



CITY COUNCIL WORKSHOP
***REVISED AGENDA**
Council Chambers - Municipal Center
02/22/2011
5:00 p.m.

**CDBG/SOCIAL SERVICES GRANTS, STRATEGIC PLAN,
FINANCIAL UPDATE**

- A. CALL TO ORDER**
- B. OPENING COMMENTS**
- C. FY12 CDBG GRANT ALLOCATIONS**
- D. FY12 SOCIAL SERVICES GRANT ALLOCATIONS**
- E. FY12 PROPOSED STRATEGIC PLAN INITIATIVES**
- F. FY12 FINANCIAL UPDATE**
- G. ADJOURNMENT**

Any individual with a disability requesting a reasonable accommodation in order to participate in a public meeting should contact the Accessibility Coordinator at least 48 hours in advance of the scheduled meeting. The Accessibility Coordinator can be reached in person at 400 S. Eagle Street, Naperville, IL, via telephone at 630-420-6725 or 630-305-5205 (TDD) or via e-mail at manningm@naperville.il.us. Every effort will be made to allow for meeting participation.

***Table of contents order has been revised.**

**CITY OF NAPERVILLE
MEMORANDUM**

DATE: February 15, 2011
TO: Doug Krieger, City Manager
FROM: Katie Wernberg, Community Grants Coordinator
SUBJECT: Community Development Block Grant and Social Services Grant Workshop Materials

PURPOSE

The purpose of this memo is to provide the staff funding recommendation for the 2011-2012 Community Development Block Grant (CDBG) and Social Services Grant program to the City Council for its consideration. The allocation of CDBG and Social Services Grant funds will be discussed by the City Council during the February 22, 2011 workshop.

BACKGROUND

By the deadline of November 1, 2010, forty-three (43) applications totaling \$2,552,426 were received for CDBG and Social Services Grant funds. One application was received after the deadline. The amount available for funding is \$804,707, therefore, difference between the amount requested and the amount of funds available is \$1,747,719. Both the number of applications and the amount of funding requested is generally consistent with previous years. Last year, the city received thirty-nine (39) applications totaling \$2,111,481. Funding priorities were established last year for each grant to fulfill a HUD requirement and to provide five-year strategic guidance to the CDBG and Social Services Grant processes (Attachment A).

CDBG

The CDBG program is a flexible program that provides communities with resources to address a wide range of unique community development needs. Beginning in 1974, the CDBG program is one of the longest continuously run programs at the U.S. Department of Housing and Urban Development (HUD). The CDBG program provides annual grants on a formula basis to 1,180 general units of local government and states. In Fiscal Year 2012, the City of Naperville CDBG funding will be based on the anticipation of receiving the same amount as allocated in Fiscal Year 2011 including some closed project rollover, \$554,707.

SOCIAL SERVICES GRANT

The Social Services Grant Program is a city initiative that began in FY07 as a complement to the CDBG program, but provides greater flexibility in funding social service activities. Whereas the CDBG program limits the allocation of funds to social service activities to 15% of the total funding, the Social Services Grant Program, which appropriates a total of \$250,000 through the Annual Operating Budget, can fund organizations that respond to multiple needs in the community without the restrictions of CDBG.

APPLICATION DELINEATION

The CDBG and Social Services Grant use the same application. Staff separates the applications by the type of request. Only capital projects are included in the CDBG. A capital project is defined as a project that has a multiple year useful life and results in a fixed asset. Only direct

public services, such as counseling, are included in the Social Services Grant. A public service is regarded as a service to the public rendered with little or no charge and may be considered an essential commodity.

CITY COUNCIL ACTION

A staff committee representing the City Manager’s Office, Police Department, Fire Department, and the Finance Department prepared a recommendation for the allocation of both the CDBG and Social Services Grant funds (Attachments B and C). Since requests exceed the available funds, staff’s first consideration was to fulfill basic needs within the community, such as food, shelter, and emergency services. Recommended funding levels range from zero to the full amount of the request. There are several recommendations for partial funding, based on limited funding for allocation, the quality of the application, and the amount necessary for the achievement of the project.

The CDBG and Social Services Allocation Worksheets (Attachments B and C) will be sent as an e-mail on Tuesday, February 15 to each Council member. These worksheets will be e-mailed because they will automatically total the allocation.

RECOMMENDATION

Staff recommends that the City Council uses the following process:

1. Complete the CDBG and Social Services Grant Funding Allocation Worksheets (Attachments B and C)
2. **Return the worksheets to Katie Wernberg by the end of Sunday, February 20.**
3. Staff will provide handouts of the results of the submitted worksheets during the workshop as a tool for Council to review each project and allocate funds. Each Councilman’s allocation will remain anonymous by the use of a number instead of a name to designate the author of the allocation, as in the example below.

Organization	Requested Amount	Staff Rec	City Council Allocations								
			1	2	3	4	5	6	7	8	9
City of Naperville	\$40,000	\$40,000	\$0	\$40,000	\$40,000	\$0	\$35,000	\$40,000	\$30,000	\$40,000	\$40,000

To assist Council’s review, staff also attached a four-year history of CDBG awards (Attachment D), a four-year history of Social Service Grant awards (Attachment E). A compact disc containing each application is included with these workshop materials. Please note, applicant supplements, such as the organization’s Federal Form 990, are not included on the CD. If you would like a supplement, please contact Katie Wernberg.

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- Attachments:
 A – CDBG and Social Services Grant Priorities
 B – CDBG Allocation Worksheet
 C – Social Services Grant Allocation Worksheet
 D –CDBG History
 E –Social Service Grant History

**Community Development Block Grant & Social Services Grant
Eligibility and Priorities**

COMMUNITY DEVELOPMENT BLOCK GRANT

Eligibility

HUD requires that projects meet at least one of the national objectives of the Housing and Community Development Act of 1974, in order to qualify for funding:

- Benefiting very low and low income persons,
- Addressing slums or blight, or
- Meeting a particularly urgent community development need.

Public agencies, not-for-profit organizations, and individuals, in some instances, may apply for funding. A complete list of eligible activities can be found in Title 24, Code of Federal Regulations, Part 570.200 - 570.207. A partial list of eligible activities is as follows:

1. Acquisition of real property for public purposes.
2. Acquisition, construction, rehabilitation of public facilities and improvements including shelters for the homeless, halfway houses, and housing for persons with disabilities and the elderly.
3. Provision of public services including child care, health, education, fair housing, counseling, energy conservation and drug abuse prevention.
4. Removal of architectural barriers for the disabled.
5. Rehabilitation or preservation of historic properties.

Priorities

According to HUD, *housing priorities are considered more important than non-housing priorities* and should be funded first. Additionally, priorities, and the objectives beneath each priority, are numbered in order of importance. The priorities of the 2008-2012 Consolidated Plan are as follows:

2008-2012 CDBG Consolidated Plan Priorities

Housing Priorities

1. Bridge the gap between homelessness and self-sufficiency for the homeless and those at risk of becoming homeless.

Objectives:

- a) Expand the availability of affordable homes for ownership by assisting in the purchase of 2 homes for ownership.
- b) Expand the availability of transitional units for homeless or those at risk of homelessness by assisting in the acquisition of 4 transitional units.
- c) Assist in 8 projects for the rehabilitation of existing transitional units and shelters.

2. Expand the availability of permanent housing for the developmentally, mental health, or physically impaired.

Objectives:

- a) Provide assistance for the purchase of 5 homes for the developmentally, mental health, or physically impaired.
- b) Provide rehabilitation assistance for the improvement of 3 homes for developmentally, mental health, or physically impaired.

3. Expand the availability of housing for low-income elderly persons.

Objectives:

- a) Provide home improvement assistance to 15 owner-occupied senior citizen households.
- b) Provide 5 rehabilitation projects for senior supportive housing and senior public facilities.

4. Expand the availability of affordable housing for low to moderate income individuals and families.

Objectives:

- a) Encourage home maintenance and rehabilitation by providing home improvement grants for 50 households.
- b) Encourage home ownership and rental assistance by providing down payment/rental assistance for 60 households.

Non-Housing Priorities

5. Assist in the provision of transportation options for low to moderate income individuals and families.

Objectives:

- a) Allow the provision of alternative modes of transportation.
- b) Provide subsidy for a public transit voucher program.
- c) Provide subsidy for a gas voucher program.
- d) Provide subsidy for a taxi voucher program.

6. Remove architectural barriers to enhance the access of persons with disabilities to facilities and services.

Objectives:

- a) Enhance accessibility of owner-occupied homes or non-profit owned, occupied rental units.
- b) Enhance overall accessibility of Naperville by reducing architectural barriers in public facilities.

7. Provide for needed improvements in supportive housing and public facilities.

Objectives:

- a) Enhance the inventory of supportive housing through general maintenance and rehabilitation.
- b) Enhance the services provided by public facilities through general maintenance and rehabilitation.

SOCIAL SERVICES GRANT PROGRAM

Objective

The objective of the Social Services Grant Program is to enhance social service activities for community benefit.

Strategy

Provide necessary financial assistance to municipal, not-for-profit social service agencies.

Definition

Provision of social services (including labor, supplies, and materials) including but not limited to those concerned with employment, crime prevention, child care, health, drug abuse, education, fair housing counseling, energy conservation, emergency financial assistance, recreational needs, senior services, or training for local agencies and institutions.

Eligibility

- An organization must be a non-profit/not-for-profit 501(c)(3) organization.
- The service or benefit provided must meet the objective of the city's Social Service program and address a perceived need or problem in the community. Priority will be given to activities that benefit low- and moderate-income persons.
- An organization must provide services or benefits to the City of Naperville community.
- An organization must demonstrate a need for City funding.
- An organization must demonstrate on-going fund-raising efforts.

Social Services Grant Funding Priorities

1. Emergency Services

- a) Provide funding for emergency shelter
 - b) Food and personal care items
 - c) Emergency assistance
- *

2. Seniors

- a) Respite care
 - b) Meal delivery
 - c) Home sharing
 - d) Mental health counseling
- *

3. Self-Sufficiency

- a) Medical care for the uninsured
- b) Financial counseling
- c) Childcare
- d) Employment services

- e) Counseling/Substance abuse services/Case management
- *

4. Special Populations:

Physically, developmentally, or mental health impaired

- a) Caregiver support/Respite services
 - b) Community integration/Socialization/Independent living skills
- *

5. Youth

- a) Mentoring
 - b) Counseling
 - c) Pregnancy prevention/education
- *

*Transportation is a priority in each category to fund the following objectives:

- e) Provide subsidy for a public transit voucher program.
- f) Provide subsidy for a gas voucher program.
- g) Provide subsidy for a taxi voucher program.

Fiscal Year 2012 Community Development Block Grant

	Organization	Program	Request	Priority	Rec*	Council Allocation
	City of Naperville	Half staff salary and benefits for CDBG Administration	\$35,907	N/A	\$35,907	
	<i>Comments: Up to 20% of the grant may be used for administration.</i>					
1	Bridge Communities	Transitional Housing Capital Rehab Work	\$100,000	1	\$35,000	
	<i>Comments: \$65,000 awarded last year and in FY09 for rehab. Partial funding recommended.</i>					
2	CHAD	Capital Rehab Work on Transitional Housing	\$127,000	1	\$50,000	
	<i>Comments: Clear rehab delineated, rehab funded \$14,000 last year and \$32,000 in FY09</i>					
3	ChildServ	Group Home Rehab	\$10,000	1 indirectly	\$10,000	
	<i>Comments: Group home for at-risk youth. Funding recommended.</i>					
4	DuPage PADS	Olympus Place	\$6,000	1	\$6,000	
	<i>Comments: The city funded the other half of this project in previous year. Reasonable request.</i>					
5	Family Shelter Service	Intermediate Housing	\$20,825	1	\$10,000	
	<i>Comments: Safety and weatherization repairs. Partial funding recommended.</i>					
6	Heritage YMCA	Family Resource Center	\$15,000	5	\$15,000	
	<i>Comments: Full funding recommended in CDBG because of limited Social Services funding available.</i>					
7	Illinois Independent Living Center/Katharine Manor Apartments	Window Replacement	\$175,840	2	\$35,000	
	<i>Comments: Approximately \$45,000 awarded each previous two years for rehab.</i>					
8	Loaves & Fishes Community Pantry	Food Distribution, Warehouse, and Office Facility	\$300,000	1 indirectly	\$100,000	
	<i>Comments: Interior build-out. Approximately \$450,000 awarded for this project over 5 years.</i>					
9	Naperville CARES	Rental Deposit Program	\$16,416	4	\$16,416	
	<i>Comments: Useful program. All funds given directly to clients.</i>					
10	Naperville Elderly Homes	Unit Renovations and Painting	\$53,964	3	\$35,000	
	<i>Comments: Approximately \$55,000 awarded each previous two years for rehab.</i>					
11	New Community Counseling and Ministries	Supported Living Center	\$500,000	1	\$0	
	<i>Comments: 90% of large project requested from small organization, especially as compared to previous year budget. Fundraising recommended. \$174,160 also requested in Social Services Grant. Director pledges income from the sale of her own home as matching funds to form an interest free loan to the organization for this expansion.</i>					
12	Naperville Heritage Society	Century Memorial Chapel Lift Replacement	\$35,000	6	\$35,000	
	<i>Comments: Main floor to lower level lift in public building.</i>					
	Organization	Program	Request	Priority	Rec*	Council Allocation

13	Northern Illinois Food Bank	Production Kitchen	\$100,000	1 indirectly	\$75,000	
	<i>Comments: Interior build-out. \$150,000 awarded in previous year.</i>					
14	Ray Graham Assoc for People with Disabilities	Kitchen Renovation for Naperville Group Home	\$20,000	2	\$20,000	
	<i>Comments: Group home for disabled adults.</i>					
Total			\$1,515,952		\$478,323	\$0
Available			\$554,707		\$554,707	\$554,707
Difference			\$961,245		\$76,384	\$554,707

*Staff did not allocate all of the CDBG funds because up to 15%, or about \$78,000 may be used for social services. Because of the economic recession, Council used a portion of CDBG funds for social services

