

**MINUTES OF LONG RANGE FINANCIAL PLANNING  
VILLAGE WORKSHOP MEETING  
VILLAGE OF DOWNERS GROVE**

**July 7, 2009**

**Village Services Discussion, Solutions and Strategies**

Mayor Ron Sandack called the meeting to order at 8:10 p.m. in the Committee Room.

Council Members Present: Mayor Ron Sandack; Commissioners Marilyn Schnell, William Waldack, Sean P. Durkin, Geoff Neustadt, Bruce E. Beckman, Bob Barnett

Staff Present: Dave Fieldman, Village Manager; Judy Buttny, Finance Director; Mike Baker, Deputy Village Manager; Nan Newlon, Public Works Director; Tom Dabareiner, Community Development Director; Steve Sanderson, Budget Officer; Doug Kozlowski, Communication Director, Enza Petrarca, Village Attorney; Mary Scalzetti, Director, Community Events; Jim Black, Deputy Police Chief; Bob Porter, Police Chief; Phil Ruscetti, Fire Chief; Jim Jackson, Deputy Fire Chief; Andy Matejczak, Director, Counseling & Social Services; April Holden, Village Clerk

**Village Manager Dave Fieldman** said this is the third long range financial planning meeting. He reviewed the calendar. He noted that the format was to provide for an open dialogue among the staff, Council and community.

Mr. Fieldman said some of the issues are difficult and challenging and may be approached as a change in the Village's business model. He feels that this process will make the issues manageable.

The Manager reviewed the finding of the first two meetings. With respect to the general fund, the main finding is a structural gap in terms of expenses exceeding revenues. There is a need to change expenses and revenues both short-term and in a sustainable manner, and a need to change the Village business model. Tax levy key findings are that there is a strong, historic growth of property values within the Village; the Village has experienced flat and/or declining property value projections; there are pressures on the 2009 levy from pensions and existing debt service; and the Village's tax rate has varied over time, but has remained low in comparison to other DuPage municipalities which would suggest that the levy could be increased if the Council chooses to do so.

In terms of infrastructure and facilities, the Manager reiterated that there are multiple components including new construction and maintenance, annual expenses are "lumpy," there are multiple sources of funding, and infrastructure and facilities investment needs exceed existing sources of funding.

Mr. Fieldman then reviewed debt capacity, noting that the Village has a moderate level of debt in the short-term that will shift to a low level of debt in future years. The Village has debt capacity in future years by pledging a revenue source.

The Manager said the Council would participate in two exercises tonight with respect to Village services, and solutions and strategies. With regard to solutions and strategies, Mr. Fieldman reviewed three approaches: Raise revenues to pay for current services; reduce services to match revenues; or a combination of increased revenues, expense reductions and planned use of reserves. All approaches include continued efficiency improvements both in terms of implementation and policies.

## **Village Services Exercise**

Mr. Fieldman said the public sector provides services desired by the public that the private sector can't or won't provide. The Village provides a wide array of services, each one is valued, and there are limited resources which require the Village to prioritize services. The exercise is to prioritize not allocate resources or budget. Mr. Fieldman distributed a list of selected Village services to the Council members. Council was asked to prioritize the services on a scale of 1 to 5, with 5 as the highest priority. He said staff will use the results to understand Council priorities, prepare the long range financial plan strategy and prepare annual budgets.

## **Solutions and Strategies**

Mr. Fieldman presented seven potential strategies that are broad in scope, allow for supporting action steps and are designed to address the specific issue of current expenses exceeding current revenues. The strategies are: Implement operating efficiencies; enhance the revenue base; reduce/eliminate Village services; reduce/eliminate Village funding programs; reduce/eliminate Village events; increase/enhance property tax revenue; and increase/enhance other revenue sources. Each Council member has 20 points, all of which must be used. Further, there are limits to the number of points permitted for each strategy.

