



Annual Budget

Fiscal Year 2010

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Village of Glencoe
Illinois**

For the Fiscal Year Beginning

March 1, 2008

President

Executive Director



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- Revenue Matrix (Revenue Matrix provides valuable information about revenue that the Village receives)

**VILLAGE OF GLENCOE
TIMELINE**

- 1847 — Trinity Lutheran Church organized (Turnbull Woods)
- 1855 — First train goes through Glencoe in the Chicago to Milwaukee run
- 1869 — Glencoe incorporated as a Village
- 1874 — Woman's Library Club established
- 1884 — African Methodist Episcopal Church organized
- 1886 — Snow plowing begun as Village service
- 1894 — Village Water system begun (Winnetka water)
- 1894 — Church of Saint Elizabeth (Episcopal) organized
- 1897 — Skokie Country Club organized
- 1905 — Village sewer system started (separate storm/sanitary)
- 1908 — Lake Shore Country Club organized
- 1909 — Glencoe Public Library established
- 1910 — Methodist Episcopal Church (United Methodist) organized
- 1912 — First Boy Scout Troop (#22) established
- 1912 — Glencoe Park District established
- 1914 — Family Counseling Service (Relief and Aid Society) organized
- 1914 — First Village Manager hired (Council-Manager government)
- 1914 — First brick pavements laid
- 1915 — First motorized fire engine bought
- 1916 — Alleys vacated throughout Village
- 1917 — Land for present-day Village Hall/Library acquired
- 1920 — North Shore Congregation Israel organized
- 1921 — Glencoe Golf Club organized as Village municipal course
- 1921 — Zoning Ordinance and Building Code adopted (fourth in Illinois)
- 1921 — Christian Science Church organized
- 1921 — Present Lutheran Church building built
- 1921 — First Girl Scout Troop organized
- 1922 — First police car placed in service
- 1923 — Parent-Teacher Association established
- 1923 — First full-time fireman hired
- 1928 — Village Water Plant built
- 1930 — Glencoe Rotary Club organized (ceremony in Union Church)
- 1930 — Village water tower and incinerator built
- 1936 — Village Caucus begun ("office seeks the candidate")
- 1941 — Present Public Library building built
- 1954 — Village combined Police/Fire service started
- 1958 — Present Village Hall/Service Building built
- 1958 — Present Post Office built
- 1964 — Present North Shore Congregation Israel temple built
- 1974 — Comprehensive Plan adopted

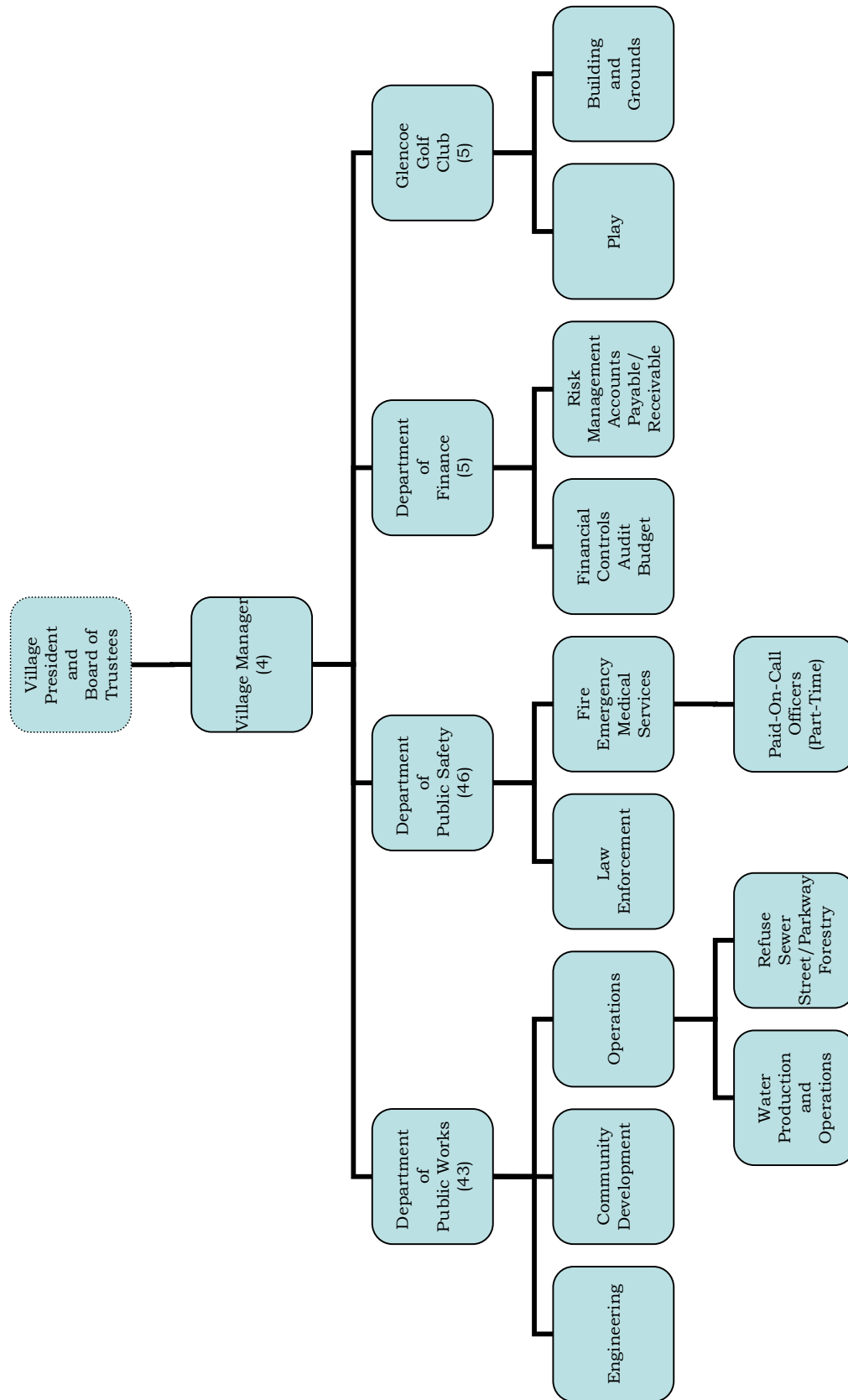
**VILLAGE OF GLENCOE
TIMELINE**

1975	Blue Ribbon Committee formed to look into downtown parking, economic development
1975	Bond referendum passes for sewers, trees
1976	West School closed; inauguration of age-centered schools
1979	Glencoe Theater, on Vernon Avenue near Hazel Street, closed
1979	North School closed; changeover to Glencoe Community Center
1982	Public Safety Commission formed
1985	Reproduction restoration of the Frank Lloyd Wright Bridge
1987	Bond referendum passes; inaugurates the street resurfacing program
1988	Home rule referendum fails
1989	Historic Preservation Commission Formed
1992	Second 5-year street program adopted
1992	Village Hall and Public Works Building renovated
1993	James Webb, Village's first African American president, elected
1994	Celebration of 125th Anniversary of the Village and 80th anniversary of manager form of government
1996	Comprehensive Plan revised
1998	Deer management program referendum
2001	Business district updated with new streetscape
2006	Park District Community Center renovation approved by referendum
2008	Bond referendum passes for Village Hall improvements to Public Safety, purchase of a fire engine and improvements to streets and sewers,

Initial timeline compiled by Robert B. Morris, Village Manager, 1951-1982

*Additional contributions to timeline made by
Ellen Shubart, Village Trustee
David Clark, Director of Finance*

Village of Glencoe Fiscal Year 2010



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Village of Glencoe
675 Village Court
Glencoe, Illinois 60022

Phone 847.835.4114
FAX 847.835.1785

March 1, 2009

The Honorable Village President
and Board of Trustees
Village of Glencoe
675 Village Court
Glencoe, Illinois 60022

Dear Mr. President and Trustees:

I am pleased to submit the Annual Budget for the Fiscal Year beginning March 1, 2009 and ending February 28, 2010 (Fiscal Year 2010). The budget process affords the Village Board the opportunity to balance the needs of the community against available resources with the intent of gaining the maximum return on each revenue dollar. The planning process for this fiscal year starts five years in advance with the Long Range Financial Plan. Each year the plan is evaluated making additions and deletions to capital and adjustment of assumptions. These assumptions include growth in revenue and increases to expenditures. The Long Range Financial Plan is used to balance current needs versus long term future needs. The budget process allows the opportunity to evaluate the capital that is included in the Long Range Financial Plan and to reprioritize needs to be included in the budget. Once the budget is completed, it provides the financial plan for the upcoming fiscal year and a blueprint for staff to use in managing Board goals. The final budget communicates the goals and decisions of the Village to many groups, including residents, the business community, vendors, and credit-rating agencies. The total budget for Fiscal Year 2010 is \$24,133,503.

VILLAGE PROFILE

The Village of Glencoe's location on the shore of Lake Michigan and its accessibility to Chicago have attracted an economically stable, mainly professional residential population. Village per capita income and median family income figures are among the highest in the country. The Village is virtually fully developed and its tax base, which is primarily comprised of highly valued residential property, continues to be stable.

Village financial operations benefit from a revenue stream including: property tax, utility tax, and local sales tax, which serve as the major sources of General Fund revenue. Collection of property taxes, the largest single revenue source, has been consistent and prompt. The wealth and income levels are reflected in a tax base that continues to be relatively stable. The Village continues to be rated AAA by Standard & Poors (our status was reviewed during Fiscal Year 2009 due to a bond issuance). This rating is indicative of the demographics of the community, the financial policies and planning processes completed by staff. There are a limited number of communities that are considered AAA.

The Village is governed by a Board/Manager form of government consisting of a Village President and six Trustees elected at large for staggered four-year terms. The Village Clerk is appointed by the Village Board. The Village Board also appoints, among others, the Village Manager, Village Attorney and Treasurer.

The Village provides a full range of services. Those services include police, fire protection and emergency medical services, maintenance of streets and infrastructure, the operation of water and wastewater facilities, water and sewer service, garbage collection and recycling, planning and zoning, code enforcement, and financial and general administrative services.

The annual budget is the primary guiding document for the Village’s financial planning and control. In addition, the Village maintains budgetary controls. The objective of these budgetary controls is to ensure compliance with legal provisions embodied in the annual budget approved by the Village’s governing body. Activities of the General Fund, Special Revenue Funds (except the Foreign Fire Insurance Fund), Debt Service Funds, Capital Projects Funds, and Police and Fire Pension Funds are included in the annual budget. The level of budgetary control (that is, the level at which expenditures cannot legally exceed the appropriated amount) is established at the individual fund level.

PLANNING PROCESS

During the budget process policies, funding and plans are reviewed and modified as needed. These changes take place due to the issues that are encountered throughout the planning phases of the budget. This includes a critical review on the Long Range Plan.

The Long Range Planning process ends just as the budget process begins. Every year there is the challenge of funding capital and maintaining appropriate fund balances. This year staff began the process by prioritizing capital and evaluating multiple plans if the referendum for the issuance of \$7.4 million in General Obligation Bonds were to be approved and the approach if the referendum did not pass.

Both referendum questions passed on November 4th. Bonds were issued on January 15, 2009 at the rate of 2.30%. The bond proceeds will be used for Public Safety Village Hall improvement, a new fire engine, street resurfacing and sewer improvements. These bonds will be spent over the next three fiscal years.

The remainder of the capital plan of the Village has been substantially reduced. The proposed Fiscal Year 2010 Capital Budget is reduced by over 30% or \$382,000 from the Fiscal Year 2009 Capital Budget. The Fiscal Year 2010 Capital Budget is approximately 45% of the total included in the Village’s Capital Inventory Program (CIP).

Capital Investment

	<u>FY09 Budget</u>	<u>2010 CIP</u>	<u>FY10 Budget</u>	<u>\$ Change</u>	<u>% Change</u>
General Fund	742,700	1,131,364	231,576	(511,124)	-79.53%
Garbage Fund	-	245,000	245,000	245,000	0.00%
Water Fund	500,000	514,540	383,300	(116,700)	-25.51%
Totals	1,242,700	1,890,904	859,876	(382,824)	-54.53%

BUDGET ISSUES

Throughout the process of the budget, expenditures and needs of each division are evaluated. During this process some of the major issues that executive staff and the Village Board reviewed included:

- Discussion of the changing economic climate;
- Review of revenue shortfalls (sales tax and building permits);
- Discussion of bond issuance for capital projects;
- Discussion of referendum questions for bond issuance;
- Discussion of the appropriate level of fund balance;
- Review of water usage and the effect on future revenues/consumption;
- Increasing IRMA deductible from \$25,000 to \$50,000 (began during calendar year 2009);
- Discussion of the appropriate budget amount for building permits;
- Funding Police Pension obligations;
- Increasing the twice-a-week garbage collection fee from \$75 to \$78 per quarter;
- Increasing water fees, the proposed rate change is from \$2.691 per 100 cubic feet to \$2.772 per 100 cubic feet;
- Consideration of the Capital Plan proposed for Fiscal Year 2010; and
- Appropriate staffing levels and compensation for employees.

Prior fiscal years allowed the opportunity to make the purchases and complete the capital improvements due to a fund balance surplus and funds that were carried over from the prior fiscal years. However, due to poor economic conditions, revenues received were not greater than what was budgeted.

ECONOMIC FACTORS

The Village of Glencoe is predominantly residential; there is a downtown area and three car dealerships along the Edens Expressway. In prior fiscal years, the economic changes had little effect on the overall budget, however, two major revenue sources (building permits and sales tax) for Fiscal Year 2009 were greatly affected by the market changes. Staff is monitoring national economic trends (such as foreclosure and credit issues) and takes these changes into account when reviewing and establishing budgets. It is difficult to state how much of an effect the mortgage debacle has had on our community, however, it can be inferred that the change in climate has impacted the spending behaviors of individuals. Our community has had fewer teardowns. Due to fewer tear-downs, the building permit revenue will be less than \$1.2 million for the first time in 6 years.

Sales tax was another revenue source that was not on target with the budget. The major source of sales tax is the three car dealerships. Dealership sales from the current year have not matched that of prior years.

Sales Tax

The sales tax collected vary from year to year based on the economic climate. It is projected that sales tax revenue will be \$143,000 less than the budgeted amount of \$1,800,000 (or projected revenue of \$1,657,000). Sales tax revenue has steadily declined over the past fiscal year. The budget for Fiscal Year 2010 reflects a significantly lower amount of sales tax revenue. The budget for sales tax revenue for Fiscal Year 2010 is \$1,164,000. The Long Range Plan anticipates that sales tax revenue will remain flat for the next five fiscal years.

Building Permits

The changes in the economy and real estate market have affected the number of building permits for the construction of new single-family homes. During the calendar year of 2008, the total number of permits issued for single family homes was 66, this number is down from 78 in 2007. Despite the approach to be conservative with revenue budgets, building permits will miss their budget target of \$1.4 million by \$300,000. Based on the drastic changes in the market, the budget for Fiscal Year 2010 is \$834,000, a decrease of \$566,000 from the prior year's budget.

ACTUAL VS. BUDGET			
FY	ACTUAL	BUDGET	DIFFERENCE
2004	1,205,372	650,000	555,372
2005	1,813,757	750,000	1,063,757
2006	1,750,230	1,173,867	576,363
2007	1,472,403	1,500,000	(27,597)
2008	1,814,927	1,400,000	414,927
2009*	1,100,000	1,400,000	(300,000)
2010	N/A	834,000	
Average	1,526,115	1,147,645	373,579

*FY 2009 is the projected revenue

Other Taxes

The Village receives other tax revenue from municipal utility tax on natural gas and electricity. Revenue is a factor of the rate and the volume that is used. Also the Village receives a tax on telecommunication services. This tax is based on usage. Another tax that is received is income tax. The Village receives a percentage of the amount that is collected by the State. The amount of revenue received from income tax can vary based on the economic conditions of the State.

There is a State motor fuel tax allotment that the Village receives. The motor fuel tax is based upon the volume pumped not the value of the fuel. The Village has experienced a slight decrease in this revenue over the past two fiscal years. There are two possible explanations for this change; individuals may be using more fuel efficient vehicles (decrease in the amount fuel that is purchased) or there has been an increase in the use of public transportation. The budget for motor fuel tax for Fiscal Year 2010 is \$232,300, a decrease of \$23,900 from Fiscal Year 2009 and a decrease of \$20,875 from Fiscal Year 2008.

FISCAL YEAR 2010 BUDGET SUMMARY

Preparation for the Village budget begins with review of the long range financial plan and capital inventory. Economic conditions change from week to week during the process. The Village Board and the Village Finance Committee have directed the preparation of an annual budget that reflects the current state of the economy. It is hoped that recovery will come quickly, but the budget plan assumes a pessimistic but prudent view of the future economy.

Some examples of the change from last year to this year are illustrated in the tables below:

Revenue				
	<u>FY09 Budget</u>	<u>FY10 Budget</u>	<u>\$ Change</u>	<u>% Change</u>
General Fund	14,584,504	13,840,580	(743,924)	-5.10%
Garbage Fund	1,198,600	1,270,020	71,420	5.96%
Water Fund	1,968,246	1,983,540	15,294	0.78%
Totals	17,751,350	17,094,140	(657,210)	-3.70%

General Fund revenue is projected to be down \$743,924 from last year's budget due primarily to economic conditions. The Garbage Fund and Water Fund are controlled locally and less subject to outside economic factors.

Expenditure (Including Capital Investment)				
	<u>FY09 Budget</u>	<u>FY10 Budget</u>	<u>\$ Change</u>	<u>% Change</u>
General Fund	14,705,820	13,878,578	(827,244)	-5.96%
Garbage Fund	1,257,070	1,433,317	176,247	14.02%
Water Fund	1,992,534	1,931,258	(61,276)	-3.08%
Totals	17,955,424	17,243,153	(712,271)	-3.97%

The General Fund expenditure budget adjustment is responsive to the downturn in revenues.

The total proposed expenditures (excluding pension funds) is \$24,133,503. The 2008 (Fiscal Year 2010) property tax levy, including debt service and the Glencoe Public Library, is \$12,449,133, a 5.22% increase from the 2007 (Fiscal Year 2009) property tax extension. The Village's portion of Fiscal Year 2010 property tax increase, is \$493,316 or 4.92%. This amount includes the abatement of \$75,875 in taxes. Property tax cap legislation allows a 4.10% increase in the levy over that amount actually extended for Fiscal Year 2009 (without voter approval). The Village's tax levy includes levies for general corporate purposes and is an estimated amount to fund the Village's pension obligations and the Garbage Fund.

The Water Fund is an enterprise fund supported without property tax. The Garbage Fund, Motor Fuel Tax Fund, Enhanced 911 Fund, and Capital Reserve Fund are special revenue funds set up specifically to account for revenues restricted for special purposes.

The Village's property tax levy also provides for payment of voter-approved debt service.

GOALS, OBJECTIVES AND CAPITAL PROJECTS/IMPROVEMENTS

The following major budget items, projects and programs are included in the Fiscal Year 2010 Budget:

- Next phase of Village Hall improvement (Public Safety Office and Cell Modifications, Furniture) (\$415,000);
- Continue replacement of residential sidewalks (\$80,000);
- Continue street resurfacing program (\$1,950,000);
- Resurface Village Court parking lot (\$460,000)
- Replace two Village vehicles (\$56,000);
- Replace of fire engine (\$500,000);
- Replace refuse packer, refuse scooter and pick-up truck to facilitate Garbage Operations (\$245,000);

- Repair cupola (\$25,000);
- Rehabilitate of 2MG reservoir (\$60,000);
- Replace Water Plant treatment equipment (\$10,000);
- Rehabilitate and replace sewer systems (\$400,000);
- Upgrade to storm sewer on Beach Road (\$110,000)
- Continue replacement of remote-read water meters (\$140,000);
- Upgrade security at Water Tower (\$10,000); and
- Replace water distribution mains per water system study (\$150,000).

NON-ROUTINE CAPITAL

Bonds were issued in January 2009 and the proceeds of \$7.4 million will be used to fund capital improvements and purchases over the next three years. A non-routine capital item that is included is jail cell modifications and department renovations in Public Safety. The budget of this project (which includes the purchase of furniture) is \$415,000. Though this capital improvement does not affect our fund balance since the proceeds of bonds will be paying for the improvement, it does affect the available legal debt margin (Village of Glencoe's legal debt margin is 10% of current EAV minus outstanding debt).

The last time the Village issued bonds for capital improvements was during Fiscal Year 2006 for sewer projects, including the Dundee Road recent storm sewer project. The total issuance was for \$1.85 million. The remaining 2005 Bond Construction proceeds were used during Fiscal Year 2008 to complete sanitary sewer main rehab and repair.

FISCAL YEAR 2010 REVENUES

Each year the Village staff begins the budget process by reviewing projected and actual revenues. The Village Board discusses service levels and decides the appropriate balance between user fees and property taxes. The revenues of the Village tend to be relatively stable from year to year, however, Fiscal Year 2009 is an anomaly in comparison to prior fiscal years given that it is not on target with the budget. Based on the changing economic climate, Fiscal Year 2010 revenue budget is much more conservative than prior years.

FISCAL YEAR 2010 EXPENDITURES

Once revenue projections are established, each department's expenditure budget request is reviewed by the Village Manager. The Village Manager strives to develop a balance between fund balance/revenue source considerations and needed expenditures to provide desired services.

The following table summarizes both actual and proposed expenditures of the three major operating funds:

<u>THREE MAJOR OPERATING FUND EXPENDITURES</u>					
(all financing uses)					
<u>Fund</u>	<u>FY 09 Budget</u>	<u>FY 09 Projected</u>	<u>FY 10 Budget</u>	<u>% Change*</u>	<u>\$ Change*</u>
GENERAL	13,963,120	13,777,347	13,647,002	-2.26%	(316,118)
GARBAGE	1,257,070	1,279,505	1,188,317	-5.47%	(68,753)
WATER	1,492,534	1,484,254	1,547,958	3.71%	55,424
Subtotal*	16,712,724	16,541,106	16,383,277	-1.97%	(329,447)
Capital					
GENERAL	742,700	701,192	231,576	-68.82%	(511,124)
GARBAGE	-	-	245,000	N/A	245,000
WATER	500,000	490,428	383,300	-23.34%	(116,700)
Subtotal	1,242,700	1,191,620	859,876	-30.81%	(382,824)
Grand Total	17,955,424	17,732,726	17,243,153	-3.97%	(712,271)

***Notes on the Table above**

1. This subtotal does not include capital.
2. % Change and \$ Change are based on FY 09 Budget as compared to FY 10 Budget.

GENERAL FUND

Revenue: Property tax is 51.2% of the total revenue included in the Fiscal Year 2010 General Fund Revenue Budget. Property tax still represents the single largest source of revenue to the General Fund. The Village's reliance on property tax for such a large portion of revenue is due primarily to the residential nature of the community and the Village's prior limited opportunity for increased commercial sales tax or alternative revenue sources. Despite the introduction of sales tax from car dealerships, property tax as a revenue source still increased by 5.4% over last year's budget.

Expenditures: The Fiscal Year 2010 General Fund expenditures reflect a \$599,961 or 4.14% decrease from the projected expenditures during Fiscal Year 2009. The approved Fiscal Year 2010 Capital Budget in the General Fund is \$899,799 less than Plan 2019 scheduled capital expenditures for the same year (see Budget Summary Table).

There is no change to the services funded by the General Fund during Fiscal Year 2010 as compared to the prior fiscal year.

WATER FUND

Revenue: Projected revenue from water sales during Fiscal Year 2010 is estimated to be under the targeted budgeted amount of \$1,855,756 by \$170,192. The revenue will be below the budget of \$1,968,246 by \$177,313.

Expenditure: The Fiscal Year 2010 Water Fund expenditures reflect a \$43,424 or 2.20% decrease from the projected expenditures during Fiscal Year 2010. Capital improvements of \$383,300 during Fiscal Year 2010 are \$131,240 less than anticipated in Plan 2019. The Fiscal Year 2010 Budget for operations of the water utility is increased by 3.71% (this does not include the cost of capital).

GARBAGE FUND

Revenue: Property tax makes up 55% of the proposed Fiscal Year 2010 Garbage Fund Revenue Budget. In Fiscal Year 2009, property tax represented 56.4% of the projected Garbage Fund Revenue. The primary reason for the decrease in property tax as a percent of total revenue is the change in the rates and the addition of the annual yardwaste fee of \$120. The rate adjustment will take place on March 1, 2009. A comparison summary of the residential charges for solid waste service for March 1, 2008 and March 1, 2009 rates are below:

Solid Waste Disposal Fee Summary:				
<u>Service</u>	<u>3/1/08 Rates</u> Without 2 nd Pickup	<u>3/1/08</u> With 2 nd Pickup	<u>3/1/09 Rates</u> Without 2 nd Pickup	<u>3/1/09 Rates</u> With 2 nd Pickup
Garbage	\$ 0 per quarter	\$ 0 per quarter	\$ 0 per quarter	\$ 0 per quarter
2 nd Garbage Pickup		\$75.00 per quarter		\$78.00 per quarter
Recycling	\$15.25 per quarter	\$15.25 per quarter	\$15.25 per quarter	\$15.25 per quarter
Yard Waste Subscription				\$120 per year
SWANCC	\$ 3.75 per quarter	\$ 3.75 per quarter	\$ 3.75 per quarter	\$ 3.75 per quarter
TOTAL	\$19.00 per quarter	\$94.00 per quarter	\$19.00 per quarter	\$97.00 per quarter
OR	\$ 6.33. per month	\$31.33 per quarter	\$ 6.33 per month	\$32.33 per quarter

The second pick-up is not funded by property tax and residents pay 100% of the cost for the second pick-up.

Expenditure: The Fiscal Year 2010 Garbage Fund expenditures reflect a \$15,812, or 12% increase from projected expenditure during Fiscal Year 2009. The Fiscal Year 2010 Budget assumes continued participation in the solid waste disposal system developed by the Solid Waste Agency of Northern Cook County (SWANCC).

The Fiscal Year 2010 Budget provides for the continued Parkway Leaf Collection program and the Spring Clean-Up program. The Garbage Fund has \$245,000 in capital expenditures for the Fiscal Year 2010 Budget.

Services provided by this fund will remain the same as Fiscal Year 2010. Residents will continue to have backdoor service, or choose to use the 95 gallon wheeled container that must be wheeled to the curb. Residents will continue to have the option of once or twice-a-week garbage collection and fees will vary accordingly. The only change for the upcoming fiscal year is the additional payment option for yardwaste service. Residents will now have the option to pay an annual fee or to purchase stickers for bags/bundles.

DEBT SERVICE

The Village's active debt service schedule represents the original issuance of \$19,425,000 in general obligation debt to complete needed, and at times mandated, capital improvements and to refinance existing debt. As of February 28, 2009, the total general obligation debt outstanding is \$14,815,000.

The Village's outstanding long-term debt per capita as of February 28, 2009 is \$1,424.74. Using 2007 EAV of \$1,109,274,339 as a base, the Village's margin to the legal General Obligation debt limit is anticipated to be \$96.1 Million by the end of Fiscal Year 2010.

FUND BALANCE - GENERAL FUND

The Village ended Fiscal Year 2008 with a fund balance in the General Fund of \$2,142,474 as audited. The cash balance in the General Fund on February 28, 2009 is projected to be \$2,297,558, increase of \$155,084 or 7.24%. The Fiscal Year 2009 Budget anticipated a fund balance of \$1,399,418. Therefore, the General Fund is projected to finish with a balance that is \$848,140 better than anticipated.

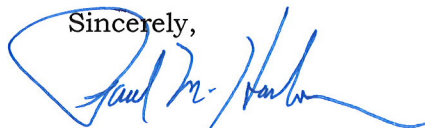
The projected fund balance as of February 28, 2010 anticipates an ending fund balance of \$2,259,560, a reduction of \$37,998 or 1.65%. While this budget designates the use of fund balance to balance anticipated expenditures for Fiscal Year 2010, it is consistent with a long standing policy of the Village to use fund balance to meet acceptable targets. By maintaining a fund balance policy, the Village only retains reserves to a fiscally responsible limit. Currently, the Village maintains an undesignated fund balance in the General Corporate Fund of 10% of current operating expenditures, excluding capital but not lower than \$1,000,000. During Fiscal Year 2010, the Finance Committee will review the specific needs related to the Garbage Fund and Water Fund concerning appropriate levels of fund balance. Until modified, those funds will continue to have the same target as the General Fund, 10% of current operating expenditures. However, currently there is no absolute dollar amount set as a minimum balance.

The Fiscal Year 2010 Budget presented to the Village Board maintains the Village's outstanding financial condition.

ACKNOWLEDGEMENTS

I would like to take this opportunity to acknowledge and thank all of the municipal staff for their efforts in preparing this budget for consideration by the Village President and Board of Trustees. If I can be of any assistance in your review of this budget, please give me a call.

Sincerely,



Paul M. Harlow
Village Manager

cc: Executive Staff
Vic Filippini, Village Attorney

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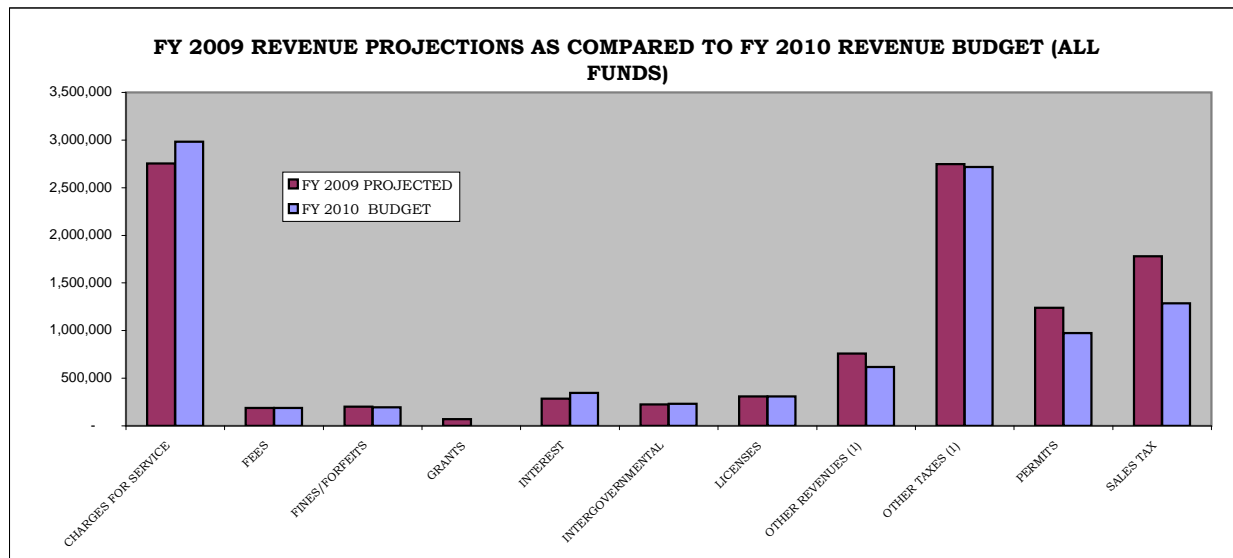
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**VILLAGE OF GLENCOE
SUMMARY OF BUDGETED FISCAL YEAR 2010 REVENUES**

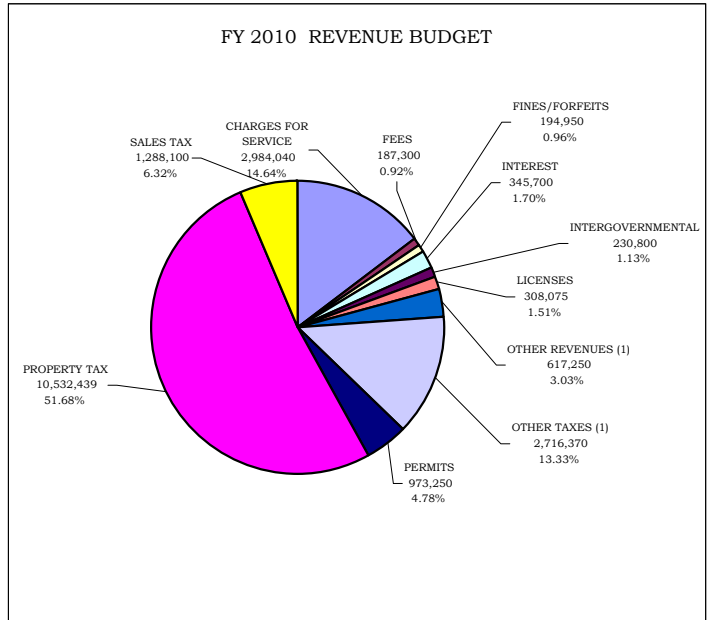
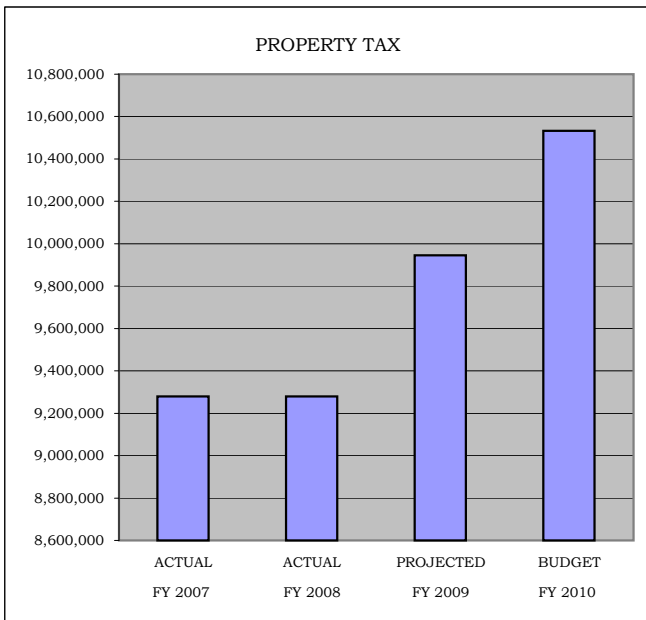
This is a summary of the budgeted revenues for the fiscal year end February 28, 2010 (FY 2010). Funds listed individually and grouped together by type. Revenue is listed by type and source.

<u>FUND</u>	<u>GENERAL</u>	<u>WATER</u>	<u>GARBAGE</u>	<u>SUB-TOTAL OPERATING</u>	<u>MFT</u>	<u>E-911</u>	<u>SUB-TOTAL SPECIAL</u>
<u>TYPE OF REVENUE</u>							
CHARGES FOR SERVICE	599,680	1,892,740	491,620	2,984,040			-
FEES	187,300			187,300			-
FINES/FORFEITS	194,950			194,950			-
GRANTS	-			-			-
INTEREST	180,000	5,000	7,000	192,000	1,500	12,000	13,500
INTERGOVERNMENTAL				-	230,800		230,800
LICENSES	308,075			308,075			-
OTHER REVENUES (1)	465,450	85,800	66,000	617,250			-
OTHER TAXES (1)	2,554,250		7,000	2,561,250		155,120	155,120
PERMITS	973,250			973,250			-
PROPERTY TAX	7,089,525		698,400	7,787,925			-
SALES TAX	1,288,100			1,288,100			-
				-			-
SUB-TOTAL	13,840,580	1,983,540	1,270,020	17,094,140	232,300	167,120	399,420
<u>OTHER FINANCING SOURCES</u>							
BOND PROCEEDS				-			-
TRANSFERS IN			-	-	-		-
SUB-TOTAL	-	-	-	-	-	-	-
GRAND TOTAL BUDGET	13,840,580	1,983,540	1,270,020	17,094,140	232,300	167,120	399,420

Note (1) Categorization of revenues, items that are listed under other revenue versus other taxes were modified due to the installation of new software during, all fiscal years with the exception of FY 2007 reflect the change based on the new software.

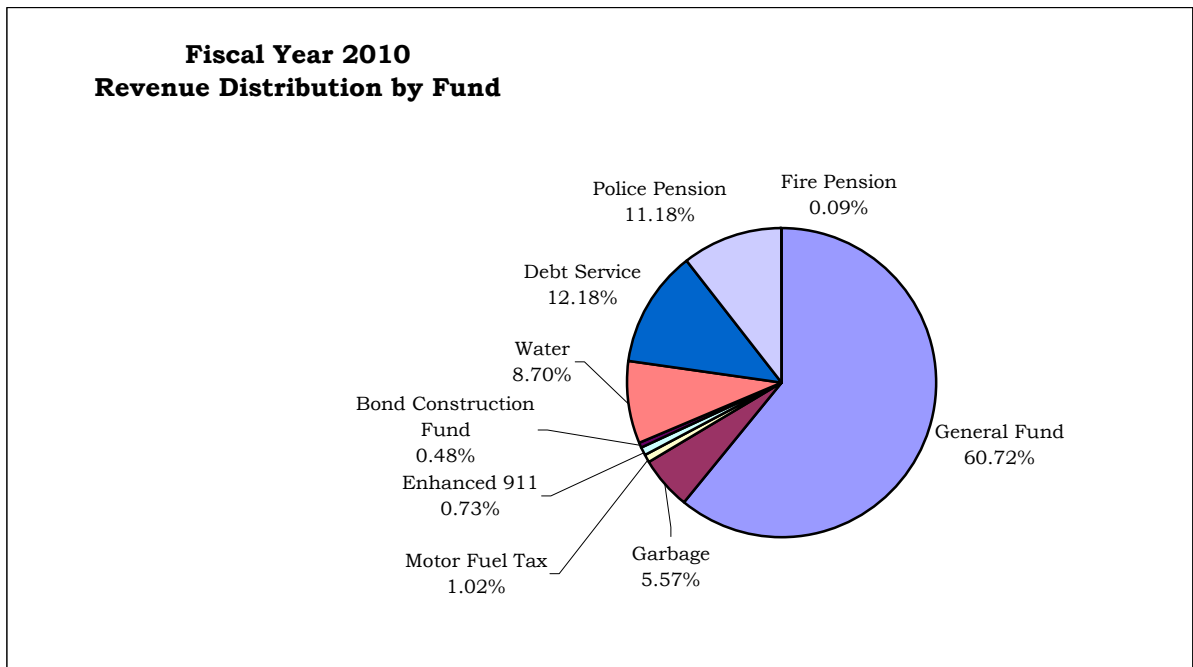


<u>BOND CONSTRUCTION</u>	<u>DEBT</u>	<u>FY 2010 BUDGET</u>	<u>FY 2009 PROJECTED</u>	<u>FY 2008 ACTUAL</u>	<u>FY 2007 ACTUAL</u>	<u>TYPE OF REVENUE</u>
		2,984,040	2,754,904	2,526,042	2,620,088	CHARGES FOR SERVICE
		187,300	187,500	111,001	98,188	FEES
		194,950	200,650	132,292	103,828	FINES/FORFEITS
		-	70,933	7,556	-	GRANTS
109,000	31,200	345,700	286,233	502,204	555,979	INTEREST
		230,800	226,400	247,855	252,464	INTERGOVERNMENTAL
		308,075	308,987	313,680	188,784	LICENSES
		617,250	758,461	823,026	741,658	OTHER REVENUES
		2,716,370	2,748,899	2,477,519	2,314,046	OTHER TAXES
		973,250	1,239,474	1,969,645	1,595,986	PERMITS
	2,744,514	10,532,439	9,945,906	9,280,168	9,278,894	PROPERTY TAX
		1,288,100	1,781,100	1,955,323	1,879,556	SALES TAX
		-				
109,000	2,775,714	20,378,274	20,509,447	20,346,311	19,629,471	SUB-TOTAL
						<u>OTHER FINANCING SOURCES</u>
		-	7,400,000	-		BOND PROCEEDS
		-		106,719	-	TRANSFERS IN
-	-	-	7,400,000	106,719		SUB-TOTAL
109,000	2,775,714	20,378,274	27,909,447	20,453,030	19,629,471	GRAND TOTAL BUDGET



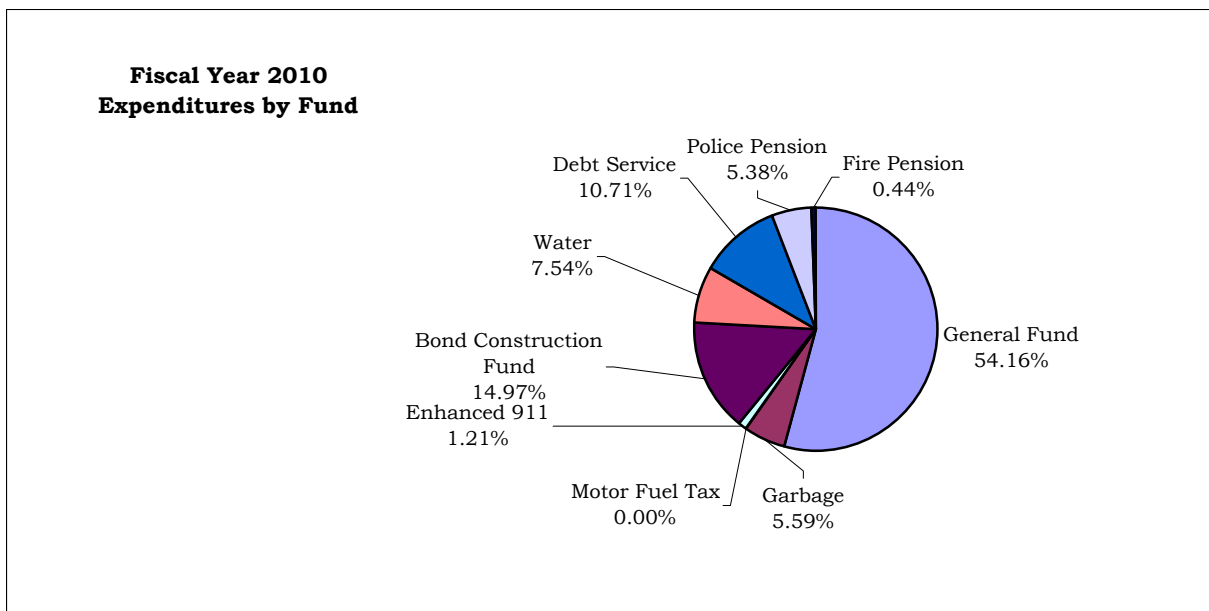
VILLAGE OF GLENCOE
Budget Summary
Revenue Totals By Fund

Fund	FY 2007 Actual	FY 2008 Actual	FY 2009 Budget	FY 2009 Projected	FY 2010 Budget
Revenues and Other Financing Sources					
General Fund	13,483,889	14,647,939	14,584,504	14,633,623	13,840,580
Special Funds					
Garbage	1,520,622	1,388,708	1,198,600	1,194,605	1,270,020
Motor Fuel Tax	259,175	253,200	256,200	228,900	232,300
Enhanced 911	185,863	211,714	163,500	187,037	167,120
Bond Construction Fund	50,923	34,496	-	7,424,791	109,000
Enterprise Fund					
Water	1,530,456	1,701,283	1,968,246	1,790,933	1,983,540
Debt Service	2,582,627	2,358,285	2,520,759	2,449,558	2,775,714
Total Revenues (Excluding Pension Funds)	19,613,555	20,595,625	20,691,809	27,909,447	20,378,274
Pension Funds					
Police	3,146,247	2,205,815	2,619,390	2,303,464	2,399,937
Fire	26,126	23,629	20,375	28,424	15,375
Total Revenue (Pension Funds Only)	3,172,373	2,229,444	2,639,765	2,331,888	2,415,312
Grand Total	22,785,928	22,825,069	23,331,574	30,241,335	22,793,586



VILLAGE OF GLENCOE
Budget Summary
Expenditure Totals By Fund

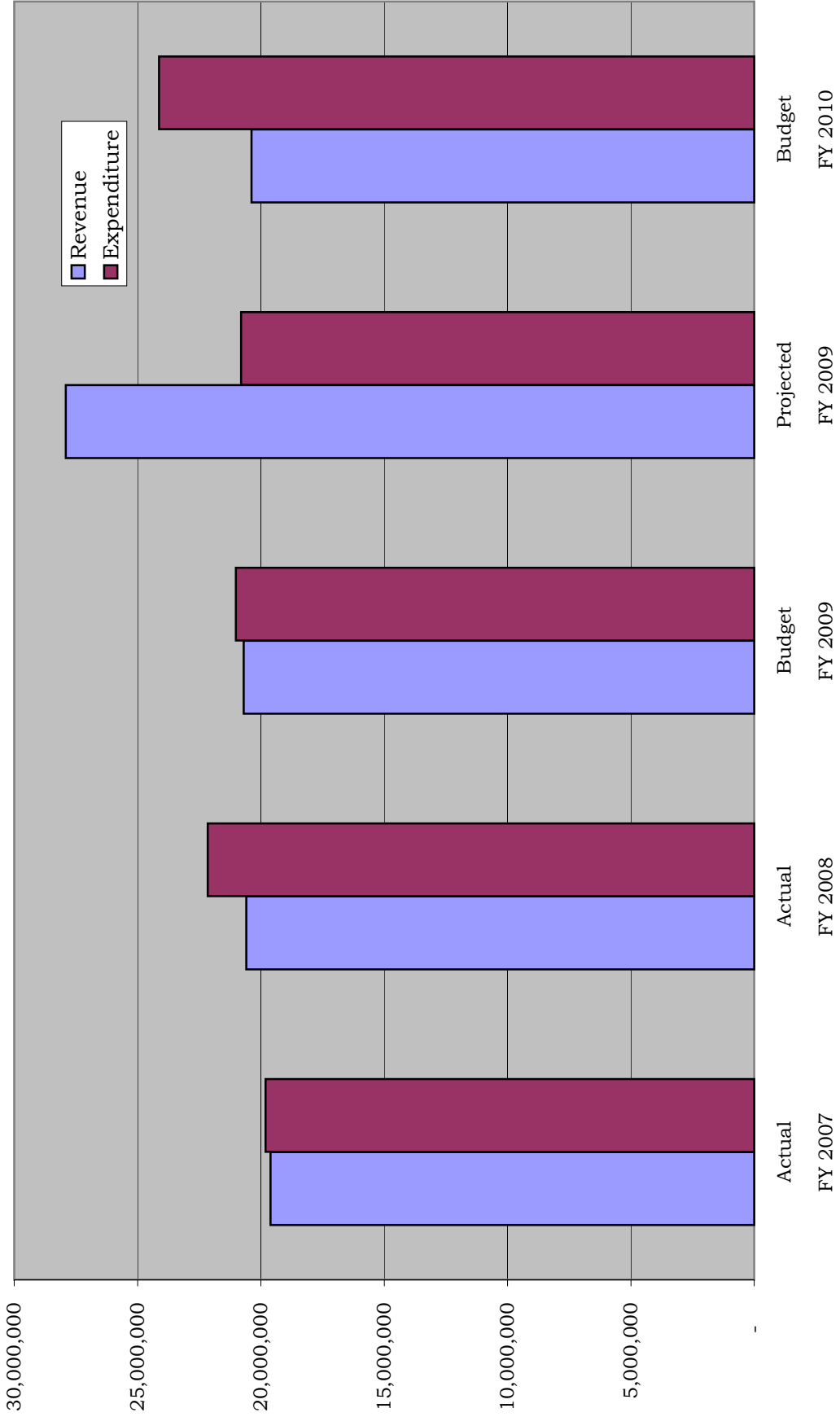
Fund	FY 2007 Actual	FY 2008 Actual	FY 2009 Budget	FY 2009 Projected	FY 2010 Approved
Expenditures and Other Financing Uses					
General Fund	13,046,443	15,161,702	14,705,820	14,478,539	13,878,578
Special Funds					
Garbage	1,497,498	1,249,123	1,257,070	1,279,505	1,433,317
Motor Fuel Tax	296,543	255,854	260,900	265,647	-
Enhanced 911	359,629	427,406	223,300	186,060	310,561
Bond Construction Fund	466,094	759,657	-	52,550	3,835,000
Enterprise Fund					
Water	1,623,620	1,708,596	1,992,534	1,974,682	1,931,258
Debt Service	2,515,740	2,589,097	2,569,599	2,570,049	2,744,789
Total Expenditures (Excluding Pension Funds)	19,805,567	22,151,435	21,009,223	20,807,032	24,133,503
Pension Funds					
Police	1,038,645	1,176,080	1,276,572	1,319,966	1,378,876
Fire	106,243	109,398	108,118	112,613	113,237
Total Expenditures (Pension Funds)	1,144,888	1,285,478	1,384,690	1,432,579	1,492,113
Grand Total	20,950,455	23,436,913	22,393,913	22,239,611	25,625,616



**Fiscal Year 2010
Expenditure Detail by Category**

	Personnel	Services	Commodities	Debt Service	Capital	Other	Transfer	Total
Village Manager								
Manager's Office	\$ 550,953	\$ 85,000	\$ 36,760	\$ -	\$ -	\$ 192,000	\$ -	\$ 864,713
Legal	\$ 22,893	\$ 150,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 173,393
Community Service	\$ -	\$ 10,750	\$ -	\$ -	\$ -	\$ 79,135	\$ -	\$ 89,885
Boards & Commissions	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 38,750	\$ -	\$ 38,750
Department Total	\$ 573,846	\$ 246,250	\$ 36,760	\$ -	\$ -	\$ 309,885	\$ -	\$ 1,166,741
Finance Department								
Finance	\$ 556,406	\$ 135,865	\$ 8,645	\$ -	\$ -	\$ 2,250	\$ -	\$ 703,166
Support Services	\$ 116,600	\$ 44,781	\$ 114,379	\$ -	\$ 50,900	\$ -	\$ -	\$ 326,660
Liability	\$ 40,000	\$ 155,650	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 195,650
Department Total	\$ 713,006	\$ 336,296	\$ 123,024	\$ -	\$ 50,900	\$ 2,250	\$ -	\$ 1,225,476
Public Works								
Public Works Admin	\$ 592,049	\$ 155,246	\$ 28,001	\$ -	\$ -	\$ -	\$ -	\$ 775,296
Sewer	\$ 783,555	\$ 101,550	\$ 76,565	\$ -	\$ -	\$ 16,000	\$ -	\$ 977,670
Forestry	\$ 514,809	\$ 179,680	\$ 28,425	\$ -	\$ -	\$ -	\$ -	\$ 722,914
Municipal Buildings	\$ 89,751	\$ 77,790	\$ 9,975	\$ -	\$ 25,000	\$ -	\$ -	\$ 202,516
Parking	\$ -	\$ 46,300	\$ 14,000	\$ -	\$ -	\$ -	\$ -	\$ 60,300
Community Development	\$ 30,218	\$ 12,270	\$ 3,100	\$ -	\$ -	\$ 3,000	\$ -	\$ 48,588
Municipal Garage	\$ 214,919	\$ 37,460	\$ 25,720	\$ -	\$ -	\$ -	\$ -	\$ 278,099
Streets	\$ 628,777	\$ 85,950	\$ 219,910	\$ -	\$ 99,676	\$ -	\$ -	\$ 1,034,313
Street Lighting	\$ -	\$ 90,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 90,500
Department Total	\$ 2,854,078	\$ 786,746	\$ 405,696	\$ -	\$ 124,676	\$ 19,000	\$ -	\$ 4,190,196
Public Safety								
Police	\$ 4,565,102	\$ 283,875	\$ 191,820	\$ -	\$ 56,000	\$ -	\$ -	\$ 5,096,797
Fire	\$ 1,269,620	\$ 107,009	\$ 82,005	\$ -	\$ -	\$ 6,000	\$ -	\$ 1,464,634
Paramedic	\$ 695,919	\$ 19,370	\$ 19,445	\$ -	\$ -	\$ -	\$ -	\$ 734,734
Department Total	\$ 6,530,641	\$ 410,254	\$ 293,270	\$ -	\$ 56,000	\$ 6,000	\$ -	\$ 7,296,165
		\$ -						
General Fund Total	\$ 10,671,571	\$ 1,779,546	\$ 858,750	\$ -	\$ 231,576	\$ 337,135	\$ -	\$ 13,878,578
Garbage	\$ 612,177	\$ 435,150	\$ 122,990	\$ 18,000	\$ 245,000	\$ -	\$ -	\$ 1,433,317
MFT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Enhanced 911	\$ 10,631	\$ 113,920	\$ 56,010	\$ -	\$ 130,000	\$ -	\$ -	\$ 310,561
Special Funds Total	\$ 622,808	\$ 549,070	\$ 179,000	\$ 18,000	\$ 375,000	\$ -	\$ -	\$ 1,743,878
Water								
Production	\$ 594,194	\$ 221,700	\$ 105,865	\$ -	\$ 90,300	\$ -	\$ -	\$ 1,012,059
Distribution	\$ 439,359	\$ 143,590	\$ 43,250	\$ -	\$ 293,000	\$ -	\$ -	\$ 919,199
Department Total	\$ 1,033,553	\$ 365,290	\$ 149,115	\$ -	\$ 383,300	\$ -	\$ -	\$ 1,931,258
Enterprise Fund Total	\$ 1,033,553	\$ 365,290	\$ 149,115	\$ -	\$ 383,300	\$ -	\$ -	\$ 1,931,258
Debt Service				\$ 2,744,789				\$ 2,744,789
Bond Construction					\$ 3,835,000			\$ 3,835,000
Total (Excluding Pension Funds)	\$ 12,327,932	\$ 2,693,906	\$ 1,186,865	\$ 2,762,789	\$ 4,824,876	\$ 337,135	\$ -	\$ 24,133,503
Pension Funds								
Police Pension	\$ 1,307,166	\$ 71,710	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,378,876
Firefighters Pension	\$ 110,237	\$ 3,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 113,237
Pension Fund Total	\$ 1,417,403	\$ 74,710	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,492,113
Grand Total	\$ 13,745,335	\$ 2,768,616	\$ 1,186,865	\$ 2,762,789	\$ 4,824,876	\$ 337,135	\$ -	\$ 25,625,616

Comparison of Revenues and Expenditures
 (includes revenue and expenditures from bond proceeds)



VILLAGE OF GLENCOE, ILLINOIS

CHANGES OF FUND BALANCES OF GOVERNMENTAL FUNDS

	Actual 2006	Actual 2007	Fiscal Year Actual 2008	Projected 2009	Approved 2010
REVENUES					
Property Taxes	\$ 8,594,668	9,278,894	9,280,168	9,945,906	10,532,439
Other Taxes	4,072,998	4,388,782	4,768,312	4,529,999	4,004,470
Licenses and Permits	2,097,259	1,810,162	2,125,768	1,548,461	1,281,325
Intergovernmental	254,722	252,464	247,856	226,400	230,800
Fines and Forfeitures	94,655	105,824	132,292	200,650	194,950
Charges for Services	921,206	999,781	946,155	2,754,904	2,984,040
Investment Income	305,010	541,030	490,280	286,233	345,700
Miscellaneous	626,115	771,884	943,857	1,016,894	782,550
Total Revenues	16,966,633	18,148,821	18,934,688	20,509,447	20,356,274
EXPENDITURES					
Administration and finance	2,340,785	2,504,428	3,067,285	2,278,504	2,341,317
Public Safety	6,208,800	6,459,216	6,945,078	7,269,287	7,420,726
Public Works	4,818,429	5,196,688	5,826,135	5,648,121	5,253,837
Pension Cost	-	-	-	-	-
Capital Outlay	911,724	1,058,519	2,086,233	1,068,639	4,441,576
Debt Service					
Principal	1,821,600	2,042,000	2,187,400	2,235,000	2,340,000
Interest	524,206	473,740	401,697	332,499	400,426
Total Expenditures	16,625,544	17,734,591	20,513,828	18,832,050	22,197,882
Excess of Revenues over (under) Expenditures	341,089	414,230	(1,579,140)	1,677,397	(1,841,608)

NOTE

Governmental Funds include the General Fund, Garbage Fund, Motor Fuel Tax Fund, Enhanced 911 Fund, Bond Construction Fund and Debt Service Fund.