Fiscal Year 2012 Social Services Grant

	Organization	Program	Request	Priority	Rec	Council Allocation
1	Bridge Communities	Transitional housing Case Management	\$10,000	3	\$8,000	
	<i>Comments: Funding recommended at same level as previous year, \$10,000, if available.</i>					
2	ChildServ	College Access Program	\$10,050	5	\$0	
	<i>Comments: Funding recommended if more becomes available. CDBG project supported.</i>					
3	Community Career Center	Empowering Job Seekers	\$20,000	3	\$10,000	
	<i>Comments: \$20,000 awarded last year and recommended with additional CDBG funds.</i>					
4	DuPage PADS	Olympus Place Permanent Supportive Housing Services	\$20,000	3	\$10,000	
	<i>Comments: Funding recommended at previous year level.</i>					
5	DuPage PADS	Emergency Night Shelter	\$20,000	1	\$20,000	
	<i>Comments: Funding recommended at previous year level.</i>					
6	DuPage Senior Citizens Council	Home Delivered Meals and Community Dining	\$51,153	1	\$10,000	
	<i>Comments: Funding recommended at previous year level, \$15,000, if funds available.</i>					
7	Ecumenical Adult Care	Staff Salary Support	\$8,000	4	\$0	
	<i>Comments: Similar to a respite program. Funding not recommended due to limited funds.</i>					
8	Family Shelter Service	Intermediate Housing Program	\$20,000	3	\$5,000	
	<i>Comments: Funding recommended at previous year level, \$10,000, if available.</i>					
9	Greater Chicago Women's Chinese Chamber of Commerce	Special Event 2011	\$6,600	None	\$0	
	<i>Comments: Not a good fit for Social Services. It is recommended to move this application to SECA.</i>					
10	Heritage YMCA	Family Resource Center	\$50,000	5	\$30,000	
	<i>Comments: Valuable program started by the Police Department. Funding recommended at previous year level, \$35,000, if funds are available.</i>					
11	Illinois Independent Living Center/Katherine Manor Apartments	Homemaker Agency	\$43,000	4	\$0	
	<i>Comments: Funding recommended in CDBG project due to limited funding available.</i>					
12	Kids Teen Rider	General Operating	\$107,500	5	\$0	
	<i>Comments: Fills a transportation gap. Funding recommended if more available. Full salary requested for two current employees and two new employees, gas for a year, 2 radios, van maintenance/repairs, insurance, and legal/accountant consulting.</i>					
13	Kids Teen Rider	Homeless Children Program	\$50,000	5	\$3,200	
	<i>Comments: \$30,000 for two vans to transport 25 homeless children requested. 4 homeless currently serviced. Cost is \$10 each way per ride, grant would subsidize \$5 of each. Services cost \$800 per child. Cost of 4 children recommended to double current program.</i>					
14	Kids Teen Rider	Transportation Assistance Program	\$120,000	5	\$0	
	<i>Comments: Homeless and transportation assistance programs (applications 13 and 14) blurred. Funding recommended to be subsidized in homeless program.</i>					

	Organization	Program	Request	Priority	Rec	Council Allocation
15	KidsMatter	Youth Programming, Education, Resources and Coalition Building	\$50,000	5	\$30,000	
	<i>Comments: Funding recommended at previous year level, \$40,000, if CDBG funds are available. Well done application. Proactive program.</i>					
16	Little Friends	Community Living Services Qualified Support Personnel	\$20,000	4	\$8,000	
	<i>Comments: Partial funding recommended due to limited funds.</i>					
17	Loaves & Fishes Community Pantry	Community Food and Nutrition Program	\$60,000	1	\$33,800	
	<i>Comments: More funding highly recommended with CDBG Funds. Strongly supported project in CDBG program.</i>					
18	Loaves & Fishes Community Pantry	Home Delivered Meals	\$15,000	1	\$0	
	<i>Comments: Funding recommended at previous year level, \$10,000. #6 application is also Home Delivered Meals and the Food Pantry building interior build out is recommended in CDBG.</i>					
19	Metropolitan Family Services	In-Home Senior Respite	\$10,000	4	\$5,000	
	<i>Comments: Funding recommended at previous year level.</i>					
20	National Alliance on Mental Illness of DuPage County	Consumer and Family Services	\$15,000	4	\$8,000	
	<i>Comments: Funding level recommended at the same level as previous year, \$10,000, if available.</i>					
21	Naperville CARES	Emergency Assistance	\$51,372	1	\$30,000	
	<i>Comments: Full funding recommended with additional CDBG funds.</i>					
22	Naperville Christian Academy	Scholarship Fund	\$20,100	5	\$0	
	<i>Comments: Not a priority. Funding not recommended.</i>					
23	New Community Counseling and Ministries	Supported Living Center	\$174,160	1	\$0	
	<i>Comments: Project not recommended in CDBG so the services requested would not be required without the purchase of a building.</i>					
24	NCO Youth & Family Services	Counseling and Crisis Intervention	\$25,000	5	\$8,000	
	<i>Comments: Funding level recommended at consistent level as previous year.</i>					
25	Ray Graham Assoc for People with Disabilities	Salary Support for Naperville Group Homes	\$20,000	4	\$8,000	
	<i>Comments: Funding level recommended at the same level as previous year, \$10,000, if available.</i>					
26	Samaritan Interfaith Counseling Program	Counseling Services	\$20,000	5	\$8,000	
	<i>Comments: Funding level recommended at the same level as previous year, \$10,000, if available.</i>					
27	Serenity House	Women's Naperville Recovery Home	\$5,000	3	\$5,000	
	<i>Comments: 14 people served. Our only substance abuse project.</i>					

	Organization	Program	Request	Priority	Rec	Council Allocation
28	Teen Parent Connection	Family Strengthening	\$5,000	5	\$5,000	
	<i>Comments: Funding level recommended at the same level as previous year.</i>					
29	WDSRA	Transportation to Programs for People with Disabilities	\$9,539	4	\$5,000	
	<i>Comments: In addition to it being less expensive for users, if WDSRA isn't able to provide transportation, many of these people would use Ride DuPage which is a direct expense for the City since we pay for trips provided through the Ride DuPage program</i>					
		Total	\$1,046,474		\$250,000	\$0
		Available	\$250,000		\$250,000	\$250,000
		Difference	\$796,474		\$0	\$250,000

Late Application

	Organization	Program	Request	Priority	REC	Council Allocation
30	Will County Children's Advocacy Center	Forensic Interviewing - Abused Children	\$10,000	5	\$0	
	<i>Comments: 45 Naperville residents served. Only place in Will County where law enforcement bring children for their sole interview about potential abuse cases. Due to limited availability, funds not recommended this year for late applications.</i>					

Community Development Block Grant Four Year History

Organization	Project	FY11	FY10	FY09	FY08
Bridge Communities	Transitional Housing Rehab	\$65,000	\$0	\$65,416	\$0
CHAD	Transitional Housing Rehab	\$14,000	\$0	\$32,298	\$0
Childserv	Carpet		\$0	\$5,776	\$0
	Bathroom Renovation	\$0	\$0	\$0	\$5,650
City of Naperville	Administration	\$0	\$0	\$33,702	\$29,620
	Home Modification Program	\$0	\$0	\$0	\$21,039
	Weatherization Program	\$0	\$30,000	\$27,503	\$40,000
DuPage PADS	Olympus Place Sliding Doors	\$14,000	\$0	\$0	\$0
	Olympus Place Balconies	\$0	\$0	\$8,938	\$0
Fair Housing Advisory Commission/HOPE Fair Housing	Fair Housing Testing	\$0	\$0	\$0	\$0
Family Shelter Service	Wheelchair Ramp at Shelter	\$9,000	\$0	\$0	\$0
	Safety Alarm & HVAC at Naperville Immediate Shelter	\$0	\$12,000	\$0	\$0
	Roof Repair and Flooring	\$0	\$0	\$0	\$18,383
	Acquisition of New Shelter	\$0	\$0	\$0	\$0
Hamdard Center	Rehab for Transitional Housing for Victims of Domestic Violence	\$0	\$0	\$38,504	\$0
	Acquisition of Single Family Unit	\$0	\$0	\$0	\$50,000
	Family Resource Center Staff and Rent	\$35,000	\$20,000	\$17,450	\$22,222
Heritage YMCA Group	Family Resource Center Transportation	\$0	\$20,000	\$0	\$0
	Family Resource Center Computers	\$5,000	\$0	\$14,439	\$0
IL Independent Living	Front Doors and Sprinkler	\$48,000	\$0	\$0	\$0
	Major 30 Year Update	\$0	\$42,500	\$0	\$0
	Elevator & Doors	\$0	\$0	\$0	\$46,000
	Window and Roof Replacement	\$0	\$0	\$14,542	\$0
Kids Teen Rider	Wheels to Education	\$0	\$0	\$0	\$0
Little Friends	Rehabilitation of Homes for Adults with Disabilities		\$41,100	\$0	\$0
	Acquisition of Single Family Home	\$0	\$0	\$201,054	\$0
Loaves & Fishes Community Pantry	New Building	\$0	\$200,000	\$0	\$0
	Land for New Building	\$0	\$0	\$0	\$219,445
NAMI of DuPage	Rehab at Group Home	\$0	\$0	\$0	\$5,650
Naperville CARES	Emergency Assistance	\$50,000	\$42,800	\$22,786	\$22,222
	Rental Deposit	\$15,505	\$14,545	\$9,626	\$12,556
Naperville Elderly Homes	Kitchen Rehab and Paint	\$53,480	\$0	\$0	\$0
	Elevator & Energy Efficiency	\$0	\$43,984	\$23,377	\$0
	Door Handles/Air Conditioners/Toilets	\$0	\$0	\$0	\$54,790
	Transportation	\$0	\$4,448	\$0	\$0
Naperville Heritage Society	ADA Ramp for Halfway House	\$0	\$0	\$4,263	\$0
Northern Illinois Food Bank	Community Nutrition Food Distribution Center	\$150,493	\$0	\$0	\$0

Organization	Project	FY11	FY10	FY09	FY08
Ray Graham Association	Starling Integrated Living Arrangement Renovation	\$18,000	\$17,000	\$6,209	\$0
Serenity House	Rehab at Group Home for Women	\$0	\$0	\$928	\$5,000
St. Patrick's Residence	Parking Lot	\$0	\$0	\$0	\$5,000
Tabor Hills Healthcare Facility	Reconstruction of Rooms	\$0	\$0	\$0	\$0
Trinity Services	Single Family Home for Mentally Disabled Adults	\$0	\$60,000	\$0	\$0
Turning Pointe Autism Foundation	Turning Pointe School for Autism	\$15,000	\$15,000	\$0	\$0
Western DuPage Special Recreation Assoc.	Building Renovation	\$0	\$0	\$4,916	\$0

Social Services Grant Four Year History

Organization	Project	FY11	FY10	FY09	FY08
Breaking Free	Family Nurturing Program	\$5,000	\$0	\$3,205	\$3,806
Bridge Communities	Transitional housing Case Management	\$10,000	\$9,000	\$0	\$0
Carelink	General Operating	\$0	\$0	\$4,357	\$0
Catholic Charities, Diocese of Joliet	Housing and Homeless Programs	\$0	\$0	\$0	\$0
City of Naperville	DuPage Funder's Collaborative	\$0	\$0	\$0	\$0
Community Career Center	Empower the Job Seeker	\$20,000	\$14,100	\$14,573	\$12,444
DuPage PADS	Olympus Place Permanent Supportive Housing Services	\$10,000	\$10,000	\$3,071	\$10,000
	Interim Overnight Housing Program Services	\$20,000	\$20,000	\$20,000	\$10,000
DuPage Senior Citizens Council	Home Delivered Meals and Community Dining	\$15,000	\$0	\$10,000	\$10,680
Ecumenical Adult Day Center	Adult Day Services	\$0	\$5,000	\$0	\$2,556
Edward Foundation	Improving survival rates for Cardiac Arrests	\$25,000	\$0	\$0	\$0
Family Shelter Service	Intermediate Housing Program	\$10,000	\$10,000	\$9,643	\$8,222
Kids Teen Rider	Wheels to Education	\$0	\$0	\$0	\$0
KidsMatter	Youth Education, Programming, and Coalition Building	\$39,344	\$35,000	\$31,500	\$44,543
Loaves & Fishes Community Pantry	Community Food and Nutrition Program	\$50,000	\$50,000	\$35,143	\$36,667
	Home Delivered Meals	\$10,000	\$10,000	\$9,286	\$0
Metropolitan Family Services	In-Home Senior Respite	\$5,000	\$5,000	\$10,000	\$6,944
NAMI of DuPage County	Consumer Services	\$8,000	\$10,000	\$11,357	\$5,000
Naperville Area Humane Society	Education	\$0	\$0	\$3,205	\$2,888
NCO Youth & Family Services	Counseling and Crisis Intervention	\$12,656	\$15,000	\$9,450	\$9,778
Ray Graham Assoc for People with Disabilities	Salary Support for Naperville Group Homes	\$10,000	\$0	\$4,857	\$10,778
Samaritan Community Center	Social Services	\$0	\$0	\$0	\$1,111
Samaritan Interfaith Counseling Program	Access Program	\$10,000	\$4,100	\$1,071	\$0
Senior Home Sharing	Salary Support for Direct Service Staff	\$5,000	\$5,000	\$3,357	\$0
Serenity House	Women's Naperville Recovery Home	\$5,000	\$10,000	\$6,000	\$6,889
Teen Parent Connection	Connection-Building Bright Futures	\$5,000	\$0	\$1,786	\$3,694
Organization	Project	FY11	FY10	FY09	FY08

Turning Pointe Autism Foundation	Autistic Children Skills Development Program	\$0	\$0	\$0	\$0
Western DuPage Special Recreation Assoc Foundation	Staff Services	\$0	\$0	\$10,393	\$5,000
	Rec and Roll Adult Day Care Program	\$0	\$0	\$0	\$0
Xilin	Adult Day Care	\$0	\$0	\$9,286	\$2,000
	Breast Cancer Prevention	\$0	\$0	\$0	\$0
Young Life of Naperville & Aurora	Access Program	\$0	\$0	\$0	\$0

