

MEETING NOTICE
VILLAGE OF TINLEY PARK
MEETING OF THE COMMITTEE OF THE WHOLE

NOTICE IS HEREBY GIVEN that a Committee of the Whole Meeting of the Village of Tinley Park, Cook and Will Counties, Illinois will be held on Tuesday, August 8, 2017, beginning at 7:30 p.m. in the Council Chambers at the Village Hall of Tinley Park, 16250 S. Oak Park Avenue, Tinley Park, Illinois 60477.

The agenda is as follows:

1. OPEN THE MEETING
2. CONSIDER APPROVAL OF THE MINUTES OF THE SPECIAL MEETING OF THE COMMITTEE OF THE WHOLE ON JULY 11, 2017.
3. DISCUSS PROPOSAL FROM EHLEH'S AND ASSOCIATES, INC. FOR DOWNTOWN TINLEY TAX INCREMENT FINANCING (TIF) OPTIONS.
4. RECEIVE UPDATE ON THE STRATEGIC PLAN.
5. DISCUSS EMPLOYEE RESIDENCY REQUIREMENT ORDINANCE.
6. DISCUSS THE HIRING OF A TEMPORARY PLANNER.
7. DISCUSS RESOLUTION OPPOSING COOK COUNTY BEVERAGE TAX.
8. DISCUSS AMENDMENT TO THE MUNICIPAL CODE CHAPTER 91.14 – ANIMALS/POULTRY.
9. RECEIVE COMMENTS FROM THE PUBLIC.
10. ADJOURN TO EXECUTIVE SESSION TO DISCUSS:
 - A. LITIGATION, WHEN AN ACTION AGAINST, AFFECTING OR ON BEHALF OF THE PARTICULAR PUBLIC BODY HAS BEEN FILED AND IS PENDING BEFORE A COURT OR ADMINISTRATIVE TRIBUNAL, OR WHEN THE PUBLIC BODY FINDS THAT AN ACTION IS PROBABLE OR IMMINENT, IN WHICH CASE THE BASIS FOR THE FINDING SHALL BE RECORDED AND ENTERED INTO THE MINUTES OF THE CLOSED MEETING.
 - B. THE APPOINTMENT, EMPLOYMENT, COMPENSATION, DISCIPLINE, PERFORMANCE, OR DISMISSAL OF SPECIFIC EMPLOYEES OF THE PUBLIC BODY OR LEGAL COUNSEL FOR THE PUBLIC BODY, INCLUDING HEARING TESTIMONY ON A COMPLAINT LODGED AGAINST AN EMPLOYEE OF THE PUBLIC BODY OR AGAINST LEGAL COUNSEL FOR THE PUBLIC BODY TO DETERMINE ITS VALIDITY.

ADJOURNMENT

KRISTIN A. THIRION
VILLAGE CLERK

MINUTES
Special Meeting of the Committee of the Whole
July 11, 2017 – 6:56 p.m.
South Pavilion at the Tinley Park Convention Center
18451 Convention Center Drive
Tinley Park, IL 60477

Members Present:

J. Vandenberg, Village President
K. Thirion, Village Clerk
B. Younker, Village Trustee
M. Pannitto, Village Trustee
W. Brady, Village Trustee
C. Berg, Village Trustee
M. Glotz, Village Trustee
M. Mangin, Village Trustee

Staff Present:

D. Niemeyer, Village Manager
B. Bettenhausen, Village Treasurer
K. Workowski, Public Works Director
S. Neubauer, Chief of Police
R. Zimmer, Assistant to the Mayor
L. Godette, Deputy Clerk
R. Connelly, Village Attorney
J. Prinz, Village Engineer
T. Wolfalk, Commission Secretary

Item #1 – Mayor Pro-Tem Younker called the Special Meeting of the Committee of the Whole meeting to order at 6:56 p.m.

Item #2 – CONSIDER APPROVAL OF THE MINUTES OF THE SPECIAL AND REGULAR MEETINGS OF THE COMMITTEE OF THE WHOLE ON MAY 9, 2017 – Motion was made by Trustee Mangin, seconded by Trustee Pannitto to approve the minutes of the Committee of the Whole Meeting held on June 13, 2017. Vote by voices Mayor Pro-Tem Younker declared the motion carried.

Item #3 – DISCUSS HEALTH INSURANCE BROKER – Trustee Mangin provided the information on the health insurance broker. In an effort to take the Village's health insurance program to the next level, the Village recently issued an RFQ for a new health insurance broker. The last time the Village conducted an RFQ process was in 2014, in which Hallberg Insurance was selected.

Ten firms submitted RFQs and five firms were interviewed. After interviewing the five firms, Alliant/Mesirow, The Horton Group and Arthur J. Gallagher were rated as the top firms and each broker was asked for their fee structure.

Upon further discussion and review of the information presented, Alliant/Mesirow Insurance Services was recommended as the new Village health insurance broker of record. Alliant/Mesirow Services will be a flat fee and will save the Village \$50,000. The fee will be \$42,000 a year with a three year contract (third year may have a cost of living increase). Renewal period will start October 1st and the Committee's approval to recommend the hiring of Alliant/Mesirow Insurance Services as the insurance broker of the Village is sought.

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Meeting of the Public Works Committee
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Item #4 – DISCUSS EMPLOYEE RESIDENCY ISSUE – Village Manager Dave Niemeyer asks the Committee for direction on the residency rule. The residency requirement for Police Officers was recently eliminated from the police collective bargaining agreement as a result of a stipulated arbitration and instead officers are now required to live within 30 miles of the Village (within Illinois). Mr. Niemeyer asked direction from the Board to recommend eliminating the residency requirement for other employees.

Mr. Niemeyer suggested that the Village Manager, Police Chief and Fire Chief should live in the community. He would like the Committee to consider the 30 mile radius residency rule while staying in Illinois for all Village employees.

Trustee Pannitto stated that he believes living the community makes the employee more vested in the community and recommended in the future this could be waived for certain positions only.

Trustee Mangin noted that he believes the quality of staff is more important than residency, but can see the Village Manager, Police and Fire Chiefs living in Tinley Park.

Mayor Vandenberg noted that only two other communities in the area have a residency requirement, Chicago and Rosemont.

Ordinance changes would need take place to remove the residency requirement but the Village Manager would like direction on the residency rule in order to start recruitment for a Community Development Director and a Building Inspector as soon as possible.

Trustee Glotz noted he is in favor of the residency requirement, but believes if the Board changes this requirement the pay factor should be reviewed. He would like to see the staffing and compensation studies reviewed and completed before deciding on this issue.

Mayor Pro-Tem Younker is in favor of removing the residency requirement with the Village Manager, Police and Fire Chiefs required to live in the Village.

Trustee Brady believes that new hires would want to live in the Village.

Mayor Vandenberg looked for a consensus from the Board as to the Village Manager, Police and Fire Chiefs requirement to live in the Village. Trustee Glotz noted he would like to see all high end management positions having this requirement.

After discussion it was the consensus of the Board to direct staff to review the process for changing the residency requirement and bring it back to the Board for discussion. Direction was also given to move forward with hiring the Community Development Director and Building Inspector without a residency requirement.

Item #5 – DISCUSS APPROVAL OF LAKOTA GROUP FOR DOWNTOWN PLAZA PLAN – Village Manager Dave Niemeyer presented an overview of Lakota Group noting that this is one of the action steps in the Branding Plan developed last year by Roger Brooks was a Business, Programming and Marketing Action Plan for Downtown Tinley Plaza.

The staff recommendation is to hire Lakota Group. Lakota Group has significant experience in downtown development in the Chicago area, including Homewood, Evanston and Highland Park. The Village

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Manager believes Lakota would bring a good mix of planning, marketing and plaza programming to the project.

Lakota's proposal is attached and the cost is \$79,965. The proposal includes opportunities for public input and also working with the Village Board and staff to synthesize the downtown planning efforts with planning of the plaza. They have been asked to work with the Village to develop the current proposed plaza site on North Street so the plaza can be incorporated with the design and construction of the North Street development and the storm sewer line being constructed from Freedom Pond to the downtown area. The study is expected to be completed in three to five months.

Village Manager and Trustee Berg met with the Lakota Group to discuss updating the downtown master plan and the Lakota Group will provide a separate proposal for that.

ITEM #6 – RECEIVE COMMENTS FROM THE PUBLIC –

Mike Paus - Asked if replacing the fountain will be included in the scope of the responsibilities given to the Lakota Group. Trustee Berg confirms that the Village has asked the Lakota Group to include the fountain in the plans.

ADJOURNMENT

Motion was made by Mayor Pro-Tem Younker, seconded by Trustee Panitto to adjourn this meeting of the Committee of the Whole. Vote by voice. Mayor Pro-Tem Younker declared the motion carried and adjourned the meeting at 7:23 p.m.

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Memorandum

Community Development

Date: August 8, 2017

To: Mayor Vandenberg,
Village Board of Trustees

From: Patrick Hoban, Economic Development Manager

Re: New Downtown TIF

Challenge:

Analysis of the Village's Main Street South Tax Increment Finance (TIF) district has shown a decrement (current value below the TIF base value in property values for tax year 2015). This TIF has reflected decreasing property values in seven of the last eight years. This decline is primarily due to the removal of buildings that were present when the TIF was created, land banking of properties by the Village after the TIF was created (tax exempt), combined with property valuation adjustments associated with the recent Recession.



Main Street TIF District South

The decrement combined with the limited time remaining (9 years) to generate new increment has created challenges in encouraging and assisting redeveloping the downtown area in accordance with the Redevelopment Plan and Project. With the continued emphasis on encouraging downtown redevelopment, the remaining life of this TIF can offer little to no incentive for redevelopment. A separate agreement with Community Consolidated School District 146 regarding the increment created on the Central Middle School site also has limited time remaining. The new TIF could restart this increment opportunity as well.

Request:

Hire Ehlers and Associates to establish a new downtown TIF which would include portions of the existing Main Street South TIF and other areas targeted for redevelopment. The existing Main Street South TIF would be terminated. This will reset current development opportunities.

The process would include three phases: Feasibility Analysis (5-8 weeks), Preparation of the Redevelopment Plan (4-6 weeks) and the Adoption of the Project/Meeting with Joint Review Board (14-18 weeks). If necessary a fourth phase for a Housing Impact Statement Study (4 weeks) which could make the timetable 7-9 months.



Strategic Plan Checklist:

The new TIF addresses the following goals in the Village of Tinley Park's Strategic Plan.

1. Long Term Complex – Tier 1: See ongoing downtown development and reinvestment continue.
2. Long Term Complex – Tier 1: Continue and make substantial progress with/for Village-wide beautification projects in various areas including gateways, parkways, public areas, etc.
3. Short Term Complex – Tier 1: Improve the beautification of downtown and other key areas of the Village (i.e., streetscaping; sign control; entrance signs).
4. Short Term Complex – Tier 1: Continue and advance Downtown development; have one major project started in 2017.
5. Short Term Complex – Tier 1: Finalize and approve downtown drainage/storm water plans including methods of financing improvements.
6. Short Term Complex – Tier 2: Develop a long-term plan for North Street improvements
7. Short Term Complex – Tier 2: Agree to and budget for a plan for Downtown Plaza improvements
8. Short Term Routine – Tier 2: Continue to maintain our Downtown, and surrounding areas, in a clean, attractive and vibrant manner.

Benefits:

The base equalized assessed value of the new TIF will reset creating more opportunities to create increment on vacant Village owned parcels. This new increment created could be used to accomplish the 8 goals listed above from the Village of Tinley Park's Strategic Plan as well as goals and objectives that were included in the Redevelopment Plan and Project for the Main Street South TIF..

Recommended Timetable:

Committee of the Whole on August 8th.

Economic and Commercial Commission on August 14th.

Approval of Ehlers contract and reimbursement Ordinance at the Village Board August 15th meeting.





July 27, 2017

Proposal for Tax Increment Financing Consulting Services

Village of Tinley Park, Illinois

Ehlers & Associates, Inc.

525 W. Van Buren Street, Ste. 450

Chicago, IL 60607

Phone: 312-638-5250

Fax: 651-697-8555

www.ehlers-inc.com

Project Contact

Maureen Barry, Senior Municipal Advisor/Vice President

Phone: 312-638-5257

Email: mbarry@ehlers-inc.com

Project Team Members

Maureen Barry, Senior Municipal Advisor/Vice President

Tricia Marino Ruffolo, Municipal Advisor

Mindy Barrett, TIF/BD Coordinator



Ehlers Inc., Ehlers Investment Partners and Bond Trust Services are affiliate companies

The information provided in these materials does not create or imply any fiduciary relationship, and is being provided solely for the purpose of marketing our services to you as a prospective client of Ehlers & Associates, Inc.

1-800-552-1171 | www.ehlers-inc.com

Proposal for
 Tax Increment Financing Consulting Services
 Village of Tinley Park, Illinois

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July 27, 2017

Mr. Patrick Hoban, CEcD, EDFP
Economic Development Manager
Village of Tinley Park
16250 S. Oak Park Avenue
Tinley Park, Illinois 60477

Subject: Proposal for Tax Increment Financing Consulting Services

Dear Mr. Hoban:

Thank you for inviting Ehlers to submit a proposal to the Village of Tinley Park for consulting services to evaluate the feasibility of including parcels located in the existing Main Street South TIF District ("Study Area") in a proposed new TIF or as part of an amendment to the existing adjacent Legacy TIF. For either scenario, creating a new TIF or amending an existing TIF, the qualifying process is the same and the schedules are almost identical. The enclosed proposal describes our company's profile, Ehlers' approach to this assignment, scope of services, proposed fees, and an overview of our relevant experience.

Ehlers distinguishes itself from other financial advisory firms by our strong financial skill set, experience, independence, and the collaborative partnership we build with our clients. Ehlers' Municipal Advisors have previous local government experience in finance, management, planning, and development. For over 17 years, the Ehlers staff has helped Illinois communities of all sizes and types use Tax Increment Finance and Business Districts to accomplish their economic development and redevelopment goals. We take a pro-active approach to projects and we work with our clients to avoid pitfalls and calm any opposition that may arise.

Thank you for your consideration of our proposal. We appreciate the opportunity to partner again with the Village of Tinley Park on this project. Should you have any questions or need additional information, please contact me at (312) 638-5257 or mbarry@ehlers-inc.com.

Sincerely,



Maureen Barry
Senior Municipal Advisor/Vice President



Tricia Marino Ruffolo
Municipal Advisor



Firm Organization and History

Ehlers is an independent municipal advisory firm. Ehlers' staff has had the pleasure of providing service to local governments throughout Illinois and the Midwest since 1955. Ehlers has over eighty professionals that serve clients in the Midwest from our offices in Roseville, Minnesota; Waukesha, Wisconsin; Denver, Colorado; and Chicago, Illinois. The Village will be served by staff from our Illinois office.

Our goal is helping local governments find the financial resources they need to build the communities they envision.

Our services are grouped into four main categories, representing our core areas of expertise:

- Economic Development and Redevelopment
- Debt Planning & Issuance
- Financial Planning
- Strategic Communications

At Ehlers, all employees have ownership in the company and take ownership in serving clients. Ownership sets the tone for the operation of the firm and the nature of the services clients receive. All-employee ownership at Ehlers means:

- Every Ehlers employee has a vested interest in providing the best possible service.
- Our focus is on the long-term success of our clients, not solely on short-term profit and return on investment.

Our dedication to “how” we deliver our services is as unique and comprehensive as the service itself. We listen to our clients' needs, maintain highly qualified employees to team with them, and present customized options to help decision-makers confidently select the best and lowest cost solutions for their citizens.

Ehlers has worked successfully throughout Illinois to accomplish development and redevelopment goals through the use of Tax Increment Finance (TIF) Districts and Business Development Districts for over 17 years. We assess whether these economic development tools can provide value, and are legally, financially, and politically viable in your community.

In addition, Ehlers has helped communities use TIF and Business Development Districts to upgrade and improve infrastructure; revitalize deteriorated or outmoded commercial areas; attract development to improve job opportunities and the local economy; rehabilitate neighborhoods; and bring new development to areas that are impaired by market or physical constraints, such as environmental contamination or chronic flooding.

Additional information about Ehlers is included in **Appendix A**.



Project Personnel and Availability

Ehlers uses a team approach with Municipal Advisors assisted by research analysts. One Municipal Advisor will have primary responsibility for our work with the Village and will be assisted by several staff members. This approach affixes responsibility and assures continuity of service for the client from initial submittal through any follow-up work. This also allows a better match of Ehlers' staff expertise to the needs of the Village.

Maureen Barry, Senior Municipal Advisor/Vice President will serve as lead advisor for the Village. As such, all project work will either be completed by or directly overseen by Maureen, and she will attend all scheduled meetings. Maureen has assisted the Village of Tinley Park with its TIF projects for the past nine years. Tricia Marino Ruffolo, Municipal Advisor, will serve as the second advisor for the Village. She will assist with field studies, reviewing qualifications of the TIF District, and review of final documents. In addition, the Ehlers Project Team will use expertise and resources from within our Illinois and our other offices, if needed, to meet the needs of the Village.

| Team Member | Title | Years of TIF Consulting Service |
|-----------------------|---|---------------------------------|
| Maureen Barry | Senior Municipal Advisor/Vice President | 9+ |
| Tricia Marino Ruffolo | Municipal Advisor | 20+ |
| Mindy Barrett | TIF Coordinator | 10+ |

Further, the staff at Ehlers views ourselves as an extension of the Village's staff to make sure designation procedures occur in accordance with the Village's expectations. The staff assigned to the project will be available to undertake the project as indicated in the "Project Time Frame" section. Ehlers makes every attempt to be available on short notice for meetings and conference calls. We are in constant contact with our clients to make sure their needs are being met.

Resumes for the Ehlers Municipal Advisors listed above are available for review in **Appendix B**.



Scope of Services: TIF District Establishment

Ehlers will provide the following services to assist in evaluating the parcels located in the existing Main Street South TIF (the “Subject Area”) and then in implementing the Village’s decision for one district. As part of this analysis, Ehlers will determine the feasibility of incorporating parcels into the existing Legacy TIF District **or** creating a new Tax Increment Financing District (the “Project”), pursuant to the criteria set forth in the Illinois Tax Increment Allocation Redevelopment Act, 65 ILCS 5/11-74.4-1 et seq. (the “Act”).

This proposal provides for services related to the amendment or creation of only one TIF District. If the decision is made by the Village to amend and/or create more than one TIF District, an additional or amended proposal will be submitted to the Village prior to the initiation of Phase II and Phase III services.

All services will be performed in conjunction with designated municipal officials and the municipality’s designated TIF attorney. Ehlers recommends that an attorney with specific experience in the development, qualification, adoption and amendment of TIF Districts within Illinois be engaged by the municipality to provide legal counsel related to this project.

The steps for creating a new TIF District or amending an existing TIF are outlined in the scope of services below.

Phase I – Feasibility Analysis

The purpose of Phase I is to determine whether the Project is a statutorily and economically feasible option to achieve the Village’s objectives. This phase begins upon the Village’s authorization of this engagement and ends with the delivery of the findings of the feasibility analysis to the Village. As part of Phase I services, Ehlers will:

- Consult with appropriate Village officials to identify the Village’s objectives for the Project.
- Review data on parcels in the Main Street South and Legacy TIF Districts.
- Visually survey, research and document findings related to all eligibility criteria for each parcel within the Subject Area boundaries, and other parcels as applicable, per the criteria set forth in the Act, including the following:
 - Location of vacant sites and vacant buildings.
 - Condition and use of each building.
 - Site conditions including roadways, lighting, parking facilities, landscaping, fence walls, and general property maintenance.
 - Equalized assessed values.
 - County, state, and federal records.



- Existing land use, zoning ordinance and maps, flood maps, and comprehensive plan.
- Determine if, and under what category, the Subject Area qualifies as a Tax Increment Financing District. (The eligibility of the Main Street South parcels will need to be confirmed based on current conditions prior to the initiation of a new TIF or adding them to the Legacy TIF via an amendment.)
- Confirm with Village the list of parcels to be included within the boundaries and the boundary map(s) of a new or amended TIF District, as applicable.
- Discuss with the Village staff the findings of the feasibility analysis, review viable options, and determine which parcels can and should be included in a new or amended district. (A written report and/or presentation to the Village Board can be provided at an additional cost.)