VILLAGE OF GLENCOE, ILLINOIS

STATEMENT OF REVENUES, EXPENSES AND CHANGES IN FUND NET ASSETS

	Actual 2008	Fiscal Year Projected 2009	Approved 2010
REVENUES			
Charges for Services	1,579,887	1,715,564	1,892,740
Miscellaneous	109,472	74,000	85,800
Total Revenues	1,689,359	1,789,564	1,978,540
EXPENDITURES			
Water production	926,622	969,301	1,012,059
Water distribution	726,855	1,005,381	919,199
Depreciation*	55,117	55,117*	55,117*
Total Expenditures	1,708,594	2,029,799	1,986,375
Operating Income (Loss)	(19,235)	(240,235)	(7,835)
Non-Operating Revenue (Expenses)			
Investment Income	11,924	1,369	5,000
Total non-operating revenues (expenses)	11,924	1,369	5,000
NET ASSETS (March 1)	4,472,330	2,134,502	1,895,636
RESTATEMENT	(2,330,517)	-	-
NET ASSETS (February 28/29)	2,134,502	1,895,636	1,892,801

NOTE

*Depreciation estimate for Fiscal Year 2009 and 2010 based on Fiscal Year 2008 actual.

Fund balance for cash and cash equivalents are available on the following page, Fund Balance Summary.

VILLAGE OF GLENCOE
Budget Summary
Revenue and Expenditure Summary

Fund	FY 2007 Actual	FY 2008 Actual	FY 2009 Budget	FY 2009 Projected	FY 2010 Approved
<u>Revenues and Other Financing Sources</u>					
General Fund	13,483,889	14,647,939	14,584,504	14,633,623	13,840,580
Special Funds					
Garbage	1,520,622	1,388,708	1,198,600	1,194,605	1,270,020
Motor Fuel Tax	259,175	253,200	256,200	228,900	232,300
Enhanced 911	185,863	211,714	163,500	187,037	167,120
Bond Construction Fund	50,923	34,496	-	7,424,791	109,000
Enterprise Fund					
Water	66,000	1,530,456	1,701,283	1,968,246	1,790,933
Debt Service	2,582,627	2,358,285	2,520,759	2,449,558	2,775,714
Total Revenues (Excluding Pension Funds)	19,679,555	20,595,625	20,691,809	27,909,447	20,378,274
<u>Expenditures and Other Financing Uses</u>					
General Fund	13,046,443	15,161,702	14,705,820	14,478,539	13,878,578
Special Funds					
Garbage	1,497,498	1,249,123	1,257,070	1,279,505	1,433,317
Motor Fuel Tax	296,543	255,854	260,900	265,647	-
Enhanced 911	359,629	427,406	223,300	186,060	310,561
Bond Construction Fund	466,094	759,657	-	52,550	3,835,000
Enterprise Fund					
Water	1,623,620	1,708,596	1,992,534	1,974,682	1,931,258
Debt Service	2,515,740	2,589,097	2,569,599	2,570,049	2,744,789
Total Expenditures (Excluding Pension Funds)	19,805,567	22,151,435	21,009,223	20,807,032	24,133,503
Revenue less Expenditures Surplus / (Deficit)	(126,012)	(1,555,810)	(317,414)	7,102,415	(3,755,229)

Village of Glencoe
Capital Plan 2019 (FY 2010)
as compared to
FY 2010 Budget Request

	FY 2010 PLAN 2019 (FY 2010)	FY 2010 REQUEST BUDGET	FY 2010 RECOMMENDED BUDGET	FY 2010 APPROVED BUDGET	\$ CHANGE FROM REQUEST	REASON FOR CHANGE
<u>E911 FUND</u>						
E911 HARDWARE	20,000	10,900	10,900	10,900	-	ADJUSTED BY STAFF
PHONE SYSTEM	-	60,000	60,000	94,100	34,100	REFLECT COST OF SYSTEM.
LAPTOP COMPUTERS	25,000	25,000	25,000	25,000	-	
	45,000	95,900	95,900	130,000	34,100	
<u>GARBAGE FUND</u>						
REFUSE PACKER	180,000	180,000	180,000	180,000	-	
REFUSE SCOOTER	33,000	33,000	33,000	33,000	-	
3/4 TON PICK UP TRUCK	32,000	32,000	32,000	32,000	-	
	245,000	245,000	245,000	245,000	-	
<u>GENERAL FUND</u>						
VIDEO SYS. UPGRADE COUNCIL CHMBS	15,000	-	-	-	-	DEFERRED.
UPGRADE AV SYSTEM IN COUNCIL CHAMBERS	15,000	-	-	-	-	DEFERRED.
DATA ARCHIVING SYSTEM	35,000	25,000	25,000	-	(25,000)	REDUCED IN SCOPE
PHONE SYSTEM	-	20,000	20,000	50,900	30,900	REFLECT COST OF SYSTEM.
COLOR COPIER/SCANNER	15,000	-	-	-	-	RECLASSIFIED AS OPERATING.
SEWER VACUUM	270,000	270,000	270,000	-	(270,000)	
HARBOR STREET LAKE WALL	25,000	-	-	-	-	DEFERRED.
EMERALD ASH BORER TREE REMOVAL	15,000	-	-	-	-	\$5,000 AS OPERATING
CUPOLA REPAIRS	25,000	25,000	25,000	25,000	-	
KEYLESS SECURITY CARD ACCESS SYS.	20,000	20,000	-	-	(20,000)	
COLOR COPIER/SCANNER	12,000	-	-	-	-	RECLASSIFIED AS OPERATING.
AIR COMPRESSOR	25,000	25,000	-	-	(25,000)	DEFERRED.
SIDEWALK SWEEPER	35,000	-	-	-	-	DEFERRED "TBD" ITEM
STREET IMPROVEMENT	100,000	100,000	100,000	-	(100,000)	FOR USE BEYOND BONDS
STREET IMPROVEMENT - GREEN BAY RD - PHASE	225,000	-	-	-	-	GRANTS NOT ANTICIPATED
STREET IMPROVEMENT - GREEN BAY RD MEDIAN	75,000	-	-	-	-	GRANTS NOT ANTICIPATED
RESIDENTIAL SIDEWALKS	82,688	82,688	80,000	80,000	(2,688)	ADJUSTED BY STAFF
LAKESWOOD DRIVE BRIDGE (TRUE UP)	19,676	19,676	19,676	19,676	-	
VIDEO CAMERAS FOR SQUAD CARS	20,000	20,000	20,000	-	(20,000)	
VEHICLE REPLACEMENT	29,000	27,000	27,000	27,000	-	COST ADJUSTMENT
VEHICLE REPLACEMENT	29,000	25,000	25,000	-	(25,000)	COST ADJUSTMENT
VEHICLE REPLACEMENT	29,000	29,000	29,000	29,000	-	
AIR PACK REPLACEMENT	15,000	15,000	-	-	(15,000)	GRANT FUNDING RECEIVED.
	1,131,364	703,364	640,676	231,576	(471,788)	
<u>MOTOR FUEL TAX FUND</u>						
STREET IMPROVEMENT	250,000	250,000	240,000	-	(250,000)	FOR USE BEYOND BONDS
	250,000	250,000	240,000	-	(250,000)	
<u>WATER FUND</u>						
WATER SERVICE TAPPING MACHINE	-	3,000	3,000	3,000	-	REPRIORITIZED
WATER METERS	150,000	150,000	140,000	140,000	(10,000)	ADJUSTED BY STAFF
DISTRIBUTION MAINS	299,540	299,540	150,000	150,000	(149,540)	ADJUSTED BY STAFF
SECURITY UPGRADES - WATER TOWER	10,000	10,000	10,000	10,000	-	
RE-HAB DEHUMIDIFIER	-	8,500	8,500	8,500	-	REPRIORITIZED
REPLACE LAB TURBIDIMETER	-	1,800	1,800	1,800	-	REPRIORITIZED
2 MG RESERVOIR REHAB	45,000	60,000	60,000	60,000	-	CARRY-OVER PROJECT
REPLACE HL 2 - VFD	10,000	10,000	10,000	10,000	-	
	514,540	542,840	383,300	383,300	(159,540)	
	-	-	-	-	-	
TOTAL FROM GENERAL FINANCIAL SOURCES	2,185,904	1,837,104	1,604,876	989,876	(847,228)	
<u>BOND FUND (1)</u>						
SANITARY SEWER MAIN REHAB / REPAIR	595,000	595,000	595,000	400,000	(195,000)	(1) SUBJECT TO BOARD REVIEW
STORM SEWER UPGRADE - BEACH RE	110,000	110,000	110,000	110,000	-	
VILLAGE HALL IMPROVEMENTS - PS OFFICE / CELL MODIFICATIONS	550,000	550,000	550,000	390,000	(160,000)	
VILLAGE HALL IMPROVEMENTS - FURNITURE	50,000	50,000	50,000	25,000	(25,000)	
STREET IMPROVEMENT	1,295,296	1,295,296	1,295,296	1,950,000	654,704	
VILLAGE COURT PARKING LOT	460,000	460,000	460,000	460,000	-	
VEHICLE REPLACEMENT	500,000	500,000	500,000	500,000	-	
	3,560,296	3,560,296	3,560,296	3,835,000	274,704	
GRAND TOTAL	5,746,200	5,397,400	5,165,172	4,824,876	(572,524)	

Village of Glencoe
 FY 2010 RECOMMENDED BUDGET
 CAPITAL BUDGET

By Quarter

	FY 2010 RECOMMENDED BUDGET	TARGET BY QUARTER	FUNDING SOURCE
PHONE SYSTEM	50,900	1ST	GENERAL
LAKWOOD DRIVE BRIDGE (TRUE UP)	19,676	1ST	GENERAL
REFUSE SCOOTER	33,000	1ST	GARBAGE
PHONE SYSTEM	94,100	1ST	E911

TOTAL FIRST QUARTER (MARCH - MAY 2009) 197,676 1ST

STREET IMPROVEMENT	-	2ND	GENERAL
RESIDENTIAL SIDEWALKS	40,000	2ND	GENERAL
CUPOLA REPAIRS	25,000	2ND	GENERAL
WATER SERVICE TAPPING MACHINE	3,000	2ND	WATER
WATER METERS	70,000	2ND	WATER
DISTRIBUTION MAINS	75,000	2ND	WATER
SANITARY SEWER MAIN REHAB / REPAIR	200,000	2ND	BOND
STORM SEWER UPGRADE - BEACH RD	55,000	2ND	BOND
STREET IMPROVEMENT	975,000	2ND	BOND
VILLAGE COURT PARKING LOT	230,000	2ND	BOND
STREET IMPROVEMENT	-	2ND	MFT

TOTAL SECOND QUARTER (JUNE - AUGUST 2009) 1,673,000 2ND

WATER METERS	70,000	3RD	WATER
DISTRIBUTION MAINS	75,000	3RD	WATER
RE-HAB DEHUMIDIFIER	8,500	3RD	WATER
REPLACE LAB TURBIDIMETER	1,800	3RD	WATER
2 MG RESERVOIR REHAB	60,000	3RD	WATER
E911 HARDWARE	10,900	3RD	E911
LAPTOP COMPUTERS	25,000	3RD	E911
STREET IMPROVEMENT	-	3RD	GENERAL
RESIDENTIAL SIDEWALKS	40,000	3RD	GENERAL
VEHICLE REPLACEMENT	29,000	3RD	GENERAL
REFUSE PACKER	180,000	3RD	GARBAGE
VEHICLE REPLACEMENT	500,000	3RD	BOND
SANITARY SEWER MAIN REHAB / REPAIR	200,000	3RD	BOND
STORM SEWER UPGRADE - BEACH RD	55,000	3RD	BOND
STREET IMPROVEMENT	975,000	3RD	BOND
VILLAGE COURT PARKING LOT	230,000	3RD	BOND
STREET IMPROVEMENT	-	3RD	MFT

TOTAL THIRD QUARTER (SEPTEMBER - NOVEMBER 2009) 2,460,200 3RD

SECURITY UPGRADES - WATER TOWER	10,000	4TH	WATER
REPLACE HL 2 - VFD	10,000	4TH	WATER
DATA ARCHIVING SYSTEM	-	4TH	GENERAL
SEWER VACUUM	-	4TH	GENERAL
VIDEO CAMERAS FOR SQUAD CARS	-	4TH	GENERAL
VEHICLE REPLACEMENT	27,000	4TH	GENERAL
VEHICLE REPLACEMENT	-	4TH	GENERAL
3/4 TON PICK UP TRUCK	32,000	4TH	GARBAGE
VILLAGE HALL IMPROVEMENTS - PS OFFICE / CELL MODIFICATIONS	390,000	4TH	BOND
VILLAGE HALL IMPROVEMENTS - FURNITURE	25,000	4TH	BOND

FOURTH QUARTER (DECEMBER 2009 - FEBRUARY 2010) 494,000 4TH

FISCAL YEAR 2010 CAPITAL GRAND TOTAL	4,824,876		
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FUND BALANCE SUMMARY
Including All Financing Sources and Uses

This table projects the fund (cash) balances of major funds from February 29, 2008 as audited through the end of the current fiscal year on February 28, 2009 to the end of the requested fiscal year on February 28, 2010.

FUND	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)
	ACTUAL	FY 2009 (PROJECTED)				PROJECTED	FY 2010 BUDGET				PROJECTED
	FUND BALANCE 2/28/2008	REVENUE PROPERTY TAX	EXPENSES OTHER PROJECTED	PROJECTED SURPLUS/ (DEFICIT)	FUND BALANCE 2/29/2009	REVENUE PROPERTY TAX	EXPENSES OTHER BUDGET	ACTUAL SURPLUS/ (DEFICIT)	FUND BALANCE 2/28/2010		
OPERATING FUNDS											
GENERAL (2)	2,142,474	6,845,519	7,788,104	14,478,539	155,084	2,297,558	7,083,300	6,757,280	13,878,578	(37,998)	2,259,560
WATER (1)	215,612	-	1,790,933	1,974,682	(183,749)	31,863	-	1,983,540	1,931,258	52,282	84,145
GARBAGE	278,342	673,170	521,435	1,279,505	(84,900)	193,442	697,500	572,520	1,433,317	(163,297)	30,145
SUB-TOTAL	2,636,428	7,518,689	10,100,472	17,732,726	(113,565)	2,522,863	7,780,800	9,313,340	17,243,153	(149,013)	2,373,850
SPECIAL NON-OPERATING			66,000					1,270,020			
MFT	64,417	-	228,900	265,647	(36,747)	27,670	-	232,300	-	232,300	259,970
E 9-1-1	434,761	-	187,037	187,037	187,037	621,798	-	167,120	-	167,120	788,918
SUB-TOTAL	499,178	-	415,937	265,647	150,290	649,468	-	399,420	-	399,420	1,048,888
CAPITAL/DEBT											
CIP BONDS	-		7,424,791	52,550	7,372,241	7,372,241		109,000	3,835,000	(3,726,000)	3,646,241
DEBT SERVICE	87,809	2,413,070	36,488	2,570,049	(120,491)	(32,682)	2,742,289	33,425	2,744,789	30,925	(1,757)
GRAND TOTAL	87,809	2,413,070	7,461,279	2,622,599	7,251,750	7,339,559	2,742,289	142,425	6,579,789	(3,695,075)	3,644,484
TOTAL	3,223,415	9,931,759	17,977,688	20,620,972	7,288,475	10,511,890	10,523,089	9,855,185	23,822,942	(3,444,668)	7,067,222

Notes

(1) Fund Balance on 2/28/2008 is Cash and Equivalents listed on Page 30 of the FY 2008 CAFR.

(2) The fund balance for the General Fund are the und

0

Total Glencoe Tax Rate
(Per \$100 of Assessed Value)

<u>Taxing Unit</u>	<u>2004 Tax Levy</u> (Received in 2005)		<u>2005 Tax Levy</u> (Received in 2006)		<u>2006 Tax Levy</u> (Received in 2007)		<u>2007 Tax Levy</u> (Received in 2008)	
	<u>Rate</u>	<u>Percent</u>	<u>Rate</u>	<u>Percent</u>	<u>Rate</u>	<u>Percent</u>	<u>Rate</u>	<u>Percent</u>
Village	1.1780	16.42%	1.154	16.57%	1.189	17.07%	0.904	15.75%
Public Library	0.2080	2.90%	0.205	2.94%	0.215	3.09%	0.164	2.86%
High School District #203	1.6210	22.60%	1.577	22.64%	1.662	23.86%	1.299	22.63%
Grade School District #35	2.5630	35.73%	2.51	36.04%	2.637	37.86%	1.997	34.78%
Cook County	0.6530	9.10%	0.593	8.51%	0.557	8.00%	0.499	8.69%
Metropolitan Water Reclamation District	0.3470	4.84%	0.315	4.52%	0.284	4.08%	0.263	4.58%
Park District	0.3950	5.51%	0.387	5.56%	0.559	8.03%	0.42	7.32%
Community College District #535	0.1610	2.24%	0.158	2.27%	0.166	2.38%	0.141	2.46%
Other	0.0480	0.67%	0.066	0.95%	0.056	0.80%	0.054	0.94%
	7.1740	100.00%	6.9650	100.00%	7.3250	100.00%	5.7410	100.00%

Breakdown of Village Tax Levy

	<u>2005 Tax Ext.</u>	<u>2006 Tax Ext.</u>	<u>2007 Tax Ext.</u>	<u>2008 Tax Levy</u>
General Corporate	5,125,593	5,465,354	5,855,859	6,308,332
Garbage Fund	743,455	776,507	670,001	697,471
Police Pension	865,359	923,914	948,429	987,315
Fire Pension (2)	-	-	25,513	-
I.M.R.F. (3)	-	-	-	-
Social Security (3)	-	-	-	-
Sub-Total	6,734,407	7,165,775	7,499,802	7,993,118
% Change	6.16%	6.41%	4.66%	6.58%
Debt Service	2,518,406	2,411,931	2,521,618	2,597,493
Grand Total	\$ 9,252,813	\$ 9,577,706	\$ 10,021,420	\$ 10,590,611
% Change	5.74%	3.51%	4.63%	5.68%

(1) Per proposed levy ordinance and pending abatement ordinance (abatement not included).

(2) Fire Pension Levy now included in General Corporate Levy.

(3) I.M.R.F. and Social Security Levy now included in General Corporate Levy.

Equalized Assessed Valuation

	<u>2004 Tax Levy</u>	<u>2005 Tax Levy</u>	<u>2006 Tax Levy</u>	<u>2007 Tax Levy</u>
Total	\$ 743,395,329	\$ 764,643,235	\$ 805,505,398	\$ 1,109,274,339
% Change	34.08%	2.86%	5.34%	37.71%
IDOR Equalization Factor	2.5757	2.732	2.7076	2.8439

Notes

(1) 1994 Tax Levy shown does not reflect overcollection.

(2) 1995 Tax Levy for Debt Service shown does reflect abatement to offset 1994 Tax Levy overcollection.

VILLAGE OF GLENCOE
EXTENDED 2007 LEVY VERSUS PROPOSED 2008 TAX LEVY

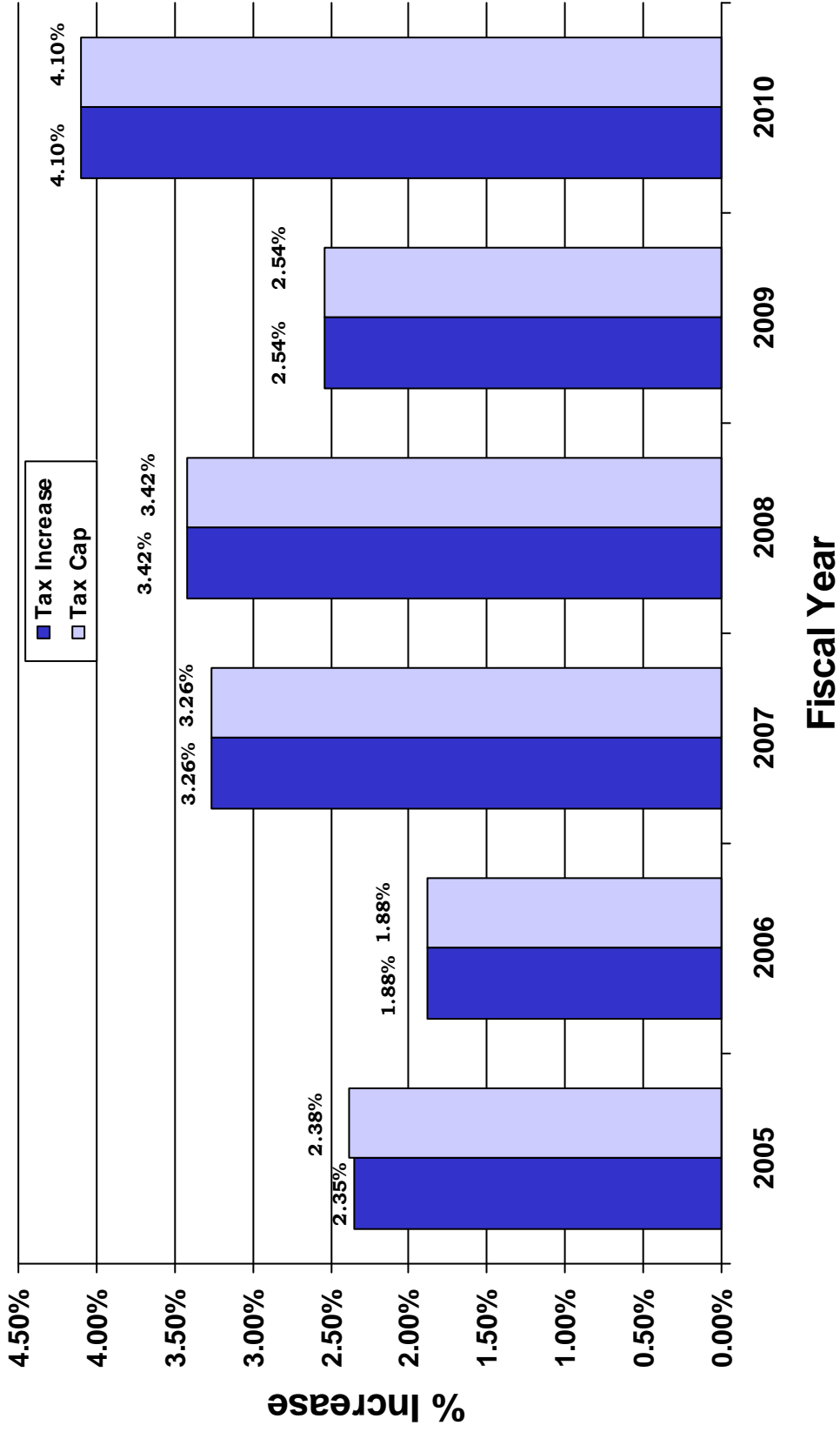
	EXTENDED 2007		PROPOSED 2008		% CHANGE 2007 TO 2008	\$ CHANGE 2007 TO 2008	RATE CHANGE 2007 TO 2008
	TAX EXTENDED	TAX RATE	PROPOSED TAX LEVY	PROPOSED TAX RATE			
GENERAL CORPORATE							
New EAV (1)	5,855,859	0.5279	6,095,949	0.5495	4.10%	\$240,090	0.0216
Fire Pension Fund (2)	0	0.0000	180,000	0.0162	N/A	\$180,000	0.0162
Total General Corporate	5,855,859	0.7270	6,308,332	0.5687	7.73%	\$452,473	(0.1583)
FIRE PENSION	25,513	0.0023	-	0.0000	-100.00%	(\$25,513)	(0.0023)
GARBAGE	670,001	0.0604	697,471	0.0629	4.10%	\$27,470	0.0025
POLICE PENSION (3)	948,429	0.0855	987,315	0.0890	4.10%	\$38,886	0.0035
VILLAGE SUB-TOTAL(1)	7,499,802	0.6761	7,993,118	0.7206	6.58%	\$493,316	0.0445
DEBT SERVICE (4)	2,521,618	0.2273	2,521,618	0.2273	0.00%	\$0	0.0000
VILLAGE TOTAL	10,021,420	0.9034	10,514,736	0.9479	4.92%	\$493,316	0.0445
LIBRARY TOTAL (5)	1,810,335	0.1632	1,934,397	0.1744	6.85%	\$124,062	0.0112
GRAND TOTAL	11,831,755	1.0666	12,449,133	1.1223	5.22%	\$617,378	0.0557

NOTES

- (1) Village sub-total includes \$180,000 as new EAV/Loss Collection. Absent that amount the increase is 4.18%
- (2) Allocated for future potential use by Firefighters Pension Fund, but General Fund to retain until needed.
- (3) Total funding target is \$1,401,637, balance to come from other financing sources in the General Fund.
- (4) Debt service listed includes approved abatement of \$75,875.
- (5) Approved Library levy.

Property Tax Versus Tax Cap

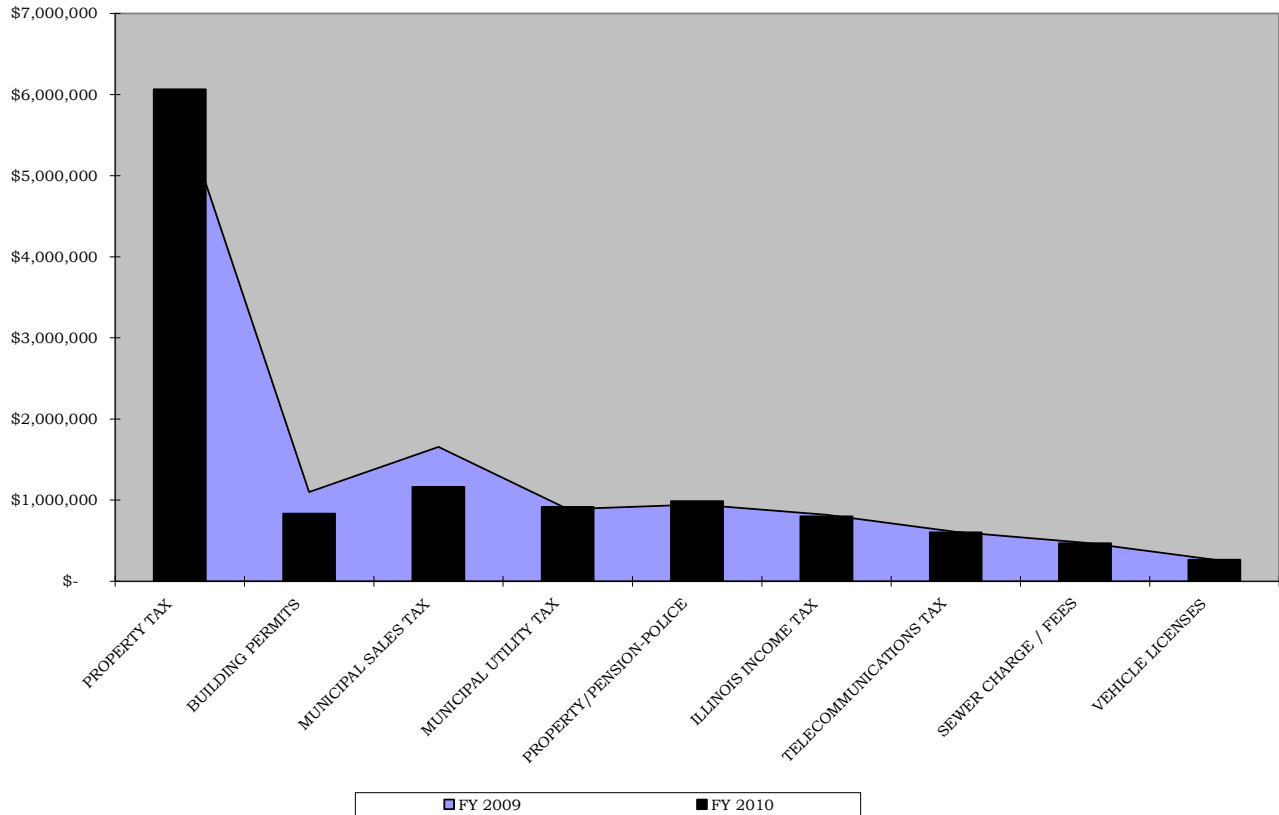
How Increase Compares to Tax Cap



GENERAL FUND REVENUE SUMMARY

The General Fund is comprised of various revenues that come to the Village in support of the general operations of the Village. The Finance Department accounts for over 80 different revenue sources annually. However, on average, 10 revenue sources make up on average over 86% of the General Fund revenue. These revenues are as follows, in descending order of actual average:

General Fund



Revenue Source	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Projected	FY 2010 Approved	% of Total
PROPERTY TAX	\$ 4,172,004	\$ 4,591,739	\$ 5,290,672	\$ 5,868,138	\$ 6,063,600	50.1%
BUILDING PERMITS	1,750,230	1,472,403	1,814,927	1,100,000	834,000	6.9%
MUNICIPAL SALES TAX	1,452,829	1,766,257	1,835,493	1,657,000	1,164,000	9.6%
MUNICIPAL UTILITY TAX	838,042	850,852	851,202	890,000	916,700	7.6%
PROPERTY/PENSION-POLICE	784,811	876,029	910,927	947,381	987,300	8.2%
ILLINOIS INCOME TAX	666,731	727,609	797,387	821,000	800,000	6.6%
TELECOMMUNICATIONS TAX	565,045	489,627	584,655	608,440	602,550	5.0%
SEWER CHARGE / FEES	341,311	336,357	323,454	475,000	469,680	3.9%
VEHICLE LICENSES	158,128	160,301	263,824	265,296	265,000	2.2%
PROPERTY TAX - FICA	316,285	291,182	-	-	-	0.0%
SELECTED TOTAL	11,045,416	11,562,356	12,672,541	12,632,255	12,102,830	100.0%
% Change	5.21%	4.68%	9.60%	-0.32%	-4.19%	
REMAINING TOTAL	1,587,721	1,798,481	1,975,398	2,001,368	1,737,750	
GRAND TOTAL	\$12,633,137	\$ 13,360,837	\$14,647,939	\$ 14,633,623	\$13,840,580	
% SELECTED OF GRAND TOTAL	87.4%	86.5%	86.5%	86.3%	87.4%	

Property Taxes are levied annually by ordinance adopted by the Village Board of Trustees each December. The monies are collected by the Cook County Collector and forwarded to the Villages semi-annually, usually in March and September. This revenue source is not only the largest, but also the most predictable.

In December 1999, the Village Board adopted a tax levy and resolution which will result in the resumption of the Loss in Collection policy. Unless otherwise directed, the Cook County levies a loss in collection factor of 3.0% to make up for taxes levied but otherwise not received by a community. The 2005 Levy ordinance also includes a projection of the new 2005 Equalized Assessed Valuation. Any revenue collected beyond budgetary need will be used to abate General Obligation debt service payments unless otherwise directed by the Village Board.

During deliberations on the long range financial plan, it was decided that given the low increases in property taxes that any new EAV be used as best determined by the Board. The 2008 tax levy ordinance (FY 2010) includes an abatement of \$75,875..

Utility Taxes are levied upon the gross receipts from the sale of utilities such as electricity, telephone, and gas in an amount not to exceed 5% of such receipts. These taxes are collected by the utility companies and forwarded to the Village on a monthly basis. Revenue from this source is dependent upon weather, and rates charged.

Income Taxes are withheld from the paychecks of Illinois residents. These funds are then disbursed to the respective communities based upon their population. Though income taxes are a significant revenue source they can be subject to economic conditions.

Sales Taxes are derived from the sale of tangible personal property at businesses located in the Village of Glencoe. A tax in the amount of 9% is collected by the vendor and forwarded to the Illinois Department of Revenue. For a typical sale in July for example, the tax would be collected from the purchaser at the point of sale, forwarded to the IDOR in August, reviewed and formulated by the IDOR in September and received by the Village in October. The Village represents 1.00% of the 9%.

Building Permits are paid by residents/contractors who are building or upgrading their homes or places of business. Plans are inspected to insure compliance with building and zoning regulations. The permits are issued at FAR x \$5.75 per sq. foot. The fee structure for building permits was last reviewed and modified during Fiscal Year 2007.

Telecommunications Taxes are received from "...all persons in the act or privilege of originating or receiving interstate or intrastate telecommunications at a rate of 5% of the gross charges paid by such person (sec. 35A-9 Glencoe Village Code). The tax is actually collected by telecommunications providers when they invoice their clients for the telecommunications service (telephone, fax, pagers, cellular). The service providers then forward the tax to the Village monthly. This tax will continue to grow as we see continued growth in communications technology and the internet. Telecommunications tax is now collected by the State of Illinois and remitted to the Village.

Sewer Charges were calculated at 35% of the dollar amount of water that is used in the winter billing quarter, however as of March 1, 2008, each residence will be billed based on their quarterly consumption. The charge for sewer will be \$.791 per 100 cubic feet. The minimum sewer bill will be \$7.91.

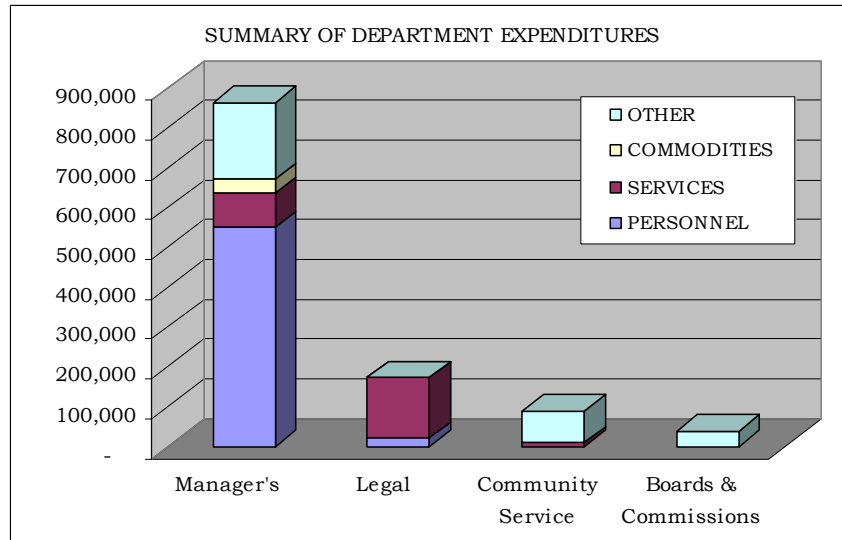
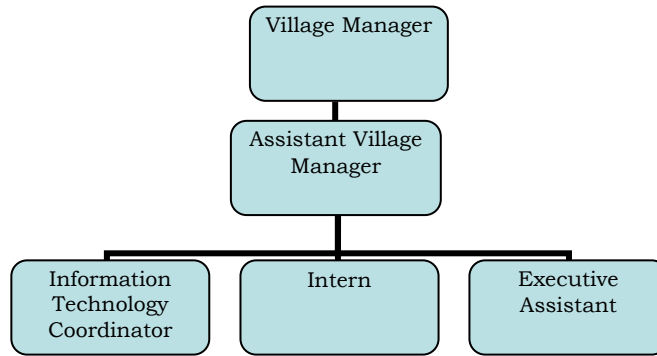
Vehicle Licenses are mailed to residents each winter with information retrieved from the Illinois Secretary of State's Office. Annual fees for most vehicles are \$50, seniors pay a discount rate of \$25 and hybrid vehicles pay 50% of their respective rate. Vehicle license stickers need not be displayed until April 15.

Investment Interest represent the amount of interest that is earned on investments the Village makes with any available funds it may have from time to time.

Special Duty Overtime is a service performed by our Public Safety Officer for which the Village is reimbursed. Historically, the most notable duty was Ravinia Parking. The Ravinia Parking detail has now been discontinued because parking for Ravinia is not allowed in Glencoe corporate limits. Other services include security for special events. The General Fund accounts for both the revenue and expense of special duty overtime.

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OFFICE OF THE VILLAGE MANAGER



	<u>Manager's</u>	<u>Legal</u>	<u>Community Service</u>	<u>Boards & Commissions</u>	Department Totals
PERSONNEL	550,953	22,893	-	-	573,846
SERVICES	85,000	150,500	10,750	-	246,250
COMMODITIES	36,760	-	-	-	36,760
SUB-TOTAL	672,713	173,393	10,750	-	856,856
DEBT SERVICE	-	-	-	-	-
CAPITAL	-	-	-	-	-
SUB-TOTAL	-	-	-	-	-
OTHER	192,000	-	79,135	38,750	309,885
COMBINED TOTAL	864,713	173,393	89,885	38,750	1,166,741
TRANSFERS OUT	-	-	-	-	-
DIVISION TOTAL	864,713	173,393	89,885	38,750	1,166,741

Administration Division DIVISION PURPOSE AND RESPONSIBILITIES

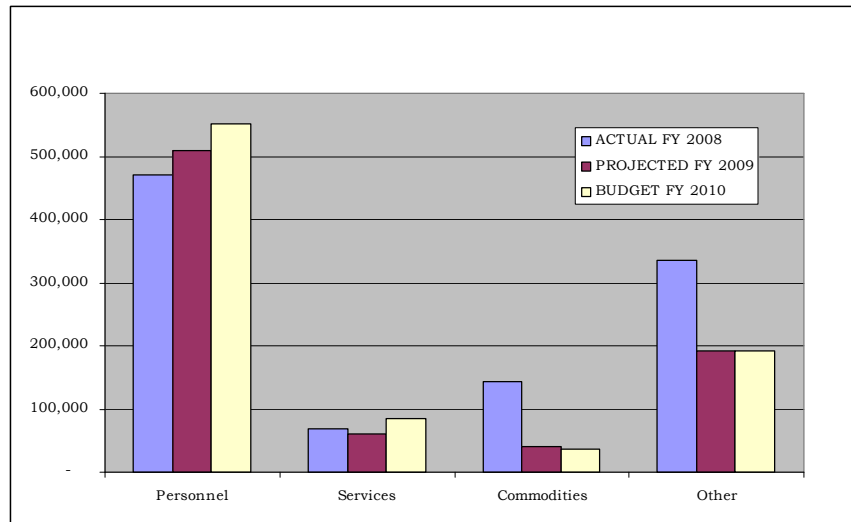
This division provides the following:

- Overall direction and administration of policies and programs established by the Village President and Board of Trustees;
- Coordinates activities of all operating departments;
- Formulates policies with respect to financial and personnel management and the operating departmental goals and objectives.

This division is also responsible for the following:

- Risk Management Program;
- Personnel Management;
- Recruitment; and
- Day to day management of the Village's employee workforce.

POSITION TITLE	AUTHORIZED FULL-TIME POSITIONS		
	FY 2008	FY 2009	FY 2010
Village Manager	1	1	1
Assistant Village Manager	1	1	1
Executive Assistant	1	1	1
Information Technology Coordinator	0	1	1
FULL-TIME EQUIVALENT	3	4	4



	ACTUAL FY 2008	PROJECTED FY 2009	BUDGET FY 2010	% Increase (Decrease from Projected)
Personnel	470,847	509,917	550,953	8.05%
Services	67,760	60,500	85,000	40.50%
Commodities	142,693	40,000	36,760	-8.10%
Subtotal	681,300	610,417	672,713	10.21%
Debt Service	-	-	-	N/A
Capital	-	-	-	N/A
Other	334,750	192,000	192,000	0.00%
Transfer	-	-	-	N/A
Grand Total	1,016,050	802,417	864,713	7.76%

Administration Division (continued)

Review of Fiscal Year 2009

In Fiscal Year 2009, voters approved a 7.3 million dollar bond referendum for infrastructure improvements, facility renovations and the purchase of capital equipment for the Public Safety Department. The renovation of the Village Hall that began in early Fiscal Year 2008 was completed in Fiscal Year 2009. The renovation included upgrades to the E911 Communication Center, improved security and workspace enhancements, creation of an additional conference room off the main hallway and expanded Resident Services counter. The renovation work was also completed meeting green standards since the Village of Glencoe is a Bronze member of the "Clean Air Counts" community. The Village Board discussed and forwarded referrals to the Affordable Housing Committee to review zoning regulations and the Affordable Housing Plan, and the Zoning Commission to review the current Zoning Code provisions relating to political-type signs. The Contextual Design Review Commission (CDRC) continued to meet during FY09 to review residential projects on a voluntary basis in exchange for zoning and floor area ratio adjustments as well as consideration of a referral from the Village Board to study programs, policies and incentives regarding sustainable/green design. A review of the Village Landscape Waste Collection Program resulted in implementation of a sticker program moving the cost of the service to its end users. The Glencoe Human Relations Forum continued its work with 'Gallery 659 Vernon' an artisan gallery that celebrates and promotes the Forum's theme "Glencoe Celebrates Diversity." The Public Safety Commission promoted two Officers to the position of Lieutenant and hired three Public Safety Officers. The Historic Preservation Commission presented sixteen awards at its Fifteenth Annual Preservation Awards Program. Staff also worked with the Chamber of Commerce to sponsor various programs for residents in the community, including "Movies on the Green", "Annual Sidewalk Sale" and "Farmers Market". Fiscal Year 2009 also included the second year of the Glencoe Grand Prix in August 2008. The Village began to offer live video along with the ability to hear Village Board meetings live on the web in FY2009. The use of the website as an access point for residents interested in obtaining basic village maps continued during FY2009.

Goals for Fiscal Year 2010

The Village Managers Office will continue to provide the staffing needed to meet the service demands of the community during Fiscal Year 2010. The Village Manager will continue to evaluate personnel levels to seek ways to reduce redundancy and ensure the number of employees is commensurate with the required responsibilities, while maintaining the high level of services to the community.

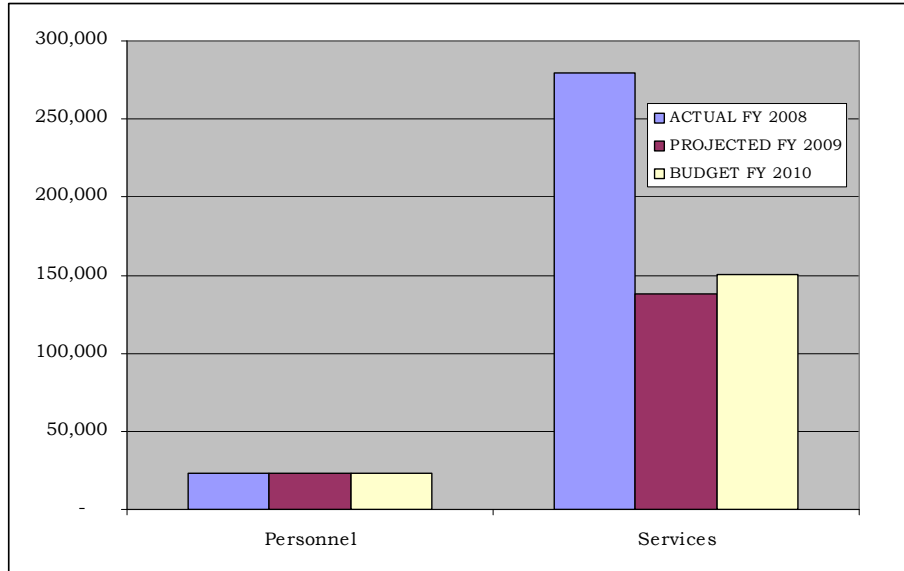
Staff in the Manager's Office will continue to seek ways of providing innovative and desired services at cost efficient levels without jeopardizing the quality of services. Staff will continue to update the Village website and cable page as well as tape and broadcast all Village Board meetings to increase available methods of communication with the Village. Staff will implement live web casting of all Village Board meetings to add an additional avenue of communication with residents. E-mail addresses for staff and the Village Board are posted on the Village website, which increases resident access to elected officials and staff. The position of Information Technology Coordinator added to the Village Manager's office in FY2009 will continue to coordinate and enhance resident access to village government services.

Legal Division DIVISION PURPOSE AND RESPONSIBILITIES

This division provides legal services from the following types of counsel:

- Village Attorney;
- Prosecutor; and
- Labor Counsel.

These firms and individuals provide support and advice to the Village Administrative Staff, the Village President and the Board of Trustees on all legal matters.



	ACTUAL FY 2008	PROJECTED FY 2009	BUDGET FY 2010	% Increase (Decrease from Projected)
Personnel	23,258	23,316	22,893	-1.81%
Services	279,333	138,000	150,500	9.06%
Commodities	-	-	-	N/A
Subtotal	302,591	161,316	173,393	7.49%
Debt Service	-	-	-	N/A
Capital	-	-	-	N/A
Other	-	-	-	N/A
Transfer	-	-	-	N/A
Grand Total	302,591	161,316	173,393	7.49%

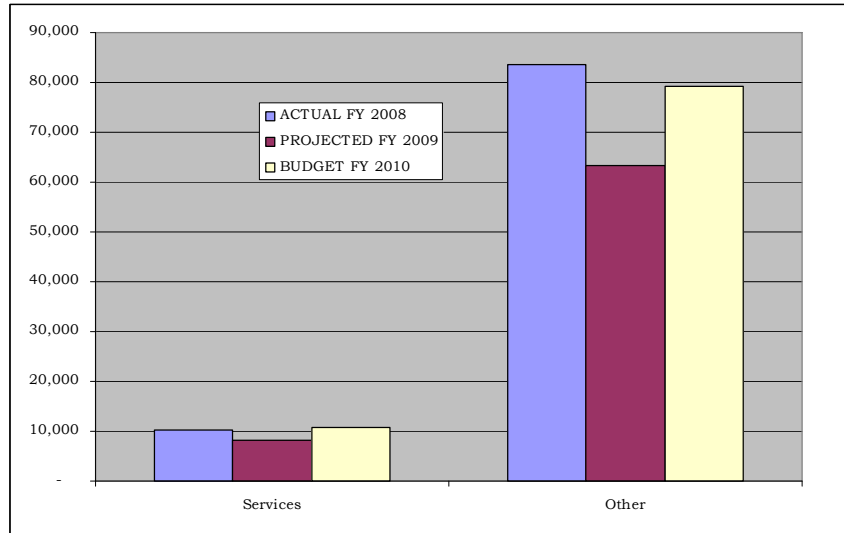
Review of Fiscal Year 2009

Legal services during Fiscal Year 2009 were in excess of budget. The excess was primarily due to litigation involving zoning appeals and labor (personnel) issues.

Health / Community Services Division DIVISION PURPOSE AND RESPONSIBILITIES

This division provides limited financial support and funding for the following:

- Three Glencoe Social Service Agencies;
- Special events, these include quarterly blood drives and Fourth of July Arts and Crafts Fair;
- Monthly health screening services delivered by the North Shore Visiting Nurses Association;
- Senior Housing Aid; and
- Animal Control.



