



Village of Glencoe

Annual Budget
Fiscal Year 2013

Cupola Renovation Project

Fall 2011



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Village of Glencoe
Illinois**

For the Fiscal Year Beginning

March 1, 2011

Linda C. Danson Jeffrey R. Emer

President

Executive Director



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**VILLAGE OF GLENCOE
BUDGET BRIEF**

March 1, 2012 through February 28, 2013 (Fiscal Year 2013)

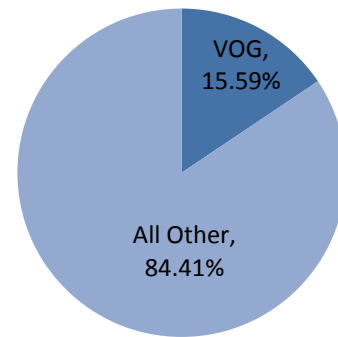
*This budget summary is intended to provide a brief summary of the Fiscal Year 2012 budget. Altering expenditures or revenues listed does not necessarily correlate to household savings or to additional expenses. **This brief also includes table which shows the cost per \$100,000 of all Village operating expenditures. Not all Village expenditures are paid with property taxes but the illustration shows what that cost 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 2010. The 2011 Tax levy rate information for the Levy adopted in December 2011, will not be available until September 2012.

Taxing Unit	2010 Tax Rate	% of Tax Bill
Village of Glencoe (VOG)	1.004	15.59%
Public Library	0.190	2.95%
High School District #203	1.474	22.89%
Grade School District #35	2.329	36.17%
Cook County	0.474	7.36%
Water Reclamation District	0.274	4.26%
Park District	0.484	7.52%
Community College #535	0.160	2.48%
Misc. Taxing Units (1)	0.050	0.78%
TOTAL Property Tax Bill	6.439	100.00%

How Property Tax is Distributed



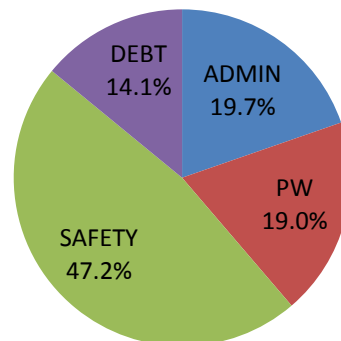
Notes: (1) Includes New Trier Township, N.T. General Assistance, Suburban T.B. Sanitarium, and Mosquito Abatement District.

DISTRIBUTION OF 2011 TAX LEVY

Below is a summary of how the the Village share of 2011 property tax levy (\$9,952,470) will be distributed.

Purpose	% of VOG Tax
Administrative Services	19.70%
Health & Community Services	0.00%
Sewer Maintenance	4.80%
Forestry Services	5.20%
Infrastructure Maintenance	3.60%
Street Maintenance	5.30%
Police Services	32.80%
Fire Services	9.60%
Paramedic Services	4.90%
Debt Service	14.10%

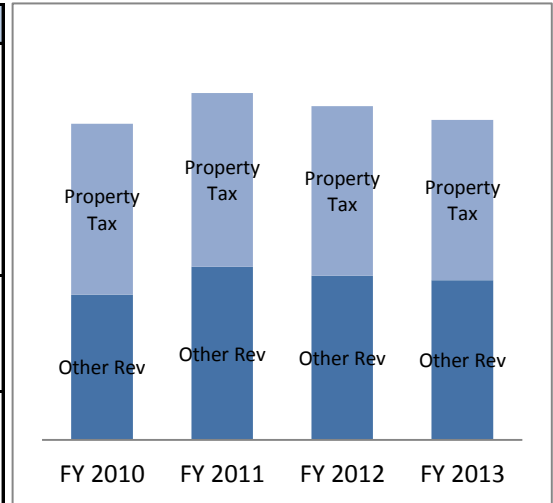
2011 Property Tax By Function



Property taxes make up 50.1% of the total Fiscal Year 2013 revenue budget. The Fiscal Year 2013 Budget includes total revenues of \$23,054,759 and expenditures of \$23,049,445 (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)				
	FY10	FY11	FY12	FY13
Service Charges	2,760	3,865	3,780	3,755
Other Taxes	2,398	2,444	2,202	2,274
Permits	776	874	797	742
Sales Tax	1,576	1,749	1,685	1,737
Other Revenue	1,421	1,702	1,617	1,299
Sub-Total	8,932	10,633	10,081	9,808
% Change				
Property Tax	10,479	10,665	10,418	9,844
% Change		1.8%	-2.3%	-5.5%
Grand Total	19,411	21,298	20,499	19,652
		9.7%	-3.8%	-4.1%



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). The revenue included in the FY13 budget is \$574,000 less than actual revenue collected during FY12. Most significantly property taxes are down \$574,000 from FY12 due to retired debt service. The FY13 budget includes modest fee increases necessary to continue to provide the level services desired by residents.

Where Do Village Expenditures Come From?

Expenditures (in Thousands)							
	FY12	Rate Per	FY13	% of FY13	Rate Per	\$ Change	% Change
	<u>Budget</u>	<u>\$100 EAV</u>	<u>Budget</u>	<u>Expense</u>	<u>\$100 EAV</u>	<u>From FY12</u>	<u>From FY12</u>
Administrative Services	3,141	0.3001	2,976	16.1%	0.2843	(165)	-5.3%
Sewer Maintenance	995	0.0951	999	5.4%	0.0954	3	0.3%
Forestry Services	764	0.0730	741	4.0%	0.0708	(23)	-3.0%
Infrastructure Maintenance	624	0.0597	637	3.4%	0.0608	12	2.0%
Street Maintenance	1,026	0.0981	1,086	5.9%	0.1038	60	5.8%
Police Services	5,244	0.5011	5,160	27.9%	0.4931	(84)	-1.6%
Fire Services	1,445	0.1381	1,551	8.4%	0.1482	106	7.3%
Paramedic Services	762	0.0728	774	4.2%	0.0740	13	1.6%
E911	134	0.0128	184	1.0%	0.0176	50	37.1%
Debt Service	2,053	0.1962	1,334	7.2%	0.1274	(720)	-35.1%
Water Utility	1,630	0.1557	1,783	9.6%	0.1703	153	9.4%
Garbage Services	1,230	0.1176	1,253	6.8%	0.1197	22	1.8%
Grand Total	19,050	1.8202	18,476	100.0%	1.7655	(573)	-3.0%
Cost Per \$100,000 EAV		1,820.25			1,765.46	(54.79)	-3.0%

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 FY12, the cost per \$100K of equalized assessed value (EAV) would have been \$1,820 (as compared to the actual 2010 tax rate of \$1.004 or \$1,004 per \$100K of EAV). The FY13 decreases that cost by \$54.79 per \$100K of EAV or 3.0%.** One note worthy decrease in expenditures is due to retirement of debt service reducing annual expenditures by \$719,740 or 35.1%.

**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

**VILLAGE OF GLENCOE
TIMELINE**

1975	Blue Ribbon Committee formed to look into downtown parking, economic development
1975	Bond referendum passes for sewers, trees
1976	West School closed; inauguration of age-centered schools
1979	Glencoe Theater, on Vernon Avenue near Hazel Street, closed
1979	North School closed; changeover to Glencoe Community Center
1982	Public Safety Commission formed
1985	Reproduction restoration of the Frank Lloyd Wright Bridge
1987	Bond referendum passes; inaugurates the street resurfacing program
1988	Home rule referendum fails
1989	Historic Preservation Commission Formed
1992	Second 5-year street program adopted
1992	Village Hall 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
	Bond referendum passes for Village Hall improvements to Public Safety, purchase of a fire engine and
2008	improvements to streets and sewers.
2009	Village Court Parking Lot renovated
2011	Public Safety renovated
	Village Hall Cupola repaired and restored

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

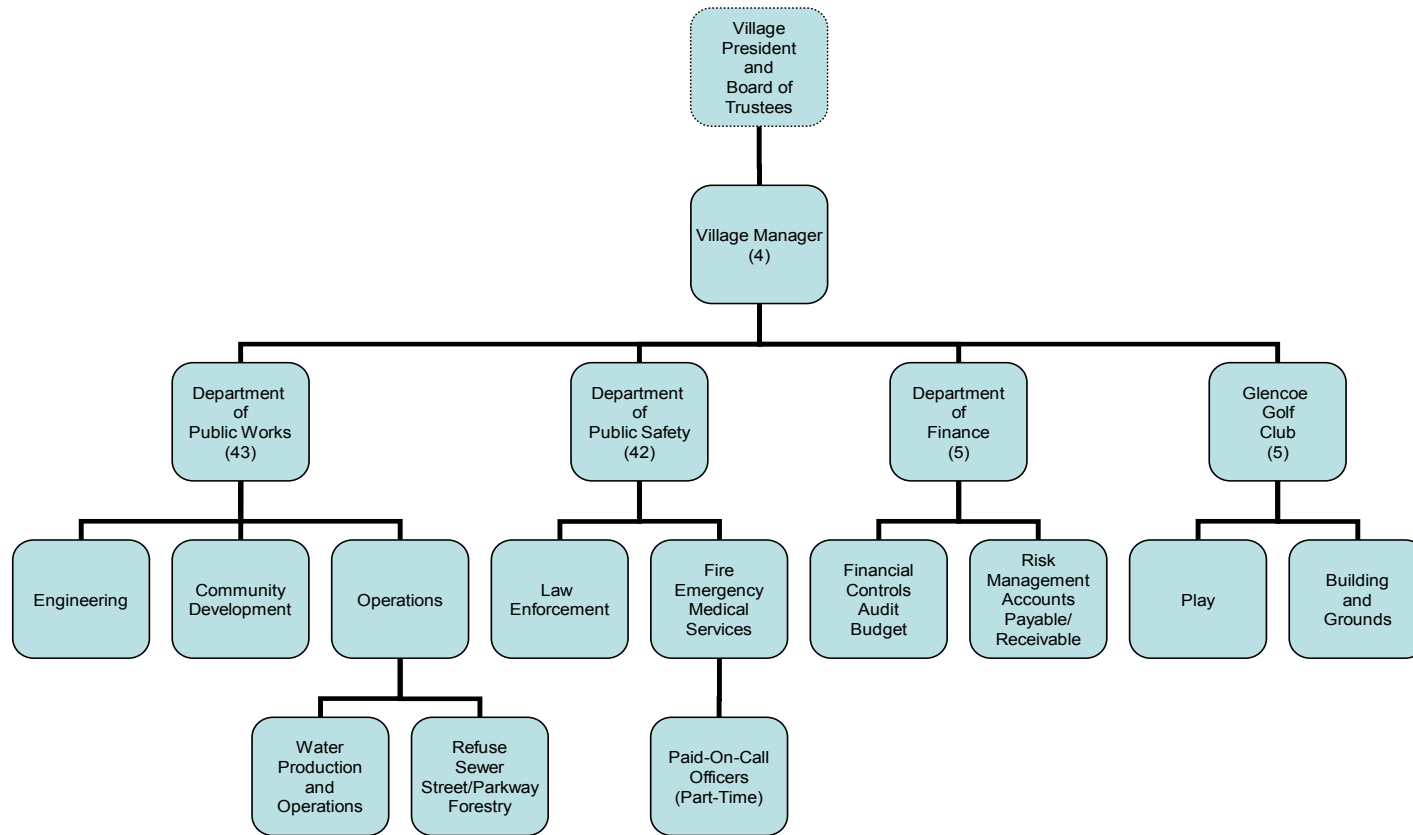
Additional contributions to timeline made by

Ellen Shubart, Former Village Trustee

David Clark, Director of Finance

David Mau, Director of Public Works

Village of Glencoe Fiscal Year 2013





Village of Glencoe
675 Village Court
Glencoe, Illinois 60022

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March 15, 2012

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

Dear Mr. President and Trustees:

I am pleased to submit the Annual Budget for the Fiscal Year beginning March 1, 2012 and ending February 28, 2013 (Fiscal Year 2013). The budget process affords the Village Board the opportunity to balance the needs of the community against available resources with the intent of gaining the maximum return on each revenue dollar. The planning process for this fiscal year starts five years in advance with the Long Range Financial Plan. Each year the plan is evaluated, making additions and deletions to capital and adjustment of assumptions. These assumptions include changes in revenue and expenditures to reflect economic conditions impacting the Village. The Long Range Financial Plan is used to balance current versus long term future needs. The budget process allows the opportunity to evaluate the inventory of capital needs that is included in the Long Range Financial Plan and to reprioritize these needs for the new budget. Once the budget is completed, it provides the financial plan for the upcoming fiscal year and a blueprint for staff to use in managing Board goals. The final budget communicates the goals and decisions of the Village to many groups, including residents, the business community, vendors, and credit-rating agencies. The total budget for Fiscal Year 2013 is \$23,054,759 (inclusive of all funds and transfers).

VILLAGE PROFILE

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

Village financial operations benefit from a revenue stream including: property tax, utility tax, and local sales tax, which serve as the major sources of General Fund revenue. Collection of property taxes, the largest single revenue source, has been consistent. The Village continues to be rated AAA by Standard & Poors. This rating is indicative of the demographics of the community as supported by the financial policies, planning processes and fiscal condition of the Village. The AAA rating is awarded to very few communities that meet the substantial criteria.

The Village is governed by a Board/Manager form of government. The Village President, elected for a four-year term, and six Trustees elected at large for staggered four-year terms comprise the Village Board. The Village Clerk is appointed by the Village Board. Other Village Board appointments include the Village Manager, Village Attorney and Treasurer.

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

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

PLANNING PROCESS

During the budget process, financial policies, funding options and expenditure plans are reviewed and modified as needed. These changes take place as issues are encountered throughout the development phases of the budget. This includes a critical review on the Long Range Financial Plan of the Village.

Usually, the Long Range Planning process is concluded and the annual budget process is initiated. Over the past two years the review process of the budget and long range plan was consolidated to be responsive to the impacts of the national economy. Due to the changing economy, extreme caution was used in forecasting revenue and operating expenditures throughout the Fiscal Year. As part of the considerations, the Village was required to address the continued delay in income tax revenue owed from the State. As of March 2012, the Village is owed three months of income tax revenue. However, some positive trends that were experienced during the budget process were increases in sales tax and building permit revenues. Despite some positive trends, the Village continues to be cautious with consideration of the Long Range Plan and the annual budget.

The capital plan, across all major funds of the Village was substantially increased for Fiscal Year 2013. The 2013 Capital Budget was increased by over 24.4% or \$789,622 from the Fiscal Year 2012 Capital Budget. The increase is attributable to the increase in the Illinois Environmental Protection Agency (IEPA) loan budget for water main infrastructure from \$1.2 million in Fiscal Year 2012 to \$2.8 million in Fiscal Year 2013. The Fiscal Year 2013 Capital Budget is approximately 111% of the capital included for Fiscal Year 2013 in the Village's Capital Inventory Program (CIP) 2022.

Capital Investment					
	<u>FY12 Budget</u>	<u>2013 CIP</u>	<u>FY13 Budget</u>	<u>\$ Change</u>	<u>% Change</u>
General Fund	765,000	909,000	345,000	(564,000)	-62.0%
Garbage Fund	255,900	231,000	36,000	(195,000)	-84.4%
Water Fund	205,000	140,000	170,000	30,000	21.4%
Sub-Total	<u>1,225,900</u>	<u>1,280,000</u>	<u>551,000</u>	<u>(729,000)</u>	<u>-57.0%</u>
 <u>Other Projects</u>					
IEPA Loan	1,200,000	2,150,000	2,800,000	650,000	30.2%
Sheridan Road Bridge	-	-	75,000	75,000	N/A
IT Plan Projects	-	30,000	170,400	140,400	468.0%
Sub-Total	<u>1,200,000</u>	<u>2,180,000</u>	<u>3,045,400</u>	<u>865,400</u>	<u>39.7%</u>
Grand Total	2,425,900	3,460,000	3,596,400	136,400	3.9%

BUDGET ISSUES

Throughout the budget planning process, expenditures and needs of each division are evaluated. During this process some of the major issues for the Village Board to review included:

- Evaluation and review of the changing national economic climate and the impact on the Village;
- Review of positive revenue (sales tax and building permits);
- Review of revenue shortfalls (income tax and utility tax)
- Determination of the appropriate level of fund balance;
- Determination of tax abatement;
- Review of water consumption and the effect on future revenues to support capital improvements in the Water Supply system of the Village;
- Approval of IEPA Loan;
- Review the IRMA deductible (\$100,000 deductible began during calendar year 2011);
- Determination of appropriate budget amount for building permit revenue;
- Determination of the appropriate level of funding of the Police Pension Fund to meet future obligations;
- Determination of funding garbage services and capital equipment;
- Determination to increase all management fees by 1.5%;
- Determination to decrease the Golf Club Management Fee to \$40,000;
- Continuation of a Day Labor Transfer Fee from the Motor Fuel Tax Fund;
- Determination of the resident and non-resident ambulance fee consistent with insurance industry standards for reimbursement;
- Determination of water fees, from \$3.353 per 100 cubic feet to \$3.403 per 100 cubic feet;
- Determination of sewer rates, from \$.943 per 100 cubic feet to \$.957 per 100 cubic feet;
- Determination of a Capital Plan identifying critical needs for Fiscal Year 2013;
- Determination of appropriate staffing levels to meet the essential service levels and programs of the Village;

In previous fiscal years, the Village philosophy of conservative budgeting methods provided the opportunity to fund portions of the capital improvement needs with available fund balance surplus. Fiscal Year 2012 operating funds ended year with balances in excess of fund balance targets. During Fiscal Year 2013, budgeted revenue is anticipated to exceed expenditures and use of fund balance will not be required.

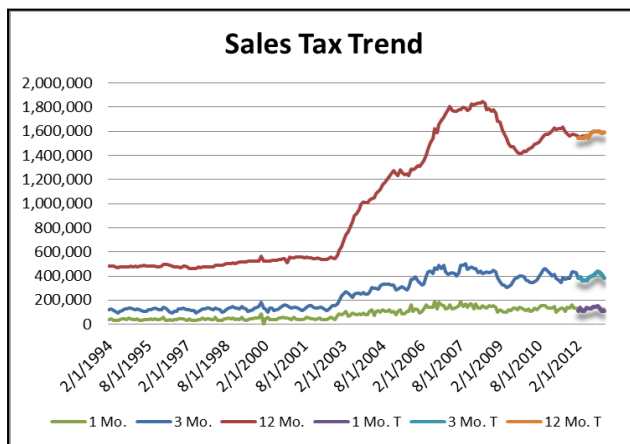
Garbage fees were reinstated and other related fees were significantly increased in Fiscal Year 2011. For many years the General Fund has subsidized services that would be covered by fees. Due to changing economic factors, these subsidies were not able to be continued. To ensure that rates will not increase significantly between fiscal years, the Village will annually consider increasing rates based on the CPI-U.

ECONOMIC FACTORS

The Village of Glencoe is predominantly a residential community. In addition to the residential component, the Village is comprised of two business districts and a commercial district that encompasses three car dealerships adjacent to the Edens Expressway. The monitoring of national, state and area economic trends are taken into account when reviewing and establishing budgets. Beginning in Fiscal Year 2012, and budgeted to continue into Fiscal Year 2013, building permits and sales tax revenue are experiencing a positive trend.

Sales Tax (Including Use Tax)

During Fiscal Year 2010 the revenue from sales tax dipped to \$1,576,371. Fiscal Year 2012 sales tax revenue of \$1,706,565 was slightly less than the amount budgeted but showed an upward trend from the Fiscal Year 2010 level. The major source of sales tax revenue is from the three automobile dealerships in the corporate jurisdiction of the Village. Fiscal Year 2013 sales tax revenue is projected to be \$1,737,180, which is an increase of \$30,615 or 1.8% over the previous fiscal year. Following Fiscal Year 2013, the Long Range Plan anticipates that sales tax revenue will increase by 2% each year for the next three fiscal years.



ACTUAL VS. BUDGET			
FY	ACTUAL	BUDGET	DIFFERENCE
2006	1,750,230	1,173,867	576,363
2007	1,472,403	1,500,000	-27,597
2008	1,814,927	1,400,000	414,927
2009	1,164,853	1,400,000	-235,147
2010	655,673	834,000	-178,327
2011	759,482	575,000	184,482
2012*	678,131	635,000	43,131
2013	N/A	635,000	
Average	1,185,100	1,073,981	111,119

*FY 2012 is the projected revenue

Building Permits

The changes in the economy and real estate market have impacted the number of building permits issued for the construction of new single-family homes. During the calendar year of 2011, 10 permits were issued for single family homes. This number is up from 6 in 2009, but remains down from 18 in 2008, and the 34 permits issued in 2007. Based on the downward trends in the construction market and in order to maintain a conservative approach, the budget for Fiscal Year 2012 was modified to \$635,000. The Fiscal Year 2013 budget remains at \$635,000.

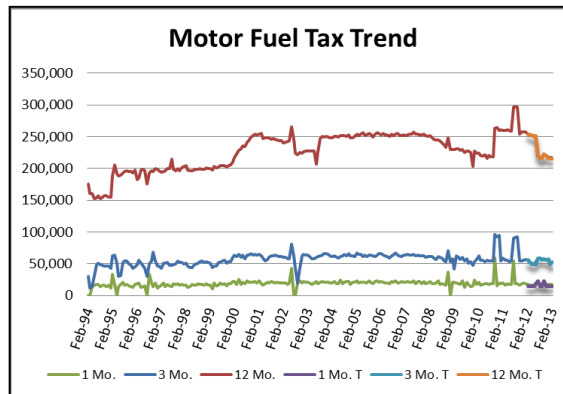
Income Taxes

Another revenue source that has declined over the past fiscal year is income tax. The Village receives a percentage of the amount of Income Tax collected by the State of Illinois. The amount of revenue received from income tax can vary based on the economic conditions of the State. Income tax continues to be impacted by the State not remitting the local government portion of this tax on a timely basis. The lag in payment ranges from 3 to 4 months. As of March 1, 2012, the State had yet

to disburse over \$252,209 which represented 4 months of taxes due to the Village. The annual budget for income tax revenue was reduced from \$711,440 in Fiscal Year 2012 to \$690,800 in Fiscal Year 2013 based on pattern of actual revenue distribution.

Other Taxes

The Village receives municipal utility tax revenue based on the sale of natural gas and electricity to utility customers in the Village. The amount of revenue is determined as a factor of the rate and the volume that is used. Also, the Village receives a tax on telecommunication services. This telecommunication tax is based on usage. The budget for municipal utility tax was reduced from \$771,120 to \$730,932 based on trend of actual revenue in recent years. Likewise, the revenue budget for telecommunication tax was reduced from \$553,000 in Fiscal Year 2012 to \$445,000 in Fiscal Year 2013. The Village will be conducting a revenue audit of revenues due from utilities in order to assure payments are consistent with legal requirements.



The Village also receives a motor fuel tax allotment from the State. The motor fuel tax is based upon the volume of gasoline pumped, not the cost of the fuel. Revenue received for motor fuel tax continues to decrease. There was a slight increase experienced in Fiscal Year 2012 due to a one-time payment of \$38,051 for capital shared with Illinois municipalities. Excluding this payment, motor fuel tax continues to decline. There are two possible explanations for this change; individuals may be using more fuel efficient vehicles (decrease in the amount fuel that is purchased), or there has been an increase in the use of public transportation. The budget for motor fuel tax decreased from \$228,550 in Fiscal Year 2012 to \$217,200 in Fiscal Year 2013. The decrease is based on the projected per capita rate provided by the Illinois Municipal League.

FISCAL YEAR 2013 BUDGET SUMMARY

Preparation for the Village budget begins with review of the long range financial plan and capital inventory. In general, economic conditions have stabilized as compared to last Fiscal Year. The Village has comprised an annual budget that reflects the current state of the economy. The Fiscal Year 2013 Budget, as a plan for the Village, assumes a practical and prudent view of the economy.

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

	Revenue				
	<u>FY11 Budget</u>	<u>FY12 Budget</u>	<u>FY13 Budget</u>	<u>\$ Change</u>	<u>% Change</u>
General Fund	\$14,444,953	\$14,961,600	\$14,971,676	\$10,076	0.07%
Garbage Fund	1,342,400	1,357,884	\$1,483,599	\$125,715	9.26%
Water Fund	1,972,204	3,215,615	\$4,839,582	\$1,623,967	50.50%
Totals	\$17,759,557	\$19,535,099	\$21,294,857	\$1,759,758	9.01%

Fiscal Year 2013 General Fund revenue increased by \$10,076 from last year's budget. The revenue increase in the General Fund is due to user charges and the property tax levy increasing by 1.5% (CPI-U). In

addition, management fees were increased by 1.5%. The Garbage Fund and Water Fund are controlled locally and are less subject to outside economic factors. \$100,000 of the increase in Garbage Fund revenue is due to an increase in the budgeted transfer from the General Fund to support operations from \$350,000 to \$450,000. Water fund revenues increased due to anticipated receipts of the IEPA loan reimbursement for capital projects during Fiscal Year 2013. Garbage and water rates were increased by 1.5%. Annual increases on user rates, reflective of increase in the CPI-U will be expected to occur annually to avoid significant increases in the future.

Expenditure (Including Capital Investment)					
	<u>FY11 Budget</u>	<u>FY12 Budget</u>	<u>FY13 Budget</u>	<u>\$ Change</u>	<u>% Change</u>
General Fund	14,845,996	15,117,284	14,906,805	(210,479)	-1.39%
Garbage Fund	1,269,745	1,526,665	1,329,622	(197,043)	-12.91%
Water Fund	1,698,279	3,074,945	4,793,554	1,718,609	55.89%
Totals	17,814,020	19,718,894	21,029,981	1,311,087	6.65%

The total proposed expenditure budget for Fiscal Year 2013 (excluding pension funds) is \$23,049,444. The 2011 (Fiscal Year 2013) property tax levy, including debt service and the Glencoe Public Library, is \$11,984,129, a 4.03% decrease from the 2010 (Fiscal Year 2012) property tax extension. The Village's portion of Fiscal Year 2013 property tax decrease is \$550,610 or 5.24%. Property taxes will not be abated for Fiscal Year 2013. Property tax cap legislation allows a 1.5% increase in the levy over that amount actually extended for Fiscal Year 2012 (without voter approval). The Village's tax levy includes levies for general corporate purposes and is an estimated amount to fund the Village's pension obligations and the designated portion of the Garbage Fund. The primary reason for the decrease in taxes is retirement of outstanding general obligation debt from the level paid in the prior year.

The Water Fund is an enterprise fund supported without property tax. The Garbage Fund, Motor Fuel Tax Fund, Enhanced 911 Fund, and Capital Reserve Fund are special revenue funds set up specifically to account for revenues restricted for special purposes. The primary reason for increased Water Fund expenditure is due to capital projects (water main improvements) to be financed by the IEPA loan.

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

GOALS, OBJECTIVES AND CAPITAL PROJECTS/IMPROVEMENTS

The following major budget items, projects and programs are included in the Fiscal Year 2013 Budget:

- Refuse Hauler Unit Replacement (\$36,000 – Garbage Fund)
- 1-1/2 Ton Truck Unit Replacement (\$70,000 – General Fund);
- 2-1/2 Ton Dump Truck Unit Replacement (\$120,000 – General Fund);
- Three (3) Public Safety Vehicles Replacement (\$120,000 – General Fund);
- Emergency Generator for Franklin Lift Station – New Equipment (\$35,000 – General Fund);
- Water Main Replacement Expense Ineligible for IEPA Funding (\$10,000 – Water Fund);
- Rehab Water Tank Foundation (\$60,000 – Water Fund);
- HVAC Upgrade at the Water Plant (\$100,000 – Water Fund)
- Maintenance Street Resurfacing (\$400,000 – Motor Fuel Tax Fund);

- Water Main Replacement (\$2,800,000 – IEPA Loan)
- Sheridan Road Bridge Stone Railing Repairs under State Grant program (\$75,000 – General Fund);
- IT Strategic Plan Projects Year 1 (\$25,500 – E911 Fund; \$170,400 – General Fund);

CAPITAL IMPROVEMENT PROGRAM

Capital purchases are normally funded by an annual allocation of revenues or other financing sources. Other significant projects/programs and equipment that have a life greater than ten years are often purchased with bond proceeds. The Fiscal Year 2013 budget does not include any bond financed projects. The Village is cognizant of the fact that infrastructure must be updated based on the capital plan to ensure that basic infrastructure needs and long life equipment do not significantly depreciate to a level that would impact functionality to the residents of the Village.

The Fiscal Year 2013 Capital Program totals \$4,021,900, of which \$2,800,000 is financed by a low interest loan through the IEPA (water main improvements), \$75,000 is financed by the State of Illinois (Sheridan Road Bridge repairs), and \$195,900 is designated for information technology projects resulting from an IT study conducted during Fiscal Year 2012.

FISCAL YEAR 2013 REVENUES

The budget process is initiated each year by evaluating projected and actual revenues. The Village then considers service levels and allocates the appropriate balance between property taxes and the need for user fees. Historically, the revenues of the Village tend to be relatively stable from year to year. However, beginning in Fiscal Year 2009, revenues have been less consistent with historical trends. Given the economic trend and the volatility of certain revenues, the Village was required to increase user fees for certain services. The Fiscal Year 2013 revenue budget continues to be conservative and revenues will be closely monitored as the fiscal year progresses.

FISCAL YEAR 2013 EXPENDITURES

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

The following table summarizes both projected (FY 2012) and adopted (FY 2013) expenditures of the three major operating funds:

THREE MAJOR OPERATING FUND EXPENDITURES					
	FY 2012	FY 2012	FY 2013	\$	%
	<u>Budget</u>	<u>Projected</u>	<u>Budget</u>	<u>Change(2)</u>	<u>Change(2)</u>
Fund					
GENERAL	\$14,352,284	\$14,313,047	\$14,327,805	(24,479)	-0.17%
GARBAGE	1,270,765	1,289,966	1,293,662	22,897	1.80%
WATER	1,669,945	1,642,979	1,823,554	153,609	9.20%
Subtotal(1)	17,292,994	17,245,992	17,445,021	\$152,027	0.88%
Capital					
GENERAL	765,000	794,320	579,000	(186,000)	-24.31%
GARBAGE	255,900	247,000	36,000	(219,900)	-85.93%
WATER	1,405,000	775,364	2,970,000	1,565,000	111.39%
Subtotal	2,425,900	1,816,684	2,425,900	1,159,100	47.78%
Grand Total	\$19,718,894	\$19,062,676	\$19,870,921	\$1,311,127	11.57%

***Notes on the Table above**

1. This subtotal does not include capital.
2. % Change and \$ Change are based on FY 12 Budget as compared to FY 13 Budget.

GENERAL FUND

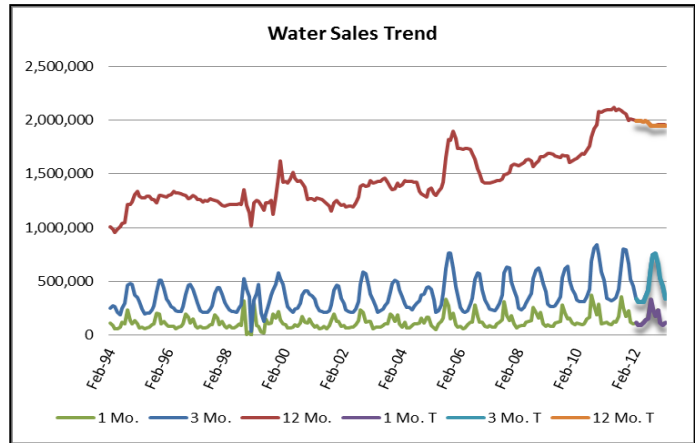
Revenue: Property tax is 49% of the total revenue included in the Fiscal Year 2013 General Fund Revenue Budget. Property tax has consistently represented the single largest source of revenue to the General Fund. The Village's reliance on property tax for such a large portion of revenue is due primarily to the make-up of the community (residential) and limited opportunity for increased commercial sales tax or other alternative revenue sources. Even with the growth of other revenue sources in the past several years, property tax revenue remains the highest percentage of all revenue collected to support Village needs.

Expenditures: The Fiscal Year 2013 General Fund expenditures reflect a \$210,479 decrease from the Fiscal Year 2012 budget. The approved Fiscal Year 2013 Capital Budget in the General Fund is \$564,000 less than Plan 2022 scheduled capital expenditures for the same year (refer to Budget Summary Table). The decrease is due to deferral of capital equipment and projects while reviewing the potential for a capital program financed by bond proceeds. During Fiscal Year 2012 the Village Board began discussion of a potential bond financed capital project program.

There is no change to the services funded by the General Fund in Fiscal Year 2013. The personnel staffing remains two fewer full time employees than during Fiscal Year 2010 and six full time employees fewer than during Fiscal Year 2007.

WATER FUND

Revenue: Water revenue from water sales increased from \$1,633,439 in Fiscal Year 2010 to \$1,999,054 during Fiscal Year 2012. During that time rates water have increased and consumption has actually decline. Given this trend, the revenue budget for Fiscal Year 2013 for water sales was modestly decreased to \$1,958,434. This figure was derived by using current rates and a 5 year low level of water consumption. Water rates were increased by 1.5% to provide the minimum revenue necessary to support water service needs.



Expenditure: The Fiscal Year 2013 Water Fund expenditures reflect a \$1,718,609 or 56% increase from Fiscal Year 2012. The increased capital project expenditure of \$1,565,000 from Fiscal Year 2012 Budget makes up the majority of the increased spending. The Fiscal Year 2013 Budget for operations of the water utility is increased by 9.20% (this does not include the cost of capital). The increased operation cost is largely due to anticipated IEPA loan payment of \$96,595.

GARBAGE FUND

Revenue: **Beginning** Fiscal Year 2011, property tax was not directly levied for the Garbage Fund. The General Fund Budget included a transfer of up to \$350,000 to subsidize a portion of this fund and garbage services, this practice will continue for Fiscal Year 2013. User fees were reinstated for once-a-week pick-up for Fiscal Year 2011 and increased by 2.7% for Fiscal Year 2012. During Fiscal Year 2013 the General Fund subsidy to the Garbage Fund increased from \$350,000 to \$450,000. Formal Village Board approval is required for any subsidy over \$350,000.

A comparison summary of the residential charges for solid waste service for March 1, 2011 and March 1, 2012 rates are below:

Solid Waste Disposal Fee Summary:

Service	3/1/11 Rates		3/1/12 Rates	
	Without 2nd Pick-up	With 2nd Pick-up	Without 2nd Pick-up	With 2nd Pick-up
Garbage	\$48.84 per quarter	\$48.84 per quarter	\$49.57 per quarter	\$49.57 per quarter
2nd Pick-up*		\$80 per quarter		\$81.20 per quarter
Recycling	\$15.66 per quarter	\$15.66 per quarter	\$16.05 per quarter	\$16.05 per quarter
SWANCC	incl. in garbage fee	incl. in garbage fee	incl. in garbage fee	incl. in garbage fee
Total	\$64.50 per quarter	\$144.50 per quarter	\$65.62 per quarter	\$146.82 per quarter
OR	\$21.50 per month	\$48.17 per month	\$21.87 per month	\$48.94 per month
Yard Waste Subscription*	\$120 per year	\$120 per year	\$120 per year	\$120 per year

*Note: The second pick-up and yard waste collection are not funded by property tax and residents pay 100% of the cost for the second pick-up.

Expenditure: The Fiscal Year 2013 Garbage Fund expenditures reflect a \$197,043, or 12.91% decrease from the Fiscal Year 2012 Budget due primarily to a reduction in the Fiscal Year 2013 capital budget from the Fiscal Year 2012 level. The Fiscal Year 2012 Budget assumes continued participation in the solid waste disposal system developed by the Solid Waste Agency of Northern Cook County (SWANCC).

The Fiscal Year 2013 Budget provides for the continued Parkway Leaf Collection program and the Spring Clean-Up program. The Garbage Fund allocates \$36,000 in capital expenditures for the Fiscal Year 2013 Budget for the replacement of a waste hauler vehicle.

Services provided by this fund will remain the same in Fiscal Year 2013. Residents will continue to be provided with backdoor service, or choose to use the 95-gallon wheeled container that is taken to the curb. Residents will continue to have the option of once or twice-a-week garbage collection and fees will vary accordingly. The Village will continue to offer the option of annual yard waste subscription service or to purchase tags for every bag/bundle prepared for collection.

DEBT SERVICE

The Village's active debt service schedule represents the original issuance of \$13,140,000 in general obligation debt to complete needed, and at times mandated, capital improvements and to refinance existing debt. As of February 29, 2012, the total general obligation debt outstanding is \$8,225,000.

The Village's outstanding long-term debt per capita as of February 29, 2012 is \$812.22. Using the estimated 2011 EAV of \$1,077,983,893 as a base, the Village's margin to the legal General Obligation debt limit is anticipated to be \$107 Million by the end of Fiscal Year 2013.

FUND BALANCE – GENERAL FUND

The Village ended Fiscal Year 2011 with an audited undesignated fund balance in the General Fund of \$2,550,922. The Village is required to implement GASB 54 as of the end of Fiscal Year 2012. During development of the Fiscal Year 2013 Budget the Village Board reviewed fund balance classification and determined that had GASB 54 been in effect as of the end of Fiscal Year 2011 the ending fund balance in the General Fund would have been \$2,412,574 rather than \$2,550,922. This report does not include that fund balance impact. The cash balance in the General Fund on February 29, 2012 is projected to be \$2,655,617, an increase of \$104,695 or 4.1%. The Fiscal Year 2013 Budget anticipates a fund balance of \$2,720,488, which is an increase of \$64,871 or 2.4% increase. By maintaining a fund balance policy, the Village only retains reserves to a fiscally responsible limit. The Fiscal Year 2013 Budget establishes the undesignated fund balance in the General Corporate Fund of 10% of current operating expenditures, excluding capital, but not lower than \$1,400,000.

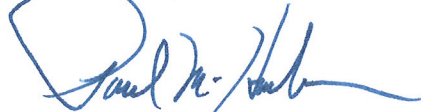
The Fiscal Year 2013 Budget of the Village of Glencoe is a compilation of concerted and concerned review of the financial condition of the Village. Considerable effort has gone into this document to evaluate, forecast and translate the fluctuations of the economy into a working document for the Village. The on-going efforts to recognize the impact of the economy on the Village budget have put the Village in the position of continuing to deliver the highest level of service to the community with the minimum amount of staffing. The ability of the Village to be vigilant to its fiscal responsibilities, to closely monitor spending and, maximize available resources have been the hallmark of the effort that puts the Village on solid financial grounds.

The Fiscal Year 2013 Budget presented to the Village Board maintains the Village's outstanding financial condition despite all of the economic obstacles and constraints encountered during time of economic variability.

ACKNOWLEDGEMENTS

I would like to take this opportunity to acknowledge and thank the Village President, Board of Trustees, the Finance Committee of the Village Board, and all of the municipal staff for their efforts in preparing the Fiscal Year 2013 budget. If I can be of any assistance in your review of this budget, please let me know.

Sincerely,



Paul M. Harlow
Village Manager

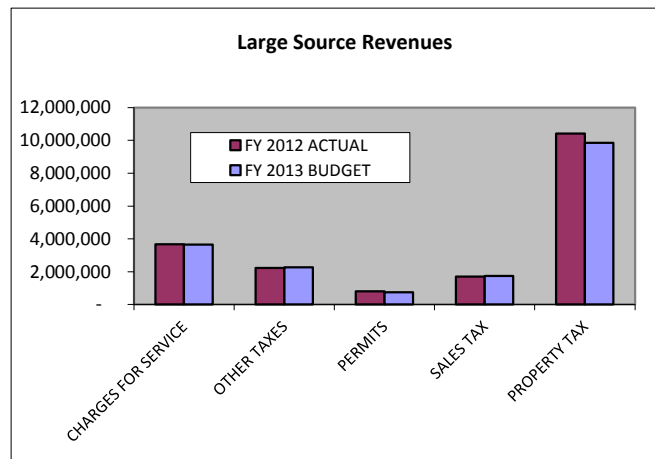
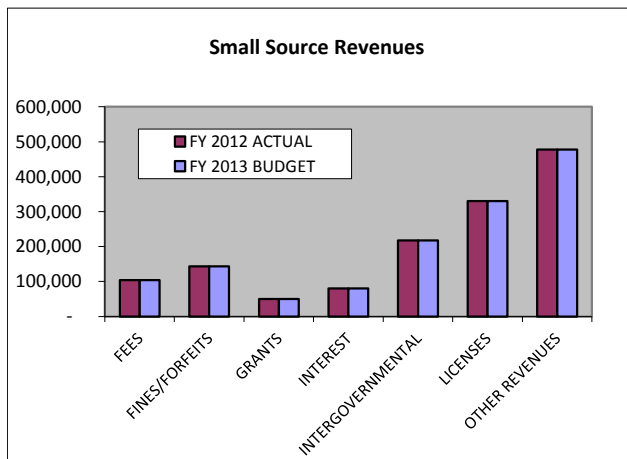
cc: Executive Staff
Vic Filippini, Village Attorney

**VILLAGE OF GLENCOE
SUMMARY OF BUDGETED FISCAL YEAR 2013 REVENUES**

This is a summary of the budgeted revenues for the fiscal year end February 28, 2013 (FY 2013). 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).

