

VILLAGE OF GLENCOE

675 VILLAGE COURT | GLENCOE, IL 60022 VILLAGEOFGLENCOE.ORG





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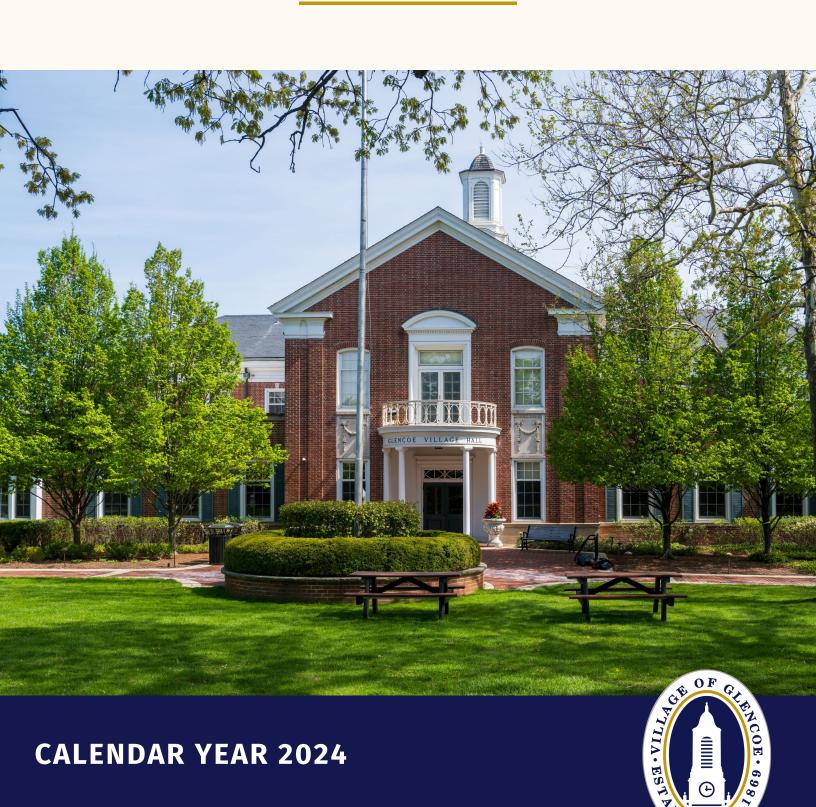
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BUDGET

TRANSMITTAL MESSAGE



Calendar Year 2024 Budget | Page 1



BUDGET TRANSMITTAL MESSAGE

December 2023

To the Honorable Village President and Board of Trustees,

I am pleased to present the Calendar Year 2024 Budget which begins January 1 and concludes December 31, 2024. This spending plan and policy document was prepared in partnership with the Board through an interactive public meeting process over the past six months. The initial draft budget was presented in detail to the full Village Board on Tuesday, November 14, 2023. Following the Board's discussion, two adjustments were made that have been integrated into this document: incorporation of the final recommendations from the Community Grants Committee totaling \$157,500, an overall increase in expenditures of \$12,500 from the draft budget to the final budget; and an increase in the staff-recommended building permit fee from a 3% rate increase to a 5% rate increase. Both items were recommended by the Finance Committee. The final document included on the pages that follow totals \$53,557,977 in expenditures across all funds.

We have much to be proud of in this community and much more to anticipate as we look to the future. The coming twelve months will realize much and continue the Village on a strong path forward. A new 20-year Comprehensive Plan, and the land use priorities it will codify, will be completed. The Village Board and staff will develop a new Strategic Plan. Following the successful 2023 referendum, the Village will break ground on a new Clubhouse at the Glencoe Golf Club, the first major public building to be constructed in our community from the ground up in decades. And, in line with the long-standing priorities of the Village Board, significant investment will be made in the Village's most important infrastructure and buildings. Following the retirements of several senior members of our staff team during 2023, we have new operational leadership and a new organizational structure (the most significant organizational restructuring in decades), all with a focus and commitment to the mission, vision and values of our community. We look ahead excitedly to new opportunities and important investments planned.

Yet, there are difficulties to navigate. Diligence and focus on persistent issues such as inflation, a difficult labor market and shortages and price increases for equipment and raw materials will remain a challenge into the new year. Despite these lingering issues, the steady and visionary leadership of the Village Board and our professional staff ensured Glencoe's long-established commitment to exceptional service delivery, fiscal prudence and consideration of the importance of the decisions made today to improve the Glencoe of tomorrow. It has ensured our long-standing AAA-rating from Standard and Poor's, again reaffirmed in 2023, an accolade that is more important than ever to limit the Village's borrowing costs in a time of increasing interest rates.

Looking ahead to the new year, there are other components - both positive realities and unique challenges — that exist and have been front of mind. Our business districts — the core of our community — are strong and growing stronger and we expect exciting additions to our business districts that will bolster that strength. Survey results from our 2023 Community Satisfaction Survey paint a picture that we are meeting the needs either very well or exceptionally well in most areas, but there is room for continued improvement. Hiring the best and brightest staff to meet the expectations of our residents is more important than ever, as we are asking more than ever from our staff so we are working on right-sizing our organization to meet those needs. Critical revenues like sales taxes and places for eating taxes have rallied but may be nearing a plateau. Sales

tax now accounts for a larger percentage of the Village's budget than ever, which is positive, but could cause more significant issues were the economy to falter. The cost to invest in and operate our water production and distribution systems is large and growing with limited additional revenue available. Considerations such as these help to guide how we built the Calendar Year 2024 budget, which considers our current and anticipated conditions and reflects recommended resource allocations to continue to meet the needs and expectations of our community.

The Calendar Year 2024 budget is the result of significant steps taken to review, prioritize and adjust all expenditure requests against revenue projections. We believe this budget reflects, as best as possible, accurate estimates of programming and project costs. As such, our goal is always to limit how much the Village asks of its stakeholders by closely examining expenditures, adjusting as possible/necessary and diligently seeking alternative sources of funding, such as State or Federal grants. Ultimately, we are seeking to maximize results for our community at the lowest possible cost. We are jointly committed to ensuring that these resources be put to work appropriately, to ensure that the Village invests in the community in ways that enhance the quality of life for our residents and the conditions that support a successful environment for our businesses.

Important Facts about the Calendar Year 2024 Budget:

- Excluding the use of reserves to fund one-time capital expenses, the General Fund, which is the
 Village's largest fund and provides resources for nearly all day-to-day operations of the Village, is
 balanced. Operating revenues exceed operating expenditures in all funds and a number of funds will
 utilize reserves to fund capital investments into the community in accordance with the Village's 10Year CIP and voter approved referenda. This budget maintains compliance with all the Village's
 approved Financial Policies.
- This year will mark only the second time since the Property Tax Extension Limitation Law (PTELL) was enacted in 1994 that the Village is proposing a property tax levy increase of 5%, the max allowed by PTELL (the first was last year). This increase is limited to 5% even though the increase in the Consumer Price Index over the last twelve months was 6.5%. As a non-home rule community, not extending to the limit foregoes the Village's ability to do so in the future. Even so, over \$1.2 million of the Village's required pension funding contribution for 2024 must be sourced elsewhere from General Fund revenues rather than from property taxes due to tax cap limits.
- A total of \$21,020,000 in capital investment is planned across the General, Water, Golf, MFT and Capital Projects Funds. Planned and budgeted capital investments are significant and represent the third year of projects funded in whole or in part by the successful \$10 million referendum in 2021 as well as the first full year of expenditures related to the \$15 million referendum to replace the Glencoe Golf Club Clubhouse. Projects focus on investment in stormwater improvements (\$3.4 million) water main replacement (\$1.8 million), Village Hall improvements (\$1.6 million). In addition to bond resources, funding sources include General Fund reserves, Water Fund Bond proceeds and reserves, Motor Fuel Tax reserves, grants, and user fees.
- Following analysis of costs and compatibility with surrounding jurisdictions, several fee increases include:
 - Water rates (7%) and sewer rates (5%) to fund necessary capital, financing and operating expenses.
 - General Collection Services Fee (5%)
 - Building Permit Fees for New Residential Construction (from \$7.15/sq ft to \$7.50/ sq ft)
 - Vehicle licenses are proposed to increase to \$60 annually; senior rates are proposed to increase to \$30. This is the first increase in vehicle license fees in over a decade.
- The Village's pension contributions will increase in line with actuarial recommendations, State statute and the Village's policies.
- Ensuring a responsive and committed workforce remains our top priority. Cost of living increases for non-union employees and employees represented by the American Federation of State, County and

- Municipal Employees (AFSCME) have been set at 3% and 4.25% employees represented by the Fraternal Order of Police (FOP). Additional resources for training have likewise been included.
- Comprehensive organizational restructuring will ensure that we maintain our customer-centered operations in several areas. The Village Manager's Office and Finance Department will consolidate into the Administration and Finance Department led by the Deputy Village Manager/Chief Financial Officer (formerly the Finance Director) and will accommodate the creation of the new role of Human Resources Director (former Assistant Village Manager) joined by a new Human Resources Generalist to meet our continued recruitment, retention, and policy development/management needs, as well as our organization's DEIB efforts. In addition, we are transitioning from a hybrid contractual arrangement to a new two-person staff structure to meet our information technology needs which are growing every day. This will be met by a Technology and Strategy Manager and new Support and Network Engineer. The Development Services Department has also been created, separated from the Public Works Department.
- While maintaining a balanced budget, funding has been allocated for special projects Special projects including an update to the Village's current Strategic Plan (\$10,000), a shared-services initiative with the Village of Wilmette and the City of Highland Park to jointly contract for a comprehensive DEI audit (\$50,000) and allocations for future work on a Sustainability/Climate Action Plan as recommended by the Sustainability Task Force (\$20,000) along and others that will be highlighted throughout the budget.

Acknowledgements

The Calendar Year 2024 budget is outlined in detail on the following pages. This comprehensive document is a statement of our community's values and ensures that Glencoe's stakeholders continue to receive the best, most efficient, most effective services from their Village government.

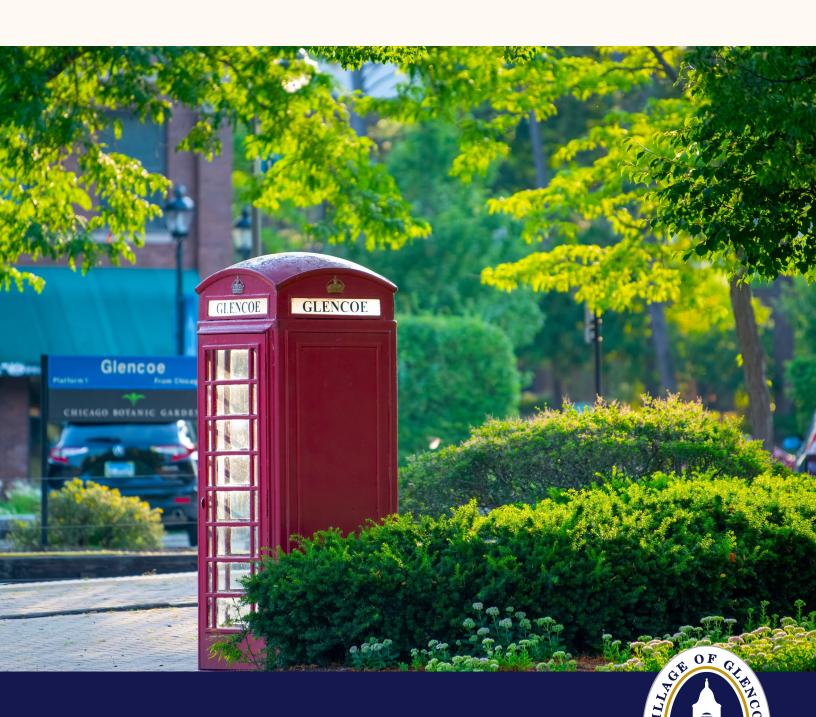
Development of the annual budget requires immense care and diligence from the Village President and Board of Trustees on down through our staff team. Hundreds of hours — whether in analyzing costs and projections or reviewing and discussing its various components — are consumed in developing this most critical of public policy documents. Special gratitude is expressed to the Finance Committee, particularly Trustee Gary Ruben (Chair) as well as Joe Halwax and Georgia Mihalopoulos all of whom who give generously their time and expertise. The budget process is a team sport and based on the satisfaction our residents report with the services we provide, the recognition from professional public finance associations we receive and our continued AAA rating from Standard & Poor's, ours is a team of all stars!

I am grateful to all our professional staff for their commitment to the prudent use of the Village's finite resources. The budget would not be possible without the exceptional leadership of Finance Director Nikki Larson and the many members of our team that support this process. Our team is exceptional - all Village staff work hard to ensure our community receives the services it expects and does so because of the resources allocated in this budget. Finally, I remain indebted to the extraordinary guidance and commitment to stewardship of our government's resources exhibited by selfless volunteers, our Village President Howard Roin and each member of the Board of Trustees. Their guidance, dedication, conscientiousness and vision ensure that the Village is served exceedingly well.

In service,

Philip A. Kiraly, ICMA-CM Village Manager

INTRODUCTORY DOCUMENTS



CALENDAR YEAR 2024



BUDGET GUIDE

Welcome to the Village of Glencoe's budget for Calendar Year 2024, which will begin January 1, 2024 and continues through December 31, 2024.

This **Budget Guide** has been developed to assist the reader in understanding how the components of the budget document are used in the overall budget development process, summarize the Village's major funds and help give context to the various sections of this complex document.

BUDGET DEVELOPMENT PROCESS

Guided by the policies, priorities and goals of the Village Board (including the financial policies, Strategic Plan, and other source documents), the budget is the single most important policy document considered, deliberated and produced by the Village each year. The budget is both a spending plan for the Village's available financial resources and the legal authority for the Village to spend those resources for public purposes. Through these resources, services are provided to meet the needs of the community.

The budget is approved annually by the Village Board in compliance with the Village Charter and municipal code. The adopted budget serves as a forecast of revenues it will receive and expenditures it will incur during the year. In conjunction with the budget, the Illinois Compiled Statutes (ILCS) requires the Village to adopt an appropriations ordinance, which sets forth the legal maximum spending limits for the Village for the fiscal year. The appropriation authority requested represents the budgeted amount plus 10%, which accounts for possible changes to planned expenditures that may take place during the year. Revenues and expenditures are monitored through the year to determine whether actual performance is within the targeted allocations.

June July / August September **Review Financial Policies & Review Actuarial Reports and** Review assumptions for the Budget Calendar with the **Annual Audit** Financial Forecast with the **Finance Committee Finance Committee** Establish CY 2024 budget Prepare department CIP, operating budget requests and personnel reports. Budget kick-off meeting for Complete projections for current year end Begin fee and fine analysis October December November Present recommended CY Review budget requests at the Consideration and approval staff level 2024 Budget, CIP and fee of the CY 2024 Budget, Fee and Fine Schedule and survey recommendations at Review fee and fine schedule budget workshops **Property Tax Ordinance** recommendations Consideration and approval Review personnel requests **Review Financial Forecast with** of the supplemental with Finance Committee the Finance Committee appropriation ordinance **Conduct Public Hearing for** Draft narrative explanations for (only if needed) Property Tax Levy budget requests

As depicted in the graphic, work on the annual budget begins with staff's review of capital and infrastructure needs, circulation and evaluation of a fee survey to surrounding communities and development of the financial forecast and financial policies. In addition, the Village conducts a public hearing to consider the proposed tax levy ordinance for the coming year. Staff summarizes findings into reports, which are reviewed by the Finance Committee and considered in accordance with financial policies, forecasts and other critical documents as the Village's annual spending plan is drafted. Such documents are included within the budget to serve as a mechanism to collect feedback before the final budget is completed. Discussions on the budget are held at public meetings and members of the public are invited to attend and comment.

Following the completion of the annual budget, a summary of the budget is published and distributed to the community in the form of a Budget-in-Brief. Copies of the Village of Glencoe's Budget-in-Brief documents can be found on the transparency portal at: https://villageofglencoe.org/transparency.

Following adoption of the budget, the budget and appropriations may be amended throughout the year as necessary by the Village Board. To complete this process, staff prepares a schedule of proposed changes along with a detailed summary outlining the reasons for the request. Amendments must be passed by a supermajority vote (*five out of seven members*) of the Village Board.

FUND SUMMARIES

Municipal budgets are organized by fund to segregate and account for restricted resources. Each fund functions like a separate accounting entity. The Village has several types of funds, including governmental, enterprise, custodial and fiduciary funds. Each type of fund has a specific purpose and accounts for specific activities.

The Village's **governmental funds**, from which much of the Village's daily operations are funded, include the following. Each of these funds are budgeted on a **modified accrual basis of accounting**, which means that revenues are recognized when they are measurable and available to the Village. This is the same basis of accounting that is used in the Village's Annual Comprehensive Financial Report.

- The **General Fund** is the general operating fund for the Village and by design, the largest fund approved annually as part of the budget. This is a primary fund used by the Village for which revenues and expenditures are not legally restricted for use. This fund accounts for the resources to fund Public Safety (police, fire and emergency medical services), most operational and maintenance aspects of Public Works (including streets, sewers, forestry and engineering, Development Services (which includes planning and zoning) and other critical functions required to support direct services to the community, such as financial management, legal, risk management, human resources, communications and day-to-day administration. There is also a certain amount of capital expenditures that are funded with General Fund revenues and/or reserves.
- The Motor Fuel Tax (MFT) Fund is a special revenue fund that is used to account for the proceeds of
 specific revenue sources that are legally restricted to expenditures for specified purposes. The Village's
 MFT Fund has resources received on a per capita basis from the State of Illinois for purposes
 specifically restricted to roadway maintenance, as well as locally through the Village's own motor fuel
 tax.
- The **Capital Projects Fund** is used to account for financial resources to be used for the acquisition or construction of major capital facilities or improvements. These projects are largely funded by General Obligation (G.O.) bonds and any interest earned on the respective bond proceeds.

 The Debt Service Fund is used to account for the accumulation of funds for the biannual payment of principal and interest on general long-term debt.

Enterprise funds are funds required to account for operations for which a fee is charged to external users for goods or services. The Village maintains two major enterprise funds: the Water Fund and the Glencoe Golf Club Fund. Each of these funds are budgeted on an *accrual basis of accounting*, which means that revenues are recognized when they are earned and expenses are recorded when a liability is incurred or asset is used. This is the same basis of accounting that is used in the Village's Annual Comprehensive Financial Report.

- The **Water Fund** provides resources for the operation and maintenance of the Village's water production and distribution divisions and is funded primarily by user charges. All activity necessary to provide such services are accounted for in this fund, including administration, operations, maintenance and billing and collection.
- The **Golf Club Fund** provides resources for the operation and maintenance of the Glencoe Golf Club. The Golf Club is funded by user charges for greens fees and related revenue sources. All activities necessary to provide such services are accounted for in this fund, including administration, operations, maintenance, and fee collection.

Custodial funds are used to account for assets held by the Village in a purely custodial capacity. The Special Service Area Fund accounts for activities related to the collection of taxes and payments of special service area debt related to the Washington Place Special Service Area. This fund is budgeted on an *accrual basis of accounting*, which is the same basis of accounting that is used in the Village's Comprehensive Annual Financial Report.

Lastly, **fiduciary funds** are used to report assets held in a trustee or custodial capacity for others and therefore are not available to support Village programs. These funds are also budgeted on an **accrual basis of accounting**, which is the same basis of accounting that is used in the Village's Comprehensive Annual Financial Report.

• The Police and Fire Pension Funds are fiduciary funds used to account for assets held in a trustee capacity for pension benefit payments. The Police Pension Fund accounts for the accumulation of resources to pay retirement and other related benefits for sworn members of the Village's Public Safety Department. The Firefighters' Pension Fund accounts for the accumulation of resources to pay retirement and other related benefits. This Pension Fund has one remaining surviving spouse beneficiary and funds benefits for this member are on a pay-as-you-go, annual basis.

Both funds are governed by the ILCS as well as two separate pension boards, comprised of fund members (those who qualify for or are receiving a pension) and appointed members from the community.

BUDGET SECTIONS

The budget is divided into various sections. The table of contents will guide the reader to a specific section or subsection. Tabs in the budget document also correspond to the section headings below.

Budget Transmittal Message

The **Budget Transmittal Message** outlines the major initiatives and changes to the spending plan for the coming fiscal year.

Strategic Plan Update

The budget includes a **Strategic Plan Update**, noting staff progress on the Village's current strategic plan, which outlines the Board's priorities and goals.

Financial Forecast

The **Financial Forecast** is designed to outline the proposed spending plan and adjustments to various financial policies. The Financial Forecast is a planning document developed annually using historical data, economic and financial trends, changes in legislation and other environmental factors affecting the financial health of the Village in order to forecast revenue and expenditure performance across all funds. Expected Calendar Year 2023 year-end projections are included within the forecast and have also been added to each department's budget detail table.

Major Financial Policies

The **Major Financial Policies** are reviewed and updated annually by the Village Board and are structured guidelines for the management of the Village's finances. They serve as the foundation on which the budget is built.

Fee and Fine Schedule

As part of the budget development process, staff annually review various fees, fines and charges for Village services. Staff distributes a fee survey to surrounding municipalities to analyze and compare the fees, fines and charges that the Village assesses to those of comparable communities. Based on the review of this data, the **Fee and Fine Schedule analysis** is presented to the Village Board for review.

Budget Summary

The **Budget Summary** included in the budget provides an overview of the Village's revenue and expenditures, including planned capital investments, using various tables and charts. Tables include an **Operating Fund Summary** as well as charts for **Revenue** and **Expenditure Distribution by Fund** and by **Category**. The financial information is presented in several different ways to present current year information as compared to prior years.

General Fund Revenues

The General Fund is the largest and most comprehensive operating fund of the Village. It accounts for the resources to fund public safety, most operational and maintenance aspects of Public Works (including streets, sewer and forestry, Development Services (which includes building, planning and zoning), and other general administration activities including financial management, legal support, human resources and day-to-day administration. General Fund revenues are detailed under the **General Fund Revenue Tab.**

Department Budget Detail

Narratives are outlined with an expenditure detail for each Village department (including Administration and Finance, Development Services, Golf Club, Public Safety and Public Works).

Fund Summaries

Following the department budgets are fund narratives for the Water Fund, Motor Fuel Tax Fund, Debt Service Fund, Capital Projects Fund and Pension Funds. Narratives contain a description of each department or fund, personnel summary and highlighted budget requests for the coming fiscal year. A summary table for each department's requested expenditures follows each narrative.

Community Investment Program (CIP)

The **Community Investment Program (CIP)** is a comprehensive planning document that forecasts investment in infrastructure, equipment and rolling stock for the coming 10-year period. It is updated annually, and projects are prioritized based upon need, condition of existing infrastructure, legal mandates, and available resources. This is a planning tool to help the Village anticipate and aggregate necessary capital improvements throughout the community. Also included in this section is a proposed funding plan to provide guidance to the Village Board in considering available resources to pay for these vital community infrastructure improvements. The forecasted funding plan is for planning purposes only and is reviewed annually to accommodate changing needs of the community and the supporting infrastructure.

Pay Plan and Staffing Outlook

In addition to a Staffing Outlook, which provides a summary of staff's annual evaluation of staffing levels and anticipated changes for the future, the Village's Pay Plan includes compensation guidelines and salary ranges which are used for salary administration throughout the Village. The salary ranges, position titles and position classifications are the official pay plan for all employees of the Village, except the Village Manager and positions included in collective bargaining units.

Supporting Materials and Data

This section provides a series of documents, including a list of administrative staff and the Village's various boards and commissions, a historical timeline and statistical data. This section also contains key performance indicators for the Village.

Glossary of Budget Terms

The Annual Budget Document contains specialized, technical terminology and acronyms that are unique to public finance and budgeting. To assist the reader the **Glossary of Budget Terms** has been included.



Village of Glencoe Calendar Year 2024 Budget Development Calendar January 1, 2024 - December 31, 2024

	JUNE	
Action Item	Responsible	Due Date
Review Actuarial Valuation Reports & Annual Audit	Finance Committee	June 13, 2023
Establish Draft Calendar Year 2024 Budget Calendar	Village Manager & Finance Department	June 22, 2023

	JULY	
Action Item	Responsible	Due Date
Establish Calendar Year 2024 Budget Guidelines	Village Manager, Finance	July 28, 2023
Prior Year CIP Listing Provided to Departments	Finance Department	July 28, 2023

	AUGUST	
Action Item	Responsible	Due Date
Review Financial Policies	Finance Committee	August 15, 2023
Review Calendar Year 2024 Budget Calendar	Finance Committee	August 15, 2023
Budget Entry Available / Kick Off Meeting	Finance Department	August 17, 2023

	SEPTEMBER	
Action Item	Responsible	Due Date
Fee Survey Recommendations Due to Finance	All Departments	September 1, 2023
Fee Survey Sent to other communities	Finance Department	September 5, 2023
Financial Forecast Assumptions	Finance Committee	September 19, 2023
Review Calendar Year 2024 Budget Calendar	Village Manager's Report - Board Meeting	September 21, 2023
Revenue Projections Due	Finance Department	September 29, 2023
Department Budget Entry & Draft Personnel Budget Due	All Departments	September 29, 2023
Personnel Reports Due	All Departments	September 29, 2023
Capital Request Listing Due to Finance (no narratives yet)	All Departments	September 29, 2023
Department Entry of Year-End Projections	All Departments	September 29, 2023

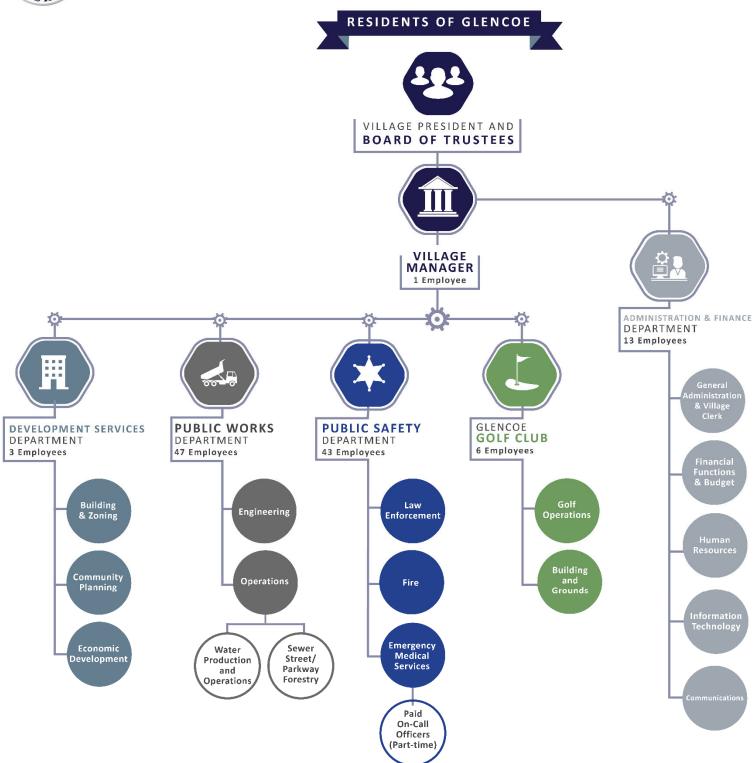
	OCTOBER	
Action Item	Responsible	Due Date
Department Budget Review (including Personnel requests)	All Departments	October 4- October 6, 2023
CIP List / Department Request Review	All Departments	October 4- October 6, 2023
Fee Survey and Recommendation Review	All Departments	October 4- October 6, 2023
Review Financial Forecast	Finance Committee	October 17, 2023
Review Draft Tax Levy	Finance Committee	October 17, 2023
Full CIP & Full Department Narratives Due to Finance	All Departments	October 24, 2023
CIP & Dept. Narratives Reviewed by Village Manager/Finance	Village Manager/Finance Department	October 25 - October 27, 2023

	NOVEMBER	
Action Item	Responsible	Due Date
Draft Budget Document Assembly	Finance Department	November 1-3, 2023
Distribute Draft Budget to Village Board	Finance Department	November 9, 2023
Review Staffing Analysis & Personnel Budget	Budget Workshop/ Village Board & Staff	November 14 & November 16, 2023
Draft Calendar Year 2024 Budget Document Presentation	Budget Workshop/ Village Board & Staff	November 14 & November 16, 2023
Review Draft CIP	Budget Workshop/ Village Board & Staff	November 14 & November 16, 2023
Review Fee Survey and Recommendations	Budget Workshop/ Village Board & Staff	November 14 & November 16, 2023
Property Tax Levy Hearing	Village Board	November 16, 2023
Updated Department Narratives & Final CIP Narratives Due	All Departments	November 30, 2023

	DECEMBER	
Action Item	Responsible	Due Date
Final Budget Document included in Board Packet	Village Manager/ Finance Department	December 15, 2023
Consideration of Property Tax Levy Ordinance	Village Board	December 21, 2023
Presentation and Consideration of Calendar Year 2024 Budget	Village Board	December 21, 2023
Consideration of Fee Resolution	Village Board	December 21, 2023
Consideration of Supplemental Appropriation Ordinance	Village Board	December 21, 2023
Consideration of Budget Amendment Ordinance	Village Board	December 21, 2023



VILLAGE ORGANIZATION CHART





VILLAGE LEADERSHIP

Village President



Howard J. Roin, **Village President**

Board of Trustees



Joe Halwax



Gail Lissner



Georgia Mihalopoulos



Dudley Onderdonk



Gary Ruben



Hilary Scott

Department Heads



Back Row (left to right):
Stella Nanos, Golf Club General Manager; Sean Loughran, Public Safety Director; Phil Kiraly, Village Manager; Sharon Tanner, Human Resources Director; Taylor Baxter, Development Services Director

Front Row (left to right):

Nikki Larson, Deputy Village Manager/Chief Financial Officer; Monica Sarna, Public Works Director



COMMUNITY BACKGROUND

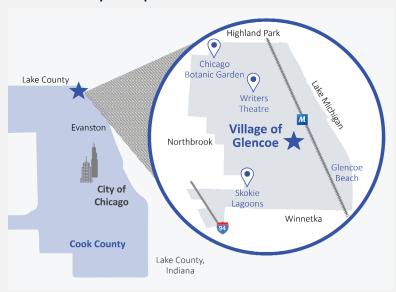
Located in far northeast Cook County, just 25 miles north of Chicago's Loop, the Village of Glencoe is bordered by Lake Michigan to the east, the Village of Winnetka to the south, the Cook County Forest Preserve and Village of Northbrook to the west and the City of Highland Park to the north. With abundant parks, superb schools, top-tier community amenities, an active and engaged citizenry and one of the most attractive and active business districts on the North Shore, Glencoe is a wonderful place to live, grow a family or start a business. Other governing bodies including the Glencoe Park District, Glencoe Public Library, Elementary School District #35 and New Trier High School District #203 (among others) provide a variety of other governmental services to the residents of the Village of Glencoe.

Government

The Village was incorporated on March 29, 1869 and following adoption of an ordinance by the Village Board of Trustees, has operated under the council-manager form of government since 1914. Glencoe was the first community in the State of Illinois, and only the 14th nationwide, to operate under this form of government. The Village President and six-member Board of Trustees is elected at-large to staggered four-year terms and approve all expenditures of the Village and set all governing policies, ordinances and codes. The Village Board also appoints the Village Manager who is responsible for all day-to-day operations of the Village, including appointment of all staff (except those sworn officers appointed through the Public Safety Commission). The current Village Manager was appointed in 2013. Dozens of Glencoe residents serve on advisory Boards and Commissions that support the work of the Village Board.

The 8,849 residents of Glencoe (2020 Census) enjoy top-quality services from the Village including public safety (police, fire and emergency medical services), extensive public works services including water production and distribution as well as sanitary and storm sewer collection. The Village contracts for garbage and recycling collection services. Likewise, the Village owns and operates the Glencoe Golf Club, a 100-year-old public golf course which operates on property owned by the Village and the Forest Preserve District of Cook County. Village staff members are committed to exceptional service level delivery, being responsive to the community and maintaining a fiscally and environmentally responsible footprint. Ninety-nine percent of residents responding to a community-wide customer satisfaction survey in 2023 noted that they were either satisfied or very satisfied with the services provided by the Village.

Community Snapshot



INCORPORATED: March 29, 1869

GOVERNMENT TYPE: Council-Manager POPULATION: 8,849

AREA: 3.86 square miles

NUMBER OF HOUSEHOLDS: 3,234 FULL-TIME VILLAGE EMPLOYEES: 107

MEDIAN HOUSEHOLD INCOME: \$212,132 EDUCATION LEVELS: *Master: 53.4%*

Bachelor: 84.0%

DISTANCE TO: O'Hare: 17.5 miles

Midway: 32 miles The Loop: 25 miles

Population and Demographics

The Village of Glencoe's population was certified to be 8,849 in the 2020 census, which represents a modest (1.4%) increase since the 2010 U.S. Census and an approximately 16.1% drop from the Village's peak population 10,542 in 1970. That said, since 2020 Census data was collected, the Village has experienced a surge in younger families moving to the community, with significant real estate turnover rates and a minimal inventory of available homes becoming the new normal.

The median age of Glencoe residents is 47.2 which is above the average age of Cook County residents of 37.0 and of Illinois residents of 38.3. The largest age bracket of residents are between the ages of 55 and 59.



Glencoe's median household income is \$212,132 as compared the State of Illinois median household income of \$72,563.¹ Glencoe is consistently ranked as one of the most affluent communities in Illinois and the region. Education levels in Glencoe are comparatively high; 84.0% have earned at least a bachelor's degree (as compared to 24.1% in Cook County and 35.5% in the State of Illinois); 53.4% of Glencoe residents have a master's degree or terminal degree in their field.

Home Values and Ownership

Glencoe has approximately 3,234 households, with an average household size of 2.67. Of the owner-occupied homes in the community, representing approximately 94.7% of all households, the median home value is approximately \$1,101,200.

The bulk of homes in Glencoe –67.4% – were built prior to 1969. This means that as of 2023, approximately 2,300 homes are nearing over 54 years of age or more, with approximately 1,100 of those homes nearing 85 years of age or more.²



¹ (Source: U.S Census Bureau)

² (Source: data.census.gov American Community Survey)

Business Community



The Village has a thriving business community, generating over \$2.7 million in local sales tax annually. This equates to approximately 12% of the Village's revenues, highlighting its significant and growing importance to the Village's overall financial picture. A vibrant arts scene, including world-renown Writers Theatre and a several art galleries bolster a thriving enclave of restaurants and other retail and service providers. Likewise, the Chicago Botanic Garden exists just outside Glencoe's municipal boundaries but attracts over one million visitors annually.

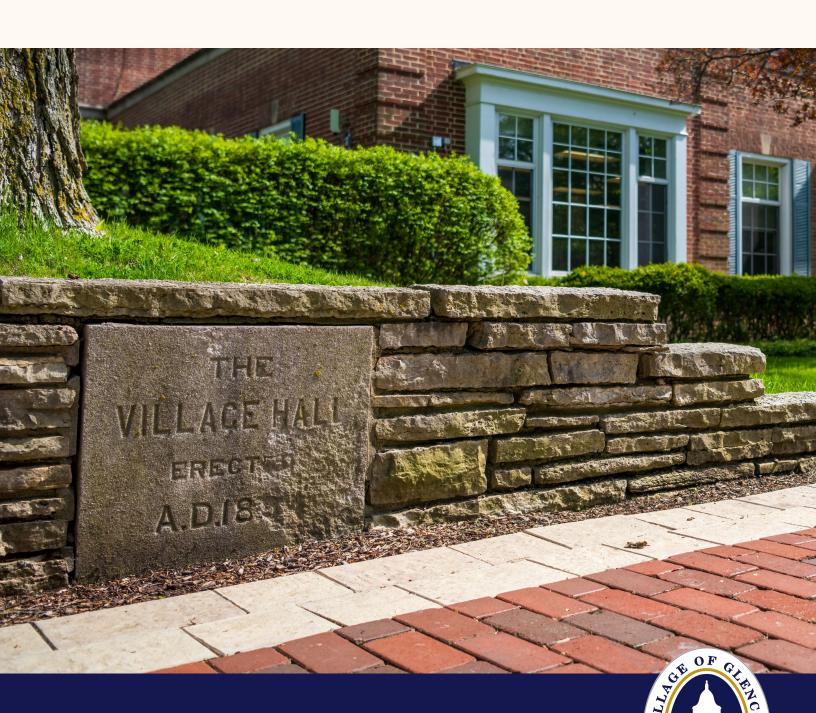
Approximately 65% of Glencoe businesses are service-based, or finance, insurance or real estate. These companies employ approximately 70% of those who work in Glencoe.

Development

The Village is approximately 3.86 miles in area and is largely built-out, comprised primarily of single-family, residential homes. There are three commercial districts, with the largest being the downtown business district. Due to renovations and a strong real estate market and a steady stream of residential infill and renovation projects, the Calendar Year 2024 Budget projects annual permit revenue of \$1.54 million.

For more statistical data and a timeline of the Village, please see the Supporting Materials section of the budget.

STRATEGIC PLAN UPDATE



CALENDAR YEAR 2024



STRATEGIC PLAN

The Village's Strategic Plan was initially approved in Fiscal Year 2019. The plan includes four strategic goals (Governance, Services and Infrastructure, Economic Development and Staffing), each of which are bolstered by specific initiatives and action items. Likewise, the Village's Strategic Vision and Strategic Priorities are set in the Strategic Plan.

STRATEGIC VISION: WE WILL MAKE GLENCOE THE COMMUNITY THAT PEOPLE CHOOSE TO LIVE, WORK AND DO BUSINESS, BY PROVIDING INNOVATIVE, RESPONSIVE, HIGH-QUALITY PUBLIC SERVICES IN AN ENVIRONMENTALLY AND FISCALLY SUSTAINABLE MANNER. STRATEGIC GOALS: **GOVERNANCE SERVICES AND ECONOMIC STAFFING** Evaluate and adapt Glencoe's Attract, retain and develop an **INFRASTRUCTURE** DEVELOPMENT governance structure and innovative, high-performing Create conditions to attract and Employ best practices to deliver regulations to best meet the and diverse workforce. high-quality services and retain businesses to support needs of the community now maintain infrastructure in an a thriving local economy with and into the future. diverse retail, restaurant and environmentally and financially sustainable manner. service options. **STRATEGIC PRIORITIES:** OPERATIONAL ENVIRONMENTAI USTAINABILITY EFFECTIVENESS NFRASTRUCTURE REPLACEMENT DEVELOPMENT VITALITY

Originally intended to cover four fiscal years, the Strategic Plan was extended twice by the Village Board and a new plan was anticipated during Calendar Year 2023. Following the municipal election and seating of the new members of the Village Board in May 2023, and turnover of two key staff positions in the Public Works Director and Public Safety Director the decision was made to extend the existing plan into Calendar Year 2024. Staff will engage with the Village Board to begin the development process of the Village's next strategic plan in early 2024. Resources have been allocated in the Calendar Year 2024 budget for this purpose.

The following pages outline progress of the current Strategic Plan and likewise, initiatives that are recommended to be carried over into the next Strategic Plan.



GOVERNANCE GOAL: Evaluate and adapt Glencoe's governance structure and regulations to best meet the needs of the community now and into the future.

· · · · · · · · · · · · · · · · · · ·	
Action Items	Status
Initiative: Evaluate and implement community engagement initiatives to determine satisfaction with Village services and future	community priorities.
Action Items Determine the desired scope of and develop a process for fielding the Village's next community survey	COMPLETE
petermine the desired scope of and develop a process for fielding the village's flext community survey	COMPLETE
Conduct survey and analyze feedback noting ways to improve service delivery; Present findings to the Village Board	COMPLETE
Collect community feedback through non-survey tools such as expanded Coffee with the Board events, presence at French Markets and community forums	CONSIDER FOR NEW PLAN IN 2024
Evaluate applicability of emerging online engagement and transparency tools	COMPLETE/ON-GOING
Collaborate with the Community Relations Forum (name changed in 2021 to the Glencoe Council for Inclusion and Community)	COMPLETE/ON-GOING
Initiative: Determine whether being a non-home rule government provides the Village with the optimal regulatory and financia	l authority.
Complete analysis of the Village's current financial and regulatory authority, creating a comprehensive list of regulations, procedures and revenues sources that are within and outside the Village's current authority	COMPLETE
Present initial analysis to the Village Board and develop future action items based on direction	COMPLETE
Conduct a comprehensive education effort on being non-home rule and analyze subsequent community input for consideration by the Village Board	COMPLETE
Initiative: Review and update all Village regulations and ordinances to ensure compliance with State and federal regulations an with organization and community priorities.	d to bring them in line
Action Items	
Establish staff review committee and develop a project plan	COMPLETE
Compile list of desired regulations and ordinances that are affected by being a non-home rule community as part of the analysis of the Village's	COMPLETE
regulatory and financial authority	
Identify regulations that are in need of update but are not affected by being a non-home rule community	COMPLETE
Clean obsolete regulations and ordinances from the Village's Code of Ordinances	ONGOING - CY 2024 INITIATIVE
Establish plan for ongoing review of all Village regulations	ONGOING - CY 2024 INITIATIVE
Initiative: Evaluate options for the Village's of water treatment and distribution services.	
Engage with potential local partners to discuss their future plans for water production	CONSIDER FOR NEW
Funned on the 2017 Water Cumply Diamaing Deport to include additional alternatives	PLAN IN 2024
Expand on the 2015 Water Supply Planning Report to include additional alternatives	CONSIDER FOR NEW PLAN IN 2024
Engage community members and evaluate their feedback surrounding the provision of water; report findings to the Village Board	CONSIDER FOR NEW PLAN IN 2024
Conduct research to determine if there is a market to sell water to surrounding communities or commissions	CONSIDER FOR NEW PLAN IN 2024
Evaluate funding options for each of the 2015 Water Supply Planning Report options and any new alternatives identified	CONSIDER FOR NEW PLAN IN 2024



SERVICES AND INFRASTRUCTURE GOAL: Employ best practices to deliver high-quality services and maintain infrastructure in an environmentally and financially sustainable manner.

Action Items	Status
Initiative: Develop and implement a standard method for evaluating and measuring service levels and delivery methods.	
Identify data sources and collection methods for the set of services	ONGOING - CY 2024 INITIATIVE
Benchmark the Village's service level and cost data against established industry standards and/or best practices and modify practices where improvements are needed	CY 2024 INITIATIVE
Establish and present to the Village Board a set of services to be continually evaluated in the next three years	CONSIDER FOR NEW PLAN IN 2024
Initiative: Improve service delivery and/or reduce service-related costs through process improvements, consideration of alternation and use of emerging technology.	ative service delivery
Identify alternative service delivery methods (i.e. shared services/inter-governmental cooperation, in-sourcing, outsourcing, public/private partnerships)	CONSIDER FOR NEW PLAN IN 2024
Develop a standard tool to calculate/analyze cost of individual services	DEFERRED
Conduct cost-benefit analysis of current service delivery methods vs. alternative service delivery methods	ONGOING - CY 2024 INITIATIVE
Present alternative methods of service delivery and discuss related public policy issues with the Village Board; Repeat a new analysis with each budget cycle	CONSIDER FOR NEW
Leverage GIS and/or other technology to streamline work order management	ONGOING - CY 2024 INITIATIVE
Conduct process improvement exercises for all major business processes	CONSIDER FOR NEW PLAN IN 2024
Initiative: Identify mission-critical replacement/rehabilitation projects for Village-owned facilities and develop recommended of Determine what mission-critical facilities are in need of replacement/rehabilitation in the next 5-10 years	courses of action.
Expand facility and capital rating matrix to incorporate priority levels for all categories and subcategories of Village assets	CONSIDER FOR NEW
Develop options for addressing each major facility project including potential timelines for replacement/rehabilitation; Engage other community organizations in considering options	CONSIDER FOR NEW PLAN IN 2024
Develop financing plans for facility rehabilitation/replacement projects	COMPLETE
Facilitate fundraising and construction planning for a new Glencoe Golf Club Clubhouse	COMPLETE
Initiative: In concert with the Sustainability Task Force, create operational and community-wide Sustainability Plans.	
initiative. In concert with the sustainability rask roice, create operational and community-wide sustainability rians.	
Establish a project plan for implementing aspects of the EcoDistricts Certification framework in Glencoe	COMPLETE
	COMPLETE
Establish a project plan for implementing aspects of the EcoDistricts Certification framework in Glencoe	



ECONOMIC DEVELOPMENT GOAL: Create conditions to attract and retain businesses to support a thriving local economy with diverse retail, restaurant and service options.

Action Items	Status				
Initiative: Retain and attract viable businesses that maintain or enhance the tax base in Glencoe.					
Design and implement a new business retention process					
	INITIATIVE COMPLETE				
Inhance relationships with existing businesses and building owners through ongoing Business Before Hours initiatives and one-on-one meetings					
Develop a proactive marketing plan, inclusive of community branding in line with the findings of the Downtown Plan, to attract and grow new businesses in the Village	COMPLETE				
Design and implement a survey for businesses who are exiting Glencoe to identify future business service improvements	ONGOING - CY 2024 INITIATIVE				
Partner with the Chamber of Commerce to strategically assess current services and identify business community members' priorities into the future	COMPLETE/ON-GOING				
Identify opportunities to enhance our relationship with Writers Theatre, the Chicago Botanic Garden and other cultural assets; Meet with representatives on a biennial basis	ONGOING - CY 2024 INITIATIVE				
As part of the planning for the new Glencoe Golf Club Clubhouse, develop alternative fundraising options to reduce reliance on public funding for the project	COMPLETE				
Economic Develop Action Items Related to a Home Rule Analysis:					
Research economic development incentives and resources within the Village's current regulatory authority and bring recommendations to the Village Board					
Research economic development incentives and resources outside of the Village's current regulatory authority as part of a Home Rule Analysis	COMPLETE				
Research potential business-related taxing options in the Village's current regulatory authority and bring recommendations to the Village Board	COMPLETE				
Research potential business-related taxing options outside the Village's current regulatory authority as part of a Home Rule Analysis	COMPLETE				
Initiative: Evaluate opportunities to support further economic growth through improvements to the Village's built environment impacting commercial uses.	t and regulations				
Implement recommendations of the Active Transportation Plan	ONGOING - CY 2024 INITIATIVE				
Complete design and initiate installation of wayfinding signage, information kiosks and gateway features in and surrounding business districts using a phased approach	COMPLETE				
Work with the Plan Commission to produce new design guidelines for the Village's business districts	COMPLETE				
South End of Downtown Action Items:					
Create a Task Force to evaluate the potential reuse/redevelopment of publicly-owned properties in the south end of downtown; Initiate a design agreement with a consultant	CONSIDER FOR NEW PLAN IN 2024				
Present potential reuse/redevelopment options for the south end of downtown to the Village Board, inclusive of projected costs and potential revenue scenarios	CONSIDER FOR NEW PLAN IN 2024				

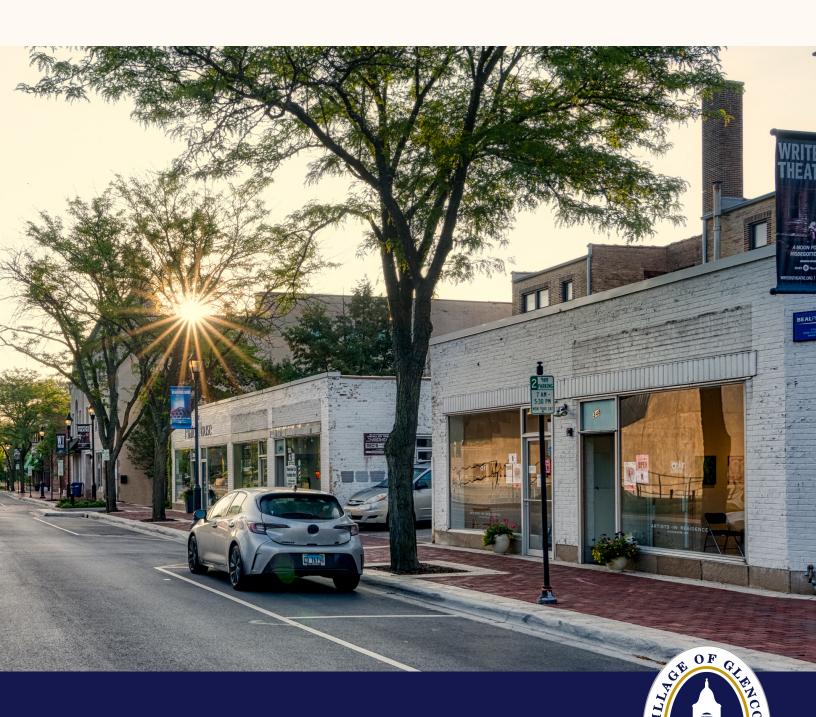


STAFFING GOAL: Attract, retain and develop an innovative, high-performing and diverse workforce.

Action Items	Status						
Initiative: Incorporate the Village's vision, priorities and goals into daily staff life to create opportunities for engagement.							
Develop and institute a staff training program to educate on the Village's vision, priorities and goals (consider a formal program, such as "Glencoe University" for current employees and for use during the on-boarding process)	DEFERRED						
Reinforce Village's customer-centric culture through internal branding in the workplace							
Conduct staff customer service training	COMPLETE/ON-GOING						
Institute regular meetings between union leadership, operational staff and administration to encourage engagement through regular, rotating meetings with the Village Manager							
Routinize work plan development across the Village to better define the ways in which individual employees contribute to overall department and Village goals							
Initiative: Develop a more flexible workforce through job enhancement, and cross-functional training and teams.	CONCIDED FOR NEW						
Create and implement on-boarding training for each department to establish baseline knowledge of both Village functions and role within two weeks of hire date	CONSIDER FOR NEW PLAN IN 2024						
Create, update and review standard operating procedures for all Village business and operating processes	CONSIDER FOR NEW						
Evaluate and update all staff job descriptions	PLAN IN 2024 COMPLETE/ON-GOING						
Evaluate and update an start job descriptions	COMPLETE/ON-GOING						
Develop employees by promoting cross-training and rotating assignments where possible	COMPLETE/ON-GOING						
Initiative: Prepare for long-term staffing needs through continual workforce planning analysis and adapting best recruitment an practices.	nd on-boarding						
Research, evaluate and implement best recruitment practices and develop hiring strategies to develop a qualified applicant pipeline and to	COMPLETE/ON-GOING						
increase workplace diversity Routinize analysis of long-term staffing needs based on potential legislative changes, retirements, attrition, etc.	COMPLETE/ON-GOING						
Initiative: Evaluate and implement changes to the Village's work environment to make the Village an employer of choice.	COMPLETE (ON COINC						
Research alternative compensation policies of other municipalities and best practices	COMPLETE/ON-GOING						
Establish an interdepartmental Employee Relations Committee	CONSIDER FOR NEW PLAN IN 2024						
Determine and evaluate staff satisfaction levels through employee satisfaction surveys and stay interviews	ONGOING - CY 2024 INITIATIVE						
Evaluate any low staff satisfaction trends and investigate potential methods of improvement	ONGOING - CY 2024 INITIATIVE						
Conduct staff interviews at end of Village employment	COMPLETE/ON-GOING						
Develop interdepartmental teambuilding opportunities, both in terms of work-related tasks and employee social activities	ONGOING - CY 2024 INITIATIVE						
Identify opportunities for flexible work scheduling and implement as appropriate	COMPLETE/ON-GOING						
Implement emotional and physical health training opportunities to support overall staff wellness and reduce potential for workplace risk	CONSIDER FOR NEW PLAN IN 2024						

FINANCIAL FORECAST

& REVENUE SCENARIOS



CALENDAR YEAR 2024



VILLAGE OF GLENCOE

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www.villageofglencoe.org

DATE: November 7, 2023

TO: Finance Committee

FROM: Nikki Larson, Finance Director

SUBJECT: Financial Forecast: Calendar Year 2024 – Calendar Year 2028

Executive Summary

Despite the many challenges faced over the past three years, the Village remains in a very strong financial position, as evidenced by the continued performance of some of the Village's largest revenue sources, responsible management of fund reserves and the reaffirmation of the Village's AAA credit rating in June 2023 by S&P Global Ratings. As inflation continues to climb, economic conditions remain unstable and the Village's ten-year community investment plan costs reflecting the changed market, a forward-looking financial forecast is a critical component of the Village's efforts to assure resources are available to ensure that we can provide the services expected and meet the goals of our community. While considering the budget for Calendar Year (CY) 2024, it is important that the Village make the best strategic use of available funds. The Financial Forecast (FF) is designed to provide the foundation upon which these decisions can be made.

The FF includes projections for the coming Calendar Year 2024 through Calendar Year 2028 (a five-year forecast) and utilizes data and projections based upon the best information available at the time the forecast was developed. The FF is influenced by a variety of factors, including current economic conditions, Village financial policies and strategic plan initiatives, existing regulations and any known financial impacts from the State of Illinois, federal government and international markets. The goal in preparing the FF in conjunction with the budget preparation process is to identify, and plan for, changing trends in all levels of the economy, incoming revenues and required expenditures *without* negatively impacting the Village's long-term financial stability.

Specific to this year, staff has focused on carefully identifying areas in which rising inflation and continued disruptions to the supply chain may continue to impact operations and is generating draft budget plans to address these issues. In addition, there are necessary facility maintenance items that have been identified and included in the budget based on the work of the Village's new facilities maintenance manager. Unfortunately, the Village has experienced increasing pressure on commodities, fuel prices and some service contracts over the past two years and it is expected to continue through next year at a minimum. Due to global delays in transportation, supply shortages on many supplies utilized in daily operations and the recent United Auto Workers Union strike, the Village continues to struggle with delays in the delivery of many vehicles and expects this trend to continue into next year. In some cases, manufacturers and dealerships have refused to accept orders for new vehicles and equipment and as the Village experienced this year, vehicles are also delivered with little to no notice. As a result of many of these pressures and the lasting impacts of the economic fluctuations post-pandemic, the region is also facing a significant labor shortage and upward pressure on wages. As the long-term effects of these trends are evaluated, the Village may need to modify some of its existing operational practices and procedures.

Like any document that projects revenues and expenditures, unanticipated issues will arise that may either positively or negatively impact the numbers presented in this document. These *initial projections* are based on information available today, understanding that projections may change based on a variety of factors, including shifts in the national or local economy, or new federal or state legislation. Of note, it is important to mention that this coming year will highlight changes with the structure of the budget as the Village undertakes an organizational restructuring – merging of the operations of the Village Manager's Office and Finance Department into the *Administration and Finance Department*; and the creation of the *Development Services Department* which had long been a division of the Public Works Department. While changes these have modest financial impacts, they will spotlight the evolution of the Village organization to continue to meet the needs of our community. Likewise, with new department leadership in both Public Safety and Public Works, CY 2024 will be a year of review that may result in further structural adjustments if they are determined to be necessary.

This document provides various factors to be considered in the consideration of the budget and long-term financing of infrastructure improvements and summarizes current financial trends for each major fund of the Village.

Current Environmental Impacts

There are several environmental factors to be considered as part of the financial forecast, which have been summarized below in Table 1. One of the largest impacts to the Village's finances remains the State of Illinois, which is responsible for the collection and disbursement of several large sources of revenue for the Village. With the enactment of the Leveling the Playing Field for Illinois Retail Act took effect in January 2021, the percentage of revenue that the State of Illinois Department of Revenue collects on behalf of the Village has now risen to approximately 22% of the Village's General Fund revenue. This leaves the Village particularly vulnerable to any delays in funding or modifications in funding formulas that can be modified as part of the State of Illinois Budget or legislative processes. In previous years, the Illinois General Assembly has undertaken several cost savings measures during their own budget process that negatively impacted revenue sharing with municipalities. Most notably of these measures were decreases in the amount transferred to the Local Government Distributive Fund (LGDF), which allocates the local share of income tax, diversions from the Corporate Personal Property Replacement Tax (CPPRT) and several introductions of bills aimed at freezing property taxes. Most recently, an error made by the Illinois Department of Revenue will contribute to a 26% decrease in the Village's share of CPPRT revenue next year. Regardless of whether local tax distributions are impacted within the next twelve months, it is anticipated that some form of reductions in local government revenue sharing will continue to be a target of Illinois legislators, especially given the status of the State deficit and continued struggles with funding of the State pension plans. The attached revenue loss scenarios explore the potential impacts of possible changes to revenue sharing at the State level. It should be noted that one positive is that the State's financial condition has not been as strong as it is today in decades, and that may relieve some of the threats that have historically been concerning. Additionally, despite the many economic changes in the last year, the Village's local share of sales taxes has remained strong.

On a national level, the federal government continues to generate headlines with legislative and policy making changes that impact the national economy. Specifically of note are the stopgap funding bills that were passed at the end of September and November to avoid a potential shutdown of the federal government, as well as record levels of spending to thwart a possible recession. The Village is still working to obtain federal funding for several large capital projects and although the long-term impact to the Village from this level of federal spending is unknown, it is likely a contributing cause to several of the inflationary impacts that the Village is experiencing now.

Inflation has been elevated for an extended period of time (hitting a 40-year record in June 2022) and only recently slowing with the announcement that in August the CPI-U increased 0.6%, which is 3.7% higher than the same month last year. The cost of goods sold continues to rise, increasing retail sales tax revenue but also increasing the cost of goods and services that the Village consumes. Interest rates have also significantly escalated in this environment, which has already increased the cost of borrowing for infrastructure improvements. This increase in borrowing cost will impact the volume and scope of infrastructure projects that can be completed with the Village's current level of funding. This was most recently illustrated with the results of the Village's fall 2023 Dundee Road Sidewalk bid letting, in the proposed

project was cancelled because the resulting bids were returned with concrete costs that were 100% higher than budgeted.

On a local level the Village continues to experience upward pressure on wages, although the growth has slowed since this time last year. Additionally, recruitment continues to be a challenge, especially in the Public Safety Department. As the Village looks towards the future, it may be necessary to evaluate recruitment methods and benefits to attract talent in a difficult and somewhat unpredictable labor market.

As these trends continue, strategically planned spending and maintaining flexibility in planning infrastructure projects becomes increasingly important to ensure that the Village can adapt to the ever-changing economic environment.

Table 1. Factors Impacting Financial Conditions

<u> </u>	
<u>Factor</u>	Impact Estimate
Impact of increased energy and natural gas prices	ComEd, Nicor and People's Energy have all filed for significant rate increases.
International conflict	Market impact, magnitude to be determined. Higher supply costs.
Market trends	Market volatility increases risk to investments.
Public Safety Pension Consolidation	Anticipated savings on investment management may be realized in the future, current market gains lower than anticipated.
Other potential unfunded mandates	Unknown at this time.
State of Illinois legislative changes	Unknown at this time.
Supply chain disruptions	Delays continue to impact a variety of machinery, vehicles and equipment owned by Village
Staffing shortages and labor market	The Village is managing an altered employment environment. As a result, starting salary costs have increased in some cases.
Income Tax reduction / elimination	Elimination would cost Village approximately \$1.4 M per year.
Changes to Property Tax legislation	Potential property tax freeze or mandatory reductions. The first-year impact would be \$120,000 for each 1% of missed increase.
Personal Property Replacement Tax (PPRT)	Unusually elevated for several years. Potential reductions related to error made by Illinois Department of Revenue.
Impacts of inflation	Increased cost for supplies, vehicles, equipment, materials and services, as well as increased costs for borrowing as Fed tries to curb inflation.
Potential for a recession	Could negatively impact economic sensitive revenues such as sales tax, income tax, PFET and PPRT.
Decreased State Motor Fuel Tax allocations	Rebuild Illinois Grant program has ended.
Success of future bond referendum efforts	Impact on local financial condition and target capital investment.
Options, Partners & Regulatory Changes - Water Fund	Outcome may determine course and timing of future capital improvements and water rates.

Comparisons to the Prior Year Financial Forecast

Last year's FF assumed that revenues would remain above expenditures through CY 2027, with projected rates of spending drawing down fund balance to \$4,236,222 by CY 2027. The current forecast reflects an operating surplus through CY 2027 with planned drawdowns of fund balance for one-time capital investments. Last year's forecast reflected fund balance projections ranging from 52% at its highest down to 19% in CY 2027. This year's forecast ranges from 64% of expenditures in 2024 to a forecasted 25% of expenditures in 2028. Based on Board direction, the Village has amended its fund balance target to 25% of operating expenditures and the forecast as presented complies with this policy. Although the current operating budget reflects a deficit starting in CY 2028 and rising expenditures are still a concern, staff is confident that this spending plan can be adjusted to comply with the Village's balanced budget policy. Last year's FF also included revenue loss scenarios in which reductions in shared revenue may occur at the State level, assuming a potential property tax freeze, or potential reductions in income or sales tax sharing. These scenarios continue to be a potential concern (although less likely than in years past) and have been updated in the current forecast; particularly as sales tax revenue becomes an increasing percentage of the General Fund revenue. In facing an unpredictable environment, the Village must continue its work to balance increases in prices on commodities, vehicles and equipment while focusing on attaining the appropriate staffing levels in a tight labor market.

As we have stated in years past, the Village has significant infrastructure needs that are beyond the operating resources of the General and Water Fund operating resources and we have continued to develop and refine the CIP to ensure that large infrastructure needs are identified, and a funding source can be selected to complete these improvements. The draft CIP includes proposed funding sources for all infrastructure needs and additional feedback was requested of the Finance Committee to assist in prioritizing these projects.

Lastly, pensions continue to remain a significant cost and pension reform is a significant issue. Unfortunately, pension costs remain a substantial portion of the Village budget and property tax levy requirement. However, based off the work of the Finance Committee in early 2021, the Village adopted a new Police Pension funding plan that is expected to level off the largest portion of our contributions over time and assist in paying down the Village's unfunded liability. The FF includes costs that are aligned with this policy. It should be noted that currently, there is legislation being examined in Springfield that might roll back pension reforms passed in 2011. Doing so would have a significant impact on Village finances; however, there is not enough clarity to know whether this legislation will move forward.

Future Considerations

Within the context of the FF, it is important to note several critical areas affecting the development of the budget document and long-term financing of the Community Improvement Plan (CIP). Presently, the items to be considered critical at this point in this process include:

- 1. Maintaining flexibility related to a period of elevated inflation and supply chain disruptions. The Village continues to experience upward pressure on the costs of many commodities, services and wages. In the coming year, staff will focus on creative solutions for alternative procurement solutions and maintaining flexibility when costs rise.
- 2. Maintaining flexibility to adjust to future changes that may occur as part of the State of Illinois budget process, including any potential reductions in shared revenues. Projections included in the FF do anticipate several possible reductions, but any major revisions to existing tax structures would require additional conversations with the Village Board.
- 3. Providing feedback on prioritization of funding infrastructure improvements. The CIP includes over \$77 million worth of improvements and equipment replacements over the next ten years (inclusive of the Glencoe Golf Club clubhouse replacement, but not inclusive of major investments in the Village's water treatment plant). All capital investments are facing upward pressure due to materials and manpower shortages. Understanding that both monetary and human capital may be limited in any given year, as part of the budget process, the Board was asked to provide guidance and feedback on the prioritization of CIP projects to be completed in the coming years. Additionally, staff sought direction from the Board on proposed funding plans for future years, including potential referenda, issuance of alternate revenue bonds and utilization of fund reserves.
- 4. **Continuing to monitor pension costs and fund required contributions as needed**. By continuing to fund the Village's pension obligations in a timely manner and in accordance with the established funding policies, the Board may maintain better control over the pace at which required payments rise.
- 5. Authorizing water rates in accordance with the rate analysis as adjusted for the water system's capital needs. Prior to the 2017 water rate analysis, the Village had not historically charged rates in sufficient quantities to support the existing water production and distribution system. Given the inflationary environment and recent bid results for the 2022 Water Main project, the FF proposes that volumetric rates continue to increase at rates recommended in the rate analysis for the upcoming budget year. In Calendar Year 2024 staff plans to engage a consultant to complete an updated rate analysis.
- 6. **Considering the issuance of revenue bonds supported by the Water Fund and additional Limited Tax Bonds as needed**. The Village may issue alternate revenue source bonds (ARS) supported by the self-sustaining Water Fund revenues or Limited Taxing Authority Bonds without requiring a referendum. The FF and CIP both propose that future infrastructure improvements related to the water system may be partially funded through ARS bonds and may include a request to issue Limited Tax Bonds for specific projects. The Village recently enacted both of these tools. In 2019, Limited Taxing Authority Bonds were issued to finance street and streetscape improvements on Tudor Court and in 2023, ARS Bonds were issued to fund watermain replacements.

- 7. Considering sanitary sewer fee increases sufficient to fund a portion of infrastructure improvements due to the State of Illinois Environmental Protection Agency (IEPA) and Metropolitan Water Reclamation District's (MWRD) twenty-year mandate. The FF contains a placeholder of five percent as a fee escalator to assist in funding this requirement. Please note, neither the IEPA nor the MWRD has provided any funding to assist with compliance with this mandate.
- 8. **Evaluating recommendations to modify fee structures** to ensure that an appropriate share of Village costs associated with provision of services are recovered. As a reminder, as a non-home rule community, the Village is limited in the way it may generate new revenue. Certain fees and taxes are simply not possible in Glencoe.
- 9. **Considering the continued abatement of debt service** related to the Village's ARS bonds, which amounts to \$508,858 in Calendar Year 2024. Please note, this assumes that the annual debt payment will be paid from Water Fund reserves. At this time, it is recommended that the debt payments associated with all other outstanding issues 2015A, 2016B, 2019A, 2020-REF, 2021A and 2023B be paid through the respective debt service levy.
- 10. *Considering the implementation of new fees.* The full list of proposed fee changes was presented to the Finance Committee for consideration and is included in the budget document.
- 11. *Consideration of Home Rule Authority.* The question of home rule authority lingers, and the Village Board has discussed a possible home rule referendum in the past. Those discussions may be prescient again.

Forecast Highlights

General Fund

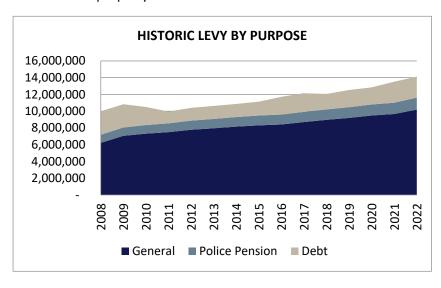
The General Fund is the largest operating fund of the Village. Revenue is budgeted at a total of \$23.0 million in CY 2024 and is expected to climb to approximately \$24.8 million by CY 2028. Operating expenditures are projected at \$23.0 million in CY 2024, with one-time capital expenditures projected to be \$3.1 million.

Property Taxes

Forecast Outlook: MONITORING

As the Village's largest revenue source (50.6% of General Fund), annual change in the United States Consumer Price Index (CPI-U) is used to project the annual allowable increase in property taxes.

- The General Fund 2023 tax levy (for collection in CY 2024) can increase by 5.0%, or approximately \$661,000 (excluding the debt service levy). This is the tax cap limit in place due to PTELL.
- As a reminder, without referendum authority, the Village cannot levy above the limits imposed by PTELL.
- The allowable increase in the levy for the 2023 tax levy represents an increase that was less than actual CPI, which was 6.5% from December 2021 through December 2022. The recommendation to increase the levy by 5% is in anticipation of continued inflationary pressures.



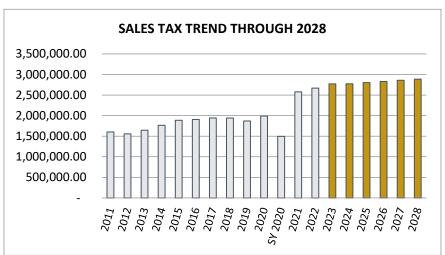
 Based on projections from the Central Budget Office, tax levies are projected to increase by an average of 2.8% through CY 2028. • This revenue is susceptible to changes by the Illinois legislature; a property tax freeze could decrease revenue by approximately \$116,000 per 1% of a loss in the increase in levy.

Sales Taxes

Forecast Outlook: MONITORING

Sales Tax collected by businesses on applicable sales within the Village of Glencoe is remitted to the State of Illinois, of which 1% is allocated back to the Village.

- The forecast projects that next calendar year will continue the trends that we have seen over the past year with increased sales from online purchases. It continues with relatively stable 1.0% annual average increases, although any change in the composition of retailers in Glencoe or regulations governing sales tax distributions may significantly impact this revenue.
- It is projected that the Village will receive \$2,775,000 in sales tax in CY 2024.



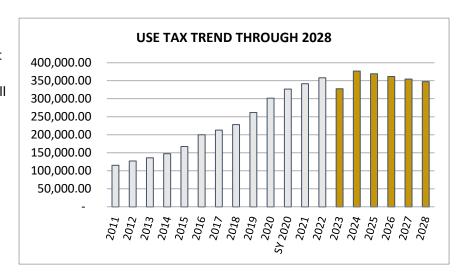
- Sales taxes are received on a monthly basis but represent collections that took place three months prior.
- Since the Leveling the Playing Field for Illinois Retail Act took effect, which requires retailers headquartered outside of Illinois to pay State and local sales tax in lieu of use tax, sales tax receipts have increased and use taxes have experienced a slight decrease. Over the past year, the increase in sales taxes has far outweighed the decrease in use taxes.
- Staff will continue to monitor sales tax receipts, especially from our car dealerships, owing to the changing environment in that sector and the significance of those revenues as a proportion of our annual sales tax receipts. The Village is unable to put in place any further local portions of sales tax without either home rule authority or a referendum.
- Without home rule authority, the Village cannot levy additional sales taxes above the limits set by the State of Illinois.

Use Taxes

Forecast Outlook: **DECREASING**

Use Tax is imposed on the privilege of using any item of tangible personal property in the State that is purchased outside of State boundaries. The State collects this tax and distributes a portion to municipalities on a per capita basis.

- This source of revenue is subject to economic forces and the decisions of individual business owners to self-report sales taxes.
- The forecast assumes that the Village will receive \$376,970 in use tax in CY 2024 and the forecast includes annual decreases of 2.0% per year, with the anticipation that this revenue will decrease as sales tax revenue increases as a result of the Leveling the Playing Field for Illinois Retail Act.
- Similar to sales tax, use taxes are received on a monthly basis and are distributed to the Village from the State of Illinois Comptroller's Office.



Illinois Income Taxes Forecast Outlook: MONITORING

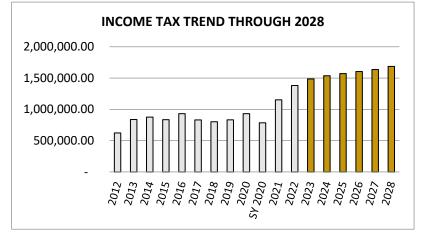
Income Tax is collected by the Illinois Department of Revenue and a portion is shared with municipalities through the Local Government Distributive Fund (LGDF) based on its proportion of the total state population.

- Income tax distributions are received from the Illinois Department of Revenue monthly.
- Historically, the LGDF has been subject to several "sweeps" in the State budget, which has delayed and/or reduced allocations of this revenue to municipalities. This has not occurred in several years but remains a realistic concern when projecting General Fund revenues.
- A bill was introduced in CY 2023 to restore municipalities' full historical share of LGDF

(it was originally 10% until 2011), however it failed to gain traction with the State legislature. The restoration of LGDF will continue to be a goal supported by staff and councils of government throughout Illinois in the coming year.



- It is projected that the Village will receive \$1,486,635 in income tax in CY 2024. This is approximately an 8% increase over projected revenues in CY 2023; the reason for this increase is that an error made by the Illinois Department of Revenue inadvertently diverted a portion of the municipal share of LGDF in CY 2023. To correct this error, the municipal share of LGDF will be increased in CY 2024.
- Modest increases consistent with CPI forecasts have been included in the projection following CY 2024, averaging 2.5% per year.
- Trends in income tax receipts have remained relatively stable, however, we continue to monitor this closely in accordance with the State's future budget discussions.



Sewer charges include the rate applied to the metered volume of water used by a customer.

- This revenue is affected by weather, particularly rainfall, as charges are linked to water usage.
- This rate structure has been evaluated in the context of the CIP which includes the MWRD's mandated Infiltration/Inflow Control Program (IICP). This program requires the Village to evaluate the condition of 2% of the sanitary sewer system each year and complete the necessary rehabilitation improvements estimated to be approximately \$3.4 million over the next ten years.
- The forecast includes a placeholder for projected rate increases averaging 3.8% each year, with a 5% rate increase in CY 2024, to generate funds for future sewer rehabilitation projects. It is anticipated that future sewer projects will be funded with a combination of service charges and bond funds. A formal rate recommendation is presented in the budget, but rates using the FF assumptions are projected below.
- Without home rule authority, the Village cannot impose any fee structures focused on stormwater management. This could allow for an additional source of revenue to offset the Village's stormwater management needs on a going forward basis.

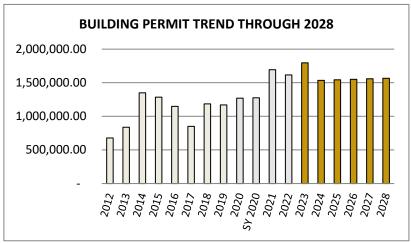
Sewer Rate Charges per 1,000 Gallons								
	CY 2023	CY 2024	<u>CY 2025</u>	CY 2026	CY 2027	<u>CY 2028</u>		
Rate per 1,000 gallons	1.87	1.93	2.03	2.09	2.15	2.22		
Minimum charge	18.37	19.30	20.27	20.88	21.51	22.16		
% Change		5.00%	5.00%	3.00%	3.00%	3.00%		

Building Permits

Forecast Outlook: MONITORING

Building permits are collected for nearly all residential and commercial construction throughout the Village.

- This revenue is dependent on and impacted by development trends and the health of the local economy (i.e. inflation, unemployment)
- The Village undertook a significant review of building permits in 2018 and increased permit fees effective in summer of 2019.
 Fees were again increased in 2023.
- Using the current rate structure, the projected revenue level from CY 2024 through CY 2028 is predicted to continue stable performance.
- The CY 2023 projected revenue from building permits is more than the annual budget. It is anticipated that construction activity will cont
 - anticipated that construction activity will continue at slightly lower levels in the coming year.
- The Village's financial policies call for consideration to set aside any one-time revenue, or one-time increase in
 revenue that is received above and beyond normal levels for future infrastructure projects. This policy is
 particularly important with revenue received from future developments. Given the current composition of the
 Village's CIP needs, it may also be recommended that these funds be used towards future capital equipment or
 fleet purchases.



Salaries

Forecast Outlook: INCREASING

This area includes personnel costs for the majority of full-time and part-time/seasonal employees in the workforce. As a service organization, salary is the Village's largest category of expenditures. Generally, two thirds of the Village's workforce is governed by collective bargaining agreements which set in place salary adjustments (and other compensation).

- The CY 2023 year-end projection for regular salaries is \$9,540,518 which is \$50,627 less than the budget. A contributor to this shortfall in salaries is the remaining vacancies in the Public Safety Department, which has been partially offset by increases in starting salaries and overtime.
- The CY 2024 salary projection is \$10,529,080, representing salary expense for full staffing and a reorganization of several of the operating departments, which will include a few requests for new personnel.
- The *Public Safety* bargaining unit's Collective Bargaining Agreement (CBA) will expire at the close of the current fiscal year and is currently under negotiation. Although their CY 2024 wage increase is unknown, a placeholder for salary increases has been rolled into this forecast to appropriately plan for next year.
- The Public Works bargaining unit CBA was approved by the Village Board in April 2022 and includes an escalator
 of 3% for wages for CY 2024. The projections for these salaries have been increased accordingly for the purposes
 of this forecast.
- Non-union and management staff are not governed by contract but are often provided similar compensation
 changes in the interest of internal parity. A placeholder for a cost-of-living increase for all non-union employees
 has also been included. This figure is a placeholder only and is subject to a variety of factors.
- Based on market data, the forecast includes annual increases consistent with the CPI forecast, between 3.0% and 2.3% per year, from CY 2025 through CY 2028. The increases are moderated by a 0.50% attrition factor, which means that the actual expenditures will be 0.50% less than the budget due to annual routine and customary turnover of employees. Given the inflationary environment, we will continue to monitor this area.

Overtime

Forecast Outlook: MONITORING

Overtime is projected based on anticipated needs and past expenditures. However, this line item can vary significantly in

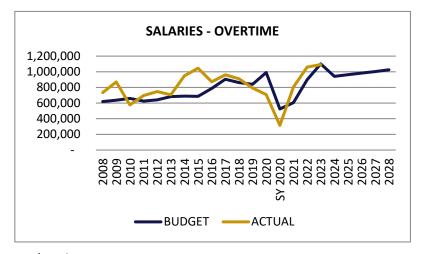
both the Public Safety and Public Works

Departments.

This category is susceptible to major weather events and unanticipated emergencies, as well as staffing changes.

- The forecast assumes overtime expenses in CY 2024 with a downward trend. In CY 2025 through CY 2028, slight increases are assumed consistent with the CPI forecast.
- Following large expenditures in overtime in FY 2015, 2017 and 2018, the total spend in this expenditure category started to drop significantly. This was partially due to the

Public Safety Department reaching full staffing at that time.



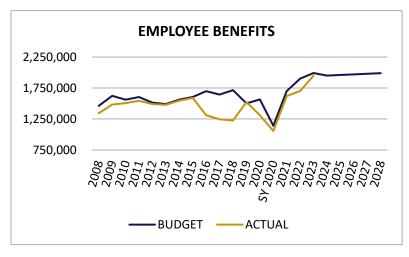
However, the increase in overtime in more recent years reflects the loss of numerous full-time employees in the Public Safety Department. It is anticipated that now that a number of these vacancies have been filled, overtime will start to decline. It will take several years for this to return to pre-pandemic levels due to the time that is required to hire and fully train new Public Safety Officers and having to backfill some paramedic shifts on overtime.

Employee Benefits

Forecast Outlook: STABLE

Employee benefits refers to the costs to the Village as an employer to provide employees various benefits including health insurance, dental insurance and life insurance.

- Non-union, Public Safety and Public Works bargaining unit employees currently contribute 16% of health insurance premiums. Beginning in 2024, Public Works bargaining unit employees will contribute 17% of their insurance premiums.
- The CY 2024 forecast includes benefit expense of \$2,056,372 with modest annual increases and adjustments for attrition and turnover.
- There is a modest increase from the CY 2023 yearend projection to the CY 2024 because the forecast assumes that vacant positions will be filled in the new year, which will generate additional benefit costs.



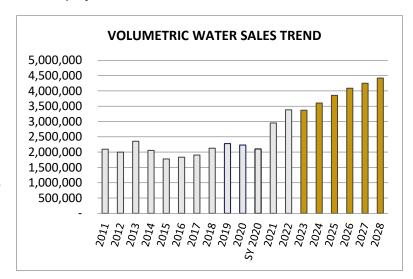
- Where prudent and appropriate, the Village will also continue to modify plan design to accommodate a minimized cost impact while retaining competitive benefits for employees.
- It is anticipated that benefit plans may include plan modifications in the future, although no changes are recommended for CY 2024.

Water Fund

Water Fund Revenues Forecast Outlook: INCREASING

As an enterprise fund, the Water Fund operation is designed to be largely self-sustaining through user charges that are assessed through a fixed-fee rate structure and a volumetric charge based on usage. In 2017, the Village completed a comprehensive water rate study to ensure that water rates were sufficient to fund future infrastructure improvements to the water system. The results of the study reflected that existing rates were not sufficient to fulfill the needs of the Village, which led to recommendations for increases in rates over ten years. For CY 2024, Water Fund Revenues are projected at a total of \$4.1 million and operating expenditures are projected at \$3.4 million.

- This revenue is susceptible to changes in weather conditions. For CY 2023, volumetric water revenues are projected at \$18,919 more than budget due to this year's irrigation patterns.
- Accordingly, any rate structure changes that encourage conservation (and less water usage) may negatively impact this revenue.
- The forecast projects volumetric water revenue at \$3,604,430 and fixed charges at \$387,685 for CY 2024.
- This year, the Village's budget will begin planning to accommodate the state mandate that replacement of approximately 550 lead service lines in the Village must be completed



- by 2042. Although the Village Board authorized a voluntary financial assistance program in CY 2023 for affected residents to replace their lead lines, it is anticipated that a significant portion of these costs will be borne by the Water Fund. An estimate of this cost has been incorporated into the forecast; however this number will be refined as additional guidance is received from the Illinois Environmental Protection Agency.
- Last year, staff recommended implementing a water rate adjustment recommended in the 2017 water rate
 analysis to provide funding for future infrastructure improvements and cover debt service payments on
 outstanding Alternate Revenue Bonds. However, there have been several significant changes since the drafting
 of the original water rate study, including but not limited to the deferral of the Water Tower replacement due to
 the emergency repair of the Skokie Lagoon transmission main and record-breaking inflation impacting the cost
 of materials. Based on these changes, staff will be recommending the commission of an updated water rate
 study in CY 2024.
- In 2021, staff recommended a rate increase less than the rate included in the study due to the receipt of grant funds and deferral of the water tower relocation. Staff has developed an internal rate model to account for these decreases as well as those changes outlined above. The difference between the recommended rates in the study and the staff model are outlined below.

Volumetric Water Rate Charges per 1,000 Gallons						
	CY 2023	CY 2024	CY 2025	CY 2026	CY 2027	CY 2028
Rate Study Recommendations	8.76	9.37	9.93	10.33	N/A	N/A
% Change	7.0%	7.0%	6.0%	4.0%	N/A	N/A
	CY 2023	<u>CY 2024</u>	<u>CY 2025</u>	CY 2026	CY 2027	<u>CY 2028</u>
Staff Rate Recommendations						
	8.72	9.33	9.89	10.48	11.00	11.44
% Change	7.0%	7.0%	6.0%	6.0%	5.0%	4.0%

Salaries

Forecast Outlook: INCREASING

This area includes personnel costs for all thirteen full-time employees involved in water production and distribution. Eleven of these employees are covered by a collective bargaining agreement (CBA). The forecast includes annual salary adjustments projected forward using those determined in the CBA and projections based on the Office of Management and Budget's CPI forecast.

Capital Expenses

Forecast Outlook: INCREASING

The forecast includes capital expenditures in accordance with the draft CIP document. Charges for water service have been structured and projected to assist in support future financing of infrastructure improvements to the distribution system and the future relocation of the existing elevated water tank. A placeholder for this project has been included in 2035. As supply costs continue to increase for the replacement of water infrastructure, particularly water main replacements, the 10-Year CIP has been adjusted accordingly and staff will be seeking alternative solutions to reduce the cost of improvements where possible. One successful example of this occurred in CY 2023 in which staff purchased materials for the Beach Road main replacement directly in order to source lower cost materials and reduce delivery time of supplies.

In addition, the Village has incorporated funding for replacement of lead service lines throughout the CIP, with an additional \$250,000 in local funding to provide partial reimbursements for residents wishing to replace their service lines ahead of schedule. Although it is still unclear from new regulatory legislation as to whether the municipality or the resident must bear the full cost of replacement, the ultimate responsibility for ensuring replacement takes place falls on the municipality. As part of CIP, staff has provided financing options for the next ten years of infrastructure projects, including those costs associated with lead service line replacements.

Water Fund Debt Service

Forecast Outlook: INCREASING

In accordance with the CIP, the forecast includes several bond issues that can be supported by water service charges. It is recommended that the existing rate structure be reviewed annually to ensure that service charge levels are sufficient to support required infrastructure expenditures in addition to any related financing costs. The FF expenditure levels include debt service payments for both existing and anticipated ARS bonds.

Motor Fuel Tax Fund

Motor Fuel Tax Fund Revenue Forecast Outlook: STABLE

The motor fuel tax (MFT) is disbursed by the Illinois Department of Transportation to municipalities on a per capita basis. This revenue is restricted to use on roadway resurfacing and other related improvements. MFT revenues are projected to total \$257,000 in CY 2024 and operating expenditures are projected at \$1,200. Next year's MFT capital budget will include several pedestrian crossing improvements and long-term planning for street improvements for a total capital budget of \$420,000.

600,000

500,000

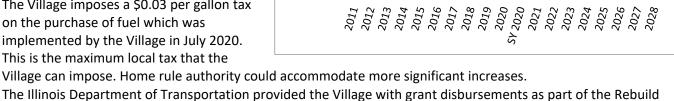
400,000

300,000

200,000

100,000

- Structurally, this revenue was declining State-wide as vehicles become more fuel efficient and use less gasoline and diesel.
- However, with the recent increases in gas prices, the Village has seen an increase in this revenue. With the unknown mandates that may come in the near term on electric vehicles, the forecast assumes that this revenue may level off and start to slowly decline in the out years of the forecast.
- The Village imposes a \$0.03 per gallon tax on the purchase of fuel which was implemented by the Village in July 2020. This is the maximum local tax that the



MFT TREND THROUGH 2028

- The Illinois Department of Transportation provided the Village with grant disbursements as part of the Rebuild Illinois program, which provided \$574,881 in additional funding for the Village's road program over a three-year span from 2020-2022. There is no indication at this time that this program will be renewed.
- This revenue has previously been subject to several diversions and delays on behalf of the Illinois legislature, so the Village must continue to monitor this revenue source for any proposed changes.

Motor Fuel Tax Fund Expenditures Forecast Outlook: STABLE

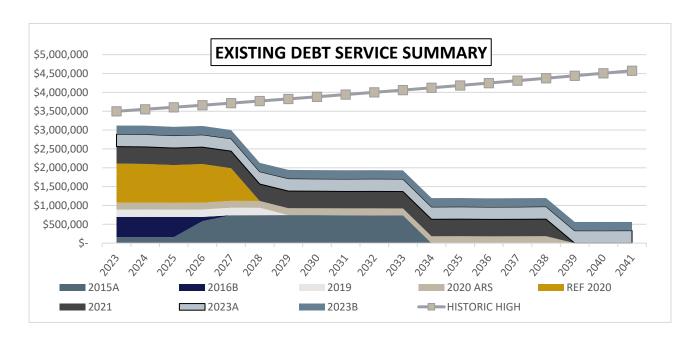
Motor Fuel Tax (MFT) Fund expenditures are comprised of service and capital expenditures related to road improvements. As a matter of policy, MFT disbursements are aggregated over a period of two to three years, and then utilized for a larger road improvement project. In CY 2023, a large portion of the aggregated MFT fund balance was utilized to supplement the road program improvements that were authorized as part of the Village's 2021 capital improvement referendum. The FF includes the continuation of this practice, with a smaller expenditure next year for planning purposes and a significant expenditure planned to supplement street improvements again in CY 2027.

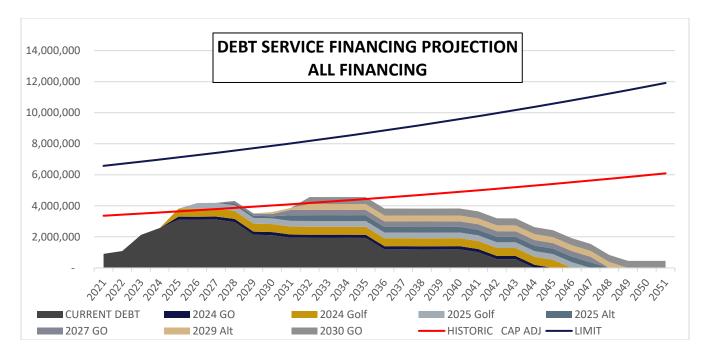
Debt Service and Capital Projects Funds

Debt Service Fund and Infrastructure Needs Forecast Outlook: INCREASING

As a non-Home Rule municipality, the Village has the ability to issue General Obligation Bonds with the majority approval of voters through a successful referendum. Additionally, the Village has limited authority to issue non-referendum-based revenue bonds for improvements to the water production and distribution system. The Village may also issue a limited amount of general obligation bonds for other non-water related improvements, which was most recently utilized for the Tudor Court street and streetscape improvements in CY 2019. The Village's current limited taxing authority would allow for bond issue of approximately \$4.8 million. Bond financing has been utilized to complete infrastructure projects and maintenance in accordance with the Village's Community Improvement Plan (CIP). It should be noted that Home Rule authority allows municipalities more flexibility in the timing, management, size and scale of bond issues to better respond to capital needs.

