



# Village of Downers Grove Municipal Budget Community Investment Program Long Range Financial Plan 2009

Village of Downers Grove  
801 Burlington Avenue  
Downers Grove, Illinois 60515



## FY 2009 Budget Message

**TO:** Honorable Mayor and Council  
**FROM:** David Fieldman, Village Manager  
**RE:** Adopted FY09 Budget  
**DATE:** January 1, 2009

The Village Budget Team and I are pleased to present the adopted FY09 Municipal Budget. The enclosed budget for FY09 was adopted on December 2, 2008 after significant public, Council and staff review and discussion. On September 30, 2008, the recommended Municipal Budget was provided to the Village Council and a workshop meeting was held on October 11, 2008, and continued on October 14, 2008. The budget was also discussed at workshop meetings on October 28, 2008, November 11, 2008 and November 25, 2008. In addition, the budget was reviewed in conjunction with the November 1, 2008 Coffee with the Council. A Public Hearing was held on November 4, 2008. Several revisions were made to the FY09 Budget based on the issues discussed by the Village Council at the various budget workshops. These revisions generally include a variety of cost cutting measures and reductions in funding levels for certain programs. The major objectives addressed by the FY09 Budget were prepared against a backdrop of a slowing and uncertain economy and are as follows:

- Reduce Expenses through Cost Saving Measures and Operating Efficiencies
- Avoid Tax Rate and Fee Increases as well as New Taxes and Fees
- Incorporate the Strategic Plan and Long Range Financial Plan

These objectives and resulting budget reflect the current challenging economic conditions and the direction of the Village Council as noted in the Strategic Plan. All three objectives were achieved. A comparison of FY09 budget objectives with those of previous years is provided in the table below:

**Table 1  
Budget Objective Comparison by Year**

FY07 Budget	FY08 Budget	FY09 Budget
Change in Dates of Fiscal Year	Watershed Infrastructure Improvement Needs	Reduce Expenses through Cost Saving Measures and Operating Efficiencies
Change in Financial Software	Capital Needs	Avoid Tax Rate and Fee Increases as well as New Taxes and Fees
Strategic Plan	Facility Needs	Incorporate Strategic Plan and Long Range Financial Plan
Downers Grove 175th Anniversary	Operational Needs	
	Change in Dates of Fiscal Year	

This is a balanced budget with General Fund expenses and revenues of \$41.6 million. No use of General Fund reserves is proposed. In fact, the FY09 General Fund budgeted expenses are less than FY07 actual expenses and the FY08 budgeted expenses (See Table 2 below).

**Table 2**  
**General Fund Revenues and Expenses, FY07 to FY09**

	<b>Revenues</b>	<b>Expenses</b>
<b>FY07 (Actual)</b>	\$41,142,997	\$42,720,721
<b>FY08 (Budget)</b>	\$41,293,748	\$42,262,003
<b>FY09 (Budget)</b>	\$41,585,457	\$41,562,195

The FY09 budget was prepared in a manner to allow the Village to address continued economic challenges in 2010 and beyond. Maintaining these reserves in FY09 will allow the Village to use the reserves should the performance of the local economy worsen in the coming years. This conservative approach is designed to protect the Village's sound financial condition.

In uncertain economic times, monitoring the performance of the budget and reacting appropriately becomes critical. In July 2008, the Village initiated public quarterly reviews of the budget. These quarterly reviews will continue throughout FY09. The Village should be prepared to revise the FY09 budget during the quarterly review process should the budget not perform according to the revenue and expense numbers presented in this document.

The Village budget is comprised of 25 active funds. The total municipal budget for all funds consists of approximately \$94.5 million in revenues and \$108.2 million in expenses. Table 2 below summarizes the revenues, expenses, beginning balance and ending balance for each fund within the budget. While the budgeted expenses exceed the budgeted revenues, many of the funds have been accumulating a balance to allow for planned expenses and key projects in FY09. Three of the funds are managed by the Library District, an independent component unit of the Village.