	ACTUAL FY 2008	PROJECTED FY 2009	BUDGET FY 2010	% Increase (Decrease from Projected)
Personnel	-	-	-	N/A
Services	10,274	8,300	10,750	29.52%
Commodities	-	-	-	N/A
Subtotal	10,274	8,300	10,750	29.52%
Debt Service	-	-	-	N/A
Capital	-	-	-	N/A
Other	83,500	63,300	79,135	25.02%
Transfer	-	-	-	N/A
Grand Total	93,774	71,600	89,885	25.54%

Review of Fiscal Year 2009

Having established a Village Board policy for the disbursement of Community Grant funds, the Fiscal Year 2009 budget provided assistance to various community services groups. While it is anticipated that the Village Board will review their policy on community grant funding, the Budget allocates funding to continue a program of community grant funding for FY09.

Goals for Fiscal Year 2010

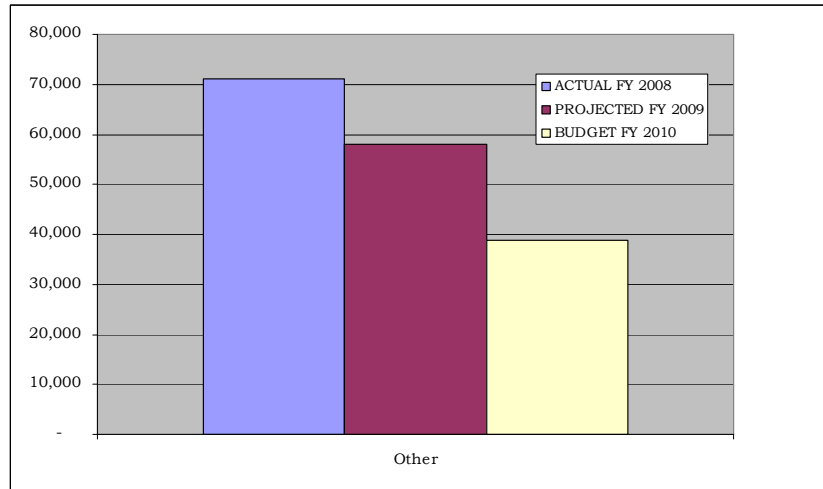
The Village will work with various Community and Health service providers to educate and facilitate the needs of the Community.

Special Boards Division DIVISION PURPOSE AND RESPONSIBILITIES

This division provides funding for the activities of the Village's Boards and Commissions, these include:

- Zoning Board of Appeals;
- Zoning Commission;
- Plan Commission;
- Historic Preservation Commission;
- Human Relations Forum; and
- Public Safety Commission.

Staff support is provided to the Village of Glencoe Boards and Commissions by the Office of the Village Manager, the Department of Public Works and the Department of Public Safety.



	ACTUAL FY 2008	PROJECTED FY 2009	BUDGET FY 2010	% Increase (Decrease from Projected)
Personnel	-	-	-	N/A
Services	-	-	-	N/A
Commodities	-	-	-	N/A
Subtotal	-	-	-	N/A
Debt Service	-	-	-	N/A
Capital	-	-	-	N/A
Other	71,221	57,950	38,750	-33.13%
Transfer	-	-	-	N/A
Grand Total	71,221	57,950	38,750	-33.13%

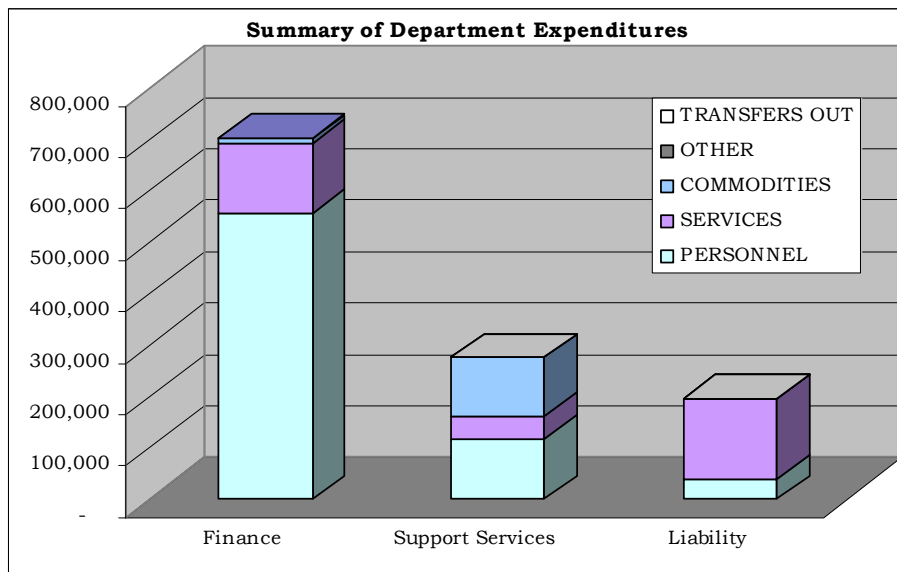
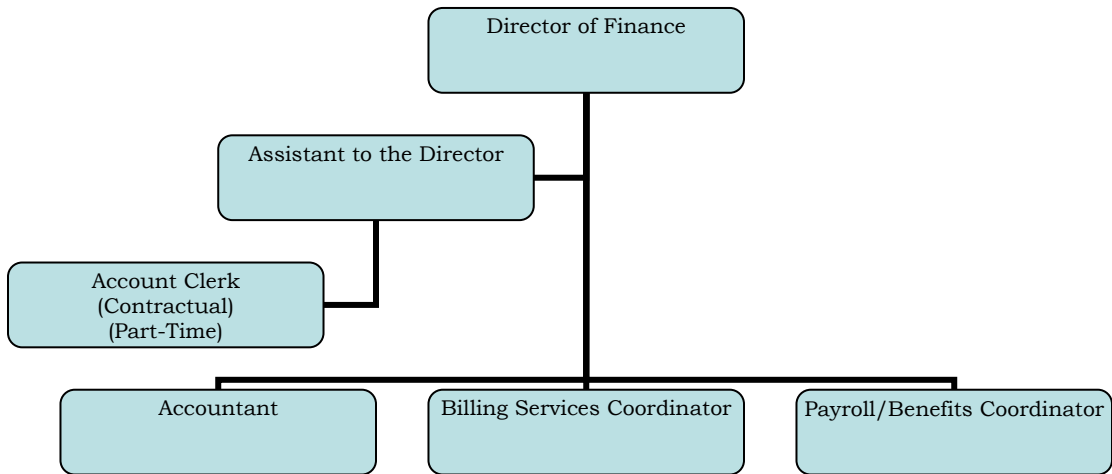
Review of Fiscal Year 2009

The Special Board's Division of the Village Manager's Office provided funding for the operations of the various boards and commissions of the Village.

Goals for Fiscal Year 2010

The Special Board's Division of the Village Manager's Office will continue to provide funding for the operations of the various boards and commissions of the Village.

FINANCE DEPARTMENT



	Finance	Support Services	Liability	Total
PERSONNEL	556,406	116,600	40,000	713,006
SERVICES	135,865	44,781	155,650	336,296
COMMODITIES	8,645	114,379	-	123,024
SUB-TOTAL	700,916	275,760	195,650	1,172,326
DEBT SERVICE	-	-	-	-
CAPITAL	-	50,900	-	50,900
SUB-TOTAL	-	50,900	-	50,900
OTHER	2,250	-	-	2,250
COMBINED TOTAL	703,166	326,660	195,650	1,225,476
TRANSFERS OUT	-	-	-	-
GRAND TOTAL	703,166	326,660	195,650	1,225,476

Administration Division DIVISION PURPOSE AND RESPONSIBILITIES

Provides the financial and personnel support and accounting services for:

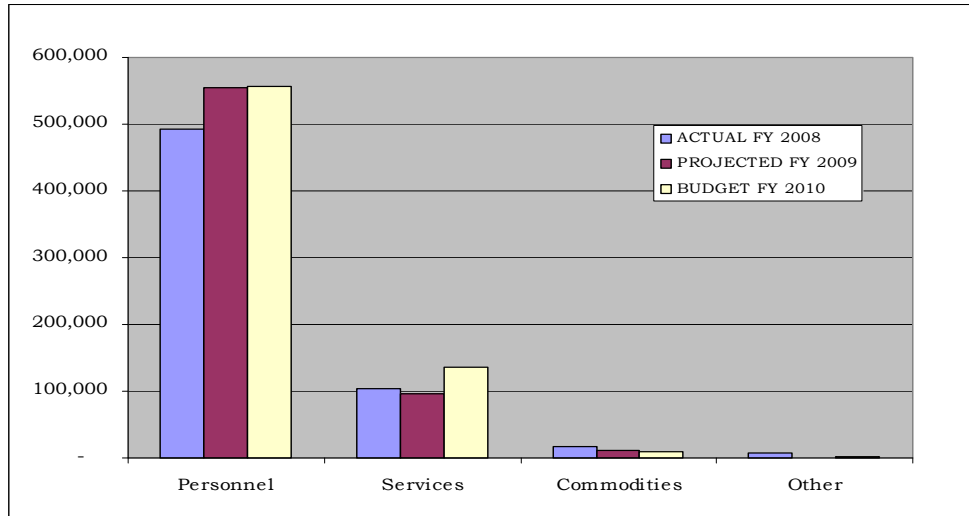
- Payroll Disbursements
- Process Accounts Payable
- Revenue Receipts
- Benefits Administration
- Processing Utility Bills
- Day to day support to the Office of the Village Manager
- Day to day support to the Glencoe Golf Club

Other responsibilities include:

- Handling the annual audit process
- Handling the finances for the Police and Fire Fighter Pension
- Drafting monthly reports for both the Village and the Glencoe Golf Club
- Drafting the Long Range Plan
- Drafting the annual budget
- Drafting the CAFR



AUTHORIZED FULL-TIME POSITIONS			
POSITION TITLE	FY 2008	FY 2009	FY 2010
Director of Finance	1	1	1
Assistant to the Finance Director	1	1	1
Accountant			
Payroll Benefits Coordinator			
Billing Coordinator	1	1	1
	0	1	1
FULL-TIME EQUIVALENT	3	4	4



	ACTUAL FY 2008	PROJECTED FY 2009	BUDGET FY 2010	% Increase (Decrease from Projected)
Personnel	492,357	554,566	556,406	0.33%
Services	104,374	95,619	135,865	42.09%
Commodities	16,639	11,800	8,645	-26.74%
Subtotal	613,370	661,985	700,916	5.88%
Other	6,635	500	2,250	350.00%
Transfer	-	-	-	N/A
Grand Total	620,005	662,485	703,166	6.14%

Review of Fiscal Year 2009

The department continued to perform duties including:

- Monthly utility billing;
- Accounts payable;
- Process cash receipts;
- Payroll processing;
- Employee benefits coordination;
- Miscellaneous billing for services such as alarm occurrences or special pick-up;
- Pension Funds Administration;
- Annual budget development;
- Long Range Financial Planning;
- CAFR development;
- Financial policy review and development; and
- Village ledger maintenance.

The annual budget is prepared in accordance with the Government Finance Officer's Association requirements. Each year the Finance Department incorporates changes will allow the budget to be a better planning document and more user-friendly.

The Administration division worked with the Human Relations Forum for the third year to produce the annual vehicle stickers.

Of note, the department continued to use a temporary service to fill a need that otherwise would have been filled with a temporary employee.

Online payments via credit card continue to increase in popularity. Online payment is a safe, secure and convenient manner of payment. Individuals (both residents and non-residents) are able to pay at the counter with their credit card or mail back their payment stub with their credit card information included. Credit cards can be used to pay utility bills, alarms occurrence bills, alarm registration, citations and vehicle sticker/animal license renewal. Credit card payments are the preferred method of bill payment both at the resident services counter and online.

A request for proposal was drafted for the following items:

- Custodial Banking Services for the Police Pension Fund;
- Investment Advisor for the Police Pension Fund;
- Insurance Brokerage Services;
- Financial Advisory Services, and
- Needs Assessment at the Golf Club (this item is still under review and a decision on the mailing / due date of the proposal has yet to be decided).

The other four proposals demonstrated a substantial cost savings for the Village and the Pension Fund. Wayne Hummer submitted a proposal for both Investment Advisor and Custodial Banking Services, providing custodial banking services at no change and investment services at a rate less than our current.

Corporate Benefit Consultants provided a proposal for insurance brokerage services eliminating a commission base fee. This firm was selected as the Village's insurance broker, they were able to cut not only the fees that are paid to them as the broker but also decrease our renewal cost by more than 3%. This renewal cost is significant given that in prior years we were receiving double digit renewals from our prior broker and paying commission.

Due to the referendum questions, the Finance Department felt that it was appropriate to review financial advisory firms through the proposal process. Ultimately, it was decided that Speer Financial was the most qualified firm that submitted a proposal. Speer Financial handled the issuance for \$7.4 million in bonds that will take place on January 15, 2008.

The Finance Department assisted the Village Manager's Office in the review of vendors that submitted proposals to develop a new Village website. The Manager's Office drafted the proposals and the Finance Department reviewed proposals and interviewed website vendors, ultimately deciding on American Eagle as the most qualified.

The Finance Department worked on the 2008 Bond Issue Program, the referendum questions were listed on November ballot and both passed.

This year, we increased efforts to collect on outstanding citations issued by Public Safety. The response rate of the notifications sent out by the Finance Department range from 15% to 50% per file that is received by Finance from Public Safety. Items that the Finance Department is unable to collect are then forwarded to our collection service. As indicated by the projected revenues for Fiscal Year 2009, the Finance Department has increased the collection rate for these outstanding fines and by refining our process, less time lapses prior to receiving payment.

The Finance Department received approval at the end of Fiscal Year 2008 to change financial software from Sungard Pentamation to Innoprise. The Finance Department has worked diligently to convert all items to Innoprise. The financials module is completely converted, however, for purposes of licensing, payroll, and cash receipts, the department is still working under both systems. New reporting and monthly reports were developed based on the software conversion.

Goals for Fiscal Year 2010

During Fiscal Year 2010, the Finance Department will complete the transition from Sungard Pentamation to Innoprise. The long term goal is to streamline as many processes as possible and eliminate any type of redundancy when possible.

With the change to Innoprise, the Finance Department will evaluate the possibility of mailing/emailing utility bills and vehicle/animal applications. Currently, these items are outsourced to Direct Response Resource. The new software will increase efficiency, allowing for resident access. If residents can sign up to receive all invoices via email or login to their account, this would diminish the pieces of mail that are sent out.

Finance Department will assist in the new website development and update.

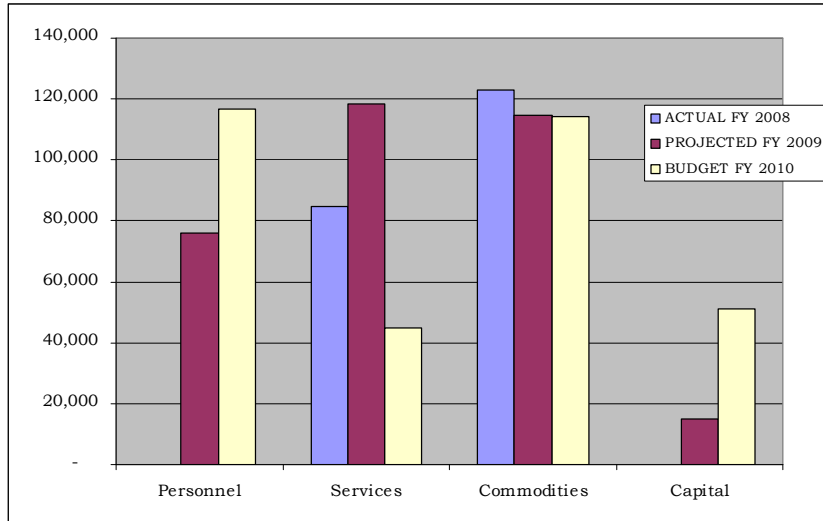
An annual goal of the Finance Department is to review services that are being provided to the Village and discover cost savings whether it is through a request for proposal process or state contract pricing that the Village is eligible for.

Staff will continue to assist the golf club in performing inventory and financial reporting. The department will continue to refine procedures, forms and databases for use on the network. The department will conduct additional training on the financial software for Village employees.

SUPPORT SERVICES DIVISION DIVISION PURPOSE AND RESPONSIBILITIES

Provides support for other departments, and responsibilities include:

- Purchase and research of software, equipment and supplies;
- Update the Village website;
- Maintain email accounts and quarantine unsolicited emails;
- Maintain Novell, Groupwise, and Pentamation Server;
- Control internet access by blocking restricted sites;
- Provide updates for workstations and servers;
- Provide support for network; and
- Provide support for workstations.



	ACTUAL FY 2008	PROJECTED FY 2009	BUDGET FY 2010	% Increase (Decrease from Projected)
Personnel	-	76,149	116,600	53.12%
Services	84,818	118,483	44,781	-62.20%
Commodities	122,827	114,500	114,379	-0.11%
Subtotal	207,645	309,132	275,760	-10.80%
Debt Service	-	-	-	N/A
Capital	-	15,000	50,900	239.33%
Other	-	-	-	N/A
Transfer	-	-	-	N/A
				N/A
Grand Total	207,645	324,132	326,660	0.78%

Review of Fiscal Year 2009

The Finance Department also coordinated the information technology activities of the Support Services Division for the first ½ of the fiscal year. Expenditures are only authorized to this division from the Village Manager, the Assistant to the Village Manager, and the Finance Director. This division now has 1 full time personnel, the Information Technology Coordinator. This position is supervised by the Assistant Village Manager and the Village Manager.

Most duties that were handled by the Finance Department were transitioned to the new position in July. Finance will assist in a support capacity in the absence of the Information Technology Coordinator, as needed.

The Information Technology Coordinator worked on a request for proposal for a new telephone system. Currently, he is working in conjunction with Public Safety and the Village Manager's Office to make a final decision on the appropriate telephone system.

Goals for Fiscal Year 2010

Support Services provides funding for all computer and related communication services (Software/Hardware Maintenance and Support, Web Services, Computer Upgrades).

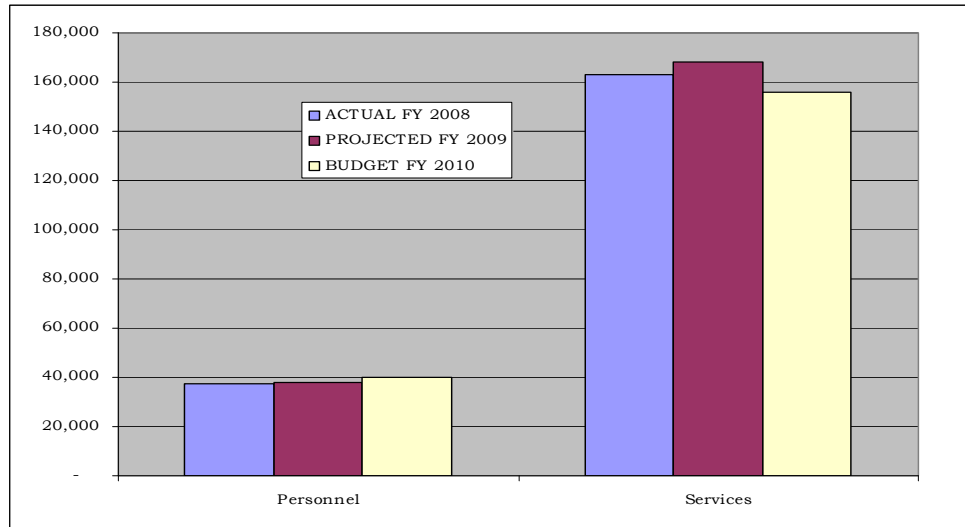
The goal of Information Technology for 2010 is to improve services to residents and to Village staff. Our new website will be the main link to both residents and staff, featuring improved services such as an "E-news" and a Service Request portal for residents and an intranet module for staff. The intranet will enable 24 x 7 access to staff for all pertinent information. We are hoping to improve our infrastructure with the implementation of a new voice over internet protocol (VoIP) telephone system. Consolidating Technology, equipment and infrastructure with Public Safety is also slated to begin in 2010 and will be initiated by consolidating our email systems. Providing easier access to bill payment and customer history will also be achieved via our new Customer Information Services application.

Projects	Justification
Migrate GroupWise Email to Microsoft Exchange	Microsoft Exchange provides a greater ability for Mobile communication. Provide single email platform for Village staff including Public Safety.
Migrate Novell Networking File Sharing services to Microsoft platform	Novel has become less adaptable over the years and does not provide enough simple integration with other applications. Microsoft has become the industry standards and in effect integrates relatively easily with other applications.
Add New File Server	Implement File Sharing in a Domain environment.
Computer Upgrades	The minimum memory requirement for standard office applications has changed. For staff to perform their daily task efficiently, memory upgrade is necessary.
Implement Server blade technology	Blade servers bring advantages in space, power consumption, cable reduction, reliability, and economy of scale that may offer considerable longer term benefits including virtualization. Staff believes that implementing blade technology will help to reduce heat dissipation and power consumption and allow for the additional improved services.

RISK MANAGEMENT DIVISION DIVISION PURPOSE AND RESPONSIBILITIES

The purpose of this division is to:

- Fund premiums for the Village's participation in the Intergovernmental Risk Management Agency (IRMA)
- Fund deductible losses related to claims; and
- Fund premium cost of unemployment insurance.



	ACTUAL FY 2008	PROJECTED FY 2009	BUDGET FY 2010	% Increase (Decrease from Projected)
Personnel	37,647	37,700	40,000	6.10%
Services	163,219	168,000	155,650	-7.35%
Commodities	-	-	-	N/A
Subtotal	200,866	205,700	195,650	-4.89%
Debt Service	-	-	-	N/A
Capital	-	-	-	N/A
Other	-	-	-	N/A
Transfer	-	-	-	N/A
Grand Total	200,866	205,700	195,650	-4.89%

Review of Fiscal Year 2009

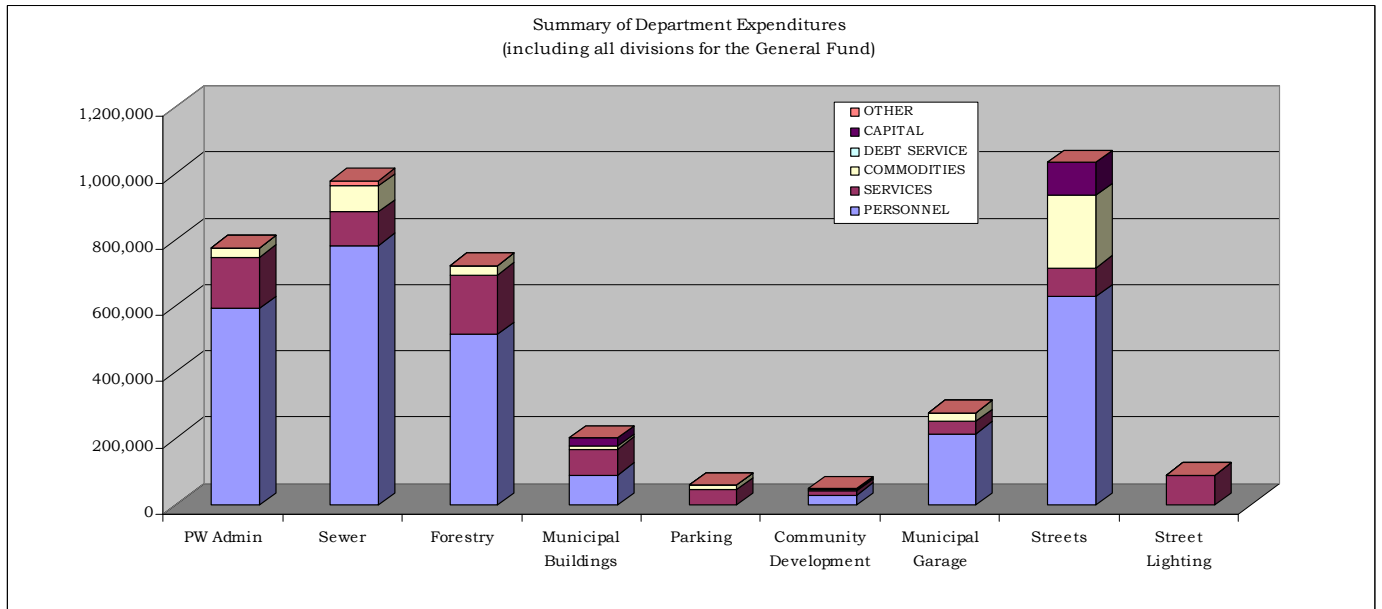
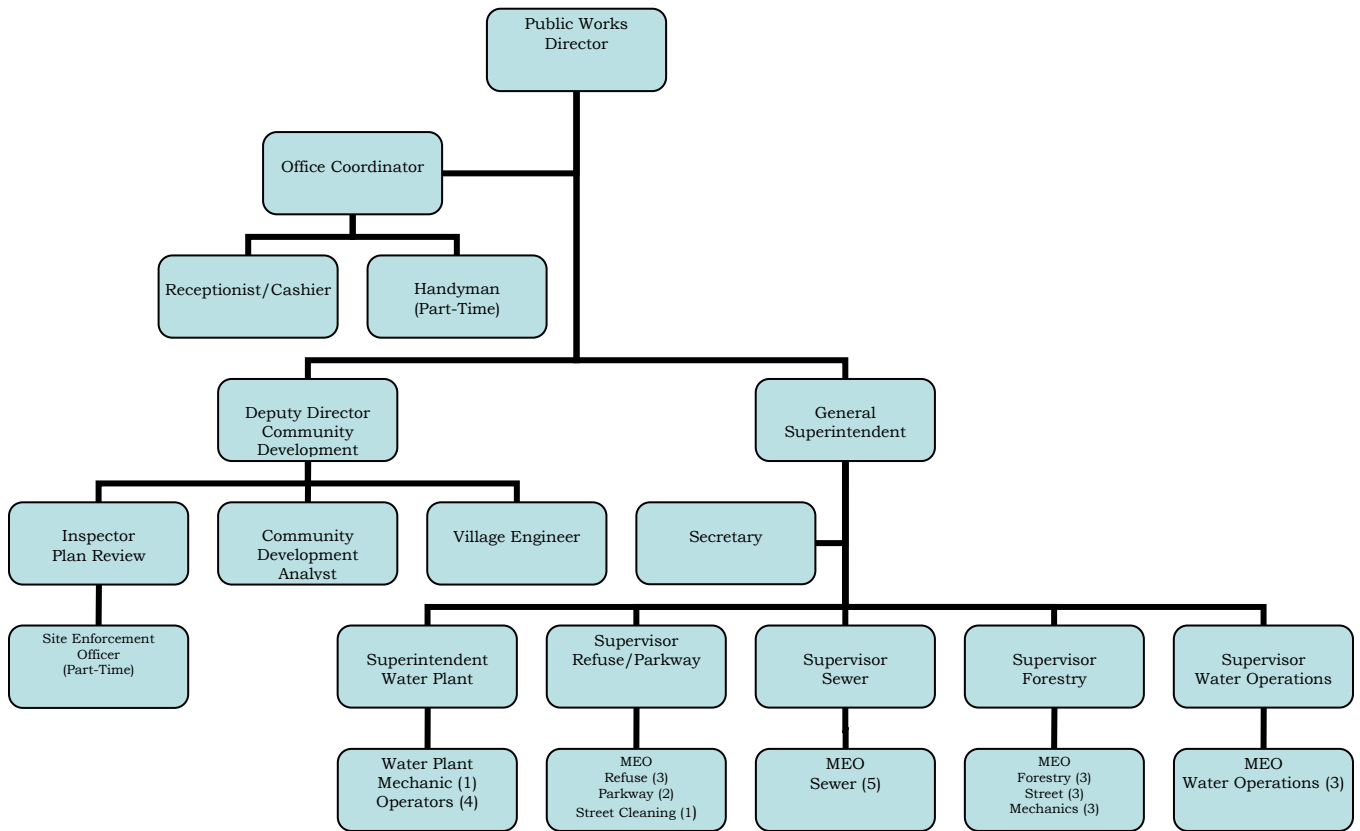
The Risk Management Division reflects the cost of the majority of the Villages contribution to IRMA. The Public Works Department, Water Fund, Golf Club Fund, Garbage Fund and Public Safety Department also pay a share of the total contribution. Beginning with 2009 claim year, the Village increased the per occurrence deductible from \$25,000 to \$50,000.

Goals for Fiscal Year 2010

The Risk Management Division provides for a portion of the 2008 IRMA contribution, certain non-specific deductibles and the Village's unemployment insurance expense.

Increase in IRMA deductible from \$25,000 to \$50,000, effective January 1, 2009 (end of FY 2009).

Public Works Department



General Fund										
	PW Admin	Sewer	Forestry	Municipal Buildings	Parking	Community Development	Municipal Garage	Streets	Street Lighting	Total
PERSONNEL	592,049	783,555	514,809	89,751	-	30,218	214,919	628,777	-	2,854,078
SERVICES	155,246	101,550	179,680	77,790	46,300	12,270	37,460	85,950	90,500	786,746
COMMODITIES	28,001	76,565	28,425	9,975	14,000	3,100	25,720	219,910	-	405,696
SUB-TOTAL	775,296	961,670	722,914	177,516	60,300	45,588	278,099	934,637	90,500	4,046,520
CAPITAL	-	-	-	25,000	-	-	-	99,676	-	124,676
SUB-TOTAL	-	-	-	25,000	-	-	-	99,676	-	124,676
OTHER	-	16,000	-	-	-	3,000	-	-	-	19,000
DIVISION TOTAL	775,296	977,670	722,914	202,516	60,300	48,588	278,099	1,034,313	90,500	4,190,196

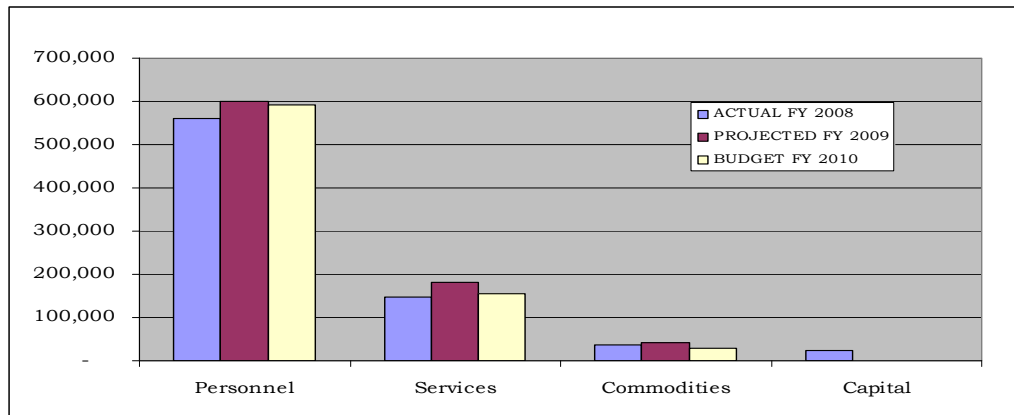
ADMINISTRATION DIVISION DIVISION PURPOSE AND RESPONSIBILITIES

This division provides the following:

- Preparation of preliminary engineering studies and surveys;
- Preparation of Plans;
- Preparation of specifications and costs estimates;
- Supervision and inspection of public improvement installations;
- Review of utility permits;
- Review of subdivision plats and other land development proposals;
- Coordinates for the provision and maintenance of our Village's infrastructure through planning, design and construction of capital improvements;
- Safe and healthy working environment; and
- Provides ongoing and regular staff support to the Office of the Village Manager, Planning Commission, the Zoning Commission, the Village President and the Board of Trustees for the review and consideration of all planning and development proposals within the Village of Glencoe.

Number of Positions Authorized			
POSITION TITLE	FY 2008	FY 2009	FY 2010
Director of Public Works	1	1	1
Village Engineer	1	1	1
Deputy Director of Public Works /Community Development*	1	1	0
Building & Zoning Administrator*	0	0	1
Office Coordinator	1	1	1
FULL TIME EQUIVALENT	4	4	4

* NOTE: Change in position title from Deputy Director of Public Works/Community Development to Building & Zoning Administrator.



	ACTUAL FY 2008	PROJECTED FY 2009	BUDGET FY 2010	% Increase (Decrease from Projected)
Personnel	561,840	599,404	592,049	-1.23%
Services	146,273	182,166	155,246	-14.78%
Commodities	35,967	43,331	28,001	-35.38%
Subtotal	744,080	824,901	775,296	-6.01%
Capital	23,885	-	-	N/A
Grand Total	767,965	824,901	775,296	-6.01%

Review of Fiscal Year 2009

The Administrative Division continued the ongoing development of the Village's Geographic Information System (GIS) in Fiscal Year 2009. The Village continues as a charter member of the GIS Consortium (GISC), a consortium that has grown to sixteen (16) area communities whose mission is to reduce the cost and risk of implementing a GIS program. Updates to the address data base, aerial mapping and the utility data base, along with staff training, were again key accomplishments in FY 09. Another important development has been the implementation of a system of replication that duplicates the Village's data back to the consortium server to support disaster recovery and provide the option of emergency staging from a remote location. The consortium is also working on GIS applications to improve efficiency of technology and training. Hardware upgrades in FY 2009 included a new GIS server and plotter.

Staff continued to provide support to the Plan Commission, Zoning Commission, and Contextual Design Review Commission in FY 2009.

Goals for Fiscal Year 2010

Continued development and maintenance of the Geographic Information System (GIS) in Fiscal Year 2010 will include ongoing enhancements to the master address database, maintenance of the Village utility data layer and updates to the field note maps. A newer version of the internet mapping application of the GIS data will be introduced in FY 2010 that will allow the public browser based access to valuable information. In addition, aerial photogrammetric services will begin a new 4-year revision mapping cycle.

Staff will continue to work with the Village Planner and provide support to the Zoning, Plan and Contextual Design Review Commissions.

SEWER DIVISION DIVISION PURPOSE AND RESPONSIBILITIES

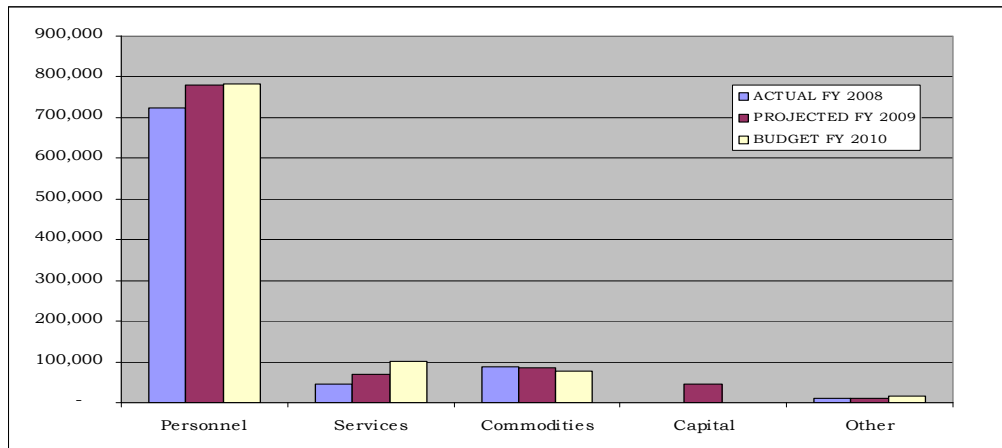
This division provides the following for the Village's sewers:

- Inspection
- Cleaning
- Repair
- Maintenance

The Village has 900 sanitary sewer manholes, 38.5 miles of sanitary sewer gravity sewer lines, 1.2 miles of sanitary sewer forced main, 8 sanitary sewer lift stations.

In addition to the above, the Sewer Division plans, directs and controls the maintenance of 70 miles of storm sewer lines and more than 1,200 storm sewer manholes and catch basins.

POSITION TITLE	<u>Number of Positions Authorized</u>		
	FY 2008	FY 2009	FY 2010
General Superintendent	1	1	1
Community Development Analyst	1	1	1
Administrative Secretary	1	1	1
Maintenance Equipment Operator	4	4	4
FULL TIME EQUIVALENT	7	7	7



	ACTUAL FY 2008	PROJECTED FY 2009	BUDGET FY 2010	% Increase (Decrease from Projected)
Personnel	723,417	779,709	783,555	0.49%
Services	44,852	69,293	101,550	46.55%
Commodities	88,478	84,977	76,565	-9.90%
Subtotal	856,747	933,979	961,670	2.96%
Capital	-	46,152	-	-100.00%
Other	10,000	12,000	16,000	33.33%
Grand Total	866,747	992,131	977,670	-1.46%

Review of Fiscal Year 2009

A number of Village storm sewer improvements were completed in FY 2009 in an effort to reduce localized flooding problems including work on Beach Road, LaPier Street and Park Place. With funding secured from IDOT, storm sewer improvements were also completed on Sheridan Road north of Wentworth Street. A record rainfall event in September 2008 resulted in Village-wide flooding and emphasized the need to study several locations in more detail to determine what cost-effective flood control improvements might need to be pursued in the near future.

FY 2009 was the sixth year of the Village's Sanitary Sewer Flood Prevention Rebate Program. This program provides partial reimbursements to residents who complete eligible private sanitary sewer flood control improvements, and again all budgeted funds were expended.

Routine maintenance efforts on approximately 130,000 feet of the Village's existing storm and sanitary sewers including cleaning, root control, and in-house televising of sewer mains to determine problem locations continued in FY 2009.

Goals for Fiscal Year 2010

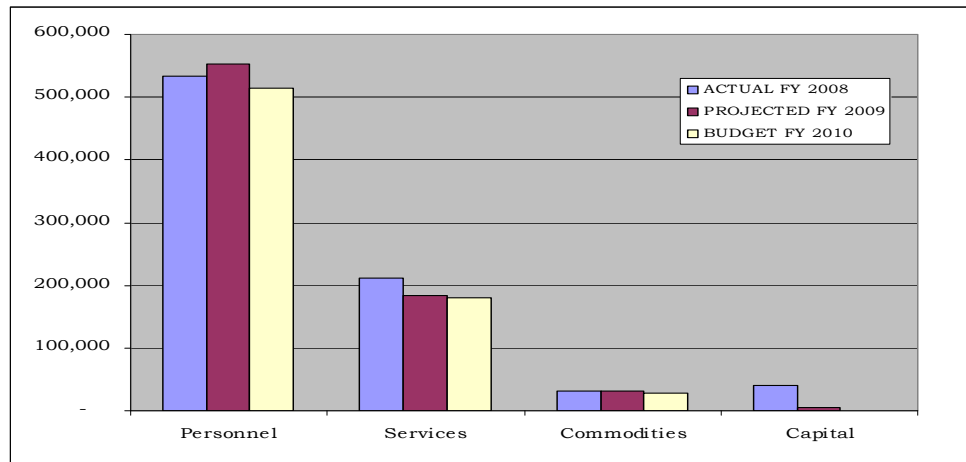
Routine maintenance televising and root control treatment will be continued on the sanitary and storm sewer systems. The Sanitary Sewer Flood Prevention Rebate Program for private residential flood control system improvements will expand in FY 2010. A comprehensive Storm Water Study of the drainage problem areas along south Green Bay Road and Palos Road will be completed in FY 2010. The recommendations of this study will be considered as part of the storm sewer and sanitary sewer capital improvements included in the bond issuance to be implemented during 2009 - 2011.

FORESTRY DIVISION DIVISION PURPOSE AND RESPONSIBILITIES

This division provides the following:

- Maintenance of the Village's parkway trees;
- Adds trees through the 50/50 cost sharing program for the replacement of dead trees and new trees;
- Removes dead or dying trees, including elms;
- Provides information to residents on the care of both public and private trees;
- Repairs parkways;
- Removes tree stumps; and
- Works to minimize street end/bluff erosion.

POSITION TITLE	<u>Number of Positions Authorized</u>		
	FY 2008	FY 2009	FY 2010
Public Works Supervisor	1	1	1
Maintenance Equipment Operator	4	4	4
FULL TIME EQUIVALENT	5	5	5



	ACTUAL FY 2008	PROJECTED FY 2009	BUDGET FY 2010	% Increase (Decrease from Projected)
Personnel	533,645	552,052	514,809	-6.75%
Services	211,607	184,502	179,680	-2.61%
Commodities	31,514	30,766	28,425	-7.61%
Subtotal	776,766	767,320	722,914	-5.79%
Capital	39,404	5,544	-	-100.00%
Grand Total	816,170	772,864	722,914	-6.46%

Review of Fiscal Year 2009

During Fiscal Year 2009, the annual tree-planting program saw 270 new trees planted on Village right-of-way: 57 of these trees were funded through tree permit revenue paid by residential developers, and 1 of these trees was 50-50 resident plantings. The computerized forestry inventory system was utilized again in FY 09 to maintain the trimming and pruning program. A total of 234 trees were removed (dead, hazard or DED) and 337 trees were trimmed. Village staff also worked closely with the Glencoe Golf Club to maintenance trimming on specific trees and emergency removal of storm damage at the golf course.

Staff continues to monitor ash trees on public property for any signs of the emerald ash borer, and update educational materials available on the website.

Staff began meeting with an Ad-Hoc Committee in FY 09 to review the current Tree Preservation Ordinance to determine if modifications or enhancements are warranted. The Committee will report any recommendations back to the Village Board.

Goals for Fiscal Year 2010

The tree-planting program in Fiscal Year 2010 includes funds to replace trees removed by the Village, particularly in areas where the 50/50 program may not apply. The Village will continue to promote the 50/50 program and the private property option. In anticipation of the impact of the Emerald Ash Borer (EAB), an increased effort will be initiated to remove declining ash trees. Following past practices, replacement trees will be planted from a broad list of 15 different trees to maintain diversity of tree types and reduce the visibility of significant tree losses when tree deaths occur from DED (Dutch Elm Disease), EAB, or other diseases or insect types not yet in this geographic region. Additional budget funds are included for potential assistance in contract removal and tree disposal costs based on regulatory compliance requirements.

In addition to continued recognition as a Tree City USA, staff continues to pursue professional accreditation for the department's forestry division under a program administered by the Society of Municipal Arborists which is part of the International Society of Arboriculture. The Village forestry crew follows professional tree care performance standards in all trimming and removal work. The Village now has 4 certified arborists on staff.

MUNICIPAL BUILDING DIVISION DIVISION PURPOSE AND RESPONSIBILITIES

This division provides the following:

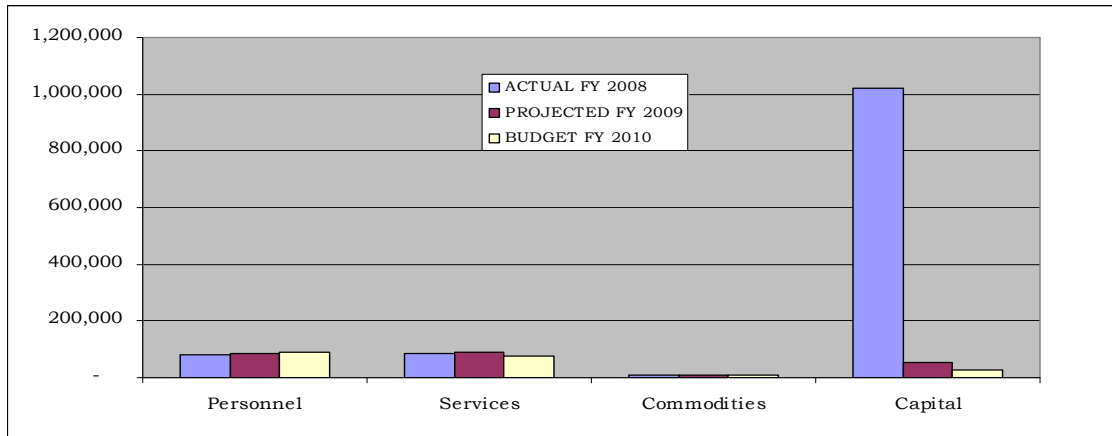
- Effective and timely maintenance of the Village Hall;
- Improvement of the Village Hall and Village Hall grounds;
- Maintenance of Temple Court Parking Lot; and
- Maintenance of bus shelters.

This division provides funding for the following:

- Village Hall heating;
- Village Hall lighting;
- Village Hall air conditioning; and
- Village Hall cleaning service.

Also, the Village related portion of the Handyman Assistance Program is included in this division.

Number of Positions Authorized			
POSITION TITLE	FY 2008	FY 2009	FY 2010
Building Custodian	1	1	1
FULL TIME EQUIVALENT	1	1	1



	ACTUAL FY 2008	PROJECTED FY 2009	BUDGET FY 2010	% Increase (Decrease from Projected)
Personnel	78,432	86,018	89,751	4.34%
Services	84,710	89,654	77,790	-13.23%
Commodities	9,494	10,190	9,975	-2.11%
Subtotal	172,636	185,862	177,516	-4.49%
Capital	1,021,912	52,000	25,000	-51.92%
Grand Total	1,194,548	237,862	202,516	-14.86%

Review of Fiscal Year 2009

Preliminary planning for the second phase of the Village Hall renovation improvements was initiated in FY 2009.

Maintenance improvements to the Village Hall in Fiscal Year 2009 included routine painting and replacement of a roof-top air conditioning unit. The landscaping at the north entrance to the Village Hall was upgraded with new trees, shrubs and perennials.

Tuck pointing and brick replacement was completed on the Train Station building and the last of the 1960 bus shelters was reconstructed on Green Bay Road at South Avenue.

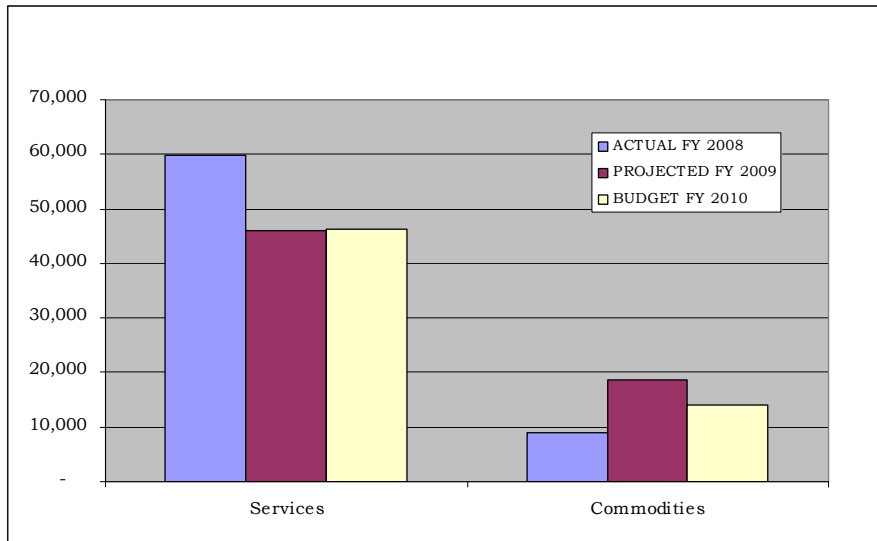
Goals for Fiscal Year 2010

Routine maintenance and repairs to all municipal buildings will continue in FY 2010. Structural repairs to the cupola on the high roof of the Village Hall will be completed this year. Architectural design work will proceed in FY 2010 on Phase II of the Village Hall renovation program. Construction will be completed for this phase, which includes all of the first floor area of the Public Safety Department, in FY 2010-11. Funding for this work was approved in the bond issuance.

PARKING AND TRAFFIC CONTROL DIVISION DIVISION PURPOSE AND RESPONSIBILITIES

This division provides for the safe and orderly flow of vehicular traffic through the Village by doing the following activities:

- Maintenance and installation of traffic signals;
- Maintenance and installation of traffic control signs;
- Maintenance and installation of street name signs;
- Maintenance and repair of the train station parking areas and the train station; and
- Parking improvements.



	ACTUAL FY 2008	PROJECTED FY 2009	BUDGET FY 2010	% Increase (Decrease from Projected)
Personnel	-			#DIV/0!
Services	59,919	46,000	46,300	0.65%
Commodities	9,022	18,530	14,000	-24.45%
Subtotal	68,941	64,530	60,300	-6.56%
Capital	-	-	-	N/A
Other				N/A
Transfer	-	-	-	N/A
Grand Total	68,941	64,530	60,300	-6.56%

Review of Fiscal Year 2009

Routine sign maintenance continued in FY 2009 as staff continued a multi-phase Village-wide program to standardize parking and regulatory traffic signing. Sign up-grades on Green Bay Road were completed as part of the Park District's Community Center improvements and the reconfiguration of the intersection of Green Bay Road and Vernon Avenue.

Goals for Fiscal Year 2010

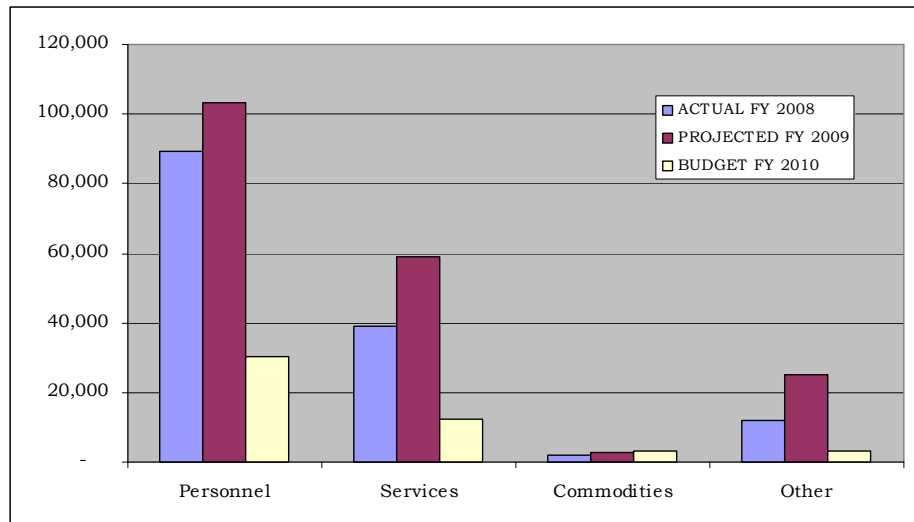
Upgrading of local street signing and pavement markings will continue in Fiscal Year 2010. This upgrading includes a Village-wide effort to standardize parking and regulatory traffic signing. Staff will continue to pursue implementation of the sign inventory onto the GIS.

COMMUNITY DEVELOPMENT DIVISION DIVISION PURPOSE AND RESPONSIBILITIES

This division of Public Works provides the following:

- Inspection and plan review services to assure that construction improvement requests are in compliance with all applicable code, permit, and Zoning/Plan Commission requirements and to assure that construction is in accordance with the approved plans by performing on-going construction inspection;
- Administration of zoning ordinance and sign ordinance;
- Enforcement of zoning ordinance and sign ordinance; and
- Village resident portion of the Handyman Assistance Program is included under this division.