Phase II – Preparation of the Redevelopment Plan

If the Subject Area qualifies as a TIF District according to the Act, and the Village elects to proceed with the process following completion of the feasibility analysis, the Project will move to Phase II. This phase includes preparation of the Redevelopment Plan for the Project, which includes the formal eligibility analysis. This phase begins after receiving notification from the Village to proceed, and ends after the Village has approved the draft Redevelopment Plan, including any necessary revisions. As part of Phase II services, Ehlers will:

- Based on the goals and objectives identified in Phase I, prepare a draft new or amended Redevelopment Plan that includes all statutorily required components.
- Coordinate with Village's staff, engineer, planner or other designated party to obtain a legal description of the boundaries of the proposed new or amended redevelopment project area.
- Submit to the Village an electronic version of the draft Redevelopment Plan for initial review and comment. The Redevelopment Plan will include a map of the TIF District, the findings of the Phase I feasibility analysis which identifies the qualifying factors for the district, redevelopment goals and objectives that are consistent with the Village's Comprehensive Plan (if applicable), redevelopment project costs, incremental revenue estimates for Plan purposes, and other language and certifications required by the Act.
- Revise the Redevelopment Plan as needed in response to comments from the Village Staff and TIF Attorney and submit a final draft version to be filed with the Village Clerk and provided by the Village to other parties according to the requirements of the Act in conjunction with Phase III services.

Phase III - Adoption of Project

The Act requires a specific adoption process, which includes a meeting of the Joint Review



Board (composed of representatives from certain impacted taxing districts) and a public hearing. This phase begins after receiving notification from the Village to proceed following Phase II and ends after the adoption ordinances have been considered by the governing body, or the time allotted by the Act for that consideration has expired. In Phase III, Ehlers will:

- Coordinate with Village staff to confirm dates and times for required public meetings. Ehlers will work with the Village's attorney to ensure that selected dates meet all statutory timing requirements.
- Provide guidance to the Village regarding the public participation process. The Village will be responsible for all notices to the public, residents, property owners, and publications. (Sample copies of notices and advertisements can be furnished upon request.)
- Attend and make a presentation at Joint Review Board Meeting (see "Meetings" section).
- Attend and make presentation(s) at appropriate Village Board meetings and other meetings (see "Meetings" section).
- Provide any Project Plan amendments required as a result of the Joint Review Board meeting or public participation process.
- Upon approval by the governing body, assist the Village with the submission of required information to the County.

Phase IV - Prepare Housing Impact Statement/Study

If during the Phase I feasibility analysis, it is estimated that there will be ten (10) or more inhabited residential units that may be displaced and/or seventy-five (75) or more occupied residential units in the redevelopment project area, a Housing Impact Statement/Study may be needed.

If a Housing Impact Statement/Study is required, Ehlers will:

- Prepare a Housing Impact Study, per the Act, to include the following: number of residents, number of residents to be relocated, number of low and moderate income residents, and where applicable, a relocation plan.

Even if the Housing Impact Statement/Study is not required, if there will be seventy-five (75) or more occupied residential units in the proposed redevelopment project area, a public information meeting is required. If this is the case, Ehlers will:

- Prepare a presentation, attend, and present at a community meeting (included in Phase III services).

This phase begins after receiving notification from the Village to proceed following the completion of Phase I and ends after the Village has approved the draft Housing Impact Statement/Study, where necessary, and after any necessary revisions are completed.



Meetings

Ehlers participation in the following meetings is included in the flat fee for the applicable phase of this Project:

1. Project initiation meeting with representatives of the Village to launch the Project, establish a preliminary Subject Area boundary, and coordinate various process steps (Phase I).
2. Conference call or meeting to present and discuss the results of the feasibility analysis with the Village's staff (Phase I).
3. Public information meeting, where required, as related to the number of units of occupied residence (Phase III).
4. Meeting with representatives of certain impacted local taxing districts (the Joint Review Board) to review the Redevelopment Project Area eligibility and scope of the proposed redevelopment project (Phase III).
5. Public hearing on the proposed Project (Phase III).
6. One additional progress meeting with Village staff at the discretion of the Client (any phase).

All services will be performed in conjunction with designated staff of the Village and its designated attorney.

If requested by the Village, Ehlers will participate in additional meetings beyond this scope with various parties, such as the Village Board, other taxing districts, local businesses, etc. Any additional meeting requested or required related to the development, qualification, and adoption of the proposed TIF District or will be submitted to the Village for authorization prior to its completion and will be subject to Ehlers' Hourly Billing Rates.

Village Responsibilities

The following items are not included in our Scope of Services:

- Legal Description of Redevelopment Project Area.
- Distribution of notices and mailings related to the adoption of the TIF District to the public, residents, property owners, and publications.
- Other consulting services. Services rendered by Village's engineers, planners, surveyors, appraisers, assessors, attorneys, auditors, and others that may be called on by the Village to provide information related to completion of the Project. If a certified Engineer's statement is necessary to determine chronic flooding, the Village will be responsible for obtaining and providing that statement.
- Legal review. Ehlers recommends that Village contract with an attorney with direct experience in the establishment of TIF Districts for consultation during this Project. All attorney expenses are to be assumed by the Village.



Project Time Frame

The proposed time frame* for the Project is presented below. Ehlers will begin Project work immediately after authorization from the Village of Tinley Park.

| Task | # of Weeks |
|--|------------|
| Phase I – Feasibility Analysis | 5 - 8 |
| Phase II – Preparation of Redevelopment Plan | 4 - 6 |
| Phase III – Adoption of Project* | 14 - 18 |

** Includes allowance for Village's second reading requirement for ordinances. If a public information meeting related to the number of housing units is required, approximately 4 weeks of additional time would be needed to complete Phase III. If necessary, Phase IV (Housing Impact Statement/Study) work would be performed in conjunction with Phases I – III.*

Some contingency times have been included in the time line. However, adherence to the above time line for each phase is dependent on timely provision of information and documents from the Village of Tinley Park and other sources, as well as timely authorization to proceed with each successive phase.

Project Pricing

Ehlers charges a flat fee for TIF District development, qualification, and adoption services. The Project will be completed for the costs provided below, which includes all time, materials, and expenses associated with two iterations of the documents.

| Task | Fee |
|--|-----------------|
| Phase I – Feasibility Analysis | \$21,500 |
| Phase II – Preparation of Redevelopment Plan | \$11,000 |
| Phase III – Adoption of Project* | \$7,500 |
| Total*: | \$40,000 |
| Housing Impact Statement/Study** | \$10,000 |

** Notes: This pricing is based upon the approximate size and number of parcels in the Subject Area as provided by the Village. If additional parcels are added at any time after this agreement has been approved, a revised proposal or additional fee may be submitted by Ehlers.*

***If a Housing Impact Statement/Study will be required for the project per the TIF Act, an additional fee of \$10,000 will be charged for this phase.*



Payment for Services

Ehlers will invoice the Village for the amount due after the completion of each phase of work. The fees are due and payable upon receipt of the invoice by the Village.

Additional Services

Ehlers provides additional services to further the goals and objectives of the Village. These services could be included under a separate scope and agreement during or following this engagement. Detailed information about our TIF and Economic Development-related services can be found in **Appendix C**.

Hourly Charges

For any service directed by Village and not covered by this, or another applicable Appendix, the Village will be charged on an hourly basis. Current hourly rates are:

| Title | Hourly Rate |
|--------------------------|-------------|
| Senior Municipal Advisor | \$235 |
| Municipal Advisor | \$220 |
| Financial Specialist I | \$190 |
| TIF Coordinator | \$175 |
| Clerical Support | \$100 |

Ehlers does not charge for most regular business expenses, except for messenger and overnight services. For travel that occurs at the beginning or the end of the standard work day hours, only travel time in excess of typical commuting time is charged. Otherwise, full travel time is charged per the Hourly Billing Rates. We have assumed some meetings will be held via teleconference or Skype to facilitate regular communication as needed in a manner that is cost effective.



Agreement

This proposal is respectfully submitted by authorized representatives of Ehlers & Associates, Inc.:



Maureen Barry,
Senior Municipal Advisor/Vice President

The Village of Tinley Park, Illinois hereby accepts the above Request for Proposal for TIF Consulting Services by its authorized officers, this ____ day of _____, 2017 for the following services:

Attest: _____ By: _____

Title: _____ Title: _____

Please send a copy of the agreement page with original signature to:

Ehlers & Associates, Inc.
525 W. Van Buren St, Suite 450
Chicago, IL 60607-3823



Appendix A: About Ehlers

The Illinois office is located at 525 W. Van Buren Street, Suite 450, Chicago, Illinois 60607. The Illinois office is staffed with six Municipal Advisors, one Financial Specialist, and one TIF Coordinator. Ehlers has over 80 professionals that serve clients from our offices in Chicago; Roseville, Minnesota; Waukesha, Wisconsin; and Denver, Colorado. The Village will be served by staff from our Illinois office.

Ehlers is a wholly employee-owned company through its Employee Stock Option Plan. Ehlers also owns Bond Trust Services, the ninth most active bond registrar/paying agent service in the nation, and Ehlers Investment Partners, an investment advisory company which serves the investment needs of local governments. Ehlers is led by a Board of Directors. The Chairman of the Board for Ehlers is Michael C. Harrigan. General operations are overseen by the President, Steve Apfelbacher, and a group of five Principals. The Illinois Principal is Jennifer M. Tammen.

Federal Registration as Municipal Advisor

The Dodd-Frank Wall Street Reform and Consumer Protection Act (the "Act") enacted on July 21, 2010 requires firms/persons who are "Municipal Advisors" to register with the Securities and Exchange Commission (SEC) and Municipal Securities Rulemaking Board (MSRB). Generally, a municipal advisor is any person that provides advice to a municipal entity or obligated person concerning the timing, terms, structuring or similar matters of a municipal security or provides advice with respect to municipal financial products. Municipal Advisors have a federal fiduciary duty to represent their municipal entity client's best interests as part of any engagement.

Ehlers and Associates, Inc. (Ehlers) as a firm and our Municipal Advisors are included within the definition of "municipal advisors" and are required to register with the SEC as such. We have registered as a Municipal Advisor with the Securities and Exchange Commission (SEC). Ehlers Registration No. is 866-00266-00. Confirmation of Ehlers' registration can be viewed the SEC and MSRB websites.

We are a charter member of the National Association of Municipal Advisors (NAMA) (<http://www.municipaladvisors.org/>). This professional association is dedicated to high ethical standards and is committed to providing independent advice when serving as advisors to municipal entity clients.

Potential Conflicts of Interest

The key characteristic of Ehlers is "independence." For 30 years, Ehlers has been committed to a fiduciary relationship with our clients. This means that we serve *only* your community's best interests in any financial transaction – not the interests of developers, investors, underwriters, banks or other private parties.

Ehlers and Associates, Inc. is a wholly-owned subsidiary of the Ehlers Companies. Ehlers and Associates, Inc. provides all municipal advisory and related services and is the corporate



entity responsible for this proposal. Ehlers and Associates, Inc. is affiliated with both Bond Trust Services Corporation and Ehlers Investment Partners (EIP) as additional, wholly-owned subsidiaries of the Ehlers Companies. Bond Trust Services is fully integrated with the Depository Trust Company (DTC) and serves as paying agent for the majority of our bond sales. EIP, a federally registered investment advisor, provides independent investment advisory services. Currently, these firms have no relationships with the Village of Tinley Park, Illinois.



Appendix B: Project Team

Ehlers offers a group of individuals with an exceptional combination of expertise and experience to act as the TIF and Economic Development Consulting Team for the Village. Below is information about the Project team and staff of the firm, which has completed hundreds of TIF and other special district redevelopment plans for Midwest communities.

Ehlers' staff has worked in municipal management, administration, and financial management, school district administration, regional planning, economic development, and state legislative support. This team serves or has recently served as advisor to many Illinois local governments, including the Village of Bradley, Village of Clarendon Hills, City of Geneva, Village of Glen Ellyn, Village of Oak Park, City of Peoria, Village of River Forest, Village of Tinley Park, Village of Westmont, City of Wheaton, and the Village of Wheeling, among others.

Ehlers will use a team approach with municipal advisors assisted by research analysts and TIF coordinator. This approach affixes responsibility and assures continuity of service for the client from the time of the proposal through any follow-up work. It also allows a better match of Ehlers' staff expertise and experience to the particular needs of the Village. The following team members will serve the Village of Tinley Park.

Maureen Barry, CIPMA, Senior Municipal Advisor/Vice President

Maureen joined Ehlers in January 2008. Prior to that time, she worked in local government for over 15 years, most recently as the Assistant Village Manager in Wilmette, and before that, for the City of Evanston and the City of Glendale, Arizona. In these roles, she worked with local government leaders and other key players in planning and managing a wide variety of governmental operations and projects. Maureen has assisted Ehlers' clients with economic development, financial consulting and municipal debt issuance projects in the Village of Buffalo Grove, City of Geneva, Village of Glen Ellyn, City of Macomb, City of North Chicago, Village of Oak Park, City of Peoria, City of St. Charles, Village of Tinley Park, Village of Westmont, City of Wheaton, Village of Wheeling, and Village of Willowbrook, among others.

Tricia Marino Ruffolo, Municipal Advisor

Tricia recently joined our Illinois Team in 2015 as a Municipal Advisor where she focuses primarily on TIF, Business Districts, and other economic development related projects including developer pro forma review. Tricia's previous experience includes serving the City of Chicago for the last three years as a Financial Planning Analyst in the TIF Division of the Department of Planning and Development. Prior to that, she formed her own real estate consulting business after 15 years with Louik/Schneider & Associates, Inc. where she served as Vice President. Louik/Schneider was a multi-disciplinary consulting firm offering professional service in the fields of urban planning, economic development including TIF, zoning, real estate development and financing for municipalities, small companies, developers, and large retailers. Tricia has assisted Ehlers' clients with economic



development projects in the City of Danville, Village of Richton Park, Village of Rockton, Village of Tinley Park, Village of Westmont, and Village of Willowbrook, among others

Mindy Barrett, TIF Coordinator

Mindy has been with Ehlers since 2006 and serves as a Tax Increment Financing Coordinator in our Chicago office. She is responsible for assisting in the development and implementation of TIF projections and analysis, including gathering data from counties and the state of Illinois. Mindy would be involved in this project primarily by assisting with data research and financial modeling, among other tasks.

In addition, the Ehlers Project Team will use expertise and resources from our other offices, if necessary, to meet the needs of the Village. Resumes for Maureen Barry and Tricia Marino Ruffolo are included in the following pages.





Maureen Barry, CIPMA
Senior Municipal Advisor/Vice President

Maureen joined the Ehlers Illinois office in 2008 as a Municipal Advisor after working directly for local governments for over 15 years. She specializes in assisting public organizations in Illinois with the design and implementation of financial and economic development solutions. Ehlers' clients benefit from Maureen's broad perspective and hands-on experience in a wide range of local government matters, including tax increment financing, development analysis, project management, debt issuance, and other public finance related projects.



Maureen Barry
Direct (312) 638-5257
mbarry@ehlers-inc.com

Areas of Expertise

Economic Development & Redevelopment

- Tax Increment District and Business District Feasibility Studies and Plans for District Qualification and Amendment
- Project Management Services
- Revenue Projections
- TIF Annual Reports
- Development Incentives Analysis & Negotiations
 - Pro forma Analysis/But For Test
- Development Strategic Planning
- Developer Attraction & Selection
- Fiscal Impact Analysis
- Revenue Bond Financing

Public Participation

- Referendum Strategies
- Public Participation Process

Debt Planning and Issuance

- Analysis & Presentation of Alternative Financing Options, Plans
- Representation to Bond Market & Credit Rating Agencies
- Refundings
- Special Service Area Financing
- Debt Management

Strategic and Financial Planning

- Goal Setting & Strategic Planning
- Financial Management Planning
- Capital Improvements Planning
- Fiscal Impact Studies
- Utility Rate Studies

Intergovernmental and Public/Private Partnerships

- Intergovernmental and Public/Private Project Studies and Negotiations

Certifications

Certified Independent Professional Municipal Advisor (CIPMA) by the National Association of Municipal Advisors (NAMA)

Professional Memberships

- Illinois City/County Management Association
- Illinois Government Finance Officers Association
- Illinois Municipal Treasurers Association
- Illinois Tax Increment Association
- International City/County Management Association
- Lambda Alpha International (Land Economics)
- Council of Development Finance Agencies

Education

- Bachelor of Arts (Political Science), University of Dayton
- Master of Public Affairs (Public Management),
School of Public and Environmental Affairs, Indiana University

Notable Projects

- Completed a study of redevelopment financing options for the Roosevelt Road Business Corridor in Oak Park, IL
- Prepared TIF Eligibility Reports and Redevelopment Plans for two new TIF Districts in Villa Park, IL
- Advised the City of North Chicago, IL for the refunding of two bond issues resulting in a substantial savings to taxpayers
- Negotiated redevelopment agreements for a new commercial center in Bradley, IL and new businesses in Decatur, IL
- Advised the Village of Wheeling, IL on a long term financial forecast and management plan
- Completed Annual TIF Reports to the State of IL Department of Revenue for municipalities across Illinois





Tricia Marino Ruffolo
Municipal Advisor

Tricia joined Ehlers in 2015 after serving most recently as a financial analyst for the City of Chicago's Department of Planning and Development and as Vice President at Louik/Schneider & Associates, Inc. She brings to Ehlers a unique perspective as a consultant for developer and municipalities and as a municipal employee.



Tricia Marino Ruffolo
Direct 312 638 5262
tmruffolo@ehlers-inc.com

Area of Expertise

Economic Development

- Tax Increment District and Business District Feasibility Studies and Plans for District Qualification and Amendment
- Project Management Services
- TIF Feasibility Studies
- TIF Revenue Projections
- TIF Increment Analysis
- Development Incentives Analysis & Negotiations
 - Pro forma Analysis/But For Test
- Development Strategic Planning
- Developer Attraction and Selection
- Fiscal Impact Analysis

Development & Redevelopment

- Redevelopment Planning
- Developer Pro forma Analysis
- Redevelopment Agreement Structuring and Negotiation
- Project Management Services
- Developer Attraction & Selection
- Developer Incentives Analysis

Public Participation

- Public Participation Process
- Strategic Communications Planning

Intergovernmental and Public/Private Partnerships

- Intergovernmental and Public/Private Project Studies and Negotiations

Strategic and Financial Planning

- Goal Setting & Strategic Planning
- Fiscal Impact Studies

Professional Memberships

- Council of Development Finance Agencies
- Illinois Economic Development Association
- Illinois City/County Managers Association
- Illinois Tax Increment Association
- Women in Planning and Development

Education

- Bachelor of Arts (Urban Planning), Lake Forest College

Notable Projects

Managed the technical process of establishing, amending and closing out over 90 Tax Increment Financing (TIF) districts throughout the Chicagoland Area as both a consultant and as a municipal employee. Successfully qualified over 50 redevelopment areas as TIF districts by effectively managing a myriad of details of the approval process.

Developed a TIF Designation Procedural Manual for the City of Chicago's Department of Planning and Development details the 75+ steps required for a TIF designation process.

Initiated review and streamlined procedures for designation TIF districts; identified cost saving measures for notification and mailing procedures and long term record storage as required by the State of Illinois.



Appendix C: Economic Development Services

Ehlers offers sophisticated analysis of revenue projections, financial feasibility, and the potential impacts of development to the Village and other taxing districts. Ehlers is available to assist the Village with the items described below or other services as needed by the Village:

Business Districts

In Illinois, the Business District designation is an important municipal economic development tool that provides strategic planning and sales tax financing for both development and redevelopment areas. Ehlers provides a complete range of services for business district adoption and implementation. Key services include: analysis of business district eligibility, documentation of eligibility findings, preparing the legally required business district plan, analysis of financial feasibility, estimating sales tax revenue potential and facilitating the public hearing and review process.

TIF Financial Feasibility Study

Ehlers can provide the necessary financial feasibility study for the construction of Developers Notes or for the issuance of bonds.

Review of Taxing District Impact

As part of negotiations with the overlapping taxing districts on the creation, expansion, or extension of a TIF district, the Village may need to provide fiscal impact information to the school or other taxing district. Ehlers can prepare this information on behalf of the Village. Ehlers would be prepared to discuss findings with both the Village and the taxing districts to assist the Village in its final strategy.

TIF Reports

Ehlers is available to prepare annual TIF reports or to assist staff in the preparation of these reports. As part of this activity, Ehlers will attend and present reports at the Joint Review Board meeting.