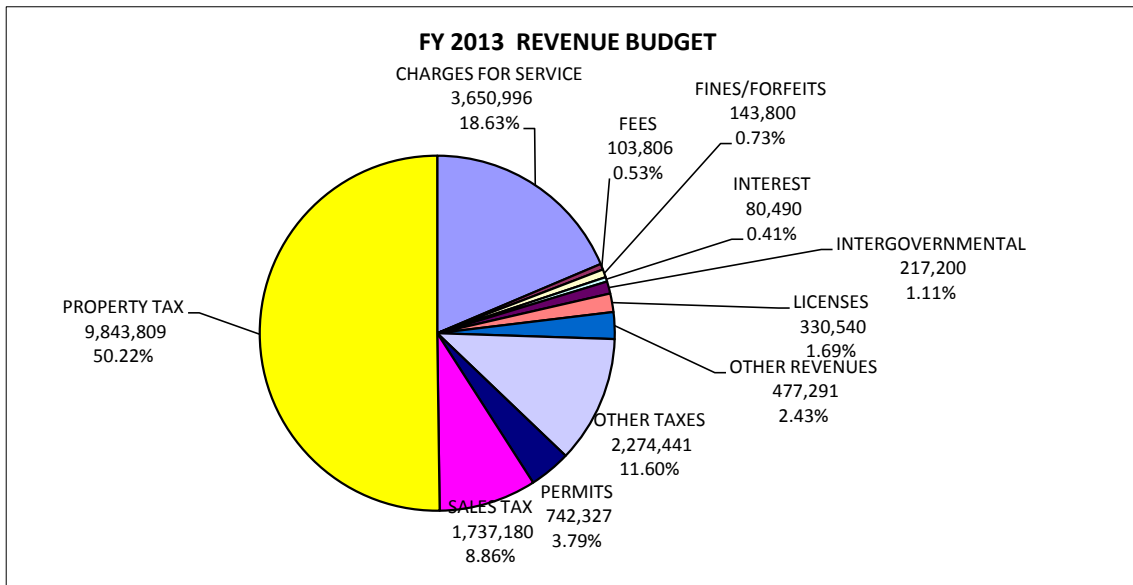
FUND	GENERAL	WATER	GARBAGE	SUB-TOTAL OPERATING	MFT	E-911	SUB-TOTAL SPECIAL
TYPE OF REVENUE							
CHARGES FOR SERVICE	686,997	1,965,834	998,165	3,650,996			-
FEES	103,806			103,806			-
FINES/FORFEITS	143,800			143,800			-
GRANTS	50,000			50,000			-
INTEREST	75,735	1,015	600	77,350	1,000	1,000	2,000
INTERGOVERNMENTAL				-	217,200		217,200
LICENSES	330,540			330,540			-
OTHER REVENUES	376,724	72,733	27,834	477,291			-
OTHER TAXES	2,127,341		7,000	2,134,341		140,100	140,100
PERMITS	742,327			742,327			-
SALES TAX	1,737,180			1,737,180			-
PROPERTY TAX	8,444,347			8,444,347			-
				-			-
SUB-TOTAL	14,818,797	2,039,582	1,033,599	17,891,978	218,200	141,100	359,300
OTHER FINANCING SOURCES							
BOND PROCEEDS				-			-
INTERFUND REVENUE	152,879			152,879			-
TRANSFERS IN			450,000	450,000			-
OTHER		2,800,000		2,800,000	-		-
SUB-TOTAL	152,879	2,800,000	450,000	3,402,879	-	-	-
GRAND TOTAL BUDGET	14,971,676	4,839,582	1,483,599	21,294,857	218,200	141,100	359,300

FY 2012 REVENUE PROJECTIONS AS COMPARED TO FY 2013 REVENUE BUDGET (ALL FUNDS)



BOND CONSTRUCTION	DEBT	FY 2013 BUDGET	FY 2012 ACTUAL	FY 2011 ACTUAL	FY 2010 ACTUAL	TYPE OF REVENUE
		3,650,996	3,667,579	3,750,948	2,641,210	CHARGES FOR SERVICE
		103,806	112,012	113,858	119,102	FEES
		143,800	130,339	137,942	151,006	FINES/FORFEITS
		50,000	25,000	-	-	GRANTS
-	1,140	80,490	20,821	107,631	182,784	INTEREST
		217,200	255,883	259,938	220,432	INTERGOVERNMENTAL
		330,540	334,182	316,823	310,335	LICENSES
-		477,291	677,405	611,156	506,402	OTHER REVENUES
		2,274,441	2,236,256	2,443,540	2,398,063	OTHER TAXES
		742,327	797,291	874,176	775,774	PERMITS
		1,737,180	1,706,565	1,748,726	1,576,371	SALES TAX
	1,399,462	9,843,809	10,418,009	10,665,203	10,479,497	PROPERTY TAX
-	1,400,602	19,651,880	20,381,342	21,029,941	19,360,976	SUB-TOTAL
		-	-	-	4,038,552	<u>OTHER FINANCING SOURCES</u>
		152,879	515,137	515,997	60,000	BOND PROCEEDS
		450,000	-	-	-	INTERFUND REVENUE
		2,800,000	578,524	81,499	-	TRANSFERS IN
						OTHER
-	-	3,402,879	1,093,661	597,496	4,098,552	SUB-TOTAL
-	1,400,602	23,054,759	21,475,003	21,627,437	23,459,528	GRAND TOTAL BUDGET

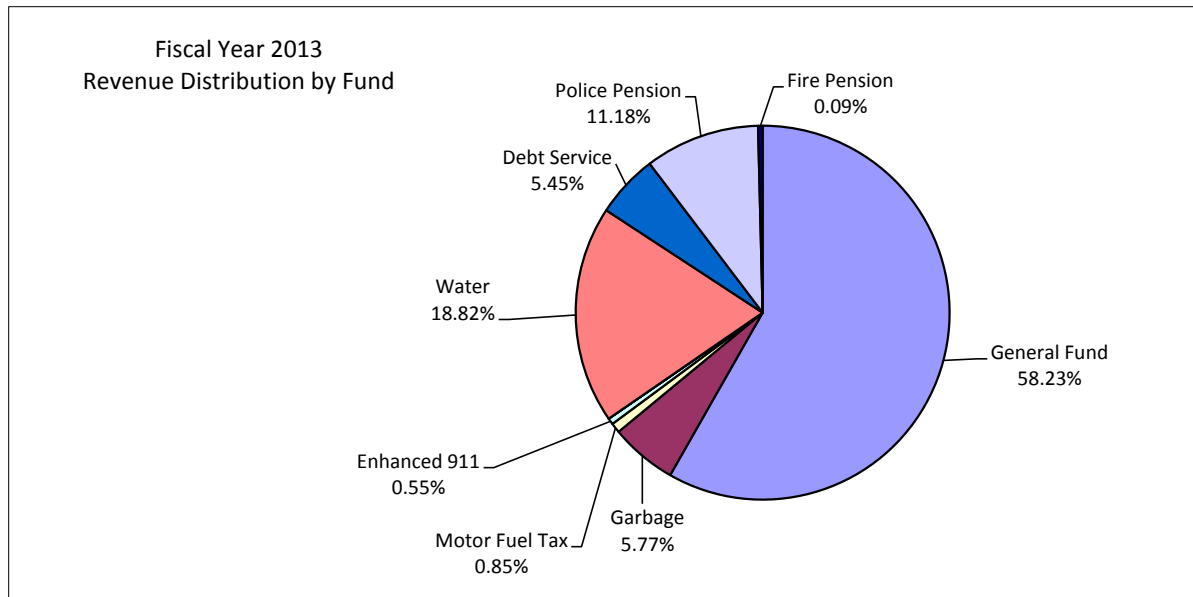
Property tax remains to be the primary revenue source of the Village at over 50% of the total revenue budget.



VILLAGE OF GLENCOE
Budget Summary
Revenue Totals By Fund

(All Financing Sources including Transfers)

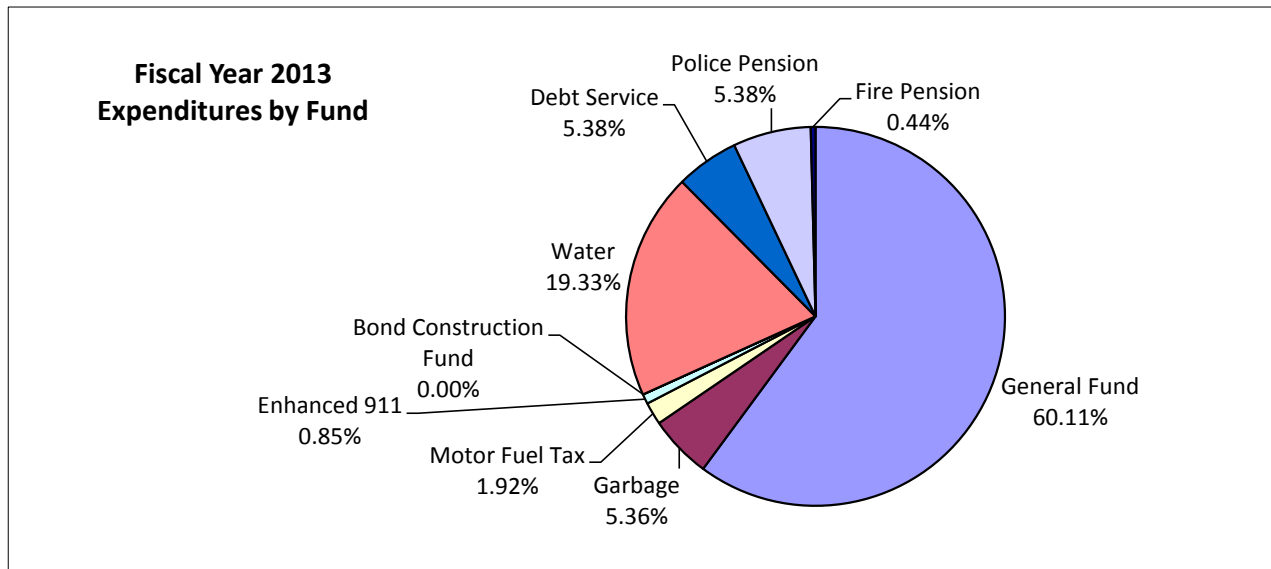
Fund	FY 2010 Actual	FY 2011 Actual	FY 2012 Budget	FY 2012 Actual	FY 2013 Budget
Revenues and Other Financing Sources					
General Fund	13,371,352	14,961,763	14,961,600	14,896,103	14,971,676
Special Funds					
Garbage	1,141,461	1,277,204	1,357,884	1,378,450	1,483,599
Motor Fuel Tax	221,287	261,482	230,050	256,664	218,200
Enhanced 911	158,357	152,191	144,570	147,917	141,100
Bond Construction Fund	94,905	52,027	4,790	34,811	-
Enterprise Fund					
Water	1,721,485	2,209,524	3,215,615	2,658,659	4,839,582
Debt Service	6,750,681	2,713,247	2,058,206	2,102,400	1,400,602
Total Revenues (Excluding Pension Funds)	23,459,528	21,627,437	21,972,715	21,475,003	23,054,759
Pension Funds					
Police	5,744,824	4,588,305	2,615,863	2,706,824	2,554,118
Fire	23,889	3,922	63,475	77,877	100,525
Total Revenue (Pension Funds Only)	5,768,713	4,592,227	2,679,338	2,784,700	2,654,643
Grand Total	29,228,241	26,219,664	24,652,053	24,259,703	25,709,402



**VILLAGE OF GLENCOE
Budget Summary
Expenditure Totals By Fund**

(Including Transfers)

Fund	FY 2010 Actual	FY 2011 Actual	FY 2012 Budget	FY 2012 Actual	FY 2013 Budget
Expenditures and Other Financing Uses					
General Fund	13,257,861	14,583,515	15,117,284	14,779,556	14,906,805
Special Funds					
Garbage	1,133,750	1,232,234	1,526,665	1,522,183	1,329,662
Motor Fuel Tax	-	35,879	530,330	308,018	476,303
Enhanced 911	243,542	139,987	199,249	153,721	209,565
Bond Construction Fund	2,852,155	4,285,751	241,378	422,228	-
Enterprise Fund					
Water	1,784,162	1,589,550	3,074,945	2,410,145	4,793,554
Debt Service	6,777,082	2,643,783	2,053,296	2,054,703	1,333,556
Total Expenditures (Excluding Pension Funds)	26,048,552	24,510,699	22,743,147	21,650,555	23,049,444
Pension Funds					
Police	1,443,722	1,545,869	1,560,136	1,580,901	1,649,954
Fire	128,022	111,692	114,163	106,437	100,096
Total Expenditures (Pension Funds)	1,571,744	1,657,561	1,674,299	1,687,338	1,750,050
Grand Total	27,620,296	26,168,260	24,417,446	23,337,893	24,799,494



NOTE:

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

**Fiscal Year 2013
Expenditure Detail by Category**

	Personnel	Services	Commodities	Debt Service	Capital	Other	Transfer	Total
Village Manager								
Manager's Office	\$ 562,823	\$ 60,150	\$ 8,640	\$ -	\$ -	\$ 96,000	\$ -	\$ 727,613
Legal	\$ 23,136	\$ 132,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 155,136
Community Service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 84,841	\$ -	\$ 84,841
Boards & Commissions	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 35,700	\$ -	\$ 35,700
Department Total	\$ 585,959	\$ 192,150	\$ 8,640	\$ -	\$ -	\$ 216,541	\$ -	\$ 1,003,290
Finance Department								
Finance	\$ 577,568	\$ 127,212	\$ 14,356	\$ -	\$ -	\$ 2,800	\$ -	\$ 721,936
Support Services	\$ 126,348	\$ 68,861	\$ 97,464	\$ -	\$ 159,000	\$ -	\$ -	\$ 451,673
Liability	\$ 20,000	\$ 7,096	\$ -	\$ -	\$ -	\$ -	\$ 450,000	\$ 477,096
Department Total	\$ 723,916	\$ 203,169	\$ 111,820	\$ -	\$ 159,000	\$ 2,800	\$ 450,000	\$ 1,650,705
Public Works								
Public Works Admin	\$ 627,652	\$ 202,816	\$ 29,027	\$ -	\$ -	\$ -	\$ -	\$ 859,495
Sewer	\$ 817,007	\$ 86,455	\$ 85,040	\$ -	\$ 35,000	\$ 10,000	\$ -	\$ 1,033,502
Forestry	\$ 585,610	\$ 128,080	\$ 26,975	\$ -	\$ 70,000	\$ -	\$ -	\$ 810,665
Municipal Buildings	\$ 97,285	\$ 82,285	\$ 9,825	\$ -	\$ -	\$ -	\$ -	\$ 189,395
Parking	\$ -	\$ 46,900	\$ 15,750	\$ -	\$ -	\$ -	\$ -	\$ 62,650
Community Development	\$ 57,712	\$ 11,070	\$ 2,400	\$ -	\$ -	\$ -	\$ -	\$ 71,182
Municipal Garage	\$ 226,625	\$ 50,560	\$ 14,970	\$ -	\$ -	\$ -	\$ -	\$ 292,155
Streets	\$ 695,724	\$ 88,615	\$ 256,267	\$ -	\$ 195,000	\$ -	\$ -	\$ 1,235,606
Street Lighting	\$ -	\$ 92,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 92,500
Department Total	\$ 3,107,615	\$ 789,281	\$ 440,254	\$ -	\$ 300,000	\$ 10,000	\$ -	\$ 4,647,150
Public Safety								
Police	\$ 4,609,288	\$ 345,922	\$ 205,205	\$ -	\$ 120,000	\$ -	\$ -	\$ 5,280,415
Fire	\$ 1,400,898	\$ 63,740	\$ 80,305	\$ -	\$ -	\$ 6,000	\$ -	\$ 1,550,943
Paramedic	\$ 719,252	\$ 36,050	\$ 19,000	\$ -	\$ -	\$ -	\$ -	\$ 774,302
Department Total	\$ 6,729,438	\$ 445,712	\$ 304,510	\$ -	\$ 120,000	\$ 6,000	\$ -	\$ 7,605,660
		\$ -						
General Fund Total	\$ 11,146,928	\$ 1,630,312	\$ 865,224	\$ -	\$ 579,000	\$ 235,341	\$ 450,000	\$ 14,906,805
Garbage	\$ 650,545	\$ 468,080	\$ 115,990	\$ 18,000	\$ 36,000	\$ -	\$ 41,047	\$ 1,329,662
MFT	\$ -	\$ 45,700	\$ -	\$ -	\$ 400,000	\$ -	\$ 30,603	\$ 476,303
Enhanced 911	\$ 52,264	\$ 71,029	\$ 60,771	\$ -	\$ 25,500	\$ -	\$ -	\$ 209,565
Special Funds Total	\$ 702,809	\$ 584,809	\$ 176,761	\$ 18,000	\$ 461,500	\$ -	\$ 71,650	\$ 2,015,530
Water								
Production	\$ 642,869	\$ 203,480	\$ 93,300	\$ -	\$ 100,000	\$ 69,000	\$ 20,523	\$ 1,129,172
Distribution	\$ 456,865	\$ 167,648	\$ 52,750	\$ 96,594	\$ 2,870,000	\$ -	\$ 20,524	\$ 3,664,381
Department Total	\$ 1,099,734	\$ 371,128	\$ 146,050	\$ 96,594	\$ 2,970,000	\$ 69,000	\$ 41,047	\$ 4,793,553
Enterprise Fund Total	\$ 1,099,734	\$ 371,128	\$ 146,050	\$ 96,594	\$ 2,970,000	\$ 69,000	\$ 41,047	\$ 4,793,553
Debt Service	\$ -	\$ -	\$ -	\$ 1,333,556	\$ -	\$ -	\$ -	\$ 1,333,556
Bond Construction	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total (Excluding Pension Funds)	\$ 12,949,471	\$ 2,586,249	\$ 1,188,035	\$ 1,448,150	\$ 4,010,500	\$ 304,341	\$ 562,697	\$ 23,049,444
Pension Funds								
Police Pension	\$ 1,583,004	\$ 66,950	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,649,954
Firefighters Pension	\$ 99,611	\$ 485	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,096
Pension Fund Total	\$ 1,682,615	\$ 67,435	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,750,050
Grand Total	\$ 14,632,086	\$ 2,653,684	\$ 1,188,035	\$ 1,448,150	\$ 4,010,500	\$ 304,341	\$ 562,697	\$ 24,799,494

VILLAGE OF GLENCOE, ILLINOIS

STATEMENT OF REVENUES AND EXPENDITURES OF GOVERNMENTAL FUNDS

	Fiscal Year			
	Actual 2010	Actual 2011	Projected 2012	Budget 2013
REVENUES				
Property Taxes	10,479,497	10,665,203	10,418,010	9,843,809
Other Taxes	4,009,429	4,227,284	3,974,675	4,011,621
Charges for Service	986,462	1,627,682	1,652,773	1,685,162
Permits	775,774	874,176	797,291	742,327
Fine and Forfeitures	151,006	137,942	130,339	143,800
Licenses	310,335	316,823	334,182	330,540
Fees	119,102	113,858	112,012	103,806
Investment Income	183,374	106,905	19,352	79,475
Other Revenue (Intergovernmental)	709,732	1,135,394	1,136,031	671,758
Total Revenues	17,724,711	19,205,267	18,574,664	17,612,298
EXPENDITURES				
Personnel	11,215,199	11,695,297	11,820,984	11,849,737
Services	2,082,667	2,146,669	2,231,626	2,215,121
Commodities	933,769	969,166	1,013,394	1,041,985
Debt Service	2,560,205	2,656,771	2,068,097	1,351,556
Capital (See Use of Bond Proceeds Below)	3,078,302	4,898,187	1,786,060	1,040,500
Other Expense	294,940	445,177	308,847	235,341
Total Expenditures	20,165,083	22,811,266	19,229,009	17,734,240
Excess of Revenues over (under) Expenditures	(2,440,372)	(3,605,999)	(654,344)	(121,942)
OTHER FINANCING SOURCES				
Interfund Revenue	60,000	515,998	515,137	602,879
Bond Proceeds	4,038,552	-	-	-
(OTHER FINANCING USES)	(4,200,741)	(415,998)	(414,037)	(521,650)
NET CHANGE IN FUND BALANCE	(2,542,561)	(3,505,999)	(553,244)	(40,713)
USE OF BOND PROCEEDS	2,852,155	4,285,751	422,228	-

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.

VILLAGE OF GLENCOE, ILLINOIS
Water Fund - Proprietary Fund
STATEMENT OF REVENUES, EXPENSES AND CHANGES IN FUND NET ASSETS

	Fiscal Year			
	Actual 2010	Actual 2011	Projected 2012	Budget 2013
REVENUES				
Charges for Services	1,654,748	2,123,267	2,014,806	1,965,834
Miscellaneous	66,737	85,333	82,193	71,809
Total Revenues	1,721,485	2,208,599	2,096,998	2,037,643
EXPENDITURES				
Personnel	1,032,962	1,066,434	1,086,816	1,099,734
Services	294,541	280,874	310,301	371,128
Commodities	110,960	113,509	137,532	146,050
Other Expense	345,699	88,734	69,000	69,000
Total Expenditures	1,784,162	1,549,551	1,603,649	1,685,912
Operating Income (Loss)	(62,677)	659,049	493,350	351,731
Non-Operating Revenue (Expenses)				
Investment Income	-	924	1,608	1,015
Non-Operating Expense	-	(40,000)	(40,440)	(41,047)
CHANGE IN NET ASSETS	(62,677)	619,973	454,518	311,699
NET ASSETS (March 1)	2,148,616	2,085,939	2,705,912	3,158,822
NET ASSETS (February 28/29)	2,085,939	2,705,912	3,158,822	3,469,506

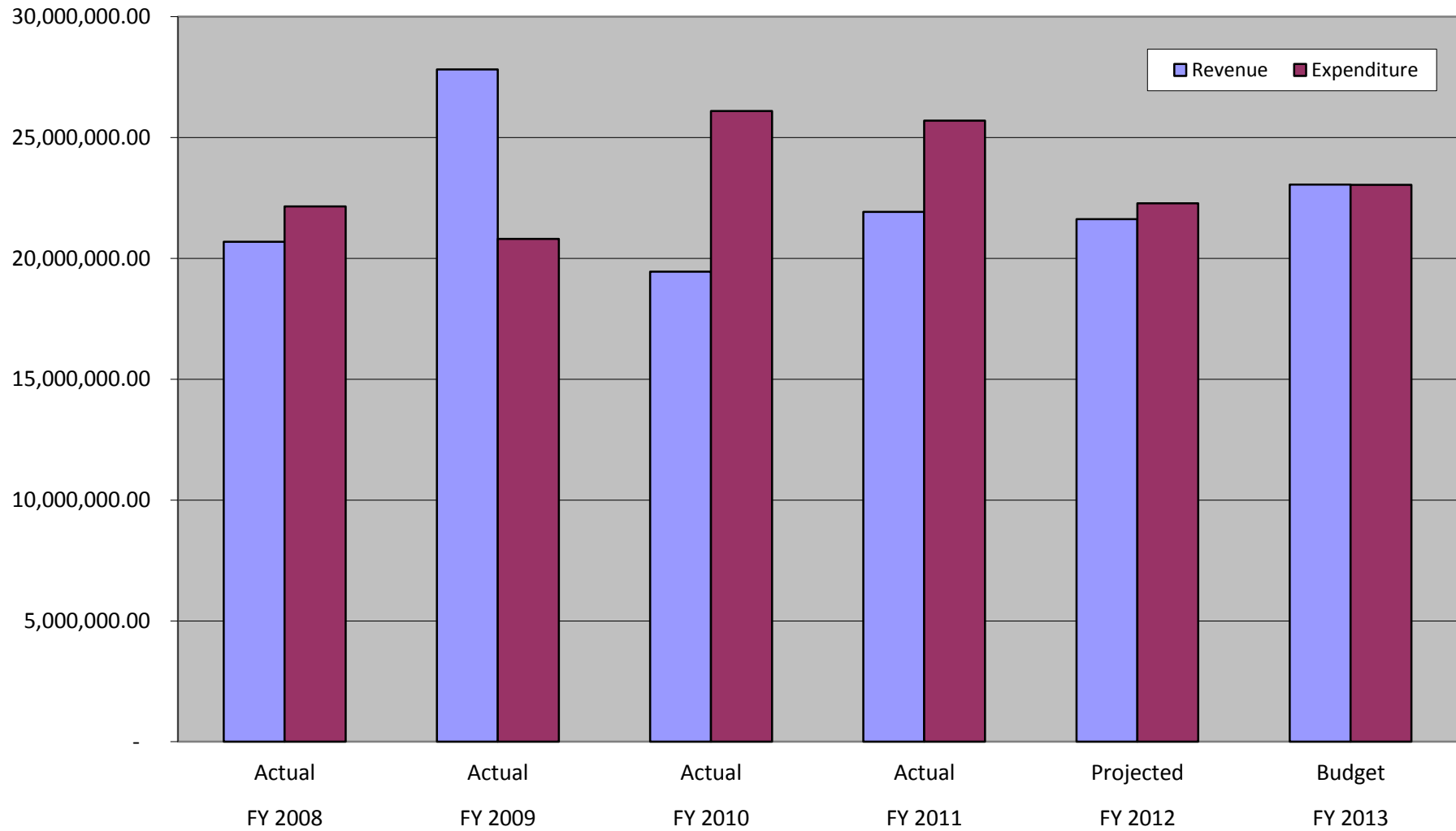
NOTE

Statement does not include resources or uses of the IEPA Loan and also excludes capital outlay.

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

Fund	FY 2010 Actual	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget
<u>Revenues and Other Financing Sources</u>					
General Fund	13,371,352	14,961,763	14,961,600	14,811,811	14,971,676
Special Funds					
Garbage	1,141,461	1,277,204	1,357,884	1,395,963	1,483,599
Motor Fuel Tax	221,287	261,482	230,050	257,882	218,200
Enhanced 911	158,357	152,191	144,570	145,849	141,100
Bond Construction Fund	94,905	52,027	4,790	36,017	-
Enterprise Fund					
Water	1,721,483	2,209,524	3,215,615	2,647,595	4,839,582
Debt Service	2,712,484	2,713,247	2,058,206	2,085,089	1,400,602
Total Revenues (Excluding Pension Funds)	19,421,329	21,627,437	21,972,715	21,380,206	23,054,759
<u>Expenditures and Other Financing Uses</u>					
General Fund	13,257,861	14,583,515	15,117,284	15,107,367	14,906,805
Special Funds					
Garbage	1,133,750	1,232,234	1,526,665	1,536,966	1,329,662
Motor Fuel Tax	0	35,879.09	530,330	313,844	476,303
Enhanced 911	243,542	139,987	199,249	178,324	209,564
Bond Construction Fund	2,852,155	4,285,751	241,378	425,819	-
Enterprise Fund					
Water	1,836,150	1,589,550	3,074,945	2,418,343	4,793,554
Debt Service	6,777,082	2,643,783	2,053,296	2,054,834	1,333,556
Total Expenditures (Excluding Pension Funds)	26,100,540	24,510,699	22,743,147	22,035,497	23,049,444
Revenue less Expenditures Surplus / (Deficit)	(6,679,211)	(2,883,262)	(770,432)	(655,291)	5,316

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



VILLAGE OF GLENCOE
HISTORY OF ADOPTED BUDGETS

FUND	ADOPTED FY 2008	ADOPTED 2009	ADOPTED 2010	ADOPTED 2011	ADOPTED 2012	ADOPTED 2013	% CHANGE FROM FY 2012
REVENUE							
<u>OPERATING</u>							
GENERAL	13,910,618	14,584,504	13,840,580	14,444,953	14,961,600	14,971,676	0.07%
WATER	1,652,640	1,968,246	1,983,540	1,972,204	3,215,615	4,839,582	50.50%
GARBAGE	1,478,454	1,198,600	1,270,020	1,342,400	1,357,884	1,483,599	9.26%
SUB-TOTAL	17,041,712	17,751,350	17,094,140	17,759,557	19,535,099	21,294,857	9.01%
<u>SPECIAL NON-OPERATING</u>							
MFT	253,175	256,200	232,300	215,800	230,050	218,200	-5.15%
E911	173,309	163,500	167,120	158,900	144,570	141,100	-2.40%
SUB-TOTAL	426,484	419,700	399,420	374,700	374,620	359,300	-4.09%
<u>CAPITAL/DEBT</u>							
CIP	37,241	-	109,000	75,000	4,790	-	-100.00%
CAPITAL RESERVE	17,500	-	-	-	-	-	N/A
DEBT SERVICE	2,625,881	2,520,759	2,775,714	2,648,388	2,058,206	1,400,602	-31.95%
SUB-TOTAL	2,680,622	2,520,759	2,884,714	2,723,388	2,062,996	1,400,602	-32.11%
TOTAL REVENUES	20,148,818	20,691,809	20,378,274	20,857,645	21,972,715	23,054,759	4.92%
EXPENDITURES							
<u>OPERATING</u>							
GENERAL	14,860,466	14,705,820	13,878,578	14,845,996	15,117,284	14,906,805	-1.39%
WATER	1,965,956	1,992,534	1,931,258	1,636,279	3,074,945	4,793,554	55.89%
GARBAGE	1,284,613	1,257,070	1,433,317	1,269,745	1,526,665	1,329,662	-12.90%
SUB-TOTAL	18,111,035	17,955,424	17,243,153	17,752,020	19,718,894	21,030,021	6.65%
<u>SPECIAL NON-OPERATING</u>							
MFT	250,000	260,900	-	30,000	530,330	476,303	-10.19%
E911	394,300	223,300	310,561	223,741	199,249	209,564	5.18%
SUB-TOTAL	644,300	484,200	310,561	253,741	729,579	685,867	-5.99%
<u>CAPITAL/DEBT</u>							
CIP	720,000	-	3,835,000	4,714,814	241,378	-	-100.00%
DEBT SERVICE	2,589,452	2,569,599	2,744,789	2,644,108	2,053,296	1,333,556	-35.05%
SUB-TOTAL	3,309,452	2,569,599	6,579,789	7,358,922	2,294,674	1,333,556	-41.88%
TOTAL EXPENDITURES	22,064,787	21,009,223	24,133,503	25,364,683	22,743,147	23,049,444	1.35%

**VILLAGE OF GLENCOE
CAPITAL PLAN 2022 (FY 2013)
AS COMPARED TO FY 2013 BUDGET**

	CIP 2022 (FY 2013)	FY 2013 REQUEST	\$ CHANGE FROM CIP
E911			
NORCOM BASE REPLACEMENT 1/5 SHARE	60,000	-	(60,000)
ADD MAPPING & GIS SOFTWARE TO EXISTING CAD	60,000	-	(60,000)
	120,000	-	(120,000)
GARBAGE			
REFUSE HAULER UNIT # 66	36,000	36,000	-
REFUSE PACKER UNIT #17	195,000	-	(195,000)
	231,000	36,000	(195,000)
GENERAL			
1-1/2 TON TRUCK UNIT #36	70,000	70,000	-
2-1/2 TON DUMP TRUCK UNIT #38	120,000	120,000	-
SERVICE TRUCK UNIT #6	58,000	-	(58,000)
FITNESS EQUIPMENT	13,000	-	(13,000)
PS VEHICLE REPLACEMENT UNIT # 651	31,000	40,000	9,000
PS VEHICLE REPLACEMENT UNIT # 653	31,000	40,000	9,000
PS VEHICLE REPLACEMENT UNIT # 650	31,000	40,000	9,000
RESIDENTIAL SIDEWALKS	85,000	-	(85,000)
EMERGENCY GENERATOR FOR FRANKLIN LIFT STATION	-	35,000	35,000
HARBOR STREET LAKE WALL	25,000	-	(25,000)
REMOVE STAIRS TO WATER PLANT	20,000	-	(20,000)
STREET IMPR. - RESURFACE DUNDEE ROAD	400,000	-	(400,000)
AED REPLACEMENT	25,000	-	(25,000)
	909,000	345,000	(564,000)
WATER FUND			
WATER MAIN REPLACEMENT -INELIGIBLE	-	10,000	10,000
REHAB WATER TANK FOUNDATION	-	60,000	60,000
HVAC UPGRADE - WATER PLANT	100,000	100,000	-
FILTER VALVES	40,000	-	(40,000)
	140,000	170,000	30,000
MOTOR FUEL TAX FUND			
MAINTENANCE STREET RESURFACING	-	400,000	400,000
	-	400,000	400,000
SUB-TOTAL	1,400,000	951,000	-449,000
OTHER PROJECTS: FINANCED, REIMBURSABLE OR NONCAPITAL			
WATER MAIN REPLACEMENT - IEPA	2,150,000	2,800,000	650,000
SHERIDAN RD BRIDGE STONE RAILING REPAIRS	-	75,000	75,000
IT STRATEGIC PLAN PROJECTS - YR 1 - E911 FUND	30,000	25,500	(4,500)
IT STRATEGIC PLAN PROJECTS - YR 1 - GENERAL FUND	30,000	170,400	140,400
SUB-TOTAL	2,210,000	3,070,900	860,900
GRAND TOTAL	3,610,000	4,021,900	411,900

**VILLAGE OF GLENCOE
FY 2013 BUDGET
CAPITAL BUDGET BY QUARTER**

	FY 2013 BUDGET	TARGET BY QUARTER	FUNDING SOURCE
1-1/2 TON TRUCK UNIT #36	70,000	1ST	GENERAL FUND
2-1/2 TON DUMP TRUCK UNIT #38	120,000	1ST	GENERAL FUND
EMERGENCY GENERATOR FOR FRANKLIN LIFT STATION	35,000	1ST	GENERAL FUND
WATER MAIN REPLACEMENT - INELIGIBLE	2,500	1ST	WATER FUND
MAINTENANCE STREET RESURFACING	100,000	1ST	MFT
WATER MAIN REPLACEMENT	550,000	1ST	IEPA
IT STRATEGIC PLAN PROJECTS - YR 1	42,600	1ST	GENERAL FUND
TOTAL FIRST QUARTER (MARCH - MAY 2012)	920,100	1ST	
REFUSE HAULER UNIT #66	36,000	2ND	GARBAGE FUND
WATER MAIN REPLACEMENT - INELIGIBLE	2,500	2ND	WATER FUND
REHAB WATER TANK FOUNDATION	60,000	2ND	WATER FUND
MAINTENANCE STREET RESURFACING	300,000	2ND	MFT
WATER MAIN REPLACEMENT	750,000	2ND	IEPA
SHERIDAN ROAD BRIDGE STONE RAILING REPAIRS	75,000	2ND	GENERAL FUND
IT STRATEGIC PLAN PROJECTS - YR 1	25,500	2ND	E911 FUND
IT STRATEGIC PLAN PROJECTS - YR 1	42,600	2ND	GENERAL FUND
TOTAL SECOND QUARTER (JUNE - AUGUST 2012)	1,291,600	2ND	
WATER MAIN REPLACEMENT - INELIGIBLE	2,500	3RD	WATER FUND
HVAC UPGRADE - WATER PLANT	100,000	3RD	WATER FUND
WATER MAIN REPLACEMENT	750,000	3RD	IEPA
IT STRATEGIC PLAN PROJECTS - YR 1	42,600	3RD	GENERAL FUND
TOTAL THIRD QUARTER (SEPTEMBER - NOVEMBER 2012)	895,100	3RD	
PS VEHICLE REPLACEMENT UNIT #651	40,000	4TH	GENERAL FUND
PS VEHICLE REPLACEMENT UNIT #653	40,000	4TH	GENERAL FUND
PS VEHICLE REPLACEMENT UNIT #650	40,000	4TH	GENERAL FUND
WATER MAIN REPLACEMENT - INELIGIBLE	2,500	4TH	WATER FUND
WATER MAIN REPLACEMENT	750,000	4TH	IEPA
IT STRATEGIC PLAN PROJECTS - YR 1	42,600	4TH	GENERAL FUND
TOTAL FOURTH QUARTER (DECEMBER - FEBRUARY 2013)	915,100	4TH	
FISCAL YEAR 2013 CAPITAL BUDGET GRAND TOTAL	4,021,900		

FUND BALANCE SUMMARY
Including All Financing Sources and Uses

This table projects the fund (cash) balances of major funds from February 28, 2011 as audited through the end of the Fiscal Year 2012 (February 29, 2012) continuing to the end of the Fiscal Year 2013 (February 28, 2013).

FUND	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)
	ACTUAL	FY 2012 (PROJECTED)			PROJECTED	PROJECTED	FY 2013 BUDGET			PROJECTED	
	FUND BALANCE 2/28/2011	REVENUE PROPERTY TAX	EXPENSES OTHER	PROJECTED	SURPLUS/ DEFICIT	FUND BALANCE 2/29/2012	REVENUE PROPERTY TAX	EXPENSES OTHER	BUDGET	ACTUAL SURPLUS/ DEFICIT	PROJECTED FUND BALANCE 2/28/2013
OPERATING FUNDS											
GENERAL (2)	2,112,567	8,283,011	6,528,800	15,107,367	(295,556)	1,817,011	8,444,347	6,527,329	14,906,805	64,871	1,881,882
WATER (1)	624,929	-	2,647,595	2,418,343	229,252	854,181	-	4,839,582	4,793,554	46,029	900,209
GARBAGE	207,514	-	1,395,963	1,536,966	(141,003)	66,511	-	1,483,599	1,329,662	153,937	220,448
SUB-TOTAL	2,945,010	8,283,011	10,572,358	19,062,676	(207,307)	2,737,703	8,444,347	12,850,510	21,030,021	264,837	3,002,539
SPECIAL NON-OPERATING											
MFT	481,783	-	257,882	313,844	(55,962)	425,821	-	218,200	476,303	(258,103)	167,718
E 9-1-1	387,858	-	145,849	178,324	(32,475)	355,383	-	141,100	209,565	(68,465)	286,918
SUB-TOTAL	869,641	-	403,731	492,168	(88,437)	781,204	-	359,300	685,868	(326,568)	454,636
CAPITAL/DEBT											
CIP BONDS	236,588	-	36,017	425,819	(389,802)	(153,214)	-	-	-	-	(153,214)
DEBT SERVICE	54,898	2,083,294	1,795	2,054,834	30,255	85,153	1,399,462	1,140	1,333,556	67,046	152,199
TOTAL	291,486	2,083,294	37,812	2,480,653	(359,547)	(68,061)	1,399,462	1,140	1,333,556	67,046	(1,015)
GRAND TOTAL	4,106,137	10,366,305	11,013,901	22,035,497	(655,291)	3,450,846	9,843,809	13,210,950	23,049,444	5,315	3,456,161

Exhibit VIII

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

Taxing Unit	2007 Tax Levy (Received in 2008)		2008 Tax Levy (Received in 2009)		2009 Tax Levy (Received in 2010)		2010 Tax Levy (Received in 2011)	
	Rate	Percent	Rate	Percent	Rate	Percent	Rate	Percent
Village	0.904	15.75%	0.921	16.19%	0.874	15.97%	1.004	15.59%
Public Library	0.164	2.86%	0.165	2.90%	0.157	2.87%	0.19	2.95%
High School District #203	1.299	22.63%	1.290	22.67%	1.237	22.60%	1.474	22.89%
Grade School District #35	1.997	34.78%	1.997	35.10%	1.901	34.73%	2.329	36.17%
Cook County	0.499	8.69%	0.466	8.19%	0.464	8.48%	0.474	7.36%
Metropolitan Water Reclamation District	0.263	4.58%	0.252	4.43%	0.261	4.77%	0.274	4.26%
Park District	0.42	7.32%	0.417	7.33%	0.398	7.27%	0.484	7.52%
Community College District #535	0.141	2.46%	0.14	2.46%	0.14	2.56%	0.16	2.48%
Other	0.054	0.94%	0.042	0.74%	0.041	0.75%	0.05	0.78%
	5.7410	100.00%	5.6900	100.00%	5.4730	100.00%	6.4390	100.00%

Breakdown of Village Tax Levy

	2008 Tax Ext.	2009 Tax Ext.	2010 Tax Ext.	2011 Tax Levy (1)
General Corporate	6,218,443	7,058,995	7,316,379	7,494,924
Garbage Fund	686,556	-	-	-
Police Pension	973,008	993,736	1,029,797	1,054,244
Fire Pension (2)	-	-	-	-
I.M.R.F. (3)	-	-	-	-
Social Security (3)	-	-	-	-
Sub-Total	7,878,007	8,052,731	8,346,176	8,549,168
% Change	5.04%	2.22%	3.64%	2.43%
Debt Service	2,799,734	2,774,791	2,155,067	1,399,462
Fire Pension			1,836	3,840
Grand Total	\$ 10,677,741	\$ 10,827,522	\$ 10,501,243	\$ 9,952,470
% Change	6.55%	1.40%	-3.01%	-5.23%

(1) Per approved ordinance.

(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

	2007 Tax Levy	2008 Tax Levy	2009 Tax Levy	2010 Tax Levy
Total	\$ 1,109,274,339	\$ 1,159,724,579	\$ 1,239,072,464	\$ 1,046,542,615
% Change	37.71%	4.55%	6.84%	-15.54%
IDOR Equalization Factor	2.8439	2.9786	3.3701	3.3000

VILLAGE OF GLENCOE
EXTENDED 2010 LEVY VERSUS ADOPTED 2011 TAX LEVY

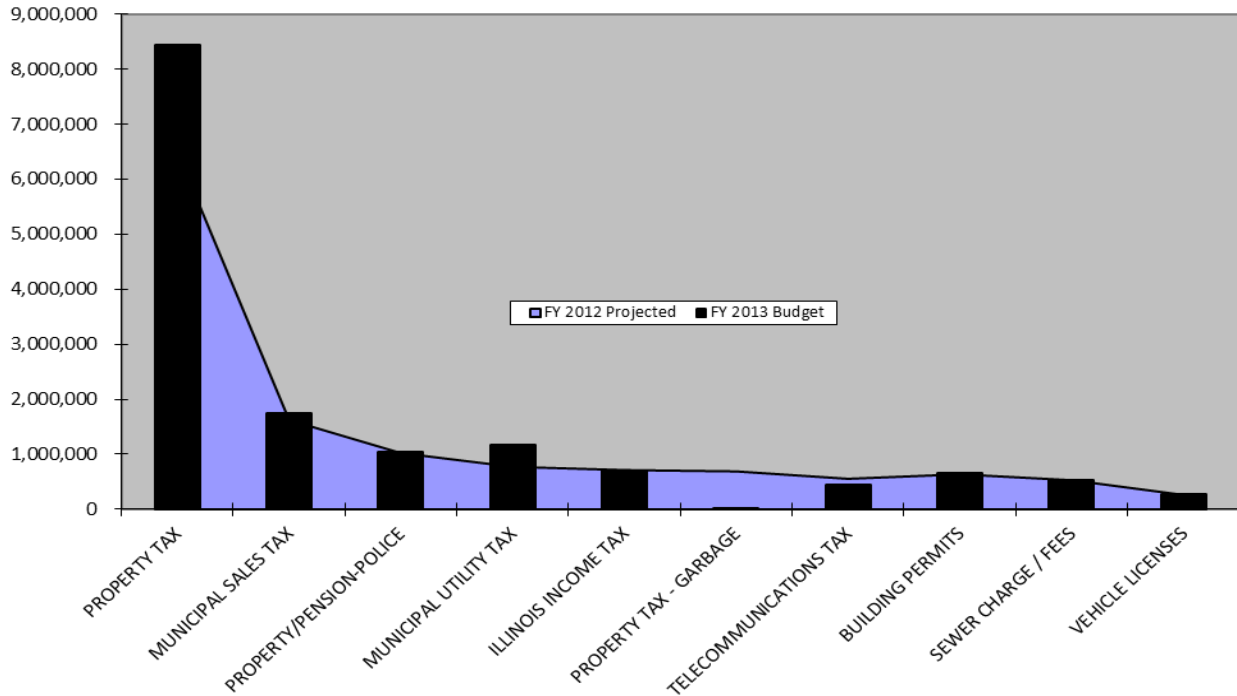
	EXTENDED 2010		ADOPTED 2011		% CHANGE 2010 TO 2011	\$ CHANGE 2010 TO 2011	RATE CHANGE 2010 TO 2011
	TAX EXTENDED	TAX RATE	TAX LEVY	TAX RATE			
GENERAL CORPORATE	6,550,659	0.6259	6,648,919	0.6186	1.50%	\$98,260	(0.0073)
New EAV (1)			62,000	0.0058	N/A	\$62,000	0.0058
Garbage Fund New EAV (1)	690,064	0.0659	700,415	0.0652	1.50%	\$10,351	(0.0008)
Fire Pension Fund (2) New EAV - Fire (1)	75,655	0.0072	76,790	0.0071	1.50%	\$1,135	(0.0001)
Total General Corporate	7,316,379	0.6991	7,494,924	0.6973	2.44%	\$178,545	(0.0018)
POLICE PENSION	1,029,797	0.0984	1,045,244	0.0973	1.50%	\$15,447	(0.0011)
New EAV (1)			9,000	0.0008	N/A	\$9,000	0.0008
Total Police Pension (3)	1,029,797	0.0984	1,054,244	0.0981	2.37%	\$24,447	(0.0003)
VILLAGE SUB-TOTAL(1)	8,346,176	0.7975	8,549,168	0.7954	2.43%	\$202,992	(0.0021)
DEBT SERVICE (4)	2,155,068	0.2059	1,399,462	0.1302	-35.06%	(\$755,606)	(0.0757)
FIRE PENSION (P.A. 93-0689)	1,836	0.0002	3,840	0.0004	N/A	\$2,004	0.0002
VILLAGE TOTAL	10,503,080	1.0036	9,952,470	0.9260	-5.24%	(\$550,610)	(0.0776)
LIBRARY TOTAL (5)	1,984,244	0.1896	2,031,659	0.1890	2.39%	\$47,415	(0.0006)
GRAND TOTAL	12,487,324	1.1932	11,984,129	1.1150	-4.03%	(\$503,195)	(0.0782)

NOTES

- (1) New EAV estimated at \$77,800 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 nearly \$1,400,000, balance to come from other financing sources in the General Fund.
- (4) Debt service listed does not include abatement, but includes 5% loss in collection factor.
- (5) As approved by Library Board.

