



STUB YEAR

# 2020

## VILLAGE OF GLENCOE FINAL BUDGET



MARCH 1, 2020 – DECEMBER 31, 2020



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Village of Glencoe  
Illinois**

For the Fiscal Year Beginning

**March 1, 2019**

*Christopher P. Morill*

Executive Director





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# BUDGET TRANSMITTAL MESSAGE









# BUDGET TRANSMITTAL MESSAGE

January 16, 2020

**To the Honorable Village President and Board of Trustees,**

Presented for your review is the Stub Year 2020 Budget, which provides authorized expenditures and anticipated revenues for the coming fiscal year which begins March 1, 2020 and concludes on December 31, 2020. This budget marks a transition from a February 28 fiscal year end to a December 31 calendar year end. Therefore, this “stub year” Budget is 10 months in duration and will be followed by a calendar year fiscal year beginning January 1, 2021 and ending December 31, 2021. Due to the abbreviated budget year, operating expenditures are slightly understated in some areas (*reflecting only 10 months*), and most revenues and capital expenditures reflect a full year (*based on seasonality of when revenues are received, and capital projects occur*). In addition, due to the nature and timing of the receipt of property taxes (the Village’s largest revenue source), a full year of property tax revenue will be received during the Stub Year. However, a portion of that revenue will be required to fund operations in January and February 2021, as property tax payments in 2021 will not begin until March. The amount that is set aside for these two months has been designated in the budget as a “contingency” expenditure, to ensure that these funds will remain available when needed.

Despite the differences noted above, the development of the Stub Year budget was substantively similar to past budget cycles. Staff seeks to appropriate the necessary resources toward fulfilling the Village’s basic mission of providing for the health, safety and welfare of Glencoe residents and our business community. In doing so, this budget uses the Village’s limited resources prudently; continues efforts toward enhancing community sustainability; underscores new opportunities for intergovernmental cooperation; takes steps to continue and improve upon the Village’s communication with its constituents; moves to develop better and more effective uses of data in decision making; and, ensures exceptional service delivery as the Village’s first priority. Resources to equip our staff to manage the changing dynamics of local government service delivery have also been incorporated into the budget to move these efforts forward. These include staff training and development, life safety equipment replacements, vital infrastructure improvements and operational enhancements.

Central to the development of the budget is the integration of the Village’s strategic priorities – **financial sustainability, infrastructure replacement, community engagement, commercial vitality, operational effectiveness, organizational development** and **environmental sustainability** – into planning and operational efforts recommended by staff for funding and financing consideration by the Village Board. Likewise, the goals and initiatives that represent action toward the achievement of those priorities are primary in the Village Board’s and staff’s thinking in budget development. The Strategic Plan influences the operational and day-to-day work plans of each department as well.

Other important factors also impact budget development including economic pressures, evolving operational and capital imperatives, changing priorities of the Village Board and staff, as well as unfunded mandates from both the state and federal governments. Ongoing discussion over the course of the year with the Finance Committee, as well as recommendations from staff and Village consultants (including our financial advisors,

actuary, auditor, community planning consultants and engineers) assist in the formation of the budget document. Additionally, recommendations from the Village's various Boards and Commissions (and studies they undertake and/or recommend, such as the recently completed Active Transportation Plan spearheaded by the Sustainability Task Force) also impact budget development.

Further influence comes from guidance documents. These comprehensive data-driven documents include the Village's financial policies; the Financial Forecast (a five-year projection of costs and resources); the 10-Year Community Investment Program (CIP) which provides a roadmap for the necessary investments in critical infrastructure, rolling stock and equipment; and, the annual Fee and Fine Survey.

All these inputs provide necessary context to develop a spending plan that is aligned with the Village's revenue projections. With these components in place to guide our work, staff teams examine each line item of the budget to ensure that they appropriately reflect expected and necessary resource allocations. Following this extensive process, the Board of Trustees receives numerous presentations from staff, then considers and ultimately approves the budget and associated legislation including the Village's Appropriation Ordinance to provide for the resources necessary to fund the government. This process encompasses significant investments of time and talent, resulting in the Village's most significant policy and guidance document.

**Important facts about the Stub Year 2020 Budget include the following:**

- **This budget, like all budgets presented to and approved by the Village Board, is in balance.** Overall operating fund expenditures of \$30,768,102 (including expenditures in the General Fund, Water Fund, Motor Fuel Tax Fund [MFT], Golf Club Fund, Bond Construction Fund, Debt Service Fund and Agency Fund) are planned against projected operating fund revenues totaling \$32,921,026. A \$1,016,655 line item has been added to the General Fund representing the contingency to be carried over to Calendar Year 2021 to ensure adequate funding for operations during January and February 2021.
- **The Village has continued its efforts to limit growth in our operating expenses while working to focus expenditures toward investment in critical infrastructure.** Accounting for the changes in the transition to a stub year budget, operating budgets are within 1% when comparing Fiscal Year 2020 to Stub Year 2020, while General Fund investment in infrastructure and capital investments is growing.
- **This budget contributes actuarially-mandated payments to our pension funds.** This includes the Police Pension Fund and Fire Pension Fund, as well as required contributions to the Illinois Municipal Retirement Fund. This year, the contribution to the Police Pension Fund has grown by \$361,574 (or 19.7%); IMRF contributions by \$94,903, an increase of 19.1%. Increases like these will continue to be a significant area of spending growth in the coming years.
- **This year, over \$7.5 million in capital and infrastructure spending is planned** (including \$2.5 million for water meter system technology implementation, \$600,000 for road improvements and \$400,000 for a replacement sewer vac) and will be supported by various sources including Water Fund revenue bond proceeds, General Fund revenues, user fees and other resources, including the use of \$2,151,990 in General Fund Balance reserves for one-time purchases. This practice is in line with the Village's Financial Policies and all spending plan recommendations maintain minimum fund balances.
- **Staff developed a recommended financing plan for the 10-Year CIP to provide resources for the over \$53 million in needed infrastructure and capital investments through 2029** including bond financing (to include at least two referenda, as well as revenue-based bonds) along with the use of General Fund revenues, user fees, fund balance reserves and other resources. Each year, additional information will lead to policy direction from the Village Board regarding planned capital improvements, including consideration of the future replacement of the Glencoe Golf Club Clubhouse and major investments in the Village's water production facility.

- **Wage increases for all employees have been included.** This includes increases of 2.5% for Public Safety union employees, 2.75% for Public Works union employees (both contractual requirements) along with a 2.5% increase for all non-union employees, all of which are in line with comparable communities.
- **Water and sewer rates will increase by 8% and 10% respectively.** This is the third year (of 10) of planned water rate increases recommended by a 2017 study which will provide necessary resources for investments in our water distribution system (i.e. mains, meters, elevated storage). Increased sewer revenue will likewise be used to fund improvements to the Village's sanitary sewer system. These increases will also supplement costs of day-to-day operations.
- **The budget includes the implementation of additional new revenue structures,** including a 1% non-home rule Places of Eating Tax as well as a new State-authorized increase in the Motor Fuel Tax, both to help further diversify the Village's revenue sources and to provide necessary resources for infrastructure investment and operations.
- **The budget includes an increase in the property tax levy within the limitations imposed by the Property Tax Extension Limit Law (PTELL) of approximately 1.9%, or \$244,115** from last year's extended levy. This increase is projected to have a limited impact to Glencoe residents' property tax bills – the average homeowner may see an increase of approximately \$150. With the Village's non-home rule status, foregoing these increases to our tax cap would strip taxing authority from the Village, which could put us at risk as we face current and future unfunded mandates from the State or other unexpected, anticipated costs.

Despite this coming fiscal year's abbreviated duration, there are still major initiatives planned. These include:

- Construction of an enhanced roadway and streetscape for Tudor Court in the downtown, following a two-year public engagement process.
- Investment in the Village's water metering system to replace all residential and commercial water meters in Glencoe with new state-of-the-art meters to increase operational efficiency and effectiveness and encourage more responsible use of water.
- Continued implementation of the Village's new enterprise resource planning (ERP) system, representing the second in an at least three-year implementation cycle.
- Continued progress on goals, initiatives and tasks in the third year of the Village's four-year Strategic Plan.

The Stub Year 2020 Budget is outlined in detail on the following pages. This document is a statement of our community's values and, I believe, ensures that our residents and members of our business community continue to receive the best, most efficient, most effective services from their Village government. The budget is also a document whose creation requires great care and diligence. I would like to express my sincere appreciation to the staff, especially the members of the Finance Department under the guidance of Finance Director Nikki Larson, for their countless hours spent developing this document. I also sincerely thank you, the Village President and Board of Trustees, for your guidance, conscientiousness and vision in appropriating resources for the needs of our community.

Sincerely,

  
Philip A. Kiraly  
Village Manager





# INTRODUCTORY DOCUMENTS







# BUDGET GUIDE

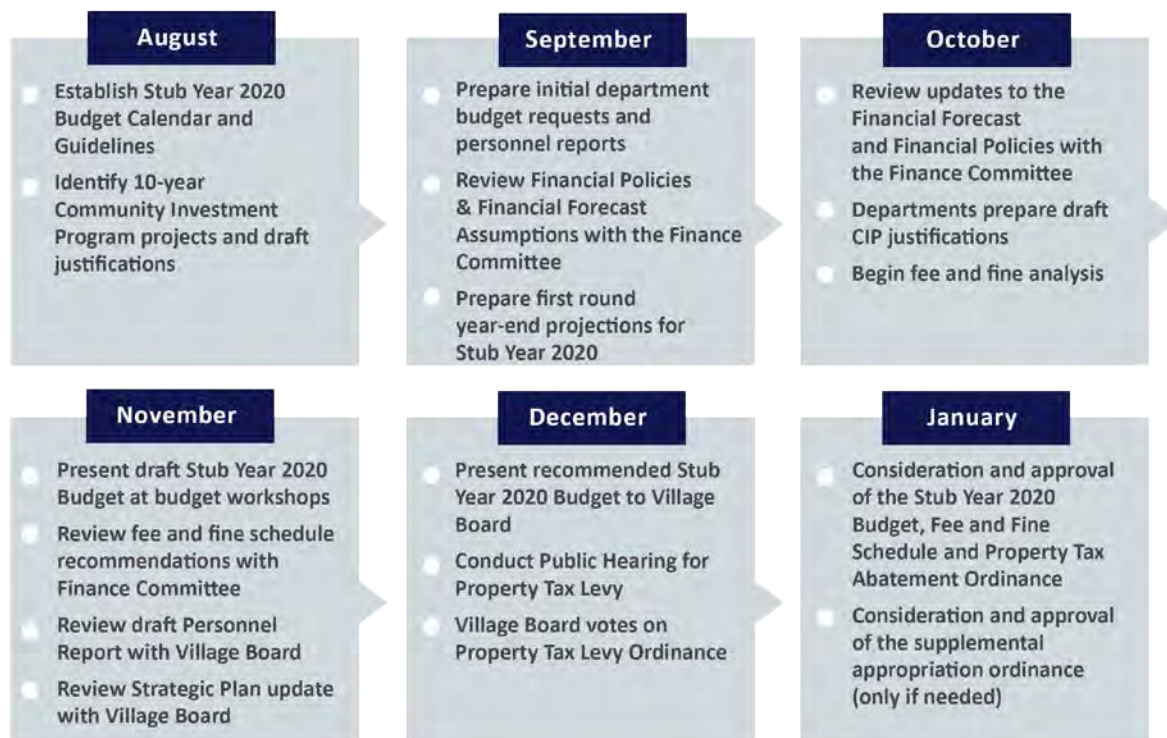
Welcome to the Village of Glencoe's budget for Stub Year 2020, which will begin March 1, 2020 and continue through December 31, 2020. The Stub Year 2020 Budget consists of 10 months (rather than the typical 12 months) to facilitate the transition to a calendar year fiscal year from a February 28 fiscal year end. The first calendar year-based fiscal year will commence on January 1, 2021.

This **Budget Guide** has been developed to assist the reader in understanding how the budget document is 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 Strategic Plan, financial policies and source documents), the budget is the single most important policy document 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 Village departments to spend the 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 in a given year. Revenues and expenditures are monitored through the year to determine whether actual performance is within the targeted allocations.





As depicted in the graphic on the prior page, work on the annual budget begins with staff's review of capital and infrastructure needs, circulation and evaluation of a fee survey 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.

## FUND SUMMARIES

Municipal budgets are organized by funds in order 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, agency 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 **General Fund** is the 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, planning and zoning, engineering and community development) and other 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 limited amount of capital expenditures that are funded with General Fund revenues and/or reserves.
- The **Motor Fuel Tax (MFT) Fund** is a governmental fund that provides MFT resources received on a per capita basis from the State of Illinois for purposes specifically restricted to roadway maintenance.
- The **Capital Projects Fund** is a governmental fund that accounts for financial resources 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 a governmental fund that exists for the purpose of retiring general obligation and other debt incurred to finance various capital improvements in the Village.

**Enterprise funds** are funds established to account for operations that are financed and operated in a manner similar to private business enterprises. The intent is that the full costs of providing the goods or services be financed primarily through charges and fees.

- The **Water Fund** is an enterprise fund that provides resources for the operation and maintenance of the Village's water production and distribution divisions and is funded largely by user charges. The **Golf Fund** is also an enterprise fund that 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 fees.

Lastly, **fiduciary funds** are designed to track assets or cash that is held on behalf of specific beneficiaries.

- The **Police and Fire Pension Funds** are fiduciary funds (assets held in trust) that have been created for the specific purpose of funding pension plans for the Public Safety Department. These 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, tying them to the Village's Strategic Plan and other value statements set by the Village President and Board of Trustees.

### Strategic Plan Update

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

### Financial Forecast, Projections and Revenue Loss Scenarios

The **Financial Forecast** outlines the rationale behind the proposed spending plan and adjustments to various financial policies. The Financial Forecast is a planning document developed every year 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. Current Fiscal Year 2020 year-end projections are included within the forecast and have also been added to each department's budget detail table. Following the Financial Forecast is a **Revenue Loss Scenario** table that illustrates the potential short- and long-term impacts on Village revenues should various circumstances outside the Village's control occur, such as a property tax freeze, a loss of a major sales tax source or a legislative action by the State. Also attached to the Financial Forecast is a summary of the budget's projected Impact to the Taxpayer. This summary is for illustrative purposes only as home sizes and values in Glencoe vary significantly.

### 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 development process is built.

### Fee and Fine Schedule Analysis

As part of the budget development process, staff annually reviews 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 forestry, planning and zoning, community development) 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

Expenses are outlined with comprehensive narratives that break down expenditures for each Village department (including the Village Manager's Office, Finance, 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**. n 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.

## 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.

## 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**  
**Stub Year 2020 Budget Development Calendar**  
**March 1, 2020 - December 31, 2020**

**AUGUST**

Action Item	Responsible	Due Date
Establish Stub Year 2020B Budget Calendar	Finance Department	August 9, 2019
Review Stub Year 2020 Budget Calendar	Village Manager's Report - Board Meeting	August 15, 2019
Establish Stub Year 2020B Budget Guidelines	Finance & Village Manager	August 20, 2019
Budget Worksheets Available	Finance Department	August 29, 2019
Prior Year CIP Listing Provided to Departments	Finance Department	August 30, 2019

**SEPTEMBER**

Action Item	Responsible	Due Date
Review Financial Policies & Financial Forecast Assumptions	Finance Committee	September 17, 2019
Review Actuarial Valuation Reports	Finance Committee	September 17, 2019
Department Budgets and Personnel Reports	All Departments	September 27, 2019
Prepare Year-End Projections	All Departments	September 27, 2019
Fee Survey Recommendations Due to Finance	All Departments	September 27, 2019

**OCTOBER**

Action Item	Responsible	Due Date
Department Budget Review (including Personnel) - 1st Round	All Departments	October 7-October 8, 2019
CIP List / Department Request Review- 1st Round	All Departments	October 7-October 8, 2019
Fee Survey and Recommendation Review	All Departments	October 7-October 8, 2019
Review Financial Forecast	Finance Committee	October 15, 2019
Budget Entry Training for Departments	All Departments	October 14-October 17, 2019
CIP Department Narratives Due to Finance	All Departments	October 18, 2019
CIP Department Narratives Reviewed by Village Manager	Finance Department	October 28, 2019

**NOVEMBER**

Action Item	Responsible	Due Date
1st Draft Budget Document (Preliminary)	Finance Department	November 6, 2019
Review of Draft Budget by Departments	All Departments	November 11, 2019
Distribute Budget to Village Board	Finance Department	November 15, 2019
Draft Stub Year 2020 Budget Document Presentation	Budget Workshop/All Departments	November 19 and 21, 2019
Review Draft CIP	Budget Workshop/All Departments	November 19 and 21, 2019
Review Staffing Analysis & Personnel Budget	Budget Workshop/All Departments	November 19 and 21, 2019
Review Draft Tax Levy	Budget Workshop/Finance Department	November 19 and 21, 2019
Review Fee Survey and Recommendations	Budget Workshop/All Departments	November 19 and 21, 2019

**DECEMBER**

Action Item	Responsible	Due Date
Presentation of Stub Year 2020 Budget	Village Board	December 19, 2019
Consideration of Property Tax Levy Ordinance	Village Board	December 19, 2019

**JANUARY**

Action Item	Responsible	Due Date
Consideration of Stub Year 2020 Budget	Village Board	January 16, 2020
Consideration of Fee Resolution	Village Board	January 16, 2020
Consideration of Supplemental Appropriation Ordinance	Village Board	January 16, 2020
Consideration of Budget Amendment Ordinance	Village Board	January 16, 2020

**SPECIAL MEETING**

Action Item	Responsible	Due Date
Consideration of Stub Year 2020 Budget	Village Board	<i>If Needed</i>
Consideration of Fee Resolution	Village Board	<i>If Needed</i>
Consideration of Supplemental Appropriation Ordinance	Village Board	<i>If Needed</i>

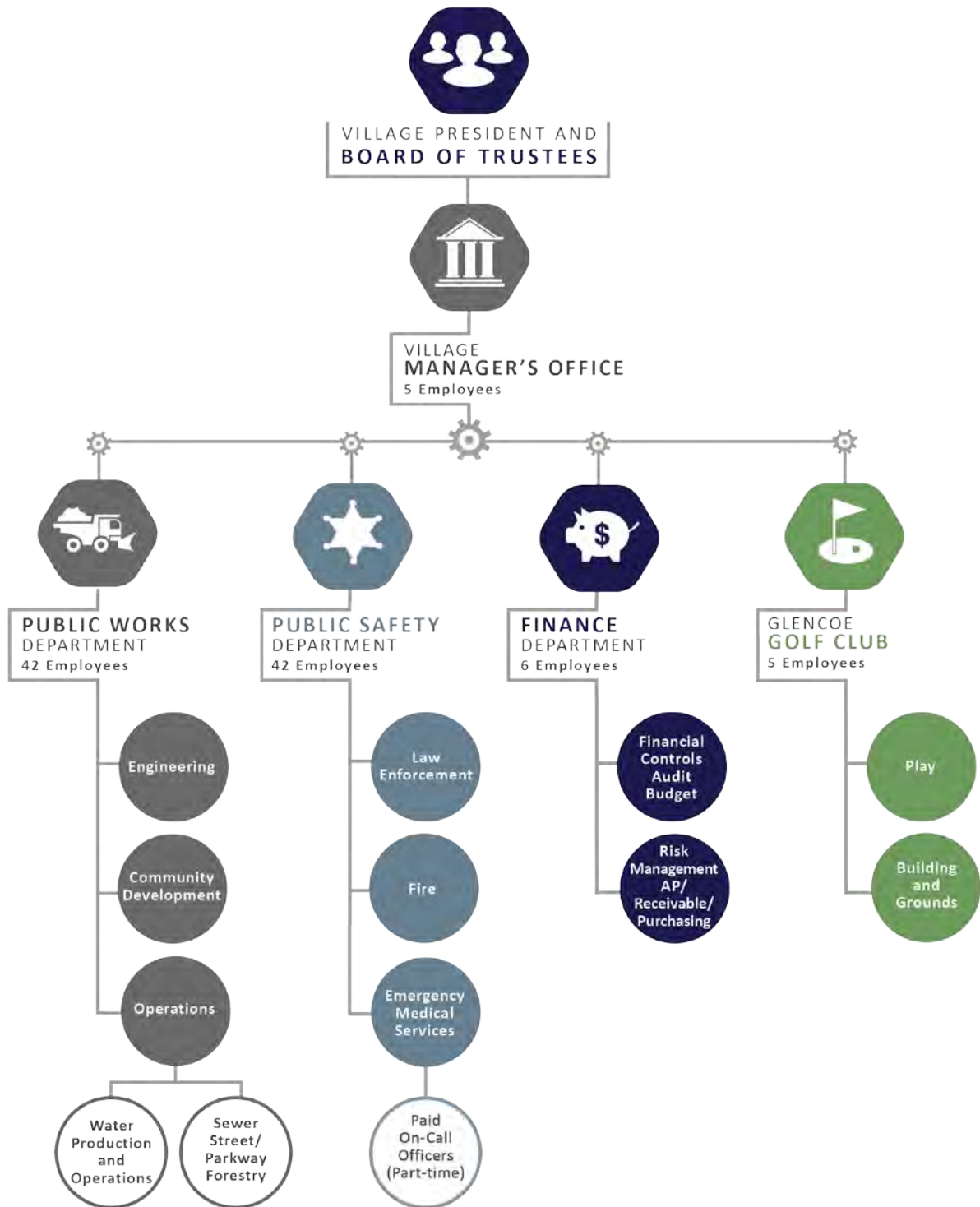






# VILLAGE ORGANIZATION CHART

## RESIDENTS OF GLENCOE







# VILLAGE LEADERSHIP

## Board of Trustees



**Lawrence R. Levin**, Village President (*Front, Center*)  
**Joe Halwax** (*Back, Middle Left*)  
**Barbara Miller** (*Back, Far Right*)  
**Gary Ruben** (*Back, Middle Right*)

**Gail Lissner** (*Front, Left*)  
**Peter Mulvaney** (*Front, Right*)  
**Jonathan Vree** (*Back, Far Left*)

## Department Heads



**Philip Kiraly**, Village Manager (*Front, Center*)  
**Nikki Larson**, Finance Director (*Front, Right*)  
**David Mau**, Public Works Director (*Top, Left*)

**Sharon Tanner**, Assistant Village Manager (*Front, Left*)  
**Cary Lewandowski**, Public Safety Director (*Back, Right*)  
**Stella Nanos**, Golf Club General Manager (*Back, Center*)





# COMMUNITY BACKGROUND

Located in 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, convenient beach facilities, an active and engaged citizenry and one of the most attractive business districts on the North Shore, Glencoe is a wonderful place to live, grow a family or start a business.



## Government

The Village was incorporated on March 29, 1869 and has operated under the council-manager form of government since 1914. Glencoe was the first community in the State of Illinois, and the 14<sup>th</sup> nationwide, to operate under this form of government.

The approximately 8,919 residents of Glencoe enjoy premium services from the Village including public safety (police, fire and emergency medical services), water and sewer. The Village contracts for the community's garbage and recycling collection services with Lakeshore Recycling Systems. Village staff members are committed to exceptional service level delivery, being responsive to the community and maintaining a fiscally and environmentally conservative footprint.

## Community Snapshot



**INCORPORATED:** March 29, 1869

**GOVERNMENT TYPE:** Council-Manager

**POPULATION:** 8,919

**AREA:** 3.86 square miles

**NUMBER OF HOUSEHOLDS:** 3,234

**FULL-TIME VILLAGE EMPLOYEES:** 101

**MEDIAN HOUSEHOLD INCOME:** \$209,143

**EDUCATION LEVELS:** Master: 51.4%  
Bachelor: 35.0%

**DISTANCE TO:** O'Hare: 17.5 miles  
Midway: 32 miles  
The Loop: 25 miles



## Population and Demographics

The Village of Glencoe's population was estimated to be 8,919 in 2018, which represents a modest (2.2%) increase since the 2010 U.S. Census and an approximately 15% drop from the Village's peak population 10,542 in 1970.

The median age of Glencoe residents is 45.1 which is above the average age of Cook County residents of 37 and of Illinois residents of 37.9. Much like the nation's population as a whole, Glencoe's population is also aging, with the largest age bracket being age 45 to 54.

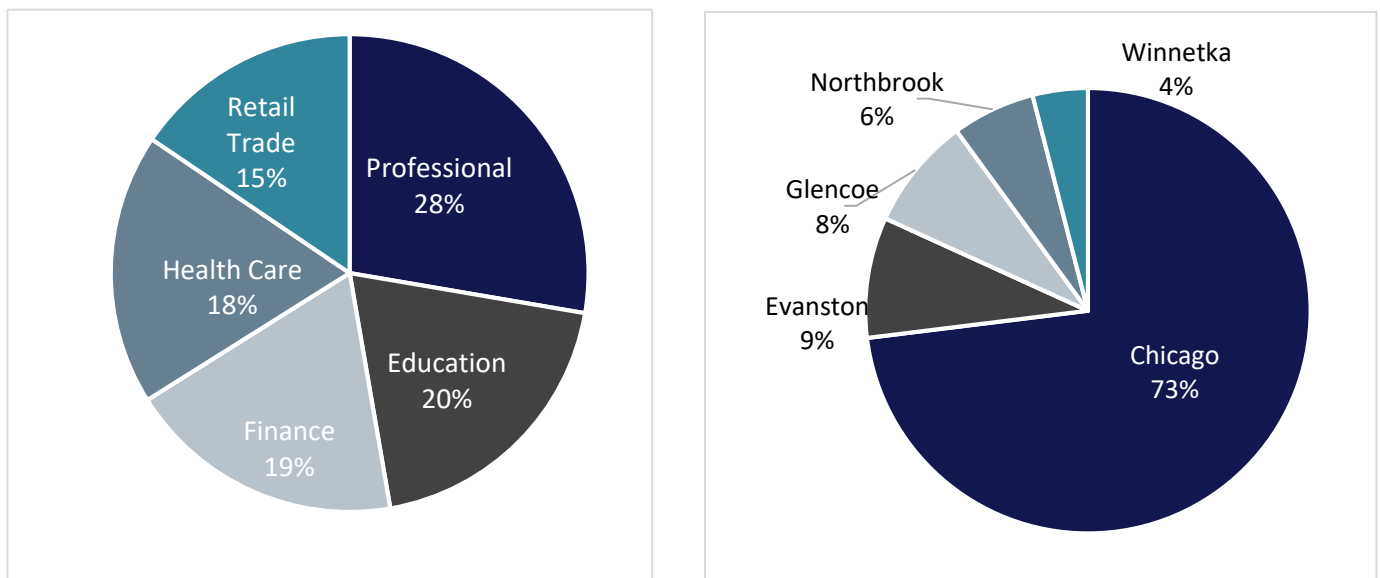
Glencoe's median household income is \$209,143 as compared the State of Illinois median household income of \$63,575.<sup>1</sup> Glencoe is consistently ranked as one of the most affluent communities in Illinois and the region. Educational levels in Glencoe are comparatively high, 35.0% have earned at least a bachelor's degree (as compared to 20.8% in the State of Illinois); 51.4% of Glencoe residents have a master's degree or terminal degree in their field.



## Employment of Glencoe Residents

As seen in the charts below, nearly a third of Glencoe residents who participate in the work force are employed in professional services, followed closely by education (20%), finance (19%) and health care (18%). The vast majority (approximately 73%) of residents who commute for work commute to Chicago.

EMPLOYMENT OF GLENCOE RESIDENTS BY SECTOR (LEFT), AND LOCATION (RIGHT) (2014)



Source: U.S. Census Bureau, Longitudinal- Employer Household Dynamics Program, CMAP Glencoe Community Snapshot

<sup>1</sup> (Source: 2014-2018 American Community Survey five-year estimates.)

## Home Values and Ownership

Glencoe has approximately 3,234 households, with an average household size of 2.76. Of the owner-occupied homes in the community, representing approximately 91% of all households, the median home value is approximately \$918,600.

The bulk of homes in Glencoe –67.2% – were built prior to 1969, which means that as of 2018 almost 2,400 homes are nearing approximately 50 years of age or more, with approximately 1,227 of those homes nearing 80 years of age or more. *(Source: 2014-2018 American Community Survey five-year estimates.)*



## Business Community



The Village has a thriving business community, generating approximately \$1.9 million in local sales tax annually, which equates to about 8% of the Village's revenues. The addition of the new Writers Theatre facility on Tudor Court (with 70,000+ visitors recorded in 2019) only bolsters a client base for our downtown businesses.

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 and is largely built-out, comprised primarily of single-family, residential homes. There are three commercial areas, with the largest being the downtown business district. Due to renovations and a stream of residential demolitions and replacements, the Stub Year 2020 Budget projects annual permit revenue of \$1.15 million.

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





# STRATEGIC PLAN UPDATE





# STRATEGIC PLAN UPDATE

This **Strategic Plan Update** summarizes progress toward Strategic Plan implementation to date, Strategic Plan related budget requests for Stub Year 2020 and updated timeframes for the various initiatives and action under each of the four strategic goals.

## STRATEGIC PLAN IMPLEMENTATION PROGRESS UPDATE

In April 2018, the Village Board adopted the Village's Strategic Plan for Fiscal Years 2019-2021. The plan included four new strategic goals (Governance, Services and Infrastructure, Economic Development and Staffing), each of which were bolstered by specific initiatives and action items. Immediately following the adoption of the Strategic Plan, the Village Manager's Office worked with the internal Leadership Team to create a process for implementation, which resulted in over 40% of full-time Village staff members (both in administrative and operational roles) being assigned to one or more Strategic Plan teams.

As detailed in the Strategic Plan Annual Report presented to the Village Board in April 2019, while major progress has been made by these teams, actual implementation timeframes have varied slightly from the Strategic Plan as adopted. Recognizing the high-level nature of many of the Strategic Plan projects and a number of competing operational priorities, the Village Board approved extending the Strategic Plan timeframe from three years to four years following the Annual Report presentation (now concluding at the end of Calendar Year 2021). As part of the review of the draft Stub Year 2020 Budget, the Board reviewed a second set of updates to the implementation timeframes, which are reflected in the GANTT charts following the specific project updates below.

### 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:



### STRATEGIC PRIORITIES:



## Complete, Current and Stub Year 2020 Projects

### GOVERNANCE

**Initiative: Evaluate and implement community engagement initiatives to determine satisfaction with Village services and future community priorities**

- **Action Items: (1) Determine the desired scope of and develop a process for fielding the Village's next community survey; and (2) Conduct survey and analyze feedback noting ways to improve service delivery**
- **Status:** (1) Complete; and (2) On track
- **Update:** Staff worked with survey administration firm ETC Institute to field the 2019 Community Survey, the results of which will be discussed in late 2019. The analysis and takeaways will be incorporated into services and program improvements, as well into Strategic Plan initiatives in the near future.
- **Action Item: Collect community feedback through non-survey tools such as expanded Coffee with the Board events, presence at French Markets and community forums**
- **Status:** Complete/On-Going
- **Update:** Staff continue to collaborate with the Glencoe Park District, Glencoe Public Library and District 35 to host the on-going Coffee with the Boards series, originally launched in April 2018. The drop-in style events are hosted quarterly at various community locations. Additionally, staff coordinated an effort to have a Village presence at the French Market events, hosted on Saturdays throughout the summer. Volunteers from various departments, committees and commissions took turns representing the Village.
- **Action Item: Evaluate applicability of emerging online engagement and transparency tools**
- **Status:** Scheduled for Stub Year 2020
- **Update:** As part of this initiative and in line with data tracking action items in other goal areas, staff plan to evaluate potential project management, data tracking and online community engagement software platforms in Stub Year 2020. \$9,000 has been budgeted for preliminary costs associated with such platforms.
- **Action Item: Collaborate with the Community Relations Forum**
- **Status:** Paused
- **Update:** The Community Relations Forum's involvement in this initiative is paused as the Forum has not met recently due to the volunteer commission being without a chair. Once the Forum reconvenes it will establish goals for finding new ways to engage the community.

**Initiative: Determine whether being a non-home rule government provides the Village with the optimal regulatory and financial authority**

- **Action Items: (1) Complete analysis of the Village's current financial and regulatory authority, creating a comprehensive list of regulations, procedures and revenue sources that are within and outside the Village's current authority; and (2) Present Initial analysis to the Village Board and develop future action items based on direction (Note: This is also an Economic Development action item)**
- **Status:** (1) Complete; and (2) Complete
- **Update:** The preliminary analysis of financial, regulatory and economic development impacts of being a non-home rule government is complete. The Village Board discussed summary information at the May, July and September 2019 Committee of the Whole meetings. Additional discussion is planned for early 2020 to determine next steps, if any.

**Initiative: Review and update all Village regulations and ordinances to ensure compliance with State and Federal regulations and to bring them in line with organization and community priorities**

- **Action Items:** (1) Establish staff review committee and develop a project plan; (2) 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 regulatory and financial authority; (3) Identify regulations that are in need of update but are not affected by being a non-home rule community; (4) Clean obsolete regulations and ordinances from the Village's Code of Ordinances; and (5) Establish plan for ongoing review of all Village regulations
- **Status:** (1) Complete; (2) Complete; (3) Complete; (4) On track; and (5) On track
- **Update:** A master list of all Village regulations and ordinances was developed to assist in prioritizing regulations that are in need of update. Following a presentation to the Village Board, staff will focus efforts in Stub Year 2020 on evaluating the Village's business license regulations. Corporation counsel Holland & Knight is engaged on this project, with a corresponding allocation in the Village Manager's Office department budget for legal services related to this analysis.

**Initiative: Evaluate options for the Village's water treatment and distribution services**

- **Action Items:** (1) Engage with potential local partners to discuss their future plans for water production; (2) Expand on the 2015 Water Supply Planning Report to include additional alternatives;
- **Status:** (1) On track; and (2) On track
- **Update:** Staff collaborated with the Village of Winnetka on developing a request for proposals for the development of a feasibility analysis into long-term options for a combined water supply system. A proposal was received from engineering firm Strand Associates, which is familiar with both community's water systems, in November 2018. The analysis report is expected to be presented back to both communities in spring 2020.
- **Action Item: Engage community members and evaluate their feedback surrounding the provision of water and report findings back to the Village Board**
- **Status:** On track
- **Update:** As part of the 2019 Community Survey, the community was asked to provide feedback on their priorities for the future of the Water Treatment Plant. Results will be presented to the Village Board in December 2019. Further discussion will take place with the completion of the system analysis currently in progress with the Village of Winnetka.

## **SERVICES AND INFRASTRUCTURE**

**Initiative: Develop and implement a standard method for evaluating and measuring service levels and delivery methods**

- **Action Items:** (1) Identify data sources and methods for a set of services; (2) Benchmark the Village's service level and cost data against established industry standards and or/best practices and modify practices where improvements are needed; and (3) Establish and present to the Village Board a set of services to be continually evaluated in the next three years
- **Status:** (1) Behind; (2) Behind; and (3) Behind
- **Update:** Soon after the Strategic Plan was adopted, staff launched a bi-monthly key performance indicator report. The staff team, however, determined a need to take a step back from producing the report to instead focus on auditing what data the Village currently collects and where data is stored

throughout the organization. The team is also in the process of identifying a viable software platform to assist in the storage and dashboarding of the data.

**Initiative: Improve service delivery and/or reduce service-related costs through process improvements, consideration of alternative service delivery models and use of emerging technology**

- **Action Items: (1) Identify alternative service delivery methods (i.e. shared services/inter-governmental cooperation, in-sourcing, outsourcing, public/private partnerships); and (2) Develop a standard tool to calculate/analyze cost of individual services**
- **Status:** (1) On track; and (2) Behind
- **Update:** Staff reevaluated a list of core and enhanced Village services and selected a subset for evaluation as services to consider for alternative service delivery. Following a presentation to senior staff, snow and ice control operations were selected for further review. Analysis will resume in Stub Year 2020.
- **Action Item: Conduct process improvement exercises for all major business processes**
- **Status: On track/On-Going**
- **Update:** This project has been aligned with implementation of the Village's new enterprise resource planning (ERP) software. Staff started with mapping business processes within the Finance Department where ERP implementation is well underway. Focus will transition to mapping business processes in the Public Works Department during Stub Year 2020.

**Initiative: Identify mission-critical facility replacement/rehabilitation projects for Village-owned facilities and develop recommended courses of action**

- **Action Items: (1) Determine what mission-critical facilities are in need of replacement/rehabilitation in the next five to 10 years; and (2) Expand facility and capital rating matrix to incorporate priority levels for all categories and subcategories of Village assets; and (3) Develop options for addressing each major facility project including potential timelines for replacement/rehabilitation and engage other community organizations in considering options**
- **Status:** (1) Complete; and (2) Behind; and (3) Scheduled for Stub Year 2020
- **Update:** Staff developed a rating matrix to help quantify the condition of the Village's mission-critical facilities which was discussed with senior staff in early fall. The staff team is further refining the weighting system used in the matrix before it is implemented to help identify timelines for replacement or rehabilitation. It is expected to be a part of the Community Investment Program development during Stub Year 2020.
- **Action Item: Develop financing plans for facility rehabilitation/replacement projects**
- **Status:** Complete
- **Update:** Staff developed a financing plan for major facility rehabilitation and replacement projects which was incorporated into the Fiscal Year 2020 and Stub Year 2020 Community Investment Program (CIP). The plan also evaluated program fees and corresponding costs. This financing plan will be updated as needed to determine when bonds may be issued to finance any of the capital projects identified as part of the facility evaluation matrix, explained above.
- **Action Item: Facilitate fundraising and construction planning for a new Glencoe Golf Club Clubhouse**
- **Status:** On track
- **Update:** Staff worked with the Village Attorney to establish a separate 501(c)(3) organization capable of accepting donations for the project. Staff has conducted further research on fundraising efforts undertaken for similar projects in other communities and has since contracted with a project fundraiser. Additionally, cost estimates for the clubhouse have been developed and the architect that was chosen from the previously completed feasibility study is working on finalizing site plans for use in public portion



of the fundraising process. Next, staff will work with the fundraising consultant and the Village President to establish a board the 501c3, and to further develop a public relations campaign.

**Initiative: In concert with the Sustainability Task Force, create operational and community-wide Sustainability Plans**

- **Action Items: (1) Establish a project plan for implementing aspects of the EcoDistricts Certification framework in Glencoe; (2) Engage community partners and residents in the development of a plan for implementing the EcoDistricts Certification framework; (3) Present recommendations for incorporating new sustainable activities into the Village’s purchasing policy, service delivery methods and infrastructure maintenance to the Village Board for consideration; and (4) Implement certification framework components and recommendations**
- **Status:** (1) Behind; (2) On track; (3) Scheduled for Stub Year 2020; and (4) Scheduled for Stub Year 2020
- **Update:** Following further discussion with the Sustainability Task Force and a presentation to the Village Board at the June Committee of the Whole meeting, staff is now working toward establishing a plan for implementing components of the EcoDistricts Certification framework in Glencoe. As noted in the Village Manager’s Office department budget narrative, \$12,000 has been budgeted for sustainability-related projects.

## ECONOMIC DEVELOPMENT

**Initiative: Retain and attract viable businesses that maintain or enhance the tax base in Glencoe**

- **Action Items: (1) Design and implement a new business retention process; (2) 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; (3) Design and implement a survey for businesses who are exiting Glencoe to identify future business service improvements; and (4) Partner with the Chamber of Commerce to strategically assess current services and identify business community members’ priorities into the future**
- **Status:** (1) Behind; (2) Behind; (3) Behind; and (4) Behind
- **Update:** While research into best practices in business retention was conducted in Fiscal Year 2019, due to staff turnover, this business-centric set of action items was put on hold. With a new Development Services Manager, the Business Services Team will partner with other staff members to move these projects forward in Stub Year 2020.
- **Action Item: Enhance relationships with existing business and building owners through ongoing Business Before Hours initiatives and one-on-one meetings**
- **Status:** On track/On-going
- **Update:** The Business Services Team continues to host quarterly Business Before Hours events to grow relationships with local business owners and managers.
- **Action Item: Identify opportunities to enhance our relationship with Writers Theatre, the Chicago Botanic Garden and other cultural assets; Meet with representatives on a biennial basis**
- **Status:** On track/On-going
- **Update:** The Village Manager and other executive staff members continue to meet with representatives from Writers Theatre and the Chicago Botanic Garden on a regular basis. Specifically, Writers Theatre continues to be engaged as the Tudor Court street and streetscape improvements are being planned for next spring.



- **Action Item:** 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
- **Status:** On track/On-going
- **Update:** *Reference update in Services and Infrastructure goal.*
- **Action Item:** Research economic development incentives and resources within the Village's current regulatory authority and bring recommendations to the Village Board
- **Status:** Complete
- **Update:** *Reference update in Governance goal.*

**Initiative:** Evaluate opportunities to support further economic growth through improvements to the Village's built environment and regulations impacting commercial uses

- **Action Item:** Prepare to implement recommendations of the Active Transportation Plan
- **Status:** On track/On-going
- **Update:** Staff has worked alongside the Sustainability Task Force, Glencoe Park District, District 35 and the Active Transportation Alliance to draft the community's first Active Transportation Plan which proposes various infrastructure enhancements and public education campaigns to encourage safe and active travel (walking and biking) to and from popular community locations and schools. The draft plan was presented to all relevant boards in October 2018 and was formally adopted by the Village Board in November 2018. Now adopted, recommendations for implementation will continue to be incorporated into CIP planning. \$100,000 has been included in the Stub Year 2020 budget for purposes of implementing recommended improvements in the community.
- **Action Item:** Complete design and initiate installation of wayfinding signage, information kiosks and gateway features in and surrounding business districts
- **Status:** On track
- **Update:** Staff worked with planning and design firm Teska Associates to identify desired wayfinding enhancements (highlighting key points of interest, parking, connections to active transportation options, etc.) and to develop design and schematics. An RFP for Phase I of the improvements was issued in December and a contract is pending Village Board consideration.
- **Action Item:** Work with the Plan Commission to produce new design guidelines for the Village's business districts
- **Status:** Complete
- **Update:** The Plan Commission worked with staff to prepare an update to the business district design guidelines which were approved by the Plan Commission in February 2019 and presented to the Board at the March Committee of the Whole meeting. A resolution adopting the guidelines was adopted in April 2019.

## STAFFING

**Initiative:** Incorporate the Village's vision, priorities and goals into daily staff life to create opportunities for engagement

- **Action Items:** (1) 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 onboarding process); (2) Reinforce Village's customer-centric culture through internal branding in the workplace; and (3) Conduct staff customer service training
- **Status:** (1) Behind; (2) Behind; and (3) Behind

- **Update:** This set of action items have moved forward in part though the development of “Glencoe Way” promotional items, highlighting exceptional customer service standards, which have been distributed to staff at various events. However, staff plan to refocus on developing a core costumer service training, both for new and tenured employees.
- **Action Item: Institute regular meetings between union leadership, operational staff and administration to encourage engagement through regular, rotating meetings with the Village Manager**
- **Status:** Behind
- **Update:** Shortly after the Strategic Plan was adopted, the Village Manager hosted a series of meetings with each department to distribute printed copies of the plan while also explaining the plan’s development and implementation next steps. The establishment of a regular meeting schedule is planned for Stub Year 2020.
- **Action Item: Routinize work plan development across the Village to better define the ways in which individual employees contribute to overall department and Village goals**
- **Status:** On track
- **Update:** A work plan document, to be employed by supervisors has been created by staff and refined by the department head team. Additional training materials need to be developed before the tool is adopted organization-wide.

**Initiative: Develop a more flexible workforce through job enhancement, and cross-functional training and teams.**

- **Action Item: Create and implement on-boarding training for each department to establish baseline knowledge of both Village functions and roles within two weeks of hire date**
- **Status:** Behind
- **Update:** This action item has been integrated into the development of a “Glencoe Way” set of training tools, as described in the previous initiative.
- **Action Item: Create, update and review standard operating procedures for all Village business and operating procedures**
- **Status:** Behind
- **Update:** A template for documenting standard operating procedures has been developed and staff plan to refine the template by testing it on various projects in different functional areas. Staff plan finalize the template and establish timeframes for completing documentation in Stub Year 2020.
- **Action Item: Evaluate and update all staff job descriptions**
- **Status:** Behind
- **Update:** An updated job description template has been developed and job description updates are in progress, beginning with positions that have recently been filled through recruitments. A schedule to update all other job descriptions is being created, with the goal to update all job descriptions by the end of Stub Year 2020.
- **Action Item: Develop employees by promoting cross-training and rotating assignments where possible**
- **Status:** On track/On-going
- **Update:** While structured cross-training and assignment rotation programs have not been established for all departments, cross-training is actively being implemented throughout the organization to provide operational redundancy for key business processes and professional development. Development of structured cross-training and assignment rotation programs are behind schedule.

**Initiative: Prepare for long-term staffing needs through continual workforce planning analysis and adapting best recruitment and on-boarding practices**

- **Action Item: Research, evaluate and implement best recruitment practices and develop hiring strategies to develop a qualified applicant pipeline to increase workplace diversity**
- **Status:** On track/On-going
- **Update:** Staff have surveyed comparable communities and is planning to evaluate results and discuss next steps for Glencoe's overall recruitment strategy in the near future.
- **Action Item: Routinize analysis of long-term staffing needs based on potential legislative changes, retirements, attrition, etc.**
- **Status:** On track/On-going
- **Update:** As part of the Stub Year 2020 Budget development process, staff applied relevant employee data (such as tenure, anticipated retirement and pension data) into department personnel requests. This process will be repeated with each budget cycle moving forward.

**Initiative: Evaluate and implement changes to the Village's work environment to make the Village an employer of choice**

- **Action Item: Research alternative compensation policies of other municipalities and best practices**
- **Status:** On track
- **Update:** Staff have developed a list of alternative compensation possibilities and is gathering more feedback from other communities to get a sense of what is realistic and achievable.
- **Action Item: Establish an interdepartmental Employee Relations Committee**
- **Status:** Behind
- **Update:** Staff has generated ideas for the framework of the Employee Relations Committee, including meeting structure and feedback mechanisms. Next, the project team will work with department heads to select committee participants with an eye toward making sure all levels of staff are represented.
- **Action Item(s): (1) Determine and evaluate staff satisfaction levels through employee satisfaction surveys and stay interviews; and (2) Evaluate any low staff satisfaction trends and investigate potential methods of improvement**
- **Status:** (1) On track; and (2) On track/On-going
- **Update:** Staff developed and fielded an employee satisfaction survey and an analysis has been prepared for the department head team. Next steps involve developing takeaways from the survey into discussion topics for the Employee Relations Committee. Note that staff have not yet adopted the practice of conducting stay interviews.
- **Action Item: Conduct staff interviews at end of Village employment**
- **Status:** On track/On-going
- **Update:** An exit interview questionnaire has been developed and is in use.
- **Action Item: Develop interdepartmental teambuilding opportunities, both in terms of work-related tasks and employee social activities**
- **Status:** Behind
- **Update:** Due to staff turnover in the team lead role, this project is expected to resume when a new team lead is selected.

- **Action Item: Identify opportunities for flexible work scheduling and implement as appropriate**
- **Status:** Behind
- **Update:** The department head team began discussing potential telecommuting opportunities in November and additional research is being conducted regarding other forms of flexible work scheduling.
- **Action Item: Implement emotional and physical health training opportunities to support overall staff wellness and reduce potential for workplace risk**
- **Status:** On track/On-going
- **Update:** In Fiscal Years 2019 and 2020, the Wellness Committee implemented multiple recent initiatives including Wellness Walk Wednesdays, a wellness fair and periodic wellness events, such as the recent Smoothie Social, to encourage healthy behavior. Due to staff turnover in the team lead role, this project is expected to resume when a new team lead is selected.

