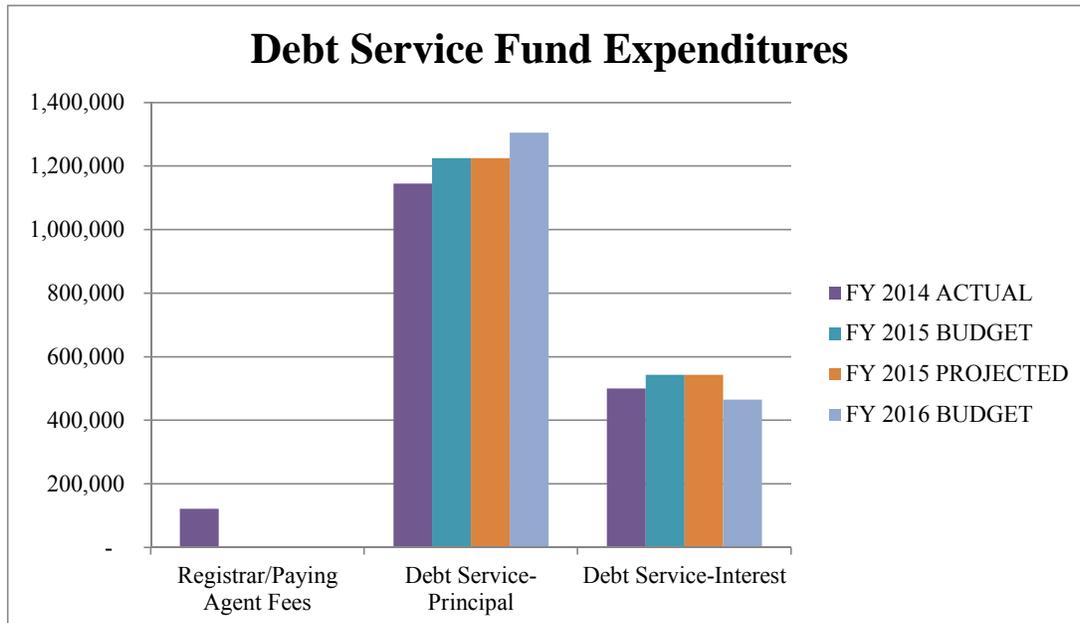
- Corporate Purpose 2014 Refunding Bonds
 Original Issue Amount: \$2,955,000 Outstanding Principal: \$2,955,000
 Date of Maturity: December 15, 2027 Outstanding Interest: \$ 379,783

When issuing debt, the Village adheres to the following guidelines:

- √ The Village will limit short and long-term borrowing to capital improvements or projects which carry a benefit that exceeds five years (5 years) and cannot be financed from current revenues
- √ When the Village finances capital projects by issuing bonds, it will pay back the bonds within a period not to exceed the useful life of the project
- √ The Village will limit the amount of outstanding general obligation debt of the Village to a maximum of 5% of the equalized assessed valuation of the Village. As of May 1, 2015, 5% of the equalized assessed valuation was approximately \$37,354,914.
- √ The Village will strive to maintain a level annual debt service repayment schedule to maintain a stable debt service tax rate from year to year.
- √ The Village will comply with all annual debt disclosures and file them with the respective agencies

DEBT SERVICE FUND

	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 PROJECTED	FY 2016 BUDGET	<i>FY 2016 Budget vs FY 2015 Projected Budget</i>	
Beginning Fund Balance	21,237	24,833	24,833	62,448		
<u>REVENUES</u>						
Transfer In - Other Funds	1,516,563	1,507,407	1,545,107	1,511,989	-2%	0%
Transfer In - MFT Fund	262,500	262,500	262,500	262,500	0%	0%
Miscellaneous	3,600	-	-	-	0%	0%
Interest	347	100	113	200	77%	100%
TOTAL REVENUE	1,783,010	1,770,007	1,807,720	1,774,689	-2%	0%
<u>EXPENDITURES</u>						
Registrar/Paying Agent Fees	121,518	1,200	1,800	3,000	67%	150%
Debt Service-Principal	1,145,000	1,225,000	1,225,000	1,305,000	7%	7%
Debt Service-Interest	499,924	543,305	543,305	465,489	-14%	-14%
TOTAL EXPENDITURES	1,766,442	1,769,505	1,770,105	1,773,489	0%	0%
Revenues Over/Under Expenditures	16,568	502	37,615	1,200	-97%	139%
Other Financing Source/Use	(12,972)					
Ending Fund Balance	24,833	25,335	62,448	63,648		



DEBT SERVICE FUND		Actual 2014	Budget 2015	Projected 2015	Budget 2016	FY 2016 Budget vs FY 2015 Projected Budget	
<u>Professional Services</u>							
52-8220	Registrar/Paying Agent Fees	121,518	1,200	1,800	3,000	1,200	1,800
Total Professional Services		121,518	1,200	1,800	3,000	1,200	1,800
<u>Debt Service</u>							
59-8200	Debt Principal						
	2004A - Town Center		-			-	-
	2006A - Village Hall & Town Center	450,000	475,000	475,000	500,000	25,000	25,000
	2007B - Douglas Rd	250,000	250,000	250,000	265,000	15,000	15,000
	2009 - Douglas Rd	285,000	295,000	295,000	310,000	15,000	15,000
	2011 - Refunding 2004A	160,000	160,000	160,000	170,000	10,000	10,000
	2013-Refunding Bond		45,000	45,000	45,000	-	-
	2014-Refunding Bond				15,000		
Total Debt Principal		1,145,000	1,225,000	1,225,000	1,305,000	80,000	80,000
59-8201	Bond Payments - Interest						
	2004 A Town Center						
	2006A - Village Hall & Town Center	181,113	161,762	161,762	65,575	(96,187)	(96,187)
	2007B - Douglas Rd	74,800	65,425	65,425	9,938	(55,488)	(55,488)
	2009 - Douglas Rd	56,482	47,218	47,218	36,894	(10,324)	(10,324)
	2011 - Refunding 2004A	71,800	68,600	68,600	65,400	(3,200)	(3,200)
	2013-Refunding Bond	115,729	200,300	200,300	199,400	(900)	(900)
	2014-Refunding Bond				88,283		
Total Bond Payments - Interest		499,924	543,305	543,305	465,489	(77,816)	(77,816)
Total Debt Service		1,644,924	1,768,305	1,768,305	1,770,489	2,184	2,184
TOTAL DEBT SERVICE FUND		1,766,442	1,769,505	1,770,105	1,773,489	3,384	3,984

Capital Improvement Fund

The Capital Improvement Fund is used to account for all major capital projects undertaken by the Village. These projects are generally completed over more than one fiscal year and in most instances are funded from grant revenue or General Obligation Debt Issuances. All of these projects are contracted out with general oversight provided by Village staff.

Fiscal Year 2016 Budget

Funds were expended during the last fiscal year with no new revenue dedicated for this Fund. The Fund does not have a budget for Fiscal Year 2016.

Challenges/Issues

Funding for FY 2016 capital improvements (if authorized) may be supplied from new bond proceeds, grant revenues and from new developments which are charged Roadway capital improvement fees. The longer term outlook is to apply for and receive more grant revenue from available sources in order to complete the long list of identified capital improvements. The Village will also be identifying internal revenue sources to commit to funding this Fund for subsequent years.

Major Accomplishments

- Completed installation of a new VoIP phone system
- Completed the Mill street multi-use trail/pathway
- Completed the installation of new Village Entryway signage

FY 2016 Expenditure descriptions:

There are no projects budgeted.

2016 Capital Improvement Fund Objectives:

Apply for any grants which would benefit the Village.

CAPITAL IMPROVEMENT FUND

	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 PROJECTED	FY 2016 BUDGET	FY 2016 Budget vs FY 2015 Projected Budget	
Beginning Fund Balance	773,492	660,420	660,420	235,976		
<u>REVENUES</u>						
Charges for Service	27,544	20,000	0	0	0%	-100%
Grant Proceeds	42,884	0	15,056	0	0%	0%
Interest	3,804	3,500	2,600	0	-100%	-100%
TOTAL REVENUE	74,231	23,500	17,656	0	-100%	-100%
<u>EXPENDITURES</u>						
Capital Improvements						
Transfer Out	0	80,000		0	0%	-100%
Mill Rd Expense	46,075	60,000	80,000	0	-100%	-100%
Old Village Hall	2,300	37,100		0	0%	-100%
Village Hall Expenditures	78,613	0	163,000	0	-100%	0%
Douglas Rd/Minkler Rd Exp	58,943	0		0	0%	0%
Other Capital Outlay	1,372	314,500	199,100	0	-100%	-100%
TOTAL EXPENDITURES	187,303	491,600	442,100	0	-100%	-100%
Revenues Over/Under Expenditures	(113,072)	(468,100)	(424,444)	0	-100%	-100%
Ending Fund Balance	660,420	192,320	235,976	235,976		

Water and Sewer Fund

The Water and Sewer Fund is managed by the Public Works Director with the assistance of the Utility Services Director. The water system includes eight wells, six water towers, the radium removal systems, 783,725 feet of water main, 2,543 fire hydrants and several thousand feet of water service lines. The system has 10,600 water meters installed providing the basis for billing customers which generates the revenues for this Fund. The sewer system consists of 628,132 feet (119 miles) of sanitary sewer lines 15” and smaller and six lift stations. The Public Works department is responsible for completing all the maintenance and repairs to the water and sewer systems.

The Public Works department staffing levels increased to 23.5 FTE’s with the addition of two new Technician I positions during FY 2015. The FTE’s are allocated to the Road and Bridge Fund and the Water and Sewer Fund based upon work assignments beginning in FY 2015.

Public Works Department	Actual FY 2012	Actual FY 2013	Actual FY 2014	Budget FY 2015	Projected FY 2015	Budget FY 2016
Public Works Director	1.0	1.0	1.0	1.0	1.0	1.0
Utility Services Director	-	-	-	-	1.0	1.0
Public Works Assistant Director	1.0	1.0	1.0	1.0	1.0	1.0
Administrative Assistant	1.5	1.5	1.5	1.5	1.5	1.5
Inspector Superintendent	1.0	-	-	-	-	-
Operations Superintendent	3.0	2.0	2.0	2.0	2.0	2.0
Operations Supervisor	3.0	3.0	3.0	3.0	3.0	3.0
Technicians I	8.0	8.0	7.5	7.5	10.0	10.0
Technicians II	5.0	5.0	5.0	5.0	5.0	5.0
Total	23.5	21.5	21.0	21.0	23.5	23.5

Fiscal Year 2016 Budget

- Total revenues of \$5.4 million
- Total expenses of \$5.0 million
- Ending Unrestricted Net Assets Balance of \$3.1 million

Revenues

- Budgeted total revenues have decreased 12%.
- The largest component of water revenue is user charges which are estimated to remain at FY 2015 levels.
- Charge for services revenue is down 12% due to relocation of Water Tap on fees and MXU fees to the Water and Sewer Capital Fund.
- Grants revenue is the amount of treasury rebate being received on the 2009 bond issue which decreases annually.
- Interest earnings are estimated to be consistent with prior years. Donations/contributions are estimated to be consistent with prior years.