Tax Revenue Projections

Ehlers can provide projections that estimate the impact of new development to the equalized assessed value of properties and the expected level of tax revenue. These projections are used to help determine the amount of tax revenue that may be generated by certain development and the overall amount that may be available to fund development projects.

Developer Pro forma Analysis

Municipalities are often approached by developers seeking funding to support a proposed project. One of the biggest challenges communities face when working with developers is determining the appropriate level of assistance. Ehlers Municipal Advisors regularly conduct Pro forma Analyses for communities pursuing redevelopment, helping them assess the



appropriate level of need and developer assistance. This includes determining whether there may be a gap in funding that precludes private parties from earning a reasonable rate of return on their investment to market standards. If the answer is no, Ehlers will advise that public assistance is not required. If the answer is yes, Ehlers quantifies the public assistance and recommends limits. This further confirms the “but for” clause of the TIF Act.

Note: The Developer Pro forma Analysis fee may be reimbursed to the Village by the developer.

Developer Identification, Selection, Negotiation and Agreement Implementation

Developer Identification and Selection

Ehlers assists communities in the identification of potential commercial tenants and retail development options through a defined process. The first step in the process is to conduct meetings with developers and real estate professionals in an informal setting. There are several advantages to these types of meetings. First, this is an opportunity to spread the word about the site’s potential to the development community. The Village would gain insight into the current real estate market without being pressured by a developer or broker. In today’s uncertain market, the meetings would offer insight into the type of tenants that are looking to expand and those tenants’ needs for certain site attributes. The Village would also gain an understanding of how any changes to the infrastructure may help spur development. These meetings provide a solid understanding of what the market will support and the type and number of tenants that would be interested in the location. If necessary, the Village may wish to have a market study completed by a real estate professional at this time.

Ehlers may then prepare a Request for Proposal (RFP) based on information gathered. The RFP is sent to a list of qualified developers with whom Ehlers has experience or knowledge, as well as those identified by the Village. Ehlers assists the community in the interview of the developers and evaluates their proposals, providing information to the community as the basis for their selection of the developer.

Developer Negotiation and Agreement Implementation

Ehlers has extensive experience in negotiating development agreements for a wide range of commercial, residential, and mixed-used projects. Just as critical as experience in this area, is the need for a consultant that is independent. When Ehlers works in a municipality, it works for the municipality – not the developer.

Ehlers has taken a lead role in many development negotiations, as well as provided feedback on redevelopment agreements negotiated by others. The final agreement is subject to attorney approval. Examples of recommendations Ehlers has made include:

- Amount, type, and timing of incentives or assistance to developers.
 - Receipt of incentives geared toward performance.
 - Incentives based on goals of municipality.



- Use of “Look Back” provisions in development agreements, so that if a project is more successful than projected, the developer returns funds to the municipality.

During and after construction, Ehlers can manage development agreements by determining eligible expenses and calculating reimbursements.

Debt Issuance

Ehlers can assist the community in the issuance of debt to support the project, including:

- Exploration of type of debt that best serves the community.
- Preparation of Feasibility Study to support the project.
- Negotiation of debt.

Note: Ehlers can assist with the issuance of debt, subject to a separate service agreement. Fees would depend upon the size and complexity of issue and form of debt.



MEMORANDUM



To: Committee of the Whole

From: David Niemeyer, Village Manager *DN*

cc: Patrick Carr, Interim Assistant Village Manager

Date: August 4, 2017

Re: Strategic Plan

I will be presenting an update on the Strategic Plan and on the status of key projects at the Committee of the Whole meeting that will be held on Tuesday, August 8, 2017.

VILLAGE OF TINLEY PARK

STRATEGIC PLAN

Short Term Complex

| Project or Action | Priority Level | Primary/Lead Dept. | Secondary/Cooperating Departments | Role of the Village | Other Participants or Outside Expertise | Potential Funding Source(s) | Action/duration Schedule | Initiation Date | Key Status Date #1 | Key Status Date #2 | Update August 8, 2017 |
|--|----------------|--------------------|-------------------------------------|--|---|---|---|------------------|--------------------|--------------------|---|
| Improve the beautification of downtown and other key areas of the Village (i.e., streetscaping; sign control; entrance signs) | Tier 1 | COMM DEV. | PW, MGR OFFICE, MARKETING, | EVALUATE OPTIONS, COORDINATE AND IMPLEMENT APPROVED PROGRAM, INVESTIGATE DESIGN CONTROL OF DOWNTOWN ARCHITECTURE | Design Consultant , downtown stakeholders/property owners | Village | 18 months | July 1, 2017 | July 1, 2018 | January 1, 2019 | Sign amendments adopted; Lakota hired to begin downtown master plan; |
| Continue and advance Downtown development; have one major project started in 2017 | Tier 1 | MGR OFFICE | COMM DEVELOP | Facilitate development proposals | Business, Elected Officials, Property Owners | Village, Potential public and private partnership | Calendar year 2017 | January 1, 2017 | July 1, 2017 | January 1, 2018 | Banging Gavel Site Plan under review; Preliminary disc with Bremen Cash store/South St |
| Resolve our ongoing water meter issue(s) in a positive manner | Tier 1 | MGR OFFICE | PW, FINANCE, MKTG | LEAD COORDINATOR; COMMUNICATIONS; TRAINING; TECH DATA | Residents, businesses, outside contractors | Village | 18-24 months | Underway | 1st quarter 2017 | 3rd quarter 2017 | 68% of water meters have been replaced to be completed at the end of calendar year. |
| Finalize our consensus Master Plan for the redevelopment, use and character of the old State Mental Health Center | Tier 1 | MGR OFFICE | COMM DEVELOP, FINANCE, PUBLIC WORKS | WORK WITH OUTSIDE EXPERTISE AND COMM. TO EXPLORE OPTIONS AND DEVELOP PLAN | Residents, Board, outside consultants | Village | 6 months | January 1, 2017 | March 1, 2017 | July 1, 2017 | Waiting for CMS appraisal |
| Finalize and approve downtown drainage/storm water plans including methods of financing improvements | TIER 1 | V ENGINEER | PW, MGR OFFICE, FINANCE, CD | APPROVE DESIGN; FACILITATE CONSTRUCTION | Village Staff, Village Board, Residents | Village Funds | 18 months | November 1, 2016 | April 1, 2017 | September 1, 2017 | Pond and piping construction starting in April 2017 Phase 1 pond 75% complete Storm main pipe 10% |
| Develop a long-term plan for North Street improvements | TIER 2 | COMM DEV. | MGR. OFFICE | EVALUATE OPTIONS, COORDINATE AND IMPLEMENT APPROVED PROGRAM | Roger Brooks Intl., North Street property owners, Design Consultant | Village | 12 months | December 1, 2016 | December 1, 2017 | January 15, 2018 | Contract with Lakota approved |
| Secure a major new development in Rich Township (Cook County) | TIER 2 | COMM DEV. | MGR OFFICE | FACILITATE & ENCOURAGE DEVELOPMENT AND CREATE A MARKETING PLAN FOR STRATEGIC PARCELS | Property owners | Village, 3rd Party | 2 Years | July 1, 2017 | July 1, 2018 | July 1, 2019 | not initiated |
| Conduct an organizational design assessment of the administrative units and functions with overall structure, duties, job content, reporting structures and a salary survey included | TIER 2 | HR | MGR OFFICE WITH ALL DEPTS PARTICIP. | REVIEWING INDEPENDENT/OUTSIDE EXPERTISE & ANALYSIS | RFQ / RFP VENDORS COMPARABLES | Village | POLICE/FIRE/PW 2017-2019 VILLAGE HALL STAFFING STUDY 6 MONTHS COMP & BENE SURVEY W/N 6MOS | October 1, 2016 | February 1, 2017 | April 1, 2017 | Results are being reviewed; in progress |
| Examine and validate the feasibility of extending the downtown (Main Street South) TIF | TIER 2 | MGR OFFICE | FIN. & V. CLERK | ANALYSIS, TIF ADVISORS; REVIEW OPTIONS | Businesses, Taxing Bodies, State | Village | 6 months | 1st Quarter 2017 | July 1, 2017 | October 1, 2017 | Initial discussions for alternative idea of creating a new TIF are being explored. |

VILLAGE OF TINLEY PARK

STRATEGIC PLAN

Short Term Complex

| Project or Action | Priority Level | Primary/Lead Dept. | Secondary/Cooperating Departments | Role of the Village | Other Participants or Outside Expertise | Potential Funding Source(s) | Action/duration Schedule | Initiation Date | Key Status Date #1 | Key Status Date #2 | Update August 8, 2017 |
|--|----------------|--------------------|-----------------------------------|---|--|---|--|-------------------|---------------------------|-------------------------------------|---|
| Agree to and budget for a plan for Downtown Plaza improvements | TIER 2 | MGR OFFICE | FINANCE, PW, ENGINEERING | FINALIZE A PLAN | Village Board, Businesses | Village | 12 months | November 1, 2016 | April 1, 2017 | August 1, 2017 | Funds budgeted in FY2018 Budget |
| Integrate Village branding (after its developed) into our communication plans, approaches, tactics, etc. | TIER 2 | MARKETING | MGR OFFICE | WORK WITH OUTSIDE EXPERTISE AND COMM. TO EXPLORE OPTIONS AND DEVELOP PLAN | Roger Brooks Intl. | Hotel-Motel tax | Begin upon receipt of action plan | January, 2017 | Ongoing | Ongoing | Style Guide completed. Lakota hired for Plaza programming. |
| Maintain and reinvest in the Village's infrastructure to maintain current high quality; undertake a comprehensive below ground infrastructure condition assessment | TIER 2 | PUBLIC WORKS | VIL. ENGINEER, FIN. | DEVELOP LONG TERM INFRASTRUCTURE PLAN | Engineers,APWA, other Jurisdictional agencies | General Fund, Enterprise Fund, Grants, SSMMMA | Already in progress | In progress | Fiscal year budget review | 5&10 year plans every fiscal budget | Capital projects in progress from approved FY18 budget and 5year 10 year plan approved |
| Implement an electronic/streamlined agenda and FOIA management system for all Boards and Commissions | TIER 3 | CLERK'S OFFICE | ALL DEPTS | DEVELOP STREAMLINED FOIA AND AGENDA PROCESSES | GovQA-FOIA Management System | 30-5/0-74159 | In process-Estimated Time to Kickoff System Mid-November, 2016 | September 1, 2016 | Ongoing | Ongoing | The FOIA Management System has been up and running for more than eight months and has become a helpful and more transparent tool for both Village Staff and the Public. It has streamlined the FOIA process. The Clerk's Office is working to bring in an Agenda Management System that will be interactive with th Public and will streamline the process for Village Staff. |
| Create a way-finding sign program; especially for the Village gateway and welcoming corridors | TIER 3 | COMM DEV. | MGR OFFICE AND MARKETING | REVIEW OPTIONS AND DEVELOP PROGRAM | Roger Brooks, Main Street Commission Subcommittee and Wayfinding Committee | Village | 12 months | February 1, 2017 | August 1, 2017 | February 1, 2018 | no update |
| Conduct a Village-wide facilities assessment for Public Works, Administration, etc.; identify needs, options and strategies for our facilities and buildings | TIER 3 | MGR OFFICE | PW AND FIRE | WORK WITH OUTSIDE EXPERTISE TO EXPLORE OPTIONS AND DEVELOP PLAN | Village Board, Staff Consultant | Village | 8 months | 3rd Quarter 2018 | January 1, 2019 | May 1, 2019 | Underway with Station 47 replacement scheduled for 2018 and Station 48 in 2019. (FD) |

VILLAGE OF TINLEY PARK
STRATEGIC PLAN
Short Term Complex

| Project or Action | Priority Level | Primary/Lead Dept. | Secondary/Cooperating Departments | Role of the Village | Other Participants or Outside Expertise | Potential Funding Source(s) | Action/duration Schedule | Initiation Date | Key Status Date #1 | Key Status Date #2 | Update August 8, 2017 |
|---|----------------|--------------------|-----------------------------------|---|---|-----------------------------|--------------------------|------------------|--------------------|--------------------|---------------------------------------|
| Conduct an organization-wide technology assessment and needs IT strategic plan for improving both our processes and budget requirements planning; maximize and enhance the technology interface with the Village including interactive information exchanges and portals; create an electronic service request system, and information and service tracking | TIER 3 | MGR OFFICE | ALL DEPTS | WORK WITH OUTSIDE EXPERTISE TO EXPLORE OPTIONS AND DEVELOP PLAN | Staff, Consultant | Village | 6 months | 3rd Quarter 2017 | January 1, 2018 | March 1, 2018 | Staffing study recommended IT Manager |

VILLAGE OF TINLEY PARK

STRATEGIC PLAN

Short Term Complex

| Project or Action | Priority Level | Primary/Lead Dept. | Secondary/Cooperating Departments | Role of the Village | Other Participants or Outside Expertise | Potential Funding Source(s) | Action/duration Schedule | Initiation Date | Key Status Date #1 | Key Status Date #2 | Update August 8, 2017 |
|--|----------------|--------------------|--|--|---|---|------------------------------------|------------------|--------------------|--------------------|---|
| Complete the assessment and evaluation of unincorporated parcels and possible annexations where appropriate or desirable | TIER 3 | MGR OFFICE | COMM DEVELOP. FINANCE, VIL ENGINEER | REVIEW OPTIONS AND DEVELOP ANALYSIS | Consultant, Staff, Village Board | Village | 1 year | 1st Quarter 2018 | May 1, 2018 | September 1, 2018 | on-hold |
| Conduct a cost/benefit analysis in consideration of the potential for in-house engineering | TIER 3 | PUBLIC WORKS | MGR OFFICE, HR & FINANCE | DEVELOP RECOMMENDATIONS BASED ON ANALYSIS | Other communities input, APWA | General Fund, Enterprise Fund | 6 months | November 1, 2016 | January 1, 2017 | May 1, 2017 | Village engineer position was filled then resignation given July 27, 2017. Recruitment process has begun again. |
| Explore incorporating additional municipalities/users into the existing 911 system | TIER 4 | 911 CENTER | MGR OFFICE, FINANCE, POLICE, FIRE, LEGAL, IT | WORK TO BRING IN NEW USERS BASED ON ANALYSIS AND FEASIBILITY | Police and Fire input. Utilized outside consultant experienced with 911 center consolidation. | Potential state and federal grant. User based fee's | 12 Months | January 1, 2017 | March 1, 2017 | January 1, 2018 | MABAS 24 Fire District joined the 911 center effective 1 May 2017. Other municipalities are currently interested. |
| Conduct an upgrade assessment for the Fire Station | TIER 4 | FIRE | MGR, FINANCE, PW | WORK WITH OUTSIDE EXPERTISE TO EXPLORE OPTIONS AND DEVELOP PLAN | construction manager, architect and general contractor | Village | to be completed third quarter 2017 | in progress | January 1, 2017 | July 1, 2017 | Finalizing the construction manager selection. Early discussions on new station(s) configuration and needs underway with staff. |
| Implement an ongoing leadership development and staff succession plan that includes training and skill enhancement with the goal to develop a pipeline of internal staff with the required skills, knowledge, and abilities to be strong candidates for future Village vacancies | TIER 4 | HR | ALL DEPTS | CREATE LEADERSHIP AND STAFF SUCCESSION PLAN | VILLAGE MANAGER VILLAGE BOARD | Village | ANALYZE 2-3YR | May 1, 2018 | May 1, 2019 | May 1, 2020 | No update |
| Streamline civil service personnel changes within the Police Department; work to speed up the civil service recruitment process; improve process gaps and the quality of candidates that emerge from civil service to minimize the loss of good candidates | TIER 4 | HR | POLICE & ALL DEPTS. | DEVELOP ANALYSIS, REVIEW OPTIONS IMPROVED RECRUITMENT | VILLAGE MANAGER VILLAGE BOARD | N/A | ONGOING | May 1, 2018 | May 1, 2019 | May 1, 2020 | 3 new commish appt and in process of a patrol officer recruitment/test |
| Conduct a pay competitive/parity study for Fire | TIER 4 | HR | MGRS OFFICE | WORK WITH OUTSIDE EXPERTISE TO ANALYSE, EXPLORE OPTIONS AND DEVELOP PLAN | RFQ / RFP VENDORS COMPARABLES | Village | 8 months | October 1, 2016 | March 1, 2017 | July 1, 2017 | In progress as results are reviewed from Comp and Benefits study and work on an updated pay plan |
| Develop a plan to deal with the near and long term vitality and use of the Convention Center; work with partners to help maintain its financial stability and success | TIER 4 | MGR OFFICE | FINANCE | DEVELOP LONG TERM FINANCIAL STABILITY PLAN/PROJECTIONS | Consultant, Staff, Village Board, Convention Center Staff | Village, Convention Center | 6 months | 2nd Quarter 2017 | May 1, 2017 | October 1, 2017 | Met with new owners of hotel to discuss management contract. |

VILLAGE OF TINLEY PARK

STRATEGIC PLAN

Short Term Routine

| Project or Action | Priority Level | Primary/Lead Dept. | Secondary/Cooperating Departments | Role of the VILLAGE | Other Participants or Outside Expertise | Potential Funding Source(s) | Action/duration Schedule | Initiation Date | Key Status Date #1 | Key Status Date #2 | Update August 8, 2017 |
|---|----------------|------------------------------------|-----------------------------------|--|---|--------------------------------|--------------------------|-----------------|--------------------|--------------------|--|
| Keep Village budget requirements and finances under control while maintaining quality; maintain strong financial health of the Village | TIER 1 | FINANCE | ALL DEPTS. | MAINTAIN STRONG FINANCIAL HEALTH; MONITOR TRENDS CONDUCT ANALYSIS INCLUDING CAPITAL AND INFRASTRUCTURE NEEDS | All Departments | Village | Ongoing | Ongoing | Ongoing | Ongoing | Ongoing |
| Commit to the strategic Planning Process; create an action plan for staff around the major goals that emerge from the Board's prioritization rankings; incorporate more information and tie our strategic goals from this process into the budget | TIER 1 | MGRS. OFFICE | ALL DEPTS. | DEVELOP AND IMPLEMENT ACTION PLANS, TACTICS AND REPORTING MECHANISMS | Village Board, Staff | Village | Ongoing | October 1, 2016 | December 1, 2016 | May 1, 2017 | Ongoing. |
| Rebuild faith and trust in the Village government and our strong commitment to the betterment and high quality of our community | TIER 1 | MGRS. OFFICE AND ELECTED OFFICIALS | ALL DEPTS. | REVIEW PROCESSES; DISCUSSIONS, TRAINING & FOLLOW THROUGH | Village Board, Residents | Village | Ongoing | Immediate | January 1, 2017 | May 1, 2017 | Ongoing |
| Remain a safe, desirable and stable high quality community particularly in terms of public safety, property values and character | TIER 1 | MGRS. OFFICE AND ELECTED OFFICIALS | ALL DEPTS. | REVIEW PROGRAMS, SERVICES, POLICIES, TRAINING & FOLLOW THROUGH | Village Board, Staff, Residents | Village | Ongoing | Immediate | January 1, 2017 | May 1, 2017 | Revisiting Neighborhood watch and other ongoing initiatives. |
| Review and revise Village building codes | TIER 2 | COMM. DEVELOP | FIRE | REVIEW, UPDATE AND PRESENT FOR ADOPTION REVISED CODE PROVISIONS; EXPLORE CYCLICAL APPROACH | 2012 DONE! 2018: Fire Department, Code consultant | Village | 12 months | January 1, 2019 | July 1, 2019 | January 1, 2020 | 2012 Building Codes updated. Process to begin updates to 2015/2018 Building Codes has not begun yet. |
| Maintain personal contact with citizens (i.e., when citizens call the Village, they talk to a person) | TIER 2 | MGRS OFFICE | HR AND MARKETING | DEVELOP AND IMPLEMENT OVERALL TRAINING/COMMUNICATIONS PLAN & STRATEGY | Staff | Village | Ongoing | Ongoing | December 1, 2017 | December 1, 2018 | Ongoing |
| Improve our communication processes and plans for all citizens and especially with businesses that may not use traditional approaches | TIER 2 | MARKETING | MGRS. OFFICE AND ALL DEPTS. | DEVELOP AND IMPLEMENT OVERALL COMMUNICATIONS PLAN & STRATEGY | Resident communication - ongoing; business communication - Coordinate with Community Development department | Village | Ongoing | Ongoing | Ongoing | Ongoing | In process |
| Continue to maintain our Downtown, and surrounding areas, in a clean, attractive and vibrant manner | TIER 2 | PUBLIC WORKS | COMM. DEVELOP. | DEVELOP A COORDINATED PLAN TO DEPLOY RESOURCES AS NEEDED; IDENTIFY OPTIONS | Employees, Community input,branding consultant, contractors | General fund, Hotel/Motel Fund | Winter 2016 | Spring 2017 | May 1, 2017 | December 1, 2017 | North street clean up and repairs are completed.Received new fountain quotes to replace plaza fountain. PW crews are on daily clean up of downtown areas. Lakota hired for downtown plan |