## Other Major Projects

In addition to moving these and multiple other high-level items forward since the Strategic Plan was adopted, staff have also dedicated significant time and resources in Fiscal Year 2020 to a number of other major projects which are not part of the Strategic Plan work plan, but that are inherently related to the Village's strategic goals and priorities. Some of those projects include:

- Commencement of implementation of the new enterprise resource planning (ERP) system
- Administration of the plat of subdivision review process for 1801 Green Bay Road (known commonly as the Hoover Estate)
- Collaboration with the Historic Preservation Commission, Glencoe Historical Society and the Frank Lloyd Wright Building Conservancy on potential alternatives to demolition for 239 Franklin Road (known commonly as the Sherman Booth Cottage)
- Consolidation and presentation of information and community input related to zoning and other local regulation considerations for the potential sale of recreational cannabis in Glencoe following a change in State statute
- Completion of the design, community engagement, design and bidding phases of the Tudor Court Street/Streetscape Improvement Project, in addition to implementation of multiple other capital and infrastructure projects as detailed in the 10-Year Community Investment Program (CIP)
- Recruitment of multiple new administrative staff including a new Civil Engineer, Water Distribution Supervisor, Planner, Development Services Manager and two Management Analysts
- Planning and coordination of the Village's Sesquicentennial celebration events and activities

## STRATEGIC PLAN RELATED BUDGET REQUESTS







While all Strategic Plan initiatives and action items have a budget impact when considering allocation of staff time and resources, the following items are highlighted in the **Department Budgets** and have specific line item requests for Stub Year 2020:

STRATEGIC PLAN ITEM:	REQUEST:	DEPARTMENT:
• Glencoe Way and On-Boarding Training	\$10,000	VMO
• Project Management and Data Tracking Software	\$9,000	VMO
• Legal Counsel for Non-Home Rule Analysis and Ordinance/Regulation Review	\$58,500	VMO
• Golf Clubhouse Professional Fundraiser*	\$15,300	Golf

Note: \*Additional costs for the professional fundraiser are anticipated in future fiscal years.

## UPDATES TO PLAN IMPLEMENTATION TIMEFRAMES

The attached set of GANTT charts provide an action item level detail of the progress made toward each initiative. Status for each action item is stated as *On Track*, *Behind*, *Complete* or *Not Yet Started*, with some statuses showing that the project is *On-Going* meaning that it will continue beyond the conclusion of this strategic plan, beyond Calendar Year 2021. Note that these timeframes reflect those as recommended by staff during the draft Stub Year 2020 Budget discussion, with some modifications. The full key for the GANTT charts is as follows:

STATUS INDICATORS	
	Complete
	On Track or On Track/On-Going
	Behind
	Scheduled for a Future Fiscal Year
TIMEFRAME INDICATORS	
	Project Timeframe
	On-Going Project





Action Items	Status	Fiscal 2019												Fiscal Year 2020												Stub Year 2020												Calendar Year 2021											
		3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12		

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VILLAGE OF GLENCOE

STRATEGIC PLAN TIMEFRAMES

JANUARY 2020 STATUS AND PROPOSED TIMEFRAME UPDATES

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	Fiscal 2019												Fiscal Year 2020												Stub Year 2020												Calendar Year 2021												
		3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12			
<b>Initiative: Develop and implement a standard method for evaluating and measuring service levels and delivery methods.</b>																																																		
Identify data sources and collection methods for the set of services	BEHIND																																																	
Benchmark the Village's service level and cost data against established industry standards and/or best practices and modify practices where improvements are needed	BEHIND																																																	
Establish and present to the Village Board a set of services to be continually evaluated in the next three years	BEHIND																																																	
<b>Initiative: Improve service delivery and/or reduce service-related costs through process improvements, consideration of alternative service delivery models and use of emerging technology.</b>																																																		
Identify alternative service delivery methods (i.e. shared services/inter-governmental cooperation, in-sourcing, outsourcing, public/private partnerships)	ON TRACK																																																	
Develop a standard tool to calculate/analyze cost of individual services	BEHIND																																																	
Conduct cost-benefit analysis of current service delivery methods vs. alternative service delivery methods	BEHIND																																																	
Present alternative methods of service delivery and discuss related public policy issues with the Village Board ; Repeat a new analysis with each budget cycle	SCHEDULED FOR SY 2020																																																	
Leverage GIS and/or other technology to streamline work order management	SCHEDULED FOR SY 2020																																																	
Conduct process improvement exercises for all major business processes	ON TRACK/ON-GOING																																																	
<b>Initiative: Identify mission-critical replacement/rehabilitation projects for Village-owned facilities and develop recommended courses of action.</b>																																																		
Determine what mission-critical facilities are in need of replacement/rehabilitation in the next 5-10 years	COMPLETE																																																	
Expand facility and capital rating matrix to incorporate priority levels for all categories and subcategories of Village assets	BEHIND																																																	
Develop options for addressing each major facility project including potential timelines for replacement/rehabilitation; Engage other community organizations in considering options	SCHEDULED FOR SY 2020																																																	
Develop financing plans for facility rehabilitation/replacement projects	COMPLETE																																																	
Facilitate fundraising and construction planning for a new Glencoe Golf Club Clubhouse	ON TRACK																																																	
<b>Initiative: In concert with the Sustainability Task Force, create operational and community-wide Sustainability Plans.</b>																																																		
Establish a project plan for implementing aspects of the EcoDistricts Certification framework in Glencoe	BEHIND																																																	
Engage community partners and residents in the development of a plan for implementing the EcoDistricts Certification framework	ON TRACK																																																	
Present recommendations for incorporating new sustainable activities into the Village's purchasing policy, service delivery methods and infrastructure maintenance to the Village Board for consideration	SCHEDULED FOR SY 2020																																																	
Implement certification framework components and recommendations	SCHEDULED FOR SY 2020																																																	



VILLAGE OF GLENCOE  
**STRATEGIC PLAN TIMEFRAMES**  
JANUARY 2020 STATUS AND PROPOSED TIMEFRAME UPDATES

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	Fiscal 2019														Fiscal Year 2020														Stub Year 2020												Calendar Year 2021													
		3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12								
Initiative: Retain and attract viable businesses that maintain or enhance the tax base in Glencoe.																																																							
Design and implement a new business retention process	BEHIND																																																						
Enhance relationships with existing businesses and building owners through ongoing Business Before Hours initiatives and one-on-one meetings	ON TRACK/ON-GOING																																																						
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	BEHIND																																																						
Design and implement a survey for businesses who are exiting Glencoe to identify future business service improvements	BEHIND																																																						
Partner with the Chamber of Commerce to strategically assess current services and identify business community members’ priorities into the future	BEHIND																																																						
Identify opportunities to enhance our relationship with Writers Theatre, the Chicago Botanic Garden and other cultural assets; Meet with representatives on a biennial basis	ON TRACK/ON-GOING																																																						
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	ON TRACK																																																						
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	COMPLETE																																																						
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 and regulations impacting commercial uses.																																																							
Implement recommendations of the Active Transportation Plan	ON TRACK/ON-GOING																																																						
Complete design and initiate installation of wayfinding signage, information kiosks and gateway features in and surrounding business districts using a phased approach	ON TRACK																																																						
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	BEHIND																																																						
Present potential reuse/redevelopment options for the south end of downtown to the Village Board, inclusive of projected costs and potential revenue scenarios	SCHEDULED FOR CY 2021																																																						



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

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# FINANCIAL FORECAST AND REVENUE SCENARIOS





# FINANCIAL FORECAST

## EXECUTIVE SUMMARY

The Village of Glencoe remains in a strong financial position, as evidenced by stable performance of the Village's largest revenue sources, responsible fund reserves and the maintenance of the Village's AAA credit rating, the highest available from the Standard and Poor's Credit Rating Agency and reaffirmed in September 2019. The Village continues its commitment to modernize its aging infrastructure, and as the 10-Year Community Investment Program (CIP) advances, a forward-looking Financial Forecast is becoming increasingly critical to ensure that public assets are preserved and upgraded in accordance with best practices and the Village's Strategic Plan. While considering the budget for Stub Year (SY) 2020, it is important that the Village makes 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 SY 2020 through Calendar Year (CY) 2024 (a five-year forecast) and utilizes data and projections based upon the best information available at the time the forecast was developed. As the Board will recall, SY 2020 will be 10 months in duration and run from March 1, 2020 through December 31, 2020. Following the Stub Year, the Village will transition to a calendar year, December 31 year end. 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. Furthermore, staff continuously seeks opportunities for operational efficiencies and creative solutions for long-term cost savings.

Specific to this year's projection, staff has focused on carefully reviewing their expenditure line items to ensure that they are accurately budgeting for 10 months of activity rather than a full year's worth. Due to the abbreviated budget year, operating expenditures are slightly understated (reflecting only 10 months), and the majority of revenues and capital expenditures reflect a full year (based on seasonality of when revenues are received and capital projects occur). Thus, it will be difficult to compare this total budget to prior years. Unfortunately, when looking at actual receipts month-to-month, many revenues distributed through the State of Illinois (such as motor fuel tax) are trending downward; conversely, personnel, pension and commodity costs have continued to rise with inflation. As the long-term effects of these trends are evaluated, identifying potential sources of new revenue will become a bigger priority for consideration.

Like any document that projects revenues and expenditures, unanticipated issues may arise that may either positively or negatively impact the numbers presented in this document. These initial projections are based on the knowledge 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. This document provides various factors to be considered in the preparation of the budget and long-term financing of Village operations and infrastructure improvements and summarizes current financial trends for each major fund of the Village.

## FACTORS IMPACTING FINANCIAL CONDITIONS

There are a number of environmental factors to be considered as part of the FF, which have been summarized below in Table 1. One of the largest impacts to the financial status of the Village is the State of Illinois, which is responsible for the collection and disbursement of several large sources of revenue for the Village. In total, the State of Illinois Department of Revenue collects approximately 19% of the Village's General Fund revenue and subsequently deposits these funds into Village accounts. This process 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 process. In previous years, the Illinois General Assembly has implemented several cost-saving measures during their own budget process that negatively impacted revenue sharing with municipalities. Most notable of these measures were decreases in the amount transferred to the Local Government Distributive Fund (LGDF), which allocates the local share of income tax and continued diversions from the Corporate Personal Property Replacement Tax (CPPRT).

On August 2, 2019, the Illinois Governor signed legislation forming a task force that focuses on property tax relief, which has been asked to review causes of increasing property tax levels within the State and best practices in public policy regarding property taxes, as well as to make recommendations for legislation that will provide property tax relief for homeowners in Illinois. As the Village receives approximately 52% of its revenue from property taxes, the recommendations from this committee may critically impact ongoing operations. As listed in the table below, a potential property tax freeze could amount to as much as \$244,000 in the first year, with the loss compounding in each successive year. Regardless of whether property taxes are impacted within the next 12 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 continued growth of the State deficit.

The State's most recent, and perhaps most controversial, effort to help close its budget gap was the vote to authorize recreational cannabis in Illinois effective January 1, 2020. It is yet to be determined how, if at all, this may impact the local economy in Glencoe and other communities. It is anticipated, however, that there will be a potential increase in operating costs for the Public Safety Department as it relates to community education, enforcement and training for Public Safety Officers. Although the State has indicated that a small amount of revenue sharing may occur with municipalities, it is difficult to predict the magnitude of those dollars so early on in this process. The Village's Zoning Commission evaluated zoning regulations within the Village, and the Village Board ultimately voted to disallow cannabis sales in Glencoe. For that reason, any potential revenue from cannabis has not been included in this forecast.

On a national level, the Federal Government continues to generate headlines with legislative and policy making changes that impact the national economy. The imposition and/or threats of tariffs have already had a local impact in rising prices on goods commonly used in municipal operations, such as steel, fuel and lumber. Remarkably, inflation has managed to stay at reasonable rates, however, a number of economic factors have begun to indicate that a rise in inflation may be on the horizon. Declining unemployment is placing upward pressure on wages, which will consequently increase prices. If inflation increases, the cost of goods sold may also rise, increasing retail sales tax revenue and conversely, the cost of goods and services for the Village. Also, in an environment that has not followed traditional economic trends for an extended period of time, interest rates have become difficult to forecast. Interest rates are subject to escalation in an inflationary environment, which may increase the cost of borrowing for future infrastructure improvements. On the contrary, if the Federal Reserve elects to drop rates, this may extend an already prolonged period of reduced rates and continue an ideal financing market for the Village as a borrower.

On a local level, the Village is experiencing upward pressure on wages, rising capital and infrastructure costs, increasing pension costs and pressure from job market competition as unemployment decreases. Additionally, as a portion of the Village's workforce approaches retirement age, opportunities to make

changes in service delivery methods will continue to be evaluated to alleviate long-term salary and benefit costs. As these trends continue, conservative spending and maintaining flexibility in planning infrastructure projects becomes increasingly important to ensure that the Village can adapt to any economic or environmental impact to the amount of resources available to conduct operations.

**Table 1. Factors Impacting Financial Conditions**

<u>Factor</u>	<u>Impact Estimate</u>
Transition to a Calendar Year	In transition year, revenues may appear inflated and expenditures reduced.
Impact of reduced fuel consumption	Reduced per gallon allocation of motor fuel taxes.
International Conflict, Tariffs	Market impact, magnitude to be determined. Higher supply costs
Inflation Trends	Inflation may be rising, could lead to higher costs of doing business.
Healthcare Industry Changes / Mandates	Unknown at this time.
Other potential unfunded mandates	Unknown at this time.
Impact of <i>South Dakota vs. Wayfair</i>	May impact our ability to collect online sales taxes/use taxes.
Impact of energy efficient appliances	Reduced utility tax from electrical consumption and state applied rates.
State of Illinois Fair Tax Referendum	Potential reduction to shared revenue regardless of outcome.
State of Illinois FY 2021 Budget Changes	Unknown at this time.
Increased State Motor Fuel Tax Allocations	Increase of \$.03 per gallon in addition to what is now distributed locally.
Legalization of Recreational Cannabis	Slight increase in distributions, potential increase in law enforcement costs.
Success of bond referendum efforts	Impact on local financial condition and targeted capital investments.
Result of Village governance discussions	Impacts potential to expand options for local revenue generation.
Governor's Property Tax Relief Task Force	The first-year impact would be \$244,000.

## COMPARISONS TO THE PRIOR YEAR FINANCIAL FORECAST

Last year's FF assumed that expenditures would exceed revenues as early as CY 2021, with projected rates of spending reaching a deficit of just under \$1 million in CY 2023. Although rising expenditures continue to be a concern, the Village has taken considerable measures to reduce expenditures and generate efficiencies in its operations, and a hard look at how capital projects are prioritized and funded. The current forecast no longer reflects deficit spending in CY 2021, and the fund balance remains above the \$2.5 million target. The 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 concern and have been updated in the current forecast. In facing an unpredictable legislative environment, the Village must continue its work to generate additional cost savings through assessing our current operations, evaluating alternate revenue sources and identifying the correct staffing levels through attrition in the coming years.

The FY 2020 FF presented the ongoing message that the Village has significant infrastructure needs that are beyond the operating resources of the General and Water Fund operating resources. This remains true, and the Village has continued to develop and refine its CIP to ensure that large infrastructure needs are identified and a funding source can be selected to complete these improvements. The CIP includes proposed funding sources for infrastructure needs that have been identified, and additional feedback will be requested of the Board in November to assist in prioritizing the order of project completion.

Lastly, the FY 2020 FF explained that pensions continue to remain a significant cost, and pension reform is a significant issue. Unfortunately, pension costs remain a substantial (and growing) portion of the Village budget and property tax levy requirement. The FF includes substantial increases in costs that are anticipated with existing and new legislation. The General Assembly has been engaged in discussions regarding Downstate Police and Fire Pension Fund consolidation (*inclusive of all funds except those in Chicago and at the State level*). In December, the Governor signed legislation to consolidate only the investment of the



assets for the Pension Funds, which is projected to generate billions of dollars in investment management expenses state-wide. Even though this change was authorized, there will be a significant time lapse between the point of authorization and the consolidation due to the complexity of this process. Additionally, it is unknown what other structural or benefit changes, if any, may be paired with a consolidation effort in the future. For these reasons, this forecast assumes that the Village will maintain full control of the Police and Fire Pension Funds and assumes a stable growth rate in pension contributions. As discussed at the September 17, 2019 Finance Committee meeting, staff is also recommending holding additional meetings with the Village's actuary in the Stub Year to identify a formal funding plan for the Police Pension Fund.

## FUTURE CONSIDERATIONS

Within the context of the FF, the Village Board provided feedback on several critical areas affecting the development of the budget document and long-term financing of the 10-Year CIP. Presently, the items to be considered critical in this process included:

1. ***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 revenue or restrictions on future property tax levies.*** Projections included in the FF do anticipate several reductions, but any major revisions to existing tax structures would require additional conversations with the Village Board in the future.
2. ***Prioritization of funding infrastructure improvements.*** The CIP includes approximately \$53 million for improvements and equipment over the next 10 years. Understanding that both monetary and human capital may be limited in any given year, the Board provided feedback on the prioritization of CIP projects to be completed in the coming years. Additionally, staff sought direction from the Board on proposed funding of projects, including potential referenda for issuing General Obligation Bonds and utilization of fund reserves.
3. ***Continue to monitor rising pension costs and fund required contributions as needed.*** By continuing to fund the Village's pension obligations in a timely manner, the Board may maintain better control over the pace at which required payments rise. **The FF assumes that these payments will increase by 5% per year, which is subject to change with potential policy changes that may arise in the Stub Year.**
4. ***Water rates in accordance with the rate analysis.*** As noted by the water rate analysis, the Village has not historically charged rates in sufficient quantities to support the existing water production and distribution system. The FF proposes that volumetric rates continue to be increased in accordance with those recommended in the rate analysis to ensure future funding for infrastructure improvements. This will be the third year of rate adjustments in accordance with the updated rate analysis.
5. ***The issuance of revenue bonds supported by the Water Fund.*** The Village may issue revenue bonds supported by the self-sustaining Water Fund revenues without requiring a referendum. The FF and CIP both propose that future infrastructure improvements related to the water system may be partially funded through this mechanism.
6. ***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) 20-year mandate.*** The FF contains a five percent 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.
7. ***Recommendations to modify the business license fee structure*** to ensure that a more proportionate share of Village costs associated with inspection and reviews are recovered.

8. ***The decision not to abate of debt service*** related to the recently issued Tudor Court General Obligation Limited Tax Bonds, which amounts to \$195,208 in SY 2020. Please note, the forecast assumes that the Stub Year debt payment will not be paid from General Fund reserves. If this payment is not abated, the SY 2020 ending General Fund balance would decrease by \$195,208.
9. ***Implementation of a local motor fuel tax*** of \$0.03 per gallon, as recently authorized by the Illinois General Assembly.

## FORECAST HIGHLIGHTS

### General Fund Revenues

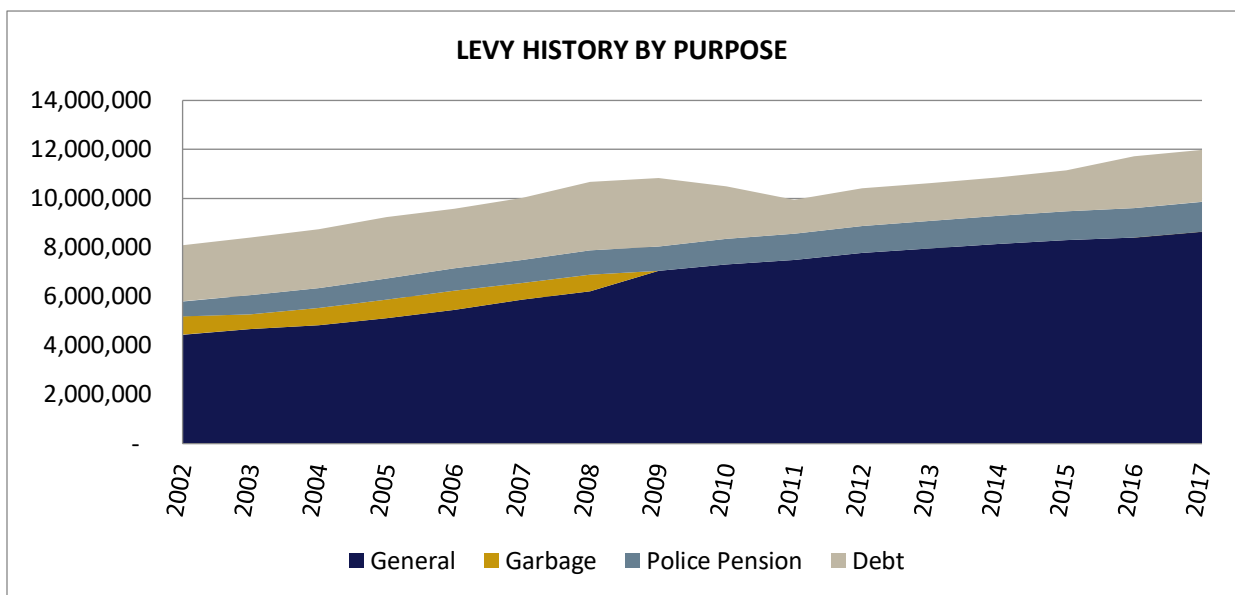
As the main operating fund of the Village, the majority of revenues and expenditures in the General Fund have continued to perform generally as expected in FY 2020. Budgeted at a total of \$17.8 million in FY 2020, total revenue in the General Fund is expected to climb to approximately \$18 million in SY 2020. Operating expenditures are projected at \$17.2 million, with one-time capital expenditures projected to be \$905,600 in SY 2020.

#### Property Taxes

**Forecast Outlook: MONITORING**

Property Taxes are Village's largest revenue source (56% 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. Key considerations are:

- The General Fund 2019 tax levy (for collection in SY 2020) can increase by 1.9%, or approximately \$247,580.
- The forecast assumes a 2.4% increase for the 2020 tax levy (CY 2021).
- Based on projections from the Central Budget Office, tax levies are projected to increase by an average of 2.4% through CY 2024.
- Please note, this revenue is susceptible to changes by the Illinois legislature, as a property tax freeze could decrease revenue by approximately \$120,000 per 1% of a loss in the increase in levy.

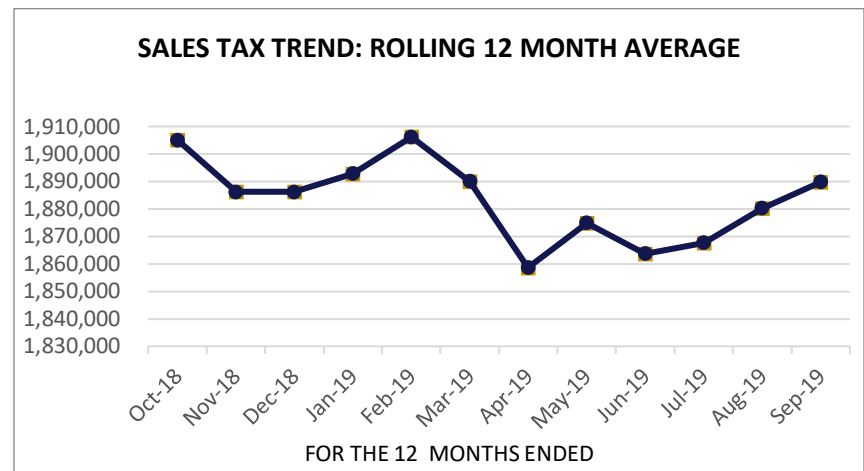
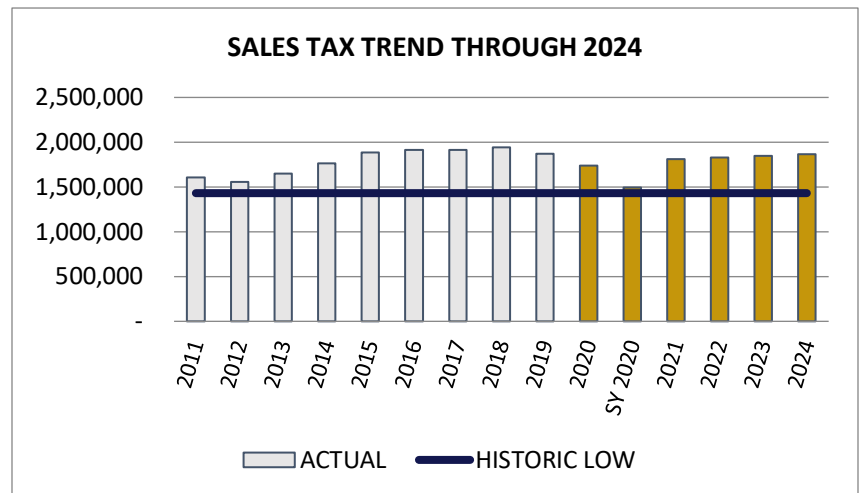


## Sales Tax

Forecast Outlook: **STABLE**

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 relatively stable revenue with 1.0% annual average increases, although any change in the composition of retailers in Glencoe or regulations governing sales tax distributions may significantly impact final results.
- A slight decrease in sales tax is projected this year and the beginning of next year.
- It is projected that the Village will receive \$1,494,385 in sales tax in SY 2020. Please note, the historic low reflected in the chart was in FY 2010, when a full 12 months of receipts was \$1,431,320.
- Please note, sales taxes are received on a monthly basis. To better identify revenue trends for the coming budget year, which will only reflect 10 months of sales tax revenue, the rolling 12-month graph reflects a trailing 12-month trend for the months ended October 2018 through September 2019.

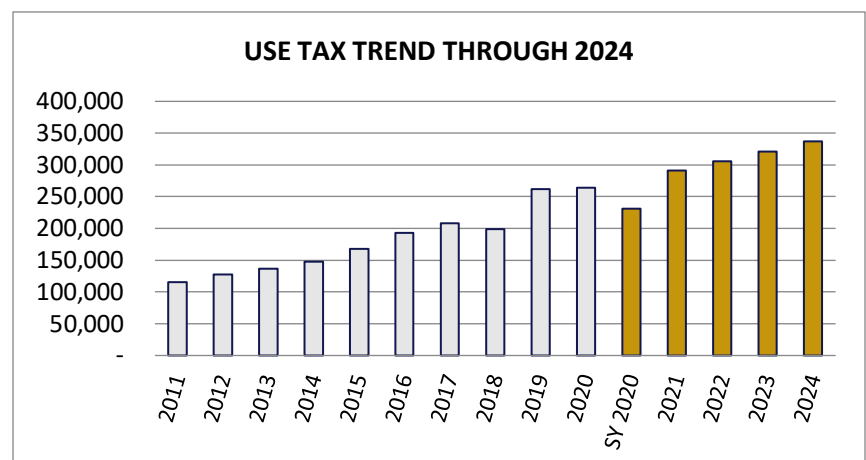


## Use Tax

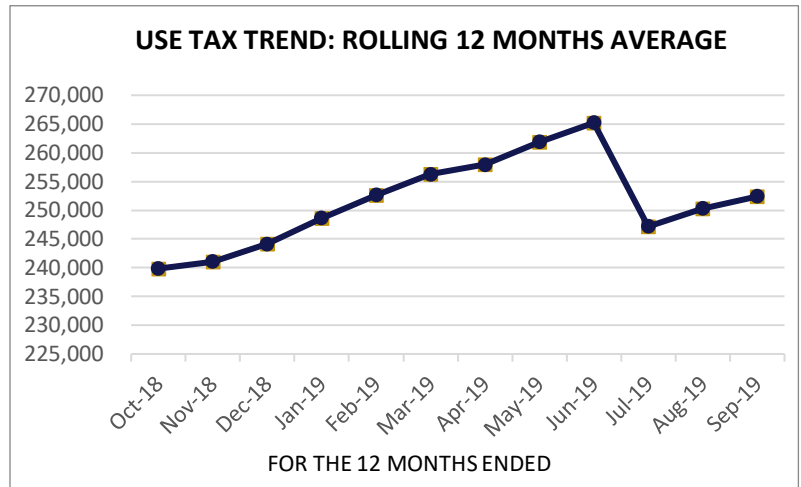
Forecast Outlook: **INCREASING**

The 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 \$231,070 in use tax in SY 2020 and the forecast includes 5.0% annual growth.



- The State passed legislation that took effect October 1 to allow the State to begin more broadly collecting sales taxes on online *purchases* (*South Dakota vs. Wayfair, 2018*). This change in law is anticipated to provide a modest increase to the Village's share of this revenue, since many online retailers were already collecting tax from customers in Illinois.
- Similar to sales tax, use taxes are received on a monthly basis. To better identify revenue trends for the coming budget year, which will only reflect 10 months of sales tax revenue, the rolling 12-month graph reflects a trailing 12-month trend for the months ended October 2018 through September 2019.

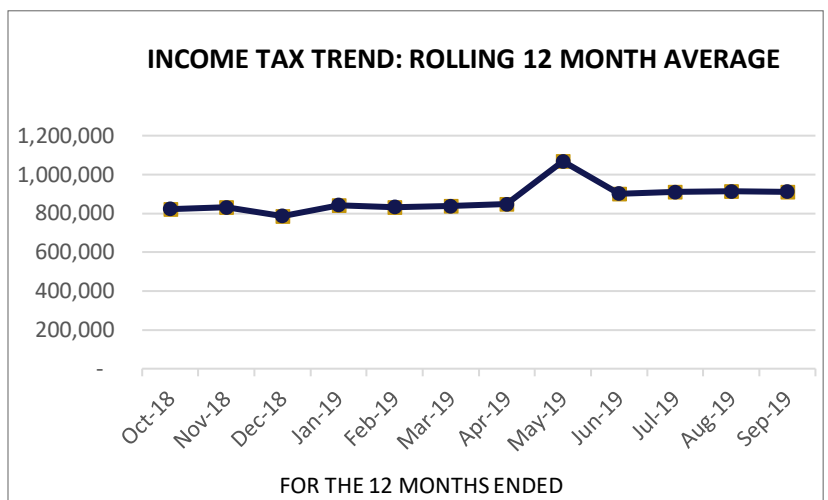
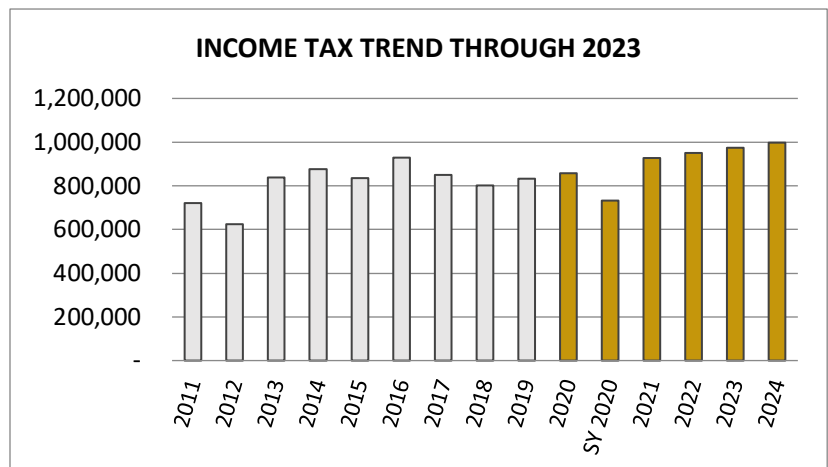


### Illinois Income Tax

**Forecast Outlook: MONITORING**

Income Tax is collected by the State Department of Revenue, and a portion is shared with municipalities through the LGDF based on its proportion of the total state population.

- The LGDF has been subject to several “sweeps” in the State budget, which has delayed and/or reduced allocations of this revenue to municipalities.
- It is projected that the Village will receive \$732,370 in income tax in SY 2020.
- Income tax distributions are also received from the Illinois Department of Revenue on a monthly basis. To better identify revenue trends for the coming budget year, which will only reflect 10 months of sales tax revenue, the rolling 12-month graph reflects a trailing 12-month trend for the months ended October 2018 through September 2019.
- Trends in income tax receipts have remained relatively stable; however, we continue to monitor this closely in accordance with the State's proposed referendum on modifying its income tax model. It is unknown how this proposal may affect this revenue at this time.



Sewer charges are a factor of the rate applied to the metered volume of potable 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 context of the CIP, including a mandate from the IEPA and MWRD that requires all sanitary sewers to be lined within the next 20 years (approximately \$3.8 million in 10 years).
- The forecast includes projected rate increases of 10% this year, and 5% per year thereafter, 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.

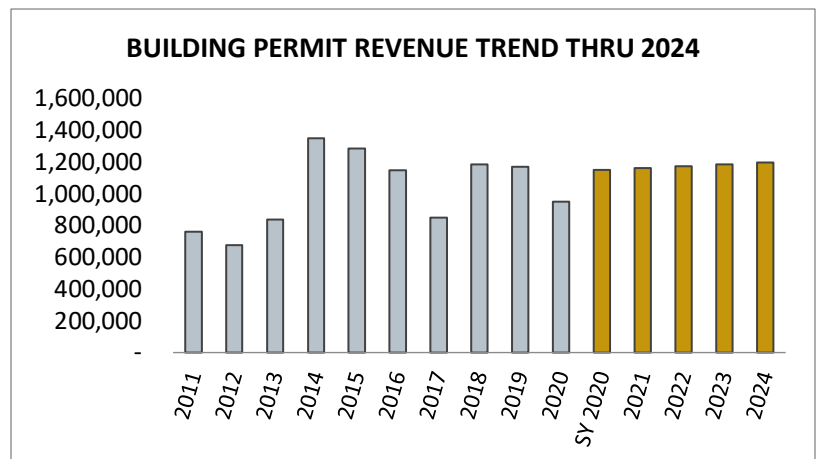
	<b>Sewer Rate Charges per 1,000 Cubic Feet</b>						
	<u>FY 2020</u>	<u>SY 2020</u>	<u>CY 2021</u>	<u>CY 2022</u>	<u>CY 2023</u>	<u>CY 2024</u>	<u>CY 2025</u>
Rate per 100 cubic feet	\$1.10	<b>\$1.21</b>	\$1.27	\$1.33	\$1.40	\$1.47	\$1.54
Minimum charge	\$11.00	<b>\$12.10</b>	\$12.71	\$13.35	\$14.02	\$14.72	\$15.46
% Change		<b>10.0%</b>	5.0%	5.0%	5.0%	5.0%	5.0%

### Building Permits

Forecast Outlook: **MONITORING**

Building permits are collected on residential and commercial renovations throughout the Village.

- This revenue is dependent on and impacted by development trends and the health of the local economy (*i.e. inflation, unemployment*)
- Using the current rate structure, the projected revenue level from CY 2021 through CY 2024 will remain relatively stable.
- The FY 2020 projected revenue from building permits is approximately \$950,000, which is \$144,000 less than the annual budget. It is anticipated that construction activity will return to higher levels in the coming year.
- Following the Stub Year, the forecast includes a stable revenue projection until impacts of any forthcoming changes may be estimated. However, as discussed during the September 19, 2019 Finance Committee meeting, staff is recommending a change in financial policy 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 will be particularly important with revenue received from future developments, such as 1801 Green Bay Road.



## General Fund Expenditures

### 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 that set in-place salary adjustments (and other compensation).

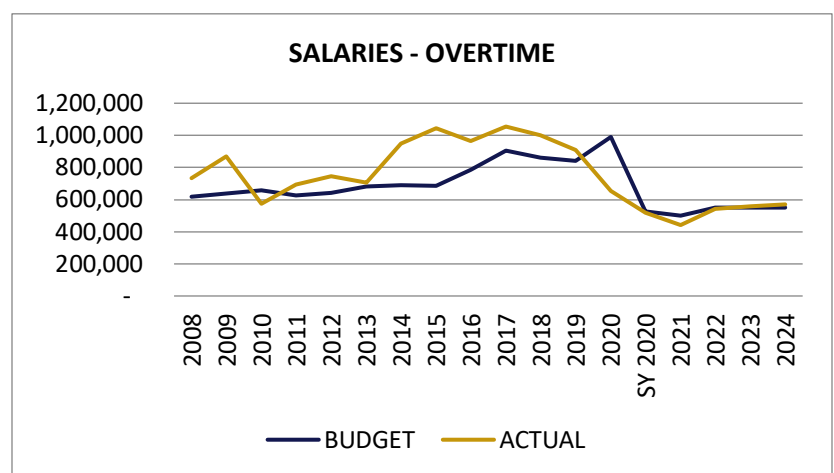
- The FY 2020 year-end projection is \$7,840,086, which is \$450,325 less than the budget. A large contributor to this decrease in salaries is the number of vacancies experienced this year, which will be partially offset by expenditures in the contractual services category. The FY 2020 salary projection is \$6,878,050, representing 10 months of salary expense.
- The projection includes a salary expense reduction in CY 2023 in anticipation of potential retirements; as these changes occur, staffing levels will continue to be evaluated. Salary projections are also anticipated to decrease over the next five years due to the phasing out of the longevity program.
- The increases in salary for **Public Safety** union employees will be 2.5% in SY 2020, pursuant to the current Collective Bargaining Agreement (CBA).
- The increases for the **Public Works** union employees will be 2.75% in SY 2020, pursuant to the current CBA.
- **Non-union and management staff** are not governed by contract but are often provided similar compensation changes in the interest of internal parity.
- Based off of union contracts and other data, the forecast includes annual increases consistent with the CPI forecast for the duration of the plan. 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.

### Overtime

Forecast Outlook: **DECREASING**

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.

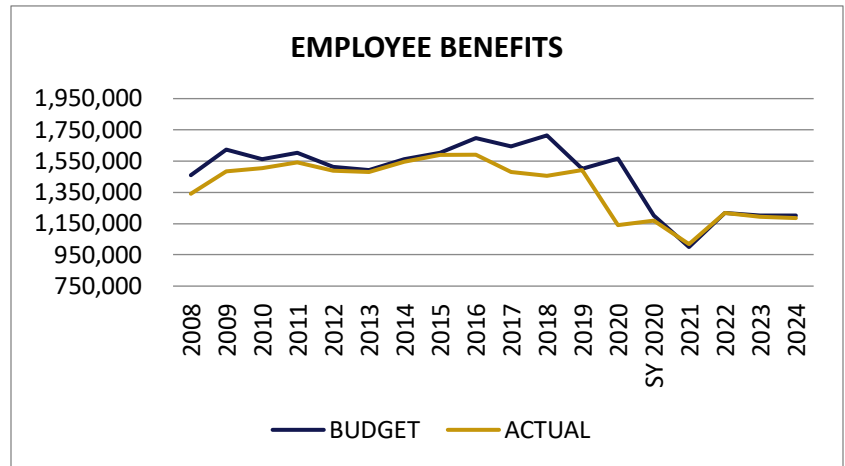
- This category is susceptible to major weather events and unanticipated emergencies.
- The forecast assumes overtime expenses from FY 2020 through CY 2024 with a *downward* trend.
- Following large expenditures in overtime in FY 2015 and FY 2017, the trend in this expenditure category have started dropping significantly, most likely due to the Public Safety Department reaching full staffing.





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. Employees currently contribute 15% of health insurance premiums.

- The SY 2020 forecast includes benefit expense of \$1,154,788 with annual average reductions.
- 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 will include small decreases in the cost due to plan modifications, the beginning of a multi-year plan to do so.



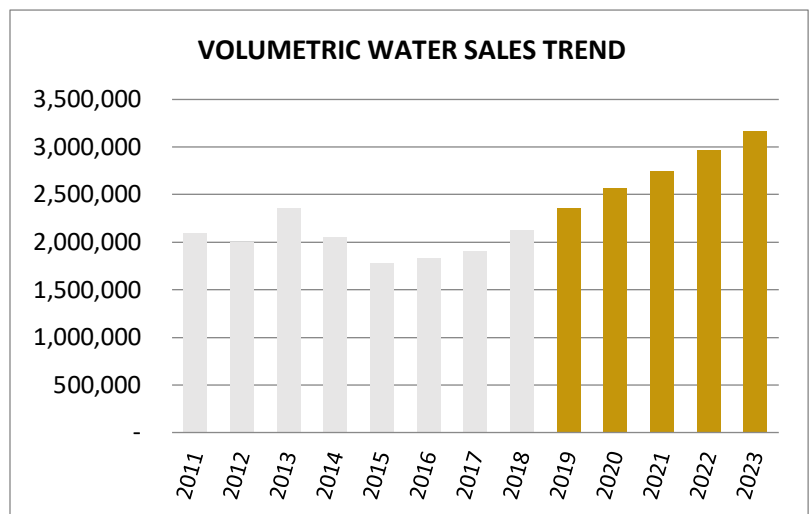
## Water Fund Revenues

### Water Charges

Forecast Outlook: **INCREASING**

As an enterprise fund, the Water Fund operation is designed to be largely self-sustaining through user charges assessed through a fixed-fee rate structure and a volumetric charge. 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 meet the needs of the Village, which led to recommendations for increases in rates over the following 10 years. For the Stub Year, Water Fund revenues are projected at a total of \$7.5 million (\$2.5 million excluding bond proceeds) and operating expenditures are projected at \$1.9 million. The projection includes an assumption that Water Fund Revenue Bonds may be issued to fund capital expenditures that are projected to be \$3,390,000 in SY 2020.

- This revenue is susceptible to changes in weather conditions, with additional usage. For FY 2020, volumetric water revenues are projected at \$182,935 less than budget due to this year's larger than normal rainfall totals, leading to less irrigation.
- The forecast projects volumetric water revenue at \$2,143,950 and fixed charges at \$237,765.
- Based on the CIP, it is recommended that the Village continue with rates recommended in the water rate study; these are included in the forecast plan.
- Rate structure changes that encourage conservation (and less water usage) may negatively impact this revenue.



<b><i>Volumetric Water Rate Charges per 1,000 Cubic Feet</i></b>							
	<u>FY 2020</u>	<u><b>SY 2020</b></u>	<u>CY 2021</u>	<u>CY 2022</u>	<u>CY 2023</u>	<u>CY 2024</u>	<u>CY 2025</u>
Rate	\$49.00	<b>\$53.00</b>	\$58.00	\$62.00	\$66.00	\$70.00	\$73.00
% Change	9%	<b>8%</b>	9%	7%	6%	6%	4%

## ***Water Fund Expenses***

### ***Salaries***

***Forecast Outlook: INCREASING***

This includes personnel costs for all 12 full time employees involved in water production and distribution. 10 of these employees are covered by a collective bargaining agreement (CBA). The forecast includes annual salary adjustments in accordance with the CBA.

### ***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 relocation of the existing elevated water tank. Replacement of water meters has been moved up in the CIP to next year instead of extending over several years as previously discussed. This project is anticipated to be funded through Water Fund Revenue Bonds.

### ***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.

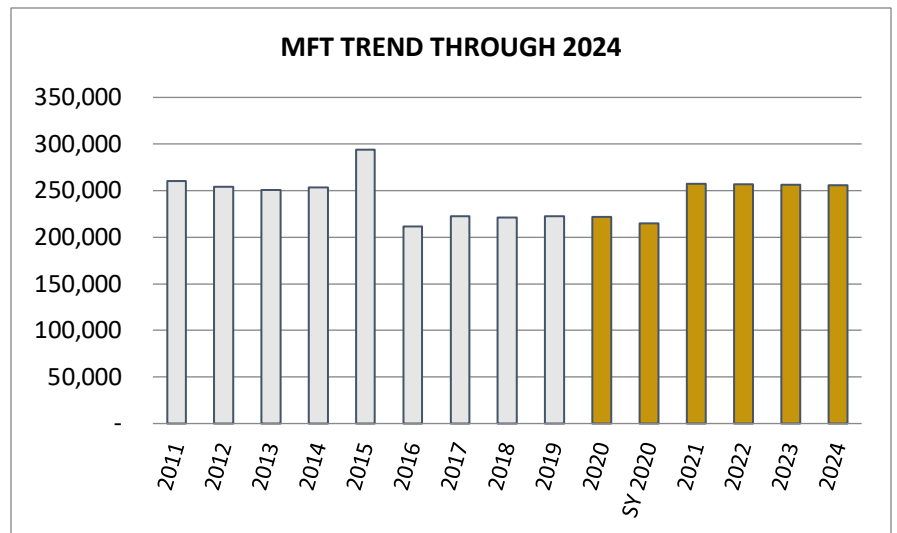
## ***Motor Fuel Tax Fund Revenues***

### ***Motor Fuel Taxes***

***Revenue Forecast Outlook: STABLE***

The Motor Fuel Tax 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. Motor Fuel Tax Fund Revenues are projected at a total of \$214,840 in SY 2020 and operating expenditures are projected at \$54,770.

- Structurally, this revenue has been declining State-wide as vehicles become more fuel efficient and use less gasoline and diesel.
- This revenue has been subject to several diversions and delays on behalf of the Illinois legislature. However, in 2019, the General Assembly authorized municipalities within Cook County to impose an additional \$0.03 per gallon tax on the purchase of fuel within their municipal boundaries. This tax will be proposed as part of the fee schedule updates in November and has been included in this forecast.



## ***Motor Fuel Tax Fund Expenditures***

### **Motor Fuel Tax Fund Capital and Services**

***Forecast Outlook: STABLE***

Motor Fuel Tax Fund expenditures are comprised of service and capital expenditures related to road improvements. As a matter of policy, Motor Fuel Tax disbursements are aggregated over a period of two-to-three years and then utilized for a larger road improvement project. The FF includes the continuation of this practice.

## ***Debt Service Fund Expenditures***

### **Debt Service Fund and Infrastructure Needs**

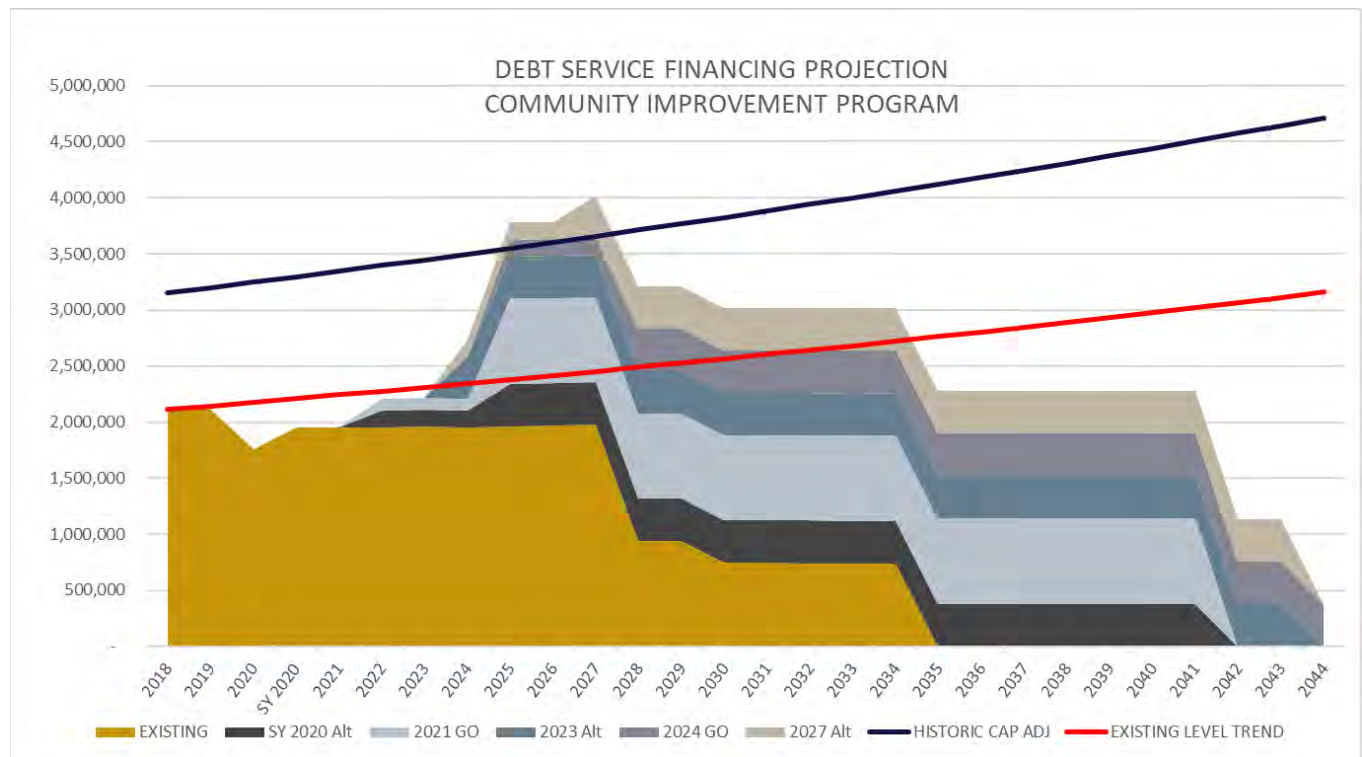
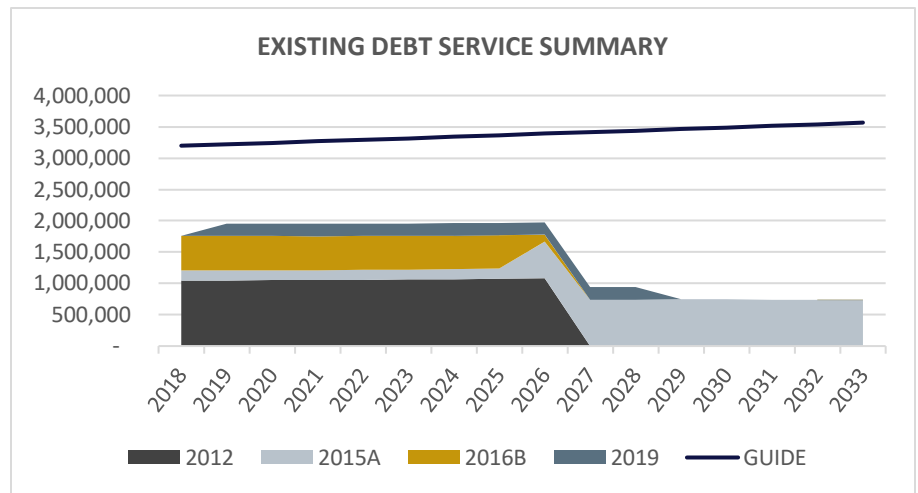
***Forecast Outlook: INCREASING***

As a non-home rule municipality, the Village has the ability to issue General Obligation Bonds with the majority approval of voters through a 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 recently utilized for the Tudor Court street and streetscape improvements. Bond financing has been utilized to complete infrastructure projects and maintenance in accordance with the Village's CIP.