Expenses

- Total expenses are lower by 18% because of decreased Capital Outlay expenditures.
- Personnel services increased 18% (\$171,100) due to the department restructuring and allocations from other Funds.
- Insurance/benefits increased 21% (\$81,900) due to the increase in personnel costs.
- Professional services increased 114% (\$50,000) due to the initiation of a maintenance contract for the supervisory control and data acquisition system.
- Contractual services increased 8% (\$105,300) primarily due to line item decreases in the following areas: Electricity Pumping Expenses (\$92,000) due to cost increases from suppliers; Water Main Maintenance (\$69,600) due to the introduction of a leak detection program (\$24,800) and a valve turning program (\$39,800); Equipment Maintenance (\$20,500) for contractual maintenance of generators and other minor changes; Building Maintenance (\$18,800) with the relocation of alarm monitoring from the Water & Sewer accounts; and Insurance (\$16,300) due to increases in personnel costs. These increases are offset by line item decreases in Sewer Main Maintenance (\$100,000) with the relocation of the lining program to the Water and Sewer Capital Fund, and other minor adjustments.
- Communication increased 5% (\$2,600) due to adjustments in vendor costs.
- Professional development increased 175% (\$9,800) with the addition of membership in the Fox River Study Group (\$7,600) and accounting for membership in the American Water Works Association (\$2,100) and other minor adjustments.
- Operating supplies decreased 56% (\$157,200) due to adjustments in line items to historical expenditures and the purchase of new meter expenses moved to the W&S Capital Fund.
- Debt service is estimated to remain similar to the prior fiscal year.
- Capital outlay decreased 100% (\$1,350,000) due to the completion of the Ogden Falls Tower rehabilitation and installation of an emergency power source for Wells # 6 and #7 as well as the Hunt Club Lift Station. Going forward all capital expenditures will be accounted for in the Water and Sewer Capital Fund.

Challenges/Issues

The primary source of revenue for this Fund is related to Charges for Services issued in the form of bills to customers. Water and sewer usage charges received are 90% of the total revenues. Development fees fluctuate from year to year based on community development and are not relied upon for annual operating expenses but rather for system improvements related to growth. Total operating revenues support operating expenses and some capital improvements to existing system components. The Village is refining a long-term capital improvement plan to identify system needs to maintain the system in an operating condition in accordance with all regulatory requirements. The plan will

identify system costs and will drive the discussion of funding options. Current funding mechanisms are insufficient to meet the future capital improvement needs.

Fiscal Year 2015 Major Accomplishments

- Completed the Water Study to identify future system needs and water sources SPO 1.3.1, 4.16, and 6.33
- Rehab/relining program of old manholes in Village to reduce inflow and infiltration of storm water into the sanitary sewers. SPO 1.3.1
- Monitored IDOT's US 30 and IL 71 reconstruction projects. Protected and adjusted Village facilities as necessary. SPO 6.3.3
- GPS/GIS water structures identified included all fire hydrants north of the river are completed. SPO 1.3.1
- Worked with IEPA and the Northwest Water Planning Alliance to find alternative water sources to deep wells. Investigated interconnects of water systems with surrounding communities. SPO 4.1.5
- Completed painting of Ogden Falls water tower. SPO 1.3.1
- Completed major emergency repairs to Well #4. SPO 1.3.1

Strategic Planning Objectives

- Rehab/relining program of old manholes continues within the Village to reduce inflow and infiltration of storm water into the sanitary sewers. SPO 1.3.1
- Relocate the US 34 watermain west of Orchard Road in advance of IDOT's reconstruction project. SPO 6.3.3
- Monitor IDOT's US 34 and IL 71 roadway reconstruction projects. Protect and adjust Village facilities as necessary. SPO 6.3.3
- GPS/GIS water structures for all fire hydrants south of the river. SPO 1.3.1
- Work with adjacent communities, IEPA, the Northwest Water Planning Alliance to find alternative water sources to deep wells. Investigate interconnects of water systems with surrounding communities. SPO 4.1.5
- Implement leak detection program to reduce real losses.
- Identify functions that could be done in house compared to contracting out. SPO 1.3.1

Water Pumpage by Month for the Last Four Fiscal Years

	FY 2012	FY 2013	FY 2014	FY 2015
May	86,254,000	89,625,000	81,581,000	80,119,000
June	86,424,000	115,986,000	80,521,000	83,336,000
July	98,162,000	115,945,000	99,636,000	88,172,000
August	81,111,000	93,733,000	98,405,000	83,872,000
September	79,325,000	89,193,000	89,622,000	79,469,000
October	68,678,000	72,019,000	74,927,000	73,765,000
November	62,183,000	64,939,000	74,927,000	70,537,000
December	63,675,000	67,443,000	69,252,000	68,263,000
January	66,815,000	68,380,000	75,633,000	69,256,000
February	60,947,000	61,055,000	66,709,000	63,003,000
March	67,748,000	69,717,000	71,541,000	67,252,000
April	65,583,000	67,224,000	74,525,000	70,000,000*
Totals:	886,905,000	975,259,000	957,279,000	827,114,000

*Estimated

Billed Water Accounts on a Bi-Monthly Basis for the Last Four Fiscal Years

	FY 2012	FY 2013	FY 2014	FY 2015
May	10,597	10,733	10,829	11,013
July	10,581	10,712	10,843	11,025
September	10,645	10,766	10,901	11,145
November	10,643	10,766	10,927	11,164
January	10,675	10,818	10,962	11,193
March	10,690	10,815	10,973	11,184

**WATER AND SEWER FUND
FUND SUMMARY**

	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 PROJECTED	FY 2016 BUDGET	<i>FY 2016 Budget vs FY 2015 Projected Budget</i>	
Beginning Unrestricted Net Assets	7,963,364	8,563,824	8,563,824	2,738,872		
<u>REVENUES</u>						
Charges for Services	6,222,399	5,968,500	6,180,363	5,263,500	-15%	-12%
Permits	280	300	300	300	0%	0%
Grants	99,265	96,000	100,000	95,000	-5%	-1%
Interest	28,995	23,000	25,069	25,000	0%	9%
Donations/Contributions	19,658	7,000	26,556	6,000	-77%	-14%
Miscellaneous	1,189	0	0	0	0%	0%
TOTAL REVENUE	6,371,786	6,094,800	6,332,288	5,389,800	-15%	-12%
<u>EXPENSES</u>						
Personnel Services	949,532	946,102	986,000	1,117,208	13%	18%
Insurance and Benefits	375,816	388,152	386,687	470,007	22%	21%
Professional Services	98,138	43,288	121,021	92,800	-23%	114%
Contractual Services	1,581,340	1,389,401	1,658,401	1,494,718	-10%	8%
Communication	56,329	57,500	59,500	60,101	1%	5%
Professional Development	3,702	5,600	7,900	15,400	95%	175%
Operating Supplies	259,750	278,600	275,021	121,400	-56%	-56%
Debt Service	1,638,340	1,696,805	1,696,804	1,684,208	-1%	-1%
Capital Outlay	808,379	1,350,000	1,038,200	0	-100%	-100%
TOTAL EXPENSES	5,771,327	6,155,448	6,229,534	5,055,842	-19%	-18%
Change in Unrestricted Net Assets	600,460	(60,648)	102,754	333,958	225%	-651%
Other Financing Source/Use			(5,927,706)			
Ending Unrestricted Net Assets	8,563,824	8,503,176	2,738,872	3,072,830		

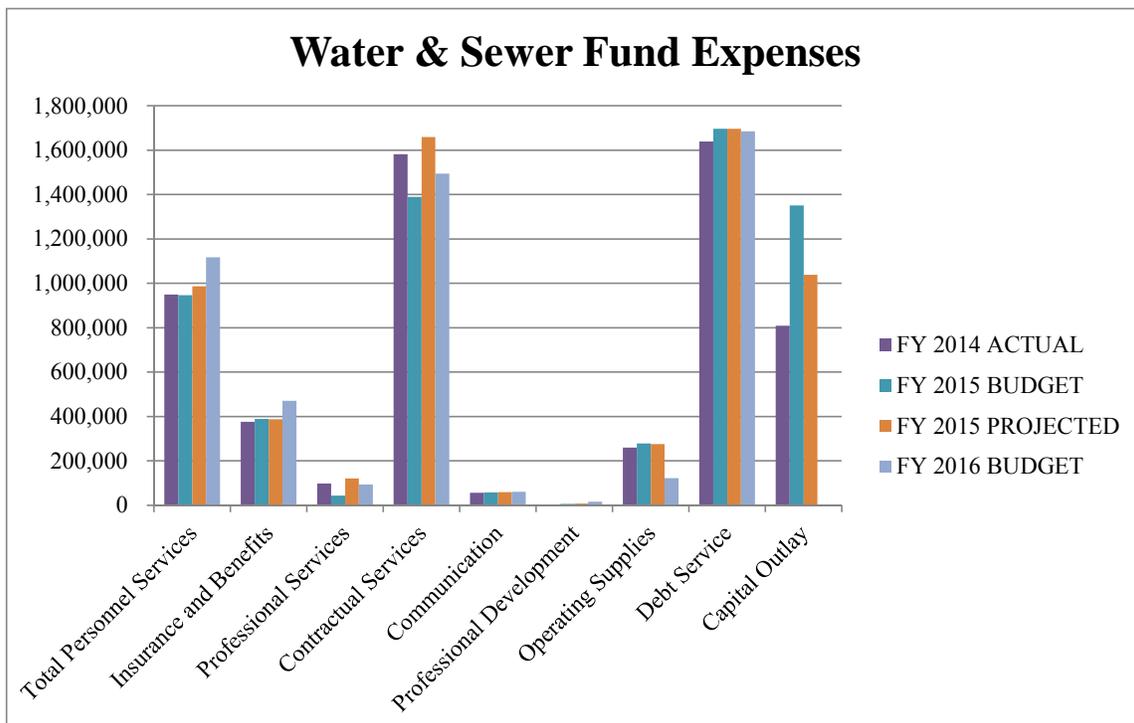
*Other Financing Source/Use transferred to the W&S Capital Fund

**WATER AND SEWER FUND
REVENUE SUMMARY**

REVENUE	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 PROJECTED	FY 2016 BUDGET	FY 2016 Budget vs FY 2015	
					Projected	Budget
Charges for Service						
Water	3,772,140	3,800,000	3,700,000	3,800,000	3%	0%
Sewer Maintenance	1,314,339	1,400,000	1,333,615	1,400,000	5%	0%
Water Tap on Fees	958,372	600,000	1,000,000	0	-100%	-100%
MXU Fees	104,713	100,000	65,000	0	-100%	-100%
Bulk Water Sales	8,836	3,500	12,830	3,500	-73%	0%
Meter Sales	3,995	10,000	6,000	5,000	-17%	-50%
Inspections/Observations	11,886	10,000	14,000	10,000	-29%	0%
Consumption Reports	26,472	30,000	32,500	30,000	-8%	0%
Reimbursements	21,646	15,000	16,418	15,000	-9%	0%
Total C.F.S	6,222,399	5,968,500	6,180,363	5,263,500	-15%	-12%
Permits	280	300	300	300	0%	0%
Grants	99,265	96,000	100,000	95,000	-5%	-1%
Interest	28,995	23,000	25,069	25,000	0%	9%
Donations/Contributions	19,658	7,000	26,556	6,000	-77%	-14%
Miscellaneous	1,189	0	0	0	0%	0%
TOTAL REVENUE	6,371,786	6,094,800	6,332,288	5,389,800	-15%	-12%

**WATER AND SEWER FUND
EXPENSE SUMMARY**

EXPENSES	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 PROJECTED	FY 2016 BUDGET	FY 2016 Budget vs FY 2015	
					Projected	Budget
Personnel Services						
Salaries Full-Time	835,211	875,996	925,000	1,045,415	13%	19%
Salaries Part-Time	10,526	17,575	9,000	17,949	99%	2%
Overtime	103,795	52,531	52,000	53,844	4%	2%
Total Personnel Services	949,532	946,102	986,000	1,117,208	13%	18%
Insurance and Benefits	375,816	388,152	386,687	470,007	22%	21%
Professional Services	98,138	43,288	121,021	92,800	-23%	114%
Contractual Services	1,581,340	1,389,401	1,658,401	1,494,718	-10%	8%
Communication	56,329	57,500	59,500	60,101	1%	5%
Professional Development	3,702	5,600	7,900	15,400	95%	175%
Operating Supplies	259,750	278,600	275,021	121,400	-56%	-56%
Debt Service	1,638,340	1,696,805	1,696,804	1,684,208	-1%	-1%
Capital Outlay	808,379	1,350,000	1,038,200	0	-100%	-100%
TOTAL EXPENSES	5,771,327	6,155,448	6,229,534	5,055,842	-19%	-18%



