



VILLAGE OF GLENCOE ANNUAL BUDGET FISCAL YEAR 2016

March 1, 2015 – February 29, 2016



GOVERNMENT FINANCE OFFICERS ASSOCIATION

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Budget Presentation
Award*

PRESENTED TO

**Village of Glencoe
Illinois**

For the Fiscal Year Beginning

March 1, 2014

Executive Director



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VILLAGE OF GLENCOE

BUDGET BRIEF

March 1, 2015 through February 29, 2016 (Fiscal Year 2016)

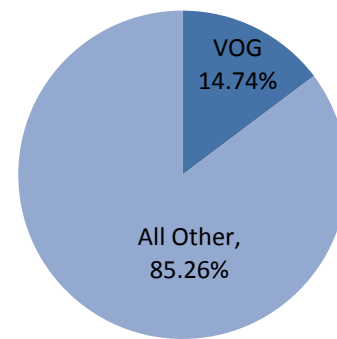
*This budget summary is intended to provide a brief summary of the Fiscal Year 2016 budget. Altering expenditures or revenues listed does not necessarily correlate to household savings or to additional expenses. **This brief also includes table which shows the cost per \$100,000 of all Village operating expenditures. Not all Village expenditures are paid with property taxes but the illustration shows what that rate would be if paid 100% by property tax.***

DISTRIBUTION OF GLENCOE PROPERTY TAXES

Information concerning the distribution of property taxes comes from Cook County, Illinois. The most recent distribution data available is based upon the tax levy adopted in December 2013. The 2014 Tax levy rate information for the Levy adopted in December 2014, will not be available until June 2015 at the earliest.

2013	% of Tax	
Taxing Unit	Tax Rate	Bill
Village of Glencoe (VOG)	1.349	14.74%
Public Library	0.274	2.99%
High School District #203	2.111	23.06%
Grade School District #35	3.338	36.47%
Cook County	0.629	6.87%
Water Reclamation District	0.417	4.56%
Park District	0.680	7.43%
Community College #535	0.256	2.80%
Misc. Taxing Units (1)	0.099	1.08%
TOTAL Property Tax Bill	9.153	100.00%

How Property Tax is Distributed



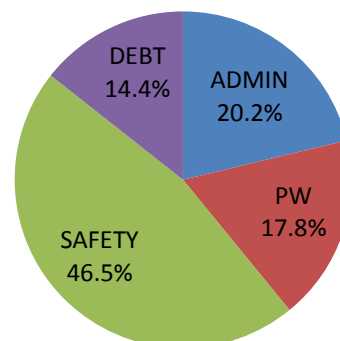
Notes: (1) Includes New Trier Township, N.T. General Assistance, Suburban T.B. Sanitarium, and Mosquito Abatement District.

DISTRIBUTION OF 2014 TAX LEVY

Below is a summary of how the the Village share of 2014 property tax levy (\$10,873,229) will be distributed.

% of	
Purpose	VOG Tax
Administrative Services	21.26%
Health & Community Services	0.00%
Sewer Maintenance	4.14%
Forestry Services	4.94%
Infrastructure Maintenance	3.42%
Street Maintenance	5.34%
Police Services	34.87%
Fire Services	7.76%
Paramedic Services	3.89%
Debt Service	14.39%

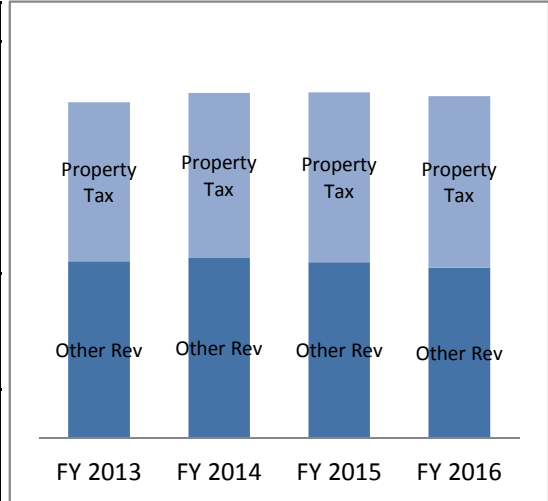
2014 Property Tax By Function



Property taxes make up 50.5% of the total Fiscal Year 2015 revenue budget. The Fiscal Year 2015 Budget includes total revenues of \$21,302,722 and expenditures of \$25,889,497 (which represents all financing sources and uses including interfund transfers and use of bond proceeds). *That portion of the Village's annual administrative expense funded by property tax, as listed above, is equivalent to \$0.04 per every dollar of financial activity (all inflows and outflows).*

Where Do Other Village Revenues Come From?

Revenue Source (in Thousands)				
	FY13	FY14	FY 15	FY 16
Service Charges	4,219	3,719	3,494	3,958
Other Taxes	2,277	2,462	2,529	2,499
Permits	967	1,474	1,391	1,078
Sales Tax	1,791	1,943	2,056	1,853
Other Revenue	1,588	1,480	1,319	1,075
Sub-Total	10,843	11,078	10,789	10,463
% Change		2.2%	-2.6%	-3.0%
Property Tax	9,779	10,107	10,425	10,521
% Change		3.4%	3.1%	0.9%
Grand Total	20,621	21,185	21,214	20,984
		2.7%	0.1%	-1.1%



FY 2013 through FY 2015 are actual revenues. The FY 2016 figures are budgeted. The revenue listed above does not include interfund transfers (i.e. Day Labor Transfer, Property Tax Transfer to Garbage Fund, Water Fund Management Fee and Garbage Fund Management Fee). Most significantly the revenue included in the FY16 budget is \$229,000 less than actual revenue collected during FY15.

Where Do Village Expenditures Come From?

Operating Expenditures (in Thousands)							
	FY 15	Rate Per	FY 16	% of FY16	Rate Per	\$ Change	% Change
	Budget	\$100 EAV	Budget	Expense	\$100 EAV	From FY15	From FY15
Administrative Services	3,986	0.5060	3,907	18.9%	0.4960	(78)	-2.0%
Sewer Maintenance	950	0.1206	982	4.8%	0.1246	32	3.4%
Forestry Services	781	0.0991	850	4.1%	0.1079	69	8.8%
Infrastructure Maintenance	589	0.0748	610	3.0%	0.0775	22	3.7%
Street Maintenance	838	0.1064	906	4.4%	0.1150	68	8.1%
Police Services	5,288	0.6714	5,694	27.6%	0.7229	406	7.7%
Fire Services	1,623	0.2060	1,842	8.9%	0.2338	219	13.5%
Paramedic Services	780	0.0991	869	4.2%	0.1104	89	11.4%
E911	169	0.0214	201	1.0%	0.0255	32	18.8%
Debt Service	1,553	0.1972	1,566	7.6%	0.1988	13	0.8%
Water Utility	1,874	0.2379	1,923	9.3%	0.2441	49	2.6%
Garbage Services	1,246	0.1582	1,298	6.3%	0.1648	52	4.2%
Grand Total	19,676	2.4979	20,648	100.0%	2.6213	972	4.9%
Cost Per \$100,000 EAV		2,497.90			2,621.26	123.37	4.9%

The expenditure listed above does not include interfund transfers (i.e. Day Labor Transfer, Property Tax Transfer to Garbage Fund, Water Fund Management Fee and Garbage Fund Management Fee). The costs represent the operating costs of all funds and do not include investment in capital assets. **If residents had to pay for 100% of the operating cost of services through property taxes during FY15, the cost per \$100K of equalized assessed value (EAV) would have been \$2,4979 (as compared to the actual 2013 tax rate of \$1.349) or \$2,497 per \$100K of EAV. The FY16 Budget increases that cost by \$123 per \$100K of EAV or 4.9%.**

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	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
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

VILLAGE OF GLENCOE TIMELINE

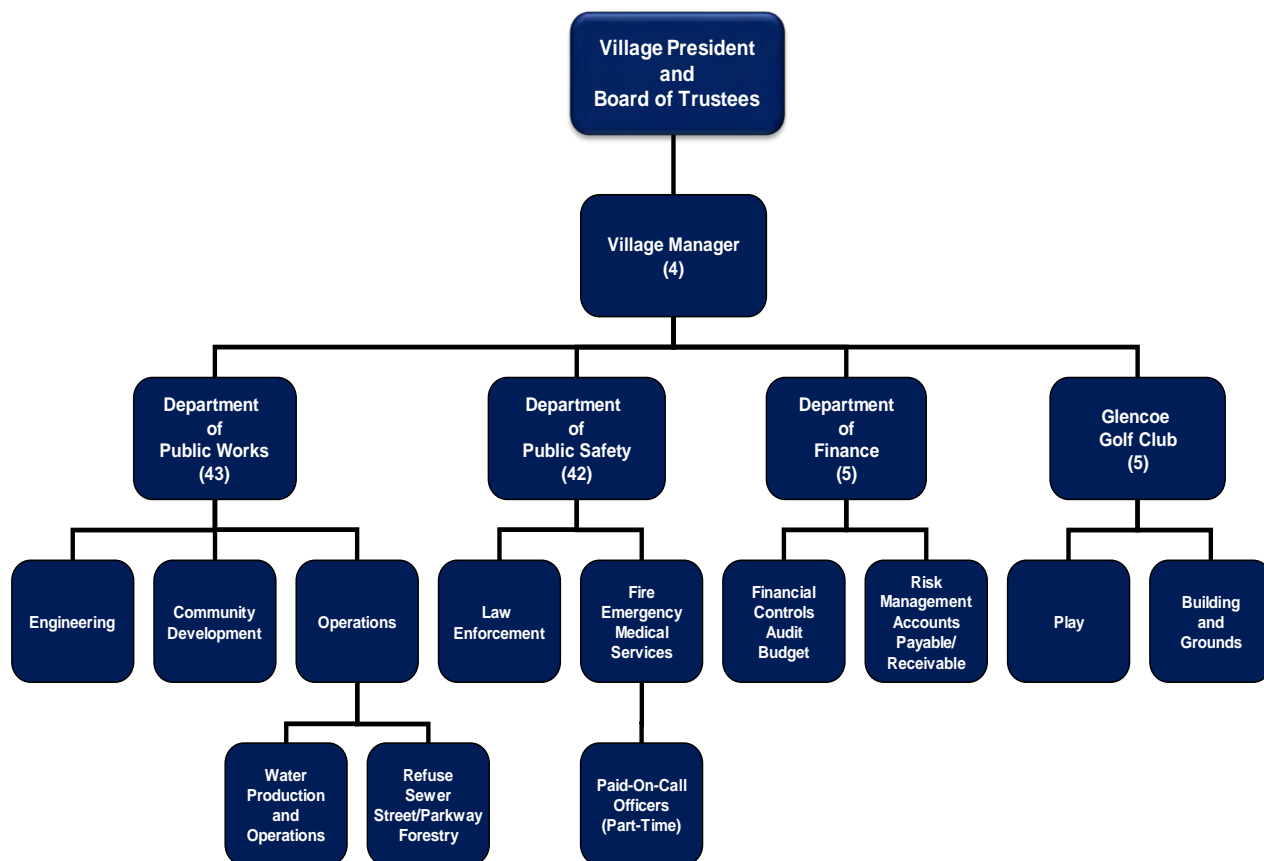
1979	North School closed; changeover to Glencoe Community Center
1982	Public Safety Commission formed
1985	Reproduction restoration of the Frank Lloyd Wright Bridge
1987	Bond referendum passes; inaugurates the street resurfacing program
1988	Home rule referendum fails
1989	Historic Preservation Commission Formed
1992	Second 5-year street program adopted
1992	Village Hall 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
1997	Public Works Building renovated
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.
2009	Village Court Parking Lot renovated
2011	Public Safety renovated Village Hall Cupola repaired and restored
2012	Bond Referendum passes Shared Services with Park District Consolidated Community Newsletter between the Village, Park District and School District Library Utilizes Village Financial System
2013	Village President Larry Levin, elected New Public Safety Director appointed New Village Manager appointed

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

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



FISCAL YEAR 2016 ORG CHART





March 1, 2015

The Honorable President Lawrence R. Levin and the Village Board of Trustees:

I am pleased to submit the Annual Budget for the Fiscal Year beginning March 1, 2015 and ending February 29, 2016 (Fiscal Year 2016). As is the case each year, the budget process affords the Village Board the opportunity to balance the needs of the community against available resources with the intent of seeking the maximum return on each revenue dollar. This budget reflects resource allocations to continue to provide high quality municipal services to Glencoe residents and businesses, and seeks to address areas of need of review both as a component of the successful operation of the Village organization, but also to begin to position the Village for a changing environment that exists around us. This Fiscal year 2016 budget, in total, accounts for \$22,441,501 across all funds.

Municipal budgeting in Glencoe is not a function of a brief review and recommendation, followed by tacit approval by the corporate authorities. Glencoe's process for review and discussion of our Village's budgetary needs is one that takes many months, with planning for the next fiscal year generally commencing at the beginning of the current fiscal year. Planning for and creation of the Fiscal Year 2016 budget was no different. Our typical process of weighing expenditures heavily against revenue forecasts, long-range capital project planning, and continued focus on the strong financial policies and financial forecasts have guided the budgetary decision making process, began last spring with a two-day goal setting session in May that led to the development of a Strategic Work Plan approved by the Village Board in October 2014. Central to this work plan, are the six *Strategic Priorities* – **Financial Sustainability, Commercial Vitality, Infrastructure Replacement, Operational Effectiveness, Organizational Development, and Community Engagement** – directive statements driving not only day-to-day efforts of the Village in achieving excellent service delivery, but that also serve as a guide toward the initiatives and efforts that are meant to bring about meaningful improvements to the Village organization. These strategic priorities heavily guided budget development. In addition, through all of calendar year 2014 the Village Board and staff took time to review and affirm the Village's long-held financial policies, outlined and discussed organizational needs, and focused conversations on working toward the achievement of goals and tasks set forth in the Strategic Work Plan.

The past year saw a number of exciting projects reach completion, continue forward or commence. The conclusion of the \$8.55 million capital plan approved by voters in November 2012 was completed last spring, providing major Stormwater relief in three areas of the community and an additional \$2 million in improvements to other capital needs throughout Glencoe. Intensive study relative to the future replacement of the Village's nearly century old lakefront Water Treatment Facility continued, with a clear focus toward ensuring a safe, secure water source at the lowest possible cost to the community for the next century and beyond. The report of our engineers, Strand Associates, will be presented in March 2015, with a long public engagement process to follow. In October, the long anticipated groundbreaking of the \$29 million Writers Theatre, the cultural center of our community, took place. Expected to open to audiences in March 2016, the Village will welcome those curious to explore the structure's architectural provenance as well as the artistic mastery within its walls. We also commenced a public discussion of the future of our downtown area,

acknowledging from the beginning that downtown Glencoe is, among other descriptors, a place to gather and a place that other communities envy for its one-of-a-kind charm and character. In light of this, the discussion has been titled the “Glencoe Tune-Up” in that while our downtown area is lovely, it is appropriate to concentrate on ways to keep it vibrant and vital as it evolves. This review will continue this year, and once concluded, the Plan Commission will make a recommendation to the Village Board. Once the Downtown Tune Up is complete, work will commence on the remainder of the Comprehensive Plan, last fully reviewed in 1996.

Retirements among our leadership team this year have ushered in employees in new roles and highlighted the continued challenge – and opportunity – that these staffing changes provide. The Village’s need to continue to focus on succession planning, including staff training and development and “step up” opportunities by line staff must remain a top emphasis. The Village has had a history of long-tenured and dedicated employees serving the residents of our community, and it will be an ongoing challenge to ensure that we have the right staff in place to continue to meet those needs.

Shared Services remain in focus, as the Village and Park District completed their third full year of a Shared Service Agreement with strong savings again provided to the taxpayers of Glencoe through our combined efforts. We are continuing the ongoing dialogue between the Village, School District #35, the Glencoe Public Library, the Glencoe Park District and Family Service of Glencoe in efforts to find new opportunities to share resources and build upon already strong interorganizational associations on behalf of the community. Likewise, looking outside to our neighbors and building upon relationships to find ways to maintain sustainable service levels into the future will continue to be a strong priority and necessity.

Our budget process is also impacted by unplanned acts of nature. Significant rains in May and June reiterated a need for review of Stormwater issues in five areas of our Village. Taking quick action, the Village Board authorized a study of the impacted areas, and ultimately, authorized two referendum questions totaling \$10 million to fund infrastructure improvements on the April 7, 2015 ballot seeking voter authority to address over \$6.5 million in Stormwater improvements, in addition to further reinvestment in our streets, sidewalks and sanitary sewers, as well as improvements to the nearly 60-year old Village Hall HVAC system. The outcome of this vote will impact further investment in the community in areas of need.

While factors outside of our control always impact the budget, the continued struggles in Springfield also threaten to impact the Village’s revenues. Just recently, Governor Rauner announced the potential for reductions in State-shared revenues and a possible property tax freeze. While details of these recommendations will be developed over time, threats to our revenues will continue to impact our service delivery model; these actions, completely outside of the Village’s control, have the potential to force changes that may negatively impact all aspects of our service model. It will be necessary for us to remain diligent and proactive in an era of continued instability in Springfield.

Looking forward to the new Fiscal Year brings along with it its own challenges and opportunities. Several highlights include:

- **Continued Implementation of the Village’s Strategic Work Plan.** This plan sets out a series of tasks, programs and projects that seek to enforce the agreed upon Strategic Priorities established in the plan. Significant investment is anticipated in this budget in one-time costs to facilitate projects within the Plan.
- **Completing the Downtown Tune Up and commencing an update of the Village’s overall Comprehensive Plan.** The past year allowed for the Plan Commission to utilize a great deal of information gathered through numerous public input opportunities to begin to discuss the future of our vibrant downtown area. Through the course of this year, a recommendation or set of

recommendations regarding the Downtown Tune Up will be brought forward to the Village Board. Once the Board has reviewed and approved these efforts, work will commence on the overall Comprehensive Plan.

- **A review of options relative to the replacement of the Village's nearly century old water treatment facility, and a possible partnership with the Northwest Water Commission will be explored and publicly discussed.** Following a report made by the Village's consultant, expected early in the new Fiscal Year, further data analysis will commence, as will a public review process of various options available that seek to maintain the highest quality standards for water production and which respect the needs of the community now and into the future.
- **Improving internal process and integration of technology into organization operations.** The Village must review its internal processes to assure that we can continue to provide services that residents desire in a cost effective manner. Studies that include assessments of the Village's technology needs, of its compensation structure and other areas in need of attention will be addressed this year.
- **Enhance our focus on understanding the needs of the community and maintaining transparency of government to our residents.** This year, we will initiate a citizen survey to gain valuable insight into expectations and satisfaction with Village services. Likewise, we will work toward building a new and improved website that will offer improved interaction with residents and an enhanced layout to make it easier to navigate. Likewise, we will continue to increase resident participation in Glencoe Connect so that it brings further value to our residents as a means of communicating important Village information.
- **Keeping focus on the capital needs of the Village will be vital.** The outcome of the referendum questions in April 2015 will determine whether an additional \$10 million will be invested in the community on needed stormwater, sanitary sewer, roadway and municipal building improvements. These investments in critical infrastructure remain one of the Village's foremost responsibilities to the community.
- **Continued planning for the long-term needs of the Glencoe Golf Club.** Staff will continue to proceed with discussions with the Cook County Forest Preserve District to maintain our nearly-century long land sharing partnership along with opportunities for improvements to the Club House and maintenance facilities.
- **Review of the State of Illinois efforts that may impact local government revenue.** Given Governor Rauner's statements during his Annual Budget Address in February regarding possible changes to the Local Government Distributive Fund, as well as the property tax, the Village must remain vigilant on how these changes might impact our revenues and our operations. This will require thoughtful planning to assure that impact to services is not draconian and that as an organization, we remain nimble enough to deal with short- or long-term changes, especially those outside of the Village's control.
- **Continuing our focus on planning for the future of the Village of Glencoe organization in order to serve the ongoing needs of the community.** Among the many items that fall into this category, one that is most significant is maintaining sufficient staffing levels to ensure the public welfare. In light of significant need in the Department of Public Safety, this budget includes the addition of two (2) Public Safety Officers and the reinstatement of a second Deputy Chief position. Both additions will aid in reducing work backlogs, and will ensure that we have adequate staffing to provide the services needed from the Department of Public Safety. But the focus is not simply on adding, but also thoughtfully planning for our future, and making adjustments throughout the organization to ensure that the Village operates efficiently, and sustainably, as our fiscal and physical environment continues to change.

Today, the Village remains economically stable. For the 12th year, the Village has maintained its AAA bond rating from Standard and Poor's, something bestowed on few communities (especially few non-home rule communities) across the State and nation. This budget further allows the Village to continue to provide the

highest quality services and do so within a cost structure that places significant emphasis on delivering these services at a great value to the Glencoe taxpayers.

Certainly, the Village's annual budget is the most significant document the Village Board considers, deliberates over and approves each year in that it guides all aspects of the Village's operations and sets the path for the future. The budget is the primary guiding document for the Village's annual financial planning and control and ensures compliance with legal provisions embodied within the document. 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.

FISCAL YEAR 2015 REVENUE AND EXPENDITURE REVIEW

The Fiscal Year 2015 Revenue, for the year ended February 28, 2015, is projected to finish the year with total revenue of \$21,752,734 or 102.1% of budget. Generally speaking, property taxes generated the revenue anticipated and revenue subject to economic forces outperformed the budget expectations. Income tax revenue was \$61,338 over the budget or 107.6% due mainly to payment timing and some improvement in the economy. Sales tax (including use tax) was \$210,138 over budget or 111.6%. Thanks to great strength in the local economy, highlighted by increased construction activity, building permit revenue was \$501,130 over budget or 156.9%. By the end of the Fiscal Year, the Village received 99.6% of the property taxes anticipated in the Fiscal Year 2015 Budget. Growth in sales tax, building permit revenue, sales of water meters and commuter parking fees also suggests ongoing improvement in local economic conditions. Water sales finished \$295,644 less than budget or 85.8% primarily due to reduced consumption as result of local weather conditions.

Fiscal Year 2015 is projected to finish with total expenditures of \$26,333,665 or 101.6% of budget. Expenditures are broken down in the following way: Personnel 51.6%; capital expenditure 21.8%; operating costs 19.9%; and debt service 6.7%. Personnel expenditures are projected to be \$245,687 over budget or 101.7%. Salaries are projected to be 98.2% of budget, overtime projected to be \$389,521 over budget or 156.8%% due to staff transition, search and rescue efforts, weather events and collectively bargained changes in rate methodology with the Fraternal Order of Police (Public Safety union). Benefit costs are projected to be 98.7% of budget and pension cost at 99.5% of budget. Capital expenditures are projected to be at 100.2% of budget.

DEVELOPMENT OF THE FISCAL YEAR 2016 BUDGET

Development of the Fiscal Year 2016 Budget begins in the fall of each year and as staff evaluates expenditures and needs of each department and division. Considerations include staffing, planned capital projects and equipment replacements as well as new issues that need to be addressed. These considerations are discussed, weighed, and evaluated based on staff's initial review and expected revenue performance for the coming year, then prioritized and assessed before being included in or deferred from the draft budget document. The draft budget document is then shared with the Village Board. During this process some of the major considerations the Village Board reviewed included:

- Review of positive revenue (sales tax and building permits);
- Determination of the appropriate level of fund balances;
- Determination of tax abatements;
- Review of the annual repayment of amount due to the Village from the Glencoe Golf Club;
- Review of Golf Club management fees and Garbage Fund and Water Fund management fee;

- Determination of a Capital Plan identifying critical needs for Fiscal Year 2016.

FISCAL YEAR 2016 BUDGET SUMMARY

Fiscal Year 2016 General Fund revenue is expected to increase by \$282,623 from last year's budget. The revenue increase in the General Fund is due to a 1.5% increase in property taxes, an increase in income tax, an increase in sales tax, an increase in building permits and a 1.5% increase in user charges. The Garbage Fund and Water Fund are controlled locally and are less subject to outside economic factors. The Garbage Fund includes a budgeted transfer from the General Fund to support operations of \$450,000 in Fiscal Year 2016. Garbage fees are being increased in Fiscal year 2016 by 1.5% and water rates will likewise increase by 1.5%.

The total proposed expenditure budget for Fiscal Year 2016 (excluding pension funds) is \$22,441,501. The 2014 (Fiscal Year 2016) property tax levy, including debt service and the Glencoe Public Library, is \$13,083,249, which presents a \$302,578 or 2.37% increase from the 2013 tax extension. Property Tax Extension Limitation Law (PTELL) allows a 1.5% increase in the 2014 tax extension from 2013 levels. The increase proposed continues the Village's policy of levying an amount to account for Cook County's anticipated loss in collections plus any new equalized assessed value (EAV) that is generated during 2014.

The following summarizes major operational department initiatives and programs in the FY 2016 budget:

Department of Public Safety:

- Continue to review and evaluate the Village's parking regulations and enforcement in the downtown following the Downtown Plan.
- Development of specialized training through a career development program to ensure all mandated training is accomplished, while providing advancement and leadership opportunities for future leaders of the department.
- Staff will refine and formally adopt the Village All Hazards (Emergency Disaster) Plan and will coordinate activities with all Village Departments to accomplish established Strategic Priorities.

Department of Public Works:

- Continue to review current and future service levels in FY 2016 and evaluate key operations in a number of divisions including garbage collection, street maintenance and snow plow services as well as ongoing shared services with the Park District in forestry and fleet maintenance.
- Staff will complete the Water System Master Plan report including an assessment of alternatives for the replacement of the water treatment plant.
- Review the process for work order management in the Public Works Department and investigate work order management technology solutions.
- The Village Plan Commission in Fiscal Year 2015 initiated an update on the 1996 Comprehensive Plan. The Plan Commission, working together with the Village Planner and staff, has developed a framework for the plan update that will include a series of workshops focused on a number of topics relevant to the downtown – land use, economic development, housing, public spaces, and parking & circulation. The Commission will continue to engage the community in discussing the future of Downtown Glencoe prior to finalizing and presenting the Downtown Plan to the Village Board.

PLANNED OPERATIONAL INITIATIVES AND CAPITAL PROJECTS/IMPROVEMENTS

The total Fiscal Year 2016 Capital Budget is \$1,223,418. Of that amount, \$71,500 is financed by bond proceeds and/or reimbursable by grants, and \$360,000 is related to Street improvements financed by Motor

Fuel Tax, \$259,000 is related to capital equipment, \$242,500 is related to vehicle replacement, and \$210,000 is related to water system improvements.

The following major budget items, projects and programs are included in the Fiscal Year 2016 Budget:

- E911 System Equipment Phase I & Phase II (\$66,000 – E911 Fund);
- E911 Room Upgrades (\$32,000 – E911 Fund);
- Brush Chipper #10 (\$44,000 – General Fund);
- Pickup Truck #35 (\$35,500 – General Fund);
- Public Works Administrative Vehicle #610 (\$30,000 - General Fund);
- Restoration of Ravine Bluff Monuments Phase III (\$30,000 – General Fund);
- Mechanical Lift (\$18,000 – General Fund);
- Public Safety Vehicle Replacements (2) (\$100,000 – General Fund);
- Sewer Camera Truck #22 (\$33,000 – General Fund);
- Green Bay Rd., Roadway Improvement (\$360,000 – MFT);
- Water Main Replacement (\$100,000 – Water);
- Turbidimeter Unit Replacement (\$32,000 – Water);
- High Lift Emergency Pump (\$50,000 – Water);
- Replace Filter Controls (\$60,000 – Water);
- IT Strategic Plan Projects year 4 (\$138,400, General Fund)

CONCLUSION

The Fiscal Year 2016 Budget is the culmination of a detailed and methodical review of the financial condition of the Village, and its vision for the future. This year, as every year, considerable time and effort has gone into this document to evaluate, forecast and translate the fluctuations of the economy into a working document for the Village. It should be noted that considerable additional time was dedicated this year by the Village Board to review policy, consider recommendations, discuss the needs of the organization and strategize on how to best allocate resources to achieve the Village's goals. The Village's historical judiciousness in budgeting has allowed Glencoe to remain in the position of continuing to deliver the highest level of service to the community with the minimum amount of staffing. But, our continued prudence and diligence is necessary in an era of changing dynamics in Springfield and elsewhere. The ability of the Village to be vigilant toward its fiscal responsibilities, to closely monitor spending and maximize available resources has been the hallmark of the effort that has kept the Village on solid financial ground. Looking forward, however, we see a changing dynamic which will require us to continue to critically review our goals and priorities to ensure the delivery of services at an even better value to Glencoe taxpayers. That critical review will continue through this fiscal year and beyond.

ACKNOWLEDGEMENTS

The development of the annual budget is an effort that encompasses the entire Village organization. The roles played by staff, particularly our executive team, in carrying out the creation of this document continually produces a budget of which the community can be very proud. Many hours are poured into analysis and discussion of our mission to the community, and even more time is spent assuring that these pages reflect the means toward achieving the Village Board's expectations in the provision of services to the community. These efforts are underscored by the tremendous level of dedication that our entire staff

highlights in the execution of their work in service to our residents. They deserve profound thanks for these efforts.

Likewise, I wish to acknowledge and sincerely thank the Village President, Board of Trustees and the Finance Committee of the Village Board for their support, their vision and for their thoughtful and deliberate approach to development of this document. Each deserves accolades for their continued stewardship of the Village and for its financial health and wellbeing.

Sincerely,

A handwritten signature in black ink, reading "Philip A. Kiraly". The signature is fluid and cursive, with the first name "Philip" and last name "Kiraly" clearly legible.

Philip A. Kiraly
Village Manager

cc: Executive Staff
Steve Elrod, Village Attorney



VILLAGE OF GLENCOE

Three-Year Strategic Work Plan

Accepted by the Village Board of Trustees on October 16, 2014

Strategic Priority	Initiative	Actions	Measures of Success	Who's Responsible	Target Date
Financial Sustainability	a) Increase Effectiveness of Budget Document in Presenting Priorities	Enhance presentation of long-range financial plan and capital improvement plan documentation	Development of improved CIP and Financial Forecast	Finance Director, Village Manager's Office, Department Heads	3rd Quarter, 2014
		Present recommended budget document with integrated strategic priorities and greater expense/revenue detail	Presentation of budget in sufficient detail for Village Board evaluation of recommendations	Finance Director, Village Manager's Office, Department Heads	4th Quarter, 2014
		Develop a template to be used to define operating costs of all departmental functions for FY17 budget process	Document each department's operational costs, by program	Finance Director, Department Heads	3rd Quarter, 2015
	b) Create Financial Decision Making Framework	Develop budgetary protocols and criteria for staff recommendations and Board decision-making	Conduct review; receive feedback from Finance Committee	Village Manager's Office, Finance Director	3rd Quarter, 2015
		Increase Board awareness of financial policies and procedures through regular communication; review financial policies with Finance Committee & Village Board	Develop a calendar of ongoing policy review into the Finance Committee annual calendar	Finance Director, Village Manager	Ongoing
		Evaluate sufficiency of enhanced budget documents	Conduct review; receive feedback from Finance Committee	Village Manager's Office, Finance Director, Department Heads	1st Quarter, 2016
	c) Analyze Options for Increasing Local Revenue	Develop fee review schedule	Establish a schedule to review all fees on a rotating basis over a 5 year period	Finance Director	1st Quarter, 2015
		Complete review of Special Charter rights	Develop report outlining Village's rights under Special Charter; present findings	Village Manager's Office, Finance Director, Village Attorney	1st Quarter, 2015
		Determine how to achieve other revenue growth (new or enhanced, rate increases, grant funding)	Review opportunities for creating new revenue	Village Manager's Office, Finance Director, Department Heads	2nd Quarter, 2015
		Appoint an ad hoc committee to complete analysis of Special Charter rights vs. Home Rule	Analyze existing revenue opportunities and compare to Home Rule; present Findings	Ad Hoc Committee, Village Manager's Office, Finance Director, Village Attorney	3rd Quarter, 2015
		Coordinate review of new revenue opportunities with review of opportunities to improve process efficiency	Review opportunities to improve process efficiency and free up allocated revenue for use as best determined by the Village Board	Village Manager's Office, Department Heads, Village Board	3rd Quarter, 2015

Strategic Priority	Initiative	Actions	Measures of Success	Who's Responsible	Target Date
Commercial Vitality	a) Complete the Downtown Plan	Continue with public process to engage the community in discussing the future of Downtown Glencoe	Plan Commission meetings; panel discussions; ongoing input through communications venues such as website and mobile app	Planning and Development Administrator, Village Planner, Village Manager's Office, Plan Commission	Ongoing through plan completion
		Host open house inviting public comment on draft Downtown Plan	Present downtown plan/alternatives for key development sites	Planning & Development Administrator, Village Planner	2nd Quarter, 2015
		Finalize Downtown Plan based on feedback from open house	Plan Commission approves recommendation to Village Board to adopt plan	Planning & Development Administrator, Village Planner	3rd Quarter, 2015
		Present Downtown Plan to Village Board	Present plan to Board; Approve Plan	Planning & Development Administrator, Plan Commission, Village Planner, Village Manager's Office, Village Board	3rd Quarter, 2015
		Following approval of the Downtown Plan, commence review of signage and appearance standards	Plan Commission review and recommendations for modifications to standards	Plan Commission, Planning & Development Administrator, Village Planner	1st Quarter, 2016
		Following approval of the Downtown Plan, continue to review and evaluate the Village's parking regulations and enforcement in the Downtown	Review outcomes of parking study; review and evaluate best practices, including use of technology for parking enforcement	Public Works, Public Safety, Finance, Planning & Development Administrator, Village Planner	1st Quarter, 2016
	b) Develop a Downtown Promotion Strategy	Establish a public/private partnership to reinvigorate the Farmer's Market	Increase participation of vendors and attract more Glencoe residents and visitors	Village Manager's Office, Planning & Development Administrator	2nd Quarter, 2015
		Maintain/expand quality and appeal of current downtown special events (Grand Prix, Fourth of July, & Festival of the Arts)	Maintain/increase attendance and participation levels	Village Manger's Office, Public Works, Public Safety	Ongoing
		Engage consultant to assist with downtown promotion/branding initiative following completion of downtown plan and building on Writers' Theatre development	Make a recommendation to the Village Board; consultant selected/contract signed	Planning & Development Administrator	2nd Quarter, 2016
	c) Create a Business Attraction and Retention Program	Promote parking options in and around downtown	Install way-finding signage, maps/kiosks	Public Works	2nd Quarter, 2015
		Implement rotational 'Local Business Spotlight' to highlight the services/history of a specific business on website and Glencoe Quarterly; regularly highlight list of new businesses opened in the last quarter	Publish list in each Glencoe Quarterly; highlight one business in each issue	Administrative Intern	4th Quarter, 2014
		Implement business retention visits with existing businesses	Conduct 12 visits annually	Village Manager, Planning and Development Administrator	Ongoing
		Host business district breakfast meetings to foster regular communication between the Village and the business community	Host breakfast semi-annually	Village Manager, Planning & Development Administrator	1st Quarter, 2016
		Reevaluate Village banner policy for downtown streetlights	Conduct review; make changes as necessary	Public Works, Village Manager's Office	1st Quarter, 2015
		Develop a business recruitment strategy to attract businesses identified in the Downtown Plan	Develop strategy and begin outreach	Village Manager's Office, Planning & Development Administrator, Village Planner	3rd Quarter, 2015
		Monitor permitted uses within the Village's business districts and recommend Code changes as necessary	Track vacancies through ongoing dialogue with the business community; understand zoning limitations; recommend Code changes	Planning and Development Administrator, Village Planner, Village Manager's Office, Plan Commission, Village Board	Ongoing

Strategic Priority	Initiative	Actions	Measures of Success	Who's Responsible	Target Date
		Inventory existing streetscape (furniture, landscaping, etc.) and upgrade as necessary; Identify areas where limestone raised planters and additional landscaping could be expanded	Prepare streetscape/landscape plan for targeted areas	Planning and Development Administrator, Assistant to the Public Works Director, Village Planner	3rd Quarter, 2016
		Review business license process, building codes, and Village regulations to identify impediments and to identify options for streamlining process	Conduct review make recommended modifications to the process	Planning & Development Administrator, Assistant Village Manager, Public Safety	4th Quarter, 2015
		Evaluate the effectiveness of the small business improvement program	Develop improvements/changes to the program; Integrate into FY17 Budget Recommendation	Assistant Village Manager, Administrative Intern	4th Quarter, 2015

Strategic Priority	Initiative	Actions	Measures of Success	Who's Responsible	Target Date
Infrastructure Replacement	a) Complete Water System Master Plan	Complete Water System Master Plan report including an assessment of alternatives for the replacement of the water treatment plant	Complete Water System Master Plan;	Public Works, Village Manager's Office	1st Quarter, 2015
		Develop and implement communication plan to outline water treatment plant replacement alternatives	Host project open houses and public hearings with members of the community	Public Works, Village Manager's Office	1st Quarter, 2015
		Continue to evaluate possible partnership with the Northwest Water Commission	Development of formal partnership, including negotiation of an agreement, if feasible	Public Works, Village Manager's Office	3rd Quarter, 2015
		Utilize information from the Water System Master Plan to develop long term water system improvement plan	Integrate projects into the Village's into capital project inventory	Public Works, Village Manager's Office	4th Quarter, 2015
	b) Enhance Capital Improvement Plan Review Process	Review and update 5 year capital equipment replacement program, including funding projections and recommendations	Complete multi-department 5 year capital equipment plan	Village Manager's Office, Department Heads	3rd Quarter, 2014
		Review and update 10 year capital project inventory, including funding projections and recommendations	Complete 10 year capital project inventory	Village Manager's Office, Department Heads	3rd Quarter, 2014
		Reassess capital equipment replacement procedures/policies	Establish replacement guidelines for all capital equipment over \$20,000	Village Manager's Office, Department Heads	2nd Quarter, 2015
		Develop a qualitative decision making approach for the review of the Village's 10 year capital project inventory	Develop template focused on qualitative review methodology; Complete 10 year capital project inventory within new framework	Village Manager's Office, Department Heads	2nd Quarter, 2015
	c) Assess Needs of Sanitary Sewer System	Determine appropriate annual funding needs to maintain a sanitary sewer lining program; develop recommendations for funding alternatives	Develop a program that accommodates \$100,000 in sanitary sewer lining annually beginning in FY18	Public Works, Village Manager's Office	4th Quarter, 2016
		Evaluate existing grant programs (overhead sewer conversion program, etc.) for continued value and possible modification	Assess success of programs; develop program modifications with a consistent funding mechanism	Public Works, Village Manager's Office	1st Quarter, 2015
	d) Refine Storm Water Management Plan	Complete engineering study of targeted flooding areas	Report presented to Village Board; Integrate Projects into CIP and Village budget process	Public Works, Village Engineer	4th Quarter, 2014
		Continue to evaluate problem areas throughout the Village and program future storm water needs as a component of the CIP process	Continued programming of necessary improvements within the Village's CIP program	Public Works Director, Village Engineer	Ongoing
		Review the Village's sewer maintenance/repair program	Update maintenance/repair program to better integrate projects into the capital planning process	Public Works	2nd Quarter, 2015
		Review maintenance programs for ravine and storm sewer outfalls	Develop program for ongoing inspection and review	Public Works, Village Engineer	3rd Quarter, 2015
	e) Implement Golf Clubhouse Redevelopment Plan	Negotiate a working agreement with the Forest Preserve District	New long term agreement approved by the Village Board and County Board	Village Manager's Office, Golf Club Manager, Village Attorney, Village Board	1st Quarter, 2015
		Research funding opportunities and budget for new clubhouse	Create a formal project budget; review and discuss revenue opportunities	Village Manager's Office, Golf Club Manager	2nd Quarter, 2015
		Present architectural services budget to Village Board for approval; recommend contract	Village Board approval of architectural services contract	Village Manager's Office, Golf Club Manager, Village Board	3rd Quarter, 2015

Strategic Priority	Initiative	Actions	Measures of Success	Who's Responsible	Target Date
		Make recommendation for construction of new clubhouse	Village Board approval of construction plan and budget	Village Manager's Office, Golf Club Manager, Village Board, Golf Advisory Committee, Clubhouse Task Force	3rd Quarter, 2016
	f) Develop an Energy Efficiency Strategy	Define elements of an organization-wide energy efficiency policy/program	Develop goals and objectives; seek Village Board approval	Village Manager's Office, Department Heads, IT Coordinator	2nd Quarter, 2016
		Survey existing fleet, building systems, and infrastructure	Identify potential energy modifications and improvements	Village Manager's Office, Department Heads,	3rd Quarter, 2016
		Recommend budget requirements to fund implementing energy efficiency programs	Board approval of budget recommendations	Village Manager's Office, Department Heads, IT Coordinator	1st Quarter, 2017

Strategic Priority	Initiative	Actions	Measures of Success	Who's Responsible	Target Date
Operational Effectiveness	a) Establish Service Level Baselines	Identify all major services by department; Determine which Village services are core (absolute) or enhanced (optional)	Identify programs and services that are provided by Village	Village Manager's Office, Department Heads	1st Quarter, 2015
		Present findings to the Board	Present to Board the list of services and established baselines	Village Manager's Office, Department Heads	4th Quarter, 2015
		Baseline services included within FY17 budget process	Village Board approves established service baseline	Village Board	1st Quarter, 2016
	b) Undertake Process Improvement Initiatives in Two Service Areas (PW/Tech)	Review process for work order management in Public Works Department; investigate work order management technology solutions	Develop report to Village Manager	Public Works Director, Assistant to the Public Works Director, Public Works Superintendent, IT Coordinator	2nd Quarter, 2015
		Recommend solution to Village Board for approval	Village Board Approval	Public Works Staff, Village Manager's Office, IT Coordinator	2nd Quarter, 2015
		Modify operations and integrate new technology into work processes	Update Department SOP's; modify day-to-day operations	Public Works	3rd Quarter, 2015
	c) Undertake Process Improvement Initiatives in Two Service Areas (Finance/Tech)	Develop plan to streamline finance billing and process for vehicle licenses, alarm billing, and other permits	Prepare plan to further consolidate animal and vehicle license billing with annual alarm permit billing; implement consolidation	Finance Department, IT Coordinator, Village Manager's Office	4th Quarter, 2014
		Review process for preparing payroll and time entry, including review of outsourcing opportunities	Evaluate options to build efficiency into the process; make recommendations to Village Manager for inclusion in FY16 budget process	Finance Department, IT Coordinator, Village Manager's Office	4th Quarter, 2014
		Develop plan to reduce hand entry of billing and payment data	Review processes such as alarm billing and cash receipts to reduce hand entry and potential double entry of data to different systems; implement modifications	Finance Department	1st Quarter, 2015
	d) Examine Additional Shared Service Opportunities	Compile report for the Board on existing shared services; where possible, articulate costs and cost savings	Develop report; present to Village Board	Assistant Village Manager	4th Quarter, 2014
		Conduct analysis of partnering opportunities with other regional municipal organizations; Identify similar operational needs and estimate costs.	Develop report; present to Village Board	Village Manager's Office, Department Heads	4th Quarter, 2015
		Present findings to appropriate regional municipal organizations	Schedule meetings with regional municipal organizations; discuss opportunities	Village Manager's Office	1st Quarter, 2016
		Explore further partnerships between the Village and Park District including the possibility of a shared facility for Public Works and Park District Maintenance and/or shared disaster recovery site	Ongoing discussions with Park District	Village Manager's Office	Ongoing
	e) Evaluate Technology Needs of the Organization; Redefine Organizational Philosophy Toward the use of Technology	Redefine the role of the IT Committee to focus on identifying "best practices" and innovative methods of service delivery and operational effectiveness through the use of technology	IT Committee meets monthly; develops recommendations to Village Manager's Office	IT Committee	Ongoing

Strategic Priority	Initiative	Actions	Measures of Success	Who's Responsible	Target Date
		Evaluate existing Enterprise Resource Planning (ERP) software; Research alternative ERP software provider. Determine which is best to implement "best practice" and technology-driven improvements to service delivery and operational effectiveness	Determine needs of the organization relative to technology opportunities for process improvement; assess best practices through use of consultant	IT Committee, Department Heads, Village Manager's Office	2nd Quarter, 2015
			Make recommendation to Village Manager; Report given to Village Board	IT Committee, Department Heads, Village Manager's Office	4th Quarter, 2015
		Present a report to the Village Board on technology improvements and recommendations for implementation	Report presented to Village Board	Village Manager's Office, IT Committee	4th Quarter, 2015
		Update 5 year technology plan to incorporate findings of ERP research; develop a plan for full implementation of recommended technology	Updated technology plan implemented following approval	IT Coordinator, IT Committee	1st Quarter, 2016
		Determine appropriate staffing levels for IT support	Recommendation to Village Board on staffing needs	Assistant Village Manager, IT Coordinator, Finance Director	3rd Quarter, 2015

Strategic Priority	Initiative	Actions	Measures of Success	Who's Responsible	Target Date
Organizational Development	a) Establish a Centralized Human Resources Function in the Organization	Centralize the human resources function within the Village Manager's Office	Integrate human resources responsibilities into restructured Village Manager's Office	Village Manager, Assistant Village Manager, Finance Director	2nd Quarter, 2015
	b) Establish a Leadership Development Program	Provide leadership/management training for first-line supervisors	Establish schedule and list of required training	Department Heads	3rd Quarter, 2015
		Provide leadership/management opportunities for supervisors, including those outside of traditional job responsibilities	Assign/include supervisors in staff projects and assignments	Department Heads	Ongoing
		Ensure a work and training environment that allows for competitive internal promotions	90% Internal Promotion Rate	Department Heads	Ongoing
		Update management job descriptions; update training and educational requirements	Identify requirements for assignment/promotion to management positions	Village Manager's Office	1st Quarter, 2016
	c) Create an Enterprise-Wide Training and Development Program	Establish a list of certifications and/or specialized skills of all current positions; develop a plan to maintain all requirements for each	Coordinate, maintain, and track employees' training records, maintain a list of mandated training by position	Department Heads	4th Quarter, 2014
		Review organization-wide training needs	Develop a comprehensive training calendar for organization-wide training needs; include in FY16 budget	Department Heads, Village Manager's Office	4th Quarter, 2014
		Develop compensation/classification plan tied to outcomes and performance evaluations	Recommendation for consultant contract made to Village Board; contract approved	Village Manager's Office	3rd Quarter, 2015
		Establish a formal employee performance evaluation program	Implement Village-wide program, annual reviews, standard format for all employees to reflect outcome of compensation/classification plan	Village Manager's Office	1st Quarter, 2016
		Update all job descriptions	Update all organization job descriptions with Clearly Defined Skills and Abilities, Roles and Responsibilities, Qualifications to reflect outcome of compensation/classification plan	Village Manager's Office	2nd Quarter, 2016
		Develop a career development plan for each employee	Define and disseminate career development program policy to employees	Village Manager's Office, Department Heads	3rd Quarter, 2016
		Review and update all personnel policies	Personnel policies updated	Village Manager's Office	1st Quarter, 2017

Strategic Priority	Initiative	Actions	Measures of Success	Who's Responsible	Target Date
Community Engagement	a) Enhance Public Understanding of Glencoe Village Government (Issues, Organization, Services)	Develop comprehensive communications policy, including web, social media and print communications from the Village	Completion of communications policy; disseminate to stakeholders; provide training	Assistant Village Manager	1st Quarter, 2015
		Utilizing Glencoe Connect, design and disseminate regular email newsletter/blast to residents, businesses	Launch first newsletter/blast using expanded email distribution list	Executive Assistant	1st Quarter, 2015
			Procure 75% of residential email addresses	Executive Assistant	4th Quarter, 2015
		Conduct media outreach/interviews with newly hired and promoted employees	Increase number of articles published	Assistant Village Manager	Ongoing
		Publish employee spotlight columns/articles in Glencoe Quarterly	Publish four spotlight articles/year	Administrative Intern, Executive Assistant	Ongoing
		Develop new website with enhanced functionality	Launch of new website to public	IT Committee, Assistant Village Manager, Executive Assistant	1st Quarter, 2016
		Procure legislative management system to integrate agenda development and web streaming of Village meetings	Implementation and launch of new system	Village Manager's Office	2nd Quarter, 2017
		Develop A-Z guide to Village services and FAQs	Posted on website and distributed	Administrative Intern	4th Quarter, 2015
	b) Conduct a Comprehensive Review of Boards and Commissions	Review opportunities to coordinate / consolidate Boards and Commissions	Clearly defined group and individual member roles, responsibilities, and contextual function	Village Manager's Office	2nd Quarter, 2015
		Conduct comprehensive orientation to Village operations	Provide overview of department functions, identification of department-specific operational needs	Village Manager's Office, Department Heads	2nd Quarter, 2016
		Review and update, and where necessary, formalize by-laws / missions of Boards and Commissions	Focused and efficient process for accomplishing Board / Commission goals	Village Manager's Office	2nd Quarter, 2016
		Recruit / attract qualified members	Create specific listing of expectations, skills, and responsibilities for prospective members	Village Manager's Office	Ongoing
	c) Improve Organization's Understanding of Resident Needs, Expectations	Conduct formal and scientific citizen survey and analyze results; identify and implement opportunities for improvement	Completion of survey and presentation of results to Village Board, staff	Village Manager's Office	4th Quarter, 2015
		Implementation of service request system to expedite registering, processing and tracking of residential service requests	Launch of service request system	Village Manager's Office, Finance, Public Works	1st Quarter, 2015
		Integrate online feedback mechanism for resident comments	Integrated into website	Assistant Village Manager	1st Quarter, 2015
	d) Expand Public Participation in Village Affairs	Develop recruitment strategy for Village Board and Village Commissions	Develop regular communications in Glencoe Quarterly and on Village website seeking volunteers to serve on Village commissions	Assistant Village Manager	4th Quarter, 2014
			Establish working file with resumes of interested applicants categorized by area of interest	Executive Assistant	4th Quarter, 2014
			Utilize file to fill identified and anticipated vacancies as needed	Village President, Village Manager	Ongoing



BUDGET SUMMARY

The Budget Summary section includes the following:

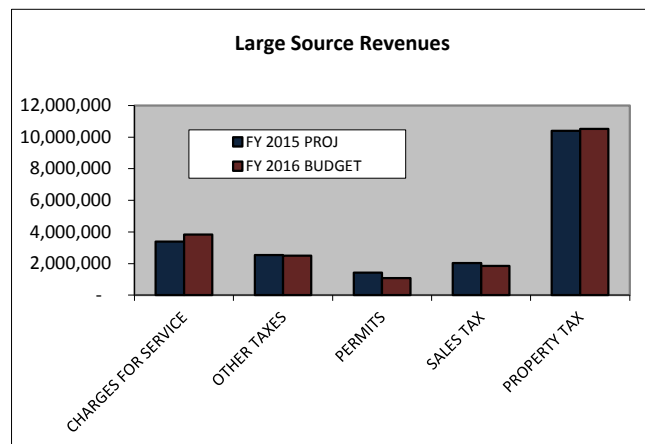
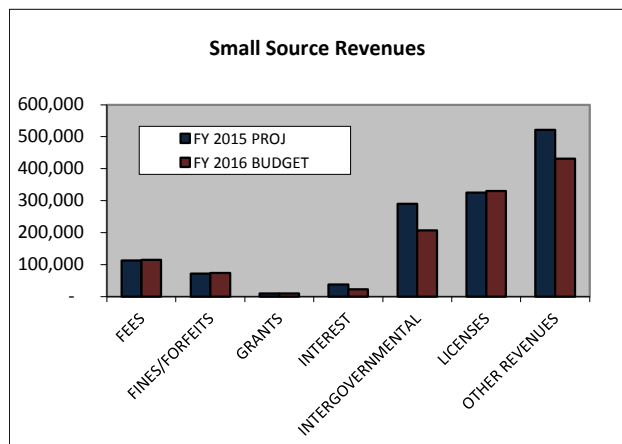
- Revenues
- Expenditures
- Revenue and Expenditure Comparison
- Operating Summary
 - Fund Summary
 - FY 16 Preliminary Budget – General, Water, Garbage, Motor Fuel Tax and Enhanced 911 Funds
 - FY 16 Preliminary Budget – Water Fund
 - FY 16 Preliminary Budget – Garbage Fund
 - FY 16 Preliminary Budget – Motor Fuel Tax Fund
 - FY 16 Preliminary Budget – General Fund
- Tax Levy
 - Total Glencoe Tax Rate
 - Extended 2010 Tax Levy versus Adopted 2011 Tax Levy

VILLAGE OF GLENCOE
SUMMARY OF BUDGETED FISCAL YEAR 2016 REVENUES

This is a summary of the budgeted revenues for the fiscal year end February 28, 2016 (FY 2016). Funds listed individually and grouped together by type. Revenue is listed by type and source. All financing sources included (transfers, management fees and day labor fees). Please note: This excludes the Golf Club, Pension Funds, Foreign Fire Insurance and the Chicago Botanic Garden Funds.

FUND	GENERAL	WATER	GARBAGE	SUB-TOTAL OPERATING	MFT	E-911	SUB-TOTAL SPECIAL
TYPE OF REVENUE							
CHARGES FOR SERVICE	704,084	2,125,254	1,014,408	3,843,746	-	-	-
FEES	114,606	-	-	114,606	-	-	-
FINES/FORFEITS	73,500	-	-	73,500	-	-	-
GRANTS	10,000	-	-	10,000	-	-	-
INTEREST	16,989	2,850	600	20,439	400	700	1,100
INTERGOVERNMENTAL	-	-	-	-	207,170	-	207,170
LICENSES	329,790	-	-	329,790	-	-	-
OTHER REVENUES	343,722	78,542	9,100	431,364	-	-	-
OTHER TAXES	2,346,796	-	7,000	2,353,796	-	145,168	145,168
PERMITS	1,077,870	-	-	1,077,870	-	-	-
SALES TAX	1,853,100	-	-	1,853,100	-	-	-
PROPERTY TAX	8,957,183	-	-	8,957,183	-	-	-
SUB-TOTAL	15,827,640	2,206,646	1,031,108	19,065,394	207,570	145,868	353,438
OTHER FINANCING SOURCES							
BOND PROCEEDS	-	-	-	-	-	-	-
INTERFUND REVENUE	162,481	-	450,000	612,481	-	-	-
TRANSFERS IN	-	-	-	-	-	-	-
OTHER	-	-	-	-	-	-	-
SUB-TOTAL	162,481	-	450,000	612,481	-	-	-
GRAND TOTAL BUDGET	15,990,121	2,206,646	1,481,108	19,677,875	207,570	145,868	353,438

FY 2015 REVENUE PROJECTIONS AS COMPARED TO FY 2016 REVENUE BUDGET (ALL FUNDS)

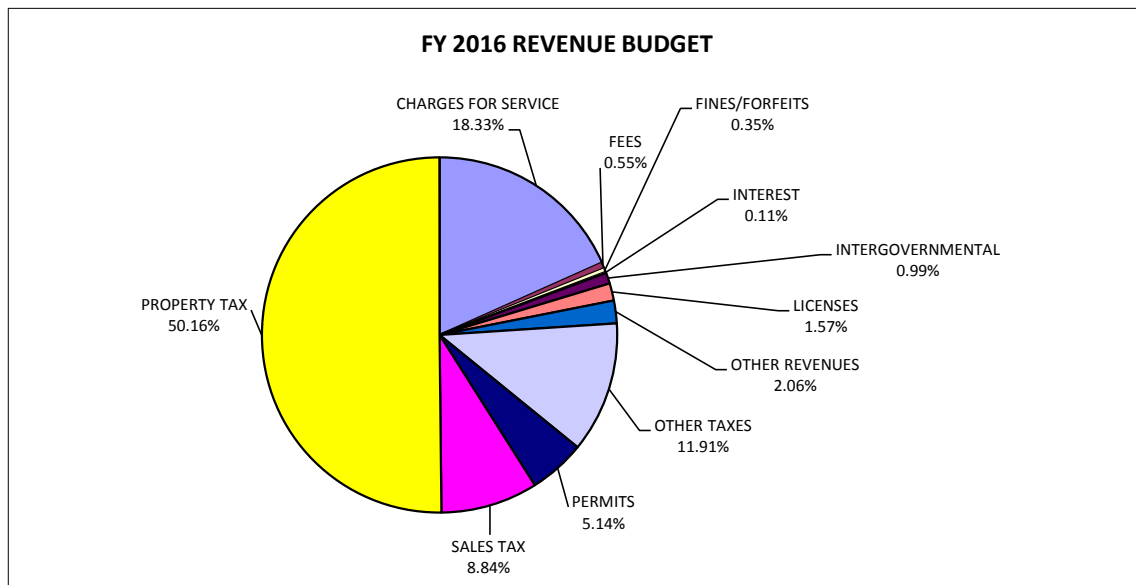


VILLAGE OF GLENCOE
SUMMARY OF BUDGETED FISCAL YEAR 2016 REVENUES

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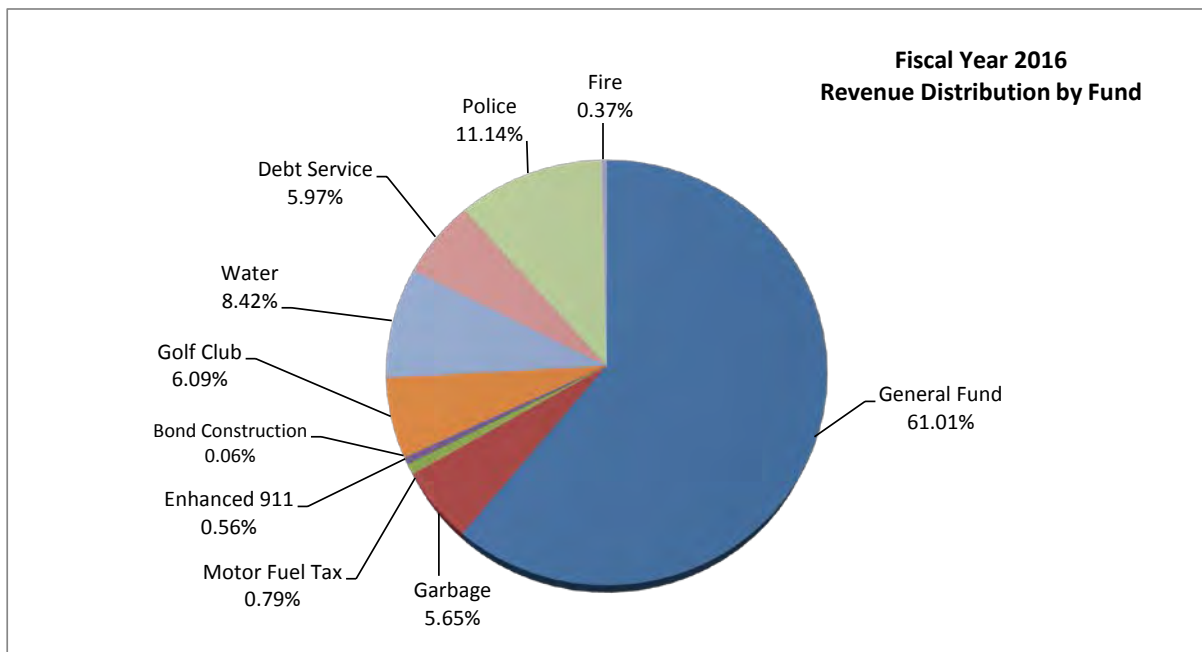
<u>BOND</u> <u>CONSTRUCTION</u>	<u>DEBT</u>	FY 2016 <u>BUDGET</u>	FY 2015 <u>PROJ</u>	FY 2014 <u>ACTUAL</u>	FY 2013 <u>ACTUAL</u>	<u>TYPE OF</u> <u>REVENUE</u>
-	-	3,843,746	3,384,216	3,613,219	4,114,994	CHARGES FOR SERVICE
-	-	114,606	112,261	105,750	104,087	FEES
-	-	73,500	72,000	160,060	185,730	FINES/FORFEITS
-	-	10,000	10,000	62,896	71,520	GRANTS
-	1,312	22,851	37,578	37,676	29,950	INTEREST
-	-	207,170	289,608	256,016	247,568	INTERGOVERNMENTAL
-	-	329,790	325,545	336,957	337,173	LICENSES
-	-	431,364	521,130	617,808	560,627	OTHER REVENUES
-	-	2,498,964	2,537,333	2,462,403	2,277,415	OTHER TAXES
-	-	1,077,870	1,418,797	1,473,782	967,415	PERMITS
-	-	1,853,100	2,024,008	1,942,829	1,790,991	SALES TAX
-	1,564,196	10,521,379	10,410,179	10,107,261	9,778,819	PROPERTY TAX
-	1,565,508	20,984,340	21,142,655	21,176,658	20,466,289	SUB-TOTAL
-	-	-	-	-	8,907,350	<u>OTHER FINANCING SOURCES</u>
-	-	612,481	610,079	743,582	602,879	BOND PROCEEDS
-	-	-	-	-	-	INTERFUND REVENUE
-	-	-	-	116,265	60,588	TRANSFERS IN
-	-	-	-	-	-	OTHER
-	-	612,481	610,079	859,847	9,570,817	SUB-TOTAL
-	1,565,508	21,596,821	21,752,734	22,036,505	30,037,106	GRAND TOTAL BUDGET

Property tax remains to be the primary revenue source of the Village at over 50% of the total revenue budget.



Budget Summary
Revenue Totals By Fund
(All Financing Sources including Transfers)

Fund	FY 2013 Actual	FY 2014 Actual	FY 2015 Budget	FY 2015 Proj	FY 2016 Budget
Revenues and Other Financing Sources					
General Fund	15,410,685	16,477,195	15,707,498	16,499,786	15,990,121
Special Funds					
Garbage	1,461,371	1,475,202	1,481,277	1,408,479	1,481,108
Motor Fuel Tax	252,662	256,452	216,500	290,308	207,570
Enhanced 911	154,887	148,127	146,630	143,202	145,868
Bond Construction Fund	8,912,425	15,927	15,875	8,505	-
Enterprise Fund					
Golf Club	1,669,475	1,712,812	1,560,617	1,723,551	1,595,538
Water	2,454,213	2,166,545	2,168,848	1,888,482	2,206,646
Debt Service	1,390,863	1,497,055	1,566,094	1,513,972	1,565,508
Total Revenues (Excluding Pension Funds)	31,706,580	23,749,316	22,863,339	23,476,285	23,192,359
Pension Funds					
Police	2,462,469	2,661,751	2,569,314	2,732,674	2,919,863
Fire	61,668	94,481	97,243	85,189	96,251
Total Revenue (Pension Funds Only)	2,524,137	2,756,232	2,666,557	2,817,863	3,016,114
Grand Total	34,230,717	26,505,548	25,529,896	26,294,147	26,208,473

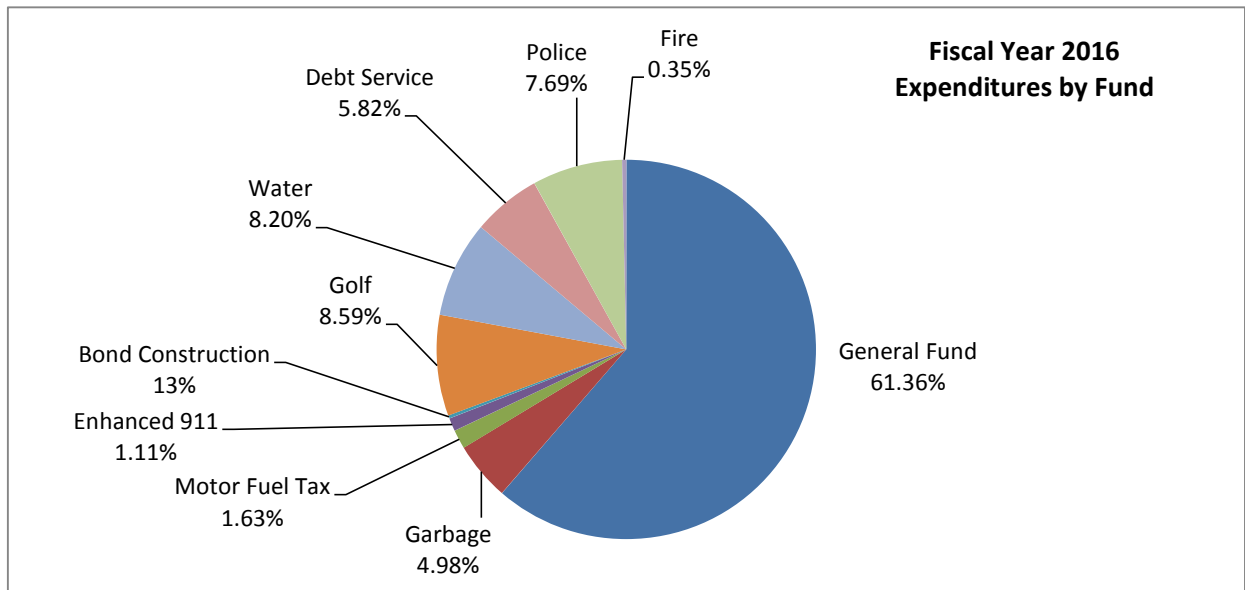


NOTE:

Does not include Foreign Fire Insurance or Chicago Botanic Garden Fund.

Budget Summary
Expenditure Totals By Fund
(Includes Transfers)

Fund	FY 2013 Actual	FY 2014 Actual	FY 2015 Budget	FY 2015 Proj.	FY 2016 Budget
Expenditures and Other Financing Uses					
General Fund	14,574,827	15,812,922	16,622,575	16,892,158	16,516,515
Special Funds					
Garbage	1,337,218	1,407,217	1,362,464	1,379,052	1,341,688
Motor Fuel Tax	465,752	52,067	152,935	131,711	438,419
Enhanced 911	154,233	158,097	193,963	331,365	298,800
Bond Construction Fund	171,837	4,993,746	3,902,564	3,926,351	71,518
Enterprise Fund					
Golf	1,368,612	1,512,642	1,724,255	1,555,474	2,312,467
Water	1,938,931	1,758,054	2,101,639	2,118,326	2,208,330
Debt Service	1,335,317	1,533,374	1,553,356	1,554,702	1,566,231
Total Expenditures (Excluding Pension Funds)	21,346,727	27,228,119	27,613,752	27,889,139	24,753,968
Pension Funds					
Police	1,638,552	1,831,912	2,002,328	2,048,846	2,070,563
Fire	100,096	89,133	94,983	92,303	94,628
Total Expenditures (Pension Funds)	1,738,648	1,921,045	2,097,311	2,141,149	2,165,191
Grand Total	23,085,374	29,149,164	29,711,063	30,030,288	26,919,159



NOTE:

Does not include Foreign Fire Insurance or Chicago Botanic Garden Fund.

Fiscal Year 2016
Expenditure Detail by Category
(Excludes Golf Club, Foreign Fire Insurance Fund & Chicago Botanic Garden)

	Personnel	Services	Commodities	Debt Service	Capital	Other	Transfer	Total
Village Manager								
Manager's Office	\$ 596,685	\$ 175,292	\$ 5,100	\$ -	\$ -	\$ -	\$ -	\$ 777,077
Legal	\$ 24,804	\$ 206,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 230,804
Community Service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 90,014	\$ -	\$ 90,014
Boards & Commissions	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 88,250	\$ -	\$ 88,250
Department Total	\$ 621,489	\$ 381,292	\$ 5,100	\$ -	\$ -	\$ 178,264	\$ -	\$ 1,186,145
Finance Department								
Finance	\$ 629,024	\$ 115,060	\$ 9,455	\$ -	\$ -	\$ 500	\$ -	\$ 754,039
Support Services	\$ 140,523	\$ 179,191	\$ 95,814	\$ -	\$ 138,400	\$ -	\$ -	\$ 553,928
Liability	\$ 4,000	\$ 8,037	\$ -	\$ -	\$ -	\$ -	\$ 450,000	\$ 462,037
Department Total	\$ 773,547	\$ 302,288	\$ 105,269	\$ -	\$ 138,400	\$ 500	\$ 450,000	\$ 1,770,004
Public Works								
Public Works Admin	\$ 858,707	\$ 219,538	\$ 20,500	\$ -	\$ 30,000	\$ -	\$ -	\$ 1,128,745
Sewer	\$ 752,363	\$ 120,300	\$ 97,090	\$ -	\$ 33,000	\$ 12,000	\$ -	\$ 1,014,753
Forestry	\$ 560,356	\$ 251,075	\$ 33,400	\$ -	\$ 109,500	\$ 5,000	\$ -	\$ 959,331
Municipal Buildings	\$ 36,940	\$ 89,600	\$ 9,950	\$ -	\$ -	\$ -	\$ -	\$ 136,490
Parking	\$ -	\$ 58,700	\$ 15,750	\$ -	\$ -	\$ -	\$ -	\$ 74,450
Community Development	\$ 425,362	\$ 13,120	\$ 2,400	\$ -	\$ -	\$ -	\$ -	\$ 440,882
Municipal Garage	\$ 235,021	\$ 47,000	\$ 18,820	\$ -	\$ 18,000	\$ 5,000	\$ -	\$ 323,841
Streets	\$ 522,325	\$ 95,300	\$ 242,490	\$ -	\$ -	\$ -	\$ -	\$ 860,115
Street Lighting	\$ -	\$ 93,700	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 93,700
Department Total	\$ 3,391,074	\$ 988,333	\$ 440,400	\$ -	\$ 190,500	\$ 22,000	\$ -	\$ 5,032,307
Public Safety								
Police	\$ 5,099,089	\$ 356,362	\$ 238,598	\$ -	\$ 123,000	\$ -	\$ -	\$ 5,817,049
Fire	\$ 1,570,911	\$ 104,475	\$ 144,350	\$ -	\$ -	\$ 21,850	\$ -	\$ 1,841,586
Paramedic	\$ 819,524	\$ 29,400	\$ 20,500	\$ -	\$ -	\$ -	\$ -	\$ 869,424
Department Total	\$ 7,489,524	\$ 490,237	\$ 403,448	\$ -	\$ 123,000	\$ 21,850	\$ -	\$ 8,528,059
		\$ -						
General Fund Total	\$ 12,275,634	\$ 2,162,150	\$ 954,217	\$ -	\$ 451,900	\$ 222,614	\$ 450,000	\$ 16,516,515
Garbage	\$ 706,492	\$ 475,531	\$ 106,540	\$ 9,500	\$ -	\$ -	\$ 43,625	\$ 1,341,688
MFT	\$ -	\$ 45,700	\$ -	\$ -	\$ 360,000	\$ -	\$ 32,719	\$ 438,419
Enhanced 911	\$ 56,060	\$ 72,765	\$ 71,975	\$ -	\$ 98,000	\$ -	\$ -	\$ 298,800
Special Funds Total	\$ 762,552	\$ 593,996	\$ 178,515	\$ 9,500	\$ 458,000	\$ -	\$ 76,344	\$ 2,078,907
Water								
Production	\$ 656,856	\$ 191,290	\$ 90,700	\$ -	\$ 142,000	\$ 69,000	\$ 21,813	\$ 1,171,659
Distribution	\$ 547,428	\$ 134,370	\$ 58,400	\$ 174,660	\$ 100,000	\$ -	\$ 21,813	\$ 1,036,671
Department Total	\$ 1,204,284	\$ 325,660	\$ 149,100	\$ 174,660	\$ 242,000	\$ 69,000	\$ 43,626	\$ 2,208,330
Enterprise Fund Total	\$ 1,204,284	\$ 325,660	\$ 149,100	\$ 174,660	\$ 242,000	\$ 69,000	\$ 43,626	\$ 2,208,330
Debt Service	\$ -	\$ 1,300	\$ -	\$ 1,564,931	\$ -	\$ -	\$ -	\$ 1,566,231
Bond Construction	\$ -	\$ -	\$ -	\$ -	\$ 378,269	\$ -	\$ -	\$ 71,518
Total (Excluding Pension Funds)	\$ 14,242,470	\$ 3,083,106	\$ 1,281,832	\$ 1,749,091	\$ 1,530,169	\$ 291,614	\$ 569,970	\$ 22,441,501
Pension Funds								
Police Pension	\$ 1,980,143	\$ 89,670	\$ 750	\$ -	\$ -	\$ -	\$ -	\$ 2,070,563
Firefighters Pension	\$ 93,876	\$ 752	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 94,628
Pension Fund Total	\$ 2,074,019	\$ 90,422	\$ 750	\$ -	\$ -	\$ -	\$ -	\$ 2,165,191
Grand Total	\$ 16,316,489	\$ 3,173,528	\$ 1,282,582	\$ 1,749,091	\$ 1,530,169	\$ 291,614	\$ 569,970	\$ 24,606,692

STATEMENT OF REVENUES AND EXPENDITURES OF GOVERNMENTAL FUNDS

	Fiscal Year			
	Actual 2013	Actual 2014	Projected 2015	Budget 2016
REVENUES				
Property Taxes	9,778,819	10,107,261	10,410,179	10,521,379
Other Taxes	4,103,306	4,443,178	4,561,341	4,352,064
Charges for Service	1,739,001	1,528,571	1,573,212	1,718,492
Permits	967,415	1,473,782	1,418,797	1,077,870
Fine and Forfeitures	185,730	160,060	72,000	73,500
Licenses	337,173	336,957	325,545	329,790
Fees	104,087	105,750	112,261	114,606
Investment Income	27,133	34,855	34,698	20,001
Other Revenue (Intergovernmental)	959,366	858,974	755,287	569,992
Total Revenues	18,202,030	19,049,388	19,263,320	18,777,694
EXPENDITURES				
Personnel	12,876,934	13,286,590	13,593,961	14,242,470
Services	2,536,149	2,663,246	2,891,562	3,083,106
Commodities	1,151,897	1,166,041	1,337,739	1,281,832
Debt Service	1,395,505	1,574,855	1,736,062	1,749,091
Capital (See Use of Bond Proceeds Below)	1,204,705	5,792,144	5,655,194	1,223,418
Other Expense	1,436,748	1,009,722	256,731	291,614
Total Expenditures	20,601,937	25,492,597	25,471,248	21,871,531
Excess of Revenues over (under) Expenditures	(2,399,908)	(6,443,209)	(6,207,928)	(3,093,837)
OTHER FINANCING SOURCES				
Interfund Revenue	602,879	743,582	610,079	612,481
Bond Proceeds	8,907,350	-	-	-
Sale of Assets	60,588	123,135	-	-
(OTHER FINANCING USES)	562,879	702,398	871,563	569,970
NET CHANGE IN FUND BALANCE	7,733,788	3,690,487	(4,638,813)	(1,612,195)
USE OF BOND PROCEEDS	8,912,425	15,927	8,505	-

NOTE

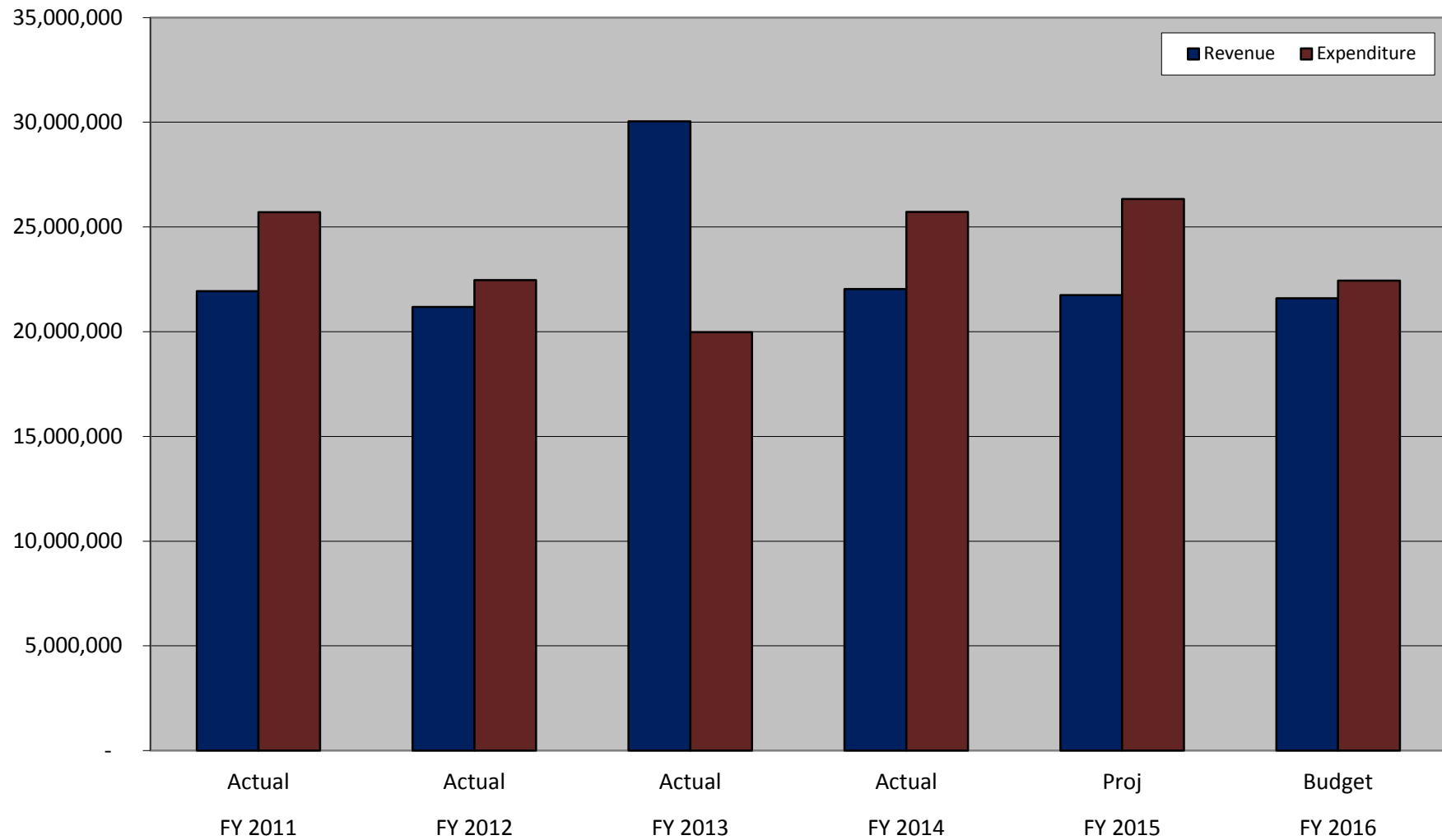
Governmental funds include the General Fund, Garbage Fund, Motor Fuel Tax Fund, Enhance 911 Fund, Bond Construction Fund, Debt Service Fund, Foreign Fire Insurance Fund and the Chicago Botanic Garden Fund.

