

**MINUTES OF A SPECIAL COMMITTEE OF THE WHOLE MEETING  
OSWEGO VILLAGE PRESIDENT AND BOARD OF TRUSTEES  
OSWEGO VILLAGE HALL  
100 PARKERS MILL, OSWEGO, ILLINOIS  
March 19, 2022**

**CALL TO ORDER**

President Troy Parlier called the meeting to order at 9:07 a.m.

**ROLL CALL**

Board Members Physically Present: President Troy Parlier; Trustees Kit Kuhrt, James Marter II, Terry Olson, Jennifer Jones Sinnott and Brian Thomas.

Board Members Absent: Trustee Tom Guist

Staff Physically Present: Dan Di Santo, Village Administrator; Christina Burns, Deputy Administrator/HR Director; Tina Touchette, Village Clerk; Jeff Burgner, Police Chief; Mark Horton, Finance Director; Jennifer Hughes, Public Works Director; Rod Zenner, Development Services Director; Joe Renzetti, IG/GIS Director; Corey Incandela, Administrative Intern; Susan Quasney, Engineer; Bridget Bittman, Community Engagement Coordinator- Marketing; Jason Bastin, Police Commander.

**PUBLIC FORUM**

Public Forum was opened at 9:07 a.m. There was no one who requested to speak. The public forum was closed at 9:07 a.m.

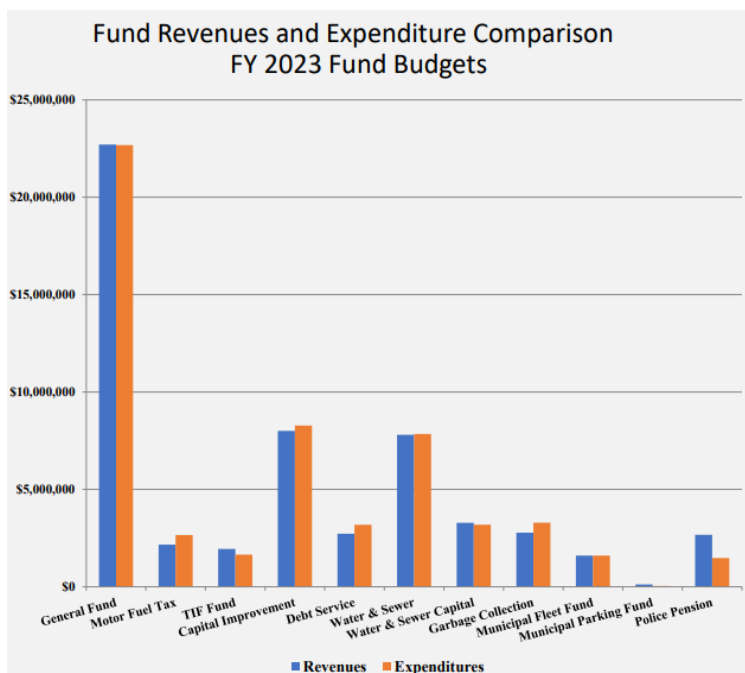
**OLD BUSINESS**

There was no old business.

**NEW BUSINESS**

G.1 Fiscal Year 2023 Village Budget Workshop

Director Horton addressed the Board regarding the FY23 budget and presented the following:



## Fund Revenues and Expenditure Comparison

Fund	Fiscal Year 2023		Difference
	Revenues	Expenditures	
<b>Major Governmental Funds</b>			
General Fund	\$22,703,417	\$22,675,503	\$27,914
Capital Improvement Fund	\$7,999,625	\$8,274,326	(\$274,701)
Debt Service Fund	\$2,722,051	\$3,183,122	(\$461,071)
<b>Total Major Governmental Funds</b>	<b>\$33,425,093</b>	<b>\$34,132,951</b>	<b>(\$707,858)</b>
<b>Non-Major Governmental Funds</b>			
Motor Fuel Tax Fund	\$2,163,851	\$2,653,078	(\$489,227)
Tax Increment Financing	\$1,941,000	\$1,651,750	\$289,250
<b>Total Non Major Governmental Funds</b>	<b>\$4,104,851</b>	<b>\$4,304,828</b>	<b>(\$199,977)</b>
<b>Proprietary Funds</b>			
<b>Enterprise Funds</b>			
Waterworks & Sewer Fund	\$7,802,100	\$7,842,751	(\$40,651)
Waterworks & Sewer Capital Fund	\$3,285,200	\$3,186,500	\$98,700
Garbage Fund	\$2,777,100	\$3,290,000	(\$512,900)
<b>Internal Service Funds</b>			
Municipal Fleet Fund	\$1,599,695	\$1,599,195	\$500
Municipal Parking Fund	\$115,100	\$40,490	\$74,610
<b>Total Proprietary Funds</b>	<b>\$15,579,195</b>	<b>\$15,958,936</b>	<b>(\$379,741)</b>
<b>Fiduciary Funds</b>			
Police Officers' Pension Fund	\$2,670,000	\$1,476,250	\$1,193,750
<b>Total Fiduciary Funds</b>	<b>\$2,670,000</b>	<b>\$1,476,250</b>	<b>\$1,193,750</b>
<b>Total All Funds</b>	<b>\$55,779,139</b>	<b>\$55,872,965</b>	<b>(\$93,826)</b>

- Debt Service- money received up-front; obligation bonds
- Waterworks & Sewer Fund- will turn into a positive number

### Fiscal Year 2023 Village Budget All Funds – Revenue by Fund

Accounts	Description	2019 Actuals	2020 Actuals	2021 Actuals	2022 Actuals YTD - Feb.	FY 2022 Budget	FY 2023 Draft Budget	Dollar change	Percent Change
100	General Fund	(\$19,903,258)	(\$21,644,092)	(\$22,308,128)	(\$20,239,167)	(\$21,107,999)	(\$22,703,417)	(\$1,595,418)	7.6%
200	Motor Fuel Tax Fund	(\$967,890)	(\$1,304,021)	(\$2,535,975)	(\$1,669,214)	(\$2,129,251)	(\$2,163,851)	(\$34,600)	1.6%
250	TIF-Dwntwn Redevelopment Fund	(\$36,638)	(\$14,692,106)	(\$176,988)	(\$327,042)	(\$424,250)	(\$1,941,000)	(\$1,516,750)	357.5%
300	Capital Improvement Fund	(\$5,844,425)	(\$4,328,128)	(\$4,905,596)	(\$4,769,376)	(\$4,429,629)	(\$7,999,625)	(\$3,569,996)	80.6%
400	Debt Service Fund	(\$2,824,603)	(\$4,200,617)	(\$2,827,566)	(\$23,655,619)	(\$2,828,314)	(\$2,722,051)	\$106,263	-3.8%
500	Water Fund	(\$8,668,449)	(\$9,538,099)	(\$11,458,106)	(\$6,848,495)	(\$7,610,868)	(\$7,802,100)	(\$191,232)	2.5%
510	Water Capital Fund	(\$2,485,159)	(\$2,183,186)	(\$3,407,564)	(\$1,785,299)	(\$3,320,400)	(\$3,285,200)	\$35,200	-1.1%
560	Garbage Collection Fund	(\$2,479,430)	(\$2,642,512)	(\$2,692,895)	(\$2,404,607)	(\$2,677,000)	(\$2,777,100)	(\$100,100)	3.7%
600	Municipal Fleet Fund	(\$362,472)	(\$294,392)	(\$611,333)	(\$381,857)	(\$602,000)	(\$1,599,695)	(\$997,695)	165.7%
650	Municipal Parking Fund	\$0	\$0	(\$460)	(\$123,501)	(\$30,200)	(\$115,100)	(\$84,900)	281.1%
800	Police Pension Fund	(\$3,954,608)	(\$2,765,531)	(\$10,748,552)	(\$2,027,495)	(\$2,773,800)	(\$2,670,000)	\$103,800	-3.7%
<b>Grand Total</b>		<b>(\$47,526,933)</b>	<b>(\$63,592,685)</b>	<b>(\$61,673,162)</b>	<b>(\$64,231,673)</b>	<b>(\$47,933,711)</b>	<b>(\$55,779,139)</b>	<b>(\$7,845,428)</b>	<b>16.4%</b>

- ❑ Total revenue budget for all funds is \$55.8 million.
- ❑ General Fund accounts for 41% or \$22.7 million of total revenues.
- ❑ All Funds have increased compared to the FY 2022 Budget except the Debt Service Fund, Water & Sewer Capital Fund and Police Pension Fund
- ❑ Revenues up 16% or \$7.8 million compared to FY 2022 budget