**WATER AND SEWER FUND
OPERATIONS AND MAINTENANCE**

			Actual 2014	Budget 2015	Projected 2015	Budget 2016	<i>FY 2016 Budget vs FY 2015 Projected Budget</i>	
<u>Personnel Services</u>								
50-6210	Salaries, Full-Time		835,211	875,996	925,000	1,045,415	120,415	169,419
50-6222	Salaries, Part-Time		10,526	17,575	9,000	17,949	8,949	374
50-6230	Overtime		103,795	52,531	52,000	53,844	1,844	1,313
Total Personnel Services			949,532	946,102	986,000	1,117,208	131,208	171,106
<u>Insurance and Benefits</u>								
51-6310	FICA		70,094	71,632	72,500	84,965	12,465	13,333
51-6315	IMRF		106,559	108,689	107,350	131,247	23,897	22,558
51-6330	Health Insurance		186,979	194,514	193,313	236,227	42,914	41,713
51-6333	Life Insurance		446	454	446	552	106	98
51-6335	Dental Insurance		11,738	12,863	13,078	17,016	3,938	4,153
Total Insurance and Benefits			375,816	388,152	386,687	470,007	83,320	81,855
<u>Professional Services</u>								
52-6480	Engineering Expense		31,868	4,000	4,000	4,000	-	-
52-6520	Legal Services		-	2,000	2,000	2,000	-	-
52-6522	IT Services				55,100	50,000	(5,100)	50,000
52-6530	Miscellaneous Professional Services							
	Investment Expense			2,000	1,000	1,000	-	(1,000)
	Credit Card & Collection Processing Fees		24,148	28,000	28,000	28,000	-	-
	VANCO Services		559	2,000	2,000	2,000	-	-
	Drug Screens		910	700	700	700	-	-
	OSHA Testing		1,175	588	588	600	12	12
	NPDES Permit		1,000	1,000	1,000	-	(1,000)	(1,000)
	Miscellaneous		3,681	-	-	-	-	-
Total Miscellaneous Professional Services			31,473	34,288	33,288	32,300	(988)	(1,988)

WATER AND SEWER FUND OPERATIONS AND MAINTENANCE		Actual 2014	Budget 2015	Projected 2015	Budget 2016	<i>FY 2016 Budget vs FY 2015 Projected Budget</i>	
52-8220	Registrar/Paying Agent Fees Fees for all Water and Sewer related debt	34,798	3,000	26,633	4,500	(22,133)	1,500
Total Professional Services		98,138	43,288	121,021	92,800	(28,221)	49,512
<u>Contractual Services</u>							
53-6500	General Insurance	53,732	62,701	62,701	79,018	16,317	16,317
53-6555	Rental Expense Rental of equipment for water main breaks, water or sewer line repair	419	5,000	5,000	5,000	-	-
53-6585	Uniform Service Uniform rental service for Public Works staff	3,541	5,400	6,600	5,600	(1,000)	200
53-6595	Water Analysis Water sampling in the Village that is done in-house Community Water Supply Testing Fund	18,339	15,000	15,000	15,000	-	-
53-6606	J.U.L.I.E. Underground utility location services	10,955	8,300	9,900	10,000	100	1,700
53-6770	Pumping Expense, Electricity Electricity expense for wells 3, 4, 6, 7, 8, 9, 10, and 11	408,919	415,000	354,000	507,000	153,000	92,000
53-7310	Maintenance; Building Maintenance and security system fees on well houses and lift stations	12,867	10,000	48,800	28,800	(20,000)	18,800
53-7315	Maintenance; Equipment Maintenance and repair to public works vehicles or equipment	53,443	40,000	40,000	60,500	20,500	20,500

WATER AND SEWER FUND OPERATIONS AND MAINTENANCE		Actual 2014	Budget 2015	Projected 2015	Budget 2016	<i>FY 2016 Budget vs FY 2015 Projected Budget</i>	
53-7365	Maintenance; Safety Equipment Safety equipment for the chlorine rooms at the Village wells	1,345	2,000	8,400	2,000	(6,400)	-
53-7375	Maintenance; Garage Maintenance at the Public Works Facility garage	250	1,000	1,000	1,000	-	-
53-7380	Maintenance; Wells Maintenance and chemicals for wells 3, 4, 6, 7, 8, 9, 10 and 11	274,581	150,000	352,200	136,200	(216,000)	(13,800)
53-7390	Maintenance; Sewer Main Maintenance on all Village sewer lines including lift stations, televising lines, and sewer lining	247,652	180,000	289,300	80,000	(209,300)	(100,000)
53-7400	Maintenance; Water Meters Maintenance on any water meter in the Village	1,386	14,000	14,000	14,000	-	-
53-7405	Maintenance; Pumps Maintenance on pumps used in water main breaks		-			-	-
53-7410	Maintenance; Water Tower Maintenance on the Village water towers and supplies, such as light bulbs and cathodic protection	3,385	5,000	5,000	5,000	-	-
53-7415	Maintenance; Water Main Maintenance on all Village water mains including all necessary parts	85,883	21,000	36,500	90,600	54,100	69,600

WATER AND SEWER FUND OPERATIONS AND MAINTENANCE		Actual 2014	Budget 2015	Projected 2015	Budget 2016	<i>FY 2016 Budget vs FY 2015 Projected Budget</i>	
53-7420	Maintenance; Fire Hydrants Purchase of new fire hydrants and maintenance of existing hydrants	13,192	10,000	10,000	10,000	-	-
53-7425	Maintenance; Radium Removal Operation of the radium removal equipment	391,451	445,000	400,000	445,000	45,000	-
Total Contractual Services		1,581,340	1,389,401	1,658,401	1,494,718	(163,683)	105,317
<u>Communication</u>							
54-6550	Printing Expense Outsourcing the printing of utility bills	12,051	14,000	14,000	14,000	-	-
54-6715	Advertising, Bids and Records Advertising and bid award documents for water or sewer projects	252	500	500	500	-	-
54-6765	Postage Postage for utility bills	30,165	30,000	33,000	35,000	2,000	5,000
54-6785	Telephone Expense All telecommunication expenses that include auto dialers for the SCADA system, lift stations, and cell phones	13,862	13,000	12,000	10,601	(1,399)	(2,399)
Total Communication		56,329	57,500	59,500	60,101	601	2,601
<u>Professional Development</u>							
55-6566	Travel and Training Continuing education classes, local and out-of-state for water operators and staff	2,180	3,000	3,200	4,700	1,500	1,700

WATER AND SEWER FUND OPERATIONS AND MAINTENANCE		Actual 2014	Budget 2015	Projected 2015	Budget 2016	<i>FY 2016 Budget vs FY 2015 Projected Budget</i>	
55-6730	Dues	1,522	2,600	4,700	10,700	6,000	8,100
	American Water Works Association						
	Illinois Rural Water Association						
	Kane County Water						
	National Safety Council						
	Total Professional Development	3,702	5,600	7,900	15,400	7,500	9,800
<u>Operating Supplies</u>							
56-6735	Gasoline	71,760	65,000	55,000	64,400	9,400	(600)
	Gasoline purchase for Public Works vehicles						
56-6740	Office Supplies	1,184	4,000	4,000	4,000	-	-
	Day-to-day office supplies; i.e. pens, pencils, computer paper stationary, keys, etc						
56-6806	Miscellaneous	606	5,600	5,600	1,000	(4,600)	(4,600)
56-6810	Uncollectable Utility Bills			6,721		(6,721)	-
56-6720	Books & Publication	-	-	100	-	(100)	-
56-7425	Maintenance, Supplies	146	2,000	1,600	1,000	(600)	(1,000)
	Inspector supplies; i.e. daily log books, file folders, maps						
56-7445	Tool Expense	1,578	2,000	2,000	1,000	(1,000)	(1,000)
	Tools for vehicles, fire hydrants or water shut-offs						
56-7892	Water Meter Supplies						
	Water Meters for New Homes & Commercial Development	34,476	50,000	50,000	-	(50,000)	(50,000)
	Cable, repair parts, reading software, handheld support	150,000	150,000	150,000	50,000	(100,000)	(100,000)
	Total Water Meter Supplies	184,476	200,000	200,000	50,000	(150,000)	(150,000)
	Total Operating Supplies	259,750	278,600	275,021	121,400	(153,621)	(157,200)

WATER AND SEWER FUND OPERATIONS AND MAINTENANCE		Actual 2014	Budget 2015	Projected 2015	Budget 2016	<i>FY 2016 Budget vs FY 2015 Projected Budget</i>	
Capital Outlay							
57-8050	Utility System Improvements	-		1,038,200			
	Route 71 Watermain Relocation	808,379				-	-
	Ogden Falls Tower rehabilitation		800,000		-	-	(800,000)
	Emergency power source Well # 7		550,000		-	-	(550,000)
Total Capital Outlay		808,379	1,350,000	1,038,200	-	-	(1,350,000)
TOTAL WATER AND SEWER OPERATION AND MAINTENANCE		4,132,986	4,458,643	4,532,730	3,371,634	(122,896)	(1,087,009)
Debt Service							
59-7900	Revolving Loan-Principal (1997 and 2004 IEPA loans)	120,576	123,830	123,005	127,172	4,167	3,342
59-7901	Revolving Loan-Interest (1997 and 2004 IEPA loans)	27,925	25,036	25,860	21,694	(4,166)	(3,342)
59-8202	2012 Bond Payment - Principal	300,000	315,000	315,000	320,000	5,000	5,000
59-8203	2013 Bond Payment - Principal	-	10,000	10,000	10,000	-	-
59-8204	2014 Bond Payment - Principal				5,000	5,000	5,000
59-8208	2006B Bond Payment - Principal	100,000	115,000	115,000	125,000	10,000	10,000
59-8209	2007A Bond Payment - Principal	150,000	150,000	150,000	150,000	-	-
59-8210	2009 Bond Payment - Principal	265,000	275,000	275,000	285,000	10,000	10,000
59-8211	2011 Bond Payment - Principal	125,000	130,000	130,000	130,000	-	-
59-8212	2012 Bond Payment - Interest	67,236	54,400	54,400	48,100	(6,300)	(6,300)
59-8213	2013 Bond Payment - Interest	51,593	54,150	54,150	53,950	(200)	(200)
59-8214	2014 Bond Payment - Interest				31,174	31,174	31,174
59-8218	2006B Bond Payment - Interest	40,637	37,982	37,982	15,937	(22,045)	(22,045)
59-8219	2007A Bond Payment - Interest	16,022	39,000	39,000	6,000	(33,000)	(33,000)
59-8220	2009 Bond Payment - Interest	320,714	315,332	315,332	305,706	(9,626)	(9,626)
59-8220	2011 Bond Payment - Interest	53,638	52,075	52,075	49,475	(2,600)	(2,600)
Total Debt Service		1,638,340	1,696,805	1,696,804	1,684,208	(12,596)	(12,597)
TOTAL WATER AND SEWER FUND		5,771,327	6,155,448	6,229,534	5,055,842	(135,492)	(1,099,606)

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Water and Sewer Capital Fund

The Water and Sewer Fund is managed by the Public Works Director with the assistance of the Utility Services Director. The water system includes eight wells, six water towers, the radium removal systems, 783,725 feet of water main, 2,543 fire hydrants and several thousand feet of water service lines. The system has 10,600 water meters installed providing the basis for billing customers which generates the revenues for this Fund. The sewer system consists of 628,132 feet (119 miles) of sanitary sewer lines 15" and smaller and six lift stations.

Fiscal Year 2016 Budget

- Total revenues of \$566,000
- Total expenses of \$1,207,300
- Ending Unrestricted Net Assets Balance of \$5.3 million

Challenges/Issues

age is refining a long-term capital improvement plan to identify system needs to maintain the system in an operating condition in accordance with all regulatory requirements. The plan will identify system costs and will drive the discussion of funding options. Current funding mechanisms are insufficient to meet the future capital improvement needs.