- The Village is subject to a total statutory debt limit of 10% of Equalized Assessed Value (EAV), less any existing debt, which was equal to \$92.2 million in Tax Year 2018.
- The Village currently has \$17.8 million in outstanding General Obligation Bond Debt and \$2.2 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 \$3.3 million today.

- The Village issued \$1.5 million in General Obligation Limited Tax Bonds in 2019, which will be paid off in 10 years. This issue added approximately \$200,000 per year to the Village's annual debt service payments.



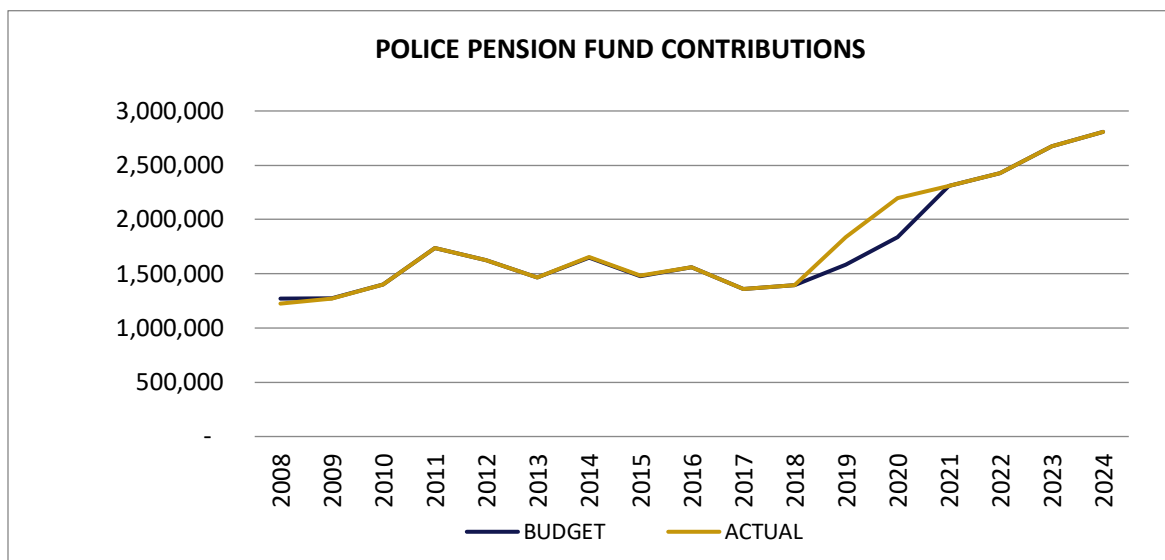
Based on the proposed CIP, the forecast assumes additional bond financing through referendum requests in CY 2021 and 2024, in addition to proposing self-sustaining, alternate revenue bond financing for water system improvements in SY 2020 and CY 2023 and CY 2027.

## Pension Fund Expenditures

### Pension Contributions

Forecast Outlook: **INCREASING**

- As the statutory requirement for public safety pensions to be 90% funded by 2040 approaches, the Village's 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 an actuarially required contribution of \$2,199,634 for SY 2020.
- The forecast assumes Police Pension costs will increase by 5.0% per year, pending any future changes in funding policy.
- The FF is subject to change with any benefit changes made in the future at a legislative level.
- The FF may be further modified based on any changes in assumptions or methodology that may occur following additional discussions with the Village's actuary and may also change dependent on whether or not efforts to consolidate Public Safety Pension Funds are successful. Due to the implementation timeline of any proposed changes in pension regulation, staff is recommending that a conversation on funding policy be held with the Finance Committee in SY 2020.



## 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 provided guidance necessary to build the final structure of the SY 2020 budget.

## 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

Stub Year 2020 - Calendar Year 2024

## Attachment 1. General Fund

**Beginning Fund Balance** \$ **6,802,519**<sup>1</sup>

	Budget FY 2020	Projected FY 2020	Stub Year 2020 <sup>2</sup>	CY 2021	CY 2022	CY 2023	CY 2024
<b>Revenue</b>							
Property Tax							
General Fund	8,850,809	8,790,876	9,003,695	9,219,785	9,450,280	9,686,540	9,919,020
Police Pension	1,247,804	1,240,637	1,270,705	1,301,205	1,333,740	1,367,085	1,399,900
Fire Pension	30,000	39,902	41,130	42,120	43,175	44,255	45,320
	10,128,613	10,071,415	10,315,530	10,563,110	10,827,195	11,097,880	11,364,240
Sales Tax	1,862,500	1,738,825	1,494,385	1,811,195	1,829,310	1,847,605	1,866,085
Illinois Income Tax	827,555	857,616	732,370	878,199	900,154	922,658	944,801
Utility Tax	652,000	644,155	531,428	631,340	625,030	618,780	612,595
Building Permits	1,094,000	950,000	1,150,000	1,161,500	1,173,115	1,184,850	1,196,700
Telecommunications Tax	261,845	240,360	190,285	214,645	201,770	189,665	178,290
Cable Television Revenue	227,000	219,625	185,770	226,270	230,800	234,265	237,780
Alarm Permits	93,000	84,633	72,225	86,500	86,330	86,160	85,990
Use Tax	233,345	264,074	231,070	291,150	305,710	321,000	337,050
Parking Fees	111,700	96,430	93,090	105,000	105,000	105,000	105,000
Personal Property Tax Repl.	85,735	89,164	76,535	91,385	90,930	90,480	90,030
Ambulance Fees	151,735	153,014	130,575	160,610	164,465	168,415	172,460
Garbage Service Fee (LRS)	400,000	405,555	344,385	423,595	433,765	444,180	454,845
Sewer Charge	602,590	518,060	474,890	598,365	628,285	659,700	692,685
Vehicle Licenses	265,000	251,500	265,000	265,000	265,000	265,000	265,000
E911 Surcharge Revenue	143,595	141,275	116,555	138,470	137,090	135,720	134,365
Other Revenue	972,981	1,154,644	1,166,425	1,399,710	1,399,710	1,399,710	1,399,710
Planned Use of Fund Reserves	-	-	2,151,990	-	-	-	-
Total Revenue =	18,113,194	17,880,346	19,722,508	19,046,044	19,403,659	19,771,068	20,137,627
<b>Expenditures</b>							
Salaries - Regular	7,979,430	7,840,086	6,878,050	7,988,109	8,146,876	8,208,797	8,363,781
Salaries - Other	304,250	338,201	302,547	369,588	370,936	366,309	353,229
Salaries - Temporary	184,208	216,093	171,620	220,174	224,552	229,019	233,347
Salaries - Overtime	867,385	902,396	557,858	924,960	948,085	971,790	995,115
Benefits	1,416,398	1,434,086	1,154,788	1,462,590	1,491,664	1,521,315	1,550,041
Police Pension	1,838,060	1,838,060	2,199,634	2,309,620	2,425,105	2,546,365	2,673,685
Other Pensions	898,552	1,008,939	904,864	1,027,989	1,048,422	1,069,262	1,089,450
Services	3,337,451	3,184,265	3,187,801	3,283,440	3,381,943	3,483,401	3,587,904
Commodities	816,319	887,940	746,461	905,700	928,345	951,555	974,395
Community Grants	99,500	99,500	106,500	93,500	106,500	106,500	106,500
Other Expenditures	100,000	137,950	319,950	100,000	100,000	100,000	100,000
Total Operating Expenditures =	17,841,553	17,887,516	16,530,073	18,685,671	19,172,428	19,554,314	20,027,448
Less Contingency Reserve <sup>3</sup> =			1,016,655	-	-	-	-
Net Operating Budget <sup>3</sup> =	271,641	(7,170)	-	360,373	231,231	216,754	110,179
Less General Fund Capital	1,450,750	1,134,004	2,151,990	557,700	1,009,500	701,000	120,000
<b>Projected Fund Balance</b>	<b>5,623,410</b>	<b>5,661,345</b>	<b>5,685,135</b>	<b>5,487,809</b>	<b>4,709,540</b>	<b>4,225,294</b>	<b>4,215,472</b>

(1) Fund balance includes expendable fund reserve and the General Fund includes \$1,148,369 in reserve funds with the Intergovernmental Risk Management Agency.

(2) Stub year 2020 is a ten-month transition year, from March 1, 2020 through December 31, 2020.

(3) Although an operating surplus is reflected, approximately \$1,690,855 in operating expenditures will require funding in January & February 2021, prior to receipt of property taxes.





# VILLAGE OF GLENCOE FINANCIAL FORECAST

Stub Year 2020 - Calendar Year 2024

## Attachment 2. Water Fund

**Beginning Fund Balance** \$ **728,750**<sup>1</sup>

	Budget FY 2020	Projected FY 2020	Stub Year 2020 <sup>2</sup>	CY 2021	CY 2022	CY 2023	CY 2024
<b>Revenue</b>							
Water Sales - Volumetric	2,565,100	2,382,165	2,143,950	2,778,560	2,973,060	3,181,175	3,372,050
Water Sales - Fixed	224,000	264,180	237,765	308,145	332,800	356,100	381,030
Lease of Property	35,000	35,000	29,170	35,000	35,000	35,000	35,000
Meter Sales	26,000	28,055	21,670	26,000	26,000	26,000	26,000
Other Revenue	34,000	31,000	30,500	34,850	35,725	36,620	37,540
Bond Proceeds	-	-	5,000,000	-	-	5,000,000	-
Total Revenue =	2,884,100	2,740,400	7,463,055	3,182,555	3,402,585	8,634,895	3,851,620
<b>Expenses</b>							
Salaries - Regular	900,700	928,726	811,841	676,539	847,850	864,705	881,035
Salaries - Other	66,909	54,834	42,679	36,238	38,352	27,118	7,661
Salaries - Temporary	-	-	-	-	-	-	-
Salaries - Overtime	59,749	55,359	42,189	51,845	52,880	53,935	54,955
Benefits	183,957	175,470	140,192	158,488	161,643	164,857	167,971
Other Pensions	198,400	186,416	179,113	218,995	223,348	227,790	232,094
Services	361,839	291,310	347,995	358,435	443,030	456,325	470,015
Commodities	147,974	160,891	138,575	141,350	144,885	148,510	152,075
Debt Service	174,660	174,660	225,660	510,600	510,600	560,600	846,600
Other Expenses	46,182	47,340	40,440	49,740	42,490	52,260	44,645
Total Operating Expenditures =	2,140,370	2,075,006	1,968,684	2,202,231	2,465,078	2,556,100	2,857,051
Net Operating Budget =	743,730	665,394	5,494,371	980,324	937,507	6,078,795	994,570
Less Water Fund Capital	855,000	878,741	3,390,000	500,000	1,248,000	5,720,000	1,735,000
<b>Projected Fund Balance</b>	617,480	515,403	2,619,774	3,100,098	2,789,606	3,148,401	2,407,970

(1) Fund balance includes expendable fund reserve and the General Fund includes \$1,148,369 in reserve funds with the Intergovernmental Risk Management Agency.

(2) Stub year 2020 is a ten-month transition year, from March 1, 2020 through December 31, 2020.



# VILLAGE OF GLENCOE

## FINANCIAL FORECAST

Stub Year 2020 - Calendar Year 2024

### Attachment 3. Motor Fuel Tax Fund

<b>Beginning Fund Balance</b>	<b>\$</b>	<b>380,785</b>	<sup>1</sup>				
		Budget	Projected	Stub Year			
		<u>FY 2020</u>	<u>FY 2020</u>	<u>2020</u>	<u>CY 2021</u>	<u>CY 2022</u>	<u>CY 2023</u>
				<u>2024</u>			
<b>Revenue</b>							
Motor Fuel Tax		220,260	221,768	214,840	257,325	256,810	256,297
Interest Income		3,000	7,500	5,000	6,150	6,305	6,465
Other Revenue		-	-	-	-	-	-
Total Revenue =		223,260	229,268	219,840	263,475	263,115	262,762
<b>Expenditures</b>							
Professional Services		25,700	-	25,000	-	-	-
Other Expenditures		34,000	35,550	29,770	36,615	37,535	38,475
Total Operating Expenditures =		59,700	35,550	54,770	36,615	37,535	38,475
Net Operating Budget =		163,560	193,718	165,070	226,860	225,580	224,287
Less MFT Capital		23,000	20,000	25,000	25,000	600,000	25,000
<b>Projected Fund Balance</b>		<b>521,345</b>	<b>554,503</b>	<b>694,573</b>	<b>896,433</b>	<b>522,013</b>	<b>721,300</b>

(1) Fund balance includes expendable fund reserve and the General Fund includes \$1,148,369 in reserve funds with the Intergovernmental Risk Management Agency.

(2) Stub year 2020 is a ten-month transition year, from March 1, 2020 through December 31, 2020.



# VILLAGE OF GLENCOE FINANCIAL FORECAST

Stub Year 2020 - Calendar Year 2024

## Attachment 4. Budgetary Impacts to Taxpayers

As part of the budget process, the Village evaluates taxes, fees and fines imposed on residents to fund its cost of operations. The table below projects the *estimated* impact of the proposed taxes, fees and fines proposed to support the program expenditures outlined in this document. Also included is a projection of the anticipated impact to Glencoe residents through Calendar Year 2024, which has been forecasted based on the assumptions utilized in the financial forecast. The estimated impact is based on a mid-size household in the Village of Glencoe; actual amounts paid may vary based on actual size and assessed value of individual homes.

### Estimated Residential Taxes & Fees Per Household

	<u>FY 2020</u>	<u>SY 2020</u>	<u>CY 2021</u>	<u>CY 2022</u>	<u>CY 2023</u>	<u>CY 2024</u>
<b>Change in Property Taxes</b>						
Property Tax per \$1,000 of value (Village only) <sup>2</sup>	5.36	<b>5.62</b>	5.90	6.20	6.50	6.82
<b>Change in Taxes and Fees</b>						
Sales Tax <sup>4</sup>	262	<b>267</b>	272	279	286	293
Illinois Income Tax <sup>5</sup>	202	<b>206</b>	211	216	221	226
Utility Taxes <sup>6</sup>	164	<b>168</b>	172	176	180	184
Alarm Permits	50	<b>50</b>	50	50	50	50
Annual Parking Fees	270	<b>270</b>	270	270	270	270
General Collection Serv. Fee <sup>7</sup>	136	<b>139</b>	142	146	150	154
Local Fuel Tax	-	<b>4</b>	4	4	4	4
Places of Eating Tax	-	<b>10</b>	10	10	10	10
Water Charges <sup>3</sup>	1,212	<b>1,309</b>	1,427	1,527	1,619	1,716
Sewer Charges <sup>3</sup>	278	<b>306</b>	321	337	354	372
Vehicle License (two vehicles)	100	<b>100</b>	100	100	100	100
Animal License	20	<b>20</b>	20	20	20	20
Total Taxes and Fees Paid =	2,694	<b>2,849</b>	2,999	3,135	3,264	3,399
Variance from Prior Year =		<b>155</b>	150	136	129	135
<b>Cumulative Increase (Excluding Property Taxes) =</b>		<b>\$154.98</b>	<b>\$305.40</b>	<b>\$441.40</b>	<b>\$570.40</b>	<b>\$705.40</b>

Please note, items shaded in gray above are determined by Illinois Compiled Statutes and cannot be modified by the Village of Glencoe.

#### Other Notes:

<sup>1</sup> Stub Year 2020 is a ten-month transition year, from March 1, 2020 through December 31, 2020.

<sup>2</sup> Property Taxes are estimated on a dollar per \$1,000 of market value. Please note, this portion only represents the Village portion of the tax bill.

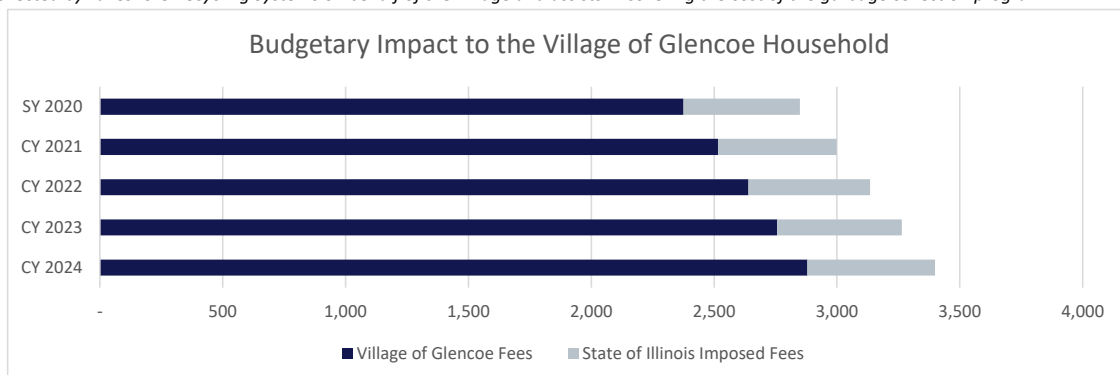
<sup>3</sup> Water and sewer fees are based on approximately 230,000 cubic feet (1.7M gallons) of annual water usage.

<sup>4</sup> Sales tax estimate is based on information from Illinois Department of Revenue and reflects the 1% allocation back to the Village.

<sup>5</sup> Income tax estimate is based on IML estimate of per capita distributions, adjusted annually in accordance with the Consumer Price Index (CPI).

<sup>6</sup> This tax category includes taxes for electricity, natural gas, telecommunications and cable television.

<sup>7</sup> This fee is collected by Lakeshore Recycling Systems on behalf of the Village and assists in covering the cost of the garbage collection program.





# VILLAGE OF GLENCOE FINANCIAL FORECAST

Stub Year 2020 - Calendar Year 2024

## Attachment 4. Major Revenue Loss Scenarios

### Scenario 1. Two-Year Legislative Property Tax Freeze

	Projected FY 2020	Stub Year 2020	CY 2021	CY 2022	CY 2023	CY 2024
Original Property Tax Revenue Forecast	10,071,415	10,315,530	10,563,110	10,827,195	11,097,880	11,364,240
<b><u>Less Property Tax Levy Under Freeze Scenario</u></b> <sup>1</sup>						
Adjusted General Fund Levy	(8,790,876)	(8,790,876)	(8,790,876)	(9,010,648)	(9,001,857)	(9,226,904)
Adjusted Police Pension Levy	(1,240,637)	(1,240,637)	(1,240,637)	(1,271,653)	(1,270,412)	(1,302,173)
Adjusted Fire Pension Levy	(39,902)	(39,902)	(39,902)	(40,900)	(40,860)	(41,882)
Total Variance / Revenue Loss =	-	(244,115)	(491,695)	(503,994)	(784,751)	(793,281)
Cumulative Effect of Revenue Loss =	-	(244,115)	(735,810)	(1,239,804)	(2,024,555)	(2,817,836)
<b>Projected General Fund Balance =</b>	<b>5,661,345</b>	<b>5,441,020</b>	<b>4,751,999</b>	<b>3,469,736</b>	<b>2,200,739</b>	<b>1,397,636</b>

<sup>1</sup> Please note, this scenario assumes a property tax freeze in Stub Year 2020 and Calendar Year 2021, and resumed levy growth at rates of 2.5% in Calendar Year 2022 and 2.4% in Calendar Year 2023-2024.

### Scenario 2. Reduction of the Local Government Distributive Fund (LGDF) Income Tax Sharing

	Projected FY 2020	Stub Year 2020	CY 2021	CY 2022	CY 2023	CY 2024
<b><u>Income Tax 20% Reduction Projection</u></b> <sup>2</sup>						
Income Tax Revenue Forecast	857,616	732,370	878,199	900,154	922,658	944,802
Income Tax Reduction	-	(146,474)	(175,640)	(180,031)	(184,532)	(188,960)
Cumulative Effect of Revenue Loss =	-	(146,474)	(322,114)	(502,145)	(686,676)	(875,637)
<b>Projected Fund Balance with Removal =</b>	<b>5,661,345</b>	<b>5,538,661</b>	<b>5,165,695</b>	<b>4,207,395</b>	<b>3,538,618</b>	<b>3,339,835</b>

<sup>2</sup> Please note, the Forecast includes the continued LGDF pursuant to the State of Illinois budget legislation. This scenario assumes that this reduction percentage will be raised to 20% in addition to the existing 5% reduction.

### Scenario 3. Sales Tax Reductions

	Projected FY 2020	Stub Year 2020	CY 2021	CY 2022	CY 2023	CY 2024
Sales Tax Revenue Forecast	1,738,825	1,494,385	1,811,195	1,829,310	1,847,605	1,866,085
Sales Tax Reduction	-	(149,439)	(181,120)	(182,931)	(184,761)	(186,609)
Cumulative Effect of Revenue Loss =	-	(149,439)	(330,558)	(513,489)	(698,250)	(884,858)
<b>Projected Fund Balance with Loss =</b>	<b>5,661,345</b>	<b>5,535,697</b>	<b>5,157,251</b>	<b>4,196,051</b>	<b>3,527,045</b>	<b>3,330,614</b>

### Scenario 4. Building Permit Reductions in Economic Downturn<sup>3</sup>

	Projected FY 2020	Stub Year 2020	CY 2021	CY 2022	CY 2023	CY 2024
Building Permit Revenue Forecast	950,000	1,150,000	1,161,500	1,173,115	1,184,850	1,196,700
Building Permit Reduction	-	(460,000)	(464,600)	(469,246)	(473,940)	(478,680)
Cumulative Effect of Revenue Loss =	-	(460,000)	(924,600)	(1,393,846)	(1,867,786)	(2,346,466)
<b>Projected Fund Balance with Loss =</b>	<b>5,661,345</b>	<b>5,225,135</b>	<b>4,563,209</b>	<b>3,315,694</b>	<b>2,357,508</b>	<b>1,869,006</b>

<sup>3</sup> This scenario assumes an approximate reduction of 40% of current revenue, which is based on permit revenue trends after the last economic downturn.

# MAJOR FINANCIAL POLICIES









# STUB YEAR 2020 MAJOR FINANCIAL POLICIES

## 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 is the greater of either 15% of current operating expenditures or two months of operating expenditures, excluding capital, but no lower than \$2,500,000.

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 **Debt Service Fund** of 25% of the required December principal and interest payments or a minimum of \$25,000.

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 designed to be expended on road programs, or major capital projects, and is often funded 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.

For Stub Year 2020, 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. For example, the budget has \$1,016,655 budgeted in a contingency account to cover the cost of expenditures that will be incurred during January and February 2021, which is outside of the scope of the Stub Year but will require funding before property tax receipts are received in March 2021.

Additionally, any surplus generated from one-time increases in building permit revenues will be designated to fund future capital projects. The Stub Year 2020 budget includes a \$200,000 transfer from the General Fund into the Capital Projects Fund for revenues projected to be received from the proposed subdivision development at 1801 Green Bay Road.

Similarly, when the Village migrated its emergency communications to the nationwide Starcom radio system, radios and equipment were purchased en masse to comply with State mandate. Due to the high value of the equipment, the Public Safety Department budgets a contingency of \$17,000 each year for replacements. If these dollars are not expended, these funds are transferred into a restricted account that will reserve a portion of fund balance for future replacements.

Lastly, planned use of fund reserves is specifically identified in the budget when it is anticipated in advance, so it is transparently displayed within the budget document. For example, in the Stub Year 2020 budget, \$1,526,325 is budgeted as a planned use of fund reserves in the Capital Projects Fund, which is the remaining amount of bond proceeds that has been earmarked for the Tudor Court street and streetscape improvement project.

## **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**

Since the implementation of the Property Tax Extension Limitation Law (PTELL) in 1994, the Village has had a policy of levying property taxes 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.

By not levying the amount allowable under PTELL, the Village, as a non-home rule unit of government, loses property tax extension permanently. It is unknown the exact impact of legislative action 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.

## **ABATEMENT OF TAXES**

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 month of January 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. Historically, the Village has abated 5% of the property tax levy related to outstanding debt (which is the same percentage that the County adds to the levy to ensure the full dollar amount is received after property tax appeals) and if any revenue in excess of budgetary needs was anticipated during the year.

The 2019 Tax Levy (collected in Stub Year 2020) will increase by approximately 3% over the prior year, subject to final adjustments in accordance with PTELL regulations. The Village elected to utilize its limited tax authority to issue General Obligation Bonds for the Tudor Court street and streetscape improvements, and the first payment on this bond will be added to the 2019 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.

The 2019 Tax Levy for debt service will not be abated, understanding that limited resources are available for the payment of outstanding debt. The debt relating to the Tudor Court bond issue will continue to be reviewed on an annual basis to determine whether or not the annual payments may be funded by General Fund revenues.

## **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 \$4,639,245 based on 2018 EAV; and
- 2) The total annual payment extension is no more than \$599,696 for the 2019 Levy (last year the annual maximum was \$554,057) and is reduced by any 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 an 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 policy will be reviewed during the Calendar Year 2021 budget process to review how this may be utilized in funding the 10-year Community Investment Program.

## **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 present policy for the Glencoe Golf Club is to accrue the fee but not collect the fee. Actual collection of the Golf Club Management Fee is determined towards the end of the fiscal year. Annually, the Village Board reviews the management fee 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 management fee payable and loans from cash shortfalls in prior years has grown from \$325,905 to \$549,320 (this amount excludes interest and amounts owed to the Village for other purposes). The last time the fee was actually paid to the Village was in Fiscal Year 2013. In the future, the Village may 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.

For Stub Year 2020, management fee amounts will increase by 2.5% from Fiscal Year 2020 levels, consistent with the proposed cost of living adjustment included in the Stub Year 2020 Budget. The Water Fund Management Fee will be retained in a prorated amount of \$40,440 and collected in accordance with past practice. The collection of the Golf Club Management Fee will be discussed by the Finance Committee. The Committee will discuss the collection of the current year Golf Club Management Fee in conjunction with considerations regarding the financing of future capital improvements at the clubhouse, maintenance building and the golf course.

## **REPAYMENT OF AMOUNT DUE TO THE VILLAGE FROM THE GLENCOE GOLF CLUB**

Since Fiscal Year 2013, the Village has not collected the management fee charged to the Glencoe Golf Club. Likewise, the Village has not collected on debt owed to the Village by the Golf Club in efforts to allow the Golf Club to reinvest in the Club to the greatest extent possible. Annually, the Village Board reviews the amount due to the Village from the Glencoe Golf Club as part of the budget development process. The Village considers whether the Golf Club is financially able to begin to repay the amount due and whether or not it is in the best interests of the Village to do so.

To the extent that the Golf Club has cash to pay most of the debt, it can be considered as a temporary financing source in the event of a revenue downturn. The Glencoe Golf Club has not yet determined the scope, cost or financing mechanisms for any potential future improvements to the Golf Club's clubhouse; however, should the Golf Club undertake a future clubhouse improvement project, the Village may evaluate the amount due to the Village from the Golf Club at that time. The amount owed to the Village from the Golf Club for prior year management fees, loans for cash shortfalls in previous years and interest charged on this outstanding amount is \$1,822,453.

Although the Golf Club is operationally profitable today, net assets in the Golf Fund are not sufficient to repay the amounts outstanding and still afford capital improvements that are required to maintain or improve the property. The Stub Year 2020 Budget does not include the repayment of this loan amount.

## 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. Funding alternatives have the following goals:

- 1) Maintain percent funded between 55% and 75%;
- 2) Minimum annual funding at least equal to the amount required by the State of Illinois; and,
- 3) Maintain contribution levels sufficient to fully fund the outstanding pension liability by 2040.

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.

With the recent selection of a new actuary, the assumptions and resulting calculations of required annual contributions have changed. Additionally, changes in department staffing – such as the number of vacant positions and salaries of incumbent employees – may impact the Village's pension funding requirements year to year, particularly as longer-tenured staff retire, new employees begin service at lower salaries and as a second, lower tier of benefits took effect in January 2011.

The State funding requirement for Fiscal Year 2020 is \$1,820,875 as compared to the Village Actuary's requirement of \$2,199,634. Both the State and Village actuary are aligned on many assumptions, with the exception of interest earnings and funding target. The State is now using a 6.5% interest rate factor, which is now equal to that used by the Village Actuary. Also, the State uses a 90% funding target by 2040, while the Village Actuary uses a 100% funding target by 2040. Based on a recent bond rating call, S&P Global Ratings indicated that the Village's outstanding pension liability marks a credit weakness as it pertains to the Village's credit rating. They specifically noted concern about the liability due to a lack of a formal funding plan.

The Village Actuary's required funding amount of \$2,199,634 is included in the Stub Year 2020 Budget. The Village will discuss potential enhancements to its pension funding policy with its new actuary in the future to help address the credit weakness as noted by the Village's credit rating agency.

## 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. 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 \$30,000 in the General Fund towards future obligations. Once resources in the Firefighters Pension Fund are exhausted, accumulated resources in the General Fund will be used. To the extent possible, only taxes that are not subject to tax cap will be levied for the benefit of the Firefighters Pension Fund.

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 \$1,100,000 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 \$1,100,000 at the end of Fiscal Year 2019 (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. In Fiscal Year 2019, the Village Board 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. The Village may utilize these reserves to offset ongoing insurance premiums and deductibles while still maintaining the minimum balance of \$300,000. The Stub Year 2020 budget includes \$200,000 in IRMA excess surplus that will be used to offset deductible and premium costs during the year.

## INTERFUND TRANSFERS

The interfund transfer policy requires Board approval of budget transfers between Village funds in excess of \$50,000. This transfer is determined to be necessary to support Village operations (excluding routine transfers to cover budgeted expenses) due to a revenue shortfall or other unforeseen financial circumstance. Transfers of this nature occur rarely, but they do 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 Stub Year 2020 budget. Additionally, with the anticipated development of 1801 Green Bay Road, there is a potential for a larger-than-normal increase in permit revenue collections in Stub Year 2020. This projected surplus will be reserved to fund future capital improvements. An estimated transfer of \$200,000 from the General Fund into the Capital Projects Fund will be set aside for this purpose.

## **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.



# FEE AND FINE SCHEDULE ANALYSIS







# FEE AND FINE SCHEDULE ANALYSIS

As part of the Stub Year 2020 Budget development process, staff annually reviews various fees, fines and charges for Village services. In early fall, staff distributed a fee survey to surrounding communities in an effort to collect data that would allow staff to analyze and compare the fees, fines and charges that the Village assesses to those of comparable communities. The communities surveyed include Deerfield, Highland Park, Kenilworth, Lake Bluff, Lake Forest, Libertyville, Northbrook, Northfield, Wilmette and Winnetka. Based on the review of this data, staff proposes fee modifications for the Stub Year 2020 in several areas.

## RECOMMENDED FEE INCREASES FOR STUB YEAR 2020

### SEWER RATES

Sanitary sewer charges are consumption based and are billed with water on a quarterly basis. As a component of the General Fund, these resources help to pay for both operational costs and necessary infrastructure investments in the Village's sanitary sewer network.

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 State of Illinois Environmental Protection Agency (IEPA) and the Metropolitan Water Reclamation District's (MWRD) that will require the Village to line every sanitary sewer within its system within the next 20 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.

Staff recommends increasing the current sewer rates by 10.0%. The estimated increase in revenue based on a 10.0% increase is approximately \$43,000 on a 10-month basis. The current and recommended Stub Year 2020 rates are listed below in Table 1.

**Table 1: Current and Recommended Stub Year 2020 Sewer Rate**

	Current Fee	Recommendation
Sewer Rate	\$1.100 per quarter	\$1.210 per quarter
Minimum Bill	\$11.00 per quarter	\$12.10 per quarter

### WATER RATES

As an enterprise fund, Water Fund operation is designed to be largely self-sustaining through user charges that are assessed through a fixed-fee rate structure and an additional volumetric charge based on usage. As noted by the water rate analysis completed in Fiscal Year 2019, the Village had not historically charged rates in sufficient quantities to support the existing water production and distribution system, which led to recommendations for significant increases in rates over the following 10 years.

Staff is recommending that the volumetric rates and the fixed charge based on meter size be increased by 8.0% in accordance with the recommendations in the water rate analysis to ensure sufficient funding for future infrastructure improvements. The estimated 10 month increase in revenue based on an 8.0% increase is

approximately \$158,813 for volumetric rates and \$17,615 for the fixed charge. The current and recommended Stub Year 2020 rates are listed below in Table 2.

**Table 2: Current and Recommended Stub Year 2020 Water Rate**

	Current Fee	Recommendation
Volumetric Water Rate (Based on cubic feet)	\$4.90 per quarter	\$5.30 per quarter
Fixed Charge (5/8 Inch Water Meter)	\$15.86	\$17.13
Fixed Charge (3/4 Inch Water Meter)	\$21.26	\$22.96
Fixed Charge (1 Inch Water Meter)	\$21.26	\$22.96
Fixed Charge (1-1/2 Inch Water Meter)	\$26.71	\$28.85
Fixed Charge (2 Inch Water Meter)	\$41.42	\$44.73
Fixed Charge (3 Inch Water Meter)	\$150.42	\$162.45
Fixed Charge (4 Inch Water Meter)	\$190.75	\$206.01

#### **WATER SYSTEM REGULATION COMPLIANCE FEE**

The Stub Year 2020 Community Investment Program (CIP) includes \$2.5 million for the replacement of the Village's 3,048 active water meters. This full meter replacement will be managed through a third-party vendor, and staff anticipates that a full change out would take approximately six to eight months. In order to meet this deadline, it will be important for residents to schedule installation in a timely fashion. As part of this large-scale water meter replacement, staff is recommending a \$100 fee per month for failure to arrange the installation of the new meter (within 60 days of the introduction). This fee would be added to the water bill until the meter is replaced.

In addition, staff is recommending that the non-compliance fee also apply to a failure to comply with the cross-connection control program testing (backflow testing) and unaddressed leaking repairs. Non-compliance in these areas can create a significant public health risk due to the potential for infiltration of the water system and may also cause damage to system infrastructure. Staff is anticipating that the non-compliance fee will incentivize homeowners to comply in a timely fashion.

#### **UTILITY BILL SHUT-OFF NOTICE FEE**

An account is considered delinquent if it has not been paid by the due date shown on the bill. If payment is not made within 30 days after the due date, a customer receives a door tag on their home indicating that their property has been flagged for water service termination (shut-off). In Stub Year 2020, staff is recommending a \$25 shut-off notice fee to defray a portion of the costs associated with Public Works personnel physically delivering these tags to customers.



## GENERAL COLLECTION SERVICES FEE

The Village contracted with Lakeshore Recycling Systems (LRS) in 2017 to provide comprehensive garbage, recycling and yard waste collection services, as well as a series of special programs. As part of implementing the Franchise Agreement, the Village Board directed staff to develop comprehensive quarterly fees that would eliminate the General Fund subsidy and instead fully recover the cost of community-wide special collections and other community-wide garbage program overhead expenses. Staff is recommending a 1.9% increase in the General Collection Services (GCS) fee, which is consistent with the 12-month change in CPI that is used for the property tax levy. The GCS fee 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 semi-annual clean-up days. The recommended Stub Year 2020 fees are listed below in Table 3.

**Table 3: Current and Recommended Stub Year 2020 General Collection Services Fees**

	Current Fee	Recommendation
Once Weekly Commercial (Recycling Only)	\$8.17 per quarter	\$8.33 per quarter
Twice Weekly Commercial (Recycling Only)	\$12.78 per quarter	\$13.02 per quarter
Multi-Family	\$27.09 per quarter	\$27.60 per quarter
Once Weekly Curbside	\$34.03 per quarter	\$34.68 per quarter
Once Weekly Top of Drive	\$41.16 per quarter	\$41.94 per quarter
Twice Weekly Curbside and Top of Drive	\$47.26 per quarter	\$48.16 per quarter

## GLENCOE GOLF CLUB RATES

The Stub Year 2020 Budget includes increasing the weekday rates for primetime, twilight, senior play and the weekend rate for super twilight by \$1 each. In addition, rate increases to the 18-hole electric cart rate by \$1 and the senior membership cards by \$2 are also recommended. These rates have been incorporated into the revenue budget in the Golf Club Fund.

## NEW FEE PROPOSALS

### PLACES FOR EATING TAX

Early fall 2019, the Finance Committee discussed revenue projections that reflected a relatively stable trend in Village revenues with significant upward pressure on many expenditures, such as State-mandated pension contributions and rising infrastructure maintenance costs. In addition, approximately 19% of revenues collected today flow through the State of Illinois, indicating a significant reliance on a single source of disbursement. As a result of these trends, staff is proposing to implement a **1% non-home rule Places for Eating Tax** (commonly referred to as a food and beverage tax). This tax would apply to restaurants, grocery and convenience stores, caterers and entertainment uses such as theaters, golf courses and bowling alleys where food and beverages are prepared for immediate consumption.

In many cases, much of these taxes are born by non-residents who may be in Glencoe to patronize a restaurant or Writers Theatre or are working in the immediate area. Initial estimates predict that the tax would apply to approximately 20 businesses within the Village and could generate as much as \$90,000 in new annual revenue annually once fully implemented. If approved, staff recommends that this tax take effect approximately three to four months following consideration and approval of an enacting ordinance by the

Village Board, which would allow time to communicate this change to business owners. Table 4 below lists several surrounding communities that have implemented this type of tax.

**Table 4: Food and Beverage Taxes in Surrounding Communities**

Community	Tax Rate
Arlington Heights	1.25%
Bannockburn	1%
Buffalo Grove	1%
Deerfield	1%
Highland Park	1%
Lake Bluff	1%
Libertyville	1%
Lincolnshire	1%
Mount Prospect	1%
Palatine	1%
Rolling Meadows	2%
Schaumburg	2%
Skokie	2%
Wheeling	1%

## LOCAL FUEL TAXES

Also discussed earlier was the potential to implement a **local Motor Fuel Tax**. In 2019, the Illinois General Assembly authorized non-home rule municipalities within Cook County to impose an additional \$0.03 per gallon tax on the purchase of fuel within their municipal boundaries. Staff is proposing the implementation of the full \$0.03 per gallon tax, which may generate as much as \$36,000 annually. Similar to a Places for Eating tax, it is likely that a portion of this tax would be borne by non-residents traveling through or visiting Glencoe. Proceeds from the revenue of this tax are proposed to supplement the Village's street maintenance program.

## FUTURE REVIEW

Staff has identified services that need additional analysis during Stub Year 2020 and is not recommending additional fee increases at this time. These include:

- **Business Licenses:** As part of the Village's Strategic Plan, staff provided the Village Board an update to the Village Ordinances and Regulations initiative in fall 2019. Staff's recommendation was to commence with the analysis of "Business Regulations," which would specifically focus on regulating business licenses. The Village has not updated its business license structure for many years, and given the changing business climate in the Village, a comprehensive review is necessary. Doing so requires a review of how business classifications are licensed elsewhere, appropriate classifications to add or subtract and the appropriate fee structure for those classifications. This review will be done during Stub Year 2020.
- **Response to False Alarms:** The Village currently has a fee schedule for fire and burglar arms that are falsely activated but still require a response from the Public Safety Department, which offsets the cost of providing this service. This fee is charged to defray costs of responding to repeated false alarms (for example, alarms triggered by a malfunction alarm system) and to encourage property owners to ensure alarm systems are generally functioning properly. Staff is reviewing internal and external data to determine if modifications to this fee structure may be appropriate in the future.



