



City of Park Ridge

FY22 Proposed Budget
Ending December 31, 2022





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FY22 Proposed Budget

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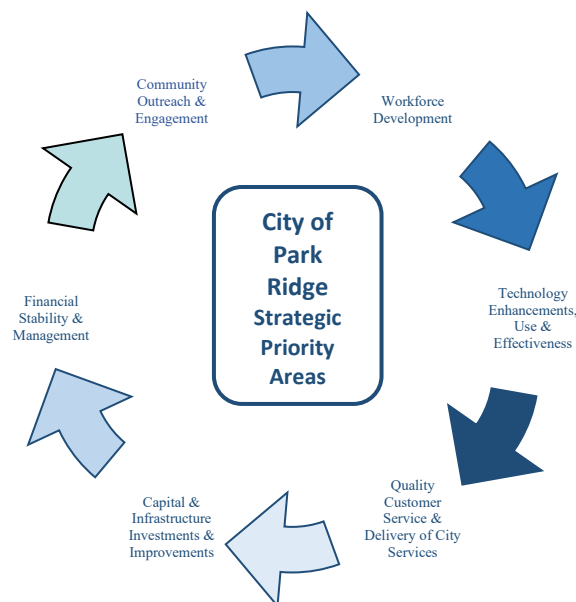
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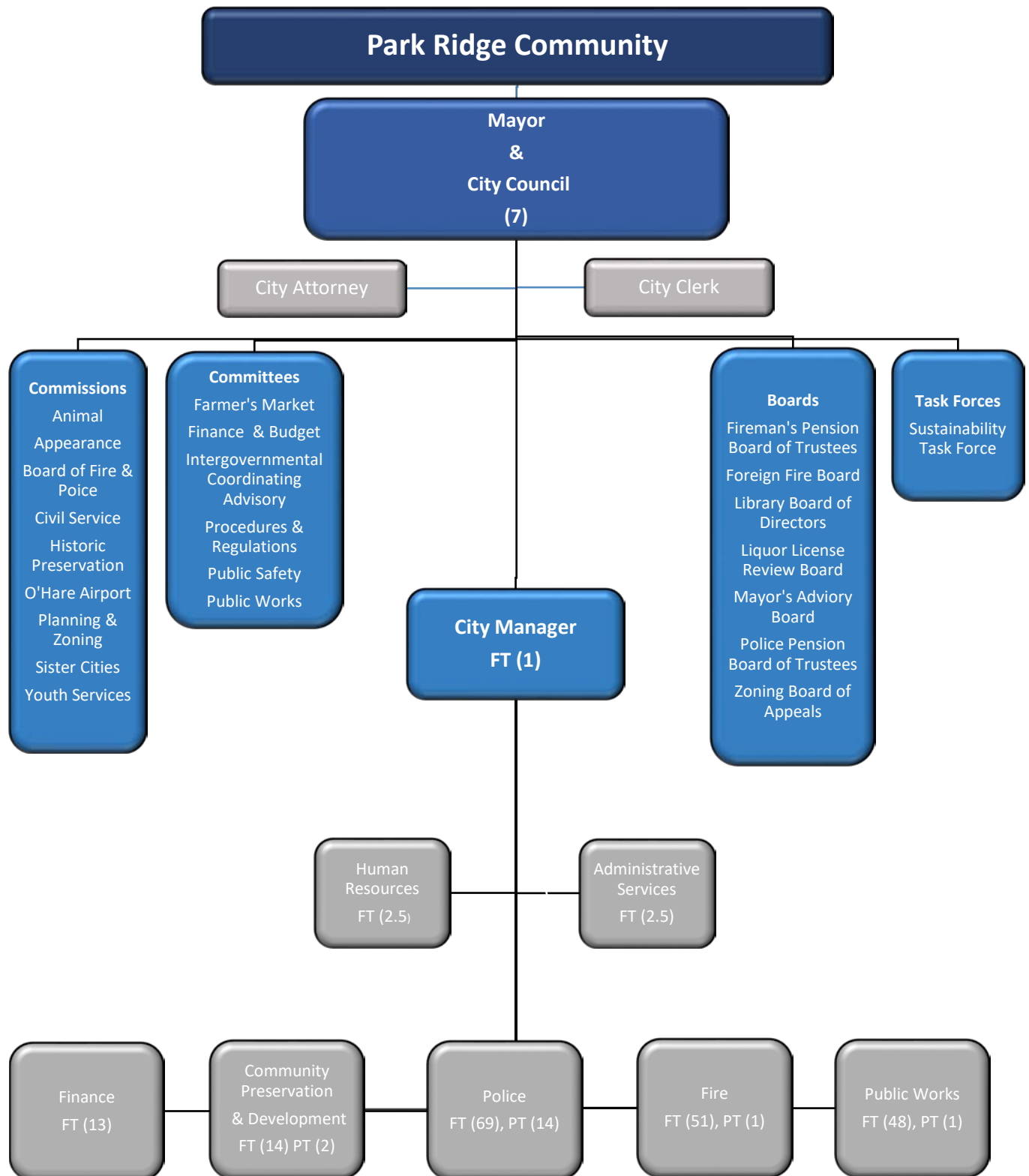


City of Park Ridge Fiscal Year 2022 Budget *Budget Overview*

Fiscal Year 2022 marks the completion of the City's transition from the May to April fiscal period to a fiscal year that coincides with the calendar year. This transition has many benefits, the greatest of which is the alignment of the property tax levy with the fiscal year. The proposed budget represents months of planning by various stakeholders to produce a fiscal roadmap for the year ahead which is responsive to the needs of the City's residents and businesses while remaining fiscally responsible so as to position the City to meet its current and future obligations. The FY2022 proposed budget includes \$69.1 million in expenditures and \$67.4 million in revenues. The general fund budget includes \$35.8 million in expenditures and \$35.1 million in revenue prior to transfers. After transfers and contributions from enterprise funds, the general fund deficit is projected at \$2.1 million. The proposed budget, as amended, includes a modest increase to the property tax levy of less than 1%, attributed to the Library.

As in year's past, the City continues to build its fiscal and operational decisions based on the City's six strategic priority areas as determined through a strategic planning process. The FY2022 budget reflects the City's efforts to maximize limited resources to meet objectives within the applicable strategic priority areas. While remaining vigilant in the assessment of COVID-19's ongoing impact to City operations and resources, the FY2022 budget shows the City's determination to plan and execute for continuous improvements throughout the organization. Some of these improvements include enhancements to the City's Enterprise Resource Planning software, economic development initiatives, operationally efficient improvements to the Police Station, design and engineering for Fire Station renovations, and resumption of the green alley program. The FY2022 budget also reflects the City's commitment to maintaining high levels of ongoing services focused on public safety, economic development, community preservation, maintenance of public infrastructure, customer service, and general administration.







City of Park Ridge
Fiscal Year 2022 Budget
Fund Balance Analysis

	Projected Fund Balance SY2021	Budgeted Revenues	Budgeted Expenditures	Projected Fund Balance FY2022
General Operating				
General Fund	\$ 19,982,474	\$ 36,656,354	\$ 38,798,436	\$ 17,840,392
Special Revenue				
Dempster TIF Fund	267,531	346,975	1,000	613,506
Motor Fuel Tax Fund	3,118,271	1,850,324	1,900,000	3,068,595
Uptown TIF Fund	5,379,424	4,401,840	3,435,494	6,345,770
IMRF Fund	42,123	649,768	579,747	112,144
FICA Fund	566,526	1,004,660	1,004,521	566,665
Municipal Waste Fund	16,822	3,212,228	3,212,156	16,894
Asset Forfeiture Fund	979	26	-	1,005
Foreign Fire Insurance Fund	75,203	72,007	85,000	62,210
Capital Projects				
Capital Improvements and Equipment Fund	15,215	2,370,000	2,370,000	15,215
Debt Service				
Debt Service 2012B Fund	-	-	-	-
Debt Service 2015A Fund	-	1,101,350	1,101,350	-
Debt Service 2016 Fund	-	1,842,438	1,842,438	-
Enterprise				
Parking Fund	-	-	-	-
Water Fund	3,365,348	10,601,583	9,963,927	4,003,004
Sewer Fund	2,658,215	1,883,581	2,459,607	2,082,189
Internal Service				
MERF Fund	2,471,779	748,130	1,030,400	2,189,509
Information Technology Replacement Fund	890,229	65,181	380,395	575,015
Employee Benefits Fund	1,958,881	4,234,928	4,239,214	1,954,595
Component Unit				
Library Fund	3,732,516	4,205,277	4,556,471	3,381,322
TOTAL ALL FUNDS	\$ 44,541,540	\$ 75,246,650	\$ 76,960,156	\$ 42,828,034



City of Park Ridge
Fiscal Year 2022 Budget
Revenue and Expenditure Summary - by Fund

	FY2022 Budgeted Revenues	FY2022 Budgeted Expenditures	Variance
General			
General Fund	\$ 36,656,354	\$ 38,798,436	\$ (2,142,082)
Special Revenue			
Dempster TIF Fund	346,975	1,000	345,975
Motor Fuel Tax Fund	1,850,324	1,900,000	(49,676)
Uptown TIF Fund	4,401,840	3,435,494	966,346
IMRF Fund	649,768	579,747	70,021
FICA Fund	1,004,660	1,004,521	139
Municipal Waste Fund	3,212,228	3,212,156	72
Asset Forfeiture Fund	26	-	26
Foreign Fire Insurance Fund	72,007	85,000	(12,993)
Capital Projects			
Capital Improvements and Equipment Fund	2,370,000	2,370,000	-
Debt Service			
Debt Service 2012B Fund	-	-	-
Debt Service 2015A Fund	1,101,350	1,101,350	-
Debt Service 2016 Fund	1,842,438	1,842,438	-
Enterprise			
Parking Fund	-	-	-
Water Fund	10,601,583	9,963,927	637,656
Sewer Fund	1,883,581	2,459,607	(576,026)
Internal Service			
MERF Fund	748,130	1,030,400	(282,270)
Information Technology Replacement Fund	65,181	380,395	(315,214)
Employee Benefits Fund	4,234,928	4,239,214	(4,286)
Component Unit			
Library Fund	4,205,277	4,556,471	(351,194)
TOTAL ALL FUNDS	\$ 75,246,650	\$ 76,960,156	\$ (1,713,506)



City of Park Ridge
Fiscal Year 2022 Budget
Changes in Fund Balance

	Audited Fund Balance FY2020	Audited Fund Balance FY2021	Projected Fund Balance SY2021	Projected Fund Balance FY2022
General Operating				
General Fund	\$ 19,083,221	\$ 20,628,080	\$ 19,982,474	\$ 17,840,392
Special Revenue				
Dempster TIF Fund	104,799	104,009	267,531	613,506
Motor Fuel Tax Fund	1,350,887	2,971,905	3,118,271	3,068,595
Uptown TIF Fund	5,914,971	7,059,140	5,379,424	6,345,770
IMRF Fund	106,248	167,522	42,123	112,144
FICA Fund	732,774	762,934	566,526	566,665
Municipal Waste Fund	628,027	672,853	16,822	16,894
Asset Forfeiture Fund	122,782	128,962	979	1,005
Foreign Fire Insurance Fund	54,540	51,973	75,203	62,210
Capital Projects				
Capital Improvements and Equipment Fund	-	-	15,215	15,215
Debt Service				
Debt Service 2012B Fund	-	-	-	-
Debt Service 2015A Fund	28,183	-	-	-
Debt Service 2016 Fund	(9,435)	-	-	-
Enterprise				
Parking Fund	(681,525)	(943,348)	-	-
Water Fund	6,092,421	4,698,330	3,365,348	4,003,004
Sewer Fund	4,048,996	3,733,621	2,658,215	2,082,189
Internal Service				
MERF Fund	3,945,607	2,638,599	2,471,779	2,189,509
Information Technology Replacement Fund	1,122,707	1,034,814	890,229	575,015
Employee Benefits Fund	1,736,921	2,101,541	1,958,881	1,954,595
Component Unit				
Library	4,544,860	4,828,355	3,732,516	3,381,322
TOTAL ALL FUNDS	\$ 48,926,988	\$ 50,639,294	\$ 44,541,540	\$ 42,828,034



Summary of Revenues, Expenditures and Changes in Fund Balance - All Funds

	FY2020 Actual	FY2021 Actual	SY2021 Amended Budget	SY2021 Projected	FY2022 Budget
Revenues					
Taxes	\$ 27,385,410	\$ 31,085,357	\$ 16,282,964	\$ 17,571,663	\$ 31,815,996
Licenses and Permits	3,273,010	3,284,938	2,359,025	2,826,047	3,374,796
Intergovernmental	11,175,947	13,688,959	8,658,301	10,595,220	13,257,329
Charges For Services	13,793,894	13,583,426	9,712,750	9,604,242	14,029,214
Fines And Forfeitures	421,145	323,474	192,500	341,789	446,717
Interest Income	426,987	39,986	26,093	8,816	11,558
Miscellaneous Revenues	5,065,379	5,122,740	2,865,315	2,882,242	4,469,231
Total Revenues	\$ 61,541,773	\$ 67,128,880	\$ 40,096,948	\$ 43,830,019	\$ 67,404,841
Expenditures					
Personnel Services	30,048,729	30,669,480	21,512,871	20,652,596	32,783,638
Contractual Services	14,833,958	15,234,262	11,403,291	10,840,629	16,991,659
Supplies and Materials	7,383,045	7,779,977	6,077,143	5,747,871	8,220,567
Other	7,093	88,280	487,988	2,333	328,300
Debt Service	3,207,921	3,175,962	3,103,326	3,083,326	3,148,363
Capital Outlay	7,465,237	8,523,306	9,293,276	9,601,018	7,645,820
Total Expenditures	\$ 62,945,983	\$ 65,471,268	\$ 51,877,895	\$ 49,927,773	\$ 69,118,347
Excess (Deficiency) of					
Revenues Over Expenses:	(1,404,210)	1,657,612	(11,780,947)	(6,097,754)	(1,713,506)
Other Financing Sources (Uses)					
Contribution from Sewer	45,741	59,486	44,880	44,880	84,657
Contribution from Enterprise	1,392,891	1,487,507	1,163,995	1,163,995	1,630,764
Contribution from Parking	18,967	24,076	-	-	-
Contributions	-	-	510,000	1,338,755	-
Transfers In	4,457,936	4,008,541	4,138,059	4,138,059	6,126,388
Transfers Out	(5,733,158)	(5,579,609)	(5,856,934)	(6,685,689)	(7,841,810)
Gain/(Loss) on Sale of Assets	54,658	54,692	-	-	-
Total Other Financing Sources (Uses)	\$ 237,035	\$ 54,693	\$ -	\$ -	\$ -
Net Income (Loss)	(1,167,175)	1,712,306	(11,780,947)	(6,097,754)	(1,713,506)
Beginning Fund Balance	50,094,162	48,926,988	50,639,294	50,639,294	44,541,540
Ending Fund Balance	\$ 48,926,988	\$ 50,639,294	\$ 38,858,347	\$ 44,541,540	\$ 42,828,034



City of Park Ridge
Fiscal Year 2022 Budget
Fiscal Year 2022 Summary of Wages

REGULAR WAGES					
Department	FY20 Actual	FY21 Actual	SY21 Revised Budget	SY21 Forecast	FY22 Proposed Budget
Legislative	\$ 29,400	\$ 29,400	\$ 19,600	\$ 19,600	\$ 29,400
Administration	320,840	353,187	241,150	233,894	399,964
Human Resources	133,514	194,508	129,397	129,397	224,108
Finance	691,332	737,165	515,625	517,597	824,844
Police	6,323,979	6,429,127	4,676,389	4,676,389	7,043,771
Fire	5,051,340	5,099,882	3,602,111	3,602,111	5,447,855
Public Works	2,660,430	2,676,055	1,921,997	1,910,497	2,808,916
CP&D	955,061	952,907	678,452	678,452	1,105,322
Municipal Waste	49,627	52,130	30,106	30,000	-
Parking	123,630	105,330	-	-	-
Water and Sewer	1,032,574	1,078,057	727,483	728,233	1,346,983
Library	2,163,383	2,048,505	1,620,686	1,366,000	2,379,102
Total Regular Wages	\$ 19,535,109	\$ 19,756,253	\$ 14,162,996	\$ 13,892,170	\$ 21,610,265

OVERTIME					
Department	FY20 Actual	FY21 Actual	SY21 Revised Budget	SY21 Forecast	FY22 Proposed Budget
Administration	\$ 11,385	\$ 3,565	\$ 3,000	\$ 3,000	\$ 6,500
Human Resources	-	1,408	1,000	1,000	1,000
Finance	301	75	1,400	700	1,500
Police	351,559	397,595	250,879	250,879	415,000
Fire	429,622	367,430	215,000	215,000	330,000
Public Works	100,633	201,926	61,000	56,000	206,000
CP&D	3,976	3,462	2,000	3,500	6,000
Water and Sewer	130,381	158,705	113,500	103,500	175,000
Library	-	-	-	-	-
Total Overtime	\$ 1,027,857	\$ 1,134,166	\$ 647,779	\$ 633,579	\$ 1,141,000

TOTAL WAGES					
Legislative	\$ 29,400	\$ 29,400	\$ 19,600	\$ 19,600	\$ 29,400
Administration	332,225	356,752	244,150	236,894	406,464
Human Resources	133,514	195,916	130,397	130,397	225,108
CP&D	959,038	956,368	680,452	681,952	1,111,322
Finance	691,632	737,241	517,025	518,297	826,344
Police	6,675,539	6,826,722	4,927,268	4,927,268	7,458,771
Fire	5,480,962	5,467,312	3,817,111	3,817,111	5,777,855
Public Works	2,761,063	2,877,981	1,982,997	1,966,497	3,014,916
Municipal Waste	49,627	52,130	30,106	30,000	-
Parking	123,630	105,330	-	-	-
Water and Sewer	1,162,954	1,236,763	840,983	831,733	1,521,983
Library	2,163,383	2,048,505	1,620,686	1,366,000	2,379,102
Total Wages	\$ 20,562,966	\$ 20,890,420	\$ 14,810,775	\$ 14,525,749	\$ 22,751,265



City of Park Ridge
Fiscal Year 2022 Budget
Full-Time Equivalents - By Department

ADMINISTRATION	FY21	SY21	FY22
City Manager	1.00	1.00	1.00
Administrative Services Manager	1.00	1.00	1.00
Assistant to the City Manager	-	-	-
Deputy Clerk/Sr. Administrative Assistant	1.00	1.00	1.00
Senior Administrative Assistant	1.00	1.00	1.00
HR Manager	-	-	-
HR Support Staff	2.00	2.00	2.00
Total Administration	6.00	6.00	6.00

COMMUNITY PRESERVATION & DEVELOPMENT	FY21	SY21	FY22
CP&D Director	1.00	1.00	1.00
Building Administrator	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00
Environmental Health Officer	2.00	2.00	2.00
Permit, Inspection & License Assistant	3.00	3.00	3.00
Plans Examiner/Inspector	4.75	4.75	4.75
Senior Planner	1.00	1.00	1.00
Planner	1.00	1.00	1.00
Total CP&D	14.75	14.75	14.75

FINANCE	FY21	SY21	FY22
Finance Director	1.00	1.00	1.00
Assistant Finance Director	1.00	1.00	1.00
Senior Accountant	1.00	1.00	1.00
Financial Analyst	-	-	-
Financial Specialist	1.00	1.00	1.00
Senior Fiscal Technician	4.00	3.00	3.00
Fiscal Technician Supervisor	-	1.00	1.00
Payroll Specialist	1.00	1.00	1.00
Procurement Officer	1.00	1.00	1.00
Senior Administrative Assistant	1.00	1.00	1.00
Senior Fiscal Technician*	1.00	1.00	1.00
Utility Billing Specialist*	1.00	1.00	1.00
Total Finance	13.00	13.00	13.00

*Wages in Water Fund



City of Park Ridge
Fiscal Year 2022 Budget
Full-Time Equivalents - By Department

FIRE DEPARTMENT	FY21	SY21	FY22
Fire Chief	1.00	1.00	1.00
Executive Officer	0.75	0.75	0.75
Battalion Chief	3.00	3.00	3.00
Deputy Chief	1.00	1.00	1.00
Firefighter/Paramedic	39.00	39.00	39.00
Inspector	0.50	0.50	0.50
Lieutenant	7.00	7.00	7.00
Total Fire	52.25	52.25	52.25

POLICE DEPARTMENT	FY21	SY21	FY22
Police Chief	1.00	1.00	1.00
Deputy Police Chief	1.00	1.00	1.00
Executive Officer	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00
Administrative Services Supervisor	1.00	1.00	1.00
Assistant to Police Chief	1.00	1.00	1.00
Cadet Program Trainee	1.00	1.00	1.00
Community Service Officer	6.75	6.75	7.25
Crossing Guard	4.00	4.00	4.00
Evidence/Property Technician	1.00	1.00	1.00
Information Technician	2.50	2.50	2.50
Parking Enforcement Officer	1.50	1.50	0.00
Patrol Officer	43.00	43.00	43.00
Police Commander	3.00	3.00	3.00
Police Sergeant	7.00	7.00	7.00
Records Supervisor	1.00	1.00	1.00
Records Technician	3.25	3.25	3.25
Social Worker	1.00	1.00	1.00
Non-Sworn Community Strategist	0.00	0.00	1.00
Volunteer Program Coordinator	0.25	0.25	0.25
Total Police	81.25	81.25	81.25



City of Park Ridge
Fiscal Year 2022 Budget
Full-Time Equivalents - By Department

PUBLIC WORKS	FY21	SY21	FY22
Public Works Director	1.00	1.00	1.00
Public Works Superintendent	1.00	1.00	1.00
Public Works Supervisor*	6.00	6.00	6.00
Administrative Assistant	2.50	2.50	2.50
Assistant to the Public Works Director	1.00	1.00	1.00
Building Maintenance	2.00	2.00	2.00
City Engineer	1.00	1.00	1.00
City Forester	1.00	1.00	1.00
Civil Engineer	2.00	2.00	2.00
Engineering Design Technician	-	-	-
Engineering Technician	1.00	1.00	1.00
Maintenance Worker†	25.00	25.00	25.00
Mechanic	3.00	3.00	3.00
Pump Station Operator‡	1.00	1.00	1.00
Urban Forester	1.00	1.00	1.00
Total Public Works	48.50	48.50	48.50
<i>* Wages for 2.00 FTE in Water Fund</i>			
<i>† Wages for 2.00 FTE in Sewer Fund</i>			
<i>‡ Wages in Water Fund</i>			
TOTAL ALL DEPARTMENTS	215.75	215.75	215.75



City of Park Ridge
Fiscal Year 2022 Budget
Full-Time Equivalents - By Department

LIBRARY*	FY21	SY21	FY22
Administrative Assistant	1.50	1.96	1.96
Adult Services Manager	1.00	1.00	1.00
Adult Services Supervisor	-	1.00	1.00
Facility Manager	1.00	1.00	1.00
Custodial Worker	1.00	1.00	1.00
Librarian	13.25	8.93	10.13
Library Assistant	16.75	20.41	19.44
Library Director	1.00	1.00	1.00
Library Finance Manager	1.00	1.00	1.00
Library Monitor	1.25	2.08	2.08
Page	4.80	5.12	4.05
Patron Services Manager	1.00	1.00	1.00
Reader Services Manager	1.00	-	-
Reference Services Manager	1.00	-	-
Technical Services Manager	1.00	1.00	1.00
Youth Services Manager	1.00	1.00	1.00
Youth Services Supervisor	-	2.00	2.00
Total Library	47.55	49.50	48.66

**Component Unit*



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Description

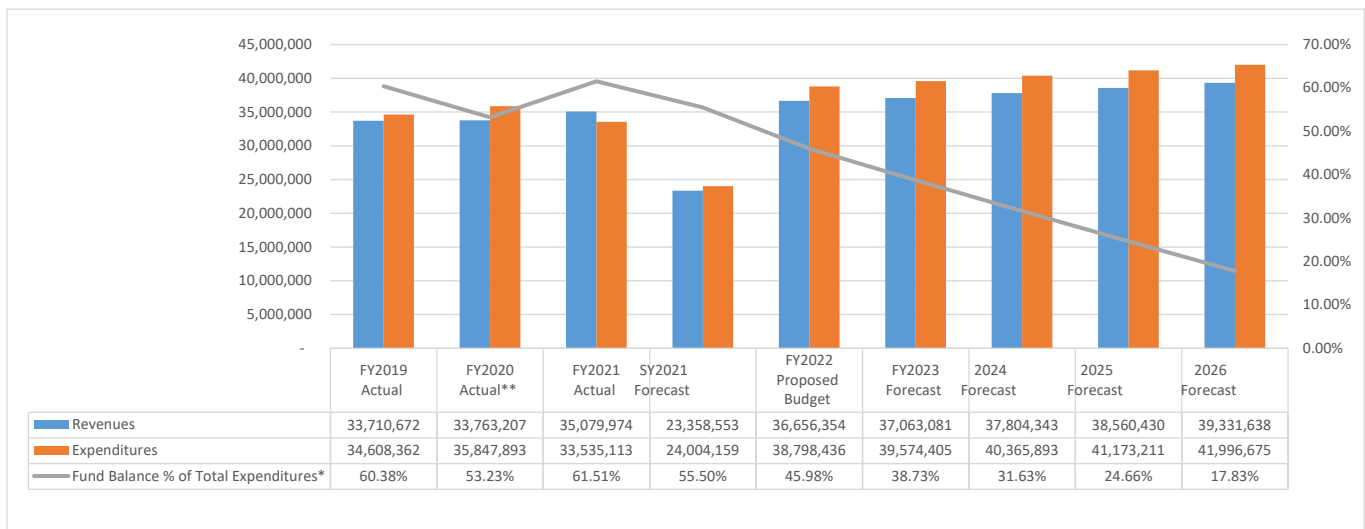
The General Fund is the principal operating fund for the City. It accounts for all general government activity not accounted for in other funds and supports the day to day operations of the City. The General Fund uses the modified accrual basis for accounting and reflects the following departments.

- ✓ Administration
- ✓ Finance
- ✓ Fire
- ✓ Police
- ✓ Public Works
- ✓ Community Preservation and Development



City of Park Ridge
Fiscal Year 2022 Budget
Fund Balance Analysis - General Fund

	FY2019 Actual	FY2020 Actual**	FY2021 Actual	SY2021 Forecast	FY2022 Proposed Budget	FY2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast
Beginning Fund Balance	\$ 21,792,895	\$ 21,167,905	\$ 19,083,219	\$ 20,628,080	\$ 19,982,474	\$ 17,840,392	\$ 15,329,069	\$ 12,767,519	\$ 10,154,738
Revenues	33,710,672	33,763,207	35,079,974	23,358,553	36,656,354	37,063,081	37,804,343	38,560,430	39,331,638
Expenditures	34,608,362	35,847,893	33,535,113	24,004,159	38,798,436	39,574,405	40,365,893	41,173,211	41,996,675
Surplus/(Deficit)	(897,690)	(2,084,686)	1,544,861	(645,606)	(2,142,082)	(2,511,323)	(2,561,550)	(2,612,781)	(2,665,037)
Ending Fund Balance	\$ 20,895,205	\$ 19,083,219	\$ 20,628,080	\$ 19,982,474	\$ 17,840,392	\$ 15,329,069	\$ 12,767,519	\$ 10,154,738	\$ 7,489,701
Fund Balance % of Total Expenditures*	60.38%	53.23%	61.51%	55.50%	45.98%	38.73%	31.63%	24.66%	17.83%
# of Months in Reserve	7.25	6.39	7.38	6.66	5.52	4.65	3.80	2.96	2.14



*For SY2021 values, the fund balance percentage of total expenditures was annualized for the purpose of comparison
 **FY2020 beginning fund balance was restated per audited financial statements



**Fiscal Year 2022 Budget
General Fund Summary**

	FY2020 Actual	FY2021 Actual	SY2021 Amended Budget	SY2021 Projected	FY2022 Budget
Revenues					
Taxes	\$ 16,825,814	\$ 17,320,012	\$ 10,123,000	\$ 11,182,066	\$ 18,340,789
Licenses and Permits	3,273,010	3,284,938	2,359,025	2,826,047	3,374,796
Intergovernmental	9,646,438	10,939,460	6,283,500	7,142,341	11,248,427
Charges For Services	1,650,178	1,346,787	902,750	811,534	1,598,156
Fines And Forfeitures	322,209	288,224	177,000	257,989	446,717
Interest Income	266,137	23,327	20,000	2,510	3,765
Miscellaneous Revenues	277,730	486,079	94,800	60,066	123,516
Total Revenues	\$ 32,261,515	\$ 33,688,827	\$ 19,960,075	\$ 22,282,553	\$ 35,136,166
Expenditures					
Personnel Services	20,884,285	21,178,663	14,581,012	14,112,143	22,509,354
Contractual Services	10,225,194	10,242,345	7,451,058	7,427,836	11,728,972
Supplies and Materials	1,143,415	1,143,080	542,175	530,425	1,203,700
Other	4,083	85,101	145,655	-	324,700
Capital Outlay	2,340,916	-	-	-	-
Total Expenditures	\$ 34,597,894	\$ 32,649,189	\$ 22,719,900	\$ 22,070,404	\$ 35,766,726
Excess (Deficiency) of Revenues Over Expenditures	(2,336,379)	1,039,638	(2,759,825)	212,149	(630,560)
Other Financing Sources (Uses)					
Contribution from Enterprise	1,300,152	1,370,926	1,076,000	1,076,000	1,520,188
Transfers In	201,544	20,217	-	-	-
Transfers Out	(1,250,000)	(885,922)	(1,255,000)	(1,933,755)	(3,031,710)
Total Other Financing Sources (Uses)	\$ 251,696	\$ 505,221	\$ (179,000)	\$ (857,755)	\$ (1,511,522)
Net Change in Fund Balance	(2,084,684)	1,544,859	(2,938,825)	(645,606)	(2,142,082)
Beginning Fund Balance	21,167,905	19,083,221	20,628,080	20,628,080	19,982,474
Ending Fund Balance	\$ 19,083,221	\$ 20,628,080	\$ 17,689,255	\$ 19,982,474	\$ 17,840,392



City of Park Ridge
Fiscal Year 2022 Budget
General Fund Revenues

	FY2020 Actual	FY2021 Actual	SY2021 Amended Budget	SY2021 Projected	FY2022 Budget
<i>Taxes</i>					
Property Tax Current	\$ 3,405,229	\$ 4,156,348	\$ 1,620,000	\$ 1,740,141	\$ 4,330,122
Road and Bridge Tax - Current	254,701	240,645	120,000	109,566	278,896
Police Pension Property Tax	2,528,525	2,488,855	1,755,000	1,846,394	2,852,292
Fire Pension Property Tax	2,281,041	2,294,350	1,470,000	1,550,192	2,610,212
Property Tax Prior	38,093	36,637	10,000	-	-
Municipal Telecommunications Tax	896,112	762,704	510,000	455,475	683,212
Streaming Tax	-	-	42,000	-	-
Package Liquor Tax	523,605	591,314	360,000	462,361	540,000
Property Transfer Tax	806,726	876,905	450,000	860,000	800,000
Exempt Property Transfer Tax	11,325	11,200	7,000	8,725	11,200
Food and Beverage Tax	783,873	738,979	480,000	435,000	765,000
Home Rule Sales Tax	1,824,623	1,682,057	1,000,000	1,395,000	1,900,223
Gasoline Tax	454,975	331,619	220,000	238,200	445,000
Utility Tax - Gas	543,638	586,642	355,000	302,288	560,000
Utility Tax - Electric	1,241,306	1,280,843	875,000	879,765	1,290,000
Utility Tax - Water	495,142	509,821	355,000	406,145	487,632
Natural Gas Use Tax	136,902	131,094	94,000	64,814	137,000
Parking Garage Tax	600,000	600,000	400,000	428,000	650,000
Total Taxes	\$ 16,825,814	\$ 17,320,012	\$ 10,123,000	\$ 11,182,066	\$ 18,340,789
<i>Licenses and Permits</i>					
Cable TV and Video Franchise Tax	662,869	649,622	480,000	491,668	622,300
PEG Fees	32,890	21,849	22,500	15,860	22,000
Telecomm Franchise Tax	525	525	525	525	525
Vehicle License	1,193,038	1,130,983	1,125,000	1,108,140	1,120,000
Animal License	27,445	25,835	25,000	24,830	26,230
Business License	237,626	215,926	-	134,863	231,800
Liquor License	145,792	112,750	-	140,300	140,000
Massage License	1,350	950	-	700	950
Outdoor Café License	1,860	3,755	-	630	3,000
Oversize Vehicle Permits	6,510	8,875	5,000	7,555	7,341
Small Cell Permits	1,300	650	1,000	1,000	650
Building Permits	961,806	1,113,217	700,000	899,976	1,200,000
Total Licenses	\$ 3,273,010	\$ 3,284,938	\$ 2,359,025	\$ 2,826,047	\$ 3,374,796
<i>Intergovernmental</i>					
Sales Tax	4,124,573	4,019,434	2,600,000	2,880,000	4,234,586
Auto Rental Tax	16,877	16,490	12,000	17,200	16,500
Use Tax	1,311,536	1,686,116	920,000	920,000	1,467,202
Use Tax - Cannabis	9,267	36,779	14,000	32,664	51,947
State Income Tax	3,687,469	4,549,410	2,500,000	2,856,039	4,392,469
Personal Property Replacement Tax	372,133	469,620	200,000	360,180	611,490
Personal Property Replacement Tax - Police	26,207	33,072	18,750	20,010	33,972
Personal Property Replacement Tax - Fire	26,207	33,072	18,750	20,101	33,972
Grant Income - Police	1,595	770	-	-	-
Federal Grants	43,431	43,091	-	14,852	347,597
State Grants	27,144	51,607	-	21,295	58,692
Total Intergovernmental	\$ 9,646,438	\$ 10,939,460	\$ 6,283,500	\$ 7,142,341	\$ 11,248,427