- Police Pension- don't budget for unrealized

Fiscal Year 2023 Village Budget  
All Funds – Expenditures by Fund

Accounts	Description	2019 Actuals	2020 Actuals	2021 Actuals	2022 Actuals YTD - Feb.	FY 2022 Budget	FY 2023 Draft Budget	Dollar Change	Percent Change
100	General Fund	\$17,359,305	\$18,627,439	\$19,432,813	\$18,132,921	\$21,094,811	\$22,675,503	\$1,580,693	7.49%
200	Motor Fuel Tax Fund	\$320,369	\$1,162,623	\$1,604,937	\$1,599,358	\$1,776,654	\$2,653,078	\$876,424	49.33%
250	TIF-Dwntwn Redevelopment Fund	\$530,405	\$13,216,166	\$8,486,505	\$953,670	\$1,087,050	\$1,651,750	\$564,700	51.95%
300	Capital Improvement Fund	\$13,960,281	\$2,577,038	\$2,347,506	\$4,097,984	\$5,210,920	\$8,274,326	\$3,063,406	58.79%
400	Debt Service Fund	\$2,824,197	\$2,827,131	\$3,267,601	\$3,466,497	\$3,288,775	\$3,183,122	-\$105,653	-3.21%
500	Water Fund	\$6,683,702	\$7,131,333	\$7,970,542	\$5,833,508	\$7,585,284	\$7,842,751	\$257,467	3.39%
510	Water Capital Fund	\$1,704,176	\$2,263,613	\$3,552,884	\$819,476	\$3,129,357	\$3,186,500	\$57,143	1.83%
560	Garbage Collection Fund	\$2,465,007	\$2,584,452	\$2,675,076	\$2,585,498	\$2,675,000	\$3,290,000	\$615,000	22.99%
600	Municipal Fleet Fund	\$675,024	\$524,851	\$391,179	\$762,497	\$777,650	\$1,599,195	\$821,545	105.64%
650	Municipal Parking Fund	\$0	\$0	\$576	\$4,204	\$25,700	\$40,490	\$14,790	57.55%
800	Police Pension Fund	\$1,125,769	\$1,143,315	\$1,236,674	\$1,015,113	\$1,378,150	\$1,476,250	\$98,100	7.12%
<b>Grand Total</b>		<b>\$47,648,237</b>	<b>\$52,057,963</b>	<b>\$50,966,291</b>	<b>\$39,270,725</b>	<b>\$48,029,350</b>	<b>\$55,872,965</b>	<b>\$7,843,615</b>	<b>16.33%</b>

- Total expenditure budget for all funds is \$55.9 million
- General Fund accounts for 41% of total
- All funds have increased expenditures except the Debt Service Fund
- Expenditures have increased in total 16% or \$7.8 million compared to the FY 2022 budget

Fiscal Year 2023 Village Budget  
All Funds – Revenue by Type

Accounts	Description	2019 Actuals	2020 Actuals	2021 Actuals	2022 Actuals YTD - Feb.	FY 2022 Budget	FY 2023 Draft Budget	Dollar Change	Percent Change
40	Taxes	(\$23,817,944)	(\$24,443,196)	(\$25,991,933)	(\$25,596,317)	(\$25,817,904)	(\$28,768,769)	(\$2,950,865)	11.4%
41	Licenses & Permits	(\$2,422,629)	(\$1,482,198)	(\$1,395,004)	(\$1,153,409)	(\$1,080,550)	(\$1,302,350)	(\$221,800)	20.5%
42	Intergovernmental Re	(\$192,010)	(\$18,111)	(\$2,547,425)	(\$497,300)	(\$783,751)	(\$3,252,376)	(\$2,468,625)	315.0%
43	Charges for Services	(\$11,373,170)	(\$11,201,207)	(\$11,626,934)	(\$10,376,802)	(\$11,784,495)	(\$11,957,120)	(\$172,625)	1.5%
44	Fines & Forfeitures	(\$176,958)	(\$166,713)	(\$152,625)	(\$167,697)	(\$177,750)	(\$206,500)	(\$28,750)	16.2%
45	Investments & Contri	(\$3,293,366)	(\$2,197,014)	(\$9,511,463)	(\$812,304)	(\$1,349,097)	(\$1,186,640)	\$162,457	-12.0%
46	Financing Sources	(\$6,250,855)	(\$24,084,245)	(\$10,447,778)	(\$25,627,894)	(\$6,940,164)	(\$9,105,384)	(\$2,165,220)	31.2%
<b>Grand Total</b>		<b>(\$47,526,933)</b>	<b>(\$63,592,685)</b>	<b>(\$61,673,162)</b>	<b>(\$64,231,723)</b>	<b>(\$47,933,711)</b>	<b>(\$55,779,139)</b>	<b>(\$7,845,428)</b>	<b>16.4%</b>

- ✓ Tax revenues are the largest source of revenue at \$28.8 million or 52% of total revenue
- ✓ Tax revenue has increased 11% or \$2.9 million compared to FY 22 budget
- ✓ Charges for services is 21% of total. Water/sewer charges for service is \$7.7 million of the \$12 million total
- ✓ Intergovernmental revenue is up 315% or \$2.5 million. 2<sup>nd</sup> tranche of ARPA funding to be received.
- ✓ Financing sources has increased \$2.1 million above FY 22 budget. TIF and Fleet Fund transfers in.

Fiscal Year 2023 Village Budget  
All Funds – Expenditures by Type

Accounts	Description	2019 Actuals	2020 Actuals	2021 Actuals	2022 Actuals YTD - Feb.	FY 2022 Budget	FY 2023 Draft Budget	Dollar Change	Percent Change
51	Salaries & Wages	\$10,528,290	\$11,025,976	\$11,444,781	\$10,030,022	\$12,210,686	\$12,974,914	\$764,228	6.3%
52	Employee Benefits	\$4,304,823	\$4,448,931	\$4,918,415	\$4,595,375	\$5,488,475	\$5,834,550	\$346,075	6.3%
53	Prof & Techn Service	\$3,988,613	\$4,764,007	\$4,445,487	\$4,359,563	\$4,622,433	\$4,983,967	\$361,534	7.8%
54	Contractual Services	\$2,683,976	\$2,941,161	\$3,158,590	\$3,392,173	\$3,525,971	\$4,183,490	\$657,519	18.6%
55	Other Services	\$950,552	\$997,014	\$1,135,030	\$981,596	\$1,205,351	\$1,027,724	(\$177,627)	-14.7%
56	Supplies	\$1,085,525	\$946,130	\$921,307	\$910,883	\$1,006,610	\$1,062,478	\$55,868	5.6%
57	Capital outlay	\$14,972,798	\$15,379,460	\$12,415,557	\$5,725,612	\$9,029,875	\$12,653,053	\$3,623,178	40.1%
58	Debt Service	\$3,108,049	\$3,123,131	\$3,327,865	\$4,200,849	\$4,307,536	\$4,212,583	(\$94,953)	-2.2%
59	Other Financing Uses	\$6,025,610	\$8,432,153	\$9,199,260	\$5,073,758	\$6,632,414	\$8,940,206	\$2,307,792	34.8%
<b>Grand Total</b>		<b>\$47,648,237</b>	<b>\$52,057,963</b>	<b>\$50,966,291</b>	<b>\$39,269,832</b>	<b>\$48,029,350</b>	<b>\$55,872,965</b>	<b>\$7,843,615</b>	<b>16.3%</b>

- ❖ Capital outlay has increased \$3.6 million or 40% compared to FY 22 budget
- ❖ Financing uses are up 35% corresponding with the revenue side increases in financing sources
- ❖ Contractual services has increased \$650,000 or 19% above the FY 22 budget
- ❖ Salaries/wages and employee benefits are up 6.3% and include four new positions not in the FY 22 budget; Police Officer and Project Manager and extra funding for new officers hired for anticipated retirements in the Police Department, Two new Public Works Technicians