**Table 3**  
**All Funds Revenues, Expenses and Fund Balances, FY09**

<b>Fund</b>	<b>Estimated Balance, 12/31/08</b>	<b>FY09 Budgeted Revenue</b>	<b>FY09 Budgeted Expenses</b>	<b>Budgeted Balance, 12/31/09</b>
General Fund	15,617,950	41,585,457	41,562,195	15,641,212
Motor Fuel Tax	1,034,482	1,225,000	2,190,000	69,482
Downtown Redevelopment TIF	181,752	2,426,000	2,606,831	921
Foreign Fire Insurance	135,862	65,000	69,750	131,112
Ogden TIF	2,022,457	876,730	1,927,900	971,287
Sales Tax Rebate	-	750,000	750,000	-
Transportation	(1,774,489)	309,656	478,717	(1,943,550)
Capital Projects	1,874,149	5,221,471	5,365,991	1,729,630
Municipal Buildings	1,107,647	-	1,090,000	17,647
Real Estate	609,377	67,205	420,898	255,684
Stormwater Improvement	24,075,436	5,230,139	14,681,505	14,624,070
Debt Service-Fairview Ave.	150,756	228,985	268,968	110,773
Debt Service- TIF	591,021	2,493,521	2,487,521	597,021
Debt Service-Stormwater/Facilities	-	1,501,761	1,501,761	-

<b>Fund</b>	<b>Estimated Balance, 12/31/08</b>	<b>FY09 Budgeted Revenue</b>	<b>FY09 Budgeted Expenses</b>	<b>Budgeted Balance, 12/31/09</b>
Parking	832,145	1,084,000	1,361,759	554,386
Water	6,285,095	8,670,812	11,181,661	3,775,246
Equipment Replacement	524,336	1,158,439	1,022,250	660,525
Fleet Services	12,711	2,108,119	2,063,923	56,907
Risk Management	404,339	2,094,672	1,996,582	502,429
Health Insurance	1,536,011	6,394,023	6,542,601	1,387,433
Police Pension	35,928,284	2,959,129	2,162,958	36,724,455
Fire Pension	29,293,114	3,228,223	1,583,378	30,937,959
Library	2,362,451	4,154,365	4,131,403	2,385,413
Library Construction	246,412	5,000	69,100	182,312
Library Debt Service	834,181	654,805	649,805	839,181
<b>TOTALS</b>	<b>NA</b>	<b>94,492,512</b>	<b>108,167,457</b>	<b>NA</b>

### **Cost Saving Measures and Operating Efficiencies**

Expenses have been reduced through a series of cost saving measures and operating efficiencies across all departments and all operating funds. These improvements in day to day Village operations are sustainable over the long term and still allow staff to provide Village services at their current levels. No reduction in Village service levels is proposed. Staff will monitor service levels throughout FY09 and report any key findings during the quarterly budget reports. Major cost savings and operational efficiency improvements are noted below.

Reduction in Staffing – The FY09 budget includes the planned vacancy of eight staff positions (7.25 FTE). These positions are currently vacant. For the past several months, staff has been operating effectively with these vacancies and providing Village services without a reduction in quality. The reduction in staff and maintaining service levels requires staff to operate more efficiently.

- 3 Firefighters (3 FTE)
- 1 Assistant Village Manager (1 FTE)
- 1 Administrative Secretary in Public Works (1 FTE)
- 1 Building Inspector in Community Development (1 FTE)
- 1 Municipal Media Assistant in Communications (.75 FTE)
- 1 Trainer in Information Services (.5 FTE)

Holding these positions vacant for FY09 will save the Village approximately \$580,000 in personnel related expenses. This savings offsets the cost of providing annual wage and salary adjustments as outlined in the Village’s collective bargaining agreements and as required to provide employee compensation consistent with market conditions (See Table 4).