- The Village is subject to a total statutory debt limit of 10% of Equalized Assessed Value (EAV), less any existing debt, which is equal to \$100.9 million at the close of Tax Year 2022.
- As of December 31, 2023, the Village will have \$27.5 million in outstanding General Obligation Bond Debt (including those funded by water revenue) and \$1.8 million outstanding from a loan received from the IEPA.
- Historically, the highest level of payments for outstanding debt was \$2.7 million in 2008. Adjusted for inflation, that number would be equivalent to \$3.5 million today.
- The Village's annual debt service payment for CY 2024 is \$3.1 million.
- The Village issued \$7.0 million in General Obligation Bonds in 2021, which was approved by the community as part of a \$10 million referendum in April 2021. This issue added approximately \$450,000 per year to the Village's annual debt service payments and the remaining \$3 million is anticipated to be issued in CY 2024.
- The Village issued \$4.3 million in Alternate Revenue Bonds to finance water system improvements and \$3.0 million in General Obligation Bonds in 2023 for the Golf Club Project, which was approved by the community as part of a \$15 million referendum in April 2023. The Golf issue added approximately \$230,000 per year to the Village's annual debt service payments and the remaining amounts are anticipated to be issued in CY 2024 and CY 2025.



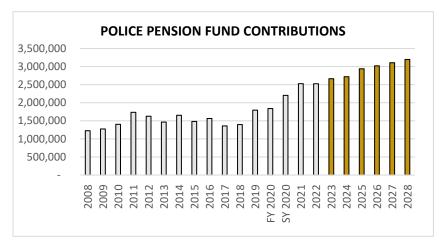


Based on the draft CIP, the forecast assumes the issuance of self-sustaining, alternate revenue bond financing
for water system improvements in 2026, in addition to the issuance of the third installment of Golf Project
referendum approved General Obligation Bonds to be issued in 2025. This draft financing plan is expected to be
reviewed annually to account for changes in the Village's infrastructure needs.

Police Pension Fund

Pension Fund Forecast Outlook: INCREASING

- As the statutory requirement for this fund to be fully funded by 2040 approaches, police pension contributions will continue to increase. This is subject to change by legislation but has not yet gained traction with the Illinois legislature.
- The forecast includes a required contribution of \$2,719,821 for CY 2024, which is a \$56,250 increase over the current year's required contribution.
- The forecast assumes Police Pension costs in accordance with the Village's



- formal funding policy, which was adopted in early 2021 to include an open amortization period and a phase in of a smaller payroll growth rate. These changes were incorporated into the funding policy to level payments out over time and to pay down the Village's unfunded pension liability on a more aggressive timeline. *Please note*: the contributions in the forecast are placeholders using current information and are likely to change each year based on investment performance and changes to the demographics of the participants in the pension fund.
- The FF of future pension contributions is also subject to change with any benefit changes made in the future at a legislative level.

Conclusion

The FF will continue to be updated on an annual basis as part of the budget development process. Projections utilized in this document will be monitored closely on a monthly basis to ensure that the Village is responding to changes in the economic and legislative environment, and feedback on the FF from the Village Board will become the foundation for the development of future budgets.

Attachments

Attachment 1 – General Fund Summary

Attachment 2 – Water Fund Summary

Attachment 3- Motor Fuel Tax Fund Summary

Attachment 4 - Revenue Loss Scenarios



VILLAGE OF GLENCOE FINANCIAL FORECAST

Calendar 2024 - Calendar Year 2028

Attachment 1. General Fund

Beginning Fund Balance	\$ 15,503,992 (1)						
	Budget <u>CY 2023</u>	Projected CY 2023	<u>CY 2024</u>	<u>CY 2025</u>	<u>CY 2026</u>	<u>CY 2027</u>	<u>CY 2028</u>
<u>Revenue</u>							
Property Tax							
General Fund	9,541,360	11,505,707	10,210,550	10,557,710	10,800,540	11,027,355	11,247,90
Police Pension	1,336,040	1,336,040	1,420,594	1,468,895	1,502,680	1,534,240	1,564,92
Fire Pension	46,000	46,000	48,000	48,000	48,000	48,000	48,00
	10,923,400	12,887,747	11,679,144	12,074,605	12,351,220	12,609,595	12,860,83
Sales Tax	2,450,000	2,772,407	2,775,000	2,802,750	2,830,780	2,859,090	2,887,68
Illinois Income Tax	1,336,200	1,381,035	1,486,635	1,537,185	1,572,545	1,605,570	1,637,68
Utility Tax	630,515	723,253	744,955	752,405	759,930	767,530	775,21
Building Permits	1,491,125	1,796,795	1,535,900	1,543,580	1,551,300	1,559,060	1,566,86
Telecommunications Tax	165,000	169,584	161,105	153,050	145,400	138,130	131,22
Cable Television Revenue	227,000	275,080	279,210	283,400	287,655	291,970	296,35
Alarm Permits	90,000	69,012	90,000	91,350	92,725	94,120	95,53
Places for Eating Tax	200,000	238,449	250,000	258,500	264,450	270,005	275,41
Use Tax	305,115	327,894	376,970	369,435	362,050	354,810	347,71
Parking Fees	42,000	63,500	65,000	71,500	82,225	94,560	108,74
Personal Property Tax Repl.	215,000	330,219	245,000	244,510	244,025	243,540	243,05
Ambulance Fees	200,810	203,129	204,145	211,090	215,950	220,485	224,89
Garbage Service Fee (LRS)	453,600	452,280	474,895	491,045	502,340	512,890	523,15
Sewer Charge	829,180	803,821	829,500	870,975	897,105	924,020	951,74
Vehicle Licenses	250,000	227,000	250,000	250,000	250,000	250,000	250,00
E911 Surcharge Revenue	225,000	214,407	225,000	222,750	220,525	218,320	216,14
Other Revenue	1,408,942	2,141,900	1,376,932	1,390,705	1,404,615	1,418,665	1,432,85
Total Revenue =	21,442,887	25,077,512	23,049,391	23,618,835	24,034,840	24,432,360	24,825,09
	Budget	Projected					
Expenditures	CY 2023	CY 2023	CY 2024	CY 2025	CY 2026	CY 2027	CY 2028
Salaries - Regular	9,591,145	9,540,518	10,529,080	10,717,394	10,887,748	11,049,977	11,236,61
Salaries - Overtime	1,101,251	1,091,903	941,130	962,780	983,000	1,002,660	1,024,72
Benefits	1,991,304	1,948,701	2,016,838	2,026,825	2,036,860	2,046,945	2,057,08
Police Pension	2,663,571	2,663,571	2,719,821	2,938,700	3,021,700	3,107,200	3,198,30
IMRF & Fire Pension	375,914	374,411	501,885	511,863	521,529	537,086	553,10
Services	4,176,049	4,039,754	4,629,668	4,647,410	4,758,948	4,868,404	4,980,37
Commodities	1,105,408	1,140,478	1,245,288	1,276,425	1,307,060	1,337,125	1,367,88
Community Grants	145,000	143,500	157,500	145,000	145,000	145,000	145,00
Loan Forgiveness	185,590	185,590	185,590	185,590	185,590	185,590	185,59
Other Expenditures	90,000	90,000	120,000	125,000	130,000	135,000	140,00
Total Operating Expenditures =	21,425,232	21,218,426	23,046,800	23,536,987	23,977,435	24,414,987	24,888,66
Net Operating Budget =	17,655	3,859,086	2,591	81,848	57,405	17,373	(63,57
Less General Fund Capital (2)	1,828,540	1,512,113	3,105,000	3,454,900	2,381,300	1,765,200	958,80
Projected Fund Balance		17,850,965	14,748,556	11,375,504	9,051,610	7,303,782	6,281,40
	·	·	6.00	4001	9001	2001	

⁽¹⁾ Fund balance includes expendable fund reserve and the General Fund includes \$1,872,357 in reserve funds with the Intergovernmental Risk Management Agency.

Capital expenses are still pending approval and may be updated based on Finance Committee Discussion.

Attachment 2. Water Fund

Beginning Fund Balance \$	4,585,565						
	Budget	Projected					
	CY 2023	CY 2023	CY 2024	CY 2025	CY 2026	CY 2027	CY 2028
Revenue							
Water Sales - Volumetric	3,349,705	3,368,624	3,604,430	3,856,745	4,088,150	4,251,680	4,421,750
Water Sales - Fixed	356,675	362,322	387,685	412,885	439,725	461,715	484,805
Lease of Property	53,795	53,795	53,795	35,000	35,000	35,000	35,000
Meter Sales	25,000	12,500	25,000	25,000	25,000	20,000	20,000
Other Revenue	39,000	87,800	47,500	48,688	49,905	51,155	52,435
Grant Funding	-	-	-	-	-	-	-
Use of Reserves/Bond Proceeds	4,300,000	4,300,000	-		5,900,000	-	-
Total Revenue =	8,124,175	8,185,041	4,118,410	4,378,318	10,537,780	4,819,550	5,013,990
<u>Expenses</u>							
Salaries - Regular	1,185,337	1,220,450	1,262,771	1,185,356	1,204,199	1,222,144	1,242,790
Salaries - Temporary	-	-	-	-	-	-	-
Salaries - Overtime	75,566	45,615	75,566	77,073	78,530	80,018	81,451
Benefits	263,288	261,494	273,320	280,155	286,880	293,480	300,235
IMRF Pension	80,057	74,575	91,586	93,876	96,129	98,340	100,601
Services	777,775	813,821	797,682	817,625	837,250	856,510	876,210
Commodities	203,915	207,915	223,520	589,306	603,450	617,330	631,530
Debt Service	742,560	468,935	684,520	716,756	864,256	1,145,737	1,143,137
Other Expenses		-	-		-	-	-
Total Operating Expenditures =	3,328,498	3,092,805	3,408,965	3,760,146	3,970,694	4,313,558	4,375,954
Net Operating Budget =	4,795,677	5,092,236	709,445	618,172	6,567,086	505,992	638,036
Less Water Fund Capital (2)	2,966,250	3,713,838	2,745,000	2,382,000	3,040,000	1,550,000	2,800,000
Projected Fund Balance		5,963,963	3,928,408	2,164,580	5,691,666	4,647,658	2,485,695
(1)			115%	58%	143%	108%	57%

⁽¹⁾ Fund balance includes expendable fund reserve and the General Fund includes \$1,872,357 in reserve funds with the Intergovernmental Risk Management Agency.

 $^{^{(2)}}$ Capital expenses are still pending approval and may be updated based on Finance Committee Discussion.

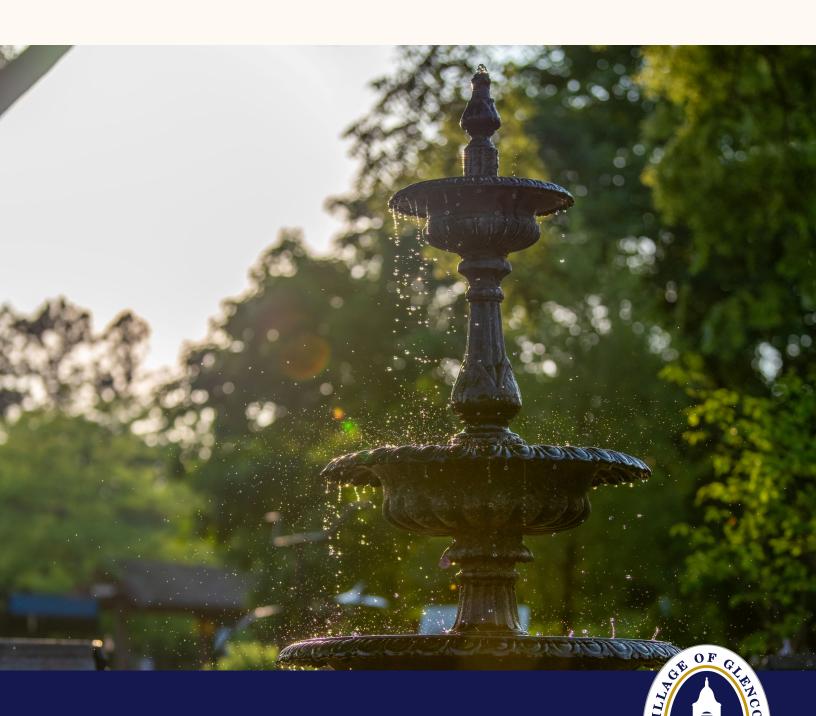
Attachment 3. Motor Fuel Tax Fund

Beginning Fund Balance	\$ 1,679,933						
	Budget <u>CY 2023</u>	Projected <u>CY 2023</u>	CY 2024	<u>CY 2025</u>	CY 2026	CY 2027	<u>CY 2028</u>
Revenue							
Motor Fuel Tax	214,146	325,000	225,000	227,250	229,523	229,064	228,606
Local Fuel Tax	22,000	22,000	22,000	22,220	22,442	22,397	22,352
Interest Income	5,000	55,000	10,000	12,120	12,245	12,370	12,495
Other Revenue	-	-	-	-	-	-	-
Rebuild Illinois Grant Funds	-		-		-	•	-
Total Revenue = Expenditures	241,146	402,000	257,000	261,590	264,210	263,831	263,453
Professional Services	1,200	1,200	1,200	1,230	1,265	1,300	1,335
Other Expenditures			-	-	-		-
Total Operating Expenditures =	1,200	1,200	1,200	1,230	1,265	1,300	1,335
Net Operating Budget =	239,946	400,800	255,800	260,360	262,945	262,531	262,118
Less MFT Capital (2)	729,397	670,000	420,000			600,000	
Projected Fund Balance		1,410,733	1,246,533	1,506,893	1,769,838	1,432,369	1,694,487

⁽¹⁾ Fund balance includes expendable fund reserve and the General Fund includes \$1,872,357 in reserve funds with the Intergovernmental Risk Management Agency.

⁽²⁾ Capital expenses are still pending approval and may be updated based on Finance Committee Discussion.

MAJOR FINANCIAL POLICIES



CALENDAR YEAR 2024



CALENDAR YEAR 2024 MAJOR FINANCIAL POLICIES

The following is an outline of all policies that govern the Village of Glencoe's fiscal and financial decision making. They are considered, updated and approved by the Village Board on an annual basis.

FUND BALANCE POLICY

An appropriate level of fund balance reserve is established for each of the Village's major funds based on the projected stability and predictability of the underlying revenues and expenditures. Reserves are established to:

- 1) Provide for temporary funding of unforeseen needs of an emergency or non-recurring nature;
- 2) Permit continued operations in the event of unanticipated revenue shortfalls;
- 3) Provide for unexpected increases in service delivery costs, or settlement of litigation or pending labor contract negotiations; and
- 4) Allow for an expenditure related to a high priority, non-recurring infrastructure or capital-related improvement.

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, or in the case of an emergency. It is the policy of the Village to maintain an undesignated, unreserved fund balance in the **General Fund** that 25% of current operating expenditures, excluding capital, which equates to \$5,369,703 in Calendar Year 2023.

The minimum target for the **Water Fund** is the greater of 10% of current operating expenditures or two months of 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 fund balance as the percentage that the unrestricted net asset balance represents 10% of the total operating expenditures of the Water Fund, including depreciation.

The Village will maintain a minimum balance in the **Golf Club Fund** of 40% of operating expenses or no lower than \$750,000.

The Village will maintain a minimum balance in the **Debt Service Fund** of 25% of the required December principal and interest payments or a minimum of \$25,000, whichever is less.

The Village will not require a minimum fund balance for the **Motor Fuel Tax or Capital Projects Funds**. Since the entire balance of these funds is designated to be expended on road programs or major capital projects and is often funded in whole or in part by General Obligation Bonds over the span of several years, the collective fund balance may be used entirely for these designated purposes.

The use of fund balance in excess of minimum fund balance targets is allowable, and the Board annually reviews projections to determine how excess, or one-time revenues may be used (property tax abatement, capital projects and new special projects). It is critical that the use of excess resources be prioritized, particularly in a year in which excess resources may need to be earmarked for a specific use.

Any anticipated surplus funds generated from revenue shall be designated in a contingency account to fund operations during any time periods in which there could be a potential cash shortfall due to the timing of revenue receipts or any one-time capital needs. Additionally, any surplus generated from one-time increases in building permit revenues will be designated to fund future capital projects.

Lastly, any planned use of fund reserves shall be specifically identified in the budget when it is anticipated in advance, so it is transparently displayed within the budget document.

BALANCED BUDGET POLICY

It is the policy of the Village to adopt an annual budget that is balanced. The budget is adopted at the legal level of budgetary control, which is at the Fund level. The guiding principle of a budgetary policy is to achieve structural balance between revenues and expenditures to ensure that desired service levels are provided on a sustainable basis. The Village's policy is to adopt a balanced annual operating budget to ensure that revenues match operating expenditures for the fiscal year.

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, or in the case of an emergency. Excess fund balance may be used to:

- 1) Fund one-time capital projects, thereby avoiding debt;
- 2) Abate annual debt service on outstanding obligations; or,
- 3) Pay down outstanding obligations, such as costs related to outstanding pension liabilities or Other Post-Employment Benefits (OPEB).

The Village maintains a budgetary control system in which individual departments are responsible for controlling expenditure levels within their respective budgets, which enables the municipality as a whole to adhere to the adopted budget. The Village also prepares monthly financial reports that are reviewed with the Finance Committee, which compare actual revenues and expenditures to budgeted amounts.

PROPERTY TAXES – GENERAL AND PENSION LEVY

Since the implementation of the Property Tax Extension Limitation Law (PTELL) in 1994, the Village has had a policy of levying property taxes for its General Corporate Levy and Pension Levy at the maximum allowed under the law, which is the lesser of 5% or the change in the national Consumer Price Index for the year preceding the levy year. This policy allows the Village to protect its ability to levy taxes in an environment which the State legislators may impose a temporary property tax extension freeze. Please note, levies associated with outstanding General Obligation Bonds are *excluded* from this limitation.

By not levying the amount allowable under PTELL, the Village, as a non-home rule unit of government, loses property tax extension authority permanently. It is unknown the exact impact of what future legislative action may be on property taxes. Should the State of Illinois impose a property tax freeze, lost property tax extensions cannot be recovered without a referendum due to the Village's non-home rule status. Property taxes comprise more than 50% of the Village's revenue budget and remain a relatively stable source of revenue during tough economic climates. The 2023 Tax Levy (collected in Calendar Year 2024) will increase by approximately 5.0% over the prior year (CPI from December to December was 6.5%), subject to final adjustments in accordance with PTELL regulations.

PROPERTY TAXES - ABATEMENT OF DEBT SERVICE LEVY

The schedule of annual property tax levies for payments on outstanding debt (debt service) is established at the time of borrowing when a bond ordinance is approved by the Village Board. The ordinance is then filed with Cook County, which automatically levies the amount in the approved ordinance each year unless the Village submits an abatement ordinance. An abatement ordinance is valid for a single year and may reduce or eliminate all or a portion of annual property tax levy (request for funds) to be used to make payments on outstanding debt in that year. An abatement of the property tax levy is optional, and if elected, would be completed in the first quarter of the year if the Village anticipated having sufficient fund reserves, cash balances or operating revenues available to make these payments without requiring a levy for the full amount of the debt payments owed in the current year. In recent past, the Village has abated 5% of the property tax levy related to outstanding debt if any revenue in excess of budgetary needs was anticipated during the year.

The Village elected to utilize its limited tax authority to issue General Obligation Bonds for the Tudor Court street and streetscape improvements, and the annual payment on this bond will be added to the current year tax levy. As part of the discussion of financing this project, it was decided that the debt service on these bonds be reviewed annually to determine whether these payments will be funded through the property tax levy or abated and paid from other operating revenues.

Additionally, the Village issued General Obligation Alternate Water Revenue Source Bonds in 2020 and 2023. The debt service for these bond issues will be paid from ongoing water revenues. This means that the debt service payment for the Series 2020A General Obligation Alternate Water Revenue Source Bonds (ARS Bonds) and for the Series 2023A General Obligation ARS Bonds will be abated and paid from Water Fund revenues, as these bond issues were entirely dedicated to fund Water Fund infrastructure projects. The total of aggregated payments will be \$508,858 through the end of Calendar Year 2024.

The 2023 Tax Levy (collectible in Calendar Year 2024) for debt service on remaining General Obligation Bonds (including Series 2015A, 2016B, 2019A, 2020 Refunding Series, 2021A and 2023B – Golf Referendum Bonds) are *not* recommended for abatement, understanding that limited resources are available from the General Fund for the payment of outstanding debt. In contrast to the ARS Bonds, the remaining bond issues funded non-Water Fund related projects and must be repaid from General Fund revenues or the Debt Service Levy.

DEBT POLICY – USE OF LIMITED TAX AUTHORITY

The Village is able to borrow funds by issuing non-referendum bonds subject to the following constraints:

- 1) Amount cannot exceed one-half of 1.0% of its equalized assessed valuation (EAV) or \$3,380,734 based on 2021 EAV; and
- 2) The total annual payment extension is no more than \$477,283 for the 2023 Levy (last year the annual maximum was \$445,186) and which represents the net amount available after a reduction for outstanding principle for limited tax debt that has already been issued and outstanding.

It is the policy of the Village to maintain a portion of this authority in order to provide resources in the event of an unanticipated financial or capital need; however, the policy restricts the use of limited tax debt authority for expenditures specifically authorized by the Village Board. Where possible, debt service will be for a term as short as possible in order to restore the reserve authority.

The availability of limited tax debt is a resource that the Village can use in the event of economic downturn or other identified and unforeseen need. Limited taxing authority may also be considered by the Village Board to assist in funding a large priority capital project, such as the infrastructure improvements for the Tudor Court area that were funded with this authority in 2019. This financing mechanism is reviewed as part of discussions pertaining to the funding the 10-year Community Investment Program.

For Calendar Year 2024, debt service on General Obligation Bonds (including Series 2015A, 2016B, 2019A, 2020-Refunding Bonds, 2021 Referendum Bonds and 2023 Golf Referendum Bonds) will not be abated, but the payments for the General Obligation Alternate Water Revenue Source Bonds issued in 2020 and 2023 will be abated and paid from Water Fund revenues.

MANAGEMENT FEES

The Village charges a management fee for the Village costs of assistance to the Glencoe Golf Club and the Water Fund. The Water Fund Management Fee is collected on a monthly basis. The past policy for the Glencoe Golf Club was to accrue the fee but not collect the fee. Actual collection of the Golf Club Management Fee is determined towards the end of the fiscal year. Annually, the Village Board reviews the management fee structure as part of the budget development process and determines whether the fee is appropriate based upon the cost of providing services.

Since Fiscal Year 2007, the amount of golf management fee payable and loans from cash shortfalls in prior years has grown from \$325,905 to \$493,645 (this amount excludes interest and amounts owed to the Village for other purposes). In 2021, the Village Board approved a forgiveness schedule for the outstanding management fee payable and loan payable from the Golf Club.

As part of the 2024 fee and fine analysis, staff will evaluate the calculation of the management fee for the Golf Club and the Water Fund to determine whether the fee adequately recovers the actual cost of management/administrative services provided, and/or whether an alternative fee calculation methodology can be developed. The Calendar Year 2024 budget will include both Water Fund and Golf Club Management Fees and an additional analysis will be conducted to ensure that the Village is recovering the actual cost of management/administrative services provided.

FORGIVENESS OF AMOUNT DUE TO THE VILLAGE FROM THE GLENCOE GOLF CLUB

Between 2001 and 2020, the Village provided various forms of financial support to the Glencoe Golf Club including loans for cash shortfalls and deferring payment of management fees due to the General Fund. The Village Board's reasoning for providing this financial support ranged from sustaining day-to-day operations to allowing accrued resources for eventual construction of a clubhouse and other needed improvements.

The Village Board determined that forgiveness of this outstanding debt was warranted and appropriate. Maintaining cash balances and methodically eliminating this outstanding debt serves to allow the funding of operations during off-season months and can be utilized to reinvest back into the course, which lessens the burden on the Village's Community Investment Program financing needs. In addition, forgiveness of the outstanding debt plays a key role in successful fundraising for the upcoming Golf Club Clubhouse Project. As part of this project, several improvements are planned that are anticipated to increase current revenue levels and create new revenue streams in the future. Upon forgiveness of the loan, the current cash balance in the

Golf Fund may be combined with these future revenue sources to assist in repaying any future debt issuance that may be completed to finance the Golf Club Clubhouse project.

In consideration of the cash flow needs of the Golf Club and in support of the future Golf Club Clubhouse Project, the Board has adopted a formal forgiveness plan for this long-term debt and is committed to reexamine the current management fee structure to ensure that any future arrangements are reasonable and sustainable.

The Golf Club Loan is hereby forgiven subject to the following provisions:

- forgiveness of debt shall be allocated in equal installments over a 10-Year period, per the schedule below;
- no additional interest shall accrue on the remaining balance throughout the duration of the forgiveness schedule; and
- the continued vitality of the Golf Club shall be taken into consideration with the calculation of any future management fee or revenue sharing calculations.

With the exception of an extraordinary circumstance(s), the Golf Club Fund debt shall be forgiven in accordance with the following schedule:

	10-Year Forgiveness	Plan
Calendar Year	Forgiveness	December 31 Balance
2020	-	1,855,895
2021	185,585	1,670,310
2022	185,590	1,484,720
2023	185,590	1,299,130
2024	185,590	1,113,540
2025	185,590	927,950
2026	185,590	742,360
2027	185,590	556,770
2028	185,590	371,180
2029	185,590	185,590
2030	185,590	-

FUNDING POLICE PENSION OBLIGATIONS

By policy, the Village funds its pension obligations based upon actuarially determined funding requirements. The maximum allowable amount that may be levied for pensions is funded through the Village's property tax levy. Any gap in funding between the levy and the required contribution has, to date, been from fund balance or other funding source in the General Fund. To fund the difference in contributions from the actuarial requirement and the allowable property tax levy, the Village transfers the remaining required contributions on a monthly basis in twelve equal installments. At the end of the year, the Village will adjust the final contribution payment to ensure that the full required contribution is completed.

Funding alternatives can have the following goals:

1) Actuarially Determined Contributions - Ensure pension funding plans are based on actuarially determined annual required contributions (ARC) that incorporate both the cost of current benefits and the amortization of the plan's unfunded actuarial accrued liability.

- 2) **Funding Discipline** Build funding discipline into the policy to remit timely contributions to the pension funds to ensure that sufficient assets will be available to pay benefits as promised.
- 3) **Intergenerational Equity** Maintain intergenerational equity so that the cost of benefits is paid by the generation of taxpayers who receive services from pension participants.
- 4) **Contributions as a Stable Percentage of Payroll** Contributions should be managed so that employer costs remain consistent as a percentage of payroll over time.
- 5) Accountability and Transparency Clear reporting of pension funding should include an assessment of whether, how and when the Village will ensure sufficient assets will be available to pay benefits as promised.

The annual required contribution will be determined using the following principles:

- 1) The Annual Required Contribution (ARC) will be calculated by an enrolled actuary.
- 2) The ARC will include the normal cost for current service, amortization of any unfunded liability, and an estimate of the annual cost to administer the fund.
- 3) The *Normal Cost*, or the current annual cost of operating the pension fund each year, will be calculated using the entry age normal level of percentage of payroll actuarial cost method using the following assumptions:
 - a. The investment rate of return assumption will be 6.5% per year.
 - b. The payroll growth assumption will ultimately be set at 2.5% per year. This rate is currently set at 3.0% per year and will be phased down using 0.25% increments.
 - c. Non-economic assumptions, such as rates of separation, disability, retirement, mortality, etc., shall be determined in accordance with Illinois Compiled Statutes and/or tables from experience studies to most accurately reflect current experience. Examples include the following:
 - Rates of disability among active members
 - Rates of retirements
 - Rates of mortality
- 4) The difference between the *Actuarial Accrued Unfunded Liability (UAAL)* and actuarial value of assets will be amortized over an open 15-year period. Previously, this liability was amortized over a closed amortization period to achieve 100% funding by 2040. The Village's transition from a closed amortization period to an open 15-year period will be phased in using one-year increments. The current amortization period is set at 18 years.
- 5) Actuarial assets will be determined using a smoothing method to reduce the effects of market volatility on the Village's contributions. A *five-year smoothed market value* method will be used to recognize variances from actuarial assumptions from actual market returns.
- 6) The contribution will include an estimate of the annual cost to administer the fund. This estimate will simply assume that the prior year administrative expenses will be the same in the current year.

Current Illinois Compiled Statutes require that the Village's Police Pension Fund reach a funded level of 90% by the year 2040, which means that accrued assets in the fund must equal 90% of the calculated UAAL of the fund at that time. While it is anticipated that this date may change, the policy stipulations outlined above are expected to achieve a more sustainable funding level over the long term, develop a feasible plan to begin to pay off the UAAL and minimize volatility in contributions over the long term.

Funding of the Pension Fund shall be transparent to vested parties including plan participants, annuitants, the Police Pension Board, the Village Board and residents. To achieve this transparency, the following information shall be distributed and/or published on the Village's website:

- 1) A copy of the annual actuarial evaluation for all funds shall be made available to the Village Board and Police Pension Board of Trustees.
- 2) The Village's annual operating budget shall clearly state the Village's required contribution to the Police Pension Fund. As part of the budget process, the required contribution to the fund shall be reviewed and discussed at an open meeting of the Finance Committee and/of Village Board.
- 3) The Village's Comprehensive Annual Financial Report reflects the Village's annual required contribution and the value of the outstanding pension liabilities as directed by the Governmental Accounting Standards Board.

In conjunction with the annual examination of the books and records of the Village by an independent certified public accountant, all pension funding documents will be reviewed with the Village's consulting actuary. The annual financial statement will also include information as to the current funded status of all public pension funds examined.

Funding a defined benefit pension plan requires a long-term horizon. Assumptions and inputs into the policy focus on long-term trends, not year-to-year shifts in the economic or non-economic environments. This policy will be reviewed by the Finance Committee every three years, beginning with the Calendar Year 2024 budget process. If, in the opinion of the Committee, conditions change to such an extent so as to alter the effectiveness of this policy statement, or it is found that the stipulations above are not sufficiently addressing statutory requirements, such recommended changes to the policy shall be brought to the attention of the Village Board for their consideration and review.

For the Calendar Year 2024 Budget, staff has included the Village actuary's recommended contribution of \$2,719,821, which is a 2.1% increase from the Calendar Year 2023 contribution. The State funding requirement for Calendar Year 2024 has been calculated at \$1,982,724, which is significantly lower and not recommended to ensure that progress in paying down the Village's unfunded liability is maintained.

FUNDING FIREFIGHTERS PENSION OBLIGATIONS

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. There is currently one remaining dependent of a former firefighter receiving benefits from this Fund.

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 \$50,000. The Village will allocate approximately \$50,000 in the General Fund towards future obligations. To the extent possible, only taxes that are not subject to tax cap will be levied for the benefit of the Firefighters Pension Fund.

Allocation for the pension fund is included in the general corporate portion of the tax levy. Both the pension and the general corporate portions are subject to tax caps. A separate levy would restrict the funds whereas a levy in the General Fund can be used for any purpose.

LIABILITY DEDUCTIBLE POLICY

The Village is a member of a risk management pool, the Intergovernmental Risk Management Agency (IRMA). The Village purchases its general liability and workers' compensation insurance coverage through IRMA, and IRMA provides all claims management services.

When GASB 54 was implemented, it created a requirement that resources intended to be used for reserved liability claims are assigned as a claim on fund balance that would otherwise be unassigned. Village staff monitors its annual IRMA contribution savings due to having a higher deductible versus claim losses. IRMA offers deductible choices from \$2,500 to \$250,000, providing the Village ample options for deductible level choices in the future.

The Village's prior deductible level of \$100,000 allowed the Village to use optional deductible credits instead of excess surplus distributions as a contribution credit. By doing so the Village has accumulated more than \$1,800,000 in excess surplus reserve. Excess surplus is considered in the unassigned fund balance in the General Fund, Water Fund and the Glencoe Golf Club Fund; however, after a comprehensive analysis, the deductible level was reduced to \$50,000 per claim on January 1, 2020 in an effort to minimize out-of-pocket claim costs for the Village.

IRMA EXCESS SURPLUS

Each year, IRMA evaluates resources on hand for operations and services. In years where a determination is made that there is an excess beyond need, a member can credit their annual contribution or leave the reserve on hand with IRMA. 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's annual contribution amount.

Since Fiscal Year 2011, the amount on account with IRMA has grown from \$90,539 to over \$1,872,357 at the end of Calendar Year 2022 (total in all funds). In recent years IRMA has modified its excess surplus policy to allow communities to use their accumulated excess surplus as the member community sees fit. The amounts in excess surplus at IRMA earn interest based on IRMA's investments, which allow greater latitude than statutory limits placed upon on the Village. The Village Board has established a minimum cumulative (all funds) threshold of \$300,000 to remain in the fund at all times.

If the Village were to receive a large, unexpected increase to our annual IRMA contribution, the Village could use available excess surplus to offset the cost of the increase. These funds can also be used on safety-related expenditures that were otherwise unbudgeted. Based on direction from the Finance Committee, the Calendar Year 2024 budget includes a drawdown of IRMA reserves of \$250,000 to help offset the cost of insurance premiums in the coming year.

INTERFUND TRANSFERS

The interfund transfer policy requires Board approval of budget transfers between Village funds in excess of \$50,000. A transfer could be necessary to support Village operations (excluding routine transfers to cover budgeted expenses) due to a revenue shortfall or other unforeseen financial circumstance. Transfers of this nature occur rarely, but they do show up in the monthly financial reports to the Village Board. Communication to the Village Board will be through the monthly financial report or through other methods deemed

appropriate by the Village Manager. The policy is intended to reflect interfund budget transfers in a transparent manner.

INCREASES IN FEES AND CHARGES FOR SERVICE

As the Village is a non-home rule community, there are limited opportunities to raise revenue for operations and capital projects. Forecasted and actual increases in fees will be based on data available including: operating budget increases, Community Investment Program needs and debt requirements.

Each year, staff completes a comprehensive fee and fine survey, as well as an evaluation of current costs for certain functions. Recommendations for changes are then made to the Village Board as part of the annual budget development process. By increasing fees appropriately on an annual basis, the Village can avoid large increases in fees in one year and can continue to evaluate the sufficiency of fees to pay for the Village's actual service delivery cost.

The Village Board may designate the manner in which it would like to utilize one-time fees, substantial increases in fees that are not expected to become recurring or segregating a portion of fees that are designed for a specific purpose. For example, when the General Services Collections Fee was created, a portion of that fee was designed to offset the impact of garbage collection on Village roadways. A portion of this revenue is set aside to assist in funding the annual road program and is reflected in the annual budget. Additionally, with the anticipated developments, there is a potential for a larger-than-normal increase in permit revenue collections in future years. This projected surplus may be reserved to fund future capital improvements.

The Calendar Year 2024 Budget will include additional fee increases based on identified need, which are further outlined in the Fee and Fine Schedule.

FINANCIAL PLANNING AND FORECASTING

Annually, the Village updates its financial forecast (which provides a five-year projection) and the Village will update its Community Investment Program (CIP) (which provides a 10-year projection with identified funding sources). The purpose of the financial planning is to forecast the impact of existing policies, practices and levels of service on the financial condition of the Village.

MAINTAINING LEGAL APPROPRIATIONS AND BUDGET AMENDMENTS

Expenditures of the Village are officially established by the Appropriation Ordinance approved by the Village Board. In addition, although not legally required, the Village adopts a line-item budget to track revenues and expenditures. The Appropriation Ordinance sets the legally authorized level of spending, which is approximately 110% of the governmental or enterprise fund budget.

Throughout the fiscal year, actual expenditures are compared to the established expenditure limits in order to determine if the appropriation or budget needs to be amended. Where possible, amendments to increase the expenditure appropriations and/or budgets will be transferred from available allocations in other accounts where actual expenditures are projected to be less than the appropriation or budget (resulting in a net \$0

change in the overall authorized appropriation or budget), or where revenues are received in amounts higher than the budget or appropriation. Consideration may also be given to create a budget amendment when department level expenditures are anticipated to exceed budgeted levels in lieu of waiting until the governmental or enterprise fund level expenditures may exceed the adopted budget.

FIXED ASSET CAPITALIZATION POLICY

In order to properly record the purchase of assets in accordance with Generally Accepted Accounting Principles (GAAP) and requirements from the Governmental Accounting Standards Board (GASB), the Village must capitalize certain expenditures each year. Capitalization is an accounting method in which the purchase of an asset is expensed over the useful life of that asset, rather than being expensed in the period the cost was originally incurred. Capital assets may include property, plant, equipment, infrastructure assets (e.g., roads, bridges, storm water) and intangibles (software and easements).

The purpose of this policy is to establish a uniform capitalization policy that complies with financial reporting requirements. Historically, the Village has capitalized assets purchased or acquired with an original cost of \$1,000 to \$100,000 or more, depending on asset class, and reported at historical cost or estimated historical cost. Contributed assets are reported at acquisition value as of the date received. Additions, improvements and other capital outlays that significantly extend the useful life of an asset are also capitalized. Other costs incurred for repairs and maintenance are expensed as incurred.

Depreciation on all assets is computed and recorded using the straight-line method of depreciation over the following estimated useful lives:

Asset Class	<u>Useful Life</u>
Building and Improvements	45 Years
Vehicles	5-20 Years
Machinery and Equipment	5-20 Years
Infrastructure	40-50 Years
Water Transmission System	50 Years
Golf Course Improvements	20 Years

The Village utilizes the following capitalization categories and thresholds:

Asset Class	Capitalization Threshold
Building and Improvements	\$ 100,000
Vehicles	\$ 25,000
Machinery and Equipment	\$ 25,000
Infrastructure	\$ 100,000
Water Transmission System	\$ 100,000
Golf Course Improvements	\$ 10,000
Golf Course Equipment	\$ 10,000

IPBC RESERVE FUND

The Village participates in the Intergovernmental Personnel Benefits Cooperative (IPBC), a public sector health insurance pool. In the IPBC, the Village is a member of a sub-pool comprised of smaller entities that further shares risks and governance responsibilities within the IPBC.

The IPBC has three separate funds in which member municipalities can accumulate fund balance:

- a) the Administration Fund, from which plan administration fees are paid;
- b) the Benefit Fund (from which PPO claim expenses are paid) and
- c) the Terminal Reserve (unrestricted reserves).

Fund balances accumulate in the Administration and Benefit Funds when payments made by the Village exceed the cost of claims, and fund balance accumulates in the Terminal Reserve when the Village's sub-pool receives HMO surplus dividends, or when fund balance is transferred by the municipality from the Benefit Fund to the Terminal Reserve Fund.

Because the Administration and Benefit Funds are used to pay expenses during the plan year, the IPBC requires member municipalities to meet minimum fund balance requirements.

The requirements are as follows:

Village IPBC Account	Minimum % of Operating Expenditures
Administration Fund	16 2/3%
Benefit Fund	16 2/3% - 50%
Terminal Reserve Fund	None

For the IPBC plan year ending June 30,2023, the Village's meets the minimum fund balance requirements in the Administration Fund and the Benefit Fund. The Benefit Fund balance obligation may be met with a combination of Benefit Fund and Terminal Reserve fund assets; the Village's unaudited plan year-end combined Benefit Fund and Terminal Reserve assets exceed this minimum. The IPBC allows member municipalities to maintain their assets in Terminal Reserve to offset future health insurance expenses or withdraw assets to use for any purpose determined by the municipality.

As part of the budget process each year, the Village may consider using the IPBC fund balance in excess of required minimums to mitigate health insurance expenses, funding wellness initiatives, or funding employee benefit programs. The Calendar Year 2023 budget does not include a drawdown of IPBC fund balance.

DONATION ACCEPTANCE POLICY

The Village may accept donations or sponsorships that are consistent with the Village's strategic vision to provide innovative, responsive and high-quality public services in an environmentally and fiscally sustainable manner. These donations or sponsorships may be accepted from individuals, partnerships, corporations, foundations or government agencies, provided that no conflicts of interest exist under Federal, State or Village ethics legislation or this policy. In accordance with the Village's ethics ordinance (Ordinance No. 06-01-3143), the acceptance of donations shall not interfere with "...conduct[ing] Village business with integrity and impartiality, without allowing prejudice, favoritism or the opportunity for personal gain to influence their

decisions or actions or to interfere with serving the public interest." This policy applies exclusively to the operations of the Village of Glencoe and does not include the activities of any affiliated agencies.

For the purposes of this policy, the following definitions shall apply:

Donation: a monetary gift or tangible item given to the Village to assist with operations or purchases without the expectation of receiving anything in return.

Employee: an individual that is actively paid to work for the Village of Glencoe.

Officer: any appointed or elected official of the village, regardless of whether the official is compensated; provided, however, that a member of a task force, blue ribbon committee or similar group that is established solely for the purpose of advising the village board on policy issues be excluded

Sponsorship: financial assistance given to the Village to support a specific event or cause, with the expectation of recognition or marketing or branding on the part of the Village of Glencoe.

Task Force or Commission: an official group of individuals appointed to a particular function or duty through the Village code of ordinances, Charter or action taken by the Village Board of Trustees for the Village of Glencoe.

The Village shall not accept donations or sponsorships from as any person or entity who:

- a) Is seeking official action by the Village or by an officer or employee of the Village;
- b) Is actively seeking to do business with the Village or with an officer or employee of the Village;
- c) Has interests that may be substantially affected by the performance or non-performance of the official duties of the Village or an officer or employee of the Village; or
- d) Is registered or required to be registered with the Secretary of State under the Lobbyist Registration Act and conducts business before the Village Board or Village Commission.

The Village may accept unrestricted donations and donations for specified programs and purposes, provided that such contributions are consistent with the Village's strategic priorities. The Village will not accept donations that are too restrictive in purpose, such as those that violate the terms of the corporate charter or donations that are deemed too difficult to administer.

In general cash donations may be accepted if they do not violate any other section of this policy, particularly if donations are given to support a Village endorsed event, cause or capital expenditure. Donations and sponsorships in excess of \$1,000 must be reviewed by the Finance Committee before acceptance due to potential liabilities that may be created upon acceptance. Examples of donations to be reviewed regardless of dollar threshold include but are not limited to real property, personal property or securities. Staff and/or the Finance Committee may seek the advice of legal counsel in matters relating to acceptance of donations when appropriate.

Any donation that seeks naming rights for an amenity, building, room, structure, or infrastructure that will ultimately be owned by the Village will be limited to the useful life of the underlying asset. The Finance Committee must review and approve any donation of more than \$25,000 to name a specific Village asset prior to acceptance of a donation.

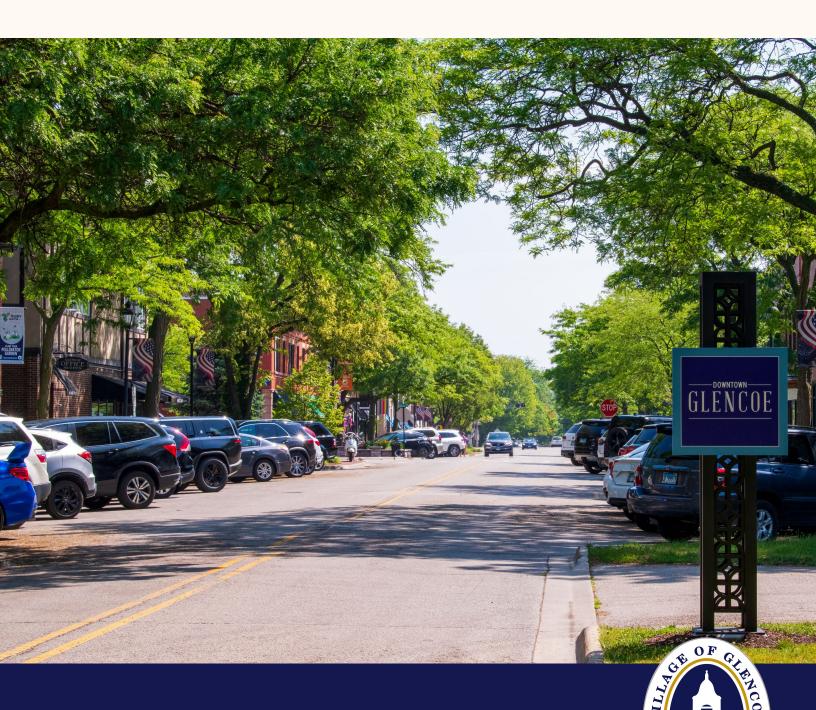
Any formal solicitation of donations or sponsorships by the Village staff, Village Commission or Task Force must be first reviewed and approved by the Finance Committee. Such a program must adhere to all aspects of this policy and may be subject to further restriction or direction from the Finance Committee.

Once accepted, donations will be promptly recorded in the Village's financial system, providing a receipt to the donor as applicable. To avoid any potential liability, the Village will not provide tax advice on the provision of a donation.

The Village may also accept unrestricted sponsorships for specified programs or purposes as outlined in the Village's budget, strategic plan, or as otherwise directed by the Village Board. Any sponsorship program shall be presented to the Finance Committee for review and approval before implementation. Sponsors shall be publicly recognized in accordance with any approved sponsorship program.

The Village may also accept donations from the Friends of the Glencoe Golf Club (FGGC) for donations related to improvements at the Glencoe Golf Club or surrounding property. The Finance Committee will review any donation of more than \$25,000 from the FGGC prior to acceptance.

FEE & FINE SCHEDULE ANALYSIS



CALENDAR YEAR 2024



FEE AND FINE SCHEDULE ANALYSIS

As part of the Calendar Year 2024 budget development process, staff annually reviews various fees, fines, and charges for Village services. This summer, staff distributed a fee survey to surrounding communities to collect data that would allow staff to analyze and compare the fees, fines and charges that the Village assesses to those of comparable surrounding communities. Based on the review of the data received, the Calendar Year 2024 budget includes several increases to existing fees and three new fees are proposed.

FEE INCREASES FOR CALENDAR YEAR 2024

WATER RATES

Currently, the Village applies a two-tiered rate for water usage, based upon a flat charge determined by water meter size, as well as a consumption-based fee. As an enterprise fund, the Water Fund operation is designed to be largely self-sustaining through user charges that are assessed through a fixed-fee rate structure and a volumetric charge based on usage. As noted by the water rate analysis completed in Fiscal Year 2018, the Village had not historically charged rates that were sufficient to support ongoing maintenance investment in the existing water production and distribution system, which lead to recommendations for increases in rates over the following ten years.

The Calendar Year budget includes a 7.0% increase in volumetric rates and the fixed charge based on meter size. This rate increase is in line with recommendations included in the water rate analysis and planned capital improvements that are outlined in detail in the Community Investment Program. The current and budgeted Calendar Year 2024 rates are listed below in Table 1.

Table 1: Current and Calendar Year 2024 Water Rate and Reconnection Fee

	Current Fee	CY 2024 Fee
Volumetric Water Rate	\$8.72 per unit	\$9.33 per unit
	based on 1,000 gallons	based on 1,000 gallons
5/8 Inch Water Meter	\$21.08	\$22.56
3/4 Inch Water Meter	\$28.26	\$30.24
1 Inch Water Meter	\$28.26	\$30.24
1-1/2 Inch Water Meter	\$35.51	\$38.00
2 Inch Water Meter	\$55.05	\$58.90
3 Inch Water Meter	\$199.93	\$213.93
4 Inch Water Meter	\$253.54	\$271.29
6 Inch Water Meter	\$321.00	\$343.00

SEWER RATES

Sanitary sewer charges are consumption based and are billed based on volumetric water charges on a quarterly basis. The sewer rates are forecasted to include annual increases to fund a portion of infrastructure improvements, such as sanitary sewer lining and other infrastructure improvements, mandated by the Metropolitan Water Reclamation District's (MWRD) IICP program. These mandates will require the Village to evaluate the condition of 2.0% of the sanitary sewer system each year and complete the necessary rehabilitation improvements which are estimated to be approximately \$3.4 million over the next ten years.

The rate increase will also cover a portion of operational costs to provide sewer services that may increase from each year due to cost-of-living adjustments for employees and other service and commodity costs.

The budget includes a 5.0% increase to the current sewer rates. The estimated revenue based on this increase is approximately \$829,500. The current and Calendar Year 2024 rates are listed below in Table 2.

Table 2: Current and Calendar Year 2024 Sewer Rate

	Current Fee	CY 2024 Fee
Sewer Rate	\$1.840 per quarter	\$1.930 per quarter
	based on 1,000 gallons	based on 1,000 gallons
Minimum Bill	\$18.37 per quarter	\$19.30 per quarter

GENERAL COLLECTION SERVICES FEE

The Village contracted with Lakeshore Recycling Systems in 2017 to provide comprehensive garbage, recycling and yard waste collection services, as well as a series of special programs. The contract with Lakeshore Recycling Systems was re-negotiated in 2022. As part of implementing the initial Franchise Agreement, the Village Board approved quarterly fees that would eliminate the General Fund subsidy of various garbage services and programs and instead recover the cost of the impacts of household garbage and recycling on the Village's infrastructure, as well as community-wide special collections and other community-wide garbage program overhead expenses. The budget includes a 5.0% increase in the General Collection Services Fees (GCSF), which is consistent with the 12-month change in CPI that is used for the property tax levy. The GCSF is charged in accordance with a graduated fee schedule and pays for community-wide garbage program services that are not billed directly to residents by LRS, including waste disposal, parkway leaf collection and the annual Village-wide clean-up day. The current and Calendar Year 2024 fees are listed below in Table 3.

Table 3: Current and Calendar Year 2024 General Collection Services Fees

	Current Fee	CY 2024 Fee
Once Weekly Commercial (Recycling Only)	\$9.07 per quarter	\$9.52 per quarter
Twice Weekly Commercial (Recycling Only)	\$14.18 per quarter	\$14.89 per quarter
Multi- Family	\$30.06 per quarter	\$31.56 per quarter
Once Weekly Curbside	\$37.77 per quarter	\$39.65 per quarter
Once Weekly Top of Drive	\$45.69 per quarter	\$47.97 per quarter
Twice Weekly Curbside and Top of Drive	\$52.46 per quarter	\$55.08 per quarter

MOTOR VEHICLES & TRAFFIC

Currently, the Village charges \$50 for standard vehicle stickers and motorcycle tags, and \$25 for senior vehicle stickers and senior motorcycle tags. Based on an analysis of the survey results and the Village's own financial information, Village administrative costs and third-party costs have increased year by year and the vehicle sticker price has not changed since 2016. The proposed fee of \$60 for standard vehicle stickers and \$30 for senior vehicle stickers better reflects the cost associated with administering vehicle stickers and the fees charged by surrounding communities. Staff also recommends increasing the late fee paid after May 1 from \$50 to \$60 for both standard and senior vehicle stickers and motorcycle tags. It should be noted that this fee has not been amended for over a decade. Prior to the current fee structure, standard vehicle stickers were priced at \$75 each. The current and Calendar Year 2024 rates are listed below in Table 4.

Table 4: Current and Calendar Year 2024 Vehicle Stickers

	Current Fee	CY 2024 Fee
Standard Vehicle Sticker	\$50	\$60
Senior Vehicle Sticker	\$25	\$30
Standard Motorcycle Tag	\$50	\$60
Senior Motorcycle Tag	\$25	\$30
All Passenger/Motor Vehicles and Motor Bicycle or Motor Tricycle Late Fee If Paid After May 1	\$50	\$60

WATER CONNECTION FEES

The Public Works Department issues flat rate water connection fees that vary based on the type of connection and the size of the service line. Staff proposes a progressive rate for all categories which would be calculated at the Village's cost of materials plus 15% to cover administrative costs, with the exception of *Village Water System Connection Labor Fee* which is recommended to change from a flat rate of \$100 to \$300. The new rates will better reflect actual Village costs relative to the fee. Staff also recommends removing *Water Rate For Use In Construction Purposes* from the fee and fine schedule because it is no longer utilized. The current and Calendar Year 2024 rates are listed below in Table 5.

Table 5: Current and Calendar Year 2024 Water Connection Fees

	Current Fee	CY 2024 Fee
Village Water System Connection Labor Fee	\$100	\$300
Water System Connection Corp Stop – 1" Service Line	\$83	Village Cost + 15%
Water System Connection Corp Stop – 1.5" Service Line	\$214	Village Cost + 15%
Water System Connection Corp Stop – 2" Service Line	\$385	Village Cost + 15%
Water System Connection Saddle – 1" Service Line	\$98	Village Cost + 15%
Water System Connection Saddle – 1.5" Service Line	\$104	Village Cost + 15%
Water System Connection Saddle – 2" Service Line	\$112	Village Cost + 15%
Water System Connection Meter Installation – 1" Service Line	\$335	Village Cost + 15%
Water System Connection Meter Installation – 1.5" Service Line	\$605	Village Cost + 15%
Water System Connection Meter Installation – 2" Service Line	\$816	Village Cost + 15%
Water System Connection – Buffalo Box	\$107	Village Cost + 15%
Water System Connection Roundway – 1" Service Line	\$120	Village Cost + 15%
Water System Connection Roundway – 1.5" Service Line	\$250	Village Cost + 15%
Water System Connection Roundway – 2" Service Line	\$404	Village Cost + 15%

MISCELLANEOUS FEES

Two additional fees have been increased to account for the current cost of providing these services:

 The exterior property maintenance administrative fee currently is \$75. Due to the increase in administering code enforcement, this fee is recommended to be \$75 plus the Village's administrative overhead costs. • The cost to charge an electric vehicle at the Village's downtown charging stations is currently managed to charge end users within a range of \$0.25-50 per kilowatt hour (kWh). As discussed during the implementation of this fee, staff regularly analyzes this fee structure to ensure that the cost to supply electricity to this station is covered by this fee. After reviewing the data usage for the electric vehicle charging stations and the billing from the utility company this year, staff proposes increasing the fee per kilowatt hour to the current "market price" of electricity in order to cover the cost of usage. Administratively, this rate would be adjusted monthly following receipt of the corresponding utility bills.

BUILDING PERMIT FEES

Building permit fee revenue is a significant revenue source for the Village, annually accounting for almost 7.0% of revenues to the General Fund. The Village carefully manages the cost of the technical and administrative support required to oversee residential construction and remodeling activity. In 2006 staff completed a comprehensive building permit fee analysis which ultimately led to a modification in the method of calculating new single-family construction permit fees to a price per square foot. The cost per square foot increased from \$5.75 to \$6.20 in 2008. Following changes in administering the permit function, including outsourcing plan review and inspection services, staff provided an updated analysis in 2018 that led to an increase from \$6.20 to \$6.50 in 2019. A new policy was also adopted in 2019 that incorporated the basement square footage into the total area used to calculate building permit fees for new single-family construction. The cost per square foot increased from \$6.50 to \$7.15 per square foot in 2023.

Given that the costs for 3rd party plan review and inspection services have increased significantly over the last three years, staff is recommending a 5.0% increase in Calendar Year 2024 in the cost per square foot modifier from \$7.15 to \$7.50 for new single-family construction. This proposed increase continues to keep the Village on pace with the same group of eight surrounding municipalities included in the comparable analysis in 2018. Staff does not recommend any changes to the current 3.5% cost of construction fee for commercial projects, remodeling, addition and renovation permits for Calendar Year 2024. The current and Calendar Year 2024 rates are listed below in Table 6.

The fee for a pool drainage permit for discharge into the Village's sewer system also is also recommended to increase due to the increase in the cost of administering this permit program. Staff also recommends eliminating the requirement that the fee be tied to a flat dollar amount based on "exceeding 35 Gallons/Minute".

Table 6: Current and Calendar Year 2024 Single Family Building Permit Fees

	Current Fee	CY 2024 Fee
New Dwelling Building Permit - Per Square Foot	\$7.15	\$7.50
Pool Drainage Permit for discharge into sewer system	\$50	\$100

COMMUTER PARKING PERMIT - DAILY

The Commuter Parking Permit - Daily fee is increasing from \$2.00 to \$3.00 to cover maintenance costs related to the Village's 10-year Community Investment Plan.

GLENCOE GOLF CLUB RATES

Recommended increases for fees at the Glencoe Golf Club include increasing driving range eagle and birdie cards by \$2.00 and adding a driving range par card. Rental clubs have increased by \$5.00 and premium rental clubs have been eliminated. Permanent tee time costs have also increased. The current and Calendar Year 2024 rates are listed below in Table 7.

Table 7: Current and Calendar Year 2024 Golf Club Rates

Table 7: Current and Calendar		_
	Current Fee	CY 2024 Fee
Weekday 18-Hole Prime Time	\$49.00 - \$59.00	\$49.00 - \$59.00
Weekday 18-Hole Senior Membership (Monday – Thursday)	\$30.00 - \$40.00	\$30.00 - \$40.00
Weekday 18-Hole Junior Membership (Monday – Thursday)	\$26.00 - \$36.00	\$26.00 - \$36.00
Weekday 18-Hole Twilight (After 3:00 p.m.)	\$32.00 - \$42.00	\$32.00 - \$42.00
Weekday 18-Hole Super Twilight (After 4:00 p.m.)	\$29.00 - \$39.00	\$29.00 - \$39.00
Weekday 9-Hole Prime Time	\$32.00 - \$42.00	\$32.00 - \$42.00
Weekday 9-Hole Senior Membership (Monday - Thursday)	\$27.00 - \$37.00	\$27.00 - \$37.00
Weekday 9-Hole Twilight (After 3:00 p.m.)	\$32.00 - \$42.00	\$32.00 - \$42.00
Weekend 18-Hole Prime Time	\$58.00 - \$68.00	\$58.00 - \$68.00
Weekend 18-Hole Senior Membership (After 3:00 p.m.)	\$33.00 - \$43.00	\$33.00 - \$43.00
Weekend 18-Hole Junior Membership (After 3:00 p.m.)	\$29.00 - \$37.00	\$29.00 - \$37.00
Weekend 18-Hole Twilight (After 3:00 p.m.)	\$37.00 - \$47.00	\$37.00 - \$47.00
Weekend Super Twilight (After 4:00 p.m.)	\$30.00 - \$40.00	\$30.00 - \$40.00
Driving Range – Large Bucket	\$14.00	\$14.00
Driving Range – Small Bucket	\$8.00	\$8.00
Driving Range – Eagle Key	\$128.00	\$130.00
Driving Range – Birdie Key	\$78.00	\$80.00
Electric Cart 18-Hole – Per Person	\$20.00	\$20.00
Electric Cart 9-Hole – Per Person	\$15.00	\$15.00
Pull Cart 18-Hole – Per Person	\$7.00	\$7.00
Pull Cart 9-Hole – Per Person	\$5.00	\$5.00
Rental Clubs – Per Person	\$20.00	\$25.00
Premium Rental Clubs	\$30.00	Eliminated
Senior Membership Card	\$32.00 - \$35.00	\$32.00 - \$35.00
Permanent Tee Time Membership – Credit Card	\$1,340.00	\$1,340.00 - \$1,397.00
Permanent Tee Time Membership – Cash	\$1,300.00	\$1,300.00 - \$1,357.00

NEW FEE PROPOSALS OR REVISIONS

There are two new fees proposed for Calendar Year 2024.

BUILDING AND CONSTRUCTION

The Village is proposing a new fee for *Tree Replacement Fee (Non-Heritage)* at a rate of \$175/caliper inch and *Tree Replacement Fee (Heritage)* for a rate of \$350/caliper inch. This fee recommendation aligns language in the Village code to the fee schedule.

The Village is also proposing a new *Revision Fee for Approved Permits* at a rate of \$150 plus +150/hour after two hours of review. This fee is proposed to fund additional costs from third parties when an approved permit is modified.

DUPLICATED FEES THAT WERE REMOVED OR FEES NO LONGER IN PLACE

Staff completed a comprehensive review of the fee and fine schedule to ensure that all fees and fines mentioned in the Village code of ordinances were properly represented and to identify any items that needed to be updated or removed. Several fees were identified for removal and are outlined below.

Section 9-10 (b) Six Month Building Permit Extension Fee – The fee was removed because it was duplicative.

Section 9-15 (a) Business Window Sign or Awning Permit – The fee was listed separately in the fee schedule but has now been included in other sign fees.

Section 9-15 (a) Grade Change Permit (Without Building Permit) – This fee was removed because it was duplicative.

Section 9-15 (a) Subdivision Engineering Review – Per Lot – This fee was moved to Section 31-1.15 (a)(12)

Section 14-3 Electrical Contractor Registration – Annual – This fee has not been used and does not align with current Village requirements.

Section 36-18 (d) Water Rate for Use in Construction Purposes Per 1,000 Gallons – This fee was removed because the Village no longer offers this service to contractors.

FUTURE REVIEW

MANAGEMENT FEES

The Village charges a management fee for the Village costs to provide assistance to the Glencoe Golf Club and the Water Fund. Annually, the Village Board reviews the management fee structure as part of the budget development process and determines whether the fee is appropriate based upon the cost of providing services. A modified calculation of the management fee for the Golf Club and the Water Fund to more adequately recover the actual cost of management and administrative services will be presented for Finance Committee review and approval in Calendar Year 2024.



VILLAGE OF GLENCOE

SCHEDULE OF FEES, CHARGES, FINES AND PENALTIES CALENDAR YEAR 2024: JANUARY 1, 2024 - DECEMBER 31, 2024

CHAPTER/SECTION	FEE DESCRIPTION		FEE AMOUNT
	CODE OF ORDINANCES		
Chapter 4: Alcoholic Beverage		Authorized: 0	\$4,000.00
Section 4-7 (A)	Class A-1 Liquor License - Annual; Primary On-Premises Consumption (Beer and Wine)		·
Section 4-7 (A)	Class A-2 Liquor License - Annual; Primary On-Premises Consumption (Spirits, Beer and Wine)	Authorized: 0	\$5,000.00
Section 4-7 (B)	Class B-1 Liquor License - Annual; Incidental On-Premises Consumption (Beer and Wine)	Authorized: 0	\$500.00 if less than 15% of gross sales attributed to alcohol; \$1,000.00 if 15% or more of gross sales attributed to alcohol
Section 4-7 (B)	Class B-2 Liquor License - Annual; Incidental On-Premises Consumption (Spirits, Beer and Wine)	Authorized: 6	\$1,000.00 if less than 15% of gross sales attributed to alcohol; \$2,000.00 if 15% or more of gross sales attributed to alcohol
Section 4-7 (B)	Class B-3 Liquor License - Annual; Spirits, Beer and Wine by a Municipally-Owned and Operated Golf Club	Authorized: 2	\$100.00
Section 4-7 (C)	Class C-1 Liquor License - Annual; Consumer Retail/Service On-Premises Consumption (Beer and Wine)	Authorized: 0	\$250.00
Section 4-7 (C)	Class C-2 Liquor License - Annual; Consumer Retail/Service On-Premises Consumption (Spirits, Beer and Wine)	Authorized: 0	\$500.00
Section 4-7 (D)	Class D-1 Liquor License - Annual; Off-Premises Consumption (Beer and Wine)	Authorized: 2	\$1,000.00 if less than 15% of gross sales attributed to alcohol; \$1,500.00 if 15% or more of gross sales attributed to alcohol
Section 4-7 (D)	Class D-2 Liquor License - Annual; Off-Premises Consumption (Spirits, Beer and Wine)	Authorized: 3	\$2,000.00 if less than 15% of gross sales attributed to alcohol; \$3,000.00 if 15% or more of gross sales attributed to alcohol
Section 4-7 (E)	Class E Liquor License - Daily; Special Events	N/A	\$50.00 per day
Section 4-7 (F)	Class F Liquor License - Annual; Live Performance Theatre	Authorized: 1	\$200.00
Section 4-7 (G)	Class G-1 Liquor License Annual; Combination On-Premises and Off-Premises Consumption (Beer and Wine)	Authorized: 0	\$1,000.00 if less than 15% of gross sales attributed to alcohol; \$1,500.00 if 15% or more gross sales attributed to alcohol
Section 4-7 (G)	Class G-2 Liquor License Annual; Combination On-Premises and Off-Premises Consumption (Spirits, Beer and Wine)	Authorized: 2	\$2,000.00 if less than 15% of gross sales attributed to alcohol; \$3,000.00 if 15% or more of gross sales attributed to alcohol
Section 4-7 (H)	Class H Liquor License - Annual; Brew Pubs and Craft Breweries	Authorized: 0	\$4,000.00
Section 4-11	Fingerprinting Fee for Liquor License Application		\$50.00
Section 4-11 Sections 4-40(a)(1)	Fine - Per Violation of Any Chapter Provision		\$25.00 - \$750.00
Chapter 5: Amusements			
Section 5-44	Application Fee for Permit to Conduct Professional Filming or Taping		\$250.00
Section 5-46 (c) (1)	Total/Disruptive Use of Public Building During Normal Hours - Daily		\$1,000.00
Section 5-46 (c) (2)	Partial/Non-Disruptive Use of Public Building During Non-Operating Hours - Daily		\$500.00
Section 5-46 (c) (3)	Total Closure of Public Street/Right-of-Way - Hourly		\$100.00
Section 5-46 (c) (4)	Partial Closure/Obstruction of Public Street/Right-of-Way - Hourly		\$50.00
Chapter 6: Animals and Fow			T 400.00
Section 6-20 (j)	Dog/Cat License - Annual		\$20.00
Section 6-30 (f) Section 6-30 (f)	Impoundment Fee - Licensed Animal Impoundment Fee - Unlicensed Animal		\$50.00 + Costs \$50.00 + Costs
Section 6-50	Violations of 6-2 (a), 6-2 (b), 6-2 (g) or 6-18 - First Annual Offense		\$50.00
Section 6-50	Violations of 6-2 (a), 6-2 (b), 6-2 (f), 6-2 (g) or 6-18 - Second Annual Offense		\$100.00
Section 6-50	Violations of 6-2 (a), 6-2 (b), 6-2 (f), 6-2 (g) or 6-18 - Third Annual Offense		\$250.00
Section 6-50	Violations of 6-2 (a), 6-2 (b), 6-2 (f), 6-2 (g) or 6-18 - Fourth Annual Offense		\$500.00
Chapter 6: Animals and Fow	Continued		
Section 6-50	Violations of 6-2 (a), 6-2 (b), 6-2 (f), 6-2 (g) or 6-18 - Fifth Annual Offense		\$750.00
Section 6-50	Violations of 6-2 (a), 6-2 (b), 6-2 (f), 6-2 (g) or 6-18 - Each Annual Offense Thereafter		\$750.00
Section 6-50	Violations of 6-2 (c), 6-2 (d), 6-2 (e) or Section 6-15		\$25.00 - \$750.00
Section 6-50	Fine - Failure to Provide Licensing Documentation 30 Days After Notice of Violation		\$50.00
Chapter 7: Auctions and Auc	Auctioneer's License - Annual		¢100.00
Section 7-3 Section 7-3	Auctioneer's License - Annual Auctioneer's License - Monthly		\$100.00 \$30.00
Section 7-3	Auctioneer's License - Monthly Auctioneer's License - Daily		\$30.00
Chapter 8: Barbershops			Ų
Section 8-6	License Fee - Annual		\$30.00
Chapter 9: Buildings and Cor	struction		
Section 9-15 (a)	Building Permit		3.5% of cost (Min. \$50)
Section 9-15 (a)	New Dwelling Building Permit - Per Square Foot	-	\$7.50 per sq. foot
Section 9-15 (a)	New Dwelling Building Permit - Per Square Foot (Basement Area)		\$7.50 per sq. foot
Section 9-15 (a)	Electrical Permit		3.5% of cost (Min. \$50)
Section 9-15 (a)	Plumbing Permit		3.5% of cost (Min. \$50) \$100.00 plus additional \$10 for every 50 feet over 500
Section 9-15 (a)	Fence Permit (Without Building Inspection)		feet in length \$175.00 plus additional \$10 for every 50 feet over 500
Section 9-15 (a)	Fence Permit (With Building Inspection)		feet in length
Section 9-15 (a)	New Driveway Permit		\$150.00
	Driveway Resurfacing Permit		\$100.00
Section 9-15 (a)			
Section 9-15 (a) Section 9-15 (a) Section 9-15 (a)	Public Property Excavation Permit Air Conditioner/Generator Permit		\$50.00 \$100.00

CHAPTER/SECTION	FEE DESCRIPTION	FEE AMOUNT
Section 9-15 (a)	Wall, Blade or Other Sign Permit (Without Inspection)	\$100.00
Section 9-15 (a)	Wall, Blade or Other Sign Permit (With Inspection)	\$250.00
Section 9-15 (a)	Parkway Opening Permit	\$50.00
Section 9-15 (a)	Parkway Opening Permit Deposit	\$500.00 Min.
Section 9-15 (a)	Roof Replacement Permit	\$100.00
Section 9-15 (a)	Sanitary/Storm Connection or Repair on Public Property Permit	\$100.00
Section 9-15 (a)	Sanitary/Storm Connection or Repair on Private Property Permit	\$100.00
Section 9-15 (g) (1) (I)	Water Meter Installation Permit	Village Cost + 15%
Section 9-15 (g) (1) (J)	Water Tap Fee on Village Main	Village Cost + 15%
Section 9-15 (g) (1) (K)	Water Tap Parts	Village Cost + 15%
Section 9-15 (k)	If Actual Project Costs Exceed Building Permit's Estimated Value More than 25%	10% of Project Cost
Section 9-15 (I)	Eleemosynary Institutions: Building, Electrical or Plumbing Permits	.25% of Project Cost
Section 9-18: 109.5	If Project Requiring Building/Construction Permit(s) Started Without Permit(s)	\$750.00 & Permit Fees Doubled
Section 9-18: 114.4	Violation of Chapter 9 Provisions - Per Day or Occurrence	\$25.00 - \$750.00
Section 9-18: 114.4	Misdemeanor Violation of Chapter if Summons by Certified Mail - Per Occurrence	\$25.00 - \$750.00
Section 9-18: 115.4	Stop Work Order Cancellation Fee	\$100.00
Section 9-30 (a)	Building/Street Permit Deposit for Street/Sidewalk Restoration	\$500.00 Min.
Section 9-61	Building or Structure Transportation/Removal Permit Surety Bond	\$10,000.00
Section 9-72.1(c)	Pool Drainage Permit for Discharge Into Sewer System	\$100.00
Section 9-72.1(e)	Pool Drainage Permit - Surety Bond	\$10,000.00
Section 9-92	Grade Change Permit Application Fee (Without Building Permit)	\$140.00
Section 9-105 (B)	Violations of Chapter 9, Article XIV - Per Day or Occurrence	\$25.00 - \$750.00
Section 9A-10	Late Charge for Permit Fees or Service Charge Payments Not Paid Within 30 Days	10% of Billed Amount
Section 9-10	Permit Extension Fee - Project Length up to 21 Months	50% of Original Permit Fee
Section 9-10 Section 9-10	Permit Extension Fee - Project Length up to 27 Months Permit Extension Fee - Project Length up to 21 Months	75% of Original Permit Fee
Chapter 9A: Burglar and Fire		100% of Original Permit Fee
Section 9A-5 (a)	Initial Alarm Permit Fee - Annual	\$50.00
Section 9A-5 (a)	Alarm Permit Fee Renewal - Annual	\$50.00
Section 9A-5 (c)	One-Time Connection Fee - Per Alarm System	\$50.00
Section 9A-5 (d)	Initial Alarm Permit Fee for Residents Age 65 & Over - Annual	\$25.00
Section 9A-5 (d)	Alarm Permit Fee Renewal for Residents Age 65 & Over - Annual	\$25.00
Section 9A-5 (d)	One-Time Connection Fee for Residents Age 65 & Over - Per Alarm System	\$25.00
Section 9A-7	Charge for Third through Fifth False Alarms in Calendar Year - Per Occurrence	\$75.00
Section 9A-7 (a)	Charge for Sixth through Eighth False Alarms in Calendar Year - Per Occurrence	\$150.00
Section 9A-7 (a)	Charge for Ninth through Eleventh False Alarms in Calendar Year - Per Occurrence	\$300.00
Section 9A-7 (a)	Charge for Twelfth through Fourteenth False Alarms in Calendar Year - Per Occurrence	\$500.00
Section 9A-7 (a)	Charge for Fifteenth and Additional False Alarms in Calendar Year - Per Occurrence	\$750.00
Chapter 11: Drains, Sewers a	d Sewage Disposal	
Section 11-2	Drain Laying/Sewer Building Licensed Surety Bond - Annual	\$5,000.00
Chapter 12: Dry Cleaners and	Laundries	
Section 12-4	Dry Cleaning Establishment License - Annual	\$60.00
Section 12-9	Dry Cleaning Outlet License - Annual	\$25.00
Section 12-12	Laundry License - Annual	\$60.00
Chapter 14: Electrical Contrac		
Chapter 15: Filling Stations ar		
Section 15-4	Filling Station License - Annual	\$150.00
Chapter 16: Fines and Impriso		1
Section 16-1	Any Violation of Village Code - Per Occurrence Any Violation of Village Code if Summons by Certified Mail - Per Occurrence	\$25.00 - \$750.00
Section 16-1 Chapter 17: Fire Prevention	Any Violation of Village Code if Summons by Certified Mail - Per Occurrence	\$25.00 - \$750.00
Chapter 17. Fire Prevention		
Section 17-1; International	Any Violation of Code Chapter - Per Occurrence	¢3F 00 ¢7F0 00
Fire Code Section 109.3	Any violation of Code Chapter - Per Occurrence	\$25.00 - \$750.00
		1
Section 17-1; International	Any Violation of Code Chapter if Summons Made by Certified Mail - Per Occurrence	\$25.00 - \$750.00
Fire Code Section 109.3	Any violation of code enlighter in Sammons whate by certained main. The occurrence	\$23.00 - \$730.00
Chapter 18: Florists		1
Section 18-4	License Fee - Annual	\$40.00
Chapter 20: Garbage, Rubbisl		¥ 10.00
Section 20-22	General Collection Service Fee Per Quarter Once Weekly Commercial (Recycling Only)	\$9.52 per quarter
Section 20-22	General Collection Service Fee Per Quarter Twice Weekly Commercial (Recycling Only)	\$14.89 per quarter
	General Collection Service Fee Per Quarter Multi-Family	\$31.56 per quarter
Section 20-22		
Section 20-22 Section 20-22	General Collection Service Fee Per Quarter Main Falling General Collection Service Fee Per Quarter Once Weekly Curbside	\$39.65 per quarter
Section 20-22	General Collection Service Fee Per Quarter Once Weekly Curbside	\$39.65 per quarter
Section 20-22 Section 20-22	General Collection Service Fee Per Quarter Once Weekly Curbside General Collection Service Fee Per Quarter Once Weekly Top of Drive General Collection Service Fee Per Quarter Twice Weekly Curbside and Top of Drive	\$39.65 per quarter \$47.97 per quarter
Section 20-22 Section 20-22 Section 20-22 Chapter 21: Health and Sanita Section 21-48 (1)	General Collection Service Fee Per Quarter Once Weekly Curbside General Collection Service Fee Per Quarter Once Weekly Top of Drive General Collection Service Fee Per Quarter Twice Weekly Curbside and Top of Drive tion Clean-Up or Abatement of Any Hazardous Material Discharge	\$39.65 per quarter \$47.97 per quarter
Section 20-22 Section 20-22 Section 20-22 Chapter 21: Health and Sanita	General Collection Service Fee Per Quarter Once Weekly Curbside General Collection Service Fee Per Quarter Once Weekly Top of Drive General Collection Service Fee Per Quarter Twice Weekly Curbside and Top of Drive tion Clean-Up or Abatement of Any Hazardous Material Discharge	\$39.65 per quarter \$47.97 per quarter \$55.08 per quarter
Section 20-22 Section 20-22 Section 20-22 Chapter 21: Health and Sanita Section 21-48 (1)	General Collection Service Fee Per Quarter Once Weekly Curbside General Collection Service Fee Per Quarter Once Weekly Top of Drive General Collection Service Fee Per Quarter Twice Weekly Curbside and Top of Drive tion Clean-Up or Abatement of Any Hazardous Material Discharge	\$39.65 per quarter \$47.97 per quarter \$55.08 per quarter
Section 20-22 Section 20-22 Section 20-22 Chapter 21: Health and Sanit: Section 21-48 (1) Chapter 21A: Sewer Use and	General Collection Service Fee Per Quarter Once Weekly Curbside General Collection Service Fee Per Quarter Once Weekly Top of Drive General Collection Service Fee Per Quarter Twice Weekly Curbside and Top of Drive tition Clean-Up or Abatement of Any Hazardous Material Discharge Jser Charges	\$39.65 per quarter \$47.97 per quarter \$55.08 per quarter Village Cost
Section 20-22 Section 20-22 Section 20-22 Chapter 21: Health and Sanit: Section 21-48 (1) Chapter 21A: Sewer Use and Section 21A-11	General Collection Service Fee Per Quarter Once Weekly Curbside General Collection Service Fee Per Quarter Once Weekly Top of Drive General Collection Service Fee Per Quarter Twice Weekly Curbside and Top of Drive tion Clean-Up or Abatement of Any Hazardous Material Discharge Jser Charges Private Sewage Disposal System Permit	\$39.65 per quarter \$47.97 per quarter \$55.08 per quarter Village Cost
Section 20-22 Section 20-22 Section 20-22 Chapter 21: Health and Sanit: Section 21-48 (1) Chapter 21A: Sewer Use and Section 21A-11 Section 21A-19 Section 21A-19	General Collection Service Fee Per Quarter Once Weekly Curbside General Collection Service Fee Per Quarter Once Weekly Top of Drive General Collection Service Fee Per Quarter Twice Weekly Top of Drive tion Clean-Up or Abatement of Any Hazardous Material Discharge Jser Charges Private Sewage Disposal System Permit Class A: Residential Waste Water Service Inspection and Permit Class B: Commercial, Institution/Governmental or Industrial Waste Water Service Inspection and Sewer Permit	\$39.65 per quarter \$47.97 per quarter \$55.08 per quarter Village Cost \$50.00 \$50.00 \$50.00
Section 20-22 Section 20-22 Section 20-22 Chapter 21: Health and Sanit: Section 21-48 (1) Chapter 21A: Sewer Use and Section 21A-11 Section 21A-19 Section 21A-19 Section 21A-19 Section 21A-19	General Collection Service Fee Per Quarter Once Weekly Curbside General Collection Service Fee Per Quarter Once Weekly Top of Drive General Collection Service Fee Per Quarter Twice Weekly Top of Drive tion Clean-Up or Abatement of Any Hazardous Material Discharge Jser Charges Private Sewage Disposal System Permit Class A: Residential Waste Water Service Inspection and Permit Class B: Commercial, Institution/Governmental or Industrial Waste Water Service Inspection and Sewer Permit Class C: Storm Sewer Service Inspection and Permit	\$39.65 per quarter \$47.97 per quarter \$55.08 per quarter Village Cost \$50.00 \$50.00 \$50.00 \$50.00
Section 20-22 Section 20-22 Section 20-22 Chapter 21: Health and Sanit: Section 21-48 (1) Chapter 21A: Sewer Use and Section 21A-11 Section 21A-19 Section 21A-19 Section 21A-19 Section 21A-37 (b)	General Collection Service Fee Per Quarter Once Weekly Curbside General Collection Service Fee Per Quarter Once Weekly Top of Drive General Collection Service Fee Per Quarter Twice Weekly Top of Drive tion Clean-Up or Abatement of Any Hazardous Material Discharge Jser Charges Private Sewage Disposal System Permit Class A: Residential Waste Water Service Inspection and Permit Class B: Commercial, Institution/Governmental or Industrial Waste Water Service Inspection and Sewer Permit Class C: Storm Sewer Service Inspection and Permit Lab Analysis of Industrial Wastewater Discharge to Ensure Regulatory Compliance	\$39.65 per quarter \$47.97 per quarter \$55.08 per quarter Village Cost \$50.00 \$50.00 \$50.00 \$50.00 Applicant Cost
Section 20-22 Section 20-22 Section 20-22 Chapter 21: Health and Sanit: Section 21-48 (1) Chapter 21A: Sewer Use and Section 21A-11 Section 21A-19 Section 21A-19 Section 21A-37 (b) Section 21A-37 (c)	General Collection Service Fee Per Quarter Once Weekly Curbside General Collection Service Fee Per Quarter Once Weekly Top of Drive General Collection Service Fee Per Quarter Twice Weekly Top of Drive tition Clean-Up or Abatement of Any Hazardous Material Discharge Jser Charges Private Sewage Disposal System Permit Class A: Residential Waste Water Service Inspection and Permit Class B: Commercial, Institution/Governmental or Industrial Waste Water Service Inspection and Sewer Permit Class C: Storm Sewer Service Inspection and Permit Lab Analysis of Industrial Wastewater Discharge to Ensure Regulatory Compliance Outside Analysis of Industrial Wastewater Discharge to Ensure Compliance	\$39.65 per quarter \$47.97 per quarter \$55.08 per quarter \$55.08 per quarter Village Cost \$50.00 \$50.00 \$50.00 \$50.00 Applicant Cost Village Cost
Section 20-22 Section 20-22 Section 20-22 Chapter 21: Health and Sanit: Section 21-48 (1) Chapter 21A: Sewer Use and Section 21A-11 Section 21A-19 Section 21A-19 Section 21A-19 Section 21A-37 (b)	General Collection Service Fee Per Quarter Once Weekly Curbside General Collection Service Fee Per Quarter Once Weekly Top of Drive General Collection Service Fee Per Quarter Twice Weekly Top of Drive tion Clean-Up or Abatement of Any Hazardous Material Discharge Jser Charges Private Sewage Disposal System Permit Class A: Residential Waste Water Service Inspection and Permit Class B: Commercial, Institution/Governmental or Industrial Waste Water Service Inspection and Sewer Permit Class C: Storm Sewer Service Inspection and Permit Lab Analysis of Industrial Wastewater Discharge to Ensure Regulatory Compliance	\$39.65 per quarter \$47.97 per quarter \$55.08 per quarter Village Cost \$50.00 \$50.00 \$50.00 \$50.00 Applicant Cost