Fiscal Year 2023 Village Budget  
Police Pension Fund

Accounts	Description	2019 Actuals	2020 Actuals	2021 Actuals	2022 Actuals YTD - Feb.	FY 2022 Budget	FY 2023 Draft Budget	Dollar Change	Percent Change
40	Taxes	(\$1,341,943)	(\$1,400,001)	(\$1,474,845)	(\$1,528,498)	(\$1,527,700)	(\$1,582,322)	(\$54,622)	3.6%
45	Investments & Contri	(\$1,714,570)	(\$1,447,755)	(\$717,365)	(\$2,202,743)	(\$973,800)	(\$870,000)	\$103,800	-10.7%
46	Financing Sources	(\$58,057)	\$0	(\$125,155)	\$0	(\$272,300)	(\$217,678)	\$54,622	-20.1%
<b>Total Revenues</b>		<b>(\$3,114,570)</b>	<b>(\$2,847,756)</b>	<b>(\$2,317,365)</b>	<b>(\$3,731,242)</b>	<b>(\$2,773,800)</b>	<b>(\$2,670,000)</b>	<b>\$103,800</b>	<b>-3.7%</b>
51	Salaries & Wages	\$907,694	\$1,011,788	\$1,088,185	\$888,825	\$1,200,000	\$1,300,000	\$100,000	8.3%
53	Prof & Techn Service	\$106,575	\$111,303	\$135,796	\$112,792	\$161,000	\$161,000	\$0	0.0%
55	Other Services	\$4,096	\$3,464	\$12,391	\$11,660	\$16,650	\$15,150	(\$1,500)	-9.0%
56	Supplies	\$0	\$0	\$0	\$0	\$500	\$100	(\$400)	-80.0%
<b>Total Expenses</b>		<b>\$1,018,365</b>	<b>\$1,126,555</b>	<b>\$1,236,372</b>	<b>\$1,013,277</b>	<b>\$1,378,150</b>	<b>\$1,476,250</b>	<b>\$98,100</b>	<b>7.1%</b>
<b>Revenues (Greater)/Less than Expenses</b>		<b>(\$2,096,204)</b>	<b>(\$1,721,201)</b>	<b>(\$1,080,993)</b>	<b>(\$2,717,965)</b>	<b>(\$1,395,650)</b>	<b>(\$1,193,750)</b>	<b>\$201,900</b>	<b>-14.5%</b>

- Revenue budget exceeds the expenditure budget by \$1.2 million. Investment earnings is a key variable fluctuating with the financial markets. Not looking good right now. FY 22 returns were up \$1.8 million through January but have been wiped out since. Meeting the actuarial interest rate assumption of 6.5% is unlikely.
- Municipal contribution to remain at \$1.8 million, \$200,000 more than what's required
- Pension payments have increased \$100,000 and will increase with more retirements

- Interest earnings not looking good; possibly zero or negative
- Last time it was negative was in 2013
- Hoping the market turns around by April

**Fiscal Year 2023 Village Budget  
Municipal Parking Fund**

Accounts	2019 Actuals	2020 Actuals	2021 Actuals	2022 Actuals YTD - Feb.	FY 2022 Budget	FY 2023 Draft Budget	Dollar Change	Percent Change
43 Charges for Services	\$0	\$0	(\$460)	(\$114,775)	(\$30,000)	(\$115,000)	(\$85,000)	283.3%
45 Investments & Contri	\$0	\$0	\$0	(\$92)	(\$200)	(\$100)	\$100	-50.0%
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$460)</b>	<b>(\$114,867)</b>	<b>(\$30,200)</b>	<b>(\$115,100)</b>	<b>(\$84,900)</b>	<b>281.1%</b>
54 Contractual Services	\$0	\$0	\$576	\$3,220	\$25,700	\$38,490	\$12,790	49.8%
<b>Total Expenses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$576</b>	<b>\$3,220</b>	<b>\$25,700</b>	<b>\$38,490</b>	<b>\$12,790</b>	<b>49.8%</b>
<b>Revenues (Greater)/Less than Expenses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$116</b>	<b>(\$111,647)</b>	<b>(\$4,500)</b>	<b>(\$76,610)</b>	<b>(\$72,110)</b>	<b>1602.4%</b>

- Expected surplus of \$76,000 for FY 23
  - New permit management/enforcement solution is not in the budget. Will need to be put In FY 23 budget which will reduce the surplus.
  - Minimal expenses for maintenance as expected in the early years of ownership
- Created in FY22
  - \$115,000 budget
  - Based on 185 permits
  - Hoping to purchase the new parking permit system this fiscal year, or may need to move to FY23

**Fiscal Year 2023 Village Budget  
Garbage Collection Fund**

Accounts	Description	2019 Actuals	2020 Actuals	2021 Actuals	2022 Actuals YTD - Feb.	FY 2022 Budget	FY 2023 Draft Budget	Dollar Change	Percent Change
43 Charges for Services		(\$2,479,258)	(\$2,641,550)	(\$2,692,007)	(\$2,404,228)	(\$2,676,500)	(\$2,776,700)	(\$100,200)	3.7%
45 Investments & Contri		(\$172)	(\$962)	(\$888)	(\$324)	(\$500)	(\$400)	\$100	-20.0%
<b>Total Revenues</b>		<b>(\$2,479,430)</b>	<b>(\$2,642,512)</b>	<b>(\$2,692,895)</b>	<b>(\$2,404,552)</b>	<b>(\$2,677,000)</b>	<b>(\$2,777,100)</b>	<b>(\$100,100)</b>	<b>3.7%</b>
53 Prof & Techn Service		\$2,463,284	\$2,584,452	\$2,671,541	\$2,585,498	\$2,675,000	\$2,775,000	\$100,000	3.7%
<b>Total Expenses</b>		<b>\$2,463,284</b>	<b>\$2,584,452</b>	<b>\$2,671,541</b>	<b>\$2,585,498</b>	<b>\$2,675,000</b>	<b>\$2,775,000</b>	<b>\$100,000</b>	<b>3.7%</b>
<b>Revenues (Greater)/Less than Expenses</b>		<b>(\$16,146)</b>	<b>(\$58,060)</b>	<b>(\$21,354)</b>	<b>\$180,946</b>	<b>(\$2,000)</b>	<b>(\$2,100)</b>	<b>(\$100)</b>	<b>5.0%</b>

- ☐ Garbage collection fees billed by the Village pay for the contracted disposal fees
  - ☐ New contract being negotiated. These figures show a 4% increase
- Currently negotiating the contract
  - May lower the budget, or may leave it the way it is

**Fiscal Year 2023 Village Budget  
Debt Service Fund**

Accounts	Description	2019 Actuals	2020 Actuals	2021 Actuals	2022 Actuals YTD - Feb.	FY 2022 Budget	FY 2023 Draft Budget	Dollar Change	Percent Change
45	Investments & Contributions	(\$403)	(\$6,873)	(\$2,516)	(\$209)	(\$200)	(\$40)	\$160	-80.0%
46	Financing Sources	(\$2,824,200)	(\$4,193,744)	(\$2,825,050)	(\$2,827,664)	(\$2,828,114)	(\$2,722,011)	\$106,103	-3.8%
	<b>Total Revenues</b>	<b>(\$2,824,603)</b>	<b>(\$4,200,617)</b>	<b>(\$2,827,566)</b>	<b>(\$2,827,873)</b>	<b>(\$2,828,314)</b>	<b>(\$2,722,051)</b>	<b>\$106,263</b>	<b>-3.8%</b>
53	Professional & Technical Services	\$897	\$1,931	\$653	\$285,824	\$1,414	\$1,864	\$450	31.8%
58	Debt Service	\$2,823,300	\$2,825,200	\$3,266,948	\$3,180,674	\$3,287,361	\$3,181,258	-\$106,103	-3.2%
	<b>Total Expenditures</b>	<b>\$2,824,197</b>	<b>\$2,827,131</b>	<b>\$3,267,601</b>	<b>\$3,466,497</b>	<b>\$3,288,775</b>	<b>\$3,183,122</b>	<b>(\$105,653)</b>	<b>-3.2%</b>
	<b>Revenues (Greater) /Less than Expenditures</b>	<b>(\$406)</b>	<b>(\$1,373,486)</b>	<b>\$440,035</b>	<b>\$638,625</b>	<b>\$460,461</b>	<b>\$461,071</b>	<b>\$610</b>	<b>0.1%</b>

- ✓ Last year for expenses to exceed revenues as the remaining proceeds received with the 2019 Bond issuance will be used to pay the debt service in fiscal year 23.
- ✓ The TIF Fund will transfer the entire amount for debt service beginning in FY 24.

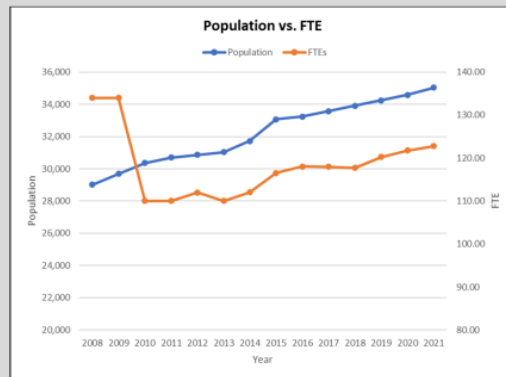
- Transfers increase

**Information Impacting the Major Operating Funds**

- Staffing Analysis Update

## Overview of 2019 Study

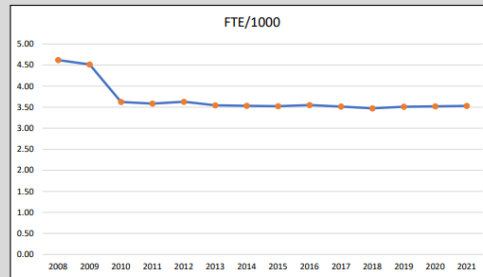
- On February 19, 2019, staff presented a Staffing Analysis to the Village Board for the purpose of creating a future staffing plan as Oswego's population and demand for services continues to increase.
- The Village's staff is currently comprised of 123.75 Full Time Equivalents (FTE). For comparison, Village staff peaked prior to the recession in 2009 with 134 FTE.
- Following the recession, the low point for Village staffing occurred between 2010-2013 with 110 FTE.