*Fire Department Operations* – In recent years, the Fire Department has operated with 75 Firefighters. The Firefighters work in three 24-hour shifts. Under the current operations, a minimum of 19 Firefighters are on duty for each shift. Two Firefighters are assigned to Ladder Truck 2 and two Firefighters are assigned to Squad 2 now housed at Fire Station 2. These vehicles and Firefighters previously operated from Fire Station 1 in Ellsworth Business Park. The relocation of these vehicles and staff to Fire Station 2 near the center of the Village reduces overall response times and affords the Village the opportunity to

improve operating efficiency without sacrificing emergency service levels. In the past, Ladder Truck 2 and Squad 2 responded in tandem to certain emergency calls, though both of these vehicles are rarely needed at the same time. In September 2008, the Fire Department began operating a *Jump Company* with three Firefighters. Under this system, three Firefighters jump into the Ladder Truck or the Squad depending upon the type of emergency service needed. This allows the Fire Department to operate with a minimum of 18 Firefighters per shift. This reduction of one Firefighter per shift will allow the Village to reduce the number of Firefighters from 75 to 72. This reduction in staff should save the Village approximately \$450,000 per year in personnel expenses including overtime cost savings.

*Village Manager's Office Operations* – The recent change in the Village Manager position offers the opportunity to reduce the staff in the Manager's Office by one senior level position. The FY09 budget provides funding for a Deputy Village Manager while keeping the Assistant Village Manager position vacant in FY09. The duties of the Village Manager's office will be handled by the existing Village Manager's office staff.

*Public Works Operations* - The duties of the Administrative Secretary in Public Works will continue to be handled by existing administrative staff and the Management Analysts in the Village Manager's Office.

*Community Development Operations* – In 2008, one of the Building Inspector positions was vacated. To date, the position has not been filled. A review of building permit inspection activity indicated that demand for building inspection services has declined. Therefore this position will remain vacant during 2009. This operational change should save the Village approximately \$60,000.

*Communications Operations* – The FY08 budget authorized the hiring of a Municipal Media Assistant. This position was not filled. The Communications Department has been able to provide Village services without hiring this position.

Reduction in Non- Personnel Expenses – The FY09 budget includes significant reductions in non-personnel related expenses. These cost saving measures span all Village operating departments (See Table 4). While some categories of expenses within the General Fund are proposed to increase in FY09, the net decrease in non-personnel related expenses is approximately \$1.9 million.

**Table 4**  
**General Fund Expenses by Category, FY08 and FY09**

Category	FY08 Budget	FY09 Budget	Change	% Change
Personnel	\$29,438,039	\$30,625,857	\$1,187,818	4.03%
Non-Personnel	\$12,823,964	\$10,936,338	(\$1,887,626)	-14.72%
<b>Total</b>	<b>\$42,262,003</b>	<b>\$41,562,195</b>	<b>(\$699,808)</b>	<b>-1.66%</b>

Note: For purposes of this comparison, personnel expenses include \$835,000 in FY08 and \$410,000 in FY09 of contingency that appear in non-personnel expenses in the budget document. For additional information, please see the report in the appendix

Improvements to the Village's Fleet – The Village's fleet currently consists of 209 vehicles and pieces of equipment. The FY09 budget calls for the reduction of the Village fleet by 11 vehicles compared to FY08 levels. Further, planned replacement of vehicles will be done in a more cost effective manner. The Village will purchase more fuel

efficient and alternative fuel vehicles as noted below. A comprehensive analysis of the Village's fleet was identified in the Strategic Plan as a Top Priority and will be completed in FY09. The fleet replacement schedule is included in the budget as an appendix.

**Avoid Tax Rate and Fee Increases as well as New Taxes and Fees**

The Village maintains a diverse mix of revenues to support all 25 Village Funds. Some of the revenue sources are cyclical in nature and fluctuate based on market conditions. Most of the Village's major revenue sources are expected to remain flat or decline (see the Top Five General Fund Revenue Sources section). With the exception of the increase to the water usage fees, the proposed FY09 budget does not include any increases to tax rates or fees nor does it propose any new revenue sources.