CHAPTER/SECTION		
	FEE DESCRIPTION	FEE AMOUNT
Section 21A-63 (a)	Wastewater System Basic Minimum User Rate - Per Quarter	\$19.30 per quarter
Section 21A-63 (a)	Wastewater System Basic Over-Minimum User Rate - Per Quarter Wastewater System Non-Metered Minimum User Rate - Per Quarter	\$1.93 based on 1,000 gallons
Section 21A-64 (1)	,	\$19.30 per quarter
Section 21A-70 (c)	Late Charge for Service Charge Payments Not Paid Within 30 Days Any Violation of Code Chapter - Per Occurrence	10%
Section 21A-77 Chapter 22: Licenses and Peri		\$25.00 - \$750.00
Section 22-1 (2)	Fee for Any License or Permit Applied for After the Date Required by Code	150% of Fee
Section 22-8	Fee for Any License Applied for After the Expiration of Six Months of the Fiscal Year	50% of Fee
Section 22-18	Bakery License - Annual	\$45.00
Section 22-19	Grocery License - Annual	\$60.00
Section 22-20	Ice Cream Parlor License - Annual	\$40.00
Section 22-20	Ice Cream Parlor License - Weekly	\$10.00
Section 22-20	Ice Cream Parlor License - Daily	\$5.00
Section 22-21 (c)	License for Wholesale Business Where Milk is Sold - Annual	\$125.00
Section 22-22 (3)	General Restaurant License - Annual	\$90.00
Section 22-22 (3)	Drive-In or Carry-Out Restaurant License - Annual	\$80.00
Section 22-23 (1) (b)	Annual License for All Other Vending - Per Machine	\$10.00
Section 22-24 (1)	Maximum Annual Coin-Operated Device or Video Game License Fee - Per Business	\$250.00
Section 22-25 (1)	Annual License to Install, Operate or Maintain an Elevator - Per Elevator	\$150.00
Section 22-26 (5)	Annual Valet Parking License Fee - Per Loading Area	\$100.00
Section 22-26 (15)	Any Violation of Code Section - Per Occurrence	\$25.00 - \$750.00
Section 22-31	General Business License - Annual	\$30.00
Section 22-40	Landscaper License - Annual Any Violation of Chapter 22, Article V - Per Occurrence	\$100.00
Section 22-43 (b) Chapter 22A: Ambulance Fee		\$25.00 - \$750.00
	Resident ALS base level 1	\$700.00
Section 22A-3 (1) A. Section 22A-3 (1) B.	Resident ALS base level 1 Resident ALS base level 2	\$700.00 \$800.00
Section 22A-3 (1) B. Section 22A-3 (1) C.	Resident ALS dase level 2 Resident BLS basic life support	\$800.00
Section 22A-3 (1) C.	NonResident ALS base level 1	\$900.00
Section 22A-3 (2) B.	NonResident ALS base level 2	\$1,000.00
Section 22A-3 (2) C.	NonResident BLS basic life support	\$800.00
Section 22A-3 (b)	Ambulance Mileage Fee Per Mile	\$12.00
Chapter 23: Motor Vehicles &	-	+
Section 23-45.1 (B) (2)	Fine for Individuals Under 16 Without a Bike Helmet - Second Violation	\$25.00
Section 23-45.1 (B) (3)	Fine for Individuals Under 16 Without a Bike Helmet - Third Violation	\$50.00
Section 23-45.1 (B) (4)	Fine for Individuals Under 16 Without a Bike Helmet - Fourth & Subsequent Violations	\$75.00
Section 23-67	All passenger/motor vehicles and motor bicycle or motor tricycle	\$60.00
Section 23-67	All passenger/motor vehicles and motor bicycle or motor tricycle (65 \$ Over)	\$30.00
Section 23-67	All passenger/motor vehicles and motor bicycle or motor tricycle late fee if paid after May 1	\$60.00
Section 23-67	Replacement License Fee	\$2.00
Section 23-86.1 (b)	Penalty for Parking in a Handicapped or Medical Emergency Parking Area	\$250.00
Section 23-93.4	General Penalties for Article VII violations where penalties not otherwise specified	\$25.00 - \$750.00
Section 23-102 (a)	General Penalties for Article VII violations where penalties not otherwise specified	\$25.00 - \$750.00
Section 23-102 (b)	1st - 5th Parking Violations of Section 23-99 - Paid Within 10 Days	\$25.00
Section 23-102 (b)	6th Parking Violation of Section 23-99 - Paid Within 10 Days	\$50.00
Section 23-102 (b)	7th Parking Violation of Section 23-99 - Paid Within 10 Days	\$75.00
Section 23-102 (b)	8th Parking Violation of Section 23-99 - Paid Within 10 Days	\$95.00
Section 23-102 (b)	9th Parking Violation of Section 23-99 - Paid Within 10 Days 10th Parking Violation of Section 23-99 - Paid Within 10 Days	\$110.00
Section 23-102 (b)	11 or More Parking Violations of Section 23-99 - Paid Within 10 Days	\$125.00
Section 23-102 (b)	Penalty for Tampering with Parking Meters/Fare Boxes - Per Offense	\$140.00
Section 23-103	renary for rampering with ranking Meters/rare boxes - rei Offense	¢25 00 ¢750 00
I Caction 22 11E (h)	Towing Fee - Passenger Vehicle of Not More Than 7 Passengers	\$25.00 - \$750.00
Section 23-115 (b)	Towing Fee - Passenger Vehicle of Not More Than 7 Passengers Towing Fee - Any Other Passenger Vehicle	Tow Company Fee
Section 23-115 (b)	Towing Fee - Any Other Passenger Vehicle	Tow Company Fee Tow Company Fee
Section 23-115 (b) Section 23-115 (b)	Towing Fee - Any Other Passenger Vehicle Towing Storage Fee for Passenger Vehicles of Not More Than 7 Passengers - Per Day	Tow Company Fee Tow Company Fee Tow Company Fee
Section 23-115 (b) Section 23-115 (b) Section 23-115 (b)	Towing Fee - Any Other Passenger Vehicle Towing Storage Fee for Passenger Vehicles of Not More Than 7 Passengers - Per Day Towing Storage Fee for Any Other Passenger Vehicles - Per Day	Tow Company Fee Tow Company Fee
Section 23-115 (b) Section 23-115 (b) Section 23-115 (b) Chapter 24: Offenses - Miscel	Towing Fee - Any Other Passenger Vehicle Towing Storage Fee for Passenger Vehicles of Not More Than 7 Passengers - Per Day Towing Storage Fee for Any Other Passenger Vehicles - Per Day laneous	Tow Company Fee
Section 23-115 (b) Section 23-115 (b) Section 23-115 (b) Section 23-115 (b) Chapter 24: Offenses - Miscel Section 24-8 (f) (4)	Towing Fee - Any Other Passenger Vehicle Towing Storage Fee for Passenger Vehicles of Not More Than 7 Passengers - Per Day Towing Storage Fee for Any Other Passenger Vehicles - Per Day	Tow Company Fee Tow Company Fee Tow Company Fee
Section 23-115 (b) Section 23-115 (b) Section 23-115 (b) Chapter 24: Offenses - Miscel	Towing Fee - Any Other Passenger Vehicle Towing Storage Fee for Passenger Vehicles of Not More Than 7 Passengers - Per Day Towing Storage Fee for Any Other Passenger Vehicles - Per Day Janeous Violation of Prohibition Against Tobacco Use by Minors - First Offense	Tow Company Fee
Section 23-115 (b) Section 23-115 (b) Section 23-115 (b) Chapter 24: Offenses - Miscel Section 24-8 (f) (4) Section 24-8 (f) (4)	Towing Fee - Any Other Passenger Vehicle Towing Storage Fee for Passenger Vehicles of Not More Than 7 Passengers - Per Day Towing Storage Fee for Any Other Passenger Vehicles - Per Day laneous Violation of Prohibition Against Tobacco Use by Minors - First Offense Maximum Fine for Subsequent Violations of Prohibition Against Tobacco by Minors	Tow Company Fee Up to \$75.00 \$250.00
Section 23-115 (b) Section 23-115 (b) Section 23-115 (b) Section 23-15 (b) Chapter 24: Offenses - Miscel Section 24-8 (f) (4) Section 24-8 (f) (4) Section 24-8 (f) (5)	Towing Fee - Any Other Passenger Vehicle Towing Storage Fee for Passenger Vehicles of Not More Than 7 Passengers - Per Day Towing Storage Fee for Any Other Passenger Vehicles - Per Day Janeous Violation of Prohibition Against Tobacco Use by Minors - First Offense Maximum Fine for Subsequent Violations of Prohibition Against Tobacco by Minors Violation of Prohibition Against Tobacco Use by Minors - By Person Other than Minor	Tow Company Fee Up to \$75.00 \$250.00 \$75.00 - \$250.00
Section 23-115 (b) Section 23-115 (b) Section 23-115 (b) Chapter 24: Offenses - Miscel Section 24-8 (f) (4) Section 24-8 (f) (4) Section 24-8 (f) (5) Section 24-39 Section 24-39 Section 24-52 (c)	Towing Fee - Any Other Passenger Vehicle Towing Storage Fee for Passenger Vehicles of Not More Than 7 Passengers - Per Day Towing Storage Fee for Any Other Passenger Vehicles - Per Day laneous Violation of Prohibition Against Tobacco Use by Minors - First Offense Maximum Fine for Subsequent Violations of Prohibition Against Tobacco by Minors Violation of Prohibition Against Tobacco Use by Minors - By Person Other than Minor Fine for Violation of Village Nuisance Ordinance - Per Offense or Per Day Amount Minimum Fine for Nuisance Violations Increases - Each Additional Violation Fine for Violation of Village Cannabis Ordinance (Less than 10 Grams) - Each Offense	Tow Company Fee
Section 23-115 (b) Section 23-115 (b) Section 23-115 (b) Chapter 24: Offenses - Miscel Section 24-8 (f) (4) Section 24-8 (f) (4) Section 24-8 (f) (5) Section 24-39 Section 24-39 Section 24-52 (c)	Towing Fee - Any Other Passenger Vehicle Towing Storage Fee for Passenger Vehicles of Not More Than 7 Passengers - Per Day Towing Storage Fee for Any Other Passenger Vehicles - Per Day Ineous Violation of Prohibition Against Tobacco Use by Minors - First Offense Maximum Fine for Subsequent Violations of Prohibition Against Tobacco by Minors - Wiolation of Prohibition Against Tobacco Use by Minors - By Person Other than Minor Fine for Violation of Village Nuisance Ordinance - Per Offense or Per Day Amount Minimum Fine for Nuisance Violations Increases - Each Additional Violation	Tow Company Fee Up to \$75.00 \$250.00 \$75.00 - \$250.00 \$75.00 - \$250.00 \$50.00 \$75.00 - \$250.00
Section 23-115 (b) Section 23-115 (b) Section 23-115 (b) Chapter 24: Offenses - Miscel Section 24-8 (f) (4) Section 24-8 (f) (4) Section 24-8 (f) (5) Section 24-39 Section 24-39 Section 24-39 Section 24-52 (c) Chapter 25: Solicitation, Seco	Towing Fee - Any Other Passenger Vehicle Towing Storage Fee for Passenger Vehicles of Not More Than 7 Passengers - Per Day Towing Storage Fee for Any Other Passenger Vehicles - Per Day laneous Violation of Prohibition Against Tobacco Use by Minors - First Offense Maximum Fine for Subsequent Violations of Prohibition Against Tobacco by Minors Violation of Prohibition Against Tobacco Use by Minors - By Person Other than Minor Fine for Violation of Village Nuisance Ordinance - Per Offense or Per Day Amount Minimum Fine for Nuisance Violations Increases - Each Additional Violation Fine for Violation of Village Cannabis Ordinance (Less than 10 Grams) - Each Offense ndhand Stores and Itinerant Merchants	Tow Company Fee Up to \$75.00 \$250.00 \$75.00 - \$250.00 \$25.00 - \$75.00 \$50.00
Section 23-115 (b) Section 23-115 (b) Section 23-115 (b) Chapter 24: Offenses - Miscel Section 24-8 (f) (4) Section 24-8 (f) (4) Section 24-8 (f) (5) Section 24-39 Section 24-39 Section 24-52 (c) Chapter 25: Solicitation, Seco	Towing Fee - Any Other Passenger Vehicle Towing Storage Fee for Passenger Vehicles of Not More Than 7 Passengers - Per Day Towing Storage Fee for Any Other Passenger Vehicles - Per Day Ineous Violation of Prohibition Against Tobacco Use by Minors - First Offense Maximum Fine for Subsequent Violations of Prohibition Against Tobacco by Minors Violation of Prohibition Against Tobacco Use by Minors - By Person Other than Minor Fine for Violation of Village Nuisance Ordinance - Per Offense or Per Day Amount Minimum Fine for Nuisance Violations Increases - Each Additional Violation Fine for Violation of Village Cannabis Ordinance (Less than 10 Grams) - Each Offense Indhand Stores and Itinerant Merchants Solicitor Permit	Tow Company Fee
Section 23-115 (b) Section 23-115 (b) Section 23-115 (b) Section 23-115 (b) Chapter 24: Offenses - Miscel Section 24-8 (f) (4) Section 24-8 (f) (4) Section 24-8 (f) (5) Section 24-39 Section 24-39 Section 24-52 (c) Chapter 25: Solicitation, Seco Section 25-4 Section 25-13	Towing Fee - Any Other Passenger Vehicle Towing Storage Fee for Passenger Vehicles of Not More Than 7 Passengers - Per Day Towing Storage Fee for Any Other Passenger Vehicles - Per Day laneous Violation of Prohibition Against Tobacco Use by Minors - First Offense Maximum Fine for Subsequent Violations of Prohibition Against Tobacco by Minors Violation of Prohibition Against Tobacco Use by Minors - By Person Other than Minor Fine for Violation of Village Nuisance Ordinance - Per Offense or Per Day Amount Minimum Fine for Nuisance Violations Increases - Each Additional Violation Fine for Violation of Village Cannabis Ordinance (Less than 10 Grams) - Each Offense ndhand Stores and Itinerant Merchants Solicitor Permit Fine for Violation of Solicitation Ordinance - Per Offense	Tow Company Fee
Section 23-115 (b) Section 23-115 (b) Section 23-115 (b) Chapter 24: Offenses - Miscel Section 24-8 (f) (4) Section 24-8 (f) (4) Section 24-8 (f) (5) Section 24-39 Section 24-39 Section 24-32 Section 24-32 Section 24-35 Section 25-4 Section 25-13 Section 25-13	Towing Fee - Any Other Passenger Vehicle Towing Storage Fee for Passenger Vehicles of Not More Than 7 Passengers - Per Day Towing Storage Fee for Any Other Passenger Vehicles - Per Day Inservation of Prohibition Against Tobacco Use by Minors - First Offense Maximum Fine for Subsequent Violations of Prohibition Against Tobacco by Minors Wiolation of Prohibition Against Tobacco Use by Minors - By Person Other than Minor Fine for Violation of Village Nuisance Ordinance - Per Offense or Per Day Amount Minimum Fine for Nuisance Violations Increases - Each Additional Violation Fine for Violation of Village Cannabis Ordinance (Less than 10 Grams) - Each Offense Indhand Stores and Itinerant Merchants Solicitor Permit Fine for Violation of Solicitation Ordinance - Per Offense Fine for Payment Within 10 Days of a Solicitation Ordinance Violation	Tow Company Fee
Section 23-115 (b) Section 23-115 (b) Section 23-115 (b) Chapter 24: Offenses - Miscel Section 24-8 (f) (4) Section 24-8 (f) (4) Section 24-8 (f) (5) Section 24-39 Section 24-39 Section 24-52 (c) Chapter 25: Solicitation, Seco Section 25-13 Section 25-13 Section 25-13	Towing Fee - Any Other Passenger Vehicle Towing Storage Fee for Passenger Vehicles of Not More Than 7 Passengers - Per Day Towing Storage Fee for Any Other Passenger Vehicles - Per Day aneous Violation of Prohibition Against Tobacco Use by Minors - First Offense Maximum Fine for Subsequent Violations of Prohibition Against Tobacco by Minors Violation of Prohibition Against Tobacco Use by Minors - By Person Other than Minor Fine for Violation of Village Nuisance Ordinance - Per Offense or Per Day Amount Minimum Fine for Nuisance Violations Increases - Each Additional Violation Fine for Violation of Village Cannabis Ordinance (Less than 10 Grams) - Each Offense ndhand Stores and Itinerant Merchants Solicitor Permit Fine for Violation of Solicitation Ordinance - Per Offense Fine for Payment Within 10 Days of a Solicitation Ordinance Violation Prior to Prosecution	Tow Company Fee
Section 23-115 (b) Section 23-115 (b) Section 23-115 (b) Chapter 24: Offenses - Miscel Section 24-8 (f) (4) Section 24-8 (f) (4) Section 24-8 (f) (5) Section 24-39 Section 24-39 Section 24-52 (c) Chapter 25: Solicitation, Seco Section 25-13 Section 25-13 Section 25-13 Section 25-13 Section 25-14	Towing Fee - Any Other Passenger Vehicle Towing Storage Fee for Passenger Vehicles of Not More Than 7 Passengers - Per Day Towing Storage Fee for Any Other Passenger Vehicles - Per Day Janeous Violation of Prohibition Against Tobacco Use by Minors - First Offense Maximum Fine for Subsequent Violations of Prohibition Against Tobacco by Minors Violation of Prohibition Against Tobacco Use by Minors - By Person Other than Minor Fine for Violation of Village Nuisance Ordinance - Per Offense or Per Day Amount Minimum Fine for Nuisance Violations Increases - Each Additional Violation Fine for Violation of Village Cannabis Ordinance (Less than 10 Grams) - Each Offense Indhand Stores and Itinerant Merchants Solicitor Permit Fine for Violation of Solicitation Ordinance - Per Offense Fine for Payment Within 10 Days of a Solicitation Ordinance Violation Fine for Payment After 10 Days of a Solicitation Ordinance Violation Prior to Prosecution License Fee for Secondhand or Resale Store - Annual	Tow Company Fee
Section 23-115 (b) Section 23-115 (b) Section 23-115 (b) Chapter 24: Offenses - Miscel Section 24-8 (f) (4) Section 24-8 (f) (4) Section 24-8 (f) (5) Section 24-39 Section 24-39 Section 24-32 (c) Chapter 25: Solicitation, Seco Section 25-13 Section 25-13 Section 25-13 Section 25-14 Section 25-14	Towing Fee - Any Other Passenger Vehicle Towing Storage Fee for Passenger Vehicles of Not More Than 7 Passengers - Per Day Towing Storage Fee for Any Other Passenger Vehicles - Per Day aneous Violation of Prohibition Against Tobacco Use by Minors - First Offense Maximum Fine for Subsequent Violations of Prohibition Against Tobacco by Minors Violation of Prohibition Against Tobacco Use by Minors - By Person Other than Minor Fine for Violation of Village Nuisance Ordinance - Per Offense or Per Day Amount Minimum Fine for Nuisance Violations Increases - Each Additional Violation Fine for Violation of Village Cannabis Ordinance (Less than 10 Grams) - Each Offense ndhand Stores and Itinerant Merchants Solicitor Permit Fine for Violation of Solicitation Ordinance - Per Offense Fine for Payment Within 10 Days of a Solicitation Ordinance Violation Prior to Prosecution	Tow Company Fee
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CHAPTER/SECTION	FEE DESCRIPTION	FEE AMOUNT
Section 30-79 (a) (1)	Liability Insurance Requirement - Utility Occupying/Constructing in Right-of-Way	\$5,000,000.00
Section 30-79 (a) (2) Section 30-79 (3)	Automobile Liability Requirement - Utility Occupying/Construction in Right-of-Way Workers' Compensation Requirement - Utility Occupying/Construction in Right-of-Way	\$1,000,000.00 Statutory
Chapter 30: Streets & Sidewa		Statutory
Section 30-79 (4)	Employers' Liability Requirement - Utility Occupying/Construction in Right-of-Way	\$1,000,000.00
Section 30-81 (c)	Security Deposit - Construction of a Facility in the Public Right-of-Way	Cost of Restoration
		\$650 single SWF; \$350 for each proposed SWF if the
Section 30-92 (d)(11)	Small Wireless Facilities (SWF): Application Fee	application includes two or more SWF; \$1,000 for each
Section 30 32 (d)(11)	Similar VII cress / Genices (GVV) / / Ppinetion / Cc	SWF that includes the installation of a new utility pole
		SWI that includes the installation of a new utility pole
		\$200 for each SWF located on a Village utility pole in
Section 30-92 (o)(2)	Collocation on Village Utility Poles	right-of-way; \$3,600 for each SWF on Village property
		not located in the right-of-way
Section 30-94	Any Violation of Chapter 30 - Per Occurrence	Per Code Provisions
Chapter 31: Subdivisions	Any violation of chapter 50- Fet occurrence	Fel Code Flovisions
Section 31-1.15 (a) (1)	Initial Plat Filing Application Fee	\$250-\$750
Section 31-1.15 (a) (2) (C)	Supplemental Plat Filing Application Fee	Village Cost
Section 31-1.15 (a) (12)	Subdivision Engineering Review - Per Lot	\$100.00 Min.
Section 31-1.17 (b)	Final Plat Filing Application Fee	\$250-\$750
Section 31.1.17 (b)	Final Plat Filing Application Fee Escrow	\$1,000 Min.
Section 31-3.11 (m) (3)	School Impact Fee - Single Family 2-Bedroom Detached	\$3,350.00
Section 31-3.11 (m) (3)	School Impact Fee - Single Family 3-Bedroom Detached	\$10,230.00
Section 31-3.11 (m) (3)	School Impact Fee - Single Family 5-Bedroom Detached	\$16,000.00 \$11,855.00
Section 31-3.11 (m) (3) Section 31-3.11 (m) (3)	School Impact Fee - Single Family 5-Bedroom or More Detached School Impact Fee - Single Family 2-Bedroom Attached	\$11,855.00 \$2,620.00
Section 31-3.11 (m) (3) Section 31-3.11 (m) (3)	School Impact Fee - Single Family 3-Bedroom Attached School Impact Fee - Single Family 3-Bedroom Attached	\$2,620.00 \$5,110.00
Section 31-3.11 (m) (3)	School Impact Fee - Single Family 4-Bedroom or More Attached	\$9,010.00
Section 31-3.11 (m) (3)	School Impact Fee - Multi-Family 1-Bedroom	\$60.00
Section 31-3.11 (m) (3)	School Impact Fee - Multi-Family 2-Bedroom	\$2,430.00
Section 31-3.11 (m) (3)	School Impact Fee - Multi-Family 3-Bedroom or More	\$6,845.00
Section 31-3.11 (n) (3)	Park Impact Fee - Single Family 2-Bedroom Detached	\$4,290.00
Section 31-3.11 (n) (3)	Park Impact Fee - Single Family 3-Bedroom Detached	\$6,165.00
Section 31-3.11 (n) (3)	Park Impact Fee - Single Family 4-Bedroom Detached	\$8,000.00
Section 31-3.11 (n) (3)	Park Impact Fee - Single Family 5-Bedroom or More Detached	\$8,020.00
Section 31-3.11 (n) (3)	Park Impact Fee - Single Family 1-Bedroom Attached	\$2,540.00
Section 31-3.11 (n) (3) Section 31-3.11 (n) (3)	Park Impact Fee - Single Family 2-Bedroom Attached Park Impact Fee - Single Family 3-Bedroom Attached	\$4,235.00 \$5,090.00
Section 31-3.11 (n) (3)	Park Impact Fee - Single Family 4-Bedroom Attached	\$6,690.00
Section 31-3.11 (n) (3)	Park Impact Fee - Multi-Family Efficiency	\$2,755.00
Section 31-3.11 (n) (3)	Park Impact Fee - Multi-Family 1-Bedroom	\$3,740.00
Section 31-3.11 (n) (3)	Park Impact Fee - Multi-Family 2-Bedroom	\$4,070.00
Section 31-3.11 (n) (3)	Park Impact Fee - Multi-Family 3-Bedroom or More	\$6,495.00
Section 31-4.2 (b) (1)	Performance Security for Public Improvements	110% of Estimated or Actual Costs
Section 314.5	Guaranty Security for Public Improvements for 2 Years Following Village Acceptance	10% of Actual Costs
Chapter 32: Taxicabs and Oth		425.00
Section 32-4 Chapter 33: Tobacco Dealers	Taxicab License for Each Taxicab Driver Operating in Village - Annual	\$35.00
Section 33-2	Tobacco and Cigar Dealer's License - Annual	\$25.00
Chapter 34: Trees and Shrubs		\$25.00
Section 34-28 (b) (2)	Security Deposit for Removal/Replacement Cost of a Dead/Damaged Priority Tree	To Be Determined
Section 34-29 (a) (1)	Penalty for Cutting/Destruction of Priority Tree without Permit - Per Tree or Per Day	\$750.00
Section 34-26(a)(1)(b)	Tree Replacement Fee (Non-Heritage)	\$175/caliper inch
Section 34-26(a)(1)(b)	Tree Replacement Fee (Heritage)	\$350/caliper inch
Section 34-29 (b)	Fine for Any Other Violation of Chapter 34 - Per Offense or Per Day	\$25.00 - \$750.00
Chapter 34-A: Uncollected De		
Section 34A-4 (a) Section 34A-6 (f)	"First Notice" Late Penalty Following 30-Day Period of Non-Payment Serving "Final Notice" and All Subsequent Costs Associated with Collection	10% Village Cost
Chapter 35: Undertakers	Poet mile amoundation and subsequent costs associated with collection	village Cost
Chapter 35A: Taxation		
Section 35A-2 (a)	Natural Gas Tax - Gross Receipts	5%
Section 35A-2 (b) (1) (A)	Electricity Tax - First 2,000 Kilowatt Hours Used per Month	\$.0061/kWh
Section 35A-2 (b) (1) (B)	Electricity Tax - Next 48,000 Kilowatt Hours Used per Month	\$.0040/kWh
Section 35A-2 (b) (1) (C)	Electricity Tax - Next 50,000 Kilowatt Hours Used per Month	\$.0036/kWh
Section 35A-2 (b) (1) (D)	Electricity Tax - Next 400,000 Kilowatt Hours Used per Month	\$.0035/kWh
Section 35A-2 (b) (1) (E)	Electricity Tax - Next 500,000 Kilowatt Hours Used per Month	\$.0034/kWh
Section 35A-2 (b) (1) (F) Section 35A-2 (b) (1) (G)	Electricity Tax - Next 2,000,000 Kilowatt Hours Used per Month Electricity Tax - Next 2,000,000 Kilowatt Hours Used per Month	\$.0032/kWh \$.00315/kWh
Section 35A-2 (b) (1) (G)	Electricity Tax - Next 5,000,000 kilowatt Hours Used per Month	\$.00315/kWh \$.0031/kWh
Section 35A-2 (b) (1) (l)	Electricity Tax - Next 10,000,000 kilowatt Hours Used per Month	\$.0031/kWh
Section 35A-2 (b) (1) (J)	Electricity Tax - Next 20,000,000 Kilowatt Hours Used per Month	\$.0030/kWh
Section 35A-5A (a)	Administrative Charge for Collection of Electricity Tax	3% of Collections
Section 35A-9	Telecommunications Tax - Gross Receipts	5%
Section 35A-17	Monthly 9-1-1 Surcharge - Each In-Service Network Connection	\$1.50
Section 35A-20	Administrative Charge for Collection of 9-1-1 Surcharge	3% of Collections
Section 35A-28 (a)	Infrastructure Maintenance Fee - Gross Receipts	1%
	Administrative Charge for Collection of Infrastructure Maintenance Fee Interest on Fees Not Paid by Last Day of Month Following Month When Bill Issued	2% of Collections 9%
Section 35A-28 (b)		
Section 35A-28 (c)	· · · · · · · · · · · · · · · · · · ·	
Section 35A-28 (c) Section 35A-41 (g)	Interest Rate on Village for Taxpayer's Overpayment of Tax - Per Year	6%
Section 35A-28 (c) Section 35A-41 (g) Chapter 35A: Taxation Contin	Interest Rate on Village for Taxpayer's Overpayment of Tax - Per Year nued	6%
Section 35A-28 (c) Section 35A-41 (g)	Interest Rate on Village for Taxpayer's Overpayment of Tax - Per Year	
Section 35A-28 (c) Section 35A-41 (g) Chapter 35A: Taxation Contin Section 35A-42	Interest Rate on Village for Taxpayer's Overpayment of Tax - Per Year ued Interest on Late Payments, Underpayments & Non-Payments of Village Tax - Per Year Interest on Tax (Up to 4 Years) Under Voluntary Disclosure Application - Per Month Penalty for Late Filing of Village Taxpayer Tax Return	6% 9%
Section 35A-28 (c) Section 35A-41 (g) Chapter 35A: Taxation Contin Section 35A-42 Section 35A-44 (b) Section 35A-47 (a) Section 35A-47 (b)	Interest Rate on Village for Taxpayer's Overpayment of Tax - Per Year ued Interest on Late Payments, Underpayments & Non-Payments of Village Tax - Per Year Interest on Tax (Up to 4 Years) Under Voluntary Disclosure Application - Per Month Penalty for Late Filing of Village Taxpayer Tax Return Penalty for Failure by Village Taxpayer to File Tax Return	6% 9% 1% 5% of Collections 25% of Collections
Section 35A-28 (c) Section 35A-41 (g) Chapter 35A: Taxation Contin Section 35A-42 Section 35A-44 (b) Section 35A-47 (a)	Interest Rate on Village for Taxpayer's Overpayment of Tax - Per Year ued Interest on Late Payments, Underpayments & Non-Payments of Village Tax - Per Year Interest on Tax (Up to 4 Years) Under Voluntary Disclosure Application - Per Month Penalty for Late Filing of Village Taxpayer Tax Return	6% 9% 1% 5% of Collections

CHAPTER/SECTIO	N FEE DESCRIPTION	FEE AMOUNT
Chapter 36: Water		
Section 36-9	Village Water System Connection Permit Fee	\$100.00
Section 36-9	Village Water System Connection Labor Fee - Per Connection	\$300.00
Section 36-9	Water System Connection Corp Stop - 1" Service Line	Village Cost + 15%
Section 36-9	Water System Connection Corp Stop - 1.5" Service Line	Village Cost + 15%
Section 36-9	Water System Connection Corp Stop - 2" Service Line	Village Cost + 15%
Section 36-9	Water System Connection Saddle - 1" Service Line	Village Cost + 15%
Section 36-9	Water System Connection Saddle - 1.5" Service Line	Village Cost + 15%
Section 36-9	Water System Connection Saddle - 2" Service Line	Village Cost + 15%
Section 36-9	Water System Connection Meter Installation - 1" Service Line	Village Cost + 15%
Section 36-9	Water System Connection Meter Installation - 1.5" Service Line	Village Cost + 15%
Section 36-9	Water System Connection Meter Installation - 2" Service Line	Village Cost + 15%
Section 36-10	Water System Connection - Buffalo Box	9
	Water System Connection - Burland Box Water System Connection Roundway - 1" Service Line	Village Cost + 15%
Section 36-10	Water System Connection Roundway - 1 Service Line Water System Connection Roundway - 1.5" Service Line	Village Cost + 15%
Section 36-10	Water System Connection Roundway - 1.5 Service Line Water System Connection Roundway - 2" Service Line	Village Cost + 15%
Section 36-10	Reactivation After Shut-Off for Nonpayment/Noncompliance	Village Cost + 15%
Section 36-16 (a)		\$100.00
Section 36-16 (a)	After-Hours Water Service Reconnection	\$250.00
Section 36-16 (a)	Penalty for Illegally Reconnecting to the Water System Following Shut-Off	\$25.00 - \$750.00
Section 36-17 (b)	Emergency/Owner's Failure to Repair Individual Service Between Main and Meter	Village Cost
Section 36-22 (b)	Penalty for Unauthorized Tampering/Interference with a Water Meter	\$25.00 - \$750.00
Section 36-23 (a)	Water Rate for Consumers - Per 1000 Gallons	\$9.33
Section 36-24	Fixed Charge (5/8 Inch Water Meter) - Per Quarter	\$22.56
Section 36-24	Fixed Charge (3/4 Inch Water Meter) - Per Quarter	\$30.24
Section 36-24	Fixed Charge (1 Inch Water Meter) - Per Quarter	\$30.24
Section 36-24	Fixed Charge (1-1/2 Inch Water Meter) - Per Quarter	\$38.00
Section 36-24	Fixed Charge (2 Inch Water Meter) - Per Quarter	\$58.90
Section 36-24	Fixed Charge (3 Inch Water Meter) - Per Quarter	\$213.93
Section 36-24	Fixed Charge (4 Inch Water Meter) - Per Quarter	\$271.29
Section 36-24	Fixed Charge (6 Inch Water Meter) - Per Quarter	\$343.00
Section 36-26	Late Charge for Water Bills Not Paid On Last Day of Month in Which Bills Are Due	10%
Section 36.27	Utility Bill Shut-Off Notice Fee	\$25.00
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Section 36-38	Fine for Each Violation of Chapter 36 - Per Day	\$25.00 - \$750.00
Section 36-38	Water System Regulation Compliance Fee	\$100 per month
Section 36-49	Cross-Connection Non-Conformance	\$100.00
Section 36-49	Cross Connection Device Lock Box Installation	\$100.00
Section 36-49	Cross Connection Device Lock Box Fee - Annual	\$100.00
	ZONING CODE	
Article VII: Zoning Admi		
Part II: 7-201; D.1	Fee Established: Lien. Non-Refundable Application and Filing Fee	\$250.00 - \$750.00
		\$250.00 - \$750.00 \$1,000 Min.
Part II: 7-201; D.1	Fee Established: Lien. Non-Refundable Application and Filing Fee Fee Payment and Escrow	
Part II: 7-201; D.1	Fee Established: Lien. Non-Refundable Application and Filing Fee Fee Payment and Escrow GLENCOE GOLF RATES	
Part II: 7-201; D.1	Fee Established: Lien. Non-Refundable Application and Filing Fee Fee Payment and Escrow	
Part II: 7-201; D.1 Part II: 7-201; D.3	Fee Established: Lien. Non-Refundable Application and Filing Fee Fee Payment and Escrow GLENCOE GOLF RATES	\$1,000 Min.
Part II: 7-201; D.1 Part II: 7-201; D.3	Fee Established: Lien. Non-Refundable Application and Filing Fee Fee Payment and Escrow GLENCOE GOLF RATES Weekday 18-Hole Early Bird (Before 7:30 a.m.)	\$1,000 Min. Eliminated
Part II: 7-201; D.1 Part II: 7-201; D.3	Fee Established: Lien. Non-Refundable Application and Filing Fee Fee Payment and Escrow GLENCOE GOLF RATES Weekday 18-Hole Early Bird (Before 7:30 a.m.) Weekday 18-Hole Prime Time	\$1,000 Min. Eliminated \$49.00 - \$59.00
Part II: 7-201; D.1 Part II: 7-201; D.3	Fee Established: Lien. Non-Refundable Application and Filing Fee Fee Payment and Escrow GLENCOE GOLF RATES Weekday 18-Hole Early Bird (Before 7:30 a.m.) Weekday 18-Hole Prime Time Weekday 18-Hole Senior Membership (Monday - Thursday)	\$1,000 Min. Eliminated \$49.00 - \$59.00 \$30.00 - \$40.00
Part II: 7-201; D.1 Part II: 7-201; D.3	Fee Established: Lien. Non-Refundable Application and Filing Fee Fee Payment and Escrow GLENCOE GOLF RATES Weekday 18-Hole Early Bird (Before 7:30 a.m.) Weekday 18-Hole Prime Time Weekday 18-Hole Senior Membership (Monday - Thursday) Weekday 18-Hole Junior Membership (Monday - Thursday)	\$1,000 Min. Eliminated \$49.00 - \$59.00 \$30.00 - \$40.00 \$26.00 - \$36.00 \$32.00 - \$42.00
Part II: 7-201; D.1 Part II: 7-201; D.3	Fee Established: Lien. Non-Refundable Application and Filing Fee Fee Payment and Escrow GLENCOE GOLF RATES Weekday 18-Hole Early Bird (Before 7:30 a.m.) Weekday 18-Hole Prime Time Weekday 18-Hole Senior Membership (Monday - Thursday) Weekday 18-Hole Junior Membership (Monday - Thursday) Weekday 18-Hole Inlied Twillight (After 3:00 p.m.)	\$1,000 Min. Eliminated \$49.00 - \$59.00 \$30.00 - \$40.00 \$26.00 - \$36.00 \$32.00 - \$42.00 \$29.00 - \$39.00
Part II: 7-201; D.1 Part II: 7-201; D.3	Fee Established: Lien. Non-Refundable Application and Filing Fee Fee Payment and Escrow GLENCOE GOLF RATES Weekday 18-Hole Early Bird (Before 7:30 a.m.) Weekday 18-Hole Prime Time Weekday 18-Hole Senior Membership (Monday - Thursday) Weekday 18-Hole Junior Membership (Monday - Thursday) Weekday 18-Hole Twilight (After 3:00 p.m.) Weekday 18-Hole Super Twilight (After 4:00 p.m.) Weekday 9-Hole Prime Time	\$1,000 Min. Eliminated \$49.00 - \$59.00 \$30.00 - \$40.00 \$56.00 - \$36.00 \$32.00 - \$42.00 \$29.00 - \$39.00 \$32.00 - \$42.00
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Part II: 7-201; D.1 Part II: 7-201; D.3	Fee Established: Lien. Non-Refundable Application and Filing Fee Fee Payment and Escrow GLENCOE GOLF RATES Weekday 18-Hole Early Bird (Before 7:30 a.m.) Weekday 18-Hole Prime Time Weekday 18-Hole Senior Membership (Monday - Thursday) Weekday 18-Hole Junior Membership (Monday - Thursday) Weekday 18-Hole Junior Membership (Monday - Thursday) Weekday 18-Hole Twilight (After 3:00 p.m.) Weekday 18-Hole Super Twilight (After 4:00 p.m.) Weekday 9-Hole Prime Time Weekday 9-Hole Senior Membership (Monday - Thursday) Weekday 9-Hole Twilight (After 3:00 p.m.) Weekend 18-Hole Prime Time Weekend 18-Hole Prime Time Weekend 18-Hole Senior Membership (After 3:00 p.m.) Weekend 18-Hole Senior Membership (After 3:00 p.m.)	\$1,000 Min. Eliminated \$49.00 - \$59.00 \$30.00 - \$40.00 \$26.00 - \$36.00 \$32.00 - \$42.00 \$29.00 - \$39.00 \$32.00 - \$42.00 \$27.00 - \$37.00 \$32.00 - \$42.00 \$53.00 - \$42.00 \$53.00 - \$43.00 \$53.00 - \$43.00
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Part II: 7-201; D.1 Part II: 7-201; D.3	Fee Established: Lien. Non-Refundable Application and Filing Fee Fee Payment and Escrow GLENCOE GOLF RATES Weekday 18-Hole Early Bird (Before 7:30 a.m.) Weekday 18-Hole Prime Time Weekday 18-Hole Senior Membership (Monday - Thursday) Weekday 18-Hole Junior Membership (Monday - Thursday) Weekday 18-Hole Twilight (After 3:00 p.m.) Weekday 18-Hole Super Twilight (After 4:00 p.m.) Weekday 9-Hole Prime Time Weekday 9-Hole Senior Membership (Monday - Thursday) Weekday 9-Hole Senior Membership (Monday - Thursday) Weekday 9-Hole Senior Membership (After 3:00 p.m.) Weekend 18-Hole Senior Membership (After 3:00 p.m.) Weekend 18-Hole Junior Membership (After 3:00 p.m.) Weekend 18-Hole I Twilight (After 3:00 p.m.) Weekend Super Twilight (After 3:00 p.m.)	\$1,000 Min. Eliminated \$49.00 - \$59.00 \$30.00 - \$40.00 \$26.00 - \$36.00 \$32.00 - \$42.00 \$29.00 - \$39.00 \$32.00 - \$42.00 \$27.00 - \$42.00 \$27.00 - \$42.00 \$27.00 - \$42.00 \$27.00 - \$37.00 \$33.00 - \$42.00 \$53.00 - \$42.00 \$53.00 - \$42.00 \$53.00 - \$42.00 \$53.00 - \$42.00 \$53.00 - \$42.00 \$53.00 - \$42.00 \$53.00 - \$40.00
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Part II: 7-201; D.1 Part II: 7-201; D.3	Fee Established: Lien. Non-Refundable Application and Filing Fee Fee Payment and Escrow GLENCOE GOLF RATES Weekday 18-Hole Early Bird (Before 7:30 a.m.) Weekday 18-Hole Prime Time Weekday 18-Hole Senior Membership (Monday - Thursday) Weekday 18-Hole Junior Membership (Monday - Thursday) Weekday 18-Hole Junior Membership (Monday - Thursday) Weekday 18-Hole Junior Membership (Monday - Thursday) Weekday 18-Hole Super Twilight (After 4:00 p.m.) Weekday 9-Hole Prime Time Weekday 9-Hole Senior Membership (Monday - Thursday) Weekday 9-Hole Senior Membership (Monday - Thursday) Weekend 18-Hole Prime Time Weekend 18-Hole Senior Membership (After 3:00 p.m.) Weekend 18-Hole Senior Membership (After 3:00 p.m.) Weekend 18-Hole Senior Membership (After 3:00 p.m.) Weekend 18-Hole Twilight (After 3:00 p.m.) Weekend 18-Hole Twilight (After 4:00 p.m.) Driving Range - Large Bucket Driving Range - Small Bucket	\$1,000 Min. Eliminated \$49.00 - \$59.00 \$30.00 - \$40.00 \$26.00 - \$36.00 \$32.00 - \$42.00 \$29.00 - \$39.00 \$32.00 - \$42.00 \$27.00 - \$37.00 \$32.00 - \$42.00 \$52.00 - \$42.00 \$53.00 - \$42.00 \$53.00 - \$42.00 \$53.00 - \$40.00 \$53.00 - \$40.00 \$58.00 - \$68.00 \$33.00 - \$40.00 \$31.00 - \$40.00 \$31.00 - \$40.00 \$31.00 - \$40.00 \$31.00 - \$40.00 \$31.00 - \$40.00
Part II: 7-201; D.1 Part II: 7-201; D.3	Fee Established: Lien. Non-Refundable Application and Filing Fee Fee Payment and Escrow GLENCOE GOLF RATES Weekday 18-Hole Early Bird (Before 7:30 a.m.) Weekday 18-Hole Prime Time Weekday 18-Hole Senior Membership (Monday - Thursday) Weekday 18-Hole Junior Membership (Monday - Thursday) Weekday 18-Hole Super Twilight (After 4:00 p.m.) Weekday 9-Hole Prime Time Weekday 9-Hole Senior Membership (Monday - Thursday) Weekend 18-Hole Frime-Time Weekend 18-Hole Prime-Time Weekend 18-Hole Junior Membership (After 3:00 p.m.) Weekend 18-Hole Junior Membership (After 3:00 p.m.) Weekend 18-Hole Twilight (After 4:00 p.m.) Driving Range - Large Bucket Driving Range - Eagle Card	\$1,000 Min. Eliminated \$49.00 - \$59.00 \$30.00 - \$40.00 \$26.00 - \$36.00 \$32.00 - \$42.00 \$29.00 - \$39.00 \$32.00 - \$42.00 \$27.00 - \$37.00 \$32.00 - \$42.00 \$27.00 - \$37.00 \$32.00 - \$42.00 \$37.00 - \$37.00 \$37.00 - \$37.00 \$37.00 - \$40.00 \$37.00 - \$40.00 \$37.00 - \$40.00 \$37.00 - \$40.00 \$37.00 - \$40.00 \$37.00 - \$40.00 \$37.00 - \$40.00 \$37.00 - \$40.00 \$31.00 - \$40.00
Part II: 7-201; D.1 Part II: 7-201; D.3	Fee Established: Lien. Non-Refundable Application and Filing Fee Fee Payment and Escrow GLENCOE GOLF RATES Weekday 18-Hole Early Bird (Before 7:30 a.m.) Weekday 18-Hole Prime Time Weekday 18-Hole Senior Membership (Monday - Thursday) Weekday 18-Hole Junior Membership (Monday - Thursday) Weekday 18-Hole Junior Membership (Monday - Thursday) Weekday 18-Hole Super Twillight (After 3:00 p.m.) Weekday 18-Hole Super Twillight (After 4:00 p.m.) Weekday 9-Hole Prime Time Weekday 9-Hole Prime Time Weekday 9-Hole Twillight (After 3:00 p.m.) Weekend 18-Hole Prime-Time Weekend 18-Hole Senior Membership (After 3:00 p.m.) Weekend 18-Hole Junior Membership (After 3:00 p.m.) Weekend 18-Hole Junior Membership (After 3:00 p.m.) Weekend Super Twillight (After 4:00 p.m.) Driving Range - Large Bucket Driving Range - Small Bucket Driving Range - Sladle Card Driving Range-Birdie Card	\$1,000 Min. Eliminated \$49.00 - \$59.00 \$30.00 - \$40.00 \$26.00 - \$36.00 \$32.00 - \$42.00 \$29.00 - \$39.00 \$32.00 - \$42.00 \$27.00 - \$42.00 \$27.00 - \$42.00 \$27.00 - \$42.00 \$27.00 - \$42.00 \$27.00 - \$42.00 \$27.00 - \$42.00 \$27.00 - \$42.00 \$33.00 - \$42.00 \$33.00 - \$42.00 \$33.00 - \$40.00 \$33.00 - \$40.00 \$31.00 - \$40.00 \$31.00 - \$40.00 \$31.00 - \$40.00 \$31.00 - \$40.00 \$31.00 - \$40.00 \$31.00 - \$40.00 \$31.00 - \$40.00
Part II: 7-201; D.1 Part II: 7-201; D.3	Fee Established: Lien. Non-Refundable Application and Filing Fee Fee Payment and Escrow GLENCOE GOLF RATES Weekday 18-Hole Early Bird (Before 7:30 a.m.) Weekday 18-Hole Early Bird (Before 7:30 a.m.) Weekday 18-Hole Senior Membership (Monday - Thursday) Weekday 18-Hole Junior Membership (Monday - Thursday) Weekday 18-Hole Junior Membership (Monday - Thursday) Weekday 18-Hole Fwilight (After 3:00 p.m.) Weekday 18-Hole Frime Time Weekday 9-Hole Prime Time Weekday 9-Hole Prime Time Weekend 18-Hole Senior Membership (Monday - Thursday) Weekend 18-Hole Senior Membership (After 3:00 p.m.) Weekend 18-Hole Senior Membership (After 3:00 p.m.) Weekend 18-Hole Senior Membership (After 3:00 p.m.) Weekend 18-Hole Fwilight (After 3:00 p.m.) Weekend 18-Hole Fullight (After 3:00 p.m.) Weekend 18-Hole Twilight (After 3:00 p.m.) Triving Range - Large Bucket Driving Range - Small Bucket Driving Range-Barle Card Driving Range-Barle Card	\$1,000 Min. Eliminated \$49.00 - \$59.00 \$30.00 - \$40.00 \$26.00 - \$36.00 \$32.00 - \$42.00 \$22.00 - \$42.00 \$27.00 - \$37.00 \$32.00 - \$42.00 \$27.00 - \$37.00 \$32.00 - \$42.00 \$37.00 - \$37.00 \$32.00 - \$40.00 \$31.00 - \$40.00 \$31.00 - \$40.00 \$31.00 - \$40.00 \$31.00 - \$40.00 \$31.00 - \$40.00 \$31.00 - \$40.00 \$31.00 - \$40.00 \$31.00 - \$40.00 \$31.00 - \$40.00 \$31.00 - \$40.00
Part II: 7-201; D.1 Part II: 7-201; D.3	Fee Established: Lien. Non-Refundable Application and Filing Fee Fee Payment and Escrow GLENCOE GOLF RATES Weekday 18-Hole Early Bird (Before 7:30 a.m.) Weekday 18-Hole Prime Time Weekday 18-Hole Senior Membership (Monday - Thursday) Weekday 18-Hole Junior Membership (Monday - Thursday) Weekday 18-Hole Junior Membership (Monday - Thursday) Weekday 18-Hole Junior Membership (Monday - Thursday) Weekday 18-Hole Super Twilight (After 4:00 p.m.) Weekday 9-Hole Prime Time Weekday 9-Hole Prime Time Weekday 9-Hole Frime-Time Weekend 18-Hole Prime-Time Weekend 18-Hole Senior Membership (After 3:00 p.m.) Weekend 18-Hole Senior Membership (After 3:00 p.m.) Weekend 18-Hole Junior Membership (After 3:00 p.m.) Weekend 18-Hole Twilight (After 3:00 p.m.) Weekend Super Twilight (After 4:00 p.m.) Driving Range - Small Bucket Driving Range - Small Bucket Driving Range-Barde Card Driving Range-Barde Card Driving Range-Brdie Card Driving Range-Brdie Card Electric Cart 18-Hole - Per Person	\$1,000 Min. Eliminated \$49.00 - \$59.00 \$30.00 - \$40.00 \$26.00 - \$36.00 \$32.00 - \$42.00 \$29.00 - \$39.00 \$32.00 - \$42.00 \$27.00 - \$37.00 \$32.00 - \$42.00 \$27.00 - \$37.00 \$32.00 - \$42.00 \$32.00 - \$42.00 \$32.00 - \$42.00 \$33.00 - \$40.00 \$33.00 - \$40.00 \$33.00 - \$40.00 \$31.00 - \$40.00 \$31.00 - \$40.00 \$31.00 \$80.00 \$40.00 \$40.00
Part II: 7-201; D.1 Part II: 7-201; D.3	Fee Established: Lien. Non-Refundable Application and Filing Fee Fee Payment and Escrow GLENCOE GOLF RATES Weekday 18-Hole Early Bird (Before 7:30 a.m.) Weekday 18-Hole Early Bird (Before 7:30 a.m.) Weekday 18-Hole Senior Membership (Monday - Thursday) Weekday 18-Hole Junior Membership (Monday - Thursday) Weekday 18-Hole Junior Membership (Monday - Thursday) Weekday 18-Hole Junior Membership (Monday - Thursday) Weekday 18-Hole Super Twilight (After 4:00 p.m.) Weekday 9-Hole Prime Time Weekday 9-Hole Senior Membership (Monday - Thursday) Weekend 18-Hole Prime-Time Weekend 18-Hole Prime-Time Weekend 18-Hole Senior Membership (After 3:00 p.m.) Weekend 18-Hole Twilight (After 3:00 p.m.) Weekend 18-Hole Twilight (After 3:00 p.m.) Driving Range - Large Bucket Driving Range - Large Bucket Driving Range-Eagle Card Driving Range-Birdie Card Driving Range-Par Card Electric Cart 18-Hole - Per Person Electric Cart 19-Hole - Per Person	\$1,000 Min. Eliminated \$49.00 - \$59.00 \$30.00 - \$40.00 \$26.00 - \$36.00 \$32.00 - \$42.00 \$29.00 - \$39.00 \$32.00 - \$42.00 \$27.00 - \$37.00 \$32.00 - \$42.00 \$27.00 - \$37.00 \$32.00 - \$42.00 \$33.00 - \$42.00 \$33.00 - \$42.00 \$33.00 - \$42.00 \$33.00 - \$40.00 \$33.00 - \$40.00 \$31.00 - \$40.00
Part II: 7-201; D.1 Part II: 7-201; D.3	Fee Established: Lien. Non-Refundable Application and Filing Fee Fee Payment and Escrow GLENCOE GOLF RATES Weekday 18-Hole Early Bird (Before 7:30 a.m.) Weekday 18-Hole Prime Time Weekday 18-Hole Senior Membership (Monday - Thursday) Weekday 18-Hole Junior Membership (Monday - Thursday) Weekday 18-Hole Junior Membership (Monday - Thursday) Weekday 18-Hole Junior Membership (Monday - Thursday) Weekday 18-Hole Super Twilight (After 4:00 p.m.) Weekday 9-Hole Prime Time Weekday 9-Hole Prime Time Weekday 9-Hole Frime-Time Weekend 18-Hole Prime-Time Weekend 18-Hole Senior Membership (After 3:00 p.m.) Weekend 18-Hole Senior Membership (After 3:00 p.m.) Weekend 18-Hole Junior Membership (After 3:00 p.m.) Weekend 18-Hole Twilight (After 3:00 p.m.) Weekend Super Twilight (After 4:00 p.m.) Driving Range - Small Bucket Driving Range - Small Bucket Driving Range-Barde Card Driving Range-Barde Card Driving Range-Brdie Card Driving Range-Brdie Card Electric Cart 18-Hole - Per Person	\$1,000 Min. Eliminated \$49.00 - \$59.00 \$30.00 - \$40.00 \$26.00 - \$36.00 \$32.00 - \$42.00 \$29.00 - \$39.00 \$32.00 - \$42.00 \$27.00 - \$37.00 \$32.00 - \$42.00 \$27.00 - \$37.00 \$32.00 - \$42.00 \$32.00 - \$42.00 \$32.00 - \$42.00 \$33.00 - \$40.00 \$33.00 - \$40.00 \$33.00 - \$40.00 \$31.00 - \$40.00 \$31.00 - \$40.00 \$31.00 \$80.00 \$40.00 \$40.00
Part II: 7-201; D.1 Part II: 7-201; D.3	Fee Established: Lien. Non-Refundable Application and Filing Fee Fee Payment and Escrow GLENCOE GOLF RATES Weekday 18-Hole Early Bird (Before 7:30 a.m.) Weekday 18-Hole Early Bird (Before 7:30 a.m.) Weekday 18-Hole Senior Membership (Monday - Thursday) Weekday 18-Hole Junior Membership (Monday - Thursday) Weekday 18-Hole Junior Membership (Monday - Thursday) Weekday 18-Hole Junior Membership (Monday - Thursday) Weekday 18-Hole Super Twilight (After 4:00 p.m.) Weekday 9-Hole Prime Time Weekday 9-Hole Senior Membership (Monday - Thursday) Weekend 18-Hole Prime-Time Weekend 18-Hole Prime-Time Weekend 18-Hole Senior Membership (After 3:00 p.m.) Weekend 18-Hole Twilight (After 3:00 p.m.) Weekend 18-Hole Twilight (After 3:00 p.m.) Driving Range - Large Bucket Driving Range - Large Bucket Driving Range-Eagle Card Driving Range-Birdie Card Driving Range-Par Card Electric Cart 18-Hole - Per Person Electric Cart 19-Hole - Per Person	\$1,000 Min. Eliminated \$49.00 - \$59.00 \$30.00 - \$40.00 \$26.00 - \$36.00 \$32.00 - \$42.00 \$29.00 - \$39.00 \$32.00 - \$42.00 \$27.00 - \$37.00 \$32.00 - \$42.00 \$27.00 - \$37.00 \$32.00 - \$42.00 \$33.00 - \$42.00 \$33.00 - \$42.00 \$33.00 - \$42.00 \$33.00 - \$40.00 \$33.00 - \$40.00 \$31.00 - \$40.00
Part II: 7-201; D.1 Part II: 7-201; D.3	Fee Established: Lien. Non-Refundable Application and Filing Fee Fee Payment and Escrow GLENCOE GOLF RATES Weekday 18-Hole Early Bird (Before 7:30 a.m.) Weekday 18-Hole Prime Time Weekday 18-Hole Senior Membership (Monday - Thursday) Weekday 18-Hole Junior Membership (Monday - Thursday) Weekday 18-Hole Junior Membership (Monday - Thursday) Weekday 18-Hole Super Twillight (After 3:00 p.m.) Weekday 18-Hole Super Twillight (After 4:00 p.m.) Weekday 9-Hole Prime Time Weekday 9-Hole Prime Time Weekday 9-Hole Prime-Time Weekday 9-Hole Twillight (After 3:00 p.m.) Weekend 18-Hole Prime-Time Weekend 18-Hole Junior Membership (After 3:00 p.m.) Weekend 18-Hole Junior Membership (After 3:00 p.m.) Weekend 18-Hole I willight (After 3:00 p.m.) Weekend Super Twillight (After 3:00 p.m.) Driving Range - Large Bucket Driving Range - Small Bucket Driving Range-Eagle Card Driving Range-Birdie Card Driving Range-Par Card Electric Cart 18-Hole - Per Person Pull Cart 18-Hole - Per Person	\$1,000 Min. Eliminated \$49.00 - \$59.00 \$30.00 - \$40.00 \$26.00 - \$36.00 \$32.00 - \$42.00 \$22.00 - \$42.00 \$22.00 - \$42.00 \$22.00 - \$42.00 \$22.00 - \$42.00 \$22.00 - \$42.00 \$22.00 - \$42.00 \$22.00 - \$42.00 \$23.00 - \$42.00 \$23.00 - \$42.00 \$23.00 - \$42.00 \$33.00 - \$42.00 \$33.00 - \$40.00 \$33.00 - \$40.00 \$31.00 \$31.00 - \$40.00 \$31.00 \$31.00 \$31.00 \$31.00 \$31.00 \$31.00 \$31.00 \$31.00 \$31.00 \$31.00 \$31.00 \$31.00 \$31.00 \$31.00 \$31.00 \$31.00
Part II: 7-201; D.1 Part II: 7-201; D.3	Fee Established: Lien. Non-Refundable Application and Filing Fee Fee Payment and Escrow GLENCOE GOLF RATES Weekday 18-Hole Early Bird (Before 7:30 a.m.) Weekday 18-Hole Prime Time Weekday 18-Hole Senior Membership (Monday - Thursday) Weekday 18-Hole Junior Membership (Monday - Thursday) Weekday 18-Hole Junior Membership (Monday - Thursday) Weekday 18-Hole Fwilight (After 3:00 p.m.) Weekday 18-Hole Frime Time Weekday 9-Hole Prime Time Weekday 9-Hole Prime Time Weekeday 9-Hole Prime Time Weekend 18-Hole Senior Membership (Monday - Thursday) Weekend 18-Hole Senior Membership (After 3:00 p.m.) Weekend 18-Hole Senior Membership (After 3:00 p.m.) Weekend 18-Hole Frime Time Weekend 18-Hole Senior Membership (After 3:00 p.m.) Weekend 18-Hole Frime Time Weekend 18-Hole Senior Membership (After 3:00 p.m.) Twing Range - Iarge Bucket Driving Range - Small Bucket Driving Range - Small Bucket Driving Range-Eagle Card Driving Range-Birdic Card Driving Range-Birdic Card Electric Cart 18-Hole - Per Person Electric Cart 18-Hole - Per Person Pull Cart 9-Hole - Per Person Pull Cart 9-Hole - Per Person Pull Cart 9-Hole - Per Person	\$1,000 Min. Eliminated \$49.00 - \$59.00 \$30.00 - \$40.00 \$26.00 - \$36.00 \$32.00 - \$42.00 \$22.00 - \$42.00 \$27.00 - \$37.00 \$32.00 - \$42.00 \$37.00 - \$42.00 \$37.00 - \$42.00 \$37.00 - \$42.00 \$37.00 - \$40.00 \$38.00 - \$40.00 \$38.00 - \$40.00 \$38.00 - \$40.00 \$38.00 - \$40.00 \$31.00 - \$40.00
Part II: 7-201; D.1 Part II: 7-201; D.3	Fee Established: Lien. Non-Refundable Application and Filing Fee Fee Payment and Escrow GLENCOE GOLF RATES Weekday 18-Hole Early Bird (Before 7:30 a.m.) Weekday 18-Hole Prime Time Weekday 18-Hole Senior Membership (Monday - Thursday) Weekday 18-Hole Junior Membership (Monday - Thursday) Weekday 18-Hole Junior Membership (Monday - Thursday) Weekday 18-Hole Junior Membership (Monday - Thursday) Weekday 18-Hole Frime Time Weekday 9-Hole Prime Time Weekday 9-Hole Prime Time Weekday 9-Hole Frime-Time Weekend 18-Hole Frime-Time Weekend 18-Hole Frime-Time Weekend 18-Hole Junior Membership (After 3:00 p.m.) Weekend 18-Hole Junior Membership (After 3:00 p.m.) Weekend 18-Hole Junior Membership (After 3:00 p.m.) Weekend 18-Hole Fwilight (After 4:00 p.m.) Driving Range - Small Bucket Driving Range - Small Bucket Driving Range-Eagle Card Driving Range-Birlie Card Driving Range-Birlie Card Driving Range-Bra Card Electric Cart 18-Hole - Per Person Electric Cart 18-Hole - Per Person Pull Cart 18-Hole - Per Person Rental Clubs - Per Person Rental Clubs - Per Person	\$1,000 Min. Eliminated \$49.00 - \$59.00 \$30.00 - \$40.00 \$26.00 - \$36.00 \$32.00 - \$42.00 \$29.00 - \$39.00 \$32.00 - \$42.00 \$27.00 - \$37.00 \$32.00 - \$42.00 \$27.00 - \$37.00 \$32.00 - \$42.00 \$37.00 - \$37.00 \$32.00 - \$42.00 \$33.00 - \$42.00 \$33.00 - \$40.00 \$33.00 - \$40.00 \$31.00 - \$40.00
Part II: 7-201; D.1 Part II: 7-201; D.3	Fee Established: Lien. Non-Refundable Application and Filing Fee Fee Payment and Escrow GLENCOE GOLF RATES Weekday 18-Hole Early Bird (Before 7:30 a.m.) Weekday 18-Hole Early Bird (Before 7:30 a.m.) Weekday 18-Hole Senior Membership (Monday - Thursday) Weekday 18-Hole Junior Membership (Monday - Thursday) Weekday 18-Hole Junior Membership (Monday - Thursday) Weekday 18-Hole Junior Membership (Monday - Thursday) Weekday 18-Hole Frime Time Weekday 9-Hole Prime Time Weekday 9-Hole Frime Time Weekend 18-Hole Prime-Time Weekend 18-Hole Prime-Time Weekend 18-Hole Senior Membership (After 3:00 p.m.) Weekend 18-Hole Junior Membership (After 3:00 p.m.) Weekend 18-Hole Twilight (After 3:00 p.m.) Weekend Super Twilight (After 4:00 p.m.) Driving Range - Large Bucket Driving Range - Small Bucket Driving Range-Birdie Card Driving Range-Birdie Card Driving Range-Par Card Electric Cart 18-Hole - Per Person Pull Cart 18-Hole - Per Person Pull Cart 18-Hole - Per Person Senior Membership Card	\$1,000 Min. Eliminated \$49.00 - \$59.00 \$30.00 - \$40.00 \$26.00 - \$36.00 \$32.00 - \$42.00 \$29.00 - \$39.00 \$32.00 - \$42.00 \$27.00 - \$37.00 \$32.00 - \$42.00 \$27.00 - \$37.00 \$32.00 - \$42.00 \$33.00 - \$42.00 \$58.00 - \$37.00 \$33.00 - \$40.00 \$33.00 - \$40.00 \$33.00 - \$40.00 \$31.00 - \$40.00
Part II: 7-201; D.1 Part II: 7-201; D.3	Fee Established: Lien. Non-Refundable Application and Filing Fee Fee Payment and Escrow GLENCOE GOLF RATES Weekday 18-Hole Early Bird (Before 7:30 a.m.) Weekday 18-Hole Prime Time Weekday 18-Hole Senior Membership (Monday - Thursday) Weekday 18-Hole Junior Membership (Monday - Thursday) Weekday 18-Hole Junior Membership (Monday - Thursday) Weekday 18-Hole Super Twilight (After 3:00 p.m.) Weekday 9-Hole Prime Time Weekday 9-Hole Penior Membership (Monday - Thursday) Weekday 9-Hole Prime Time Weekday 9-Hole Prime Time Weekend 18-Hole Prime-Time Weekend 18-Hole Prime-Time Weekend 18-Hole Junior Membership (After 3:00 p.m.) Weekend 18-Hole Junior Membership (After 3:00 p.m.) Weekend 18-Hole Junior Membership (After 3:00 p.m.) Weekend 18-Hole Twilight (After 4:00 p.m.) Driving Range - Large Bucket Driving Range - Large Bucket Driving Range - Small Bucket Driving Range-Fagle Card Driving Range-Fagle Card Driving Range-Birdic Card Driving Range-Birdic Card Driving Range-Bar Card Electric Cart 18-Hole - Per Person Pull Cart 18-Hole - Per Person Pull Cart 18-Hole - Per Person Rental Clubs - Per Person Senior Membership Card Permanent Tee Time Membership-Credit Card	\$1,000 Min. Eliminated \$49.00 - \$59.00 \$30.00 - \$40.00 \$26.00 - \$36.00 \$32.00 - \$42.00 \$29.00 - \$39.00 \$32.00 - \$42.00 \$22.00 - \$42.00 \$22.00 - \$42.00 \$22.00 - \$42.00 \$22.00 - \$42.00 \$23.00 - \$42.00 \$33.00 - \$42.00 \$33.00 - \$42.00 \$33.00 - \$40.00 \$33.00 - \$40.00 \$33.00 - \$40.00 \$31.00 - \$40.00 \$31.00 - \$40.00 \$31.00 \$31.00 - \$40.00 \$31.00 \$31.00 - \$40.00 \$31.00 - \$40.00 \$31.00 - \$40.00 \$31.00 - \$40.00 \$31.00 - \$40.00 \$31.00 - \$40.00 \$31.00 - \$40.00 \$31.00 - \$40.00 \$31.00 - \$40.00 \$31.00 - \$40.00 \$31.00 - \$31.00 \$31.00 - \$31.00 \$31.00 - \$31.00 \$31.00 - \$31.00 \$31.00 - \$31.00 \$31.00 - \$31.00 \$31.00 - \$31.00 \$31.00 - \$31.00 \$31.00 - \$31.00 \$31.00 - \$31.00 \$31.00 - \$31.00 \$31.00 - \$31.00 \$31.00 - \$31.00 \$31.00 - \$31.00
Part II: 7-201; D.1 Part II: 7-201; D.3	Fee Established: Lien. Non-Refundable Application and Filing Fee Fee Payment and Escrow GLENCOE GOLF RATES Weekday 18-Hole Early Bird (Before 7:30 a.m.) Weekday 18-Hole Prime Time Weekday 18-Hole Senior Membership (Monday - Thursday) Weekday 18-Hole Junior Membership (Monday - Thursday) Weekday 18-Hole Junior Membership (Monday - Thursday) Weekday 18-Hole Super Twilight (After 3:00 p.m.) Weekday 9-Hole Prime Time Weekday 9-Hole Penior Membership (Monday - Thursday) Weekday 9-Hole Prime Time Weekday 9-Hole Prime Time Weekend 18-Hole Prime-Time Weekend 18-Hole Prime-Time Weekend 18-Hole Junior Membership (After 3:00 p.m.) Weekend 18-Hole Junior Membership (After 3:00 p.m.) Weekend 18-Hole Junior Membership (After 3:00 p.m.) Weekend 18-Hole Twilight (After 4:00 p.m.) Driving Range - Large Bucket Driving Range - Large Bucket Driving Range - Small Bucket Driving Range-Fagle Card Driving Range-Fagle Card Driving Range-Birdic Card Driving Range-Birdic Card Driving Range-Bar Card Electric Cart 18-Hole - Per Person Pull Cart 18-Hole - Per Person Pull Cart 18-Hole - Per Person Rental Clubs - Per Person Senior Membership Card Permanent Tee Time Membership-Credit Card	\$1,000 Min. Eliminated \$49.00 - \$59.00 \$30.00 - \$40.00 \$26.00 - \$36.00 \$32.00 - \$42.00 \$29.00 - \$39.00 \$32.00 - \$42.00 \$22.00 - \$42.00 \$22.00 - \$42.00 \$22.00 - \$42.00 \$22.00 - \$42.00 \$23.00 - \$42.00 \$33.00 - \$42.00 \$33.00 - \$42.00 \$33.00 - \$40.00 \$33.00 - \$40.00 \$33.00 - \$40.00 \$31.00 - \$40.00 \$31.00 - \$40.00 \$31.00 \$31.00 - \$40.00 \$31.00 \$31.00 - \$40.00 \$31.00 - \$40.00 \$31.00 - \$40.00 \$31.00 - \$40.00 \$31.00 - \$40.00 \$31.00 - \$40.00 \$31.00 - \$40.00 \$31.00 - \$40.00 \$31.00 - \$40.00 \$31.00 - \$40.00 \$31.00 - \$31.00 \$31.00 - \$31.00 \$31.00 - \$31.00 \$31.00 - \$31.00 \$31.00 - \$31.00 \$31.00 - \$31.00 \$31.00 - \$31.00 \$31.00 - \$31.00 \$31.00 - \$31.00 \$31.00 - \$31.00 \$31.00 - \$31.00 \$31.00 - \$31.00 \$31.00 - \$31.00 \$31.00 - \$31.00
Part II: 7-201; D.1 Part II: 7-201; D.3	Fee Established: Lien. Non-Refundable Application and Filing Fee Fee Payment and Escrow GLENCOE GOLF RATES Weekday 18-Hole Early Bird (Before 7:30 a.m.) Weekday 18-Hole Senior Membership (Monday - Thursday) Weekday 18-Hole Senior Membership (Monday - Thursday) Weekday 18-Hole Junior Membership (Monday - Thursday) Weekday 18-Hole Junior Membership (Monday - Thursday) Weekday 18-Hole Super Twilight (After 3:00 p.m.) Weekday 9-Hole Prime Time Weekday 9-Hole Prime Time Weekday 9-Hole Prime Time Weekend 18-Hole Junior Membership (Monday - Thursday) Weekend 18-Hole Junior Membership (After 3:00 p.m.) Weekend 18-Hole Junior Membership (After 3:00 p.m.) Weekend 18-Hole Junior Membership (After 3:00 p.m.) Weekend Super Twilight (After 4:00 p.m.) Driving Range - Small Bucket Driving Range - Small Bucket Driving Range-Barlie Card Driving Range-Par Card Electric Cart 18-Hole - Per Person Pull Cart 18-Hole - Per Person Pull Cart 18-Hole - Per Person Rental Clubs - Per Person Senior Membership Card Permanent Tee Time Membership-Credit Card Permanent Tee Time Membership-Credit Card Permanent Tee Time Membership-Credit Card	\$1,000 Min. Eliminated \$49.00 - \$59.00 \$30.00 - \$40.00 \$26.00 - \$36.00 \$32.00 - \$42.00 \$29.00 - \$39.00 \$32.00 - \$42.00 \$27.00 - \$37.00 \$32.00 - \$42.00 \$27.00 - \$37.00 \$32.00 - \$42.00 \$58.00 - \$42.00 \$58.00 - \$37.00 \$33.00 - \$42.00 \$33.00 - \$42.00 \$33.00 - \$40.00 \$33.00 - \$40.00 \$31.00 - \$40.00
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CHAPTER/SECTION	FEE DESCRIPTION	FEE AMOUNT
	MISCELLANEOUS FEES	
-	Final Utility Bill Administrative Fee	\$75.00
-	Special License Fee	\$100.00
-	Special Events - Fireworks Display Permit	\$750.00
-	Special Events - Temporary Food Service Permit	\$25.00 each
-	Exterior Property Maintenance Administrative Fee	75 + Village Cost
-	Copies - Per Side	\$0.25
-	Village Map	\$5.00
-	Village Zoning Book	\$25.00
-	Commuter Parking Permit - Annual	\$270.00
-	Commuter Parking Permit - Quarterly	\$75.00
-	Commuter Parking Permit - Daily	\$3.00
-	Re-inspection Fee	\$150.00
	Supplemental Inspection Fee	\$150.00
-	Bench Donation Program	\$3,000 per bench
-	Landscape Yard Waste Stickers	Pursuant to Franchise Agreement
-	Alterations to Approved Architectural or Engineering Plans	\$150.00 plus \$150/hour of staff review time after the
-	Downtown Right of Way Use Fee	\$100.00 - \$500.00 + additional \$50 per day
-	Plan Commission Appearance Review Application Fee	\$100.00 per application
-	Residential Development Tree Removal and Preservation Plan Review and Inspection Fee	\$300.00 - \$500.00
-	Electric Vehicle Charging Station Fees	Market Rate
-	Outdoor Dining Structure Licensing Agreement (Use of Public Right-of-Way)	\$0.50 per square foot per month
-	Carryout Parking Space - Breakfast Pickup (7 a.m 10 a.m.), second and third spaces	\$25 per space per month (for the second and third
-	Carryout Parking Space - Lunch Pickup (10 a.m 4 p.m.), second and third spaces	\$75 per space per month (for the second and third
-	Carryout Parking Space - Dinner Pickup (4 p.m 9 p.m.), second and third spaces	\$25 per space per month (for the second and third spaces)
	Revision Fee for Approved Permits	\$150 + \$150/hour after two hours of review

BUDGET SUMMARY



CALENDAR YEAR 2024



VILLAGE OF GLENCOE OPERATING STATEMENTS

Budgetary Fund Balance Summary

	ACTUAL FUND		NDAR YEAR 2023 PROJECTED		PROJECTED FUND	CAL	ENDAR YEAR 202 PROPOSED	4	PROPOSED FUND
	BALANCE ¹			SURPLUS /	BALANCE			SURPLUS /	BALANCE
	12/31/2022	REVENUE	EXPENSE ²	(DEFICIT)	12/31/2023	REVENUE	EXPENSE ²	DEFICIT	12/31/2024
GOVERNMENTAL FUNDS GENERAL ³	15,481,891	25,077,512	22,730,540	2,346,972	17,828,863	23,049,391	26,151,801	(3,102,410)	14,726,453
CAPITAL PROJECTS ³	3,696,705	3,216,894	3,865,548	(648,654)	3,048,051	11,052,000	14,454,580	(3,402,580)	(354,529)
DEBT SERVICE	487.131	2,045,000	2,393,750	(348,750)	138.381	2,791,074	2,791,074	_	138,381
SUB-TOTAL	19,665,727	30,339,406	28,989,838	1,349,568	21,015,295	36,892,465	43,397,455	(6,504,990)	14,510,305
SPECIAL REVENUE FUNDS MOTOR FUEL TAX ³ SUB-TOTAL	1,679,933 1,679,933	402,000 402,000	671,200 671,200	(269,200) (269,200)	1,410,733 1,410,733	257,000 257,000	421,200 421,200	(164,200) (164,200)	1,246,533 1,246,533
ENTERPRISE FUNDS									
WATER ³	4,585,565	8,185,041	6,806,643	1,378,398	5,963,963	4,118,410	6,153,965	(2,035,555)	3,928,408
GOLF CLUB ³	1,433,387	2,642,536	2,525,196	117,340	1,550,727	2,166,695	3,562,376	(1,395,681)	155,046
SUB-TOTAL	6,018,952	10,827,577	9,331,839	1,495,738	7,514,690	6,285,105	9,716,341	(3,431,236)	4,083,454
PENSION FUNDS									
POLICE	37,989,558	3,345,961	4,114,162	(768,201)	37,221,357	4,316,286	4,316,215	71	37,221,428
FIRE SUB-TOTAL	6,061 37,995,619	49,030 3,394,991	48,680 4,162,842	350 (767,851)	6,411 37,227,768	48,950 4,365,236	48,900 4,365,115	50 121	6,461 37,227,889
JOB-TOTAL	37,333,019	3,334,331	4,102,042	(/0/,051)	37,227,708	4,303,230	4,303,113	121	37,227,089
CUSTODIAL FUND TOTAL ⁴	17	22,730	22,965	(235)	(218)	23,000	22,981	19	(199)
GRAND TOTAL	65,360,248	44,986,704	43,178,684	1,808,020	67,168,268	47,822,806	57,923,092	(10,100,286)	57,067,982

		CY 2023 PRO	JECTED			CY 2024 PR	ROPOSED	
	OPERATING	PROJECTED	% FUND		OPERATING	ESTIMATED	% FUND	
	EXPENSE	FUND BALANCE	BALANCE	MONTHS	EXPENSE	FUND BALANCE	BALANCE	MONTHS
OPERATING FUNDS								
GENERAL	22,730,540	17,828,863	78.4%	9.41	26,151,801	14,726,453	56.3%	6.76
WATER	6,806,643	5,963,963	87.6%	10.51	6,153,965	3,928,408	63.8%	7.66

Footnote:

¹ Fund balance includes expendable fund reserve. In addition, the General Fund includes \$1.8M in reserve funds with the Intergovernmental Risk Management Agency.

² Includes operating and capital expenses.

³ This fund has a positive operating budget for Calendar Year 2024, but is drawing on reserves for capital.

⁴ The Custodial Fund is used to account for the collection and payment of the Washington Place Special Service Area and is restricted for the SSA.



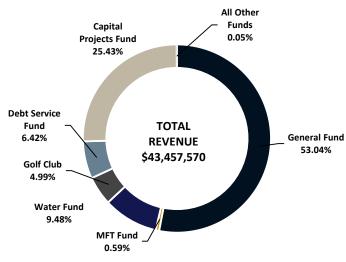
VILLAGE OF GLENCOE

CALENDAR YEAR 2024

Revenue Distribution by Fund

The chart and table below summarizes the distribution of revenue across all funds. The total revenue, excluding the Police and Fire Pension Funds, is \$43,457,570.

CALENDAR YEAR 2024 REVENUE DISTRIBUTION BY FUND



FUND	CY 2021 ACTUAL	CY 2022 ACTUAL	ı	CY 2023 PROJECTED	CY 2024 BUDGET
GENERAL FUND	20,594,576	21,647,565		25,077,512	23,049,391
SPECIAL FUNDS					
MOTOR FUEL TAX	554,058	587,664		402,000	257,000
CAPITAL PROJECTS FUND	7,301,861	402,553		3,216,894	11,052,000
ENTERPRISE FUNDS					
WATER	3,722,420	5,054,660		8,185,041	4,118,410
GOLF CLUB	2,797,469	2,573,323		2,642,536	2,166,695
DEBT SERVICE FUND	1,978,083	2,489,379		2,045,000	2,791,074
CUSTODIAL FUND	22,729	22,729		22,730	23,000
TOTAL REVENUES					
(Excluding Pension Funds)	\$ 36,971,196	\$ 32,777,873	\$	41,591,713	\$ 43,457,570
PENSION FUNDS					
POLICE	6,207,336	(1,406,432)		3,345,961	4,316,286
FIRE	47,838	54,040		49,030	48,950
TOTAL REVENUES	•	,		<u> </u>	· · · · · · · · · · · · · · · · · · ·
(Pension Funds Only)	\$ 6,255,174	\$ (1,352,392)	\$	3,394,991	\$ 4,365,236
GRAND TOTAL	\$ 43,226,370	\$ 31,425,481	\$	44,986,704	\$ 47,822,806



VILLAGE OF GLENCOE CALENDAR YEAR 2024

Revenue Detail by Category

			PERMITS,			OTHER	
		CHARGES FOR	LICENSES &	FINES &	OTHER	FINANCING	
	TAXES	SERVICE	FEES	FORFEITURES	REVENUE	SOURCE	TOTAL
PROPERTY TAXES	11,679,144	-	-	-	-	-	11,679,144
SALES TAXES	2,775,000	-	-	-	-	-	2,775,000
INCOME TAXES	1,486,635	-	-	-	-	-	1,486,635
UTILITY TAXES	744,955	-	-	-	-	-	744,955
BUILDING PERMITS	-	-	1,535,900	-	-	-	1,535,900
TELCOMMUNICATIONS TAXES	161,105	-	-	-	-	-	161,105
CABLE FRANCHISE FEES	-	-	279,210	-	-	-	279,210
ALARM PERMITS	-	-	90,000	-	-	-	90,000
VIOLATIONS	-	-	-	144,000	-	-	144,000
LICENSES-VEHICLE, ANIMAL, BUSINESS & LIQ.	-	-	334,500	-	-	-	334,500
USE TAXES	391,485	-	-	-	-	-	391,485
PERSONAL PROPERTY REPLC. TAXES (PPRT)	245,000	-	-	-	-	-	245,000
GRANTS	-	-	-	-	155,690	-	155,690
MANAGEMENT FEES (SERVICE FEES)		72,126	-	-	-	-	72,126
GARBAGE SERVICE FEES (GCSF)	-	-	474,895	-	-	-	474,895
SEWER CHARGES	-	829,500	-	-	-	-	829,500
E911 SURCHARGES	-	225,000	-	-	-	-	225,000
PLACES FOR EATING TAX	250,000	-	-	-	-	-	250,000
OTHER REVENUE		-	362,246	-	813,000	-	1,175,246
GENERAL FUND TOTAL	\$ 17,733,324	\$ 1,126,626	\$ 3,076,751	\$ 144,000	\$ 968,690	\$ -	\$ 23,049,391
MOTOR FUEL TAXES & OTHER REVENUE	247,000	_	_	_	10,000	_	257,000
MOTOR FUEL TAX FUND TOTAL	\$ 247,000	\$ -	\$ -	\$ -	\$ 10,000	\$ -	\$ 257,000
	247,000	7	, ,	Ų.	7 10,000	, ,	- 257,000
INTEREST & OTHER REVENUE	-	-	-	-	-	52,000	52,000
GRANT REVENUE	-	-	-	-	1,000,000	-	1,000,000
BOND PROCEEDS/ USE OF FUND RESERVE	-	-	-	-	-	10,000,000	10,000,000
CAPITAL PROJECTS FUND TOTAL	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000	\$ 10,052,000	\$ 11,052,000
VOLUMETRIC WATER CHARGES	_	3,604,430	_	_	_	_	3,604,430
FIXED CHARGES	_	387,685					387,685
LEASE OF PROPERTY	_	367,063	_	_	53,795	_	53,795
METER SALES	_	25,000			33,733		25,000
BOND PROCEEDS	_	23,000	_	_	_	_	23,000
INTEREST & OTHER REVENUE	-	22,500	-	-	25,000	_	47 500
WATER FUND TOTAL	\$ -	\$ 4,039,615	\$ -	\$ -	\$ 78,795	\$ -	47,500 \$ 4,118,410
	<u>-</u>		<u>, </u>	· -	76,733	<u>, </u>	
GREEN FEES	-	1,465,525	-	-	-	-	1,465,525
LESSONS	-	65,000	-	-	-	-	65,000
RENTALS	-	366,000	-	-	-	-	366,000
INVENTORY	-	57,850	-	-	-	-	57,850
FOOD SALES	-	14,000	-	-	-	-	14,000
MEMBERSHIPS	-	38,220	-	-	-	-	38,220
OTHER REVENUE	-	148,100	-	-	12,000	-	160,100
GLENCOE GOLF CLUB FUND TOTAL	\$ -	\$ 2,154,695	\$ -	\$ -	\$ 12,000	\$ -	\$ 2,166,695
PROPERTY TAXES & OTHER REVENUE	2,741,074				50,000	_	2,791,074
DEBT SERVICE FUND TOTAL	\$ 2,741,074	\$ -	\$ -	\$ -	\$ 50,000	\$ -	\$ 2,791,074
DEBT SERVICE FOND TOTAL	3 2,741,074	· -	- ب		3 30,000	- ب	\$ 2,731,074
INTEREST & OTHER REVENUE	-	-	-	-	-	23,000	23,000
WASHINGTON PLACE SSA FUND TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 23,000	\$ 23,000
EMPLOYER CONTRIBUTIONS	-	-	-	-	2,719,821		2,719,821
EMPLOYER CONTRIBUTIONS EMPLOYEE CONTRIBUTIONS			_	_	434,365	_	434,365
PPRT & OTHER REVENUE		-	_	_	1,156,000	_	434,365 1,162,100
POLICE PENSION FUND TOTAL	6,100 \$ 6,100	\$ -	\$ -	\$ -		\$ -	\$ 4,316,286
FOLICE FENSION FOND TOTAL	3 0,100	· -	- ب		3 4,310,180	- ب	3 4,310,280
EMPLOYER CONTRIBUTIONS	-	-	-	-	46,450	-	46,450
PPRT & OTHER REVENUE	2,400	-	-	-	100	-	2,500
FIRE PENSION FUND TOTAL	\$ 2,400	\$ -	\$ -	\$ -	\$ 46,550	\$ -	\$ 48,950
Grand Total	\$ 20,729,898	\$ 7,320,936	\$ 3,076,751	\$ 144,000	\$ 6,476,221	\$ 10,075,000	\$ 47,822,806
Grand Total	y 20,723,038	Ÿ 1,320,330	9 3,070,731	Ÿ 177,000	y 0,470,221	y 10,073,000	Y 47,022,000



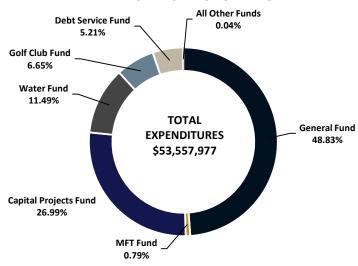
VILLAGE OF GLENCOE

CALENDAR YEAR 2024

Expenditure Distribution by Fund

The chart and table below summarize the distribution of expenditures across all funds. Total expenditures, excluding the Police and Fire Pension Funds, is \$53,557,977.