Fiscal Year 2012 Social Services Grant

	Organization	Program	Request	Priority	Rec
1	Bridge Communities	Transitional housing Case Management	\$10,000	3	\$8,000
	<i>Comments: Funding recommended at same level as previous year, \$10,000, if available.</i>				
2	ChildServ	College Access Program	\$10,050	5	\$0
	<i>Comments: Funding recommended if more becomes available. CDBG project supported.</i>				
3	Community Career Center	Empowering Job Seekers	\$20,000	3	\$10,000
	<i>Comments: \$20,000 awarded last year and recommended with additional CDBG funds.</i>				
4	DuPage PADS	Olympus Place Permanent Supportive Housing Services	\$20,000	3	\$10,000
	<i>Comments: Funding recommended at previous year level.</i>				
5	DuPage PADS	Emergency Night Shelter	\$20,000	1	\$20,000
	<i>Comments: Funding recommended at previous year level.</i>				
6	DuPage Senior Citizens Council	Home Delivered Meals and Community Dining	\$51,153	1	\$10,000
	<i>Comments: Funding recommended at previous year level, \$15,000, if funds available.</i>				
7	Ecumenical Adult Care	Staff Salary Support	\$8,000	4	\$0
	<i>Comments: Similar to a respite program. Funding not recommended due to limited funds.</i>				
8	Family Shelter Service	Intermediate Housing Program	\$20,000	3	\$5,000
	<i>Comments: Funding recommended at previous year level, \$10,000, if available.</i>				
9	Greater Chicago Women's Chinese Chamber of Commerce	Special Event 2011	\$6,600	None	\$0
	<i>Comments: Not a good fit for Social Services. It is recommended to move this application to SECA.</i>				
10	Heritage YMCA	Family Resource Center	\$50,000	5	\$30,000
	<i>Comments: Valuable program started by the Police Department. Funding recommended at previous year level, \$35,000, if funds are available.</i>				
11	Illinois Independent Living Center/Katherine Manor Apartments	Homemaker Agency	\$43,000	4	\$0
	<i>Comments: Funding recommended in CDBG project due to limited funding available.</i>				
12	Kids Teen Rider	General Operating	\$107,500	5	\$0
	<i>Comments: Fills a transportation gap. Funding recommended if more available. Full salary requested for two current employees and two new employees, gas for a year, 2 radios, van maintenance/repairs, insurance, and legal/accountant consulting.</i>				
13	Kids Teen Rider	Homeless Children Program	\$50,000	5	\$3,200
	<i>Comments: \$30,000 for two vans to transport 25 homeless children requested. 4 homeless currently serviced. Cost is \$10 each way per ride, grant would subsidize \$5 of each. Services cost \$800 per child. Cost of 4 children recommended to double current program.</i>				
14	Kids Teen Rider	Transportation Assistance Program	\$120,000	5	\$0
	<i>Comments: Homeless and transportation assistance programs (applications 13 and 14) blurred. Funding recommended to be subsidized in homeless program.</i>				

	Organization	Program	Request	Priority	Rec
15	KidsMatter	Youth Programming, Education, Resources and Coalition Building	\$50,000	5	\$30,000
	<i>Comments: Funding recommended at previous year level, \$40,000, if CDBG funds are available. Well done application. Proactive program.</i>				
16	Little Friends	Community Living Services Qualified Support Personnel	\$20,000	4	\$8,000
	<i>Comments: Partial funding recommended due to limited funds.</i>				
17	Loaves & Fishes Community Pantry	Community Food and Nutrition Program	\$60,000	1	\$33,800
	<i>Comments: More funding highly recommended with CDBG Funds. Strongly supported project in CDBG program.</i>				
18	Loaves & Fishes Community Pantry	Home Delivered Meals	\$15,000	1	\$0
	<i>Comments: Funding recommended at previous year level, \$10,000. #6 application is also Home Delivered Meals and the Food Pantry building interior build out is recommended in CDBG.</i>				
19	Metropolitan Family Services	In-Home Senior Respite	\$10,000	4	\$5,000
	<i>Comments: Funding recommended at previous year level.</i>				
20	National Alliance on Mental Illness of DuPage County	Consumer and Family Services	\$15,000	4	\$8,000
	<i>Comments: Funding level recommended at the same level as previous year, \$10,000, if available.</i>				
21	Naperville CARES	Emergency Assistance	\$51,372	1	\$30,000
	<i>Comments: Full funding recommended with additional CDBG funds.</i>				
22	Naperville Christian Academy	Scholarship Fund	\$20,100	5	\$0
	<i>Comments: Not a priority. Funding not recommended.</i>				
23	New Community Counseling and Ministries	Supported Living Center	\$174,160	1	\$0
	<i>Comments: Project not recommended in CDBG so the services requested would not be required without the purchase of a building.</i>				
24	NCO Youth & Family Services	Counseling and Crisis Intervention	\$25,000	5	\$8,000
	<i>Comments: Funding level recommended at consistent level as previous year.</i>				
25	Ray Graham Assoc for People with Disabilities	Salary Support for Naperville Group Homes	\$20,000	4	\$8,000
	<i>Comments: Funding level recommended at the same level as previous year, \$10,000, if available.</i>				
26	Samaritan Interfaith Counseling Program	Counseling Services	\$20,000	5	\$8,000
	<i>Comments: Funding level recommended at the same level as previous year, \$10,000, if available.</i>				
27	Serenity House	Women's Naperville Recovery Home	\$5,000	3	\$5,000
	<i>Comments: 14 people served. Our only substance abuse project.</i>				

	Organization	Program	Request	Priority	Rec
28	Teen Parent Connection	Family Strengthening	\$5,000	5	\$5,000
	<i>Comments: Funding level recommended at the same level as previous year.</i>				
29	WDSRA	Transportation to Programs for People with Disabilities	\$9,539	4	\$5,000
	<i>Comments: In addition to it being less expensive for users, if WDSRA isn't able to provide transportation, many of these people would use Ride DuPage which is a direct expense for the City since we pay for trips provided through the Ride DuPage program</i>				
		Total	\$1,046,474		\$250,000
		Available	\$250,000		\$250,000
		Difference	\$796,474		\$0

Late Application

	Organization	Program	Request	Priority	REC
30	Will County Children's Advocacy Center	Forensic Interviewing - Abused Children	\$10,000	5	\$0
	<i>Comments: 45 Naperville residents served. Only place in Will County where law enforcement bring children for their sole interview about potential abuse cases. Due to limited availability, funds not recommended this year for late applications.</i>				

Council Allocation

\$0
\$250,000
\$250,000

Council Allocation

**CITY OF NAPERVILLE
MEMORANDUM**

DATE: February 11, 2011

TO: Douglas A. Krieger, City Manager

FROM: Dan Di Santo, Assistant to the City Manager

SUBJECT: February 22, 2011 Workshop – FY12 Strategic Plan

PURPOSE:

To review and gain City Council consensus on proposed initiatives for the FY12 City of Naperville Strategic Plan.

BACKGROUND:

The Naperville Strategic Plan/Vision for the Future was created in 1999. Each fiscal year since that time, the City Council has evaluated the Strategic Plan and established initiatives for each of the seven vision categories. These initiatives represent the actionable steps the city will take to achieve its vision.

DISCUSSION:

Included as Attachment 1, please find the list of 28 initiative ideas submitted for FY12. The discussion will proceed as follows:

- a. Staff will provide a brief overview of the proposed initiatives in each vision category;
- b. Each City Councilman will be given a colored marker and will be allocated three ‘votes’ for initiatives in each of the seven vision categories. The Council will mark their votes next to their selected initiatives that will be displayed on easels at the front of the meeting room. The goal of voting on each initiative is to reduce the number of initiatives from the proposed 28 to a final count around 20;
- c. The City Council will achieve consensus regarding which priorities will become the Strategic Plan Initiatives with a goal of 2-4 initiatives per vision category; and
- d. At the end of the workshop staff will seek City Council volunteers to meet with staff to determine the precise wording for the initiatives based on the context in which they were discussed. The initiatives will then be brought forth for adoption at a future Council meeting prior to April 30, 2011 with assigned initiative leaders. Council will also receive workplans for each initiative in May 2011.

RECOMMENDATION:

Review the provided material and select the FY12 Strategic Plan Initiatives.

ATTACHMENTS:

- 1) FY12 Proposed Strategic Plan Initiatives
- 2) December 9, 2010 Leaf Collection Memorandum from DPW
- 3) FY11 Strategic Plan Placemat

GOVERNANCE & LEADERSHIP

1. Safety (#1 from FY11)

“Extend department best practices by implementing the Safety Policy and developing team safety incentives.”

Staff Analysis:

This Initiative should be continued in FY12 with an updated workplan and goals.

2. Environmental Sustainability (#2 from FY11)

“Continue to implement the city’s Environmental Sustainability Plan.”

Staff Analysis:

Since the Environmental Sustainability Plan was adopted in FY11, staff will continue to address the approved workplan items in FY12 regardless of whether it is kept as a FY12 Initiative.

3. Attainable Housing (#3 from FY11)

“Implement the Attainable Housing Action Plan to address the housing needs seniors and persons with disabilities.”

Staff Analysis:

Council adopted the Attainable Housing Action Plan in FY11, which directed staff to begin implementing cost-neutral near-term action items and assembling an ad-hoc committee with DuPage United to evaluate mid-term implementation items.

4. EPM Salary & Benefits (#4 from FY11)

“Complete the review of the Employee Policy Manual including pay practices, salary increases, performance evaluations, SMART goals, and residency requirements for key employees.”

Staff Analysis:

Continued in FY12; the second workshop on this initiative is scheduled for May 30, 2011. Councilman Furstenau also suggests an analysis of a second tier pay system.

5. Dashboard Indicators (#5 from FY11)

“Evaluate and update citywide dashboard performance measures.”

Staff Analysis:

Regardless of whether or not this is an Initiative in FY12 staff will continue using and reviewing this public performance measurement tool.

6. Council Rules (NEW suggestion from Councilman Wehrli and Mayor Pradel)

“Review City Council Rules in an attempt to improve the City Council meeting process and clarify the City Council’s role in the council-manager form of government.”

Staff Analysis:

Staff supports this initiative; a Council Rules Workshop is already planned for FY12.

7. Accessibility Vision (NEW suggestion from CMO)

“In furtherance of the city’s accessibility vision, review city policies, programs, services and staff training to ensure accessibility awareness and compliance.”

Staff Analysis:

Staff supports differentiating this initiative from # 3 above for greater focus on accessibility.

RESIDENTIAL LIFE

8. CPR/AED Program Expansion (#6 from FY11)

“Continue offering the city’s CPR/AED to citizens and increasing the number of AEDs located in residential subdivisions.”

Staff Analysis:

Regardless of whether or not this is selected as an Initiative in FY12, staff plans to continue this successful, ongoing, cost-neutral program.

9. Resident Outreach (#7 from FY11)

“Work with the Naperville Area Homeowners Confederation to address common resident inquiries and issues through a joint communication plan.”

Staff Analysis:

In FY11 staff has worked with the Homeowners Confederation on a plan to identify the most commonly asked questions and issues identified by residents. The list is compiled and together with the Confederation staff will narrow the list down based on priority. The highest priority items will be identified in the workplan for this Initiative in May. The goal of this Initiative is to provide better communication to residents on questions most commonly asked of the city and to work on process improvements for issues most frequently raised as well.

BUSINESS LIFE

10. TED/Naperville Development Partnership (#8 from FY11)

“Work with the Naperville Development Partnership to develop detailed strategies and tactics for economic development, retention, renewal, and redevelopment. Emphasis should be placed on, but not limited to, filling office and retail vacancies, and attracting businesses such as emerging technologies, including clean energy.”

Staff Analysis:

Councilman Furstenau would like this item to focus on filling retail vacancies . Councilman Miller suggests identifying companies with potential to relocate or consolidate to Naperville and communicating with current businesses about what the city can do to ensure their success.

11. Business Outreach (#10 from FY11)

“Work with the Naperville Area Chamber of Commerce to conduct ‘business roundtables’ with Councilmen and business owners/operators to enhance the city’s business environment.”

Staff Analysis:

Staff is working with the Chamber to finalize the business roundtable concept that would group businesses by type and geographic location for intimate discussions on how to improve city services and the business climate in Naperville.

12. Business Concierge Role (NEW suggestion from Councilman Miller)

“Create a Business Concierge role, whose responsibility will be to help new and existing businesses in dealing with the city on permits, inspections, etc. and understanding the City’s municipal codes. An appeals process for an inspection process should also be established.”

Staff Analysis:

Staff supports expanding the current single-point of contact/project manager role in all construction processes with the intention of targeting smaller projects.

13. Chinese Business Partnerships (NEW suggestion from Councilman Miller)

“Consider a Naperville Sister City Commission with the Chinese business community. The focus of the Sister City Naperville Chinese relationship is to create new businesses and assist local companies to expand and build business and cultural relationships in China. Many in the Chinese community trade back and forth and an Enterprise Center that focuses on Chinese trade would be beneficial to increasing the importance of Naperville as a center of excellence and entrepreneurial support.”

Staff Analysis:

If this Initiative is supported by Council, staff suggests the partnership take place outside of the Sister City realm to broaden its application and to include groups like the Chamber and NDP.

14. Clean Energy Initiative (NEW suggestion from Councilman Miller)

“The Clean Energy Initiative is another effort that needs focus to develop alternative fuels, but can become an initiative to create new jobs. In the long-term we could use the green fuels depot to consume the city’s yard waste to generate electricity, reducing the cost to provide the power. This must be a priority in FY12 to become a reality, given the current federal grant to the Packer Engineering Foundation expires by the end of calendar 2011.”

Staff Analysis:

This initiative is already encompassed in the Environmental Sustainability Plan workplan for FY12; however Council can add it to the Strategic Plan to emphasize its importance.

INTERGOVERNMENTAL RELATIONS

15. Intergovernmental Cooperation (#11 from FY11)

“Work with other local and neighboring governmental entities to discuss ideas for providing quality services and programs more cost effectively.”

Staff Analysis:

Staff continues to work with our intergovernmental partners on cost saving efficiencies.

16. Interoperable Radio System Implementation (#12 from FY11)

“Finalize implementation of the new regional Interoperable Radio System.”

Staff Analysis:

Radio users were migrated to the new system in FY11.

17. Caroline Martin Mitchell Properties (#13 from FY11)

“Continue to collaborate in the use of the Caroline Martin Mitchell properties.”

Staff Analysis:

The annual Martin Mitchell stakeholder meeting is in place and the partners continue to work on the garden plot relocation, final construction of the new athletic fields and changes to Knoch Park.

18. Municipal Pension Reform (#14 from FY11)

“Support the city’s Legislative Priority to reform current municipal pensions systems.”

Staff Analysis:

Councilman Miller suggests that a committee be formed headed by the City Manager comprised of residents, staff, non-union and union employees to discuss options for reform and evaluate what other cities are doing. Staff recommends that the CMO solicit feedback from union and non-union employees on reforms to current pension systems and continue to work with the IML and other organizations, such as Pension Fairness for Illinois Communities members, to join together towards the common goal of pension reform for the current system.