- Compared to 2009 and other communities so we don't have more staff than what we need

## Employee per Resident Ratio

- Another metric we track is FTE per 1,000 residents
- In FY09, the Village's FTE/1000 was 4.6
- Today, the ratio is 3.5 FTE/1000
  - Same ratio since FY14
- Our comparable communities' ratio is 3.9 FTE/1000



- No metric is perfect, but they help
- Could always use more staff
- As population increases, we may need to add more staff

## Progress Since 2019 Study

- The table below summarizes the positions hired since the 2019 study:

New Position	Dept	FTE	Date of Hire
Administrative Assistant	B&P	0.50	2019
Project Engineer	PW	1.00	2019
Administrative Assistant	Clerk/CR	1.00	2019/2021
Systems Engineer II	IT	1.00	2020
Patrol Officer	PD	2.00	2020/2021
Project Manager	DS	1.00	2022*
<b>Total New Employees</b>		<b>6.5</b>	

*\*Anticipated, current recruitment*

- Building & Permits administrative assistant is part time
- Public Works Project Engineer is Susan Quasney
- Clerk/Community Relations administrative assistant is for hire; conducted interviews this week
- IT Systems Engineer II is Andrew Yeun
- Patrol Officers- first hires since the recession
- Development Services Project Manager- hiring in the coming weeks

## Updated Staffing Comparison

Department	2009 Oswego Staffing Level	2022 Oswego Staffing Level	Difference Since 2009	Comparable Community Staffing Level	Difference w/ Comparables
Administration	9	7	(2)	7	-
Building/Permits	12	8	(4)	6	+2
Development Services	8.5	5	(3.5)	5	-
Community Relations	1.5	2.75	+1.25	1	+1.75
Economic Development	0	1.5	+1.5	1	+5
Finance	6	6	-	7	(1)
IT	1	2	+1	3	(1)
Police (sworn)	53	51	(2)	50	+1
Police (non-sworn)	15	16	+1	12	+4
Public Works (tech/seasonal)	21.5	15	(6.5)	23	(8)
Public Works (office/supervisors)	6.5	9.5	+3	15	(5.5)
<b>Total</b>	<b>134</b>	<b>123.75</b>	<b>(10.25)</b>	<b>130</b>	<b>(6.25)</b>

## Staffing Need Comparison

Department	Gap vs. 2009	Gap v. Comparables	Need
Administration	-3 Admin Assistants -0.5 HR Director	-0.5 Executive Assistant -0.5 HR Director -0.5 Deputy Administrator	1 HR Director (Medium)
Building/Permits	-2 Inspectors -1 Code Enforcement -1 Admin Assistant	-	1 Admin Assistant (High)
Finance	-	-1 Admin or Supervisor position	1 Admin Position (Medium)
IT	-	-1 GIS Specialist	1 GIS Specialist (High)
Police	-2 Sworn Officers	-1 Commander	1 Training Coordinator (High) 2 Patrol Officers (Medium) 1 Commander (Medium)
Public Works	-4.5 Technicians -2 Seasonal -0.5 Admin Assistant	-8 Technicians -1 Admin Assistant -2 Supervisors -1 Engineer -1 Engineering Tech	2 Technicians (High) 1 Management Analyst (High) 2 Technicians (Medium)

- Each year Administration talks to Directors regarding staffing needs

## Current High Priority Position List

- The table below summarizes the 5 current high priority positions (6.0 FTE) and their current status:

Current High Priority Position	Dept	FTE
PW Technician	PW	2.0
GIS Specialist	IT	1.0
Admin Assistant	B/P	1.0
Management Analyst	PW	1.0
Training Coordinator	PD	1.0



## Recommendation

- To keep pace with population growth and development, hiring 1-3 new positions a year allows us to remain at the 3.5 FTE/1000 ratio
  - The FY23 Budget includes 2 Public Works Technician positions, which are our highest priority:
    - 1 Technician in the Streets Division
    - 1 Technician in the Utilities Division
    - These positions will help staff keep up with daily and seasonal duties while reducing the backlog of work due to limited staff and special assignments
    - Our plan is to also convert an existing Technician position into a Facilities Technician, focusing on all Village facilities including public buildings, the parking garage, Venue 1012, parking lots, etc.
  - The FY23 Budget will also reduce the Police Budget by 1 FTE after eliminating 1 vacant Records Clerk position by ending overnight hours
    - As such, the FY23 Budget only adds 1 net-new position
- 
- Reviewed every year ahead of the budget workshop
  - 1-3 positions per year
  - 2,400 units to be built in the coming years
  - Possibly 7,000 new residents
  - Need a facility technician

## Budget Impact

- Accounting for the elimination of the Records Clerk position, the net-budget impact of adding the 2 PW Technicians is \$107,650
  - (\$12,350 savings in the General Fund & \$120,000 cost to the Water & Sewer Fund)
- The FY23 Budget as presented is balanced, including these additional 2 positions (1 net-new position)
- As we have done in the past, staff will monitor our budget situation and workload throughout the year and make additional recommendations as necessary and if afforded by the budget

### **Information Impacting the Major Operating Funds**

- Compensation

## Compensation

- **Collective Bargaining**
  - Metropolitan Alliance of Police (39 employees)
    - CBA renewed effective 5/1/22 with a 2.75% COLA (Average officer increase 3.9%; range of 2.75% to 8.4%)
  - Sergeant's agreement (9 employees)
    - Agreement expires 4/30/22
    - Currently in discussion
  - Local 150 (18 employees)
    - Agreement expires 4/30/22
    - Currently in discussion
- **51 full-time non-union and approximately 10 part-time positions**
  - Merit increases, no COLA adjustments

- More than half of the employees are in a union

## Compensation Guidelines

The Village of Oswego annually adopts a classification and compensation system to provide a logical, objective and uniform process for making job classification and salary decisions. The goal of the Village is to

- Administer individual salaries within a classification range/pay band based upon experience, qualifications and performance.
- Recognize individual job responsibilities, performance and contributions to Village objectives.
- Provide competitive compensation, which considers the value of all pay and benefits.
- Reward exceptional performance in a meaningful and ongoing way.

- Rewarding high performers
- Remain competitive

## Compensation Guidelines

- **Conduct a full market analysis every 4 years; updates as needed**
  - Last full market analysis completed in 2018/19 for FY20 salary ranges
  - Next review will be 2022/2023 for FY24 salary ranges
  - 2021 Strategic Plan includes compensation and benefit benchmarking
  - Benchmark against private and public sector competitors
  - Goal is to be at market median
- **Historically, adjust ranges annually by CPI-U**
  - December 2021 12-month CPI-U: 7.0% (Bureau of Labor Statistics)
- **Target wage budget increase based on national averages**

- Typically adjust ranges 1.4-2.1

## But...2022 brings the “Great Resignation”

- Nation wage trends are quickly evolving
  - SHRM: 3.9% wage increase budget for 2022
  - World at Work Dec/Jan 2022 update: 4-5% wage increase budget “still falls short of what is necessary to retain talent”
  - Pearl Meyer survey of 339 companies projected 4% increase in base salaries; 40% reported increases greater than 5%
  - Gallagher’s Labor Market Inflation Indicators: Current rate of 4.6%, projected to taper down; advise salary budgets of 3.5% to 4%
  - From Kiplinger (11/4/21): “3% may be more of a floor on raises than an average. ‘I think what we’re going to see is it’s a very fluid and dynamic environment,’ he said. ‘Organizations are going to need to adjust.. They’re monitoring wage movement routinely and are constantly benchmarking using the most currently available data.’
  - From Pew: In 2021’s fourth quarter, private sector wages were up 5% over the year, compared with 2.7% for state and local governments, not accounting for inflation.

## Recommendation for FY23 Compensation

- Salary ranges:
  - Adjust salary ranges by a three-year rolling average of CPI (3.57%)
  - Builds CPI increase over next several years
- Merit pool of 3.9% (\$162,500)
- Maintain Bonus pool of 1% (\$41,660)
- Continued focus on high performers; employee retention

- Bonus pool is a discretionary bonus
- Bringing on a new employee has been a challenge
- Having to pay a higher salary

### Information Impacting the Major Operating Funds

- ERP Update

## What is an ERP?

ERP stands for Enterprise Resource Planning.