City of Park Ridge
Fiscal Year 2022 Budget
General Fund Revenues

	FY2020 Actual	FY2021 Actual	SY2021 Amended Budget	SY2021 Projected	FY2022 Budget
Charges for Services					
Service to Other Agency	242,893	181,235	70,000	149,625	240,000
Ambulance Service Charge	907,361	757,565	525,000	467,330	806,520
Alarm Registration	23,260	6,838	17,000	14,915	21,000
Elevator Inspections	23,500	20,240	13,750	17,420	22,290
Parking Meters	-	-	-	-	106,346
Unmetered Parking	-	-	-	-	36,000
Rent Income	84,891	77,310	45,000	41,602	83,000
Miscellaneous City Clerk	2,267	7,275	2,000	1,629	2,000
Miscellaneous Police	20,807	7,900	5,000	3,267	11,000
Miscellaneous Fire	7,379	2,986	5,000	3,019	5,000
Miscellaneous Zoning	10,898	10,250	7,500	3,350	11,000
Miscellaneous Streets	248,270	226,204	175,000	107,582	244,000
Collection Agency - Miscellaneous	(5)	1,310	-	(1,631)	-
Collections Agency - PAM	-	-	-	-	-
Collection Agency - Red Speed	15,548	8,898	7,500	3,426	10,000
Collection Agency - IDROP	63,107	38,776	30,000	-	-
Total Charges for Services	\$ 1,650,178	\$ 1,346,787	\$ 902,750	\$ 811,534	\$ 1,598,156
Fines & Forfeitures					
Police Penalty	75,960	87,268	50,000	78,391	-
Police Penalty - Adjudication	4,527	1,325	500	1,300	-
Court Fines	53,931	40,005	60,000	47,011	60,000
Red Light Fines	137,833	115,464	40,000	105,965	120,000
Admin Tow Fines	13,800	7,000	5,000	6,500	9,350
Police Alarm Fines	3,290	5,789	1,500	2,400	-
Municipal Code Adjudication	32,868	31,375	20,000	16,422	257,367
Total Fines & Forfeitures	\$ 322,209	\$ 288,224	\$ 177,000	\$ 257,989	\$ 446,717
Interest Income					
Interest on Investments	266,137	23,327	20,000	2,510	3,765
Total Interest Income	\$ 266,137	\$ 23,327	\$ 20,000	\$ 2,510	\$ 3,765
Miscellaneous Revenues					
Private Property Tree Revenue	27,250	29,875	25,000	5,000	25,000
50/50 and Builder Tree Revenue	24,085	25,810	23,000	23,000	25,000
Sale of Property	1,122	-	-	-	-
Contributions - Sister City	-	-	-	-	-
Contribution - Farmers Market	22,576	13,985	19,700	19,190	18,584
Contributions - National Night Out	3,100	-	-	150	-
Contributions - Police Church	3,357	4,950	1,350	721	5,132
Contributions - Holiday Lights	-	-	-	-	-
Contributions - Youth Commission	-	-	-	-	-
Contributions - Community Health	4,265	285	3,500	3,500	-
Contributions	2,515	-	-	-	-
Miscellaneous	6,036	2,100	2,500	2,020	4,000
Returned Check Charge	375	250	250	200	300
Promotional Items Revenue	550	1,400	500	300	500
Miscellaneous Over/(Under)	69	(63)	-	(35)	-
Miscellaneous Tree Revenue	-	-	-	-	-
Damage to City Property	28,406	6,263	4,000	2,909	10,000
Miscellaneous Public Works	9,385	9,300	5,000	3,111	10,000
Special Events	24,116	-	10,000	-	25,000
Miscellaneous COVID Relief	-	385,903	-	-	-



City of Park Ridge
Fiscal Year 2022 Budget
General Fund Revenues

	FY2020 Actual	FY2021 Actual	SY2021 Amended Budget	SY2021 Projected	FY2022 Budget
Recovery of Bad Debts	-	-	-	-	-
Insurance Recoveries	120,523	6,021	-	-	-
Total Miscellaneous Revenues	\$ 277,730	\$ 486,079	\$ 94,800	\$ 60,066	\$ 123,516
<i>Other Financing Sources</i>					
Contribution from Enterprise	1,300,152	1,370,926	1,076,000	1,076,000	1,520,188
Transfers In	201,544	20,217	-	-	-
Total Other	\$ 1,501,696	\$ 1,391,143	\$ 1,076,000	\$ 1,076,000	\$ 1,520,188
Total General Fund Revenues	\$ 33,763,211	\$ 35,079,970	\$ 21,036,075	\$ 23,358,553	\$ 36,656,354



General Fund - Expenditures - All Departments

	FY2020 Actual	FY2021 Actual	SY2021 Amended Budget	SY2021 Projected	FY2022 Budget
<i>Legislative</i>					
Personnel Services	\$ 29,400	\$ 29,400	\$ 19,600	\$ 19,600	\$ 29,400
Contractual Services	23,522	19,445	24,750	24,750	24,750
Supplies and Materials	464	163	500	500	500
Total Legislative	\$ 53,386	\$ 49,008	\$ 44,850	\$ 44,850	\$ 54,650
<i>Administration</i>					
Personnel Services	\$ 4,016,037	\$ 4,046,004	\$ 2,504,041	\$ 2,048,900	\$ 1,423,845
Contractual Services	1,024,217	1,081,764	943,895	922,446	1,087,364
Supplies and Materials	40,867	113,327	10,500	6,500	20,700
Other	500	81,585	145,655	-	303,000
Capital Outlay	1,647,368	-	-	-	-
Transfers	1,250,000	885,922	1,255,000	1,933,755	3,031,710
Total Administration	\$ 7,978,989	\$ 6,208,602	\$ 4,859,091	\$ 4,911,601	\$ 5,866,619
<i>Information Technology</i>					
Contractual Services	567,287	526,057	432,500	446,362	908,016
Supplies and Materials	7,947	1,053	5,000	5,000	7,000
Total Information Technology	\$ 575,234	\$ 527,110	\$ 437,500	\$ 451,362	\$ 915,016
<i>Finance</i>					
Personnel Services	\$ 691,632	\$ 737,241	\$ 517,025	\$ 518,297	\$ 1,006,635
Contractual Services	990,527	960,037	870,675	867,640	1,079,098
Supplies and Materials	14,360	11,826	8,800	4,550	16,500
Other	3,583	3,516	-	-	-
Total Finance	\$ 1,700,102	\$ 1,712,620	\$ 1,396,500	\$ 1,390,487	\$ 2,102,233
<i>Police</i>					
Personnel Services	\$ 6,768,936	\$ 6,914,279	\$ 4,987,286	\$ 4,987,286	\$ 8,562,061
Contractual Services	3,126,152	3,337,860	2,130,424	2,130,424	3,502,337
Supplies and Materials	102,595	46,699	59,495	59,495	68,000
Total Police	\$ 9,997,682	\$ 10,298,837	\$ 7,177,205	\$ 7,177,205	\$ 12,132,398
<i>Fire</i>					
Personnel Services	\$ 5,645,534	\$ 5,604,428	\$ 3,877,611	\$ 3,877,611	\$ 6,680,030
Contractual Services	2,831,671	2,851,040	1,845,654	1,839,654	3,191,762
Supplies and Materials	97,868	63,870	50,000	50,000	95,000
Capital Outlay	159,689	-	-	-	-
Total Fire	\$ 8,734,762	\$ 8,519,339	\$ 5,773,265	\$ 5,767,265	\$ 9,966,792
<i>Public Works</i>					
Personnel Services	\$ 2,773,709	\$ 2,890,944	\$ 1,994,997	\$ 1,978,497	\$ 3,536,560
Contractual Services	1,480,102	1,349,681	1,099,000	1,091,500	1,758,945
Supplies and Materials	862,896	897,280	402,000	398,500	986,000
Other	-	-	-	-	21,700
Capital Outlay	523,841	-	-	-	-
Total Public Works	\$ 5,640,549	\$ 5,137,905	\$ 3,495,997	\$ 3,468,497	\$ 6,303,205
<i>Community Preservation and Development</i>					
Personnel Services	\$ 959,038	\$ 956,368	\$ 680,452	\$ 681,952	\$ 1,270,823
Contractual Services	181,716	116,461	104,160	105,060	176,700
Supplies and Materials	16,420	8,861	5,880	5,880	10,000
Capital Outlay	10,018	-	-	-	-
Total Community Preservation and Development	\$ 1,167,192	\$ 1,081,690	\$ 790,492	\$ 792,892	\$ 1,457,523
Total Expenditures - All Departments	\$ 35,847,894	\$ 33,535,111	\$ 23,974,900	\$ 24,004,159	\$ 38,798,436



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The Administrative Services Department, under the direction of the City Manager, leads the strategic vision of the City through oversight of the operation of all City departments and is responsible for the management of all governmental operations. Divisions within Administrative Services include Human Resources, Legal, Legislative and Information Technology (an outsourced service). Economic Development initiatives also fall under management of the City Manager.

Strategic Goals and Performance Measures

Below is the status of Administrative Services SY2021 goals, as well as the department's goals that are reflected in the City's FY2022 Budget.

Status of SY2021 Goals		
Goals	Status	Strategic Priority Area
Create a 3 Year Human Resource Strategic Plan to further align employee activities with City service delivery and Council priorities	In Progress	Workforce Development
Create a 3 Year Communications Plan that identifies the audience (who), messages (what), schedule (when/how often) and delivery methods (how)	In Progress	Community Outreach and Engagement
Pursue economic development efforts which translate into additional revenue streams	In Progress	Financial Stability and Management
Continue to manage the financial, employee and customer service impacts of COVID-19 and transition back into normal operations	Complete	Quality Customer Service & Delivery of City Services

FY2022 Goals and Objectives	
Goals	Strategic Priority Area
Continue to manage the financial, employee and customer service impacts of COVID-19 and transition back into normal operations	Quality Customer Service & Delivery of City Services
Initiate and complete an Economic Development initiative that includes a city-wide brand and marketing plan	Financial Stability and Management
Continue to implement the HR Strategic Plan with a focus on technology enhancements and employee self service	Workforce Development



Below are Administrative Services’ performance measures that reflect the attainment of the department’s prior year goals.

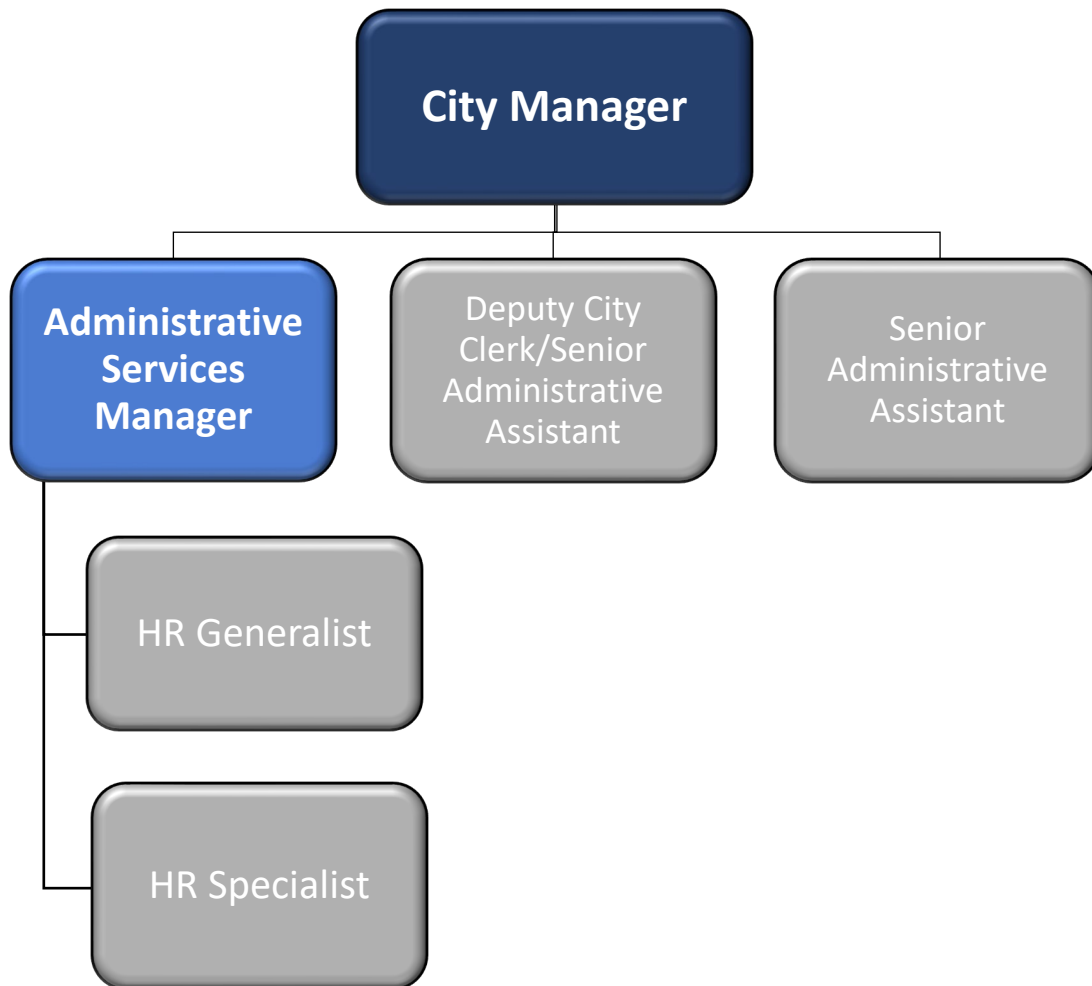
Performance Measures				
City Strategic Priority: Capital Infrastructure Investments & Improvements				
	FY2018	FY2019	FY2020	FY2021
Complete life safety space study for City Hall	--	--	--	To be completed in SY2021
City Strategic Priority: Community Outreach & Engagement				
	FY2018	FY2019	FY2020	FY2021
Create a 3 Year Communications Plan that identifies the audience (who), messages (what), schedule (when/how often) and delivery methods (how)	--	--	--	To be completed in SY2021 and presented in FY2022
	FY2018	FY2019	FY2020	FY2021
Pursue economic development efforts which translate into additional revenue streams	--	--	--	Hotel incentive brought to council in SY2021; Cannabis zoning completed; SY2021 hired new CP&D Director with substantive ED experience
City Strategic Priority: Quality Customer Service & Delivery of City Services				
	FY2018	FY2019	FY2020	FY2021
Continue to manage the financial, employee and customer service impacts of COVID-19 and transition back into normal operations.	--	--	--	Ongoing; City Hall fully reopened; All employees offered vaccination opportunity; majority of employees vaccinated
Workplace policies updated to reflect future COVID variants				Workplace policies updated to reflect future variants
City Strategic Priority: Technology Enhancements, Use & Effectiveness				
	FY2018	FY2019	FY2020	FY2021
Redesign of City website	--	--	--	Completed SY2021
City Strategic Priority: Workforce Development				
	FY2018	FY2019	FY2020	FY2021
Create a 3 Year Human Resource Strategic Plan to further align employee activities with City service delivery and Council priorities	--	--	--	Nonunion pay program developed and launched in SY2021; 2018 Compensation Study update completed in SY2021



City of Park Ridge
Fiscal Year 2022 Budget
General Fund – Administration

Below is a summary of Administration expenditures by type.

	FY2020 Actual	FY2021 Actual	SY2021 Amended Budget	SY2021 Projected	FY2022 Budget
Personnel Services	\$4,016,037	\$4,046,004	\$2,504,041	\$2,048,900	\$1,432,845
Contractual Services	1,024,217	1,081,764	943,895	922,446	1,087,364
Supplies and Materials	40,867	113,327	10,500	6,500	20,700
Other	500	81,585	145,655	-	303,000
Capital Outlay	1,647,368	-	-	-	-
Transfers	1,250,000	885,922	1,255,000	1,933,755	3,031,710
Total Expenditures General Fund - Administration	\$7,978,989	\$6,208,602	\$4,859,091	\$4,911,601	\$5,866,619





City of Park Ridge, Illinois
Fiscal Year 2022 Budget
General Fund - Legislative - Expenditures

	FY2020 Actual	FY2021 Actual	SY2021 Amended Budget	SY2021 Projected	FY2022 Budget
<i>Personnel Services</i>					
Regular Wages	\$ 29,400	\$ 29,400	\$ 19,600	\$ 19,600	\$ 29,400
<i>Contractual Services</i>					
Legal Services	1,475	-	1,000	1,000	1,000
Prosecution Services	21,643	19,445	23,500	23,500	23,500
Other Professional Services	404	-	250	250	250
<i>Supplies and Materials</i>					
Operating Supplies	464	163	500	500	500
Total Expenditures -					
General Fund - Legislative	\$ 53,386	\$ 49,008	\$ 44,850	\$ 44,850	\$ 54,650



City of Park Ridge
Fiscal Year 2022 Budget

General Fund - Administration - Expenditures

	FY2020 Actual	FY2021 Actual	SY2021 Amended Budget	SY2021 Projected	FY2022 Budget
City Administration					
<i>Personnel Services</i>					
Regular Wages	\$ 320,840	\$ 353,187	\$ 241,150	\$ 233,894	\$ 399,964
Overtime	11,385	3,565	3,000	3,000	6,500
Employee Benefits - PPO	-	-	-	-	53,777
Employee Benefits - Life	-	-	-	-	495
Employee Benefits - Dental	-	-	-	-	3,145
<i>Contractual Services</i>					
Training	-	116	1,200	1,200	2,500
Membership Dues	3,335	3,655	4,500	1,500	4,500
Legal Notices and Ads	1,202	838	1,500	1,000	1,500
General Contractual Services	49,591	21,191	28,000	22,496	36,000
<i>Supplies and Materials</i>					
Materials	6,597	3,473	3,000	3,000	5,000
Materials - COVID 19	27,997	71,715	-	-	-
COVID 19 - Other	-	34,115	-	-	-
<i>Other</i>					
Contingency	-	-	145,655	-	300,000
911 Memorial	500	-	-	-	-
Contributed Capital	-	81,585	-	-	-
<i>Capital Outlay</i>					
Building/Building Improvements	1,647,368	-	-	-	-
<i>Other Financing Sources/(Uses)</i>					
Transfer Out	1,250,000	885,922	1,255,000	1,933,755	3,031,710
Legal Counsel					
<i>Contractual Services</i>					
General Counsel	185,787	166,184	130,000	131,350	197,025
Special Counsel - Adjudication	31,614	32,500	23,600	22,675	34,800
Special Counsel - Labor	19,184	25,528	42,000	42,000	60,000
Human Resources					
<i>Personnel Services</i>					
Regular Wages	133,514	194,508	129,397	129,397	224,108
Extra Help	-	-	-	-	-
Overtime	-	1,408	1,000	1,000	1,000
Employee Benefits - PPO	1,971,970	1,782,954	1,103,879	662,327	23,007
Employee Benefits - HMO	816,236	810,617	493,217	295,930	11,794
Employee Benefits - Life	21,616	25,248	11,743	7,046	240
Unemployment	473	6,210	5,000	3,000	5,000
Employee Benefits - Dental	179,377	183,045	82,203	82,203	2,526
Employee Benefits - Programming	12,471	12,624	6,752	-	12,624
Workers Compensation	513,150	624,048	400,000	567,403	600,000



City of Park Ridge
Fiscal Year 2022 Budget

General Fund - Administration - Expenditures

	FY2020 Actual	FY2021 Actual	SY2021 Amended Budget	SY2021 Projected	FY2022 Budget
Medical Exams	24,900	15,360	16,700	13,700	35,165
Recruiting and Testing	10,106	33,231	10,000	50,000	29,500
Tuition Reimbursement	-	-	-	-	15,000
<i>Contractual Services</i>					
Training	405	442	5,000	3,000	1,900
City-wide Training	18,487	13,065	13,000	11,000	8,000
Membership Dues	459	1,117	3,000	2,000	1,340
General Contractual Services	-	-	9,345	-	13,000
<i>Supplies and Materials</i>					
Materials	6,273	4,024	7,500	3,500	15,700
<i>Other</i>					
Bonus Program	-	-	-	-	3,000
Economic Development					
<i>Contractual Services</i>					
General Contractual Services	685,916	800,687	655,000	656,475	686,799
<i>Supplies and Materials</i>					
Materials	-	-	-	-	-
Community Support					
<i>Contractual Services</i>					
Youth Services	3,542	951	5,000	5,000	7,500
Historical Services	-	-	-	-	1,000
Cultural Arts	1,017	-	-	-	1,000
Sister Cities	-	-	-	-	500
Community Health Foundation	2,468	1,114	4,750	4,750	5,000
Farmers Market	21,210	14,377	18,000	18,000	25,000
Total Expenditures -					
General Fund - Administration	\$ 7,978,989	\$ 6,208,602	\$ 4,859,091	\$ 4,911,601	\$ 5,866,619



City of Park Ridge
Fiscal Year 2022 Budget

General Fund - Administration - Information Technology - Expenditures

	FY2020 Actual	FY2021 Actual	SY2021 Amended Budget	SY2021 Projected	FY2022 Budget
<i>Contractual Services</i>					
Telecommunications	\$ 190,699	\$ 210,656	\$ 168,400	\$ 154,767	\$ 225,791
Contractual Services	292,328	288,052	206,600	234,095	394,225
Software Support and Licensing	84,260	27,349	57,500	57,500	288,000
<i>Supplies and Materials</i>					
Materials	7,947	1,053	5,000	5,000	7,000
Total Expenditures - General Fund - Information Technology	\$ 575,234	\$ 527,110	\$ 437,500	\$ 451,362	\$ 915,016



City of Park Ridge
Fiscal Year 2022 Budget
Salary Detail - Administration

Job title	Home Department/Code	Current Wage	Weekly Hours
City Manager	111021 - City Administration	\$ 206,000	37.5
Deputy Clerk/Senior Administrative Assistant	111021 - City Administration	60,033	37.5
Senior Administrative Assistant	111021 - City Administration	52,015	37.5
Administrative Services Manager	111024 - Human Resources	121,050	37.5
Human Resources Generalist	111024 - Human Resources	83,845	37.5
Human Resources Specialist	111024 - Human Resources	65,611	37.5
Alderman (7)	141011 - Legislation	8,400	70
City Clerk	141011 - Legislation	9,000	10
Mayor	141011 - Legislation	12,000	10
		617,954	
Merit Pool/Union Contracts/Adjustments		35,517	
Total		\$ 653,471	

Salaries by Department	
111021 - City Administration	399,964
111024 - Human Resources	224,108
141011 - Legislation	29,400
Total Administration	\$ 653,471



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General Fund – Community Preservation & Development Department

The Community Preservation and Development Department (“CP&D”) provides overall program administration and coordination for all long range community planning, zoning and land use, building and construction activities, property transfers and environmental health and nuisance control programs. Divisions within the CP&D Department include Building Safety (enforcement of the City-adopted building codes), Planning (enforcement of the City’s land use policies and regulations), Zoning (compliance enforcement with zoning code), Environmental Health (enforcement of food code, inspection of food establishments, animal and nuisance control), and Economic Development (business retention and recruitment, liaison with economic development consultant and civic organizations).

Strategic Goals and Performance Measures

Below is the status of CP&D’s SY2021 goals, as well as the department’s goals that are reflected in the City’s FY2022 Budget.

Status of SY2021 Goals		
Goals	Status	Strategic Priority Area
Complete update of City’s Comprehensive Plan	On hold	Community Outreach & Engagement
Continue movement to an all-digital workflow for building permits	90% Complete	Technology Enhancements, Use & Effectiveness
Upgrade EnerGov software with enhanced customer and staff interface and business license module	90% Complete	Technology Enhancements, Use & Effectiveness
Maintain median review time for building permits at four working days and reduce average review time to under four working days	90% Target	Quality Customer Service & Delivery of City Services

FY2022 Goals and Objectives	
Goals	Strategic Priority Area
Complete update of City’s Comprehensive Plan	Community Outreach & Engagement
Continue movement to an all-digital workflow for building permits	Technology Enhancements, Use & Effectiveness
Upgrade Energov to v2021 and integrate with Munis v2021 upgrade	Technology Enhancements, Use & Effectiveness
Move health inspections from paper-based to all-digital	Technology Enhancements, Use & Effectiveness
Develop all-digital business licensing module	Technology Enhancements, Use & Effectiveness
Update Building Codes from ICC 2015 to ICC 2021	Community Outreach & Engagement



General Fund – Community Preservation & Development Department

Below are CP&D's performance measures that reflect the attainment of the department's prior year goals.

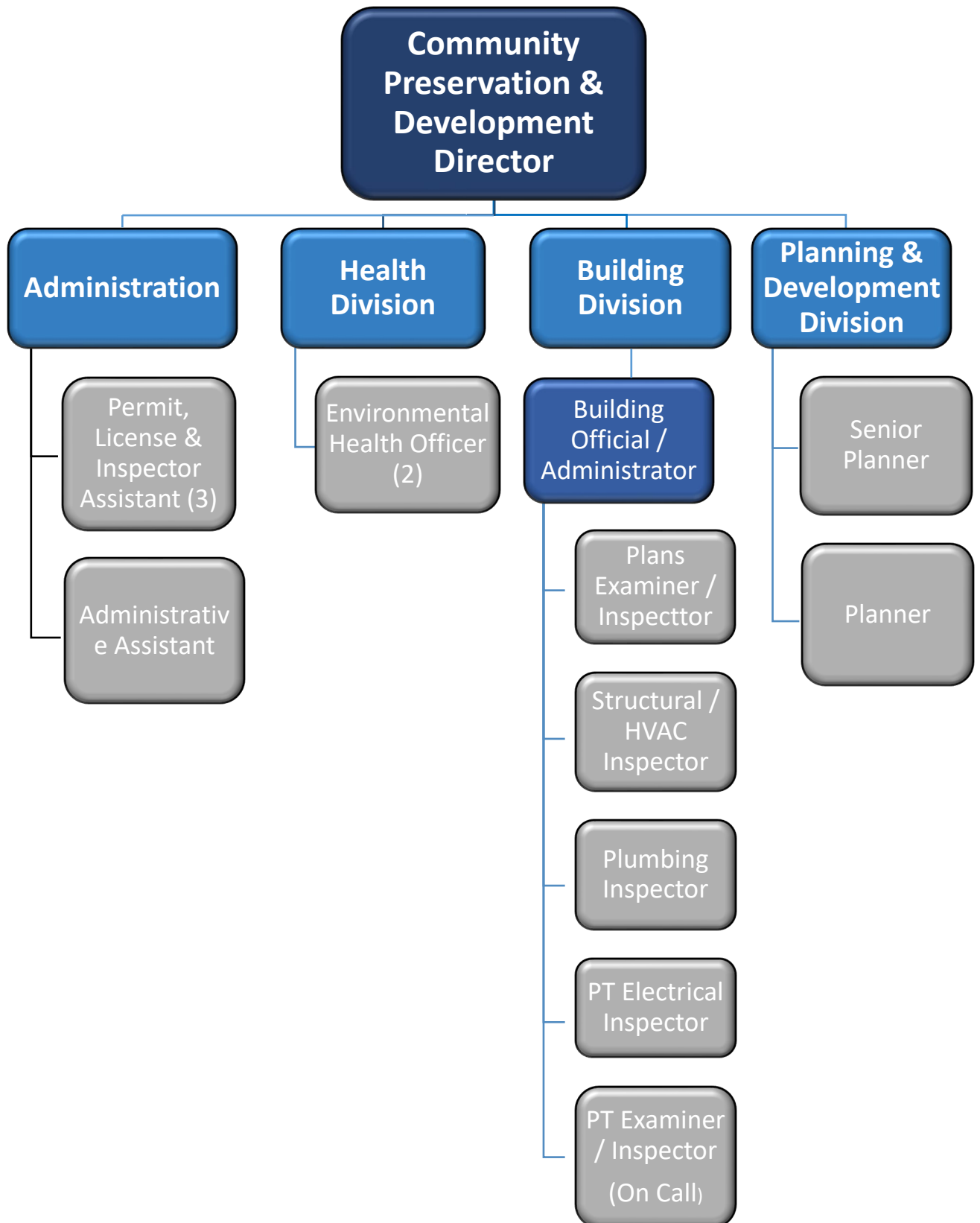
Performance Measures				
City Strategic Priority: Quality Customer Service & Delivery of City Services				
	FY2018	FY2019	FY2020	FY2021
Permit Applications	2,372	3,775	2,906	3,172
Permits Issued	2,081	2,182	2,350	2,594
Contractor Registrations Issued	N/A	N/A	1,116	1,270
Building Inspections	6,804	6,562	6,336	6,708
Plan Reviews	7,320	6,057	6,521	7,048
Health Inspections	609	852	546	679
Health Complaint Cases	650	354	302	276
Property Maintenance Cases	105	71	42	47
Zoning Complaint Cases	n/a	41	62	54
Construction Complaint Cases	n/a	456	123	182
Planning & Zoning Commission Cases	16	16	20	14
Zoning Board of Appeals Cases	10	15	18	13
Appearance Commission Cases	88	68	71	89
Property Transfers	1,205	1,211	1,265	NA
Business Licenses Issued	1,439	1,395	1,359	1640
Average Building Permit Review (Calendar Days)	10.03	7.97	6.85	4.77

Below is a summary of CP&D expenditures by type.

	FY2020 Actual	FY2021 Actual	SY2021 Amended Budget	SY2021 Projected	FY2022 Budget
Personnel Services	\$959,038	\$956,368	\$680,452	\$681,952	\$1,270,823
Contractual Services	181,716	116,461	104,160	105,060	176,700
Supplies and Materials	16,420	8,861	5,880	5,880	10,000
Transfers	10,018	-	-	-	-
Total Expenditures General Fund – CP&D	\$1,167,192	\$1,081,690	\$790,492	\$792,892	\$1,457,523



General Fund – Community Preservation & Development Department





City of Park Ridge
Fiscal Year 2022 Budget

General Fund - Community Preservation and Development - Expenditures

	FY2020 Actual	FY2021 Actual	SY2021 Amended Budget	SY2021 Projected	FY2022 Budget
<i>Personnel Services</i>					
Regular Wages	\$ 954,783	\$ 952,907	\$ 676,952	\$ 676,952	\$ 1,105,322
Extra Help	278	-	1,500	1,500	-
Overtime	3,976	3,462	2,000	3,500	6,000
Employee Benefits - PPO	-	-	-	-	124,258
Employee Benefits - HMO	-	-	-	-	24,641
Employee Benefits - Life	-	-	-	-	856
Employee Benefits - Dental	-	-	-	-	9,246
Uniforms	-	-	-	-	500
<i>Contractual Services</i>					
Training	10,005	2,829	5,600	5,600	40,000
Membership Dues	1,074	987	3,000	3,000	5,000
Pest Control	3,966	725	1,100	2,000	2,000
General Contractual Services	166,672	111,920	94,460	94,460	129,700
<i>Supplies and Materials</i>					
Materials	16,420	8,861	5,880	5,880	10,000
<i>Capital Outlay</i>					
Machinery and Equipment	10,018	-	-	-	-
Total Expenditures - General Fund - Community Preservation and Development	\$ 1,167,192	\$ 1,081,690	\$ 790,492	\$ 792,892	\$ 1,457,523



City of Park Ridge
Fiscal Year 2022 Budget
Salary Detail - Community Preservation and Development

Job title	Home Department/Code	Current Wage	Weekly Hours
Administrative Assistant	404011 - CP&D Administration	\$ 51,092	37.5
Building Administrator	404011 - CP&D Administration	103,009	37.5
CP&D Director	404011 - CP&D Administration	140,000	37.5
Environmental Health Officer (2)	404011 - CP&D Administration	144,581	75
Permit Inspections Licensing Assistant (3)	404011 - CP&D Administration	152,349	112.5
Planner	404011 - CP&D Administration	70,500	37.5
Plans Examiner/Inspector (4)	404011 - CP&D Administration	245,130	150
Plans Examiner/Inspector Part-time (4)	404011 - CP&D Administration	72,550	44
Senior Planner	404011 - CP&D Administration	76,700	37.5
		1,055,911	
Merit Pool/Union Contracts/Adjustments		49,411	
Total CP&D		\$ 1,105,322	



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The Finance Department provides a system that preserves and enhances the financial condition of the City, creates, implements and maintains an effective accounting system and financial reports and collects funds due to the City. The Finance Department is also responsible for records control, accounting, purchasing and collection of license fees, water billings and traffic fines. The Finance Department prepares the City's annual budget, as well as preparation of all financial reporting documents.