CALENDAR YEAR 2024 EXPENDITURE DISTRIBUTION BY FUND



FUND	CY 2021 ACTUAL	CY 2022 ACTUAL	1	CY 2023 PROJECTED	CY 2024 BUDGET
GENERAL FUND	20,013,910	19,356,288		22,730,540	26,151,801
SPECIAL FUNDS					
MOTOR FUEL TAX	37,172	522,570		671,200	421,200
CAPITAL PROJECTS FUND	496,959	3,730,708		3,865,548	14,454,580
ENTERPRISE FUND					
WATER	2,033,222	2,613,705		6,806,643	6,153,965
GOLF CLUB	1,813,408	2,219,095		2,525,196	3,562,376
DEBT SERVICE	1,947,870	2,395,449		2,393,750	2,791,074
CUSTODIAL FUND	28,688	28,168		22,965	22,981
TOTAL EXPENDITURES					
(Excluding Pension Funds)	\$ 26,371,229	\$ 30,865,983	\$	39,015,842	\$ 53,557,977
PENSION FUNDS					
POLICE	3,909,967	4,033,724		4,114,162	4,316,215
FIRE	48,480	48,537		48,680	48,900
TOTAL REVENUES	 ,	•		•	· · · · · · · · · · · · · · · · · · ·
(Pension Funds Only)	\$ 3,958,447	\$ 4,082,261	\$	4,162,842	\$ 4,365,115
GRAND TOTAL	\$ 30,329,676	\$ 34,948,244	\$	43,178,684	\$ 57,923,092



VILLAGE OF GLENCOE CALENDAR YEAR 2024

Expenditure Detail by Category

	PI	ERSONNEL	9	SERVICES	со	MMODITIES	DEI	BT SERVICE	(CAPITAL		OTHER	TF	RANSFER		TOTAL
ADMINISTRATION AND FINANCE																
ADMINISTRATION		957,520		200,907		16,750		-		-		-		-		1,175,177
LEGAL ROADES & COMMUNICATIONS		-		276,100		-		-		-		-		-		276,100
BOARDS & COMMISSIONS FINANCE		- 757,001		- 187,210		- 55,850		-		-		238,100 185,590		-		238,100 1,185,651
HUMAN RESOURCES		327,482		154,730		1,500		-		-		103,390				483,712
INFORMATION TECHNOLOGY		327,482		505,378		111,500		_		_		_		_		944,565
LIABILITY INSURANCE RISK MANAGEMENT		5,500		467,625		29,155		-		-		-		-		502,280
DEPARTMENT TOTAL	\$	2,375,190	\$	1,791,950	\$	214,755	\$	-	\$	-	\$	423,690	\$	-	\$	4,805,585
DEVELOPMENT SERVICES																
ADMINSTRATION		457,050		440,695		300		-		-		-		-		898,045
DEPARTMENT TOTAL	\$	457,050	\$	440,695	\$	300	\$	-	\$	-	\$	-	\$	-	\$	898,045
PUBLIC WORKS																
ADMINISTRATION		837,123		99,040		10,979		-		-		-		-		947,142
SEWERS		835,088		120,550		88,040		-		145,000		-		-		1,188,678
FORESTRY		951,030		256,750		45,375		-		60,000		-		-		1,313,155
MUNICIPAL BUILDINGS		106,196		277,620		23,500		-		1,785,000		-		-		2,192,316
MUNICIPAL GARAGES		415,884		56,380		25,670		-	\$	72,000		-		-		569,934
STREETS		904,175		133,350		325,374		-		808,000		-		120,000		2,290,899
SOLID WASTE		-		354,118		-		-		-		-		-		354,118
DEPARTMENT TOTAL	\$	4,049,496	\$	1,297,808	\$	518,938	\$	-	\$	2,870,000	\$	-	\$	120,000	\$	8,856,242
PUBLIC SAFETY																
ADMINISTRATION		9,714,035		141,220												9,855,255
POLICE		39,000		696,950		281,825		_		190,000		_		-		1,207,775
FIRE		73,984		194,195		130,870		-		-		-		-		399,049
PARAMEDIC		, -		66,850		18,000		-		45,000		-		-		129,850
DEPARTMENT TOTAL	\$	9,827,019	\$	1,099,215	\$	430,695	\$	-	\$	235,000	\$	-	\$	-	\$	11,591,929
GENERAL FUND TOTAL	\$	16,708,755	\$	4,629,668	\$	1,164,688	\$		\$	3,105,000	\$	423,690	\$	120,000	\$	26,151,801
	\$	16,708,755	\$		\$	1,164,688	\$	-	\$		\$	423,690	\$	120,000	\$	
GENERAL FUND TOTAL MFT SPECIAL FUNDS TOTAL	\$	16,708,755 - -	\$	1,200 1,200	\$	1,164,688 - -	\$	-	\$	3,105,000 420,000 420,000	\$	423,690 - -	\$	120,000	\$	421,200 421,200
MFT		-	Ť	1,200		-		-		420,000		-		-		421,200
MFT SPECIAL FUNDS TOTAL WATER		-	Ť	1,200 1,200		-		-		420,000 420,000		-		-		421,200 421,200
MFT SPECIAL FUNDS TOTAL WATER DISTRIBUTION		755,620	Ť	1,200 1,200 429,379		59,820		-		420,000 420,000 2,440,000		-		-		421,200 421,200 4,369,339
MFT SPECIAL FUNDS TOTAL WATER DISTRIBUTION PRODUCTION	\$	755,620 947,623	\$	1,200 1,200 429,379 368,303	\$	59,820 163,700	\$	- - 684,520 -	\$	420,000 420,000 2,440,000 305,000	\$	-	\$	-	\$	421,200 421,200 4,369,339 1,784,626
MFT SPECIAL FUNDS TOTAL WATER DISTRIBUTION	\$	755,620	Ť	1,200 1,200 429,379		59,820		-		420,000 420,000 2,440,000		-		-		421,200 421,200 4,369,339
MFT SPECIAL FUNDS TOTAL WATER DISTRIBUTION PRODUCTION	\$	755,620 947,623	\$	1,200 1,200 429,379 368,303	\$	59,820 163,700	\$	- - 684,520 -	\$	420,000 420,000 2,440,000 305,000	\$	-	\$	-	\$	421,200 421,200 4,369,339 1,784,626
MFT SPECIAL FUNDS TOTAL WATER DISTRIBUTION PRODUCTION DEPARTMENT TOTAL	\$	755,620 947,623 1,703,243	\$	1,200 1,200 429,379 368,303	\$	59,820 163,700	\$	- - 684,520 -	\$	420,000 420,000 2,440,000 305,000	\$	-	\$	-	\$	421,200 421,200 4,369,339 1,784,626
MFT SPECIAL FUNDS TOTAL WATER DISTRIBUTION PRODUCTION DEPARTMENT TOTAL GOLF	\$	755,620 947,623	\$	1,200 1,200 429,379 368,303 797,682	\$	59,820 163,700 223,520	\$	- - 684,520 -	\$	420,000 420,000 2,440,000 305,000 2,745,000	\$	-	\$	-	\$	421,200 421,200 4,369,339 1,784,626 6,153,965
MFT SPECIAL FUNDS TOTAL WATER DISTRIBUTION PRODUCTION DEPARTMENT TOTAL GOLF ADMINISTRATION	\$	755,620 947,623 1,703,243	\$	1,200 1,200 429,379 368,303 797,682	\$	59,820 163,700 223,520	\$	- - 684,520 -	\$	420,000 420,000 2,440,000 305,000 2,745,000	\$	-	\$	-	\$	421,200 421,200 4,369,339 1,784,626 6,153,965
MFT SPECIAL FUNDS TOTAL WATER DISTRIBUTION PRODUCTION DEPARTMENT TOTAL GOLF ADMINISTRATION GOLF ACADEMY	\$	755,620 947,623 1,703,243 245,415	\$	1,200 1,200 429,379 368,303 797,682	\$	59,820 163,700 223,520 950 1,150	\$	- - 684,520 -	\$	420,000 420,000 2,440,000 305,000 2,745,000	\$	-	\$	-	\$	421,200 421,200 4,369,339 1,784,626 6,153,965 445,531 73,920
MFT SPECIAL FUNDS TOTAL WATER DISTRIBUTION PRODUCTION DEPARTMENT TOTAL GOLF ADMINISTRATION GOLF ACADEMY GOLF BUILDINGS & GROUNDS GOLF PLAY GOLF PRO SHOP	\$	755,620 947,623 1,703,243 245,415 - 616,261 410,451	\$	1,200 1,200 429,379 368,303 797,682 198,766 72,770 112,025 83,034 2,050	\$	59,820 163,700 223,520 950 1,150 133,801 16,250 40,681	\$	- - 684,520 - 684,520 - - - - 52,100	\$	420,000 420,000 2,440,000 305,000 2,745,000 400 - 1,576,272 - -	\$	-	\$	-	\$	421,200 421,200 4,369,339 1,784,626 6,153,965 445,531 73,920 2,438,359 561,835 42,731
MFT SPECIAL FUNDS TOTAL WATER DISTRIBUTION PRODUCTION DEPARTMENT TOTAL GOLF ADMINISTRATION GOLF ACADEMY GOLF BUILDINGS & GROUNDS GOLF PLAY	\$	755,620 947,623 1,703,243 245,415 - 616,261	\$	1,200 1,200 429,379 368,303 797,682 198,766 72,770 112,025 83,034	\$	59,820 163,700 223,520 950 1,150 133,801 16,250	\$	- 684,520 - 684,520 - - -	\$	420,000 420,000 2,440,000 305,000 2,745,000	\$	-	\$	-	\$	421,200 421,200 4,369,339 1,784,626 6,153,965 445,531 73,920 2,438,359 561,835
MFT SPECIAL FUNDS TOTAL WATER DISTRIBUTION PRODUCTION DEPARTMENT TOTAL GOLF ADMINISTRATION GOLF ACADEMY GOLF BUILDINGS & GROUNDS GOLF PLAY GOLF PRO SHOP	\$	755,620 947,623 1,703,243 245,415 - 616,261 410,451	\$	1,200 1,200 429,379 368,303 797,682 198,766 72,770 112,025 83,034 2,050	\$	59,820 163,700 223,520 950 1,150 133,801 16,250 40,681	\$	- - 684,520 - 684,520 - - - - 52,100	\$	420,000 420,000 2,440,000 305,000 2,745,000 400 - 1,576,272 - -	\$	-	\$	-	\$	421,200 421,200 4,369,339 1,784,626 6,153,965 445,531 73,920 2,438,359 561,835 42,731
MFT SPECIAL FUNDS TOTAL WATER DISTRIBUTION PRODUCTION DEPARTMENT TOTAL GOLF ADMINISTRATION GOLF ACADEMY GOLF BUILDINGS & GROUNDS GOLF PLAY GOLF PRO SHOP DEPARTMENT TOTAL ENTERPRISE FUND TOTAL	\$	755,620 947,623 1,703,243 245,415 - 616,261 410,451 - 1,272,127 2,975,370	\$ \$	1,200 1,200 429,379 368,303 797,682 198,766 72,770 112,025 83,034 2,050 468,645	\$ \$	59,820 163,700 223,520 950 1,150 133,801 16,250 40,681 192,832	\$ \$	- 684,520 - 684,520 - - - 52,100 - 52,100 736,620	\$	420,000 420,000 2,440,000 305,000 2,745,000 400 - 1,576,272 - - 1,576,672	\$	-	\$ \$	-	\$	421,200 421,200 4,369,339 1,784,626 6,153,965 445,531 73,920 2,438,359 561,835 42,731 3,562,376 9,716,341
MFT SPECIAL FUNDS TOTAL WATER DISTRIBUTION PRODUCTION DEPARTMENT TOTAL GOLF ADMINISTRATION GOLF ACADEMY GOLF BUILDINGS & GROUNDS GOLF PLAY GOLF PRO SHOP DEPARTMENT TOTAL	\$	755,620 947,623 1,703,243 245,415 - 616,261 410,451 - 1,272,127	\$	1,200 1,200 429,379 368,303 797,682 198,766 72,770 112,025 83,034 2,050 468,645	\$	59,820 163,700 223,520 950 1,150 133,801 16,250 40,681 192,832 416,352	\$	- 684,520 - 684,520 - - - 52,100 - 52,100	\$ \$	420,000 420,000 2,440,000 305,000 2,745,000 400 - 1,576,272 - - 1,576,672	\$	-	\$		\$	421,200 421,200 4,369,339 1,784,626 6,153,965 445,531 73,920 2,438,359 561,835 42,731 3,562,376
MFT SPECIAL FUNDS TOTAL WATER DISTRIBUTION PRODUCTION DEPARTMENT TOTAL GOLF ADMINISTRATION GOLF ACADEMY GOLF BUILDINGS & GROUNDS GOLF PLAY GOLF PRO SHOP DEPARTMENT TOTAL ENTERPRISE FUND TOTAL DEBT SERVICE	\$	755,620 947,623 1,703,243 245,415 - 616,261 410,451 - 1,272,127 2,975,370	\$ \$	1,200 1,200 429,379 368,303 797,682 198,766 72,770 112,025 83,034 2,050 468,645 1,266,327 2,500	\$ \$	59,820 163,700 223,520 950 1,150 133,801 16,250 40,681 192,832 416,352	\$ \$	- 684,520 - 684,520 - - - 52,100 - 52,100 736,620	\$ \$	420,000 420,000 2,440,000 305,000 2,745,000 400 - 1,576,272 - - 1,576,672 4,321,672	\$ \$		\$ \$		\$ \$	421,200 421,200 4,369,339 1,784,626 6,153,965 445,531 73,920 2,438,359 561,835 42,731 3,562,376 9,716,341 2,791,074 14,454,580
MFT SPECIAL FUNDS TOTAL WATER DISTRIBUTION PRODUCTION DEPARTMENT TOTAL GOLF ADMINISTRATION GOLF ACADEMY GOLF BUILDINGS & GROUNDS GOLF PLAY GOLF PRO SHOP DEPARTMENT TOTAL ENTERPRISE FUND TOTAL DEBT SERVICE CAPITAL PROJECT FUND SPECIAL SERVICE AREA FUND	\$ \$ \$ \$ \$ \$ \$ \$ \$	755,620 947,623 1,703,243 245,415 - 616,261 410,451 - 1,272,127 2,975,370	\$ \$	1,200 1,200 429,379 368,303 797,682 198,766 72,770 112,025 83,034 2,050 468,645 1,266,327 2,500 1,077,080	\$ \$	59,820 163,700 223,520 950 1,150 133,801 16,250 40,681 192,832 416,352	\$ \$	- - - 684,520 - - - - 52,100 - 52,100 736,620 2,788,574 - - 22,981	\$ \$	420,000 420,000 2,440,000 305,000 2,745,000 400 1,576,272 - 1,576,672 4,321,672 - 13,377,500	\$ \$ \$		\$ \$		\$ \$ \$ \$ \$ \$ \$	421,200 421,200 4,369,339 1,784,626 6,153,965 445,531 73,920 2,438,359 561,835 42,731 3,562,376 9,716,341 2,791,074 14,454,580 22,981
MFT SPECIAL FUNDS TOTAL WATER DISTRIBUTION PRODUCTION DEPARTMENT TOTAL GOLF ADMINISTRATION GOLF ACADEMY GOLF BUILDINGS & GROUNDS GOLF PLAY GOLF PRO SHOP DEPARTMENT TOTAL ENTERPRISE FUND TOTAL DEBT SERVICE CAPITAL PROJECT FUND	\$	755,620 947,623 1,703,243 245,415 - 616,261 410,451 - 1,272,127 2,975,370	\$ \$	1,200 1,200 429,379 368,303 797,682 198,766 72,770 112,025 83,034 2,050 468,645 1,266,327 2,500	\$ \$	59,820 163,700 223,520 950 1,150 133,801 16,250 40,681 192,832 416,352	\$ \$	- - 684,520 - 684,520 - - - 52,100 - 52,100 736,620 2,788,574 -	\$ \$	420,000 420,000 2,440,000 305,000 2,745,000 400 - 1,576,272 - - 1,576,672 4,321,672	\$ \$		\$ \$		\$ \$	421,200 421,200 4,369,339 1,784,626 6,153,965 445,531 73,920 2,438,359 561,835 42,731 3,562,376 9,716,341 2,791,074 14,454,580
MFT SPECIAL FUNDS TOTAL WATER DISTRIBUTION PRODUCTION DEPARTMENT TOTAL GOLF ADMINISTRATION GOLF ACADEMY GOLF BUILDINGS & GROUNDS GOLF PLAY GOLF PRO SHOP DEPARTMENT TOTAL ENTERPRISE FUND TOTAL DEBT SERVICE CAPITAL PROJECT FUND SPECIAL SERVICE AREA FUND	\$ \$ \$ \$ \$ \$ \$ \$ \$	755,620 947,623 1,703,243 245,415 - 616,261 410,451 - 1,272,127 2,975,370	\$ \$	1,200 1,200 429,379 368,303 797,682 198,766 72,770 112,025 83,034 2,050 468,645 1,266,327 2,500 1,077,080	\$ \$	59,820 163,700 223,520 950 1,150 133,801 16,250 40,681 192,832 416,352	\$ \$	- - - 684,520 - - - - 52,100 - 52,100 736,620 2,788,574 - - 22,981	\$ \$	420,000 420,000 2,440,000 305,000 2,745,000 400 1,576,272 - 1,576,672 4,321,672 - 13,377,500	\$ \$ \$		\$ \$		\$ \$ \$ \$ \$ \$ \$	421,200 421,200 4,369,339 1,784,626 6,153,965 445,531 73,920 2,438,359 561,835 42,731 3,562,376 9,716,341 2,791,074 14,454,580 22,981
MFT SPECIAL FUNDS TOTAL WATER DISTRIBUTION PRODUCTION DEPARTMENT TOTAL GOLF ADMINISTRATION GOLF ACADEMY GOLF BUILDINGS & GROUNDS GOLF PLAY GOLF PRO SHOP DEPARTMENT TOTAL ENTERPRISE FUND TOTAL DEBT SERVICE CAPITAL PROJECT FUND SPECIAL SERVICE AREA FUND TOTAL (Excluding Pension Funds)	\$ \$ \$ \$ \$ \$ \$ \$ \$	755,620 947,623 1,703,243 245,415 - 616,261 410,451 - 1,272,127 2,975,370	\$ \$	1,200 1,200 429,379 368,303 797,682 198,766 72,770 112,025 83,034 2,050 468,645 1,266,327 2,500 1,077,080	\$ \$	59,820 163,700 223,520 950 1,150 133,801 16,250 40,681 192,832 416,352	\$ \$	- - - 684,520 - - - - 52,100 - 52,100 736,620 2,788,574 - - 22,981	\$ \$	420,000 420,000 2,440,000 305,000 2,745,000 400 1,576,272 - 1,576,672 4,321,672 - 13,377,500	\$ \$ \$		\$ \$		\$ \$ \$ \$ \$ \$ \$	421,200 421,200 4,369,339 1,784,626 6,153,965 445,531 73,920 2,438,359 561,835 42,731 3,562,376 9,716,341 2,791,074 14,454,580 22,981
MFT SPECIAL FUNDS TOTAL WATER DISTRIBUTION PRODUCTION DEPARTMENT TOTAL GOLF ADMINISTRATION GOLF ACADEMY GOLF BUILDINGS & GROUNDS GOLF PLAY GOLF PRO SHOP DEPARTMENT TOTAL ENTERPRISE FUND TOTAL DEBT SERVICE CAPITAL PROJECT FUND SPECIAL SERVICE AREA FUND TOTAL (Excluding Pension Funds) PENSION FUNDS POLICE PENSION FIREFIGHTERS PENSION	\$ \$ \$ \$ \$ \$ \$ \$	755,620 947,623 1,703,243 245,415 - 616,261 410,451 - 1,272,127 2,975,370 - - - 19,684,125 4,225,790 48,400	\$ \$	1,200 1,200 429,379 368,303 797,682 198,766 72,770 112,025 83,034 2,050 468,645 1,266,327 2,500 1,077,080 - 6,976,775 89,925 500	\$ \$	59,820 163,700 223,520 950 1,150 133,801 16,250 40,681 192,832 416,352 	\$ \$	- - - 684,520 - - - - 52,100 - 52,100 736,620 2,788,574 - - 22,981	\$ \$ \$	420,000 420,000 2,440,000 305,000 2,745,000 400 1,576,272 - 1,576,672 4,321,672 - 13,377,500	\$ \$ \$ \$ \$ \$		\$ \$ \$		\$ \$ \$ \$ \$ \$ \$	421,200 421,200 4,369,339 1,784,626 6,153,965 445,531 73,920 2,438,359 561,835 42,731 3,562,376 9,716,341 2,791,074 14,454,580 22,981 53,557,977 4,316,215 48,900
MFT SPECIAL FUNDS TOTAL WATER DISTRIBUTION PRODUCTION DEPARTMENT TOTAL GOLF ADMINISTRATION GOLF ACADEMY GOLF BUILDINGS & GROUNDS GOLF PLAY GOLF PRO SHOP DEPARTMENT TOTAL ENTERPRISE FUND TOTAL DEBT SERVICE CAPITAL PROJECT FUND SPECIAL SERVICE AREA FUND TOTAL (Excluding Pension Funds) PENSION FUNDS POLICE PENSION	\$ \$ \$ \$ \$ \$ \$ \$ \$	755,620 947,623 1,703,243 245,415 - 616,261 410,451 - 1,272,127 2,975,370 - - - 19,684,125	\$ \$	1,200 1,200 429,379 368,303 797,682 198,766 72,770 112,025 83,034 2,050 468,645 1,266,327 2,500 1,077,080 - 6,976,775	\$ \$	59,820 163,700 223,520 950 1,150 133,801 16,250 40,681 192,832 416,352	\$ \$	- - - 684,520 - - - - 52,100 - 52,100 736,620 2,788,574 - - 22,981	\$ \$	420,000 420,000 2,440,000 305,000 2,745,000 400 1,576,272 - 1,576,672 4,321,672 - 13,377,500	\$ \$ \$		\$ \$		\$ \$ \$ \$ \$ \$ \$	421,200 421,200 4,369,339 1,784,626 6,153,965 445,531 73,920 2,438,359 561,835 42,731 3,562,376 9,716,341 2,791,074 14,454,580 22,981 53,557,977
MFT SPECIAL FUNDS TOTAL WATER DISTRIBUTION PRODUCTION DEPARTMENT TOTAL GOLF ADMINISTRATION GOLF ACADEMY GOLF BUILDINGS & GROUNDS GOLF PLAY GOLF PRO SHOP DEPARTMENT TOTAL ENTERPRISE FUND TOTAL DEBT SERVICE CAPITAL PROJECT FUND SPECIAL SERVICE AREA FUND TOTAL (Excluding Pension Funds) PENSION FUNDS POLICE PENSION FIREFIGHTERS PENSION	\$ \$ \$ \$ \$ \$ \$ \$	755,620 947,623 1,703,243 245,415 - 616,261 410,451 - 1,272,127 2,975,370 - - - 19,684,125 4,225,790 48,400	\$ \$ \$	1,200 1,200 429,379 368,303 797,682 198,766 72,770 112,025 83,034 2,050 468,645 1,266,327 2,500 1,077,080 - 6,976,775 89,925 500	\$ \$ \$ \$ \$ \$	59,820 163,700 223,520 950 1,150 133,801 16,250 40,681 192,832 416,352 	\$ \$ \$ \$ \$ \$ \$	- - - 684,520 - - - 52,100 - 52,100 736,620 2,788,574 - 22,981 3,548,175	\$ \$ \$ \$ \$ \$ \$ \$ \$	420,000 420,000 2,440,000 305,000 2,745,000 400 - 1,576,272 1,576,672 4,321,672 - 13,377,500 - 21,224,172	\$ \$ \$ \$ \$ \$		\$ \$ \$		\$ \$ \$ \$ \$ \$	421,200 421,200 4,369,339 1,784,626 6,153,965 445,531 73,920 2,438,359 561,835 42,731 3,562,376 9,716,341 2,791,074 14,454,580 22,981 53,557,977 4,316,215 48,900

BUDGET SUMMARY REVENUE AND EXPENDITURE SUMMARY

<u>-</u>	CY 2021 ACTUAL	CY 2022 ACTUAL	CY 2023 BUDGET	CY 2023 PROJECTED	CY 2024 BUDGET
REVENUES AND OTHER FINANCING SOURCES					
GENERAL FUND	20,594,576	21,647,565	21,442,887	25,077,512	23,049,391
SPECIAL FUNDS					
MOTOR FUEL TAX	554,058	587,664	241,146	402,000	257,000
CAPITAL PROJECTS FUND	7,301,861	402,553	15,000	3,216,894	11,052,000
ENTERPRISE FUND					
WATER	3,722,420	5,054,660	8,124,175	8,185,041	4,118,410
GOLF	2,797,469	2,573,323	2,064,063	2,642,536	2,166,695
DEBT SERVICE	1,978,083	2,489,379	2,397,650	2,045,000	2,791,074
CUSTODIAL FUND TOTAL REVENUES	22,729	22,729	23,000	22,730	23,000
TOTAL REVENUES	36,971,196	32,777,873	34,307,921	41,591,713	43,457,570
	CY 2021	CY 2022	CY 2023	CY 2023	CY 2024
	ACTUAL	ACTUAL	BUDGET	PROJECTED	BUDGET
EXPENDITURES AND OTHER FINANCING USES					
GENERAL FUND	20,013,910	19,356,288	23,253,772	22,730,540	26,151,801
GENERAL FORD	20,013,310	13,330,200	23,233,772	22,730,340	20,131,001
SPECIAL FUNDS					
MOTOR FUEL TAX	37,172	522,570	730,597	671,200	421,200
CAPITAL PROJECTS FUND	496,959	3,730,708	3,746,420	3,865,548	14,454,580
ENTERPRISE FUND					
WATER	2,033,222	2,613,705	6,294,748	6,806,643	6,153,965
GOLF	1,813,408	2,219,095	2,701,143	2,525,196	3,562,376
DEBT SERVICE	1,947,870	2,395,449	2,397,650	2,393,750	2,791,074
CUSTODIAL FUND	28,688	28,168	23,000	22,965	22,981
TOTAL EXPENDITURES	26,371,229	30,865,983	39,147,330	39,015,842	53,557,977
DEVENUE LECC EVERNOTURE					
REVENUE LESS EXPENDITURE SURPLUS / (DEFICIT)	10,599,967	1,911,890	(4,839,409)	2,575,871	(10,100,407)
SUNFLUS / (DEFICIT)	10,333,307	1,311,030	(4,033,403)	2,3/3,0/1	(10,100,407)

Note: Exludes Pension Funds

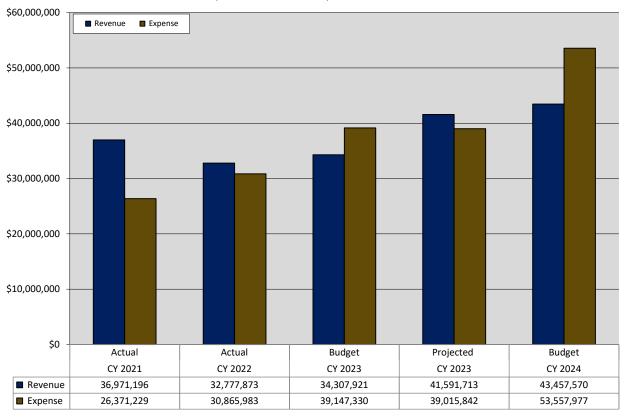
VILLAGE OF GLENCOE HISTORY OF ADOPTED BUDGETS

	ADOPTED 2017	ADOPTED 2018	ADOPTED 2019	ADOPTED FY 2020	ADOPTED SY 2020	ADOPTED CY 2021	ADOPTED CY 2022	ADOPTED CY 2023	PROPOSED CY 2024	% CHANGE FROM CY 2023
REVENUE										
OPERATING FUND										
GENERAL	16,017,011	16,251,144	17,413,908	17,413,908	19,974,368	19,144,543	20,046,057	21,442,887	23,049,391	6.97%
SUB-TOTAL	16,017,011	16,251,144	17,413,908	17,413,908	19,974,368	19,144,543	20,046,057	21,442,887	23,049,391	6.97%
ENTERPRISE FUNDS										
WATER	1,966,923	2,035,425	2,755,000	2,755,000	7,935,055	4,630,850	3,941,908	8,124,175	4,118,410	-97.26%
GOLF CLUB	1,609,472	1,649,889	1,712,989	1,739,874	1,839,043	1,824,909	1,937,221	2,064,063	2,166,695	4.74%
SUB-TOTAL	3,576,395	3,685,314	4,467,989	4,494,874	9,774,098	6,455,759	5,879,129	10,188,238	6,285,105	-62.10%
SPECIAL FUNDS										
GARBAGE	1,432,765	1,025,959	-	-	-	-	-	-	-	N/A
MOTOR FUEL TAX	211,234	211,234	228,000	228,000	221,340	395,452	457,237	241,146	257,000	6.17%
ENHANCED 911	145,398	36,375	-	-	-	-	-	-	-	N/A
SUB-TOTAL	1,789,397	1,273,568	228,000	228,000	221,340	395,452	457,237	241,146	257,000	6.17%
CAPITAL/DEBT										
CAPITAL PROJECTS	5,268,850	18,405	13,250	13,250	1,736,375	215,001	105,250	15,000	11,052,000	99.86%
DEBT SERVICE	1,579,535	2,293,417	2,233,991	2,233,991	1,959,410	1,951,988	2,404,278	2,397,650	2,791,074	14.10%
SUB-TOTAL	6,848,385	2,311,822	2,247,241	2,247,241	3,695,785	2,166,989	2,509,528	2,412,650	13,843,074	82.57%
TOTAL REVENUES	28,231,188	23,521,848	24,357,138	24,384,023	33,665,591	28,162,743	28,891,951	34,284,921	43,434,570	33.48%
										% CHANGE
	ADOPTED	ADOPTED	ADOPTED	ADOPTED	ADOPTED	ADOPTED	ADOPTED	ADOPTED	PROPOSED	FROM
_	2017	2018	2019	FY 2020	SY 2020	CY 2021	CY 2022	CY 2023	CY 2024	CY 2023
EXPENDITURES										
ODERATING										
OPERATING										
GENERAL	17,808,377	18,780,316	18,992,156	20,194,578	21,198,641	21,530,823	21,530,823	22,867,781	26,151,801	12.56%
	17,808,377 17,808,377	18,780,316 18,780,316	18,992,156 18,992,156	20,194,578	21,198,641 21,198,641	21,530,823 21,530,823	21,530,823 21,530,823	22,867,781 22,867,781	26,151,801 26,151,801	
GENERAL			· · ·							12.56%
GENERAL SUB-TOTAL			· · ·							12.56% 12.56%
GENERAL SUB-TOTAL ENTERPRISE FUNDS	17,808,377	18,780,316	18,992,156	20,194,578	21,198,641	21,530,823	21,530,823	22,867,781	26,151,801	12.56% 12.56%
GENERAL SUB-TOTAL ENTERPRISE FUNDS WATER	17,808,377 2,586,043	18,780,316 2,755,370	18,992,156 2,755,370	20,194,578	21,198,641	21,530,823 4,923,229	21,530,823 4,923,229	22,867,781 5,839,927	26,151,801 6,153,965	12.56% 12.56% 5.10%
GENERAL SUB-TOTAL ENTERPRISE FUNDS WATER GOLF CLUB SUB-TOTAL	17,808,377 2,586,043 2,370,036	18,780,316 2,755,370 1,915,462	18,992,156 2,755,370 1,932,892	20,194,578 5,992,684 1,954,914	21,198,641 3,789,067 2,390,154	21,530,823 4,923,229 2,593,745	21,530,823 4,923,229 2,593,745	22,867,781 5,839,927 2,701,143	26,151,801 6,153,965 3,562,376	12.56% 12.56% 5.10% 24.18%
GENERAL SUB-TOTAL ENTERPRISE FUNDS WATER GOLF CLUB	2,586,043 2,370,036 4,956,079	18,780,316 2,755,370 1,915,462	18,992,156 2,755,370 1,932,892	20,194,578 5,992,684 1,954,914	21,198,641 3,789,067 2,390,154	21,530,823 4,923,229 2,593,745	21,530,823 4,923,229 2,593,745	22,867,781 5,839,927 2,701,143	26,151,801 6,153,965 3,562,376	12.56% 12.56% 5.10% 24.18% 12.10%
GENERAL SUB-TOTAL ENTERPRISE FUNDS WATER GOLF CLUB SUB-TOTAL SPECIAL FUNDS	17,808,377 2,586,043 2,370,036	18,780,316 2,755,370 1,915,462	18,992,156 2,755,370 1,932,892	20,194,578 5,992,684 1,954,914	21,198,641 3,789,067 2,390,154	21,530,823 4,923,229 2,593,745	21,530,823 4,923,229 2,593,745	22,867,781 5,839,927 2,701,143	26,151,801 6,153,965 3,562,376	12.56% 12.56% 5.10% 24.18% 12.10%
GENERAL SUB-TOTAL ENTERPRISE FUNDS WATER GOLF CLUB SUB-TOTAL SPECIAL FUNDS GARBAGE	17,808,377 2,586,043 2,370,036 4,956,079 1,310,462	18,780,316 2,755,370 1,915,462 4,670,832	18,992,156 2,755,370 1,932,892 4,688,262	20,194,578 5,992,684 1,954,914 7,947,598	21,198,641 3,789,067 2,390,154 6,179,221	21,530,823 4,923,229 2,593,745 7,516,974	21,530,823 4,923,229 2,593,745 7,516,974	22,867,781 5,839,927 2,701,143 8,541,070	26,151,801 6,153,965 3,562,376 9,716,341	12.56% 12.56% 5.10% 24.18% 12.10% N/A -54.61%
GENERAL SUB-TOTAL ENTERPRISE FUNDS WATER GOLF CLUB SUB-TOTAL SPECIAL FUNDS GARBAGE MOTOR FUEL TAX	17,808,377 2,586,043 2,370,036 4,956,079 1,310,462	18,780,316 2,755,370 1,915,462 4,670,832	18,992,156 2,755,370 1,932,892 4,688,262	20,194,578 5,992,684 1,954,914 7,947,598	21,198,641 3,789,067 2,390,154 6,179,221	21,530,823 4,923,229 2,593,745 7,516,974	21,530,823 4,923,229 2,593,745 7,516,974	22,867,781 5,839,927 2,701,143 8,541,070	26,151,801 6,153,965 3,562,376 9,716,341	12.56% 12.56% 5.10% 24.18% 12.10%
GENERAL SUB-TOTAL ENTERPRISE FUNDS WATER GOLF CLUB SUB-TOTAL SPECIAL FUNDS GARBAGE MOTOR FUEL TAX ENHANCED 911	17,808,377 2,586,043 2,370,036 4,956,079 1,310,462 645,368	18,780,316 2,755,370 1,915,462 4,670,832 - 82,700	18,992,156 2,755,370 1,932,892 4,688,262	20,194,578 5,992,684 1,954,914 7,947,598	21,198,641 3,789,067 2,390,154 6,179,221	21,530,823 4,923,229 2,593,745 7,516,974 - 701,200	21,530,823 4,923,229 2,593,745 7,516,974	22,867,781 5,839,927 2,701,143 8,541,070 - 651,200	26,151,801 6,153,965 3,562,376 9,716,341 - 421,200	12.56% 12.56% 5.10% 24.18% 12.10% N/A -54.61% N/A
GENERAL SUB-TOTAL ENTERPRISE FUNDS WATER GOLF CLUB SUB-TOTAL SPECIAL FUNDS GARBAGE MOTOR FUEL TAX ENHANCED 911 SUB-TOTAL	17,808,377 2,586,043 2,370,036 4,956,079 1,310,462 645,368	18,780,316 2,755,370 1,915,462 4,670,832 - 82,700	18,992,156 2,755,370 1,932,892 4,688,262	20,194,578 5,992,684 1,954,914 7,947,598	21,198,641 3,789,067 2,390,154 6,179,221	21,530,823 4,923,229 2,593,745 7,516,974 - 701,200	21,530,823 4,923,229 2,593,745 7,516,974	22,867,781 5,839,927 2,701,143 8,541,070 - 651,200	26,151,801 6,153,965 3,562,376 9,716,341 - 421,200	12.56% 12.56% 5.10% 24.18% 12.10% N/A -54.61% N/A
GENERAL SUB-TOTAL ENTERPRISE FUNDS WATER GOLF CLUB SUB-TOTAL SPECIAL FUNDS GARBAGE MOTOR FUEL TAX ENHANCED 911 SUB-TOTAL CAPITAL/DEBT	17,808,377 2,586,043 2,370,036 4,956,079 1,310,462 645,368 - 1,955,830	18,780,316 2,755,370 1,915,462 4,670,832 - 82,700 - 82,700	18,992,156 2,755,370 1,932,892 4,688,262 - 82,700 - 82,700	20,194,578 5,992,684 1,954,914 7,947,598 - 81,270 - 81,270	21,198,641 3,789,067 2,390,154 6,179,221 - 90,660 - 90,660	21,530,823 4,923,229 2,593,745 7,516,974 - 701,200 - 701,200	21,530,823 4,923,229 2,593,745 7,516,974 - 701,200 - 701,200	22,867,781 5,839,927 2,701,143 8,541,070 - 651,200 - 651,200	26,151,801 6,153,965 3,562,376 9,716,341 - 421,200 - 421,200	12.56% 12.56% 5.10% 24.18% 12.10% N/A -54.61% N/A -54.61%
GENERAL SUB-TOTAL ENTERPRISE FUNDS WATER GOLF CLUB SUB-TOTAL SPECIAL FUNDS GARBAGE MOTOR FUEL TAX ENHANCED 911 SUB-TOTAL CAPITAL/DEBT CAPITAL PROJECTS	17,808,377 2,586,043 2,370,036 4,956,079 1,310,462 645,368 - 1,955,830 5,015,239	18,780,316 2,755,370 1,915,462 4,670,832 - 82,700 - 82,700 1,275,000	18,992,156 2,755,370 1,932,892 4,688,262 82,700 82,700 1,275,000	20,194,578 5,992,684 1,954,914 7,947,598 - 81,270 - 81,270 1,736,375	21,198,641 3,789,067 2,390,154 6,179,221 - 90,660 - 90,660 155,000	21,530,823 4,923,229 2,593,745 7,516,974 - 701,200 - 701,200 4,279,000	21,530,823 4,923,229 2,593,745 7,516,974 - 701,200 - 701,200 4,279,000	22,867,781 5,839,927 2,701,143 8,541,070 - 651,200 - 651,200 3,148,570	26,151,801 6,153,965 3,562,376 9,716,341 - 421,200 - 421,200 14,454,580	12.56% 12.56% 5.10% 24.18% 12.10% N/A -54.61%

Note: Exludes Funds for Pension and Washington Place SSA Debt

COMPARISON OF REVENUES AND EXPENDITURES FOR ALL FUNDS

(Excludes Pension Funds)



GENERAL FUND REVENUE



CALENDAR YEAR 2024



GENERAL FUND REVENUE

REVENUE OVERVIEW

The General Fund is a governmental fund that accounts for all revenues and expenditures of the Village, which are not accounted for in any other fund. Revenues in the General Fund support the core operations of the Village, with the exception of water production, water distribution and the Glencoe Golf Club. The General Fund Calendar Year 2024 budget includes total revenues of \$23,049,391. The budget as presented is an overall revenue increase of \$1,606,504 or 7.5% from the Calendar Year 2023 Budget.

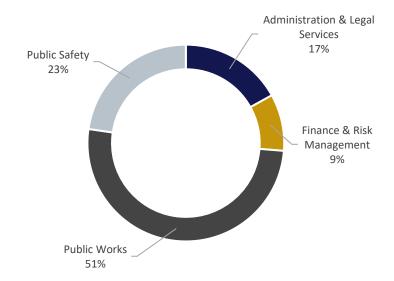
The largest revenue sources in the General Fund include property taxes (which is also the Village's largest revenue source), sales and use taxes, Illinois income tax, sewer charges and building permits along with a series of other miscellaneous revenues.

The Village strives to limit reliance on revenues distributed from the State of Illinois (such as income, sales and telecommunications taxes). As part of the Village's Strategic Plan, work has commenced to fund core services with taxes/fees that fall under non-home rule control.

Property Tax

Property tax is the Village's largest revenue source at 50.7% of the General Fund and has historically been the most predictable. Property Tax funds most administrative services, public works and public safety operations. This tax is levied annually by an ordinance adopted by the Board of Trustees each December and is subsequently billed and collected on behalf of the Village by the Cook County Treasurer's Office. Since the implementation of the Property Tax Extension Limitation Law (PTELL) in 1994, the Village has adhered to its policy of levying property taxes at the maximum allowable amount permitted by law, which is equal to the lesser of 5.0% or the change in the national Consumer Price Index (CPI) for the 12 months preceding the levy year. This revenue is susceptible to changes by the Illinois legislature. For 2024, the budget includes a 5.0% proposed increase in the overall tax levy.

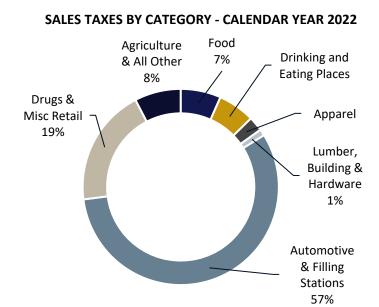
WHERE DO PROPERTY TAXES GO?



Sales Tax

Sales tax is the second largest revenue source for the Village and is derived from the sale of tangible personal property at businesses located within the Village of Glencoe. Effective January 1, 2023, a 9.0% tax is collected on all sales by the vendor and forwarded to the State, which remits 1.0% of the tax to the Village.

In Calendar Year 2021, the State of Illinois passed the Leveling the Playing Field Act, which required online retailers to ensure that sales taxes are collected on internet sales. A portion of the taxes collected are then remitted to the municipality in which the buyer resides. As a result of this legislation, the Village of Glencoe has experienced an increase in both the dollar amount or sales tax revenues and the diversity of categories from which these revenues originate. The Calendar Year 2024 budget projects that trends that have been seen over the past twelve months will continue into next year. It is projected that the Village will receive \$2,775,000 in sales tax in calendar year 2024, a slight



increase of 0.09% from the current year projected revenue.

In addition to the tax on retail sales, the Village also imposes a 1% local tax on the sale of prepared food and beverages, referred to as a Places for Eating Tax (PFET). The PFET was enacted in January 2021 and is projected to generate approximately \$250,000 in revenue in Calendar Year 2024.

Sewer Charges

Sewer charges are calculated based on water consumption and are billed with water on a quarterly basis. Sewer charges will be increased by 5.0% effective January 1, 2024. The rate increase will fund a portion of infrastructure improvements, such as sanitary sewer lining and other infrastructure repairs. Sewer system improvements have been projected in accordance with mandates established by the Illinois Environmental Protection Agency (IEPA) and the Metropolitan Water Reclamation District (MWRD) to evaluate the condition of 2.0% of the sanitary sewer system each year and complete the necessary rehabilitation improvements. It is estimated that this program will cost the Village approximately \$3.4 million over the next ten years.

Income Tax

Income tax is imposed and collected by the Illinois Department of Revenue, and a portion is shared with municipalities through the Local Government Distributive Fund (LGDF). Shared revenues are based on each municipality's proportion of the total state population.

Income taxes are a significant revenue source for the Village and but are susceptible to changes in legislative and economic conditions. Trends in income tax receipts have remained relatively stable in recent years; however, this will continue to be monitored closely as inflationary levels may lead to a possible recession in

the near term. The Calendar Year 2024 budget does project a slight increase in this revenue. The year end estimate of income tax received by the Village in Calendar Year 2023 is \$1,381,035 compared to \$1,486,635 in receipts projected for Calendar Year 2024.

Telecommunication Tax

Telecommunication tax is collected by telecommunications providers through client invoices for telecommunications services (telephone, fax and pagers). The tax is then remitted to the State of Illinois and is subsequently distributed to the Village on a monthly basis. The Calendar Year 2024 Budget projects an annual revenue of \$161,105. As technology enhancements increase the utilization of cell phones in lieu of land line telephones, this revenue source will continue to decrease. Telecommunications tax is projected to continue to experience declines in the next five years.

General Collections Services Fee

After a comprehensive evaluation and public procurement process in 2017, the Village outsourced its garbage collection service to Lakeshore Recycling Systems (LRS). That franchise agreement was renegotiated in 2022. In recognition of the infrastructure impact this service and the cost of special recycling events and fall leaf collection, the Village implemented a General Collections Services Fee (GCSF). This fee is included on municipal refuse bills and is collected by LRS. This fee is tied to the twelve-month CPI or the increase in costs of services to the Village and is recommended to increase by 5.0% in Calendar Year 2024. The GCSF is reviewed annually to ensure that the fee level covers the cost of refuse collection service, special recycling events and the impact of the garbage collection service on the Village's roadway system.

Building Permits

Building permits are collected on residential and commercial renovations in the Village. New single-family residential construction permits continue to be the largest source of permit revenue for the Village and is largely based on the estimated value of a renovation or a per foot charge for new construction. This revenue is dependent upon and impacted by development trends and the health of the local economy. The Calendar Year 2024 Budget projects an annual revenue of \$1,535,900, based in part on a recommended increase in the permit fee for new construction. It is anticipated that construction activity will maintain levels in the coming year.



¹ Values shown based on millions.

DEPARTMENT

BUDGET DETAIL



CALENDAR YEAR 2024



ADMINISTRATION AND FINANCE DEPARTMENT

DEPARTMENT OVERVIEW

Effective with the start of the new Calendar Year budget, the Village Manager's Office and Finance Department operations will be consolidated into a new Administration and Finance Department. This is the first significant reorganization of Village operations in over 60 years and is meant to improve internal operations and effectiveness. This is being done for numerous reasons but particularly because it centralizes and enhances the services delivered by these functional areas of Village operations for both internal and external customers.

The Department of Administration and Finance is responsible for providing overall direction and administration of policies and programs established by the Village President and Board of Trustees, and coordinating activities of the Village's operating departments, including oversight of the development of the annual budget as well as implementation of the Village's Strategic Plan and other operating plans approved by the Board of Trustees. Oversight of all day-to-day operations of the Village is the responsibility of the Village Manager. Likewise, the Village Manager is also appointed as the Village Clerk.

Divisions within the department include Administration, Legal Services, Boards and Commissions, Finance, Human Resources, Information Technology and Risk Management. The department also includes the Village Clerk function including maintenance of Village records, responding to Freedom of Information Act (FOIA) requests, accounting, communications, utility billing, accounts receivable, payroll, accounts payable and providing support to Village Boards and Commissions.

DIVISION FUNCTIONS

Administration

This division coordinates activities amongst all operating departments, provides oversight of the development of the annual budget, develops policies related to operations, financial and personnel management and operating department goals and objectives. Likewise, all external communications, including statutory notices of meetings and other required communications in addition to the development of newsletters, press releases, social media presence and other outreach is the responsibility of this division.

Legal

This division provides legal support to the Village including guidance and direction in the organization's day-to-day operations. The Village has legal support for Corporation Counsel, labor and prosecution matters.

Boards and Commissions

This division is responsible for providing support to other Village Boards and Commissions including the Zoning Board of Appeals/Zoning Commission, Plan Commission, Preservation Commission, Public Safety Commission, Sustainability Task Force and Council for Inclusion and Community. Additionally, this division includes funding for the Village's community grants program, which supports social agencies in the community.

Finance

The Finance division is responsible for the administration of all fiscal operations of the Village. These activities include accounting and financial reporting, budget development, treasury management, risk management, payroll services, utility billing, accounts payable and accounts receivable. Also included is Village-wide financial reporting and forecasting, coordination of internal control program, management of the Village's investment portfolio and collection services/administration/technical support to the Glencoe Golf Club and the Glencoe Public Library, as well as the Police and Fire Pension Funds. This division includes the procurement consolidation of commodities such as supplies, postage, credit card and banking fees to provide centralized oversight of formal bidding and proposal processes.

Human Resources

The Human Resources division supports all departments of the Village by managing recruitment and employee onboarding processes, managing position classification and compensation, supporting performance management processes, supporting organization-wide training objectives, leading collective bargaining processes, overseeing employee benefits programs, supporting employee development and succession planning, and employee relations. The Human Resources division provides staff support to the Public Safety Commission and the Council for Inclusion and Community and leads initiatives related to equity and inclusion within the organization.

Information Technology

This division is responsible for maintaining and supporting the Village's extensive information technology infrastructure.

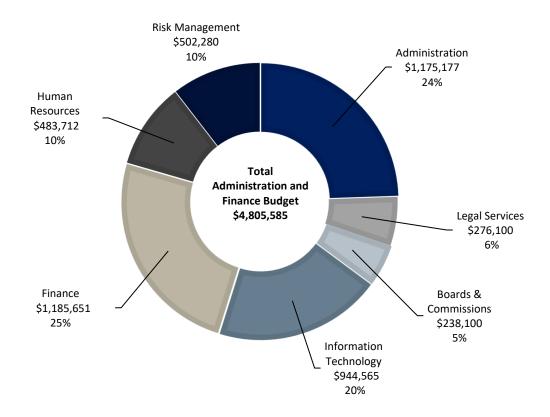
Risk Management

The Risk Management Division includes the administration of the Village's liability, property and workers' compensation insurance program and unemployment insurance. This division works closely with the Village's insurance provider to coordinate required training, accident reviews, claims administration and assists with process improvements to enhance safety in all departments of the Village.

BUDGET EXPENDITURE SUMMARY

The Administration and Finance Department's Calendar Year 2024 Budget includes \$4,805,585 in expenditures. The budget as presented is an overall increase of \$266,638 or 5.9% from the Calendar Year 2023 Budget combined from the Village Manager's Office and Finance Department budgets.

As a result of the reorganization of these functional areas several position changes have been included to better meet the emerging needs of the organization and community. The recommended position changes are outlined in the organizational chart below. Over the near- and long-term, these changes will allow the Village to more strategically address issues that are facing the organization and community.



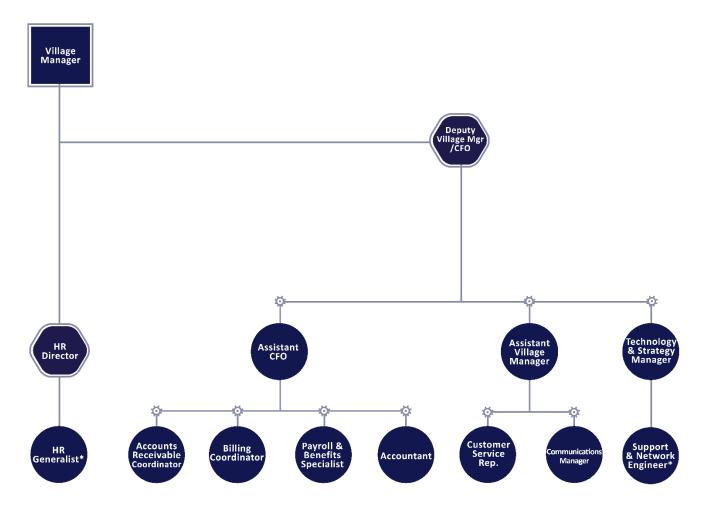
CALENDAR YEAR 2024 EXPENDITURES

			CALLINDAI	TEAR ZUZ	+ LAFLIN	DITUILS				
	Administration	Finance	Human Resources	Risk Management	Legal Services	Boards & Commissions	Information Technology	Total	Approved CY 2023	% Change from Budget
Personnel	957,520	757,001	327,482	5,500	-	-	327,687	2,375,190	2,105,326	12.8%
Services	200,907	187,210	154,730	467,625	276,100	-	505,378	1,791,950	1,724,105	3.9%
Commodities	16,750	55,850	1,500	29,155	-	238,100	111,500	452,855	445,413	1.7%
Subtotal	1,175,177	1,000,061	483,712	502,280	276,100	238,100	944,565	4,619,995	4,274,844	7.8%
Capital	-				-	-		-	78,513	-100.0%
Other Financing Use	-	185,590			-	-	-	185,590	185,590	0.0%
Subtotal	-	185,590	-	-	-	-	-	185,590	264,103	-29.7%
Grand Total	1,175,177	1,185,651	483,712	502,280	276,100	238,100	944,565	4,805,585	4,538,947	5.9%

Highlighted requests from the Calendar Year 2024 Budget includes the following:

- Corporation Counsel: The Village's corporation counsel, Elrod Friedman, LLP, operates under a
 retainer structure for the majority of legal services provided to the Village. Those that do not fall
 within the retainer structure are billed on an hourly basis. The budget accounts for a small increase
 for the retainer in Calendar Year 2024. In addition, funds have been included for research and legal
 counsel above and beyond those routine matters covered by the retainer agreement including
 Strategic Plan projects and review and updating of existing Village regulations and ordinances. This is
 the start of a multi-year program to fully review the Village's municipal code.
- Special Events: In 2024, the Village intends to continue its support of the annual Independence Day fireworks display, host the Independence Day Parade and festivities, hold its enhanced Light the Lights event in November, as well as a variety of other events planned by the Village or in partnership with other organizations. As in prior years, the Village will again pursue opportunities to offset a portion of the event costs through sponsorship programs.
- Community Grants: \$157,500 has been budgeted for the 2024 Community Grants program. This line item will be finalized and may be updated pending the approval of the Community Grants Committee's recommendations to the Village Board.
- **Contractual Support:** The Administration and Finance Department's Calendar Year 2024 Budget includes funds to help facilitate the development of the Village's next Strategic Plan, procure grant research consulting services and audit and actuarial professional services.

PERSONNEL RECOMMENDATIONS



There are currently twelve full-time employees in the Village Manager's Office and Finance Department. The Calendar Year 2024 budget includes maintaining these positions and the addition of two new full-time personnel, a Human Resources Generalist and a Support and Network Engineer (designated by an (*) above). The reorganization of these two departments includes several position and title changes which are outlined below annotated in the organizational chart above.

AUTHORIZED FULL-TIME POSITIONS	CY 2022	CY 2023	Proposed CY 2024
Village Manager (by contract)	1	1	1
Deputy Village Manager/CFO	0	0	1
Finance Director	1	1	0
Human Resources Director	0	0	1
Assistant Village Manager	1	1	1
Human Resources Generalist	0	0	1
Assistant Finance Director	1	1	0
Assistant CFO	0	0	1
IT Coordinator	1	1	0
Technology and Strategy Manager	0	0	1
Support and Network Engineer	0	0	1
Assistant to the Village Manager	1	1	0
Accountant	1	1	1
Billing Services Coordinator	1	1	1
Payroll and Benefits Specialist	1	1	1
Accounts Receivable Coordinator	1	1	1
Administrative Intern	0.5	0	0
Communications Manager	0	1	1
Customer Service Representative	0	1	1
TOTAL FULL-TIME	10.5	12	14

STRATEGIC PLAN RECOMMENDATIONS

The Calendar Year 2024 Budget Strategic Plan-related requests for the Administration and Finance Department's includes the following:

Legal Counsel for Village Code Review \$40,000

TOTAL: \$40,000

COMMUNITY INVESTMENT PROGRAM RECOMMENDATIONS

The Calendar Year 2024 Administration and Finance Department budget does not include any Community Investment Program items.

DIVISION DETAIL

ADMINISTRATION DIVISION

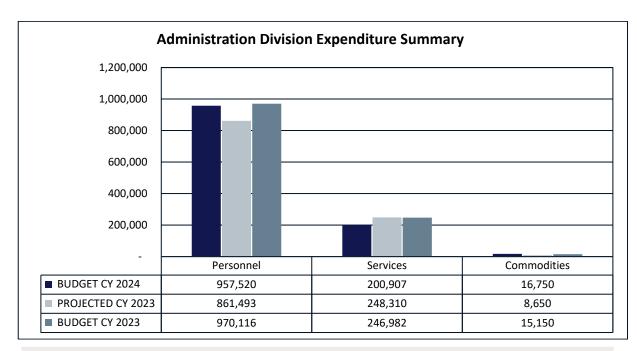
The Administration Division coordinates all activities among all Village Departments and operating funds, including coordination and oversight of the development of the annual budget, formulation of policies related to operations, financial and personnel management and operating department goals and objectives, as well as the management and administration of the Village's Strategic Plan.

This division is also generally responsible for the following:

- Oversight of all day-to-day operations of the Village
- Administration and oversight of the Village's Strategic Plan
- Administration of the Village's Communication Plan, including media relations, development of *Inside Glencoe* (a combined community organization newsletter), website administration and management of the Village's social media presence
- Economic development outreach and stewardship
- · Administration and oversight of special projects
- Administration and oversight of utility franchise agreements

Expenditure Summary:

The Administration Division Calendar Year 2024 budget is \$1,175,177. Below is the review of expenditures for the Administration division. Total expenditures for this Division are projected to be slightly over budget for the year.



Administration Division Account Class Description:

- Personnel: Salaries, employee benefits and pension cost
- Services: Maintenance and repairs, service fees, professional services, legal services, membership dues, training costs and special events
- Commodities: Miscellaneous supplies and contingency

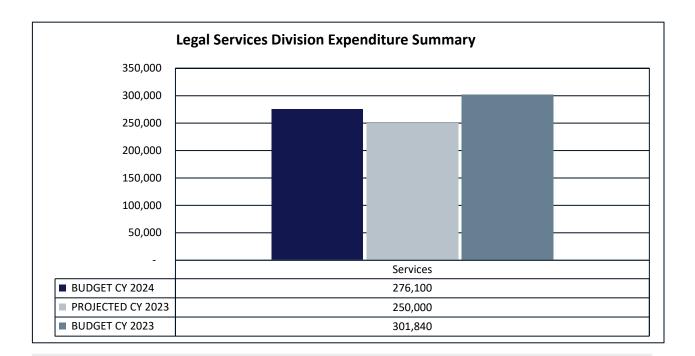
LEGAL DIVISION

The Legal Division provides legal support related to the Village's day-to-day operations, including the following types of legal services:

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

Expenditure Summary:

The Legal Division Calendar Year 2024 budget is \$276,100. Below is the review of expenditures for the Legal division. Total expenditures for this Division are projected to be within budget for the calendar year. Below is the review of expenditures for the Legal division:



Legal Division Account Class Description:

• Services: Legal fees

BOARDS AND COMMISSIONS DIVISION

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

- Zoning Board of Appeals/Zoning Commission
- Plan Commission

- Preservation Commission
- Public Safety Commission
- Glencoe Council for Inclusion and Community
- Sustainability Task Force

Membership in each board or commission consists of residents appointed by the Village President with the advice and consent of the Board of Trustees.

Zoning Board of Appeals/Zoning Commission/Fence Board of Appeals

The Zoning Board of Appeals/Zoning Commission consists of seven members appointed to five-year terms. The Zoning Board of Appeals reviews applications for variations to the Village's Zoning Code requirements and provides final decisions on such appeals. At the request of the Village Board, the members also meet as the Zoning Commission to conduct public hearings and make recommendations on proposed amendments to the Zoning Code.

Plan Commission

By Village Ordinance, the Plan Commission is comprised of 10 members: four members appointed at large and one member each from the Library Board, Park District Board of Commissioners, School District Board of Education, Zoning Board of Appeals/Zoning Commission, Preservation Commission and Village Board. The Commission reviews all proposed subdivisions and makes its recommendations to the Village Board. Additionally, it reviews the aesthetic quality of buildings proposed for construction in the area zoned for multiple family and business use. In Calendar Year 2023, the Plan Commission continued the process of updating the Village's 1996 Comprehensive Plan. Work on the new Comprehensive Plan titled "All In Glencoe" is expected to conclude with the delivery of a final plan in Calendar Year 2024.

Preservation Commission The Preservation Commission serves to promote, protect and enhance the Village's historic and architectural resources. The members inform and educate the Village President and Board of Trustees and residents of the historic and architectural heritage of the Village and make recommendations to the Village Board for modifications to the Village's preservation ordinacnes, designation of historic properties or districts and review proposed alterations or additions to landmark properties.

Public Safety Commission

The Public Safety Commission consists of three members that appoint all sworn officers in the Department of Public Safety, with the exception of the Director and Deputy Chiefs. The Commission also promotes all officers with the exception of the Director and Deputy Chiefs and conducts disciplinary hearings when the Director brings formal charges against a sworn member of the department.

Glencoe Council for Inclusion and Community

The Glencoe Council for Inclusion and Community currently consists of members who are appointed to three-year terms and acts in an advisory capacity to the Village President and Board of Trustees on human relations issues within the Village and aids the Village in facilitating public dialogue about diversity and inclusion issues and projects.

Sustainability Task Force

The Sustainability Task Force consists of members representing Glencoe organizations including the Library Board, Park District Board of Commissioners, School District Board of Education, Village Board and residents at large. The task force focuses on developing, promoting or recommending programs and initiatives intended to raise awareness of sustainability within the Village and underscore the value of sustainable practices on Village operations and across the community.

Community Grants Program

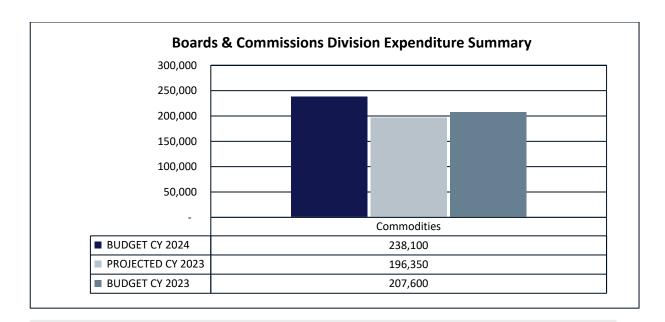
The Boards and Commission Division includes annual funding for the Village's Community Grants Program, which supports the following organizations:

- Family Service of Glencoe
- Writers Theatre
- Glencoe Youth Services
- Glencoe Junior High Project
- Glencoe Historical Society

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. Each year, a committee consisting of the Village President and two Trustees evaluate requests and make recommendations to the Board of Trustees for funding Community Grants.

Expenditure Summary:

The Boards and Commissions Division Calendar Year 2024 budget is \$238,100. Below is the review of expenditures for the Boards and Commissions division:



Special Boards Division Account Class Description:

• Commodities: Supplies, contractual support (planning services) and Community Grants

FINANCE DIVISION

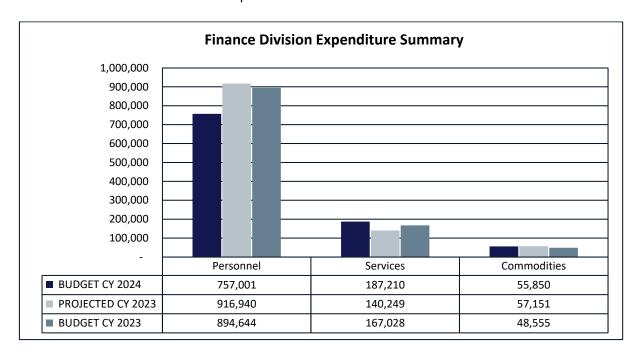
The Finance Division is responsible for daily financial activities including processing accounts payable, accounts receivable, utility billing, collections and cash receipts, preparation of applicable state and federal reports and monthly financial reports to the Village Board and management, administering debt service and investment of Village funds. The Division is also responsible for the development, implementation and monitoring of the approved budget and the preparation and disclosure of financial statements. The Finance Division provides the Village Board and other departments with financial analysis and support.

Other responsibilities include:

- Benefits administration and payroll
- Purchasing oversight
- Administration of the Village's liability, property and workers' compensation program
- Administrative support to the Glencoe Golf Club, Glencoe Public Library, Police and Fire Pension Funds
- Auditing internal functions of the Village
- Coordinating and managing the annual renewal of vehicle and pet licensing program, including alarm permit registration and occurrence billing

Expenditure Summary:

The Finance Division Calendar Year 2024 budget is \$1,185,651. Below is a review of expenditures for the Finance division. Below is the review of expenditures for the Finance division:



Finance Division Account Class Description:

- Personnel: Salaries, Employee Benefits and Pension Cost
- Services: Service Fees, Professional Services, Membership Dues and Training
- Commodities: Supplies and Vehicle Operating Expense
- Other: Collection Expense and Miscellaneous Refunds
- Other Financing Use: Loan forgiveness for the Glencoe Golf Club

HUMAN RESOURCES DIVISION

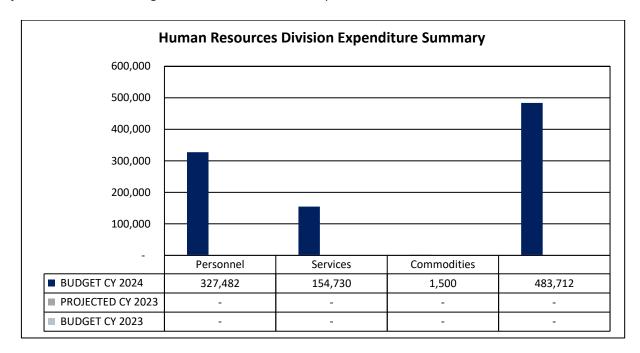
The Human Resources Division manages and supports all aspects of employment relationships within the Village organization, including recruitment and selection, training and development, succession planning, compensation and classification, talent management, collective bargaining, employee relations, benefits administration, and equity and inclusion. Broadly, the goal of the Human Resources Division is to ensure that each department is staffed with employees who are able to deliver high-quality municipal services, support strategic initiatives of the Village, and ready to meet emerging or changing needs of the community.

Other responsibilities include:

- Developing and administering employment policies and procedures
- Ensuring legal compliance with federal, state and local labor and employment laws
- Administering hiring and onboarding processes
- Supporting performance management processes, talent development and succession programs
- Procuring and managing employee benefits programs and representing the Village in its health insurance cooperative
- Assisting departments with analyzing and planning current and future staffing needs
- Supporting a shared awareness of the Village's organizational culture
- Fostering a welcoming and inclusive work environment for all employees

Expenditure Summary:

The Human Resources Division Calendar Year 2024 budget is \$483,712. Total expenditures for this Division are projected to be within budget. Below is the review of expenditures for the Human Resources division:



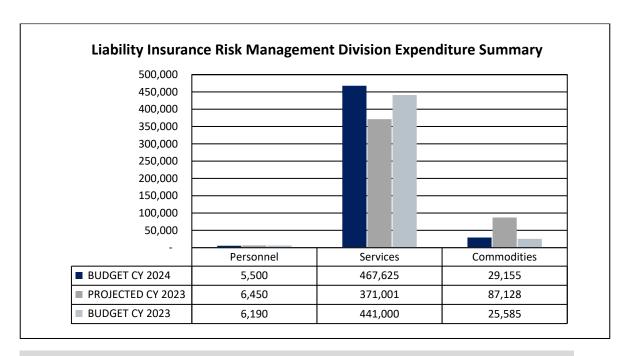
Human Resources Division Account Class Description:

- Personnel: Salaries, Employee Benefits and Pension Cost
- Services: Service Fees, Professional Services, Membership Dues and Training
- Commodities: Supplies and Vehicle Operating Expense
- Other: Collection Expense and Miscellaneous Refunds
- Other Financing Use: Loan forgiveness for the Glencoe Golf Club

RISK MANAGEMENT DIVISION

The Risk Management division includes the administration of the Village's liability, property and workers' compensation insurance program, unemployment insurance and flexible spending account program. The division works closely with the Village insurance provider, Intergovernmental Risk Management Agency (IRMA)

to coordinate required training, accident reviews, claims administration and assists with process improvements to enhance safety in all departments of the Village.



Risk Management Division Account Class Description:

- Personnel: Unemployment Insurance and flexible spending account fees
- Services: Risk Management, which includes annual contribution and deductible expenses
- *Commodities:* This represents the Library's portion of Personal Property Replacement Tax, which is distributed annually.

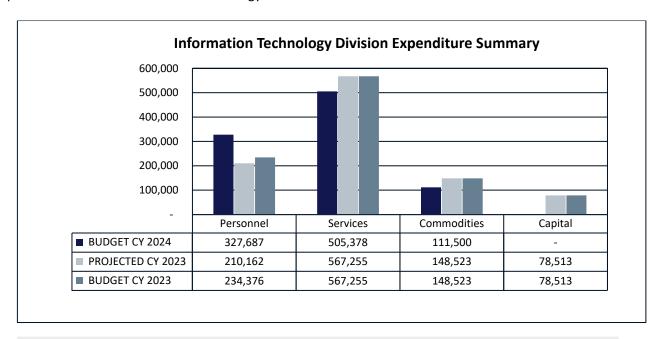
INFORMATION TECHNOLOGY DIVISION

The Information Technology Division supports all Village technology systems and equipment used throughout the organization. Responsibilities include:

- Managing and developing plans to strategically procure and implement systems and equipment to meeting the ongoing and emerging needs of the organization
- Researching, procuring and implementing new hardware and software
- Maintaining the integrity of the communication systems (i.e. data, voice, messaging)
- Maintaining the integrity of the financial reporting system
- Developing and maintaining cyber security structures to ensure the integrity of all information technology systems
- Maintaining and upgrading operating systems
- · Designing and maintaining information technology infrastructure
- Providing server, workstation and application support
- Maintaining and enhancing backup and recovery systems
- Coordinating the Information Technology Steering Committee
- Researching, recommending and implementing new and innovative technology

Expenditure Summary:

The Information Technology Division Calendar Year 2024 budget is \$944,565. Below is the review of expenditures for the Information Technology division:



Village Manager's Office Information Technology Division Account Class Description:

- Personnel: Salaries, employee benefits and pension cost
- Services: Maintenance and repair, service fees, information technology, professional services, membership and dues and training costs
- Commodities: Supplies, information technology and equipment
- Capital: Equipment

MAJOR CALENDAR YEAR 2023 ACCOMPLISHMENTS

1	Maintained the highest standard possible the Village's annual budget document, the Budget in Brief, the Annual Comprehensive Financial Report and the Popular Annual Financial Report. Obtained the "Triple Crown" Award from the Government Finance Officers Association (GFOA), certifying that all the Village's financial reports are being produced at the highest standard possible.
2	Completed a comprehensive community satisfaction survey including reviewing, analyzing and presenting results.
3	Conducted nationwide recruitment efforts to hire and onboard a new Public Safety Director and Public Works Director.
4	Undertook extensive planning to integrate a large-scale reorganization of Village departments, including the consolidation of the Village Manager's Office and Finance Department, as well as the creation of the Development Services Department which had been a function of the Public Works Department.
5	Enhanced the Village's customer service function with the addition of a dedicated Customer Service Representative.
6	Assisted the Preservation Commission in drafting modifications to the Village's Preservation ordinance.
7	Digitized legacy address files to improve record accessibility and storage.
8	Partnered with the Public Safety Commission to create a new entry-level Public Safety Officer eligibility list and hire new Public Safety Officers from the lateral applicant and entry-level eligibility lists.
9	Commenced negotiations with the Fraternal Order of Police (FOP) for a successor collective bargaining agreement for the Village's Public Safety Officers.
10	Managed the recruitment and onboarding of new employees throughout the organization.
11	Partnered with various departments to complete implementation of the enterprise resource planning system.
12	Completed updates to the Employee Handbook to reflect new policies and benefits, and to align with changes in federal and state labor and employment laws.
13	Developed the Calendar Year 2024 Budget in collaboration with all Village department and coordinated the fee and fine analysis as part of the Calendar Year 2024 budget process.
14	Updated the Village's comprehensive 10-Year Community Improvement Program (CIP) and corresponding long-term debt financing plan.
15	Developed the Financial Forecast and Financial Policies in partnership with all Village departments.
16	Conducted the 2023 vehicle and pet license renewal process.

17	Coordinated efforts with a consultant to identify eligible projects for grant funding and consultant is actively monitoring grant opportunities that match project descriptions.
19	Completed a procurement process to investigate software solutions for the Village's alarm billing.
20	Worked to develop materials supporting the April 2023 referendum question to borrow for the Glencoe Golf Club Improvements.
21	Completed a \$4.3 Million Alternate Revenue Bond Issue, \$3 Million General Obligation Bond Issue and worked with the Village's financial advisor to reaffirm the Village's AAA credit rating.

CALENDAR YEAR 2024 DEPARTMENT WORK PLAN

In addition to projects identified in the Strategic Plan, the Administration and Finance Department's work plan includes projects that support the Village's Strategic Priorities, as described below.

	Project	Strategic Priority	Target Completion
1	In partnership with all departments, continue development of electronic record retention standards and continued implementation a Village wide document retention system.	Operational Effectiveness	Q3 2024
2	Continue implementation of Village-wide document repository software, update the Village's document retention schedule and conduct employee training.	Operational Effectiveness	Q3 2024
3	Explore the use of AI (Artificial Intelligence) in Department operations.	Operational Effectiveness	Q1 2024
4	Partner with the Village Board to develop and implement a new Strategic Plan.	Organizational Development	Q1 2024
5	Assist the Preservation Commission in drafting and implementing modifications to the Village's Preservation ordinance.	Community Engagement	Q1 2024
6	Enhance the Village's Information Technology function with two new dedicated positions.	Operational Effectiveness	Q1 2024
7	Participate in the organization's comprehensive review and update of business license regulations in the municipal code.	Commercial Vitality	Q4 2024
8	Analyze the Village's customer service protocols and practices in order to comprehensively refocus and improve the way residents, businesses and other constituencies interact with Village staff.	Operational Effectiveness	Ongoing objective
9	Support the Development Services Department and Plan Commission to complete the Village's Comprehensive Plan.	Operational Effectiveness	Q2 2024
10	Commence negotiations for a successor collective bargaining agreement with the American Federation of State, County and Municipal Employees (AFSCME).	Organizational Development	Q3 2024
11	Support the Public Safety Commission's Public Safety Officer examination process, which will culminate in a new eligibility list.	Organizational Development	Q1 2024
12	Support the Public Safety Commission's Lieutenant Promotional examination process, which will culminate in a new promotional eligibility list.	Organizational Development	Q2 2024
13	Implement new human resources information system to improve application management, employee onboarding and training management processes.	Operational Effectiveness	Q1 2024
14	Begin converting hard copy personnel files to electronic files.	Operational Effectiveness	Q2 2024

15	Implement a leadership development pilot program and continue to train and develop staff.	Organizational Development	Q2 2024
16	In partnership with all Village departments, update the performance evaluation process.	Organizational Development	Q1 2024
17	Partner with departments to develop structured succession plans.	Organizational Development	Q3 2024
18	Continue to maintain the highest standard possible the Village's annual budget document, the Budget in Brief, the Annual Comprehensive Financial Report and the Popular Annual Financial Report to obtain the GFOA "Triple Crown" Award.	Operational Effectiveness	Ongoing objective
19	Develop the Calendar Year 2025 Budget in collaboration with all Village department and coordinated the fee and fine analysis as part of the process.	Fiscal Sustainability	Ongoing objective
20	Update the Financial Forecast, Financial Policies and CIP in partnership with all Village departments. Evaluate infrastructure financing options, including bond issuance, grant funding or the creation of a capital equipment replacement fund.	Fiscal Sustainability	Ongoing objective
21	Complete the 2024 vehicle and animal license renewal process. Work with the Public Safety Department to identify and evaluate options for a virtual program.	Fiscal Sustainability	Ongoing objective
22	Continue efforts with professional consultant to obtain grant funding.	Fiscal Sustainability	Ongoing objective
23	Implement a new billing software for residential alarm permitting and invoicing.	Operational Effectiveness, Fiscal Sustainability	Q1 2024
24	Complete two series of 2024 General Obligation Bond Issues for: 1) the \$3 Million in bonding authority remaining from the April 2021 Referendum and 2) \$7 Million to fund the Golf Club Project, which was authorized via referendum in April 2023.	Fiscal Sustainability, Infrastructure	Q2 2024
25	Analyze and make recommendations regarding a local adjudication process.	Operational Effectiveness/Financial Sustainability	Q4 2024
26	Update the Village's existing Purchasing Policy to incorporate standardization in contractual requirements, new regulations and develop a procurement training program for Village employees.	Operational Effectiveness	Q3 2024
27	Coordinate with the Public Works Department to complete a Request for Proposals to engage a consultant to update the Village's water rate study.	Fiscal Sustainability	Q2 2024
28	Develop a Request for Proposals for Utility Bill Print Services, Investment Services and Actuarial Services.	Fiscal Sustainability	Q4 2024



ADMINISTRATION AND FINANCE DEPARTMENT

Administration, Legal, Boards and Commissions, Finance, HR, IT and Risk Management
Calendar Year 2024 Budget

THEISTER	Calendar Year	Calendar Year	Calendar Year	Current	Calendar Year
	2022 Budget	2022 Total Activity	2023 Budget	Year End Projection	2024 Budget
AcctClass: 400 - Personnel		, , , , , , , , , , , , , , , , , , , ,			
40105 - SALARIES	1,332,699	1,322,353	1,490,111	1,487,765	1,790,535
40110 - SALARIES - TEMPORARY	20,394	2,608	10,000	11,840	10,000
40115 - LONGEVITY PAY	7,750	7,250	8,225	8,200	6,975
40130 - INSURANCE OPT OUT	4,000	8,182	10,000	10,000	10,000
40150 - SALARIES - RHS PAY	9,292	22,798	31,396	33,645	13,185
40190 - SALANIES - KITS FAT	125,053	83,741	121,253	50,123	129,800
40205 - OVERTIME	4,686	595	6,903	555	3,160
40405 - EMPLOYEE BENEFITS	201,645	178,142	217,178	185,618	154,239
40450 - FLEXIBLE SPENDING ACCOUNT FEES	2,190	2,850	2,190	2,450	1,500
40460 - SOCIAL SECURITY	73,816	73,089	87,043	87,232	99,491
40465 - MEDICARE	•	20,253	23,326	22,911	26,940
40505 - ILLINOIS MUNICIPAL RETIREMENT FUND	20,535 116,236	•	93,701	90,706	125,365
40705 - UNEMPLOYMENT INSURANCE	4,000	116,580 2,813	4,000	4,000	4,000
AcctClass: 400 - Personnel Total:	·				
	1,922,296	1,841,253	2,105,326	1,995,045	2,375,190
AcctClass: 500 - Contractual Services					
50205 - TECHNOLOGY HARDWARE MAINTENANCE	74,373	68,978	84,722	84,722	84,550
50215 - COMPUTER SOFTWARE MAINTENANCE	248,138	245,001	233,102	225,602	292,475
50305 - BANKING FEES	25,000	20,281	25,000	25,000	26,000
50310 - CREDIT CARD FEES	32,000	29,860	30,000	27,000	35,000
50315 - POSTAGE	13,650	11,150	13,400	16,950	19,800
50325 - TELECOMMUNICATIONS/INTERNET SERVICE	91,151	87,982	98,731	98,731	95,853
50330 - COMMUNICATIONS	13,444	20,160	27,432	46,500	30,576
50505 - PROFESSIONAL SERVICES	243,495	166,503	255,930	225,101	264,175
50605 - CORPORATE COUNSEL	236,720	170,901	236,840	185,000	216,100
50615 - VILLAGE PROSECUTOR	54,500	40,837	40,000	40,000	40,000
50620 - LABOR COUNSEL	31,650	20,315	25,000	25,000	20,000
50705 - MEMBERSHIPS DUES	24,768	27,862	26,948	26,948	26,116
50715 - SUBSCRIPTIONS	4,012	1,014	1,530	1,000	710
50805 - TRAINING	64,340	27,574	55,870	37,370	72,870
51105 - EMPLOYMENT EXPENSE	10,900	17,294	14,100	21,000	12,600
51110 - RECRUITMENT	10,250	12,172	61,800	61,800	13,500
51120 - EMPLOYEE RECOGNITION	1,000	-	1,000	1,000	-
51125 - WELLNESS PROGRAM	1,500	3,518	3,200	8,590	7,000
51305 - COMMUNITY EVENTS	36,460	29,838	49,500	49,500	67,000
51505 - PROPERTY & CASUALTY INSURANCE	440,000	442,254	440,000	370,001	467,625
AcctClass: 500 - Contractual Services Total:	1,657,351	1,443,491	1,724,105	1,576,815	1,791,950
AcctClass: 600 - Commodities					
60120 - SUPPLIES	36,255	33,183	34,705	40,801	44,100
60305 - INFORMATION TECHNOLOGY EQUIPMENT	86,102	75,329	148,523	148,523	111,500
60606 - VEHICLE OPERATING EXPENSE	20,000	17,951	20,000	20,000	20,000
60705 - MISCELLANEOUS EXPENSE	100,000	14,680	-	2,500	-
61035 - SUPPLIES	· -	311	-	-	-
62005 - PUBLIC SAFETY COMMISSION	35,000	19,163	35,000	35,000	50,000
62010 - PLAN COMMISSION	1,500	-	1,500	250	1,500
62015 - ZONING BOARD OF APPEALS	1,250	958	1,600	1,600	1,600
62020 - COUNCIL FOR INCLUSION AND COMMUNITY	10,000	4,344	10,000	2,500	10,000
62025 - SUSTAINABILITY TASK FORCE	12,000	4,993	12,000	12,000	15,000
62030 - PRESERVATION COMMISSION	2,200	-	2,500	1,500	2,500
62050 - VILLAGE GRANT PROGRAMS	151,000	150,589	145,000	143,500	157,500
63010 - ECONOMIC INITIATIVES	7,500	250	7,500	1,000	10,000
63012 - LIBRARY PAYMENTS	50,000	48,358	25,585	87,128	29,155
63020 - MISCELLANEOUS REFUNDS	1,500	1,620	1,500	1,500	-
AcctClass: 600 - Commodities Total:	514,307	371,729	445,413	497,802	452,855
	- ,	. ,	-, -	- ,	- ,



ADMINISTRATION AND FINANCE DEPARTMENT

Administration, Legal, Boards and Commissions, Finance, HR, IT and Risk Management
Calendar Year 2024 Budget

NISHEN .	Calendar Year 2022	Calendar Year 2022	Calendar Year 2023	Current Year End	Calendar Year 2024
	Budget	Total Activity	Budget	Projection	Budget
AcctClass: 800 - Capital					
80305 - INFORMATION TECHNOLOGY CAPITAL EQUIPMENT	311,615	78,410	78,513	78,513	-
AcctClass: 800 - Capital Total:	311,615	78,410	78,513	78,513	-
AcctClass: 900 - Other Financing Use					
90305 - CHANGE IN IRMA EXCESS SURPLUS	-	(546,829)	-	-	-
90308 - CHANGE IN MEDICAL RESERVE BALANCE	-	39,188	-	-	-
90315 - LOAN FORGIVENESS FOR GOLF FUND		185,590	185,590	185,590	185,590
AcctClass: 900 - Other Financing Use Total:	-	(322,051)	185,590	185,590	185,590
Report Total:	4,405,569	3,412,831	4,538,947	4,333,766	4,805,585



PUBLIC SAFETY DEPARTMENT

DEPARTMENT OVERVIEW

The Public Safety Department provides all emergency services in the Village, including police, fire and emergency medical services. The only fully consolidated department of its kind in the State of Illinois, all officers are fully cross-trained in all aspects of public safety service delivery. The Department is comprised of the administration and three separate operational divisions, providing police, fire and emergency medical services to the community. Since its inception in 1954, the unique nature of the public safety model eliminates the need for separate work forces as each Public Safety Officer (PSO) is certified as a police officer, firefighter and emergency medical technician (EMT-B) or paramedic (EMT-P). Officers provide services related to all three components, often during the same shift, regardless of primary duty assignment. This model allows the Village to provide a high level of service at a lower cost as compared to municipalities using a more traditional two department (police and fire) model, which inherently requires higher staffing levels.

DIVISION FUNCTIONS

Administration Division

The Administration Division is responsible for the overall management, direction, and operational control of the Public Safety Department:

- Operational policies and procedures
- Budget development and financial management
- Personnel management and professional development
- Department goals and objectives
- · Interagency cooperation and mutual aid

Police Services

The Police Services Division provides law enforcement services to the community, enforcing Federal, State and local criminal and traffic laws and protecting persons and property through the following activities:

- Random and selected patrol
- Criminal investigation and apprehension
- Identification and recovery of evidence
- Public education
- Community Service Officers

These functions encompass specific areas, such as uniformed patrol and traffic enforcement, criminal investigations, public education, youth services and specialized assignments.

Fire Services

The Fire Services Division provides fire, rescue, and prevention services to the community through the following activities:

- Emergency response to fire/smoke/carbon monoxide alarms
- Attack, confine and extinguish fires with minimal loss of life and property
- Response and control of hazardous material situations
- Water rescue and recovery
- Vehicle extrication and life safety services
- Technical rescue services
- Fire/arson investigations

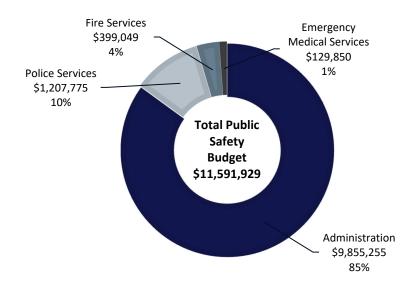
The Fire Service Division utilizes fire and life safety inspection, prevention, and education programs to reduce the frequency of fires within the community. These proactive programs focus on fire prevention activities through periodic surveys and inspections to increase fire safety.

Emergency Medical Service (EMS)

The EMS Division provides advanced life support (ALS) and basic life support (BLS) emergency medical services. EMT-B officers provide basic life support, while EMT-P officers provide advanced life support including invasive medical procedures and administration of medication. Emergency medical technicians and paramedics are tasked with stabilizing the condition of sick or injured persons, ensuring safe transport to medical facilities, and minimizing the effects of trauma or illness. The EMS Division also provides public education programs to increase first aid awareness throughout the Village.

BUDGET EXPENDITURE SUMMARY

The Public Safety's Calendar Year 2024 budget request includes \$11,591,929 in expenditures. The budget as presented is an overall increase of \$283,243 or 2.5% from the Calendar Year 2023 Budget. The increase in the overall expenditures is largely attributable to increased costs for goods and services related to lingering inflation and supply chain issues, increased law enforcement training and equipment mandates for Public Safety Officers and an increase in personnel costs due to staff turnover and measures that have been taken to address recruitment challenges. The Department anticipates large expenditures for additional vehicle replacements due to supply chain and production cessation of previously purchased vehicle models, building upgrades, and equipment replacement in Calendar Year 2024. Personnel costs reflect a less tenured officer rank which has driven up training costs to address the need to ensure the large number of less tenured officers become fully trained as public safety officers. This training also leads to additional expense in overtime for coverage for open positions. The budget also includes the requisite training requirements for veteran sworn officers.



CALENDAR YEAR 2024 EXPENDITURES

	Administration Division	Police Services	Fire Services	Emergency Medical Services	Total CY 2024	Approved CY 2023	% Change Year over Year
Personnel ¹	9,714,035	39,000	73,984	-	9,827,019	9,285,861	5.8%
Services	141,220	696,950	194,195	66,850	1,099,215	934,451	17.6%
Commodities	-	281,825	130,870	18,000	430,695	298,374	44.3%
Subtotal	9,855,255	1,017,775	399,049	84,850	11,356,929	10,518,686	8.0%
Capital	-	190,000	-	45,000	235,000	790,000	-70.3%
Other	-	-	-	-	-	-	N/A
Subtotal	-	190,000	-	45,000	235,000	790,000	-70.3%
Grand Total	9,855,255	1,207,775	399,049	129,850	11,591,929	11,308,686	2.5%

¹ Note, the divisions of Police Services, Fire Services and Emergency Medical Services do not account for full-time personnel (which are included in the Administrative Division). Rather, these divisions account solely for the overtime, training, contractual services and supplies directly associated with these functions.

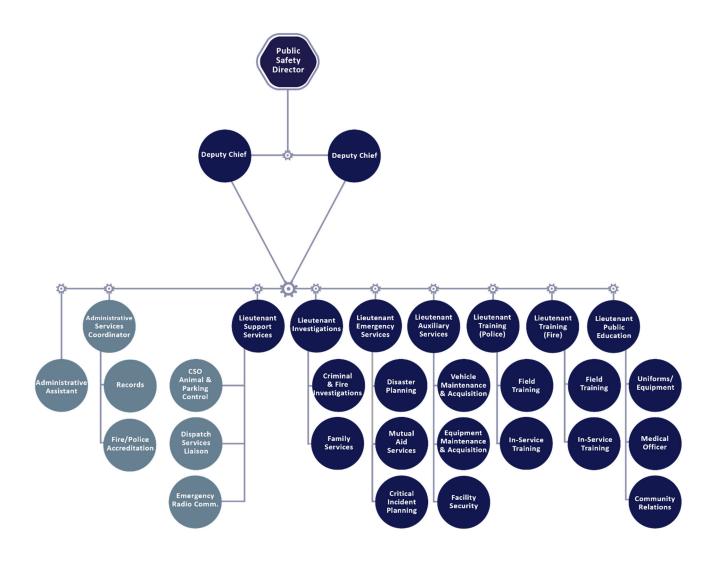
Highlighted requests from the Calendar Year 2024 Budget includes the following:

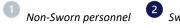
- Personnel and Overtime Costs: During Calendar Year 2023, the Department filled six frontline
 vacancies and the Director position. To date, four Public Safety Officer and one Deputy Chief position
 remain vacant with active recruiting underway. Due to recurring staffing shortages, the Calendar Year
 2024 Budget reflects regular salary adjustments as new officers replace veteran officers as well as
 overtime expenditures to fill shift vacancies and mandated training initiatives. With the exception of
 overtime costs, all of the Department's full-time personnel are budgeted within the Administration
 Division.
- Training: The Department remains committed to ensuring all sworn officers are provided with the training and equipment to provide the residents of Glencoe with the highest level of service. Due to staffing shortages, most external police, fire and EMS training were cancelled during Calendar Year 2022 and began to ramp back up in Calendar Year 2023. The Department is working to obtain compliance for each officer that was or would have been scheduled for canceled training courses. A training focus in Calendar Year 2024 is to develop medium- and long-term training plans for newly hired officers.
- Paramedic Staffing: Related to the overall staffing challenges, certified paramedic staffing levels have been reduced significantly. The Department sent four officers to paramedic training in 2023 and is committed to sending two additional officers in 2024. Paramedic training is an intense, full-time commitment for nine months which required an adjustment in the budget to account for overtime to backfill shifts in order to maintain minimum shift staffing. Planning ahead, new officers will be assigned to prerequisite courses in 2024 that must be completed prior to acceptance into paramedic training.
- Capital Equipment Purchases: Pursuant to police reform legislative mandates, a body-worn camera
 program was initiated in Calendar Year 2023. The ongoing costs associated with the purchase of the
 equipment, including include storage access subscriptions, have been moved into the Department's
 operating budget in Capital Year 2024. Additionally, Calendar Year 2024 is the final year of a threeyear replacement cycle approved in Calendar Year 2022 for the Department's cardiac monitors.
 Accordingly, one replacement cardiac monitor is planned for replacement in 2024.
- Capital Vehicle Purchases: As per the Community Investment Program, the Department's Fire Rescue/Pumper Squad is scheduled to be replaced in Calendar Year 2025. However, due to inflation and continued supply chain disruptions prices have risen and production times are anticipated to be over two years. This necessitates designing and building a vehicle prior to Calendar Year 2025 to accommodate the current apparatus market. While resources for this purchase have not been included in the Calendar Year 2024 budget, following the approval on the budget, staff will recommend that the Board consider placing an order for this vehicle in anticipation that it may not be received until 2025 or early 2026.
- **Joint Fire Training:** The Village is seeking to recruit a joint training officer through the collaboration with neighboring municipalities and the Northeastern Illinois Public Safety Training Academy (NIPSTA). This position will be responsible for providing organization, delivery and direction of fire training delivered to department members. Additionally, the position will coordinate monthly drills and develop lesson plans for in-house shift training. The position will also be responsible for tracking mandated training hours and recertifications through State, Federal, and private organizations.

• Facility Improvements: The Public Safety Department functional and living spaces will be upgraded and improved in Calendar Year 2024 in accordance with the 10-Year CIP. Renovations of the dormitory and locker room spaces have long been delayed and must be improved. Where possible, Public Works staff will support the projects by performing some work in-house, but the majority of the work is expected to require outside contractor support during the course of 2024 and likely into 2025. Resources for this work have been included in the Public Works budget as they will facilitate the project.

PERSONNEL RECOMMENDATIONS

The Public Safety Department consists of 43 full-time employees.





AUTHORIZED FULL-TIME			PROPOSED
POSITIONS ¹	CY 2022	CY 2023	CY 2024
Public Safety Director	1	1	1
Deputy Chief	2	2	2
Lieutenant	7	7	7
Officer	26	26	26
Community Service Officer	3	3	3
Administrative Assistant	1	1	1
Records Clerk	2	2	2
Management Analyst	1	0	0
Administrative Services			
Coordinator	0	1	1
TOTAL FULL-TIME	43	43	43

¹Supplemental paramedic staffing is not considered as part of authorized full-time positions.

A Management Analyst position was first authorized in Calendar Year 2022 and converted to an Administrative Services Coordinator in Calendar Year 2023.

The Public Safety Department is seeking to fill all vacant Public Safety Officer positions; in line with national trends, this endeavor is directly tied to recruitment of potential candidates, a limited pool of interested and qualified candidates, and availability of entry-level police and fire academy training. The Department remains focused on recruitment, personnel development, retention, and succession planning in anticipation of any potential turnover of sworn officers in the coming years.

An internal assessment will continue into Calendar Year 2024 in order to evaluate the current command structure of the Department, its efficiency and any potential adjustments to enhance the capabilities of the front-line supervision of personnel.

STRATEGIC PLAN RECOMMENDATIONS

The Public Safety Department is engaged in Strategic Plan projects that are budgeted within other departments.

COMMUNITY INVESTMENT PROGRAM RECOMMENDATIONS

The Community Investment Program for the Public Safety Department includes the following:

Vehicle Replacement #655 \$ 65,000
 Vehicle Purchase #656 \$ 65,000
 Vehicle Replacement #698 \$ 60,000
 Cardiac Monitor Replacement \$ 45,000
 TOTAL: \$ 235,000

DIVISION DETAIL

ADMINISTRATION DIVISION

The Administration Division is comprised of the Public Safety Director, Fire Deputy Chief, Police Deputy Chief, Administrative Assistant, Community Service Officers, Records Clerks and Public Safety Administrative Services Coordinator. The Public Safety Director serves as both the police chief and fire chief for the Village. As such, the Director has the authority and responsibility for the overall management, direction and control of the operations and administration of the Department, directing, coordinating and controlling the Department as provided for by Glencoe Village Code. The Director has the authority to establish a formal organizational structure through which Department components and sections are arranged, defined, directed and coordinated.

The Deputy Chiefs have administrative and managerial responsibilities, including planning, organizing and directing the daily activities of the Public Safety Department. The Deputy Chiefs assist the Public Safety Director in the operational management of the Department, including innovative long-range planning, organizational and personnel development and strategic plan implementation. The Deputy Chiefs are operational leaders; they provide support and guidance to their subordinate supervisors, officers and civilian staff members.

The Administrative Assistant performs a variety of clerical, secretarial and administrative work. The Administrative Assistant is responsible for payroll and purchasing for the Public Safety Department. In addition, the Administrative Assistant maintains official records, provides administrative support to Public Safety staff and assists in the administration of the Department budget.

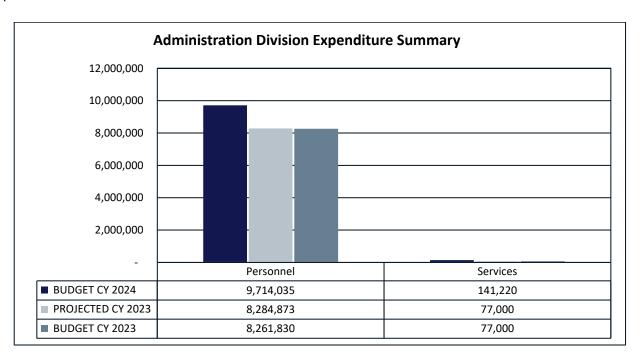
Three Community Service Officers (CSOs) perform a variety of duties to support daily operational and special event activities, including parking enforcement, animal control, resident services, traffic control and administrative support. Their efforts ensure efficient parking and traffic flow management throughout the Village, with a concentration on the business district. Two Community Service Officers are certified as firefighters to provide paid on call supplemental and emergency callback coverage, as well as operate fire vehicles for maintenance and mutual aid purposes.

Two Records Clerks are responsible for maintaining all reports and data generated by the department. In addition, the Records Clerks work at the Public Safety front desk and answer administrative phone calls during regular business hours. Records clerks are responsible for completing Freedom of Information Act responses, which include body worn camera responses. The Records Clerks also manage all fire and EMS-related records.

The Administrative Services Coordinator oversees the Records Division and supports the department by assisting with daily administrative support, customer service, special projects, data gathering and distillation, program evaluation and research. Along with the Human Resources Director, the Administrative Services Coordinator serves as a liaison to the Village's Council for Inclusion and Community.

Expenditure Summary

The Public Safety Administration Division's Calendar Year 2024 budget is \$9,855,255. Below is the review of expenditures for the Administration Division.



Administration Division Account Class Description:

- Personnel: Salaries, employee benefits and pension cost
- Services: Maintenance and repairs, service fees, professional services, training, risk management, membership dues and training cost

POLICE SERVICE DIVISION

The Police Service Division includes supervisors, patrol officers and detectives. The patrol division operates 24 hours per day, 365 days per year. Patrol shifts are 12 hours in length for both the day and night shifts and are broken down into four platoons to ensure necessary daily staffing. Each platoon consists of one Lieutenant and three Public Safety Officers (PSOs). Two full-time detectives supplement and support the patrol division and the plain-clothes detectives work varied shifts, depending on their assignments and crime patterns.



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

The Criminal Investigations Division (CID) is responsible for the investigation of criminal incidents, including crimes against persons and property, particularly those that are complex in nature and require extensive follow up. CID detectives identify, locate, arrest and assist with the prosecution of criminal offenders and recover stolen property where applicable.

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

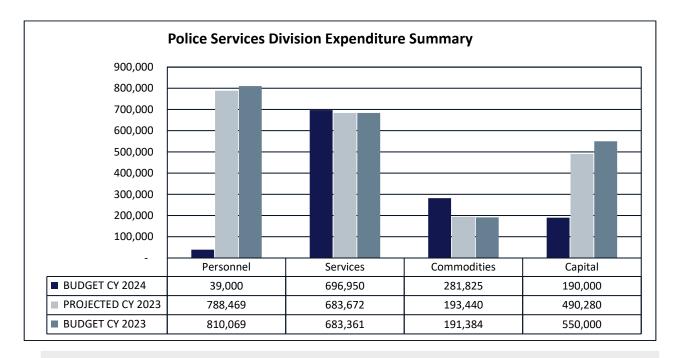
The Department is also a member of the North Regional Major Crimes Task Force (NORTAF). NORTAF was established in 1997 to serve as a standing mutual aid task force to investigate violent crimes, including homicides and non-parental kidnappings, occurring in 12 member communities. NORTAF is dedicated to rapid response and thorough, professional investigations, with the goal of collecting evidence, identifying and arresting suspects, filing appropriate charges and successfully prosecuting violent offenders. Since inception, NORTAF has successfully investigated over 100 cases.

In recent years, NORTAF has expanded to include a burglary unit and a major crash unit after identifying the specific need. Both units have enjoyed similar success, clearing large-scale burglary patterns and successful investigations related to fatal traffic crashes. The Department has three officers assigned to NORTAF: two on the major crimes team and one on the burglary team. Based on emerging trends, Glencoe Public Safety has supported and received support numerous times in recent years through this partnership.