VILLAGE OF TINLEY PARK

STRATEGIC PLAN

Short Term Routine

| Project or Action | Priority Level | Primary/Lead Dept. | Secondary/Cooperating Departments | Role of the VILLAGE | Other Participants or Outside Expertise | Potential Funding Source(s) | Action/duration Schedule | Initiation Date | Key Status Date #1 | Key Status Date #2 | Update August 8, 2017 |
|--|----------------|--------------------|-----------------------------------|--|--|-----------------------------|--------------------------|------------------|--------------------|--------------------|---|
| Review/validate priorities and goals and then develop a comprehensive land use/building regulation and code enforcement program | TIER 3 | COMM. DEVELOP | MGRS. OFFICE | DEVELOP A COORDINATED PLAN TO DEPLOY RESOURCES AS NEEDED; IDENTIFY OPTIONS | Staffing consultant study | Village | 7 months | May 1, 2018 | September 1, 2018 | December 1, 2018 | 1st step is software and then hiring of CDD |
| Conduct a Village-wide business retention analysis/assessment survey as part of our economic development efforts | TIER 3 | COMM. DEVELOP | ALL DEPTS. | SURVEY CURRENT BUSINESSES, ANALYZE AND MAKE RECOMMENDED IMPROV.'S | N/A | Village | 3 months | January 1, 2018 | February 2018 | April 2018 | BRS ad to be distributed 8.1.17 |
| Prioritize and make decisions on our already existing "unfinished business" list; tackle our list of "things to do" | TIER 3 | MGRS OFFICE | ALL DEPTS. | DEVELOP A COORDINATED PLAN TO DEPLOY RESOURCES AS NEEDED; IDENTIFY OPTIONS | Village Board, Staff | Village | 1 Year | November 1, 2016 | May 1, 2017 | November 1, 2017 | In Progress |
| Take Village marketing and communication to the next levels; website update, fix broken links, look at different platforms and message methods, etc. | TIER 3 | MARKETING | ALL DEPTS. | ONGOING ASSESSMENT AND REVISIONS TO APPROACHES | Website redesign - RFQ issued fall, 2016; redesign to begin early 2017 | Village | Ongoing | January 1, 2017 | July 1, 2017 | January 1, 2018 | FB page and Twitter feed up; growing subscribers; website redesign 50% complete |
| Work to analyze and improve our building reviews for quicker, more expedited permitting; work to speed up the over all planning and case review process | TIER 4 | COMM. DEVELOP | I.T., PW, FIRE, ENGINEERING | EVALUATE EXISTING PROCESS DEVELOP OPTIONS AND ALTERNATIVE APPROACHES | Software consultant | Village | 9 months | July 1, 2017 | November 1, 2017 | March 1, 2018 | Preliminary interviews complete. RFQ under development |
| Evaluate the existing façade improvement/incentive program | TIER 4 | COMM. DEVELOP | FINANCE | FACILITATE USE OF EXISTING PROGRAM | Need to develop design guidelines first and determine review process | Village | 8 months | May 1, 2018 | September 1, 2018 | January 2019 | preliminary discussion as part of Mayor's ec dev program |
| Create incentives for non-conforming signs to become conforming | TIER 4 | COMM. DEVELOP | FINANCE | DEVELOP/FINALIZE POLICY AND IMPLEMENT APPROVED PROGRAM | Village | Village | 8 months | January 2019 | May 2019 | August 2019 | not initiated |
| Streamline the annual budget process; start it earlier, improve review and process elements, consider GFOA award guidelines as a helpful reference point | TIER 4 | FINANCE | MGRS OFFICE | WORK TO STREAMLINE BUDGET PROCESSES/PROCEDURES AND CALENDAR | All Departments | Village | Ongoing | January 1, 2018 | January 1, 2019 | January 1, 2020 | Ongoing. Added information to the draft budget document for FY 2018 toward the requirements of the GFOA budget award program. |

VILLAGE OF TINLEY PARK
STRATEGIC PLAN
Short Term Routine

| Project or Action | Priority Level | Primary/Lead Dept. | Secondary/Cooperating Departments | Role of the VILLAGE | Other Participants or Outside Expertise | Potential Funding Source(s) | Action/duration Schedule | Initiation Date | Key Status Date #1 | Key Status Date #2 | Update August 8, 2017 |
|--|----------------|--------------------|-----------------------------------|--|--|--|---|-----------------|--------------------|--------------------|--|
| Institute a Village-wide enhanced sidewalk capital improvement program | TIER 4 | PUBLIC WORKS | FINANCE, ENGINEERING | EVALUATE EXISTING AND DEVELOP OPTIONS AND ALTERNATIVE PLANS/APPROACHES | Other jurisdictions - State, County, Branding consultant | General fund, Hotel/Motel Fund, Complete street Grants | October 1 2016 Process has started already Gaps identified | Spring 2017 | July 1, 2017 | November 1 2017 | 175th sreet Ridgeland to TPHS designed and bid approved 5 other sidewalks gaps under design and waiting on state and County permits. |

VILLAGE OF TINLEY PARK

STRATEGIC PLAN

Long Term Complex

| Project or Action | Priority Level | Primary/Lead Dept. | Secondary/Cooperating Departments | Role of the City | Other Participants or Outside Expertise | Potential Funding Source(s) | Action/duration Schedule | Initiation Date | Key Status Date #1 | Key Status Date #2 | Update August 8, 2017 |
|--|----------------|--------------------|-----------------------------------|--|---|---|-----------------------------|-----------------|--------------------|--------------------|---|
| See ongoing downtown development and reinvestment continue | TIER 1 | COMM DEV. | MGR OFFICE | FACILITATE & ENCOURAGE DEVCELOPMENT | | Village | on-going | Ongoing | Ongoing | Ongoing | Continued discussion with Bremen, South Street, Halleran TH, LAKota hired to assist with development review |
| Continue and make substantial progress with/for Village-wide beautification projects in various areas including gateways, parkways, public areas, etc. | TIER 1 | COMM DEV. | PW, MGR OFFICE | IMPLEMENT THE FINALIZED PLAN | Design Consultant | Village | part of streetscape project | May 2017 | January 2018 | May 2018 | Lakota hired to work on street scape, master plan |
| As part of our economic development strategies, work to attract businesses with good paying jobs by the Panduit headquarters property and other locations | TIER 1 | COMM DEV. | MGR OFFICE | DEVELOP A STRATEGY WORK WITH BUSINESSES AND EMPLOYERS TO HELP GROW EMPLOYMENT | | Village | on-going | Ongoing | Ongoing | Ongoing | discussions with Greystone, Woodman's is in due diligence;preliminary planning discussion, Surface Shield done |
| Maintain the Village's financial strength and fiscal controls to maintain our strong fiscal position | TIER 1 | FINANCE | ALL DEPTS. | MAINTAIN STRONG FINANCIAL HEALTH; MONITOR TRENDS CONDUCT ANALYSIS INCLUDING CAPITAL AND INFRASTRUCTURE NEEDS | All Departments | Village | Ongoing | Ongoing | Ongoing | Ongoing | Ongoing |
| Enhance, add and maximize technology in all Village operations, administration, services, etc.; develop a long-term, comprehensive technology plan for the Village | TIER 1 | I.T. | ALL DEPTS. | IMPLEMENT THE FINALIZED PLAN | Potential Consultant | Village | 1 year | May 2017 | January 2018 | May 2018 | Ongoing. GIS is working on creating a Customer Portal. IT is working on server virtualization and addressing known WIFI coverage issues at PD and firehouses. |
| See substantial start to the old State Mental Health Center property redevelopment with projects underway and remediation completed | TIER 1 | MGR OFFICE | FINANCE, PW, ENGINEERING | IMPLEMENT THE FINALIZED PLAN | Village Board, Staff, Residents, Consultant | Village, Potential Public/Private Partnership | Multi-year | May 1, 2019 | May 1, 2020 | May 1, 2021 | No change in status. Still waiting for CMS reevaluation of selling price of the site. |
| Update the Village's 20 year old Comprehensive Master Land Use Plan as well as accompanying zoning code provisions | TIER 2 | COMM DEV. | MGR OFFICE | WORK WITH OUTSIDE EXPERTISE TO EXPLORE OPTIONS AND DEVELOP PLANNING AND LAND USE UPDATES | Planning Consultant | Village | 24 months | January 1, 2018 | January 1, 2019 | January 1, 2020 | not initiated |
| Redevelop Panduit TIF site; see improvements at the 45 acre site on the east side of town | TIER 2 | COMM DEV. | MGR OFFICE, FINANCE, ENGINEERING | FACILITATE & ENCOURAGE DEVCELOPMENT | Developers | Village, Developers | on-going | Ongoing | Ongoing | Ongoing | Preliminary discussion with landlink |

VILLAGE OF TINLEY PARK

STRATEGIC PLAN

Long Term Complex

| Project or Action | Priority Level | Primary/Lead Dept. | Secondary/Cooperating Departments | Role of the City | Other Participants or Outside Expertise | Potential Funding Source(s) | Action/duration Schedule | Initiation Date | Key Status Date #1 | Key Status Date #2 | Update August 8, 2017 |
|---|----------------|--------------------|--|---|---|---|-----------------------------|--------------------|--------------------|--------------------|---|
| Increase safety, and traffic and pedestrian capacity by widening 80th Avenue at I-80 | TIER 2 | COMM DEV. | PUBLIC WORKS, FINANCE, ENGINEERING | WORK WITH WILL COUNTY AND OTHERS ON FULL IMPLEMENTATION, DESIGN AND COMPLETION | Consultant, STP Grant | Village | 7 years | 2014 | August 1, 2018 | | Will County held a Public Hearing on Phase I going to Phase II at Village Hall on March 9, 2017. Possible widening of 80th Ave bridge is 2019 and roadway widening in 2020 including multi use path and additional turn lanes |
| Assess the concept of using a combined "community development department" approach/model vs. separate building, zoning and planning functions | TIER 2 | HR | MGR OFFICE / COMM DEVELOP | UNDERTAKE ANALYSIS AND IMPLEMENT RECOMMENDATIONS | VILLAGE MANAGER | Village | IN PROGRESS/ONGOING | November 1, 2016 | February 1, 2017 | May 1, 2017 | completed |
| Examine and investigate more outsourcing opportunities for Village functions and then act upon them when positive elements emerge | TIER 2 | MGRS OFFICE | FINANCE AND ALL DEPTS | UNDERTAKE ANALYSIS AND IMPLEMENT RECOMMENDATIONS AS APPROPRIATE, FEASIBLE OR BENEFICIAL | Village Board, Staff | Village | Ongoing | Ongoing | Ongoing | Ongoing | In Progress |
| Implement a Village-wide branding and marketing program | TIER 2 | MARKETING | MGR OFFICE | IMPLEMENT THE FINALIZED PLAN | Roger Brooks Intl. | Hotel Motel tax | Implement Roger Brooks Plan | January 1, 2017 | July 1, 2017 | January 1, 2018 | Action items 1-6, 8,9, and 11-12 are complete or nearly complete |
| Expand connectivity of both inter and intra community bike paths and trails | TIER 3 | COMM DEV. | ENGINEERING, MGRS OFFICE, PW, FINANCE, | DEVELOP A 5 YEAR PLAN FOR PEDESTRIAN & BIKE CONNECTIVITY | ComEd, Developers and other agencies | Village, STP | Multi-year | January 1, 2017 | August 1, 2019 | August 1, 2022 | DRT discussion, Bike rental program preliminary discussions |
| Determine long-term community expectations of the Fire Department and Fire/EMS services in the Village | TIER 3 | FIRE & EMA | MGRS OFFICE | UNDERTAKE ANALYSIS AND IMPLEMENT RECOMMENDATIONS AS APPROPRIATE, FEASIBLE OR BENEFICIAL | Staffing analysis study; Illinois Fire Chiefs Association evaluations | grants; budget process; tax increase; revenue source for service. | 2 years | first quarter 2018 | first quarter 2019 | third quarter 2019 | No current updates (FD) and (EMA) |
| Implement the results of the unincorporated property assessment identified in the short term goals section | TIER 3 | MGR OFFICE | COMM DEVELOP. FINANCE, VIL ENGINEER | IMPLEMENT OPTIONS AND PLAN | Village Board, Staff | Village, Potential Public/Private Partnership | 1 Year | May 1, 2019 | November 1, 2019 | May 1, 2020 | on hold |
| Work with Metra to add an AM express train to match the PM express train and service | TIER 3 | MAYOR'S OFFICE | MGRS OFFICE | DEVELOP AN IGOV'TL CO-OPER. PLAN TO EXTEND SCHEDULE | Metra | Village, Metra | Completed | Completed | November 2015 | August 1, 2016 | completed |
| Complete needs and functionality assessment then site, design and construct a new Public Works facility | TIER 3 | PUBLIC WORKS | MGRS OFFICE, FINANCE, ENGINEER | AND IMPLEMENT RECOMMENDATIONS AS APPROPRIATE, FEASIBLE OR | jurisdictional departments General contractor. Project manager PW employees input | Grants, SSMMA, General fund, enterprise fund. | 2 years | January 1, 2021 | January 1, 2022 | January 1, 2023 | On hold |

VILLAGE OF TINLEY PARK

STRATEGIC PLAN

Long Term Complex

| Project or Action | Priority Level | Primary/Lead Dept. | Secondary/Cooperating Departments | Role of the City | Other Participants or Outside Expertise | Potential Funding Source(s) | Action/duration Schedule | Initiation Date | Key Status Date #1 | Key Status Date #2 | Update August 8, 2017 |
|---|----------------|--------------------|-----------------------------------|---|---|--|--------------------------|--------------------|--------------------|--------------------|--|
| Coordinate with Cook County to have a safe walking path created to Tinley Park High School | TIER 3 | VILLAGE ENGINEER | PUBLIC WORKS | FACILITATE & ENCOURAGE I-GOVTL COOPERATION, DESIGN, DEVELOPMENT FOR ROAD IMPROV & WALKWAY | Cook County, Schools, Residents | Multi-Jurisdictional | 1 year | November 1, 2016 | July 1, 2017 | November 1, 2017 | Project bids received and approved by VB waiting on CDOTH permit |
| Explore providing alternate transportation methods to get commuters to Tinley Park offices and jobs from the train station | TIER 4 | COMM DEV. | MGRS OFFICE, VILLAGE ENGINEER | UNDERTAKE ANALYSIS AND IMPLEMENT RECOMMENDATIONS AS APPROPRIATE, FEASIBLE OR BENEFICIAL | ComEd, Developers and other agencies | Village, Businesses, STP | Multi-year | January 1, 2021 | August 1, 2021 | January 1, 2022 | Not initiated |
| Determine a new location of the fire departments training tower | TIER 4 | FIRE | MGRS OFFICE | ANALYZE ALTERNATIVES | solicit community development for vacant parcels of equal size to determine what is available; Consult FAA for relocation requirement of heliport; cell tower consultant; | homeland security grants, budget process; other sources (donations). | 18 months | first quarter 2020 | first quarter 2021 | third quarter 2021 | Not started |
| Seek accreditation for all our major departments to demonstrate professionalism and our commitment to high quality services and operations that meet national standards | TIER 4 | MGRS OFFICE | PW, FIRE AND POLICE | UNDERTAKE ANALYSIS AND IMPLEMENT RECOMMENDATIONS AS APPROPRIATE, FEASIBLE OR BENEFICIAL | Village Board, Staff, Outside Agency | Village | 2 years | May 1, 2019 | May 1, 2020 | May 1, 2021 | No Update |
| Advocate for the adoption of the Marketplace Fairness Act for internet sales and corresponding revenues to local government | TIER 4 | MAYOR'S OFFICE | MGRS OFFICE, FINANCE | ENCOURAGE ADOPTION OF MARKETPLACE FAIRNESS ACT | Federal Government | State, Village | 2 years | March 2021 | March 2022 | March 2023 | no update |
| Evaluate future location, design and utilization of the police gun range | TIER 4 | POLICE | MGRS OFFICE | ANALYZE ALTERNATIVES | Planning Dept., Public Works, Engineering, Range Consultant | Capital | 18 months | First Quarter 2020 | First Quarter 2021 | Third Quarter 2021 | no update |
| Evaluate the cost-benefit of undertaking possible jurisdictional transfers of County Roads to the Village | TIER 4 | VILLAGE ENGINEER | MGRS OFFICE, FINANCE AND PW | EVALUATE THE COST-BENEFITS OF JURISDICTIONAL TRANSFERS (Ridgeland north of 175th St. and Oak Forest Avenue) | Cook County, Residents, Village Board Staff | Village, potential grants | 3 years | Already underway | July 1, 2017 | July 1, 2019 | IGA was presented to VB on August 1 for approval |

VILLAGE OF TINLEY PARK

STRATEGIC PLAN

Long Term Routine

| Project or Action | Priority Level | Primary/Lead Dept. | Secondary/Cooperating Departments | Role of the City | Other Participants or Outside Expertise | Potential Funding Source(s) | Action/duration Schedule | Initiation Date | Key Status Date #1 | Key Status Date #2 | Update August 8, 2017 |
|--|----------------|------------------------------------|-----------------------------------|--|--|---------------------------------|--------------------------|--------------------|--------------------|--------------------|--|
| Attract and acquire top quality talent for Village staff positions at all levels from top management to front-line | TIER 1 | HR | ALL DEPTS. | DEVELOP PROGRESSIVE RECRUITMENT, SELECTION AND RETENTION PROCESS | VILLAGE MANAGER VILLAGE BOARD COMPARABLES VENDORS | Village | ONGOING | ONGOING | ONGOING | ONGOING | Village eliminating residency requirement for full time position will improve ability to attract quality staff |
| Continue to maintain a safe, stable, desirable community with strong property values, hometown feel and quality of life | TIER 1 | MGRS. OFFICE AND ELECTED OFFICIALS | ALL DEPTS. | REVIEW PROCESSES; DISCUSSIONS, TRAINING & FOLLOW THROUGH | Village Board, Staff, Residents | Village | Ongoing | Ongoing | Ongoing | Ongoing | Use of resident meetings for controversial projects. |
| Create a high quality "model citizen communication program"; blue ribbon, award winning techniques, approaches, etc. | TIER 2 | MARKETING | MGRS. OFFICE AND ALL DEPTS. | IMPLEMENT A PROGRESSIVE/EFFECTIVE OVERALL COMMUNICATIONS PLAN & STRATEGY | ICMA | Village, Limited funding needed | Ongoing | Ongoing | Ongoing | Ongoing | FB page and Twitter feed up; growing subscribers; website redesign @ 50% complete |
| Evaluate and maximize the best use and capabilities of sworn officers, where possible, while strengthening police services and protection to community overall | TIER 2 | POLICE | MGRS OFFICE AND HR | UNDERTAKE ANALYSIS TO MAXIMIZE USE OF SWORN POLICE OFFICER RESOURCE | staffing consultant | Village | 2 years | May 1, 2017 | November 1, 2017 | May 1, 2018 | Working with HR intern to develop a RFP to identify a consultant |
| Explore repurposing the building, site and space of the State Police station | TIER 4 | MGRS OFFICE | ALL DEPTS. | UNDERTAKE ANALYSIS TO MAXIMIZE USE OF SPACE | Staff, Consultant | Village | 6 Months | May 1, 2017 | September 1, 2017 | December 1, 2017 | State police have vacated the building. PW is working on costs to clean up. |
| Evaluate and solve mandates for additional evidence storage needs, including large objects and vehicles | TIER 4 | POLICE | MGRS. OFFICE | UNDERTAKE ANALYSIS TO MAXIMIZE USE OF EVIDENCE STORAGE NEEDS | PW/facilities consultant | Village | 18 months | First Quarter 2020 | First Quarter 2021 | 3rd Quarter 2021 | no update |

MEMORANDUM



To: Committee of the Whole

From: David Niemeyer, Village Manager *DN*

cc: Patrick Carr, Interim Assistant Village Manager
Patrick Connelly, Village Attorney
Denise Maiolo, Interim Human Resource Director

Date: August 4, 2017

Re: Employee Residency Requirement

We would like to get a final decision on the residency issue for full time employees. At the last COW meeting on July 11, 2017 the Village Board authorized staff to eliminate the residency requirement for the Community Development Director and Building Official position and replace it with a 30 mile radius required.