Strategic Goals and Performance Measures

Below is the status of the Finance Department's SY2021 goals, as well as the department's goals that are reflected in the City's FY2022 Budget.

Status of SY2021 Goals		
Goals	Status	Strategic Priority Area
Complete AMI smart meter installations	97% Complete	Quality Customer Service & Delivery of City Services
Implement ERP system enhancements to move towards paperless processing	25% Complete	Technology Enhancements, Use & Effectiveness
Launch the Finance pages of the City's website	Complete	Quality Customer Service & Delivery of City Services
Update Municipal Code and Council Policy Statements to reflect new fiscal year	In Progress	Financial Stability and Management
Continue to monitor COVID-19 impact to current and future years	Ongoing	Financial Stability and Management

FY2022 Goals and Objectives	
Goals	Strategic Priority Area
Implement ERP system enhancements to move towards paperless processing of purchase orders and invoices	Technology Enhancements, Use & Effectiveness
Update vehicle asset inventory and purchase model	Financial Stability and Management
Apply for GFOA Distinguished Budget Presentation Award	Financial Stability and Management

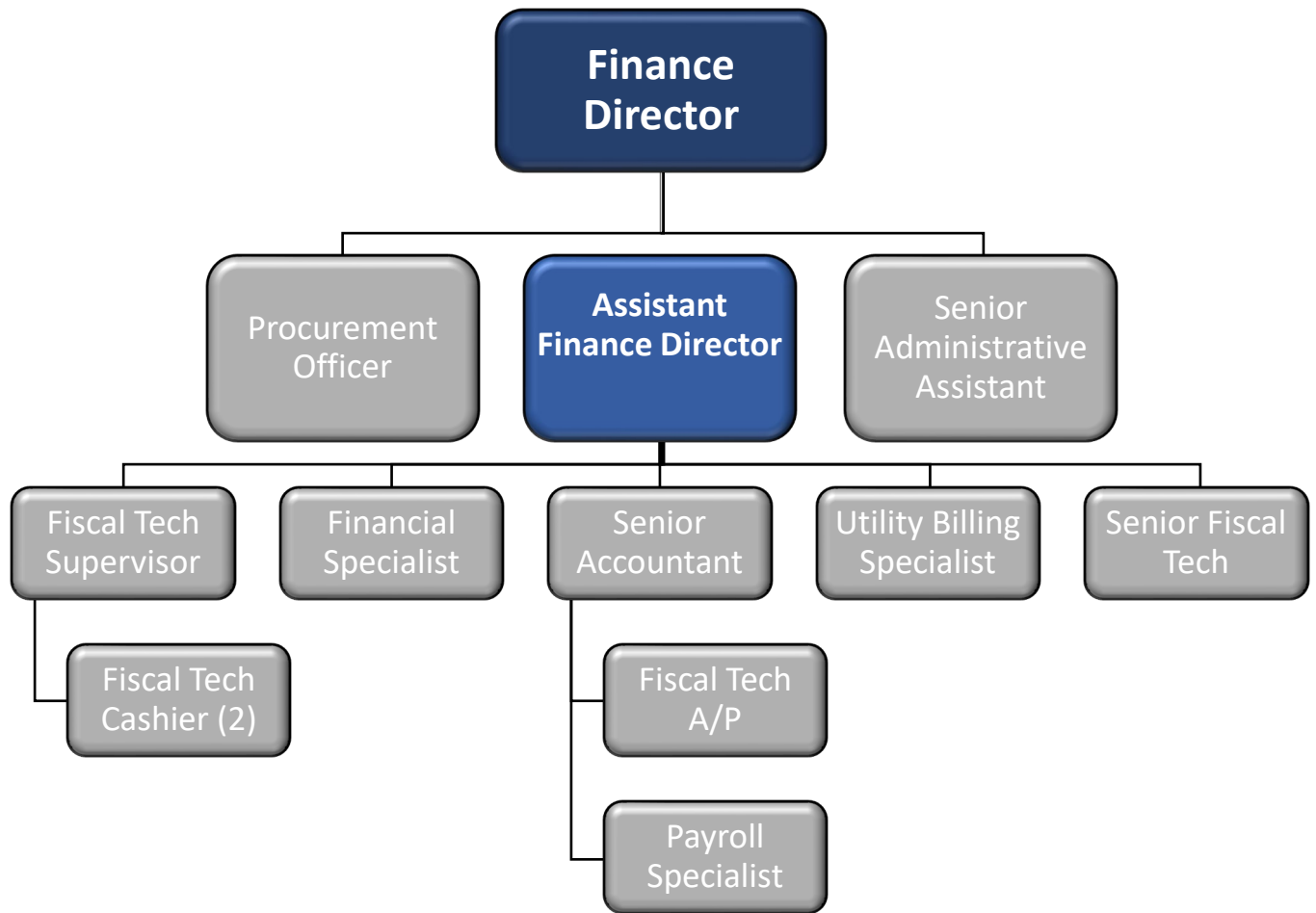


Below are the Finance Department’s performance measures that reflect the attainment of the department’s prior year goals.

Performance Measures				
City Strategic Priority: Financial Stability & Management				
	FY2018	FY2019	FY2020	FY2021
Purchase Orders Issued	813	518	425	396
Invoices Paid	11,621	10,567	9,977	9,730
Bids/RFPs Issued	46	60	47	36
GFOA Certificate of Achievement	Yes	Yes	Yes	Pending
City Strategic Priority: Quality Customer Service & Delivery of City Services				
	FY2018	FY2019	FY2020	FY2021
Utility Bills Issued	75,180	75,349	75,429	
Payments Processed	132,965	159,476	159,881	159,010
Vehicle Licenses Sold	27,771	28,512	27,191	25,674
Animal Licenses Sold	2,913	2,804	2,711	2,567

Below is a summary of Finance expenditures by type.

	FY2020 Actual	FY2021 Actual	SY2021 Amended Budget	SY2021 Projected	FY2022 Budget
Personnel Services	\$691,632	\$737,241	\$517,25	\$518,297	\$1,006,635
Contractual Services	990,527	960,037	870,675	867,640	1,079,098
Supplies and Materials	14,360	11,826	8,800	4,550	16,500
Other	3,583	3,516	-	-	-
Total Expenditures General Fund - Finance	\$1,700,102	\$1,712,620	\$1,396,500	\$1,390,487	\$2,102,233





City of Park Ridge, Illinois
Fiscal Year 2022 Budget
General Fund - Finance - Expenditures

	FY2020 Actual	FY2021 Actual	SY2021 Amended Budget	SY2021 Projected	FY2022 Budget
<i>Personnel Services</i>					
Regular Salaries	\$ 690,274	\$ 736,485	\$ 515,625	\$ 515,625	\$ 822,844
Extra Help	1,058	680	-	1,972	2,000
Overtime	301	75	1,400	700	1,500
Employee Benefits - PPO	-	-	-	-	147,917
Employee Benefits - HMO	-	-	-	-	24,641
Employee Benefits - Life	-	-	-	-	773
Employee Benefits - Dental	-	-	-	-	6,960
<i>Contractual Services</i>					
Insurance	463,608	504,793	466,500	466,500	701,458
Insurance Fees	120,739	49,923	100,000	100,000	150,000
Audit Fees	58,836	36,121	40,800	40,800	46,740
Citation Fees	5,094	5,106	3,400	5,023	22,000
Red Light Fees	-	-	-	-	-
Training	3,735	1,718	1,200	3,728	7,000
Postal Charges	27,891	28,925	25,000	25,000	38,000
Membership Dues	1,293	1,435	1,300	1,300	2,925
Bank Service Charges	46,929	66,601	60,000	52,814	85,000
Bank Trust Fees	2,725	1,475	475	475	1,475
General Contractual Services	259,677	263,940	172,000	172,000	24,500
<i>Supplies and Materials</i>					
Materials	10,097	7,888	8,000	4,550	11,500
License Supplies	4,263	3,938	800	-	5,000
<i>Other</i>					
Bad Debt Expense	3,583	3,516	-	-	-
Total Expenditures - General Fund - Finance	\$ 1,700,102	\$ 1,712,620	\$ 1,396,500	\$ 1,390,487	\$ 2,102,233



City of Park Ridge
Fiscal Year 2022 Budget
Salary Detail - Finance Department

Job title	Home Department/Code	Current Wage	Weekly Hours
Assistant Finance Director	131031 - Finance Administration	\$ 112,580	37.5
Finance Director	131031 - Finance Administration	142,000	37.5
Financial Specialist	131031 - Finance Administration	74,000	37.5
Fiscal Technician (3)	131031 - Finance Administration	135,414	112.5
Fiscal Technician Supervisor	131031 - Finance Administration	60,372	37.5
Payroll Specialist	131031 - Finance Administration	61,898	37.5
Procurement Officer	131031 - Finance Administration	72,885	37.5
Senior Accountant	131031 - Finance Administration	78,539	37.5
Senior Administrative Assistant	131031 - Finance Administration	53,469	37.5
		<hr/> 791,157	
	Merit Pool/Union Contracts/Adjustments	31,687	
	Total Finance	\$ 822,844	



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The Fire Department is responsible for fire protection, emergency medical services, fire prevention, hazardous materials release response, underwater rescue and recovery, special rescue and emergency services, and serves as the City's disaster agency.

Strategic Goals and Performance Measures

Below is the status of the Fire Department's SY2021 goals, as well as the department's goals that are reflected in the City's FY2022 Budget.

Status of SY2021 Goals		
Goals	Status	Strategic Priority Area
Replace existing cardiac monitors on advanced life support (ALS) vehicles	Deferred to FY23	Quality Customer Service & Delivery of City Services
Convert daily vehicle and equipment checks to an online apparatus readiness and inventory system	Complete	Technology Enhancements, Use & Effectiveness
Develop long term plan for both fire station facilities upon completion of station studies	In Progress	Capital Infrastructure Investments & Improvements
Replace all mobile radios in the Fire Department fleet	In Progress	Technology Enhancements, Use & Effectiveness

FY2022 Goals and Objectives	
Goals	Strategic Priority Area
Update Fire Department management software to integrate with Advocate Lutheran General Hospital EMS System	Technology Enhancements, Use & Effectiveness
Begin to implement recommendations in Fire Stations study, as budget allows and as directed by Council	Capital Infrastructure Investments & Improvements



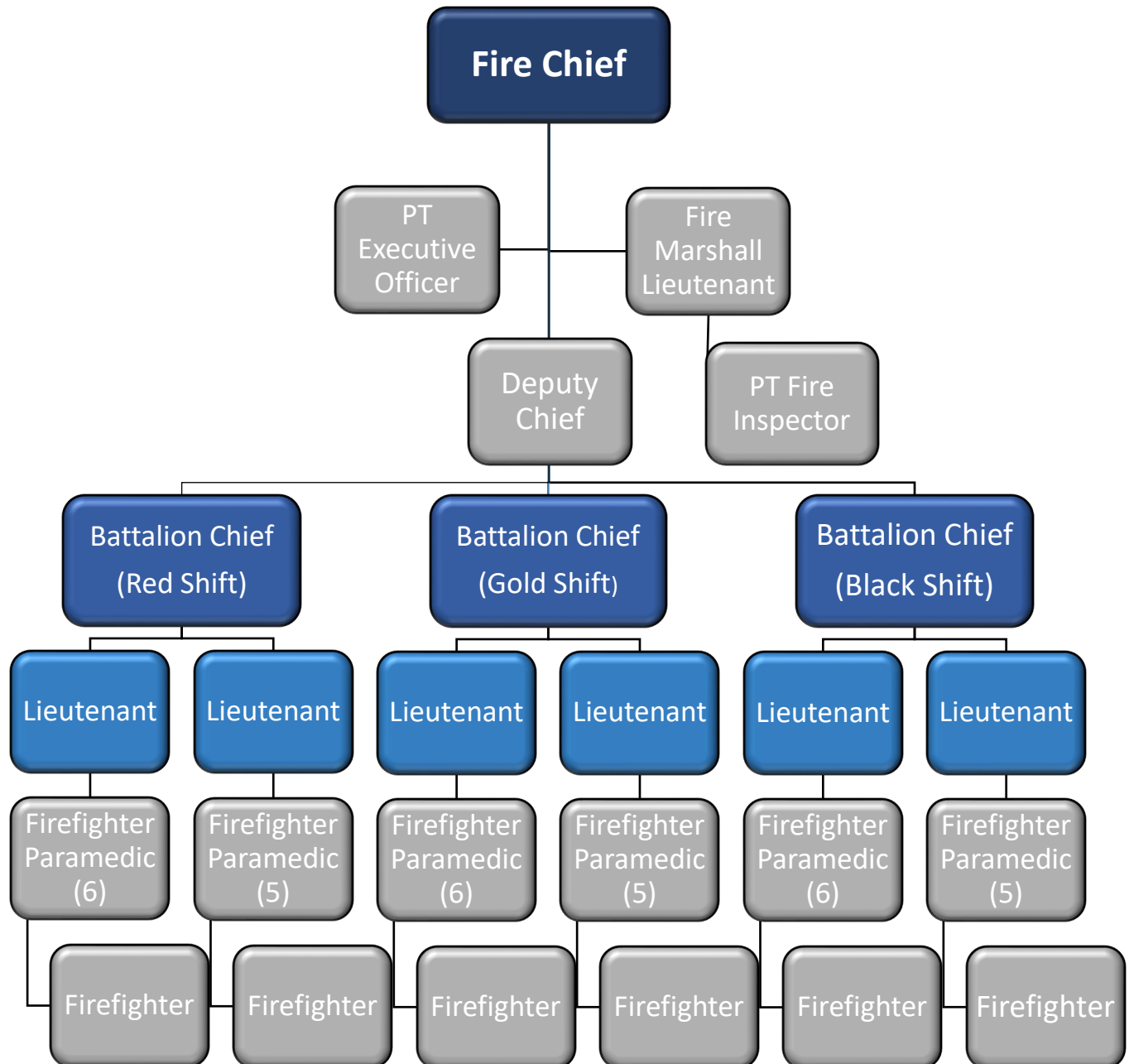
City of Park Ridge
Fiscal Year 2022 Budget
General Fund – Fire Department

Below are the Fire Department's performance measures that reflect the attainment of the department's prior year goals.

Performance Measures				
City Strategic Priority: Quality Customer Service & Delivery of City Services				
	FY2018	FY2019	FY2020	FY2021
Total Incidents	5,187	5,367	4,788	4,688
Simultaneous Incidents	1,957	1,913	1,567	1,493
Average Call to Arrival Time (sec)	249	267	270	266
Fire Inspections	2,075	1,460	1,314	1430
Plan Reviews	588	380	325	361

Below is a summary of Fire Department expenditures by type.

	FY2019 Actual	FY2020 Actual	FY2021 Amended Budget	FY2021 Projected	FY2022 Budget
Personnel Services	\$5,645,534	\$5,604,428	\$3,877,611	\$3,877,611	\$6,680,030
Contractual Services	2,831,671	2,851,040	1,845,654	1,839,654	3,191,762
Supplies and Materials	97,868	63,870	50,000	50,000	95,000
Transfers	159,689	-	-	-	-
Total Expenditures General Fund - Fire	\$8,734,762	\$8,519,339	\$5,773,265	\$5,767,265	\$9,966,792





General Fund - Fire - Expenditures

	FY2020 Actual	FY2021 Actual	SY2021 Amended Budget	SY2021 Projected	FY2022 Budget
Fire Administration					
Regular Salaries	\$ 265,075	\$ 349,450	\$ 256,919	\$ 256,919	\$ 405,683
Employee Benefits - PPO	-	-	-	-	39,308
Employee Benefits - Life	-	-	-	-	515
Employee Benefits - Dental	-	-	-	-	2,097
PSEBA	34,975	35,189	23,500	23,500	36,000
PEHP Contributions	83,119	73,035	-	-	75,000
<i>Contractual Services</i>					
Building Maintenance	21,796	36,168	16,675	16,675	25,000
Training	-	-	-	-	-
Membership Dues	15,736	6,002	2,000	1,000	6,500
General Contractual Services	429,093	451,537	300,000	300,000	454,550
Pension Payments	2,301,721	2,315,030	1,469,129	1,469,129	2,610,212
Natural Gas	4,814	4,890	3,350	3,350	5,500
<i>Supplies and Materials</i>					
Materials	33,064	27,985	18,000	18,000	28,000
<i>Capital Outlay</i>					
Building/Building Improvements	114,446	-	-	-	-
Fire Prevention					
<i>Personnel Services</i>					
Regular Salaries	120,257	122,740	83,144	83,144	124,716
Overtime	32,807	14,941	15,000	15,000	30,000
Employee Benefits - PPO	-	-	-	-	23,007
Employee Benefits - Life	-	-	-	-	48
Employee Benefits - Dental	-	-	-	-	1,048
<i>Contractual Services</i>					
General Contractual Services	152	1,496	1,500	1,500	1,500
<i>Supplies and Materials</i>					
Materials	3,705	2,798	5,000	5,000	10,000
Emergency Response					
<i>Personnel Services</i>					
Regular Salaries	4,666,009	4,627,691	3,262,048	3,262,048	4,917,456
Overtime	396,815	352,490	200,000	200,000	300,000
Employee Benefits - PPO	-	-	-	-	502,153
Employee Benefits - HMO	-	-	-	-	146,297
Employee Benefits - Life	-	-	-	-	2,193
Employee Benefits - Dental	-	-	-	-	34,509
Uniforms	27,658	19,629	19,000	19,000	25,000
PPE Turnout Gear	18,820	9,262	18,000	18,000	15,000



City of Park Ridge
Fiscal Year 2022 Budget

General Fund - Fire - Expenditures

	FY2020 Actual	FY2021 Actual	SY2021 Amended Budget	SY2021 Projected	FY2022 Budget
<i>Contractual Services</i>					
Squad Emergency Equipment Repair	683	278	2,000	2,000	2,000
Training	39,642	25,145	35,000	30,000	35,000
General Contractual Services	18,036	10,495	16,000	16,000	51,500
<i>Supplies and Materials</i>					
Materials	60,092	29,730	25,000	25,000	55,000
Equipment Maintenance	1,007	3,358	2,000	2,000	2,000
<i>Capital Outlay</i>					
Machinery and Equipment	45,243	-	-	-	-
Total Expenditures -					
General Fund - Fire	\$ 8,734,762	\$ 8,519,339	\$ 5,773,265	\$ 5,767,265	\$ 9,966,792



City of Park Ridge
Fiscal Year 2022 Budget
Salary Detail - Fire Department

Job title	Home Department/Code	Current Wage	Weekly Hours
Deputy Fire Chief	212021 - Fire Administration	\$ 141,931	37.5
Executive Officer Part-time	212021 - Fire Administration	95,998	29
Fire Chief	212021 - Fire Administration	154,033	37.5
Lieutenant	212022 - Fire Prevention	122,270	37.5
Battalion Chief (3)	212023 - Fire Emergency Response	386,979	155.79
Firefighter (6)	212023 - Fire Emergency Response	578,796	311.58
Firefighter/Paramedic (33)	212023 - Fire Emergency Response	3,057,475	1713.69
Lieutenant (6)	212023 - Fire Emergency Response	672,021	311.58
		<u>5,209,503</u>	
	Merit Pool/Union Contracts/Adjustments	<u>238,352</u>	
		<u>\$ 5,447,855</u>	

Salaries by Department	
212021 - Fire Administration	405,683
212022 - Fire Prevention	124,716
212023 - Fire Emergency Response	4,917,456
Total Fire	<u>\$ 5,447,855</u>



City of Park Ridge
Fiscal Year 2022 Budget
General Fund – Police Department

The City's Police Department is dedicated to providing excellent public safety through positive community partnerships and collaborations with citizens in order to reduce crime, create a safe environment, build trust, and enhance the quality of life in the community. In pursuit of this mission, the Department endorses serving by honoring its oath to the community through professionalism, respect, pride and dedication. The Police Department provides the operational functions and services related to the protection of persons and property through police patrol, crime investigation and prevention, community relations, traffic law enforcement, community services, parking enforcement and school crossing safety.

Strategic Goals and Performance Measures

Below is the status of the Police Department's SY2021 goals, as well as the department's goals that are reflected in the City's FY2022 Budget.

Status of SY2021 Goals		
Goals	Status	Strategic Priority Area
Complete Project 7 (Sally Port) of the Police Department's Master Plan	Delayed due to COVID-19	Capital Infrastructure Investments & Improvements
Evaluate the feasibility of changing the Parking Enforcement positions to Community Service Offer positions	Complete	Quality Customer Service & Delivery of City Services
Complete the re-accreditation process for the Department	Complete	Quality Customer Service & Delivery of City Services
Implement and evaluate aspects of the Police Reform Act	In progress	Quality Customer Service & Delivery of City Services
Conduct a campaign for the implementation of the RAVE System	In progress	Technology Enhancements, Use & Effectiveness

FY2022 Goals and Objectives	
Goals	Strategic Priority Area
Complete Project 7 (Sally Port) of the Police Department's Master Plan	Capital Infrastructure Investments & Improvements
Eliminate the Parking Enforcement Specialty function and incorporate parking enforcement into the daily activity of CSOs	Quality Customer Service & Delivery of City Services
Allocate an additional sworn officer to the Traffic Bureau	Quality Customer Service & Delivery of City Services
Implement and evaluate aspects of the Police Reform Act	Quality Customer Service & Delivery of City Services
Conduct a campaign for the implementation of the RAVE System	Technology Enhancements, Use & Effectiveness
Implement a civilian Community Strategies Coordinator position	Quality Customer Service & Delivery of City Services



City of Park Ridge
Fiscal Year 2022 Budget
General Fund – Police Department

Below are the Police Department's performance measures that reflect the attainment of the department's prior year goals.

Performance Measures				
City Strategic Priority: Capital Infrastructure Investments & Improvements				
	FY2018	FY2019	FY2020	FY2021
Sally Port (of the Police Department's Master Plan)	-	-	-	Delayed
City Strategic Priority: Quality Customer Service & Delivery of City Services				
	FY2018	FY2019	FY2020	FY2021
Index Crime Rate*	977	816	947	513
Traffic Stops*	3,867	4,777	2,526	1,748
Traffic Citations*	4,688	5,891	1,942	1,390
Arrests*	294	351	223	81
Police Service Events*	41,091	43,450	31,117	15,549
Offense Reports*	3,707	3,688	2,883	1,187
Crash Reports	1,404	1,407	743	389
Evaluate feasibility of changing PEO position to CSO	-	-	-	Delayed
Complete re-accreditation process	-	-	-	-
Implement and evaluate aspects of the Police Reform Act	-	-	-	-
	FY2018	FY2019	FY2020	FY2021
Conduct a campaign for the implementation of the SMART 911 (measured in users)	-	-	-	-

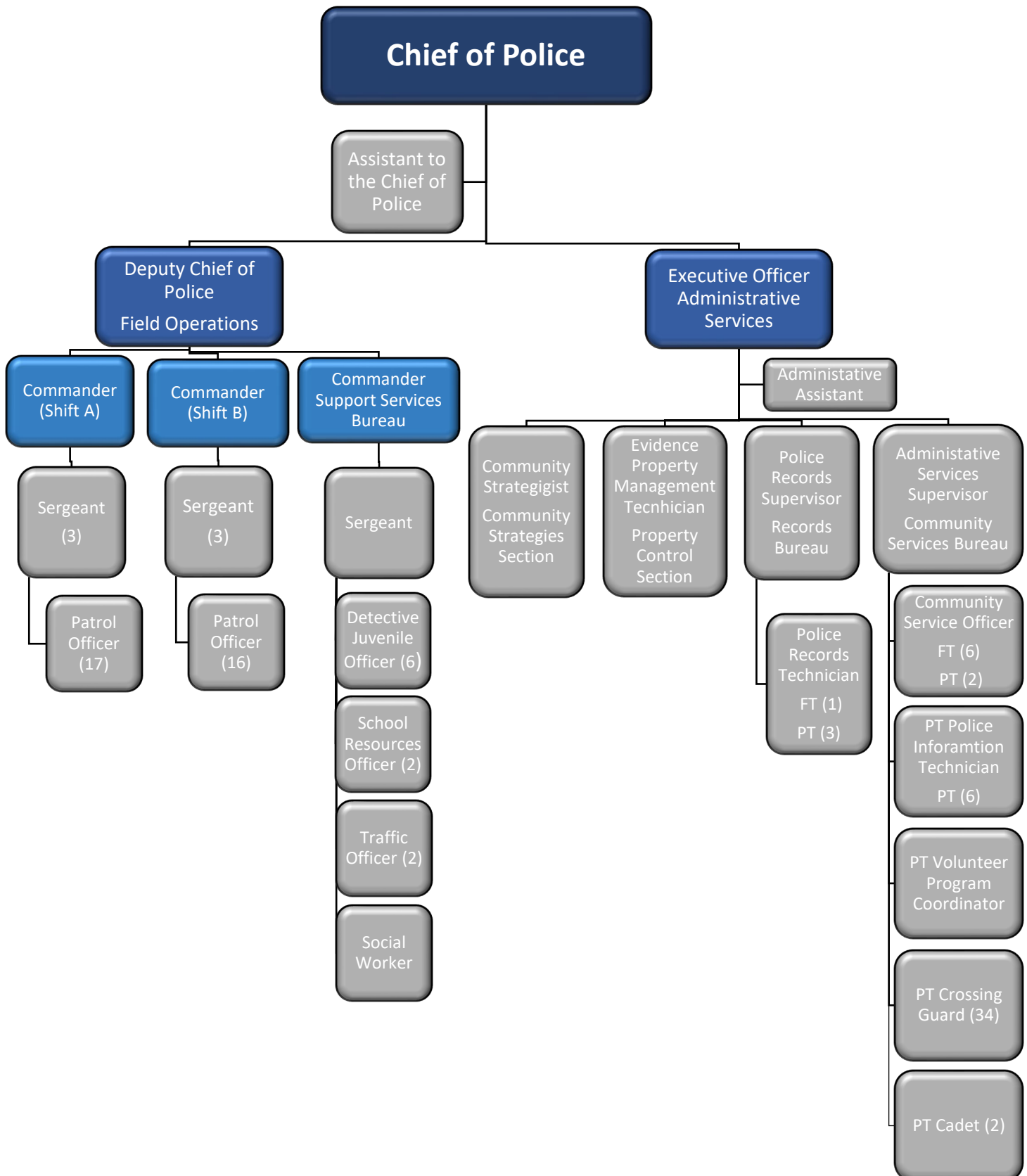
* Measures are based on calendar year data. FY2021 reflects 6 months of data, January 1, 2021 to June 30, 2021

Below is a summary of Police Department expenditures by type.

	FY2020 Actual	FY2021 Actual	SY2021 Amended Budget	SY2021 Projected	FY2022 Budget
Personnel Services	\$6,768,936	\$6,914,279	\$4,987,2860	\$4,987,286	\$8,562,061
Contractual Services	3,126,152	3,337,860	2,130,424	2,130,424	3,502,337
Supplies and Materials	102,595	46,699	59,495	59,495	68,000
Total Expenditures					
General Fund – Police	\$9,997,682	\$10,298,837	\$7,177,205	\$7,177,205	\$12,132,398



City of Park Ridge
Fiscal Year 2022 Budget
General Fund – Police Department





City of Park Ridge
Fiscal Year 2022 Budget
General Fund - Police - Expenditures

	FY2020 Actual	FY2021 Actual	SY2021 Amended Budget	SY2021 Projected	FY2022 Budget
Police Administration					
<i>Personnel Services</i>					
Regular Salaries	\$ 1,083,455	\$ 1,118,899	\$ 864,752	\$ 864,752	\$ 1,265,074
Overtime	12,737	5,748	15,180	15,180	23,000
Employee Benefits - PPO	-	-	-	-	178,717
Employee Benefits - HMO	-	-	-	-	11,794
Employee Benefits - Life	-	-	-	-	1,185
Employee Benefits - Dental	-	-	-	-	9,676
PSEBA	26,152	26,312	17,600	17,600	28,000
Uniforms - Payroll	-	-	-	-	-
<i>Contractual Services</i>					
Telecommunications	21,262	23,303	14,520	14,520	24,000
Training	41,128	27,557	29,700	29,700	45,000
Membership Dues	20,669	21,653	15,000	15,000	24,500
General Contractual Services	15,937	13,317	32,000	32,000	58,000
Pension Payments	2,550,405	2,510,735	1,754,100	1,754,100	2,852,292
<i>Supplies and Materials</i>					
Materials	19,961	13,230	10,000	10,000	20,000
Support Services					
<i>Personnel Services</i>					
Regular Salaries	1,196,519	1,180,580	843,065	843,065	1,391,690
Overtime	86,709	91,974	49,500	49,500	92,000
Employee Benefits - PPO	-	-	-	-	107,553
Employee Benefits - HMO	-	-	-	-	109,921
Employee Benefits - Life	-	-	-	-	1,760
Employee Benefits - Dental	-	-	-	-	12,391
Uniforms - Payroll	8,150	8,150	4,262	4,262	8,900
<i>Contractual Services</i>					
General Contractual Services	4,785	5,988	6,930	6,930	6,500
Police Church Support	2,245	2,134	990	990	2,150
<i>Supplies and Materials</i>					
Materials	2,550	1,690	1,980	1,980	3,000
Communications					
<i>Contractual Services</i>					
General Contractual Services	351,968	631,578	234,754	234,754	367,395
Patrol					
<i>Personnel Services</i>					
Regular Salaries	3,832,310	3,960,734	2,817,926	2,817,926	4,188,771
Crossing Guards	113,030	67,094	81,484	81,484	130,997
Overtime	249,764	298,815	181,500	181,500	300,000
Employee Benefits - PPO	-	-	-	-	324,150
Employee Benefits - HMO	-	-	-	-	207,433
Employee Benefits - Life	-	-	-	-	4,246
Employee Benefits - Dental	-	-	-	-	31,364
Uniforms	37,645	28,544	25,080	25,080	38,000
Uniforms - Patrol	20,700	23,800	14,100	14,100	28,200



City of Park Ridge
Fiscal Year 2022 Budget
General Fund - Police - Expenditures

	FY2020 Actual	FY2021 Actual	SY2021 Amended Budget	SY2021 Projected	FY2022 Budget
<i>Contractual Services</i>					
Building Maintenance	16,059	20,491	13,200	13,200	25,000
Squad Emergency Equipment Repair	11,230	6,491	6,600	6,600	9,500
Stray Animal Imound	-	-	1,980	1,980	3,000
General Contractual Services	82,882	74,171	12,000	12,000	74,000
<i>Supplies and Materials</i>					
Materials	76,996	30,620	44,215	44,215	40,000
Community Strategies					
<i>Personnel Services</i>					
Regular Salaries	98,664	101,821	69,162	69,162	67,239
Overtime	2,350	1,058	3,300	3,300	-
Uniforms - Patrol	750	750	375	375	-
<i>Contractual Services</i>					
Mileage Compensation	1,615	442	1,650	1,650	2,500
National Night Out	5,968	-	7,000	7,000	8,500
<i>Supplies and Materials</i>					
Materials	3,087	1,159	3,300	3,300	5,000
Total Expenditures -					
General Fund - Police	\$ 9,997,682	\$ 10,298,837	\$ 7,177,205	\$ 7,177,205	\$ 12,132,398

Police Department - Salary Detail



**City of Park Ridge
Fiscal Year 2022 Budget
Salary Detail - Police Department**

Job title	Home Department/Code	Current Wage	Weekly Hours
Administrative Assistant	202011 - Police Administration	\$ 49,846	37.5
Administrative Services Supervisor	202011 - Police Administration	75,954	37.5
Assistant to Police Chief	202011 - Police Administration	62,611	37.5
Cadet Part-time (2)	202011 - Police Administration	27,664	38
Community Service Officer (6)	202011 - Police Administration	326,943	225
Community Service Officer Part-time (2)	202011 - Police Administration	76,124	58
Evidence/Property Management Technician	202011 - Police Administration	49,846	37.5
Executive Officer	202011 - Police Administration	120,827	37.5
Information Technician Part-time (6)	202011 - Police Administration	78,452	94.5
Police Chief	202011 - Police Administration	163,845	37.5
Records Supervisor	202011 - Police Administration	71,750	37.5
Records Technician	202011 - Police Administration	46,384	37.5
Records Technician Part-time (2)	202011 - Police Administration	65,960	58
Volunteer Program Coordinator Part-time	202011 - Police Administration	13,780	15
Patrol Officer (10)	202012 - Police Support Services	1,004,735	400
Police Commander	202012 - Police Support Services	126,547	40
Police Sergeant	202012 - Police Support Services	115,263	40
Social Worker	202012 - Police Support Services	79,781	37.5
Deputy Police Chief	202014 - Police Patrol	134,064	37.5
Patrol Officer (33)	202014 - Police Patrol	2,919,865	1320
Police Commander (2)	202014 - Police Patrol	244,584	80
Police Sergeant (6)	202014 - Police Patrol	664,704	240
Patrol Officer/ Non Sworn Com Strat	202015 - Police Community Strategies	65,280	37.5
Crossing Guard Part-time (34)	214913 - Police Crossing Guards	125,802	145
		6,710,612	
Merit Pool/Union Contracts/Adjustments		333,158	
		\$ 7,043,771	

Salaries by Department	
202011 - Police Administration	1,265,074
202012 - Police Support Services	1,391,690
202014 - Police Patrol	4,188,771
202015 - Police Community Strategies	67,239
214913 - Police Crossing Guards	130,997
Total Police	\$ 7,043,771



The Public Works Department provides services including traffic control, street lighting, snow removal, public ways maintenance, sewer and storm drainage, water supply and distribution, and solid waste collection and disposal. Public Works is responsible for equipment, maintenance, and all engineering services, including the preparation of construction plans and on-site supervision of all public construction projects. Divisions within the Public Works Department are Engineering, Forestry/Grounds Maintenance, Sewer/Water, Streets, Water Supply, and Vehicle Maintenance.