Number of Positions Authorized			
POSITION TITLE	FY 2008	FY 2009	FY 2010
Building Inspector / Reviewer	1	1	1
FULL TIME EQUIVALENT	1	1	1



	ACTUAL FY 2008	PROJECTED FY 2009	BUDGET FY 2010	% Increase (Decrease from Projected)
Personnel	89,324	103,091	30,218	-70.69%
Services	39,172	59,151	12,270	-79.26%
Commodities	2,051	2,600	3,100	19.23%
Subtotal	130,547	164,842	45,588	-72.34%
Other	12,012	25,000	3,000	-88.00%
Grand Total	142,559	189,842	48,588	-74.41%

Review of Fiscal Year 2009

Reflecting the national economy the Village again experienced reduced residential construction in FY 2009. There were 18 permits issued for new single-family homes in 2008. At the same time building permits for residential additions and remodeling dropped slightly from the prior year. A major commercial scale renovation permit project at Am Shalom was completed and another at the Park District Community Center is nearing completion at the end of FY 2009.

The Plan Commission completed a comprehensive study of steep slopes and will be reviewing a recommendation with the Village Board late in FY 2009. Modifications to update the sign ordinance as it relates to private property were completed with the Village Board.

The availability of the Zoning Code on the Village web site was enhanced with a word search feature. Staff continues to promote this option to the public as a means of confirming basic zoning requirements.

Goals for Fiscal Year 2010

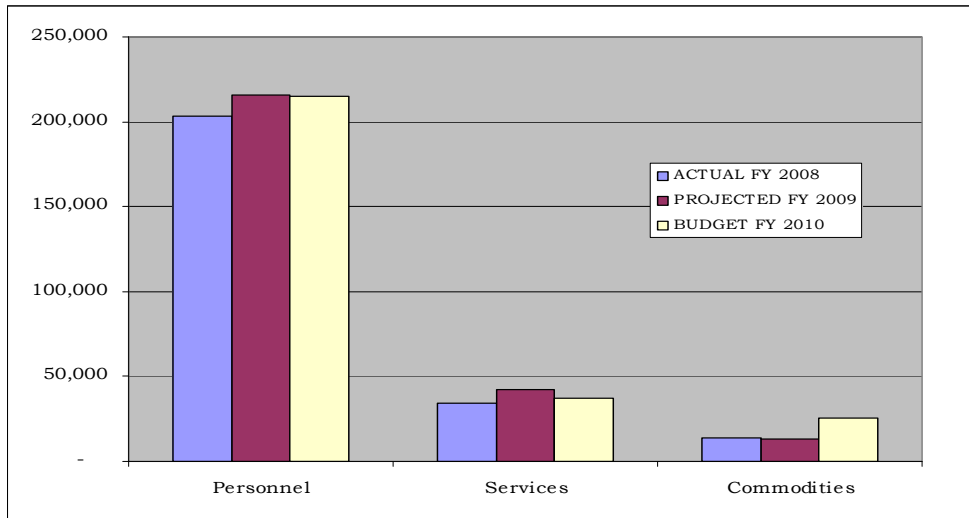
Residential and commercial construction activity is expected to continue at a reduced rate reflecting the national housing market. It is expected there will be a steady flow of residential remodeling and addition permits. Work is expected to be completed on the Glencoe Park District Community Center improvement in FY 2010.

MUNICIPAL GARAGE DIVISION DIVISION PURPOSE AND RESPONSIBILITIES

This division of Public Works provides the following:

- Proper and timely maintenance and service of all Village vehicles;
- Proper and timely maintenance and service of all equipment; and
- Maintenance repair and improvements to the Public Works service building.

Number of Positions Authorized			
POSITION TITLE	FY 2008	FY 2009	FY 2010
Mechanic	2	2	2
FULL TIME EQUIVALENT	2	2	2



	ACTUAL FY 2008	PROJECTED FY 2009	BUDGET FY 2010	% Increase (Decrease from Projected)
Personnel	203,312	215,984	214,919	-0.49%
Services	34,132	42,078	37,460	-10.97%
Commodities	13,799	13,350	25,720	92.66%
Grand Total	251,243	271,412	278,099	2.46%

Review of Fiscal Year 2009

Routine maintenance on the HVAC and building systems of the Public Works Service Building continued during Fiscal Year 2009.

Goals for Fiscal Year 2010

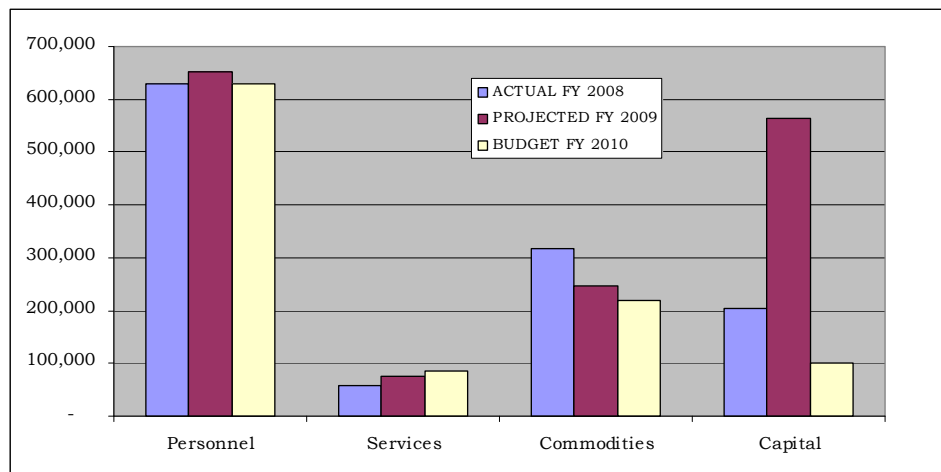
Routine repairs to the Public Works Garage building will continue in FY 2010.

STREETS, SIDEWALKS AND BRIDGE DIVISION DIVISION PURPOSE AND RESPONSIBILITIES

This division of Public Works is responsible for the following:

- Maintenance of street surfaces, curbs, sidewalks and bridges;
- Maintaining streets, parkways and bridges, keeping them free of dirt and litter;
- Mowing public areas;
- Clearing snow and ice off of streets, sidewalks, bridges and parking lots;
- Repairing bike trails; and
- Completing other Village improvements as assigned.

POSITION TITLE	<u>Number of Positions Authorized</u>		
	FY 2008	FY 2009	FY 2010
Public Works Supervisor	1	1	1
Receptionist/Cashier	1	1	1
Maintenance Equipment Operator	5	5	5
FULL TIME EQUIVALENT	7	7	7



	ACTUAL FY 2008	PROJECTED FY 2009	BUDGET FY 2010	% Increase (Decrease from Projected)
Personnel	629,718	652,787	628,777	-3.68%
Services	57,911	75,579	85,950	13.72%
Commodities	318,068	246,895	219,910	-10.93%
Subtotal	1,005,697	975,261	934,637	-4.17%
Capital	202,734	563,381	99,676	-82.31%
Grand Total	1,208,431	1,538,642	1,034,313	-32.78%

Review of Fiscal Year 2009

Maintenance improvements including pavement crack sealing, thermoplastic pavement markings, and patching of the Village's street system continued in FY 2009. As a part of an ongoing inspection of the street system Village-wide, staff completed year three of a maintenance resurfacing program in 2008. Nearly 200,000 square feet of pavement on five street locations was resurfaced. Residential sidewalk in areas south of Dundee Road and west of Green Bay Road was replaced as part of an ongoing maintenance replacement program. Work began on the IDOT maintenance resurfacing improvement to Dundee Road west of Forest Way Drive in FY 2009. The improvement also included a new modernized traffic signal at Forest Way Drive and landscaped medians. The Village enhanced the medians with the installation of irrigation and electrical systems.

Capital equipment purchased in FY 2009 includes a replacement 2-1/2 ton truck and street sweeper.

Goals for Fiscal Year 2010

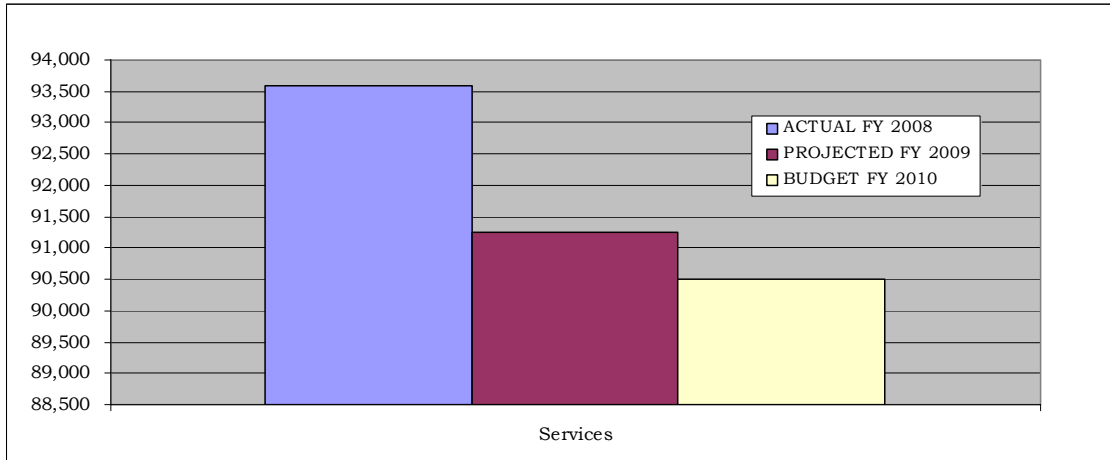
The Village will continue street maintenance crack sealing, thermoplastic pavement markings, and patching efforts on the Village's street system, as well as the annual sidewalk maintenance replacement program in FY 2010. Following the issuance of bonds in early FY 2010, the scope of the maintenance street resurfacing program will expand for a 3-year program beginning in 2009.

The IDOT maintenance resurfacing improvement on Dundee Road, including a traffic signal modernization at the Forest Way Drive intersection, will be completed early in FY 2010. Additional landscaping will be planted in the new medians on Dundee Road.

STREET LIGHTING DIVISION DIVISION PURPOSE AND RESPONSIBILITIES

This division of Public Works is responsible for the following:

- Provides and maintains street intersection lighting to minimize traffic flow problems;
- Provide a sense of public safety and security;
- Provide funding for electric power and maintenance of most Village streetlights that is provided by Commonwealth Edison at a per-month cost based on the size of the light; and
- Maintains light poles, light fixtures, and wiring for the Village Business Center, Skokie Heights, Skokie Ridge Subdivision, the four commuter parking lots and for the downtown holiday lighting.



	ACTUAL FY 2008	PROJECTED FY 2009	BUDGET FY 2010	% Increase (Decrease from Projected)
Personnel				N/A
Services	93,588	91,259	90,500	-0.83%
Commodities				N/A
Grand Total	93,588	91,259	90,500	-0.83%

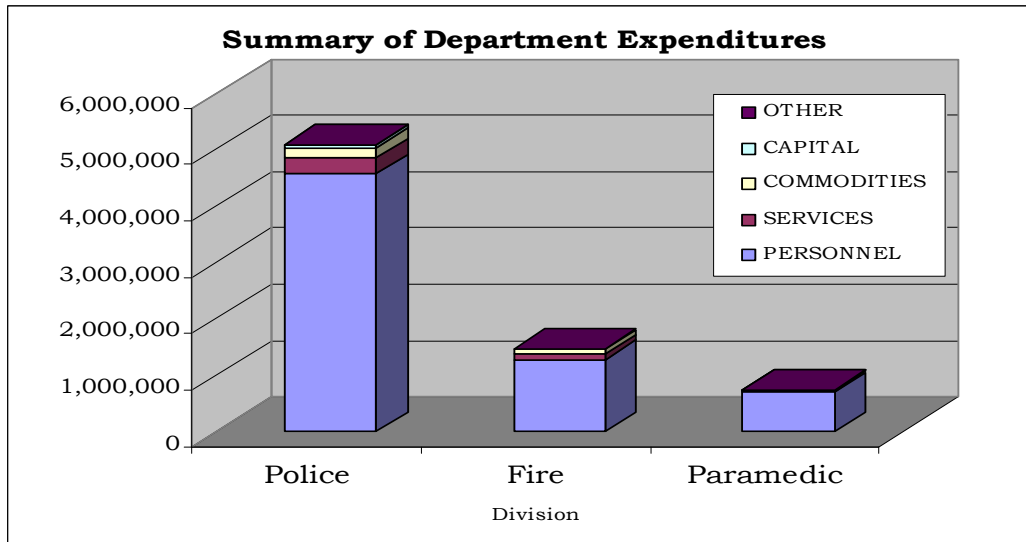
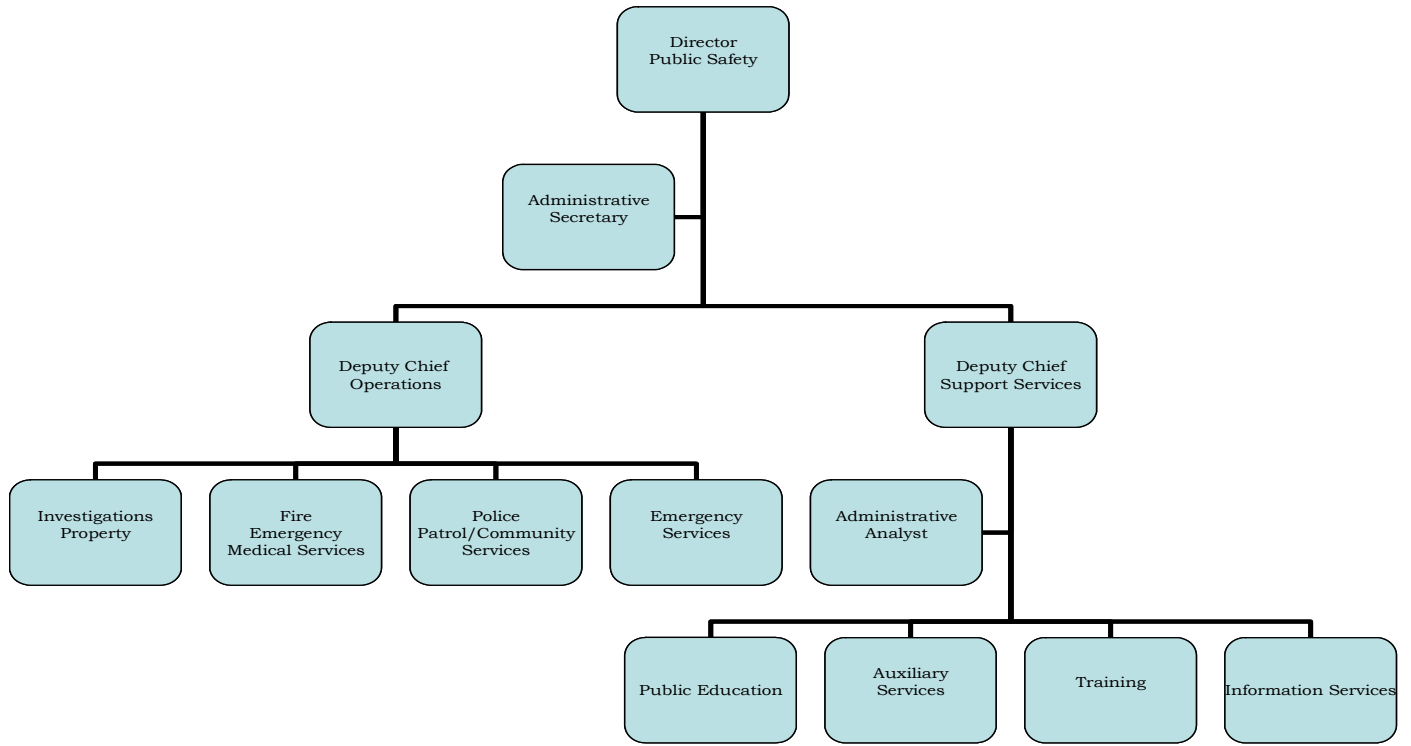
Review of Fiscal Year 2009

During Fiscal Year 2009 routine maintenance activities continued on the street lights in the downtown business district, the Skokie Heights and Ridges, the train station commuter lots and the downtown holiday lights.

Goals for Fiscal Year 2010

Routine efforts to maintain streetlights in the train station's commuter parking lots, the Skokie Heights and Ridges, and the downtown will continue. Maintenance of downtown holiday lighting will continue. Updated seasonal decorative banners will be purchased to continue to provide more variety to the downtown streetscape.

PUBLIC SAFETY SERVICES



	Police	Fire	Paramedic	Total
PERSONNEL	4,565,102	1,269,620	695,919	6,530,641
SERVICES	283,875	107,009	19,370	410,254
COMMODITIES	191,820	82,005	19,445	293,270
SUB-TOTAL	5,040,797	1,458,634	734,734	7,234,165
DEBT SERVICE	-	-	-	-
CAPITAL	56,000	-	-	56,000
SUB-TOTAL	56,000	-	-	56,000
OTHER	-	6,000	-	6,000
Division Total	5,096,797	1,464,634	734,734	7,296,165

**POLICE SERVICES DIVISION
DIVISION PURPOSE AND RESPONSIBILITIES**

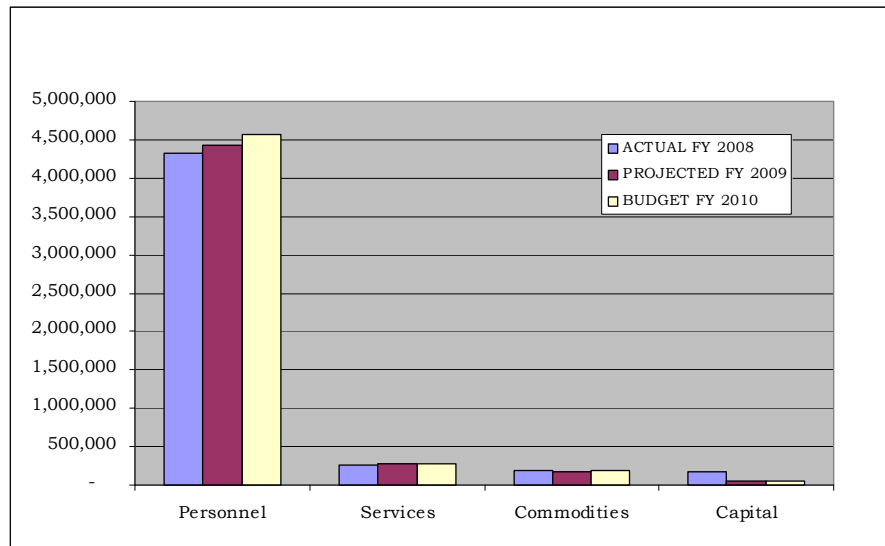


This division provides law enforcement to the community by doing the following:

- Education;
- Patrol;
- Investigation;
- Apprehension;
- Recovery of Evidence; and
- Community Services.

The Police Division enforces criminal and traffic laws on the federal, state and local levels, this includes the protection of persons and property.

These functions encompass specific areas, such as patrol and traffic, investigation, youth activities and personnel training.



	ACTUAL FY 2008	PROJECTED FY 2009	BUDGET FY 2010	% Increase (Decrease from Projected)
Personnel	4,321,734	4,435,951	4,565,102	2.91%
Services	265,638	268,567	283,875	5.70%
Commodities	183,266	181,199	191,820	5.86%
Subtotal	4,770,638	4,885,717	5,040,797	3.17%
Debt Service	-	-	-	NA
Capital	178,590	57,950	56,000	-3.36%
Other	-	-	-	N/A
Transfer	-	-	-	N/A
Grand Total	4,949,228	4,943,667	5,096,797	3.10%

Fire Service Division DIVISION PURPOSE AND RESPONSIBILITIES



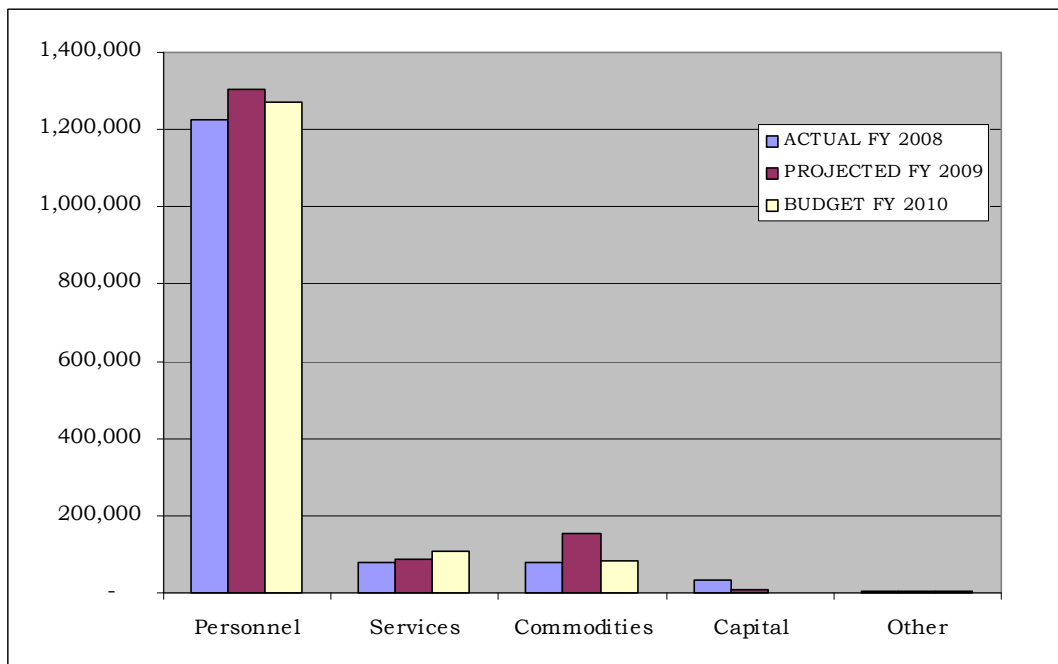
The Fire Service Division of the Public Safety Department has the responsibility to:

- Respond;
- Attack;
- Confine; and
- Extinguish fires when they occur with a minimal loss of life and property.

The Fire Service Division conducts and attend fire prevention and education programs in order to:

- Reduce the incidence of fire within the community,
- Respond to and control hazardous material situation;
- Provide underground and underwater rescue and recovery.

This division is proactive in the business community in fire prevention activities through survey and inspections in order to reduce fire safety concerns.



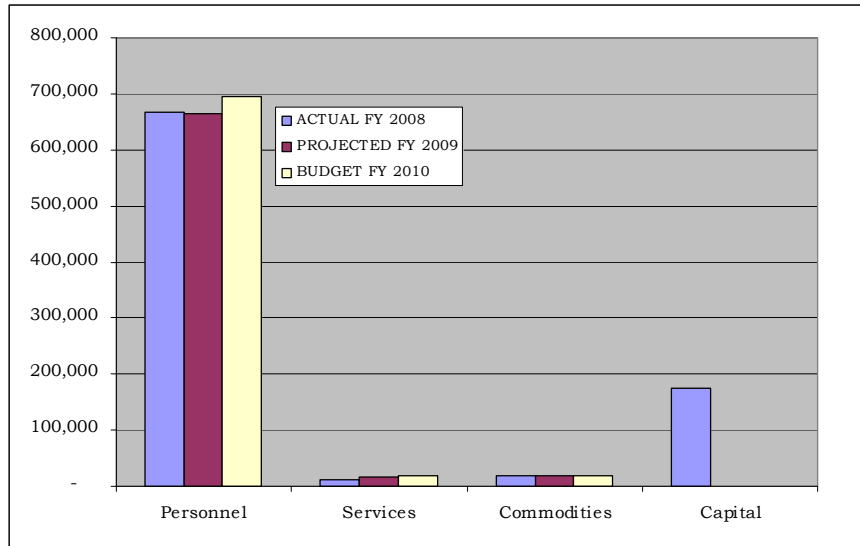
	ACTUAL FY 2008	PROJECTED FY 2009	BUDGET FY 2010	% Increase (Decrease from Projected)
Personnel	1,226,628	1,305,940	1,269,620	-2.78%
Services	78,726	87,612	107,009	22.14%
Commodities	80,339	152,000	82,005	-46.05%
Subtotal	1,385,693	1,545,552	1,458,634	-5.62%
Debt Service	-	-	-	N/A
Capital	31,856	7,865	-	-100.00%
Other	4,214	5,000	6,000	20.00%
Transfer	-	-	-	N/A
				N/A
				N/A
Grand Total	1,421,763	1,558,417	1,464,634	-6.02%



Paramedic Service Division DIVISION PURPOSE AND RESPONSIBILITIES

The Paramedic Service Division of the Public Safety Department provides emergency medical services in order to stabilize the condition of sick or injured persons and to ensure their transport to a medical facility with minimal effects of trauma or illness.

The Paramedic Service Division also provides education programs as may be desirable in order to increase first aid awareness in the Village.



	ACTUAL FY 2008	PROJECTED FY 2009	BUDGET FY 2010	% Increase (Decrease from Projected)
Personnel	666,825	665,448	695,919	4.58%
Services	10,680	16,700	19,370	15.99%
Commodities	17,687	19,810	19,445	-1.84%
Subtotal	695,192	701,958	734,734	4.67%
Debt Service	-	-	-	N/A
Capital	173,959	100	-	-100.00%
Other	-	-	-	N/A
Transfer	-	-	-	N/A
				N/A
Grand Total	869,151	702,058	734,734	4.65%

Review of FY 2009

For the 12 months comprising FY 2009, our Public Safety personnel investigated 127 Part I offenses and 412 Part II offenses, and made 202 arrests. Officers issued 7,978 citations, investigated 365 motor vehicle accidents, processed a total of 14,733 public safety calls for service and performed 2,330 fire service activities. Public Safety personnel assigned to paramedic duties responded to 495 calls.

The Public Education Section conducted CPR training sessions for the Botanic Gardens staff, residents, and Park District employees, performed Infant Car Seat inspections and installations, instructed Bassett Alcohol Training, Tobacco Awareness classes, and arranged various public information seminars as requested. The Department members participated in numerous area training sessions covering various emergency medical service provisions.

Department members participated in numerous public education programs, including "Officer Friendly", drug/alcohol awareness, "Choose To Be Drug Free" Parade, home safety inspections, "Halloween Safety", "Bicycle Rodeo", DUI Seminars, seat belt inspection zones, laws that effect teenage responsibility, and partnered with the Parent / Teacher Organization program "Readers are Leaders". All members of the Department attended training sessions covering a wide range of police, fire and related topics. A continual training focus during this fiscal year dealt with "Back to Basic's," which included improved individual performance by reviewing and training on common operational functions in police, fire and emergency medical responses.

Our "Mission Statement", was reviewed for value and meaning during the annual Department Training Program. During this training Department members looked to expand our ability to effectively engage peers, managers and customers. We also looked to increase our awareness that we have choices, and what we choose will have an impact on the organization.

***To provide the highest level
of public safety services
to everyone,
in cooperation with
the community in
a partnership of equality
and integrity, in a spirit
of unity and mutual trust***

As part of the re-accreditation for law enforcement Department members developed and adopted (December 11, 2001) the following value statement for our organization:

We, the members of the Department of Public Safety, value the training and camaraderie that allows us to perform all aspects of our job with integrity, courage, and the ability to provide service at the highest standard of excellence to all.

As a certified agency with the Commission on Fire Accreditation the Department formulated and adopted (June 01, 2002) a vision statement to act as a template for organizational goals and objectives:

The Glencoe Public Safety Department is committed to further professionalism and will be a safe, efficient, fiscally viable, pro-active provider of emergency services for law enforcement, fire suppression, rescue, emergency medical care, fire prevention, crime prevention, and public education. The Department will enhance service delivery by maintaining continual professional liaisons with various law enforcement, fire service, and medical institutions, and implementing a best practices model for law enforcement, fire service, and emergency medical assistance. The intent is to assure the overall quality of service to all occupants of the community.

G alvanized in our commitment to serve Glencoe.

D rive to help people in need.

P ride in professionalism.

S ound in judgment.

Staff appeared before representatives of the Commission on Fire Accreditation in August, 2004. Commissioners agreed that the Department meets all the nationally recognized standards and voted unanimously for our accredited status. This designation gave our Public Safety Department national recognition as the first fully integrated Public Safety Agency in the world to receive both Police and Fire accreditation status.

Representatives from the Commission on Accreditation for Law Enforcement Agencies (CALEA) conducted an on-site review with staff for re-accreditation in November 2007. An assigned team of three law enforcement professionals reviewed policy and procedures. They spent four (4) days interviewing staff, conducting inspections and riding with patrol officers. The determination was made that the department continues to meet the more than 900 professional standards of law enforcement accreditation. The Department was awarded re-accreditation during the March 2008 CALEA full committee meeting. Public Safety has been law enforcement accredited since 1994.

Our Community Oriented Public Safety (COPS) Program, where the community was asked to be partners with the Department of Public Safety, was carried out for a twelfth year. Staff worked with representatives from School District 35, West School, the Parent Teacher Organization and concerned parents to address traffic flow issues surrounding West School. A neighborhood e-mail newsletter is utilized to alert residents when crime or unusual activities are impacting their neighborhoods. We participated in community events such as: the annual Community Food and Toy Drive, Memorial Day and 911 Observance ceremonies, Pumpkin Day, South School Day, Glencoe Education Foundation Grand Prix Bicycle Races, Glencoe School District new teach orientation day, and the school district Safety Committee, and the Park District Safety Town preschool education program. The Department remains an active member in the New Trier Township Peer Jury System and sponsored a Glencoe teen for Jury participation.

The Public Safety Commission met several times throughout the year. Consistent with the requirements of the Public Safety Commission a recruiting campaign was conducted in May 2008 to establish a new Register of Eligibles. This list will expire in May of 2010. There were six (6) vacancies in the Public Safety Department and four individuals were hired during the time this report covers (January 01, 2008 – December 31, 2008). The Commission conducted the first lieutenant promotional examination process since 2000. There were two (2) lieutenant vacancies and both were filled. The Department continues to train qualified officers as paramedics to replace those who have retired or resigned. Currently the Department has 20 certified paramedics.

The Mobile Intensive Care Ambulance that was designed with input from Department members was delivered and placed into service June 01, 2008. Staff formed a member committee to begin the planning and design work for the replacement of the Pumper-Rescue Squad expected to be purchased in FY 2010.

The replacement radio equipment along with the space renovation of the E911 Communications Center was completed. As part of this project a comprehensive Village Hall / Public Safety Security analysis was completed. The following upgrades were performed: twenty-five (25) closed circuit digital cameras including both interior and exterior views of the property were installed and are monitored 24 hours a day by the Communications Center personnel, installation of a “silent” portable alarm system was completed for use during public meetings, and after hours Village Hall north door lock down procedure was initiated.

Proposed for FY2010

This report recognizes that any sworn officer or communications operator assigned to a patrol, fire or communications room function requires an individual who is fully trained and capable to meet the needs of his/her assignment.

Training continues to be a cornerstone of the integrated public safety program. The proposed Budget provides training programs to keep Public Safety Officers and Communication Operators at the necessary skill and knowledge levels to keep current with law enforcement, fire suppression and paramedic technology. Consistent with the training requirements, the Department has budgeted for an additional year of participation in the Northeastern Illinois Public Safety Training Academy (NIPSTA). This facility is becoming a full service public safety training center. It was made available by the Village of Glenview as part of the take over of the Glenview Naval Air Station. In 2004 the 600' X 400' driver-training pad to train emergency equipment operators was completed. In 2007 many of the training props were installed and began formal operations including: crime laboratory and associated classroom, technical rescue training area, two (2) railroad tank cars, one (1) passenger rail car, a live fire training building, and a modular multi-level multi-building training center for both law enforcement and fire shared training usage. In January 2008 our Department sponsored 1 firefighter candidate who participated and graduated the first Illinois certified firefighter training program hosted on campus. Public Safety officers continue to be sent to this facility to participate in emergency driver training of both police and fire units.

Proposed for FY2010
(continued)

The budget continues to allow for the expansion of our Computer Aided Dispatch (CAD) and Record Management System (RMS). This expansion will allow the gradual withdrawal from the State-wide Illinois Wireless Intercommunications Network (IWIN) utilized in our patrol vehicles and creating a savings of the associated IWIN fees. This provides wireless E-9-1-1 pass-through and Computer Aided Dispatch (CAD) that allows 911 information, utilization of the Global Information System (GIS) and access to department and Village data via the mobile data laptops installed in each mobile unit in the field.

The budget provides for continued participation in the Northern Illinois Police Crime Lab for the 40th year, enabling us to receive complete crime laboratory services. Of note, the Northern Illinois Police Crime Laboratory became an "accredited" laboratory in 1997, making it the first non-profit, full service, regional laboratory in the world to earn ASCLAD/LAB Accreditation.

The Public Safety Counselor Program continues to provide emergency counseling services to the Department through Family Counseling Services. It serves as a program that continues to be modeled by surrounding communities. Staff continues to develop an Emergency Services Agreement with the Chicago Botanic Garden. Public Safety currently provides fire, emergency medical services throughout the Garden property. Garden representatives have approached staff about expanding that coverage to include law enforcement services. The replacement of police patrol vehicles will continue per Department policy. The Department continues participation in the Northern Illinois Police Alarm System (NIPAS) vehicle response plan, The NIPAS Emergency Services Team (EST), The NIPAS Mobile Field Force and Illinois Law Enforcement Alarm System (ILEAS). In addition, the Department continues its membership in the North Region Major Crimes Task Force (NORTAF), North Region Burglary Task Force (NORTAF BTF), North Region Major Crash Assistance Team (MCAT), and the North Region Communication Network (NORCOM) in order to have quality investigative resources available and the associated cost sharing this membership provides.

The Department continues to participate and support the Mutual Aid Box Alarm System (MABAS) that provides a shared costing of specialized fire teams and equipment in the event of a hazardous material response, a technical rescue situation, confined space rescue, water rescue emergency or fire scene investigations.

Staff is working on revising the village-wide emergency Operations Plan (EOP) making it NIMS compliant, and redesigning the Emergency Operations Center. Once revised the department staff will host a training exercise for all village staff members.

Staff has included \$80,000 of funding from the E911 Fund as a supplement to provide for the village-wide telephone upgrade.

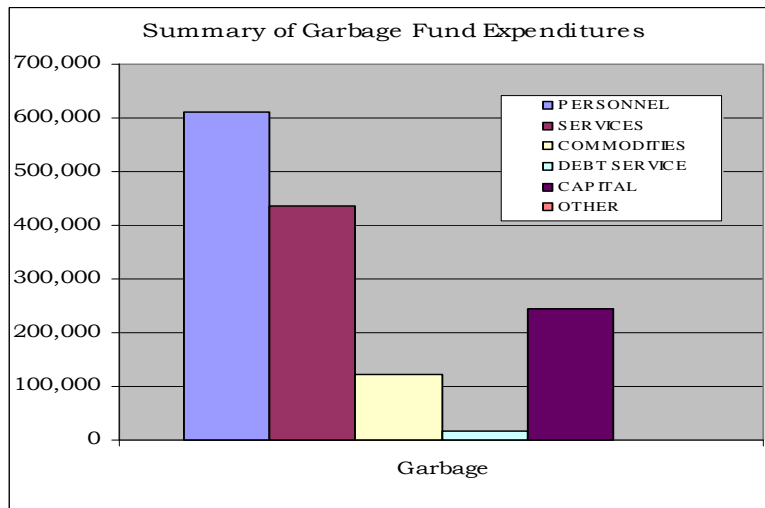
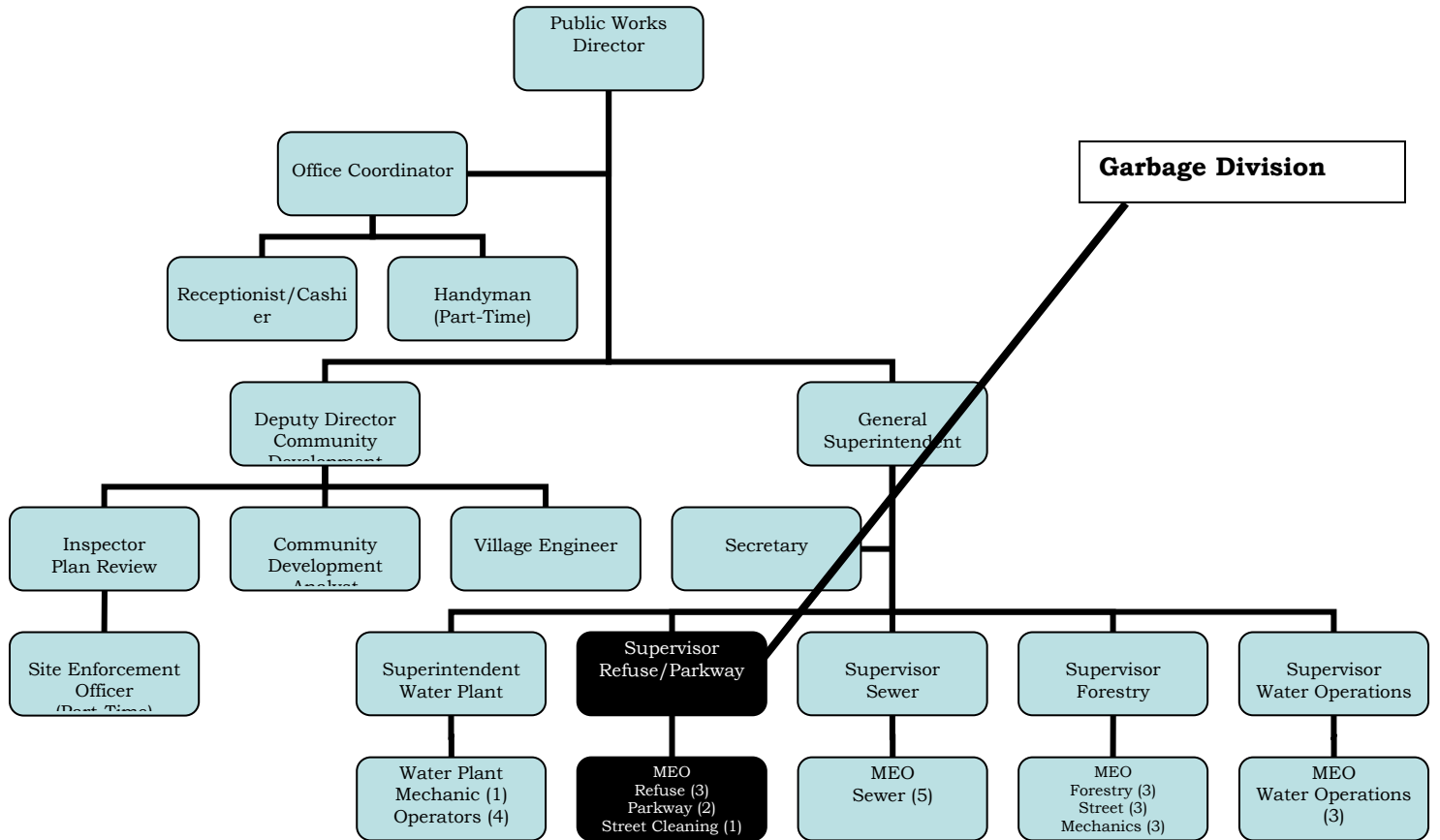
In addition, the Department will continue and expand the very successful public education section. This group provided community residents programs on topics such as: firearms safety and registration, home safety inspections, infant car seat inspections and installations, baby sitter classes, CPR, and basic first aid. The school resource officer and the "Officer Friendly" programs will continue. This group also provides regular contact with the business community and provides continuing education in alcohol and tobacco sales to all business which sells those products in Glencoe.

In preparation of remaining dually accredited the Department has budgeted \$6,000 for the cost of expenditures related to the team of Fire Assessors who arrive in April 2009 to conduct an on-site review for the first re-accreditation application. The Assessors will spend four (4) days interviewing staff, conducting inspections, and reviewing Department Guidelines to determine compliance. As part of a Village Emergency Operations Program, the Public Safety Department Budget also reflects \$6,000 for expenditures to further the Village wide disaster planning and preparation.

Staff will continue the phasing of the Village Hall improvement plan to develop an architectural design plan for the first floor public safety portion of the building including the prisoner detention area. The design plan also includes the continuation of the fire sprinkler system installation throughout all floors of the Village Hall building.

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GARBAGE FUND



	Garbage	Total
PERSONNEL	612,177	612,177
SERVICES	435,150	435,150
COMMODITIES	122,990	122,990
SUB-TOTAL	1,170,317	1,170,317
DEBT SERVICE	18,000	18,000
CAPITAL	245,000	245,000
SUB-TOTAL	263,000	263,000
DIVISION TOTAL	1,433,317	1,433,317

GARBAGE FUND DIVISION PURPOSE AND RESPONSIBILITIES

The Refuse Collection Division of the Public Works Department provides timely and orderly collection and disposal of household and business district refuse by providing one-a-week or twice-a-week back door garbage collection for our residents, and pickups as needed for our businesses.

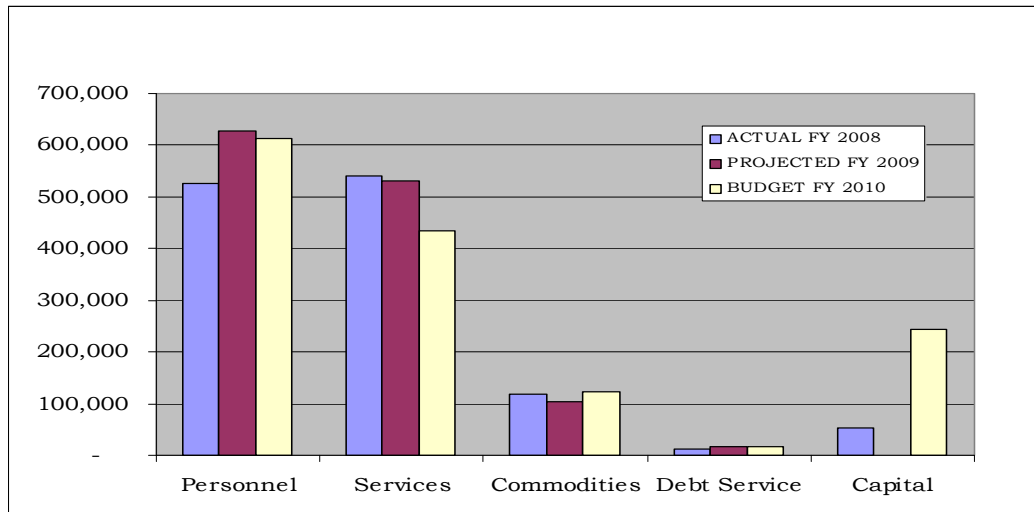
The Division also supervises:

- Once-a-week curbside recycling by contract which collects glass, newspaper, plastics and metal cans;
- Leaf disposal;
- Special pick-ups;
- Spring Clean-Up service; and
- Yard waste collection.

The vacuum collection of leaves initiated during fiscal year 1995 is continued. Leaves and other yard waste will continue to be collected at curbside.

*** Changes to garbage pick-up options have fundamentally changed this division's budget.**

POSITION TITLE	<u>Number of Positions Authorized</u>		
	FY 2008	FY 2009	FY 2010
Public Works Supervisor	1	1	1
Mechanic	1	1	1
Maintenance Equipment Operator	6	6	6
FULL TIME EQUIVALENT	8	8	8



	ACTUAL FY 2008	PROJECTED FY 2009	BUDGET FY 2010	% Increase (Decrease from Projected)
Personnel	526,494	627,400	612,177	-2.43%
Services	541,145	530,637	435,150	-17.99%
Commodities	117,187	104,204	122,990	18.03%
Subtotal	1,184,826	1,262,241	1,170,317	-7.28%
Debt Service	12,368	17,200	18,000	4.65%
Capital	52,080	-	245,000	N/A
Other	-	-	-	N/A
Transfer	-	-	-	N/A
Grand Total	1,249,274	1,279,441	1,433,317	12.03%

Review of Fiscal Year 2009

Per the Village's Project Use Agreement with Solid Waste Agency of Northern Cook County (SWANCC), the Village continues to haul solid waste to the Glenview Transfer Station operated by SWANCC. In addition, the Village continued to pay its portion of the debt service (\$5.18 per ton) for the construction of the Transfer Station facility. Disposal tipping fees were reduced to \$52.35 per ton in FY 2009. SWANCC renegotiated a new 10 year agreement with Groot to operate the Transfer Station which will reduce the Village's disposal rates over the next five years. The change to a container program in 2003 for the commercial/multi-family refuse collection service continues to be successful. Commercial/multi-family users are issued 90-gallon cart containers and billed per container for the 5x per week service. In addition, residential recycling collection continues to be strong since the implementation of the recycling cart program in 2003. Under the terms of the new SWANCC agreement with the operator of the Transfer Station the Village received payment for recyclables delivered to Groot under terms of a Recycling Incentive Program (RIP). The Village placed recycling containers in the sidewalk areas of the business district as a pilot program in FY 2009.

Approximately 3,140 tons of refuse was collected by the Village and delivered to the Transfer Station in Fiscal Year 2009, and approximately 2,100 tons of recyclables from the residential and business district was collected by Groot Recycling and diverted to their Elk Grove facility. In addition, approximately 300 tons of yard waste and 9,000 cubic yards of leaves were collected by the Village, and delivered to the Transfer Station and the Chicago Botanic Garden.

The Village initiated a new yard waste sticker program in FY 2009. Residents who participate in the weekly yard waste collection program were required to place a \$2 yard waste sticker on each bag, bundle or can of yard waste material. Residential garbage collection continued in FY 2009 with once weekly collection as the base service with an option for a 2nd collection on a subscription basis for an additional fee. Approximately 12% of the residential property owners are utilizing this 2nd collection service option. The Village negotiated a new 5-year contract extension with Groot Recycling to provide residential and commercial recycling services beginning in March 2009.

Goals for Fiscal Year 2010

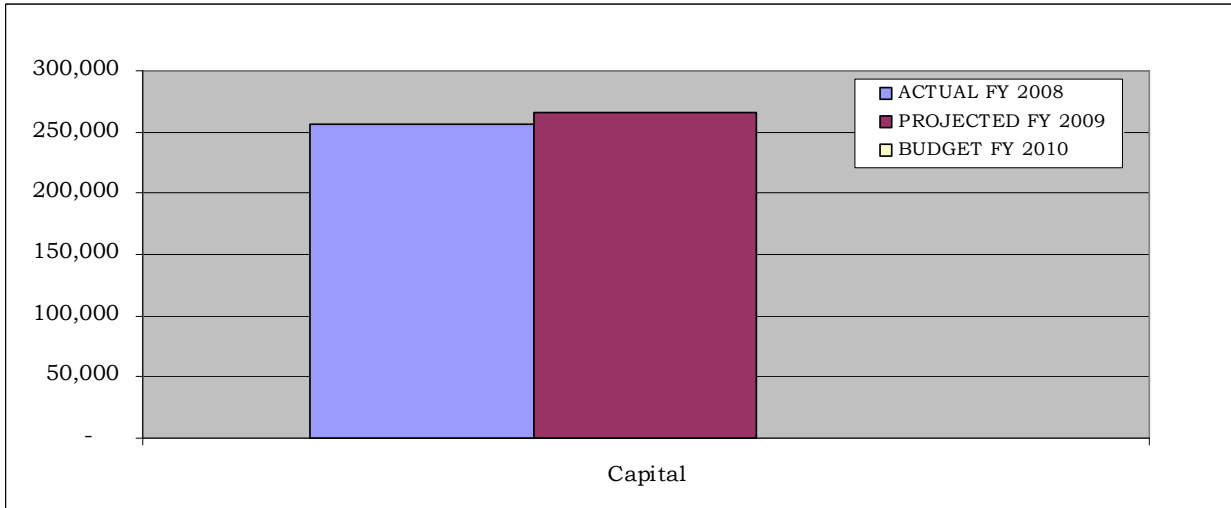
The Village will continue all of its programs in the Garbage Division in Fiscal Year 2010 including refuse collection, recycling and landscape waste collection programs. A new yard waste annual subscription fee will be offered in addition to the sticker program for residents who use the Village's yard waste collection service. With the new SWANCC Recycling Incentive Program staff will work to encourage stronger participation in the Village's recycling program. The Village expects to continue all other elements of landscape waste collection program including delivery of leaves from the fall collection program to the compost site at the Botanic Garden in FY 2010. With the implementation of the renegotiated Glenview Transfer Station operating contract with Groot, SWANCC costs for disposal are expected to decrease to \$48.62 per ton and the debt service to reduce to \$4.87 per ton beginning in May 2009. Groot will continue to provide residential and commercial recycling service to the Village under a new 5-year agreement beginning in FY 2010.

Capital equipment replacement in FY 2010 includes a 25-yard refuse packer, a refuse scooter and a ¾-ton pickup truck.

MOTOR FUEL TAX FUND FUND PURPOSE

The Motor Fuel Tax Fund receives and allocates funds provided by the State of Illinois which generates revenue through a tax on fuel sales and is distributed to municipalities throughout the State on a per capita basis.

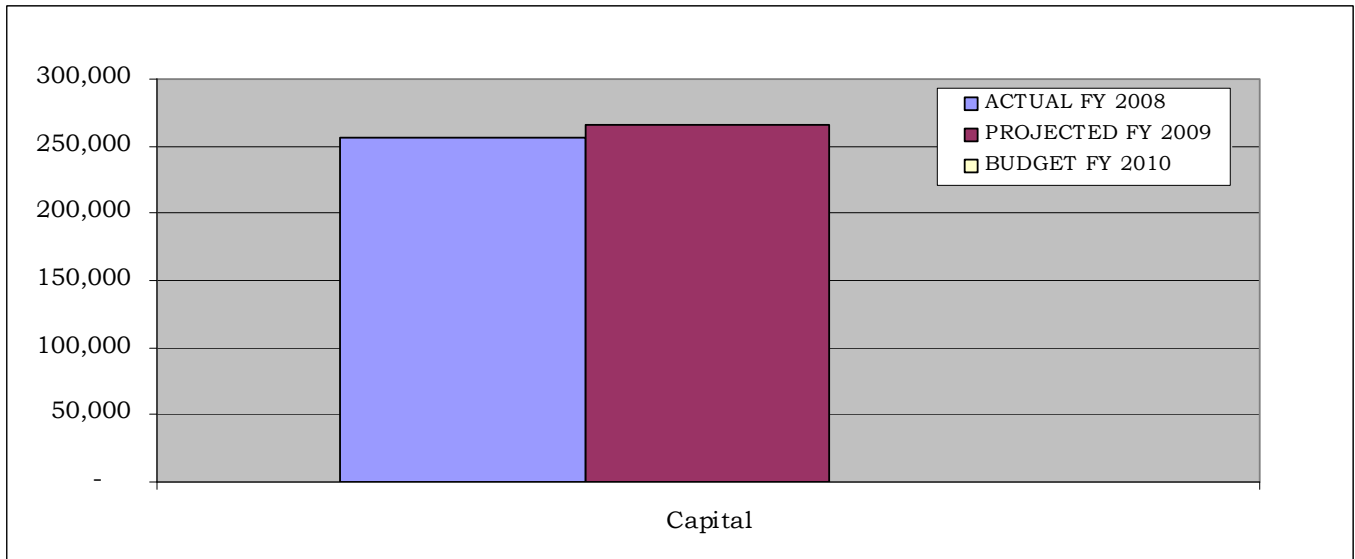
The Village of Glencoe's use of monies within the Motor Fuel Tax Fund is limited to the maintenance of streets and supports the ongoing street rehabilitation program.