Budget Summary
Revenue and Expenditure Summary
(All Financing Sources including Transfers)

Fund	FY 2013 Actual	FY 2014 Actual	FY 2015 Budget	FY 2015 Projected	FY 2016 Budget
<u>Revenues and Other Financing Sources</u>					
General Fund	15,410,685	16,477,195	15,707,498	16,499,786	15,990,121
Special Funds					
Garbage	1,461,371	1,475,202	1,481,277	1,408,479	1,481,108
Motor Fuel Tax	252,662	256,452	216,500	290,308	207,570
Enhanced 911	154,887	148,127	146,630	143,202	145,868
Bond Construction Fund	8,912,425	15,927	15,875	8,505	-
Enterprise Fund					
Golf	1,669,460	1,700,557	1,560,617	1,723,555	1,595,538
Water	2,454,213	2,166,545	2,168,848	1,888,482	2,206,646
Debt Service	1,390,863	1,497,055	1,566,094	1,513,972	1,565,508
Total Revenues (Excluding Pension Funds)	31,706,565	23,737,062	22,863,339	23,476,289	23,192,359
<u>Expenditures and Other Financing Uses</u>					
General Fund	14,574,827	15,812,922	16,622,575	16,892,158	16,516,515
Special Funds					
Garbage	1,337,218	1,407,217	1,362,464	1,379,052	1,341,688
Motor Fuel Tax	465,752	52,067	152,935	131,711	438,419
Enhanced 911	154,233	158,097	193,963	331,365	298,800
Bond Construction Fund	171,837	4,993,746	3,902,564	3,926,351	71,518
Enterprise Fund					
Golf	1,367,637	1,410,531	1,724,255	1,558,225	2,312,467
Water	1,938,931	1,758,054	2,101,639	2,118,326	2,208,330
Debt Service	1,335,317	1,533,374	1,553,356	1,554,702	1,566,231
Total Expenditures (Excluding Pension Funds)	21,345,751	27,126,008	27,613,752	27,891,889	24,753,968
Revenue less Expenditures Surplus / (Deficit)	10,360,814	(3,388,946)	(4,750,413)	(4,415,601)	(1,561,609)

Note: Excludes Pension Funds, Foreign Fire Insurance Fund & the Chicago Botanic Garden Fund

Comparison of Revenues and Expenditures for all Funds (Excluding Glencoe Golf Club)
(includes revenue and expenditures from bond proceeds)



**VILLAGE OF GLENCOE
HISTORY OF ADOPTED BUDGETS**

<u>FUND</u>	<u>ADOPTED 2010</u>	<u>ADOPTED 2011</u>	<u>ADOPTED 2012</u>	<u>ADOPTED 2013</u>	<u>ADOPTED 2014</u>	<u>ADOPTED 2015</u>	<u>ADOPTED 2016</u>	<u>% CHANGE FROM FY 2015</u>
REVENUE								
<u>OPERATING</u>								
GENERAL	13,840,580	14,444,953	14,961,600	14,971,676	15,225,119	15,707,498	15,990,121	1.80%
WATER	1,983,540	1,972,204	3,215,615	4,839,582	2,556,936	2,168,848	2,206,646	1.74%
GARBAGE	1,270,020	1,342,400	1,357,884	1,483,599	1,502,263	1,481,277	1,481,108	-0.01%
SUB-TOTAL	17,094,140	17,759,557	19,535,099	21,294,857	19,284,318	19,357,623	19,677,875	1.65%
<u>OTHER OPERATING</u>								
GOLF CLUB	1,465,223	1,483,124	1,520,524	1,516,792	1,524,915	1,560,617	1,595,538	2.24%
SUB-TOTAL	1,465,223	1,483,124	1,520,524	1,516,792	1,524,915	1,560,617	1,595,538	2.24%
<u>SPECIAL NON-OPERATING</u>								
MFT	232,300	215,800	230,050	218,200	216,500	216,500	207,570	-4.12%
E911	167,120	158,900	144,570	141,100	140,850	146,630	145,868	-0.52%
SUB-TOTAL	399,420	374,700	374,620	359,300	357,350	363,130	353,438	-2.67%
<u>CAPITAL/DEBT</u>								
CIP	109,000	75,000	4,790	-	15,500	15,875	-	-100.00%
CAPITAL RESERVE	-	-	-	-	-	-	-	N/A
DEBT SERVICE	2,775,714	2,648,388	2,058,206	1,400,602	1,379,446	1,566,094	1,565,508	-0.04%
SUB-TOTAL	2,884,714	2,723,388	2,062,996	1,400,602	1,394,946	1,581,969	1,565,508	-1.04%
TOTAL REVENUES	21,843,497	22,340,769	23,493,239	24,571,551	22,561,529	22,863,339	23,192,359	1.34%
EXPENDITURES								
<u>OPERATING</u>								
GENERAL	13,878,578	14,845,996	15,117,284	14,906,805	16,405,742	16,622,575	16,516,515	-0.64%
WATER	1,931,258	1,636,279	3,074,945	4,793,554	2,066,899	2,101,639	2,208,330	5.08%
GARBAGE	1,433,317	1,269,745	1,526,665	1,329,662	1,463,447	1,362,464	1,341,688	-1.52%
SUB-TOTAL	17,243,153	17,752,020	19,718,894	21,030,021	19,936,088	20,086,678	20,066,533	-0.10%
<u>OTHER OPERATING</u>								
GOLF CLUB	1,699,679	1,738,400	1,787,089	1,770,909	1,705,127	1,724,255	2,312,467	34.11%
SUB-TOTAL	1,699,679	1,738,400	1,787,089	1,770,909	1,705,127	1,724,255	2,312,467	34.11%
<u>SPECIAL NON-OPERATING</u>								
MFT	-	30,000	530,330	476,303	77,396	152,935	438,419	186.67%
E911	310,561	223,741	199,249	209,564	191,929	193,963	298,800	54.05%
SUB-TOTAL	310,561	253,741	729,579	685,867	269,325	346,898	737,219	112.52%
<u>CAPITAL/DEBT</u>								
CIP	3,835,000	4,714,814	241,378	-	5,300,000	3,902,564	71,518	-98.17%
DEBT SERVICE	2,744,789	2,644,108	2,053,296	1,333,556	1,531,637	1,553,356	1,566,231	0.83%
SUB-TOTAL	6,579,789	7,358,922	2,294,674	1,333,556	6,831,637	5,455,920	1,637,749	-69.98%
TOTAL EXPENDITURES	25,833,182	27,103,083	24,530,236	24,820,353	28,742,177	27,613,752	24,753,968	-10.36%

**OPERATING SUMMARY
FUND SUMMARY**

	ACTUAL FUND BALANCE 2/28/2014	FISCAL YEAR 2015 PROJECTED			PROJECTED FUND BALANCE 2/28/2015	FISCAL YEAR 2016 PRELIMINARY			PROPOSED FUND BALANCE 2/29/2016
FUND		REVENUE	EXPENSE	SURPLUS / (DEFICIT)		REVENUE	EXPENSE	SURPLUS / DEFICIT	
OPERATING FUNDS									
GENERAL	3,430,595	16,499,786	16,892,158	(392,372)	3,038,223	15,990,121	16,516,515	(526,394)	2,511,829
WATER	1,796,970	1,888,482	2,118,286	(229,804)	1,567,166	2,206,646	2,208,330	(1,684)	1,565,482
GARBAGE	156,311	1,408,479	1,379,052	29,427	185,738	1,481,108	1,341,688	139,420	325,158
SUB-TOTAL	5,383,876	19,796,747	20,389,496	(592,749)	4,791,127	19,677,875	20,066,533	(388,658)	4,402,469
SPECIAL FUNDS									
MOTOR FUEL TAX	418,242	290,308	131,711	158,597	576,839	207,570	438,419	(230,849)	345,990
E 9-1-1	399,301	143,202	331,365	(188,163)	211,138	145,868	298,800	(152,932)	58,206
SUB-TOTAL	817,543	433,510	463,076	(29,566)	787,977	353,438	737,219	(383,781)	404,196
CAPITAL/DEBT									
CIP BONDS	3,989,364	8,505	3,926,351	(3,917,846)	71,518	-	71,518	(71,518)	-
DEBT SERVICE	156,311	1,513,972	1,554,702	(40,730)	115,581	1,565,508	1,566,231	(723)	114,858
SUB-TOTAL	4,145,675	1,522,477	5,481,053	(3,958,576)	187,099	1,565,508	1,637,749	(72,241)	114,858
GRAND TOTAL	10,347,094	21,752,734	26,333,625	(4,580,891)	5,766,203	21,596,821	22,441,501	(844,680)	4,921,523

	FY 2015 PROJECTED			FY 2016 PRELIMINARY		
	OPERATING EXPENSE	PROJECTED FUND BALANCE	% FUND BALANCE	OPERATING EXPENSE	ESTIMATED FUND BALANCE	% FUND BALANCE
OPERATING FUNDS						
GENERAL	14,697,392	3,038,223	20.7%	15,614,615	2,511,829	16.1%
WATER	1,933,306	1,709,166	88.4%	1,922,704	1,949,482	101.4%
GARBAGE	1,261,793	185,738	14.7%	1,288,563	325,158	25.2%
SUB-TOTAL	17,892,491	4,933,127	27.6%	18,825,882	4,786,469	25.4%
DEBT SERVICE	1,554,702	115,581	7.4%	1,566,231	114,858	7.3%

GENERAL FUND
FY 2016 Preliminary Budget

	<u>2015 Budget</u>	<u>2015 Pri</u>	<u>\$ from Bud</u>	<u>2016 Budget</u>	<u>\$ from Bud</u>
<u>Operating Revenue</u>					
Charges for Service					
Sewer Charge	551,679	489,287	(62,392)	559,954	8,275
Ambulance Fees	142,000	142,000	-	144,130	2,130
Special Services	-	-	-	-	-
Sub-Total	693,679	631,287	(62,392)	704,084	10,405
		91.0%			1.50%
Permits					
Building Permits	881,470	1,382,600	501,130	996,270	114,800
Alarm Permits	81,600	36,197	(45,403)	81,600	-
Sub-Total	963,070	1,418,797	455,727	1,077,870	114,800
		147.3%			11.92%
Licenses					
Liquor Licenses	22,400	28,500	6,100	22,400	-
Vehicle Licenses	276,000	255,000	(21,000)	265,000	(11,000)
Business Licenses	35,000	35,000	-	35,000	-
Animal Licenses	7,390	7,045	(345)	7,390	-
Sub-Total	340,790	325,545	(15,245)	329,790	(11,000)
		95.5%			-3.23%
Fees					
Parking Fees	110,806	112,261	1,455	114,606	3,800
Sub-Total	110,806	112,261	1,455	114,606	3,800
		101.3%			3.43%
Other Revenue					
Reimbursement	69,400	91,829	22,429	70,900	1,500
Special Services	49,270	35,000	(14,270)	49,270	-
Sub-Total	118,670	126,829	8,159	120,170	1,500
		106.9%			1.26%
Total Operating Rev.	\$ 2,227,015	\$ 2,614,719	\$ 387,704	\$ 2,346,520	\$ 119,505
		117.4%			5.37%

Operating Expenses

Personnel					
Salaries - Regular	6,831,675	6,686,394	(145,281)	7,373,001	541,326
Salaries - Overtime	600,270	979,156	378,886	699,736	99,466
Salaries - Temporary	228,900	185,705	(43,195)	226,650	(2,250)
Salaries - RHS	72,129	72,129	-	72,129	-
Benefits	1,347,564	1,318,034	(29,530)	1,345,951	(1,613)
Benefits - PSEBA	33,971	33,971	-	36,215	2,244
Benefits - ACA	-	5,631	5,631	35,728	35,728
Pension Cost	2,378,639	2,350,490	(28,149)	2,482,224	103,585
Unemp. Ins.	4,000	2,000	(2,000)	4,000	-
Sub-Total	11,497,148	11,633,510	136,362	12,275,634	778,486
		101.2%			6.77%
Services	1,919,872	2,033,342	113,470	2,162,150	242,278
Commodities	865,294	848,703	(16,591)	954,217	88,923
Other Expense					
Community Grants	97,841	91,672	(6,169)	102,014	4,173

	<u>2015 Budget</u>	<u>2015 Pri</u>	<u>\$ from Bud</u>	<u>2016 Budget</u>	<u>\$ from Bud</u>
Professional Servc.	86,020	37,323	(48,697)	102,600	16,580
Employment Exp.	10,000	18,417	8,417	7,500	(2,500)
Other	10,000	9,625	(375)	10,000	-
Misc. Refunds	2,500	24,800	22,300	500	(2,000)
Sub-Total	2,991,527	3,063,882	72,355	3,338,981	347,454
		102.4%			11.61%
Total Operating Exp.	14,488,675	14,697,392	208,717	15,614,615	1,125,940
NET OPERATIONS	(12,261,660)	(12,082,673)	178,987	(13,268,095)	
<u>General Revenue</u>					
Taxes					
Property Tax	8,891,126	8,897,518	6,392	8,957,183	66,057
Utility Tax	1,086,068	1,205,744	119,676	1,199,046	112,978
Sales Tax	1,813,870	2,024,008	210,138	1,853,100	39,230
Income Tax	811,000	872,338	61,338	842,520	31,520
Cable Tax - Other	216,300	227,234	10,934	226,600	10,300
PPRT	70,000	82,415	12,415	78,630	8,630
Sub-Total	12,888,364	13,309,257	420,893	13,157,079	268,715
		103.3%			2.08%
Fines & Forfeits	143,800	72,000	(71,800)	73,500	(70,300)
Interest	17,775	22,892	5,117	16,989	(786)
Other Revenue					
Grants	34,225	10,000	(24,225)	10,000	(24,225)
Other	160,124	231,010	70,886	146,444	(13,680)
Gifts/Contributions	1,500	1,450	(50)	1,000	(500)
Leases	74,616	78,379	3,763	76,108	1,492
Sale of Assets	-	-	-	-	-
Transfers In	-	-	-	-	-
Sub-Total	432,040	415,731	(16,309)	324,041	(107,999)
		96.2%			-25.00%
Total General Rev.	13,320,404	13,724,988	404,584	13,481,120	160,716
TOTAL OPERATING EXCESS (DEFICIT)	1,058,744	1,642,315	583,571	213,025	
<u>Other Financing Sources</u>					
Interfund Revenue	160,079	160,079	-	162,481	2,402
					1.50%
<u>Other Financing Uses</u>					
Interfund Expenditure	450,000	450,000	-	450,000	-
Non-Operating Expense	300,000	303,368	3,368	-	(300,000)
<u>Capital Expenses</u>					
Capital					
Sub-Total	1,383,900	1,441,398	57,498	451,900	(932,000)
TOTAL EXCESS (DEFICIT)	(915,077)	(392,372)	522,705	(526,394)	

	<u>2015 Budget</u>	<u>2015 Pri</u>	<u>\$ from Bud</u>	<u>2016 Budget</u>	<u>\$ from Bud</u>
GENERAL FUND SUMMARY					
Beginning Balance	3,130,595				
Beginning Balance (Adjusted)	3,430,595	3,430,595		3,038,223	
Ending Balance	2,515,518	3,038,223		2,511,829	
Target (10% of Operations)	1,448,868	1,469,739		1,561,461	
Budget Reconciliation					
Revenue	15,707,498	16,499,786	792,288	15,990,121	282,623
Expenditure	16,622,575	16,892,158	269,583	16,516,515	193,940
Excess/(Deficit)	(915,077)	(392,372)	522,705	(526,394)	88,683

WATER FUND
FY 2016 Preliminary Budget

	<u>2015 Budget</u>	<u>2015 Projections</u>	<u>\$ from Budget</u>	<u>2016 Budget</u>	<u>\$ from Budget</u>
<u>Operating Revenue</u>					
Charges for Service					
Water Sales	2,075,148	1,779,504	(295,644)	2,106,254	31,106
Meter Sales	14,000	31,500	17,500	19,000	5,000
Sub-Total	2,089,148	1,811,004	(278,144)	2,125,254	36,106
		86.7%			1.73%
Total Operating Rev.	2,089,148	1,811,004	(278,144)	2,125,254	36,106
		-13.3%			
<u>Operating Expenses</u>					
Personnel					
Salaries - Regular	772,745	772,601	(144)	796,927	24,182
Salaries - Overtime	49,975	58,000	8,025	50,333	358
Salaries - Temporary	25,000	11,752	(13,248)	25,000	-
Salaries - RHS	8,857	45,871	37,014	8,857	-
Benefits	131,230	140,430	9,200	138,911	7,681
Benefits - ACA	-	-	-	6,513	6,513
Pension Cost	162,364	174,833	12,469	177,743	15,379
Sub-Total	1,150,171	1,203,487	53,316	1,204,284	54,113
		104.6%			4.70%
Services	311,328	339,763	28,435	325,660	14,332
Commodities	168,500	146,396	(22,104)	149,100	(19,400)
Depreciation	69,000	69,000	-	69,000	-
Loan Payment	174,660	174,660	-	174,660	-
Sub-Total	723,488	729,819	6,331	718,420	(5,068)
		100.9%			-0.70%
Total Operating Exp.	1,873,659	1,933,306	59,647	1,922,704	49,045
NET OPERATIONS	215,489	(122,302)	(337,791)	202,550	
<u>General Revenue</u>					
Interest	2,600	2,880	280	2,850	250
Other Revenue					
Other	5,000	2,498	(2,502)	5,000	-
Leases	72,100	72,100	-	73,542	1,442
Sale of Assets	-	-	-	-	-
Transfers In	-	-	-	-	-
Sub-Total	79,700	77,478	(2,222)	81,392	1,692
		97.2%			2.12%
<u>Other Financing Uses</u>					
Interfund Expenses	42,980	42,980	-	43,626	646
					1.50%
CHANGE IN NET ASSETS	252,209	(87,804)	(340,013)	240,316	

	<u>2015 Budget</u>	<u>2015 Projections</u>	<u>\$ from Budget</u>	<u>2016 Budget</u>	<u>\$ from Budget</u>
WATER FUND SUMMARY					
Beginning Balance (unaudited)	1,796,970	1,796,970		1,709,166	
Ending Balance	2,049,179	1,709,166		1,949,482	
Target (10% of Operations)	187,366	193,331		192,270	
	<u>2015 Budget</u>	<u>2015 Projections</u>	<u>\$ from Budget</u>	<u>2016 Budget</u>	<u>\$ from Budget</u>
Budget Reconciliation					
Revenue	2,168,848	1,888,482	(280,366)	2,206,646	37,798
Expenditure	1,916,639	1,976,286	59,647	1,966,330	49,691
Excess/(Deficit)	252,209	(87,804)	(340,013)	240,316	(11,893)
Capital Expense	185,000	142,000		242,000	
Total Budget Request	2,101,639	2,118,286		2,208,330	

GARBAGE FUND
FY 2016 Preliminary Budget

	<u>2015 Budget</u>	<u>2015 Projections</u>	<u>\$ from Budget</u>	<u>2016 Budget</u>	<u>\$ from Budget</u>
<u>Operating Revenue</u>					
Charges for Service					
Garbage Service Fees	778,660	715,591	(63,069)	788,669	10,009
Recycling Service Fees	196,997	197,682	685	196,997	-
Yard Waste Program Fees	31,120	28,652	(2,468)	28,742	(2,378)
Sub-Total	1,006,777	941,925	(64,852)	1,014,408	7,631
		93.6%			0.76%
Total Operating Rev.	1,006,777	941,925	(64,852)	1,014,408	7,631
<u>Operating Expenses</u>					
Personnel					
Salaries - Regular	343,458	343,458	-	354,217	10,759
Salaries - Overtime	35,390	38,000	2,610	37,000	1,610
Salaries - Temporary	88,000	134,000	46,000	88,000	-
Salaries - RHS	3,684	3,684	-	3,684	-
Benefits	92,318	91,688	(630)	91,358	(960)
Benefits - ACA	-	5,015	5,015	43,528	43,528
Pension Cost	83,411	86,425	3,014	88,705	5,294
Sub-Total	646,261	702,270	56,009	706,492	60,231
		108.7%			9.32%
Services	468,683	438,883	(29,800)	475,531	6,848
Commodities	118,040	120,640	2,600	106,540	(11,500)
Other Expense	-	-	-	-	-
Sub-Total	586,723	559,523	(27,200)	582,071	(4,652)
		95.4%			-0.79%
Total Operating Exp.	1,232,984	1,261,793	28,809	1,288,563	55,579
NET OPERATIONS	(226,207)	(319,868)	(93,661)	(274,155)	(47,948)
<u>General Revenue</u>					
Taxes	7,000	7,000	-	7,000	-
Interest	400	690	290	600	200
Other Revenue	17,100	8,864	(8,236)	9,100	(8,000)
Sub-Total	24,500	16,554	(7,946)	16,700	(7,800)
		67.6%			-31.84%
Total General Rev.	24,500	16,554	(7,946)	16,700	
TOTAL OPERATING EXCESS (DEFICIT)	(201,707)	(303,314)	(101,607)	(257,455)	
<u>Other Financing Sources</u>					
Interfund Revenue	450,000	450,000	-	450,000	-
<u>Other Financing Uses</u>					
Interfund Expenditure	42,980	42,980	-	43,625	645

	<u>2015 Budget</u>	<u>2015 Projections</u>	<u>\$ from Budget</u>	<u>2016 Budget</u>	<u>\$ from Budget</u>
<u>Capital Expenses</u>					
Capital					
Bldg & Grounds	-	-	-	-	
Equipment	-	-	-	-	
Vehicles	73,500	66,179	(7,321)	-	(73,500)
Other	-	-	-	-	-
Sub-Total	73,500	66,179	(7,321)	-	(73,500)
<u>Debt Expense</u>					
Debt Expense	13,000	8,100	(4,900)	9,500	(3,500)
TOTAL EXCESS (DEFICIT)	118,813	29,427	(89,386)	139,420	

	<u>2015 Budget</u>	<u>2015 Projections</u>	<u>\$ from Budget</u>	<u>2016 Budget</u>	<u>\$ from Budget</u>
GARBAGE FUND SUMMARY					
Beginning Bal. - Restricted	156,311	156,311			
Beginning Balance (Unaudited)	-	-		185,738	
Ending Balance	275,124	185,738		325,158	
Target (10% of Operations)	123,298	126,179		128,856	
Budget Reconciliation					
Revenue	1,481,277	1,408,479	(72,798)	1,481,108	(169)
Expenditure	1,362,464	1,379,052	16,588	1,341,688	(20,776)
Excess/(Deficit)	118,813	29,427	(89,386)	139,420	

MOTOR FUEL TAX FUND
FY 2016 Preliminary Budget

	<u>2015 Budget</u>	<u>2015 Projections</u>	<u>\$ from Budget</u>	<u>2016 Budget</u>	<u>\$ from Budget</u>
<u>Revenues</u>					
Allotment	216,000	289,608	73,608	207,170	(8,830)
Other	-	-	-	-	-
Interest	500	700	200	400	(100)
Sub-Total	216,500	290,308	73,808	207,570	(8,930)
		134.1%			-4.12%
Total Operating Rev.	216,500	290,308	73,808	207,570	(8,930)
<u>Expenditures</u>					
Services	45,700	28,210	(17,490)	45,700	-
Capital Projects	75,000	71,266	(3,734)	360,000	285,000
Sub-Total	120,700	99,476	(21,224)	405,700	285,000
Total Operating Exp.	120,700	99,476	(21,224)	405,700	285,000
NET OPERATIONS	95,800	190,832	95,032	(198,130)	(293,930)
<u>Other Sources (Uses)</u>					
Transfer to General Fund	32,235	32,235	-	32,719	484
Bond Proceeds	0	-	-	0	-
Sub-Total	32,235	32,235	-	32,719	484
Total Sources (Uses)	32,235	32,235	-	32,719	484
TOTAL OPERATING EXCESS (DEFICIT)	63,565	158,597	95,032	(230,849)	(294,414)

	<u>2015 Budget</u>	<u>2015 Projections</u>	<u>\$ from Budget</u>	<u>2016 Budget</u>	<u>\$ from Budget</u>
MOTOR FUEL TAX FUND SUMMARY					
Beginning Bal.-Restricted	418,242	418,242			
Beginning Balance (Unaudited)				576,839	
Ending Balance	481,807	576,839		345,990	
Target (10% of Operations)	12,070	9,948		40,570	
Budget Reconciliation					
Revenue	216,500	290,308	73,808	207,570	(8,930)
Expenditure	152,935	131,711	(21,224)	438,419	285,484
Excess/(Deficit)	63,565	158,597	95,032	(230,849)	

ENHANCED 911 FUND
FY 2016 Preliminary Budget

	<u>2015 Budget</u>	<u>2015 Projections</u>	<u>\$ from Budget</u>	<u>2016 Budget</u>	<u>\$ from Budget</u>
<u>Revenues</u>					
Surcharge	145,880	142,602	(3,278)	145,168	(712)
Interest	750	600	(150)	700	(50)
Sub-Total	146,630	143,202	(3,428)	145,868	(762)
		97.7%			-0.52%
Total Operating Rev.	146,630	143,202	(3,428)	145,868	(762)
<u>Expenditures</u>					
Personnel	54,694	54,694	-	56,060	1,366
Services	67,770	46,671	(21,099)	72,765	4,995
Commodities	46,500	222,000	175,500	71,975	25,475
Sub-Total	168,964	323,365	154,401	200,800	31,836
		191.4%			18.84%
Total Operating Exp.	168,964	323,365	154,401	200,800	
NET OPERATIONS	(22,334)	(180,163)	(157,829)	(54,932)	
<u>Other Sources (Uses)</u>					
Capital Projects	25,000	8,000	(17,000)	98,000	73,000
Sub-Total	25,000	8,000	(17,000)	98,000	73,000
Total Sources (Uses)	25,000	8,000	(17,000)	98,000	73,000
TOTAL OPERATING EXCESS (DEFICIT)	(47,334)	(188,163)	(174,829)	(152,932)	(73,000)

	<u>2015 Budget</u>	<u>2015 Projections</u>	<u>\$ from Budget</u>	<u>2016 Budget</u>	<u>\$ from Budget</u>
ENHANCED 911 FUND					
Beginning Bal.-Restricted	399,301	399,301			
Beginning Balance (Unaudited)				211,138	
Ending Balance	351,967	211,138		58,206	
Target (10% of Operations)	16,896	32,336		20,080	
Budget Reconciliation					
Revenue	146,630	143,202	(3,428)	145,868	(762)
Expenditure	193,964	331,365	137,401	298,800	104,836
Excess/(Deficit)	(47,334)	(188,163)	(140,829)	(152,932)	(105,598)

Total Glencoe Tax Rate

(Per \$100 of Assessed Value)

Taxing Unit	2010 Tax Levy (Received in 2011)		2011 Tax Levy (Received in 2012)		2012 Tax Levy (Received in 2013)		2013 Tax Levy (Received in 2014)	
	Rate	Percent	Rate	Percent	Rate	Percent	Rate	Percent
Village	1.004	15.59%	1.063	14.60%	1.189	14.75%	1.349	14.74%
Public Library	0.19	2.95%	0.217	2.98%	0.241	2.99%	0.274	2.99%
High School District #203	1.474	22.89%	1.674	22.99%	1.864	23.12%	2.111	23.06%
Grade School District #35	2.329	36.17%	2.659	36.52%	2.943	36.51%	3.338	36.47%
Cook County	0.474	7.36%	0.545	7.49%	0.594	7.37%	0.629	6.87%
Metropolitan Water Reclamation District	0.274	4.26%	0.32	4.40%	0.37	4.59%	0.417	4.56%
Park District	0.484	7.52%	0.55	7.55%	0.578	7.17%	0.68	7.43%
Community College District #535	0.16	2.48%	0.196	2.69%	0.219	2.72%	0.256	2.80%
Other	0.05	0.78%	0.057	0.78%	0.063	0.78%	0.099	1.08%
	6.4390	100.00%	7.2810	100.00%	8.0610	100.00%	9.1530	100.00%

Breakdown of Village Tax Levy

	<u>2011 Tax Ext.</u>	<u>2012 Tax Ext.</u>	<u>2013 Tax Ext.</u>	<u>2014 Tax Levy (1)</u>
General Corporate	7,493,868	7,776,044	7,951,993	8,157,158
Garbage Fund	-	-	-	-
Police Pension	1,054,088	1,093,984	1,118,556	1,147,415
Fire Pension (2)	-	-	-	-
I.M.R.F. (3)	-	-	-	-
Social Security (3)	-	-	-	-
Sub-Total	8,547,956	8,870,028	9,070,549	9,304,573
% Change	2.42%	3.77%	2.26%	2.58%
Debt Service	1,399,462	1,530,902	1,551,324	1,564,195
Fire Pension	3,955	4,194	4,395	4,461
Grand Total	\$ 9,951,373	\$ 10,405,124	\$ 10,626,268	\$ 10,873,229
% Change	-5.25%	4.56%	2.13%	2.32%
PTELL Factor	1.50%	3.00%	1.70%	1.50%

(1) Proposed.

(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>2010 Tax Levy</u>	<u>2011 Tax Levy</u>	<u>2012 Tax Levy</u>	<u>2013 Tax Levy</u>
Total	\$ 1,046,542,615	\$ 936,967,754	\$ 875,187,894	\$ 787,716,085
% Change	-15.54%	-10.47%	-6.59%	-9.99%
IDOR Equalization Factor	3.3000	2.9706	2.8056	2.6621

EXTENDED 2013 LEVY VERSUS PROPOSED 2014 TAX LEVY

	EXTENDED 2013		PROPOSED 2014				
	TAX EXTENDED	TAX RATE	TAX LEVY	TAX RATE	% CHANGE 2013 TO 2014	\$ CHANGE 2013 TO 2014	RATE CHANGE 2013 TO 2014
GENERAL CORPORATE	7,276,993	0.9238	7,396,273	0.9390	1.64%	\$119,280	0.0151
New EAV (1)			85,885	0.0109	N/A	\$85,885	0.0109
Garbage Fund	600,000	0.0762	600,000	0.0762	0.00%	\$0	0.0000
New EAV (1)			0	0.0000	N/A	\$0	0.0000
Fire Pension Fund (2)	75,000	0.0095	75,000	0.0095	0.00%	\$0	0.0000
New EAV - Fire (1)			0	0.0000	N/A	\$0	0.0000
Total General Corporate	7,951,993	1.0095	8,157,158	1.0355	2.58%	\$205,165	0.0260
POLICE PENSION	1,118,556	0.1420	1,135,334	0.1441	1.50%	\$16,778	0.0021
New EAV (1)			12,081	0.0015	N/A	\$12,081	0.0015
Total Police Pension (3)	1,118,556	0.1420	1,147,415	0.1457	2.58%	\$28,859	0.0037
VILLAGE SUB-TOTAL(1)	9,070,549	1.1515	9,304,573	1.1812	2.58%	\$234,024	0.0297
DEBT SERVICE (4)	1,551,324	0.1969	1,564,195	0.1986	0.83%	\$12,871	0.0016
FIRE PENSION (P.A. 93-0689)	4,395	0.0006	4,461	0.0006	1.50%	\$66	0.0000
VILLAGE TOTAL	10,626,268	1.3490	10,873,229	1.3803	2.32%	\$246,961	0.0314
LIBRARY TOTAL (5)	2,154,403	0.2735	2,210,020	0.2806	2.58%	\$55,617	0.0071
GRAND TOTAL	12,780,671	1.6225	13,083,249	1.6609	2.37%	\$302,578	0.0384

NOTES

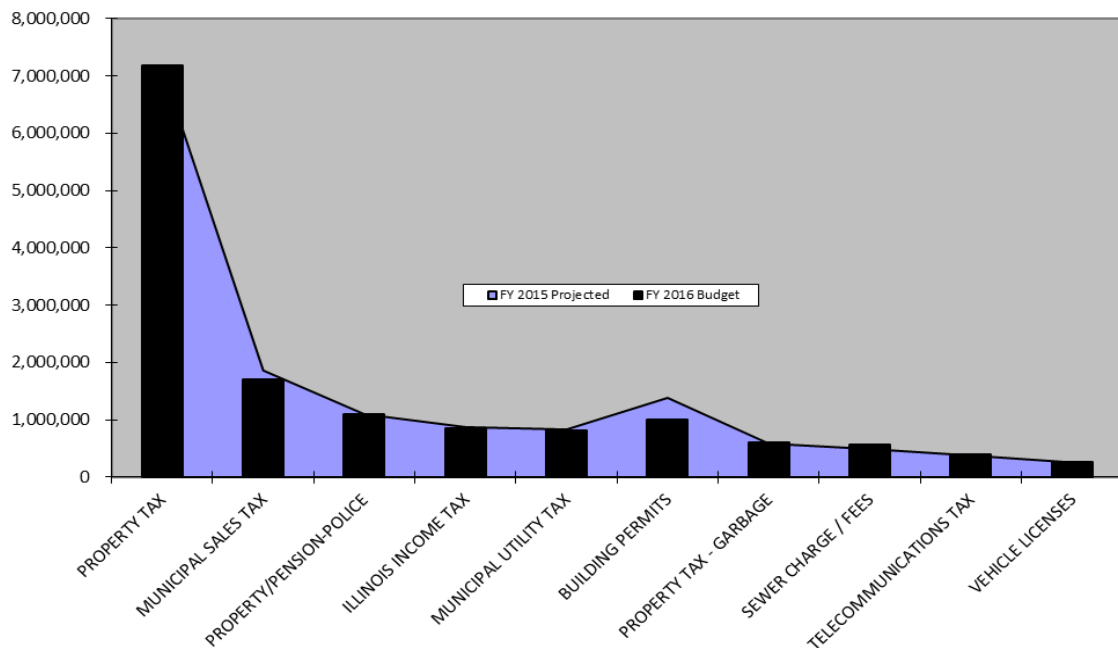
- (1) New EAV taxes estimated at \$97,966 and allocated to General, Garbage and Police Pension. Actual limited to PTELL.
- (2) Allocated for future potential use by Firefighters Pension Fund, but General Fund to retain until needed.
- (3) Total funding target is \$1,650,000, balance to come from other financing sources in the General Fund.
- (4) Debt service represents total debt of \$1,564,195. Abatement to be used net required amount.
- (5) Estimated 2014 Library levy.



GENERAL FUND REVENUE

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 over the past four fiscal years, 10 revenue sources make up on average over 90% of the General Fund revenue. These revenues are as follows, in descending order of percentage of revenue:



Revenue Source	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budget	% of Total
PROPERTY TAX	6,517,183	6,571,694	6,878,538	7,136,114	7,182,056	49.74%
MUNICIPAL SALES TAX	1,567,233	1,652,407	1,792,514	1,860,048	1,700,000	11.77%
PROPERTY/PENSION-POLICE	1,028,577	1,041,315	1,065,155	1,096,678	1,095,127	7.58%
ILLINOIS INCOME TAX	687,752	783,247	843,471	872,338	842,520	5.83%
MUNICIPAL UTILITY TAX	685,558	614,876	752,416	830,744	806,532	5.59%
BUILDING PERMITS	678,131	885,333	1,348,955	1,382,600	996,270	6.90%
PROPERTY TAX - GARBAGE	686,535	691,955	586,182	583,978	600,000	4.16%
SEWER CHARGE / FEES	536,502	621,051	556,524	489,287	559,954	3.88%
TELECOMMUNICATIONS TAX	445,108.79	441,957.96	404,519.09	375,000	392,514	2.72%
VEHICLE LICENSES	272,138	267,210	272,511	255,000	265,000	1.84%
SELECTED TOTAL	13,104,717	13,571,047	14,500,784	14,881,787	14,439,973	100.00%
REMAINING TOTAL	1,779,534	1,839,638	1,976,411	1,617,999	1,550,148	130.9%
GRAND TOTAL	14,884,251	15,410,685	16,477,195	\$ 16,499,786	\$ 15,990,121	250.4%
% SELECTED OF GRAND TOTAL	88.0%	88.1%	88.0%	90.2%	90.3%	39.9%

GENERAL FUND REVENUE SUMMARY

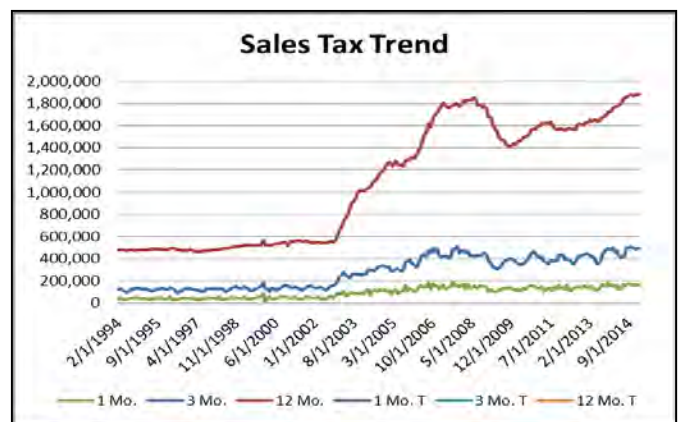
Property Taxes are levied annually by ordinance adopted by the Village Board of Trustees each December. The monies are collected by the Cook County Collector and forwarded to the Villages semi-annually, usually in March and September. This revenue source is not only the largest, but also the most predictable.

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. Loss in collection is subject to the limits of Property Tax Extension Limitation Law (PTELL). Any revenue collected beyond budgetary need, will be used to abate General Obligation debt service payments unless otherwise directed by the Village Board.

The Fiscal Year 2016 budget includes a transfer of up to \$450,000 to the Garbage Fund.

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 8.0% 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 graph on the right illustrates the sales tax trend for the Village of Glencoe from 1994 to 2014.

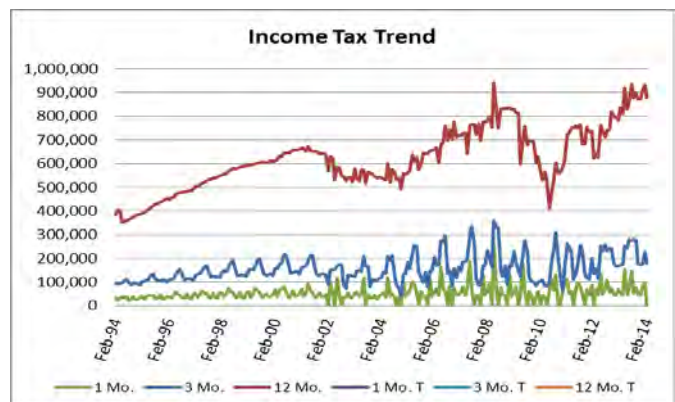


Utility Taxes are levied upon the gross receipts from the sale of utilities such as electricity, telephone, and gas in an amount not to exceed 5% of such receipts. These taxes are collected by the utility companies and forwarded to the Village on a monthly basis.

Sewer Charges are calculated based on the amount of water that is used each billing quarter. Effective March 1, 2015 (with billing generated May 1 and thereafter), the charge for sewer will be increased to \$.971 per 100 cubic feet. The minimum sewer bill will be \$9.71.

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 statewide. Most recently there have been delays in remittance of these taxes by the State. A two to three month lag seems to have become the State's practice in remitting income tax.

The graph on the right illustrates the income tax trend for the Village of Glencoe from 1994 to 2014.

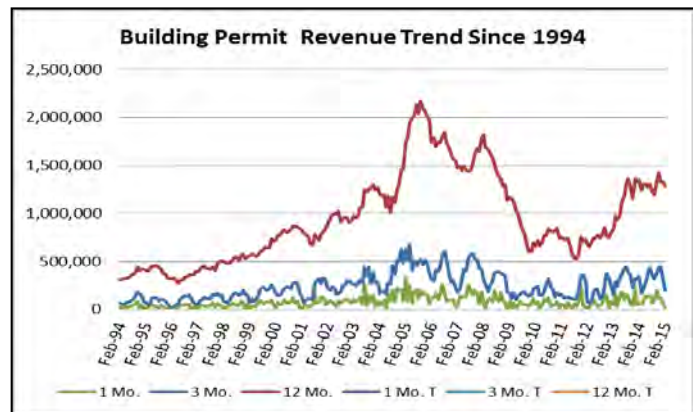


GENERAL FUND REVENUE SUMMARY

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.

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.

The graph on the right illustrates the building permit revenue trend for the Village of Glencoe from 1994 to 2015.



Investment Interest represents the amount of interest that is earned on investments the Village makes with any available funds it may have from time to time. The Village has shifted available cash from a local bank to Illinois Metropolitan Investment Funds 1-3 yr fund to improve interest earnings.



VILLAGE MANAGER'S OFFICE

The Village Manager's Office is responsible for providing overall direction and administration of policies and programs established by the Village President and Board of Trustees.

The Village Manager's Office is comprised of four Divisions.

1. **Administration Division:**

This division provides coordination of activities amongst all operating departments, including development of the annual budget, formulation of policies related to financial and personal management, and operating department goals and objectives.

2. **Legal Division:**

This division provides legal support to the department including guidance and direction in the department's day-to-day operations.

3. **Community Services Division:**

This division is responsible for providing support to different social agencies in the Village.

4. **Special Boards Division:**

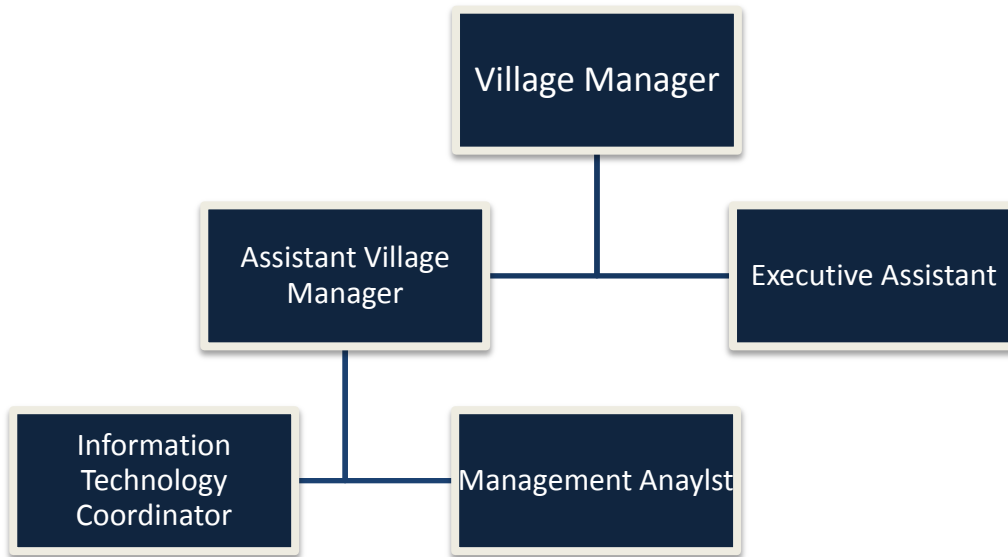
This division is responsible for providing support to other Village Boards and Commissions including the Zoning Board of Appeals/Zoning Commission, Plan Commission, Historic Preservation Commission, Public Safety Commission and Community Relations Forum.

Philip Kiraly was appointed the Village's 8th Village Manager on December 1, 2013. He is the Village's chief administrator and is appointed by the Village President and Board of Trustees as a full-time, salaried employee. His tenure depends upon satisfactory service as determined by the Village Board. The Village Manager oversees all day-to-day operations of the Village. All employees of the Village are appointed by the Village Manager or his designee. Accordingly, all department directors, including the Director of Finance, Director of Public Works, Director of Public Safety and the Golf Course Manager, report to the Village Manager. All employee positions are filled based on the merit of each applicant.

The Village has operated under the Council/Manager form of government since 1914. Glencoe was the first community in the State of Illinois, and the 14th nationwide to operate under this form of government.

DEPARTMENT STRUCTURE / STAFFING SUMMARY

ORGANIZATIONAL CHART:



STAFFING SUMMARY:

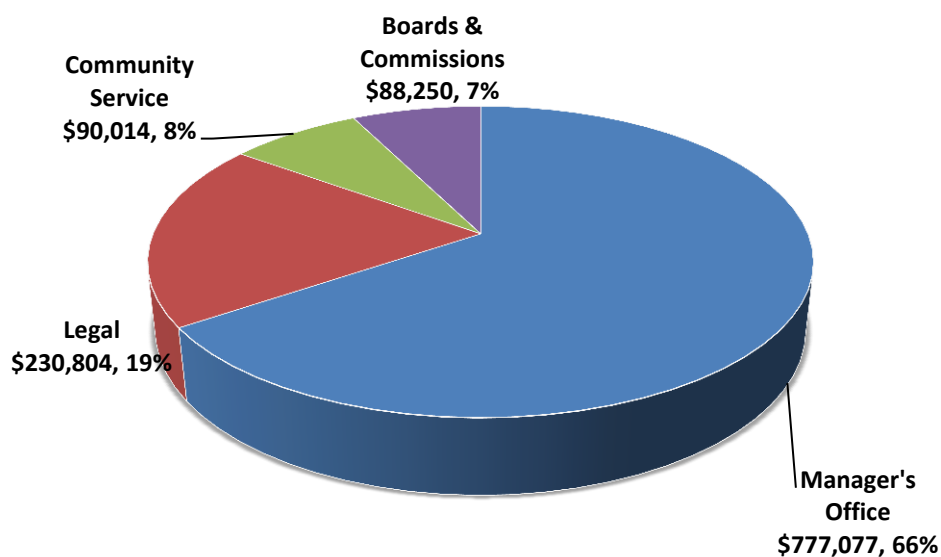
This Fiscal Year, the Village Manager's Office recommended the creation of a full-time Management Analyst position to replace the part-time Administrative Intern position, bringing overall staffing to 5 full-time employees. This new position will provide further administrative and special project support to the Village Manager's Office and all operating departments. Additionally, the FY2016 budget provides supplemental support to the Village's Information Technology Coordinator, equivalent to .4 FTE, or 2 days/16 contractual hours per week.

Below is a chart illustrating authorized positions for FY 2016.

AUTHORIZED FULL-TIME POSITIONS			
POSITION TITLE:	FY 2014	FY 2015	FY 2016
Village Manager (by contract)	1	1	1
Assistant Village Manager	1	1	1
Executive Assistant	1	1	1
Information Technology Coordinator	1	1	1
Administrative Intern	1	1	0
Management Analyst	0	0	1

BUDGET EXPENDITURE SUMMARY

FISCAL YEAR 2016 EXPENDITURES



	<u>Manager's Office</u>	<u>Legal</u>	<u>Community Service</u>	<u>Boards & Commissions</u>	<u>Department Totals</u>	<u>Prior Fiscal Year's Budget</u>	<u>% Change from FY14</u>
PERSONNEL	596,685	24,804	-	-	621,489	603,421	2.99%
SERVICES	175,292	206,000	-	-	381,292	349,532	9.09%
COMMODITIES	5,100	-	-	-	5,100	6,600	-22.73%
SUB-TOTAL	777,077	230,804	-	-	1,007,881	959,553	5.04%
DEBT SERVICE	-	-	-	-	-	-	n/a
CAPITAL	-	-	-	-	-	30,000	-100.00%
SUB-TOTAL	-	-	-	-	-	30,000	-100.00%
OTHER	-	-	90,014	88,250	178,264	178,861	-0.33%
COMBINED TOTAL	777,077	230,804	90,014	88,250	1,186,145	1,168,414	1.52%
TRANSFERS OUT	-	-	-	-	-	300,000	-100.00%
DIVISION TOTAL	777,077	230,804	90,014	88,250	1,186,145	1,468,414	-19.22%

VILLAGE MANAGER'S DEPARTMENT | EXPENDITURES

Village Manager's Office

Fund: General

Account:	Account Title:	Proposed FY 2016 Budget	Projected FY 2015 Budget	Approved FY 2015 Budget
42110	Salaries Regular	438,786.00	351,000.00	359,732.00
42210	Salaries - Temporary	14,400.00	33,900.00	33,900.00
	Salaries:	453,186.00	384,900.00	393,632.00
42120	RHS Pay	0.00	0.00	0.00
42610	Employee Benefits	83,446.00	104,461.00	129,514.00
46115	Social Security Admin.	23,802.00	19,641.00	20,190.00
46120	Medicare Only Contrib.	6,767.00	5,738.00	7,865.00
46125	IMRF	54,288.00	45,727.00	52,220.00
	Fringe Benefits:	168,303.00	175,567.00	209,789.00
51140	Office Equipment Maint.	2,760.00	2,729.00	2,448.00
52170	Data Processing Services	9,660.00	7,800.00	11,940.00
52200	Postage	5,675.00	5,450.00	3,716.00
52205	Telecom/Internet Serv.	5,335.00	6,120.00	7,157.00
52210	Publishing	8,340.00	4,100.00	7,448.00
52220	Public Reporting	1,500.00	8,700.00	1,750.00
53135	Professional Services	107,000.00	16,200.00	32,500.00
54105	Labor Counsel	20,000.00	80,000.00	60,000.00
54110	Corporate Counsel	128,000.00	87,000.00	56,000.00
54120	Litigation Counsel	10,000.00	8,966.00	10,000.00
54125	Legal Counsel	48,000.00	47,973.00	122,000.00
55105	Memberships/Dues	12,005.00	11,888.00	12,145.00
55110	In Service Training	7,000.00	9,980.00	6,600.00
55120	Publications	617.00	1,186.29	578.00
57105	Trustee Expenses	0.00	27.75	0.00
57135	Special Events	5,225.00	5,400.00	5,400.00
57140	Receptions & Ceremonies	10,175.00	7,600.00	9,850.00
	Services:	381,292.00	311,120.04	349,532.00
61165	Sundry	0.00	1,001.30	0.00
61170	Office Supplies	2,500.00	1,500.00	2,500.00
61187	Vehicle Gas-Oil-Grease	1,500.00	1,250.00	1,500.00
62105	Misc Computer Equipment	0.00	0.00	1,000.00
62130	Misc Equipment	500.00	0.00	1,000.00
66105	Vehicle Operating Expense	600.00	600.00	600.00
	Commodities:	5,100.00	3,350.00	6,600.00
83105	Vehicles	0.00	26,000.00	30,000.00
	Capital:	0.00	26,000.00	30,000.00
91105	Historic Preservation Commission	4,000.00	420.00	2,220.00

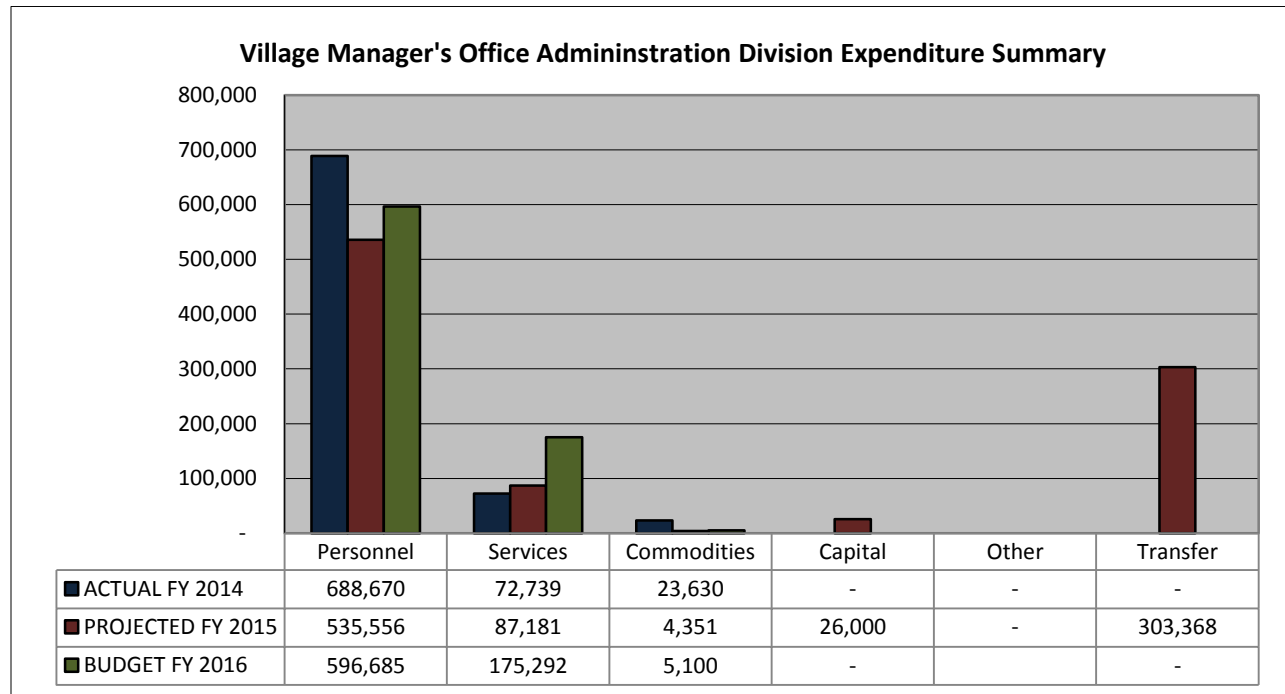
Account:	Account Title:	Proposed FY 2016 Budget	Projected FY 2015 Budget	Approved FY 2015 Budget
91130	Grant Programs	90,014.00	83,672.00	89,841.00
92105	Planning Commission	75,000.00	31,902.81	75,000.00
92110	Zoning Board of Appeals	1,250.00	750.00	1,300.00
92120	Human Relations	500.00	0.00	500.00
93105	Public Safety Commission	7,500.00	18,417.16	10,000.00
	Other Expense:	178,264.00	135,161.97	178,861.00
93150	Contractual Employment Expense	0.00	303,368.00	300,000.00
	Non-Operating Expense:	0.00	303,368.00	300,000.00
	TOTAL VILLAGE MANAGER'S OFFICE	1,186,145.00	1,340,468.31	1,468,414.00

ADMINISTRATION DIVISION

This division provides coordination of activities amongst all operating departments, including development of the annual budget, formulation of policies related to financial and personnel management, and operating department goals and objectives.

This division is also generally responsible for the following:

- Administration of the Village's Communication Plan, including development of the Glencoe Quarterly, website administration, and administration of the Village's social media presence. Press relations are likewise handled in the Village Manager's Office.
- Administration and oversight of the Village's 3-year Strategic Work Plan.
- Administration of all Human Resources needs of the organization.
- Oversight and implementation of the Village's strategic and day-to-day information technology needs.
- Economic development outreach and stewardship.
- Special Projects.
- Administration of utility franchise agreements.



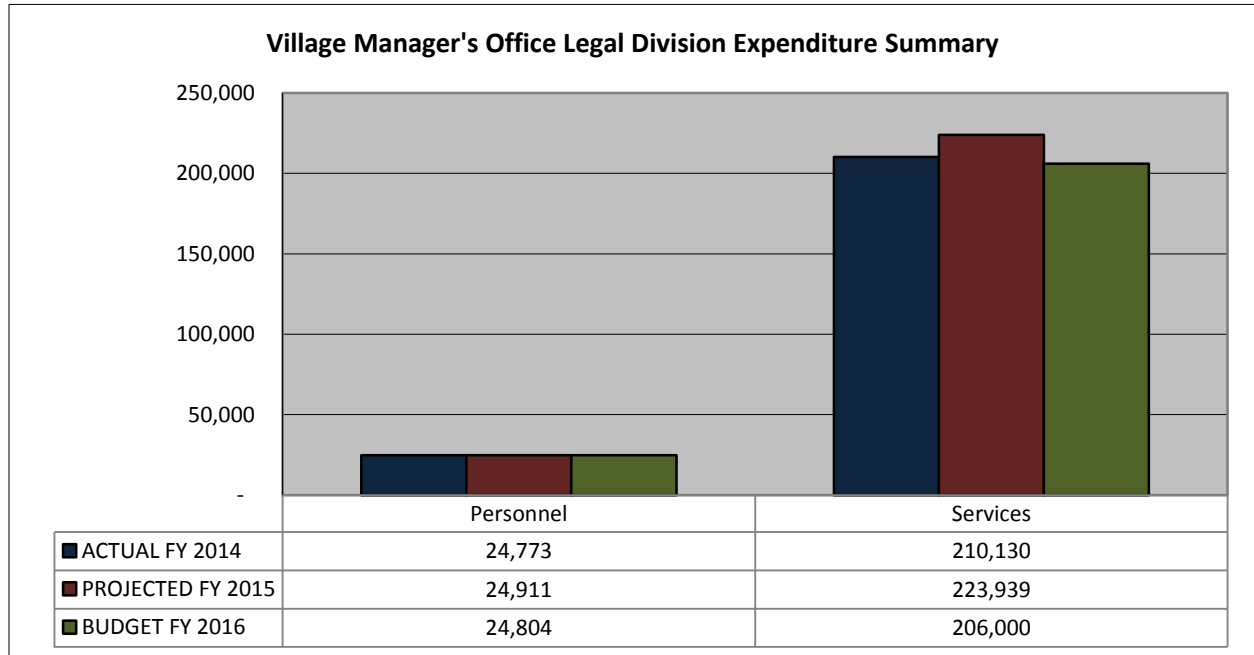
Village Manager's Office Administration Division Account Class Description:

- Personnel: Salaries, employee benefits and pension cost
- Services: maintenance and repairs, service fees, professional services, legal services, membership dues, training costs and special events
- Commodities: supplies, equipment and vehicle operating expenses
- Capital: vehicles
- Other: sales tax rebate
- Other financing use: contractual employment expense

LEGAL DIVISION

This division provides legal support to the department including guidance and direction in the department's day-to-day operations. The Legal Services Division provides legal services from the following types of counsel:

- Village Attorney, appointed by the Village President and Board of Trustees
- Village Prosecutor, appointed by the Village Manager
- Labor Counsel, appointed by the Village Manager



Village Manager's Office Legal Division Account Class Description:

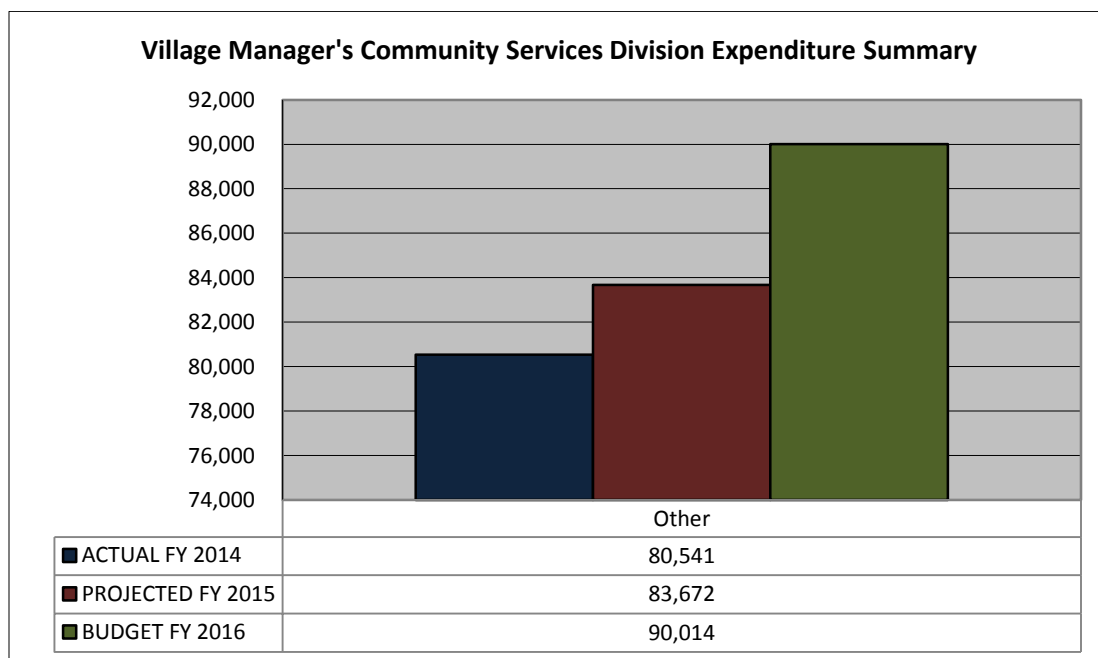
- Personnel: salaries, employee benefits and pension cost
- Services: legal fees

COMMUNITY SERVICES DIVISION

The Community Services Division provides limited financial support and funding for the following:

- Three Glencoe Social Service Agencies
- Writers Theater
- Special events that include the Fourth of July Art Fair
- Senior Housing Aid

The Village Board initiated a policy for the funding of community grants in Fiscal Year 2005. The existing policy establishes a framework for the Board to consider appropriate funding levels available to community groups.



Village Manager's Office Community Services Division Account Class Description:

- Other: community grants

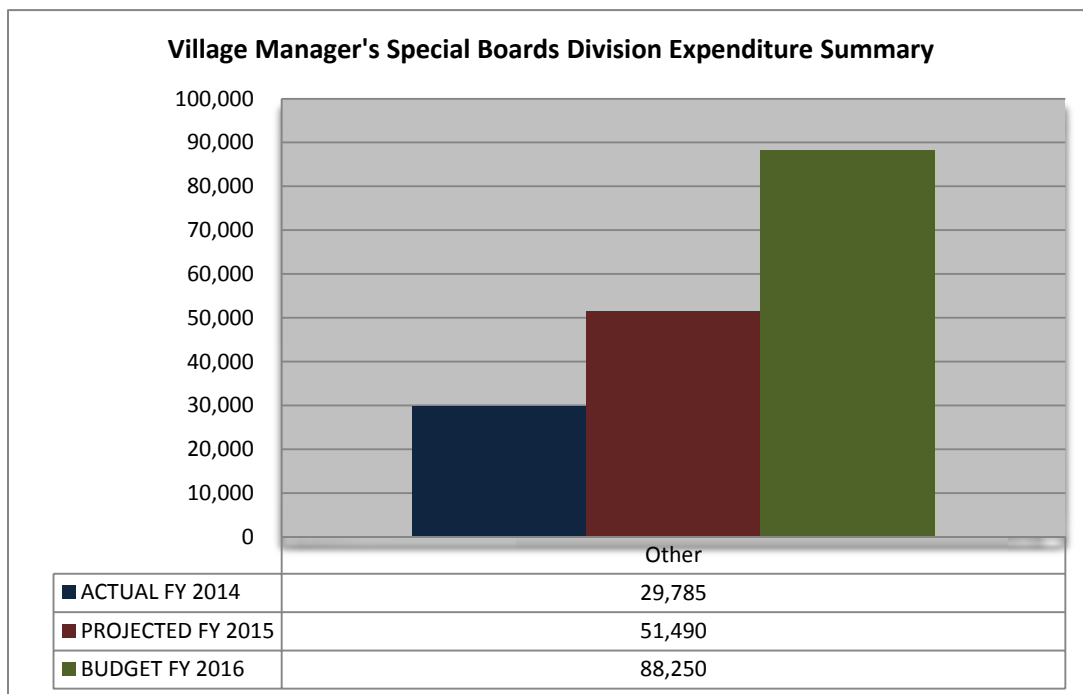
SPECIAL BOARDS DIVISION

The Special Boards Division of the Village Manager's Office provides funding for the Village's Boards and Commissions which include:

- Zoning Board of Appeals/Zoning Commission
- Plan Commission
- Historic Preservation Commission
- Public Safety Commission
- Community Relations Forum

During Fiscal Year 2015, the Plan Commission initiated an update to the Village's Comprehensive Plan, focusing on the Downtown Subarea, a process called the "Downtown TuneUp." Community outreach was of utmost importance to this process and included a variety of engagement exercises, an interactive project website, and panel discussions with key stakeholders. The Historic Preservation Commission continued work on updating the Historical Architectural Survey, a collection of 300+ structures in the Village, focusing primarily on commercial buildings, public buildings, religious buildings, and various structures and landscapes noted for their historic and architectural significance. Additionally, the Public Safety Commission established a new eligibility list for the position of Public Safety Officer.

During Fiscal Year 2016, the Plan Commission will complete the Downtown TuneUp planning process and forward its recommendations to the Village Board for consideration. The Historic Preservation Commission will work closely with staff to enhance the Village website to include the Historic Architectural Survey as a resource for residents, realtors, and prospective homebuyers.



Village Manager's Office Special Boards Division Account Class Description:

- Other: employment expense and professional services

GOALS & OBJECTIVES:

FISCAL YEAR 2015 ACCOMPLISHMENTS:

In addition to the daily responsibilities of the department, other special projects were undertaken in Fiscal Year 2015 with results as follows:

1. Creation and implementation of a three-year strategic work plan;
2. Approved the inaugural Collective Bargaining Agreement with FOP Local Unit #803;
3. Oversaw the commencement of the \$27 Million Writers Theatre construction;
4. Facilitated development of a storm water study for five (5) flood prone areas in the Village;
5. Initiated a process to place two (2) referendum questions on the April 7, 2015 ballot seeking voter approval of \$10 Million in funding for various infrastructure and capital projects throughout Glencoe;
6. Enhanced the presentation of the Village's long-range financial plan and capital improvement plans;
7. Presented recommended budget document with integrated strategic priorities;
8. In conjunction with Village Departments, the Village Manager's office reviewed and updated 10-year capital project inventory; and
9. Developed a recruitment strategy for village board and village commissions

STRATEGIC PRIORITIES

Village Board approved a 3-year Strategic Work Plan in October 2014. Six **Strategic Priorities** – **Financial Sustainability, Commercial Vitality, Infrastructure Replacement, Operational Effectiveness, Organizational Development, and Community Engagement** were developed by the Village Board as the basis for this plan; numerous projects, with responsibility across all operating departments and administered by the Village Manager's Office, are planned for the coming Fiscal Year.



The Department will be involved in the following Strategic Priorities in Fiscal Year 2016:

Financial Sustainability

- Develop a template to be used to define operating costs of all departmental functions for FY 17 budget process.
- Develop budgetary protocols and criteria for staff recommendations and Board decision-making.
- Evaluate sufficiency of enhanced budget documents.
- Complete review of Special Charter rights; appoint an ad hoc committee to complete analysis of Special Charter rights vs. Home Rule.
- Determine how to achieve other revenue growth (new or enhanced, rate increases, grant funding).
- Coordinate review of new revenue opportunities with review of opportunities to improve process efficiency.

Commercial Vitality

- Continue with public process to engage the community in discussing the future of Downtown Glencoe.
- Present Downtown Plan to Village Board.
- Establish a public/private partnership to reinvigorate the Farmer's Market.
- Maintain/expand quality and appeal of current downtown special events.
- Implement business retention visits with existing businesses.

- Host business district breakfast meetings to foster regular communication between the Village and business community.
- Reevaluate banner policy for downtown streetlights.
- Develop a business recruitment strategy to attract business identified in the Downtown Plan.
- Monitor permitted uses within the Village's business districts and recommend code changes as necessary.

Infrastructure Replacement

- Complete Water System Master Plan Report.
- Develop and implement communication plan.
- Continue to evaluate possible partnership with the Northwest Water Commission.
- Utilize information for the Water System Master Plan to develop long-term water system improvement plan.
- Reassess capital equipment replacement procedures/policies.
- Develop a qualitative decision-making approach for the review of the Village's 10 year capital inventory.
- Negotiate a working agreement with the Forest Preserve District.
- Research funding opportunities and budget for new clubhouse.
- Present architectural services budget for Village Board approval.

Operational Effectiveness

- Identify all major services by department; determine which Village services are core (absolute) or enhanced (optional).
- Conduct analysis of partnering opportunities with other regional municipal organizations.
- Explore further partnerships between the Village and Park District including the possibility of a shared facility for Public Works and Park District Maintenance and/or shared disaster recovery site.
- Evaluate existing Enterprise Resource Planning (ERP) software.

Organizational Development

- Centralize the human resources function within the Village Manager's Office.
- Develop compensation/classification plan tied to outcomes and performance evaluations.

Community Engagement

- Develop comprehensive communications policy.
- Review opportunities to coordinate/consolidate Boards and Commissions.
- Conduct formal and scientific citizen survey and analyze results; identify and implement opportunities for improvement.
- Implementation of service request system to expedite registering, processing and tracking of residential service requests.
- Integrate online feedback mechanism for resident comments.



FINANCE DEPARTMENT

Many day-to-day administrative functions of the Village operation are the responsibility of the Finance Department. In addition, under the direction of the Director of Finance, the Department provides sound financial management of the Village's resources through administration of the annual budget as well as numerous other short- and long-range financial planning tools of the Village.

The Finance Department is comprised of three Divisions.

1. **Administration Division:**

The Administration Division provides the resources necessary for Village-wide accounting services, payroll, accounts payable, benefits administration, utility billing service, collection service and administrative and technical support to the Glencoe Golf Club and the Glencoe Public Library.

2. **Liability Insurance (Risk Management) Division:**

The Liability Insurance (Risk Management) Division includes payments for unemployment insurance, and a portion of the Village's liability insurance costs. The transfer to the Garbage Fund of \$450,000 is also included in this division.

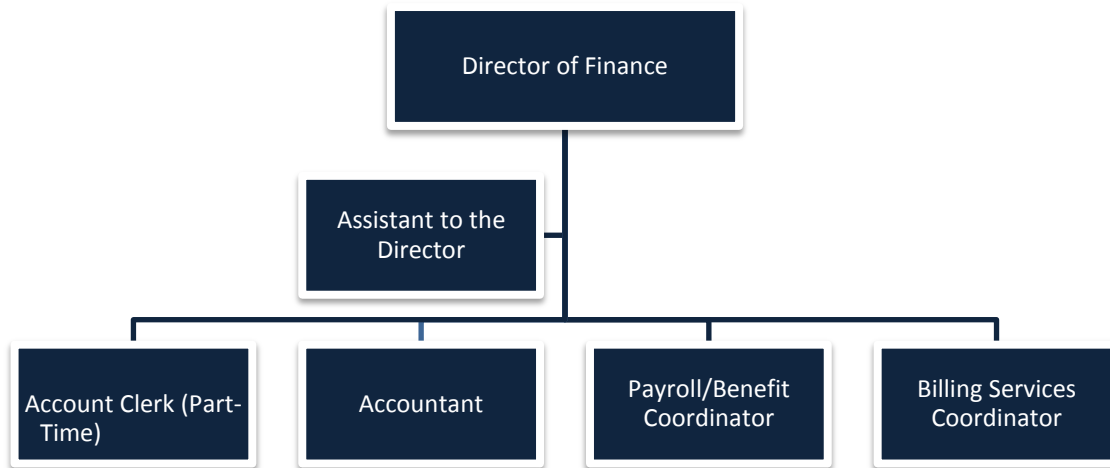
3. **Support Services:**

Support Services includes Information Technology (IT). While IT is included within the Finance Department budget, the IT Coordinator reports to the Village Manager's Office.



DEPARTMENT STRUCTURE / STAFFING SUMMARY

ORGANIZATIONAL CHART:



STAFFING SUMMARY:

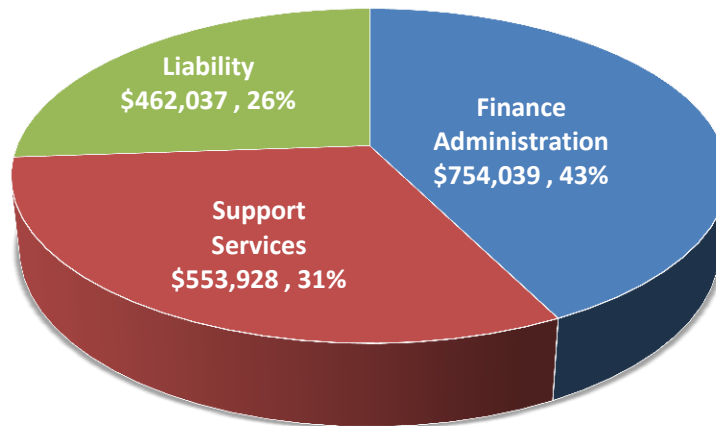
The Finance Department is comprised of 5 full-time employees and 1 contractual part-time employee. Below is a chart illustrating authorized positions for FY 2016

AUTHORIZED FULL-TIME POSITIONS			
POSITION TITLE:	FY 2014	FY 2015	FY 2016
Director of Finance	1	1	1
Assistant to the Finance Director	1	1	1
Accountant	1	1	1
Payroll Benefits Coordinator	1	1	1
Billing Coordinator	1	1	1

BUDGET EXPENDITURE SUMMARY

Expenditures of the Finance Department include Finance Administration Division, Support Services Division and the Liability Insurance (Risk Management) Division. The total budget for the Finance Department is \$1,770,004.

FISCAL YEAR 2016 EXPENDITURES



	Finance Administration	Support Services	Liability	Total	Prior Fiscal Year's Budget	% Change from FY14
PERSONNEL	629,024	140,523	4,000	773,547	755,641	2.37%
SERVICES	115,060	179,191	8,037	302,288	231,749	30.44%
COMMODITIES	9,455	95,814	-	105,269	82,269	27.96%
SUB-TOTAL	753,539	415,528	12,037	1,181,104	1,069,659	10.42%
DEBT SERVICE	-	-	-	-	-	-
CAPITAL	-	138,400	-	138,400	117,900	17.39%
SUB-TOTAL	-	138,400	-	138,400	117,900	17.39%
OTHER	500	-	-	500	2,500	-80.00%
COMBINED TOTAL	754,039	553,928	12,037	1,320,004	1,190,059	10.92%
TRANSFERS OUT	-	-	450,000	450,000	450,000	0.00%
GRAND TOTAL	754,039	553,928	462,037	1,770,004	1,640,059	7.92%

FINANCE DEPARTMENT | EXPENDITURES

Finance/Support Services

Fund: General

Account:	Account Title:	Proposed FY 2016 Budget	Projected FY 2015 Budget	Approved FY 2015 Budget
42110	Salaries Regular	538,319.00	527,676.00	524,476.00
	Salaries:	538,319.00	527,676.00	524,476.00
42120	RHS Pay	4,897.00	4,897.00	4,897.00
42610	Employee Benefits	123,911.00	124,195.00	124,195.00
46115	Social Security Admin.	30,557.00	28,542.00	28,410.00
46120	Medicare Only Contrib.	7,617.00	7,279.00	7,258.00
46125	IMRF	64,246.00	62,900.00	62,405.00
47110	Unemployment Insurance	4,000.00	2,000.00	4,000.00
	Fringe Benefits:	235,228.00	229,813.00	231,165.00
51140	Office Equipment Maintenance	37,601.00	37,400.00	44,461.00
52120	Computer Software Maintenance	76,320.00	63,100.00	67,374.00
52125	Banking Fees	23,520.00	22,150.00	23,520.00
52190	Temporary Labor	21,000.00	10,000.00	21,000.00
52200	Postage	3,500.00	4,000.00	4,000.00
52205	Telecom/Internet Service	3,780.00	3,465.00	5,960.00
52210	Publishing	200.00	50.00	550.00
53105	Internet Design Services	3,300.00	2,880.00	3,300.00
53115	Auditing Services	25,470.00	25,470.00	25,470.00
53135	Professional Services	73,000.00	0.00	3,000.00
55105	Memberships/Dues	4,460.00	4,460.00	4,460.00
55110	In-Service Training	3,750.00	4,590.00	3,750.00
56105	Public Liability Insurance	5,537.00	5,504.00	5,504.00
56110	Insurance Deductibles	2,500.00	2,500.00	1,150.00
57110	Employment Expense	18,350.00	15,000.00	18,250.00
	Services:	302,288.00	200,569.00	231,749.00
61165	Sundry	3,300.00	3,300.00	3,300.00
61170	Office Supplies	25,319.00	23,964.00	25,319.00
61187	Vehicle Gas-Oil-Grease	1,300.00	1,100.00	1,350.00
62105	Misc Computer Equipment	37,250.00	20,500.00	21,000.00
62115	Misc. Computer Software	14,800.00	500.00	8,000.00
66105	Vehicle Operating Expense	300.00	100.00	300.00
66110	Use of Fuel	23,000.00	23,000.00	23,000.00
	Commodities:	105,269.00	72,464.00	82,269.00
82105	Data Processing Equipment	138,400.00	92,000.00	117,900.00
	Capital:	138,400.00	92,000.00	117,900.00
93125	Miscellaneous Refunds	500.00	400.00	2,500.00
93155	Telecommunications Tax Rebate	0.00	24,400.00	0.00

Account:	Account Title:	Proposed FY		Projected	Approved
		2016 Budget		FY 2015 Budget	FY 2015 Budget
	Other Expense:	500.00		24,800.00	2,500.00
94115	Transfer to Garbage Fund	450,000.00		450,000.00	450,000.00
	Other Financing Use	450,000.00		450,000.00	450,000.00
	TOTAL FINANCE DEPARTMENT	1,770,004.00		1,597,322.00	1,640,059.00

ADMINISTRATION DIVISION

The Administration Division provides the resources necessary for:

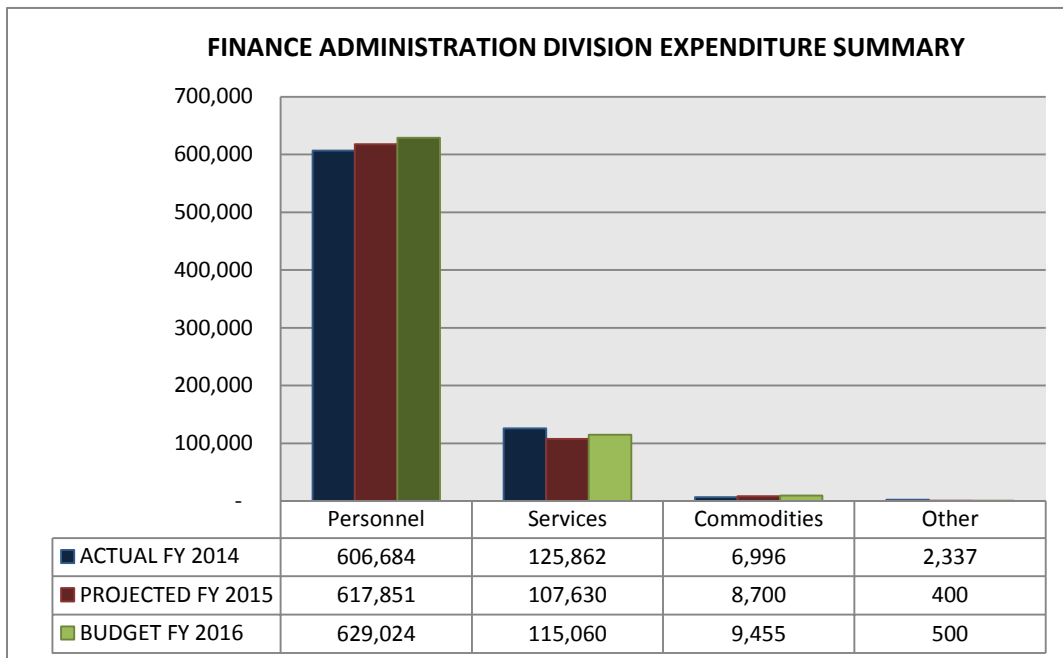
- Village-wide accounting services;
- Payroll and payroll tax administration;
- Accounts payable and 1099 services;
- Cash receipts and cash management;
- Benefits administration;
- Liability claims coordination;
- Workplace safety coordination;
- Utility billing service;
- Miscellaneous receivable collection;
- Collection service; and
- Administrative and technical support to the Glencoe Golf Club and the Glencoe Public Library.

Other responsibilities include:

- Coordination of the annual audit process;
- Auditing internal functions of the Village;
- Managing the finances for the Police and Firefighter Pension;
- Preparing monthly reports for both the Village and the Glencoe Golf Club;
- Preparing the Long Range Plan;
- Preparing the annual budget;
- Preparing the Comprehensive Annual Financial Report (CAFR);
- Preparing the Popular Annual Financial Report (PAFR); and
- Maintain revenue trend information.

Expenditure Summary:

The Finance Administration Division Fiscal Year 2016 Budget is **\$754,039**. Below is the review of expenditures for the Administration Division.



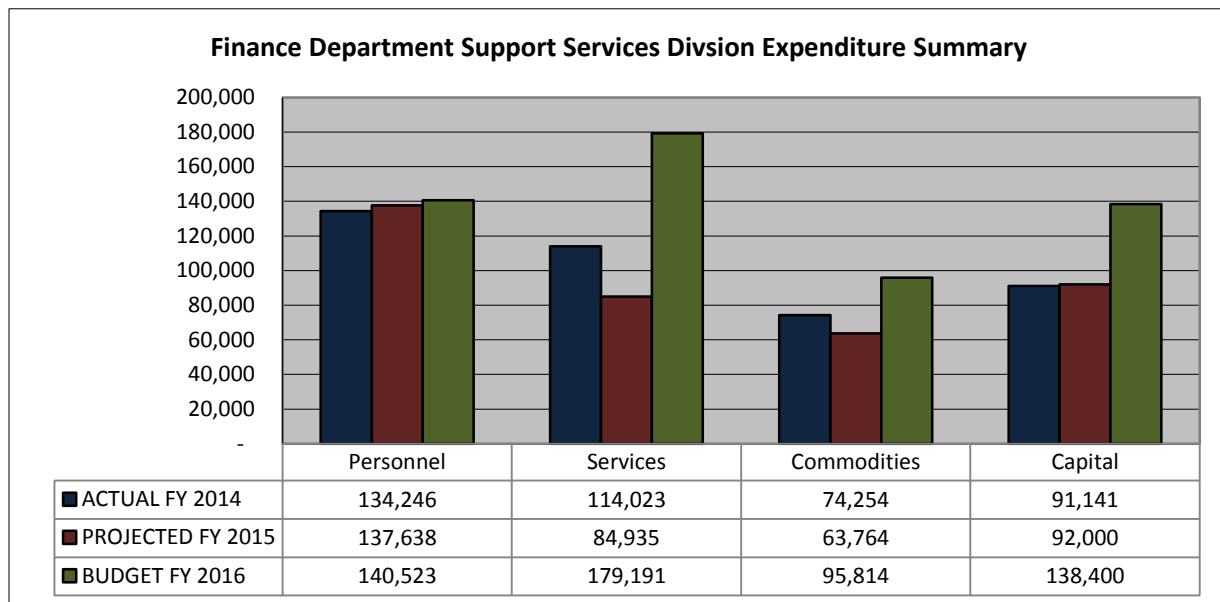
SUPPORT SERVICES DIVISION

The Support Services Division provides Interdepartmental support for technology used throughout the organization, responsibilities include:

- Research, procure and implement new hardware and software;
- Update the Village Internet and Intranet websites;
- Maintain the integrity of the communication systems (Data, Voice, Messaging);
- Maintain the integrity of the Financial Reporting System;
- Develop Information Technology action plan;
- Perform Operating system upgrades and maintenance;
- Design and operation of the Information Technology Infrastructure;
- Provide server, workstation and application support;
- Backup and Recovery Maintenance and Enhancement;
- Coordinate Information Technology Steering Committee; and
- Research, Recommend and implement new and innovative technology;

Expenditure Summary:

The Support Services Division Fiscal Year 2016 Budget is **\$553,928**. Below is the review of expenditures for the Support Services Division.



Support Services Account Class Description:

- Personnel: Salaries, Employee Benefits and Pension Cost
- Services: Employment Expense and Professional Services
- Commodities: Equipment, Supplies and Vehicle Operating Expense
- Capital: Capital Equipment

SUPPORT SERVICES GOALS & OBJECTIVES

FISCAL YEAR 2015 ACCOMPLISHMENTS:

Most of the initiatives identified in the Technology Master Plan for Fiscal Year 2015 were successfully implemented. Fiscal Year 2015 provided staff another opportunity to continue improving technology in several areas. The consolidation of our domains was an extremely significant achievement. By consolidating our domains we now have centralized administration of our entire network. Future design enhancement, updates and administration is made simpler as a result of a smaller footprint. The technology master plan initiatives for fiscal year 2015 included the following major enhancements.

- Completion of Domain Consolidation
- Equipment Replacement
- Disk Backup Implementation
- Phone System Upgrade
- Virtual Private Network
- Desktop Management
- Surveillance System Improvement
- Enterprise Reporting System Enhancement

Completed initiatives undertaken in Fiscal Year 2015 by the Support Services Division included the following:

1. Consolidation of active directory domains into a single domain. A major benefit of the consolidation is the ability to manage Information Technology resources from one central administration console.
2. Equipment Replacement as part of our four to six year replacement cycle resulted in the replacement or upgrade of nineteen workstations and six mobile computers. Five new tablet computers were procured to provide mobile computing and seven new virtual servers were created. The replacements and upgrades were done in phases across all departments and will significantly improve efficiencies in all departments.
3. A new Data Domain Disk backup appliance was acquired to leverage high-capacity hard drives and features like deduplication and compression to drive down the cost of backing up data to disk versus using tape. With a disk backup system, nightly backups are much faster which will result in much faster recovery time as well.
4. The Telephone hardware and software was upgraded to provide stability to the phone system. The upgrade eliminates a potential failure that had been a problem in the old systems architecture. An emergency response module was also added as part of the upgrade to provide location information for emergency 911 telephone calls.
5. Virtual private network license was added to the security firewall as part of a data encryption requirement by the Criminal Justice Information System.
6. The desktop management application implementation that began in FY2014 was completed. The asset management, application deployment and the helpdesk modules are now implemented and operational. The desktop management suite provides automation for applying patches and updates to all computers. The helpdesk software provides a single repository for fulfilling and tracking technology service request.

7. New surveillance cameras were installed in areas in the Village Hall building that required visibility.
8. The Enterprise Reporting Program's online payment module has been configured and awaiting deployment to our website.

FISCAL YEAR 2016 GOALS:

In addition to the initiatives outlined in the Strategic Work Plan, the Support Services Division will endeavor to complete the following goal as well in Fiscal Year 2016.

Goals	Anticipated Completion:
Expansion of Laserfiche Document Management System	1 st Quarter
Website Redevelopment	1 st Quarter
RFP for Enterprise Reporting Program	1 st Quarter
Internet and Remote site connectivity Upgrade	2 nd Quarter
Surveillance systems Integration	2 nd Quarter
Coordinate technology training for staff	2 nd Quarter
Implement Innoprise Citizen Access and Human Resource software	3 rd Quarter
Overhead Paging System Upgrade	3 rd Quarter
Public Safety Recording System Upgrade	4 th Quarter
Disaster Recovery Site Improvement	4 th Quarter
Data Center Infrastructure Upgrade	4 th Quarter

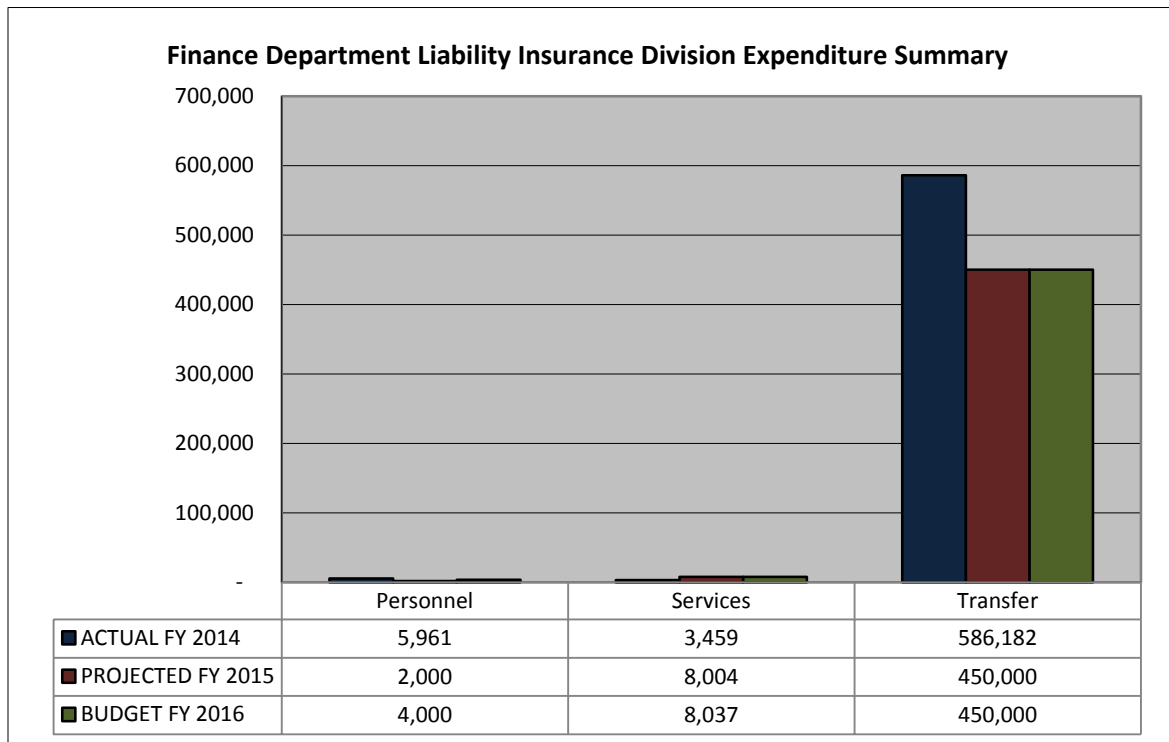
LIABILITY INSURANCE (RISK MANAGEMENT) DIVISION

The Liability Insurance Division of the Finance Department funds premiums for the Village's participation in the Intergovernmental Risk Management Agency (IRMA). This division also funds deductible losses related to claims and claim cost of unemployment insurance.

The Liability Insurance Division reflects the cost of a portion of the Village's contribution to IRMA. During Fiscal Year 2013 the contribution formula was modified to assign cost of contribution to departments on a percentage of claims activity bases. The Public Safety Department, Public Works Department, Water Fund and Golf Club now pay nearly the entire annual contribution. Those funds also pay their own deductible losses. IRMA allows deductible levels between \$2,500 and \$250,000. Since January 2011, the Village is at a \$100,000 deductible and will remain at that level for 2015.

Also included in this division is the interfund transfer up to \$450,000 from the General Fund to the Garbage Fund.

The Liability Insurance (Risk Management) Division Budget is **\$462,037**. Below is a review of expenditures for this Division.



Liability Insurance Account Class Description:

- Personnel: Unemployment Insurance
- Services: Risk Management
- Transfer: Interfund Expense (transfer to Garbage Fund)

GOALS & OBJECTIVES:

FISCAL YEAR 2015 ACCOMPLISHMENTS:

In addition to the daily responsibilities of the department, other special projects were undertaken in Fiscal Year 2015 with results as follows:

1. Amended Chapter 6 entitled Animals and Fowl, Chapter 9A entitled Burglar and Fire Alarms, and Chapter 23 entitled Motor Vehicles and Traffic. This eliminated one 1,400 piece mailing by adding the alarm permit renewal to the vehicle and pet license form, allowed the use of the application form as a substitute for notices that would normally require a separate mailing, and formalized the fee structure;
2. In process of implementing an online resource for resident account management using Innoprise Citizen Access;
3. Received 28th annual Government Finance Officers Association (GFOA) award for excellence in financial reporting for the Fiscal Year 2013 CAFR;
4. Received 5th annual GFOA award for the Fiscal Year 2013 Popular Annual Financial Report; and
5. Received annual GFOA Distinguished Budget Award for Fiscal Year 2014 Budget.