Strategic Goals and Performance Measures

Below is the status of the Public Works Department's SY2021 goals, as well as the department's goals that are reflected in the City's FY2022 Budget.

Status of SY2021 Goals		
Goals	Status	Strategic Priority Area
Reconstruction of Summit Avenue using Rebuild Illinois Funds	Complete	Capital Infrastructure Investments & Improvements
Resurface Uptown Parking Court using Uptown TIF Funds	Complete	Capital Infrastructure Investments & Improvements
Design Green Library Parking Lot for MWRD Grant using Uptown TIF Funds	Complete	Capital Infrastructure Investments & Improvements
Install security locks at the Service Center and Police Department	Postponed	Capital Infrastructure Investments & Improvements
Construction of Marvin Parkway Flood Control Project (MWRD Grant and Sewer Fund)	Complete	Capital Infrastructure Investments & Improvements
Increase Alley Restoration Project by \$15,000 (16.7%)	Complete	Capital Infrastructure Investments & Improvements

FY2022 Goals and Objectives	
Goals	Strategic Priority Area
Complete design of Sibley West Flood Reduction Project	Capital Infrastructure Investments & Improvements
Replace Service Center A/C unit and roof	Capital Infrastructure Investments & Improvements
Repair and replace salt dome canopy/roof	Capital Infrastructure Investments & Improvements
Reconstruct Dee Road using Rebuild Illinois Funds - Devon to Higgins	Capital Infrastructure Investments & Improvements
Complete construction of Library Green Parking Lot	Capital Infrastructure Investments & Improvements
Summit Avenue commuter parking area rehabilitation using Rebuild Illinois Funds	Capital Infrastructure Investments & Improvements
Install strategic water valves with water main replacement	Capital Infrastructure Investments & Improvements



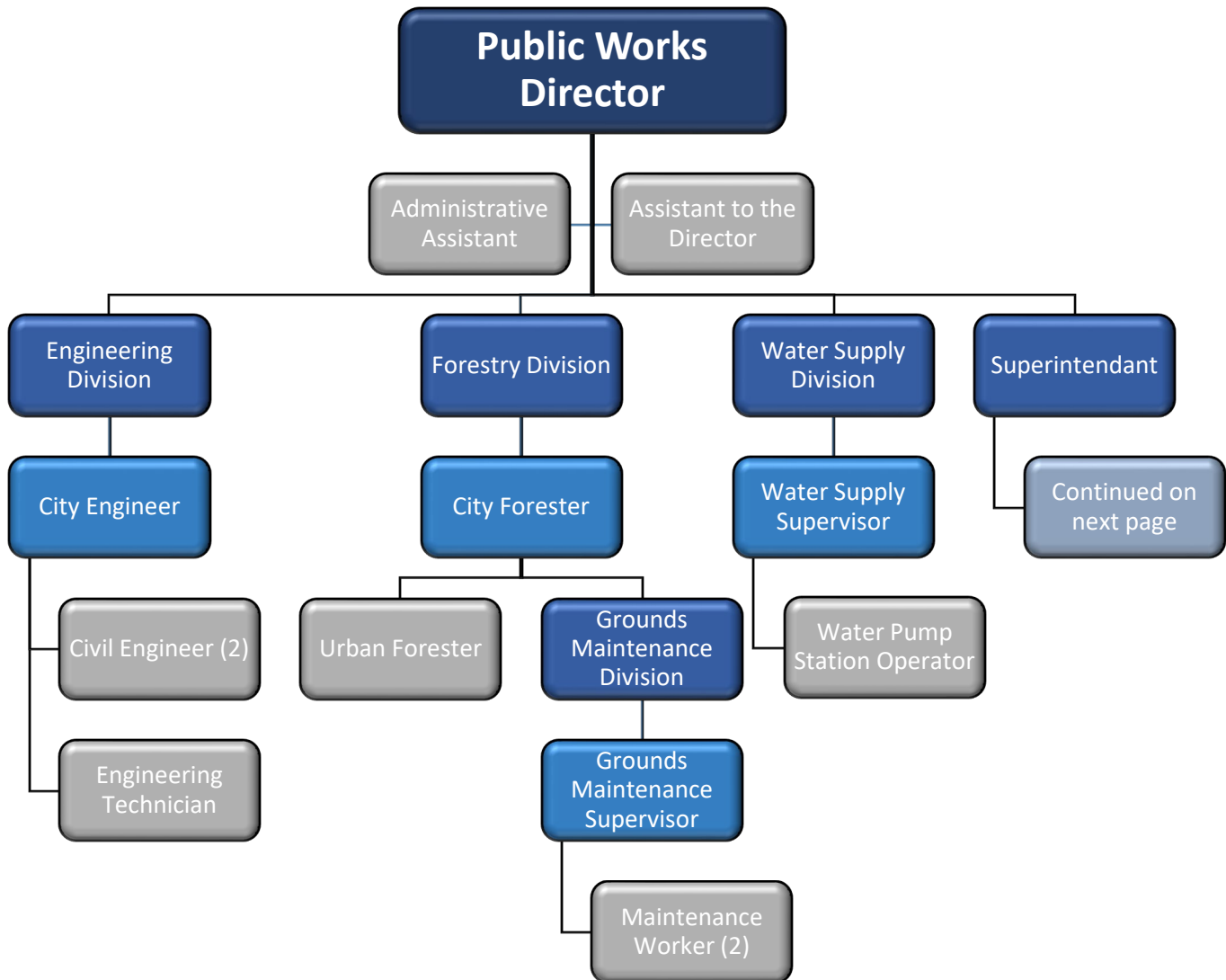
FY2022 Goals and Objectives	
Goals	Strategic Priority Area
Construct two green alleys	Capital Infrastructure Investments & Improvements
Seek grant opportunities for flood reduction program and other projects	Capital Infrastructure Investments & Improvements
Utilize new City website to inform public of capital project progress	Quality Customer Service and Delivery of City Services

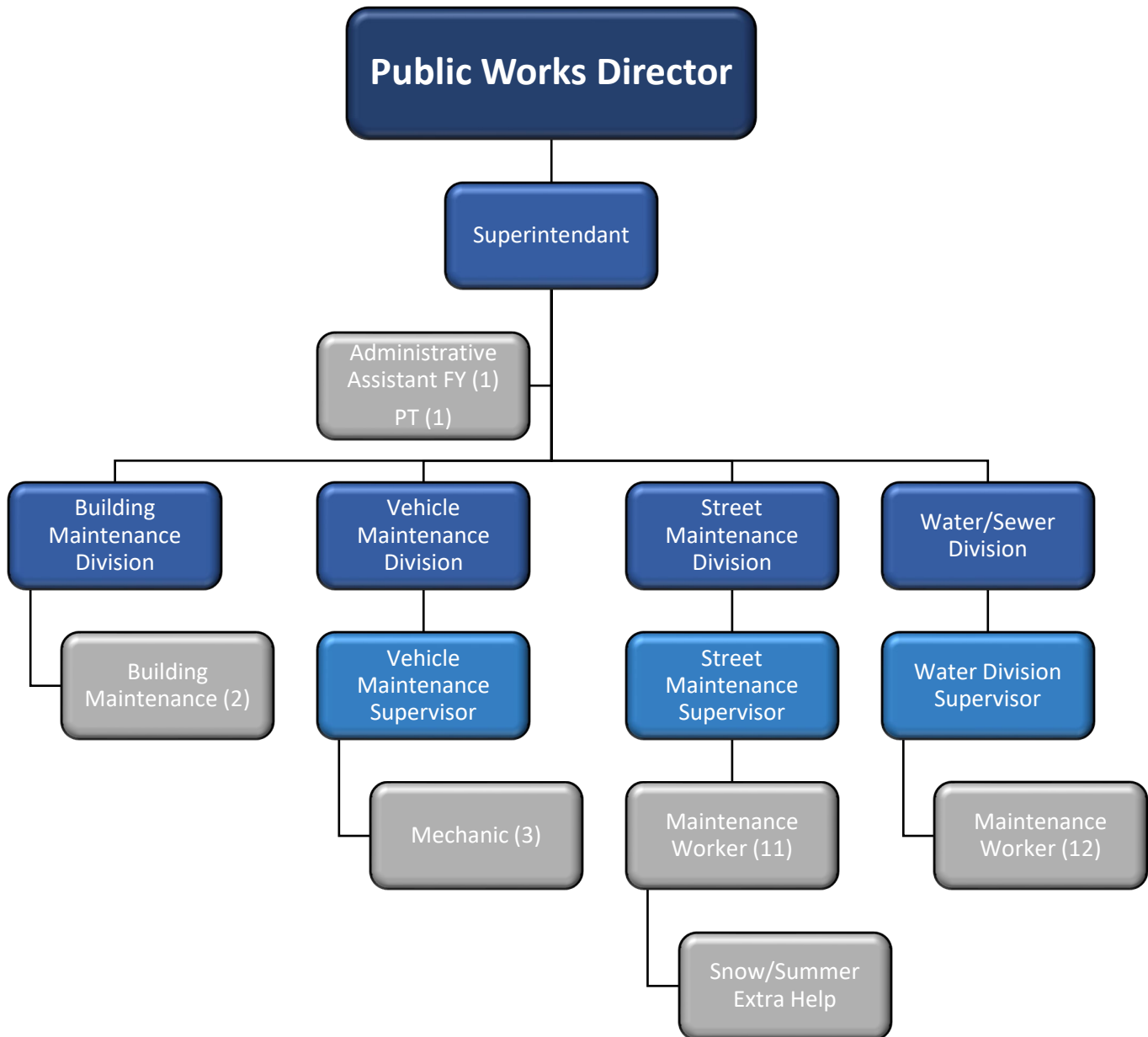
Below are the Public Works Department’s performance measures that reflect the attainment of the department’s prior year goals.

Performance Measures				
City Strategic Priority: Capital Infrastructure Investments & Improvements				
	FY2018	FY2019	FY2020	FY2021
Water Main Breaks & Service Leaks	89	86	66	106
Sewer Flushing (Linear Feet)	122,469	199,116	38,353	64,563
Catch Basin & Inlets Cleaning	2,517	2,006	1,294	540
Tree Removal & Plantings	429/600	508/652	497/592	497/549
Water Meter Installation	254	145	71	44
Alley Grading (Linear Feet)	28,502	33,700	35,007	42,250
Parking Meter (Staff Hour)	588	567	495	366.5
City Strategic Priority: Quality Customer Service & Delivery of City Services				
	FY2018	FY2019	FY2020	FY2021
Snow & Ice Removal (Staff Hours)	2,132	2,467	960	2,902
Salt Used (Tons)	2,545	2,028	1,852	2,249
Water Meter Readings & Service Calls	2,022	1,997	2,033	1,349
Street Sweeping (Curb Mile)	4,375	3,439	3,388	5,301
JULIE Locates	7,458	9,827	9,151	8,924

Below is a summary of Public Works Department expenditures by type.

	FY2020 Actual	FY2021 Actual	SY2021 Amended Budget	SY2021 Projected	FY2022 Budget
Personnel Services	\$2,773,709	\$2,890,944	\$1,994,997	\$1,978,497	\$3,536,560
Contractual Services	1,480,102	1,349,681	1,099,000	1,091,500	1,758,945
Supplies and Materials	862,896	897,280	402,000	398,000	986,000
Capital Outlay	523,841	-	-	-	-
Total Expenditures					
General Fund – Public Works	\$5,640,549	\$5,137,905	\$3,495,997	\$3,468,497	\$6,303,205







City of Park Ridge
Fiscal Year 2022 Budget
General Fund - Public Works - Expenditures

	FY2020 Actual	FY2021 Actual	SY2021 Amended Budget	SY2021 Projected	FY2022 Budget
Public Works Administration					
<i>Personnel Services</i>					
Regular Salaries	\$ 343,735	\$ 331,409	\$ 225,929	\$ 225,929	\$ 351,428
Employee Benefits - PPO	-	-	-	-	38,532
Employee Benefits - HMO	-	-	-	-	12,290
Employee Benefits - Life	-	-	-	-	410
Employee Benefits - Dental	-	-	-	-	2,956
<i>Contractual Services</i>					
Training	2,552	710	2,500	2,500	3,500
Membership Dues	1,605	2,045	3,500	3,000	4,000
General Contractual Services	669	-	1,000	-	1,000
<i>Supplies and Materials</i>					
Materials	1,860	2,502	2,500	2,500	4,000
Engineering					
<i>Personnel Services</i>					
Regular Salaries	362,958	332,287	227,244	227,244	353,723
Overtime	43	255	1,000	1,000	1,000
Employee Benefits - PPO	-	-	-	-	7,762
Employee Benefits - HMO	-	-	-	-	12,787
Employee Benefits - Life	-	-	-	-	401
Employee Benefits - Dental	-	-	-	-	1,289
<i>Contractual Services</i>					
General Contractual Services	119,594	108,181	105,000	100,000	130,000
<i>Supplies and Materials</i>					
Materials	822	562	1,500	1,000	2,000
Traffic Control					
<i>Contractual Services</i>					
General Contractual Services	137,470	91,439	83,000	83,000	130,000
<i>Supplies and Materials</i>					
Materials	22,411	18,413	20,000	20,000	27,000
Street Lighting					
<i>Contractual Services</i>					
Electrical Equipment Maintenance	26,035	20,132	46,000	46,000	55,000
Electricity	215,862	210,746	142,000	142,000	200,000
Snow and Storm Control					
<i>Personnel Services</i>					
Extra Help	260	105	2,500	-	10,000
Overtime	96,822	182,033	50,000	50,000	185,000
<i>Contractual Services</i>					
General Contractual Services	2,855	2,995	1,000	-	3,500
<i>Supplies and Materials</i>					
Snow Removal Supplies	167,680	204,455	66,000	66,000	210,000



City of Park Ridge
Fiscal Year 2022 Budget
General Fund - Public Works - Expenditures

	FY2020 Actual	FY2021 Actual	SY2021 Amended Budget	SY2021 Projected	FY2022 Budget
Street Maintenance					
<i>Personnel Services</i>					
Regular Salaries	1,165,888	1,217,840	793,723	793,723	1,078,550
Extra Help	-	-	4,500	-	6,000
Overtime	-	-	-	-	-
Employee Benefits - PPO	-	-	-	-	76,411
Employee Benefits - HMO	-	-	-	-	91,178
Employee Benefits - Life	-	-	-	-	857
Employee Benefits - Dental	-	-	-	-	10,724
Uniforms	12,646	12,963	12,000	12,000	17,000
<i>Contractual Services</i>					
Striping	42,591	32,726	35,000	35,000	40,000
General Contractual Services	21,620	2,555	1,000	1,000	1,000
<i>Supplies and Materials</i>					
Materials	88,460	96,995	92,000	92,000	102,000
Sidewalk Maintenance					
<i>Supplies and Materials</i>					
Materials	1,994	-	3,000	1,000	3,000
<i>Capital Outlay</i>					
Sidewalk Repairs	173,459	-	-	-	-
Alley Maintenance					
<i>Capital Outlay</i>					
Alley Restoration	69,993	-	-	-	-
Alley Paving	16,897	-	-	-	-
Parking					
<i>Contractual Services</i>					
Building Maintenance - Dee Road Depot	-	-	-	-	19,000
Real Property Rental	-	-	-	-	12,000
Bank Service Charges	-	-	-	-	3,000
General Contractual Services	-	-	-	-	53,300
Contractual Services - Property Tax	-	-	-	-	27,645
Electricity	-	-	-	-	6,000
<i>Supplies and Materials</i>					
Materials	-	-	-	-	10,000
<i>Other</i>					
Citation Fees	-	-	-	-	21,700
City Building Maintenance					
<i>Personnel Services</i>					
Regular Salaries	144,680	146,639	105,217	105,217	162,729
Employee Benefits - PPO	-	-	-	-	46,015
Employee Benefits - Life	-	-	-	-	121
Employee Benefits - Dental	-	-	-	-	2,097
<i>Contractual Services</i>					
Building Maintenance	214,434	184,721	134,000	134,000	210,000
Natural Gas	21,051	25,875	10,000	10,000	25,000
Electricity	6,869	6,738	5,000	5,000	10,000
<i>Supplies and Materials</i>					
Materials	35,238	32,481	25,000	25,000	40,000
<i>Capital Outlay</i>					
Buildings/Building Improvements	263,492	-	-	-	-



City of Park Ridge
Fiscal Year 2022 Budget
General Fund - Public Works - Expenditures

	FY2020 Actual	FY2021 Actual	SY2021 Amended Budget	SY2021 Projected	FY2022 Budget
Forestry					
<i>Personnel Services</i>					
Regular Salaries	135,914	142,409	98,440	98,440	153,055
Employee Benefits - PPO	-	-	-	-	7,762
Employee Benefits - HMO	-	-	-	-	18,248
Employee Benefits - Life	-	-	-	-	168
Employee Benefits - Dental	-	-	-	-	1,478
<i>Contractual Services</i>					
Tree Trimming	134,703	104,922	60,000	60,000	135,000
Tree Removal	223,515	216,194	190,000	190,000	240,000
Emergency T and M	85,334	106,615	75,000	75,000	110,000
Tree Spraying	55,227	64,536	65,000	65,000	105,000
General Contractual Services	3,252	11,734	5,000	5,000	25,000
<i>Supplies and Materials</i>					
Materials	2,903	2,789	3,000	3,000	3,000
Materials - Reforestation	148,558	145,320	-	-	140,000
Grounds Maintenance					
<i>Personnel Services</i>					
Regular Salaries	83,130	84,683	155,621	155,621	238,064
Extra Help	-	-	9,000	4,500	12,000
Employee Benefits - PPO	-	-	-	-	60,887
Employee Benefits - Life	-	-	-	-	224
Employee Benefits - Dental	-	-	-	-	3,145
<i>Contractual Services</i>					
General Contractual Services	68,551	66,388	80,000	80,000	90,000
<i>Supplies and Materials</i>					
Gas for Gas Lights	8,374	8,078	8,000	8,000	10,000
Gas Light Maintenance	9,762	5,197	5,000	4,000	10,000
Materials	22,180	29,522	12,000	12,000	40,000
Vehicle Maintenance					
<i>Personnel Services</i>					
Regular Salaries	423,865	420,682	299,823	299,823	443,367
Overtime	3,768	19,638	10,000	5,000	20,000
Employee Benefits - PPO	-	-	-	-	84,950
Employee Benefits - HMO	-	-	-	-	18,248
Employee Benefits - Life	-	-	-	-	462
Employee Benefits - Dental	-	-	-	-	5,242
<i>Contractual Services</i>					
Insurance Claims	17,564	30,036	15,000	15,000	40,000
General Contractual Services	78,750	60,394	40,000	40,000	80,000
<i>Supplies and Materials</i>					
Materials	145,444	161,659	75,000	75,000	145,000
Auto Petroleum Products	191,715	169,402	75,000	75,000	220,000
Tires	15,494	19,904	14,000	14,000	20,000
Total Expenditures -					
General Fund - Public Works	\$ 5,640,549	\$ 5,137,905	\$ 3,495,997	\$ 3,468,497	\$ 6,303,205



**City of Park Ridge
Fiscal Year 2022 Budget
Salary Detail - Public Works**

Job title	Home Department/Code	Current Wage	Weekly Hours
Administrative Assistant (2)	303011 - Public Works Administration	\$ 93,506	75
Administrative Assistant Part-time	303011 - Public Works Administration	25,303	20
Assistant to Public Works Director	303011 - Public Works Administration	57,588	37.5
Public Works Director	303011 - Public Works Administration	161,098	37.5
City Engineer	303012 - Public Works Engineering	126,017	37.5
Civil Engineer (2)	303012 - Public Works Engineering	154,279	75
Engineering Technician	303012 - Public Works Engineering	59,660	37.5
Maintenance Worker (11)	303024 - Streets	815,578	412.5
Public Works Superintendent	303024 - Streets	116,284	37.5
Public Works Supervisor	303024 - Streets	93,560	37.5
Building Maintenance Person (2)	303062 - Public Works Building Maintenance	153,317	75
City Forester	303071 - Public Works Forestry	83,302	37.5
Urban Forester	303071 - Public Works Forestry	62,986	37.5
Maintenance Worker (2)	303072 - Public Works Grounds Maintenance	141,837	75
Public Works Supervisor	303072 - Public Works Grounds Maintenance	86,207	37.5
Mechanic (3)	316020 - Public Works Vehicle Maintenance	238,285	112.5
Public Works Supervisor	316020 - Public Works Vehicle Maintenance	97,663	37.5
Public Works Supervisor - Foreman	316020 - Public Works Vehicle Maintenance	86,416	37.5
		<u>2,652,886</u>	
Merit Pool/Union Contracts/Adjustments		128,030	
		<u><u>\$ 2,780,916</u></u>	

Salaries by Department	
303011 - Public Works Administration	351,428
303012 - Public Works Engineering	353,723
303024 - Streets	1,078,550
303062 - Public Works Building Maintenance	162,729
303071 - Public Works Forestry	153,055
303072 - Public Works Grounds Maintenance	238,064
316020 - Public Works Vehicle Maintenance	443,367
Public Works Total - General Fund	<u><u>\$ 2,780,916</u></u>



City of Park Ridge
Fiscal Year 2022 Budget
Dempster Tax Increment Financing (TIF) District

Description

The Dempster TIF Fund accounts for the revenue and expenditures related to the Dempster TIF District. Current revenue sources reflected in this fund mainly consists of incremental property taxes.

The City entered into the Dempster TIF Redevelopment Agreement September 20, 1999. Final incentive payments supported by this fund were paid in 2020.



City of Park Ridge Fiscal
Year 2022 Budget
Dempster TIF Fund

	FY2020 Actual	FY2021 Actual	SY2021 Amended Budget	SY2021 Projected	FY2022 Budget
Revenues					
<i>Taxes</i>					
Property Tax Current	\$ 185,272	\$ 388,260	\$ 160,000	\$ 164,285	\$ 346,919
<i>Miscellaneous Revenues</i>					
Interest on Investments	405	10	-	37	56
Total Revenues	\$ 185,677	\$ 388,270	\$ 160,000	\$ 164,322	\$ 346,975
Expenditures					
<i>Contractual Services</i>					
General Counsel	-	800	800	800	1,000
General Contractual Services	186,724	388,260	215,000	-	-
Total Expenditures	\$ 186,724	\$ 389,060	\$ 215,800	\$ 800	\$ 1,000
Excess (Deficiency) of					
Revenues Over Expenditures	(1,048)	(790)	(55,800)	163,522	345,975
Other Financing Sources (Uses)					
Transfers In	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Other Financing Sources (Uses)	\$ -	\$ -	\$ -	\$ -	\$ -
Net Income (Loss)	(1,048)	(790)	(55,800)	163,522	345,975
Beginning Fund Balance	105,847	104,799	104,009	104,009	267,531
Ending Fund Balance	\$ 104,799	\$ 104,009	\$ 48,209	\$ 267,531	\$ 613,506



Description

The Motor Fuel Tax Fund accounts for the revenues and expenditures of the City's portion of the state tax on the sale of motor fuel. This tax is distributed to the City by the State on a per capita basis. Money from this fund, as directed by State law, can be utilized for the construction and maintenance of roads and related items. Annually planned expenditures include funding for street improvements.

This fund also accounts for the revenue, and related spending, associated with the Build Illinois Funds received by the City.



City of Park Ridge
Fiscal Year 2022 Budget
Motor Fuel Tax Fund

	FY2020 Actual	FY2021 Actual	SY2021 Amended Budget	SY2021 Projected	FY2022 Budget
Revenues					
<i>Intergovernmental</i>					
State Grant - Rebuild Illinois	\$ -	\$ 1,235,040	\$ 411,680	\$ 823,360	\$ 411,680
Motor Fuel Tax	1,383,074	1,341,937	920,000	922,555	1,437,967
<i>Miscellaneous Revenues</i>					
Interest on Investments	16,123	2,484	960	451	677
Total Revenues	\$ 1,399,197	\$ 2,579,461	\$ 1,332,640	\$ 1,746,366	\$ 1,850,324
Expenditures					
<i>Capital Improvements</i>					
Street Repairs	1,055,907	958,443	1,000,000	1,000,000	1,000,000
Rebuild Illinois - Grant Funded	-	-	600,000	600,000	900,000
Total Expenditures	\$ 1,055,907	\$ 958,443	\$ 1,600,000	\$ 1,600,000	\$ 1,900,000
Excess (Deficiency) of					
Revenues Over Expenditures	343,291	1,621,018	(267,360)	146,366	(49,676)
Other Financing Sources (Uses)					
Transfers In	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Other Financing Sources (Uses)	\$ -	\$ -	\$ -	\$ -	\$ -
Net Income (Loss)	343,291	1,621,018	(267,360)	146,366	(49,676)
Beginning Fund Balance	1,007,596	1,350,887	2,971,905	2,971,905	3,118,271
Ending Fund Balance	\$ 1,350,887	\$ 2,971,905	\$ 2,704,545	\$ 3,118,271	\$ 3,068,595



Uptown Tax Increment Financing (TIF) District

Description

The Uptown TIF Fund accounts for the revenue and expenditures related to the Uptown TIF District. Current revenue sources reflected in this fund mainly consists of incremental property taxes.

In 2003, the City entered into Intergovernmental Agreements (IGAs) with the Park Ridge Park District, Maine Township High School District 207 and Park Ridge-Niles Consolidated Community School District 64 which called for payments to each entity based upon the activity within the TIF District. Final IGA payments are due December 2028. Final debt payments for the Uptown TIF development are due in December 2024.



City of Park Ridge
Fiscal Year 2022 Budget
Uptown TIF Fund

	FY2020 Actual	FY2021 Actual	SY2021 Amended Budget	SY2021 Projected	FY2022 Budget
Revenues					
<i>Taxes</i>					
Property Tax Current	\$ 3,331,081	\$ 4,566,804	\$ 2,130,000	\$ 2,242,694	\$ 4,400,408
Property Tax Prior	52,004	7,193	2,500	-	-
<i>Interest Income</i>					
Interest on Investments	39,080	4,244	-	955	1,432
Total Revenues	\$ 3,422,165	\$ 4,578,241	\$ 2,132,500	\$ 2,243,649	\$ 4,401,840
Expenditures					
<i>Contractual Services</i>					
General Contractual Services	407,144	507,371	505,000	470,307	491,706
General Counsel	850	1,800	5,000	-	-
Total Expenditures	\$ 407,994	\$ 509,171	\$ 510,000	\$ 470,307	\$ 491,706
Excess (Deficiency) of					
Revenues Over Expenditures	3,014,170	4,069,070	1,622,500	1,773,342	3,910,134
Other Financing Sources (Uses)					
Transfers In	-	-	-	-	-
Transfers Out	(2,359,911)	(2,924,901)	(3,303,059)	(3,453,058)	(2,943,788)
Total Other Financing Sources (Uses)	(2,359,911)	(2,924,901)	(3,303,059)	(3,453,058)	(2,943,788)
Net Income (Loss)	654,259	1,144,169	(1,680,559)	(1,679,716)	966,346
Beginning Fund Balance	5,260,712	5,914,971	7,059,140	7,059,140	5,379,424
Ending Fund Balance	\$ 5,914,971	\$ 7,059,140	\$ 5,378,581	\$ 5,379,424	\$ 6,345,770



Illinois Municipal Retirement Fund- IMRF

Description

The Illinois Municipal Retirement Fund (IMRF) is a special revenue fund used to account for property tax revenue levied for the purpose of funding IMRF pension obligations. Pension payments are remitted to IMRF on a monthly basis based on actual payroll costs. The City's calendar year 2022 IMRF rate is 5.54% of covered payroll.



City of Park Ridge
Fiscal Year 2022 Budget
IMRF Fund

	FY2020 Actual	FY2021 Actual	SY2021 Amended Budget	SY2021 Projected	FY2022 Budget
Revenues					
<i>Taxes</i>					
Property Tax Current	\$ 755,159	\$ 730,151	\$ 317,000	\$ 342,826	\$ 533,777
<i>Intergovernmental</i>					
Personal Property Replacement Tax	26,877	33,922	14,600	20,010	33,972
<i>Interest Income</i>					
Interest on Investments	558	-	-	14	21
Total Revenues	\$ 782,594	\$ 764,073	\$ 331,600	\$ 362,850	\$ 567,770
Expenditures					
<i>Personnel Services</i>					
Pension Payments	625,824	810,036	548,000	557,986	579,747
Total Expenditures	\$ 625,824	\$ 810,036	\$ 548,000	\$ 557,986	\$ 579,747
Excess (Deficiency) of					
Revenues Over Expenditures	156,770	(45,964)	(216,400)	(195,136)	(11,977)
Other Financing Sources (Uses)					
Transfers In	-	-	-	-	-
Contribution from Sewer	19,608	31,873	23,555	23,555	35,556
Contribution from Enterprise	39,755	62,464	46,182	46,182	46,442
Contribution from Parking	8,131	12,900	-	-	-
Transfers Out	(396,481)	-	-	-	-
Total Other Financing Sources (Uses)	\$ (328,987)	\$ 107,237	\$ 69,737	\$ 69,737	\$ 81,998
Net Income (Loss)	(172,218)	61,273	(146,663)	(125,399)	70,021
Beginning Fund Balance	278,466	106,248	167,522	167,522	42,123
Ending Fund Balance	\$ 106,248	\$ 167,522	\$ 20,859	\$ 42,123	\$ 112,144



Federal Insurance Contributions Act (FICA) Fund

Description

The Federal Insurance Contributions Act (FICA) Fund is a special revenue fund used to account for property tax revenue levied for the purpose of funding the City's FICA obligations. Payments, including the employee and employer portion, are remitted to the federal government on a bi-weekly basis, based on actual payroll costs.



City of Park Ridge
Fiscal Year 2022 Budget
FICA Fund

	FY2020 Actual	FY2021 Actual	SY2021 Amended Budget	SY2021 Projected	FY2022 Budget
Revenues					
<i>Taxes</i>					
Property Tax Current	\$ 773,865	\$ 805,949	\$ 345,000	\$ 373,361	\$ 891,286
<i>Interest Income</i>					
Interest on Investments	1,587	2	-	93	139
Total Revenues	\$ 775,453	\$ 805,951	\$ 345,000	\$ 373,454	\$ 891,425
Expenditures					
<i>Personnel Services</i>					
Pension Payments	855,128	868,697	632,979	633,000	1,004,521
Total Expenditures	\$ 855,128	\$ 868,697	\$ 632,979	\$ 633,000	\$ 1,004,521
Excess (Deficiency) of Revenues Over Expenditures	(79,676)	(62,746)	(287,979)	(259,546)	(113,096)
Other Financing Sources (Uses)					
Transfers In	-	-	-	-	-
Contribution from Sewer	26,133	27,613	21,325	21,325	49,101
Contribution from Enterprise	52,984	54,117	41,813	41,813	64,134
Contribution from Parking	10,836	11,176	-	-	-
Transfers Out	-	-	-	-	-
Total Other Financing Sources (Uses)	\$ 89,953	\$ 92,906	\$ 63,138	\$ 63,138	\$ 113,235
Net Income (Loss)	10,277	30,160	(224,841)	(196,408)	139
Beginning Fund Balance	722,497	732,774	762,934	762,934	566,526
Ending Fund Balance	\$ 732,774	\$ 762,934	\$ 538,093	\$ 566,526	\$ 566,665



Description

The Municipal Waste Fund is a special revenue fund used to account for the City's garbage collection program. The primary revenue source for this fund is an annual property tax levy.



City of Park Ridge
Fiscal Year 2022 Budget
Municipal Waste Fund

	FY2020 Actual	FY2021 Actual	SY2021 Amended Budget	SY2021 Projected	FY2022 Budget
Revenues					
<i>Taxes</i>					
Property Tax Current	\$ 2,781,828	\$ 3,093,174	\$ 1,400,000	\$ 1,459,667	\$ 3,212,156
<i>Interest Income</i>					
Interest on Investments	1,274	1	-	48	72
Total Revenues	\$ 2,783,103	\$ 3,093,176	\$ 1,400,000	\$ 1,459,715	\$ 3,212,228
Expenditures					
<i>Salaries and Wages</i>					
Regular Salaries	49,627	52,130	30,106	30,000	-
Employee Benefits - HMO	6,182	5,244	2,924	-	-
Employee Benefits - PPO	2,559	2,384	1,259	-	-
Employee Benefits - Life	68	74	30	-	-
Employee Benefits - Dental	562	538	210	-	-
Employee Benefits - Programming	39	37	17	-	-
<i>Contractual Services</i>					
Scavenger Service	2,840,728	2,892,426	2,043,603	2,041,208	3,122,156
Refuse Disposal	72,498	95,516	60,000	44,538	90,000
Total Expenditures	\$ 2,972,264	\$ 3,048,349	\$ 2,138,149	\$ 2,115,746	\$ 3,212,156
Excess (Deficiency) of					
Revenues Over Expenditures	(189,161)	44,827	(738,149)	(656,031)	72
Other Financing Sources (Uses)					
Transfers In	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Other Financing Sources (Uses)	\$ -	\$ -	\$ -	\$ -	\$ -
Net Income (Loss)	(189,161)	44,827	(738,149)	(656,031)	72
Beginning Fund Balance	817,188	628,027	672,853	672,853	16,822
Ending Fund Balance	\$ 628,027	\$ 672,853	\$ (65,296)	\$ 16,822	\$ 16,894



Description

The Asset Forfeiture Fund is a special revenue fund created to account for the receipts of state remitted asset forfeitures and seizures, federally remitted asset forfeitures and seizures and DUI fines. Revenues and expenditures are tracked by source and category to ensure monies spent comply with local, state and federal statutes.



