

Long Range Financial Planning  
Village Workshop Meeting  
*July 21, 2009*

Village Services  
Solutions and Strategies



# Long Range Financial Planning Calendar

<i>Date</i>	<i>Event/Activity</i>
May 19	General Fund Revenues, Expenses, Reserves and Projections
June 2	<ul style="list-style-type: none"><li>• Tax Levy</li><li>• Infrastructure and Facilities</li><li>• Debt Capacity</li></ul>
July 7	Village Services Discussion, Solutions and Strategies
July 21	Solutions and Strategies
Aug. 4	Solutions and Strategies, Strategic Plan, TCD 3
Aug. 18	Strategic Plan, TCD 3, Conclusions

# Long Range Financial Planning

- Multiple Opportunities for Input & Discussion
- Allow for a Dialogue Among Community, Council & Staff
- Create Awareness of Issues and Potential Solutions
- Consensus for Solutions and Strategies
- Create a 3 to 5 Year Plan



# Long Range Financial Planning

- Difficult and Complicated Decisions
- Manageable
  - Issues Presented and Discussed Early in Process
  - Staff Prepared Potential Solutions and Strategies
  - Solutions and Strategies Discussed Later in Process



# Village Services Exercise

## Results Summary and Discussion



# Core Services

- Emergency services (Fire, Medical, Police, etc.)
- Solid waste collection
- Infrastructure construction and maintenance for the stormwater, street and water systems
- Village facility maintenance
- Drug enforcement
- Village Board and Commission
- Life safety related code enforcement and plan review
- Economic development



# Primary Services

- Sidewalk construction and maintenance
- Parking lot maintenance
- Development, building, zoning and property maintenance code enforcement and plan review
- Permit and License Administration
- Public tree maintenance and planting
- Yardwaste collection
- Customer communication and customer service responses
- Downtown initiatives
- Environmental sustainability efforts (green initiatives)
- Police and Fire public education
- Community presence of Village operating departments
- Staff training
- Traffic Enforcement



# Secondary Services

- Bikeway construction and maintenance
- Grove Commuter Shuttle
- Taxi subsidy program
- Social services
- Traffic calming
- Leaf collection
- Village funding programs (Sr. Citizen Council, Community Grants)
- DARE program
- Community events
- Downtown beautification
- Recycling extravaganza
- Historic preservation



# General Fund Strategies Exercise

## Results Discussion



# General Fund

- Issue: Current Expenses Exceed Current Revenues
- Potential Strategies
  - Implement Operating Efficiencies
  - Enhance the Revenue Base
  - Reduce/ Eliminate Village Services
  - Reduce/ Eliminate Village Funding Programs
  - Reduce/ Eliminate Village Events
  - Increase/ Enhance Property Tax Revenue
  - Increase/ Enhance Other Revenue Sources



# General Fund Strategies Summary

- All indicated support for using a *mix* of expense reduction & revenue enhancement efforts
- A majority prefer a *balance* of expense reduction and revenue enhancement efforts.
- A majority indicated support for *reductions, or eliminations* to services, events & programs.



# General Fund Strategies Summary

- Some indicated preference for expense reduction efforts
- Some indicated preference for revenue enhancement efforts
- Varying levels of support for the degree to which the property tax levy and other revenues should be increased.



# General Fund Recommended Strategies

- Consistent with
  - Services Exercise Results
  - Solutions & Strategies Exercise Results
- Directly Related to Financial Issues Previously Presented



# General Fund Recommended Strategies

- All Strategies from Exercise were Supported
- No Strategies Eliminated, No New Strategies Introduced
- Specificity Added, Moving Towards 3-Year Action Plan



# General Fund Recommended Strategies

- Implement Operating Efficiencies
- Enhance the Revenue Base
- Reduce/ Eliminate Services, Events & Programs
- Increase/ Enhance Property Tax Revenue
- Increase/ Enhance Other Revenue Sources
- Reduce Personnel Expenses
- Strategically Use Reserves



# General Fund Solutions Strategy

- Implement Operating Efficiencies
  - Provide selected services, programs and events at existing levels but at reduced costs.
  - Focus on implementing operating efficiencies that reduce personnel costs.



# General Fund Solutions Strategy

- Enhance the Revenue Base
  - Implement the Economic Development Plan to increase property values, sales tax base
  - Actively pursue annexations with a net positive financial impact



# General Fund Solutions Strategy

- Reduce/ Eliminate Services, Events & Programs
  - Focus on lower priority services, events and programs if possible
  - Reduce or eliminate higher priority services, events and programs if there is a significant financial benefit



# General Fund Solutions Strategy

- Increase/ Enhance Property Tax Revenue
  - Increase the levy such that it results in a tax rate near the average tax rate of Du Page County municipalities
  - Pledge the increase in the property tax levy for covering the costs of core services



# General Fund Solutions Strategy

- Increase/ Enhance Other Revenue Sources
  - Increase existing revenue sources other than property tax
  - Identify and implement new revenue sources
  - When possible, focus on revenue sources that are complimentary to the property tax



# General Fund Solutions Strategy

- Reduce Personnel Expenses
  - Change employee benefit levels
    - reduce costs
    - promote cost effective use of benefits
    - remain competitive with benefit levels offered by other municipalities
  - Reduce the number of employees when operating efficiencies are achieved and when services, events and programs are reduced or eliminated



# General Fund Solutions Strategy

- Strategically Use Reserves
  - Use existing reserves to assist in the transition to the new business model
  - Increase reserves to approximately 40% of general fund expenses



# General Fund Recommended Strategies

- Implement Operating Efficiencies
- Enhance the Revenue Base
- Reduce/ Eliminate Services, Events & Programs
- Increase/ Enhance Property Tax Revenue
- Increase/ Enhance Other Revenue Sources
- Reduce Personnel Expenses
- Strategically Use Reserves



Long Range Financial Planning  
Village Workshop Meeting  
*July 21, 2009*

Village Services  
Solutions and Strategies