FISCAL YEAR 2016 GOALS:

In addition to the initiatives outlined in the Strategic Work Plan, the Finance Department will endeavor to complete the following goal as well in Fiscal Year 2016.

Goals:	Anticipated Completion:
Complete implementation of Innoprise Payroll software and timeclocks.	4 th Quarter
Consider enhancing Village collection procedure by using State of Illinois to collect unpaid debts and utilizing the quarterly utility bill.	3 rd Quarter
Consider strategies to increase electronic auto pay of utility bills (ACH) and reduce credit card and lockbox payment.	Ongoing objective
Increase participating in vendor electronic payment program further reducing postage and administrative cost associated with accounts payable.	Ongoing objective
Maintain quality of annual budget, CAFR and PAFR at GFOA award-winning levels.	Ongoing objective
Conduct annual Finance Committee Meeting with Village Actuary	Ongoing objective

STRATEGIC PRIORITIES

Village Board approved a 3-year Strategic Work Plan in October 2014. Six **Strategic Priorities** – **Financial Sustainability, Commercial Vitality, Infrastructure Replacement, Operational Effectiveness, Organizational Development, and Community Engagement** were developed by the Village Board as the basis for this plan; numerous projects, with responsibility across all operating departments and administered by the Village Manager's Office, are planned for the coming Fiscal Year.



The Department will be involved in the following Strategic Priorities in Fiscal Year 2016.

Financial Stability

- Enhance presentation of long-range financial plan and capital improvement plan documentation.
- Present recommended budget document with integrated strategic priorities.
- Create financial decision making framework and analyze options for increasing local revenue.

Commercial Vitality

- Following approval of the Downtown Plan, continue to review and evaluate the Village's parking regulations and enforcement in the Downtown.

Infrastructure Replacement

- Define elements of an organization-wide energy efficiency policy/program.
- Recommend budget requirements to fund implementing energy efficiency programs.

Operational Effectiveness

- Review process for work order management in Public Works Department; investigate work order management technology solutions. Recommend solution to Village Board for approval.
- Develop plan to streamline finance billing and process for vehicle licenses, alarm billing and other permits. Develop plan to reduce hand entry of billing and payment data.

- Review process for preparing payroll and time entry, including review of outsourcing opportunities.
- Redefine the role of the IT Committee to focus on identifying “best practices” and innovative methods of service delivery and operational effectiveness through the use of technology.
- Evaluate existing Enterprise Resource Planning (ERP) software; research alternative ERP software provider. Determine which is best to implement “best practice” and technology-driven improvements to service delivery and operational effectiveness.
- Present a report to the Village Board on technology improvements and recommendations for implementation.
- Update 5 year technology plan to incorporate findings of ERP research; develop a plan for full implementation of recommended technology.
- Determine appropriate staffing levels for IT support.

Organizational Development

- Centralize the human resources function within the Village Manager’s Office.
- Establish a Leadership Development Program.
- Create an Enterprise-Wide Training and Development Program.

Community Engagement

- Develop new website with enhanced functionality.



DEPARTMENT OF PUBLIC SAFETY

The Office of the Director of Public Safety is responsible for providing overall management, direction, control, and administration of all Department of Public Safety operational components. Command Staff members provide leadership and coordination of activities amongst all operational divisions and support service departments, including development of the annual budget, policies related to financial and personal management, and operational policies, procedures, goals, and objectives.

The Department of Public Safety is comprised of three Divisions.

1. Police Service Division:

The Police Service Division provides law enforcement services to the community through the following activities:

- Random and Selected Patrol;
- Criminal Investigation;
- Criminal Apprehension;
- Identification and Recovery of Evidence;
- Public Education; 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 uniformed patrol and traffic enforcement, criminal investigations, public education, youth services, and specialized assignments.

2. Fire Service Division:

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

- Respond, Attack, Confine, and Extinguish fires with a minimal loss of life and property;
- Respond to and control hazardous material situations; and
- Provide underground and underwater rescue and recovery.

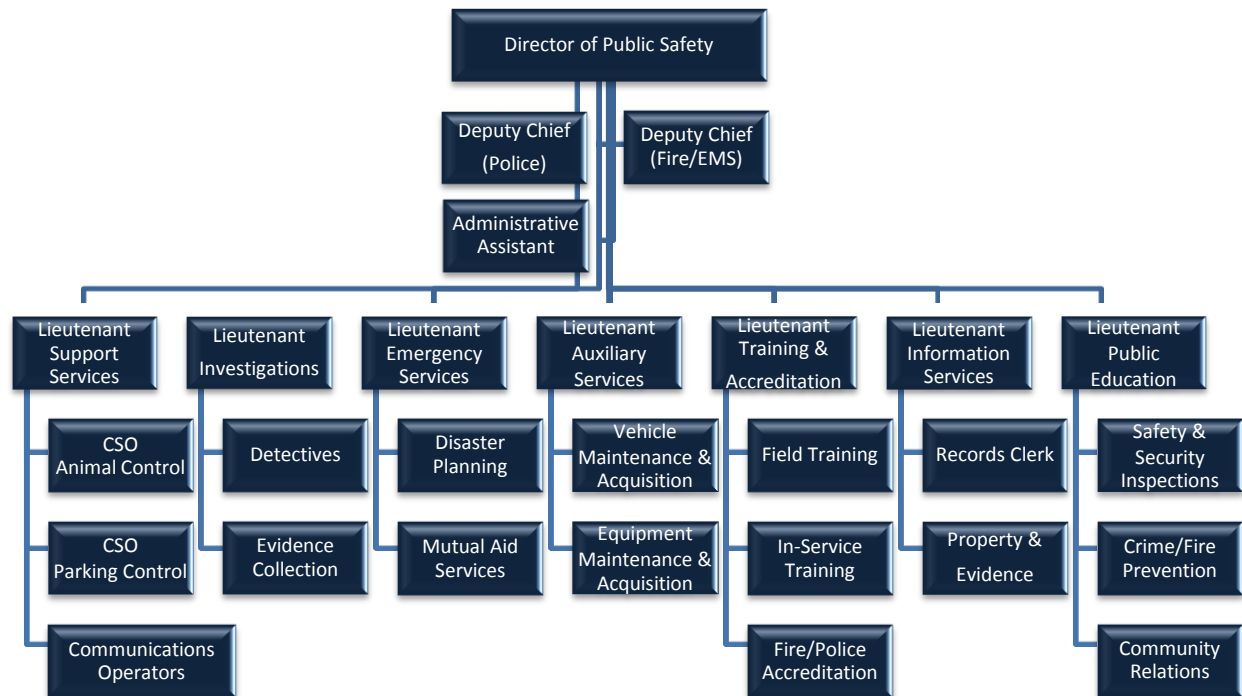
The Fire Service Division utilizes fire inspection, prevention, and education programs in order to reduce the incidence of fire within the community. These proactive programs focus on fire prevention activities through surveys and inspections in order to reduce fire safety concerns throughout the community.

3. Paramedic Service Division:

The Paramedic Service Division of the Department of Public Safety provides emergency medical services. Paramedics are tasked with stabilizing the condition of sick or injured persons, ensuring safe transport to medical facilities, and minimizing the effects of trauma or illness. The Paramedic Service Division also provides public education programs in an effort to increase first-aid awareness throughout the Village.

DEPARTMENT STRUCTURE / STAFFING SUMMARY

ORGANIZATIONAL CHART:



STAFFING SUMMARY:

The Department of Public Safety recommended an increase in the sworn officer staffing level, from 33 to 36. The increase included two new Public Safety Officers and the reinstatement of one Deputy Chief.

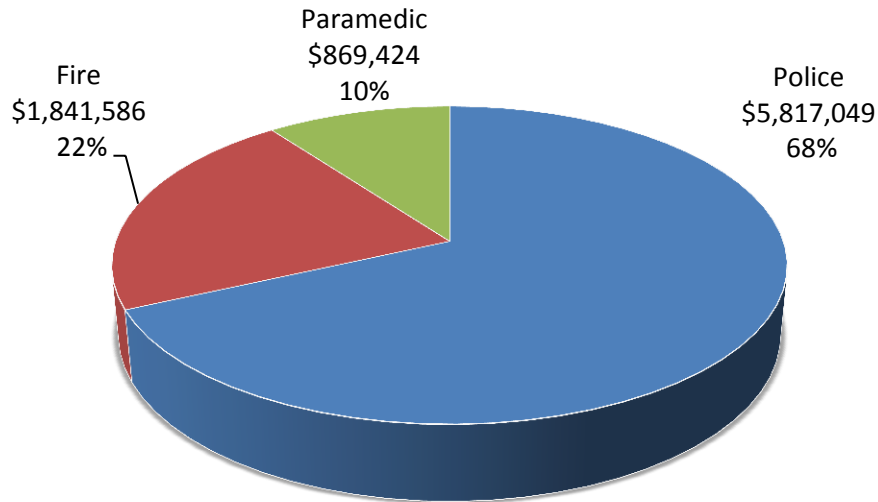
Below is a chart illustrating authorized positions for FY 2016:

AUTHORIZED FULL-TIME POSITIONS							
POSITION TITLE:	FY 2014	FY 2015	FY 2016	POSITION TITLE:	FY 2014	FY 2015	FY 2016
Director of Public Safety	1	1	1	Communications Operator	5	5	5
Deputy Chief	1	1	2	Community Service Officer	2	2	2
Lieutenant	7	7	7	Administrative Assistant	1	1	1
Officer	24	24	26	Records Clerk	1	1	1
TOTAL:					42	42	45

BUDGET EXPENDITURE SUMMARY

Expenditures of the Public Safety Department include the Police Division, Fire Division and Paramedic Division. The total budget for the Public Safety Department is **\$8,528,059**.

FISCAL YEAR 2016 EXPENDITURES



	Police	Fire	Paramedic	Total	Prior Fiscal Year's Budget	% Change from FY15
PERSONNEL	5,099,089	1,570,911	819,524	7,489,524	6,860,980	9.16%
SERVICES	356,362	104,475	29,400	490,237	471,469	3.98%
COMMODITIES	238,598	144,350	20,500	403,448	351,945	14.63%
SUB-TOTAL	5,694,049	1,819,736	869,424	8,383,209	7,684,394	9.09%
DEBT SERVICE	-	-	-	-	-	-
CAPITAL	123,000	-	-	123,000	755,500	-83.72%
SUB-TOTAL	123,000	-	-	123,000	755,500	-83.72%
OTHER	-	21,850	-	21,850	7,000	212.14%
COMBINED TOTAL	5,817,049	1,841,586	869,424	8,528,059	8,446,894	0.96%
TRANSFERS OUT	-	-	-	-	-	n/a
DIVISION TOTAL	5,817,049	1,841,586	869,424	8,528,059	8,446,894	0.96%

PUBLIC SAFETY DEPARTMENT | EXPENDITURES

Police/Fire/Paramedic

Fund: General

Account:	Account Title:	Proposed FY 2016 Budget	Projected FY 2015 Budget	Approved FY 2015 Budget
42110	Salaries Regular	4,244,966.00	3,800,911.00	3,858,569.00
42210	Salaries - Temporary	49,000.00	45,705.00	42,000.00
42310	Overtime	530,000.00	788,000.00	432,539.00
42320	Special Detail Overtime	42,951.00	34,656.00	43,456.00
	Salaries:	4,866,917.00	4,669,272.00	4,376,564.00
42120	RHS Pay	31,509.00	31,509.00	31,509.00
42610	Employee Benefits	719,345.00	667,070.00	662,454.00
42615	PSEBA Benefits	36,215.00	33,971.00	33,971.00
46105	Pension Cost - Fire	93,408.00	82,800.00	90,687.00
46110	Pension Cost - Police	1,562,863.00	1,476,314.00	1,476,314.00
46115	Social Security Admin.	42,874.00	44,280.00	43,044.00
46120	Medicare Only Contrib.	60,039.00	55,042.00	53,240.00
46125	IMRF	76,354.00	77,248.00	93,197.00
	Fringe Benefits:	2,622,607.00	2,468,234.00	2,484,416.00
51140	Office Equipment Maintenance	7,940.00	10,990.00	10,470.00
51145	Radio Equipment Maintenance	58,550.00	52,047.96	50,750.00
51160	Safety Equipment Testing	21,870.00	13,500.00	20,500.00
52130	Public Safety Services	54,360.00	45,700.00	48,865.00
52140	Crisis Social Worker Service	38,525.00	34,000.00	38,525.00
52185	Animal Control	4,000.00	500.00	4,000.00
52200	Postage	2,600.00	1,100.00	2,600.00
52205	Telecom/Internet Service	59,320.00	62,500.00	64,302.00
53165	Public Education	11,050.00	8,000.00	11,050.00
55105	Memberships/Dues	4,335.00	1,755.00	4,050.00
55107	Tuition Reimbursement	0.00	0.00	7,000.00
55110	In-Service Training	87,195.00	80,400.00	79,340.00
55115	Annual Medical Exams	22,250.00	20,000.00	22,250.00
56105	Public Liability Insurance	78,242.00	77,767.00	77,767.00
56110	Insurance Deductibles	40,000.00	50,000.00	30,000.00
	Services:	490,237.00	458,259.96	471,469.00
61105	Janitorial Supplies	0.00	69.00	0.00
61135	Parking Program	8,300.00	3,000.00	6,600.00
61155	Supplies	8,000.00	0.00	0.00
61170	Office Supplies	12,945.00	14,000.00	14,705.00
61175	Public Safety Supplies	56,100.00	40,100.00	44,570.00
61187	Vehicle Gas-Oil-Grease	70,000.00	77,500.00	77,500.00
62105	Misc Computer Equipment	23,800.00	10,000.00	12,600.00
62115	Misc. Computer Software	10,403.00	10,565.00	11,705.00
62130	Misc. Equipment	85,000.00	44,100.00	82,410.00

Account:	Account Title:	Proposed FY 2016 Budget	Projected FY 2015 Budget	Approved FY 2015 Budget
64105	Uniforms/Work Clothing	68,400.00	54,000.00	53,355.00
66105	Vehicle Operating Expense	60,500.00	48,500.00	48,500.00
	Commodities:	403,448.00	301,765.00	351,945.00
82150	Fire Equipment	0.00	0.00	0.00
82160	Office Equipment	23,000.00	0.00	0.00
82170	Paramedic Equipment	0.00	25,500.00	25,500.00
83105	Vehicles	100,000.00	705,000.00	730,000.00
	Capital:	123,000.00	730,500.00	755,500.00
82125	Emergency Service Disaster Agency	21,850.00	4,250.00	7,000.00
	Other Expense:	21,850.00	4,250.00	7,000.00
	TOTAL PUBLIC SAFETY DEPARTMENT:	8,528,059.00	8,632,349.96	8,446,894.00

POLICE SERVICES DIVISION

The Police Services Division includes both uniformed patrol officers and detectives. The patrol division operates 24 hours per day, 365 days per year. Patrol shifts are 12 hours in length - dayshift and nightshift. The patrol shifts



are broken down into four platoons to ensure proper daily manpower allocation; each platoon consists of one lieutenant and three officers. Plain-clothes detectives work varied shifts, depending on their assignments and crime patterns. Two full-time detectives supplement and support the patrol division.

The patrol shifts are responsible for providing all aspects of law enforcement in the Village. Officers utilize marked patrol vehicles to provide proactive and preventive patrols, traffic enforcement and accident investigations, preliminary criminal investigations, emergency response, and response to citizen calls for service. Specially trained patrol officers also provide specialized services, such as: evidence identification and collection, elderly services, juvenile crimes specialist, school liaison officer, and field training officer.

The detective division is responsible for the investigation of criminal incidents, including crimes against persons and property, particularly those that are complex in nature and require extensive follow-up. Their mission is to identify, arrest, and prosecute criminal offenders and recover stolen property where applicable. A typical investigation would include the following elements: Detectives review crime reports; identify and apply appropriate law violations; interview victims and witnesses; gather evidence; identify, locate, and arrest suspects and offenders; prepare investigative summaries and criminal complaints; coordinate with prosecutors; and prepare case files for court proceedings. The detective division also conducts all pre-employment background investigations for sworn officers and support personnel of the Department.

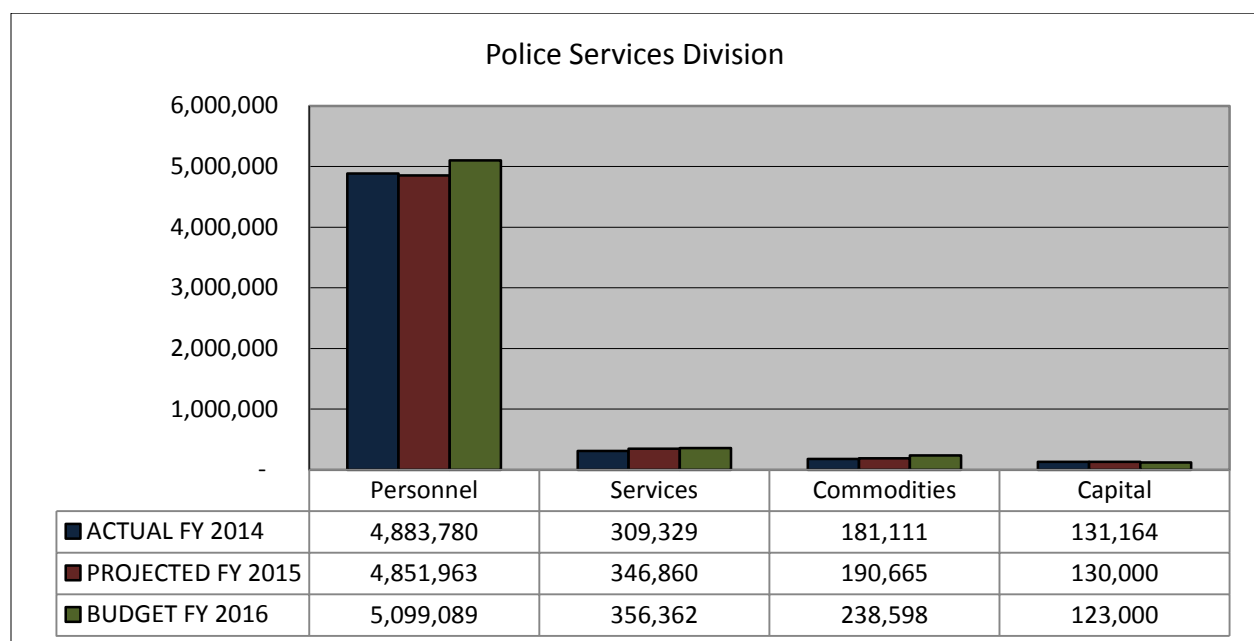
The Department participates in regional special teams. The Northern Illinois Police Alarm System (NIPAS) was created in 1983 to ensure effective police mutual aid in times of natural disasters; the system serves the law enforcement agencies of 93 cities, villages, and towns in five counties. The NIPAS principle is to allow member agencies to pool resources, retain local control, and reduce costs through sharing specialized equipment and personnel; member agencies may request assistance for any situation its command staff believes the agency cannot handle with its own resources. NIPAS also provides two specialized programs - a special tactical squad known as the Emergency Services Team and a special crowd control team known as the Mobile Field Force. Member agencies can deploy the Emergency Services Team for hostage/barricade incidents, high-risk warrant service, major crime scene searches, search and rescue missions, dignitary protection, and similar tactical incidents. The Mobile Field Force may be deployed for civil disturbances, union conflicts, public demonstrations, and other events involving large or disorderly crowds requiring specialized police response. The Department has two officers assigned to NIPAS - one on the Emergency Services Team and one on the Mobile Field Force.

The Department is also a member of the North Regional Major Crimes Task Force (NORTAF). NORTAF was established in 1997 to serve as a standing mutual aid "Task Force" to investigate major crimes, including homicides and non-parental kidnappings, occurring in 13 member communities.

NORTAF is dedicated to rapid response and thorough, professional investigations, with the goal of collecting evidence, identifying and arresting suspects, filing appropriate charges, and successfully prosecuting violent offenders. Since inception, NORTAF has successfully investigated over 100 cases. In recent years, NORTAF has expanded to include a Burglary unit and a Major Crash unit. Both of these units have enjoyed similar success, clearing large scale burglary patterns and successful investigations related to fatal traffic crashes. The Department has two officers assigned to NORTAF - one on the Major Crimes Team and one on the Burglary Team.

Expenditures:

The Public Safety Police Services Division Fiscal Year 2016 Budget is \$5,817,049. Below is the review of expenditures for the Police Services Division.



Police Service Division Account Class Description:

- Personnel: Salaries, Employee Benefits and Pension Cost
- Services: Maintenance & repairs, service fees, professional services, training, risk management, membership dues, and training cost
- Commodities: Supplies, equipment and vehicle operating expense
- Capital: Capital equipment

FIRE SERVICES DIVISION

The Fire Services Division operates 24 hours per day, 365 days per year. Fire shifts are 24 hours in length, 7 am to 7 am the following day followed by two days off. There are three standard fire shifts; each is manned by a Lieutenant and four firefighters; among the firefighters is one that serves as the Engineer and two that serve as paramedics. Supplemental manpower is provided by a cadre of Paid-On-Call (POC) firefighters. The POC firefighters are used to supplement staffing during prolonged fire response, for short-term coverage during medical emergency responses, and special events.



Fire officers respond to all fire and emergency service related calls throughout the Village. Fire related calls include: vehicle, brush, and structure fires. Emergency service calls include emergency medical calls, motor vehicle accidents involving injuries or entrapment, search and rescue, utility outages, natural gas leaks, storm and flood issues, and odor and smoke investigations. Many fire service calls are initiated through a variety of alarms – fire, smoke, carbon monoxide, and water flow. Fire shift officers are responsible for and are trained to deal with a wide variety of calls, as indicated above.

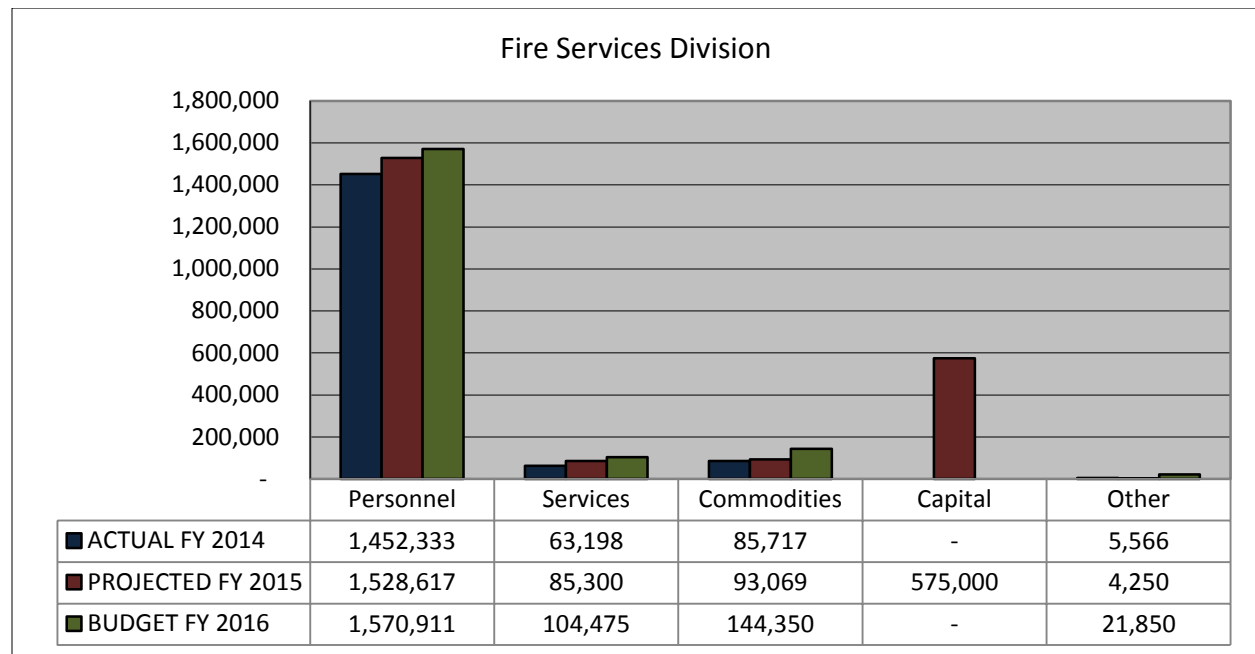
In addition to basic requirements as a firefighter, there are also a variety of specialized assignments within the Fire Service Division. These assignments include: Boat Operator, Environmental Investigator, Underwater Diver, Fire Apparatus Engineer, Fire/Arson Investigator, Fire Prevention/Inspector, Hazardous Materials, Technical Rescue, and Paramedic. These specialized assignments require additional training and certification; these skills are necessary to ensure the Department is equipped to serve the needs of the community in all aspects of emergency services.

Due to the complexity and manpower required to properly respond to major disasters, the Department maintains formalized cooperative relationships with outside agencies and municipalities. The Department participates in “automatic aid” agreements with neighboring communities. These agreements utilize automatic first response where the closest stations respond when an incident occurs in a neighboring community. These automatic aid responses ignore geo-political boundaries between communities in the best interest of citizen service and cost effectiveness.

The Mutual Aid Box Alarm System (MABAS) in partnership with Illinois Emergency Management Agency (IEMA) have established a statewide, non-discriminatory mutual aid response system for fire, EMS and specialized incident operational teams. The MABAS system was established to provide a swift, standardized, and effective method of mutual aid assistance for extra alarm fires and mass casualty incidents. The MABAS system allows departments to serve citizens in ways far beyond MABAS's original intent. MABAS shares cost-effective specialized teams for hazardous material spill control, underwater rescue and recovery, and specialized cave-in or high-angle rescues. Additional activities of MABAS include cost-effective joint purchasing among communities for fire trucks, engines, ambulances, tools, hose, and equipment. An additional element of MABAS is certified fire investigators which can be "packaged" as teams for larger incidents requiring complicated and time-consuming efforts for any single agency. The Department has eight officers assigned to MABAS – four Boat Operators, two Divers, one Technical Rescue Technician, and one Hazardous Materials Supervisor.

Expenditures:

The Public Safety Fire Services Division Fiscal Year 2016 Budget is \$1,841,586. Below is the review of expenditures for the Fire Services Division.



Fire Service Division Account Class Description:

- Personnel: Salaries, Employee Benefits and Pension Cost.
- Services: Maintenance & repairs, service fees, professional services, training, risk management, membership dues, and training cost
- Commodities: Supplies, equipment, vehicle operating expense and uniforms
- Capital: Capital equipment and vehicles
- Other: Professional Services

PARAMEDIC SERVICES DIVISION

The Paramedic Division is an operational component of the Fire Service Division. Paramedic officers serve as paramedics during medical emergency response; they serve as firefighters during fire response. Often, they are required to fulfill both roles during complicated or major incidents. State of Illinois and Hospital System certification is required of all officers serving in the paramedic capacity. Initial paramedic training and certification is a nine month process, including classroom instruction, practical exercises, field experience, and written and practical examinations. In addition, paramedic officers are required to maintain their certifications through annual continuing education programs and examinations.

Specific paramedic duties include responding and treating injured and ill patients. Paramedics focus on minimizing the effects of trauma and illness by stabilizing the condition of sick or injured persons, coordinating treatment protocols with destination hospital staff, and ensuring safe transport to medical facilities if necessary.

As indicated above, paramedic officers assigned to the fire shifts respond with fire service officers to all fire and emergency service related calls throughout the Village. In addition, paramedic officers may be assigned to police shifts. In those instances where emergency medical services are required, paramedics on patrol can often provide immediate response and medical care until the assigned paramedic crew arrives at the scene.

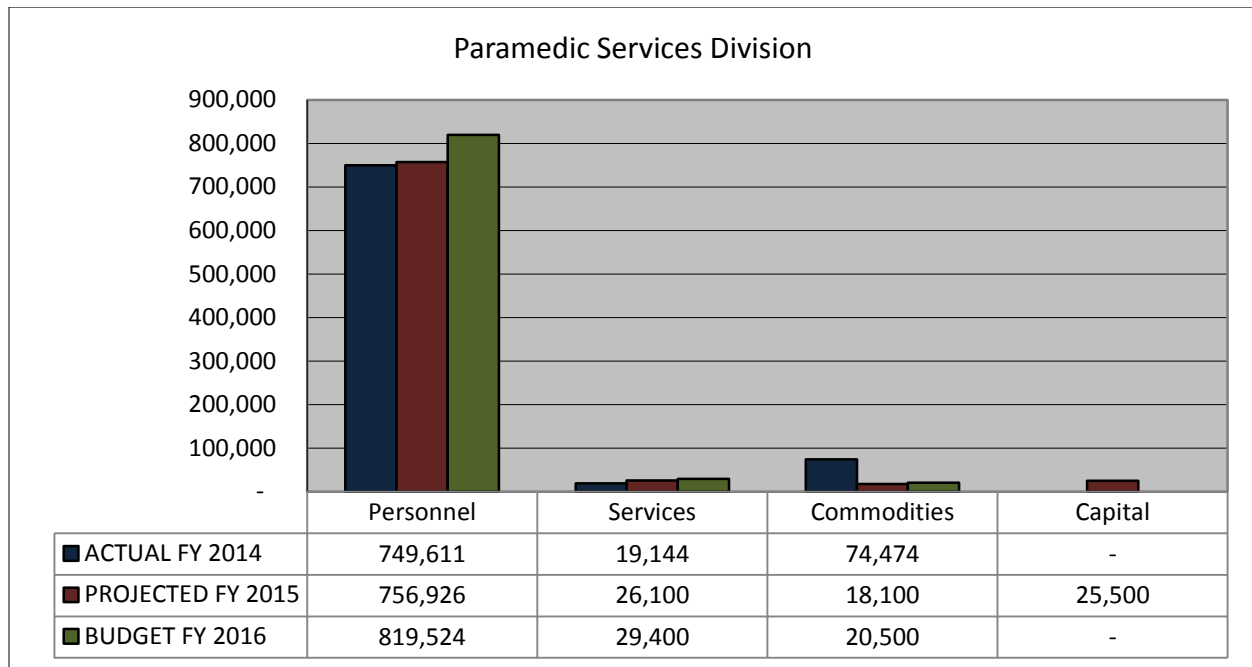
In furtherance of the Department's commitment to the NIPAS Emergency Services Team, the officer assigned as described above is also a certified paramedic. In addition to his regular NIPAS duties, he serves as a Tactical Emergency Medical Services paramedic to assist with medical emergencies that arise during NIPAS training and activations.

Public Safety Model:

While the Department of Public Safety is comprised of three separate operational divisions, there are not three separate groups of employees. The unique nature of the public safety model eliminates the need for separate work forces amongst police, fire, and emergency medical services. Glencoe Public Safety Officers are specially trained and certified to provide police, fire, and emergency medical services. Officers provide services related to all three components, often during the same shift, regardless of primary duty assignment. While this model is extremely unique, it has proven to work for Glencoe. This level of efficiency allows the Village to provide a high level of emergency services to the community at a reduced cost when compared to municipalities utilizing traditional, separate police, fire, and emergency medical components requiring relatively higher staffing levels.

Expenditures:

The Public Safety Paramedic Services Division Fiscal Year 2016 Budget is \$869,424. Below is the review of expenditures for the Paramedic Services Division.



Paramedic Service Division Account Class Description:

- Personnel: Salaries, Employee Benefits and Pension Cost
- Services: Maintenance & repairs, service fees, training and membership dues
- Commodities: Supplies, vehicle operating expense and uniforms
- Capital: Capital equipment and vehicles

GOALS & OBJECTIVES:

FISCAL YEAR 2015 ACCOMPLISHMENTS:

In addition to the daily responsibilities of the department, other special projects were undertaken in Fiscal Year 2015 with results as follows:

1. Hired four Public Safety Officers and promoted one Lieutenant to fill open positions and maintain staffing levels;
2. Attained police accreditation through the Commission on Accreditation for Law Enforcement Agencies, the Department's 7th consecutive award since 1994;
3. Established the Department's first collective bargaining agreement with Public Safety Officers;
4. Sought grant opportunities and successfully obtained grant funds in excess of \$62,000 for the purchase of cardiac defibrillators and bulletproof vests;
5. Initiated a bid process for the replacement of the Enhanced 9-1-1 System; the system was purchased with Emergency Telephone System Board funds specific to that purpose;
6. Initiated a bid process to purchase a Fire Engine/Pumper as per the FY 2015 Capital Plan; a contract was awarded and the Engine will be delivered in September 2015;
7. Conducted a prolonged missing person investigation, utilizing local, county, and state resources;
8. Improved communication with the community through Glencoe Connect and topical Press Releases;
9. Re-established liaison with Family Service of Glencoe and School District 35, through periodic meetings and shared training opportunities;
10. Reviewed and updated the Rules and Regulations of the Public Safety Commission; and
11. Prepared and presented a Personnel Report highlighting the need to increase staffing levels, including the addition of a second Deputy Chief; approved by Village Board.

FISCAL YEAR 2016 GOALS:

In addition to the initiatives outlined in the Strategic Work Plan, the Public Safety Department will endeavor to complete the following goal as well in Fiscal Year 2016.

Goals	Anticipated Completion:
Provide the highest level of law enforcement, focusing on crime prevention and community service, while protecting the constitutional rights of every citizen.	Ongoing objective
Provide the highest levels of fire prevention, fire suppression and emergency medical services to protect lives and property in the community.	Ongoing objective
Continued participation in regional law enforcement mutual aid systems (NORPAC, NORCOM, NORTAF, NIPAS).	Ongoing objective
Refine shared resources and fire responses with neighboring fire departments through the Mutual Aid Box Alarm System (MABAS).	Ongoing objective
Heighten commitment to Public Education programs, focusing on enhanced public safety initiatives	Ongoing objective
Fulfill and maintain expanded staffing levels, to include a sufficient number of licenses Paramedics and Emergency Medical Technicians.	Ongoing objective
Refine and formally adopt the Village All Hazards (Emergency Disaster) Plan.	2nd Quarter
Maintain professional standards for all staff members – training focused on specialized assignments and certifications, following a formal Career Development Program.	Ongoing objective
Coordinate activities with all Village Departments to accomplish established Strategic Priorities.	Ongoing objective
Effectively manage expenditures within budget and capital plan parameters	Ongoing objective

STRATEGIC PRIORITIES

Village Board approved a 3-year Strategic Work Plan in October 2014. Six **Strategic Priorities** – **Financial Sustainability, Commercial Vitality, Infrastructure Replacement, Operational Effectiveness, Organizational Development, and Community Engagement** were developed by the Village Board as the basis for this plan; numerous projects, with responsibility across all operating departments and administered by the Village Manager's Office, are planned for the coming Fiscal Year.



The Department will be involved in the following Strategic Priorities in Fiscal Year 2016.

Financial Stability

- Enhance presentation of long-range financial plan and capital improvement plan documentation
- Present recommended budget document with integrated strategic priorities and greater expense/revenue detail
- Develop a template to be used to define operating costs of all departmental functions for FY 17 budget process
- Determine how to achieve other revenue growth (new or enhanced, rate increases, grant funding)
- Coordinate review of new revenue opportunities with review of opportunities to improve process efficiency

Commercial Vitality

- Following approval of the Downtown Plan, continue to review and evaluate the Village's parking regulations and enforcement in the Downtown
- Maintain/expand quality and appeal of current downtown special events
- Review business license process, building codes and Village regulations to identify impediments and to identify options for streamlining process

Infrastructure Replacement

- Review and update 5 year capital equipment replacement program, including funding projections and recommendations
- Review and update 10 year capital project inventory, including funding projections and recommendations
- Reassess capital equipment replacement procedures/policies
- Develop a qualitative decision making approach for the review of the Village's 10 year capital project inventory
- Develop elements of an organization-wide energy efficiency policy/program

Operational Effectiveness

- Identify all major services by department; determine which Village services are core (absolute) or enhanced (optional)
- Baseline services included within FY 17 budget process
- Conduct analysis of partnering opportunities with other regional municipal organizations; identify similar operational needs and estimate costs
- Evaluate existing Enterprise Resource Planning (ERP) software

Organizational Development

- Provide leadership/management training for first-line supervisors
- Provide leadership/management opportunities for supervisors, including those outside of traditional job responsibilities
- Ensure a work and training environment that allows for competitive internal promotions
- Establish a list of certifications and/or specialized skills of all current positions; develop a plan to maintain all requirements for each
- Review organization-wide training needs



PUBLIC WORKS DEPARTMENT

The Public Works Department manages Village operations and the Village's infrastructure through routine maintenance, as well as through the design and construction of capital improvements. Key functions provided by the Public Works Department include: Administration, Planning, Zoning & Community Development, Engineering, Fleet Maintenance, Forestry, Municipal Buildings, Garbage & Recycling, Sewers, Streets, Bridges, Sidewalks, and Street Lighting.

The Public Works Department is comprised of Nine Divisions.

1. **Administration Division:** The Administration Division of the Public Works Department provides the resources necessary for:

- Preparation of preliminary plans, engineering studies and surveys;
- 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; and,
- Provides ongoing and regular staff support to the Office of the Village Manager, Plan Commission, 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.

2. **Sewer Division:** The Sewer Division provides the resources necessary for:

- Inspection, Cleaning, Maintenance and Repair of 900 sanitary sewer manholes, 38.5 miles of gravity sanitary sewer main, 1.2 miles of sanitary sewer force main, and 8 sanitary sewer lift stations; and
- Inspection, cleaning, maintenance and repair of 70 miles of storm sewer main and more than 1,200 storm sewer manholes and catch basins.

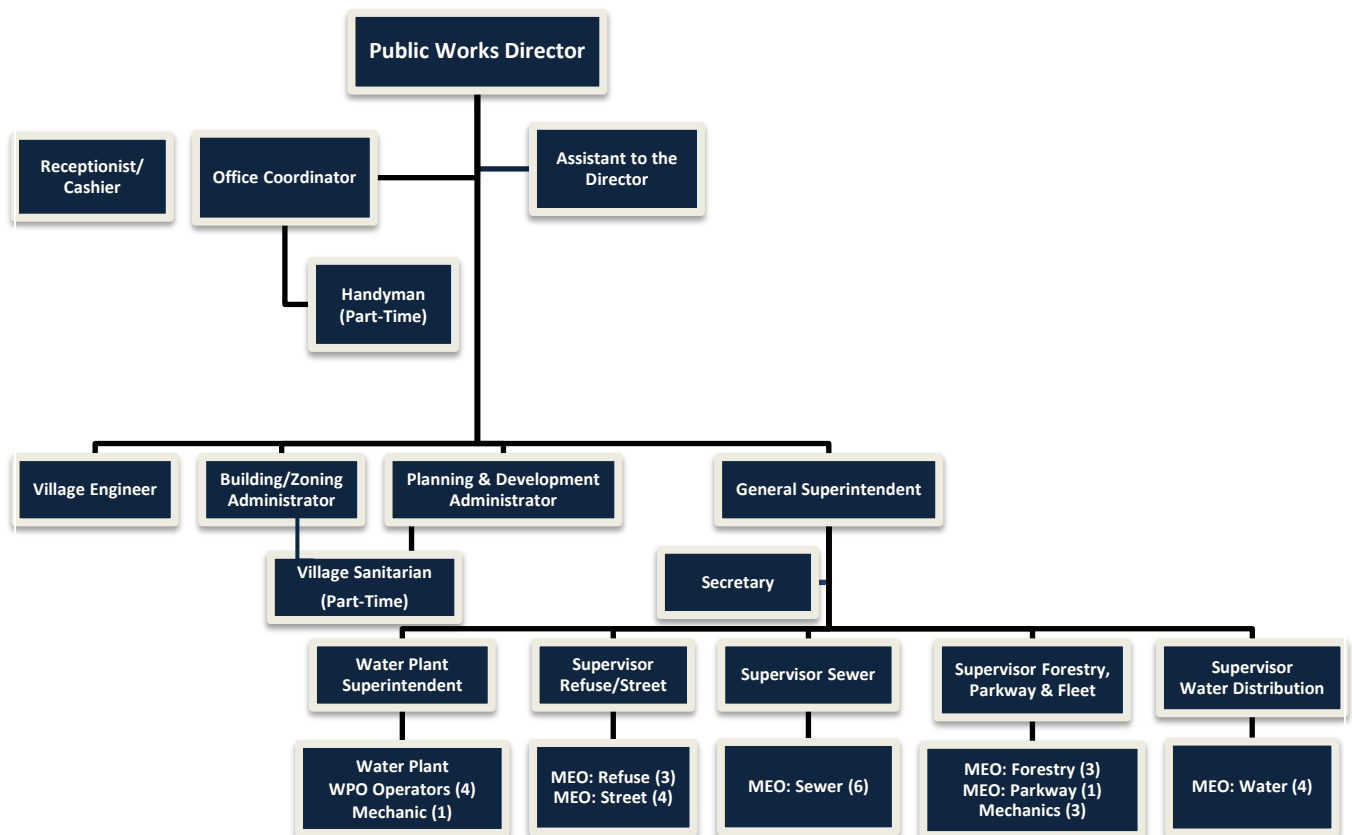
3. **Forestry Division:** The Forestry Division provides the resources necessary for:

- Maintenance of the Village's public parkway trees;
- Planting new & replacement trees in public parkways and other Village property;
- Removal of dead or dying trees, including Dutch elm and emerald ash borer infested trees;
- Providing information to residents on the care of both public and private trees;
- Repairs and restoration of public parkways and other Village property; and
- Managing and maintaining other public right-of-way areas: islands, medians & street ends.

4. **Municipal Building Division:** The Municipal Building Division provides the resources necessary for:
 - Routine and emergency maintenance of all building systems for the Village Hall;
 - Improvements to the Village Hall and Village Hall grounds;
 - Maintenance of Temple Court Parking Lot;
 - Maintenance of Green Bay Road bus shelters.
5. **Parking and Traffic Control:** The Parking and Traffic Control Division provides the resources necessary for:
 - Maintenance of Village controlled traffic signals;
 - Maintenance and installation of street name & traffic control signs; and
 - Maintenance and repair of the Metra Train Station Building & parking areas.
6. **Community Development Division:** The Community Development Division provides the resources necessary for:
 - Comprehensive inspection and plan review services to assure compliance with all applicable code & permit regulations;
 - Administration and enforcement of all applicable Village and Zoning Code ordinances; and
 - Administration of Village Handyman Assistance Program.
7. **Municipal Garage Division:** The Municipal Garage Division provides the resources necessary for:
 - Proper and timely maintenance and repair of all Village vehicles;
 - Proper and timely maintenance and repair of all Village equipment; and
 - Maintenance repair and improvements to the Public Works Garage Service Building.
8. **Streets, Sidewalks, and Bridge Division:** The Street, Sidewalk, and Bridge Division provide the resources necessary for:
 - Maintenance of streets, curbs, sidewalks and bridges;
 - Maintenance of all public right-of-way areas;
 - Administration and implementation of Department's Snow and Ice Control Program;
 - Maintenance of Green Bay Trail bicycle path
9. **Street Lighting Division:** The Street Lighting Division provides the resources necessary for:
 - Funds the energy costs for the Com Ed street lighting for vehicle and pedestrian safety;
 - Maintains light poles, light fixtures, and wiring for the street light standards in the Skokie Heights & Ridges Subdivision, the downtown business district, and the train station commuter parking lots; and
 - Installation and maintenance of the downtown holiday lighting and street light banners.

DEPARTMENT STRUCTURE / STAFFING SUMMARY

ORGANIZATIONAL CHART:



STAFFING SUMMARY:

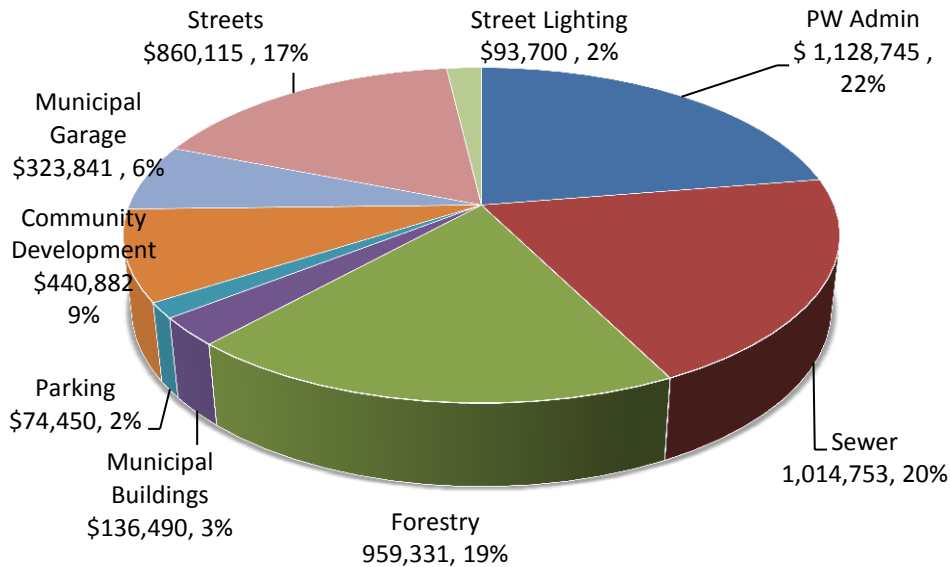
The General Fund Divisions of the Public Works Department are comprised of 25 full-time employees. Below is a chart illustrating authorized positions for FY 2016.

AUTHORIZED FULL-TIME POSITIONS							
POSITION TITLE:	FY 2014	FY 2015	FY 2016	POSITION TITLE:	FY 2014	FY 2015	FY 2016
Director of Public Works	1	1	1	Public Works Supervisor	2	2	2
Assistant to the Director of Public Works	1	1	1	Office Coordinator	1	1	1
Building and Zoning Administrator	1	1	1	Administrative Secretary	1	1	1
Planning and Development Administrator	1	1	1	Receptionist	1	1	1
Village Engineer	1	1	1	Maintenance Equipment Operator	12	12	12
General Superintendent	1	1	1	Mechanic	2	2	2
TOTAL:					25	25	25

BUDGET EXPENDITURE SUMMARY

Expenditures of the Public Works Department include Administration Division, Sewer Division, Forestry Division, Municipal Division, Parking and Traffic Control Division, Community Development Division, Municipal Garage Division, Streets/Sidewalks and Bridges Division, and Street Lighting Division. The total FY 2016 Public Works General Fund Budget is \$5,032,307.

FISCAL YEAR 2016 EXPENDITURES



	PW Admin	Sewer	Forestry	Municipal Buildings	Parking	Community Development	Municipal Garage	Streets	Street Lighting	Total	Prior Year's Budget	% Change from FY15
PERSONNEL	858,707	752,363	560,356	36,940	-	425,362	235,021	522,325	-	3,391,074	3,277,106	3.48%
SERVICES	219,538	120,300	251,075	89,600	58,700	13,120	47,000	95,300	93,700	988,333	867,122	13.98%
COMMODITIES	20,500	97,090	33,400	9,950	15,750	2,400	18,820	242,490	-	440,400	424,480	3.75%
SUB-TOTAL	1,098,745	969,753	844,831	136,490	74,450	440,882	300,841	860,115	93,700	4,819,807	4,568,708	5.50%
DEBT SERVICE	-	-	-	-	-	-	-	-	-	-	-	N/A
CAPITAL	30,000	33,000	109,500	-	-	-	18,000	-	-	190,500	480,500	-60.35%
SUB-TOTAL	30,000	33,000	109,500	-	-	-	18,000	-	-	190,500	480,500	-60.35%
OTHER	-	12,000	5,000	-	-	-	5,000	-	-	22,000	18,000	22.22%
COMBINED TOTAL	1,128,745	1,014,753	959,331	136,490	74,450	440,882	323,841	860,115	93,700	5,032,307	5,067,208	-0.69%
TRANSFERS OUT	-	-	-	-	-	-	-	-	-	-	-	N/A
DIVISION TOTAL	1,128,745	1,014,753	959,331	136,490	74,450	440,882	323,841	860,115	93,700	5,032,307	5,067,208	-0.69%

PUBLIC WORKS DEPARTMENT | EXPENDITURES

Administration, Sewer, Forestry, Municipal Building,
Parking & Traffic Control, Community Development,
Municipal Garage, Streets, Sidewalks & Bridge, & Street Lighting Divisions

Fund: General

Account:	Account Title:	Proposed FY 2016 Budget	Projected FY 2015 Budget	Approved FY 2015 Budget
42110	Salaries Regular	2,150,930.00	2,006,807.00	2,088,898.00
42210	Salaries - Temporary	163,250.00	106,100.00	153,000.00
42310	Overtime	126,785.00	156,500.00	124,275.00
	Salaries:	2,440,965.00	2,269,407.00	2,366,173.00
42120	RHS Pay	35,723.00	35,723.00	35,723.00
42610	Employee Benefits	419,249.00	422,308.00	431,401.00
42620	Employee Benefits - ACA	35,727.85	5,631.00	0.00
46115	Social Security Admin.	143,402.00	138,740.00	135,176.00
46120	Medicare Only Contrib.	34,320.00	33,211.00	31,368.00
46125	IMRF	281,687.00	273,028.00	277,265.00
	Fringe Benefits:	950,108.85	908,641.00	910,933.00
51105	Building Maintenance	44,400.00	41,500.00	44,640.00
51110	CNW Depot Maintenance	12,000.00	14,500.00	11,000.00
51115	Business District R/M	8,400.00	4,500.00	4,500.00
51120	Municipal Building Repair	8,800.00	10,000.00	8,800.00
51130	Grounds Maintenance	24,750.00	41,757.00	23,250.00
51135	Tree Maintenance	96,200.00	30,000.00	35,700.00
51140	Office Equipment Maintenance	3,000.00	2,700.00	2,700.00
51145	Radio Equipment Maintenance	3,000.00	3,000.00	3,000.00
51180	General Equipment R/M	13,500.00	13,500.00	13,500.00
51190	Diesel Motors R/M	2,500.00	2,000.00	2,500.00
51195	Crack Sealing Repairs	10,000.00	10,000.00	10,000.00
51200	Bridge Repairs	1,000.00	2,039.00	1,000.00
51205	Bicycle Path Repair	5,000.00	2,404.00	4,000.00
51210	Bus Shelter Repair	250.00	0.00	250.00
51215	Utility Street Patch R/M	38,000.00	38,000.00	38,000.00
51220	Parking Improvements	0.00	0.00	0.00
51225	Train Station Walk R/M	7,000.00	2,017.00	2,000.00
51235	Sewer Maintenance	62,000.00	62,000.00	62,000.00
51240	Sewer Pump Repair/Maintenance	500.00	500.00	500.00
51265	Lift Station R/M	21,000.00	19,060.00	15,000.00
51300	Traffic Signal R/M	11,200.00	11,200.00	11,200.00
51305	Tree Planting	88,000.00	92,067.00	88,000.00
52145	CDL Testing	2,500.00	2,000.00	2,500.00
52155	Water Tower Site Maintenance	4,000.00	0.00	4,000.00
52160	Cleaning Service	28,000.00	27,000.00	27,000.00
52165	Dry Cleaning Services	9,200.00	8,465.00	8,665.00
52170	Data Processing Services	13,600.00	11,500.00	13,600.00

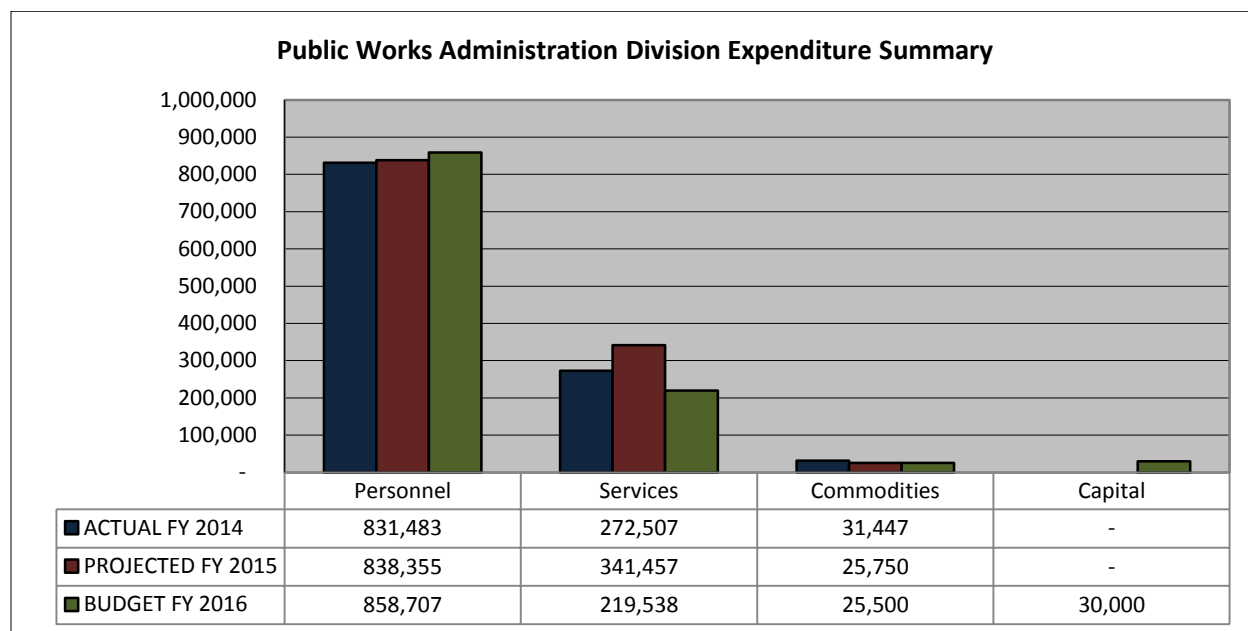
Account:	Account Title:	Proposed FY 2016 Budget	Projected FY 2015 Budget	Approved FY 2015 Budget
52175	Handyman Assistance Program	250.00	15.00	250.00
52195	Credit Card Fees	6,800.00	11,000.00	6,800.00
52200	Postage	2,750.00	2,750.00	2,750.00
52205	Telecom/Internet Service	10,300.00	10,500.00	10,400.00
52210	Publishing	250.00	135.00	250.00
52225	Municipal Building Heat	26,100.00	28,100.00	28,100.00
52230	General Overhead Lighting	75,000.00	68,000.00	75,000.00
52235	Residential Street Lights	1,500.00	1,960.00	1,500.00
52240	Holiday Street Lighting	7,500.00	8,000.00	7,500.00
52265	Dumping Fees	61,250.00	69,000.00	53,250.00
52270	Electrical - Light/AC	16,500.00	16,500.00	16,500.00
52275	Natural Gas	1,500.00	1,500.00	1,500.00
52285	Equipment Rental	1,000.00	1,000.00	1,000.00
53110	GIS Services	58,585.00	55,555.00	55,555.00
53115	Auditing Services	200.00	132.00	200.00
53125	Engineering Services	7,000.00	2,802.00	3,000.00
53150	Misc. Inspection Services	500.00	0.00	500.00
53155	Plan Review	4,000.00	26,239.00	3,000.00
53160	Plumbing Inspections	5,000.00	7,586.00	5,000.00
53170	Upgrade Map Records	2,200.00	2,021.00	2,000.00
55110	In Service Training	12,795.00	12,572.00	13,945.00
56105	Public Liability Insurance	88,353.00	87,817.00	87,817.00
56110	Insurance Deductibles	51,500.00	175,000.00	31,500.00
57125	Business District Street Lights	9,700.00	3,500.00	2,500.00
57130	Up Parking Lease	20,000.00	20,000.00	20,000.00
	Services:	988,833.00	921,083.00	867,122.00
61105	Janitorial Supplies	8,000.00	8,000.00	8,000.00
61110	Materials	37,900.00	37,900.00	37,900.00
61115	Materials-Paint-Tape	6,000.00	4,500.00	6,000.00
61125	Bituminous Materials	22,400.00	12,000.00	22,400.00
61130	Street Stone Materials	19,700.00	7,500.00	19,700.00
61140	Ice Control Materials	94,750.00	95,000.00	63,500.00
61155	Supplies	3,150.00	2,850.00	2,850.00
61165	Sundry	4,000.00	5,207.00	3,500.00
61170	Office Supplies	9,200.00	9,200.00	9,200.00
61185	Gasoline-Oil-Grease	1,000.00	1,700.00	1,000.00
61187	Vehicle Gas-Oil-Grease	94,400.00	97,550.00	96,550.00
62105	Misc. Computer Equipment	3,500.00	8,000.00	13,750.00
62130	Misc. Equipment	36,400.00	40,150.00	40,150.00
62135	Safety Equipment	1,500.00	1,500.00	1,500.00
62140	Sign Replacement	14,000.00	14,000.00	14,000.00
64105	Uniforms/Work Clothing	8,450.00	8,542.00	8,450.00
65105	Tool Purchase/Repair	22,450.00	21,950.00	22,450.00

Account:	Account Title:	Proposed FY 2016 Budget	Projected FY 2015 Budget	Approved FY 2015 Budget
66105	Vehicle Operating Expense	53,600.00	94,325.00	53,580.00
	Commodities:	440,400.00	469,874.00	424,480.00
81115	Village Hall Improvements	0.00	135,000.00	70,000.00
81120	Building Alterations	18,000.00	0.00	0.00
81140	Bicycle Path Improvement	30,000.00	43,713.00	39,500.00
83105	Vehicles	142,500.00	306,335.00	321,000.00
85105	CIP Sewers	0.00	67,850.00	0.00
88105	CIP Bridges	0.00	40,000.00	50,000.00
	Capital:	190,500.00	592,898.00	480,500.00
91130	Grant Programs	12,000.00	8,000.00	8,000.00
92130	Shared Services - GPD	10,000.00	9,625.00	10,000.00
	Other Expense:	22,000.00	17,625.00	18,000.00
TOTAL PUBLIC WORKS DEPARTMENT:		5,032,306.85	5,321,838.00	5,067,208.00

ADMINISTRATION DIVISION

The Public Works Administration Division in the General Fund is responsible for managing and overseeing all aspects of building, zoning and engineering services including plan review and permitting for all residential & commercial redevelopment. In addition, the Division oversees the capital infrastructure improvement program from design to construction.

The Public Works Administration Division Fiscal Year 2016 Budget is \$1,128,745. Below is the review of expenditures for the Administration Division.



Public Works Administration Account Class Description:

- Personnel: Salaries, employee benefits and pension costs.
- Services: Service fees, maintenance and repair, professional services, training costs and risk management.
- Commodities: Supplies, vehicle operating expenses and equipment
- Capital: Vehicles

GOALS & OBJECTIVES:

FISCAL YEAR 2015 ACCOMPLISHMENTS:

In addition to the daily responsibilities of the department, other special projects were undertaken in Fiscal Year 2015 with results as follows:

1. The Administrative Division continued the ongoing development and maintenance of the Village's Geographic Information System (GIS).
 - The Village continues as a charter member of the GIS Consortium
 - Consortium has grown to 27 member communities

- Mission is to reduce the cost and risk of implementing a GIS program
 - Continued updates to the address database, utility database and upgrades to the desktop web access program for public access (MapOffice)
 - Through the use of a consortium developed program, GIS utility data continues to be used electronically by Public Works operational staff in the field
2. Capital improvement projects managed through Administration Division during FY 2015.
 - Maintenance Street Resurfacing Improvement
 - Sidewalk/Curb Maintenance Replacement
 - Greenwood Basin Storm Sewer Improvement
 - Elm Place Basin Storm Sewer Improvement
 - Green Bay Road Water Main Replacement
 3. Ongoing studies and planning for future Capital Improvement Projects.
 - 2014 Storm Water Drainage Study – 5 Basin Locations
 - Green Bay Road Resurfacing Improvement – Park Ave to Lake-Cook Rd
 - Glencoe Drive Water Main Replacement
 - Water System Master Plan
 - IDOT Sheridan Road pavement and drainage improvement
 4. Staff continued to provide support to the Plan Commission, Zoning Commission, and Historic Preservation Commission in FY 2015.

FISCAL YEAR 2016 GOALS:

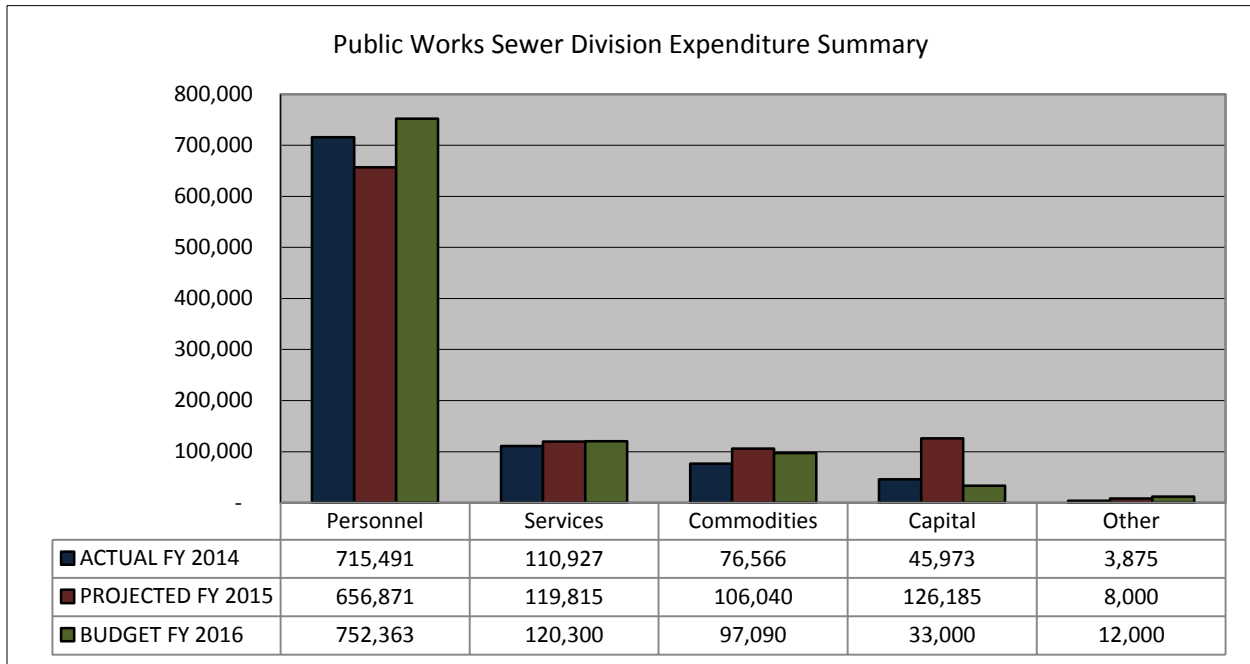
In addition to the initiatives outlined in the Strategic Work Plan, Public Works Administration Division will endeavor to complete the following goals as well in Fiscal Year 2016:

Goals	Anticipated Completion
Continued development and maintenance of the Geographic Information System (GIS) including launching use of collector app	Ongoing objective
Electronic records storage initiative	Ongoing objective
Complete Glencoe Drive Water Main Replacement	2nd Quarter
Complete Green Bay Road Resurfacing Improvements	2nd Quarter
Complete Engineering for Storm Water Drainage Improvements – 2 Basins	4th Quarter
Replace Administrative Vehicle	2nd Quarter

SEWER DIVISION

The Public Works Sewer Division in the General Fund is responsible for the operation and maintenance of the Village's sanitary and storm sewer systems. Engineering and operational staff carry out this responsibility for daily routine maintenance efforts as well as emergency response to storm water flooding and sanitary sewer back-up events.

The Public Works Sewer Division Fiscal Year 2016 Budget is \$1,014,753. Below is the review of expenditures for the Sewer Division.



Public Works Sewer Division Account Class Description:

- Personnel: Salaries, employee benefits and pension costs.
- Services: Maintenance and Repair, service fees and training costs.
- Commodities: Supplies, vehicle operating expenses, equipment, uniforms, tool purchase and repair.
- Capital: Equipment, vehicles and sewers.
- Other Expense: Sanitary sewer flood prevention rebate program.

GOALS & OBJECTIVES:

FISCAL YEAR 2015 ACCOMPLISHMENTS:

In addition to the daily responsibilities of the department, other special projects were undertaken in Fiscal Year 2015 with results as follows:

1. Installation of temporary back-up storm water pump system on Skokie Ridge at Dundee;
2. 171,000 Ln. Ft. of Sanitary Sewer Cleaning;
3. 72,000 Ln. Ft. of Sanitary Sewer Televising;
4. 63,500 Ln. Ft. of Storm Sewer Cleaning;
5. 45,000 Ln. Ft. of Storm Sewer Televising;
6. 284 Manholes Cleaned;
7. 26 Manholes Repaired; and
8. Continuation of the Village's Sanitary Sewer Flood Prevention Rebate Program.

FISCAL YEAR 2016 GOALS:

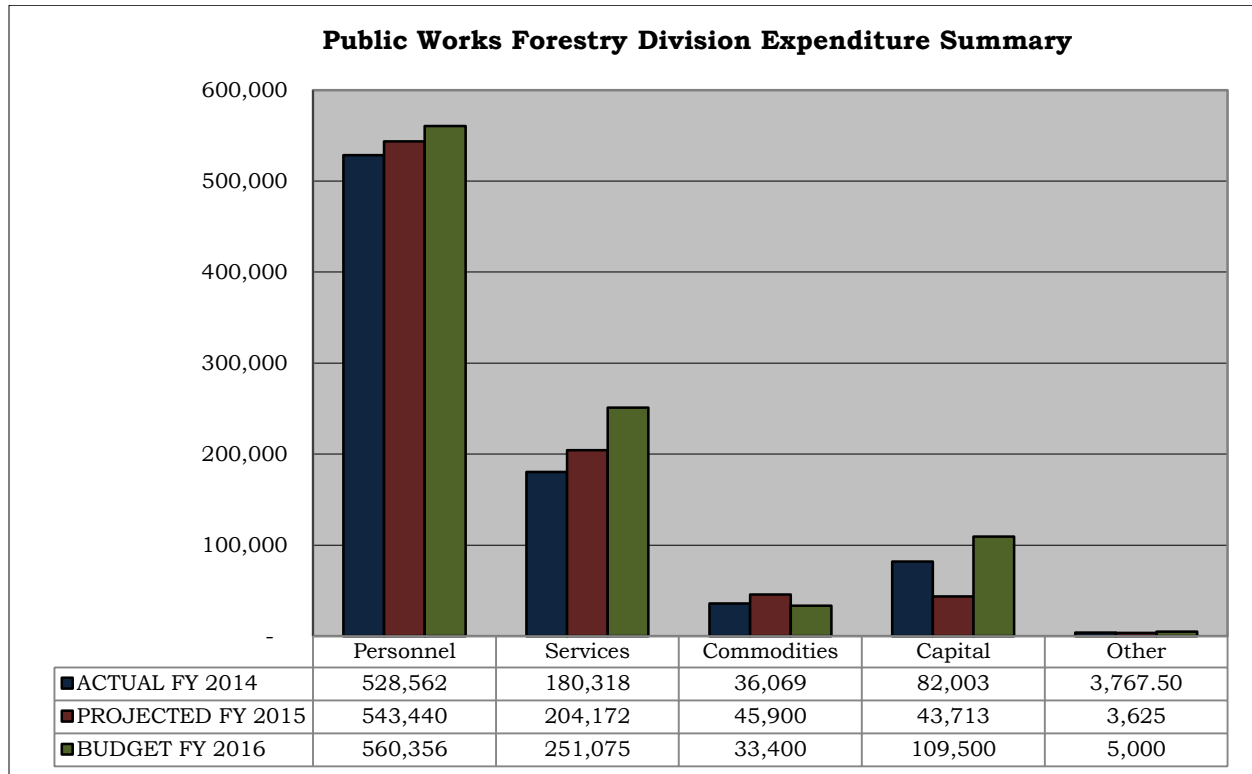
In addition to the initiatives outlined in the Strategic Work Plan, Public Works Sewer Division will endeavor to complete the following goals as well in Fiscal Year 2016:

Goals	Anticipated Completion
Continue the Village's Sanitary Sewer Flood Prevention Rebate Program	Ongoing objective
Storm Sewer Cleaning (75,000 Ln. Ft.)	4 th Quarter
Sanitary Sewer Cleaning (250,000 Ln. Ft.)	4 th Quarter
Storm Sewer Televising (30,000 Ln. Ft.)	4 th Quarter
Sanitary Sewer Televising (75,000 Ln. Ft.)	4 th Quarter
Manhole Repair (50 Ea.)	Ongoing
Manhole Cleaning (500 Ea.)	Ongoing
Replace Sewer Camera Truck	4 th Quarter

FORESTRY DIVISION

The Public Works Forestry Division in the General Fund is responsible for the department's comprehensive management of the urban forest in the Village right-of-way and other Village owned open land. The Forestry Division operational staff provides cyclical trimming and pruning of parkway trees, and removes all dead and hazard trees including Dutch elm and emerald ash borer infested trees. This division is also responsible for the maintenance and restoration of public right-of-way areas including parks, islands, medians and street ends.

The Public Works Forestry Division Fiscal Year 2016 Budget is \$959,331. Below is the review of expenditures for the Forestry Division.



Public Works Forestry Division Account Class Description:

- Personnel: Salaries, employee benefits and pension costs.
- Services: Maintenance and Repair, service fees, professional services and training cost.
- Commodities: Vehicle operating expenses, equipment, uniforms, tool purchase and repair.
- Capital: Building & grounds improvement and vehicles.
- Other Expense: Other

GOALS & OBJECTIVES:

FISCAL YEAR 2015 ACCOMPLISHMENTS:

In addition to the daily responsibilities of the department, other special projects were undertaken in Fiscal Year 2015 with results as follows:

1. 225 trees planted;
2. 372 trees removed (222 EAB);
3. 196 trees trimmed;
4. 69 Park District trees removed through Shared Services Program;
5. 10 Park District trees trimmed through Shared Services Program;
6. Performed select forestry services for the Glencoe Golf Club;
7. Restoration of one (1) Ravine Bluffs Entrance Monument – Franklin & Meadow; and
8. Completion of Wentworth Retaining Wall Repair.

FISCAL YEAR 2016 GOALS:

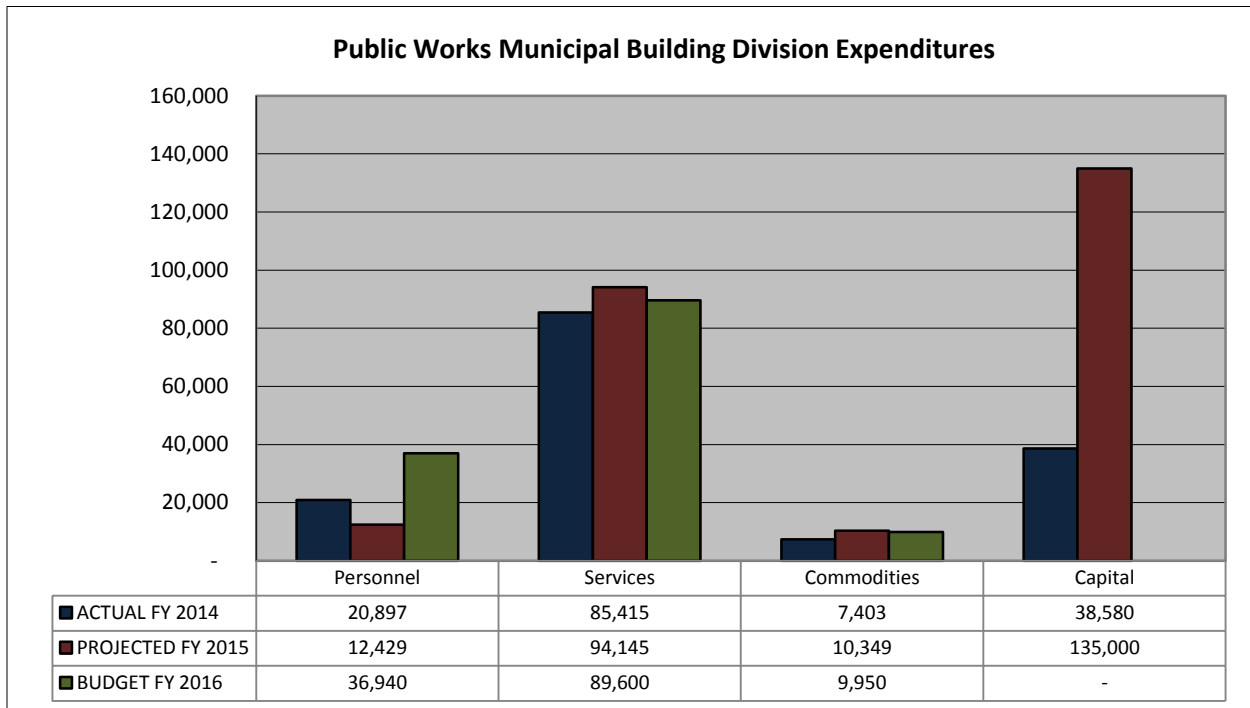
In addition to the initiatives outlined in the Strategic Work Plan, Public Works Forestry Division will endeavor to complete the following goals as well in Fiscal Year 2016:

Goals	Anticipated Completion
Tree Planting Program (250 Ea.)	Ongoing
Tree Removal (300 Ea.)	Ongoing
Tree Trimming (400 Ea.)	Ongoing
EAB Treatment (150 Trees)	Ongoing objective
Park District trees removed (150 Ea.)	Ongoing
Park District trees trimmed (50 Ea.)	Ongoing
Contract Tree Removal (150 Ea.)	New Program - Ongoing
Restoration of one (1) Ravine Bluffs Entrance Monument – West End of Sylvan	2 nd Quarter
Replace ½-Ton Pickup Truck	1 st Quarter
Replace Brush Chipper	1 st Quarter

MUNICIPAL DIVISION

The Public Works Municipal Division in the General Fund is responsible for the routine maintenance of all systems and building improvements for the Village Hall and the surrounding grounds. In addition to Administrative, Finance and Public Works office areas, the Village Hall houses the 24/7 Public Safety Department operations as well as the offices of Family Services of Glencoe.

The Public Works Municipal Building Division Fiscal Year 2016 Budget is \$136,490. Below is the review of expenditures for the Municipal Building Division.



Public Works Municipal Building Division Account Class Description:

- Personnel: Part-time salaries
- Services: Maintenance and Repair
- Commodities: Supplies, uniforms, tool purchase and repair
- Capital: Building & Grounds improvement

GOALS & OBJECTIVES:

FISCAL YEAR 2015 ACCOMPLISHMENTS:

In addition to the daily responsibilities of the department, other special projects were undertaken in Fiscal Year 2015 with results as follows:

1. Completed Village Hall HVAC System Study
2. Completed Public Safety Garage Floor Upgrade
3. Completed Brick Paver Upgrade to Village Hall north entrance
4. Completed Exterior Door Upgrade – Village Hall Council Chambers
5. Completed Emergency Repairs/Modernization of Village Hall Elevator
6. Completed Flood Restoration Repairs to Public Safety Basement Classroom/Offices

FISCAL YEAR 2016 GOALS:

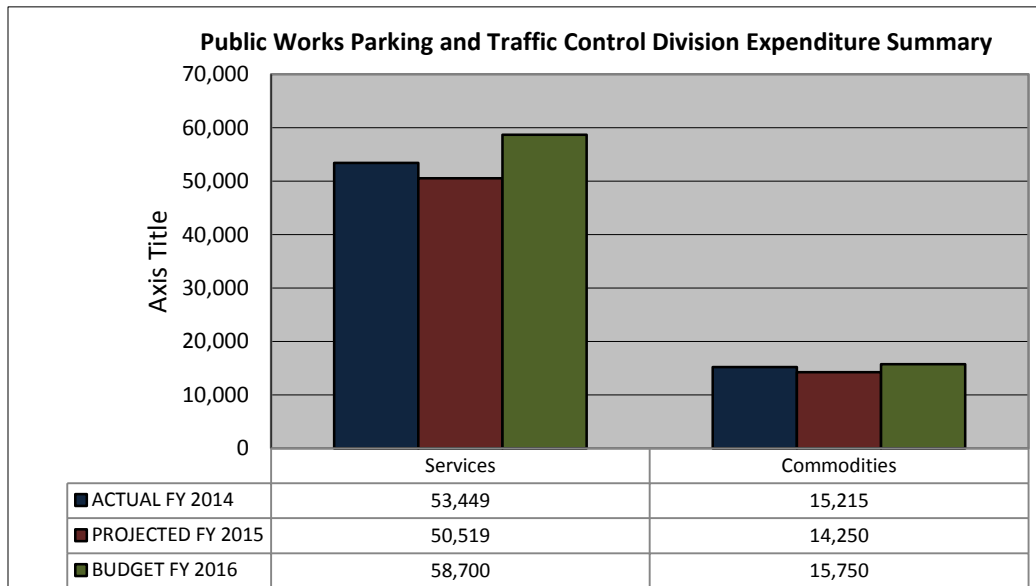
In addition to the initiatives outlined in the Strategic Work Plan, Public Works Municipal Building Division will endeavor to complete the following goals as well in Fiscal Year 2016:

Goals	Anticipated Completion
Village Hall HVAC System Design	4 th Quarter

PARKING AND TRAFFIC CONTROL DIVISION

The Parking & Traffic Control Division in the General Fund is responsible for the maintenance and operation of all Village controlled traffic signal equipment, and the maintenance and replacement of all street and traffic control signage. The Village has maintenance responsibility for the traffic signals at Green Bay Road & Harbor Street, Green Bay Road & Park Avenue, Sheridan Road & Park Avenue, the bike crossing on Dundee Road & Chicago Botanic Garden and the pedestrian crossing on Green Bay Road at the Takiff Center.

The Parking and Traffic Control Division Fiscal Year 2016 Budget is \$74,450. Below is the review of expenditures for the Parking and Traffic Control Division.



Public Works Parking and Traffic Control Division Account Class Description:

- Services: Maintenance and repair, professional services, risk management, and lease cost
- Commodities: Supplies, equipment, tool purchase and repair

GOALS & OBJECTIVES:

FISCAL YEAR 2015 ACCOMPLISHMENTS:

In addition to the daily responsibilities of the department, other special projects were undertaken in Fiscal Year 2015 with results as follows:

1. Continuation of Village wide program to standardize parking and regulatory traffic signs;
2. Completed Repairs/Upgrades to Traffic Signal System at Sheridan Road & Park Avenue; and
3. Thermoplastic pavement marking of street centerlines, parking stalls, stop bars and crosswalks.

FISCAL YEAR 2016 GOALS:

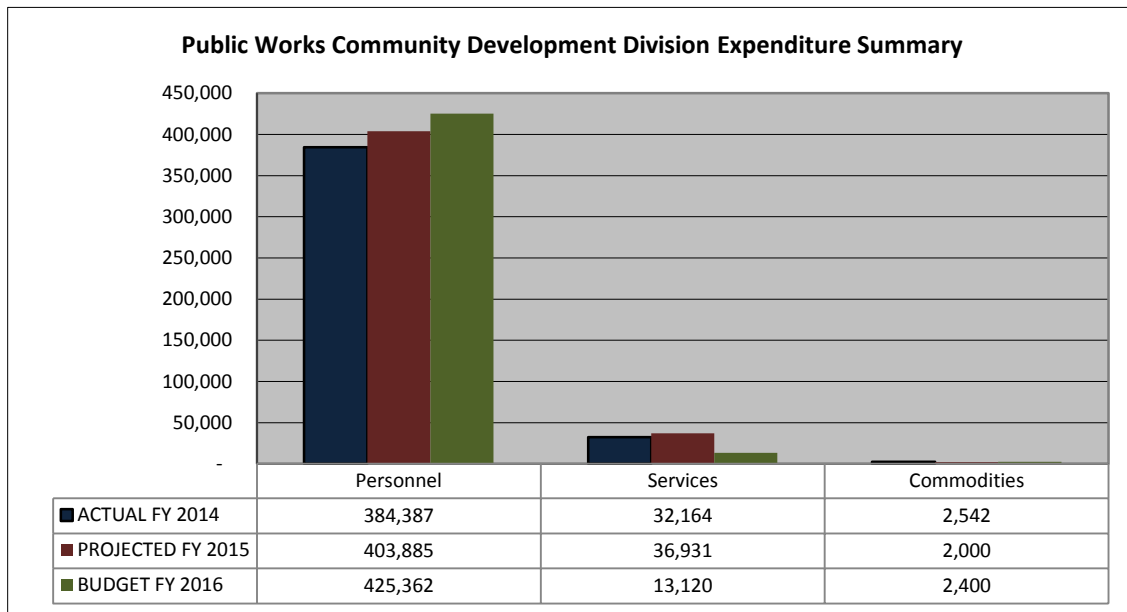
In addition to the initiatives outlined in the Strategic Work Plan, Public Works Parking and Traffic Control Division will endeavor to complete the following goals as well in Fiscal Year 2016:

Goals	Anticipated Completion
Village wide program to standardize parking and regulatory traffic signs	Ongoing objective
Thermoplastic pavement marking upgrades	3 rd Quarter
GIS inventory of all signs	Ongoing objective

COMMUNITY DEVELOPMENT DIVISION

The Community Development Division in the General Fund is responsible for plan review and inspection services for all residential and commercial development, as well as the review for compliance with all applicable code & permit regulations. Division staff responds to all building and zoning inquiries, including proposed subdivisions.

The Community Development Division Fiscal Year 2016 Budget is \$440,882. Below is the review of expenditures for the Community Development Division.



Public Works Community Development Division Account Class Description:

- Personnel: Salaries, employee benefits and pension cost
- Services: Service fees, professional services and training cost
- Commodities: Vehicle operating expense.

GOALS & OBJECTIVES:

FISCAL YEAR 2015 ACCOMPLISHMENTS:

In addition to the daily responsibilities of the department, other special projects were undertaken in Fiscal Year 2015 with results as follows:

1. Single family construction activity remained strong with 71 building permits issued totaling a stated value of \$55,000,000 during FY2015.
2. Construction began on the new Writers' Theatre Building at 325 Tudor Court.
3. Two 2-lot subdivisions were approved resulting in four new zoning lots, of which two building permits were issued for new single family homes. One lot remains undeveloped and the other lot was retained by the existing residence.
4. Construction was completed on a new 3,500 square foot commercial building in the central business district for Chase Bank at 332 Park Avenue.
5. Recommended residential fire sprinkler ordinance that was ultimately adopted by the Village Board in May, 2015.

FISCAL YEAR 2016 GOALS:

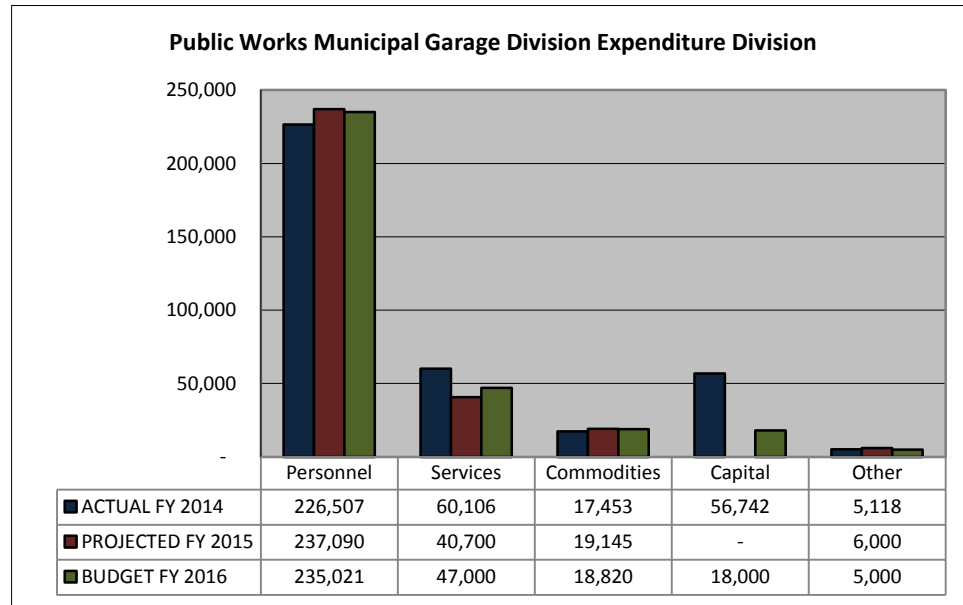
In addition to the initiatives outlined in the Strategic Work Plan, Public Works Community Development Division will endeavor to complete the following goals as well in Fiscal Year 2016:

Goals	Anticipated Completion
Monitor and inspect building permit construction activity on the Writers' Theatre Project	Ongoing
Secure support services for building permit plan review and field inspection	1 st Quarter

MUNICIPAL GARAGE DIVISION

The Municipal Garage Division in the General Fund is responsible for the routine maintenance of all systems and building improvements for the Public Works Garage, and the maintenance of the Village's entire fleet of vehicles and equipment.