City of Park Ridge
Fiscal Year 2022 Budget
Asset Forfeiture Fund

	FY2020 Actual	FY2021 Actual	SY2021 Amended Budget	SY2021 Projected	FY2022 Budget
Revenues					
<i>Fines and Forfeitures</i>					
State Drug Seizure Receipts	\$ -	\$ 824	\$ -	\$ -	\$ -
State Asset Forfeiture Receipts	1,110	4,477	-	-	-
DUI Fine Receipts	1,981	1,422	-	-	-
Federal Forfeiture Receipts	170	6	-	-	-
<i>Interest Income</i>					
Interest on Investments	239	-	-	17	26
Total Revenues	\$ 3,500	\$ 6,729	\$ -	\$ 17	\$ 26
Expenditures					
<i>Salaries and Wages</i>					
Overtime	-	-	1,399	1,399	-
<i>Supplies and Materials</i>					
DUI Materials	-	-	48,601	48,600	-
Drug Materials	-	499	40,000	40,000	-
State Asset Forfeiture Expenditure	2,500	50	18,000	18,000	-
Federal Forfeiture Expenditure	24,167	-	20,000	20,000	-
Total Expenditures	\$ 26,667	\$ 549	\$ 128,000	\$ 127,999	\$ -
Excess (Deficiency) of					
Revenues Over Expenditures	(23,167)	6,180	(128,000)	(127,982)	26
Other Financing Sources (Uses)					
Transfers In	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Other Financing Sources (Uses)	\$ -	\$ -	\$ -	\$ -	\$ -
Net Income (Loss)	(23,167)	6,180	(128,000)	(127,982)	26
Beginning Fund Balance	145,949	122,782	128,962	128,962	979
Ending Fund Balance	\$ 122,782	\$ 128,962	\$ 962	\$ 979	\$ 1,005



Description

The Foreign Fire Insurance Fund is a special revenue fund established to account for Foreign Fire tax revenue. The tax is a two-percent charge paid by consumers who purchase fire insurance from companies based outside of Illinois. The tax is collected by the Illinois Municipal League (IML) and state statute requires that these funds be turned over to the Foreign Fire Insurance Board. The Foreign Fire Insurance Board is responsible for voting on appropriate spending of the funds in accordance with state law.

The annual budget reflects funds that have been received and are projected to be available to spend by the Foreign Fire Insurance Board.



City of Park Ridge
Fiscal Year 2022 Budget
Foreign Fire Insurance Fund

	FY2020 Actual	FY2021 Actual	SY2021 Amended Budget	SY2021 Projected	FY2022 Budget
Revenues					
<i>Taxes</i>					
Foreign Fire Insurance Tax	\$ 67,819	\$ 82,890	\$ 70,000	\$ 71,300	\$ 72,000
<i>Interest Income</i>					
Interest on Investments	361	128	-	5	7
Total Revenues	\$ 68,180	\$ 83,018	\$ 70,000	\$ 71,305	\$ 72,007
Expenditures					
<i>Supplies and Material</i>					
Bank/Investment Fees	78,508	85,586	120,000	48,075	85,000
Total Expenditures	\$ 78,508	\$ 85,586	\$ 120,000	\$ 48,075	\$ 85,000
Excess (Deficiency) of Revenues Over Expenditures	(10,328)	(2,568)	(50,000)	23,230	(12,993)
Other Financing Sources (Uses)					
Transfers In	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Other Financing Sources (Uses)	\$ -	\$ -	\$ -	\$ -	\$ -
Net Income (Loss)	(10,328)	(2,568)	(50,000)	23,230	(12,993)
Beginning Fund Balance	64,868	54,541	51,973	51,973	75,203
Ending Fund Balance	\$ 54,540	\$ 51,973	\$ 1,973	\$ 75,203	\$ 62,210



Description

Debt Service Funds account for the accumulation of resources for the payment of general long-term debt principal, interest and related costs. The City currently has two active debt service funds; both issues relate to the Uptown TIF. Currently, the City abates the property tax levy related to each of these debt issuances and utilizes property tax increment generated by the Uptown TIF Fund to pay principal and interest payments on the outstanding debt.

Debt Service Fund 2015A accounts for principal and interest payments on debt that was originally issued in 2005 to fund projects within the TIF District. The last payment is due December 1, 2024.

Debt Service Fund 2016 accounts for principal and interest payments on debt that was originally issued in 2006 to fund projects within the TIF District. The last payment is due December 1, 2024.



City of Park Ridge
Fiscal Year 2022 Budget
Debt Service 2012B Fund

	FY2020 Actual	FY2021 Actual	SY2021 Amended Budget	SY2021 Projected	FY2022 Budget
Revenues					
<i>Interest Income</i>					
Interest on Investments	\$ 36	\$ -	\$ -	\$ -	\$ -
Total Revenues	\$ 36	\$ -	\$ -	\$ -	\$ -
Expenditures					
<i>Debt Service</i>					
Bond Interest	8,348	-	-	-	-
Bond Principal	315,000	-	-	-	-
Total Expenditures	\$ 323,348	\$ -	\$ -	\$ -	\$ -
Excess (Deficiency) of Revenues Over Expenditures	(323,312)	-	-	-	-
Other Financing Sources (Uses)					
Transfers In	396,481	-	-	-	-
Transfers Out	-	-	-	-	-
Total Other Financing Sources (Uses)	\$ 396,481	\$ -	\$ -	\$ -	\$ -
Net Income (Loss)	73,169	-	-	-	-
Beginning Fund Balance	(73,169)	-	-	-	-
Ending Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -



City of Park Ridge
Fiscal Year 2022 Budget
Debt Service 2015A Fund

	FY2020 Actual	FY2021 Actual	SY2021 Amended Budget	SY2021 Projected	FY2022 Budget
Revenues					
<i>Interest Income</i>					
Interest on Investments	\$ 20,066	\$ -	\$ -	\$ -	\$ -
Total Revenues	\$ 20,066	\$ -	\$ -	\$ -	\$ -
Expenditures					
<i>Debt Service</i>					
Bond Interest	180,300	172,050	150,000	150,000	121,350
Bond Principal	275,000	735,000	955,000	955,000	980,000
Total Expenditures	\$ 455,300	\$ 907,050	\$ 1,105,000	\$ 1,105,000	\$ 1,101,350
Excess (Deficiency) of Revenues Over Expenditures	(435,234)	(907,050)	(1,105,000)	(1,105,000)	(1,101,350)
Other Financing Sources (Uses)					
Transfers In	409,770	878,867	1,105,000	1,105,000	1,101,350
Transfers Out	-	-	-	-	-
Total Other Financing Sources (Uses)	\$ 409,770	\$ 878,867	\$ 1,105,000	\$ 1,105,000	\$ 1,101,350
Net Income (Loss)	(25,464)	(28,183)	-	-	-
Beginning Fund Balance	53,647	28,183	-	-	-
Ending Fund Balance	\$ 28,183	\$ -	\$ -	\$ -	\$ -



City of Park Ridge
Fiscal Year 2022 Budget
Debt Service 2016 Fund

	FY2020 Actual	FY2021 Actual	SY2021 Amended Budget	SY2021 Projected	FY2022 Budget
Revenues					
<i>Taxes</i>					
Property Tax	\$ 95,495	\$ -	\$ -	\$ -	\$ -
Total Revenues	\$ 95,495	\$ -	\$ -	\$ -	\$ -
Expenditures					
<i>Debt Service</i>					
Bond Interest	176,823	141,600	108,059	108,059	77,438
Bond Issuance Costs	-	-	-	-	-
Bond Principal	1,990,000	1,895,000	1,730,000	1,730,000	1,765,000
Total Expenditures	\$ 2,166,823	\$ 2,036,600	\$ 1,838,059	\$ 1,838,059	\$ 1,842,438
Excess (Deficiency) of					
Revenues Over Expenditures	(2,071,328)	(2,036,600)	(1,838,059)	(1,838,059)	(1,842,438)
Other Financing Sources (Uses)					
Transfers In	1,950,141	2,046,035	1,838,059	1,838,059	1,842,438
Transfers Out	-	-	-	-	-
Total Other Financing Sources (Uses)	\$ 1,950,141	\$ 2,046,035	\$ 1,838,059	\$ 1,838,059	\$ 1,842,438
Net Income (Loss)	(121,187)	9,435	-	-	-
Beginning Fund Balance	111,752	(9,435)	-	-	-
Ending Fund Balance	\$ (9,435)	\$ (0)	\$ -	\$ -	\$ -



Description

The Parking Fund is an enterprise fund used to account for the revenue and expenses associated with the maintenance of the City's surface and commuter lots. Revenue is generated from daily charges, lease agreements and parking meters.

Changes were made to parking regulations in recent years to optimize available parking for commuters, restaurants and retail. These changes, combined with significant changes in parking patterns due to the COVID-19 pandemic, have resulted in a deficit in the Parking Fund. Based upon generally accepted accounting principles, as well as guidance from the City's financial auditors, this fund was collapsed at the end of SY2021; going forward, all parking related revenues and expenditures will be reflected in the City's General Fund.



City of Park Ridge
Fiscal Year 2022 Budget
Parking Fund

	FY2020 Actual	FY2021 Actual	SY2021 Amended Budget	SY2021 Projected	FY2022 Budget
Revenues					
<i>Intergovernmental</i>					
Federal Grants	\$ -	\$ -	\$ -	\$ 650,000	\$ -
<i>Fines and Forfeitures</i>					
Parking Meter Fines	92,647	27,770	15,000	82,000	-
Parking Violation - Adjudication	3,028	750	500	1,800	-
<i>Charges for Services</i>					
Parking Meters	51,981	10,562	20,000	15,688	-
Parking Pay Stations - Dee Road	61,800	4,992	30,000	6,990	-
Parking Pay Stations - Uptown	80,123	3,066	40,000	5,154	-
Unmetered Parking	60,642	38,483	30,000	36,900	-
<i>Other</i>					
Miscellaneous	-	-	-	-	-
Total Revenues	\$ 350,221	\$ 85,623	\$ 135,500	\$ 798,532	\$ -
Expenses					
<i>Personnel Services</i>					
Regular Salaries	123,630	105,330	-	-	-
Overtime	-	-	-	-	-
Employee Benefits - PPO	16,462	14,683	-	-	-
Employee Benefits - HMO	6,814	6,676	-	-	-
Employee Benefits -Life	180	208	-	-	-
Employee Benefits -Dental	1,497	1,507	-	-	-
Employee Benefits -Programming	104	104	-	-	-
Pension Payments	3,288	(19,486)	-	-	-
OPEB Expense	25,299	19,290	-	-	-
<i>Contractual Services</i>					
Citation Fees	5,506	1,952	1,500	2,076	-
Building Maintenance - Dee Road Depot	20,259	16,888	10,000	3,891	-
Real Property Rental	11,908	4,962	7,500	7,938	-
Bank Services Charges	2,560	317	1,000	358	-
General Contractual Services	44,897	61,993	50,000	-	-
Contractual Services - Property Tax	18,434	25,543	11,000	13,676	-
Electricity	4,936	5,515	3,000	3,000	-
<i>Supplies and Materials</i>					
Materials	3,798	4,044	7,300	3,000	-
<i>Capital Outlay</i>					
Parking Lot Construction	-	-	355,700	1,160,000	-
<i>Other</i>					
Bad Debt Expense	5	-	-	-	-
Total Expenses	\$ 289,576	\$ 249,526	\$ 447,000	\$ 1,193,939	\$ -
Operating Income (Loss)	60,645	(163,902)	(311,500)	(395,407)	-



City of Park Ridge
Fiscal Year 2022 Budget
Parking Fund

	FY2020 Actual	FY2021 Actual	SY2021 Amended Budget	SY2021 Projected	FY2022 Budget
Other Financing Sources (Uses)					
Contributions	-	-	510,000	1,338,755	-
Transfers In	-	-	-	-	-
Transfers Out	(88,576)	(97,921)	-	-	-
Total Other Financing Sources (Uses)	(88,576)	(97,921)	510,000	1,338,755	-
Change in Net Position	(27,931)	(261,823)	198,500	943,348	-
Beginning Net Position	(653,594)	(681,525)	\$ (943,348)	\$ (943,348)	\$ -
Ending Net Positon	\$ (681,525)	\$ (943,348)	\$ (744,848)	\$ -	\$ -



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Description

The Water Fund is an enterprise fund that accounts for the revenue and expenses associated with the transmission, treatment, storage and sale of water to residential, commercial and industrial customers within the City.

The City is a wholesale purchaser of water from the City of Chicago. The City's water rate has two components; the variable water rate accounts for the purchase of water from the City of Chicago and the transmission of the water to residents, the fixed rate covers operations and maintenance costs.



City of Park Ridge
Fiscal Year 2022 Budget
Water Fund

	FY2020 Actual	FY2021 Actual	SY2021 Amended Budget	SY2021 Projected	FY2022 Budget
Revenues					
<i>Charges for Services</i>					
Fixed Charge	\$ 1,438,049	\$ 1,429,310	\$ 970,000	\$ 976,000	\$ 1,439,477
Water Sales	8,592,061	8,820,782	6,350,000	6,389,927	9,124,581
City of Chicago Water Sales	(6,394)	(4,100)	-	-	-
Water Meters	16,481	32,883	10,000	24,049	25,000
<i>Interest Income</i>					
Interest on Investments	26,851	2,865	800	350	525
<i>Other</i>					
Miscellaneous	22,745	13,707	8,000	8,000	12,000
Total Revenues	\$ 10,089,794	\$ 10,295,447	\$ 7,338,800	\$ 7,398,326	\$ 10,601,583
Expenses					
Water Administration					
<i>Personnel Services</i>					
Regular Salaries	94,071	117,759	72,651	72,651	111,475
Overtime	5,286	4,538	3,500	3,500	5,000
Employee Benefits - PPO	80,494	70,269	44,570	44,570	53,792
Employee Benefits - HMO	33,318	31,948	19,200	19,200	30,538
Employee Benefits - Life	882	995	457	457	189
Employee Benefits - Dental	7,322	7,214	3,200	3,200	5,388
Employee Benefits - Programming	509	498	263	263	-
Pension Payments	35,074	(136,193)	-	-	-
OPEB Expense	34,433	7,743	-	-	-
<i>Contractual Services</i>					
Data Processing Services	21,079	22,255	15,000	15,051	23,000
Postal Charges	33,146	34,351	26,500	19,400	36,000
Bank Service Charges	23,253	38,676	28,000	25,000	41,000
Bank Trustee Fees	-	750	750	750	750
<i>Debt Service</i>					
Bond Interest	150,837	130,875	77,567	77,567	97,975
Water Supply and Treatment					
<i>Contractual Services</i>					
Testing	6,020	7,625	6,000	6,000	12,000
Building Maintenance	-	-	-	-	-
Training	160	368	1,400	1,400	2,000
Membership Dues	3,846	3,959	4,200	4,200	4,500
General Contractual Services	21,278	22,241	15,000	5,000	25,000
Natural Gas	3,094	3,237	3,000	3,000	3,500
Electricity	81,846	86,283	60,000	60,000	90,000
<i>Supplies and Materials</i>					
Water Purchases - Chicago	5,208,927	5,596,927	4,420,000	4,278,271	5,756,867
Materials	5,046	13,047	8,000	5,000	20,000



City of Park Ridge
Fiscal Year 2022 Budget
Water Fund

	FY2020 Actual	FY2021 Actual	SY2021 Amended Budget	SY2021 Projected	FY2022 Budget
Water Main Services					
<i>Personnel Services</i>					
Regular Salaries	566,377	590,503	386,346	386,346	679,033
Extra Help	20,017	9,398	6,750	13,500	18,000
Overtime	91,569	111,950	84,000	84,000	125,000
Uniforms	8,910	7,725	6,000	6,000	9,000
<i>Contractual Services</i>					
Water Surveys	25,530	19,320	30,000	30,000	30,000
General Contractual Services	6,211	4,229	16,000	16,000	25,000
<i>Supplies and Materials</i>					
Materials	195,190	238,728	161,750	155,000	240,000
<i>Capital Outlay</i>					
Water Main Infrastructure	1,581,312	826,758	1,000,000	1,000,000	1,000,000
Water Meter Services					
<i>Contractual Services</i>					
Telecommunications	1,524	3,298	2,700	2,700	7,500
General Contractual Services	3,621	3,764	40,000	40,000	5,000
Electricity	1,065	3,407	2,600	2,600	3,000
<i>Supplies and Materials</i>					
Meters	28,965	25,708	12,000	12,000	25,000
<i>Capital Outlay</i>					
Advanced Metering Infrastructure	1,027,284	2,418,099	950,000	1,334,354	-
Total Expenses	\$ 9,407,496	\$ 10,328,250	\$ 7,507,404	\$ 7,726,980	\$ 8,485,507
Operating Income (Loss)	682,298	(32,803)	(168,604)	(328,654)	2,116,076
Other Financing Sources (Uses)					
Transfers In	-	-	-	-	-
Transfers Out	(1,315,636)	(1,361,288)	(1,004,328)	(1,004,328)	(1,478,420)
Total Other Financing Sources (Uses)	\$ (1,315,636)	\$ (1,361,288)	\$ (1,004,328)	\$ (1,004,328)	\$ (1,478,420)
Changes in Net Position	(633,338)	(1,394,091)	(1,172,932)	(1,332,982)	637,656
Beginning Net Position**	6,725,759	6,092,421	4,698,330	4,698,330	3,365,348
Ending Net Position	\$ 6,092,421	\$ 4,698,330	\$ 3,525,398	\$ 3,365,348	\$ 4,003,004

**FY2020 Beginning Net Position as restated



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Description

The Sewer Fund is an enterprise fund that accounts for revenue and expenses associated with the inspection, cleaning, maintenance and improvement, of sanitary sewer mains and connections, catch basins, drains, lift stations and manholes that feed into the Metropolitan Water Reclamation District of Greater Chicago (MWRDGC) interceptors.



City of Park Ridge
Fiscal Year 2022 Budget
Sewer Fund

	FY2020 Actual	FY2021 Actual	SY2021 Amended Budget	SY2021 Projected	FY2022 Budget
Revenues					
<i>Intergovernmental</i>					
Grant - MWRD	\$ -	\$ -	\$ 950,000	\$ 950,000	\$ -
<i>Charges for Services</i>					
Sewer Charge	1,581,242	1,632,881	1,180,000	1,165,000	1,578,000
Fixed Charge	267,731	267,780	180,000	173,000	264,000
<i>Interest Income</i>					
Interest on Investments	15,015	2,245	400	387	581
<i>Other</i>					
In Lieu of Detention	38,708	44,960	10,000	61,661	41,000
Total Revenues	\$ 1,902,696	\$ 1,947,866	\$ 2,320,400	\$ 2,350,048	\$ 1,883,581
Expenses					
<i>Personnel Services</i>					
Regular Salaries	\$ 334,854	\$ 348,611	\$ 252,736	\$ 252,736	\$ 514,475
Extra Help	17,255	11,786	9,000	3,000	24,000
Overtime	33,526	42,217	26,000	16,000	45,000
Employee Benefits - HMO	39,702	35,659	24,540	24,540	38,920
Employee Benefits - PPO	16,433	16,212	10,572	10,572	30,538
Employee Benefits - Life	435	505	252	252	773
Employee Benefits - Dental	3,611	3,661	1,762	1,762	3,910
Employee Benefits - Programming	251	252	145	145	-
Uniforms	3,000	3,000	2,600	2,600	4,000
Pension Payments	5,945	(67,097)	5,000	5,000	7,500
OPEB Expense	(422,804)	6,917	5,000	5,000	7,500
<i>Contractual Services</i>					
Bank Trustee Fees	-	500	-	-	500
General Contractual Services	235,556	192,976	223,516	65,000	250,000
Sewer Cleaning and Televising	-	4,000	6,600	6,600	10,000
Electricity	25,413	26,803	33,000	33,000	50,000
<i>Supplies and Materials</i>					
Materials	72,774	73,863	72,000	42,000	100,000
<i>Debt Service</i>					
Bond Interest	111,613	101,437	62,700	62,700	84,600
<i>Capital Outlay</i>					
Sewer Construction	-	-	10,266	-	-
Sewer Improvement Project	-	-	2,200,000	2,000,000	300,000
Sewer Lining Improvements	539,466	1,152,362	600,000	600,000	600,000
Total Expenses	\$ 1,017,029	\$ 1,953,665	\$ 3,545,689	\$ 3,130,907	\$ 2,071,716
Operating Income (Loss)	885,666	(5,799)	(1,225,289)	(780,859)	(188,135)
Other Financing Sources (Uses)					
Transfers In	-	-	-	-	-
Transfers Out	(322,553)	(309,577)	(294,547)	(294,547)	(387,891)
Total Other Financing Sources (Uses)	\$ (322,553)	\$ (309,577)	\$ (294,547)	\$ (294,547)	\$ (387,891)
Changes in Net Position	563,113	(315,376)	(1,519,836)	(1,075,406)	(576,026)
Beginning Net Position**	3,485,883	4,048,996	3,733,621	3,733,621	2,658,215
Ending Net Position	\$ 4,048,996	\$ 3,733,621	\$ 2,213,785	\$ 2,658,215	\$ 2,082,189

**FY2020 Beginning Net Position as restated



Motor Equipment Replacement Fund- MERF

Description

The Motor Equipment Replacement Fund (MERF) is an internal service fund used to account for the replacement of the City's fleet. The budgeted expenses are capital projects that have been approved in the City's 5-year Capital Improvement Plan (CIP). Revenue within this fund consists of contributions (inter-fund transfers) from the City's General, Water and Sewer Funds.



City of Park Ridge
Fiscal Year 2022 Budget
Motor Equipment & Replacement Fund

	FY2020 Actual	FY2021 Actual	SY2021 Amended Budget	SY2021 Projected	FY2022 Budget
Revenues					
<i>Interest Income</i>					
Interest on Investments	\$ 17,548	\$ 2,381	\$ 400	\$ 353	\$ 530
<i>Other</i>					
Contributions	-	-	-	-	-
Total Revenues	\$ 17,548	\$ 2,381	\$ 400	\$ 353	\$ 530
Expenses					
<i>Capital Outlay</i>					
Motor Equipment	391,618	1,786,780	700,295	667,173	1,030,400
Total Expenses	\$ 391,618	\$ 1,786,780	\$ 700,295	\$ 667,173	\$ 1,030,400
Excess (Deficiency) of					
Revenues Over Expenses:	\$ (374,070)	\$ (1,784,400)	\$ (699,895)	\$ (666,820)	\$ (1,029,870)
Other Financing Sources (Uses):					
Transfers In	1,150,000	422,700	500,000	500,000	747,600
Transfers Out	-	-	-	-	-
Gain/(Loss) on Fixed Assets	54,658	54,692	-	-	-
Total Other Financing Sources (Uses):	\$ 1,204,658	\$ 477,392	\$ 500,000	\$ 500,000	\$ 747,600
Change in Net Position	830,588	(1,307,007)	(199,895)	(166,820)	(282,270)
Beginning Net Position	3,115,019	3,945,607	2,638,599	2,638,599	2,471,779
Ending Net Position	\$ 3,945,607	\$ 2,638,599	\$ 2,438,704	\$ 2,471,779	\$ 2,189,509



Information Technology (IT) Replacement Fund

Description

The Information Technology Maintenance and Replacement Fund is an internal service fund used for maintaining and upgrading the City's technology infrastructure, equipment and software. Contributions (inter-fund transfers) from the City's General, Water and Sewer Funds provide funding for the projects budgeted in this fund. Projects for FY2022, as well as future years, are reflected in the City's 5-year Capital Improvement Plan (CIP).



City of Park Ridge
Fiscal Year 2022 Budget

Information Technology Replacement Fund

	FY2020 Actual	FY2021 Actual	SY2021 Amended Budget	SY2021 Projected	FY2022 Budget
Revenues					
<i>Interest Income</i>					
Interest Income	\$ 1,880	\$ 246	\$ 200	\$ 121	\$ 181
Total Revenues	\$ 1,880	\$ 246	\$ 200	\$ 121	\$ 181
Expenses					
<i>Other</i>					
Contingency	-	-	-	-	-
Software	-	-	-	-	232,475
<i>Capital Outlay</i>					
Computer Equipment	191,432	138,139	248,591	144,706	147,920
Total Expenses	\$ 191,432	\$ 138,139	\$ 248,591	\$ 144,706	\$ 380,395
Excess (Deficiency) of					
Revenues Over Expenses:	\$ (189,552)	\$ (137,893)	\$ (248,391)	\$ (144,585)	\$ (380,214)
Transfers In	350,000	50,000	-	-	65,000
Transfers Out	-	-	-	-	-
Total Other Financing Sources (Uses):	\$ 350,000	\$ 50,000	\$ -	\$ -	\$ 65,000
Change in Net Position	160,448	(87,893)	(248,391)	(144,585)	(315,214)
Beginning Net Position	962,259	1,122,707	1,034,814	1,034,814	890,229
Ending Net Position	\$ 1,122,707	\$ 1,034,814	\$ 786,423	\$ 890,229	\$ 575,015



Description

The Employee Benefits Fund is an Internal Service Fund that accounts for the City's costs of providing health, dental, wellness and other related benefits to City and Library employees and retirees.

The fund receives annual contributions (inter-fund transfers) from the General, Water, Sewer and Library Funds. Contributions are based on the City's cost of providing benefits to the employees whose salary is charged to these funds.

An adequate fund balance is maintained in the Employee Benefits Fund to ensure adequate funding in the event of unexpected census changes, adverse claims experience, and to provide a predictable and stable funding schedule.



City of Park Ridge
Fiscal Year 2022 Budget
Employee Benefits Fund

	FY2020 Actual	FY2021 Actual	SY2021 Amended Budget	SY2021 Projected	FY2022 Budget
Revenues					
<i>Interest Income</i>					
Interest on Investments	\$ 897	\$ 2	\$ -	\$ 142	\$ 213
<i>Miscellaneous</i>					
Employee Contributions	500,069	509,184	375,000	375,000	494,981
Employer Contributions	3,671,631	3,405,774	2,000,000	2,000,000	3,202,565
Retiree Contributions	415,938	431,066	325,000	325,000	537,169
COBRA Premiums	22,852	33,376	-	-	-
Miscellaneous	3,900	-	-	-	-
Total Revenues	\$ 4,615,287	\$ 4,379,402	\$ 2,700,000	\$ 2,700,142	\$ 4,234,928
Expenses					
<i>Benefits</i>					
Employee Benefits - PPO	2,677,507	2,789,425	1,950,000	1,924,416	2,875,979
Employee Benefits - HMO	1,179,762	1,176,404	840,000	748,972	1,122,251
Employee Benefits - Life	25,971	26,775	20,000	17,647	26,852
Employee Benefits - Dental	220,049	204,168	140,000	135,544	189,183
Employee Benefits - Flex Spending	4,310	4,150	3,500	2,700	4,500
Employee Benefits - Vision	17,138	19,107	13,500	13,523	20,449
IPBC Benefit Fund	(262,619)	(207,458)	-	-	-
Employee Benefits - Programming	6,975	2,210	8,000	-	-
Total Expenses	\$ 3,869,094	\$ 4,014,782	\$ 2,975,000	\$ 2,842,802	\$ 4,239,214
Excess (Deficiency) of					
Revenues Over Expenses:	\$ 746,193	\$ 364,621	\$ (275,000)	\$ (142,660)	\$ (4,286)
Transfers In	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Other Financing Sources (Uses):	\$ -	\$ -	\$ -	\$ -	\$ -
Change in Net Position	746,193	364,621	(275,000)	(142,660)	(4,286)
Beginning Net Position	990,728	1,736,921	2,101,541	2,101,541	1,958,881
Ending Net Position	\$ 1,736,921	\$ 2,101,541	\$ 1,826,541	\$ 1,958,881	\$ 1,954,595



City of Park Ridge
Fiscal Year 2022 Budget
Capital Improvements & Equipment Fund

Description

The Capital Improvements & Equipment Fund was established to account for the expenditure of revenues dedicated to the improvement and maintenance of the City's non-enterprise buildings, equipment and infrastructure. The budgeted expenditures are capital projects that have been approved in the 5-year Capital Improvement Plan (CIP). Revenue reflected in the fund consists of contributions (inter-fund transfers) from the General Fund.



City of Park Ridge
Fiscal Year 2022 Budget
Capital Improvement & Equipment Fund

	FY2020 Actual	FY2021 Actual	SY2021 Amended Budget	SY2021 Projected	FY2022 Budget
Revenues					
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditures					
<i>Other</i>					
Contingency	\$ -	\$ -	\$ 340,000	\$ -	\$ -
<i>Capital Outlay</i>					
Building/Building Improvements	-	218,302	365,000	105,000	1,785,000
Machinery and Equipment	-	130,595	319,184	294,184	-
Sidewalk Repairs	-	145,854	174,639	160,000	175,000
Alley Restoration	-	78,826	90,361	90,361	410,000
Alley Paving	-	17,145	30,240	30,240	-
Total Expenditures	\$ -	\$ 590,722	\$ 1,319,424	\$ 679,785	\$ 2,370,000
Excess (Deficiency) of					
Revenues Over Expenses:	\$ -	\$ (590,722)	\$ (1,319,424)	\$ (679,785)	\$ (2,370,000)
Other Financing Sources (Uses):					
Transfers In	-	590,722	695,000	695,000	2,370,000
Transfers Out	-	-	-	-	-
Total Other Financing Sources (Uses):	\$ -	\$ 590,722	\$ 695,000	\$ 695,000	\$ 2,370,000
Change in Net Position	-	-	(624,424)	15,215	-
Beginning Net Position	-	-	-	-	15,215
Ending Net Position	\$ -	\$ -	\$ (624,424)	\$ 15,215	\$ 15,215



Discretely Presented Component Unit - Library

Description

Discretely presented component units are separate legal entities that meet the component unit criteria but do not meet the blending criteria.

The Park Ridge Public Library has a separately appointed board which annually determines its budget and resulting tax levy. The City lends its home-rule authority to the Library to allow the Library to increase its tax levy beyond the amount limited by law. Upon approval of the City, the Library levy is submitted to Cook County.

The Library carries no debt. The Library may not issue bonded debt without the City's approval and the debt would be issued by the City.

The City owns the land and building the Library operates in and serves as a landlord. As such, the Library is required to get City approval for Capital Improvement Projects for the building.



The Library's Vision, Mission, Values, and Strategic Plan were updated in fall 2020

Library Vision

The Park Ridge Public Library facilitates the goals and aspirations of the individual and our community. Our Library creates the intersection of engagement, information, tradition, and innovation.

Library Mission

We are the Park Ridge Library. We are a trusted and valued community partner that engages and strengthens its community by fostering personal growth in learning by providing opportunities to connect, inform, innovate, and grow.

Library Values

Access

All information resources that are provided directly or indirectly by the library, regardless of technology, format, or methods of delivery, should be readily, equally, and equitably accessible to all community members and library card holders.

Education and Lifelong Learning

PRPL promotes the creation, maintenance, and enhancement of a learning society, providing a repository of information so the community and individuals can pursue education or informational desires/interests.

Expertise

We are relentless in our efforts to better understand our community, collections and patrons – listening and being responsive to them.

Innovation

Our library is not static. We are always learning and constantly exploring new ways of doing things better and doing better things.

Intellectual Freedom

We uphold the principles of intellectual freedom and resist all efforts to censor library resources.

Service

We provide the highest level of service to all library users – community members, organizations, government and businesses.

Trusted Source

The library serves as an ethical and neutral publicly-sourced asset that belongs to everyone.