Attached is an ordinance that eliminates the residency requirement for all full time employees except the Village Manager, Police Chief and Fire Chief.

We would like direction to place this ordinance on the August 15, 2017 agenda for approval by the Village Board.

ORDINANCE NO. _____

**AN ORDINANCE AMENDING CERTAIN SECTIONS OF THE TINLEY PARK
VILLAGE CODE AND TINLEY PARK EMPLOYEE HANDBOOK
PERTAINING TO RESIDENCY FOR VILLAGE EMPLOYEES**

WHEREAS, Section 6(a) of Article VII of the 1970 Constitution of the State of Illinois provides that any municipality which has a population of more than 25,000 is a home rule unit, and the Village of Tinley Park, Cook and Will Counties, Illinois, with a population in excess of 25,000 is, therefore, a home rule unit and, pursuant to the provisions of said Section 6(a) of Article VII, may exercise any power and perform any function pertaining to its government and affairs, including, but not limited to, the power to tax and to incur debt; and

WHEREAS, the Corporate Authorities hereby desire to amend certain sections of the Tinley Park Village Code and Tinley Park (Title III of the Tinley Park Municipal Code to reflect that the residency requirement established by adoption of the Comprehensive Plan will no longer be applicable to all employees; and

WHEREAS, the Corporate Authorities hereby desire to adopt a new residency policy; and

WHEREAS, the Corporate Authorities of the Village of Tinley Park, Cook and Will Counties, Illinois, have determined that it is in the best interests of said Village of Tinley Park to add a new Section 4 Chapter 35 Title III of the Tinley Park Municipal Code pursuant to this Ordinance; and

WHEREAS, the Corporate Authorities hereby desire to amend Chapter 31 Title III of the Tinley Park Municipal Code to clarify the residency policy for certain titled employees by ordinance; and

WHEREAS, the Corporate Authorities of the Village of Tinley Park, Cook and Will Counties, Illinois, have determined that it is in the best interests of said Village of Tinley Park to modify Section Chapter 31 Title III of the Tinley Park Municipal Code pursuant to this Ordinance; and

WHEREAS, the Corporate Authorities previously adopted Section 33.01 Chapter 33 Title III of the Tinley Park Municipal Code establishing a residency requirement for all full-time sworn members of the Police Department; and

WHEREAS, the Corporate Authorities previously approved a Stipulated Arbitration Award and Collective Bargaining Agreement increasing the required residency radius; and

WHEREAS, the Corporate Authorities hereby desire to amend Section 33.01 of Chapter 33 Title II of the Tinley Park Municipal Code to reflect the recently established residency radius; and

WHEREAS, the Corporate Authorities of the Village of Tinley Park, Cook and Will Counties, Illinois, have determined that it is in the best interests of said Village of Tinley Park to modify Section 33.01 of Chapter 33 Title III of the Tinley Park Municipal Code pursuant to this Ordinance; and

WHEREAS, the Corporate Authorities hereby desire to amend Chapter 31 Title III of the Tinley Park Municipal Code to clarify the residency policy the Chief of Police by ordinance; and

NOW, THEREFORE, BE IT ORDAINED by the President and Board of Trustees of the Village of Tinley Park, Cook and Will Counties, Illinois, as follows:

Section 1: The Preambles hereto are hereby made a part of, and operative provisions of, this Ordinance as fully as if completely repeated at length herein.

Section 2: That a new Title III Chapter 35 Section 04 (35.04) of the Tinley Park Municipal Code entitled “Residency Requirement” is hereby established by adding the following underlined language:

(4)Residency Requirement. Unless otherwise specified by ordinance, all employees are required to reside within a thirty (30) mile radius of 183rd Street and 80th Avenue in Tinley Park within twelve (12) months of employment date. Residency in Indiana is not permitted.

Section 3: That Title III Chapter 31 Section 047 (B) (31.047(B)) of the Tinley Park Municipal Code entitled “Electrical Inspector” is hereby amended by deleting the following language from existing subsection (B):

(B) ...a person must be a resident of the Village

Section 4: That Title III Chapter 31 Section 048 (B) (31.048(B)) of the Tinley Park Municipal Code entitled “Plumbing Inspector” is hereby amended by deleting the following language from existing subsection (B):

(B) ...a person must be a resident of the Village

Section 5: That Title III Chapter 31 Section 105 (B)(4) (31.105(B)(4)) of the Tinley Park Municipal Code entitled “Treasurer” is hereby amended by deleting and replacing the following language from existing subsection (B)(4):

The successful applicant will be required to become a resident within the village planning area as defined in the village’s comprehensive plan dated July, 1973.

A new Title III Chapter 31 Section 105 (B)(4) (31.105(B)(4)) will be added with the following underlined language:

Section 6: That Title III Chapter 33 Section 01 (C) (33.01(C)) of the Tinley Park Municipal Code entitled “Establishment; Composition; Residency” is hereby amended by deleting the existing subsection (C) and adding the following underlined text:

(C) All full-time sworn members of the Police Department are required to reside within a thirty (30) mile radius of 183rd Street and 80th Avenue in Tinley Park within twelve (12) months of employment date. Residency in Indiana is not permitted.

Section 7: That Title III Chapter 33 Section 02 (33.02) of the Tinley Park Municipal Code entitled “Chief of Police” is hereby amended by adding the following underlined subsection D (33.02(D)):

(D) Residency Requirement. The Village Chief of Police will be required to establish residency within the Village of Tinley Park.

Section 8: That Title III Chapter 34 Section 34.06 of the Tinley Park Municipal Code entitled “Fire Chief” is hereby amended by adding the following underlined subsection D (34.06(D)):

(D) Residency Requirement. The Village Fire Chief will be required to establish residency within the Village of Tinley Park.

Any policy, resolution, or ordinance of the Village of Tinley Park that conflicts with the provisions of this Ordinance shall be and is hereby repealed to the extent of such conflict.

Section 9: That the Tinley Park Employee Handbook be amended

That this Ordinance shall be in full force and effect from and after its adoption and approval.

Section 10: The Village Clerk be and hereby is authorized and directed to publish this Ordinance in pamphlet form.

ADOPTED this ____ day of _____, 2017, by the Corporate Authorities of the Village of Tinley Park on a roll call vote as follows:

AYES: _____

NAYS: _____

ABSENT: _____

APPROVED this _____ day of _____, 2017, by the President of the Village of Tinley Park.

Village President

ATTEST:

Village Clerk



Memorandum

Community Development

To: Mayor Vandenberg
Board of Trustees

From: David Niemeyer, Village Manager

Date: August 8, 2017

Subject: Temporary Planner

Background

With the reorganization of the Planning, Building and Economic Development Department into the Community Development Department there have been several transitions with staff. Since February 2016, the Department has been operating without a Planning Director. The Interim Community Development Director, Paula Wallrich, assumed the roles of the Planning Director, Building Director and until the hiring of Patrick Hoban, the Economic Development Director. With the recent resignation of the Building Official, Paula has reassumed the Building Manager's responsibilities. While Paula continues in her previous role as Deputy Planning Director, her managerial responsibilities limit the amount of time she can devote to planning. Stephanie Kisler has done a great job taking on new responsibilities for current planning tasks (Plan Commission and Zoning Board of Appeals) however, there are several long range projects (Branding, Downtown Master Plan, Text amendments, Design Guidelines) and upcoming development projects (Boulevard, Bremen Cash Store, Residences) that need additional staffing. The Community Development Director and Building Manager positions will be advertised shortly; however it most likely will be at least 3-4 months before those positions will be filled.

In addition to the shortage in staffing levels, Stephanie will be taking some time off in September for her wedding and Paula is expected to have surgery sometime in September or early October.

Request

Staff is requesting the hiring of temporary planner to assist the Planning Division is completing short and long range projects until budgeted positions are filled. It is anticipated that this person will work between 25-40 hours/week depending on the work load. Gov Temp would be paid between \$63-\$75/hr with the candidate earning between \$45-55/hour. The position will require 10 plus years of municipal planning experience. Staff is requesting this position be filled as soon as possible so that the candidate can be trained on some of the day-to-day responsibilities prior to Stephanie's wedding. This position will be terminated once the Community Development Director and Building Manager are hired, and Paula returns from her surgery.

MEMORANDUM



To: Committee of the Whole

From: David Niemeyer, Village Manager *dm*

cc: Patrick Carr, Interim Assistant Village Manager
Patrick Connelly, Village Attorney
Brad Bettenhausen, Village Treasurer

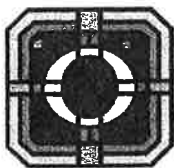
Date: August 4, 2017

Re: Beverage Tax

As you know, Cook County recently enacted a one cent per ounce tax on sweetened beverages effective July 1, 2017. This was challenged in the courts and it was upheld and went into effect this week, though the Illinois Retail Merchants Association is pursuing further appeals.

Commissioner Morrison has asked the Village of Tinley Park for their opinion on this tax. He sent us a resolution that Orland Park recently passed opposing the tax. One of the challenges for Tinley Park is this tax affects businesses in Cook County but not those in Will County.

I would like the Village Board's opinion on what they would like to do on this issue.



VILLAGE OF ORLAND PARK
Certification

14700 Ravinia Avenue
Orland Park, IL 60462
(708) 403-6150
orlandpark.org

STATE OF ILLINOIS
COUNTIES OF COOK AND WILL


I, John C. Mehalek, DO HEREBY CERTIFY that I am the duly elected and qualified Village Clerk of the Village of Orland Park, Illinois, and as such Village Clerk I am the keeper of the minutes and records of the proceedings of the Board of Trustees of said Village and have in my custody the minutes and books of the records of said Village.

I DO FURTHER CERTIFY that the attached and foregoing is a true and correct copy of:

Resolution No. 1717

I DO FURTHER CERTIFY that the original Resolution of which the foregoing is a true copy is entrusted to my care for safekeeping and that I am the lawful keeper of the same.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the corporate seal of the Village Of Orland Park aforesaid, at the said Village, in the Counties and State aforesaid, this 6th day of July 2017.



John C. Mehalek, Village Clerk

CORPORATE
SEAL

VILLAGE OF ORLAND PARK

14700 Ravinia Avenue
Orland Park, IL 60462
www.orlandpark.org

Resolution No: 1717

File Number: 2017-0481

RESOLUTION OPPOSING THE COOK COUNTY SWEETENED BEVERAGE TAX

VILLAGE OF ORLAND PARK

STATE OF ILLINOIS, COUNTIES OF COOK AND WILL

VILLAGE OF ORLAND PARK

Resolution No: 1717

RESOLUTION OPPOSING THE COOK COUNTY SWEETENED BEVERAGE TAX

WHEREAS, on November 10, 2016, the Cook County Board of Commissioners passed a 1¢ per ounce tax on “sweetened beverages”, effective July 1, 2017; and

WHEREAS, the cost of a 99¢ can of soda increases to \$1.11 and a 20 ounce bottle from \$2.19 to \$2.39; and

WHEREAS, this tax covers all carbonated soft drinks whether sweetened with sugar or a substitute, sports drinks, energy drinks and fruit drinks that are not 100% fruit juice; and

WHEREAS, this tax will only serve to hurt those employed in the beverage industry and will hurt retailers in Cook County municipalities that are adjacent to collar counties, such as Orland Park; and

WHEREAS, this tax will have a significant negative impact on the financial well-being of all Cook County residents.

NOW, THEREFORE, Be It Resolved by the President and Board of Trustees of the Village of Orland Park, Cook and Will Counties, Illinois, that:

- a. The Village of Orland Park hereby expresses its opposition to the Cook County Sweetened Beverage Tax and requests its immediate repeal by the Cook County Board of Commissioners; and
- b. A certified copy of this Resolution be filed as soon as possible with the Cook County Board of Commissioners.

PASSED this 3rd day of July, 2017

/s/ John C. Mehalek

John C. Mehalek, Village Clerk

| | | |
|-----------------|---|---|
| Aye: | 5 | Trustee Fenton, Trustee Gira, Trustee Griffin Ruzich, Trustee Calandriello, and Village President Pekau |
| Nay: | 0 | |
| Abstain: | 1 | Trustee Carroll |
| Absent: | 1 | Trustee Dodge |

VILLAGE OF ORLAND PARK

Resolution No: 1717

DEPOSITED in my office this 3rd day of July, 2017

/s/ John C. Mehalek

John C. Mehalek, Village Clerk

APPROVED this 3rd day of July, 2017

/s/ Keith Pekau

Keith Pekau, Village President



Memorandum

Community Development

To: Mayor Vandenberg
Board of Trustees
Dave Niemeyer

From: Paula J. Wallrich, Deputy Planning Director

Date: August 8, 2017

Subject: Text Amendment- Keeping of Poultry

Background

Attached please find a memo from Mike Mertens (dated 3.30.2106) addressing a possible text amendment for the keeping of poultry within the Village of Tinley Park. Per Village Code Title IX, Chapter 91.14 (B) *It shall be unlawful to house or keep any live poultry or fowl within 100 feet of any school or church, or within 100 feet of any residence other than the residence of the owner of such animals, poultry, or within 100 feet of any public street.*

Subsequent to the discussions in 2016 Staff was directed to postpone any enforcement of the current code until revisions were made; however due to staffing constraints there have been no recommendations regarding amending the current code. Code Enforcement staff continue to receive complaints regarding the keeping of poultry along with inquiries and requests from those wishing to keep poultry. Staff is seeking direction as to whether to maintain or amend the current requirements regarding the keeping of poultry on residential property.

Research/Analysis

Tinley Park is not alone in trying to create policy regarding this issue. There is passionate debate on both sides of the issue. Compromise seems more difficult in those communities like Tinley Park that are more densely populated with smaller lot sizes. Lot sizes in Tinley Park range from 7,500 SF to 25,000 SF with large portions of the community with non-conforming lots measuring 50' wide or less. A basic tenet of Euclidean zoning is to provide distinct zoning district for distinct land uses and provide a separation of uses so that no one use negatively impacts another.

A review of various ordinances from adjacent communities (see attached memo from Malvi Shah) indicates a variety of distances between a chicken coop and adjacent residential units. Orland Park was not included in her study however their code is the same as Tinley Parks's with a 100' distance requirement. As with all incompatible uses, separation is considered a necessity to mitigate any perceived negative impact of the incompatible use on adjacent uses. Below is a

short list of “Benefits and Liabilities” related to keeping of poultry in urban areas based on a variety of articles reviewed on the subject. (Articles attached)

| PRO | CON |
|---|--|
| Bring people together as a community ¹ Human-animal bond ⁶ | Health risk resulting from waste, chicken borne diseases (salmonella, avian influenza) ^{2,8} 316 people infected nationwide resulting from backyard chickens however avian influenza outbreaks are limited ⁶ |
| Food Production, eggs/ slaughtered chickens ⁶ | Odor-resulting from accumulated waste ² |
| Environmental benefit of using manure as a garden fertilizer reducing the need for commercial fertilizers. ^{6,7} | Noise- Roosters a problem, but hens squawk during egg laying. ⁶ |
| Economical – recycle kitchen scraps ⁷ | Surplus of abandoned birds: production wanes after 2 years, yet hens can live for 10 years. Owners abandoned unproductive birds. Reports vary but several sites indicate hundreds are abandoned each year. ^{3,4,5} |
| | Hidden costs- costs for coop, feed and maintenance could result in eggs costing \$40/doz . ² Given the economies of scale, however, it is rarely possible for the keeper of a backyard flock to produce eggs at a lower cost than those available in the grocery store ^{6,9} |
| | Attraction of predators, many natural predators ¹⁰ |
| | Pests/ Rodents : The main pests of concern include external parasites such as mites, lice, bedbugs, fleas, and soft ticks. Additional pests include darkling beetles, flies, moths, cockroaches, and rodents. Rodents, especially mice, will eat feed and contaminate it with salmonella. ⁶ |

1. Mayor of Madison, Wisconsin as quoted by McWilliams, James, FORBES, November 21, 2013.
2. McWilliams, James, November 21, 2013, FORBES, “[Top 10 Reasons Not to Get Backyard Chickens](#)” November 21, 2013.
3. Vande Bunte, Matt, April 1, 2015 , “[Be Careful Raising Backyard Chickens, Health Department Warns](#), .
4. Gregory, Ted. August 10, 2015 “[Backyard Chicken Rescuer Tried to See Compassion for Birds](#)”, Chicago Tribune,.
5. Server, Jessica. October 2, 2013 “[The Rise in Urban Chicken-Keeping has led to Unforeseen Problems](#)..
6. Jacob, Dr. Jacquie, May 5, 2015, “[Developing Regulations for Keeping Urban Chickens](#)”.
7. Beaktime.com., Website, Citizens of the City of Delaware who Support Backyard Chickens, <http://www.beaktime.com/index.php>
8. Bruillard, Karin, June5, Washington Post, “[Backyard Chickens Blamed for Salmonella Outbreaks](#)”.
9. Erica, May 14,2013, Northwest Edible Life, “[You Absolutely Should Not Get Backyard Chickens](#)”
10. Keb, Karen, 2011, Grit, Rural American Know-How, “[Predators of Chickens and How to Protect your Birds](#)..

Attached also please find “Amended Chicken Ordinance Proposal” from a representative of “Hens For Tinley”, which has its own Face Book page. There is a national initiative for promoting backyard poultry that assists local chicken owners in championing ordinance amendments to allow for the keeping of chickens in urban areas. The local spokesperson for this cause, Brigit Blees, has elected to move her chickens from Tinley to her home in Chicago and therefore is no longer active in this issue, however she has posted information regarding her proposed amendments on the FB page for Hens for Tinley.

Request

Staff is seeking direction on whether to retain the ordinance has currently written or revised it to address some of the advocates concern. The following questions can help guide the discussion:

1. Prohibit poultry regardless of conditions?
2. If allowed:
 - a. Reduce distance to residential structures? Currently 100'; request is for 20'
 - b. Restrict roosters?
 - c. Restrict number of chickens?
 - d. Mandate sanitation requirements?
 - e. Annual Inspections? Without notice?
 - f. Require permits ? with fee? Annual permits required?
 - g. Fines?
 - h. Coop requirements?
 - i. Require training?
 - j. Require plan for non-productive hens?
 - k. Require storage of and disposal of waste plans?
 - l. Require approval from adjacent property owners?

#1
Mike Mertens

MEMORANDUM



To: Michael Pannitto, Chair, Building and Compliance Committee

From: Michael Mertens, Assistant Village Manager, *MSM*

**cc: Village Board
Dave Niemeyer, Village Manager
Malvi Shah, Health and Consumer Protection Officer**

Date: March 30, 2016

Re: Prohibited Animal Ordinance

As you may be aware, section 91.14 of Village ordinance highlights restrictions for certain animals within the Village of Tinley Park. The municipal code states that it should be unlawful to house or keep any live poultry or fowl within 100 feet of any school or church, within 100 feet of any residence or within 100 feet of any public street. Tinley Park has a small number of residents that wish for the Village to reconsider the restrictions on poultry within the Village. A number of communities within the Chicagoland area have recently modified their code requirements to be more flexible with respect to poultry and other wildlife. Our Health and Consumer Protection Officer has reviewed a number of surrounding communities and has highlighted the restrictions and/or allowances as it relates to poultry within the communities as well as the distance that such pens may be placed on the property. We have also provided a copy of the ordinance that Homewood, IL has approved related to this item. Staff is seeking direction as to whether the Building and Compliance Committee would like to further investigate modifications to our current ordinance to encourage the sustainability concept within the community. There are a number of pros and cons to be considered by the Committee, staff is seeking direction on how we should proceed with respect to this subject.

Should you have any questions please feel free to call.