The Municipal Garage Division Fiscal Year 2016 Budget is \$323,841. Below is the review of expenditures for the Municipal Garage Division.



Public Works Municipal Garage Division Account Class Description:

- Personnel: Salaries, employee benefits and pension cost
- Services: Maintenance and repair and training costs.
- Commodities: Vehicle operating expense, equipment, uniforms, tool purchase and repair
- Capital: Building & grounds improvement, capital equipment and vehicles.

GOALS & OBJECTIVES:

FISCAL YEAR 2015 ACCOMPLISHMENTS:

In addition to the daily responsibilities of the department, other special projects were undertaken in Fiscal Year 2015 with results as follows:

1. Replaced section of concrete garage floor
2. Continuation of the Shared Services program with the Park District
 - Preventative Maintenance performed on 15 vehicles, and 27 vehicles were repaired

FISCAL YEAR 2016 GOALS:

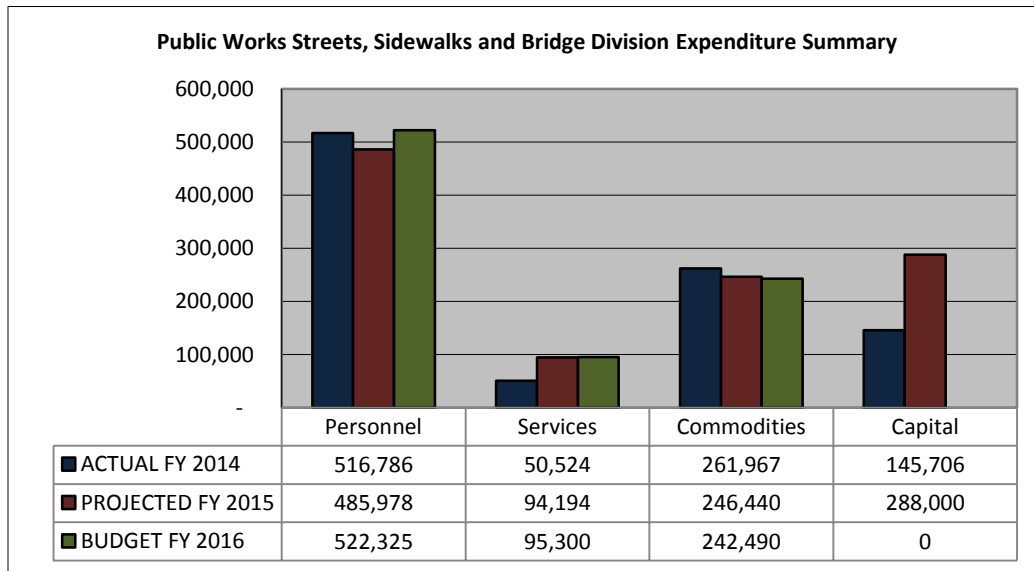
In addition to the initiatives outlined in the Strategic Work Plan, Public Works Municipal Garage Division will endeavor to complete the following goals as well in Fiscal Year 2016:

Goals	Anticipated Completion
Maintain Village vehicle fleet & equipment	Ongoing objective
Continue Maintenance of Park District vehicle fleet through Shared Services Program	Ongoing objective
Replace Fleet Maintenance Lift	3 rd Quarter

STREETS, SIDEWALKS, AND BRIDGE DIVISION

The Public Works Street Division in the General Fund is responsible for the maintenance of all streets, curbs and sidewalks including street sweeping, pavement patching and concrete repairs & replacement. The Division is also responsible for the management and implementation of the Department's Snow & Ice Control Program for streets, sidewalks and parking lots; the maintenance of the 4 bridges under the Village's jurisdiction; and the maintenance of the Green Bay Trail bicycle path.

The Street, Sidewalk and Bridge Division Fiscal Year 2016 Budget is \$860,115. Below is the review of expenditures for the Streets, Sidewalk and Bridge Division.



Public Works Streets, Sidewalk and Bridge Division Account Class Description:

- Personnel: Salaries, employee benefits and pension cost
- Services: Maintenance and repair and training costs.
- Commodities: Vehicle operating expense, equipment, uniforms, supplies, tool purchase and repair
- Capital: Equipment, vehicles, streets, sidewalks and bridges.

GOALS & OBJECTIVES:

FISCAL YEAR 2015 ACCOMPLISHMENTS:

In addition to the daily responsibilities of the department, other special projects were undertaken in Fiscal Year 2015 with results as follows:

1. Maintenance resurfacing of 16 Village streets including 3 in the downtown business district
2. Replacement of 12,000 Sq. Ft. of sidewalk and 250 LF of curb
3. Completed Abutment Repairs on Green Bay Road Bridge over Hazel Avenue
4. Maintenance pavement striping of 7,500 LF completed
5. Maintenance pavement crack sealing completed on various streets

FISCAL YEAR 2016 GOALS:

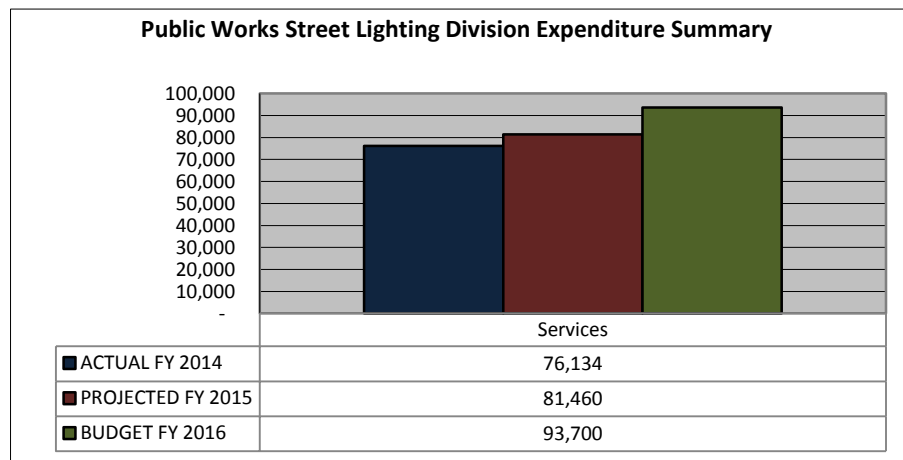
In addition to the initiatives outlined in the Strategic Work Plan, Public Works Streets, Sidewalk and Bridge Division will endeavor to complete the following goals as well in Fiscal Year 2016:

Goals	Anticipated Completion
Pavement Crack Sealing	2 nd Quarter
Pavement Striping	3 rd Quarter

STREET LIGHTING DIVISION

The Public Works Street Lighting Division in the General Fund is responsible for maintenance of all street lights in the Skokie Heights and Ridges, the downtown business district and the train station commuter parking lots. This Division is also responsible for the installation and maintenance of the downtown holiday lighting and street light banners.

The Street Lighting Division Fiscal Year 2016 Budget is \$93,700. Below is the review of expenditures for the Street Lighting Division.



Public Works Street Lighting Division Account Class Description:

- Services: Service Fees, special event and professional service

GOALS & OBJECTIVES:

FISCAL YEAR 2015 ACCOMPLISHMENTS:

In addition to the daily responsibilities of the department, other special projects were undertaken in Fiscal Year 2015 with results as follows:

1. Annual Holiday Lighting of Business District Trees and Dundee Medians – Assisted by Park District through the Shared Services program
2. Submitted grant for funding to convert business district street lights to LED

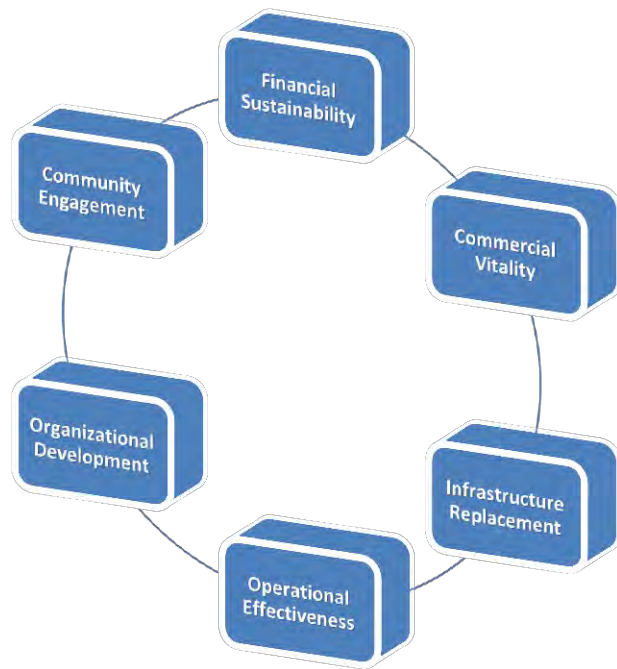
FISCAL YEAR 2016 GOALS:

In addition to the initiatives outlined in the Strategic Work Plan, Public Works Street Lighting Division will endeavor to complete the following goals as well in Fiscal Year 2016:

Goals	Anticipated Completion
Maintain Village Street Lights	Ongoing
Upgrade downtown street light bulbs to LED	2 nd Quarter
Maintain Business District Holiday	4 th Quarter

STRATEGIC PRIORITIES

Village Board approved a 3-year Strategic Work Plan in October 2014. Six **Strategic Priorities** – **Financial Sustainability, Commercial Vitality, Infrastructure Replacement, Operational Effectiveness, Organizational Development, and Community Engagement** were developed by the Village Board as the basis for this plan; numerous projects, with responsibility across all operating departments and administered by the Village Manager's Office, are planned for the coming Fiscal Year.



The Department will be involved in the following Strategic Priorities in Fiscal Year 2016.

Financial Stability

- Enhance presentation of long-range financial plan and capital improvement plan documentation
- Evaluate sufficiency of enhanced budget documents
- Determine how to achieve other revenue growth
- Develop a template to be used to define operating costs of all departmental functions for FY17 budget process.
- Coordinate review of new revenue opportunities with review of opportunities to improve process efficiency.

Commercial Vitality

- Continue with public process to engage the community in discussing the future of Downtown Glencoe
- Host open house inviting public comment on draft of Downtown Plan
- Finalize Downtown Plan based on feedback from open house
- Present Downtown Plan to Village Board
- Following approval of the Downtown Plan, commence review of signage and appearance standards
- Following approval of the Downtown Plan, continue to review and evaluate the Village's parking regulations and enforcement in the Downtown.
- Establish a public/private partnership to reinvigorate the Farmer's Market

- Maintain/expand quality and appeal of current downtown special events (Grand Prix, Fourth of July, & Festival of the Arts).
- Engage consultant to assist with downtown promotion/branding initiative following completion of Downtown Plan and building on Writers' Theater development
- Promote parking options in and around downtown.
- Implement business retention visits with existing businesses
- Host business district breakfast meetings to foster regular communication between the Village and the business community
- Reevaluate Village banner policy for downtown streetlights.
- Develop a business recruitment strategy to attract businesses identified in the Downtown Plan
- Monitor permitted uses within the Village's business districts and recommend Code changes as necessary
- Review business license process, building codes and Village regulations to identify impediments and to identify options for streamlining process

Infrastructure Replacement

- Complete Water System Master Plan report including an assessment of alternatives for the replacement of the water treatment plant
- Develop and implement communication plan to outline water treatment plant replacement alternatives
- Continue to evaluate possible partnership with the Northwest Water Commission
- Utilize information from the Water System Master Plan to develop long-term water system improvement plan
- Reassess capital equipment replacement procedures/policies.
- Develop a qualitative decision making approach for the review of the Village's 10 year capital project inventory.
- Evaluate existing grant programs (overhead sewer conversion program, etc.) for continued value and possible modification.
- Continue to evaluate problem areas throughout the Village and program future storm water needs as a component of the CIP process.
- Review the Village's sewer maintenance/repair program.
- Review maintenance programs for ravine and storm sewer outfalls.

Operational Effectiveness

- Identify all major services by department; Determine which Village services are core (absolute) or enhanced (optional). Present findings to the Board.
- Review process for work order management in Public Works Department; investigate work order management technology solutions. Recommend solution to Village Board for approval.
- Modify operations and integrate new technology into work processes.
- Conduct analysis of partnering opportunities with other regional municipal organizations; Identify similar operational needs and estimate costs.
- Evaluate existing Enterprise Resource Planning (ERP) software

Organizational Development

- Provide leadership/management training for first-line supervisors.
- Provide leadership/management opportunities for supervisors, including those outside of traditional job responsibilities.
- Ensure a work and training environment that allows for competitive internal promotions.

Community Engagement

- Implementation of service request system to expedite registering, processing and tracking of residential service requests.



GARBAGE FUND

The Garbage Division of the Garbage Fund is responsible for the administration and operation of the Village's comprehensive garbage collection services program. This program includes the collection and disposal of residential garbage and recycling, commercial garbage and recycling, and residential yard waste. The residential service includes once-a-week collection of garbage and recycling with the option of a 2nd day collection for garbage. The residential garbage service is backdoor collection for residents using their own cans and receptacles or curbside for residents using 95-gallon cart containers. Seasonal yard waste service is once-a-week collection at the curb. Special services provided under the Village's Garbage Service Program include the annual spring clean-up program which offers residents the opportunity to dispose of larger household items and the fall parkway leaf collection program.

Additionally, this Division is responsible for garbage and recycling collection services from the downtown business district streetscape areas as well as community special events.

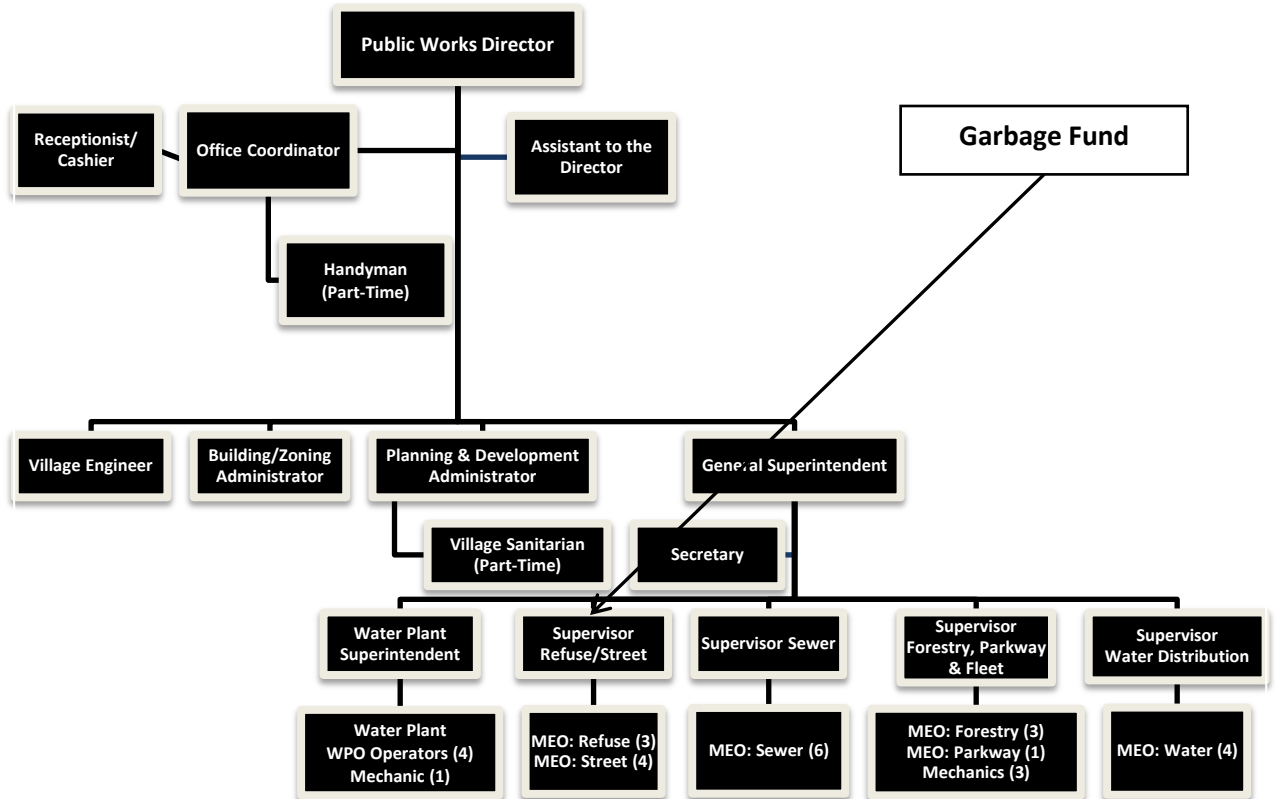
The Refuse Collection Division provides the resources necessary for:

- Residential & Commercial Garbage Collection;
- Residential & Commercial Recycling Collection;
- Seasonal Yard Waste Collection;
- Special Garbage Pick-ups;
- Downtown Business District Streetscape Area Garbage & Recycling Collection;
- Fall Parkway Leaf Collection Program; and
- Annual Residential Spring Clean-Up Service.



DEPARTMENT STRUCTURE / STAFFING SUMMARY

ORGANIZATIONAL CHART:



STAFFING SUMMARY:

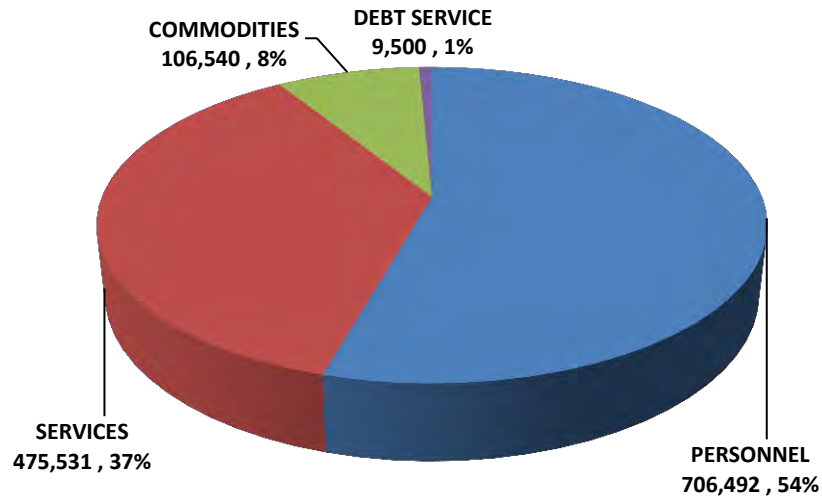
The Refuse Collection Division of the Garbage Fund is comprised of 5 full-time employees. Below is a chart illustrating authorized positions for FY 2016

AUTHORIZED FULL-TIME POSITIONS			
POSITION TITLE:	FY 2014	FY 2015	FY 2016
Public Works Supervisor	1	1	1
Mechanic	1	1	1
Maintenance Equipment Operator	3	3	3

BUDGET EXPENDITURE SUMMARY

The Refuse Collection Division Fiscal Year 2016 Budget is \$1,341,688. Below is the review of expenditures for the Refuse Collection Division.

FISCAL YEAR 2016 EXPENDITURES



	Garbage	Prior Year's Budget	% Change from FY15
PERSONNEL	706,492	646,261	9.32%
SERVICES	475,531	468,683	1.46%
COMMODITIES	106,540	118,040	-9.74%
SUB-TOTAL	1,288,563	1,232,984	4.51%
DEBT SERVICE	9,500	13,000	-26.92%
CAPITAL	-	73,500	100.00%
SUB-TOTAL	9,500	86,500	-89.02%
OTHER	-	-	N/A
COMBINED TOTAL	1,298,063	1,319,484	-1.62%
TRANSFERS OUT	43,625	42,980	1.50%
DIVISION TOTAL	1,341,688	1,362,464	-1.52%

Garbage | EXPENDITURES

REFUSE

Fund: Garbage

Account:	Account Title:	Proposed FY 2016 Budget	Projected FY 2015 Budget	Approved FY 2015 Budget
42110	Salaries Regular	354,217.00	343,458.00	343,458.00
42210	Salaries - Temporary	88,000.00	134,000.00	88,000.00
42310	Overtime	37,000.00	38,000.00	35,390.00
	Salaries:	479,217.00	515,458.00	466,848.00
42120	RHS Pay	3,684.00	3,684.00	3,684.00
42610	Employee Benefits	91,358.00	91,688.00	92,318.00
42620	Employee Benefits - ACA	43,527.81	5,015.00	0.00
46115	Social Security Admin.	29,049.00	28,303.00	26,520.00
46120	Medicare Only Contrib.	6,794.00	6,619.00	6,336.00
46125	IMRF	52,862.00	51,503.00	50,555.00
	Fringe Benefits:	227,274.81	186,812.00	179,413.00
52165	Dry Cleaning Services	2,000.00	1,855.00	1,855.00
52195	Credit Card Fees	1,385.00	1,385.00	1,385.00
52205	Telecom/Internet Services	3,200.00	3,000.00	3,000.00
52250	Recycling Programs	211,300.00	207,025.00	207,025.00
52265	Dumping Fees	193,540.00	191,500.00	191,500.00
53180	VOG Management Services	43,625.00	42,980.00	42,980.00
55105	Memberships/Dues	250.00	250.00	250.00
55110	In Service Training	2,800.00	2,000.00	2,800.00
56105	Public Liability Insurance	31,056.00	30,868.00	30,868.00
56110	Insurance Deductibles	30,000.00	1,000.00	30,000.00
	Services:	519,156.00	481,863.00	511,663.00
61155	Supplies	27,900.00	20,000.00	34,400.00
61165	Sundry	0.00	0.00	0.00
61170	Office Supplies	4,000.00	4,000.00	4,000.00
61187	Vehicle Gas-Oil-Grease	45,000.00	50,000.00	50,000.00
64105	Uniforms/Work Clothing	3,190.00	3,190.00	3,190.00
65105	Tool Purchase/Repair	1,450.00	1,450.00	1,450.00
66105	Vehicle Operating Expense	25,000.00	42,000.00	25,000.00
	Commodities:	106,540.00	120,640.00	118,040.00
71105	Principal on Bonds	7,000.00	6,000.00	8,000.00
72010	Interest on Bonds	2,500.00	2,100.00	5,000.00
	Debt Service:	9,500.00	8,100.00	13,000.00
83105	Vehicles	0.00	66,179.00	73,500.00
	Capital:	0.00	66,179.00	73,500.00
	TOTAL GARBAGE FUND:	1,341,687.81	1,379,052.00	1,362,464.00

GOALS & OBJECTIVES:

FISCAL YEAR 2015 ACCOMPLISHMENTS:

In addition to the routine collection responsibilities of the division, other facts and figures from Fiscal Year 2015 include the following:

1. 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 Wheeling Township Transfer Station (WTTS) operated by SWANCC.
 - The Village continues to pay its portion of the debt service (\$2.48 per ton) for the construction of the Transfer Station facility
 - Disposal tipping fees were \$ 56.51 per ton in SWANCC's FY 2015 Budget
2. In 2007, SWANCC negotiated a contract extension with Groot Industries to operate the WTTS.
 - The new contract included a Recycling Incentive Program whereby members are paid semi-annually for recyclable materials collected and delivered to Groot
 - The Village received a total of \$7,986 from this program for FY 2015
3. In FY 2015 the Village approved a 1-year extension to a 5-year Recycling Agreement with Groot Industries for residential and commercial recycling collection.
4. Residential and commercial recycling participation remained strong in FY 2015.
 - Approximately 1,755 tons of recyclables was collected from the residential and commercial business districts and delivered to the Groot Industries Recycling Facility in Elk Grove.
5. Approximately 225 tons of yard waste and 8,731 cubic yards of leaves were collected by the Village and delivered to the WTTS and the Chicago Botanic Garden.
6. The Village continued to provide a once-a-week backdoor residential garbage collection program in FY 2015.
 - Approximately 3,100 tons of solid waste was collected by the Village and delivered to the WTTS.
 - The Village continues to offer a 2nd collection day service on a subscription basis for an additional fee, and approximately 7.5% of the residential properties subscribe.
 - The Village also continues to offer a curbside container collection service through the purchase of carts (35, 65, & 95-gallon); and, over 35% of the residential properties use this service.
7. The Village hosted a One-Day Document Destruction & Electronics Recycling Event in July 2015 and 472 participants dropped off 9,220 pounds of paper files to be cross shredded and recycled as well as 7,008 pounds of electronic equipment for recycling.
8. Capital equipment replacement included one refuse collection hauler and one leaf vacuum.

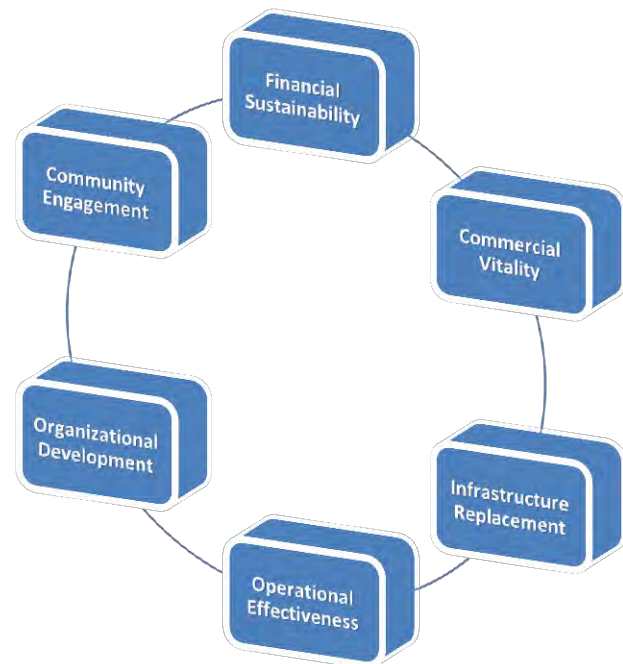
FISCAL YEAR 2016 GOALS:

In addition to the initiatives outlined in the Strategic Work Plan, the Refuse Collection Division will continue to provide all the same core services and will endeavor to complete the following goal as well in Fiscal Year 2016.

Goals	Anticipated Completion:
Issue RFP for Residential & Commercial Recycling Services – Consider New Recycling Services Agreement	2 nd Quarter
Review & analyze Multi-Family & Commercial Garbage Service Levels and Rates	1 st Quarter

STRATEGIC PRIORITIES

Village Board approved a 3-year Strategic Work Plan in October 2014. Six **Strategic Priorities** – **Financial Sustainability, Commercial Vitality, Infrastructure Replacement, Operational Effectiveness, Organizational Development, and Community Engagement** were developed by the Village Board as the basis for this plan; numerous projects, with responsibility across all operating departments and administered by the Village Manager's Office, are planned for the coming Fiscal Year.



The Garbage Fund will be involved in the following Strategic Priorities in Fiscal Year 2016.

Financial Stability

- Develop a template to be used to define operating costs of all departmental functions for FY17 budget process.
- Coordinate review of new revenue opportunities with review of opportunities to improve process efficiency.

Infrastructure Replacement

- Reassess capital equipment replacement procedures/policies.
- Develop a qualitative decision making approach for the review of the Village's 10 year capital project inventory.
- Evaluate existing grant programs (overhead sewer conversion program, etc.) for continued value and possible modification.

Operational Effectiveness

- Identify all major services by department; Determine which Village services are core (absolute) or enhanced (optional). Present findings to the Board.
- Review process for work order management in Public Works Department; investigate work order management technology solutions. Recommend solution to Village Board for approval.
- Modify operations and integrate new technology into work processes.
- Conduct analysis of partnering opportunities with other regional municipal organizations; Identify similar operational needs and estimate costs.

Organizational Development

- Provide leadership/management training for first-line supervisors.
- Provide leadership/management opportunities for supervisors, including those outside of traditional job responsibilities.
- Ensure a work and training environment that allows for competitive internal promotions.

Community Engagement

- Implementation of service request system to expedite registering, processing and tracking of residential service requests.



ENHANCED 9-1-1 FUND

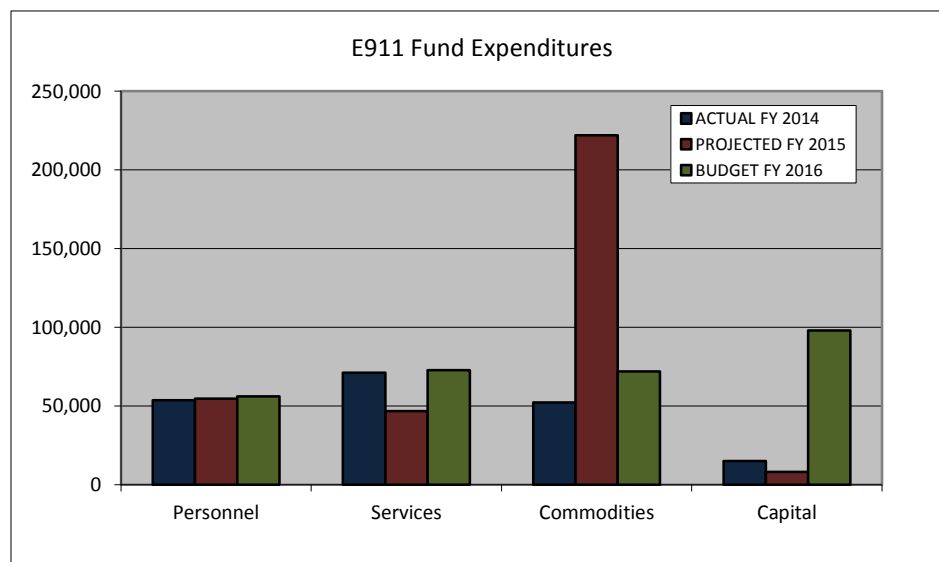
The Enhanced 9-1-1 System Fund was established for the collection and disbursement of monies received from the telephone and cell phone surcharge of \$1.50 per month per network connection on telecommunication carriers. The Glencoe electors granted authority for the surcharge on March 17, 1992.

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.

The Fiscal Year 2016 Budget request for the Enhanced 9-1-1 Fund reflects significant increases in specific areas. Much of the increase is related to facility improvements and data processing equipment. These initiatives are in accordance with the replacement cycle implemented by the Village IT Committee and/or the Capital Improvement Plan (CIP). In addition, staff has identified the need to consider the purchase of maintenance agreements for mission critical equipment to reduce potentially unexpected failure as a result of indifference to equipment and technology updates and preventive measures. Regular preventive maintenance is a cost-effective means to ensure reliability

Expenditure Summary:

The Enhanced 9-1-1 Fund Fiscal Year 2016 Budget is **\$298,800**. Below is the review of expenditures for the Enhanced 9-1-1 Fund.



Enhanced 9-1-1 Account Class Description:

- Personnel: Salaries, Employee Benefits and Pension Cost
- Services: Maintenance and Repair and Service Fees
- Commodities: Equipment
- Capital: Building & Grounds Improvement and Capital Equipment

E911 | EXPENDITURES

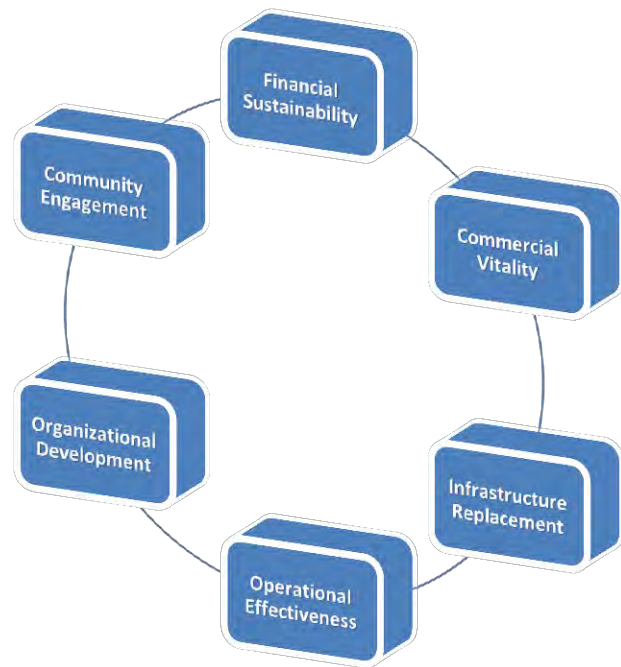
E911

Fund: E911

Account:	Account Title:	Proposed FY 2016 Budget	Projected FY 2015 Budget	Approved FY 2015 Budget
42110	Salaries Regular	47,708.00	46,544.00	46,544.00
	Salaries:	47,708.00	46,544.00	46,544.00
46115	Social Security Admin.	2,524.00	2,462.00	2,462.00
46120	Medicare Only Contrib.	590.00	578.00	578.00
46125	IMRF	5,238.00	5,110.00	5,110.00
	Fringe Benefits:	8,352.00	8,150.00	8,150.00
51180	General Equipment R/M	1,000.00	0.00	1,000.00
52120	Computer Software Maintenance	5,000.00	6,285.77	9,500.00
52205	Telecom/Internet Service	2,700.00	1,441.00	5,020.00
52290	Misc. Contractual Services	64,065.00	38,944.23	52,250.00
	Services:	72,765.00	46,671.00	67,770.00
62105	Misc Computer Equipment	55,600.00	220,000.00	36,500.00
62110	Misc. Radio Equipment	16,375.00	2,000.00	10,000.00
	Commodities:	71,975.00	222,000.00	46,500.00
81125	Building Improvements	32,000.00	8,000.00	10,000.00
82105	Data Processing Equipment	66,000.00	0.00	15,000.00
	Capital:	98,000.00	8,000.00	25,000.00
	TOTAL E911 FUND:	298,800.00	331,365.00	193,964.00

STRATEGIC PRIORITIES

Village Board approved a 3-year Strategic Work Plan in October 2014. Six **Strategic Priorities** – **Financial Sustainability, Commercial Vitality, Infrastructure Replacement, Operational Effectiveness, Organizational Development, and Community Engagement** were developed by the Village Board as the basis for this plan; numerous projects, with responsibility across all operating departments and administered by the Village Manager’s Office, are planned for the coming Fiscal Year.



The Enhanced 9-1-1 staff will be involved in the following Strategic Priorities in Fiscal Year 2016.

Financial Stability

- The Department will work with the Village Manager’s office and the Finance Committee to address issues related to operational efficiency initiatives, CIP forecasts, and budget preparation schedules.

Infrastructure Replacement

- Staff will continue to review and assess capital improvement initiatives related to E-911 operations.

Operational Effectiveness

- Staff will participate with the IT committee to determine and implement best practices for E-911 technology initiatives.



WATER FUND



The Glencoe Water Plant has the capacity to produce 8,000,000 gallons of water per day. Average daily production is about 1,800,000 gallons per day or almost 200 gallons per person/per day. Peak consumption is nearly three times the average day.

The water system begins with an intake pipe off the Glencoe shoreline out into Lake Michigan. On the shore end of this pipe there is an underground structure called the suction well. Water is drawn into the

suction well by gravity and then pumped by low lift pumps into the rapid mix basin. In the rapid mix basin pre-treatment chemicals are added and mixed to start the purification process. Water flows from the rapid mix basin to the slow mix basins and then to the settling basins where most particulates are settled out. The water is chlorinated to disinfect it and then sent on to the filters where the water is cleaned of any remaining impurities. After the filtering process the water is pumped to reservoir storage tanks and out into the Village's distribution system to the users.

The Glencoe Water Plant was originally constructed in 1928, and has been expanded and maintained diligently and thoughtfully for the last 87 years. In addition to the replacement of various pumps and equipment over the years, upgrades to the filters and other process systems have kept the Plant current with other more modern conventional filter Water Plants along the West Shore of Lake Michigan. The addition of computer automation to many of the Plant's systems has increased the reliability and efficiency of the production operation.

The Village Water Plant laboratory is certified by the State to perform bacteriological and chemical analysis. The water undergoes testing at least every four hours at the plant and is monitored by State laboratories on a monthly, quarterly, and annual basis. Results of these tests are relayed to residents via the annual consumer confidence report published and available to each resident every year in June.

The Water Fund is comprised of two Divisions.

1. Water Distribution Division:

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

- Regular and emergency maintenance for 49 miles of water main system;
- Maintenance to 450 fire hydrants;
- Installation and maintenance of 3,200 residential and commercial water meters;
- Water meter reading services; and
- Water main replacement and other capital improvement projects.

2. Water Production Division:

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

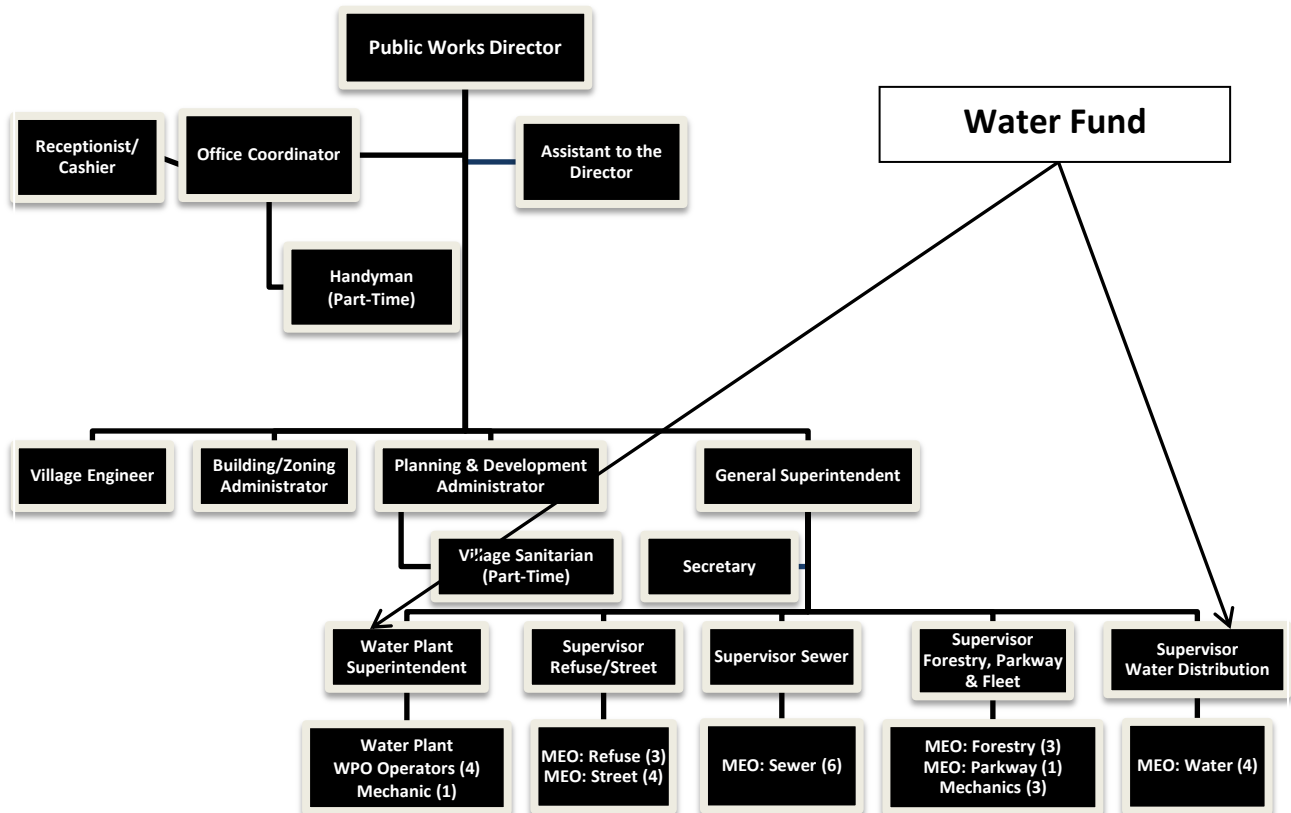
- Produce and maintain quality drinking water in sufficient quantity;
- Supply water to the entire Village through the Village's 49 miles of water main; and
- Provide pressure to meet consumer needs with minimum of service interruptions.

The Water Production Division must meet all requirements of the following State and Federal agencies:

- 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

DEPARTMENT STRUCTURE / STAFFING SUMMARY

ORGANIZATIONAL CHART:



STAFFING SUMMARY:

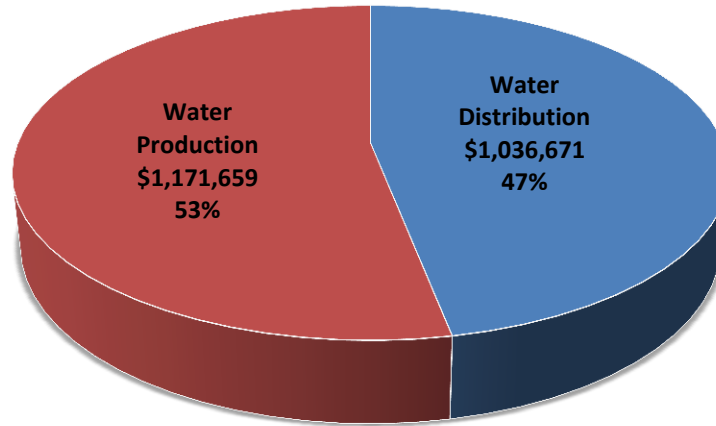
The Water Production and Water Distribution Divisions of the Water Fund are comprised of 11 full-time employees. Below is a chart illustrating authorized positions for FY 2016

AUTHORIZED FULL-TIME POSITIONS			
POSITION TITLE:	FY 2014	FY 2015	FY 2016
Water Plant Superintendent	1	1	1
Water Distribution Supervisor	1	1	1
Water Plant Operators	4	4	4
Maintenance Equipment Operators	4	4	4
Mechanic	1	1	1

BUDGET EXPENDITURE SUMMARY

Expenditures of the Water Fund include Water Distribution and Water Production. The total budget for the Water Fund is \$2,208,330.

FISCAL YEAR 2016 EXPENDITURES



	<u>Water Distribution</u>	<u>Water Production</u>	<u>Total</u>	<u>Prior Year's Budget</u>	<u>% Change from FY15</u>
PERSONNEL	547,428	656,856	1,204,284	1,150,171	4.70%
SERVICES	134,370	191,290	325,660	311,328	4.60%
COMMODITIES	58,400	90,700	149,100	168,500	-11.51%
SUB-TOTAL	740,198	938,846	1,679,044	1,629,999	3.01%
DEBT SERVICE	174,660	-	174,660	174,660	0.00%
OTHER EXPENSE	-	69,000	69,000	69,000	0.00%
CAPITAL	100,000	142,000	242,000	185,000	30.81%
FINANCING USE	21,813	21,813	43,626	42,980	1.50%
SUB-TOTAL	296,473	232,813	529,286	471,640	12.22%
DIVISION TOTAL	1,036,671	1,171,659	2,208,330	2,101,639	5.08%

Water | EXPENDITURES

Distribution/Production

Fund: Water

Account:	Account Title:	Proposed FY 2016 Budget	Projected FY 2015 Budget	Approved FY 2015 Budget
42110	Salaries Regular	796,927.00	772,601.00	772,745.00
42210	Salaries - Temporary	25,000.00	11,752.00	25,000.00
42310	Overtime	50,333.00	58,000.00	49,975.00
	Salaries:	872,260.00	842,353.00	847,720.00
42120	RHS Pay	8,857.00	45,871.00	8,857.00
42610	Employee Benefits	138,911.00	140,430.00	131,230.00
42620	Employee Benefits - ACA	6,512.99	0.00	0.00
46115	Social Security Admin.	55,497.00	54,587.00	49,450.00
46120	Medicare Only Contrib.	12,980.00	12,767.00	11,832.00
46125	IMRF	109,266.00	107,479.00	101,082.00
	Fringe Benefits:	332,023.99	361,134.00	302,451.00
51125	Station Repairs	10,000.00	5,000.00	5,000.00
51130	Grounds Maintenance	2,250.00	1,468.00	1,500.00
51140	Office Equipment Maintenance	1,250.00	200.00	900.00
51145	Radio Equipment Maintenance	400.00	400.00	400.00
51150	Chemical Feed Equip. R/M	2,250.00	2,250.00	2,250.00
51155	Coagulation Equip. R/M	500.00	500.00	500.00
51165	Filer Equipment R/W	5,000.00	2,500.00	2,500.00
51170	Chlorine Equipment R/W	800.00	1,250.00	1,250.00
51175	Instruments R/M	1,000.00	1,500.00	1,500.00
51180	General Equipment R/M	5,000.00	5,000.00	5,000.00
81185	Fire Hydrant R/M	8,100.00	8,100.00	8,100.00
51190	Diesel Motors R/M	500.00	286.00	500.00
51245	Pump Repair	1,000.00	1,000.00	1,000.00
51250	Electrical System R/M	750.00	750.00	750.00
51255	Meter Repairs and Install	2,000.00	2,000.00	2,000.00
51260	Maintenance of Water Tower	20,670.00	20,670.00	20,670.00
51270	Lease of Overhead Wire	1,400.00	2,440.00	1,400.00
51275	Lab Equipment R/M	1,700.00	1,700.00	1,700.00
51277	Intake R/M	6,500.00	0.00	0.00
51280	Water Main - Emergencies	20,000.00	43,800.00	18,000.00
51285	Repair Service Pipes/Fitting	35,000.00	40,000.00	34,000.00
51290	Shop Repairs	1,000.00	200.00	1,000.00
52165	Dry Cleaning Services	3,400.00	3,350.00	3,350.00
52170	Data Processing Services	8,855.00	18,105.00	19,150.00
52195	Credit Card Fees	4,500.00	3,500.00	4,500.00
52200	Postage	4,500.00	4,200.00	4,500.00
52205	Telecom/Internet Service	6,150.00	8,750.00	5,350.00
52210	Publishing	12,500.00	11,000.00	12,500.00
52260	Metro. Water Reclamation District	15,000.00	20,000.00	15,000.00

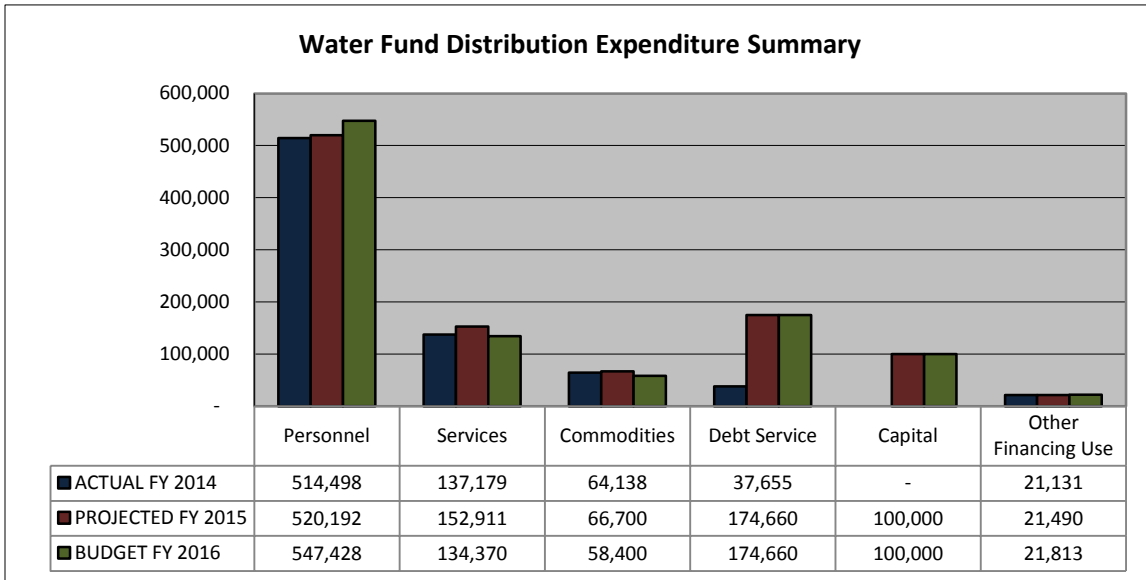
Account:	Account Title:	Proposed FY 2016 Budget	Projected FY 2015 Budget	Approved FY 2015 Budget
52265	Dumping Fees	18,000.00	12,000.00	12,000.00
52270	Electrical - Light/AC	80,000.00	75,000.00	80,000.00
52275	Natural Gas	8,000.00	9,000.00	8,000.00
53115	Auditing Services	350.00	231.00	350.00
53125	Engineering Services	1,000.00	0.00	1,000.00
53130	Laboratory Services	3,500.00	3,500.00	3,500.00
53160	Plumbing Inspections	3,500.00	3,836.00	3,000.00
53180	VOG Management Services	43,626.00	42,980.00	42,980.00
55110	In Service Training	5,400.00	5,200.00	5,400.00
56105	Public Liability Insurance	20,935.00	20,808.00	20,808.00
56110	Insurance Deductibles	3,000.00	269.00	3,000.00
Services:		369,286.00	382,743.00	354,308.00
61105	Janitorial Supplies	700.00	800.00	700.00
61110	Materials	5,000.00	8,000.00	5,000.00
61165	Sundry	2,200.00	4,600.00	2,200.00
61170	Office Supplies	2,400.00	3,800.00	2,400.00
61180	Shop Supplies	2,000.00	1,500.00	1,800.00
61185	Gasoline-Oil-Grease	2,450.00	2,000.00	2,950.00
61187	Vehicle Gas-Oil-Grease	11,700.00	9,700.00	12,200.00
61190	Odor Control Chemicals	6,000.00	5,050.00	6,000.00
61195	Treatment Chemicals	17,700.00	3,096.00	21,000.00
61200	Coagulation Chemicals	22,450.00	22,450.00	22,450.00
61205	Disinfection Chemicals	10,200.00	6,400.00	10,200.00
61210	Fluoridation Chemicals	12,700.00	13,000.00	15,000.00
61215	General Plant Supplies	1,000.00	1,000.00	1,000.00
61220	Lab Equipment Supplies	11,500.00	10,000.00	11,500.00
62105	Misc. Computer Equipment	0.00	2,000.00	2,000.00
62120	Water Meter	12,000.00	13,500.00	12,000.00
62125	Misc. Hydrant Replacement	9,000.00	9,000.00	9,000.00
62130	Misc. Equipment	7,500.00	13,500.00	18,500.00
62135	Safety Equipment	3,300.00	3,300.00	3,300.00
64105	Uniforms/Work Clothing	2,250.00	2,450.00	2,250.00
65105	Tool Purchase/Repair	4,000.00	3,500.00	4,000.00
66105	Vehicle Operating Expense	3,050.00	7,750.00	3,050.00
Commodities:		149,100.00	146,396.00	168,500.00
74020	Loan Payment	174,659.74	174,660.00	174,660.00
Debt Service:		174,659.74	174,660.00	174,660.00
82120	Small Tools & Equipment	32,000.00	0.00	70,000.00
84115	Water System Improvements	210,000.00	142,000.00	115,000.00
Capital:		242,000.00	142,000.00	185,000.00

Account:	Account Title:	Proposed FY 2016 Budget	Projected FY 2015 Budget	Approved FY 2015 Budget
95105	Depreciation	69,000.00	69,000.00	69,000.00
	Other Expense:	69,000.00	69,000.00	69,000.00
	TOTAL WATER FUND:	2,208,329.73	2,118,326.00	2,101,639.00

WATER DISTRIBUTION DIVISION

The Water Distribution Division of the Water Fund is responsible for the ongoing maintenance and upgrades of the water transmission and distribution main system that delivers finished drinking water from the Glencoe Plant to all water customers. Staff in this Division handle routine and emergency repairs to the system; install, maintain and read residential and commercial water meters; and, install, maintain and exercise valves and fire hydrants.

The Water Distribution Fiscal Year 2016 Budget is \$1,036,671. Below is the review of the expenditures for the Water Distribution Division.



Water Distribution Division Account Class Description:

- Personnel: Salaries, employee benefits and pension costs
- Services: Maintenance and repair, service fees, training costs, and risk management
- Commodities: Supplies, vehicle operating expense, equipment, uniforms, tool purchase and repairs
- Debt Service: Interest on bonds and loan payment
- Capital: Equipment, vehicles and water system improvements
- Other Financing Use: Management services

GOALS & OBJECTIVES:

FISCAL YEAR 2015 ACCOMPLISHMENTS:

In addition to the daily responsibilities of the division, other special projects undertaken in Fiscal Year 2015 include the following:

1. Abandoned 2,500 LF of aged and deteriorated water main under Green Bay Road between Westley Rd. and Vernon Ave.
2. Completed emergency repairs on 24 water main breaks.
3. Repaired significant break on 16-inch water main that supply's the Village's elevated water tank on Frontage Road

FISCAL YEAR 2016 GOALS:

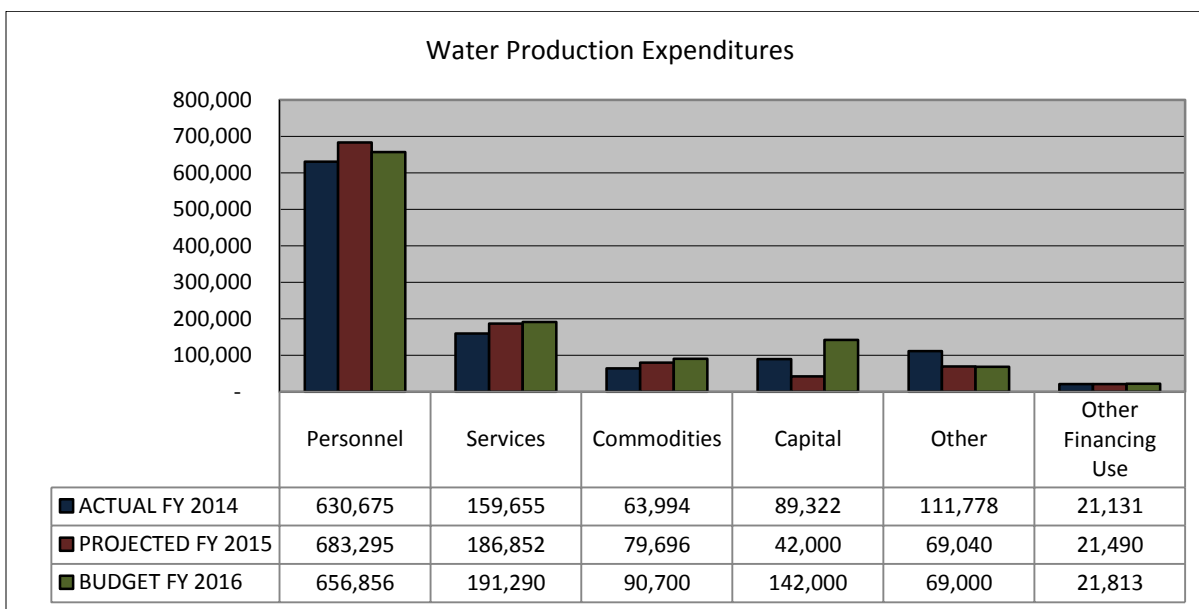
In addition to the initiatives outlined in the Strategic Work Plan, the Water Distribution Division will endeavor to complete the following goals as well in Fiscal Year 2016.

Goals	Anticipated Completion:
Replace Glencoe Drive Water Main	2 nd Quarter

WATER PRODUCTION DIVISION

The Water Production Division of the Water Fund is responsible for producing drinking water of the highest quality that meets all regulatory requirements, and is of adequate quantity and pressure to supply the entire Village distribution system. Staff in this Division is also responsible for the ongoing maintenance and improvements to the process systems, equipment and infrastructure of the Water Treatment Plant. The Village of Glencoe Water Plant is operated around the clock by State-Certified personnel. Operations include daily sampling & lab tests which include twice-a-week sampling of the distribution system to assure compliance with Federal, State and Local requirements.

The Water Distribution Division Fiscal Year 2016 Budget is \$1,171,659. Below is the review of expenditures for the Water Production Division.



Water Production Division Account Class Description:

- Personnel: Salaries, employee benefits and pension costs
- Services: Maintenance and repair, service fees, training costs, and risk management
- Commodities: Chemicals & supplies, vehicle operating expense, equipment, uniforms, tool purchase and repair
- Capital: Vehicles, WTP process equipment and plant improvements
- Other Financing Use: Management services

GOALS & OBJECTIVES:

FISCAL YEAR 2015 ACCOMPLISHMENTS:

In addition to the daily responsibilities of the division, other special projects were undertaken in Fiscal Year 2015 with results as follows:

1. Completed Initial Draft of Water System Master Plan
2. Successfully implemented a modified Cross Connection Control Program utilizing a third party administration service provider

FISCAL YEAR 2016 GOALS:

In addition to the initiatives outlined in the Strategic Work Plan, the Water Production Division will endeavor to complete the following goals as well in Fiscal Year 2016.

Goals	Anticipated Completion:
Complete Water System Master Plan	2nd Quarter
Replace Turbidimeters	2nd Quarter
Replace High Lift Emergency Pump	3rd Quarter
Replace Filter Controls	4th Quarter
Manage Cross Connection Control Program	Ongoing

STRATEGIC PRIORITIES

Village Board approved a 3-year Strategic Work Plan in October 2014. Six **Strategic Priorities** – **Financial Sustainability, Commercial Vitality, Infrastructure Replacement, Operational Effectiveness, Organizational Development, and Community Engagement** were developed by the Village Board as the basis for this plan; numerous projects, with responsibility across all operating departments and administered by the Village Manager’s Office, are planned for the coming Fiscal Year.



The Water Division will be involved in the following Strategic Priorities in Fiscal Year 2016.

Financial Stability

- Develop a template to be used to define operating costs of all departmental functions for FY17 budget process.
- Coordinate review of new revenue opportunities with review of opportunities to improve process efficiency.

Infrastructure Replacement

- Complete Water System Master Plan report including an assessment of alternatives for the replacement of the water treatment plant.
- Develop and implement communication plan to outline water treatment plant replacement alternatives.
- Continue to evaluate possible partnership with the Northwest Water Commission.
- Utilize information from the Water System Master Plan to develop long term water system improvement plan.
- Reassess capital equipment replacement procedures/policies.
- Develop a qualitative decision making approach for the review of the Village's 10 year capital project inventory.
- Evaluate existing grant programs (overhead sewer conversion program, etc.) for continued value and possible modification.

Operational Effectiveness

- Identify all major services by department; Determine which Village services are core (absolute) or enhanced (optional). Present findings to the Board.
- Review process for work order management in Public Works Department; investigate work order management technology solutions. Recommend solution to Village Board for approval.
- Modify operations and integrate new technology into work processes.
- Conduct analysis of partnering opportunities with other regional municipal organizations; Identify similar operational needs and estimate costs.

Organizational Development

- Provide leadership/management training for first-line supervisors.
- Provide leadership/management opportunities for supervisors, including those outside of traditional job responsibilities.
- Ensure a work and training environment that allows for competitive internal promotions.

Community Engagement

- Implementation of service request system to expedite registering, processing and tracking of residential service requests.



DEBT SERVICE FUND

FY 2015

<u>FY</u>	<u>Original Issue</u>	<u>Beginning Balance</u>	<u>Issuances</u>	<u>Retirements</u>	<u>Ending Balance</u>
2005	1,850,000	425,000	-	210,000	215,000
2009	7,400,000	5,475,000	-	1,015,000	4,460,000
2012	8,550,000	8,550,000	-	-	8,550,000
	17,800,000	14,450,000	-	1,225,000	13,225,000

FY 2016

<u>FY</u>	<u>Original Issue</u>	<u>Beginning Balance</u>	<u>Issuances</u>	<u>Retirements</u>	<u>Ending Balance</u>
2005	1,850,000	215,000	-	215,000	-
2009	7,400,000	4,460,000	-	1,050,000	3,410,000
2012	8,550,000	8,550,000	-	-	8,550,000
	17,800,000	13,225,000	-	1,265,000	11,960,000

FUND PURPOSE

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

FUND HIGHLIGHTS

At the end of Fiscal Year 2015 the Village debt balance was \$13.2 Million. On April 7, 2015, two referendum questions were approved for the issuance of a total of \$10.0 Million of new debt. To date no new debt has been issued. Absent the new debt, the balance will be \$11.9 Million at the end of Fiscal Year 2016.

The Village preserves its limited tax bond authority as an emergency reserve. Beginning Tax Year 2009 (Fiscal Year 2011) the annual extension limit increases by the percentage change in the CPI. Since the legislation allowing the increase in the extension limit, that limit has increased from \$501,555 to \$552,379. However, the Village's Equalized Assessed Value has decreased from \$1.2 Billion in Fiscal Year 2011 to \$787 Million in Fiscal Year 2015 which reduces the maximum principal that can be issued to \$3.9 Million.

The Village is using approximately \$225,000 of this authority already. The full limit will be restored beginning Fiscal Year 2017.

ANNUAL PRINCIPAL PAYMENT ON EXISTING G.O. DEBT SERVICE
FISCAL YEAR 2016 THROUGH FISCAL YEAR 2025

<u>SERIES</u>	<u>RETIREMENT DATE</u>	<u>ORIGINAL DEBT</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FY 2024</u>	<u>FY 2025</u>
2005	Dec-15	1,850,000	215,000	-	-	-	-	-	-	-	-	-
2009	Dec-18	7,400,000	1,050,000	1,090,000	1,135,000	1,185,000	-	-	-	-	-	-
2012	Dec-27	8,550,000	-	-	-	-	860,000	880,000	900,000	920,000	945,000	970,000
Annual Principal Payment			1,265,000	1,090,000	1,135,000	1,185,000	860,000	880,000	900,000	920,000	945,000	970,000

Principal Balance

March 1	13,225,000	11,960,000	10,870,000	9,735,000	8,550,000	7,690,000	6,810,000	5,910,000	4,990,000	4,045,000
February 28 (29)	11,960,000	10,870,000	9,735,000	8,550,000	7,690,000	6,810,000	5,910,000	4,990,000	4,045,000	3,075,000

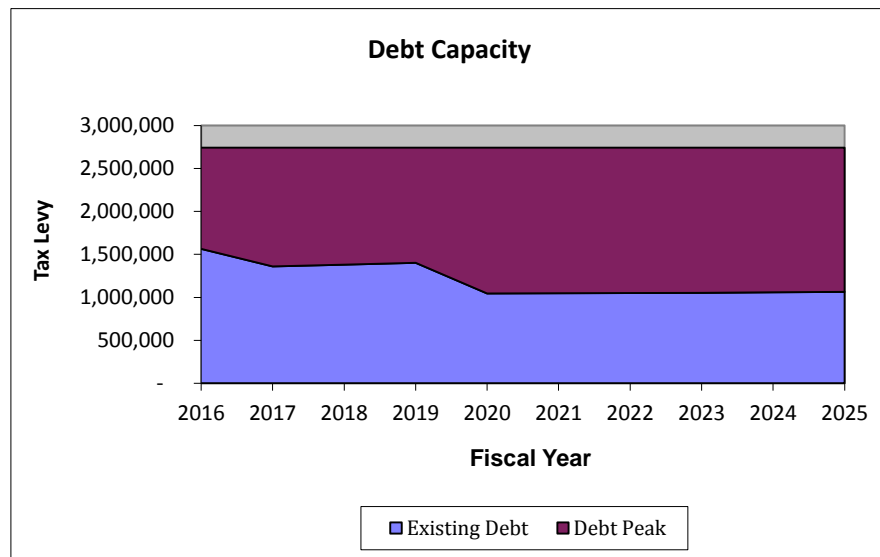
Equalized Assessed Valuation (1) 3.0% Annual Increase	811,347,568	835,687,995	860,758,634	886,581,393	913,178,835	940,574,200	968,791,426	997,855,169	1,027,790,824	1,058,624,549
G.O. Debt Limit - 10.00% of EAV	81,134,757	83,568,799	86,075,863	88,658,139	91,317,884	94,057,420	96,879,143	99,785,517	102,779,082	105,862,455
Legal G.O. Debt Margin On 2/28 (29)	69,174,757	72,698,799	76,340,863	80,108,139	83,627,884	87,247,420	90,969,143	94,795,517	98,734,082	102,787,455
Long Term Debt Per Capita (Assumes Constant Population of 8,723)	1,371.09	1,246.13	1,116.02	980.17	881.58	777.13	674.43	569.44	461.60	350.91
Long Term Debt per \$10,000 EAV	147.41	130.07	113.10	96.44	84.21	72.40	61.00	50.01	39.36	29.05

Interest Payments

<u>SERIES</u>	<u>RETIREMENT DATE</u>	<u>ORIGINAL DEBT</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FY 2024</u>	<u>FY 2025</u>
2005	Dec-15	1,850,000	6,988	-	-	-	-	-	-	-	-	-
2009	Dec-18	7,400,000	107,208	84,895	60,370	31,995	-	-	-	-	-	-
2012	Dec-27	8,550,000	185,000	185,000	185,000	185,000	185,000	167,800	150,200	132,200	113,800	93,719
Annual Principal Payment			299,195	269,895	245,370	216,995	185,000	167,800	150,200	132,200	113,800	93,719
Interest as % of Prin. Balance			2.26%	2.26%	2.26%	2.23%	2.16%	2.18%	2.21%	2.24%	2.28%	2.32%

**EXISTING DEBT SERVICE TAX LEVY PROJECTION
FISCAL YEAR 2016 THROUGH FISCAL YEAR 2025**

<u>SERIES</u>	<u>RETIREMENT DATE</u>	<u>ORIGINAL DEBT</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FY 2024</u>	<u>FY 2025</u>
2005	Dec-15	1,850,000	221,988	-	-	-	-	-	-	-	-	-
2009	Dec-18	7,400,000	1,157,208	1,174,895	1,195,370	1,216,995	-	-	-	-	-	-
2012	Dec-27	8,550,000	185,000	185,000	185,000	185,000	1,045,000	1,047,800	1,050,200	1,052,200	1,058,800	1,063,719
Annual Tax Levy			1,564,196	1,359,895	1,380,370	1,401,995	1,045,000	1,047,800	1,050,200	1,052,200	1,058,800	1,063,719
Annual Tax Levy per \$10K EAV			19.28	16.27	16.04	15.81	11.44	11.14	10.84	10.54	10.30	10.05
Total Original Debt		21,690,000										



VILLAGE OF GLENCOE
ANALYSIS OF DEBT SERVICE CAPACITY

March 1, 2015

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, 2016, this limit will be \$81.1 Million. At that time, the Village will have \$11.9 Million in debt applicable to the limit leaving a legal debt margin of \$69.1 Million. This analysis does not include new debt from the approval of two referendum questions on April 7, 2015 for the issuance of an additional \$10.0 Million in general obligation bonds.

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 has no outstanding alternative revenue debt.

The Village also has limited tax authority based upon the amount of property tax extension used to pay for non-referendum debt service at the time tax cap legislation was enacted in the early 1990's. The law provides that non-referendum debt can be replaced without referendum. Originally, the Village could issue debt with annual debt service payments up to \$501,000 without referendum. Beginning Tax Year 2009 (Fiscal Year 2011) the extension cap increases annually by the same CPI as property tax extension under Property Tax Extension Limitation Law (PTELL). During Fiscal Year 2016 the limited tax debt cap is \$552,379.

In 2005 the Village issued \$1.85 Million in limited tax debt for sewer work using up \$225,000 of that authorization, leaving approximately \$313,800. Assuming 3.0% interest, the Village can issue debt from approximately \$2.7 Million in 10 year term bonds to \$3.7 Million in 15 year term bonds so long as the annual debt service remains at \$313,800 and the total issuance is under the ½ of 1% limit of \$3.7 Million. As the 2005 series bonds are retired, the capacity is restored to the maximum level.

Beginning in Fiscal Year 2011, the debt service begins to drop from an annual average of about \$2.7 Million to approximately \$1.0 Million during Fiscal Year 2020. During Fiscal Year 2013 the Village issued \$8.550 Million on general obligation bonds for various infrastructure improvements. The debt on the 2012 issuance was structured to pay interest only until the 2009 Bonds are retired. Therefore, there is the ability to structure future debt and maintain debt levels within acceptable limits. 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 \$548,212 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 15 years or as otherwise determined to be an appropriate length for the type of asset or improvement financed.
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) or to refund existing debt where financial conditions are favorable.



CAPITAL PLAN

**FY 2016 CAPITAL BUDGET
BY QUARTER**

FIRST QUARTER (MARCH - MAY 2015)	FY 2016 BUDGET	FUNDING SOURCE
COMPUTER SYSTEM IMPROVEMENTS (PHASE I)	34,600	GENERAL
EAB TREE REMOVAL	18,750	GENERAL
BRUSH CHIPPER #10	44,000	GENERAL
PICKUP TRUCK #35	35,500	GENERAL
E911 SYSTEM EQUIPMENT (PHASE I)	33,000	E911
WATER MAIN REPLACEMENT	100,000	WATER

TOTAL FIRST QUARTER \$ 265,850

SECOND QUARTER (JUNE - AUGUST 2015)	FY 2016 BUDGET	FUNDING SOURCE
COMPUTER SYSTEM IMPROVEMENTS (PHASE II)	34,600	GENERAL
PUBLIC WORKS ADMINISTRATIVE VEHICLE REPLACEMENT #610	30,000	GENERAL
RESTORATION OF RAVINE BLUFF MONUMENTS (PHASE III)	30,000	GENERAL
EAB TREE REMOVAL	18,750	GENERAL
TURBIDIMETER UNIT REPLACEMENT	32,000	WATER
ROADWAY IMPROVEMENT (GREEN BAY RD.)	360,000	MFT

TOTAL SECOND QUARTER \$ 505,350

THIRD QUARTER (SEPTEMBER - NOVEMBER 2015)	FY 2016 BUDGET	FUNDING SOURCE
COMPUTER SYSTEM IMPROVEMENTS (PHASE III)	34,600	GENERAL
MECHANICAL LIFT	18,000	GENERAL
EAB TREE REMOVAL	18,750	GENERAL
PUBLIC SAFETY VEHICLE REPLACEMENTS #654 & #662	100,000	GENERAL
E911 SYSTEM EQUIPMENT (PHASE II)	33,000	E911
HIGH LIFT EMERGENCY PUMP	50,000	WATER

TOTAL THIRD QUARTER \$ 254,350

FOURTH QUARTER (DECEMBER - FEBRUARY 2016)	FY 2016 BUDGET	FUNDING SOURCE
COMPUTER SYSTEM IMPROVEMENTS (PHASE IV)	34,600	GENERAL
SEWER CAMERA TRUCK #22	33,000	GENERAL
EAB TREE REMOVAL	18,750	GENERAL
E911 ROOM UPGRADES	32,000	E911
REPLACE FILTER CONTROLS	60,000	WATER

TOTAL FOURTH QUARTER \$ 178,350

OTHER PROJECTS - FUNDING QTR TBD

RESIDENTIAL SIDEWALK REPLACEMENT	100,000	BOND FUND 2015A
STORM WATER DRAINAGE IMPROVEMENTS	3,000,000	BOND FUND 2015A
SANITARY SEWER LINING	250,000	BOND FUND 2015A
STREET RESURFACING	500,000	BOND FUND 2015B

TOTAL \$ 3,850,000

FISCAL YEAR 2016 CAPITAL BUDGET GRAND TOTAL \$ 5,053,900



FISCAL YEAR 2016 CAPITAL PROJECTS



FISCAL YEAR 2016 CAPITAL PROJECTS

E911 Fund

Project:	Cost:	Page:
911 System Furniture Replacement	\$ 32,000	2
911 System Equipment	<u>\$ 66,000</u>	3
E911 Fund Total:	\$ 98,000	

Water Fund

Turbidimeter Unit Replacement	\$ 32,000	5
Water System Equipment Replacement	\$ 110,000	6
Water Main Replacement	<u>\$ 100,000</u>	8
Water Fund Total:	\$ 242,000	

General Fund

Computer System Improvements	\$ 138,400	9
Restoration of Ravine Bluff Monuments (Phase III)	\$ 30,000	11
EAB Tree Removal	\$ 75,000	12
Mechanical Lift Replacement	\$ 18,000	13
Brush Chipper #10	\$ 44,000	15
Sewer Camera Truck #22	\$ 33,000	16
Pickup Truck #35	\$ 35,500	17
PW Administrative Vehicle Replacement #610	\$ 30,000	18
PS Vehicle Replacements #654, & #662	<u>\$ 100,000</u>	19
General Fund Total:	\$ 503,900	

MFT Fund

Roadway Improvement (Green Bay Rd.)	<u>\$ 360,000</u>	20
MFT Fund Total:	\$ 360,000	

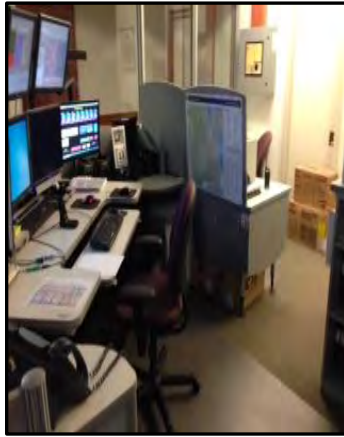
Bond Fund 2015A

Residential Sidewalk Replacement	\$ 100,000	21
Storm Water Drainage Improvements	\$3,000,000	22
Sanitary Sewer Lining	<u>\$ 250,000</u>	23
Bond 2015A Total:	\$3,350,000	

Bond Fund 2015B

Street Resurfacing	<u>\$ 500,000</u>	24
Bond 2015B Total	\$ 500,000	

NAME: 911 SYSTEM FURNITURE REPLACEMENT
Category: Building Improvements
Fund: E911
Account Number: 19-415-420-81125
Fiscal Year 2016
Project Coordinator: Public Safety Department



Radio room furnishings

Summary:

The dispatch center is manned 24 hours per day, 365 days per year. The last renovation was in 2007. The furnishings - chairs, cabinetry, equipment storage space, etc. are in need of replacement due to daily use. Window treatments will be necessary as required by the Law Enforcement Agencies Data System (LEADS); the public cannot view the LEADS terminals as they display personal and criminal history information. As the department migrates to electronic records management, storage cabinets may be replaced with functional workspace.

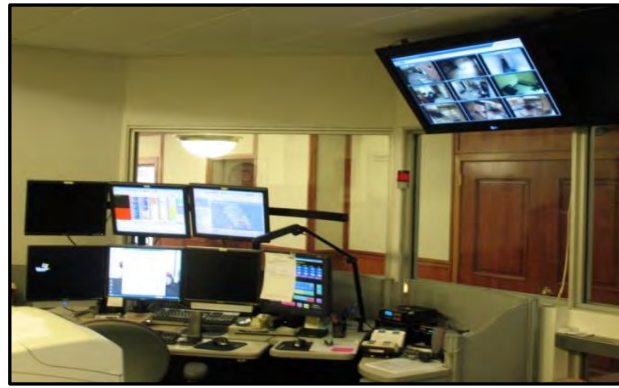
Budget Impact:

This expenditure is necessary to meet the needs of a functional workspace for purposes of providing emergency dispatch services.

5 Year Expenditure History					
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Budgeted Amount	60,000	-	-	-	10,000
Actual Expenditures	15,000	(100)	-	-	-

3 Year Projected Expenditures			
	FY 2016	FY 2017	FY 2018
Total Cost:	32,000	-	-
Description:	chairs, cabinets		

NAME: 911 SYSTEM EQUIPMENT
Category: Data Processing Equipment
Fund: E911
Account Number: 19-415-420-82105
Fiscal Year 2016, 2017, 2018
Project Coordinator: Public Safety Department



Radio room workstations, monitors, CCTV, radios

Summary:

The equipment includes: data storage, uninterrupted power supply (UPS) batteries, surveillance camera hardware, E911 system software upgrade, computer aided dispatch (CAD) upgrades, desktop computers, squad laptop computers, mobile & portable radios, base station radios, and emergency medical dispatch (EMD) software. These items are all necessary equipment for dispatchers to answer calls for service, dispatch Public Safety units, maintain fire/police/EMS records, provide Emergency Medical Dispatch, and monitor public facilities. Most of the listed items will be replaced based on life cycle as determined by Village IT staff. The police radio network, a mutual aid cooperative (NORCOM), will require extensive upgrades and/or replacement of radio network equipment (base stations, repeaters, connectivity hardware) due to legislative and technology mandates, including narrowbanding of local radio frequencies and large scale interoperability initiatives. Both mandates require capital outlay as equipment replacement is necessary for compliance. Glencoe will be responsible for a percentage of any costs as determined by the ratio of Glencoe's population as compared to the total population served by NORCOM.

Budget Impact:

Most of these expenditures have been anticipated through the Village's planning process. The NORCOM expenditure is unanticipated, and may be subject to State and Federal mandates as technology and infrastructure requirements are determined. NORCOM transition may require replacement mobile and portable radios, in addition to base radio and connectivity hardware. The NORCOM technical committee members estimate the initial cost of transition to be approximately \$100,000. These costs are best estimates only due to the uncertainty of large network expandability versus maintaining out current local network, and the variance/need for equipment replacement.

911 SYSTEM EQUIPMENT CONTINUED

Program Item List:	Data Storage	10,000
	Desktop Computers	22,000
	Vehicle Laptop Computers	22,000
	Mobile Radio Replacements	12,000
	\$	66,000

5 Year Expenditure History					
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Budgeted Amount	-	65,000	25,500	15,000	15,000
Actual Expenditures	-	29,847	722	14,457	0.00

3 Year Projected Expenditures			
	FY 2016	FY 2017	FY 2018
Total Cost:	66,000	105,000	205,000
Description:	Program items listed above	Program items listed above	Program items listed above

NAME: TURBIDIMETER UNIT REPLACEMENT
Category: Water - Production
Fund: Water
Account Number: 11-110-370-82120
Fiscal Year 2016
Project Coordinator: Public Works Director David Mau

Expected Useful Life Varies by equipment

Summary: The Village is currently completing a Water System Master Plan to review the long term infrastructure needs of the 1928 Water Treatment Plant. Until that report has been finalized and discussed by the Village Board, capital improvement needs for the Water Production Division will be limited to those items that relate to water quality and process equipment and not plant infrastructure. The turbidity meters measure the clarity of the filtered water and are required by EPA regulations on each filter in addition to the combined filter effluent (tap). The Plant also has turbidimeters on the raw water and settled water for process control. The current turbidimeters were installed in 2005 and have a 10 year expected life.

Budget Impact: The budgeted replacement cost for the turbidimeter units is \$32,000. This plant equipment is budgeted in the Production Division of the Water Fund.

5 Year Expenditure History					
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Budgeted Amount	-	20,000	-	70,000	70,000
Actual Expenditures	-	20,380	-	-	0.00

3 Year Projected Expenditures			
	FY 2016	FY 2017	FY 2018
Total Cost:	32,000		
Description:	Turbidimeter Unit		

NAME: WATER SYSTEM EQUIPMENT REPLACEMENT
Category: Water - Production
Fund: Water
Account Number: 11-110-370-84115
Fiscal Year 2016, 2017, 2018
Project Coordinator: Public Works Director David Mau

Expected Useful Life Varies by equipment

Summary: The Village is currently working on a Water System Master Plan to review the long term infrastructure needs of the 1928 Water Treatment Plant. Until that report has been finalized and discussed by the Village Board, capital improvement needs for the Water Production Division will be limited to those items that relate to water quality and process equipment and not plant infrastructure.

FY 2016 Replace Filter Controls \$ 60,000

Filter controls are the consoles at each filter. They are connected to the SCADA system that controls the filter rate of flow and the backwash sequence. The current consoles were installed in the early 1990's. Due to the complex nature of the electronics within the enclosure the life expectancy of the devices is generally 20 years.

High Lift Emergency Pump & Engine \$ 50,000

The emergency high lift pump and engine date from 1928 and 1965 respectively. While the emergency generator can run the pumps, the emergency diesel driven pump is a necessity during the transition from emergency power to normal. Both of these pieces of equipment are well past their expected useful life expectancies of 30 years.

FY 2017 Low Lift Pump Raw Water Screen \$ 50,000

Due to the increasing frequency of large fish being drawn into the low lift pumps a raw water screening system is recommended for installation to prevent reduced/limited raw water pumpage due to damage and rebuilding of low lift pumps. A typical screen system should last 20 years.

Filter Air Scour System \$ 50,000

A filter air scour system is the best backwash method for granular media filters. This system will introduce air into the backwash water to create a violent scouring action of the filter media which will significantly reduce backwash water, save filter media from being "washed out", and improve overall filter performance.

FY 2018 Replace Bulk Chemical Storage \$ 30,000

The Plant uses multiple chemical storage tanks to allow for the delivery and storage of bulk chemicals and materials used in the water treatment process. Bulk chemical storage tanks have a 20-30 year life expectancy depending on the chemical and tank construction. Most of the current chemical tanks have reached their life expectancies of 20 to 30 years and should be replaced to prevent accidental leakage.

Replace Pumps and Motors - Low Lift \$ 25,000

Pumps and their motors are the heart of the water plant operation. Life expectancies are in the 20 to 30 year range depending on usage. The most frequently used pumps in the Plant operation are in operation almost 5,000 hours each year. Low lift pumps #1 and #2 were installed in 1990 and are nearing the end of their useful lives.

WATER SYSTEM EQUIPMENT REPLACEMENT CONTINUED

Budget Impact:

The budgeted cost for each of the process equipment replacements in FY 2016-18 is noted below. Each of these replacements/upgrades are budgeted in the Production Division of the Water Fund.

5 Year Expenditure History					
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Budgeted Amount	20,000	40,000	-	50,000	15,000
Actual Expenditures	12,858	38,429	-	46,309	29,628

3 Year Projected Expenditures			
	FY 2016	FY 2017	FY 2018
Total Cost:	110,000	100,000	55,000
Description:	Items Above	Items Above	Items Above

NAME: WATER MAIN REPLACEMENT
Category: Water - Distribution
Fund: Water
Account Number: 11-110-365-84115
Fiscal Year 2016, 2017, 2018
Project Coordinator: Public Works Director David Mau

Summary: This is an annual budget allowance for limited segments of water main replacement necessary due to age and reliability. Based on cost of replacement of pipe and restoration this allowance is estimated based on 1000 feet of 8-inch water main. This annual allowance is not intended to address other CIP improvements that may include the replacement of multiple water main segments. Those are typically funded by other sources.

Budget Impact: This capital improvement is budgeted in the Water Distribution Division of the Water Fund.

5 Year Expenditure History					
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Budgeted Amount	-	1,200,000	10,000	-	100,000
Actual Expenditures	6,123	54,274	60,925	-	99,953

3 Year Projected Expenditures			
	FY 2016	FY 2017	FY 2018
Total Cost:	100,000	100,000	100,000
Description:			

NAME: COMPUTER SYSTEM IMPROVEMENTS
Category: Information Technology
Fund: General
Account Number: 12-210-222-82105
Fiscal Year 2016 & 2017
Project Coordinator: Ron Dussard, Information Technology Coordinator

**Summary:**

The Information Technology (IT) Division, a component unit of the Village Manager's Office, provides support for all departments. This division is responsible for researching, procuring and implementing new hardware and software programs across the Village organization; maintaining the integrity of various communication systems (e.g. data, voice, messaging) and the Village's financial reporting system; overseeing upgrades and maintenance of the Village's various operating systems; and providing server, workstation and application support. With the development of a 5-Year IT Strategic Plan in 2012, proposed expenditures and technology upgrades have been identified and planned through Fiscal Year 2017. This summary document contains the budgeted allocations and actual costs related to the purchase of all hardware items and equipment contained in the plan.

Budget Impact:

Funds for the purchase of computer systems hardware are budgeted annually in the General Fund, in accordance with the schedule contained in the Village's Long-Range Capital Plan, which is updated on an annual basis.

COMPUTER SYSTEM IMPROVEMENTS CONTINUED

Project Item List:	Electronic Document Management	\$ 13,000
	Work Orders	\$ 30,000
	Public Works Tablets	\$ 900
	ERP Reporting Software	\$ 6,000
	Arbor Management	\$ 3,000
	Public Safety Paging	\$ 18,000
	Eventide Recorder Upgrade	\$ 10,000
	Video Surveillance Monitoring	\$ 5,000
	Website Improvements	\$ 25,000
	User Application Training & Support	\$ 10,000
	Data Center Upgrade	\$ 3,000
	Improve IT Productivity	\$ 3,000
	Offsite Backup Disk	\$ 4,000
	Disaster Site Security	\$ 7,500
		\$ 138,400

5 Year Expenditure History					
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Budgeted Amount	-	30,000	159,000	142,900	117,900
Actual Expenditures	-	29,539	150,301	91,141	70,339

3 Year Projected Expenditures			
	FY 2016	FY 2017	FY 2018
Total Cost:	138,400	130,000	-
Description:	IT Plan Upgrades	IT Plan Upgrades	

2016 CAPITAL PROJECT INVENTORY**Fund: General**

NAME: RESTORATION OF RAVINE BLUFFS MONUMENTS - PHASE 3

Category: Public Right of Way Improvements

Fund: General

Account Number: 12-305-336-81140

Fiscal Year 2016

Project Coordinator: Planning & Development Administrator Nathan Parch



Expected Useful Life 75 Years

Summary:

Three entrance marker monuments reside within the Ravine Bluffs housing subdivision that were designed in 1915 by architect/designer Frank Lloyd Wright in collaboration with landscape architect Jens Jensen. The three entrance makers are all identical in form, constructed from concrete cast at each location. Over the last two years, Smith Art Conservation LLC has restored two of the monuments leaving the third and final monument for restoration in budget year 2016. The monument is located at the west end of Sylvan Road.