FY 2015 Expenditure descriptions:

Vehicle Purchase

\$143,400 is budgeted to replace existing vehicles used by the Water department.

US Route 34 Water Main Relocation

The budget includes \$200,000 for this watermain relocation necessitated because of the widening of the roadway being completed by the Illinois Department of Transportation (IDOT).

Alternative Water Source Study

The budget includes \$50,000 for the initial phases of ascertaining the costs, location and joint planning with two other communities to identify the best source of water for the residents. The communities have been notified on the increased drawdown of the existing aquifer and the prospect of having no water supply in the future.

Sanitary Sewer Lining Program

The budget includes \$100,000 to continue the annual sewer lining program. The program is completed by the Fox Valley Metropolitan Sanitary District contractor because of an Intergovernmental Agreement the Village has with the Sanitary District. The program will eliminate tree root blockages and infiltration problems in the system.

SCADA Replacement/Lift Stations

The budget includes \$261,100 for the first year of a two year system upgrade and implementation of the SCADA system. The well systems will have the 10-year old

Program Logic Controllers (PLCs); Operator Interface Terminals (OIT), and communication system upgraded and also add power meters and protection. The Sanitary system will have the Supervisory Control and Data Acquisition solution installed. Fiscal Year 2017 will have the remaining amount of \$200,000 budgeted for the completion of the project.

Orchard Road Loop Booster Station

\$193,800 of a total project cost of \$3,100,000 has been included in the budget. This project is scheduled to be completed over a three year period. The project will install 4,500 feet of 12" watermain below the Orchard Road bridge in order to connect the east side of the waterworks system with the west side of the system currently separated because of the Fox River. 2,600 ft. of new 18" watermain along with a new Booster Station are also part of the project.

Downtown Development Site

This site is the former Alexander Lumber property. The budget includes \$100,000 for preliminary engineering and construction costs to relocate the watermain under this property and the design and construction of new stormwater and sanitary sewer facilities for servicing this site.

Strategic Planning Objectives

- 1.3.1 Provide reliable, efficient and sustainable municipal services
- 2.1.6 Facilitate revitalization efforts with existing businesses and property owners
- 6.3.3 Prepare for eventual need for increased water and sewer capacity

WATER & SEWER CAPITAL FUND

	FY 2016 BUDGET
Beginning Fund Balance	<u>5,927,706</u>
<u>REVENUES</u>	
Charges for Service	
Meter Tap on Fees	500,000
MXU Fees	60,000
Interest	6,000
TOTAL REVENUE	<u>566,000</u>
<u>EXPENDITURES</u>	
Water Meter Supplies	
Water Meters for New Homes & Commercial Development	50,000
Water Meter Replacements	<u>100,000</u>
Total Water Meter Supplies	<u>150,000</u>
Capital Improvements	
Vehicle Purchase	143,400
Utility System Improvements	
US Route 34 Water Main Relocation	200,000
Alternative Water Source Study	50,000
Sanitary Sewer Lining Program	100,000
SCADA Replacements/Lift Stations	261,100
Orchard Rd Loop/Booster Station	193,800
Downtown Development site	109,000
Utility System Improvements Total:	<u>913,900</u>
TOTAL EXPENDITURES	<u>1,207,300</u>
Revenues Over/Under Expenditures	<u>(641,300)</u>
Other Financing Source/Use	<u> </u>
Ending Fund Balance	<u>5,286,406</u>

*This Fund was established for FY 2016

No Budget Comparison displayed since this is the first year of the fund.

FY 2016 Other financing source is transfer from W&S

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Garbage Collection Fund

Garbage, recycling and yard waste collection in residential areas are funded through the Garbage Collection Fund. Collection is accomplished by contract with a waste hauling contractor. The Village has a flat-rate garbage pick-up program that allows for almost unlimited amounts of refuse and recyclables to be picked up each week. Use of a cart for recycling is required by customers and each household is supplied with a 65 gallon cart.

In fiscal year FY 2015, rates increased 5% from \$17.25 per month for regular residential service to \$19.02 per month and \$13.80 per month to \$15.26 per month for senior citizen residential. These services are billed bi-monthly. Residents pay \$1.00 per sticker for yard waste stickers. The current garbage contract expires on April 30, 2017. Annual rate increases of 5% are included in the contract.

Fiscal Year 2016 Budget

- Total revenues exceed total expenses by \$1,900
- Estimated reserve balance of \$514,355 at April 30, 2016

Challenges/Issues

The short and long term goals are to provide the residents with the garbage, recycling and yard waste collection service they prefer at the lowest cost available. The Village conducted a survey of residents in 2011 and 2012 to determine the scope of services to be put out to bid. The contractual cost of the collection service is passed through to the residents. The Village provides the administrative costs and billing costs of the program utilizing village staff with none of these costs allocated to this Fund.

Garbage Collection Accounts on a Bi-Monthly Basis for the Last Four Fiscal Years

	FY 2012	FY 2013	FY 2014	FY 2015
May	9,591	9,680	9,845	10,028
July	9,595	9,679	9,835	10,068
September	9,628	9,716	9,896	10,116
November	9,631	9,788	9,929	10,142
January	9,618	9,791	9,951	10,209
March	9,755	9,835	9,929	10,412

GARBAGE COLLECTION FUND

	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 PROJECTED	FY 2016 BUDGET	FY 2016 Budget vs FY 2015 Projected Budget	
Beginning Net Assets	538,632	530,892	530,892	512,455		
<u>REVENUES</u>						
Charges for Services						
Disposal Fees	2,096,357	2,231,250	2,223,225	2,342,812	5%	5%
Waste Stickers and Bins	929	1,500	1,500	1,500	0%	0%
Total Charges for Services	2,097,286	2,232,750	2,224,725	2,344,312	5%	5%
Interest	556	900	300	400	33%	-56%
Miscellaneous	0	0	0	0	0%	0%
TOTAL REVENUE	2,097,842	2,233,650	2,225,025	2,344,712	5%	5%
<u>EXPENSES</u>						
Professional Services						
Disposal Service	2,105,582	2,231,250	2,243,462	2,342,812	4%	5%
TOTAL EXPENSES	2,105,582	2,231,250	2,243,462	2,342,812	4%	5%
Revenues Over/Under Expenditures	(7,740)	2,400	(18,437)	1,900	0%	0%
Ending Net Assets	530,892	533,292	512,455	514,355		

Police Officers' Pension Fund

The Police Officers' Pension Fund accounts for revenues and expenditures associated with the provision of retirement, disability and other pension benefits for sworn police personnel through a single-employer pension plan. Benefits provided to sworn police personnel are governed by Illinois State Statutes. The Police Officers' Pension Board, which consists of two active pension members, one retired member, and two individuals appointed by the Village, is responsible for administering the pension funds, with advice and assistance provided by the Village Treasurer.

Fiscal Year 2015 Budget

- Total revenues exceed expenditures by \$1,324,860
- Municipal contribution of \$1,250,000 which is up \$65,000 from FY 2015
- Expenditures for FY 2016 total \$606,900
- Estimated Ending Net Assets Balance of \$21,820,748

Challenges/Issues

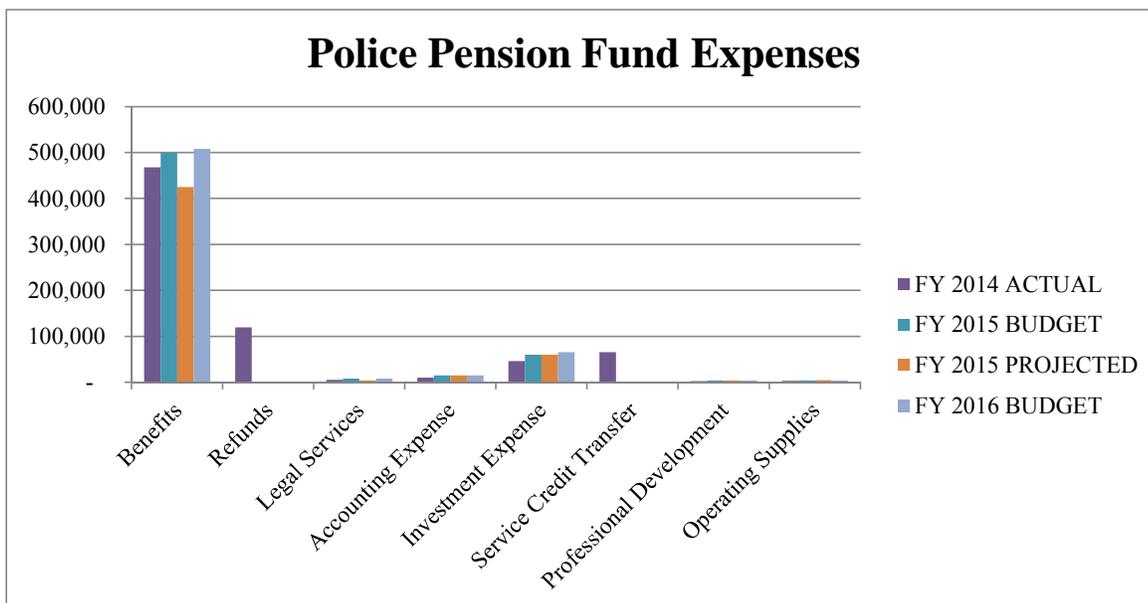
The Village is responsible for determining, on an annual basis through an actuarial study, the amount of employer contributions, usually from the property tax levy, that the Village must contribute to the fund in order to provide monies for future pension costs. The annual contribution to be provided by the Village is the amount necessary to provide for the annual requirements of the pension fund plan, and an amount necessary to ensure the accumulation of a reserve equivalent to the fund's accrued liabilities annualized over the remaining twenty-one years of a forty year amortization period. The Village Board has committed to contributing more than the required amount to ensure the 100% funding level by the end of the amortization period.

The actuarial report, presenting the actuarial position of the Fund as of April 30, 2014, showed that the Police Pension Fund had a funding level of 69.4% and a return on its investment of 7.6%.

As of April 30, 2015 the Police Pension Fund has eight retirees. Current staffing within the Police Department suggests there will not be any retirements within the next couple of fiscal years.

POLICE OFFICERS' PENSION FUND

	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 PROJECTED	FY 2016 BUDGET	<i>FY 2016 Budget vs FY 2015 Projected Budget</i>	
Beginning Net Assets	16,790,360	18,838,809	18,838,809	20,495,888		
<u>REVENUES</u>						
Employer Contribution						
Property Taxes	1,075,000	1,185,000	1,185,000	1,250,000	5%	5%
Employee Contributions	396,282	408,760	335,354	431,760	29%	6%
Interest Income	1,299,159	250,000	650,000	250,000	-62%	0%
TOTAL REVENUES	2,770,441	1,843,760	2,170,354	1,931,760	-11%	5%
<u>EXPENDITURES</u>						
Benefits	468,205	500,000	425,000	508,000	20%	2%
Refunds	119,671	-	-	-	0%	0%
Legal Services	5,859	8,500	4,000	8,500	113%	0%
Accounting Expense	10,295	15,000	15,000	15,500	3%	3%
Investment Expense	46,498	60,000	60,000	66,000	10%	10%
Service Credit Transfer	65,570	-	-	-	0%	0%
Professional Development	2,501	4,275	4,275	4,400	3%	3%
Operating Supplies	3,393	4,500	5,000	4,500	-10%	0%
TOTAL EXPENDITURES	721,992	592,275	513,275	606,900	18%	2%
Revenues Over/Under Expenditures	2,048,449	1,251,485	1,657,079	1,324,860	-20%	6%
Ending Net Assets	18,838,809	20,090,294	20,495,888	21,820,748		



**VILLAGE OF OSWEGO
KENDALL COUNTY AND WILL COUNTY, ILLINOIS**

ORDINANCE NO. 15 -- 24

**AN ORDINANCE ADOPTING THE BUDGET FOR ALL CORPORATE PURPOSES OF
THE VILLAGE OF OSWEGO, KENDALL AND WILL COUNTIES, ILLINOIS, IN LIEU
OF THE APPROPRIATION ORDINANCE FOR THE FISCAL YEAR COMMENCING
ON MAY 1, 2015 AND ENDING ON APRIL 30, 2016.**

**ADOPTED BY
THE PRESIDENT AND BOARD OF TRUSTEES
OF THE VILLAGE OF OSWEGO
This 21th day of April, 2015**

Published in pamphlet form by authority of the President
and Board of Trustees of the Village of Oswego on April 22, 2015.