# VILLAGE OF GLENCOE

## DRAFT SCHEDULE OF FEES, CHARGES, FINES AND PENALTIES

STUB YEAR 2020: MARCH 1, 2020 - DECEMBER 31, 2020

CHAPTER/SECTION	FEE DESCRIPTION	FEE AMOUNT
CODE OF ORDINANCES		
<b>Chapter 4: Alcoholic Beverages</b>		
Section 4-7 (A)	Class A-1 Liquor License - Annual; Primary On-Premises Consumption (Beer and Wine)	\$4,000.00
Section 4-7 (A)	Class A-2 Liquor License - Annual; Primary On-Premises Consumption (Spirits, Beer and Wine)	\$5,000.00
Section 4-7 (B)	Class B-1 Liquor License - Annual; Incidental On-Premises Consumption (Beer and Wine)	\$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)	\$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	\$100.00
Section 4-7 (C)	Class C-1 Liquor License - Annual; Consumer Retail/Service On-Premises Consumption (Beer and Wine)	\$250.00
Section 4-7 (C)	Class C-2 Liquor License - Annual; Consumer Retail/Service On-Premises Consumption (Spirits, Beer and Wine)	\$500.00
Section 4-7 (D)	Class D-1 Liquor License - Annual; Off-Premises Consumption (Beer and Wine)	\$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)	\$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	\$50.00 per day
Section 4-7 (F)	Class F Liquor License - Annual; Live Performance Theatre	\$200.00
Section 4-7 (G)	Class G-1 Liquor License Annual; Combination On-Premises and Off-Premises Consumption (Beer and Wine)	\$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 (G)	Class G-2 Liquor License Annual; Combination On-Premises and Off-Premises Consumption (Spirits, Beer and Wine)	\$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	\$4,000.00
Section 4-10 (A)	Fingerprinting Fee for Liquor License Application	\$50.00
Sections 4-43, 4-71, et al	Fine - Per Violation of Any Chapter Provision	\$25.00 - \$750.00
<b>Chapter 5: Amusements</b>		
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
<b>Chapter 6: Animals and Fowl</b>		
Section 6-20 (10)	Dog/Cat License - Annual	\$20.00
Section 6-30 (6)	Impoundment Fee - Licensed Animal	\$50.00 + Costs
Section 6-30 (6)	Impoundment Fee - Unlicensed Animal	\$50.00 + Costs
Section 6-50 (1)	Violations of 6-2 (a), 6-2 (b), 6-2 (f), 6-2 (g) or 6-18 - First Annual Offense	\$50.00
Section 6-50 (1)	Violations of 6-2 (a), 6-2 (b), 6-2 (f), 6-2 (g) or 6-18 - Second Annual Offense	\$100.00
Section 6-50 (1)	Violations of 6-2 (a), 6-2 (b), 6-2 (f), 6-2 (g) or 6-18 - Third Annual Offense	\$250.00
Section 6-50 (1)	Violations of 6-2 (a), 6-2 (b), 6-2 (f), 6-2 (g) or 6-18 - Fourth Annual Offense	\$500.00
<b>Chapter 6: Animals and Fowl Continued</b>		
Section 6-50 (1)	Violations of 6-2 (a), 6-2 (b), 6-2 (f), 6-2 (g) or 6-18 - Fifth Annual Offense	\$750.00
Section 6-50 (1)	Violations of 6-2 (a), 6-2 (b), 6-2 (f), 6-2 (g) or 6-18 - Each Annual Offense Thereafter	\$750.00
Section 6-50 (2)	Violations of 6-2 (c), 6-2 (d), 6-2 (e) or Section 6-15	\$25.00 - \$750.00
Section 6-50 (3)	Fine - Failure to Provide Licensing Documentation 30 Days After Notice of Violation	\$50.00
<b>Chapter 7: Auctions and Auctioneers</b>		
Section 7-3	Auctioneer's License - Annual	\$100.00
Section 7-3	Auctioneer's License - Monthly	\$30.00
Section 7-3	Auctioneer's License - Daily	\$5.00
<b>Chapter 8: Barbershops</b>		
Section 8-6	License Fee - Annual	\$30.00
<b>Chapter 9: Buildings and Construction</b>		
Section 9-10 (b)	Six-Month Building Permit Extension Fee	33% of Original Permit
Section 9-15 (a)	Building Permit	3.5% of cost (Min. \$50)
Section 9-15 (a)	New Dwelling Building Permit - Per Square Foot	\$6.50
Section 9-15 (a)	New Dwelling Building Permit - Per Square Foot (Basement Area)	\$6.50
Section 9-15 (b)	Electrical Permit	3.5% of cost (Min. \$50)
Section 9-15 (c)	Plumbing Permit	3.5% of cost (Min. \$50)
Section 9-15 (d)	Fence Permit	\$100.00
Section 9-15 (e)	New Driveway Permit	\$100.00
Section 9-15 (e)	Driveway Resurfacing Permit	\$50.00
Section 9-15 (f)	Public Property Excavation Permit	\$50.00
Section 9-15 (g) (1) (A)	Air Conditioner/Generator Permit	\$100.00
Section 9-15 (g) (1) (B)	Business Window Sign or Awning Permit	\$50.00
Section 9-15 (g) (1) (B)	Wall, Blade or Other Sign Permit	\$100.00
Section 9-15 (g) (1) (C)	Grade Change Permit (Without Building Permit)	\$140.00
Section 9-15 (g) (1) (D)	Parkway Opening Permit	\$50.00
Section 9-15 (j)	Parkway Opening Permit Deposit	\$500.00
Section 9-15 (g) (1) (E)	Roof Replacement Permit	\$100.00
Section 9-15 (g) (1) (F)	Sanitary/Storm Connection or Repair on Public Property Permit	\$100.00
Section 9-15 (g) (1) (G)	Sanitary/Storm Connection or Repair on Private Property Permit	\$100.00
Section 9-15 (g) (1) (H)	Subdivision Engineering Review - Per Lot	\$100.00
Section 9-15 (g) (1) (I)	Water Meter Installation Permit	Village Cost + 15%
Section 9-15 (g) (1) (J)	Water Tap Fee on Village Main	Village Cost
Section 9-15 (g) (1) (K)	Water Tap Parts	Village Cost + 15%
Section 9-15 (k)	If Actual Project Costs Exceed Building Permit's Estimated Value More than 25%	10% of Project Cost
Section 9-15 (l)	Eleemosynary Institutions: Building, Electrical or Plumbing Permits	.25% of Project Cost
Section 9-18: 109.5	If Project Requiring Building/Construction Permit(s) Started Without Permit(s)	\$750.00 & Permit Fees Doubled
Section 9-18: 114.4	Violation of Chapter 9 Provisions - Per Day or Occurrence	\$25.00 - \$750.00
Section 9-18: 114.4	Misdemeanor Violation of Chapter if Summons by Certified Mail - Per Occurrence	\$25.00 - \$750.00

CHAPTER/SECTION	FEE DESCRIPTION	FEE AMOUNT
Section 9-18: 115.4	Stop Work Order Cancellation Fee	\$100.00
Section 9-30 (a)	Building/Street Permit Deposit for Street/Sidewalk Restoration	\$500.00 Minimum
Section 9-61	Building or Structure Transportation/Removal Permit Surety Bond	\$10,000.00
Section 9-72.1(c)	Pool Drainage Permit for Discharge Into Sewer System Exceeding 35 Gallons/Minute	\$50.00
Section 9-72.1(e)	Pool Drainage Permit - Surety Bond	\$10,000.00
Section 9-92	Grade Change Permit Application Fee (Without Building Permit)	\$140.00
Section 9-105 (B)	Violations of Chapter 9, Article XIV - Per Day or Occurrence	\$25.00 - \$750.00
<b>Chapter 9A: Burglar and Fire Alarms</b>		
Section 9A-5 (1)	Initial Alarm Permit Fee - Annual	\$50.00
Section 9A-5 (2)	Alarm Permit Fee Renewal - Annual	\$50.00
Section 9A-5 (3)	One-Time Connection Fee - Per Alarm System	\$50.00
Section 9A-5 (4)	Initial Alarm Permit Fee for Residents Age 65 & Over - Annual	\$25.00
Section 9A-5 (4)	Alarm Permit Fee Renewal for Residents Age 65 & Over - Annual	\$25.00
Section 9A-5 (4)	One-Time Connection Fee for Residents Age 65 & Over - Per Alarm System	\$25.00
Section 9A-7 (1) (i)	Charge for Third through Fifth False Alarms in Calendar Year - Per Occurrence	\$60.00
Section 9A-7 (1) (ii)	Charge for Sixth through Eighth False Alarms in Calendar Year - Per Occurrence	\$120.00
Section 9A-7 (1) (iii)	Charge for Ninth through Eleventh False Alarms in Calendar Year - Per Occurrence	\$240.00
Section 9A-7 (1) (iv)	Charge for Twelfth through Fourteenth False Alarms in Calendar Year - Per Occurrence	\$300.00
Section 9A-7 (1) (v)	Charge for Fifteenth and Additional False Alarms in Calendar Year - Per Occurrence	\$500.00
Section 9A-10	Late Charge for Permit Fees or Service Charge Payments Not Paid Within 30 Days	10% of Billed Amount
<b>Chapter 11: Drains, Sewers and Sewage Disposal</b>		
Section 11-2	Drain Laying/Sewer Building Licensed Surety Bond - Annual	\$5,000.00
<b>Chapter 12: Dry Cleaners and Laundries</b>		
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
<b>Chapter 14: Electrical Contractors</b>		
Section 14-3	Electrical Contractor Registration - Annual	\$30.00; \$15.00 after six months of the register year
<b>Chapter 15: Filling Stations and Public Garages</b>		
Section 15-4	Filling Station License - Annual	\$150.00
<b>Chapter 16: Fines and Imprisonment</b>		
Section 16-1	Any Violation of Village Code - Per Occurrence	\$25.00 - \$750.00
Section 16-1	Any Violation of Village Code if Summons by Certified Mail - Per Occurrence	\$25.00 - \$750.00
<b>Chapter 17: Fire Prevention</b>		
Section 17-1; International Fire Code Section 109.3	Any Violation of Code Chapter - Per Occurrence	\$25.00 - \$750.00
Section 17-1; International Fire Code Section 109.3	Any Violation of Code Chapter if Summons Made by Certified Mail - Per Occurrence	\$25.00 - \$750.00
<b>Chapter 18: Florists</b>		
Section 18-4	License Fee - Annual	\$40.00
<b>Chapter 20: Garbage, Rubbish &amp; Weeds</b>		
Section 20-22	General Collection Service Fee Per Quarter   Once Weekly Commercial (Recycling Only)	<del>\$8.17</del> <b>\$8.33 per quarter</b>
Section 20-22	General Collection Service Fee Per Quarter   Twice Weekly Commercial (Recycling Only)	<del>\$12.78</del> <b>\$13.02 per quarter</b>
Section 20-22	General Collection Service Fee Per Quarter   Multi-Family	<del>\$27.09</del> <b>\$27.60 per quarter</b>
Section 20-22	General Collection Service Fee Per Quarter   Once Weekly Curbside	<del>\$34.03</del> <b>\$34.68 per quarter</b>
Section 20-22	General Collection Service Fee Per Quarter   Once Weekly Top of Drive	<del>\$41.16</del> <b>\$41.94 per quarter</b>
Section 20-22	General Collection Service Fee Per Quarter   Twice Weekly Curbside and Top of Drive	<del>\$47.26</del> <b>\$48.16 per quarter</b>
<b>Chapter 21: Health and Sanitation</b>		
Section 21-48 (1)	Clean-Up or Abatement of Any Hazardous Material Discharge	Village Cost
<b>Chapter 21A: Sewer Use and User Charges</b>		
Section 21A-11	Private Sewage Disposal System Permit	\$50.00
Section 21A-19	Class A: Residential Waste Water Service Inspection and Permit	\$50.00
Section 21A-19	Class B: Commercial, Institution/Governmental or Industrial Waste Water Service Inspection and Sewer Permit	\$50.00
Section 21A-19	Class C: Storm Sewer Service Inspection and Permit	\$50.00
Section 21A-37 (b)	Lab Analysis of Industrial Wastewater Discharge to Ensure Regulatory Compliance	Applicant Cost
Section 21A-37 (c)	Outside Analysis of Industrial Wastewater Discharge to Ensure Compliance	Village Cost
Section 21A-39	Special Arrangement by Village for Treatment of Industrial Waste of Special Character	Negotiable
Section 21A-51	Any Violation of Time Limit Established in Code Section 21A-50 - Per Occurrence	\$25.00 - \$750.00
Section 21A-63 (a)	Wastewater System Basic Minimum User Rate - Per Quarter	<del>11</del> <b>\$12.10</b>
Section 21A-63 (a)	Wastewater System Basic Over-Minimum User Rate - Per Quarter	<del>1-100</del> <b>\$1.210</b>
Section 21A-64 (1)	Wastewater System Non-Metered Minimum User Rate- Per Quarter	<del>11</del> <b>\$12.10</b>
Section 21A-70 (c)	Late Charge for Service Charge Payments Not Paid Within 30 Days	10%
Section 21A-77	Any Violation of Code Chapter - Per Occurrence	\$25.00 - \$750.00
<b>Chapter 22: Licenses and Permits Generally</b>		
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	\$100.00
Section 22-43 (b)	Any Violation of Chapter 22, Article V - Per Occurrence	\$25.00 - \$750.00
<b>Chapter 22A: Ambulance Fees</b>		
Section 22A-3 (1) A.	Resident ALS base level 1	\$609.00
Section 22A-3 (1) B.	Resident ALS base level 2	\$693.00
Section 22A-3 (1) C.	Resident BLS basic life support	\$530.00
Section 22A-3 (2) A.	NonResident ALS base level 1	\$780.00
Section 22A-3 (2) B.	NonResident ALS base level 2	\$900.00
Section 22A-3 (2) C.	NonResident BLS basic life support	\$675.00
Section 22A-3 (b)	Ambulance Mileage Fee Per Mile	\$10.00

CHAPTER/SECTION	FEE DESCRIPTION	FEE AMOUNT
<b>Chapter 23: Motor Vehicles &amp; Traffic</b>		
Section 23-45.1 (B) (2)	Fine for Individuals Under 16 Without a Bike Helmet - Second Violation	\$25.00
Section 23-45.1 (B) (3)	Fine for Individuals Under 16 Without a Bike Helmet - Third Violation	\$50.00
Section 23-45.1 (B) (4)	Fine for Individuals Under 16 Without a Bike Helmet - Fourth & Subsequent Violations	\$75.00
Section 23-67	All passenger/motor vehicles and motor bicycle or motor tricycle	\$50.00
Section 23-67	All passenger/motor vehicles and motor bicycle or motor tricycle (65 \$ Over)	\$25.00
Section 23-67	All passenger/motor vehicles and motor bicycle or motor tricycle late fee if paid after May 1	\$50.00
Section 23-67	Replacement License Fee	\$2.00
Section 23-86.1 (2)	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	\$110.00
Section 23-102 (b)	10th Parking Violation of Section 23-99 - Paid Within 10 Days	\$125.00
Section 23-102 (b)	11 or More Parking Violations of Section 23-99 - Paid Within 10 Days	\$140.00
Section 23-103	Penalty for Tampering with Parking Meters/Fare Boxes - Per Offense	\$25.00 - \$750.00
Section 23-115 (b)	Towing Fee - Passenger Vehicle of Not More Than 7 Passengers	Tow Company Fee
Section 23-115 (b)	Towing Fee - Any Other Passenger Vehicle	Tow Company Fee
Section 23-115 (b)	Towing Storage Fee for Passenger Vehicles of Not More Than 7 Passengers - Per Day	Tow Company Fee
Section 23-115 (b)	Towing Storage Fee for Any Other Passenger Vehicles - Per Day	Tow Company Fee
<b>Chapter 24: Offenses - Miscellaneous</b>		
Section 24-8 (f) (4)	Violation of Prohibition Against Tobacco Use by Minors - First Offense	Up to \$75.00
Section 24-8 (f) (4)	Maximum Fine for Subsequent Violations of Prohibition Against Tobacco by Minors	\$250.00
Section 24-8 (f) (5)	Violation of Prohibition Against Tobacco Use by Minors - By Person Other than Minor	\$75.00 - \$250.00
Section 24-39	Fine for Violation of Village Nuisance Ordinance - Per Offense or Per Day	\$25.00 - \$750.00
Section 24-39	Amount Minimum Fine for Nuisance Violations Increases - Each Additional Violation	\$50.00
Section 24-52 (c)	Fine for Violation of Village Cannabis Ordinance (Less than 10 Grams) - Each Offense	\$75.00 - \$250.00
<b>Chapter 25: Solicitation, Secondhand Stores and Itinerant Merchants</b>		
Section 25-4	Solicitor Permit	\$30.00 per individual plus cost of fingerprint background check charge by State of Illinois
Section 25-13	Fine for Violation of Solicitation Ordinance - Per Offense	\$25.00 - \$750.00
Section 25-13	Fine for Payment Within 10 Days of a Solicitation Ordinance Violation	\$50.00
Section 25-13	Fine for Payment After 10 Days of a Solicitation Ordinance Violation Prior to Prosecution	\$100.00
Section 25-14	License Fee for Secondhand or Resale Store - Annual	\$30.00
Section 25-17	License Fee for Itinerant Merchant - Per Day	\$5.00
<b>Chapter 25A: Planning</b>		
Section 25A-4	Copy of Village Comprehensive Plan - Per Copy	\$25.00
<b>Chapter 27: Railroads</b>		
Section 27-6	Railroad Crossing Obstruction Fee - Each Consecutive Five (5) Minutes	\$10.00
<b>Chapter 28: Retailers' Occupation Tax</b>		
Section 28-1	Tax on Sale of Tangible Personal Property at Retail	1%
<b>Chapter 29: Scavengers</b>		
Section 29-3	Scavenger License - Annual	\$200.00
Section 29-3	Scavenger License Vehicle Fee - Per Vehicle	\$5.00
<b>Chapter 30: Streets &amp; Sidewalks</b>		
Section 30-18	Deposit Fee - Driveway Construction or Alteration (See Section 9-15)	\$1,000.00
Section 30-31	Street Opening Permit Fee - Less than 60 Square Feet in Area	\$2,300.00
Section 30-31	Street Opening Permit Fee - Each Additional 10 Square Feet	\$300.00
Section 30-70	Annual License Fee - Snow Removal by Use of Snowplow	\$100.00
Section 30-71	Annual Bond - Snow Removal by Use of Snowplow	\$10,000.00
Section 30-79 (a) (1)	Liability Insurance Requirement - Utility Occupying/Constructing in Right-of-Way	\$5,000,000.00
Section 30-79 (a) (2)	Automobile Liability Requirement - Utility Occupying/Construction in Right-of-Way	\$1,000,000.00
Section 30-79 (3)	Workers' Compensation Requirement - Utility Occupying/Construction in Right-of-Way	Statutory
<b>Chapter 30: Streets &amp; Sidewalks Continued</b>		
Section 30-79 (4)	Employers' Liability Requirement - Utility Occupying/Construction in Right-of-Way	\$1,000,000.00
Section 30-81 (c)	Security Deposit - Construction of a Facility in the Public Right-of-Way	Cost of Restoration
Section 30-92 (d)(11)	Small Wireless Facilities (SWF): Application Fee	\$650 single SWF; \$350 for each proposed SWF if the application includes two or more SWF; \$1,000 for each SWF that includes the installation of a new utility pole
Section 30-92 (o)(2)	Collocation on Village Utility Poles	\$200 for each SWF located on a Village utility pole in 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
<b>Chapter 31: Subdivisions</b>		
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 31-1.17 (b)	Final Plat Filing Application Fee	\$250-\$750
Section 31-1.17 (b)	Final Plat Filing Application Fee Escrow	Minimum \$1,000
Section 31-3.11 (m) (3)	School Impact Fee - Single Family 2-Bedroom Detached	\$3,350.00
Section 31-3.11 (m) (3)	School Impact Fee - Single Family 3-Bedroom Detached	\$10,230.00
Section 31-3.11 (m) (3)	School Impact Fee - Single Family 4-Bedroom Detached	\$16,000.00
Section 31-3.11 (m) (3)	School Impact Fee - Single Family 5-Bedroom or More Detached	\$11,855.00
Section 31-3.11 (m) (3)	School Impact Fee - Single Family 2-Bedroom Attached	\$2,620.00
Section 31-3.11 (m) (3)	School Impact Fee - Single Family 3-Bedroom Attached	\$5,110.00
Section 31-3.11 (m) (3)	School Impact Fee - Single Family 4-Bedroom or More Attached	\$9,010.00
Section 31-3.11 (m) (3)	School Impact Fee - Multi-Family 1-Bedroom	\$60.00
Section 31-3.11 (m) (3)	School Impact Fee - Multi-Family 2-Bedroom	\$2,430.00
Section 31-3.11 (m) (3)	School Impact Fee - Multi-Family 3-Bedroom or More	\$6,845.00
Section 31-3.11 (n) (3)	Park Impact Fee - Single Family 2-Bedroom Detached	\$4,290.00
Section 31-3.11 (n) (3)	Park Impact Fee - Single Family 3-Bedroom Detached	\$6,165.00
Section 31-3.11 (n) (3)	Park Impact Fee - Single Family 4-Bedroom Detached	\$8,000.00
Section 31-3.11 (n) (3)	Park Impact Fee - Single Family 5-Bedroom or More Detached	\$8,020.00
Section 31-3.11 (n) (3)	Park Impact Fee - Single Family 1-Bedroom Attached	\$2,540.00
Section 31-3.11 (n) (3)	Park Impact Fee - Single Family 2-Bedroom Attached	\$4,235.00
Section 31-3.11 (n) (3)	Park Impact Fee - Single Family 3-Bedroom Attached	\$5,090.00
Section 31-3.11 (n) (3)	Park Impact Fee - Single Family 4-Bedroom or More Attached	\$6,690.00
Section 31-3.11 (n) (3)	Park Impact Fee - Multi-Family Efficiency	\$2,755.00

CHAPTER/SECTION	FEE DESCRIPTION	FEE AMOUNT
Section 31-3.11 (n) (3)	Park Impact Fee - Multi-Family 1-Bedroom	\$3,740.00
Section 31-3.11 (n) (3)	Park Impact Fee - Multi-Family 2-Bedroom	\$4,070.00
Section 31-3.11 (n) (3)	Park Impact Fee - Multi-Family 3-Bedroom or More	\$6,495.00
Section 31-4.2 (b) (1)	Performance Security for Public Improvements	110% of Estimated or Actual Costs
Section 31-.4.5	Guaranty Security for Public Improvements for 2 Years Following Village Acceptance	10% of Actual Costs
<b>Chapter 32: Taxicabs and Other Vehicles for Hire</b>		
Section 32-4	Taxicab License for Each Taxicab Driver Operating in Village - Annual	\$35.00
<b>Chapter 33: Tobacco Dealers</b>		
Section 33-2	Tobacco and Cigar Dealer's License - Annual	\$25.00
<b>Chapter 34: Trees and Shrubs</b>		
Section 34-28 (b) (2)	Security Deposit for Removal/Replacement Cost of a Dead/Damaged Priority Tree	To Be Determined
Section 34-29 (a) (1)	Penalty for Cutting/Destruction of Priority Tree without Permit - Per Tree or Per Day	\$750.00
Section 34-29 (b)	Fine for Any Other Violation of Chapter 34 - Per Offense or Per Day	\$25.00 - \$750.00
<b>Chapter 34-A: Uncollected Debts Generally</b>		
Section 34A-4 (a)	"First Notice" Late Penalty Following 30-Day Period of Non-Payment	10%
Section 34A-6 (f)	Serving "Final Notice" and All Subsequent Costs Associated with Collection	Village Cost
<b>Chapter 35: Undertakers</b>		
<b>Chapter 35A: Taxation</b>		
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)	Electricity Tax - Next 2,000,000 Kilowatt Hours Used per Month	\$ .0032/kWh
Section 35A-2 (b) (1) (G)	Electricity Tax - Next 2,000,000 Kilowatt Hours Used per Month	\$ .00315/kWh
Section 35A-2 (b) (1) (H)	Electricity Tax - Next 5,000,000 Kilowatt Hours Used per Month	\$ .0031/kWh
Section 35A-2 (b) (1) (I)	Electricity Tax - Next 10,000,000 Kilowatt Hours Used per Month	\$ .00305/kWh
Section 35A-2 (b) (1) (J)	Electricity Tax - Next 20,000,000 Kilowatt Hours Used per Month	\$ .0030/kWh
Section 35A-5A (a)	Administrative Charge for Collection of Electricity Tax	3% of Collections
Section 35A-9	Telecommunications Tax - Gross Receipts	5%
Section 35A-17	Monthly 9-1-1 Surcharge - Each In-Service Network Connection	\$1.50
Section 35A-20	Administrative Charge for Collection of 9-1-1 Surcharge	3% of Collections
Section 35A-28 (a)	Infrastructure Maintenance Fee - Gross Receipts	1%
Section 35A-28 (b)	Administrative Charge for Collection of Infrastructure Maintenance Fee	2% of Collections
Section 35A-28 (c)	Interest on Fees Not Paid by Last Day of Month Following Month When Bill Issued	9%
Section 35A-41 (g)	Interest Rate on Village for Taxpayer's Overpayment of Tax - Per Year	6%
<b>Chapter 35A: Taxation Continued</b>		
Section 35A-42	Interest on Late Payments, Underpayments & Non-Payments of Village Tax - Per Year	9%
Section 35A-44 (b)	Interest on Tax (Up to 4 Years) Under Voluntary Disclosure Application - Per Month	1%
Section 35A-47 (a)	Penalty for Late Filing of Village Taxpayer Tax Return	5% of Collections
Section 35A-47 (b)	Penalty for Failure by Village Taxpayer to File Tax Return	25% of Collections
<b>NEW TAX</b>	<b>Places for Eating Tax</b>	<b>1%</b>
<b>NEW TAX</b>	<b>Local Motor Fuel Tax</b>	<b>\$0.03 per gallon</b>
<b>Chapter 36: Water</b>		
Section 36-9	Village Water System Connection Permit Fee	\$100.00
Section 36-9	Village Water System Connection Labor Fee - Per Connection	\$100.00
Section 36-9	Water System Connection Corp Stop - 1" Service Line	\$83.00
Section 36-9	Water System Connection Corp Stop - 1.5" Service Line	\$214.00
Section 36-9	Water System Connection Corp Stop - 2" Service Line	\$385.00
Section 36-9	Water System Connection Saddle - 1" Service Line	\$98.00
Section 36-9	Water System Connection Saddle - 1.5" Service Line	\$104.00
Section 36-9	Water System Connection Saddle - 2" Service Line	\$112.00
Section 36-9	Water System Connection Meter Installation - 1" Service Line	\$335.00
Section 36-9	Water System Connection Meter Installation - 1.5" Service Line	\$605.00
Section 36-9	Water System Connection Meter Installation - 2" Service Line	\$816.00
Section 36-10	Water System Connection - Buffalo Box	\$107.00
Section 36-10	Water System Connection Roundway - 1" Service Line	\$120.00
Section 36-10	Water System Connection Roundway - 1.5" Service Line	\$250.00
Section 36-10	Water System Connection Roundway - 2" Service Line	\$404.00
Section 36-16 (a)	Reactivation After Shut-Off for Nonpayment/Noncompliance	\$100.00
Section 36-16 (a)	After-Hours Water Service Reconnection	\$175.00
Section 36-16 (a)	Penalty for Illegally Reconnecting to the Water System Following Shut-Off	\$25.00 - \$750.00
Section 36-17 (b)	Emergency/Owner's Failure to Repair Individual Service Between Main and Meter	Village Cost
Section 36-18 (d)	Water Rate for Use in Construction Purposes - Per 1,000 Cubic Feet	<del>49</del> <b>\$53.00</b>
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 100 Cubic Feet	<del>\$4.90</del> <b>\$5.30 per quarter</b>
Section 36-24	Fixed Charge (5/8 Inch Water Meter) - Per Quarter	<del>15.96</del> <b>\$17.13</b>
Section 36-24	Fixed Charge (3/4 Inch Water Meter) - Per Quarter	<del>21.26</del> <b>\$22.96</b>
Section 36-24	Fixed Charge (1 Inch Water Meter) - Per Quarter	<del>21.26</del> <b>\$22.96</b>
Section 36-24	Fixed Charge (1-1/2 Inch Water Meter) - Per Quarter	<del>26.71</del> <b>\$28.85</b>
Section 36-24	Fixed Charge (2 Inch Water Meter) - Per Quarter	<del>41.42</del> <b>\$44.73</b>
Section 36-24	Fixed Charge (3 Inch Water Meter) - Per Quarter	<del>150.42</del> <b>\$162.45</b>
Section 36-24	Fixed Charge (4 Inch Water Meter) - Per Quarter	<del>190.75</del> <b>\$206.01</b>
Section 36-26	Late Charge for Water Bills Not Paid On Last Day of Month in Which Bills Are Due	10%
<b>NEW FEE</b>	<b>Utility Bill Shut-Off Notice Fee</b>	<b>\$25.00</b>
Section 36-38	Fine for Each Violation of Chapter 36 - Per Day	\$25.00 - \$750.00
Section 36-49 (e)	Reactivation of Water Service Due to Cross-Connection Non-Conformance	\$100.00
Section 36-49	Cross Connection Device Lock Box Installation	\$100.00
Section 36-49	Cross Connection Device Lock Box Fee - Annual	\$100.00
<b>NEW FEE</b>	<b>Water System Regulation Compliance Fee</b>	<b>\$100.00</b>
<b>ZONING CODE</b>		
<b>Article VII: Zoning Administration and Enforcement</b>		
Part II: 7-201; D.1	Fee Established: Lien. Non-Refundable Application and Filing Fee	\$250.00 - \$750.00
Part II: 7-201; D.3	Fee Payment and Escrow	Minimum \$1,000
<b>GLENCOE GOLF RATES</b>		
-	Weekday 18-Hole Early Bird (Before 7:30 a.m.)	\$32.00
-	Weekday 18-Hole Prime Time	<del>42</del> <b>\$44.00</b>
-	Weekday 18-Hole Senior Membership (Monday - Thursday)	<del>26</del> <b>\$27.00</b>
-	Weekday 18-Hole Junior Membership (Monday - Thursday)	\$22.00
-	Weekday 18-Hole Twilight (After 2:30 p.m.)	<del>28</del> <b>\$29.00</b>
-	Weekday 18-Hole Super Twilight (After 4:00 p.m.)	\$24.00
-	Weekday 9-Hole Prime Time	\$28.00
-	Weekday 9-Hole Senior Membership (Monday - Thursday)	\$23.00
-	Weekday 9-Hole Twilight (After 2:30 p.m.)	\$28.00

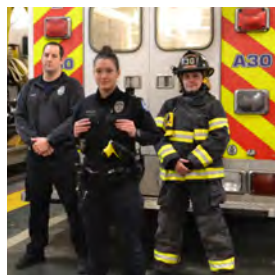


CHAPTER/SECTION	FEE DESCRIPTION	FEE AMOUNT
-	Weekend 18-Hole Prime-Time	\$53.00
-	Weekend 18-Hole Senior Membership (After 2:30 p.m.)	\$28.00
-	Weekend 18-Hole Junior Membership (After 2:00 p.m.)	\$23.00
-	Weekend 18-Hole Twilight (After 2:30 p.m.)	\$33.00
-	Weekend Super Twilight (After 4:00 p.m.)	<del>24</del> <b>\$25.00</b>
-	Driving Range - Large Bucket	\$11.00
-	Driving Range - Small Bucket	\$7.00
-	Driving Range-Eagle Key	\$105.00
-	Driving Range-Birdie Key	\$63.00
-	Electric Cart 18-Hole - Per Person	<del>17</del> <b>\$18.00</b>
-	Electric Cart 9-Hole - Per Person	\$12.00
-	Pull Cart 18-Hole - Per Person	\$6.00
-	Pull Cart 9-Hole - Per Person	\$5.00
-	Rental Clubs - Per Person	\$18.00
-	Premium Rental Clubs	\$28.00
-	Senior Membership Card	<del>25</del> <b>\$27.00</b>
-	Permanent Tee Time Membership-Credit Card	\$1,180.00
-	Permanent Tee Time Membership-Cash	\$1,145.00
<b>FREEDOM OF INFORMATION ACT (FOIA) REQUEST RATES</b>		
-	Copies - 8 1/2 x 11 or 8 1/2 x 14, Black & White - First 50 Pages	Free
-	Copies - 8 1/2 x 11 or 8 1/2 x 14, Black & White - Additional Pages - Per Side	\$0.15
-	Copies - 11 x 17, Black & White - Per Side	\$0.25
-	Color Copies - 8 1/2 x 11, 8 1/2 x 14 or 11 x 17 - Per Side	\$0.25
-	Electronic Copy - Compact Disc (80 Minutes)	\$1.00
-	Electronic Copy - Audio Cassette (60 Minutes)	\$1.50
-	Electronic Copy - Video Cassette (2 Hours/SP)	\$3.00
-	Certification - Per Record	\$1.00 + Copy Cost
-	Other Electronic Medium	Actual Cost
-	Mailing/Postage	Actual Cost
<b>MISCELLANEOUS FEES</b>		
-	Final Utility Bill Administrative Fee	\$75.00
-	<del>Sesquicentennial-Commemorative</del> 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	\$75.00
-	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	\$2.00
-	Re-inspection Fee	\$100.00
-	<b>Bench Donation Program</b>	<b>\$3,000 per bench</b>
-	Landscape Yard Waste Stickers	Pursuant to Franchise Agreement





# BUDGET SUMMARY







# VILLAGE OF GLENCOE OPERATING STATEMENTS

## Budgetary Fund Balance Summary

	ACTUAL FUND BALANCE <sup>1</sup> 2/28/2019	FISCAL YEAR 2020 PROJECTED			PROJECTED FUND BALANCE 2/28/2020	STUB YEAR 2020 PROPOSED			PROPOSED FUND BALANCE 12/31/2020
		REVENUE	EXPENSE <sup>2</sup>	SURPLUS / (DEFICIT)		REVENUE	EXPENSE <sup>2</sup>	SURPLUS / (DEFICIT)	
<b>GOVERNMENTAL FUNDS</b>									
GENERAL	6,802,519	17,880,346	19,021,520	(1,141,174)	5,661,345	17,570,518	18,682,063	(1,111,545)	5,685,135
<i>USE OF RESERVE/CONTINGENCY</i>						<b>2,151,990</b>	<b>1,016,655</b>	<b>1,135,335</b>	
CAPITAL PROJECTS	502,446	1,771,375	453,034	1,318,341	1,820,787	210,050	1,736,375	(1,526,325)	294,462
<i>USE OF RESERVE/CONTINGENCY</i>						<b>1,526,325</b>		<b>1,526,325</b>	
DEBT SERVICE	205,899	1,864,250	1,761,900	102,350	308,249	1,959,410	1,961,410	(2,000)	306,249
SUB-TOTAL	7,510,864	21,515,971	21,236,454	279,517	7,790,381	23,418,293	23,396,503	21,790	6,285,846
<b>SPECIAL REVENUE FUNDS</b>									
MOTOR FUEL TAX	380,785	229,268	55,550	173,718	554,503	219,840	79,770	140,070	694,573
SUB-TOTAL	380,785	229,268	55,550	173,718	554,503	219,840	79,770	140,070	694,573
<b>ENTERPRISE FUNDS</b>									
WATER	728,750	2,740,400	2,953,747	(213,347)	515,403	7,463,055	5,358,684	2,104,371	2,619,774
GOLF CLUB	(739,986)	1,680,736	1,796,009	(115,273)	(855,259)	1,794,043	1,909,914	(115,871)	(971,130)
SUB-TOTAL	(11,236)	4,421,136	4,749,756	(328,620)	(339,856)	9,257,098	7,268,598	1,988,500	1,648,644
<b>PENSION FUNDS</b>									
POLICE	35,601,607	2,910,620	2,146,366	764,254	36,365,861	3,113,999	2,627,304	486,695	36,852,556
FIRE	8,502	51,115	34,703	16,412	24,914	47,240	41,775	5,465	30,379
SUB-TOTAL	35,610,109	2,961,735	2,181,069	780,666	36,390,775	3,161,239	2,669,079	492,160	36,882,935
<b>AGENCY FUND TOTAL<sup>3</sup></b>	204,939	40,477	22,730	17,747	222,686	25,795	23,231	2,564	225,250
<b>GRAND TOTAL</b>	<b>43,695,461</b>	<b>29,168,587</b>	<b>28,245,559</b>	<b>923,028</b>	<b>44,618,489</b>	<b>36,082,265</b>	<b>33,437,181</b>	<b>2,645,084</b>	<b>45,737,248</b>

	FY 2020 PROJECTED				SY 2020 PROPOSED			
	OPERATING EXPENSE	PROJECTED FUND BALANCE	% FUND BALANCE	MONTHS	OPERATING EXPENSE	ESTIMATED FUND BALANCE	% FUND BALANCE	MONTHS
<b>OPERATING FUNDS</b>								
GENERAL	19,021,520	5,661,345	29.8%	3.57	18,682,063	5,685,135	30.4%	3.65
WATER	2,953,747	515,403	17.4%	2.09	5,358,684	2,619,774	48.9%	5.87
SUB-TOTAL	21,975,267	6,176,748	28.1%	3.37	24,040,747	8,304,909	34.5%	4.15

**Footnote:**

<sup>1</sup> Fund balance includes expendable fund reserve and the General Fund includes \$933,250 in reserve funds with the Intergovernmental Risk Management Agency.

<sup>2</sup> Includes operating and capital expenses.

<sup>3</sup> The Agency Fund is used to account for the collection and payment of the Washington Place Special Service Area and is restricted for the SSA.

<sup>4</sup> The use of contingency in the General Fund represents reserved excess funds to be utilized for January and February 2021 expenditures, prior to receipt of property tax revenue.



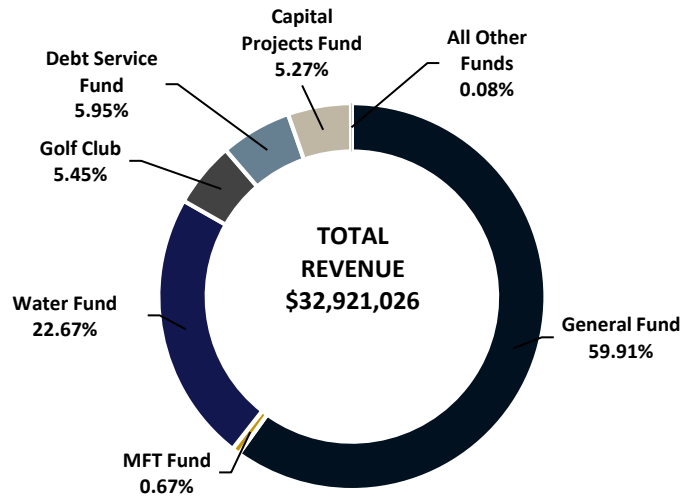
# VILLAGE OF GLENCOE

## STUB YEAR 2020

### 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 **\$32,921,026**.

**STUB YEAR 2020  
REVENUE DISTRIBUTION BY FUND**



FUND	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 PROJECTED	SY 2020 BUDGET
<b>GENERAL FUND</b>	17,551,120	17,974,251	17,880,346	19,722,508
<b>SPECIAL FUNDS</b>				
GARBAGE	878,137	-	-	-
MOTOR FUEL TAX	224,891	227,929	229,268	219,840
ENHANCED 911	9,886	-	-	-
<b>CAPITAL PROJECTS FUND</b>	18,121	47,847	1,771,375	1,736,375
<b>ENTERPRISE FUNDS</b>				
WATER	2,162,298	2,833,838	2,740,400	7,463,055
GOLF CLUB	1,850,910	1,798,969	1,680,736	1,794,043
<b>DEBT SERVICE FUND</b>	2,067,138	2,203,691	1,864,250	1,959,410
<b>AGENCY FUND</b>	20,770	76	40,477	25,795
<b>TOTAL REVENUES</b> (Excluding Pension Funds)	<b>\$ 24,783,271</b>	<b>\$ 25,086,600</b>	<b>\$ 26,206,852</b>	<b>\$ 32,921,026</b>
<b>PENSION FUNDS</b>				
POLICE	4,886,361	2,624,552	2,910,620	3,113,999
FIRE	46,696	47,066	51,115	47,240
<b>TOTAL REVENUES</b> (Pension Funds Only)	<b>\$ 4,933,057</b>	<b>\$ 2,671,618</b>	<b>\$ 2,961,735</b>	<b>\$ 3,161,239</b>
<b>GRAND TOTAL</b>	<b>\$ 29,716,328</b>	<b>\$ 27,758,218</b>	<b>\$ 29,168,587</b>	<b>\$ 36,082,265</b>



# VILLAGE OF GLENCOE

## STUB YEAR 2020

### Revenue Detail by Category

	TAXES	CHARGES FOR SERVICE	PERMITS, LICENSES & FEES	FINES & FORFEITURES	OTHER REVENUE	OTHER FINANCING SOURCE	TOTAL
PROPERTY TAXES	10,315,530	-	-	-	-	-	10,315,530
SALES TAXES	1,494,385	-	-	-	-	-	1,494,385
INCOME TAXES	732,370	-	-	-	-	-	732,370
UTILITY TAXES	531,428	-	-	-	-	-	531,428
BUILDING PERMITS	-	-	1,198,500	-	-	-	1,198,500
TELECOMMUNICATIONS TAXES	190,285	-	-	-	-	-	190,285
CABLE FRANCHISE FEES	185,770	-	-	-	-	-	185,770
ALARM PERMITS	-	-	72,225	-	-	-	72,225
VIOLATIONS	-	-	-	94,670	-	-	94,670
LICENSES-VEHICLE, ANIMAL, BUSINESSES	-	-	344,500	-	-	-	344,500
USE TAXES	231,070	-	-	-	-	-	231,070
PERSONAL PROPERTY REPLC. TAXES (PPRT)	76,535	-	-	-	-	-	76,535
GRANTS	-	-	-	-	123,190	-	123,190
FEES FOR SERVICES	-	130,575	176,935	-	-	-	307,510
GARBAGE SERVICE FEES (GCSF)	-	344,385	-	-	-	-	344,385
SEWER CHARGES	-	474,890	30,000	-	-	-	504,890
E911 SURCHARGES	-	-	-	-	116,555	-	116,555
PLACES OF EATING TAX	60,000	-	-	-	-	-	60,000
OTHER REVENUE	-	-	-	-	346,675	300,045	646,720
PLANNED USE OF FUND RESERVE	-	-	-	-	-	2,151,990	2,151,990
<b>GENERAL FUND TOTAL</b>	<b>\$ 13,817,373</b>	<b>\$ 949,850</b>	<b>\$ 1,822,160</b>	<b>\$ 94,670</b>	<b>\$ 586,420</b>	<b>\$ 2,452,035</b>	<b>\$ 19,722,508</b>
MOTOR FUEL TAXES & OTHER REVENUE	214,840	-	-	-	5,000	-	219,840
<b>MOTOR FUEL TAX FUND TOTAL</b>	<b>\$ 214,840</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,000</b>	<b>\$ -</b>	<b>\$ 219,840</b>
INTEREST & OTHER REVENUE	-	-	-	-	-	210,050	210,050
PLANNED USE OF FUND RESERVE	-	-	-	-	-	1,526,325	1,526,325
<b>CAPITAL PROJECTS FUND TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,736,375</b>	<b>\$ 1,736,375</b>
VOLUMETRIC WATER CHARGES	-	2,143,950	-	-	-	-	2,143,950
FIXED CHARGES	-	237,765	-	-	-	-	237,765
LEASE OF PROPERTY	-	-	-	-	29,170	-	29,170
METER SALES	-	21,670	-	-	-	-	21,670
INTEREST & OTHER REVENUE	-	2,500	-	-	28,000	5,000,000	5,030,500
<b>WATER FUND TOTAL</b>	<b>\$ -</b>	<b>\$ 2,405,885</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 57,170</b>	<b>\$ 5,000,000</b>	<b>\$ 7,463,055</b>
GREEN FEES	-	1,264,423	-	-	-	-	1,264,423
LESSONS	-	130,246	-	-	-	-	130,246
RENTALS	-	274,775	-	-	-	-	274,775
INVENTORY	-	61,000	-	-	-	-	61,000
FOOD SALES	-	22,780	-	-	-	-	22,780
MEMBERSHIPS	-	26,319	-	-	-	-	26,319
OTHER REVENUE	-	5,500	-	-	9,000	-	14,500
<b>GLENCOE GOLF CLUB FUND TOTAL</b>	<b>\$ -</b>	<b>\$ 1,785,043</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 9,000</b>	<b>\$ -</b>	<b>\$ 1,794,043</b>
PROPERTY TAXES & OTHER REVENUE	1,953,910	-	-	-	5,500	-	1,959,410
<b>DEBT SERVICE FUND TOTAL</b>	<b>\$ 1,953,910</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,500</b>	<b>\$ -</b>	<b>\$ 1,959,410</b>
INTEREST & OTHER REVENUE	-	-	-	-	50	25,745	25,795
<b>WASHINGTON PLACE SSA FUND TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 50</b>	<b>\$ 25,745</b>	<b>\$ 25,795</b>
EMPLOYER CONTRIBUTIONS	-	-	-	-	2,199,634	-	2,199,634
EMPLOYEE CONTRIBUTIONS	-	-	-	-	348,615	-	348,615
PPRT & OTHER REVENUE	5,150	-	-	-	560,600	-	565,750
<b>POLICE PENSION FUND TOTAL</b>	<b>\$ 5,150</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,108,849</b>	<b>\$ -</b>	<b>\$ 3,113,999</b>
EMPLOYER CONTRIBUTIONS	-	-	-	-	45,000	-	45,000
PPRT & OTHER REVENUE	2,040	-	-	-	200	-	2,240
<b>FIRE PENSION FUND TOTAL</b>	<b>\$ 2,040</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 45,200</b>	<b>\$ -</b>	<b>\$ 47,240</b>
<b>Grand Total</b>	<b>\$ 15,993,313</b>	<b>\$ 5,140,778</b>	<b>\$ 1,822,160</b>	<b>\$ 94,670</b>	<b>\$ 3,817,189</b>	<b>\$ 9,214,155</b>	<b>\$ 36,082,265</b>

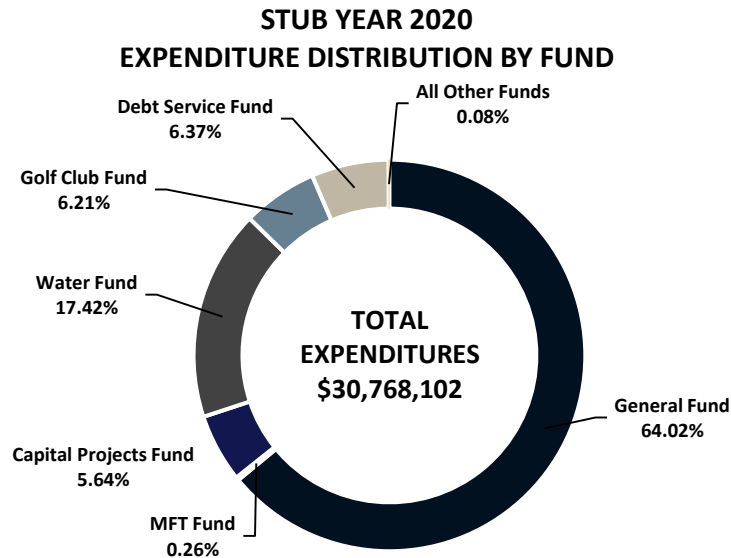


# VILLAGE OF GLENCOE

## STUB YEAR 2020

### 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 **\$30,768,102**.



FUND	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 PROJECTED	SY 2020 BUDGET
<b>GENERAL FUND</b>	16,874,764	17,639,018	19,021,520	19,698,718
<b>SPECIAL FUNDS</b>				
GARBAGE	1,075,214	-	-	-
MOTOR FUEL TAX	636,667	81,736	55,550	79,770
ENHANCED 911	15,010	-	-	-
<b>CAPITAL PROJECTS FUND</b>	3,112,236	1,139,279	453,034	1,736,375
<b>ENTERPRISE FUND</b>				
WATER	2,126,979	1,998,811	2,953,747	5,358,684
GOLF CLUB	1,850,910	1,285,326	1,796,009	1,909,914
<b>DEBT SERVICE</b>	2,116,675	2,124,562	1,761,900	1,961,410
<b>AGENCY FUND</b>	14,463	7,344	22,730	23,231
<b>TOTAL REVENUES</b> (Excluding Pension Funds)	<b>\$ 27,822,919</b>	<b>\$ 24,276,076</b>	<b>\$ 26,064,490</b>	<b>\$ 30,768,102</b>
<b>PENSION FUNDS</b>				
POLICE	2,721,077	2,886,687	2,146,366	2,627,304
FIRE	45,945	47,335	34,703	41,775
<b>TOTAL REVENUES</b> (Pension Funds Only)	<b>\$ 2,767,022</b>	<b>\$ 2,934,023</b>	<b>\$ 2,181,069</b>	<b>\$ 2,669,079</b>
<b>GRAND TOTAL</b>	<b>\$ 30,589,941</b>	<b>\$ 27,210,098</b>	<b>\$ 28,245,559</b>	<b>\$ 33,437,181</b>





# VILLAGE OF GLENCOE

## STUB YEAR 2020

### Expenditure Detail by Category

	PERSONNEL	SERVICES	COMMODITIES	DEBT SERVICE	CAPITAL	OTHER	TRANSFER	TOTAL
<b>VILLAGE MANAGER</b>								
MANAGER'S OFFICE	640,652	117,720	2,300	-	-	-	-	760,672
LEGAL	-	257,240	-	-	-	-	-	257,240
BOARDS & COMMISSIONS	-	-	-	-	-	140,950	-	140,950
INFORMATION TECHNOLOGY	147,128	461,672	48,000	-	260,300	-	-	917,100
<b>CONTINGENCY</b>	-	-	-	-	-	1,016,655	-	1,016,655
<b>DEPARTMENT TOTAL</b>	<b>\$ 787,780</b>	<b>\$ 836,632</b>	<b>\$ 50,300</b>	<b>\$ -</b>	<b>\$ 260,300</b>	<b>\$ 1,157,605</b>	<b>\$ -</b>	<b>\$ 3,092,617</b>
<b>FINANCE DEPARTMENT</b>								
FINANCE	714,239	119,260	43,315	-	-	1,500	-	878,314
PURCHASING	-	-	-	-	-	-	-	-
RISK MANAGEMENT	6,500	425,350	-	-	-	10,500	-	442,350
<b>TRANSFER TO CAPITAL FUND</b>	-	-	-	-	-	-	200,000	200,000
<b>DEPARTMENT TOTAL</b>	<b>\$ 720,739</b>	<b>\$ 544,610</b>	<b>\$ 43,315</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 12,000</b>	<b>\$ 200,000</b>	<b>\$ 1,520,664</b>
<b>PUBLIC WORKS</b>								
PUBLIC WORKS ADMIN	798,828	71,542	4,950	-	-	-	-	875,320
SEWERS	675,052	92,290	76,000	-	783,000	6,000	-	1,632,342
FORESTRY	733,153	166,300	34,450	-	50,000	-	-	983,903
MUNICIPAL BUILDINGS	16,035	147,400	7,800	-	200,000	-	-	371,235
COMMUNITY DEVELOPMENT	131,171	175,975	650	-	-	-	-	307,796
MUNICIPAL GARAGES	315,222	60,290	9,600	-	-	7,500	-	392,612
STREETS	632,204	162,850	167,825	-	683,690	60,000	-	1,706,569
SOLID WASTE	-	210,000	-	-	-	-	-	210,000
<b>DEPARTMENT TOTAL</b>	<b>\$ 3,301,664</b>	<b>\$ 1,086,647</b>	<b>\$ 301,275</b>	<b>\$ -</b>	<b>\$ 1,716,690</b>	<b>\$ 73,500</b>	<b>\$ -</b>	<b>\$ 6,479,776</b>
<b>PUBLIC SAFETY</b>								
POLICE	7,153,820	546,163	211,121	-	175,000	-	-	8,086,104
FIRE	145,223	139,259	116,450	-	-	-	-	400,932
PARAMEDIC	60,134	34,490	24,000	-	-	-	-	118,624
<b>DEPARTMENT TOTAL</b>	<b>\$ 7,359,177</b>	<b>\$ 719,912</b>	<b>\$ 351,571</b>	<b>\$ -</b>	<b>\$ 175,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 8,605,660</b>
<b>GENERAL FUND TOTAL</b>	<b>\$ 12,169,360</b>	<b>\$ 3,187,801</b>	<b>\$ 746,461</b>	<b>\$ -</b>	<b>\$ 2,151,990</b>	<b>\$ 1,243,105</b>	<b>\$ 200,000</b>	<b>\$ 19,698,717</b>
<b>MFT</b>	-	25,000	-	-	25,000	-	29,770	79,770
<b>SPECIAL FUNDS TOTAL</b>	<b>\$ -</b>	<b>\$ 25,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 25,000</b>	<b>\$ -</b>	<b>\$ 29,770</b>	<b>\$ 79,770</b>
<b>WATER</b>								
PRODUCTION	659,989	247,510	82,300	-	75,000	-	-	1,064,799
DISTRIBUTION	556,026	140,925	56,275	225,660	3,315,000	-	-	4,293,886
<b>DEPARTMENT TOTAL</b>	<b>\$ 1,216,014</b>	<b>\$ 388,435</b>	<b>\$ 138,575</b>	<b>\$ 225,660</b>	<b>\$ 3,390,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,358,684</b>
<b>GOLF</b>								
ADMINISTRATION	173,391	151,187	750	-	-	400	-	325,728
GOLF ACADEMY	-	87,120	2,225	-	-	-	-	89,345
GOLF BUILDINGS & GROUNDS	469,072	75,871	115,105	-	185,000	211,671	-	1,056,719
GOLF PLAY	288,961	46,408	8,450	47,845	-	-	-	391,664
GOLF PRO SHOP	-	4,000	42,458	-	-	-	-	46,458
<b>DEPARTMENT TOTAL</b>	<b>\$ 931,424</b>	<b>\$ 364,586</b>	<b>\$ 168,988</b>	<b>\$ 47,845</b>	<b>\$ 185,000</b>	<b>\$ 212,071</b>	<b>\$ -</b>	<b>\$ 1,909,914</b>
<b>ENTERPRISE FUND TOTAL</b>	<b>\$ 2,147,438</b>	<b>\$ 753,021</b>	<b>\$ 307,563</b>	<b>\$ 273,505</b>	<b>\$ 3,575,000</b>	<b>\$ 212,071</b>	<b>\$ -</b>	<b>\$ 7,268,598</b>
<b>DEBT SERVICE</b>	<b>\$ -</b>	<b>\$ 2,500</b>	<b>\$ -</b>	<b>\$ 1,958,910</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,961,410</b>
<b>CAPITAL PROJECT FUND</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,736,375</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,736,375</b>
<b>AGENCY FUND</b>	<b>\$ -</b>	<b>\$ 23,231</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 23,231</b>
<b>TOTAL (Excluding Pension Funds)</b>	<b>\$ 14,316,799</b>	<b>\$ 3,991,553</b>	<b>\$ 1,054,024</b>	<b>\$ 2,232,415</b>	<b>\$ 7,488,365</b>	<b>\$ 1,455,176</b>	<b>\$ 229,770</b>	<b>\$ 30,768,102</b>
<b>PENSION FUNDS</b>								
POLICE PENSION	2,527,004	100,050	250	-	-	-	-	2,627,304
FIREFIGHTERS PENSION	41,500	275	-	-	-	-	-	41,775
<b>PENSION FUND TOTAL</b>	<b>\$ 2,568,504</b>	<b>\$ 100,325</b>	<b>\$ 250</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,669,079</b>
<b>GRAND TOTAL</b>	<b>\$ 16,885,303</b>	<b>\$ 4,091,878</b>	<b>\$ 1,054,274</b>	<b>\$ 2,232,415</b>	<b>\$ 7,488,365</b>	<b>\$ 1,455,176</b>	<b>\$ 229,770</b>	<b>\$ 33,437,181</b>