## **Results**

### **Village Services**

#### **Highest Priority**

Emergency Police Response  
Emergency Fire Response  
Emergency Medical Response  
Capital Improvements: Stormwater (New)  
Economic Development  
Village Operations Center (911 dispatch)  
Police Patrol  
Snow Removal  
Garbage and Recycling Collection  
Non-emergency Police Response  
Building Code Enforcement (Building, Construction, Fire, etc)  
Criminal Investigations  
Capital Improvements: Water (System Maintenance: meter repair, watermain replacements, watermain breaks, meter testing)  
Capital Improvements: Streets (Reconstruction and Resurfacing)  
Street Maintenance (stormwater system, pot holes, removing branches, etc)

#### **High Priority**

Community Planning  
Boards and Commissions  
Street Light Maintenance  
Emergency Preparedness and Planning  
Drug Enforcement  
Plan Review (Fire, Stormwater, Drainage, Construction)  
Traffic Signal Maintenance  
Fire, Paramedic, and Police Training  
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Traffic Enforcement  
Facility Maintenance

### **Medium Priorities**

Permit and License Administration (Building, Construction, Liquor, Electrician, etc)  
Yardwaste Collection  
Capital Improvements: Parking Maintenance  
Sidewalk Maintenance  
Downtown Initiatives (Façade Program, Parking Concerns, etc)  
Police Community Presence (walking downtown, safety committees, commissions, partnerships)  
Capital Improvements: Sidewalks (New)  
Engineering (project management and administration)  
Zoning and Property Maintenance Code Enforcement  
Staff Training  
Community Response Center  
Tree Maintenance  
Grounds Maintenance  
OnDemand and Interactive Communications  
Commuter Parking Program  
Crossing Guard Program  
Environmental Sustainability/Green Operations  
July 4th Parade  
Tree Planting (New)  
Cable TV/Video  
Website/podcasts  
Public Works Community Presence  
Parking Enforcement  
Fire Public Education (Classes, drills, etc)  
Capital Improvements: Facilities (New)  
Print Media

### **Low Priorities**

Ancillary Services (motorist assists, vacation checks, process abandoned vehicles, etc)  
DARE Program  
Fire Community Presence (Trucks at block parties, etc)  
Community Special Event Coordination (Farmers Market, Downtown, etc)  
Tree Lighting Ceremony  
Traffic Calming  
Recycling Extravaganza  
US PRO Criterium Bike Race  
Downtown Beautification  
Wildlife Animal Control  
Counseling and Other Social Services  
Du Page Senior Citizen Council Support  
Heritage Festival

**Lowest Priorities**

- Leaf Collection
- Other Police Public Education (carseat checks, crime prevention, tobacco checks, etc)
- Taxi Subsidy Program
- Capital Improvements: Bikeways (New)
- Domestic Animal Control
- Community Grants Program
- Grove Commuter Shuttle
- Historic Preservation
- Prentiss Creek Resource Center (ESL, Youth Mentoring, etc)
- Holiday Recognition Program
- Ice Sculpture Festival

**General Fund Strategies Exercise**

| Strategy   | Permitted Point Allocation | Mean | Median | Min. | Max. |
|--|----------------------------|------|--------|------|------|
| <b>Increase the Tax Base via Economic Development.</b> This includes growing EAV, sales tax base, utility taxes through annexation and economic development.   | 0 - 1                      | 1    | 1      | 1    | 1    |
| <b>Improve Operating Efficiencies</b> - Provide existing services at or near current levels but at reduced costs. This could include reducing staffing levels. | 0 - 2                      | 1.71 | 2      | 0    | 2    |
| <b>Reduce or Eliminate Existing Services.</b> This includes reducing staff levels.   | 0 - 20                     | 4.29 | 5      | 2    | 6    |
| <b>Reduce or Eliminate Existing Funding Programs</b>   | 0 - 2                      | 1.57 | 2      | 0    | 2    |
| <b>Reduce or Eliminate Village Community Events</b>  | 0 - 4                      | 2.86 | 3      | 1    | 4    |
| <b>Increase the Property Tax Levy</b>  | 0 - 20                     | 3.57 | 4      | 0    | 6    |

In conclusion, the Manager said staff will analyze the results and report back. There were no obvious breaks and clear distinctions between categories in terms of Village services. He noted that this was not a vote on the part of the Council. The end of the last long range financial planning session is the beginning of the long range financial plan.

Council members discussed the relationship between long range financial planning and TCD3.

The next meeting will be July 21, 2009.

The meeting was adjourned at 9:29 p.m.

April K. Holden  
Village Clerk