The Department is committed to serving all members of the community, especially those in crisis and/or suffering from mental illness. In addition to handling their regular duties, officers are called upon to assist with crisis calls that involve complex issues related to mental illness and law enforcement intervention by use of identified best practices. The Public Safety Department partners with Family Service of Glencoe to assist individuals in need of social services, including mental illness, domestic violence and substance abuse.

Expenditure Summary

The Public Safety Police Service Division's Calendar Year 2024 budget is \$1,207,775. Below is the review of expenditures for the Police Service Division.



Police Service Division Account Class Description:

- Personnel: Salaries, employee benefits and pension cost
- Services: Maintenance and repairs, service fees, professional services, training, risk management, membership dues and training cost
- Commodities: Supplies, equipment and vehicle operating expense
- Capital: Capital equipment

FIRE SERVICE DIVISION

The Fire Service Division operates 24 hours per day, 365 days per year. Officers on fire shifts work 24-hour shifts, followed by 48 hours off. There are three standard fire shifts and each is staffed by a Lieutenant and three PSOs. Firefighting team roles consist of one driver/pump engineer, one firefighter and two firefighter/paramedics. Supplemental staffing is provided by a cadre of Paid-On-Call (POC) Firefighters and patrol shift personnel. POC Firefighters are used to supplement staffing during prolonged fire responses and for short-term coverage during medical emergency responses and special events.



Fire Service Division personnel respond to all fire and emergency service-related calls throughout the Village and surrounding communities as part of mutual aid commitments. Fire-related calls include vehicle, brush and structure fires. Emergency service calls include medical calls, motor vehicle accidents involving injuries or entrapment, search and rescue, utility outages, natural gas leaks, storm and flood issues and odor/smoke investigations.

In addition to basic requirements as a firefighter, there are also a variety of specialized assignments within the Fire Service Division, including boat operator, rescue diver, fire apparatus engineer, fire/arson investigator, fire prevention, hazardous materials, technical rescue and EMT/paramedic. These specialized assignments require additional training and certification to ensure that officers develop the skills necessary to ensure the Department is equipped to serve the needs of the community in all aspects of emergency services.

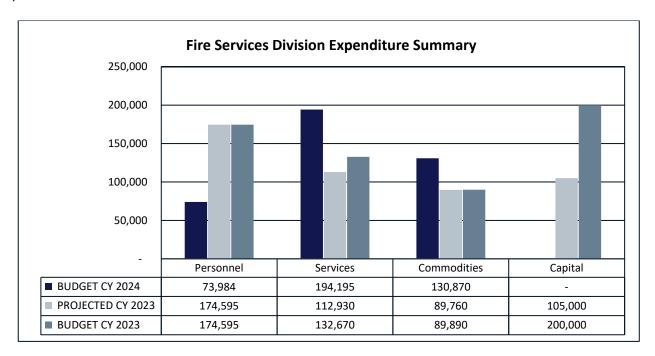
Due to the complexity of major disasters, and the equipment and staffing required to properly respond, the Department maintains formalized cooperative relationships with outside agencies and municipalities. The Department participates in automatic aid agreements with neighboring communities. These agreements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

The Department is also part of the Mutual Aid Box Alarm System (MABAS), which, in partnership with Illinois Emergency Management Agency (IEMA), has established a statewide, non-discriminatory mutual aid response network for fire, EMS and specialized incident operational teams. MABAS was established to provide a swift, standardized and effective method of mutual aid assistance for extra alarm fires and mass casualty incidents. MABAS member communities also share cost-effective specialized teams for hazardous material spill control, underwater rescue and recovery, emergency communications and specialized cave-in or high-angle rescues.

Other MABAS services include joint system-wide purchasing contract pricing for fire trucks, engines, ambulances, tools, hose and equipment. An additional element of MABAS is certified fire and arson investigators which can be deployed as teams for larger incidents requiring complicated and time-consuming efforts for any single agency. The Department has five officers assigned to MABAS teams, some serving in multiple roles: two boat operators, three divers, one technical rescue technician and one fire/arson investigator.

Expenditure Summary:

The Public Safety Fire Service Division's Calendar Year 2024 budget is \$399,049. Below is the review of expenditures for the Fire Services Division.



Fire Service Division Account Class Description:

- Personnel: Salaries, employee benefits and pension cost
- Services: Maintenance and repairs, service fees, professional services, training, risk management, membership dues and training cost
- Commodities: Supplies, equipment, vehicle operating expense and uniforms
- Capital: Capital equipment and vehicles

EMERGENCY MEDICAL SERVICE (EMS) DIVISION



The EMS Division is an operational component of the Fire Service Division. Paramedics provide emergency medical services during a medical emergency response and serve as firefighters during a fire response. Often, they are required to fulfill both roles during active fire responses. State of Illinois and hospital system certification is required of all paramedics. Initial paramedic training and certification is a nine-month process, including classroom instruction, practical exercises, field experience and written and practical examinations. In addition, paramedics are required to maintain their certifications through annual continuing education programs and examinations.

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

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

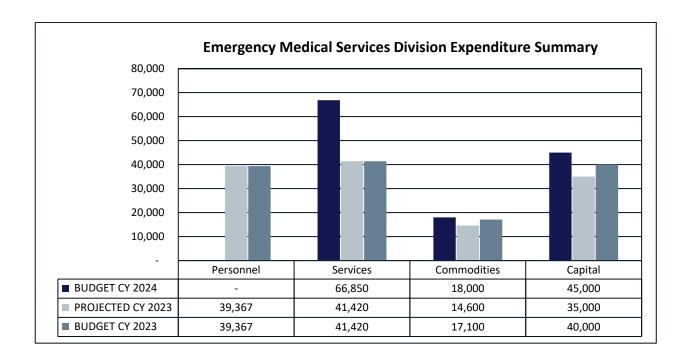
Furthering the Department's commitment to the NIPAS Emergency Services Team, the officer presently assigned to the team is also a certified EMT-B. In addition to regular NIPAS duties, the officer serves as a Tactical Emergency Medical Services EMT-B to assist with medical emergencies that arise during NIPAS training and activations.

The EMS vehicle fleet includes two Advanced Life Support ambulances. When a new front-line ambulance was put into service in 2018 (A30 pictured above) the replaced ambulance was retained and placed into reserve service (A30R pictured at right). A30R provides paramedics a backup ambulance to use while the primary unit is out of service, or as a second ambulance if required and manpower allows. This significantly enhances the Department's quality of service to residents.



Expenditure Summary

The Public Safety EMS Service Division's Calendar Year 2024 budget is \$129,850. Below is the review of expenditures for this Division.



EMS Service Division Account Class Description:

- Personnel: Salaries, employee benefits and pension cost
- Services: Maintenance and repairs, service fees, training and membership dues
- Commodities: Supplies, vehicle operating expense and uniforms
- Capital: Capital equipment and vehicles

MAJOR CALENDAR YEAR 2023 ACCOMPLISHMENTS

1	Completed initial entry and lateral entry testing processes, hiring six Public Safety Officers.
2	Implemented a Body Worn Camera program and refreshed squad car video recording systems ahead of State mandate.
3	Completed a second-floor kitchen and basement roll call room renovation with in-house work performed by Public Works staff.
4	Four sworn officers were enrolled in paramedic certification training in three separate programs; two completed training in July 2023, one will complete in November 2023 and the third will complete in July 2024.
5	To assist with paramedic staffing shortages, two paid-on-call firefighter paramedics were hired to provide supplemental paramedic staffing.
6	Adopted Illinois Police Reform Legislation (SAFE-T Act) as required, updated policies and procedures to comply with the Pretrial Fairness Act.
7	Worked with the Village Manager's Office and Village Labor Counsel to undertake to negotiate a successor Collective Bargaining Agreement with the Fraternal Order of Police.
8	Onboarded new Public Safety Director Sean Loughran.

CALENDAR YEAR 2024 DEPARTMENT WORK PLAN

In addition to projects identified in the Strategic Plan, the Public Safety Department work plan includes projects that support the Village's Strategic Priorities, as described below.

	Project	Strategic Priority	Target Completion
1	Evaluate the current department organizational structure to ensure the best method for supervising Officers and managing ongoing training requirements.	Organizational Development/ Operational Effectiveness	Q2 2024
2	Identify a medium- and long-term training program for onboarded Public Safety Officers.	Operational Effectiveness/Organizational Development	Q1 2024
3	Manage overtime expenditures with schedule management of full department staffing.	Financial Sustainability	Ongoing objective
4	Coordinate facility renovation projects with Public Works, contractors and various trade specialists to improve the work and living space for Public Safety personnel.	Infrastructure Replacement/ Operational Effectiveness	Q4 2024
5	Increase number of certified paramedics on staff, including new paramedic certification training and supplemental staffing in Calendar Year 2024.	Organizational Development/Operational Effectiveness/Financial Sustainability	Ongoing objective
6	Update monthly report format and public incident releases to increase transparency and accountability.	Operational Effectiveness	Q2 2024
7	Identify priorities and select a vendor for a pumper squad replacement in Calendar Year 2025.	Operational Effectiveness/Financial Sustainability	Q3 2024
8	Ascertain and make recommendations regarding impacts of body-worn camera data management on records division staffing needs.	Operational Effectiveness	Q2 2024
9	Analyze and make recommendations regarding a local adjudication process.	Operational Effectiveness/Financial Sustainability	Q4 2024



PUBLIC SAFETY DEPARTMENT EXPENDITURES

Administration, Police Services, Fire Services, Paramedic Services Divisions Calendar Year 2024 Budget

	Calendar Year 2022 Budget	Calendar Year 2022 Total Activity	Calendar Year 2023 Budget	Current Year End Projections	Calendar Year 2024 Budget
AcctClass: 400 - Personnel					
40105 - SALARIES	3,990,957	3,792,496	4,514,472	4,514,472	4,973,425
40110 - SALARIES - TEMPORARY	25,691	607	25,691	25,691	65,691
40115 - LONGEVITY PAY	98,775	74,076	75,850	75,850	75,925
40120 - PARAMEDIC PAY	44,000	60,000	85,000	50,000	65,000
40130 - INSURANCE OPT OUT	12,000	12,116	12,000	19,000	22,000
40140 - CLOTHING ALLOWANCE	27,975	20,833	28,275	20,000	28,275
40150 - SALARIES - RHS PAY	130,022	123,416	60,000	85,000	50,000
40190 - OTHER COMPENSATION	94,036	62,115	6,940	37,000	15,000
40205 - OVERTIME	1,068,916	915,127	911,047	911,047	750,000
40220 - SPECIAL DETAIL OVERTIME	15,000	9,864	15,000	12,000	15,000
40405 - EMPLOYEE BENEFITS	674,473	530,547	647,150	647,150	741,094
40425 - PUBLIC SAFETY BENEFITS ACT BENEFITS	19,557	-	19,557	19,557	19,557
40460 - SOCIAL SECURITY	31,984	34,985	33,018	37,276	42,166
40462 - TUITION REIMBURSEMENT	32,000	12,545	24,000	5,400	24,000
40465 - MEDICARE	73,990	71,359	79,521	79,521	80,466
40505 - ILLINOIS MUNICIPAL RETIREMENT FUND	127,287	129,375	36,476	36,476	91,306
40510 - POLICE PENSION CONTRIBUTION	2,524,910	2,524,910	2,663,571	2,663,571	2,719,821
40515 - FIRE PENSION CONTRIBUTION	48,293	51,604	48,293	48,293	48,293
AcctClass: 400 - Personnel Total:	9,039,866	8,425,976	9,285,861	9,287,304	9,827,019
AcctClass: 500 - Contractual Services					
50105 - BUILDING MAINTENANCE	74,400	8,753	18,600	17,418	10,300
50127 - EQUIPMENT MAINTENANCE	39,350	10,720	36,850	28,985	35,750
50205 - TECHNOLOGY HARDWARE MAINTENANCE	300	397	500	500	3,500
50215 - COMPUTER SOFTWARE MAINTENANCE	-	-	-	-	29,100
50220 - RADIO EQUIPMENT MAINTENANCE	50,460	57,983	35,333	33,833	37,820
50308 - PUBLIC SAFETY SERVICES	68,925	71,470	73,155	74,117	9,000
50325 - TELECOMMUNICATIONS/INTERNET SERVICE	3,000	-	3,000	3,000	3,000
50340 - ANIMAL CONTROL	6,000	6,231	5,500	5,500	6,000
50410 - CONTRACTUAL SERVICES	84,402	80,299	81,860	83,970	111,400
50440 - DISPATCH SERVICES	424,280	427,230	442,954	442,950	465,000
50505 - PROFESSIONAL SERVICES	72,000	61,869	77,000	77,000	141,320
50530 - PUBLIC EDUCATION	10,000	142	10,000	6,500	7,000
50705 - MEMBERSHIPS DUES	3,055	2,680	2,865	2,865	53,150
50805 - TRAINING	112,804	75,676	130,934	124,384	170,875
51105 - EMPLOYMENT EXPENSE	15,900	13,970	15,900	14,000	16,000
AcctClass: 500 - Contractual Services Total:	964,876	817,420	934,451	915,022	1,099,215
AcctClass: 600 - Commodities					
60115 - PARKING PROGRAM	3,000	2,939	3,000	3,200	53,500
60120 - SUPPLIES	39,713	33,810	52,700	50,200	54,550
60150 - EQUIPMENT	54,030	52,423	56,584	51,130	61,850
60170 - EMERGENCY OPERATIONS MANAGEMENT	7,400	3,570	8,600	5,700	6,900
60305 - INFORMATION TECHNOLOGY EQUIPMENT	17,391	18,385	24,650	26,030	57,275
60605 - FUEL	48,800	52,665	48,800	48,800	48,800
60606 - VEHICLE OPERATING EXPENSE	59,800	49,641	43,000	54,000	50,800
60780 - UNIFORMS	89,835	49,679	61,040	58,740	97,020
AcctClass: 600 - Commodities Total:	319,969	263,111	298,374	297,800	430,695
AcctClass: 800 - Capital					
80105 - BUILDING IMPROVEMENTS	-	-	260,000	165,000	_
80205 - CAPITAL EQUIPMENT	36,000	36,153	190,000	145,280	45,000
80405 - VEHICLES	110,000	2,471	340,000	320,000	190,000
83020 - MISCELLANEOUS REFUNDS	-	2,167	540,000	-	-
AcctClass: 800 - Capital Total:	146,000	40,791	790,000	630,280	235,000
Report Total:	10,470,711	9,547,298	11,308,686	11,130,406	11,591,929



PUBLIC WORKS DEPARTMENT

DEPARTMENT OVERVIEW

The Public Works Department is primarily responsible for managing and maintaining the Village's infrastructure and facilities through routine maintenance and the design and construction of infrastructure improvement projects. In addition, the Department is responsible for assisting the Development Services Department with site plan reviews and all engineering functions. The Calendar Year 2024 budget for the Public Works Department includes funds necessary to maintain routine expenditures in all operational divisions, including Sewers, Forestry, Streets, Municipal Buildings, Municipal Garage, Street Lighting and Engineering.

DIVISION FUNCTIONS

Administration

- Preparation of preliminary plans, engineering studies and surveys
- Preparation of specifications and costs estimates
- Supervision and inspection of public improvement installations
- Review of utility permits
- Review of subdivision plats and other land development proposals
- Coordination of all maintenance and improvements to Village's infrastructure through planning, design and construction of capital improvements
- Provides ongoing and regular staff support to the Village Manager's Office, Village Board, Sustainability Task
 Force and Tree Commission for the review and consideration of all planning and development proposals
 within the Village of Glencoe

Sewer

- Inspection, cleaning, maintenance and repair of sanitary sewer system including 900 manholes, 38.5 miles of gravity sanitary sewer main, 1.2 miles of sanitary sewer force main and eight sanitary sewer lift stations
- Inspection, cleaning, maintenance and repair of storm sewer system including 1,200 manholes and catch basins and 70 miles of storm sewer main

Forestry

- Maintenance of the Village's 10,000 plus public parkway trees
- Planting new and replacement trees in public parkways and on other Village properties
- Removal of dead or dying trees, including Dutch Elm and Emerald Ash Borer, infested trees
- Providing information to residents on the care of both public and private trees

Municipal Buildings

- Routine and emergency maintenance of all building systems for the Village Hall
- Improvements to the Village Hall building and Village Hall grounds
- Maintenance of the Temple Court parking lot and bus shelters along the west side of Green Bay Road

Parking and Traffic Control

- Maintenance of all Village-controlled traffic signals and equipment
- Maintenance and installation of street identification and traffic control signs
- Maintenance and repair of the Metra train station building and commuter parking lots

Municipal Garage

- Proper and timely maintenance and repair of all Village vehicles
- Proper and timely maintenance and repair of all Village equipment
- Maintenance repair and improvements to the Public Works Garage Service Building

Streets and Street Lighting

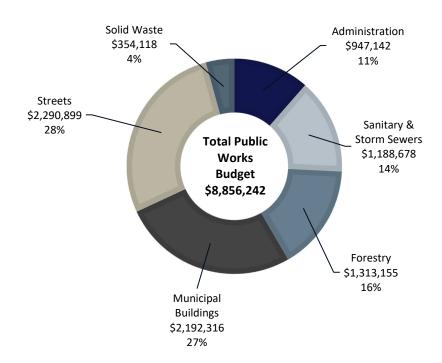
- Maintenance of streets, curbs, sidewalks, bridges and Village right-of-way
- Administration and implementation of Department's Snow and Ice Control Program
- Managing improvements to and maintenance of the Green Bay Trail bicycle path
- · Maintenance of other public right-of-way areas, including islands, medians and street ends
- Administration of ComEd street lighting system including the cost of electric service
- Maintenance of light poles, light fixtures and wiring for the street light standards in the Skokie Heights and Skokie Ridge subdivisions, the downtown business district and the train station commuter parking lots
- Installation and maintenance of the downtown holiday lighting and street light banners
- Maintain public EV charging station

Solid Waste

- Funds the annual cost for residential garbage disposal at the SWANCC transfer station
- Funds the contractual service costs for annual fall parkway leaf collection and Village-wide solid waste cleanup collection

BUDGET EXPENDITURE SUMMARY

The Public Works Department Calendar Year 2024 budget request includes \$8,856,242 in expenditures. The budget as presented is an overall increase of \$1,920,236 or 27.7% from the Calendar Year 2023 budget. The increase in the overall expenditure is largely attributable to increases in contractual service costs and capital expenditures that are budgeted in the General Fund this year. Proposed stormwater and sanitary sewer projects will be funded by bond proceeds in the Capital Projects Fund in 2024.



	Administration	Sanitary & Storm Sewer	Forestry	Municipal Buildings	Municipal Garage	Streets	Solid Waste	Total CY 2024	Approved CY 2023	% Change Year over Year
Personnel	837,123	835,088	951,030	106,196	415,884	904,175	-	4,049,496	4,169,115	-2.9%
Services	99,040	120,550	256,750	277,620	56,380	133,350	354,118	1,297,808	1,210,243	7.2%
Commodities	10,979	88,040	45,375	23,500	25,670	325,374	-	518,938	506,621	2.4%
Subtotal	947,142	1,043,678	1,253,155	407,316	497,934	1,362,899	354,118	5,866,242	5,885,979	-0.3%
Capital	-	145,000	60,000	1,785,000	72,000	808,000	-	2,870,000	960,027	198.9%
Other	_	_	-	_		_	_	_	-	_
Other										
Financing Use	-	-	-	-	-	120,000	-	120,000	90,000	33.3%
Subtotal	-	145,000	60,000	1,785,000	72,000	928,000	-	2,990,000	1,050,027	184.8%
Grand Total	947,142	1,188,678	1,313,155	2,192,316	569,934	2,290,899	354,118	8,856,242	6,936,006	27.7%

Highlighted requests from the Calendar Year 2024 Budget include the following:

- Forestry Division Services: The Village's parkway tree planting program will continue to feature a
 diverse stock of parkway trees that provide a sustainable urban forest mix of quality native trees and
 other tree types that are hardy in our geographic region. Public Works staff performs nearly all tree
 maintenance services in-house.
- Landscape Maintenance Services: The proposed Calendar Year 2024 Budget includes funding for ongoing contractual landscape maintenance services to support the Village's efforts to maintain public landscape areas, including the downtown business district, commuter parking lots and prominent right-of-way planting areas.
- Equipment Replacement: The budget includes funding for the replacement of or modifications to four pieces of equipment including:
 - Vehicle #56 Business District sidewalk tractor
 - Vehicle #12 1 ½ ton dump truck including a tailgate salter & plow
 - Vehicle #22 Electric sewer camera truck
 - Vehicle #20 Six wheel dump truck Chassis

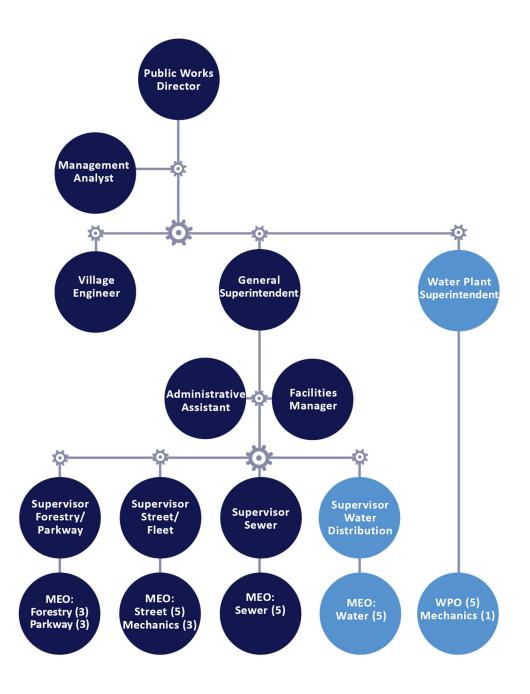
The new 1 ½ ton dump truck is a vehicle used primarily in the street division. The sidewalk tractor is used by all divisions and for sidewalk snow removal in the business district. The current gasoline powered sewer camera truck will be replaced with a full-sized fully-electric van (as the Village seeks to increase the size of its electric vehicle fleet), and the six-wheel dump truck will be replaced with a similar diesel-powered truck that is used for hauling excavation spoils and backfill materials. It should be noted that based on feedback from vendors, it is anticipated that there will be a delay in the delivery of Vehicle #20. For this reason, it is anticipated that the Village may only receive the truck chassis in Calendar Year 2024.

Other projects included in the Community Investment Program for Calendar Year 2024 are:

- Municipal Building Improvements: Improvements at the Village Hall include a renovation of the
 Council Chambers and Public Safety locker room and dormitory as well as masonry improvements to
 the south entrance. The budget for the Public Works Garage includes a flat roof replacement and
 masonry repairs..
- **Street Division Upgrades**: The budget includes funding for streetscape improvements in the downtown business district to include enhancements of the downtown raised planters.
- Pedestrian Crossing Improvements: This improvement project, carried over from 2023, includes targeted crossing, signage and sidewalk improvements funded in part by a Safe Routes to Schools program grant.

PERSONNEL RECOMMENDATIONS

There are currently 28 full-time employees in the Public Works Department General Fund budget (additional employees are included as part of the Water Fund budget). The Public Works trainee positions are not shown in the chart below, but these individuals are used on a year-round basis to meet operational goals. These part-time employees are eligible for health insurance benefits under the Affordable Care Act and participate in the Village's IMRF pension program.





AUTHORIZED FULL-TIME POSITIONS ¹	CY 2022	CY 2023	CY 2024
Public Works Director	1	1	1
General Superintendent	1	1	1
Management Analyst	1	1	1
Village Engineer	1	1	1
Receptionist/Cashier	1	0	0
Administrative Assistant	1	1	1
Supervisor	3	3	3
Facilities Manager	0	1	1
Maintenance Equipment Operator	16	16	16
Mechanic	3	3	3
TOTAL FULL-TIME	28	28	28

¹Public Works trainee staffing is not considered as part of authorized full-time positions.

STRATEGIC PLAN RECOMMENDATIONS

The Calendar Year 2024 Strategic Plan-related requests include several Community Investment Program projects as outlined below. The planned completion of these projects supports the strategic priority of infrastructure replacement.

COMMUNITY INVESTMENT PROGRAM RECOMMENDATIONS

The Calendar Year 2024 Community Investment Program for the Public Works Department includes the following:

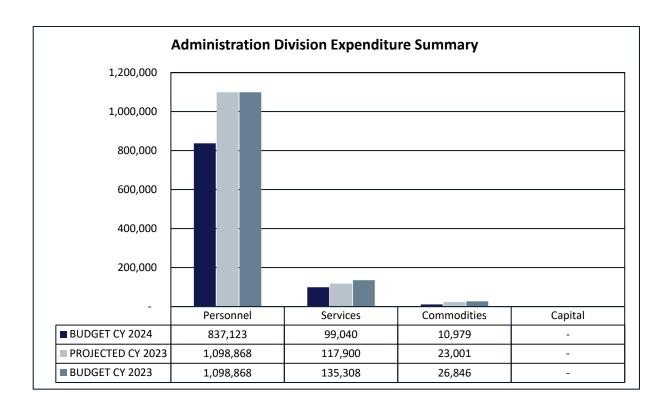
	TOTAL:	\$:	2,870,000
•	Green Bay Trail Construction, Sidewalk and Engineering	\$	60,000
•	Storm Sewer Outfalls - Swimming Beach	\$	75,000
•	Bridge Maintenance Construction & Engineering - Scott & Hazel Avenue	\$	275,000
•	Safe Routes to School Crossing Improvements	\$	120,000
•	Replacement #22 EV Van - Camera Truck Including Charging Station	\$	70,000
•	Replacement #20 Public Works Six Wheel Dump Truck Chassis	\$	200,000
•	Replacement #12 Public Works 1-1/2 Ton Truck	\$	157,000
•	Business District Sidewalk Tractor - Bobcat #56	\$	56,000
•	South Entry Masonry, Tuckpointing, Lower Ramp Fence	\$	185,000
•	Village Hall Second Floor & Public Safety Renovation	\$	1,600,000
•	Public Works Garage (Admin) Roof Replacement	\$	72,000

DIVISION DETAIL

ADMINISTRATION DIVISION

The Public Works Administration Division is responsible for managing and overseeing all aspects of Public Works operations, engineering services including capital infrastructure improvement programs from design to construction and assist the Development Services Division with plan review for all residential and commercial redevelopment.

The Public Works Administration Division's Calendar Year 2024 budget is \$947,142. Below is the review of expenditures for the Administration Division.



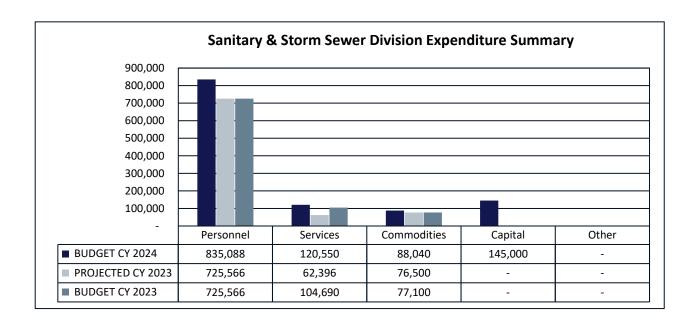
Public Works Administration Account Class Description:

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

SEWER DIVISION

The Public Works Sewer Division is responsible for the operation and maintenance of the Village's sanitary and storm sewer systems. Engineering and operational staff carry out the responsibility for daily routine maintenance efforts, as well as emergency responses to storm water flooding and sanitary sewer backup events.

The Public Works Sewer Division Calendar Year 2024 Budget is \$1,188,678. Below is the review of expenditures for the Sewer Division.



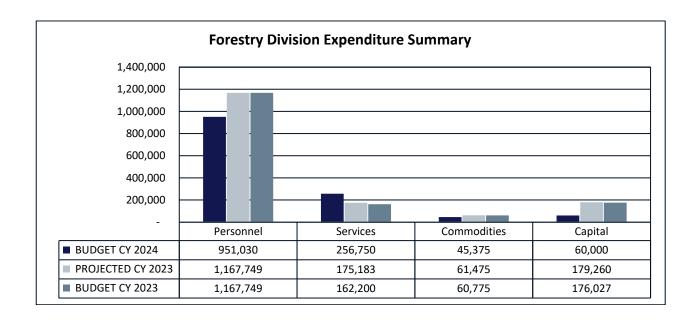
Public Works Sewer Division Account Class Description:

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

FORESTRY DIVISION

The Public Works Forestry Division is responsible for the Department's comprehensive management of the urban forest in the Village right-of-way and other Village-owned open land. The Forestry Division operational staff provides cyclical trimming and pruning of parkway trees and removes all dead and hazard trees as well as providing consultation and guidance for the Village Tree Preservation ordinance. In addition, with the completion of the Village's Urban Forestry Management Plan, the Division is utilizing the recommendations and guidance of that document to underscore and advise all forestry work in the public right of way, including the prioritization of tree removals and replacements.

The Public Works Forestry Division's Calendar Year 2024 budget is \$1,313,155. Below is the review of expenditures for the Forestry Division.



Public Works Forestry Division Account Class Description:

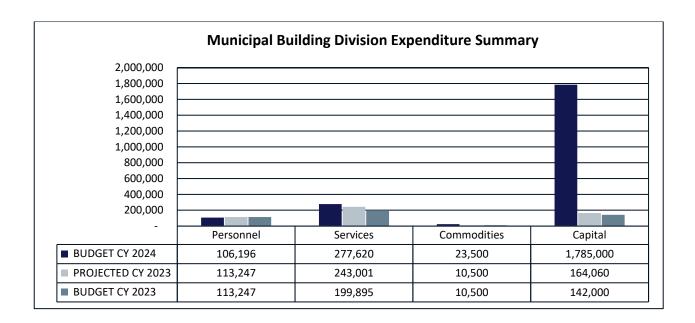
- Personnel: Salaries, employee benefits and pension costs
- Services: Maintenance and Repair, service fees, professional services and training cost
- Commodities: Vehicle operating expenses, equipment, uniforms, tool purchase and repair
- Capital: Building and grounds improvement and equipment

MUNICIPAL BUILDING DIVISION

The Public Works Municipal Building Division is responsible for the routine maintenance of all systems and building improvements for Village Hall and the surrounding grounds, as well as the Metra train station. The Village Hall houses the Administration and Finance Department, Development Services Department, some administrative operations of the Public Works Department as well as all Public Safety Department operations. In addition, Family Service of Glencoe utilizes a large portion of the second floor for their administrative offices.

The Public Works Municipal Building Division's Calendar Year 2024 budget is \$2,192,316. Below is a review of the expenditures for the Municipal Building Division, which also includes planned technology and facility upgrades to the Village Hall Council Chambers and a renovation of the second floor Public Safety locker room and dormitory spaces. As the Village's facilities continue to age and the need for upkeep increases, future budget years will continue to see an increase in facility maintenance and repair funding.

Below is the review of expenditures for the Municipal Building Division.



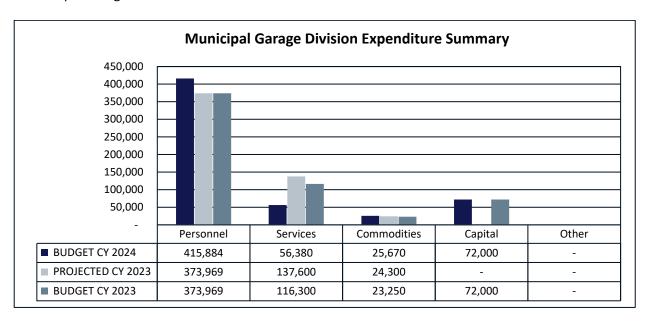
Public Works Municipal Building Division Account Class Description:

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

MUNICIPAL GARAGE DIVISION

The Municipal Garage Division is responsible for the maintenance of the Village's entire fleet of vehicles and equipment (including vehicles and equipment from the Glencoe Park District through a shared services agreement) as well as routine maintenance of all systems and building improvements for the Public Works Garage.

The Municipal Garage Division's Calendar Year 2024 budget is \$569,934. Below is the review of expenditures for the Municipal Garage Division.



Public Works Municipal Garage Division Account Class Description:

- Personnel: Salaries, employee benefits and pension cost
- Services: Maintenance and repair and training costs
- Commodities: Vehicle operating expense, equipment, uniforms, tool purchase and repair
- Other: Includes shared services expenses with the Glencoe Park District

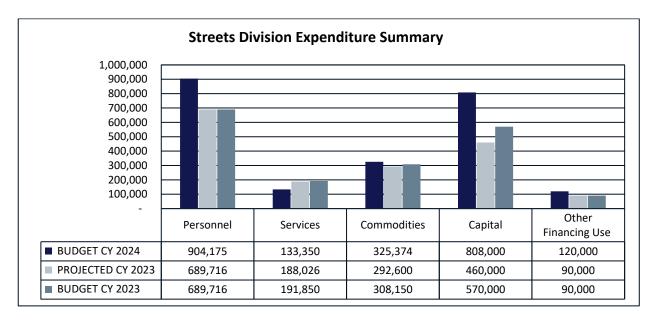
STREETS AND STREET LIGHTING DIVISION

The Public Works Streets and Street Lighting Division is responsible for the maintenance and repair of all streets, curbs and sidewalks including street sweeping, pavement patching and concrete repairs. The Division is also responsible for:

- The management and operation of the Department's Snow and Ice Control Program for streets, sidewalks and parking lots; the maintenance of the four bridges under the Village's jurisdiction; and the maintenance of the Green Bay Trail
- The maintenance and restoration of public right-of-way areas including islands, medians and street ends and for maintenance of all streetlights in the Skokie Heights and Skokie Ridge subdivisions, the downtown business district and the train station commuter parking lots
- The installation and maintenance of the downtown holiday lighting and street light banners

The Streets and Street Lighting Division's Calendar Year 2024 budget is \$2,290,899. Also included in the Division's budget is an allocation of the Road Program Reserve which is supported by General Collection Services Fees collected through the residential garbage and recycling fees to help fund future street maintenance repairs.

Below is the review of expenditures for the Street and Street Lighting Division.



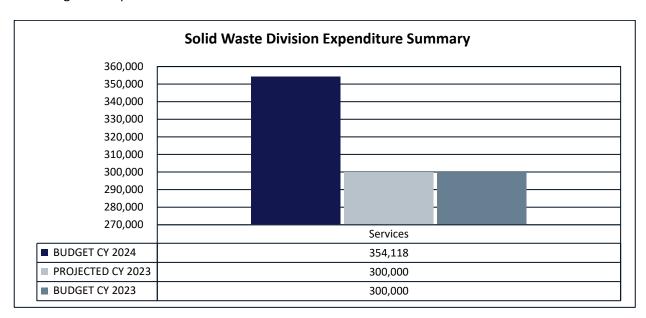
Public Works Streets, Sidewalk, Bridge and Street Lighting Division Account Class Description:

- Personnel: Salaries, employee benefits and pension cost
- Services: Maintenance and repair and training costs
- *Commodities:* Vehicle operating expense, equipment, uniforms, supplies, tool purchase and repair
- Capital: Equipment, vehicles, streets, sidewalks, bridges and streetlights
- Other Financing Use: Transfer to Road Program Reserve

SOLID WASTE DIVISION

The Public Works Solid Waste Division is responsible for providing the expenditure accounts associated with special collection services provided in the Solid Waste Collection Franchise Agreement with Lakeshore Recycling Systems and the solid waste disposal costs for all residential garbage collection.

The Solid Waste Division's Calendar Year 2024 budget is \$354,118 which includes the cost of garbage disposal at the Solid Waste Collection Agency of Northern Cook County (SWANCC), leaf collection services and the annual Village-wide special collection service.



Public Works Solid Waste Division Account Class Description:

• Services: Service fees

MAJOR CALENDAR YEAR 2023 ACCOMPLISHMENTS

1	In line with the Village's strategic priority of Infrastructure Replacement, the Public Works Department managed the successful completion of Calendar Year 2023 Community Investment Program projects including: maintenance street resurfacing, residential sidewalk replacement, pavement striping, Green Bay Trail – Hazel Ave crossing improvements, Sylvan Road Bridge – Planter Structures Restoration, holiday light LED upgrade project, Lakefront Bluff Stabilization and Access Ramp improvements.
2	Replacement of various Public Works operational equipment, including Vehicle #40 dump body and truck salter, two leaf vacuums and Vehicle #29 aerial truck.
3	Continued to administer the franchise agreement with Lakeshore Recycling Systems for the provision of residential garbage, recycling and yard waste collection services.
4	Continued development and maintenance of the Village's Geographic Information System.
5	Continued conscientious management of the Village's Urban Forest in line with the Village's Urban Forestry Management Plan.
6	Continued the engineering investigation and recommended sanitary sewer improvements in the second identified Metropolitan Water Reclamation District (MWRD) infiltration/inflow control program high-priority area.
7	Onboarded new Public Works Director Monica Sarna.

CALENDAR YEAR 2024 DEPARTMENT WORK PLAN

In addition to projects identified in the Strategic Plan, the Public Works department work plan includes projects that support the Village's Strategic Priorities, as described below.

	Project	Strategic Priority	Target Completion
1	Project manage the completion of South Green Bay/Linden Avenue Storm Sewer Improvements.	Infrastructure Replacement	Q4 2024
2	Continue comprehensive review of the Village Codes and make recommendations for Village Board consideration of statutory updates and revisions.	Operational Effectiveness	Ongoing objective CY 2024
3	Continue responsible stewardship of the Village's Urban Forest in line with the Village's Urban Forestry Management Plan.	Environmental Sustainability	Ongoing objective CY 2024
4	Project manage concrete sidewalk and curb replacement and Safe Routes to Schools Improvements.	Infrastructure Replacement	Q3 2024
5	Complete engineering design for Green Bay Trail bicycle path and Sheridan Road sidewalk improvements.	Infrastructure Replacement	Q3 2024
6	Project manage Bridge Maintenance Construction Improvements.	Infrastructure Replacement	Q3 2024
7	Project manage the completion of additional street lighting improvements in numerous locations throughout the Village.	Infrastructure Replacement	Q3 2024
8	Project manage the completion of Infiltration/Inflow Control Program (IICP) recommended Sanitary Sewer Improvements.	Infrastructure Replacement	Q4 2024
9	Complete the engineering investigation and sanitary sewer improvements in the second identified Metropolitan Water Reclamation District (MWRD) IICP high-priority area.	Infrastructure Replacement	Q4 2024
10	Complete Phase II engineering for future Terrace Court drainage basin outfall improvements.	Infrastructure Replacement	Q4 2024
11	Review and make recommendations regarding operational changes, staffing plans and succession planning for all aspects of Public Works operations.	Operational Effectiveness	Ongoing objective CY 2024



PUBLIC WORKS DEPARTMENT EXPENDITURES

Administration, Sanitary & Storm Sewers, Forestry, Municipal Buildings, Municiple Garage, Streets, Solid Waste Divisions

Calendar Year 2024 Budget

	Calendar Year 2022	Calendar Year 2022	Calendar Year 2023	Current Year End Projection	Calendar Year 2024
	Budget	Total Activity	Budget		Budget
AcctClass: 400 - Personnel					
40105 - SALARIES	2,544,824	2,543,826	2,616,683	2,616,683	2,772,254
40110 - SALARIES - TEMPORARY	215,456	129,358	209,705	209,705	10,000
40115 - LONGEVITY PAY	33,125	32,511	32,350	32,350	27,150
40130 - INSURANCE OPT OUT	-	-	-	-	4,000
40140 - CLOTHING ALLOWANCE	-	-	15,600	15,600	13,200
40150 - SALARIES - RHS PAY	32,348	27,971	65,909	65,909	33,202
40190 - OTHER COMPENSATION	39,202	76,506	49,496	49,496	75,243
40205 - OVERTIME	162,801	134,151	168,301	168,301	167,220
40405 - EMPLOYEE BENEFITS	477,167	528,226	595,335	595,335	512,984
40415 - EMPLOYEE BENEFITS - ACA	118,516	522	-	-	-
40460 - SOCIAL SECURITY	170,553	172,897	185,794	185,794	182,020
40465 - MEDICARE	40,636	41,348	43,455	43,455	42,623
40505 - ILLINOIS MUNICIPAL RETIREMENT FUND	242,756	248,794	186,486	186,486	209,599
AcctClass: 400 - Personnel Total:	4,077,384	3,936,108	4,169,115	4,169,115	4,049,496
AcctClass: 500 - Contractual Services					
50105 - BUILDING MAINTENANCE	140,742	97,956	128,401	110,001	136,780
50121 - METRO DEPOT MAINTENANCE	22,000	5,833	26,094	23,000	14,000
50122 - DIESEL MOTORS REPAIR	1,000	-	1,000	-	1,000
50133 - BUSINESS DISTRICT R/M	2,500	3,100	2,500	2,720	2,500
50140 - SEWER MAINTENANCE	63,717	9,006	60,000	25,000	60,000
50146 - LIFT STATION R/M REPAIR & MAINTENANCE	16,821	17,168	22,000	16,000	25,100
50150 - GROUNDS MAINTENANCE	29,300	41,338	34,000	48,000	124,000
50152 - TRAFFIC SIGNAL R/M REPAIR & MAINTENANCE	12,000	12,529	13,200	15,000	16,400
50155 - TREE MAINTENANCE	24,401	23,441	17,000	17,000	29,000
50160 - TRAIN STATION WALK R/M	3,000	-	3,000	-	3,000
50165 - BUS SHELTER REPAIR	-	_	-	_	7,500
50170 - BRIDGE REPAIRS	55,000	_	10,000	9,997	-
50175 - TREE PLANTING	40,000	29,725	42,000	42,000	47,000
50220 - RADIO EQUIPMENT MAINTENANCE	500	-	500	-	500
50315 - POSTAGE	-	10	-	_	-
50318 - UNIFORM SERVICE	9,900	9,054	-	1,218	_
50320 - INFORMATION TECHNOLOGY	20,900	5,367	36,900	11,900	6,200
50325 - TELECOMMUNICATIONS/INTERNET SERVICE	800	880	800	870	800
50350 - UTILITIES	9,840	10,877	9,840	10,500	10,500
50410 - CONTRACTUAL SERVICES	281,488	247,336	296,350	295,200	363,688
50420 - HVAC MAINTENANCE	44,900	42,431	34,100	100,000	31,000
50425 - STREET LIGHTING	86,200	83,714	130,700	130,700	72,600
50430 - LEAF COLLECTION SERVICES	79,000	59,470	140,000	140,000	145,000
50435 - DUMPING FEES	55,058	39,829	51,250	49,500	48,250
50450 - EQUIPMENT RENTAL	-	-	-	-	10,000
50505 - PROFESSIONAL SERVICES	118,814	117,996	126,088	157,200	109,440
50705 - MEMBERSHIPS DUES	3,150	4,692	5,670	4,900	6,750
50805 - TRAINING	15,850	11,481	18,850	13,400	26,800
AcctClass: 500 - Contractual Services Total:	1,136,881	873,231	1,210,243	1,224,106	1,297,808
AcctClass: 600 - Commodities		•			
60105 - MATERIALS	161,300	134,025	164,150	138,800	186,914
60120 - SUPPLIES	14,750	134,023	23,250	23,000	28,750
60150 - EQUIPMENT	81,427	74,367	83,826	82,626	78,046
60305 - INFORMATION TECHNOLOGY EQUIPMENT	61,427	74,367	17,895	82,626	78,046
60605 - FUEL	- 69,750	- 122,356	17,895 87,500	- 87,700	- 89,500
60606 - VEHICLE OPERATING EXPENSE					105,200
60705 - MISCELLANEOUS EXPENSE	81,450 2,050	99,163 3,917	103,400 2,700	117,050 18,000	4,728
60780 - UNIFORMS	2,030 8,125	3,917 8,111	9,900	9,200	9,800
50750 ON ONNS	0,123	0,111	3,300	3,200	5,000



PUBLIC WORKS DEPARTMENT EXPENDITURES

Administration, Sanitary & Storm Sewers, Forestry, Municipal Buildings, Municiple Garage, Streets, Solid Waste Divisions

Calendar Year 2024 Budget

	Calendar Year	Calendar Year	Calendar Year	Current Year	Calendar Year
	2022	2022	2023	End Projection	2024
	Budget	Total Activity	Budget		Budget
62050 - VILLAGE GRANT PROGRAMS	4,000	-	4,000	-	4,000
63060 - SHARED SERVICES - GPD	10,000	13,571	10,000	12,000	12,000
AcctClass: 600 - Commodities Total:	432,852	468,574	506,621	488,376	518,938
AcctClass: 800 - Capital					
80105 - BUILDING IMPROVEMENTS	175,000	-	214,000	164,060	1,857,000
80120 - BICYCLE PATH IMPROVEMENTS	1	-	-	-	60,000
80405 - VEHICLES	576,785	257,860	481,027	464,260	483,000
80610 - SEWERS	240,847	201,486	-	-	75,000
80620 - STORM SEWER	75,000	-	-	-	-
80705 - STREETS	130,000	-	265,000	175,000	120,000
80805 - SIDEWALKS	140,001	104,660	-	-	-
80905 - BRIDGES		-	-	-	275,000
AcctClass: 800 - Capital Total:	1,337,634	564,006	960,027	803,320	2,870,000
AcctClass: 900 - Other Financing Use					
90225 - TRANSFER TO ROAD PROGRAM RESERVE	70,000	70,000	90,000	90,000	120,000
AcctClass: 900 - Other Financing Use Total:	70,000	70,000	90,000	90,000	120,000
Report Total:	7,054,751	5,911,919	6,936,006	6,774,917	8,856,242



DEVELOPMENT SERVICES DEPARTMENT

DEPARTMENT OVERVIEW

Effective with the start of the new Calendar Year budget, the Development Services Department will function as a stand-alone Department. Historically, this function had been a part of the Public Works Department. All three full-time employees and resources for contractual services in this department were previously budgeted within the Public Works Department. This is the first significant reorganization of Village operations in over 60 years and is meant to improve operations and effectiveness, as well as significantly enhance the customer service experience.

The Development Services Department is primarily responsible for all building, planning, zoning, and code enforcement functions.

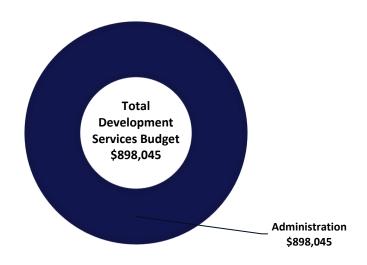
DIVISION FUNCTIONS

Administration

- Comprehensive oversight of residential and commercial development to assure compliance with all applicable building, zoning and municipal code and permit regulations;
- Administration and management of plan review and inspection services for all building permits;
- Administration and enforcement of all applicable Village and Zoning Code ordinances;
- Staff support for the Plan Commission, Zoning/Fence Board of Appeals, Zoning Commission, and Village Board.
- Work with the Village Manager's Office on economic development, preservation, and sustainability-related programs and initiatives.
- Provide support for the Customer Service Representative to provide front-line customer service at Village Hall.

BUDGET EXPENDITURE SUMMARY

The Development Services Department Calendar Year 2024 budget request includes:



CALENDAR YEAR 2024 EXPENDITURES

	Development	Total CY	Approved	% Change from
	Services	2024	CY 2023	Budget
Personnel	457,050	457,050	162,883	180.6%
Services	440,695	440,695	307,250	43.4%
Commodities	300	300	-	N/A
Subtotal	898,045	898,045	470,133	91.0%
Capital	-	-	-	N/A
Other	-	-	-	N/A
Other Financing				
Use	-	-	-	N/A
Subtotal	-	-	-	N/A
Grand Total	898,045	898,045	470,133	91.0%

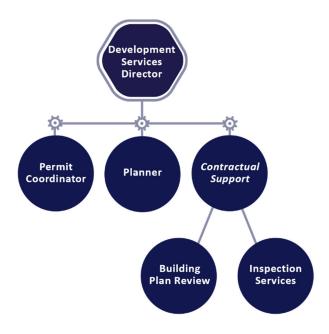
Highlighted requests from the \$898,045 Calendar Year 2024 Budget include the following:

- Plan Review and Inspection Services: The budget includes funding to continue contractual services with
 HR Green for plan review and building inspection services, with Winnetka Fire Department commercial
 plan review (for fire and life safety code requirements), with Teska Associates for plan review and field
 inspection of tree preservation/removal plans for residential development and with Health Inspection
 Professionals, Inc. for health inspection services.
- Building Division Services: The budget includes continued staffing resources geared towards permitting
 process improvements to include the continued refinement of electronic plan submittal and review,
 online inspection scheduling and migration to all forms and applications in electronic PDF fillable field
 format. Department plans for 2024 include the continued implementation and refinement of Tyler
 Enterprise Permitting and Licensing (EP&L) software module for all permitting, inspection and licensing

- services and the evaluation of contractual services on an ongoing basis. Funding is also requested for consulting services to move from the 2015 to 2023 suite of ICC building codes and related amendments.
- Planning Services: The budget includes funding for the completion of Village's Comprehensive Plan,
 which is scheduled to be adopted in early 2024. In addition to significant public input, this project
 involves the Village Board, Plan Commission, other advisory Boards and Commissions, staff and an
 outside consultant. Funding for consulting services for Zoning Code updates is also included in the
 budget, with costs likely to be impacted by the recommendations of the to-be-adopted Comprehensive
 Plan.

PERSONNEL RECOMMENDATIONS

There are currently three full-time employees in the Development Services Department General Fund budget. There are no additional Development Services Department staff positions anticipated for Calendar Year 2024. Prior to Calendar Year 2024, the Development Services Manager was in the Community Development division of the Public Works Department, while the Planner and Permit Coordinator were in the Public Work Administration division. In Calendar Year 2024, the Development Services Director, Planner and Permit Coordinator will be reorganized within the newly created Development Services Department.



AUTHORIZED FULL-TIME POSITIONS	CY 2022	CY 2023	CY 2024
Development Services Director	0	0	1
Development Services Manager	1	1	0
Planner	1	1	1
Permit Coordinator	0	1	1
TOTAL FULL-TIME	2	3	3

STRATEGIC PLAN RECOMMENDATIONS

The Calendar Year 2024 Strategic Plan-related requests in the Developmental Services Department includes:

Comprehensive Plan – Professional Services – Final Year \$ 58,432
 Zoning and Subdivision Code Updates \$ 20,000
 Building Code Update \$ 20,000
 TOTAL: \$ 98,432

COMMUNITY INVESTMENT PROGRAM RECOMMENDATIONS

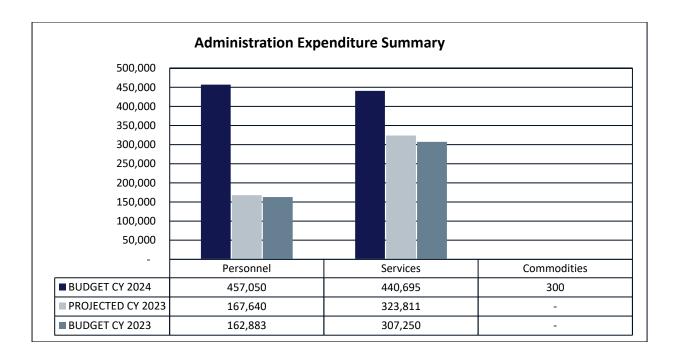
The Development Services budget for Calendar Year 2024 does not include any recommendations for the Community Investment Program.

DIVISION DETAIL

ADMINISTRATION

The Development Services Department is responsible for plan review and inspection services for all residential and commercial development, as well as the review for compliance with all applicable code and permit regulations. Department staff responds to all building and zoning inquiries, including proposed subdivisions. Staffing in this division is supplemented by contractual support for plan review and building/life safety inspections. Additional resources are provided by Teska Associates, the Village's long-time planning consultant. In addition, the Department actively participates in the Village's economic development activities in collaboration with the Village Manager's Office. The planned completion of the Village's Comprehensive Planning process and the initiation of new projects (such as code and process updates) recommended by the Comprehensive Plan will be a major function of the Department in 2024.

The Development Services Department Calendar Year 2024 budget is \$898,045.



Administration Division Account Class Description:

- Personnel: Salaries, employee benefits and pension cost
- Services: Service fees, professional services and training cost

MAJOR CALENDAR YEAR 2023 ACCOMPLISHMENTS

1	Reviewed and issued over 400 permits.
2	Continued to monitor and manage contracts with HR Green and Teska Associates for the provision of plan review, building and fire/life safety inspection services and other related development and building permit support services; Began process of assessing potential paths forward for plan review and inspections.
3	Managed over 30 variation, Special Use Permit, subdivision, and appearance review cases for the Zoning Board of Appeals, Zoning Commission, Plan Commission and Village Board.
4	Continued development and maintenance of the Village's Geographic Information System.
5	Continued the public process for the development of a new Comprehensive Plan, including public outreach efforts, goals and objectives and small area studies.
6	Launched Tyler Technologies' Enterprise Permitting and Licensing (EP&L) system and began configuration of the corresponding Customer Self-Service (CSS) online portal.
7	Performed ongoing review of all departmental procedures with a goal of continuing the improvements seen in the 2023 Community Survey.

CALENDAR YEAR 2024 DEPARTMENT WORK PLAN

In addition to projects identified in the Strategic Plan, the Development Services work plan includes projects that support the Village's Strategic Priorities, as described below.

	Project	Strategic Priority	Target Completion
1	Continue to manage the contract with HR Green for plan review, building and fire/life safety inspection services and complete transition/retention planning for the end of this contract.	Operational Effectiveness	Ongoing objective CY 2024
2	Continue comprehensive review of the Village Zoning Code and Subdivision Code in light of the Comprehensive Plan process and new state regulatory requirements.	Operational Effectiveness	Ongoing objective CY 2024
3	Complete a comprehensive update to the Village's current 2015 ICC building codes to 2023 suite of ICC building codes and related amendments.	Operational Effectiveness	Q2 CY 2024
4	Complete and adopt the new Comprehensive Plan.	Community Engagement	Q2 2024
5	Complete implementation of Tyler EP&L and CSS systems, along with updated inspection processes.	Operational Effectiveness	Q1 2024
6	Coordinate with representatives in the Administration and Finance Department on business retention and other economic development initiatives.	Community Engagement	Ongoing objective 2024
7	Coordinate with other departments and Preservation Commission on preservation-related initiatives, including necessary code updates.	Community Engagement	Ongoing objective 2024
8	Perform comprehensive review and update of all Departmental forms, applications, communications and standard operating procedures.	Operational Effectiveness	Ongoing objective 2024
9	Review contractual services agreements and move forward with any necessary changes to ensure continued viability in light of changing needs and costs.	Operational Effectiveness	Q2 2024



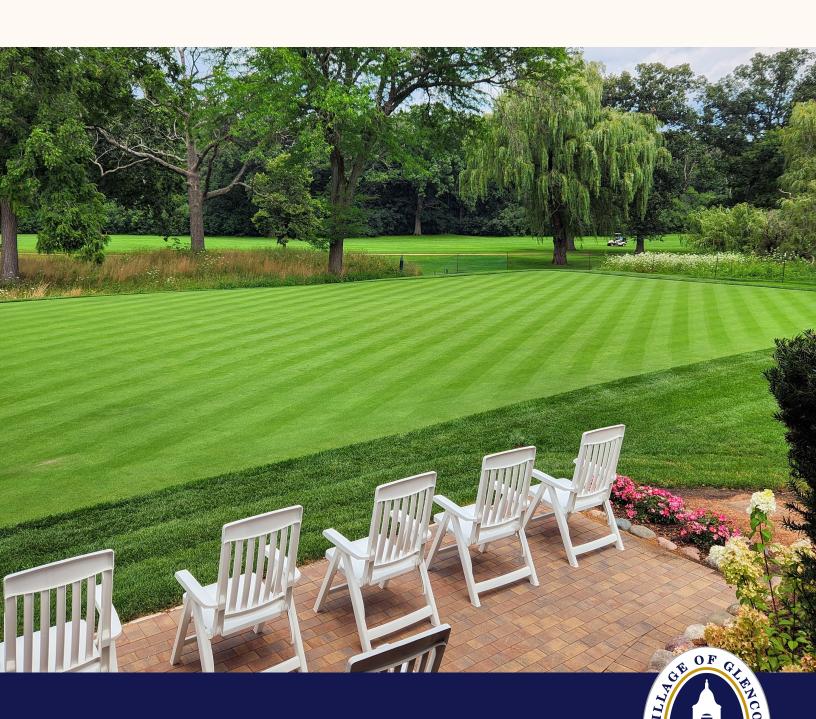
DEVELOPMENT SERVICES EXPENDITURES

Administration Division Calendar Year 2024 Budget

	Calendar Year	Calendar Year	Calendar Year	Current Year	Calendar Year
	2022	2022	2023	End Projection	2024
	Budget	Total Activity	Budget		Budget
AcctClass: 400 - Personnel					
40105 - SALARIES	117,465	118,907	122,163	122,163	333,145
40115 - LONGEVITY PAY	25	-	25	25	75
40190 - OTHER COMPENSATION	-	2,000	-	-	5,000
40205 - OVERTIME	-	-	-	-	5,750
40405 - EMPLOYEE BENEFITS	25,322	26,666	25,152	26,852	64,801
40460 - SOCIAL SECURITY	6,935	6,973	6,958	8,200	20,225
40465 - MEDICARE	1,622	1,631	1,627	1,950	4,732
40505 - ILLINOIS MUNICIPAL RETIREMENT FUND	9,709	9,659	6,958	8,450	23,322
AcctClass: 400 - Personnel Total:	161,078	165,836	162,883	167,640	457,050
AcctClass: 500 - Contractual Services					
50410 - CONTRACTUAL SERVICES	281,000	282,180	224,000	283,650	331,763
50505 - PROFESSIONAL SERVICES	68,500	34,659	80,000	38,387	103,432
50705 - MEMBERSHIPS DUES	1,250	668	1,250	974	100
50805 - TRAINING	1,000	795	2,000	800	4,500
AcctClass: 500 - Contractual Services Total:	351,750	318,302	307,250	323,811	440,695
AcctClass: 600 - Commodities					
60605 - FUEL	250	102	-	-	-
60606 - VEHICLE OPERATING EXPENSE	200	-	-	-	-
60120 - SUPPLIES	-	-	-	-	300
AcctClass: 600 - Commodities Total:	450	102	-	-	300
Report Total:	513,278	484,240	470,133	491,451	898,045

GOLF FUND

BUDGET DETAIL



CALENDAR YEAR 2024

Calendar Year 2024 Budget | Page 145



GOLF FUND

FUND OVERVIEW

As a Village enterprise fund, with revenue generated primarily through golf sales, the Golf Fund provides resources for all day-to-day operations of the Glencoe Golf Club (GGC) including budgeting, marketing, tee sheet management, financial reporting, grounds maintenance, golf academy and youth programs, merchandising, service contract management, croquet court management, certain information technology (IT) services and sustainability programs. The Department's functions are divided into four divisions: Administration, Buildings and Grounds, Golf Play/Pro Shop and Golf Academy.

DIVISION FUNCTIONS

Glencoe Golf Club Administration

This division coordinates activities amongst all operating departments, including development of the annual Golf Club budget, managing the Cook County Forest Preserve Agreement, coordination of the cash/inventory control program, formulation of standard operating procedures and serve as a liaison to the Friends of the Glencoe Golf Club. The Friends of the Glencoe Golf Club is an independent 501c3 organization that was formed to raise funds for capital improvements at the Glencoe Golf Club.

Buildings and Grounds

The Buildings and Grounds division maintains all grounds at the Glencoe Golf Club including all golf course playing surfaces and the surrounding landscape areas while integrating best practices of sustainability as set forth by Audubon International. This division is also responsible for implementing the annual capital work plan.

Golf Play and Pro Shop

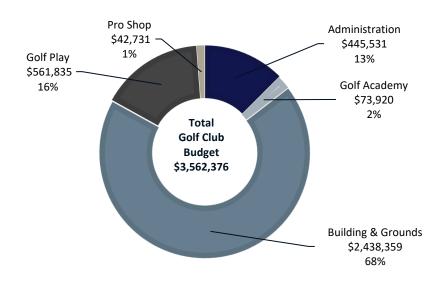
The Golf Play and Pro Shop division is responsible for the daily operations of the golf course that is focused on revenue generation, budget management, recruitment of seasonal staff, customer service, financial reporting, Academy management, restaurant contract management, Golf Advisory Board management and marketing.

Glencoe Golf Academy

The Golf Academy is responsible for conducting private golf lessons, group lessons, clinics and the oversight of junior summer camps. Instructors are independent contractors.

BUDGET EXPENDITURE SUMMARY

The Golf Club Calendar Year 2024 budget request includes \$3,562,376 in expenditures. The budget as presented is an overall increase of \$861,233 or 31.88% from the Calendar Year 2023 Budget. The increase in the overall expenditures is mainly attributable to reinvestment into the golf course infrastructure through the proposed driving range improvement plan, payroll increases and inflation.



Highlighted requests from the Calendar Year 2024 Budget includes the following:

CALENDAR YEAR 2024 EXPENDITURES

	CALENDAR YEAR 2024 EXPENDITURES							
	Administration Division	Golf Academy	Building & Grounds	Golf Play	Pro Shop	Total CY 2024	Approved CY 2023	% Change Year over Year
Personnel	245,415	-	616,261	410,451	-	1,272,127	1,205,205	5.6%
Services	198,766	72,770	112,025	83,034	2,050	468,645	435,651	7.6%
Commodities	950	1,150	133,801	16,250	40,681	192,832	189,464	2.0%
Subtotal	445,131.00	73,920	862,087	509,735	42,731	1,933,604	1,829,920	5.7%
Capital	400	-	1,576,272	-	-	1,576,272	819,123	92.5%
Other Expense Other Financing		-		52,100	-	52,100	52,100	0.0
Use	-	-		-	-		-	N/A
Subtotal	-	-	1,576,272	52,100	-	1,628,772	871,223	87.0%
Grand Total	445,531	73,920	2,438,359	561,835	42,731	3,562,376	2,701,143	31.9%

- Seasonal staff: Seasonal, hourly payroll is increasing in both the golf shop and maintenance divisions compared to Calendar Year 2023. The increases in both the State of Illinois and Cook County minimum wage, as well as the high market demand and scarcity of qualified seasonal hourly staff, is putting significant pressure on increasing hourly wages to attract and retain qualified candidates.
- **Services:** The most significant increases compared to the Calendar Year 2023 budget are in the Forest Preserve District of Cook County annual fee, equipment repair and credit card fees.

PERSONNEL RECOMMENDATIONS

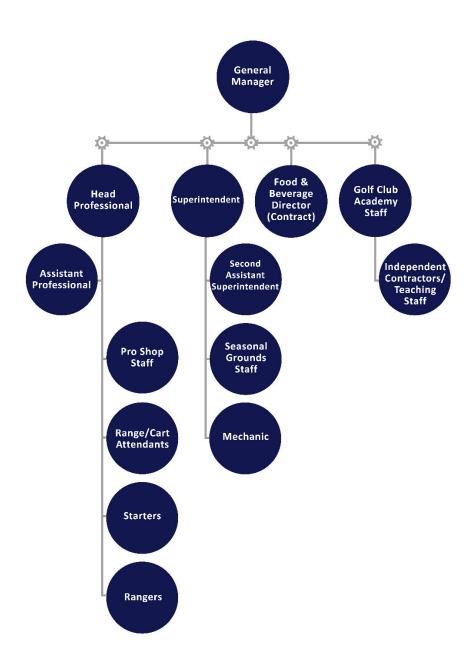
No additional staff are requested for the Golf Fund for 2024.

In Calendar Year 2024 there are no significant staffing changes at the golf course. The Assistant Superintendent is slated to take on additional supervisory responsibilities as well as an increased participation in capital projects and additional classes in horticulture.

The Golf Club's seasonal, hourly staff varies, as determined by operational needs. In the peak of the season there are approximately 45 hourly seasonal positions between the buildings and grounds division and the golf shop.

Overtime is assigned in the buildings and grounds division for programmed use in completing budgeted capital projects. All t overtime is assigned to hourly, seasonal maintenance positions. Since 2007, over \$3.9 million has been invested in the golf facility through the annual capital plan (which includes upkeep, maintenance and course improvements). By performing essential improvements in-house, rather than through the use of contractors, the costs of these improvements have been significantly less while providing optimal golf course conditions.

The chart below illustrates authorized positions for Calendar Year 2024:



AUTHORIZED FULL-TIME POSITIONS	CY 2022	CY 2023	Proposed CY 2024
General Manager	1	1	1
Superintendent	1	1	1
Head Golf Professional	1	1	1
Assistant Golf Shop Manager	1	1	1
Mechanic	1	1	1
Assistant Superintendent	1	1	1
TOTAL FULL-TIME	6	6	6

STRATEGIC PLAN RECOMMENDATIONS

Operational improvements to the Golf Club are generally referenced in the Village's Strategic Plan.

Continuous Cart Paths: The Golf Club currently has cart paths adjacent to the tee and green areas but not in between these areas linking the holes. The Continuous Cart Path project has been a multi-year project focused on connecting these points to maintain cart operations even in rainy weather. In Calendar Year 2024, work will connect holes #1, #13, and #18 with approximately 3,400 linear feet of newly constructed cart paths. Once this work is performed there will only be two holes left to fully complete the project.

Driving Range Improvements: The Golf Club has long planned for significant investment in the driving range facilities includes the installation of appropriate height protective netting, tee expansion and an enhanced landscaping plan. These improvements would allow for full use of the range (woods and irons, rather than irons only), prevent errant shot incidents, upgrade the quality and aesthetics of the range as well as provide enhanced revenues. The tee line will offer six additional hitting stalls, eight additional tee rotations and the installation of new low mow blue grass turf which would enhance the overall quality of the teeing surface. Landscaping would include tree cluster screening, with both pine and shade trees, understory native planting shrubbery and perennial pollinator plants in the foreground (butterfly/milk weed). Future phases may accommodate a walking path adjacent to the netting on Westley Road as there is currently no pedestrian pathway on Westley Road.

COMMUNITY INVESTMENT PROGRAM RECOMMENDATIONS

The Calendar Year 2024 Community Investment Program requests for the Glencoe Golf Club includes the following:

Protective Netting for the Driving Range
 Golf Course Equipment
 \$ 1,300,000
 \$ 72,500

TOTAL: \$ 1,372,500

A significant project this year will include the planned replacement of the Glencoe Golf Club clubhouse. Resources for this project are included in the Capital Projects Fund.

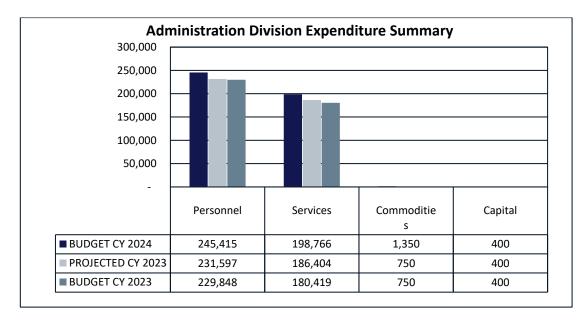
DIVISION DETAIL

GOLF CLUB ADMINISTRATION DIVISION

This Division coordinates activities among all operating divisions, including development of the annual budget, oversight of the clubhouse project, managing the Cook County Forest Preserve land use agreement, coordination of the cash/inventory control program, formulation of standard operating procedures, management of payroll and expenses, partnership efforts with the Friends of the Glencoe Golf Club, the restaurant vendor and the Glencoe Croquet Club.

Expenditure Summary:

The Administration Division Calendar Year 2024 budget is \$445,531. Below is the review of expenditures for this Division.



Administration Division Account Class Description:

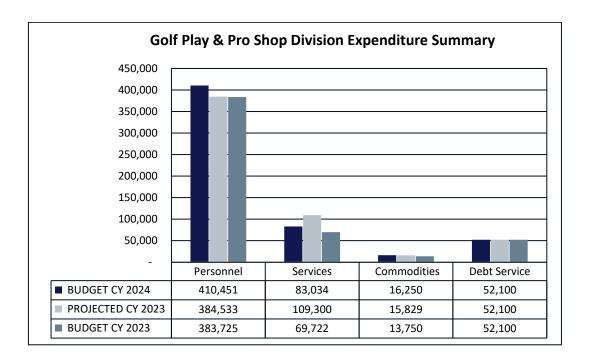
- Personnel: Salaries, Employee Benefits and Pension Cost
- Services: Professional Services, Communications, Legal Counsel and Training
- Commodities: Information Technology and Miscellaneous Expense

GOLF PLAY AND PRO SHOP DIVISION

The Golf Play and Pro Shop Division is responsible for all aspects of the day-to-day operations of the golf course, including managing customer play (golf course, practice range and other functions), managing special events and tournaments, managing the third-party restaurant operator and other contracts, and preparing applicable budget and financial reports. The Golf Shop is also responsible for stocking a full-service retail golf shop operation, in addition to sustainability programs and staff coordination with the Golf Advisory Committee and Village Board of Trustees.

Expenditure Summary:

The Golf Play and Pro Shop Division Calendar Year 2024 budget is \$604,566. Below is the review of expenditures for this Division.



Golf Play and Pro Shop Division Account Class Description:

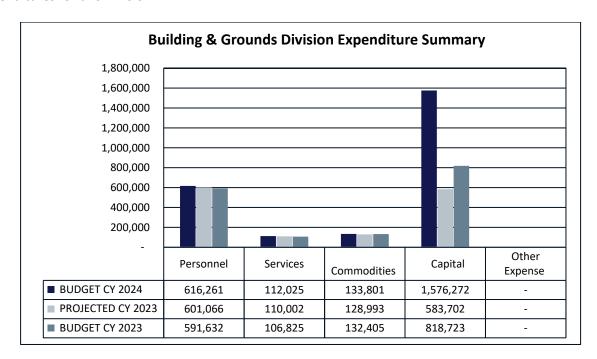
- Personnel: Salaries, Employee Benefits and Pension Cost
- Services: Contractual Services
- Commodities: Supplies and Merchandise
- Debt Service: Lease Payment

BUILDINGS AND GROUNDS

The Buildings and Grounds division is responsible for the overall appearance of the golf course, practice areas, maintenance facility, chemical storage, and all adjacent areas to the golf course totaling 126 acres. This division maintains greens, tees, fairways, rough, and bunkers and water hazards and participates actively in the Audubon Golf Sanctuary program through minimizing water and fertilizer usage, increasing pollinator zones and wildlife habitat. This Division is responsible for the development, evaluation, and implementation of the annual upkeep, maintenance, and improvement plan.

Expenditure Summary:

The Buildings and Grounds Division Calendar Year 2024 budget is \$2,438,359. Below is the review of expenditures for this Division.



Buildings and Grounds Division Account Class Description:

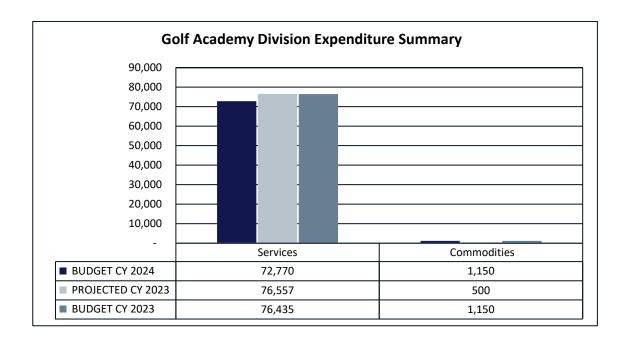
- Personnel: Salaries, Employee Benefits and Pension Cost
- Services: Building Maintenance, Forestry and Landscaping, Contractual Services and Membership Dues
- Commodities: Supplies, Equipment, Fuel and Uniforms
- Capital: Building Improvements and Golf Course Improvements

GOLF ACADEMY

The Golf Academy is responsible for offering students a robust golf instructional program to help grow the game of golf both through developing new students and experienced golfers alike. The Golf Academy is also responsible for the creating the curriculum, marketing, and implementation of the summer junior golf camps and clinics. The junior golf programs, which run from June-August, are vital to develop young golfers with the goal of building customers for life. The clinic programs are focused on beginners, ladies and family programs created to create new golfers and enhance the overall experience.

Expenditure Summary:

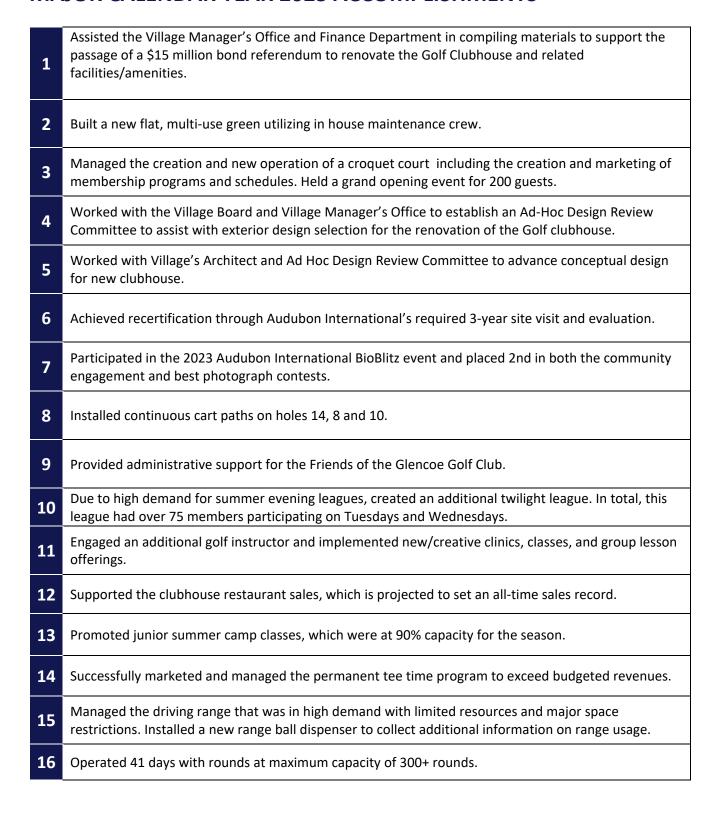
The Golf Academy Division Calendar Year 2024 budget is \$73,920. Below is the review of expenditures for this division. There is a projected decrease in 2024 due to the inability to offer indoor lessons in the off season due to the timing of the clubhouse project.



Golf Academy Division Account Class Description:

- Services: Computer Software Maintenance, Contractual Services and Golf Clinic Services
- Commodities: Supplies

MAJOR CALENDAR YEAR 2023 ACCOMPLISHMENTS



CALENDAR YEAR 2024 DEPARTMENT WORK PLAN

1	Work collaboratively with Construction Manager and Architect to complete a public procurement process for the clubhouse project to accommodate commencing construction on the new facility in 2024.
2	Remain fully operational and accessible during the construction process.
3	Maintain an accessible and profitable food and beverage operation through creative logistics, an effective marketing plan and potential lease of a satellite kitchen.
4	Work with Construction Manager to develop temporary facilities while clubhouse is under construction minimizing disruption to the overall operation as much as possible.
5	Continue to work with Architect for design development and construction of new clubhouse.
6	Prepare and disseminate an Request For Proposals for new restaurant vendor for Calendar Year 2025 in coordination with the Department of Administration and Finance and the Village's bond counsel.
7	Install protective netting and expand the tee line on the driving range to allow for full use and to create an incremental revenue stream, following Village Board's approval and sourcing of private funding to offset project costs.
8	Schedule programming for the Village of Glencoe Croquet Club.
9	Update, integrate and market the tee time app to increase utilization and functionality.
10	Complete continuous golf cart path project.
11	Complete bunker renovation on holes #2, #4 and greenside #5, extensive drainage improvement work on hole #9.
12	Upgrade current point-of-sale system to enable staff to utilize dynamic pricing more efficiently.
13	Reimagine junior golf programs during construction to better utilize learning areas given construction restrictions.
14	Work on creative procurement methods to obtain much needed equipment to fulfill 2024 maintenance, upkeep, and improvement plan.



GOLF CLUB DEPARTMENT EXPENDITURES

Administrative, Buildings and Grounds, Play and Academy
Calendar Year 2024 Budget

	Calendar Year 2022 Budget	Calendar Year 2022 Total Activity	Calendar Year 2023 Budget	Calendar Year End Projection	Calendar Year 2024 Finance Committee
AcctClass: 400 - Personnel					
40105 - SALARIES	547,792	573,434	589,438	589,669	616,896
40110 - SALARIES - TEMPORARY	321,932	268,583	325,752	325,752	345,538
40115 - LONGEVITY PAY	7,650	-	8,000	8,000	8,500
40150 - SALARIES - RHS PAY	7,937	7,864	8,790	10,304	10,500
40190 - OTHER COMPENSATION	12,000	23,726	12,000	12,742	17,000
40205 - OVERTIME	-	1,707	-	-	-
40405 - EMPLOYEE BENEFITS	115,512	117,780	117,217	118,025	111,109
40460 - SOCIAL SECURITY	53,428	52,006	56,263	56,236	59,396
40465 - MEDICARE	12,797	12,634	13,469	13,477	14,148
40505 - ILLINOIS MUNICIPAL RETIREMENT FUND	69,197	74,784	51,639	51,639	62,614
40605 - ACCRUED LEAVE EXPENDITURE	-	7,163	-	-	-
40705 - UNEMPLOYMENT INSURANCE	20,425	23,113	22,637	31,352	26,426
AcctClass: 400 - Personnel Total:	1,168,670	1,162,793	1,205,205	1,217,196	1,272,127
AcctClass: 500 - Contractual Services					
50105 - BUILDING MAINTENANCE	_	146	_	375	_
50110 - EQUIPMENT REPAIR	16,000	19,293	19,000	23,377	22,950
50126 - IRRIGATION SYSTEM R/M	2,000	1,120	2,500	2,500	2,500
50215 - COMPUTER SOFTWARE MAINTENANCE	10,345	9,319	10,696	10,696	11,406
50305 - BANKING FEES	2,875	3,920	3,192	4,187	5,000
50310 - CREDIT CARD FEES	58,117	65,821	61,922	101,500	75,834
50315 - POSTAGE	300	-	300	300	300
50325 - TELECOMMUNICATIONS/INTERNET SERVICE	15,180	10,791	13,920	9,000	13,920
50330 - COMMUNICATIONS	22,250	18,529	21,850	21,000	19,200
50340 - ANIMAL CONTROL	7,100	5,244	6,300	6,300	6,300
50350 - UTILITIES	51,818	46,893	62,425	62,425	62,925
50375 - FORESTRY AND LANDSCAPING	2,500	2,866	3,000	3,102	3,000
50380 - FOREST PRESERVE ANNUAL FEE	80,000	94,064	80,000	84,990	96,200
50410 - CONTRACTUAL SERVICES	81,340	83,368	67,525	68,948	63,500
50460 - GOLF CLINIC SERVICES	21,000	8,718	21,000	17,730	21,000
50461 - CDGA SERVICES	3,670	2,620	2,250	2,250	2,050
50470 - LEASE PAYMENT	900	2,020	1,000	1,000	2,000
50505 - PROFESSIONAL SERVICES	609	407	639	629	610
50525 - MANAGEMENT SERVICES	20,000	20,000	20,000	20,000	20,000
50630 - LEGAL COUNSEL - OTHER	3,500	2,683	5,500	10,602	6,000
50705 - MEMBERSHIPS DUES	2,160	1,430	2,400	2,615	1,650
50805 - TRAINING	6,200	4,614	7,500	7,576	8,800
51105 - EMPLOYMENT EXPENSE	0,200	400	7,300	7,570	
51505 - PROPERTY & CASUALTY INSURANCE	22,734	17,045	22,732	23,409	23,500
AcctClass: 500 - Contractual Services Total:	430,598	419,293	435,651	484,512	468,645
	430,330	413,233	433,031	404,512	400,043
AcctClass: 600 - Commodities					
60120 - SUPPLIES	17,700	15,564	18,100	16,650	19,100
60150 - EQUIPMENT	1,500	524	1,500	624	1,550
60305 - INFORMATION TECHNOLOGY EQUIPMENT	750	284	750	750	950
60605 - FUEL	12,000	21,662	20,000	18,074	20,000
60705 - MISCELLANEOUS EXPENSE	-	46	-	-	-
60730 - GOLF COURSE FERTILIZER	82,500	81,582	88,500	88,500	90,000
60735 - SAND & TOP DRESSING	4,500	4,043	4,500	4,500	4,500
60740 - MISC. RANGE BALLS & SUPPLIES	5,300	5,100	8,500	9,890	10,400
60742 - RENTAL - GOLF CLUB SETS	-	-	-	313	-
60745 - GOLF COURSE SEED & SOD	-	763	-	567	-
60750 - COST OF GOODS SOLD - FOOD SUPPLIES	198	-	198	198	-



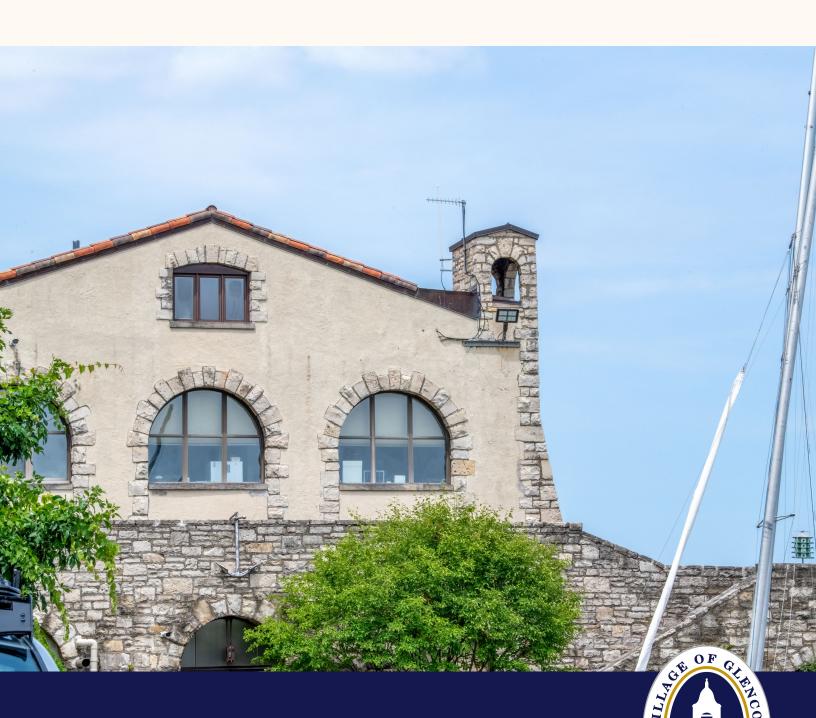
GOLF CLUB DEPARTMENT EXPENDITURES

Administrative, Buildings and Grounds, Play and Academy
Calendar Year 2024 Budget

	Calendar Year 2022 Budget	Calendar Year 2022 Total Activity	Calendar Year 2023 Budget	Calendar Year End Projection	Calendar Year 2024 Finance Committee
60760 - COST OF GOODS SOLD - GOLF BALLS	13,497	20,288	16,236	16,236	19,140
60765 - COST OF GOODS SOLD - MERCHANDISE	19,305	13,572	17,193	17,193	14,520
60770 - COST OF GOODS SOLD - CLOTHING	5,808	5,442	5,082	5,082	4,521
60780 - UNIFORMS	8,205	5,911	8,505	8,709	8,151
AcctClass: 600 - Commodities Total:	171,263	174,782	189,064	187,285	192,832
AcctClass: 700 - Debt Service					
70120 - LEASE PAYMENT	52,100	6,835	52,100	52,100	52,100
AcctClass: 700 - Debt Service Total:	52,100	6,835	52,100	52,100	52,100
AcctClass: 800 - Capital					
80105 - BUILDING IMPROVEMENTS	24,500	26,795	13,000	19,355	4,000
80106 - GOLF COURSE IMPROVEMENTS	561,960	116,577	563,900	316,000	1,359,160
80107 - GOLF COURSE CAPITAL LABOR	89,986	28,533	90,000	70,000	9,000
80108 - GOLF COURSE CAPITAL BENEFIT EXPENSE	21,768	9,316	19,323	19,323	19,112
80109 - GOLF COURSE CAPITAL OVERTIME	-	48,257	-	37,524	72,500
80110 - FORESTRY & LANDSCAPING	30,000	28,790	42,500	42,500	40,000
80205 - CAPITAL EQUIPMENT	42,500	8,934	90,000	79,000	72,500
81106 - ASSET ACQ GOLF COURSE IMPROVEMENTS	-	(39,560)	-	-	-
81205 - ASSET ACQUISTION EQUIPMENT	-	(13,100)	-	-	-
83020 - MISCELLANEOUS REFUNDS	400	-	400	400	400
AcctClass: 800 - Capital Total:	771,114	214,543	819,123	584,102	1,576,672
AcctClass: 900 - Other Financing Use					
90305 - CHANGE IN IRMA EXCESS SURPLUS	-	(41,400)	-	-	-
90405 - DEPRECIATION	-	218,214	-	-	-
90406 - AMORTIZATION EXPENSE	-	47,388	-	-	-
90505 - NET PENSION LIABILITY EXPENSE - IMRF	-	32,306	-	-	-
90605 - CHANGE IN OPEB		(15,657)	-	-	-
AcctClass: 900 - Other Financing Use Total:	-	240,851	-	-	-
Report Total:	2,593,745	2,219,096	2,701,143	2,525,196	3,562,376

WATER FUND

BUDGET DETAIL



CALENDAR YEAR 2024



WATER FUND

FUND OVERVIEW

The Water Fund is a Village enterprise fund that provides financial resources for the operation and maintenance of the Village's water distribution and production divisions. The Public Works Department is responsible for operating the Village's water utility, which produces and distributes drinking water to all Village water customers. The Water Distribution Division is responsible for maintaining 58 miles of underground water main, valves and fire hydrants, as well as water storage facilities. The Water Production Division is responsible for the daily maintenance and operation of the



Village's water treatment plant, which produces the community's drinking water, and water storage facilities that ensure and support the delivery of an adequate volume and pressure of water for customer needs.

This system begins with an intake pipe at the Glencoe shoreline that extends over 3,000 feet into Lake Michigan. Water is processed at the Village's water treatment plant which has the capacity to produce up to 8,000,000 gallons of water per day. Average daily production totals about 1,600,000 gallons per day, or approximately 185 gallons per person/per day. Peak consumption is nearly three times the average day. The Village produces water only for its residents; it does not have any wholesale water customers.

The water plant was originally constructed in 1928 and has been expanded and maintained diligently and thoughtfully. A complex system and process for filtering and purifying water assures that water distributed through the system for use and consumption by Glencoe residents and businesses is of the highest quality. As a public water utility, the water plant's operation is subject to rigorous and routine testing and monitoring to ensure the water produced complies with U.S. Environmental Protection Agency (EPA) requirements. The results of the annual Water Quality Consumer Confidence Report reflect the Village's commitment to producing safe, high-quality drinking water as the Glencoe water utility met every standard for over 100 contaminants tested in 2023.

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

Treated water produced by the water plant is pumped into a distribution system which consists of 58 miles of water main of various sizes ranging from four inches to 16 inches. In addition, the distribution system is served by a 0.5 million gallon (MG) elevated tank located on Frontage Road, as well as a 2-million-gallon underground reservoir located near the water plant. The Village commissioned a Water Distribution System Study in 2016 that evaluated the overall performance of the existing water distribution system and identified necessary improvements to address deficiencies based on system pressures, fire flow availability and reliability. The

Water Distribution System Study included a recommended 20-year plan that prioritized water main replacement and other improvements. The plan has been underway for the past six years, and each year it is reviewed and updated. This plan also includes a recommendation for the relocation of the elevated tank to a location east of the Skokie Lagoons to improve its reliability and allow for increased storage capacity. However, due to a series of breaks on the existing 14-inch transmission water main serving the elevated tank, a new 16-inch transmission water main was installed in three phases from 2020-2022 through the Skokie Lagoons to replace the existing pipe and restore the reliability of this critical component of the distribution system. The replacement of this transmission main alleviates the need to relocate the elevated tank for the next 10 to 15 years. Other impacts including a State of Illinois mandate to replace over 500 lead service lines by 2042, necessary improvements to the bluff and roadway that services the water plant and other emergency repairs to the water distribution system have impacted the execution of the recommendations for planned infrastructure replacements.

Considering the need to maintain this infrastructure and to sustain day-to-day operations costs, a comprehensive rate analysis was conducted during Fiscal Year 2018, and a revised rate structure was integrated into subsequent annual Village budgets. Due to the impacts of the items noted above, staff created an in-house water rate model to account for changes in the infrastructure needs and increase in costs for water main replacements. A 7.0% increase in water rates has been included in the Calendar Year 2024 budget in accordance with the existing water rate model and the recommendation made in the rate analysis for Calendar Year 2024. In Calendar Year 2024, staff will commission an updated water rate study to account for changes in the Water Fund infrastructure improvements over the last five years and to help prioritize and plan for project costs into the future.