Attachments

**SCHEDULE II
SCHEDULE OF DISTRICT REQUIREMENTS
LOT, YARD, AND BULK REGULATIONS**

| District | Minimum Lot Requirements | | | | Minimum Yards and Setbacks (feet) | | | | | Maximum Building Height (feet) | Maximum Floor Area Ratio |
|---|--------------------------|------------------|------------------------|------------------|-----------------------------------|--|------------------------|--------------|-----------|--------------------------------|--------------------------|
| | Interior Lots | | Corner Lots | | Lot Area per D.U. (square feet) | Front Yard | Side Yard ² | | Rear Yard | | |
| | Lot Area (square feet) | Lot Width (feet) | Lot Area (square feet) | Lot Width (feet) | | | One | Total of Two | | | |
| R-1 Single-Family Residential | 20,000 | 100 | 25,000 | 125 | 20,000 | 40 | 15 | 30 | 40 | 40 | 0.3 |
| R-2 Single-Family Residential | 13,000 | 90 | 16,250 | 115 | 13,000 | 40 | 10 | 20 | 35 | 40 | 0.4 |
| R-3 Single-Family Residential | 10,000 | 75 | 12,500 | 95 | 10,000 | 25 | 8 | 15 | 30 | 35 | 0.4 |
| R-4 Single-Family Residential | 8,000 | 60 | 10,000 | 75 | 8,000 | 25 | 7.5 | 15 | 30 | 35 | 0.5 |
| R-5 Low Density Residential ¹ | | | | | | | | | | | |
| Single-Family Detached | 7,500 | 60 | 7,500 | 60 | 7,500 | 25 | 5 | 10 | 30 | 35 | 0.5 |
| Single-Family Attached | 5 acres | 30 | 5 acres | 30 | 3,000 | 25 | 0 | 0 | 30 | 35 | 0.7 |
| Single-Family Semi-Detached | | 40 | | 40 | 4,000 | 25 | 10 | 10 | 30 | 35 | 0.7 |
| Two-Family | 7,500 | 60 | 7,500 | 60 | 3,750 | 25 | 5 | 15 | 20 | 35 | 0.7 |
| R-6 Medium Density Residential ¹ | | | | | | | | | | | |
| Single-Family Detached | 7,500 | 60 | 7,500 | 60 | 7,500 | 25 | 5 | 10 | 25 | 35 | 0.5 |
| Single-Family Attached | 24,000 | 25 | 24,000 | 25 | 3,000 | 25 | 0 | 0 | 30 | 35 | 0.7 |
| Single-Family Semi-Detached | | 35 | | 35 | 3,000 | 25 | 10 | 10 | 30 | 35 | 0.7 |
| Two-Family | 6,500 | 60 | 6,500 | 60 | 3,250 | 25 | 5 | 15 | 30 | 35 | 0.7 |
| Multiple-Family | 15,000 | 100 | 15,000 | 100 | 3,500 | 25 | 10 | 30 | 40 | 40 | 0.6 |
| R-7 High Density Residential ¹ | | | | | | | | | | | |
| Single-Family Attached | 1 acre | 25 | 1 acre | 25 | 2,000 | 20 | 0 | 0 | 30 | 35 | 0.8 |
| Single-Family Semi-Detached | | 35 | | 35 | 3,000 | 20 | 10 | 10 | 30 | 35 | 0.8 |
| Multiple-Family | 3 acres | NA | 3 acres | NA | 2,000 | One (1) foot for every foot of rise, with a minimum of fifty (50) feet along all yards | | | | 40 | 0.8 |

¹ Gross density in the Low Density Residential District shall not exceed six (6) dwelling units per acre. Gross density in the Medium Density Residential District shall not exceed twelve (12) dwelling units per acre. Gross density in the High Density Residential District shall not exceed eighteen (18) dwelling units per acre.

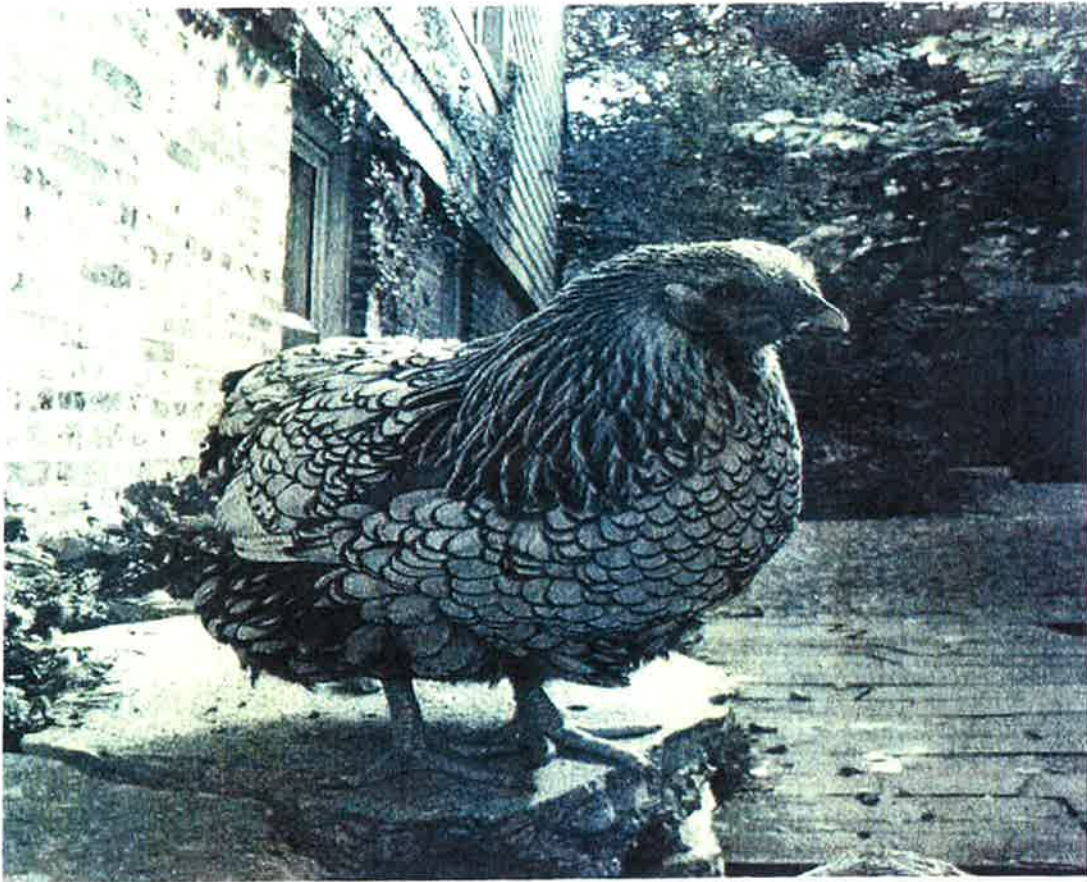
² Any addition added to any home located in the R-1, R-2, R-3, and R-4 Districts and existing on March 1, 2006, need not comply with the Minimum Side Yard Setbacks as set forth above but, instead, must comply with the Minimum Side Yard Setbacks in force on March 1, 2006; a ten (10) foot minimum with a total of twenty-five (25) feet in the R-1 District, ten (10) percent of lot width for each side yard in both the R-2 and R-3 Districts, and a five (5) foot minimum side yard with a total of fifteen (15) feet for both side yards for the R-4 District.

NOTE: The amendments to this Schedule II adopted on March 7, 2006 shall not apply to any new homes constructed after March 7, 2006 in a Planned Unit Development approved prior to March 1, 2006 to the extent the Planned Unit Development had specific requirements in conflict with the amendments adopted on March 7, 2006.

#2
Malvi Shah

Proposal for amendment of ordinance

91.14 KEEPING CERTAIN ANIMALS PROHIBITED



On 9/25/14 a homeowner in Tinley Park received a citation for keeping 3 chickens in her yard and was not in compliance with the current ordinance. On 10/6/15 we received a letter expressing that we should change our ordinance to allow chickens with less stringent distances requirements due to majority of the lots in Tinley Park would not be able to keep in compliance with the current ordinance. Then the homeowner came to the village meeting and expressed her concern to the board. She also started a group on Facebook "Hens for Tinley" that already has 300 likes.

Tinley Park Ordinance is as follows:

91.14 KEEPING CERTAIN ANIMALS PROHIBITED.

(B) It shall be unlawful to house or keep any live poultry or fowl within 100 feet of any school or church or within 100 feet of any residence other than the residence of the owner of such animals, poultry, or within 100 feet of any public street.

Other Towns Ordinances:

| Location | Allowed | Max | Roosters | Permit | Distance-lot line | Distance-residence |
|---------------|--------------------------|-----------------------|----------|--------|----------------------|--------------------|
| Aurora | No | | | | | |
| Chicago | Yes | Unlimited | No | No | 0' | 0' |
| Countryside | Yes | 4 | No | Yes | 10' | 25' |
| Downers Grove | Yes | 4 | No | No | 50' | 50' |
| Elgin | Yes | 4 | No | Yes | N/A | 25' |
| Frankfort | No | | | | | |
| Homewood | Yes | 6 | No | Yes | 10' | 30' |
| Lemont | No-unless on >1 acre lot | 1 per 20,000 sqft lot | N/A | No | 150' | 200' |
| Lombard | No | N/A | No | No | No residential zones | No |
| Naperville | Yes | 8 | No | No | 30' | 30' |
| New Lenox | No | | | | | |
| Oak Forest | No | | | | | |
| Orland Park | No | | | | | |
| Westmont | Yes | N/A | No | No | 25' | 25' |

Be careful raising backyard chickens, health department warns

By Matt Vande Bunte | mvandebu@mlive.com

Follow on Twitter

on April 01, 2015 at 9:07 AM, updated April 01, 2015 at 10:45 AM

GRAND RAPIDS, MI - A two-year trial for backyard chicken-keeping takes effect in the city May 1, and permit applications are now available.

But be careful, the Kent County Health Department warns.

Having chickens brings potential health risks to the neighborhood, said Adam London, the department's administrative health officer.

"Certainly, we don't want to see piles of chicken waste accumulating in backyards. That's going to be a huge attraction for insects," he said. "If the flies are landing in your neighbor's chicken manure and then landing in your picnic, that's a problem."

London said the health department is concerned about how existing neighborhood animals might interact with backyard chickens, and that chickens may end up running loose. Chicken feed should be kept clean and secure so that it does not attract mice or rodents, he said, and care should be taken to keep children and pets away from chicken waste. The city's rules for chicken keeping require that the birds be kept in a fenced-in coop in the backyard, and that feed be kept in "rodent-resistant and weather proof" containers. The fine for a first-offense violation will be \$50. "Chicken waste should be disposed of through the city's regular refuse stream, like other pet waste," city spokesman Steve Guitar said. "We, as we do with other pet waste, recommend daily maintenance of chicken coops to keep them as clean and odor-free as possible." The health department issued a news release this week urging people not to get baby chicks or bunnies as Easter gifts for their children, citing concerns about salmonella and the commitment necessary to raise an animal. Children under age 5 should handle chickens only with adult supervision and never snuggle or kiss chicks, according to the department. "Sanitation is going to be critically important (with the new chicken-keeping trial in Grand Rapids), and right at the top of that is going to be hand washing," London said. "Chickens are well known to carry a lot of salmonella bacteria and other microorganisms which can be harmful." Avian influenza also is a concern, said Darrin Karcher, the poultry specialist for Michigan State University-Extension. People should wear a separate set of clothes and shoes when visiting their chickens to limit the potential for transmitting disease, he said. "First and foremost, if we think big picture, bio-security needs to be on top

of their mind," Karcher said. "The concern from a commercial standpoint is if we end up with backyard flocks that come down with avian influenza, the potential of it being introduced into a commercial flock is higher. It really could be devastating to them.

"If you wear the same clothes, as soon as you come in from working with your chickens you need to put those clothes in the laundry."

² Five Reasons Why Owning Backyard Chickens Is For The Birds

[James McWilliams](#),

NOV 21, 2013 @ 08:40 AM 85,935

CONTRIBUTOR

I write about food, agriculture and animals.

Opinions expressed by Forbes Contributors are their own.



Somehow or other, it has become the mark of twenty-first century urban hipness to keep a bunch of birds out back. We're mostly talking hens. Exact numbers are unavailable, but the trend has become popular enough for dozens of major cities to revise their animal ordinances, thereby opening the legal floodgates for the emergence of urban animal agriculture, an endeavor that most American cities legislated out of existence (primarily for health reasons) back in the nineteenth century.

This renaissance of foodie affection for the uber-local egg has also inspired its share of outlandish rhetoric. [Says](#) the mayor of Madison, Wisconsin: "Chickens are really bringing us together as a community." Says my Austin neighbor and co-owner of Boggy Creek [Farm](#), Carol-Ann Sayle: "Everyone should have their own henhouse in their own backyard."

It's doubtful that the incoming mayor of New York City will agree with either of these sentiments. But no matter. Thousands of other urbanites nationwide—many of them so committed to keeping chickens that they do [so](#) surreptitiously—are suddenly giving a major cluck about backyard eggs.

Lost in all the enthusiasm are the drawbacks. According to Ian Elwood, of [Animal Legal Defense Fund](#), "the solutions backyard chicken farming seeks to create—food security, local foodsheds, healthful

eating—are all better served by encouraging more plant based farming.” His bottom line regarding urban agriculture is simple: “Let’s leave animals out of it.”

What follows are five reasons why, when it comes to chickens, Elwood is onto something.

1) **Diminishing Production.** Hens start laying eggs after about five months. Production, however, wanes at the age of two. Hens can live for well over a decade. Many backyard hen owners are as reluctant to keep a non-productive hen as they are to turn her into chicken soup. **The upshot has been a sharp rise in abandoned birds.** In 2001, according to the Associated Press, Minneapolis’ Chicken Run Rescue fielded six calls from individuals looking to find homes for forsaken chickens. By 2012, that number reached almost 500.

2) **Commercial Hatcheries.** Raising hens in the backyard seems like an obviously humane alternative to factory farming. In some ways, it is. However, on this point, two closely related facts should be considered. First, the majority of hens fortunate enough to escape the factory’s battery cage hail from the same industrial hatcheries that supply factory farms with millions of birds. This commonality not only undermines any pretense of thinking that backyard birds challenge the industrialized status quo, but it leads to a second problem, namely the fact that the male chicks born in those industrial hatcheries were likely either tossed [alive](#) into a grinder or gassed. Male birds are worthless to a hatchery supplying egg farms. Household hens might be glorified, but their cute chicken brothers are treated like trash.

3) **Predation.** Backyard hens are especially vulnerable to predation. Try this experiment: when you learn that a friend gets backyard hens, check in two months later and ask how things are going. Chances are good that the answer will go something like, “great, but . . .” Dogs, cats, snakes, coyotes, possum, hawks, raccoons, raccoons, raccoons. These predators are prevalent and persistent and your poor hens, the ones you have come to love as pets, cannot indulge their natural defense mechanisms (such as finding a low tree limb hidden in dense foliage). They often find themselves trapped in some Ritz-Carlton of a coop that turned out to be less secure than advertised and, in their plush safe havens, are killed in a way that makes the slaughterhouse seem like a day spa by comparison. “What killed my chickens?” It’s an all too common question. And there are currently 23,900 answers being [offered](#) on [Google](#) **GOOG -1.75%**.

4) **Roosters.** There’s about a 5 percent chance that your hen will turn out to be a rooster. There are a couple of reasons for this mistake. For one, the sex of a chicken is hard to identify upon birth, even for experts. Many roosters are accidentally identified as hens and shipped to feed stores, the place where urban farmer/hipsters flock to buy their stock. Less innocently, many male birds are tossed into shipping containers as a form of packing [material](#), deployed to prevent the hens from banging into the side of the crate and having their retail value lowered. In any case, urban ordinances that do allow hens are markedly less accepting of roosters, who are more often than not considered poultry non-grata in urban settings.

5) **Cost.** First-time backyard hen owners are enchanted by the idea of free eggs. Don’t be fooled. Build the coop, buy the feed, pay the vet, count the hours spent maintaining the coop and administering care, compensate the neighbor’s kid for feeding the hens when you go to the Hamptons for the weekend, and

then grab a calculator. The results? As one backyard farmer from Merced, California told an online chicken forum: "Don't tell my wife, but I think my eggs are costing about \$40 a dozen."

4. Backyard chicken rescuer tries to seed compassion for birds

Finding safe homes for rescued backyard chickens

Robert Grillo, director of Free From Harm, discusses the rescue of abandoned backyard chickens after bringing Rosa home to his backyard coop Aug. 4, 2015, in the Edgewater neighborhood. (Brian Cassella, Chicago Tribune)

Ted Gregory Contact Reporter Chicago Tribune August 10, 2015

Backyard chicken trend's sad consequence: Abandoned birds.

The orphan chicken came to Robert Grillo in the usual way.

A woman who'd found the injured bird slumped on the side of the road on Chicago's South Side scooped up the chicken, came across Grillo's name online and sent an email. It happens about five times a week to Grillo, a soft-spoken, part-time graphic and Web designer who has a pet white king pigeon named Elba and a chicken run in his backyard.

Grillo rescues chickens, a mission that exposes an unsettling consequence of the popular backyard poultry movement. For a number of reasons, would-be urban and suburban chicken farmers ditch the birds in significant numbers.

But Grillo is attempting to do something more than save a few chickens from a catastrophic end. He's using the rescues as marketing device, trying to foster widespread compassion for an animal he says is largely underappreciated and mistreated.

"Backyard chickens need to be rescued for the same reasons as other animals we care about need to be rescued," Grillo said one recent afternoon in his backyard. The rescued South Side chicken, who Grillo named Rosa for the reddish hue of her feathers, rolled in the dirt in her enclosure.

"They have the same kind of needs," Grillo said. "They have the same capacity to form companionship and lifelong bonds with us." When those bonds are established, he added, humans value the birds differently and care for them more deeply.

"And, that's the vision we're aspiring to," Grillo said, "a different vision for chickens; not just as resources but as animals that actually have tremendous capacity to be loving, affectionate, wonderful companions with us."

Precisely how many chickens are abandoned is unclear. News reports as recently as 2013 said hundreds were being returned each year to individual sanctuaries and rescue centers across the U.S.

In the Chicago area, Cook County animal control reported it receives very few calls to pick up abandoned chickens. A spokesman for DuPage County Animal Care & Control said the office has received five calls

this year. But Richard Weiner, CEO of the Refuge for Saving the Wildlife, a parrot rescue nonprofit based in Northbrook, said he gets one to two calls a week from people who want to get rid of a chicken.

Grillo is selective about which chickens he brings to his neat, brown shingle house in Chicago's Edgewater neighborhood. Each month, he said, he receives nearly two dozen calls from various sources for rescues and ends up taking on two or three that are in the most dire need. There was a badly neglected hen a farmer abandoned after the animal stopped laying eggs; a severely injured chicken found in an alley on Chicago's Northwest Side; a rooster that lost its feet and part of a leg to frostbite and gangrene.

Robert Grillo places rescued chicken Rosa in his backyard coop Aug. 4, 2015, in the Edgewater neighborhood. (Brian Cassella / Chicago Tribune)

In most cases, Grillo arranges for treatment with Dr. Peter Sakas, a veterinarian at Niles Animal Hospital who has been working on birds for 32 years. Once the chicken is on the road to recovery, Grillo often houses the animal in the enclosure behind his back porch for a few days until he places the bird in a compassionate setting.

And, for each rescue, Grillo composes a blog post, including photos and, if possible, video, of the entire experience. That message delivery system is aimed at promoting sympathy for the birds.

Each individual story, he said, is much more effective at creating affection for chickens than video of hundreds of them on a farm.

"It's important," Grillo said, "because reconnection is the key step in overcoming the prejudice, the obstacles that we have, the biases that we have, the reasons these animals are treated the way they are. If we can reconnect with them, that's the first major step to progress in that direction."

Born and raised in Chicago, Grillo came to the work in 2009, when "on an impulse" he adopted three chicks from a teacher friend who had used them in a classroom program.

"It was baptism by fire," Grillo, 50, said, adding that his perceptions of the animals as dirty, mean and stupid changed quickly. The chickens followed him around his place, hopped in his lap and took naps.

"They just bonded with me," said Grillo, who practices a vegan lifestyle. "They became members of the family, like a cat or dog."

The same year he adopted the three chicks, Grillo established Free From Harm, a nonprofit charitable organization that its Web site says promotes "farmed animal rescue, education and advocacy." And, he started rescuing chickens. He estimates that he has saved about 45 of them.

The conventional explanation for why abandonment occurs is that the would-be caretakers were caught up in the popular movement of raising backyard chickens and then became decidedly less enthusiastic after discovering — too late — that the birds require a fairly complicated commitment.