ORDINANCE NO. 15- 24**AN ORDINANCE ADOPTING THE BUDGET FOR ALL CORPORATE PURPOSES OF THE VILLAGE OF OSWEGO, KENDALL AND WILL COUNTIES, ILLINOIS, IN LIEU OF THE APPROPRIATION ORDINANCE FOR THE FISCAL YEAR COMMENCING ON MAY 1, 2015 AND ENDING ON APRIL 30, 2016.**

WHEREAS, the Village of Oswego (“Village”) has a population of more than 25,000 and is therefore a “Home Rule Unit” under the 1970 Illinois Constitution; and

WHEREAS, the Illinois Constitution of 1970 provides that a Home Rule Unit may exercise any power and perform any function pertaining to its government and affairs, including but not limited to the power to regulate for the protection of the public health, safety, morals and welfare; to license, to tax; and to incur debt; and

WHEREAS, the Village has in full force and effect a codified set of those ordinances of the Village which are of a general and permanent nature, which said codified set is known and designated as the Village Code of the Village of Oswego, as amended; and

WHEREAS, on February 3, 2015, there was submitted to the Village President and Board of Trustees of the Village of Oswego, Kendall and Will Counties, Illinois, a proposed Budget of all corporate purposes of the Village of Oswego for the fiscal year commencing on May 1, 2015 and ending on April 30, 2016; and

WHEREAS, a Public Hearing on said proposed Budget was conducted on April 14, 2015 pursuant to legal notice published April 2, 2015 in the Oswego *Ledger-Sentinel*, a newspaper having a general circulation in the Village of Oswego; and

WHEREAS, the above procedure, is in conformance with Village of Oswego Ordinance No. 02-106, AN ORDINANCE ADOPTING AN ANNUAL BUDGET PROCESS FOR THE VILLAGE OF OSWEGO, KENDALL AND WILL COUNTIES, ILLINOIS; and

WHEREAS, the Village has enacted such ordinance under the provisions of the Illinois Municipal Code, including 65 ILCS 5/8-2-9.1 et seq.

NOW THEREFORE, BE IT ORDAINED by the Village President and Board of Trustees of the Village of Oswego, Kendall and Will County, Illinois by a vote of at least 2/3 of the corporate authorities as follows:

SECTION 1: That the Budget for all corporate purposes of the Village of Oswego, Kendall and Will Counties, Illinois for the fiscal year commencing on May 1, 2015 and ending on April 30, 2016 as attached hereto and incorporated here by reference as Exhibit A, is hereby adopted.

SECTION 2: The Budget is adopted in lieu of the statutory appropriation, and the amounts set forth in the Budget for the various corporate purposes shall constitute the aggregate amount of the appropriations for the Village of Oswego, Kendall and Will Counties, Illinois.

SECTION 3: If any section, paragraph, clause, sentence or provision of this Ordinance shall be adjudged by any Court of competent jurisdiction to be invalid, such judgment shall not affect, impair, invalidate, or nullify the remainder thereof, which remainder shall remain and continue in full force and effect.

SECTION 4: All Ordinances, or parts of Ordinances, in conflict herewith are hereby repealed to the extent of such conflict.

SECTION 5: This Ordinance shall be in full force and effect upon its passage, approval and publication in pamphlet form as provided by law.

PASSED by a two-thirds vote of the Board of Trustees of the Village of Oswego, Kendall and Will County, this 21st day of April 2015, by the following roll call vote:

SCOTT VOLPE	<u>NAY</u>	PAM PARR	<u>AYE</u>
TONY GILES	<u>NAY</u>	TERRY MICHELS	<u>NAY</u>
GAIL JOHNSON	<u>AYE</u>	JUDY SOLLINGER	<u>AYE</u>
PRESIDENT BRIAN LECLERCQ	<u>AYE</u>		

APPROVED by me as President of the Board of Trustees of the Village of Oswego, Kendall and Will Counties, Illinois this 21st day of April 2015.



BRIAN LeCLERCQ, VILLAGE PRESIDENT

Attest:



TINA TOUCHETTE, VILLAGE CLERK

STATE OF ILLINOIS))
) SS
 COUNTY OF KENDALL)
 AND WILL

CLERK'S CERTIFICATE

I, Tina Touchette, the duly qualified and acting Village Clerk of the Village of Oswego, Kendall County and Will County, Illinois, do hereby certify that I am the keeper of its books and records and that the attached hereto is a true and correct copy of an Ordinance entitled:

AN ORDINANCE ADOPTING THE BUDGET FOR ALL CORPORATE PURPOSES OF THE VILLAGE OF OSWEGO, KENDALL AND WILL COUNTIES, ILLINOIS, IN LIEU OF THE APPROPRIATION ORDINANCE FOR THE FISCAL YEAR COMMENCING ON MAY 1, 2015 AND ENDING ON APRIL 30, 2016.

which Ordinance was duly adopted by said Board of Trustees at a regular meeting held on the 21th day of April 2015.

I do further certify that a quorum of said Board of Trustees was present at said meeting and that the Board complied with all requirements of the Illinois Open Meetings Act.

IN WITNESS WHEREOF, I have hereunto set my hand this 22nd day of April 2015.

Tina Touchette

Tina Touchette, Village Clerk
Village of Oswego



FY 2016 EMPLOYEE COMPENSATION DISCLOSURE (Public Act 97-0609)

(Amounts are based on Budgeted Figures)

Employee Name	Employee Title	Salaries FY 16	Car Allowance	Phone Allowance	Employer Pension Contribution	Employer Health Insurance	Employer Dental Insurance	Employer Life Insurance	Total Compensation	Vacation Days Granted	Sick Days Granted
VACANT	Village Administrator	160,267	6,000		19,852	13,804	1,075	29	201,027	25	12
Hughes, Jennifer	Director of Public Works/Village Engineer	139,250			16,626	9,257	668	29	165,829	20	12
Burgner, Jeffery	Police - Chief	131,075			25,510	4,352	706	162	161,805	20	12
Sikora, Nicholas	Deputy Chief	117,053			25,510	13,804	1,075	29	157,470	20	12
Horton, Mark	Finance Director	126,160			15,063	13,804	1,075	29	156,131	15	12
Delphey, Brad	Commander	109,117			25,510	13,804	1,075	29	149,535	20	12
Jensen, James	Deputy Chief	117,053			25,510	5,205	1,075	29	148,872	20	12
Biggs, Christopher	Sergeant	99,197			25,510	20,049	1,075	29	145,860	20	12
Blessing, William	Sergeant	99,197			25,510	20,049	1,075	29	145,860	20	12
Norwood, Kevin	Sergeant	99,197			25,510	20,049	1,075	29	145,860	20	12
Bond, Page	Sergeant	99,197			25,510	20,049	668	29	145,452	20	12
Zenner, Rod	Community Dev. Director	112,054		480	13,379	13,804	1,075	29	140,820	15	12
Bastin, Jason	Sergeant	99,197			25,510	14,531	1,075	29	140,341	18	12
Kipper, Daniel	Sergeant	99,197			25,510	14,531	1,075	29	140,341	20	12
Yackley, Shane	Sergeant	99,197			25,510	14,531	1,075	29	140,341	15	12
Nehring, Brian	Sergeant	95,424			25,510	14,531	1,075	29	136,568	18	12
Weaver, Jerry	Utility Systems	105,841			12,637	13,804	1,075	29	133,385	20	12
Barajas, Michael	Patrol	86,259			25,510	20,049	1,075	29	132,921	18	12
Geltz, Joseph	Patrol	86,259			25,510	20,049	1,075	29	132,921	20	12
Gerry, Joshua	Patrol	86,259			25,510	20,049	1,075	29	132,921	18	12
Guisti, Terry	Patrol	86,259			25,510	20,049	1,075	29	132,921	18	12
Santa, Andrew	Patrol	86,259			25,510	20,049	1,075	29	132,921	18	12
Snow, Anthony	Patrol	86,259			25,510	20,049	1,075	29	132,921	18	12
Torrance, Michael	Patrol	86,259			25,510	20,049	1,075	29	132,921	18	12
Cosimo, Kelly	Patrol	86,259			25,510	20,049	668	29	132,514	18	12
Wilson, Keith	Patrol	86,259			25,510	20,049	668	29	132,514	20	12
Burgwald, Shane	Patrol	86,259			25,510	14,531	1,075	29	127,403	15	12
Cummins, Bryan	Patrol	86,259			25,510	14,531	1,075	29	127,403	20	12
Dilg, Brandon	Patrol	86,259			25,510	14,531	1,075	29	127,403	15	12
Graver, Justin	Patrol	86,259			25,510	14,531	1,075	29	127,403	10	9
Hackl, Ben	Patrol	86,259			25,510	14,531	1,075	29	127,403	15	12
Hart, Scott	Patrol	86,259			25,510	14,531	1,075	29	127,403	20	12
Pan, Justin	Patrol	86,259			25,510	14,531	1,075	29	127,403	15	12
Sherwood, Robert	Patrol	86,259			25,510	14,531	1,075	29	127,403	20	12
Unger, Matthew	Patrol	86,259			25,510	14,531	1,075	29	127,403	18	12
Vargas, Chad	Patrol	86,259			25,510	14,531	1,075	29	127,403	18	12
Wicyk, Patrick	Patrol	86,259			25,510	14,531	1,075	29	127,403	18	12
Melhouse, Ryan	Patrol	86,259			25,510	14,531	668	29	126,995	15	12
Foote, Kenneth	Patrol	85,656			25,510	14,531	1,075	29	126,800	15	12
Bailey, Stephen	Patrol	86,259			25,510	13,445	668	29	125,910	18	12
Dickey, Chad	Patrol	86,259			25,510	13,445	668	29	125,910	20	12

FY 2016 EMPLOYEE COMPENSATION DISCLOSURE (Public Act 97-0609)

(Amounts are based on Budgeted Figures)