Strategic One-Time Actions - In response to these flat and declining revenues, the FY09 budget includes several one-time strategic actions designed to enhance revenues while avoiding tax rate and fee increases and the introduction of new taxes and fees. Three key one-time strategic actions are noted below.

*Use of Real Estate Fund* – The Real Estate Fund, which includes revenues and expenses related to the property management activities for all non-operational Village-owned real estate, is projected to have a cash balance of approximately \$400,000. The FY09 budget calls for the use of \$200,000 towards the debt service payment for the downtown TIF debt. The 2009 annual debt service payment for the downtown TIF will be made from tax increment, a contribution from the Parking Fund and this contribution from the Real Estate Fund. No property taxes will be levied to pay the downtown TIF debt service payment.

The Real Estate Fund will also be used to make the required payment to School District 58 related to the Ogden Avenue Tax Increment Financing District. In 2001, as part of the creation of the Ogden Avenue Tax Increment Financing (TIF) District, the Village entered into an Intergovernmental Agreement with School District 58. The agreement requires the Village to make annual payments to District 58 based on the increase in the Equalized Assessed Valuation of the properties located within the TIF District. The agreement states that these payments are to be made from a fund other than the Ogden Avenue TIF Fund. These payments have been made from the General Fund. The FY09 budget has been prepared showing the annual payments to District 58 being made from the Real Estate Fund. This measure is expected to save the General Fund \$131,000.

*Use of the Fire Station Bond Proceeds* – In 2008, the Village completed the construction of Fire Station 2 on time and under budget. The total project budget of \$10.5 million spanned three fiscal years (FY06, 07 and 08). The total project cost was approximately \$9.0 million. The Village issued \$9.25 million of General Obligation bonds to pay for the construction of the project. The proceeds from the bonds were invested in interest bearing accounts. As of the end of FY08, there will be approximately \$740,000 available from un-used bond proceeds and \$350,000 available from interest income. The interest earnings of \$350,000 are proposed to be taken into the General Fund as income. The remaining bond proceeds are proposed to be used to purchase a new Village-wide telephone system for \$340,000 and to pay for design development plans and community outreach activities for new Village Civic Center facilities in the amount of \$400,000.

*Use of Construction Bonds Proceeds* – The Village requires construction permit holders to submit cash bonds to guarantee the completion of certain construction project components such as public improvements. Upon successful completion of the

construction project, the bonds are to be returned to the permit holder. The Village has approximately \$1,000,000 of construction bonds for projects that are no longer active. To date, these bonds have not been claimed or returned. Over the past year, staff has been working to identify the owners of the construction bonds to return the bonds to them. In FY09, the Village will publish information about the unclaimed bonds per Village Code in an attempt to return them. Staff expects about \$500,000 of the bonds to remain unclaimed. The FY09 budget includes \$500,000 of unclaimed construction bond funds as income to the General Fund. This is a conservative estimate. However, if the amount of unclaimed bonds is less than \$500,000, the Village may have to identify other cost saving measures within the General Fund or use existing reserves.

Real Estate Tax Levy - While the total municipal budget relies on a number of sources of revenue, the property tax levy continues to be a focus of judging the fiscal health of a community. Property taxes account for about 22% of the General Fund budget.

The Village's real estate tax levy is comprised of six components. Each of the components is used to support specific services provided by the Village. Table 5 summarizes the proposed real estate tax levy for FY09.