But Jennifer Murtoff, an urban chicken consultant in Oak Park, said the reasons vary. Some chickens wander away; chicken owners move to an area that prohibits the birds; hens stop laying eggs and the owners no longer want to care for the chickens; people mistakenly purchased a rooster.

It's a problem that worked its way up to the governor's mansion. In spring 2014, then-Gov. Pat Quinn welcomed nine chickens to a pen in the home's rose garden. When Quinn left office, the chickens were left behind, and Gov. Bruce Rauner returned the birds to the woman who had provided them.

The solution to the problem of chicken abandonment, Murtoff and others say, is taking a class on raising them before acquiring a bird, or reviewing various websites.

Grillo's efforts also include an online educational component, part of which he uses to cast a critical eye on the commercial poultry industry. It already has a dubious reputation in the U.S.

The Humane Society of the United States reports that "hundreds of millions of chickens" in the egg industry spend their entire lives in extraordinarily harsh, filthy conditions, many packed in spaces so tight they are unable to spread their wings.

"It's a moral race to the bottom," said Paul Shapiro, vice president of farm animal protection for the Humane Society.

At the same time, recent research indicates that the birds are smarter, more social and more complicated than had been thought.

"Our attitudes toward these animals may stem in part from simple lack of understanding," the society stated this year in a report on chickens, "and this has largely led us to disregard their suffering as they are raised for meat and egg production."

The U.S. Poultry & Egg Association disputes those depictions, contending that the animals are raised in spacious, sophisticated, climate-controlled barns where they have 24-hour access to clean water and feed, spokeswoman Gwen Venable said. Chickens also benefit from professional veterinary attention, advances in nutrition and protection from predators and disease, she added.

Against that backdrop, Grillo wages his campaign, one chicken at a time.

Rosa, his latest, is making progress. A couple of days after he retrieved her from the animal hospital, Grillo let the chicken roam his fenced backyard while he sat on a lounge chair.

The bird hopped in Grillo's lap, made herself comfortable and started purring. When he went to place her in the coop, she resisted, climbing up his arm.

"You can't help but be moved by their connection to us," Grillo said, "when we open ourselves up to the possibility."

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The rise in urban chicken-keeping has led to unforeseen problems

The number of chickens surrendered to animal shelters has increased dramatically

By [Jessica Server](#)

[October 02, 2013](#)

The rise in urban chicken-keeping has led to unforeseen problems

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Like many "foodie" issues these days, raising urban chickens can ruffle some feathers.

As the urban homesteading movement has taken hold, there have been national headlines about chickens being orphaned at the nation's animal shelters. "Hipsters" have been accused of growing weary of their flocks, or being naïve about a hen's egg-laying capacity. (Chickens can live between eight and 15 years, but frequently pass their egg-laying prime long before that.)

Local shelters are seeing similar problems. Janice Barnard, program director for the Animal Rescue League, has seen a notable increase in her chicken population this year. After the city passed an Urban Agricultural zoning ordinance, the Animal Rescue League took in roughly 13 to 15 chickens annually. But so far this year, Barnard says, the number of chickens brought in has more than tripled, to 47.

Over at the Western Pennsylvania Humane Society, spokesperson Gretchen Fieser confirms "a tremendous increase" in the number of chickens relinquished. "We're not set up for that."

Various factors may lie behind giving a chicken up: complaints from neighbors, zoning issues, financial hardship. Those who hope to raise their brood from chicks face a special challenge: determining a chick's sex. *Backyard Poultry* magazine estimates that any method of identifying a chick's sex is 50-50, meaning you risk antagonizing your neighbors by accidentally bringing home a dawn-crowing rooster.

Jana Thompson, whose group Pittsburgh Pro-Poultry People supports urban chicken-keeping, has a blunt view of the matter: "For any sort of 'problem' to develop with unwanted poultry is preposterous. The reasonable end of any farm animal is to be [humanely slaughtered and] eaten.

"If you don't want your animal to be eaten," Thompson adds, "you're unfair in asking others to pay for the privilege of your choice."

That view isn't embraced by everyone, but shelters and urban-agriculture advocates do agree on one thing: Would-be chicken owners should do their research, and think through the chicken's entire lifespan, before bringing home a bird. Groups like [P4](#) and the [Uniontown Poultry Association](#) offer help navigating the pastures of urban homesteading.

And Barnard has another piece of advice: "Talk to your neighbors *before* you bring home chickens."

Developing Regulations for Keeping Urban Chickens

[Small and Backyard Flocks](#) May 05, 2015

[Print](#)

Written by: Dr. Jacquie Jacob, University of Kentucky

There is growing interest in keeping chickens in urban areas in North America. Whether a family can keep poultry in the backyard depends on state, county, and city ordinances. Community regulations might also come into play—current regulations vary from city to city. The main benefit of a backyard flock stems from the human-animal bond, as well as the production of a food item, primarily eggs. However, many individuals have concerns related to public health and community well-being. These include the spread of disease, waste management, poultry pests, predators, noise, and odor. The validity of the proposed benefits and negative effects are not currently supported by any published research. Pollock et al. (2012) suggest that the issue be approached much like concerns over keeping dogs.

Proposed Benefits

Raising chickens in an urban backyard is not much different from having a companion animal such as a cat or dog. In a recent USDA survey, Garber et al. (2007) note that the most common reason for having backyard flocks was for fun or as a hobby. Additional reasons included family tradition, lifestyle, and food production, as well as the desire to expose children to food production, general affection for birds, and insect control.

There is research to support the idea that improved emotional well-being results from keeping companion animals (Wells, 2009). Emotional benefits include increased social interaction and reduced feelings of loneliness, isolation, and depression. If backyard chickens are considered companion animals, keeping them will likely have the same positive effects.

Eggs are the main food item produced in backyard flocks. The local production allows families to have some control over their food production. Given the economies of scale, however, it is rarely possible for the keeper of a backyard flock to produce eggs at a lower cost than those available in the grocery store. Chickens can eat some kitchen scraps, but it is still necessary to feed them a complete feed in order to sustain egg production. When chickens are fed household waste, there is an environmental benefit to raising backyard chickens. An additional environmental effect is the supply of chicken manure, which, when properly handled, is a good garden fertilizer, reducing the need for commercial fertilizers.

When the chickens are allowed to roam in the yard, they may eat garden pests and weeds, serving as a biological control. Unfortunately, chicken foraging behavior can have negative impacts on the plants themselves.

Some believe that eggs produced at home are more nutritious than store-bought eggs, but the research does not support this belief (Anderson, 2011; Kasrten et al., 2010). Eggs, whatever the source, are an excellent source of protein.

Fact or Fiction

Source of Disease Transmission to Commercial Poultry Operations

Smith and Dunipace (2011) reviewed the literature on the role of backyard poultry flocks in past avian influenza outbreaks and concluded that the role is very small. They indicate that the small flock size and limited contact with commercial operations reduced the likelihood that backyard flocks are a risk to transmit disease to commercial poultry operations. They back up this opinion with several case studies. For example, in the 2004 outbreak of avian influenza (H7N3) in British Columbia, Canada, the odds of infection were 5.6 greater for commercial flocks (>1,000 birds) than for backyard flocks. In addition, backyard flocks were always discovered by surveillance of nearby backyard flocks after nearby commercial flocks had been infected. Similarly, in the 2002 avian influenza (H7N2) outbreak in Virginia, not a single backyard flock was reported to be infected.

Public Health Issues

The public health issues of concern are the spread of infectious diseases from the birds to humans and food poisoning from consumption of food items produced (meat or eggs). There are a number of hypothetical means through which people can be exposed to poultry disease from backyard flocks. These include direct contact, waste handling, and egg consumption. There are a number of avian diseases that are zoonotic. The spread of these diseases, however, is primarily associated with other poultry and wild birds rather than with chickens. Avian influenza and salmonellosis are two exceptions. Avian influenza has received a lot of attention because of the outbreaks of avian influenza among humans in Asia, but the concerns are restricted to Asian backyard flocks. There has not been a single case of H5N1 (the strain of Asian avian influenza) anywhere in the the United States.

Salmonellosis and campylobacteriosis can pose an ongoing threat to human health in North America. A New Zealand study (Anderson et al., 2012) reported that campylobacter is common in backyard chicken flocks. However, because backyard poultry had campylobacter genotypes for the strains found in commercially produced poultry, it is not possible to distinguish the source of infection in human cases. As a result, backyard poultry, or their fecal material, are a potential source of campylobacter exposure in people. When dogs are kept in the same area as chickens, the dog may eat the fecal material and could hypothetically transmit salmonellosis to household members. While there have been a few cases of salmonellosis in humans keeping backyard flocks, salmonellosis is not typically a problem in properly maintained flocks.

On August 15, 2013, the Centers for Disease Control (CDC) reported 316 people from 37 states were infected with *Salmonella typhimurium*, believed to be related to backyard poultry flocks. Of the 119 people with available information, 51% had been hospitalized. The majority of the sick were children 10 years of age or younger. Of those that got ill, 97% reported contact with live poultry in the week before their illness began. The majority purchased live poultry from agricultural feed stores. The CDC stressed the importance of hand washing after handling poultry. Again, salmonellosis is not a concern in well-maintained flocks. If bringing in a new flock of hens, it is best to raise the chicks yourself, after having purchased them from a clean flock.

Waste Management

Proper manure management is essential in controlling disease risk, odors, and flies. Most concerns regarding poultry waste are related to the quantities produced on large-scale farms. Small-scale operations, as well as backyard flocks, can also contribute to environmental pollution if they have high bird density and poor manure management. Most city ordinances restrict the number of birds allowed in a backyard flock. It is also rare for urban centers to be situated near important water reservoirs. This dramatically reduces the risk of environmental pollution from backyard flocks. The weight of fresh manure output is about 115% of the total dry feed intake. So, to estimate the amount of manure a flock will produce, you can multiply the flock's total feed consumption and multiply by 1.15. (A hen typically eats a quarter pound of feed a day.) Fresh manure is 75% water, and some of the moisture will evaporate from manure accumulating in a poultry house. It is important to keep the manure dry. By keeping the litter dry, only about one-third of the calculated weight of the fresh manure will remain. Composting the used bedding produces an excellent fertilizer for vegetable or flower gardens.

Pest Populations

The main pests of concern for poultry include external parasites such as mites, lice, bedbugs, fleas, and soft ticks. Additional pests of concern include darkling beetles, flies, moths, cockroaches, and rodents. There is very little research to reach any conclusions about the effects of pests on backyard flocks. Rodents, especially mice, will eat feed and contaminate it with salmonella. In addition to transmitting disease, rodents can also spread lice, fleas, and mites. Health risks from backyard flocks depend on the cleanliness and security of the chicken coop, as well as the nature of waste management and feed storage.

Predators

Some areas have problems with raptors. The main land predators of concern include raccoons and coyotes, although neighborhood dogs can be a problem in some areas. If birds are housed in a coop, this will usually protect them from predators. Raccoons can be a problem, however, because they can reach into pens.

Noise

Most city ordinances do not allow roosters because of the crowing. It is not feasible to prevent a rooster from crowing, and roosters will crow throughout the day. Some city ordinances allow for temporary keeping of roosters for breeding purposes, but that is rare.

Hens have also been accused of being a noise nuisance. A hen will squawk during egg-laying. The squawking can continue for up to five minutes, but varies considerably. The city of Pleasanton, California, recorded the noises from a squawking hen at a distance of two feet and obtained a 63 dBA. By comparison, dogs are considered a noise disturbance when barking exceeds 100 dBA (Coopala et al., 2006). Minimizing the number of hens allowed in a backyard flock will minimize the nuisance.

Odor

Keeping chicken coops clean and properly disposing of waste will minimize any odors from a backyard poultry flock. Composting of used poultry bedding dramatically reduces any risks of odors. For more information on composting, view the University of Wyoming article "[Backyard Composting: Simple, Small-Scale Methods](#)".

Points to Consider

A large portion of the urban population has very little contact with food animals, purchasing their meat, eggs, and milk from the grocery store. This disconnection results in limited knowledge about how to care for livestock such as poultry. A survey by Madsen et al. (2013) identifies gaps in the disease prevention and biosecurity practices of backyard flocks.

Per a review of some of the current city ordinances related to backyard poultry flocks, the following questions need to be addressed in the establishment of new city ordinances.

- **What species of poultry will be allowed?** Most urban areas allow only chickens, though some do not restrict the kind of poultry that can be raised. Waterfowl can produce a lot of wet manure and tend to be more of an odor problem.
- **What is the maximum number of adult birds that a backyard can have?** Most ordinances allow between five and six.
 - What factors should you consider to limit the number of birds? Factors could include land size, for example.
 - Will there be exceptions for community flocks?
- **Are roosters allowed?** Most urban areas do not allow roosters because of the noise. Some city ordinances do allow roosters because roosters are required for breeding a poultry flock. Some allow roosters to be kept temporarily for breeding purposes.
- **Will a permit be required?** Several cities require flock owners to get a permit in order to keep chickens in the backyard, but permit requirements are rare. In communities that do require a permit, requirements differ on several key points.
 - Will there be a fee for a permit?
 - What does the application involve?
 - Do prospective flock owners have to get neighbor approval?
 - Will prospective owners be required to take a course before they can get a permit?
 - Will there be inspections of the facilities to verify correct application of the rules? And, if so, what are the consequences of violations?
 - How often does the permit need to be renewed?

- **Will there be coop restrictions?** These could include requirements that a coop be set back from neighboring properties. "Setback" regulations are very common, but not universal.
- **Will the chickens have to be tagged for identification?** This is rare, and in some places strongly opposed.

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CITIZENS OF THE CITY OF DELAWARE WHO SUPPORT BACKYARD CHICKENS

Many of our parents WWII Victory Gardens, small family farms and CHICKENS were the way our predecessors nourished America for many years. Looking to the past will be the way to guarantee a quality, health-giving food source for the future. It's also fun and exciting raising and breeding chickens.

The benefits to backyard chickens are many (pest control, fertilizer, eggs, entertainment), so it makes perfect sense that rational people would seek to legalize the keeping of hens on their own property.

Time and again, however, the rational pursuit of changing the law runs into an emotional barrier thrown up by NIMBYs and others who see city chickens as a retreat to less sophisticated times. The lack of sophistication, however, is typically found in the arguments against city chickens that, no matter how specious, still grab the imagination and make perfectly rational members of city government act in irrational ways.

I've identified the **FOUR MOST COMMON MYTHS** introduced as fact in the argument against chickens in the backyard:

1. Chickens produce too much poop - the fact of the matter is that dogs and cats produce much more excrement in a week than a flock of four hens. And while the chicken manure can be converted easily into fertilizer to help your garden grow, for health reasons, you cannot do the same with dog and cat poop.
2. It'll cost too much to enforce an urban chicken law - the kind of people who want to raise chickens in their backyards for eggs are doing so out of a sense responsibility for taking control of their food sourcing and reducing their carbon footprint. These are not the kinds of folks who'll be requiring animal control to come out and bust chicken owners for too many animals making too much noise.
3. Owning chickens means hosting salmonella in your backyard - the food safety folks have done a great job sensitizing the public to take care in handling chickens so as to avoid salmonella. The simpletons spreading salmonella fears as an argument against urban chickens don't seem to understand that salmonella is a problem of safe food handling, not of responsible pet ownership.
4. Backyard chickens will spread the bird flu - the fact is, it's through backyard flocks that we might insulate ourselves from the spread of the H5N1 virus and the like that tear through the million-bird in-bred flocks of large-scale agribusiness. But, of all the arguments against urban chickens, this is the point most often deployed as an end-of-discussion "so there."

The local food movement is flourishing, and by keeping backyard chickens you can take pride in being a food producer and not just a consumer.

Think of all the recent factory farm egg recalls in the news – gross! When you raise your own eggs you know what the animal ate, its living conditions, and how it was treated.

Fresh foods simply taste better and eggs are no exception. Combine chicken keeping with a vegetable garden and you'll never look at store bought eggs & produce the same way.

That's right, chicken poop is high in nitrogen and great for your compost pile. Give your vegetable garden the nutrient boost it needs.

Every time a town or city considers allowing backyard chickens, opponents present their concerns and worries

"The Common Arguments".

Here are the four most common.

Chickens are farm animals and do not belong in the city

Actually, for thousands of years, people have routinely kept chickens as "pets with benefits" in the same way as they kept dogs and cats to provide a service (guarding the home, hunting, ratting.) Up to the 1950s, many housewives would keep chickens to provide "egg money." While it is not practical to keep large livestock in an urban setting, chickens are small, quiet, and need little space. In many urban environments, they go unnoticed.

Chickens smell

All animals have a distinct smell. People smell. And every animal smells more when it is kept in confined, crowded conditions, with no access to free air or sunlight and no ability to clean itself. The build up of manure at large chicken farms can generate odor issues. However, a well-maintained coop, which is cleaned regularly and permits the chickens the right to roam around in fresh air, will have no odor issues. Five hens generate less manure than one medium-sized dog. Again, unlike dog manure, chicken manure is actually useful and can be used for compost or even fuel.

Chickens are noisy

Hens are quiet birds. Ask any child "What does a rooster say?" and they will throw their head back and give you all they've got! But hens, are a different story. They usually make a soft, contented clucking sound--until they lay an egg. Then they get very excited and proud and will squawk for a few moments and then settle back down. They do not make a ruckus in the morning like their male counterparts and

they are fast asleep in their coop by the time the sun goes down. Unlike the neighborhood dogs or cats!

Chickens attract predators

Chicken predators are the same as those of squirrels, rabbits, and small birds. By themselves, they do not attract predators. If owners keep feed locked securely away, and ensure their hens are in secure, well-built coops, predators are not an issue.

It is food that attracts rodents, not the birds. If you have wild bird feeders in your back yard, you run the same risk.

Here are top reasons why Backyard Chickens belong in the city:

1. City Chickens as bargain-basement backyard city workers.

The most economic and politically compelling reason to keep hens is to recycle food and yard waste, therefore keeping it out of landfills as it composts into an invaluable organic soil builder for your garden. The idea is that you feed your chickens kitchen scraps, they poop out a nitrogen-rich fertilizer, and you compost it with leaves and other untreated yard waste.

In fact, in Belgium, one city is actually giving three laying hens to 2,000 homes in an effort to reduce landfill costs. City officials expect to recover a significant portion of the \$600,000 a year the city spends on dealing with this type of household "trash." A single chicken can bio-recycle about seven pounds of food residuals in a month. If just 2,000 households raise three hens, it could divert 252 tons of waste from landfills annually.

2. City Chickens are an organic exterminating service.

Chickens love to eat protein-packed insects, which works out well because they can serve as the organic pest-cleanup crew in your garden and devour ticks on your property. They also love to eat many weeds, and serve as post-harvest garden bed gleaners, potentially making your work as a gardener very, very easy. This, unlike the cats roaming the neighborhood utilizing manicured gardens as litter boxes and turning up plantings.

3. City chickens as soil savers.

The health of our food is tied directly to the health of our soil. And chickens perform multiple functions that can turn parts of our boring old yards into fertile garden patches. Their natural scratching and digging tendencies serve them well and can help you create top-notch garden beds. They are experts in mixing manure with mulch to create raised beds, which allow you to grow more produce in a smaller space and use less water, which is particularly useful to urban gardeners. They also act as gasoline-free, noise-free tillers, mixing the top layers of soil with compost or other mulches.

Backyard Chickens provide so many benefits

Got cockroaches, grubs, or any other pest you don't want in your yard or garden? Chickens are great at

controlling certain pests naturally- no need to put down nasty chemicals. And yes- chickens will even eat mice!

While chicken keeping may sound like a chore to some, many people see egg collection and putting out feed as a relaxing morning ritual. Also, just like cats and dogs, chickens have personalities and can be great companions.

An unintended consequence of backyard chicken keeping is meeting new people. You may attend a chicken class, participate in a chicken coop tour and get involved with local chicken groups in your area.

Ever hear of Oxytocin, the love hormone? It's a stress-lowering chemical in your body that's unleashed when you hug someone you love, or even pet your dog or cat. And anyone who has raised backyard chickens can probably contend the same effect holds true for hens. Believe it or not, there are actually hens employed as therapy chickens!

THAT'S SOMETHING TO CLUCK ABOUT!

⁸Backyard chickens blamed for salmonella outbreaks. Do not snuggle with them, CDC says.

By [Karin Brulliard](#) June 5

A backyard chicken in Arlington, Va. (Maddie Meyer/The Washington Post)

America's love affair with backyard chickens is a tad too intimate, and it's making some of us sick.