GENERAL FUND REVENUE SUMMARY

The General Fund is comprised of various revenues that come to the Village in support of the general operations of the Village. The Finance Department accounts for over 80 different revenue sources annually. However, on average over the past four fiscal years, 10 revenue sources make up on average over 88% of the General Fund revenue. These revenues are as follows, in descending order of percentage of revenue:



Revenue Source	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Projected	FY 2013 Budget	% of Total
PROPERTY TAX	5,829,333	6,115,963	6,192,246	6,490,819	8,444,347	56.2%
MUNICIPAL SALES TAX	1,540,323	1,576,372	1,597,663	1,622,537	1,737,180	11.6%
PROPERTY/PENSION-POLICE	937,197	964,310	983,000	1,020,567	1,041,318	6.9%
MUNICIPAL UTILITY TAX	904,958	716,600	763,495	771,120	1,175,932	7.8%
ILLINOIS INCOME TAX	810,043	699,419	679,301	711,440	690,800	4.6%
PROPERTY TAX - GARBAGE	-	-	687,243	687,243.00	7,000	0.0%
TELECOMMUNICATIONS TAX	582,681.00	579,622.00	638,925	553,000.00	445,000	3.0%
BUILDING PERMITS	1,164,853	655,674	737,914	635,000	662,327	4.4%
SEWER CHARGE / FEES	488,821	444,726	550,000	527,858	535,819	3.6%
VEHICLE LICENSES	265,576	259,049	254,050	260,000	276,000	1.8%
SELECTED TOTAL	12,523,785	12,011,735	13,083,837	13,279,584	15,015,723	100.0%
REMAINING TOTAL	1,962,463	1,395,203	1,715,146	1,682,016	(54,123)	125.3%
GRAND TOTAL	14,486,248	13,406,938	14,798,983	14,961,600	14,961,600	238.1%
% SELECTED OF GRAND TOTAL	86.5%	89.6%	88.4%	88.8%	100.4%	238.0%

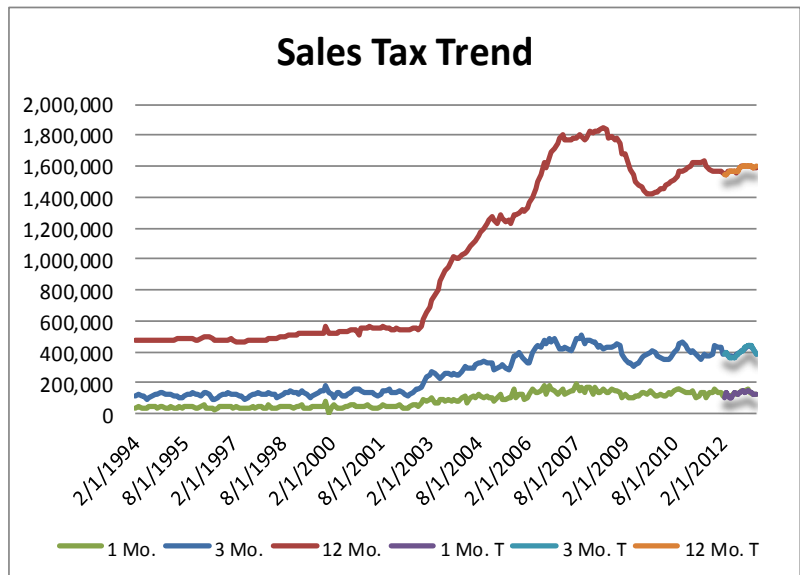
Property Taxes are levied annually by ordinance adopted by the Village Board of Trustees each December. The monies are collected by the Cook County Collector and forwarded to the Villages semi-annually, usually in March and September. This revenue source is not only the largest, but also the most predictable. Although, three out of the last four years there have been delays in remittance of property tax payments from the county. The delay prompted consideration by the Board to open a line of credit and increase fund balance targets in order to provide resources until taxes were received.

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

During deliberations on the long range financial plan, it was decided that given the low increases in property taxes that any new EAV be used as best determined by the Board. The 2011 tax levy ordinance (FY 2013) does not include abatement.

During Fiscal Year 2013, the levy of property taxes typically used to support garbage service operations will actually be collected as general governmental revenue. The Fiscal Year 2013 budget includes a transfer of up to \$450,000 to the Garbage Fund.

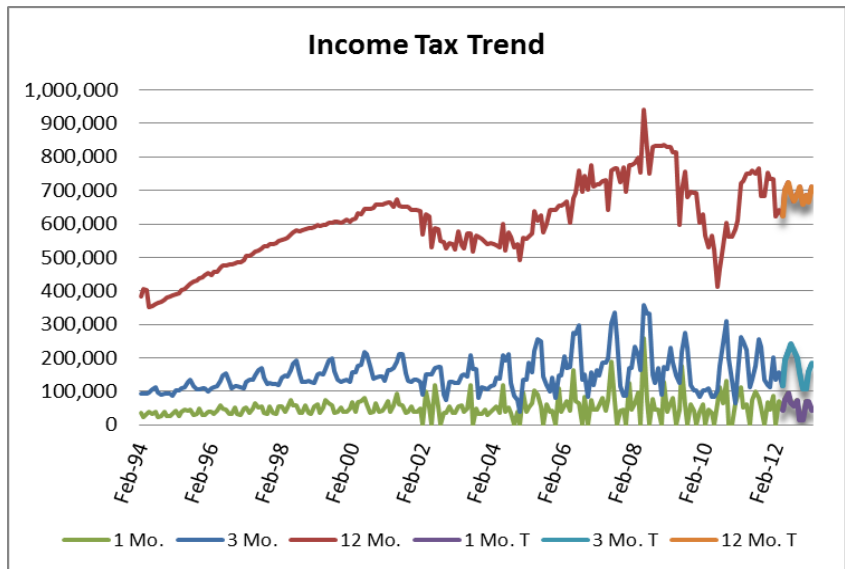
Sales Taxes are derived from the sale of tangible personal property at businesses located in the Village of Glencoe. A tax in the amount of 8.5% is collected by the vendor and forwarded to the Illinois Department of Revenue. For a typical sale in July for example, the tax would be collected from the purchaser at the point of sale, forwarded to the IDOR in August, reviewed and formulated by the IDOR in September and received by the Village in October. The Village represents 1.00% of the 8.5% (or 11.76% on a percentage basis).



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

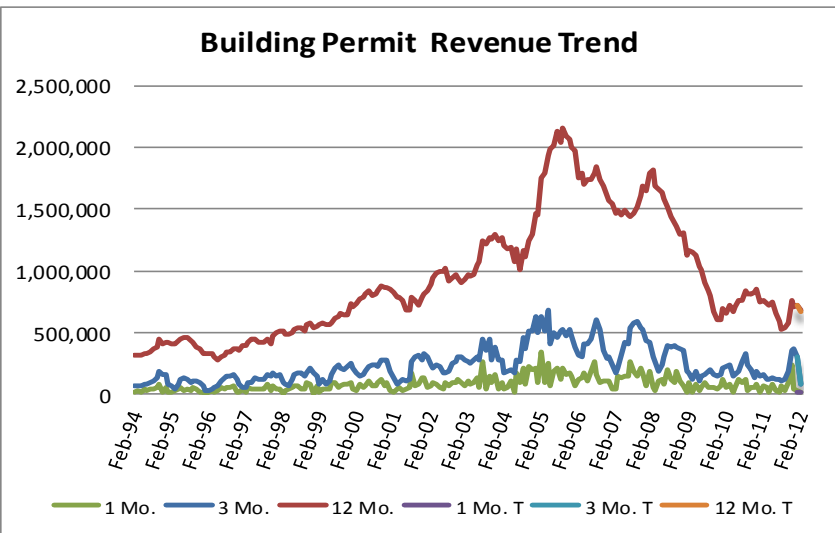
Sewer Charges are calculated based on the amount of water that is used each billing quarter. Effective March 1, 2012 (with billing generated May 1 and thereafter), the charge for sewer will be \$.957 per 100 cubic feet. The minimum sewer bill will be \$9.57.

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. Currently, the State is considering a permanent reduction of municipal share of income tax.



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.

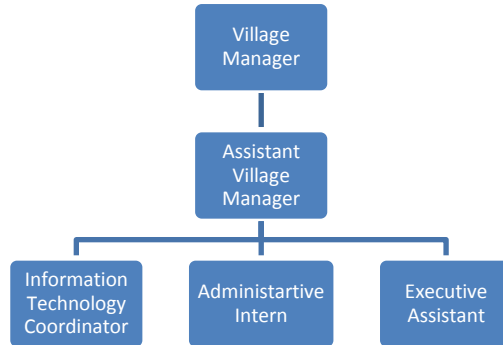


Building permit revenue is at a level last seen around Fiscal Year 1999.

Vehicle Licenses are mailed to residents each winter with information retrieved from the Illinois Secretary of State's Office. Annual fees for most vehicles are \$75, seniors pay a discount rate of \$37.50 and hybrid vehicles pay 50% of their respective rate, however there is a discount if stickers are purchased by April 15th. Vehicle license stickers need not be displayed until April 15.

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.

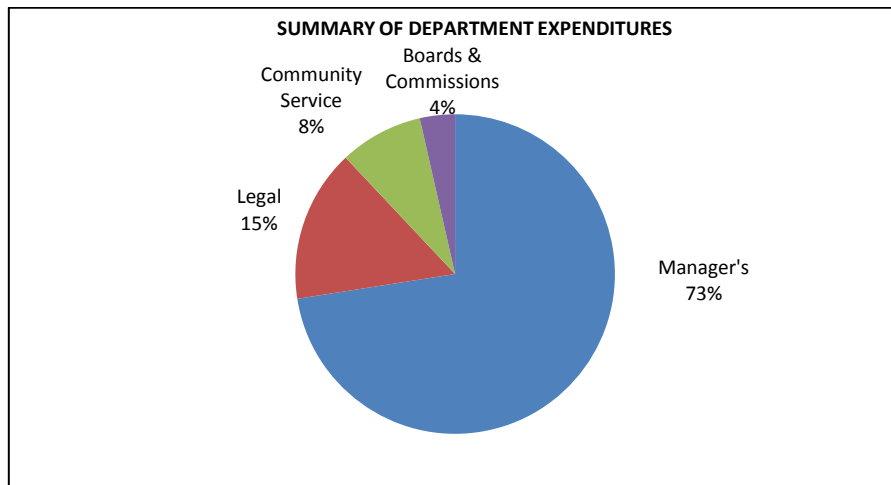
OFFICE OF THE VILLAGE MANAGER



The expenditures in the table below reflect expenditures for all divisions (Administration, Legal, Community Services and Boards & Commissions) that are supervised under the Village Manager’s Office. The total budget for the Village Manager’s Office is \$1,003,290.

FISCAL YEAR 2013 EXPENDITURES						
	<u>Manager's</u>	<u>Legal</u>	<u>Community Service</u>	<u>Boards & Commissions</u>	<u>Department Totals</u>	<u>Prior Fiscal Year's Budget</u>
PERSONNEL	562,823	23,136	-	-	585,959	585,485
SERVICES	60,150	132,000	-	-	192,150	203,875
COMMODITIES	8,640	-	-	-	8,640	26,765
SUB-TOTAL	631,613	155,136	-	-	786,749	816,125
DEBT SERVICE	-	-	-	-	-	-
CAPITAL	-	-	-	-	-	-
SUB-TOTAL OTHER	-	-	-	-	-	-
OTHER	96,000	-	84,841	35,700	216,541	298,315
COMBINED TOTAL	727,613	155,136	84,841	35,700	1,003,290	1,114,440
TRANSFERS OUT	-	-	-	-	-	-
DIVISION TOTAL	727,613	155,136	84,841	35,700	1,003,290	1,114,440

The graph below depicts the breakdown of expenditures by division.



ADMINISTRATION DIVISION

This division provides the following:

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

This division is also responsible for the following:

- Communications;
- Economic Development;
- Human Resources;
- Information Technology; and
- Special Projects.

POSITION TITLE	AUTHORIZED FULL-TIME POSITIONS		
	FY 2011	FY 2012	FY 2013
Village Manager	1	1	1
Assistant Village Manager	1	1	1
Executive Assistant	1	0	1
Executive Secretary	0	1	0
Information Technology Coordinator	1	1	1
FULL-TIME EQUIVALENT	4	4	4

FY 2012 Review

Human Resources

The Village welcomed one new full-time employee and one new permanent part-time employee in FY2012. These hires included a new Secretary in the Department of Public Safety and a new part-time Health Inspector in the Department of Public Works/Community Development.

Through the efforts of the Village Manager's Office, the Finance Department and the Employee Advisory Committee, health and dental insurance costs will remain unchanged between FY2012 and FY2013. This was achieved by the incorporation of several plan design changes for FY2013 and also included an unbundling of rates for participation in the Village's PPO and HMO networks.

Communications

During FY2012, the Village Manager's Office coordinated media relations training for all supervisory employees within the Village as part of a proactive effort to improve the skills of employees who may have frequent occasion to interact directly with the news media. Additionally, in connection with efforts to eliminate redundancy while reducing costs, the Village Manager's Office spearheaded an initiative to establish a single, consolidated newsletter published by the Village, the Park District, the Library and School District 35. To date, the Village, Park District and District 35 are working cooperatively to design the consolidated format that is likely to begin publication in early FY2013.

ADMINISTRATION DIVISION (continued)

Community Activities

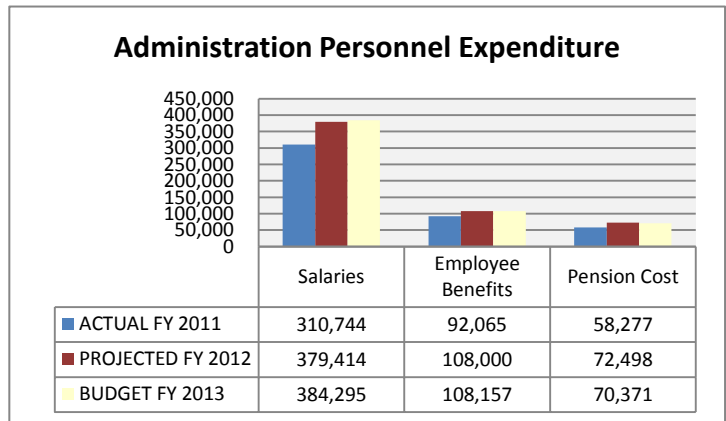
Despite the pressing economic issues facing the Village in Fiscal Year 2012, there were many activities that the Village organized and/or worked collectively with other organizations to sponsor, these included:

- Worked with Chamber of Commerce on promotion of the Business District (including the Farmers' Market, Sidewalk Sale, July 4th Family Festival and Movies on the Green);
- Organized the Village Patriotic Days events, including Memorial Day and Fourth of July with the assistance of the Glencoe Rotary Club, Glencoe Park District and the Human Relations Forum;
- The Annual Vehicle Sticker Contest conducted by the Human Relations Forum;
- The Village's Annual Food and Toy Drive;
- Assisted the Glencoe Education Foundation in sponsoring the fourth year of the Glencoe Grand Prix ; and
- Assisted the Chamber of Commerce in organizing the fifth Annual Festival of the Masters.

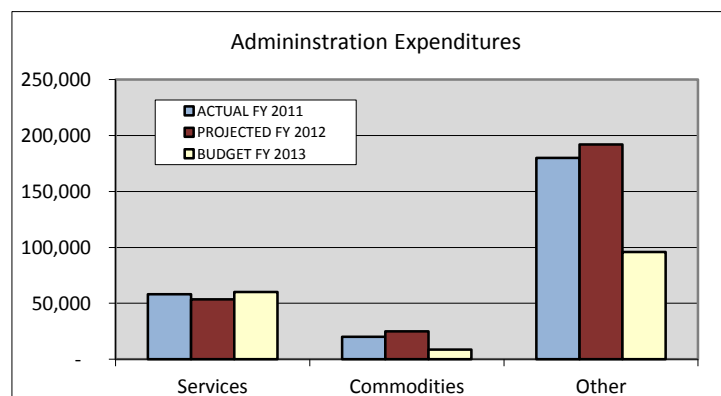
FY 2013 Goals

During Fiscal Year 2013, the Village Manager's Office will continue to evaluate staffing levels, being mindful of the balance between controlling costs and providing required levels of service to the community. The pro-active management of the fiscal condition of the Village will continue.

Monthly revenue and expenditure trends will be monitored to ascertain any significant fluctuations to avoid "crisis" financial conditions. The Manager's Office will continue to evaluate programs and services for effectiveness and efficiencies while reducing redundancy.



	ACTUAL FY 2011	PROJECTED FY 2012	BUDGET FY 2013	% Increase (Decrease from Projected)
Services	58,049	53,713	60,150	11.98%
Commodities	20,161	25,125	8,640	-65.61%
Subtotal	78,210	78,838	68,790	-12.75%
Debt Service	-	-	-	N/A
Capital	-	-	-	N/A
Other	180,000	192,000	96,000	-50.00%
Transfer	-	-	-	N/A
Grand Total	258,210	270,838	164,790	-39.16%



ADMINISTRATION DIVISION (continued)

The following items have been identified as being significant areas where resources of the Village Manager's Office will be dedicated in Fiscal Year 2013:

- Maintaining and enhancing the economic health of the Village;
- Implementing a Village-wide electrical aggregation program for residents and small business customers pending successful passage of such a referendum in March of 2012;
- Assisting community organizations in providing Special Events in the Village;
- Facilitating the development of recommendations to the Village Board concerning future access to and use of the Village's street ends;
- Provide appropriate staff support to standing and Ad hoc Committees and Commissions designated by the Village;
- Commencing implementation of the new five-year Information Technology Master Plan completed in FY2012;
- Provide support to the business district(s) to enhance economic vitality consistent with community needs and wishes; and
- Ascertain, acquire and implement State and Federal Grant program initiatives.

It is the goal of the Manager's Office to assist in the growth of organizations and businesses within the Village, and provide an environment where they can thrive, consistent with community needs. The Village Manager's Office will continue to work with Writers' Theatre and the Woman's Library Club in carrying out the goals of these organizations for their common good and the enhancement of cultural arts in the community.

LEGAL SERVICES DIVISION

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

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

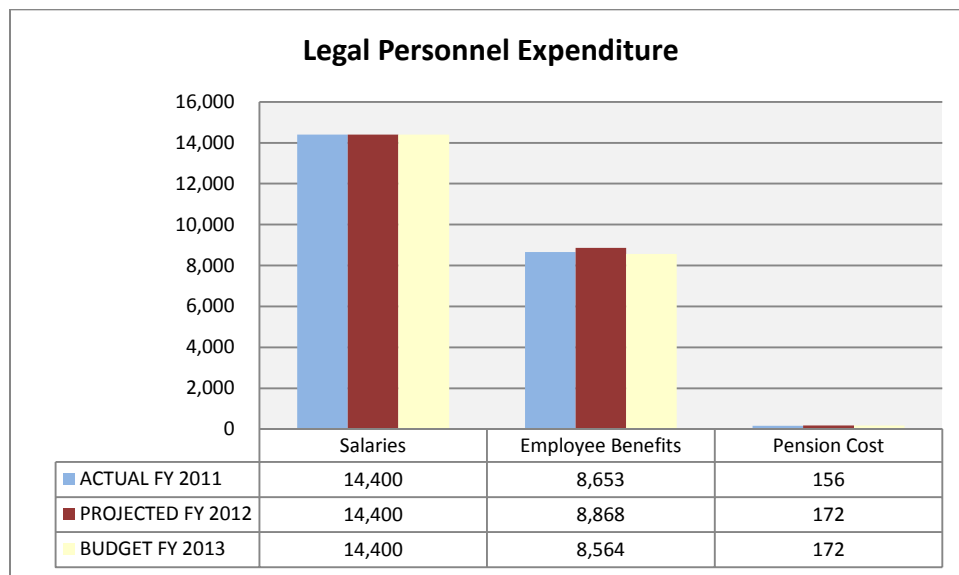
FY 2012 Review

Expenses for legal services during Fiscal Year 2012 are projected to be \$23,587 over budget.

	ACTUAL FY 2011	PROJECTED FY 2012	BUDGET FY 2013	% Increase (Decrease from Projected)
Services	114,310.72	165,587.50	132,000	-20.28%
Commodities	-			N/A
Subtotal	114,311	165,588	132,000	-20.28%
Debt Service	-	-	-	N/A
Capital	-	-	-	N/A
Other	-	-	-	N/A
Transfer	-	-	-	N/A
Grand Total	114,311	165,588	132,000	-20.28%

FY 2013 Goals

A new collective bargaining agreement for certain Public Works Department employees will be negotiated in FY2013 and become effective with the commencement of FY2014. Additional legal expenses for Fiscal Year 2013 are also anticipated for the review and update of policies that apply to health insurance coverage, based on new legislative requirements.



COMMUNITY SERVICES DIVISION

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

- Three Glencoe Social Service Agencies;
- Special events that include the Fourth of July Art Fair;
- Senior Housing Aid; and
- Wildlife animal control practices.

	ACTUAL FY 2011	PROJECTED FY 2012	BUDGET FY 2013	% Increase (Decrease from Projected)
Personnel	-	-	-	N/A
Services	3,735	4,600	0	-100.00%
Commodities	0			N/A
Subtotal	3,735	4,600	0	-100.00%
Debt Service	0	0	0	N/A
Capital	0	0	0	N/A
Other	73,841	73,841	84,841	14.90%
Transfer	0	0	0	N/A
Grand Total	77,576	78,441	84,841	8.16%

FY 2012 Review

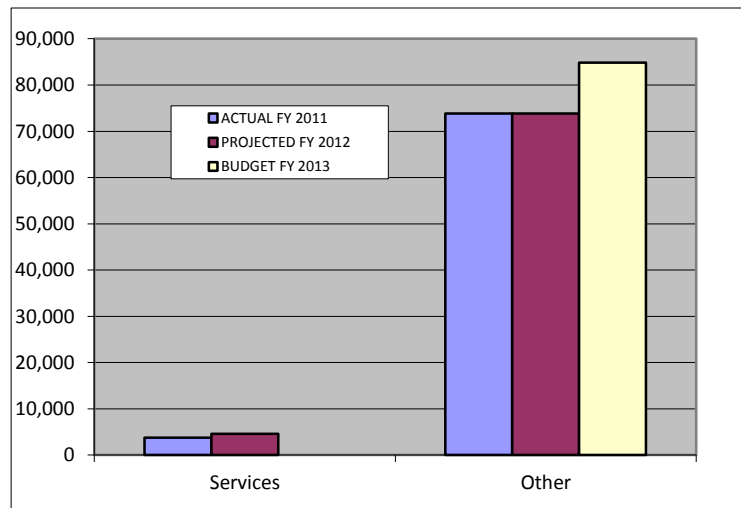
The Village Board initiated a policy for the funding of community grants in Fiscal Year 2005. The existing policy establishes a framework for the Board to consider appropriate funding levels available to community groups. The Fiscal Year 2012 Budget provided assistance to various community organizations. During the most recently completed fiscal year, the Village awarded a total of \$73,841 in community grants.

FY 2013 Goals

The Village works with various Community Service Organizations to facilitate the needs of the community.

For FY2013, grant funding in the amount of \$74,841 has been included in the budget for Community Service Organizations. This figure includes an additional allocation in the amount of \$1,000 for the North Shore Chamber Arts Ensemble.

Additionally, \$10,000 has been included in the FY2013 budget to fund a new Façade Rebate Program, as part of an effort to incentivize local merchants to improve the look and functionality of their businesses. This program will provide a 50% match to business and property owners undertaking eligible improvements in FY2013, up to a maximum of \$5,000 per project.



SPECIAL BOARDS DIVISION

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

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

	ACTUAL FY 2011	PROJECTED FY 2012	BUDGET FY 2013	% Increase (Decrease from Projected)
Personnel	-	-	-	N/A
Services	-	-	-	N/A
Commodities	-	-	-	N/A
Subtotal	-	-	-	N/A
Debt Service	-	-	-	N/A
Capital	-	-	-	N/A
Other	31,402.99	20,350	35,700	75.43%
Transfer	-	-	-	N/A
Grand Total	31,402.99	20,350	35,700	75.43%

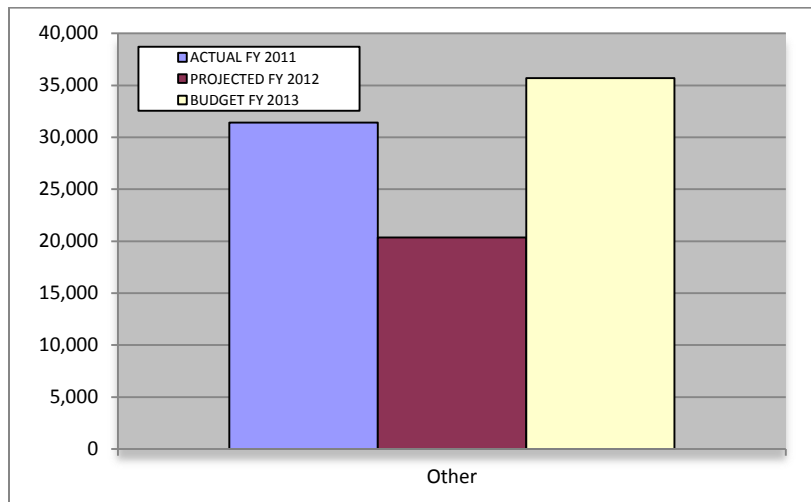
Staff support is provided to the Village of Glencoe Boards and Commissions by the Office of the Village Manager, the Department of Public Works and the Department of Public Safety.

FY 2012 Review

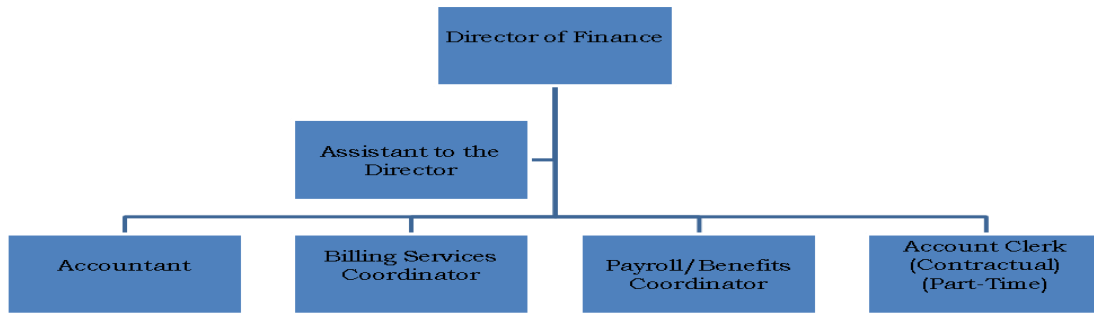
The Special Board's Division of the Village Manager's Office will continue to provide funding for the operations of the various boards and commissions of the Village. During Fiscal Year 2012, a Street Ends Task Force was established to develop policy recommendations regarding the future use and access of the Village's public street ends that terminate at the Lake Michigan shoreline.

FY 2013 Goals

The Special Board's Division of the Village Manager's Office will continue to provide funding for the operations of the various boards and commissions of the Village. During Fiscal Year 2013, staff in the Village Manager's Office will work with the Public Safety Commission to establish a new hiring eligibility list for the position of Public Safety Officer, as well as a new promotion eligibility list for the position of Public Safety Lieutenant.



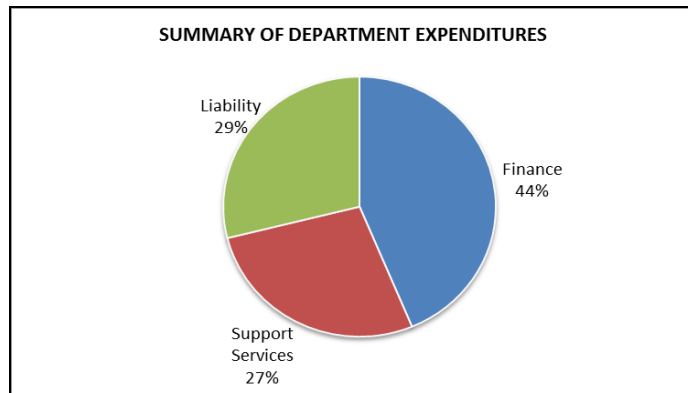
FINANCE DEPARTMENT



DEPARTMENT SUMMARY

The expenditures of the Finance Department include Finance Administration Division, Support Services Division and the Liability Insurance (Risk Management) Division. Excluding a budgeted transfer (to the Garbage Fund) of \$450,000 and capital costs related to the Village's Information Technology Plan; Finance Department expenditures have decreased by \$38,758 from the prior fiscal year's budget.

FISCAL YEAR 2013 EXPENDITURES					
	<u>Finance</u>	<u>Support Services</u>	<u>Liability Insurance</u>	<u>Total</u>	<u>Prior Fiscal Year's Budget</u>
PERSONNEL	577,568	126,348	20,000	723,916	727,272
SERVICES	127,212	68,861	7,096	203,169	220,381
COMMODITIES	14,356	97,464		111,820	130,010
SUB-TOTAL	719,136	292,673	27,096	1,038,905	1,077,663
DEBT SERVICE	-	-	-	-	-
CAPITAL		159,000	-	159,000	55,000
SUB-TOTAL	-	159,000	-	159,000	55,000
OTHER	2,800	-	-	452,800	2,800
COMBINED TOTAL	721,936	451,673	477,096	1,650,705	1,135,463
TRANSFERS OUT	-	-	450,000	-	350,000
GRAND TOTAL	721,936	451,673	477,096	1,650,705	1,485,463



ADMINISTRATION DIVISION

The Administration Division provides the resources necessary for:

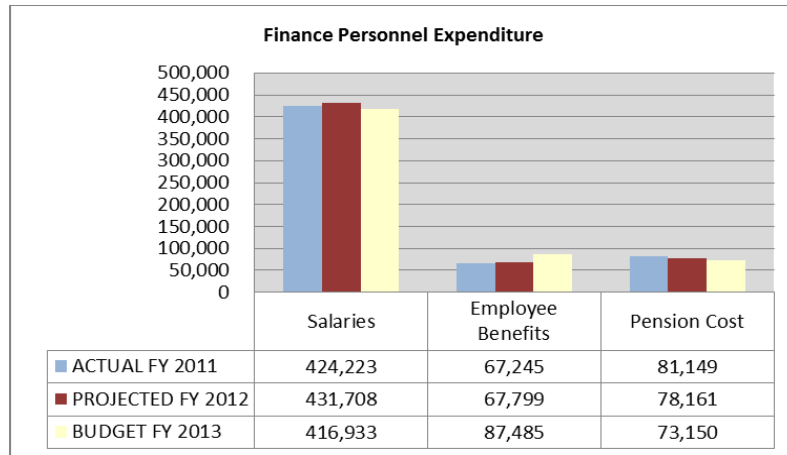
- Village-wide accounting services
- Payroll and payroll tax administration
- Accounts payable and 1099 services
- Cash receipts and cash management
- Benefits administration
- Liability claims coordination
- Workplace safety coordination
- Utility billing service
- Miscellaneous receivable collection
- Collection service
- 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 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

AUTHORIZED FULL-TIME POSITIONS			
POSITION TITLE	FY 2010	FY 2011	FY 2012
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
FULL-TIME EQUIVALENT	5	5	5



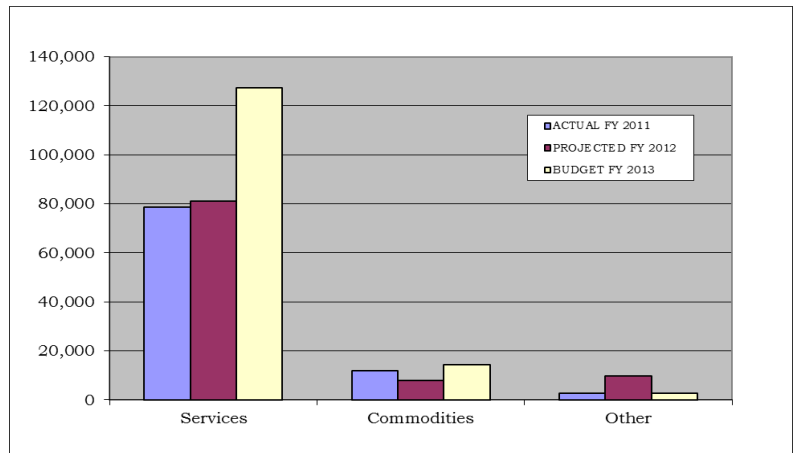
Fiscal Year 2012

In addition to the daily responsibilities of the department, numerous projects were undertaken with results as follows:

1. Finished successful implementation of Innoprise financial software at the Glencoe Public Library resulting in the introduction of shared technology services at no additional cost to either the Village or the Library;

	ACTUAL FY 2011	PROJECTED FY 2012	BUDGET FY 2013	% Increase (Decrease from Projected)
Services	78,751	81,039	127,212	56.98%
Commodities	11,871	7,831	14,356	83.32%
Subtotal	90,622	88,870	141,568	59.30%
Debt Service	0	0	0	N/A
Capital	0	10,970	0	N/A
Other	2,721	9,750	2,800	-71.28%
Transfer	0	0	0	N/A
Grand Total	93,343	109,590	144,368	31.74%

2. Established parameters for implementation of Governmental Accounting Standards Board (GASB) Statement Number 54 concerning fund balance reporting and governmental fund type descriptions effective starting with the Fiscal Year 2012 CAFR;



3. Initiated review of additional internal control documentation for procedures outside the Finance Department to allow future internal audits of other department procedures;

4. Introduced Employee Benefit Corporation as the new third party administrator for flexible spending plan replacing AFLAC;
5. Replaced AFLAC optional coverage with Unum optional supplemental disability coverage;
6. Assisted with establishing the Illinois Environmental Protection Agency (IEPA) Water System Improvement Loan Program;
7. Continued to review and enhance efficiency of receivable collection efforts;
8. Established internal procedure for archiving documents using Laserfiche software;
9. Implemented retail lockbox through North Shore Community Bank;
10. Started uploading lockbox utility bill payments from a billing file (replacing hand entry of payments);
11. Received 25th annual Government Finance Officers Association (GFOA) award for excellence in financial reporting for the Fiscal Year 2010 CAFR;
12. Received second annual GFOA award for the Fiscal Year 2010 Popular Annual Financial Report;
13. Received 6th annual GFOA Distinguished Budget Award for the Fiscal Year 2012 Budget;

ADMINISTRATION DIVISION (continued)

Fiscal Year 2012 (continued)

14. Published revenue trend and economic activity data on the Village's website;
15. Prepared initial report to improve efficiency and effectiveness of vehicle licensing process;
16. Updated purchasing requirements to require approval of Information Technology Coordinator for targeted technology purchases;
17. Completed second consecutive year of catch up funding from the IMRF phase-in level to the annual required contribution level (ARC);
18. Implemented new Innoprise software from processing vendor 1099 forms;
19. Implemented payroll positive pay as an anti-fraud measure;
20. Reviewed setting up purchasing cards with Innoprise software;
21. Established electronic payment program for Village vendors;
22. Worked with golf club staff to increase efficiency of goal cash receipts processing;
23. Amended pay calendar to improve efficiency and accuracy of Village payroll processing; and
24. Established new procedure for posting approved and budgeted employee compensation on the Village's website beginning with the Fiscal Year 2013 Budget.

Fiscal Year 2013

During Fiscal Year 2013, the Finance Department will endeavor to complete the following goals:

1. Complete implementation of Innoprise CIS (Utility Billing) and CCR (Cash Receipts);
2. Introduce utility bill email notification program;
3. Establish online resources for resident account management using Innoprise Citizen Access;
4. Complete implementation of Innoprise Payroll Software and time clocks;
5. Conduct training in order to increase utilization of Innoprise financial software by individuals outside of the Finance Department;
6. Increase opportunities to use customer number systems in order to post additional lock box receipts electronically versus manual entry of receipts;
7. Conduct request for proposal for corporate card services;
8. Conduct request for proposal for police pension custodial banking services and financial consulting;

ADMINISTRATION DIVISION (continued)

Fiscal Year 2013 (continued)

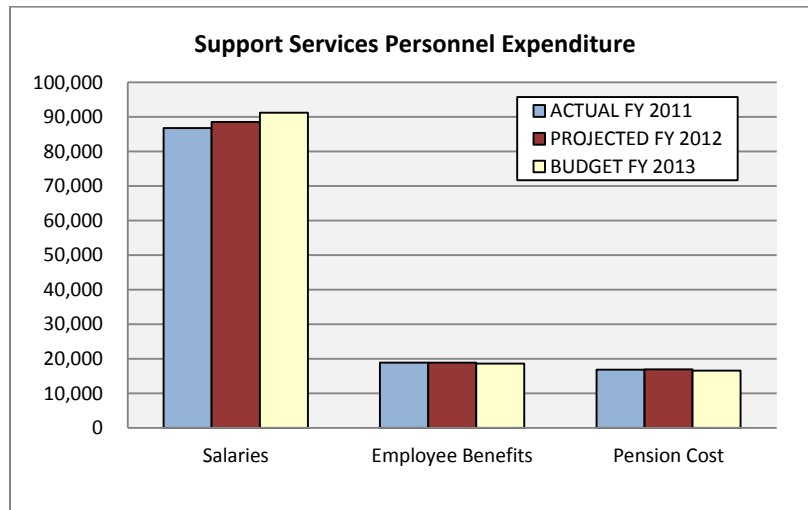
9. Review strategies for managing the implicit liability created by other post-employment benefits (OPEB);
10. Consider enhancing Village collection procedure by using State of Illinois to collect unpaid debts and utilizing the quarterly utility bill;
11. Evaluate implementation of pay cards and requiring direct deposit;
12. Consider strategies to increase electronic auto pay of utility bills (ACH) and reduce credit card and lock box payment;
13. Increase participation in vendor electronic payment program further reducing postage and administrative cost associated with accounts payable;
14. Re-evaluate insurance broker contract;
15. Re-evaluate agreement for auditor services;
16. Evaluate potential for change from a March 1 fiscal year to a January 1 Fiscal Year;
17. Complete internal control analysis, conduct a targeted internal audit and have auditor evaluate the result as their value added day of service included with the annual audit fee;
18. Conduct annual Finance Committee Meeting with Village Actuary;
19. Maintain quality of annual budget, CAFR and PAFR at GFOA award-winning levels;
20. Consider vehicle license program efficiency recommendations including administrative enforcement of vehicle licenses versus public safety enforcement; and
21. Consider strategies to eliminate the use of petty cash in Public Safety.

SUPPORT SERVICES DIVISION

Provides support for other departments, and 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;
- Operating system upgrade and maintenance;
- Design and operation of the Information Technology Infrastructure;
- Provide server, workstation and application support;
- Backup and Recovery;
- Coordinate Information Technology Committee; and
- Research and implement new and innovative technology

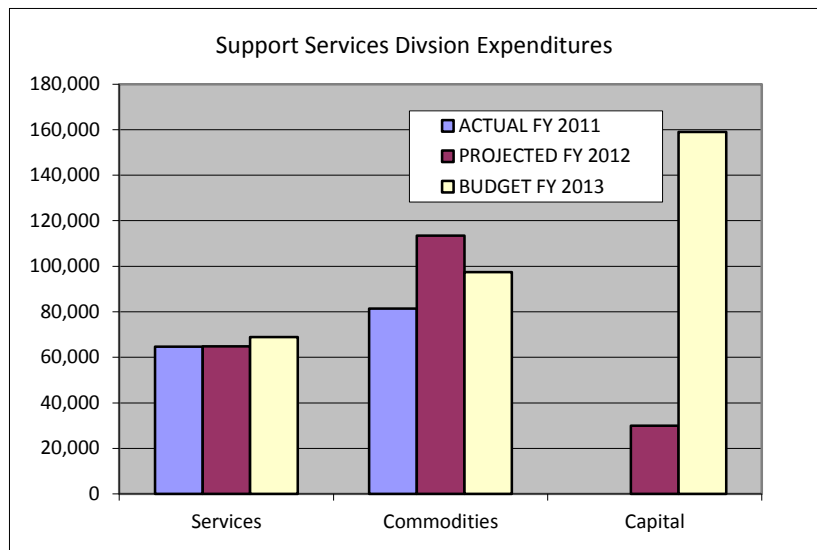
	ACTUAL FY 2011	PROJECTED FY 2012	BUDGET FY 2013
Salaries	86,732	88,510	91,218
Employee Benefits	18,849	18,899	18,608
Pension Cost	16,825	16,889	16,522
Grand Total	122,406	124,298	126,348



Fiscal Year 2012 Review

With the emergence of new affordable technology within the past few years it was necessary for us to review our current practice. Having to do more with less staff has forced many municipal government agencies to rethink technology. After spending a number of hours over the past two years researching technology trend, the decision was made in 2012 to reassess our current technology and develop a new strategy for future technology in Glencoe.

Staff needed to establish a framework for a fundamental transformation and decided to seek the assistance of a



technology consulting firm to assist us in developing a five year Technology Master Plan. This master plan will serve as a dynamic document which lays out in detail the initiatives the Village plans on implementing each year for the next five years. Staff has already begun to implement some of the initiatives in the master plan by consolidating and standardizing applications and storage between Village Departments and Public Safety.

Several general improvements were made in 2012. Document management was one of the areas that were focused on. Laserfiche was the application of choice, which was acquired and successfully implemented. Implementation began in the Finance department and to date, staff has had major success in the ability to retrieve archived documents. Laserfiche is currently being introduced in other departments and over the next two years will become the standard archiving system across all departments. This application will have a major impact in providing a greener environment over time with our objective being to become paperless in a few years. Staff is always looking for ways to improve transparency between the Village and the residents, and staff will continue along that path in 2013. Also, adding mobile presence to our website will be a big benefit to our residents in that they will have the same experience whether browsing our website from a computer or a mobile device such as a smart phone or a tablet computer. The messaging system has improved; we now have a unified messaging system, with voicemails and emails being retrieved from a single inbox.

The Glencoe Public Library has begun using our financial reporting system and has had great success. This has made accounts payable and check processing much simpler and more visible for Library personnel. Major improvements were made to the Innoprise Customer Information System. Final testing is being completed and staff is looking forward to bringing the long awaited billing and cash receipt system online.

The virtualization project that was scheduled to be done in 2012 was put on hold as a result of the Technology Master Plan study. However, staff has begun preparing for a virtualized environment by centralizing the storage. Consolidation of disk storage across all departments will be completed over the next few months.

	ACTUAL FY 2011	PROJECTED FY 2012	BUDGET FY 2013	% Increase (Decrease from Projected)
Services	64,705	64,774	68,861	6.31%
Commodities	81,404	113,420	97,464	-14.07%
Subtotal	146,109	178,194	166,325	-6.66%
Debt Service	-	-	-	N/A
Capital	-	30,000	159,000	N/A
Other	-	-	-	N/A
Transfer	-	-	-	N/A
Grand Total	146,109	208,194	325,325	56.26%

Fiscal Year 2013 Goals

Master Plan Implementation:

Initiatives targeted in the five year master plan for fiscal year 2013 will be implemented throughout the course of the year.

1. **Electronic Document Management**

Laserfiche will be installed in the Managers Office, Public Works and Public Safety to begin the scanning of documents to be archived.

2. **Mobile Field Computing**

Public Works administrative staff will begin using a tablet computer in the field with access to live up to the minute data.

3. **Customer Request Management**

A customer request management module will be added to our website where citizens can submit and track a request for service through its resolution.

4. **Mobile Website**

Our website will be retrofitted to enable access to services from a mobile device such as a Smartphone or tablet computer.

5. **Conference Room Improvements**

Two conference rooms will be retrofitted with large screen monitors to provide self service access for presentations and training. One of these conference rooms will also serve as an overflow to the Council Chambers.

6. **Technology Infrastructure**

- Staff will look to reduce costs by increasing energy efficiency and requiring less hardware with server consolidation.
- Build up business continuity through improved disaster recovery solutions and deliver high availability throughout the departments by server and application virtualization.
- Two server rooms will be consolidated to one, thereby reducing our infrastructure footprint and simplifying administration.
- The current wireless coverage in Village Hall for staff access will be expanded. A guest wireless system will also be provisioned to provide internet access for visitors to Village Hall.
- A site survey for a high speed connection to the Water Plant will be conducted.

7. **Security Improvements**

A threat management gateway will be implemented to provide added security in conjunction with our current firewalls.

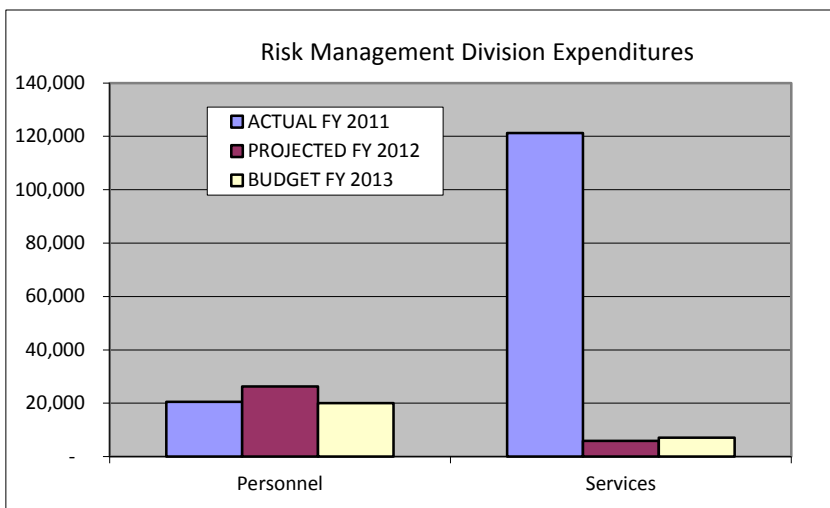
RISK MANAGEMENT DIVISION

The purpose of this division is to:

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

Fiscal Year 2012

The Risk Management Division reflects the cost of a portion of the Village's contribution to IRMA. During Fiscal Year 2012 the contribution formula was modified to assign cost of contribution to departments on a percentage of claims activity basis. The Public Works Department, Water Fund, Golf Club Fund, Garbage Fund and Public Safety Department 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. The Village has selected a \$100,000 deductible, effective January 2011. The deductible per occurrence for calendar year 2011 increased from \$50,000 to \$100,000.



The Village completed a Hazard Survey in coordination with IRMA. These surveys are completed every three years through an onsite visit. The Hazard Survey allows the IRMA representative to inspect the various Village buildings and worksites, noting unsafe behaviors and unsafe conditions. The Village receives the results approximately one month after inspection and must provide an explanation regarding how the hazard was rectified.