## BUDGET SUMMARY

### REVENUE AND EXPENDITURE SUMMARY

	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 BUDGET	FY 2020 PROJECTED	SY 2020 BUDGET
<b>REVENUES AND OTHER FINANCING SOURCES</b>					
<b>GENERAL FUND</b>	17,551,120	17,974,251	18,113,194	17,880,346	19,722,508
<b>SPECIAL FUNDS</b>					
GARBAGE	878,137	-	-	-	-
MOTOR FUEL TAX	224,891	227,929	223,260	229,268	219,840
ENHANCED 911	9,886	-	-	-	-
<b>CAPITAL PROJECTS FUND</b>	18,121	47,847	1,208,750	1,771,375	1,736,375
<b>ENTERPRISE FUND</b>					
WATER	2,162,298	2,833,838	2,884,100	2,740,400	7,463,055
GOLF	1,850,910	1,798,969	1,739,874	1,680,736	1,794,043
<b>DEBT SERVICE</b>	2,067,138	2,203,691	1,850,501	1,864,250	1,959,410
<b>TOTAL REVENUES</b>	<b>24,762,501</b>	<b>25,086,524</b>	<b>26,019,679</b>	<b>26,166,375</b>	<b>32,895,231</b>
	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 AMENDED BUDGET	FY 2020 PROJECTED	SY 2020 BUDGET
<b>EXPENDITURES AND OTHER FINANCING USES</b>					
<b>GENERAL FUND</b>	16,874,764	17,639,018	19,545,565	19,021,520	19,698,718
<b>SPECIAL FUNDS</b>					
GARBAGE	1,075,214	-	-	-	-
MOTOR FUEL TAX	636,667	81,736	55,550	55,550	79,770
ENHANCED 911	15,010	-	-	-	-
<b>CAPITAL PROJECTS FUND</b>	3,112,236	1,139,279	1,529,844	453,034	1,736,375
<b>ENTERPRISE FUND</b>					
WATER	2,126,979	1,998,811	2,996,406	2,953,747	5,358,684
GOLF	1,850,910	1,285,326	1,932,892	1,796,009	1,909,914
<b>DEBT SERVICE</b>	2,116,675	2,124,562	1,763,200	1,761,900	1,961,410
<b>TOTAL EXPENDITURES</b>	<b>27,808,456</b>	<b>24,268,732</b>	<b>27,823,457</b>	<b>26,041,760</b>	<b>30,744,871</b>
<b>REVENUE LESS EXPENDITURE</b>					
<b>SURPLUS / (DEFICIT)</b>	<b>(3,045,955)</b>	<b>817,792</b>	<b>(1,803,777)</b>	<b>124,615</b>	<b>2,150,360</b>

*Note: Excludes Pension Funds & Agency Fund for Washington Place SSA Debt*

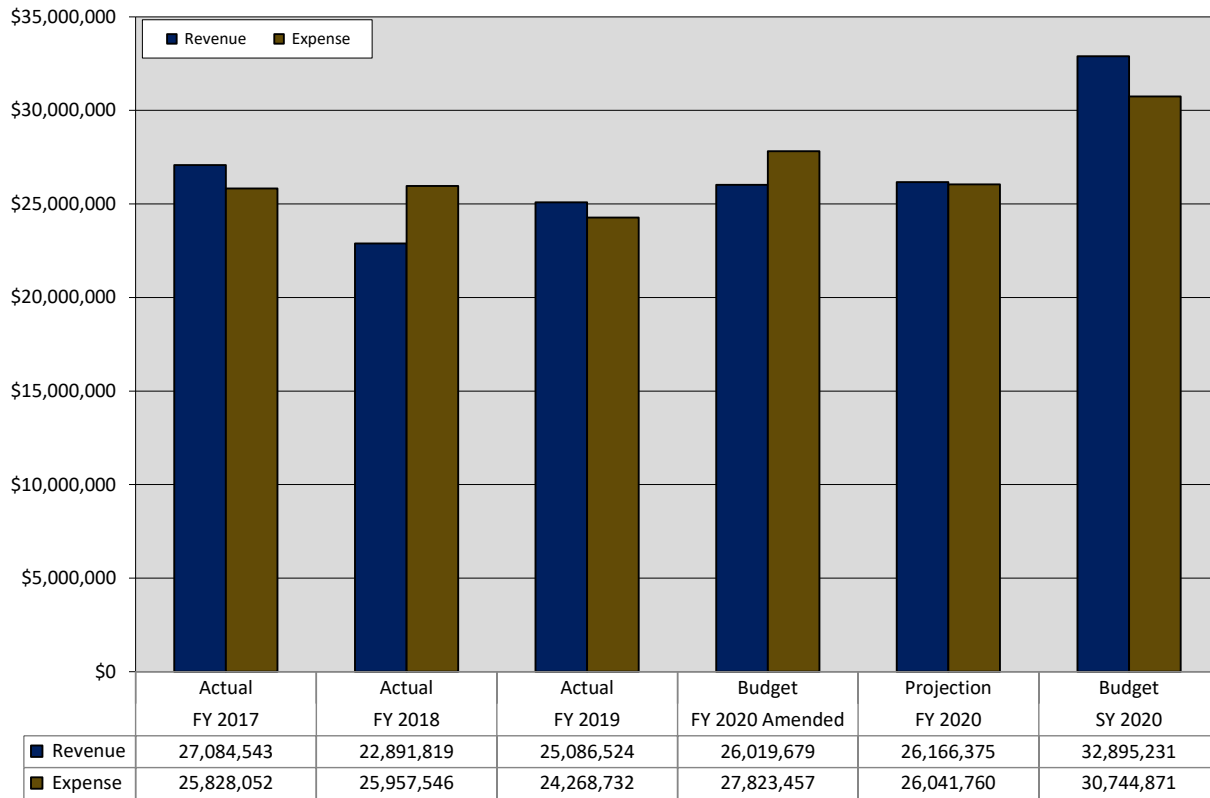
**VILLAGE OF GLENCOE  
HISTORY OF ADOPTED BUDGETS**

	ADOPTED 2014	ADOPTED 2015	ADOPTED 2016	ADOPTED 2017	ADOPTED 2018	ADOPTED 2019	ADOPTED FY 2020	AMENDED FY 2020	STUB YEAR 2020	% CHANGE FROM FY 2020
<b>**REVENUE**</b>										
<b>OPERATING FUND</b>										
GENERAL	15,225,119	15,707,498	15,990,121	16,017,011	16,251,144	17,413,908	17,413,908	18,113,194	19,722,508	8.16%
SUB-TOTAL	15,225,119	15,707,498	15,990,121	16,017,011	16,251,144	17,413,908	17,413,908	18,113,194	19,722,508	11.71%
<b>ENTERPRISE FUNDS</b>										
WATER	2,156,936	2,168,848	2,206,646	1,966,923	2,035,425	2,755,000	2,755,000	2,884,100	7,463,055	61.35%
GOLF CLUB	1,524,915	1,560,617	1,595,538	1,609,472	1,649,889	1,712,989	1,739,874	1,739,874	1,794,043	N/A
SUB-TOTAL	3,681,851	3,729,465	3,802,184	3,576,395	3,685,314	4,467,989	4,494,874	4,623,974	9,257,098	51.44%
<b>SPECIAL FUNDS</b>										
GARBAGE	1,502,263	1,481,277	1,481,108	1,432,765	1,025,959	-	-	-	-	N/A
MOTOR FUEL TAX	216,500	216,500	207,570	211,234	211,234	228,000	228,000	223,260	219,840	-1.56%
ENHANCED 911	140,850	146,630	145,868	145,398	36,375	-	-	-	-	N/A
SUB-TOTAL	1,859,613	1,844,407	1,834,546	1,789,397	1,273,568	228,000	228,000	223,260	219,840	-3.71%
<b>CAPITAL/DEBT</b>										
CAPITAL PROJECTS	15,500	15,875	-	5,268,850	18,405	13,250	13,250	1,208,750	1,736,375	30.39%
DEBT SERVICE	1,532,952	1,566,094	1,565,508	1,579,535	2,293,417	2,233,991	2,233,991	1,850,501	1,959,410	-14.01%
SUB-TOTAL	1,548,452	1,581,969	1,565,508	6,848,385	2,311,822	2,247,241	2,247,241	3,059,251	3,695,785	39.19%
<b>TOTAL REVENUES</b>	<b>22,315,035</b>	<b>22,863,339</b>	<b>23,192,359</b>	<b>28,231,188</b>	<b>23,521,848</b>	<b>24,357,138</b>	<b>24,384,023</b>	<b>26,019,679</b>	<b>32,895,231</b>	<b>20.90%</b>
<b>**EXPENDITURES**</b>										
<b>OPERATING</b>										
GENERAL	16,405,742	16,622,575	16,516,515	16,187,939	17,808,377	18,780,316	18,992,156	19,545,565	19,698,718	0.78%
SUB-TOTAL	16,405,742	16,622,575	16,516,515	16,187,939	17,808,377	18,780,316	18,992,156	19,545,565	19,698,718	2.81%
<b>ENTERPRISE FUNDS</b>										
WATER	2,066,899	2,101,639	2,208,330	2,262,584	2,586,043	2,755,370	2,755,370	2,996,406	5,358,684	48.58%
GOLF CLUB	1,705,127	1,724,255	2,312,467	2,284,241	2,370,036	1,915,462	1,932,892	1,932,892	1,909,914	N/A
SUB-TOTAL	3,772,026	3,825,894	4,520,797	4,546,825	4,956,079	4,670,832	4,688,262	4,929,298	7,268,598	3.32%
<b>SPECIAL FUNDS</b>										
GARBAGE	1,463,447	1,362,464	1,341,688	1,302,706	1,310,462	-	-	-	-	N/A
MOTOR FUEL TAX	77,396	152,935	438,419	53,668	645,368	82,700	82,700	55,550	79,770	-3.67%
ENHANCED 911	191,929	193,963	298,800	450,661	-	-	-	-	-	N/A
SUB-TOTAL	1,732,772	1,709,362	2,078,907	1,807,035	1,955,830	82,700	82,700	55,550	79,770	-3.67%
<b>CAPITAL/DEBT</b>										
CAPITAL PROJECTS	5,300,000	3,902,564	71,518	7,948,000	5,015,239	1,275,000	1,275,000	1,529,844	1,736,375	26.57%
DEBT SERVICE	1,531,637	1,553,356	1,566,231	1,566,231	2,116,397	2,125,225	2,125,225	1,763,200	1,961,410	-8.35%
SUB-TOTAL	6,831,637	5,455,920	1,637,749	9,514,231	7,131,636	3,400,225	3,400,225	3,293,044	3,697,785	8.05%
<b>TOTAL EXPENDITURES</b>	<b>28,742,177</b>	<b>27,613,752</b>	<b>24,753,968</b>	<b>32,056,030</b>	<b>31,851,922</b>	<b>26,934,073</b>	<b>27,163,343</b>	<b>27,823,457</b>	<b>30,744,871</b>	<b>9.50%</b>

*Note: Excludes Funds for Pension and Washington Place SSA Debt*

## COMPARISON OF REVENUES AND EXPENDITURES FOR ALL FUNDS

*(Excludes Pension and Agency Funds)*



# GENERAL FUND REVENUE







# 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 Stub Year 2020 budget includes total revenues of \$19,722,508. This is a \$1,609,314 increase from the Fiscal Year 2020 budget. Revenues in the General Fund include property taxes (which is the Village's largest revenue source), sales and use taxes, Illinois income tax, sewer charges and building permits.

The Village continues to strive to be less reliant 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.

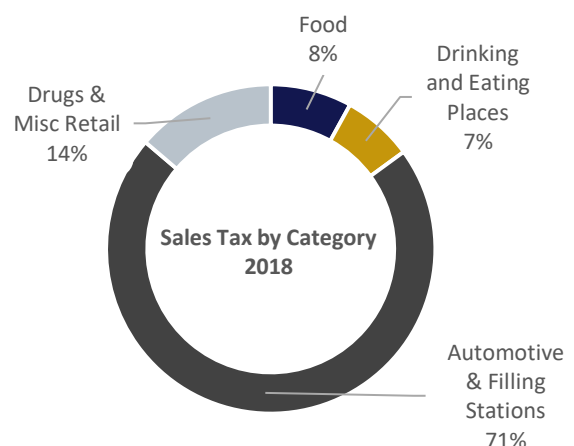
## Property Tax

Property tax is the Village's largest revenue source at 56% of the General Fund and has historically been the most predictable. 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% or the change in the national Consumer Price Index (CPI) for the 12 months preceding the levy year. Property taxes have been a highlighted topic of proposed State legislation, including a proposal to freeze property taxes for some period of time. The Village estimates that such legislation may impact the Village by decreasing revenue by approximately \$120,000 for each 1% of a loss increase in levy.

## 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, 2020, a 9% tax is collected on all sales by the vendor and forwarded to the State, which remits 1% of the tax to the Village.

A slight decrease in sales tax is projected in Fiscal Year 2020 and the beginning of Stub Year 2020 based on recent outward migration of several Glencoe businesses. The loss of a significant sales tax generator would be a significant short and long-





term impact to this revenue stream. The pie chart above illustrates the top four sales tax generators by category for calendar year 2018.

## Utility Tax (Natural Gas and Electricity)

Utility taxes are levied upon the gross receipts from the sale of utilities such as electricity and gas. These taxes are collected by the utility companies and forwarded to the Village on a monthly basis. Natural gas and electricity charges are based on consumption and fluctuate with seasonal demands. The Stub Year 2020 Budget projects an annual revenue of \$531,428, which is approximately \$112,727 less than projected receipts for Fiscal Year 2020.

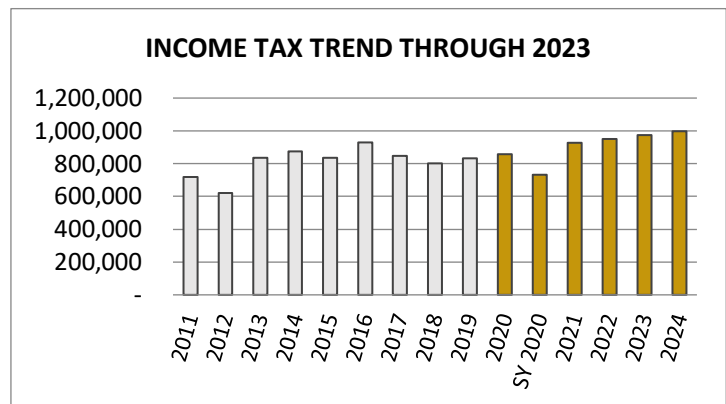
## Sewer Charges

Sewer charges are calculated based on water consumption and are billed with water on a quarterly basis. Sewer charges will be increased by 10.0% effective March 1, 2020. 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), which will require the Village to line every sanitary sewer within its system within the next 20 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.

Trends in income tax receipts have remained relatively stable; however, we continue to monitor this closely in accordance with the State's proposed referendum on modifying its income tax model. It is unknown how this proposal may affect this revenue at this time.



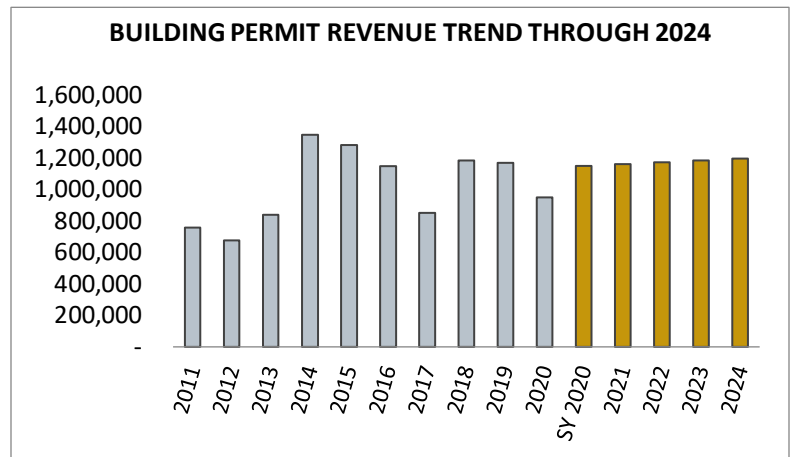
Income taxes are a significant revenue source for the Village and are very susceptible to changes in legislative and economic conditions. The Village will continue to monitor this revenue source closely for any future modifications. It is projected that the Village will receive \$732,370 in income tax in Stub Year 2020.

## 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 Stub Year 2020 Budget projects an annual revenue of \$190,285, a decrease of \$50,075 from the Fiscal Year 2020 Budget. 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.

## 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. This revenue is dependent upon and impacted by development trends and the health of the local economy. The Stub Year 2020 Budget projects an annual revenue of \$1,150,000. It is anticipated that construction activity will return to higher levels in the coming year.





# DEPARTMENT BUDGET DETAIL







# FINANCE DEPARTMENT

## DEPARTMENT OVERVIEW

The Finance Department 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, benefit administration, utility billing, accounts payable and accounts receivable. The Department's functions are divided into two divisions: Administration and Risk Management.

### DIVISION FUNCTIONS

#### Administration

The Administration Division provides the resources necessary for budget development, Village-wide financial reporting and forecasting, accounting services, coordination of internal control program and the annual financial audit, payroll, accounts payable, benefits administration, management of the Village's investment portfolio, utility billing service 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.

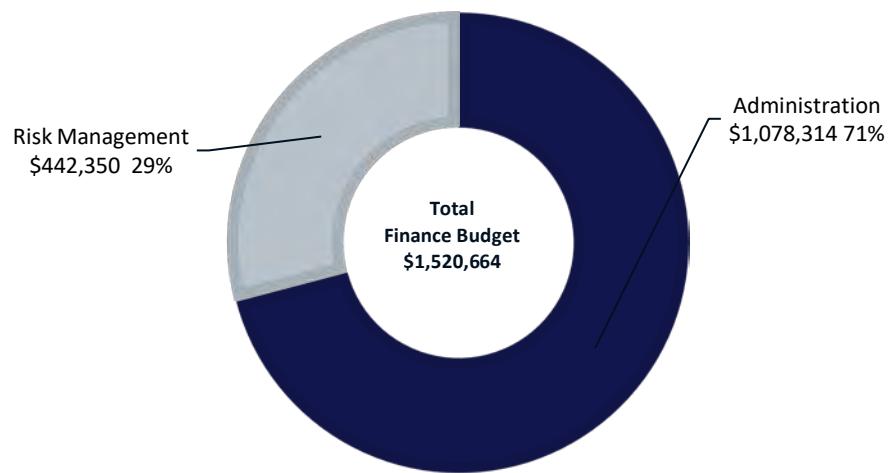
Also included in the Administration Division is the procurement consolidation of commodities such as supplies, postage, credit card and banking fees to provide centralized oversight of formal bidding and proposal processes. This allows the Village to maximize savings and improve the quality of the purchasing process by coordinating volume/bulk purchase of commonly-used items, reducing time spent locating vendors and obtaining prices, involving the uniformity of the purchasing process, ensuring compliance with legal requirements and eliminating individual purchasing efforts in separate departments.

#### Risk Management

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. 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. The budget in this division also includes the Glencoe Public Library's share of the Personal Property Replacement Tax.

## BUDGET EXPENDITURE SUMMARY

The Finance Department's proposed Stub Year 2020 budget request includes \$1,520,664 in expenditures, which is an overall increase of \$153,612 or 11.2% from the Fiscal Year 2020 Budget. The increase in overall expenditures is mostly attributable to increased liability insurance premiums related to an anticipated decrease in deductible level, rising credit card fees, cost of living adjustments and the new addition of a transfer to the Capital Projects Fund. This transfer represents the amount of building permit revenue that is anticipated to be generated from the proposed development at 1801 Green Bay Road. This one-time revenue is recommended to be transferred into the Capital Projects Fund to finance future infrastructure improvements.



### STUB YEAR 2020 EXPENDITURES

	Administration Division	Risk Management Division	Total	Approved FY 2020	% Change from Budget
Personnel	714,239	6,500	720,739	814,342	-11.5%
Services	119,260	425,350	544,610	490,020	11.1%
Commodities	43,315	-	43,315	48,590	-10.9%
<b>Subtotal</b>	<b>876,814</b>	<b>431,850</b>	<b>1,308,664</b>	<b>1,352,952</b>	<b>-3.3%</b>
Other Expense	1,500	10,500	12,000	14,100	-14.9%
Other Financing Use	200,000	-	200,000	-	N/A
<b>Subtotal</b>	<b>201,500</b>	<b>10,500</b>	<b>212,000</b>	<b>14,100</b>	<b>1403.5%</b>
<b>Grand Total</b>	<b>1,078,314</b>	<b>442,350</b>	<b>1,520,664</b>	<b>1,367,052</b>	<b>11.2%</b>

<sup>1</sup> The \$200,000 increase reflected in the other financing use represents the one-time transfer of building permit revenue that is anticipated to be generated from a proposed development. This will be a transfer into the Capital Fund at the end of Stub Year 2020.



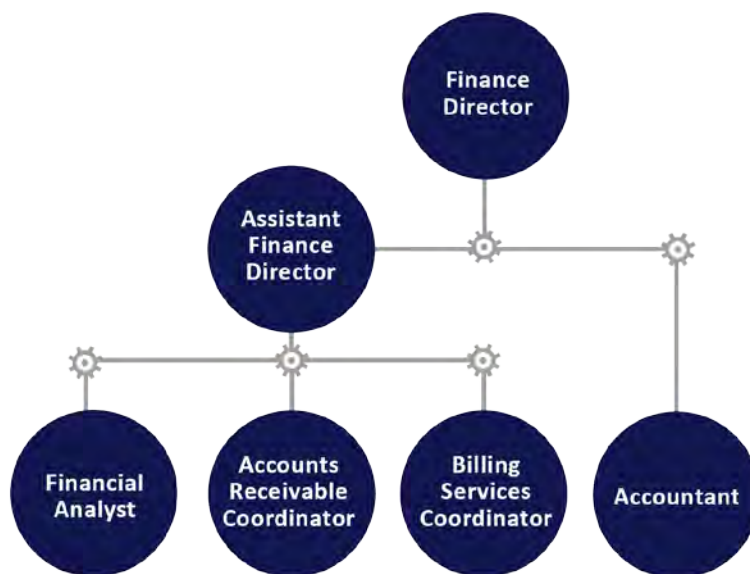
Highlighted requests from the Stub Year 2020 Budget include the following:

- **Professional Services:** The Professional Services account includes \$12,000 for actuarial services related to the Police and Fire Pension Funds and calculations related to the long-term liability of health insurance benefits pursuant to Governmental Accounting Standards Board regulations. In addition, \$23,600 is included for annual audit fees. This marks the fourth year in a five-year contract with Lauterbach & Amen, LLP.
- **Public Liability Insurance:** The Public Liability Insurance account includes a projected premium from the Village's insurance carrier, the Intergovernmental Risk Management Agency (IRMA), for general liability, property/casualty, public officials liability, cyber liability and workers' compensation claims. The estimate is inclusive of the Village's existing coverage level, which includes a deductible of \$100,000 per claim. At the November 21, 2019 Village Board meeting, the Village Board approved the reduction of the deductible level from \$100,000 to \$50,000. Please note, the anticipated increase in premium related to this change has been included in the budget document.
- **Training and Professional Development:** The Finance Department's budget includes continued investment into staff engagement and education, including review courses for Certified Professional Finance Officer examinations, leadership training and continued education in the areas of payroll, procurement, accounting and financial reporting.

## PERSONNEL RECOMMENDATIONS

There are currently six full-time employees in the Finance Department. Based on a recent evaluation of job duties and responsibilities for the Finance Department, two position title changes were recommended to more accurately depict requirements needed to achieve departmental goals. Rather than maintain generalist titles, it is more suited for the department to retitle the Management Analyst and Data Coordinator positions to align with their participation in core functions of the department, such as payroll, budgeting, financial reporting, assisting with the annual audit process, enhanced collection procedures that are in progress with the Illinois Debt Recovery Program and the implementation of a Places of Eating tax. To accommodate these changes, a modification in job title is recommended for these positions to Financial Analyst and Accounts Receivable Coordinator, respectively, along with updated job descriptions to more accurately reflect their division of work tasks. A salary change is not recommended in accordance with these job title changes, as the proposed titles are in line with others within the existing pay range and overall pay plan.

The chart below illustrates authorized positions for Stub Year 2020.



AUTHORIZED FULL-TIME POSITIONS	FY 2019	FY 2020	Recommended SY 2020
Finance Director	1	1	1
Assistant Finance Director	0	1	1
Assistant to the Finance Director/Purchasing Coordinator	1	0	0
Accountant	1	1	1
Management Analyst	1	1	0
Financial Analyst	0	0	1
Billing Services Coordinator	1	1	1
Finance Data Coordinator	1	1	0
Accounts Receivable Coordinator	0	0	1
TOTAL FULL-TIME	6	6	6

## **STRATEGIC PLAN RECOMMENDATIONS**

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

## **COMMUNITY IMPROVEMENT PROGRAM RECOMMENDATIONS**

The Finance Department budget does not include any capital expenditures for Stub Year 2020.

# DIVISION DETAIL

## ADMINISTRATION DIVISION

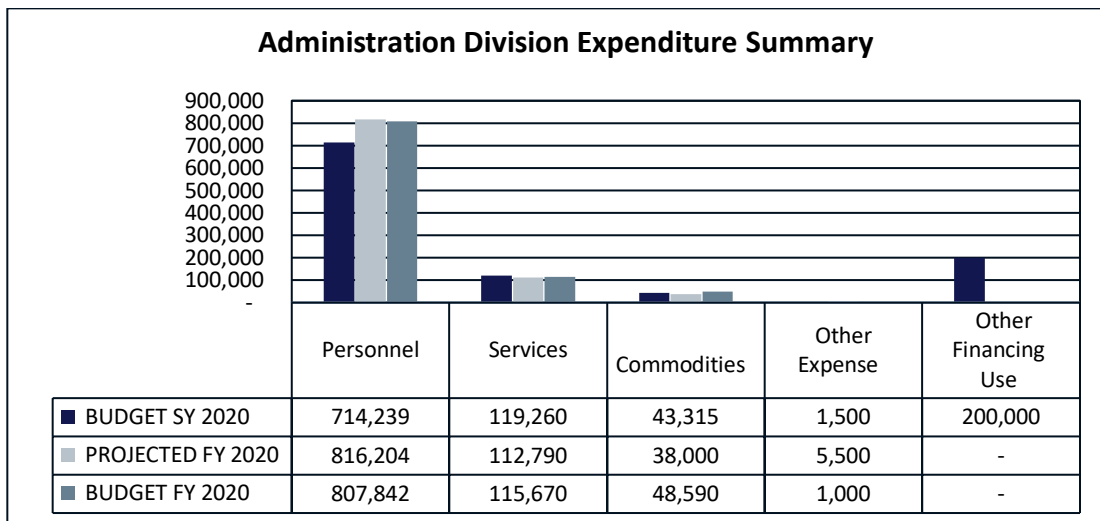
The Administrative Division of the Finance Department is responsible for daily accounting activities including processing accounts payable, accounts receivable, utility billing, collections and cash receipts, preparation of applicable state and federal reports and monthly financial reports to the Village Board and management, administering debt service and investment of Village funds. The Division is also responsible for the development and implementation of the approved budget and the preparation and disclosure of financial statements. The Administrative 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 Administration Division Stub Year 2020 budget is \$1,078,314. Below is the review of expenditures for the Administration division. Total expenditures for this Division are projected to be under budget for the fiscal year.



### Administration Division Account Class Description:

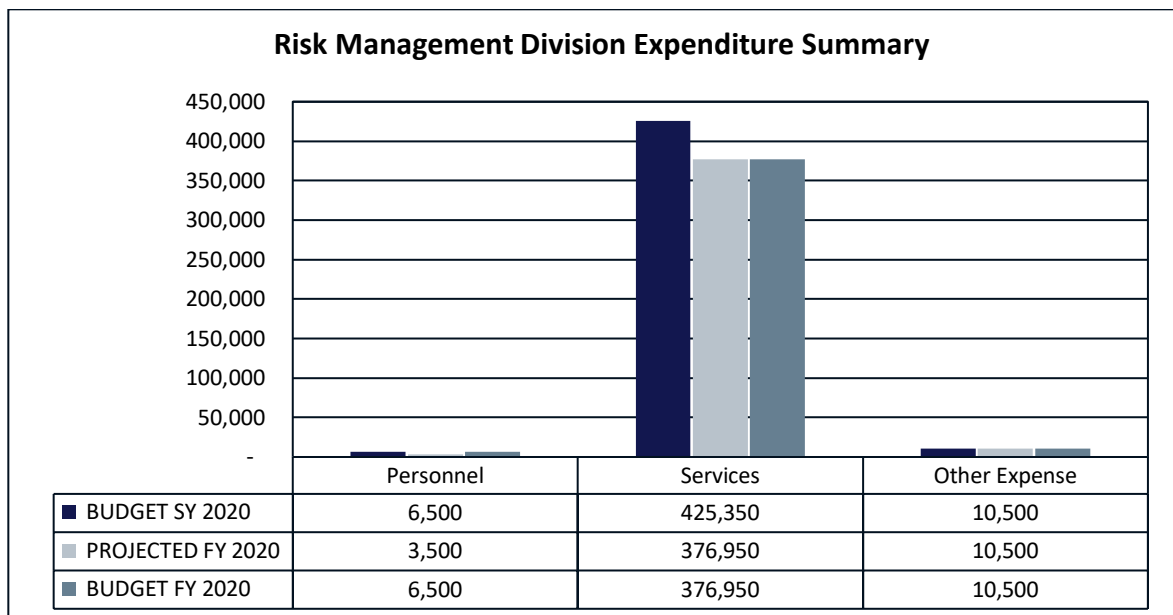
- *Personnel*: Salaries, Employee Benefits and Pension Cost
- *Services*: Service Fees, Professional Services, Membership Dues and Training
- *Commodities*: Supplies and Vehicle Operating Expense
- *Other*: Collection Expense and Miscellaneous Refunds
- *Other Financing Use*: Transfer to the Capital Fund

## RISK MANAGEMENT DIVISION

The Risk Management Division of the Finance Department 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. The budget in this division also includes the Glencoe Public Library's share of the Personal Property Replacement Tax (PPRT).

### Expenditure Summary:

The Risk Management Division Stub Year 2020 budget is \$442,350. Below is the review of expenditures for the liability insurance division:



#### Risk Management Division Account Class Description:

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

## MAJOR FISCAL YEAR 2020 ACCOMPLISHMENTS

1	Developed and implemented a new Chart of Accounts as part of the implementation of the Village-wide ERP system.
2	In partnership with the Village Manager's Office, implemented a new financial software for accounting, accounts payable, purchasing and cash receipting as part of the implementation of the Village-wide ERP system.
3	Completed a comprehensive analysis on the Village's deductible level for general liability, property/casualty, public official's liability, cyber liability and workers' compensation claims.
4	Completed the procurement of a new professional service contract for actuarial services related to the Police and Fire Pension Funds.
5	Completed the procurement of a new professional service contract for a Financial Advisor for the Village and commenced the first professional investment program for the Village's General and Water Funds.
6	In partnership with the Village Manager's Office, produced the Village's second <i>Budget in Brief</i> document.
7	Updated the Village's comprehensive 10-Year Community Improvement Program (CIP) and corresponding long-term debt financing plan.
8	Developed the Financial Forecast and Financial Policies in partnership with all Village departments.
9	Coordinated the fee and fine analysis as part of the Stub Year 2020 budget process.
10	Obtained all three Government Finance Officers Association (GFOA) awards, certifying that the Village's finance reports are being produced at the highest standard possible.
11	Developed and coordinated the procurement process for the Police Pension Board's investment advising services.
12	Conducted the 2019 vehicle and pet license renewal process and incorporated a special fundraising program into this process for the Village's Sesquicentennial celebrations.
13	Developed an Intergovernmental Agreement with the State of Illinois for the Debt Recovery Program to collect unpaid debts.
14	Developed the Stub Year 2020 Budget in collaboration with all Village departments.
15	In conjunction with the Public Safety Department, implemented a temporary Amnesty Program to recover unpaid parking violation fines incurred in calendar year 2017 and 2018.

## STUB YEAR 2020 DEPARTMENT WORK PLAN

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

	Project	Strategic Priority	Target Completion
1	Continue to maintain at the highest standard possible the Village's annual budget document, the CAFR (Comprehensive Annual Financial Report) and the PAFR (Popular Annual Financial Reporting).	Operational Effectiveness	Ongoing objective
2	Update the Financial Forecast and CIP in partnership with all Village departments.	Fiscal Sustainability	Ongoing objective
3	Continue to develop and train staff.	Operational Effectiveness	Ongoing objective
4	In collaboration with the Public Safety Department, assist in implementing an automated parking management system.	Operational Effectiveness, Financial Sustainability	Q1 2020
5	Develop a Contractual Risk Policy and standardize Professional Service Agreements.	Operational Effectiveness	Q1 2020
6	Develop a communication, collections and training plan to launch the Village's new Places of Eating Tax.	Fiscal Sustainability	Q1 2020
7	As part of the implementation of the Village-wide ERP system, commence implementation of a new Utility Billing software.	Operational Effectiveness	Q2 2020
7	Develop the Calendar Year 2021 Budget in collaboration with all Village departments.	Fiscal Sustainability	Q2 2020
8	Begin to transition the Village to a calendar year budget.	Fiscal Sustainability	Q4 2020





# FINANCE DEPARTMENT EXPENDITURES

## Administration & Risk Management Divisions

### Stub Year 2020 Budget

	Fiscal Year 2019 Budget	Fiscal Year 2019 Total Activity	Fiscal Year 2020 Budget	Current Year End Projections	Stub Year 2020 Final Budget
<b>AcctClass: 400 - Personnel</b>					
40105 - SALARIES	494,691	500,487	567,898	576,260	499,794
40115 - LONGEVITY PAY	6,525	3,375	3,825	3,825	4,200
40130 - INSURANCE OPT OUT	3,934	328	-	-	-
40150 - SALARIES - RHS PAY	4,637	-	1,534	1,534	3,666
40190 - OTHER COMPENSATION	96,853	94,497	1,253	1,253	1,060
40205 - OVERTIME	-	2,813	2,000	2,000	1,522
40405 - EMPLOYEE BENEFITS	130,583	129,576	139,111	139,111	114,581
40450 - FLEXIBLE SPENDING ACCOUNT FEES	2,030	2,351	2,500	2,500	2,500
40460 - SOCIAL SECURITY	35,422	35,677	31,791	31,791	27,756
40465 - MEDICARE	7,600	8,344	7,887	7,887	6,974
40505 - ILLINOIS MUNICIPAL RETIREMENT FUND	63,941	56,882	52,543	52,543	54,687
40705 - UNEMPLOYMENT INSURANCE	4,000	-	4,000	1,000	4,000
<b>AcctClass: 400 - Personnel Total:</b>	<b>850,216</b>	<b>834,331</b>	<b>814,342</b>	<b>819,704</b>	<b>720,739</b>
<b>AcctClass: 500 - Contractual Services</b>					
50305 - BANKING FEES	20,000	17,984	20,000	18,000	20,000
50310 - CREDIT CARD FEES	19,100	25,738	12,000	12,000	20,000
50315 - POSTAGE	10,250	6,469	10,250	10,000	10,250
50505 - PROFESSIONAL SERVICES	30,495	27,508	57,630	57,000	52,630
50705 - MEMBERSHIPS DUES	4,865	3,749	3,490	3,490	3,400
50805 - TRAINING	9,370	6,776	12,300	12,300	12,980
51120 - EMPLOYEE RECOGNITION	2,600	-	2,600	2,600	1,000
51505 - PROPERTY & CASUALTY INSURANCE	281,500	270,991	374,350	374,350	424,350
<b>AcctClass: 500 - Contractual Services Total:</b>	<b>378,180</b>	<b>359,214</b>	<b>492,620</b>	<b>489,740</b>	<b>544,610</b>
<b>AcctClass: 600 - Commodities</b>					
60120 - SUPPLIES	32,569	32,986	30,590	20,000	25,315
60605 - FUEL	700	373	-	-	-
60606 - VEHICLE OPERATING EXPENSE	14,250	17,262	18,000	18,000	18,000
60705 - MISCELLANEOUS EXPENSE	6,000	5,136	-	-	-
61035 - SUPPLIES	3,510	61	-	-	-
<b>AcctClass: 600 - Commodities Total:</b>	<b>57,029</b>	<b>55,818</b>	<b>48,590</b>	<b>38,000</b>	<b>43,315</b>
<b>AcctClass: 800 - Capital</b>					
83012 - LIBRARY PAYMENTS	15,000	-	10,500	10,500	10,500
83020 - MISCELLANEOUS REFUNDS	1,500	(13)	1,000	5,500	1,500
<b>AcctClass: 800 - Capital Total:</b>	<b>16,500</b>	<b>(13)</b>	<b>11,500</b>	<b>16,000</b>	<b>12,000</b>
<b>AcctClass: 900 - Other Financing Use</b>					
90250 - TRANSFERS TO CAPITAL FUND	-	-	-	-	200,000
<b>AcctClass: 900 - Other Financing Use Total:</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>200,000</b>
<b>Report Total:</b>	<b>1,301,925</b>	<b>1,249,350</b>	<b>1,367,052</b>	<b>1,363,444</b>	<b>1,520,664</b>



# VILLAGE MANAGER'S OFFICE

## DEPARTMENT OVERVIEW

The Village Manager's Office is responsible for providing overall direction and administration of policies and programs established by the Village President and Board of Trustees, and coordinating activities of the Village's operating departments, including oversight of the development of the annual budget (in partnership with the Finance Department) 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 Village Manager's Office include Administration, Legal Services, Boards and Commissions and Information Technology. The Village Manager's Office also includes the human resources function and Village Clerk function, including maintenance of Village records, responding to Freedom of Information Act requests 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. This division is also responsible for the Village's human resource management function.

### 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.

### Information Technology

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

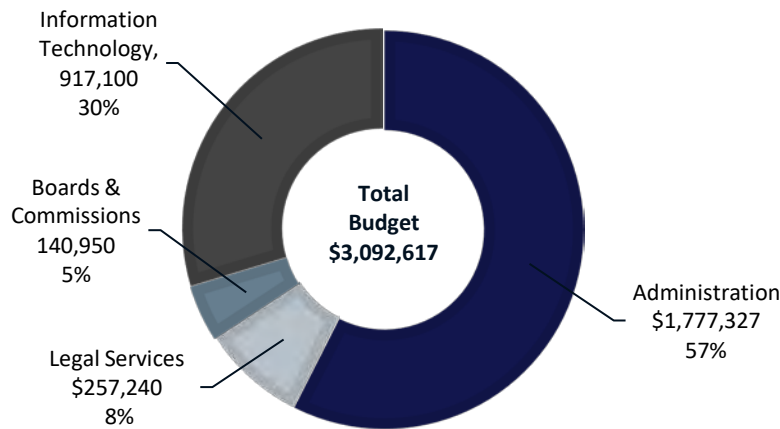
### Boards and Commissions

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

## BUDGET EXPENDITURE SUMMARY

The Village Manager's Office Stub Year 2020 Budget includes \$3,092,617 in expenditures, which is \$776,251 or 33.5% more than Fiscal Year 2020. The increase in overall expenditures is largely attributable to the addition of a contingency line item in the amount of \$1,016,655. Because property tax payments are received between March and December, the Stub Year 2020 Budget reflects a full year of property taxes; a portion of this revenue will be required to fund operating expenditures in the months of January and February 2021. This contingency line item was added to the budget to reserve a portion of these funds that will be required prior to the start of property tax receipts in 2021.

This increase is offset by a reduction in certain expenditures attributable to having two fewer months in the fiscal year, as well as to a reduced budget request related to the implementation of the new enterprise resource planning (ERP) software (reducing from \$420,000 in Fiscal Year 2020 to \$208,300 for Stub Year 2020). The timeframe for this project has expanded to continue through Calendar Year 2021, which will allow the initial budgeted cost for this project of \$800,000 to spread over several fiscal years.



	Administration Division	Legal Services	Boards & Commissions	Information Technology	Total	Approved FY 2020	% Change from Budget
Personnel	640,652	-	-	147,128	787,780	846,541	-6.9%
Services	117,720	257,240	-	461,672	836,632	823,321	1.6%
Commodities	1,018,955	-	-	48,000	1,066,955	79,000	1250.6%
<b>Subtotal</b>	<b>1,777,327</b>	<b>257,240</b>	<b>-</b>	<b>656,800</b>	<b>2,691,367</b>	<b>1,748,862</b>	<b>53.9%</b>
Capital	-	-	-	260,300	260,300	420,000	-38.0%
Other Expense	-	-	140,950	-	140,950	147,450	N/A
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>140,950</b>	<b>260,300</b>	<b>401,250</b>	<b>567,450</b>	<b>-29.3%</b>
<b>Grand Total</b>	<b>1,777,327</b>	<b>257,240</b>	<b>140,950</b>	<b>917,100</b>	<b>3,092,617</b>	<b>2,316,312</b>	<b>33.5%</b>

Other highlighted requests from the Stub Year 2020 Budget are detailed as follows:

- **Corporation Counsel:** Stub Year 2020 will mark the third year of the Village's retainer structure with Holland & Knight for corporation counsel services. In addition, \$58,500 has been included in the Stub Year 2020 Budget for research and legal counsel above and beyond those routine matters covered by the retainer agreement including multiple Strategic Plan projects. Anticipated projects include continued legal analysis and research related to the Village's authority as a non-home rule municipality as well as a more comprehensive review of Village regulations and ordinances, specifically as they pertain to business licensing. This is the start of a multi-year program to fully review the municipal code.
- **Special Events:** As part of the Sesquicentennial celebration, multiple community events were enhanced in Fiscal Year 2020, including Light the Lights and the 4<sup>th</sup> of July parade and Party in the Park. Given the success and community support for these enhancements, the Stub Year 2020 Budget includes \$20,000 to support these two events (a reduction in the \$50,000 budgeted for the Sesquicentennial in Fiscal Year 2020). The Village will again pursue opportunities to offset a portion of the event costs through sponsorship programs and the annual Patriotic Days Fund mailing.
- **Performance Recognition Bonuses:** \$30,000 is included in the budget to fund a new performance recognition bonus program. Under this program, the Village Manager may award small bonuses to employees in recognition of exceptional performance throughout the year. This program is intended to recognize exceptional employee performance through one-time bonuses rather than solely through annual salary increases.
- **Sustainability Initiatives:** \$12,000 is included in the budget to fund the eco-friendly initiatives of the Sustainability Task Force. This figure is partially funded by revenue received from recycling rebates from the Village's recycling services provider, Lakeshore Recycling Systems.
- **Community Grants:** Following recommendations of the Community Grants Committee and approved by the Village Board, \$105,500 is included in the budget in this line item.

## PERSONNEL RECOMMENDATIONS



There are currently five full-time employees in the Village Manager's Office and there are no changes to the number of full-time employees in the department in Stub Year 2020; however, the Assistant to the Village Manager position has been restructured to a Community Engagement Analyst.

AUTHORIZED FULL-TIME POSITIONS	FY 2019	FY 2020	Proposed SY 2020
Village Manager (by contract)	1	1	1
Assistant Village Manager	1	1	1
IT Coordinator	1	1	1
Assistant to the Village Manager	0	1	0
Management Analyst	2	1	1
Community Engagement Analyst	0	0	1
TOTAL FULL-TIME	5	5	5

In addition to the five full-time employees above, a total of \$72,000 has been included to provide IT supplemental staffing support through a contractual service, equivalent to 20 contractual hours per week. This arrangement has been in place since Fiscal Year 2018.

## STRATEGIC PLAN RECOMMENDATIONS

The Stub Year 2020 Strategic Plan-related requests for the Village Manager's Office include the following:

• Glencoe University and On-Boarding Training	\$10,000
• Project Management and Data Tracking Software	\$ 9,000
• Legal Counsel for Non-Home Rule Analysis and Ordinance/Regulation Review	<u>\$58,500</u>
<b>TOTAL:</b>	<b>\$77,500</b>

## COMMUNITY INVESTMENT PROGRAM RECOMMENDATIONS

The Stub Year 2020 Community Improvement Program for the Village Manager's Office includes the following:

• Village-wide desktop and laptop computer replacements	\$ 25,000
• Replacement Mobile Data Terminals (MDTs) for Public Safety	\$ 27,000
• ERP software, implementation support and associated costs	<u>\$208,300</u>
<b>TOTAL:</b>	<b>\$260,300</b>

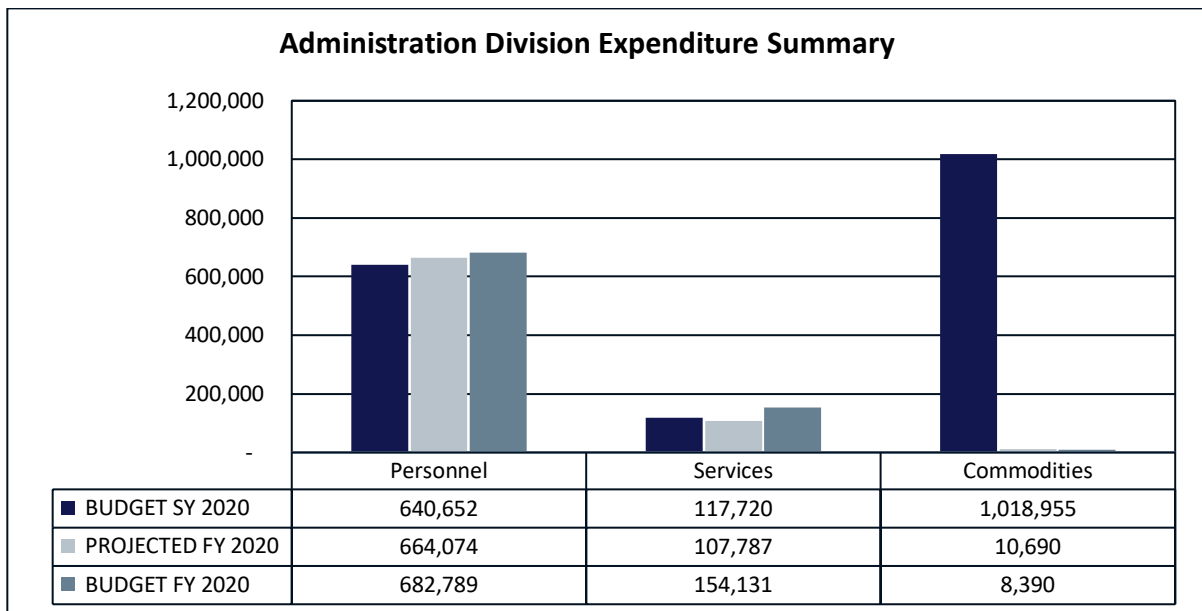
## DIVISION DETAIL

### ADMINISTRATION DIVISION

The Administration Division coordinates all activities amongst operating departments, including coordination 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 also oversees the Village's human resource management function.