Just this year, the Centers for Disease Control and Prevention says, eight separate salmonella outbreaks linked to contact with pet poultry have taken place in the United States, sickening more than 370 people in 47 states and hospitalizing 71.

No one has died in 2017 — yet. In 2016, a record 895 people who consorted with fowl came down with the nausea, vomiting, abdominal cramps and fever that characterize this infection, and three of them did not survive.

So the CDC is [once again](#) telling flock owners to hold back on the heavy petting. That's not a metaphor: An agency study on the rise of these outbreaks found last year that nearly half of the hundreds of salmonella patients surveyed acknowledged "snuggling" baby birds, and 46 percent said they allowed their poultry in the house.

As backyard bird husbandry has spread throughout urban areas where poultry was previously confined to the dinner plate, many owners have come to see the animals as less food source than adored pet. A

proposed ban on backyard flocks in Washington was recently scrapped after passionate opposition from chicken owners, supporters and some city council members.

But in a new advisory on the current outbreaks, the CDC repeats that cohabitation with poultry is not a good idea, no matter how cuddly and house-trained the birds might be. In particular, chickens, geese and the like should not be in spots where food is prepared and consumed, because their germs can transfer from feathers to casseroles and right into your gut.

The agency's [alert](#) contains lots of other advice for keepers of flocks. Among the most important is hand-washing or hand-sanitizing after touching poultry or fresh eggs, which can also carry bacteria. But don't wash the eggs, because cold water can push bacteria inside of them; instead, brush or wipe them off.

Elderly people should not touch backyard birds, nor should small children, who are more likely to get seriously ill from salmonella, the CDC says. This year, more than a third of those who got sick were under 5.

And remember: Even the fluffiest, most huggable chickens can be regular disease traffickers.

"Chicks, ducklings and other live poultry that look healthy and clean can still carry *Salmonella* bacteria," the CDC said.

The salmonella outbreaks this year have hit hardest in Ohio, where 31 cases had been reported as of May 25. Here's a map showing the breakdown across the rest of the country.

9 YOU ABSOLUTELY SHOULD NOT GET BACKYARD CHICKENS

May 14, 2013 by Erica *Affiliate disclosure*

I was talking to a friend the other day. She's a gentle soul, a kind-hearted person who says, "I could never kill an animal" with wide, pained eyes that let you know she's not talking in hyperbole.

She wants chickens. She wants them *bad*. She wants the experience of fluffy little chicks and she wants hens to weed for her and she wants her daughter to have that mini-backyard-petting-zoo experience.

She has, up until now, not given into her chicken-keeping desires. For this I am so proud of her.

You see, there's a reality to chicken keeping that doesn't show up when you are scanning Pinterest for gorgeous coops. (I maintain a [Pinterest](#) board of [chicken keeping](#) and [coop inspiration](#), by the way, if you are into that kind of thing.)

A continuous supply of plentiful eggs requires a continuous supply of hens at laying age. For us non-commercial chicken-keepers, a good rule of thumb is that hens will lay pretty consistently (with periods off for molting, reduced day length and broodiness) from about 6 months old until about 3 years old. Although you will hear a lot of anecdotes about individual hens that keep pumping out eggs until they are 5 or 6 years old, the general consensus is that three years old is usually the beginning of the end for *consistent* egg laying.

Call it Henopause.

A well-kept backyard hen, protected from hawks, raccoons and Fido, can easily live to be 8 or 10 years old, and ages of *twice* that are not unheard of.

Bear with me here as I do some Urban Homesteader math. One layer hen eats about 1.5 pounds of layer feed per week. (Pastured birds will eat less purchased feed – yet another good reason to [buy this book](#) and study it before you design your coop and run.)

If a chicken starts laying at 6 months old (this is a bit later than average but it makes my numbers easy) and has essentially stopped laying by 4 years old, and lives naturally to be 8, a backyard chicken keeper is looking at 3.5 years of egg production time, and 4.5 years of *Pets Without Benefits* time. That'd be 351 pounds of feed going to a hen that isn't making eggs!

Current, local prices for the layer rations I feed my hens is \$28 per 40 pound bag, or \$.70 a pound. Admittedly, this is a bit spendy, but I get the [locally produced](#), [happy-hippie](#), [GMO-free](#) feed from

the lovely folks at Scratch & Peck. At those prices, it costs \$245.70 to maintain a hen into theoretical old age and natural demise while you aren't getting any eggs.

Which means those half-dozen cute peeping balls of fluff you take home from the feed store in spring could cost you \$1474 during the time when they are *not* giving you eggs. And of course I'm not including the cost of bedding, a fractional share of the coop, potential vet bills, etc.

Meanwhile, if you live in a city or suburb, you have an even bigger problem: your now non-laying hens are taking up your legal urban chicken quota which could be filled with younger, laying hens, and you are stuck. You can't just keep adding to your flock indefinitely when you live on 1/12th of an acre in Seattle. So now you are a Backyard Chicken Keeper without any Backyard Eggs.

If your hens are pure pets, this is all totally fine. These are very reasonable amounts of money to spend on a pet, and if you are not resentful in the least at having to buy both chicken feed *and* grocery store or farmer's market eggs, then *Chickens As Pets* is a wonderful path to take.

There is another option, of course. This is the option you won't tend to run into on Pinterest. It's not the solution of a soft heart so much as a calculating head.

You can make the decision to cull your birds when they are past prime lay. This is what all commercial egg operations do, and what "real" (as opposed to "urban") farmers do, and what everyone who makes a living and not just a hobby from animal husbandry does.

Culled laying hens aren't good for roasting or frying but they make unbeatable stock and stewing birds.

So basically those are your two choices: you continue to pay and care for chickens that barely give you eggs or you cowboy up and you deal with the slaughter of no longer profitable hens.

Back to my friend who really, really wants chickens.

Could she kill her chickens?

Oh no. Absolutely not.

We both agree, she doesn't have that in her. Fine, I've no problem with that, and I'm glad she knows herself.

Does she want to pay for chickens even if she gets no eggs?

Well, not really.

Fine, I wouldn't either – I totally understand.

I told her quite bluntly (as is my way) that she should not get chickens.

Can I give them to a chicken sanctuary when they get too old to lay? Some place that has a no kill policy?

No. No. You cannot do that.

She can't, and no one reading this can. You know why? Personal responsibility. Your chickens, your adoption, your decision, your responsibility to see it through to the end. You do not get to embrace the idea of a more intimate relationship with your food chain and then make that food chain – the food chain you *specifically* set up – someone else's problem when shit gets real.

There is a local urban farming message board that is filled – *filled* – with people trying to give away their three year old chicken to a “good home.” Are you kidding me? You own the chicken. Your home is a good home. And once it's not, your soup pot is a good soup pot. I once joked to a good friend that I could stock my freezer for the entire year off no-longer-laying hens being given away free “to a good home.”

This pisses me off, as you can probably tell. There is absolutely nothing ethically superior – and quite a bit that is ethically dubious, if you ask me – about enjoying the benefits of a young laying hen and then turning over the care or slaughter of that hen to someone else once it stops laying.

That is not how animal husbandry works and it's not how pet ownership works, and those are your two choices. I don't care which path you take with your chickens, but pick one. Playing Little Suzy Farm Girl until it's time to get the axe and *then* deciding you aren't up for chicken ownership just doesn't fly with me.

Normally I am a Rah-Rah Cheerleader for this quirky way of life, and I think any fair assessment would deem me particularly encouraging to beginners. But a chicken is not a seed packet, it's an animal and a responsibility. If you can't cull your own birds *or* can't provide for them all the way into their Chicken Social Security, then please, do not get chickens.

Predators of Chickens and How to Protect Your Birds

Thoroughly knowing the predators of chickens is the first step to keeping your chickens safe.
2011 Guide to Backyard Chickens

<http://www.grit.com/animals/predators-of-chickens>

Karen Keb

A couple of kit foxes could drag off a whole free-ranging bird, but would rarely enter the chicken coop.
iStockphoto.com/Jim Kruger

Chicken keepers understand, without a doubt, that a farm is a tenuous balance of predators and prey – nature’s checks and balances. Chickens, after all, look for ways to die. So unless you build the poultry version of Fort Knox, or imprison your birds in a bunker with a concrete foundation, you will, on occasion, lose some souls to any of the predators of chickens. The best strategy for stopping thieves is vigilance.

At our farm, the 30-plus laying hens roam free in a large fenced-off pen with the goats, adjacent to the pigs. They have a homemade coop in which they dutifully put themselves away each night at dusk, as well as an old Butler grain bin in which to take shelter. An enormous, hollowed out silver maple tree is their chosen spot to roost and enjoy the shade in the heat of the day. Admittedly, much of the ground is scratched bare (all the better for dust bathing), but a large area of the chicken yard also consists of tall weeds, saplings and grass, where they go exploring and scratching for insects.

Despite all their free ranging and the “entertainment” available to them, chickens (and turkeys especially) do not like to stay put – enabled, of course, by their wings, which we don’t clip. In fact, a group of our Midget White turkeys and Dorking chickens take an evening stroll every night around the barns, investigating the new grass growth and the birds in an opposing yard. By their wandering nature, poultry are vulnerable to predation. Nevertheless, there are measures you can take to reduce your losses.

You either can eliminate predators by lethal methods or you can employ tactics that prevent their access to coops and pens. Since the former is nearly impossible and sometimes illegal, we'll focus on strategies that deter predators, or keep them out entirely.

The usual suspects

Before you can control predators of chickens, you must first identify them. Determine where, how and when birds are lost. What does the damage look like? Are the birds maimed, or is there just a pile of feathers left behind?

A simple, but not fail-safe, first method of deduction is to lay sand around the crime scene area. Smooth it out just before confining your birds for the night. Examine it in the morning for tracks. This requires perseverance because tracks can quickly be destroyed by your chickens, or predators may visit intermittently.

The list of poultry predators is long, but they all leave a calling card. Channel your inner CSI when examining the evidence.

Many **domestic dogs** (including your dogs) may kill for sport, simply maiming the bird and leaving it to die (they lose interest once the bird stops moving). Dogs who kill for sport often kill large numbers of birds at once. However, some dogs kill and devour the entire bird, leaving just the feet and head, and a sea of feathers.

Domestic and feral cats will eat small chicks entirely, but leave the wings and feathers of young birds. Cats have been known to kill full-grown chickens; they'll consume the meaty parts, leaving the rest scattered around.

Raccoons hunt alone or in tandem with their family group. They're nocturnal, so they'll attack at night, kill more than one chicken, and eat mainly the guts. You may find the carcass(es) far away from the coop. They also steal and eat eggs from nest boxes.

Raccoons also have the tendency to reach into a pen and pull off a chicken's head or leg – whatever it can grab – so if you find a bird with its head and crop missing, a raccoon should be at the top of your suspect list.

Opossums hunt alone, and they attack and devour small birds on the spot. In addition to robbing nests of eggs at night, opossums will sneak up to sleeping birds on roosts and take a bite out of a breast or thigh.

Skunks hunt alone at night. They are notorious egg snatchers, often leaving shells behind, and you may or may not smell their telltale odor afterward. Once they've killed a chicken, they'll eat the entrails and leave the rest.

Rats carry off baby chicks and roll away eggs. They'll also chew off beaks, gnaw on legs and pull out feathers from roosting birds. Look for rat droppings (supersized mouse droppings) around feeders and/or feed storage bins to confirm your suspicion. Install hanging feeders for your chickens to deter rodent-snacking.

Most **birds of prey** (hawks, eagles, owls) have the ability to carry off a small bird (young or bantam), and you'll find only feathers. Owls and hawks will enter barns or coops through small openings or fly through windows; they've been known to sidle up next to sleeping chickens on the roost.

If you find a bird with its head and neck missing, the killer may be an owl. If you find just feathers scattered near a fence post, the thief could have been any flying predator that perched on the post just prior to its attack.

Coyotes usually hunt just before dawn and just after dusk, and they often can be seen trying to break into the chicken pen. They will take whole, mature birds on pasture.

Foxes will typically drag off a whole, free-ranging bird, but rarely enter the chicken coop.

Weasels (includes ferrets, fishers, mink, martens) like to kill for fun, sometimes hunting as a family and doing tremendous damage in a short time. They can squeeze into housing through holes as small as an inch and will sometimes reach inside a pen and rip off the head and neck of a chicken. If you find carcasses piled up neatly or birds with their intestines pulled out, you were probably visited by a weasel. Acrid smell in the air? Yes, it was definitely a weasel.

Bobcats will bite off the head and leave puncture marks on the neck, back and sides.

Wolves, similarly to coyotes, will take whole birds on pasture.

Snakes will devour chicks and eggs without leaving a trace.

Common sense tactics

Keep your farmyard, and especially the areas around your chicken pen, clean and free of debris where predators hide and rats build nests. Eliminate woodpiles, construction materials, hay mounds and the like.

Feed: Store all animal feed and birdseed in rodent-proof metal containers. Rats and mice will chew through the toughest plastic, and they'll multiply and nest quickly once they have a regular food source. Don't leave dog or cat food out at night for your pets – it will draw nocturnal predators like skunks, raccoons and opossums. Look around ... pick up fallen fruit from trees and move bird feeders away from the chicken area – there will always be spilled seed under them that will draw unwanted visitors.

Fencing: The right fence will keep predators out and chickens in. The best chicken fencing is always mesh – welded wire or electric netting, preferably 5 feet high. Bury the fencing 6 to 12 inches below the ground, bent outward to deter digging predators. The worst fencing choice, ironically, is chicken wire. It's soft and easily manipulated so predators can break through, and it rusts at the chance of rain.

If your poultry yard is small, install a "roof" of wire mesh to foil flying predators. If the yard is too big for that, crisscross wires over the top, strung high enough as not to interfere with people walking or machinery that needs to get into the area. From the wires, hang old CDs, which will twirl and twinkle, and thus scare off any flying predators.

Keep in mind that it is illegal "to pursue, hunt, shoot, wound, kill, trap, capture or collect" birds of prey, or any of the 868 protected bird species that migrate between the United States and Canada or Mexico, "except as permitted by specific hunting regulations."

Housing: Keep coops out in the open; not under trees, near heavy brush or fence posts (where raptors may land before swooping in to nab a chicken), or adjacent to woodlands – all predator habitats. Place coops fairly close to your house so you can keep an eye on what's going on, but downwind from prevailing summer winds.

Seal any unintended openings with ½-inch or ¼-inch galvanized mesh hardware cloth that will keep out the smallest mice, yet still allow ventilation inside the coop.

If your coop sits on the ground, bury hardware cloth 6 inches below its floor and again just above the ground. This will discourage and prevent digging predators, like weasels and rats, from burrowing into the coop.

An even better approach is to build the coop off the ground by at least 1 foot. This way, rodents don't feel safe nesting in the airspace below.

If you use mobile housing like a chicken tractor or ark, be sure to move it diligently, at least every few days, which confuses predators.

A bright security light or motion-activated light aimed at the coop can deter predators for awhile, but they can become accustomed to such devices, making them ineffective over time. Dedicated

nighttime LED light emitters that mimic light-reflecting eyes have been shown to be effective at keeping many predators at bay.

Trapping: Many predators are fairly easy to catch by baiting a live trap with fresh meat or cat food. However, relocating skunks, raccoons, weasels and opossums to some far-off location is wasted effort. Besides simply making the pest someone else's problem, most of these predators are family units, so you'll need to catch them all to make a dent. They're also territorial, so they'll travel with purpose to find their way back home.

Chicken keeping is a popular and rewarding pastime – eggs, meat, fertilizer – but you'll need to continually observe and strategize in order to keep one step ahead of myriad predators.

Farm dogs

The best general form of protection for your flock, and your farm in general, is a pair of good farm dogs. The definition of a good farm dog is any dog who challenges varmints on his turf – raccoons, opossums, rats, moles, squirrels, and even UPS and FedEx trucks! A good farm dog rules the farm with an iron paw, dispatching varmints in a timely fashion with his bark, or his bite.

Our farm is protected by a pair of red tri Border Collies, Gus and Clover, who live outside (and in the barn), patrolling round the clock. We often hear them far off in the night, barking or howling at coyotes, putting all nocturnal predators on notice.

The downside to dogs who like to hunt and kill is that they will sometimes confuse your chickens with legitimate prey. A feathered escapee might be met by the jaws of your loyal friend, and this is where swift and consistent training comes into play. A farm dog who kills chickens cannot be tolerated – his job is to be the solution to the problem, not the problem itself.

If you can catch him in the act, apply appropriate discipline followed with positive reinforcement for proper behavior (consult any of the hundreds of dog training books available). We don't allow our dogs to even "have eyes for chickens," and we will get out our harsh voices when the dogs simply eyeball the flock for too long.

Roosters

Probably the most pondered question with regards to keeping chickens is "Do I need a rooster even if I just want eggs?" My answer is yes, most definitely – but not because a rooster is required for egg production.

Roosters are like good husbands, they protect their women (the hens) and are first on the scene of any disturbance. A rooster will confront, fight and most often lose his life when a predator attacks, preserving the lives of your laying hens. Roosters vocalize perceived threats, alerting the flock to imminent danger, such as a hawk flying overhead.

Besides serving as a flock protector, a rooster does a good job of marshaling his hens – keeping them together and attentive, and calling them over to a new and exciting food source – thereby reducing harm that may come to them.

#4
Proposal
Farm
Advocate

Tinley Park residents shall be allowed to keep up to five hens on their property. This shall apply only to hens and shall excluded roosters and all other fowl.

The hens shall be kept in the back yard only and not in the front of the residence.

The hens shall be confined to an enclosed area at all times and shall not be allowed to run freely on the property except for short periods of time which shall be supervised by a person over the age of 18 years at all times.

The area of confinement shall consist of an enclosed run which shall have sufficient fresh air, provide shade and an enclosed area (coop) which shall be freely accessible to the birds during the night and in inclement weather (heat, rain, wind, storm, snow, cold) . The birds shall be kept in sanitary condition at all times with fresh water. Food shall be provided on a regular basis throughout the day

Each hen shall have a minimum space of 2 square feet within the enclosed run. The enclosed area shall be constructed in such a way that predators will not be able to have access to the hens at any time. Digging in from underneath by a predator shall be prevented by either covering the entire bottom with ¼" hardware cloth or hardware cloth that is buried into the ground at least 12". The run shall be secured at all sides, including the top, by wood or hardware cloth. Any siding, doors, or other opening to the coop shall be constructed of material that is impenetrable by predators or plywood that is not less than ¾" thick. No wire netting other than ¼" hardware cloth shall be permitted. "Chicken wire" or any type of plastic netting shall not be permitted.

No birds shall be permitted to ever leave the property or sit on the fence to an adjacent property. The coop and enclosed run shall have a minimum distance to property, other than the chicken owner's property, of 20 feet.

The run and coop shall be kept sanitary and clean at all times. There shall be no smell emanating from the area and the area shall be kept in such a way as not to attract flies or other pests.

A permit shall be required from the Village of Tinley Park which shall have an annual renewal date. A Village inspector shall be inspecting the area where the birds are kept prior to issuing a permit, on an annual basis, and anytime there is a complaint. The inspector shall be required to give at least 48 hour notice to the resident before entering the property.

It shall never be permitted, under any circumstances, that any of the hens are slaughtered for food on the chicken owner's property.

COMMENTS FROM THE PUBLIC

EXECUTIVE SESSION

- A. LITIGATION, WHEN AN ACTION AGAINST, AFFECTING OR ON BEHALF OF THE PARTICULAR PUBLIC BODY HAS BEEN FILED AND IS PENDING BEFORE A COURT OR ADMINISTRATIVE TRIBUNAL, OR WHEN THE PUBLIC BODY FINDS THAT AN ACTION IS PROBABLE OR IMMINENT, IN WHICH CASE THE BASIS FOR THE FINDING SHALL BE RECORDED AND ENTERED INTO THE MINUTES OF THE CLOSED MEETING.
- B. THE APPOINTMENT, EMPLOYMENT, COMPENSATION, DISCIPLINE, PERFORMANCE, OR DISMISSAL OF SPECIFIC EMPLOYEES OF THE PUBLIC BODY OR LEGAL COUNSEL FOR THE PUBLIC BODY, INCLUDING HEARING TESTIMONY ON A COMPLAINT LODGED AGAINST AN EMPLOYEE OF THE PUBLIC BODY OR AGAINST LEGAL COUNSEL FOR THE PUBLIC BODY TO DETERMINE ITS VALIDITY.

ADJOURNMENT