In addition to the Hazard Survey, the Village also participates in an onsite IRMA Management Assessment Program (also known as IMAP). During this visit an IRMA representative reviews policy and procedures in place, then makes recommendations for new policies or revisions to existing policies. This assessment takes place every three years, with an onsite visit every six years if the community attains an 80% or higher. The Village will be completing a Self-Assessment in 2013.

The safety committee continues to review claims and make recommendations to increase safety in the workplace. In addition to this, staff continues to participate in the various committees and programs offered by IRMA.

Fiscal Year 2013

The Risk Management Division provides a small portion of the 2012 IRMA contribution, certain non-specific deductibles and the Village's unemployment insurance expense. Also included in this division is the interfund transfer of up to \$450,000 from the General Fund to the Garbage Fund.

IRMA deductible was increased to \$100,000 effective January 1, 2011 and will remain at that level for 2012.

	ACTUAL FY 2011	PROJECTED FY 2012	BUDGET FY 2013	% Increase (Decrease from Projected)
Personnel	20,548	26,238	20,000	-23.77%
Services	121,256	5,965	7,096	18.96%
Commodities	-	-	-	N/A
Subtotal	141,804	32,203	27,096	-15.86%
Debt Service	-	-	-	N/A
Capital	-	-	-	N/A
Other	345,998	350,000	450,000	N/A
Transfer	-	-	-	N/A
Grand Total	487,802	382,203	477,096	24.83%

Safety goals for fiscal year include:

- Identify areas where claims are still occurring and create action plan for reducing claims;
- Review effectiveness of safety incentive programs;
- Conduct employee safety survey to gauge awareness, attitude and understanding;
- Consider safety program “internal controls” and develop a plan to test the effectiveness of internal safety controls; and
- Reduce claims and first aid reports by 25%.

History of IRMA Contribution

Coverage Year:	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>Average</u>
Revenue Base	16,203,902	15,783,553	16,084,748	17,895,328	18,846,991	20,101,806	20,052,615	19,198,062	
4 Year Average	N/A	N/A	N/A	16,491,882	17,152,655	17,742,485	18,596,298	19,218,960	
Base Contribution	427,783	407,847	420,777	491,623	529,926	541,328	514,377	496,774	442,880
Experience Modifier Debit/(Credit)	62,061	124,217	(31,687)	(19,625)	(59,710)	(85,697)	(88,705)	(80,968)	22,541
Sub-Total	489,844	532,064	389,090	471,998	470,216	455,631	425,672	415,806	
IRMA Rate	2.6400	2.5840	2.6160	2.9810	3.1240	3.0510	2.7670	2.5880	2.7626
% Rate Change	-0.71%	-2.12%	1.24%	13.95%	4.80%	-2.34%	-9.31%	-6.47%	
Interest Income Credit	-	-	-	-	-	-	-	-	
Optional Deductible Credit	(44,086)	(47,886)	(38,909)	(94,400)	(136,363)	(132,133)	(161,755)	(158,006)	(72,837)
Members Reserve Credit	(71,735)	(104,089)	(87,821)	(83,845)	-	-	-	-	(48,672)
Net Contribution	374,023	380,089	262,360	293,753	333,853	323,498	263,917	257,800	339,495
% Change	-6.08%	1.62%	-30.97%	11.97%	13.65%	-3.10%	-18.42%	-2.32%	
Contribution (Not including Members Reserve)	445,758	484,178	350,181	377,598	333,853	323,498	263,917	257,800	388,167
Accumulated Surplus Available.								173,058	
Deductible	10,000	10,000	10,000	25,000	50,000	50,000	100,000	100,000	

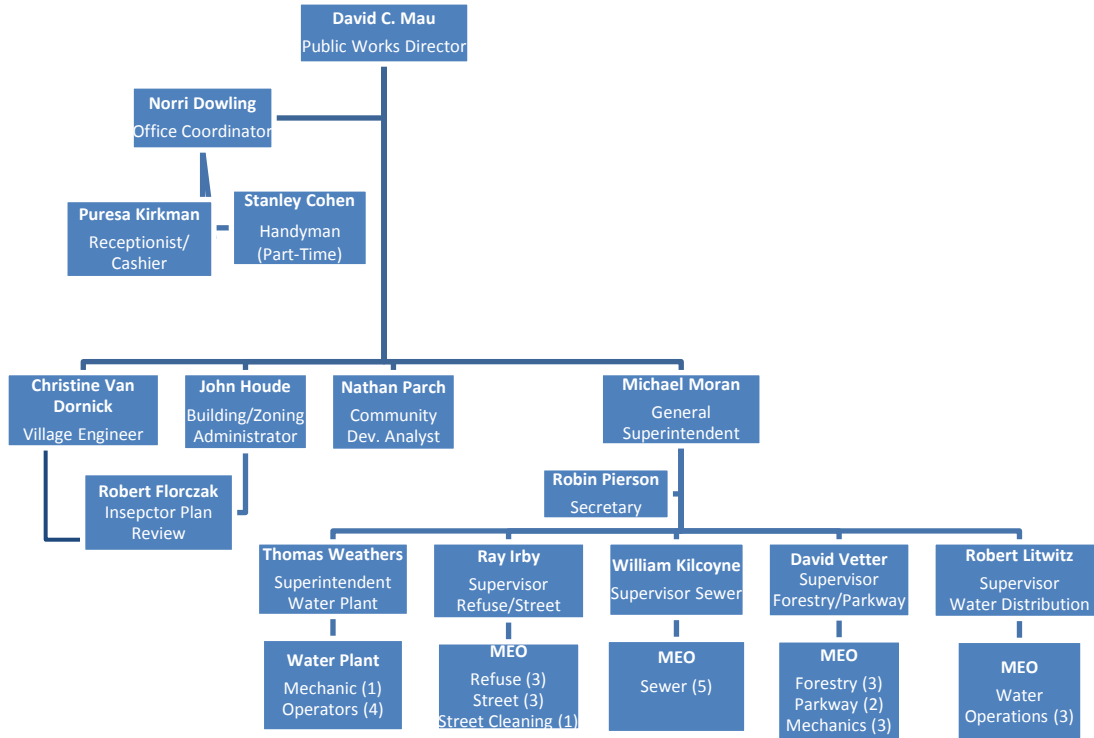
Contribution Breakdown

Coverage Year	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>%</u>
General Fund (224)	170,182	172,942	119,375	133,658	151,905	147,193	6,070	5,929	2.3%
Public Safety (405)	55,055	55,948	38,619	43,240	49,142	47,618	85,773	83,785	32.5%
Public Works (328)	41,992	42,673	29,455	32,980	37,482	36,319	96,858	94,613	36.7%
Water Fund (370)	32,525	33,052	22,815	25,545	29,032	28,131	22,950	22,418	8.7%
Garbage Fund (375)	48,260	49,043	33,852	37,903	43,077	41,741	34,045	33,256	12.9%
Golf Club (385)	26,009	26,431	18,244	20,427	23,216	22,496	18,210	17,788	6.9%
Library	-	-	-	-	-	-	-	-	0.0%
TOTAL	374,023	380,089	262,360	293,753	333,853	323,498	263,917	257,800	100.0%

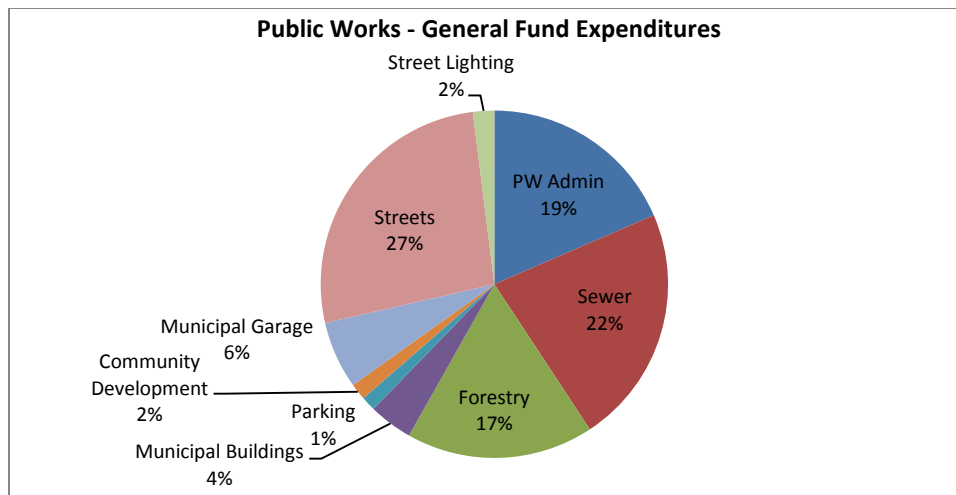
Deductible Budget Breakdown

Coverage Year	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>%</u>
General Fund (224)	6,000	1,000	500	1,150	1,150	1,000	1,150	1,150	1.0%
Public Safety (405)	15,000	15,000	15,000	34,500	34,500	20,000	50,000	50,000	44.4%
Parking Traffic (344)	2,500	1,000	1,000	2,300	2,300	2,500	1,700	1,700	1.5%
Public Works (328)	19,500	7,000	6,000	13,800	30,700	25,000	30,700	30,700	27.3%
Water Fund (365 & 370)	3,000	3,000	3,000	6,900	6,900	7,000	6,000	6,000	5.3%
Garbage Fund (375)	10,000	5,000	5,000	11,500	14,100	12,000	22,000	22,000	19.5%
Golf Club (385)	4,000	-	500	14,000	7,000	1,000	1,000	1,000	0.9%
Library	-	-	-	-	-	-	-	-	
TOTAL	60,000	32,000	31,000	84,150	96,650	86,450	112,550	112,550	100.0%
Actual Deductible Expense	29,894	36,967	64,554	89,436	66,963	84,711	150,000	100,000	
Reserves								60,000	
Total Expense + Reserves	29,894	36,967	64,554	89,436	66,963	84,711	150,000	160,000	
Beginning Savings Balance	22,247	8,055	(2,864)	22,781	17,817	(51,583)	(99,005)	(110,760)	
Ending Savings Balance	8,055	(2,864)	22,781	17,817	(51,583)	(99,005)	(110,760)	(108,766)	

PUBLIC WORKS DEPARTMENT



General Fund											Prior Year's Budget
	PW Admin	Sewer	Forestry	Municipal Buildings	Parking	Community Development	Municipal Garage	Streets	Street Lighting	Total	Prior Year's Budget
PERSONNEL	627,652	817,007	585,610	97,285	-	57,712	226,625	695,724	-	3,107,615	3,108,755
SERVICES	202,816	86,455	128,080	82,285	46,900	11,070	50,560	88,615	92,500	789,281	803,272
COMMODITIES	29,027	85,040	26,975	9,825	15,750	2,400	14,970	256,267	-	440,254	435,877
SUB-TOTAL	859,495	988,502	740,665	189,395	62,650	71,182	292,155	1,040,606	92,500	4,337,150	4,347,904
DEBT SERVICE	0	-	-	-	-	-	-	-	-	-	-
CAPITAL	0	35,000	70,000	-	-	-	-	195,000	-	300,000	615,000
SUB-TOTAL	0	35,000	70,000	-	-	-	-	195,000	-	300,000	615,000
OTHER	0	10,000	-	-	-	-	-	-	-	10,000	8,000
COMBINED TOTAL	859,495	1,033,502	810,665	189,395	62,650	71,182	292,155	1,235,606	92,500	4,647,150	4,970,904
TRANSFERS OUT	0	-	-	-	-	-	-	-	-	-	-
DIVISION TOTAL	859,495	1,033,502	810,665	189,395	62,650	71,182	292,155	1,235,606	92,500	4,647,150	4,970,904

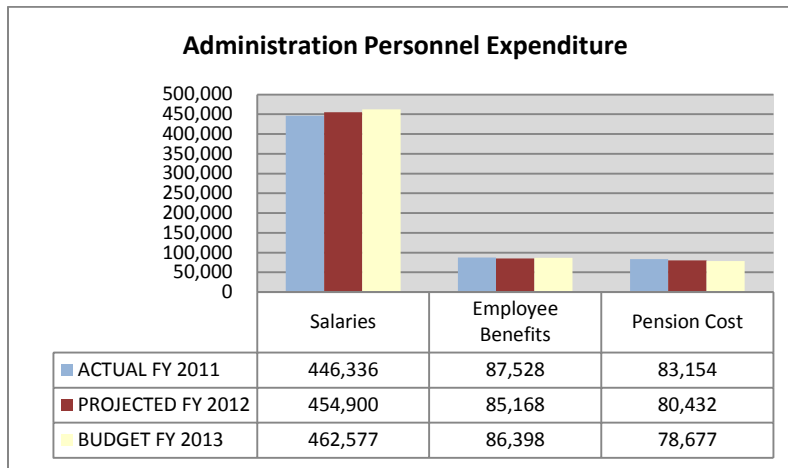


ADMINISTRATION DIVISION

This division provides the following:

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

POSITION TITLE	Number of Positions Authorized		
	FY 2011	FY 2012	FY 2013
Director of Public Works	1	1	1
Village Engineer	1	1	1
Building & Zoning Administrator	1	1	1
Office Coordinator	1	1	1
FULL TIME EQUIVALENT	4	4	4



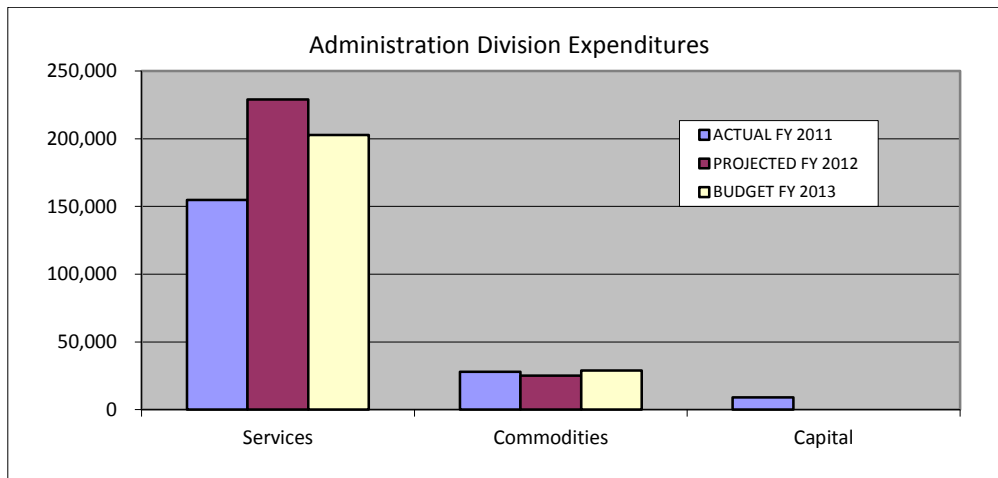
Review of Fiscal Year 2012

The Administrative Division continued the ongoing development and maintenance of the Village's Geographic Information System (GIS) in Fiscal Year 2012. The Village continues as a charter member of the GIS Consortium, a consortium that has grown to 18 member communities whose mission is to reduce the cost and risk of implementing a GIS program. Continued updates to the address database, utility database and the upgrade of a desktop web access program for public access (MapOffice) were accomplished in FY 2012. Also, through the use of a consortium developed program, GIS utility data continues to be used electronically by Public Works operational staff in the field.

Staff continued to provide support to the Plan Commission, Zoning Commission and Contextual Design Review Commission in FY 2012.

ADMINISTRATION DIVISION (continued)

Administration Division Expenditures				
	ACTUAL FY 2011	PROJECTED FY 2012	BUDGET FY 2013	% Increase (Decrease from Projected)
Services	154,833	228,953	202,816	-11.42%
Commodities	27,994	25,093	29,027	15.68%
Subtotal	182,826	254,046	231,843	-8.74%
Debt Service	-	-	-	N/A
Capital	9,084	-	-	-100.00%
Other	-	-	-	N/A
Transfer	-	-	-	N/A
Grand Total	191,910	254,046	231,843	-8.74%



Goals for Fiscal Year 2013

Continued development and maintenance of the Geographic Information System (GIS) in Fiscal Year 2013 will include ongoing updates to address and utility databases and an expanded use of the MapOffice platform both through the intranet and internet sites.

Staff will be reviewing and updating the capital improvement inventory for maintenance street resurfacing, sidewalk, sewer and drainage improvements for upcoming capital improvement program consideration later in Fiscal Year 2013.

SEWER DIVISION

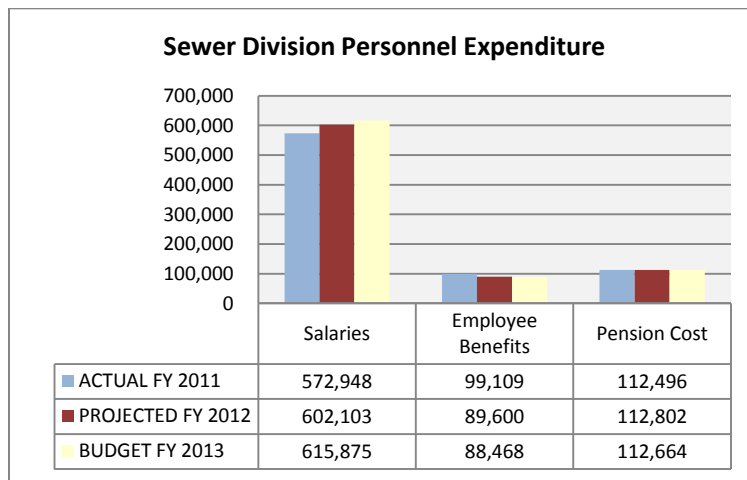
This division provides the following for the Village's sewers:

- Inspection
- Cleaning
- Repair
- Maintenance

Number of Positions Authorized			
POSITION TITLE	FY 2011	FY 2012	FY 2013
General Superintendent	1	1	1
Community Development Analyst	1	1	1
Administrative Secretary	1	1	1
Maintenance Equipment Operator	5	5	5
FULL TIME EQUIVALENT	7	7	7

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

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



Review of Fiscal Year 2012

Sanitary sewer lining improvements included in the Bond Construction Fund were managed through the sewer division and completed in FY 2012. Extension bi-annual cleaning of the sanitary sewer lift stations was performed and the primary pump in the Franklin Lift Station was replaced. A record rain event in July 2011 caused extensive flooding in many parts of the Village. In response to this event a storm drainage study was initiated late in FY 2012 to evaluate three specific flooding areas to evaluate possible alternative improvements to reduce future flooding.

Sewer Division Expenditures				
	ACTUAL FY 2011	PROJECTED FY 2012	BUDGET FY 2013	% Increase (Decrease from Projected)
Services	80,224	113,657	86,455	-23.93%
Commodities	87,199	96,793	85,040	-12.14%
Subtotal	167,422	210,450	171,495	-18.51%
Debt Service	-	-	-	N/A
Capital	299,553	66,552	35,000	-47.41%
Other	8,000	4,000	10,000	150.00%
Transfer	-	-	-	N/A
Grand Total	474,975	281,002	216,495	-22.96%

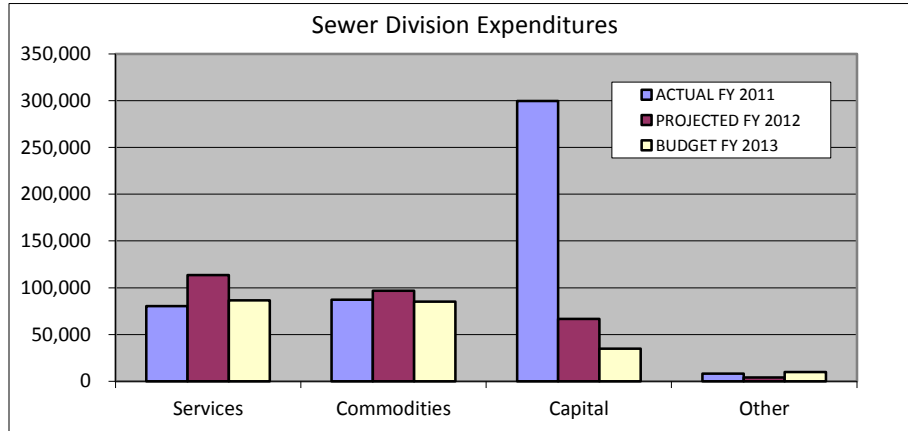
Routine maintenance including cleaning and televising approximately 200,000 feet of the Village's existing storm and sanitary sewers continued in FY 2012. FY 2012 was the 9th year of the Village's Sanitary Sewer Flood Prevention Rebate Program developed to provide partial reimbursements to residents who complete eligible private sanitary sewer flood improvements.

Capital equipment purchased in the sewer division in FY 2012 included a track excavator.

Goals for Fiscal Year 2013

Capital Improvements included in the sewer division in FY 2013 includes the installation of a stand-by emergency generator at the Franklin sanitary sewer lift station. Routine maintenance of the Village’s existing storm and sanitary sewer systems will continue in FY 2013.

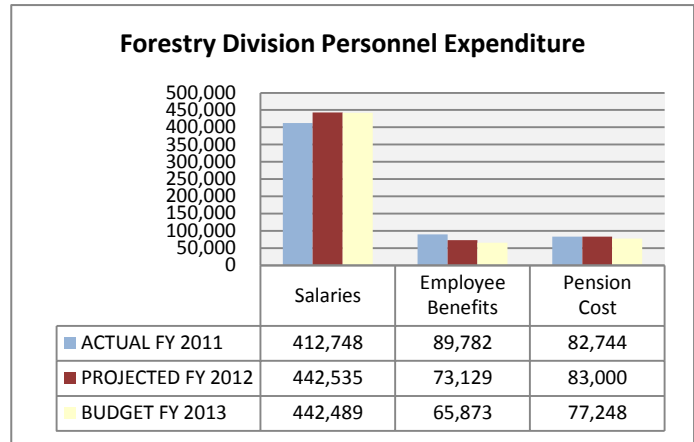
Staff will present the findings and recommendations of the 2011/2012 Storm Water Drainage Study in early FY 2013.



FORESTRY DIVISION

This division provides the following:

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



Number of Positions Authorized			
POSITION TITLE	FY 2011	FY 2012	FY 2013
Public Works Supervisor	1	1	1
Maintenance Equipment Operator	4	4	4
FULL TIME EQUIVALENT	5	5	5

FORESTRY DIVISION (continued)

Review of Fiscal Year 2012

During Fiscal Year 2012, the annual tree program resulted in 203 new trees planted on Village right-of-way. The computerized forestry inventory system was utilized again in FY 2012 to maintain the trimming and pruning program. A total of 198 trees were removed (dead, hazard, DED or EAB) and 657 trees were trimmed. Village staff also worked with the Glencoe Golf Club on maintenance trimming of specific trees on the course and in

Forestry Division Expenditures				
	ACTUAL FY 2011	PROJECTED FY 2012	BUDGET FY 2013	% Increase (Decrease from Projected)
Services	136,114	124,664	128,080	2.74%
Commodities	27,759	36,000	26,975	-25.07%
Subtotal	163,872	160,664	155,055	-3.49%
Debt Service	-	-	-	N/A
Capital	50,599	233,000	70,000	-69.96%
Other	-	-	-	N/A
Transfer	-	-	-	N/A
Grand Total	214,471	393,664	225,055	-42.83%

the campus area. Planning underway in late FY 2012 to work with the Glencoe Park District staff to inventory all Park trees and load into Village's tree inventory program as part of a shared services initiative.

During the 2011 season, 48 trees on a public right-of-way were confirmed emerald ash borer (EAB) infestations and removed by the Village. Forestry staff provided consultation with 10 private property owners to encourage the removal of EAB infested trees.

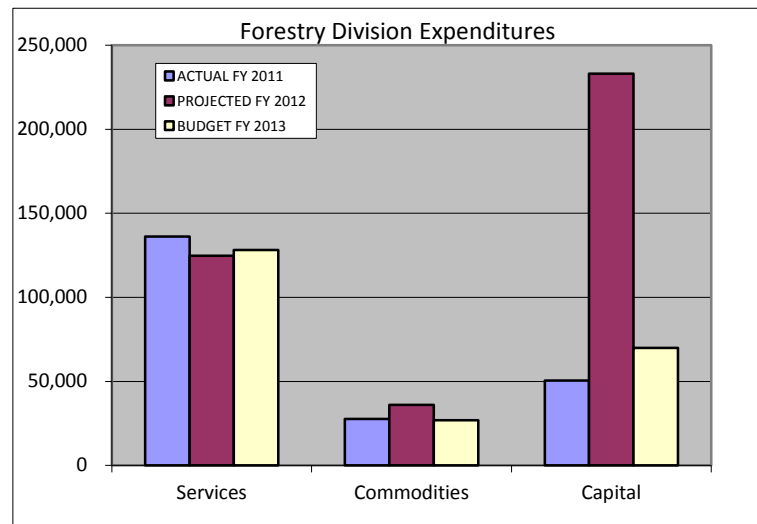
Capital equipment purchased in the Forestry Division in FY 2012 included 30-ft and 65-aerial tower trucks.

Goals for Fiscal Year 2013

The tree-planting program in Fiscal Year 2013 maintains the previous year's funding level for the replacement of trees removed by the Village. Efforts will continue to promote the 50/50 program and the private property tree planting option. Staff will also continue to actively monitor public right-of-way trees for both DED and emerald ash borer activity.

Staff will work closely with the Park District to implement the first year of the shared services initiative by providing forestry services to all Park District properties.

Capital equipment proposed in the Forestry Division in FY 2013 includes the replacement of a 1-1/2 ton truck.



MUNICIPAL BUILDING DIVISION

This division provides the following:

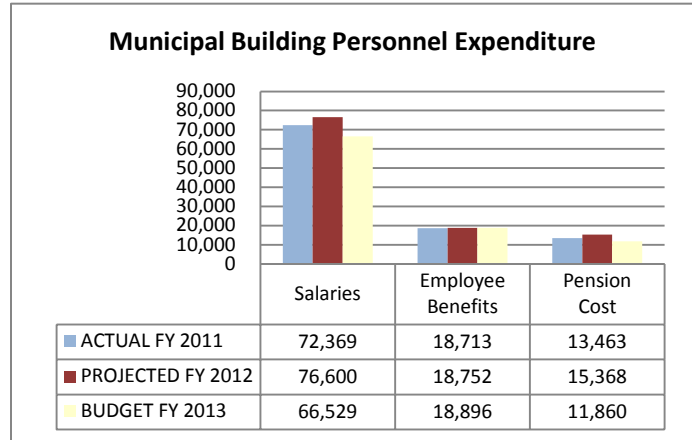
- Effective and timely routine and emergency maintenance of the Village Hall;
- Improvements to the Village Hall and Village Hall grounds;
- Maintenance of Temple Court Parking Lot; and
- Maintenance of bus shelters.

Number of Positions Authorized			
POSITION TITLE	FY 2011	FY 2012	FY 2013
Maintenance Equipment Operator	1	1	1
FULL TIME EQUIVALENT	1	1	1

This division provides funding for the following:

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

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



Review of Fiscal Year 2012

Capital improvements in the municipal building division in FY 2012 included the completion of the Village Hall renovation to the first floor area of the Public Safety Department, a new fire sprinkler system extension to the basement and 2nd floor areas of the Village Hall, and an energy grant-funded lighting replacement project for the basement and 2nd floor areas. These improvements

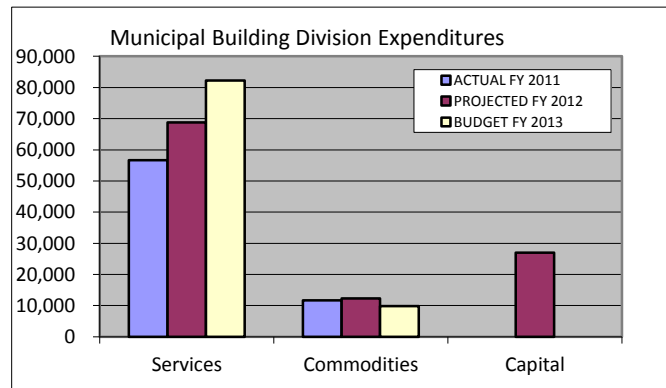
Municipal Building Division Expenditures				
	ACTUAL FY 2011	PROJECTED FY 2012	BUDGET FY 2013	% Increase (Decrease from Projected)
Services	56,701	68,827	82,285	19.55%
Commodities	11,661	12,257	9,825	-19.84%
Subtotal	68,362	81,084	92,110	13.60%
Debt Service	-	-	-	N/A
Capital	-	27,005	-	N/A
Other	-	-	-	N/A
Transfer	-	-	-	N/A
Grand Total	68,362	108,089	92,110	-14.78%

were all funded from the Bond Construction Fund. Also completed in FY 2012 was the renovation of the façade of the Village Hall cupola, including replacement of two clocks on the tower structure.

Routine maintenance of the Village Hall included painting, and heating and cooling system repairs.

Goals for Fiscal Year 2013

Routine maintenance of building systems will continue at the Village Hall in FY 2013.



PARKING AND TRAFFIC CONTROL DIVISION

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

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

Review of Fiscal Year 2012

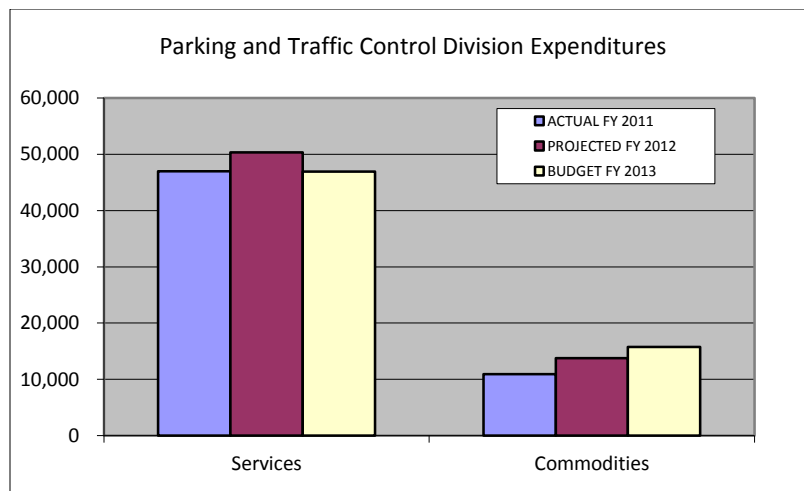
Routine sign maintenance continued in FY 2012 as part of a Village-wide program to standardize parking and regulatory traffic signing. A maintenance contract for thermoplastic pavement markings to upgrade cross walks and stop bars in various locations was completed.

Parking and Traffic Control Division Expenditures				
	ACTUAL FY 2011	PROJECTED FY 2012	BUDGET FY 2013	% Increase (Decrease from Projected)
Personnel	-	-	-	N/A
Services	46,960	50,312	46,900	-6.78%
Commodities	10,950	13,750	15,750	14.55%
Subtotal	57,910	64,062	62,650	-2.20%
Debt Service	-	-	-	N/A
Capital	-	-	-	N/A
Other	-	-	-	N/A
Transfer	-	-	-	N/A
Grand Total	57,910	64,062	62,650	-2.20%

Goals for Fiscal Year 2013

Sign maintenance will continue in FY 2013 including an ongoing effort to inventory all signs into the Village's GIS system in preparation for a federally mandated program to inspect and upgrade sign retro-reflectivity.

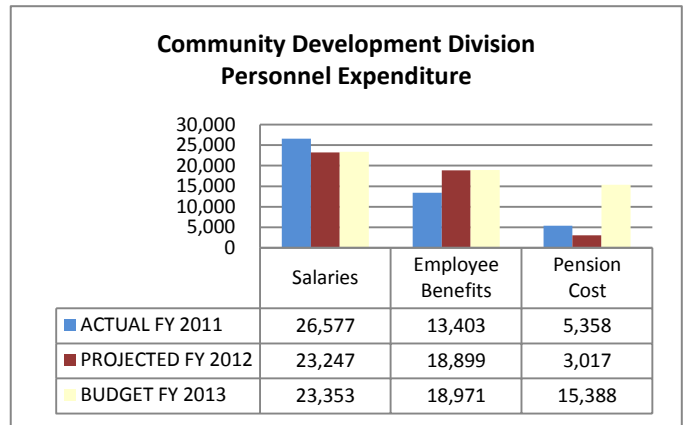
Other improvements planned for FY 2013 include maintenance to replace traffic signal pavement loop detectors for two intersections on Green Bay Road and signal head replacement at the Dundee Road bike crossing location.



COMMUNITY DEVELOPMENT DIVISION

This division of Public Works provides the following:

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



Number of Positions Authorized			
POSITION TITLE	FY 2011	FY 2012	FY 2013
Building Inspector / Plan Reviewer	1	1	1
FULL TIME EQUIVALENT	1	1	1

Review of Fiscal Year 2012

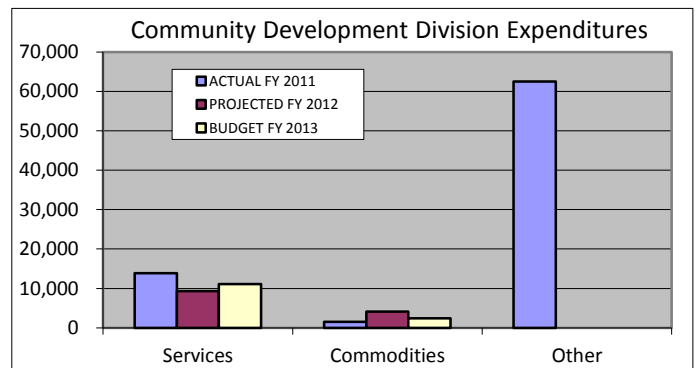
Residential construction activity remained steady in FY 2012. There were 10 permits issued for new single-family construction in 2011. At the same time building permits for residential additions and remodeling remained strong.

The Plan Commission continues to work on implementation of sustainability initiatives based on recommendations included in a report submitted to the Village Board by the Contextual Design Review Commission.

Community Development Division Expenditures				
	ACTUAL FY 2011	PROJECTED FY 2012	BUDGET FY 2013	% Increase (Decrease from Projected)
Services	13,829	9,351	11,070	18.38%
Commodities	1,559	4,150	2,400	-42.17%
Subtotal	15,387	13,501	13,470	-0.23%
Debt Service	-	-	-	N/A
Capital	-	-	-	N/A
Other	62,477	-	-	N/A
Transfer	-	-	-	N/A
Grand Total	77,864	13,501	13,470	-0.23%

Goals for Fiscal Year 2013

Residential construction activity is expected to continue at the current pace with steady activity also anticipated for remodeling and additions in FY 2013.

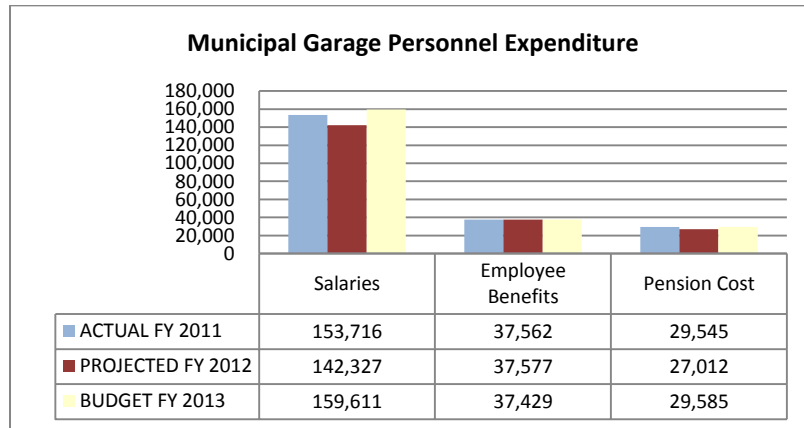


MUNICIPAL GARAGE DIVISION

This division of Public Works provides the following:

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

POSITION TITLE	Number of Positions Authorized		
	FY 2011	FY 2012	FY 2013
Mechanic	2	2	2
FULL TIME EQUIVALENT	2	2	2



Review of Fiscal Year 2012

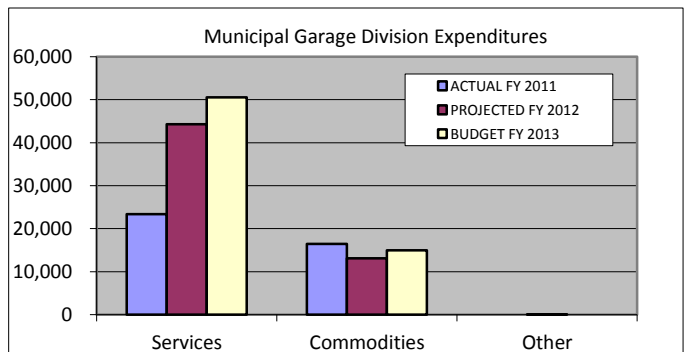
Routine maintenance including roof, HVAC and building systems repairs of the Public Works Service Building continued during FY 2012. In addition, all of the carpet in the building administrative offices was replaced.

	Municipal Garage Division Expenditures			
	ACTUAL FY 2011	PROJECTED FY 2012	BUDGET FY 2013	% Increase (Decrease from Projected)
Services	23,389	44,299	50,560	14.13%
Commodities	16,473	13,147	14,970	13.87%
Subtotal	39,862	57,446	65,530	14.07%
Debt Service	-	-	-	N/A
Capital	-	-	-	N/A
Other	-	52	-	-100.00%
Transfer	-	-	-	N/A
Grand Total	39,862	57,498	65,530	13.97%

Goals for Fiscal Year 2013

Routine maintenance repairs for the Public Works Service Building will continue in FY 2013, including tuck-pointing and maintenance of overhead doors.

Staff will work closely with Park District personnel managing the maintenance of their primary fleet equipment as part of the shared services initiative.

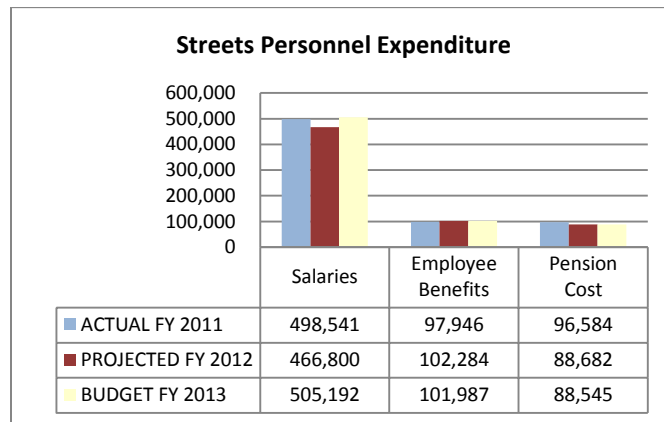


STREETS, SIDEWALKS AND BRIDGE DIVISION

This division of Public Works is responsible for the following:

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

POSITION TITLE	Number of Positions Authorized		
	FY 2011	FY 2012	FY 2013
Public Works Supervisor	1	1	1
Receptionist/Cashier	1	1	1
Maintenance Equipment Operator	5	5	5
FULL TIME EQUIVALENT	7	7	7



Review of Fiscal Year 2012

Maintenance resurfacing of the three commuter parking lots south and west of the Metra station was completed in FY 2012 using MFT funds.

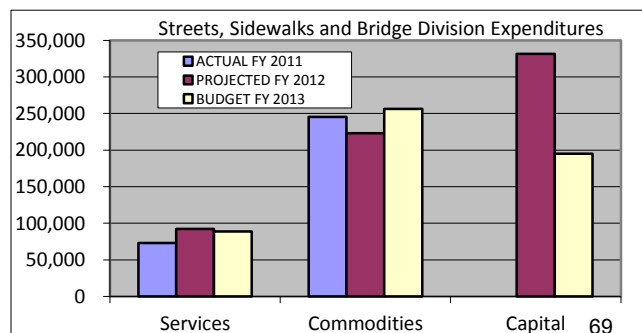
Capital equipment purchased in the Street Division in FY 2012 included a 2-1/2 ton dump truck, ¾-ton pickup truck, front end wheel loader, asphalt roller and a trailer compressor unit.

Streets, Sidewalks and Bridge Division Expenditures				
	ACTUAL FY 2011	PROJECTED FY 2012	BUDGET FY 2013	% Increase (Decrease from Projected)
Services	73,199	92,314.00	88,615	-4.01%
Commodities	245,599	223,001.00	256,267	14.92%
Subtotal	318,799	315,315.00	344,882	9.38%
Debt Service	-	-	-	N/A
Capital	-	331,793.23	195,000	-41.23%
Other	-	-	-	N/A
Transfer	-	-	-	N/A
Grand Total	318,798.66	647,108.23	539,882	-16.57%

Goals for Fiscal Year 2013

Maintenance street resurfacing will resume in FY 2013 using MFT funds.

Routine street maintenance crack sealing and thermoplastic pavement markings will continue. Capital equipment included in the street division in FY 2013 includes a 2-1/2 ton dump truck.



STREET LIGHTING DIVISION

This division of Public Works is responsible for the following:

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

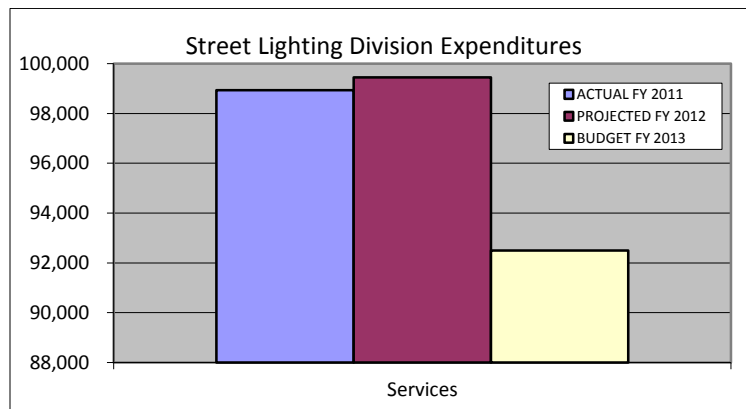
Review of Fiscal Year 2012

During FY 2012 routine maintenance on Village street lights in the downtown business district, the Skokie Heights and Ridges and the train station commuter parking lots continued. The department performed annual maintenance on holiday lighting in the trees in the business district and the Dundee Road medians.

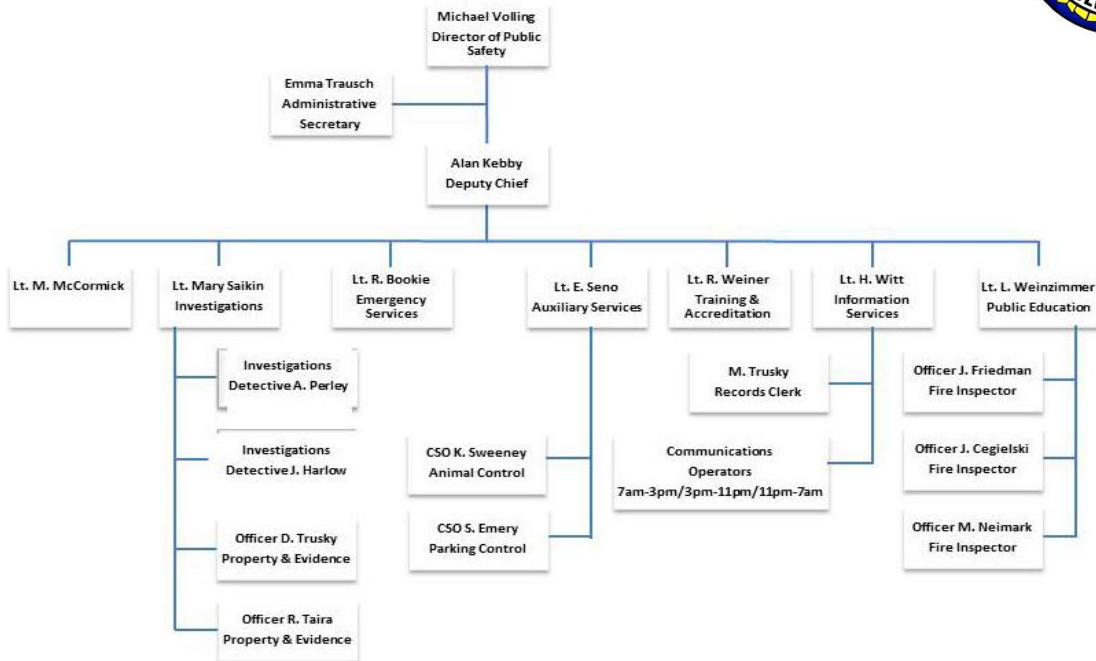
Street Lighting Division Expenditures				
	ACTUAL FY 2011	PROJECTED FY 2012	BUDGET FY 2013	% Increase (Decrease from Projected)
Services	98,931	99,446	92,500	-6.98%
Commodities				N/A
Subtotal	98,931	99,446	92,500	-6.98%
Debt Service	-	-	-	N/A
Capital	-	-	-	N/A
Other	-	-	-	N/A
Transfer	-	-	-	N/A
Grand Total	98,931	99,446	92,500	-6.98%

Goals for Fiscal Year 2013

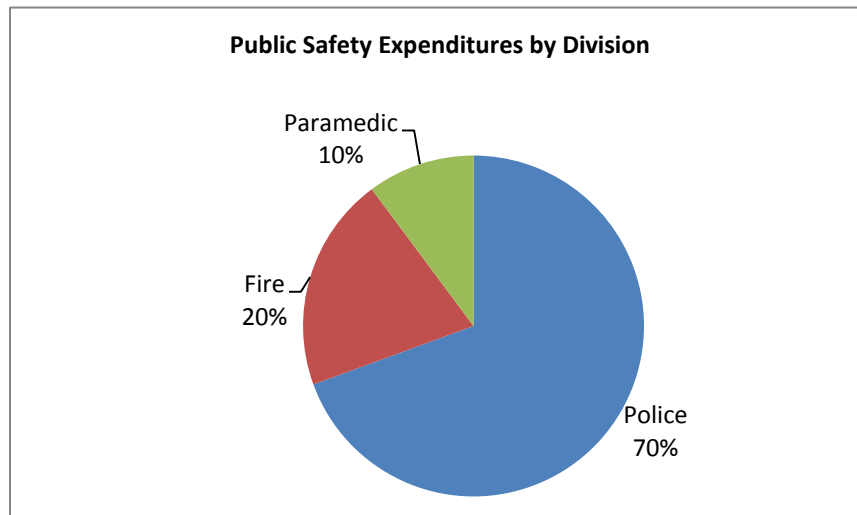
Routine maintenance work on Village owned streetlights will continue. As part of the shared services initiative the Village will supply the lights and work with the Park District staff to provide the labor necessary to perform the maintenance and installation of the holiday lights in the business district and the Dundee Road medians.