DIVISION FUNCTIONS

Water Distribution

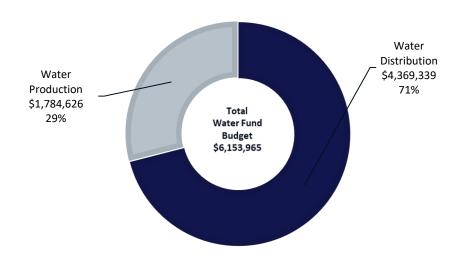
- Regular and emergency maintenance for 58 miles of water main
- Maintenance of 505 fire hydrants
- Installation and maintenance of 3,060 residential and commercial water meters
- Water meter reading services
- Water main replacement and other community improvement projects

Water Production

- Produce and maintain quality drinking water in sufficient quantity
- Supply water to the entire Village through the Village's 58 miles of water main
- Provide pressure to meet consumer needs with minimal service interruptions
- The Water Production Division must meet all requirements of the following State and Federal agencies:
 - Illinois Department of Public Health
 - Illinois Environmental Protection Agency Division of Public Water Supplies
 - Illinois Department of Natural Resources
 - U.S. Environmental Protection Agency

BUDGET EXPENDITURE SUMMARY

The Water Fund's Calendar Year 2024 Budget request includes \$6,153,965 in expenditures. The budget as presented is an overall decrease of \$140,783 or -2.2% from the Calendar Year 2023 budget. The decrease in the overall expenditures is largely attributable to the change in capital expenditures scheduled for this year as compared to those planned in 2023.



CALENDAR YEAR 2024 EXPENDITURES

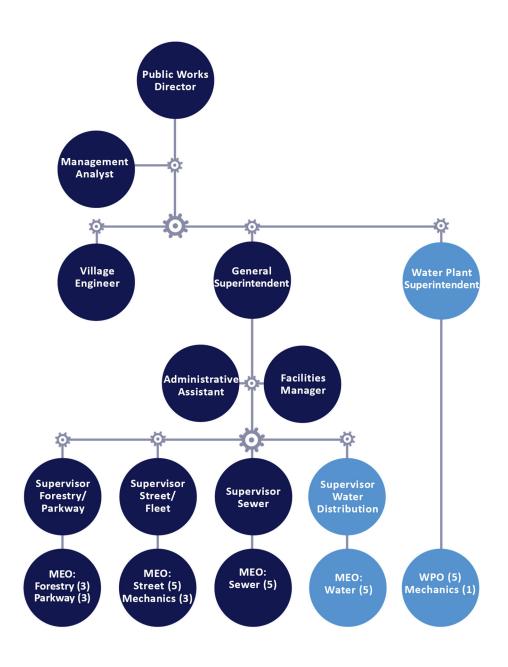
	Water Distribution	Water Production	Total CY 2024	Approved CY 2023	% Change from Budget
Personnel	755,620	947,623	1,703,243	1,604,248	6.2%
Services	429,379	368,303	797,682	777,775	2.6%
Commodities	59,820	163,700	223,520	203,915	9.6%
Subtotal	1,244,819	1,479,626	2,724,445	2,585,938	5.4%
Debt Service	684,520	-	684,520	742,560	-7.8%
Capital	2,440,000	305,000	2,745,000	2,966,250	-7.5%
Other Expense	-	-	-	-	N/A
Other Financing Use	-	-	-	-	N/A
Subtotal	3,124,520	305,000	3,429,520	3,708,810	-7.5%
Grand Total	4,369,339	1,784,626	6,153,965	6,294,748	-2.2%

Highlighted requests from the Calendar Year 2024 budget includes the following:

- **Dundee Road Water Main Replacement**: Replacement of 2,450 linear feet (LF) of 6-inch water main with a new 12-inch water main between Green Bay Road and Bluff Road.
- Lead Water Service Replacement: This budget funding is intended to support a cost sharing program for Village residents to provide a financial incentive to replace existing lead water service lines on an expedited schedule. The Village is under a mandate established by recent state legislation to replace all remaining private existing lead water service lines by the year 2042.
- **16-inch Water Valve Replacement:** Through a valve exercising program over the last few years water distribution crews have determined that many of the existing valves on the 16-inch transmission water mains are no longer fully functional. The inability to close these valves during a water main break would be critical to maintaining pressure in the water distribution system. This budget funding will cover the contractual replacement of six of the 12 identified valves for replacement as a first phase.
- Water Leak Detection System: Phase II & III installation of a water leak detection system that will reduce the Village's annual water loss.
- Water Plant New/Redundant Filter Influent Line: During the Water Plant expansion that was completed in 1954 one component of that project was the construction and installation of two new settling basins and a new filter influent line. Semi-treated water flows from each settling basin into the influent line and then flows through the six filters for filtration. While most of the individual processes at the water plant have built-in redundancies to allow for maintenance to take place the singular filter influent line does not allow for routine maintenance to be performed which is why a new/redundant filter influent line needs to be constructed.

PERSONNEL RECOMMENDATIONS

There are currently 13 full-time employees in the Public Works Department Water Fund budget (additional employees are included as part of the General Fund budget). It is recommended that staffing levels remain unchanged in Calendar Year 2024.





There are currently six full-time employees in the Water Distribution Division.

AUTHORIZED FULL-TIME POSITIONS	CY 2022	CY 2023	CY 2024
Water Distribution Supervisor	1	1	1
Maintenance Equipment Operator	5	5	5
TOTAL FULL-TIME	6	6	6

There are currently seven authorized full-time positions in the Water Production Division. This temporary increase is intended to accommodate over-hiring in anticipation of the retirement of one water plant operator.

AUTHORIZED FULL-TIME POSITIONS	CY 2022	CY 2023	CY 2024
Water Plant Superintendent	1	1	1
Water Plant Operators	5	5	5
Mechanic	1	1	1
TOTAL FULL-TIME	7	7	7

The Calendar Year 2024 Budget for the Water Fund maintains seven authorized full-time positions from the previous year.

STRATEGIC PLAN RECOMMENDATIONS

The Calendar Year 2024 Strategic Plan-related requests include several Community Investment Program projects as outlined below. The planned completion of the targeted Water Main Replacement supports the strategic priority of infrastructure replacement.

COMMUNITY INVESTMENT PROGRAM RECOMMENDATIONS

The Calendar Year 2024 Capital Investment Plan for the Public Works Department Water Fund includes the following:

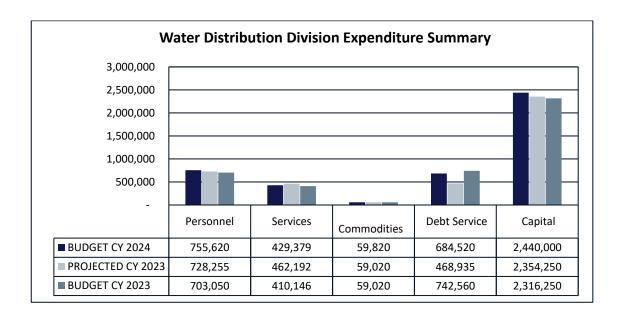
	TOTAL:	\$ 2.745.000
•	Water Plant New/Redundant Filter Influent Line	\$ 305,000
•	Leak Detection System	\$ 180,000
•	16-inch Water Main Valve Replacement	\$ 210,000
•	Lead Water Service Line Replacement	\$ 250,000
•	Water Main Replacement – Dundee Road	\$ 1,800,000

DIVISION DETAIL

WATER DISTRIBUTION DIVISION

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

The Water Distribution Division's Calendar Year 2024 budget is \$4,369,339. Below is the review of the expenditures for the Water Distribution Division.



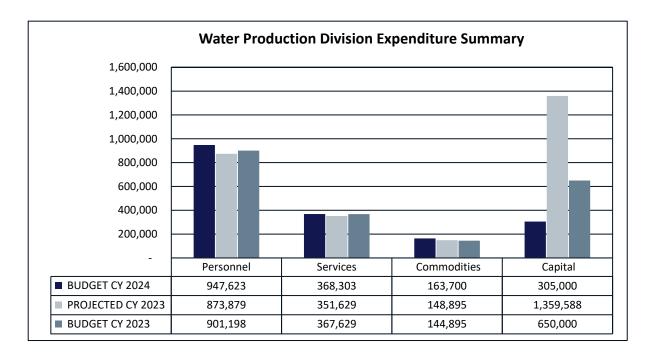
Water Distribution Division Account Class Description:

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

WATER PRODUCTION DIVISION

The Water Production Division is responsible for producing drinking water of the highest quality that meets all regulatory requirements and is of sufficient quantity and pressure to supply the entire distribution system. Staff in this Division are also responsible for the ongoing maintenance and improvements to the process systems, equipment and infrastructure of the water treatment plant. The water plant is operated around the clock by State-certified personnel. Operations include daily sampling and lab tests, which include a weekly sampling of the distribution system to assure compliance with federal, State and local requirements.

The Water Production Division's Calendar Year 2024 budget is \$1,784,626. Below is the review of expenditures for the Water Production Division.



Water Production Division Account Class Description:

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

MAJOR CALENDAR YEAR 2023 ACCOMPLISHMENTS

1	Implemented a water rate increase in Calendar Year 2023 to ensure adequate funding for water system operations and improvements. Relatedly, assisted with the issuance over \$4.3 million in Alternate Revenue Bonds to fund water system improvements in 2023 and 2024.
2	Continued to manage Cross Connection Control Program utilizing a third-party service provider.
3	Managed a consistent valve turning program that identified water distribution system valves in need of repair or replacement.
4	Installed the first phase of a new water leak detection system.
5	Completed water main replacement on Pebblewood Lane, Skokie Ridge Drive and Sunrise Circle.
6	Completed the annual fire hydrant flushing program.
7	Continued work on joint Water System Feasibility Report with Village of Winnetka.
8	Using in-house staff, replaced east slow mixer at the Water Plant.
9	Using in-house staff, replaced rate of flow and loss of head transmitters on all six filters at the Water Plant.
10	Following Village Board approval, initiated a new subsidy program to accommodate expedited replacement of residential lead water service lines.

CALENDAR YEAR 2024 DEPARTMENT WORK PLAN

In addition to projects identified in the Strategic Plan, the Public Works Department work plan relating to the Water Fund includes projects that support the Village's Strategic Priorities, as described below.

	Project	Strategic Priority	Target Completion
1	Complete water main replacement improvements on Dundee Road.	Infrastructure Replacement	Q3 2024
2	Complete the first phase of 16-inch water main valve replacement improvements.	Operational Effectiveness, Infrastructure Replacement	Q3 2024
3	Complete Phase II & III install of water leak detection system and begin to address any system issues.	Operational Effectiveness	Q2 2024
4	Continue to work with residents to partner on lead water service line replacements.	Infrastructure Replacement	Q4 2024
6	Implement new/redundant filter influent line improvements at the Water Plant.	Infrastructure Replacement	Q4 2024 - Q1 2025
7	Continue fire hydrant flushing program.	Operational Effectiveness	Q3 2024
8	Continue to manage a consistent valve turning program to identify water distribution system valves that need repair or replacement.	Operational Effectiveness	Ongoing objective 2024
9	Coordinate with the Administration and Finance Department to complete a Request for Proposals to engage a consultant to update the Village's water rate study.		Q2 2024



WATER FUND EXPENDITURES

Distribution and Production Didvions Calendar Year 2024 Budget

	Calendar Year 2022 Budget	Calendar Year 2022	Calendar Year 2023 Budget	Current Year End Projections	Calendar Year 2024 Budget
		Total Activity			
AcctClass: 400 - Personnel					
40105 - SALARIES	1,090,739	1,002,477	1,110,959	1,155,000	1,187,312
40115 - LONGEVITY PAY	11,100	9,575	12,550	12,525	13,350
40130 - INSURANCE OPT OUT	4,000	4,462	8,000	8,000	8,000
40140 - CLOTHING ALLOWANCE	-	-	6,600	5,500	6,600
40150 - SALARIES - RHS PAY	53,501	7,745	8,909	7,775	9,190
40190 - OTHER COMPENSATION	38,319	35,330	38,319	31,650	38,319
40205 - OVERTIME	75,566	47,240	75,566	45,615	75,566
40405 - EMPLOYEE BENEFITS	179,199	143,287	171,313	168,500	175,159
40460 - SOCIAL SECURITY	68,214	66,828	74,541	75,328	79,546
40465 - MEDICARE	15,956	15,629	17,434	17,666	18,615
40505 - ILLINOIS MUNICIPAL RETIREMENT FUND	94,246	90,450	80,057	74,575	91,586
40605 - ACCRUED LEAVE EXPENDITURE	-	(10,971)	-	-	-
AcctClass: 400 - Personnel Total:	1,630,840	1,412,051	1,604,248	1,602,134	1,703,243
AcctClass: 500 - Contractual Services					
50105 - BUILDING MAINTENANCE	4,000	3,284	4,000	4,000	4,000
50110 - EQUIPMENT REPAIR	10,000	6,184	13,576	13,576	10,000
50115 - STATION REPAIRS	10,000	9,775	10,000	10,000	17,500
50120 - INTAKE REPAIRS	-	-	20,000	40,000	20,000
50122 - DIESEL MOTORS REPAIR	1,500	1,433	1,500	1,500	1,500
50123 - WATER TOWER MAINTENANCE	28,269	28,269	38,378	38,378	38,378
50124 - WATER MAIN EMERGENCY REPAIRS	21,593	4,003	20,000	20,000	20,000
50125 - INSTRUMENTS REPAIRS	2,000	1,831	2,000	2,000	2,000
50127 - EQUIPMENT MAINTENANCE	7,000	6,855	8,000	8,000	11,750
50128 - REPAIR PARTS & FITTINGS	53,300	52,499	58,300	58,300	131,960
50150 - GROUNDS MAINTENANCE	1,500	1,498	1,500	1,500	1,500
50205 - TECHNOLOGY HARDWARE MAINTENANCE	8,000	8,000	8,000	8,000	8,000
50220 - RADIO EQUIPMENT MAINTENANCE	100	-	100	100	100
50310 - CREDIT CARD FEES	36,500	41,141	30,000	65,000	60,000
50315 - POSTAGE	4,700	5,413	5,700	5,700	5,700
50318 - UNIFORM SERVICE	4,000	4,376	1,800	1,800	1,800
50320 - INFORMATION TECHNOLOGY	101,329	29,615	72,110	72,110	68,222
50325 - TELECOMMUNICATIONS/INTERNET SERVICE 50350 - UTILITIES	22,395 100,000	17,328 82,990	25,395	25,395 130,000	26,196
50410 - CONTRACTUAL SERVICES	27,500	22,566	110,000 121,000	126,046	140,000 21,000
50435 - DUMPING FEES	9,000	3,740	9,000	9,000	9,000
50505 - PROFESSIONAL SERVICES	38,640	22,342	116,640	48,640	61,650
50525 - MANAGEMENT SERVICES	49,644	49,644	52,126	52,126	52,126
50705 - MEMBERSHIPS DUES	500	2,274	500	500	500
50805 - TRAINING	7,400	3,314	8,150	8,150	9,800
51505 - PROPERTY & CASUALTY INSURANCE	40,000	32,670	40,000	64,000	75,000
AcctClass: 500 - Contractual Services Total:	588,870	441,043	777,775	813,821	797,682
AcetClass: 600. Commodities		•	•	-	
AcctClass: 600 - Commodities	8 000	0 215	9 000	8,000	9 000
60105 - MATERIALS 60120 - SUPPLIES	8,000 5,400	8,215 5,820	8,000 5,400	5,400	8,000 5,400
60130 - FUEL	50,500	60,272	67,470	71,470	86,170
60135 - LABORATORY TESTING & SUPPLIES	18,000	18,989	22,000	22,000	23,000
60140 - WATER METERS	25,000	1,577	15,000	15,000	21,500
60150 - EQUIPMENT	17,500	16,469	69,295	69,295	58,000
60605 - FUEL	2,000	258	2,000	2,000	2,000
60606 - VEHICLE OPERATING EXPENSE	5,600	6,942	5,600	5,600	9,600
60705 - MISCELLANEOUS EXPENSE	5,200	2,661	5,200	5,200	6,200
60780 - UNIFORMS	2,850	2,368	3,950	3,950	3,650
AcctClass: 600 - Commodities Total:	140,050	123,571	203,915	207,915	223,520
AcctClass: 700 - Debt Service	-,	-,		- ,	-,
70105 - PRINCIPAL	125,000	_	360,000	130,000	210,000
70110 - INTEREST	54,400	- 54,296	181,900	51,900	298,860
70115 - INTEREST 70115 - BOND ADMINISTRATION	6,000	450	26,000	112,375	1,000
70125 - LOAN PAYMENT	174,660	21,580	174,660	174,660	174,660
AcctClass: 700 - Debt Service Total:	360,060	76,326	742,560	468,935	684,520
. detailed in the local service rotal	300,000	. 5,520	, 42,330	.55,555	55-,525



WATER FUND EXPENDITURES

Distribution and Production Didvions
Calendar Year 2024 Budget

	Calendar Year 2022 Budget	Calendar Year 2022 Total Activity	Calendar Year 2023 Budget	Current Year End Projections	Calendar Year 2024 Budget
AcctClass: 800 - Capital					
80105 - BUILDING IMPROVEMENTS	-	-	-	-	305,000
80205 - CAPITAL EQUIPMENT	105,000	58,643	-	38,000	-
80405 - VEHICLES	50,001	44,611	150,000	150,000	-
80505 - WATER SYSTEM IMPROVEMENTS	1,700,000	1,245,027	2,166,250	2,166,250	2,440,000
80510 - WATER MAINS	-	280,166	-	-	-
80515 - CAPITAL WATER METERS	245,329	50,503	-	-	-
80610 - SEWERS	1	-	-	-	-
80705 - STREETS	350,000	-	650,000	1,359,588	-
81205 - ASSET ACQUISTION EQUIPMENT	-	(109,146)	-	-	-
81405 - ASSET ACQUISITON VEHICLES	-	(40,860)	-	-	-
81505 - ASSET ACQ WATER SYSTEM IMPROVEMENTS	-	(1,245,027)	-	-	<u> </u>
AcctClass: 800 - Capital Total:	2,450,331	283,917	2,966,250	3,713,838	2,745,000
AcctClass: 900 - Other Financing Use					
90305 - CHANGE IN IRMA EXCESS SURPLUS	-	(106,459)	-	-	-
90405 - DEPRECIATION	-	374,314	-	-	-
90505 - NET PENSION LIABILITY EXPENSE - IMRF	-	55,399	-	-	-
90605 - CHANGE IN OPEB	-	(46,456)	-	-	-
AcctClass: 900 - Other Financing Use Total:	-	276,798	-	-	-

5,170,151

2,613,705

6,294,748

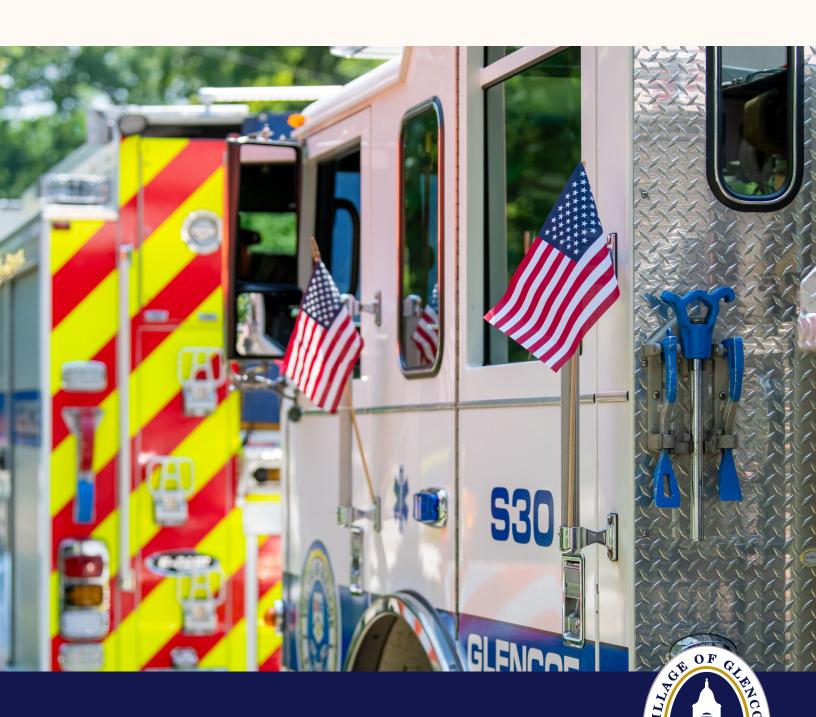
6,806,643

6,153,965

Report Total:

MOTOR FUEL TAX FUND

BUDGET DETAIL



CALENDAR YEAR 2024



MOTOR FUEL TAX FUND

FUND OVERVIEW

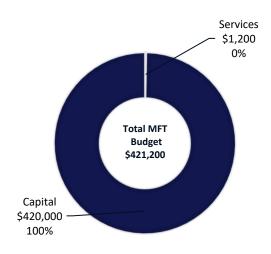
The Motor Fuel Tax (MFT) Fund receives and allocates funds provided by the State of Illinois, which generates revenue through a tax on gasoline and diesel fuel sales. The tax is then distributed to municipalities throughout Illinois on a per capita basis.

Beginning in January 2021, the Village imposed a 3-cent per gallon fuel tax on all fuel sales in Glencoe, following action by the State of Illinois to allow non-home rule communities to do so. These resources supplement those received from State MFT resources. As a non-home rule community, the Village is prohibited from increasing this tax beyond the existing rate.

The Village of Glencoe's use of MFT Fund revenue is restricted to the maintenance of streets and support of the ongoing maintenance of the street resurfacing program.

BUDGET EXPENDITURE SUMMARY

The MFT Calendar Year 2024 budget request includes \$420,000 in expenditures. The budget as presented is an overall decrease of \$309,397 or 42.3% from the Calendar Year 2023 Budget. The planned expenditures for this budget include funds for long term maintenance planning for street resurfacing projects, traffic studies, crosswalk improvements, and electronic speed monitoring devices.



PERSONNEL RECOMMENDATIONS

There are no personnel budgeted in the MFT Fund.

STRATEGIC PLAN RECOMMENDATIONS

Long term maintenance planning for street resurfacing projects and crosswalk improvements are directly related to the goal of employing best practices to properly maintain infrastructure and support sustainable transportation efforts.

COMMUNITY INVESTMENT PROGRAM RECOMMENDATIONS

Street Maintenance Long Term Planning and Traffic Studies
 Electronic Speed Monitoring Signs and Crosswalk Improvements
 \$ 230,000

TOTAL: \$ 420,000

MAJOR CALENDAR YEAR 2023 ACCOMPLISHMENTS

1	Completed 5.3 miles of maintenance street resurfacing improvements on 22 streets throughout the Village.
2	Project managed the traffic signal controller modifications for Green Bay Road and Park Avenue, and Green Bay Road and Harbor Street.

CALENDAR YEAR 2024 DEPARTMENT WORK PLAN

In addition to projects identified in the Strategic Plan, the MFT work plan includes projects that support the Village's Strategic Priorities, as described below.

	Project	Strategic Priority	Target Completion
1	Project manage street maintenance long-term planning and traffic studies.	Operational Effectiveness	Q4 2024
2	Project manage the procurement and installation of electronic speed monitoring signs and crosswalk beacons.	Infrastructure Replacement	Q4 2024



MOTOR FUEL TAX FUND EXPENDITURES

Contractual Services, Capital Divisions

Calendar Year 2024 Budget

		Calendar Year 2022 Budget	Calendar Year 2022 Total Activity	Calendar Year 2023 Budget	Current Year End Projections	Calendar Year 2024 Finance Committee
AcctClass: 500 - Contract	ual Services					
50305 - BANKING FEES		1,200	1,967	1,200	1,200	-
	AcctClass: 500 - Contractual Services Total:	1,200	1,967	1,200	1,200	1,200
AcctClass: 800 - Capital						
80705 - STREETS		700,000	520,603	729,397	670,000	420,000
	AcctClass: 800 - Capital Total:	700,000	520,603	729,397	670,000	420,000
	Report Total:	701,200	522,570	730,597	671,200	421,200

DEBT SERVICE FUND

BUDGET DETAIL



CALENDAR YEAR 2024

Calendar Year 2024 Budget | Page 177



DEBT SERVICE FUND

FUND OVERVIEW

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

As a non-home rule municipality, the Village may only issue General Obligation Bonds with the majority approval of voters through a referendum. Additionally, the Village may issue General Obligation Limited Tax Bonds (not to exceed the cap in the statutory formula) and Alternate Revenue Bonds for water system or golf course improvements. On occasion, the Village may also refund, or refinance, outstanding bond issues if market conditions generate a cost savings for taxpayers.

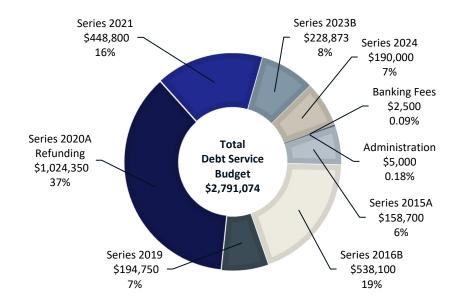
The Calendar Year 2024 budget includes nine outstanding issuances requiring debt service payments, five of which were originally issued following a voter-approved referendum, one issued as part of a Special Service Area, one issued using the Village's limited tax bonding authority and two using the Village's bonding authority for Alternate Revenue Bonds. The outstanding issues include:

- 2015A Series \$5,000,000 original issuance
- 2016A Series \$250,000 original issuance¹
- 2016B Series \$5,000,000 original issuance
- 2019 Limited Tax Series \$1,500,000 original issuance
- 2020A Refunding Series \$6,250,000 original issuance
- 2020A Alternate Revenue Source Water Bonds \$3,000,000 original issuance¹
- 2021A Series \$7,000,000 original issuance
- 2023A Alternate Revenue Source Water Bonds \$4,270,000 original issuance ¹
- 2023B Series \$2,975,000 original issuance

BUDGET EXPENDITURE SUMMARY

The Debt Service Fund Calendar Year 2024 Budget request includes \$2,791,074 for principal and interest owed on the General Obligation Bonds Series 2015A, 2016B, 2019, 2020A Refunding, Series 2021A, and Series 2023Bas well as the costs of administering these bonds which will all be repaid through property tax revenue. The Calendar Year 2024 Budget also includes an estimated interest payment for General Obligation Bonds that are planned for issuance in early spring.

¹ Please note, the 2016A Series will be paid from the Washington Place Special Service Area Fund and the 2020A & 2023A Alternate Revenue Source Water Bonds will be repaid from the Village's Water Fund.



At the end of Calendar Year 2023, the total outstanding General Obligation Bonds is \$20.7 million. A summary of the Village's outstanding non-Water Fund debt is below.

Calendar Year 2022										
	Original	Beginning			Ending					
<u>Year</u>	<u>Issue</u>	<u>Balance</u>	<u>Issuances</u>	Retirements	<u>Balance</u>					
2015	5,000,000	5,000,000	-	-	5,000,000					
2016	5,000,000	2,645,000	-	490,000	2,155,000					
2019	1,500,000	1,270,000	-	135,000	1,135,000					
2020	6,250,000	5,430,000	-	880,000	4,550,000					
2021	7,000,000	7,000,000	-	6,755,000						
_	24,750,000	19,595,000								
24,750,000 21,345,000 - 1,750,000 19,595,000 Calendar Year 2023										
		Calenda	ar Year 2023							
	Original	Calenda Beginning	ar Year 2023		Ending					
<u>Year</u>	Original <u>Issue</u>		Issuances	Retirements	Ending <u>Balance</u>					
<u>Year</u> 2015	_	Beginning		Retirements -	_					
	<u>Issue</u>	Beginning <u>Balance</u>		Retirements - 500,000	<u>Balance</u>					
2015	<u>Issue</u> 5,000,000	Beginning Balance 5,000,000		-	<u>Balance</u> 5,000,000					
2015 2016	<u>Issue</u> 5,000,000 5,000,000	Beginning <u>Balance</u> 5,000,000 2,155,000		500,000	<u>Balance</u> 5,000,000 1,655,000					
2015 2016 2019	<u>Issue</u> 5,000,000 5,000,000 1,500,000	Beginning <u>Balance</u> 5,000,000 2,155,000 1,135,000		500,000 140,000	Balance 5,000,000 1,655,000 995,000					
2015 2016 2019 2020	Issue 5,000,000 5,000,000 1,500,000 6,250,000	Beginning <u>Balance</u> 5,000,000 2,155,000 1,135,000 4,550,000		500,000 140,000 905,000	Balance 5,000,000 1,655,000 995,000 3,645,000					

The Village may issue debt (including General Obligation and revenue bonds) in an amount not to exceed 10% of the assessed property value within the Village, less any outstanding debt. Using this criteria, the Village's debt limit is estimated to be \$100.9 million as of December 31, 2023.

Types of Debt

General Obligation Bonds

General Obligation Bonds are a form of borrowing that is completed by a sale of bonds that are guaranteed by the full faith and credit of the Village (which is the Village's entire taxing authority). Most General Obligation Bond debt issuances would require referendum approval unless 1) debt is issued with a pledge of alternate revenues (such as water revenue, golf revenue or sales taxes) or 2) debt is otherwise issued using the Village's limited tax authority.

Revenue Bonds

Revenue Bonds are a form of borrowing in which the Village issues bonds that are guaranteed by a revenue stream, or part of a revenue stream. Bonds with a partial guarantee are referred to as Alternate Revenue Bonds, which are tied to a specific revenue stream. In the event that specific revenue stream is exhausted, the Village may then levy a property tax to generate funding for payments on the outstanding debt. Debt issued in the form of Revenue Bonds *may* require a referendum but only in the event a petition was filed to compel a referendum.

Limited Taxing Authority Bonds

The Village also may borrow through a bond issuance under its limited tax authority. This authority is based upon the amount of property tax extension used to pay for non-referendum debt payments prior to the enactment of the State's tax cap legislation (which was enacted over 30 years ago). The law provides that this non-referendum extension can be replaced without an additional referendum, and the allowable amount is increased annually by the same percentage as that imposed by the Property Tax Extension Limitation Law (PTELL).

As of Calendar Year 2023, the maximum amount that could be issued under this authority is approximately \$4.8 million, a figure which is arrived at by subtracting the outstanding principal from Limited Tax Bonds that have already been issued. The Village currently has \$1.1 million in outstanding Limited Tax General Obligation Bonds, which were issued in 2019.

PERSONNEL RECOMMENDATIONS

No personnel is budgeted in the Debt Service Fund.

STRATEGIC PLAN RECOMMENDATIONS

There are no budgetary funds allocated in the Calendar Year 2024 Budget related to the Debt Service Fund.

COMMUNITY INVESTMENT PROGRAM RECOMMENDATIONS

Based on the proposed Community Investment Program (CIP), the financing plan assumes additional bond financing through referendum in Calendar Years 2024 (already authorized in 2021 and 2023), 2027, 2030 and 2033 in addition to proposing self-sustaining, Alternate Revenue Bond financing for water system improvements in Calendar Years 2026, 2029 and 2032.

MAJOR CALENDAR YEAR 2023 ACCOMPLISHMENTS

1	A proposed debt financing plan was updated in conjunction with the proposed CIP.
2	All principal and interest payments on outstanding debt were made on a timely basis in accordance with established schedules.
3	Based on the CIP financing plan, the Village issued Alternate Revenue Bonds for water infrastructure improvements in 2023.
4	Based on the 10-year CIP and direction from the Village Board, the residents approved a referendum question on the April 2023 ballot to authorize the issuance of \$15 million in General Obligation Bonds for the rehabilitation of the Glencoe Golf Clubhouse, parking lot and other course improvements. The first \$3 million installment of these bonds was issued in 2023.

CALENDAR YEAR 2024 DEPARTMENT WORK PLAN

In addition to projects identified in the Strategic Plan, the Debt Service Fund work plan includes projects that support the Village's Strategic Priorities, as described below.

	Project	Strategic Priority	Target Completion
1	A proposed debt financing plan will be updated in conjunction with the Calendar Year 2024 proposed CIP.	Financial Sustainability	Q4 2023
2	Based on the CIP financing plan, the Village will issue the second installments of: 1. \$3 million in referendum approved bonds to fund Storm Sewer, Street Light and Sidewalk improvements (2021 Referendum approved). 2. \$7 million in referendum approved bonds to fund Glencoe Golf Clubhouse, parking lot and other course improvements (2023 Referendum approved).	Financial Sustainability	Q1 2023



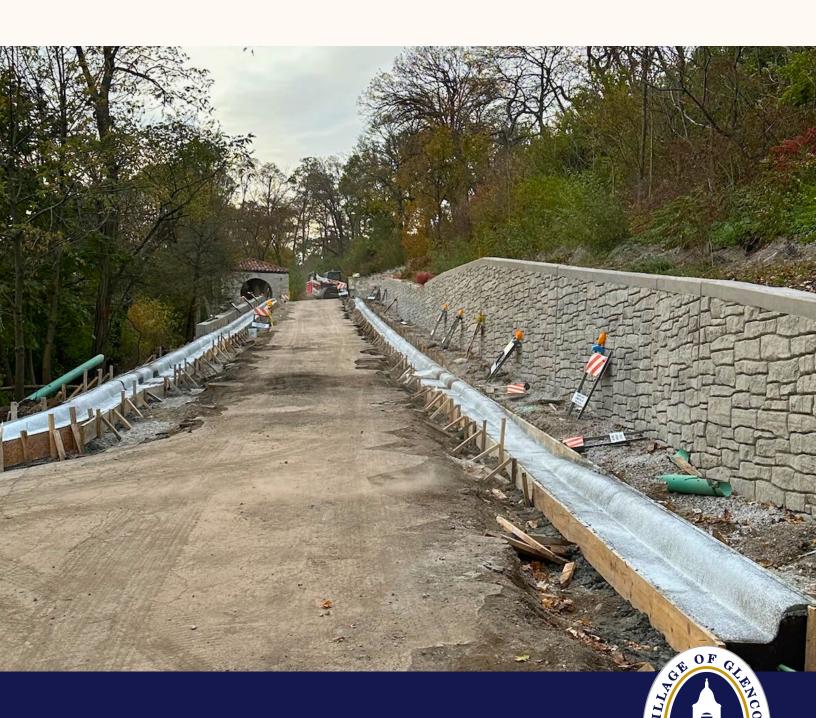
DEBT SERVICE FUND EXPENDITURES

Contracual Services, Debt Service Divisions

Calendar Year 2024 Budget

	Calendar Year 2022 Budget	Calendar Year 2022 Total Activity	Calendar Year 2023 Budget	Current Year End Projections	Calendar Year 2024 Budget
AcctClass: 500 - Contractual Services					
50305 - BANKING FEES	2,500	1,546	2,500	1,100	2,500
AcctClass: 500 - Contractual Services Total:	2,500	1,546	2,500	1,100	2,500
AcctClass: 700 - Debt Service					
70105 - PRINCIPAL	1,750,000	1,750,000	1,860,000	1,860,000	1,940,000
70110 - INTEREST	646,778	641,778	530,150	530,150	843,574
70115 - BOND ADMINISTRATION	5,000	2,125	5,000	2,500	5,000
AcctClass: 700 - Debt Service Total:	2,401,778	2,393,903	2,395,150	2,392,650	2,788,574
Report Total:	2,404,278	2,395,449	2,397,650	2,393,750	2,791,074

CAPITAL PROJECTS FUND BUDGET DETAIL



CALENDAR YEAR 2024



CAPITAL PROJECTS FUND

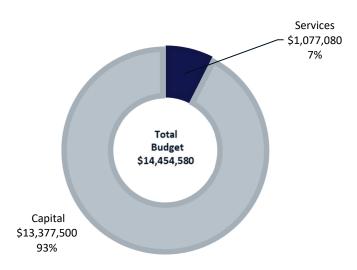
FUND OVERVIEW

The Capital Projects Fund is a municipal fund that exists for the purpose of aggregating resources to complete infrastructure improvements and large-scale capital projects. These projects are largely funded by General Obligation bonds, grants and any interest earned on the respective bond proceeds.

Village voters approved a referendum in April 2021 authorizing the issuance of \$10 million in General Obligation (G.O.) Bonds for identified storm sewer, sanitary sewer, sidewalk and maintenance street resurfacing improvements. The first \$7.0 million of G.O. Bonds were issued and approved in June 2021 for identified capital improvements to be completed in 2022 and 2023 and a second installment of \$3.0 million is planned for 2024. Village voters also approved a referendum in April 2023 authorizing the issuance of \$15 million in General Obligation (G.O.) Bonds for renovations on the Glencoe Golf Club campus, including a renovated clubhouse and improvements to related facilities and infrastructure. The first \$3.0 million of G.O. Bonds were issued and approved in June 2023 and a second installment of \$7.0 million is planned for 2024.

BUDGET EXPENDITURE SUMMARY

The Capital Projects Fund Calendar Year 2024 budget includes \$14,454,580 in expenditures for sanitary sewer, storm sewer, sidewalk, street lighting, the Golf Club renovation project and professional engineering services. More detail on all of the proposed projects can be found in the Community Investment Program section of the budget document.



PERSONNEL RECOMMENDATIONS

No personnel is budgeted in the Capital Projects Fund.

STRATEGIC PLAN RECOMMENDATIONS

The sanitary sewer and sidewalk improvements are action items directly related to the goal of service and infrastructure.

COMMUNITY INVESTMENT PROGRAM RECOMMENDATION

The Calendar Year 2024 Capital Projects Fund budget includes the following:

	TOTAL:	\$ 13,377,500
•	Golf Club Renovation Project	\$ 9,227,500
•	Street Light Improvements	\$ 150,000
•	Dundee Rd. and Annual Sidewalk Improvement Projects	\$ 350,000
•	Storm Sewer – S. Green Bay Road Construction and Engineering	\$ 3,400,000
•	Sanitary Sewer – IICP Improvements	\$ 200,000
•	Dell Place Lift Station Engineering	\$ 50,000



CAPITAL PROJECTS FUND EXPENDITURES

Contractual Services, Capital Divisions Calendar Year 2024 Budget

	2022 2022 2023		Calendar Year 2023	Current Year End Projections	Calendar Year 2024 Budget
	Budget	Total Activity	Budget		
AcctClass: 500 - Contractual Services					
50505 - PROFESSIONAL SERVICES	731,296	209,053	498,548	635,548	1,077,080
AcctClass: 500 - Contractual Services Total:	731,296	209,053	498,548	635,548	1,077,080
AcctClass: 700 - Debt Service					
70130 - BOND ISSUANCE COSTS	-	-	-	-	
AcctClass: 700 - Debt Service Total:	-	-	-	-	-
AcctClass: 800 - Capital					
80105 - BUILDING IMPROVEMENTS	-	-	-	35,000	9,227,500
80120 - BICYCLE PATH IMPROVEMENTS	80,000	47,239	161,326	169,000	-
80610 - SEWERS	250,000	122,157	350,000	250,000	250,000
80620 - STORM SEWER	1,763,580	1,616,177	458,446	466,000	3,400,000
80705 - STREETS	1,631,358	1,577,688	1,978,100	2,110,000	150,000
80805 - SIDEWALKS	150,000	158,395	300,000	200,000	350,000
AcctClass: 800 - Capital Total:	3,874,938	3,521,655	3,247,872	3,230,000	13,377,500
Report Total:	4,606,234	3,730,708	3,746,420	3,865,548	14,454,580

PENSION FUNDS

BUDGET DETAIL



CALENDAR YEAR 2024

Calendar Year 2024 Budget | Page 187



POLICE AND FIRE PENSION FUNDS

FUND OVERVIEW

The Village contributes to two single-employer pension plans, the Police Pension Fund and the Fire Pension Fund. The Police and Fire Pension Funds are fiduciary funds (assets held in trust) that have been created for the specific purpose of funding pension benefits for all sworn Public Safety Officers. The Police Pension Fund provides benefits to former public safety officers and aggregates assets for the future benefits of active members (current employees). The Fire Pension Fund covers one remaining annuitant and is funded on a pay-as-you-go basis. There will be no new members admitted into the Fire Pension Fund, as all new officers are enrolled in the Police fund.

These funds were established and are governed by the Illinois Complied Statutes (ILCS) and are managed by two separate pension boards. The Police Pension Board is comprised of five trustees per ILCS; two trustees are active participants in the fund, one trustee is a retired member receiving benefits from the fund and the remaining trustees are appointed by the Village President with the advice and consent of the Village Board. Due to the limited nature of the Fire Pension Fund, the Fire Pension Board is largely comprised of administrative employees of the Village, the Village President and the Village's corporate counsel.

The Finance Director serves as ex-officio (non-voting) treasurer for both boards and is responsible for tracking the financial activity of both funds. Pursuant to ILCS and in accordance with its financial policies, the Village funds its pension obligations based upon an actuarially determined funding calculation.

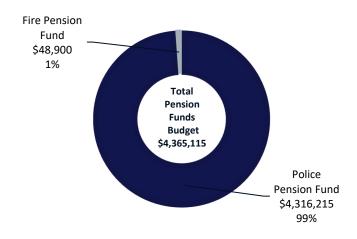
The Village Board's involvement with oversight of these funds is limited to the appointment of two members of the Police Pension Board, as outlined above. Additionally, the Village Board is responsible for depositing the statutorily required employer contributions to the funds on an annual basis. These contributions are made under the recommendation and guidance of a private actuary and is also a policy consideration of the Village Board on an annual basis.

BUDGET EXPENDITURE SUMMARY

The Police Pension Fund Calendar Year 2024 Budget request includes \$4,316,215 in expenditures. The increase in overall expenditures is mostly attributable to the increase in pension benefits from annual cost of living increases. The Fire Pension Fund budget includes \$48,900 for pension benefits to a surviving spouse, who is the last remaining participant in the fund.

In December 2019, the State legislature enacted a requirement that the investments of public safety pension funds be consolidated. Accordingly, the transfer of the Glencoe Police Pension Fund assets was completed in June 2022. The long-term impact of this consolidation is unknown, but significant cost savings is expected on the management of investments in the future. Due to the unique nature of the Village's Fire Pension Fund, the State did not require the Village of Glencoe to consolidate its Fire Pension Fund assets. This change will impact the governance of the Police Pension Funds investment assets; however, administration of the Fund and award of benefits will still be managed by local pension boards.

As the statutory requirement for this fund to be 90% funded by calendar year 2040 approaches, pension contributions are expected to increase. This funding mandate may change by legislation; however, an extension in this deadline has not yet gained traction with the Illinois legislature. In Calendar Year 2021, the Village Board authorized changes to the Village's pension funding policy, which assist in smoothing required contributions over the long term.



PERSONNEL RECOMMENDATIONS

No personnel is budgeted in the Pension Fund.

STRATEGIC PLAN RECOMMENDATIONS

There are no budgetary funds allocated in the Calendar Year 2024 Budget related to the Pension Funds.

COMMUNITY INVESTMENT PROGRAM RECOMMENDATIONS

The Pension Fund budget does not include any capital expenditures for Calendar Year 2024.

MAJOR CALENDAR YEAR 2023 ACCOMPLISHMENTS

1	Held certified elections for the Police Pension Board and also elected one active trustee position to fill a vacancy and recruited one community member to fulfill the appointed trustee position.
2	Developed Rules and Regulations for the Police Pension Board's standard operating procedures.
3	Continued required training for Pension Board Trustees.
4	Prepared and approved Municipal Compliance Report.

CALENDAR YEAR 2024 DEPARTMENT WORK PLAN

In addition to projects identified in the Strategic Plan, the Finance Department's work plan includes projects related to the Police Pension Fund and Firefighters Pension Fund that support the Village's Strategic Priorities, as described below.

	Project	Strategic Priority	Target Completion
1	Provide 16 hours of required training for each Police Pension Fund trustee.	Operational Effectiveness	Ongoing



POLICE PENSION FUND EXPENDITURES

Personnel, Contractual Services and Commodities Divison

Calendar Year 2024 Budget

	Calendar Year	Calendar Year	Calendar Year	Current Year	Calendar Year
	2022	2022	2023	End Projection	2024
	Budget	Total Activity	Budget		Budget
AcctClass: 400 - Personnel					
40520 - PENSION - RETIREMENT	2,770,410	2,715,981	3,059,840	3,089,370	3,303,150
40525 - PENSION - WIDOWED/DEPENDENT	346,950	346,932	346,935	346,935	346,935
40530 - PENSION - CHILD	21,660	21,655	21,660	21,660	21,660
40535 - PENSION - DISABILITY DUTY	334,330	334,317	339,735	339,735	345,150
40540 - PENSION - DISABILITY NON-DUTY	-	31,625	48,415	48,415	48,415
40545 - PENSION - QILDRO	151,380	151,267	155,805	155,805	160,480
40550 - PENSION - PORTABILITY PAYMENT	255,000	272,275	-	-	-
40555 - PENSION - CONTRIBUTION REFUND	86,000	85,266	-	-	-
AcctClass: 400 - Personnel Total:	3,965,730	3,959,318	3,972,390	4,001,920	4,225,790
AcctClass: 500 - Contractual Services					
50305 - BANKING FEES	3,000	2,238	3,000	3,765	4,000
50307 - CUSTODY FEES	10,000	3,598	10,000	27,827	30,000
50410 - CONTRACTUAL SERVICES	10,000	9,590	10,000	-	10,000
50505 - PROFESSIONAL SERVICES	71,550	44,316	72,000	13,550	16,925
50630 - LEGAL COUNSEL - OTHER	25,000	13,148	25,000	9,650	25,000
50805 - TRAINING	4,000	1,275	4,000	2,350	4,000
AcctClass: 500 - Contractual Services Total:	123,550	74,165	124,000	57,142	89,925
AcctClass: 600 - Commodities					
60705 - MISCELLANEOUS EXPENSE	500	241	500	55,100	500
AcctClass: 600 - Commodities Total:	500	241	500	55,100	500
Report Total:	4,089,780	4,033,724	4,096,890	4,114,162	4,316,215

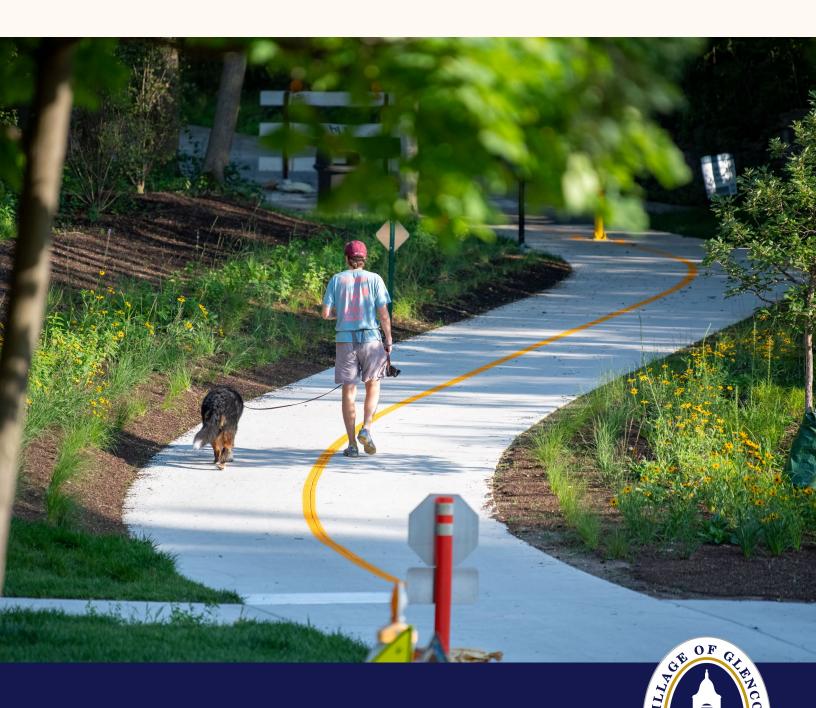


FIRE PENSION FUND EXPENDITURES

Personnel, and Contractual Services Calendar Year 2024 Budget

	Calendar Year 2022 Budget	Calendar Year 2022 Total Activity	Calendar Year 2023 Budget	Current Year End Projection	Calendar Year 2024 Budget
AcctClass: 400 - Personnel					
40525 - PENSION - WIDOWED/DEPENDENT	48,400	48,293	48,400	48,400	48,400
AcctClass: 400 - Personnel Total:	48,400	48,293	48,400	48,400	48,400
AcctClass: 500 - Contractual Services					
50305 - BANKING FEES	500	244	250	280	500
AcctClass: 500 - Contractual Services Total:	500	244	250	280	500
Report Total:	48,900	48,537	48,650	48,680	48,900

COMMUNITY INVESTMENT PROGRAM



Calendar Year 2024 Budget | Page 193

CALENDAR YEAR 2024



COMMUNITY INVESTMENT PROGRAM OVERVIEW

The Village Board and staff across all departments collaborate on a 10-Year Community Investment Program (CIP). The CIP is a working document that allows the Village to map out priorities for planned investment in the Village's infrastructure (including water production and distribution systems, storm and sanitary sewer systems, facilities, sidewalks, streets and concrete curb and gutter as well as capital equipment such as squad cars, snow plowing apparatus and other vehicles). Best practices and the Village's budgetary policies set out the basic guidelines under which the CIP is prepared. Each year, proposed projects in the CIP are brought forth to the Village Board as part of the budget discussion, based on needs and available resources. As part of this process, staff develops a financing plan to project the need for future bond issues and to set water and sewer rates. This financing plan is reviewed and updated annually as infrastructure needs change.

CIP PROGRAM TYPE CATEGORIES

Capital and infrastructure projects are organized in the 10-Year CIP by the following categories:

STREETS 46 centerline miles

The Village manages street maintenance resurfacing improvements based on a variety of factors, including ongoing visual inspection, the Pavement Condition Rating and the timing of other underground utility projects in proximity to streets in need of repair. Street improvements are generally financed through accumulated resources in the Motor Fuel Tax Fund, General Fund reserves or debt financing. Annual expenditures on street repair vary from year to year, but the CIP anticipates annual spending of \$600,000 to \$2.7 million based on need and the timing of referenda-approved bonds that may be utilized to fund future projects.

SIDEWALKS/PATHS 70 miles

Annual funding of the sidewalk program provides for replacement of deteriorated residential sidewalks, restoration of downtown modular brick pavers and maintenance of the Green Bay Trail bike paths. The Calendar Year 2024 Budget includes recommended improvements included in the Active Transportation Plan, which will assist in the enhancing the continuity of sidewalks and bike paths throughout the Village.

STORM SEWERS 70 miles

The Village's approach for storm sewer improvements is targeted to address identified flooding locations, which when possible are constructed to handle a 100-year storm event. Funding is allocated to provide for maintenance and repair of the existing system, including cleaning and televising, repairs and replacement of failed storm sewer sections. Major enhancements to the storm sewer system are primarily funded through debt financing and General Fund reserves. The Calendar Year 2024 Budget includes funding for engineering design services and construction for several sewer projects, one of which will be partially funded by a grant from the Metropolitan Water Reclamation District.

SANITARY SEWERS 40 miles

Sanitary sewer funding is allocated to provide for ongoing maintenance including lining of sanitary sewer mains and manholes, spot repairs, and replacement of damaged main segments. The 10-year CIP anticipates project costs that will comply with the Illinois Environmental Protection Agency and the Metropolitan Water Reclamation District's mandate to evaluate the entire system over the next 20 years and take appropriate corrective action. Maintenance and enhancements to the sanitary sewer system will be primarily funded through increases in user charges, debt financing and General Fund reserves.

WATER TREATMENT PLANT AND DISTRIBUTION SYSTEM

58 miles of water mains

The Village's water treatment plant was constructed in 1928 and expanded in 1954. Maintenance and upgrades to the plant facility and distribution system are essential to the water utility's sustained operation. Annual funding for water main replacements and plant improvements varies from year to year, between \$1,500,000 and \$3,500,000, based on the size and length of the water main segments identified for upgrade and replacement. Significant investments in this area are anticipated in Calendar Year 2024 utilizing resources from the Water Fund as well as proceeds from last year's Alternate Revenue Bond issue, which will be repaid through water revenues. This year, significant effort has been made to update the projected water main costs throughout the 10-year CIP based on recent experience with bid results. In addition, several necessary improvements to the Water Plant have also been included. In Calendar Year 2024, staff anticipates an in-depth discussion of future water infrastructure improvements in conjunction with the commission of an updated water rate study.

FACILITIES

As part of the ongoing development of the CIP and identified strategic plan initiative, the Village is developing a facility rating tool to assist in planning maintenance, repairs and optimal usage of municipal facilities. The Village's various facilities are invested in on an annual basis in accordance with preventative maintenance schedules being developed by the Village's new facilities manager and the Calendar Year 2024 budget includes a significant investment in the second floor of the Village Hall. Additionally, the Glencoe Golf Club's clubhouse facility, parking lot and related structures on the campus are planned for replacement over the next two years, with construction planned to start in fall of 2024. This initiative will be funded using General Obligation Bonds that were approved by Glencoe voters via referendum in April 2023.

VEHICLE FLEET AND EQUIPMENT

The Village maintains a comprehensive inventory of vehicles, equipment and information technology hardware/software for use in front-line and day-to-day operations across all departments. An analysis of current and historical operating costs has produced an optimal replacement age/schedule for each of the vehicles in the Village's fleet; however, replacement requests are reevaluated each year. Investments in technology are analyzed to improve information flow and productivity. Wherever possible, vehicles and equipment are retained beyond their original estimated useful life. This strategy is important due to the lengthy delays experienced in procuring vehicles and equipment due to supply chain disruptions. It should be noted that the Village is actively working to integrate ever-more efficient vehicles into the fleet whenever possible. This includes fully electric vehicles, hybrid vehicles, clean diesel, among others, to ensure that the Village manages the impact its own day-to-day operations have on the environment. In Calendar Year 2024, several all-electric vehicles have been specified for use in both the Public Safety and Public Works Departments, replacing more traditional gasoline powered vehicles.

	Program Type	Funding Source	Department	Program Item Name	Total 10-Year	CY 2024	CY 2025	CY 2026	CY 2027	CY 2028	CY 2029	CY 2030	CY 2031	CY 2032	CY 2033
CIP4003	Bicycle Path	General	Public Works	Green Bay Trail Construction, Sidewalk & Engineering - Cedar Ln to South Ave	60.000	60,000					1	0. =		1	
CIP1099	Streets	General	Public Works	Bridge Maintenance Construction & Engineering- Scott and/or Hazel Avenue	275,000	275,000									
CIP1064	Building Improvement	General	Public Safety	Village Hall Second Floor & Public Safety Renovation	800,000	800,000									
CIP1066	Building Improvement	General	Public Safety	Roll Call / Training Room Renovation	-										
CIP2807	Building Improvement	General	Public Safety	Apparatus Floor Mezzanine Structure/Storage	50,000		50,000								
CIP1063	Building Improvement	General	Public Works	Village Hall Space Needs Analysis	35,000			35,000							
CIP1204	Building Improvement	General	Public Works	Council Chambers Upgrade - Phase 2	800,000	800,000									
CIP1025	Building Improvement	General	Public Works	Public Works Garage (Admin) Roof Replacement	72,000	72,000									
CIP1100	Building Improvement	General	Village Hall	VH South Entrance Masonry, Village Hall and Public Works Tuckpointing, Lower Ramp Fence	185,000	185,000									
CIP1130	Building Improvement-Water Plant	Water	Water Production	Water Plant Prioritized Maintenance Plan Study & Final Engineering	150,000		150,000								
CIP1101	Building Improvement-Water Plant	Water	Water Production	New & Redundant Filter Influent Line Repair & Engineering	665,000	305,000	360,000								
CIP1131	Building Improvement-Water Plant	Water	Water Production	Construction Management and Engineering	-										
CIP1102	Building Improvement-Water Plant	Water	Water Production	Rapid Mix/Flocculation/Sedimentation Improvements	-										
CIP1103	Building Improvement-Water Plant	Water	Water Production	HVAC & Dehumidifier Upgrades	-										
CIP1104	Building Improvement-Water Plant	Water	Water Production	Electrical and Generator Upgrades	-										
CIP1107	Building Improvement-Water Plant	Water	Water Production	Piping, coatings, valves replacements and repairs	250,000										250,000
CIP1132	Building Improvement-Water Plant	Water	Water Production	Civil and Site Work (Stucco, tuckpointing, windows, roof, concrete rehab - sidewalks, walls, stairs)	1,650,000			200,000	200,000	250,000	250,000	250,000	250,000	250,000	
CIP1029	Equipment	General	Public Safety	Emergency Weather Siren Replacement (CY 2025 Mandate)	480,000		480,000								
CIP1031	Equipment	General	Public Safety	Cardiac Monitor Replacement	195,000	45,000					50,000	50,000	50,000		
CIP1060	Equipment	General	Public Safety	Rescue Boat Replacement	50,000		50,000								
CIP1067	Equipment	General	Public Safety	Body Worn & Vehicle Camera Equipment	430,000					70,000	70,000	70,000	70,000	70,000	80,000
CIP2802	Equipment	General	Public Safety	Portable Radio Replacement	520,000				260,000	260,000					
CIP2804	Equipment	General	Public Safety	Mobile Radio Replacement	94,000						47,000	47,000			
CIP1094	Equipment	General	Public Works	Brush Chipper #10 (2016)	80,000			80,000							
CIP3000	Equipment	General	Public Works	Asphalt Roller #50 (2011)	70,000					70,000					
CIP5002	Equipment	General	Public Works	Stump Grinder #11 (2017)	75,000					75,000					
CIP5003	Equipment	General	Public Works	Sweeper #32 (2018)	240,000			240,000							
CIP5004	Equipment	General	Public Works	Skid Steer #48 (2006)	120,000			120,000							
CIP1108	Equipment-Water Plant	Water	Water Distribution	Leak Detection System	392,400	180,000					69,000	70,800	72,600		
CIP1141	Equipment-Water Plant	Water	Water Production	Rehab Filters 5 & 6	-										
CIP 1109	Equipment-Water Plant	Water	Water Production	2MG Reservoir Check Valves or Install Mixer	-										
CIP1110	Equipment-Water Plant	Water	Water Production	PFAS Treatment	-										
CIP1124	Equipment-Water Plant	Water	Water Production	Intake Cleaning (Will be checking sediment levels during 2024 inspection)	345,000						345,000				
CIP3105	Equipment-Water Plant	Water (Alternate Bonds)	Water Distribution	Residential Water Meters	-										
CIP4008	Golf Course Improvement	Golf	Golf	Protective Netting and Driving Range Range Tee Expansion	1,050,000	1,050,000									
CIP4008	Golf Course Improvement	Grants	Golf	Protective Netting and Driving Range Range Tee Expansion	250,000	250,000									
CIP4009	Golf Course Improvement	Golf	Golf	On Course Bathroom Buildings	175,000		175,000								
CIP4010	Golf Course Improvement	Golf	Golf	Complete Irrigation System	1,350,000								1,350,000		
CIP4011	Golf Course Improvement	Golf	Golf	Storm Sewer Replacement	70,000				70,000						
CIP1112	Golf Course Improvement	Golf	Golf	Golf Course Equipment	72,500	72,500									
CIP4016	Golf Facility	GO Bonds	Golf	Golf Club Renovation Project	12,772,500	7,000,000	5,772,500								
CIP4016	Golf Facility	GO Bonds	Golf	Golf Club Renovation Project	2,227,500	2,227,500									
CIP1204B	IT Systems	General	Village Manager's Office	Storage Area Network (San) Replacement	70,000		35,000						35,000		
CIP1204C	IT Systems	General	Village Manager's Office	Server Hardware Refresh	140,000		70,000						70,000		
CIP1213	IT Systems	General	Village Manager's Office	Infrastructure Routing Equipment	30,000						30,000				
CIP1214	IT Systems	General	Village Manager's Office	Infrastructure Switching Equipment	80,000		30,000			25,000		25,000			
CIP1050	Sanitary Sewer	General	Public Works	Sanitary Sewer Rehab-IICP	2,250,000			325,000	-	-	-	425,000	450,000	500,000	550,000
CIP4005	Sanitary Sewer	General	Public Works	Sanitary Sewer Improvements - Dell/Longwood Force Main - Engineering	-										
CIP1052	Sanitary Sewer	GO Bonds	Public Works	Sanitary Sewer Rehab-IICP	1,325,000	200,000			350,000	375,000	400,000				
CIP1052	Sanitary Sewer	General	Public Works	Sanitary Sewer Rehab-IICP - General Fund Portion	300,000		300,000								
CIP1113	Sanitary Sewer	GO Bonds	Public Works	Dell Place Lift Station Engineering	50,000	50,000									
CIP1053	Sidewalks	GO Bonds	Public Works	Residential Sidewalks Repair & Replacement, Dundee Road Sidewalk Project	950,000	350,000						150,000	150,000	150,000	150,000
CIP1053	Sidewalks	General	Public Works	Residential Sidewalks Repair & Replacement- General Fund Portion	310,000		150,000	160,000							
CIP1053	Sidewalks	GO Bonds	Public Works	Residential Sidewalks Repair & Replacement	470,000				170,000	150,000	150,000				
CIP1047	Storm Sewer	GO Bonds	Public Works	Storm Sewer Drainage Improvements	500,000				500,000						
CIP1114	Storm Sewer	General	Public Works	Park Avenue Storm Sewer Outfall Engineering and Construction	75,000	75,000									
CIP1051	Storm Sewer	GO Bonds	Public Works	Storm Sewer Drainage Improvements - South Green Bay Rd Construction and Engineering	4,150,000	2,400,000			250,000	250,000	250,000	250,000	250,000	250,000	250,000
CIP1051	Storm Sewer	Grants	Public Works	Storm Sewer Drainage Improvements - South Green Bay Rd Construction and Engineering	1,000,000	1,000,000									
CIP1115	Storm Sewer	General	Public Works	Storm Water Master Planning	500,000		150,000	350,000							
CIP1040	Street Lights	General	Public Works	Commuter Parking Lot Light Improvement	-										
CIP1055	Street Lights	GO Bonds	Public Works	Street Lighting Improvements (ComEd)	150,000	150,000									
	Street Lights	General	Public Works	Street Lighting Improvements - General Fund Portion	150,000		150,000								
CIP1054		GO Bonds	Public Works	Street Resurfacing Improvements	8,300,000		,		2,000,000			2,100,000		2,100,000	2,100,000
							-		,		Į.				

	Program Type	Funding Source	Department	Program Item Name	Total 10-Year	CY 2024	CY 2025	CY 2026	CY 2027	CY 2028	CY 2029	CY 2030	CY 2031	CY 2032	CY 2033
CIP1105	Streets	MFT	Public Works	Traffic Signal Controller Modifications	-										
CIP1106	Streets	MFT	Public Works	Street Improvement	1,200,000				600,000			600,000			
CIP4002	Streets	Grants	Public Works	Safe Routes to School Crossing Improvements - Grant Funded	120,000	120,000									
CIP1019	Vehicle	General	Public Safety	Unmarked Deputy Chief Admin Vehicle Replacement #655	125,000	65,000	T						60,000		
CIP1022	Vehicle	General	Public Safety	Unmarked Vehicle Replacement #652	118,700	CF 000	56,400				62,300		60.000		
CIP1023	Vehicle	General	Public Safety	Unmarked Deputy Chief Admin Vehicle Replacement #656	125,000	65,000	-						60,000	67,100	
CIP1024 CIP1026	Vehicle Vehicle	General General	Public Safety Public Safety	Unmakred Detective Vehicle Replacement #660 Patrol Vehicle Replacement #654	122,100 124,700		55,000		59,300			+	65,400	67,100	
CIP1026 CIP1027	Vehicle	General	Public Safety Public Safety	CSO Vehicle Replacement PS #688	110,000		50,000		39,300			+	03,400	60,000	
CIP1027 CIP1028	Vehicle	General	Public Safety	Public Safety Director Vehicle Replacement #658	58,000		30,000					58,000		00,000	
CIP1032	Vehicle	General	Public Safety	Patrol Vehicle Replacement #662	124,700				59,300			30,000	65,400		
CIP1033	Vehicle	General	Public Safety	Patrol Vehicle Replacement #651	120,000				22,222	60.000			55,155	60,000	
CIP1034	Vehicle	General	Public Safety	Unmarked Covert Vehicle Replacement #665	26,300			26,300						,	
CIP1035	Vehicle	General	Public Safety	Patrol Vehicle Replacement #650	123,700			•	58,300				65,400		
CIP1037	Vehicle	General	Public Safety	Patrol Vehicle Replacement #653	123,700				58,300				65,400		
CIP1038	Vehicle	General	Public Safety	Patrol Vehicle Replacement #657	129,500					60,800					68,700
CIP1039	Vehicle	General	Public Safety	Unmarked Vehicle Replacement #663	31,300										31,300
CIP1042	Vehicle	General	Public Safety	Ambulance Replacement A30	800,000				800,000						
CIP1046	Vehicle	General	Public Safety	CSO Vehicle Replacement, Public Safety #698	121,000	60,000								61,000	
CIP1049	Vehicle	General	Public Safety	Rescue Squad Pumper S30	1,100,000		1,100,000								
CIP3094	Vehicle	General	Public Safety	Chassis Replacement on Ambulance A30R	150,000			150,000							
CIP5006	Vehicle	General	Public Safety	CSO Electric Vehicle Replacement #699	30,000					30,000					
CIP1008	Vehicle	General	Public Works	Leaf Vacuum Replacement #68 (2023), #67 (2007), #69 (2011) #71 (2014) #70 (2023)	345,500			105,000			115,000			125,500	
CIP1013	Vehicle	General	Public Works	3/4 Ton Pickup Unit #55 (2022) (#44 surplus - flatbed truck - 2012)	-										
CIP1016	Vehicle	General	Public Works	Sidewalk Tractor Bobcat #18 (2022)	-										
CIP1017	Vehicle	General	Public Works	Sidewalk Tractor Bobcat #17 (2022)	-		1								
CIP1018	Vehicle	General	Public Works	Sidewalk Tractor Bobcat #16 (2022)	200,000	200.000									
CIP1036	Vehicle Vehicle	General	Public Works	Replacement #20 Public Works Six Wheel Dump Truck Chassis 3/4 Ton Pickup Truck #35	200,000 90.000	200,000						90,000	-	-	
CIP1041 CIP1045	Vehicle	General General	Public Works Public Works	Replacement #22 EV Van - Camera Truck Including Charging Station PW	70,000	70,000						90,000			
CIP1043 CIP1048	Vehicle	General	Public Works	Sewer Vac All Truck #25 (2020)	500.000	70,000								500,000	
CIP1057	Vehicle	General	Public Works	PW Admin Chevy Bolt #5 (2022)	40,000								40,000	300,000	
CIP1058	Vehicle	General	Public Works	Six Wheel Dump Truck #21 (2021)	300.000								10,000	300,000	
CIP1065	Vehicle	General	Public Works	Ford Fusion #687 (2015)	36,500		36,500							, , , , , , , , , , , , , , , , , , , ,	
CIP1071	Vehicle	General	Public Works	Aerial Truck #29 (2012)	-										
CIP1072	Vehicle	General	Public Works	Grappler Truck #37 (2002)	180,000			180,000							
CIP1073	Vehicle	General	Public Works	2-1/2 Ton Truck #42 (2009)	230,000			230,000							
CIP1074	Vehicle	General	Public Works	Replacement #12 Public Works 1-1/2 Ton Truck- Includes Tailgate Salter & Plow	157,000	157,000									
CIP1077	Vehicle	General	Public Works	Six Wheel Dump Truck #41 (2004) (Surplus)	-										
CIP1078	Vehicle	General	Public Works	1-1/2 Ton Truck #31 (2014)	143,000		143,000								
CIP1083	Vehicle	General	Public Works	2-1/2 Ton Truck #38 (2013)	230,000			230,000							
CIP1084	Vehicle	General	Public Works	65-Ft Aerial Truck #9 (2013)	280,000				280,000						
CIP1085	Vehicle	General	Public Works	1/2 Ton Pick-Up Truck #14 (2014)	69,000		69,000								
CIP1086	Vehicle	General	Public Works	1-1/2 Ton Truck #24 (2015)	90,000		220.000		90,000						
CIP1092	Vehicle	General	Public Works	2 1/2 Ton Body Dump Truck #39 (2014)	230,000		230,000								
CIP1098	Vehicle Vehicle	General	Public Works	Front End Loader #45 (2011) Front End Loader #46 (2013)	250,000 260,000		250,000				260,000				
CIP2801 CIP2803	Vehicle	General General	Public Works Public Works	2-1/2 Ton Dump Truck and Salter #40 (2012)	150.000		+	150,000			200,000	+	+	+	
	Vehicle	General	Public Works Public Works	1-1/2 Ton Truck #15 (2022)	130,000			130,000							
CIP3005 CIP3006	Vehicle	General	Public Works Public Works	Business District Sidewalk Tractor - Bobcat #56 (2014)	56,000	56,000									
CIP3000	Vehicle	General	Public Works	PW Administration Vehicle #610 (2018)	58.000	30,000				58,000		+			
CIP3008	Vehicle	General	Public Works	Sewer Jet #23 (2018)	250,000					250,000					
CIP4006	Vehicle	General	Public Works	Mechanic Service Truck #6 (2015)	100,000				100,000	,					
CIP4015	Vehicle	General	Public Works	Backhoe #53 (2018)	225,000				,0			225,000			
CIP1135	Vehicle-Water Plant	Water	Water Distribution	F350 Pickup #1 (2012)	62,000		62,000								
CIP1136	Vehicle-Water Plant	Water	Water Distribution	Replacement of Truck #0 - Step Van	_										
CIP1147	Vehicle-Water Plant	Water	Water Distribution	1-Ton Utility Truck #2 (2015)	-										
CIP1147	Vehicle-Water Plant	Water	Water Distribution	1-Ton Utility Truck #2 (2015)	50,000		50,000								
CIP3015	Vehicle-Water Plant	Water	Water Distribution	Ford Transit Van #4 (2022)	-										
CIP1116	Vehicle-Water Plant	Water	Water Distribution	Replacement of Truck #3 F-350 (2011) - Utility Truck w/Crane	90,000			90,000							
CIP1125	Water Main	Water	Water Distribution	Water Main Replacements - Dundee Road	-										
CIP1126	Water Main	Water	Water Distribution	16" Water Main Valve Replacements	420,000	210,000	210,000	_			_				
CIP1127	Water Main	Water	Water Distribution	Lead Water Service Line Replacements	2,500,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000

	Program Type	Funding Source	Department	Program Item Name		Total 10-Year	CY 2024	CY 2025	CY 2026	CY 2027	CY 2028	CY 2029	CY 2030	CY 2031	CY 2032	CY 2033
CIP1125	Water Main	Water (Alternate Bonds)	Water Distribution	Water Main Replacements		17,500,000	1,800,000	1,300,000	2,500,000	1,100,000	2,300,000	1,100,000	1,200,000	3,000,000	1,800,000	1,400,000
CIP1138	Water Main	Water (Alternate Bonds)	Water Distribution	Elevated Tank 0.75 Mg		-										
CIP1117	Equipment	MFT	Public Works	Electronic Speed Monitoring Signs & Crosswalk Improvements		230,000	230,000									
CIP1118	Streets	MFT	Public Works	Street Maintenance Long Term Planning & Traffic Studies		190,000	190,000									
					GRAND TOTAL:	77,416,600	21,020,000	11,784,400	5,421,300	7,255,200	4,533,800	3,448,300	5,860,800	6,419,200	6,543,600	5,130,000
Other iten	ms for consideration:															
CIP1119	Building Improvement	Water		Water Plant Upgrade - Approx. \$50M (In 2031)		50,000,000									50,000,000	
CIP1120	Building Improvement	TBD		Public Works Garage - Approx. \$10M		-										



VILLAGE OF GLENCOE

Community Investment Program

Calendar Year 2024 - Calendar Year 2033

Community Investment Program Summary

Program	Total 10-Year CIP	CY 2024	CY 2025	CY 2026	CY 2027	CY 2028	CY 2029	CY 2030	CY 2031	CY 2032	CY 2033
Bicycle Path	60,000	60,000	-	-	-	-	-	-	-	-	-
Building Improvements	1,942,000	1,857,000	50,000	35,000	-	-	-	-	-	-	-
Golf Facility Improvements	15,000,000	9,227,500	5,772,500	-	-	-	-	-	-	-	-
Equipment	2,584,000	275,000	530,000	440,000	260,000	475,000	167,000	167,000	120,000	70,000	80,000
Golf Course Improvements	2,967,500	1,372,500	175,000	-	70,000	-	-	-	1,350,000	-	-
IT Systems	320,000	-	135,000	-	-	25,000	30,000	25,000	105,000	-	-
Public Right-of-Way	-	-	-	-	-	-	-	-	-	-	-
Sanitary Sewer	3,925,000	250,000	300,000	325,000	350,000	375,000	400,000	425,000	450,000	500,000	550,000
Storm Sewer	6,225,000	3,475,000	150,000	350,000	750,000	250,000	250,000	250,000	250,000	250,000	250,000
Sidewalks	1,730,000	350,000	150,000	160,000	170,000	150,000	150,000	150,000	150,000	150,000	150,000
Streets	10,085,000	585,000	-	-	2,600,000	-	-	2,700,000	-	2,100,000	2,100,000
Street Lights	300,000	150,000	150,000	-	-	-	-	-	-	-	-
Vehicles	8,203,700	673,000	1,989,900	1,071,300	1,505,200	458,800	437,300	373,000	421,600	1,173,600	100,000
Water Main	20,420,000	2,260,000	1,760,000	2,750,000	1,350,000	2,550,000	1,350,000	1,450,000	3,250,000	2,050,000	1,650,000
Water Plant-Building Improvements	2,715,000	305,000	510,000	200,000	200,000	250,000	250,000	250,000	250,000	250,000	250,000
Water Plant-Vehicle	202,000	-	112,000	90,000	-	-	-	-	-	-	-
Water Plant-Equipment	737,400	180,000	-	-	-	-	414,000	70,800	72,600	-	-
Total \$	77,416,600	\$ 21,020,000	\$ 11,784,400	\$ 5,421,300	\$ 7,255,200	\$ 4,533,800	\$ 3,448,300	\$ 5,860,800	\$ 6,419,200	\$ 6,543,600	\$ 5,130,000

SUMMARY BY FUND	DING
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Funding Source	Total 10-Year CIP	CY 2024	CY 2025	CY 2026	CY 2027	CY 2028	CY 2029	CY 2030	CY 2031	CY 2032	CY 2033
General Fund	16,739,700	2,985,000	3,454,900	2,381,300	1,765,200	958,800	634,300	990,000	1,096,600	1,743,600	730,000
Water Fund	6,574,400	945,000	1,082,000	540,000	450,000	500,000	914,000	570,800	572,600	500,000	500,000
Capital Projects Fund	-	-	-	-	-	-	-	-	-	-	-
Motor Fuel Tax Fund	1,620,000	420,000	-	-	600,000	-	-	600,000	-	-	-
Golf Club Fund	2,717,500	1,122,500	175,000	-	70,000	-	-	-	1,350,000	-	-
Grants	1,370,000	1,370,000	-	-	-	-	-	-	-	-	-
General Obligation Bonds (1)	30,895,000	12,377,500	5,772,500	-	3,270,000	775,000	800,000	2,500,000	400,000	2,500,000	2,500,000
Alternate Bonds (Water) ⁽²⁾	17,500,000	1,800,000	1,300,000	2,500,000	1,100,000	2,300,000	1,100,000	1,200,000	3,000,000	1,800,000	1,400,000
T	otal \$ 77,416,600	\$ 21,020,000	\$ 11,784,400	\$ 5,421,300	\$ 7,255,200	\$ 4,533,800	\$ 3,448,300	\$ 5,860,800	\$ 6,419,200	\$ 6,543,600	\$ 5,130,000

Draft Financing Plan

⁽¹⁾ General Obligation Bonds to be issued in Calendar Year 2024, 2027 and 2030 (\$10M in 2024; \$5M in 2025, \$4.8M in 2027; \$5.4M in 2030, \$3M in 2033) This includes sewer projects not subsidized by sewer charges.

⁽²⁾ Water Alternate Bonds ito be issued in Calendar Year 2026, 2029 and 2032 (\$5.9M in 2026; \$5.3M in 2029, \$5M in 2032)

OTHER ITEMS FOR CONSIDERATION	ON										
Program	Project Description	CY 2024	CY 2025	CY 2026	CY 2027	CY 2028	CY 2029	CY 2030	CY 2031	CY 2032	CY 2033
Building Improvement	Water Plant Upgrade -										-
	Approx. \$50M (In 2032)	-	-	-	-	-	-	-	-	50,000,000	
Duilding Income ont	Public Works Garage -										-
Building Improvement	Approx. \$10M	-	-	-	-	-	-	-	-	-	
	Total	-	-	-	-	-	-	-	-	50,000,000	-

COMMUNITY INVESTMENT PROGRAM CALENDAR YEAR 2024 OVERVIEW

The Calendar Year 2024 Budget includes \$21,020,000 in improvements, which are outlined below.

GENERAL			
PROGRAM #	PROGRAM TYPE	PROJECT NAME	REQUEST
CIP4003	Bicycle Path	Green Bay Trail Construction, Sidewalk and Engineering - Cedar Ln to South Ave ¹	\$60,000
CIP1025	Building Improvement	Public Works Garage (Admin) Roof Replacement	\$72,000
CIP1204	Building Improvement	Council Chambers Upgrade - Phase 2	\$800,000
CIP1064	Building Improvement	Village Hall Second Floor & Public Safety Renovation ¹	\$800,000
CIP1100	Building Improvement	Village Hall South Entry Masonry, Village Hall and Public Works Tuckpointing, Lower Ramp Fence	\$185,000
CIP1031	Equipment	Cardiac Monitor Replacement	\$45,000
CIP3006	Vehicle	Business District Sidewalk Tractor - Bobcat #56	\$56,000
CIP1074	Vehicle	Replacement #12 Public Works 1-1/2 Ton Truck- Includes Tailgate Salter & Plow	\$157,000
CIP1036	Vehicle	Replacement #20 Public Works Six Wheel Dump Truck Chassis	\$200,000
CIP1019 & CIP1023	Vehicle	Two Unmarked Deputy Chief Admin Vehicle Replacements, Public Safety #655, #656	\$130,000
CIP1046	Vehicle	CSO Electric Vehicle, Public Safety #698	\$60,000
CIP1045	Vehicle	Replacement #22 EV Van - Camera Truck Including Charging Station PW	\$70,000
CIP4002	Streets	Safe Routes to School Crossing Improvements ²	\$120,000
CIP1099	CIP1099	Bridge Maintenance Construction & Engineering - Scott and/or Hazel Avenue	\$275,000
CIP1114	Sewer	Park Avenue Storm Sewer Outfall Engineering and Construction	\$75,000
		GENERAL FUND TOTAL	\$3,105,000

WATER FUND			
PROGRAM #	PROGRAM TYPE	PROJECT NAME	REQUEST
CIP1101	Building Improvements	New & Redundant Filter Influent Line Repair & Engineering - Phase 1	\$305,000
CIP1126	Water Main	16" Water Main Valve Replacements ¹	\$210,000
CIP1127	Water Main	Lead Water Service Line Replacements	\$250,000
CIP1108	Water Main	Leak Detection System Phase 2 &3	\$180,000
CIP1125	Water Main	Water Main Replacements - Dundee Road	\$1,800,000
		WATER FUND TOTAL	\$2,745,000

CAPITAL FUND			
PROGRAM #	PROGRAM TYPE	PROJECT NAME	REQUEST
CIP1052	Sanitary Sewer	Sanitary Sewer Rehab-IICP	\$200,000
CIP1113	Sanitary Sewer	Dell Place Lift Station Engineering	\$50,000
CIP1051	Storm Sewer	Storm Sewer - South Green Bay Rd Construction and Engineering ²	\$3,400,000
CIP1055	Streets	Street Light Improvements (ComEd)	\$150,000
CIP1053	Sidewalks	Residential Sidewalks Repair & Replacement, Dundee Road Sidewalk Project ¹	\$350,000
CIP4016	Building Improvements	Golf Club Renovation Project	\$9,227,500
		CAPITAL FUND TOTAL	\$13,377,500

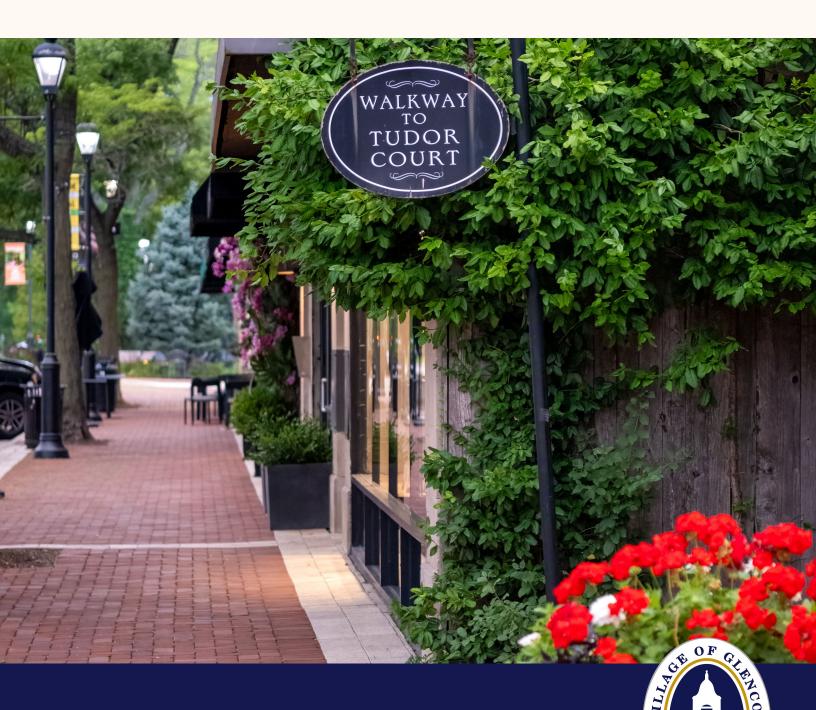
MOTOR FUEL TAX	X FUND		
PROGRAM #	PROGRAM TYPE	PROJECT NAME	REQUEST
CIP1118	Streets	Street Maintenance Long Term Planning & Traffic Studies	\$190,000
CIP1117	Streets	Electronic Speed Monitoring Signs & Crosswalk Improvements	\$230,000
		MOTOR FUEL TAX FUND TOTAL	\$420,000

GOLF CLUB FUND)		
PROGRAM #	PROGRAM TYPE	PROJECT NAME	REQUEST
CIP4008	Golf Course Improvement	Protective Netting and Driving Range Range Tee Expansion ¹	\$1,300,000
CIP1112	Capital Equipment	Golf Course Equipment	\$72,500
		GOLF CLUB FUND TOTAL	\$1,372,500

¹ Project carried over from Calendar Year 2023 ² Partially funded by grants and/or donations

COMMUNITY INVESTMENT PROGRAM

GENERAL FUND



CALENDAR YEAR 2024

Calendar Year 2024 Budget | Page 202

CALENDAR YEAR 2024 COMMUNITY INVESTMENT PROGRAM

Project Name: Engineering for Green Bay Trail and Project Type: Sidewalk/Bicycle Path

Sidewalk Improvements

Department:Public WorksProject Manager:Village EngineerCost:\$60,000Account(s):100-300-210-50505

Funding Source: General Fund Fund(s): General

Strategic Priority: Infrastructure Replacement Strategic Goal: Services & Infrastructure

PROJECT SUMMARY

Asset Description:

Three miles of the Green Bay Trail traverses through Glencoe between Scott Avenue and Lake Cook Road. Much of the trail was constructed on the former Chicago North Shore and Milwaukee Railroad right-of-way, where it runs parallel to the Union Pacific Railroad-Metra North Line for nearly nine miles between Wilmette and Highland Park. The Glencoe Park District completed a trail improvement in 2021 from Maple Hill Road to Park Avenue. In 2023, trail improvements from Park Avenue to Old Green Bay Road were completed, including the enhanced trail crossing at Hazel Avenue. The last remaining unimproved section of the Green Bay Trail is the portion between the northern street end of Old Green Bay Road and South Avenue. Currently, this segment of the trail is on-street with limited pavement markings.





Sheridan Road is an unmarked state route that serves as one of the main north-south corridors through town. There is continuous sidewalk along Sheridan Road from the southern Village limit to North Shore Congregation Israel, approximately 12,000 linear feet. From the North Shore Congregation Israel property to the northern Village limit, there exists an approximately 1,000 linear foot gap in sidewalk. This gap in the sidewalk network was identified in the Village's Active Transportation Plan (ATP) as a key issue along Sheridan Road and listed as a priority segment to install sidewalk. This segment will require unique engineering to address conflicts from above ground utility structures and span over a below grade cart path and across a ravine.

Both of these segments were identified in the Village's Active Transportation Plan (ATP) in 2017 and would address key issues to bike and pedestrian users along the Green Bay Trail and Sheridan Road.

Replacement Recommendation:

The Calendar Year 2024 budget includes funds for engineering design of the Green Bay Trail and Sheridan Road sidewalk segments. Engineering design for the Green Bay Trail would propose alternatives for construction of the final unimproved segment of the trail between Old Green Bay Road and South Avenue. The engineering design will provide a final recommendation and plans for improvements which can be used for application for grant funding and construction of the project. Engineering design for the Sheridan Road sidewalk project would propose alternatives and provide preliminary design and project costing for consideration of a future project. The preliminary project design will help support the Village's application for grant funding from outside agencies.

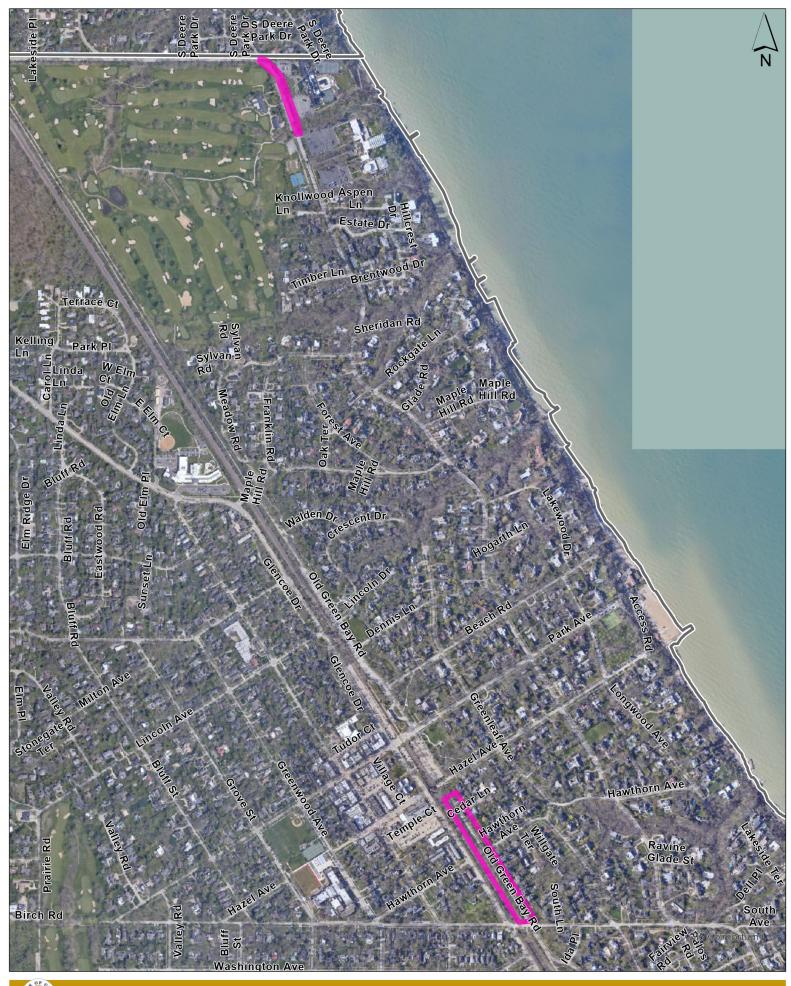
Strategic Plan:

Improvements to the Green Bay Trail and Sheridan Road are action items directly related to the goal of employing the best practices to deliver high-quality services and maintain infrastructure that encourages more pedestrian/cyclist activity, as well as supports the Village's value of environmental sustainability.