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 human resource management function
- 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



#### Village Manager's Office Administration Division Account Class Description:

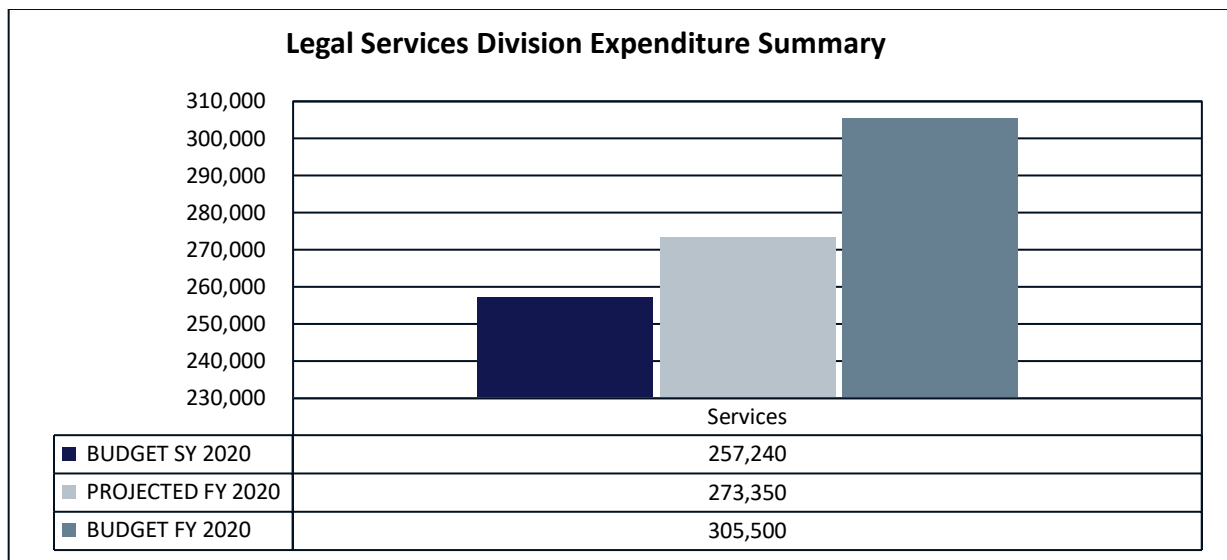
- *Personnel*: Salaries, employee benefits and pension cost
- *Services*: Maintenance and repairs, service fees, professional services, legal services, membership dues, training costs and special events
- *Commodities*: Miscellaneous supplies and contingency



## 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



Village Manager's Office 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
- Historic Preservation Commission
- Public Safety Commission
- Community Relations Forum
- 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**

The Zoning Board of Appeals/Zoning Commission consists of seven residents 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 citizens 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, Historic 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.

### **Historic Preservation Commission**

The Historic Preservation Commission consists of five residents with experience and interest in historic preservation, architecture, building construction, finance, neighborhood organization or real estate. The purpose of the Commission is to promote, protect and enhance the Village's historic and architectural resources. The members inform and educate residents of the historic and architectural heritage of the Village and make recommendations to the Village Board for 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 Commissioners 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.

### **Community Relations Forum**

The Community Relations Forum consists of nine 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 community issues and projects.

### Sustainability Task Force

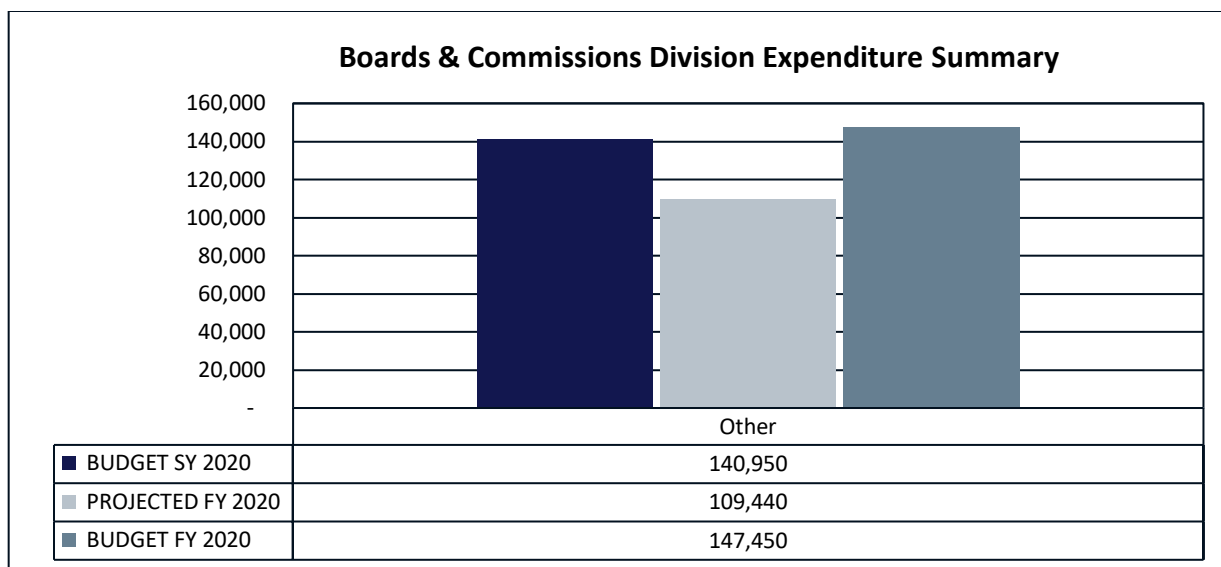
By Village Ordinance, the Sustainability Task Force consists of 10 members, representing Glencoe organizations including the Library Board, Park District Board of Commissioners, School District Board of Education, Village Board and residents at large. The task force focuses on developing, promoting or recommending programs and initiatives intended to raise awareness of sustainability within the Village.

### Community Grants Program

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

- Family Service of Glencoe (includes Senior Housing Aid)
- Writers Theatre
- Glencoe Youth Services
- Glencoe Junior High Project
- Glencoe Chamber of Commerce
- Glencoe Historical Society

Previously, the Community Grants Program was budgeted as a separate division within the Village Manager's Office; beginning in Stub Year 2020, this program is budgeted within the Boards and Commissions division. 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.



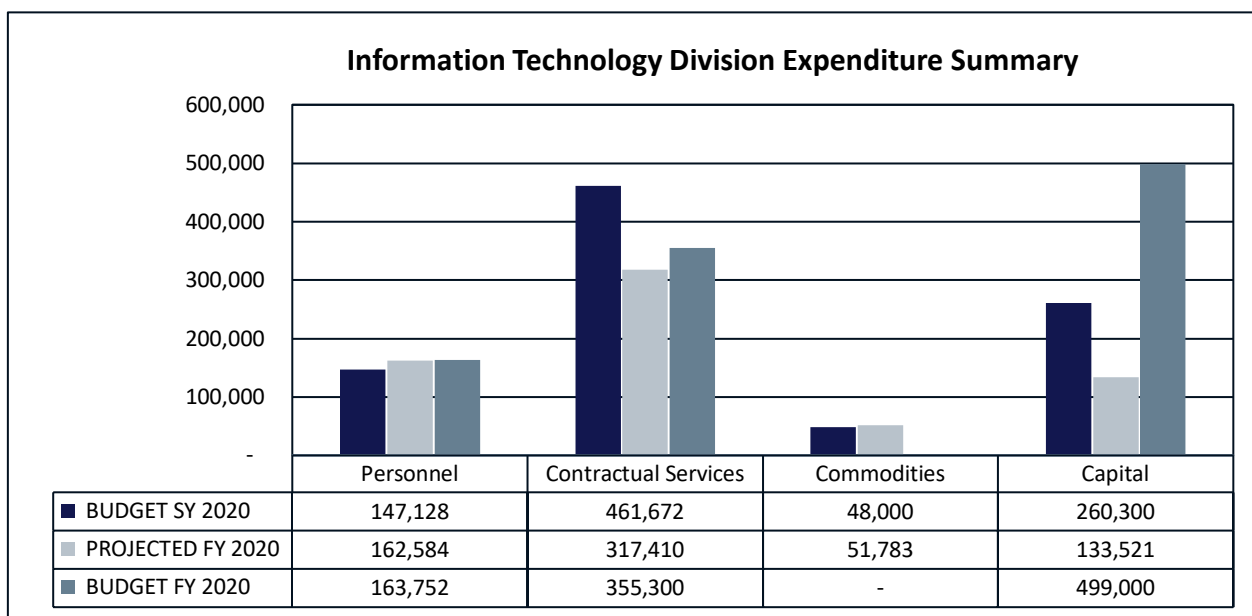
Village Manager's Office Special Boards Division Account Class Description:

- *Other*: Contractual support (planning services) and professional services, Community Grants program

## INFORMATION TECHNOLOGY DIVISION

The Information Technology (IT) Division supports all technology used throughout the organization. Responsibilities include:

- 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 an IT action plan
- 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



### 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 FISCAL YEAR 2020 ACCOMPLISHMENTS

1	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 celebrations.
2	As part of a Strategic Plan initiative, Village Manager's Office and Finance Department staff led a team that researched and presented information to the Village Board regarding the Village's financial and regulatory authority as a non-home rule municipality.
3	Analyzed and presented information about the State law legalizing adult use of recreational cannabis to the Village Board and the public in a series of four public meetings.
4	Assisted with onboarding two new Trustees.
5	Partnered with the Public Works Department to support review of the proposed subdivision and redevelopment of 1801 Green Bay Road.
6	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.
7	Partnered with the Finance Department to begin configuration of new enterprise resource planning system and went live with core financial applications.
8	Supported the Public Safety Commission in completing entry-level Public Safety Officer examination and Lieutenant promotional examination, culminating in new eligibility lists.
9	Lead recruitment efforts for nine full-time positions and completed hiring process for two Public Safety Officers, resulting in 11 new full-time employees joining the Village organization.
10	Partnered with Family Service of Glencoe to establish Glencoe as a dementia-friendly community and began development of community education materials, staff training and partnerships with area resources and service providers.
11	Assisted the Public Safety Department in growing a social media presence to increase visibility of the department and to build an audience in case of an emergency communication need.
12	Completed Office 365 migration for all users.
13	Offered IT security training to all users and conducted user testing to raise awareness about e-mail phishing; began development of a comprehensive IT security strategy.
14	Established technology mobility for all field/operations staff to allow staff to access technology resources from the field.
15	Worked with Finance Department and Public Safety Department staff to complete phase one of the Village facility security upgrades project.
16	Conducted Community Satisfaction Survey and presented survey response data to the Village Board.

## STUB YEAR 2020 DEPARTMENT WORK PLAN

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

	Project	Strategic Priority	Target Completion
1	Continue implementation of Village-wide document repository software, update the Village's document retention schedule and conduct employee training.	Operational Effectiveness	Q2 2020
2	Complete design phase of Council Chambers renovation project; develop project plan and commence bid and construction phase	Operational Effectiveness	Q2 2020
3	In partnership with all departments, continue development of electronic record retention standards and implementation a Village wide document retention system.	Operational Effectiveness	Q2 2020
4	Conduct a market analysis of performance metric reporting/dashboard software.	Operational Effectiveness	Q2 2020
5	Conduct an analysis of the Village's agenda packet generation software as compared to other solutions on the market and conduct a new request for proposals if necessary.	Operational Effectiveness	Q3 2020
6	Develop employee training programs focusing on onboarding of new employees and the Village's vision, priorities and goals.	Organizational Development	Q3 2020
7	Offer a health savings account/high deductible health plan option for employee benefits selections after developing employee education materials and an implementation plan.	Fiscal Sustainability	Q3 2020
8	Participate in the organization's comprehensive review and update of business license regulations in the municipal code.	Commercial Vitality	Q4 2020
9	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	Q4 2020
10	Assist the Historic Preservation Commission in drafting modifications to the Village's Historic Preservation ordinance.	Community Engagement	Q4 2020
11	Continue partnering with all departments on implementing the ERP	Operational Effectiveness	All 2020
12	Conduct a thorough review of all website content to ensure that information is current and easily accessible to the public.	Community Engagement	Ongoing



# VILLAGE MANAGER'S OFFICE EXPENDITURES

Administration, Legal Services, Boards & Commissions,  
Information Technology Divisions  
*Stub Year 2020 Budget*

	Fiscal Year 2019 Budget	Fiscal Year 2019 Total Activity	Fiscal Year 2020 Budget	Current Year End Projections	Stub Year 2020 Final Budget
<b>AcctClass: 400 - Personnel</b>					
40105 - SALARIES	616,026	621,305	640,867	650,902	564,532
40115 - LONGEVITY PAY	1,950	1,875	2,200	2,200	3,050
40130 - INSURANCE OPT OUT	7,867	9,098	7,800	7,800	3,692
40150 - SALARIES - RHS PAY	5,584	5,798	9,183	9,730	9,503
40190 - OTHER COMPENSATION	41,059	24,744	30,300	30,300	57,561
40405 - EMPLOYEE BENEFITS	43,457	47,131	51,009	51,009	48,271
40460 - SOCIAL SECURITY	31,002	32,978	32,840	33,075	27,778
40465 - MEDICARE	8,669	9,500	10,080	10,136	8,629
40505 - ILLINOIS MUNICIPAL RETIREMENT FUND	77,530	74,229	62,262	62,262	64,762
<b>AcctClass: 400 - Personnel Total:</b>	<b>833,144</b>	<b>826,659</b>	<b>846,541</b>	<b>857,414</b>	<b>787,780</b>
<b>AcctClass: 500 - Contractual Services</b>					
50205 - TECHNOLOGY HARDWARE MAINTENANCE	43,020	30,531	51,920	49,220	64,752
50215 - COMPUTER SOFTWARE MAINTENANCE	80,530	88,231	85,880	83,280	202,390
50315 - POSTAGE	3,460	2,203	3,460	5,700	3,860
50320 - INFORMATION TECHNOLOGY	-	-	-	-	-
50325 - TELECOMMUNICATIONS/INTERNET SERVICE	106,640	98,210	99,600	91,500	80,830
50330 - COMMUNICATIONS	10,750	13,824	10,910	13,200	12,594
50505 - PROFESSIONAL SERVICES	147,200	127,287	144,600	137,000	127,900
50605 - CORPORATE COUNSEL	152,000	150,408	200,000	200,000	175,490
50615 - VILLAGE PROSECUTOR	31,500	27,334	20,500	20,500	17,100
50620 - LABOR COUNSEL	40,000	37,164	30,000	30,000	19,650
50630 - LEGAL COUNSEL - OTHER	59,001	58,445	55,000	55,000	45,000
50705 - MEMBERSHIPS DUES	19,956	19,983	20,380	20,380	20,425
50715 - SUBSCRIPTIONS	291	974	561	561	591
50805 - TRAINING	31,700	18,834	30,580	26,580	30,770
51105 - EMPLOYMENT EXPENSE	12,800	12,003	10,200	11,000	5,900
51110 - RECRUITMENT	-	-	-	-	7,950
51305 - COMMUNITY EVENTS	13,340	13,116	51,340	51,340	21,430
<b>AcctClass: 500 - Contractual Services Total:</b>	<b>752,188</b>	<b>698,547</b>	<b>814,931</b>	<b>795,261</b>	<b>836,632</b>
<b>AcctClass: 600 - Commodities</b>					
60120 - SUPPLIES	8,100	10,107	8,390	8,390	2,300
60305 - INFORMATION TECHNOLOGY EQUIPMENT	847,000	185,304	499,000	199,000	48,000
60605 - FUEL	600	261	-	-	-
60606 - VEHICLE OPERATING EXPENSE	600	322	-	-	-
60710 - CONTINGENCY	-	-	-	-	1,016,655
<b>AcctClass: 600 - Commodities Total:</b>	<b>856,300</b>	<b>195,994</b>	<b>507,390</b>	<b>207,390</b>	<b>1,066,955</b>
<b>AcctClass: 800 - Capital</b>					
80305 - INFORMATION TECHNOLOGY CAPITAL EQUIPMENT	-	-	-	-	260,300
82005 - PUBLIC SAFETY COMMISSION	32,000	3,227	32,000	32,000	10,000
82010 - PLAN COMMISSION	28,000	5,797	1,500	1,500	1,500
82015 - ZONING BOARD OF APPEALS	1,250	662	1,250	1,250	1,250
82020 - COMMUNITY RELATIONS FORUM	500	-	1,000	-	1,000
82025 - SUSTAINABILITY TASK FORCE	11,500	11,179	12,000	12,000	12,000
82030 - HISTORIC PRESERVATION COMMISSION	2,200	-	1,200	1,200	1,200
82050 - VILLAGE GRANT PROGRAMS	87,000	88,500	93,500	93,500	106,500
83010 - ECONOMIC INITIATIVES	5,000	74	5,000	5,000	7,500
<b>AcctClass: 800 - Capital Total:</b>	<b>167,450</b>	<b>109,440</b>	<b>147,450</b>	<b>146,450</b>	<b>401,250</b>
<b>Report Total:</b>	<b>2,609,082</b>	<b>1,830,640</b>	<b>2,316,312</b>	<b>2,006,515</b>	<b>3,092,617</b>







# 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 four 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). EMT-B officers provide basic life support, while EMT-P officers provide advanced life support including invasive medical procedures and administration of medication. 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 when 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 services

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

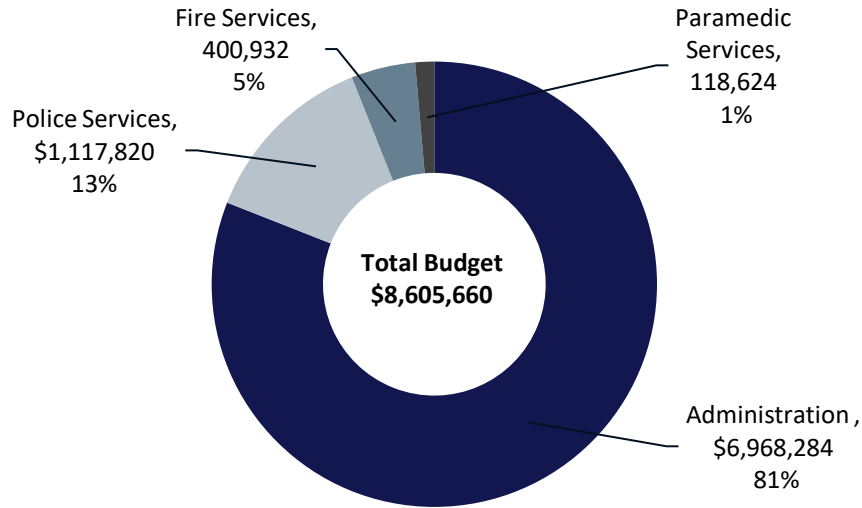
The Fire Service Division utilizes fire and life safety inspection, prevention and education programs in order to reduce the frequency of fires within the community. These proactive programs focus on fire prevention activities through periodic surveys and inspections in order to increase fire safety.

## **Emergency Medical Service (EMS)**

The EMS Division provides advanced life support (ALS) and basic life support (BLS) emergency medical services. 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 Department's Stub Year 2020 Budget request includes \$8,605,660 in expenditures, which is an overall decrease of 9.3% from the Fiscal Year 2020 Budget. The decrease is largely due to numerous capital expenditures being completed in Fiscal Year 2020 and no large-scale projects being undertaken in Stub Year 2020. Personnel costs reflect the Department maintaining an authorized staffing level of 36 sworn officers and the requisite training needs for newly-hired officers, which has been adjusted to reflect 10 months' worth of salary expenditures.



	Administration Division	Police Services	Fire Services	Paramedic Services	Total	Approved FY 2020	% Change from Budget
Personnel	6,913,284	240,536	145,223	60,134	7,359,177	8,033,720	-8.4%
Services	55,000	491,163	139,259	34,490	719,912	808,806	-11.0%
Commodities	-	211,121	116,450	24,000	351,571	316,631	11.0%
<b>Subtotal</b>	<b>6,968,284</b>	<b>942,820</b>	<b>400,932</b>	<b>118,624</b>	<b>8,430,660</b>	<b>9,159,157</b>	<b>-8.0%</b>
Capital	-	175,000	-	-	175,000	327,000	-46.5%
Other Expense	-	-	-	-	-	-	N/A
<b>Subtotal</b>	<b>-</b>	<b>175,000</b>	<b>-</b>	<b>-</b>	<b>175,000</b>	<b>327,000</b>	<b>-46.5%</b>
<b>Grand Total</b>	<b>6,968,284</b>	<b>1,117,820</b>	<b>400,932</b>	<b>118,624</b>	<b>8,605,660</b>	<b>9,486,157</b>	<b>-9.3%</b>

Highlights of the Stub Year 2020 Budget include:

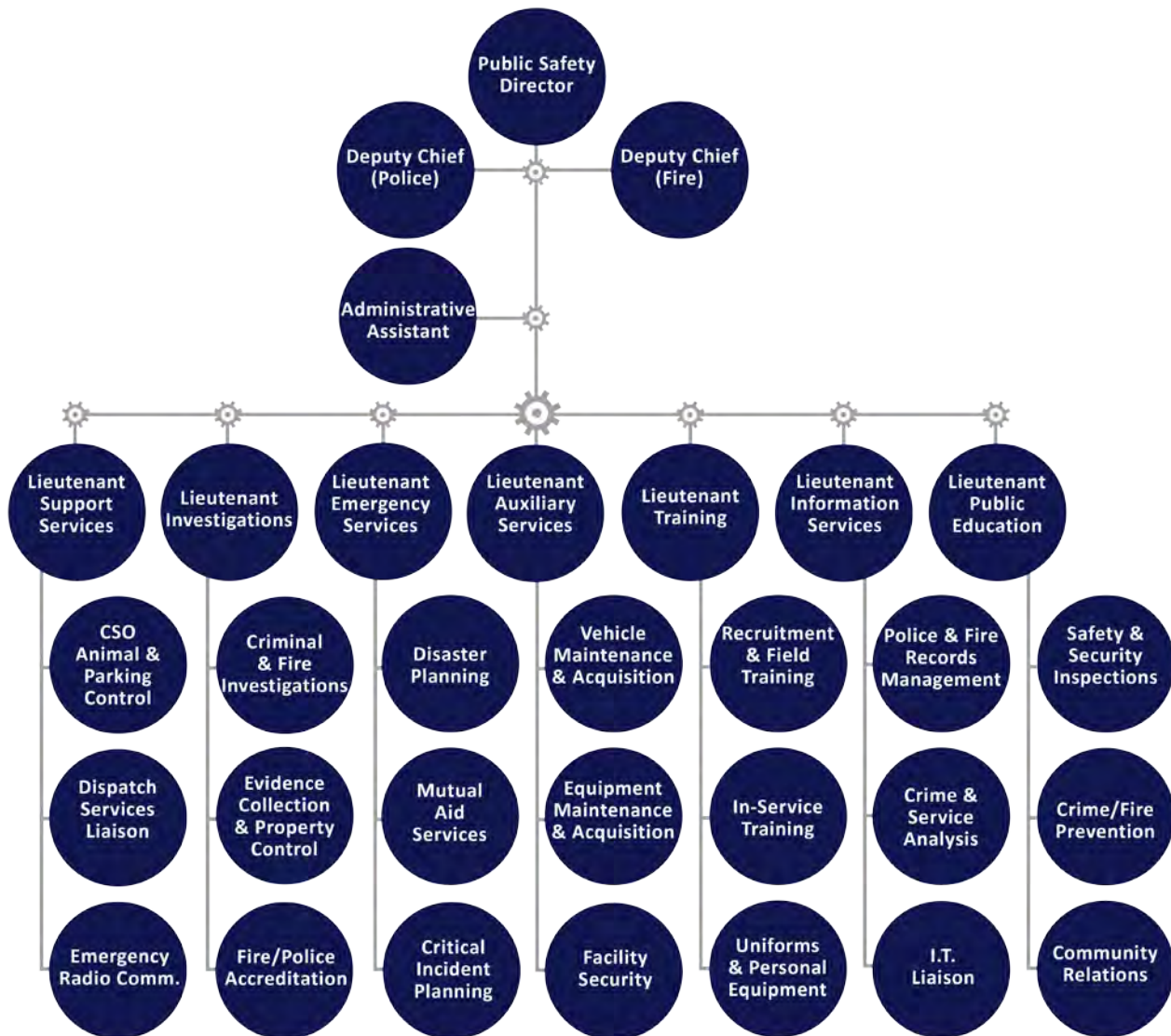
- Personnel and Overtime Costs:** In Fiscal Year 2020, the Department maintained a full staffing level of 36 authorized sworn officers. Notably, two long-tenured Lieutenants unexpectedly retired; however, two officers were promoted to fill the rank, and two new entry-level officers were hired without delay. As a result, backfill overtime costs were relatively short-term and remained consistent with the reduction/stabilization trend that began in Fiscal Year 2019. While the retirement cycle has slowed, replacing retired officers with entry-level officers at a lower pay rate is still evident as reflected in the overall salary budget. Proposed overtime and salary costs are consistent with the Fiscal Year 2020

expenditures and staff anticipates a similar staffing model in Stub Year 2020. Please note, the Stub Year Budget includes a full year pension contribution of \$2,199,634.

- **Winnetka Fire Tower Training Partnership:** For over 10 years, the Winnetka Fire Department has maintained and operated a live-fire training tower. Glencoe Public Safety has participated in drills twice per year along with Winnetka and other mutual aid fire departments free of charge. Faced with repairs totaling \$170,000 to keep the tower operational, Winnetka offered partnerships to share the repair costs. In exchange for a \$25,000 contribution (payable over three years) for repairs, Glencoe Public Safety will have additional access to the tower. As a result, Public Safety can increase the frequency and quality of fireground training to ensure Glencoe personnel are prepared for both Glencoe-specific and multiple company incidents.
- **Radio Equipment Reserve:** When the Village migrated its emergency communications to the nationwide Starcom radio system, radios and equipment were purchased in mass to comply with the State mandate. Due to the high value of the equipment, the Public Safety Department is budgeting a contingency of \$17,000 each year for replacements. If these dollars are not expended, it is recommended that these funds be transferred into a restricted account for future replacements. The estimated useful life of the Starcom radios are approximately five-to-seven years.
- **Public Safety Kitchen Renovation:** The Public Safety kitchen provides a full-service workspace for meal preparation and dining for fire personnel; it also serves as the meal and break room for police and administrative personnel. The kitchen area has not been renovated in over 20 years, except for appliances that have been repaired or replaced when necessary. The proposed renovation will include new cabinets, appliances, countertops, plumbing and electrical service. The FY 2020 budget included \$50,000 for this project, which was originally planned to be completed by January 2020; however, the original request for proposals resulted in only one bid. A second request for proposals was initiated requiring bids to be submitted in late January 2020. Therefore, the expenditure will be reallocated to the SY 2020 Budget since the project will not be completed before March 2020.
- **Parking Management System Improvements:** The FY 2020 budget included \$125,000 for an automated parking management system. The system includes a payment kiosk at the train station, a pass-thru software solution to allow commuters to purchase permits via the internet or a smartphone 24/7, one centralized database for permit and enforcement data, enforcement vehicle mounted license plate readers and electronic ticket writing devices. Due to the complexity of the system and the elongated installation and implementation process, a portion of the expenditure (\$65,000) has been reallocated from the FY 2020 Budget to the SY 2020 Budget. The project will be initiated in January 2020 and is expected to be completed in early summer 2020.

# PERSONNEL RECOMMENDATIONS

The Public Safety Department consists of 42 full-time employees.



AUTHORIZED FULL-TIME POSITIONS	FY 2019	FY 2020	PROPOSED SY 2020
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
<b>TOTAL FULL-TIME</b>	<b>42</b>	<b>42</b>	<b>42</b>

The Public Safety Department recommends maintaining the staffing level of 36 sworn officers and six non-sworn positions. The Department remains focused on recruitment, personnel development, retention and succession planning in anticipation of expected turnover of longer-tenured sworn officers in the coming years.

## STRATEGIC PLAN RECOMMENDATIONS

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

## COMMUNITY IMPROVEMENT PROGRAM RECOMMENDATIONS

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

• Vehicle #652 Replacement	\$ 55,000
• Vehicle #660 Replacement	\$ 55,000
• Kitchen Renovation <sup>1</sup>	\$ 50,000
• Parking Management Program <sup>2</sup>	<u>\$ 65,000</u>
<b>TOTAL:</b>	<b>\$225,000</b>

<sup>1</sup> The Kitchen Renovation is budgeted in the Public Works Department, Building & Maintenance and the project is reallocated from the Fiscal Year 2020 budget.

<sup>2</sup> A portion of the Parking Management Program was also reallocated from the Fiscal Year 2020 budget.

## DIVISION DETAIL

### ADMINISTRATION DIVISION

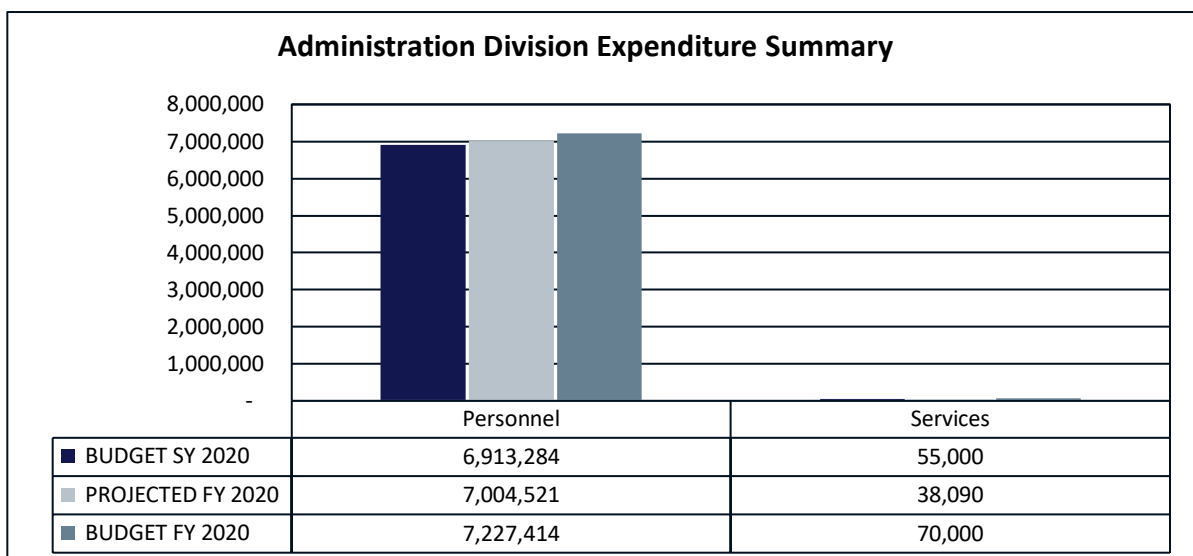
The Administration Division is comprised of the Public Safety Director, Fire Component Deputy Chief, Police Component Deputy Chief and Administrative Assistant. The Public Safety Director serves as both the chief of police and fire for the Village. As such, the Director has the authority and responsibility 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 Component 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.

#### Expenditure Summary

The Public Safety Administration Division's Stub Year 2020 budget is \$6,968,284. 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 both uniformed patrol officers and detectives. The patrol division operates 24 hours per day, 365 days per year. Patrol shifts are 12 hours in length for both the day and night shifts and are broken down into four platoons to ensure proper daily staffing allocation. 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. Detectives identify, arrest and prosecute 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 its command staff believes 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.

The Department is also a member of the North Regional Major Crimes Task Force (NORTAF). NORTAF was established in 1997 to serve as a standing mutual aid task force to investigate major crimes, including homicides and non-parental kidnappings, occurring in 13 member communities. NORTAF is dedicated to rapid response and thorough, professional investigations, with the goal of collecting evidence, identifying and arresting suspects, filing appropriate charges and successfully prosecuting violent offenders. Since inception, NORTAF has successfully investigated over 100 cases.

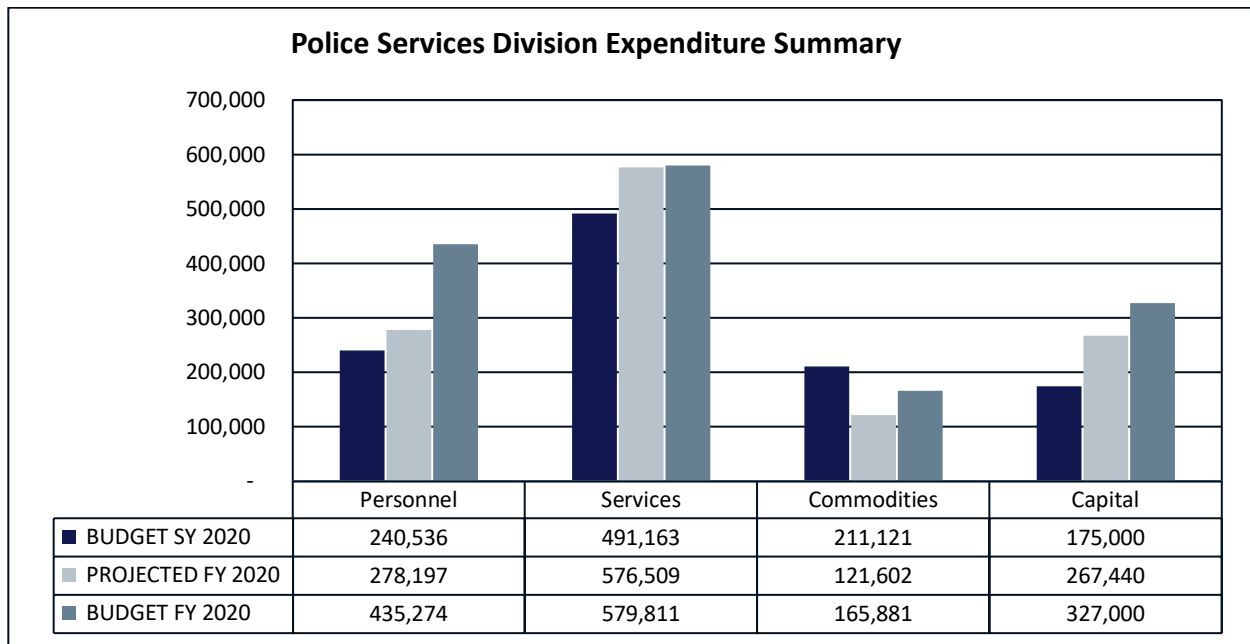
In recent years, NORTAF has expanded to include a burglary unit and a major crash unit. Both units have enjoyed similar success, clearing large-scale burglary patterns and successful investigations related to fatal traffic crashes. The Department has three officers assigned to NORTAF: two on the major crimes team and one on the burglary team.

The Department is committed to serving all members of the community, especially those in crisis and/or suffering from mental illness. In fact, seven sworn officers have received 40 hours of Crisis Intervention Team training. In addition to handling their regular duties, these officers are called upon to assist with crisis calls that involve complex issues related to mental illness and law enforcement intervention. The Public Safety Department also 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 Stub Year 2020 budget is \$1,117,820.

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 emergency medical calls, motor vehicle accidents involving injuries or entrapment, search and rescue, utility outages, natural gas leaks, storm and flood issues, and odor and smoke investigations.

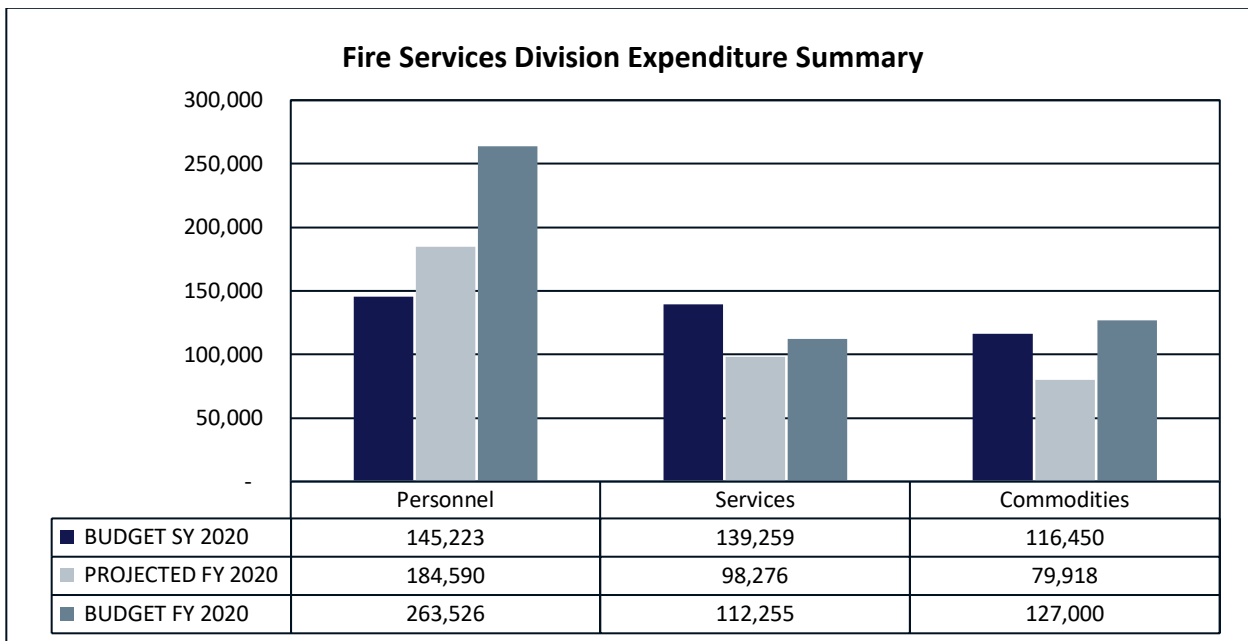
In addition to basic requirements as a firefighter, there are also a variety of specialized assignments within the Fire Service Division, including boat operator, underwater diver, fire apparatus engineer, fire/arson investigator, fire prevention/inspector, hazardous materials, technical rescue and EMT/paramedic. 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, equipment and staffing required to properly respond to major disasters, the Department maintains formalized cooperative relationships with outside agencies and municipalities. The Department participates in automatic aid agreements with neighboring communities. These agreements 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. Additional activities of MABAS include joint purchasing across communities 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 11 officers assigned to MABAS teams, some serving in multiple roles: three boat operators, three divers, one technical rescue technician, three fire/arson investigators and one hazardous materials technician.

## Expenditure Summary:

The Public Safety Fire Service Division's Stub Year 2020 budget is \$400,932. 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
- *Other*: Professional Services

## 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 complicated or major incidents. State of Illinois and hospital system certification is required of all paramedics. Initial paramedic training and certification is a nine to 12-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. In addition, 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.

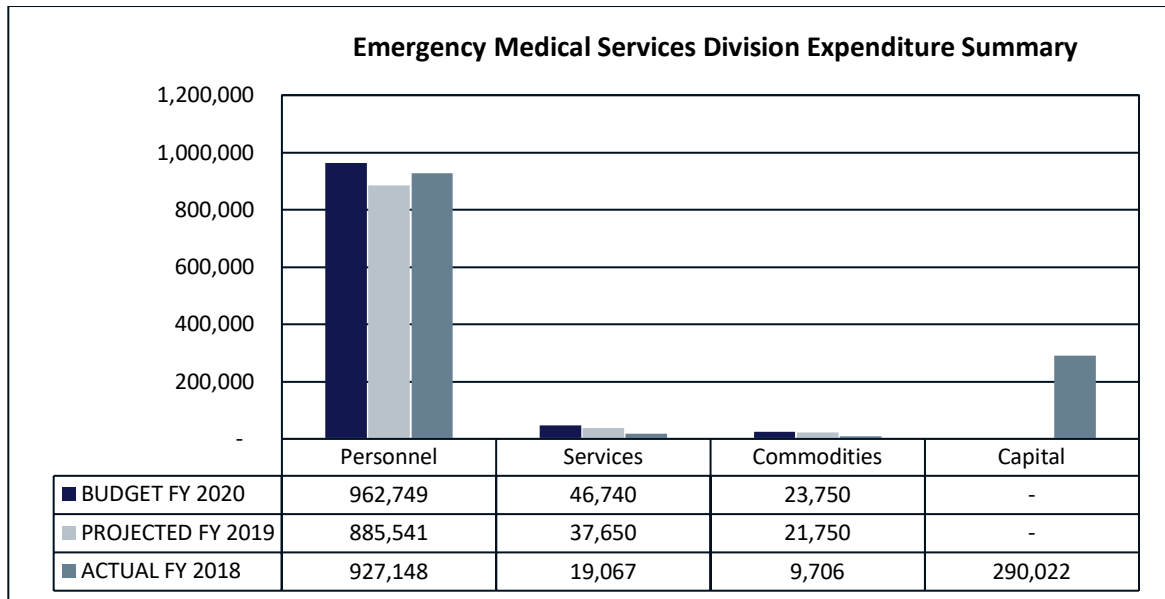
Furthering the Department's commitment to the NIPAS Emergency Services Team, the officer presently assigned to the team is also a certified EMT-B. In addition to regular NIPAS duties, the officer serves as a Tactical Emergency Medical Services EMT-B to assist with medical emergencies that arise during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

In Fiscal Year 2018, the Village placed into service a new front-line ambulance, A30 (pictured above). The replaced front-line ambulance was retained in the fleet and placed into reserve service, providing Public Safety staff a backup ambulance to use while the primary unit is out of service, or as a second ambulance if required and manpower allows (pictured to the right). This significantly enhances the Department's quality of service to residents.



## Expenditure Summary

The Public Safety EMS Service Division's Stub Year 2020 budget is \$118,624. 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 FISCAL YEAR 2020 ACCOMPLISHMENTS

1	Successfully transitioned from internal to contracted fire and life safety inspections with the Winnetka Fire Department Fire Inspection Bureau to include inspection, enforcement and prevention services, which achieved increased productivity and accountability.
2	Completed Phase I and initiated Phase II security upgrades to Village-owned as well as public spaces, utilizing IRMA excess surplus funds to reduce general fund expenditures.
3	Worked with the Village Manager's Office and the Public Safety Commission to maintain staffing levels and conducted testing processes for entry-level officers and lieutenant promotion eligibility lists. Two new officers were hired, and two were promoted to fill Lieutenant vacancies due to retirement.
4	Completed the police policy/procedure update and validation project through Lexipol and will complete similar process for fire policies in 2020.
5	Selected a vendor and negotiated contracts to implement an automated parking management and control system, coordinating with the Finance Department to maximize efficiencies related to improved technology. The project is anticipated to be completed in early summer 2020.
6	Increased the number of licensed paramedics on staff to ensure operational readiness, with two officers completing paramedic training in 2019.
7	Replaced the Public Safety Apparatus Bay's overhead doors and door openers. New technology and materials will increase safety and ensure operational functionality of the door system.

## STUB YEAR 2020 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	Complete Lexipol implementation and staff training to reinforce new standards for both police and fire policies on an ongoing basis, as well as prepare for Department reaccreditation in 2021.	Operational Effectiveness	Q4 2020
2	Increase the roster of certified paramedics to ensure adequate provision of emergency medical services. One officer will attend the Highland Park Hospital paramedic training program in 2020.	Organizational Development	Q3 2020
3	Finalize a Request for Proposals to renovate the kitchen area of the Public Safety facility.	Infrastructure Replacement	Q2 2020

4	Enhance fire training in partnership with the Winnetka Fire Department by utilizing the Winnetka fire training facility.	Operational Effectiveness, Organizational Development	On-Going
5	Fully implement the parking management system in all aspects by utilizing enhanced technology internally and externally. Coordinate functions with Finance Department staff to enhance payment and purchasing elements.	Operational Effectiveness, Infrastructure Replacement	Q2 2020





# PUBLIC SAFETY DEPARTMENT EXPENDITURES

Administration, Police Services, Fire Services,  
Paramedic Services Divisions  
*Stub Year 2020 Budget*

	Fiscal Year 2019 Budget	Fiscal Year 2019 Total Activity	Fiscal Year 2020 Budget	Current Year End Projections	Stub Year 2020 Final Budget
<b>AcctClass: 400 - Personnel</b>					
40105 - SALARIES	4,143,388	4,131,140	4,355,761	4,222,890	3,731,601
40110 - SALARIES - TEMPORARY	58,500	8,959	8,115	40,000	11,908
40115 - LONGEVITY PAY	94,153	101,611	96,201	96,201	97,425
40120 - PARAMEDIC PAY	32,000	38,571	36,000	36,000	38,000
40130 - INSURANCE OPT OUT	11,801	11,065	7,800	7,800	3,385
40140 - CLOTHING ALLOWANCE	26,962	29,299	27,660	27,660	27,216
40150 - SALARIES - RHS PAY	72,327	77,111	44,235	100,000	40,226
40190 - OTHER COMPENSATION	31,850	12,734	17,821	55,000	4,804
40205 - OVERTIME	740,919	456,848	748,741	748,741	447,325
40220 - SPECIAL DETAIL OVERTIME	42,960	24,760	-	25,000	12,639
40405 - EMPLOYEE BENEFITS	600,725	622,923	641,329	641,329	554,422
40425 - PUBLIC SAFETY BENEFITS ACT BENEFITS	38,420	30,702	19,191	19,191	15,670
40460 - SOCIAL SECURITY	26,339	28,148	27,762	27,762	25,352
40462 - TUITION REIMBURSEMENT	-	-	5,250	-	-
40465 - MEDICARE	71,580	65,597	72,667	72,667	59,814
40505 - ILLINOIS MUNICIPAL RETIREMENT FUND	51,825	50,931	42,927	42,927	44,757
40510 - POLICE PENSION CONTRIBUTION	1,793,151	1,793,151	1,838,060	1,838,060	2,199,634
40515 - FIRE PENSION CONTRIBUTION	44,200	46,838	44,200	48,540	45,000
<b>AcctClass: 400 - Personnel Total:</b>	<b>7,881,100</b>	<b>7,530,388</b>	<b>8,033,720</b>	<b>8,049,768</b>	<b>7,359,177</b>
<b>AcctClass: 500 - Contractual Services</b>					
50105 - BUILDING MAINTENANCE	16,300	9,160	11,800	8,000	8,000
50110 - EQUIPMENT REPAIR	16,750	6,054	16,900	11,000	-
50127 - EQUIPMENT MAINTENANCE	-	-	-	25,500	32,950
50205 - TECHNOLOGY HARDWARE MAINTENANCE	5,076	876	4,876	17,500	6,876
50220 - RADIO EQUIPMENT MAINTENANCE	75,314	53,867	66,500	41,400	75,200
50308 - PUBLIC SAFETY SERVICES	148,026	136,067	85,275	80,700	68,225
50325 - TELECOMMUNICATIONS/INTERNET SERVICE	5,200	269	-	-	3,300
50340 - ANIMAL CONTROL	8,500	2,473	8,500	5,000	7,500
50410 - CONTRACTUAL SERVICES	38,525	37,217	38,525	38,525	32,000
50440 - DISPATCH SERVICES	358,426	358,426	375,916	382,000	295,012
50505 - PROFESSIONAL SERVICES	30,000	38,090	70,000	65,000	55,000
50530 - PUBLIC EDUCATION	7,000	2,064	7,000	4,600	10,000
50705 - MEMBERSHIPS DUES	5,165	4,044	5,910	3,300	2,869
50805 - TRAINING	110,009	75,512	102,604	89,000	107,980
51105 - EMPLOYMENT EXPENSE	15,000	16,558	15,000	15,000	15,000
<b>AcctClass: 500 - Contractual Services Total:</b>	<b>839,291</b>	<b>740,677</b>	<b>808,806</b>	<b>786,525</b>	<b>719,912</b>
<b>AcctClass: 600 - Commodities</b>					
60115 - PARKING PROGRAM	8,750	6,348	8,250	7,250	22,000
60120 - SUPPLIES	50,700	38,776	59,490	50,000	84,050
60150 - EQUIPMENT	52,600	24,678	40,100	36,500	42,680
60170 - EMERGENCY OPERATIONS MANAGEMENT	13,600	10,465	7,700	3,500	6,900
60305 - INFORMATION TECHNOLOGY EQUIPMENT	29,263	14,749	18,491	15,400	20,791
60605 - FUEL	58,000	49,497	58,000	50,500	58,000
60606 - VEHICLE OPERATING EXPENSE	60,000	40,829	60,000	42,500	47,000
60780 - UNIFORMS	72,175	35,616	64,600	57,000	70,150
<b>AcctClass: 600 - Commodities Total:</b>	<b>345,088</b>	<b>220,959</b>	<b>316,631</b>	<b>262,650</b>	<b>351,571</b>
<b>AcctClass: 800 - Capital</b>					
80205 - CAPITAL EQUIPMENT	182,200	179,807	275,000	255,000	65,000
80405 - VEHICLES	92,000	87,633	52,000	45,000	110,000
<b>AcctClass: 800 - Capital Total:</b>	<b>274,200</b>	<b>267,440</b>	<b>327,000</b>	<b>300,000</b>	<b>175,000</b>
<b>Report Total:</b>	<b>9,339,679</b>	<b>8,759,464</b>	<b>9,486,157</b>	<b>9,398,943</b>	<b>8,605,660</b>



# 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 all community development and planning/zoning functions, as well as engineering. The Stub Year 2020 budget for the Public Works Department includes funds necessary to maintain routine expenditures in all operational divisions, including Sewers, Forestry, Municipal Buildings, Community Development, Municipal Garage and Streets and Street Lighting.