Employee Name	Employee Title	Salaries FY 16	Car Allowance	Phone Allowance	Employer Pension Contribution	Employer Health Insurance	Employer Dental Insurance	Employer Life Insurance	Total Compensation	Vacation Days Granted	Sick Days Granted
Hayes, Rebecca	Patrol	86,259			25,510	12,925	1,075	29	125,797	20	12
Lawrence, Steven	Patrol	86,259			25,510	13,445	311	29	125,553	20	12
Mall, John	Patrol	86,259			25,510	9,744	668	29	122,209	20	12
Spears, Chereese	Patrol	86,259			25,510	6,321	311	29	118,429	18	12
Sterioti, Frank	Patrol	67,214			25,510	21,228	1,075	29	115,055	13	12
Gadde, Vijay	Economic Development Director	100,639		480	12,016	-	1,075	29	114,239	15	12
Mumm, Matthew	Patrol	86,259			25,510	-	-	29	111,797	18	12
Slocum, Daniel	Patrol	60,877			25,510	20,049	1,075	29	107,539	10	9
Runyon, Mark	Assistant Public Works Director	81,885		480	9,777	13,804	1,075	29	107,050	20	12
Robinson, Billie	Assistant Finance Director	79,354			9,475	13,804	1,075	29	103,736	18	12
Szliage, Joe	Patrol	69,028			25,510	4,581	311	29	99,459	13	12
Burns, Christina	Human Resource Director	88,540			10,571	-	-	29	99,140	15	12
VACANT	Building & Zoning Manager	72,000			8,597	16,511	1,075	29	98,211		
Chmielewski, Kristyn	Patrol	62,665			25,510	7,436	311	29	95,951	12	9
Most, Andrew	Patrol	61,000			25,510	6,693	311	29	93,543	10	9
Brandis, Jody	Patrol	57,509			25,510	9,367	706	29	93,121	10	9
Fox, Ronald	Chief Building Inspector	72,753			8,686	9,257	668	29	91,393	20	12
Bergeron, Michelle K.	Community Relations Manager	72,683			8,678	9,257	668	29	91,315	18	12
Catberro, Cassandra	Patrol	57,900			25,510	6,321	311	29	90,071	10	9
Markowski, David	Superintendent/PW Street Operations	69,385			8,284	11,072	668	29	89,438	20	12
Lombardi, Jordan	Patrol	57,900			25,510	4,581	311	29	88,331	10	9
Burbridge, Jim	Chief Infrastructure Inspector	69,953			8,352	9,257	668	29	88,258	20	12
Miller, Tracy	Supervisor/Facilities Services	64,221			7,668	14,531	1,075	29	87,523	20	12
Garcia, Russ	Supervisor-/Ground Services	64,207			7,666	14,531	1,075	29	87,507	20	12
Morphey, Rick	Plumbing Inspector	69,017			8,240	9,257	668	29	87,211	15	12
Pierce, Steve	Superintendent/Shop Operations	68,813			8,216	9,367	706	29	87,131	20	12
Renzetti, Joe	GIS/IT Coordinator	62,917		480	7,512	13,804	1,075	29	85,817	13	12
Jackson, Connie M	Records Supervisor	63,242			7,551	13,804	1,075	29	85,700	20	12
Jardine, Zachary	Supervisor/Field Operations	60,921			7,274	14,531	1,075	29	83,829	18	12
Fisher, Michael	Combination Building Inspector	58,527			6,988	13,804	1,075	29	80,422	18	12
Zilly, Karen	Planner	66,625			7,955	4,352	311	29	79,272	15	12
Williams, Everett	P.W. Tech. II	56,168			6,706	14,531	1,075	29	78,509	20	12
Touchette, Tina	Village Clerk	59,987			7,162	8,899	1,075	29	77,152	12	9
Justiz, Hector	Building Inspector	54,712			6,532	13,804	1,075	29	76,152	15	12
Schiber, Erin	Human Resource Generalist	52,431			6,260	13,804	1,075	29	73,598	18	12
Schultz, Dan	P.W. Tech. I	51,522			6,152	14,531	1,075	29	73,307	20	12
Derdzinski, Vel	Deputy Village Clerk	55,638			6,643	9,257	668	29	72,234	20	12
Klatt, Lisa	Utility Billing Coordinator	51,021			6,092	13,804	1,075	29	72,021	18	12
Lawrence, Denise	Executive Asst.	63,242			7,551	-	311	29	71,133	18	12
Geltz, Rita M	Administrative Assistant	58,117			6,939	4,352	311	29	69,748	20	12
Doud, Patrick	P.W. Tech. I	46,799			5,588	14,531	1,075	29	68,021	15	12

FY 2016 EMPLOYEE COMPENSATION DISCLOSURE (Public Act 97-0609)

(Amounts are based on Budgeted Figures)

Employee Name	Employee Title	Salaries FY 16	Car Allowance	Phone Allowance	Employer Pension Contribution	Employer Health Insurance	Employer Dental Insurance	Employer Life Insurance	Total Compensation	Vacation Days Granted	Sick Days Granted
Bara, Gerry	Staff Accountant	56,380			6,732	4,352	311	29	67,804	15	12
Kulawiak, Sandy	Administrative Assistant	49,840			5,951	11,072	668	29	67,559	18	12
Dexter, Stacy	Permit Coordinator	46,272			5,525	13,804	1,075	29	66,704	15	12
Spencer, Cathy	Administrative Assistant	49,610			5,923	9,257	668	29	65,487	20	12
Woolley, David	P.W. Tech. I	44,161			5,273	14,531	1,075	29	65,068	15	12
Nevara, Cathleen	CALEA Manager	53,476			6,385	4,352	706	29	64,948	18	12
Ebinger, Linda	Executive Assistant	48,329			5,770	8,899	706	29	63,733	10	9
Mikutis, Eric	P.W. Tech. I	40,813			4,873	14,531	1,075	29	61,320	12	9
Gunter, Michael	P.W. Tech. I	49,101			5,863	4,581	311	29	59,885	18	12
Towery, Sandy	P.W. Tech. I	48,222			5,758	4,581	311	29	58,901	18	12
Walat, Karen	Receptionist/Clerk	39,271			4,689	13,804	1,075	29	58,867	15	12
McGillis, Joseph	P.W. Tech. I	38,370			4,581	14,531	1,075	29	58,585	10	9
Palomo, Ramon	P.W. Tech. I	38,261			4,568	14,531	1,075	29	58,463	10	9
Groesch, Nicholas	P.W. Tech. I	38,333			4,577	14,531	668	29	58,137	10	9
Navarro, Jesus	P.W. Tech. I	38,189			4,560	14,531	668	29	57,975	10	9
King, Robert	P.W. Tech. I	44,203			5,278	4,581	706	29	54,797	15	12
Blair, Darcy	Fiscal Assistant	43,427			5,185	4,352	1,075	29	54,068	15	12
Krueger, Rachel	Receptionist/Clerk	33,927			4,051	13,804	1,075	29	52,885	10	9
VACANT	P.W. Tech. I	38,189			4,560	9,367	706	29	52,851		
Lusk, Connie	Receptionist/Clerk	42,731			5,102	4,352	311	29	52,525	15	12
Schiltz, Kathy	Administrative Assistant-Finance	33,385			3,986	13,804	1,075	29	52,278	15	12
Nichol, Michelle	Receptionist/Clerk	32,698			3,904	13,804	1,075	29	51,509	10	9
Slogar, Amy	Receptionist/Clerk	36,883			4,404	8,899	706	29	50,921	15	12
Brooks, Tia	Visitor's Bureau Assistant/Grant Writer	41,012			4,897	4,352	311	29	50,600	12	9
Wyngard, Claudia	Receptionist/Clerk	39,756			4,747	4,352	668	29	49,551	18	12
Chaidez, Guadalupe	Receptionist/Clerk	34,358			4,102	8,899	706	29	48,095	12	9
Howe, Aaron	College Intern	15,600			-	-	-	-	15,600	N/A	N/A
Millan, Carol	Administrative Asst.(part-time)	15,949			-	-	-	-	15,949	N/A	N/A
Buenger, Harry	Facility Technician	15,000			-	-	-	-	15,000	N/A	N/A
Postlewait, Matthew	Facility Technician	15,000			-	-	-	-	15,000	N/A	N/A
Lach, David	CSO	13,068			-	-	-	-	13,068	N/A	N/A
Rasmusson, Amber	Receptionist/Clerk-Part Time	10,750			-	-	-	-	10,750	N/A	N/A
VACANT-PW Summer Positions	Part-Time Summer Help	9,692			-	-	-	-	9,692	N/A	N/A
Spang, Jeffery	CSO	9,632			-	-	-	-	9,632	N/A	N/A
Gutierrez, Nicholas	Cadet	9,507			-	-	-	-	9,507	N/A	N/A
Meyers, Matthew	CSO	9,261			-	-	-	-	9,261	N/A	N/A
VACANT	CSO	9,261			-	-	-	-	9,261	N/A	N/A
VACANT	CSO	9,261			-	-	-	-	9,261	N/A	N/A
Werges, Blake	CSO	9,261			-	-	-	-	9,261	N/A	N/A
VACANT	CSO-Admin	8,992			-	-	-	-	8,992	N/A	N/A
Johnson, Gail	Village President	8,400			-	-	-	-	8,400	N/A	N/A

FY 2016 EMPLOYEE COMPENSATION DISCLOSURE (Public Act 97-0609)

(Amounts are based on Budgeted Figures)

Employee Name	Employee Title	Salaries FY 16	Car Allowance	Phone Allowance	Employer Pension Contribution	Employer Health Insurance	Employer Dental Insurance	Employer Life Insurance	Total Compensation	Vacation Days Granted	Sick Days Granted
Kauffman, Ryan	Village Trustee	6,000			-	-	-	-	6,000	N/A	N/A
McCarthy-Lange, Karin	Village Trustee	6,000			-	-	-	-	6,000	N/A	N/A
Parr, Pam	Village Trustee	6,000			-	-	-	-	6,000	N/A	N/A
Sollinger, Judy	Village Trustee	6,000			-	-	-	-	6,000	N/A	N/A
Volpe, Scott	Village Trustee	6,000			-	-	-	-	6,000	N/A	N/A
West, Joe	Village Trustee	6,000			-	-	-	-	6,000	N/A	N/A
VACANT	High School Intern	4,400			-	-	-	-	4,400	N/A	N/A
VACANT-Summer Position	Code Enforcement Intern	4,032			-	-	-	-	4,032	N/A	N/A
Shink, William	CSO	1,717			-	-	-	-	1,717	N/A	N/A
Stadel, Richard	CSO	1,429			-	-	-	-	1,429	N/A	N/A

STATISTICAL SECTION

This part of the annual budget presents detailed information including statistical and supplemental data on the Village of Oswego

Revenue Capacity

These schedules contain information to help the reader assess the Village's most significant local revenues resource, the sales tax.

Demographic and Economic Information

These schedules offer demographic and economic indicators to help the reader understand the environment with which the Village's financial activities take place.

Operating Information

These schedules contain service and infrastructure data to help the reader understand how the information on the Village's financial report relates to the services that Village provides and the activities it performs

ASSESSED VALUE AND ESTIMATED ACTUAL VALUE OF TAXABLE PROPERTY

Last Ten Levy Years

Levy Year	Fiscal Year	Farm	Residential Property	Commercial Property	Industrial Property	Railroad Local	Railroad State	Total Taxable EAV Assessed Value	Total Direct Tax Rate	Estimated Actual Taxable Value	Estimated Actual Taxable Value
2003	2005	881,890	364,599,756	48,109,113	6,157,610	9,051	28,901	\$ 419,786,321	0.1832	\$1,260,619,583	33.300%
2004	2006	845,537	428,720,119	63,514,300	7,074,855	9,200	27,693	\$ 500,191,704	0.1682	\$1,502,077,189	33.300%
2005	2007	853,932	527,855,050	78,769,511	7,509,528	9,200	27,849	\$ 615,025,070	0.1439	\$1,846,922,132	33.300%
2006	2008	696,570	623,511,609	83,409,340	7,640,570	9,010	27,693	\$ 715,294,792	0.1404	\$2,148,032,408	33.300%
2007	2009	725,042	714,402,997	112,097,740	8,141,000	9,390	27,693	\$ 835,403,862	0.1335	\$2,508,720,306	33.300%
2008	2010	1,015,643	768,055,888	120,267,641	8,426,867	9,200	27,693	\$ 897,802,932	0.1393	\$2,696,104,901	33.300%
2009	2011	1,011,885	790,703,227	132,681,817	8,887,396	3,000	27,693	\$ 933,315,018	0.1400	\$2,802,747,802	33.300%
2010	2012	874,234	748,097,856	132,123,809	8,779,509	3,015	27,693	\$ 889,906,116	0.1468	\$2,672,390,739	33.300%
2011	2013	916,416	700,657,817	126,530,094	8,573,857	3,015	27,693	\$ 836,708,892	0.1468	\$2,512,639,315	33.300%
2012	2014	959,934	645,685,646	124,345,342	8,468,446	3,015	27,723	\$ 779,490,106	0.1468	\$2,340,811,129	33.300%
2013	2015	1,038,430	615,982,517	119,791,336	8,090,629	0	27,693	\$ 744,930,605	0.1468	\$2,237,028,844	33.300%

Note : Property in the Village is reassessed each year. Property is assessed at 33% of actual value.