Segment: Green Bay Trail and Sheridan Road **Replacement of:** Bicycle Path and Sidewalk Improvements

Expected useful life: 25-50 years





Project #:

CIP 1025

CALENDAR YEAR 2024 COMMUNITY INVESTMENT PROGRAM

Project Name: Public Works Garage Flat Roof Project Type: Infrastructure

Replacement

Department: Public Works **Project Manager:** General Superintendent

Cost: \$72,000 **Account(s):** 100-300-240-80105

Funding Source: General Fund **Fund(s):** General

Strategic Priority: Infrastructure Replacement Strategic Goal: Services & Infrastructure

PROJECT SUMMARY

Asset Description:

A portion of the Public Works Garage includes an addition constructed in 1997 for the administrative offices and locker room. This addition has one long flat roof section which faces Hazel Avenue.

Replacement Recommendation:

Over the life of the building, the roof has been inspected and repaired through proactive and reactive means. The

Public Works Garage flat roof is original to the 1997 building expansion. Over the last five years, the flat roof has experienced several significant leaks that required in-house and contracted repairs. Staff recommends that the entire flat roof section be replaced. This project was originally budgeted in Calendar Year 2023 but was deferred as resources were required to address HVAC systems in the building, which have since been resolved.

Strategic Plan:

Replacement of the Public Works Garage Flat Roof Sections is an action item directly related to the goal of employing best practices to maintain infrastructure, as well as supporting the strategic priority of infrastructure replacement and operational effectiveness.



Segment: N/A

Replacement of: Public Works Garage Flat Roofs

Expected useful life: 20 years



CALENDAR YEAR 2024 COMMUNITY INVESTMENT PROGRAM

Village Hall Second Floor

Project Name: Renovations Project type: Building Improvement

Assistant Village Manager /

Department:VariousProject manager:Facilities ManagerCost:\$1,600,000Account(s):100-300-220-80105

Funding Source: General Fund Fund(s): General

Strategic Priority: Infrastructure Replacement Strategic Goal: Services & Infrastructure

PROJECT SUMMARY

Asset Description:

The Village Hall was constructed in 1956 and has had various renovations and improvements in the past, including the full replacement of the original HVAC system which was completed in 2018. The Village Hall houses the Public Safety Department, Public Works administration, Development Services Department and the Administration and Finance Department and is the seat of local government in the community where dozens of public meetings are conducted. In addition, since the building was constructed, Family Service of Glencoe has occupied second floor office space in the building.

Numerous areas of the Village Hall require investment and renovation, including areas on the second floor which house the Council Chambers and Public Safety Department living quarters. Due to the close proximity of these projects to one another and the need for phasing in order to more effectively complete them, these two CIP projects have been combined to generate efficiencies in their completion and minimize the disruption caused by an extended period of construction.

VILLAGE HALL SECOND FLOOR PUBLIC SAFETY RENOVATION

Given the nature of around-the-clock emergency services provided by the Public Safety Department, various working and living spaces for police and fire shift employees have been provided in the Village Hall including a kitchen and day room (both renovated in 2023), as well as dormitories and locker rooms. The male and female locker rooms provide an area for employees to prepare for shift and store uniforms and equipment. The dormitory room provides open sleeping quarters for male members assigned to 24-hour shifts and members who have a short off shift time (a smaller, all-female space is likewise provided in addition to a large all-male sleeping room). The shower facilities allow members to prepare for shift and decontaminate after exposure to harmful materials; these facilities are in use many times every day.

Replacement Recommendation:

Locker rooms, shower facilities and dormitories have not been significantly improved or renovated and many spaces are original to the 1956 building. These spaces which are in use around the clock, every day, are inadequate to meet the needs of a modern Public Safety Department. The two locker room spaces have several significant functional and operational issues. These include insufficient HVAC airflow and exhaust venting; showers are often only partially operable, offer insufficient drainage and are not accessible/comfortable for many staff due to low ceilings; lockers do not accommodate the types of equipment and uniform components of the police/fire/EMS structure of the Department and in some cases are inoperable or broken; and spaces are cramped and unsafe due to flooring, electrical and plumbing failures. Similarly, the dormitory spaces are functionally and operationally obsolete. The men's dormitory provides no light blocking and no sound separation between sleeping areas, making it difficult for officers on fire shift or those whose shifts require sleep during the day to adequately rest. The women's dormitory is undersized and has the same issues noted in the men's dormitory.

Considering the deficiencies described above, staff recommends that the locker room, shower and dormitory be completely rehabilitated. This project was initially included in Calendar Year 2023 as separate upgrades to the locker room areas. As staff worked with designs for the renovations, it was determined the space could be better reallocated as a combined locker room with individual bathroom/changing rooms which would provide more space to create individual sleeping quarters. Doing so will allow for all Department members to use facilities regardless of the gender makeup of the Department or shift at the time. Additionally, the individual sleeping arrangements will allow ample privacy for quality rest on the shift. In addition to a new floorplan, the proposed renovation will include new lockers, plumbing and electrical upgrades as well as necessary ventilation improvements. This renovation will significantly improve the living and working conditions for an essential function for all Public Safety Department members. Along with project architects, staff is developing final design options and anticipates combining this project with renovations planned for the Council Chambers to minimize disruptions to the workspace and increase cost efficiency.

Strategic Plan:

This project is related to the strategic priority of infrastructure replacement by updating and replacing outdated or damaged lockers, bathrooms, shower facilities and utilities.













Segment: N/A

Replacement of: Existing Locker Room and Dormitories

Expected useful life: 25 Years

COUNCIL CHAMBER RENOVATION & EMERGENCY OPERATIONS CENTER RELOCATION

As the largest meeting space in the Village Hall, the Council Chambers is used to host a variety of public meetings by both the Village and Family Service of Glencoe and is also increasingly utilized as a staff training room. The Council Chambers is the primary meeting room for the Village Board, Plan Commission and Zoning Board of Appeals/Zoning Commission, as well as for other public meetings of the Village's Boards and Commissions as needed and is used by other groups including Family Service of Glencoe.

The Council Chambers was last renovated in 1992 and requires several critical facility and technology upgrades to replace failing equipment, resolve HVAC issues, improve the room's technology capabilities and allow the room to be used with greater flexibility for public meetings and staff training events. Likewise, the room cannot currently be used to successfully accommodate virtual or hybrid virtual/in-person public meetings.

In reviewing necessary investments in the Village's emergency readiness, particularly for command center space and related technology, staff determined that the Village's current Emergency Operations Center (EOC) that is located in the lower level of the Village Hall should be relocated to the Council Chambers. The EOC is used only during significant emergency events and serves as the central command center for Village staff. The current EOC, located in the basement of the Village Hall and shared with the Public Safety Department roll call room, has not been updated in over 20 years. All technology is outdated or past its useful life. The current EOC is also small and inconveniently located, and the Council Chambers provides more appropriate space during large-scale critical incidents. As such, renovation designs of the Council Chambers would accommodate space that could serve as the Village's EOC.

The first phase of this project was completed in 2023. The Village has retained two consultants – an architect and technology expert - to assist with designing and providing budget estimates for the project. AVI Systems Inc., whose work is on design of audio-visual components only, was selected due to their extensive expertise in audio-visual design, engineering, project management, sales relationships, installation and ongoing maintenance. Given the large portion of the Council Chambers project that is AV work, staff valued the proposal from an AV-focused firm who has strong area expertise. Kluber Architects & Engineers, a full-service team of architects and engineers, was selected to facilitate room design proposals. Kluber has executed dozens of projects that are very similar to the Village's in both public- and private-sector environments. Both firms worked with the Village's project team to understand programmatic needs for the space and conducted reviews of the current of the room fixtures, equipment and conditions. Both firms delivered three different design options, ranging in cost and complexity of design, that are cost-effective while meeting the functionality required. In addition to room layout, audio-visual options and design choices, the project team also conducted analysis on other major impacts to the project including the inclusion of an EOC and the identification of several deferred facilities maintenance issues in the room. This includes asbestos testing, remediation and removal, HVAC work and improvements to the electrical system. Given the nature of these issues, this project would be the recommended time to remedy them.

In September 2023, staff presented to the Committee of the Whole the proposals and budget estimates and received feedback that has been taken into consideration when forming the budget for Calendar Year 2024.

Replacement Recommendation:

The Council Chambers must function well to ensure that the Village's commitment to open, transparent government can be upheld and even improved upon. The significant technology needs were particularly evident during the COVID-19 pandemic but have persisted including frequent failures of sound and visual equipment.

As a result, recommended technology upgrades include new high-definition projectors or screens, computers, audio/sound equipment and video conferencing technology. These upgrades will provide the Village Board, staff, and the viewing public with a functional and enhanced meeting/training setting, while also allowing for more efficient use of technology in meetings. Physical upgrades would replace lighting, enhance HVAC effectiveness in the space and provide necessary updates to failing furnishings (including the dais, tables and chairs). Likewise, these technology and physical upgrades would lend themselves to a highly functioning EOC while also limiting the need to make major investments in two separate spaces in the Village Hall, thus reducing the overall project cost.

Combining improvements to the Council Chambers with that of the EOC and Public Safety living space will allow the Village to better manage these projects, reduce overall costs by jointly bidding the entire scope of work and help minimize impacts to staff while the spaces are under construction.

Strategic Plan:

This project is related to the strategic priority of infrastructure replacement.





Segment: N/A

Replacement of: Components of the Council Chambers Technology and EOC Location

Expected useful life: The expected useful life of each component of the project will vary. For example, technology assets may have a useful life of 10 to 15 years, and facility improvements

have useful lives of 20 to 30 years.



CALENDAR YEAR 2024 COMMUNITY INVESTMENT PROGRAM

Project Name: Village Hall South Entry Masonry, Project Type: Infrastructure

Village Hall and Public Works
Tuckpointing, Lower Ramp Fence

General Superintendent /

Department:Public WorksProject Manager:Facilities ManagerCost:\$185,000Account(s):100-300-220-80105

Funding Source: General Fund **Fund(s):** General

Strategic Priority: Infrastructure Replacement Strategic Goal: Services & Infrastructure

PROJECT SUMMARY

Asset Description:

The Village Hall and Public Works Garage were both constructed in 1956 and have similar exteriors made of common brick masonry walls with limestone sills. This includes the Public Works Garage addition that was constructed in 1997. Both facilities have multiple entrances varying in type and size that include public and non-public access points at grade and via stairways/elevated platforms.

Replacement Recommendation:

Over the life of both buildings, entrances have required annual maintenance and upgrades. The entrances include garage overhead doors, single and

double entry service doors and the walkways, steps and ramps that lead to these access points. Currently, the south terrace entrance to the Village Hall (that which fronts Hazel Avenue and serves as the primary public entrance to the Public Safety Department) is showing significant deterioration due to weather and age that will require reconstruction to correct. This work will include the complete reconstruction of the entrance's three masonry walls. Staff is considering alternatives to the current elevation appearance/construction which currently does not provide adequate rainwater runoff, and which has accelerated the significant deterioration of this area. Alternatives under consideration include the reconstruction of the existing masonry walls, or change the existing configuration to a traditional handrail/spindle design to limit negative future impacts of runoff and other environmental factors. In addition to the entrance, the Village Hall building also requires tuckpointing along most of the parapet walls bordering the four flat roofs which exist on the four corners of the building. Similarly, various portions of the Public Works Garage building also require tuckpointing.





Additionally, on the southeast side of the Village Hall, adjacent to the south entrance is a driveway ramp used to access the Public Safety Department lower-level garage and sally port. Along this ramp is a concrete retaining wall that is capped with a tubular handrail to protect pedestrians from the significant grade difference from the Green Bay Road street-level height. Upon recent safety inspections conducted by the Village's insurer, the handrail no longer meets building code requirements and must be modified. Staff is exploring design options for a slatted metal fence at a height of up to six feet.



These projects have been combined in an effort to account for= economies of scale while also

minimizing the disruption that ongoing construction may cause to the entrances of the buildings. As such, all of the work will be bid as a package allowing alternate designs of the south terrace.

Strategic Plan:

Replacement of the Village Hall South Entry Masonry, Village Hall and Public Works Tuckpointing, Lower Ramp Fence is an action item directly related to the goal of employing best practices to maintain infrastructure, as well as supports the strategic priority of infrastructure replacement and operational effectiveness.

Segment: N/A

Replacement of: Village Hall South Entry Masonry, Village Hall and Public Works Tuckpointing, Lower

Ramp Fence

Expected useful life: 30-40 years



Project Name: Cardiac Monitor Replacement Project Type: EMS Equipment

Department:Public SafetyProject Manager:Public Safety LieutenantCost:\$45,000Account(s):100-400-320-80205

Funding Source: General Fund **Fund(s):** General

Strategic Priority: Infrastructure Replacement Strategic Goal: Services & Infrastructure

PROJECT SUMMARY

Asset Description:

The cardiac monitor is an essential piece of equipment used by paramedics for advanced life support; it monitors all patient vital signs and is used on almost every medical response call. These monitors can perform 12 lead EKGs in the field, as well as deliver life-saving electrical defibrillation for patients requiring cardiac intervention care. As such, cardiac monitors are required pieces of equipment for any ambulance registered and licensed with the Illinois Department of Public Health (IDPH). Current monitors have allowed personnel to appropriately treat patients suffering from cardiac arrest as well as other life-threatening issues.



Replacement Recommendation:

The Public Safety Department presently has three monitors in use, one on each ambulance and one on the fire rescue squad. The original monitors were purchased in 2014, have reached the end of their useful life and are no longer under warranty. The recommended replacement cycle for a cardiac monitor is seven years. As the monitors age so does their reliability and given the life-saving purpose of this equipment, it cannot risk failure in the field. Repairing or replacing electronic components on aging cardiac monitors is costly and may no longer be supported by the manufacturer as medical technology has changed since 2014. The requested replacement monitor has upgraded and advanced features, such as Wi-Fi to enable live stream information sharing in the field with emergency room physicians. This new technology has been proven to significantly increase positive outcomes for patients.

In Calendar Year 2022, the Village Board approved the replacement of one monitor each year through the Calendar Year 2022-2024 budget cycles. Calendar Year 2024 is third and final year of this replacement cycle Given the useful life of this equipment, all three monitors has been added to the 10-Year CIP, with replacements scheduled to begin again in Calendar Year 2029.

Strategic Plan:

This project is related to the strategic priority of Infrastructure Replacement. Proactive Infrastructure Replacement is consistent with an established goal to anticipate and reduce the likelihood of equipment failure and/or eliminate excessive repairs costs for pieces of equipment surpassing their expected life cycle.

Segment: N/A

Replacement of: Existing Cardiac Monitor

Expected useful life: 7 years



Project Name: Business District Sidewalk Project Type: Vehicle

Tractor - Bobcat #56

Department:Public WorksProject Manager:General SuperintendentCost:\$56,000Account(s):100-300-250-80405

Funding Source: General Fund **Fund(s):** General

Strategic Priority: Operational Effectiveness Strategic Goal: Services & Infrastructure

PROJECT SUMMARY

Asset Description:

The **Business District Sidewalk Tractor - Bobcat #56** is a light duty tractor used for material loading and during snow and ice control operations to clear business district sidewalks.

Replacement Recommendation:

The existing tractor was purchased in 2015 and has 1,175 engine hours. As part of the CIP review process, a detailed qualitative and quantitative review was completed by the Fleet Division staff, and the replacement of Unit #44 is recommended at this time based on the following:

- Articulating pivot pin needs replacement
- Hydraulic system will require pump and hose replacement in the near future
- Snow plow and frame components are worn and require replacement



This tractor will be replaced with a similar model but a different manufacturer. Staff is dissatisfied with the performance and longevity of the current tractor. If available, the purchase will be made through joint purchasing cooperatives (i.e., NWMC or Sourcewell).

The table below provides the recent maintenance history and projected costs for this vehicle.

Strategic Plan:

Equipment and Vehicle Replacement is an action item directly related to the goal of employing best practices to deliver high-quality services and maintain infrastructure and supports the strategic priority of operational effectiveness.

Vehicle	I 2014 AVANT TRACTOR			In Service Date	2/2/2015		
Purchase Price	\$60,350	Current Value	\$20,000	Replacement Price	\$56,000		
Total Repair Costs	\$10,520	Total P&M Costs	\$1,844	Hours/Miles	1,175		
Description	WHEEL LOAD	ER/BD SIDEWA	LK TRACTOR				
Last 5 Years	2019	2020	2021	2022	2023	Total	
P&M Costs	\$687	\$365	\$90	\$109	\$303	\$1,554	
Repair Costs	\$815	\$1,948	\$2,380	\$963	\$929	\$7,035	
Projected 5 Years	2024	2025	2026	2027	2028	Total	
P&M Costs	\$311	\$311	\$311	\$311	\$311	\$1,555	
Repair Costs	\$8,500	\$1,407	\$1,407	\$1,407	\$1,407	\$14,128	
	Pivot Pin Replacemen t	Avg Repair Cost	Avg Repair Cost	Avg Repair Cost	Avg Repair Cost		
Projected Repairs	Hydraulic System Repairs	Avg P&M	Avg P&M	Avg P&M	Avg P&M		
	Plow & Frame						
	Avg P&M						

Segment: N/A

Replacement of: End Loader/Sidewalk Tractor – Unit #56

Expected useful life: 10-15 years



Project Name: Replacement #12 Public Project Type: Vehicle

Works 1-1/2 Ton Truck-Includes Tailgate Salter &

Plow

Department:Public WorksProject Manager:General SuperintendentCost:\$157,000Account(s):100-300-250-80405

Funding Source: General Fund **Fund(s):** General

Strategic Priority: Operational Effectiveness Strategic Goal: Services & Infrastructure

PROJECT SUMMARY

Asset Description:

The 1-1/2-ton Public Works Dump Truck (Unit #12) is a single axle medium-duty truck. This truck is used for a variety of operational support purposes across all divisions, including hauling excavation materials, aggregate, tree logs, mulch and other materials. This vehicle is a major component of the primary fleet used in the Village's Snow and Ice Control Program to plow and salt dead ends, cul-de-sacs and parking lots.

Replacement Recommendation:

The existing truck was purchased in 2010 and has 12,000 engine hours (miles conversion = 360,000). As part of the CIP review process, a detailed qualitative and quantitative review was completed by the Fleet Division staff, and the replacement of Unit #12 is recommended based on the following:

- Interior is worn and needs replacement
- Transmission is failing and requires rebuild/replacement
- Vehicle requires body work related to corrosion
- Engine is showing wear and weak compression



The Fleet Division has done an excellent job in keeping this vehicle operational for 13 years (within the expected useful life for this vehicle). This vehicle will be replaced with a similar 1-1/2 ton dump truck including snow plow and tailgate salter. If available, the purchase will be made through joint purchasing cooperatives (i.e., NWMC or Sourcewell).

The table below provides the recent maintenance history and projected costs for this vehicle.

Strategic Plan:

Equipment and Vehicle Replacement is an action item directly related to the goal of employing best practices to deliver high-quality services and maintain infrastructure and supports the strategic priority of operational effectiveness.

Vehicle	2010 FORD F550 DUMP TRUCK			In Service Date	12/20/2010	
Purchase Price	\$46,399	Current Value	\$10,000	Replacement Price	\$157,000	
Total Repair Costs	\$41,400	Total P&M Costs	\$8,950	Hours/Miles	12,000/360,0	000
Description	1.5 TON DUMP T	RUCK				
Last 5 Years	2019	2020	2021	2022	2023	Total
P&M Costs	\$970	\$595	\$663	\$356	\$335	\$2,919
Repair Costs	\$6,996	\$2,987	\$2,548	\$3,941	\$7,413	\$23,885
Projected 5 Years	2024	2025	2026	2027	2028	Total
P&M Costs	\$584	\$584	\$584	\$584	\$584	\$2,920
Repair Costs	\$10,000	\$4,777	\$4,777	\$4,777	\$4,777	\$29,108
	Trans Rebuild/ Replacement	Avg Repair Cost	Avg Repair Cost	Avg Repair Cost	Avg Repair Cost	Avg Repair Cost
Projected	Interior Upgrades	Avg P&M	Avg P&M	Avg P&M	Avg P&M	Avg P&M
Repairs	Body Work					
	Avg P&M					

Segment: N/A

Replacement of: Vehicle, Salter and Snow Plow – Unit #12

Expected useful life: 10-15 years



Replacement #20 Public

Works Six Wheel Dump Truck

Project Name: Chassis Project Type: Equipment

Department:Public WorksProject Manager:General SuperintendentCost:\$200,000Account(s):100-300-250-80405

Funding Source: General Fund **Fund(s):** General

Strategic Priority: Operational Effectiveness Strategic Goal: Services & Infrastructure

PROJECT SUMMARY

Asset Description:

The 2-1/2-ton Public Works Dump Truck (Unit #20) is a dual-axle heavy-duty truck. This truck is used for a variety of operational support purposes across all divisions, including hauling excavation spoils, aggregate, tree logs, snow and other materials. This vehicle is a major component of the primary fleet used in the Village's Snow and Ice Control Program to plow streets.

Replacement Recommendation:

The existing unit #20 was purchased in 2005 and has 9,740 engine hours (miles conversion = 292,000). As part of the CIP review process, a detailed qualitative and quantitative review was completed by the Fleet Division staff, and the replacement of Unit #20 is recommended based on the following:

- Steel dump body needs body work/reinforcement or replacement
- Snow plow and frame components are worn and require replacement
- Interior seats, floor, and door panels are worn and need upgrading



The Fleet Division has done an excellent job in keeping this vehicle operational for 18 years (past expected useful life for this vehicle). This vehicle will be replaced with a similar 2-1/2 ton dump truck including snow plow. Acquisition of large construction vehicles has been a challenge over the last three years due to supply chain issues and strong demand. Unfortunately, this problem will persist in the short term according to manufacturers which means *ordering the replacement vehicle in 2024 does not guarantee delivery in 2024*. Once the vehicle is acquired, the outfitting of the dump body can begin, which takes four to six months to complete. Considering these circumstances, staff estimates that delivery of the finished vehicle may roll into 2025. If available, the purchase will be made through joint purchasing cooperatives (i.e., NWMC or Sourcewell).

The table below provides the recent maintenance history and projected costs for this vehicle.

Strategic Plan:

Equipment and Vehicle Replacement is an action item directly related to the goal of employing best practices to deliver high-quality services and maintain infrastructure and supports the strategic priority of operational effectiveness.

Vehicle	1 2006 INTERNATIONAL 7400			In Service Date	10/21/2005	
Purchase Price	\$91,071	Current Value	\$20,000	Replacement Price	\$200,000	
Total Repair Costs	\$58,826	Total P&M Costs	\$17,532	Hours/Miles	9,740/292,200	
Description	SIX-WHEEL DU	JMP TRUCK				
Last 5 Years	2019	2020	2021	2022	2023	Total
P&M Costs	\$1,247	\$1,052	\$1,108	\$541	\$923	\$4,871
Repair Costs	\$2,977	\$8,077	\$7,911	\$5,543	\$778	\$25,286
Projected 5 Years	2024	2025	2026	2027	2028	Total
P&M Costs	\$974	\$974	\$974	\$974	\$974	\$4,870
Repair Costs	\$40,000	\$5,057	\$5,057	\$5,057	\$5,057	\$60,228
	New Dump Body	Avg Repair Cost	Avg Repair Cost	Avg Repair Cost	Avg Repair Cost	
Projected	Plow and Frame	Avg P&M	Avg P&M	Avg P&M	Avg P&M	
Repairs	Interior Upgrades					
	Avg P&M					

Segment: N/A

Replacement of: Six Wheel Dump Truck – Unit #20

Expected useful life: 10-15 years



100-400-300-80405

CALENDAR YEAR 2024 COMMUNITY INVESTMENT PROGRAM

\$65,000

Unmarked Administrative

Project Name: Vehicle Replacement #655 Project Type: Vehicle

Department: Public Safety **Project Manager:** Auxiliary Services Lieutenant

Account(s):

Funding Source: General Fund **Fund(s):** General

Strategic Priority: Operational Effectiveness Strategic Goal: Services & Infrastructure

PROJECT SUMMARY

Cost:

Asset Description:

Squad 655 is a 2014 Ford Explorer SUV assigned to the Administration Division for use by the Deputy Chief.

Replacement Recommendation:

As part of the CIP process, staff conduct a detailed qualitative and quantitative review of fleet vehicles; repair and condition data are provided by the Public Works fleet division. Factors included in this analysis are mechanical condition of each vehicle, mileage, repair history, potential reassignment of vehicles to different functional areas, or disposal of vehicles that have reached their age and mileage thresholds. The established replacement cycle for patrol vehicles is five years in service or 100,000 miles, because as pursuit rated vehicles they are driven under unusual and sometimes extreme performance and weather conditions. Squad 655 was originally in



service as an unmarked detective vehicle and later repurposed as a Deputy Chief vehicle. Administrative vehicles may be in use longer than fleet patrol vehicles due to less excessive wear and idle time. Due to comprehensive preventive maintenance provided by Public Works mechanics, vehicles approaching the thresholds retain relatively high trade values, which subsidizes replacement costs rather than potential repair costs if the vehicle remained in the fleet. Generally, these vehicles have a seven year expected useful life.

While primarily an administrative vehicle, the Deputy Chief vehicle is subject to emergency responses within the Village and our neighboring municipalities through existing mutual aid agreements. This use requires utility space for equipment and emergency vehicle lighting, but these vehicles are not outfitted to similar standards as marked squads.

Replacement of Squad 655 is recommended based on the following reasons:

- Squad 655 has been used as an administrative vehicle and it will have been in service for ten years and will exceed 80,000 miles at time of replacement.
- Public Works Department fleet division staff made significant repairs to the engine system in the past year due to age.
- As the age will exceed thresholds at time of replacement, staff is not confident that this vehicle can meet reliability standards to perform as required.

Staff is recommending replacement of squad 655 with an all-electric vehicle. The Public Safety Director's vehicle was replaced in late 2023 with an all-electric Ford Mach-E, which Ford is beginning to market as a police capable vehicle. Staff will continue to explore the electric vehicle fleet market and determine an appropriate vehicle when fleet purchasing is available for Calendar Year 2024. Staff will likewise evaluate the use of electric vehicles as an administrative option to further the Village's goal of environmental sustainability and participation as an initial member of the Metropolitan Mayors Caucus E/V Readiness Program.

The table below provides recent maintenance history and projected costs for this vehicle.

Vehicle	FORD EXPLORER In Service Date 2/27/2014			2/27/2014		
Purchase Price	\$27,359	Current Value	\$5,000	Replacement Price	\$65,000	
Total Repair Costs	\$12,180	Total P&M Costs	\$2,330	Hours/Miles	74,720	
Description	PUBLIC SAFET	Y DEPUTY CHIEF	VEHICLE			
Last 5 Years	2019	2020	2021	2022	2023	Total
P&M Costs	\$360	\$353	\$344	\$412	\$240	\$1,709
Repair Costs	\$3,927	\$1,900	\$1,841	\$1,670	\$923	\$10,261
Projected 5 Years	2024	2025	2026	2027	2028	Total
P&M Costs	\$342	\$342	\$342	\$342	\$342	\$1,710
Repair Costs	\$2,052	\$2,052	\$2,052	\$2,052	\$2,052	\$10,260
	Avg Repair Cost	Avg Repair Cost	Avg Repair Cost	Avg Repair Cost	Avg Repair Cost	
Projected	Avg P&M	Avg P&M	Avg P&M	Avg P&M	Avg P&M	
Repairs						

Strategic Plan:

This project is related to the strategic priority of Operational Effectiveness. The vehicle provides a reliable and mechanically sound pursuit-rated vehicle, which is relied upon for safe patrol operations and service delivery. Proactive Infrastructure Replacement is consistent with an established goal to anticipate and reduce the likelihood of breakdown for high-mileage vehicles used in police patrol.

Segment:N/AReplacement of:Squad 655Expected useful life:7 years



Project Name: Unmarked Administrative Project Type: Vehicle

Vehicle #656

Department: Public Safety **Project** Auxiliary Services Lieutenant

Cost: \$65,000 Account(s): 100-400-300-80405

Funding Source: General Fund **Fund(s):** General

Strategic Priority: Operational Effectiveness Strategic Goal: Services & Infrastructure

PROJECT SUMMARY

Asset Description:

Squad 656 is currently a vacant vehicle that was previously assigned to one of two Deputy Chief positions. It was removed from service in 2021 due to staff attrition; only one Deputy Chief has been appointed since 2021, and it is anticipated that another may be promoted in 2024.

Replacement Recommendation:

As part of the annual CIP process, staff conducts a detailed qualitative and quantitative review of fleet vehicles; repair and condition data is provided by the Public Works fleet division. Factors included in this analysis are mechanical condition of each vehicle, mileage, repair history, potential reassignment of vehicles to different functional areas, or disposal of vehicles that have reached their age and mileage thresholds. The established replacement cycle for patrol vehicles is five years in service or 100,000 miles, because as pursuit rated vehicles they are driven under unusual and sometimes extreme performance and weather conditions. In 2021, due to staff attrition, the Deputy Chief vehicle was removed from the Village's fleet while the position remained vacant.

While primarily an administrative vehicle, the Deputy Chief vehicle is subject to emergency responses within the Village and our neighboring municipalities through existing mutual aid agreements. This use requires utility space for equipment and emergency vehicle lighting, but these vehicles are not outfitted to similar standards as marked squads.

Purchase of Squad 656 is recommended based on the following reasons:

- The previous vehicle reached a level of maintenance costs rendering retention of the vehicle cost-prohibitive in 2021; as such, that vehicle has already been removed from the fleet.
- The vacant DC position is scheduled to be filled in 2024: this will require an immediate assignment of a dependable vehicle for 24-hour response to critical incidents.

Staff is recommending purchase of squad 656 as an all-electric vehicle. The Public Safety Director's vehicle was replaced in late 2023 with an all-electric Ford Mach-E, which Ford is beginning to market as a police capable vehicle. Staff will continue to explore the electric vehicle fleet market and determine an appropriate vehicle when fleet purchasing is available for Calendar Year 2024. Staff will likewise evaluate the use of electric vehicles as an administrative option to further the Village's goal of environmental sustainability and participation as an initial member of the Metropolitan Mayors Caucus E/V Readiness Program.

Strategic Plan:

This project is related to the strategic priority of Operational Effectiveness. The vehicle provides a reliable and mechanically sound pursuit-rated vehicle, which is relied upon for safe patrol operations and service delivery. Proactive Infrastructure Replacement is consistent with an established goal to anticipate and reduce the likelihood of breakdown for high-mileage vehicles used in police patrol.

Segment: N/A

Replacement of: Squad 656 **Expected useful life:** 7 years



Project Name: CSO Electric Vehicle #698 Project Type: Vehicle

Department: Public Safety **Project Manager:** Auxiliary Services Lieutenant

Cost: \$60,000 **Account(s):** 100-400-300-80405

Funding Source: General Fund **Fund(s):** General

Strategic Priority: Operational Effectiveness Strategic Goal: Services & Infrastructure

PROJECT SUMMARY

Asset Description:

Squad 698 is a 2015 Chevrolet Tahoe SUV assigned to the Support Services Division as a Community Service Officer Vehicle.

Replacement Recommendation:

As part of the annual budget process, staff conduct a detailed qualitative and quantitative review of fleet vehicles; repair and condition data are provided by the Public Works fleet division. Factors included in this analysis are mechanical condition of each vehicle, mileage, repair history, potential reassignment of vehicles to different functional areas, or disposal of vehicles that have reached their age and mileage thresholds. The established replacement cycle for patrol vehicles is five years in service or 100,000 miles, because as pursuit rated vehicles they are driven under unusual and sometimes extreme performance and weather conditions. Vehicle 698 is currently assigned as a



Community Service Officer vehicle and was repurposed after serving as a patrol vehicle. Patrol vehicles accrue significant idle time which creates additional stress on engine components. As such, the potential for failure in the engine and drivetrain increases as patrol vehicles approach these thresholds, as do the repair costs over and above preventive maintenance. Due to the repurposing of the vehicle from patrol fleet, the vehicle is 8 years old and has extensive rust and body deterioration.

Replacement of Squad 698 is recommended based on the following reasons:

- At the time of replacement, this vehicle will have been in service for over nine years and will have well over 120,000 miles.
- Public Works Department fleet division staff made significant repairs to the engine components and electrical system components in the past year due to age, mileage, and driving conditions. This has led to this vehicle being out of service for an extended period of time and incurring significant repair and maintenance costs. This accounts for the lower mileage and elevated costs of operations.
- The vehicle is exhibiting extensive corrosion.
- Staff is not confident that this vehicle can meet reliability standards to perform as required.

Staff is recommending replacement of squad 698 with an all-electric vehicle. Staff anticipate suitable electric vehicles to be included in fleet pricing in 2024. Staff are exploring the use of F-150 Lightning electric pickup truck which will support the operational needs of this functional area of the Public Safety Department with its ability to carry equipment and supplies in a support role for operational effectiveness. Additionally, the implementation of an electric

vehicle supports the Village's goal of environmental sustainability and participation as an initial member of the Metropolitan Mayors Caucus E/V Readiness Program.

The table below provides recent maintenance history and projected costs for vehicle 698.

Vehicle	CHEVROLET TAHOE			In Service Date	1/4/2015		
Purchase Price	\$34,823	Current Value	\$5,000	Replacement Price	\$60,000		
Total Repair Costs	\$22,327	Total P&M Costs	\$6,229	Hours/Miles	119,805		
Description	PUBLIC SAFE	TY COMMUNITY SE	ERVICE OFFICER	VEHICLE			
	_						
Last 5 Years	2019	2020	2021	2022	2023	Total	
P&M Costs	\$2,215	\$90	\$180	\$145	\$344	\$2,974	
Repair Costs	\$2,233	\$754	\$762	\$3,233	\$1,765	\$8,747	
	·						
Projected 5 Years	2024	2025	2026	2027	2028	Total	
P&M Costs	\$595	\$595	\$595	\$595	\$595	\$2,975	
Repair Costs	\$10,000	\$1,749	\$1,749	\$1,749	\$1,749	\$16,996	
	Body Work	Avg Repair Cost	Avg Repair Cost	Avg Repair Cost	Avg Repair Cost		
	Suspension	Avg P&M	Avg P&M	Avg P&M	Avg P&M		
Projected Repairs	Engine Wear						
	Avg P&M						

Strategic Plan:

This project is related to the strategic priority of Operational Effectiveness. The vehicle provides a reliable and mechanically sound pursuit-rated vehicle, which is relied upon for safe support operations and service delivery. Proactive Infrastructure Replacement is consistent with an established goal to anticipate and reduce the likelihood of breakdown for high-mileage vehicles used in support functions.

Segment: N/A

Replacement of: Squad 698 **Expected useful life:** 8 years



Project Name: Replacement #22 EV Van - Project Type: Vehicle

Camera Truck

Department:Public WorksProject Manager:General SuperintendentCost:\$70,000Account(s):100-300-200-80405

Funding Source: General Fund Fund(s): General

Strategic Priority: Operational Effectiveness Strategic Goal: Services & Infrastructure

PROJECT SUMMARY

Asset Description:

The current Sewer Camera Truck (Unit #22) is a single-axle, medium-duty, box truck. This truck is used by the Sewer Division throughout the year to store and transport televising equipment used for documenting condition of Village storm and sanitary sewers.

Replacement Recommendation:

The existing truck was purchased in 2002 and has 9,473 engine hours (miles conversion = 284,190). As part of the CIP review process, a detailed qualitative and quantitative review was completed by the Fleet Division staff, and the replacement of Unit #3 is recommended at this time based on the following:

- Vehicle cabin requires body work
- · Chassis/frame needs reinforcement
- Interior seats, floor, and door panels are worn need upgrading



The Fleet Division has done an excellent job in keeping this vehicle operational for 21 years (beyond the expected useful life for this vehicle). Staff has explored replacement options and concluded this vehicle is ideal for an electric vehicle (EV) replacement. The market offers EV full size van models that would be an excellent match when considering interior size and power needs. A small amount of interior outfitting will be needed to properly store televising equipment, this work will be completed in-house. The budget requested for the replacement of this vehicle includes the cost of charging station equipment that will be needed for the new electric vehicle. Additionally, the implementation of an electric vehicle supports the Village's goal of environmental sustainability and participation as an initial member of the Metropolitan Mayors Caucus E/V Readiness Program. If available, the purchase will be made through joint purchasing cooperatives (i.e., NWMC or Sourcewell).

The table below provides the recent maintenance history and projected costs for this vehicle.

Strategic Plan:

Equipment and Vehicle Replacement is an action item directly related to the goal of employing best practices to deliver high-quality services and maintain infrastructure and supports the strategic priority of operational effectiveness.

Vehicle	1 2003 FORD F350 BOX TRUCK			In Service Date	11/6/2002		
Purchase Price	\$43,677	Current Value	\$5,000	Replacement Price	\$70,000		
Total Repair Costs	\$35,412	Total P&M Costs	\$10,915	Hours/Miles	9,473/284,190		
Description	SEWER CAME	RA TRUCK					
Last 5 Years	2019	2020	2021	2022	2023	Total	
P&M Costs	\$440	\$760	\$404	\$368	\$460	\$2,432	
Repair Costs	\$116	\$1,929	\$703	\$638	\$843	\$4,229	
Projected 5 Years	2024	2025	2026	2027	2028	Total	
P&M Costs	\$486	\$486	\$486	\$486	\$486	\$2,430	
Repair Costs	\$10,000	\$846	\$846	\$846	\$846	\$13,384	
	Body Work	Avg Repair Cost	Avg Repair Cost	Avg Repair Cost	Avg Repair Cost		
Projected	Chassis Reinforcem ent	Avg P&M	Avg P&M	Avg P&M	Avg P&M		
Repairs	Interior Upgrades						
	Avg P&M						

Segment: N/A

Replacement of: Sewer Camera Box Truck – Unit #22

Expected useful life: 15 years



Project Name: Safe Routes to School Crossing Project Type: Streets

Improvements

Department:Public WorksProject Manager:Village EngineerCost:\$120,000Account(s):100-300-250-80705

General Fund (State Grant

Funding Source: Reimbursement) Fund(s): General

Strategic Priority: Infrastructure Replacement Strategic Goal: Services & Infrastructure

PROJECT SUMMARY

This project was originally included in the Calendar Year 2023 budget but was deferred because of delays with IDOT approval. Due to long material lead times, the project scope has been adjusted to supplement this project with Motor Fuel Tax funding to procure the rapid reflecting flashing beacons that would not be reimbursed by grant funding.

Asset Description:

The Village maintains over 70 miles of public sidewalks throughout the community. Within the sidewalk network are priority pedestrian crossings around the schools and park district facilities. Improvements to specific pedestrian crossing locations on streets with higher traffic volumes and speed limits warrant additional attention.

Replacement Recommendation:

In 2017, the Village partnered with Glencoe School District 35 and the Glencoe Park District to study pedestrian and bicycle connectivity throughout the Village. The collaborative work of this joint initiative resulted in the Active Transportation Plan (ATP) which was approved by the Village Board in 2018. The ATP identifies potential infrastructure projects that would improve walking and biking paths for people of all ages and abilities. Following a joint application, the Village and School District were awarded IDOT Safe Routes to Schools (SRTS) grant funding to complete projects identified in the ATP. In 2018, the Village was awarded \$118,500 in SRTS grant funding: \$111,500 for infrastructure improvements and \$7,000 for District 35 education and communication efforts. This project has been delayed by IDOT since 2019 but is anticipated to take place in Calendar Year 2024.

Below is a list of several projects identified in the ATP which will be completed under the SRTS grant award.

Proposed Safe Routes to School Infrastructure Locations and Improvements

- Forestway Drive Re-stripe crosswalks, remove and replace curb/sidewalks and new sidewalk installation
- Dundee Road and Forestway Drive Re-stripe crosswalks, widen the waiting area on the Southwest corner, add school zone pavement markings and signs
- Dundee Road Re-stripe crosswalks, crosswalk signs and install rapid reflecting flashing beacon at Bluff Road (beacons will be funded from MFT Fund)
- Green Bay Road and South Avenue Re-stripe crosswalks, add school zone pavement markings, remove and replace curb/sidewalks and install rapid reflecting flashing beacon (beacons will be funded from MFT Fund)
- Green Bay Road and Harbor Street Re-stripe crosswalks, remove and replace curb/sidewalks, add school zone pavement markings and signs

Strategic Plan:

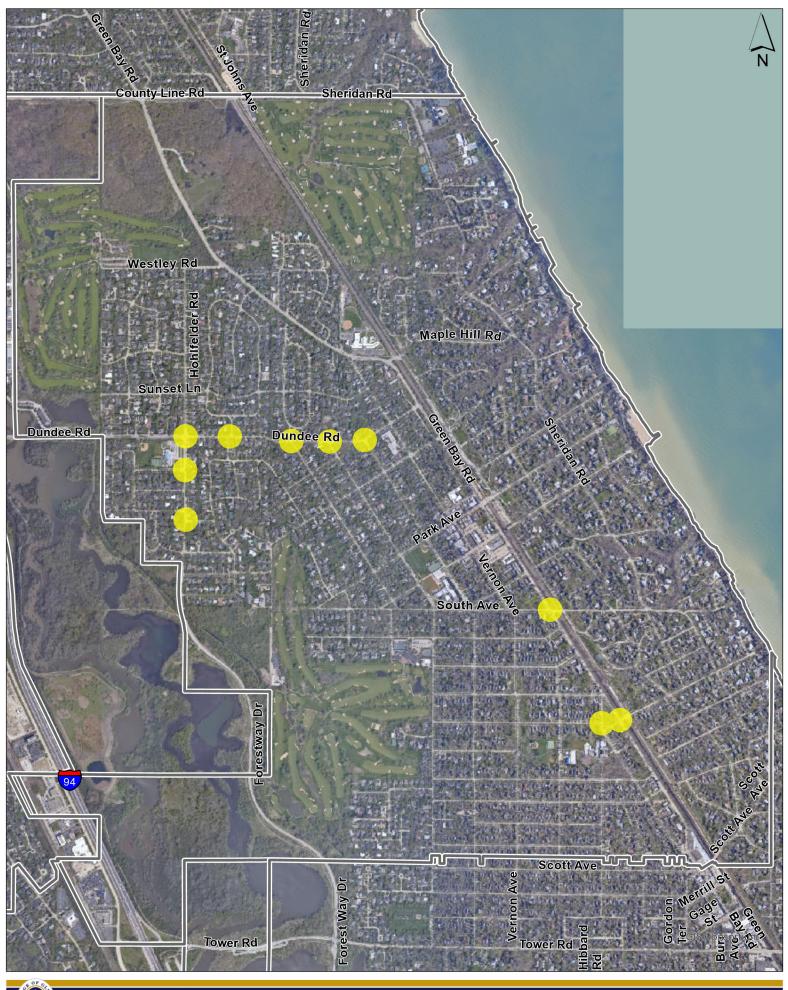
Installation of new sidewalks and improved pedestrian connectivity is an action item directly related to the goal of employing best practices to deliver high-quality services and maintain infrastructure that encourages more pedestrian/cyclist activity. This supports the Village's value of environmental sustainability and includes recommendations from the Active Transportation Plan.

Segment: Targeted crossing, signage and sidewalk improvements as identified in ATP

Replacement of: Pedestrian crossing upgrades

Expected useful life: 25 years





Project #: CIP 1099

Project Name: Bridge Maintenance Construction and Project Type: Bridge Construction

Engineering – Scott Ave and/or Hazel

Ave

Department:Public WorksProject Manager:Village EngineerCost:\$275,000Account(s):100-300-250-80905

Funding Source: General Fund Fund(s): General

Strategic Priority: Infrastructure Replacement Strategic Goal: Services & Infrastructure

PROJECT SUMMARY

Asset Description:

There are 11 vehicular and pedestrian bridges within the Village limits. Of those, the Village maintains four vehicular bridges and one pedestrian bridge. The Village owned and maintained vehicular bridges undergo biennial inspections as required by the Illinois Department of Transportation (IDOT). Through that inspection process, recommended repairs have been identified to keep the Village maintained bridges in fair or better condition. The Calendar Year 2023 budget included funds for the biennial bridge inspections as well as engineering design for recommended bridge repairs.

Replacement Recommendation:

The Calendar Year 2024 budget includes funding to implement recommended repairs for up to two of the Village's vehicular bridges.

All four vehicular bridges were inspected in 2023, in accordance with IDOT requirements. The results of the 2023 biennial bridge inspections have set the priority for the recommended repairs and scope of construction for Calendar Year 2024. As such, repairs to the Scott Avenue and Hazel Avenue bridges have been prioritized due to the high traffic volume seen over these bridges. Included repairs include crack sealing to control drainage through the bridge, beam repairs/painting or deck repairs. The proposed Calendar Year 2024 budget allocates \$250,000 for construction costs and \$25,000 for construction engineering fees for a total project budget of \$275,000.

Because of the costs associated with the required work, it is anticipated that resources within the Calendar Year 2024 project will only address one bridge. Once bidding is finalized, staff will recommend either the Scott Avenue or Hazel Avenue bridge for improvement in 2024. Future bridge maintenance will be included in future budgets and are included in the 10-year CIP.

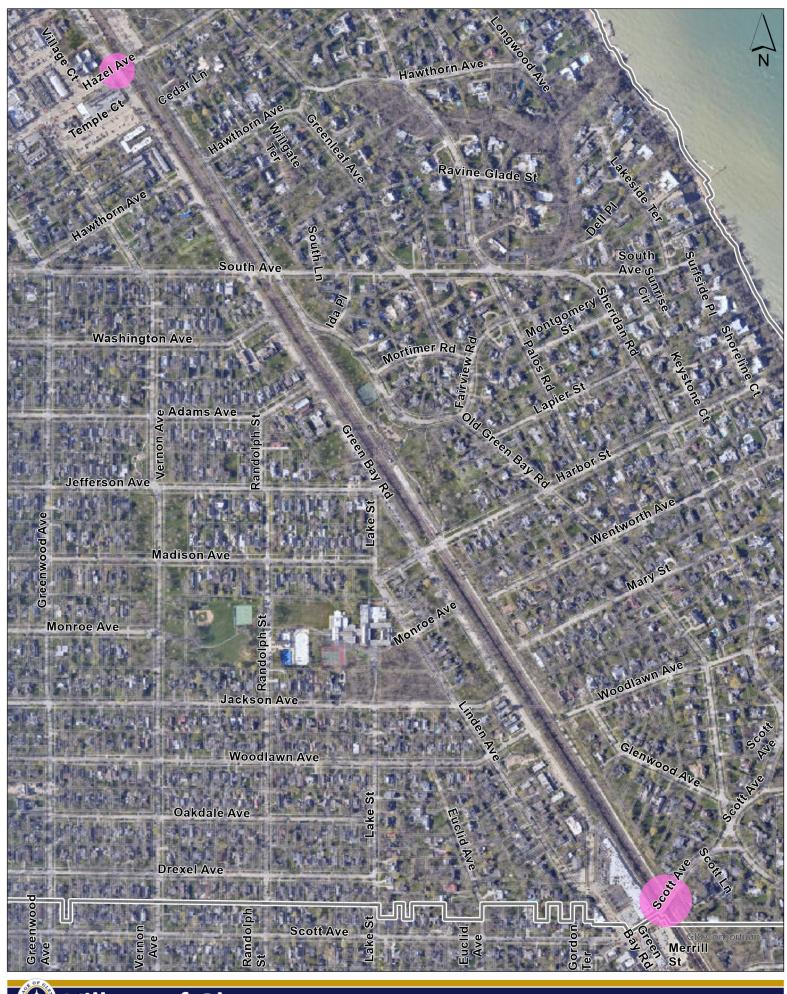
Strategic Plan:

The Bridge Maintenance Construction Project is an action item directly related to the goal of improving and extending the condition of the Village's street system through identified maintenance construction.

Segment: Scott Avenue bridge and/or Hazel Avenue bridge

Replacement of: Vehicular Bridges
Expected useful life: 25-50 years





Park Avenue Storm Sewer Outfall Engineering and

Project Name: Construction Project Type: Sewers

Department: Public Works Project Manager: Public Works Director Cost: \$75,000 Account(s): 100-300-200-80610

Funding Source: General Fund Fund(s): General

Strategic Priority: Infrastructure Replacement **Strategic Goal:** Services & Infrastructure

PROJECT SUMMARY

Asset Description:

The Village's storm sewer system on Park Avenue discharges into Lake Michigan through two 12-inch outfall pipes at the southeast end of the Water Plant. The storm sewer outfalls are located within an 80-foot Village right-of-way located at the south end of the Water Plant. The primary outfall continually becomes clogged with sand and stone and during periods of high Lake Michigan water levels it is close to being submerged. During the last period of high Lake Michigan water levels, an emergency outfall was connected and routed along the south end of the groin wall and protected with concrete barriers. Even with this in place, the outfall continues to get buried with sand and stone that must be periodically removed. When these outfalls become restricted it results in flooding inside the Water Plant and standing water in the Water Plant yard.



Replacement Recommendation:

Staff recommends the storm sewer pipe and outfall should be re-engineered and relocated to allow for more effective drainage. This will consist of replacing the storm sewer catch basins and changing the pipe elevations to allow for proper drainage along with proper riprap protection of the outfall (a layer of large stones that protects soil from erosion). Because of the location of this outfall, and because the general public and Park District staff often traverse in this area during beach season, design steps will need to be taken to ensure ease of movement along with effective draining can be achieved. This will require proper engineering and design work, followed by project construction.

Strategic Plan:

The Storm Sewer Outfall relocation is an action item directly related to employing best practices to maintain infrastructure through careful engineering assessment and review and supports the strategic priority of infrastructure replacement and operational effectiveness.

Segment: Storm Sewer from the base of the bluff to the Lake

Replacement of: 175 Linear Feet

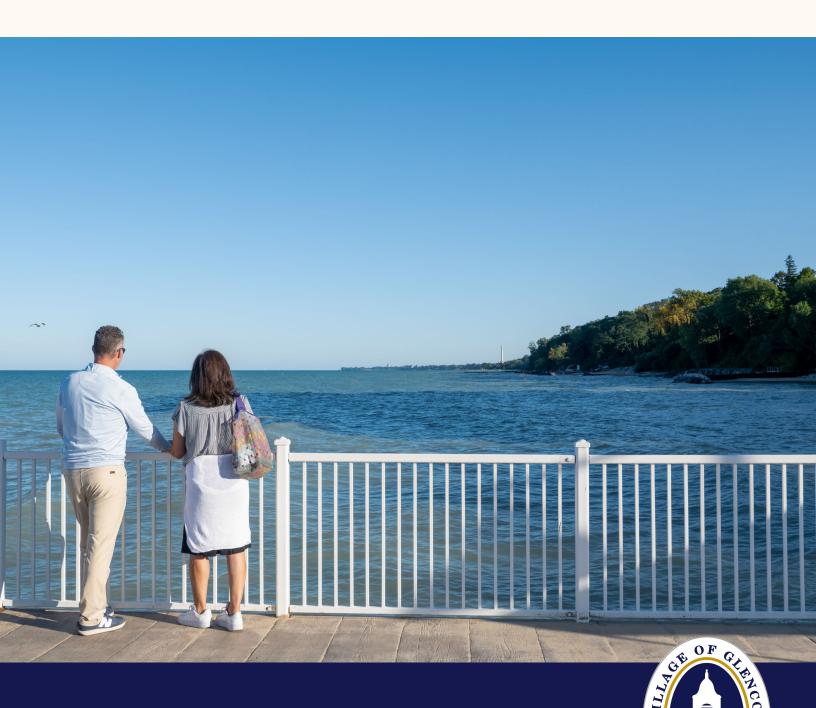
Expected useful life: 40 years





COMMUNITY INVESTMENT PROGRAM

WATER FUND



CALENDAR YEAR 2024

Project #:

CIP 1101

CALENDAR YEAR 2024 COMMUNITY INVESTMENT PROGRAM

Project Name: New / Redundant Filter Influent Project Type: Building Improvement

Line Repair and Engineering -

Phase 1

Department: Water Production **Project Manager:** Water Plant Superintendent

Cost: \$305,000 Account(s): 200-300-295-80105

Funding Source: Water Fund Fund(s): Water

Strategic Priority: Infrastructure Replacement Strategic Goal: Services & Infrastructure

PROJECT SUMMARY

Asset Description:

During the Water Plant expansion that took place between 1952 and 1954, a component of that project was the construction and installation of two new settling basins and a new filter influent line. Semi-treated water flows from each settling basin into the influent line and then flows to the six filters for filtration. While most of the individual processes at the Water Plant have built-in redundancies to allow for maintenance to take place, the single filter influent line does not which therefore does not allow for routine maintenance to be performed.

While the Village continues to study alternatives for long-term plans for investment in the Water Plant, there continues to be the need to manage and maintain critical components of the water production and distribution systems.

Replacement Recommendation:

The existing filter influent line valves do not seal entirely closed and there are leaks developing in the filter influent line. Because of this and the critical nature of this component of the Water Plant's operations, it is recommended that an engineering firm be engaged to design a new filter influent line. Upon completion of final engineering plans the project will go out for bidding followed by construction. Once the new filter influent line is in service repairs to the old filter influent line may be performed. Due to the size and scope this project is anticipated to continue into Calendar Year 2025 for Phase 2.

Strategic Plan:

This project is an action item directly related to the goal of employing best practices to deliver high-quality services and maintain infrastructure and supports the strategic priority of services and infrastructure.

Segment: N/A

Replacement of: New Filter Influent Line

Expected useful life: 50 years



16-Inch Water Main Valve

Project Name: Replacements Project Type: Water Valves

Department:Water DistributionProject Manager:General SuperintendentCost:\$210,000Account(s):200-300-290-80505

Funding Source: Water Fund **Fund(s):** Water

Strategic Priority: Infrastructure Replacement Strategic Goal: Services & Infrastructure

PROJECT SUMMARY

This replacement was originally included in the Calendar Year 2023 budget but was deferred due to emergency water main replacement on the Beach Road transmission main.

Asset Description:

The Village has two 16-inch water mains that run from the Water Plant to the elevated tank located on Frontage Road. One 16-inch main runs along Park Avenue and the other 16-inch main runs along Hazel Avenue. These two mains are the backbone of the water distribution system. There are 33 shut-off valves along these two 16-inch mains. Shut-off valves are located throughout the water distribution system and are used to isolate sections of water main for emergencies and routine maintenance.

Replacement Recommendation:

During routine testing performed in Calendar Year 2022, six valves were identified as non-operational and in need of replacement. Functional shut-off valves in the distribution system are critical for operations as they minimize the impact on businesses and residents during a shutdown, and aid in minimizing water main isolation during water main breaks and routine maintenance. Funding is included in



the Calendar Year 2024 budget for the replacement of these six non-operable water shut-off valves. Replacement will include new valve vault structures to upgrade from existing brick and mortar structures for safety and stability as well as installing new butterfly valves to replace the failed gate valves.

Strategic Plan:

The 16-Inch Valve Replacements Project is an action item directly related to employing best practices to deliver high-quality services, maintain infrastructure through the evaluation of the Village's water distribution services, and supports the strategic priority of infrastructure replacement and operational effectiveness.

Segment: N/A

Replacement of: 16-inch Water Main Valves

Expected useful life: 40 years



Lead Water Service Line

Lead Service Line **Project Name:** Replacements **Project Type:** Replacements

Water Distribution **Department: Project Manager: General Superintendent** \$250,000 Account(s): 200-300-290-80505 Cost:

Funding Source: Water Fund Fund(s): Water

Strategic Priority: Infrastructure Replacement **Strategic Goal:** Services & Infrastructure

PROJECT SUMMARY

Asset Description:

The Lead Service Line and Replacement Act (LSLR Act) of 2021 requires the removal and replacement of every lead service line in the State of Illinois by 2067. The LSLR Act outlines the obligations that municipal water utilities have beginning in 2022. Each municipality must inventory all lead service lines, then develop and submit a plan for replacement to the Illinois Environmental Protection Agency (IEPA). Based on the number of suspected lead service lines remaining in Glencoe, the Village has until 2042 to replace every lead service line.



Replacement Recommendation:

Following extensive review and discussion, in 2023, the Village Board initiated the Lead Service Line Cost Sharing Program. Under this program, residents who replace their lead service lines are eligible to be reimbursed up to 50 percent of the cost by the Village (up to \$10,000). The private service line, owned and maintained by the owner of the residential property, is the entire portion of the water service line running from the water main to the buffalo box (b-box) or shut-off valve located within the parkway area, and the portion of the water service line that runs from the b-box to the water meter located inside the house. Participation in this program is voluntary and available to all residential properties with an existing lead or galvanized steel water service line.

This program was successful in its first year, with 52 residents enrolling in the program and replacing their lead services. Due to the response, the initial funds were exhausted, and some reimbursements will be deferred to 2024. Due to the success in incentivizing residents to replace their lead service lines this program is recommended to continue through the entirety of the 10-year CIP.

Strategic Plan:

The Lead Water Service Line Replacements Cost Sharing Program is an action item directly related to employing best practices of delivering high-quality services, maintaining infrastructure through the evaluation of the Village's water distribution services, and supporting the strategic priority of infrastructure replacement and operational effectiveness. This project is related to the strategic priority of Infrastructure Replacement.

N/A Segment:

Replacement of: **Existing Lead Service Lines**

Expected useful life: 50 years

Water Main

Leak Detection System - Phase

Project Name: 2 & 3

Project Type: Department: Water Distribution

General Superintendent Project Manager: \$180,000 200-300-290-80505 Cost: Account(s):

Funding Source: Water Fund Fund(s): Water

Strategic Priority: Infrastructure Replacement **Strategic Goal:** Services & Infrastructure

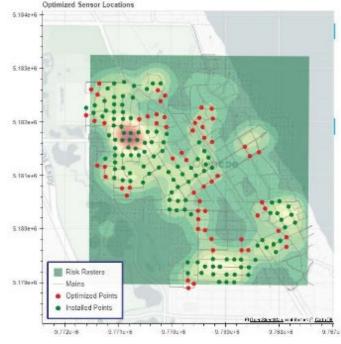
PROJECT SUMMARY

Phase 1 was completed in Calendar Year 2023. Due to the successful identification of leaks in Phase 1 staff is requesting to complete both Phase 2 and Phase 3 in Calendar Year 2024.

Asset Description:

Each year, the Water Distribution Division conducts water system leak detection to reduce nonrevenue/unaccounted for water loss. The current method for detecting water loss involves a multi-week process of systematically listening to each fire hydrant throughout the distribution system. The goal of this process is to find any acoustical anomalies that could potentially be indicative of a water leak in one of the Village's mains. Once an anomaly is detected, staff will focus on that immediate area to pinpoint the potential leak by listening to the surrounding water main and adjoining water services. This is a satisfactory leak detection method, but it is labor intensive and is only completed once a year.

To bring efficiency to this process, staff recommended the initial purchase of acoustical monitoring equipment in Calendar Year 2023. The system consists of multiple listening devices that are strategically placed



throughout the water distribution system to monitor and capture sound patterns. Over time, the listening devices will identify potential water leaks through sound irregularities and notify staff when they appear. Staff recommended that this equipment be purchased in phases to determine the efficacy of the system. The first phase consisted of 60 listening devices placed in areas where water leaks are prevalent and has been successful in streamlining this process.

In Illinois, drinking water producers are required to submit an annual report to the Illinois Department of Natural Resources (IDNR) detailing non-revenue water loss (water released from the system outside of a metered service). Over the last few years, the IDNR has enhanced its water conservation efforts by gradually reducing the amount of non-revenue water loss that water producers are allowed to report. As a result, water producers must increase their efforts in identifying system deficiencies that create water loss and make the appropriate improvements to eliminate those issues. Improvement examples are water meter replacement, water main improvements and water leak detection.

Over the last four years, Glencoe's average water loss has been 24% of total finished water produced, well above the IDNR's maximum threshold of 10%. In response, the Village must provide a plan to the IDNR that details the improvement efforts the Village will take to reduce its non-revenue water in the coming years. The Village has

already taken steps to reduce this number by committing to systematic water main improvement projects (and the replacement of all water meters in 2021. The next step is to continue a comprehensive water leak detection program and address leaks as they are discovered and diagnosed.

Replacement Recommendation:

In Calendar Year 2024 an additional 120 listening devices are recommended for purchase and installation Ultimately, the entire water distribution system will be covered by a grid of listening devices providing 24/7 leak detection capability.

Strategic Plan:

The Leak Detection System Phase 2 and 3 is an action item directly related to employing best practices to deliver high-quality services, maintain infrastructure through the evaluation of the Village's water distribution services, and supports the strategic priority of infrastructure replacement and operational effectiveness.

Segment: N/A

Replacement of: Leak Detection System

Expected useful life: 5 years



Project Name: Water Main Replacement – Project Type: Water Main

Dundee Road

Department:Water DistributionProject Manager:Public Works DirectorCost:\$1,800,000Account(s):200-300-290-80505

Funding Source: Water Alternate Revenue Bonds Fund(s): Water

Strategic Priority: Infrastructure Replacement Strategic Goal: Services & Infrastructure

PROJECT SUMMARY

Asset Description:

The Calendar Year 2024 water main improvements include the replacement of 2,450 linear feet (LF) of a six-inch water main with a new twelve-inch water main on Dundee Road between Green Bay Road and just west of Bluff Street. This water main, installed in the 1940s, has experienced multiple breaks over the last decade. In addition to its age and condition, this water main replacement will improve fire flow. Fire flow is the volume of water that a specific fire hydrant can provide and is a function of the size of the water distribution system supplying that hydrant.

Replacement Recommendation:

In 2016, Strand Associates completed a Water Distribution System Study that identified segments of water main for replacement based on analysis of the existing distribution system under peak demand, water main break data and input from Water Distribution division staff. Annual distribution system improvements are coordinated with other Village infrastructure improvements.

improvements are coordinated with other Village infrastructure improvements whenever possible, such as sanitary sewer, storm sewer and street resurfacing. Projects are prioritized using several factors including the ratio of breaks per 100 feet of pipe and water main locations with deficient fire flow. Project estimates throughout the 10-Year CIP are now updated regularly to reflect current construction pricing (including engineering design services and in-house construction inspections), with particular focus given to this effort with the Calendar Year 2024 budget Based on the criteria outlined above, the Dundee Road water main is recommended for replacement in Calendar Year 2024.

Strategic Plan:

The Water Main Replacement Project is an action item directly related to employing best practices of delivering high-quality services, maintaining infrastructure through the evaluation of the Village's water distribution services, and supporting the strategic priority of infrastructure replacement and operational effectiveness.

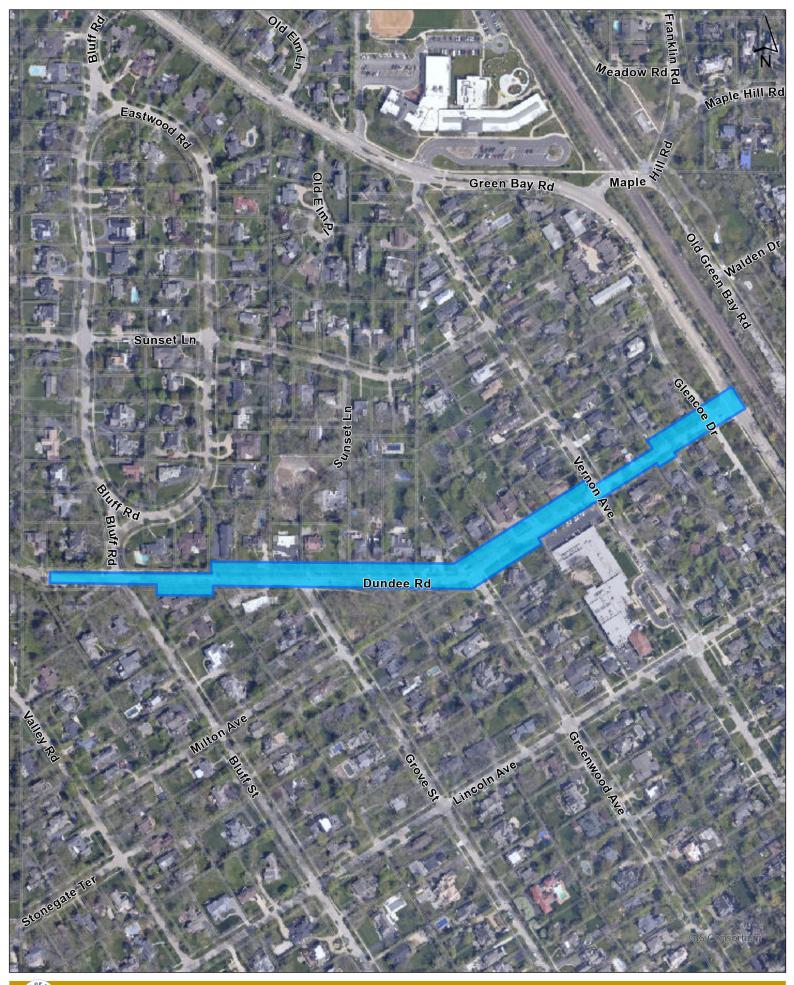
Segment: Dundee Road from Green Bay Road to west of Bluff Street

Replacement of: 2,450 LF of twelve-inch Water Main

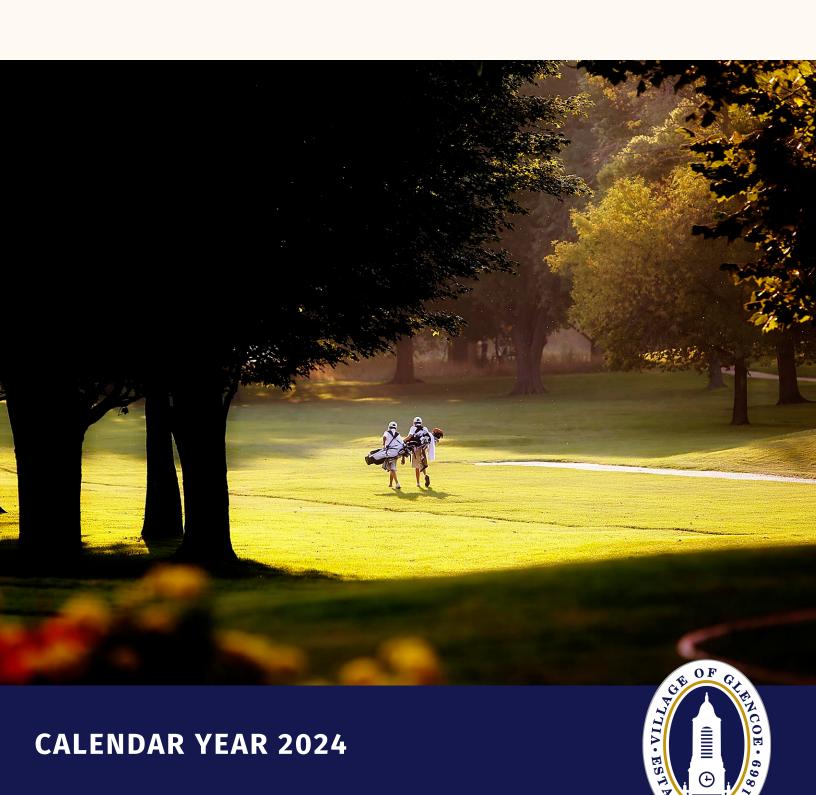
Expected useful life: 40 years







COMMUNITY INVESTMENT PROGRAM GOLF FUND



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Project Name: Protective Netting and Driving Project Type: Golf Course Improvement

Range Tee Expansion

Department: Golf Course **Project Manager:** Golf Course Superintendent

Cost: \$1,300,000 Account(s): 270-500-410-80106

Funding Source: Golf Fund / Donations generated

by Friends of the Glencoe Golf Club Fund(s): Golf Fund

Strategic Priority: Financial Sustainability Strategic Goal: Services & Infrastructure

PROJECT SUMMARY

This project was originally included in the Calendar Years 2022 and 2023 budgets but was deferred pending the outcome of the Golf Club project referendum.

Asset Description

The Glencoe Golf Club (GGC) driving range currently offers 16 hitting stalls on all grass tees which is ideal for practicing with irons and wedges. Unfortunately, due to the location and limited footprint of the driving range, patrons are restricted to hitting irons only and drivers/hybrids/woods are prohibited.

In recent years, the GGC has made modifications to the range to reduce errant golf balls from exiting the driving range. These



modifications have included the installation of five-foot netting adjacent to Westley Road, the addition of target greens and tee targets, restricting range ball sales to the pro shop, increasing staff supervision of patrons utilizing the range by adding video surveillance cameras, and limiting range operating hours. These steps have reduced the potential for errant balls leaving the practice area but have not solved the problem. Neighbors continue to encounter errant golf balls and damage to their properties.

In addition to improving the overall safety and aesthetics for our neighbors, the golf course is also at a competitive disadvantage to area courses that allow its patrons to hit drivers and other woods. The driving range revenues currently average approximately \$90,000 annually. Competing golf courses with comparable full use driving ranges generate revenues of as much as \$275,000 annually. An increase in range revenue would be valuable as an additional source of revenue to help offset payments on debt issued to fund golf course improvements.

Replacement Recommendation:

Plans include the installation of appropriate height protective netting, tee expansion and an enhanced landscaping plan. These improvements would allow for full use of the range, prevent errant shot incidents, upgrade the quality and aesthetics of the range as well as provide a new source of revenue. The tee line will offer six additional hitting stalls, eight additional tee rotations and the installation of new low mow blue grass turf which would enhance the overall quality of the teeing surface. Landscaping would include tree cluster screening, with both pine and shade

trees, understory native planting shrubbery and perennial pollinator plants in the foreground (butterfly/milk weed).

This project is estimated to cost \$1,300,000; at this time, \$1,050,000 will be funded by Golf Fund reserves with the balance anticipated from private donations raised by the Friends of Glencoe Golf Club.

Strategic Plan:

Identifying critical replacement/rehab projects for Village-owned facilities as this project will add critical infrastructure necessary to keep neighbors and their homes safe as well as create a critical incremental revenue source for the golf course to help offset bond payments.

Segment: N/A

Addition of: Golf Barrier Netting System, tee line renovation and expansion, additional landscaping,

and plantings.

Expected useful life: The expected useful life of the barrier netting system is 20-25 years with yearly upkeep

and maintenance to not exceed \$2,000 per year. The additional revenue generated by allowing driver usage and upgrading the turf has been calculated by staff and is conservatively estimated to pay off this project in five years but will offer immediate

safety benefits to our residents.



Project Name: Golf Course Equipment Project Type: Equipment

Replacements

Department: Golf Club **Project Manager:** Golf Course Superintendent

Cost: \$72,500 Account(s): 270-500-410-80205

Funding Source: Golf Fund Fund(s): Golf Fund

Strategic Priority: Operational Effectiveness Strategic Goal: Services & Infrastructure

PROJECT SUMMARY

Asset Description:

The Glencoe Golf Club (GGC) utilizes various pieces of equipment in order to maintain golf course facilities. This includes two 2009 John Deere Fairway mowers which are specialized pieces of golf course maintenance equipment designed for fairway maintenance. The grass on the fairway is different from the grass on the tee box, greens complex and rough, therefore, it requires a different mower than all other areas on a golf course. Fairway mowers are used daily to maintain the largest part of the golf course and are vital to offering superior course conditions to the public.

In addition, the GGC utilizes one 1990 John Deere Model 1070 tractor/loader/backhoe. This multipurpose piece of machinery is used for many different functions such as hauling sand/gravel, grading surfaces, removing/hauling stumps as well as utilizing the backhoe feature for trenching and digging. This equipment is also used for loading aggregate in utility vehicles on the golf course, installing/repairing drainage and irrigation projects, and construction of new cart paths as well as all landscape features on the course.

Replacement Recommendation:

The existing fairway mowers were purchased in used condition in 2016 and have over 3,000 engine hours. As part of the CIP review process, a detailed qualitative and quantitative review was completed by the golf course mechanic and course superintendent, and the replacement of two fairway mowers is recommended based on the following:

- Both units require additional valve replacements
- Electric reel mowers need to be replaced.
- Repair parts on older models are nearly impossible to source
- Transmission needs a full rebuild or replacement





The existing tractor was purchased in 1990 and has 3,025 engine hours. As part of the CIP review process, a detailed qualitative and quantitative review was completed by the golf course mechanic and superintendent, and the replacement of 1990 John Deere 1070 is recommended based on the following:

- Bucket loader system must be replaced.
- Frame, lift, and bucket show significant rust and corrosion.
- Diesel engine needs complete overhaul
- Repair and replacement parts not available

In the Calendar Year 2024 budget, this machinery is scheduled for replacement based on these recommendations as well as the shortage and cost of repair parts. These units are recommended for replacement with newer used fairway mowers. Due to the limited supply of used golf course equipment, sourcing potential trade-ins from other golf courses will begin as soon as possible which is the typical protocol for procuring the most desirable used mowing equipment in a very competitive environment. Likewise, it is also recommended to replace the tractor with a newer, used piece of equipment.

Strategic Plan:

Equipment and Vehicle Replacement is an action item directly related to the goal of employing best practices to deliver high-quality services and maintain infrastructure and supports the strategic priority of operational effectiveness.

Segment: N/A

Replacement of: Two 2009 John Deere Fairway Mowers

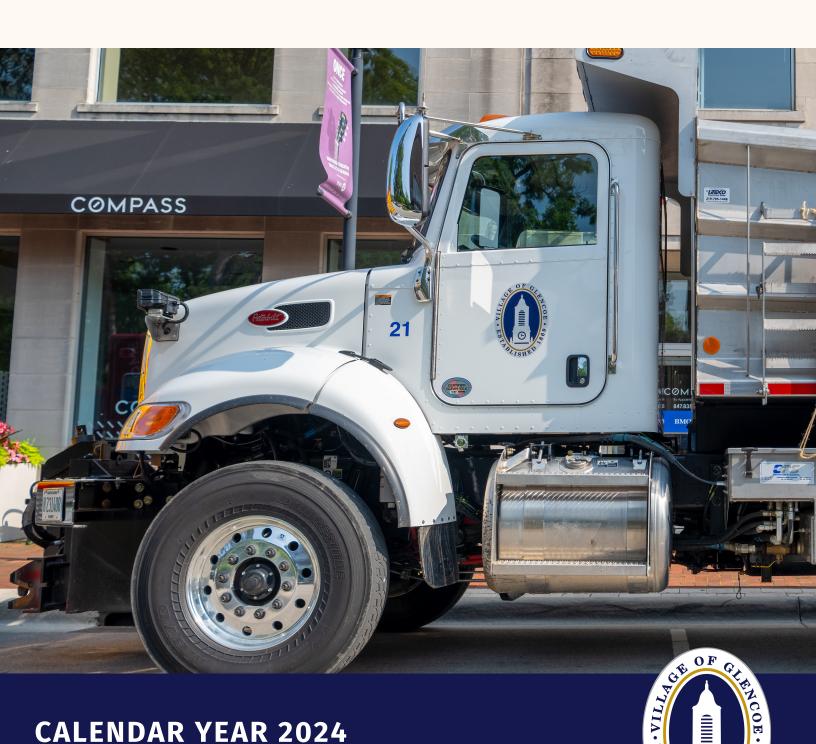
1990 John Deere Tractor/Loader

Expected useful life: 10-15 years



COMMUNITY INVESTMENT PROGRAM

MOTOR FUEL TAX FUND



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Project #: CIP 1118

CALENDAR YEAR 2024 COMMUNITY INVESTMENT PROGRAM

Street Maintenance Long Term

Project Name: Planning and Traffic Studies Project Type: Streets

Department: Public Works Project Manager: Village Engineer Cost: \$190,000 Account(s): 140-300-250-80705 **Funding Source:** Motor Fuel Tax Fund Fund(s): Motor Fuel Tax Fund **Strategic Priority:** Infrastructure Replacement **Strategic Goal:** Services & Infrastructure

PROJECT SUMMARY

Asset Description:

The Village has 40 centerline miles of local streets under its jurisdiction and over 70 miles of public sidewalk throughout the community. The street maintenance resurfacing projects undertaken in Calendar Years 2022 and 2023 improved over 10 miles of local streets.

Replacement Recommendation:

With roughly one quarter of Village roads having been resurfaced in the past two years, it is important for long-term planning to prioritize future street maintenance projects. The Calendar Year 2024 budget includes funds in the Motor Fuel Tax Fund to undertake street maintenance long-term planning and traffic studies to prioritize future projects.

The street maintenance long-term planning will include Village-wide pavement evaluation, Americans with Disability Act compliance review and updates and the development of a long-term priority list of street improvements. Additionally, funds will be allocated for annual pavement maintenance, including patching or the application of asphalt rejuvenators to extend the life of the Village's roadways and as-needed traffic studies which may be warranted through the long-term planning process or as needed.

Strategic Plan:

This project is an action item directly related to the goal of employing best practices to deliver high-quality services and maintain infrastructure and supports the strategic priority of infrastructure replacement.

Segment: Various Streets

Replacement of: N/A **Expected useful life:** N/A



CALENDAR YEAR 2024 COMMUNITY INVESTMENT PROGRAM

Electronic Speed Monitoring Signs and

Crosswalk Improvements Project Name: Project Type: Streets

Project Manager: Department: Public Works Village Engineer Cost: \$230,000 Account(s): 140-300-250-80705 **Funding Source:** Motor Fuel Tax Fund Fund(s): Motor Fuel Tax Fund **Strategic Priority:** Infrastructure Replacement **Strategic Goal:** Services & Infrastructure

PROJECT SUMMARY

Asset Description:

The Village has 40 centerline miles of local streets under its jurisdiction and over 70 miles of public sidewalk throughout the community. Each street segment and intersection requires an individualized assessment and approach to address traffic issues. Education through signage is one of the approaches recommended by traffic engineering professionals to enhance safety.

Replacement Recommendation:

Electronic Speed Monitoring Signs are digital signs installed in the parkway and provide drivers instant feedback on their speeds through the built-in speed radar and digital feedback screen. These signs are typically installed in areas where speeding is a concern to act as a traffic calming measure. These systems are pole mounted, so they can be installed temporarily and can be rotated around throughout the Village. Additionally the systems can track speed data to be used for further evaluation.

Crosswalk Beacons, also referred to as Rectangular Rapid-Flashing Beacons (RRFB), enable pedestrians and cyclists to activate a warning beacon at mid-block or unsignalized crossings. The 2017 Active Transportation Plan recommended the installation of Crosswalk Beacons within the Village to enhance the visibility of users at street crossings.

The Calendar Year 2024 budget would allow for procurement of approximately six Electronic Speed Monitoring Signs and six Crosswalk Beacons. Crossing improvements are planned for Takiff Crossing, Green Bay Road & South Avenue, and Dundee Road & Bluff Street. Locations on Hohlfelder and Westley have also been identified for the use of the moveable Electronic Speed Monitoring Signs.

Strategic Plan:

This project is an action item directly related to the goal of employing best practices to deliver high-quality services and maintain infrastructure and maintain infrastructure that encourages more pedestrian/cyclist activity.

Various Streets Segment:

Replacement of: N/A **Expected useful life:** 10 years

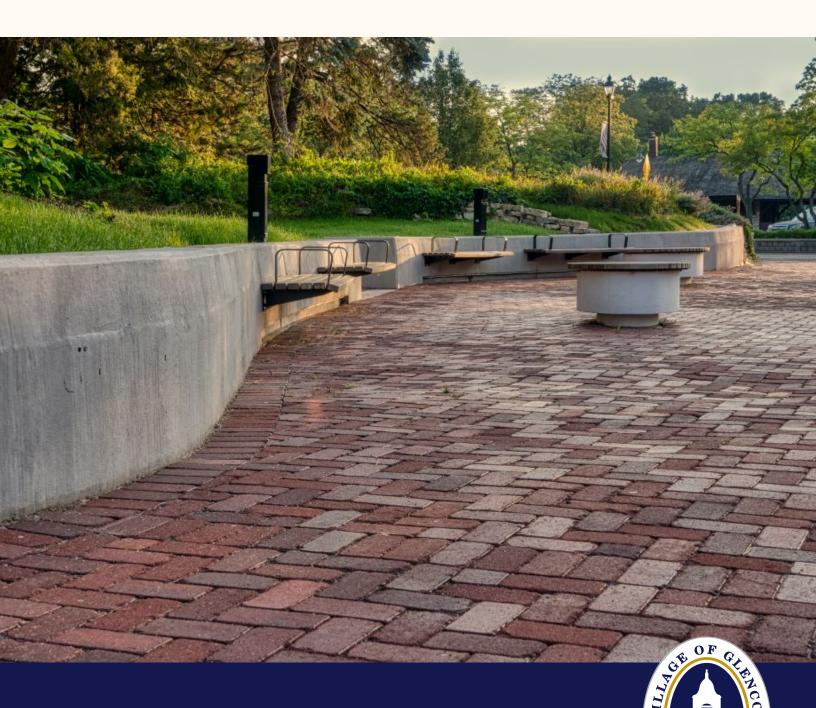






COMMUNITY INVESTMENT PROGRAM

CAPITAL PROJECTS FUND



CALENDAR YEAR 2024

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Project #:

CIP 1052

CALENDAR YEAR 2024 COMMUNITY INVESTMENT PROGRAM

Project Name: Sanitary Sewer Rehab - IICP Project Type: Sewers

Department:Public WorksProject Manager:Village EngineerCost:\$200,000Account(s):130-300-000-80610Funding Source:General Obligation BondFund(s):Capital Projects Fund

Strategic Priority: Infrastructure Replacement Strategic Goal: Services & Infrastructure

PROJECT SUMMARY

Asset Description:

The Village's sanitary sewer system consists of 40 miles of sanitary sewer main, 1,042 manholes and eight lift stations. Repair and rehabilitation of the sanitary sewer collection system is an ongoing process that includes pipe replacement, lining and manhole repairs.

Replacement Recommendation:

The Metropolitan Water Reclamation District (MWRD) requires the Village to conduct an Infiltration/Inflow Control Program (IICP) to eliminate inflow and infiltration (I/I) from the sanitary sewer system. The Village retained an engineering consultant in Fiscal Year 2018 to target an initial priority area (Area 1) and perform detailed condition assessment investigations and rehabilitation/improvements. The budget for Stub Year 2020 initiated the condition assessment of the prioritized target Area 2. The budget for Calendar Years 2021 and 2022 continued the condition assessment of Area 2 and began the implementation of rehabilitation and improvements. Rehabilitation and improvements within Area 2 continued into Calendar Year 2023.

The proposed Calendar Year 2024 budget will continue the implementation of rehabilitation and improvements in Area 2 including sanitary sewer lining, sanitary manhole rehabilitation and point repairs totaling approximately \$100,000. The anticipated design engineering fee of \$100,000 is also budgeted in the Capital Projects Fund in the Calendar Year 2024 budget to begin assessments in a new Area 3.

The MWRD IICP program is ongoing and will require the Village to evaluate at least 2% of the sanitary sewer system each year. The long-range plan is to address larger areas of the system over three-year periods to make more cost-effective use of engineering investigation and rehabilitation dollars. Ultimately, the mandated IICP program will improve the overall condition of the Village's sanitary sewer system and reduce sanitary sewer manhole overflows and residential basement backups.

Strategic Plan:

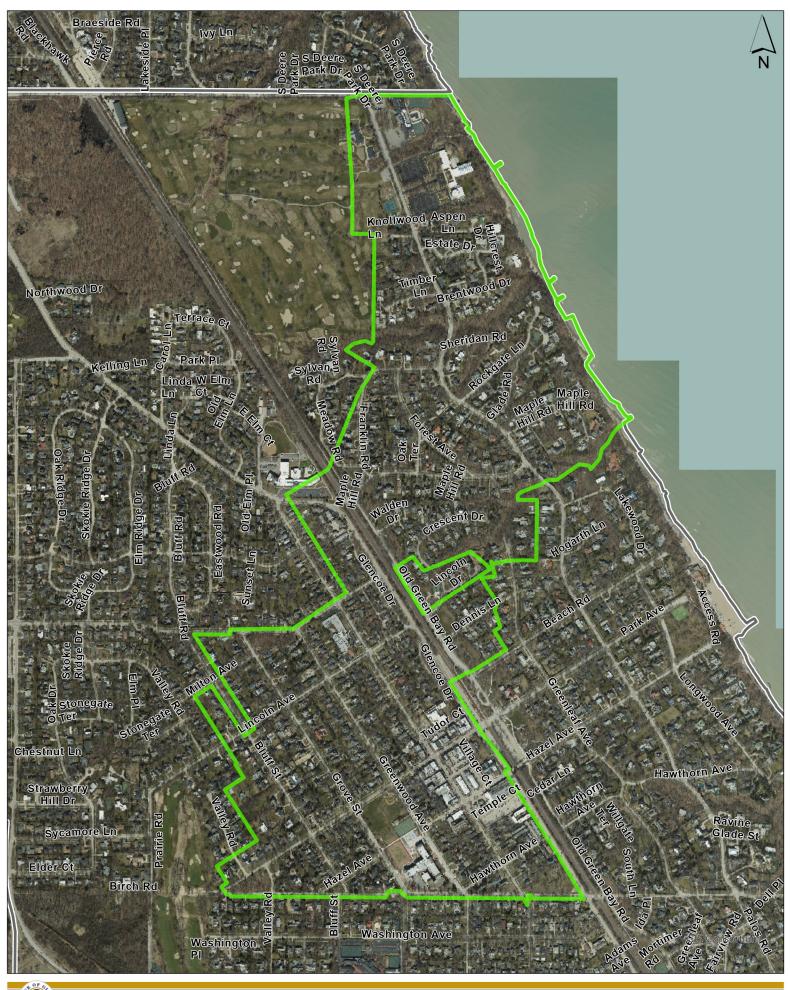
The Sanitary Sewer Improvements Project is an action item directly related to the goal of reducing sanitary sewer backups through identified infrastructure rehabilitation and upgrades.

Segment: Sanitary sewer main and manholes in IICP targeted Area 2

Replacement of: Sanitary Sewer pipes and manholes

Expected useful life: 40-50 years





CALENDAR YEAR 2024 COMMUNITY INVESTMENT PROGRAM

Project Name: Dell Place Lift Station Engineering Project Type: Sewers

Department: Public Works Project Manager: Village Engineer Cost: \$50,000 Account(s): 130-300-000-80610 **Funding Source: General Obligation Bond** Fund(s): Capital Projects Fund **Strategic Priority:** Infrastructure Replacement **Strategic Goal:** Services & Infrastructure

PROJECT SUMMARY

Asset Description:

The Village's sanitary sewer system consists of 40 miles of sanitary sewer main, 1,042 manholes and eight lift stations. One of the lift stations is located at the south end of Longwood Avenue which functions to collect the gravity sewer flow from a large sanitary sewer collection system to the south and lifts (pumps) it up to Longwood Avenue where it flows by gravity north to the Metropolitan Water Reclamation District (MWRD) interceptor on Hazel Avenue. The sanitary sewer system serving properties on



Sunrise Circle, Surfside Place, Lakeside Terrace and Dell Place drains to the Longwood Avenue lift station through more than 800 feet of sanitary sewer main located in the bottom of a private ravine. This main is more than 75 years old and in poor condition. Planning for the challenging but necessary replacement of this pipe in the next year warrants an evaluation of the entire system to see if alternative options should be considered.

Replacement Recommendation:

In Calendar Year 2021, a comprehensive engineering review and analysis of the sanitary sewer tributary area to the Longwood Avenue lift station was completed. The study determined that the long-term recommendation would be to eliminate the sanitary sewer main located at the bottom of the private ravine, reroute private services towards the public right of way and install a new sanitary sewer main in the Sheridan Road right of way with a smaller lift station on public property. The final engineering design to be completed in Calendar Year 2024 will provide further clarification of the project scope and updated cost estimates. Additionally, the final engineering design will support the Village's application for grant funding from outside agencies.