PUBLIC SAFETY DEPARTMENT



Fiscal Year 2013 Expenditures					
	Police	Fire	Paramedic	Total	Prior Fiscal Year's Budget
PERSONNEL	4,609,288	1,400,898	719,252	6,729,438	6,656,124
SERVICES	345,922	63,740	36,050	445,712	486,394
COMMODITIES	205,205	80,305	19,000	304,510	302,960
SUB-TOTAL	5,160,415	1,544,943	774,302	7,479,660	7,445,478
DEBT SERVICE	-	-	-	-	-
CAPITAL	120,000	-	-	120,000	95,000
SUB-TOTAL	120,000	-	-	120,000	95,000
OTHER	-	6,000	-	6,000	6,000
COMBINED TOTAL	5,280,415	1,550,943	774,302	7,605,660	7,546,478
TRANSFERS OUT	-	-	-	-	-
Division Total	5,280,415	1,550,943	774,302	7,605,660	7,546,478



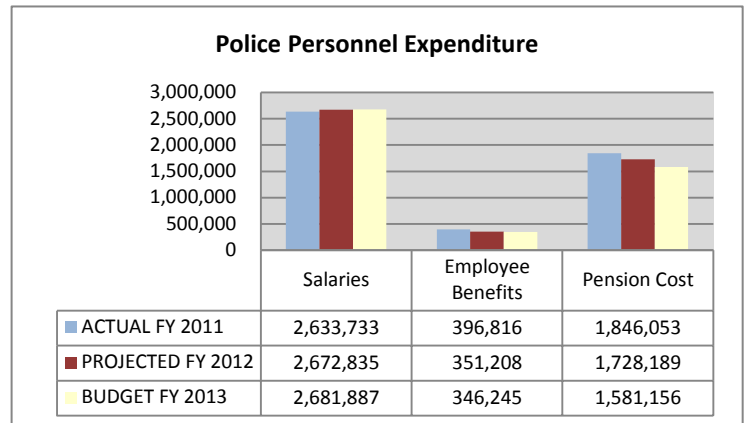
POLICE SERVICES DIVISION

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

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

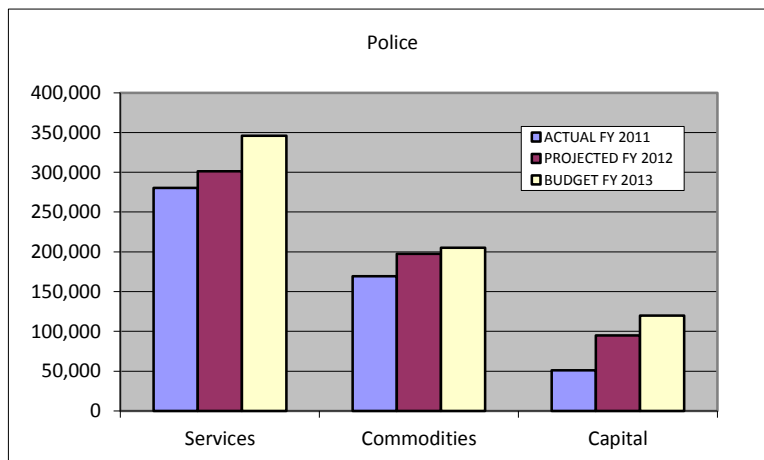
The Police Division enforces criminal and traffic laws on the federal, state and local levels, this includes the protection of persons and property.

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



<u>DEPARTMENT OF PUBLIC SAFETY</u>	FY 2011	FY 2012	FY 2013
DIRECTOR OF PUBLIC SAFETY	1	1	1
DEPUTY CHIEF	1	1	1
ADMINISTRATIVE ASSISTANT	0	0	0
LIEUTENANT	7	7	7
OFFICER	26	24	24
COMMUNICATIONS OPERATOR	5	5	5
COMMUNITY SERVICE OFFICER	2	2	2
ADMINISTRATIVE SECRETARY	1	1	1
RECORDS CLERK	1	1	1
TOTAL	44	42	42

Police Division				
	ACTUAL FY 2011	PROJECTED FY 2012	BUDGET FY 2013	% Increase (Decrease from Projected)
Services	280,378	301,365	345,922	14.79%
Commodities	169,422	197,400	205,205	3.95%
Subtotal	449,800	498,765	551,127	10.50%
Debt Service	-	-	-	NA
Capital	51,138	95,000	120,000	26.32%
Other	-	-	-	N/A
Transfer	-	-	-	N/A
Grand Total	500,938	593,765	671,127	13.03%



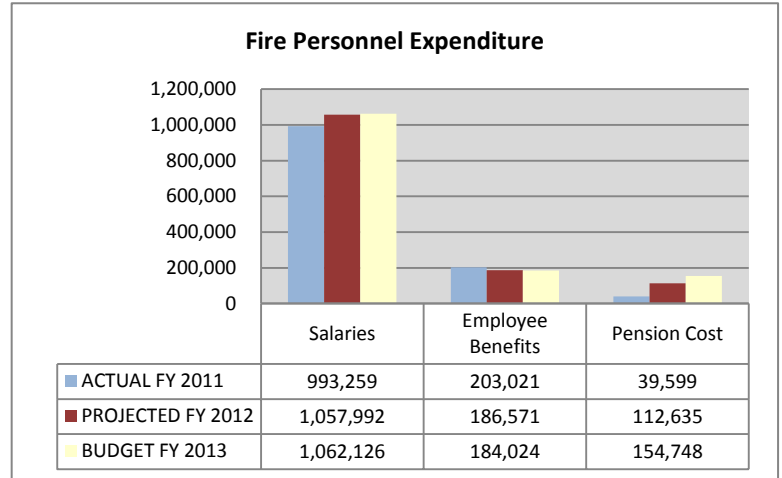
Fire Service Division

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

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

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

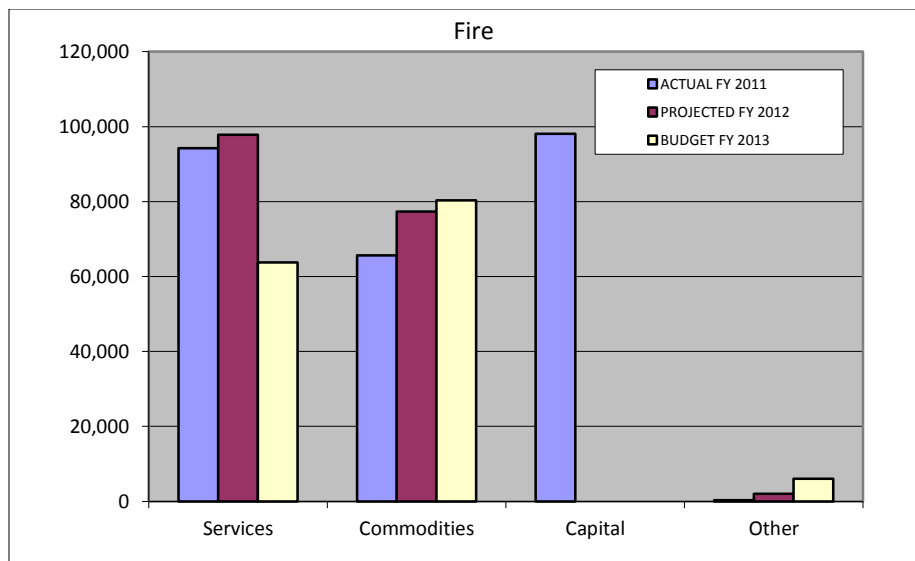
- Reduce the incidence of fire within the community;
- Respond to and control hazardous material situations; and
- Provide underground and underwater rescue and recovery.



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

Fire Division

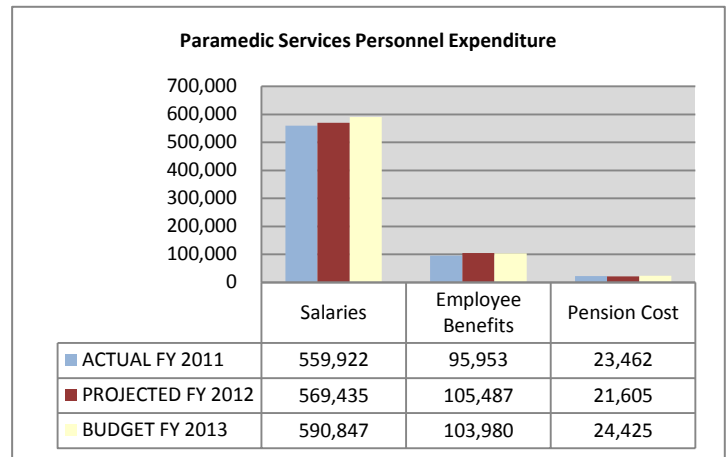
	ACTUAL FY 2011	PROJECTED FY 2012	BUDGET FY 2013	% Increase (Decrease from Projected)
Services	94,256	97,800	63,740	-34.83%
Commodities	65,604	77,345	80,305	3.83%
Subtotal	159,860	175,145	144,045	-17.76%
Debt Service	-	-	-	N/A
Capital	98,130	-	-	#DIV/0!
Other	325	2,000	6,000	200.00%
Transfer	-	-	-	N/A
Grand Total	258,315	177,145	150,045	-15.30%



Paramedic Service Division

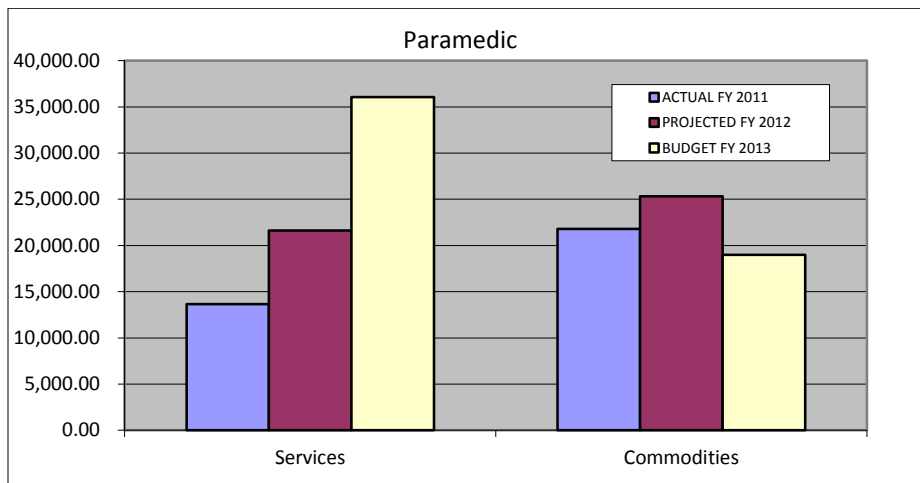
The Paramedic Service Division of the Public Safety Department provides emergency medical services in order to stabilize the condition of sick or injured persons and to ensure their transport to a medical facility with minimal effects of trauma or illness.

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



Paramedic Division

	ACTUAL FY 2011	PROJECTED FY 2012	BUDGET FY 2013	% Increase (Decrease from Projected)
Services	13,644	21,600	36,050	66.90%
Commodities	21,779	25,328	19,000	-24.98%
Subtotal	35,423	46,928	55,050	17.31%
Debt Service	-	-	-	N/A
Capital	-	-	-	N/A
Other	-	-	-	N/A
Transfer	-	-	-	N/A
Grand Total	35,423	46,928	55,050	17.31%



For the 12 months comprising FY 2012, our Public Safety personnel investigated 144 Part I offenses and 389 Part II offenses, and made 324 arrests. Officers issued 4,983 citations, investigated 204 motor vehicle accidents, processed a total of 18,357 public safety calls for service and performed 2,084 fire service activities. Public Safety personnel assigned to paramedic duties responded to 449 calls.

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

Department members participated in numerous public education programs, including "Officer Friendly", drug/alcohol awareness, home safety inspections, Pumpkin Day & "Halloween Safety", Smoke Trailer training for children, DUI Seminars, seat belt inspection zones, laws that effect teenage responsibility, partnered with the Parent / Teacher Organization program "Readers are Leaders", and participated in "Teens and the Law" forums with Glencoe Family Services. All members of the Department attended training sessions covering a wide range of police, fire and EMS related topics. A continual training focus during this fiscal year dealt with "Back to Basic's," which included improved individual performance by reviewing and training on common operational functions in police, fire and emergency medical responses. The officers also completed a very rigorous "Advanced Technician Firefighter" training program making our department one of the first in the State to complete this training.

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

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

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

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

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

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

G ***alvanized in our commitment to serve Glencoe.***

D ***rive to help people in need.***

P ***ride in professionalism.***

S ***ound in judgment.***

Staff appeared before Commissioners from the "Commission on Fire Accreditation" in August, 2009. They agreed that the Department meets all the nationally recognized standards and voted unanimously for our agency to be re-accredited. This designation gave our Public Safety Department national recognition as the first fully integrated Public Safety Agency in the world to receive both Police and Fire accreditation status.

Representatives from the Commission on Accreditation for Law Enforcement Agencies (CALEA) conducted an on-site review with staff for re-accreditation in January 2012. An assigned team of two law enforcement professionals spent four (4) days reviewing policy and procedures, interviewing staff, conducting inspections and riding with patrol officers. A final written report has not yet been received, but an exit interview with the assessors indicated no significant problems. Department Staff will appear before the full CALEA Commission in July 2012 seeking to be re-accredited. Public Safety has been law enforcement accredited since 1994.

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

The Public Safety Commission met several times throughout 2010 for the purpose of establishing a new Register of Eligibles. The list remains in effect with an expiration date of November 2012. Since that time, two (2) Public Safety Officer vacancies were created due to resignation and retirement. The commission is currently working to fill one of those vacancies, which will give us 33 sworn public safety officers.

The Department continues to train qualified officers as paramedics to replace those who have retired or resigned. Currently, the Department has 20 certified paramedics.

In early 2010, staff began working with the Public Works Department on plans for renovating the first floor of the Public Safety Department. This project included a re-design of the administrative offices, report processing, prisoner processing, cell block, records, and the Investigations office. Plans were finalized and construction started in October of 2010 with completion in 2011. The design plan also included the continuation of the fire sprinkler system installation throughout all floors of the Village Hall building.

Proposed for FY2012

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

Training continues to be a cornerstone of the integrated public safety program. The proposed Budget provides training programs to keep Public Safety Officers and Communication Operators at the skill and knowledge levels necessary to perform law enforcement, fire suppression and paramedic functions. In order to meet the need, the Department has budgeted to continue participation in the Northeastern Illinois Public Safety Training Academy (NIPSTA). This facility has become a full service public safety training center. It was made available by the Village of Glenview as part of the take over of the Glenview Naval Air Station. In 2004 the 600' X 400' driver-training pad used to train emergency vehicle operators was completed. In 2007 many of the training props were completed with formal operations beginning in the areas of: crime scene processing & laboratory, technical rescue training area, two (2) railroad tank cars, one (1) passenger rail car, a live fire training building, structural collapse simulator, and a modular multi-level multi-building training center for both law enforcement and fire shared training usage. Public Safety officers continue to be sent to this facility to participate in emergency driver training of both police and fire vehicles. In 2011 our Department put two (2) Public Safety Officers through a Firefighter Academy who graduated as State certified Basic Firefighters.

One Lieutenant graduated from the 10 week School of Police Staff and Command conducted by the Northwestern University Center for Public Safety.

The budget continues to allow for the expansion of our Computer Aided Dispatch (CAD) and Record Management System (RMS). This provides wireless E-9-1-1 pass-through and Computer Aided Dispatch (CAD) that allows 911 information, utilization of the Global Information System (GIS) and access to department and Village data via the mobile data laptops installed in each mobile unit in the field.

The budget provides for continued participation in the Northern Illinois Police Crime Laboratory for the 44th year, enabling us to receive complete crime laboratory services. Of note, the Northern Illinois Police Crime Laboratory became an "accredited" laboratory in 1997, making it the first non-profit, full service, regional laboratory in the world to earn ASCLAD/LAB Accreditation.

The Public Safety Counselor Program continues to provide emergency counseling services to the Department through Glencoe Family Counseling Services. It serves as a program that continues to be modeled by surrounding communities.

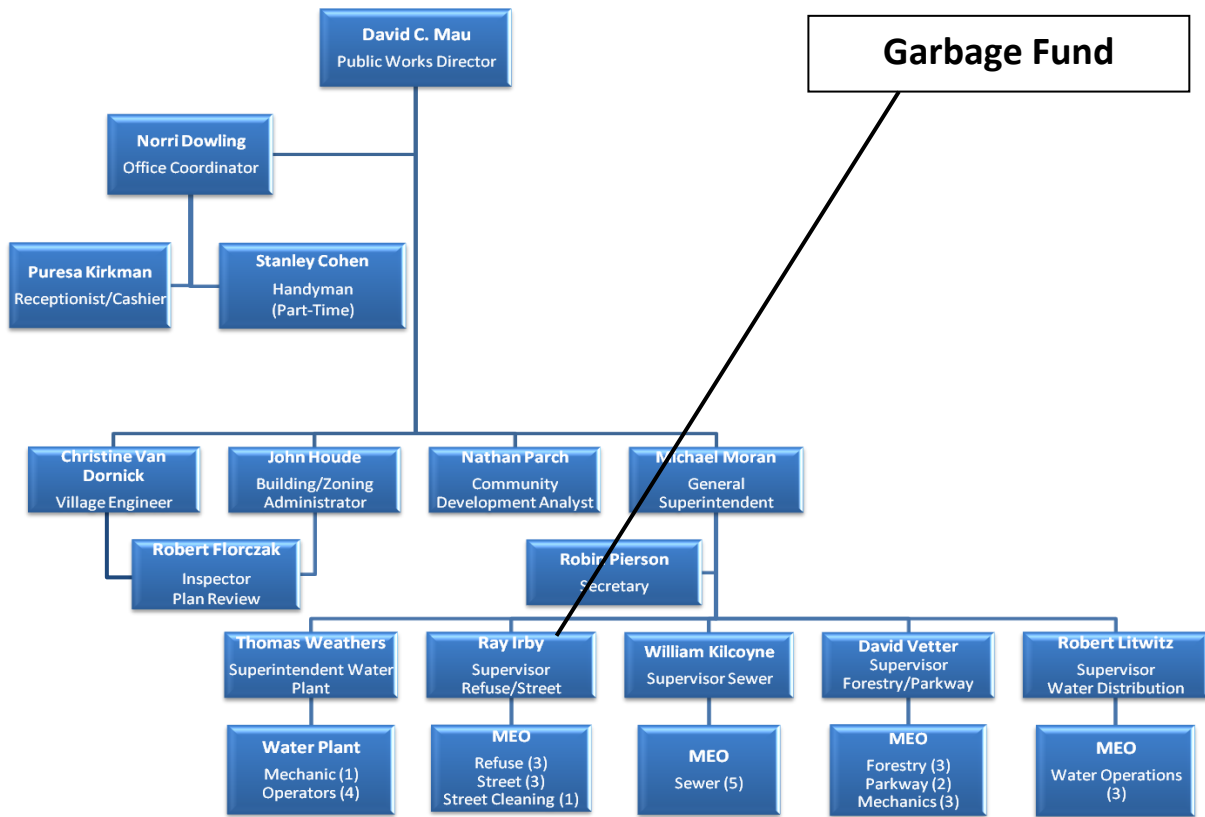
The replacement of police patrol vehicles will continue per Department policy. The Department continues participation in the Northern Illinois Police Alarm System (NIPAS) mutual aid plan, The NIPAS Emergency Services Team (EST), The NIPAS Mobile Field Force (MFF), and the Illinois Law Enforcement Alarm System (ILEAS). In addition, the Department continues its membership in the North Regional Major Crimes Task Force (NORTAF), North Regional Burglary Task Force (NORTAF BTF), North Regional Major Crash Assistance Team (MCAT), and the North Regional Communication Network (NORCOM) in order to have quality investigative resources available and the associated cost sharing these memberships provide.

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

Staff is working to keep the Village-wide "All Hazards" (EOC) Plan current and NIMS compliant. In addition, our 911 / Emergency Operations Center is continually updated with the latest technology. We continue to hold regular EOC training exercises for all village staff members.

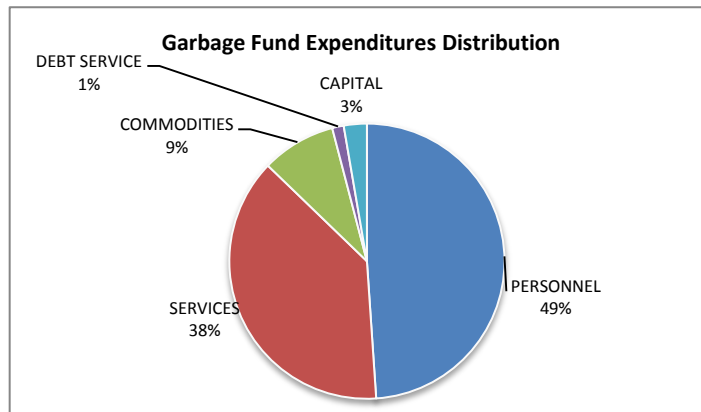
The Public Safety Department will continue the very successful public education section. This group provided community residents with programs on topics such as: firearms safety, home safety inspections, infant car seat inspections and installations, baby sitting classes, CPR, and basic first aid. The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

GARBAGE FUND



Fiscal Year 2013 Expenditures

	Garbage	Total	Prior Year's Budget
PERSONNEL	650,545	650,545	643,412
SERVICES	509,127	509,127	493,363
COMMODITIES	115,990	115,990	115,990
SUB-TOTAL	1,275,662	1,275,662	1,252,765
DEBT SERVICE	18,000	18,000	18,000
CAPITAL	36,000	36,000	255,900
SUB-TOTAL	54,000	54,000	273,900
OTHER	-	-	-
COMBINED TOTAL	1,329,662	1,329,662	1,526,665
TRANSFERS OUT	-	-	-
DIVISION TOTAL	1,329,662	1,329,662	1,526,665



GARBAGE FUND

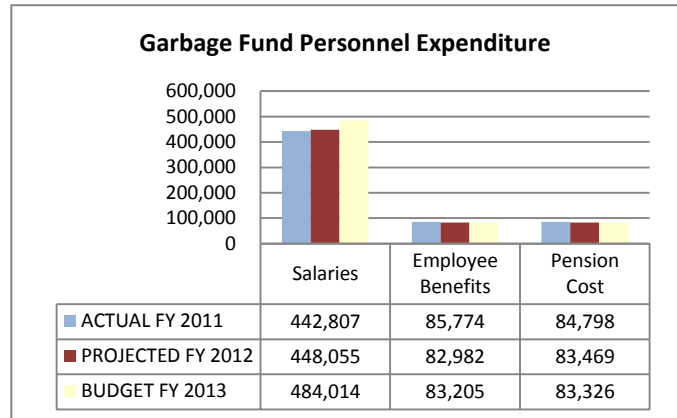
The Refuse Collection Division of the Public Works Department provides timely and orderly collection and disposal of household and business district refuse by providing one-a-week or twice-a-week back door garbage collection for our residents, and pickups as needed for our businesses.

<u>Number of Positions Authorized</u>			
POSITION TITLE	FY 2010	FY 2011	FY 2012
Public Works Supervisor	1	1	1
Mechanic	1	1	1
Maintenance Equipment Operator	3	3	3
FULL TIME EQUIVALENT	5	5	5

The Division also supervises:

- Once-a-week curbside recycling by contract which collects glass, newspaper, plastics and metal cans;
- Seasonal yard waste collection;
- Special pick-ups;
- Curbside vacuum leaf collection program (seasonal), and
- Spring Clean-Up services.

The vacuum collection of leaves initiated during fiscal year 1995 is continued. Yard waste will continue to be collected at curbside weekly.



Review of Fiscal Year 2012

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 (\$5.07 per ton) for the construction of the Transfer Station facility. Disposal tipping fees were \$ 52.46

	ACTUAL FY 2011	PROJECTED FY 2012	BUDGET FY 2013	% Increase (Decrease from Projected)
Services	479,723	552,693	509,127	-7.88%
Commodities	93,784	108,000	115,990	7.40%
Subtotal	573,507	660,693	625,117	-5.38%
Debt Service	13,033	14,745	18,000	22.08%
Capital	32,277	247,000	36,000	-85.43%
Other	-	-	-	N/A
Transfer	-	-	-	N/A
Grand Total	618,816	922,438	679,117	-26.38%

per ton in SWANCC's FY 2012 Budget. In 2007, SWANCC negotiated a contract extension with Groot Recycling to operate the WTTS. The new contract included a Recycling Incentive Program whereby members are paid semi-annually for recyclable materials delivered to Groot. The Village received a total of \$42,752 from this program in FY 2012. The Village approved a new 5-year Recycling Agreement for residential and commercial collection with Groot in FY 2010. Residential and commercial recycling participation remains strong.

Approximately 3,163 tons of refuse was collected by the Village and delivered to the WTTS in FY 2012, and approximately 1,786 tons of recyclables from the residential and business district was collected by Groot Recycling and diverted to their Elk Grove facility. In addition, approximately 303 tons of yard waste materials and 8,740 cubic yards of leaves were collected by the Village and delivered to the WTTS and the

GARBAGE FUND (continued)

Chicago Botanic Garden.

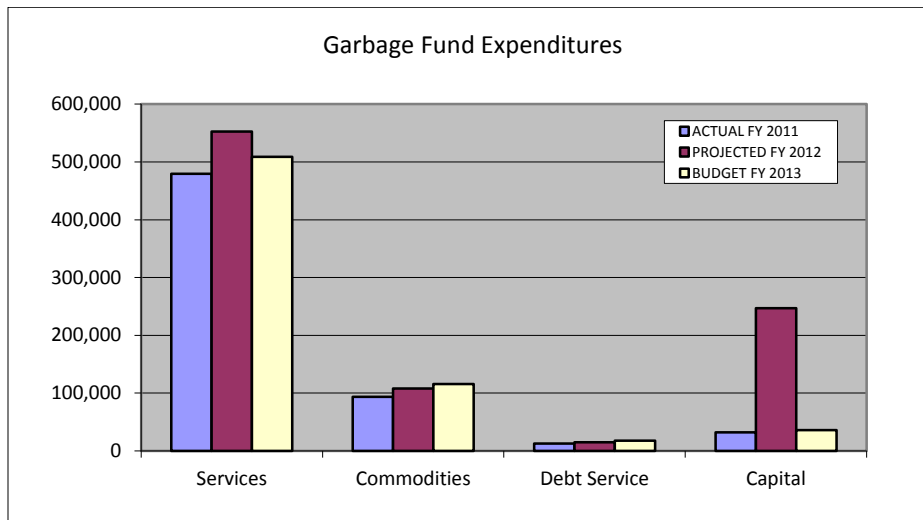
The Village continued to provide a once-a-week backdoor residential garbage collection program in FY 2012. Residents are offered the 2nd collection on a subscription basis for an additional fee and approximately 10% of the residential properties are utilizing this service option. In addition, residents are offered a curbside only container program through the purchase of a 95-gallon cart for residential garbage disposal, and over 15% of the residential properties use this service.

Capital equipment replaced in the Garbage Division in FY 2012 includes one garbage packer, one ¾-ton pickup truck and one leaf vacuum machine.

Goals for Fiscal Year 2013

The Village will continue all of its programs in the Garbage Division in FY 2013 including refuse, recycling and yard waste collection. The yard waste program will again require the purchase of stickers per bag or subscription to an annual fee for the disposal of yard waste materials. The Department expects to continue other special programs in the Garbage Division including the annual spring cleanup collection and fall curbside leaf vacuum collection programs. The total cost for the fixed cost plus operations & maintenance tipping fees at SWANCC is expected to remain at \$57.53 per ton FY 2013.

Capital equipment proposed for replacement in FY 2013 includes one refuse hauler.

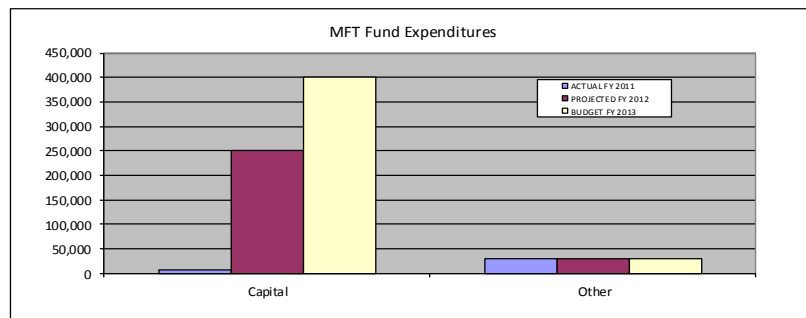


MOTOR FUEL TAX FUND

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

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

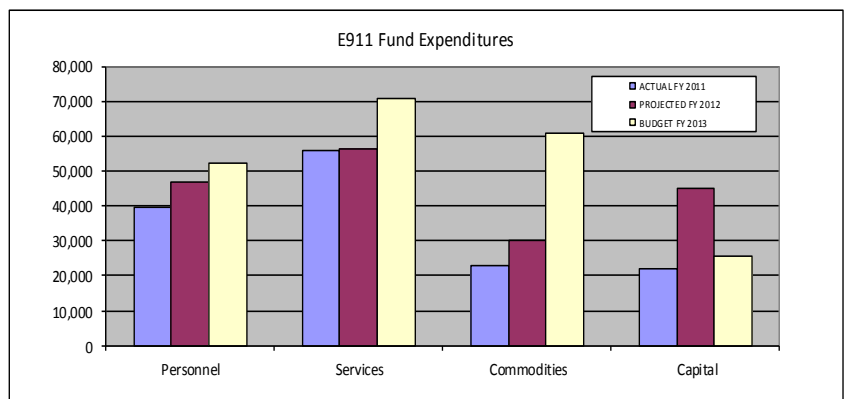
MFT Fund Expenditures				
	ACTUAL FY 2011	PROJECTED FY 2012	BUDGET FY 2013	% Increase (Decrease from Projected)
Services	-	30,860	45,000	N/A
Commodities	-	-	-	N/A
Subtotal	-	30,860	45,000	N/A
Debt Service	-	-	-	N/A
Capital	5,818	251,954	400,000	N/A
Other	30,000	30,330	30,603	0.90%
Transfer	-	-	-	N/A
Grand Total	35,818	313,144	475,603	51.88%



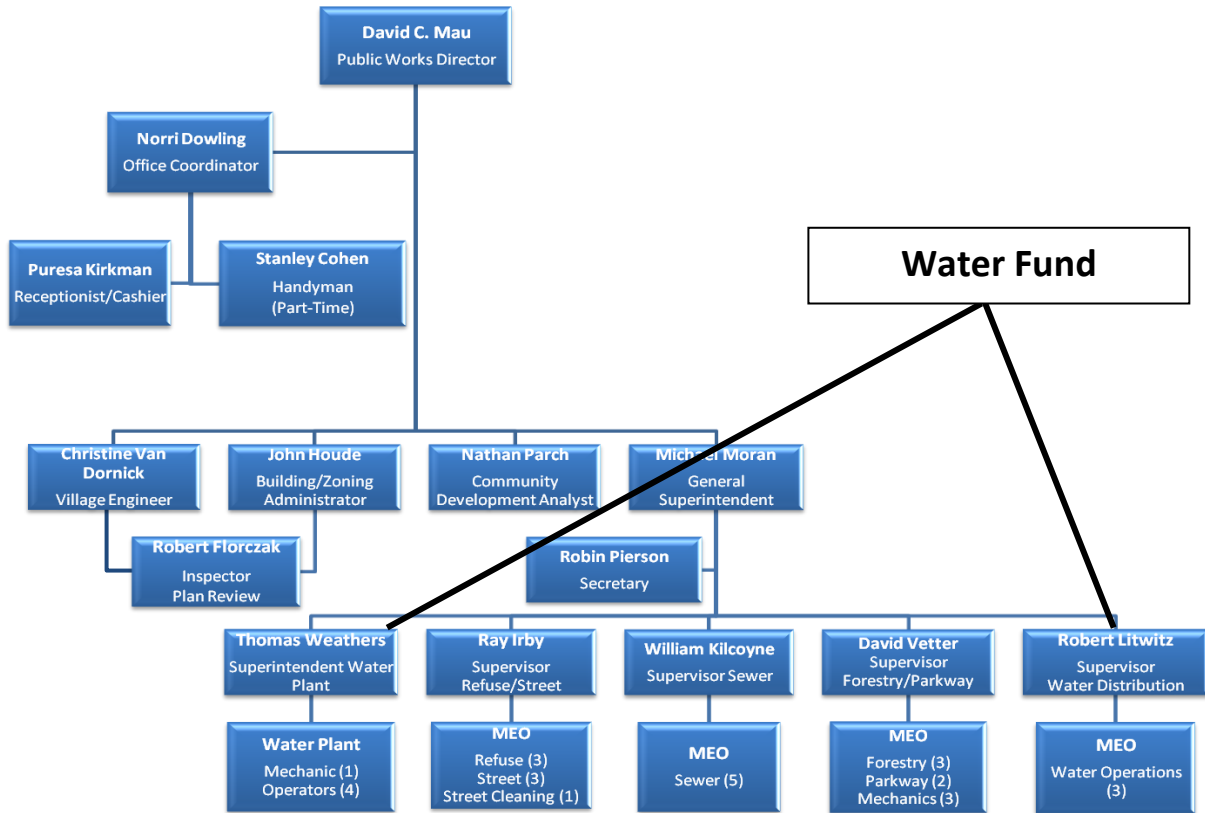
ENHANCED 9-1-1 FUND

- 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.

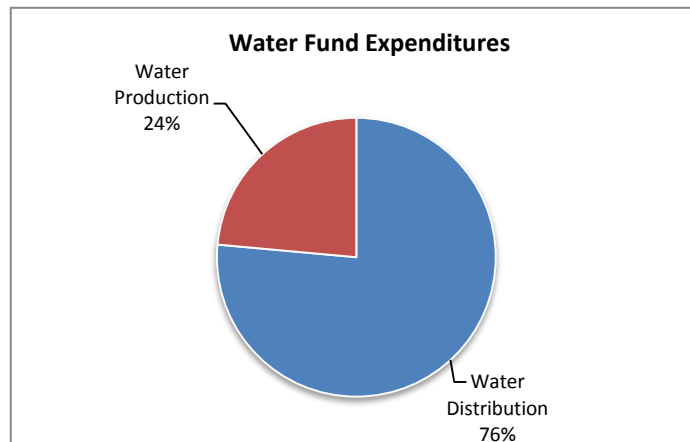
E911 Fund Expenditures				
	ACTUAL FY 2011	PROJECTED FY 2012	BUDGET FY 2013	% Increase (Decrease from Projected)
Personnel	39,615	46,924	52,264	11.38%
Services	55,706	56,400	71,029	25.94%
Commodities	22,783	30,000	60,771	102.57%
Subtotal	118,104	133,324	184,065	38.06%
Debt Service	-	-	-	N/A
Capital	21,883	45,000	25,500	-43.33%
Other	-	-	-	N/A
Transfer	-	-	-	N/A
Grand Total	139,986	178,324	209,565	17.52%



WATER FUND



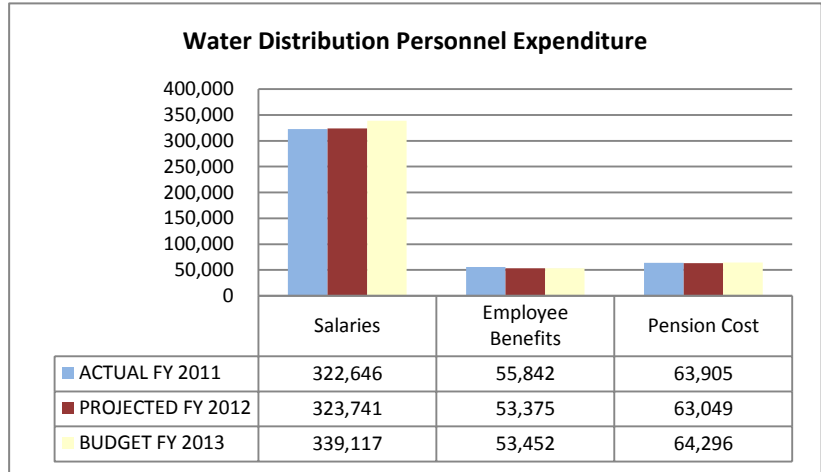
Fiscal Year 2013 Expenditures				
	Water Distribution	Water Production	Total	Prior Year's Budget
PERSONNEL	456,865	642,869	1,099,734	1,087,402
SERVICES	188,172	224,003	412,175	388,833
COMMODITIES	52,750	93,300	146,050	124,710
SUB-TOTAL	697,787	960,172	1,657,959	1,600,945
DEBT SERVICE	96,595		96,595	
OTHER EXPENSE		69,000	69,000	69,000
CAPITAL	2,870,000	100,000	2,970,000	1,405,000
SUB-TOTAL	2,870,000	100,000	3,135,595	1,405,000
DIVISION TOTAL	3,664,382	1,129,172	4,793,554	3,005,945



WATER DISTRIBUTION DIVISION

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

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



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

Review of FY 2012

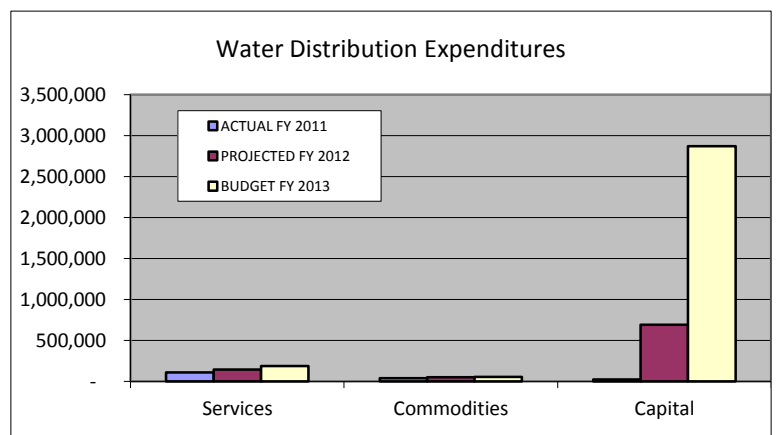
Capital improvements completed in Water Distribution in FY 2012 primarily included securing a loan from the IEPA Public Water Supply Loan Program for water system improvements. Work began on this project late in the year and 3 water main street locations were completed by the end of the 2011 construction season. Additionally, work was completed on the contract painting of 250 fire hydrants.

Water Distribution Division Expenditures				
	ACTUAL FY 2011	PROJECTED FY 2012	BUDGET FY 2013	% Increase (Decrease from Projected)
Services	108,849	144,524	188,172	30.20%
Commodities	39,218	49,179	52,750	7.26%
Subtotal	148,068	193,703	240,922	24.38%
Debt Service	-	-	96,595	N/A
Capital	24,408	689,001	2,870,000	316.55%
Other	-	-	-	N/A
Transfer	-	-	-	N/A
Grand Total	172,475	882,704	3,207,517	263.37%

Capital equipment replaced in FY 2012 includes a ¾-ton pickup truck and a utility truck.

Goals for Fiscal Year 2013

Capital improvements planned for FY 2013 include completion of the water system improvements financed by the IEPA loan. Work will include water main replacement on 7 street segments including a new 12-inch water main segment on Sheridan Road north of Beach Road. An additional capital improvement will be structural repairs to the foundation pier caps of the elevated water storage tank on Frontage Road.



WATER PRODUCTION DIVISION

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

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

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

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

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

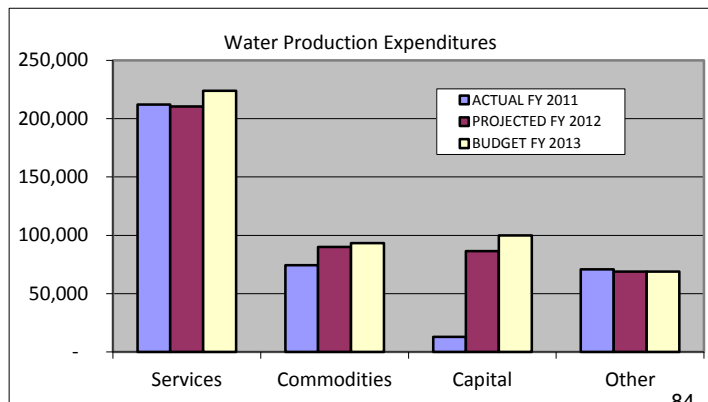
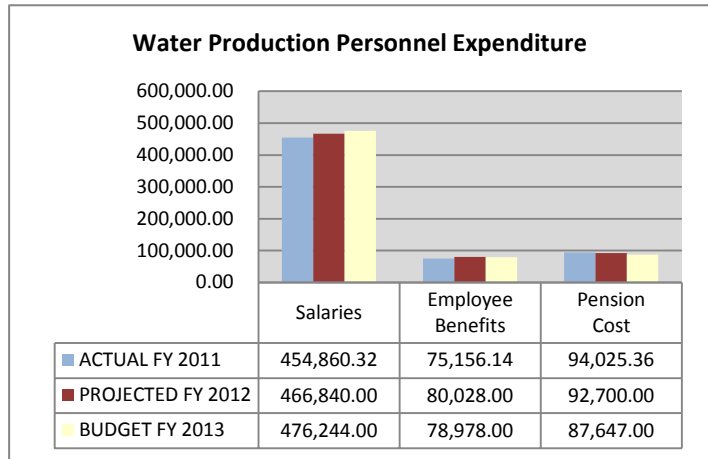
Review of Fiscal Year 2012

Capital improvements completed in FY 2012 include the completion of the installation of a pH control system, the installation of a tank mixer in the elevated water storage tank on Frontage Road, the replacement of master meters in the plant, replacement of lower level windows, and replacement of the roof on the distribution garage.

Water Production Division Expenditures				
	ACTUAL FY 2011	PROJECTED FY 2012	BUDGET FY 2013	% Increase (Decrease from Projected)
Services	212,024	210,436	224,003	4.34%
Commodities	74,290	90,107	93,300	2.33%
Subtotal	286,314	300,543	317,303	3.81%
Debt Service	-	-	-	N/A
Capital	12,858	86,363	100,000	733.33%
Other	70,785	69,000	69,000	N/A
Transfer	-	-	-	N/A
Grand Total	369,957	455,906	486,303	61.22%

Goals for Fiscal Year 2013

Capital expenditures proposed in FY 2013 in the Water Production Division include the upgrade/replacement of the HVAC system for the water plant.