### 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
- Coordinates for the provision and maintenance of our Village's infrastructure through planning, design and construction of capital improvements
- Provides ongoing and regular staff support to the Village Manager's Office, Plan Commission, Zoning Commission and the Board of Trustees for the review and consideration of all planning and development proposals within the Village of Glencoe
- Administration of the Village Handyman Assistance Program

#### Sewer

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

#### Forestry

- Maintenance of the Village's approximately 10,000 public parkway trees
- Planting new and replacement trees in public parkways and other Village property
- Removal of dead or dying trees, including Dutch Elm and emerald ash borer infested trees; and
- 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 and Village Hall grounds
- Maintenance of the Temple Court parking lot
- Maintenance of Green Bay Road bus shelters

### **Parking and Traffic Control**

- Maintenance of Village-controlled traffic signals
- Maintenance and installation of street name and traffic control signs
- Maintenance and repair of the Metra train station building and parking areas

### **Community Development**

- Comprehensive oversight of all 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

### **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**

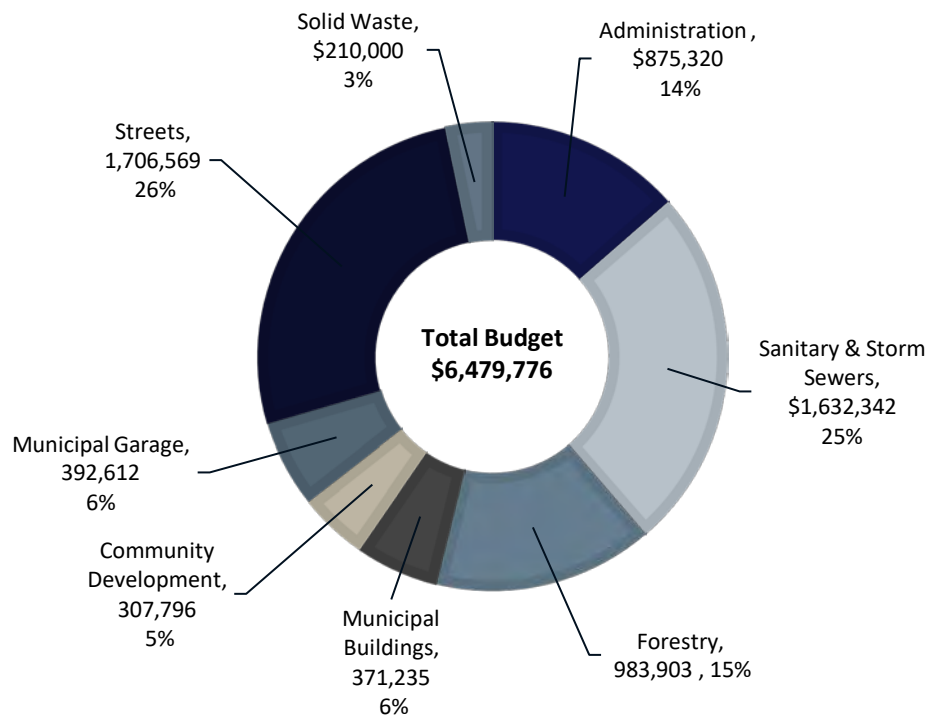
- Maintenance of streets, curbs, sidewalks and bridges
- Maintenance of all public right-of-way areas
- Administration and implementation of Department's Snow and Ice Control Program
- Maintenance of Green Bay Trail bicycle path
- Repairs and restoration of public parkways and other Village property
- Managing and maintaining other public right-of-way areas, including islands, medians and street ends
- Funds the energy costs for the ComEd street lighting for vehicle and pedestrian safety
- Maintains 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

### **Solid Waste**

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

## BUDGET EXPENDITURE SUMMARY

The Stub Year 2020 Budget includes \$6,479,776 in expenditures, which is \$103,732 more than Fiscal Year 2020. The slight increase is due to the reprioritization of capital projects, which are outlined below.



	Administration	Sanitary & Storm Sewer	Forestry	Municipal Buildings	Community Development	Municipal Garage	Streets	Solid Waste	Total	Approved FY 2020	% Change from Budget
Personnel	798,828	675,052	733,153	16,035	131,171	315,222	632,204	-	3,301,664	3,798,930	-13.1%
Services	71,542	92,290	166,300	147,400	175,975	60,290	162,850	210,000	1,086,647	1,221,094	-11.0%
Commodities	4,950	76,000	34,450	7,800	650	9,600	167,825	-	301,275	391,220	-23.0%
<b>Subtotal</b>	<b>875,320</b>	<b>843,342</b>	<b>933,903</b>	<b>171,235</b>	<b>307,796</b>	<b>385,112</b>	<b>962,879</b>	<b>210,000</b>	<b>4,689,586</b>	<b>5,411,244</b>	<b>-13.3%</b>
Capital	-	783,000	50,000	200,000	-	-	683,690	-	1,716,690	889,300	93.0%
Other	-	6,000	-	-	-	7,500	-	-	13,500	15,500	12.9%
Other Financing Use	-	-	-	-	-	-	60,000	-	60,000	60,000	0.0%
<b>Subtotal</b>	<b>-</b>	<b>789,000</b>	<b>50,000</b>	<b>200,000</b>	<b>-</b>	<b>7,500</b>	<b>743,690</b>	<b>-</b>	<b>1,790,190</b>	<b>964,800</b>	<b>85.6%</b>
<b>Grand Total</b>	<b>875,320</b>	<b>1,632,342</b>	<b>983,903</b>	<b>371,235</b>	<b>307,796</b>	<b>392,612</b>	<b>1,706,569</b>	<b>210,000</b>	<b>6,479,776</b>	<b>6,376,044</b>	<b>1.6%</b>

Highlighted requests in the Stub Year 2020 Budget include:

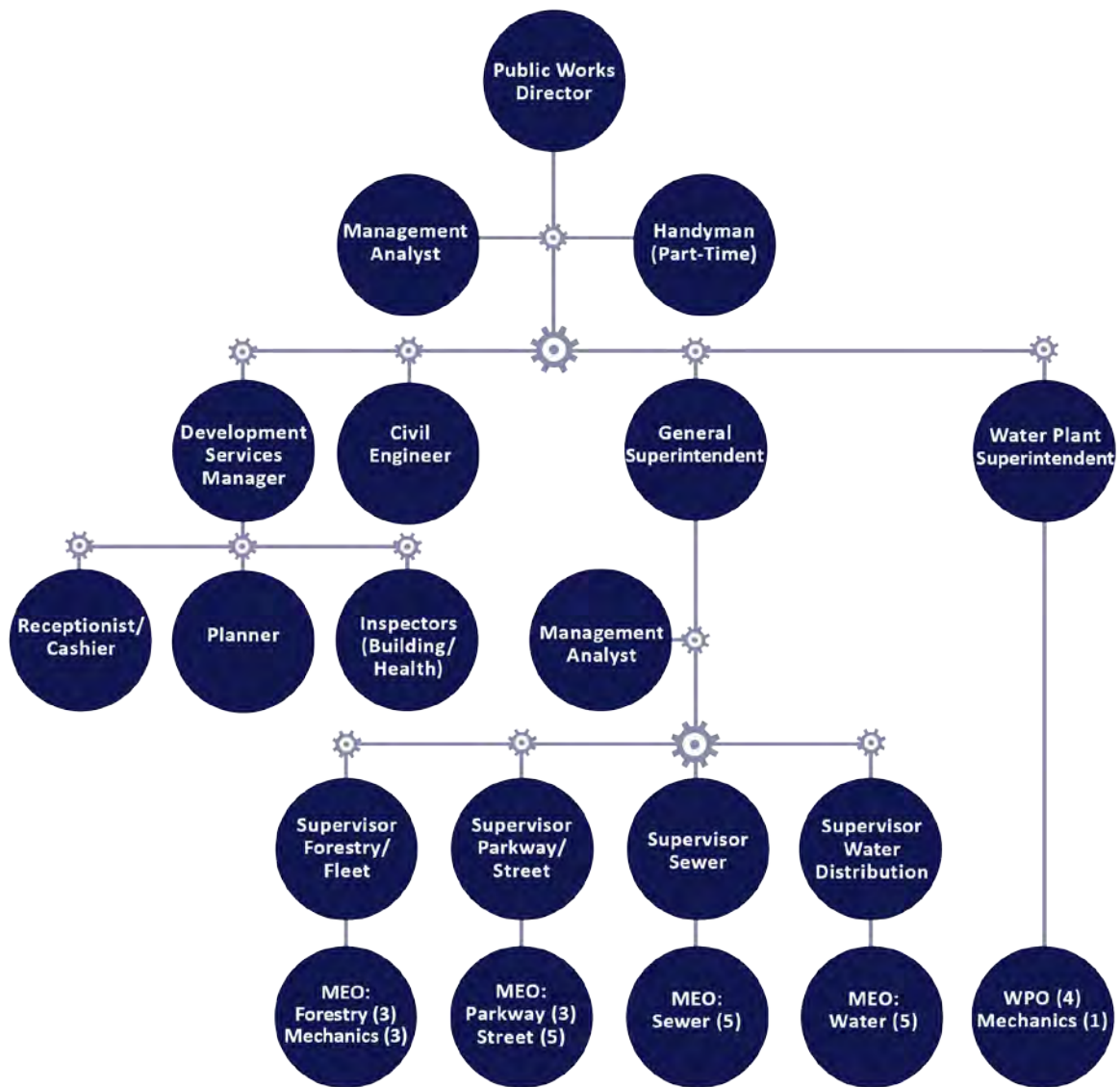
- **Plan Review and Inspection Services:** The budget includes funding to continue contractual services for plan review and building inspection services, as well as landscape architect services for residential and commercial building permits.
- **Equipment Replacement:** The budget includes funding for the replacement of two critical pieces of equipment: a skid steer loader and a sewer vac truck. Skid steers are used for a variety of operational support purposes across all department divisions, including pavement removal, material distribution and snow removal. Public Works utilizes the sewer vac truck for the maintenance cleaning of sewer manhole structures and pipes.
- **Contractual Tree Removal:** The budget includes funding for assistance with tree removal services on an as-needed basis. These funds provide support to Village crews during cyclic tree trimming activities. The Forestry Division will continue to focus efforts on the removal of dead and hazard trees, contracting for the preventative treatment of susceptible (ash and elm) trees in the right-of-way and managing the urban forest.
- **Parkway Tree Planting:** 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. The first nursery-grown liners (trees grown from bare root saplings) from the Village contractor's nursery will be planted in parkways in 2020.
- **Landscape Maintenance Services:** The proposed Stub Year 2020 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.

Other changes to the budget include:

- **Storm Sewer Drainage Improvements:** The Stub Year 2020 budget includes funding for an engineering survey and evaluation of the Park Avenue/South Avenue/Washington Avenue drainage basin.
- **Sanitary Sewer System Improvements:** The Sewer Division budget includes funds for ongoing Village sanitary sewer system improvements mandated by the Illinois Environmental Protection Agency (IEPA) and Metropolitan Water Reclamation District of Greater Chicago (MWRD).
- **Sidewalk Improvements:** Sidewalk improvements are planned to begin addressing sidewalk connectivity recommendations included in the Active Transportation Plan.
- **Safe Routes to Schools (SRTS) Infrastructure Improvements:** The Stub Year 2020 budget includes \$118,689 of SRTS grant funding for school intersection improvements and crosswalk upgrades identified in the Active Transportation Plan.
- **Facility Upgrades:** The budget also includes funding to complete technology and facility upgrades to the Village Hall Council Chambers that better accommodate public meetings and staff training events.
- **Commuter Parking Lot Lighting Improvements:** The Street Lighting Division budget includes a street lighting upgrades plan for the Village's commuter parking lots. Upgrades include new custom cast-aluminum street light poles and fixtures with LED lighting in both the southwest and southeast train station commuter parking lots.
- **Glencoe Water Plant/Beach Access Ramp Wall Repairs:** The access ramps from the east end of Park Avenue and Hazel Avenue down to the Glencoe Beach and the water plant are jointly used by the Glencoe Park District and water plant personnel. Funding for structural improvements and the replacement of a portion of the stone retaining wall along the ramp is included in the Streets Division budget.

## PERSONNEL RECOMMENDATIONS

There are currently 30 full-time employees in the Public Works Department General Fund budget (additional employees are included as part of the Water Fund budget). It is recommended that staffing levels be retained.



AUTHORIZED FULL-TIME POSITIONS	FY 2019	FY 2020	PROPOSED SY 2020
Public Works Director	1	1	1
General Superintendent	1	1	1
Management Analyst	1	1	2
Village Engineer	1	1	0
Civil Engineer	0	0	1
Community Development Administrator	1	1	0
Development Services Manager	0	0	1
Planner	0	0	1
Receptionist/Cashier	1	1	1
Office Coordinator	1	1	0
Administrative Assistant	1	1	0
Supervisor	3	3	3
Maintenance Equipment Operator	16	16	16
Mechanic	3	3	3
TOTAL FULL-TIME	30	30	30

## STRATEGIC PLAN RECOMMENDATIONS

The Stub Year 2020 Strategic Plan-related requests for the Public Works Department includes \$1,736,375 budgeted in the Community Investment Program for Tudor Court street and streetscape improvements. The proposed improvements are supported by a primary recommendation of the 2016 Downtown Plan to “consider ‘special environment’ streetscape treatments to enhance the primary retail core area and the special nature of the arts core emerging on Tudor Court.”

## COMMUNITY INVESTMENT PROGRAM RECOMMENDATIONS

The Stub Year 2020 Community Investment Program for the Public Works Department includes the following:

• Sanitary Sewer Rehabilitation – MWRD IICP Program	\$ 200,000
• Green Bay Trail Crossing Improvements	\$ 50,000
• Residential Sidewalk Replacement Program	\$ 100,000
• Safe Routes to Schools Crossing Improvements	\$ 118,690
• Village Hall Council Chamber Improvements	\$ 150,000
• Downtown Sidewalk Paver Restoration – Year 2	\$ 105,000
• Commuter Parking Lot Lighting Improvements	\$ 155,000
• Storm Water Drainage Improvements	\$ 150,000
• Sewer Vac All Truck	\$ 433,000
• Skid Steer Loader	\$ 65,000
• 2 ½ Ton Truck Equipment Upgrades	\$ 80,000
• Glencoe Water Plant/Beach Access Ramp Wall Repairs	\$ 60,000
• <u>Public Safety Kitchen Renovation<sup>1</sup></u>	<u>\$ 50,000</u>
<b>TOTAL:</b>	<b>\$ 1,716,690</b>

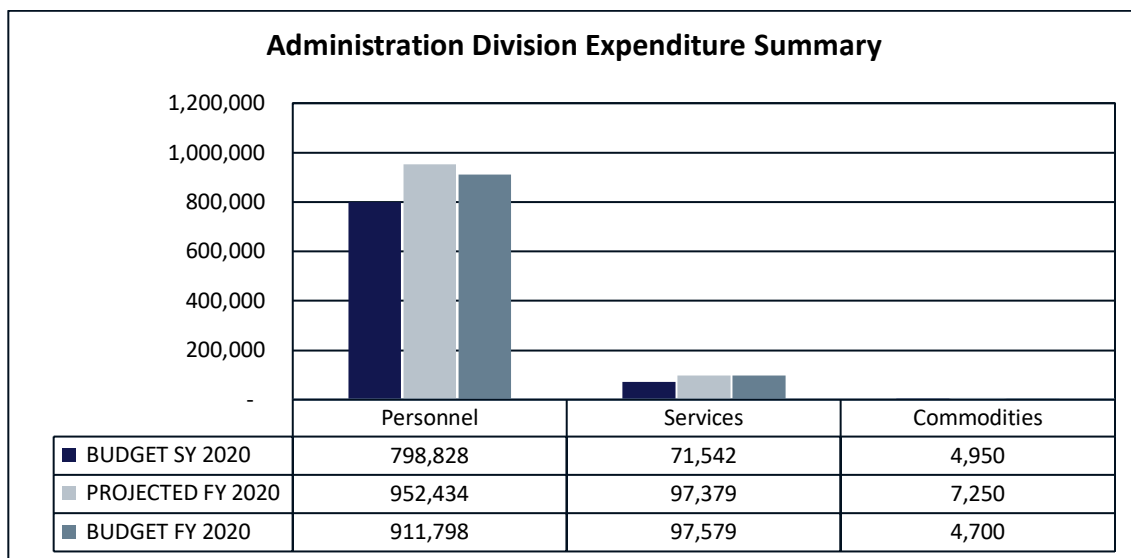
<sup>1</sup> The Public Works budget includes \$50,000 for the Public Safety Kitchen renovation. This was reallocated from the Fiscal Year 2020 Budget.

# DIVISION DETAIL

## ADMINISTRATION DIVISION

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

The Public Works Administration Division's Stub Year 2020 budget is \$875,320. Below is the breakdown 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

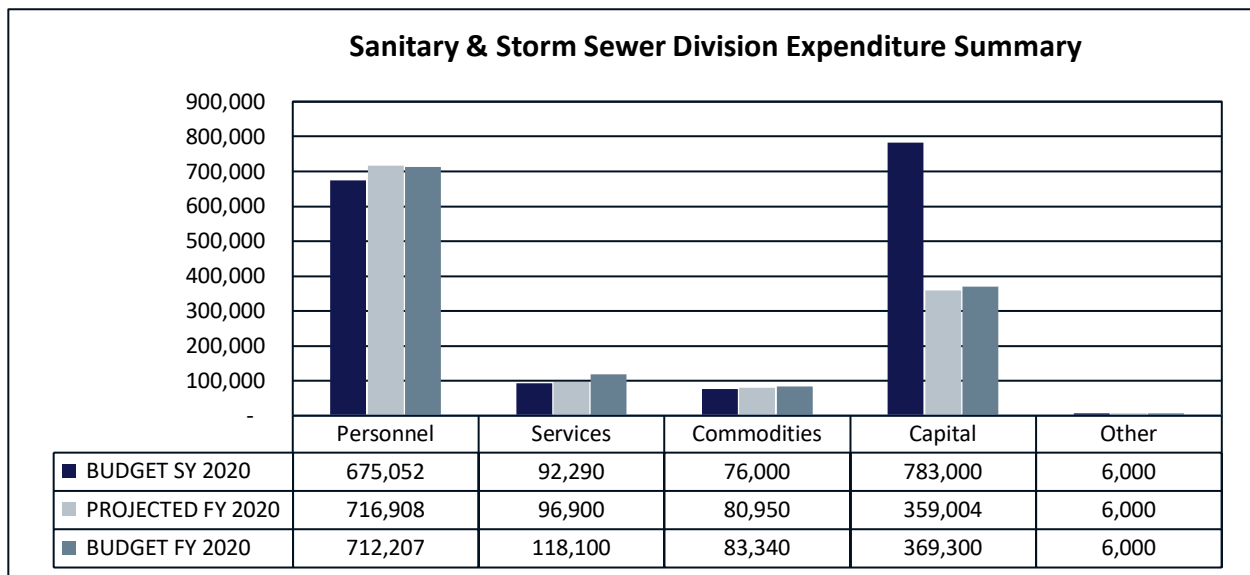


## SEWER DIVISION

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 Stub Year 2020 Budget is \$1,632,342. The increase in capital expenditures for Stub Year 2020 in the Sewer Division is primarily attributable to the replacement of the 2009 Sewer Vac All Truck.

Below is the review of expenditures for the Sewer Division.



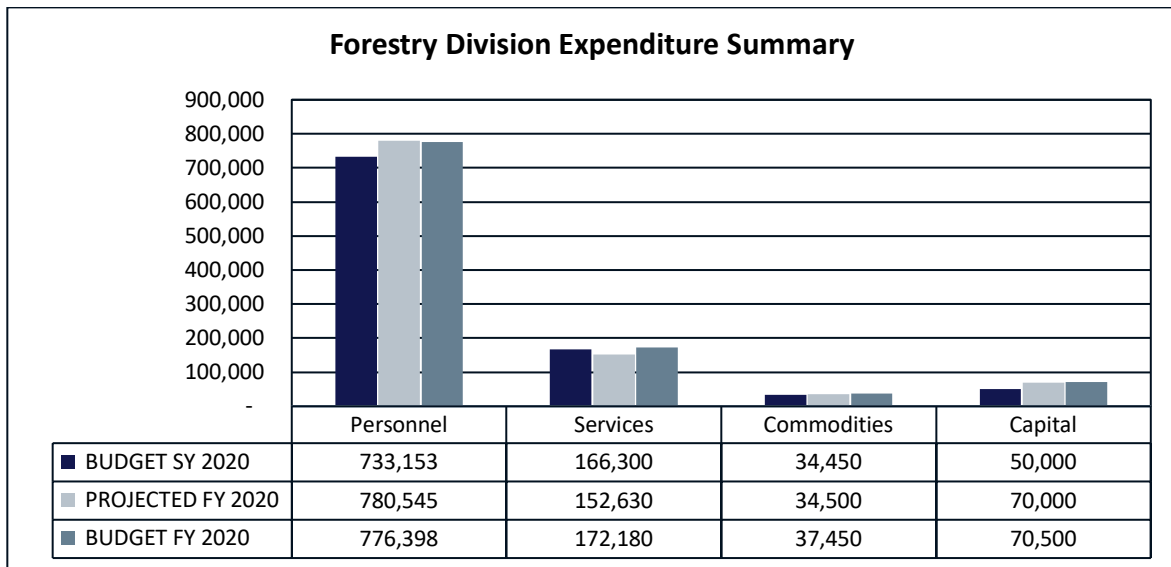
### Public Works Sewer Division Account Class Description:

- *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 also removes all dead and hazardous trees, such as Dutch elm disease- and emerald ash borer-infested trees.

The Public Works Forestry Division's Stub Year 2020 budget is \$983,903. Below is the review of expenditures for the Forestry Division.



### Public Works Forestry Division Account Class Description:

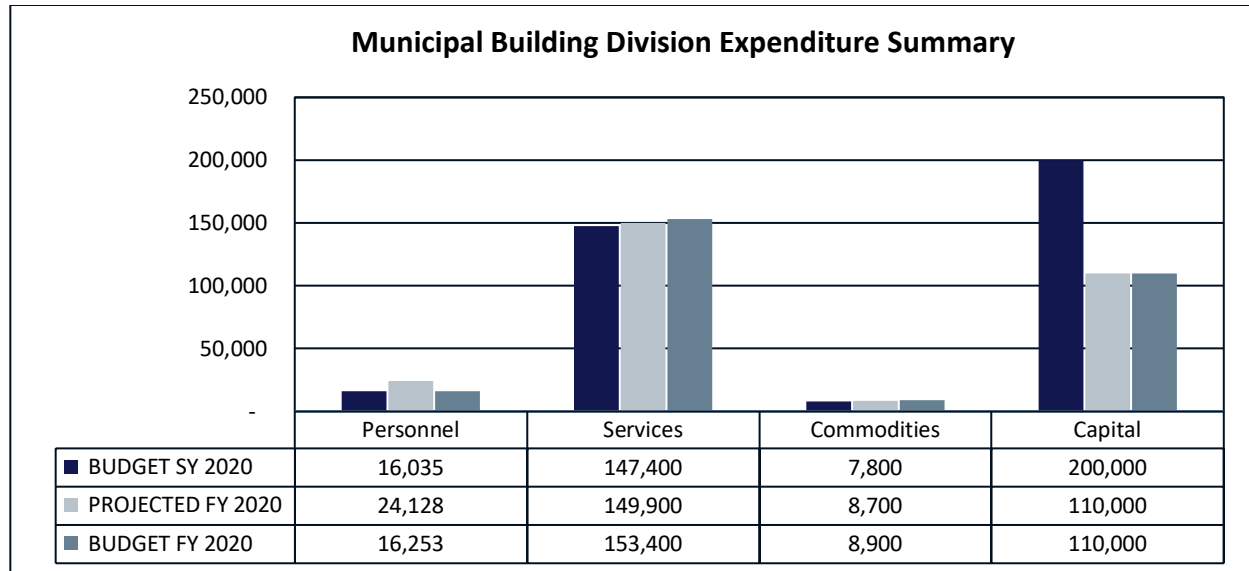
- *Personnel*: Salaries, employee benefits and pension costs
- *Services*: Maintenance and Repair, service fees, professional services and training cost
- *Commodities*: Vehicle operating expenses, equipment, uniforms, tool purchase and repair
- *Capital*: Building and grounds improvement and equipment

## 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 building. In addition to Administrative, Finance and Public Works office areas, the Village Hall houses the 24/7 Public Safety Department operations, as well as the Family Service of Glencoe administration office.

The Public Works Municipal Building Division's Stub Year 2020 budget is \$371,235. The increase in capital expenditures for the Municipal Building Division includes planned technology and facility upgrades to the Village Hall Council Chambers.

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



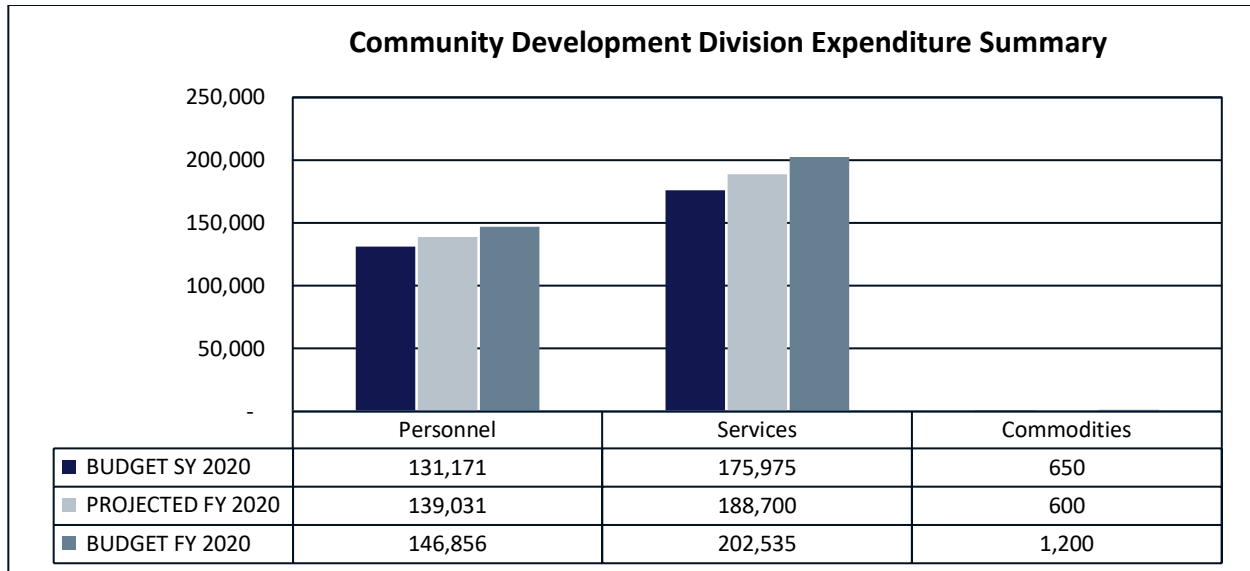
### Public Works Municipal Building Division Account Class Description:

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

## COMMUNITY DEVELOPMENT DIVISION

The Community Development Division 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. Division 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. Staff will expend significant outside resources during Stub Year 2020 on the final plat and engineering reviews for the proposed subdivision at 1801 Green Bay Road.

The Community Development Division's Stub Year 2020 budget is \$307,796. Below is the review of expenditures for the Community Development Division.



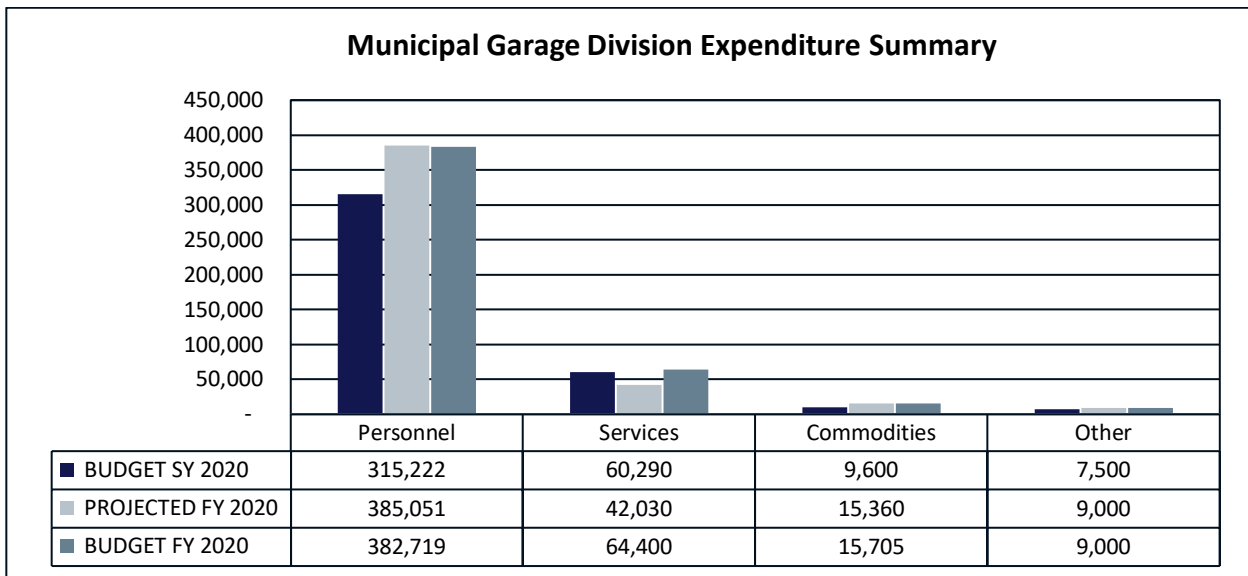
### Public Works Community Development Division Account Class Description:

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

## MUNICIPAL GARAGE DIVISION

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

The Municipal Garage Division's Stub Year 2020 budget is \$392,612. Below is the review of expenditures for the Municipal Garage Division.



### Public Works Municipal Garage Division Account Class Description:

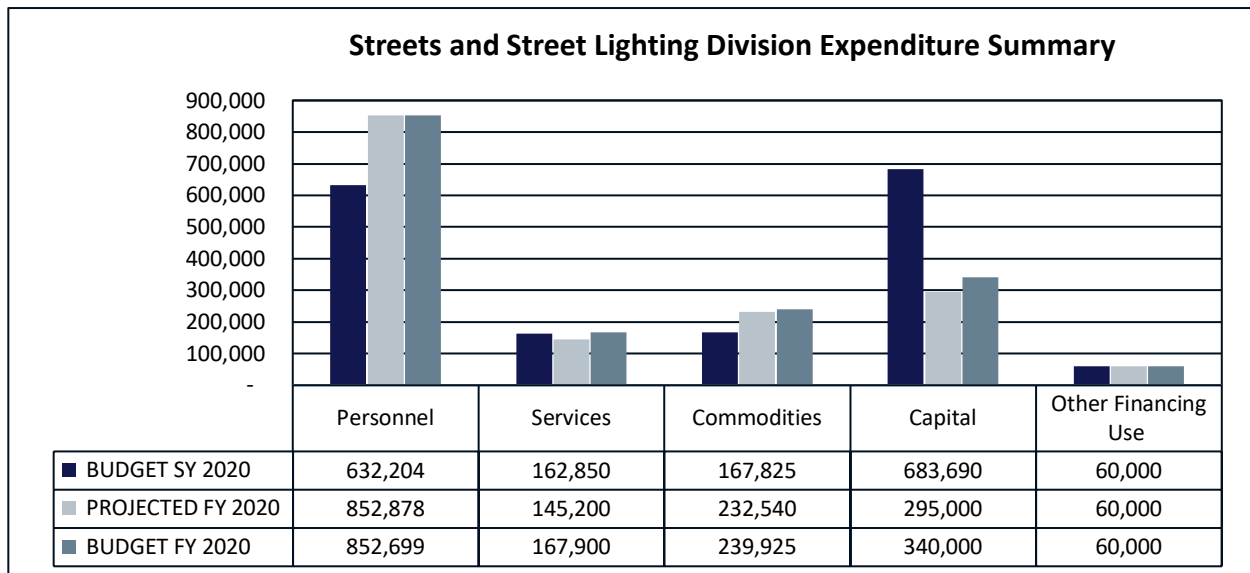
- *Personnel*: Salaries, employee benefits and pension cost
- *Services*: Maintenance and repair and training costs
- *Commodities*: Vehicle operating expense, equipment, uniforms, tool purchase and repair
- *Other*: Includes shared services expenses with the Glencoe Park District

## 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. This Division is also responsible for the maintenance and restoration of public right-of-way areas including islands, medians and street ends and for maintenance of all street lights in the Skokie Heights and Skokie Ridge subdivisions, the downtown business district and the train station commuter parking lots. This division also manages the installation and maintenance of the downtown holiday lighting and street light banners.

The Streets and Street Lighting Division's Stub Year 2020 budget is \$1,706,569. Also included in the division's budget is year two of a Road Program Reserve line item 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.



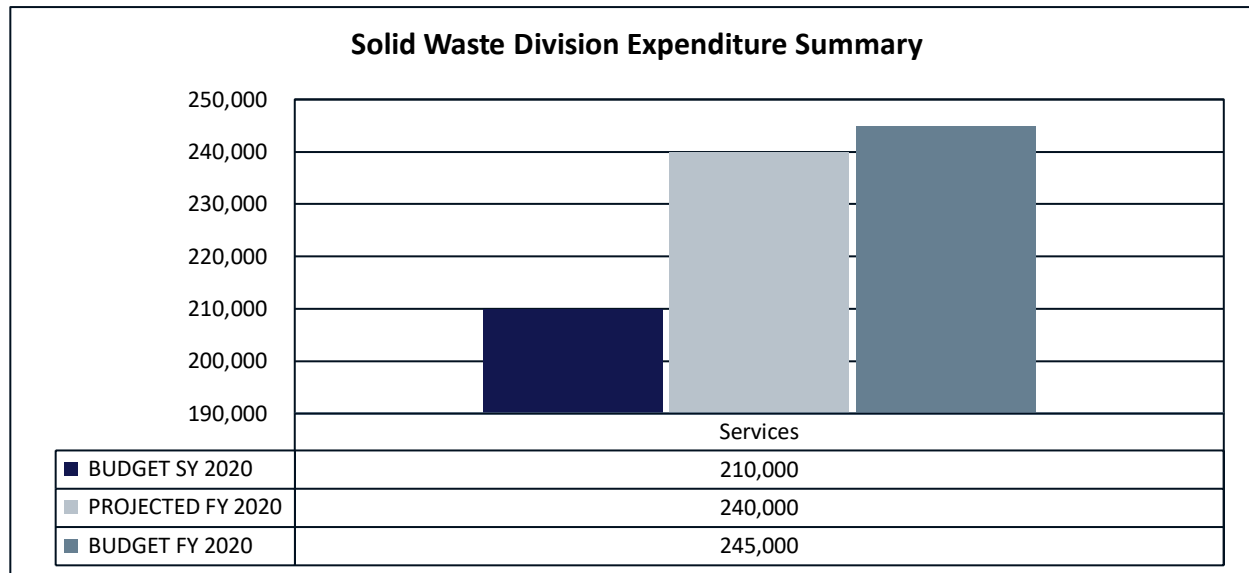
### Public Works Streets, Sidewalk, Bridge and Street Lighting Division Account Class Description:

- *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 street lights
- *Other Financing Use:* Transfer to the MFT fund

## SOLID WASTE DIVISION

The Public Works Solid Waste Division is responsible for recording the cost 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 Stub Year 2020 budget is \$210,000 which includes the cost of garbage disposal at the Solid Waste Collection Agency of Northern Cook County (SWANCC), leaf collection services and the twice-annual special collection service.



### Public Works Solid Waste Division Account Class Description:

- *Services:* Service fees

## MAJOR FISCAL YEAR 2020 ACCOMPLISHMENTS

1	In line with the Village's strategic priority of Infrastructure Replacement, the Public Works Department managed the Fiscal Year 2020 Community Investment Program. Projects included the following: Residential Sidewalk Replacement Program, sanitary sewer lining improvements and manhole rehabilitation, downtown brick paver restoration improvements and water main replacements on Euclid Avenue and Lincoln Drive.
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 support services.
3	Continued to monitor and manage the franchise agreement with Lakeshore Recycling Systems for the provision of residential garbage and recycling collection and other related services.
4	Continued development and maintenance of the Village's Geographic Information System.
5	Completed the procurement of a new janitorial services contract with Multisystem Management Company (MMC) for the Village Hall, Public Works Garage and train station.
6	Completed improvements to the Village Hall, including the replacement of three overhead garage doors to the Public Safety Apparatus Bay floor.

## STUB YEAR 2020 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	Complete second phase of an overall street light improvement and upgrade plan for the Commuter Parking Lots. The improvements include new cast aluminum street light poles with fixtures and LED lights.	Infrastructure Replacement Financial Sustainability	Q2 2020
2	Construct school crossing and sidewalk replacement projects using Safe Routes to Schools (SRTS) grant funding.	Infrastructure Replacement	Q3 2020
3	Complete the initial engineering investigation for sanitary sewer improvements in the second identified MWRD infiltration/inflow control program high-priority area.	Infrastructure Replacement	Q4 2020
4	Complete the proposed technology and facility upgrades to the Village Hall Council Chambers.	Operational Effectiveness, Infrastructure Replacement	Q4 2020
5	Complete an engineering evaluation of the Park Avenue/South Avenue/Washington Avenue storm water drainage basin.	Infrastructure Replacement	Q3 2020



<b>6</b>	Continue to monitor and manage the franchise agreement with Lakeshore Recycling Systems for the provision of garbage and recycling collection and other related services.	Operational Effectiveness	Ongoing 2020
<b>7</b>	Complete proposed improvements to mitigate conflicts between pedestrians and cyclists, fix tight turns that currently exist at Hazel Avenue and achieve Americans with Disabilities Act (ADA) compliance at the Green Bay Trail.	Infrastructure Replacement, Community Engagement	Q3 2020
<b>8</b>	Complete construction of the Tudor Court street and streetscape improvements.	Infrastructure Replacement, Community Engagement	Q3 2020
<b>9</b>	Complete Glencoe water plant/beach access ramp wall repairs.	Infrastructure Replacement	Q1 2020



# PUBLIC WORKS DEPARTMENT EXPENDITURES

Administration, Sanitary & Storm Sewers, Forestry, Municipal Buildings,  
Community Development, Municipal Garage, Streets, Solid Waste Divisions  
*Stub Year 2020 Budget*

	Fiscal Year 2019 Budget	Fiscal Year 2019 Total Activity	Fiscal Year 2020 Budget	Current Year End Projections	Stub Year 2020 Final Budget
<b>AcctClass: 400 - Personnel</b>					
40105 - SALARIES	2,342,114	2,320,398	2,414,904	2,390,034	2,082,122
40110 - SALARIES - TEMPORARY	192,500	156,247	176,093	176,093	159,711
40115 - LONGEVITY PAY	48,725	49,725	49,550	50,675	38,375
40130 - INSURANCE OPT OUT	3,934	-	-	2,770	6,769
40150 - SALARIES - RHS PAY	22,711	19,924	22,177	73,371	45,942
40190 - OTHER COMPENSATION	24,652	24,114	23,840	35,087	30,856
40205 - OVERTIME	119,585	249,032	116,644	126,655	96,372
40405 - EMPLOYEE BENEFITS	498,425	506,837	516,276	516,276	385,484
40415 - EMPLOYEE BENEFITS - ACA	25,424	10,927	46,982	46,300	20,013
40460 - SOCIAL SECURITY	151,966	164,539	152,816	153,816	142,395
40465 - MEDICARE	36,185	39,149	36,457	36,707	34,014
40505 - ILLINOIS MUNICIPAL RETIREMENT FUND	303,345	298,570	243,191	243,191	259,611
<b>AcctClass: 400 - Personnel Total:</b>	<b>3,769,566</b>	<b>3,839,462</b>	<b>3,798,930</b>	<b>3,850,975</b>	<b>3,301,664</b>
<b>AcctClass: 500 - Contractual Services</b>					
50105 - BUILDING MAINTENANCE	92,400	92,926	70,650	48,500	80,840
50121 - METRO DEPOT MAINTENANCE	12,000	4,206	12,000	12,000	11,000
50122 - DIESEL MOTORS REPAIR	1,000	-	1,000	-	1,000
50133 - BUSINESS DISTRICT R/M	-	-	4,000	4,000	4,000
50140 - SEWER MAINTENANCE	72,000	77,533	56,000	56,000	42,000
50146 - LIFT STATION R/M REPAIR & MAINTENANCE	15,500	19,494	44,500	25,000	35,020
50150 - GROUNDS MAINTENANCE	110,700	102,792	75,080	74,580	67,000
50152 - TRAFFIC SIGNAL R/M REPAIR & MAINTENANCE	11,500	9,856	12,000	12,000	12,000
50155 - TREE MAINTENANCE	30,400	28,595	40,400	35,000	40,400
50160 - TRAIN STATION WALK R/M	7,000	-	7,000	5,000	2,000
50170 - BRIDGE REPAIRS	9,000	2,132	9,000	2,000	20,000
50175 - TREE PLANTING	50,000	29,568	42,000	35,000	44,000
50220 - RADIO EQUIPMENT MAINTENANCE	3,000	-	1,500	-	1,000
50318 - UNIFORM SERVICE	10,800	10,239	10,100	9,550	8,250
50320 - INFORMATION TECHNOLOGY	5,400	4,923	5,600	5,500	6,600
50330 - COMMUNICATIONS	300	-	-	-	-
50350 - UTILITIES	1,700	1,505	1,700	1,700	1,420
50410 - CONTRACTUAL SERVICES	395,800	358,258	432,560	427,000	368,850
50420 - HVAC MAINTENANCE	32,000	25,023	25,100	24,900	22,800
50425 - STREET LIGHTING	90,300	99,987	109,100	100,000	99,600
50430 - LEAF COLLECTION SERVICES	60,000	79,844	60,000	60,000	60,000
50435 - DUMPING FEES	61,200	56,644	57,200	46,000	49,150
50505 - PROFESSIONAL SERVICES	123,627	104,793	127,279	114,279	93,842
50525 - MANAGEMENT SERVICES	18,000	21,992	-	-	-
50705 - MEMBERSHIPS DUES	1,600	1,148	1,600	1,030	1,400
50805 - TRAINING	16,475	14,224	15,725	13,700	14,475
<b>AcctClass: 500 - Contractual Services Total:</b>	<b>1,231,702</b>	<b>1,145,681</b>	<b>1,221,094</b>	<b>1,112,739</b>	<b>1,086,647</b>
<b>AcctClass: 600 - Commodities</b>					
60105 - MATERIALS	141,365	175,167	145,495	145,000	83,575
60120 - SUPPLIES	19,700	18,628	14,000	14,000	13,000
60150 - EQUIPMENT	83,402	75,287	81,565	79,390	71,825
60605 - FUEL	63,450	78,417	64,150	59,250	59,250
60606 - VEHICLE OPERATING EXPENSE	80,210	83,366	75,710	69,360	63,160
60705 - MISCELLANEOUS EXPENSE	2,000	4,185	1,000	4,300	2,000
60780 - UNIFORMS	9,475	10,162	9,300	8,600	8,465
<b>AcctClass: 600 - Commodities Total:</b>	<b>399,602</b>	<b>445,212</b>	<b>391,220</b>	<b>379,900</b>	<b>301,275</b>



# PUBLIC WORKS DEPARTMENT EXPENDITURES

Administration, Sanitary & Storm Sewers, Forestry, Municipal Buildings,  
Community Development, Municipal Garage, Streets, Solid Waste Divisions  
*Stub Year 2020 Budget*

	Fiscal Year 2019 Budget	Fiscal Year 2019 Total Activity	Fiscal Year 2020 Budget	Current Year End Projections	Stub Year 2020 Final Budget
<b>AcctClass: 800 - Capital</b>					
80105 - BUILDING IMPROVEMENTS	59,500	61,558	110,000	110,000	200,000
80115 - PUBLIC RIGHT OF WAY	55,800	15,335	70,000	70,000	-
80120 - BICYCLE PATH IMPROVEMENTS	-	2,000	-	-	50,000
80205 - CAPITAL EQUIPMENT	-	-	-	-	65,000
80405 - VEHICLES	109,500	92,634	79,300	59,004	513,000
80610 - SEWERS	-	-	325,000	325,000	350,000
80705 - STREETS	-	-	-	-	178,690
80715 - STREET LIGHTS	149,800	113,873	80,000	45,000	155,000
80805 - SIDEWALKS	75,000	75,000	225,000	225,000	205,000
82050 - VILLAGE GRANT PROGRAMS	4,000	2,000	6,000	6,000	6,000
83060 - SHARED SERVICES - GPD	12,000	6,606	9,500	9,000	7,500
<b>AcctClass: 800 - Capital Total:</b>	<b>465,600</b>	<b>369,006</b>	<b>904,800</b>	<b>849,004</b>	<b>1,730,190</b>
<b>AcctClass: 900 - Other Financing Use</b>					
90225 - TRANSFER TO ROAD PROGRAM RESERVE	-	-	60,000	60,000	60,000
<b>AcctClass: 900 - Other Financing Use Total:</b>	<b>-</b>	<b>-</b>	<b>60,000</b>	<b>60,000</b>	<b>60,000</b>
<b>Report Total:</b>	<b>5,866,470</b>	<b>5,799,362</b>	<b>6,376,044</b>	<b>6,252,618</b>	<b>6,479,776</b>



# GOLF FUND

## FUND OVERVIEW

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, information technology (IT) services and sustainability programs. The department's functions are divided into five 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 oversight of the Friends of the Glencoe Golf Club.