Data Source

Kendall County Clerk

PROPERTY TAX RATES - PER \$100 OF ASSESSED VALUATION - DIRECT AND OVERLAPPING GOVERNMENTS

Last Ten Levy Years

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Village of Oswego	0.1682	0.1439	0.1404	0.1335	0.1393	0.1400	0.1468	0.1453	0.1560	0.1633
Kendall County	0.5578	0.5559	0.5925	0.5595	0.5724	0.5734	0.6396	0.6998	0.7446	0.8009
Kendall County Mental Health	0.0311	0.0317	-	-	-	-	-	-	-	-
Kendall County Health	0.0305	0.0280	-	-	-	-	-	-	-	-
Oswego Township	0.2621	0.2534	0.0766	0.0734	0.0745	0.0729	0.0790	0.0800	0.0845	0.0920
Kendall County Forest Preserve	0.0369	0.0335	0.0299	0.1292	0.0966	0.0944	0.1041	0.1204	0.1495	0.1640
Oswego School CU-308	4.9969	5.0605	5.0600	5.0600	5.0600	5.0600	5.8377	6.6570	7.3488	7.8596
Waubonsie JC #516	0.4104	0.3968	0.4005	0.3924	0.3990	0.4037	0.4115	0.4702	0.5306	0.5690
Oswego Fire Protection District	0.5944	0.6247	0.6029	0.5772	0.5821	0.5731	0.6286	0.6713	0.7216	0.7806
Oswego Library District	0.1702	0.1659	0.2118	0.2012	0.2031	0.2012	0.2206	0.2449	0.2721	0.2961
Oswego Park District	0.4586	0.4353	0.4122	0.3896	0.3880	0.3594	0.3830	0.4116	0.4203	0.4872
Oswego Road District	-	-	0.1757	0.1687	0.1711	0.1675	0.1804	0.1870	0.1963	0.2059
TOTAL	7.7171	7.7296	7.7025	7.6847	7.6861	7.6456	8.6313	9.6875	10.6243	11.4186

Property tax rates are per \$100 of assessed valuation.

*Levy Year finances the subsequent fiscal year (i.e. Levy Year 2012 finances Fiscal Year 2014)

Data Source

Kendall County Clerk

PRINCIPAL PROPERTY TAXPAYERS

Current Year and Nine Years Ago

Taxpayer	2013 Levy			2004 Levy		
	Taxable Assessed Value	Rank	Percentage of Total Village Taxable Assessed Valuation	Taxable Assessed Value	Rank	Percentage of Total Village Taxable Assessed Valuation
Inland Western Oswego Douglas	\$ 6,327,746	1	0.85%	\$ 6,317,830	\$ 1	0.88%
Farmington Lakes, LLC	5,232,066	2	0.70%	5,768,130	\$ 2	0.81%
Inland Western Oswego Gerry Centennial, LLC	4,296,807	3	0.58%	-	n/a	0.00%
VS Oswego LLC	4,088,670	4	0.55%	-	n/a	0.00%
Meijer Stores LTD Partnership	4,037,374	5	0.54%	-	n/a	0.00%
Wal-Mart Real Estate Business Trust	3,733,483	6	0.50%	-	n/a	0.00%
Target Corporation	2,255,050	7	0.30%	2,921,210	3	0.41%
Home Depot USA	2,057,653	8	0.28%	2,915,340	4	0.41%
Jewel Food Stores, Inc	1,818,771	9	0.24%	-	n/a	0.00%
Oswego Partners LLC	1,807,886	10	0.24%	-	n/a	0.00%
Inland Real Estate Towne Cross	-	n/a	0.00%	2,892,940	5	0.40%
Dreyer Clinic, Inc	-	n/a	0.00%	1,554,250	6	0.22%
Mason Square LLC	-	n/a	0.00%	1,376,060	7	0.19%
Goodrich Quality Theaters, Inc	-	n/a	0.00%	1,366,410	8	0.19%
Amoco Oil Co.	-	n/a	0.00%	1,346,770	9	0.19%
MicDanick Investments, LLC	-	n/a	0.00%	1,319,500	10	0.18%
	<u>\$ 35,655,506</u>		<u>4.79%</u>	<u>\$ 27,778,440</u>		<u>3.88%</u>

Note: 2004 data not readily available

Data Source
Office of the County Clerk

VILLAGE OF OSWEGO, ILLINOIS

DEMOGRAPHIC AND ECONOMIC INFORMATION

Last Ten Fiscal Years

Fiscal Year	Population	Personal Income	Per Capita Personal Income	Unemployment Rate
2005	19,956	542,883,024	27,204	4.8%
2006	19,956	542,883,024	27,204	4.6%
2007	19,956	542,883,024	27,204	3.8%
2008	19,956	542,883,024	27,204	3.9%
2009	29,364	798,818,256	27,204	5.2%
2010 *	30,355	954,543,330	31,446	8.5%
2011	30,750	949,836,750	30,889	8.7%
2012	30,750	1,013,058,750	32,945	8.0%
2013	30,750	1,033,384,500	33,606	8.3%
2013	30,750	1,033,384,500	33,606	8.3%
2014	30,750	1,046,914,500	33,406	7.0%

*2010 population from decennial census

Source: U.S. Census Bureau Fact Sheet

VILLAGE OF OSWEGO, ILLINOIS

PRINCIPAL EMPLOYERS

Current Year and Nine Years Ago

2014				2005			
Employer	Rank	Number	% of Total Village Population	Employer	Rank	Number	% of Total Village Population
Oswego Comm. Unit School Dist. No. 308	1	1,887	6.1%	Oswego Comm. Unit School Dist. No. 308	1	1400	7.0%
Meijer Corporation	2	300	1.0%	Wal-Mart Stores, Inc.	2	450	2.3%
Jewel/Osco	3	280	0.9%	Meijer Corporation	3	425	2.1%
Wal-Mart Stores	4	270	0.9%	Dominck's Fresh Foods, Inc.	4	275	1.4%
Kohl's	5	225	0.7%	Jewel/Osco	5	275	1.4%
Radiac Abrasives, Inc.	6	150	0.5%	Lowe's Home Improvement	6	250	1.3%
Target Corporation	7	125	0.4%	Target Corporation	7	250	1.3%
Home Depot USA	8	120	0.4%	Home Depot USA	8	250	1.3%
Village of Oswego	8	120	0.4%	Kohl's	9	225	1.1%
Anfinsen Assembly	9	75	0.2%	Anfinsen Assembly, Inc.	10	150	0.8%

VILLAGE OF OSWEGO, ILLINOIS

OPERATING INDICATORS

Last Ten Fiscal Years

Function/Program	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Building and Zoning											
Permits issued	759	1,080	1,754	2,098	1,642	1,123	1,492	982	1,285	1,191	1,585
Community Development											
Total year-end requested projects	*	*	64	84	40	46	45	47	38	34	48
Total year-end projects approved	57	83	88	409	39	45	45	46	27	32	45
Public Safety											
Police											
Physical arrests	677	798	1,302	1,326	1,382	1,371	1,140	1,201	1,174	997	748
Parking violations	291	387	882	1,600	1,174	758	1,137	505	604	1,225	1,297
Traffic violations	8,088	10,639	18,663	20,136	6,172	4,565	5,033	5,246	11,622	12,548	10,841
Criminal reports	3,630	3,998	4,948	5,096	2,335	2,185	1,770	1,862	4,339	3,982	1,436
Calls for service	20,629	30,847	44,385	50,837	51,918	46,378	47,813	25,128	22,607	23,568	22,885
Road and Bridge											
Pothole repairs (tons)	29	45	47	33	99	94	65	109	31	37	80
Parkway tree replacement	117	60	17	1	48	57	0	1	214	586	546
Water											
Number of accounts	7,229	7,810	8,965	9,624	10,061	10,350	10,344	10,597	10,733	10,829	10,873
Total annual consumption	640,361,110	762,958,040	886,948,175	878,522,150	930,759,000	898,847,000	895,657,000	868,978,000	909,085,000	971,176,000	934,131,000
Average daily consumption	1,754,414	2,090,296	2,429,995	2,406,910	2,550,025	2,462,595	2,453,855	2,380,762	2,490,644	2,660,756	2,559,263
Peak daily consumption	3,650,000	3,631,000	5,071,000	5,289,000	5,692,000	5,951,000	4,588,000	4,146,000	4,723,000	4,943,000	4,683,000
Water main breaks	5	12	8	4	9	13	7	9	10	9	3
Water service repairs	2	3	3	3	7	8	11	69	4	74	153
Main line valve repairs	0	0	5	0	1	0	0	5	0	1	0
Fire hydrant replacements	1	0	0	2	3	1	0	4	4	2	4

*Not practically available for this fiscal year

Data Source

Various Village Departments

VILLAGE OF OSWEGO, ILLINOIS

CAPITAL ASSET STATISTICS

Last Ten Fiscal Years

Function/Program	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
PUBLIC SAFETY										
Police										
Stations	1	1	1	1	1	1	1	1	1	1
Patrol units	32	30	34	34	38	37	34	34	32	34
PUBLIC WORKS										
Miles of streets	97	115	125	125	128	128	128	128	128	129
Streetlights	1,770	2,000	2,094	2,094	2,120	2,126	2,133	2,145	2,149	2,149
Traffic signals	16	16	20	20	20	20	20	20	20	24
WATER										
Water mains (miles)	110	119	159	159	161	161	161	161	162	162
Fire hydrants	2,099	2,400	2,400	2,400	2,517	2,511	2,503	2,543	2,544	2,543
Storage capacity (gallons)	3,500,000	3,500,000	3,500,000	3,500,000	3,800,000	3,800,000	5,300,000	5,300,000	5,300,000	5,300,000

n/a = not available

Data Source

Various Village Departments

ACRONYMS

AICPA	American Institute of Certified Public Accountants
APA	American Planning Association
BOCA	Building Officials Code Administrators
BVM	Burglary to Motor Vehicles
CAFR	Comprehensive Annual Financial Report or Certificate of Achievement in Financial Reporting
CALEA	Commission for Accreditation on Law Enforcement Agencies
CIP	Capital Improvement Plan
C.O.W. or COW	Committee of the Whole
CSO	Community Service Officer
DARE	Drug Abuse Resistance Education
EAB	Emerald Ash Borer
EAV	Equalized Assessed Valuation
ECO	Environmentally Conscious Oswegoans
FICA	Social Security and Medicare
FTE	Full Time Equivalent
FTO	Field Training Officer
GASB	Governmental Accounting Standards Board
GFOA	Government Finance Officers Association
GIS	Geographic Information System
GLTD	General Long-term Debt
GPS	Global Positioning System

GREAT GRANT	Gang Resistance Education And Training federal grant
HOA	Home Owners Association
IAMMA	Illinois Association of Municipal Management Assistants
ICC	International Code Council
ICMA	International City Managers Association
ICSC	International Council of Shopping Centers
IDOT	Illinois Department of Transportation
IEPA	Illinois Environmental Protection Agency
ILCMA	Illinois City Managers Association
IML	Illinois Municipal League
IMRF	Illinois Municipal Retirement Fund
IT	Information Technology
JULIE	Joint Utility Locating Information for Excavators
LAPP	Local Agency Paving Project
MFT	Motor Fuel Tax
MIS	Management Information Systems
MSI	Municipal Software Incorporated
NAHRO	National Association of Human Rights Workers Organization
NCBI	National Coalition Building Institute
NEMRT	North East Multi-Regional Training
NIPC	Northeastern Illinois Planning Commission
NPDES	National Pollution Discharge Elimination System
NPELRA	National Public Employee Labor Relations Association

OEDC	Oswego Economic Development Corporation
OSHA	Occupational Safety Hazards Act
PAAC	Police Activities and Athletics Center
RFP	Request For Proposals
SCADA	Supervisory Control and Data Acquisition
SPO	Strategic Plan Objective
SRT	Special Response Team
TIF	Tax Increment Financing

GLOSSARY

Abatement: A partial or complete cancellation of a property tax levy imposed by the Village.