DEBT SERVICE FUND

FY 2012

<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	1,015,000	-	190,000	825,000
2009	7,400,000	7,400,000	-	-	7,400,000
2009A	3,890,000	1,615,000	-	1,615,000	-
	13,140,000	10,030,000	-	1,805,000	8,225,000

FY 2013

<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	825,000	-	195,000	630,000
2009	7,400,000	7,400,000	-	945,000	6,455,000
	9,250,000	8,225,000	-	1,140,000	7,085,000

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

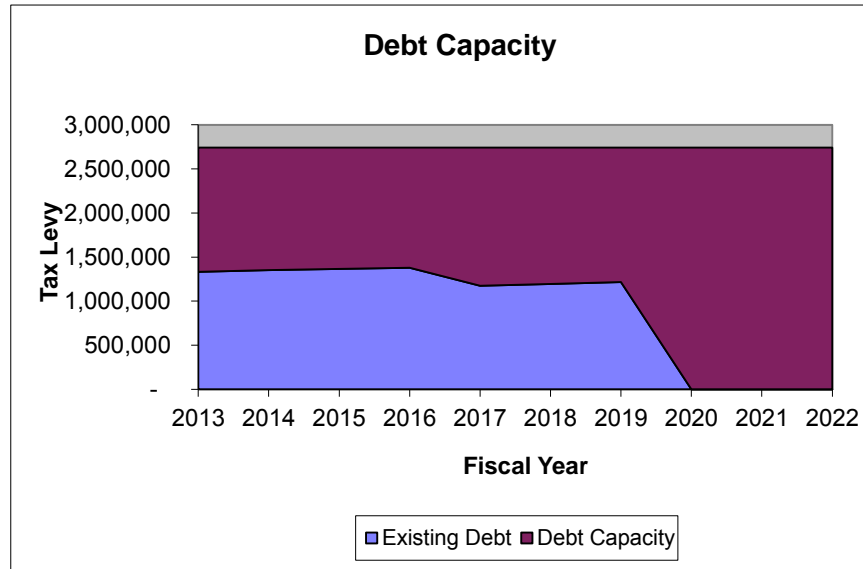
FUND HIGHLIGHTS

At the end of Fiscal Year 2012 the Village debt balance was \$8.2 Million. Absent any new issuances of debt, the debt balance will be \$7.1 Million at the end of Fiscal Year 2013.

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 \$523,623. The Village is using approximately \$225,000 of this authority already. The full limit will be restored beginning Fiscal Year 2017.

EXISTING DEBT SERVICE TAX LEVY PROJECTION
FISCAL YEAR 2013 THROUGH FISCAL YEAR 2022

<u>SERIES</u>	<u>RETIREMENT DATE</u>	<u>ORIGINAL DEBT</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</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>
2005	Dec-15	1,850,000	221,813	225,475	223,813	221,988	-	-	-	-	-	-
2009	Dec-18	7,400,000	1,111,008	1,127,108	1,142,508	1,157,208	1,174,895	1,195,370	1,216,995	-	-	-
Annual Tax Levy			1,332,821	1,352,583	1,366,321	1,379,196	1,174,895	1,195,370	1,216,995	-	-	-
Annual Tax Levy per \$100K EAV			124	122	119	117	97	96	95	N/A	N/A	N/A
Total Original Debt		13,140,000										



ANNUAL PRINCIPAL PAYMENT ON EXISTING G.O. DEBT SERVICE
FISCAL YEAR 2013 THROUGH FISCAL YEAR 2022

<u>SERIES</u>	<u>RETIREMENT DATE</u>	<u>ORIGINAL DEBT</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</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>
2005	Dec-15	1,850,000	195,000	205,000	210,000	215,000	-	-	-	-	-	-
2009	Dec-18	7,400,000	945,000	980,000	1,015,000	1,050,000	1,090,000	1,135,000	1,185,000	-	-	-
Annual Principal Payment			1,140,000	1,185,000	1,225,000	1,265,000	1,090,000	1,135,000	1,185,000	-	-	-

Principal Balance

March 1	8,225,000	7,085,000	5,900,000	4,675,000	3,410,000	2,320,000	1,185,000	-	-	-
February 28 (29)	7,085,000	5,900,000	4,675,000	3,410,000	2,320,000	1,185,000	-	-	-	-

Equalized Assessed Valuation (1) 3.0% Annual Increase	1,077,938,893	1,110,277,060	1,143,585,372	1,177,892,933	1,213,229,721	1,249,626,613	1,287,115,411	1,325,728,874	1,365,500,740
G.O. Debt Limit - 10.00% of EAV	107,793,889	111,027,706	114,358,537	117,789,293	121,322,972	124,962,661	128,711,541	132,572,887	136,550,074
Legal G.O. Debt Margin On 2/28 (29)	100,708,889	105,127,706	109,683,537	114,379,293	119,002,972	123,777,661	128,711,541	132,572,887	136,550,074
Long Term Debt Per Capita (Assumes Constant Population of 8,723)	812.22	676.37	535.94	390.92	265.96	135.85	-	-	-
Long Term Debt per \$100,000 EAV	657.27	531.40	408.80	289.50	191.23	94.83	-	-	-

Interest Payments

<u>SERIES</u>	<u>RETIREMENT DATE</u>	<u>ORIGINAL DEBT</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</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>
2005	Dec-15	1,850,000	26,813	20,475	13,813	6,988	-	-	-	-	-	-
2009	Dec-18	7,400,000	166,008	147,108	127,508	107,208	84,895	60,370	31,995	-	-	-
Annual Principal Payment			192,820	167,583	141,320	114,195	84,895	60,370	31,995	-	-	-
Interest as % of Prin. Balance			2.34%	2.37%	2.40%	2.44%	2.49%	2.60%	2.70%	N/A	N/A	N/A

VILLAGE OF GLENCOE
LIMITED TAX BOND AUTHORITY

Annual Extension Available (1)	523,346
Annual Extension Obligated	225,000
Available for Debt Service	298,346
Rate	3.00%

Terms (Yrs)	7	10	15
Annual Payment	298,542	298,352	298,209
Issuance Amount	1,860,000	2,545,000	3,560,000

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

2010 EAV	1,046,542,615
1/2 or 1.0% Authority (2)	5,232,713
Limited Tax Bond Balance (3)	825,000
Remaining 1/2% Authority	4,407,713

Note

- (1) Beginning Tax Year 2009, the available extension increases by CPI.
- (2) Outstanding principal balance reduces this amount available.
- (3) As of 1/1/2012

INCREASE IN EXTENSION AUTHORITY

<u>Fiscal Year</u>	<u>Limit</u>	<u>% Change</u>
2010	501,555	N/A
2011	502,056	0.10%
2012	515,612	2.70%
2013	523,346	1.50%

VILLAGE OF GLENCOE
ANALYSIS OF DEBT SERVICE CAPACITY

March 1, 2012

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, 2013, this limit will be \$107.7 Million. At that time, the Village will have \$7.1 Million in debt applicable to the limit leaving a legal debt margin of \$100.7 Million.

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

Alternative revenue bonds only require referendum if a petition is filed with enough signatures to compel a referendum. The Village 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 2013 the limited tax debt cap is \$523,346

In 2005 the Village issued \$1.85 Million in limited tax debt for sewer work using up \$225,000 of that authorization, leaving approximately \$298,000. Assuming 3.0% interest, the Village can issue debt from approximately \$1.86 Million in 7 year term bonds to \$3.56 Million in 15 year term bonds so long as the annual debt service remains at \$298,000. 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 \$1.3 Million during Fiscal Year 2013 and will remain at \$1.3 Million per year through Fiscal Year 2019. Therefore, there is the ability to structure future debt in order to maintain level debt service. Structuring debt to pay new principal as old principal matures maintains the level debt schedule but increases the interest cost of such issuances.

Policy Considerations

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

Element	Practice
Debt Payment Schedule	Typically when debt has been issued, the schedule has been structured to minimize fluctuation in the existing debt schedule.
Type of Debt	<p>Debt has typically been voter approved general obligation debt.</p> <p>The enterprise funds (Water and Golf) have issued debt backed by the Village called alternate revenue debt service. With alternate revenue debt, some revenue source is pledged to pay the debt. If the pledged revenue falls short, the property taxes are collected to pay the required debt service. There is no referendum with alternate revenue debt, unless a petition is filed with sufficient signatures to require one. The Village has never had a referendum on alternate revenue debt issuances.</p> <p>The Village also has the ability to issue limited tax debt without referendum up to an annual debt service payment of \$523,346 per year. The Village has already used approximately \$225,000 of this debt through Fiscal Year 2016.</p>
Limited Tax Debt	The Village Board has discussed maintaining the limited tax debt authority as an emergency reserve.
Term of Debt	Typically the schedule is no longer than 10 years.
Maximum annual debt service	No policy maximum set. Fiscal Year 2010 and Fiscal Year 2011 debt is approximately \$2.7 Million (prior to abatements).
Use of Debt Service	Typically debt has been issued for projects such as streets, sewers, water main, or major equipment (such as fire engine replacement) or to refund existing debt where financial conditions are favorable.

BOND CONSTRUCTION FUND

The Bond Construction Fund is designed to account for activity funded by the issuance of bonds. Each bond is created as a division in order to independently account for any issuance the Village approves. The 2009 General Bonds are intended to fund maintenance resurfacing, parking lot improvements, storm and sanitary sewer improvements, Village Hall renovation work in the Public Safety Department and the purchase of a replacement fire pumper squad.

Review of Fiscal Year 2012

Capital expenditures completed in FY 2012 in the Bond Construction Fund included fire sprinkler system improvements in the basement and 2nd floor of the Village Hall and energy efficient lighting improvements in the basement and 2nd floor of the Village Hall. Sanitary sewer pipe and manhole lining was also completed.

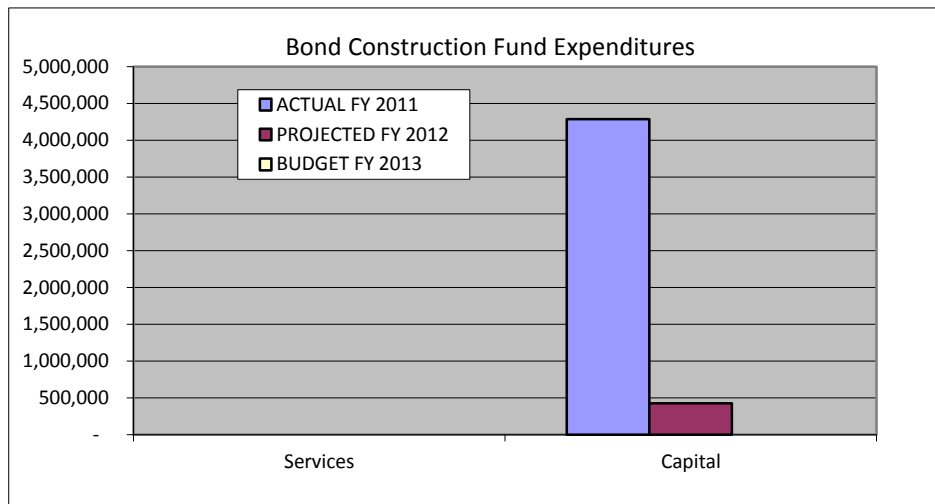
Bond Construction Fund Expenditures

	ACTUAL FY 2011	PROJECTED FY 2012	BUDGET FY 2013	% Increase (Decrease from Projected)
Personnel	-	-	-	N/A
Services	-	-	-	N/A
Commodities	-	-	-	N/A
Subtotal	-	-	-	N/A
Debt Service	-	-	-	N/A
Capital	4,285,751	425,819	-	-100.00%
Other	-	-	-	N/A
Transfer	-	-	-	N/A
Grand Total	4,285,751	425,819	-	-100.00%

In addition, the balance of the Bond Construction funds were utilized to complete façade improvements to the Village Hall cupola.

Goals for Fiscal Year 2013

The balance of the remaining Bond Construction Funds were expended in FY 2012.



Village of Glencoe
Long Range Capital Inventory
From FY 2013 through FY 2022

May 11, 2011
Revised: June 9, 2011

Table of Contents

Summary Narrative

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

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

Exhibit III – Capital Plan 2019 Summary (Chart)

Exhibit IV – Total Project Costs during Plan 2022

Exhibit V-Allocation of Cost to Anticipated Funding Source

Exhibit VI – Inventory Cost-To-Replace-New Value

Exhibit VII – Summary of Major Categories included in the Capital Inventory (NEW)

Exhibit VIII – Other Information Included (NEW):

- (1) Existing Debt Service Tax Levy Projection from Fiscal Year 2012 through Fiscal Year 2021
- (2) Debt Capacity at \$2.0 Million Cap
- (3) Debt Capacity at \$2.6 Million Cap
- (4) Back Loaded Debt

Summary

This document presents the preliminary long range capital inventory contemplated as of May 11, 2011. The long range capital inventory ("Plan") is still under review and subject to further change by staff. The Plan is organized by program type (i.e. building & grounds, etc) and more specifically later as specific projects (i.e. street resurfacing, etc).

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

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

Items of Note

The following are major items of note:

1. This inventory (once finalized) will be included as part of the Fiscal Year 2013 Budget as approved by the Village Board.
2. Last year's plan spanned from FY 2012 through FY 2021. This year's plan pushes one year forward in advance of the year to be budgeted and spans from FY 2013 through FY 2022.
3. Plan 2022 has decreased by \$1,693,168 from Plan 2021.
4. Other items may have changed in dollar amount from the prior plan. Later refinements of the inventory will provide a comparison of changes from the prior plan.

Exhibit I

Streets, vehicles, water main and equipment represent the largest category of expense contemplated. Of the \$18.8 Million plan total, infrastructure improvements represent 50.7%, buildings & equipment represent 18.1% and vehicles represent 31.2%.

Last year's plan included nearly \$20.5 Million in expenditures, infrastructure improvements represented 48.7%, buildings & equipment represented 20.1% and vehicles represented 31.2%

Exhibit II

Annual expenditure averages \$1,881,380 per year and ranges from \$1,000,500 in Fiscal Year 2019 to \$3,610,000 in Fiscal Year 2013. \$2,150,000 in Fiscal Year 2013 is water main work anticipated to be funded by an IEPA grant. Greatest volatility from year to year is in the streets, vehicles, sewer categories.

Last year's plan included average annual expenditures of \$2,050,697 per year and ranged from \$1,387,130 in Fiscal Year 2019 to \$2,665,652 in Fiscal Year 2016. Greatest volatility from year to year is in the streets, vehicles, sewer categories.

Exhibit III

This exhibit presents Exhibit II visually.

Exhibit IV

Water mains, street resurfacing, sanitary sewer work and certain vehicles make up 45.7% of the total \$18.8 Million in projects. After the above mentioned projects, no individual project category is greater than \$996,000 or 5.3% of the inventory total.

Exhibit V

This exhibit shows distribution of the CIP to accounts that provide the respective service. Additionally, nearly \$5,780,000 Million of the items listed in the CIP are identified as bond eligible. Most of these projects are street, sewer and sidewalk work. Approximately \$275,000 in projects are identified with funding sources to be determined.

Exhibit VI

This exhibit includes two tables. The first table represents a calculation of the cost to replace the existing inventory of sanitary sewer, sidewalks, streets and water main. This hypothetical cost is \$56.6 Million. The second table represents the annual cost of replacing the inventory. If the inventory was replaced in accordance with the useful anticipated life of the asset, the cost would be approximately \$1.5 Million per year.

Exhibit VII

This exhibit provides additional information about the major categories capital investment included in the inventory considered during the contemplation of a \$3.4 Million funding program.

Other information included

This report also includes information concerning the Village's existing debt structure and options for funding long range capital with the replacement of retiring debt. The exhibits related to this information are included after the page entitled "Exhibit VIII". As of March 1, 2011, the Village has \$10,030,000 principal outstanding from original issuances totaling \$13,140,000. The Fiscal Year 2012 property tax levy for debt service is \$2,052,446. The following year it drops to \$1,332,821 and remains at that approximate level through Fiscal Year 2019.

During Fiscal Year 2011 the annual tax levy for debt service was over \$2.6 Million. The charts included shows the available capacity for the issuances of debt against a \$2.6 Million cap (the Fiscal Year 2011 level) and against a \$2.0 Million cap (using the Fiscal Year 2012 level).

At the \$2.0 Million cap level, there is an estimated total principal amount available of \$8.4 Million between Fiscal Year 2014 and Fiscal Year 2021. Using the \$2.6 Million cap level, there is an estimated total principal amount available of \$13.0 Million. Both scenarios illustrate a payment structure up to the established cap levels on a level debt basis where retiring principal is replaced up to the cap level

Alternatively, an issuance of \$3.4 Million could be structured to constrain the annual payment cost to less than \$1.5 Million per year by paying interest only until Fiscal Year 2020, and then pay the debt principal over 3 consecutive years beginning with Fiscal Year 2020.

Exhibit I
Village of Glencoe
Long Range Financial Plan

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

<u>Program Type</u>	PRIOR		PROPOSED	
	Plan 2021 <u>Cost</u>	% of <u>Total</u>	Plan 2022 <u>Cost</u>	% of <u>Total</u>
Building & Grounds	1,192,000	5.8%	1,057,000	5.6%
Equipment	2,073,700	10.1%	1,901,300	10.1%
Forestry	250,000	1.2%	250,000	1.3%
Parking	600,000	2.9%	200,000	1.1%
Sewer	925,000	4.5%	1,525,000	8.1%
Sidewalks	985,000	4.8%	955,000	5.1%
Streets	4,300,000	21.0%	4,900,000	26.0%
Vehicles	6,407,900	31.2%	5,875,500	31.2%
Water Main	3,773,368	18.4%	2,150,000	11.4%
Total - All Fund Types	20,506,968	100.0%	18,813,800	100.0%
Program Category				
Bldg. & Equip.	4,115,700	20.1%	3,408,300	18.1%
Vehicles	6,407,900	31.2%	5,875,500	31.2%
Infrastructure	9,983,368	48.7%	9,530,000	50.7%
Total - All Fund Types	20,506,968	100.0%	18,813,800	100.0%
Change from prior plan			(1,693,168)	

Exhibit II
 Village of Glencoe
 Long Range Capital Inventory (from FY 2013 through FY 2022)

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

<u>All Funds</u>	<u>FY13</u>	<u>FY14</u>	<u>FY15</u>	<u>FY16</u>	<u>FY17</u>	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>	<u>Total</u>
<u>Program Type</u>											
Building & Grounds	100,000	150,000	-	32,000	120,000	315,000	-	20,000	300,000	20,000	1,057,000
Equipment	258,000	262,500	312,000	87,000	125,000	420,000	135,000	151,800	100,000	50,000	1,901,300
Forestry	-	-	50,000	50,000	50,000	50,000	50,000	-	-	-	250,000
Parking	-	-	-	200,000	-	-	-	-	-	-	200,000
Sewer	25,000	300,000	-	-	300,000	-	-	300,000	300,000	300,000	1,525,000
Sidewalks	105,000	90,000	90,000	95,000	95,000	95,000	100,000	100,000	100,000	85,000	955,000
Streets	400,000	750,000	700,000	750,000	-	750,000	-	750,000	-	800,000	4,900,000
Vehicles	572,000	340,000	430,500	1,027,000	726,500	636,000	715,500	351,000	676,000	401,000	5,875,500
Water Main	2,150,000	-	-	-	-	-	-	-	-	-	2,150,000
Total All Funds	3,610,000	1,892,500	1,582,500	2,241,000	1,416,500	2,266,000	1,000,500	1,672,800	1,476,000	1,656,000	18,813,800
<u>All Funds</u>											
<u>Program Category</u>											
Bldg. & Equip.	358,000	412,500	362,000	369,000	295,000	785,000	185,000	171,800	400,000	70,000	3,408,300
Vehicles	572,000	340,000	430,500	1,027,000	726,500	636,000	715,500	351,000	676,000	401,000	5,875,500
Infrastructure	2,680,000	1,140,000	790,000	845,000	395,000	845,000	100,000	1,150,000	400,000	1,185,000	9,530,000
Total	3,610,000	1,892,500	1,582,500	2,241,000	1,416,500	2,266,000	1,000,500	1,672,800	1,476,000	1,656,000	18,813,800
Average											1,881,380

Capital Plan 2022 Summary

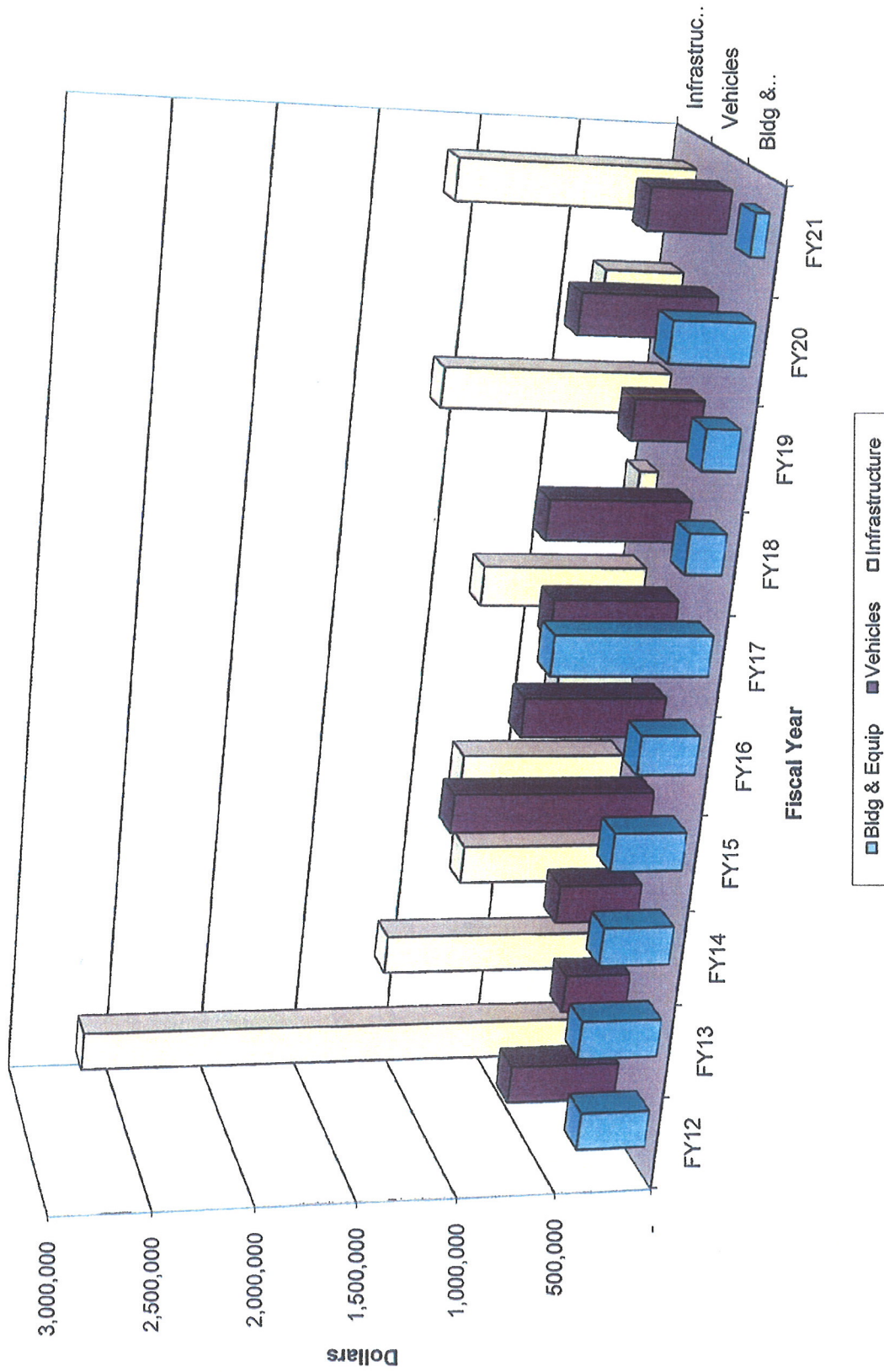


Exhibit IV

Village of Glencoe

Long Range Capital Inventory

Total Project Costs from Fiscal Year 2013 through Fiscal Year 2022

Code	Program Name	Prior Plan Cost	Current Plan Cost	\$ Change From Prior	Current	
					% of Total	Accum. %
06-001	Street Resurfacing - Local Streets	3,200,000	3,800,000	600,000	20.2%	20.2%
08-001	Distribution Mains	3,773,368	2,150,000	(1,623,368)	11.4%	31.6%
04-001	Sanitary Sewer Upgrades	900,000	1,500,000	600,000	8.0%	39.6%
07-013	Other Vehicles	1,286,500	1,152,000	(134,500)	6.1%	45.7%
07-005	Dump Trucks	889,000	996,000	107,000	5.3%	51.0%
05-001	Residential Sidewalks	985,000	955,000	(30,000)	5.1%	56.1%
07-008	Public Safety Vehicles	830,000	836,000	6,000	4.4%	60.5%
07-001	Refuse Packers	943,400	758,000	(185,400)	4.0%	64.6%
06-005	Green Bay Road	700,000	700,000	-	3.7%	68.3%
02-007	Sewer Equipment	608,500	635,000	26,500	3.4%	71.7%
02-001	911 System Equipment	495,000	495,000	-	2.6%	74.3%
01-009	Facility Improvements	520,000	450,000	(70,000)	2.4%	76.7%
07-010	Fire Engine	425,000	425,000	-	2.3%	78.9%
06-003	Dundee Road	400,000	400,000	-	2.1%	81.1%
02-015	Water Plant Equipment	312,000	307,000	(5,000)	1.6%	82.7%
07-009	Sidewalk Tractors	266,000	292,000	26,000	1.6%	84.3%
09-002	Tree Replacement	250,000	250,000	-	1.3%	85.6%
07-003	Ambulance	210,000	210,000	-	1.1%	86.7%
03-003	Temple Court Parking	200,000	200,000	-	1.1%	87.8%
07-006	End Loaders	339,000	194,000	(145,000)	1.0%	88.8%
01-006	HVAC Upgrade	180,000	180,000	-	1.0%	89.7%
07-004	Street Sweeper	175,000	175,000	-	0.9%	90.7%
02-003	Computer Equipment	180,000	170,000	(10,000)	0.9%	91.6%
01-010	Contaminant Early Detection System	160,000	160,000	-	0.9%	92.4%
02-008	Radio Replacement	196,800	146,800	(50,000)	0.8%	93.2%
02-006	Lap Top Computers - PS	175,000	145,000	(30,000)	0.8%	94.0%
01-004	Range Upgrade	135,000	135,000	-	0.7%	94.7%
07-012	Pothole Patch Truck	123,000	130,000	7,000	0.7%	95.4%
01-007	UV Disinfection System	120,000	120,000	-	0.6%	96.0%
01-011	Life Safety/Security Upgrade	100,000	120,000	20,000	0.6%	96.7%
02-013	Fire Program	136,000	111,000	(25,000)	0.6%	97.3%
02-009	Leaf Program Equipment	137,400	105,000	(32,400)	0.6%	97.8%
02-011	Furniture Upgrade	81,000	81,000	-	0.4%	98.2%
02-005	Squad Car Video Cameras	80,000	80,000	-	0.4%	98.7%
01-008	Intake Chemical Feed	90,000	70,000	(20,000)	0.4%	99.0%
11-001	Computer Systems	130,000	70,000	(60,000)	0.4%	99.4%
02-012	Parking Program	25,000	45,000	20,000	0.2%	99.7%
04-004	Harbor Street Lake Wall	25,000	25,000	-	0.1%	99.8%
01-005	Kitchen Upgrade	35,000	20,000	(15,000)	0.1%	99.9%
02-010	Office Equipment	-	20,000	20,000	0.1%	100.0%
01-001	Village Hall Renovation	-	-	-	0.0%	100.0%
01-002	Window Replacement	50,000	-	(50,000)	0.0%	100.0%
01-003	Roof Replacement	-	-	-	0.0%	100.0%
02-002	Air Pack Replacements	-	-	-	0.0%	100.0%
02-014	Water Meters	-	-	-	0.0%	100.0%
02-019	Audio/Visual Equipment	-	-	-	0.0%	100.0%
03-002	Commuter Parking	400,000	-	(400,000)	0.0%	100.0%
06-004	Medians	-	-	-	0.0%	100.0%
06-006	Hohlfelder/Westley Rd. (30% Local)	-	-	-	0.0%	100.0%
06-007	Bridges	-	-	-	0.0%	100.0%
07-007	Aerial Tower Truck	240,000	-	(240,000)	0.0%	100.0%
08-004	Water Reservoir Upgrade	-	-	-	0.0%	100.0%
09-001	Tree Removal	-	-	-	0.0%	100.0%
10-001	Storm Sewer Upgrades	-	-	-	0.0%	100.0%
	Total Programs	20,506,968	18,813,800	(1,693,168)		
	% Variance from Prior Plan			-8.3%		
	Proposed Use of Bond Proceeds & Related Financing Sources	-	-			
	Remaining Inventory	20,506,968	18,813,800			

Exhibit V

Village of Glencoe
Long Range Capital Inventory
Fiscal Year 2012 through Fiscal Year 2022

Allocation of Cost to Anticipated Funding Source

<u>Anticipated Funding Source</u>	<u>Prior Year</u>	<u>Allocated Cost</u>	<u>% of Total</u>
Bond Proceeds		-	0.0%
E911 Revenue	1,168,800	1,048,800	5.6%
Garbage Fund Revenue	1,232,800	996,000	5.3%
General Fund Revenue	5,257,000	4,752,500	25.3%
General Fund - Bond Eligible	2,475,000	5,780,000	30.7%
General Fund - TBD	950,000	275,000	1.5%
General Fund - Grants	2,315,000	-	0.0%
Motor Fuel Tax Revenue	2,300,000	2,300,000	12.2%
Water Services Revenue	4,808,368	3,661,500	19.5%
TOTAL	20,506,968	18,813,800	100.0%

Note

- (1) To be determined sources include projects that would not proceed unless there was available grant funding or other alternative sources.

Exhibit VI
Village of Glencoe
Long Range Financial Plan
Plan 2022 Base Year Cost-To-Replace-New (CRN) Factors

Inventory CRN Value

<u>Program Type</u>	<u>Inventory</u>	<u>Units</u>	<u>Unit Cost</u>	<u>Design Engineering</u>	<u>Total (1)</u>	<u>Life</u>
Sewer	210,000	LF	75.00	-	15,750,000	50
Sidewalks	1,800,000	SF	5.00	-	9,000,000	50
Streets	5,000,000	SF	1.50	1,125,000	8,625,000	15
Water Main	270,000	LF	75.00	3,037,500	23,287,500	50
Total					56,662,500	

Notes

(1) Includes design engineering, if listed.

Annualized Cost to Replace over Life of Asset

<u>Program Type</u>	<u>Qty. / Yr</u>	<u>Units</u>	<u>Unit Cost</u>	<u>Engineering</u>	<u>Annual Total</u>
Sewer	4,200	LF	75.00	0	315,000
Sidewalks	36,000	SF	5.00	0	180,000
Streets	333,333	SF	1.50	75,000.00	575,000
Water Main	5,400	LF	75.00	60,750.00	465,750
Total					1,535,750

Village of Glencoe
Long Range Financial Forecast
Through Fiscal Year 2017

September 8, 2011

(Revised October 14, 2011)

Amendments from the last draft are in bold and underlined

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Executive Summary

This annual update to the five-year financial forecast describes the expected financial condition of the Village through Fiscal Year 2017. This condition is based upon known economic conditions and factors. Some information sources utilized 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, building permits, etc.), and
4. Local revenue trends.

The assumptions used to create this forecast were adjusted from the assumptions presented in last year's forecast. Given the fact that this financial forecast is updated annually, the expected case is based upon current known and anticipated trends. The forecast presents expected revenue and expense levels, not necessarily the amounts that will be presented for budget consideration.

Beginning with the Fiscal Year 2012 Comprehensive Annual Financial Report (CAFR), the Village will be required to be in compliance with GASB 54 (Fund Balance Reporting and Governmental Fund Type Descriptions). GASB 54 generally requires classification of fund balance into broader categories than previously required. This year's forecast uses the Fiscal Year 2011 unassigned fund balances for the General Fund and the Garbage Fund restated as if GASB 54 were in place at the end of Fiscal Year 2011. **The restated fund balances have been reviewed by the Village Auditor and revised from the prior draft of the forecast.**

Continued sustained financial viability of the Village may require certain actions to be taken. Some of these actions might include:

1. Increasing fees and charges for service;
2. Decreasing in the amount of the transfer from the General Fund to the Garbage Fund to support garbage services;
3. Managing capital inventory to existing budgetary constraints;
4. Seek issuance of bonds to pay for projects and equipment, appropriate to be purchased with bonds;
5. Amend service levels to achieve cost reductions (no specific recommendations provided).

Generally the forecast anticipates the continued ability of the Village to produce resources necessary to provide for the desired level of Village operations. However, in order to fund operations, certain capital projects and equipment provided for in the annual update of the Village's 10 year Capital Improvement Program (CIP) will likely have to be deferred or otherwise financed.

Review of Assumptions

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

REVENUE

Property Tax

The 2011 tax levy (for Fiscal Year 2013) can increase by 1.5%. 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 **August** 2011, the change in CPI would allow an increase in the 2012 tax levy (for Fiscal Year 2014) of **3.3%** (forecast assumes 2.0 % for the 2012 tax levy). The factor for 2013, 2014, and 2015 tax levies is also an increase of 2.0%

Municipal Utility Taxes

The forecast includes a decrease in base utility taxes from \$756,000 to \$716,600 based upon projected Fiscal Year 2012 year-end estimates. Annual increases of 2% from the reduced base are included.

Cable Tax

These revenues continue to be strong. The base revenue remains at Fiscal Year 2012 levels of \$171,345. Perhaps more people are staying home and watching TV (and taking advantage of additional cable services) versus going out for more costly entertainment. The cable fees include a 3% annual increase from the Fiscal Year 2012 base.

Telecommunications Tax

The forecast includes a decrease in base telecommunications tax from \$553,000 to \$518,000 based upon projected Fiscal Year 2012 year-end estimates. Annual increases of 2% from the reduced base are included.

Sales Tax

Year-to-date the revenues from sales tax very close to the year-to-date budget. It is projected that the Village will receive \$1,607,991 in sales tax. The budget included \$1,622,537 in sales tax. The forecast includes a base level of sales tax of \$1,610,000 and includes 1% growth during Fiscal Year 2013. Between Fiscal Year 2014 and 2016 the annual growth is 2%. The annual growth for Fiscal Year 2017 is 3%. Last year's plan included 3% growth in all years.

Water & Sewer Charges

Forecast includes a rate increase program based on the change in CPI up to 5% with a minimum 2% annual increase. Fiscal Year 2013 increase is 1.5% with increases for the remainder of the forecast being 2% annually. The consumption of water is projected to continue at Fiscal Year 2010 levels. Fiscal Year 2012 water sales are projected to be at \$1,953,000. The Fiscal Year 2012 base amount reverts to the Fiscal Year 2012 budget of \$1,929,000.

Garbage Service Fees

Forecast includes a rate increase program based on the change in CPI up to 5% with a minimum 2% annual increase. Fiscal Year 2013 increase is 1.5% with increases for the remainder of the forecast being 2% annually. Rate increases may be higher depending on need for capital equipment, debt service requirement and to meet minimum fund balance requirements. The base amount used in the forecast is equal to the Fiscal Year 2012 budget.

Building Permits

Year-to-date the revenue from building permits are lagging behind the year-to-date budget. It is projected that the Village will receive nearly \$564,000 in building permits. The budget included \$667,000. The forecast includes a base level of building permit revenue of \$563,820 and projects 1% growth during Fiscal Year 2013 and 2% annual increases thereafter.

Fees & Charges Generally

Village staff is conducting a survey of fees and charges with other area municipalities. 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 a minimum 2% annual increase. Other fee suggestions may be proposed as the survey results are evaluated.

EXPENDITURE

Salaries

Forecast includes 1.5% increase for Fiscal Year 2013, a 2.0% increase annually between Fiscal Year 2014 and Fiscal Year 2016, and a 2.5% increase in Fiscal Year 2017. The increases are moderated by a 0.5% attrition factor. The attrition factor means that the actual expenditures will be 0.5% less than the budget due to annual routine and customary turnover of employees. Attrition factor may actually be less during times of economic uncertainty. Fiscal Year 2013 agreement with the Public Works Union provides for a wage reopener. The wage increase factor proposed is consistent with the change in CPI forecast during the term of the forecast.

Employee Benefits

The forecast includes a 5% annual increase in the cost of benefits. The forecast is based upon benefit levels managed to meet the 5% requirement. Current medical trend according to our insurance consultant is 8%. During consideration of each health benefit renewal adjustments will be considered to moderate the increase to a level below trend. Also, effective March 1, 2011, employees with single coverage now pay a portion of their coverage.

Pension Cost

This category includes cost of Social Security, Medicare, Illinois Municipal Retirement Fund, Police Pension costs and Fire Pension costs. The largest increases are for IMRF and Police Pension. The 2012 IMRF rate will be decreasing from an actuarially required contribution (ARC) rate of 12.35% to 12.10%. The optional phase in rate offered by IMRF for 2012 is 11.85%. Given the fact that the ARC rate and the phase in rate are so close, Village staff proposes to use the ARC rate beginning January 1, 2012.

It is anticipated that required contribution for police pension will decrease from \$1.62 Million to \$1.46 Million from Fiscal Year 2012 to Fiscal Year 2013. The forecast includes the contribution levels required by policy (the 1994 mortality table figure). Police Pension funding costs increase 3% annually from Fiscal Year 2014 forward (a rate higher than the assumed salary increase factor).

Cost of Services

Forecast completed using an annual increase factor based upon the annual change in CPI ranging from increases of 0% to 2%.

Cost of Commodities (Supplies & Equipment)

Forecast completed using an annual increase factor based upon the annual change in CPI ranging from increases of 0% to 2%.

Capital Expenditure

Not included beyond Fiscal Year 2012. Capital inventory is **listed on the fund detail sheets** for Fiscal Year 2013 through Fiscal Year 2017.

Community Grants

Each year is decreased by 5% 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.

Sales Tax Rebate

The rebate with Autohaus ends August 2012 (Fiscal Year 2013)

Issues to Consider

GASB 54 – Governmental Fund Balances

Historically Village annual financial reports have included fund balance for the governmental fund balance sheets that show total fund balance and that portion of fund balance that is either reserved or unreserved. The definition of reserved was generally used for items with legal or contractual restrictions. The new statement creates new classifications of governmental fund balance based on the extent of constraints on use of funds. Beginning with the Fiscal Year 2012 annual financial report, governmental fund balance will be reported under the following categories: nonspendable, restricted, committed, assigned and unassigned.

Nonspendable – amounts that cannot be spent because they are either (a) not in spendable form or (b) legally or contractually required to be maintained intact (i.e. inventories and prepaids).

Restricted – amounts that are (a) externally imposed by creditors, grantors, contributors, or laws or regulations of other governments or (b) imposed by law through constitutional provisions or enabling legislation.

Committed – amounts that can only be used for specific purposes by constraints imposed by formal action of the Board – usually by passage of ordinance/resolution.

Assigned – any remaining positive amounts not classified as nonspendable, restricted, or committed (for all governmental funds other than the General Fund). For the General Fund, amounts constrained for the intent to be used for a specific purpose by (a) governing body itself or (b) a body or official with authority.

Unassigned – amounts of positive residual fund balance for the General Fund and negative fund balances for all other governmental funds.

The operating statements for the General Fund and the Garbage Fund include a Fiscal Year 2011 conversion of ending balances to the new statement requirement. **The allocation of fund balance has been reviewed by the Village Auditor.**

Property Taxes

1. The allowable increase in 2011 tax levy from the 2010 tax extension is 1.5%. This is based on the change in CPI from December 2009 to December 2010. This represents an increase of approximately 125,000 from the 2010 extended levy of \$8.3 Million (excluding debt service).
2. 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 rate and value impact the distribution of the tax burden.
3. Due to use of lagging CPI figure, the percentage increase in the prior year's property tax extension will always lag behind the current economic conditions. In the present environment, property taxes will lag behind any economic recovery (i.e. the change in

CPI-U from December 2009 through December 2010 establishes the tax cap increase percentage for the property taxes to be levied in December 2011). Based upon the change in CPI through August 2011, it is estimated that the percentage increase in the 2012 tax levy (FY 2014 Budget) will be approximately 3.3%. The Plan includes an increase of 2.0% for Fiscal Year 2014.

Police Pension Fund

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 2011, net plan assets of the Police Pension Fund were \$23.7 Million. This swing in net asset value is primarily because of the impact of the change in value of investments from Fiscal Year 2008 through Fiscal Year 2011.
2. The annual funding requirement (by property taxes--levied in December 2011) is projected to decrease from \$1.6 Million budgeted funding (all sources) to \$1.46 Million funding (all sources). Sources other than property tax came from fund balance in the General Fund. This change is attributable to legislative changes in the funding target and funding method. It is estimated that the all source contribution of \$1.46 Million will be approximately \$300,000 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

1. About halfway through Fiscal Year 2012, the Fire Pension Fund will no longer have any resources to pay pensions. After that the Fund will be on a pay-as-you-go basis. The annual cost is approximately \$110,000 per year. The Fiscal Year 2012 funding level set aside in the General Fund was \$75,000. As of the end of Fiscal Year 2011, the General Fund had accumulated \$84,272 for future pensions.
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. This forecast assumes no mortality Fire Pension Fund annuitants through Fiscal Year 2017.

Illinois Municipal Retirement Fund

1. IMRF offers a program to limit annual rate increases to 10% rather than the full Actuarial Required Contribution (ARC) rate increase. During 2010 and 2011, the Village opted for the optional rate versus the ARC Rate. The optional rate for 2012 is 11.85% and the ARC rate is 12.10%.
2. During 2010 the Village made a catch-up payment to IMRF to the full ARC rate level. The Village intends to make a catch-up payment this year to the 2011 ARC rate level. Given the fact that the 2012 optional rate and the ARC rate are so close, the Village intends to fund at the ARC rate beginning January 1, 2012.
3. Full optional catch-up is not required, partial catch-up is acceptable to IMRF.
4. The 2010 Catch-up funding did not decrease the 2011 rates. Impact of the catch-up funding were not realized until 2012. The Village's optional rate continues to while the ARC rate is decreasing. The ARC rate is decreasing because the Village made the full ARC payment in 2010. In 2010 the ARC rate was 12.62%, and in 2012 the ARC rate is 12.10%
5. The Fiscal Year 2012 Budget is based upon the ARC rate of 12.35%. Catch-up funding during Fiscal Year 2012 is already included in the approved IMRF Budget.
6. The 2010 catch-up payment cost the Village approximately \$149,000. It is estimated that 2011 IMRF catch-up would cost approximately \$86,000 (excluding the Glencoe Public Library portion). Of that 2011 amount, the Village represents \$78,000 and the Golf Club represents \$8,000.
7. Hopefully with continued ARC rate payments, the ARC rate will continue to decline and the catch-up payments will no longer be necessary.

General Fund

1. The new GASB 54 Statement concerning governmental fund balances will reduce the unassigned (formerly unreserved) fund balance in the General Fund. This change may require amendment to the Village's Fund Balance Policy.
2. What is the ability of the General Fund to be able to continue to fund the police pension gap?
3. What is the ability of the General Fund to be able to allocate resources for the Firefighter's Pension Fund?
4. What is the ability of the General Fund to be able to fund 2011 IMRF catch-up this fiscal year?
5. How will economic conditions impact building permits, sales tax and income tax?
6. What is the potential for further legislative action to reduce or further delay state shared revenues?

7. Conduct annual review of issues related to the Glencoe Golf Club, including the consideration of amount owed to the Village and the cash payment of the Fiscal Year 2012 Management Fee.

Garbage Fund

1. Plan 2017 holds the General Fund payment to the Garbage Fund flat at \$350,000 per year (no increase). 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. Revenue from sale of water will be calculated using rate times the Fiscal Year 2010 volume of water pumped.
2. The Water Fund ended Fiscal Year 2011 with unrestricted net assets of 430,746. Further it is projected that the water fund will have excess resources of \$1.2 Million by the end of Fiscal Year 2017.
3. Consider ability of Water Fund to pay for capital equipment and projects
4. A \$193,000 annual IEPA loan repayment is included beginning Fiscal Year 2013.
5. Consider a rate increase program that would give a discount to residents who enroll in ACH payment of utility bills (as opposed to credit card payments or payment by check).