DOWNTOWN & RIVERWALK

19. Downtown Plan Update (#15 from FY11)

“Implement the Downtown 2030 Plan with the Downtown Advisory Commission.”

Staff Analysis:

City Council will consider the 2030 plan at their March 1 meeting.

20. Downtown Parking (#16 from FY11)

“Continue to identify and implement parking strategies for the downtown using the Continuous Improvement Model.”

Staff Analysis:

Continued in FY12.

21. Downtown Restaurant/Bar Mix (#17 from FY11)

“Review and consider recommendations from the Downtown Liquor Subcommittee analysis of the restaurant and bar mix in the Downtown and consider corresponding amendments to the Naperville Liquor Code.”

Staff Analysis:

Continued in FY12.

CITY SERVICES

22. Organizational Structure Review (#18 from FY11)

“Continue to implement organizational efficiencies.”

Staff Analysis:

Councilman Miller suggests greater focus on reducing span of control.

23. Technology Implementation (#19 from FY11)

“Address technology gaps identified through the citywide process evaluation.”

Staff Analysis:

Based on the process in need of improvement that are identified in the FY11 initiative, the FY12 initiative will focus on applying technology to processes that stand the most to gain from a cost savings and efficiency standpoint.

24. Leaf Collection (NEW suggestion from Mayor Pradel)

“Review the city’s leaf collection policies to ensure efficiency and effectiveness.”

Staff Analysis:

This was an initiative in FY07 and FY09. During the current budget preparation process DPW provided City Council with a memo (attached) on potential cost savings measures for the leaf program however no direction was given by Council at that time. If Council is inclined to pursue this Initiative staff asks for direction based on the options included in the attached memo.

25. Snow Removal (NEW suggestion from Councilman Furstenu)

“Review the city’s snow removal policies to ensure efficiency and effectiveness.”

Staff Analysis:

The goal of the current snow policy is to complete removal of all snow from streets within 15 hours of the end of a 6 inch or less snow fall. Staff has debriefed since the February 1/2 blizzard and will formulate recommendations for future large-scale snow events based on the findings and community feedback. If the City Council is inclined to pursue a snow removal related Initiative, staff asks for clarification on the goal of the Initiative versus what is already being addressed internally.

TRANSPORTATION

26. Transportation Plan (#21 from FY11)

“Evaluate alternative transit opportunities consistent with the Transportation Plan, and continue to measure the success and cost-effectiveness of transit projects.”

Staff Analysis:

Staff received several transportation related suggestions for Strategic Plan Initiatives and it is recommended that they all be encompassed in the workplan for item 26 above. These include investigating transit opportunities connecting neighboring communities (Mayor Pradel), potential shuttle service from 95th Street to Downtown Naperville (Councilman Miller), and evaluating ROI associated with transit programs such as the Guaranteed Ride Home program (Councilman Miller).

27. EJ&E Grade Separations (#22 from FY11)

“Identify and pursue funding for regional grade separations along the Elgin, Joliet and Eastern Railroad.”

Staff Analysis:

Naperville should take a strong role in achieving funding for crossings at Ogden Avenue and North Aurora Road as well as supporting regional mitigation for the increased freight traffic on the EJ&E.

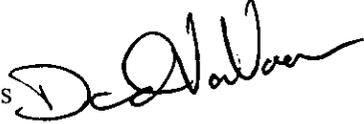
28. STAR Line (#23 from FY11)

“Continue to aggressively support the development and funding of the STAR Line.”

Staff Analysis:

Staff recommends that this item be included with #26 which furthers multiple transit initiatives.

**CITY OF NAPERVILLE
MEMORANDUM**

DATE: December 9, 2010
TO: Doug Krieger, City Manager
THROUGH: Dave Van Vooren, Director of Public Works 
FROM: Christine Schwartzhoff, Operations Team Leader
SUBJECT: Leaf Collection Program

Purpose:

The purpose of this memorandum is to provide a summary of the 2010 curbside leaf collection program and discuss options for possible cost savings in the future.

Background:

The Department of Public Works has the responsibility for the proper disposal of leaves citywide, and provides two leaf disposal options for residents. The first option residents have is to dispose of their leaves through our bagged leaf collection program. The bags of leaves are collected by the city's refuse collection hauler, Allied Waste Services on the resident's normal collection day. Stickers are not required for bagged leaves between November 1 and December 15. In 2010, we estimate that through the bagged leaf program, the city will collect 3,875 compacted cubic yards at a cost of approximately \$190,000. This is an increase of 722 compacted cubic yards from the 2009 bagged leaf collection.

The second option available to residents is the mechanical bulk leaf collection program. This program is administered in-house with DPW personnel and contracted temporary labor, and is the focus of the memorandum.

Discussion:

The existing mechanical bulk leaf collection program is structured so that the entire city has three curb side leaf collection opportunities during the season, which is one pickup collection citywide every two weeks. The program has historically begun six weeks prior to Thanksgiving Day with the goal being to complete all three pickups in 30 working days, completing by the Wednesday prior to Thanksgiving Day. Every other Monday, (first, third and fifth weeks) a new collection cycle begins, generally working from north to south.

There are two main issues that the Department struggles with each year in completing the program successfully. The first issue is schedule. There is a small window of opportunity to collect the leaves between the time they begin to fall from the trees and the time that winter operations begin. Over the past three years, we have had our first winter event during the first week of December.

The second issue is resources. Each year the department examines the manpower and equipment needs of the program. The leaf program includes the use of self-contained vacuum units and the Autumn Mate leaf loaders. The leaf loaders are the most efficient equipment and are put in areas with high volumes of leaves. Unfortunately, the leaf loaders are thirteen years old and are no longer manufactured. As a result, the department had to look at alternative equipment to collect the leaves. Although the vacuum units are slower than the leaf loaders, they are effective in areas with fewer leaves. Semis and end loaders are also used for high volume areas during peak periods. The leaves are placed in large piles and transferred by the end-loaders into the semis. This has proved to be useful in managing large volumes of leaves.

Historically, leaf volumes are low the first collection cycle. As such, the department uses less manpower and equipment during the first cycle. The second and third cycles of leaf collection require between forty to forty three Equipment Operators to complete. The department has a total of forty five Equipment Operators. In order to complete the program on schedule, during the last two cycles these employees work nine and a half hour days from Monday through Saturday of each week.

The curbside bulk leaf collection program began on Monday, October 18. The second cycle of leaf collection was completed a week early, which allowed crews for the unusual opportunity to return to some heavy areas in order to reduce the amount of volume that we would have in the final round. At the end of the second cycle of collection, 29,187 cubic yards of leaves had been collected.

The third and final cycle of curbside leaf collection began on November 15, which was the planned start date for the final collection. The final collection went smoothly, and the final collection was completed on Monday, November 22. This year the department experienced dry weather and minimal equipment problems which were major factors in the ability to finish the program on schedule. A total of 41,933 cubic yards of leaves were collected during the program. This was a decrease of 13,000 cubic yards from the 2009 total of 55,140. Late falling leaves were required to be bagged, and the volume of leaves collected through the bagged program increased 722 compact cubic yards (2,260 cubic yards).

The chart below shows the costs associated with the leaf collection program for 2009 and 2010.

	2009 Program Total	2010 Program Total
Regular Pay + Benefits	331,267	308,699
Regular Pay + Benefits (Admin)	41,408	38,587
Overtime Pay + Benefits	117,295	120,967
Temporary Pay + Benefits	17,697	20,037
PTO + Benefits	49,690	46,305
Contracted Labor*	21,311	21,160
Cartage Cost*	48,924	40,000

Leaf Disposal Cost*	146,889	135,894
Operating Supplies/Rental	7,272	3,503
Fleet Services (Maintenance)	95,786	98,837
In-House Program - Cost	\$877,539	\$833,989
Leaves Collected – Cubic Yards	55,140	41,933
Cost Per Cubic Yard	\$15.91	\$19.89
Bagged Leaf Collection - CCY	3,153	3,875
Bagged Leaf Collection – Cost*	\$160,929	\$190,000
Total In-House Man-Hours	11,228	10,920
Lane Miles Traveled	3,132	3,132
LEAF PROGRAM – TOTAL COST	\$ 1,038,468	\$ 1,023,989

*Estimated Costs, invoices not received to date

Service Options:

Option 1 – 2 Collection Cycles Citywide:

The existing leaf collection program provides for three collections citywide. Each cycle takes two weeks to complete. The first service option that we examined was modifying the program to reduce the number of times that leaves were collected from three cycles to two cycles. By reducing the number of collection cycles, the amount of overtime and contracted assistance required would be reduced. Each cycle would be completed in three weeks, with a reduced amount of overtime needed to complete the college area on Saturdays when there are fewer cars on the street. We anticipate the volume of leaves collected would not be substantially reduced, so the savings would come from the reduction in overtime. The anticipated savings would be \$125,000.

The service level provided would be consistent across the city and would be easy to communicate to the residents. One of the issues with reducing the number of collection cycles is that some areas would receive their final collection as early as November 7th. Those residents would have to bag any late falling leaves through the bagged leaf collection program. In addition, because each cycle will take three weeks to complete, leaves may be in the street for longer periods of time before they are collected. We also anticipate that leaf volumes may be very heavy during the second collection cycle. If the volumes are heavy we may have to increase overtime in order to complete the program by Thanksgiving.

Option 2 – Eliminate the Rakers:

The existing program includes temporary labor to rake leaves off of the parkway and away from the curb for easier collection. If the rakers were eliminated, residents would be required to place their leaves in the street next to the curb. Leaves left on the parkway would not be collected. The equipment would still be able to pick up the leaves, but more leaves may be left in the curblane. More leaves in the street may result in flooding in the event of a significant rainfall. In addition, part of the task that the rakers have is to check the leaf piles for items other than leaves. These crews remove branches, willow whips, and other miscellaneous items that clog the

machines and result in equipment problems and program delays. Eliminating rakers would result in a savings of approximately \$46,000.

Option 3 – Change Collection Cycles Based on Leaf Volumes:

One of the options that we were asked to consider was changing the collection cycles based on leaf volumes for certain areas. Prior to 2003, the leaf collection program was structured so that areas that had heavier volumes of leaves were collected more often than areas with fewer leaves. The program was hard to communicate to residents because their collection cycles were based on the neighborhood that they live in, and many areas were requesting that their collection cycles be increased. A group of employees examined the program and determined that the most efficient way to complete the leaf collection program was to provide everyone with the same number of collection cycles. The equipment was able to be routed more efficiently, and we believe that the service level for most residents was improved with minimal additional cost. (See attached memo from 2003 regarding the change in program).

If the city were to change the collection cycles based on leaf volume, staff felt that the best way to structure the program would be to look at the leaf volumes and collection times by garbage collection day. By using garbage collection routes the equipment could continue to be efficiently routed. This would also be easy to communicate with residents and would be similar to how we manage the brush collection program. In analyzing this data, we found that the areas with the highest volumes of leaves were the Thursday and Monday collection routes. These areas were followed by the Tuesday and Wednesday collection routes. Friday collection had the lowest volume of leaves. (See attached map). As such, we could structure the program so that Monday and Thursday continues to receive three collections, Tuesday and Wednesday would receive two collections, and Friday would receive one collection.

We anticipate that the amount of leaves collected would not change based on the revised collection cycle. The savings would come from the labor involved in driving each street fewer times. The program may be less convenient for residents in the Tuesday, Wednesday, and Friday collection routes who may have their leaves on the parkway for longer periods of time. Perhaps the biggest challenge to using the garbage districts to determine their collection cycle is that there are areas in the Tuesday and Wednesday cycles that have very heavy leaf volumes. These areas would be collected less often and would result in large piles of leaves in the streets which would increase the collection times in those areas.

DPW estimates 1,679 hours of initial collection time would be saved by performing tiered service to residents. The different service levels would delay the collection of 6,575 CY of leaves. However, these leaf volumes would be collected in following weeks at a slightly more efficient rate of collection, estimated at a citywide average of 15 minutes and 38 seconds per CY. By operating at this efficiency rate, the city would save approximately 7 minutes and 45 seconds for each cubic yard collected. At a rate of \$72.13 per hour this would translate to approximately \$61,245 in savings. It should be noted that only \$10,000 of the \$61,245 in savings would be attributable to reduction in the general fund. The preponderance of leaf collection cost is personnel and any regular time savings would be reallocated within the department to other section work such as forestry, storm sewer maintenance and street maintenance.

Eliminate		Time Saved (H:M:S)	Volume Deferred	Section Time per CY	Avg. Time per CY	Time Savings per CY
Friday	1st Collection	257:44:45	716	0:21:37	0:15:38	0:05:59
Friday	2nd Collection	108:44:43	330	0:19:46	0:15:38	0:04:09
Tuesday	1st Collection	820:01:01	2,640	0:18:38	0:15:38	0:03:01
Wednesday	1st Collection	492:24:45	2,889	0:10:14	0:15:38	(0:05:24)
TOTAL		1678:55:14	6,575	1:10:15	1:02:30	0:07:45

Total Time Saved	849:03:56
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Cost per Hour	\$ 72.13
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Total Savings	\$ 61,245
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Recommendation:

We recommend that this information be forwarded to the City Council through the Manager's Memorandum.

**CITY OF NAPERVILLE
MEMORANDUM**

DATE: August 21, 2003

TO: Peter Burchard, City Manager

THROUGH: Ed Gifford, Director of Public Works *EG*

FROM: Christine Schwartzhoff, Strategic Services Manager *Christine*
Dan Hewitt, Street Operations Supervisor *DH*

SUBJECT: Mechanical Leaf Collection Program

Purpose:

The purpose of this memorandum is to provide information regarding the in-house curbside leaf collection program that will be conducted this fall.

Background:

The Department of Public Works conducts two leaf disposal programs for the residents. The first option that residents have to dispose of their leaves is the free bagged leaf collection program. Under this program, residents may dispose of leaves, free of charge, each week on their normal trash collection day. The free bagged leaf collection program runs from November 1st through December 13th. The bags are collected by the current refuse collection vendor, Browning Ferris Industries, Inc. as part of the refuse contract.

The second program available to residents is the mechanical leaf collection program. Residents may rake their leaves to the street, next to the curb, and Department of Public Work's crews collect the loose leaves from the street. Last year the Department of Public Works collected approximately 34,000 cubic yards of leaves. This was a thirty percent increase over the previous year.