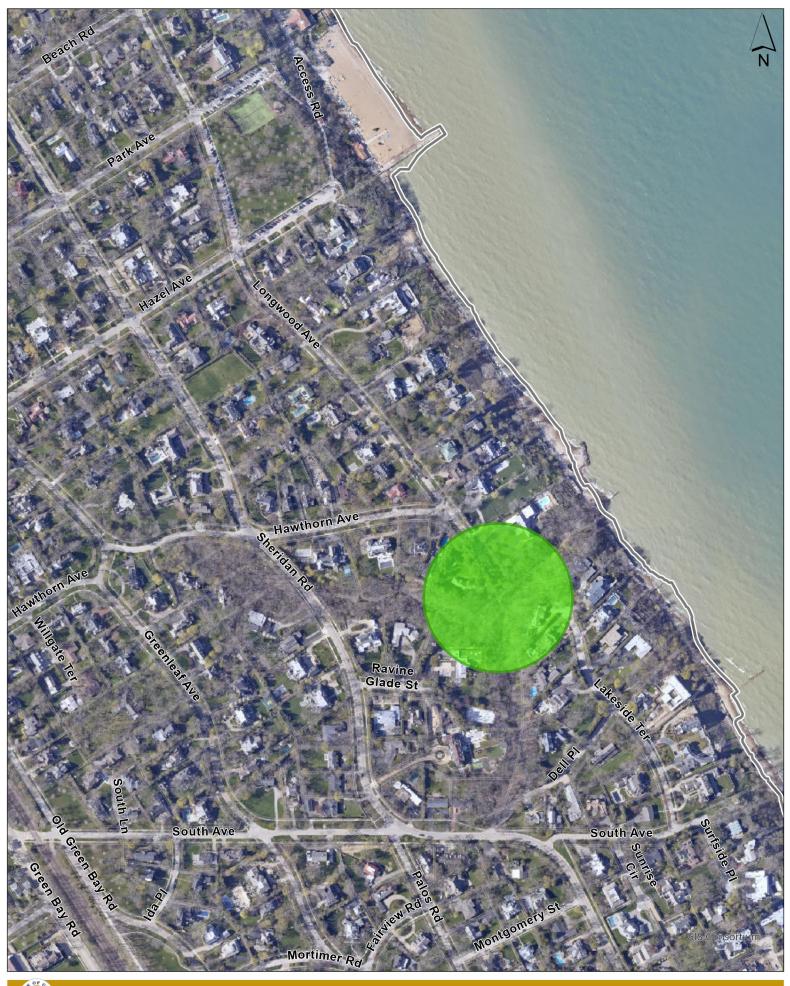
Strategic Plan:

The Dell Place Lift Station Engineering project is an action item directly related to the goal of reducing sanitary sewer backups through identified infrastructure rehabilitation and upgrades.

Segment: Dell Place and Longwood Avenue sanitary sewers **Replacement of:** Sanitary Sewer lift station, pipes and manholes

Expected useful life: 40-50 years





Project #: CIP 1051

CALENDAR YEAR 2024 COMMUNITY INVESTMENT PROGRAM

Project Name: Storm Sewer Improvements - South Project Type: Storm Sewer

Green Bay Road Construction and

Engineering

Department:Public WorksProject Manager:Village EngineerCost:\$3,400,000Account(s):130-300-000-80620Funding Source:Control Obligation BondsFund(s):Control Obligation Bonds

Funding Source: General Obligation Bonds Fund(s): Capital Projects Fund
Strategic Priority: Infrastructure Replacement Strategic Goal: Services & Infrastructure

PROJECT SUMMARY

Asset Description:

The Village's storm sewer system includes 70 miles of storm sewer pipe that conveys storm water through two primary drainage basins. The western half of the Village outlets to the east diversion ditch which drains to the Skokie Lagoons and the eastern half of the Village outlets to Lake Michigan. Significant storm water improvements have been completed over the last 30 years to address localized and recurring street and right-of-way flooding in locations throughout the Village. Other identified storm water improvements target critical storm sewer outfall pipes and structures in both drainage basins. In 2018, a stormwater study was completed to develop conceptual projects within the South Green Bay Road area to increase the storage and conveyance in the 52-acre watershed at the south end of Green Bay Road from Jackson Avenue south to Linden Avenue, including work on Woodlawn Avenue and Euclid Avenue.

Replacement Recommendation:

The Calendar Year 2023 budget included funds for engineering design of storm sewer improvements in the South Green Bay Road drainage basin. The proposed storm sewer improvements include replacement of existing storm sewer mains with larger diameter pipe and the installation of an underground storage system. These improvements will increase stormwater conveyance in the drainage basin and also provide stormwater storage to reduce the frequency of public and private property flooding within the drainage basin. Best management practices for stormwater quality may be incorporated into the design of this project as opportunities arise.

The South Green Bay drainage basin improvement project has been identified for a partnership with the Metropolitan Water Reclamation District of Greater Chicago (MWRD). Final determination of the funding assistance to be provided by MWRD will be defined through Intergovernmental Agreement negotiations, and subject to approval by their Board of Commissioners, although a maximum of \$1 million in grant funding from MWRD may be applied to this project. A placeholder in this amount has been included in the Calendar Year 2024 budget. The construction engineering fees of \$400,000 have also been included within the Capital Projects Fund total in the Calendar Year 2024 budget.

Strategic Plan:

The Storm Sewer Improvements Project is an action item directly related to the goal of reducing recurring and significant street and right-of-way flooding through identified infrastructure upgrades.

Segment: South Green Bay Road Drainage Basin
Replacement of: Storm Sewer Pipe and Manholes

Expected useful life: 40-50 years





Project #:

CIP 1055

CALENDAR YEAR 2024 COMMUNITY INVESTMENT PROGRAM

Project Name: Street Light Improvements

Department: Public Works **Cost:** \$150.000

Funding Source: General Obligation Bonds **Strategic Priority:** Infrastructure Replacement

Project Type: Equipment
Project Manager: Village Engineer
Account(s): 130-300-000-80705
Fund(s): Capital Projects Fund
Strategic Goal: Services & Infrastructure

PROJECT SUMMARY

Asset Description:

As part of the 2021 Bond Referendum, the Village committed to pursuing additional street lighting in residential areas. Following input and direction from the Village Board, staff finalized a streetlight management plan that prioritizes the installation of new lights to the streetlight network. When new streetlights are added to a residential area, the Village partners with ComEd on the installation. ComEd provides the engineering and performs the installation of the streetlight, and the Village reimburses ComEd for the costs. The installation cost for one streetlight is estimated be as much as \$15,000. The Village has provided ComEd with a list of priority locations for street light installation and is working with ComEd to complete their design and final cost estimates.



The street lighting plan prioritizes placing new streetlights at all intersections and street ends. Given the cost estimate and funding availability, the Village expects to install six to 10 new streetlights in Calendar Year 2024. Streetlights will utilize energy efficient LED bulbs and wherever possible ensure placement to limit possible light pollution.

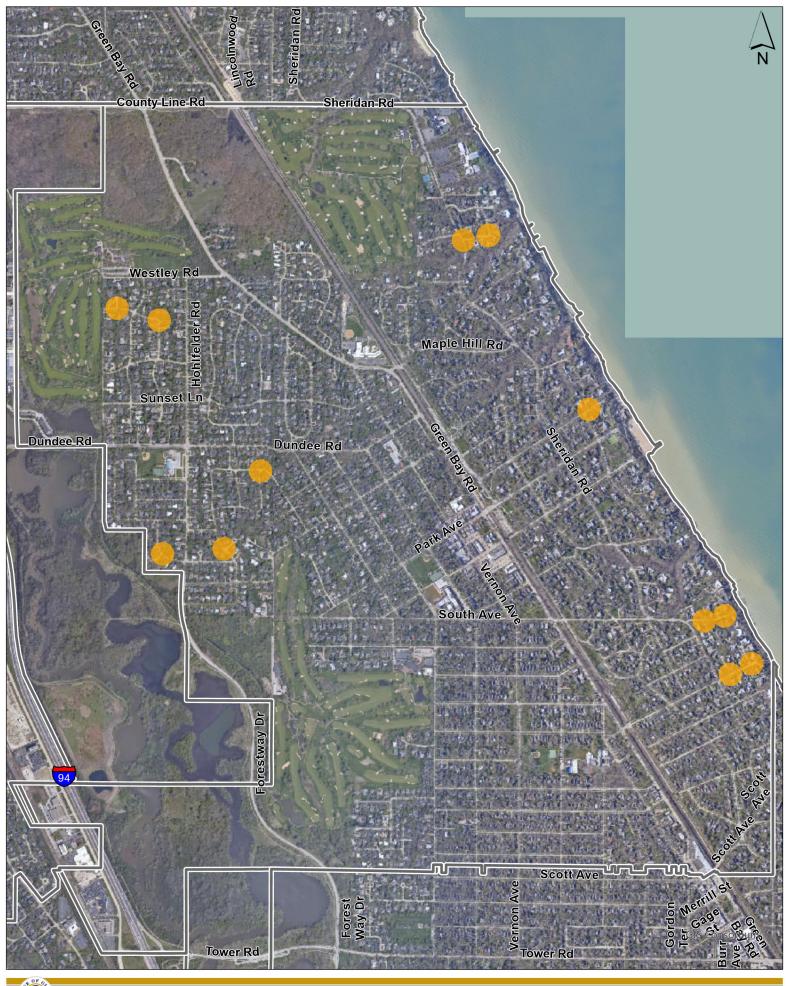


Strategic Plan:

This project is an action item directly related to the goal of employing best practices to deliver high-quality services and maintain infrastructure and supports the strategic priority of infrastructure replacement.

Segment: Various
Replacement of: N/A
Expected useful life: 25 years





Project #:

CIP 1053

CALENDAR YEAR 2024 COMMUNITY INVESTMENT PROGRAM

Project Name: Residential Sidewalks Repair & Project Type: Sidewalk

Replacement, Dundee Road

Sidewalk Project

Department:Public WorksProject Manager:Village EngineerCost:\$350,000Account(s):130-300-000-80805Funding Source:General Obligation BondsFund(s):Capital Projects Fund

Strategic Priority: General Obligation Bonds Fund(s): Capital Projects Fund
Strategic Goal: Services & Infrastructure

PROJECT SUMMARY

Asset Description:

The Village maintains over 70 miles of public sidewalks. Each year, the Village assesses the condition of residential sidewalks and replaces them based on the structural condition of the concrete (cracking, spalling or deterioration), heaved or excessive sloping due to tree roots and issues related to standing water/poor drainage. The primary goal of the program is to maintain a safe and functional pedestrian sidewalk system.

Replacement Recommendation:

The residential sidewalk replacement program in the Village is managed by dividing the sidewalk system into three zones and each zone is inspected on a three-year cycle. Identified sidewalk squares, together with reported hazard locations, comprise an annual targeted replacement program. Replacement standards are applied using engineering standards and deficiency tolerances consistent with the U.S. Department of Transportation's Guide for Maintaining Pedestrian Facilities for Enhanced Safety. Staff is presently reviewing the program to provide a more comprehensive needs evaluation – including replacement of cracked or broken squares, alternative options for removing trip hazards (i.e. grinding, cutting) and where possible, the installation of new sections to connect gaps in the existing network.

In Calendar Year 2024, the \$350,000 budget for sidewalk improvements will be split with approximately \$150,000 allocated for removal & replacement of existing sidewalk within Area 3 (see attached map) and approximately \$200,000 for new sidewalk to fill gaps in the existing sidewalk network along Dundee Road between Greenwood Ave and Glencoe Drive, a priority identified in the 2017 Active Transportation Plan. This section of new sidewalk was originally planned for the Calendar Year 2023 budget, but bids were unfavorable and the project was deferred to Calendar Year 2024.

Strategic Plan:

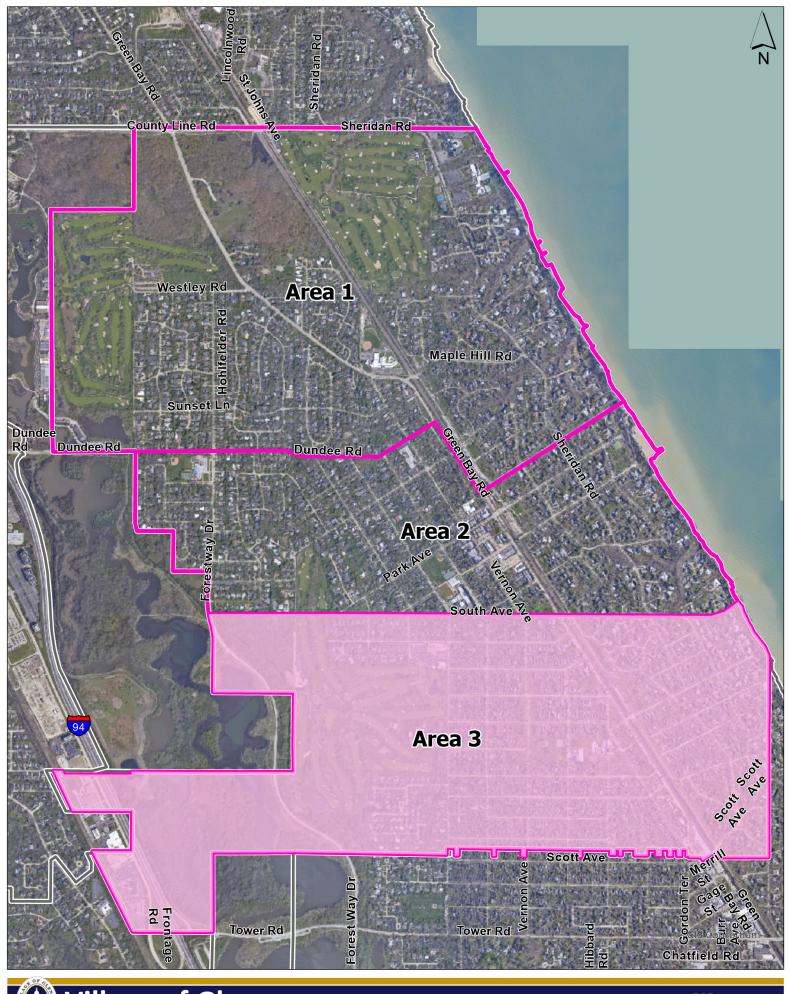
The Sidewalk Improvement Project is an action item directly related to the goal of improving pedestrian safety through infrastructure replacement and the targeted installation of new sidewalk sections to infill key gaps in the sidewalk network. Because residential sidewalks are designed to assist and encourage more pedestrian and cyclist activity, it supports the Village's value of environmental sustainability.

Segment: Various

Replacement of: Residential Concrete Sidewalk

Expected useful life: 50 - 75 years







CALENDAR YEAR 2024 COMMUNITY INVESTMENT PROGRAM

Project Name: Clubhouse Replacement Project Project Type: Golf Course Improvement

Department: Golf **Project Manager:** Public Works Director, General

Manager and Assistant Village

Manager

Cost: \$9,227,500 Account(s): 130-500-000-80105

Funding Source: General Obligation Bonds Fund(s): Capital Projects Fund

Strategic Priority: Infrastructure Replacement Strategic Goal: Services & Infrastructure

PROJECT SUMMARY

Asset Description:

The Glencoe Golf Club (GGC) has been a component of the Village of Glencoe since the Golf Club's organization in 1921. The Golf Club exists on land partially owned by the Village and the Cook County Forest Preserve District. As



the clubhouse has aged, repairs and maintenance on the clubhouse building and related facilities began to increase exponentially and the Village Board authorized the formation of a Clubhouse Task Force in 2012 to develop a formal recommendation on the future of the clubhouse. Following an extensive public review and discussion, the Clubhouse Task Force presented a report to the Village Board that noted that the current clubhouse and pro shop building were beyond their useful life and should be replaced. The Clubhouse Task Force researched strategies to replace the current clubhouse building while maintaining the integrity of the golf course; ultimately recommending a plan to replace the over 95-year-old structures with a new, community-oriented facility.

Although the GGC has been thriving (especially in the past few years), greens fees alone are not a sufficient source of revenue and can be impacted by outside forces such as weather. Only revenue growth from ancillary sources such as food and beverage services, can assist in addressing long term operating costs. The new facility would have 150 seats to accommodate needs for golf outings and the ability to offer space for private party rentals, both of which are significantly limited today. A full-service, year-round restaurant would be available to the public and golfers alike, creating a new community gathering space. The existing clubhouse seats 48, offers no private event space, and has a small kitchen incapable of managing larger guest counts.

Replacement Recommendation:

The proposed improvements would be open to the general public, not just golfers, and available year-round. In December 2022, the Village Board authorized the placement of a referendum question on the April 4, 2023 ballot to seek voter authority to issue up to \$15 million in General Obligation Bonds to replace the clubhouse structure. Voters did authorize the referendum and in June 2023, the Village issued the first installment of \$3 million in General Obligation Bonds.

Following the successful referendum, the Village has been working through the formal process of design and construction services for the new Clubhouse and related improvements at the Glencoe Golf Club. In July 2023 the Village Board authorized contracts with FGM Architects for architectural services and W.B. Olson for construction management services. The bond issuance is proposed to be issued in staggered installments to

accommodate the construction schedule and to maintain a bank qualified status on the bonds, which is applicable to bond issues less than \$10 million annually.

In the summer of 2023, the Village Board authorized a Master Contract and Task Order No. 1 with FGM Architects, Inc for Professional Architectural and Engineering Services related to the design of the Glencoe Golf Club clubhouse project. The FGMA contract states that the total fee for professional services and specialty consultants' fees is \$1,358,500. The project is broken down into phases including schematic design, design development, construction documents, bidding and contract negotiation and construction administration.

Also authorized was an agreement with W. B. Olson for construction management services. W.B. Olson will assume responsibility for the execution of the project including schedule, budget and the management of all trades through sub-contract. W.B. Olson will be involved in the project in the early stages, including design, to create understanding and continuity and provide critical review and cost estimates along the way. The cost of services for W.B. Olson to serve in a Construction Management capacity is a preconstruction services fee of \$35,000 plus 2.5% of the total cost of construction.

An Ad Hoc Design Review Committee, AHDRC, was also designated at the July 20, 2023, Village Board meeting. The AHDRC is comprised of several residents and has been tasked with formulating recommendations to the Village Board during the schematic design phase of the project. It is expected that the final design will be complete in early 2024. The site planning process is ongoing. The project timeline anticipates the formulation of bid specifications in early 2024 with the expectation of breaking ground on the project by fall of 2024.

Strategic Plan:

This project relates to the strategic priority of Infrastructure Replacement. Additionally, replacement will provide the opportunity to generate additional revenue to assist in debt repayment and allow for improved functionality and an additional asset to the Village residents.

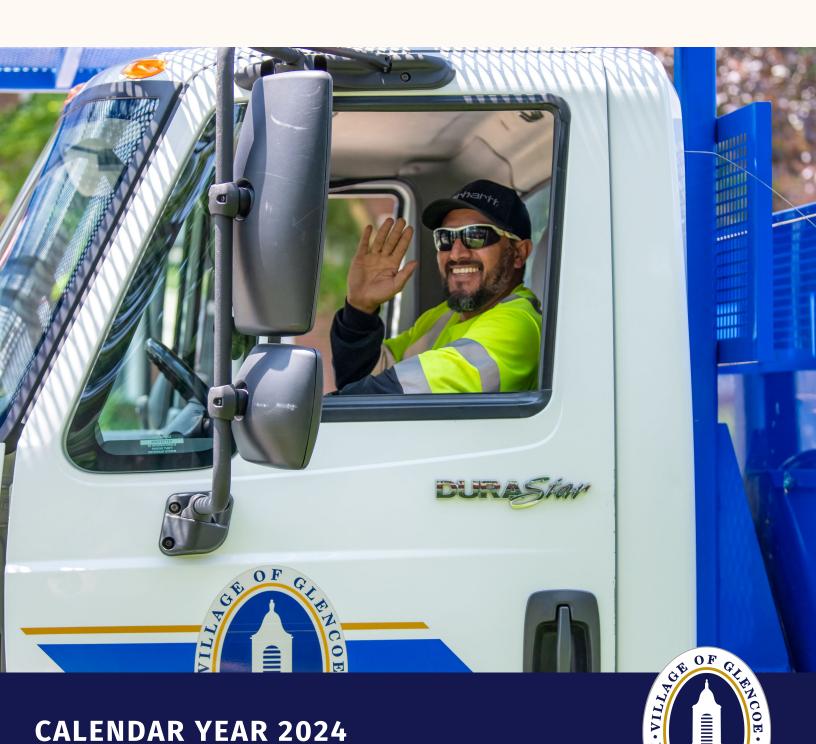
Segment: N/A

Replacement of: Existing clubhouse, pro shop and maintenance building.

Expected useful life: 75 years

PAY PLAN AND

STAFFING OUTLOOK



Calendar Year 2024 Budget | Page 265



PAY PLAN & STAFFING OUTLOOK

PAY PLAN

The Village's pay plan includes compensation guidelines and salary ranges which are used for salary administration throughout the Village.

The plan establishes the salary schedule, position titles and position classifications for all employees of the Village, except the Village Manager and positions included in collective bargaining units. The Village Manager is employed by the Village under an employment agreement approved by the Village Board. Collective bargaining agreements are negotiated with the Village's two represented employee groups and set forth salary ranges for bargaining unit positions, approved by the Village Board at the conclusion of the collective bargaining process. The pay plan grants certain authority to the Village Manager but does not obligate the Village Manager to act with regards to employee compensation.

The Village Manager, as chief administrative officer of the Village, is responsible for administering and interpreting the pay plan and sets salaries for all employees within the limits of the salary ranges established under this plan and approved by the Village Board. The Village Manager apprises the Village Board at least annually regarding the appropriateness of staff salary levels, taking into consideration cost of living, area employment conditions, employee performance and other appropriate factors. The Village Manager authorizes salary adjustments following the consideration of recommendations of Department heads, based on each employee's eligibility and qualifications for such salary adjustment. The Village Manager establishes and administers an employee evaluation and development program to be used to determine employee job effectiveness, performance and individual employee development, and is an important factor in consideration of employee salary adjustments.

SALARY ADMINISTRATION PROCEDURE

Salary Ranges

The pay plan establishes salary ranges that recognize that individual ability and exhibited job performance are the basic considerations of 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 are generally appointed at the minimum level of the range authorized for the position. However, employees may be hired at a level higher than the minimum as approved by Village Manager, who has authority to establish initial compensation at any salary within the range authorized for the position. New employees may be eligible for a salary increase upon satisfactory completion of a probationary period and recommendation for salary adjustment by their Department head. Probationary periods are normally one year; however, the probationary period may be extended 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 a regular employee bestows no additional rights to the employee. All employees are considered "at will" employees. No employee shall be considered for regular appointment or salary increase if the employee is determined not to satisfactorily perform duties of the position to which the employee is assigned.

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

PLAN ADMINISTRATION

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

The Village Manager has full discretion and authority to periodically adjust salaries of those employees whose positions are in the pay plan, within established salary ranges. Employees' performances will be reviewed at least annually. Increases shall not extend an employee's salary beyond the maximum annual salary established for the position and approved by the Village Board.

If funds are authorized by the Village Board, the Village Manager may grant bonuses to eligible employees for outstanding performance.

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

- Job knowledge and proficiency
- Leadership and supervision
- Big picture focus
- Interpersonal skills
- Customer focus
- Use of Village resources
- Integrity

PAY PLAN ADJUSTMENTS

Periodically, based upon economic conditions and other factors, the pay plan may be adjusted by the Village Board 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 or any portion thereof dependent upon their performance evaluation, unless a Department head, upon 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 the employee's performance has improved to a satisfactory level.

The pay plan shall be reviewed each year based upon the following considerations:

- The relationship between positions of similar responsibility and authority, and of preserving management and supervisory relationships
- The Village's competitive position in terms of attracting and retaining employees
- The Village's financial ability to adequately compensate employees

PROMOTIONS

When an employee is transferred or promoted from one position or salary grade to another position or salary grade, 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 new duties. In the case of promotions, the Village Manager may authorize a salary increase within the new salary grade that reflects the employee's increased duties and responsibilities.

RECLASSIFICATIONS

A position may be assigned to a different salary range to properly reflect the position's duties and responsibilities. The Village Manager has the authority (consistent with applicable law) to reassign and plan an employee in a salary grade commensurate with the position.

ADDITIONAL DUTY PAY

The Village Manager has 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. When approved by the Village Manager, employees assigned to an additional duty position may receive a monthly salary adjustment of up to \$5,000, depending on the scope and duration of additional duties.

The standards for awarding additional duty pay include any of the following:

- The additional duties must represent skills not normally associated with the position, as determined by the Village Manager
- The employee must perform duties not normally assigned to their position, and the additional duties must represent at least 40% of the employee's time or represent significant off-duty preparation time
- The employee may act as a working leader for a group of three or more employees for 60% of the
 employee's time, which includes assigning personnel, directing personnel and being held accountable
 for the group
- The additional duties must represent assigned managerial responsibilities as either an "acting" position or in a supervisory position

ADDITIONAL MERIT PAY

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

TEMPORARY EMPLOYEES

Certain job functions are only required on a temporary or seasonal basis. Such positions are not classified in the pay plan and are authorized to be filled and paid in accordance with established salary levels, as approved by the Village Manager.

	Non-Regular Employee Hourly Pay Range				
Temporary Position	Minimum	Maximum			
Intern Positions	\$18.00	\$25.00			
Administrative Support Positions	\$18.00	\$25.00			
Public Works Trainee Positions	\$18.00	\$25.00			
Paid On Call Firefighter	\$28.00	\$33.00			
Paid On Call Firefighter/Paramedic	\$33.00	\$43.00			
Seasonal Positions	\$14.00	\$36.00			

STAFFING OUTLOOK

Annually, the Village Manager reviews the Village's staffing to ensure that levels remain commensurate with required responsibilities. To complete this analysis, each Department submits a report to address their assessment of staffing levels and personnel resource needs. Although evaluation of staffing needs is not limited to the annual budget process, the staff analyzes each Department's individual needs, organization-wide goals and needs and anticipated future service delivery needs to develop this annual staffing outlook for the Village Board in conjunction with the budget development process.

This analysis is driven by the principle that the Village organization must be staffed in such a manner that the Village is equipped to deliver high-quality municipal services in an efficient manner. The Village Manager evaluates staffing levels, succession planning and training needs, service delivery methods (including shared services, outsourcing or other methods), balance of staff workloads and sufficient redundancy for continuity of operations in the event of a sudden staffing change or emergency situation, developing and maintaining a culture of continuous improvement and alignment of individual staff responsibilities with the Village's Strategic Vision and Strategic Plan.

The **Department Summaries** section that follows provides a brief synopsis of each Department's operational outlook and workforce planning needs in the next one to five years. The Village organization is dynamic and adapts to changing operational needs to meet the community's needs and ensure continuity of services in critical areas of operation, and as such, the 2024 Budget reflects a reorganization of responsibilities to combine the Village Manager's Office and Finance Department into the Administration and Finance Department, and to separate the community development function from the Public Works Department as the new Development Services Department. With increased needs in human resources management and IT support and technology deployment, it is recommended that a full-time Human Resources Generalist and a second full-time IT support position be added in the Administration and Finance Department and that the current Assistant Village Manager be reclassified as Human Resources Director.

Table 1 below summarizes the recommended number of full-time positions in the Calendar Year 2024 Budget.

Table 1: Full-Time Employees

	CY 2022	CY 2023	CY 2024
Administration and Finance	0	0	14
VMO	5	6	0
Finance	6	6	0
Development Services	0	0	3
Public Safety (Civilian)	7	7	7
Public Safety (Sworn)	36	36	36
Public Works (General Fund)	30	31	28²
Public Works (Water Fund)	13 ¹	13¹	13 ¹

Golf Club (Golf Fund)	6	6	6
BUDGET TOTAL	103	105	107

¹ Note, the Water Fund includes a temporary increase of 1 additional FTE to accommodate over-hiring in anticipation of the retirement of one water plant operator.

The Department summaries below provide information regarding future workforce planning needs. The Village's Strategic Plan includes an initiative to prepare for long-term staffing needs through continual workforce planning analysis and adapting best recruitment and onboarding practices. In support of this initiative, each Department evaluates whether attrition due to retirement is possible by identifying the number of employees who are eligible for retirement. Accordingly, the Department summaries include the total number of employees who are, or will become, eligible for retirement in Calendar Year 2024. Eligibility for retirement only indicates that an employee meets the minimum eligibility requirements for retirement in their respective pension program and does not necessarily indicate than a retirement is imminent or anticipated in Calendar Year 2024. It is common for employees to continue working for several years after reaching minimum retirement eligibility qualifications.

COMPENSATION

The Village strives to strike an appropriate balance between providing compensation packages that allow the Village to attract and retain a highly-qualified workforce, and one that is fiscally responsible and sustainable. With these principles in mind, the Village periodically evaluates its compensation packages for internal comparability amongst bargaining unit and non-union employees, as well as external market comparability amongst comparable and neighboring municipalities.

The Village conducts periodic salary surveys to assess market comparability for each position in the organization, typically every three years. A survey was conducted in 2022 and found that the Village continues to maintain external comparability, with incremental changes recommended to individual positions based on modifications to the scope of such positions; however, more recent recruitments have shown that market comparability for some individual positions is less favorable than in the past.

The Calendar Year 2024 Budget includes a COLA of 3% for non-bargaining unit positions. This increase can be supported within the Village's conservative revenue projections and maintains the Village's market competitiveness among neighboring and comparable municipalities. The Calendar Year 2024 salary schedule includes the pay range minimums and maximums for full-time non-bargaining unit positions. A merit bonus pool is also included in the Calendar Year 2024 Budget. Bargaining unit employees are subject to the terms of their own collective bargaining agreements.

It is important to note that compensation is not the only means by which employees receive benefit for the work they do on behalf of the Village. Employment policy development that is evolving to accommodate changing workforce expectations is also foremost in our thinking. The Village will continue to evaluate its employment policies and benefits as measures to support recruitment and retention, and in support of the Village's goal of being an employer of choice and maintaining a thriving workplace culture.

² Two full-time employees were moved to Development Services from Public Works as a result of reorganization.

DEPARTMENT SUMMARIES

ADMINISTRATION AND FINANCE DEPARTMENT

As recommended for 2024, the Administration and Finance Department work group is comprised of the Deputy Village Manager/CFO, Assistant CFO, Assistant Village Manager, Technology and Strategy Manager (retitle), Human Resources Director, Accountant, Payroll and Benefits Specialist, Billing Services Coordinator, Accounts Receivable Coordinator, Communications Manager, Customer Service Representative, Human Resources Generalist (new for 2024), and Support and Network Engineer (new for 2024; replacing contractual IT support).

Calendar Year 2024 Operational Outlook: The Administration and Finance Department's work plan will align with the restructuring and new resources and continues increasing its work in technology strategy, deployment and security; standardization of human resources best practices organization-wide, along with efforts to better address diversity, equity and inclusion; public communications; and project management. The Department will continue to focus on supporting special projects, intergovernmental outreach and legislative efforts of the Village, as well as core functions of Village Clerk and partnership with the Village's Corporation Counsel, labor counsel and prosecutors. The Department will continue leading risk management initiatives throughout the Village and update financial forecast documents and remain focused on maintaining the highest standards in municipal budgeting, financial management and reporting.

Workforce Planning Needs: Over the next several years, a heavy emphasis will continue in professional development and cross training to support staff in their career development goals, equip staff to continue providing high-quality services to the community and provide operational redundancy within the Department.

Retirement Eligibility: One employee in the Department will be eligible to retire in 2024. Cross-training will remain a priority to limit the impact of this potential retirement.

DEVELOPMENT SERVICES DEPARTMENT

The Development Services Department will be in place beginning on January 1, 2024 and was created by separating community development functions from the Public Works Department. The Development Services Department provides comprehensive planning, building and zoning services and provides staff support to the Plan Commission and Zoning Commission/Board of Appeals.

Calendar Year 2024 Operational Outlook: The Development Services Department will continue providing staff support for development of the comprehensive plan, All in Glencoe, continue refining new permitting and licensing software, review and update standard operating procedures and communications, continue records management work, and facilitate updates of the building, zoning and subdivision codes. Economic Development and code enforcement efforts will be significant areas of focus for the Department.

Workforce Planning Needs: As the Department continues refining its permitting and licensing software, it will adapt business processes that will allow for continued centralization of the permit coordination function, and this continued centralization will provide capacity for staff to realign other responsibilities to support employee growth and development, and process improvement. In addition, the Department will evaluate the service delivery method for plan review and inspection services, with the possibility of transitioning from a contractual service model to an in-house staffing model.

Retirement Eligibility: No employees in the Department will be eligible to retire in 2024.

GOLF CLUB

The Golf Club's staffing varies seasonally, as determined by operational needs. The Golf Club is staffed year-round by the Golf Club General Manager, Head Golf Professional, Assistant Golf Shop Manager, Superintendent, Assistant Superintendent and Mechanic. A compliment of seasonal employees support Golf Club operations, including pro shop, instruction, play and maintenance operations.

Calendar Year 2024 Operational Outlook: The Golf Club will remain dedicated to providing a high-quality golf experience at the Golf Club, while working diligently on the construction of a new club house, set to break ground in 2024. The Golf Club will also pursue recertification through Audubon International's three-years backup documentation case study requirements and complete driving range tee expansion to allow for additional hitting bays.

Workforce Planning Needs: The Golf Club will continue succession planning measures to train staff to assume leadership roles in the future, particularly as retirements occur. The construction of a new club house will impact the Golf Club's future staffing and food/beverage contract needs, based on the scope of services that can be provided at the club house. The Golf Club will evaluate its staffing needs in future budget years as plans for a new club house progress.

The Golf Club will continue its practice of adjusting the number of seasonal employees throughout the year to ensure that the Golf Club is adequately staffed to meet its operational needs as the golf season progresses.

Retirement Eligibility: One full-time employee in the Golf Club is eligible for retirement in Calendar Year 2024.

PUBLIC SAFETY DEPARTMENT

The Public Safety Department is staffed by one Director, two Deputy Chiefs, seven Lieutenants and 26 Public Safety Officers (collectively, these positions are referred to as "sworn" positions); as well as three Community Service Officers, two Records Clerks, one Public Safety Administrative Services Coordinator, one Administrative Assistant and a compliment of part-time paid-on-call firefighters (collectively, these positions are referred to as "civilian" positions). Currently, several Public Safety Officer positions and one Deputy Chief position are vacant; all vacant positions remain budgeted in the Calendar Year 2024 Budget.

The Department was restructured as a cross-trained police and fire Department in 1954. The staffing model still in place today for sworn officers (from PSO to Director) was established in the 1960s to staff 24-hour fire/EMS shifts and police patrol shifts (which were changed from eight-hour shifts to 12-hour shifts in 2008). The Department periodically reviews its staffing needs based on call demands. In 2015, the Village Board approved an increase in the authorizing staffing level from 33 to 36 sworn officers, which the Department has determined continues to meet its operational needs, though has struggled to maintain a full complement of 36 officers for a series of reasons.

The Public Safety Department's turnover rate increased sharply from 2021 to 2023, due to a variety of factors, including retirement and other attrition, such as temporary pension portability that allowed the transfer of pension service credit from a police pension fund (such as Glencoe's) to a firefighters pension fund (such as those in stand-alone fire Departments in other municipalities). In early 2022, the Public Safety Commission implemented a lateral hiring program, which is an expedited hiring process for individuals who are already certified police officers in Illinois. The Public Safety Commission will remain focused on filling vacant Public Safety Officer positions in 2024 by using the lateral hiring program and conducting an entry-level Public Safety Officer hiring process.

Calendar Year 2024 Operational Outlook: The Department will remain focused on providing core public safety services to the community and its operations. The Public Safety Department will continue a heavy emphasis on training in line with industry trends and service delivery needs; for example, community mental health issues,

dementia-friendly focused training, procedural justice, de-escalation, use of force and authority, civil rights and cultural competency remain issues at the forefront of training. The Department will emphasize supervisory training to support the continued professional development of the Lieutenants and Deputy Chief, and prioritizing Paramedic training for incumbent officers to become licensed Paramedics.

The Department's workload is continuing to change. Service calls continue to rise while crime rates remain stable and low, and emergency medical service calls greatly outnumber active fire incidents. The Department routinely evaluates its shift staffing needs and equipment needs, and presently, the change in workload will not impact overall staffing needs.

Workforce Planning Needs: The labor market for police officers and firefighter/medics is strained locally, regionally and nationally for a variety of reasons including social issues related to law enforcement, legislative changes impacting police officers, and emergency medical technician/paramedic worker shortages that were exacerbated by the pandemic. In 2023, the Village increased the number of Public Safety Officer paramedics through a combination of training incumbent employees and hiring new employees who are licensed paramedics and will continue paramedic training for incumbent officers. The labor market for qualified applicants is highly competitive and has presented challenges to recruiting and attracting new employees. The Public Safety Commission is meeting regularly to continue hiring processes for lateral and entry-level Public Safety Officers. Additionally, the Public Safety Commission will commence a new Lieutenant promotional testing process in advance of the current promotional eligibility list expiring in mid-2024.

With the hiring of a new Director of Public Safety in 2023, a staffing review will commence in 2024 regarding the currently vacant second Deputy Chief position. All other civilian and sworn ranks in the Department are expected to maintain full staffing.

Retirement Eligibility: During Calendar Year 2024, four sworn members of the Department and three civilians will be eligible for retirement. The Department continues its succession planning efforts to ensure that sworn staff are prepared to take on new responsibilities as needed when attrition occurs in the future.

PUBLIC WORKS DEPARTMENT

The Public Works Department is staffed by one Director, one General Superintendent, one Water Plant Superintendent, four Supervisors, 21 Maintenance Equipment Operators (MEOs), four Water Plant Operators (WPOs), five Mechanics, one Administrative Assistant, one Management Analyst, one Village Engineer, one Facilities Manager and six seasonal employees.

Calendar Year 2024 Operational Outlook: The Department will be heavily engaged in CIP projects, a number of which received funding from a voter-approved bond referendum in April 2021. Long-term operational and capital planning will be a focus of the Department as will the review and continued implementation of the Water System Master Plan.

Workforce Planning Needs: The Public Works Department is engaging in succession planning and service delivery evaluation in anticipation of retirements that may occur in 2024 and in the coming years. To that end, the Calendar Year 2024 Budget includes continued funding for one additional full-time WPO before an anticipated retirement occurs in the next one to two years. Due to the specialized nature of the WPO position and the limited field of potential candidates, temporarily over-hiring one WPO provides the opportunity for a new operator to receive training and mitigates the possibility of operational disruptions due to the lag between a retirement and the hiring and training of a new operator.

In the operations division, the Department will continue its emphasis on leadership and supervision training among the Supervisors, as well as project management, technology and technical/operational training. The Department will continue utilizing the Crew Leader role that is authorized by the AFSCME collective bargaining

agreement. Originally implemented several years ago, the Crew Leader role is intended to provide opportunities for front-line employees to gain technical and leadership experience to support professional development and succession planning within the Department. Employees assigned to serve as Crew Leaders support Supervisors in overseeing field work and receive a modest pay stipend for hours worked in that assignment. The Public Works Trainee program continues to support the Department's succession planning efforts, with several of the Department's most recent MEO hires coming from this program. The program is a one-year, temporary position that acquires skills needed to grow in full-time Public Works positions.

Retirement Eligibility: Five employees in the Department will be eligible to retire in 2024.

FUTURE ANALYSIS AND CONCLUSION

The Village regularly evaluates operational and staffing needs in order to ensure the Village's workforce is ready and equipped to provide high-quality, efficient municipal services to the community, and the Village continues to take steps in support of attracting, retaining and developing an innovative, high-performing and diverse workforce. Each Department is engaged in succession planning initiatives to plan for future attrition and ensure that the Village staff are prepared to step into new roles and responsibilities when needed. Additionally, the Village continually evaluates new or growing areas of municipal operations and how the Village's staffing structure can meet these evolving and growing needs. For example, the Village's work in sustainability, diversity, equity and inclusion, data management/open government and public communications and community engagement are continuing to grow, and proposed staffing structures are designed with resources in each of these areas. The Village's collective emphasis on training and professional development is reiterated in each Department, with funds allocated in the Calendar Year 2024 Budget for this purpose.

A new Strategic Plan is expected to be created in early 2024, which will continue to shape the staffing structure of the organization and workforce planning needs. The organization's staffing structure will continue to be dynamic and shaped in line with the community's needs and operational goals.

Calendar Year 2024 Classification Schedule and Salary Ranges

Positions listed alphabetically by grade.

Grade	FLSA Status	Position	2024 Minimum	2024 Maximum
Grade 11			\$161,672	\$226,341
	Exempt	Deputy Village Manager/Chief Financial Officer	. ,	. ,
	Exempt	Public Safety Director		
	Exempt	Public Works Director		
Grade 10	•	Tublic Works Director	\$145,651	\$203,911
Grade 10	Exempt	Development Services Director	\$143,031	7203,311
		Golf Club General Manager		
C1 - 0	Exempt	Gon Club General Manager	¢420.240	6402.424
Grade 9			\$130,310	\$182,434
	Exempt	Human Resources Director		
	Exempt	Public Safety Deputy Chief		
Grade 8			\$116,348	\$162,887
	Exempt	Assistant Chief Financial Officer		
	Exempt	Assistant Village Manager		
	Non-Exempt	Lieutenant		
	Exempt	Public Works General Superintendent		
	Exempt	Technology and Strategy Manager		
	Exempt	Water Treatment Plant Superintendent		
Grade 7			\$105,770	\$148,078
Grade /	Exempt	Golf Club Superintendent	\$103,770	Ψ1 40,070
	Non-Exempt	Public Works Supervisor		
Grade 6	Non-Exempt	rubile Works Supervisor	\$06.1FF	¢124 C17
Grade 6		Villaga Farriagan	\$96,155	\$134,617
	Exempt	Village Engineer	400	4
Grade 5			\$80,775	\$109,046
	Exempt	Accountant		
	Exempt	Communications Manager		
	Exempt	Head Golf Professional		
	Exempt	Public Safety Administrative Services Coordinator		
	Exempt	Support and Network Engineer		
Grade 4			\$73,432	\$99,133
	Exempt	Assistant Golf Shop Manager		. ,
	Exempt	Facilities Manager		
	Exempt	HR Generalist		
	· ·	Management Analyst		
	Exempt			
	Exempt	Payroll and Benefit Specialist		
0 1 0	Exempt	Planner	Acc ===	don 400
Grade 3	N. F.	Assessments Described to Committee	\$66,757	\$90,122
	Non-Exempt	Accounts Receivable Coordinator		
	Non-Exempt	Administrative Assistant		
	Exempt	Billing Services Coordinator		
	Non-Exempt	Community Service Officer		
	Non-Exempt	Permit Coordinator		
Grade 2			\$60,688	\$81,929
	Non-Exempt	Assistant Superintendent (Golf)		
	Non-Exempt	Records Clerk		
Grade 1	zampe		\$55,171	\$74,481
Jiude 1	Non-Exempt	Customer Service Representative	755,171	777,701
Grade G	Non-Exempt	customer service representative	\$40.653	\$67,033
Grade G	Nam Engage	Calf Club Machania	\$49,653	\$07,033
	Non-Exempt	Golf Club Mechanic		



HISTORY OF AUTHORIZED FULL-TIME POSITIONS

STISHED	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	SY 2020	CY 2021	CY 2022	CY 2023	CY 2024
VILLAGE MANAGER	1	1	1	1	1	1	1	1	1	1
	1	1	1	1	1	1	1	1	1	1
ADMINISTRATION AND FINANCE DEPARTMENT	•	•	•	•	•	•	•	•	•	
DEPUTY VILLAGE MANAGER/CFO	0	0	0	0	0	0	0	0	0	1
ASSISTANT VILLAGE MANAGER	1	1	1	1	1	1	1	1	1	1
ASSISTANT TO THE MANAGER	0	0	0	1	1	0	1	1	1	0
COMMUNICATIONS MANAGER	0	0	0	0	0	0	0	1	1	1
COMMUNITY ENGAGEMENT ANALYST	0	0	0	0	0	1	0	0	0	0
CUSTOMER SERVICE REPRESENTATIVE	0	0	0	0	0	0	0	0	1	1
EXECUTIVE ASSISTANT	1	0	0	0	0	0	0	0	0	0
MANAGEMENT ANALYST - VMO	1	2	1	0	0	0	0	0	0	0
MANAGEMENT ANALYST/DEPUTY CLERK	0 0	0	1 0	1	1 0	1	0	0	0 0	0
TECHNOLOGY AND STRATEGY MANAGER	-	0	-	0	-	0	-	0	-	1
SUPPORT AND NETWORK ENGINEER	0 1	1 0								
INFORMATION TECH. COORDINATOR	_									
HUMAN RESOURCES DIRECTOR	0	0	0	0	0	0	0	0	0	1
HUMAN RESOURCES GENERALIST	0	0	0	0	0	0	0	0	0	1
FINANCE DIRECTOR	1	1	1	1	1	1	1	1	1	0
ASSISTANT CFO	0	0	0	0	0	0	0	0	0	1
ASSISTANT FINANCE DIRECTOR	0	0	0	0	1	1	1	1	1	0
ASSISTANT TO THE FINANCE DIRECTOR	1	1	1	1	0	0	0	0	0	0
ACCOUNTANT	1	1	1	1	1	1	1	1	1	1
PAYROLL/BENEFIT COORDINATOR	1	1	0	0	0	0	0	0	0	0
PAYROLL AND BENEFITS SPECIALIST	0	0	0	0	0	0	0	1	1	1
MANAGEMENT ANALYST - FINANCE	0	0	1	1	1	0	0	0	0	0
FINANCIAL ANALYST	0	0	0	0	0	1	1	0	0	0
BILLING SERVICES COORDINATOR	1	1	1	1	1	1	1	1	1	1
DATA COORDINATOR	0	0	1	1	1	0	0	0	0	0
ACCOUNTS RECEIVABLE COORDINTAOR	0	0	0	0	0	1	1	1	1	1
TOTAL	9	9	10	10	10	10	9	10	11	13
DEVELOPMENT SERVICES DEPARTMENT										
DEVELOPMENT SERVICES DEPARTMENT DEVELOPMENT SERVICES DIRECTOR	0	0	0	0	0	0	0	0	0	1
PLANNER	0	0	0	0	0	0	0	0	0	1
PERMIT COORDINATOR	0	0	0	0	0	0	0	0	0	1
TOTAL	0	0	0	0	0	0	0	0	0	3
TOTAL	U	U	U	U	U	U	U	U	U	3
GOLF CLUB										
GENERAL MANAGER	1	1	1	1	1	1	1	1	1	1
SUPERINTENDENT	1	1	1	1	1	1	1	1	1	1
ASSISTANT SUPERINTENDENT	1	1	1	0	0	0	0	1	1	1
SECOND ASSISTANT SUPERINTENDENT	0	0	0	0	0	0	1	0	0	0
ASSISTANT SUPERINTENDENT IN TRAINING	0	0	0	0	1	1	0	0	0	0
HEAD GOLF PROFESSIONAL	1	1	1	1	1	1	1	1	1	1
ASSISTANT GOLF SHOP MANAGER	1	1	1	1	1	1	1	1	1	1
MECHANIC	1	1	1	1	1	1	1	1	1	1
TOTAL	6	6	6	5	6	6	6	6	6	6
PUBLIC SAFETY DEPARTMENT										
PUBLIC SAFETY DIRECTOR	1	1	1	1	1	1	1	1	1	1
DEPUTY CHIEF	2	2	2	2	2	2	2	2	2	2
LIEUTENANT	7	7	7	7	7	7	7	7	7	7
OFFICER	, 26	26	26	26	26	26	26	26	26	26
COMMUNICATIONS OPERATOR	5	5	0	0	0	0	0	0	0	0
COMMUNITY SERVICE OFFICER	2	2	3	3	3	3	3	3	3	3
ADMINISTRATIVE SECRETARY	0	0	0	0	0	0	0	0	0	0

HISTORY OF AUTHORIZED FULL-TIME POSITIONS

A LISHED	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	SY 2020	CY 2021	CY 2022	CY 2023	CY 2024
ADMINISTRATIVE ASSISTANT	1	1	1	1	1	1	1	1	1	1
MANAGEMENT ANALYST - PUBLIC SAFETY	0	0	0	0	0	0	0	1	0	0
ADMINISTRATIVE SERVICES COORDINATOR	0	0	0	0	0	0	0	0	1	1
RECORDS CLERK	1	1	2	2	2	2	2	2	2	2
TOTAL	45	45	42	42	42	42	42	43	43	43
PUBLIC WORKS DEPARTMENT										
PUBLIC WORKS DIRECTOR	1	1	1	1	1	1	1	1	1	1
VILLAGE ENGINEER	1	1	0	1	1	0	1	1	1	1
CIVIL ENGINEER	0	0	1	0	0	1	0	0	0	0
BUILDING & ZONING ADMINISTRATOR	1	1	1	0	0	0	0	0	0	0
WATER PLANT SUPERINTENDENT	1	1	1	1	1	1	1	1	1	1
GENERAL SUPERINTENDENT	1	1	1	1	1	1	1	1	1	1
ASSISTANT TO THE DIRECTOR	1	0	0	0	0	0	0	0	0	0
MANAGEMENT ANALYST	0	1	1	1	1	2	1	1	1	1
COMMUNITY DEVELOPMENT ADMINISTRATOR	0	0	0	1	1	0	0	0	0	0
PLANNING & DEVELOPMENT ADMINSTRATOR	1	1	1	0	0	0	0	0	0	0
DEVELOPMENT SERVICES MANAGER	0	0	0	0	0	1	1	1	1	0
PUBLIC WORKS SUPERVISOR	4	4	4	4	4	4	4	4	4	4
FACILITIES MANAGER	0	0	0	0	0	0	0	0	1	1
ADMINISTRATIVE ASSISTANT	1	1	1	1	1	0	1	1	1	1
PLANNER	0	0	0	0	0	1	1	1	1	0
OFFICE COORDINATOR	1	1	1	1	1	0	0	0	0	0
RECEPTIONIST/CASHIER	1	1	1	1	1	1	1	1	1	0
MECHANIC	4	4	4	4	4	4	5	5	5	5
MAINTENANCE EQUIPMENT OPERATOR	21	21	21	21	21	21	20	20	20	20
WATER PLANT OPERATOR	4	4	4	4	4	4	5	5	5	5
TOTAL	43	43	43	42	42	42	43	43	44	41

TOTAL FULL-TIME POSITIONS

SUPPORTING MATERIALS



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CALENDAR YEAR 2024



BOARDS AND COMMISSIONS

Last updated November 2023

APPOINTED VILLAGE OFFICIALS

Name	Year Appointed	Term Expires		
Steven Elrod	2014	May 2024		
Village Attorney	2014	IVIAY 2024		
Philip Kiraly	2013	May 2024		
Village Clerk	2013	1VIAY 2024		
Jonathan Pape	2022	May 2024		
Deputy Village Clerk	2022	1VIAY 2024		
Sean Loughran	2023	May 2024		
Village Marshal	2023	1VIGY 2024		
Monica Sarna	2023	May 2024		
Street Commissioner	2023	1VIGY 2024		
Nikki Larson	2018	May 2024		
Village Treasurer	2010	1VIGY 2024		
Nikki Larson	2018	May 2024		
Village Collector	2010	1VIGY 2024		
Wayne Addis & Joel Greenberg	2015	Continuous Term, Appointed		
Village Prosecutor	2013	by Village Manager		

ZONING BOARD OF APPEALS/ZONING COMMISSION

(5-Year Term, 7 Members)

Name	Year Appointed	Term Expires
Scott Novack (Chair)	2021	May 2026
Sara Elsasser	2016	May 2026
Jake Holzman	2022	February 2027
Dena Fox	2022	March 2027
Michael Kuppersmith	2021	May 2026
Debbie Ruderman	2021	May 2026
Michael Zuckerman	2023	May 2028
Taylor Baxter and Rich		
McGowan	2019	N/A
Staff Liaisons		

PLAN COMMISSION

(4 Year Term, 10 Members)

Name	Year Appointed	Term Expires		
Bruce Huvard (Chair)	2005	May 2026		
Public-at-Large	Appointed Chair 2019	IVIAY 2020		
Gail Lissner	2021	N/A		
Village Trustee	2021	N/A		
Greg Turner	2019	May 2027		
Public-at-Large	2019	IVIAY 2027		
Scott Novack ³	2022	March 2026		
Zoning Board of Appeals	2022	IVIAICII 2026		
Peter Van Vechten ³	2007	May 2027		
Preservation Commission	2007	IVIAY 2027		
Marc Gale – Ex Officio ¹	2021	May 2025		
District 35 School Board	2021	Iviay 2023		
Carol Spain – Ex Officio ¹	2022	May 2025		
Park District	2022	Way 2023		
Michael Pope – Ex Officio ¹	2021	May 2025		
Library Board	2021	Way 2023		
Jim Thompson	2019	May 2027		
Public at Large	2019	IVIAY 2027		
MacAdam Glinn	2023	May 2027		
Public at Large	2023	1VIGY 2027		
Taylor Baxter	2019	N/A		
Staff Liaison	2013	IV/A		

Notes:

- 1. Ex officio members are president (or designee) of their respective governing boards.
- 2. At-large members serve until the first day of May following a regular election for the Office of Village President.
- 3. Chair of the Preservation Commission and Zoning Board of Appeals are automatic appointments coincident with term of PC or ZBA.

PRESERVATION COMMISSION

(5-Year Term, 7 Members)

Name	Year Appointed	Term Expires
Peter Van Vechten (Chair)	2008	May 2027
	Appointed Chair 2019	·
Dudley Onderdonk (Trustee)	2021	N/A
Diane Schwarzbach	2008	June 2024
Erika Block	2019	June 2024
Mitchell Carell	2019	September 2024
Jessica Mavrogenes	2023	May 2027
Vacant	N/A	N/A
Jonathan Pape	2022	N/A
Staff Liaison		-

GLENCOE GOLF CLUB ADVISORY COMMITTEE

(4-Year Term, 5 Members)

Name	Year Appointed	Term Expires
Eva Levy (Chair)	2016	May 2027
Joe Halwax (Trustee)	2021	N/A
Matt Siebert	2017	May 2025
Gerald Wine	2018	May 2026
Michael LaPorte	2018	May 2026
Greg Turner	2021	May 2025
Stella Nanos Staff Liaison	2006	N/A

AD-HOC DESIGN REVIEW COMMITTEE FOR GOLF CLUBHOUSE

(Undefined Term, 7 Members)

Name	Year Appointed	Term Expires
Michael LaPorte (Co-Chair)	2023	
David Stern (Co-Chair)	2023	
Joe Halwax (Trustee)	2023	
Lauren Flax	2023	
Nicole Reifman	2023	
Chad Richman	2023	
Jon Ruderman	2023	
Stella Nanos Staff Liaison	2023	

Notes:

1. The Ad-Hoc Design Review Committee was created by the Village Board to assist with the design review process for the new clubhouse at the Glencoe Golf Club. At the conclusion of this process, the Committee will be disbanded.

GLENCOE COUNCIL FOR INCLUSION AND COMMUNITY

(3-Year Term, 12 Members)

Name	Year Appointed	Term Expires	
Rafael Guzman (Chair)	2021	May 2024	
Hilary Scott (Trustee)	2020	October 2025	
Aman Bedi	2023	May 2026	
Laura Epstein	2023	May 2027	
Robert Young	2017	May 2026	
Annice Moses	2020	November 2024	
Amy Mysel	2020	November 2024	
Sakura Evans	2022	January 2025	

Vivek Mali	2021	May 2024
John Bjork	2021	May 2024
Emily Robins	2022	January 2025
Sharon Tanner Staff Liaison	2015	N/A

PUBLIC SAFETY COMMISSION

(3-Year Term, 3 Members)

Name	Year Appointed	Term Expires
Amy St. Eve (Chair)	2007	May 2026
Andrew Berlin	2011	May 2026
Daniel Rubinstein	2007	May 2026
Sharon Tanner Staff Liaison	2015	N/A

POLICE PENSION FUND BOARD

(2-Year Term, 5 members)

Name	Year Appointed	Term Expires
Michael Neimark (Vice- President)	1998	May 2024
David Ciecko (Secretary)	2023	May 2025
Hubert Dziekan (President)	2019	April 2024
Eric Birkenstein (Asst. Secretary)	2017	May 2025
David Feinstein	2023	May 2024
Nikki Larson Staff Liaison	2018	N/A

FIRE PENSION FUND BOARD

Name	Year Appointed	Term Expires
Philip Kiraly (President)	2013	N/A
Sean Loughran (Vice President)	2023	N/A
Howard Roin (Trustee)	2021	N/A
Steven Elrod (Trustee)	2014	N/A
Vacant	N/A	N/A
Nikki Larson (Ex-Officio, Treasurer)	2018	N/A

SUSTAINABILITY TASK FORCE

(3-Year Term, 11 Members)

Name	Year Appointed	Term Expires
Barney Gallagher	2017	June 2026
Georgia Mihalopoulos (Trustee)	2023	N/A
Larry Reilly (Co-Chair)	2017	May 2026
Bradley Levison (Co-Chair)	2023	May 2026
Linda Lin Library Representative	2019	May 2025
Helyn Latham	2020	October 2023
Laurie Gross Tuchman (Vice- Chair)	2021	May 2024
Tina Hostert	2021	August 2024
Robert Breisblatt	2021	September 2024
Jamie Fishman	2022	May 2025
Jeffrey Mawdsley Staff Liaison	2021	N/A

TREE COMMISSION

(5-Year Term, 3 Members)

Name	Year Appointed	Term Expires
Dudley Onderdonk (Chair)	2023	May 2028
Bryan Lammers (Vice Chair)	2023	May 2028
Nina Schroeder	2023	May 2028
Don Kirk Staff Liaison	2023	N/A



ADMINISTRATIVE STAFF

Reflecting positions for the Calendar Year Beginning January 1, 2024

		Year Appointed to:	
Name	Present Position	Present Position	Village Staff
Administration and Finance I	Department		
Philip Kiraly	Village Manager	2013	2013
Nicole Larson	Deputy Village Manager/CFO	2024	2018
Jonathan Pape	Assistant Village Manager	2024	2022
Margaret Schwarz	Assistant CFO	2024	2022
Diane Harris	Accountant	2016	2016
Neringa Shapiro	Billing Service Coordinator	2005	2005
Julie Geyer	Payroll and Benefits Specialist	2022	2017
Michael Weidner	Accounts Receivable Coordinator	2023	2023
Sharon Tanner	Human Resources Director	2024	2015
Vacant	Human Resources Generalist		
Samantha Hanzel	Communications Manager	2022	2022
Talia Cassara	Customer Service Representative	2023	2023
Mariuz Gil	Technology and Strategy Manager	2023	2023
Vacant	Support and Network Engineer		
Public Safety Department			
Sean Loughran	Public Safety Director	2023	2023
Andrew Perley	Deputy Chief	2022	2008
Vacant	Deputy Chief		
Matthew Esposito	Lieutenant	2017	2008
Ryan Harrison	Lieutenant	2021	2014
Kevin Kulinski	Lieutenant	2019	2001
Andrew Leverentz	Lieutenant	2023	2014
Ken Paczosa	Lieutenant	2016	2003
Michael Talend	Lieutenant	2016	2008
David Veit	Lieutenant	2022	2016
Public Works Department			
Monica Sarna	Public Works Director	2023	2023
James Tigue	Village Engineer	2021	2019
Jeffrey Mawdsley	Management Analyst	2021	2021
Donald Kirk	General Superintendent	2015	2013
Frank Colletti	Public Works Supervisor	2019	2019
Mark Dooley	Public Works Supervisor	2015	2015

John Sojer	Public Works Supervisor	2021	2012
Robert Waring	Public Works Supervisor	2012	1991
Alex Urbanczyk	Water Plant Superintendent	2014	2011
Development Services Depart	ment		
Taylor Baxter	Development Services Director	2024	2019
Richard McGowan	Planner	2019	2019
Adrienne Dulkoski	Permit Coordinator	2022	2022
Glencoe Golf Club			
Stella Nanos	Glencoe Golf Club Manager	2006	2006
Matt Radde	Head Golf Professional	2008	2008
Caesar Noriega	Assistant Golf Shop Manager	2006	2006
Dave Arden	Golf Course Superintendent	2007	2007

1847—	Trinity Lutheran Church organized (Turnbull Woods)
	First train goes through Glencoe in the Chicago to Milwaukee run
	Glencoe incorporated as a Village
	Woman's Library Club established
	—African Methodist Episcopal Church organized
	Snow plowing begun as Village service
	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—	, 3
	Village combined Police/Fire service started
	Present Village Hall/Service Building built
	Present Post Office built
	Present North Shore Congregation Israel temple built
1974 —	Comprehensive Plan adopted
1975	Blue Ribbon Committee formed to look into downtown parking, economic development
1975—	Bond referendum passes for sewers, trees

1976	— West School closed; inauguration of age-centered schools
	— Glencoe Theater, on Vernon Avenue near Hazel Street, closed
1979—	
1982—	— Public Safety Commission formed
	— 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 five-year street program adopted
1992—	— Village Hall renovated
1993	— James Webb, first African-American Village President, elected
1994	Celebration of 125th Anniversary of the Village and 80th anniversary of manager form of government
1996—	— Comprehensive Plan revised
1997—	— Public Works Building renovated
1998	— Deer management program referendum
2001	— Business district updated with new streetscape
2006	— Park District Community Center renovation approved by referendum
2008	Bond referendum passes for Village Hall improvements to Public Safety, purchase of a fire engine and improvements to
	streets and sewers.
2009	── Village Court Parking Lot renovated
2011	— Public Safety renovated Village Hall cupola repaired and restored
2012	Bond referendum passes
	Shared Services with Park District
	Consolidated Community Newsletter between the Village, Park District and School District Library utilizes Village financial system
2013	— Village Manager Philip Kiraly appointed
2244	Public Safety Director Cary Lewandowski appointed
2014	 Writers Theatre groundbreaking Celebration of 100 years of council/manager form of government
	Greenwood Ave. Basin storm sewer improvements
	Elm Place Basin storm sewer improvements Village Board authorized a storm water drainage study of five targeted areas that experience severe and recurring flooding.
	The Study looked at targeted drainage basin areas including Terrace Court, Skokie Ridge, Greenwood Avenue, Madison
	Avenue and the Hazel Avenue Underpass at Green Bay Road
2015	 Green Bay Road resurfacing, new landscape median installed at Tudor Court Sheridan Road resurfacing
	Bond referenda approved by voters for Village Hall HVAC system, storm sewer improvements, sanitary sewer upgrades,
	street resurfacing and sidewalk replacement
	Retired Reserve Fire Engine #30R New Fire Engine #30 in service
	New recycling contract implemented
2016	— Creation of Sustainability Task Force
	Village Hall HVAC improvements Completion of stormwater improvements in the Skokie Ridge and Terrace Court Basins
	Intergovernmental agreement with the Village of Glenview for dispatching services approved
6 cont. –	 Developed and installed supervisory control and data acquisition (SCADA) system for sanitary sewer lift stations
	Completed comprehensive RFP process and awarded contract for new five-year recycling collection services agreement
	Implementation of new payroll system and expanded time and attendance functionality implemented with change from semi-monthly payroll to bi-weekly payroll
	semi monthly payron to bi-weekly payron

2017	Consolidated 911 dispatch services with the Village of Glenview Completed residential and commercial garbage collection analysis and RFP process, awarded garbage collection franchise agreement and transitioned service provision Conducted emergency cleaning of Water Plant intake
	Purchased new front-line ambulance Outsourced building plan, fire and life safety review and building inspections following the retirement of a long-serving employee
	Conducted a comprehensive Village technology needs assessment and enterprise resource planning system RFP process Developed the Sesquicentennial Working Group in advance of the Village's 150th Anniversary Completion of stormwater improvements in the Madison Avenue and Park Avenue Basins
2018-	Created and adopted a comprehensive three-year Strategic Plan for Fiscal Years 2019-2021 Selected a new enterprise resource planning system and commenced implementation
	Adopted the Glencoe Active Transportation Plan for future pedestrian and bicycle-related infrastructure improvements Commenced the Village's year-long, 150th Anniversary celebration Completed significant ravine outfall improvements at four locations
	Rehabilitated sanitary sewers to comply with new inflow and infiltration regulations Finance Director/Village Treasurer Nikki Larson appointed
2019 -	Planned and executed the Village's sesquicentennial celebration, including one-time special events and enhancements to the annual Fourth of July and Light the Lights celebration
	Awarded a \$125,000 Safe Routes to School grant with School District 35 to fund sidewalk/crosswalk improvements at 10 intersections near Glencoe schools
	Commenced comprehensive review of the proposed subdivision and redevelopment of 1801 Green Bay Road
	Conducted 2019 Community Survey with 99% of households rating Glencoe as an excellent or good place to live Implemented a new financial software for accounting, accounts payable, purchasing and cash receipting as part of the Village-wide ERP system
	Completed Phase I and initiated Phase II security upgrades to Village-owned spaces
	Completed water main replacements at two locations
2020—	Planned and executed the Village and Glencoe Golf Club's response to the ongoing COVID-19 pandemic, including the transition of a significant portion of the Village's workforce to fully remote operations for over three months
	Continued comprehensive review of the approved subdivision and redevelopment of 1801 Green Bay Road (Forest Edge Subdivision)
	Commenced the Village's 2020 Water Meter Replacement Program and completed \$3 million in alternate revenue bond financing for water infrastructure projects
	Completed Phase II security upgrades to Village-owned spaces
	Partnered with the Historic Preservation Commission, Glencoe Historical Society, Glencoe Park District and private property owners to explore non-demolition options for the Frank Lloyd Wright-designed Sherman Booth Cottage, ultimately resulting in the relocation of the Cottage within the Ravine Bluffs subdivision to Glencoe Park District Park 7n
	Researched and presented information to the Village Board regarding the Village's financial and regulatory authority as a non-home rule municipality
	Continued implementation of a new financial coftware for accounting accounts navable nurshacing and each receipting as

Continued implementation of a new financial software for accounting, accounts payable, purchasing and cash receipting as

part of the Village-wide ERP system

2020 cont.

Surpassed Glencoe Golf Club records for rounds played and installed four permanent cart paths

Refinanced 2016 general obligation bonds to save Glencoe residents approximately \$400,000

2021

2022

Maintained the Village's commitment to transparency and accountability to the community by ensuring that all Village -Board of Trustees, Commission and Committee meetings took place either in-person or virtually through 2021

Continued new enterprise resource planning (ERP) system implementation

Following voter authority given during the April 6, 2021 bond referendum, issued of \$7 million in general obligation bonds to fund the first phase of community improvements

Completed the Village's community-wide Water Meter Replacement Program to replace over 3,000 residential and small commercial water meters

Fully implemented a new parking management system for both commuter parking permitting and downtown parking enforcement

Began replacement of Skokie Lagoon water transmission main

Secured American Rescue Plan act funding to support critical infrastructure projects

Golf Club installed continuous cart paths on three holes and completed pond intake pipe replacement project; achieved recertification through Audubon International

Completed Lexipol fire operations policy/procedure impelmentation and staff training; updated policies and procedures and provided training to Public Safety staff as required by the Illinois SAFE-T Act

Initiated the public process for development of a new Comprehensive Plan

Completed bond-funded infrastructure imrpovement projects including maintenance street resurfacing, Sunset/Vernon and South/Washington/Washington Place storm water improvements, Residential sidewalk replacement, Green Bay Trail – Hazel Ave crossing improvements, gateway and wayfinding signage installations, and downtown brick paver restoration improvements.

Completed Phase III (Final) of the 16-inch lagoon transmission water main replacement Implemented final components of the ERP system

Partnered with downtown Glencoe business community to accommodate licensing agreements for the use of public right-ofway for outdoor dining, carry out parking improvements and community events.

2023

The Village wins American Public Works Association - Chicago Metro Chapter award for Tudor Court Street and Streetscape Improvements.

Implemented a Lead Service Line Replacement Cost Sharing Program to ease the financial burden of line replacements on impacted residents, while meeting the legislative changes enacted by the State of Illinois (the Lead Service Line Replacement and Notification Act (415 ILCS 5/17.12)) which requires the replacement of all lead service lines in the community by 2042. Conducted 2023 Community Survey with 99% of households rating Glencoe as an excellent or good place to live. Voters approved a \$15 million bond referendum an the April 4, 2023 general election to fund the replacement and redesign of the Glencoe Golf Club Clubhouse.

Partnered with the Glencoe Park District on a Lakefront bluff stabilization improvement that includes reconstruction of the lower access ramp to the Water Plant and the Glencoe Beach.

Saw the retirements of both Public Works Director David Mau and Public Safety Director Cary Lewandowski and hired their successors

Continued the development of the Village's new comprehensive plan - All In, Glencoe.

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

Additional contributions to timeline made by
Ellen Shubart, Former Village Trustee
Philip Kiraly, Village Manager
David Mau, Public Works Director
Cary Lewandowski, Public Safety Director
Nikki Larson, Finance Director



STATISTICAL DATA

GENERAL INFORMATION

Date of incorporation and adoption of Village Charter March 29, 1869

Form of Government Council-Manager

(by Ordinance)

Population 1970 10,542 1980 9,200

19908,49920008,76220108,72320208,849

Area 3.86 square miles

Median Household Income (2017-2021 ACS survey five-year estimate) \$212,132

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 3,052

Average Daily Pumpage 1,583,000 gallons

Rated Daily Capacity 8,000,000

Miles of Water Main 58

Storage Capacity 2,500,000 gallons

Fire Hydrants 504



PERFORMANCE INDICATORS

MUNICIPAL SERVICES

• Strategic Priority

- Operational Effectiveness
- Financial Sustainability
- Community Engagement

Trends and Goals

- Trend: Activity of the Village's boards and commissions remained generally consistent or increased during the last three years
- Goal: Continue to encourage public participation in governance through the activities of the Village's boards and commissions
- o Goal: Continue to provide professional and transparent municipal services

	2021	2022	YTD Q1-Q3 2023
Ordinances Adopted	23	25	23
Resolutions Adopted	54	67	71
FOIA Requests Processed	175	286	394
Village Board Meetings	12	12	11
Committee of the Whole Meetings	11	10	9
Finance Committee Meetings	10	11	11
Preservation Commission Meetings	12	11	10
Plan Commission Meetings	6	6	8
Zoning Commission/Board of Appeals Meetings	11	11	11
Public Safety Commission Meetings	9	10	12
Council for Inclusion and Community Meetings	16	12	10
Golf Advisory Committee Meetings	12	12	9
Sustainability Task Force Meetings	11	11	10
Police Pension Fund Board Meetings	6	5	3

COMMUNICATIONS AND ENGAGEMENT

Strategic Priorities

Community Engagement

Trends and Goals

- Trend: Significant increase in engagement through eNewsletter, Facebook and Instagram
- Goal: Increase community engagement and raise awareness for Village news, programs, and initiatives, as measured by an increase in subscribers, impressions, reach, overall efforts and open rates
- Goal: Continue to disseminate high-quality and valuable information on multiple platforms and communication channels to provide information that is convenient for residents to access
- Goal: Complete a redesign of <u>www.villageofglencoe.org</u> to ensure ease of use and access to quality public information.

	2021	2022	YTD Q1-Q3 2023
Number of Inside Glencoe Newsletters Mailed	2	3	3
Number of Views of Digital Versions of Inside Glencoe Newsletters (Flipsnack)	1,210	1224	1502
eNewsletter Subscribers	2,805	2,820	3,331
eNewsletter Average Open Rate	53.9%	70.4%	56%
Number of Facebook Followers (@VGlencoe)	1	2,246	2,412
Facebook Reach (@VGlencoe)	30,616	44,070	47,778
Number of Instagram Followers (@VGlencoe)	1	1,936	2,476
Instagram Reach (@VGlencoe)	3,900	18,363	19,509
Number of Twitter ³ Followers (@VGlencoe)	1	1,136	1,174
Twitter ³ Impressions (@VGlencoe)	1	6,092	3
Number of Twitter ³ Followers (@GlencoePublicSafety)	1	473	516
Twitter ³ Impressions (@GlencoePublicSafety)	1	3,612	3
Number of TikTok ³ Followers (@VGlencoe) Account created in 2022	1	190	820
Number of YouTube Video Views per year	1,376	1,160	753

¹⁻ Data unavailable; data collection began in 2022

² – data unavailable – changes in platform analytics (Twitter/X)

³ - as of August 2023 the Village no longer uses this platform

PUBLIC WORKS SERVICES (Streets, Sewers, Forestry, Water

Production/Distribution)

• Strategic Priorities

- o Infrastructure Replacement
- Operational Effectiveness

• Trends and Goals

- Trend: Total water pumpage varies year to year, largely due to weather factors (e.g. drought or heavy rain)
- o Trend: Decrease in vehicle breakdowns from 2020 to 2022
- Goal: Decrease water main breaks by maintaining and replacing vulnerable infrastructure, reducing non-revenue water loss
- Goal: Improve the Village's tree population by maintaining the current inventory, replacing less desirable species and diversifying species of trees; maintain Tree City USA designation
- Goal: Continue to provide a safe and reliable water system through routine system maintenance and infrastructure investment
- o Goal: Increase landfill diversion through recycling initiatives

WATER PRODUCTION	ON/DISTRIBUTION	2021	2022	YTD Q1-Q3 2023
Total Pumpage	(million gallons)	569.690	546.051	477.365
Average Pumpage/Day	(million gallons)	1.561	1.496	1.694
Maximum Pumpage/Day	(million gallons)	3.490	3.400	3.687
Minimum Pumpage/Day	(million gallons)	0.810	0.820	.837
Maximum Pumpage Rate	(mgd)	6.8	6.8	7.4
Average Gallons/User/Day		179	169	198
Total Precipitation	(inches)	25.05	35.38	24.32
New Service Taps	(each)	27	24	50
Service Repairs	(each)	4	3	4
Main Breaks	Repaired	18	17	20
	Tested	25	603	256
Fire Hydrants	Repaired	100	19	11
	New installation	5	3	0
	Inspected	841	882	713
Valves	Exercised	825	847	708
	Repaired	57	45	29
	New installation	3	2	1

	Repaired	44	45	48
Water Meters	New installation	44	15	34
	Failed Meter Replacement	1	3	0
STREETS, REPAIRS,	STREETS, REPAIRS, FORESTY		2022	YTD Q1-Q3 2023
Street repairs	(square feet)	2021 30,106	12,159	8,200
Plowed	(number of operations)	16	10	7
Salted	(number of operations)	22	21	11
Road Salt	(tons)	1,362	1,100	450
Calcium Chloride/Brine	(gallons)	7,000	6,300	2,350
·	Repaired (square feet)	723	39	25
Sidewalks	Business District plowing operations	22	16	7
	Residential plowing operations	10	9	2
	Cleaned (feet)	328,757	302,662	223,845
Sanitary Sewers	Repaired (feet)	205	12	10
	Televised (feet)	37,278	14,529	8,125
	Cleaned (feet)	82,714	40,601	51,333
Storm Sewers	Repaired (feet)	162	224	93
	Televised (feet)	4,552	4,595	4,965
Manhole/Catch	Cleaned	775	831	320
Basins	Repaired	31	61	23
	Trimmed	453	726	973
Parkway Trees	Removed	457	178	164
	Emerald Ash Borer	162	42	10
	New Trees Planted	98	76	87
VEHICLE MAINTEN	ANCE	2021	2022	YTD Q1-Q3 2023
Routine Service	(each)	205	211	162
Breakdowns Major	(each)	21	2	0
Breakdowns Minor	(each)	24	1	0
Outside Repairs	(each)	5	0	0
Gasoline Used	(gallons)	38,639	33,426	25,836
Diesel Used	(gallons)	25,700	23,090	17,016

SHARED SERVICE GLENCOE PARK DISTRICT		2021	2022	YTD Q1-Q3 2023
Fleet Maintenance	Vehicles Serviced	51	45	34
	Vehicles Repaired	86	73	53
	Parts Costs	\$14,577	\$12,639	\$12,914
	Labor Costs	\$24,200	\$11,536	\$7,169

WASTE COLLECTION		2021	2022	YTD Q1-Q3 2023
Garbage/Recycling	Garbage (tons)	2,593	2,519	1905
	Recycling (tons)	1,409	1,329	864
	Yard Waste/Compost (tons)	145	124	108
Curbside Leaf Collection	(cubic yards)	9,460	10,180	N/A

DEVELOPMENT SERVICES

- Strategic Priorities
 - o Operational Effectiveness
- Trends and Goals
 - Trend: Relatively stable building permit activity for single-family new construction from 2020 to 2022
 - o Trend: Uptick in building permit activity after 2021.
 - Goal: Continue to meet the needs of the community by reviewing and approving applications for building permits in an efficient manner, assisted by new permitting software

BUILDING PERMITS		2021	2022	YTD Q1-Q3 2023
	Single-Family New Construction	16	14	9
Permits Issued	Total Permit Fees for New Single-Family Construction	\$705,161	\$606,363	\$451,266
	Avg. Permit Fee for New Singly-Family Construction	\$44,073	\$43,312	\$50,141
	Single-Family New Accessory Structure/Additions	40	26	29
	Single Family Demo Only	1	1	1
		Year	# Issued	Value of
		I Cai	# Issued	Construction
		2023 YTD	# Issued 38	\$28,338,161
		2023 YTD	38	\$28,338,161
		2023 YTD 2022	38 47	\$28,338,161 \$26,419,955
Building permits includi		2023 YTD 2022 2021	38 47 57	\$28,338,161 \$26,419,955 \$25,212,483
construction, additions		2023 YTD 2022 2021 2020	38 47 57 41	\$28,338,161 \$26,419,955 \$25,212,483 \$22,996,283
		2023 YTD 2022 2021 2020 2019	38 47 57 41 37	\$28,338,161 \$26,419,955 \$25,212,483 \$22,996,283 \$23,438,264
construction, additions		2023 YTD 2022 2021 2020 2019 2018	38 47 57 41 37 49	\$28,338,161 \$26,419,955 \$25,212,483 \$22,996,283 \$23,438,264 \$21,208,866
construction, additions		2023 YTD 2022 2021 2020 2019 2018 2017	38 47 57 41 37 49 47	\$28,338,161 \$26,419,955 \$25,212,483 \$22,996,283 \$23,438,264 \$21,208,866 \$31,887,557
construction, additions		2023 YTD 2022 2021 2020 2019 2018 2017 2016	38 47 57 41 37 49 47 43	\$28,338,161 \$26,419,955 \$25,212,483 \$22,996,283 \$23,438,264 \$21,208,866 \$31,887,557 \$14,664,478

PUBLIC SAFETY SERVICES

• Strategic Priorities

- Community Engagement
- Operational Effectiveness

• Trends and Goals

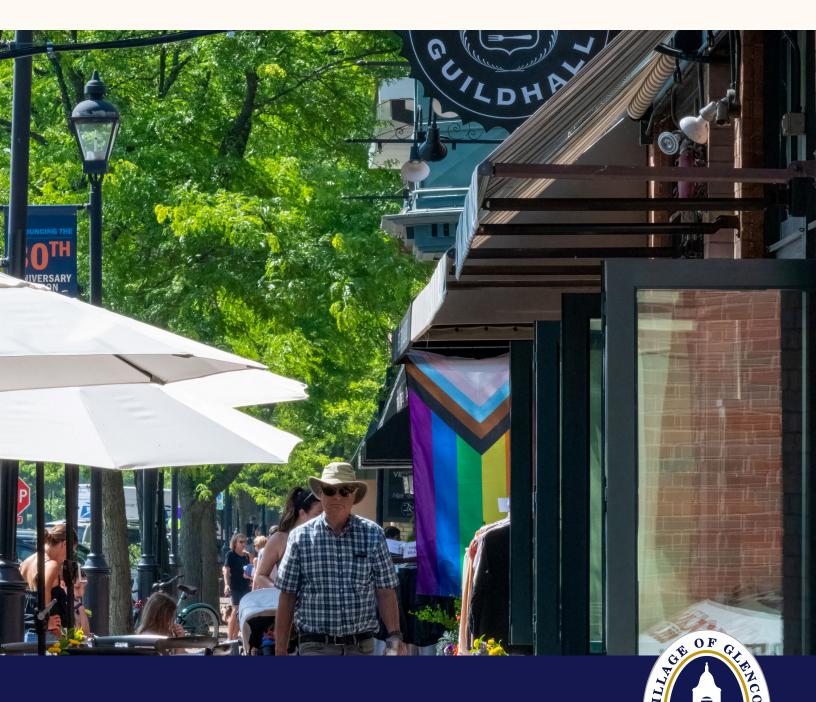
- o Trend: Violent crime remains extremely low
- o Trend: Vehicle burglary and vehicle theft declining from 2020 to 2022
- o Goal: Continue crime prevention efforts in order to see a decline in theft
- Goal: Increase education and signage to reduce the number of local ordinance violations issued

	2021	2022	2023
Fire/Paramedic Service Calls	1,309	1,309	1,328
Police Service Calls	13,691	13,691	13,399
Motor Vehicle Accidents	119	119	108
Driving Violations	860	860	972
Local Ordinance Violations	119	119	233
Parking Violations	2,067	2,067	3,789
Offense			
Murder	0	0	0
Negligent Manslaughter	0	0	0
Justifiable Homicide	0	0	0
Non-consensual Sex Offenses	1	4	2
Aggravated Assault	1	0	4
Simple Assault	8	8	8
Intimidation	0	4	1
Kidnapping/Abduction	0	0	0
Consensual Sex Offenses	0	0	0
Human Trafficking, Commercial Sex Acts	0	0	0
Human Trafficking, Involuntary Servitude	0	0	0
Crimes Against Persons Total	10	15	15
Offense			
Robbery	0	0	0
Burglary/Breaking & Entering	3	13	10
Larceny/Theft Offenses	38	53	31
Motor Vehicle Theft	2	9	4
Arson	0	0	1
Destruction of Property	26	20	23
Counterfeiting/Forgery	0	5	7
Fraud Offense	215	66	81
Embezzlement	0	0	1
Extortion/Blackmail	0	0	0

Bribery	0	0	0
Stolen Property Offenses	2	0	4
Crimes Against Property Total	286	166	162
Offense			
Drug/Narcotic Violations	11	10	0
Drug Equipment Violations	4	2	0
Gambling Offenses	0	0	0
Pornography/Obscene Material	1	0	1
Prostitution	0	0	0
Weapons Law Violation	1	2	1
Animal Cruelty	0	0	0
Crimes Against Society Total	17	14	2
Total Group "A" Offense	313	179	157

GLOSSARY OF

BUDGET TERMS



CALENDAR YEAR 2024

Calendar Year 2024 Budget | Page 299



GLOSSARY OF BUDGET TERMS

- A -

Abatement: The reduction of a property tax levy.

Accrual Basis of Accounting: The accrual basis of accounting recognizes revenues when they are earned and expenses are recorded when a liability is incurred or asset is used.

Agency Fund: A fund normally used to account for assets held by a government as an agent for individuals, private organizations or other governments.

Appropriation: An allowable expenditure per Illinois Compiled Statutes, authorized by the Village Board that permits the Village to incur obligations and make expenditures for a specific purpose.

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

- B -

Basis of Accounting: A term used when revenues, expenditures, expenses, transfers, assets and liabilities are recognized in the accounts and reported in the financial statements. Specifically, it relates to the timing of the measurements made, regardless of the nature of the measurement, on the cash, modified accrual, or the accrual method.

Budget: The financial plan for a specified period of time that matches all planned revenues and expenditures with various municipal services. The term "Adopted Budget" refers to the official budgetary totals authorized by the Board of Trustees.

Budgetary Accounts: Accounts used to record 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.

Budget-in-Brief: A document prepared after the final budget is approved that provides a high-level summary of budgeted revenues and expenditures. The document is usually easily understandable to the general public and other interested parties without a background in public finance.

Capital Expense: Any item or project costing over \$10,000. Included as capital expenses are expenditures for land, building improvements, equipment, vehicles, machines or software that result in an addition to fixed assets. Capital expenses are not separated from the overall budget and are reflected in individual department budget requests.

Capital Projects Fund: The Capital Projects Fund is a governmental fund that exists for the purpose of aggregating resources to complete infrastructure improvements and large-scale capital projects. These projects are largely funded by General Obligation (G.O.) bonds and any interest earned on the respective bond proceeds.

Charges for Service: User charges for services provided by the Village to those specifically benefiting from those services.

Community Investment Program (CIP): A plan for major capital expenditures incurred annually and over a 10-year period.

- D -

Debt Limit: Legally established limit for the issuance of debt, based on a percentage of base year Equalized Assessed Value (EAV) of property within Village limits. Issuance of bonds in excess of the debt limit requires voter approval.

Debt Margin: The difference of the legal debt limit and total outstanding obligations.

Debt Services Fund: This fund is a governmental fund that exists for the purpose of retiring general obligation and other debt incurred to finance various capital improvements.

Depreciation: A portion of the cost of a capital asset charged as an expense during a particular period, reflecting expiration in the asset's service life.

- E -

Encumbrance: Restricting or reserving funds for a specific expenditure. The most common example of an encumbrance is the issuance of a purchase order which 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). The EAV represents a portion of the market value of a property that is used for property tax assessment.

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 in a governmental fund.

Expense: Charges incurred, whether paid or unpaid, resulting from the delivery of Village services.

- F -

Federal Insurance Contributions Act (FICA): This act allows for the collection of social security taxes. FICA is comprised of social security and Medicare taxes.

Fiscal Policy: The Village's policies with respect to revenues, spending and debt management as these relate to government services, programs and capital investment. Fiscal policy provides an agreed upon set of principals by the Village Board for the planning and programing of government budgets and their funding.

Fiscal Year (FY): A twelve-month period designated as the operating year for an entity. The Village's fiscal year now begins on January 1 and ends December 31. Prior to December 31, 2020, the Village's fiscal year started on March 1 and ended on February 28 (or February 29 in leap years).

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.

- G -

General Fund: The general fund is a governmental fund that accounts for all revenues and expenditures of the Village, which are not accounted for in any other fund. This is an operating fund from which most of the current operations of the Village are financed.

Generally Accepted Accounting Principles (GAAP): Refers to the standard framework of guidelines for financial accounting used in any given jurisdiction, generally known as accounting standards or standard accounting practice.

General Obligation Bond (G.O. Bond): A long-term security that is issued to provide funding for a project, and where the general taxing power of the Village is guaranteed to pay both the principal and interest associated with the underlying debt instrument.

Governmental Accounting Standards Board (GASB): The GASB is an independent organization that establishes and improves standards of accounting and financial reporting for municipal entities. GASB is the source of generally accepted accounting principles (GAAP) used by state and local governments.

Government Finance Officers Association (GFOA): The GFOA is an independent organization whose purpose is to enhance and promote the professional management of governments for the public benefit by identifying and developing financial policies and best practices and promoting their use through education, training, facilitation of member networking and leadership.

- 1 -

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.

Intergovernmental Risk Management Agency (IRMA): A municipal risk management pool providing insurance coverage to over 70 government agencies in Illinois to address risks and share education tools to help members decrease property, casualty and workers' compensation claims and losses.

IRMA Excess Surplus: The IRMA Excess Surplus fund is an account held by IRMA on behalf of the Village which is credited for deductibles paid in excess of property, casualty and workers' compensation claims filed.

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."

- 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.

Financial Plan: A long term spending plan that projects revenues, capital needs and expenditures in future years. The goal of the plan is to balance current needs verse long-term future needs. This plan is updated annually and assists in the preparation of the budget and prioritization of expenditures.

- M -

Modified Accrual Basis of Accounting: The Modified Accrual Basis of Accounting means recognizing revenues when they are "measurable and available". In this application, measurable means that knowing or being able to estimate the amount of revenue and available means that a revenue is collectible within 60 days of year end.

Motor Fuel Tax (MFT): The MFT Fund receives and allocates funds provided by the State of Illinois, which generates revenue through a tax on fuel sales. The tax is then distributed to municipalities throughout Illinois on a per capita basis. The Village of Glencoe's use of MFT Fund revenue is restricted to the maintenance of streets and support of the ongoing maintenance of the street resurfacing program.

- 0 -

Operating Expense: Any item not defined as a capital expense. Operating expenses typically occur annually. While some operating expenses cost more than \$10,000, the Village may exclude them from the capital budget because they generally occur every year (e.g. service charges, maintenance costs).

Operating Income (Loss): The value of the difference between normal operating revenues and expenditures for the Village.

Other Expense: 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, health insurance and other forms of compensation.

Revenues: Funds that the government receives as income. It includes such items as tax receipts, fees from specific services, receipts from other governments, fines, forfeitures, grants, shared revenues, and interest income.

- 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 with 23 member communities, which provides residents with waste management services including disposal and recycling options for special materials that are not collected through regular curbside garbage and recycling collection.

Stub Year (SY): A transition period when changing fiscal years. The Village's Stub Year budget consists of 10 months to facilitate the transition to a calendar year end from a February 28 year end. The first calendar year fiscal year will commence on January 1, 2021.

Surplus: Surplus is more than or in excess of what is needed or required.

- T -

Tax Levy: The total amount to be raised by general property taxes for operating and debt service purposes.

Tax Year: Tax year pertains to the fiscal year in which the taxes are assessed and collected, but not distributed.

- W -

Water Fund: The Water Fund is an enterprise fund that provides resources for the operation and maintenance of water production and distribution. This fund is designed to be a self-sustaining function that is funded entirely by user charges.