Motor Fuel Tax Fund

1. It is expected that Motor Fuel Tax will drop from approximately \$220,000 per year to \$207,000 per year.
2. Consider alternative uses of MFT, such as: (1) Debt service or abatement of debt, (2) increased day labor transfer.
3. 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 2011 ending balance was \$414,420.
2. Review other expenditures to see if they qualify as E911 expenditures.
3. E911 surcharge is projected to be 93,000 and decline by 2% annually.
4. Cellular 911 surcharge is projected to drop slightly from the prior year from nearly \$49,200 to nearly \$48,000 with a 2% annual increase.

Debt Service Fund

1. Continue the practice of not abating property taxes for debt service until there is a sufficient balance on hand to provide assistance with December debt payment requirements should 2nd installment property tax delays continue to be the norm rather than the exception.

General Fund

Village of Glencoe
General Fund
FY 2017 Long Range Forecast

General Fund Summary Analysis

Available Sources

FY 2012 Balance Excess (Deficit) of Target	341,857
Operating Excess (Deficit) During Plan	<u>3,677,438</u>
Total Sources	4,019,295
Capital Inventory (FY 2013 Through FY 2017)	5,978,000
Excess (Deficit) Sources	(1,958,705)
Excess (Deficit) Sources from Prior Plan	(4,276,816)

Village of Glencoe
General Fund - Fiscal Year 2011 ending balances

CURRENT - PRIOR TO IMPLEMENTATION OF GASB 54

	<u>General</u>	<u>Type</u>
Total Fund Balance	4,330,682.00	
Prepays	223,478.00	Reserved
Management Fee Receivable	380,905.00	Reserved
Due from Golf Club	960,006.11	Reserved
Int Recivable due from Golf Club	<u>215,371.04</u>	Reserved
Total	1,779,760.15	
Unreserved	2,550,921.85	

PROPOSED - WITH IMPLEMENTATION OF GASB 54

	<u>General Fund</u>	<u>Type</u>
Total Fund Balance	4,330,682.00	
Management Fee Receivable	380,905.00	Nonspendable
Due from Golf Club	960,006.11	Nonspendable
Int Receivable due from Golf Club	215,371.04	Nonspendable
Prepays	<u>223,478.00</u>	Nonspendable
	1,779,760.15	
Reserved for Fire Benevolent Fund	569.00	Restricted
Reserved for Public Safety	73,865.28	Restricted
Reserved for Drug Abuse Prevention	2,872.00	Restricted
Reserved for IRMA Claim Deductibles	61,041.00	Restricted
Reserved for Women's Library Club (1)	<u>280,246.00</u>	Restricted
	418,593.28	
Reserved for Fire Pension	<u>84,272.64</u>	Committed
	84,272.64	
Unassigned Fund Balance	2,048,055.93	

Notes

(1) Loan guarantee.

Village of Glencoe								
General Fund								
FY 2017 Long Range Forecast								
	2012 Bud	2012 Prj	\$ from Bud	2013	2014	2015	2016	2017
Operating Revenue								
Charges for Service								
Sewer Charge	527,858	535,000	7,142	535,819	546,535	557,466	568,615	579,987
Ambulance Fees	148,944	148,944	-	151,178	154,202	157,286	160,431	163,640
Special Services	-	-	-	-	-	-	-	-
Sub-Total	676,802	683,944	7,142	686,997	700,737	714,752	729,046	743,627
		101.1%		1.5%	2.0%	2.0%	2.0%	2.0%
Permits								
Building Permits	667,485	564,395	(103,090)	569,485	575,208	586,712	598,446	610,415
Alarm Permits	77,040	80,000	2,960	80,800	81,608	83,240	84,905	86,603
Sub-Total	744,525	644,395	(100,130)	650,285	656,816	669,952	683,351	697,018
		86.6%		-12.7%	1.0%	2.0%	2.0%	2.0%
Licenses								
Liquor Licenses	21,571	21,571	-	22,002	22,442	22,891	23,349	23,816
Vehicle Licenses	260,000	275,000	15,000	275,000	275,000	275,000	302,500	302,500
Business Licenses	24,750	24,750	-	25,245	25,750	26,265	26,790	27,326
Animal Licenses	6,600	7,100	500	7,100	7,100	7,100	7,810	7,810
Sub-Total	312,921	328,421	15,500	329,347	330,292	331,256	360,449	361,452
		105.0%		5.2%	0.3%	0.3%	8.8%	0.3%
Fees								
Parking Fees	110,172	103,434	(6,738)	104,971	107,031	109,133	112,348	115,660
Management Fee	141,540	141,540	-	143,663	146,536	149,467	152,456	155,506
Sub-Total	251,712	244,974	(6,738)	248,634	253,567	258,600	264,804	271,166
		97.3%		-1.2%	2.0%	2.0%	2.4%	2.4%
Other Revenue								
Reimbursement	122,990	102,990	(20,000)	75,195	51,400	51,400	51,400	51,400
Special Services	48,542	48,542	-	49,270	50,256	51,261	52,286	53,332
Sub-Total	171,532	151,532	(20,000)	124,465	101,656	102,661	103,686	104,732
		88.3%		-27.4%	-18.3%	1.0%	1.0%	1.0%
Total Operating Rev.	2,157,492	2,053,266	(104,226)	2,039,728	2,043,068	2,077,221	2,141,336	2,177,995
				-5.5%	0.2%	1.7%	3.1%	1.7%
Operating Expenses								
Personnel								
Salaries	7,369,144	7,363,360	(5,784)	7,434,547	7,542,478	7,652,017	7,763,188	7,913,461
Benefits	1,296,692	1,296,703	11	1,361,538	1,429,615	1,501,096	1,576,151	1,654,958
Pension Cost	2,391,799	2,447,049	55,250	2,351,218	2,410,075	2,470,524	2,532,609	2,600,400
Unemp. Ins.	20,000	24,500	4,500	24,990	25,490	26,000	26,520	27,050
Sub-Total	11,077,635	11,131,612	53,977	11,172,293	11,407,658	11,649,637	11,898,468	12,195,869
		100.5%		0.9%	2.1%	2.1%	2.1%	2.5%
Services	1,713,922	1,581,914	(132,008)	1,608,535	1,635,022	1,667,723	1,708,585	1,754,094
Commodities	895,612	866,216	(29,396)	879,412	897,000	914,940	933,239	951,904
Other Expense								
Community Grants	83,535	83,041	(494)	71,349	67,842	64,509	61,344	58,337
Professional Servc.	29,800	25,200	(4,600)	25,200	25,200	25,200	25,200	25,200
Employment Exp.	6,980	4,200	(2,780)	4,200	4,200	4,200	4,200	4,200
Other	192,000	192,000	-	96,000	-	-	-	-
Misc. Refunds	2,800	9,000	6,200	9,000	9,000	9,000	9,000	9,000
Transfers Out	350,000	350,000	-	350,000	350,000	350,000	350,000	350,000
Uncollectible	-	-	-	-	-	-	-	-
Sub-Total	3,274,649	3,111,571	(163,078)	3,043,696	2,988,264	3,035,572	3,091,568	3,152,735
		95.0%		-7.1%	-1.8%	1.6%	1.8%	2.0%
Total Operating Exp.	14,352,284	14,243,183	(109,101)	14,215,989	14,395,922	14,685,209	14,990,036	15,348,604
NET OPERATIONS	(12,194,792)	(12,189,917)	4,875	(12,176,261)	(12,352,854)	(12,607,988)	(12,848,700)	(13,170,609)
General Revenue								
Taxes								
Property Tax	7,586,386	7,586,386	-	7,700,181	7,854,185	8,011,269	8,171,495	8,334,925

	2012 Bud	2012 Prj	\$ from Bud	2013	2014	2015	2016	2017
Property Tax - Garbage	687,243	687,243	-	697,552	711,503	725,733	740,247	755,052
Utility Tax	1,324,120	1,234,828	(89,292)	1,259,292	1,284,478	1,310,167	1,336,371	1,363,098
Sales Tax	1,731,477	1,728,403	(3,074)	1,739,220	1,774,004	1,809,484	1,845,674	1,901,044
Income Tax	711,440	630,029	(81,411)	636,300	649,026	662,007	681,867	702,323
Cable Tax - Other	171,335	171,335	-	176,475	181,769	187,222	192,839	198,624
PPRT	78,074	70,567	(7,507)	71,273	71,985	73,425	74,894	77,140
Sub-Total	12,290,075	12,108,791	(181,284)	12,280,293	12,526,950	12,779,307	13,043,387	13,332,206
		98.5%		-0.1%	2.0%	2.0%	2.1%	2.2%
Fines & Forfeits	143,800	143,800	-	143,800	143,800	143,800	143,800	143,800
Interest	97,348	75,735	(21,613)	76,449	77,175	78,052	78,941	79,841
Other Revenue								
Grants	-	-	-	-	-	-	-	-
Other	174,546	177,206	2,660	180,006	183,014	186,082	189,211	192,403
Gifts/Contributions	1,500	1,500	-	1,500	1,500	1,500	1,500	1,500
Leases	96,839	96,839	-	98,776	100,751	102,766	104,822	106,918
Other Sources	-	62,000	62,000	62,000	62,000	62,000	62,000	62,000
Sale of Assets	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Sub-Total	514,033	557,080	43,047	562,531	568,240	574,200	580,274	586,462
		108.4%		9.4%	1.0%	1.0%	1.1%	1.1%
Total General Rev.	12,804,108	12,665,871	(138,237)	12,842,824	13,095,190	13,353,507	13,623,661	13,918,668
TOTAL OPERATING EXCESS (DEFICIT)	609,316	475,954	(133,362)	666,563	742,336	745,519	774,961	748,059
Capital Expenses								
Capital								
Sub-Total	765,000	757,835	(7,165)	0	0	0	0	0
TOTAL CAPITAL INVENTORY				939,000	1,230,500	1,233,500	1,432,000	1,143,000
TOTAL EXCESS (DEFICIT)	(155,684)	(281,881)	(126,197)	666,563	742,336	745,519	774,961	748,059
General Fund Summary								
	2012 Bud	2012 Prj		2013	2014	2015	2016	2017
Beginning Balance	2,550,922							
Beginning Balance (Adjusted)	2,048,056	2,048,056		1,766,175	2,432,738	3,175,074	3,920,593	4,695,554
Ending Balance	1,892,372	1,766,175		2,432,738	3,175,074	3,920,593	4,695,554	5,443,613
Target (10% of Operations)	1,435,228	1,424,318		1,421,599	1,439,592	1,468,521	1,499,004	1,534,860
Budget Reconciliation								
Revenue	14,961,600	14,719,137	(242,463)	14,882,552	15,138,258	15,430,728	15,764,997	16,096,663
Expenditure	15,117,284	15,001,018	(116,266)	14,215,989	14,395,922	14,685,209	14,990,036	15,348,604
Excess/(Deficit)	(155,684)	(281,881)	(126,197)	666,563	742,336	745,519	774,961	748,059

Water Fund

Village of Glencoe
Water Fund
FY 2017 Long Range Forecast

Water Fund Summary Analysis

Available Sources

FY 2012 Balance Excess (Deficit) of Target	699,246
Operating Excess (Deficit) During Plan	<u>1,198,313</u>
Total Sources	1,897,559

Capital Inventory (FY 2013 Through FY 2017) 691,500

Excess (Deficit) Sources 1,206,059

Excess (Deficit) Sources from Prior Plan (281,308)

Village of Glencoe								
Water Fund								
FY 2017 Long Range Forecast								
	<u>2012 Bud</u>	<u>2012 Pri</u>	<u>\$ from Bud</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
Operating Revenue								
Charges for Service								
Water Sales	1,933,200	1,957,293	24,093	1,962,254	2,001,537	2,041,307	2,082,480	2,124,171
Meter Sales	10,000	10,000	-	10,000	10,000	10,000	10,000	10,000
Sub-Total	1,943,200	1,967,293	24,093	1,972,254	2,011,537	2,051,307	2,092,480	2,134,171
		101.2%						
Total Operating Rev.	1,943,200	1,967,293	24,093	1,972,254	2,011,537	2,051,307	2,092,480	2,134,171
		1.2%		1.5%	2.0%	2.0%	2.0%	2.0%
Operating Expenses								
Personnel								
Salaries	802,563	792,581	(9,982)	800,249	811,875	823,674	835,648	851,859
Benefits	133,403	125,539	(7,864)	131,816	138,407	145,327	152,593	160,223
Pension Cost	151,436	150,328	(1,108)	152,281	154,550	156,853	159,190	162,354
Sub-Total	1,087,402	1,068,448	(18,954)	1,084,346	1,104,832	1,125,854	1,147,431	1,174,436
		98.3%		-0.3%	1.9%	1.9%	1.9%	2.4%
Services	388,833	365,535	(23,298)	371,526	378,956	386,535	394,266	402,151
Commodities	124,710	114,115	(10,595)	115,827	118,143	120,506	122,916	125,375
Depreciation	69,000	69,000	-	69,000	69,000	69,000	69,000	69,000
Loan Payment	-	-	-	193,189	193,189	193,189	193,189	193,189
Sub-Total	582,543	548,650	(33,893)	749,542	759,288	769,230	779,371	789,715
		94.2%		28.7%	1.3%	1.3%	1.3%	1.3%
Total Operating Exp.	1,669,945	1,617,098	(52,847)	1,833,888	1,864,120	1,895,084	1,926,802	1,964,151
NET OPERATIONS	273,255	350,195	76,940	138,366	147,417	156,223	165,678	170,020
General Revenue								
Interest	1,010	1,010	-	1015	1020	1025	1030	1035
Other Revenue								
Other	5,000	5,000	-	5,000	5,000	5,000	5,000	5,000
Leases	66,405	66,405	-	67,733	69,087	70,469	71,879	73,316
Other Sources	-	7,600	7,600	7,600	7,600	7,600	7,600	7,600
Sale of Assets	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Sub-Total	72,415	80,015	7,600	81,348	82,707	84,094	85,509	86,951
		110.5%		12.3%	1.7%	1.7%	1.7%	1.7%
Total General Rev.	72,415	80,015	7,600	81,348	82,707	84,094	85,509	86,951
CHANGE IN NET ASSETS	345,670	430,210	84,540	219,714	230,124	240,317	251,187	256,971
Water Fund Summary								
Beginning Balance (unaudited)	430,746	430,746		860,956	1,080,670	1,310,794	1,551,111	1,802,298
Ending Balance	776,416	860,956		1,080,670	1,310,794	1,551,111	1,802,298	2,059,269
Target (10% of Operations)	166,995	161,710		183,389	186,412	189,508	192,680	196,415
Budget Reconciliation								
Revenue	2,015,615	2,047,308	31,693	2,053,602	2,094,244	2,135,401	2,177,989	2,221,122
Expenditure	1,669,945	1,617,098	(52,847)	1,833,888	1,864,120	1,895,084	1,926,802	1,964,151
Excess/(Deficit)	345,670	430,210	84,540	219,714	230,124	240,317	251,187	256,971

Village of Glencoe						
Water Fund						
Statement of Cash Flows						
	2012 Prj	2013	2014	2015	2016	2017
CASH FLOWS FROM OPERATING ACTIVITIES						
Receipts from Customers	1,967,293	1,972,254	2,011,537	2,051,307	2,092,480	2,134,171
Misc. Revenues	80,015	81,348	82,707	84,094	85,509	86,951
Payments to Suppliers						
Commodities	(114,115)	(115,827)	(118,143)	(120,506)	(122,916)	(125,375)
Service Fees	(365,535)	(371,526)	(378,956)	(386,535)	(394,266)	(402,151)
Other	-	(193,189)	(193,189)	(193,189)	(193,189)	(193,189)
Payments to Employees	(1,068,448)	(1,084,346)	(1,104,832)	(1,125,854)	(1,147,431)	(1,174,436)
Payment of Debt	-	(193,189)	(193,189)	(193,189)	(193,189)	(193,189)
Other Cash Uses - Prepays	(23,000)	(23,000)	(23,000)	(23,000)	(23,000)	(23,000)
CASH FLOWS FROM NONCAPITAL						
Purchase of Capital Assets	(263,000)	-	-	-	-	-
CAPITAL INVENTORY						
		140,000	99,500	242,000	50,000	160,000
NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS						
	213,210	72,525	82,935	93,128	103,998	109,782
CASH AND EQUIVALENTS, MARCH 1						
	557,691	770,901	843,426	926,361	1,019,489	1,123,487
CASH AND EQUIVALENTS, FEBRUARY 28 (29)						
	770,901	843,426	926,361	1,019,489	1,123,487	1,233,269
Unrestricted Net Assets, March 1 (Unaudited)						
	430,746	860,956	1,080,670	1,310,794	1,551,111	1,802,298
10% of Payments to Suppliers						
	154,810	195,808	198,831	201,927	205,099	208,834
Budget Reconciliation						
Revenue	2,047,308	2,053,602	2,094,244	2,135,401	2,177,989	2,221,122
Expense	1,834,098	1,787,888	1,818,120	1,849,084	1,880,802	1,918,151
Capital Expense	263,000	-	-	-	-	-
Prepays	23,000	23,000	23,000	23,000	23,000	23,000
Depreciation	69,000	69,000	69,000	69,000	69,000	69,000
Operating Expense	1,617,098	1,833,888	1,864,120	1,895,084	1,926,802	1,964,151

Garbage Fund

Village of Glencoe
Garbage Fund
FY 2017 Long Range Forecast

Garbage Fund Summary Analysis

Available Sources	
FY 2012 Balance Excess (Deficit) of Target	(61,388)
Operating Excess (Deficit) During Plan	<u>685,134</u>
Total Sources	623,747
Capital Inventory (FY 2013 Through FY 2017)	583,000
Excess (Deficit) Sources	40,747
Excess (Deficit) Sources from Prior Plan	(260,815)

Village of Glencoe
Garbage Fund - Fiscal Year 2011 ending balances

CURRENT - PRIOR TO IMPLEMENTATION OF GASB 54

	<u>Garbage Fund</u>	<u>Type</u>
Total Fund Balance	274,147.00	
Prepays	39,665.00	Reserved
Reserved for Inventory	<u>4,617.00</u>	Reserved
Total	44,282.00	
Unreserved	229,865.00	

PROPOSED - WITH IMPLEMENTATION OF GASB 54

	<u>Garbage Fund</u>	<u>Type</u>
Total Fund Balance	274,147.00	
Prepays	39,665.00	Nonspendable
Inventories	<u>4,617.00</u>	Nonspendable
	44,282.00	
Reserved for IRMA Claim Deductibles	<u>50,000.00</u>	Restricted
	50,000.00	
Unassigned Fund Balance	179,865.00	

Village of Glencoe								
Garbage Fund								
FY 2017 Long Range Forecast								
	2012 Bud	2012 Prj	\$ from Bud	2013	2014	2015	2016	2017
Operating Revenue								
Charges for Service								
Garbage Service Fees	763,838	763,838	-	774,963	790,018	805,374	821,038	837,014
Recycling Service Fees	188,506	188,506	-	191,334	195,160	199,064	203,045	207,106
Yard Waste Program Fees	30,040	30,040	-	30,491	31,100	31,722	32,357	33,004
Sub-Total	982,384	982,384	-	996,788	1,016,278	1,036,160	1,056,440	1,077,124
		100.0%		1.5%	2.0%	2.0%	2.0%	2.0%
Total Operating Rev.	982,384	982,384	-	996,788	1,016,278	1,036,160	1,056,440	1,077,124
Operating Expenses								
Personnel								
Salaries	476,961	468,011	(8,950)	471,763	477,451	483,224	489,083	497,015
Benefits	82,982	82,982	-	87,131	91,488	96,062	100,865	105,908
Pension Cost	83,469	83,469	-	84,543	85,803	87,081	88,379	90,135
Sub-Total	643,412	634,462	(8,950)	643,437	654,742	666,367	678,327	693,058
		98.6%		0.0%	1.8%	1.8%	1.8%	2.2%
Services	493,363	494,693	1,330	502,113	512,156	522,399	532,847	543,504
Commodities	115,990	101,500	(14,490)	103,023	105,083	107,185	109,328	111,515
Other Expense	-	-	-	-	-	-	-	-
Sub-Total	609,353	596,193	(13,160)	605,136	617,239	629,584	642,175	655,019
		97.8%		-0.7%	2.0%	2.0%	2.0%	2.0%
Total Operating Exp.	1,252,765	1,230,655	(22,110)	1,248,573	1,271,981	1,295,951	1,320,502	1,348,077
NET OPERATIONS	(270,381)	(248,271)	22,110	(251,785)	(255,703)	(259,791)	(264,062)	(270,953)
General Revenue								
Taxes	7,000	7,000	-	7,070	7,141	7,284	7,429	7,652
Interest	1,500	600	(900)	603	606	609	612	615
Transfers In	350,000	350,000	-	350,000	350,000	350,000	350,000	350,000
Other Revenue	17,000	38,484	21,484	38,834	39,190	39,554	39,925	40,304
Sub-Total	375,500	396,084	20,584	396,507	396,937	397,447	397,966	398,571
		105.5%		5.6%	0.1%	0.1%	0.1%	0.2%
Total General Rev.	375,500	396,084	20,584	396,507	396,937	397,447	397,966	398,571
TOTAL OPERATING EXCESS (DEFICIT)	105,119	147,813	42,694	144,722	141,234	137,656	133,904	127,618
Capital Expenses								
Capital								
Bldg & Grounds	-	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-	-
Vehicles	255,900	250,000	(5,900)	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Sub-Total	255,900	250,000	(5,900)	-	-	-	-	-
CAPITAL INVENTORY				231,000	32,500	37,000	210,000	72,500
Debt Expense								
Debt Expense	18,000	16,000	(2,000)	16,000	16,000	16,000	16,000	16,000

	<u>2012 Bud</u>	<u>2012 Pri</u>	<u>\$ from Bud</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
TOTAL EXCESS	(168,781)	(118,187)	50,594	128,722	125,234	121,656	117,904	111,618
(DEFICIT)								
Garbage Fund Summary								
	<u>2012 Bud</u>	<u>2012 Pri</u>		<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
Beginning Balance	229,865							
Beginning Balance (Unaudited)	179,865	179,865		61,678	190,400	315,634	437,290	555,194
Ending Balance	11,084	61,678		190,400	315,634	437,290	555,194	666,812
Target (10% of Operations)	125,277	123,066		124,857	127,198	129,595	132,050	134,808
Budget Reconciliation								
Revenue	1,357,884	1,378,468	20,584	1,393,295	1,413,215	1,433,607	1,454,406	1,475,695
Expenditure	1,526,665	1,496,655	(30,010)	1,264,573	1,287,981	1,311,951	1,336,502	1,364,077
Excess/(Deficit)	(168,781)	(118,187)	50,594	128,722	125,234	121,656	117,904	111,618

Debt Service Fund

Debt Service Fund

DEBT SERVICE FUND

FY 2011

<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	1,200,000	-	185,000	1,015,000
2009	7,400,000	7,400,000	-	-	7,400,000
2009A	3,890,000	3,755,000	-	2,140,000	1,615,000
	13,140,000	12,355,000	-	2,325,000	10,030,000

FY 2012

<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	1,015,000	-	190,000	825,000
2009	7,400,000	7,400,000	-	-	7,400,000
2009A	3,890,000	1,615,000	-	1,615,000	-
	13,140,000	10,030,000	-	1,805,000	8,225,000

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

FUND HIGHLIGHTS

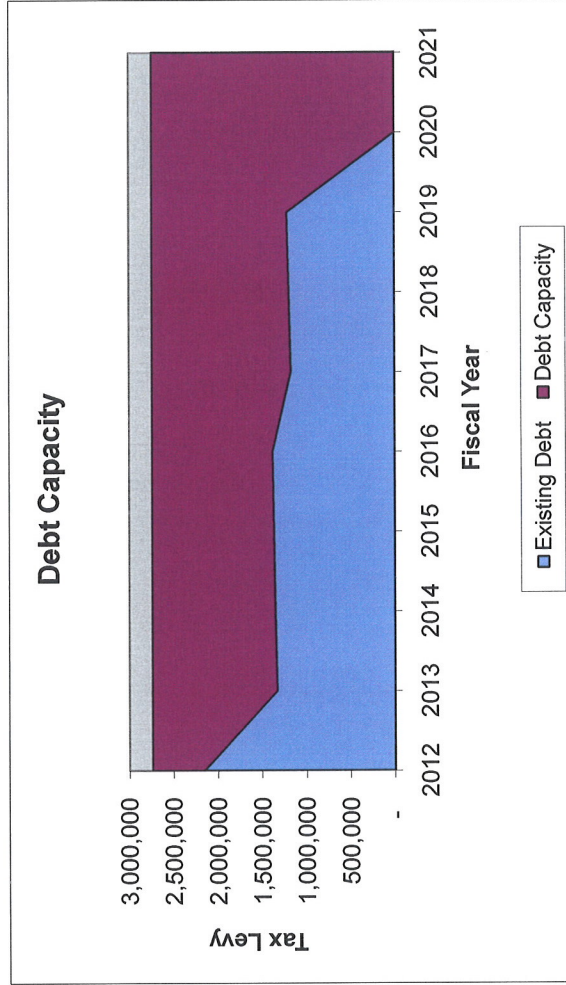
At the end of Fiscal Year 2011 the Village debt balance was \$10.0 Million. Absent any new issuances of debt, the debt balance will be \$8.2 Million at the end of Fiscal Year 2012.

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 \$515,612. The Village is using approximately \$225,000 of this authority already. The full limit will be restored beginning Fiscal Year 2017.

EXISTING DEBT SERVICE TAX LEVY PROJECTION
FISCAL YEAR 2012 THROUGH FISCAL YEAR 2021

SERIES	RETIREMENT DATE	ORIGINAL DEBT	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
			2005	Dec-15	1,850,000	222,988	221,813	225,475	223,813	221,988	-	-
2009	Dec-18	7,400,000	166,008	1,111,008	1,127,108	1,142,508	1,157,208	1,174,895	1,195,370	1,216,995	-	-
2009A	Dec-18	3,890,000	1,663,450	-	-	-	-	-	-	-	-	-
Annual Tax Levy			2,052,446	1,332,821	1,352,583	1,366,321	1,379,196	1,174,895	1,195,370	1,216,995	-	-
Annual Tax Levy per \$100K EAV			161	101	100	98	96	79	78	78	N/A	N/A

Total Original Debt 13,140,000



ANNUAL PRINCIPAL PAYMENT ON EXISTING G.O. DEBT SERVICE
FISCAL YEAR 2012 THROUGH FISCAL YEAR 2021

SERIES	RETIREMENT DATE	ORIGINAL DEBT	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
2005	Dec-15	1,850,000	190,000	195,000	205,000	210,000	215,000	-	-	-	-	-
2009	Dec-18	7,400,000	-	945,000	980,000	1,015,000	1,060,000	1,090,000	1,135,000	1,185,000	-	-
2009A	Dec-11	3,890,000	1,615,000	-	-	-	-	-	-	-	-	-
Annual Principal Payment			1,805,000	1,140,000	1,185,000	1,225,000	1,265,000	1,090,000	1,135,000	1,185,000	-	-
Principal Balance												
March 1			10,030,000	8,225,000	7,085,000	5,900,000	4,675,000	3,410,000	2,320,000	1,185,000	-	-
February 28 (29)			8,225,000	7,085,000	5,900,000	4,675,000	3,410,000	2,320,000	1,185,000	-	-	-
Equalized Assessed Valuation (1) 3.0% Annual Increase			1,276,244,638	1,314,531,977	1,353,967,936	1,394,586,974	1,436,424,584	1,479,517,321	1,523,902,841	1,569,619,926	1,616,708,524	1,665,209,780
G.O. Debt Limit - 10.00% of EAV			127,624,464	131,453,198	135,396,794	139,458,697	143,642,458	147,951,732	152,390,284	156,961,993	161,670,852	166,520,978
Legal G.O. Debt Margin On 2/28 (29)			119,399,464	124,365,198	129,496,794	134,783,697	140,232,458	145,631,732	151,205,284	156,961,993	161,670,852	166,520,978
Long Term Debt Per Capita (Assumes Constant Population of 8,723)			942.91	812.22	676.37	535.94	390.92	265.96	135.85	-	-	-
Long Term Debt per \$100,000 EAV			644.47	538.98	435.76	335.22	237.39	156.81	77.76	-	-	-
Interest Payments												
SERIES	RETIREMENT DATE	ORIGINAL DEBT	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
2005	Dec-15	1,850,000	32,988	26,813	20,475	13,813	6,988	-	-	-	-	-
2009	Dec-18	7,400,000	166,008	166,008	147,108	127,508	107,208	84,895	60,370	31,995	-	-
2009A	Dec-11	3,890,000	48,450	-	-	-	-	-	-	-	-	-
Annual Principal Payment			247,445	192,820	167,583	141,320	114,195	84,895	60,370	31,995	-	-
Interest as % of Prin. Balance			2.47%	2.34%	2.37%	2.40%	2.44%	2.49%	2.60%	2.70%	N/A	N/A

VILLAGE OF GLENCOE
LIMITED TAX BOND AUTHORITY

Annual Extension Available (1)	515,612
Annual Extension Obligated	225,000
Available for Debt Service	290,612
Rate	3.00%

Terms (Yrs)	7	10	15
Annual Payment	290,517	290,497	290,503
Issuance Amount	1,810,000	2,478,000	3,468,000

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

2009 EAV	1,239,072,464
1/2 or 1.0% Authority (2)	6,195,362
Limited Tax Bond Balance (3)	1,015,000
Remaining 1/2% Authority	5,180,362

Note

- (1) Beginning Tax Year 2009, the available extension increases by CPI.
(2) Outstanding principal balance reduces this amount available.
(3) As of 1/1/2011

INCREASE IN EXTENSION AUTHORITY

<u>Fiscal Year</u>	<u>Limit</u>	<u>% Change</u>
2010	501,555	N/A
2011	502,056	0.10%
2012	515,612	2.70%

10 YEAR EQUALIZED ASSESSED VALUATION (EAV) SUMMARY

Levy Year	Population (a)	EAV (b)	% Change
2000	8,762	405,281,999	-1.3%
2001	8,762	511,391,278	26.2%
2002	8,762	553,268,118	8.2%
2003	8,762	554,430,833	0.2%
2004	8,762	743,395,329	34.1%
2005	8,762	802,001,726	7.9%
2006	8,762	805,505,398	0.4%
2007	8,762	1,109,274,339	37.7%
2008	8,762	1,159,724,579	4.5%
2009	8,762	1,239,072,464	6.8%
10 YEAR AVERAGE		788,334,606	
Average Annual Increase		10.5%	

Sources:

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

TOTAL PROPERTY TAX EXTENSIONS

Levy Year	Extended (a)	% Change	Extended as Percent of EAV
2000	7,659,829	1.80%	1.89%
2001	7,909,568	3.26%	1.55%
2002	8,090,483	2.29%	1.46%
2003	8,415,313	4.01%	1.52%
2004	8,757,197	4.06%	1.18%
2005	9,252,813	5.66%	1.15%
2006	9,577,706	3.51%	1.19%
2007	10,021,420	4.63%	0.90%
2008	10,677,741	6.55%	0.92%
2009	10,829,493	1.42%	0.87%
AVERAGE	9,119,156	3.72%	1.26%

Note:

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

NEW EQUALIZED ASSESSED VALUE

Levy Year	New EAV	% of Total EAV
1999	5,411,038	1.32%
2000	5,711,845	1.41%
2001	14,400,168	2.82%
2002	10,175,253	1.84%
2003	10,969,839	1.98%
2004	12,423,416	1.67%
2005	21,247,906	2.65%
2006	20,088,589	2.49%
2007	23,446,028	2.11%
2008	9,506,290	0.82%
2009	24,028,445	1.94%
TOTAL	151,997,779	
AVERAGE	15,199,778	1.97%

VILLAGE OF GLENCOE
ANALYSIS OF DEBT SERVICE CAPACITY

March 1, 2011

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 29, 2012, this limit will be \$127.6 Million. At that time, the Village will have \$8.2 Million in debt applicable to the limit leaving a legal debt margin of \$119.3 Million.

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

Alternative revenue bonds only require referendum if a petition is filed with enough signatures to compel a referendum. The Village 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 2012 the limited tax debt cap is \$515,612

In 2005 the Village issued \$1.85 Million in limited tax debt for sewer work using up \$225,000 of that authorization, leaving \$290,000. Assuming 3.0% interest, the Village can issue debt from approximately \$1.8 Million in 7 year term bonds to \$3.4 Million in 15 year term bonds so long as the annual debt service remains at \$290,000. As the 2005 series bonds are retired, the capacity is restored to the maximum level.

Beginning in Fiscal Year 2012, the debt service begins to drop from an annual average of about \$2.7 Million to approximately \$2.0 Million during Fiscal Year 2013 and approximately \$1.3 Million per year through Fiscal Year 2019. Therefore, there is the ability to structure future debt in order to maintain level debt service. Structuring debt to pay new principal as old principal matures maintains the level debt schedule but increases the interest cost of such issuances.

Policy Considerations

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

Element	Practice
Debt Payment Schedule	Typically when debt has been issued, the schedule has been structured to minimize fluctuation in the existing debt schedule.
Type of Debt	<p>Debt has typically been voter approved general obligation debt.</p> <p>The enterprise funds (Water and Golf) have issued debt backed by the Village called alternate revenue debt service. With alternate revenue debt, some revenue source is pledged to pay the debt. If the pledged revenue falls short, the property taxes are collected to pay the required debt service. There is no referendum with alternate revenue debt, unless a petition is filed with sufficient signatures to require one. The Village has never had a referendum on alternate revenue debt issuances.</p> <p>The Village also has the ability to issue limited tax debt without referendum up to an annual debt service payment of \$502,000 per year. The Village has already used approximately \$225,000 of this debt through Fiscal Year 2016.</p>
Limited Tax Debt	The Village Board has discussed maintaining the limited tax debt authority as an emergency reserve.
Term of Debt	Typically the schedule is no longer than 10 years.
Maximum annual debt service	No policy maximum set. Fiscal Year 2010 and Fiscal Year 2011 debt is approximately \$2.7 Million (prior to abatements).
Use of Debt Service	Typically debt has been issued for projects such as streets, sewers, water main, or major equipment (such as fire engine replacement) or to refund existing debt where financial conditions are favorable.

Motor Fuel Tax Fund

Village of Glencoe
Motor Fuel Tax Fund
FY 2017 Long Range Forecast

Motor Fuel Tax Fund Summary Analysis

Available Sources

FY 2012 Balance Excess (Deficit) of Target	160,930
Operating Excess (Deficit) During Plan	<u>877,170</u>
Total Sources	1,038,100
Capital Inventory (FY 2013 Through FY 2017)	900,000
Excess (Deficit) Sources	138,100
Excess (Deficit) Sources from Prior Plan	6,903

Village of Glencoe								
Motor Fuel Tax Fund								
FY 2017 Long Range Forecast								
	<u>2012 Bud</u>	<u>2012 Prj</u>	<u>\$ from Bud</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
Revenues								
Allotment	228,550	262,728	34,178	207200	207200	207200	207200	207200
Interest	1,500	1,000	(500)	1005	1010	1015	1020	1025
Sub-Total	230,050	263,728	33,678	208,205	208,210	208,215	208,220	208,225
		114.6%		-9.5%	0.0%	0.0%	0.0%	0.0%
Total Operating Rev.	230,050	263,728	33,678	208,205	208,210	208,215	208,220	208,225
Expenditures								
Services	-	700	700	711	725	739	754	769
Capital Projects	500,000	500,000	-	-	-	-	-	-
Sub-Total	500,000	500,700	700	711	725	739	754	769
Capital Inventory	-	-	-	-	450,000	-	450,000	-
Total Operating Exp.	500,000	500,700	700	711	725	739	754	769
NET OPERATIONS	(269,950)	(236,972)	32,978	207,494	207,485	207,476	207,466	207,456
Other Sources (Uses)								
Transfer to General Fund	30,330	30,330	-	30,785	31,401	32,029	32,669	33,323
Bond Proceeds	-	-	-	-	-	-	-	-
Sub-Total	30,330	30,330	-	30,785	31,401	32,029	32,669	33,323
Total Sources (Uses)	30,330	30,330	-	30,785	31,401	32,029	32,669	33,323
TOTAL OPERATING EXCESS (DEFICIT)	(300,280)	(267,302)	32,978	176,709	176,084	175,447	174,797	174,133
Motor Fuel Tax Fund Summary								
	<u>2012 Bud</u>	<u>2012 Prj</u>	<u>\$ from Bud</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
Beginning Balance (Unaudited)	478,302	478,302		211,000	387,709	563,793	739,240	914,037
Ending Balance	178,022	211,000		387,709	563,793	739,240	914,037	1,088,170
Target (10% of Operations)	50,000	50,070						
Budget Reconciliation								
Revenue	230,050	263,728	33,678	208,205	208,210	208,215	208,220	208,225
Expenditure	530,330	531,030	700	31,496	32,126	32,768	33,423	34,092
Excess/(Deficit)	(300,280)	(267,302)	32,978	176,709	176,084	175,447	174,797	174,133

E911 Fund

Village of Glencoe
Enhanced 911 Fund
FY 2017 Long Range Forecast

Enhanced 911 Fund Summary Analysis

Available Sources	
FY 2012 Balance Excess (Deficit) of Target	343,876
Operating Excess (Deficit) During Plan	<u>(7,808)</u>
Total Sources	336,068
Capital Inventory (FY 2013 Through FY 2017)	480,000
Excess (Deficit) Sources	(143,932)
Excess (Deficit) Sources from Prior Plan	(170,824)

Village of Glencoe Enhanced 911 Fund FY 2017 Long Range Forecast								
	<u>2012 Bud</u>	<u>2012 Prj</u>	<u>\$ from Bud</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
Revenues								
Surcharge	140,670	141,075	405	140,100	139,256	138,469	137,737	137,061
Interest	3,900	1,000	(2,900)	1,005	1,010	1,015	1,020	1,025
Sub-Total	144,570	142,075	(2,495)	141,105	140,266	139,484	138,757	138,086
		98.3%		-2.4%	-0.6%	-0.6%	-0.5%	-0.5%
Total Operating Rev.	144,570	142,075	(2,495)	141,105	140,266	139,484	138,757	138,086
Expenditures								
Personnel	46,349	46,349	-	46,830	47,527	48,236	48,954	49,927
Services	54,900	54,850	(50)	55,673	56,786	57,922	59,080	60,262
Commodities	33,000	33,000	-	33,495	34,165	34,848	35,545	36,256
Sub-Total	134,249	134,199	(50)	135,998	138,478	141,006	143,579	146,445
		100.0%		1.3%	1.8%	1.8%	1.8%	2.0%
Total Operating Exp.	134,249	134,199	(50)	135,998	138,478	141,006	143,579	146,445
NET OPERATIONS	10,321	7,876	(2,445)	5,107	1,788	(1,522)	(4,822)	(8,359)
Other Sources (Uses)								
Capital Projects	65,000	65,000	-	-	-	-	-	-
Sub-Total	65,000	65,000	-	-	-	-	-	-
Capital Inventory				150,000	80,000	70,000	99,000	81,000
Total Sources (Uses)	65,000	65,000	-	-	-	-	-	-
TOTAL OPERATING EXCESS (DEFICIT)	(54,679)	(57,124)	(2,445)	5,107	1,788	(1,522)	(4,822)	(8,359)
Enhanced 911 Fund Summary								
	<u>2012 Bud</u>	<u>2012 Prj</u>		<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
Beginning Balance (Unaudited)	414,420	414,420		357,296	362,403	364,191	362,669	357,847
Ending Balance	359,741	357,296		362,403	364,191	362,669	357,847	349,488
Target (10% of Operations)	13,425	13,420		13,600	13,848	14,101	14,358	14,645
Budget Reconciliation								
Revenue	144,570	142,075	(2,495)	141,105	140,266	139,484	138,757	138,086
Expenditure	199,249	199,199	(50)	135,998	138,478	141,006	143,579	146,445
Excess/(Deficit)	(54,679)	(57,124)	(2,445)	5,107	1,788	(1,522)	(4,822)	(8,359)

Assumptions

Village of Glencoe							
Long Range Financial Forecast							
Through FY 2017							
Major Revenue Assumptions							
% Increase from the FY 2012 Base as adjusted from Budget							
		FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Basis
Revenue							
Building Permits		1.00%	2.00%	2.00%	2.00%	2.00%	Economic Conditions
Cable Television Revenue		3.00%	3.00%	3.00%	3.00%	3.00%	Consumption + Rates
Curbside Recycling		2.00%	2.00%	2.00%	2.00%	2.00%	Annual Fee Increase
Illinois Income Tax		1.00%	2.00%	2.00%	2.00%	2.00%	Economic Conditions
Optional Second Collection		1.50%	2.00%	2.00%	2.00%	2.00%	Annual Fee Increase
Parking Fees		2.00%	2.00%	3.00%	2.00%	3.00%	Economic Conditions
Property Tax		1.50%	2.00%	2.00%	2.00%	2.00%	Change in CPI-U
Sales Tax		1.00%	2.00%	2.00%	2.00%	3.00%	Economic Conditions
Sewer Charge		1.50%	2.00%	2.00%	2.00%	2.00%	Annual Fee Increase
Telecommunications Tax		2.00%	2.00%	2.00%	2.00%	2.00%	Consumption + Rates
Use Tax		1.00%	2.00%	2.00%	2.00%	3.00%	Economic Conditions
Utility Tax		2.00%	2.00%	2.00%	2.00%	2.00%	Consumption + Rates
Motor Fuel Tax		0.00%	0.00%	0.00%	0.00%	0.00%	Economic Conditions
Enhanced 911		-2.00%	-2.00%	-2.00%	-2.00%	-2.00%	Consumption + Rates
911 Surcharge		2.00%	2.00%	2.00%	2.00%	2.00%	Consumption + Rates
Water Sales		1.50%	2.00%	2.00%	2.00%	2.00%	Annual Fee Increase
Sewer Charge - Annual 5% increase or change in CPI whichever is less, minimum 2%.							
Water Rates - Annual 5% increase or change in CPI whichever is less, minimum 2%							
Curbside Recycling - Annual increase by same percentage as contract.							
Optional Second Collection - Annual 5% increase or change in CPI whichever is less, minimum 2%							
Garbage Fees - Annual 5% increase or change in CPI whichever is less, minimum 2%							
Ambulance Fees - Annual 3% increase or change in CPI whichever is less, minimum 2%							
Alarm Fees - Annual 3% increase or change in CPI whichever is less (minimum \$5 increments)							
Vehicle & Animal Licenses - Annual 3% increase or change in CPI whichever is less (minimum 5\$ increments)							
Property Taxes - Annual increases per PTELL, no abatements.							
Major Expenditure Assumptions							
% Increase from the FY 2012 Base as adjusted from Budget							
		FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Basis
Expenditure							
Salaries		1.50%	2.00%	2.00%	2.00%	2.50%	Economic Conditions
Benefits		5.00%	5.00%	5.00%	5.00%	5.00%	Economic Conditions
Police Pension		-10.00%	3.00%	3.00%	3.00%	3.00%	Actuarial Estimates
IMRF		2.00%	2.00%	2.00%	2.00%	2.50%	IMRF Phase In Plan
Services (1)		1.50%	2.00%	2.00%	2.00%	2.00%	Operational Deferrals
Commodities (1)		1.50%	2.00%	2.00%	2.00%	2.00%	Operational Deferrals
Debt Service		Per Schedule					Debt Schedule
Capital		Per Inventory and Approved Budget					Est. of Available Resources
Community Grants		-5.00%	-5.00%	-5.00%	-5.00%	-5.00%	Village Board Policy
Autohaus Sales Tax Rebate		Ends FY 2014					Per Agreement
Note							
(1) Services and Commodities increase from the FY 2012 Budget.							