The Department of Public Works decided to examine the curbside leaf collection program for the following reasons:

- The volume of leaves continues to grow each year.
- The resources available to provide the service (labor and equipment) are not keeping up with the increase in volume collected
- It is becoming increasingly difficult to complete the leaf collection in the timeframe available
- The program generates a large volume of phone calls each year from residents.

Discussion:

Over the past several months, a committee consisting of staff from DPW, TED, IS, Community Relations, and ORE have looked at ways to improve the mechanical leaf collection program. The committee examined four broad areas of the program – process and procedures, communications, equipment, and long-term issues. As a result of this effort, some improvements to the leaf collection program will be made.

The City's curbside leaf collection program runs from mid-October through the week of Thanksgiving. Under the existing program, the community is divided into areas (area A, B, and C) noted on published maps, as receiving two, three, or four collections, based on the volume of leaves generated. Each year the City receives numerous requests from neighborhoods to upgrade their collection schedules. Each additional collection equates to more equipment and personnel time. These requests have not been able to be accommodated with existing equipment and personnel. As such, the committee looked at ways to improve the efficiency of the program.

The leaf collection schedule will be changed this fall. The committee found that by dividing the city into geographical quadrants, instead of jumping from one part of the city to the next, we will have a more efficient routing of equipment and personnel. Under the new schedule all residents will receive three leaf collection opportunities during the six week program. Weather permitting, it will take city crews approximately two weeks to complete a city wide collection. Another benefit of the new schedule is that it will be easier for residents to understand the schedule and for staff to communicate our weekly schedule.

In order to improve our communication with the residents about the program, the attached brochure is being mailed to all residents as a utility bill insert. We will also be providing weekly collection updates on the website, Naperlink, cable access and the radio station. These updates will give residents the areas that will be collected during the following week. We will also be experimenting with putting "Leaf Collection in Area" signs at key locations as a way to notify residents of an upcoming collection in their neighborhood. We are also working with Community Relations on a press release regarding the leaf collection options available to residents, and describing the new program schedule. The committee also has made process and procedure improvements to the collection that we believe will make the collection a safer and more efficient process.

The committee will continue to look at the long-term issues surrounding the leaf collection programs. The volume of leaves collected each year continues to grow, but our window to collect the leaves remains constant. Leaves generally do not fall until mid-October, and the program needs to be completed by the first of December. The in-house collection of leaves often conflicts with preparations for snow removal. The leaf collection in November becomes very heavy and often falls behind schedule because of weather and the tremendous volume of leaves. Simultaneously Public Works needs to be converting the fleet to snow removal operations to be prepared for the first snows of the season that often occur the third week of November. The leaf collection and snow removal equipment are one and the same, and as such we have experienced problems in the past of not having adequate time to prepare the equipment for winter operations when storms arrive early in the season.

The leaf collection program is expected to cost approximately \$475,000 this fiscal year. We expect the cost of the program to increase each year due to the increased volume of leaves, equipment replacements, and increased disposal costs. As the city grows and the urban forest matures, more equipment and personnel will be required to maintain the current levels of service.

Disposal of leaves will also be an issue in the future, as we expect to have to drive farther to dispose of the leaves.

As a result of the mechanical leaf collection program review, we anticipate the following benefits:

- A schedule that is easier for residents to understand and follow
- A more efficient routing of equipment and personnel
- A safer process for collecting the leaves
- Better communication to residents regarding the program schedule and guidelines

Recommendation:

This information is provided for informational purposes.

FY 2010-11 Initiatives



Naperville

GOVERNANCE & LEADERSHIP

1. Extend department best practices by implementing the Safety Policy and developing team safety incentives.
2. Develop and implement the city's Environmental Sustainability Plan.
3. Address attainable housing gaps and needs of seniors and persons with disabilities in the city.
4. Review the Employee Policy Manual, including pay practices, salary increases, performance evaluations, SMART goals and residency requirements for key employees.
5. Create and routinely communicate a dashboard of performance measures and data to City Council and the public.

RESIDENTIAL LIFE

6. Expand the current CPR/AED program by increasing both the number of classes available to citizens and the number of AEDs located in residential subdivisions.
7. Engage Naperville residential groups, including the Naperville Area Homeowners Confederation, to identify areas of improvement to residential life in Naperville.

BUSINESS LIFE

8. Work with the Naperville Development Partnership to develop detailed strategies and tactics for economic development, retention, renewal and redevelopment. Emphasis should be placed on, but not limited to, filling office and retail vacancies and attracting businesses such as emerging technologies, including clean energy.
9. Implement the Van Buren parking lot consolidated waste plan and monitor and evaluate its operation.
10. Survey the Naperville Area Chamber of Commerce and other Naperville business organizations about the city's service delivery to the business community citywide.

INTERGOVERNMENTAL RELATIONS

11. Work with other local and neighboring governmental entities to discuss ideas for providing quality services and programs more cost-effectively.

FY 2010-11 Initiatives

INTERGOVERNMENTAL RELATIONS

(continued)

12. Collaborate with Aurora and other Northeast Illinois Communication Consortium (NICC) agencies to implement the new regional Interoperable Radio System.
13. Continue to collaborate in the use of the Caroline Martin Mitchell properties.
14. Support the city's legislative priority to reform municipal pensions by soliciting cooperation from other local and statewide governments and agencies as well as local business and resident groups.

DOWNTOWN & RIVERWALK

15. Complete and implement the Downtown Plan update with the Downtown Advisory Commission.
16. Continue to identify and implement parking strategies for the downtown using the Continuous Improvement Model.
17. Analyze the restaurant and bar mix in the Downtown and consider corresponding amendments to the Naperville Liquor Code.

CITY SERVICES

18. Implement organizational study recommendations in order to improve organizational efficiency.
19. Investigate ways to automate outdated and labor-intensive city services.
20. Consider establishing a municipal field court in Naperville.

TRANSPORTATION

21. Evaluate alternative transit opportunities consistent with the Transportation Plan, and continue to measure the success and cost-effectiveness of transit projects.
22. Identify and pursue funding options to mitigate the negative impacts of freight traffic on the Elgin, Joliet and Eastern Railroad.
23. Continue to aggressively support the development and funding of the STAR Line.

LEGACY STATEMENT

Be recognized for our exceptional quality of life through a sense of heritage and community in a large metropolitan city.

Words Which Further Define Our Legacy Statement

Quality of Life

*Economic Growth
Education
Safety
Recreation
Family Values
Services
Accessibility*

Heritage and Community

*Pride
Stability
Links to the Past
Families
Roots
Commitment
Volunteerism
Neighborhoods
Council-Manager
Tradition
Service Organizations
Diversity*

VALUES STATEMENT

- We value the importance the “sense of community” has on the quality of life in Naperville.
- We value our residents, their hard work and contributions they make to our community.
- We value the exceptional level of service residents receive for their tax dollars.
- We value our business community and the benefits of their hard work and contributions to our city.
- We value high quality, efficient municipal services and the impact they have on the lives of our residents and businesses.
- We value the working relationship between City Council and employees and the contributions each makes to the betterment of the city.
- We value the benefits received from planning ahead and using rational decision-making.
- We value our transportation network.
- We value our employees whose hard work is required to maintain our community at the high standards we have set.

Values We Believe Are Reflected In Our Community

<i>Community</i>	<i>Self Reliance</i>	<i>Public Safety</i>
<i>Honesty and Integrity</i>	<i>Innovation</i>	<i>Heritage and Tradition</i>
<i>Work Ethic</i>	<i>Competitiveness</i>	<i>Education</i>
<i>Family Oriented</i>	<i>Diversity</i>	<i>Community Participation</i>
<i>Consideration for Others</i>	<i>Investment in Ourselves</i>	<i>Environmental Stewardship</i>
	<i>Spiritual Values</i>	

GOVERNANCE AND LEADERSHIP VISION CATEGORY

Standing in the future, through a Council-Manager form of government, the Mayor and City Council continue to provide leadership for Naperville that is responsive to the needs of the electorate.

- Committed to the Strategic Plan and additional plans
- City Council policies address the needs of the community as a whole
- City Council encourages and facilitates citizen participation in government and community organizations
- City Council represents the residents of Naperville
- City Council is committed to providing leadership for the City of Naperville through policy determination and long-term planning

STRATEGIES - Foster a municipal organization that:

1. Participates in an ongoing Strategic Planning process
2. Seeks residential input and participation for planning
3. Accepts the leadership role in governing the community
4. Recruits qualified candidates for boards and commissions
5. Maintains clear, concise and prioritized long-term plans
6. Directs, studies and discusses all things legislative and budget related
7. Serves as a conduit between residents and city government
8. Creates dialogue opportunities between city leaders and community leaders

RESIDENTIAL LIFE VISION CATEGORY

Standing in the future, the core assets of our community are people contributing to the benefit of the city, and pride and dedication in our families and homes.

- People of all ages are able to make Naperville their home
- Land use ensures recreational opportunities are provided throughout the city
- Neighborhood services tailored to meet their unique needs
- Diversity in the community is valued
- Recognition of the essential services of the park district, educational institutions and other government agencies
- Recognition of the important contributions of our community medical services and facilities
- Recognition of the contributions from the spiritual community
- Encouragement of volunteer organizations that provide cultural opportunities, civic festivals and a variety of community organizations

STRATEGIES - Maintain and foster a quality living experience in neighborhoods throughout the city in the following ways:

1. Interact regularly with homeowners associations
2. Encourage a variety of housing types to meet the needs of a diverse population
3. Commit to maintaining a healthy natural environment
4. Assist with the implementation of civic events, festivals and cultural amenities
5. Encourage participation of our population in various civic organizations

BUSINESS LIFE VISION CATEGORY

Standing in the future, a foundation has been built which ensures a strong, active and vital business community.

- Diverse and balanced economic base throughout the city
- Competitive taxes and utility rates
- Recognition as a global research and development center
- Well maintained and aesthetically pleasing business and commercial areas
- A mix of modern hotel and conference facilities are available in Naperville
- Renewal, redevelopment and growth are supported as business markets change
- Business and commercial areas accessible through various means of transportation

STRATEGIES - Govern in a manner that assists the development of the local economy in the following ways:

1. Build partnerships with business organizations that encourage business retention and growth
2. Commit to land-use planning which provides a healthy balance of commercial and residential uses
3. Be responsive to existing and future business needs
4. Support business facilities with reliable services and infrastructure
5. Be responsive to macroeconomic issues and their effects on the city
6. Develop commercial and architectural design controls
7. Explore partnerships with businesses for use of public property



Naperville

Strategic Plan

Vision for the Future

MISSION STATEMENT

The mission of the government of the City of Naperville is to preserve and enhance the quality of life by providing municipal services that are responsive to the needs of the residents and businesses and are reliable, efficient and fiscally responsible.

INTERGOVERNMENTAL RELATIONS VISION CATEGORY

Standing in the future, the government of the City of Naperville recognizes that to maintain the quality of life in Naperville cooperation with other governmental bodies and agencies is necessary.

- Regular communication with other governmental bodies and agencies
- Memberships maintained in intergovernmental agencies that influence the quality of life in Naperville through their decisions and actions
- Presentation of initiatives for intergovernmental cooperation that would benefit the City of Naperville
- Intergovernmental cooperation is encouraged through example

STRATEGIES - Encourage and foster strong intergovernmental relations in the following ways:

1. Diligently follow the deliberations of other governmental bodies and agencies to maintain a current base of information concerning decisions and actions of the agency that affect the quality of life in Naperville
2. Pursue cooperative funding with other governmental bodies for projects that affect the quality of life in Naperville
3. Be aware of economic decisions of other governmental nodes that will affect the taxpayers of the City of Naperville
4. Monitor the tax policies of other governmental bodies to maintain a fair share policy in the distribution of taxes
5. Pursue and encourage intergovernmental cooperation

DOWNTOWN & RIVERWALK VISION CATEGORY

Standing in the future, the downtown and the Riverwalk continue as significant focal points of our community.

- A thriving downtown with a complementary mix of commercial, residential, cultural and recreational uses
- A small town atmosphere is maintained that supports appropriately sized activities
- Community gathering places for residents and visitors
- Downtown infrastructure kept current
- Design guidelines are applied to commercial developments
- Facilities are available to serve multiple means of transportation
- Adequate parking facilities are available

STRATEGIES - Promote the responsible use of the downtown and Riverwalk areas in the following ways:

1. Implement Riverwalk Development Guidelines and support the Reserve Study
2. Enhance amenities to assist visitors
3. Implement a coordinated Downtown Plan
4. Ensure that downtown common areas are clean, presentable and maintained
5. Commit to a high level of cooperation toward the maintenance of the Riverwalk
6. Support multiple means of transportation to service the downtown and adequate parking facilities

CITY SERVICES VISION CATEGORY

Standing in the future, we recognize the provision of city services that make Naperville an inviting place to live, work and play.

- Residents receive a good value for their taxes
- City service delivery is aligned with City Council policies
- Reliable service delivery systems are employed using new technologies and innovations
- Municipal facilities and infrastructure are maintained as community assets that provide necessary services
- Informed, dedicated employees are our greatest asset and are essential for service delivery

STRATEGIES - Deliver municipal services that are reliable and responsive to the needs of the citizens in the following ways:

1. Apply the strategic plan in our daily operations stressing prioritization and showing fiscal responsibility
2. Be sensitive to the changing dynamics of the community
3. Foster continuous learning and career development to promote employee innovation, creativity and goal orientation and accountability
4. Use technology and other methods to deliver services efficiently
5. Provide citizens with frequent and comprehensive information concerning city services
6. Commit to maintenance of the infrastructure with equitable cost allocation policies
7. Commit to the provision of essential services
8. Provide exemplary public safety

TRANSPORTATION VISION CATEGORY

Standing in the future, transportation plays a significant role in maintaining our quality of life. The necessary commitments have been made to allow residents to safely travel throughout the city using multiple transportation networks with minimal constraints.