**Table 5  
Village Real Estate Tax Levy, FY09**

	<b>FY08</b>	<b>FY09</b>	<b>Change</b>
<b>Corporate Levy</b>	\$ 2,764,038	\$ 2,812,347	\$ 48,309
<b>Fire Protection</b>	\$ 2,774,029	\$ 2,850,000	\$ 75,971
<b>Fire Pension</b>	\$ 1,027,421	\$ 1,578,223	\$ 550,802
<b>Police Pension</b>	\$ 1,156,584	\$ 1,262,129	\$ 105,545
<b>Stormwater</b>	\$ 2,630,139	\$ 2,630,139	\$ -
<b>Debt Service After Abatements</b>	\$ 796,191	\$ -	\$ (796,191)
<b>Total</b>	<b>\$ 11,148,402</b>	<b>\$ 11,132,838</b>	<b>\$ (15,564)</b>

The total real estate tax levy is proposed to decrease by approximately 0.1%. The change is driven by the substantial increase in the Fire Pension levy, offset by the decrease in levy for debt service. The Police Pension Board and Fire Pension Board are responsible for managing the Police and Fire Pension Funds. The amount of the real estate tax levy for each of these funds is based on actuarial studies of the funding needs and the request of the Pension Boards. In FY08, the Fire Pension Board requested a levy equal to 8/12 of their total levy needs. This reduced request was in direct response to the 8-month stub fiscal year of FY06. The requested FY09 reflects the Fire Pension Board's full funding needs. The offsetting decrease in the tax levy of \$796,000 is due to the elimination of the Downtown TIF District debt service levy. The 2009 debt service payments for the Downtown TIF District will be made from real estate tax increment and contributions from the Parking Fund and Real Estate Fund.

Based on conversations with the township assessor's office, the total Equalized Assessed Valuation of all taxable property located within the Village limits is expected to increase by 6% from \$2,413,044,414 to \$2,557,827,079. The application of the Village's proposed levy to the total taxable value of property results in a decrease of the Village's tax rate from .4630 in 2008 to an estimated .4352 in 2009. Table 6 below shows how the Village's levy would affect a residential property with a market value of \$300,000. It is

important to note that the Village portion of the tax bill is generally about 10% of the total tax bill. Other taxing bodies levy taxes that appear on the tax bill.

**Table 6**  
**Village Tax Levy on a \$300,000 Residential Property (EAV Growth of 6%)**

	<b>FY08</b>	<b>FY09</b>
Equalized Assessed Value	\$100,000	\$106,000
Village Tax Rate	.4630	.4352
Village Tax Amount	\$463.00	\$461.31

**Incorporate the Strategic Plan and Long Range Financial Plan**

The FY09 proposed budget was prepared considering the recently approved Strategic Plan and the first draft of the Long Range Financial Plan currently being reviewed and discussed by the Village Council. The incorporation of these two planning documents allows the Village to make more strategic annual budgeting decisions in line with the long term goals.

Incorporation of the Strategic Plan - The Strategic Plan, which includes specific goals to be achieved in 2009, was approved by the Village Council in August 2008. This allowed staff to fully consider the Strategic Plan while preparing the proposed FY09 budget. The proposed budget includes funding for each of the Top and High Priority Goals identified in the Strategic Plan.

**Table 7**  
**Funding for 2009 Top & High Priority Strategic Plan Goals**

<b>Goal</b>	<b>Priority</b>	<b>Funding Source &amp; Notes</b>
Capital Projects Funding & Implementation	Top	Funding provided in Capital Projects Fund, Stormwater Improvement Fund and Water Fund. Project management strategy is outlined in a supplemental report.
Village Facilities Plan	Top	\$400,000 is provided in the Municipal Buildings Fund for design development services.
Comprehensive Plan Update / Total Community Development 3	Top	\$95,000 is provided in the General Fund and \$10,000 in each of the TIF Funds for professional services for the preparation of the Comprehensive Plan and Total Community Development 3.
Parking Study & Plan	Top	This project will be completed by staff in 2009. Funding is provided in the General Fund.
Financial Plan & Policies – Review & Direction	Top	This project will be completed by staff in 2009. Funding is provided in the General Fund.
Health Insurance – Evaluation & Direction	Top	This project will be completed by staff and the Village’s consultant in 2009. Funding is provided in the General Fund and Health Fund.
Fleet Evaluation & Direction	Top	This project will be completed by staff in 2009. Funding is provided in the General Fund.
Customer Service Enhancement & Performance Measures	Top	This project will be completed by staff in 2009. Funding is provided in the General Fund.