Budget Impact: The budgeted replacement cost for the Ravine Bluffs Monument is \$30,000.

5 Year Expenditure History

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Budgeted Amount	-	-	-	-	39,500
Actual Expenditures	-	-	-	-	43,713

3 Year Projected Expenditures

	FY 2016	FY 2017	FY 2018
Total Cost:	30,000	-	-
Description:	Monument Repair		

NAME: EAB TREE REMOVAL
Category: Tree Replacement
Fund: General
Account Number: 12-305-336-51135
Fiscal Year 2016, 2017, 2018
Project Coordinator: PW Supervisor Dave Vetter

Summary: Contractual tree removal is a support service to the Department's Forestry Division. The presence of the Emerald Ash Borer (EAB) has increased the number of dead trees the Forestry Division has been removing over the past 3 years, and the number of dead and infected ash trees remaining is high. The Department's extensive efforts to maintain the steady pace of EAB removals, combined with the Village taking on the responsibility of the Park District Forestry operations through the Shared Services Program have resulted in all cyclic tree trimming being stopped. The budgeting for contractual forestry services will remove up to 150 ash trees to supplement Village removal efforts and allow for cyclic trimming to resume.

Budget Impact: The budgeted cost for contractual tree removal services is \$75,000 a year. This contracted tree maintenance service is budgeted in the Forestry Division of the General Fund.

5 Year Expenditure History					
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Budgeted Amount	10,200	10,700	10,700	35,700	35,700
Actual Expenditures	10,096	8,924	10,634	30,225	28,482

3 Year Projected Expenditures			
Total Cost:	75,000	75,000	50,000
Description:			

NAME: MECHANICAL LIFT
Category: Facility Improvements - PW
Fund: General
Account Number: 12-305-352-81120
Fiscal Year: 2016
Project Coordinator: PW General Superintendent Mike Moran

**Summary:**

Mechanical Lifts are an essential apparatus needed for vehicle and equipment maintenance. Public Works mechanics utilize (3) mechanical lifts of varying size; all (3) have reached their useful life. Public Works is proposing the refurbishment of one lift used to maintain heavy duty trucks and equipment that currently cannot perform to its full potential due to its condition.

Budget Impact:

The budgeted refurbishment cost for the mechanical lift is \$18,000. This unit is budgeted in the Municipal Garage Division of the General Fund.

5 Year Expenditure History					
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Actual Expenditures	-	-	-	-	-

3 Year Projected Expenditures			
	FY 2016	FY 2017	FY 2018
Total Cost:	18,000	-	30,000
Description:	Mechanical Lift		Mechanical Lift

NAME: BRUSH CHIPPER #10
Category: Forestry/Parkway Division Vehicle
Fund: General
Account Number: 12-305-336-83105
Fiscal Year 2016
Project Coordinator: PW General Superintendent Mike Moran



Replacement Frequency 8 Years

Summary:

The brush chipper (PW Unit # 10) is a key piece of support equipment used in the Department's Forestry Division. The chipper is pulled behind a box truck and is used to chip brush, branches and logs up to 8-inches diameter. This equipment is used in front-line response capacity for storm damage, but also has year-round use through the Forestry Division's regular work operations, including EAB tree removal and the Village's shared services operations with the Park District. The current unit was purchased in 2007 and has 1,571 engine hours. This piece of equipment typically has an 8-year replacement cycle.

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Budgeted Amount	55,000	242,300	70,000	50,041	-
Actual Expenditures	50,599	232,558	63,202	50,041	-

3 Year Projected Expenditures			
	FY 2016	FY 2017	FY 2018
Total Cost:	44,000	-	-
Description:	Unit #10		

NAME: SEWER CAMERA TRUCK #22
Category: Sewer Equipment
Fund: General
Account Number: 12-305-332-83105
Fiscal Year 2016
Project Coordinator: PW General Superintendent Mike Moran



Replacement Frequency 12 Years

Summary: The 1/2 Ton Sewer Camera Truck (PW Unit #22) is used in conjunction with the sewer camera equipment. This vehicle is used specifically to house all of the equipment associated with the sewer televising system. The existing vehicle was purchased in 2003, has 42,602 miles and 6,287 operating hours. This piece of equipment is on a 12 year replacement cycle.

5 Year Expenditure History

Budgeted Amount	300,000	53,000	-	25,000	68,000
Actual Expenditures	299,553	45,378	(525)	19,361	0.00

3 Year Projected Expenditures

	FY 2016	FY 2017	FY 2018
Total Cost:	33,000	195,000	-
Description:	#22	#23	

NAME: PICKUP TRUCK #35
Category: Public Works Support Division Vehicle
Fund: General
Account Number: 12-305-336-83105
Fiscal Year 2016
Project Coordinator: PW General Superintendent Mike Moran



Replacement Frequency 7 Years

Summary: The 1/2 ton Pickup Truck (PW Unit #35) is assigned to the Public Works Supervisor overseeing Forestry, Parkways and Fleet Maintenance operations. This unit stores tools and equipment utilized by the Supervisor and is outfitted with a laptop to allow access to current Village utility information in the field through the Village's GIS system. This 1/2 Ton Pickup Truck is used by the Supervisor for all emergency call-backs including snow & ice, sewer backups, flooding, water main breaks, major storms and residential emergency calls. The existing vehicle was purchased in 2008, has 110,000 miles and typically has a 7 year replacement cycle.

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Budgeted Amount	55,000	242,300	70,000	50,041	-
Actual Expenditures	50,599	232,558	63,202	50,041	-

3 Year Projected Expenditures			
	FY 2016	FY 2017	FY 2018
Total Cost:	35,500	-	-
Description:	Unit #35		

NAME: PUBLIC WORKS ADMINISTRATIVE VEHICLE #610
Category: Vehicle Replacement
Fund: General
Account Number: 12-305-328-83105
Fiscal Year 2016
Project Coordinator: Fleet Supervisor David Vetter



Replacement Frequency 7 Years

Summary: This vehicle (PW Unit #610) is assigned to the Director and is used in the Administration Division fleet of 3 vehicles by administrative, engineering and building/zoning staff for all areas of field work. This unit is a 2007 model with 92,000 miles. The current unit will be retained in the administrative fleet and replace a 2003 Ford Explorer with 76,085 miles.

Budget Impact: The budgeted replacement cost for PW Administration Vehicle meeting the Department's specifications is \$30,000. This vehicle is budgeted in the Public Works Administration division of the General Fund.

5 Year Expenditure History					
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Actual Expenditures	-	-	-	-	-

3 Year Projected Expenditures			
	FY 2016	FY 2017	FY 2018
Total Cost:	30,000	-	-
Description:	Vehicle #610		

NAME: PUBLIC SAFETY VEHICLE REPLACEMENTS
Category: Vehicle Replacement
Fund: General
Account Number: 12-405-405-83105
Fiscal Year: 2016, 2017, 2018
Project Coordinator: Public Safety Department



Vehicle Model	Replacement Thresholds		
	Hours	Miles	Service History
Ford Crown Victoria #652	3 years	100K	High Frequency of Major Repairs
Chevrolet Tahoe #653	3 years	100K	High Frequency of Major Repairs
Chevrolet Tahoe #657	3 years	100K	High Frequency of Major Repairs

Summary:

Public Safety vehicles are used for emergency response 24 hours per day, 365 days per year. Generally, each patrol vehicle is scheduled for replacement every three years, depending on mileage, wear-and-tear, and service experience/frequency. The expected life cycle for an ambulance is 10 years; fire engine / rescue squads have a life expectancy of 20 years. Before replacing each vehicle, the fleet supervisor coordinates with staff regarding the usefulness of the vehicle. Public Works mechanics are also consulted regarding the service and maintenance history. If a vehicle has experienced excessive breakdown and maintenance issues, it may be rotated forward in the replacement schedule; conversely, if a vehicle that is scheduled for replacement but has been reliable, it may be postponed. Administrative vehicles often have extended life cycles due to the lower usage demands.

Budget Impact:

Each budget includes vehicle replacement according to the schedule and the CIP. In recent years, due to the Ford Crown Victoria being discontinued, the replacement costs have risen due to the need to purchase and install certain components that are make/model specific - prisoner screens, emergency light bars, radio consoles, and computer mounting hardware. Ambulance and fire engine costs rise significantly due to the infrequency of purchases, as well as technology mandates and advances.

5 Year Expenditure History					
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Budgeted Amount	-	95,000	120,000	120,000	130,000
Actual Expenditures	-	80,621	56,990	123,140	106,940

3 Year Projected Expenditures			
	FY 2016	FY 2017	FY 2018
Total Cost:	130,000	130,000	137,000
Description:	Unit #652, 653 & 657	Unit #654, 656, & 662	Unit #650, 651, & 660

NAME: ROADWAY IMPROVEMENT - GREEN BAY RD/LAKE COOK TO PARK
Category: Street Resurfacing
Fund: MFT
Account Number: 16-310-380-86105
Fiscal Year 2016
Project Coordinator: Public Works Director David Mau

Expected Useful Life 15 Years

Summary:

Green Bay Road is a 3 mile segment of roadway that traverses the entire length of the Village. The jurisdiction and responsibility for this former unmarked State of Illinois Highway was transferred to the Village in 1995-96 as part of a comprehensive improvement that included new storm sewer upgrades, curb & gutter, new traffic signals, the reconstruction of the bridge over Hazel Avenue and new pavement and striping. The roadway and striping have been maintained but asphalt surface has reached the end of its useful life. The south end of Green Bay Road between Park Avenue and Scott Avenue was resurfaced using Federal ARRA funding in 2009. The section of Green Bay Road between Park Avenue and Lake-Cook Road is eligible for federal surface transportation funding and has been included in the Annual Program of the North Shore Council of Mayors - the Village's Council of Government. Under the federal program the funding is a 70/30 Federal-Local split. The scope of the improvement will include some curb & gutter removal and replacement, pavement base patching, asphalt milling and resurfacing and pavement re-striping. In addition, a landscape median will be constructed north of Park Avenue between Tudor Ct and Glencoe Drive.

Budget Impact:

The total estimated cost for the scope of improvements included in the Green Bay Road Maintenance Resurfacing Improvement is \$1,200,000. The funding will be split 70/30: \$840,000 federal and \$360,000 local. The \$360,000 local share is budgeted in the Village's Motor Fuel Tax Fund.

5 Year Expenditure History					
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Budgeted Amount	-	500,000	400,000	-	75,000
Actual Expenditures	5,818	246,136	393,016	-	43,477

3 Year Projected Expenditures			
	FY 2016	FY 2017	FY 2018
Total Cost:	360,000		
Description:	Green Bay Road Resurface		

NAME: RESIDENTIAL SIDEWALK REPLACEMENT
Category: Residential Sidewalks
Fund: Bond
Account Number: TBD
Fiscal Year 2016, 2017
Project Coordinator: Public Works Director David Mau

Summary: The Village has maintained a residential sidewalk replacement program for over 30 years. This capital item is an annual budget allowance for residential concrete sidewalk replacement based on condition in order to protect the general public. Based on the cost of replacement this allowance is estimated to cover the replacement of 18,000-20,000 square feet or 700-800 sidewalk squares.

Budget Impact: The budgeted cost for Residential Sidewalks is \$100,000.

5 Year Expenditure History					
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Budgeted Amount	-	-	-	-	-
Actual Expenditures	-	-	-	-	-

3 Year Projected Expenditures			
	FY 2016	FY 2017	FY 2018
Total Cost:	100,000	100,000	-
Description:			

NAME: STORM WATER DRAINAGE IMPROVEMENTS
Category: Storm Sewer Improvements
Account Number: TBD
Fiscal Year 2016, 2017
Project Coordinator: Public Works Director David Mau



Expected Useful Life 50 Years

Summary:

Following significant rainfall events in July 2014 the Village Board commissioned a Storm Water Drainage Study to evaluate 5 areas in the Village where recurring flooding in the streets and right-of-way is impacting private property. Those 5 areas include larger drainage basins in the Skokie Heights and Ridges and the Terrace Court/Park Place neighborhoods; as well as the 700 block of Greenwood, the 400 block of Madison and the Hazel Avenue underpass south of the downtown. The Storm Water Drainage Study will evaluate existing conditions as well as the cause and severity of the flooding; and, identify the improvement alternatives and associated costs of those improvements. Staff is anticipating that recommendations from the study will result in potential storm sewer improvements for each of the study areas. The final report is not expected until later this fall, but based on recently implemented recommendations that were designed and constructed, staff is estimating \$6,000,000 for this capital improvement.

Budget Impact:

The budgeted costs for storm sewer improvements is \$6,000,000 split over two fiscal years. It is anticipated that this improvement will be included in a future bond issue referendum and subsequently budgeted in a future Bond Fund.

5 Year Expenditure History					
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Budgeted Amount	-	-	-	3,800,000	2,300,000
Actual Expenditures	-	-	34,026	3,296,600	N/A

3 Year Projected Expenditures			
	FY 2016	FY 2017	FY 2018
Total Cost:	3,000,000	3,000,000	-
Description:	Storm Sewer	Storm Sewer	

NAME: SANITARY SEWER LINING
Category: Sanitary Sewer Upgrades
Fund: Bond
Account Number: TBD
Fiscal Year 2016, 2017
Project Coordinator: Public Works Director David Mau

Expected Useful Life 50 Years

Summary:

The Village's sanitary sewer system consists of 40 miles of sanitary sewer main, 900 manholes and 8 lift stations. The maintenance and operation of this system is a critical responsibility of the Public Works Department. Repair and rehabilitation of the sanitary sewer mains is an ongoing process and includes pipe replacement and lining. Sanitary sewer lining is a trenchless technology that involves pulling a new liner through an old pipe, and through a process of inflating and curing the material, rehabilitating the pipe. Lining old sanitary sewer mains eliminates inflow and infiltration which contribute to charging the sanitary sewer and result in basement backups. The Village has used lining systems in rehabilitating aging and deteriorated sanitary sewer main for 30 years. The lining process is an excellent solution for rehabilitating sanitary sewer main located in rear lot easements to avoid disruptive and costly restoration of private property improvements. To address immediate locations under review staff has budgeted \$500,000 for sanitary sewer lining improvement of an estimated 6,000 - 7,000 feet of sanitary main.

Budget Impact:

The budgeted costs for sanitary sewer lining is \$500,000 split over two fiscal years. It is anticipated that this improvement will be included in a future bond issue referendum and subsequently budgeted in a future Bond Fund.

5 Year Expenditure History					
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Budgeted Amount	-	-	-	400,000	502,564
Actual Expenditures	-	-	-	379,381	N/A

3 Year Projected Expenditures			
	FY 2016	FY 2017	FY 2018
Total Cost:	250,000	250,000	-
Description:	Sanitary Sewer Lining	Sanitary Sewer Lining	

NAME: STREET RESURFACING
Category: Maintenance Street Resurfacing
Fund: Bond
Account Number: TBD
Fiscal Year 2016, 2017
Project Coordinator: Public Works Director David Mau



Expected Useful Life 15 Years

Summary:

The Village includes 40 centerline miles of local streets under the jurisdiction and responsibility of the Department of Public Works. Beginning in 1988 the Village launched a comprehensive street improvement program that addressed nearly 100% of the entire local street system in a 20 year period. The comprehensive Street improvements included new concrete curb & gutter, storm sewer upgrades and pavement reconstruction. The expected useful life of the asphalt pavement surface is 15 years in this climate and with expected traffic loading. The Village evaluates pavement surface conditions annually, and those streets typically 15 years old or more are scheduled for maintenance resurfacing based on physical conditions and a defined service life. Two phases of maintenance street resurfacing have been programmed and completed since 2007. To address those streets that need maintenance resurfacing in the next 3 years staff has budgeted \$1,000,000 which is estimated to completed an estimated 50,000 square yards of street surface. Those specific streets to be included in this total is currently under review.

Budget Impact:

The budgeted costs for maintenance street resurfacing is \$1,000,000 split over two fiscal years. It is anticipated that this improvement will be included in a future bond issue referendum and subsequently budgeted in a future Bond Fund.

5 Year Expenditure History

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Budgeted Amount	-	-	-	1,000,000	1,000,000
Actual Expenditures	-	-	-	989,550	N/A

3 Year Projected Expenditures

	FY 2016	FY 2017	FY 2018
Total Cost:	500,000	500,000	-
Description:	Street Resurfacing	Street Resurfacing	



FISCAL YEAR 2017 CAPITAL PROJECTS



FISCAL YEAR 2017 CAPITAL PROJECTS

E911 Fund

Project:	Cost:	Page:
911 System Equipment	\$ 105,000	2
E911 Fund Total:	\$ 105,000	

Water Fund

Water System Equipment Replacement	\$ 100,000	4
Water Main Replacement	\$ 100,000	6
Water Fund Total:	\$ 200,000	

Garbage Fund

Leaf Vacuum #68	\$ 34,500	7
Refuse Packer #19	\$ 210,000	8
Refuse Hauler #64	\$ 38,000	9
Garbage Fund Total:	\$ 282,500	

General Fund

Computer System Improvements	\$ 130,000	10
EAB Tree Removal	\$ 75,000	12
Squad Car Video Cameras	\$ 20,000	13
Sewer Jet #23	\$ 195,000	14
Street Sweeper #32	\$ 175,000	15
Six Wheel Dump Truck #41	\$ 135,000	16
PS Vehicle Replacement #654 & #662	\$ 130,000	17
General Fund Total:	\$ 860,000	

Bond Fund 2015A

Village Hall HVAC Replacement	\$2,500,000	18
Residential Sidewalk Replacement	\$ 100,000	19
Storm Water Drainage Improvements	\$3,000,000	20
Sanitary Sewer Lining	\$ 250,000	21
Bond 2015A Total:	\$5,850,000	

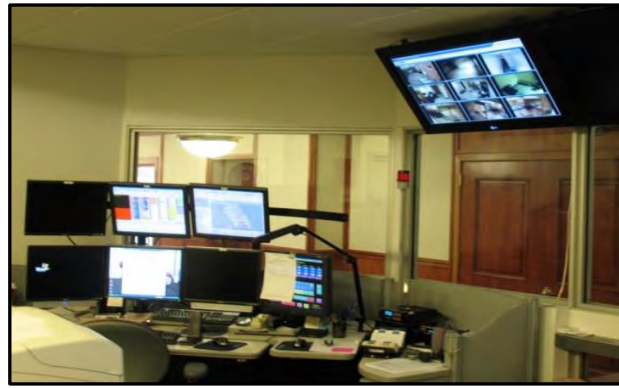
Bond Fund 2015B

Village Hall Security Enhancements	\$ 50,000	22
Council Chamber Improvements	\$ 145,000	23
Street Resurfacing	\$ 500,000	25
Bond 2015B Total:	\$ 695,000	

Bond Fund 2016A

Phase 1 Golf Club House Construction	\$4,000,000
Bond 2016A Total:	\$4,000,000

NAME: 911 SYSTEM EQUIPMENT
Category: Data Processing Equipment
Fund: E911
Account Number: 19-415-420-82105
Fiscal Year 2016, 2017, 2018
Project Coordinator: Public Safety Department



Radio room workstations, monitors, CCTV, radios

Summary:

The equipment includes: data storage, uninterrupted power supply (UPS) batteries, surveillance camera hardware, E911 system software upgrade, computer aided dispatch (CAD) upgrades, desktop computers, squad laptop computers, mobile & portable radios, base station radios, and emergency medical dispatch (EMD) software. These items are all necessary equipment for dispatchers to answer calls for service, dispatch Public Safety units, maintain fire/police/EMS records, provide Emergency Medical Dispatch, and monitor public facilities. Most of the listed items will be replaced based on life cycle as determined by Village IT staff. The police radio network, a mutual aid cooperative (NORCOM), will require extensive upgrades and/or replacement of radio network equipment (base stations, repeaters, connectivity hardware) due to legislative and technology mandates, including narrowbanding of local radio frequencies and large scale interoperability initiatives. Both mandates require capital outlay as equipment replacement is necessary for compliance. Glencoe will be responsible for a percentage of any costs as determined by the ratio of Glencoe's population as compared to the total population served by NORCOM.

Budget Impact:

Most of these expenditures have been anticipated through the Village's planning process. The NORCOM expenditure is unanticipated, and may be subject to State and Federal mandates as technology and infrastructure requirements are determined. NORCOM transition may require replacement mobile and portable radios, in addition to base radio and connectivity hardware. The NORCOM technical committee members estimate the initial cost of transition to be approximately \$100,000. These costs are best estimates only due to the uncertainty of large network expandability versus maintaining out current local network, and the variance/need for equipment replacement.

911 SYSTEM EQUIPMENT CONTINUED

Program Item List:	UPS Batteries	10,000
	Com. Room Camera Equipment	10,000
	Desktop Computers	25,000
	Mobile Radio Replacements	10,000
	In-Station Paging System	30,000
	PRO QA EMD Software	20,000
	\$	105,000

5 Year Expenditure History					
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Budgeted Amount	-	65,000	25,500	15,000	15,000
Actual Expenditures	-	29,847	722	14,457	n/a

3 Year Projected Expenditures			
	FY 2016	FY 2017	FY 2018
Total Cost:	72,000	105,000	205,000
Description:	Program items listed above	Program items listed above	Program items listed above

NAME: WATER SYSTEM EQUIPMENT REPLACEMENT
Category: Water - Production
Fund: Water
Account Number: 11-110-370-84115
Fiscal Year 2016, 2017, 2018
Project Coordinator: Public Works Director David Mau

Expected Useful Life Varies by equipment

Summary: The Village is currently working on a Water System Master Plan to review the long term infrastructure needs of the 1928 Water Treatment Plant. Until that report has been finalized and discussed by the Village Board, capital improvement needs for the Water Production Division will be limited to those items that relate to water quality and process equipment and not plant infrastructure.

FY 2016 Replace Filter Controls \$ 60,000

Filter controls are the consoles at each filter. They are connected to the SCADA system that controls the filter rate of flow and the backwash sequence. The current consoles were installed in the early 1990's. Due to the complex nature of the electronics within the enclosure the life expectancy of the devices is generally 20 years.

High Lift Emergency Pump & Engine \$ 50,000

The emergency high lift pump and engine date from 1928 and 1965 respectively. While the emergency generator can run the pumps, the emergency diesel driven pump is a necessity during the transition from emergency power to normal. Both of these pieces of equipment are well past their expected useful life expectancies of 30 years.

FY 2017 Low Lift Pump Raw Water Screen \$ 50,000

Due to the increasing frequency of large fish being drawn into the low lift pumps a raw water screening system is recommended for installation to prevent reduced/limited raw water pumpage due to damage and rebuilding of low lift pumps. A typical screen system should last 20 years.

Filter Air Scour System \$ 50,000

A filter air scour system is the best backwash method for granular media filters. This system will introduce air into the backwash water to create a violent scouring action of the filter media which will significantly reduce backwash water, save filter media from being "washed out", and improve overall filter performance.

FY 2018 Replace Bulk Chemical Storage \$ 30,000

The Plant uses multiple chemical storage tanks to allow for the delivery and storage of bulk chemicals and materials used in the water treatment process. Bulk chemical storage tanks have a 20-30 year life expectancy depending on the chemical and tank construction. Most of the current chemical tanks have reached their life expectancies of 20 to 30 years and should be replaced to prevent accidental leakage.

Replace Pumps and Motors - Low Lift \$ 25,000

Pumps and their motors are the heart of the water plant operation. Life expectancies are in the 20 to 30 year range depending on usage. The most frequently used pumps in the Plant operation are in operation almost 5,000 hours each year. Low lift pumps #1 and #2 were installed in 1990 and are nearing the end of their useful lives.

WATER SYSTEM EQUIPMENT REPLACEMENT CONTINUED

Budget Impact:

The budgeted cost for each of the process equipment replacements in FY 2016-18 is noted below. Each of these replacements/upgrades are budgeted in the Production Division of the Water Fund.

5 Year Expenditure History					
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Budgeted Amount	20,000	40,000	-	50,000	15,000
Actual Expenditures	12,858	38,429	-	46,309	N/A

3 Year Projected Expenditures			
	FY 2016	FY 2017	FY 2018
Total Cost:	110,000	100,000	55,000
Description:	Items Above	Items Above	Items Above

NAME: WATER MAIN REPLACEMENT
Category: Water - Distribution
Fund: Water
Account Number: 11-110-365-84115
Fiscal Year 2016, 2017, 2018
Project Coordinator: Public Works Director David Mau

Summary: This is an annual budget allowance for limited segments of water main replacement necessary due to age and reliability. Based on cost of replacement of pipe and restoration this allowance is estimated based on 1000 feet of 8-inch water main. This annual allowance is not intended to address other CIP improvements that may include the replacement of multiple water main segments. Those are typically funded by other sources.

Budget Impact: This capital improvement is budgeted in the Water Distribution Division of the Water Fund.

5 Year Expenditure History					
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Budgeted Amount	-	1,200,000	10,000	-	100,000
Actual Expenditures	6,123	54,274	60,925	-	N/A

3 Year Projected Expenditures			
	FY 2016	FY 2017	FY 2018
Total Cost:	100,000	100,000	100,000
Description:			

NAME: LEAF VACUUM #68
Category: Equipment
Fund: Garbage
Account Number: 13-315-375-83105
Fiscal Year 2017
Project Coordinator: Public Works General Superintendent



Replacement Frequency 12 Years

Summary: The leaf vacuum (PW Unit #68) is the primary piece of equipment used in the annual residential parkway leaf collection program. This popular annual service utilizes leaf vacuum units to collect leaves piled along residential parkways beginning in mid-October through late November and delivers the leaves to the landscape waste disposal site at the Chicago Botanic Garden. There are four (4) leaf vacuum units in the Department's fleet. The current unit was purchased in 2005 and has 1,314 engine hours. This type of equipment typically has a 12 year replacement cycle.

Budget Impact: The budgeted replacement cost for a leaf vacuum meeting the specifications of the current unit is \$34,500. This unit is budgeted in the Garbage Division of the Garbage Fund.

5 Year Expenditure History					
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Budgeted Amount	33,000	255,900	36,000	195,000	73,500
Actual Expenditures	32,277	240,524	37,643	196,411	N/A

3 Year Projected Expenditures			
	FY 2016	FY 2017	FY 2018
Total Cost:	-	34,500	-
Description:		Unit #68	

NAME: REFUSE PACKER
Category: Equipment
Fund: Garbage
Account Number: 13-315-375-83105
Fiscal Year 2017
Project Coordinator: Public Works General Superintendent



Replacement Frequency 12 Years

Summary: The Refuse Packer (PW Unit #19) is a 25 cubic yard rear loading garbage truck that is used in the Department's residential and commercial garbage collection program, as well as the seasonal yard waste collection program. There are four (4) refuse packers in the Department's fleet. The current unit was purchased in 2004, has 84,430 miles and 14,432 engine hours. This type of vehicle typically has a 12 year replacement cycle.

Budget Impact: The budgeted replacement cost for a Refuse Packer meeting the specifications of the current unit is \$210,000. This unit is budgeted in the Garbage Division of the Garbage Fund.

5 Year Expenditure History					
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Budgeted Amount	33,000	255,900	36,000	195,000	73,500
Actual Expenditures	32,277	240,524	37,643	196,411	N/A

3 Year Projected Expenditures			
	FY 2016	FY 2017	FY 2018
Total Cost:	-	210,000	-
Description:		Unit #19	

NAME: REFUSE HAULER #64
Category: Equipment
Fund: Garbage
Account Number: 13-315-375-83105
Fiscal Year 2017
Project Coordinator: Public Works General Superintendent



Replacement Frequency 8 Years

Summary:

The refuse hauler (PW Unit #64) is a key piece of support equipment used in the Department's Garbage Division. The refuse hauler is used in tandem with the refuse packer providing garbage collection services on both the residential and commercial garbage routes. The refuse haulers are assigned to narrower streets and cul-de-sacs as well as to access private driveways for back-door collection service. The haulers have a 1-1/2 cubic yard dump body that permits collected garbage to be emptied into the rear of the refuse packers. There are five (5) refuse scooters in the Department's fleet. The current unit was purchased in 2008 and has 38,281 miles. This type of vehicle typically has a 8 year replacement cycle.

Budget Impact:

The budgeted replacement cost for a refuse hauler meeting the specifications of the current unit is \$38,000. This unit is budgeted in the Garbage Division of the Garbage Fund.

5 Year Expenditure History					
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Budgeted Amount	33,000	255,900	36,000	195,000	73,500
Actual Expenditures	32,277	240,524	37,643	196,411	N/A

3 Year Projected Expenditures			
	FY 2016	FY 2017	FY 2018
Total Cost:	-	38,000	-
Description:		Unit #64	

NAME: COMPUTER SYSTEM IMPROVEMENTS
Category: Information Technology
Fund: General
Account Number: 12-210-222-82105
Fiscal Year 2016 & 2017
Project Coordinator: Ron Dussard, Information Technology Coordinator



Summary: The Information Technology (IT) Division, a component unit of the Village Manager's Office, provides support for all departments. This division is responsible for researching, procuring and implementing new hardware and software programs across the Village organization; maintaining the integrity of various communication systems (e.g. data, voice, messaging) and the Village's financial reporting system; overseeing upgrades and maintenance of the Village's various operating systems; and providing server, workstation and application support. With the development of a 5-Year IT Strategic Plan in 2012, proposed expenditures and technology upgrades have been identified and planned through Fiscal Year 2017. This summary document contains the budgeted allocations and actual costs related to the purchase of all hardware items and equipment contained in the plan.

Budget Impact: Funds for the purchase of computer systems hardware are budgeted annually in the General Fund, in accordance with the schedule contained in the Village's Long-Range Capital Plan, which is updated on an annual basis.

COMPUTER SYSTEMS CONTINUED

Project Item List:	Electronic Document Management	\$	10,000
	Work Orders	\$	25,000
	Village-wide Internet	\$	5,000
	ERP Reporting Software	\$	6,000
	Video Surveillance Monitoring	\$	25,000
	Online Citizen Access	\$	5,000
	User Application Training & Support	\$	5,000
	Virtualization	\$	10,000
	Network & Server Maint.	\$	6,000
	Improve IT Productivity	\$	3,000
	Cloud Services	\$	20,000
	Telecom Bill Audit	\$	10,000
		\$	130,000

5 Year Expenditure History					
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Budgeted Amount	-	30,000	159,000	142,900	117,900
Actual Expenditures	-	29,539	150,301	91,141	-

3 Year Projected Expenditures			
	FY 2016	FY 2017	FY 2018
Total Cost:	150,000	130,000	-
Description:	IT Plan Upgrades	IT Plan Upgrades	

NAME: EAB TREE REMOVAL
Category: Tree Replacement
Fund: General
Account Number: 12-305-336-51135
Fiscal Year 2016, 2017, 2018
Project Coordinator: PW Supervisor Dave Vetter

Summary:

Contractual tree removal is a support service to the Department's Forestry Division. The presence of the Emerald Ash Borer (EAB) has increased the number of dead trees the Forestry Division has been removing over the past 3 years, and the number of dead and infected ash trees remaining is high. The Department's extensive efforts to maintain the steady pace of EAB removals, combined with the Village taking on the responsibility of the Park District Forestry operations through the Shared Services Program have resulted in all cyclic tree trimming being stopped. The budgeting for contractual forestry services will remove up to 150 ash trees to supplement Village removal efforts and allow for cyclic trimming to resume.

Budget Impact:

The budgeted cost for contractual tree removal services is \$75,000 a year. This contracted tree maintenance service is budgeted in the Forestry Division of the General Fund.

5 Year Expenditure History					
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Budgeted Amount	10,200	10,700	10,700	35,700	35,700
Actual Expenditures	10,096	8,924	10,634	30,225	N/A

3 Year Projected Expenditures			
	FY 2016	FY 2017	FY 2018
Total Cost:	75,000	75,000	50,000
Description:			

NAME: SQUAD CAR VIDEO CAMERAS
Category: Police Capital Equipment
Fund: General
Account Number: 12-405-405-82150
Fiscal Year 2017
Project Coordinator: Public Safety Department



Window camera and dash monitor



Console mounted flash-player

Summary:

The last camera system purchase was in 2012, from the Police Equipment Account -12-405-405-62130. The Village has followed a practice of phasing the purchase of these cameras with several being purchased over a multi-year period. Based on the expected life cycle of five years, and an upgraded operating system, all camera systems will be replaced over a three year period. Each camera system consists of a windshield mounted camera, dash mounted monitor, and a console mounted processing unit (Flash-Player).

Budget Impact:

This is a replacement cycle item, based on life expectancy of the camera system. It is a phased project to extend the cost over a two to three year cycle, to ensure all squads are properly equipped.

5 Year Expenditure History

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Budgeted Amount	20,000	-	-	-	-
Actual Expenditures	-	-	951	8,024	-

3 Year Projected Expenditures

	FY 2016	FY 2017	FY 2018
Total Cost:	-	20,000	-
Description:		4 Camera Systems	

NAME: SEWER JET #23
Category: Sewer Equipment
Fund: General
Account Number: 12-305-332-83105
Fiscal Year 2017
Project Coordinator: PW General Superintendent Mike Moran



Replacement Frequency 10 Years

Summary: The sewer jet (PW Unit #23) is one of two essential maintenance vehicles that are utilized in the Sewer Division for regular maintenance and emergency operations. This unit is used exclusively for rodding storm and sanitary sewers. Of the two vehicles, the sewer jet is a smaller, more maneuverable vehicle that is used daily and exclusively for sewer rodding. The current unit was purchased in 2007 and has 14,895 miles and 4,932 hours of operation. This piece of equipment is on a 10 year replacement cycle.

Budget Impact: The budgeted replacement cost for the Sewer Jet is \$195,000. This unit is budgeted in the Sewer Division of the General Fund.

5 Year Expenditure History					
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Budgeted Amount	300,000	53,000	-	25,000	68,000
Actual Expenditures	299,553	45,378	(525)	19,361	N/A

3 Year Projected Expenditures			
	FY 2016	FY 2017	FY 2018
Total Cost:	33,000	195,000	-
Description:	#22	#23	

NAME: STREET SWEEPER #32
Category: Vehicle
Fund: General
Account Number: 12-305-356-83105
Fiscal Year 2017
Project Coordinator: PW General Superintendent Mike Moran



Replacement Frequency 8 Years

Summary:

The street sweeper (PW Unit # 32) is a vital component of the Street Division maintenance equipment. This unit is used for weekday sweeping of the central business district and adjoining street locations, scheduled sweeping of all residential streets by zones, and assists with fall leaf collection program clean-up. Regular street sweeping is an important means of keeping storm sewer inlets and catch basin covers clear to reduce street and right-of-way flooding. The current unit was purchased in 2008 and has 3,862 engine hours. This type of vehicle typically has an 8-year replacement cycle.

Budget Impact:

The budgeted replacement cost for a street sweeper meeting the specifications of the current unit is \$175,000. This unit is budgeted in the Streets Division of the General Fund.

5 Year Expenditure History					
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Budgeted Amount	-	319,700	120,000	150,000	253,000
Actual Expenditures	-	294,281	120,000	148,500	N/A

3 Year Projected Expenditures			
	FY 2016	FY 2017	FY 2018
Total Cost:	-	175,000	
Description:		Unit #32	

NAME: SIX WHEEL DUMP TRUCK #41
Category: Vehicle
Fund: General
Account Number: 12-305-356-83105
Fiscal Year 2017
Project Coordinator: PW General Superintendent Mike Moran



Replacement Frequency 10 Years

Summary: This heavy duty Six Wheel Dump Truck (PW Unit #41) is one of 2 in the Department's fleet. These trucks are used for a variety of operational support purposes across all divisions including hauling excavation spoils, aggregate, tree logs and other materials. This unit is also equipped with a snow plow and salt spinner and is part of the primary fleet utilized in the Village's Snow & Ice Control Plan to plow and salt major streets. The current unit was purchased in 2004, has 46,210 miles and 4,271 engine hours. This truck typically has a 10-year replacement cycle.

Budget Impact: The budgeted replacement cost for a 2-1/2 Ton Dump Truck meeting the specifications of the current unit is \$135,000. This unit is budgeted in the Street Division of the General Fund.

5 Year Expenditure History					
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Budgeted Amount	-	319,700	120,000	150,000	253,000
Actual Expenditures	-	294,281	120,000	148,500	N/A

3 Year Projected Expenditures			
	FY 2016	FY 2017	FY 2018
Total Cost:	-	135,000	-
Description:		Unit #41	

NAME: PUBLIC SAFETY VEHICLE REPLACEMENTS
Category: Vehicle Replacement
Fund: General
Account Number: 12-405-405-83105
Fiscal Year: 2016, 2017, 2018
Project Coordinator: Public Safety Department



Replacement Thresholds

Vehicle Model	Hours	Miles	Service History
Ford Crown Victoria #654	3 years	100K	High Frequency of Major Repairs
Ford Interceptor Utility #662	3 years	100K	High Frequency of Major Repairs

Summary:

Public Safety vehicles are used for emergency response 24 hours per day, 365 days per year. Generally, each patrol vehicle is scheduled for replacement every three years, depending on mileage, wear-and-tear, and service experience/frequency. The expected life cycle for an ambulance is 10 years; fire engine / rescue squads have a life expectancy of 20 years. Before replacing each vehicle, the fleet supervisor coordinates with staff regarding the usefulness of the vehicle. Public Works mechanics are also consulted regarding the service and maintenance history. If a vehicle has experienced excessive breakdown and maintenance issues, it may be rotated forward in the replacement schedule; conversely, if a vehicle that is scheduled for replacement but has been reliable, it may be postponed. Administrative vehicles often have extended life cycles due to the lower usage demands.

Budget Impact:

Each budget includes vehicle replacement according to the schedule and the CIP. In recent years, due to the Ford Crown Victoria being discontinued, the replacement costs have risen due to the need to purchase and install certain components that are make/model specific - prisoner screens, emergency light bars, radio consoles, and computer mounting hardware. Ambulance and fire engine costs rise significantly due to the infrequency of purchases, as well as technology mandates and advances.

5 Year Expenditure History

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Budgeted Amount	-	95,000	120,000	120,000	130,000
Actual Expenditures	-	80,621	56,990	123,140	n/a

3 Year Projected Expenditures

	FY 2016	FY 2017	FY 2018
Total Cost:	130,000	130,000	137,000
Description:	Unit #652, 653 & 657	Unit #654, 656, & 662	Unit #650, 651, & 660

NAME: VILLAGE HALL HVAC REPLACEMENT
Category: Facility Improvements Bond
Fund: TBD
Account Number:
Fiscal Year 2017
Project Coordinator: Public Works Director David Mau

Expected Useful Life 40 Years

Summary: The Village Hall is home to all four departments of the Village organization as well as the entire Public Safety Department operation. The Village Hall heating, ventilating and air conditioning (HVAC) systems are generally original to the building, which was constructed in 1956. To address temperature control issues, energy efficiency, and the need to replace aging infrastructure that is becoming more unreliable, the Village commissioned Grumman/Butkus Associates to evaluate the existing system, identify shortcomings and recommend HVAC options. The recommended improvements would include a new centralized HVAC system equipped with a new building automation system, along with a new electrical service. While the proposed HVAC improvements could be phased into multiple years, for budgeting purposes it is listed in FY 2017.

Budget Impact: The budgeted replacement cost for the Village Hall HVAC System is estimated at: \$2,500,000. It is anticipated that this improvement will be included in a future bond issue referendum and subsequently budgeted in a future Bond Fund.

5 Year Expenditure History					
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Budgeted Amount	-	-	-	-	-
Actual Expenditures	-	-	-	-	-

3 Year Projected Expenditures			
	FY 2016	FY 2017	FY 2018
Total Cost:	-	2,500,000	-
Description:		HVAC - Village Hall/Public Safety	

NAME: RESIDENTIAL SIDEWALK REPLACEMENT
Category: Residential Sidewalks
Fund: Bond
Account Number: TBD
Fiscal Year 2016, 2017
Project Coordinator: Public Works Director David Mau

Summary: The Village has maintained a residential sidewalk replacement program for over 30 years. This capital item is an annual budget allowance for residential concrete sidewalk replacement based on condition in order to protect the general public. Based on the cost of replacement this allowance is estimated to cover the replacement of 18,000-20,000 square feet or 700-800 sidewalk squares.

Budget Impact: The budgeted cost for Residential Sidewalks is \$100,000.

5 Year Expenditure History					
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Budgeted Amount	-	-	-	-	-
Actual Expenditures	-	-	-	-	-

3 Year Projected Expenditures			
	FY 2016	FY 2017	FY 2018
Total Cost:	100,000	100,000	-
Description:			

NAME: STORM WATER DRAINAGE IMPROVEMENTS
Category: Storm Sewer Improvements
Account Number: TBD
Fiscal Year 2016, 2017
Project Coordinator: Public Works Director David Mau



Expected Useful Life 50 Years

Summary:

Following significant rainfall events in July 2014 the Village Board commissioned a Storm Water Drainage Study to evaluate 5 areas in the Village where recurring flooding in the streets and right-of-way is impacting private property. Those 5 areas include larger drainage basins in the Skokie Heights and Ridges and the Terrace Court/Park Place neighborhoods; as well as the 700 block of Greenwood, the 400 block of Madison and the Hazel Avenue underpass south of the downtown. The Storm Water Drainage Study will evaluate existing conditions as well as the cause and severity of the flooding; and, identify the improvement alternatives and associated costs of those improvements. Staff is anticipating that recommendations from the study will result in potential storm sewer improvements for each of the study areas. The final report is not expected until later this fall, but based on recently implemented recommendations that were designed and constructed, staff is estimating \$6,000,000 for this capital improvement.

Budget Impact:

The budgeted costs for storm sewer improvements is \$6,000,000 split over two fiscal years. It is anticipated that this improvement will be included in a future bond issue referendum and subsequently budgeted in a future Bond Fund.

5 Year Expenditure History					
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Budgeted Amount	-	-	-	3,800,000	2,300,000
Actual Expenditures	-	-	34,026	3,296,600	N/A

3 Year Projected Expenditures			
	FY 2016	FY 2017	FY 2018
Total Cost:	3,000,000	3,000,000	-
Description:	Storm Sewer	Storm Sewer	

NAME: SANITARY SEWER LINING
Category: Sanitary Sewer Upgrades
Fund: Bond
Account Number: TBD
Fiscal Year 2016, 2017
Project Coordinator: Public Works Director David Mau

Expected Useful Life 50 Years

Summary: The Village's sanitary sewer system consists of 40 miles of sanitary sewer main, 900 manholes and 8 lift stations. The maintenance and operation of this system is a critical responsibility of the Public Works Department. Repair and rehabilitation of the sanitary sewer mains is an ongoing process and includes pipe replacement and lining. Sanitary sewer lining is a trenchless technology that involves pulling a new liner through an old pipe, and through a process of inflating and curing the material, rehabilitating the pipe. Lining old sanitary sewer mains eliminates inflow and infiltration which contribute to charging the sanitary sewer and result in basement backups. The Village has used lining systems in rehabilitating aging and deteriorated sanitary sewer main for 30 years. The lining process is an excellent solution for rehabilitating sanitary sewer main located in rear lot easements to avoid disruptive and costly restoration of private property improvements. To address immediate locations under review staff has budgeted \$500,000 for sanitary sewer lining improvement of an estimated 6,000 - 7,000 feet of sanitary main.

Budget Impact: The budgeted costs for sanitary sewer lining is \$500,000 split over two fiscal years. It is anticipated that this improvement will be included in a future bond issue referendum and subsequently budgeted in a future Bond Fund.

5 Year Expenditure History					
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Budgeted Amount	-	-	-	400,000	502,564
Actual Expenditures	-	-	-	379,381	N/A

3 Year Projected Expenditures			
	FY 2016	FY 2017	FY 2018
Total Cost:	250,000	250,000	-
Description:	Sanitary Sewer Lining	Sanitary Sewer Lining	

NAME: VILLAGE HALL SECURITY ENHANCEMENTS
Category: Building Improvements
Fund: Bond
Account Number: TBD
Fiscal Year 2017
Project Coordinator: Ron Dussard, Information Technology Coordinator

Summary:

The Village Hall is a public facility that operates 24 hours a day each day of the year and is home to all four departments of the Village organization as well as the entire Public Safety Department operation. As such, the building is continually open to the public. Several areas of the building have been highlighted for security enhancements, including the addition of additional surveillance cameras, a modification to the building's door lock/access control system away from hard keys and toward proximity cards/readers or key fobs as well as other security improvements. Such enhancements are meant to maintain appropriate levels of security throughout the building in order to ensure a safe working environment, but also to ensure public safety is maintained for those who use the building both during and after regular hours.

Budget Impact:

The budgeted funding for this expenditure is estimated at \$50,000. It is anticipated that this improvement will be included in a future bond issue referendum and subsequently budgeted in a future Bond Fund.

5 Year Expenditure History					
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Budgeted Amount	-	-	-	-	-
Actual Expenditures	-	-	-	-	-

3 Year Projected Expenditures			
	FY 2016	FY 2017	FY 2018
Total Cost:	-	50,000	-
Description:		VH Security Enhancements	

NAME: COUNCIL CHAMBER IMPROVEMENTS
Category: Building Improvements
Fund: Bond
Account Number: TBD
Fiscal Year 2017
Project Coordinator: David Kraus, Administrative Intern



Summary:

The Council Chamber improvements will enhance the functionality of the room for Village Board and other public meetings. This project will include upgraded A/V equipment for enhanced audio, visual and recording capabilities as well as a dais extension, a control room and lighting/ceiling/carpeting/finishing improvements.

Currently, the audio system encounters frequent malfunctions and muffled audio output. During meetings, it can be hard to hear those who are presenting or speaking. The new audio system will provide high-quality audio output enhancing the audience's ability to hear presentations. In concurrence with these audio issues, the video system for recording meetings is sub-par. In order to facilitate quality recordings of public meetings, an upgrade to the video system is needed. Additionally, this new video system will include agenda management software that will record and organize the meetings by agenda item or topic. Viewers will have the ability to stream the meeting in its entirety or choose specific parts to watch. The improved audio and visual system will enhance the overall quality of public meetings/recordings and enable the Village to utilize the Council Chamber for other functions, as well as improve the function of the space for use as an additional conference room.

Additional upgrades include replacement of carpet, lighting, and ceiling tiles, all of which are in need of replacement or repair. These improvements will be coordinated with the A/V improvements to allow for successful integration.

Budget Impact:

The Council Chamber improvements are expected to utilize Bond proceeds.

COUNCIL CHAMBER IMPROVEMENTS CONTINUED

Project Item List:	A/V Upgrades Estimate	\$100,000
	Dais Extension/Improvements	\$10,000
	Control Room	\$25,000
	Lighting/Ceiling/Carpeting/Finishes	\$10,000
	\$	145,000

5 Year Expenditure History					
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Budgeted Amount	-	-	-	-	-
Actual Expenditures	-	-	-	-	-

3 Year Projected Expenditures			
	FY 2016	FY 2017	FY 2018
Total Cost:	-	\$ 145,000	-
Description:		A/V, Furniture Upgrades	

NAME: STREET RESURFACING
Category: Maintenance Street Resurfacing
Fund: Bond
Account Number: TBD
Fiscal Year 2016, 2017
Project Coordinator: Public Works Director David Mau



Expected Useful Life 15 Years

Summary:

The Village includes 40 centerline miles of local streets under the jurisdiction and responsibility of the Department of Public Works. Beginning in 1988 the Village launched a comprehensive street improvement program that addressed nearly 100% of the entire local street system in a 20 year period. The comprehensive Street improvements included new concrete curb & gutter, storm sewer upgrades and pavement reconstruction. The expected useful life of the asphalt pavement surface is 15 years in this climate and with expected traffic loading. The Village evaluates pavement surface conditions annually, and those streets typically 15 years old or more are scheduled for maintenance resurfacing based on physical conditions and a defined service life. Two phases of maintenance street resurfacing have been programmed and completed since 2007. To address those streets that need maintenance resurfacing in the next 3 years staff has budgeted \$1,000,000 which is estimated to completed an estimated 50,000 square yards of street surface. Those specific streets to be included in this total is currently under review.

Budget Impact:

The budgeted costs for maintenance street resurfacing is \$1,000,000 split over two fiscal years. It is anticipated that this improvement will be included in a future bond issue referendum and subsequently budgeted in a future Bond Fund.

5 Year Expenditure History					
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Budgeted Amount	-	-	-	1,000,000	1,000,000
Actual Expenditures	-	-	-	989,550	N/A

3 Year Projected Expenditures			
	FY 2016	FY 2017	FY 2018
Total Cost:	500,000	500,000	-
Description:	Street Resurfacing	Street Resurfacing	



FISCAL YEAR 2018 CAPITAL PROJECTS



FISCAL YEAR 2018 CAPITAL PROJECTS

E911 Fund

Project:	Cost:	Page:
911 System Equipment	<u>\$ 205,000</u>	2
E911 Fund Total:	\$ 205,000	

Water Fund

Water System Equipment Replacement	\$ 55,000	4
Water Main Replacement	<u>\$ 100,000</u>	6
Water Fund Total:	\$ 155,000	

General Fund

Firing Range Improvements	\$ 100,000	7
Parking System Program Improvements	\$ 175,000	8
Residential Sidewalk Replacement	\$ 50,000	9
EAB Tee Removal	\$ 50,000	10
Mechanical Lift Replacement	\$ 30,000	11
Sewer Televising Equipment Replacement	\$ 25,000	12
Sanitary Sewer Lining	\$ 100,000	13
Six Wheel Dump Truck #20	\$ 130,000	14
Stump Grinder #11	\$ 48,000	15
Ambulance Replacement	\$ 325,000	16
PS Vehicle Replacement #650, #651, #660	<u>\$ 137,000</u>	17
General Fund Total:	\$1,170,000	

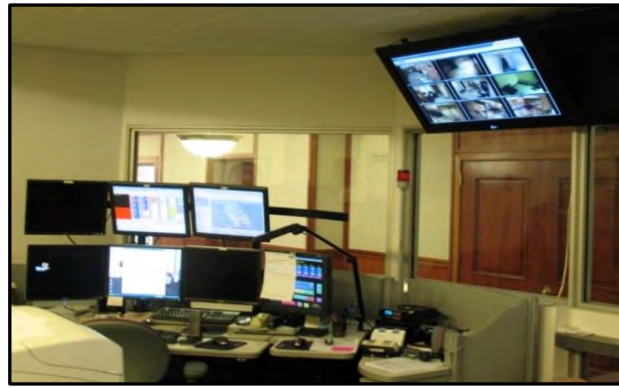
MFT Fund

Parking Lot Resurfacing – Temple Court	<u>\$ 425,000</u>	18
MFT Fund Total:	\$ 425,000	

Bond Fund 2016B

Phase 2 Golf Club House Construction	<u>\$4,000,000</u>	
Bond 2016B Total:	\$4,000,000	

NAME: 911 SYSTEM EQUIPMENT
Category: Data Processing Equipment
Fund: E911
Account Number: 19-415-420-82105
Fiscal Year 2016, 2017, 2018
Project Coordinator: Public Safety Department



Radio room workstations, monitors, CCTV, radios

Summary:

The equipment includes: data storage, uninterrupted power supply (UPS) batteries, surveillance camera hardware, E911 system software upgrade, computer aided dispatch (CAD) upgrades, desktop computers, squad laptop computers, mobile & portable radios, base station radios, and emergency medical dispatch (EMD) software. These items are all necessary equipment for dispatchers to answer calls for service, dispatch Public Safety units, maintain fire/police/EMS records, provide Emergency Medical Dispatch, and monitor public facilities. Most of the listed items will be replaced based on life cycle as determined by Village IT staff. The police radio network, a mutual aid cooperative (NORCOM), will require extensive upgrades and/or replacement of radio network equipment (base stations, repeaters, connectivity hardware) due to legislative and technology mandates, including narrowbanding of local radio frequencies and large scale interoperability initiatives. Both mandates require capital outlay as equipment replacement is necessary for compliance. Glencoe will be responsible for a percentage of any costs as determined by the ratio of Glencoe's population as compared to the total population served by NORCOM.

Budget Impact:

Most of these expenditures have been anticipated through the Village's planning process. The NORCOM expenditure is unanticipated, and may be subject to State and Federal mandates as technology and infrastructure requirements are determined. NORCOM transition may require replacement mobile and portable radios, in addition to base radio and connectivity hardware. The NORCOM technical committee members estimate the initial cost of transition to be approximately \$100,000. These costs are best estimates only due to the uncertainty of large network expandability versus maintaining out current local network, and the variance/need for equipment replacement.

911 SYSTEM EQUIPMENT CONTINUED

Program Item List:	E911 System Software Upgrade	15,000
	CAD/RMS Upgrades	20,000
	Desktop Computers	25,000
	NORCOM Police Base Radio	35,000
	Portable Radio Replacement	10,000
	NORCOM Transition	100,000
	\$	205,000

5 Year Expenditure History					
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Budgeted Amount	-	65,000	25,500	15,000	15,000
Actual Expenditures	-	29,847	722	14,457	n/a

3 Year Projected Expenditures			
	FY 2016	FY 2017	FY 2018
Total Cost:	72,000	105,000	205,000
Description:	Program items listed above	Program items listed above	Program items listed above

NAME: WATER SYSTEM EQUIPMENT REPLACEMENT
Category: Water - Production
Fund: Water
Account Number: 11-110-370-84115
Fiscal Year 2016, 2017, 2018
Project Coordinator: Public Works Director David Mau

Expected Useful Life Varies by equipment

Summary: The Village is currently working on a Water System Master Plan to review the long term infrastructure needs of the 1928 Water Treatment Plant. Until that report has been finalized and discussed by the Village Board, capital improvement needs for the Water Production Division will be limited to those items that relate to water quality and process equipment and not plant infrastructure.

FY 2016 Replace Filter Controls \$ 60,000

Filter controls are the consoles at each filter. They are connected to the SCADA system that controls the filter rate of flow and the backwash sequence. The current consoles were installed in the early 1990's. Due to the complex nature of the electronics within the enclosure the life expectancy of the devices is generally 20 years.

High Lift Emergency Pump & Engine \$ 50,000

The emergency high lift pump and engine date from 1928 and 1965 respectively. While the emergency generator can run the pumps, the emergency diesel driven pump is a necessity during the transition from emergency power to normal. Both of these pieces of equipment are well past their expected useful life expectancies of 30 years.

FY 2017 Low Lift Pump Raw Water Screen \$ 50,000

Due to the increasing frequency of large fish being drawn into the low lift pumps a raw water screening system is recommended for installation to prevent reduced/limited raw water pumpage due to damage and rebuilding of low lift pumps. A typical screen system should last 20 years.

Filter Air Scour System \$ 50,000

A filter air scour system is the best backwash method for granular media filters. This system will introduce air into the backwash water to create a violent scouring action of the filter media which will significantly reduce backwash water, save filter media from being "washed out", and improve overall filter performance.

FY 2018 Replace Bulk Chemical Storage \$ 30,000

The Plant uses multiple chemical storage tanks to allow for the delivery and storage of bulk chemicals and materials used in the water treatment process. Bulk chemical storage tanks have a 20-30 year life expectancy depending on the chemical and tank construction. Most of the current chemical tanks have reached their life expectancies of 20 to 30 years and should be replaced to prevent accidental leakage.

Replace Pumps and Motors - Low Lift \$ 25,000

Pumps and their motors are the heart of the water plant operation. Life expectancies are in the 20 to 30 year range depending on usage. The most frequently used pumps in the Plant operation are in operation almost 5,000 hours each year. Low lift pumps #1 and #2 were installed in 1990 and are nearing the end of their useful lives.

WATER SYSTEM EQUIPMENT REPLACEMENT - CONTINUED

Budget Impact:

The budgeted cost for each of the process equipment replacements in FY 2016-18 is noted below. Each of these replacements/upgrades are budgeted in the Production Division of the Water Fund.

5 Year Expenditure History					
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Budgeted Amount	20,000	40,000	-	50,000	15,000
Actual Expenditures	12,858	38,429	-	46,309	N/A

3 Year Projected Expenditures			
	FY 2016	FY 2017	FY 2018
Total Cost:	110,000	100,000	55,000
Description:	Items Above	Items Above	Items Above

NAME: WATER MAIN REPLACEMENT
Category: Water - Distribution
Fund: Water
Account Number: 11-110-365-84115
Fiscal Year 2016, 2017, 2018
Project Coordinator: Public Works Director David Mau

Summary:

This is an annual budget allowance for limited segments of water main replacement necessary due to age and reliability. Based on cost of replacement of pipe and restoration this allowance is estimated based on 1000 feet of 8-inch water main. This annual allowance is not intended to address other CIP improvements that may include the replacement of multiple water main segments. Those are typically funded by other sources.

Budget Impact:

This capital improvement is budgeted in the Water Distribution Division of the Water Fund.

5 Year Expenditure History					
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Budgeted Amount	-	1,200,000	10,000	-	100,000
Actual Expenditures	6,123	54,274	60,925	-	N/A

3 Year Projected Expenditures			
	FY 2016	FY 2017	FY 2018
Total Cost:	100,000	100,000	100,000
Description:			

NAME: FIRING RANGE IMPROVEMENTS
Category: Police Capital Equipment
Fund: General
Account Number: 12-405-405-82150
Fiscal Year 2018
Project Coordinator: Public Safety Department



Computer-based target system



Automated target rail system

Summary:

The automated firing range target system will need an upgrade to ensure the range is functional for continued use. An on-site firing range allows for cost-effective training - officers can be trained on-shift by on-staff personnel. Therefore, other than ammunition, there are no associated costs with mandated firearms training. In addition, members of the Department serve on specialized units which require specific and frequent firearms training. In our partnership with the U.S. Coast Guard, we host U.S. Coast Guard firearms training sessions in Glencoe.

Budget Impact:

This is an upgrade that is expected to prolong the useful life of the firing range, the system is expected to be functional for at least 10 years. The present system was installed in 2007 and will be over 11 years old when replaced in 2018.

5 Year Expenditure History					
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Budgeted Amount	20,000	-	-	-	-
Actual Expenditures	-	-	951	8,024	-

3 Year Projected Expenditures			
	FY 2016	FY 2017	FY 2018
Total Cost:	-	-	100,000
Description:			Range Upgrade

NAME: PARKING SYSTEM PROGRAM IMPROVEMENTS
Category: Office Capital Equipment - Police
Fund: General
Account Number: 12-405-405-82160
Fiscal Year 2018
Project Coordinator: Public Safety Department / Finance Department

Summary: This is a joint project between the Finance Department and the Department of Public Safety. The present parking program is a manual entry system, it has proven to be inefficient and labor intensive. Staff has begun to review a variety of automated parking / permit software systems. These expandable systems have the capability of utilizing e-payment, e-permits, and e-tickets. The data can be shared amongst department specific systems - Computer Aided Dispatch, Cardinal Ticket Writing, and Innoprise Financial Software.

Budget Impact: This project will result in internal efficiencies and accuracy in record keeping and payment processing.

5 Year Expenditure History					
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Budgeted Amount	20,000	-	-	-	-
Actual Expenditures	-	-	951	8,024	-

3 Year Projected Expenditures			
	FY 2016	FY 2017	FY 2018
Total Cost:	-	-	175,000
Description:			E-Parking Ticket Hardware, Parking / Permit Software System

NAME: RESIDENTIAL SIDEWALK REPLACEMENT
Category: Residential Sidewalks
Fund: General
Account Number: 12-305-356-87105
Fiscal Year 2018
Project Coordinator: Public Works Director David Mau

Summary: The Village has maintained a residential sidewalk replacement program for over 30 years. This capital item is an annual budget allowance for residential concrete sidewalk replacement based on condition in order to protect the general public. Based on the cost of replacement this allowance is estimated to cover the replacement of 18,000-20,000 square feet or 700-800 sidewalk squares.

Budget Impact: The budgeted cost for Residential Sidewalks is \$50,000.

5 Year Expenditure History					
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Budgeted Amount	-	-	-	-	-
Actual Expenditures	-	-	-	-	-

3 Year Projected Expenditures			
	FY 2016	FY 2017	FY 2018
Total Cost:	-	-	50,000
Description:			

NAME: EAB TREE REMOVAL
Category: Tree Replacement
Fund: General
Account Number: 12-305-336-51135
Fiscal Year 2016, 2017, 2018
Project Coordinator: PW Supervisor Dave Vetter

Summary:

Contractual tree removal is a support service to the Department's Forestry Division. The presence of the Emerald Ash Borer (EAB) has increased the number of dead trees the Forestry Division has been removing over the past 3 years, and the number of dead and infected ash trees remaining is high. The Department's extensive efforts to maintain the steady pace of EAB removals, combined with the Village taking on the responsibility of the Park District Forestry operations through the Shared Services Program have resulted in all cyclic tree trimming being stopped. The budgeting for contractual forestry services will remove up to 150 ash trees to supplement Village removal efforts and allow for cyclic trimming to resume.

Budget Impact:

The budgeted cost for contractual tree removal services is \$50,000 a year. This contracted tree maintenance service is budgeted in the Forestry Division of the General Fund.

5 Year Expenditure History					
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Budgeted Amount	10,200	10,700	10,700	35,700	35,700
Actual Expenditures	10,096	8,924	10,634	30,225	N/A

3 Year Projected Expenditures			
	FY 2016	FY 2017	FY 2018
Total Cost:	75,000	75,000	50,000
Description:			

NAME: MECHANICAL LIFT
Category: Facility Improvements - PW
Fund: General
Account Number: 12-305-352-81120
Fiscal Year 2018
Project Coordinator: PW General Superintendent Mike Moran

**Summary:**

Mechanical Lifts are an essential apparatus needed for vehicle and equipment maintenance. Public Works mechanics utilize (3) mechanical lifts of varying size; all (3) have reached their useful life. Public Works is proposing the replacement of one lift used to maintain heavy duty trucks and equipment. The lift scheduled for replacement has exceeded 30 years of service.

Budget Impact:

The budgeted replacement cost for the mechanical lift is \$30,000. This unit is budgeted in the Municipal Garage Division of the General Fund.

5 Year Expenditure History					
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Budgeted Amount	-	-	-	-	-
Actual Expenditures	-	-	-	-	-

3 Year Projected Expenditures			
	FY 2016	FY 2017	FY 2018
Total Cost:	20,000	-	30,000
Description:	Mechanical Lift		Mechanical Lift

NAME: SEWER TELEVISIONING EQUIPMENT REPLACEMENT
Category: Sewer Equipment
Fund: General
Account Number: 12-305-332-82165
Fiscal Year: 2018
Project Coordinator: PW General Superintendent Mike Moran



Replacement Frequency 10 Years

Summary:

Sewer televising equipment is essential for any municipal sewer department responsible for the operation and maintenance of storm and sanitary sewer systems. A sewer camera system allows field crews to view and record deficiencies throughout the storm and sanitary sewer systems and provide immediate feedback on system conditions and potential repair locations. The current equipment, which is installed in a small truck in the fleet, is 10 years old and was purchased used from a contractor 5 years ago. Audio/Visual equipment technology has improved significantly over the last 10 years. A new complete system will include; digital universal closed circuit camera system, software and electronics interface components used for detailed condition assessments of sewer infrastructure, system is capable of a full 360 degree scan of underground pipe and related appurtences utilizing a motorized camera, monitor and recording equipment.

Budget Impact:

The budgeted replacement cost for the sewer televising equipment is \$25,000. This unit is budgeted in the Sewer Division of the General Fund.

5 Year Expenditure History					
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Budgeted Amount	-	-	-	-	-
Actual Expenditures	-	-	-	-	-

3 Year Projected Expenditures			
	FY 2016	FY 2017	FY 2018
Total Cost:	-	-	25,000
Description:			Televising Equipment

2018 CAPITAL PROJECT INVENTORY**Fund: General**

NAME: SANITARY SEWER LINING
Category: Sanitary Sewer Upgrades
Fund: General
Account Number: 12-305-332-85105
Fiscal Year 2018
Project Coordinator: Public Works Director David Mau

Expected Useful Life 50 Years

Summary: The Village's sanitary sewer system consists of 40 miles of sanitary sewer main, 900 manholes and 8 lift stations. The maintenance and operation of this system is a critical responsibility of the Public Works Department. Repair and rehabilitation of the sanitary sewer mains is an ongoing process and includes pipe replacement and lining. Sanitary sewer lining is a trenchless technology that involves pulling a new liner through an old pipe, and through a process of inflating and curing the material, rehabilitating the pipe. Lining old sanitary sewer mains eliminates inflow and infiltration which contribute to charging the sanitary sewer and result in basement backups. The Village has used lining systems in rehabilitating aging and deteriorated sanitary sewer main for 30 years. The lining process is an excellent solution for rehabilitating sanitary sewer main located in rear lot easements to avoid disruptive and costly restoration of private property improvements. To address various locations under review, \$100,000 has been included for sanitary sewer lining improvement of an estimated 6,000 - 7,000 feet of sanitary main; it is anticipated that this rehabilitation effort will be an annual program supported by revenue generated from a rate increase beginning in FY 2018.

Budget Impact: The budgeted costs for sanitary sewer lining is \$100,000.

5 Year Expenditure History

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Budgeted Amount	-	-	-	-	-
Actual Expenditures	-	19,552	-	-	-

3 Year Projected Expenditures

	FY 2016	FY 2017	FY 2018
Total Cost:	-	-	100,000
Description:			Sanitary Sewer Lining

NAME: SIX WHEEL DUMP TRUCK #20
Category: Vehicle
Fund: General
Account Number: 12-305-356-83105
Fiscal Year 2018
Project Coordinator: PW General Superintendent Mike Moran



Replacement Frequency 10 Years

Summary: This heavy duty Six Wheel Dump Truck (PW Unit #20) is one of 2 in the Department's fleet. These trucks are used for a variety of operational support purposes across all divisions including hauling excavation spoils, aggregate, tree logs and other materials. This unit is also equipped with a snow plow and salt spinner and is part of the primary fleet utilized in the Village's Snow & Ice Control Plan to plow and salt major streets. The current unit was purchased in 2006, has 41,345 miles and 4,867 engine hours. This truck typically has a 10-year replacement cycle.

Budget Impact: The budgeted replacement cost for a Six Wheel Dump Truck meeting the specifications of the current unit is \$130,000. This unit is budgeted in the Street Division of the General Fund.

5 Year Expenditure History					
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Budgeted Amount	-	319,700	120,000	150,000	253,000
Actual Expenditures	-	294,281	120,000	148,500	N/A

3 Year Projected Expenditures			
	FY 2016	FY 2017	FY 2018
Total Cost:	130,000	310,000	130,000
Description:	#30	#32, #41	#20

NAME: STUMP GRINDER #11
Category: Forestry/Parkway Division Equipment
Fund: General
Account Number: 12-305-336-83105
Fiscal Year 2018
Project Coordinator: PW General Superintendent Mike Moran



Replacement Frequency 15 Years

Summary: The stump grinder (PW Unit # 11) is a key piece of support equipment used in the Department's Forestry Division. The stump grinder is pulled behind a pickup truck and is used in the restoration phase of tree removal work to grind down and remove tree stumps. The stump grinder is used for all Village tree removal operations as well as Park District tree removals through the Shared Services Program. The current unit was purchased in 2002 and has 690 engine hours. This piece of equipment typically has a 15-year replacement cycle.

Budget Impact: The budgeted replacement cost for a stump grinder meeting the specifications of the current unit is \$48,000. This unit is budgeted in the Forestry Division of the General Fund.

5 Year Expenditure History					
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Budgeted Amount	55,000	242,300	70,000	50,041	-
Actual Expenditures	50,599	232,558	63,202	50,041	-

3 Year Projected Expenditures			
	FY 2016	FY 2017	FY 2018
Total Cost:	-	-	48,000
Description:			Vehicle #11

NAME: AMBULANCE
Category: EMS Vehicles
Fund: General
Account Number: 12-405-415-83105
Fiscal Year 2018
Project Coordinator: Public Safety Department



2008 International 4300 Series Ambulance

Vehicle Model	Replacement Thresholds		
	Hours	Miles	Service History
International	10 years		High Frequency of Major Repairs

Summary:

The ambulance is a front-line Advanced Life Support vehicle. As such, it must be reliable and functional both mechanically and in terms of technology. Emergency medical services are vital to public safety. The expected life cycle is 10 years. It is possible that due to increased call load for medical services, the ambulance being replaced as the front-line vehicle will be held as a reserve vehicle. Over the past 5 years, the Department has responded to an average of 453 ambulance calls per year.

Budget Impact:

This purchase is consistent with the Department vehicle replacement schedule of ten years. The expected purchase price will include all associated costs - the ambulance vehicle, major pieces of medical equipment, power cot, cardiac monitors, etc.

5 Year Expenditure History					
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Budgeted Amount	-	-	-	-	-
Actual Expenditures	-	-	-	-	-

3 Year Projected Expenditures			
	FY 2016	FY 2017	FY 2018
Total Cost:	-		325,000
Description:			Replace Front-Line Ambulance

NAME: PUBLIC SAFETY VEHICLE REPLACEMENTS
Category: Vehicle Replacement
Fund: General
Account Number: 12-405-405-83105
Fiscal Year: 2016, 2017, 2018
Project Coordinator: Public Safety Department



Replacement Thresholds

Vehicle Model	Hours	Miles	Service History
Ford Interceptor Utility #650	3 years	100K	High Frequency of Major Repairs
Ford Expedition #651	3 years	100K	High Frequency of Major Repairs
Ford Interceptor Utility #660	3 years	100K	High Frequency of Major Repairs

Summary:

Public Safety vehicles are used for emergency response 24 hours per day, 365 days per year. Generally, each patrol vehicle is scheduled for replacement every three years, depending on mileage, wear-and-tear, and service experience/frequency. The expected life cycle for an ambulance is 10 years; fire engine / rescue squads have a life expectancy of 20 years. Before replacing each vehicle, the fleet supervisor coordinates with staff regarding the usefulness of the vehicle. Public Works mechanics are also consulted regarding the service and maintenance history. If a vehicle has experienced excessive breakdown and maintenance issues, it may be rotated forward in the replacement schedule; conversely, if a vehicle that is scheduled for replacement but has been reliable, it may be postponed. Administrative vehicles often have extended life cycles due to the lower usage demands.

Budget Impact:

Each budget includes vehicle replacement according to the schedule and the CIP. In recent years, due to the Ford Crown Victoria being discontinued, the replacement costs have risen due to the need to purchase and install certain components that are make/model specific - prisoner screens, emergency light bars, radio consoles, and computer mounting hardware. Ambulance and fire engine costs rise significantly due to the infrequency of purchases, as well as technology mandates and advances.

5 Year Expenditure History

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Budgeted Amount	-	95,000	120,000	120,000	130,000
Actual Expenditures	-	80,621	56,990	123,140	n/a

3 Year Projected Expenditures

	FY 2016	FY 2017	FY 2018
Total Cost:	130,000	130,000	137,000
Description:	Unit #652, 653 & 657	Unit #654, 656, & 662	Unit #650, 651, & 660

NAME: PARKING LOT RESURFACING - TEMPLE COURT
Category: Parking Lot Resurfacing Improvements
Fund: MFT
Account Number: 16-310-380-86105
Fiscal Year 2018
Project Coordinator: Public Works Director David Mau

Expected Useful Life 15 Years

Summary: The Temple Court Parking Lot is a Village owned and maintained 161 space surface parking lot located at the south end of the downtown business district. This parking lot was reconstructed in 1997 with new concrete curb and gutter, storm sewer, asphalt pavement and landscaping. The pavement surface has been maintained with cracksealing and restriping, but the asphalt surface is nearing the end of its useful life. The proposed improvement will include a mill and resurfacing of the asphalt pavement and restriping.

Budget Impact: The estimated cost of the proposed scope of improvements for the Temple Court Parking Lot Maintenance Resurfacing is \$425,000. This improvement is budgeted in the Motor Fuel Tax Fund.

5 Year Expenditure History					
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Budgeted Amount	-	500,000	400,000	-	75,000
Actual Expenditures	5,818	246,136	393,016	-	N/A

3 Year Projected Expenditures			
	FY 2016	FY 2017	FY 2018
Total Cost:			425,000
Description:			Temple Court Lot



LONG RANGE FINANCIAL PLAN THROUGH FISCAL YEAR 2020

Approved October 16, 2014



Village of Glencoe

Board Agenda Memorandum

DATE PREPARED: October 10, 2014

MEETING DATE: October 16, 2014

AGENDA SUBJECT: Receive the Long Range Financial Forecast Through Fiscal Year 2020

RECOMMENDATION: That the Village Board Receive the Long Range Financial Forecast Through Fiscal Year 2020

Background: The Long Range Financial Forecast is a tool that has been used for a number of years by the Village Board and staff in planning for the development of the Village's Budget and Capital Improvement Plan, and as a gauge of effectiveness of the Village's financial policies.

This year's forecast looks to the year 2020, while highlighting the Village's performance through the past several years beginning with the recession that began in 2008.

The Finance Committee reviewed the forecast at their August 21, 2014 Meeting.

Attachment: Village of Glencoe Long Range Financial Forecast Through Fiscal Year 2020 dated August 15, 2014

Recommendation: The Village staff recommends that the Village Board receive the long range financial forecast through Fiscal Year 2020.

Motion: **Received as part of the consent agenda.**



MEMORANDUM

DATE: August 14, 2014

TO: Philip Kiraly, Village Manager

FROM: David Clark, Director of Finance

SUBJECT: Long Range Financial Forecast through Fiscal Year 2020

Executive Summary

This is the annual update to the five-year financial forecast which describes the expected financial condition of the Village through Fiscal Year 2020. This projection is based upon known economic conditions and factors. Some factors utilized in the preparation of this forecast include:

1. The United States Consumer Price Index;
2. State Shared municipal revenue estimates from the Illinois Municipal League
3. Local usage patterns (i.e. water consumption, building permits, etc.
4. Local revenue and expenditure trends.
5. Existing financial policies.

This forecast does not include anticipated capital expenditures.

From Fiscal Year 2008 through Fiscal Year 2014, revenues in the General Fund have increased by over \$1.8 Million, 2.08% annually. Meanwhile operating expenditures have increased over \$1.1 Million, 1.42% annually and total expenditures have increased \$651,214 or 0.72% annually. The fund balance in the General Fund has increased during that time \$988,121 from over \$2.1 Million to over \$3.1 Million, a 7.69% annual increase. During this period of time the Village continued to fund its police pension obligation at a level in excess of 130% of what would otherwise have been required by the State of Illinois.

The period of time from Fiscal Year 2008 through Fiscal Year 2014 represents how the Village performed during the worst economic downturn in recent memory. Although the Village weathered the acute phase of the economic downturn, there are still substantial challenges facing the Village, including:

- ≠ Legislative threats to property tax, state shared revenue and further unfunded mandates to provide services without the ability to recover cost.

- ≠ The uncertainty of the impact of pension reform legislation on local taxpayers and on the ability of the Village to retain employees.
- ≠ The continued obligation to maintain capital infrastructure.
- ≠ The continued obligation to fund pension obligations.
- ≠ The cumulative impact of the recent decline in assessed valuation.
- ≠ The challenges of maintaining a desirable environment for commercial activity.

Generally the forecast anticipates the continued availability of resources to provide for the desired level of Village services. Any resources available in excess of minimum fund balance levels have typically been invested in capital improvements, though anticipated needs in other areas will require discussion and review by the Village Board and staff.

Review of Assumptions

Included in this report are the detailed percentage adjustments to accounting line items used to complete the operating statements in this report.

REVENUES

Property Tax

The 2014 tax levy (for Fiscal Year 2016) can increase by 1.50%. The annual change in the United States Consumer Price Index (US CPI-U-All Items) is used as the basis for determining the amount of the annual increase in property taxes. Through June 2014, the change in CPI would allow an increase in the 2015 tax levy (for Fiscal Year 2017) of 2.07% (forecast assumes 2.0% for the 2015 tax levy). The factor for 2016, 2017, and 2018 tax levies is also an increase of 2.0%. The average annual increase in annual CPI for tax increases has been 2.38% since 1999.

Municipal Utility Taxes

The forecast includes an increase in base utility taxes from \$668,490 to \$790,718 based upon projected Fiscal Year 2015 year-end estimates. The plan includes annual increases of 2% from the reduced base for the remainder of the plan.

Cable Tax

These revenues continue to be strong. The base revenue is projected to increase from \$216,300 to 220,000. The cable fees include a 3% annual increase from the Fiscal Year 2015 base.

Telecommunications Tax

The forecast includes a decrease in base telecommunications tax from \$417,578 to \$404,654 based upon projected Fiscal Year 2015 year-end estimates. The plan includes annual decreases of -3% from the reduced base for the remainder of the plan.

Sales Tax

The year-to-date revenues from sales tax are very close to the year-to-date budget. It is projected that the Village will receive \$1,813,870 in sales tax in FY2015. The forecast includes a base level of sales tax of \$1,814,870 and includes 0% growth during Fiscal Year 2016. Between Fiscal Year 2017 and 2020 the annual growth is projected to be 1%. The past plan included 2% growth through 2019. Since Fiscal

Year 2008, sales tax revenue has ranged from \$1,473,640 in Fiscal Year 2010 (low) to \$1,835,493 in Fiscal Year 2008 (high). To date sales tax revenue is finally nearing levels seen prior to the economic downturn. This source of revenue is subject to economic forces and the decisions of individual business owners to remain or locate to Glencoe.

Water & Sewer Charges

The forecast includes a rate increase program based on the change in CPI up to 5% with annual increases based upon cost of operations. The Fiscal Year 2016 increase is 1.0% with increases for the remainder of the forecast being 1% annually. The consumption of water is projected to continue at 5-year average levels. Fiscal Year 2015 water sales are projected to be at \$2,073,748, equal to the Fiscal Year 2015 Budget. The Fiscal Year 2015 base amount is \$2,066,482 reflecting year-to-date revenue collection.

Garbage Service Fees

The forecast includes a rate increase program based on the change in CPI up to 5% with a minimum 2% annual increase. Fiscal Year 2016 increase is 2% with increases for the remainder of the forecast being 2% annually. In the future, rate increases may be higher (or lower) depending on service levels, the need for capital equipment, debt service requirement and resources necessary to meet the minimum fund balance requirements. The base amount used in the forecast is generally equal to the Fiscal Year 2015 budget. The Plan projects a decrease in the base for option second collection from \$76,358 to \$70,784 and 1% annual decreases for the remainder of the plan.

Building Permits

The year-to-date revenue from building permits is ahead of the year-to-date budget. It is projected that the Village will receive nearly \$945,537 in building permit fees. The budget included \$850,000. The forecast includes a base level of permit revenue equal to the Fiscal Year 2015 Budget level of \$945,337 annually through Fiscal Year 2020. Building permit revenue since Fiscal Year 2008 has ranged from \$655,674 in Fiscal Year 2010 (low) to \$1,814,927 in Fiscal Year 2008 (high). Fiscal Year 2014 actual revenue was approximately \$500,000 less than levels seen prior to the economic downturn. The level projected in Plan 2020 is approximately ½ of the historic high level prior to the economic downturn. This is a revenue source subject to economic forces but also sensitive to local regulations.

Fees & Charges Generally

Water rates, sewer rates, garbage and recycling rates, ambulance fees, alarm fees are forecasted to include annual increases that are the lesser of 5% or the annual change in the CPI, with annual increases being related to any increases in operating costs. Generally the plan does not include any annual fee increases other than those already discussed.

EXPENDITURES

Salaries

The forecast includes 2.5% increase for Fiscal Year 2016, and 2.5% increase annually for the remainder of the plan. The increases are moderated by a 0.75% attrition factor. The attrition factor means that the actual expenditures will be 0.75% less than the budget due to annual routine and customary turnover of employees. Attrition factor may actually be less during times of economic uncertainty. The wage increase factor proposed is consistent with the change in CPI forecast during the term of the forecast. However, as pension reform is considered, there may be an increase in retirements to avoid the impact of changes to the funding formula for current participants.

Employee Benefits

The forecast includes the Fiscal Year 2015 impact of the Affordable Care Act (ACA). Under the act, given no other changes in service delivery, the Public Works Department will be impacted by ACA beginning January 1, 2015. The Village envisions the necessity of offering a minimum eligible service level coverage. Based upon the actual increase history, the plan includes a general 2.70% annual increase and an annual 5% increase in ACA premium costs. The forecast is based upon benefit levels managed to meet the increase factor requirement. Current medical trend according to our insurance consultant is 8%. The Plan also includes the expected ACA "Cadillac Tax" based upon plan design. This tax will be effective Fiscal Year 2018 and will total over \$170,000 during the Plan. Although this tax is included for the purposes of planning, the Village should have the ability to modify plan design if necessary to avoid the tax; or the tax may be eliminated altogether or deferred as has been the case with many other ACA provisions. During consideration of each health benefit renewal adjustments will be considered to moderate the increase to a level below trend. Also, since March 1, 2011, employees with single coverage now pay a portion of their coverage. The long-term goal is to maintain quality benefits while containing cost. Language in both bargaining unit contracts allows the Village to continue to manage plans to contain cost. The Village is looking into other alternatives for provision of employee benefits, including pooling.

Pension Cost

This category includes cost of Social Security, Medicare, Illinois Municipal Retirement Fund (IMRF), Police Pension costs and Fire Pension costs. The largest increases are for IMRF and Police Pension. Based on the projection of existing trends, IMRF, Social Security and Medicare costs will increase by 6% annually during the plan. Police and Fire Pension costs are projected to increase 3.5% during the plan.

It is anticipated that required base contributions for police pension will be \$1.46 Million for Fiscal Year 2015. Police Pension funding costs increase 3.5% annually from Fiscal Year 2015 forward (a rate higher than the assumed salary increase factor).

Cost of Services

Forecast completed using an annual increase factor based upon the annual 0.5% based upon recent actual history.

Cost of Commodities (Supplies & Equipment)

Forecast completed using an annual increase factor based upon the annual 0.5% based upon recent actual history.

Capital Expenditure

Not included beyond Fiscal Year 2015.

Community Grants

Each year has been held constant from existing annual levels. The prior plan decreased by the annual contribution by 5% each year from the previous year for Family Services, Senior Housing Aid, Junior High Project, Glencoe Youth Services, Chamber of Commerce, Writer's Theatre and Glencoe Historical Society. This will require additional discussion with the Village Board regarding ongoing support.

Issues to Consider

Property Taxes (See Property Tax Policies)

1. With any decline in assessed values, there will be an increase in property tax rates. Since property tax limitations are based upon CPI and the total dollar amount previously extended, changes in rate or value of property will not impact the dollar amount of taxes extended. Changes in property tax rate and assessed value impact the distribution of the tax burden. Since Fiscal Year 2011, the EAV of the Village has declined from \$1.23 Billion to \$787 Million. The change in the economy has resulted in this change in assessments and has further resulted in increased challenges by taxpayers of the Assessor's calculations. Had legislation been adopted to not allow increases in property taxes in years where the EAV declines, the Village would be at Fiscal Year 2011 tax extension levels.
2. During the year there was proposed legislation to prohibit increases in property taxes in years where the equalized assessed value decreases. The plan does not contemplate the implementation of such legislation, but the threat does exist.
3. Due to the fact that the tax levy limiting factor lags behind the actual levy of taxes, the percentage increase in the prior year's property tax extension will often not reflect the current economic conditions. In the present environment, the limiting factor for property taxes increases will lag behind any economic recovery (i.e. the change in CPI-U from December 2012 through December 2013 establishes the tax cap increase percentage for the property taxes to be levied in December 2014).
4. The Village has typically abated (reduced) the tax levy by the amount of the 5% unreduced loss in collection factor added to the debt service portion of the levy. How does increasing the dollars for abatement rank with other initiatives like capital improvement, funding pension obligations, etc.

Police Pension Fund (See Pension Fund Policies)

1. During Fiscal Year 2009, the net plan assets held in trust for pension benefits decreased from \$19.9 Million to \$16.3 Million. At the end of Fiscal Year 2014,

net plan assets of the Police Pension Fund were nearly \$30.1 Million. This swing in net asset value is due to Village contribution in excess of ARC and the change in value of investments from Fiscal Year 2008 through Fiscal Year 2014.