But what does ERP really mean?

The simplest way to define ERP is to think about all the core processes needed to run the Village:

Finance, HR, Procurement, Services, and others.

At its most basic level, ERP integrates these processes into a single system.

# Why an ERP?

1. **Higher productivity**  
Streamline and automate our core business processes to help everyone in our organization do more with fewer resources.
2. **Deeper insights**  
Eliminate information silos, gain a single source of truth, and get fast answers to mission-critical business questions.
3. **Accelerated reporting**  
Fast-track business and financial reporting and easily share results. Act on insights and improve performance in real time.
4. **Lower risk**  
Maximize business visibility and control, ensure compliance with regulatory requirements, and predict and prevent risk.
5. **Simpler IT**  
By using integrated ERP applications that share a database, we can simplify IT and give everyone an easier way to work.
6. **Improved agility**  
With efficient operations and ready access to real-time data, we can quickly identify and react to new opportunities.

# Why did the Village embark on an ERP?

- ◇ Existing (prior to 2016) MSI (Municipal Software) system
  - ◇ Aging
  - ◇ Not keeping pace
  - ◇ Failing to meet current and future needs
- ◇ Need for Efficiencies
  - ◇ Workflows
  - ◇ Electronic Processes
  - ◇ Eliminate Shadow Systems & Spreadsheets
- ◇ Need for Functionality
  - ◇ Project Accounting
  - ◇ Work Orders and Maintenance Management
  - ◇ Land Management (Planning, Permits, Inspections, etc.)
  - ◇ All Fully Integrated
  - ◇ Mobile Field Capabilities
  - ◇ And... more
- ◇ Need to Provide Improved Constituent Services and Access
  - ◇ Online Services
  - ◇ Online Access
  - ◇ Online Payments

## The Process

- ◇ Village staff began discussions on replacing the outdated financial software in 2009
- ◇ In 2014, staff went to RFP for a consultant to review the 'then' current department processes
- ◇ In February of 2015, the Village contracted with ClientFirst Consulting Group, to perform an Enterprise Software Needs Assessment on our workflow processes in every department.
- ◇ Later, that year, in September, after they aggregated the data, they showed that some departments were duplicating and, in some cases, triplicating efforts.
- ◇ Then the Village Board directed staff to proceed with Client First to the next phases of the contract, which included; Request for Proposal (RFP) development, evaluation /vendor demonstrations and contract negotiation.
- ◇ In August of 2016, the Village signed a resolution for an agreement with Tyler Technologies in a contract for \$1.9m over a 7-year time frame. (the \$1.9m included a one-time total cost of \$500k, and an Annual Recurring cost of \$200k).
- ◇ In October of 2016 Oswego contracted again with ClientFirst to assist us in the **ERP** Implementation Process
- ◇ In November of 2016 – the Village's **ERP** journey began.

- Without Client First's assistance we would have not been able to ask the right questions
- Holding Tyler Technologies accountable

## Types of **ERP**

- ◇ Modern **ERP** systems can be deployed in any number of ways:
  - ◇ in a public or private cloud
  - ◇ on premise
  - ◇ or in various hybrid scenarios that combine environments.
- ◇ Oswego moved forward with a Hosted, or Private Cloud **ERP**. With a single-tenant architecture.

- No sharing

# How do ERP systems work & what are the benefits?

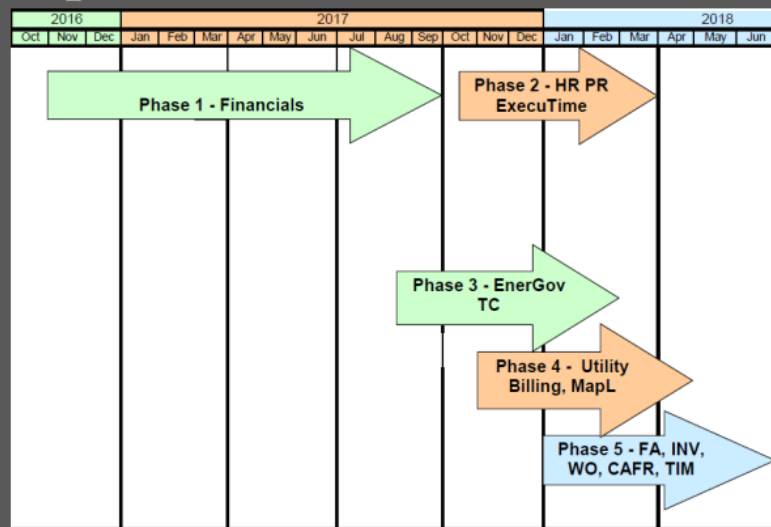
- ◇ An ERP system – is made up of different enterprise resource planning applications that talk to each other and share a database.
- ◇ Each application (aka ERP module) typically focuses on one business area.
  - ◇ MUNIS (Financials)
  - ◇ EnerGov (Planning, Permitting and Licensing)
  - ◇ Executime (Time & Attendance)
  - ◇ EAM (Enterprise Asset Management)
  - ◇ Socrata (Open Data)
  - ◇ Tyler 311 (Citizen Engagement)
  - ◇ Brazos (eCitation)

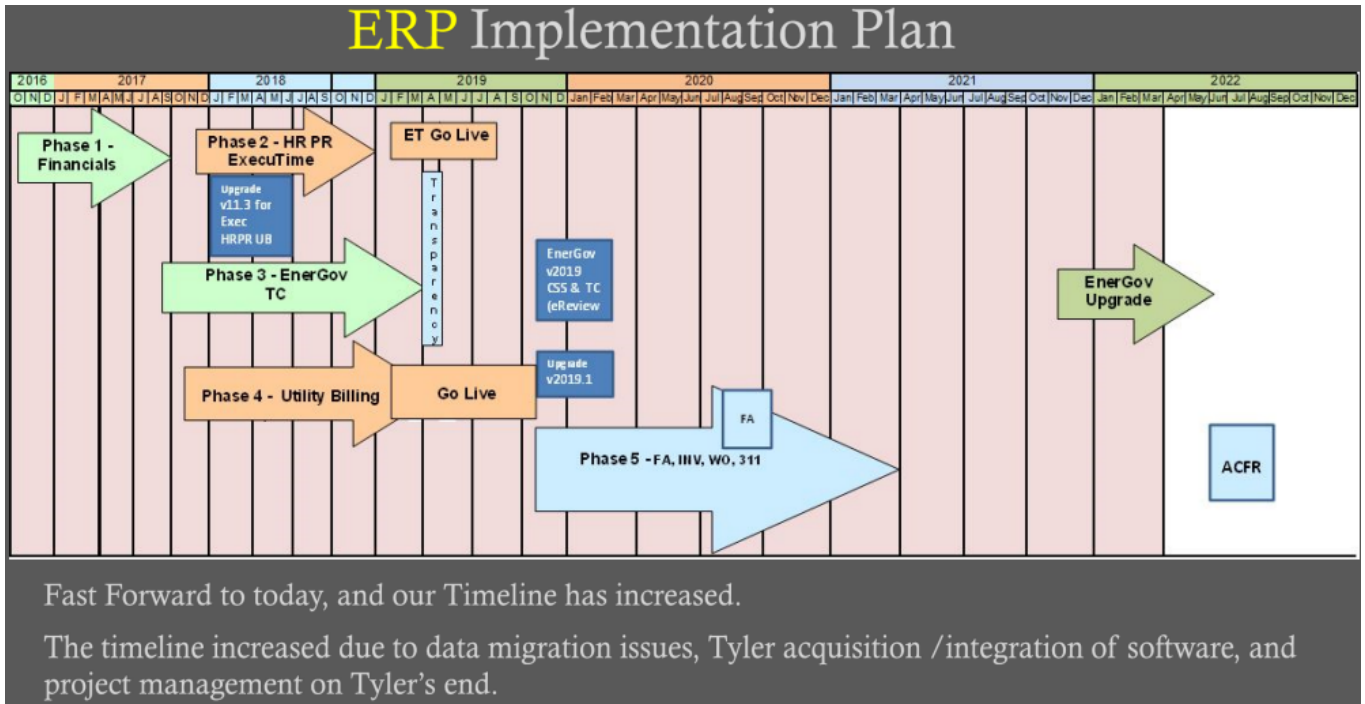
- Munis- financials, HR and payroll
- Socrata- financials
- Tyler 311- workorder requests
- Brazos- e-tickets
- Staff will look into parking module options
- Don't have social media function in 311

## ERP Implementation Plan

In 2015, Oswego had a Software Needs Assessment completed by ClientFirst.