- State, county and local road and railway transportation systems have been improved and expanded to meet demand and mobility needs
- Transportation opportunities for the elderly and disabled are being provided
- Alternative transportation methods are available and promoted: pedestrian and bicycle routes, mass transportation, ride-sharing and telecommuting
- City transportation network is integrated, comprehensive and well planned
- Trip reduction is encouraged through innovative citywide service delivery options

STRATEGIES - Maintain a safe and efficient transportation system that meets the needs of our public in the following ways:

1. Implement a dynamic and comprehensive transportation plan to address evolving traffic issues
2. Advance transportation safety and flow through utilization of technology
3. Maximize use of funding support from outside agencies such as county, state and federal governments
4. Reduce the number of vehicular trips
5. Examine, implement and promote alternative transportation methods
6. Actively advocate for regional solutions
7. Retain and develop policies that require fees to address road and parking impacts



Naperville

February 22, 2011 Workshop

ADDITIONAL MATERIAL

- 1.Slides
- 2.General Fund- Five Year View
- 3.Vehicle Replacement Reserve
Options
- 4.Debt Threshold Follow-Up
- 5.CIP Workshop Follow-Up

FY12 Financial Update City Council Workshop

February 22, 2011

Agenda

- General Fund - Five Year View 15 min
- Debt Threshold 15 min

General Fund – Five Year Projection

- Revenue Declines
 - Absence of One Time Sources used for FY12 (Grants & Sprint Settlement)
 - General Fund Property Tax Component
 - Debt Service and Pension Contribution will increase
 - Library & Settlement will increase as fund balance fully used in FY12 and costs will begin to inflate
 - Managing Total Levy to Flat Dollar or Rate, results in reduction of General Fund Component
- Revenue Increase
 - Inflation and Growth in Revenue will be fully offset by Expenditure Increases due to Inflation and Growth

General Fund – Five Year Projection

- Expenditure Increases
 - Salary & Wages – 2% per year assumed in projection
 - Pension- reform holds contribution flat in FY13, then 10% yr increase in future
 - Benefits – 6% yr increase healthcare offset by employee contribution increase to 20% FY13 and 25% FY14 and beyond
 - Vehicle Replacement – funding for only replacements scheduled each year
 - MIP Transfer – Roadway Improvement total held constant, transfer changes to reflect changes in external funding
 - Inflation – 3% yr in FY15 and FY16

General Fund – Projection

Financial Gap

	FY13	FY14	FY15	FY16
Flat Property Tax Dollar	-11.2	-12.8	-15.6	-22.4
Declining EAV	-2.5	-4.0	-3.7	-3.5
Flat Property Tax Rate - .7358	-13.7	-16.8	-19.3	-25.9

The Future is Uncertain –
But Budget Balancing Challenges Will Continue

Vehicle Replacement Reserve Option Discussion Planned for the FY13 Budget Process

Debt Threshold – Council Direction Requested

- Debt Threshold – Maximum borrowing level
- Possible Approaches
 - Ratio Measures
 - Staff Recommendation based on rating agency analysis
 - General Fund Net Debt - 2.25% of EAV
 - General Fund Net Debt - \$1,100 per capita
 - Municipal Debt – 3.25% of EAV
 - Set Dollar Maximum
 - General Fund - \$150 million
 - Municipal Debt - \$200 million
 - Debt Service % of Household Income – 0.25%
 - Policy versus Directional Guidelines

Budget Workshop/Meetings

Remaining Workshop

- March 7 – FY 12 Budget

Proposed Schedule of Council Actions

- March 15 - Schedule Public Hearing
- April 6 - Public Hearing
- April 19 - Budget Adoption
- File ordinances by April 30

Other Next Steps?

Back Up – From Workshop Materials

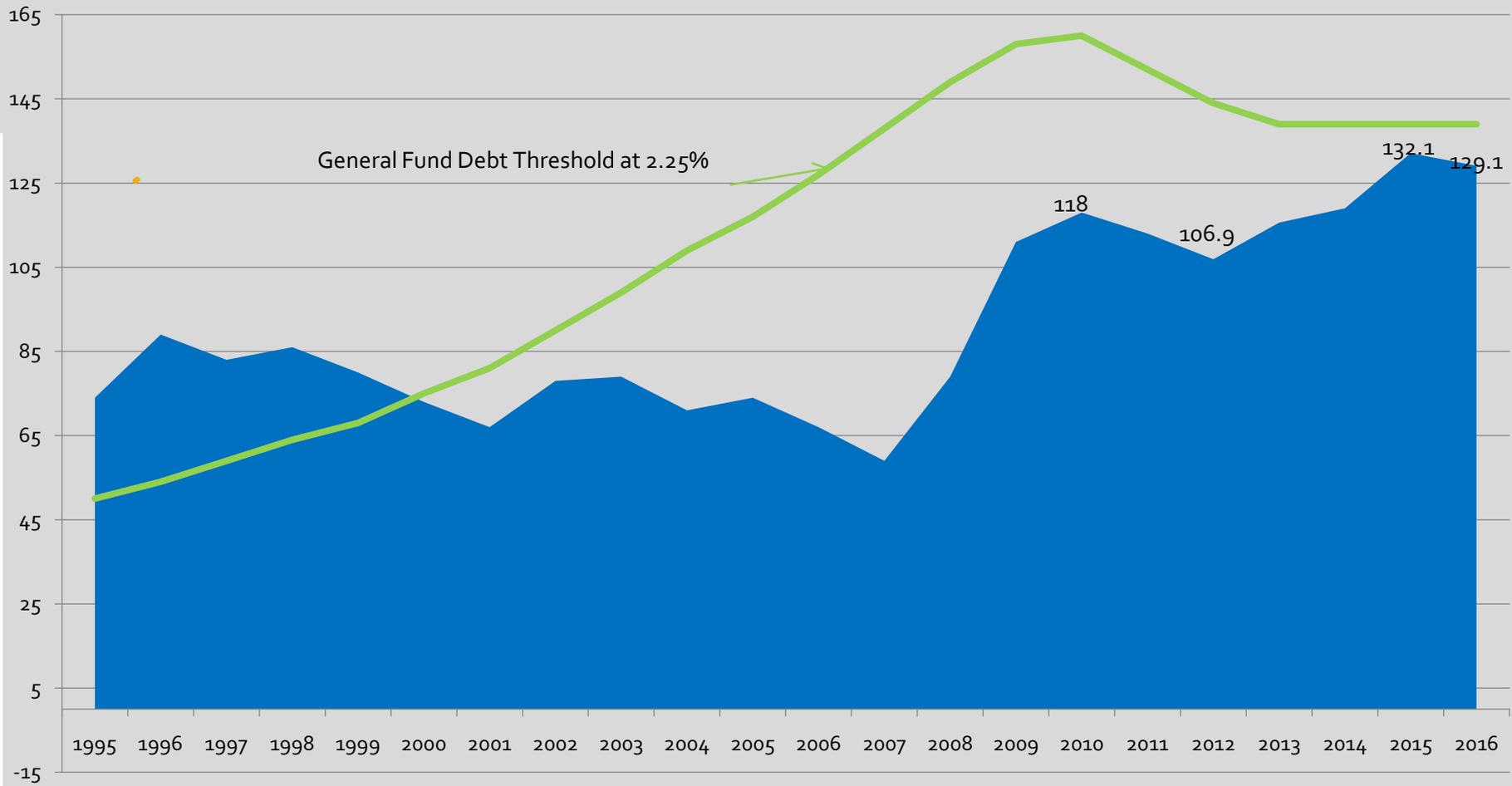
General Fund – Five Year Projection

Financial Gap

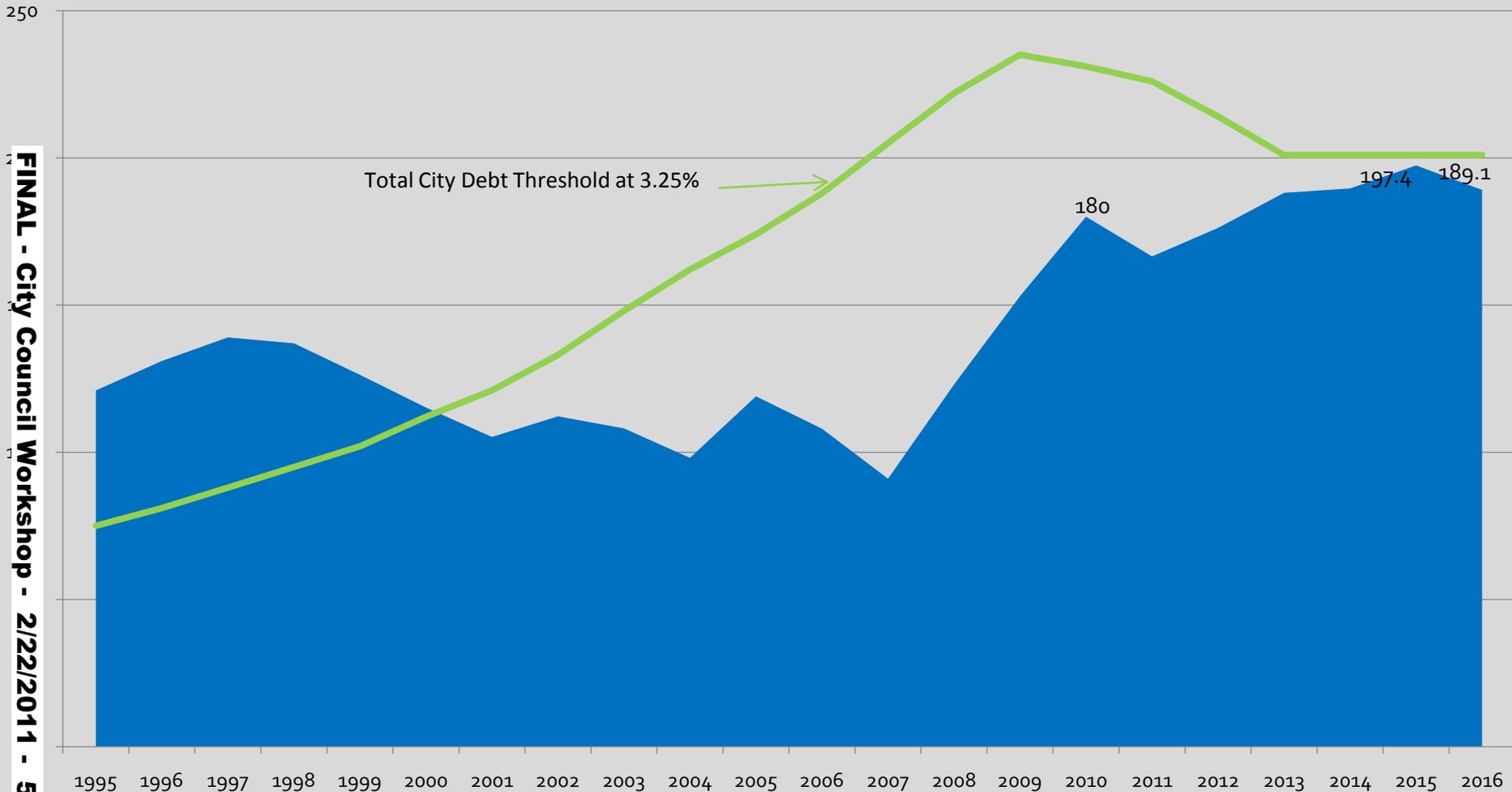
	FY11	FY12	FY13	FY14	FY15	FY16
Available Fund Balance		1.2				
Revenue	116.5	109.6	106.8	108.4	108.1	107.2
Expenditures	115.3	111.5	118.0	121.2	123.7	129.6
Gap assuming flat dollar	<u>1.2</u>	<u>-0.7</u>	<u>-11.2</u>	<u>-12.8</u>	<u>-15.6</u>	<u>-22.4</u>
Gap assuming flat property tax rate			<u>-13.7</u>	<u>-16.8</u>	<u>-19.6</u>	<u>-26.4</u>
Gap Openers versus FY12						
FY12 remaining gap			-0.7	-0.7	-0.7	-0.7
Absence of Fund balance			-1.2	-1.2	-1.2	-1.2
Reduction in GF component of Property Tax			-3.4	-3.4	-5.0	-8.1
Other revenue sources-inflation & growth			0.6	1.2	1.4	2.5
Change in Revenue			-4.7	-4.1	-5.5	-7.5
Wage increases			-1.4	-2.9	-3.8	-5.1
Benefit cost increases net of contribution changes			-0.2	-0.3	-1.0	-2.0
Anticipated cost increases and Inflation			-0.6	-1.3	-1.7	-2.6
Need to fund vehicle replacement			-3.1	-1.8	-1.9	-2.0
Absence of one time external MIP funding			-1.2	-2.4	-1.7	-3.2
Change in Expenditures			-6.5	-8.7	-10.1	-14.9
Total Gap Openers - Flat Tax Dollars			<u>-11.2</u>	<u>-12.8</u>	<u>-15.6</u>	<u>-22.4</u>
Declining EAV			-2.5	-4.0	-3.7	-3.5
Total Gap Openers - Flat Rate .7358			<u>-13.7</u>	<u>-16.8</u>	<u>-19.3</u>	<u>-25.9</u>

CITY DEBT POSITION FUNDED BY TAX LEVY

FINAL - City Council Workshop - 2/22/2011 - 52



TOTAL CITY DEBT POSITION (INCL. UTILITIES)



**CITY OF NAPERVILLE
MEMORANDUM**

DATE: February 15, 2011

TO: Mayor and City Council

FROM: Karen DeAngelis, Director of Finance

SUBJECT: General Fund - Five Year View

PURPOSE:

Provide Council with the requested update of the General Fund Three Year Plan, and to extend the projection to a five year view (FY12 to FY16).

BACKGROUND:

During the October 25, 2010 Tax Levy Workshop staff reviewed the General Fund Three Year Plan information with Council. The projection demonstrated that the financial gap in future years may widen to as much as \$16 million to \$18 million in FY13 and FY14. The increasing gap reflects reduced property tax revenue to General Corporate as the demands of other property tax components are expected to grow. In addition to reducing revenues, expenditures will increase with wages and as vehicle replacements will need to be funded. Council requested that the FY13 and FY14 projections be revised to reflect the cost reduction options which are being implemented in FY12, and that the projection also be extended to include FY15 and FY16 in order to provide Council with a longer term view. Council's intent is to assure that both financial policy decisions and budget balancing actions are taken which will both provide for a current balanced budget, but will also assist in minimizing future financial gap challenges.

(For analysis purposes FY12 is used as the base year for comparison.)