2. Of the total pension requirement of \$1,476,314 included in the Fiscal Year 2015 Budget, property taxes levied in December 2013 represented \$1,118,556.. Remaining sources came from fund balance in the General Fund. It is estimated that the Fiscal Year 2015 all source contribution of \$1.46 Million will be nearly \$362,000 higher than the amount otherwise required by the State of Illinois.
3. The difference between the amount levied in taxes and the amount budgeted is typically transferred to the Police Pension Fund from the General Fund in February of each year. Waiting until the end of the fiscal year allows the Board to reserve resources in the event of an unforeseen event with a higher need for the resources than the Police Pension Fund. Since adopting this policy, the budgeted resources have always been allocated to the Police Pension Fund.
4. As a basic assumption, the policy of fully funding the pension obligations will remain. Taxes will be levied based on using State of Illinois assumptions and the actual funding will continue based on Village actuarial assumptions (more recent mortality table, etc.)

Fire Pension Fund (See Pension Fund Policies)

1. The annuities and other expenses of the Fire Pension Fund are now paid on a pay-as-you-go basis.
2. The Firefighter's Pension Fund Board recommends the continued allocation of annual funding (between \$75,000 and \$100,000) in the General Fund in order to reduce the impact of the full funding of pension obligations on a pay-as-you-go basis. This increased funding would not increase the amount of taxes collected, only take from another Village property tax designation (i.e. General Fund, Police Pension, Garbage Fund) already receiving taxes.
3. During Fiscal Year 2013 the number of annuitants receiving pension was reduced from 3 to 2 due to the death of a widowed beneficiary. There remain two retired annuitants. This forecast assumes no mortality Fire Pension Fund annuitants through Fiscal Year 2018

Illinois Municipal Retirement Fund (See Pension Fund Policies)

1. The Village is required to pay 100% of its actuarial required contribution annually, like the payment of FICA taxes.

General Fund

1. What is the best use of fund balance in excess of existing fund balance targets (capital improvements, pension funding, tax abatement, other?)

2. What is the potential for legislative action that impacts property taxes?
3. What is the potential for legislative action to impact sales tax?
4. What is the potential for legislative action to impact State of Illinois Shared Revenues (i.e. Income Tax, Use Tax, Personal Property Replacement Tax?)
5. What is the ability of the Village to replace lost revenue with fees and other revenue sources (i.e. non-home rule sales tax?)
6. What is the potential to develop a new revenue stream for storm sewer improvements?

Garbage Fund

1. Plan 2020 holds the General Fund payment to the Garbage Fund flat at \$450,000 per year (no increase). Any transfer beyond \$350,000 would require Village Board approval. What is the appropriate balance between property taxes and fees as resources to pay for services provided?
2. Are there any service level changes that could reduce cost and maintain a reasonable level of basic garbage collection service?
3. Would it be reasonable to change the Garbage Fund to an enterprise fund supported entirely by fees and use the property tax in other areas of need (i.e. pensions)?

Water Fund

1. Current net asset level is in excess of minimum requirement, however, the potential for future capital projects (i.e. new water plant) demonstrate need to maintain such a reserve at this time.
2. Determining the appropriateness of rate adjustments in the context of changes in operating cost and maintaining resources to pay for capital improvements..

Motor Fuel Tax Fund

1. It is expected that Motor Fuel Tax will drop from \$216,500 per year to \$214,340 per year with a projected 1.00% decrease each year following. According to the Illinois Municipal League, the per capita distribution rate during Fiscal Year 2008 was \$28.69 per capita (approximately \$251,400 annually). The Fiscal Year 2015 projected rate is \$23.75 per capita (approximately \$207,171)
2. Any supplemental assistance previously available through State of Illinois is not included.

3. Consider alternative uses of MFT, such as: (1) Debt service or abatement of debt, (2) increased day labor transfer. Day labor transfer is the reimbursement of Village operating expenses (paid from the General Fund) from Motor Fuel Tax resources.
4. As with other state shared revenue, there is a concern of legislative action that may further reduce local share of revenue.

Enhanced 911 Fund

1. Review need for fund balance in E911 fund in comparison to long range capital inventory. FY 2014 ending balance decreased from \$399,301 to \$215,773.
2. Should 911 resources be used to pay personnel expenditures? At present, since fiscal Year 2010, The Enhanced 911 Fund has paid for increases in salaries for communication center staff. Village staff will be reviewing options for service delivery with the goal of providing the desired service level most cost effectively.
3. Review other expenditures to see if they qualify as E911 expenditures.
4. E911 surcharge is projected to be \$145,712 and will remain at that level through the Plan.

Debt Service Fund

1. Review the practice and potential sources of abating debt service property taxes.

OPERATING STATEMENTS

Village of Glencoe
General Fund
FY 2020 Long Range Forecast

Change in Revenue and Expense Since Fiscal Year 2008

Type	Actual FY 2008	Actual FY 2014	\$ Chng	Annualized % Chng	Budget FY 2015	\$ Chng
Revenue	14,647,941	16,477,197	1,829,256	2.08%	15,707,498	1,059,557
Expenditure						
Personnel	10,058,981	11,770,171	1,711,190	2.84%	11,497,148	1,438,167
Services	1,836,989	1,839,425	2,436	0.02%	1,919,872	82,883
Commodities	1,071,061	894,842	(176,219)	-2.74%	865,294	(205,767)
Other Expense	522,332	130,989	(391,343)	-12.49%	206,361	(315,971)
Operating Expense	13,489,363	14,635,427	1,146,064	1.42%	14,488,675	999,312
Capital Expense	1,672,341	591,309	(1,081,032)	-10.77%	1,383,900	(288,441)
Other Financing	-	586,182	586,182	N/A	750,000	750,000
Total Expense	15,161,704	15,812,918	651,214	0.72%	16,622,575	1,460,871
Fund Balance	2,142,474	3,130,595	988,121	7.69%		

Village of Glencoe
General Fund
FY 2020 Long Range Forecast

	2015 Bud	2015 Pri	\$ from Bud	2016	2017	2018	2019	2020
Operating Revenue								
Charges for Service								
Sewer Charge	551,679	551,679	-	543,856	554,733	565,828	577,145	588,688
Ambulance Fees	142,000	142,000	-	144,130	147,013	149,953	152,952	156,011
Special Services	-	-	-	-	-	-	-	-
Sub-Total	693,679	693,679	-	687,986	701,746	715,781	730,097	744,699
		100.0%		-0.8%	2.0%	2.0%	2.0%	2.0%
Permits								
Building Permits	881,470	977,007	95,537	977,007	977,007	977,007	977,007	977,007
Alarm Permits	81,600	81,600	-	81,600	81,600	81,600	81,600	81,600
Sub-Total	963,070	1,058,607	95,537	1,058,607	1,058,607	1,058,607	1,058,607	1,058,607
		109.9%		9.9%	0.0%	0.0%	0.0%	0.0%
Licenses								
Liquor Licenses	22,400	22,400	-	22,400	22,400	22,400	22,400	22,400
Vehicle Licenses	276,000	276,000	-	276,000	276,000	276,000	276,000	276,000
Business Licenses	35,000	35,000	-	35,000	35,000	35,000	35,000	35,000
Animal Licenses	7,390	7,390	-	7,390	7,390	7,390	7,390	7,390
Sub-Total	340,790	340,790	-	340,790	340,790	340,790	340,790	340,790
		100.0%		0.0%	0.0%	0.0%	0.0%	0.0%
Fees								
Parking Fees	110,806	110,806	-	115,906	115,906	115,906	115,906	115,906
Sub-Total	110,806	110,806	-	115,906	115,906	115,906	115,906	115,906
		100.0%		4.6%	0.0%	0.0%	0.0%	0.0%
Other Revenue								
Reimbursement	69,400	69,400	-	69,400	69,400	69,400	69,400	69,400
Special Services	49,270	49,270	-	50,255	51,261	52,286	53,331	54,665
Sub-Total	118,670	118,670	-	119,655	120,661	121,686	122,731	124,065
		100.0%		0.8%	0.8%	0.8%	0.9%	1.1%
Total Operating Rev.	2,227,015	2,322,552	95,537	2,322,944	2,337,710	2,352,770	2,368,131	2,384,067
				4.3%	0.6%	0.6%	0.7%	0.7%
Operating Expenses								
Personnel								
Salaries	7,732,974	7,820,583	87,609	7,952,967	8,090,992	8,231,417	8,374,286	8,519,641
Benefits	1,381,535	1,387,167	5,632	1,454,316	1,494,399	1,573,198	1,633,276	1,701,472
Pension Cost	2,378,639	2,378,639	-	2,475,276	2,576,003	2,680,998	2,790,451	2,904,559
Unemp. Ins.	4,000	4,000	-	4,000	4,000	4,000	4,000	4,000
Sub-Total	11,497,148	11,590,389	93,241	11,886,559	12,165,394	12,489,613	12,802,013	13,129,672
		100.8%		3.4%	2.3%	2.7%	2.5%	2.6%
Services	1,919,872	1,929,872	10,000	1,929,872	1,940,377	1,950,943	1,961,570	1,972,259
Commodities	865,294	866,295	1,001	865,294	869,620	873,969	878,338	882,730
Other Expense								
Community Grants	100,061	100,061	-	100,061	100,061	100,061	100,061	100,061
Professional Servc.	83,800	83,800	-	83,800	33,800	33,800	33,800	33,800
Employment Exp.	10,000	10,000	-	10,000	10,000	10,000	10,000	10,000
Other	10,000	10,000	-	10,000	10,000	10,000	10,000	10,000
Misc. Refunds	2,500	2,500	-	2,500	2,500	2,500	2,500	2,500
Sub-Total	2,991,527	3,002,528	11,001	3,001,527	2,966,358	2,981,273	2,996,269	3,011,350
		100.4%		0.3%	-1.2%	0.5%	0.5%	0.5%
Total Operating Exp.	14,488,675	14,592,917	104,242	14,888,086	15,131,752	15,470,886	15,798,282	16,141,022
NET OPERATIONS	(12,261,660)	(12,270,365)	(8,705)	(12,565,142)	(12,794,042)	(13,118,116)	(13,430,151)	(13,756,955)
General Revenue								
Taxes								
Property Tax	8,291,126	8,291,126	-	8,289,540	8,455,330	8,624,437	8,796,926	8,972,864
Property Tax - Garbage	600,000	600,000	-	599,885	611,883	624,121	636,603	649,335
Utility Tax	1,086,068	1,086,068	-	1,199,047	1,203,402	1,208,433	1,214,136	1,220,507
Sales Tax	1,813,870	1,813,870	-	1,814,750	1,832,898	1,851,226	1,869,739	1,888,436
Income Tax	811,000	826,000	15,000	842,520	859,370	876,558	894,089	916,441

	2015 Bud	2015 Pri	\$ from Bud	2016	2017	2018	2019	2020
Cable Tax - Other	216,300	220,000	3,700	226,600	233,398	240,400	247,612	255,040
PPRT	70,000	78,630	8,630	78,630	78,630	78,630	78,630	78,630
Sub-Total	12,888,364	12,915,694	27,330	13,050,972	13,274,911	13,503,805	13,737,735	13,981,253
		100.2%		1.3%	1.7%	1.7%	1.7%	1.8%
Fines & Forfeits	143,800	143,800	-	143,800	143,800	143,800	143,800	143,800
Interest	17,775	17,775	-	17,775	17,775	17,775	17,775	17,775
Other Revenue								
Grants	34,225	34,225	-	34,225	34,225	34,225	34,225	34,225
Other	160,124	160,124	-	164,408	165,718	167,054	168,416	169,806
Gifts/Contributions	1,500	1,500	-	1,500	1,500	1,500	1,500	1,500
Leases	74,616	74,616	-	76,108	77,630	79,183	80,767	82,382
Sale of Assets	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Sub-Total	432,040	432,040	-	437,816	440,648	443,537	446,483	449,488
		100.0%		1.3%	0.6%	0.7%	0.7%	0.7%
Total General Rev.	13,320,404	13,347,734	27,330	13,488,788	13,715,559	13,947,342	14,184,218	14,430,741
TOTAL OPERATING EXCESS (DEFICIT)	1,058,744	1,077,369	18,625	923,646	921,517	829,226	754,067	673,786
Other Financing Sources								
Interfund Revenue	160,079	160,079	-	162,480	165,730	169,044	172,425	175,874
Other Financing Uses								
Interfund Expenditure	450,000	450,000	-	450,000	450,000	450,000	450,000	450,000
Contractual Employment	300,000	300,000	-	-	-	-	-	-
Capital Expenses								
Capital								
Sub-Total	1,383,900	1,383,900	-	-	-	-	-	-
TOTAL EXCESS (DEFICIT)	(915,077)	(896,452)	18,625	636,126	637,247	548,270	476,492	399,660
General Fund Summary								
	2015 Bud	2015 Pri	\$ from Bud	2016	2017	2018	2019	2020
Beginning Balance	3,130,595							
Beginning Balance (Adjusted)	3,346,845	3,346,845		2,450,393	3,086,519	3,723,766	4,272,036	4,748,528
Ending Balance	2,431,768	2,450,393		3,086,519	3,723,766	4,272,036	4,748,528	5,148,188
Target (10% of Operations)	1,448,868	1,459,292		1,488,809	1,513,175	1,547,089	1,579,828	1,614,102
Budget Reconciliation								
Revenue	15,707,498	15,830,365	122,867	15,974,212	16,218,999	16,469,156	16,724,774	16,990,682
Expenditure	16,622,575	16,726,817	104,242	15,338,086	15,581,752	15,920,886	16,248,282	16,591,022
Excess/(Deficit)	(915,077)	(896,452)	18,625	636,126	637,247	548,270	476,492	399,660
3,602,830	3350000	0.421383648						
4,033,019	3750000	0.471698113						
914,151	850000	0.106918239						
8550000	7950000	1						
8,550,000								

Village of Glencoe								
Water Fund								
FY 2020 Long Range Forecast								
	<u>2015 Bud</u>	<u>2015 Pri</u>	<u>\$ from Bud</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Operating Revenue								
Charges for Service								
Water Sales	2,075,148	2,075,148	-	2,088,547	2,109,418	2,130,498	2,151,789	2,173,293
Meter Sales	14,000	14,000	-	14,000	14,000	14,000	14,000	14,000
Sub-Total	2,089,148	2,089,148	-	2,102,547	2,123,418	2,144,498	2,165,789	2,187,293
		100.0%						
Total Operating Rev.	2,089,148	2,089,148	-	2,102,547	2,123,418	2,144,498	2,165,789	2,187,293
		0.0%		0.6%	1.0%	1.0%	1.0%	1.0%
Operating Expenses								
Personnel								
Salaries	856,577	856,577	-	871,182	886,333	901,747	917,430	933,386
Benefits	131,230	131,230	-	134,773	138,412	142,149	145,987	149,929
Pension Cost	162,364	162,364	-	170,815	179,706	189,060	198,900	209,253
Sub-Total	1,150,171	1,150,171	-	1,176,770	1,204,451	1,232,956	1,262,317	1,292,568
		100.0%		2.3%	2.4%	2.4%	2.4%	2.4%
Services	311,328	311,328	-	311,328	312,989	314,659	316,338	318,027
Commodities	168,500	168,500	-	168,500	169,343	170,189	171,040	171,895
Depreciation	69,000	111,778	42,778	111,778	111,778	111,778	111,778	111,778
Loan Payment	174,660	174,660	-	174,660	174,660	174,660	174,660	174,660
Sub-Total	723,488	766,266	42,778	766,266	768,770	771,286	773,816	776,360
		105.9%		5.9%	0.3%	0.3%	0.3%	0.3%
Total Operating Exp.	1,873,659	1,916,437	42,778	1,943,036	1,973,221	2,004,242	2,036,133	2,068,928
NET OPERATIONS	215,489	172,711	(42,778)	159,511	150,197	140,256	129,656	118,365
General Revenue								
Interest	2,600	2,600	-	2,600	2,600	2,600	2,600	2,600
Other Revenue								
Other	5,000	5,000	-	5,000	5,000	5,000	5,000	5,000
Leases	72,100	72,100	-	73,542	75,013	76,513	78,043	79,604
Sale of Assets	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Sub-Total	79,700	79,700	-	81,142	82,613	84,113	85,643	87,204
		100.0%		1.8%	1.8%	1.8%	1.8%	1.8%
Other Financing Uses								
Interfund Expenses	42,980	42,980	-	42,980	43,625	44,497	45,387	46,295
CHANGE IN NET ASSETS	252,209	209,431	(42,778)	197,673	189,185	179,872	169,912	159,274
Water Fund Summary								
Beginning Balance (unaudited)	1,796,970	1,796,970		2,006,401	2,204,074	2,393,259	2,573,131	2,743,043
Ending Balance	2,049,179	2,006,401		2,204,074	2,393,259	2,573,131	2,743,043	2,902,317
Target (10% of Operations)	187,366	191,644		194,304	197,322	200,424	203,613	206,893
Budget Reconciliation								
Revenue	2,168,848	2,168,848	-	2,183,689	2,206,031	2,228,611	2,251,432	2,274,497
Expenditure	1,916,639	1,959,417	42,778	1,986,016	2,016,846	2,048,739	2,081,520	2,115,223
Excess/(Deficit)	252,209	209,431	(42,778)	197,673	189,185	179,872	169,912	159,274

Village of Glencoe
Garbage Fund
 FY 2020 Long Range Forecast

	<u>2015 Bud</u>	<u>2015 Pri</u>	<u>\$ from Bud</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Operating Revenue								
Charges for Service								
Garbage Service Fees	778,660	778,750	90	788,278	801,495	814,998	828,792	842,882
Recycling Service Fees	196,997	196,997	-	199,952	203,951	208,030	212,191	216,434
Yard Waste Program Fees	31,120	31,120	-	31,495	32,002	32,520	33,048	33,587
Sub-Total	1,006,777	1,006,867	90	1,019,725	1,037,448	1,055,548	1,074,031	1,092,903
		100.0%		1.3%	1.7%	1.7%	1.8%	1.8%
Total Operating Rev.	1,006,777	1,006,867	90	1,019,725	1,037,448	1,055,548	1,074,031	1,092,903
Operating Expenses								
Personnel								
Salaries	470,532	470,532	-	478,721	487,250	495,931	504,768	513,763
Benefits	92,318	97,333	5,015	126,402	130,542	134,829	139,271	143,872
Pension Cost	83,411	83,411	-	87,753	92,320	97,125	102,181	107,499
Sub-Total	646,261	651,276	5,015	692,876	710,112	727,885	746,220	765,134
		100.8%		7.2%	2.5%	2.5%	2.5%	2.5%
Services	468,683	468,683	-	468,683	471,181	473,693	476,218	478,759
Commodities	118,040	118,040	-	118,040	118,630	119,223	119,819	120,419
Other Expense	-	-	-	-	-	-	-	-
Sub-Total	586,723	586,723	-	586,723	589,811	592,916	596,037	599,178
		100.0%		0.0%	0.5%	0.5%	0.5%	0.5%
Total Operating Exp.	1,232,984	1,237,999	5,015	1,279,599	1,299,923	1,320,801	1,342,257	1,364,312
NET OPERATIONS	(226,207)	(231,132)	(4,925)	(259,874)	(262,475)	(265,253)	(268,226)	(271,409)
General Revenue								
Taxes	7,000	7,000	-	7,000	7,000	7,000	7,000	7,000
Interest	400	400	-	400	400	400	400	400
Other Revenue	17,100	17,100	-	17,100	17,100	17,100	17,100	17,100
Sub-Total	24,500	24,500	-	24,500	24,500	24,500	24,500	24,500
		100.0%		0.0%	0.0%	0.0%	0.0%	0.0%
Total General Rev.	24,500	24,500	-	24,500	24,500	24,500	24,500	24,500
TOTAL OPERATING EXCESS (DEFICIT)	(201,707)	(206,632)	(4,925)	(235,374)	(237,975)	(240,753)	(243,726)	(246,909)
Other Financing Sources								
Interfund Revenue	450,000	450,000	-	450,000	450,000	450,000	450,000	450,000
Other Financing Uses								
Interfund Expenditure	42,980	42,980	-	42,980	43,625	44,497	45,387	46,295
Capital Expenses								
Capital								
Bldg & Grounds	-	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-	-
Vehicles	73,500	73,500	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Sub-Total	73,500	73,500	-	-	-	-	-	-
CAPITAL INVENTORY				227,500	37,000	210,000	72,500	329,000

	<u>2015 Bud</u>	<u>2015 Prj</u>	<u>\$ from Bud</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Debt Expense								
Debt Expense	13,000	13,000	-	13,000	13,000	13,000	13,000	13,000
TOTAL EXCESS (DEFICIT)	118,813	113,888	(4,925)	158,646	155,400	151,750	147,887	143,796
Garbage Fund Summary								
	<u>2015 Bud</u>	<u>2015 Prj</u>		<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Beginning Balance	257,383	257,383		371,271	529,917	685,317	837,067	984,954
Ending Balance	376,196	371,271		529,917	685,317	837,067	984,954	1,128,750
Target (10% of Operations)	123,298	123,800		127,960	129,992	132,080	134,226	136,431
Budget Reconciliation								
Revenue	1,481,277	1,481,367	90	1,494,225	1,511,948	1,530,048	1,548,531	1,567,403
Expenditure	1,362,464	1,367,479	5,015	1,335,579	1,356,548	1,378,298	1,400,644	1,423,607
Excess/(Deficit)	118,813	113,888	(4,925)	158,646	155,400	151,750	147,887	143,796

Village of Glencoe
Motor Fuel Tax Fund
 FY 2020 Long Range Forecast

	<u>2015 Bud</u>	<u>2015 Pri</u>	<u>\$ from Bud</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Revenues								
Allotment	216,000	257,869	41,869	213,840	211,702	209,585	207,489	205,414
Interest	500	500	-	500	500	500	500	500
Sub-Total	216,500	258,369	41,869	214,340	212,202	210,085	207,989	205,914
		119.3%		-1.0%	-1.0%	-1.0%	-1.0%	-1.0%
Total Operating Rev.	216,500	258,369	41,869	214,340	212,202	210,085	207,989	205,914
Expenditures								
Services	45,700	45,700	-	45,700	45,929	46,158	46,389	46,621
Capital Projects	75,000	75,000	-	-	-	-	-	-
Sub-Total	120,700	120,700	-	45,700	45,929	46,158	46,389	46,621
Capital Inventory	-	-	-	-	400,000	-	425,000	-
Total Operating Exp.	120,700	120,700	-	45,700	45,929	46,158	46,389	46,621
NET OPERATIONS	95,800	137,669	41,869	168,640	166,273	163,927	161,600	159,293
Other Sources (Uses)								
Transfer to General Fund	32,235	32,235	-	32,719	33,373	34,040	34,721	35,416
Bond Proceeds	-	-	-	-	-	-	-	-
Sub-Total	32,235	32,235	-	32,719	33,373	34,040	34,721	35,416
Total Sources (Uses)	32,235	32,235	-	32,719	33,373	34,040	34,721	35,416
TOTAL OPERATING EXCESS (DEFICIT)	63,565	105,434	41,869	135,921	132,900	129,887	126,879	123,877

Motor Fuel Tax Fund Summary

	<u>2015 Bud</u>	<u>2015 Pri</u>	<u>\$ from Bud</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Beginning Balance (Unaudited)	418,242	418,242		523,676	659,597	792,497	922,384	1,049,263
Ending Balance	481,807	523,676		659,597	792,497	922,384	1,049,263	1,173,140
Target (10% of Operations)	12,070	12,070						
Budget Reconciliation								
Revenue	216,500	258,369	41,869	214,340	212,202	210,085	207,989	205,914
Expenditure	152,935	152,935	-	78,419	79,302	80,198	81,110	82,037
Excess/(Deficit)	63,565	105,434	41,869	135,921	132,900	129,887	126,879	123,877

Village of Glencoe
Enhanced 911 Fund
 FY 2020 Long Range Forecast

	<u>2015 Bud</u>	<u>2015 Pri</u>	<u>\$ from Bud</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Revenues								
Surcharge	145,880	145,880	-	145,712	145,631	145,636	145,728	145,908
Interest	750	750	-	750	750	750	750	750
Sub-Total	146,630	146,630	-	146,462	146,381	146,386	146,478	146,658
		100.0%		-0.1%	-0.1%	0.0%	0.1%	0.1%
Total Operating Rev.	146,630	146,630	-	146,462	146,381	146,386	146,478	146,658
Expenditures								
Personnel	54,694	54,694	-	55,924	57,190	58,493	59,836	61,219
Services	67,770	67,770	-	67,770	68,109	68,449	68,792	69,136
Commodities	46,500	46,500	-	46,500	46,733	46,966	47,201	47,437
Sub-Total	168,964	168,964	-	170,194	172,032	173,908	175,829	177,792
		100.0%		0.7%	1.1%	1.1%	1.1%	1.1%
Total Operating Exp.	168,964	168,964	-	170,194	172,032	173,908	175,829	177,792
NET OPERATIONS	(22,334)	(22,334)	-	(23,732)	(25,651)	(27,522)	(29,351)	(31,134)
Other Sources (Uses)								
Capital Projects	25,000	25,000	-	-	-	-	-	-
Sub-Total	25,000	25,000	-	-	-	-	-	-
Capital Inventory				80,000	85,000	99,000	90,000	395,000
Total Sources (Uses)	25,000	25,000	-	-	-	-	-	-
TOTAL OPERATING EXCESS (DEFICIT)	(47,334)	(47,334)	-	(23,732)	(25,651)	(27,522)	(29,351)	(31,134)

Enhanced 911 Fund Summary

	<u>2015 Bud</u>	<u>2015 Pri</u>	<u>\$ from Bud</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Beginning Balance (Unaudited)	399,301	399,301		351,967	328,235	302,584	275,062	245,711
Ending Balance	351,967	351,967		328,235	302,584	275,062	245,711	214,577
Target (10% of Operations)	16,896	16,896		17,019	17,203	17,391	17,583	17,779
Budget Reconciliation								
Revenue	146,630	146,630	-	146,462	146,381	146,386	146,478	146,658
Expenditure	193,964	193,964	-	170,194	172,032	173,908	175,829	177,792
Excess/(Deficit)	(47,334)	(47,334)	-	(23,732)	(25,651)	(27,522)	(29,351)	(31,134)

SUPPORTING MATERIAL

Village of Glencoe
Long Range Financial Forecast
Through FY 2020

Major Revenue Assumptions
% Increase from the FY 2015 Base as adjusted from Budget

	Base FY 2013	Budget FY 2015	Base FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Basis
Revenue									
Property Tax	8,444,347	8,891,126	8,758,055	1.50%	2.00%	2.00%	2.00%	2.00%	Change in CPI-U
Externally Controlled									
Sales Tax	1,595,000	1,675,000	1,669,000	0.00%	1.00%	1.00%	1.00%	1.00%	Economic Conditions
Illinois Income Tax	710,000	811,000	826,000	2.00%	2.00%	2.00%	2.00%	2.50%	Economic Conditions
Utility Tax	649,000	668,490	790,718	2.00%	2.00%	2.00%	2.00%	2.00%	Consumption + Rates
Building Permits	635,000	635,000	945,500	0.00%	0.00%	0.00%	0.00%	0.00%	5 Year Revenue Average
Telecommunications Tax	445,000	417,578	404,654	-3.00%	-3.00%	-3.00%	-3.00%	-3.00%	Consumption + Rates
Cable Television Revenue	199,000	216,300	220,000	3.00%	3.00%	3.00%	3.00%	3.00%	Consumption + Rates
Motor Fuel Tax	217,200	216,000	216,000	-1.00%	-1.00%	-1.00%	-1.00%	-1.00%	Gallons Consumed
Use Tax	138,000	138,870	145,750	0.00%	1.00%	1.00%	1.00%	1.00%	Economic Conditions
Parking Fees	93,000	106,000	111,100	0.00%	0.00%	0.00%	0.00%	0.00%	Economic Conditions+Rates
E911 Surcharge	91,140	90,880	88,664	-2.00%	-2.00%	-2.00%	-2.00%	-2.00%	Consumption + Rates
Personal Property Tax Repl.	77,609	70,000	78,630	0.00%	0.00%	0.00%	0.00%	0.00%	State Formula
Cellular 911 Surcharge	48,960	55,000	57,678	3.00%	3.00%	3.00%	3.00%	3.00%	Consumption + Rates
Locally Controlled									
Water Sales	1,958,434	2,073,748	2,066,482	1.00%	1.00%	1.00%	1.00%	1.00%	5 Year Average
Base Garbage Fee	601,584	613,391	600,000	1.50%	2.00%	2.00%	2.00%	1.00%	Annual Fee Increase
Sewer Charge	535,819	535,819	535,819	1.50%	2.00%	2.00%	2.00%	2.00%	Annual Fee Increase
Vehicle Licenses	276,000	276,000	276,000	0.00%	0.00%	0.00%	0.00%	0.00%	Increase in whole numbers
Recycling Fee	184,229	189,682	189,682	1.50%	2.00%	2.00%	2.00%	1.00%	Annual Fee Increase
Curbside Recycling	184,229	184,229	184,229	1.50%	2.00%	2.00%	2.00%	2.00%	Annual Fee Increase
Optional Second Collection	81,387	76,358	70,784	-1.00%	-1.00%	-1.00%	-1.00%	-1.00%	Annual Fee Increase
Commercial Garbage Fee	52,130	53,673	53,673	1.50%	2.00%	2.00%	2.00%	1.00%	Annual Fee Increase

Major Expenditure Assumptions
% Increase from the FY 2015 Base as adjusted from Budget

	Base FY 2013	Budget FY 2015	Base FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Basis
Expenditure									
Salaries - Regular (1)	7,807,868	7,994,422	7,954,450	2.50%	2.50%	2.50%	2.50%	2.50%	Economic Conditions
Salaries - RHS	53,300	84,670	84,670	2.50%	2.50%	2.50%	2.50%	2.50%	Economic Conditions
Salaries - Temporary	318,100	341,900	319,725	2.00%	2.00%	2.00%	2.00%	2.00%	Economic Conditions
Salaries - Overtime	638,719	642,179	663,470	2.00%	2.00%	2.00%	2.00%	2.00%	Economic Conditions
Benefits (1)	1,490,720	1,605,083	1,597,058	2.70%	2.70%	2.70%	2.70%	2.70%	Economy & Plan Design
Police Pension	1,465,318	1,476,314	1,482,686	3.50%	3.50%	3.50%	3.50%	3.50%	Actuarial Estimates
Other Pensions (1)	1,111,990	1,156,250	1,150,469	6.00%	6.00%	6.00%	6.00%	6.00%	Salaries paid and Rate
Services	2,536,154	2,501,894	2,501,894	0.00%	0.50%	0.50%	0.50%	0.50%	Cost to provide services
Commodities	1,151,897	1,089,110	1,089,110	0.00%	0.50%	0.50%	0.50%	0.50%	Cost of goods for service
Debt Service	Per Schedule								Debt Schedule
Capital	Per Inventory and Approved Budget								Est. of Available Resources
Community Grants				0.00%	0.00%	0.00%	0.00%	0.00%	Village Board Policy

Note

(1) Salary, Benefit and Other Pension base for FY 2015 is 99.25% of the FY 2015 budget for attrition purposes over 5 years.

Consumer Price Index-All Urban Consumers

Series Catalog:

Series ID : CUUR0000SA0

Not Seasonally Adjusted

Area : U.S. city average

Item : All items

Base Period : 1982-84=100

Data:

Year	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Annual
1999	164.30	164.50	165.00	166.20	166.20	166.20	166.70	167.10	167.90	168.20	168.30	168.30	166.60
2000	168.80	169.80	171.20	171.30	171.50	172.40	172.80	172.80	173.70	174.00	174.10	174.00	172.20
2001	175.10	175.80	176.20	176.90	177.70	178.00	177.50	177.50	178.30	177.70	177.40	176.70	177.10
2002	177.10	177.80	178.80	179.80	179.80	179.90	180.10	180.70	181.00	181.30	181.30	180.90	179.90
2003	181.70	183.10	184.20	183.80	183.50	183.70	183.90	184.60	185.20	185.00	184.50	184.30	184.00
2004	185.20	186.20	187.40	188.00	189.10	189.70	189.40	189.50	189.90	190.90	191.00	190.30	188.90
2005	190.70	191.80	193.30	194.60	194.40	194.50	195.40	196.40	198.80	199.20	197.60	196.80	195.30
2006	198.30	198.70	199.80	201.50	202.50	202.90	203.50	203.90	202.90	201.80	201.50	201.80	201.60
2007	202.42	203.50	205.35	206.69	207.95	208.35	208.30	207.92	208.49	208.94	210.18	210.04	207.34
2008	211.08	211.69	213.53	214.82	216.63	218.82	219.96	219.09	218.78	216.57	212.43	210.23	215.30
2009	211.14	212.19	212.71	213.24	213.86	215.69	215.35	215.83	215.97	216.18	216.33	215.95	214.54
2010	216.69	216.74	217.63	218.01	218.18	217.97	218.01	218.31	218.44	218.71	218.80	219.18	218.06
2011	220.22	221.31	223.47	224.91	225.96	225.72	225.92	226.55	226.89	226.42	226.23	225.67	224.94
2012	226.67	227.66	229.39	230.09	229.82	229.48	229.10	230.38	231.41	231.32	230.22	229.60	229.59
2013	230.28	232.17	232.77	232.53	232.95	233.50	233.60	233.88	234.15	233.55	233.07	233.05	232.96
2014	233.92	234.78	236.29	237.07	237.90	238.34							

Year	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Ann
1999													
2000	2.74%	3.22%	3.76%	3.07%	3.19%	3.73%	3.66%	3.41%	3.45%	3.45%	3.45%	3.39%	
2001	3.73%	3.53%	2.92%	3.27%	3.62%	3.25%	2.72%	2.72%	2.65%	2.13%	1.90%	1.55%	
2002	1.14%	1.14%	1.48%	1.64%	1.18%	1.07%	1.46%	1.80%	1.51%	2.03%	2.20%	2.38%	
2003	2.60%	2.98%	3.02%	2.22%	2.06%	2.11%	2.11%	2.16%	2.32%	2.04%	1.77%	1.88%	
2004	1.93%	1.69%	1.74%	2.29%	3.05%	3.27%	2.99%	2.65%	2.54%	3.19%	3.52%	3.26%	
2005	2.97%	3.01%	3.15%	3.51%	2.80%	2.53%	3.17%	3.64%	4.69%	4.35%	3.46%	3.42%	
2006	3.99%	3.60%	3.36%	3.55%	4.17%	4.32%	4.15%	3.82%	2.06%	1.31%	1.97%	2.54%	
2007	2.08%	2.42%	2.78%	2.57%	2.69%	2.69%	2.36%	1.97%	2.76%	3.54%	4.31%	4.08%	
2008	4.28%	4.03%	3.98%	3.94%	4.18%	5.02%	5.60%	5.37%	4.94%	3.66%	1.07%	0.09%	
2009	0.03%	0.24%	-0.38%	-0.74%	-1.28%	-1.43%	-2.10%	-1.48%	-1.29%	-0.18%	1.84%	2.72%	
2010	2.63%	2.14%	2.31%	2.24%	2.02%	1.05%	1.24%	1.15%	1.14%	1.17%	1.14%	1.50%	
2011	1.63%	2.11%	2.68%	3.16%	3.57%	3.56%	3.63%	3.77%	3.87%	3.53%	3.39%	2.96%	
2012	2.93%	2.87%	2.65%	2.30%	1.70%	1.66%	1.41%	1.69%	1.99%	2.16%	1.76%	1.74%	
2013	1.59%	1.98%	1.47%	1.06%	1.36%	1.75%	1.96%	1.52%	1.18%	0.96%	1.24%	1.50%	
2014	1.58%	1.13%	1.51%	1.95%	2.13%	2.07%							

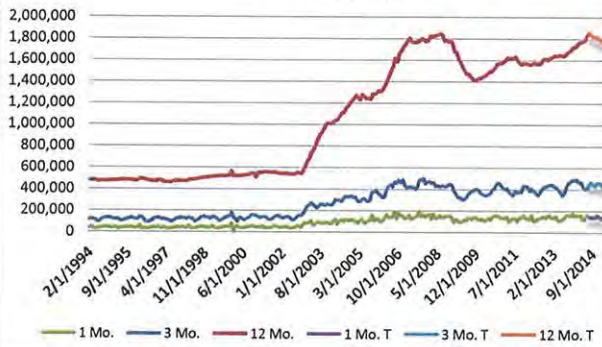
AVERAGE

04-13	2.40%	2.41%	2.37%	2.39%	2.43%	2.44%	2.44%	2.41%	2.39%	2.37%	2.37%	2.38%
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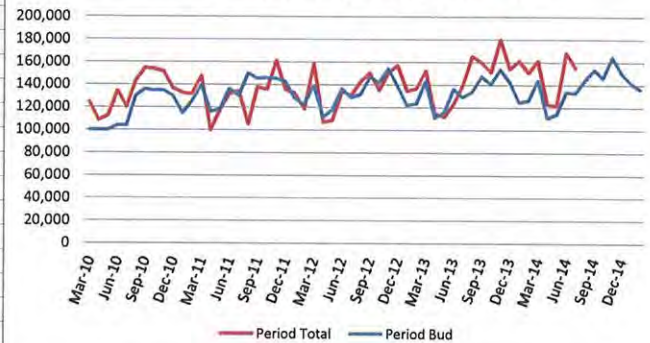
Sales Tax Data

KEY	GL Description	Date	Period Bud	Period Total	1moT	3-12	3moT	12 MO	12moT	p 13	p1-12
MST241	MUNICIPAL SALES TAX	3/1/2013	143,370	152,424		423,829.35		1,640,921.88			
MST242	MUNICIPAL SALES TAX	4/1/2013	110,939	114,921		404,198.37		1,648,893.74			
MST243	MUNICIPAL SALES TAX	5/1/2013	116,099	111,923		379,267.07		1,652,107.20			
MST244	MUNICIPAL SALES TAX	6/1/2013	136,275	123,041		349,883.96		1,641,176.68			
MST245	MUNICIPAL SALES TAX	7/1/2013	129,371	139,655		374,618.15		1,649,802.44			
MST246	MUNICIPAL SALES TAX	8/1/2013	134,210	165,369		428,064.67		1,672,435.66			
MST247	MUNICIPAL SALES TAX	9/1/2013	147,707	160,075		465,099.56		1,682,140.38			
MST248	MUNICIPAL SALES TAX	10/1/2013	140,981	151,368		476,812.05		1,698,322.70			
MST249	MUNICIPAL SALES TAX	11/1/2013	153,735	180,029		491,471.58		1,727,379.98			
MST250	MUNICIPAL SALES TAX	12/1/2013	142,668	154,554		485,950.25		1,724,763.12			
MST251	MUNICIPAL SALES TAX	1/1/2014	124,724	161,086		495,668.98		1,751,297.55			
MST252	MUNICIPAL SALES TAX	2/1/2014	126,411	150,959		466,599.12		1,765,402.44			
MST253	MUNICIPAL SALES TAX	3/1/2014	144,229	161,481		473,526.43		1,774,460.20			
MST254	MUNICIPAL SALES TAX	4/1/2014	110,865	122,954		435,394.59		1,782,493.77			
MST255	MUNICIPAL SALES TAX	5/1/2014	114,584	121,943		406,378.39		1,792,513.76			
MST256	MUNICIPAL SALES TAX	6/1/2014	133,868	168,559		413,456.16		1,838,032.40			
MST257	MUNICIPAL SALES TAX	7/1/2014	133,357	155,122	155,121.91	445,623.58	445,623.58	1,853,499.20	1853499.2		
MST258	MUNICIPAL SALES TAX	8/1/2014	144,338	144,338	144,337.54	468,018.59	468,018.59	1,832,467.68	1832467.68		
MST259	MUNICIPAL SALES TAX	9/1/2014	153,568	153,568	153,567.84	453,027.29	453,027.29	1,825,960.13	1825960.13		
MST260	MUNICIPAL SALES TAX	10/1/2014	146,424	146,424	146,424.35	444,329.73	444,329.73	1,821,016.88	1821016.88		
MST261	MUNICIPAL SALES TAX	11/1/2014	164,528	164,528	164,527.78	464,519.97	464,519.97	1,805,516.07	1805516.07		
MST262	MUNICIPAL SALES TAX	12/1/2014	150,571	150,571	150,571.14	461,523.27	461,523.27	1,801,533.15	1801533.15		
MST263	MUNICIPAL SALES TAX	1/1/2015	141,986	141,986	141,985.66	457,084.58	457,084.58	1,782,432.48	1782432.48		
MST264	MUNICIPAL SALES TAX	2/1/2015	136,683	136,683	136,683.10	429,239.90	429,239.90	1,768,156.85	1768156.85		

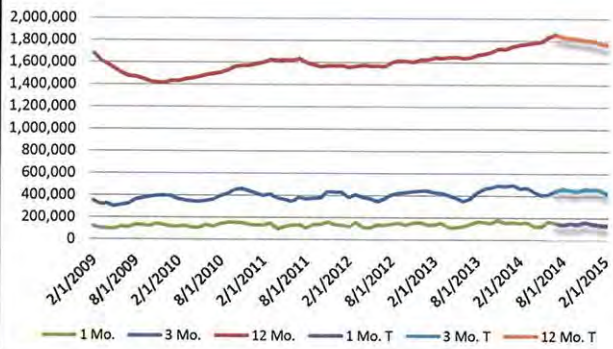
Sales Tax Trend



Sales Tax - Monthly Budget v. Actual



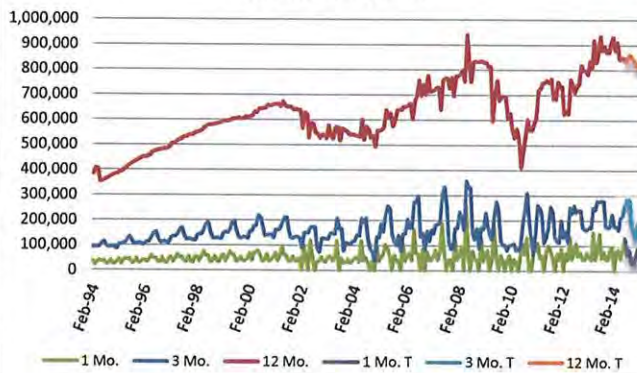
Sales Tax Trend Since 2/2009



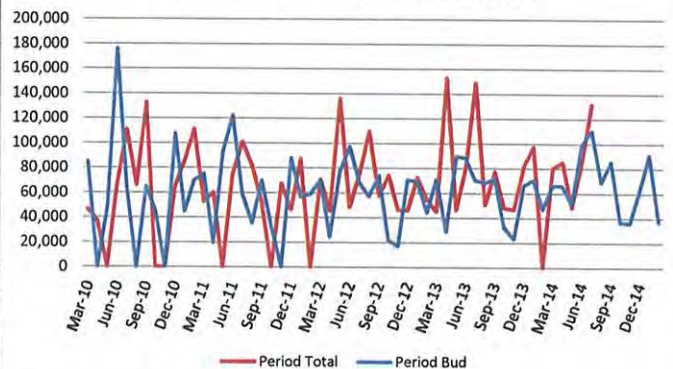
FY	Budget	Actual	
2011	1,414,000.00	1,604,110.37	
2012	1,622,537.01	1,557,850.76	-2.9%
2013	1,595,000.00	1,647,044.49	5.7%
2014	1,606,490.00	1,765,402.44	7.2%
2015	1,675,000.00	1,768,156.85	0.2%
2016	TREND	1,829,206.37	3.5%
2017	TREND	1,912,679.26	4.6%
2018	TREND	1,963,019.92	2.6%
2019	TREND	2,009,620.18	2.4%
2020	TREND	2,081,558.58	3.6%
ACTUAL AVERAGE		1,668,512.98	2.5%
TREND AVERAGE		1,959,216.86	3.3%

KEY	GL Description	Date	Period Bud	Period Total	1moT	3-12	3moT	12 MO	12moT	p 13	p1-12
IIT241	ILLINOIS INCOME TAX	3/1/2013	71,278	45,225		172,553		811,650			
IIT242	ILLINOIS INCOME TAX	4/1/2013	29,044	152,859		252,886		919,326			
IIT243	ILLINOIS INCOME TAX	5/1/2013	89,925	46,404		244,488		829,650			
IIT244	ILLINOIS INCOME TAX	6/1/2013	88,620	80,576		279,839		861,609			
IIT245	ILLINOIS INCOME TAX	7/1/2013	70,352	148,833		275,813		934,954			
IIT246	ILLINOIS INCOME TAX	8/1/2013	68,703	50,565		279,974		875,912			
IIT247	ILLINOIS INCOME TAX	9/1/2013	71,620	77,443		276,841		895,729			
IIT248	ILLINOIS INCOME TAX	10/1/2013	32,792	48,115		176,123		869,844			
IIT249	ILLINOIS INCOME TAX	11/1/2013	23,269	46,940		172,498		870,348			
IIT250	ILLINOIS INCOME TAX	12/1/2013	66,520	81,895		176,950		906,182			
IIT251	ILLINOIS INCOME TAX	1/1/2014	70,761	97,500		226,335		931,157			
IIT252	ILLINOIS INCOME TAX	2/1/2014	47,116	-		179,395		876,356			
IIT253	ILLINOIS INCOME TAX	3/1/2014	66,541	80,145		177,646		911,276			
IIT254	ILLINOIS INCOME TAX	4/1/2014	66,077	85,055		165,200		843,471			
IIT255	ILLINOIS INCOME TAX	5/1/2014	50,744	48,580		213,779		845,647			
IIT256	ILLINOIS INCOME TAX	6/1/2014	99,222	84,952		218,586		850,023			
IIT257	ILLINOIS INCOME TAX	7/1/2014	110,460	131,843	131843.12	265,375	265,375	833,032	833,032		
IIT258	ILLINOIS INCOME TAX	8/1/2014	68,956	68,956	68955.97	285,751	285,751	851,424	851,424		
IIT259	ILLINOIS INCOME TAX	9/1/2014	85,548	85,548	85547.76	286,347	286,347	859,529	859,529		
IIT260	ILLINOIS INCOME TAX	10/1/2014	36,810	36,810	36810.39	191,314	191,314	848,224	848,224		
IIT261	ILLINOIS INCOME TAX	11/1/2014	36,023	36,023	36022.83	158,381	158,381	837,306	837,306		
IIT262	ILLINOIS INCOME TAX	12/1/2014	62,619	62,619	62619.44	135,453	135,453	818,031	818,031		
IIT263	ILLINOIS INCOME TAX	1/1/2015	90,834	90,834	90833.96	189,476	189,476	811,365	811,365		
IIT264	ILLINOIS INCOME TAX	2/1/2015	37,165	37,165	37165.15	190,619	190,619	848,530	848,530		

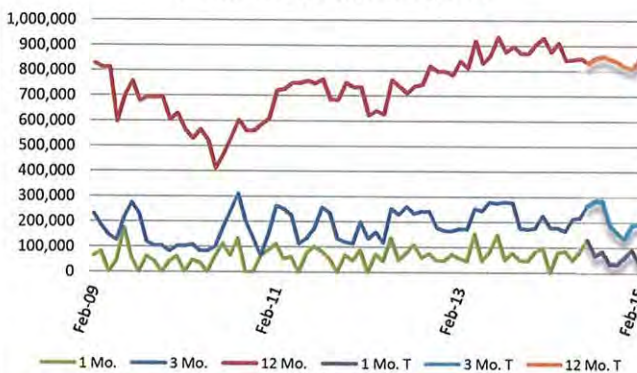
Income Tax Trend



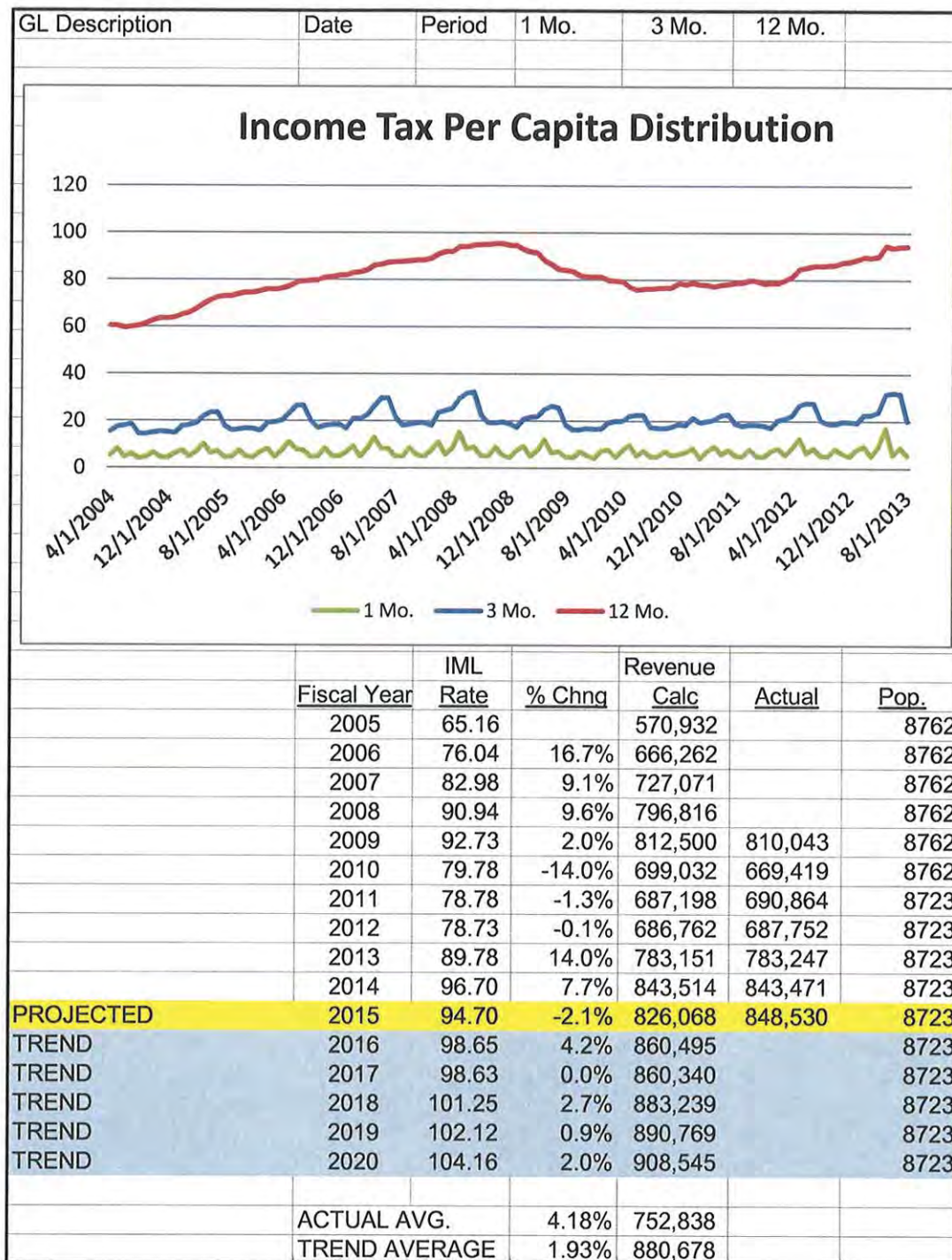
Income Tax - Monthly Budget v. Actual



Income Tax Trend Since 2/2008

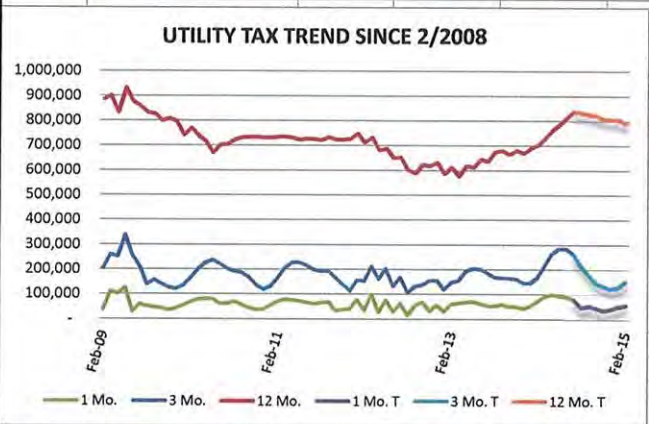
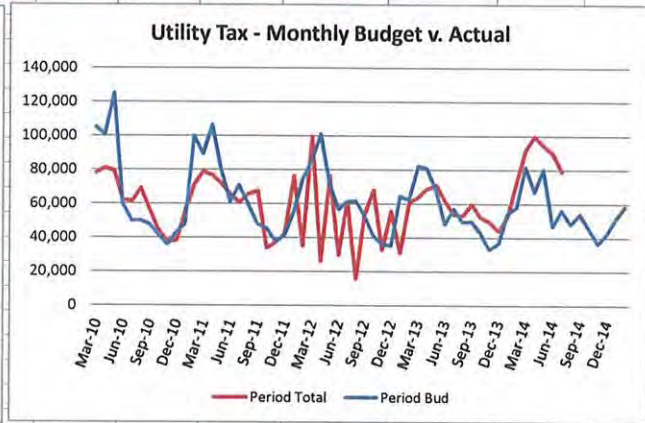
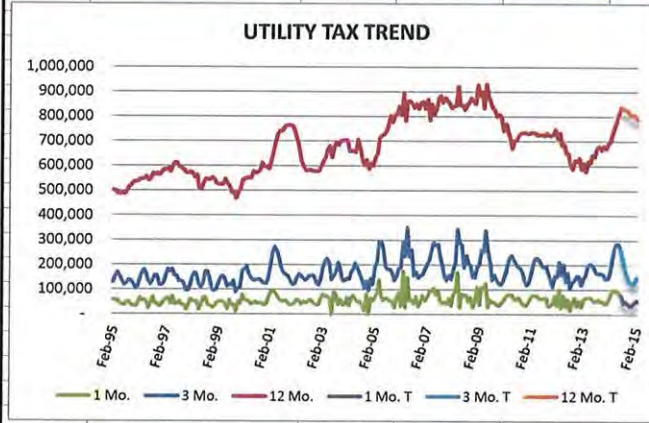


FY	BUDGET	ACTUAL	
2011	707,000.00	720,430.92	
2012	711,440.00	622,845.11	-13.5%
2013	690,800.00	837,371.56	34.4%
2014	730,000.00	876,355.60	4.7%
2015	811,000.00	848,529.85	-3.2%
2016	TREND	934,019.11	10.1%
2017	TREND	1,013,876.14	8.5%
2018	TREND	1,025,232.25	1.1%
2019	TREND	1,078,532.47	5.2%
2020	TREND	1,145,403.47	6.2%
ACTUAL AVERAGE		781,106.61	5.6%
TREND AVERAGE		1,039,412.69	6.2%



Utility Tax Data

KEY	GL Description	Date	Period Bud	Period Total	1moT	3-12	3moT	12 MO	12moT	p 13	p1-12	% Chng
MUT229	MUNICIPAL UTILITY TAX	3/1/2013	82,244	64,029		155,789		575,998				-15.60%
MUT230	MUNICIPAL UTILITY TAX	4/1/2013	81,011	68,747		193,529		618,413				
MUT231	MUNICIPAL UTILITY TAX	5/1/2013	67,544	70,994		203,769		612,893				
MUT232	MUNICIPAL UTILITY TAX	6/1/2013	48,154	61,623		201,364		644,620				
MUT233	MUNICIPAL UTILITY TAX	7/1/2013	57,157	53,746		186,362		637,022				
MUT234	MUNICIPAL UTILITY TAX	8/1/2013	49,428	53,253		168,622		674,349				
MUT235	MUNICIPAL UTILITY TAX	9/1/2013	49,560	59,667		166,666		680,270				
MUT236	MUNICIPAL UTILITY TAX	10/1/2013	43,096	52,012		164,932		664,431				
MUT237	MUNICIPAL UTILITY TAX	11/1/2013	33,267	49,520		161,199		681,116				
MUT238	MUNICIPAL UTILITY TAX	12/1/2013	36,771	43,900		145,433		669,250				
MUT239	MUNICIPAL UTILITY TAX	1/1/2014	54,107	52,378		145,798		690,621				
MUT240	MUNICIPAL UTILITY TAX	2/1/2014	58,137	72,602		168,880		702,470				
MUT241	MUNICIPAL UTILITY TAX	3/1/2014	81,708	91,780		216,760		730,222				
MUT242	MUNICIPAL UTILITY TAX	4/1/2014	67,197	99,739		264,121		761,214				
MUT243	MUNICIPAL UTILITY TAX	5/1/2014	80,159	94,255		285,775		784,475				
MUT244	MUNICIPAL UTILITY TAX	6/1/2014	47,078	89,606		283,601		812,459				
MUT245	MUNICIPAL UTILITY TAX	7/1/2014	56,155	79,144	79,144	263,005	263,005	837,857	837,857			
MUT246	MUNICIPAL UTILITY TAX	8/1/2014	48,200	48,200	48,200	216,950	216,950	832,804	832,804			
MUT247	MUNICIPAL UTILITY TAX	9/1/2014	54,035	54,035	54,035	181,379	181,379	827,172	827,172			
MUT248	MUNICIPAL UTILITY TAX	10/1/2014	45,496	45,496	45,496	147,731	147,731	820,656	820,656			
MUT249	MUNICIPAL UTILITY TAX	11/1/2014	36,579	36,579	36,579	136,110	136,110	807,715	807,715			
MUT250	MUNICIPAL UTILITY TAX	12/1/2014	42,267	42,267	42,267	124,342	124,342	806,082	806,082			
MUT251	MUNICIPAL UTILITY TAX	1/1/2015	51,388	51,388	51,388	130,234	130,234	805,092	805,092			
MUT252	MUNICIPAL UTILITY TAX	2/1/2015	58,228	58,228	58,228	151,884	151,884	790,718	790,718			

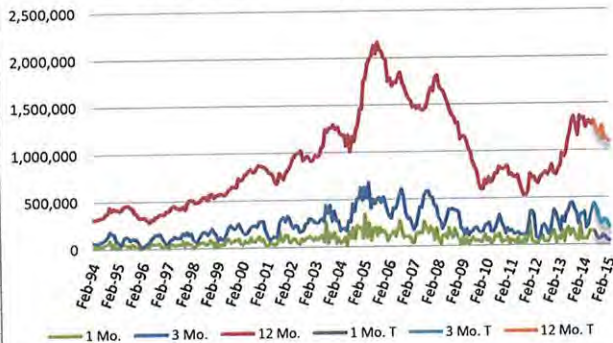


FY	BUDGET	ACTUAL	
2011	808,000.00	734,912.69	
2012	771,120.01	711,824.08	-3.1%
2013	730,932.00	611,737.47	-14.1%
2014	660,476.00	702,470.09	14.8%
2015	668,490.00	790,718.05	12.6%
2016	TREND	741,009.50	-6.3%
2017	TREND	782,757.26	5.6%
2018	TREND	839,912.17	7.3%
2019	TREND	851,450.42	1.4%
2020	TREND	867,279.70	1.9%
ACTUAL AVERAGE		710,332.48	2.5%
TREND AVERAGE		816,481.81	2.0%

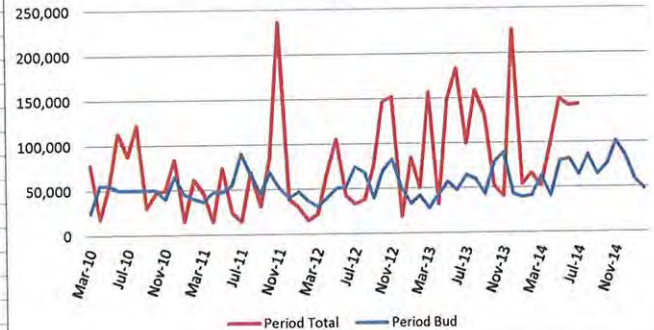
Bld Permit Revenue Data

KEY	GL Description	Date	Period Bud	Period Total	1moT	3-12	3moT	12 MO	12moT	p 13	p1-12
BDRV241	BUILDING PERMITS	3/1/2013	27,941	156,635		290,786.43		971,913.43			
BDRV242	BUILDING PERMITS	4/1/2013	42,861	32,331		239,341.43		935,684.43			
BDRV243	BUILDING PERMITS	5/1/2013	56,856	148,393		337,359.43		978,642.43			
BDRV244	BUILDING PERMITS	6/1/2013	48,010	183,239		363,963.00		1,119,819.43			
BDRV245	BUILDING PERMITS	7/1/2013	64,370	99,602		431,234.00		1,186,367.43			
BDRV246	BUILDING PERMITS	8/1/2013	60,143	158,534		441,374.59		1,306,559.02			
BDRV247	BUILDING PERMITS	9/1/2013	43,354	132,560		390,695.59		1,362,688.02			
BDRV248	BUILDING PERMITS	10/1/2013	78,674	51,229		342,322.79		1,267,844.22			
BDRV249	BUILDING PERMITS	11/1/2013	89,221	40,708		224,496.95		1,156,331.97			
BDRV250	BUILDING PERMITS	12/1/2013	42,779	226,232		318,168.95		1,363,613.97			
BDRV251	BUILDING PERMITS	1/1/2014	39,518	53,655		320,594.75		1,333,492.97			
BDRV252	BUILDING PERMITS	2/1/2014	41,273	65,837		345,724.00		1,348,954.97			
BDRV253	BUILDING PERMITS	3/1/2014	62,790	51,885		171,377.00		1,244,204.54			
BDRV254	BUILDING PERMITS	4/1/2014	40,752	98,797		216,518.80		1,310,670.34			
BDRV255	BUILDING PERMITS	5/1/2014	79,813	148,467		299,148.80		1,310,744.34			
BDRV256	BUILDING PERMITS	6/1/2014	81,907	141,076		388,339.80		1,268,581.34			
BDRV257	BUILDING PERMITS	7/1/2014	64,090	142,617	142,617	432,160.00	432,160.00	1,311,596.34	1,311,596.34		
BDRV258	BUILDING PERMITS	8/1/2014	86,468	86,468	86,468	370,161.43	370,161.43	1,239,531.18	1,239,531.18		
BDRV259	BUILDING PERMITS	9/1/2014	64,390	64,390	64,390	293,475.39	293,475.39	1,171,361.14	1,171,361.14		
BDRV260	BUILDING PERMITS	10/1/2014	75,624	75,624	75,624	226,481.96	226,481.96	1,195,755.51	1,195,755.51		
BDRV261	BUILDING PERMITS	11/1/2014	101,594	101,594	101,594	241,607.89	241,607.89	1,256,642.12	1,256,642.12		
BDRV262	BUILDING PERMITS	12/1/2014	85,997	85,997	85,997	263,215.35	263,215.35	1,116,407.54	1,116,407.54		
BDRV263	BUILDING PERMITS	1/1/2015	58,794	58,794	58,794	246,385.58	246,385.58	1,121,546.34	1,121,546.34		
BDRV264	BUILDING PERMITS	2/1/2015	47,780	47,780	47,780	192,571.23	192,571.23	1,103,489.35	1,103,489.35		

Building Permit Revenue Trend Since 1994



Permits - Monthly Budget v. Actual



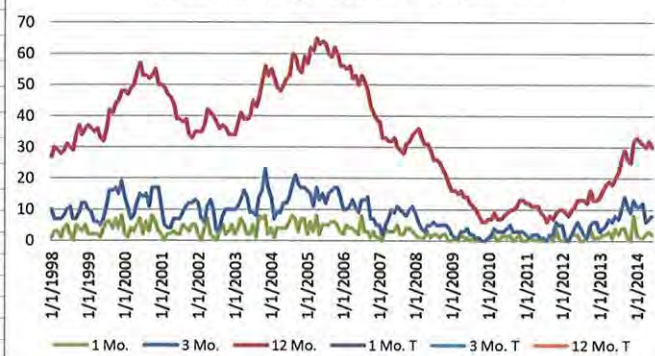
Building Permit Revenue Trend Since 2/2009



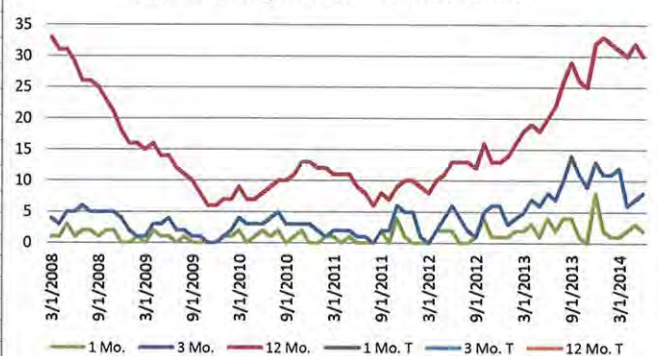
	Budget	Actual	
FY 11	575,000.00	759,481.70	Actual
FY 12	635,000.00	678,131.34	Actual
FY 13	635,000.00	837,627.00	Actual
FY 14	635,000.00	1,348,954.97	Actual
FY 15	850,000.00	1,103,489.35	Projected
AVERAGE	666,000.00	945,536.87	

KEY	GL Description	Date	Period Total	1moT	3-12	3moT	12 MO	12moT	p 13	p1-12	% Chng
SFBD205	SF NEW BLDG PRMTS	3/1/2010	2		4		9				-43.75%
SFBD206	SF NEW BLDG PRMTS	4/1/2010	0		3		7				-50.00%
SFBD207	SF NEW BLDG PRMTS	5/1/2010	1		3		7				-50.00%
SFBD208	SF NEW BLDG PRMTS	6/1/2010	2		3		8				-33.33%
SFBD209	SF NEW BLDG PRMTS	7/1/2010	1		4		9				-18.18%
SFBD210	SF NEW BLDG PRMTS	8/1/2010	2		5		10				0.00%
SFBD211	SF NEW BLDG PRMTS	9/1/2010	0		3		10				25.00%
SFBD212	SF NEW BLDG PRMTS	10/1/2010	1		3		11				83.33%
SFBD213	SF NEW BLDG PRMTS	11/1/2010	2		3		13				116.67%
SFBD214	SF NEW BLDG PRMTS	12/1/2010	0		3		13				85.71%
SFBD215	SF NEW BLDG PRMTS	1/1/2011	0		2		12				71.43%
SFBD216	SF NEW BLDG PRMTS	2/1/2011	1		1		12				33.33%
SFBD217	SF NEW BLDG PRMTS	3/1/2011	1		2		11				57.14%
SFBD218	SF NEW BLDG PRMTS	4/1/2011	0	0	2	2	11	11			57.14%
SFBD219	SF NEW BLDG PRMTS	5/1/2011	1	1	2	2	11	11			37.50%
SFBD220	SF NEW BLDG PRMTS	6/1/2011	0	0	1	1	9	9			0.00%
SFBD221	SF NEW BLDG PRMTS	7/1/2011	0	0	1	1	8	8			-20.00%
SFBD222	SF NEW BLDG PRMTS	8/1/2011	0	0	-	0	6	6			-40.00%
SFBD223	SF NEW BLDG PRMTS	9/1/2011	2	2	2	2	8	8			-27.27%
SFBD224	SF NEW BLDG PRMTS	10/1/2011	0	0	2	2	7	7			-46.15%
SFBD225	SF NEW BLDG PRMTS	11/1/2011	4	4	6	6	9	9			-30.77%
SFBD226	SF NEW BLDG PRMTS	12/1/2011	1	1	5	5	10	10			-16.67%
SFBD227	SF NEW BLDG PRMTS	1/1/2012	0	0	5	5	10	10			-16.67%
SFBD228	SF NEW BLDG PRMTS	2/1/2012	0	0	1	1	9	9			-18.18%
SFBD229	SF NEW BLDG PRMTS	3/1/2012	0	0	-	0	8	8			-27.27%
SFBD230	SF NEW BLDG PRMTS	4/1/2012	2	2	2	2	10	10			-9.09%
SFBD231	SF NEW BLDG PRMTS	5/1/2012	2	2	4	4	11	11			22.22%
SFBD232	SF NEW BLDG PRMTS	6/1/2012	2	2	6	6	13	13			62.50%
SFBD232	SF NEW BLDG PRMTS	7/1/2012	0	0	4	4	13	13			116.67%
SFBD233	SF NEW BLDG PRMTS	8/1/2012	0	0	2	2	13	13			62.50%
SFBD234	SF NEW BLDG PRMTS	9/1/2012	1	1	1	1	12	12			71.43%
SFBD235	SF NEW BLDG PRMTS	10/1/2012	4	4	5	5	16	16			77.78%
SFBD236	SF NEW BLDG PRMTS	11/1/2012	1	1	6	6	13	13			30.00%
SFBD237	SF NEW BLDG PRMTS	12/1/2012	1	1	6	6	13	13			30.00%
SFBD238	SF NEW BLDG PRMTS	1/1/2013	1	1	3	3	14	14			55.56%
SFBD239	SF NEW BLDG PRMTS	2/1/2013	2	2	4	4	16	16			100.00%
SFBD240	SF NEW BLDG PRMTS	3/1/2013	2	2	5	5	18	18			80.00%
SFBD241	SF NEW BLDG PRMTS	4/1/2013	3	3	7	7	19	19			72.73%
SFBD242	SF NEW BLDG PRMTS	5/1/2013	1	1	6	6	18	18			38.46%
SFBD243	SF NEW BLDG PRMTS	6/1/2013	4	4	8	8	20	20			53.85%
SFBD244	SF NEW BLDG PRMTS	7/1/2013	2	2	7	7	22	22			69.23%
SFBD244	SF NEW BLDG PRMTS	8/1/2013	4	4	10	10	26	26			116.67%
SFBD245	SF NEW BLDG PRMTS	9/1/2013	4	4	14	14	29	29			141.67%
SFBD246	SF NEW BLDG PRMTS	10/1/2013	1	1	11	11	26	26			62.50%
SFBD247	SF NEW BLDG PRMTS	11/1/2013	0	0	9	9	25	25			92.31%
SFBD248	SF NEW BLDG PRMTS	12/1/2013	8	8	13	13	32	32			146.15%
SFBD249	SF NEW BLDG PRMTS	1/1/2014	2	2	11	11	33	33			135.71%
SFBD250	SF NEW BLDG PRMTS	2/1/2014	1	1	11	11	32	32			100.00%
SFBD251	SF NEW BLDG PRMTS	3/1/2014	1	1	12	12	31	31			72.22%
SFBD252	SF NEW BLDG PRMTS	4/1/2014	2	2	6	6	30	30			57.89%
SFBD253	SF NEW BLDG PRMTS	5/1/2014	3	3	7	7	32	32			77.78%
SFBD254	SF NEW BLDG PRMTS	6/1/2014	2	2	8	8	30	30			50.00%

New SF Bldg Permits Since 1998

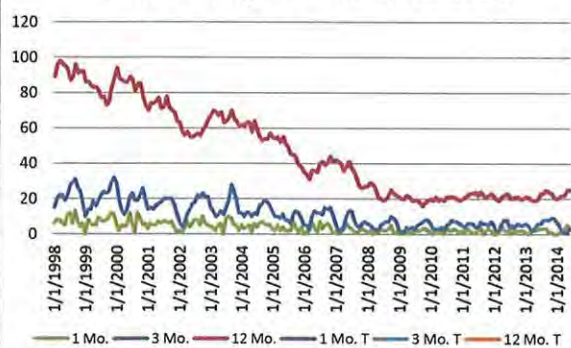


New SF Bldg Permits Since 2008

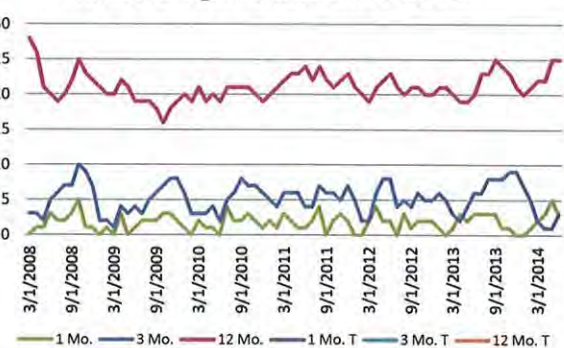


KEY	GL Description	Date	Period Total	1moT	3-12	3moT	12 MO	12moT	p 13	p1-12	% Chng
SFAD205	SF ADD PERMITS	3/1/2010	2		3		21				-4.55%
SFAD206	SF ADD PERMITS	4/1/2010	1		3		19				-9.52%
SFAD207	SF ADD PERMITS	5/1/2010	1		4		20				5.26%
SFAD208	SF ADD PERMITS	6/1/2010	0		2		19				0.00%
SFAD209	SF ADD PERMITS	7/1/2010	4		5		21				10.53%
SFAD210	SF ADD PERMITS	8/1/2010	2		6		21				16.67%
SFAD211	SF ADD PERMITS	9/1/2010	2		8		21				31.25%
SFAD212	SF ADD PERMITS	10/1/2010	3		7		21				16.67%
SFAD213	SF ADD PERMITS	11/1/2010	2		7		20				5.26%
SFAD214	SF ADD PERMITS	12/1/2010	1		6		19				-5.00%
SFAD215	SF ADD PERMITS	1/1/2011	2		5		20				5.26%
SFAD216	SF ADD PERMITS	2/1/2011	1		4		21				0.00%
SFAD217	SF ADD PERMITS	3/1/2011	3		6		22				15.79%
SFAD218	SF ADD PERMITS	4/1/2011	2		6		23				15.00%
SFAD219	SF ADD PERMITS	5/1/2011	1		6		23				21.05%
SFAD220	SF ADD PERMITS	6/1/2011	1	1	4	4	24	24			14.29%
SFAD221	SF ADD PERMITS	7/1/2011	2	2	4	4	22	22			4.76%
SFAD222	SF ADD PERMITS	8/1/2011	4	4	7	7	24	24			14.29%
SFAD223	SF ADD PERMITS	9/1/2011	0	0	6	6	22	22			4.76%
SFAD224	SF ADD PERMITS	10/1/2011	2	2	6	6	21	21			5.00%
SFAD225	SF ADD PERMITS	11/1/2011	3	3	5	5	22	22			15.79%
SFAD226	SF ADD PERMITS	12/1/2011	2	2	7	7	23	23			15.00%
SFAD227	SF ADD PERMITS	1/1/2012	0	0	5	5	21	21			0.00%
SFAD228	SF ADD PERMITS	2/1/2012	0	0	2	2	20	20			-9.09%
SFAD229	SF ADD PERMITS	3/1/2012	2	2	2	2	19	19			-17.39%
SFAD230	SF ADD PERMITS	4/1/2012	4	4	6	6	21	21			-8.70%
SFAD231	SF ADD PERMITS	5/1/2012	2	2	8	8	22	22			-8.33%
SFAD232	SF ADD PERMITS	6/1/2012	2	2	8	8	23	23			4.55%
SFAD233	SF ADD PERMITS	7/1/2012	0	0	4	4	21	21			-12.50%
SFAD234	SF ADD PERMITS	8/1/2012	3	3	5	5	20	20			-9.09%
SFAD235	SF ADD PERMITS	9/1/2012	1	1	4	4	21	21			0.00%
SFAD236	SF ADD PERMITS	10/1/2012	2	2	6	6	21	21			-4.55%
SFAD237	SF ADD PERMITS	11/1/2012	2	2	5	5	20	20			-13.04%
SFAD238	SF ADD PERMITS	12/1/2012	2	2	5	0	20	20			-4.76%
SFAD239	SF ADD PERMITS	1/1/2013	1	1	6	0	21	21			5.00%
SFAD240	SF ADD PERMITS	2/1/2013	0	0	5	0	21	21			10.53%
SFAD241	SF ADD PERMITS	3/1/2013	1	1	3	0	20	20			-4.76%
SFAD242	SF ADD PERMITS	4/1/2013	3	3	2	0	19	19			-13.64%
SFAD243	SF ADD PERMITS	5/1/2013	2	2	4	0	19	19			-17.39%
SFAD244	SF ADD PERMITS	6/1/2013	3	3	6	0	20	20			-4.76%
SFAD245	SF ADD PERMITS	7/1/2013	3	3	6	0	23	23			9.52%
SFAD246	SF ADD PERMITS	8/1/2013	3	3	8	0	23	23			15.00%
SFAD247	SF ADD PERMITS	9/1/2013	3	3	8	0	25	25			25.00%
SFAD248	SF ADD PERMITS	10/1/2013	1	1	8	0	24	24			14.29%
SFAD249	SF ADD PERMITS	11/1/2013	1	1	9	0	23	23			9.52%
SFAD250	SF ADD PERMITS	12/1/2013	0	0	9	0	21	21			5.00%
SFAD251	SF ADD PERMITS	1/1/2014	0	0	7	0	20	20			0.00%
SFAD252	SF ADD PERMITS	2/1/2014	1	1	5	0	21	21			0.00%
SFAD253	SF ADD PERMITS	3/1/2014	2	2	2	0	22	22			4.76%
SFAD254	SF ADD PERMITS	4/1/2014	3	3	1	0	22	22			10.00%
SFAD255	SF ADD PERMITS	5/1/2014	5	5	1	0	25	25			31.58%
SFAD256	SF ADD PERMITS	6/1/2014	3	3	3	0	25	25			31.58%

Add SF Bldg Permits Since 1998

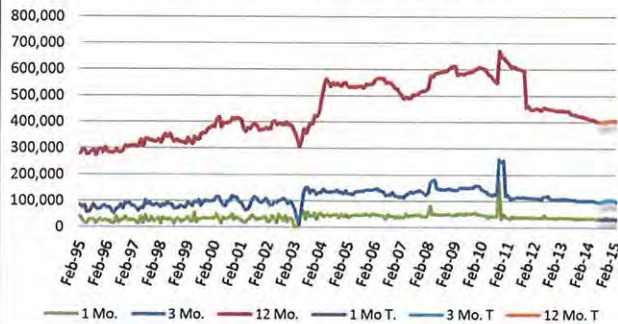


Add SF Bldg Permits Since 2008

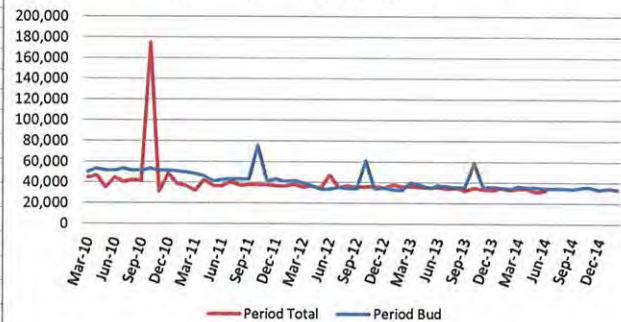


Key	GL Description	Date	Period Bud	Period Total	1moT	3-12	3moT	12 MO	12moT	p 13	p1-12
TELE229	TELECOMMUNICATIONS	3/1/2013	40,218	36,050		109,911.27		442,654.55			
TELE230	TELECOMMUNICATIONS	4/1/2013	38,061	35,454		107,772.53		441,541.43			
TELE231	TELECOMMUNICATIONS	5/1/2013	34,922	35,332		106,836.33		441,957.96			
TELE232	TELECOMMUNICATIONS	6/1/2013	37,289	35,487		106,272.85		430,450.64			
TELE233	TELECOMMUNICATIONS	7/1/2013	36,423	34,087		104,905.66		429,351.44			
TELE234	TELECOMMUNICATIONS	8/1/2013	35,722	34,816		104,389.39		427,377.58			
TELE235	TELECOMMUNICATIONS	9/1/2013	35,572	32,211		101,113.58		424,071.50			
TELE236	TELECOMMUNICATIONS	10/1/2013	58,637	35,048		102,075.22		423,204.86			
TELE237	TELECOMMUNICATIONS	11/1/2013	35,444	33,352		100,611.66		420,484.96			
TELE238	TELECOMMUNICATIONS	12/1/2013	36,202	32,741		101,141.26		418,438.96			
TELE239	TELECOMMUNICATIONS	1/1/2014	35,101	34,914		101,007.14		415,760.55			
TELE240	TELECOMMUNICATIONS	2/1/2014	34,356	32,917		100,572.08		412,409.46			
TELE241	TELECOMMUNICATIONS	3/1/2014	36,747	34,116		101,947.12		410,474.81			
TELE242	TELECOMMUNICATIONS	4/1/2014	35,402	33,919		100,951.98		408,940.00			
TELE243	TELECOMMUNICATIONS	5/1/2014	35,411	30,911		98,945.96		404,519.09			
TELE244	TELECOMMUNICATIONS	6/1/2014	34,707	32,575		97,405.50		401,607.46			
TELE245	TELECOMMUNICATIONS	7/1/2014	34,701	32,522	32,521.79	96,008.25	96,008.25	400,042.59	400042.59		
TELE246	TELECOMMUNICATIONS	8/1/2014	34,701	34,701	34,700.73	99,797.61	99,797.61	399,927.31	399927.31		
TELE247	TELECOMMUNICATIONS	9/1/2014	33,824	33,824	33,823.82	101,046.34	101,046.34	401,540.22	401540.22		
TELE248	TELECOMMUNICATIONS	10/1/2014	35,411	35,411	35,410.61	103,935.16	103,935.16	401,902.53	401902.53		
TELE249	TELECOMMUNICATIONS	11/1/2014	35,369	35,369	35,368.86	104,603.29	104,603.29	403,918.94	403918.94		
TELE250	TELECOMMUNICATIONS	12/1/2014	33,242	33,242	33,241.54	104,021.01	104,021.01	404,419.97	404419.97		
TELE251	TELECOMMUNICATIONS	1/1/2015	34,701	34,701	34,700.73	103,311.13	103,311.13	404,206.52	404206.52		
TELE252	TELECOMMUNICATIONS	2/1/2015	33,364	33,364	33,364.49	101,306.76	101,306.76	404,653.62	404653.62		

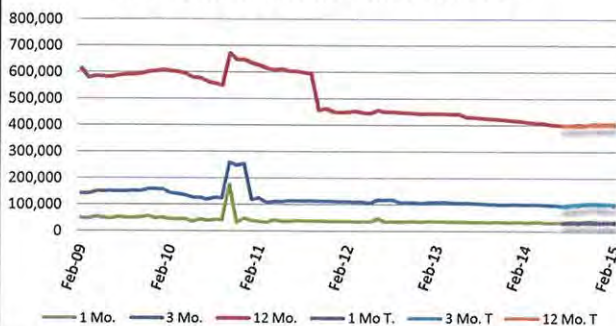
Telecommunication Tax Trend



TeleTax - Monthly Budget v. Actual



Telecom Tax Trend Since 2/2009

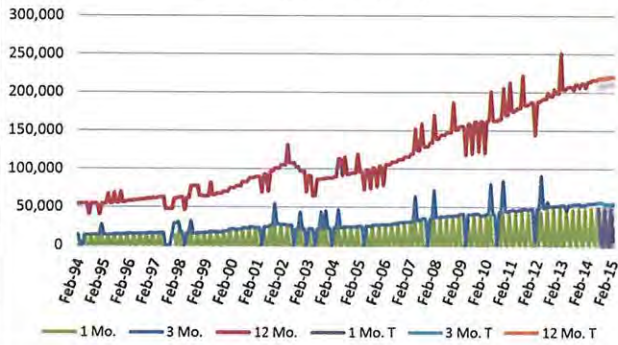


FY	BUDGET	ACTUAL	
2011	620,600.00	625,478.27	
2012	553,000.00	449,305.41	-28.2%
2013	445,000.00	442,119.10	-1.6%
2014	457,947.00	412,409.46	-6.7%
2015	417,578.00	404,653.62	-1.9%
2016	TREND	386,205.65	-4.6%
2017	TREND	367,472.91	-4.9%
2018	TREND	354,371.00	-3.6%
2019	TREND	335,780.64	-5.2%
2020	TREND	319,863.32	-4.7%
ACTUAL AVERAGE		466,793.17	-9.6%
TREND AVERAGE		352,738.70	-4.6%