In 2016, Oswego put together an extremely aggressive 18-month Timeline, with 5 phases





- 3-5 years to get implemented
- Pandemic and migration issues

## Where are we today?

- ◊ Oswego has rolled out all the modules. We are still working on ACFR reporting. And some additional workflows with EnerGov.
- ◊ But the **FUN** doesn't end there...the **ERP** is never truly finished. When we began this migration, the **ERP** version was at 11.2. Since then, we have upgraded 4 times. We are now on version 2019.1 and are looking to upgrade next year to their latest version.
- ◊ We are going through a major EnerGov upgrade right now, with Go Live projected in June.
- ◊ And everyone will tell you – It has been a lot of hard work!

- 95% rolled-out
- Saved Finance a lot of time in moving to ERP and creating the budget
- A lot of efficiencies

## Operating Funds

### Fiscal Year 2023 Village Budget Water & Sewer Fund

Accounts	Description	2019 Actuals	2020 Actuals	2021 Actuals	2022 Actuals YTD - Feb.	FY 2022 Budget	FY 2023 Draft Budget	Dollar Change	Percent Change
41 Licenses & Permits		(\$20)	(\$60)	(\$20)	\$0	(\$100)	(\$100)	\$0	0.0%
43 Charges for Services		(\$6,970,811)	(\$7,288,529)	(\$7,797,264)	(\$6,798,199)	(\$7,568,000)	(\$7,769,000)	(\$201,000)	2.7%
45 Investments & Contri		(\$69,819)	(\$98,236)	(\$47,835)	(\$20,661)	(\$39,768)	(\$30,000)	\$9,768	-24.6%
46 Financing Sources		(\$446)	(\$35,286)	(\$2,765)	(\$27,607)	(\$3,000)	(\$3,000)	\$0	0.0%
<b>Total Revenues</b>		<b>(\$7,041,096)</b>	<b>(\$7,422,110)</b>	<b>(\$7,847,884)</b>	<b>(\$6,846,467)</b>	<b>(\$7,610,868)</b>	<b>(\$7,802,100)</b>	<b>(\$191,232)</b>	<b>2.5%</b>
51 Salaries & Wages		\$1,197,915	\$1,066,192	\$928,426	\$845,021	\$975,058	\$1,089,296	\$114,238	11.7%
52 Employee Benefits		\$428,123	\$385,459	\$365,821	\$332,020	\$379,648	\$454,519	\$74,871	19.7%
53 Prof & Techn Service		\$135,664	\$147,520	\$183,503	\$166,511	\$286,482	\$218,491	(\$67,991)	-23.7%
54 Contractual Services		\$918,126	\$1,142,357	\$1,116,096	\$1,276,912	\$1,195,878	\$1,343,690	\$147,812	12.4%
55 Other Services		\$77,868	\$88,274	\$96,750	\$94,080	\$128,062	\$99,640	(\$28,422)	-22.2%
56 Supplies		\$621,953	\$561,440	\$572,535	\$583,325	\$599,981	\$605,790	\$5,809	1.0%
58 Debt Service		\$258,544	\$245,161	\$228,935	\$1,020,176	\$1,020,175	\$1,031,325	\$11,150	1.1%
59 Other Financing Uses		\$1,300,000	\$1,800,000	\$3,000,000	\$1,500,000	\$3,000,000	\$3,000,000	\$0	0.0%
<b>Total Expenses</b>		<b>\$4,938,193</b>	<b>\$5,436,405</b>	<b>\$6,492,066</b>	<b>\$5,818,044</b>	<b>\$7,585,284</b>	<b>\$7,842,751</b>	<b>\$257,467</b>	<b>3.4%</b>
<b>Revenues (Greater)/Less than Expenses</b>		<b>(\$2,102,903)</b>	<b>(\$1,985,706)</b>	<b>(\$1,355,818)</b>	<b>(\$1,028,423)</b>	<b>(\$25,584)</b>	<b>\$40,651</b>	<b>\$66,235</b>	<b>-258.9%</b>

- Expenditure budget greater than revenue budget by \$40,000
- Usage charges increasing \$200,000 but expense budgets increasing \$257,000
- Personnel cost increases account for the expense budget increase
- \$3 million transfer to the Water/Sewer Capital Fund in place for funding system improvements
- Debt service up slightly. Outstanding debt paid off by April 2030

- If we can transfer more to the Capital fund, we will
- Adjust and revenue will exceed expenditures
- 10 cent rate increase this May
- Slowly switching to 70% to the General Fund and 30% to the Water & Sewer Fund

### Fiscal Year 2023 Village Budget Water & Sewer Fund Expenses by Type

Accounts	Description	2019 Actuals	2020 Actuals	2021 Actuals	2022 Actuals YTD - Feb.	FY 2022 Budget	FY 2023 Draft budget	Dollar Change	Percent Change
600 Public Works		\$6,686,611	\$7,131,333	\$7,970,542	\$5,833,508	\$7,585,284	\$7,842,751	\$257,467	3.4%
51 Salaries & Wages		\$1,197,915	\$1,066,192	\$928,426	\$845,021	\$975,058	\$1,089,296	\$114,238	11.7%
52 Employee Benefits		\$430,601	\$385,459	\$365,821	\$341,776	\$379,648	\$454,519	\$74,871	19.7%
53 Prof & Techn Service		\$178,308	\$147,622	\$183,503	\$170,762	\$286,482	\$218,491	(\$67,991)	-23.7%
54 Contractual Services		\$921,882	\$1,142,364	\$1,116,096	\$1,276,736	\$1,195,878	\$1,343,690	\$147,812	12.4%
55 Other Services		\$77,868	\$88,274	\$96,750	\$94,393	\$128,062	\$99,640	(\$28,422)	-22.2%
56 Supplies		\$657,199	\$566,115	\$572,535	\$584,645	\$599,981	\$605,790	\$5,809	1.0%
57 Capital outlay		\$1,635,179	\$1,637,375	\$1,646,493	\$0	\$0	\$0	\$0	0.0%
58 Debt Service		\$287,659	\$297,931	\$60,917	\$1,020,176	\$1,020,175	\$1,031,325	\$11,150	1.1%
59 Other Financing Uses		\$1,300,000	\$1,800,000	\$3,000,000	\$1,500,000	\$3,000,000	\$3,000,000	\$0	0.0%

- Expense budgets increased only \$257,000 compared to FY 22 budget
- Personnel costs increase of \$189,109; Wages up \$103,000, Health Insurance up \$72,000
- \$89,000 Increases in maintenance budgets

- Contractual Services is general maintenance
- Other Services is general insurance reductions



**Fiscal Year 2023 Village Budget  
General Fund**

Accounts	Description	2019 Actuals	2020 Actuals	2021 Actuals	2022 Actuals YTD - Feb.	FY 2022 Budget	FY 2023 Draft Budget	Dollar Change	Percent Change
40 Taxes		(\$17,490,193)	(\$17,815,143)	(\$18,832,832)	(\$18,367,182)	(\$18,640,204)	(\$20,421,447)	(\$1,781,243)	9.6%
41 Licenses & Permits		(\$996,567)	(\$1,203,395)	(\$844,720)	(\$697,310)	(\$880,450)	(\$894,250)	(\$13,800)	1.6%
42 Intergovernmental Re		(\$20,540)	(\$18,111)	(\$1,425,048)	(\$123,175)	(\$35,500)	(\$40,000)	(\$4,500)	12.7%
43 Charges for Services		(\$829,442)	(\$967,392)	(\$625,005)	(\$566,825)	(\$1,051,095)	(\$848,720)	\$202,375	-19.3%
44 Fines & Forfeitures		(\$176,958)	(\$166,713)	(\$152,625)	(\$167,697)	(\$177,750)	(\$206,500)	(\$28,750)	16.2%
45 Investments & Contri		(\$295,071)	(\$399,693)	(\$296,663)	(\$241,518)	(\$285,500)	(\$270,000)	\$15,500	-5.4%
46 Financing Sources		(\$94,486)	(\$1,073,645)	(\$131,235)	(\$63,551)	(\$37,500)	(\$22,500)	\$15,000	-40.0%
<b>Total Revenues</b>		<b>(\$19,903,258)</b>	<b>(\$21,644,092)</b>	<b>(\$22,308,128)</b>	<b>(\$20,227,257)</b>	<b>(\$21,107,999)</b>	<b>(\$22,703,417)</b>	<b>(\$1,595,418)</b>	<b>7.6%</b>
51 Salaries & Wages		\$8,325,190	\$8,943,454	\$9,428,171	\$8,296,176	\$10,035,628	\$10,585,618	\$549,990	5.5%
52 Employee Benefits		\$3,874,222	\$4,063,472	\$4,552,594	\$4,166,786	\$5,108,827	\$5,380,031	\$271,204	5.3%
53 Prof & Techn Service		\$1,010,203	\$1,372,635	\$965,959	\$842,214	\$1,112,985	\$1,431,612	\$318,627	28.6%
54 Contractual Services		\$1,762,094	\$1,798,797	\$1,959,479	\$2,000,308	\$2,191,793	\$2,712,410	\$520,617	23.8%
55 Other Services		\$866,269	\$905,007	\$1,024,665	\$873,243	\$1,060,339	\$912,634	(\$147,705)	-13.9%
56 Supplies		\$352,374	\$337,859	\$304,054	\$311,260	\$376,129	\$426,588	\$50,459	13.4%
59 Other Financing Uses		\$1,168,953	\$1,206,214	\$1,197,891	\$1,548,313	\$1,209,110	\$1,226,610	\$17,500	1.4%
<b>Total Expenditures</b>		<b>\$17,359,305</b>	<b>\$18,627,439</b>	<b>\$19,432,813</b>	<b>\$18,038,300</b>	<b>\$21,094,811</b>	<b>\$22,675,503</b>	<b>\$1,580,693</b>	<b>7.5%</b>
<b>Revenues (Greater)/Less than Expenditures</b>		<b>(\$2,543,952)</b>	<b>(\$3,016,654)</b>	<b>(\$2,875,315)</b>	<b>(\$2,188,957)</b>	<b>(\$13,189)</b>	<b>(\$27,914)</b>	<b>(\$14,725)</b>	<b>111.7%</b>