	ACTUAL FY 2008	PROJECTED FY 2009	BUDGET FY 2010	% Increase (Decrease from Projected)
Personnel				N/A
Services	-			N/A
Commodities				N/A
Subtotal	-	-	-	N/A
Debt Service				N/A
Capital	255,854	265,647	-	-100.00%
Other	-			N/A
Transfer	-	-	-	N/A
Grand Total	255,854	265,647	-	-100.00%

ENHANCED 9-1-1 FUND FUND PURPOSE

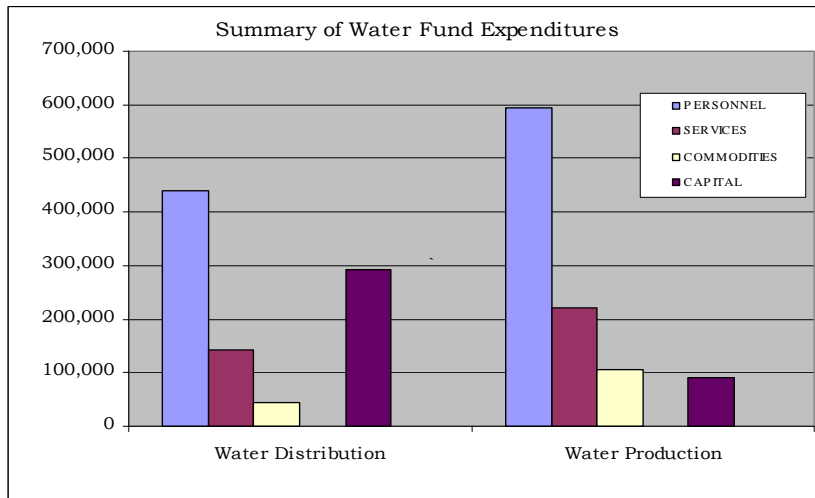
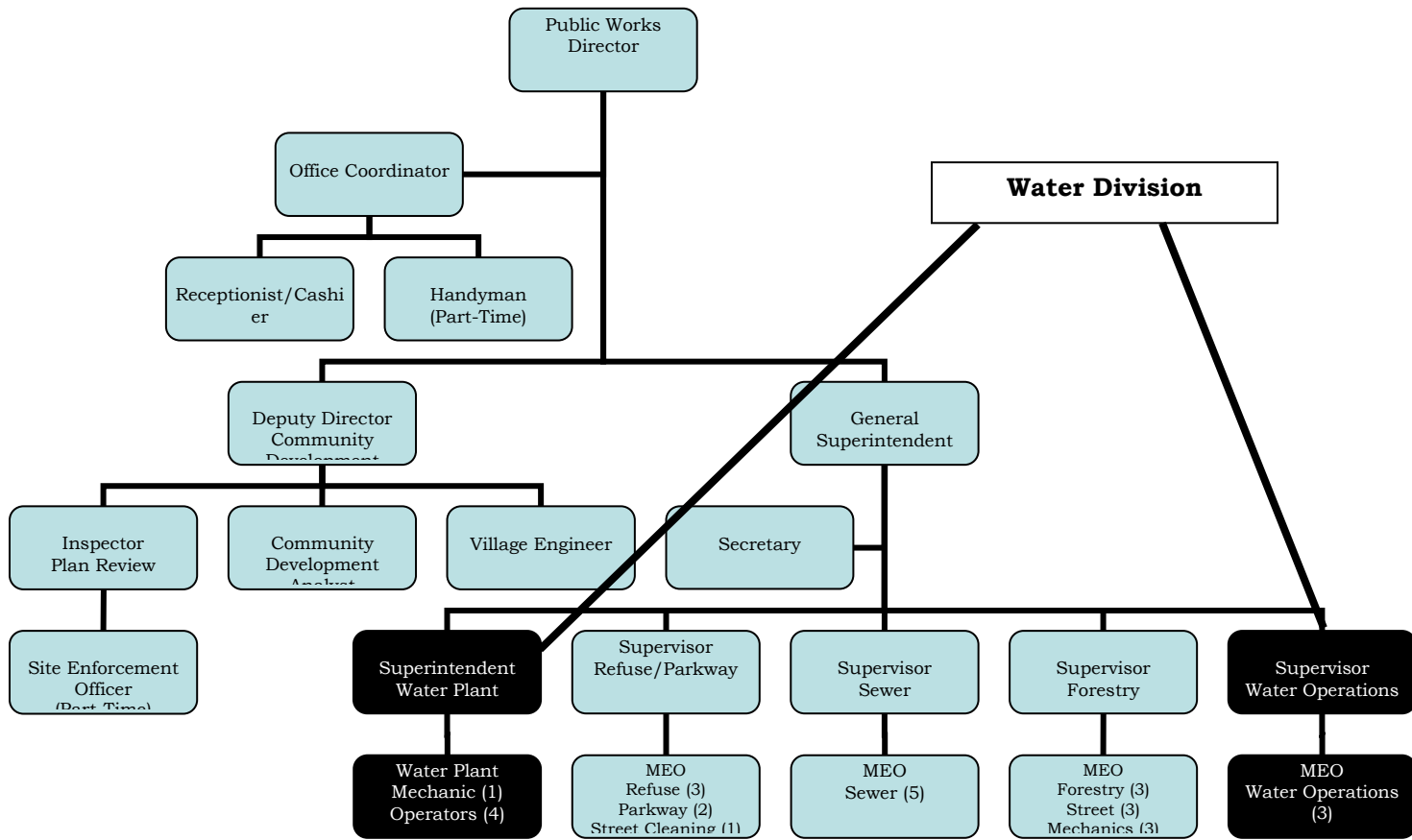
- The Enhanced 9-1-1 System Fund was established for the collection and disbursement of monies received from the telephone and cell phone surcharge of \$1.50 per month per network connection on telecommunication carriers.
- The Glencoe electors granted authority for the surcharge on March 17, 1992.
- The Enhanced 9-1-1 System Fund is governed by the Village Board of Trustees and finances implementation and maintenance of an Enhanced 9-1-1 Emergency Telephone System in the Village of Glencoe.



	ACTUAL FY 2008	PROJECTED FY 2009	BUDGET FY 2010	% Increase (Decrease from Projected)
Personnel				N/A
Services	-			N/A
Commodities				N/A
Subtotal	-	-	-	N/A
Debt Service	-	-	-	N/A
Capital	255,854	265,647	-	-100.00%
Other	-			N/A
Transfer	-	-	-	N/A
Grand Total	255,854	265,647	-	-100.00%

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WATER FUND



Water Fund			
	Water Distribution	Water Production	Total
PERSONNEL	439,359	594,194	1,033,553
SERVICES	143,590	221,700	365,290
COMMODITIES	43,250	105,865	149,115
SUB-TOTAL	626,199	921,759	1,547,958
CAPITAL	293,000	90,300	383,300
SUB-TOTAL	293,000	90,300	383,300
DIVISION TOTAL	919,199	1,012,059	1,931,258

WATER PRODUCTION DIVISION DIVISION PURPOSE AND RESPONSIBILITIES

The Water Production Division of the Public Works Department does the following:

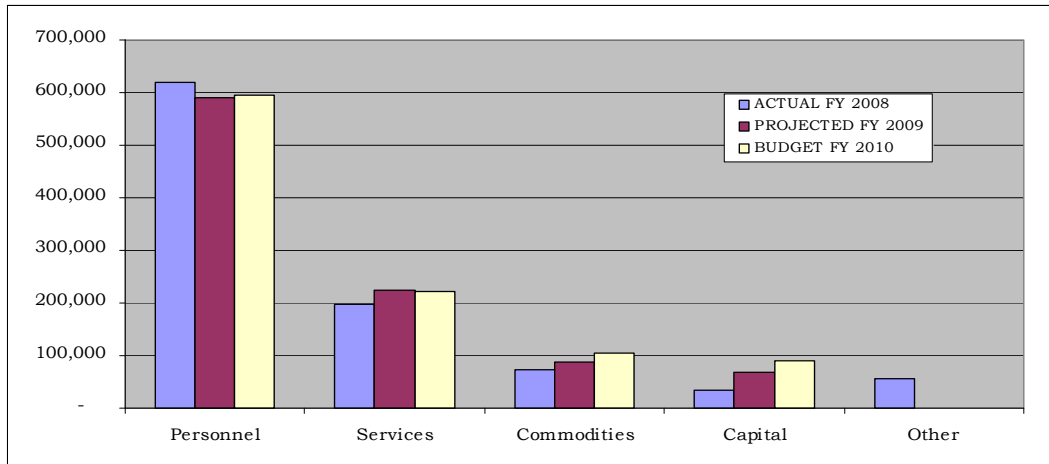
- Provides and maintains quality drinking water throughout our Village's 49 miles of water main;
- Provides water in sufficient quantity; and
- Provides pressure to meet consumer needs with a minimum of service interruptions.

The Water Production Division must meet all requirements of State and Federal agencies, such as:

- Illinois Department of Public Health;
- Illinois Environmental Protection Agency - Division of Public Water Supplies;
- U.S. Environmental Protection Agency; and
- Metropolitan Water Reclamation District of Greater Chicago.

The Village of Glencoe Water Plant is operated by State-Certified personnel. Operations include daily lab tests which include twice-a-week sampling of the distribution system to assure compliance with Federal, State and Local requirements.

POSITION TITLE	Number of Positions Authorized		
	FY 2008	FY 2009	FY 2010
Water Plant Superintendent	1	1	1
Water Plant Operator	5	5	5
FULL TIME EQUIVALENT	6	6	6



	ACTUAL FY 2008	PROJECTED FY 2009	BUDGET FY 2010	% Increase (Decrease from Projected)
Personnel	619,122	589,253	594,194	0.84%
Services	198,747	224,275	221,700	-1.15%
Commodities	73,362	87,640	105,865	20.80%
Subtotal	891,231	901,168	921,759	2.28%
Capital	35,300	68,133	90,300	32.53%
Other	55,147	-	-	N/A
Grand Total	981,678	969,301	1,012,059	4.41%

Review of Fiscal Year 2009

Capital improvement expenditures completed in FY 2009 in the Water Production Division included the replacement of a pre-chlorine analyzer, hydraulic valve operators, coagulation tank containment system, and a thorough cleaning and professional inspection of the interior of the 2 MG reservoir.

Goals for Fiscal Year 2010

Capital expenditures proposed in FY 2010 in the Water Production Division include recommended maintenance repairs to the interior of the 2 MG reservoir based on the inspection completed in 2008. Other work planned includes the rehabilitation of the Plant's central de-humidification system and replacement of a high lift pump.

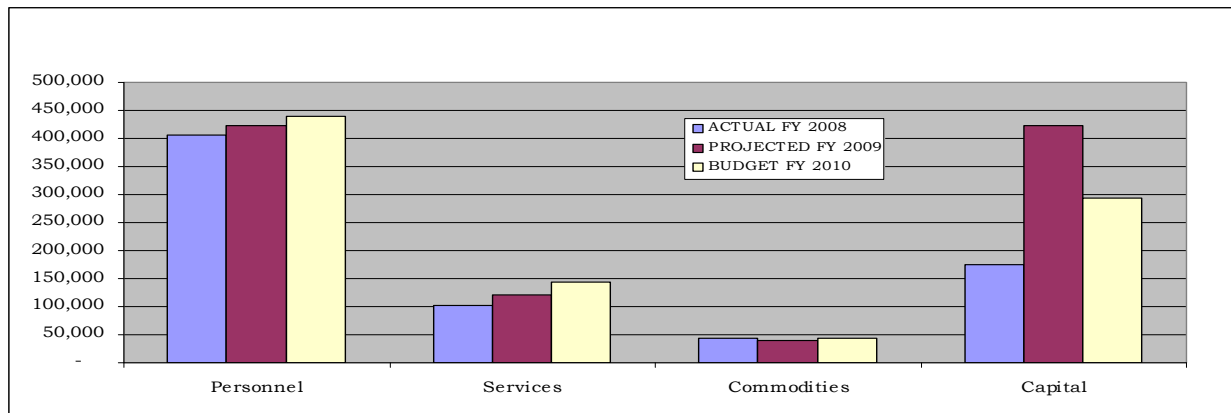
WATER DISTRIBUTION DIVISION DIVISION PURPOSE AND RESPONSIBILITIES

The Water Distribution Division of the Public Works Department provides the following:

- Regular and emergency maintenance of the 49 miles of the distribution system;
- Water meter installation;
- Maintenance to 450 fire hydrants (these hydrants are of vital use to the Public Safety Department);
- Water meter reading services;
- Water main replacement; and
- Capital improvement projects.

***The primary goal of our Water Distribution Division is the continued supply of the highest quality water to our residents, uninterrupted and in sufficient amounts and pressures.**

POSITION TITLE	Number of Positions Authorized		
	FY 2008	FY 2009	FY 2010
Public Works Supervisor	1	1	1
Maintenance Equipment Operator	3	3	3
FULL TIME EQUIVALENT	4	4	4



	ACTUAL FY 2008	PROJECTED FY 2009	BUDGET FY 2010	% Increase (Decrease from Projected)
Personnel	406,341	421,922	439,359	4.13%
Services	102,453	121,496	143,590	18.18%
Commodities	43,080	39,668	43,250	9.03%
Subtotal	551,874	583,086	626,199	7.39%
Capital	175,045	422,295	293,000	-30.62%
Grand Total	726,919	1,005,381	919,199	-8.57%

Review of Fiscal Year 2009

Capital improvements completed in Water Distribution in FY 2009 included the replacement of water main on Old Green Bay Road and Valley Road north of Park Avenue. This work was identified as a priority in a 2001 Distribution System Study to improve reliability and fire flow capability. Work also continued on distribution system maintenance with the replacement of five fire hydrants. The second phase of the water meter conversion program has seen the installation of 1,600 new radio read meters. Department personnel are installing the replacement meters.

Goals for Fiscal Year 2010

Capital improvements proposed in FY 2010 in the Water Distribution division include the third and final phase of the residential water meter conversion program. The new meters are radio read technology that will permit expedited and more accurate meter readings and provide additional capabilities such as leak detection. Other work will include the completion of a contract painting project of 250 remaining fire hydrants which will include and new color coding system based on flow capacities.

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DEBT SERVICE FUND				
<u>ACCOUNT</u>	<u>ACTUAL FY 2008</u>	<u>PROJECTED FY 2009</u>	<u>BUDGET FY 2010</u>	<u>% INCREASE (DECREASE) FROM FY 2008 PROJECTED</u>
DEBT SERVICE	2,589,097	2,570,049	2,744,789	6.80%
TOTAL	\$ 2,589,097	\$ 2,570,049	\$ 2,744,789	6.80%

FUND PURPOSE

The Debt Service Fund is a bond service fund established for the purpose of retiring general obligation and other debt incurred to finance various capital improvements in the Village.

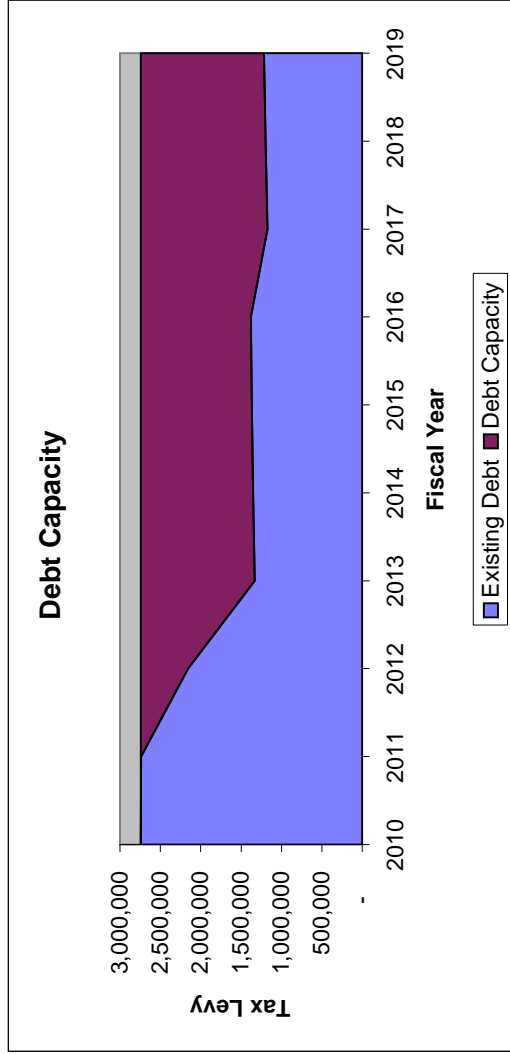
FUND HIGHLIGHTS

Included in this section of the budget is a summary of the existing debt service obligation of the Village of Glencoe through Fiscal Year 2019. There is no other debt scheduled beyond Fiscal Year 2019. Debt payments in FY 2010 represent 14.1% of the original issuance amount of \$19.4 Million. At the end of Fiscal Year 2010, the amount of debt outstanding per capita will be \$846.17 and the outstanding debt per \$100,000 of EAV will be \$1,093. The 2008 Tax levy, which will be collected during Fiscal Year 2010, is reduced by nearly \$76,000 by a Village Board action to reduce the levy and instead use fund balance in the debt service fund. The available fund balance in the debt service fund is lower than in previous years, one reason is that the Village abated nearly \$150,000 over the last two years in anticipation of the Scott Avenue payments from Winnetka (yet to be recorded). During Fiscal Year 2009, the Village issued \$7.4 million in general obligation bonds for street work, sewer work, Village Hall Improvements and a fire engine. Depending upon terms of issuance, the Village has between \$1.7 Million or nearly \$3.3 Million in non-referendum debt that can be issued. During Fiscal Year 2010, the Village Board will continue to review its capital program needs.

EXISTING DEBT SERVICE TAX LEVY PROJECTION
FISCAL YEAR 2010 THROUGH FISCAL YEAR 2019

SERIES	RETIREMENT DATE	ORIGINAL DEBT	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
1999	Dec-11	4,000,000	251,700	2,197,600	1,613,550	-	-	-	-	-	-	-
2001	Dec-11	1,200,000	153,280	152,543	151,453	-	-	-	-	-	-	-
2003	Dec-11	4,975,000	1,967,663	-	-	-	-	-	-	-	-	-
2005	Dec-15	1,850,000	224,850	224,000	222,988	221,813	225,475	223,813	221,988	-	-	-
2009	Dec-18	7,400,000	144,795	166,008	166,008	1,111,008	1,127,108	1,142,508	1,157,208	1,174,895	1,195,370	1,216,995
Annual Tax Levy			2,742,288	2,740,151	2,153,999	1,332,821	1,352,583	1,366,321	1,379,196	1,174,895	1,195,370	1,216,995
Annual Tax Levy per \$100K EAV			240	233	178	107	105	103	101	84	83	82

Total Original Debt 19,425,000



ANNUAL PRINCIPAL PAYMENT ON EXISTING G.O. DEBT SERVICE
FISCAL YEAR 2010 THROUGH FISCAL YEAR 2019

SERIES	RETIREMENT DATE	ORIGINAL DEBT	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
1999	Dec-11	4,000,000	100,000	2,050,000	1,550,000	-	-	-	-	-	-	-
2001	Dec-11	1,200,000	135,000	140,000	145,000	-	-	-	-	-	-	-
2003	Dec-09	4,975,000	1,915,000	-	-	-	-	-	-	-	-	-
2005	Dec-15	1,850,000	180,000	185,000	190,000	195,000	205,000	210,000	215,000	-	-	-
2009	Dec-18	7,400,000	-	-	-	945,000	980,000	1,015,000	1,050,000	1,090,000	1,135,000	1,185,000
Annual Principal Payment			2,330,000	2,375,000	1,885,000	1,140,000	1,185,000	1,225,000	1,265,000	1,090,000	1,135,000	1,185,000

Principal Balance

March 1	14,815,000	12,485,000	10,110,000	8,225,000	7,085,000	5,900,000	4,675,000	3,410,000	2,320,000	1,185,000	-	-
February 28 (29)	12,485,000	10,110,000	8,225,000	7,085,000	5,900,000	4,675,000	3,410,000	2,320,000	1,185,000	-	-	-
Equalized Assessed Valuation (1) 3.0% Annual Increase	1,142,552,569	1,176,829,146	1,212,134,021	1,248,498,041	1,285,952,982	1,324,531,572	1,364,267,519	1,405,195,545	1,447,351,411	1,490,771,953	-	-
G.O. Debt Limit - 10.00% of EAV	114,255,257	117,682,915	121,213,402	124,849,804	128,595,298	132,453,157	136,426,752	140,519,554	144,735,141	149,077,195	-	-
Legal G.O. Debt Margin On 2/28 (29)	101,770,257	107,572,915	112,988,402	117,764,804	122,695,298	127,778,157	133,016,752	138,199,554	143,550,141	149,077,195	-	-
Long Term Debt Per Capita (Assumes Constant Population of 8,763)	1,424.74	1,153.71	938.61	808.51	673.29	533.49	389.14	264.75	135.23	-	-	-
Long Term Debt per \$100,000 EAV	1,092.73	859.09	678.56	567.48	458.80	352.95	249.95	165.10	81.87	-	-	-

Interest Payments

SERIES	RETIREMENT DATE	ORIGINAL DEBT	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
1999	Dec-11	4,000,000	151,700	147,600	63,550	-	-	-	-	-	-	-
2001	Dec-11	1,200,000	18,280	12,543	6,453	-	-	-	-	-	-	-
2003	Dec-09	4,975,000	52,663	-	-	-	-	-	-	-	-	-
2005	Dec-15	1,850,000	44,850	39,000	32,988	26,813	20,475	13,813	6,988	-	-	-
2009	Dec-18	7,400,000	144,795	166,008	166,008	166,008	147,108	127,508	107,208	84,895	60,370	31,995
Annual Principal Payment			412,288	365,151	268,998	192,820	167,583	141,320	114,195	84,895	60,370	31,995
Interest as % of Prin. Balance			2.78%	2.92%	2.66%	2.34%	2.37%	2.40%	2.44%	2.49%	2.60%	2.70%

Village of Glencoe

2008 Abatement Ordinance

Ordinance Authorizing <u>Debt</u>	Purpose	Year	Original <u>Debt</u>	Retirement <u>Date</u>	1/1/2009 Principal <u>Outstanding</u>	2008 Debt <u>Service</u>	2008		2008 Net Tax <u>Levy</u>
							Scheduled <u>Abatement</u>	Tax	
99-09-2074	Street Program	1999	\$ 4,000,000	12/1/2011	\$ 3,700,000	\$ 251,700	\$ -	\$ -	\$ 251,700
01-13-3030	Downtown Improvement Progra	2001C	\$ 1,200,000	12/1/2011	\$ 420,000	\$ 153,280	\$ -	\$ -	\$ 153,280
03-12-3082	1997 Refunding	2003	\$ 4,975,000	12/1/2009	\$ 1,915,000	\$ 1,967,663	\$ 75,875	\$ 75,875	\$ 1,891,788
05-05-3125	2005 Limited Tax Bonds	2005	\$ 1,850,000	12/1/2015	\$ 1,380,000	\$ 224,850	\$ -	\$ -	\$ 224,850
			\$ 12,025,000		\$ 7,415,000	\$ 2,597,493	\$ 75,875	\$ 75,875	\$ 2,521,618

Notes

(1) \$75,875 from Debt Service Fund assets.

VILLAGE OF GLENCOE
LIMITED TAX BOND AUTHORITY

Annual Extension Available	501,555
Annual Extension Obligated	225,000
Available for Debt Service	276,555
Rate	3.00%

Terms (Yrs)	7	10	15
Annual Payment	276,873	276,664	276,430
Issuance Amount	1,725,000	2,360,000	3,300,000

1/2 OF 1.0% BONDING AUTHORITY (NON-REFERENDUM)

2007 EAV	1,109,274,339
1/2 or 1.0% Authority (1)	5,546,372
Limited Tax Bond Balance (2)	1,380,000
Remaining 1/2% Authority	4,166,372

Note

- (1) Outstanding principal balance reduces this amount available.
(2) As of 1/1/2009.

Table PT-2
10 YEAR EQUALIZED ASSESSED VALUATION (EAV) SUMMARY

<u>Levy Year</u>	<u>Population (a)</u>	<u>EAV (b)</u>	<u>% Change</u>
1998	8,499	395,362,334	11.6%
1999	8,499	410,459,742	3.8%
2000	8,762	405,281,999	-1.3%
2001	8,762	511,391,278	26.2%
2002	8,762	553,268,118	8.2%
2003	8,762	554,430,833	0.2%
2004	8,762	743,395,329	34.1%
2005	8,762	802,001,726	7.9%
2006	8,762	805,505,398	0.4%
2007	8,762	1,109,274,339	37.7%
10 YEAR AVERAGE		629,037,110	
Average Annual Increase		12.0%	

Sources:

- (a) U.S. Census Bureau data or estimates when unavailable.
- (b) Cook County, Illinois Tax Extension Division.

Table PT-3
TOTAL PROPERTY TAX EXTENSIONS

<u>Levy Year</u>	<u>Extended (a)</u>	<u>% Change</u>	<u>Extended as Percent of EAV</u>
1998	7,063,262	0.64%	1.79%
1999	7,524,197	6.53%	1.83%
2000	7,659,829	1.80%	1.89%
2001	7,909,568	3.26%	1.55%
2002	8,090,483	2.29%	1.46%
2003	8,415,313	4.01%	1.52%
2004	8,757,197	4.06%	1.18%
2005	9,252,813	5.66%	1.15%
2006	9,577,706	3.51%	1.19%
2007	10,021,420	4.63%	0.90%
AVERAGE	8,427,179	3.64%	1.45%

Note:

- (a) Including debt service, but excluding Glencoe Public Library.

Table PT-4
NEW EQUALIZED ASSESSED VALUE

<u>Levy Year</u>	<u>New EAV</u>	<u>% of Total EAV</u>
1998	5,171,157	1.31%
1999	5,411,038	1.32%
2000	5,711,845	1.41%
2001	14,400,168	2.82%
2002	10,175,253	1.84%
2003	10,969,839	1.98%
2004	12,423,416	1.67%
2005	21,247,906	2.65%
2006	20,088,589	2.49%
2007	23,446,028	2.11%
TOTAL	129,045,239	
AVERAGE	12,904,524	1.96%

VILLAGE OF GLENCOE
ANALYSIS OF DEBT SERVICE CAPACITY

March 1, 2009

Analysis of Debt Capacity

The following is an analysis of the Village's debt capacity.

As a special charter community, the Village can legally issue debt service up to 10% of the assessed value within the Village. Projected as of February 28, 2009, this limit will be \$110.9 Million. The Village has \$14.8 Million in debt applicable to the limit leaving a legal debt margin of \$96.1 Million.

Most debt issuances would require voter approval unless issued with a pledge of alternate revenues (water revenue, golf revenue, sales tax, etc.) or is otherwise issued using the Village's limited tax authority.

Alternative revenue bonds only require referendum if a petition is filed with enough signatures to compel a referendum.

The Village's limited tax authority is based upon the amount of property tax extension used to pay for non-referendum debt service at the time tax cap legislation was enacted. The law provides that non-referendum debt can be replaced without referendum. The Village, therefore, can issue debt with annual debt service payments up to \$501,000 without referendum.

In 2005 the Village issued \$1.85 Million in limited tax debt for sewer work using up \$225,000 of that authorization, leaving \$276,000. Assuming 3.0% interest, the Village can issue debt from approximately \$1.7 Million in 7 year term bonds to \$3.3 Million in 15 year term bonds so long as the annual debt service remains at \$276,000. As the 2005 series bonds are retired, the capacity is restored.

Beginning in Fiscal Year 2013, the debt service begins to drop from an annual average of about \$2.7 Million to approximately \$1.3 Million per year through Fiscal Year 2019. Therefore, there is the ability to structure future debt in order to maintain level debt service. Structuring debt to pay new principal as old principal matures maintains the level debt schedule but increases the interest cost of such issuances.

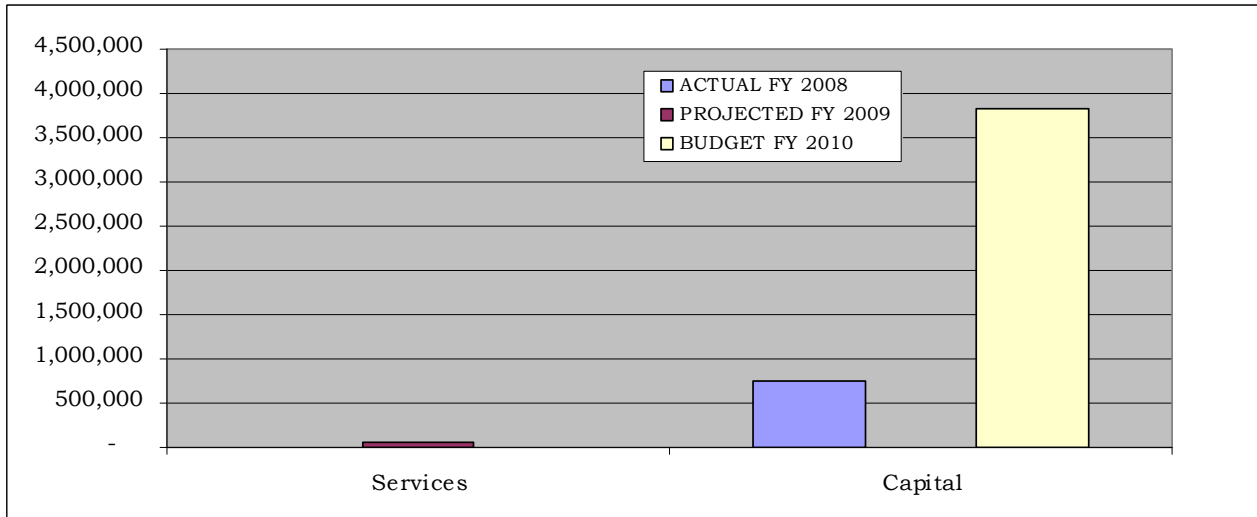
Policy Considerations

The following are major elements of the Village's historic practices concerning the issuance of debt. These elements are listed for review in conjunction with consideration of any further possible debt issuances:

Element	Practice
Debt Payment Schedule	Typically when debt has been issued, the schedule has been structured to minimize fluctuation in the existing debt schedule.
Type of Debt	<p>Debt has typically been voter approved general obligation debt.</p> <p>The enterprise funds (Water and Golf) have issued debt backed by the Village called alternate revenue debt service. With alternate revenue debt, some revenue source is pledged to pay the debt. If the pledged revenue falls short, the property taxes are collected to pay the required debt service. There is no referendum with alternate revenue debt, unless a petition is filed with sufficient signatures to require one. The Village has never had a referendum on alternate revenue debt issuances.</p> <p>The Village also has the ability to issue limited tax debt without referendum up to an annual debt service payment of \$501,000 per year. The Village has already used approximately \$225,000 of this debt through Fiscal Year 2016.</p>
Limited Tax Debt	The Village Board has discussed maintaining the limited tax debt authority as an emergency reserve.
Term of Debt	Typically the schedule is no longer than 10 years.
Maximum annual debt service	No policy maximum set. Fiscal Year 2010 and Fiscal Year 2011 debt is approximately \$2.7 Million (prior to abatements).
Use of Debt Service	Typically debt has been issued for projects such as streets, sewers, water main, or major equipment (such as fire engine replacement).

BOND CONSTRUCTION FUND DIVISION PURPOSE AND RESPONSIBILITIES

The Bond Construction Fund is designed to account for activity funded by the issuance of bonds. Each bond is created as a division in order to independently account for any issuance the Village approves. The 2009 General Bonds are intended to fund storm for street work, sewer work, Village Hall Improvements and the purchase of a fire engine.



	ACTUAL FY 2008	PROJECTED FY 2009	BUDGET FY 2010	% Increase (Decrease from Projected)
Personnel				N/A
Services	369	52,550	-	-100.00%
Commodities				N/A
Subtotal	369	52,550	-	-100.00%
Debt Service	-	-	-	N/A
Capital	759,288	-	3,835,000	N/A
Other	-	-	-	N/A
Transfer	-	-	-	N/A
Grand Total	759,657	52,550	3,835,000	7197.81%

Village of Glencoe
Bond Spend Down Schedule

	FY2009	FY2010	FY2011	FY2012	% of Total
Beginning	-	7,376,267	3,650,442	732,745	Total
Expense (Total)					
Streets	-	1,950,000	1,946,000	-	3,896,000
Village Court Parking	-	460,000	-	-	460,000
<u>Sub-Total Streets</u>	-	2,410,000	1,946,095	-	4,356,095
Sewers	-	400,000	600,000	740,000	1,740,000
Beach Road Sewer	-	110,000	-	-	110,000
<u>Sub-Total Sewer</u>	-	510,000	600,000	740,000	1,850,000
Fire Squad 30	-	500,000	-	-	500,000
<u>Sub-Total Vehicles</u>	-	500,000	-	-	500,000
Village Hall PS	-	300,000	300,000	-	600,000
Sprinkler Sys. VH	-	115,000	115,000	-	230,000
<u>Sub-Total Bldg</u>	-	415,000	415,000	-	830,000
Issuance Costs	52,550				
Total Expense	52,550	3,835,000	2,961,095	740,000	7,588,645
Bond Proceeds	7,400,000	0	0	0	
Reoffering Premium	-				
Accrued Interest	4,150				
<u>Total</u>	7,404,150				
Interest	24,667	109,175	43,398	7,255	184,495
Ending	7,376,267	3,650,442	732,745	(0)	7,588,645 (0)
Rate	2%	2%	2%	2%	2%

Village of Glencoe
Long Range Capital Inventory
From FY 2010 through FY 2019

October 3, 2008

Table of Contents

Summary Narrative

Exhibit I – Summary of Capital Plan by Program Type (All Fund Types)

Exhibit II – Summary of Capital Plan by Program Type and Year (All Funds)

Exhibit III – Capital Plan 2019 Summary (Chart)

Exhibit IV – Total Project Costs during Plan 2019

Capital Plan Summary Listing by Project Code

Summary

This document presents the long range capital inventory contemplated as of September 2008. The long range capital inventory ("Plan") has been reviewed extensively by staff and is organized by program type (i.e. building & grounds, etc) and more specifically later as specific projects (i.e. street resurfacing, etc).

The plan is distributed on the basis of need. The plan identifies project expenditures at the time when the need is contemplated. The plan does not assess the availability of funding or the type of funding. Any reference to funding source is more attributable to the accounting fund which would report any funding activity (i.e. water fund accounting for purchase of water utility assets, etc.)

Presentation of materials in this format will allow the Finance Committee to review the inventory and assess the funding strategy as a next step.

Items of Note

The following are major items of note:

1. The Finance Committee will review this inventory and provide staff with suggestions to develop the inventory into a plan. Those suggestions will be used to develop the plan which will be reviewed initially by the Finance Committee prior to coming to the Village Board.
2. Last year's plan spanned from FY 2009 through FY 2018. This year's plan pushes one year forward in advance of the year to be budgeted and spans from FY 2010 through FY 2019.
3. Plan 2019 has increased by \$2,065,677 from Plan 2018.
4. Street resurfacing increased by \$2,779,249 from Plan 2018. The pending referendum, if approved, will allow for an aggressive resurfacing program for three years. After FY 12, the street resurfacing program returns to status quo, using MFT funds that are received on an annual basis in addition to the \$100,000 that is received from vehicle stickers.
5. Other items may have changed in dollar amount from the prior plan. Later refinements of the inventory will provide a comparison of changes from the prior plan.

Exhibit I

Streets, vehicles, water main and equipment represent the largest category of expense contemplated. Of the nearly \$26.4 Million plan total, infrastructure improvements represent 55.7%, buildings & equipment represent 21.6% and vehicles represent 22.7%.

Last year's plan included \$24.4 Million in expenditures, infrastructure improvements represented 50.80%, buildings & equipment represented 24.7% and vehicles represented 24.5%

Exhibit II

Annual expenditure averages \$2,647,998 per year and ranges from \$1,187,128 to \$5,746,200. Greatest volatility from year to year is in the streets, vehicles, sewer categories.

Last year's plan included average annual expenditures of \$2,442,930 per year and ranged from \$1,960,696 to \$3,478,791. Greatest volatility from year to year was in the vehicle, equipment and building & grounds categories.

Exhibit III

This exhibit presents Exhibit II visually.

Exhibit IV

Street work, water mains, sanitary sewers and vehicles make up over 52% of the total \$26.4 Million in projects. After the above mentioned projects, no individual project category is greater than \$1.0 Million or 3.7% of the inventory total.

Inventory Detail

The inventory is listed by project code that corresponds to the code on Exhibit IV. The detail gives each element of the project and groups them within the project code by fiscal year. Please ignore reference to fund and funding source.

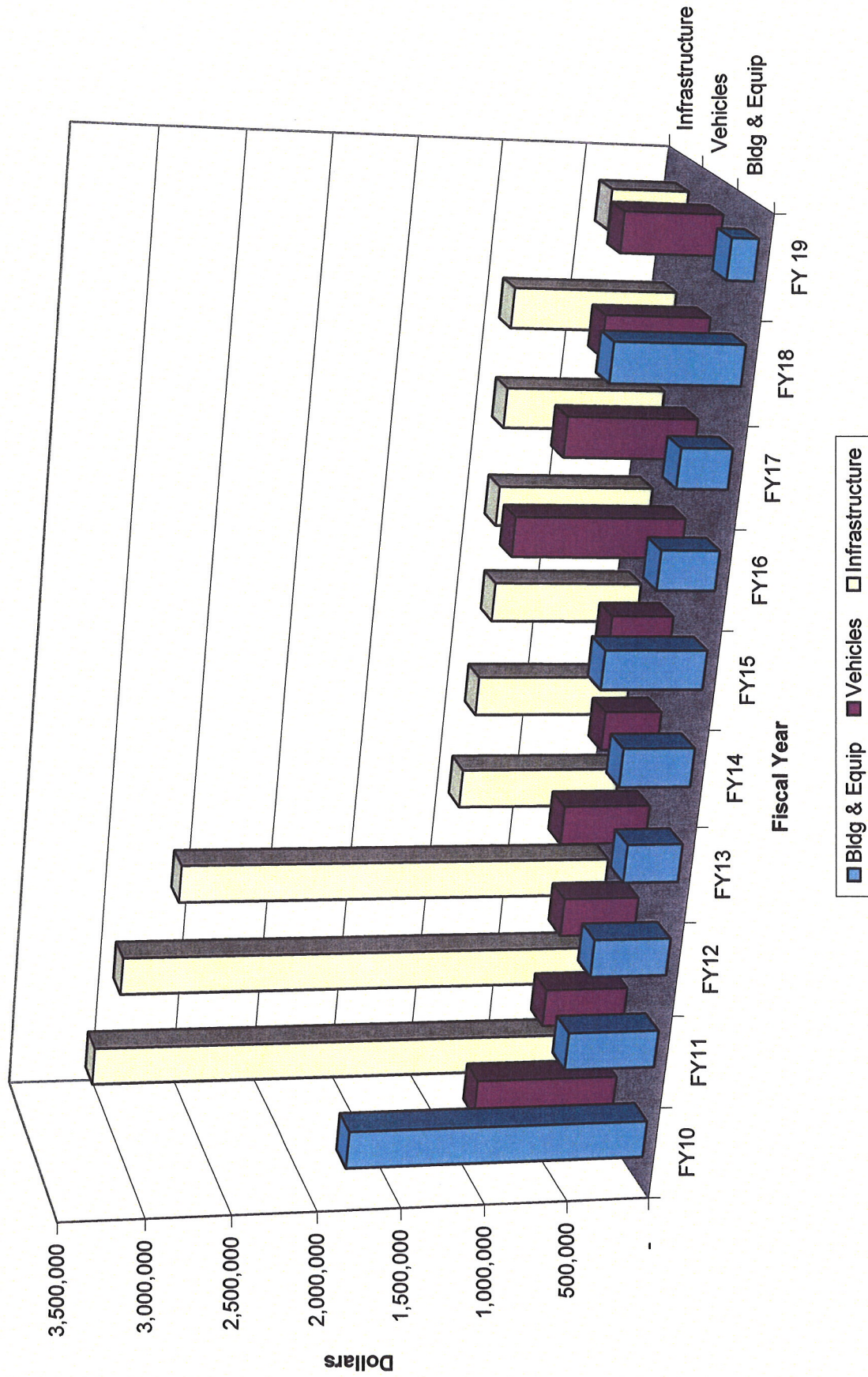
Exhibit II

Village of Glencoe
Long Range Financial Plan

Summary of Capital Plan by Accounting Fund, Program Type and Year (All Funds)

All Funds	<u>FY10</u>	<u>FY11</u>	<u>FY12</u>	<u>FY13</u>	<u>FY14</u>	<u>FY15</u>	<u>FY16</u>	<u>FY17</u>	<u>FY18</u>	<u>FY19</u>	<u>Total</u>
Program Type											
Building & Grounds	655,000	380,000	65,000	-	-	-	47,000	120,000	315,000	-	1,582,000
Equipment	672,000	150,400	257,000	193,000	287,500	264,000	99,000	180,000	439,000	159,000	2,700,900
Forestry	15,000	15,000	135,000	135,000	135,000	135,000	120,000	-	-	-	690,000
Hydrants	-	-	-	-	-	-	-	-	-	-	-
Meters	-	-	-	-	-	-	-	-	-	-	-
Parking	460,000	-	-	-	-	200,000	75,000	-	-	-	735,000
Service	-	-	-	-	-	-	-	-	-	-	-
Sewer	730,000	595,000	595,000	-	-	-	-	-	-	-	1,920,000
Sidewalks	82,688	86,822	91,163	145,721	100,507	105,533	110,809	116,350	122,167	-	961,760
Streets	1,964,972	1,951,296	1,620,296	482,000	468,460	405,264	417,422	429,944	442,843	456,128	8,638,625
Vehicles	867,000	501,000	456,000	521,000	341,500	368,500	1,005,365	766,000	614,500	572,000	6,012,865
Water Main	299,540	314,500	330,240	346,750	364,100	382,300	401,400	400,000	400,000	-	3,238,830
Total All Funds	5,746,200	3,994,018	3,549,699	1,823,471	1,697,067	1,860,597	2,275,996	2,012,294	2,333,510	1,187,128	26,479,980
All Funds											
Program Category											
Bldg. & Equip.	1,802,000	545,400	457,000	328,000	422,500	599,000	341,000	300,000	754,000	159,000	5,707,900
Vehicles	867,000	501,000	456,000	521,000	341,500	368,500	1,005,365	766,000	614,500	572,000	6,012,865
Infrastructure	3,077,200	2,947,618	2,636,699	974,471	933,067	893,097	929,631	946,294	965,010	456,128	14,759,215
Total	5,746,200	3,994,018	3,549,699	1,823,471	1,697,067	1,860,597	2,275,996	2,012,294	2,333,510	1,187,128	26,479,980

Capital Plan 2019 Summary



Village of Glencoe
Long Range Financial Plan
Total Project Costs during Plan 2019

<u>Code</u>	<u>Program Name</u>	Prior <u>Plan Cost</u>	Proposed <u>Cost</u>	<u>\$ Change</u> <u>From Prior</u>	<u>Proposed</u>	
					<u>% of</u> <u>Total</u>	<u>Accum.</u> <u>%</u>
06-001	Street Resurfacing - Local Streets	5,058,700	7,837,949	2,779,249	29.6%	29.6%
08-001	Distribution Mains	3,524,130	3,238,830	(285,300)	12.2%	41.8%
04-001	Sanitary Sewer Upgrades	1,717,720	1,785,000	67,280	6.7%	48.6%
07-013	Other Vehicles	1,209,000	1,095,000	(114,000)	4.1%	52.7%
07-001	Refuse Packers	740,999	976,865	235,866	3.7%	56.4%
05-001	Residential Sidewalks	1,040,510	961,760	(78,750)	3.6%	60.0%
07-005	Dump Trucks	821,000	856,000	35,000	3.2%	63.3%
07-010	Fire Engine	850,000	850,000	-	3.2%	66.5%
07-008	Public Safety Vehicles	757,000	761,000	4,000	2.9%	69.3%
01-001	Village Hall Renovation	485,000	600,000	115,000	2.3%	71.6%
09-002	Tree Replacement	600,000	600,000	-	2.3%	73.9%
03-002	Commuter Parking	475,000	535,000	60,000	2.0%	75.9%
06-005	Green Bay Road (30% Local Share)	531,000	531,000	-	2.0%	77.9%
02-001	911 System Equipment	465,000	495,000	30,000	1.9%	79.8%
02-007	Sewer Equipment	383,500	463,500	80,000	1.8%	81.5%
01-011	Life Safety/Security Upgrade	390,000	370,000	(20,000)	1.4%	82.9%
07-006	End Loaders	290,000	330,000	40,000	1.2%	84.2%
02-015	Water Plant Equipment	287,000	247,000	(40,000)	0.9%	85.1%
07-007	Aerial Tower Truck	240,000	240,000	-	0.9%	86.0%
02-003	Computer Equipment	233,000	230,000	(3,000)	0.9%	86.9%
07-003	Ambulance	210,000	210,000	-	0.8%	87.7%
03-003	Temple Court Parking	200,000	200,000	-	0.8%	88.4%
01-009	Facility Improvements	243,000	195,000	(48,000)	0.7%	89.2%
02-010	Office Equipment	237,000	189,000	(48,000)	0.7%	89.9%
02-008	Radio Replacement	184,000	184,000	-	0.7%	90.6%
07-004	Street Sweeper	258,000	175,000	(83,000)	0.7%	91.2%
01-010	Contaminant Early Detection System	160,000	160,000	-	0.6%	91.8%
02-014	Water Meters	300,000	150,000	(150,000)	0.6%	92.4%
02-013	Fire Program	133,000	148,000	15,000	0.6%	93.0%
02-006	Lap Top Computers - PS	145,000	145,000	-	0.5%	93.5%
01-004	Range Upgrade	135,000	135,000	-	0.5%	94.0%
07-009	Sidewalk Tractors	236,000	128,000	(108,000)	0.5%	94.5%
07-012	Pothole Patch Truck	123,000	123,000	-	0.5%	95.0%
01-007	UV Disinfection System	120,000	120,000	-	0.5%	95.4%
02-005	Squad Car Video Cameras	87,000	118,000	31,000	0.4%	95.9%
02-011	Furniture Upgrade	117,000	117,000	-	0.4%	96.3%
10-001	Storm Sewer Upgrades	100,000	110,000	10,000	0.4%	96.7%
06-003	Dundee Road (30% Local Share)	100,000	100,000	-	0.4%	97.1%
02-009	Leaf Program Equipment	133,744	99,400	(34,344)	0.4%	97.5%
01-008	Intake Chemical Feed	100,000	90,000	(10,000)	0.3%	97.8%
02-002	Air Pack Replacements	105,000	90,000	(15,000)	0.3%	98.2%
09-001	Tree Removal	105,000	90,000	(15,000)	0.3%	98.5%
06-004	Medians	125,000	75,000	(50,000)	0.3%	98.8%
06-006	Hohlfelder/Westley Rd. (30% Local)	75,000	75,000	-	0.3%	99.1%
01-006	HVAC Upgrade	95,000	70,000	(25,000)	0.3%	99.3%
08-004	Water Reservoir Upgrade	105,000	45,000	(60,000)	0.2%	99.5%
02-019	Audio/Visual Equipment	30,000	30,000	-	0.1%	99.6%
01-003	Roof Replacement	40,000	25,000	(15,000)	0.1%	99.7%
04-004	Harbor Street Lake Wall	25,000	25,000	-	0.1%	99.8%
02-012	Parking Program	20,000	20,000	-	0.1%	99.9%
06-007	Bridges	39,000	19,676	(19,324)	0.1%	99.9%
01-005	Kitchen Upgrade	15,000	15,000	-	0.1%	100.0%
02-016	Traffic Signals	65,000	-	(65,000)	0.0%	100.0%
02-018	Communications Equipment	150,000	-	(150,000)	0.0%	100.0%
Total Programs		24,414,303	26,479,980	2,065,677		
% Variance from Prior Plan				8.5%		
Proposed Use of Bond Proceeds & Related Financing Sources		0	7,570,888			
Remaining Inventory		24,414,303	18,909,092			

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Village of Glencoe
Projection of Long Range Financial Condition
Through Fiscal Year 2014

October 10, 2008

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Summary

This report contains financial information which will allow the Village Board to consider long term issues and assumptions necessary to produce the long range financial forecast update (Plan 2014). This report was reviewed by the Finance Committee on October 7, 2008.

Also included is a schedule of revenues, expenditures and changes in fund balance for Fiscal Year 2009. This schedule includes budget, year-to-date and projected activity. In addition to projected (expected) activity from Fiscal Year 2010 through 2014, there also is a table showing “less-than-expected” activity. Generally, the less-than-expected scenario is based on the assumption of a zero dollar increase in the revenue budget in the general fund.

From the assumptions as drafted, long range projections have been created. The long range projections span from Fiscal Year 2010 through Fiscal Year 2014. The projected figures have been created by applying factors to broad categories of activity. Please ignore the factors on the tables. From the initial factor-driven tables, staff has reviewed and adjusted the line items to know and/or anticipated actual activity. Staff has reviewed the initial figures and has made adjustments where known variances occur. The purpose of providing projections is to give the Village Board an idea of the impact of changes in certain economic assumptions.

Assumptions

The assumptions listed below are general assumptions. Where there are specific material and noteworthy variances from the general assumption within a category, the variance will take precedence over the general assumption.

Revenue

Growth in general revenue varies and is generally less than anticipated 3.0% CPI

0.00% growth in service charges

3.00% annual increase growth in water rates

Water consumption based on 5 year average consumption.

Decrease in Motor Fuel Tax revenue

Modest growth in E911 revenue

2nd day garbage fee to increase 3.0% annually based on cost of providing service.

Base garbage collection fee remains at \$0.

The actual impact (percentage change from one budget to the next) of the analysis to date by fund is as follows:

<u>General Fund</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
Expected	1.28%	2.47%	2.48%	2.50%	2.51%
Less-than-expected	0.00%	2.40%	2.43%	2.45%	2.46%
<u>Water Fund</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
Expected	2.40%	1.60%	2.93%	2.52%	2.95%
Less-than-expected	-0.53%	1.63%	2.97%	2.99%	3.01%
<u>Motor Fuel Tax Fund</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
Expected	-9.64%	0.00%	0.00%	0.00%	0.00%
Less-than-expected	-13.54%	0.00%	0.00%	0.00%	0.00%
<u>E911 Fund</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
Expected	3.44%	7.04%	3.67%	3.68%	3.69%
Less-than-expected	2.45%	3.67%	3.68%	3.69%	3.70%

State Shared Revenue (Per IML)

Population of the Village: 8,762

Income Tax: \$94.50 per capita with a 4% annual growth.