2021-2025 Initiatives

Encourage individual growth and lifelong learning

- Strengthen equitable, diverse and inclusive (EDI) collections with materials that expand our perspective with experiences beyond our own
- Grow digital offerings including virtual programs and resources
- Anticipate and respond to remote and postponed learning needs
- Lead Green as convener, researcher, and public example
- Support community leaders
- Complete long-term facilities plan focusing on equity of access, efficiency and green initiatives
- Research grants for green library facility updates

Build up a strong workforce and local businesses

- Enhance and expand impactful services for job seekers
- Increase assistance to local small business establishment and development

Align with strategy and set the stage for development

- Evaluate policies, procedures, programs, partnerships, staffing, reports, facility use and budgets to align with the updated vision, mission and strategy
- Develop and launch engagement strategy and action plan to increase partnerships, build relationships and more
- Cultivate outcomes focus for planning, assessment and reporting to show that what the library is doing is making a difference
- Shift the library’s public narrative to the stories of impact that result from the plan

Develop civic education for an informed and engaged citizenry

- Seek out partners and experts to create a civic awareness and engagement initiative
- Support teens and young adults
- Support adults
- Expand the Park Ridge Community Network with opportunities to connect and build community, including supporting mental health

Library Usage: We are a community of readers

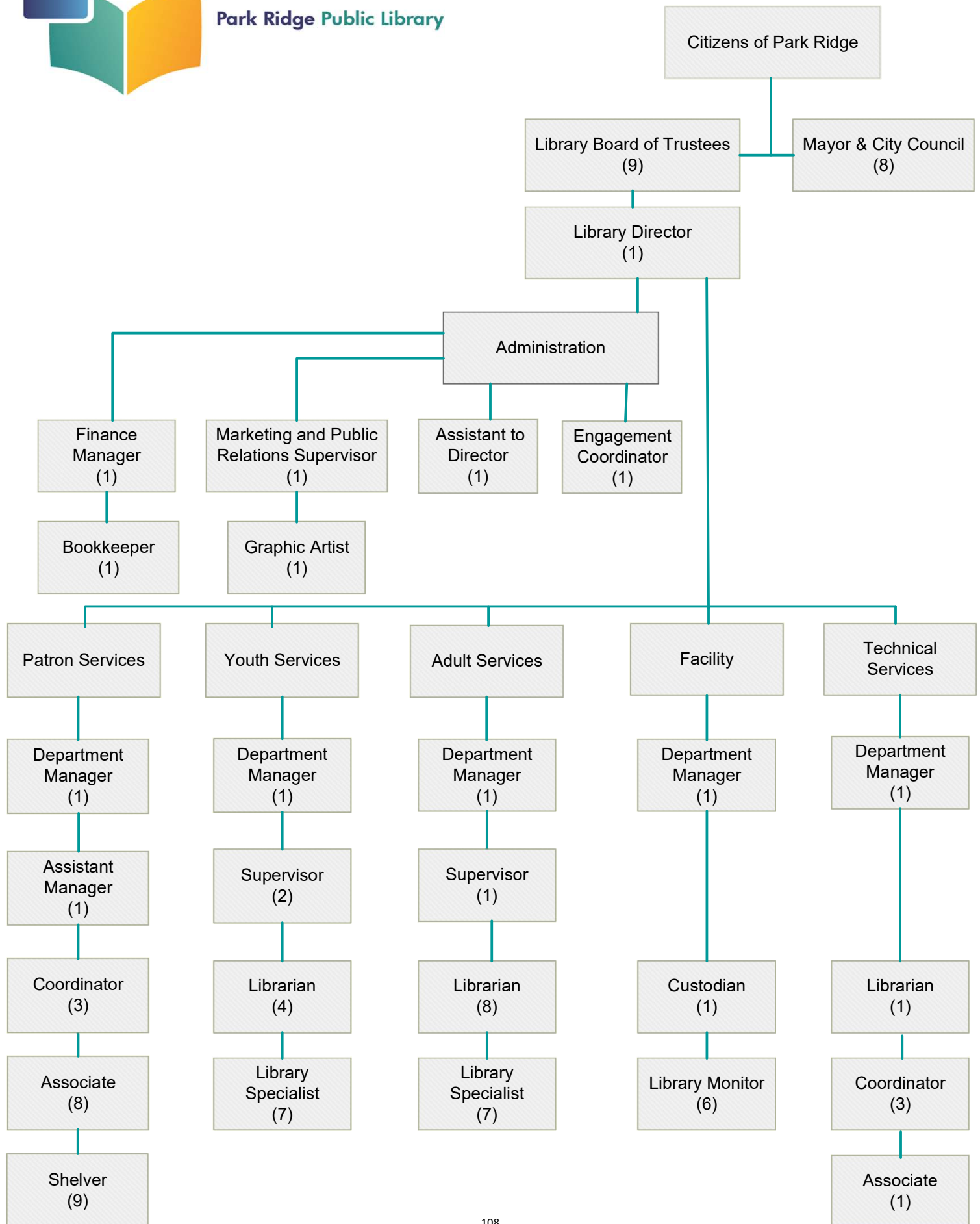
During FY21, the Library staff and administration pivoted based on the advice of public health officials to continue to bring the Library to the community and connect with users.

18,711 registered borrowers	174,648 Wi-Fi sessions
406,978 items borrowed	260,934 virtual visits to parkridgelibrary.org
255,490 electronic content uses	11,176 virtual program attendees
47,080 days spent reading for reading clubs for all ages	49, 842 reference questions answered

Last fiscal year, the Library provided the residents of Park Ridge an estimated \$11.2 million of value. A household that borrows 10 books and movies a month, rather than purchasing them, saves about \$150 over \$1,800 a year. Visit <https://www.parkridgelibrary.org/about/library-value-calculator/> for more information.

FY22 Operating Budget Goals:

- Continue work on the initiatives and goals set forth in the new strategic plan.
- Enact salary adjustments based on SY21 staff audit including market benchmarking analysis, changes to minimum wage and relief of minimum wage compression as appropriate exclusion of annual merit increases.
- Continue to address the effects of the ongoing COVID-19 pandemic on usage of Library collections, services, and spaces.





City of Park Ridge
Fiscal Year 2022 Budget
Library Fund

	FY2020 Actual	FY2021 Actual	SY2021 Amended Budget	SY2021 Projected	FY2022 Budget
Revenues					
<i>Taxes</i>					
Property Tax Current	\$ 2,492,506	\$ 4,074,241	\$ 1,735,464	\$ 1,735,464	\$ 4,018,661
Property Tax Prior	24,567	16,683	-	-	-
<i>Intergovernmental</i>					
Personal Property Replacement Tax	72,708	91,751	31,671	31,671	70,000
State Grants	46,850	46,850	46,850	55,283	55,283
<i>Interest Income</i>					
Interest on Investments	18,931	2,051	3,333	3,333	3,333
<i>Other</i>					
Library Other	35,218	157,760	15,000	15,000	15,000
Library Makerspace Revenue	-	-	1,000	1,000	1,000
Contributions	-	13,198	9,515	9,515	15,000
Miscellaneous	76,251	27,635	25,000	25,000	25,000
Promotional Items Revenue	337	-	1,000	1,000	1,000
Collection Agency - Miscellaneous	-	-	1,000	1,000	1,000
Total Revenues	\$ 2,767,368	\$ 4,430,169	\$ 1,869,833	\$ 1,878,266	\$ 4,205,277

Expenditures

Library Administration

Personnel Services

Regular Salaries	342,959	289,953	263,538	187,000	375,245
Employee Benefits - PPO	257,140	209,759	100,435	100,435	222,107
Employee Benefits - HMO	106,435	95,367	42,868	42,868	104,291
Employee Benefits - Life	2,819	2,970	980	980	2,140
Unemployment	11,533	1,691	1,000	1,000	7,000
Employee Benefits - Dental	23,390	21,535	6,859	6,859	18,786
Employee Benefits - Programming	1,626	1,485	563	563	845
Library Recruiting and Testing	1,292	1,200	2,000	1,267	2,500

Contractual Services

Library Data Processing Services	156,460	157,459	95,200	95,200	165,000
Library Member Dues	4,809	1,650	3,333	3,333	6,000
Conferences and Training	29,134	3,901	10,000	4,400	20,000
Equipment Rental - Maintenance	5,553	6,851	5,667	3,000	8,000
Equipment Rental - Postal Machine	1,777	1,919	1,332	600	2,000
Library Consulting Services	19,485	70,353	32,000	31,000	37,000
Public Relations	16,695	6,736	30,500	30,500	18,600
Public Relations Newsletter	16,229	6,770	12,000	12,000	16,000
Library Insurance	6,328	7,101	7,500	7,500	7,500
General Contractual Services - Telephone	9,706	9,672	8,333	8,333	12,500
General Contractual Services - Postage	8,728	9,281	9,667	9,001	12,000
General Contractual Services - Internet	9,680	8,865	8,333	8,333	11,500
General Contractual Services - Printing	5,994	120	6,000	6,000	6,000
General Contractual Services - Programs	-	-	22,000	22,000	24,500
Audit Fees	-	8,200	8,200	8,200	9,000



City of Park Ridge
Fiscal Year 2022 Budget
Library Fund

	FY2020 Actual	FY2021 Actual	SY2021 Amended Budget	SY2021 Projected	FY2022 Budget
General Counsel	20,001	8,548	16,667	2,500	25,000
<i>Supplies and Materials</i>					
Office Supplies - Photocopy	3,614	4,668	3,333	3,333	7,500
Office Supplies - Other Supplies	6,421	2,345	3,867	3,800	5,800
Office Supplies - Furnishings	49,659	6,398	63,650	37,000	65,000
Library Supplies	1,319	24	1,667	500	2,500
Staff Appreciation	-	1,499	1,100	1,100	2,000
Materials	-	28,062	12,000	12,000	30,000
<i>Other</i>					
Library Bank Service Charges	3,005	3,179	2,333	2,333	3,600
<i>Capital Outlay</i>					
Computer Equipment	-	3,687	29,000	15,000	22,500
<i>Debt Service</i>					
Equipment Rental - Lease Payments	-	-	20,000	-	22,000
Library Maintenance					
<i>Personnel Services</i>					
Regular Salaries	138,134	150,743	117,615	98,000	182,730
<i>Contractual Services</i>					
Building Maintenance -General	50,825	50,171	87,333	87,000	101,000
Building Maintenance - Elevator	2,055	4,434	4,333	1,500	6,500
Building Maintenance - HVAC Equipment	18,853	22,540	20,333	24,600	50,000
Natural Gas	7,021	9,817	10,000	3,500	15,000
<i>Supplies and Materials</i>					
Building Supplies	12,926	10,312	13,000	3,400	15,000
<i>Capital Outlay</i>					
Machinery and Equipment	-	28,832	-	-	-
Building/Building Improvements	262,303	619,484	620,000	400,000	275,000
Library Technical Services					
<i>Personnel Services</i>					
Regular Salaries	291,453	286,730	197,077	204,000	243,755
<i>Contractual Services</i>					
Data Processing - OCLC	12,208	13,803	10,333	9,200	15,000
<i>Supplies and Materials</i>					
Library Supplies	8,380	11,674	13,000	6,000	19,500
<i>Capital Outlay</i>					
Machinery and Equipment	75,000	-	-	-	-
Library Adult Reference					
<i>Supplies and Materials</i>					
Library Supplies	195	-	-	-	-
Library Resources - Adult Books Fiction	62,286	-	-	-	-
Library Resources - Periodicals	18,241	-	-	-	-
Library Resources - Microfilm	565	-	-	-	-
Library Resources - Videogames	120,864	-	-	-	-



City of Park Ridge
Fiscal Year 2022 Budget
Library Fund

	FY2020 Actual	FY2021 Actual	SY2021 Amended Budget	SY2021 Projected	FY2022 Budget
Library Youth Services					
<i>Personnel Services</i>					
Regular Wages	499,489	432,910	348,602	291,000	530,283
<i>Contractual Services</i>					
General Contractual Service - Programs	15,439	21,697	21,000	21,000	31,500
<i>Supplies and Materials</i>					
Library Supplies	4,918	2,086	3,667	3,667	5,500
Library Resources - Children Books Fiction	95,435	74,376	50,000	50,000	75,000
Library Resources - Periodicals	1,466	75	1,000	500	1,500
Library Resources - Audiobook Recordings	13,445	13,376	12,667	12,667	19,000
Library Resources - AV/DVD/Bluray	17,198	6,198	16,000	15,574	24,000
Library Resources - Miscellaneous	2,215	-	2,000	1,000	3,000
Library Resources - Videogames	3,457	4,569	4,000	3,000	6,000
Library Resources - E-Books	-	5,491	7,000	7,000	10,500
Library Resources - Recordings Music	-	615	3,333	1,500	5,000
Library Resources - Childrens Books NF	-	23,636	24,333	24,333	36,500
Library Patron Services					
<i>Personnel Services</i>					
Regular Wages	378,782	414,583	309,662	280,000	469,414
<i>Contractual Services</i>					
Data Processing - CLSI	70,890	66,623	74,500	70,600	77,000
<i>Supplies and Materials</i>					
Library Supplies	3,238	8,516	7,200	3,600	7,200
Library Adult Services					
<i>Personnel Services</i>					
Regular Wages	512,565	473,586	384,192	306,000	577,675
<i>Contractual Services</i>					
General Contractual Service - Programs	11,809	14,022	20,000	20,000	30,000
<i>Supplies and Materials</i>					
Library Supplies	2,184	1,324	2,000	1,100	2,500
Library Supplies - Makerspace	-	-	1,000	1,000	1,500
Library Resources - Adult Books Fiction	52,545	58,068	42,667	42,667	64,000
Library Resources - Periodicals	-	13,964	12,000	12,000	15,000
Library Resources - Recording Audiobooks	21,613	16,049	10,667	10,667	16,000
Library Resources - AV/DVD/BL	33,438	37,131	27,000	27,000	40,500
Library Resources - Microfilms	-	1,385	1,333	1,426	2,500
Library Resources - Miscellaneous	-	-	-	-	3,000
Library Resources - Videogames	-	1,841	1,333	1,333	2,000
Library Resources - MWL	21,156	7,105	14,667	8,500	22,000
Library Resources - E-Books	61,137	84,500	59,500	59,500	86,500
Library Resources - YA Games	1,838	-	-	-	-
Library Resources - Recording Music	-	2,161	5,333	5,333	8,000



City of Park Ridge
Fiscal Year 2022 Budget
Library Fund

	FY2020 Actual	FY2021 Actual	SY2021 Amended Budget	SY2021 Projected	FY2022 Budget
Library Resources - Adult Books NF	-	63,023	52,000	52,000	78,000
Library Resources - Online Databases	-	107,974	135,000	135,000	108,000
Total Expenditures	\$ 4,027,357	\$ 4,146,673	\$ 3,578,605	\$ 2,974,105	\$ 4,556,471
Excess (Deficiency) of Revenues Over Expenses:	\$ (1,259,989)	\$ 283,495	\$ (1,708,772)	\$ (1,095,839)	\$ (351,194)
Transfers In	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Other Financing Sources (Uses):	\$ -	\$ -	\$ -	\$ -	\$ -
Change in Net Position	(1,259,989)	283,495	(1,708,772)	(1,095,839)	(351,194)
Beginning Net Position	5,804,849	4,544,860	4,828,355	4,828,355	3,732,516
Ending Net Position	\$ 4,544,860	\$ 4,828,355	\$ 3,119,583	\$ 3,732,516	\$ 3,381,322



Description

The City of Park Ridge's Capital Improvement Plan (CIP) is a multi-year projection of expenditures for a variety of capital projects. The plan provides comprehensive planning and analysis of the long range capital needs of the City. This includes project review, fiscal analysis and prioritization of facility, infrastructure, and major equipment needs of the City. The capital plan is a stand-alone document which is used as a guide when drafting the City's Annual Budget.

City of Park Ridge, Illinois Capital Improvement Plan

05/01/21-12/31/21					05/01/21-12/31/21	01/01/22-12/31/22	01/01/23-12/31/23	01/01/24-12/31/24	01/01/25-12/31/25	
203 - Motor Fuel Tax Fund		Department	Revised Budget SY2021	Forecast SY2021	Budget FY2022	Budget FY2023	Budget FY2024	Budget FY2025		
Street Resurfacing		Public Works	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000		
Rebuild Illinois - Street Resurfacing		Public Works	\$ 600,000	\$ 600,000	\$ 900,000	\$ 900,000	\$ -	\$ -		
203 - Motor Fuel Tax Fund Total			\$ 1,600,000	\$ 1,600,000	\$ 1,900,000	\$ 1,900,000	\$ 1,000,000	\$ 1,000,000		
					05/01/21-12/31/21	05/01/21-12/31/21	01/01/22-12/31/22	01/01/23-12/31/23	01/01/24-12/31/24	01/01/25-12/31/25
501 - Parking Fund		Department	Revised Budget SY2021	Forecast SY2021	Budget FY2022	Budget FY2023	Budget FY2024	Budget FY2025		
Uptown Parking Court Resurface		Public Works	\$ 200,000	\$ 150,000	\$ -	\$ -	\$ -	\$ -		
Green Library Lot		Public Works	\$ 160,000	\$ 960,000	\$ -	\$ -	\$ -	\$ -		
501 - Parking Fund Total			\$ 360,000	\$ 1,110,000	\$ -	\$ -	\$ -	\$ -		
					05/01/21-12/31/21	05/01/21-12/31/21	01/01/22-12/31/22	01/01/23-12/31/23	01/01/24-12/31/24	01/01/25-12/31/25
502 - Water Fund		Department	Revised Budget SY2021	Forecast SY2021	Budget FY2022	Budget FY2023	Budget FY2024	Budget FY2025		
Water Main Infrastructure		Public Works	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000		
Advanced Metering Infrastructure (AMI)		Finance	\$ 950,000	\$ 1,334,354	\$ -	\$ -	\$ -	\$ -		
502 - Water Fund Total			\$ 1,950,000	\$ 2,334,354	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000		
					05/01/21-12/31/21	05/01/21-12/31/21	01/01/22-12/31/22	01/01/23-12/31/23	01/01/24-12/31/24	01/01/25-12/31/25
503 - Sewer Fund		Department	Revised Budget SY2021	Forecast SY2021	Budget FY2022	Budget FY2023	Budget FY2024	Budget FY2025		
Sewer Lining		Public Works	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000		
Dempster Storm Sewer Construction		Public Works	\$ -	\$ -	\$ 300,000	\$ -	\$ -	\$ -		
Marvin Parkway Underground Sewer Storage		Public Works	\$ 2,200,000	\$ 2,000,000	\$ -	\$ -	\$ -	\$ -		
<u>FY21 Carry-Over</u>										
Marvin Parkway Underground Sewer Storage		Public Works	\$ 10,266	\$ 10,266	\$ -	\$ -	\$ -	\$ -		
Sibley - Design		Public Works	\$ 58,516	\$ 30,000	\$ -	\$ -	\$ -	\$ -		
503 - Sewer Fund Total			\$ 2,868,782	\$ 2,640,266	\$ 900,000	\$ 600,000	\$ 600,000	\$ 600,000		
					05/01/21-12/31/21	05/01/21-12/31/21	01/01/22-12/31/22	01/01/23-12/31/23	01/01/24-12/31/24	01/01/25-12/31/25
550 - Capital Improvements and Equipment Fund		Department	Revised Budget SY2021	Forecast SY2021	Budget FY2022	Budget FY2023	Budget FY2024	Budget FY2025		
Life Safety Study - Police Front Entrance		Administration	\$ -	\$ -	\$ -	\$ 391,142	\$ -	\$ -		
City Hall Workspace Remodel		Administration	\$ 30,000	\$ 30,000	\$ 225,000	\$ 225,000	\$ 225,000	\$ -		
Security Locks		Administration	\$ 150,000	\$ -	\$ 150,000	\$ -	\$ -	\$ -		
Station #35 and #36 Replacement Vehicle Exhaust System		Fire	\$ -	\$ -	\$ 50,000	\$ -	\$ -	\$ -		
Replacement of AEDs		Fire	\$ -	\$ -	\$ -	\$ 35,000	\$ -	\$ -		
Replacement of 5 Cardiac Monitors		Fire	\$ 190,000	\$ -	\$ -	\$ 190,000	\$ -	\$ -		
Replacement of Mobile Radios on Vehicles		Fire	\$ 60,000	\$ 35,000	\$ -	\$ -	\$ -	\$ -		
Sidewalk Replacement		Public Works	\$ 175,000	\$ 160,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000		
Alley Restoration		Public Works	\$ 90,000	\$ 90,000	\$ 90,000	\$ 90,000	\$ 90,000	\$ 95,000		
Green Alley Pilot Program		Public Works	\$ -	\$ -	\$ 320,000	\$ -	\$ -	\$ -		
Service Center Air Conditioning Unit		Public Works	\$ -	\$ -	\$ 150,000	\$ -	\$ -	\$ -		
Service Center Building Roof		Public Works	\$ -	\$ -	\$ 300,000	\$ -	\$ -	\$ -		
Salt Dome Roof		Public Works	\$ -	\$ -	\$ 85,000	\$ -	\$ -	\$ -		
Fire Station Renovation Design		Fire	\$ -	\$ -	\$ 300,000					
<u>FY21 Carry-Over</u>										
Life Safety- Sally Port		Police	\$ 335,000	\$ 102,000	\$ 525,000					
Self Contained Breathing Air (SCBA) Packs		Fire	\$ 259,184	\$ 259,184						
Green Alley Pilot - PHIII		Administration	\$ 30,240	\$ -						
550 - Capital Improvements and Equipment Fund Total			\$ 1,319,424	\$ 676,184	\$ 2,370,000	\$ 1,106,142	\$ 490,000	\$ 270,000		

City of Park Ridge, Illinois

Capital Improvement Plan

05/01/21-12/31/21 05/01/21-12/31/21 01/01/22-12/31/22 01/01/23-12/31/23 01/01/24-12/31/24 01/01/25-12/31/25

551 - Motor Equipment Vehicle Replacement Fund	Department	Revised Budget SY2021	Forecast SY2021	Budget FY2022	Budget FY2023	Budget FY2024	Budget FY2025
Pool Car CH002	Administration	\$ -	\$ -	\$ 25,000	\$ -	\$ -	\$ -
Building Inspector Vehicle CPD003	CP&D	\$ 24,000	\$ 27,449	\$ -	\$ -	\$ -	\$ -
Building Inspector Vehicle CPD006	CP&D	\$ -	\$ -	\$ 24,000	\$ -	\$ -	\$ -
Health Inspector Vehicle CPD004	CP&D	\$ 24,000	\$ 27,449	\$ -	\$ -	\$ -	\$ -
Health Inspector Vehicle CPD005	CP&D	\$ -	\$ -	\$ 24,000	\$ -	\$ -	\$ -
Emergency Response Vehicle FD200	Fire	\$ -	\$ -	\$ -	\$ 325,000	\$ -	\$ -
Emergency Response Vehicle FD201	Fire	\$ -	\$ -	\$ -	\$ -	\$ 335,000	\$ -
Emergency Response Vehicle FD401	Fire	\$ -	\$ -	\$ -	\$ -	\$ 150,000	\$ -
Emergency Response Vehicle FD700	Fire	\$ -	\$ -	\$ 660,000	\$ -	\$ -	\$ -
Emergency Response Vehicle FD701	Fire	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 750,000
Police Investigation Vehicle PD404	Police	\$ -	\$ -	\$ -	\$ -	\$ 38,000	\$ -
Police Patrol Vehicle PD203	Police	\$ 45,000	\$ 36,924	\$ -	\$ -	\$ -	\$ -
Police Patrol Vehicle PD204	Police	\$ 45,000	\$ 36,924	\$ -	\$ -	\$ -	\$ -
Police Patrol Vehicle PD205	Police	\$ 45,000	\$ 36,924	\$ -	\$ -	\$ -	\$ -
Police Patrol Vehicle PD206	Police	\$ 45,000	\$ 36,924	\$ -	\$ -	\$ -	\$ -
Police Patrol Vehicle PD207	Police	\$ 45,000	\$ 36,924	\$ -	\$ -	\$ -	\$ -
Police Patrol Vehicle PD208	Police	\$ -	\$ -	\$ 46,000	\$ -	\$ -	\$ -
Police Patrol Vehicle PD209	Police	\$ -	\$ -	\$ 46,000	\$ -	\$ -	\$ -
Police Patrol Vehicle PD210	Police	\$ -	\$ -	\$ -	\$ 46,000	\$ -	\$ -
Police Patrol Vehicle PD211	Police	\$ -	\$ -	\$ -	\$ 46,000	\$ -	\$ -
Police Speed Trailer PD1000	Police	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,600
Grounds Maintenance Vehicle PW207	Public Works	\$ -	\$ -	\$ -	\$ -	\$ 32,500	\$ -
Grounds Maintenance Vehicle PW606	Public Works	\$ -	\$ -	\$ 47,600	\$ -	\$ -	\$ -
Grounds Maintenance Vehicle PW1005	Public Works	\$ -	\$ -	\$ -	\$ 85,000	\$ -	\$ -
Grounds Maintenance Vehicle PW1006	Public Works	\$ -	\$ -	\$ 85,000	\$ -	\$ -	\$ -
Grounds Maintenance Vehicle PW1008	Public Works	\$ -	\$ -	\$ -	\$ 10,000	\$ -	\$ -
Public Works Administration Vehicle PW002	Public Works	\$ -	\$ -	\$ 27,000	\$ -	\$ -	\$ -
Public Works Administration Vehicle PW003	Public Works	\$ -	\$ -	\$ -	\$ 22,000	\$ -	\$ -
Street Maintenance Vehicle PW209	Public Works	\$ -	\$ -	\$ -	\$ -	\$ 63,000	\$ -
Street Maintenance Vehicle PW408	Public Works	\$ -	\$ -	\$ -	\$ 205,000	\$ -	\$ -
Street Maintenance Vehicle PW409	Public Works	\$ -	\$ -	\$ -	\$ 205,000	\$ -	\$ -
Street Maintenance Vehicle PW411	Public Works	\$ -	\$ -	\$ -	\$ -	\$ 220,000	\$ -
Street Maintenance Vehicle PW412	Public Works	\$ -	\$ -	\$ -	\$ -	\$ 205,000	\$ -
Street Maintenance Vehicle PW413	Public Works	\$ -	\$ -	\$ -	\$ -	\$ 205,000	\$ -
Street Maintenance Vehicle PW414	Public Works	\$ -	\$ -	\$ -	\$ -	\$ 205,000	\$ -
Street Maintenance Vehicle PW607	Public Works	\$ -	\$ -	\$ -	\$ -	\$ 215,000	\$ -
Street Maintenance Vehicle PW608	Public Works	\$ -	\$ -	\$ -	\$ 215,000	\$ -	\$ -
Street Maintenance Vehicle PW609	Public Works	\$ -	\$ -	\$ -	\$ -	\$ 51,000	\$ -
Street Maintenance Vehicle PW610	Public Works	\$ -	\$ -	\$ -	\$ -	\$ 171,800	\$ -
Street Maintenance Vehicle PW1007	Public Works	\$ -	\$ -	\$ 21,800	\$ -	\$ -	\$ -
Street Maintenance Vehicle PW1009	Public Works	\$ -	\$ -	\$ -	\$ 8,800	\$ -	\$ -
Street Maintenance Vehicle PW1010	Public Works	\$ -	\$ -	\$ -	\$ 8,800	\$ -	\$ -
Street Maintenance Vehicle PW1013	Public Works	\$ -	\$ -	\$ -	\$ -	\$ 8,800	\$ -
Street Maintenance Vehicle PW1014	Public Works	\$ -	\$ -	\$ -	\$ -	\$ 8,800	\$ -
Street Maintenance Vehicle PW1015	Public Works	\$ -	\$ -	\$ -	\$ -	\$ 8,500	\$ -
Water Supply and Treatment Vehicle PW205	Public Works	\$ -	\$ -	\$ 24,000	\$ -	\$ -	\$ -
Water Supply and Treatment Vehicle PW208	Public Works	\$ -	\$ -	\$ -	\$ -	\$ 32,500	\$ -
Water Supply and Treatment Vehicle PW210	Public Works	\$ -	\$ -	\$ -	\$ -	\$ 75,000	\$ -
Water Supply and Treatment Vehicle PW211	Public Works	\$ -	\$ -	\$ -	\$ -	\$ 75,000	\$ -
Water Supply and Treatment Vehicle PW212	Public Works	\$ -	\$ -	\$ -	\$ -	\$ 95,000	\$ -
Water Supply and Treatment Vehicle PW410	Public Works	\$ -	\$ -	\$ -	\$ 205,000	\$ -	\$ -
Water Supply and Treatment Vehicle PW605	Public Works	\$ 230,000	\$ 230,000	\$ -	\$ -	\$ -	\$ -
Water Supply and Treatment Vehicle PW1011	Public Works	\$ -	\$ -	\$ -	\$ 18,500	\$ -	\$ -
Water Supply and Treatment Vehicle PW1012	Public Works	\$ -	\$ -	\$ -	\$ 25,000	\$ -	\$ -
Water Supply and Treatment Vehicle PW1016	Public Works	\$ -	\$ -	\$ -	\$ -	\$ 21,800	\$ -
<u>FY21 Carry-Over</u>							
Vehicle Purchase - Snow and Ice Control (PW406)	Public Works	\$ 87,397	\$ 87,397				
Vehicle Purchase - Snow and Ice Control (PW407)	Public Works	\$ 87,397	\$ 87,397				
Vehicle Purchase w/Upfitting - Police (PD201)	Police	\$ 11,251	\$ 11,251				
Vehicle Purchase w/Upfitting - Police (PD202)	Police	\$ 11,251	\$ 11,611				
551 - Motor Equip. Vehicle Replacement Fund Total		\$ 700,296	\$ 667,173	\$ 1,030,400	\$ 1,425,100	\$ 2,216,700	\$ 760,600

City of Park Ridge, Illinois

Capital Improvement Plan

		05/01/21-12/31/21	05/01/21-12/31/21	01/01/22-12/31/22	01/01/23-12/31/23	01/01/24-12/31/24	01/01/25-12/31/25
552 - Technology Replacement Fund	Department	Revised Budget SY2021	Forecast SY2021	Budget FY2022	Budget FY2023	Budget FY2024	Budget FY2025
Phone System Upgrade	IT	\$ 14,000	\$ -	\$ -	\$ -	\$ -	\$ -
Servers	IT	\$ -	\$ -	\$ -	\$ 85,000	\$ -	\$ -
IT Equipment for Public Safety Vehicles	Police - Fire	\$ 2,000	\$ -	\$ -	\$ 20,000	\$ -	\$ -
Computer Equipment	IT	\$ 25,000	\$ 25,000	\$ 49,420	\$ 49,420	\$ -	\$ -
Printers (Managed Print Service)	IT	\$ 16,000	\$ 16,000	\$ -		\$ -	\$ -
Data Center Room Fire Suppression System	IT	\$ -	\$ -	\$ 26,000	\$ -	\$ -	\$ -
Network Software and Licensing	IT	\$ 6,700	\$ 6,700	\$ -		\$ -	\$ -
Printers (Replacements)	IT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Uninterruptible Power Supply System	IT	\$ 1,500	\$ 1,500	\$ -		\$ -	\$ -
Switches	IT	\$ -	\$ 17,955	\$ -	\$ -	\$ -	\$ -
Backup	IT	\$ -	\$ 19,425	\$ -	\$ -	\$ -	\$ -
Security Audit	IT	\$ -	\$ -	\$ -	\$ 20,000	\$ -	\$ -
Email Security	IT	\$ 6,500	\$ 6,500	\$ -	\$ -	\$ -	\$ -
Scanners for Munis Finance TCM Application	Finance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
WIFI Upgrade	IT	\$ 35,000	\$ -	\$ 10,000	\$ -	\$ -	\$ -
Barracuda Annual Storage Support	IT	\$ 4,126	\$ 4,126	\$ -	\$ -	\$ -	\$ -
Technology and Technology Infrastructure Improvements	IT	\$ -	\$ -	\$ 43,500			\$ -
Tyler SaaS Implementation - includes PR/HR	IT	\$ -	\$ -	\$ 184,475	\$ -	\$ -	
Lexipol Implementation	Police	\$ -	\$ -	\$ 48,000	\$ -	\$ -	
Squad Car Camera Replacement	Police	\$ -	\$ -	\$ 19,000	\$ -		
<i>FY21 Carry-Over</i>							
Computer Equipment	IT	\$ 137,765	\$ 47,500	\$ -			
552 - Technology Replacement Fund Total		\$ 248,591	\$ 144,706	\$ 380,395	\$ 174,420	\$ -	\$ -
		05/01/21-12/31/21	05/01/21-12/31/21	01/01/22-12/31/22	01/01/23-12/31/23	01/01/24-12/31/24	01/01/25-12/31/25
6104 - Special Service Area #6104	Department	Revised Budget SY2021	Forecast SY2021	Budget FY2022	Budget FY2023	Budget FY2024	Budget FY2025
Green Alley Pilot Program	Public Works	\$ -	\$ -	\$ 200,000	\$ -	\$ -	\$ -
6104 - Special Service Area #6104 Total		\$ -	\$ -	\$ 200,000	\$ -	\$ -	\$ -
		05/01/21-12/31/21	05/01/21-12/31/21	01/01/22-12/31/22	01/01/23-12/31/23	01/01/24-12/31/24	01/01/25-12/31/25
6105 - Special Service Area #6105	Department	Revised Budget SY2021	Forecast SY2021	Budget FY2022	Budget FY2023	Budget FY2024	Budget FY2025
Green Alley Pilot Program	Public Works	\$ -	\$ -	\$ 200,000	\$ -	\$ -	\$ -
6105 - Special Service Area #6105 Total		\$ -	\$ -	\$ 200,000	\$ -	\$ -	\$ -
Totals		\$ 9,047,093	\$ 9,172,683	\$ 7,980,795	\$ 6,205,662	\$ 5,306,700	\$ 3,630,600

Capital Improvement Plan

SY2021 - FY2025

City of Park Ridge

Project #	FY22-01
Project Name	Street Resurfacing
Strategic Priority Area	Capital Infrastructure Investments & Improvements
Fund	Motor Fuel Tax Fund

Department Public Works
Account(s) 2033024-995152



Description

Annual street resurfacing project: mill and resurface approximately 4.0 miles of public streets based on condition rating, reduces City's operating costs for potholes and patch repair

Project Benefits

Improves public travel, reduces accidents and damage from poor street condition, reduces liability

Cost Element(s)	SY21 Budget	SY21 Forecast	FY22 Budget	FY23 Budget	FY24 Budget	FY25 Budget	Budget Total
Construction/Repair	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Total	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000

Capital Improvement Plan

SY2021 - FY2025

City of Park Ridge

Project #	FY22-02
Project Name	Rebuild Illinois - Street Resurfacing
Strategic Priority Area	Capital Infrastructure Investments & Improvements
Fund	Motor Fuel Tax Fund

Department Public Works
Account(s) 2033024-995405



Description

The Illinois Department of Transportation (IDOT) has been authorized to implement a \$1.5 billion grant program using proceeds from general obligation bonds authorized in the REBUILD Illinois capital program to provide Local Public Agencies (LPAs) with the funds for capital projects. Park Ridge is receiving \$2.47 million, which is a per capita distribution. The City plans to resurface portions of Summit Avenue and Dee Road with these funds.