- Revenue budgets up 7.6% with expenditure budgets up 7.5%
- FY 23 budget surplus of \$28,000
- Tax revenues increased \$1.8 million or 9.6% compared to FY 22 budget. Sales tax up 10%, Income tax up 20%, games Tax up 66%
- Personnel costs increasing \$821,000. Combination of wages and insurance increases.
- Contractual services budget up \$521,000; IT licensing, snow removal, road maintenance and building (facilities) maintenance costs account for the increases

- Sales tax revenue in December 2021= \$810,632 (20% greater)
  - Biggest sales tax received in the history of Oswego
- HRST- \$753,200 (31% greater)
- Will see slight decrease because of what is going on
- January numbers could be higher also

**Fiscal Year 2023 Village Budget  
General Fund Expenditures By  
Organization**

Accounts	Description	2019 Actuals	2020 Actuals	2021 Actuals	2022 Actuals YTD - Feb.	FY 2022 Budget	FY 2023 Draft Budget	Dollar Change	Percent Change
000 Other Financing Sources/Uses		\$1,139,050	\$1,181,707	\$1,192,250	\$1,543,610	\$1,183,610	\$1,193,610	\$10,000	0.8%
59 Other Financing Uses		\$1,139,050	\$1,181,707	\$1,192,250	\$1,543,610	\$1,183,610	\$1,193,610	\$10,000	0.8%
100 Administration		\$1,316,237	\$1,822,722	\$1,577,679	\$1,238,055	\$1,533,817	\$1,581,605	\$47,788	3.1%
51 Salaries & Wages		\$689,752	\$739,171	\$769,818	\$647,605	\$777,706	\$804,035	\$26,329	3.4%
52 Employee Benefits		\$188,522	\$193,821	\$235,887	\$188,453	\$253,776	\$257,418	\$3,642	1.4%
53 Prof & Techn Service		\$300,627	\$700,686	\$267,794	\$241,183	\$338,389	\$369,422	\$31,033	9.2%
54 Contractual Services		\$45,522	\$47,839	\$48,976	\$41,613	\$50,000	\$50,000	\$0	0.0%
55 Other Services		\$88,013	\$133,074	\$249,649	\$115,917	\$110,346	\$97,830	-\$12,516	-11.3%
56 Supplies		\$3,296	\$3,691	\$5,554	\$3,285	\$3,600	\$2,900	-\$700	-19.4%
59 Other Financing Uses		\$504	\$4,440	\$0	\$0	\$0	\$0	\$0	0.0%
200 Community Relations		\$304,498	\$326,543	\$289,595	\$240,075	\$360,216	\$429,015	\$68,799	19.1%
51 Salaries & Wages		\$131,779	\$135,126	\$145,701	\$110,720	\$147,743	\$193,240	\$45,497	30.8%
52 Employee Benefits		\$36,173	\$36,841	\$42,225	\$31,814	\$43,137	\$78,311	\$35,174	81.5%
53 Prof & Techn Service		\$82,660	\$115,261	\$67,020	\$74,212	\$109,800	\$100,600	-\$9,200	-8.4%
54 Contractual Services		\$199	\$90	\$9,756	\$0	\$0	\$0	\$0	0.0%
55 Other Services		\$22,160	\$18,273	\$18,179	\$17,582	\$32,536	\$22,364	-\$10,172	-31.3%
56 Supplies		\$2,128	\$886	\$1,073	\$1,044	\$1,500	\$1,500	\$0	0.0%
59 Other Financing Uses		\$29,399	\$20,067	\$5,641	\$4,703	\$25,500	\$33,000	\$7,500	29.4%

- Increase in HR programs
- Community Relations- reduced website budget

Fiscal Year 2023 Village Budget  
General Fund Expenditures By  
Organization

Accounts	Description	2019 Actuals	2020 Actuals	2021 Actuals	2022 Actuals YTD - Feb.	FY 2022 Budget	FY 2023 Draft Budget	Dollar Change	Percent Change
<b>250 Building &amp; Permit Services</b>		\$702,295	\$741,922	\$810,968	\$705,883	\$845,873	\$905,164	\$59,291	7.0%
51 Salaries & Wages		\$475,876	\$516,855	\$547,741	\$463,743	\$560,895	\$558,895	-\$2,000	-0.4%
52 Employee Benefits		\$159,128	\$163,924	\$203,262	\$182,890	\$192,165	\$222,597	\$30,432	15.8%
53 Prof & Techn Service		\$11,929	\$4,416	\$6,836	\$2,608	\$15,300	\$60,300	\$45,000	294.1%
54 Contractual Services		\$3,449	\$381	\$0	\$0	\$0	\$0	\$0	0.0%
55 Other Services		\$45,983	\$47,434	\$48,519	\$49,181	\$67,313	\$49,172	-\$18,141	-27.0%
56 Supplies		\$5,930	\$8,912	\$4,609	\$7,460	\$10,200	\$14,200	\$4,000	39.2%
<b>300 Development Services</b>		\$451,907	\$453,744	\$573,441	\$398,196	\$509,344	\$776,855	\$267,511	52.5%
51 Salaries & Wages		\$311,223	\$324,430	\$335,904	\$287,024	\$347,667	\$432,571	\$84,904	24.4%
52 Employee Benefits		\$104,208	\$94,953	\$100,043	\$83,062	\$101,877	\$165,220	\$63,343	62.2%
53 Prof & Techn Service		\$3,549	\$1,963	\$104,918	\$1,932	\$21,100	\$144,100	\$123,000	582.9%
54 Contractual Services		\$928	\$424	\$0	\$0	\$0	\$0	\$0	0.0%
55 Other Services		\$25,910	\$25,681	\$28,502	\$24,109	\$32,500	\$26,764	-\$5,736	-17.6%
56 Supplies		\$6,089	\$6,294	\$4,073	\$2,070	\$6,200	\$8,200	\$2,000	32.3%
<b>350 Economic Development</b>		\$183,327	\$177,029	\$148,176	\$186,507	\$284,415	\$298,045	\$13,630	4.8%
51 Salaries & Wages		\$118,460	\$120,060	\$84,519	\$120,468	\$145,540	\$162,666	\$17,126	11.8%
52 Employee Benefits		\$20,644	\$33,997	\$30,329	\$50,564	\$69,971	\$73,401	\$3,430	4.9%
53 Prof & Techn Service		\$26,215	\$8,250	\$20,000	\$3,525	\$52,000	\$46,000	-\$6,000	-11.5%
54 Contractual Services		\$139	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
55 Other Services		\$17,254	\$14,532	\$13,188	\$11,061	\$16,004	\$15,428	-\$576	-3.6%
56 Supplies		\$616	\$190	\$140	\$889	\$900	\$550	-\$350	-38.9%