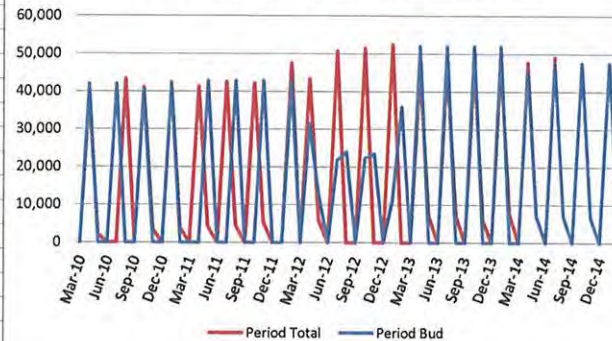
Cable Television Revenue Data

KEY	GL Description	Date	Period Bud	Period Total	1moT	3-12	3moT	12 MO	12moT	p 13	p1-12
CABL241	CABLE TELEVISION REVE	3/1/2013	0	0		52,421		203,785			
CABL242	CABLE TELEVISION REVE	4/1/2013	52000	45726.18		45,726		206,159			
CABL243	CABLE TELEVISION REVE	5/1/2013	0	7014.01		52,740		207,272			
CABL244	CABLE TELEVISION REVE	6/1/2013	0	0		52,740		207,272			
CABL245	CABLE TELEVISION REVE	7/1/2013	52000	46769.82		53,784		203,310			
CABL246	CABLE TELEVISION REVE	8/1/2013	0	7065.12		53,835		210,375			
CABL247	CABLE TELEVISION REVE	9/1/2013	0	0		53,835		210,375			
CABL248	CABLE TELEVISION REVE	10/1/2013	52000	47030.74		54,096		206,027			
CABL249	CABLE TELEVISION REVE	11/1/2013	0	5693.94		52,725		211,721			
CABL250	CABLE TELEVISION REVE	12/1/2013	0	0		52,725		211,721			
CABL251	CABLE TELEVISION REVE	1/1/2014	52000	47162.32		52,856		206,462			
CABL252	CABLE TELEVISION REVE	2/1/2014	0	7434.6		54,597		213,897			
CABL253	CABLE TELEVISION REVE	3/1/2014	0	0		54,597		213,897			
CABL254	CABLE TELEVISION REVE	4/1/2014	45423	47709.49		55,144		215,880			
CABL255	CABLE TELEVISION REVE	5/1/2014	7137.9	7123.8		54,833		215,990			
CABL256	CABLE TELEVISION REVE	6/1/2014	0	0		54,833		215,990			
CABL257	CABLE TELEVISION REVE	7/1/2014	47586	49095.61	49095.61	56,219	56219.41	218,316	218315.62		
CABL258	CABLE TELEVISION REVE	8/1/2014	7137.9	7137.9	7137.9	56,234	56233.51	218,388	218388.4		
CABL259	CABLE TELEVISION REVE	9/1/2014	0	0	0	56,234	56233.51	218,388	218388.4		
CABL260	CABLE TELEVISION REVE	10/1/2014	47586	47586	47586	54,724	54723.9	218,944	218943.66		
CABL261	CABLE TELEVISION REVE	11/1/2014	6705.3	6705.3	6705.3	54,291	54291.3	219,955	219955.02		
CABL262	CABLE TELEVISION REVE	12/1/2014	0	0	0	54,291	54291.3	219,955	219955.02		
CABL263	CABLE TELEVISION REVE	1/1/2015	47586	47586	47586	54,291	54291.3	220,379	220378.7		
CABL264	CABLE TELEVISION REVE	2/1/2015	7137.9	7137.9	7137.9	54,724	54723.9	220,082	220082		

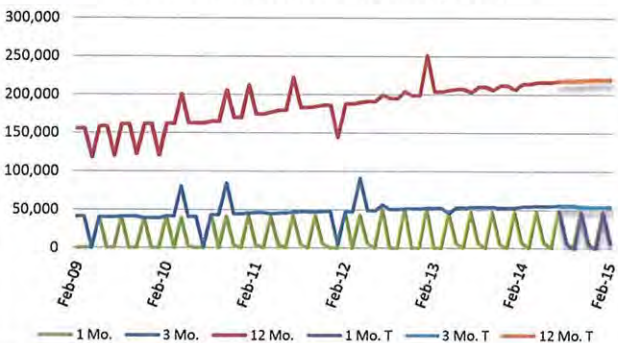
Cable TV Tax Trend



Cable - Monthly Budget v. Actual



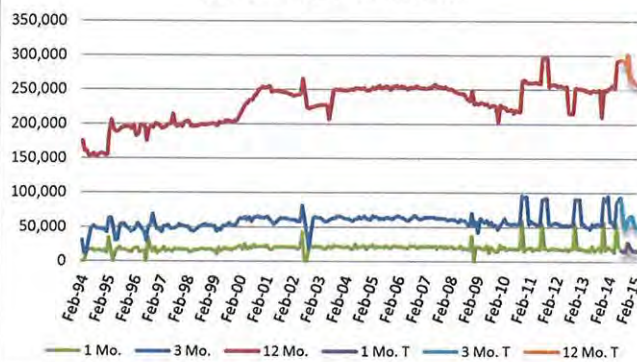
Cable TV Tax Trend Since 2/2009



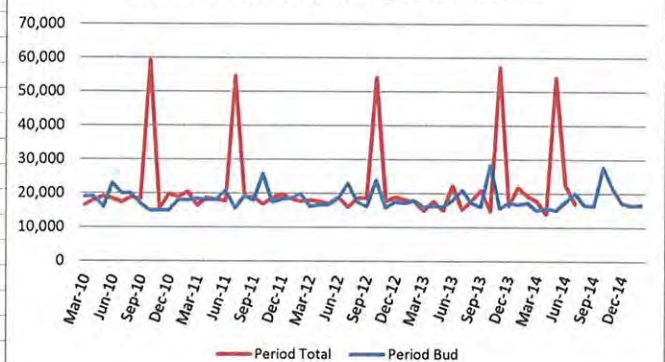
FY	BUDGET	ACTUAL	
2011	166,345.00	174,891.15	
2012	171,335.00	188,005.69	7.5%
2013	183,000.00	203,785.29	8.4%
2014	208,000.00	213,896.73	5.0%
2015	216,300.00	220,082.00	2.9%
2016	TREND	235,013.99	6.8%
2017	TREND	245,250.74	4.4%
2018	TREND	254,820.20	3.9%
2019	TREND	265,917.43	4.4%
2020	TREND	277,659.99	4.4%
ACTUAL AVERAGE		200,132.17	5.9%
TREND AVERAGE		255,732.47	4.8%

KEY	GL Description	Date	Period Bud	Period Total	1moT	3-12	3moT	12 MO	12moT	p 13	p1-12
MFT241	MFT ALLOTMENTS	3/1/2013	15,987	14,891		50,473		247,568			
MFT242	MFT ALLOTMENTS	4/1/2013	16,275	17,623		50,039		247,702			
MFT243	MFT ALLOTMENTS	5/1/2013	16,153	15,001		47,515		245,768			
MFT244	MFT ALLOTMENTS	6/1/2013	18,030	22,182		54,806		249,086			
MFT245	MFT ALLOTMENTS	7/1/2013	20,893	15,225		52,408		248,420			
MFT246	MFT ALLOTMENTS	8/1/2013	17,151	17,858		55,264		247,709			
MFT247	MFT ALLOTMENTS	9/1/2013	16,110	20,970		54,053		250,067			
MFT248	MFT ALLOTMENTS	10/1/2013	28,484	14,834		53,662		210,688			
MFT249	MFT ALLOTMENTS	11/1/2013	15,660	57,108		92,912		250,119			
MFT250	MFT ALLOTMENTS	12/1/2013	17,209	16,438		88,380		247,711			
MFT251	MFT ALLOTMENTS	1/1/2014	16,765	21,828		95,374		251,483			
MFT252	MFT ALLOTMENTS	2/1/2014	17,283	19,235		57,501		253,193			
MFT253	MFT ALLOTMENTS	3/1/2014	14,992	17,715		58,778		256,016			
MFT254	MFT ALLOTMENTS	4/1/2014	15,738	13,929		50,879		252,323			
MFT255	MFT ALLOTMENTS	5/1/2014	15,041	54,132		85,776		291,454			
MFT256	MFT ALLOTMENTS	6/1/2014	17,570	22,579		90,641		291,851			
MFT257	MFT ALLOTMENTS	7/1/2014	20,124	16,980	16979.5	93,691	93690.8	293,606	293605.59		
MFT258	MFT ALLOTMENTS	8/1/2014	16,587	16,587	16587.12	56,146	56145.71	292,335	292335.07		
MFT259	MFT ALLOTMENTS	9/1/2014	16,400	16,400	16400.41	49,967	49967.03	287,765	287765.43		
MFT260	MFT ALLOTMENTS	10/1/2014	27,725	27,725	27724.5	60,712	60712.03	300,656	300656.01		
MFT261	MFT ALLOTMENTS	11/1/2014	21,492	21,492	21491.55	65,616	65616.46	265,040	265039.65		
MFT262	MFT ALLOTMENTS	12/1/2014	17,147	17,147	17146.94	66,363	66362.99	265,748	265748.37		
MFT263	MFT ALLOTMENTS	1/1/2015	16,536	16,536	16536.3	55,175	55174.79	260,457	260456.67		
MFT264	MFT ALLOTMENTS	2/1/2015	16,648	16,648	16647.51	50,331	50330.75	257,869	257869.37		

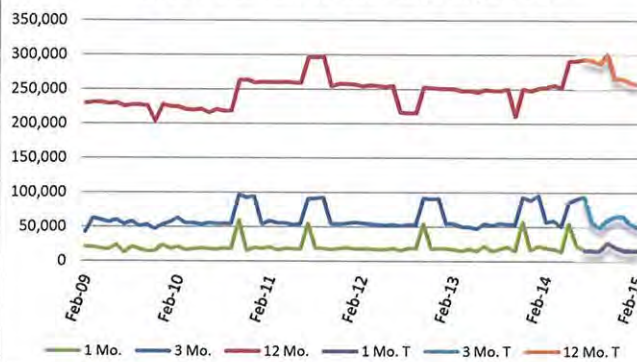
Motor Fuel Tax Trend



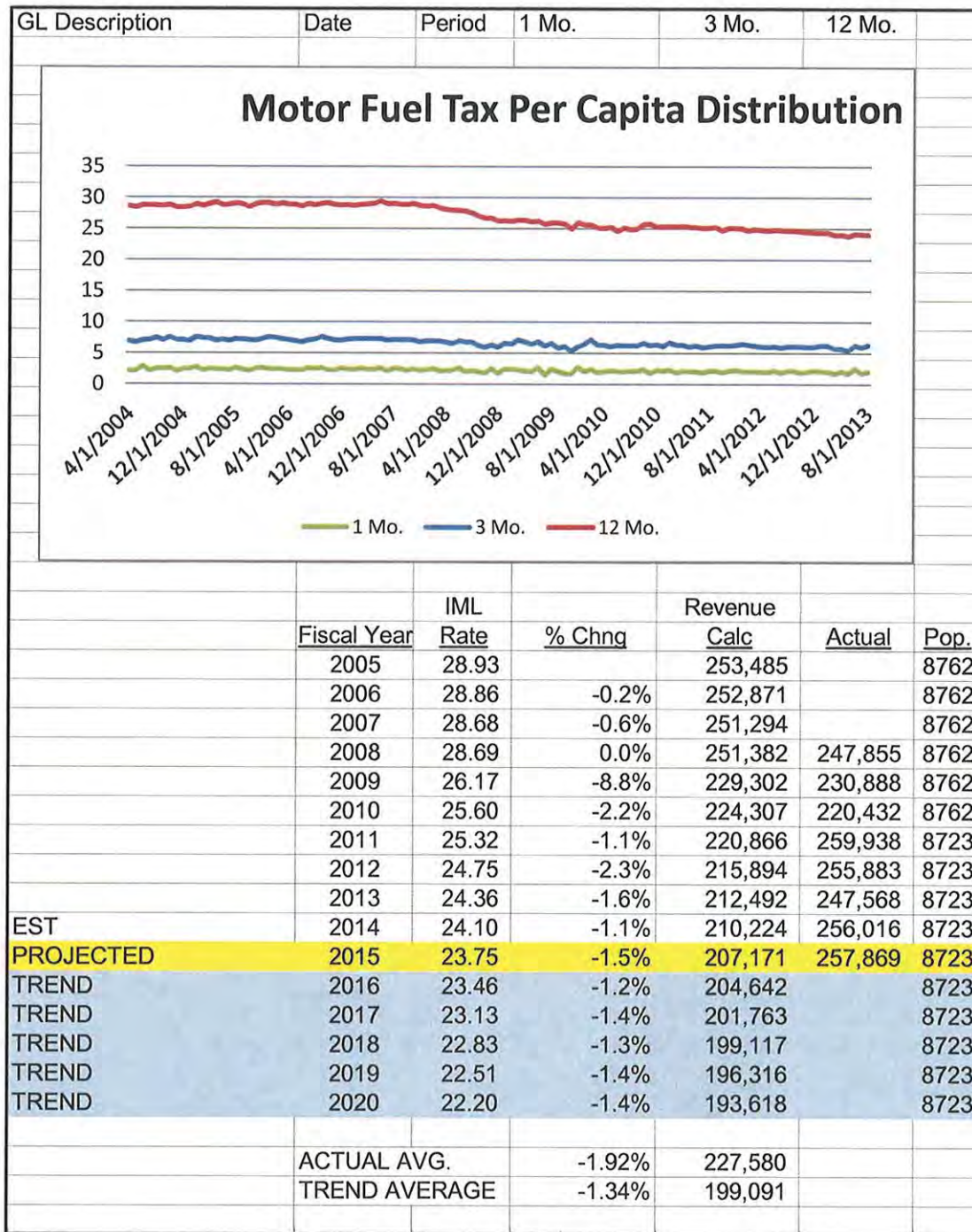
MFT - Monthly Budget v. Actual



Motor Fuel Tax Trend Since 2/2009

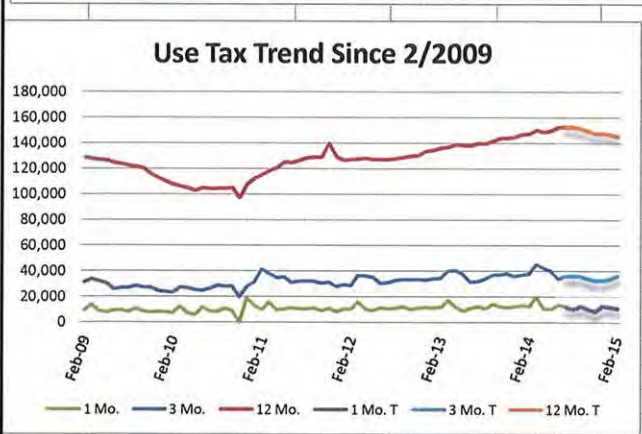
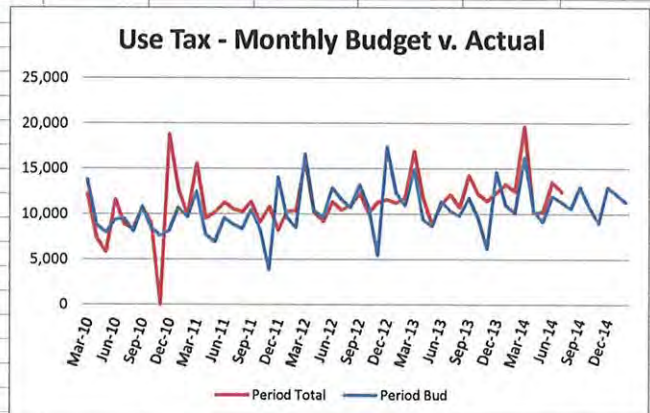
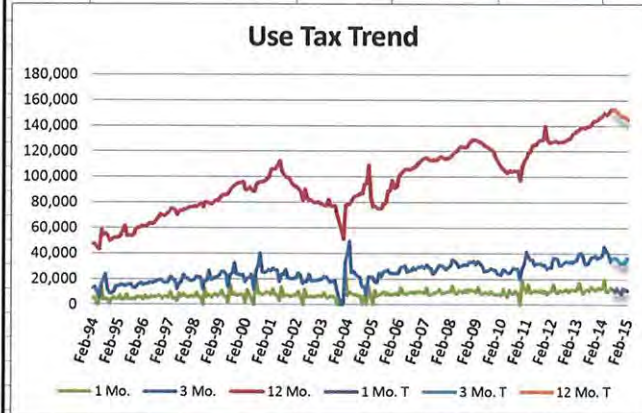


FY	Budget	Actual		
2011	215,000.00	259,997.13		ACTUAL
2012	228,549.99	254,340.46	-2.2%	ACTUAL
2013	217,200.00	250,657.75	-1.4%	ACTUAL
2014	216,000.00	253,192.64	1.0%	ACTUAL
2015	216,000.00	257,869.37	1.8%	PROJ
2016	215,385.00	253,590.47	-1.7%	TREND
2017	210,368.00	255,643.63	0.8%	TREND
2018	210,706.90	257,301.65	0.6%	TREND
2019	208,826.53	257,317.23	0.0%	TREND
2020	206,549.77	257,126.54	-0.1%	TREND
AVERAGES				
ACTUAL	218,550.00	255,211.47	-0.2%	
TREND	210,367.24	256,195.90	-0.1%	

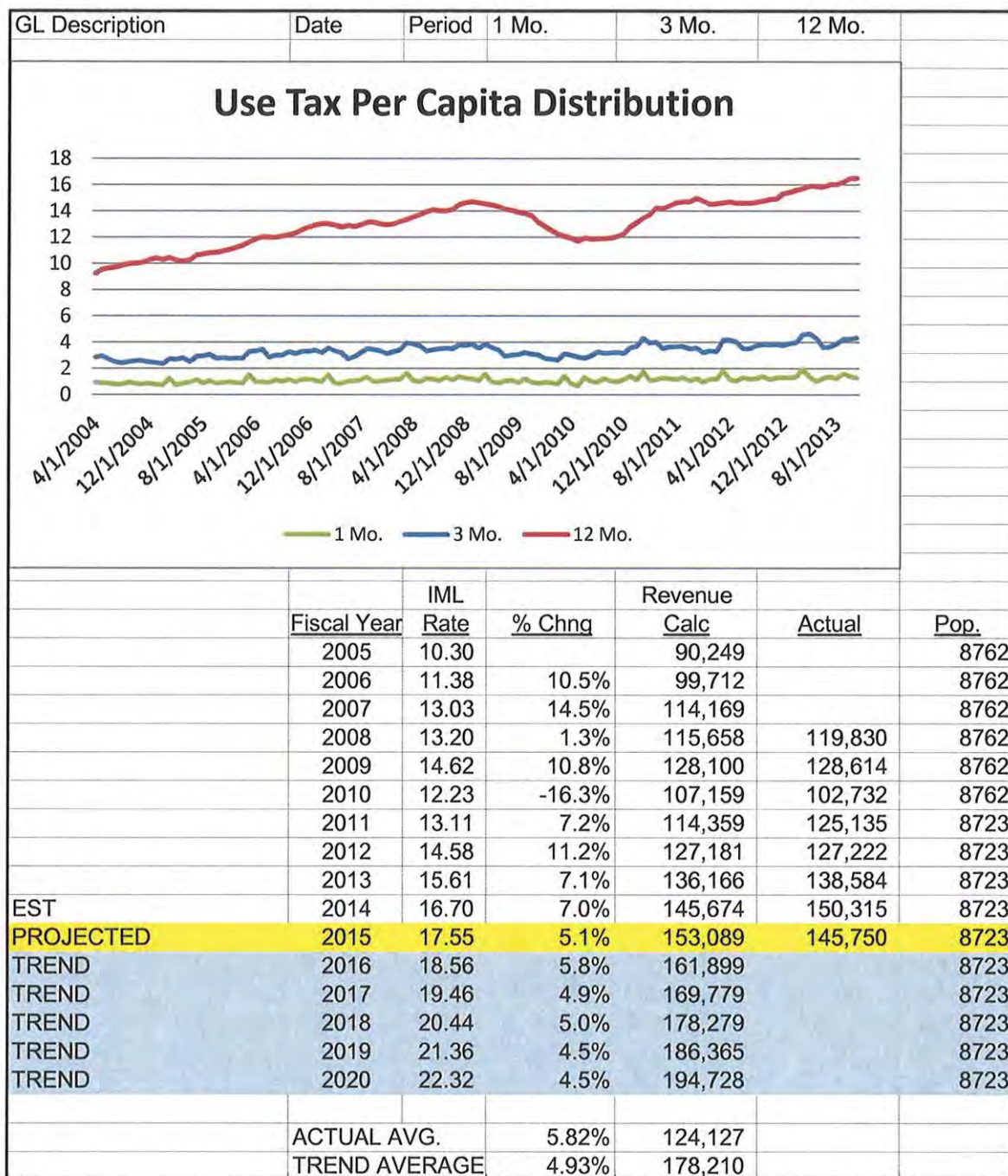


Use Tax Data

KEY	GL Description	Date	Period Bud	Period Total	1moT	3-12	3moT	12 MO	12moT	p 13	p1-12
USET241	USE TAX	3/1/2013	14,965	16,918		40,006.21		137,293.47			
USET242	USE TAX	4/1/2013	9,396	11,777		40,539.07		138,944.85			
USET243	USE TAX	5/1/2013	8,685	8,821		37,515.20		138,584.03			
USET244	USE TAX	6/1/2013	11,391	11,072		31,669.09		138,304.29			
USET245	USE TAX	7/1/2013	10,337	12,151		32,043.57		139,986.63			
USET246	USE TAX	8/1/2013	9,805	10,730		33,952.79		139,770.52			
USET247	USE TAX	9/1/2013	11,809	14,251		37,132.11		141,782.72			
USET248	USE TAX	10/1/2013	9,663	12,260		37,240.92		143,928.71			
USET249	USE TAX	11/1/2013	6,186	11,455		37,966.05		144,091.71			
USET250	USE TAX	12/1/2013	14,606	12,359		36,073.75		144,881.16			
USET251	USE TAX	1/1/2014	11,009	13,263		37,076.85		146,900.41			
USET252	USE TAX	2/1/2014	10,148	12,486		38,107.71		147,541.75			
USET253	USE TAX	3/1/2014	16,274	19,645		45,394.44		150,269.39			
USET254	USE TAX	4/1/2014	10,392	10,147		42,278.43		148,639.77			
USET255	USE TAX	5/1/2014	9,164	10,226		40,018.69		150,045.24			
USET256	USE TAX	6/1/2014	11,970	13,502		33,875.03		152,475.33			
USET257	USE TAX	7/1/2014	11,287	12,447	12,447.08	36,175.20	36,175.20	152,771.40	152771.4		
USET258	USE TAX	8/1/2014	10,598	10,598	10,597.50	36,546.34	36,546.34	152,638.79	152638.79		
USET259	USE TAX	9/1/2014	13,003	13,003	13,003.35	36,047.93	36,047.93	151,391.15	151391.15		
USET260	USE TAX	10/1/2014	10,724	10,724	10,723.55	34,324.40	34,324.40	149,854.88	149854.88		
USET261	USE TAX	11/1/2014	9,021	9,021	9,020.71	32,747.61	32,747.61	147,420.35	147420.35		
USET262	USE TAX	12/1/2014	12,955	12,955	12,954.89	32,699.15	32,699.15	148,016.55	148016.55		
USET263	USE TAX	1/1/2015	12,156	12,156	12,155.65	34,131.25	34,131.25	146,909.28	146909.28		
USET264	USE TAX	2/1/2015	11,327	11,327	11,326.54	36,437.08	36,437.08	145,749.72	145749.72		



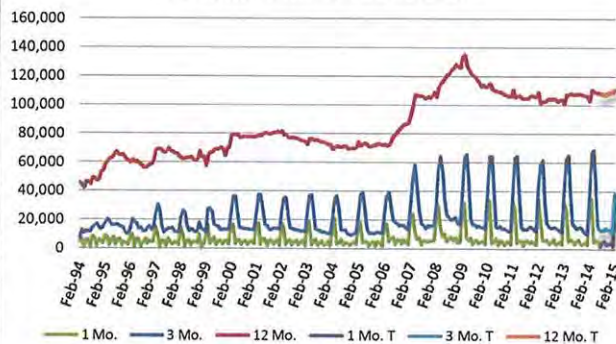
FY	Budget	Actual	
2011	113,120.00	115,249.00	
2012	108,940.01	127,333.70	10.5%
2013	142,180.00	136,220.22	7.0%
2014	128,000.00	147,541.75	8.3%
2015	138,870.00	145,749.72	-1.2%
2016	TREND	158,781.73	8.9%
2017	TREND	164,853.09	3.8%
2018	TREND	171,181.01	3.8%
2019	TREND	177,536.03	3.7%
2020	TREND	186,411.89	5.0%
ACTUAL AVERAGE		134,418.88	6.1%
TREND AVERAGE		171,752.75	5.1%



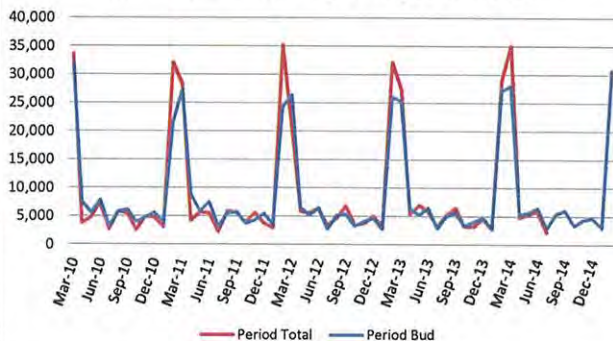
Commuter Lot Fee Data

KEY	GL Description	Date	Period Bud	Period Total	1moT	3-12	3moT	12 MO	12moT	p 13	p1-12
COMF241	COMMUTER LOT FEES	3/1/2013	25,284	27,327		62,569.50		107,501.50			
COMF242	COMMUTER LOT FEES	4/1/2013	6,372	5,354		64,843.00		106,991.50			
COMF243	COMMUTER LOT FEES	5/1/2013	5,277	6,905		39,584.50		108,349.00			
COMF244	COMMUTER LOT FEES	6/1/2013	6,474	5,784		18,042.00		107,661.00			
COMF245	COMMUTER LOT FEES	7/1/2013	2,911	3,155		15,843.50		107,395.00			
COMF246	COMMUTER LOT FEES	8/1/2013	5,062	5,221		14,160.00		107,961.50			
COMF247	COMMUTER LOT FEES	9/1/2013	5,615	6,455		14,831.00		107,681.50			
COMF248	COMMUTER LOT FEES	10/1/2013	3,305	3,265		14,941.00		107,526.50			
COMF249	COMMUTER LOT FEES	11/1/2013	4,044	3,174		12,894.00		106,933.50			
COMF250	COMMUTER LOT FEES	12/1/2013	4,712	4,665		11,104.00		106,546.50			
COMF251	COMMUTER LOT FEES	1/1/2014	2,843	2,780		10,619.00		106,246.50			
COMF252	COMMUTER LOT FEES	2/1/2014	27,101	28,863		36,308.00		102,946.50			
COMF253	COMMUTER LOT FEES	3/1/2014	28,024	35,073		66,716.00		110,693.00			
COMF254	COMMUTER LOT FEES	4/1/2014	5,268	4,815		68,751.00		110,154.50			
COMF255	COMMUTER LOT FEES	5/1/2014	5,642	5,398		45,286.00		108,648.00			
COMF256	COMMUTER LOT FEES	6/1/2014	6,483	5,883		16,095.50		108,746.50			
COMF257	COMMUTER LOT FEES	7/1/2014	2,914	2,247	2,246.50	13,527.00	13,527.00	107,838.00	107,838		
COMF258	COMMUTER LOT FEES	8/1/2014	5,419	5,419	5,418.68	13,547.68	13,547.68	108,035.68	108,036		
COMF259	COMMUTER LOT FEES	9/1/2014	6,011	6,011	6,011.46	13,676.64	13,676.64	107,592.14	107,592		
COMF260	COMMUTER LOT FEES	10/1/2014	3,396	3,396	3,396.29	14,826.43	14,826.43	107,723.43	107,723		
COMF261	COMMUTER LOT FEES	11/1/2014	4,402	4,402	4,402.01	13,809.76	13,809.76	108,951.44	108,951		
COMF262	COMMUTER LOT FEES	12/1/2014	4,723	4,723	4,722.69	12,520.99	12,520.99	109,009.13	109,009		
COMF263	COMMUTER LOT FEES	1/1/2015	2,994	2,994	2,994.29	12,118.99	12,118.99	109,223.42	109,223		
COMF264	COMMUTER LOT FEES	2/1/2015	30,723	30,723	30,722.88	38,439.86	38,439.86	111,083.30	111,083		

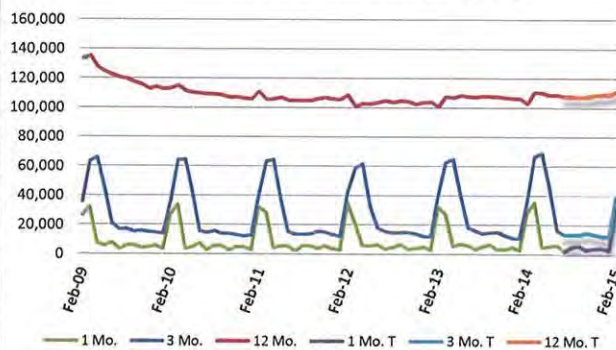
Commuter Lot Fee Trend



Commuter- Monthly Budget v. Actual



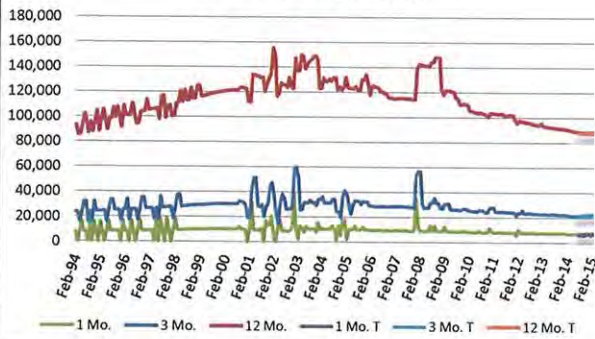
Commuter Lot Fee Trend Since 2/2009



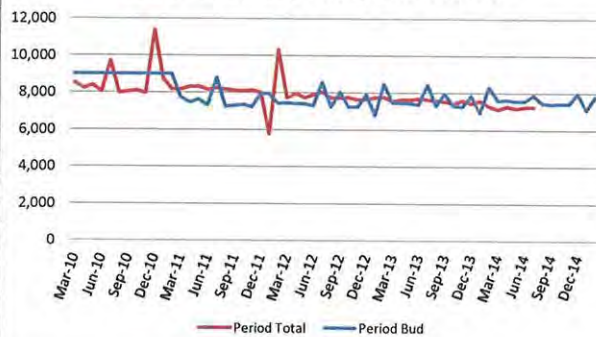
FY	Budget	Actual	
2011	108,000.00	110,821.89	
2012	105,366.01	108,751.00	-1.9%
2013	99,000.00	100,798.00	-7.3%
2014	99,000.00	102,946.50	2.1%
2015	106,000.00	111,083.30	7.9%
2016	TREND	105,295.63	-5.2%
2017	TREND	106,787.26	1.4%
2018	TREND	109,680.43	2.7%
2019	TREND	109,910.17	0.2%
2020	TREND	109,162.92	-0.7%
ACTUAL AVERAGE		106,880.14	0.2%
TREND AVERAGE		108,167.28	-0.3%

KEY	GL Description	Date	Period Bud	Period Total	1moT	3-12	3moT	12 MO	12moT	p 13	p1-12
E911-241	ENHANCED 911 SURCHARGE	3/1/2013	7,476	7,547		23,040		93,122			
E911-242	ENHANCED 911 SURCHARGE	4/1/2013	7,471	7,614		22,914		92,781			
E911-243	ENHANCED 911 SURCHARGE	5/1/2013	7,441	7,615		22,776		92,664			
E911-244	ENHANCED 911 SURCHARGE	6/1/2013	7,381	7,685		22,914		92,445			
E911-245	ENHANCED 911 SURCHARGE	7/1/2013	8,428	7,631		22,931		92,033			
E911-246	ENHANCED 911 SURCHARGE	8/1/2013	7,299	7,579		22,896		91,885			
E911-247	ENHANCED 911 SURCHARGE	9/1/2013	7,971	7,535		22,746		91,710			
E911-248	ENHANCED 911 SURCHARGE	10/1/2013	7,302	7,424		22,539		91,390			
E911-249	ENHANCED 911 SURCHARGE	11/1/2013	7,273	7,586		22,545		91,350			
E911-250	ENHANCED 911 SURCHARGE	12/1/2013	7,837	7,432		22,443		91,142			
E911-251	ENHANCED 911 SURCHARGE	1/1/2014	6,936	7,562		22,580		90,965			
E911-252	ENHANCED 911 SURCHARGE	2/1/2014	8,325	7,280		22,274		90,491			
E911-253	ENHANCED 911 SURCHARGE	3/1/2014	7,603	7,120		21,961		90,063			
E911-254	ENHANCED 911 SURCHARGE	4/1/2014	7,637	7,267		21,666		89,716			
E911-255	ENHANCED 911 SURCHARGE	5/1/2014	7,566	7,169		21,555		89,270			
E911-256	ENHANCED 911 SURCHARGE	6/1/2014	7,562	7,235		21,670		88,820			
E911-257	ENHANCED 911 SURCHARGE	7/1/2014	7,878	7,239	7239.11	21,643	21642.9	88,428	88427.85		
E911-258	ENHANCED 911 SURCHARGE	8/1/2014	7,472	7,472	7471.73	21,945	21945.47	88,320	88320.1		
E911-259	ENHANCED 911 SURCHARGE	9/1/2014	7,406	7,406	7406.08	22,117	22116.92	88,191	88191.2		
E911-260	ENHANCED 911 SURCHARGE	10/1/2014	7,448	7,448	7447.89	22,326	22325.7	88,215	88214.7		
E911-261	ENHANCED 911 SURCHARGE	11/1/2014	7,424	7,424	7423.78	22,278	22277.75	88,053	88052.58		
E911-262	ENHANCED 911 SURCHARGE	12/1/2014	7,977	7,977	7977.22	22,849	22848.89	88,597	88597.37		
E911-263	ENHANCED 911 SURCHARGE	1/1/2015	7,104	7,104	7104.05	22,505	22505.05	88,139	88139.49		
E911-264	ENHANCED 911 SURCHARGE	2/1/2015	7,804	7,804	7803.83	22,885	22885.1	88,664	88663.66		

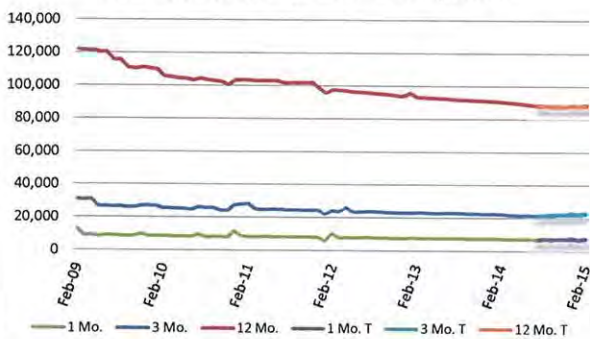
E911 Surcharge Trend



E911 - Monthly Budget v. Actual



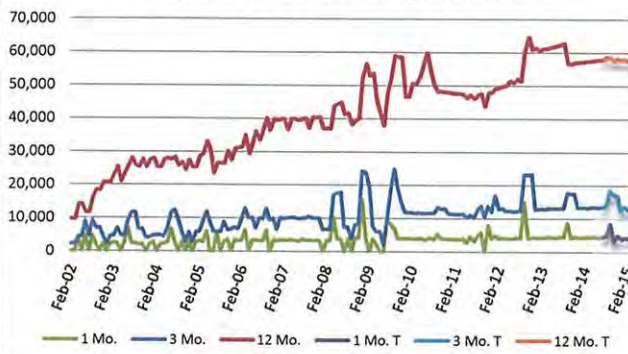
E911 Surcharge Trend Since 2/2009



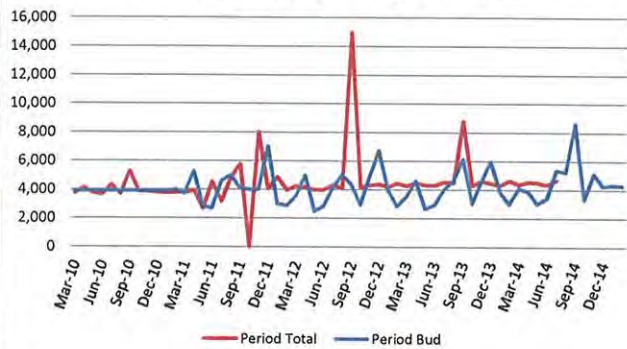
FY	Budget	Actual	
2011	108,000.00	103,298.22	ACTUAL
2012	91,500.01	97,788.22	-5.3% ACTUAL
2013	91,140.00	93,276.86	-4.6% ACTUAL
2014	91,140.00	90,490.85	-3.0% ACTUAL
2015	90,880.00	88,663.66	-2.0% PROJ.
2016	84,152.00	83,733.62	-5.6% TREND
2017	85,275.60	80,973.92	-3.3% TREND
2018	82,902.48	78,018.84	-3.6% TREND
2019	80,246.18	74,586.05	-4.4% TREND
2020	77,936.10	71,034.22	-4.8% TREND
AVERAGES			
ACTUAL	94,532.00	94,703.56	-3.7%
TREND	82,102.47	77,669.33	-4.3%

KEY	GL Description	Date	Period Bud	Period Total	1moT	3-12	3moT	12 MO	12moT	p 13	p1-12
C911-145	CELLULAR 911 SURCHAR	3/1/2013	3,522	4,266		12,912		61,179			
C911-146	CELLULAR 911 SURCHAR	4/1/2013	4,611	4,492		13,203		61,522			
C911-147	CELLULAR 911 SURCHAR	5/1/2013	2,662	4,307		13,065		61,854			
C911-148	CELLULAR 911 SURCHAR	6/1/2013	2,953	4,312		13,111		62,178			
C911-149	CELLULAR 911 SURCHAR	7/1/2013	4,013	4,530		13,149		62,395			
C911-150	CELLULAR 911 SURCHAR	8/1/2013	4,628	4,485		13,327		62,797			
C911-151	CELLULAR 911 SURCHAR	9/1/2013	6,151	8,769		17,785		56,627			
C911-152	CELLULAR 911 SURCHAR	10/1/2013	3,042	4,262		17,516		56,741			
C911-153	CELLULAR 911 SURCHAR	11/1/2013	4,549	4,619		17,650		57,053			
C911-154	CELLULAR 911 SURCHAR	12/1/2013	5,975	4,461		13,342		57,149			
C911-155	CELLULAR 911 SURCHAR	1/1/2014	3,844	4,297		13,377		57,244			
C911-156	CELLULAR 911 SURCHAR	2/1/2014	3,010	4,652		13,410		57,452			
C911-157	CELLULAR 911 SURCHAR	3/1/2014	4,102	4,375		13,324		57,561			
C911-158	CELLULAR 911 SURCHAR	4/1/2014	3,874	4,552		13,579		57,620			
C911-159	CELLULAR 911 SURCHAR	5/1/2014	3,036	4,505		13,432		57,819			
C911-160	CELLULAR 911 SURCHAR	6/1/2014	3,408	4,345		13,403		57,853			
C911-161	CELLULAR 911 SURCHAR	7/1/2014	5,369	4,689	4689.28	13,540	13539.93	58,012	58011.64		
C911-162	CELLULAR 911 SURCHAR	8/1/2014	5,248	5,248	5248.05	14,283	14282.62	58,775	58774.62		
C911-163	CELLULAR 911 SURCHAR	9/1/2014	8,607	8,607	8606.62	18,544	18543.95	58,612	58611.94		
C911-164	CELLULAR 911 SURCHAR	10/1/2014	3,353	3,353	3353.36	17,208	17208.03	57,703	57703.33		
C911-165	CELLULAR 911 SURCHAR	11/1/2014	5,124	5,124	5123.57	17,084	17083.55	58,208	58208.13		
C911-166	CELLULAR 911 SURCHAR	12/1/2014	4,252	4,252	4252.22	12,729	12729.15	57,999	57999.34		
C911-167	CELLULAR 911 SURCHAR	1/1/2015	4,341	4,341	4340.9	13,717	13716.69	58,044	58043.5		
C911-168	CELLULAR 911 SURCHAR	2/1/2015	4,286	4,286	4286.19	12,879	12879.31	57,678	57677.77		

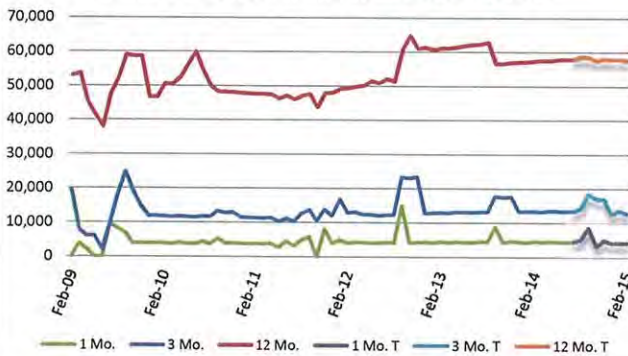
Cellular E911 Surcharge Trend



Cell 911 - Monthly Budget v. Actual



Cellular E911 Surcharge Trend Since 2/2009

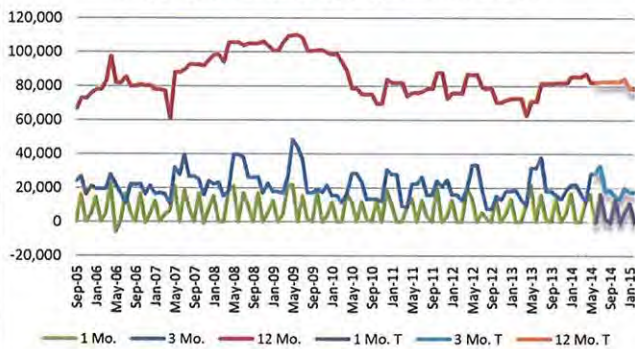


FY	Budget	Actual	Actual	ACTUAL
2011	47,000.00	47,596.01		ACTUAL
2012	49,169.99	49,440.55	3.9%	ACTUAL
2013	48,960.00	61,154.98	23.7%	ACTUAL
2014	48,960.00	57,452.20	-6.1%	ACTUAL
2015	55,000.00	57,677.77	0.4%	PROJ
2016	54,555.00	63,116.85	9.4%	TREND
2017	56,372.00	64,931.09	2.9%	TREND
2018	58,895.10	64,831.64	-0.2%	TREND
2019	61,129.09	68,205.57	5.2%	TREND
2020	62,169.72	70,583.70	3.5%	TREND
AVERAGES				
ACTUAL	49,818.00	54,664.30	5.5%	
TREND	58,624.18	66,333.77	4.2%	

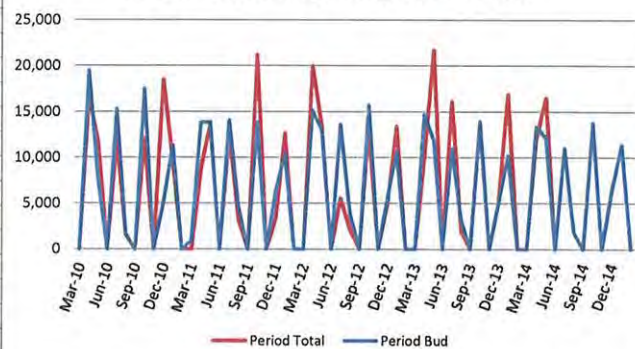
PPRT Data

KEY	GL Description	Date	Period Bud	Period Total	1moT	3-12	3moT	12 MO	12moT	p 13
PPRT102	PERSONAL PROPERTY REPL TAX	3/1/2013	-	-	-	13,371.21		72,616.59		
PPRT103	PERSONAL PROPERTY REPL TAX	4/1/2013	14,713	10,011	-	10,010.72		62,602.51		
PPRT104	PERSONAL PROPERTY REPL TAX	5/1/2013	11,917	21,713	-	31,723.30		70,935.96		
PPRT105	PERSONAL PROPERTY REPL TAX	6/1/2013	-	-	-	31,723.30		70,935.96		
PPRT106	PERSONAL PROPERTY REPL TAX	7/1/2013	10,994	16,107	-	37,819.62		81,482.84		
PPRT107	PERSONAL PROPERTY REPL TAX	8/1/2013	3,149	1,960	-	18,067.44		81,354.08		
PPRT108	PERSONAL PROPERTY REPL TAX	9/1/2013	-	-	-	18,067.44		81,354.08		
PPRT109	PERSONAL PROPERTY REPL TAX	10/1/2013	13,917	13,659	-	15,619.64		81,855.40		
PPRT110	PERSONAL PROPERTY REPL TAX	11/1/2013	-	-	-	13,659.20		81,855.40		
PPRT111	PERSONAL PROPERTY REPL TAX	12/1/2013	5,096	4,983	-	18,641.85		81,803.80		
PPRT112	PERSONAL PROPERTY REPL TAX	1/1/2014	10,214	16,865	-	21,847.36		85,297.34		
PPRT113	PERSONAL PROPERTY REPL TAX	2/1/2014	-	-	-	21,847.36		85,297.30		
PPRT114	PERSONAL PROPERTY REPL TAX	3/1/2014	-	-	-	16,864.71		85,297.30		
PPRT115	PERSONAL PROPERTY REPL TAX	4/1/2014	13,390	11,998	-	11,998.19		87,284.81		
PPRT116	PERSONAL PROPERTY REPL TAX	5/1/2014	12,150	16,509	-	28,506.98		82,080.98		
PPRT117	PERSONAL PROPERTY REPL TAX	6/1/2014	-	-	-	28,506.98	28,506.98	82,080.98	82080.98	
PPRT118	PERSONAL PROPERTY REPL TAX	7/1/2014	10,969	16,633	16,632.59	33,141.38	33,141.38	82,606.57	82606.57	
PPRT120	PERSONAL PROPERTY REPL TAX	8/1/2014	1,884	1,884	1,883.71	18,516.30	18,516.30	82,529.84	82529.84	
PPRT121	PERSONAL PROPERTY REPL TAX	9/1/2014	-	-	-	18,516.30	18,516.30	82,529.84	82529.84	
PPRT122	PERSONAL PROPERTY REPL TAX	10/1/2014	13,813	13,813	13,813.04	15,696.75	15,696.75	82,683.68	82683.68	
PPRT123	PERSONAL PROPERTY REPL TAX	11/1/2014	-	-	-	13,813.04	13,813.04	82,683.68	82683.68	
PPRT124	PERSONAL PROPERTY REPL TAX	12/1/2014	6,419	6,419	6,418.50	20,231.54	20,231.54	84,119.53	84119.53	
PPRT125	PERSONAL PROPERTY REPL TAX	1/1/2015	11,375	11,375	11,375.23	17,793.73	17,793.73	78,630.05	78630.05	
PPRT126	PERSONAL PROPERTY REPL TAX	2/1/2015	-	-	-	17,793.73	17,793.73	78,630.05	78630.05	

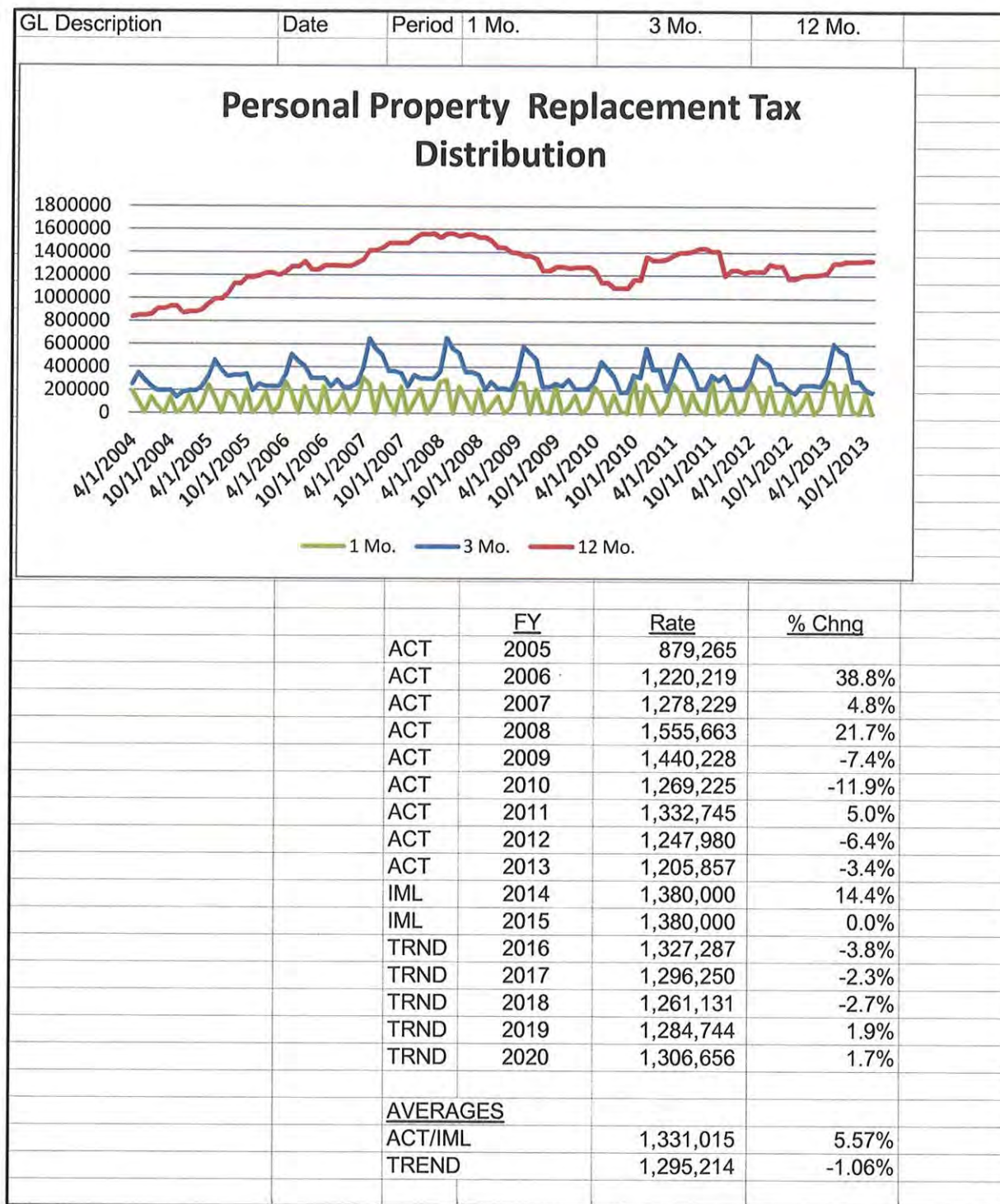
Personal Property Repl. Tax Trend



PPRT - Monthly Budget v. Actual

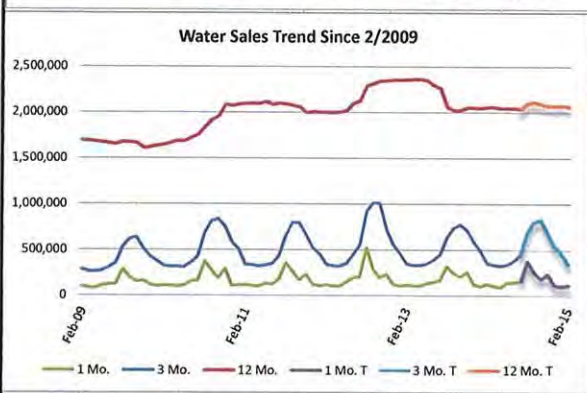
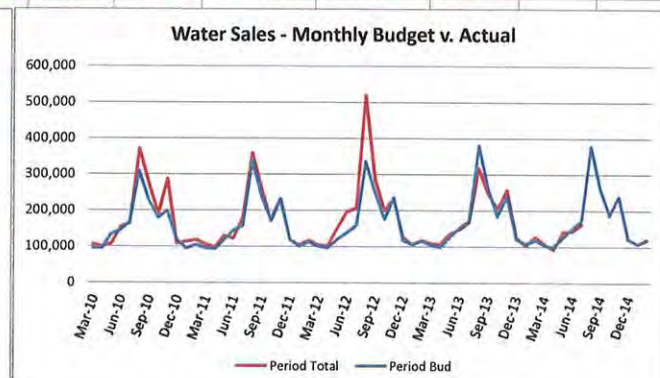
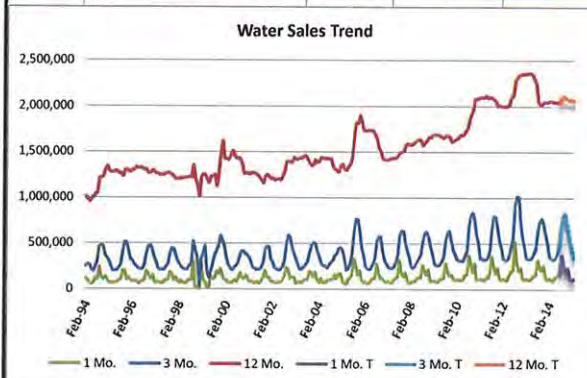


FY	BUDGET	ACTUAL		
2011	78,053.00	81,875.63		ACTUAL
2012	78,073.99	75,690.31	-7.6%	ACTUAL
2013	77,609.00	72,616.59	-4.1%	ACTUAL
2014	70,000.00	85,297.30	17.5%	ACTUAL
2015	70,000.00	78,630.05	-7.8%	PROJ
2016	67,493.20	79,756.73	1.4%	TREND
2017	64,004.06	82,642.08	3.6%	TREND
2018	60,906.25	84,141.67	1.8%	TREND
2019	59,225.67	82,603.80	-1.8%	TREND
2020	55,885.16	85,254.60	3.2%	TREND
AVERAGES				
ACTUAL	74,747.20	78,821.98	-0.5%	
TREND	61,502.87	82,879.78	1.6%	



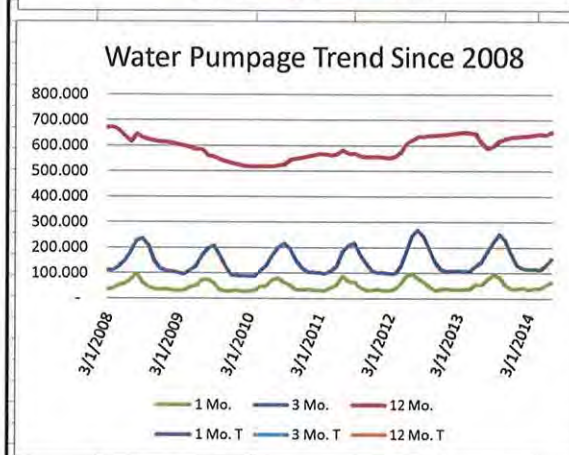
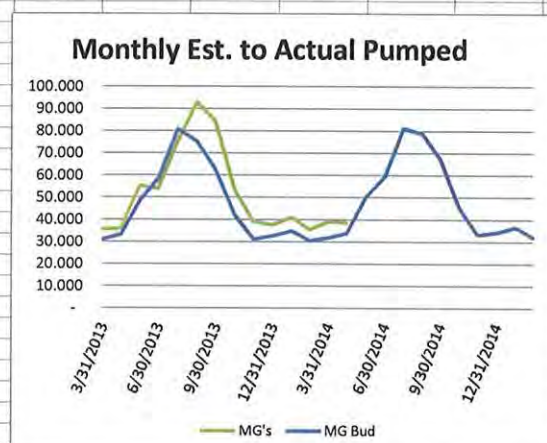
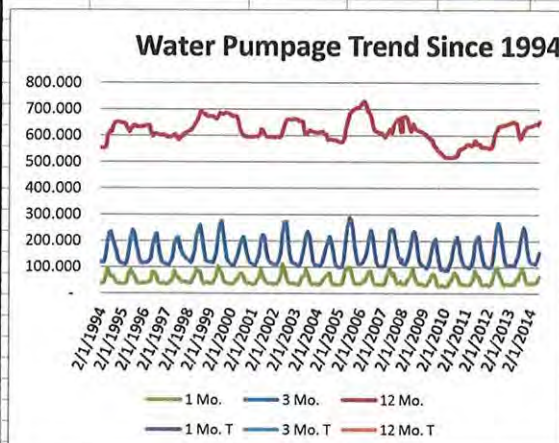
Water Sales Data

Key	GL Description	Date	Period Bud	Period Total	1moT	3-12	3moT	12 MO	12moT	p13	p1-12	% Chng
WAT241	WATER SALES - GLENCOE	3/31/2013	103428	108107.34		332,564		2,358,766				17.76%
WAT242	WATER SALES - GLENCOE	4/30/2013	99434	107292.77		332,767		2,362,964				
WAT243	WATER SALES - GLENCOE	5/31/2013	129171	135237.99		350,638		2,347,424				
WAT244	WATER SALES - GLENCOE	6/30/2013	153058	148226.26		390,757		2,298,307				
WAT245	WATER SALES - GLENCOE	7/31/2013	172159	168253.14		451,717		2,259,289				
WAT246	WATER SALES - GLENCOE	8/31/2013	380952	318716.52		635,196		2,057,272				
WAT247	WATER SALES - GLENCOE	9/30/2013	262439	249793.52		736,763		2,019,792				
WAT248	WATER SALES - GLENCOE	10/31/2013	184533	206196.38		774,706		2,025,592				
WAT249	WATER SALES - GLENCOE	11/30/2013	239449	257900.11		713,890		2,049,751				
WAT250	WATER SALES - GLENCOE	12/31/2013	121815	126082.3		590,179		2,050,263				
WAT251	WATER SALES - GLENCOE	1/31/2014	108502	103405.76		487,388		2,046,579				
WAT252	WATER SALES - GLENCOE	2/28/2014	118808	127446.6		356,935		2,056,659				
WAT252	WATER SALES - GLENCOE	3/31/2014	103951.33	107500.55		338,353		2,056,052				
WAT252	WATER SALES - GLENCOE	4/30/2014	99694.28	92554.91		327,502		2,041,314				
WAT252	WATER SALES - GLENCOE	5/31/2014	127092.13	141329.34		341,385		2,047,405				
WAT252	WATER SALES - GLENCOE	6/30/2014	151524.95	143892.22		377,776		2,043,071				
WAT252	WATER SALES - GLENCOE	7/31/2014	173009.39	162729.39	162729.39	447,951	447950.95	2,037,548	2037547.6			
WAT252	WATER SALES - GLENCOE	8/31/2014	379192.59	379192.59	379192.59	685,814	685814.2	2,098,024	2098023.7			
WAT252	WATER SALES - GLENCOE	9/30/2014	261206.72	261206.72	261206.72	803,129	803128.7	2,109,437	2109436.9			
WAT252	WATER SALES - GLENCOE	10/31/2014	187988.78	187988.78	187988.78	828,388	828388.09	2,091,229	2091229.3			
WAT252	WATER SALES - GLENCOE	11/30/2014	239726.17	239726.17	239726.17	688,922	688921.67	2,073,055	2073055.3			
WAT252	WATER SALES - GLENCOE	12/31/2014	121812.97	121812.97	121812.97	549,528	549527.92	2,068,786	2068786			
WAT252	WATER SALES - GLENCOE	1/31/2015	108212.64	108212.64	108212.64	469,752	469751.78	2,073,593	2073592.9			
WAT252	WATER SALES - GLENCOE	2/28/2015	120336.05	120336.05	120336.05	350,362	350361.66	2,066,482	2066482.3			



FY	BUDGET	ACTUAL	% CHNG	Rate
2011	1,878,400.00	2,096,526.72		3.265
2012	1,929,492.00	1,999,053.98	-4.6%	3.353
2013	1,958,434.00	2,355,188.53	17.8%	3.403
2014	2,073,748.00	2,056,658.69	-12.7%	3.403
2015	2,073,748.00	2,066,482.33	0.5%	3.403
2016	TREND	2,114,036.83	2.3%	
2017	TREND	2,100,661.92	-0.6%	
2018	TREND	2,003,103.14	-4.6%	
2019	TREND	2,046,309.13	2.2%	
2020	TREND	2,020,734.64	-1.2%	
ACTUAL AVERAGE		2,114,782.05	0.2%	
TREND AVERAGE		2,056,969.13	-0.4%	

Key	GL Description'	Months	MG Bud	MG's	Estimated 3 Mo.	3moT	12 Mo.	12moT	% OF PRIOR	AVG	% Chng
WATP229	WATER PUMPED	3/1/2012		30.965		98.470		552.265	99.47%	100.63%	-2.61%
WATP230	WATER PUMPED	4/1/2012		37.425		99.520		557.990	120.86%	106.14%	-0.69%
WATP231	WATER PUMPED	5/1/2012		58.845		127.235		574.170	157.23%	136.74%	1.22%
WATP232	WATER PUMPED	6/1/2012		89.610		185.880		609.530	152.28%	124.00%	4.77%
WATP233	WATER PUMPED	7/1/2012		98.393		246.848		620.638	109.80%	134.48%	9.19%
WATP234	WATER PUMPED	8/1/2012		80.690		268.693		634.948	82.01%	97.58%	11.65%
WATP235	WATER PUMPED	9/1/2012		65.165		244.248		636.588	80.76%	85.92%	14.06%
WATP236	WATER PUMPED	10/1/2012		45.275		191.130		639.543	69.48%	69.46%	15.05%
WATP237	WATER PUMPED	11/1/2012		32.075		142.515		639.543	70.84%	79.40%	15.14%
WATP238	WATER PUMPED	12/1/2012		36.260		113.610		642.208	113.05%	100.83%	15.55%
WATP239	WATER PUMPED	1/1/2013		38.135		106.470		643.968	105.17%	101.81%	16.18%
WATP240	WATER PUMPED	2/1/2013		34.420		108.815		647.258	90.26%	91.76%	17.20%
WATP241	WATER PUMPED	3/31/2013	30.996	35.645		108.200		651.938	103.56%	100.41%	
WATP242	WATER PUMPED	4/30/2013	33.286	35.710		105.775		650.223	100.18%	106.42%	
WATP243	WATER PUMPED	5/31/2013	48.569	55.285		126.640		646.663	154.82%	137.35%	
WATP244	WATER PUMPED	6/30/2013	58.387	53.838		144.833		610.891	97.38%	121.49%	
WATP245	WATER PUMPED	7/31/2013	80.792	75.270		184.393		587.768	139.81%	135.67%	
WATP246	WATER PUMPED	8/31/2013	75.202	92.850		221.958		599.928	123.36%	98.74%	
WATP247	WATER PUMPED	9/30/2013	62.638	84.235		252.355		618.998	90.72%	85.28%	
WATP248	WATER PUMPED	10/31/2013	41.917	53.141		230.226		626.864	63.09%	69.46%	
WATP249	WATER PUMPED	11/30/2013	31.158	39.060		176.436		633.849	73.50%	79.31%	
WATP250	WATER PUMPED	12/31/2013	32.714	37.680		129.881		635.269	96.47%	100.75%	
WATP251	WATER PUMPED	1/31/2014	34.897	40.915		117.655		638.049	108.59%	102.14%	
WATP252	WATER PUMPED	2/28/2014	30.531	35.505		114.100		639.134	86.78%	90.87%	
WATP253	WATER PUMPED	3/31/2014	31.868	39.025		115.445		642.514	109.91%	100.69%	
WATP254	WATER PUMPED	4/30/2014	33.928	38.670		113.200		645.474	99.09%	106.74%	
WATP255	WATER PUMPED	5/31/2014	50.277	52.670		130.365		642.859	136.20%	138.43%	
WATP256	WATER PUMPED	6/30/2014	59.235	64.090	64.090	155.430	155.430	653.111	121.68%	122.42%	
WATP257	WATER PUMPED	7/31/2014	81.294		0.000	116.760	116.760	577.841	0.00%	133.91%	
WATP258	WATER PUMPED	8/31/2014	78.855		0.000	64.090	64.090	484.991	#DIV/0!	98.73%	
WATP259	WATER PUMPED	9/30/2014	67.357		0.000	0.000	0.000	400.756	#DIV/0!	85.39%	
WATP260	WATER PUMPED	10/31/2014	45.633		0.000	0.000	0.000	347.615	#DIV/0!	69.65%	
WATP261	WATER PUMPED	11/30/2014	33.239		0.000	0.000	0.000	308.555	#DIV/0!	79.04%	
WATP262	WATER PUMPED	12/31/2014	34.279		0.000	0.000	0.000	270.875	#DIV/0!	100.62%	
WATP263	WATER PUMPED	1/31/2015	36.687		0.000	0.000	0.000	229.960	#DIV/0!	102.05%	
WATP264	WATER PUMPED	2/28/2015	32.187		0.000	0.000	0.000	194.455	#DIV/0!	91.12%	



FY 2015 ESTIMATED PUMPED					584.839
<u>12 Month Rolling Consumption</u>					
Fiscal	As of				
Year	February	MG Chng	% Chng	%5YR	
2008	670.617				
2009	609.782	(60.835)	-9.1%		
2010	520.376	(89.406)	-14.7%		
2011	563.156	42.780	8.2%		
2012	554.270	(8.886)	-1.6%		
2013	647.258	92.988	16.8%		
2014	639.134	(8.124)	-1.3%		109%
5 Yr Avg	584.839				
2010 Level	520.376				
% of 2010	112.4%				
2015	584.839				

Village of Glencoe
Long Range Financial Forecast
Miscellaneous Revenue Analysis

Vehicle Licenses

<u>FY</u>	<u>BUDGET</u>	<u>ACTUAL</u>	<u>% CHNG</u>		<u>RATE*</u>
2008	260,000	263,824		ACTUAL	50
2009	262,200	265,576	0.66%	ACTUAL	50
2010	265,000	259,049	-2.46%	ACTUAL	50
2011	258,400	254,264	-1.85%	ACTUAL	50
2012	260,000	272,138	7.03%	ACTUAL	75
2013	276,000	267,210	-1.81%	ACTUAL	75
2014	276,000	272,511	1.98%	ACTUAL	75
2015	276,000	276,000	1.28%	PROJ	75
2016	276,000	275,014	-0.36%	TREND	TBD
2017	276,000	278,469	1.26%	TREND	TBD
2018	276,000	283,077	1.65%	TREND	TBD
2019	276,000	286,277	1.13%	TREND	TBD
2020	276,000	286,794	0.18%	TREND	TBD
AVERAGE			0.73%		

* Still \$50 if paid by 4/15

Commercial Garbage Fee

<u>FY</u>	<u>BUDGET</u>	<u>ACTUAL</u>	<u>% CHNG</u>		<u>RATE</u>
2008	72,404	49,752		ACTUAL	VARIES
2009	50,000	50,735	1.98%	ACTUAL	VARIES
2010	50,000	49,129	-3.17%	ACTUAL	VARIES
2011	50,000	49,275	0.30%	ACTUAL	VARIES
2012	51,360	50,622	2.73%	ACTUAL	VARIES
2013	52,130	54,747	8.15%	ACTUAL	VARIES
2014	53,673	66,362	21.22%	ACTUAL	VARIES
2015	53,673	53,673	-19.12%	PROJ	VARIES
2016	53,673	59,668	11.17%	TREND	VARIES
2017	53,673	61,811	3.59%	TREND	VARIES
2018	53,673	64,313	4.05%	TREND	VARIES
2019	53,673	66,306	3.10%	TREND	VARIES
2020	53,673	67,721	2.13%	TREND	VARIES
AVERAGE			3.01%		

Optional Second Pick Up Fee					
<u>FY</u>	<u>BUDGET</u>	<u>ACTUAL</u>	<u>% CHNG</u>		<u>RATE</u>
2008	216,000	96,065		ACTUAL	75
2009	96,000	107,512	11.92%	ACTUAL	75
2010	112,320	99,717	-7.25%	ACTUAL	78
2011	103,000	93,434	-6.30%	ACTUAL	78
2012	97,584	88,139	-5.67%	ACTUAL	80
2013	99,048	81,387	-7.66%	ACTUAL	VARIES
2014	92,664	76,045	-6.56%	ACTUAL	VARIES
2015	76,358	76,358	0.41%	PROJ	VARIES
2016	53,673	70,784	-7.30%	TREND	VARIES
2017	53,673	63,486	-10.31%	TREND	VARIES
2018	53,673	59,335	-6.54%	TREND	VARIES
2019	53,673	55,043	-7.23%	TREND	VARIES
2020	53,673	50,687	-7.91%	TREND	VARIES
AVERAGE			-5.03%		
BASE Garbage Collection Fee					
<u>FY</u>	<u>BUDGET</u>	<u>ACTUAL</u>	<u>% CHNG</u>		<u>RATE</u>
2008	144,000	183,534		ACTUAL	15
2009	-	29,688	-83.82%	ACTUAL	0
2010	28,000	15,943	-46.30%	ACTUAL	0
2011	577,000	515,937	3136.13%	ACTUAL	38.8
2012	592,694	581,250	12.66%	ACTUAL	40.09
2013	601,584	591,937	1.84%	ACTUAL	VARIES
2014	469,391	463,271	-21.74%	ACTUAL	VARIES
2015	613,391	613,391	32.40%	PROJ	VARIES
2016	53,673	747,773	21.91%	TREND	VARIES
2017	53,673	866,320	15.85%	TREND	VARIES
2018	53,673	928,741	7.21%	TREND	VARIES
2019	53,673	927,824	-0.10%	TREND	VARIES
2020	53,673	1,007,218	8.56%	TREND	VARIES
AVERAGE			257.05%		

Recycling Fees					
FY	BUDGET	ACTUAL	% CHNG		RATE
2008	184,496	163,145		ACTUAL	15.25
2009	183,000	173,591	6.40%	ACTUAL	15.25
2010	184,300	175,752	1.24%	ACTUAL	15.25
2011	176,700	177,125	0.78%	ACTUAL	15.25
2012	181,506	183,265	3.47%	ACTUAL	15.66
2013	184,229	188,815	3.03%	ACTUAL	VARIES
2014	189,682	189,275	0.24%	ACTUAL	VARIES
2015	189,682	189,682	0.22%	PROJ	VARIES
2016	53,673	196,662	3.68%	TREND	VARIES
2017	53,673	198,904	1.14%	TREND	VARIES
2018	53,673	202,406	1.76%	TREND	VARIES
2019	53,673	205,719	1.64%	TREND	VARIES
2020	53,673	208,323	1.27%	TREND	VARIES
AVERAGE			2.07%		

Village of Glencoe					
Long Range Financial Forecast					
Miscellaneous Revenue Analysis					
Salaries - Regular					
<u>FY</u>	<u>BUDGET</u>	<u>% CHNG</u>	<u>ACTUAL</u>	<u>% CHNG</u>	
2008	7,079,889		7,143,046		ACTUAL
2009	7,514,101	6.13%	7,246,010	1.44%	ACTUAL
2010	7,407,999	-1.41%	7,420,632	2.41%	ACTUAL
2011	7,558,478	2.03%	7,418,815	-0.02%	ACTUAL
2012	7,652,427	1.24%	7,606,841	2.53%	ACTUAL
2013	7,807,868	2.03%	7,616,396	0.13%	ACTUAL
2014	7,943,102	1.73%	7,692,870	1.00%	ACTUAL
2015	7,994,422	0.65%	7,861,533	2.19%	PROJ
2016	8,146,944	1.91%	7,931,430	0.89%	TREND
2017	8,217,703	0.87%	8,019,003	1.10%	TREND
2018	8,364,590	1.79%	8,102,666	1.04%	TREND
2019	8,471,641	1.28%	8,207,705	1.30%	TREND
2020	8,583,468	1.32%	8,291,539	1.02%	TREND
AVERAGES					
ACTUAL	7,619,786	1.77%	7,500,768	1.38%	98.4%
TREND	7,753,168	1.79%	7,599,316	1.32%	98.0%
FY 2014 and FY 2015 include retro pay attributable to those fiscal years.					
RETRO WAGES APPLIED					
FY 2014	43,371				
FY 2015	44,238				

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Salaries - RHS					
FY	BUDGET	% CHNG	ACTUAL	% CHNG	
2008	17,560		60,877		ACTUAL
2009	65,000	270.16%	79,124	29.97%	ACTUAL
2010	67,833	4.36%	222,977	181.81%	ACTUAL
2011	56,587	-16.58%	56,343	-74.73%	ACTUAL
2012	57,430	1.49%	54,786	-2.76%	ACTUAL
2013	53,300	-7.19%	209,711	282.78%	ACTUAL
2014	170,011	218.97%	318,825	52.03%	ACTUAL
2015	84,670	-50.20%	84,670	-73.44%	PROJ
2016	86,363	2.00%	86,363	2.00%	TREND
2017	88,091	2.00%	88,091	2.00%	TREND
2018	89,852	2.00%	89,852	2.00%	TREND
2019	91,650	2.00%	91,650	2.00%	TREND
2020	93,483	2.00%	93,483	2.00%	TREND
AVERAGES					
ACTUAL	71,549	60.14%	135,914	56.52%	190.0%
TREND	80,149	52.88%	139,100	49.71%	173.6%

SALARIES - RHS

FY	Budget	Actual
2008	17,560	60,877
2009	65,000	79,124
2010	67,833	222,977
2011	56,587	56,343
2012	57,430	54,786
2013	53,300	209,711
2014	170,011	318,825
2015	84,670	84,670
2016	86,363	86,363
2017	88,091	88,091
2018	89,852	89,852
2019	91,650	91,650
2020	93,483	93,483

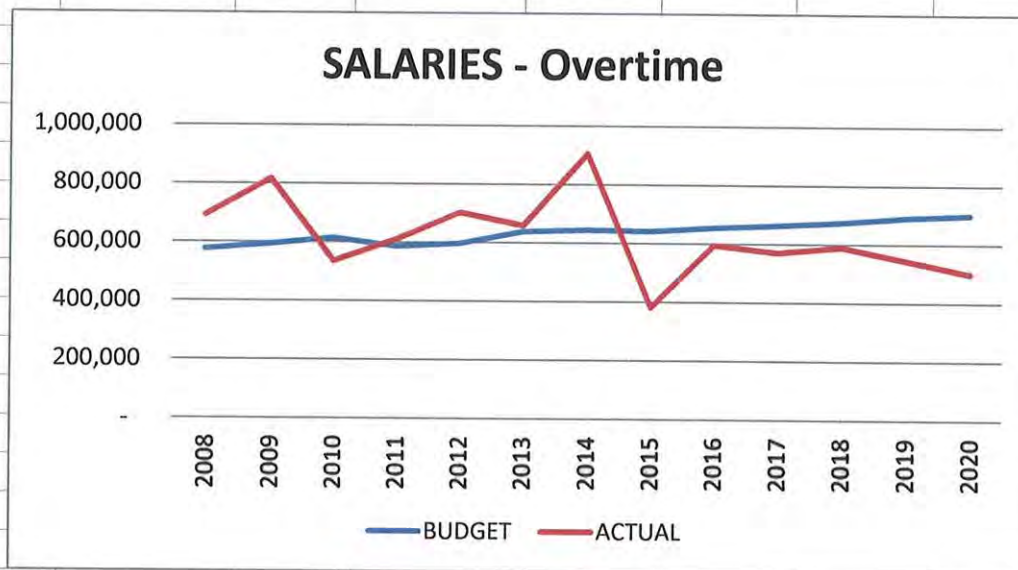
Salaries - Temporary					
FY	BUDGET	% CHNG	ACTUAL	% CHNG	
2008	428,084		287,786		ACTUAL
2009	447,084	4.44%	386,866	34.43%	ACTUAL
2010	383,543	-14.21%	279,548	-27.74%	ACTUAL
2011	335,100	-12.63%	288,855	3.33%	ACTUAL
2012	337,630	0.75%	301,401	4.34%	ACTUAL
2013	318,100	-5.78%	344,337	14.25%	ACTUAL
2014	338,900	6.54%	327,106	-5.00%	ACTUAL
2015	341,900	0.89%	341,900	4.52%	PROJ
2016	294,614	-13.83%	335,095	-1.99%	TREND
2017	280,843	-4.67%	331,373	-1.11%	TREND
2018	281,272	0.15%	356,108	7.46%	TREND
2019	277,034	-1.51%	360,827	1.33%	TREND
2020	264,335	-4.58%	363,028	0.61%	TREND
AVERAGES					
ACTUAL	366,293	-2.86%	319,725	4.02%	87.3%
TREND	349,609	-4.23%	325,639	3.27%	93.1%

SALARIES - Temporary

Legend: — BUDGET — ACTUAL

Salaries - Overtime

FY	BUDGET	% CHNG	ACTUAL	% CHNG	
2008	576,153		693,407		ACTUAL
2009	593,870	3.08%	816,936	17.81%	ACTUAL
2010	614,363	3.45%	536,148	-34.37%	ACTUAL
2011	585,918	-4.63%	611,371	14.03%	ACTUAL
2012	597,166	1.92%	703,525	15.07%	ACTUAL
2013	638,719	6.96%	659,145	-6.31%	ACTUAL
2014	645,679	1.09%	905,236	37.33%	ACTUAL
2015	642,179	-0.54%	381,995	-57.80%	PROJ
2016	654,910	1.98%	595,047	55.77%	TREND
2017	663,772	1.35%	571,527	-3.95%	TREND
2018	674,954	1.68%	590,903	3.39%	TREND
2019	691,556	2.46%	545,979	-7.60%	TREND
2020	699,808	1.19%	499,592	-8.50%	TREND
AVERAGES					
ACTUAL	611,756	1.62%	663,470	-2.03%	108.5%
TREND	621,600	1.66%	651,175	5.19%	104.8%

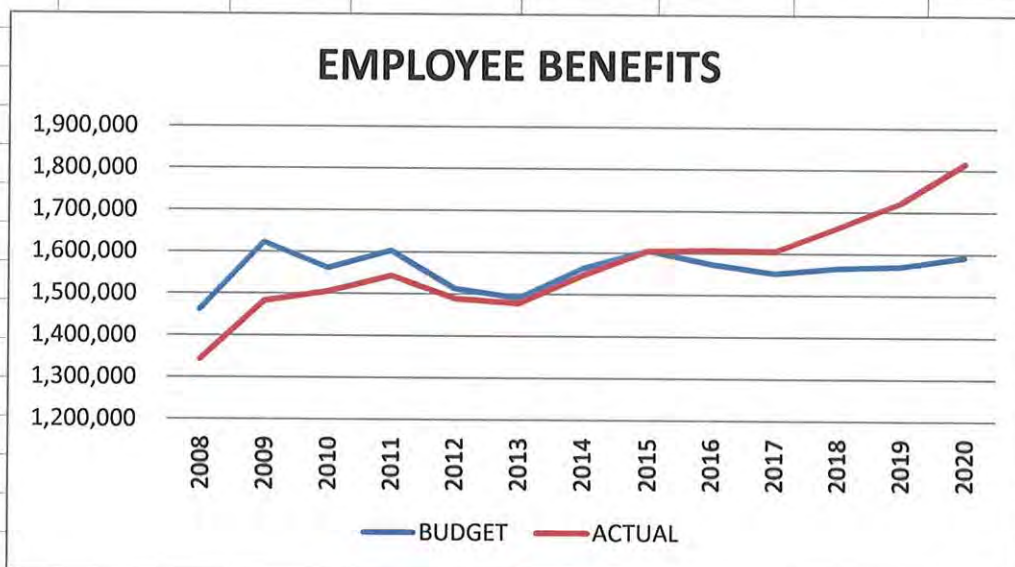


Employee Benefits						
<u>FY</u>	<u>BUDGET</u>	<u>% CHNG</u>	<u>ACTUAL</u>	<u>% CHNG</u>		Est. Excise Tax*
2008	1,461,610		1,342,523		ACTUAL	-
2009	1,622,890	11.03%	1,482,516	10.43%	ACTUAL	-
2010	1,561,284	-3.80%	1,505,314	1.54%	ACTUAL	-
2011	1,603,738	2.72%	1,543,417	2.53%	ACTUAL	-
2012	1,513,078	-5.65%	1,489,747	-3.48%	ACTUAL	-
2013	1,490,720	-1.48%	1,479,054	-0.72%	ACTUAL	-
2014	1,562,103	4.79%	1,545,822	4.51%	ACTUAL	-
2015	1,605,083	2.75%	1,605,083	3.83%	PROJ	-
2016	1,573,886	-1.94%	1,607,506	0.15%	TREND	-
2017	1,552,064	-1.39%	1,605,716	-0.11%	TREND	-
2018	1,564,902	0.83%	1,662,231	3.52%	TREND	37,593
2019	1,569,744	0.31%	1,722,069	3.60%	TREND	55,310
2020	1,591,783	1.40%	1,815,552	5.43%	TREND	79,957

AVERAGES

ACTUAL	1,552,563	1.48%	1,499,185	2.66%	96.6%
TREND	1,566,598	1.05%	1,532,307	2.35%	97.8%

*Cadillac Tax - Estimated by Corporate Benefit Consultants



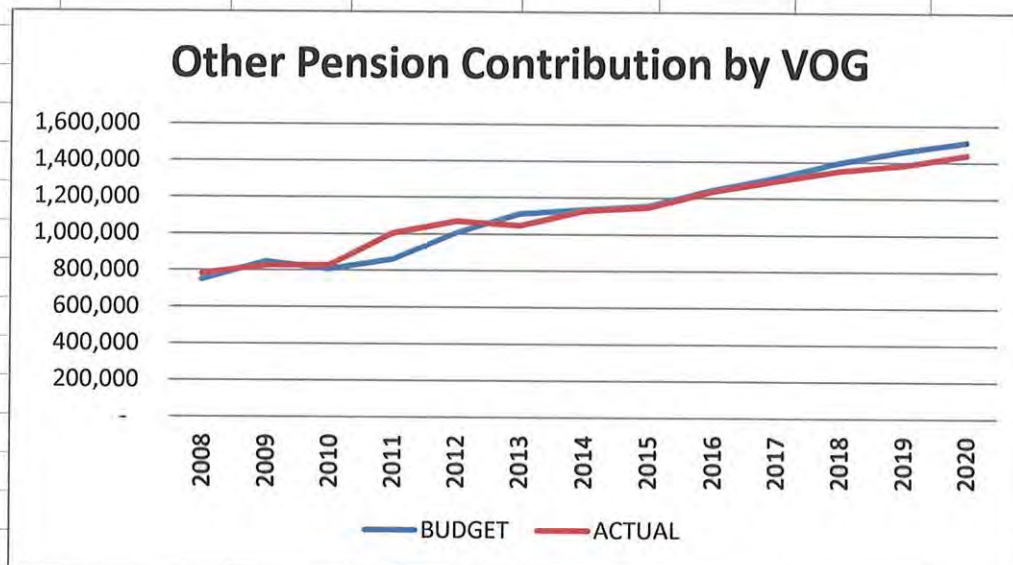
PENSION COST - Police Pension					
FY	BUDGET	% CHNG	ACTUAL	% CHNG	
2008	1,273,798		1,224,798		ACTUAL
2009	1,273,790	0.00%	1,273,790	4.00%	ACTUAL
2010	1,401,637	10.04%	1,401,637	10.04%	ACTUAL
2011	1,734,339	23.74%	1,734,339	23.74%	ACTUAL
2012	1,626,363	-6.23%	1,626,363	-6.23%	ACTUAL
2013	1,465,318	-9.90%	1,465,318	-9.90%	ACTUAL
2014	1,646,932	12.39%	1,652,932	12.80%	ACTUAL
2015	1,476,314	-10.36%	1,482,314	-10.32%	PROJ
2016	1,667,654	12.96%	1,685,261	13.69%	TREND
2017	1,681,570	0.83%	1,694,445	0.54%	TREND
2018	1,660,243	-1.27%	1,676,383	-1.07%	TREND
2019	1,630,221	-1.81%	1,649,880	-1.58%	TREND
2020	1,676,303	2.83%	1,699,510	3.01%	TREND
AVERAGES					
ACTUAL	1,487,311	2.81%	1,482,686	3.45%	99.7%
TREND	1,536,543	4.08%	1,540,244	4.73%	100.2%

Police Pension Contribution by VOG

FY	BUDGET	ACTUAL
2008	1,273,798	1,224,798
2009	1,273,790	1,273,790
2010	1,401,637	1,401,637
2011	1,734,339	1,734,339
2012	1,626,363	1,626,363
2013	1,465,318	1,465,318
2014	1,646,932	1,652,932
2015	1,476,314	1,482,314
2016	1,667,654	1,685,261
2017	1,681,570	1,694,445
2018	1,660,243	1,676,383
2019	1,630,221	1,649,880
2020	1,676,303	1,699,510

OTHER PENSION COST - IMRF, Social Security, Medicare and Firefighter's Pension

<u>FY</u>	<u>BUDGET</u>	<u>% CHNG</u>	<u>ACTUAL</u>	<u>% CHNG</u>	
2008	749,780		780,334		ACTUAL
2009	846,581	12.91%	826,326	5.89%	ACTUAL
2010	806,846	-4.69%	828,536	0.27%	ACTUAL
2011	860,985	6.71%	1,003,979	21.18%	ACTUAL
2012	1,007,089	16.97%	1,070,521	6.63%	ACTUAL
2013	1,111,990	10.42%	1,048,222	-2.08%	ACTUAL
2014	1,135,836	2.14%	1,130,614	7.86%	ACTUAL
2015	1,156,250	1.80%	1,150,250	1.74%	PROJ
2016	1,246,193	7.78%	1,238,943	7.71%	TREND
2017	1,314,708	5.50%	1,297,236	4.71%	TREND
2018	1,398,866	6.40%	1,351,965	4.22%	TREND
2019	1,460,755	4.42%	1,384,392	2.40%	TREND
2020	1,509,493	3.34%	1,439,609	3.99%	TREND
AVERAGES					
ACTUAL	959,420	6.61%	979,848	5.93%	102.1%
TREND	1,021,471	6.75%	1,037,174	6.15%	101.5%



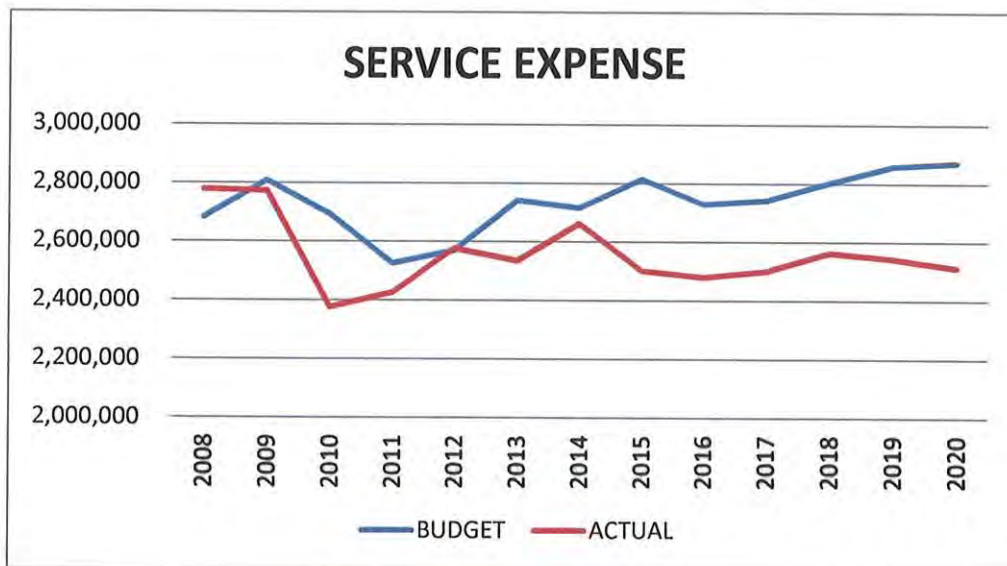
Village of Glencoe
Long Range Financial Forecast
Miscellaneous Revenue Analysis

Service Expense

<u>FY</u>	<u>BUDGET</u>	<u>% CHNG</u>	<u>ACTUAL</u>	<u>% CHNG</u>	
2008	2,682,606		2,778,972		ACTUAL
2009	2,807,983	4.67%	2,772,834	-0.22%	ACTUAL
2010	2,693,906	-4.06%	2,377,201	-14.27%	ACTUAL
2011	2,525,917	-6.24%	2,427,541	2.12%	ACTUAL
2012	2,570,138	1.75%	2,577,528	6.18%	ACTUAL
2013	2,742,085	6.69%	2,536,154	-1.61%	ACTUAL
2014	2,715,962	-0.95%	2,663,244	5.01%	ACTUAL
2015	2,814,653	3.63%	2,501,894	-6.06%	PROJ
2016	2,729,137	-3.04%	2,479,743	-0.89%	TREND
2017	2,742,503	0.49%	2,501,173	0.86%	TREND
2018	2,802,343	2.18%	2,563,185	2.48%	TREND
2019	2,858,377	2.00%	2,544,012	-0.75%	TREND
2020	2,870,815	0.44%	2,513,305	-1.21%	TREND

AVERAGES

ACTUAL	2,694,156	0.79%	2,579,421	-1.26%	95.7%
TREND	2,699,973	0.31%	2,542,017	-1.22%	94.1%

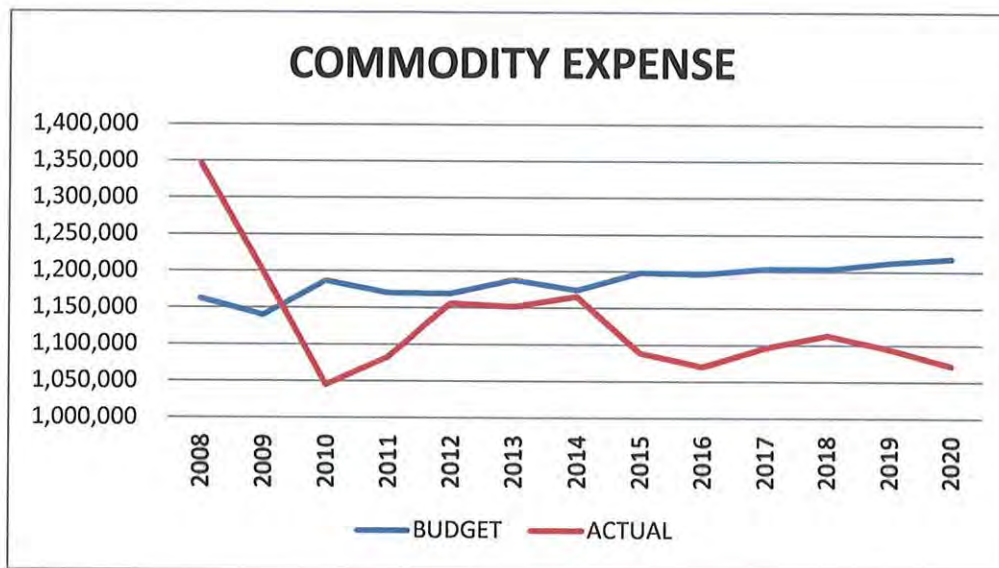


Commodity Expense

<u>FY</u>	<u>BUDGET</u>	<u>% CHNG</u>	<u>ACTUAL</u>	<u>% CHNG</u>	
2008	1,162,167		1,346,278		ACTUAL
2009	1,140,110	-1.90%	1,198,533	-10.97%	ACTUAL
2010	1,186,865	4.10%	1,044,728	-12.83%	ACTUAL
2011	1,170,364	-1.39%	1,082,679	3.63%	ACTUAL
2012	1,169,312	-0.09%	1,156,165	6.79%	ACTUAL
2013	1,188,035	1.60%	1,151,897	-0.37%	ACTUAL
2014	1,174,370	-1.15%	1,166,039	1.23%	ACTUAL
2015	1,198,334	2.04%	1,089,110	-6.60%	PROJ
2016	1,196,566	-0.15%	1,070,447	-1.71%	TREND
2017	1,203,884	0.61%	1,096,974	2.48%	TREND
2018	1,203,299	-0.05%	1,113,551	1.51%	TREND
2019	1,212,286	0.75%	1,094,369	-1.72%	TREND
2020	1,218,113	0.48%	1,071,775	-2.06%	TREND

AVERAGES

ACTUAL	1,173,695	0.46%	1,154,429	-2.73%	98.4%
TREND	1,177,994	0.38%	1,119,950	-2.60%	95.1%





OFFICIAL PAY PLAN

**VILLAGE OF GLENCOE
OFFICE OF THE VILLAGE MANAGER
March 1, 2015**

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, 2015

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 contract 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.