DISCUSSION:

The FY12 budget is nearly balanced, with only \$0.7 million remaining to be resolved over the next few months. However, FY12 has benefitted from the availability of a fund balance generated primarily due to additional one-time roadway grant money and the Sprint settlement received in FY11. All available fund balances were also used by both the Library and Settlement to minimize the FY12 levy requests, a total of \$1.6 million one-time benefit. Increasing cost projections from these organizations are expected to require additional funding from property taxes, estimated at \$1.1 million above the current level by FY16. Debt service payments funded by property tax revenue for already issued debt are known, and will increase by \$2.2 million above the current level by FY16; and the pension contribution funded from property taxes even with the current reforms will require an additional \$3.2 million of funding in FY16. Together the pressures on other components of the tax levy will reduce the money available for the General Corporate levy by just over \$8 million by FY16. (See General Fund – Five Year Projection – Revenues attached)

The five year projection prepared reflects a stable economy in FY13 and FY14, with the return to an annual 3% growth in both revenue sources and expenditures in FY15 and FY16. While staff is projecting both this inflationary increase and some growth during the five year window, the projected revenue increases are expected to be roughly aligned with the cost increases and so do not assist in the closing of the future financial gap challenges.

For expenditures, outside of a slow inflationary trend projected at 3% by FY15 and FY16, staff has included an assumption of a 2% annual wage increase and a 6% healthcare increase offset somewhat increasing contributions to 20% in FY13 and to 25% for FY14, FY15 and FY16. The other two primary drivers for expenditure increases in the five year window will be the cost of vehicle replacements which have been consciously deferred during the last several years, and the likely absence of the special road grant money that has helped in the most recent years. Overall expenditures are projected to increase in total from the preliminary FY12 budget by \$6.5 million in FY13 and grow by almost a full \$15 million over the FY12 level by FY16.

The equalized assessed valuation of property will continue to decline a projected 5% in FY13 and an additional \$3% in FY14. Staff is projecting that the EAV will begin a slow increase for growth in FY15 and FY16 of 0.5% and 1% respectively. Should a flat property tax rate be levied in each year the gap will increase from the FY12 level as follows: FY13 \$2.5 million, FY14 \$4.0 million, FY15 \$3.75 million and FY16 \$3.5 million.

In summary the financial gap view by year is as follows:

	FY13	FY14	FY15	FY16
Flat Property Tax Dollar	\$11.2	\$12.8	\$15.6	\$22.4
Flat Property Tax Rate	\$13.7	\$16.8	\$19.3	\$25.9

The gap projection for the period FY13 and FY14 remains in line with the projection provided to Council in October, as the cost reduction options implemented and the pension reforms passed will be offset by the assumption of a wage increase now incorporated into the projection. Without any other specific actions, and barring a dramatic economic improvement across all revenue streams the financial challenges will continue to increase into FY15 and FY16.

CONCLUSION:

There is much about the future that is uncertain, but it is clear that balancing the budget will continue to be a struggle for several years as revenue streams reflect a delayed reaction to the economic downturn and will then struggle to just keep pace with the beginning pressures of inflation on expenditures.

ATTACHMENTS:

- General Fund – Five Year Projection
 - Financial Gap
 - Revenue
 - Expenditure

**General Fund
Five Year Projection**

Financial Gap

	FY11	FY12	FY13	FY14	FY15	FY16
Available Fund Balance		1.2				
Revenue	116.5	109.6	106.8	108.4	108.1	107.2
Expenditures	115.3	111.5	118.0	121.2	123.7	129.6
Gap assuming flat dollar	<u>1.2</u>	<u>-0.7</u>	<u>-11.2</u>	<u>-12.8</u>	<u>-15.6</u>	<u>-22.4</u>
Gap assuming flat property tax rate			<u>-13.7</u>	<u>-16.8</u>	<u>-19.6</u>	<u>-26.4</u>

Gap Openers versus FY12

FY12 remaining gap			-0.7	-0.7	-0.7	-0.7
Absence of Fund balance			-1.2	-1.2	-1.2	-1.2
Reduction in GF component of Property Tax			-3.4	-3.4	-5.0	-8.1
Other revenue sources-inflation & growth			0.6	1.2	1.4	2.5
Change in Revenue			<u>-4.7</u>	<u>-4.1</u>	<u>-5.5</u>	<u>-7.5</u>
Wage increases			-1.4	-2.9	-3.8	-5.1
Benefit cost increases net of contribution changes			-0.2	-0.3	-1.0	-2.0
Anticipated cost increases and Inflation			-0.6	-1.3	-1.7	-2.6
Need to fund vehicle replacement			-3.1	-1.8	-1.9	-2.0
Absence of one time external MIP funding			-1.2	-2.4	-1.7	-3.2
Change in Expenditures			<u>-6.5</u>	<u>-8.7</u>	<u>-10.1</u>	<u>-14.9</u>
Total Gap Openers - Flat Tax Dollars			<u>-11.2</u>	<u>-12.8</u>	<u>-15.6</u>	<u>-22.4</u>
Declining EAV			<u>-2.5</u>	<u>-4.0</u>	<u>-3.7</u>	<u>-3.5</u>
Total Gap Openers - Flat Rate .7358			<u>-13.7</u>	<u>-16.8</u>	<u>-19.3</u>	<u>-25.9</u>

**General Fund
Five Year Projection**

	FY11	FY12	FY13	FY14	FY15	FY16
Revenue						
Flat Property Tax Assumed FY12 to FY16	50.4	49.1	49.1	49.1	49.1	49.1
Non-General Fund Components						
Debt Service	8.9	9.7	11.5	10.3	10.4	11.9
Library	12.9	12.5	13.9	14.0	14.4	14.8
Settlement	2.8	2.8	3.0	3.1	3.1	3.2
Non-Gen Fund Property Tax Components	<u>24.6</u>	<u>25.0</u>	<u>28.4</u>	<u>27.4</u>	<u>27.9</u>	<u>29.9</u>
General Fund Revenue						
All Pensions	12.0	11.6	11.6	12.6	13.7	14.8
General Corp	13.8	12.5	9.1	9.1	7.5	4.4
Gen Fund Property Tax Component	<u>25.8</u>	<u>24.1</u>	<u>20.7</u>	<u>21.7</u>	<u>21.2</u>	<u>19.2</u>
Sales Tax	26.5	26.5	26.5	26.8	27.3	27.6
Utility Tax	17.1	17.3	17.5	17.5	17.5	17.6
State Income Tax	11.4	11.4	11.4	11.5	11.5	11.6
Charges for Services	5.7	5.6	5.9	5.9	6.0	6.1
Other Annual Revenue *	25.6	24.7	24.8	25.0	24.6	25.1
Non Prop Tax - On going Revenue sources	<u>86.3</u>	<u>85.5</u>	<u>86.1</u>	<u>86.7</u>	<u>86.9</u>	<u>88.0</u>
One Time Revenue	4.4					
	<u>116.5</u>	<u>109.6</u>	<u>106.8</u>	<u>108.4</u>	<u>108.1</u>	<u>107.2</u>

* FY12 reduced for cushion of \$700K by Council direction during budget workshops

**General Fund
Five Year Projection**

	FY11	FY12	FY13	FY14	FY15	FY16
Expenditure						
Salary & Wages	60.8	61.2	62.6	64.1	65.0	66.3
Benefits	13.4	13.3	13.5	13.6	14.3	15.3
IMRF	2.8	2.7	2.7	2.8	2.9	2.9
Services	14.9	13.6	14.1	14.5	14.9	15.3
Supplies	4.4	4.4	4.4	4.4	4.5	4.7
Vehicle Replacement	0.0	0.2	3.3	2.0	2.1	2.2
MIP transfer	6.0	4.1	5.3	6.5	5.8	7.3
Internal Service	3.8	3.1	3.2	3.5	3.4	3.7
Public Safety Pension	9.2	8.9	8.9	9.8	10.8	11.9
	<u>115.3</u>	<u>111.5</u>	<u>118.0</u>	<u>121.2</u>	<u>123.7</u>	<u>129.6</u>

**CITY OF NAPERVILLE
MEMORANDUM**

DATE: February 15, 2011
TO: Mayor and City Council
FROM: Karen DeAngelis, Director of Finance
SUBJECT: Vehicle Replacement Reserve Options

PURPOSE:

During the Budget Workshops Council requested staff to consider options regarding the dollar level and usage of the Vehicle Replacement Reserve to determine if there was an opportunity to use a portion to close the projected FY12 Financial Gap.

DISCUSSION:

The FY12 budget is nearly balanced, with only \$0.7 million remaining to be resolved and for which staff has already identified potential gap closures. As such, there is no immediate need to take any action on revising the Vehicle Replacement Reserve policy level. The General Fund Five Year View does, however, project significant financial gaps will be opening up as early as FY13. Staff proposes that the discussion of options related to modifying the Vehicle Replacement Reserve be deferred until Fall, at the start of the FY13 budget season. At that time more will be known about the economic climate and the scale of the financial challenge to provide Council with a firmer base for the discussion and a decision.

CONCLUSION:

The review of the Vehicle Replacement Reserve Policy and options regarding the reserve level and usage will be included in the FY13 Budget Process.

**CITY OF NAPERVILLE
MEMORANDUM**

DATE: February 15, 2011
TO: Mayor and City Council
FROM: Karen DeAngelis, Director of Finance
SUBJECT: Debt Threshold Follow Up

PURPOSE:

Provide Council with answers to questions raised, or information requested related to the Debt Threshold discussion at the February 7, 2011 CIP Workshop.

BACKGROUND:

Council began a discussion of the possible establishment of a policy Debt Threshold measure. For purposes of the discussion the Debt Threshold would be defined as the maximum dollar borrowing to be supported for General Corporate purposes, and potentially also a Municipal maximum including borrowing by the utilities. Once debt reached this level borrowing would cease, and the prioritization and CIP budget decisions would require all funding to come from current revenues.

Very few home-rule municipalities have implemented any debt management ratios, so there is very little outside guidance available.

DISCUSSION:

If implemented a review and discussion of the debt threshold measures and the city's debt position against those measures would be a part of the annual CIP workshop. In establishing a threshold level various approaches can be considered.

Ratio Measures

Staff recommended consideration of ratios which allow the dollar threshold to increase/decrease based on the size of the city in terms of both population (per capita measure) and property value (% of EAV-Equalized Assessed Valuation). Linking borrowing to property valuation also theoretically provides an inflation adjustment, although it is a delayed reaction as the EAV is a three year average.

The ratios suggested by staff are used in some form by either Standard & Poor's or Moody's in their municipal debt ratings. The specific percentages and dollar per capita measures recommended by staff are levels which are believed to be viewed as "low" debt levels by the rating agencies and will provide for Naperville to continue to receive the highest debt rating ("AAA") from each agency.

The debt wave graphs included in the workshop materials reflected a threshold line based on the projected maximum ratio measure for the CIP budget period. Council requested that the line be drawn to represent what the maximum would have been in each year presented based on the ratio calculation at that time. Attached here are the updated debt wave graphs. In preparing this update we identified that the utility revenue bonds issued in the early years were not included in the total municipal debt figures in the ratio table. The information has been updated and is included here as an attachment.

Set Dollar Maximum

As a variety of approaches might be taken, during the workshop Council proposed consideration of a set dollar threshold. Staff would suggest a maximum debt of \$150 million for General Corporate and \$200 million for total Municipal Debt (General Corporate and Utilities combined). This level will support the projected five year capital program in the current economic environment. Each year during the CIP discussion Council would have an opportunity to review the maximum dollar threshold. At that time they could adjust the dollar threshold up or down for any changes in the economic environment, such as inflation, or significant change in the scale of the city's needs. This conscious decision by Council to make a change would ensure that borrowing did not simply escalate because of increasing property values, but the process would allow for the threshold to increase only after a discussion was held and Council consensus was reached. In that way Council can ensure that the set dollar threshold remains appropriate and continues to drive good financial debt management decisions.

Debt Service % of Household Income

During the workshop the City Manager suggested consideration be given to a ratio of Debt Service payment as a % of Household income. Staff has not identified an external benchmark for this particular ratio. Historic data suggests the ratio has been below 0.25% for the last 10 years, and while it has been declining it will increase in the next five years to 0.21% with currently existing debt payment schedules. Considering the current level of median household income and number of households in the city, should an additional \$20 million of General Corporate borrowing be extended the Debt Service % of Household Income would increase to just under 0.25% again. If Council deems an additional \$20 million of General Corporate borrowing as an appropriate threshold level, then staff would suggest the use of 0.25% as the threshold level if this measure is to be used.

A schedule is attached which provides additional data on this measure for consideration.