- Prof. & Tech. Service- UDO, engineering costs and housing study

Fiscal Year 2023 Village Budget  
General Fund Expenditures By  
Organization

Accounts	Description	2019 Actuals	2020 Actuals	2021 Actuals	2022 Actuals YTD - Feb.	FY 2022 Budget	FY 2023 Draft Budget	Dollar Change	Percent Change
<b>400 Finance</b>		\$540,833	\$575,761	\$579,057	\$503,360	\$634,961	\$614,977	-\$19,984	-3.1%
51 Salaries & Wages		\$326,099	\$338,840	\$347,276	\$298,535	\$357,184	\$368,561	\$11,377	3.2%
52 Employee Benefits		\$98,254	\$108,047	\$122,540	\$97,598	\$128,201	\$114,219	-\$13,982	-10.9%
53 Prof & Techn Service		\$71,419	\$82,648	\$66,423	\$65,809	\$84,529	\$78,655	-\$5,874	-6.9%
54 Contractual Services		\$717	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
55 Other Services		\$41,773	\$39,954	\$38,762	\$38,568	\$61,147	\$48,842	-\$12,305	-20.1%
56 Supplies		\$2,571	\$6,272	\$4,055	\$2,850	\$3,900	\$4,700	\$800	20.5%
<b>450 Information Technologies</b>		\$821,581	\$852,222	\$923,378	\$1,012,888	\$1,110,322	\$1,296,265	\$185,943	16.7%
51 Salaries & Wages		\$87,161	\$97,253	\$196,949	\$173,811	\$206,320	\$215,943	\$9,623	4.7%
52 Employee Benefits		\$31,653	\$32,874	\$71,801	\$65,355	\$77,113	\$79,502	\$2,389	3.1%
53 Prof & Techn Service		\$212,083	\$208,854	\$156,950	\$188,495	\$212,410	\$240,417	\$28,008	13.2%
54 Contractual Services		\$465,309	\$469,948	\$462,775	\$557,701	\$581,582	\$721,611	\$140,028	24.1%
55 Other Services		\$15,198	\$14,171	\$23,705	\$15,893	\$17,897	\$23,592	\$5,695	31.8%
56 Supplies		\$10,179	\$29,121	\$11,197	\$11,632	\$15,000	\$15,200	\$200	1.3%

- Prof. & Tech. Service- licensing costs
- Contractual Services- licensing costs

Fiscal Year 2023 Village Budget  
General Fund Expenditures By  
Organization

Accounts	Description	2019 Actuals	2020 Actuals	2021 Actuals	2022 YTD - Feb.	Actuals	FY 2022 Budget	FY 2023 Draft Budget	Dollar Change	Percent Change
<b>500 Police</b>		\$9,425,116	\$9,692,156	\$10,079,850	\$9,109,867	\$9,109,867	\$11,096,061	\$11,558,851	\$462,790	4.2%
51 Salaries & Wages		\$5,562,709	\$5,782,803	\$5,938,097	\$5,251,994	\$5,251,994	\$6,375,963	\$6,659,022	\$283,059	4.4%
52 Employee Benefits		\$3,004,369	\$3,081,532	\$3,328,815	\$3,089,679	\$3,089,679	\$3,793,768	\$3,914,489	\$120,721	3.2%
53 Prof & Techn Service		\$276,864	\$237,366	\$245,283	\$235,834	\$235,834	\$247,517	\$356,578	\$109,061	44.1%
54 Contractual Services		\$42,444	\$43,215	\$14,364	\$8,596	\$8,596	\$17,752	\$19,562	\$1,810	10.2%
55 Other Services		\$403,410	\$428,857	\$425,344	\$423,015	\$423,015	\$519,331	\$453,032	-\$66,299	-12.8%
56 Supplies		\$135,320	\$118,383	\$127,948	\$100,749	\$100,749	\$141,730	\$156,168	\$14,438	10.2%
<b>600 Public Works</b>		\$2,474,461	\$2,803,633	\$3,258,419	\$3,099,859	\$3,099,859	\$3,536,191	\$4,021,116	\$484,925	13.7%
51 Salaries & Wages		\$622,132	\$888,917	\$1,062,165	\$942,275	\$942,275	\$1,116,610	\$1,190,685	\$74,075	6.6%
52 Employee Benefits		\$231,272	\$317,483	\$417,690	\$377,372	\$377,372	\$448,819	\$474,874	\$26,055	5.8%
53 Prof & Techn Service		\$24,858	\$13,193	\$30,735	\$28,617	\$28,617	\$31,940	\$35,540	\$3,600	11.3%
54 Contractual Services		\$1,203,387	\$1,236,901	\$1,423,608	\$1,392,398	\$1,392,398	\$1,542,459	\$1,921,237	\$378,779	24.6%
55 Other Services		\$206,567	\$183,031	\$178,816	\$177,918	\$177,918	\$203,265	\$175,610	-\$26,655	-13.6%
56 Supplies		\$186,246	\$164,109	\$145,405	\$181,280	\$181,280	\$193,099	\$223,170	\$30,071	15.6%

- Police Prof. & Tech. Service- dispatching costs
- KenCom running short staffed over the past year with COVID and overtime costs; prior year we received a rebate
- Public Works Contractual Services- maintenance accounts, snow removal, building maintenance
- New OSHA standard
- Public Works Supplies- Christmas decorations for the downtown

## Final Thoughts

Fiscal year 2023 Budget dependent on stable revenue sources, no large surprises, new home building

Capital Funds need more revenues

Debt issuance and other borrowing will be at the forefront over the next several years. Will need to make sure revenues can support it

What will the impact be from inflation over the next two to three years

Village workforce; size, total payroll, benefits

Reserves in strong position but can be drawn down fast

- Budget is balanced as long as there are no large changes or charges
- Have a lot of projects in the next 5 years
- Needing a new revenue source
- Inflation and possible recession
- Needing more employees to provide services
- Gas taxes
- Hopefully the reserves will stay strong

Board and staff discussion focused on always been able to bring a balanced budget to the Board; easiest budget so far; hardest part was the Wolf Road and CIP projects; will need to adjust numbers if there are changes in the market; sales tax revenue is up because of internet sales; spending is up; whether revenue is declining for the parking garage; 174 parking garage permits issued; allowing second and third vehicles, per unit, to purchase parking permits; putting more money towards other debt service; paying the same amount of money to debt service; \$100,000 stays in and used for general operating expenses; reserve balance; staffing comparisons to other communities with average populations of 34,600; facilities manager (Steve Raasch) is a shared position with Yorkville; he has a technical background that we have not had before; proactively doing maintenance; needing to backfill his position; LED light program; position is salaried at 50-60 hours per week; a new employee would come in at the lower end; whether two Public Works technicians would help with the overtime; vast majority of overtime is due to storm responses; cost to bring the facilities manager on full-time with Oswego; currently split the costs with Yorkville; would start recruiting technicians in May; questioning whether to bring on two technician positions in this budget; still need a person to do the work; Yorkville added a facilities person for the new city hall building; budgeting the positions and bring back to the Board, for approval, when positions are needed; wanting more flexibility; one of the technicians would be full-time for facilities; licenses needed by technicians; need dedicated person for facilities; Village Hall starting to age; Public Works building is 20 years old; if we are meeting the level of service, then we do not need to hire; current facilities manager can justify two full-time technicians for facilities and general maintenance; budget at the highest level if we need to hire; potholes; lower hours for leaf program will ease the Public Works staff later this year; needing to take care of more roads each year; 116 miles to take care of now; only taking care of five miles per year; facilities manager's hours vary per week depending on what projects are going on; whether he likes one community over the other; could justify him permanent at one community; he would take a full-time position with one of the communities; have benefited from his expertise; needing someone full-time for maintenance; Police Department eliminating third shift records department; only adding one person by eliminating this shift; bonus pool effective since 2016; 1% bonus for all employees at non-union pay; bonus used throughout the year; bonus paid in their paychecks; memo listing achievements is filed; used to have a spot bonus, but now need to pay federal taxes on these types of bonuses.

Board and staff took a brief recess at 10:01 a.m.

Board returned from recess at 10:17 a.m. All attending Board members were physically present.

Additional Board and staff discussion focused on ERP update; not copyright or trademarked; it is unique to the Village; now there is a Tyler product for workorders; can get notifications on when work is completed; difference if publicly hosted; Tyler doesn't offer public hosting; other solution providers did not respond to the RFP; water and sewer study; water being pulled up versus water being billed; other communities are at 30%; need to be under 10%; Oswego is at 7%; spending money for leak analysis; meter replacement program; grants; contracting out for inspections due to not having enough staff; costs still charged to the developer. Director Horton thanked all the Department Heads; Department Heads have always been responsible and conscious with their budgets; good working relationships with them; this was his 33<sup>rd</sup> budget presentation. President Parlier stated he really appreciated all of Director Horton's time. There was no further discussion.

### **CLOSED SESSION**

There was no closed session.

### **ADJOURNMENT**

The meeting adjourned at 11:00 a.m.

Tina Touchette  
Village Clerk