<b>Goal</b>	<b>Priority</b>	<b>Funding Source &amp; Notes</b>
63 <sup>rd</sup> Street Corridor Plan	High	This project will be completed as part of the Comprehensive Plan.
Unified Economic Development Plan	High	This project will be completed by staff and the Economic Development Corporation in 2009. Funding is provided in the General Fund.
Business Incentives – Tool Development	High	This project will be completed by staff and the Economic Development Corporation in 2009. Funding is provided in the General Fund.
Façade Program - Development	High	\$100,000 is provided in the Downtown TIF Fund for the implementation of the Façade Improvement Program and Alley Improvement Program.
Alley Improvement Program	High	\$100,000 is provided in the Downtown TIF Fund for the implementation of the Alley Improvement Program and Façade Improvement Program.
Gateway Entrance Sign Program	High	\$100,000 is provided in the Ogden TIF Fund and Capital Fund for the design and installation of these signs.
Green Energy – Research, Study & Direction	High	This project will be completed by staff and the Environmental Concerns Commission in 2009. Funding is provided in the General Fund.
Building Code – Update & Revision	High	This project will be completed by staff in 2009. Funding is provided in the General Fund.

*Capital Project Construction Management* – As noted in the Strategic Plan, the Village is committed to improving the public infrastructure including the stormwater management system, street system, sidewalk system and water system. The Community Investment Program calls for over \$100 million of infrastructure improvements over the next five years. It is important that the Village manage the infrastructure improvement projects properly to make sure that the improvements are constructed per plan and function properly over their specified economic life. To assist in the management of the multiple construction projects planned for 2009, the FY09 budget includes funding for professional construction project managers on a contractual basis. The funding, approximately \$500,000, will allow the Village to hire several project managers. This project management system is very similar to the management system used to construct Fire Station 2. The project managers, called Senior Resident Engineers, would function like owners representatives and would partner with Village staff engineers to deliver projects on time, on budget and per project specifications

Incorporation of the Long Range Financial Plan - The first draft of the Long Range Financial Plan (LRFP) was presented to the Village Council in August 2008. While review and discussion of the LRFP is on-going, the draft plan identifies many areas that may have an impact on the long term financial position of the Village. The concepts identified and discussed within the LRFP were considered during the preparation of the proposed FY09 budget. The expense and revenue projections for the significant areas included in the LRFP have been included in the future projections of the FY09 budget. The inclusion of the more accurate revenue and expense projections in the annual budget assists the Village in making annual financial decisions that have a long term impact.

A number of specific long range financial and operational strategies that appear in the draft Long Range Financial Plan are proposed to be implemented as part of the FY09 budget including:

- Review & Update of the Village fees
- Strategic Grouping of Capital Projects to Achieve Economies of Scale
- Use of Tax Increment Financing Funds for Capital Improvement Projects Located within the Two TIF Districts
- Departmental Reorganizations to Better Use Staff Resources
- Conduct an Actuarial Study of the Risk Management Fund to Determine the Appropriate Level of Funding
- Research the Viability of Participating in a Risk Management Pool
- Use of Pesticides to Treat Emerald Ash Borer and Gypsy Moths
- Purchase of Alternative Fuel Vehicles
- Explore Leasing Vehicles in Lieu of Purchasing

### **Conclusion**

The adopted FY09 budget is attached. The three primary objectives (reduce expenses through cost saving measures and operating efficiencies, avoid tax rate and fee increases as well as new taxes and fees, and incorporate the Strategic Plan and Long Range Financial Plan) have been achieved. The adopted budget includes:

- A balanced General Fund budget with expenses less than FY07 actual expenses and FY08 budgeted expenses.
- Planned vacancy of 7.25 FTE positions (currently vacant) saving approximately \$580,000 in personnel expenses. This allows for the implementation of the Village's collective bargaining agreements and market adjustments to other salaries.
- Reduction of General Fund non-personnel related expenses of approximately \$1.9 million.
- Reduction of the Village fleet by 11 vehicles.
- Implementation of strategic one-time actions to address flat and declining major revenue sources.
- Decrease in the Village's tax rate from .4630 to an estimated .4352.
- Funding for all Top and High priority goals of the Strategic Plan.
- Incorporation of the Long Range Financial Plan.