Village of Glencoe							
Long Range Financial Forecast							
Through FY 2017							
Change In Revenue Base							
						2013 %	Proposed
	2011	2012	2012	2012	\$ From	Change from	2013
	Base	Budget	Proj.	Base	2011 Base	Plan 2016	Change
Revenue							
Building Permits	635,000	635,000	531,575	531,000	(104,000)	2.00%	1.00%
Cable Television Revenue	166,345	171,335	171,335	171,335	4,990	3.00%	3.00%
Curbside Recycling	176,700	181,506	181,506	181,506	4,806	2.00%	2.00%
Illinois Income Tax	680,000	711,440	630,029	630,000	(50,000)	2.00%	1.00%
Optional Second Collection	95,000	97,584	97,584	97,584	2,584	2.00%	1.50%
Parking Fees	108,050	110,172	103,434	103,000	(5,050)	2.00%	2.00%
Sales Tax	1,573,860	1,622,537	1,607,991	1,610,000	36,140	3.00%	2.00%
Sewer Charge	513,880	527,858	535,000	527,900	14,020	2.00%	1.50%
Telecommunications Tax	553,000	553,000	518,195	518,000	(35,000)	2.00%	2.00%
Use Tax	94,600	108,940	120,412	112,000	17,400	3.00%	2.00%
Utility Tax	756,000	771,120	716,633	716,600	(39,400)	2.00%	2.00%
Motor Fuel Tax	215,000	228,560	262,728	207,200	(7,800)	0.00%	0.00%
Enhanced 911	93,300	91,500	93,012	93,000	(300)	-2.00%	-2.00%
911 Surcharge	48,200	49,170	48,063	48,000	(200)	2.00%	2.00%
Water Sales	1,878,400	1,929,492	1,953,585	1,929,492	51,092	2.00%	1.50%
Total	7,587,335	7,789,214	7,571,082	7,476,617	(110,718)		
\$ Change		201,879					
% Change		2.66%					
\$ of 2012 Budget			(218,132)				
% of 2012 Budget			97.2%				
\$ of 2012 Budget				(312,597)			
% of 2012 Budget				96.0%			

Village of Glencoe					
Long Range Financial Forecast					
Through FY 2017					
Status of Incremental Fee Increases					
	Alarm	Pet	Vehicle	CPI	
	<u>Registration</u>	<u>Licenses</u>	<u>Licenses</u>	<u>Factor</u>	
FY 2011	50.00	10.00	50.00		
FY 2012	51.36	10.27	51.36	2.72%	Actual
FY 2013	52.39	10.48	52.39	2.00%	Projected
FY 2014	53.43	10.69	53.43	2.00%	Projected
FY 2015	54.50	10.90	54.50	2.00%	Projected
FY 2016	55.59	11.12	55.59	2.00%	Projected
FY 2017	56.71	11.34	56.71	2.00%	Projected
FY 2016 Rate	55.00	10.00	55.00		
% Change	10.0%	0.0%	10.0%		

Village of Glencoe			
Long Range Financial Forecast			
Through FY 2017			
Change In Expense Base			
		Prior Plan	Proposed
		FY 2013	FY 2013
Expenditure			
	Salaries	2.00%	1.50%
	Benefits	5.00%	5.00%
	Police Pension	3.00%	-10.00%
	IMRF	3.00%	2.00%
	Services	1.10%	1.50%
	Commodities	1.10%	1.50%
	Community Grants	-5.00%	-5.00%
	Debt Service	Per Schedule	
	Capital	Per Inventory and Approved Budget	
	Autohaus Sales Tax Rebate	Ends FY 2014	

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	Ann
1999	164.3	164.5	165.0	166.2	166.2	166.2	166.7	167.1	167.9	168.2	168.3	168.3	166.6
2000	168.8	169.8	171.2	171.3	171.5	172.4	172.8	172.8	173.7	174.0	174.1	174.0	172.2
2001	175.1	175.8	176.2	176.9	177.7	178.0	177.5	177.5	178.3	177.7	177.4	176.7	177.1
2002	177.1	177.8	178.8	179.8	179.8	179.9	180.1	180.7	181.0	181.3	181.3	180.9	179.9
2003	181.7	183.1	184.2	183.8	183.5	183.7	183.9	184.6	185.2	185.0	184.5	184.3	184.0
2004	185.2	186.2	187.4	188.0	189.1	189.7	189.4	189.5	189.9	190.9	191.0	190.3	188.9
2005	190.7	191.8	193.3	194.6	194.4	194.5	195.4	196.4	198.8	199.2	197.6	196.8	195.3
2006	198.3	198.7	199.8	201.5	202.5	202.9	203.5	203.9	202.9	201.8	201.5	201.8	201.6
2007	202.4	203.5	205.4	206.7	207.9	208.4	208.3	207.9	208.5	208.9	210.2	210.0	207.3
2008	211.1	211.7	213.5	214.8	216.6	218.8	220.0	219.1	218.8	216.6	212.4	210.2	215.3
2009	211.1	212.2	212.7	213.2	213.9	215.7	215.4	215.8	216.0	216.2	216.3	215.9	214.537
2010	216.7	216.7	217.6	218.0	218.2	218.0	218.0	218.3	218.4	218.7	218.8	219.2	218.056
2011	220.2	221.3	223.5	224.906	225.964	225.7	225.9	226.5					

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%	-1.26%	-1.42%	-2.10%	-1.48%	-1.29%	-0.18%	1.84%	2.72%	
2010	2.63%	2.14%	2.31%	2.24%	2.00%	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%					

AVERAGE

00-11 2.48% 2.51% 2.57% 2.56% 2.60% 2.60% 2.58% 2.44%

TAX CAP IF YEAR ENDED TODAY

3.36%

THE VILLAGE OF GLENCOE
Office of the Village Manager

OFFICIAL PAY PLAN

March 1, 2012

VILLAGE OF GLENCOE
OFFICE OF THE VILLAGE MANAGER
March 1, 2012

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, 2012

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

<u>Temporary Positions</u>	<u>Non-Regular Employee</u>		
	<u>Hourly Pay Range</u>		
	<u>Minimum</u>	<u>Maximum</u>	
Special Education Intern	8.00	10.00	
Administrative Intern	8.00	16.00	
Engineering Intern	8.00	16.00	
Office Clerk	8.00	20.00	
Clerk Typist	8.00	19.00	
Secretary	8.00	25.00	
Seasonal Laborer	8.00	17.00	
Handyman	8.00	22.00	
Crossing Guard	225	450	per month
Paid On-Call Firemen	20	20	per call
Health Officer	1035	1200	per month

Executive, Managerial and Administrative Classification

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

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

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

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

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

Office of the Village Manager
March 1, 2012

VILLAGE OF GLENCOE FISCAL YEAR 2013 PAY PLAN

	FY2013 Annual Minimum	FY2013 Annual Maximum	
VILLAGE MANAGER'S OFFICE			
Village Manager	By Agreement		
Assistant Village Manager	\$ 89,134	\$	123,606
Executive Assistant	\$ 51,258	\$	71,540
Information Technology Coordinator	\$ 65,179	\$	91,107

DEPARTMENT OF FINANCE

Director of Finance	\$ 107,620	\$	147,222
Assistant to the Director of Finance	\$ 54,116	\$	87,190
Accountant	\$ 57,970	\$	76,865
Payroll/Benefit Coordinator	\$ 45,373	\$	66,416
Finance Billing Service Coordinator	\$ 43,256	\$	62,119

DEPARTMENT OF PUBLIC SAFETY

Director of Public Safety	\$ 107,620	\$	147,222
Deputy Chief / Public Safety	\$ 113,000	\$	120,159
Lieutenant	\$ 95,338	\$	114,165
Public Safety Officer	\$ 60,000	\$	91,430
Communications Operator	\$ 50,834	\$	69,480
Administrative Secretary	\$ 44,484	\$	62,231
Community Service Officer	\$ 48,368	\$	64,843
Public Safety Records Clerk	\$ 43,922	\$	60,919

DEPARTMENT OF PUBLIC WORKS

Director of Public Works	\$ 105,520	\$	147,222
Village Engineer	\$ 64,999	\$	102,207
PW General Superintendent	\$ 90,636	\$	119,197
Building and Zoning Administrator	\$ 90,637	\$	114,626
Community Development Analyst	\$ 51,208	\$	85,850
Water Plant Superintendent	\$ 74,182	\$	102,000
Public Works Supervisor	\$ 64,140	\$	95,670
Mechanic	By Contract		
Water Plant Operator	By Contract		
Maintenance Equipment Operator	By Contract		
Building Custodian	By Contract		
Office Coordinator	\$ 45,861	\$	63,931
Administrative Secretary	\$ 43,954	\$	62,231
Receptionist/Cashier	\$ 37,219	\$	53,788
Bulding Inspector / Plan Reviewer	\$ 51,900	\$	71,122

HISTORY OF AUTHORIZED FULL TIME POSITIONS

	ADOPTED BUDGET <u>FY 2005</u>	ADOPTED BUDGET <u>FY 2006</u>	ADOPTED BUDGET <u>FY 2007</u>	ADOPTED BUDGET <u>FY 2008</u>	ADOPTED BUDGET <u>FY 2009</u>	ADOPTED BUDGET <u>FY2010</u>	ADOPTED BUDGET <u>FY2011</u>	ADOPTED BUDGET <u>FY2012</u>	ADOPTED BUDGET <u>FY2013</u>
<u>OFFICE OF THE VILLAGE MANAGER</u>									
VILLAGE MANAGER	1	1	1	1	1	1	1	1	1
ASSISTANT VILLAGE MANAGER	0	0	0	1	1	1	1	1	1
ASSISTANT TO THE MANAGER	2	1	1	0	0	0	0	0	0
EXECUTIVE ASSISTANT	1	1	1	1	1	1	1	0	1
EXECUTIVE SECRETARY	0	0	0	0	0	0	0	1	0
INFORMATION TECH. COORDINATOR	0	0	0	0	1	1	1	1	1
TOTAL	4	3	3	3	4	4	4	4	4
<u>DEPARTMENT OF FINANCE</u>									
DIRECTOR OF FINANCE	1	1	1	1	1	1	1	1	1
ASSISTANT TO THE DIRECTOR	1	1	1	1	1	1	1	1	1
ACCOUNTANT	1	1	1	1	1	1	1	1	1
PAYROLL/BENEFIT COORDINATOR	1	1	1	1	1	1	1	1	1
FINANCIAL BILLING SERVICES COORDINATOR	1	1	1	1	1	1	1	1	1
TOTAL	5	5	5	5	5	5	5	5	5
<u>DEPARTMENT OF PUBLIC SAFETY</u>									
DIRECTOR OF PUBLIC SAFETY	1	1	1	1	1	1	1	1	1
DEPUTY CHIEF	2	2	2	2	2	2	1	1	1
ADMINISTRATIVE ASSISTANT	1	1	1	1	1	1	0	0	0
LIEUTENANT	6	6	6	6	6	6	7	7	7
OFFICER	26	26	27	27	27	27	26	24	24
COMMUNICATIONS OPERATOR	5	5	5	5	5	5	5	5	5
COMMUNITY SERVICE OFFICER	2	2	2	2	2	2	2	2	2
ADMINISTRATIVE SECRETARY	1	1	1	1	1	1	1	1	1
RECORDS CLERK	1	1	1	1	1	1	1	1	1
TOTAL	45	45	46	46	46	46	44	42	42

HISTORY OF AUTHORIZED FULL TIME POSITIONS

	ADOPTED BUDGET <u>FY 2005</u>	ADOPTED BUDGET <u>FY 2006</u>	ADOPTED BUDGET <u>FY 2007</u>	ADOPTED BUDGET <u>FY 2008</u>	ADOPTED BUDGET <u>FY 2009</u>	ADOPTED BUDGET <u>FY2010</u>	ADOPTED BUDGET <u>FY2011</u>	ADOPTED BUDGET <u>FY2012</u>	ADOPTED BUDGET <u>FY2012</u>
DEPARTMENT OF PUBLIC WORKS									
DIRECTOR OF PUBLIC WORKS	1	1	1	1	1	1	1	1	1
VILLAGE ENGINEER	1	1	1	1	1	1	1	1	1
BUILDING AND ZONING ADMINISTRATOR	0	0	0	0	0	1	1	1	1
DEPUTY DIRECTOR PUBLIC WORKS/ COMMUNITY DEVELOPMENT	1	1	1	1	1	0	0	0	0
WATER PLANT SUPERINTENDENT	1	1	1	1	1	1	1	1	1
GENERAL SUPERINTENDENT	1	1	1	1	1	1	1	1	1
ASSISTANT TO THE DIRECTOR	0	0	0	0	0	0	0	0	0
COMMUNITY DEVELOPMENT COORD.	1	1	1	1	1	1	1	1	1
BUILDING INSPECTOR/REVIEWER	1	1	1	1	1	1	1	1	1
PUBLIC WORKS SUPERVISOR	4	4	4	4	4	4	4	4	4
ADMINISTRATIVE SECRETARY	1	1	1	1	1	1	1	1	1
OFFICE COORDINATOR	1	1	1	1	1	1	1	1	1
RECEPTIONIST/CASHIER	1	1	1	1	1	1	1	1	1
MECHANIC	4	4	4	4	4	4	4	4	4
MEO	23	23	23	20	21	21	21	21	21
WATER PLANT OPERATOR	4	4	4	4	4	4	4	4	4
BUILDING CUSTODIAN	1	1	1	1	0	0	0	0	0
TOTAL	46	46	46	43	43	43	43	43	43
TOTAL FULL TIME EQUIVALENT									
	100	99	100	97	98	98	96	94	94

FISCAL YEAR 2013
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 \$1,000,000. 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.

Policy Consideration

1. With changes presented by GASB 54 and other financial demands on reserves, consider raising the minimum fund balance in the General Fund from \$1.0 Million to \$1.4 Million. **Completed, the Village Board recommended an increase in the minimum fund balance in the General Fund from \$1.0 Million to \$1.4 Million and recommended increasing the budget for the transfer from the General Fund to the Garbage Fund from \$350,000 to \$450,000 with Village Board authorization required prior to making transfers beyond the \$350,000 level.**

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

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

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

1. Last year the Village did not abatement in order to build debt service fund balance as a protection against receiving property taxes late from the County. This would minimize potential impact to operating funds and reduce any short-term tax anticipation borrowing issues that may otherwise occur. It is recommended that this practice is continued until a sufficient reserve against late taxes is produced.
2. Conduct annual review

Debt Policy – Use of Limited Tax Authority

The Village is able to issue non-referendum bonds subject to the following constraints:

- Amount cannot exceed ½ of 1.0% of its equalized assessed valuation (EAV); and
- The total annual payment extension is no more than \$515,612 (last year the annual maximum was \$502,056).

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 – NONE PROPOSED

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

1. Conduct annual review.

Glencoe Golf Club Management Fee

The Village charges a management fee for the Village costs of assistance to the Glencoe Golf Club. The present policy is to accrue the fee but not collect the fee. This increases the amount due to the Village from the Glencoe Golf Club each year. Annually, the Village Board reviews the management fee as part of the budget development process.

Policy Considerations

1. Consider implementation of an annual increase based on the change in CPI.

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

1. What is the ability of the Village to continue to fund, based on the Village actuary's numbers.

Funding Firefighters Pension Fund (NEW)

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 \$100,000 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.

Liability Deductible Policy (AMENDED)

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 2012.**

IRMA Excess Surplus (NEW)

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. Last year, 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.**

IMRF Pension Policy (AMENDED)

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.

During Fiscal Year 2011, the Village budgeted at the phase in level. It is recommended that the Village Board evaluate funding to the full ARC level. Paying up to the ARC level would increase FY 2011 projected expenditures by approximately \$135,000.

During Fiscal Year 2012, the Village budgeted at the ARC level and funded at the phase in level and will decide whether or not to make a catch-up contribution later in the year. Each year this funding strategy will be re-evaluated. Paying up to the ARC level during Fiscal Year 2012 is included in the proposed budget. The differential between phase in and ARC during Fiscal Year 2012 is approximately \$76,000.

Policy Consideration

Given that the difference between the 2012 ARC rate and the phase in rate is .25%, the Village staff recommends funding 2012 (Fiscal Year 2013 at the ARC rate without the end of year catch up. **Completed, beginning January 2012 the Village will fund its IMRF at the ARC rate**

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 in a trustee capacity or as an agent for individuals, private organizations, other governmental units, or other funds.

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

Budgetary Data

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

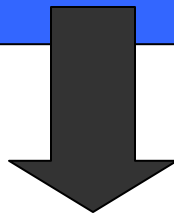
- (1) The Village Board updates the Long Range Financial Plan and Long Range Capital Improvement Plan;
- (2) All Departmental budget requests are submitted to Village Manager for review;
- (3) Manager review and completes proposed budget with Department Heads;
- (4) Budget delivered to Village President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

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

Village of Glencoe Mission Statement

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

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



Village Goals

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

VILLAGE GOAL: PROVIDE THE HIGHEST QUALITY OF RESIDENT SERVICES

OBJECTIVES

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

VILLAGE GOAL: STRENGTHEN COMMUNITY INVOLVEMENT

OBJECTIVES

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

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

OBJECTIVES

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

VILLAGE GOAL: DEVELOP INNOVATIVE SOLUTIONS

OBJECTIVES

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

VILLAGE GOAL: UTILIZE NEW TECHNOLOGICAL SOLUTIONS

OBJECTIVES

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

VILLAGE GOAL: MAINTAIN AAA RATING

OBJECTIVES

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

VILLAGE GOAL: MAINTAIN AAA RATING (CONT.)

OBJECTIVES

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

VILLAGE GOAL: MAINTAIN TAX BASE AND REVENUES

OBJECTIVES

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

VILLAGE GOAL: PRESERVE THE ENVIRONMENT

OBJECTIVES

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

VILLAGE GOAL: RECRUIT AND RETAIN A KNOWLEDGEABLE AND DIVERSE WORKFORCE

OBJECTIVES

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

Village Manager's Office

Mission:

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

Long Term Goals	Current Strategy
Maintain strong and open communications with the community.	Use of the Village newsletter and website to keep residents informed about current events and services.
Promote diversity and community	<p>The Human Relations Forum continually promotes diversity and community.</p> <p>The Human Relations Forum, working in conjunction with the local schools, provides the artwork for the Village vehicle sticker.</p>
Plan and fund special activities and programs with the assistance of the Chamber of Commerce.	The Village working with Chamber representatives assists with Farmers Market, the Annual Sidewalk Sale and Movies on the Green.
Continue to provide financial assistance to various community service groups.	The Village provides community grant funding to groups on an annual basis (interested applicants submit a request for these funds annually).
Performance Measures	Collection of data to be analyzed in the future to assist in the evaluation of services.

Finance Department
Administration Division

Mission:

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

Mission Element: Payroll Services

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

Issues to consider

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

Mission Element: Financial Reporting

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

Issues to consider

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

Mission Element: Cash Management

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

Issues to consider

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

Mission Element: Investments

Long Term Goals	Current Strategy
Invest available resources and a prudent and effective manner.	Available cash now invested at North Shore Community Bank. Considering Max Safe account at North Shore Community Bank to boost earnings on idle cash. Village participates in a pool called IMET and has nearly \$1.5 Million in assets. Village transfers sales tax, income tax and other revenues deposited directly to Illinois Funds to maximize interest earnings opportunities at North Shore Community Bank or IMET.
Develop investment targets	Work with the Finance Committee to develop thresholds for different types of investments (i.e. cash, cd's, treasuries, etc.) Once targets are established, develop plan for rebalancing.
Review investment policy	Review investment policy once every four years unless otherwise needed.
Develop strategy for investing bond proceeds	As bond proceeds are received work with Public Works Department on spend down schedule to allow maximum investment results.

Issues to Consider

- Review of merchant banking services.
- Review Investment Policy

Mission Element: Accounting Services

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

	Evaluate conducting an appraisal of Golf Club and Water Fund fixed assets.
Develop efficient methods for preparing golf club journal entries	Work with new manager to develop process that will allow timely, efficient and accurate reporting of golf financial activity using automated resources and templates for manual journal entries.
Prepare in advance for auditors	Review preliminary work papers in January and work to make sure that all relevant supporting schedules and adjusting entries are prepared prior to the arrival of the auditors.
Work with Library to continue to enhance their accounting and record keeping system with the Village	Assisting library to transition accounting and financial record keeping to the Village's Financial Software System.

Issues to Consider

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

Mission Element: Purchasing & Accounts Payable

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

Issues to Consider

- Implementation of ACH payment for vendors.
- Consider requiring requisitions and purchase orders for all purchases.
- Provide greater assistance to departments to establish accounts to avoid cash purchases.

Mission Element: Utility Billing

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

Issues to Consider

- Goal to transition to Innoprise CIS this fiscal year.

Mission Element: Benefits Administration

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

Mission Element: Accounts Receivable (excluding Utility Billing)

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

Issues to Consider

- Continue to refine accounts receivable processes to maximize payment due to the Village.

Mission Element: Support of Financial Systems

Long Term Goal	Current Strategies
Maintain Financial Systems in the most efficient and effective method possible	The software provider maintains the software portion of the system. The Village Information Technology Coordinator maintains the hardware.
Develop enhanced access to data	This is done on an as needed basis as time allows and is typically done by Finance Staff.
Improve planning and analysis of systems	Provide assistance to Information Technology Coordinator.

Issues to Consider

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

Mission Element: Internal Audit of Financial Operations

Long Term Goal	Current Strategies
To develop and maintain a schedule of areas of operation appropriate for internal audit	In the process of developing such a list.
To assist and educate departments about the potential for fraud	Working with the Village Auditor to provide such educational assistance.
To assist departments with development and maintenance of documented internal controls	As part of the development process, we will assist departments to develop internal control documentation.
To reduce cost by improving efficiency of processes.	Evaluating internal controls will lead to opportunities to increase operational efficiency
To reduce cost of professional audit services by conducting internal audits in-house rather than having auditors providing service	From the schedule produced, activities will be performed internally.
Have results of internal audits tested.	The internal audits will be tested by the Village Auditor.

Issues to Consider

- Developing a list will be accomplished in consultation with the Village Auditor.
- The list will include issues such as payroll timekeeping, inventory controls, cash handling, golf club operations.
- To the extent that the auditors will perform additional testing within the cost structure of the annual audit, those opportunities will be maximized.

Finance Department
Support Services Division

Mission:

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

Mission Element: Network Support

Long Term Goals	Current Strategies
Provide reliable network services, including file sharing, email and internet.	Use of contract services to support network supplemented by Village Staff.
Maintain computer work stations in proper operating order with current software and updated operating systems	Support staff provides departments with list of computers to be included in budget for replacement. Windows updates set to occur automatically. Support staff informs department heads of any issues with computer use policy.
Research and develop new technologies	Information technology coordinator working with Assistant Village Manager on research and development.

Mission Element: Internet Services

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

Mission Element: Replacement of Computers

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

Issues to Consider

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

Mission Element: Centralized purchasing of common goods and services

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

Issues to Consider

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

Finance Department
Risk Management Division

Mission:

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

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

Issues to Consider

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

PUBLIC WORKS DEPARTMENT

Administration Division

Mission:

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

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

PUBLIC WORKS DEPARTMENT

Sewer Division

Mission:

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

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

PUBLIC WORKS DEPARTMENT

Forestry Division

Mission:

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

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

PUBLIC WORKS DEPARTMENT

Municipal Buildings Division

Mission:

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

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

PUBLIC WORKS DEPARTMENT

Parking and Traffic Control Division

Mission:

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

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

PUBLIC WORKS DEPARTMENT

Community Development Division

Mission:

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

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

PUBLIC WORKS DEPARTMENT

Municipal Garage Division

Mission:

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

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

Streets Division

Mission:

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

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

PUBLIC WORKS DEPARTMENT

Street Lighting Division

Mission:

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

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

Public Safety

Mission:

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

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

Long Term Goals	Current Strategy
Protect the constitutional rights of each citizen	By enforcing Federal, State and local laws as required by our jurisdictional restrictions.
Provide the highest levels of fire prevention, fire suppression, and emergency medical services to protect lives and property in the community	<p>The Department will endeavor to provide Public Safety employees with appropriate levels of training in accordance with professional standards.</p> <p>Continue to provide highly-trained and certified Paramedics and Emergency Medical Technicians.</p> <p>Provide necessary assistance and back up fire coverage to the community through the use of trained and certified paid-on-call firefighters.</p>
The Department continues to meet the standards of Law Enforcement and Fire Service Accreditation.	The Department was reassessed for Law Enforcement re-accreditation in January 2012. The Department received Fire Service re-accreditation in August 2009.
Refine shared resources and fire responses with neighboring fire departments through the Mutual Aid Box Alarm System (MABAS)	Continue participation in MABAS

Public Safety (cont'd)

Long Term Goals	Current Strategy
Continued education of the public	The Public Education Section continues to provide: CPR training, Fire and Crime Prevention talks, Infant Car Seat inspections and installations, BASSETT Alcohol Training, Tobacco Awareness classes, "Officer Friendly" school visits, and additional public information seminars as requested.
Maintain a sufficient number of licensed Paramedics and Emergency Medical Technicians.	<p>The Department currently has 19 licensed paramedics and 11 Emergency Medical Technicians.</p> <p>The Department continues to train qualified officers as paramedics to replace those who have retired or resigned.</p>
Refine the Village All Hazards (Emergency Disaster) Plan	In 2011, the Department reviewed and updated the All Hazards plan which included personnel from all Village Departments.
Continued participation in regional law enforcement mutual aid systems	<p>Public Safety participates in the following Law Enforcement Mutual Aid systems: North Region Police Assistance Coalition (NORPAC), Northern Illinois Police Alarm System (NIPAS), Northeastern Illinois Police Crime Laboratory, Northeastern Illinois Public Safety Training Academy (NIPSTA), and Illinois Law Enforcement Alarm System (ILEAS).</p> <p>Participation in mutual aid programs is intended to provide member agencies with resources and assistance in situations beyond the normal capabilities of the Department.</p>
Performance Measures	Continued collection of data to assist in the analysis of future trends, performance measures, capabilities, and needs of the department and Village of Glencoe.

PUBLIC WORKS DEPARTMENT

Garbage Division

Mission:

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

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

PUBLIC WORKS DEPARTMENT

Water Production and Distribution Division

Mission:

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

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



ADMINISTRATIVE STAFF

VILLAGE OF GLENCOE GLENCOE, ILLINOIS

March 1, 2012

<u>Name</u>	<u>Present Position</u>	<u>Year Appointed to</u>	
		<u>Present Position</u>	<u>Village Staff</u>
Paul M. Harlow	Village Manager	2000	1975
William H. Jones, Jr.	Assistant Village Manager	2011	2011
David C. Mau	Director of Public Works	1996	1990
David A. Clark	Director of Finance	1999	1988
Michael Volling	Director of Public Safety	2009	1984
Al Kebby	Deputy Chief	2009	1983
Richard S. Weiner	Lieutenant	2001	1985
Richard L. Bookie	Lieutenant	2001	1986
Elizabeth Seno	Lieutenant	2001	1984
Mary Saikin	Lieutenant	2008	1997
Lee Weinzimmer	Lieutenant	2008	1989
Hiroshi Witt	Lieutenant	2009	1987
Michael McCormick	Lieutenant	2010	1985
Michael A. Moran	General Superintendent	1997	1979
William F. Kilcoyne	Public Works Supervisor	1989	1979
David A. Vetter	Public Works Supervisor	1990	1980
Robert S. Litwitz	Public Works Supervisor	1991	1982
Raymond Irby	Public Works Supervisor	2000	1990
Thomas J. Weathers	Water Plant Superintendent	1998	1988
John L. Houde	Building & Zoning Administrator	2009	1979
Christine Van Dornick	Village Engineer	1999	1996
Nathan Parch	Community Development Analyst	2001	2001



BOARD OF TRUSTEES

VILLAGE OF GLENCOE GLENCOE, ILLINOIS

March 1, 2012

<u>Name</u>	<u>Position</u>	<u>Term</u>
Scott M. Feldman	Village President	2005 - 2009 2009 - 2013
Keki Bhote	Village Trustee	2009 - 2013
Bruce Cowans	Village Trustee	2005 - 2007 2007 - 2011 2011 - 2015
Andrew Hayek	Village Trustee	2011 - 2015
Joseph Keefe	Village Trustee	2005 - 2009 2009 - 2013
Larry Levin	Village Trustee	2009 - 2013
Joel Solomon	Village Trustee	2007 - 2011 2011 - 2015



COMMISSIONS AND BOARDS

APPOINTED VILLAGE OFFICIALS

Name	Year Appointed	Term Expires
Victor Filippini, <i>Village Attorney</i>	1995	May 2012
Paul Harlow <i>Village Clerk</i>	2001	May 2012
David A. Clark <i>Deputy Village Clerk</i>	2001	May 2012
Michael Volling <i>Village Marshall</i>	2009	May 2012
David Mau <i>Street Commissioner</i>	1996	May 2012
David A. Clark <i>Village Treasurer</i>	1999	May 2012
David A. Clark <i>Village Collector</i>	1999	May 2012
Terry Weppler <i>Village Prosecutor</i>	1994	Continuing
Ann S. Hoenig <i>Parking Adjudicator</i>	1994	Continuing

ZONING BOARD OF APPEALS/ZONING COMMISSION (5 Year Term)

Name	Year Appointed	Term Expires
Barbara Miller (Chair)	2007 Appointed Chairman 7/2009	May 2012
James Clark	2004	October 2012
David J. Friedman	2009	January 2014
Ed Goodale	2007	May 2016
Jim Nyeste	2007	July 2015
Steve Ross	2007	May 2016
Howard Roin	2009	October 2015



COMMISSIONS AND BOARDS

PLAN COMMISSION (4 Year Term)

Name	Year Appointed	Term Expires
Caren Thomas (Chair)* <i>Public-at-Large</i>	1997	May 2013
Larry Levin <i>Village Board</i>	2009	May 2013
Walt Eckenhoff** <i>Public-at-Large</i>	2009	June 2013
Marya Morris** <i>Public-at-Large</i>	2009	May 2013
Bruce Huvad** <i>Public-at-Large</i>	2005	May 2013
Ed Goodale*** <i>Zoning Bd. of Appeals</i>	2007	May 2015
Tom Scheckelhoff*** <i>Historic Preservation Commission</i>	2007	June 2012
Gary Ruben – Ex Officio* <i>School Board</i>	2007	May 2015
Andre Lerman – Ex Officio* <i>Park District</i>	2009	May 2015
Louis Goldman – Ex Officio* <i>Library Board</i>	2009	May 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(***)).



COMMISSIONS AND BOARDS

HISTORIC PRESERVATION COMMISSION

(5 Year Term)

Name	Year Appointed	Term Expires
Tom Scheckelhoff (Chair)	2007 Appointed Chair 2011	June 2012
John Eifler	2011	May 2016
Diane Schwarzbach	2008	August 2013
Peter VanVechten	2008	April 2013
Rod Winn	2011	April 2016

GLENCOE GOLF CLUB ADVISORY COMMITTEE

(3 Year Term)

Name	Year Appointed	Term Expires
Trustee Joe Keefe (Chair)	2011	May 2013
Jim Hirsch	2011	October 2014
Mitch Melamed	2010	July 2013
Mark Metzner	2011	July 2014
John Nesbitt	2008	February 2014
Ronald Schmidt	2011	July 2014
Stella Nanos, Golf Club General Manager		Continuing



COMMISSIONS AND BOARDS

HUMAN RELATIONS FORUM

(3 Year Term)

Name	Year Appointed	Term Expires
Deborah Cogan (Chair)	2007	November 2013
Keki Bhote (VB Representative)	2009	April 2012
Hilary Price	2003	May 2012
Margot Flanagin	2005	July 2013
Pamela Louik	2006	July 2012
Joel Heifetz	2008	April 2015
Peggy Wagner Kimble	2009	May 2012
Rabbi Steven Lowenstein	2011	May 2014
Paula Alexander	2011	October 2014
Andrea Fox	2011	October 2014

PUBLIC SAFETY COMMISSION

(3 Year Term)

Name	Year Appointed	Term Expires
Amy St. Eve (Chair)	2007	July 2013
Andrew Berlin	2011	October 2014
Daniel Rubinstein	2007	October 2012

POLICE PENSION FUND BOARD

(2 Year Term)

Name	Year Appointed	Term Expires
Michael Neimark, President	1998	April 2012
Pete Neville, Secretary	2007	April 2012
Joseph Walter, Trustee	2008	April 2012
Chad Smith, Trustee	2007	January 2012
Christopher Pfaff, Trustee	2010	January 2012
David A. Clark, Finance Director	1999	Continuing



COMMISSIONS AND BOARDS

FIREMEN'S PENSION FUND BOARD

Representation	Name	Term Expires
President	Paul Harlow	June 2012
Secretary	Michael Volling	June 2012
Treasurer	David A. Clark	June 2012
Village President	Scott M. Feldman	Continuing
Village Attorney	Victor Filippini	Continuing

FISCAL YEAR 2013 BUDGET CALENDAR

8/31/2011	Staff Deadline	
<ul style="list-style-type: none"> •Update Long Range Financial Forecast •Review Alternative Sources of Revenue 		
9/15/2011	Finance Committee	Meeting, 6:30 p.m.
<ul style="list-style-type: none"> •Review Long Range Financial Forecast 		
9/15/2011	Village Board Meeting	Meeting , 7:00 p.m.
<ul style="list-style-type: none"> •Review Long Range Financial Forecast 		
10/31/2011	Staff Deadline	
<ul style="list-style-type: none"> •Schedule Department Budget Review Meetings 		
10/20/2011	Village Board Meeting	Meeting, 7:00 p.m.
<ul style="list-style-type: none"> •Schedule 2011 Tax Levy Hearing •Continue Review of Long Range Financial Forecast •Review Fiscal Year 2013 Draft Budget Guidelines and Assumptions 		
11/17/2011	Village Board Meeting	Meeting, 7:00 p.m.
<ul style="list-style-type: none"> •Review Recommended Revenue Budget •Review Recommended Operating Budget •Review Recommended Capital Budget •Initial Consideration of Proposed 2011 Tax Levy •Review Fiscal Year 2011 Actuarial Valuation Reports for the Police and Firefighter's Pension Fund 		
12/15/2011	Village Board Meeting	Meeting, 7:00 p.m.
<ul style="list-style-type: none"> •Continue review of FY 2013 Recommended Revenue Budget •Continue review of FY 2013 Recommended Capital Budget •Continue review of FY 2013 Recommended Operating Budget •Meeting and Consideration of Proposed 2011 Tax Levy Ordinance (Public Hearing) 		
1/19/2012	Village Board Meeting	Meeting, 7:00 p.m.
<ul style="list-style-type: none"> •Review of Recommended Revenue Budget Continues •Review Staffing Analysis and Personnel Budget 		
2/16/2012	Village Board Meeting	Meeting, 7:00 p.m.
<ul style="list-style-type: none"> •Consider Fiscal Year 2012 Supplemental Appropriation Ordinance (if necessary) •Consider Approval of Adjusting Service Fees and Charges •Preliminary Approval of the Village Budget for Fiscal Year 2013 		
3/15/2012	Village Board Meeting	Meeting, 7:00 p.m.
<ul style="list-style-type: none"> •Consideration of Fiscal Year 2013 Appropriation Ordinance •Receive Fiscal Year 2012 Budget Document •Final consideration of Fiscal Year 2013 Budget by Village Board (Adoption) 		
4/26/2012	Village Board Meeting	Meeting, 7:00 p.m.
<ul style="list-style-type: none"> •Review Fiscal Year 2013 Budget Document 		

**VILLAGE OF GLENCOE
RATES & FEES**

	FY 2010	FY 2011	FY 2012	FY 2013
Property Tax Rate (Village Only)	.921 / \$100 EAV Received in 2009	.874/\$100 EAV Received in 2010	1.004/\$100 EAV Received in 2011	N/A Received in 2012
Utilities				
Sewer Rates	\$.791 x consumption	\$.918 x consumption	\$.943 x consumption	\$.957 x consumption
Water Rates	\$2.772/ per 100 cu.ft	\$3.265/ per 100 cu.ft	\$3.353/ per 100 cu.ft	\$3.403/ per 100 cu.ft
Rubbish (Residential) - once-a-week pick-up	\$0 per quarter	\$38.80 per quarter	\$40.09 per quarter	\$40.82 per quarter
Yardwaste Collection Fee	N/A	\$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		\$47.55 per quarter	\$48.84 per quarter	\$49.57 per quarter
Rubbish (Residential)- twice-a-week pick-up	\$78.00 per quarter	\$78.00 per quarter	\$80.00 per quarter	\$81.20 per quarter
Recycling	\$15.25 per quarter	\$15.25 per quarter	\$15.66 per quarter	\$16.05 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	\$7.91	\$9.18	\$9.43	\$9.57
Water	\$27.71	\$32.65	\$33.53	\$34.03
Licenses				
Vehicle License	\$50	\$75	\$75	\$75
Senior	\$25	\$37.50	\$37.50	\$37.50
Hybrid Rate	50% of the cost of the sticker	50% of the cost of the sticker	50% of the cost of the sticker	50% of the cost of the sticker
Replacement	\$10	\$10	\$10	\$10
		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 - \$5 Unattended - \$10	Neutered or Spayed - \$10 Unattended - \$15	Neutered or Spayed - \$10 Unattended - \$15	Neutered or Spayed - \$10 Unattended - \$15
Other Rates / Fees				
Commuter Parking (Fee for Resident & Non-Resident)	Daily \$2.00 Quarterly \$75 Annual \$270	Daily \$2.00 Quarterly \$75 Annual \$270	Daily \$2.00 Quarterly \$75 Annual \$270	Daily \$2.00 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	\$335	\$575	\$591	\$600
ALS 2	\$490	\$655	\$673	\$683
BLS	\$310	\$500	\$514	\$522
Non-Resident Fees				
ALS 1	\$405	\$600	\$678	\$688
ALS 2	\$585	\$735	\$755	\$766
BLS	\$380	\$585	\$601	\$610
Mileage Charge	\$6.50 per mile	\$6.87 per mile	\$7.06 per mile	\$7.17 per mile

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)



VILLAGE OF GLENCOE
Miscellaneous Statistical Data

GENERAL -

Date of incorporation and adoption of charter -	March 29, 1869
Form of Government -	Council-Manager
Population -	1970 10,542
	1980 9,200
	1990 8,499
	2000 8,762
	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	1,818,000 gallons
Rated Daily Capacity	8,000,000
Miles of Water Main	51 miles
Storage Capacity	2,500,000 gallons
Fire Hydrants	460

<u>MUNICIPAL SERVICES -</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>
Ordinances Adopted -	25	23	20
Resolutions Adopted -	24	17	25
Village Board Meetings -	14	12	12
Special Board Meetings	-	-	1
Historic Preservation Commission	9	9	8
Plan Commission	5	7	5
Zoning Commission/Board of Appeals	6	7	5
Contextual Design Review Commission	10	2	3
Public Safety Commission	3	3	
Human Relations Forum	12	10	7
Golf Advisory Committee	12	10	8
IT Steering Committee	-	-	-
 <u>PUBLIC WORKS SERVICES -</u> (streets, sewers, forestry)	 <u>2009</u>	 <u>2010</u>	 <u>2011</u>
Streets – Repaired (sq. ft.)	12,810	15,334	14,568
Times Plowed	28	12	2
Times Salted	30	20	24
Sidewalks – Repaired (sq. ft.)	196	20	401
Times Plowed	23	14	12
Sanitary Sewers – Cleaned (ft.)	154,119	183,671	129,735
Repaired (ft.)	1,317	222	557
Storm Sewers – Cleaned (ft.)	14,667	38,635	57,446
Repaired (ft.)	824	7155	1202

Manholes/Catch Basins -	<u>2009</u>	<u>2010</u>	<u>2011</u>
Cleaned	613	874	979
Repaired	260	175	61
Refuse/Landfill (tons)	2,615	2,834	3,163
Parkway Trees -			
Trimmed	617	960	657
Removed	156	144	198
Private Elms Removed	37	22	18

<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

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

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>2009</u>	<u>2010</u>	<u>2011</u>
Fire/Paramedic Service Calls	2,115	1,931	2084
Motor Vehicle Accidents	300	244	204
Animal Complaints	874	757	673
Driving Violations	1,975	1,672	1,286
Local Ordinance Violations	4,235	4,029	3,697
Part I Offenses	99	115	144
Part I Arrests	6	13	22
Part II Offenses	393	402	389
Part II Arrests	168	184	302
Property			
Stolen	462,654	276,239	497,639
Recovered	163,452	135,174	363,499
Destroyed	15,840	17,420	31,471

VILLAGE OF GLENCOE, ILLINOIS
 PRINCIPAL PROPERTY TAX PAYERS
 CURRENT YEAR AND TEN YEARS AGO

Tax Year	2011		Taxpayer	2001	
	Taxable Assessed Value	Percentage of Total Village Taxable Assessed Valuation		Taxable Assessed Value	Percentage of Total Village Taxable Assessed Valuation
Skokie Country Club	\$ 5,750,102	0.46%	Lake Shore Country Club	\$ 3,500,035	1.01%
Lakeshore Country Club	5,438,988	0.44%	Skokie Country Club	3,222,693	0.93%
United Investors Management	4,048,157	0.33%	Individual - Real Property	2,432,834	0.70%
Individual - Real Property	3,932,064	0.32%	Harris Bank	1,557,903	0.45%
Individual - Real Property	3,520,393	0.28%	Arthur Goldner & Associates	1,002,454	0.29%
Individual - Real Property	3,483,332	0.28%	Individual - Commercial	777,956	0.22%
Individual - Real Property	3,141,196	0.25%	Individual - Retail	721,115	0.21%
Three Waukegan Rd. LLC	2,893,113	0.23%	Individual - Residence	689,441	0.20%
Individual - Real Property	2,482,901	0.20%	Individual - Residence	611,231	0.18%
Individual - Real Property	2,385,913	0.19%	Individual - Residence	577,470	0.17%
	<u>\$ 37,076,159</u>	<u>2.98%</u>		<u>\$ 15,093,132</u>	<u>4.34%</u>

NOTE:

Data Source
 Office of the County Clerk

VILLAGE OF GLENCOE, ILLINOIS

DEMOGRAPHIC AND ECONOMIC INFORMATION

Last Ten Calendar Years

Calendar Year	Population	Personal Income	Per Capita Personal Income	Unemployment Rate
1999	8,499	510,041,988	60,012	2.10
2000	8,499	510,041,988	60,012	1.90
2001	8,762	525,825,144	60,012	2.80
2002	8,762	771,572,958	88,059	3.60
2003	8,762	771,572,958	88,059	4.40
2004	8,762	771,572,958	88,059	4.30
2005	8,762	771,572,958	88,059	3.90
2006	8,762	771,572,958	88,059	3.60
2007	8,762	771,572,958	88,059	2.70
2008	8,762	771,572,958	88,059	4.25
2009	8,762	771,572,958	88,059	4.00
2010	8,723	901,609,280	104,919	6.50
2011	8,723	901,609,280	104,919	6.36

Data Source

U.S. Census Bureau

Illinois Department of Employment Security (IDES)

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*.

Village of Glencoe
Major Revenue Matrix

Terms

Dependable

Are there factors that can impact the source of revenue?

Efficient

What is the ratio local administrative costs to revenue collected?

Acceptable

Is the source of revenue 'politically' acceptable?

Productive

Does the revenue source generate sufficient income?

Progressive/Regressive

Does the rate increase or decrease with ability to pay?

Resident / Non-Resident

Who bears the cost?

Limitations

Are there rate, economic, or legislative limitations?

Village of Glencoe

Major Revenue Matrix

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

Village of Glencoe

Major Revenue Matrix

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

Village of Glencoe

Major Revenue Matrix

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

Village of Glencoe

Major Revenue Matrix

Revenue Name	Type	Description	Legislative Basis	Dependable	Efficient	Acceptable	Productive	Progressive / Regressive	Resident / Non-Resident	Limitations
Sewer Charge	Charge for Services	Charge for maintenance of sanitary sewer system per Village Code.	VOG Ch. 21A	Dependable.	Very	Acceptable	Moderately	Flat	Residential.	None
Ambulance Fees	Charge for Services	Charge for ambulance services provided by the Village of Glencoe	VOG Ch. 22A	Vary with service levels.	Moderately	Acceptable, especially since generally covered by health insurance or medicare.	Moderately	Flat	Both. % breakdown subject to further information from Public Safety.	None
Commuter Lot Fees	Fees	Fee for parking at the Glencoe Train Station Parking Lot.	VOG Ch. 23	Dependable.	Moderately	Acceptable	Low	Flat	Both	None, subject to county tax after a certain amount (\$3,000 per day)
Golf Club Management Fee	Other	Charge to the Glencoe Golf Club for management services rendered.	Per agreement	Dependable.	Very	Acceptable	Moderately	Flat	Both, more non-resident than resident.	Ability of Golf Club to pay and support other services.
Lease of VOG Property	Other	Lease payments made by contractual agreement with service providers for use of Village property/	Per agreement	Dependable.	Very	Very acceptable	Moderately	Flat	Non-Resident	Terms of agreement(s)
Maint. Of State Highways	Other	Payment made by the State of Illinois as compensation for the Village's maintenance of State highways.	Pre agreement	Dependable.	Very	Very acceptable	Low	Flat	Non-Resident	Terms of agreement(s)
Cable Television Revenue	Other	Franchise fee imposed on customers on the cost of cable television services	Per Franchise Agreement	Dependable.	Very	Acceptable	Moderately	Flat	Resident	5.00%
Special Duty Overtime	Other	Charge for overtime service provided as special request.	Per agreement	Dependable.	Moderately	Acceptable	Moderately	Flat	Resident	Cost of Services
Optional 2 nd Collection Fee ⁴	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