Account: A term used to identify an individual asset, liability, expenditure control, revenue control or fund balance.

Accounting system: The total structure of records and procedures which discover, record, classify, summarize, and report information on the financial position and results of operations of a government or any of its funds, fund types, balanced account groups, or organizational components.

Activity: The smallest unit of budgetary accountability and control which encompasses specific and distinguishable lines of work performed by an organizational unit for the purpose of accomplishing a function for which the Village is responsible.

Accrual Basis of Accounting: A method of accounting that matches revenues and expenses with the period to which they relate, rather than focusing on actual cash flows. In this method, for example, an asset is depreciated as it is “used up”, and the expense is recognized in periodic increments, rather than assuming the asset holds its value until it is actually disposed of

Annexation: The incorporation of land into an existing Village with a resulting change in the boundaries of that Village.

Appropriation: an authorization by the Village Board to make expenditures and to incur obligations for a specific purpose

Assessed Valuation: A value established for real property for use as a basis in levying property taxes.

Audit: Prepared by an independent certified public accountant, the primary objective of an audit is to determine if the Village’s financial statements fairly represent the Village’s financial position and results of operations in conformity with generally accepted accounting principles.

Balanced Budget: A balanced budget is a budget in which revenues and reserves meet or exceed expenditures. The Village will sometimes use cash reserves or fund balance to finance a significant capital improvement or capital project. This use of reserve to finance a capital project will convey the impression that the budget is not balanced when in fact the financing of a capital project with cash reserves was the result of good financial planning. Reserves may also be used on a limited basis to fund operations for a fixed amount of time during recessions or local economic downturns.

Bond: A form of borrowing that reflects a written promise from the Village to repay a sum of money on a specific date at a specified interest rate. Bonds are used to finance large capital projects.

Bonding: The act of borrowing money to be repaid, including interest, at specified dates.

Budget: a financial plan for a specified period of time that matches projected revenues and planned expenditures to municipal services, goals and objectives. The Village of Oswego uses a budget covering one fiscal year, May 1 through April 30th.

Budget Amendment: A legal procedure utilized by the Village staff and Village Board to revise the budget.

Budget Message: A general discussion of the proposed budget as presented in writing by the budget-making authority to the legislative body.

Budget Ordinance: The official enactment, by the Village Board to legally authorize Village staff to obligate and expend resources.

Budgetary Control: Control of management of a government or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues.

Capital Assets: Assets of a long term character which are intended to continue to be held or used with a value typically over \$10,000. Examples of capital assets include items such as land, buildings, machinery, vehicles and other equipment.

Capital Improvements/Expenditures: Major projects that typically involve the construction of or improvement/repair to buildings, roads, water, sewer, sanitary sewer, and other related infrastructure.

Capital Improvement Plan (CIP): A five-year financial plan of proposed capital improvement projects that is adopted annually.

Cash Management: The management of cash necessary to pay for government services while investing temporary cash excesses in order to earn interest revenue. Cash Management refers to the activities of forecasting the inflows and outflows of cash, mobilizing cash to improve its availability for investment, establishing and maintaining banking relationships, and investing funds in order to achieve the balance of the highest interest and return, liquidity and minimal risk with these temporary cash balances.

Capital Outlay: Any expense that results in the acquisition of capital such as department equipment, office furniture and equipment, or building improvements (interchangeable with the term capital expenditure).

Capital Projects: The largely one-time cost for acquisition, construction, improvement, or renovation of land, structures and improvements thereon. The cost must be \$25,000 or more in order to be considered a capital project. Vehicle purchases with a cost of \$10,000 or more are also considered capital projects.

Census: An official population count of all or part of a municipality by the federal government. An official census count determines the amount of revenues that the Village receives from the State of Illinois for specific state shared revenues.

Charges for Services: a revenue category which includes a charge for a specific service. These primarily include water & sewer revenues, employee insurance contributions, and other miscellaneous user fees.

Commodities: Items which, after use, are consumed or show material change in, or an appreciable impairment, of their physical condition, and which are generally of limited value and characterized by rapid depreciation.

Component Unit: A component unit is a legally separate organization that a primary government must include as part of its financial reporting entity for fair presentation in conformity with GAAP.

Comprehensive Plan: An official public document adopted by the local government as a policy guide to decisions about the physical development of the community. It is a general long range physical plan.

Cost Allocation: Assignment of cost charges from one department that reimburse another department for services received.

Debt Service: Payment of principal and interest on an obligation resulting from the issuance of bonds or notes.

Deficit: An excess of expenditures over revenues.

Department: An organizational unit responsible for carrying out a major governmental function, such as Police or Public Works.

Depreciation: The loss of asset value over time and usage, recorded as an expense under the full accrual method of accounting.

Draft Budget: The preliminary budget document distributed to the Village Board and available for inspection by the public.

Enterprise Fund: Used to account for operations that are financed and operated in a manner similar to private business enterprises- where the costs of providing goods or services are financed or recovered primarily through user charges.

Equalized Assessed Valuation (EAV): A value established for real property for use as a basis in levying property taxes within Kendall County, Illinois. The EAV is calculated by taking the Assessed Valuation multiplied by the Kendall County equalization factor, which changes every year.

Expenditure: The outflow of funds paid or to be paid for an asset or goods and services obtained, regardless of when the expense is actually paid.

Fiduciary Funds: Fund used to account for assets held on behalf of outside parties, including other governments, or on behalf of other funds within the government.

Fiscal Year: A consecutive 12-month period of time to which the budget applies; the fiscal year for the Village of Oswego is May 1 to April 30.

Forecast: The projection of revenues and expenditures usually for a time period that is greater than one year based on clearly defined assumptions and predictions related to future events and activities.

Franchise Agreement: An agreement between the Village and a utility setting forth the terms and conditions under which a utility, such as a cable company, may provide a service to residents. A franchise agreement often provides compensation to the Village for the use of the public right-of-way by the utility company.

Full-Time Equivalent: The decimal equivalent of a part-time position converted to a full-time base (an employee that works a 40-hour work week is 1.0)

Fund: An independent fiscal and accounting entity used to record all financial transactions related to the specific purpose for which the fund was created

Fund Balance: The amount of financial resources available for use; the excess of assets over Liabilities.

Governmental Accounting Standards Board: An independent organization which has ultimate authority over the establishment of Generally Accepted Accounting Principles (GAAP) for state and local government. GASB members are appointed by the Financial Accounting Foundation (FAF); however the GASB enjoys complete autonomy from the FAF in all technical and standard-setting activities.

Generally Accepted Accounting Principles: Uniform minimum standards and guidelines for financial accounting and reporting. They govern the form and content of the financial statements of an entity. GAAP encompass the conventions, rules and procedures necessary to define accepted accounting practice at a particular time. They include not only broad guidelines of general application, but also detailed practices and procedures. GAAP provide a standard by which to measure financial presentations. The primary authoritative body on the application of GAAP to state and local governments is the Governmental Accounting Standards Board (GASB).

Governmental Funds: Funds used to account for all or most of a government's general activities that not accounted for in another fund

Grant: Contribution of cash or other assets from another governmental entity to be used or expended for a specific purpose, activity or facility

Interfund Transfers: Monies moved from one fund to another; money is transferred to finance the operations of another fund or to reimburse the fund for expenses

Levy: (Verb) to impose taxes, special assessments or service charges for the support of governmental activities, usually based on the assessed value of property. (Noun) The total amount of property taxes imposed by the Village for a specific year.

Liability: Debt or other legal obligations arising out of transactions in the past which must be liquidated renewed or refunded at some future date.

Liquidity: The amount of cash and easily sold securities a local government has at one time.

Major Fund: A classification given to a fund when the fund's expenditures/expenses is equal to or greater than 10% of the total Governmental Fund or Enterprise Fund total of that category (whichever category the fund belongs to) *and* 5% of the total Governmental and Enterprise total combined for that category. The General Fund is always classified as a Major Fund. Funds which do not pass this test are considered a Non-major Fund.

Modified Accrual Basis of Accounting: an adaptation of the accrual basis of accounting for governmental fund types - revenues and other financing sources are recognized when they become available to finance expenditures of the current period

Motor Fuel Tax: The Motor Fuel Tax is a tax on fuel consumption imposed and collected by the State. Distribution of the tax to municipalities is based on the municipality's certified population.

Municipality: A term used to describe a unit of government in Illinois such as a city, Village or town.

Municipal Code: a collaboration of Village Board approved ordinances currently in effect

Non-major Fund: A classification given to a fund when the fund's total assets, liabilities, revenues or expenditures/expenses is not equal to or greater than 10% of the total Governmental Fund or Enterprise Fund total of that category (whichever category the fund belongs to) *or* is not equal to 5% of the total Governmental and Enterprise total combined for that category. Funds which do pass this test are considered Major Funds.

Operating Budget: annual appropriation of funds for ongoing program costs

Ordinance: a formal legislative enactment by the Village Board that is the full force and effect of law within the Village boundaries

Pension: Future payments made to an eligible employee after that employee has left employment or retired. Pensions for police officers' are based on the number of years of service working for the Village and the employee's salary at the time the employee either left employment or retired.

Per Capita: Per capita is a term used to describe the amount of something for every resident living within the Village.

Performance Indicators: Specific quantitative (can be defined in numerical terms) and qualitative (cannot be counted, use of measures that require descriptive answers) measures of work performed as an objective of the department.

Portfolio: A list of investments for a specific fund or group of funds.

Private Sector: Businesses owned and operated by private individuals, as opposed to government-owned operations.

Public Hearing: An official forum called for the purpose of soliciting input from residents, businesses, and other stakeholders regarding a topic, plan or document. Illinois State law requires municipalities to hold a public hearing on the budget for the coming fiscal year before the budget is approved by the Board.

Public Sector: The policies and procedures as conducted by local governments, states and the federal government.

Property Tax: A tax based on the assessed value of real property.

Proprietary Funds: used to account for activities similar to those found in the private sector, where determination of net income is necessary or useful for sound financial administration

Referendum: The submission of a proposed public measure, law or question, which has been submitted by legislature, convention or council, to a vote of the people for ratification or rejection.

Request for Proposal: A document used to request specific information from vendors regarding the scope of goods or services they can provide to meet a specific need of the Village as well as their proposed cost of providing those goods or services.

Restricted Net Assets: The portion of net assets that is held for a specific purpose. The Village would typically restrict assets for debt service.

Reserve: an account used to record that a portion of the fund's balance is legally restricted for a specific purpose

Revenue: amount received for taxes, fees, permits, licenses, interest and intergovernmental sources during the fiscal year

Special Revenue Funds: Funds used to account for revenues derived from specific taxes or other earmarked revenue sources which, by law, are designated to finance particular functions or activities of government and which therefore cannot be diverted to other uses.

Sworn: A term used to describe police personnel who are hired by the Police Commission.

Tax Rate: The amount of property tax levied or extended for each \$100 of assessed valuation.

Tax-Increment Financing: A redevelopment tool available for use by municipalities where the Village's cost of providing assistance with capital improvements, public improvements and development or redevelopment of properties within the legally designated area are funded by the future property tax, sales tax, or other types of revenue that were generated with those capital or development/redevelopment improvements.

TIF District: An area of property within the Village legally defined by a municipality that meets all the necessary requirements to be eligible for TIF.

Trust and Agency Funds: Funds used to account for assets held by the Village in a trustee capacity or as an agent for individuals, private organizations, other governments, and/or other funds.

Unrestricted Net Assets: That portion of net assets that is neither restricted nor invested in capital assets (net of related debt). Unrestricted net assets are typically used as the "fund balance" equivalent for Proprietary Funds

User Fees: Payment of a fee or direct receipt of a public service by benefiting from the service for a specific purpose and is, therefore, not available for general appropriation