As a result the Village is position for a successful FY09 and continued financial health in the coming years.

Village of Downers Grove, IL Adopted Budget 2009



# Table of Contents

<b>I. Introductory &amp; Summary Information</b>		338 Debt Service Fund—TIF Fund	3-24
Village Vision & Mission Statement	1-6	339 Debt Fund—Stormwater/Facilities	3-26
Village Organizational Chart	1-7	471 Parking Fund	3-28
General Fund Revenue Summary	1-8	481 Water Fund	3-30
Top Five General Fund Revenue Sources	1-9	530 Equipment Replacement Fund	3-32
Sources and Uses by Fund	1-10	531 Fleet Services Fund	3-34
		562 Risk Management Fund	3-36
		563 Health Insurance Fund	3-38
		651 Police Pension Fund	3-40
		652 Fire Pension Fund	3-42
		805 Library Fund	3-44
		821 Library Construction Fund	3-46
		836 Library Debt Service Fund	3-48
<b>II. General Fund &amp; Department Summaries</b>		<b>IV. Appendices</b>	
001 General Fund	2-2	Department Organizational Charts	4-2
Village Clerk’s Office	2-4	Staffing Plan	4-10
Village Manager’s Office	2-5	Supplemental Program Information	4-15
Building Services Division	2-6	Debt Service Summary	4-36
Legal Department	2-7	Fund Structure by Budgetary Basis	4-37
Human Resources Department	2-8	Budget Process	4-38
Information Services Department	2-9	Financial Planning and Policies	4-39
Finance Department	2-10	Downers Grove At-A-Glance	4-42
Public Works Department	2-11	Glossary	4-46
Community Development Department	2-13	List of Acronyms	4-52
Police Department	2-14	Vehicle and Equipment List	4-54
Fire Department	2-16	Fee Schedule	4-61
Counseling & Social Services Department	2-17	Equipment Replacement	4-76
Communications Department	2-18		
Community Events Department	2-19		
Other General Fund Expenses	2-20		
<b>III. Fund Summaries (excl. General Fund)</b>			
102 Motor Fuel Tax Fund	3-2		
107 Downtown Redevelopment TIF Fund	3-4		
109 Foreign Fire Insurance Fund	3-6		
110 Ogden Tax Increment Financing Fund	3-8		
111 Sales Tax Rebate Fund	3-10		
112 Transportation Fund	3-12		
220 Capital Projects Fund	3-14		
223 Municipal Buildings Fund	3-16		
226 Real Estate Fund	3-18		
243 Stormwater Improvement Fund	3-20		
337 Debt Service Fund—Fairview Avenue	3-22		

# Village Officials and Management Staff

## Mayor & Village Council

Mayor

Ron Sandack

Commissioners

Bruce Beckman

Geoff Neustadt

Marilyn Schnell

Martin Tully

Sean Patrick Durkin

William Waldack

Village Manager

David Fieldman

Village Attorney

Enza Petrarca

Village Clerk

April Holden

Deputy Village Manager

Michael Baker

Communications Director

Douglas Kozlowski

Community Development Director

Thomas Dabareiner

Community Events Director

Mary Scalzetti

Counseling & Social Services Director

Andrew Matejcek

Human Resources Director

Wesley Morgan

Finance Director

Judy Buttny

Fire Chief

Phillip Ruscetti

Information services Director

Liangfu Wu

Police Chief

Robert Porter

Public Works Director (Interim)

Robin Weaver