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 salary range to properly reflect assigned duties and responsibilities. The Village Manager shall have the authority (consistent with applicable law) to reassign and place an employee at a salary range commensurate with the position.

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 functions 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 Hourly Pay Range</u>		
	<u>Minimum</u>	<u>Maximum</u>	
Special Education Intern	8.25	10.00	
Administrative Intern	8.25	16.00	
Engineering Intern	8.25	16.00	
Office Clerk	8.25	20.00	
Clerk Typist	8.25	19.00	
Secretary	8.25	25.00	
Seasonal Laborer	8.25	17.00	
Handyman	8.25	27.00	
Crossing Guard	225	450	per month
Paid On-Call Firemen	15	20	per call

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, 2015

VILLAGE OF GLENCOE FISCAL YEAR 2016 PAY PLAN

	FY2016 Annual Minimum	FY2016 Annual Maximum
VILLAGE MANAGER'S OFFICE		
Village Manager	By Agreement	
Assistant Village Manager	\$95,054	\$131,815
Executive Assistant	\$54,662	\$76,291
Management Analyst	\$56,000	\$77,200
Information Technology Coordinator	\$69,508	\$97,157

DEPARTMENT OF FINANCE

Director	126,529.55	156,998.55
Assistant to the Director	57,709.51	92,980.50
Accountant	61,819.37	81,969.29
Payroll/HR Coordinator	48,385.74	70,826.35
Finance Billing Service Coordinator	46,128.51	66,243.93

DEPARTMENT OF PUBLIC SAFETY

Director	126,529.55	156,998.55
Deputy Director	120,504.33	128,138.57
Lieutenant	101,669.65	121,746.38
Public Safety Officer	By Contract	
Communications Operator	54,210.22	74,094.59
Administrative Assistant	47,438.52	66,364.16
Community Service Officer	51,579.74	69,149.37
Records Clerk	46,838.40	64,964.23

DEPARTMENT OF PUBLIC WORKS

Director	126,529.55	156,998.55
Village Engineer	69,315.60	108,994.42
General Superintendent	96,655.43	127,112.94
Building & Zoning Administrator	96,655.43	122,238.81
Planning & Development Administrator	79,108.80	108,773.82
Water Plant Superintendent	79,108.80	108,773.82
Supervisor	68,399.75	102,023.03
Mechanic	By Contract	
Water Plant Operator	By Contract	
Maintenance Equipment Operator	By Contract	
Building Custodian	By Contract	
Office Coordinator	48,906.40	68,177.06
Administrative Assistant	47,438.52	66,364.16
Receptionist/Cashier	39,690.32	57,360.31
Assistant to the Director	57,709.51	92,980.50



HISTORY OF AUTHORIZED FULL TIME POSITIONS

OFFICE OF THE VILLAGE MANAGER

	ADOPTED BUDGET FY 2006	ADOPTED BUDGET FY 2007	ADOPTED BUDGET FY 2008	ADOPTED BUDGET FY 2009	ADOPTED BUDGET FY2010	ADOPTED BUDGET FY2011	ADOPTED BUDGET FY2012	ADOPTED BUDGET FY2013	ADOPTED BUDGET FY2014	ADOPTED BUDGET FY2015	ADOPTED BUDGET FY2016
VILLAGE MANAGER	1	1	1	1	1	1	1	1	1	1	1
ASSISTANT VILLAGE MANAGER	0	0	1	1	1	1	1	1	1	1	1
ASSISTANT TO THE MANAGER	1	1	0	0	0	0	0	0	0	0	0
EXECUTIVE ASSISTANT	1	1	1	1	1	1	0	1	1	1	1
EXECUTIVE SECRETARY	0	0	0	0	0	0	1	0	0	0	0
MANAGEMENT ANALYST	0	0	0	0	0	0	0	0	0	0	1
INFORMATION TECH. COORDINATOR	0	0	0	1	1	1	1	1	1	1	1
TOTAL	3	3	3	4	4	4	4	4	4	4	5

DEPARTMENT OF FINANCE

DIRECTOR OF FINANCE	1	1	1	1	1	1	1	1	1	1	1
ASSISTANT TO THE DIRECTOR	1	1	1	1	1	1	1	1	1	1	1
ACCOUNTANT	1	1	1	1	1	1	1	1	1	1	1
PAYROLL/BENEFIT COORDINATOR	1	1	1	1	1	1	1	1	1	1	1
FINANCIAL BILLING SERVICES COORDINATOR	1	1	1	1	1	1	1	1	1	1	1
TOTAL	5	5	5	5	5	5	5	5	5	5	5

DEPARTMENT OF PUBLIC SAFETY

DIRECTOR OF PUBLIC SAFETY	1	1	1	1	1	1	1	1	1	1	1
DEPUTY CHIEF	2	2	2	2	2	1	1	1	1	1	2
ADMINISTRATIVE ASSISTANT	1	1	1	1	1	0	0	0	0	0	0
LIEUTENANT	6	6	6	6	6	7	7	7	7	7	7
OFFICER	26	27	27	27	27	26	24	24	24	24	26
COMMUNICATIONS OPERATOR	5	5	5	5	5	5	5	5	5	5	5
COMMUNITY SERVICE OFFICER	2	2	2	2	2	2	2	2	2	2	2
ADMINISTRATIVE SECRETARY	1	1	1	1	1	1	1	1	1	0	0
ADMINISTRATIVE ASSISTANT	0	0	0	0	0	0	0	0	0	1	1
RECORDS CLERK	1	1	1	1	1	1	1	1	1	1	1
TOTAL	45	46	46	46	46	44	42	42	42	42	45

DEPARTMENT OF PUBLIC WORKS

DIRECTOR OF PUBLIC WORKS	1	1	1	1	1	1	1	1	1	1	1
VILLAGE ENGINEER	1	1	1	1	1	1	1	1	1	1	1
BUILDING AND ZONING ADMINISTRATOR	0	0	0	0	1	1	1	1	1	1	1
DEPUTY DIRECTOR PUBLIC WORKS/ COMMUNITY DEVELOPMENT	1	1	1	1	0	0	0	0	0	0	0
WATER PLANT SUPERINTENDENT	1	1	1	1	1	1	1	1	1	1	1
GENERAL SUPERINTENDENT	1	1	1	1	1	1	1	1	1	1	1
ASSISTANT TO THE DIRECTOR	0	0	0	0	0	0	0	0	1	1	1
COMMUNITY DEVELOPMENT ANALYST	1	1	1	1	1	1	1	1	0	0	0
PLANNING AND DEVELOPMENT ADMINSTR	0	0	0	0	0	0	0	0	1	1	1
BUILDING INSPECTOR/REVIEWER	1	1	1	1	1	1	1	1	0	0	0
PUBLIC WORKS SUPERVISOR	4	4	4	4	4	4	4	4	4	4	4
ADMINISTRATIVE SECRETARY	1	1	1	1	1	1	1	1	1	0	0
ADMINISTRATIVE ASSISTANT	0	0	0	0	0	0	0	0	0	1	1
OFFICE COORDINATOR	1	1	1	1	1	1	1	1	1	1	1
RECEPTIONIST/CASHIER	1	1	1	1	1	1	1	1	1	1	1
MECHANIC	4	4	4	4	4	4	4	4	4	4	4
MEO	23	23	20	21	21	21	21	21	21	21	21
WATER PLANT OPERATOR	4	4	4	4	4	4	4	4	4	4	4
BUILDING CUSTODIAN	1	1	1	0	0	0	0	0	0	0	0
TOTAL	46	46	43	43	43	43	43	43	43	43	43

TOTAL FULL TIME EQUIVALENT	99	100	97	98	98	96	94	94	94	94	98
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FISCAL YEAR 2016

MAJOR FINANCIAL POLICIES

Fund Balance Policy

It is the policy of the Village to maintain an undesignated unreserved fund balance in the General Fund of 10% of current operating expenditures, excluding capital, but no lower than \$1,400,000. The minimum targets for the Water Fund and Garbage Fund is also 10% of current operating expenditures with no absolute dollar minimum.

The fund balance of the Water Fund will be measured using unrestricted net assets as stated in the annual audit. The Village will maintain an unrestricted net asset balance in the Water Fund of 10% of operating expenditures including depreciation.

The Village will maintain a balance in the Garbage Fund of 10% of operating expenditures, excluding capital, but no lower than \$75,000.

The Village will maintain a minimum balance in the Debt Service Fund of 25% of the required December principal and interest payments or a minimum of \$25,000.

Policy Consideration_– NONE PROPOSED FOR FISCAL YEAR 2016

- During Fiscal Year 2013, the General Fund minimum balance was increased from \$1,000,000 to \$1,400,000.

Balanced Budget Policy

It is the policy of the Village to adopt an annual budget that is balanced. A balanced budget has expenditures and financing uses that do not exceed the revenues and financing sources. The use of fund balance as a financing source is acceptable if the fund balance is determined to be in excess of the minimum fund balance targets.

Policy Considerations – NONE PROPOSED FOR FISCAL YEAR 2016

Property Taxes

It has been the policy of the Village since Property Tax Extension Limitation Law (PTELL) to levy the maximum in the capped tax levy purposes. If it is determined that the amount collected is in excess of budgetary need than any excess would be used as an alternative source of revenue to abate (reduce) the property tax levy for debt service. This policy allows the Village to maintain its ability to levy taxes in a property tax cap environment.

Policy Considerations – NONE PROPOSED FOR FISCAL YEAR 2016

MAJOR FINANCIAL POLICIES

Abatement of Taxes

It has been the long-term policy of the Village Board to abate (reduce) its annual request for property tax revenue to be used to pay debt service by substituting other sources of revenue available. The tax levy for debt service is established when the bond ordinance is approved by the Village Board (at the time of the issuance of bonds). Cook County automatically levies the amount in the approved ordinance unless the Village submits an abatement ordinance which informs the county that a portion of the approved debt ordinance will be paid from other financing sources. During January of each year, the Village Board is presented with an abatement ordinance. Two sources of abatement have been the loss in collection amount collected by Cook County and remitted to the Village. The debt ordinance is levied at 105% without reduction by tax caps. Each year this extra portion is abated. The other source is any other source of revenue determined to be in excess of budgetary need.

Policy Considerations

- Conduct annual review of abatement ordinance at January Village Board Meeting.

Debt Policy – Use of Limited Tax Authority

The Village is able to issue non-referendum bonds subject to the following constraints:

1. Amount cannot exceed $\frac{1}{2}$ of 1.0% of its equalized assessed valuation (EAV); and
2. The total annual payment extension is no more than \$548,212 for 2013 levy (last year the annual maximum was \$538,837).

It is the policy of the Village to maintain this authority as a capital reserve in order to provide resources in the event of an unanticipated financial need.

Policy Considerations

- After Fiscal Year 2016, the entire annual payment amount will be available with the retirement of the 2005 Limited Tax Bonds.
- The decline in the equalized assessed valuation has diminished the amount of debt that can be issued.

Repayment of Amount Due to the Village from the Glencoe Golf Club

Annually, the Village Board reviews the amount due to the Village from the Glencoe Golf Club as part of the budget development process. The Village considers whether the golf club is financially able to begin to repay the amount due and whether or not it is in the best interests of the Village to do so.

Policy Considerations

- Current recommendation is to continue to accrue interest on the amount owed but to not transfer the payment due.

Management Fees

The Village charges a management fee for the Village costs of assistance to the Garbage Fund, the Glencoe Golf Club and the Water Fund. The Management Fees for the Garage Fund and the Water Fund are collected on a monthly basis. The present policy for the Glencoe Golf Club is to accrue the fee but not collect the fee. Actual collection of the Golf Club Management Fee is determined towards the end of the fiscal year. Annually, the Village Board reviews the management fee as part of the budget development process and determines the appropriate fee based upon the cost of providing services.

Policy Considerations

- Continue to accrue Glencoe Golf Club management fee but do not collect the fee.
- Review Garbage Fund and Water Fund Management Fee

Funding Pension Obligations

By policy, the Village Funds its pension obligations based upon actuarially determined funding requirements. For funding the Police Pension, the Village uses actuarial assumptions that are more current than those used by the State of Illinois. The property tax levy is based upon the State of Illinois required levy and the actual contribution is based on the requirement determined by the Village actuary. The gap in funding has to date been from fund balance.

Policy Considerations

- Fiscal Year 2016 Preliminary Budget includes \$1,652,000 Police Pension contribution figure as an estimate of the amount due based on Village-established actuarial assumptions, which is 141.4% of the State of Illinois funding requirement
- Most recent actuarial funding requirement using State of Illinois assumption is \$1,167,493.
- Since Fiscal Year 2006 the Village has contributed on average 135.3% of the required amount.
- Since Fiscal Year 2006 Police Pension Fund investments have averaged 6.65% compared to 6.75% State required assumption and 5.5% Village assumption. Since Fiscal Year 2010 Village investments have returned 11.72%. Village contribution included in investment return
- With election of a new governor, consider reverting to State of Illinois assumption until the direction of future pension reform is determined.
- Consider continuation of funding based on Village-determined actuary levels versus other public safety personnel needs.

Funding Firefighters Pension Fund

Statutorily, the Village is responsible for funding obligations of the Firefighters Pension Fund. This fund is now a terminal fund with no active members. Once there are no beneficiaries in the fund, any resources remaining in the fund will be subject to claim by the State of Illinois. Annually, the Village determines the required funding of this pension obligation with the assistance of an actuary. At present, the annual pension annuity cost is at about \$100,000. The Village will allocate between \$70,000 and \$90,000 in the General Fund towards future obligations. Once resources in the Pension Fund are exhausted, accumulated resources in the General Fund will be used. To the extent possible, only taxes that are not subject to tax cap will be levied for the benefit of the Firefighters Pension Fund.

Policy Considerations – NONE PROPOSED FOR FISCAL YEAR 2016

Liability Deductible Policy

Implementation of GASB 54 requires that resources intended to be used for reserved liability claims to be assigned as a claim on fund balance that would otherwise be unassigned. Village staff monitors annual IRMA contribution savings due to having a higher deductible versus claim losses. The current deductible level is \$100,000 with the \$250,000 level being evaluated at the November Village Board meeting. Each year this deductible level will be re-evaluated. Following Board discussion, the Village retained the \$100,000 for 2013.

Policy Consideration – NONE PROPOSED FOR FISCAL YEAR 2016

IRMA Excess Surplus

Each year IRMA evaluates resources on hand for operations and services. In years where a determination is made that there is an excess beyond need, a member can credit their annual contribution or leave the reserve on hand with IRMA. During 2013, the Village left the reserve at IRMA where the prior practice had been to apply any reserve to annual contributions. Staff recommends the continued accumulation of reserve at IRMA. In the event the Village has an adverse claim year with higher than expected deductible losses, the Village can apply accumulated credit to the following year annual contribution amount. Following Village Board discussion, the Village will continue to accumulate resources at IRMA, which can be used in the future towards annual contributions.

Policy Consideration

- Since FY 2011 the amount on account with IRMA has grown from \$81,500 or 58.5% of average deductible expense to \$284,500 or 204.3% of average deductible expense.
- Consider a dollar or percentage cap on accumulated resources.
- Consider potential projects for excess resources.

IMRF Pension Policy

Beginning January 1, 2010, the Illinois Municipal Retirement Fund (IMRF) gave participating governmental units the option of funding based on the actuarially required contribution (ARC) or based on a phase in rate (limited to 10% annual increase). The Village opted for the phase in rate with the understanding that full funding to the ARC level could follow during the year if financial conditions of the Village allow.

Policy Consideration – NONE PROPOSED FOR FISCAL YEAR 2016

Interfund Transfers

Establish a policy requiring Board approval of transfers of financial resources between Village funds in excess of \$50,000 determined to be necessary to support Village operations (excluding routine transfers to cover budgeted expenses) due to a revenue shortfall or other unforeseen financial circumstance. Transfers of this nature occur rarely but they do not show up in the monthly financial reports to the Village Board. Communication to the Village Board will be through the monthly financial report.

Policy Consideration

- General Fund includes \$600,000 in resources potentially assigned to the Garbage Fund.
- During Fiscal Year 2014, the Village transferred \$600,000 to the Garbage Fund.
- During Fiscal Year 2015, the Village reduced the transfer to \$450,000 and reinstated fees in the Garbage Fund.
- The preliminary budget includes \$450,000 consistent with practice in Fiscal Year 2015.
- Consider extent to which user fees should pay for services.
- Consider other expenditures that may have a higher priority than general resource support of the Garbage Fund.

MAJOR FINANCIAL POLICIES

Long Range Financial Planning

Annually the Village will update its long range financial forecast (which provides a five year projection) and the Village will update its long range capital inventory (which provides a ten year projection). The purpose of the long range financial planning is to forecast the impact of existing policies, practices and levels of service on the financial condition of the Village.

Policy Consideration - NONE PROPOSED FOR FISCAL YEAR 2016

Maintaining Legal Appropriations and Budget Amendments

Expenditures of the Village are officially established by the Appropriation Ordinance approved by the Village Board. Towards the end of the fiscal year, actual expenditures are compared to the establish expenditure limit in order to determine if the limit needs to be amended. Where possible amendments to increase the appropriation will be taken from appropriation levels where actual expenditures are projected to be less than the limit (resulting in a net \$0 change in appropriation). As part of the consideration of adjustment to appropriation, budget amendments may be considered where the anticipated fund level expense will be greater than the adopted budget.

Policy Consideration - NONE PROPOSED FOR FISCAL YEAR 2016

Increases in Fees and Charges for Service

As a non-home rule community, the increase in property taxes is limited to the annual change in the consumer price index (CPI) or 5%, whichever is less. Other fee increases follow a similar "tax cap" limitation to allow annual increases based on demonstrated cost of services. Annual increases avoid future large percentage increases. For the purpose of determining the cost of service, the planned accumulation of financial resources intended for the future purchase of capital appropriate for purchase on a pay-as-you-go basis are included, along with depreciation (where appropriate).

Policy Consideration

- Preliminary Fiscal Year 2016 Budget includes increases in service fees consistent with this policy.

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 Foreign Fire Insurance 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 maintains one major special revenue fund, the Garbage Fund, and two non-major funds, the Motor Fuel Tax Fund and the Enhanced 911 Fund. The Garbage Fund is used to account for revenues derived from a separate property tax levy and user fees used to finance garbage collection and disposal within the Village.

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 2005 Limited Tax G.O. Bonds and 2009 G.O. Bonds.

Capital Projects Funds – Capital Project Funds are used to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by business-type/proprietary funds). The Capital Projects Fund, a major fund, is used to account for the 2009 General Obligation bond proceeds used for the construction of various streets, sewer, building improvements, and for the purchase of a replacement fire engine.

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 as 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.



SUPPORTING MATERIALS

The Supporting Materials section includes the following:

- Administrative Staff
- Directory of Commissions and Boards
 - Appointed Village Officials
 - Zoning Board of Appeals/Zoning Commission
 - Plan Commission
 - Historic Preservation Commission
 - Glencoe Golf Club Advisory Committee
 - Human Relations Forum
 - Public Safety Commission
 - Police Pension Fund Board
 - Firefighters' Pension Fund Board
- Budget Calendar for Fiscal Year 2016



ADMINISTRATIVE STAFF

MARCH 2015

<u>Name</u>	<u>Present Position</u>	<u>Year Appointed to Present Position</u>	<u>Village Staff</u>
Philip A. Kiraly	Village Manager	2013	2013
Ron Dussard	IT Coordinator	2008	2008
Laura Boll	Executive Assistant	2013	2013
David Kraus	Management Analyst	2015	2013
Stella Nanos	Glencoe Golf Club Manager	1999	1999
David A. Clark	Director of Finance	1999	1988
Denise Joseph	Assistant to the Director of Finance	2012	2010
Cary Lewandowski	Director of Public Safety	2013	2013
Alan Kebby	Deputy Chief	2009	1983
Richard L. Bookie	Deputy Chief	2015	1986
Michael McCormick	Lieutenant	2010	1985
Michael Neimark	Lieutenant	2014	1990
Mary Saikin	Lieutenant	2008	1997
Richard S. Weiner	Lieutenant	2001	1985
Lee Weinzimmer	Lieutenant	2008	1989
Mark Wold	Lieutenant	2013	1990
David C. Mau	Director of Public Works	1996	1990
Donald Kirk	Assistant to the Director of Public Works	2013	2013
John L. Houde	Building & Zoning Administrator	2009	1979
Nathan Parch	Planning & Development Administrator	2013	2001
Christine Van Dornick	Village Engineer	1999	1996
Michael A. Moran	General Superintendent	1997	1979
Raymond Irby	Public Works Supervisor	2000	1990
Daniel Quartell	Public Works Supervisor	2013	1991
Robert Waring	Public Works Supervisor	2012	1991
Alex Urbanczyk	Water Plant Superintendent	2014	2011

APPOINTED VILLAGE OFFICIALS

Name	Year Appointed	Term Expires
Steven Elrod <i>Village Attorney</i>	2014	May 2015
Philip Kiraly <i>Village Clerk</i>	2013	May 2015
David A. Clark <i>Deputy Village Clerk</i>	2001	May 2015
Cary Lewandowski <i>Village Marshal</i>	2013	May 2015
David Mau <i>Street Commissioner</i>	1996	May 2015
David A. Clark <i>Village Treasurer</i>	1999	May 2015
David A. Clark <i>Village Collector</i>	1999	May 2015
Terry Weppler <i>Village Prosecutor</i>	1994	Continuing
<i>Parking Adjudicator</i>	Vacant	Vacant

ZONING BOARD OF APPEALS/ZONING COMMISSION (5 Year Term)

Name	Year Appointed	Term Expires
Howard Roin (Chair)	2009	May 2018
Deborah Carlson	2012	August 2017
David J. Friedman	2009	January 2019
Ed Goodale	2007	May 2016
Jim Nyeste	2007	July 2015
Steve Ross	2007	May 2016
Trent Cornell	2013	May 2015

PLAN COMMISSION
(4 Year Term)

Name	Year Appointed	Term Expires
Caren Thomas (Chair)* <i>Public-at-Large</i>	1997	May 2017
Barbara Miller <i>Village Board</i>	2013	May 2017
Harriet Resnick** <i>Public-at-Large</i>	2014	May 2017
Marya Morris** <i>Public-at-Large</i>	2009	May 2017
Bruce Huvard** <i>Public-at-Large</i>	2005	May 2017
Ed Goodale*** <i>Zoning Board of Appeals</i>	2007	May 2015
Tom Scheckelhoff*** <i>Historic Preservation Commission</i>	2007	June 2017
Gary Ruben – Ex Officio* <i>School Board</i>	2011	May 2015
Seth Palatnik – Ex Officio* <i>Park District</i>	2011	May 2015
Louis Goldman – Ex Officio* <i>Library Board</i>	2009	June 2015

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(***) .

HISTORIC PRESERVATION COMMISSION
(5 Year Term)

Name	Year Appointed	Term Expires
Tom Scheckelhoff (Chair)	2007 Appointed Chair 2011	June 2017
John Eifler	2011	May 2016
Diane Schwarzbach	2008	August 2013
Peter VanVechten	2008	May 2018
Rod Winn	2011	April 2016

GLENCOE GOLF CLUB ADVISORY COMMITTEE
(4 Year Term)

Name	Year Appointed	Term Expires
Dale Thomas (Chair)	2013	May 2016
Jim Hirsch	2011	October 2014
Joe Keefe	2011	May 2016
Mitch Melamed	2010	July 2013
Scott Shore	2012	June 2016
John Nesbitt	2008	February 2014
Ronald Schmidt	2011	July 2014
Stella Nanos, Golf Club General Manager		Continuing

GLENCOE COMMUNITY RELATIONS FORUM
(4 Year Term)

Name	Year Appointed	Term Expires
David Wood (Chair)	2014	January 2017
(VB Representative)	Vacant	Vacant
Margot Flanagan	2007	July 2013
Rabbi Steven Lowenstein	2011	May 2014
Paula Alexander	2011	October 2014
John O'Dwyer	2014	March 2017
Sasha Von Varga	2014	April 2017
Steven Arenson	2014	April 2017
Rev. Norris Jackson	2014	May 2017

PUBLIC SAFETY COMMISSION
(3 Year Term)

Name	Year Appointed	Term Expires
Amy St. Eve (Chair)	2007	April 2017
Andrew Berlin	2011	October 2017
Daniel Rubinstein	2007	April 2017

POLICE PENSION FUND BOARD
(2 Year Term)

Name	Year Appointed	Term Expires
Michael Neimark, President	1998	April 2016
Pete Neville, Secretary	2007	April 2016
Joseph Walter, Trustee	2008	April 2016
Bruce Becker, Trustee	2014	May 2016
Christopher Pfaff, Trustee	2010	March 2016
David A. Clark, Finance Director	1999	Continuing

FIREFIGHTERS' PENSION FUND BOARD

Representation	Name	Term Expires
President	Philip Kiraly	Continuing
Secretary	Cary Lewandowski	Continuing
Treasurer	David A. Clark	August 2016
Village President	Larry Levin	Continuing
Village Attorney	Steve Elrod	Continuing
Trustee	Robert Martell	

February 2014	Finance Committee	<ul style="list-style-type: none"> •Review Draft FY 2016 Budget Calendar
March 2014	Finance Committee	<ul style="list-style-type: none"> •Review Property Tax Policy •Review Property Tax Abatement Policy •Review of Department Operations
April 2014	Finance Committee	<ul style="list-style-type: none"> •Review Pension Policies •Review of Departmental Operations - Continued
May 2014	Village Board	<ul style="list-style-type: none"> •Strategic Planning Session
July 2014	Finance Committee	<ul style="list-style-type: none"> •Review Performance Measures •Review Strategic Plan •Review Financial Planning Methods & Goals
August 2014	Finance Committee	<ul style="list-style-type: none"> •Continue Review from July 2014
September 2014	Finance Committee & Village Board	<ul style="list-style-type: none"> •Workshop Meeting to Review Budget Process & Financial Policies •Review Long Range Financial Forecast & Capital Inventory
October 2014	Village Board	<ul style="list-style-type: none"> •Continue Review of Long Range Financial Forecast (if necessary) •Schedule 2014 Tax Levy Hearing
November 2014	Finance Committee & Village Board	<ul style="list-style-type: none"> •Introduce Preliminary Budget and Proposed Tax Levy •Review Actuarial Reports
December 2014	Finance Committee & Village Board	<ul style="list-style-type: none"> •Continue Review of Recommended Revenue Budget •Continue Review of Recommended Operating Budget •Continue Review of Recommended Capital Budget •Consideration of Proposed 2014 Tax Levy
January 2015	Finance Committee & Village Board	<ul style="list-style-type: none"> •Continue Review of Recommended Revenue Budget •Receive Staffing Analysis and Personnel Budget
February 2015	Village Board	<ul style="list-style-type: none"> •Consider FY2015 Supplemental Appropriation Ord. (if necessary) •Consideration and Adoption of Fiscal Year 2015 Budget
March 2015	Village Board	<ul style="list-style-type: none"> •Official Approval of Fiscal Year 2016 Budget
April 2015	Village Board	<ul style="list-style-type: none"> •Consider Fiscal Year 2016 Appropriation Ordinance •Receive Fiscal Year 2016 Budget Document



STATISTICAL DATA

The Statistical Data section includes the following:

- Rates and Fees
- Schedule of Fees
- Census Data
- Miscellaneous Statistical Data

**VILLAGE OF GLENCOE
RATES & FEES**

	FY 2013	FY 2014	FY 2015	FY 2016
Property Tax Rate (Village Only)	1.063/\$100 EAV	1.349/\$100 EAV	N/A	N/A
	Received in 2012	Received in 2013	Received in 2014	Received in 2015
Utilities				
Sewer Rates	\$.957 x consumption	\$.957 x consumption	\$.957 x consumption	\$.971 x consumption
Water Rates	\$3.403/ per 100 cu.ft	\$3.403/ per 100 cu.ft	\$3.403/ per 100 cu.ft	\$3.454/ per 100 cu.ft
Rubbish (Residential) - once-a-week pick-up	\$40.82 per quarter	\$28.81 per quarter	\$40.82 per quarter	\$41.56 per quarter
Yardwaste Collection Fee	\$5 per quarter	\$5 per quarter	\$5 per quarter	\$5 per quarter
SWANCC	\$3.75 per quarter	\$3.75 per quarter	\$3.75 per quarter	\$3.75 per quarter
Base Garbage Collection Fee	\$49.57 per quarter	\$37.56 per quarter	\$49.57 per quarter	\$50.31 per quarter
Rubbish (Residential)- twice-a-week pick-up	\$81.20 per quarter	\$81.20 per quarter	\$81.20 per quarter	\$82.42 per quarter
Recycling	\$16.05 per quarter	\$16.05 per quarter	\$16.05 per quarter	\$16.25 per quarter
Yardwaste	\$120 annually	\$120 annually	\$120 annually	\$120 annually
Yardwaste Stickers	\$2 per sticker	\$2 per sticker	\$2 per sticker	\$2 per sticker
Late Payment Charge	10% of bill	10% of bill	10% of bill	10% of bill
Minimum quarterly bill for:				
Sewer	\$9.57	\$9.57	\$9.57	\$9.71
Water	\$34.03	\$34.03	\$34.03	\$34.54
Licenses				
Vehicle License	\$75	\$75	\$75	\$50
Senior	\$37.50	\$37.50	\$37.50	\$25.00
Hybrid Rate	50% of the cost of the sticker	50% of the cost of the sticker	50% of the cost of the sticker	\$0
Replacement	\$10	\$10	\$10	\$0
	Discount if payment is received prior to 4/15	Discount if payment is received prior to 4/15	Discount if payment is received prior to 4/15	
Animal	Neutered or Spayed - \$10 Unattended - \$15	Neutered or Spayed - \$10 Unattended - \$15	Neutered or Spayed - \$10 Unattended - \$15	Neutered or Spayed - \$10 Unattended - \$10
Other Rates / Fees				
Commuter Parking	Daily \$2.00	Daily \$2.00	Daily \$2.00	Daily \$2.00
(Fee for Resident & Non-Resident)	Quarterly \$75 Annual \$270	Quarterly \$75 Annual \$270	Quarterly \$75 Annual \$270	Quarterly \$75 Annual \$270
Building Permit Fees (NEW CONSTRUCTION)	FAR x \$6.20 PER SQ.FT	FAR x \$6.20 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	\$300	\$300	\$300	\$300
13 occurrences	\$300	\$300	\$300	\$300
14 occurrences	\$300	\$300	\$300	\$300
15 or more occurrences	\$500	\$500	\$500	\$500
Ambulance Fees				
Resident Fees				
ALS 1	\$600	\$600	\$600	\$609
ALS 2	\$683	\$683	\$683	\$693
BLS	\$522	\$522	\$522	\$530
Non-Resident Fees				
ALS 1	\$688	\$688	\$688	\$698
ALS 2	\$766	\$766	\$766	\$777
BLS	\$610	\$610	\$610	\$619
Mileage Charge	\$7.17 per mile	\$7.17 per mile	\$7.17 per mile	\$10.00 per mile

VILLAGE OF GLENCOE - SCHEDULE OF FEES, CHARGES, FINES PENALTIES
FISCAL YEAR 2016: MARCH 1, 2015 - FEBRUARY 28, 2016

Corresponding Section of the Glencoe Village Code	Fee Description	Fee Amount - FY2016
Chapter 4: Alcoholic Beverages		
Section 4-10 (a)	Class A-1 Liquor License - Annual	\$2,000.00
Section 4-10 (b)	Class A-2 Liquor License - Annual	\$1,000.00
Section 4-10 (c)	Class B-1 Liquor License - Annual	\$2,000.00
Section 4-10 (d)	Class B-2 Liquor License - Annual	\$375.00
Section 4-10 (e)	Class B-3 Liquor License - Annual	\$100.00
Section 4-10 (f)	Class C-1 Liquor License - Annual	\$1,000.00
Section 4-10 (g)	Class C-2 Liquor License - Annual	\$500.00
Section 4-10 (h)	Class C-3 Liquor License - Annual	\$2,000.00
Section 4-10 (i)	Class C-4 Liquor License - Annual	\$2,000.00
Section 4-10 (j)	Class C-5 Liquor License - Annual	\$1,500.00
Section 4-10 (k)	Class C-6 Liquor License - Annual	\$2,500.00
Section 4-10 (k)	Special Class D Liquor License - Daily	\$50.00
Section 4-10 (l)	Special Class D-1 Liquor License - Daily	\$50.00
Section 4-10 (m) (vii)	Special Class E Liquor License - Daily	\$50.00
Section 4-10 (n)	Class F Liquor License - Annual	\$700.00
Section 4-10 (o)	Class G Liquor License - Annual	\$200.00
Section 4-10 (p)	Class H Liquor License - Annual	\$100.00
Section 4-10 (q)	Class I Liquor License - Annual	\$100.00
Section 4-10 (r)	Class J Liquor License - Annual	\$2,000.00
Section 4-10 (s)	Class K Liquor License - Annual	\$1,750.00
Section 4-10 (t)	Class L Liquor License - Annual	\$3,000.00
Sections 4-43, 4-71, et al	Fine - Per Violation of Any Chapter Provision	\$25.00 - \$750.00
Section 5-44	Application Fee for Permit to Conduct Professional Filming or Taping	\$250.00
Section 5-46 (c) (1)	Total/Disruptive Use of Public Building During Normal Hours - Daily	\$1,000.00
Section 5-46 (c) (2)	Partial/Non-Disruptive Use of Public Building During Non-Operating Hours - Daily	\$500.00
Section 5-46 (c) (3)	Total Closure of Public Street/Right-of-Way - Hourly	\$100.00
Section 5-46 (c) (4)	Partial Closure/Obstruction of Public Street/Right-of-Way - Hourly	\$50.00
Chapter 6: Animals and Fowl		
Section 6-20 (10)	Dog/Cat License - Annual	\$10.00
Section 6-30 (6)	Impoundment Fee - Licensed Animal	\$50.00 + Costs
Section 6-30 (6)	Impoundment Fee - Unlicensed Animal	\$50.00 + Costs
Section 6-50 (1)	Violations of 6-2 (a), 6-2 (b), 6-2 (f), 6-2 (g) or 6-18 - First Annual Offense	\$50.00
Section 6-50 (1)	Violations of 6-2 (a), 6-2 (b), 6-2 (f), 6-2 (g) or 6-18 - Second Annual Offense	\$100.00
Section 6-50 (1)	Violations of 6-2 (a), 6-2 (b), 6-2 (f), 6-2 (g) or 6-18 - Third Annual Offense	\$250.00
Section 6-50 (1)	Violations of 6-2 (a), 6-2 (b), 6-2 (f), 6-2 (g) or 6-18 - Fourth Annual Offense	\$500.00
Section 6-50 (1)	Violations of 6-2 (a), 6-2 (b), 6-2 (f), 6-2 (g) or 6-18 - Fifth Annual Offense	\$750.00
Section 6-50 (1)	Violations of 6-2 (a), 6-2 (b), 6-2 (f), 6-2 (g) or 6-18 - Each Annual Offense Thereafter	\$750.00
Section 6-50 (2)	Violations of 6-2 (c), 6-2 (d), 6-2 (e) or Section 6-15	\$25.00 - \$750.00
Section 6-50 (3)	Fine - Failure to Provide Licensing Documentation 30 Days After Notice of Violation	\$50.00
Chapter 7: Auctions and Auctioneers		
Section 7-3	Auctioneer's License - Annual	\$100.00
Section 7-3	Auctioneer's License - Monthly	\$30.00
Section 7-3	Auctioneer's License - Daily	\$5.00
Chapter 8: Barbershops		
Section 8-6	License Fee - Annual	\$30.00
Chapter 9: Buildings and Construction		
Section 9-10 (b)	Six-Month Building Permit Extension Fee	33% of Original Permit
Section 9-15 (a)	Building Permit	3% of Cost (Min. \$50)
Section 9-15 (a)	New Dwelling Building Permit - Per Square Foot	\$6.20
Section 9-15 (b)	Electrical Permit	3% of Cost (Min. \$50)
Section 9-15 (c)	Plumbing Permit	3% of Cost (Min. \$50)
Section 9-15 (d)	Fence Permit	\$100.00
Section 9-15 (e)	New Driveway Permit	\$100.00

**VILLAGE OF GLENCOE - SCHEDULE OF FEES, CHARGES, FINES PENALTIES
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Section 9-15 (e)	Driveway Resurfacing Permit	\$50.00
Section 9-15 (f)	Public Property Excavation Permit	\$50.00
Section 9-15 (g) (1) (A)	Air Conditioner/Generator Permit	\$100.00
Section 9-15 (g) (1) (B)	Business Window Sign or Awning Permit	\$50.00
Section 9-15 (g) (1) (B)	Wall, Blade or Other Sign Permit	\$100.00
Section 9-15 (g) (1) (C)	Grade Change Permit (Without Building Permit)	\$140.00
Section 9-15 (g) (1) (D)	Parkway Opening Permit	\$50.00
Section 9-15 (j)	Parkway Opening Permit Deposit	\$500.00
Section 9-15 (g) (1) (E)	Roof Replacement Permit	\$100.00
Section 9-15 (g) (1) (F)	Sanitary/Storm Connection or Repair on Public Property Permit	\$100.00
Section 9-15 (g) (1) (G)	Sanitary/Storm Connection or Repair on Private Property Permit	\$100.00
Section 9-15 (g) (1) (H)	Subdivision Engineering Review - Per Lot	\$100.00
Section 9-15 (g) (1) (I)	Water Meter Installation Permit	Village Cost + 15%
Section 9-15 (g) (1) (J)	Water Tap Fee on Village Main	Village Cost
Section 9-15 (g) (1) (K)	Water Tap Parts	Village Cost + 15%
Section 9-15 (k)	If Actual Project Costs Exceed Building Permit's Estimated Value More than 25%	10% of Project Cost
Section 9-15 (l)	Eleemosynary Institutions: Building, Electrical or Plumbing Permits	.25% of Project Cost
Section 9-18: 109.5	If Project Requiring Building/Construction Permit(s) Started Without Permit(s)	\$750.00 & Permit Fees Doubled
Section 9-18: 114.4	Violation of Chapter 9 Provisions - Per Day or Occurrence	\$25.00 - \$750.00
Section 9-18: 114.4	Misdemeanor Violation of Chapter if Summons by Certified Mail - Per Occurrence	\$25.00 - \$750.00
Section 9-18: 115.4	Stop Work Order Cancellation Fee	\$100.00
Section 9-30 (a)	Building/Street Permit Deposit for Street/Sidewalk Restoration	\$500.00 Minimum
Section 9-61	Building or Structure Transportation/Removal Permit Surety Bond	\$10,000.00
Section 9-72.1(c)	Pool Drainage Permit for Discharge Into Sewer System Exceeding 35 Gallons/Minute	\$50.00
Section 9-72.1(e)	Pool Drainage Permit - Surety Bond	\$10,000.00
Section 9-92	Grade Change Permit Application Fee (Without Building Permit)	\$140.00
Section 9-105 (B)	Violations of Chapter 9, Article XIV - Per Day or Occurrence	\$25.00 - \$750.00
Chapter 9A: Burglar and Fire Alarms		
Section 9A-5 (1)	Initial Alarm Permit Fee - Annual	\$50.00
Section 9A-5 (2)	Alarm Permit Fee Renewal - Annual	\$50.00
Section 9A-5 (3)	One-Time Connection Fee - Per Alarm System	\$50.00
Section 9A-5 (4)	Initial Alarm Permit Fee for Residents Age 65 & Over - Annual	\$25.00
Section 9A-5 (4)	Alarm Permit Fee Renewal for Residents Age 65 & Over - Annual	\$25.00
Section 9A-5 (4)	One-Time Connection Fee for Residents Age 65 & Over - Per Alarm System	\$25.00
Section 9A-7 (1) (i)	Charge for Third through Fifth False Alarms in Calendar Year - Per Occurrence	\$60.00
Section 9A-7 (1) (ii)	Charge for Sixth through Eighth False Alarms in Calendar Year - Per Occurrence	\$120.00
Section 9A-7 (1) (iii)	Charge for Ninth through Eleventh False Alarms in Calendar Year - Per Occurrence	\$240.00
Section 9A-7 (1) (iv)	Charge for Twelfth through Fourteenth False Alarms in Calendar Year - Per Occurrence	\$300.00
Section 9A-7 (1) (v)	Charge for Fifteenth and Additional False Alarms in Calendar Year - Per Occurrence	\$500.00
Section 9A-10	Late Charge for Permit Fees or Service Charge Payments Not Paid Within 30 Days	10% of Billed Amount
Chapter 10A: Discrimination		
Chapter 11: Drains, Sewers and Sewage Disposal		
Section 11-2	Drain Laying/Sewer Building Licensed Surety Bond - Annual	\$5,000.00
Chapter 12: Dry Cleaners and Laundries		
Section 12-4	Dry Cleaning Establishment License - Annual	\$60.00
Section 12-9	Dry Cleaning Outlet License - Annual	\$25.00
Section 12-12	Laundry License - Annual	\$60.00
Chapter 14: Electrical Contractors		
Chapter 15: Filling Stations and Public Garages		
Section 15-4	Filling Station License - Annual	\$150.00
Chapter 16: Fines and Imprisonment		
Section 16-1	Any Violation of Village Code - Per Occurrence	\$25.00 - \$750.00
Section 16-1	Any Violation of Village Code if Summons by Certified Mail - Per Occurrence	\$25.00 - \$750.00
Chapter 17: Fire Prevention		

VILLAGE OF GLENCOE - SCHEDULE OF FEES, CHARGES, FINES PENALTIES
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Section 109.3	Any Violation of Code Chapter - Per Occurrence	\$25.00 - \$750.00
Section 109.3	Any Violation of Code Chapter if Summons Made by Certified Mail - Per Occurrence	\$25.00 - \$750.00

Chapter 18: Florists

Section 18-4	License Fee - Annual	\$40.00
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Chapter 20: Garbage, Rubbish & Weeds

Section 20-14 (5)	Replacement Cost for Lost, Stolen or Damaged 65-Gallon Recycling Container	No Charge
Section 20-14 (?)	Replacement Cost for Lost, Stolen or Damaged 90-Gallon Waste Container	\$60.00
Section 20-22 (2) (a)	Single-Family Once-per-Week Base Garbage Collection Service - Per Quarter	\$49.57 \$50.31
Section 20-22 (2) (b)	Single-Family Additional Second Day per Week Garbage Collection Fee - Per Quarter	81.2 \$82.42
Section 20-22 (2) (c)	All Others Once-per-Week Garbage Collection Service - Per Quarter	\$136.90 \$138.95
Section 20-22 (2) (d)	All Other Users (Heavy Service)	TBD by PW Director
Section 20-22 (3)	Recycling: All Residential Premises Eligible for Regular Collection - Per Quarter	\$16.05 \$16.25
Section 20-22 (3)	Commercial Recycling for Premises Using Village Garbage Collection - Per Quarter	TBD by PW Director
Section 20-22 (4)	Agency Fee for Residential Premises Eligible for "Regular Pick-Up Service" - Per Quarter	\$3.75
Section 20-22 (5) (a)	Special Pick-Up Service - Minimum Charge	\$40.00
Section 20-22 (5) (d)	Special Pick-Up Service - Additional Rate	TBD by PW Director
Section 20-22 (6) (a)	Supplemental Garbage Collection Service - Per Pick-Up Minimum Rate	\$25.00
Section 20-22 (7) (a)	Fee for Residential Premises Eligible for Yard Waste Pick-Up Service - Per Quarter	\$5.00
Section 20-22 (7) (b)	Yard Waste Disposal Subscription Program - Annual	\$120.00
Section 20-22 (7) (b)	Yard Waste Disposal Sticker Program - Per Container, Bag or Bundle	\$2.00
Section 20-23 (4)	Late Charge for Waste Removal Service Payments Not Paid Within 30 Days	10%

Chapter 21: Health and Sanitation

Section 21-48 (1)	Clean-Up or Abatement of Any Hazardous Material Discharge	Village Cost
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Chapter 21A: Sewer Use and User Charges

Section 21A-37 (b)	Lab Analysis of Industrial Wastewater Discharge to Ensure Regulatory Compliance	Applicant Cost
Section 21A-37 (c)	Outside Analysis of Industrial Wastewater Discharge to Ensure Compliance	Village Cost
Section 21A-39	Special Arrangement by Village for Treatment of Industrial Waste of Special Character	Negotiable
Section 21A-51	Any Violation of Time Limit Established in Code Section 21A-50 - Per Occurrence	\$25.00 - \$750.00
Section 21A-63 (a)	Wastewater System Basic User Rate - Per Quarter	9.57 \$9.71
Section 21A-64 (1)	Wastewater System Non-Metered Minimum User Rate (to 1,000 Cu. Ft.) - Per Quarter	7.91 \$9.71
Section 21A-70 (c)	Late Charge for Service Charge Payments Not Paid Within 30 Days	10%
Section 21A-77	Any Violation of Code Chapter - Per Occurrence	\$25.00 - \$750.00

Chapter 22: Licenses and Permits Generally

Section 22-1 (2)	Fee for Any License or Permit Applied for After the Date Required by Code	150% of Fee
Section 22-8	Fee for Any License Applied for After the Expiration of Six Months of the Fiscal Year	50% of Fee
Section 22-18	Bakery License - Annual	\$45.00
Section 22-19	Grocery License - Annual	\$60.00
Section 22-20	Ice Cream Parlor License - Annual	\$40.00
Section 22-21 (c)	License for Wholesale Business Where Milk is Sold - Annual	\$125.00
Section 22-22 (3)	General Restaurant License - Annual	\$90.00
Section 22-22 (3)	Drive-In or Carry-Out Restaurant License - Annual	\$80.00
Section 22-23 (1) (b)	Annual License for All Other Vending - Per Machine	\$10.00
Section 22-24 (1)	Maximum Annual Coin-Operated Device or Video Game License Fee - Per Business	\$250.00
Section 22-25 (1)	Annual License to Install, Operate or Maintain an Elevator - Per Elevator	\$150.00
Section 22-26 (5)	Annual Valet Parking License Fee - Per Loading Area	\$100.00
Section 22-26 (15)	Any Violation of Code Section - Per Occurrence	\$25.00 - \$750.00
Section 22-31	General Business License - Annual	\$30.00
Section 22-40	Landscaper License - Annual	\$100.00
Section 22-43 (b)	Any Violation of Chapter 22, Article V - Per Occurrence	\$25.00 - \$750.00

Chapter 22A: Ambulance Fees

Section 22A-3 (1) A.	Resident ALS base level 1	\$600 \$609
Section 22A-3 (1) B.	Resident ALS base level 2	\$683 \$693
Section 22A-3 (1) C.	Resident BLS basic life support	\$522 \$530
Section 22A-3 (2) A.	NonResident ALS base level 1	\$688 \$698
Section 22A-3 (2) B.	NonResident ALS base level 2	\$766 \$777
Section 22A-3 (2) C.	NonResident BLS basic life support	\$610 \$619

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Section 22A-3 (b)	Ambulance Mileage Fee Per Mile	\$7.17-\$10.00
Chapter 23: Motor Vehicles & Traffic		
Section 23-45.1 (B) (2)	Fine for Individuals Under 16 Without a Bike Helmet - Second Violation	\$25.00
Section 23-45.1 (B) (3)	Fine for Individuals Under 16 Without a Bike Helmet - Third Violation	\$50.00
Section 23-45.1 (B) (4)	Fine for Individuals Under 16 Without a Bike Helmet - Fourth & Subsequent Violations	\$75.00
Section 23-67	All passenger/motor vehicles and motor bicycle or motor tricycle	\$50.00
Section 23-67	All passenger/motor vehicles and motor bicycle or motor tricycle (65 \$ Over)	\$25.00
Section 23-86.1 (2)	Penalty for Parking in a Handicapped or Medical Emergency Parking Area	\$250.00
Section 23-98.1 (4)	Parking Zone Requirements Exemption Permit - One Year	\$2.00
Section 23-102 (1)	Parking Fine Paid Within 10 Days with Waiver of Court Hearing - Per Violation	\$25.00
Section 23-102 (1)	Fine for a Violation of Parking Regulations - Per Offense	\$20.00 - \$500.00
Section 23-102 (2)	2nd - 5th Parking Violations Within Two-Year Period - Paid Within 10 Days	\$20.00
Section 23-102 (2)	2nd - 5th Parking Violations Within Two-Year Period - Paid After 10 Days	\$25.00
Section 23-102 (2)	6th Parking Violation Within Two-Year Period - Paid Within 10 Days	\$50.00
Section 23-102 (2)	6th Parking Violation Within Two-Year Period - Paid After 10 Days	\$55.00
Section 23-102 (2)	7th Parking Violation Within Two-Year Period - Paid Within 10 Days	\$75.00
Section 23-102 (2)	7th Parking Violation Within Two-Year Period - Paid After 10 Days	\$80.00
Section 23-102 (2)	8th Parking Violation Within Two-Year Period - Paid Within 10 Days	\$95.00
Section 23-102 (2)	8th Parking Violation Within Two-Year Period - Paid After 10 Days	\$100.00
Section 23-102 (2)	9th Parking Violation Within Two-Year Period - Paid Within 10 Days	\$110.00
Section 23-102 (2)	9th Parking Violation Within Two-Year Period - Paid After 10 Days	\$115.00
Section 23-102 (2)	10th Parking Violation Within Two-Year Period - Paid Within 10 Days	\$125.00
Section 23-102 (2)	10th Parking Violation Within Two-Year Period - Paid After 10 Days	\$130.00
Section 23-102 (2)	11 or More Parking Violations Within Two-Year Period - Paid Within 10 Days	\$140.00
Section 23-102 (2)	11 or More Parking Violations Within Two-Year Period - Paid After 10 Days	\$145.00
Section 23-103	Penalty for Tampering with Parking Meters/Fare Boxes - Per Offense	\$25.00 - \$750.00
Section 23-115 (b)	Towing Fee - Passenger Vehicle of Not More Than 7 Passengers	Tow Company Fee
Section 23-115 (b)	Towing Fee - Any Other Passenger Vehicle	Tow Company Fee
Section 23-115 (b)	Towing Storage Fee for Passenger Vehicles of Not More Than 7 Passengers - Per Day	Tow Company Fee
Section 23-115 (b)	Towing Storage Fee for Any Other Passenger Vehicles - Per Day	Tow Company Fee
Section 23-116	Commuter Parking Permit - Annual	\$270.00
Section 23-116	Commuter Parking Permit - Quarterly	\$75.00
Section 23-116	Commuter Parking Permit - Daily	\$2.00
Chapter 24: Offenses - Miscellaneous		
Section 24-8 (f) (4)	Violation of Prohibition Against Tobacco Use by Minors - First Offense	Up to \$75.00
Section 24-8 (f) (4)	Maximum Fine for Subsequent Violations of Prohibition Against Tobacco by Minors	\$250.00
Section 24-8 (f) (5)	Violation of Prohibition Against Tobacco Use by Minors - By Person Other than Minor	\$75.00 - \$250.00
Section 24-39	Fine for Violation of Village Nuisance Ordinance - Per Offense or Per Day	\$25.00 - \$750.00
Section 24-39	Amount Minimum Fine for Nuisance Violations Increases - Each Additional Violation	\$50.00
Section 24-52 (c)	Fine for Violation of Village Cannabis Ordinance (Less than 10 Grams) - Each Offense	\$75.00 - \$250.00
Chapter 25: Solicitation, Secondhand Stores and Itinerant Merchants		
Section 25-13 (a)	Fine for Violation of Solicitation Ordinance - Per Offense	\$25.00 - \$750.00
Section 25-13 (b)	Fine for Payment Within 10 Days of a Solicitation Ordinance Violation	\$50.00
Section 25-13 (b)	Fine for Payment After 10 Days of a Solicitation Ordinance Violation Prior to Prosecution	\$100.00
Section 25-14	License Fee for Secondhand or Resale Store - Annual	\$30.00
Section 25-17	License Fee for Itinerant Merchant - Per Day	\$5.00
Chapter 25A: Planning		
Section 25A-4	Copy of Village Comprehensive Plan - Per Copy	\$25.00
Chapter 27: Railroads		
Section 27-6	Railroad Crossing Obstruction Fee - Each Consecutive Five (5) Minutes	\$10.00
Chapter 28: Retailers' Occupation Tax		
Section 28-1	Tax on Sale of Tangible Personal Property at Retail	1%
Chapter 29: Scavengers		
Section 29-3	Scavenger License - Annual	\$200.00

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Section 29-3	Scavenger License Vehicle Fee - Per Vehicle	\$5.00
Chapter 30: Streets & Sidewalks		
Section 30-18	Deposit Fee - Driveway Construction or Alteration (See Section 9-15)	\$1,000.00
Section 30-31	Street Opening Permit Fee - Less than 60 Square Feet in Area	\$2,300.00
Section 30-31	Street Opening Permit Fee - Each Additional 10 Square Feet	\$300.00
Section 30-70	Annual License Fee - Snow Removal by Use of Snowplow	\$100.00
Section 30-71	Annual Bond - Snow Removal by Use of Snowplow	\$10,000.00
Section 30-79 (a) (1)	Liability Insurance Requirement - Utility Occupying/Constructing in Right-of-Way	\$5,000,000.00
Section 30-79 (a) (2)	Automobile Liability Requirement - Utility Occupying/Construction in Right-of-Way	\$1,000,000.00
Section 30-79 (3)	Workers' Compensation Requirement - Utility Occupying/Construction in Right-of-Way	Statutory
Section 30-79 (4)	Employers' Liability Requirement - Utility Occupying/Construction in Right-of-Way	\$1,000,000.00
Section 30-81 (c)	Security Deposit - Construction of a Facility in the Public Right-of-Way	Cost of Restoration
Section 30-94	Any Violation of Chapter 30 - Per Occurrence	Per Code Provisions
Chapter 31: Subdivisions		
Section 31-1.15 (a) (1)	Initial Plat Filing Application Fee	To Be Determined
Section 31-1.15 (a) (2) (C)	Supplemental Plat Filing Application Fee	Village Cost
Section 31-1.17 (b)	Final Plat Filing Application Fee	To Be Determined
Section 31-1.17 (b)	Final Plat Filing Application Fee Escrow	To Be Determined
Section 31-3.11 (m) (3)	School Impact Fee - Single Family 2-Bedroom Detached	\$3,350.00
Section 31-3.11 (m) (3)	School Impact Fee - Single Family 3-Bedroom Detached	\$10,230.00
Section 31-3.11 (m) (3)	School Impact Fee - Single Family 4-Bedroom Detached	\$16,000.00
Section 31-3.11 (m) (3)	School Impact Fee - Single Family 5-Bedroom or More Detached	\$11,855.00
Section 31-3.11 (m) (3)	School Impact Fee - Single Family 2-Bedroom Attached	\$2,620.00
Section 31-3.11 (m) (3)	School Impact Fee - Single Family 3-Bedroom Attached	\$5,110.00
Section 31-3.11 (m) (3)	School Impact Fee - Single Family 4-Bedroom or More Attached	\$9,010.00
Section 31-3.11 (m) (3)	School Impact Fee - Multi-Family 1-Bedroom	\$60.00
Section 31-3.11 (m) (3)	School Impact Fee - Multi-Family 2-Bedroom	\$2,430.00
Section 31-3.11 (m) (3)	School Impact Fee - Multi-Family 3-Bedroom or More	\$6,845.00
Section 31-3.11 (n) (3)	Park Impact Fee - Single Family 2-Bedroom Detached	\$4,290.00
Section 31-3.11 (n) (3)	Park Impact Fee - Single Family 3-Bedroom Detached	\$6,165.00
Section 31-3.11 (n) (3)	Park Impact Fee - Single Family 4-Bedroom Detached	\$8,000.00
Section 31-3.11 (n) (3)	Park Impact Fee - Single Family 5-Bedroom or More Detached	\$8,020.00
Section 31-3.11 (n) (3)	Park Impact Fee - Single Family 1-Bedroom Attached	\$2,540.00
Section 31-3.11 (n) (3)	Park Impact Fee - Single Family 2-Bedroom Attached	\$4,235.00
Section 31-3.11 (n) (3)	Park Impact Fee - Single Family 3-Bedroom Attached	\$5,090.00
Section 31-3.11 (n) (3)	Park Impact Fee - Single Family 4-Bedroom or More Attached	\$6,690.00
Section 31-3.11 (n) (3)	Park Impact Fee - Multi-Family Efficiency	\$2,755.00
Section 31-3.11 (n) (3)	Park Impact Fee - Multi-Family 1-Bedroom	\$3,740.00
Section 31-3.11 (n) (3)	Park Impact Fee - Multi-Family 2-Bedroom	\$4,070.00
Section 31-3.11 (n) (3)	Park Impact Fee - Multi-Family 3-Bedroom or More	\$6,495.00
Section 31-4.2 (b) (1)	Performance Security for Public Improvements	110% of Estimated or Actual Costs
Section 31-4.5	Guaranty Security for Public Improvements for 2 Years Following Village Acceptance	10% of Actual Costs
Chapter 32: Taxicabs and Other Vehicles for Hire		
Section 32-4	Taxicab License for Each Taxicab Driver Operating in Village - Annual	\$35.00
Chapter 33: Tobacco Dealers		
Section 33-2	Tobacco and Cigar Dealer's License - Annual	\$25.00
Chapter 34: Trees and Shrubs		
Section 34-28 (b) (2)	Security Deposit for Removal/Replacement Cost of a Dead/Damaged Priority Tree	To Be Determined
Section 34-29 (a) (1)	Penalty for Cutting/Destruction of Priority Tree without Permit - Per Tree or Per Day	\$750.00
Section 34-29 (b)	Fine for Any Other Violation of Chapter 34 - Per Offense or Per Day	\$25.00 - \$750.00
Chapter 34-A: Uncollected Debts Generally		
Section 34A-4 (a)	"First Notice" Late Penalty Following 30-Day Period of Non-Payment	10%
Section 34A-6 (f)	Serving "Final Notice" and All Subsequent Costs Associated with Collection	Village Cost
Chapter 35: Undertakers		
Chapter 35A: Taxation		
Section 35A-2 (a)	Natural Gas Tax - Gross Receipts	5%
Section 35A-2 (b) (1) (A)	Electricity Tax - First 2,000 Kilowatt Hours Used per Month	\$.0061/kWh

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Section 35A-2 (b) (1) (B)	Electricity Tax - Next 48,000 Kilowatt Hours Used per Month	\$.0040/kWh
Section 35A-2 (b) (1) (C)	Electricity Tax - Next 50,000 Kilowatt Hours Used per Month	\$.0036/kWh
Section 35A-2 (b) (1) (D)	Electricity Tax - Next 400,000 Kilowatt Hours Used per Month	\$.0035/kWh
Section 35A-2 (b) (1) (E)	Electricity Tax - Next 500,000 Kilowatt Hours Used per Month	\$.0034/kWh
Section 35A-2 (b) (1) (F)	Electricity Tax - Next 2,000,000 Kilowatt Hours Used per Month	\$.0032/kWh
Section 35A-2 (b) (1) (G)	Electricity Tax - Next 2,000,000 Kilowatt Hours Used per Month	\$.00315/kWh
Section 35A-2 (b) (1) (H)	Electricity Tax - Next 5,000,000 Kilowatt Hours Used per Month	\$.0031/kWh
Section 35A-2 (b) (1) (I)	Electricity Tax - Next 10,000,000 Kilowatt Hours Used per Month	\$.00305/kWh
Section 35A-2 (b) (1) (J)	Electricity Tax - Next 20,000,000 Kilowatt Hours Used per Month	\$.0030/kWh
Section 35A-5A (a)	Administrative Charge for Collection of Electricity Tax	3% of Collections
Section 35A-9	Telecommunications Tax - Gross Receipts	5%
Section 35A-17	Monthly 9-1-1 Surcharge - Each In-Service Network Connection	\$1.50
Section 35A-20	Administrative Charge for Collection of 9-1-1 Surcharge	3% of Collections
Section 35A-28 (a)	Infrastructure Maintenance Fee - Gross Receipts	1%
Section 35A-28 (b)	Administrative Charge for Collection of Infrastructure Maintenance Fee	2% of Collections
Section 35A-28 (c)	Interest on Fees Not Paid by Last Day of Month Following Month When Bill Issued	9%
Section 35A-41 (g)	Interest Rate on Village for Taxpayer's Overpayment of Tax - Per Year	6%
Section 35A-42	Interest on Late Payments, Underpayments & Non-Payments of Village Tax - Per Year	9%
Section 35A-44 (b)	Interest on Tax (Up to 4 Years) Under Voluntary Disclosure Application - Per Month	1%
Section 35A-47 (a)	Penalty for Late Filing of Village Taxpayer Tax Return	5% of Collections
Section 35A-47 (b)	Penalty for Failure by Village Taxpayer to File Tax Return	25% of Collections
Chapter 36: Water		
Section 36-9	Village Water System Connection Permit Fee	\$100.00
Section 36-9	Village Water System Connection Labor Fee - Per Connection	\$100.00
Section 36-9	Water System Connection Corp Stop - 1" Service Line	\$83.00
Section 36-9	Water System Connection Corp Stop - 1.5" Service Line	\$214.00
Section 36-9	Water System Connection Corp Stop - 2" Service Line	\$385.00
Section 36-9	Water System Connection Saddle - 1" Service Line	\$98.00
Section 36-9	Water System Connection Saddle - 1.5" Service Line	\$104.00
Section 36-9	Water System Connection Saddle - 2" Service Line	\$112.00
Section 36-9	Water System Connection Meter Installation - 1" Service Line	\$335.00
Section 36-9	Water System Connection Meter Installation - 1.5" Service Line	\$605.00
Section 36-9	Water System Connection Meter Installation - 2" Service Line	\$816.00
Section 36-10	Water System Connection - Buffalo Box	\$107.00
Section 36-10	Water System Connection Roundway - 1" Service Line	\$120.00
Section 36-10	Water System Connection Roundway - 1.5" Service Line	\$250.00
Section 36-10	Water System Connection Roundway - 2" Service Line	\$404.00
Section 36-16 (a)	Reactivation After Shut-Off for Nonpayment/Noncompliance	\$100.00
Section 36-16 (a)	Penalty for Illegally Reconnecting to the Water System Following Shut-Off	\$25.00 - \$750.00
Section 36-17 (b)	Emergency/Owner's Failure to Repair Individual Service Between Main and Meter	Village Cost
Section 36-18 (d)	Water Rate for Use in Construction Purposes - Per 1,000 Cubic Feet	34.03 \$34.54
Section 36-22 (b)	Penalty for Unauthorized Tampering/Interference with a Water Meter	\$25.00 - \$750.00
Section 36-23 (a)	Water Rate for Consumers - Per 1,000 Cubic Feet	34.03 \$34.54
Section 36-24	Minimum Charge During Each Three-Month Period - Per Meter	34.03 \$34.54
Section 36-26	Late Charge for Water Bills Not Paid On Last Day of Month in Which Bills Are Due	10%
Section 36-38	Fine for Each Violation of Chapter 36 - Per Day	\$25.00 - \$750.00
Section 36-49 (e)	Reactivation of Water Service Due to Cross-Connection Non-Conformance	\$100.00
Section 36-49	Cross Connection Device Lock Box Installation	\$25.00
Section 36-49	Cross Connection Device Lock Box Fee - Annual	\$25.00
Glencoe Golf Club Rates		
-	Weekday 18-Hole Early Bird (Before 7:30 a.m.)	\$30.00
-	Weekday 18-Hole Prime Time	\$42.00
-	Weekday 18-Hole Senior Membership (Monday - Thursday)	\$26.00
-	Weekday 18-Hole Junior Membership (Monday - Thursday)	\$22.00

**VILLAGE OF GLENCOE - SCHEDULE OF FEES, CHARGES, FINES PENALTIES
FISCAL YEAR 2016: MARCH 1, 2015 - FEBRUARY 28, 2016**

-	Weekday 18-Hole Twilight (After 2:30 p.m.)	\$28.00
-	Weekday 18-Hole Super Twilight (After 4:00 p.m.)	\$23.00
-	Weekday 9-Hole Prime Time	\$26.00
-	Weekday 9-Hole Senior Membership (Monday - Thursday)	\$22.00
-	Weekday 9-Hole Twilight (After 2:30 p.m.)	\$26.00
-	Weekend 18-Hole Prime-Time	\$50.00
-	Weekend 18-Hole Senior Membership (After 2:30 p.m.)	\$27.00
-	Weekend 18-Hole Junior Membership (After 2:00 p.m.)	\$23.00
-	Weekend 18-Hole Twilight (After 2:30 p.m.)	\$33.00
-	Weekend Super Twilight (After 4:00 p.m.)	\$23.00
-	Driving Range - Large Bucket	\$10.00
-	Driving Range - Small Bucket	\$6.00
-	Electric Cart 18-Hole - Per Person	\$16.00 \$17.00
-	Electric Cart 9-Hole - Per Person	\$10.00 \$11.00
-	Pull Cart 18-Hole - Per Person	\$6.00
-	Pull Cart 9-Hole - Per Person	\$4.00
-	Rental Clubs - Per Person	\$18.00
	Premium Rental Clubs	\$26.00
Freedom of Information Act (FOIA) Request Rates		
-	Copies - 8 1/2 x 11 or 8 1/2 x 14, Black & White - First 50 Pages	Free
-	Copies - 8 1/2 x 11 or 8 1/2 x 14, Black & White - Additional Pages - Per Side	\$0.15
-	Copies - 11 x 17, Black & White - Per Side	\$0.25
-	Color Copies - 8 1/2 x 11, 8 1/2 x 14 or 11 x 17 - Per Side	\$0.25
-	Electronic Copy - Compact Disc (80 Minutes)	\$1.00
-	Electronic Copy - Audio Cassette (60 Minutes)	\$1.50
-	Electronic Copy - Video Cassette (2 Hours/SP)	\$3.00
-	Certification - Per Record	\$1.00 + Copy Cost
-	Other Electronic Medium	Actual Cost
-	Mailing/Postage	Actual Cost
Miscellaneous Fees		
-	Leaf Bags - Per Bag	\$0.35
-	Leaf Bags - Per Bundle	\$8.50
-	Copies - Per Side	\$0.25
-	Village Map	\$5.00
-	Village Zoning Book	\$25.00
Revised 2/2015		

Village of Glencoe

Demographic Characteristics Based on 2010 Census

Total population	8,723	100%
Under 5 years	418	4.8%
5 to 9 years	805	9.2%
10 to 14 years	954	10.9%
15 to 19 years	749	8.6%
20 to 24 years	209	2.4%
25 to 29 years	117	1.3%
30 to 34 years	159	1.8%
35 to 39 years	390	4.5%
40 to 44 years	701	8%
45 to 49 years	821	9.4%
50 to 54 years	855	9.8%
55 to 59 years	703	8.1%
60 to 64 years	583	6.7%
65 to 69 years	439	5%
70 to 74 years	268	3.1%
75 to 79 years	216	2.5%
80 to 84 years	157	1.8%
85 years and over	179	2.1%
Median age (years)	44	(X)
16 years and over	6,352	72.8%
18 years and over	5,968	68.4%
21 years and over	5,755	66%
62 years and over	1,602	18.4%
65 years and over	1,259	14.4%
Male population	4,295	49.2%
Under 5 years	222	2.5%
5 to 9 years	404	4.6%
10 to 14 years	487	5.6%
15 to 19 years	414	4.7%
20 to 24 years	102	1.2%
25 to 29 years	54	0.6%
30 to 34 years	66	0.8%
35 to 39 years	175	2%
40 to 44 years	322	3.7%
45 to 49 years	374	4.3%
50 to 54 years	431	4.9%
55 to 59 years	346	4%
60 to 64 years	284	3.3%
65 to 69 years	215	2.5%

Demographic Characteristics Based on 2010 Census		
70 to 74 years	126	1.4%
75 to 79 years	113	1.3%
80 to 84 years	71	0.8%
85 years and over	89	1%
Male median age (con't)	43.5	(X)
16 years and over	3,079	35.3%
18 years and over	2,865	32.8%
21 years and over	2,748	31.5%
62 years and over	798	9.1%
65 years and over	614	7%
Female population	4,428	50.8%
Under 5 years	196	2.2%
5 to 9 years	401	4.6%
10 to 14 years	467	5.4%
15 to 19 years	335	3.8%
20 to 24 years	107	1.2%
25 to 29 years	63	0.7%
30 to 34 years	93	1.1%
35 to 39 years	215	2.5%
40 to 44 years	379	4.3%
45 to 49 years	447	5.1%
50 to 54 years	424	4.9%
55 to 59 years	357	4.1%
60 to 64 years	299	3.4%
65 to 69 years	224	2.6%
70 to 74 years	142	1.6%
75 to 79 years	103	1.2%
80 to 84 years	86	1%
85 years and over	90	1%
Median age (years)	44.5	(X)
16 years and over	3,273	37.5%
18 years and over	3,103	35.6%
21 years and over	3,007	34.5%
62 years and over	804	9.2%
65 years and over	645	7.4%
Race		
One Race	8,596	98.5%
White	8,201	94%
Black or African American	107	1.2%
American Indian and Alaska Native	8	0.1%
Asian	235	2.7%
Asian Indian	54	0.6%

Demographic Characteristics Based on 2010 Census		
Chinese	89	1%
Filipino	8	0.1%
Japanese	9	0.1%
Korean	43	0.5%
Vietnamese	5	0.1%
Other Asian [1]	27	0.3%
Native Hawaiian and Other Pacific Islander	1	0%
Native Hawaiian	0	0%
Guamanian or Chamorro	0	0%
Samoan	0	0%
Other Pacific Islander [2]	1	0%
Some Other Race	44	0.5%
Two or More Races	127	1.5%
White; American Indian and Alaska Native [3]	7	0.1%
White; Asian [3]	68	0.8%
White; Black or African American [3]	21	0.2%
White; Some Other Race [3]	8	0.1%
Race alone or in combination with one or more other races:		
White	8,316	95.3%
Black or African American	141	1.6%
American Indian and Alaska Native	24	0.3%
Asian	323	3.7%
Native Hawaiian and Other Pacific Islander	1	0%
Some Other Race	60	0.7%
Hispanic or Latino		
Total population	8,723	100%
Hispanic or Latino (of any race)	232	2.7%
Mexican	93	1.1%
Puerto Rican	24	0.3%
Cuban	11	0.1%
Other Hispanic or Latino [5]	104	1.2%
Not Hispanic or Latino	8,491	97.3%
Hispanic or Latino and Race		
Total population	8,723	100%
Hispanic or Latino	232	2.7%
White alone	177	2%
Black or African American alone	2	0%
American Indian and Alaska Native alone	3	0%
Asian alone	1	0%
Native Hawaiian and Other Pacific Islander alone	0	0%
Some Other Race alone	31	0.4%
Demographic Characteristics Based on 2010 Census		
Two or More Races	18	0.2%

Not Hispanic or Latino	8,491	97.3%
White alone	8,024	92%
Black or African American alone	105	1.2%
American Indian and Alaska Native alone	5	0.1%
Asian alone	234	2.7%
Native Hawaiian and Other Pacific Islander alone	1	0%
Some Other Race alone	13	0.1%
Two or More Races	109	1.2%

Relationship

Total population	8,723	100%
In households	8,719	100%
Householder	3,013	34.5%
Spouse [6]	2,273	26.1%
Child	3,206	36.8%
Own child under 18 years	2,726	31.3%
Other relatives	92	1.1%
Under 18 years	23	0.3%
65 years and over	33	0.4%
Nonrelatives	135	1.5%
Under 18 years	6	0.1%
65 years and over	17	0.2%
Unmarried partner	51	0.6%
In group quarters	4	0%
Institutionalized population	0	0%
Male	0	0%
Female	0	0%
Noninstitutionalized population	4	0%
Male	3	0%
Female	1	0%

Households by Type

Total households	3,013	100%
Family households (families) [7]	2,499	82.9%
With own children under 18 years	1,326	44%
Husband-wife family	2,273	75.4%
With own children under 18 years	1,191	39.5%
Male householder, no wife present	47	1.6%
With own children under 18 years	21	0.7%
Female householder, no husband present	179	5.9%
With own children under 18 years	114	3.8%
Nonfamily households [7]	514	17.1%
Householder living alone	458	15.2%

Demographic Characteristics Based on 2010 Census

Male	174	5.8%
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65 years and over	67	2.2%
Female	284	9.4%
65 years and over	172	5.7%
Households with individuals under 18 years	1,343	44.6%
Households with individuals 65 years and over	842	27.9%
Average household size	2.89	(X)
Average family size [7]	3.23	(X)

Housing Occupancy

Total housing units	3,209	100%
Occupied housing units	3,013	93.9%
Vacant housing units	196	6.1%
For rent	12	0.4%
Rented, not occupied	8	0.2%
For sale only	61	1.9%
Sold, not occupied	29	0.9%
For seasonal, recreational, or occasional use	42	1.3%
All other vacants	44	1.4%
Homeowner vacancy rate (percent) [8]	2.1	(X)
Rental vacancy rate (percent) [9]	4.7	(X)

Housing Tenure

Occupied housing units	3,013	100%
Owner-occupied housing units	2,775	92.1%
Population in owner-occupied housing units	8,123	(X)
Average household size of owner-occupied units	2.93	(X)
Renter-occupied housing units	238	7.9%
Population in renter-occupied housing units	596	(X)
Average household size of renter-occupied units	2.5	(X)

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
2010	8,723
Area -	3.86 square miles
Median Family Income (ACS survey)	\$235,000

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	3,000
Average Daily Pumpage	1,616,000 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>2012</u>	<u>2013</u>	<u>2014</u>
Ordinances Adopted -	28	22	20
Resolutions Adopted -	18	19	21
Village Board Meetings -	12	12	12
Special Board Meetings	3	1	1
Historic Preservation Commission	12	10	8
Plan Commission	3	10	10
Zoning Commission/Board of Appeals	9	9	9
Public Safety Commission	2	9	7
Human Relations Forum	10	8	6
Golf Advisory Committee	11	12	12
IT Steering Committee	8	10	8

<u>PUBLIC WORKS SERVICES -</u> <u>(streets, sewers, forestry)</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
Streets – Repaired (sq. ft.)	15,128	10,088	6,171
Times Plowed	15	20	15
Times Salted	15	47	30
Sidewalks – Repaired (sq. ft.)	172	902	0
Times Plowed	7	22	24
Sanitary Sewers – Cleaned (ft.)	175,712	252,082	171,057
Repaired (ft.)	92	15	4
Storm Sewers – Cleaned (ft.)	36,552	83,283	63,232
Repaired (ft.)	447	88	38

	<u>2012</u>	<u>2013</u>	<u>2014</u>
Manholes/Catch Basins -			
Cleaned	868	526	284
Repaired	42	41	26
Refuse/Landfill (tons)	2,945	3134	3251
Parkway Trees -			
Trimmed	755	413	196
Removed	264	318	372

<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
	2009	38	11,621,930
	2010	51	17,091,902
	2011	55	17,358,109
	2012	48	17,308,208
	2013	72	32,503,380
	2014	71	55,001,875

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
	2009	110	4,030,101
	2010	120	3,749,899
	2011	263	4,192,934
	2012	247	3,717,397
	2013	239	5,376,038
	2014	255	6,367,235

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>2012</u>	<u>2013</u>	<u>2014</u>
Fire/Paramedic Service Calls	1955	1729	1326
Motor Vehicle Accidents	225	190	272
Animal Complaints	705	656	579
Driving Violations	1,812	968	1,866
Local Ordinance Violations	5,113	4571	2,655
Part I Offenses	122	98	128
Part I Arrests	10	12	7
Part II Offenses	318	273	289
Part II Arrests	218	159	137

Property	<u>2012</u>	<u>2013</u>	<u>2014</u>
Stolen	297,495	210,375	376,636
Recovered	6,103	36,661	14,819
Destroyed	3,278	2,338	24,635

GLOSSARY OF TERMS

- A -

Abatement : The reduction of a property tax levy.

Appropriation: An authorization by the Village Board that permits the Village to incur obligations and make expenditures for a specific purpose.

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

- B -

Budget: The financial plan for a specified period of time that matches all planned revenues and expenditures with various municipal services. The terminology “Submitted Budget” occurs 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: A schedule of key dates that the Village follows in 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 incurred annually, and over a five-year period.

Capital Project Fund: Funds used to account for financial resources dedicated to the acquisition or construction of major capital facilities and equipment.

CIP: Refer to *Capital Improvement Program*.

GLOSSARY OF TERMS

- D -

Debt Limit: Defined limit for the issuance of debt, based on a percentage of base year EAV. To issue bonds in excess of the debt limit requires voter approval.

Debt Margin: The difference of the legal debt limit and total outstanding obligations.

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

Depreciation: That portion of the cost of a capital asset 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.

Enterprise Fund: A fund for programs that provide a fee-based good or service to the public, for example, public utilities. The collection of fee-based revenues generally allows the fund to be self-sustaining.

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)

Expenditure: An expense or spending associated with a specific project, service, or purchase.

GLOSSARY OF TERMS

- F -

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

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.

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

FY: Refer to *Fiscal Year*.

- G -

General Fund: The general fund accounts 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 depends. 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 spending fund; sometimes referred to as overhead transfer.

GLOSSARY OF TERMS

- L -

Letter of Transmittal: An introduction to the budget. The letter 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.

Long Range Financial Plan: An existing Village plan created in 2005 that details capital needs and expenditures in future years. The goal of the plan is to balance current needs verse long-term future needs. Reprioritization occurs annually with the budget.

- 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 not defined as a capital expense. Operating expenses typically incur annually. While some expenses cost more than \$10,000, the Village excludes these from the capital budget because they generally incur every year (e.g. service charges, maintenance costs).

Operating Income (Loss): The value of the difference between revenues and normal operating expenditures for the Village.

Other: This includes operating charges primarily of a fixed charge nature that do not properly classify 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.

GLOSSARY OF TERMS

- R -

Revenue Shortfall: The amount by which a particular financial objective of the Village is not met due to differences in actual and anticipated revenues.

- S -

Special Revenue Fund: A fund 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*.



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
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 & Fofeits	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 (\$3.00 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