State Use Tax: \$13.60 per capita with 2% annual growth.

Motor Fuel Tax \$27.75 per capita with no growth.

Motor Fuel Tax projection is reduced to projected FY 2009 actual with no future growth.

Expenditure

4.00% growth in personnel costs

Assumes staff turnover and replacement of 3 full time employees per year at lower salaries.

Generally assumes 0.00% growth in contractual service costs

Generally 3.00% growth in commodities (supply) costs

0.00% growth in other misc. expenditure costs

Expected and less-than-expected expenditure scenarios are the same.

Capital Expenditure

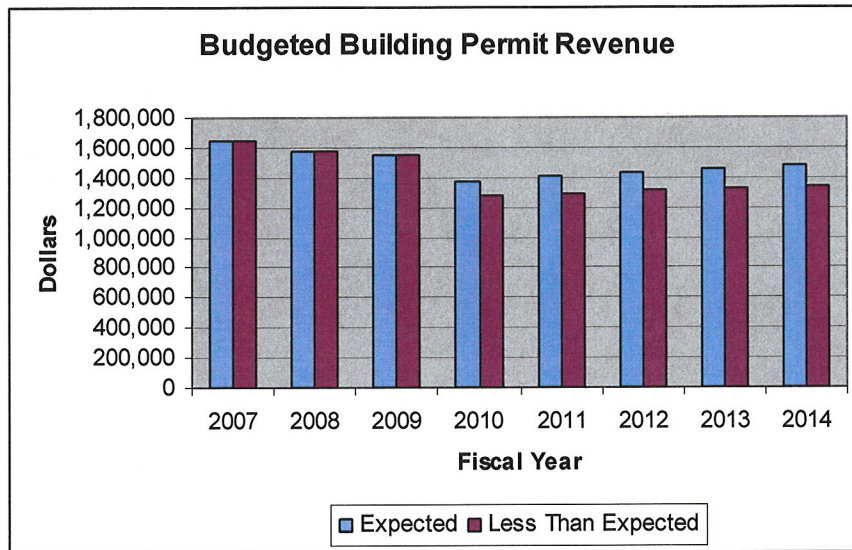
Per long range capital inventory through FY 2019.

Capital included in proposed bond program is no longer considered part of the inventory of projects seeking funding.

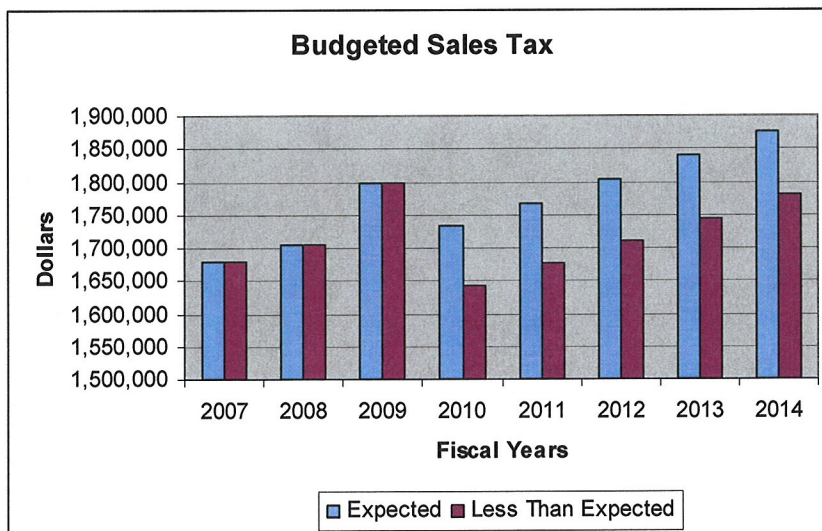
GENERAL FUND

ISSUES TO CONSIDER

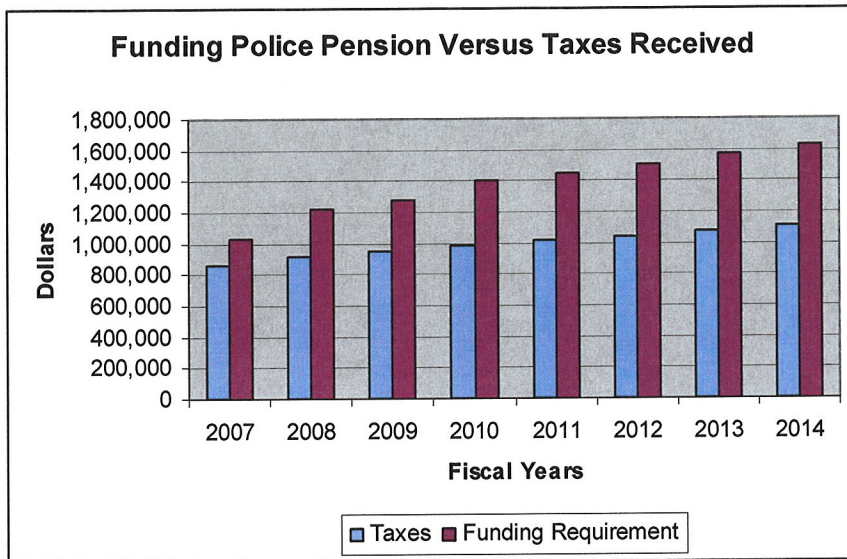
1. The revenue budget is expected to increase 1.28% from Fiscal Year 2009 Budget to Fiscal Year 2010 Budget. The less-than-expected scenario anticipates a 0.00% increase in revenue.
2. Permits is expected to decrease from a budget of \$1.5 Million to \$1.37 Million. The less-than-expected scenario anticipates a base of \$1.28 Million.



3. 2008 Property tax levy can increase by 4% based on change in CPI. CPI factor for remainder of plan will revert back to 3%.
4. Sales tax is expected to decrease from a budget of \$1.8 Million to \$1.73 Million. The less-than-expected scenario anticipates a base of \$1.64 Million.



5. Funding Police Pension gap has been accomplished to date by using other financing sources on hand (unreserved and undesignated fund balance). The base year anticipates funding from property taxes of \$985,276 with a base year funding requirement of \$1.4 Million (leaving a gap funded by other sources of over \$400,000). Over the 5 year period, this gap will be over \$2.3 Million (approximately \$460,000 per year)



6. Sales tax rebate agreement with Autohaus ends mid FY 2013 and 100% of the sales tax collected will remain with the Village.
7. Included is an assumption of deferring further booking of the golf club management fee during the plan fiscal years (loss of \$300,000 in revenue).
8. Annual operating excess is expected to range from \$398,300 to \$586,700. Under less-than-expected scenario, this range is \$152,700 to \$400,100
9. Total available for capital while maintaining a minimum of \$1,000,000 fund balances is \$3.5 Million under the expected scenario (annual average of \$700,000) and \$2.4 under the less-than-expected scenario (annual average of \$480,000).

Village of Glencoe
GENERAL FUND
SCHEDULE OF REVENUES, EXPENDITURES & CHANGES IN FUND BALANCE
(As of September 30, 2008)

<u>ctivity</u>	<u>FY09 BUD</u>	<u>FY09 YTD</u>	<u>% OF BUDGET</u>	<u>FY09 PRJ</u>	<u>\$ OF BUDGET</u>	<u>% OF BUDGET</u>
Program Revenue						
Licenses	307,675	298,599	97.0%	307,675	-	100.0%
Permits	1,552,410	666,838	43.0%	1,352,410	(200,000)	87.1%
Charges for Service	686,750	286,838	41.8%	586,000	(100,750)	85.3%
Other Revenue	591,569	325,141	55.0%	872,389	280,820	147.5%
Fees	118,160	78,948	66.8%	130,300	12,140	110.3%
Fines & Forfeits	148,700	114,724	77.2%	190,000	41,300	127.8%
Total	3,405,264	1,771,088	52.0%	3,438,774	33,510	101.0%
Expenditures						
Personnel	10,762,271	4,974,637	46.2%	10,424,414	(337,857)	96.9%
Services	1,884,443	930,121	49.4%	1,783,607	(100,836)	94.6%
Commodities	899,597	422,549	47.0%	930,596	30,999	103.4%
Other	350,850	163,874	46.7%	330,550	(20,300)	94.2%
Total	13,897,161	6,491,181	46.7%	13,469,167	(427,994)	96.9%
Net (Expense) Revenue	(10,491,897)	(4,720,093)		(10,030,393)	461,504	
General Revenues						
<u>Taxes</u>						
Property Taxes	6,688,580	3,267,077	48.8%	6,688,580	-	100.0%
Sales Tax	1,800,000	868,654	48.3%	1,700,000	(100,000)	94.4%
Income Tax	774,000	507,287	65.5%	828,000	54,000	107.0%
Telecommunications Tax	538,200	323,774	60.2%	585,000	46,800	108.7%
Utility Taxes	890,000	530,173	59.6%	890,000	-	100.0%
Use Tax	118,300	63,643	53.8%	118,300	-	100.0%
Personal Prop. Rep. Tax	95,160	65,722	69.1%	95,160	-	100.0%
Other Financing Sources	-	-	N/A	114,000	-	
<u>Interest</u>	275,000	62,741	22.8%	205,000	(70,000)	74.5%
<u>Transfers In</u>	-	-	N/A	-	-	N/A
Total	11,179,240	5,689,071	50.9%	11,224,040	(69,200)	100.4%
Operating Excess (Deficit)	687,343	968,978		1,193,647	392,304	
Debt Service	-	-	N/A	-	-	N/A
Transfers Out	65,959	-	0.0%	82,449	16,490	125.0%
Capital Expenditure	742,700	597,954	80.5%	868,777	126,077	117.0%
	808,659	597,954	73.9%	951,226	142,567	117.6%
Net Change In Fund Balance	(121,316)	371,024		242,421	249,737	
FUND BALANCE, MARCH 1 (1)	2,142,474			2,142,474		
FUND BALANCE, FEBURARY 29	2,021,158			2,384,895		
Fund Balances as % of Operations	14.5%			17.7%		

Budget Statement						
Revenue	14,584,504	7,460,159	51.2%	14,662,814	78,310	100.5%
Expenditure	14,705,820	7,089,135	48.2%	14,420,393	(285,427)	98.1%
Excess (Deficit) - All Sources	(121,316)	371,024		242,421		

Notes

(1) Unreserved fund balance.

Village of Glencoe
GENERAL FUND
LONG RANGE PROJECTION - EXPECTED CASE

<u>Activity</u>	<u>FY10 PLN</u>	<u>FY11 PLN</u>	<u>FY12 PLN</u>	<u>FY13 PLN</u>	<u>FY14 PLN</u>	<u>FACTOR</u>
Program Revenue						
Licenses	311,051	310,475	310,475	310,475	310,475	3.00%
Permits	1,378,042	1,404,624	1,430,855	1,458,139	1,485,976	3.00%
Charges for Service	599,680	613,400	628,300	643,200	658,600	3.00%
Other Revenue	575,840	571,825	568,217	564,973	562,251	2.00%
Fees	130,300	130,300	130,300	130,300	130,300	2.00%
Fines & Forfeits	193,000	193,000	193,000	193,000	193,000	0.00%
Total	3,187,913	3,223,624	3,261,147	3,300,087	3,340,602	
Change from Budget	-6.38%	1.12%	1.16%	1.19%	1.23%	
Expenditures						
Personnel	11,062,840	11,491,634	11,937,016	12,399,575	12,890,105	3.88%
Services	1,873,593	1,875,093	1,876,593	1,878,093	1,879,593	0.00%
Commodities	897,802	923,304	949,588	949,930	977,855	3.00%
Other	350,150	350,150	350,150	253,150	158,150	0.00%
Total	14,184,385	14,640,181	15,113,347	15,480,748	15,905,703	
Change from Budget	2.07%	3.21%	3.23%	2.43%	2.75%	
Net (Expense) Revenue	(10,996,472)	(11,416,557)	(11,852,200)	(12,180,661)	(12,565,101)	
General Revenues						
<u>Taxes</u>						
Property Taxes	6,956,123	7,164,807	7,379,751	7,601,144	7,829,178	3.00%
Sales Tax	1,734,000	1,768,680	1,804,054	1,840,135	1,876,937	2.00%
Income Tax	861,120	895,565	931,387	968,643	1,007,389	4.00%
Telecommunications Tax	602,550	620,627	639,245	658,423	678,175	3.00%
Utility Taxes	916,700	944,201	972,527	1,001,703	1,031,754	3.00%
Use Tax	120,666	123,079	125,541	128,052	130,613	2.00%
Personal Prop. Rep. Tax	98,015	100,955	103,984	107,103	110,317	3.00%
Other Financing Sources	114,000	114,000	114,000	114,000	114,000	
<u>Interest</u>	180,000	180,000	180,000	180,000	180,000	0.00%
<u>Transfers In</u>	-	-	-	-	-	
Total	11,583,174	11,911,914	12,250,489	12,599,202	12,958,362	
	3.61%	2.84%	2.84%	2.85%	2.85%	
Operating Excess (Deficit)	586,702	495,357	398,289	418,541	393,261	
Debt Service						
<u>Transfers Out</u>	65,959	49,469	32,979	16,489	-	
<u>Capital Expenditure</u>	-	-	-	-	-	
	65,959	49,469	32,979	16,489	-	
Net Change In Fund Balance	520,743	445,888	365,310	402,052	393,261	
FUND BALANCE, MARCH 1 (1)	2,384,895	2,905,638	3,351,526	3,716,836	4,118,888	
FUND BALANCE, FEBURARY 29	2,905,638	3,351,526	3,716,836	4,118,888	4,512,149	
Fund Balances as % of Operations	20.5%	22.9%	24.6%	26.6%	28.4%	

Budget Statement

Revenue	14,771,087	15,135,538	15,511,636	15,899,289	16,298,964
Expenditure	14,250,344	14,689,650	15,146,326	15,497,237	15,905,703
Excess (Deficit) - All Sources	520,743	445,888	365,310	402,052	393,261
% Revenue Change	1.28%	2.47%	2.48%	2.50%	2.51%
% Expenditure Chng	1.97%	3.08%	3.11%	2.32%	2.64%

Notes

(1) Unreserved fund balance.

Village of Glencoe
GENERAL FUND
LONG RANGE PROJECTION - LESS THAN EXPECTED CASE

<u>Activity</u>	<u>FY10 PLN</u>	<u>FY11 PLN</u>	<u>FY12 PLN</u>	<u>FY13 PLN</u>	<u>FY14 PLN</u>	<u>FACTOR</u>
Program Revenue						
Licenses	311,051	310,475	310,475	310,475	310,475	3.00%
Permits	1,281,459	1,295,814	1,310,897	1,326,550	1,342,836	3.00%
Charges for Service	599,680	613,400	628,300	643,200	658,600	3.00%
Other Revenue	575,840	571,825	568,217	564,973	562,251	2.00%
Fees	130,300	130,300	130,300	130,300	130,300	2.00%
Fines & Forfeits	193,000	193,000	193,000	193,000	193,000	0.00%
Total	3,091,330	3,114,814	3,141,189	3,168,498	3,197,462	
Change from Budget	-3.03%	0.76%	0.85%	0.87%	0.91%	
Expenditures						
Personnel	11,062,840	11,491,634	11,937,016	12,399,575	12,890,105	3.88%
Services	1,873,593	1,875,093	1,876,593	1,878,093	1,879,593	0.00%
Commodities	897,802	923,304	949,588	949,930	977,855	3.00%
Other	350,150	350,150	350,150	253,150	158,150	0.00%
Total	14,184,385	14,640,181	15,113,347	15,480,748	15,905,703	
Change from Budget	0.00%	3.21%	3.23%	2.43%	2.75%	
Net (Expense) Revenue	(11,093,055)	(11,525,367)	(11,972,158)	(12,312,250)	(12,708,241)	
General Revenues						
<u>Taxes</u>						
Property Taxes	6,956,123	7,164,807	7,379,751	7,601,144	7,829,178	3.00%
Sales Tax	1,644,000	1,676,880	1,710,418	1,744,626	1,779,518	2.00%
Income Tax	861,120	895,565	931,387	968,643	1,007,389	4.00%
Telecommunications Tax	602,550	620,627	639,245	658,423	678,175	3.00%
Utility Taxes	916,700	944,201	972,527	1,001,703	1,031,754	3.00%
Use Tax	120,666	123,079	125,541	128,052	130,613	2.00%
Personal Prop. Rep. Tax	98,015	100,955	103,984	107,103	110,317	3.00%
Other Financing Sources	114,000	114,000	114,000	114,000	114,000	
<u>Interest</u>	180,000	180,000	180,000	180,000	180,000	0.00%
<u>Transfers In</u>	-	-	-	-	-	
Total	11,493,174	11,820,114	12,156,853	12,503,693	12,860,944	
	-0.78%	2.84%	2.85%	2.85%	2.86%	
Operating Excess (Deficit)	400,119	294,747	184,695	191,443	152,703	
Debt Service						
<u>Transfers Out</u>	65,959	49,469	32,979	16,489	-	
<u>Capital Expenditure</u>	-	-	-	-	-	
	65,959	49,469	32,979	16,489	-	
Net Change In Fund Balance	334,160	245,278	151,716	174,954	152,703	
FUND BALANCE, MARCH 1 (1)	2,384,895	2,719,055	2,964,333	3,116,049	3,291,003	
FUND BALANCE, FEBURARY 29	2,719,055	2,964,333	3,116,049	3,291,003	3,443,706	
Fund Balances as % of Operations	19.2%	20.2%	20.6%	21.3%	21.7%	
Budget Statement						
Revenue	14,584,504	14,934,928	15,298,042	15,672,191	16,058,406	
Expenditure	14,250,344	14,689,650	15,146,326	15,497,237	15,905,703	
Excess (Deficit) - All Sources	334,160	245,278	151,716	174,954	152,703	
% Revenue Change	0.00%	2.40%	2.43%	2.45%	2.46%	
% Expenditure Chng	1.97%	3.08%	3.11%	2.32%	2.64%	

Notes

(1) Unreserved fund balance.

GARBAGE FUND

ISSUES TO CONSIDER

1. The review of the long range financial forecast provides an opportunity to review the formula for paying for garbage services (i.e. property taxes versus fees or a combination of the two).
2. Base garbage collection fee is \$0 as of March 1, 2008, resulting in a reduction of approximately \$150,000 in annual revenue.
3. Property taxes to increase by CPI factor mentioned above for General Fund from base property taxes reduced by \$100,000 beginning Fiscal Year 2009.
4. Commercial garbage collection and 2nd collection to increase based on cost of providing service.
5. Reduction in estimated revenue from yard waste tags from \$93,000 to \$40,000.

Village of Glencoe
GARBAGE FUND
SCHEDULE OF REVENUES, EXPENDITURES & CHANGES IN FUND BALANCES
(As of September 30, 2008)

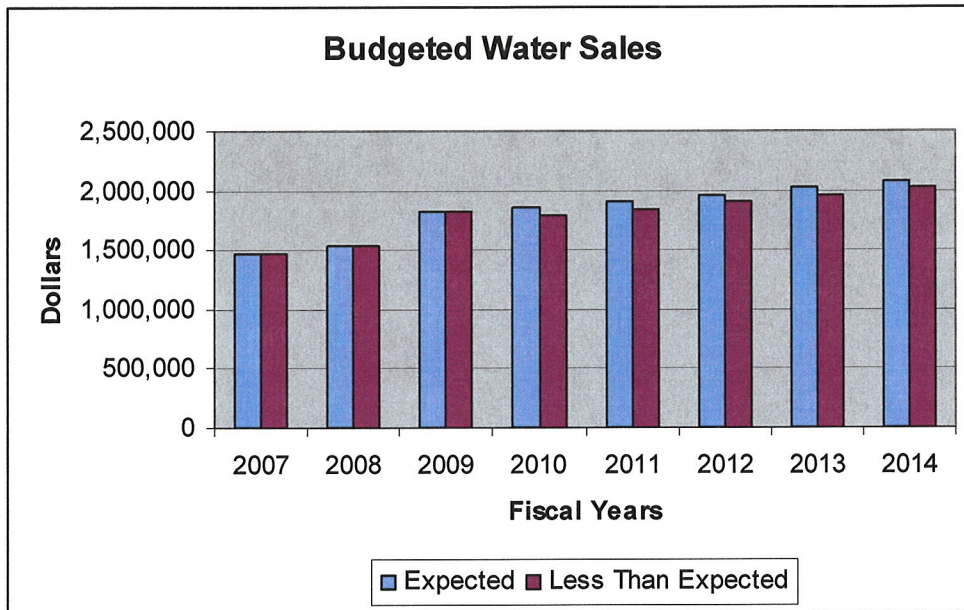
<u>Activity</u>	<u>FY09 BUD</u>	<u>FY09 YTD</u>	<u>% OF BUDGET</u>	<u>FY09 PRJ</u>	<u>\$ OF BUDGET</u>	<u>% OF BUDGET</u>
<u>Program Revenue</u>						
Charges for Service	404,000	214,105	53.0%	436,000	32,000	107.9%
Other Revenue	109,600	34,979	31.9%	54,000	(55,600)	49.3%
Total	513,600	249,084	48.5%	490,000	(23,600)	95.4%
<u>Expenditures</u>						
Personnel	632,252	292,439	46.3%	607,650	(24,602)	96.1%
Services	514,250	261,847	50.9%	500,350	(13,900)	97.3%
Commodities	92,568	53,263	57.5%	98,215	5,647	106.1%
Other	-	-	N/A	-	-	N/A
Total	1,239,070	607,549	49.0%	1,206,215	(32,855)	97.3%
Net (Expense) Revenue	(725,470)	(358,465)		(716,215)		
<u>General Revenues</u>						
<u>Taxes</u>						
Property Taxes	671,000	322,057	48.0%	671,000	-	100.0%
Personal Prop. Rep. Tax	7,000	-	0.0%	7,000	-	100.0%
Other Financing Sources	-	-	N/A	22,000	22,000	N/A
<u>Interest</u>	7,000	6,339	90.6%	10,000	3,000	142.9%
<u>Transfers In</u>	-	-	N/A	-	-	N/A
Total	685,000	328,396	47.9%	710,000	25,000	103.6%
Operating Excess (Deficit)	(40,470)	(30,069)		(6,215)	25,000	
<u>Debt Service</u>	18,000	8,599	47.8%	17,200	(800)	95.6%
<u>Transfers Out</u>	-	-	N/A	-	-	N/A
<u>Capital Expenditure</u>	-	-	N/A	-	-	N/A
	18,000	8,599	47.8%	17,200	(800)	95.6%
<u>Net Change In Fund Balance</u>	(58,470)	(38,669)		(23,415)	25,800	
FUND BALANCE, MARCH 1	278,342			278,342		
FUND BALANCE, FEBURARY 29	219,872			254,927		
Fund Balances as % of Operations	17.7%			21.1%		

Budget Statement						
Revenue	1,198,600	577,480	48.2%	1,200,000		
Expenditure	1,257,070	616,149	49.0%	1,223,415		
<u>Excess (Deficit) - All Sources</u>	(58,470)	(38,669)		(23,415)		

WATER FUND

ISSUES TO CONSIDER

1. Plan includes 3.0% annual increase in water rates. This is expected to be due to rate increases and volumes of water consumed based on the existing 5 year average. The less-than-expected scenario includes the same rates, but assumes billing equal to 97% of the 5 year average.
2. FY 2009 water sales revenue projected to be lower than budget by nearly \$120,000 based on volume of water pumped being lower than 5 year average. Future years revenue is projected using rates (increased 3% annually) and 5 year average of water pumped.



3. Operating excess is approximately \$400,000 per year for the expected scenario and \$340,000 under the less-than-expected scenario and could be used for capital improvements.

Village of Glencoe
WATER FUND
SCHEDULE OF REVENUES, EXPENDITURES & CHANGES IN FUND BALANCES
(As of September 30, 2008)

<u>Activity</u>	<u>FY09 BUD</u>	<u>FY09 YTD</u>	<u>% OF BUDGET</u>	<u>FY09 PRJ</u>	<u>\$ OF BUDGET</u>	<u>% OF BUDGET</u>
<u>Program Revenue</u>						
Charges for Service	1,895,756	840,547	44.3%	1,776,600	(119,156)	93.7%
Other Revenue	61,490	38,251	62.2%	70,000	8,510	113.8%
Total	<u>1,957,246</u>	<u>878,798</u>	<u>44.9%</u>	<u>1,846,600</u>	<u>(110,646)</u>	<u>94.3%</u>
<u>Expenditures</u>						
Personnel	1,037,559	499,261	48.1%	1,008,520	(29,039)	97.2%
Services	338,530	155,551	45.9%	328,937	(9,593)	97.2%
Commodities	116,445	66,927	57.5%	116,615	170	100.1%
Depreciation	66,600			66,600		
Other	-	-	N/A	-	-	N/A
Total	<u>1,559,134</u>	<u>721,739</u>	<u>46.3%</u>	<u>1,520,672</u>	<u>(38,462)</u>	<u>97.5%</u>
Net (Expense) Revenue	398,112	157,059		325,928		
<u>General Revenues</u>						
Other Financing Sources	-	-	N/A	14,000	14,000	N/A
Interest	11,000	1,123	10.2%	6,000	(5,000)	54.5%
Transfers In	-	-	N/A	-	-	N/A
Total	<u>11,000</u>	<u>1,123</u>	<u>10.2%</u>	<u>20,000</u>	<u>9,000</u>	<u>181.8%</u>
Operating Excess (Deficit)	409,112	158,181		345,928	9,000	

Budget Statement						
Revenue	1,968,246	879,920	44.7%	1,866,600		
Expenditure	1,559,134	721,739	46.3%	1,520,672		
<u>Excess (Deficit) - All Sources</u>	<u>409,112</u>	<u>158,181</u>		<u>345,928</u>		
CAPITAL	500,000	294,231		500,000		
LESS DEPRECIATION	66,600	-		66,600		
EXP CHECK	1,992,534	1,015,970		1,454,072		

Village of Glencoe
WATER FUND
LONG RANGE PROJECTION - EXPECTED CASE

<u>Activity</u>	<u>FY10 PLN</u>	<u>FY11 PLN</u>	<u>FY12 PLN</u>	<u>FY13 PLN</u>	<u>FY14 PLN</u>	<u>FACTOR</u>
<u>Program Revenue</u>						
Charges for Service	1,918,640	1,949,000	2,007,000	2,066,550	2,128,171	3.00%
Other Revenue	71,800	73,654	75,564	69,031	71,056	2.00%
Total	1,990,440	2,022,654	2,082,564	2,135,581	2,199,227	
	1.70%	1.62%	2.96%	2.55%	2.98%	
<u>Expenditures</u>						
Personnel	1,077,817	1,119,636	1,163,078	1,208,205	1,255,084	3.88%
Services	345,930	345,930	345,930	345,930	345,930	0.00%
Commodities	119,938	123,537	127,243	131,060	134,992	3.00%
Depreciation	66,600	68,598	70,656	72,776	74,959	3.00%
Other	-	-	-	-	-	0.00%
Total	1,610,285	1,657,700	1,706,906	1,757,971	1,810,964	
	3.28%	2.94%	2.97%	2.99%	3.01%	
Net (Expense) Revenue	380,155	364,954	375,658	377,610	388,263	
<u>General Revenues</u>						
Other Financing Sources	14,000	14,000	14,000	14,000	14,000	
<u>Interest</u>	11,000	11,000	11,000	11,000	11,000	0.00%
<u>Transfers In</u>	-	-	-	-	-	
Total	25,000	25,000	25,000	25,000	25,000	
	127.27%	0.00%	0.00%	0.00%	0.00%	
Operating Excess (Deficit)	405,155	389,954	400,658	402,610	413,263	

Budget Statement

Revenue	2,015,440	2,047,654	2,107,564	2,160,581	2,224,227
Expenditure	1,610,285	1,657,700	1,706,906	1,757,971	1,810,964
<u>Excess (Deficit) - All Sources</u>	405,155	389,954	400,658	402,610	413,263
% Revenue Change	2.40%	1.60%	2.93%	2.52%	2.95%
% Expenditure Chng	3.28%	2.94%	2.97%	2.99%	3.01%

Village of Glencoe

WATER FUND

STATEMENT OF CASH FLOWS - EXPECTED CASE

(As of September 30, 2008)

LONG RANGE PROJECTION

	Budget FY 2009	Projected FY 2009	\$ of Budget	% of Budget	FY10 PLN	FY11 PLN	FY12 PLN	FY13 PLN	FY14 PLN
CASH FLOWS FROM OPERATING ACTIVITIES									
Receipts from Customers									
Charges	1,895,756	1,776,600	(119,156)	93.7%	1,918,640	1,949,000	2,007,000	2,066,550	2,128,171
Miscellaneous	61,490	70,000	8,510	113.8%	71,800	73,654	75,564	69,031	71,056
Interest	11,000	6,000	(5,000)	54.5%	11,000	11,000	11,000	11,000	11,000
Payments to Suppliers									
Commodities	(116,445)	(116,615)	(170)	100.1%	(119,938)	(123,537)	(127,243)	(131,060)	(134,992)
Services	(338,530)	(328,937)	9,593	97.2%	(345,930)	(345,930)	(345,930)	(345,930)	(345,930)
Payments to Employees	(1,037,559)	(1,008,520)	29,039	97.2%	(1,077,817)	(1,119,636)	(1,163,078)	(1,208,205)	(1,255,084)
⇒ CASH FLOWS FROM NON-CAPITAL	475,712	398,528			457,755	444,552	457,314	461,386	474,222
Purchases of Capital Assets	(500,000)	(487,495)	12,505	97.5%	-	-	-	-	-
NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS	(24,288)	(88,967)			457,755	444,552	457,314	461,386	474,222
CASH AND CASH EQUIVALENTS, MARCH 1	215,612	215,612			126,645	584,400	1,028,952	1,486,265	1,947,651
CASH AND CASH EQUIVALENTS, FEB. 28	191,324	126,645			584,400	1,028,952	1,486,265	1,947,651	2,421,873
CASH AS A % OF OPERATING EXPENSE	12.8%	8.7%			54.2%	91.9%	127.8%	161.2%	193.0%
OPERATING EXPENSE	(1,492,534)	(1,454,072)			(1,543,685)	(1,589,102)	(1,636,250)	(1,685,195)	(1,736,005)

Village of Glencoe
WATER FUND
LONG RANGE PROJECTION - LESS THAN EXPECTED CASE

<u>Activity</u>	<u>FY10 PLN</u>	<u>FY11 PLN</u>	<u>FY12 PLN</u>	<u>FY13 PLN</u>	<u>FY14 PLN</u>	<u>FACTOR</u>
<u>Program Revenue</u>						
Charges for Service	1,861,081	1,891,201	1,947,218	1,996,789	2,056,299	3.00%
Other Revenue	71,800	73,654	75,564	69,031	71,056	2.00%
Total	1,932,881	1,964,855	2,022,782	2,065,820	2,127,355	
	-1.24%	1.65%	2.95%	2.13%	2.98%	
<u>Expenditures</u>						
Personnel	1,077,817	1,119,636	1,163,078	1,208,205	1,255,084	3.88%
Services	345,930	345,930	345,930	345,930	345,930	0.00%
Commodities	119,938	123,537	127,243	131,060	134,992	3.00%
Depreciation	66,600	68,598	70,656	72,776	74,959	3.00%
Other	-	-	-	-	-	0.00%
Total	1,610,285	1,657,700	1,706,906	1,757,971	1,810,964	
	3.28%	2.94%	2.97%	2.99%	3.01%	
 Net (Expense) Revenue	 322,596	 307,155	 315,875	 307,849	 316,391	
<u>General Revenues</u>						
Other Financing Sources	14,000	14,000	14,000	14,000	14,000	
<u>Interest</u>	11,000	11,000	11,000	11,000	11,000	0.00%
<u>Transfers In</u>	-	-	-	-	-	
Total	25,000	25,000	25,000	25,000	25,000	
	0.00%	0.00%	0.00%	0.00%	0.00%	
 Operating Excess (Deficit)	 347,596	 332,155	 340,875	 332,849	 341,391	

Budget Statement						
Revenue	1,957,881	1,989,855	2,047,782	2,090,820	2,152,355	
Expenditure	1,610,285	1,657,700	1,706,906	1,757,971	1,810,964	
<u>Excess (Deficit) - All Sources</u>	347,596	332,155	340,875	332,849	341,391	
 % Revenue Change	 -0.53%	 1.63%	 2.91%	 2.10%	 2.94%	
% Expenditure Chng	3.28%	2.94%	2.97%	2.99%	3.01%	

WATER FUND

STATEMENT OF CASH FLOWS - LESS THAN EXPECTED CASE

(As of September 30, 2008)

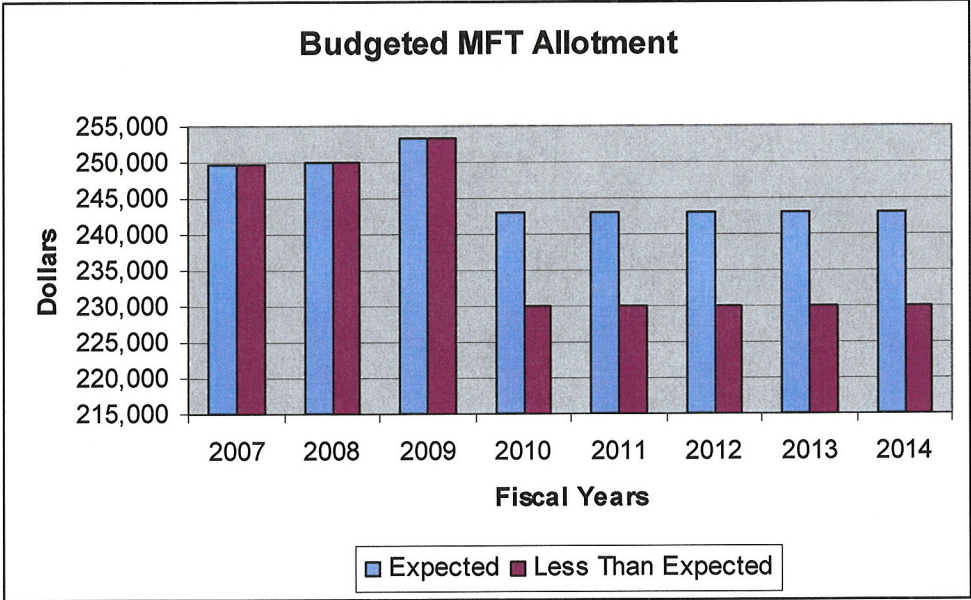
LONG RANGE PROJECTION

	Budget FY 2009	Projected FY 2009	\$ of Budget	% of Budget	FY10 PLN	FY11 PLN	FY12 PLN	FY13 PLN	FY14 PLN
CASH FLOWS FROM OPERATING ACTIVITIES									
Receipts from Customers									
Charges	1,895,756	1,776,600	(119,156)	93.7%	1,861,081	1,891,201	1,947,218	1,996,789	2,056,299
Miscellaneous	61,490	70,000	8,510	113.8%	71,800	73,654	75,564	69,031	71,056
Interest	11,000	6,000	(5,000)	54.5%	11,000	11,000	11,000	11,000	11,000
Payments to Suppliers									
Commodities	(116,445)	(116,615)	(170)	100.1%	(119,938)	(123,537)	(127,243)	(131,060)	(134,992)
Services	(338,530)	(328,937)	9,593	97.2%	(345,930)	(345,930)	(345,930)	(345,930)	(345,930)
Payments to Employees	(1,037,559)	(1,008,520)	29,039	97.2%	(1,077,817)	(1,119,636)	(1,163,078)	(1,208,205)	(1,255,084)
CASH FLOWS FROM NON-CAPITAL	475,712	398,528	(77,184)	83.8%	400,196	386,753	397,531	391,625	402,349
Purchases of Capital Assets	(500,000)	(487,495)	12,505	97.5%	-	-	-	-	-
NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS	(24,288)	(88,967)	(64,679)	72.8%	400,196	386,753	397,531	391,625	402,349
CASH AND CASH EQUIVALENTS, MARCH 1	215,612	215,612			126,645	526,841	913,594	1,311,125	1,702,750
CASH AND CASH EQUIVALENTS, FEB. 28	191,324	126,645	(64,679)	66.2%	526,841	913,594	1,311,125	1,702,750	2,105,099
CASH AS A % OF OPERATING EXPENSE	12.8%	8.7%			48.9%	81.6%	112.7%	140.9%	167.7%
OPERATING EXPENSE	(1,492,534)	(1,454,072)	(38,462)	97.5%	(1,543,685)	(1,589,102)	(1,636,250)	(1,685,195)	(1,736,005)

MOTOR FUEL TAX FUND

ISSUES TO CONSIDER

- 1. Allotment of Motor Fuel Tax received is projected to increase 0.0% annually.
- 2. Revenues which are traditionally stable are projected to decrease slightly due to reduced consumption. The reduction totals nearly \$23,000, approximately \$115,000 over the course of the plan. Under the less-than-expected scenario, revenues are reduced \$33,000, a loss of \$165,000 during the plan.



- 3. There are no projected operating expenditures in the fund.

Village of Glencoe
MOTOR FUEL TAX FUND
SCHEDULE OF REVENUES, EXPENDITURES & CHANGES IN FUND BALANCES
(As of September 30, 2008)

<u>Activity</u>	<u>FY09 BUD</u>	<u>FY09 YTD</u>	<u>% OF</u> <u>BUDGET</u>	<u>FY09 PRJ</u>	<u>\$ OF</u> <u>BUDGET</u>	<u>% OF</u> <u>BUDGET</u>
<u>Program Revenue</u>						
Intergovernmental	253,200	116,745	46.1%	230,000	(23,200)	90.8%
Total	253,200	116,745	46.1%	230,000	(23,200)	90.8%
<u>Expenditures</u>						
Personnel	-	-	N/A	-	-	N/A
Services	-	-	N/A	-	-	N/A
Commodities	-	-	N/A	-	-	N/A
Other	-	-	N/A	-	-	N/A
Total	-	-	N/A	-	-	N/A
Net (Expense) Revenue	253,200	116,745		230,000		
<u>General Revenues</u>						
Interest	3,000	1,254	41.8%	1,500	(1,500)	50.0%
Total	3,000	1,254	41.8%	1,500	(1,500)	50.0%
Operating Excess (Deficit)	256,200	117,999		231,500	(1,500)	
<u>Debt Service</u>	-	-	N/A	-	-	N/A
<u>Transfers Out</u>	-	-	N/A	-	-	N/A
<u>Capital Expenditure</u>	260,900	173,751	66.6%	260,900	-	100.0%
	260,900	173,751	66.6%	260,900	-	100.0%
<u>Net Change In Fund Balance</u>	(4,700)	(55,751)		(29,400)	(1,500)	
FUND BALANCE, MARCH 1	64,417			64,417		
FUND BALANCE, FEBURARY 29	59,717			35,017		

Budget Statement

Revenue	256,200	117,999	46.1%	231,500
Expenditure	260,900	173,751	66.6%	260,900
<u>Excess (Deficit) - All Sources</u>	(4,700)	(55,751)		(29,400)

Village of Glencoe
MOTOR FUEL TAX FUND
LONG RANGE PROJECTION - EXPECTED CASE

Activity	FY10 PLN	FY11 PLN	FY12 PLN	FY13 PLN	FY14 PLN	FACTOR
Program Revenue						
Intergovernmental	230,000	230,000	230,000	230,000	230,000	0.00%
Total	230,000	230,000	230,000	230,000	230,000	
	-9.16%	0.00%	0.00%	0.00%	0.00%	
Expenditures						
Personnel	-	-	-	-	-	3.88%
Services	-	-	-	-	-	0.00%
Commodities	-	-	-	-	-	3.00%
Other	-	-	-	-	-	0.00%
Total	-	-	-	-	-	
Net (Expense) Revenue	230,000	230,000	230,000	230,000	230,000	
General Revenues						
Interest	1,500	1,500	1,500	1,500	1,500	0.00%
Total	1,500	1,500	1,500	1,500	1,500	
	-50.00%	0.00%	0.00%	0.00%	0.00%	
Operating Excess (Deficit)	231,500	231,500	231,500	231,500	231,500	
Debt Service	-	-	-	-	-	0.00%
Transfers Out	-	-	-	-	-	
Capital Expenditure	-	-	-	-	-	
Net Change In Fund Balance	231,500	231,500	231,500	231,500	231,500	
FUND BALANCE, MARCH 1	35,017	266,517	498,017	729,517	961,017	
FUND BALANCE, FEBURARY 29	266,517	498,017	729,517	961,017	1,192,517	
Budget Statement						
Revenue	231,500	231,500	231,500	231,500	231,500	
Expenditure	-	-	-	-	-	
Excess (Deficit) - All Sources	231,500	231,500	231,500	231,500	231,500	
% Revenue Change	-9.64%	0.00%	0.00%	0.00%	0.00%	
% Expenditure Chng	N/A	N/A	N/A	N/A	N/A	

Village of Glencoe
MOTOR FUEL TAX FUND
LONG RANGE PROJECTION - LESS THAN EXPECTED

<u>Activity</u>	<u>FY10 PLN</u>	<u>FY11 PLN</u>	<u>FY12 PLN</u>	<u>FY13 PLN</u>	<u>FY14 PLN</u>	<u>FACTOR</u>
<u>Program Revenue</u>						
Intergovernmental	220,000	220,000	220,000	220,000	220,000	0.00%
Total	220,000	220,000	220,000	220,000	220,000	
	-13.11%	0.00%	0.00%	0.00%	0.00%	
<u>Expenditures</u>						
Personnel	-	-	-	-	-	3.88%
Services	-	-	-	-	-	0.00%
Commodities	-	-	-	-	-	3.00%
Other	-	-	-	-	-	0.00%
Total	-	-	-	-	-	
Net (Expense) Revenue	220,000	220,000	220,000	220,000	220,000	
<u>General Revenues</u>						
Interest	1,500	1,500	1,500	1,500	1,500	0.00%
Total	1,500	1,500	1,500	1,500	1,500	
	-50.00%	0.00%	0.00%	0.00%	0.00%	
Operating Excess (Deficit)	221,500	221,500	221,500	221,500	221,500	
<u>Debt Service</u>	-	-	-	-	-	0.00%
<u>Transfers Out</u>	-	-	-	-	-	
<u>Capital Expenditure</u>	-	-	-	-	-	
<u>Net Change In Fund Balance</u>	221,500	221,500	221,500	221,500	221,500	
FUND BALANCE, MARCH 1	35,017	256,517	478,017	699,517	921,017	
FUND BALANCE, FEBURARY 29	256,517	478,017	699,517	921,017	1,142,517	
Budget Statement						
Revenue	221,500	221,500	221,500	221,500	221,500	
Expenditure	-	-	-	-	-	
<u>Excess (Deficit) - All Sources</u>	221,500	221,500	221,500	221,500	221,500	
% Revenue Change	-4.32%	0.00%	0.00%	0.00%	0.00%	
% Expenditure Chng	N/A	N/A	N/A	N/A	N/A	

E911 FUND

ISSUES TO CONSIDER

1. Review need for fund balance in the context of the identified long range capital inventory. The expected scenario projects plan with ending balance of \$656,800 at the end of the plan and the less-than-expected scenario anticipates \$624,100.
2. Review other expenditures to see if they qualify as E911 expenditures.

Village of Glencoe
ENHANCED 911 FUND
SCHEDULE OF REVENUES, EXPENDITURES & CHANGES IN FUND BALANCES
(As of September 30, 2008)

<u>Activity</u>	<u>FY09 BUD</u>	<u>FY09 YTD</u>	<u>% OF BUDGET</u>	<u>FY09 PRJ</u>	<u>\$ OF BUDGET</u>	<u>% OF BUDGET</u>
<u>Program Revenue</u>						
Other Taxes	153,500	84,335	54.9%	153,500	-	100.0%
Total	153,500	84,335	54.9%	153,500	-	100.0%
<u>Expenditures</u>						
Personnel	-	-	N/A	-	-	N/A
Services	96,800	28,703	N/A	96,800	-	100.0%
Commodities	31,500	11,068	N/A	31,500	-	100.0%
Other	-	-	N/A	-	-	N/A
Total	128,300	39,771	N/A	128,300	-	N/A
Net (Expense) Revenue	25,200	44,564		25,200		
<u>General Revenues</u>						
Interest	10,000	7,185	71.9%	14,000	4,000	140.0%
Total	10,000	7,185	71.9%	14,000	4,000	140.0%
Operating Excess (Deficit)	35,200	51,749		39,200	4,000	
<u>Debt Service</u>	-	-	N/A	-	-	N/A
<u>Transfers Out</u>	-	-	N/A	-	-	N/A
<u>Capital Expenditure</u>	95,000	39,045	41.1%	95,000	-	100.0%
	95,000	39,045	41.1%	95,000	-	100.0%
<u>Net Change In Fund Balance</u>	(59,800)	12,704		(55,800)	4,000	
FUND BALANCE, MARCH 1	434,761			434,761		
FUND BALANCE, FEBURARY 29	374,961			378,961		
Fund Balances as % of Operations	292.3%			295.4%		

Budget Statement						
Revenue	163,500	91,520	56.0%	167,500		
Expenditure	223,300	78,816	35.3%	223,300		
<u>Excess (Deficit) - All Sources</u>	(59,800)	12,704		(55,800)		

Village of Glencoe
ENHANCED 911 FUND
LONG RANGE PROJECTION - EXPECTED CASE

<u>Activity</u>	<u>FY10 PLN</u>	<u>FY11 PLN</u>	<u>FY12 PLN</u>	<u>FY13 PLN</u>	<u>FY14 PLN</u>	<u>FACTOR</u>
<u>Program Revenue</u>						
Other Taxes	155,120	166,026	172,667	179,573	186,756	4.00%
Total	155,120	166,026	172,667	179,573	186,756	
	1.06%	7.03%	4.00%	4.00%	4.00%	
<u>Expenditures</u>						
Personnel	-	-	-	-	-	3.88%
Services	96,800	96,800	96,800	96,800	96,800	0.00%
Commodities	32,445	33,418	34,421	35,454	36,517	3.00%
Other	-	-	-	-	-	0.00%
Total	129,245	130,218	131,221	132,254	133,317	
	0.74%	0.75%	0.77%	0.79%	0.80%	
Net (Expense) Revenue	25,875	35,808	41,446	47,319	53,439	
<u>General Revenues</u>						
Interest	14,000	15,000	15,000	15,000	15,000	0.00%
Total	14,000	15,000	15,000	15,000	15,000	
	40.00%	7.14%	0.00%	0.00%	0.00%	
Operating Excess (Deficit)	39,875	50,808	56,446	62,319	68,439	
<u>Debt Service</u>	-	-	-	-	-	
<u>Transfers Out</u>	-	-	-	-	-	
<u>Capital Expenditure</u>	-	-	-	-	-	
<u>Net Change In Fund Balance</u>	39,875	50,808	56,446	62,319	68,439	
FUND BALANCE, MARCH 1	378,961	418,836	469,644	526,090	588,409	
FUND BALANCE, FEBURARY 29	418,836	469,644	526,090	588,409	656,848	
Fund Balances as % of Operations	324.1%	360.7%	400.9%	444.9%	492.7%	
Budget Statement						
Revenue	169,120	181,026	187,667	194,573	201,756	
Expenditure	129,245	130,218	131,221	132,254	133,317	
<u>Excess (Deficit) - All Sources</u>	39,875	50,808	56,446	62,319	68,439	
% Revenue Change	3.44%	7.04%	3.67%	3.68%	3.69%	
% Expenditure Chng	0.42%	0.75%	0.77%	0.79%	0.80%	

Village of Glencoe
ENHANCED 911 FUND
LONG RANGE PROJECTION - LESS THAN EXPECTED

<u>Activity</u>	<u>FY10 PLN</u>	<u>FY11 PLN</u>	<u>FY12 PLN</u>	<u>FY13 PLN</u>	<u>FY14 PLN</u>	<u>FACTOR</u>
<u>Program Revenue</u>						
Other Taxes	153,500	159,640	166,026	172,667	179,573	4.00%
Total	153,500	159,640	166,026	172,667	179,573	
	-1.04%	4.00%	4.00%	4.00%	4.00%	
<u>Expenditures</u>						
Personnel	-	-	-	-	-	3.88%
Services	96,800	96,800	96,800	96,800	96,800	0.00%
Commodities	32,445	33,418	34,421	35,454	36,517	3.00%
Other	-	-	-	-	-	0.00%
Total	129,245	130,218	131,221	132,254	133,317	
	0.74%	0.75%	0.77%	0.79%	0.80%	
Net (Expense) Revenue	24,255	29,422	34,805	40,413	46,256	
<u>General Revenues</u>						
Interest	14,000	14,000	14,000	14,000	14,000	0.00%
Total	14,000	14,000	14,000	14,000	14,000	
	40.00%	0.00%	0.00%	0.00%	0.00%	
Operating Excess (Deficit)	38,255	43,422	48,805	54,413	60,256	
<u>Debt Service</u>	-	-	-	-	-	
<u>Transfers Out</u>	-	-	-	-	-	
<u>Capital Expenditure</u>	-	-	-	-	-	
<u>Net Change In Fund Balance</u>	38,255	43,422	48,805	54,413	60,256	
FUND BALANCE, MARCH 1	378,961	417,216	460,638	509,442	563,855	
FUND BALANCE, FEBURARY 29	417,216	460,638	509,442	563,855	624,112	
Fund Balances as % of Operations	322.8%	353.7%	388.2%	426.3%	468.1%	
Budget Statement						
Revenue	167,500	173,640	180,026	186,667	193,573	
Expenditure	129,245	130,218	131,221	132,254	133,317	
Excess (Deficit) - All Sources	38,255	43,422	48,805	54,413	60,256	
% Revenue Change	-0.96%	3.67%	3.68%	3.69%	3.70%	
% Expenditure Chng	0.00%	0.75%	0.77%	0.79%	0.80%	

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THE VILLAGE OF GLENCOE
Office of the Village Manager

OFFICIAL PAY PLAN

March 1, 2009

VILLAGE OF GLENCOE
OFFICE OF THE VILLAGE MANAGER
March 1, 2009

OFFICIAL PAY PLAN

1.0 Purpose:

1.1 To officially disseminate the Official Pay Plan as approved by the Village Board of Trustees.

2.0 Scope:

2.1 The Official Pay Plan establishes the authority and official guidelines by which the Village Manager may appoint, promote, evaluate and compensate all Village employees.

3.0 Policy:

3.1 The Village Manager, as the Chief Administrative Officer of the Village, shall be responsible to the Village Board of Trustees for the administration and interpretation of the Official Pay Plan.

4.0 Distribution:

4.1 To all Department Heads and to be made available for review by all employees.

Office of the Village Manager
March 1, 2009

Procedures and Implementation Data

THE OFFICIAL PAY PLAN

The Salary Ranges, Position Titles, and Position Classifications as presented herein, shall constitute the Official Pay Plan for all employees of the Village of Glencoe except for the Village Manager. The Village Manager operates under a separate plan with the Village Board. The Official Plan grants certain authority to the Village Manager, but does not obligate the Manager to act with regards to compensation of employees.