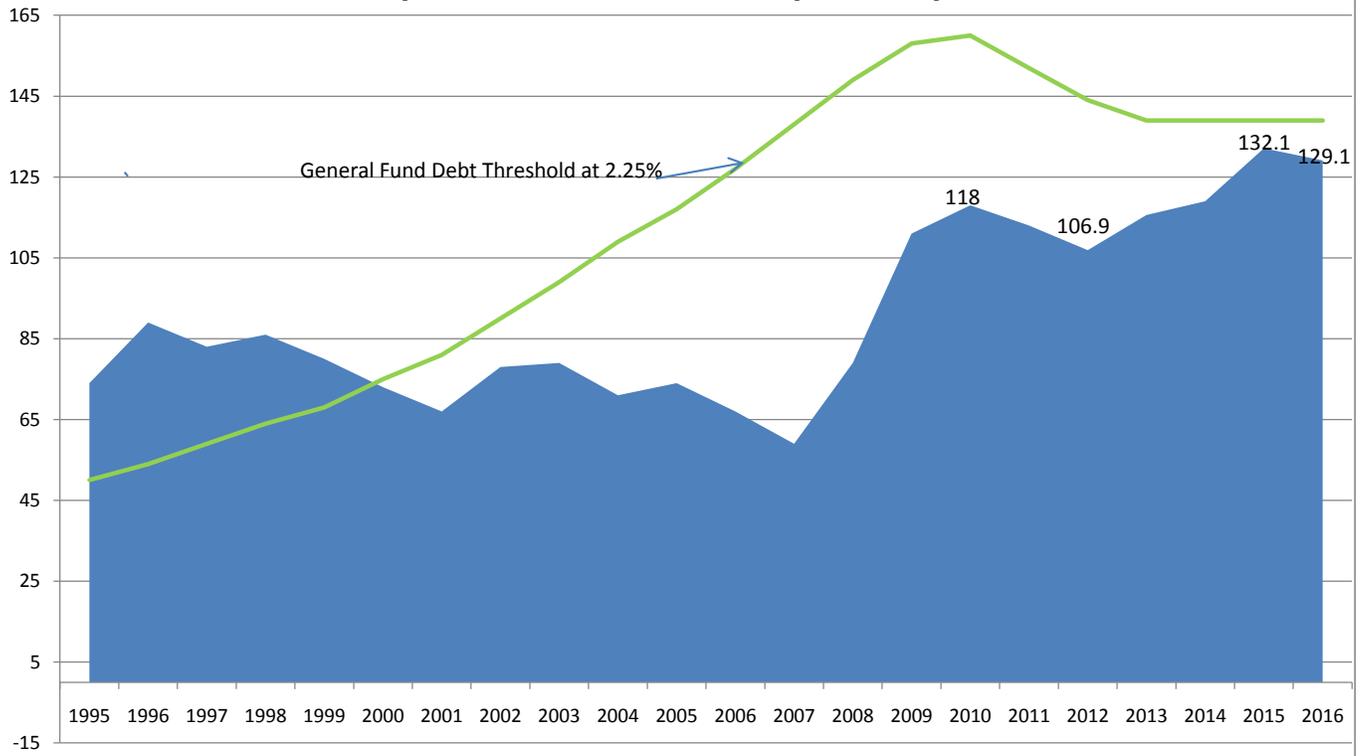
ATTACHMENTS:

Updated Debt Wave Graphs

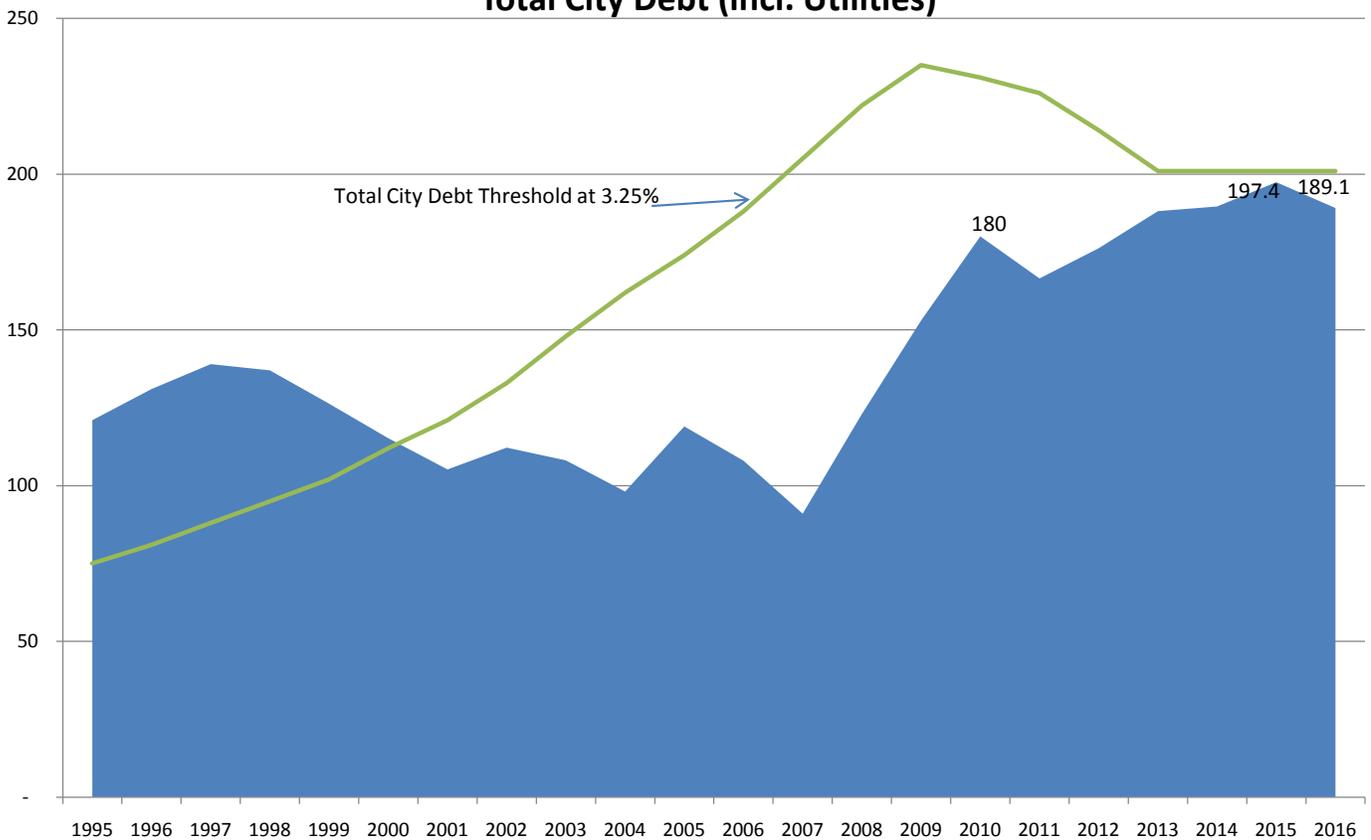
Updated Historic Debt Levels and Ratios Table

New schedule on Median Household Income and Debt Service % of Household Income

City Debt Position Funded by Tax Levy



Total City Debt (incl. Utilities)



City of Naperville
Historic Debt Levels and Ratios

EY	Net Direct Debt	EAV	%EAV	@ 2.25%	Population	overlap per capita	Net Debt per cap	@ 1,100	% Net Debt to Overlapping	Gen Corp Debt	Utility Rev Bond	Gross Debt	Gross Debt % value	Gross Debt % EAV	@ 3.25%	Total Direct and overlap	%EAV	Debt Serv % govt
1995	74,000,000	2,233,517,207	3.31%	50,254,137	107,500	1,822	688	118,250,000	37.79%	-	-	121,000,000	1.81%	5.42%	74,822,826	195,822,827	8.77%	
1996	89,000,000	2,409,658,093	3.69%	54,217,307	110,107	1,923	808	121,117,700	42.04%	-	-	131,000,000	1.81%	5.44%	80,723,546	211,723,546	8.79%	
1997	77,562,082	2,623,397,035	2.96%	59,026,433	118,835	3,179	653	130,718,500	20.53%	84,240,000	54,760,000	139,000,000	1.77%	5.30%	87,883,801	377,811,812	14.40%	17.57
1998	80,256,500	2,828,053,998	2.84%	63,631,215	127,300	3,101	630	140,030,000	20.33%	87,600,000	49,400,000	137,000,000	1.61%	4.84%	94,739,809	394,762,142	13.96%	16.97
1999	73,394,064	3,042,372,472	2.41%	68,453,381	128,358	2,840	572	141,193,800	20.14%	80,780,000	45,220,000	126,000,000	1.38%	4.14%	101,919,478	364,502,286	11.98%	17.06
2000	66,307,692	3,335,995,305	1.99%	75,059,894	130,033	3,445	510	143,036,300	14.80%	73,275,000	41,725,000	115,000,000	1.15%	3.45%	111,755,843	448,016,770	13.43%	13.78
2001	59,233,947	3,616,226,528	1.64%	81,365,097	135,171	3,088	438	148,688,100	14.19%	67,615,000	37,385,000	105,000,000	0.97%	2.90%	121,143,589	417,380,163	11.54%	10.85
2002	72,354,843	3,978,480,794	1.82%	89,515,818	137,654	3,643	526	151,419,400	14.43%	84,240,000	27,760,000	112,000,000	0.94%	2.82%	133,279,107	501,478,020	12.60%	10.40
2003	76,727,679	4,413,444,252	1.74%	99,302,496	133,497	4,429	575	146,846,700	12.98%	85,370,000	22,630,000	108,000,000	0.82%	2.45%	147,850,382	591,215,124	13.40%	11.57
2004	70,042,567	4,829,256,593	1.45%	108,658,273	136,380	3,466	514	150,018,000	14.82%	77,635,000	20,365,000	98,000,000	0.68%	2.03%	161,780,096	472,748,159	9.79%	10.99
2005	72,721,366	5,204,592,692	1.40%	117,103,336	137,987	4,004	527	151,785,700	13.16%	99,670,000	19,330,000	119,000,000	0.76%	2.29%	174,353,855	552,532,311	10.62%	9.97
2006	65,784,369	5,624,652,231	1.17%	126,554,675	138,802	2,414	474	152,682,200	19.64%	91,385,000	16,615,000	108,000,000	0.64%	1.92%	188,425,850	335,013,634	5.96%	8.51
2007	57,313,748	6,122,396,965	0.94%	137,753,932	141,698	2,703	404	155,867,800	14.97%	82,655,000	8,345,000	91,000,000	0.50%	1.49%	205,100,298	382,977,013	6.26%	8.79
2008	82,299,732	6,618,234,602	1.24%	148,910,279	142,140	3,165	579	156,354,000	18.29%	115,865,000	7,135,000	123,000,000	0.62%	1.86%	221,710,859	449,867,618	6.80%	6.62
2009	108,809,693	7,011,282,276	1.55%	157,753,851	144,560	3,148	753	159,016,000	23.91%	150,995,000	2,005,000	153,000,000	0.73%	2.18%	234,877,956	455,054,665	6.49%	6.94
2010	118,562,480	7,105,113,931	1.67%	159,865,063	145,235	3,393	816	159,758,500	24.06%	177,260,000	2,740,000	180,000,000	0.84%	2.53%	230,916,203	492,758,016	6.94%	7.61
2011		6,749,858,234		151,871,810				159,758,500							226,120,251			
2013		6,394,602,538		143,878,557				159,758,500							214,219,185			
2014		6,181,449,120		139,082,605				159,758,500							200,897,096			
	1,244,370,762																	
Staff Proposed Thresholds									17.59% avg									
Net Direct Debt % of current EAV	159,865,063		2.25%															
Gross Debt % of current EAV												230,916,203	1.08%	3.25%				
Sensitivity to a 13% decline in EAV		-20,782,458										-30,019,106						
After 13% decline Threshold would be		139,082,605										200,897,096						
Direct Debt per capita	159,500,000				145,000		1,100											

Median Household Income Estimates U.S. Census Bureau American Community Survey

Year	Data Sets	Amount	Total Households	Debt Service	Debt Serv per Household	Debt Serv % Household Income
2000	decennial census	\$ 88,771	43,751	\$9,321,000	\$213	0.24%
2005	2005	\$ 93,338	48,655	\$10,662,000	\$219	0.23%
2006	2006	\$ 97,077	47,424	\$10,260,000	\$216	0.22%
2007	2005-2007	\$ 97,790	47,975	\$11,139,000	\$232	0.24%
2008	2006-2008	\$ 101,470	48,282	\$8,305,000	\$172	0.17%
2009	2005-2009	\$ 100,503	50,242	\$8,585,000	\$171	0.17%
2010	Flat projection	\$ 100,503	50,242	\$8,269,546	\$165	0.16%
2011	Flat projection	\$ 100,503	50,242	\$8,961,913	\$178	0.18%
2012	Flat projection	\$ 100,503	50,242	\$9,790,005	\$195	0.19%
2013	Flat projection	\$ 100,503	50,242	\$11,447,369	\$228	0.23%
2014	Flat projection	\$ 100,503	50,242	\$10,258,857	\$204	0.20%
2015	Flat projection	\$ 100,503	50,242	\$10,300,000	\$205	0.20%
2016	Flat projection	\$ 100,503	50,242	\$10,600,000	\$211	0.21%
Incremental \$20 million borrowing		\$ 100,503	50,242	\$1,400,000	\$28	0.03%

**inflation-adjusted dollars*

**CITY OF NAPERVILLE
MEMORANDUM**

DATE: February 15, 2011
TO: Mayor and City Council
FROM: Karen DeAngelis, Director of Finance
SUBJECT: CIP Workshop Follow Up

PURPOSE:

Provide Council with follow up information requested during the February 7, 2011 CIP Workshop.

DISCUSSION:

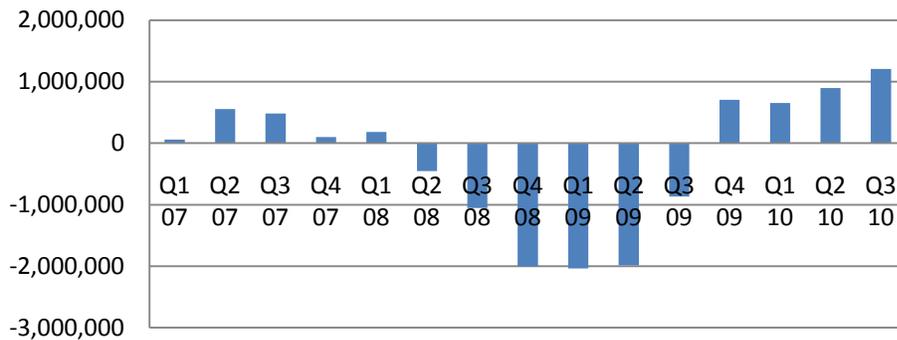
Debt Threshold

Follow up information requested related to the Debt Threshold discussion is provided in a separate memorandum included in this February 22, 2011 Workshop materials.

Auto Sales Trends

Council requested a break out of the automobile component of the sales tax revenue figures presented. Staff does not have access to specific auto sales detail, but does receive a breakdown on a quarterly basis of the total automobile related sales in the city. Attached is an updated chart of the quarterly increase or decrease from the prior year. The economic improvement is evident beginning in 4Q 2009 with continuing improvement through the most recent quarter available. Total Automobile and Gasoline Sales in Naperville for the year 2009 was \$784 million, full year 2010 data is not yet available, but through the first 9 months of the year the comparable sales were already reported at \$660 million.

**Quarterly Auto Sales Tax Change
from Prior Year**



Blizzard Cost

As of Friday, February 11, 2011 city staff has identified \$648,084 of incurred costs relating to the 2011 Blizzard. Incurred costs include only overtime labor costs, contractor costs, equipment costs, and other costs that are directly related to the storm. Per the guidelines set by the DuPage County Office of Homeland Security & Emergency Management the submittal for reimbursement consideration was limited to a 48 hour period, and as such the city could only submit \$426,000 of the incurred costs.

Invoices and staff time are still being compiled with a file report scheduled to be sent to City Council on March 25, 2011.

Fire Tower Upgrade to Allow Rental (MB096)

Council requested research be done to determine what upgrades would be needed to meet requirements and allow the fire tower to be rented and used by teams outside of the city. Chief Puknaitis will follow up on this separately. The Chief will also research if any outside funding might be available to pay for the necessary upgrades.