Project Benefits

Improves public travel, reduces accidents and damage from poor street condition, reduces liability

Cost Element(s)	SY21 Budget	SY21 Forecast	FY22 Budget	FY23 Budget	FY24 Budget	FY25 Budget	Budget Total
Construction/Repair	600,000	600,000	900,000	900,000	-	-	2,400,000
Total	600,000	600,000	900,000	900,000	-	-	2,400,000

Capital Improvement Plan

SY2021 - FY2025

City of Park Ridge

Project #	FY22-03
Project Name	Water Main Infrastructure
Strategic Priority Area	Capital Infrastructure Investments & Improvements
Fund	Water Fund

Department Public Works
Account(s) 5023054-993000



Description

Replacement of public water main of location to be determined, and associated work; miscellaneous other water work (valve installation and replacement, hydrant replacement, etc.)

Project Benefits

Improves water system reliability and performance, reduces water main breaks, improves fire protection, reduces amount of non revenue water loss from breaks and leaks, creates smaller isolation zones for shut-downs during watermain breaks and shut-offs, reduces operation costs for water main repair and overtime

Cost Element(s)	SY21 Budget	SY21 Forecast	FY22 Budget	FY23 Budget	FY24 Budget	FY25 Budget	Budget Total
Construction/Repair	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Total	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000

Capital Improvement Plan

SY2021 - FY2025

City of Park Ridge

Project #	FY22-04
Project Name	Sewer Lining
Strategic Priority Area	Capital Infrastructure Investments & Improvements
Fund	Sewer Fund

Department Public Works
Account(s) 5033031-994014



Description

Sewer rehabilitation using insertion of a heat-cured liner (pipe replacement/trenching not required)

Project Benefits

Fixes broken/deteriorated sewers, increases lifespan of sewers, reduces infiltration and root penetration, reduces sewer blockages and chance of sewer back-up. Reduces operating costs for sewer repairs and flooding issues

Cost Element(s)	SY21 Budget	SY21 Forecast	FY22 Budget	FY23 Budget	FY24 Budget	FY25 Budget	Budget Total
Construction/Repair	600,000	600,000	600,000	600,000	600,000	600,000	3,000,000
Total	600,000	600,000	600,000	600,000	600,000	600,000	3,000,000

Capital Improvement Plan

SY2021 - FY2025

City of Park Ridge

Project #	FY22-05
Project Name	Dempster Storm Sewer Construction
Strategic Priority Area	Capital Infrastructure Investments & Improvements
Fund	Sewer Fund

Department Public Works
Account(s) 5033031-994013



Description

Upsize of MWRD sewer on Dempster to accommodate additional capacity from Mayfield Estates

Project Benefits

Allows for Mayfield Estates Flood Control project to be effective; no emergency flood operations for Mayfield Estates

Cost Element(s)	SY21 Budget	SY21 Forecast	FY22 Budget	FY23 Budget	FY24 Budget	FY25 Budget	Budget Total
Construction/Repair	-	-	300,000	-	-	-	300,000
Total	-	-	300,000	-	-	-	300,000

Capital Improvement Plan

SY2021 - FY2025

City of Park Ridge

Project #	FY22-08
Project Name	City Hall Workspace Remodel (Finance/Admin/PW/CP&D)
Strategic Priority Area	Capital Infrastructure Investments & Improvements / Workforce Development
Fund	Capital Improvements and Equipment Fund



Department Administration
Account(s) 5501021-996300

Description

Space analysis and architectural review followed by construction in 2022-2024. Construction dates subject to change following the space analysis and construction cost estimates.

Project Benefits

City Hall office area workspaces are outdated and inefficient. An architectural/redesign review will provide a plan on renovating the workspace to improve life safety considerations, and be more efficient and functional. Redesigned spaces improve employee morale and output and have larger impacts related to recruitment and retention.

Cost Element(s)	SY21 Budget	SY21 Forecast	FY22 Budget	FY23 Budget	FY24 Budget	FY25 Budget	Budget Total
Construction/Repair	30,000	30,000	225,000	225,000	225,000	-	705,000
Total	30,000	30,000	225,000	225,000	225,000	-	705,000

Capital Improvement Plan

SY2021 - FY2025

City of Park Ridge

Project #	FY22-09
Project Name	Security Locks
Strategic Priority Area	Capital Infrastructure Investments & Improvements
Fund	Capital Improvements and Equipment Fund

Department Administration
Account(s) 5501021-996300

Description
Installation of access control lock systems for municipal buildings. City Hall and Fire Departments completed.

Project Benefits
Improved building security/safety for employees and residents at municipal buildings, increased safety of equipment. No known impact to future budgets

Cost Element(s)	SY21 Budget	SY21 Forecast	FY22 Budget	FY23 Budget	FY24 Budget	FY25 Budget	Budget Total
Vehicle/Equipment	150,000	-	150,000	-	-	-	300,000
Total	150,000	-	150,000	-	-	-	300,000

Capital Improvement Plan

SY2021 - FY2025

City of Park Ridge

Project #	FY22-10
Project Name	Station #35 and #36 - Replacement of Vehicle Exhaust System
Strategic Priority Area	Capital Infrastructure Investments & Improvements
Fund	Capital Improvements and Equipment Fund

Department Fire
Account(s) 5503062-996300

Description

Replacement of vehicle exhaust systems at both fire stations. These systems expel vehicle exhaust from the inside of the fire stations. Current systems are nearing 20 years.

Project Benefits

Increased health and safety for Fire department personnel. Repair and maintenance costs would be decreased with a new system.

Cost Element(s)	SY21 Budget	SY21 Forecast	FY22 Budget	FY23 Budget	FY24 Budget	FY25 Budget	Budget Total
Vehicle/Equipment	-	-	50,000	-	-	-	50,000
Total	-	-	50,000	-	-	-	50,000

Capital Improvement Plan

SY2021 - FY2025

City of Park Ridge

Project #	FY22-11
Project Name	Sidewalk Replacement
Strategic Priority Area	Capital Infrastructure Investments & Improvements
Fund	Capital Improvements and Equipment Fund

Department Public Works
Account(s) 5503025-995400



Description

Removal and replacement of deficient/deteriorated sidewalk squares, mud jacking (raising) of offset squares, and installation of ADA ramps. Revenue collected from residents with mandatory squares goes back to the General Fund.

Project Benefits

Reduces number of trip and fall accidents and assists in defense of claims against the City; keeps the City's sidewalks in good condition per Council Policy #26. Allows city crews to spend time on other repairs.

Cost Element(s)	SY21 Budget	SY21 Forecast	FY22 Budget	FY23 Budget	FY24 Budget	FY25 Budget	Budget Total
Construction/Repair	175,000	160,000	175,000	175,000	175,000	175,000	875,000
Total	175,000	160,000	175,000	175,000	175,000	175,000	875,000

Capital Improvement Plan

SY2021 - FY2025

City of Park Ridge

Project #	FY22-12
Project Name	Alley Restoration
Strategic Priority Area	Capital Infrastructure Investments & Improvements
Fund	Capital Improvements and Equipment Fund

Department Public Works
Account(s) 5503026-995200



Description
Repair of failing concrete paved alleys.

Project Benefits
Reduces repairs and liability

Cost Element(s)	SY21 Budget	SY21 Forecast	FY22 Budget	FY23 Budget	FY24 Budget	FY25 Budget	Budget Total
Construction/Repair	90,000	90,000	90,000	90,000	90,000	95,000	455,000
Total	90,000	90,000	90,000	90,000	90,000	95,000	455,000

Capital Improvement Plan

SY2021 - FY2025

City of Park Ridge

Project #	FY22-13
Project Name	Green Alley Pilot Program
Strategic Priority Area	Capital Infrastructure Investments & Improvements
Fund	Capital Improvements and Equipment Fund

Department Public Works
Account(s) 5501021-949500, 5503026-995201



Description

Permeable pavers bonded by concrete strips to create permeability

Project Benefits

Less water in the City sewer system, increased aesthetic value, less grading of alleys and less problems with potholes, dust, and call outs

Cost Element(s)	SY21 Budget	SY21 Forecast	FY22 Budget	FY23 Budget	FY24 Budget	FY25 Budget	Budget Total
Construction/Repair*	30,240	-	320,000	-	-	-	350,240
Total	30,240	-	320,000	-	-	-	350,240

* SY21 Budget and Forecast include FY21 Carry-Over

Capital Improvement Plan

SY2021 - FY2025

City of Park Ridge

Project #	FY22-14
Project Name	Service Center Air Conditioning Unit
Strategic Priority Area	Capital Infrastructure Investments & Improvements
Fund	Capital Improvements and Equipment Fund

Department Public Works
Account(s) 5503062-996300

Description
Removal and replacement of full rooftop air conditioning unit

Project Benefits
Less maintenance cost, ability to air condition without failure

Cost Element(s)	SY21 Budget	SY21 Forecast	FY22 Budget	FY23 Budget	FY24 Budget	FY25 Budget	Budget Total
Construction/Repair	-	-	150,000	-	-	-	150,000
Total	-	-	150,000	-	-	-	150,000

Capital Improvement Plan

SY2021 - FY2025

City of Park Ridge

Project #	FY22-15
Project Name	Service Center Building Roof
Strategic Priority Area	Capital Infrastructure Investments & Improvements
Fund	Capital Improvements and Equipment Fund

Department Public Works
Account(s) 5503062-996300



Description

Removal and replacement of office roof

Project Benefits

Stop leaks, preventative maintenance

Cost Element(s)	SY21 Budget	SY21 Forecast	FY22 Budget	FY23 Budget	FY24 Budget	FY25 Budget	Budget Total
Construction/Repair	-	-	300,000	-	-	-	300,000
Total	-	-	300,000	-	-	-	300,000

Capital Improvement Plan

SY2021 - FY2025

City of Park Ridge

Project #	FY22-16
Project Name	Salt Dome Roof
Strategic Priority Area	Capital Infrastructure Investments & Improvements
Fund	Capital Improvements and Equipment Fund

Department	Public Works
Account(s)	5503062-996300

Description
Replacement of the salt dome roof shingles. The roof is 30 + years old.

Project Benefits
Roof needs to be replaced to keep stored salt dry. Project will go forward once Park District Oakton project is solidified.

Cost Element(s)	SY21 Budget	SY21 Forecast	FY22 Budget	FY23 Budget	FY24 Budget	FY25 Budget	Budget Total
Construction/Repair	-	-	85,000	-	-	-	85,000
Total	-	-	85,000	-	-	-	85,000

Capital Improvement Plan

SY2021 - FY2025

City of Park Ridge

Project #	FY22-17
Project Name	Fire Station Renovation Design
Strategic Priority Area	Capital Infrastructure Investments & Improvements
Fund	Capital Improvements and Equipment Fund

Department Fire
Account(s) 5503062-996300

Description

The City would go out to bid for design work for the gut remodel/minor expansion of Fire Station 35.

Project Benefits

This station gut remodel/expansion of Station 35 will modernize our facilities and better protect the health of our employees. This remodel will allow us to avoid some larger scale capital projects that were anticipated in the next 5-10 years, such as roof replacements and significant HVAC and electrical work.

Cost Element(s)	SY21 Budget	SY21 Forecast	FY22 Budget	FY23 Budget	FY24 Budget	FY25 Budget	Budget Total
Construction/Repair	-	-	300,000	-	-	-	300,000
Total	-	-	300,000	-	-	-	300,000

Capital Improvement Plan

SY2021 - FY2025

City of Park Ridge

Project #	FY22-07
Project Name	Life Safety - Sally Port
Strategic Priority Area	Capital Infrastructure Investments & Improvements / Workforce Development
Fund	Capital Improvements and Equipment Fund

Department Administration
Account(s) 5501021-949500

Description

City hired FGM Architects in FY18 to do a space needs study. Life safety and police station master plan were presented to Council on 11/13/2017. Numerous projects were approved and initiated in FY19 and into FY20 with more planned in FY21-FY22. In FY21 staff would like to pursue construction of a Sally Port. Note: FGM cost estimates increased for inflation.

Project Benefits

Improve building safety for employees and residents, increase efficiency and functionality by reconfiguring a seventy year old building to current uses. Improve employee morale and retention by providing proper working environment. Address aging infrastructure. Potential cost savings include efficiency gains (lower turnover, reduced training and onboarding expense, improved employee motivation), reduced liability exposure, and curtailed repair/maintenance due to aging infrastructure.

Cost Element(s)	SY21 Budget	SY21 Forecast	FY22 Budget	FY23 Budget	FY24 Budget	FY25 Budget	Budget Total
Construction/Repair*	335,000	102,000	525,000	-	-	-	860,000
Total	335,000	102,000	525,000	-	-	-	860,000

* SY21 Budget and Forecast include FY21 Carry-Over

Capital Improvement Plan

SY2021 - FY2025

City of Park Ridge

Project #	CH002
Project Name	Pool Car CH002
Strategic Priority Area	Capital Infrastructure Investments & Improvements
Fund	Motor Equipment Vehicle Replacement Fund

Department Administration
Account(s) 5516020-990400

Description
Purchase vehicle (cost includes equipment installation)

Project Benefits
Efficiency, dependability, safety and reduction in repair costs

Cost Element(s)	SY21 Budget	SY21 Forecast	FY22 Budget	FY23 Budget	FY24 Budget	FY25 Budget	Budget Total
Vehicle/Equipment	-	-	25,000	-	-	-	25,000
Total	-	-	25,000	-	-	-	25,000

Capital Improvement Plan

SY2021 - FY2025

City of Park Ridge

Project #	CPD006
Project Name	Building Inspector Vehicle CPD006
Strategic Priority Area	Capital Infrastructure Investments & Improvements
Fund	Motor Equipment Vehicle Replacement Fund

Department	CP&D
Account(s)	5516020-990400

Description
Purchase vehicle (cost includes equipment installation)

Project Benefits
Efficiency, dependability, safety and reduction in repair costs

Cost Element(s)	SY21 Budget	SY21 Forecast	FY22 Budget	FY23 Budget	FY24 Budget	FY25 Budget	Budget Total
Vehicle/Equipment	-	-	24,000	-	-	-	24,000
Total	-	-	24,000	-	-	-	24,000

Capital Improvement Plan

SY2021 - FY2025

City of Park Ridge

Project #	CPD005
Project Name	Health Inspector Vehicle CPD005
Strategic Priority Area	Capital Infrastructure Investments & Improvements
Fund	Motor Equipment Vehicle Replacement Fund

Department	CP&D
Account(s)	5516020-990400

Description
Purchase vehicle (cost includes equipment installation)

Project Benefits
Efficiency, dependability, safety and reduction in repair costs

Cost Element(s)	SY21 Budget	SY21 Forecast	FY22 Budget	FY23 Budget	FY24 Budget	FY25 Budget	Budget Total
Vehicle/Equipment	-	-	24,000	-	-	-	24,000
Total	-	-	24,000	-	-	-	24,000

Capital Improvement Plan

SY2021 - FY2025

City of Park Ridge

Project #	FD700
Project Name	Emergency Response Vehicle FD700
Strategic Priority Area	Capital Infrastructure Investments & Improvements
Fund	Motor Equipment Vehicle Replacement Fund

Department Fire
Account(s) 5516020-990400



Description

Purchase vehicle (cost includes equipment installation)

Project Benefits

Efficiency, dependability, safety and reduction in repair costs

Cost Element(s)	SY21 Budget	SY21 Forecast	FY22 Budget	FY23 Budget	FY24 Budget	FY25 Budget	Budget Total
Vehicle/Equipment	-	-	660,000	-	-	-	660,000
Total	-	-	660,000	-	-	-	660,000

Capital Improvement Plan

SY2021 - FY2025

City of Park Ridge

Project #	PD208
Project Name	Police Patrol Vehicle PD208
Strategic Priority Area	Capital Infrastructure Investments & Improvements
Fund	Motor Equipment Vehicle Replacement Fund

Department Police
Account(s) 5516020-990400



Description

Purchase vehicle (cost includes equipment installation)

Project Benefits

Efficiency, dependability, safety and reduction in repair costs

Cost Element(s)	SY21 Budget	SY21 Forecast	FY22 Budget	FY23 Budget	FY24 Budget	FY25 Budget	Budget Total
Vehicle/Equipment	-	-	46,000	-	-	-	46,000
Total	-	-	46,000	-	-	-	46,000

Capital Improvement Plan

SY2021 - FY2025

City of Park Ridge

Project #	PD209
Project Name	Police Patrol Vehicle PD209
Strategic Priority Area	Capital Infrastructure Investments & Improvements
Fund	Motor Equipment Vehicle Replacement Fund

Department Police
Account(s) 5516020-990400



Description

Purchase vehicle (cost includes equipment installation)

Project Benefits

Efficiency, dependability, safety and reduction in repair costs

Cost Element(s)	SY21 Budget	SY21 Forecast	FY22 Budget	FY23 Budget	FY24 Budget	FY25 Budget	Budget Total
Vehicle/Equipment	-	-	46,000	-	-	-	46,000
Total	-	-	46,000	-	-	-	46,000

Capital Improvement Plan

SY2021 - FY2025

City of Park Ridge

Project #	PW606
Project Name	Grounds Maintenance Vehicle PW606
Strategic Priority Area	Capital Infrastructure Investments & Improvements
Fund	Motor Equipment Vehicle Replacement Fund

Department	Public Works
Account(s)	5516020-990400

Description
Purchase vehicle (cost includes equipment installation)

Project Benefits
Efficiency, dependability, safety and reduction in repair costs

Cost Element(s)	SY21 Budget	SY21 Forecast	FY22 Budget	FY23 Budget	FY24 Budget	FY25 Budget	Budget Total
Vehicle/Equipment	-	-	47,600	-	-	-	47,600
Total	-	-	47,600	-	-	-	47,600

Capital Improvement Plan

SY2021 - FY2025

City of Park Ridge

Project #	PW1006
Project Name	Grounds Maintenance Vehicle PW1006
Strategic Priority Area	Capital Infrastructure Investments & Improvements
Fund	Motor Equipment Vehicle Replacement Fund

Department	Public Works
Account(s)	5516020-990400

Description
Purchase vehicle (cost includes equipment installation)

Project Benefits
Efficiency, dependability, safety and reduction in repair costs

Cost Element(s)	SY21 Budget	SY21 Forecast	FY22 Budget	FY23 Budget	FY24 Budget	FY25 Budget	Budget Total
Vehicle/Equipment	-	-	85,000	-	-	-	85,000
Total	-	-	85,000	-	-	-	85,000

Capital Improvement Plan

SY2021 - FY2025

City of Park Ridge

Project #	PW002
Project Name	Public Works Administration Vehicle PW002
Strategic Priority Area	Capital Infrastructure Investments & Improvements
Fund	Motor Equipment Vehicle Replacement Fund

Department	Public Works
Account(s)	5516020-990400

Description
Purchase vehicle (cost includes equipment installation)

Project Benefits
Efficiency, dependability, safety and reduction in repair costs

Cost Element(s)	SY21 Budget	SY21 Forecast	FY22 Budget	FY23 Budget	FY24 Budget	FY25 Budget	Budget Total
Vehicle/Equipment	-	-	27,000	-	-	-	27,000
Total	-	-	27,000	-	-	-	27,000

Capital Improvement Plan

SY2021 - FY2025

City of Park Ridge

Project #	PW1007
Project Name	Street Maintenance Vehicle PW1007
Strategic Priority Area	Capital Infrastructure Investments & Improvements
Fund	Motor Equipment Vehicle Replacement Fund

Department Public Works
Account(s) 5516020-990400

Description
Purchase vehicle (cost includes equipment installation)

Project Benefits
Efficiency, dependability, safety and reduction in repair costs

Cost Element(s)	SY21 Budget	SY21 Forecast	FY22 Budget	FY23 Budget	FY24 Budget	FY25 Budget	Budget Total
Vehicle/Equipment	-	-	21,800	-	-	-	21,800
Total	-	-	21,800	-	-	-	21,800

Capital Improvement Plan

SY2021 - FY2025

City of Park Ridge

Project #	PW205
Project Name	Water Supply and Treatment Vehicle PW205
Strategic Priority Area	Capital Infrastructure Investments & Improvements
Fund	Motor Equipment Vehicle Replacement Fund

Department	Public Works
Account(s)	5516020-990400

Description
Purchase vehicle (cost includes equipment installation)

Project Benefits
Efficiency, dependability, safety and reduction in repair costs

Cost Element(s)	SY21 Budget	SY21 Forecast	FY22 Budget	FY23 Budget	FY24 Budget	FY25 Budget	Budget Total
Vehicle/Equipment	-	-	24,000	-	-	-	24,000
Total	-	-	24,000	-	-	-	24,000

Capital Improvement Plan

SY2021 - FY2025

City of Park Ridge

Project #	FY22-IT-01
Project Name	Computer Equipment
Strategic Priority Area	Technology Enhancements, Use & Effectiveness
Fund	Technology Replacement Fund

Department Information Technology
Account(s) 5521025-990800

Description
Upgrade aging workstations and related components every four years

Project Benefits
Increase productivity, reflects the changing use of workstations, increases ability to collaborate remotely and attend ever increasing virtual meetings.

Cost Element(s)	SY21 Budget	SY21 Forecast	FY22 Budget	FY23 Budget	FY24 Budget	FY25 Budget	Budget Total
Vehicle/Equipment	162,765	72,500	49,420	49,420	-	-	261,605
Total	162,765	72,500	49,420	49,420	-	-	261,605

** SY21 Budget and Forecast include FY21 Carry-Over*

Capital Improvement Plan

SY2021 - FY2025

City of Park Ridge

Project #	FY22-IT-02
Project Name	Data Center Room Fire Suppression System
Strategic Priority Area	Technology Enhancements, Use & Effectiveness / Financial Stability
Fund	Technology Replacement Fund

Department Information Technology
Account(s) 5521025-990800

Description

Add a clean agent fire suppression system to main data center room

Project Benefits

The fire suppression system will protect critical IT assets and data

Cost Element(s)	SY21 Budget	SY21 Forecast	FY22 Budget	FY23 Budget	FY24 Budget	FY25 Budget	Budget Total
Vehicle/Equipment	-	-	26,000	-	-	-	26,000
Total	-	-	26,000	-	-	-	26,000

Capital Improvement Plan

SY2021 - FY2025

City of Park Ridge

Project #	FY22-IT-03
Project Name	WIFI Upgrade
Strategic Priority Area	Technology Enhancements, Use & Effectiveness
Fund	Technology Replacement Fund

Department Information Technology
Account(s) 5521025-990800

Description
Upgrade existing WIFI system

Project Benefits
Upgrade will allow a WIFI system that is supported by the manufacturer to ensure reliable wireless service

Cost Element(s)	SY21 Budget	SY21 Forecast	FY22 Budget	FY23 Budget	FY24 Budget	FY25 Budget	Budget Total
Vehicle/Equipment	35,000	-	10,000	-	-	-	45,000
Total	35,000	-	10,000	-	-	-	45,000

Capital Improvement Plan

SY2021 - FY2025

City of Park Ridge

Project #	FY22-IT-04
Project Name	Technology and Technology Infrastructure Improvements
Strategic Priority Area	Technology Enhancements, Use & Effectiveness
Fund	Technology Replacement Fund

Department Information Technology
Account(s) 5521025-990800

Description

Replacement of various infrastructure including aging printers, uninterruptable power supplies, networking infrastructure, security system replacement and hardware warranties.

Project Benefits

The City's new IT vendor has identified several projects to upgrade the City's current technology infrastructure. These projects will increase efficiency and replacing aging components of the city's infrastructure.

Cost Element(s)	SY21 Budget	SY21 Forecast	FY22 Budget	FY23 Budget	FY24 Budget	FY25 Budget	Budget Total
Vehicle/Equipment	-	-	43,500	-	-	-	43,500
Total	-	-	43,500	-	-	-	43,500

Capital Improvement Plan

SY2021 - FY2025

City of Park Ridge

Project #	FY22-IT-05
Project Name	Tyler SaaS Implementation - Includes PR/HR
Strategic Priority Area	Technology Enhancements, Use & Effectiveness
Fund	Technology Replacement Fund

Department Information Technology
Account(s) 5521025-990800

Description

Implementation costs associated with the conversion of HR and Payroll software to a Munis based platform. The project also moves the City's Munis and Energov platforms into Tyler's SaaS environment.

Project Benefits

The City will experience annual savings by moving to the Tyler HR and Payroll system. This will allow for consolidation of payroll software and eliminate duplication of time entries. Payroll functions will be tied directly to the City's current accounting platform, allowing for more efficient payroll processing. Inclusion of SaaS services for both Munis and Energov will increase data security and take advantage of increased available support from Tyler.

Cost Element(s)	SY21 Budget	SY21 Forecast	FY22 Budget	FY23 Budget	FY24 Budget	FY25 Budget	Budget Total
Vehicle/Equipment	-	-	184,475	-	-	-	184,475
Total	-	-	184,475	-	-	-	184,475

Capital Improvement Plan

SY2021 - FY2025

City of Park Ridge

Project #	FY22-IT-06
Project Name	Lexipol Implementation
Strategic Priority Area	Technology Enhancements, Use & Effectiveness
Fund	Technology Replacement Fund

Department Information Technology
Account(s) 5521025-990800

Description

Police department policy management software. Lexipol provides fully developed, state specific policies that are researched by subject matter experts and are vetted by attorneys.

Project Benefits

The current police department policies are managed and updated manually and require a great deal of research and man hours to update on a yearly basis. Lexipol conducts the research and updates, and also provides a training tool for officers to not only see the updates, but to also be tested on them.

Cost Element(s)	SY21 Budget	SY21 Forecast	FY22 Budget	FY23 Budget	FY24 Budget	FY25 Budget	Budget Total
Vehicle/Equipment	-	-	48,000	-	-	-	48,000
Total	-	-	48,000	-	-	-	48,000

Capital Improvement Plan

SY2021 - FY2025

City of Park Ridge

Project #	FY22-IT-07
Project Name	Squad Car Camera Replacement
Strategic Priority Area	Technology Enhancements, Use & Effectiveness
Fund	Technology Replacement Fund

Department Information Technology
Account(s) 5521025-990800

Description
Replacement of current in squad camera system

Project Benefits
The current Panasonic Arbitrator camera system is approximately 15 years old and as a result, is experiencing frequent issues including the system no longer downloading videos over Wi-Fi. In-car videos now require the physical removal of memory cards to transfer footage to a computer which averages several hours per squad car video. The police department will be purchasing Axon in car camera systems that will sync to the current body worn camera system and Axon evidence video storage system.

Cost Element(s)	SY21 Budget	SY21 Forecast	FY22 Budget	FY23 Budget	FY24 Budget	FY25 Budget	Budget Total
Vehicle/Equipment	-	-	19,000	-	-	-	19,000
Total	-	-	19,000	-	-	-	19,000

Capital Improvement Plan

SY2021 - FY2025

City of Park Ridge

Project #	FY22-18
Project Name	Green Alley Pilot Program
Strategic Priority Area	Capital Infrastructure Investments & Improvements
Fund	Special Service Area #6104

Department Public Works
Account(s) 61043026-995201



Description

Permeable pavers bonded by concrete strips to create permeability

Project Benefits

Less water in the city sewer system, increased aesthetic value, less dust and potholes, less grading of alleys and call outs

Cost Element(s)	SY21 Budget	SY21 Forecast	FY22 Budget	FY23 Budget	FY24 Budget	FY25 Budget	Budget Total
Vehicle/Equipment	-	-	200,000	-	-	-	200,000
Total	-	-	200,000	-	-	-	200,000

Capital Improvement Plan

SY2021 - FY2025

City of Park Ridge

Project #	FY22-19
Project Name	Green Alley Pilot Program
Strategic Priority Area	Capital Infrastructure Investments & Improvements
Fund	Special Service Area #6105

Department Public Works
Account(s) 61043026-995201



Description

Permeable pavers bonded by concrete strips to create permeability

Project Benefits

Less water in the city sewer system, increased aesthetic value, less dust and potholes, less grading of alleys and call outs

Cost Element(s)	SY21 Budget	SY21 Forecast	FY22 Budget	FY23 Budget	FY24 Budget	FY25 Budget	Budget Total
Vehicle/Equipment	-	-	200,000	-	-	-	200,000
Total	-	-	200,000	-	-	-	200,000



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City of Park Ridge
Fiscal Year 2022 Budget
Fiscal Year 2022 Interfund Transfers

Fund	FY2021 Transfers In Actual	FY2021 Transfers Out Actual	SY2021 Transfers In Projected	SY2021 Transfers Out Projected	FY2022 Transfers In Budget	FY2022 Transfers Out Budget	Reason for Transfer
General Fund	\$ 1,370,926	\$ -	\$ 1,076,000	\$ -	\$ 1,520,188	\$ -	Receipt of Administrative Cost Charges to Proprietary Funds
Parking Fund	-	53,628	-	-	-	-	General Fund Administrative Cost Charges
Water Fund	-	1,113,457	-	863,000	-	1,280,049	General Fund Administrative Cost Charges
Sewer Fund	-	203,841	-	213,000	-	240,139	General Fund Administrative Cost Charges
IMRF Fund	107,237	-	69,737	-	81,998	-	IMRF Contributions from Proprietary Funds
Parking Fund	-	12,900	-	-	-	-	Contributions to IMRF Fund
Water Fund	-	62,464	-	46,182	-	46,442	Contributions to IMRF Fund
Sewer Fund	-	31,873	-	23,555	-	35,556	Contributions to IMRF Fund
FICA Fund	92,906	-	63,138	-	113,235	-	FICA Contributions from Proprietary Funds
Parking Fund	-	11,176	-	-	-	-	Contributions to FICA Fund
Water Fund	-	54,117	-	41,813	-	64,134	Contributions to FICA Fund
Sewer Fund	-	27,613	-	21,325	-	49,101	Contributions to FICA Fund
General Fund	20,217	-	-	-	-	-	Reimbursement for Dee Rd Commuter Station Expenses
Parking Fund	-	20,217	-	-	-	-	Reimbursement for Dee Rd Commuter Station Expenses
Debt Service Fund, 2015A	878,867	-	1,105,000	-	1,101,350	-	Uptown TIF Contribution for Debt Service Payments
Debt Service Fund, 2016	2,046,034	-	1,838,059	-	1,842,438	-	Uptown TIF Contribution for Debt Service Payments
Parking Fund	-	-	510,000	-	-	-	Uptown TIF Contribution for Capital Projects
Uptown TIF Fund	-	-	-	510,000	-	-	Funding for Parking Fund Capital Projects
Uptown TIF Fund	-	2,924,901	-	2,943,059	-	2,943,788	Funding for Uptown TIF Related Debt Service Payments
Capital Imp & Eqp Fund	590,722	-	695,000	-	2,370,000	-	Funding for Capital Improvement Projects
General Fund	-	590,722	-	695,000	-	2,370,000	Funding for Capital Improvement Projects
Motor Equip Repl Fund	422,700	-	500,000	-	747,600	-	Funding for Vehicle & Equipment Purchases
General Fund	-	295,200	-	410,000	-	615,300	Funding for Vehicle & Equipment Purchases
Water Fund	-	106,250	-	53,333	-	78,500	Funding for Vehicle & Equipment Purchases
Sewer Fund	-	21,250	-	36,667	-	53,800	Funding for Vehicle & Equipment Purchases



City of Park Ridge
Fiscal Year 2022 Budget
Fiscal Year 2022 Interfund Transfers

Fund	FY2021 Transfers In Actual	FY2021 Transfers Out Actual	SY2021 Transfers In Projected	SY2021 Transfers Out Projected	FY2022 Transfers In Budget	FY2022 Transfers Out Budget	Reason for Transfer
IT Replacement Fund	50,000	-	-	-	65,000		Funding for Information Technology Projects
General Fund	-	-	-	-	-	46,410	Funding for Information Technology Projects
Water Fund	-	25,000	-	-	-	9,295	Funding for Information Technology Projects
Sewer Fund	-	25,000	-	-	-	9,295	Funding for Information Technology Projects
Parking	-	-	828,755	-	-	-	To Consolidate Parking Fund into General Fund
General Fund	-	-	-	828,755	-	-	To Consolidate Parking Fund into General Fund
Totals	\$ 5,579,609	\$ 5,579,609	\$ 6,685,689	\$ 6,685,689	\$ 7,841,809	\$ 7,841,810	

City of Park Ridge Strategic Plan and Goal Development 2019



Prepared by project facilitators:

Greg Kuhn, Ph.D.
Associate Director

Jeanna Ballard, MPA
Senior Research Associate

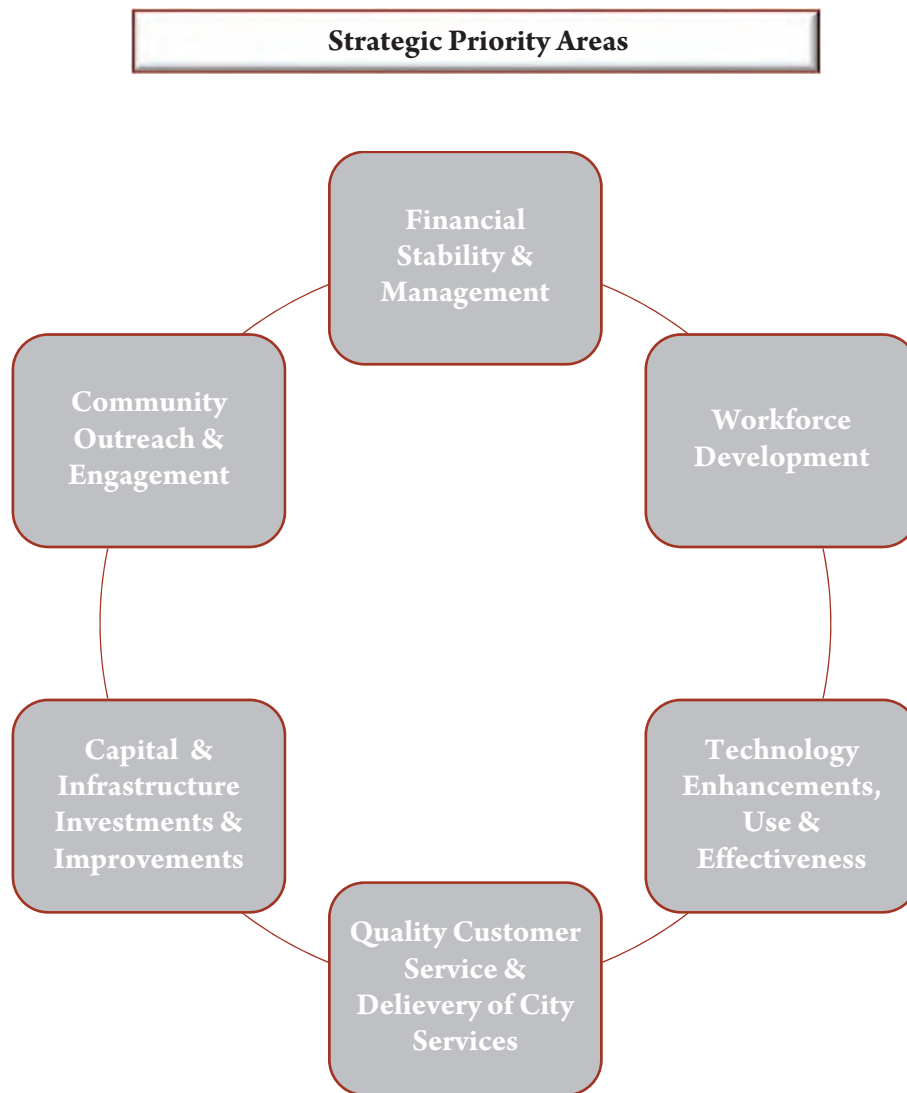
NORTHERN ILLINOIS UNIVERSITY – CENTER FOR GOVERNMENTAL STUDIES

EXECUTIVE SUMMARY

Strategic planning is a preferred approach to guiding an organization’s future rather than making decisions issue by issue. The City of Park Ridge (“the City”) engaged the Center for Governmental Studies (CGS) at Northern Illinois University (NIU) to facilitate a strategic planning workshop with Council and senior staff members in October of 2019. The strategic planning workshop provided a positive atmosphere for the Council and senior staff members to work together and collaboratively review and develop the Council’s visions for the future and strategic goals to determine where it is the City wants to go as an organization.