ADMINISTRATOR OF THE PAY PLAN

The Village Manager, as Chief Administrative Officer of the Village, shall be responsible to the Village Board of Trustees for the administration and interpretation of the Official Pay Plan and shall set salaries for all employees within the limits of the salary ranges established herein. The Village Manager shall apprise the Village Board of Trustees annually regarding the appropriateness of municipal salary levels, taking into consideration cost of living, area employment conditions, level of employee performance and other appropriate factors. All salary adjustments shall be authorized by the Village Manager following the consideration of recommendations of Department Heads who shall certify as to each employees' eligibility and qualifications for such salary adjustment. The Village Manager is further authorized to establish and administer an employee evaluation and development program to be used to determine employee job effectiveness, performance, and individual employee development. Such a program serves as an important factor in consideration of employee salary adjustments. Additionally, the Village Manager shall have the authority to establish personnel review boards to administratively review and recommend employees for probation and salary adjustments.

Salary Administration Procedure

SALARY RANGE

The Official Pay Plan establishes a salary range which recognizes that individual ability and exhibited job performance are the basic considerations in salary administration. The Plan also recognizes that it is desirable to provide the opportunity for employees to attain, within a reasonable period following employment, a salary level appropriate to their position and skills exhibited, based on their performance.

ORIGINAL APPOINTMENT AND PROBATIONARY PERIOD

Employees shall normally be appointed at the minimum level of the range authorized for the position. However, employees may be hired at a level higher than the minimum with the expressed approval of the Village Manager who shall have authority to establish initial employment compensation at any salary level within the range authorized for the position. Employees appointed at the initial increment for their position salary range shall be eligible for a salary increase upon satisfactory completion of a probationary period and recommendation for salary adjustment by the Department Head. Probationary periods shall normally cover the initial six (6) months of employment; however, such period may be extended not to exceed one (1) year if, in the opinion of the Department Head and Village Manager, an extended period is necessary

to fully evaluate the employee for regular appointment. Appointment as regular employee bestows no additional rights to the employee. All employees are considered "at will" employees. No employee shall be considered for regular employee appointment nor salary increase if the employee is determined to not satisfactorily perform duties of the position to which the employee is assigned.

The Village Manager may authorize larger increases if the performance and skills exhibited during the probationary period warrant additional compensation.

ADMINISTRATION PLAN

Following completion of the probationary period employees shall be evaluated annually on or before March 1st for a salary adjustment based upon demonstrated, satisfactory job performance. The incremental salary increase shall generally follow the guidelines established by the Village Manager and approved by the Village Board.

PAY PLAN ADJUSTMENTS

Periodically, based upon economic conditions and other factors, the pay plan may be adjusted by the Village Board of Trustees upon the recommendation of the Village Manager. At the time of such periodic adjustment all regular, full time employees will be eligible for salary increase consideration at the newly assigned salary rate, or any portion thereof dependent upon their evaluation, unless a Department Head, upon a formal evaluation of any employee and following consultation with said employee determines an increase is not in order due to the employee's failure to perform assigned duties in a satisfactory manner. Such adjustment, when withheld, may be granted by the Village Manager at any later time when said employee's performance has improved to a satisfactory extent.

PROMOTIONS

When an employee is transferred or promoted from one position or salary range to another position or salary range, the employee's salary may be adjusted by the Village Manager. Such salary will be at an increment commensurate with the employee's knowledge, skills and abilities to perform the new duties. In the case of promotions, the Village Manager may authorize a salary increase within the new salary range which reflects the increased duties and responsibilities assigned the employee.

RECLASSIFICATION

An employee's position may be re-established by the Village Manager to a higher or lower salary range to properly reflect assigned duties and responsibilities. The Village Manager shall have the authority to reassign and place an employee at a lower salary range.

ADDITIONAL DUTY PAY

The Village Manager shall have the authority to assign additional duty responsibilities, on a temporary or permanent basis, to regular employees which will be special or collateral assignments in addition to the employee's regular position. Employees assigned an additional duty position shall be eligible, upon authorization by the Village Manager, for salary adjustments not to exceed \$1,000 per month. The salary adjustments shall be in effect only so long as authorized by the Village Manager.

The standards for awarding additional duty pay shall be as follows:

1. The additional duties must represent skills not normally associated with the position classification as determined by the Village Manager.
2. The individual must be performing duties not normally assigned to the position and the additional duties must represent forty percent (40%) of the individual's time or represent significant off-duty preparation time.
3. The individual must act as a working leader for a crew of three (3) or more employees for sixty percent (60%) of the individual's time. This must include:
 - assigning personnel;
 - directing personnel;
 - being held responsible for crew
 - performance by the Department Head; and
 - being assigned as acting Department Head periodically.
4. The additional duties must represent assigned managerial responsibilities either as an "acting" position or as an "assistant to" position.

ADDITIONAL MERIT PAY

The Village Manager shall have the authority to establish an additional Merit Pay policy for review and approval by the Village Board of Trustees if deemed necessary or desirable.

Temporary Employees

Certain job junctions are required to be performed only on a temporary or seasonal basis. Such positions are unclassified in the Official Pay Plan and are authorized to be filled and paid within established salary levels, as approved by the Village Manager.

<u>Temporary Positions</u>	<u>Non-Regular Employee</u>		
	<u>Hourly Pay Range</u>		
	<u>Minimum</u>	<u>Maximum</u>	
Special Education Intern	7.75	10.00	
Administrative Intern	7.75	15.00	
Engineering Intern	7.75	15.78	
Office Clerk	7.75	20.00	
Clerk Typist	7.75	18.48	
Secretary	7.75	24.32	
Seasonal Laborer	7.75	17.00	
Handyman	7.75	22.00	
Crossing Guard	225	450	per month
Paid On-Call Firemen	20	20	per call
Health Officer	1035	1200	per month

Executive, Managerial and Administrative Classification

The Village Manager shall, within established salary levels, have full discretion and authority to periodically adjust salaries of those persons in the Executive, Managerial and Administrative Classification of the Official Pay Plan. Performance of such professional personnel will be reviewed at least annually. Increases shall not extend salary levels beyond the maximum per annum rates established for the positions and approved by the Village Board of Trustees.

Salary increases shall be based upon demonstrated performance in the following areas:

1. Management.
 - a. The ability to secure cooperation and obtain optimum results through the efforts of others.
 - b. The demonstration of fiscal accountability and efficient and effective utilization of resources.
 - c. The ability to conceptualize the needs of the Department and organize necessary programs and activities to increase efficiency and effectiveness.
 - d. The ability for written and oral communication.
2. Technical skills and abilities.
3. Personal development for personal growth and continued value to the organization.

In addition, the salary plan shall be reviewed each year based upon the following considerations:

1. The relationship between positions of similar responsibilities and authorities and of preserving management and supervisory relationships.
2. The Village's competitive position in terms of retaining existing personnel and recruiting new personnel.
3. The Village's financial ability to adequately compensate authorized personnel.

Office of the Village Manager
March 1, 2008

VILLAGE OF GLENCOE FY10 PAY PLAN

	ADOPTED		ADOPTED	
	FY 2009 Annual		FY 2010 Annual	
	<u>Minimum</u>	<u>Maximum</u>	<u>Minimum</u>	<u>Maximum</u>
VILLAGE MANAGER'S OFFICE				
Village Manager	By Agreement			
Assistant Village Manager	\$ 84,415	\$ 115,426	\$ 84,415	\$ 115,426
Executive Assistant	\$ 49,931	\$ 78,680	\$ 51,369	\$ 80,946
Information Technology Coordinator	\$ 60,000	\$ 80,000	\$ 61,728	\$ 85,000
DEPARTMENT OF FINANCE				
Director of Finance	\$ 101,922	\$ 138,508	\$ 101,922	\$ 138,508
Assistant to the Director of Finance	\$ 49,816	\$ 80,262	\$ 51,251	\$ 82,574
Accountant	\$ 53,364	\$ 70,844	\$ 54,901	\$ 72,884
Payroll/Benefit Coordinator	\$ 41,768	\$ 61,189	\$ 42,971	\$ 62,951
Finance Billing Service Coordinator	\$ 39,848	\$ 57,183	\$ 40,996	\$ 58,830
DEPARTMENT OF PUBLIC SAFETY				
Director of Public Safety	\$ 101,922	\$ 138,614	\$ 101,922	\$ 138,614
Deputy Chief / Public Safety (1)	\$ 85,457	\$ 113,797	\$ 85,457	\$ 113,797
Lieutenant (2) (4)	\$ 87,763	\$ 105,145	\$ 90,291	\$ 108,173
Public Safety Officer (3) (4)	\$ 55,232	\$ 84,188	\$ 56,823	\$ 86,613
Administrative Analyst	\$ 46,254	\$ 75,690	\$ 47,586	\$ 77,870
Communications Operator	\$ 46,795	\$ 63,969	\$ 48,143	\$ 65,811
Administrative Secretary	\$ 40,950	\$ 58,000	\$ 42,129	\$ 59,670
Community Service Officer	\$ 44,525	\$ 59,712	\$ 45,807	\$ 61,432
Public Safety Records Clerk	\$ 40,433	\$ 56,126	\$ 41,597	\$ 57,742

Does not include Public Safety pro-pay bonus of \$1,750
Does not include Public Safety pro-pay bonus of \$1,500.
Does not include Public Safety pro-pay bonus of \$1,250.
Does not include Public Safety paramedic-pay bonus of \$1000

VILLAGE OF GLENCOE FY10 PAY PLAN

	ADOPTED		PROPOSED	
	FY 2009 Annual		FY 2010 Annual	
	<u>Minimum</u>	<u>Maximum</u>	<u>Minimum</u>	<u>Maximum</u>
DEPARTMENT OF PUBLIC WORKS				
Director of Public Works	\$ 101,922	\$ 138,508	\$ 101,922	\$ 138,508
Village Engineer	\$ 62,783	\$ 96,104	\$ 62,783	\$ 96,104
PW General Superintendent	\$ 87,546	\$ 112,932	\$ 87,546	\$ 112,932
Deputy Director of Public Works/ Community Development	\$ 87,547	\$ 112,932	\$ 87,547	\$ 112,932
Community Development Analyst	\$ 48,077	\$ 79,046	\$ 49,462	\$ 81,323
Water Plant Superintendent	\$ 71,653	\$ 93,649	\$ 71,653	\$ 93,649
Public Works Supervisor	\$ 60,219	\$ 88,072	\$ 61,953	\$ 90,608
Mechanic	By Contract		By Contract	
Water Plant Operator	By Contract		By Contract	
Maintenance Equipment Operator	By Contract		By Contract	
Building Custodian	By Contract		By Contract	
Office Coordinator	\$ 43,057	\$ 58,856	\$ 44,297	\$ 60,551
Administrative Secretary	\$ 41,267	\$ 57,309	\$ 42,455	\$ 58,959
Receptionist/Cashier	\$ 34,944	\$ 50,500	\$ 35,950	\$ 51,954
Bulding Inspector / Plan Reviewer	\$ 48,727	\$ 66,774	\$ 50,130	\$ 68,697

HISTORY OF AUTHORIZED FULL TIME POSITIONS

	<u>ADOPTED BUDGET FY 2003</u>	<u>ADOPTED BUDGET FY 2004</u>	<u>ADOPTED BUDGET FY 2005</u>	<u>ADOPTED BUDGET FY 2006</u>	<u>ADOPTED BUDGET FY 2007</u>	<u>ADOPTED BUDGET FY 2008</u>	<u>ADOPTED BUDGET FY 2009</u>	<u>ADOPTED BUDGET FY 2010</u>
<u>OFFICE OF THE VILLAGE MANAGER</u>								
VILLAGE MANAGER	1	1	1	1	1	1	1	1
ASSISTANT VILLAGE MANAGER	0	0	0	0	0	1	1	1
ASSISTANT TO THE MANAGER	2	2	2	1	1	0	0	0
EXECUTIVE ASSISTANT	1	1	1	1	1	1	1	1
INFORMATION TECH. COORDINATOR	0	0	0	0	0	0	1	1
TOTAL	4	4	4	3	3	3	4	4
<u>DEPARTMENT OF FINANCE</u>								
DIRECTOR OF FINANCE	1	1	1	1	1	1	1	1
ASSISTANT TO THE DIRECTOR	1	1	1	1	1	1	1	1
ACCOUNTANT	1	1	1	1	1	1	1	1
PAYROLL/BENEFIT COORDINATOR	1	1	1	1	1	1	1	1
ACCOUNT CLERK-BILLER	1	1	1	1	1	1	1	1
TOTAL	5	5	5	5	5	5	5	5
<u>DEPARTMENT OF PUBLIC SAFETY</u>								
DIRECTOR OF PUBLIC SAFETY	1	1	1	1	1	1	1	1
DEPUTY DIRECTOR OF PUBLIC SAFETY	2	2	2	2	2	2	2	2
ASSISTANT TO THE DIRECTOR	1	1	1	1	1	1	1	1
LIEUTENANT	6	6	6	6	6	6	6	6
OFFICER	26	26	26	26	27	27	27	27
COMMUNICATIONS OPERATOR	5	5	5	5	5	5	5	5
COMMUNITY SERVICE OFFICER	2	2	2	2	2	2	2	2
ADMINISTRATIVE SECRETARY	1	1	1	1	1	1	1	1
RECORDS CLERK	1	1	1	1	1	1	1	1
TOTAL	45	45	45	45	46	46	46	46

HISTORY OF AUTHORIZED FULL TIME POSITIONS

	<u>ADOPTED</u>	<u>ADOPTED</u>	<u>ADOPTED</u>	<u>ADOPTED</u>	<u>ADOPTED</u>	<u>ADOPTED</u>	<u>ADOPTED</u>	<u>ADOPTED</u>	<u>ADOPTED</u>	<u>ADOPTED</u>	<u>ADOPTED</u>	<u>ADOPTED</u>	<u>ADOPTED</u>
	<u>BUDGET</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>BUDGET</u>
	<u>FY 2003</u>	<u>FY 2004</u>	<u>FY 2005</u>	<u>FY 2006</u>	<u>FY 2007</u>	<u>FY 2008</u>	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2003</u>	<u>FY 2004</u>	<u>FY 2005</u>	<u>FY 2006</u>	<u>FY 2007</u>
<u>DEPARTMENT OF PUBLIC WORKS</u>													
DIRECTOR OF PUBLIC WORKS	1	1	1	1	1	1	1	1	1	1	1	1	1
VILLAGE ENGINEER	1	1	1	1	1	1	1	1	1	1	1	1	1
DEPUTY DIRECTOR PUBLIC WORKS/ COMMUNITY DEVELOPMENT	1	1	1	1	1	1	1	1	1	1	1	1	1
WATER PLANT SUPERINTENDENT	1	1	1	1	1	1	1	1	1	1	1	1	1
GENERAL SUPERINTENDENT	1	1	1	1	1	1	1	1	1	1	1	1	1
ASSISTANT TO THE DIRECTOR	0	0	0	0	0	0	0	0	0	0	0	0	0
COMMUNITY DEVELOPMENT COORD.	1	1	1	1	1	1	1	1	1	1	1	1	1
BUILDING INSPECTOR/REVIEWER	0	0	1	1	1	1	1	1	1	1	1	1	1
PUBLIC WORKS SUPERVISOR	4	4	4	4	4	4	4	4	4	4	4	4	4
ADMINISTRATIVE SECRETARY	1	1	1	1	1	1	1	1	1	1	1	1	1
OFFICE COORDINATOR	1	1	1	1	1	1	1	1	1	1	1	1	1
RECEPTIONIST/CASHIER	1	1	1	1	1	1	1	1	1	1	1	1	1
MECHANIC	4	4	4	4	4	4	4	4	4	4	4	4	4
MEO	23	23	23	23	23	20	21	21	21	21	21	21	21
WATER PLANT OPERATOR	4	4	4	4	4	4	4	4	4	4	4	4	4
BUILDING CUSTODIAN	1	1	1	1	1	1	0	0	0	0	0	0	0
TOTAL	45	45	46	46	46	43	43	43	43	43	43	43	43
TOTAL FULL TIME EQUIVALENT	99	99	100	99	100	97	98	98	98	98	98	98	98

FINANCIAL POLICIES

Fund Balance Policy

The Village's stability of revenue sources allows the Village to maintain relatively small fund balances. However, in recent years sales tax and building permit revenue have increased as a percent of total revenue. These revenue sources, however, are subject to factors beyond the Village's ability to control (i.e. economic, etc.) The Fund Balance Policy should provide for operational stability in the event of revenue source fluctuation or unusual operating expenditure need.

It is Village policy to maintain an undesignated fund balance in the General Corporate Fund of 10% of current operating expenditures, excluding capital but not lower than \$1,000,000. The 10% minimum target was also used for the Water Fund and the Garbage Fund. There was no absolute dollar amount set as a minimum balance for either the Water Fund or the Garbage Fund.

Reporting Entity and its Services

This report includes the Village government and all related organizations for which the Village exercises oversight responsibility as defined by the Governmental Accounting Standards Board (GASB).

The Village has developed criteria to determine whether outside agencies with activities that benefit the citizens of the Village should be included within its financial reporting entity. The criteria include, but are not limited to, whether the Village (1) selects the governing authority or management, (2) has the ability to significantly influence operations, or (3) has accountability for fiscal matters (e.g., final budget approval, responsibility for funding deficits, management or assets, etc.).

Using these criteria, the Village includes in its Comprehensive Annual Financial Report (CAFR) report the activities of the Glencoe Golf Club (Golf Club), Glencoe Public Library, Police Pension Fund, and Firemen's Pension Fund. These entities have separate boards but are included as part of the Village's appropriation ordinance. In addition, the Glencoe Public Library, Police Pension Fund, and Firemen's Pension Fund have as their primary source of revenue property taxes that are levied by the Village.

In addition, there are other government entities, such as School District #35 and the Glencoe Park District, which are located primarily within the Village's limits. These entities have separately elected boards, power to levy taxes, and authorization to expend funds. The Village exercises no oversight responsibility in relation to these entities, and they are therefore not included in the Village's financial statements.

Balanced Budget

A balanced budget has expenditures and financing uses that do not exceed the revenues and financing sources. The use of fund balance determined to be in excess of the minimum fund balance target is acceptable if the balance is greater than the minimum.



During Fiscal Year 2009, the operating funds (including the General Fund, Water Fund and Garbage Fund) are projected to use \$204,074 of fund balance but each fund is projected to end the year in excess of the minimum fund balance target.

Property Taxes

The Village's property taxes are levied each calendar year on all taxable real property located in the Village. For governmental funds, property taxes that are due within the current fiscal year and collected prior to that fiscal year year-end are recorded as revenue. Taxes levied in December of 2008 will be collected during 2009. 2008 property tax collected prior to February 28, 2009, are recorded as deferred revenue during Fiscal Year 2009 and recognized as revenue during Fiscal Year 2010. Non-current property tax revenue is recognized as revenue in the fiscal year it is received.

The County Assessor is responsible for assessment of all taxable real property within Cook County (County) except for certain railroad property that is assessed directly by the state. One-third of the County is reassessed each year on a repeating triennial schedule established by the County Assessor. The next triennial reassessment will be for tax year 2010.

The County Clerk computes the annual tax for each parcel of real property and prepares tax books used by the County Collector as the basis for issuing tax bills to all taxpayers in the County.

Property taxes are collected by the County Collector and are submitted to the County Treasurer, who remits to the units their respective shares of the collections. Taxes levied in one year become due and payable in two installments in March 1 and August 1 during the following year. The first installment is an estimated bill, and is one-half of the prior year's tax bill. The second installment is based on the current levy, assessment, and equalization, and any changes from the prior year will be reflected in the second installment bill. Taxes must be levied by the last Tuesday in December for the following levy year. The levy becomes an enforceable lien against the property as of January 1 immediately following the levy year.

Based upon collection histories, the Village has not provided an allowance for uncollectible real property taxes for the current year's levy.

Abatement of Taxes

It is been the long-term policy of the Village Board to abate taxes with sources of revenue available. The Cook County Tax Extension Division automatically levies the amount established by ordinance for payment of debt service as required, plus an additional 5% for loss in collection. Each January, the Village Board reviews amounts available to reduce the levy for taxes necessary to pay debt service. In January 2009, the Village Board abated \$75,875 in property taxes for the fiscal year of March 1, 2008 to February 29, 2009.

Debt Policy **Use of Limited Tax Authority**

The Village has up to 0.5% of equalized assessed valuation (EAV) that can be issued as limited tax debt. Limited tax debt does not require voter approval. In 2004, the Village issued \$1,850,000 in limited tax debt for sewer projects.



As of the 2007 EAV, the Village can issue an additional \$4,166,000. Once issued, it cannot be reissued until principal amount due is reduced. As a policy, the Village considers the limited tax authority as part of its emergency reserves and would like to retire the existing limited tax debt retired as soon as practical.

Repayment of Amount Due to Village from Golf Club

As the present policy of the Village Board, the repayment of the amount due to the Village is reviewed annually as part of the budget development process. The Board considered whether the Golf Club was financially able to begin repaying the amount outstanding prior to the close of Fiscal Year 2008. The review of this item is still being discussed, in prior fiscal years it was decided that there would be no payment but that interest expense would be accrued.

Golf Club Management Fee

As the present policy of the Village Board, the golf club management fee is accounted for as a receivable, increasing the revenue of the Village and increasing expense of the golf club. However, annually the Village Board reviews the financial condition of the golf club to consider whether the golf club is able to make the underlying cash transfer to the General Fund. For Fiscal Year 2008 the Village Board determined that it would not be prudent for the golf club to transfer the cash payment of the management fee payable due to other pressing expenditure needs at the golf club. The Village Board is still discussing whether the Fiscal Year 2009 management fee should be paid or waived for the upcoming fiscal year.

Funding of Pension Obligations

One of the most significant impacts of tax cap legislation is the erosion in the ability to fund pensions. The Village continues to meet requirements as set forth by the State of Illinois. However, the Village directed the actuary to use assumptions that are more recent than the those used by the State of Illinois as a guide to a funding goal for this fiscal year.

The Village is committed to meeting its pension obligations and has included dollars in excess of required by the State of Illinois for this year and are based upon reasonable actuary assumptions.

Process for Amending the Budget

The Board meets throughout the year and has an opportunity to review and amend the budget. Typically, such changes are driven by unforeseen circumstance or emergency. Once a year (February), the Village Board will adopt an ordinance making supplemental appropriations (if necessary). As a general policy of the Village Board, the budget is not amended to reflect unforeseen or emergency expenditures.

Basis of Presentation – Fund Accounting

The accounts of the Village are organized on the basis of funds or account groups, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues, and expenditures or expenses as appropriate. Governmental resources are allocated to and accounted for in individual funds based upon the purposes for which they are to be spent and the means by which spending activities are controlled. The various funds are grouped into six generic fund types and three broad fund categories as follows:

1. Governmental Fund Types

Governmental funds are those through which most governmental functions of the Village are financed. The Village's expendable financial resources (except those accounted for in proprietary funds) are accounted for through governmental funds. The measurement focus is upon determination of changes in financial position, rather than upon net income determination. The following are the Village's Governmental Fund Types:

General Fund – The General Fund is the general operating fund of the Village. It is used to account for all financial resources except those required to be accounted for in another fund. Although treated as separate funds for budget reporting, the Capital Reserve Fund and the CIP (sales tax) are treated as part of the General Fund for the purposes of financial reporting (CAFR).

Special Revenue Funds – Special Revenue Funds are used to account for the proceeds of special revenue sources that are legally restricted to expenditures for specified purposes. The Village has five (4) Special Revenue Funds:

Garbage
Enhanced 9-1-1
Motor Fuel Tax
Foreign Fire Insurance

Debt Service Funds – Debt Service Funds are used to account for the accumulation of resources for, and the payment of, general long-term debt principal, interest, and related costs. The Village Debt Service Funds provides principal and interest payments on the 1999 G.O. Bonds, 2001R93 G.O. Bonds, 2001 G.O. Bonds, 2003 G.O. Bonds, 2005 Limited Tax G.O. Bonds and 2009 G.O. Bonds.

2. Proprietary Fund Type

Enterprise Funds – Enterprise Funds are used to account for operations that (a) are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs (including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or (b) where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes. The Village Water Fund and Glencoe Golf

Club Fund are Enterprise Funds. Glencoe Golf Club budget is approved and reported separately from the Village.

3. Fiduciary Fund Type

Fiduciary funds are used to account for assets held by the Village in a trustee capacity or as an agent for individuals, private organizations, other governmental units, or other funds.

Trust and Agency Funds – Trust and Agency Funds include Pension Trust Funds. Operations of the Pension Trust Funds are accounted for and reported in the same manner as proprietary funds. The Village Police Pension Fund and the Firemen’s Pension Fund are Trust Funds. The Village includes in its CAFR the activities of the Trust and Agency Funds.

Budgetary Data

The operating budget includes proposed expenditures and the means of financing them. The Village Board can amend the operating budget as long as the amended budget remains within the legal expenditures ceiling set forth by the appropriation ordinance. The preparation of the budget follows the following schedule:

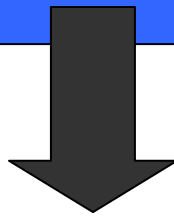
- (1) The Village Board updates the Long Range Financial Plan and Long Range Capital Improvement Plan;
- (2) All Departmental budget requests are submitted to Village Manager for review;
- (3) Manager review and completes proposed budget with Department Heads;
- (4) Budget delivered to Village President and Board of Trustees for review;
- (5) Public hearing is conducted to obtain taxpayer comments; and
- (6) Prior to April 15 the budget is legally enacted, and prior to May 15 the appropriation ordinance is legally enacted.

The budget is prepared on a basis consistent with general accepted accounting principles (GAAP). Budget appropriations lapse at year-end. The Village encumbers funds during the fiscal year, but does not carry encumbrances to the next fiscal year. Encumbrances outstanding at the end of the fiscal year are typically closed and subject to budget approval. On a limited basis, items previously approved by the Village Board or as part of an approved contract that have not been paid by the end of the year are expensed as payable, rather than booked as an encumbrance.

Village of Glencoe Mission Statement

- To continue a commitment to preserving and enhancing this desirable and attractive residential community;
- To emphasize the small-town character of Glencoe as a safe, uncrowded, and pleasant village that is part of the Chicago metropolitan area;
- To take advantage of technological and other relevant changes while always preserving the essential character of the Village;
- To continue to encourage the religious, racial and ethnic diversity of the Village

The above characteristics are and should continue to be reflected in the Village's neighborhoods, its downtown, and its location amid Lake Michigan, the Skokie Lagoons and Cook County Forest Preserves. Essential elements of Glencoe worthy of preservation are its outstanding educational, recreational, transportation and community services, which should continue to be provided and improved in an efficient manner.



Village Goals

- Provide the highest quality of resident services
- Strengthen community involvement
- Continue to replace and repair the infrastructure of the Village
- Develop innovative solutions
- Utilize new technological solutions
- Maintain AAA Rating
- Maintain tax base and revenues
- Preserve the environment
- Recruit and retain a knowledgeable and diverse workforce

VILLAGE GOAL: PROVIDE THE HIGHEST QUALITY OF RESIDENT SERVICES

OBJECTIVES

- Maintain strong and open communications with the community. (Village Manager's Office)
- Plan and fund special activities and programs with the assistance of the Chamber of Commerce. (Village Manager's Office)
- Maintain the Village Infrastructure by providing a safe and healthy environment. (Public Works)
- Provide reliable and safe sewer systems. (Public Works)
- Maintain healthy public forestry management. (Public Works)
- Provide a safe and orderly street system and maintain Metra train station. (Public Works)
- Provide clients (residents, architects, contractors, realtors and others) with accurate and precise zoning and building information in a timely manner. (Public Works)
- Provide for the maintenance, repair and cleaning of the Village's streets, curbs, sidewalks, and bridges. (Public Works)
- Provide for the repair and maintenance of the streetlights maintained by the Village. (Public Works)
- Provide the highest levels of fire prevention and suppression capabilities and emergency medical services to protect the lives and property of the community. (Public Safety)
- Continued education of the public. (Public Safety)
- Maintain a high number of trained qualified officers as paramedics, despite resignations or retirements. (Public Safety)
- Continue to provide annual special programs including spring clean-up and fall curbside leaf collection. (Public Works)
- Maintain Village Infrastructure. (Public Works)

VILLAGE GOAL: STRENGTHEN COMMUNITY INVOLVEMENT

OBJECTIVES

- Maintain strong and open communications with the community. (Village Manager's Office)
- Promote diversity and community. (Village Manager's Office)
- Continue to provide financial assistance to various community service groups. (Village Manager's Office)
- Plan and fund special activities and programs with the assistance of the Chamber of Commerce. (Village Manager's Office)
- Provide areas that can be used for additional meetings for various community organizations, commissions, and boards. (Public Works)

VILLAGE GOAL: CONTINUE TO REPLACE AND REPAIR THE INFRASTRUCTURE OF THE VILLAGE

OBJECTIVES

- Maintain the Village infrastructure by providing a safe and healthy environment. (Public Works)
- Provide a reliable and safe sewer system. (Public Works)
- Provide a safe and orderly street system and maintain Metra train station. (Public Works)
- Provide for the maintenance, repair, and cleaning of the Village's streets, curbs, sidewalks, and bridges. (Public Works)
- Provide for the repair and maintenance of streetlights maintained by the Village. (Public Works)

VILLAGE GOAL: DEVELOP INNOVATIVE SOLUTIONS

- Provide efficient and effective communication to residents via internet services provided as the Village Website. (Finance)

VILLAGE GOAL: UTILIZE NEW TECHNOLOGICAL SOLUTIONS

OBJECTIVES

- Maintain Financial Systems in the most efficient and effective method possible. (Finance)
- Provide reliable network services, including file sharing, email and internet. (Finance)
- Maintain computer work stations in proper operating order with current software and updated operating systems. (Finance)
- Automate to the greatest extent possible updates to the website. (Finance)
- Use technology to provide efficiency and to decrease the time that it takes to complete a task. (Public Works)
- Research and develop new technologies. (Finance)
- Increase opportunities for payments online. (Finance)

VILLAGE GOAL: MAINTAIN AAA RATING

OBJECTIVES

- Audit timesheets for accurate record keeping. (Finance)
- Legal review of payroll practices. (Finance)
- Prepare annual budget in a timely and accurate fashion. (Finance)
- Prepare long range financial plan in a timely manner. (Finance)
- Maintain awards and certifications for financial reporting and budgeting. (Finance)
- Prepare annual audit. (Finance)
- Prepare other required annual reports. (Finance)
- Prepare Quarterly Reports. (Finance)
- Prepare Monthly Reports. (Finance)
- Post Cash Receipts in an accurate and efficient fashion. (Finance)
- Minimize cash handling. (Finance)
- Maintain accurate records of deposits. (Finance)
- Invest available resources. (Finance)
- Develop investment targets. (Finance)
- Review investment policy. (Finance)
- Develop strategy for investing bond process. (Finance)
- Maintain timely and accurate bank reconciliations. (Finance)
- Minimize manual journal entries. (Finance)
- Maintain receivables reconciliation. (Finance)
- Simplify and/or payroll journal entries. (Finance)
- Check Ledger Balances. (Finance)
- Develop internal audit plan. (Finance)
- Maintain Finance Department procedure manual. (Finance)
- Review trial balances and general ledger transaction. (Finance)
- Maintain fixed asset records. (Finance)
- Develop efficient methods for preparing golf club journal entries. (Finance)
- Prepare in advance for auditors. (Finance)
- Reconcile purchasing ledger to general ledger on a regular basis. (Finance)

VILLAGE GOAL: MAINTAIN AAA RATING (CONT.)

OBJECTIVES

- Review accounts payable controls. (Finance)
- Review monthly payments for accuracy. (Finance)
- Review compliance with required tax reporting. (Finance)
- Purchase order processing and accounts payable processing segregated. (Finance)

VILLAGE GOAL: MAINTAIN TAX BASE AND REVENUES

OBJECTIVES

- Collect data regarding performance measures. (Finance)
- Invest available resources in a prudent and effective manner. (Finance)
- Develop investment targets. (Finance)
- Review investment policy. (Finance)
- Develop strategy for investing bond proceeds. (Finance)

VILLAGE GOAL: PRESERVE THE ENVIRONMENT

OBJECTIVES

- Maintain the Village infrastructure by providing a safe and healthy environment. (Public Works)
- Maintain a healthy public forestry management program. (Public Works)

VILLAGE GOAL: RECRUIT AND RETAIN A KNOWLEDGEABLE AND DIVERSE WORKFORCE

OBJECTIVES

- Maintain a high number of trained qualified officers as paramedics, despite resignations or retirements. (Public Safety)

Village Manager's Office

Mission:

The mission of this department is to administer and execute policies established by the Village Board in an effective and efficient manner, and provide an effective personnel management, recruitment and risk management program.

Long Term Goals	Current Strategy
Maintain strong and open communications with the community.	<p>Talk of the Town allows residents to speak with trustees regarding the concerns and to provide suggestions to improve Village services.</p> <p>Continuation of Heart-to-Heart, a program initiated by the Village Board to promote community-wide communication through informal forums. This program involves the Park District, the School District and the Village.</p> <p>Use of the Village cable and website to keep residents informed about current events and services.</p>
Promote diversity and community	<p>The Human Relations Forum continually promotes diversity and community.</p> <p>The Human Relations Forum, working in conjunction with the local schools, provides the artwork for the Village vehicle sticker.</p>
Plan and fund special activities and programs with the assistance of the Chamber of Commerce.	The Village working with Chamber representatives assists with Farmers Market, the Annual Sidewalk Sale and Movies on the Green.
Continue to provide financial assistance to various community service groups.	The Village provides community grant funding to groups on an annual basis (interested applicants submit a request for these funds annually).
Performance Measures	Collection of data to be analyzed in the future to assist in the evaluation of services.

Finance Department
Administration Division

Mission:

The mission of the administration division of the Finance Department is to effectively provide efficient and timely financial, customer and personnel support and accounting services for payroll, disbursements, revenue, receipts, benefits administration, processing of water-sewer-rubbish and recycling bills and day-to-day support to other departments.

Mission Element: Payroll Services

<u>Long Term Goals</u>	<u>Current Strategies</u>
Provide services in a cost-effective and efficient manner	Utilize talents of existing staff to process all payroll from time information to tax reporting. Encourage participation in direct-deposit to avoid supply costs. Review and recommend pre-tax benefits which also save the Village on its share of required taxes.
Audit timesheets for accurate record keeping	Each pay period there is an internal review time sheets for accuracy and appropriateness.
Use controls to avoid abuse of payroll	Require all adjustments to pay to be signed by the Village Manager prior to being effective. Require all new employees to come to Village Hall in person to complete required paperwork. Require all timesheets to be signed by employee and supervisor. Where time clocks are not available, employees sign in and sign out.
Protect privileged information	Do not release personnel information without permission of the employee
Provide payroll in an accurate fashion	Review pre-calculations prior to preparing payroll. All payroll journals and transfers reviewed, and approved by the department head.
Provide staff redundancy	With a small staff, the Director of Finance is the backup for the Payroll Benefits Coordinator.
Legal review of payroll practices	At least every 5 years the labor attorney should review payroll practices to be sure that they are still current and appropriate.
Limit discretion of Finance staff regarding certain payroll requests	Given increasingly complex sets of issues related to employee payroll, requests for consideration outside the strict interpretation of the policy will be referred to the Manager's Office for consideration. Only exceptions approved by the Village Manager or designee will be honored. Finance department will render an opinion to the Manager's Office upon request.

Issues to consider

- Consider upgrading timekeeping systems to be automated. At present only automated time keeping is in Public Works. Automated reports are printed and hand entered into the Finance Department systems.
- Consider implementing systems that allow employees to access via a password their own data (both locally and via internet) and create batches to update information. Batches reviewed and posted to payroll system if approved by Payroll Benefit Coordinator.
- Consider mandating direct deposit for all new hires.
- Consider use a payroll cards in lieu of paychecks.

Mission Element: Financial Reporting

Long Term Goals	Current Strategies
Prepare annual budget in a timely and accurate fashion	<p>Establish calendar for completing annual budget</p> <p>Review policies with the Village Board and Finance Committee</p> <p>Prepare initial request budget reports, recommended budget reports and approved budget reports for staff and the Village Board</p> <p>Prepare budget document</p> <p>Prepare budget related ordinances including the appropriation ordinance and any fee related ordinances.</p>
Prepare long range financial plan in a timely and efficient manner	<p>Prepare calendar for completion of long range financial plan</p> <p>Meet with Village Board and Finance Committee to review policies related to the plan.</p> <p>Prepare all drafts and final documents for Board review.</p>
Maintain awards and certifications for financial reporting and budgeting	<p>Participate in the Government Finance Officer's Association (GFOA) Certificate in Excellence in Financial Reporting (current recipient.)</p> <p>Participate in the Government Finance Officer's Association (GFOA) Distinguished Budget Award Program (current recipient for 7 of the last 8 fiscal years.)</p>
Prepare annual audit	<p>Work with retained auditors to provide financial records required.</p> <p>Prepare the MD&A and Statistical Sections (unaudited).</p>
Prepare other required annual reports	<p>These reports included annual reports for the Police and Fire Pension Funds for the Department of Financial and Professional Regulation, Annual Comptrollers Report, Annual Treasurers Report, Annual Estimate of Revenue Report and the Annual Unclaimed Property Report.</p> <p>Also prepare tax levy ordinance, tax abatement ordinance, appropriation ordinance and surplus property ordinance</p>
Prepare Quarterly Reports	Prepare consolidated statements of revenue and expense for Village Board review.
Prepare Monthly Reports	Prepare monthly reports for the Village Board including summaries of revenue and expense, cash balances, disbursements, and operating statements as desired.
Increase efficient utilization of computerized financial resources to outside departments	Increase access and utilization of FinancePlus and CommunityPlus queries and Cognos Reports. As the new software, Innoprise is implemented, access will be provided to department heads and supervisors.

Issues to consider

- Review budget process to establish meaningful opportunities for resident participation.
- Review timing of long range financial plan and budget.
- Include long range financial plan in annual budget.
- Review extent to which finance staff assistance will be needed in preparing the golf club financial reports.

Mission Element: Cash Management

<u>Long Term Goal</u>	<u>Current Strategy</u>
Post cash receipts in an accurate and efficient fashion.	<p>Various staff receives and processes cash receipts (check, cash, credit card) from sources including in person, mail and online transactions.</p> <p>The Billing Services Coordinator receives all payments and receipts for processing and review.</p> <p>The Accountant reviews batches and paperwork prepared by Billing Services Coordinator and posts activity to general ledger as appropriate.</p> <p>Any and all adjustments to cash activity require approval of Finance Director.</p>
Minimize cash handling	<p>Minimal amount of petty cash is allocated for use.</p> <p>Departments use purchasing cards which require receipts with statements presented to Finance for payment.</p> <p>Purchasing cards have purchase limitations similar to petty cash.</p> <p>Invoices for services such as licenses, alarm permits and miscellaneous reimbursements are prepared by Finance and cash is received by Finance.</p>
Increase opportunities for payments online	Use of Illinois EPay encouraged by the elimination of the service charge.
Maintain accurate records of deposits	Deposit transactions logged by the Public Works Department are reconciled to the General Ledger.

Issues to consider

- Consider audit of building permit activity.
- Consider use of ‘mystery customer’ posting cash payment in person, mail, or other method and track through receipts process.
- Increase opportunities to post lock box receipts from electronic file versus manual entry of receipts.

Mission Element: Investments

Long Term Goals	Current Strategy
Invest available resources and a prudent and effective manner.	Available cash now invested in Harris Bank cash accounts earning 60 basis points over Illinois Funds rate. Village participates in a pool called IMET and has nearly 750,000 in assets. Village transfers sales tax, income tax and other revenues deposited directly to Illinois Funds to maximize interest earnings opportunities at Harris Bank
Develop investment targets	Work with the Finance Committee to develop thresholds for different types of investments (i.e. cash, cd's, treasuries, etc.) Once targets are established, develop plan for rebalancing.
Review investment policy	Review investment policy once every four years unless otherwise needed.
Develop strategy for investing bond proceeds	As bond proceeds are received work with Public Works Department on spend down schedule to allow maximum investment results.

Issues to Consider

- Review of banking services.

Mission Element: Accounting Services

Long Term Goal	Current Strategies
Maintain timely and accurate bank reconciliations	Prepare bank reconciliations of all bank accounts with 30 days of the end of the month.
Minimize manual journal entries	Develop use of existing automated resources to minimize the use of manual journal entries
Maintain receivables reconciliation	At least at the end of each fiscal year reconcile receivables from subsidiary ledgers to general ledger (i.e. utility billing to general ledger).
Simplify and/or payroll journal entries	Review use of automated fringe accounting versus manual entry of employer share of employee benefits.
Check Ledger Balances	Should be completed on a daily basis
Develop internal audit plan	Work during the fiscal year to develop a strategy for internal auditing polices, practices and procedures that have a financial impact Review existing controls in the finance department and outside the department.
Maintain Finance Department procedure manual	Develop a schedule for reviewing existing manual during the fiscal year. Review and refine to improve procedures on an ongoing basis. Develop templates for activities that require journal entries and wire transfers.
Review trial balances and general ledger transaction audit trails	Print and review trial balances and audit trails on a regular basis.

Maintain fixed asset records	Use existing software to maintain records. Evaluate conducting an appraisal of Golf Club and Water Fund fixed assets.
Develop efficient methods for preparing golf club journal entries	Work with new manager to develop process that will allow timely, efficient and accurate reporting of golf financial activity using automated resources and templates for manual journal entries.
Prepare in advance for auditors	Review preliminary work papers in January and work to make sure that all relevant supporting schedules and adjusting entries are prepared prior to the arrival of the auditors.

Issues to Consider

- Consider consistent and sustained development of computerized resources without full time staff to do so.
- Consider sufficiency of golf club administrative support to present financial activity to the Finance Department on a timely and accurate fashion with accounting variances resolved.
- With use of purchasing cards, consider elimination of petty cash.
- Consider use of purchasing cards with restrictions to certain SIC codes.

Mission Element: Purchasing & Accounts Payable

Long Term Goals	Current Strategy
Purchase orders expanded to all major purchases not just equipment	Expand to service contracts, and other contracts. Expand function to purchase of utilities, services, consulting, etc. Encourage use of purchase orders at levels below required.
Increase effectiveness of purchasing program in other departments	Review security resources and other elements to make sure individual departments can utilize the purchasing program.
Review use of the requisition program	Review internally and review with staff outside department should requisition appear to be a viable option. Requisition program might be good for purchases at smaller levels.
Reconcile purchasing ledger to general ledger on a regular basis	Make sure that purchases made using the purchasing program are not process as a non-purchase order payment in accounts payable.
Review accounts payable controls	On an as needed basis, at least annually review accounts payable controls.
Review monthly payables for accuracy	Monthly check edits are reviewed by department heads for accuracy.
Review compliance with required tax reporting	Process for contacting new vendors for tax information is continual. Review of completeness is done prior to issuing 1099's
Purchase order processing and accounts payable processing segregated	Different individuals prepare purchase orders and accounts payable.

Issues to Consider

- Development of ACH payment for vendors.
- Review employee reimbursement policy to state that sales tax will not be reimbursed.
- Provide greater assistance to departments to establish accounts to avoid cash purchases.

Mission Element: Utility Billing

<u>Long Term Goal</u>	<u>Current Strategies</u>
Coordinate efforts with Public Works to make sure that service data is shared back and forth between departments	Implementing use of electronic service order program. Presently used by the water division for final billing reads. Will be implemented for service starts and stops on garbage collection and issuance of additional bins.
Increase efficiency of customer contact	Work with Public Works to minimize transfer of caller to set up service using work orders.
Provide valuable data concerning utilization of services	Use of data in the utility billing program mapped to GIS resources to provide printed and map form data for use by other departments.
Provide redundancy of service	In the absence of the Finance Billing Services Coordinator the Assistant to the Finance Director provides assistance.
Provide timely processing of utility billing	Annually a schedule is developed identifying steps in each billing cycle.
Timely transfer of balances to new customer from closed customer account	Customer records are reviewed on a periodic basis and balances transferred to new customers where old customers have not presented payment of final bill to Village.

Issues to Consider

- With consideration of fee adjustment ordinance, review whether or not to prorate services. At present services are not prorated except on the first and last bill. In order to not be charged for a service a customer has to be inactive with no consumption for the entire billing quarter, not calendar quarter.

Mission Element: Benefits Administration

<u>Long Term Goals</u>	<u>Current Strategies</u>
Provide assistance to the Village Manager's Offices as benefits are reviewed.	The Finance Department with provide assistance to the Manager's Office to review and evaluate benefits as requested. Provide Manager's Office with employee census data subject to privacy restrictions.
Increase efficiency of employee understanding of benefits offered	Report to the Manager's Office instances where employees do not seem to understand benefits being offered and suggest possible methods for improving employee understanding.
Limit discretion of Finance staff regarding certain benefit requests	Given increasingly complex sets of issues related to employee benefits, requests for consideration outside the strict interpretation of the policy will be referred to the Manager's Office for consideration. Only exceptions approved by the Village Manager or designee will be honored. Finance department will render an opinion to the Manager's Office upon request.

Mission Element: Accounts Receivable (excluding Utility Billing)

Long Term Goal	Current Strategy
Increase utilization of centralized accounts receivable through the Finance Department	Communicate with departments to make sure that any billable services are prepared by the Finance department in order to track status of receivables.
Increase efficiency of payment	At present Village utilizes a collection service under limited circumstances to ensure payment. Village staff intends to review this policy for the potential of further refinement.
Centralization of customer receivables	The Village operates several programs, including: utility billing, accounts receivable, alarm billing, vehicle licenses, animal licenses, and soon citations. Systems are progressing towards centralization of customer activity for future access by residents online and for centralized statement processing. Increasing use of computer functionality to notify cashier of payments due at time payment for other services are presented (i.e. customer comes in for building permit and has an outstanding utility bill).
Increasing percentage of payment by customers with final or closed accounts	The Village continues to send statements to forwarding addresses. Collection services have been used on a limited basis. Again, this practice is going to be reviewed for further refinement.
Increase efficiency of damage to Village property claims	Coordinated with Public Works, and Public Safety Department. Issuance of citation and court date are powerful incentives to pay.

Issues to Consider

- The extent to which the Village would wish to pursue collections or otherwise accept a certain percentage of non-payment as acceptable losses.

Mission Element: Support of Financial Systems

Long Term Goal	Current Strategies
Maintain Financial Systems in the most efficient and effective method possible	At present the Village utilizes an outside contractor to maintain services. The software provider maintains the software portion of the system. The Village contractor maintains the hardware.
Develop enhanced access to data	This is done on an as needed basis as time allows and is typically done by Finance Staff.
Improve planning and analysis of systems	Given no on staff technical support such planning and analysis opportunities are limited.

Issues to Consider

- Given increasing number of applications used and complexity of interaction with different programs, Village staff will evaluate nature of services provided in order to determine if it is still the most efficient and effective way to go.

Finance Department
Support Services Division

Mission:

The mission of the support services division of the Finance Department is to provide support to other departments including centralized support for information technology issues and the centralized purchase of in common office supplies, equipment and services.

Mission Element: Network Support

Long Term Goals	Current Strategies
Provide reliable network services, including file sharing, email and internet.	Use of contract services to support network supplemented by Village Staff.
Maintain computer work stations in proper operating order with current software and updated operating systems	Support staff provides departments with list of computers to be included in budget for replacement. Windows updates set to occur automatically. Support staff informs department heads of any issues with computer use policy.
Research and develop new technologies	Done on an as time permits basis. There is not a consistent effort regarding research and development efforts.

Mission Element: Internet Services

Long Term Goal	Current Strategies
Provide efficient and effective communication to residents via internet services provided as the Village's Website	Staff from the Village Manager's Offices coordinates efforts with contractual services to maintain the Village's website.
Automate to the greatest extent possible updates to the website.	Certain aspects are automated but others require programming.

Mission Element: Replacement of Computers

Long Term Goal	Current Strategies
Provide for replacement of all non-public safety computers.	Provides for emergency replacement of computers not anticipated in the departmental budgets.
Assist the Department of Public Safety with computer purchases as desired.	Place orders for Public Safety as requested.
Centralize replacement schedule	Finance staff provides departments with recommended computer replacements.
Recycle older machines to other appropriate uses in the Village to maximize use.	Older machines with sufficient resources are recycled as work stations or cash registers rather than buying new lower end work stations or cash registers. Older machines are recycled to the Golf Club. Where recycled machines do not have sufficient resources they are disposed of via electronics recycling after the hard drive has been destroyed.

Issues to Consider

- Greatest value of centralizing acquisition and recycling of work stations is the ability to make sure that the preferred standard of machine is used. This is a great aid to efficient maintenance and service of machines.

Mission Element: Centralized purchasing of common goods and services

Long Term Goal	Current Strategies
Purchase items jointly to maximize volume purchasing opportunities	Purchase of copier paper and certain office supplies are centralized as desired by individual departments.
Reduce time spent by individual departments pricing and purchasing similar items	Purchase of copier paper and certain office supplies are centralized as desired by individual departments.

Issues to Consider

- Sufficiency of existing staff to centralize purchasing to a greater extent.
- Developing greater centralized budgeting of office supplies.

Finance Department
Risk Management Division

Mission:

The risk management division of the Finance Department to provide accounting for the majority of the Intergovernmental Risk Management Agency (IRMA) contribution, and further fund deductibles related to actual claims and also pay premium for Village of Glencoe unemployment insurance.

<u>Long Term Goals</u>	<u>Current Strategy</u>
Provide for majority of IRMA contribution as determined appropriate	The majority of the contribution is allocated. Deductibles are allocated to the division where accidents occur.
Provide for unemployment expenses	All unemployment insurance costs, excluding the Golf Club are provided in this division.

Issues to Consider

- Allocation of all deductibles from this division to operating divisions more closely associated with the claims experience.
- Allocated cost of unemployment insurance to share with the Garbage Fund and the Water Fund.

PUBLIC WORKS DEPARTMENT

Administration Division

Mission:

The mission of the Public Works Administration Division is to oversee, coordinate, and provide administrative support for all Public Works operations. The goal of the Division is to promote a safe and healthy environment for the residents of Glencoe by maintaining the Village's infrastructure through sound planning, design, and construction of capital improvements.

Long Term Goals	Current Strategy
Maintain the Village infrastructure by providing a safe and healthy environment	<ul style="list-style-type: none">• Preparation of preliminary engineering studies and surveys;• Preparation of capital improvement plans, specifications and cost estimates;• Provide supervision and inspection of public improvement construction;• Provide review of utility permits, subdivision plats and other land development proposals;
Performance Measures	Continued collection of data to be analyzed in the future and refinement of performance measures.

PUBLIC WORKS DEPARTMENT

Sewer Division

Mission:

The mission of the Division is to maintain a reliable and safe sewer system for the Village.

<u>Long Term Goals</u>	<u>Current Strategy</u>
Provide a reliable and safe sewer systems.	This division provides a program of regular inspection, cleaning, repair, and maintenance of the Village's 2100 sanitary and storm sewer manholes, 109.7 miles of sanitary and storm sewer lines and 8 sanitary sewer lift stations.
Performance Measures	Collection of data to be analyzed in the future

PUBLIC WORKS DEPARTMENT

Forestry Division

Mission:

The goal of the Forestry Division is to maintain and enhance the Village's green space and forest canopy through professional forestry practices, public participation programs and education.

<u>Long Term Goals</u>	<u>Current Strategy</u>
<p>Maintain a healthy public forestry management program.</p>	<ul style="list-style-type: none"> • Provide regular maintenance trimming and pruning of the Village's parkway trees; • Maintain an ongoing parkway tree planting cost-sharing program; • Remove dead or dying trees in a timely manner; • Examine trees for Dutch Elm disease and Emerald Ash Borer; • Enforce the removal of infected trees; • Provide information to residents on the care of both public and private trees. • Provide for removal of tree stumps in a timely manner; • Upgrades public property with landscaping enhancements, and • Performs emergency removal of broken limbs and trees following a storm.
<p>Performance Measures</p>	<p>Continued collection of data to be analyzed in the future and refinement of performance measures.</p>

PUBLIC WORKS DEPARTMENT

Municipal Buildings Division

Mission:

The mission of the Municipal Buildings Division of the Public Works Department is to provide for effective and timely maintenance and improvements to the Village Hall, Village Hall grounds, Temple Court Parking lot and Green Bay Road bus shelters.

Long Term Goals	Current Strategy
Maintain an attractive, comfortable and safe environment for residents and employees utilizing these facilities.	Provide regular maintenance to all municipal buildings.
Provide areas that can be used for additional meetings for various community organizations, commissions and boards.	The 2007 Village Hall renovation reorganized space and allows for additional conference rooms. The 2007 Village Hall renovation provided a more secure building after hours due to entrance upgrades and the reconfiguration of the communications room.
Performance Measures	Continued collection of data to be analyzed in the future and refinement of performance measures.

PUBLIC WORKS DEPARTMENT

Parking and Traffic Control Division

Mission:

The goal of the division is to provide a safe and orderly flow of vehicular traffic throughout the Village.

<u>Long Term Goals</u>	<u>Current Strategy</u>
Provide a safe and orderly street system and maintain Metra train station.	Provide maintenance and installation of traffic signals, traffic control signs and street name signs, and maintain and repair the train station parking areas.
Performance Measures	Continued collection of data to be analyzed in the future and refinement of performance measures.

PUBLIC WORKS DEPARTMENT

Community Development Division

Mission:

The goal of the Community Development Division is to, within its power, ensure that all building construction complies with all applicable code and permit requirements.

Long Term Goals	Current Strategy
Provide clients (residents, architects, contractors, realtors, and others) with accurate and precise zoning and building information in a timely manner	<p>Provides technical review and response to questions pertaining to building, electrical, plumbing, mechanical, fence and sign codes;</p> <p>Provides an in-house plan review process for all building permits, and overall zoning and sign code information and enforcement.</p>
Maintain the appearance of the Village	<p>Provides technical review and response to questions pertaining to building, electrical, plumbing, mechanical, fence and sign code matters;</p> <p>Provides an in-house plan review process for all building permits, zoning and sign code enforcement.</p>
Performance Measures	Continued collection of data to be analyzed in the future and refinement of performance measures.

PUBLIC WORKS DEPARTMENT

Municipal Garage Division

Mission:

The goal of the division is to maintain a safe and functional Public Works service building and reliable and efficient vehicle fleet maintenance.

Long Term Goals	Current Strategy
Provide proper and timely maintenance of all Village vehicles and equipment and to provide routine maintenance to the service building.	Service Village vehicles and equipment on a routine basis. Maintain service building with a proactive approach instead of reactive approach.
Performance Measures	Collection of data to be analyzed in the future

Streets Division

Mission:

It is the goal of the Streets Division to maintain the street, sidewalks, bridges and public right-of-ways in a safe, high quality condition for pedestrian and vehicular use.

Long Term Goals	Current Strategy
Provide for the maintenance, repair and cleaning of the Village's streets, curbs, sidewalks and bridges.	Provides the removal of snow and ice control, mowing grass in public areas, maintenance of the bike trails, and business district improvement projects. Maintain street pavement through regular patching, crack sealing and curb replacement. Maintain public sidewalk system with annual replacement program.
Performance Measures	Continued collection of data to be analyzed in the future and refinement of performance measures.

PUBLIC WORKS DEPARTMENT

Street Lighting Division

Mission:

The goal of the Street Lighting Division is to provide adequate maintenance of the Village's street lighting system for the safety and security of all residents.

Long Term Goals	Current Strategy
Provide for the repair and maintenance of the streetlights maintained by the Village	Allocate staff as needed to maintain a proactive approach to repair and maintenance of the existing street lighting system.
Performance Measures	Continued collection of data to be analyzed in the future and refinement of performance measures.

Public Safety

Mission:

Our "Mission Statement", was reviewed for value and meaning during the annual Diversity Training Program. During this training Department members looked to expand our ability to effectively engage peers, managers and customers. We also looked to increase our awareness that we have choices, and what we choose will have an impact on the organization.

*To provide the highest level
of public safety services
to everyone,
in cooperation with
the community in
a partnership of equality
and integrity, in a spirit
of unity and mutual trust*

Long Term Goals	Current Strategy
Protect the constitutional rights of each citizen	By enforcing Federal, State and local laws as required by our jurisdictional restrictions.
Provide the highest levels of fire prevention and suppression capabilities and emergency medical services to protect the lives and property of the community	<p>The Department will endeavor to provide Department members with the appropriate levels of training determined by law and professional standards.</p> <p>Highly-trained and certified Public Safety paramedics;</p> <p>provide necessary assistance and back up fire coverage for the community through the use of trained and certified paid-on-call officers;</p>
The Department continues to meet the standards of Law Enforcement and Fire Service Accreditation.	The Department was reassessed for Law Enforcement re-accreditation in November 2007 and will accept the certification in March 2008. The Department received Fire Service Accreditation in August 2004 in New Orleans, Louisiana.
Refine the shared resource fire responses with neighboring fire departments through the Mutual Aid Box Alarm System (MABAS)	Continue participation in MABAS

Public Safety (cont'd)

Long Term Goals	Current Strategy
Continued education of the public	The Public Education Section conducted CPR training sessions for the public and Park District employees, Botanic Gardens employees, performed Infant Car Seat inspections and installations, instructed Bassett Alcohol Training, Tobacco Awareness classes, makes two "Officer Friendly" school visits, and arranged various public information seminars as requested.
Maintain a high number of trained qualified officers as paramedics, despite resignations or retirements.	<p>Currently the Department has 17 certified paramedics.</p> <p>The Department continues to train qualified officers as paramedics to replace those who have retired or resigned.</p>
Refine the Village Emergency Disaster Plan	Review, revise, and redistribute, the EOP. Share participation and training with all Village Departments
Continued participation in regional law enforcement mutual aid systems	<p>Currently, Public Safety participates in the North Region Police Assistance Coalition (NORPAC) communities, the Northern Illinois Police Alarm System (NIPAS), Northeastern Illinois Regional Crime Laboratory, Northeastern Illinois Public Safety Training Academy (NIPSTA) and Illinois Law Enforcement Alarm System (ILEAS).</p> <p>Programs that use mutual aid systems to provide assistance in law enforcement situations that are beyond the capability of the Department will be enhanced.</p>
Performance Measures	Continued collection of data to be analyzed in the future and refinement of performance measures.

PUBLIC WORKS DEPARTMENT

Garbage Division

Mission:

The mission of this division is to provide efficient collection and disposal of residential and business district garbage, recycling and yardwaste.

Long Term Goals	Current Strategy
Maintain current level of service, and maintain an appropriate amount of personnel to provide such services.	As of March 5, 2007, the Village implemented a standard residential once-a-week backdoor pick-up with the option for a 2 nd pick-up.
Continue to provide annual special programs including spring clean-up and fall curbside leaf collection.	The annual budget continues to provide funding for the additional services.
Performance Measures	Continued collection of data to be analyzed in the future and refinement of performance measures.

PUBLIC WORKS DEPARTMENT

Water Production and Distribution Division

Mission:

The mission of this division is to produce and distribute quality drinking water in sufficient quantity and pressure to meet residents' needs, with a minimum of service interruptions.

<u>Long Term Goals</u>	<u>Current Strategy</u>
Maintain Village infrastructure	The Village has a Long Range Capital Plan that prioritizes infrastructure improvements; the approach is proactive instead of reactive.
Use Technology to provide efficiency and to decrease the time that it takes to complete a task.	Installation of new radio read water meters will decrease the amount of time that it takes for meter readings to be downloaded.
Performance Measures	Continued collection of data to be analyzed in the future and refinement of performance measures.

Performance Measures




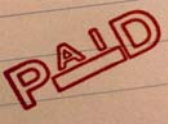

Performance Measures

CALENDAR YEAR

2006

2007

2008

		2006	2007	2008
Administration and Finance				
Business Licenses # of licenses issued		N/A	96	101
Average Property Valuation Mean Sale Price Per Taxable Property Sold		\$ 1,262,513	\$ 1,648,168	\$ 1,269,192
Claims % of claim settled (includes both general liability and worker's compensation)		86.96%	62.50%	67.86%
Worker's Compensation # of worker's compensation claims		13	8	11
Total workers compensation experience as a percentage of total experience		97.61%	42.66%	86.09%
General Liability Total general liability experience as a percentage of total experience		0.46%	33.77%	4.75%
Community Grants Total dollars awarded as a percentage of total dollars requested		100%	100%	100%
Historic Preservation % of homes designated		3.0%	3.1%	3.2%
Financial Adjustments % of manual journal entries (based on 5 months of data)		N/A	N/A	19.61%
Payments Total cash receipt transactions processed		23,066	24,133	32,103
 Total online payments		38	116	285
Total online payments as a percentage of all payments		0.16%	0.48%	0.89%
Total transactions processed at the resident services counter		6,229	6,718	9,827
Accounts Payable Total checks issued		5,696	5,832	3,896
Average payment to vendor		753.73	942.5	1142.36

Performance Measures

CALENDAR YEAR

	2006	2007	2008
Purchasing			
Average amount of purchase order	\$ 12,136.88	\$ 9,453.55	\$ 7,830.44
Total purchase orders processed	151	138	170
Financial Management			
Standard & Poor Bond Rating	AAA	AAA	AAA
Debt			
Outstanding Debt per capita	\$ 1,101.22	\$ 846.17	\$ 1,424.74
GFOA Certificate of Achievement			
Applying and Receiving Award	Yes	Yes	Yes
GFOA Distinguished Budget Presentation			
Applying and Receiving Award	Yes	Yes	Yes
Public Safety			
Vehicle accidents per 1000 population	44	37	45
CALEA CERTIFICATION - total number of years certification has been awarded	12	13	14
CFAI CERTIFICATION - total number of years certification	2	3	4
Average response time to on-scene arrival**	92%-96% last 4 years		
**: 6 minutes or less 90% of the time (CFAI)			
Public Works			
% of Sanitary Sewer System cleaned	41.00%	88.47%	19.92%
% of Sanitary Sewer System repaired	0.28%	0.44%	0.04%
% of Storm Sewer System cleaned	12.81%	14.77%	6.72%
% of Storm Sewer System repaired	0.34%	0.45%	0.40%



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ADMINISTRATIVE STAFF

VILLAGE OF GLENCOE
GLENCOE, ILLINOIS

March 1, 2009

<u>Name</u>	<u>Present Position</u>	<u>Year Appointed to</u>	
		<u>Present Position</u>	<u>Village Staff</u>
Paul M. Harlow	Village Manager	2000	1975
David C. Mau	Director of Public Works	1996	1990
David A. Clark	Director of Finance	1999	1988
Peter Scalera	Assistant Village Manager	2007	1999
Melinda Formusa	Executive Assistant	2001	2001
Mikel Milks	Director of Public Safety	2001	1978
Michael Volling	Deputy Chief	2001	1984
John C. Fay	Deputy Chief	2001	1983
Richard S. Weiner	Lieutenant	2001	1985
Richard L. Bookie	Lieutenant	2001	1986
Joseph E. Walker	Lieutenant	2001	1983
Elizabeth Seno	Lieutenant	2001	1984
Mary Saikin	Lieutenant	2008	1997
Lee Weinzimmer	Lieutenant	2008	1989
Michael A. Moran	General Superintendent	1997	1979
William F. Kilcoyne	Public Works Supervisor	1989	1979
David A. Vetter	Public Works Supervisor	1990	1980
Robert S. Litwitz	Public Works Supervisor	1991	1982
Raymond Irby	Public Works Supervisor	2000	1990
Thomas J. Weathers	Water Plant Superintendent	1998	1988
John L. Houde	Building & Zoning Administrator	2009	1979
Christine Van Dornick	Village Engineer	1999	1996
Nathan Parch	Community Development Analyst	2001	2001

BOARD OF TRUSTEES
VILLAGE OF GLENCOE

Scott M. Feldman	President	2005 - 2009
Bruce Cowans	Trustee	2005/07 - 2011
Lawence Debb	Trustee	2005 - 2009
Joseph Keefe	Trustee	2005 - 2009
Mitchell Melamed	Trustee	2001/05 - 2009
Ellen Shubart	Trustee	2003/07 - 2011
Joel Solomon	Trustee	2007 - 2011

VILLAGE OF GLENCOE

PLAN COMMISSION

<u>Representation</u>	<u>Name</u>	<u>Term Expires</u>	<u>Sponsor</u>
Public-at-Large	Caren Thomas (Chair)**	4/30/09	Village Board
Village Board	Larry Debb (Vice-Chair)	4/30/09	Village Board
Public-at-Large	Brian Brandt**	4/30/09	Village Board
Public-at-Large	Sue Aspen**	4/30/09	Village Board
Public-at-Large	Bruce Huvad**	4/30/09	Village Board
Zoning Board of Appeals	Ed Goodale***	4/30/12	Village Board
Historic Preservation Commission	Lesa Rizzolo***	5/30/11	Village Board

	<u>Name</u>	<u>Term Expires</u>	<u>Sponsor</u>
School Board	Edward Chez – Ex Officio*	2009	School Board
Park District	Max Retsky – Ex Officio*	2011	Park Board
Library Board	Judy Zager – Ex Officio*	2009	Library Board

Notes:

1. Ex-Officio members are President or their designee of their respective boards (*).
2. At-Large members serve until the first day of May following a regular election for the office of Village President (**).
3. Chairman of the Historic Preservation Commission and Zoning Board of Appeals are automatic appointments coincident with term of HPC or ZBA (***).

VILLAGE OF GLENCOE
ZONING BOARD OF APPEALS/ZONING COMMISSION
(Five-Year Terms)

<u>Name</u>	<u>Year Appointed</u>	<u>Term Expires</u>
Leonard X. Rosenberg (Chair)*	Commission Member (since 2005)	April 1, 2010
Ed Goodale	Commission Member (since 2007)	April 1, 2009
Barbara Miller	Commission Member (since 2007)	April 1, 2012
James Clark	Commission Member (since 2004)	April 1, 2012
Steve Ross	Commission Member (since 2007)	April 1, 2011
Jim Nyeste	Commission Member (since 2007)	April 1, 2010

*Appointed Chairman 11/2008

VILLAGE OF GLENCOE
PUBLIC SAFETY COMMISSION
(Three-Year Terms)

<u>Name</u>	<u>Year Appointed</u>	<u>Term Expires</u>
Amy St. Eve	Commission Member (since 2007)	June 2010
Daniel Rubinstein	Commission Member (since 2008)	June 2010
Steve Miller	Commission Member (since 2008)	March 2011

VILLAGE OF GLENCOE
HISTORIC PRESERVATION COMMISSION
(Five-Year Terms)

<u>Name</u>	<u>Year Appointed</u>	<u>Term Expires</u>
Lesa A. Rizzolo (Chair)	October 2000	May 2010
Catherine Handelsman	June 2007	June 2011
Tom Scheckelhoff	June 2007	June 2012
Diane Schwarzbach	August 2008	August 2013
Peter VanVechten	April 2008	April 2013

VILLAGE OF GLENCOE

GLENCOE GOLF CLUB ADVISORY COMMITTEE

Created November 1992
(Three-Year Terms)

<u>Name</u>	<u>Year Appointed</u>	<u>Term Expires</u>
Arnold Levy, (Chair)*	2005	April 2010
Joe Keefe, (VB Representative)	2005	April 2009
Paul Grant	2005	April 2012
Rand Diamond	2005	April 2012
Dale Thomas	2004	October 2010
Hilary Lee	2005	April 2012
John Nesbitt	2008	June 2011
Ellen Van Wart	2007	June 2010

Stella Nanos, Golf Club General Manager

VILLAGE OF GLENCOE
HUMAN RELATIONS FORUM

Created October 1997
(Three-Year Staggered Terms)

<u>Name</u>	<u>Year Appointed</u>	<u>Term Expires</u>
Deborah Cogan, (Chair)	2007	April 2010
Ellen Shubart, VB Representative	2007	April 2010
Pat Cantor	2001	April 2010
Hilary Price	2003	April 2009
Margot Flanagan	2005	April 2011
Pamela Louik	2006	April 2009
Rev. John Halbert	2008	August 2011
Joel Heifetz	2008	April 2011

VILLAGE OF GLENCOE
CONTEXTUAL DESIGN REVIEW COMMISSION

Created August 2005
(Four-Year Staggered Terms)

<u>Name</u>	<u>Year Appointed</u>	<u>Term Expires</u>
Walter Eckenhoff, (Chair)	2005	August 2009
Judy Horwitz	2005	August 2010
Mark Piltingsrud	2005	August 2009
John Schlossman	2006	August 2010
Bernie Rosauer	2005	August 2011
Paul Krieger	2005	August 2010
Steven Burns	2007	August 2011

VILLAGE OF GLENCOE
POLICE PENSION FUND BOARD
(Two-Year Terms)

<u>Name</u>	<u>Year Appointed</u>	<u>Term Expires</u>
Michael Neimark, President	1998	Continuing
Pete Neville, Secretary	2007	Continuing
Joseph Walter, Trustee	2008	April 2010
Chad Smith, Trustee	2007	April 2009
Martin F. Robinson, Trustee	1999	April 2009
David A. Clark, Finance Director	1999	Continuing

VILLAGE OF GLENCOE
FIREMEN'S PENSION FUND BOARD

<u>Representation</u>	<u>Name</u>	<u>Term Expires</u>
Public Safety Department	Mikel Milks	Continuing
Village President	Scott M. Feldman	Continuing
Village Attorney	Victor Filippini	Continuing
Treasurer/Village Clerk	David A. Clark	Continuing

VILLAGE OF GLENCOE
APPOINTED VILLAGE OFFICIALS

<u>Name</u>	<u>Year Appointed</u>	<u>Term Expires</u>
Village Attorney, Victor Filippini	1995	5/2009
Deputy Village Clerk, David A. Clark	2001	5/2009
Village Marshall, Mikel Milks	2001	5/2009
Street Commissioner, David A. Mau	1996	5/2009
Village Treasurer, David A. Clark	1999	5/2009
Village Collector, David A. Clark	1999	5/2009
<hr/>		
Village Prosecutor, Terry Weppler	1994	Continuing
Parking Adjudicator, Ann S. Hoenig	1994	Continuing

Fiscal Year 2010
Budget Calendar

Meeting Date	Topic	Due Date
N/A	Prepare an outline of Performance Measures to be reviewed by and commented on by department heads.	8/15/2008
N/A	Final Formatting and Review of Performance Measures	8/29/2008
N/A	Revise FY 2009 Strategic Plan for Fiscal Year 2010 Update Long Range Capital Inventory through Fiscal Year 2019	9/5/2008
N/A	Final Review of Strategic Plan	9/19/2008
N/A	Prepare and Deliver Budget Workbook to Executive Staff	9/22/2008
N/A	Review and Consideration of Alternative Sources of Revenue Generation Identify New Revenue and Expenditure Line Items for Consideration Fiscal Year 2009 Projected Actual Expenditure Analysis Fiscal Year 2009 Projected Actual Revenue Analysis	10/3/2008
10/16/2008 VBOT	Schedule 2008 Tax Levy Public Hearing Review Long Range Financial Plan (through Fiscal Year 2014) with Village Board	10/10/2008
N/A	Fiscal Year 2009 Fund Balance Analysis	10/20/2008

Fiscal Year 2010
Budget Calendar

Meeting Date	Topic	Due Date
11/6/2008 Finance Committee	Review Fiscal Year 2010 Draft Budget Guidelines with the Finance Committee Review Fiscal Year 2010 Draft Budget Guidelines and Assumptions with Village Board	10/31/2008
11/13/2008 VBOT	Fiscal Year 2010 Preliminary Revenue Budget Fiscal Year 2010 Preliminary Capital Budget Fiscal Year 2010 Preliminary Operating Budget Initial Consideration of Proposed 2008 Tax Levy Review Fiscal Year 2008 Actuarial Valuation Reports for the Police and Firefighter's Pension Fund	11/7/2008
12/18/2008 VBOT	Meeting and Consideration of 2007 Tax Levy Ordinance (Public Hearing)	12/12/2008
1/15/2009 VBOT	Consideration of 2008 Tax Levy Abatement Ordinance Continue Review of Budget	1/9/2009
2/5/2009 VBOT	Consideration of Fiscal Year 2010 Budget (Final Document) Distribution of Fiscal Year 2010 Pay Plan	1/30/2009
2/19/2009 VBOT	Consider Supplemental Appropriation Ordinance (If necessary) Final Consideration of Fiscal Year 2010 Budget by Village Board (Adoption Target)	2/13/2009
3/19/2009	Consideration of FY2010 Appropriation Ordinance	3/13/2009

**VILLAGE OF GLENCOE
RATES & FEES**

	FY 2007	FY 2008	FY 2009	FY 2010
Property Tax Rate (Village Only)	1.1537 / \$100 EAV Received in 2006	1.1711 / \$100 EAV Received in 2007	1.189 / \$100 EAV Received in 2008	N/A Received in 2009
Utilities				
Sewer Rates	\$.761 x winter qtr consumption	\$.791 x winter qtr consumption	\$.791 x consumption	\$.791 x consumption
Water Rates	\$2.174 / per 100 cu. ft	\$2.261 / per 100 cu. ft	\$2.691/ per 100 cu.ft.	\$2.772/ per 100 cu.ft
Rubbish (Residential) - once-a-week pick-up	N/A	\$15 per quarter	\$0 per quarter	\$0 per quarter
Rubbish (Residential)- twice-a-week pick-up	\$38.80 per quarter	\$90.00 per quarter	\$75.00 per quarter	\$78.00 per quarter
Recycling	\$15.25 per quarter	\$15.25 per quarter	\$15.25 per quarter	\$15.25 per quarter
SWANCC	\$3.75 per quarter	\$3.75 per quarter	\$3.75 per quarter	\$3.75 per quarter
Yardwaste				\$120 annually
Yardwaste Stickers			\$2 per sticker	\$2 per sticker
Late Payment Charge	6% of bill	6% of bill	6% of bill	6% of bill
Minimum quarterly bill for:				
Sewer	\$15.00	\$15.00	\$7.91	\$7.91
Water	\$21.74	\$22.61	\$26.91	\$27.71
Yard Waste Sticker	\$0.00	\$0.00	\$2.00	\$2.00
Licenses				
Vehicle License	\$30	\$50	\$50	\$50
Senior	\$15	\$25	\$25	\$25
Hybrid Rate	N/A	50% of the cost of the sticker	50% of the cost of the sticker	50% of the cost of the sticker
Replacement	\$5	\$10	\$10	\$10
Animal	Neutered or Spayed - \$5 Unattended - \$10	Neutered or Spayed - \$5 Unattended - \$10	Neutered or Spayed - \$5 Unattended - \$10	Neutered or Spayed - \$5 Unattended - \$10
Other Rates / Fees				
Commuter Parking (Fee for Resident & Non-Resident)	Daily \$1.50 Quarterly \$75 Annual \$270	Daily \$1.50 Quarterly \$75 Annual \$270	Daily \$2.00 Quarterly \$75 Annual \$270	Daily \$2.00 Quarterly \$75 Annual \$270
Building Permit Fees (NEW CONSTRUCTION)	3% cost of construction	FAR x \$5.75 PER SQ.FT	FAR x \$6.20 PER SQ.FT	FAR x \$6.20 PER SQ.FT
Alarm Permit Fee	\$50	\$50	\$50	\$50
Senior Rate	\$25	\$25	\$25	\$25
FALSE ALARMS- per response				
3 occurrences	\$60	\$60	\$60	\$60
4 occurrences	\$60	\$60	\$60	\$60
5 occurrences	\$60	\$60	\$60	\$60
6 occurrences	\$120	\$120	\$120	\$120
7 occurrences	\$120	\$120	\$120	\$120
8 occurrences	\$120	\$120	\$120	\$120
9 occurrences	\$240	\$240	\$240	\$240
10 occurrences	\$240	\$240	\$240	\$240
11 occurrences	\$240	\$240	\$240	\$240
12 occurrences	\$240	\$240	\$300	\$300
13 occurrences	\$240	\$240	\$300	\$300
14 occurrences	\$240	\$240	\$300	\$300
15 or more occurrences	\$240	\$240	\$500	\$500
Ambulance Fees				
Resident Fees				
ALS 1	\$330	\$330	\$335	\$335
ALS 2	\$380	\$380	\$490	\$490
BLS	\$310	\$310	\$310	\$310
Non-Resident Fees				
ALS 1	\$400	\$400	\$405	\$405
ALS 2	\$450	\$450	\$585	\$585
BLS	\$380	\$380	\$380	\$380
Mileage Charge	N/A	N/A	\$6.50 per mile	\$6.50 per mile

Village of Glencoe

Demographic Characteristics Based on 2000 Census

Total Population	8,762	100.0%
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Sex

Male	4,274	48.8%
Female	4,488	51.2%

Age

Under 5 years	637	7.3%
5-9	910	10.4%
10-14	771	8.8%
15-19	551	6.3%
20-24	141	1.6%
25-34	440	5.0%
35-44	1,456	16.6%
45-54	1,549	17.7%
55-59	574	6.6%
60-64	425	4.9%
65-74	699	8.0%
75-84	461	5.3%
85+ years	148	1.7%
Median Age (years)	41.8	(x)

18 years and over	5,998	68.5%
male	2,827	32.3%
female	3,171	36.2%
21 years and over	5,873	67.0%
62 years and over	1,555	17.7%
65 years and over	1,308	14.9%
male	614	7.0%
female	694	7.9%

Race

One Race	8,680	99.1%
White	8,330	95.1%
Black	176	2.0%
American Indian or Alaska Native	4	0.0%
Asian	147	1.7%
Asian Indian	12	0.1%
Chinese	54	0.6%
Filipino	11	0.1%

Demographic Characteristics Based on 2000 Census

Race (con.t).

One Race (con.t).

Japanese	23	0.3%
Korean	30	0.3%
Vietnamese	4	0.0%
Other Asian	13	0.1%
Some other race	23	0.3%
Two or more races	82	0.9%

Race (con't).

Race alone or in combination with one or more races

White	8,402	95.9%
African American	204	2.3%
American Indian and Alaska Native	22	0.3%
Asian	195	2.2%
Native Hawaiian and Other Pacific Islander	3	0.0%
Some other race	30	0.3%

Hispanic or Latino and Race

Total Population	8,762	100.0%
Hispanic or Latino (of any race)	108	1.2%
Mexican	32	0.4%
Puerto Rican	3	0.0%
Cuban	13	0.1%
Other Hispanic or Latino	60	0.7%
Not Hispanic or Latino	8,654	98.8%
White Alone	8,239	94.0%

Relationship

Total Population	8,762	100.0%
In households	8,761	100.0%
Householder	3,072	35.1%
Spouse	2,356	26.9%
Child	3,057	34.9%
own child under 18 years	2,732	31.2%
Other relatives	104	1.2%
under 18 years	23	0.3%
Nonrelatives	172	2.0%
unmarried partner	50	0.6%
In group quarters	1	0.0%

Demographic Characteristics Based on 2000 Census

Relationship (con.t).

Noninstitutionalized population	1	0.0%
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Household By Type

Total Households	3,072	100.0%
Family households (families)	2,558	83.3%
with own children under 18 years	1,360	44.3%
Married-couple family	2,356	76.7%
with own children under 18 years	1,238	40.3%
Female householder, no husband present	159	5.2%
with own children under 18 years	98	3.2%
Nonfamily households	514	16.7%
householder living alone	445	14.5%
householder 65 years and over	235	7.6%
Households with individuals under 18 years	1,379	44.9%
Households with individuals 65 years and over	870	28.3%
Average household size	2.85	(x)
Average family size	3.16	(x)

Housing Occupancy

Total housing units	3,213	100.0%
Occupied housing units	3,072	95.6%
Vacant housing units	141	4.4%
For seasonal, recreational, or occassional use	12	0.4%
Homeowner vacancy rate (percent)	1.6	(x)
Rental vacancy rate (percent)	3.5	(x)

Housing Tenure

Occupied housing units	3,072	100.0%
Owner-occupied housing units	2,852	92.8%
Renter occupied housing units	220	7.2%
Average household size of owner-occupied unit	2.91	(x)
Average household size of renter-occupied unit	2.15	(x)



VILLAGE OF GLENCOE
Miscellaneous Statistical Data

GENERAL -

Date of incorporation and adoption of charter -	March 29, 1869
Form of Government -	Council-Manager
Population -	1970 10,542
	1980 9,200
	1990 8,499
	2000 8,762
Area -	3.86 square miles
Median Family Income (2000 census)	\$223,725

MUNICIPAL FACILITIES -

Streets and Sewers -

Miles of Streets	46
Miles of Sidewalks	70
Miles of Sewer	
Storm	70
Sanitary	40

Water Distribution System -

Metered Accounts	3,050
Average Daily Pumpage	1,818,000 gallons
Rated Daily Capacity	8,000,000
Miles of Water Main	51 miles
Storage Capacity	2,500,000 gallons
Fire Hydrants	460

<u>MUNICIPAL SERVICES -</u>	<u>2008</u>	<u>2007</u>	<u>2006</u>
Ordinances Adopted -	22	34	35
Resolutions Adopted -	22	23	16
Village Board Meetings -	14	15	20
Historic Preservation Commission	10	13	15
Plan Commission	6	11	7
Zoning Commission/Board of Appeals	7	8	16
Contextual Design Review Commission	11	8	9
Public Safety Commission	8	6	1
Human Relations Forum	9	12	8
Golf Advisory Committee	12	12	10
Information Technology Commission	1	5	1
<u>PUBLIC WORKS SERVICES -</u> (streets, sewers, forestry)	<u>2008</u>	<u>2007</u>	<u>2006</u>
Streets – Repaired (sq. ft.)	18,131	22,324	52,425
Times Plowed	26	23	7
Times Salted	18	32	15
Sidewalks – Repaired (sq. ft.)	28	36	40
Times Plowed	18	14	1
Sanitary Sewers – Cleaned (ft.)	42,079	186,859	86,600
Repaired (ft.)	83	930	589
Storm Sewers – Cleaned (ft.)	24,831	54,603	47,349
Repaired (ft.)	1468	1,671	1,242

Manholes/Catch Basins -	<u>2008</u>	<u>2007</u>	<u>2006</u>
Cleaned	781	1,224	1,668
Repaired	56	34	28
Refuse/Landfill (tons)	3,140	3,665	3,610
Parkway Trees -			
Trimmed	337	525	460
Removed	234	213	233
Private Elms Removed	28	33	44

<u>BUILDING PERMITS -</u>	<u>Year</u>	<u># Issued</u>	<u>Value of Construction</u>
	1996	142	16,180,646
	1997	143	26,946,626
	1998	141	24,382,367
	1999	165	34,688,014
	2000	140	40,544,328
	2001	122	40,987,669
	2002	121	38,363,914
	2003	121	53,742,886
	2004	127	54,470,340
	2005	117	60,702,645
	2006	107	42,627,796
	2007	78	54,122,580
	2008	66	49,844,974

Building permits include new building and additions, major structural remodeling of a house, new garages or accessory buildings.

<u>CONSTRUCTION PERMITS -</u>	<u>Year</u>	<u># Issued</u>	<u>Value of Construction</u>
	1999	159	1,824,350
	2000	145	2,553,600
	2001	155	3,125,600
	2002	139	3,063,750
	2003	137	4,647,300
	2004	168	6,307,450
	2005	119	5,508,915
	2006	130	7,568,800
	2007	148	8,934,685
	2008	130	5,642,367

Construction permits include interior remodeling such as bathrooms and kitchens, electrical and plumbing upgrades, and re-roofing and siding.

<u>PUBLIC SAFETY SERVICES -</u>	<u>2008</u>	<u>2007</u>	<u>2006</u>
Fire/Paramedic Service Calls	2320	2,336	2,281
Motor Vehicle Accidents	365	335	397
Animal Complaints	719	911	849
Driving Violations	1,453	1,631	1,589
Local Ordinance Violations	6,525	5,113	5,215
Part I Offenses	127	102	108
Part I Arrests	20	6	6
Part II Offenses	412	388	384
Part II Arrests	182	144	146
Property			
Stolen	1,637,691	1,163,612	206,070
Recovered	98,122	79,281	71,761
Destroyed	11,620	54,543	44,369

VILLAGE OF GLENCOE, ILLINOIS

PRINCIPAL PROPERTY TAX PAYERS
CURRENT YEAR AND TEN YEARS AGO

Taxpayer	Tax Year 2006		Taxpayer	Tax Year 1997	
	Taxable Assessed Value	Percentage of Total Village Taxable Assessed Valuation		Taxable Assessed Value	Percentage of Total Village Taxable Assessed Valuation
Skokie Country Club	\$ 5,480,559	0.68%	Skokie Country Club	\$ 4,053,550	1.16%
Lakeshore Country Club	4,766,773	0.59%	Lakeshore Country Club	3,730,956	1.07%
Individual - Business	4,638,024	0.58%	United Investors	2,404,983	0.69%
Three Waukegan Rd. LLC	3,394,364	0.42%	Harris Bank	1,540,069	0.44%
United Investors Management	3,157,914	0.39%	630 Vernon Associates	1,326,132	0.38%
Silverstein Glencoe	3,069,436	0.27%	Arthur Goldner & Associates	990,978	0.28%
Harris N.A.	2,186,013	0.27%	Park Vernon Partnership	769,050	0.22%
Carmax	2,173,794	0.26%	Individual - Retail	712,860	0.20%
Individual - Residence	2,076,513	0.42%	Individual - Residence	681,417	0.20%
Individual - Residence	1,694,955	0.21%	Individual - Residence	599,734	0.17%
	<u>\$ 32,638,345</u>	<u>4.05%</u>		<u>\$ 16,809,729</u>	<u>4.81%</u>

Data Source: Office of the County Clerk

Note: Tax Year 2006 is the latest data available.

VILLAGE OF GLENCOE, ILLINOIS

DEMOGRAPHIC AND ECONOMIC INFORMATION

Last Ten Calendar Years

Calendar Year	Population	Personal Income	Per Capita Personal Income	Unemployment Rate
1999	8,499	510,041,988	60,012	2.10
2000	8,499	510,041,988	60,012	1.90
2001	8,762	525,825,144	60,012	2.80
2002	8,762	771,572,958	88,059	3.60
2003	8,762	771,572,958	88,059	4.40
2004	8,762	771,572,958	88,059	4.30
2005	8,762	771,572,958	88,059	3.90
2006	8,762	771,572,958	88,059	3.60
2007	8,762	771,572,958	88,059	2.70
2008	8,762	771,572,958	88,059	4.25

Data Source

Illinois Department of Employment Security (IDES)

GLOSSARY OF TERMS

- A -

Abatement : The reduction of a property tax levy.

Appropriation: The authorization by the Village Board that permits the Village to incur obligations and make expenditures for specified purposes.

Appropriation Ordinance: The legal document enacted by the Village Board, which lists appropriations for a given fiscal year.

- B -

Budget: A financial plan for a specified period of time that matches all planned revenues and expenditures with various municipal services. The terminology “Submitted Budget” is utilized throughout the budget document to indicate the budgetary totals and concepts as presented by the Village Manager. The terminology “Adopted Budget” refers to the official budgetary totals adopted by the Board of Trustees.

Budgetary Accounts: Accounts used to enter the formally adopted annual operating budget into the general ledger as part of the management control technique of formal budgetary integration.

Budget Calendar: The schedule of key dates that the Village follows in the preparation and adoption of the budget.

- C -

Capital Expense: Any item or project costing over \$10,000. Included as capital expense are expenditures for equipment, vehicles or machines that result in an addition to fixed assets.

Capital Improvement Program (CIP): A plan for major capital expenditures to be incurred each year, and over a five-year period.

Capital Project Fund: These funds are used to account for financial resources to be used for the acquisition or construction of major capital facilities and equipment.

CIP: Refer to *Capital Improvement Program*.

GLOSSARY OF TERMS

- D -

Debt Limit: The total amount of funds that the Village can borrow.

Debt Service: Funds that are borrowed to the Village, usually in the form of bond issuance.

Depreciation: That portion of the cost of a capital asset which is charged as an expense during a particular period reflecting expiration in the asset's service life. Only capital assets of the Village's enterprise funds are depreciated.

- E -

EAV: Refer to *Equalized Assessed Valuation*.

Encumbrance: Restricting or reserving funds for a specific expenditure, the most common example of an encumbrance is the issuance of a purchase order. It reflects that funds are reserved for an expenditure.

Equalized Assessed Valuation (EAV): "The assessed valuation multiplied by the equalization factor." (Source: Cook County Assessor's Office)

Equalization Factor: "A factor determined by the Illinois Department of Revenue each year to ensure an equal assessment among all 102 counties in the state. State statute requires that the aggregate value of assessments within each county much be equalized at 33 1/3% of the estimated Fair Market Value of real property in the county." (Source: Cook County Assessor's Office)

- F -

Federal Insurance Contributions Act (FICA): This act allows for the collection of social security taxes. FICA and social security are used synonymously.

FICA: Refer to *Federal Insurance Contributions Act*.

Fiscal Year (FY): A twelve-month period designated as the operating year for an entity. The Village's fiscal year begins March 1 and ends February 28(29).

Fund: A separate accounting entity with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues, and expenditures or expenses as appropriate.

GLOSSARY OF TERMS

Fund Balance: The difference between the assets and liabilities of the fund.

FY: Refer to *Fiscal Year*.

- G -

General Fund: The general fund is used to account for all revenues and expenditures of the Village, which are not accounted for in any other fund. It is an operating fund from which most of the current operations of the Village are financed.

General Obligation Bond (G.O. Bond): A long-term security where the general taxing power of the Village is pledged to pay both principal and interest.

G.O. Bond: Refer to *General Obligation Bond*.

- I -

Illinois Municipal Retirement Fund (IMRF): This retirement fund, established under statutes adopted by the Illinois General Assembly, provides employees of local governments and school districts in Illinois with a system for the payment of retirement annuities, disability, and death benefits.

IMRF : Refer to *Illinois Municipal Retirement Fund*.

Infrastructure: The basic installations and facilities on which the continuance and growth of a community depend. Examples of this include sewer and water systems, roadways, communications systems and public buildings.

Inter-Fund Transfer: A planned movement of money between funds to offset expenses incurred in the receiving fund due to the operation of the sending fund. This is sometimes also referred to as overhead transfer.

- L -

Letter of Transmittal: The opening section of the budget, which provides the Village Board and the public with a general summary of the most important aspects of the budget.

Levy: The imposition and collection of a tax.

Line-Item Budget: A form of budget, which allocates money for expenditures to specific items or objects of cost.

GLOSSARY OF TERMS

- M -

MFT : Refer to Motor Fuel Tax.

Motor Fuel Tax (MFT): “Under this tax, a tax is imposed on the privilege of operating motor vehicles upon the public highways and recreational-type watercraft upon the waters of this state.” (Source: Illinois Department of Revenue)

- O -

Operating Expense: Any item that cannot be defined as a capital expense. Operating expenses are typically incurred annually. While some expenses cost more than \$10,000, they are excluded from the capital budget because they are generally incurred every year (e.g. service charges, maintenance costs).

Other: This includes operating charges primarily of a fixed charge nature that cannot properly be classified as personnel services, contractual services, commodities, capital outlay, or capital improvements.

- P -

Personnel Services: Expenditures directly attributed to Village employees, including salaries, overtime and health insurance.

- S -

Special Revenue Fund: A fund that is used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes.

Solid Waste Agency of Northern Cook County (SWANCC): “A joint municipal action agency incorporated in the State of Illinois.” (Source: Solid Waste Agency of Northern Cook County Fiscal Year 2004 Annual Report)

SWANCC : Refer to *Solid Waste Agency of Northern Cook County*.

Village of Glencoe
Major Revenue Matrix

Terms

Dependable

Are there factors that can impact the source of revenue?

Efficient

What is the ratio local administrative costs to revenue collected?

Acceptable

Is the source of revenue 'politically' acceptable?

Productive

Does the revenue source generate sufficient income?

Progressive/Regressive

Does the rate increase or decrease with ability to pay?

Resident / Non-Resident

Who bears the cost?

Limitations

Are there rate, economic, or legislative limitations?

Village of Glencoe

Major Revenue Matrix

Revenue Name	Type	Description	Legislative Basis	Dependable	Efficient	Acceptable	Productive	Progressive / Regressive	Resident / Non-Resident	Limitations
Water Sales	Charge for Service	Rate applied to volume of water used by customer	Village Code	Rate dependable, amount of revenue can vary with volume of water pumped.	Efficiency reduced by time necessary to collect readings, calculate and mail billing.	Generally acceptable	Produces a significant amount of revenue. Primary revenue source for the water fund	Rate charged same at all income levels. Not regressive and not progressive	Resident only	For use in operation of water utility only.
Interest on Investment	Misc	Interest earned on cash available for investments	N/A	Rate varies depending upon economy and amount available varies depending on economic and budgetary factors	Although variable, it is highly efficient.	Very acceptable	Depends on cash available and rate	N/A	N/A	Rate and cash available for investment
Property Tax	Tax	Revenue collected based upon assessed value of home times property tax rate	Property Tax Extension Limitation Law (PTELL)	Very	Very	Generally Acceptable, but not popular	Very	Rate charged same at all income levels. Not regressive and not progressive	Resident Only	Property tax rate increase is limited to the CPI up to 5%
Municipal Utility Tax	Tax	Rate imposed on charges for gas and electrical services. These taxes are collected by utility companies and remitted to the Village on a regular basis.	65 ILCS 5/8-11-7	Can vary somewhat due to weather and utility prices	Very	Acceptable and generally not noticed on utility bills	Very	Rate charged same at all income levels. Not regressive and not progressive	Resident only	5% Limit
Illinois Income Tax	Tax	State shared tax. Per capita rate times Glencoe population. Collected by the State. Municipal portion is 10% of the net income tax dollars collected. Distributed monthly based on its population in proportion to the state's population.	State of Illinois	Can vary with state economy. Not based on Glencoe only income.	Very	Generally acceptable	Very	Regressive	Illinois income tax, not just Glencoe, distributed on a per capita basis.	N/A

Village of Glencoe

Major Revenue Matrix

Revenue Name	Type	Description	Legislative Basis	Dependable	Efficient	Acceptable	Productive	Progressive / Regressive	Resident / Non-Resident	Limitations
Telecommunication Tax	Tax	Rate imposed on telecommunication charges. The State of Illinois is responsible for administering the Simplified Telecommunications Tax.	35 ILCS 636/5-1	Continues as a dependable source of income due to sustained growth in technology industry.	Very	Acceptable and generally not noticed on utility bills	Very	N/A	Resident only	13%
Personal Property Replacement Tax	Tax	Replacement taxes are collected by the State of Illinois and paid to local government to replace money that was lost by local governments when the powers to impose personal property taxes was taken away in 1979.	State of Illinois	Paid along with income taxes, very dependable.	Very	Acceptable	Moderately	Flat, 2.5% on corporations, 1.5% on partnerships, and 0.8% on public utilities.	State tax distributed based on county location and 1976 allocation factor.	N/A
207 Sales Tax	Tax	Derived from the sale of tangible personal property as businesses located in the Village of Glencoe. The tax is collected by the vendor, remitted to the State of Illinois then a portion is sent to the Village of Glencoe.	State of Illinois	Revenue can vary depending upon economy.	Very	Acceptable	Very	Flat	Both. No data available to determine percentage share.	7.75 total rate. Village makes up 1.00 of that rate.
Use Tax	Tax	Tax imposed on the privilege of using, in Illinois, any item of tangible personal property that is purchased anywhere at retail.	State of Illinois	Revenue can vary depending upon economy.	Very	Acceptable	Moderately	Flat	Both. No data available to determine percentage share.	Rate

Village of Glencoe

Major Revenue Matrix

Revenue Name	Type	Description	Legislative Basis	Dependable	Efficient	Acceptable	Productive	Progressive / Regressive	Resident / Non-Resident	Limitations
Animal Licenses	License Fee	Annual license on pets per Village Code	VOG Ch. 6	Very dependable. Requirement to have rabies certification helps.	Moderately	Acceptable	Low	Flat	Resident only	None
Vehicle License	License Fee	License on vehicles per Village Code	VOG Ch. 23	Steady. % of compliance increases generally with increased enforcement.	Moderately	Acceptable	Moderately	Flat	Resident only	None
Liquor License	License Fee	Annual license to sell liquor within Village limits.	VOG Ch. 4	Very dependable.	Moderately	Acceptable	Low	Flat	Resident/Business Owner only	None
Building Permit	Permit	Permits on building and related activity	VOG Ch. 9	Subject to economic factors	Very	Acceptable	Very	Flat	Resident only. Due to fact that if contractor pays, the contractor will generally include in cost of project.	Cost of Services
Burglar / Fire Alarm Fee	Permit & Fee	Annual permit and false alarm fees imposed by Village Code	VOG Ch. 9A	Very dependable.	Moderately	Acceptable	Moderately	Flat	Resident only.	None
Street Opening Permit	Permit	Fee for the opening of a street.	VOG Ch. 9	Subject to economic factors	Very	Acceptable	Low	Flat	Resident only. Due to fact that if contractor pays, the contractor will generally include in cost of project.	None
Illinois Violations	Fines & Forfeits	Fines for violation of Illinois Law	Village Code	Varies with level of enforcement.	Moderately	Acceptable	Low	Flat	Both. % breakdown subject to further information from Public Safety.	None
VOG Violations	Fines & Forfeits	Fines for local ordinance violations	Village Code	Varies with level of enforcement.	Moderately	Acceptable	Low	Flat	Both. % breakdown subject to further information from Public Safety.	None
Court Fines for PS	Fines & Forfeits	Fines for violations with revenue restricted for Public Safety use.	625 ILCS 5/16-104c	New restricted revenue.	Very	Acceptable	Low	Flat	Both. % breakdown subject to further information from Public Safety.	None

Village of Glencoe

Major Revenue Matrix

Revenue Name	Type	Description	Legislative Basis	Dependable	Efficient	Acceptable	Productive	Progressive / Regressive	Resident / Non-Resident	Limitations
Sewer Charge	Charge for Services	Charge for maintenance of sanitary sewer system per Village Code.	VOG Ch. 21A	Dependable.	Very	Acceptable	Moderately	Flat	Residential.	None
Ambulance Fees	Charge for Services	Charge for ambulance services provided by the Village of Glencoe	VOG Ch. 22A	Vary with service levels.	Moderately	Acceptable, especially since generally covered by health insurance or medicare.	Moderately	Flat	Both. % breakdown subject to further information from Public Safety.	None
Commuter Lot Fees	Fees	Fee for parking at the Glencoe Train Station Parking Lot.	VOG Ch. 23	Dependable.	Moderately	Acceptable	Low	Flat	Both	None, subject to county tax after a certain amount (\$3,000 per day)
Golf Club Management Fee	Other	Charge to the Glencoe Golf Club for management services rendered.	Per agreement	Dependable.	Very	Acceptable	Moderately	Flat	Both, more non-resident than resident.	Ability of Golf Club to pay and support other services.
Lease of VOG Property	Other	Lease payments made by contractual agreement with service providers for use of Village property/	Per agreement	Dependable.	Very	Very acceptable	Moderately	Flat	Non-Resident	Terms of agreement(s)
Maint. Of State Highways	Other	Payment made by the State of Illinois as compensation for the Village's maintenance of State highways.	Pre agreement	Dependable.	Very	Very acceptable	Low	Flat	Non-Resident	Terms of agreement(s)
Cable Television Revenue	Other	Franchise fee imposed on customers on the cost of cable television services	Per Franchise Agreement	Dependable.	Very	Acceptable	Moderately	Flat	Resident	5.00%
Special Duty Overtime	Other	Charge for overtime service provided as special request.	Per agreement	Dependable.	Moderately	Acceptable	Moderately	Flat	Resident	Cost of Services
Optional 2 nd Collection Fee	Charges for Service	Charge for the optional 2 nd collection of garbage per week.	VOG Ch. 20	Varies with level of participation.	Very	Acceptable	Moderately	Flat	Resident	Cost of Services

Village of Glencoe

Major Revenue Matrix

Revenue Name	Type	Description	Legislative Basis	Dependable	Efficient	Acceptable	Productive	Progressive / Regressive	Resident / Non-Resident	Limitations
Receipts from Subscriber	Charges for Service	Base charge for collection of garbage.	VOG Ch. 20	Dependable.	Very	Acceptable	Very	Flat	Resident	None
Commercial Garbage Collection Fee	Charges for Service	Charge for collection of garbage from commercial customers.	VOG Ch. 20	Dependable.	Very	Acceptable	Very	Flat	Resident/Business Owner only	None
Recycling Subscriptions	Charges for Service	Charge for cost of recycling services.	VOG Ch. 20	Dependable.	Very	Acceptable	Very	Flat	Resident	Cost of Recycling Contract
Special Refuse Pick-ups	Charges for Service	Charge for requested special garbage collection and supplemental garbage collection.	VOG Ch. 20	Varies with participation	Very	Acceptable	Moderately	Flat	Resident	Cost of Services
SWANCC	Charges for Service	Charge to recover cost of SWANCC participation.	VOG Ch. 20	Dependable.	Very	Acceptable	Low	Flat	Resident	Cost of SWANCC
Motor Fuel Tax Allotments	Intergovernmental	Flat rate per gallon tax imposed on operation of motor vehicles on public highways and recreational watercraft on waterways in Illinois.	35 IL. 505/1 to 505/20	Varies with gallons pumped. Change to less reliance on motor fuel can actually result in reduction of revenue.	Very	Very acceptable	Very	Flat	Both	Rate and amount of fuel consumed.
E911 Surcharge	Other Taxes	Per line charge approved by referendum on March 17, 1992 specifically to finance implementation and maintenance of E911 communications system..	VOG Ch. 35	Decreasing revenue with greater switch over to wireless technologies.	Very	Acceptable	Very	Flat	Resident	Rate can only be increased by referendum.
Cellular 911	Other Taxes	Per phone account charge applied to cell phones for the purpose of supporting E911 communications system.	VOG Ch. 35	Dependable.	Very	Acceptable	Very	Flat	Resident	None