STRATEGIC PRIORITIES

Ultimately, six key strategic priority areas were identified as an outcome of the process highlighting activities and initiatives that the City should focus on in both the short- and long-term. The strategic priority areas identified during the workshop [in no particular order] are illustrated below.



STRATEGIC GOALS

After discussions regarding the City's visions for the future, current strengths, weaknesses, opportunities and threats, participants were asked to identify short-and long-term goals. After the goals were developed, participants were then asked to classify each goal according to a matrix model of time and complexity. Agreed upon criteria were used to classify a goal as short- or long-term and as complex or routine (please see full report for defined criteria).

Following the classification exercise and after the strategic planning workshop retreat, the Council was asked to delineate, via an online ranking exercise, which goals should be given the highest priority. In total, the group developed four short-term routine goals, eight short-term complex goals, four long-term routine goals and eight long-term complex goals. The *top three goals* from each category are offered as a process "snapshot" representing the most important strategic goals or priority areas for the Council and staff to address in the months and years ahead (see below). For a full review and appreciation of all the strategic goals developed, discussed and ranked, please refer to the full report.

SUMMARY OF TOP 3 GOALS ORGANIZED IN TIME/COMPLEXITY MATRIX

SHORT-TERM GOALS

Short-term Routine Goals

- Continue to improve external customer service to residents
- Develop an internship program to promote careers in local government while adding organizational capacity
- Explore inclusion of recreational cannabis on the next election/referendum ballot

Short-term Complex Goals

- Redevelop the City's website to make it more accessible and user-friendly
- Continue to address Organizational Development and Workforce Planning needs
- Examine and reorganize departments to align with needs of the community, expected service levels and strategic goals

LONG-TERM GOALS

Long-term Routine Goals

- Continue to emphasize the City's commitment to financial stability and fiscal management to address goals, priorities and needs
- Develop an overall communication strategy for both external and internal stakeholders
- Continue to build institutional knowledge, staff depth, skills and strategy on how to "evolve" the organization for the future

Long-term Complex Goals

- Continue to manage our stormwater utility master plan and regularly communicate projects, impacts, outcomes and scheduling
- Continue to improve the technological infrastructure at City Hall and in Departments; enhance technology in all units
- Highlight/communicate when the installation phase/construction begin on portions of our long-term/ adopted infrastructure plan
- Continue to update the City's comprehensive plan/overall land use plan

****Note: Two goals in the long-term complex category received tied scores for being ranked third.***

INTRODUCTION

As an organization, the City has placed itself among the special class of governmental entities that have made a commitment to formalized strategic planning and goal setting exercises (Figure 1). As City leaders are aware of, strategic planning is not a new phenomenon for progressive communities and government agencies. Policymaking boards and staff in both private and public organizations, including the City, recognize the value of such processes. This important work will serve the community well into the coming years.

The Council and senior staff members gathered in October 2019 to discuss the City's vision, develop goals, and ultimately establish the future direction for the City. The strategic planning workshop provided a positive atmosphere to set aside time to methodically, *strategically*, determine where it is the City wants to go as an organization. As was shared with the Council and senior staff members at the conclusion of the workshop, the organization

Figure 1. Strategic Planning Model



should resist the temptation to rearrange priorities as the fiscal year moves along. It is important to adhere to the results of the Council and senior staff members' efforts throughout this process and the City's budgeting process.

Keep in mind that the judicious use of the City's limited resources (including financial resources and professional staff time) will be the key to good results. These high standards can place a strain on the organization, as excellence requires adequate staff time, expertise and resources. In the end, quality policies and quality implementation equate to tough choices in setting priorities and in allocating resources. Only a limited number of goals and objectives can be effectively managed and implemented at any given time. In a very realistic sense, clear and stable priorities must be maintained if the City desires to stretch its resources as far as they can go.

Outline of Workshop Leadership Exercises and Discussion Sessions

The format for all of the discussion sessions used in the planning effort employed approaches that were highly participative and interactive. The process was informed by the environmental scanning components and the identified strengths, weaknesses, opportunities and threats for the City. The workshop facilitators utilized a group discussion approach called '*Nominal Group Technique*' where participants were assured equal

opportunities to speak and share opinions by the facilitator. During the workshop sessions, individuals had the opportunity to generate and share their ideas, as well as participate in group activities allowing them to weigh alternatives and refine their thinking through dialogue. As ideas were shared and debated, the group worked steadily toward a consensus regarding organizational values, purpose, future directions and priorities.

Session I. Introduction Exercise – Icebreaker and Visioning

Each participant engaged in a visioning and important topic identification exercise by selecting two items from the “garage sale” table and using them to answer two questions. The first item was used to answer the question, “What do you see as an important topic the City should address in the next 1-3 years?” The second item was related to the visioning question, “In 10-15 years when I return to the City, I hope to see, or think I will see...,” in regards to services, programs, staffing levels, capital needs and general concepts that should or would be present in the City at these intervals. Participants were asked to think about their ideas ahead of time and then be ready to share them with the group during the first session of the workshop. This was a brainstorming exercise—all ideas about the City’s future were encouraged and shared. No evaluative or judgmental debate was permitted during this session. Below is a summary of those answers.

Exploration of the City of Park Ridge’s Important Current Topics/Issues

Garage Sale Item	Important Topics/Issues
Phone cable	Technology improvements
Charger	Technology advancements with green components; plug-in to relevant technology trends (e.g., electric car stations), cost-effective and environmentally-friendly
Eye glass wipes	Misinformation/communicate facts and make decisions based on facts – develop a communication/education strategy (e.g., value of city tax)
Brick	Development in underdeveloped/vacant commercial properties
Garbage can	Implement solutions that are also environmentally-friendly and sustainable and include in the goals
Fire hydrant	Infrastructure improvements
Brick	Innovative strategies to encourage, manage and maintain commerce, including e-commerce
Drafting set	Doing things more efficiently (i.e., “smarter” approaches and strategies}
Police car	Addressing what a sustainable policing model is in the future (e.g., drones, cameras, self-driving squad cars, etc.)
Checkbook	Financial stability
Valve/pipe	Maintain funding for infrastructure improvements; don’t fall behind and continue to elevate the employee experience focused on performance and retention. Become an attraction/employer of choice to have more talent to choose from
Metra schedule	Parking availability, especially for commuters, connectivity through the town and the access points for bikers and walkers

Garage Sale Item	Important Topics/Issues
Flower	Continue to make Park Ridge a livable, enjoyable, adaptable community by meeting current and future expectations, demands and trends. Enhance accessibility for all residents (e.g., transportation) and work to become/maintain being an attraction and destination and to be the choice along the Metra line (i.e., be competitive for residents, workforce, and businesses)
Valve	Shutting off troubled water mains – addressing and resolving flooding issues
Fire sprinkler	Keep sprinkler systems in homes and businesses
CD	Investment in employees – education for employers from a technology standpoint and attract and retain skilled staff, especially with technology

Exploration of the City of Park Ridge's Desired Future Condition: Visions of the Future

Garage Sale Item	Visioning
Batteries	Less reliant on ComEd Public Works department's functions and staffing levels relatively the same
Fire truck	Maintain fleet and equipment updates and quality and see a safer community. Possible regionalization of public safety– not to be feared and plan for impact of healthcare development in the city
Slinky	Financial stability, stable and predictable tax levy. Finance department is more reliant on technology. Different skilled workforce – tech savvy and customer service oriented and can communicate and educate residents
Fish	Communication about flood mitigation and private solutions embraced by residents. Technology improvements embraced by the public (e.g., online permits), processes more reliant on technology, take on larger role for economic development, more outsourcing could result in lower staffing levels
Ruler	Vertical growth and a more vibrant uptown (e.g., theater, dining, entertainment options); Mixed-use buildings (condos) on the parcel where city hall is, a new municipal center; more consolidation of 911 call centers and police records, more reliance of police functions using technology and police recruitment
Smart Gov. Coaster	More efficient processes via technology, more social/technology interaction with residents
Athena	Continue to use/enhance technology to improve the customer experience and employee experience/efficiency - embrace technology rather than become stagnant. Become a community that embraces progressive opportunities while maintaining a small town feel and charm
Golf ball	Public-private partnerships to enhance recreational opportunities and technology improvements
Cork	Vibrancy in uptown and around the community (e.g., Busse Highway/business districts)
Dollar bill	Financial discipline – stable and responsible

Garage Sale Item	Visioning
Construction hat	No more flooding
Map	Maintain green space and tree canopies to lead to quality of life enhancement
Necklace	Preserve property values and culture
Ball repair marker	Innovative ways to improve active and recreational opportunities to encourage a healthy and happy community
Pipe	Active and vibrant community, city-wide infrastructure improvements (e.g., roads, flooding, technology, facilities, etc.)
Vision Statements from 2016/17 – Carried forward to 2019	
Mature trees/restored canopy urban forests	
Flood City reputation is a thing of the past	
Uptown, S. Park & Higgins corridors are thriving (new buildings – refurbished buildings)	
Bustling commerce in all our business areas – people walking from store to store	
Stable finances	
Organizations seen as efficient, well-run organization in service to citizens	
An active and diverse population as I drive through town – enjoying the community, the downtown, gathering places, etc.	
Innovative ways to encourage happy, healthy, and an active community	
Returning generation – our kids will come back and live here/want to be here – desirable return – a <u>destination</u> where people want to be	
Employees’ jobs will be safer, easier, more efficient, more technology – might be services we haven’t imagined	
Use technology to enhance the employee experience	
New Public Safety building with Police and Fire departments, but where? A new E.O.C. (but not in the basement)	
More technology (like sprinklers) reduces time on the scene, etc. More shared resources – we almost act like a regional department now with MBAS. Demographics will impact our services	
Technology advanced organization/operation that meets residents’ needs – keep pressing to advance	
Proactive organization and government that drives/supports being proactive and innovative, now we are reactive – in future trends, models, stats and dashboards will be used	
A more collaborative Council and Senior Staff – remove roadblocks –to keep high performing staff and keep the team motivated	
An even more vibrant downtown – daytime foot traffic, night time activity and less storefront vacancies	
More online technology and transactions city-wide, like transactions with finance, permitting, data, citizen requests, etc.	

Session II. Surrender or Lead

Participants were introduced to a leadership exercise entitled “Surrender or Lead.” The premise is that participants work to develop responses to some simple, but effective and thought-provoking questions. Participants were asked to respond to a series of structured questions designed to initiate discussion and reveal hopes, perspectives, challenges, opportunities or possible barriers based on the collective view of each participant’s team. The group’s responses were recorded on flip chart paper and are reported below. Underlined sections are key phrases that the group provided in response to the exercise’s open questions and prompts.

Group #1

[Team name: Omaha Beach]

1. We want to lower property taxes, but our costs and needs are growing.
2. The two most important things to focus on are quality of life and development mix.
3. If it weren’t for being landlocked, we would have more stormwater management and park options.
4. We need to finally recognize that City character and progress are not necessarily opposed to each other
5. Other units of government will have the biggest impact on the City in the coming 2-3 years.

Group #2

[Team name: When the Levy Breaks]

1. We want to raise the bar, but have limited resources.
2. The two most important things to focus on are financial stability and infrastructure because it improves the quality of life.
3. If it weren’t for the finite resources and levy concerns, we would accelerate progress.
4. We need to finally make a decision about flooding.
5. The Illinois General Assembly will have the biggest impact on the City in the coming 2-3 years.

Group #3

[Team name: Speedy 3’s]

1. We want to invest, but need to be careful.
2. The two most important things to focus on are community development and infrastructure because Park Ridge should be a desirable place to be in.
3. If it weren’t for the TIF burden, we would be more secure.
4. We need to finally have a financial plan to sustain infrastructure investments and ongoing operations.
5. State of Illinois and the economy will have the biggest impact on the City in the coming 2-3 years.

Session III. Environmental Scanning, Internal and External S.W.O.T Analysis

The next step of the strategic planning process involved reviewing and accounting for the internal and external factors present in the environment that can potentially influence the success of the City, both negatively and positively. Given the exploratory statements and challenges raised in the Surrender or Lead exercise, participants were then asked to identify what constraints and practical difficulties are likely to be encountered that will make it challenging to achieve the desired future state. These elements included both internal and external factors, conditions, trends, regulations, agencies, resources, etc. Furthermore, participants were asked to identify the organization's **strengths (S)** and **weaknesses (W)**. In what areas does the City regularly excel, and in what areas are there difficulties or shortcomings in terms of expertise, resources, training, etc.? What **opportunities (O)** are on the horizon that can be used to the City's advantage? Conversely, what trends or **threats (T)** lie ahead that would be obstacles or hindrances?

S.W.O.T. EXERCISE (Strengths, Weaknesses, Opportunities, Threats)

INTERNAL

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ◆ Location ◆ Proximity to high quality assets: the City, O'Hare airport, highway network, etc. ◆ Home values ◆ Safety of the community ◆ Transparent government ◆ Schools ◆ Financial stability ◆ Citizen involvement ◆ Reputation as a city ◆ Quality staff/professionals ◆ Vibrant uptown area ◆ Positive leadership approaches and relationships ◆ Life-long residents ◆ Park Ridge as a destination ◆ Restaurant profile ◆ Access to public transportation ◆ Faith community/churches ◆ Private schools ◆ Railroad ◆ Strong residential base ◆ Adjacent to forest preserves 	<ul style="list-style-type: none"> ◆ Landlocked/built-out ◆ Home values – barriers to entry ◆ Small commercial base ◆ Zoning ordinance – vague/staid ◆ Reputation ◆ Perception of parking ◆ Facilities ◆ Environment sustainability ◆ Airport noise and pollution ◆ Real estate options for the elderly population ◆ South Park parking ◆ Railroad division ◆ Limited pedestrian crossings ◆ Traffic congestion

EXTERNAL

OPPORTUNITIES	THREATS
<ul style="list-style-type: none">◆ Improving financial position◆ Vacant commercial properties◆ Enhanced communication with community◆ Clarified priorities◆ Social media◆ Succession planning◆ Technology needs◆ Community demographics◆ Changing development opportunities◆ Exploring user fees and revenue distribution◆ Facilities◆ Environment sustainability◆ Strong credit rating◆ Bond rating◆ Pension reform◆ Real estate options for the elderly population◆ Technology options/use for customers◆ South Park parking◆ Promoting/marketing Park Ridge◆ Open-minded to progressive opportunities◆ Communication and community awareness◆ Community policing strategies	<ul style="list-style-type: none">◆ Springfield – mandates or other government policies: local, county, state, federal◆ Climate change◆ Aging infrastructure◆ Small commercial base◆ Social media◆ Next recession◆ Outdated zoning ordinances◆ Community demographics◆ Parking◆ Salary compression/salary market◆ Perception of the tone at the top◆ Employee changes, retirement attrition, turnover◆ Pension reform◆ Stabilization of the tax levy◆ O'Hare's new runway◆ Overall community health◆ Large employers (i.e., concentration risks)◆ Terrorism/mass violence◆ Cyber security/cyber attacks

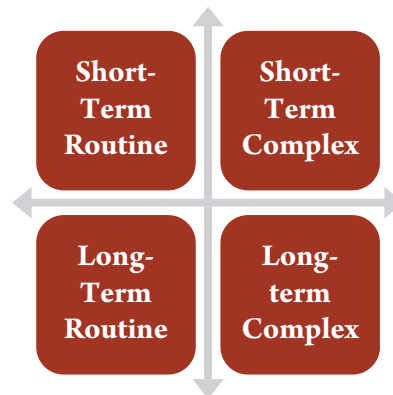
Session V. Nominal Group Goal Identification

With the preceding sessions as a sound foundation for goal-setting, the final session was a healthy group discussion of goals and/or action items needed to achieve the future visions as expressed by the group. To begin the process, participants returned to the groups they had worked with during the previous exercise. Each member was allotted time to highlight the three or four most important policy and program goals that he or she thinks the City should accomplish in the next one to five years. The groups then shared their short- and long-term goals with the larger group. Goals that participants developed could be highly specific or general.

Classification. At the end of the open discussion, participants were asked to classify each goal according to a matrix model of time and complexity (Figure 2). Agreed upon criteria were used to classify a goal as short- or long-term and as complex or routine. The purpose of the exercise is to group goals of roughly the same type together so when prioritization occurs, the participants can avoid the problem of comparing “apples to oranges.”

The agreed upon criteria used for classifying goals as either short- or long-term and routine or complex involved the following: **Short-term goals** were those goals that could or should be completed or substantially underway in the next one to three years. **Long-term goals** were those goals that could or should be completed or substantially underway within a three to eight year timeframe. **Routine goals**, although not necessarily simple or easy, were goals that could be accomplished with a strong commitment by the City, and could likely be accomplished within present budget streams, some modest outside assistance, or with minor task or staff reallocations. **Complex goals** were goals that required extraordinary resources, specialists, funding, or the agreement of outside organizations or agencies, or, a private partner/contractor.

Figure 2. Goal Time & Complexity Matrix



Open Group Discussion and Consolidation of Goals

This final phase of the discussion served as the forum for Council and staff members to discuss, evaluate, and debate the ideas and goals offered by each participant in the previous sessions. Participants were asked to give their opinions, evaluations and judgments of the worthiness and value of different policy objectives.

Prioritization of Goals

After the workshop, each Council member was asked to delineate, via an online ranking exercise, which goals should be given the highest priority. The Council was provided an online ranking tool where point values were assigned to each goal in each quadrant of the time and complexity matrix by individuals. The calculation of goal prioritization consisted of “forced ranking” where the ranking of each identified goal is averaged by the rankings given by all participants. For example, if a goal were given the scores of 2, 5, 6, 6, 1, 2 and 3, the average total would be 3.57. **The lower the score, the higher the priority.** Again, the average totals were based on the ratings provided.

The following illustration presents the Council’s **top three goals**, within each quadrant, as they emerged from the consensus ranking exercise (Figure 3). The top three goals are offered here as a *process “snap shot”* of the most important strategic goals or issues areas for staff to address in the months and years ahead. In total, the group developed four short-term routine goals, eight short-term complex goals, four long-term routine goals and eight long-term complex goals.

**Figure 3. Top Three Goals within Each Quadrant of the
Time and Complexity Matrix**

**Short-Term Routine
Goals**

- Continue to improve external customer service to residents
- Develop an internship program to promote careers in local government while adding organizational capacity
- Explore inclusion of recreational cannabis on the next election/referendum ballot

**Short-Term Complex
Goals**

- Redevelop the City’s website to make it more accessible and user-friendly
- Continue to address Organizational Development and Workforce Planning needs
- Examine and reorganize departments to align with needs of the community, expected service levels and strategic goals

**Long-term Routine
Goals**

- Continue to emphasize the City’s commitment to financial stability and fiscal management to address goals, priorities and needs
- Develop an overall communication strategy for both external and internal stakeholders
- Continue to build institutional knowledge, staff depth, skills and strategy on how to “evolve” the organization for the future

**Long-Term Complex
Goals***

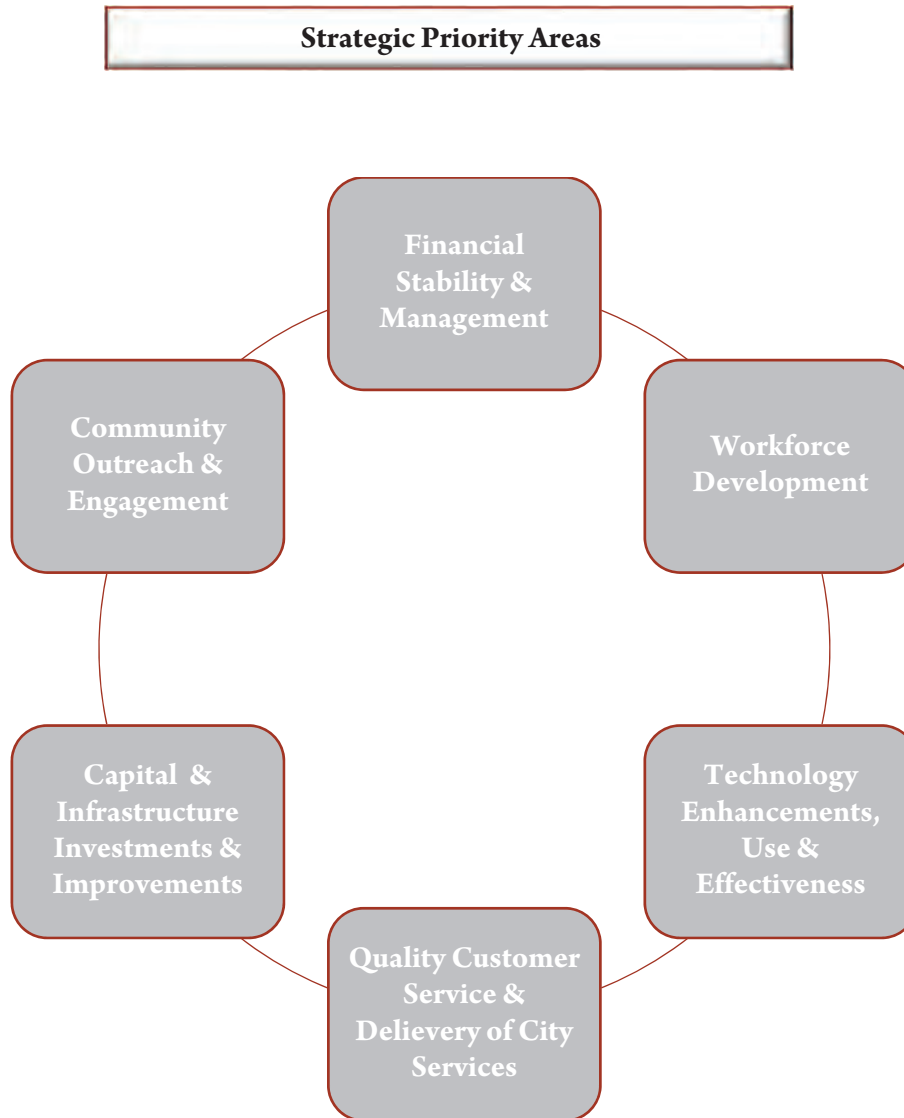
- Continue to manage our stormwater utility master plan and regularly communicate projects, impacts, outcomes and scheduling
- Continue to improve the technological infrastructure at City Hall and in Departments; enhance technology in all units
- Highlight/communicate when the installation phase/construction begin on portions of our long-term/ adopted infrastructure plan
- Continue to update the City’s comprehensive plan/overall land use plan

****Note: Two goals in the long-term complex category received tied scores for being ranked third.***

As part of the overall planning process, the strategic planning team developed a total of 24 goals. The above summarizes only the top 3 priorities as arranged in the time and complexity matrix. For a full review and appreciation of ***all*** the strategic goals developed, discussed and ranked, please see [Appendix A](#).

STRATEGIC PRIORITY AREAS

Ultimately, six key strategic priority areas were identified as an outcome of the process highlighting activities and initiatives that the City should focus on in both the short- and long-term. The strategic priority areas identified during the workshop [in no particular order] are illustrated below.



As the City knows from prior experience, the value of the strategic planning process will be best realized when it is used as an active working guide to both City's leadership team and staff. The process report here is designed to capture the content of the discussions and to assist the City in developing action plans in a follow-up session for appropriate committees, departments and elected officers.

The exchange of ideas and dialogue during the discussion sessions and the strategic planning workshop demonstrates that the City remains committed to progressive leadership. The Council and management team are looking ahead and committed to strategic thinking and planning. One noted observer who is often recognized by the project team for his views on organizational change summarizes the challenges of organizational progress this way:

***"The art of progress is to preserve order amid change,
and change amid order..." -A.N. Whitehead***

We wish you well with the ambitious year that lies ahead.

The image shows two handwritten signatures in black ink. The signature on the left is 'Greg Kuhn' and the signature on the right is 'Jeanna Ballard'.

Greg Kuhn and Jeanna Ballard, Session Facilitators

APPENDIX A:

CITY OF PARK RIDGE PRIORITIZED STRATEGIC GOALS

APPENDIX A: Prioritized Strategic Short- and Long-term Strategic Goals

Short-Term Routine Goal Prioritized Rankings

SHORT-TERM ROUTINE GOALS	GROUP AVERAGE
Continue to improve external customer service to residents	1.6
Develop an internship program to promote careers in local government while adding organizational capacity	2.8
Explore inclusion of recreational cannabis on the next election/referendum ballot	2.8
Revisit the City's recent compensation study data related to all positions including aldermanic compensation, ensure compensation philosophy remains competitive and market appropriate	2.9

Short-Term Complex Goal Prioritized Rankings

SHORT-TERM COMPLEX	GROUP AVERAGE
Redevelop the City's website to make it more accessible and user-friendly	2.9
Continue to address Organizational Development and Workforce Planning Needs: <ul style="list-style-type: none"> Conduct/develop succession planning analysis/program in departments Undertake employee retention and motivation enhancements to reduce employee turnover Build a strong community service culture dedicated, public trust, professionalism for all public safety (police & fire) services 	3.6
Examine and reorganize departments to align with needs of the community, expected service levels and strategic goals: <ul style="list-style-type: none"> Refine current department structures to respond to changing dynamics and enhancements to organizational processes and priorities Assess staffing profile in the police and fire departments to match staffing to mitigate shift shortfalls, reduce overtime and build the bench 	3.9
Work to enhance mobility improvements throughout the community; explore options for: <ul style="list-style-type: none"> Parking, especially commercial, Metra, downtown Biking/walking Commuting 	4.0
Formulate and adopt a green/sustainability plan/provide services in an environmentally friendly way according to our plans and approaches	4.9
Retain planning consultant to begin to update, revise the zoning code/ordinance	5.3
Establish and specify a city-wide facility maintenance, repair, replacement program and begin repairs based on priority needs: <ul style="list-style-type: none"> Review facility enhancements, improve work environment & space, including HVAC, effectiveness, and service delivery efficiency 	5.5
Implement an automated water meter reading and improved tech-based water loss system	6.0

Long-Term Routine Goal Prioritized Rankings

LONG-TERM ROUTINE	GROUP AVERAGE
<p>Continue to emphasize the City's commitment to financial stability and fiscal management to address goals, priorities and needs:</p> <ul style="list-style-type: none"> • Reduce TIF debt • Prepare for any adverse impacts or changes due to State of Illinois factors • Continue to strengthen our financial position • Continue to improve bond/credit rating • Forecast funding needs of the City's internal service funds that have been depleted since 2008 	1.5
<p>Develop an overall communication strategy for both external and internal stakeholders:</p> <ul style="list-style-type: none"> • Re-examine resident newsletters and their distribution cycle to provide more timely material 	2.4
<p>Continue to build institutional knowledge, staff depth, skills and strategy on how to "evolve" the organization for the future:</p> <ul style="list-style-type: none"> • Be willing to revise and flex the organization and processes to best serve the community • Solidify a collaborative council - staff relationship 	2.9
<p>Continue to improve/resurface/reconstruct alleys in town and improve gravel alleys; develop a long-term/comprehensive approach to alley improvements</p>	3.3

Long-Term Complex Goal Prioritized Rankings

LONG-TERM COMPLEX	GROUP AVERAGE
<p>Continue to manage our stormwater utility master plan and regularly communicate projects, impacts, outcomes and scheduling:</p> <ul style="list-style-type: none"> • Identification of flood projects resulting from master planning underway • Explore/discuss/determine funding options (SSA's, utility model, financing, etc.) for stormwater projects 	2.4
<p>Continue to improve the technological infrastructure at City Hall and in Departments; enhance technology in all units:</p> <ul style="list-style-type: none"> • Explore technology for financial reporting, tracking, building, and permitting functions • Implement and expand use of online technology for transactions, meter reads, payables, receivables, etc. • Move toward a digital office • Replace planning and development software that integrates with finance • Implement applicant tracking software in HR • Take steps to move to an entire digital flow in community development, planning, and inspections including digital storage and retention • Move to a paperless HR recordkeeping system from recruitment to day-to-day, benefits, performance evaluation 	3.5
<p>Highlight/communicate when the installation phase/construction begin on portions of our long-term/adopted infrastructure plan</p> <ul style="list-style-type: none"> • Maintain expanded sewer lining program and lengthen service life of sewer facilities 	3.9
<p>Continue to update the City's comprehensive plan/overall land use plan</p>	3.9
<p>Commit to exploring and then confirming our overall economic development strategy and policies</p> <ul style="list-style-type: none"> • Embrace progressive opportunities while maintain small town feel and historic charm • Review a business recruitment & retention program as part of our broader economic development strategy • Strengthen our identity, uniqueness, branding, and gateways • Examine the Community Preservation and Development Department's role, focus and expansion 	4.1

LONG-TERM COMPLEX	GROUP AVERAGE
Continued evaluation of our Uptown area while also making progress improvements in other commercial outdoors with focus on South Park, Higgins Corridor and Busse area	4.8
Explore changing/restructuring the City Clerk's position	6.5
Complete the remaining police department space improvement plan	7.0