#### Buildings and Grounds

The Golf Course 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

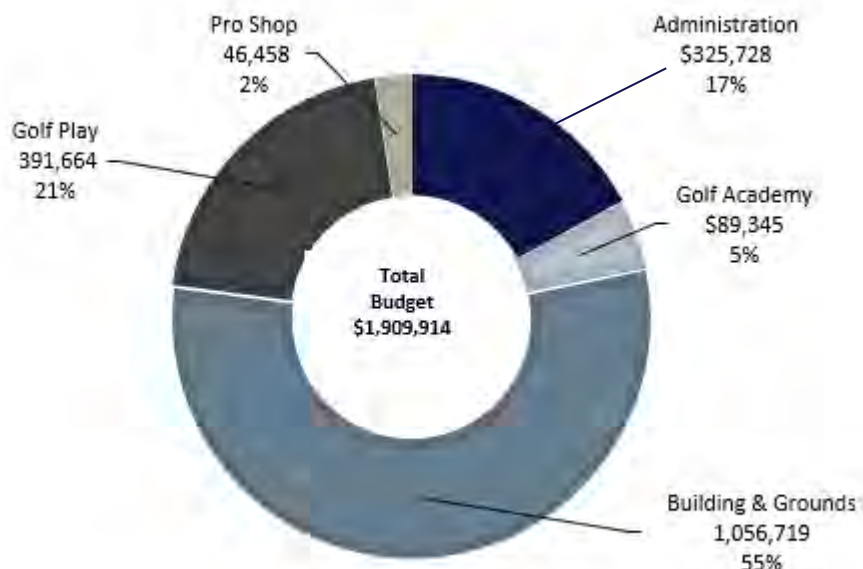
The Golf Play and Pro Shop division is responsible for the daily operations of the golf course that is focused on revenue generation, budget management, recruitment of seasonal staff, customer service, financial reporting, Academy management, restaurant contract management, Golf Advisory Board management 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 Glencoe Golf Club's proposed Stub Year 2020 budget request includes operating and capital expenses of \$1,909,914, which is an overall decrease of \$22,978 or 1.2% from Fiscal Year 2020 approved spending. Despite the decrease, it is expected that a significant operational improvement with the installation of a continuous cart path will take place in the coming year.



### STUB YEAR 2020 EXPENDITURES

	Administration Division	Golf Academy	Building & Grounds	Golf Play	Pro Shop	Total	Approved FY 2020	% Change from Budget
Personnel	173,391	-	469,072	288,961	-	931,424	1,001,884	-7.0%
Services	151,187	87,120	75,871	46,408	4,000	364,586	404,404	-9.8%
Commodities	750	2,225	115,105	8,450	42,458	168,988	167,618	0.8%
<b>Subtotal</b>	<b>325,328</b>	<b>89,345</b>	<b>660,048</b>	<b>343,819</b>	<b>46,458</b>	<b>1,464,998</b>	<b>1,573,905</b>	<b>-6.9%</b>
Capital	400	-	396,671	-	-	397,071	311,141	27.6%
Other Expense	-	-	-	47,845	-	47,845	47,845	0.0%
Other Financing Use	-	-	-	-	-	-	-	N/A
<b>Subtotal</b>	<b>400</b>	<b>-</b>	<b>396,671</b>	<b>47,845</b>	<b>-</b>	<b>444,916</b>	<b>358,986</b>	<b>23.9%</b>
<b>Grand Total</b>	<b>325,728</b>	<b>89,345</b>	<b>1,056,719</b>	<b>391,664</b>	<b>46,458</b>	<b>1,909,914</b>	<b>1,932,892</b>	<b>-1.2%</b>

Highlight requests from the Stub Year 2020 Budget include the following:

- **Full time staff:** In Fiscal Year 2020, the Assistant-in-Training position was vacant in the maintenance division. The Stub Year 2020 budget includes the salary for an Assistant Superintendent.
- **Seasonal staff:** Seasonal, hourly payroll is increasing in both the golf shop and maintenance divisions compared to Fiscal Year 2020 though it should be noted that the past season was particularly difficult and reduced play meant that hourly and seasonal staffing costs were significantly reduced. It is expected that the coming season will return to more typical staffing costs. In addition, the State of Illinois and Cook County-imposed minimum wage increases are putting pressure on hourly wages.
- **Capital Investment:** Capital investment through the upkeep, maintenance and improvement plan of \$397,071 reflects an increase of \$85,930 compared to Fiscal Year 2020. This increase is due to the installation of continuous cart paths.
- **Credit card fees:** These fees are budgeted to increase approximately \$6,000 compared to Fiscal Year 2020 actuals based on a projected increase in revenues.

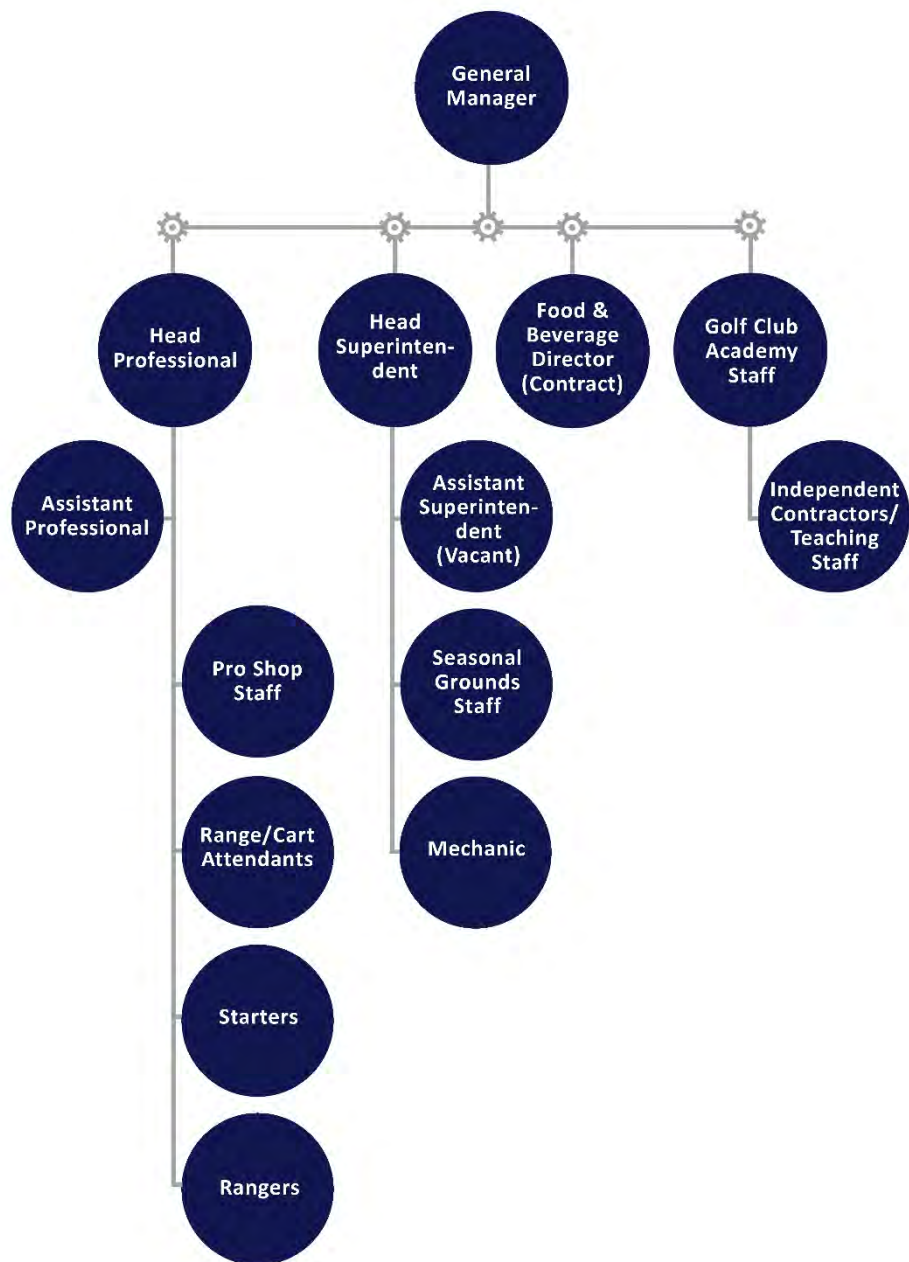
## PERSONNEL RECOMMENDATIONS

There are currently five active full-time employees at the Glencoe Golf Club; however, six are authorized. The Golf Club is currently recruiting for a full-time Assistant Superintendent and expect to fill the position in the coming year. Filling this vacant position is critically important as the Golf Club plans for future retirements.

The Glencoe Golf Club's hourly staffing varies seasonally, as determined by operational needs. In the peak of the season there are over 30 hourly seasonal positions between the maintenance department and the golf shop.

Overtime is permitted and assigned in the maintenance department for programmed use in completing budgeted capital projects. Since 2007, \$3 million has been reinvested back into the golf facility through annual capital plan (for upkeep, maintenance and improvement). Generally, this work has been completed by Golf Club staff, which has allowed the GGC to keep pace with the large-scale capital work at competitive courses at a significantly reduced cost. Overtime costs are considerably less than what would be charged by an outside contractor. The assignment of this overtime also helps the GGC retain skilled individuals who return annually due to the opportunity to earn overtime hours.

The chart on the next page illustrates authorized positions for Stub Year 2020.



AUTHORIZED FULL-TIME POSITIONS	FY 2019	FY 2020	Proposed SY 2020
General Manager	1	1	1
Superintendent	1	1	1
Assistant Superintendent	1	0	1
Assistant-in-Training	0	1	0
Head Golf Professional	1	1	1
Assistant Golf Shop Manager	1	1	1
Mechanic	1	1	1
<b>TOTAL FULL-TIME</b>	<b>6</b>	<b>6</b>	<b>6</b>



## STRATEGIC PLAN RECOMMENDATIONS

The Village's Strategic Plan highlights the replacement of the GGC Clubhouse as an initiative set. In light of this, the GGC has continued to work on the long-term plan for a replacement of the clubhouse. In 2019, the **Friends of Glencoe Golf Club**, a 501(c)(3) organization, was created to provide a fundraising entity to begin to raise resources to offset the cost of this project. This effort has included the engagement of a professional fundraising organization to provide necessary guidance and support for this effort. As reflected in the Strategic Plan Recommendations below, \$15,300 has been budgeted for Stub Year 2020 for this professional fundraiser, with additional expenditures anticipated in our current fiscal year. This work is part of the Village's strategic priorities of **Financial Sustainability**, **Infrastructure Replacement** and **Operational Effectiveness**.

The Stub Year 2020 Strategic Plan related requests that are included as a portion of the annual capital expense plan for the Glencoe Golf Club include the following:

• Contract with Professional Fundraiser		<u>\$15,300</u>
	<b>TOTAL:</b>	<b>\$15,300</b>

## COMMUNITY INVESTMENT PROGRAM RECOMMENDATIONS

The Community Investment Program for the Golf Club includes the following:

• Continuous Cart Path Project including GPS system on power carts		<u>\$185,000</u>
	<b>TOTAL:</b>	<b>\$185,000</b>

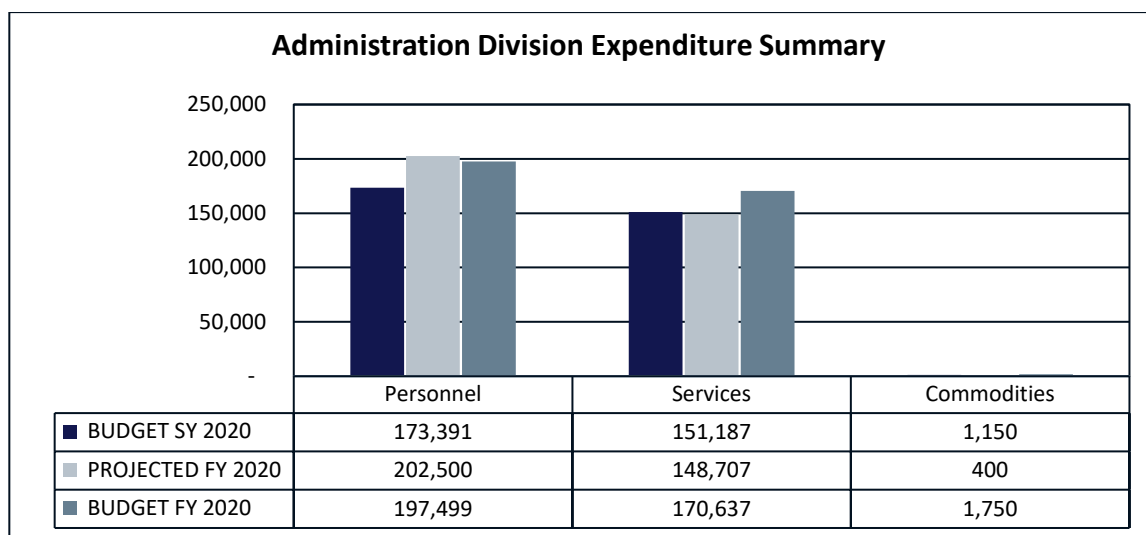
# DIVISION DETAIL

## GOLF CLUB ADMINISTRATION DIVISION

This Division coordinates activities amongst all operating divisions, including development of the Golf Club Annual Budget, 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 and oversight of the Friends of the Glencoe Golf Club.

### Expenditure Summary:

The Administration Division Stub Year 2020 budget is \$325,728. Below is the review of expenditures for this Division. Total expenditures for this Division are projected to be under budget for the fiscal year.



### Administration Division Account Class Description:

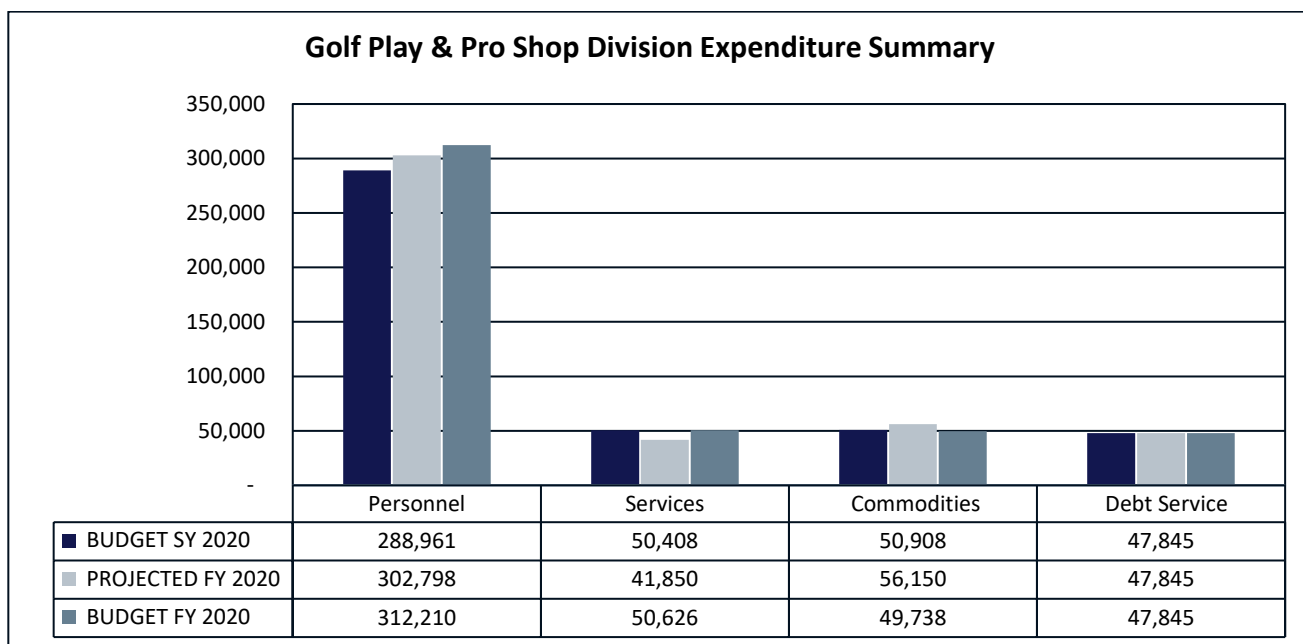
- *Personnel*: Salaries, Employee Benefits and Pension Cost
- *Services*: Professional Services, Communications, Legal Counsel and Training
- *Commodities*: Information Technology and Miscellaneous Expense

## GOLF PLAY AND PRO SHOP DIVISION

The Golf Play and Pro Shop Division of the GGC 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 Stub Year 2020 budget is \$438,122. Below is the review of expenditures for this Division. Total expenditures for this Division are projected to be under budget for the fiscal year.



#### Golf Play and Pro Shop Division Account Class Description:

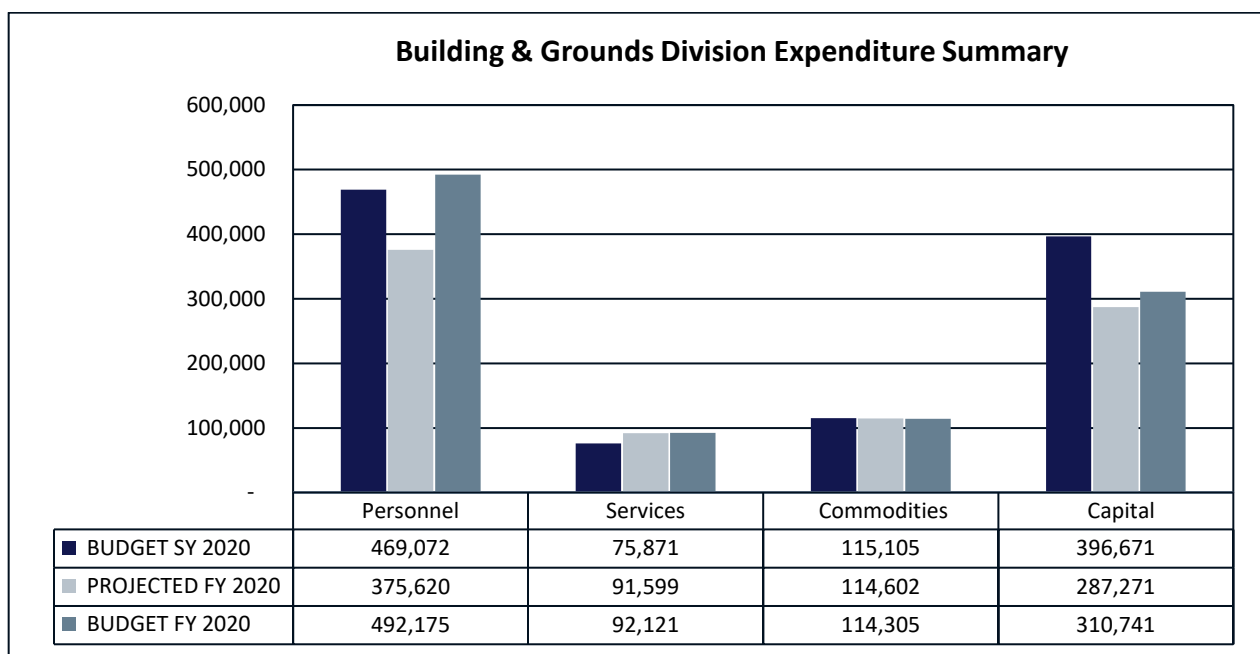
- *Personnel*: Salaries, Employee Benefits and Pension Cost
- *Services*: Contractual Services
- *Commodities*: Supplies and Merchandise
- *Debt Service*: Lease Payment

## GOLF COURSE BUILDINGS AND GROUNDS

The Golf Course 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 and improvement plan.

### Expenditure Summary:

The Golf Buildings and Grounds Division Stub Year 2020 budget is \$1,056,719. Below is the review of expenditures for this Division. Total expenditures for this Division are projected to be under budget for the fiscal year.



#### Buildings and Grounds Division Account Class Description:

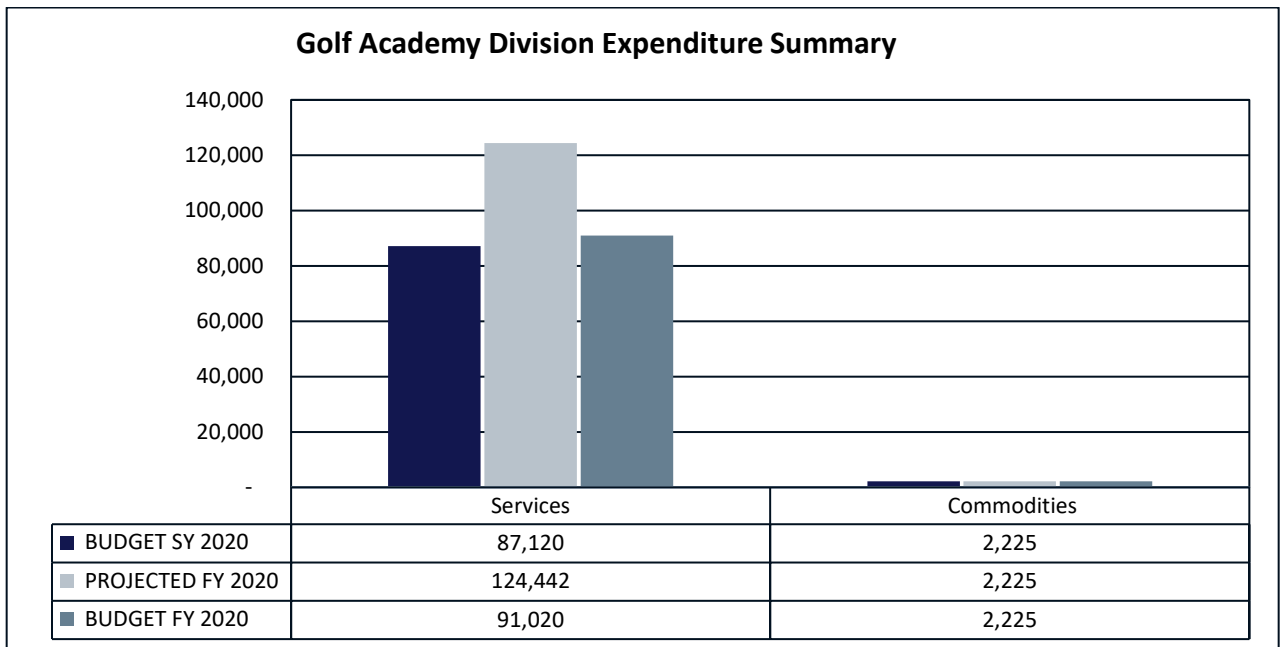
- *Personnel*: Salaries, Employee Benefits and Pension Cost
- *Services*: Building Maintenance, Forestry and Landscaping, Contractual Services and Membership Dues
- *Commodities*: Supplies, Equipment, Fuel and Uniforms
- *Capital*: Building Improvements and Golf Course Improvements

## GLENCOE GOLF ACADEMY DIVISION

The Golf Academy division 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 design, marketing, and implementation of the summer junior golf camps which run from June-August. These junior golf programs are vital to develop young golfers with the goal of building customers for life.

### Expenditure Summary:

The Golf Academy Division Stub Year 2020 budget is \$89,345. Below is the review of expenditures for this division. Total expenditures for this Division are projected to be over budget for the fiscal year.



### Golf Academy Division Account Class Description:

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

## MAJOR FISCAL YEAR 2020 ACCOMPLISHMENTS

<b>1</b>	Facilitated junior summer camps with record-breaking participation of over 130 participants.
<b>2</b>	Planned, managed, and executed the “Tri-Club Shootout” event as part of the Village’s Sesquicentennial Celebration. The event had over 90 players that enjoyed 9-hole rounds at each golf course located in Glencoe.
<b>3</b>	Completed major golf course capital projects including the #4 green expansion project and #9 tee renovation project.
<b>4</b>	Despite experiencing record precipitation levels and below average temperatures, the golf course projects and net operating income of over \$250,000.
<b>5</b>	Private and group lessons broke previous revenue numbers and generated over \$180,000.
<b>6</b>	Practice range revenue was above budgeted levels and also exceeded previous years.
<b>7</b>	The weekend permanent tee time program had its most profitable year with \$250,000 in revenue, an increase of almost \$16,000 from 2018.
<b>8</b>	Merchandise sales beat budgeted revenue sales driven by an increase in special orders and club fitting revenue.
<b>9</b>	The Wednesday evening golf league increased its membership by almost 25% adding another 500 rounds to a typically slow time slot.
<b>10</b>	The annual <i>Play for Pink</i> event raised over \$5,000 that was donated to breast cancer research.
<b>11</b>	Maintained and managed all pond water levels and fluctuation throughout major rain events thus minimizing pond bank erosion and golf course closure time.
<b>12</b>	Integrated a monarch butterfly hatchery and released over 20 butterflies.
<b>13</b>	Repaired, rebuilt, or constructed new drainage pipes on 14 different holes.
<b>14</b>	The Par 3 Shootout event had over 50 participants and raised over \$1,000 to be donated to the Maryville Academy golf program.

## STUB YEAR 2020 DEPARTMENT WORK PLAN

1	Recruit, organize and engage Friends of the Glencoe Golf Club Board.
2	Initiate fundraising activities for Friends of the Glencoe Golf Club.
3	Integrate bee houses as an enhancement to the pollinator zone in conjunction with Audubon International's sustainability standards.
4	Achieve recertification through Audubon International's 3-year backup documentation case study requirements.
5	Install continuous cart paths on five of the most problematic low spots on the golf course.
6	Complete bunker renovation on holes #2, #4 and greenside #5.
7	Complete extensive drainage improvement work on holes #9, #10, #17 and #18.
8	Install new sprinkler heads around five greens utilizing sustainable Rainbird products, which are designed to minimize water consumption.
9	Plant and maintain a "green nursery" to provide bent grass for use with capital projects on the course.
10	Install GPS system on power carts; improve pace of play, monitor payroll expenses and increase golfer satisfaction level.



# GOLF CLUB EXPENDITURES

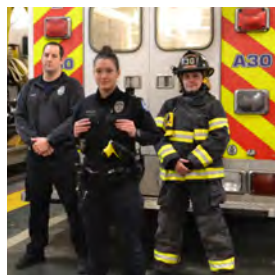
Administration Division  
Stub Year 2020 Budget

	Fiscal Year 2019 Budget	Fiscal Year 2019 Total Activity	Fiscal Year 2020 Budget	Current Year End Projections	Stub Year 2020 Final Budget
<b>AcctClass: 400 - Personnel</b>					
40105 - SALARIES	414,324	417,808	467,014	437,036	411,660
40110 - SALARIES - TEMPORARY	283,663	202,903	264,614	187,000	268,026
40115 - LONGEVITY PAY	6,451	6,375	6,250	6,250	6,625
40150 - SALARIES - RHS PAY	7,277	7,277	7,277	7,786	7,846
40190 - OTHER COMPENSATION	-	5,949	-	5,000	3,600
40205 - OVERTIME	-	356	-	600	-
40405 - EMPLOYEE BENEFITS	102,950	95,095	118,208	118,208	96,797
40460 - SOCIAL SECURITY	42,513	36,795	44,736	44,736	42,674
40465 - MEDICARE	10,168	8,886	10,650	10,649	9,943
40505 - ILLINOIS MUNICIPAL RETIREMENT FUND	75,379	63,471	63,652	63,653	69,071
40705 - UNEMPLOYMENT INSURANCE	22,930	18,444	19,482	-	15,182
<b>AcctClass: 400 - Personnel Total:</b>	<b>965,655</b>	<b>863,358</b>	<b>1,001,884</b>	<b>880,918</b>	<b>931,424</b>
<b>AcctClass: 500 - Contractual Services</b>					
50105 - BUILDING MAINTENANCE	2,700	557	1,950	1,950	-
50110 - EQUIPMENT REPAIR	19,000	13,021	17,000	17,000	12,500
50126 - IRRIGATION SYSTEM R/M	2,000	2,892	2,000	2,000	2,000
50215 - COMPUTER SOFTWARE MAINTENANCE	9,783	8,951	10,395	10,395	7,385
50305 - BANKING FEES	2,638	2,515	2,833	2,833	2,363
50310 - CREDIT CARD FEES	38,735	37,757	39,826	32,000	39,558
50315 - POSTAGE	300	261	300	300	300
50325 - TELECOMMUNICATIONS/INTERNET SERVICE	14,760	13,858	14,760	14,760	12,300
50330 - COMMUNICATIONS	24,970	22,128	24,760	25,000	21,550
50340 - ANIMAL CONTROL	7,229	6,513	7,100	6,500	6,900
50350 - UTILITIES	57,380	42,926	50,093	50,093	41,493
50375 - FORESTRY AND LANDSCAPING	2,500	2,077	2,500	2,500	2,500
50380 - FOREST PRESERVE ANNUAL FEE	64,000	65,830	64,000	65,830	62,500
50410 - CONTRACTUAL SERVICES	73,953	116,649	79,753	112,000	75,703
50460 - GOLF CLINIC SERVICES	21,000	19,467	21,000	21,422	21,000
50461 - CDGA SERVICES	1,400	880	3,500	3,500	4,000
50470 - LEASE PAYMENT	600	-	600	681	800
50505 - PROFESSIONAL SERVICES	600	402	609	609	609
50525 - MANAGEMENT SERVICES	20,000	-	20,000	-	20,000
50630 - LEGAL COUNSEL - OTHER	11,000	4,346	11,000	7,000	5,000
50705 - MEMBERSHIPS DUES	2,125	1,630	2,125	1,925	1,925
50805 - TRAINING	6,737	4,349	6,300	6,300	4,200
51316 - EVENT EXPENSE	-	-	-	-	-
51505 - PROPERTY & CASUALTY INSURANCE	21,860	26,778	22,000	22,000	20,000
<b>AcctClass: 500 - Contractual Services Total:</b>	<b>405,270</b>	<b>393,786</b>	<b>404,404</b>	<b>406,598</b>	<b>364,586</b>
<b>AcctClass: 600 - Commodities</b>					
60120 - SUPPLIES	16,450	17,364	15,175	17,725	16,475
60150 - EQUIPMENT	1,250	1,256	1,600	1,500	800
60305 - INFORMATION TECHNOLOGY EQUIPMENT	750	373	750	300	750
60605 - FUEL	12,400	11,405	11,900	11,900	11,900
60705 - MISCELLANEOUS EXPENSE	1,000	2,754	600	100	-
60730 - GOLF COURSE FERTILIZER	80,000	81,432	80,000	80,000	80,000
60735 - SAND & TOP DRESSING	4,500	1,709	3,600	2,702	4,000
60740 - MISC. RANGE BALLS & SUPPLIES	5,545	5,917	5,550	4,700	5,200
60742 - RENTAL - GOLF CLUB SETS	-	215	-	-	-
60745 - GOLF COURSE SEED & SOD	1,500	2,450	1,500	800	1,500
60750 - COST OF GOODS SOLD - FOOD SUPPLIES	198	-	296	300	198
60760 - COST OF GOODS SOLD - GOLF BALLS	13,464	12,459	13,464	13,000	13,497
60765 - COST OF GOODS SOLD - MERCHANDISE	19,800	17,033	17,721	23,000	19,305
60770 - COST OF GOODS SOLD - CLOTHING	7,656	12,392	7,458	9,500	7,458
60780 - UNIFORMS	7,905	7,633	8,004	7,850	7,905
<b>AcctClass: 600 - Commodities Total:</b>	<b>172,417</b>	<b>174,391</b>	<b>167,618</b>	<b>173,377</b>	<b>168,988</b>



	Fiscal Year 2019 Budget	Fiscal Year 2019 Total Activity	Fiscal Year 2020 Budget	Current Year End Projections	Stub Year 2020 Final Budget
<b>AcctClass: 700 - Debt Service</b>					
70120 - LEASE PAYMENT	47,845	47,845	47,845	47,845	47,845
<b>AcctClass: 700 - Debt Service Total:</b>	<b>47,845</b>	<b>47,845</b>	<b>47,845</b>	<b>47,845</b>	<b>47,845</b>
<b>AcctClass: 800 - Capital</b>					
80105 - BUILDING IMPROVEMENTS	71,500	1,275	57,500	66,000	21,150
80106 - GOLF COURSE IMPROVEMENTS	63,600	71,225	62,720	30,000	211,500
80107 - GOLF COURSE CAPITAL LABOR	84,000	104,928	90,000	95,000	90,000
80108 - GOLF COURSE CAPITAL BENEFIT EXPENSE	16,674	20,570	21,771	21,771	21,771
80109 - GOLF COURSE CAPITAL OVERTIME	-	-	-	-	-
80110 - FORESTRY & LANDSCAPING	29,000	21,638	21,000	22,500	16,000
80205 - CAPITAL EQUIPMENT	59,500	57,164	57,750	52,000	36,250
81105 - ASSET ACQUISITION BLDG & IMPROVEMENTS	-	(30,227)	-	-	-
81106 - ASSET ACQ. - GOLF COURSE IMPROVEMENTS	-	(196,966)	-	-	-
81205 - ASSET ACQUISITION EQUIPMENT	-	(38,015)	-	-	-
83020 - MISCELLANEOUS REFUNDS	-	-	400	-	400
<b>AcctClass: 800 - Capital Total:</b>	<b>324,274</b>	<b>11,592</b>	<b>311,141</b>	<b>287,271</b>	<b>397,071</b>
<b>AcctClass: 900 - Other Financing Use</b>					
90205 - TRANSFER TO GENERAL FUND	-	44,068	-	-	-
90405 - DEPRECIATION	-	148,493	-	-	-
<b>AcctClass: 900 - Other Financing Use Total:</b>	<b>-</b>	<b>192,562</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Report Total:</b>	<b>1,915,462</b>	<b>1,683,535</b>	<b>1,932,892</b>	<b>1,796,009</b>	<b>1,909,914</b>

# WATER FUND BUDGET DETAIL





# WATER FUND

## FUND OVERVIEW

The Water Fund is an enterprise fund that provides resources for the operation and maintenance of the Village's water production and distribution 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 water main, valves and fire hydrants. 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. The water main replacement improvements recommended and included this year were included in the 2016 Water Distribution System Plan.

As a Village enterprise fund, with revenue generated primarily through water sales, the Water Fund provides the financial resources for maintenance and operation of the Village's water production and distribution systems. This system begins with an intake pipe at the Glencoe shoreline that extends 3,300 feet into Lake Michigan. Water is taken in and processed at Village's water treatment plant (located on Glencoe Beach) 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 water plant was originally constructed in 1928 and has been expanded and maintained diligently and thoughtfully for the last 91 years. A complex system 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 each year in 2018.

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 at the water plant and is monitored by various State agencies on monthly, quarterly and annual bases. 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 totaling over \$25 million. This plan is being used for planning purposes for water distribution system improvements. The plan also includes a recommendation for the relocation of the elevated tank to a location east of the Skokie Lagoons.

In light of the significant 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 the Fiscal Year 2019 and Fiscal Year 2020 Budgets. An 8% increase in water rates has been included in the Stub Year 2020 budget in accordance with recommendations made in the rate analysis.

## **DIVISION FUNCTIONS**

### **Water Distribution**

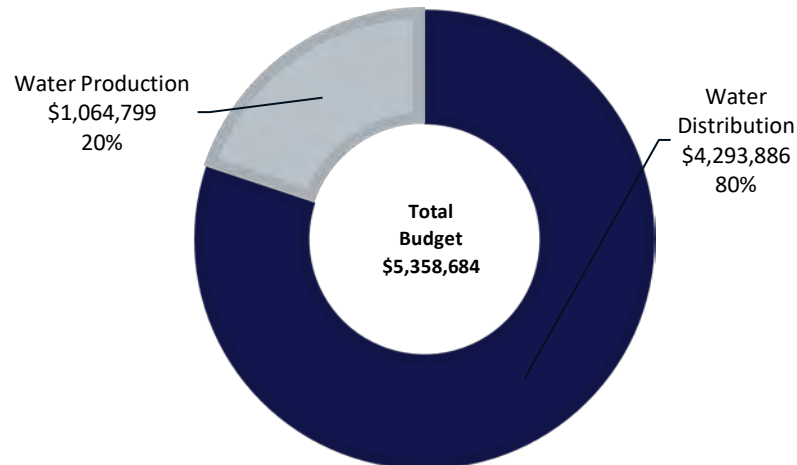
- Regular and emergency maintenance for 58 miles of water main
- Maintenance of 505 fire hydrants
- Installation and maintenance of 3,060 residential and commercial water meters
- Water meter reading services
- Water main replacement and other capital improvement projects

### **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 Stub Year 2020 Budget includes \$5,358,684 in expenditures in the Water Fund, which is \$2,362,278 or 78.8% more than last year.



	Water Distribution	Water Production	Total	Approved FY 2020	% Change from Budget
Personnel	556,026	659,989	1,216,014	1,381,604	-12.0%
Services	140,925	247,510	388,435	368,987	5.3%
Commodities	56,275	82,300	138,575	168,815	-17.9%
<b>Subtotal</b>	<b>753,226</b>	<b>989,799</b>	<b>1,743,024</b>	<b>1,919,406</b>	<b>-9.2%</b>
Debt Service	225,660	-	225,660	364,660	-38.1%
Capital	3,315,000	75,000	3,390,000	688,670	392.3%
Other Expense	-	-	-	-	N/A
Other Financing Use	-	-	-	23,670	N/A
<b>Subtotal</b>	<b>3,540,660</b>	<b>75,000</b>	<b>3,615,660</b>	<b>1,077,000</b>	<b>235.7%</b>
<b>Grand Total</b>	<b>4,293,886</b>	<b>1,064,799</b>	<b>5,358,684</b>	<b>2,996,406</b>	<b>78.8%</b>

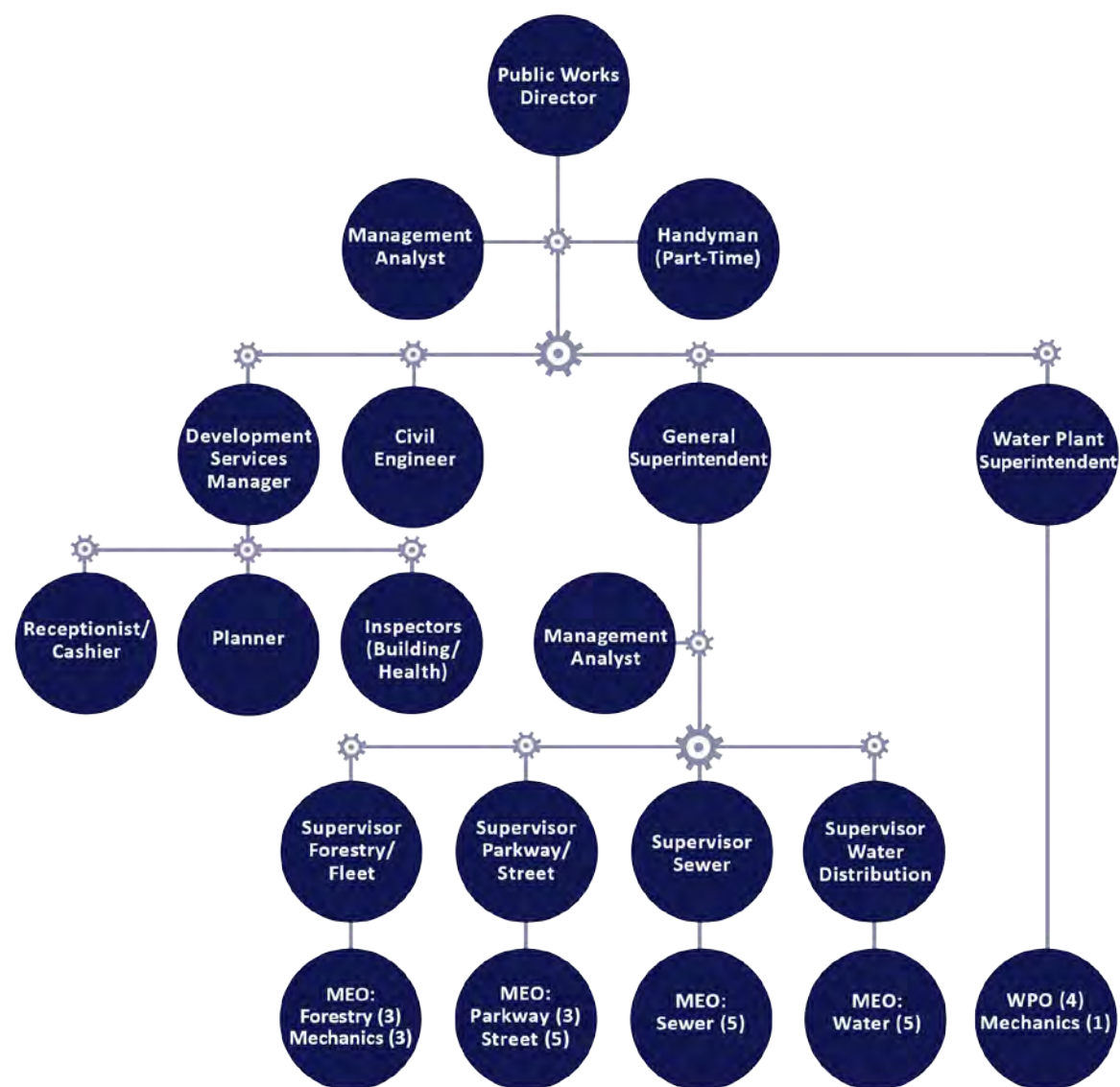
Highlighted requests in the Stub Year 2020 budget include:

- System-wide Water Meter Replacement Program:** The Stub Year 2020 budget includes funding for the full replacement of the Village's 3,048 active water meters. The meter replacement program will be managed through a third-party vendor. Water meters are essential assets in the water distribution system, monitoring accurate water consumption for regulatory accountability and generating revenue. Utilizing "smart" water meter technology will allow for two-way communication between the meter, the consumer (resident) and the water utility (Village) that will provide real-time notifications and

historical data on water usage. This information can be used to make informed decisions on how residents use water and will allow the Village to read meters remotely from a central location. In addition, the new water meter system will provide reliable, accurate service for the next 10 to 15 years with minimal maintenance and repair requirements.

- **Water Plant Pump and Motor Replacement:** There is \$75,000 in the budget to replace two low service (low lift) pumps that are used to bring in raw water from Lake Michigan and two high service (high lift) pumps in the Water Plant that are used in the water production process to supply finished drinking water to the community. These low and high service pumps are used daily for water production and are nearing the end of their useful life as they are no longer capable of pumping water at their rated capacities. While the Village continues to study alternatives for long-term plans for investment in the existing water plant infrastructure as part of the Strategic Plan, there continues to be the need for managing and maintaining critical components of the water production and distribution systems, including the pumps and motors.
- **Fire Hydrants:** There are more than 500 fire hydrants in the water distribution system. Annual maintenance for operations is conducted each spring through the hydrant flushing program, while the maintenance of the exterior of the hydrants is managed through regular fire hydrant painting. Included in the Stub Year 2020 Budget is \$10,500 for year three of a five-year phased program to re-paint 20% of the fire hydrants annually.
- **Water Rate Analysis Implementation:** The Stub Year 2020 budget continues to implement the adopted rate increases from the 2018 rate analysis to cover proposed operation and capital expenditures. Water Fund revenues have also been adjusted to reflect the increased rates.

# PERSONNEL RECOMMENDATIONS



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

AUTHORIZED FULL-TIME POSITIONS	FY 2019	FY 2020	PROPOSED SY 2020
Water Distribution Supervisor	1	1	1
Maintenance Equipment Operator	4	5	5
TOTAL FULL-TIME	5	6	6

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

AUTHORIZED FULL-TIME POSITIONS	FY 2019	FY 2020	PROPOSED SY 2020
Water Plant Superintendent	1	1	1
Water Plant Operators	4	4	4
Mechanic	1	1	1
TOTAL FULL-TIME	6	6	6

The Stub Year 2020 Budget for the Water Fund maintains the staffing levels from the previous year.

## STRATEGIC PLAN RECOMMENDATIONS

The Stub Year 2020 Strategic Plan- related request in the Water Fund include the following:

- Water Main Replacement \$ 815,000
  - Residential Water Meter Replacement \$2,500,000
- TOTAL: \$3,315,000**

The planned water main replacement and water meter replacement improvements support the strategic priorities of infrastructure replacement and financial sustainability.

## COMMUNITY IMPROVEMENT PROGRAM RECOMMENDATIONS

The Stub Year 2020 Capital Plan for the Public Works Department Water Fund includes the following:

- Pump and Motor Replacement \$ 75,000
  - Water Main Replacement \$ 815,000  
*Longmeadow Lane- Longmeadow Lane Loop (Westley to Westwood)*  
*Longwood Avenue – Hawthorn Avenue south to end of road*  
*Hawthorn Avenue – Sheridan Road to Longwood Avenue*  
*Forest Way Drive – Strawberry Hill Drive to Chestnut Lane*
  - Residential Water Meter Replacement \$2,500,000
- TOTAL: \$ 3,390,000**

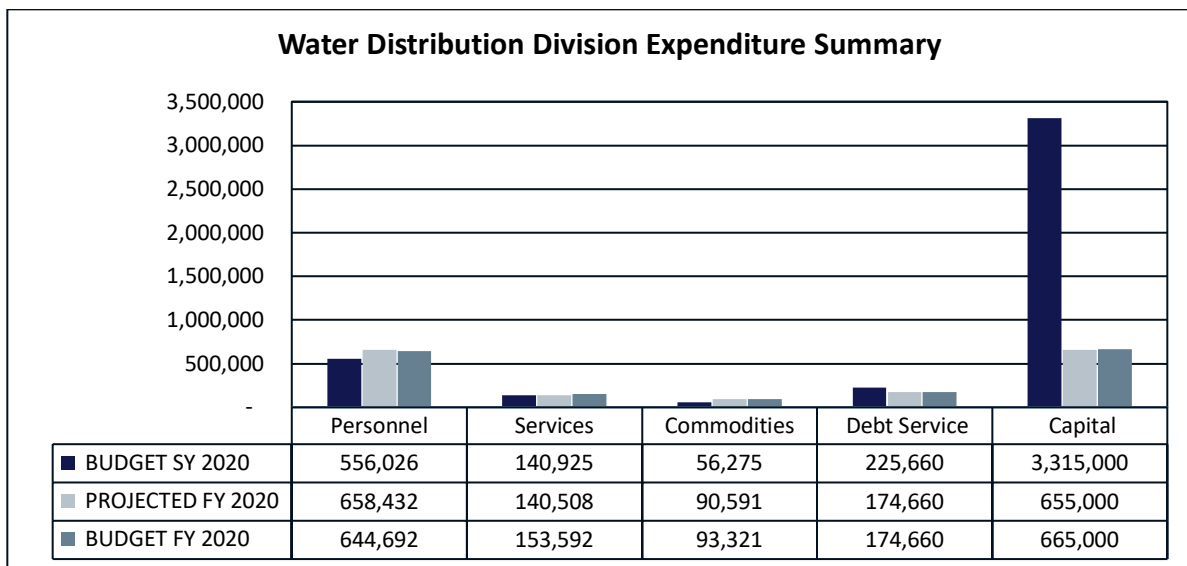


## DIVISION DETAIL

### 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 Stub Year 2020 budget is \$4,293,886. Below is the review of the expenditures for the Water Distribution Division.



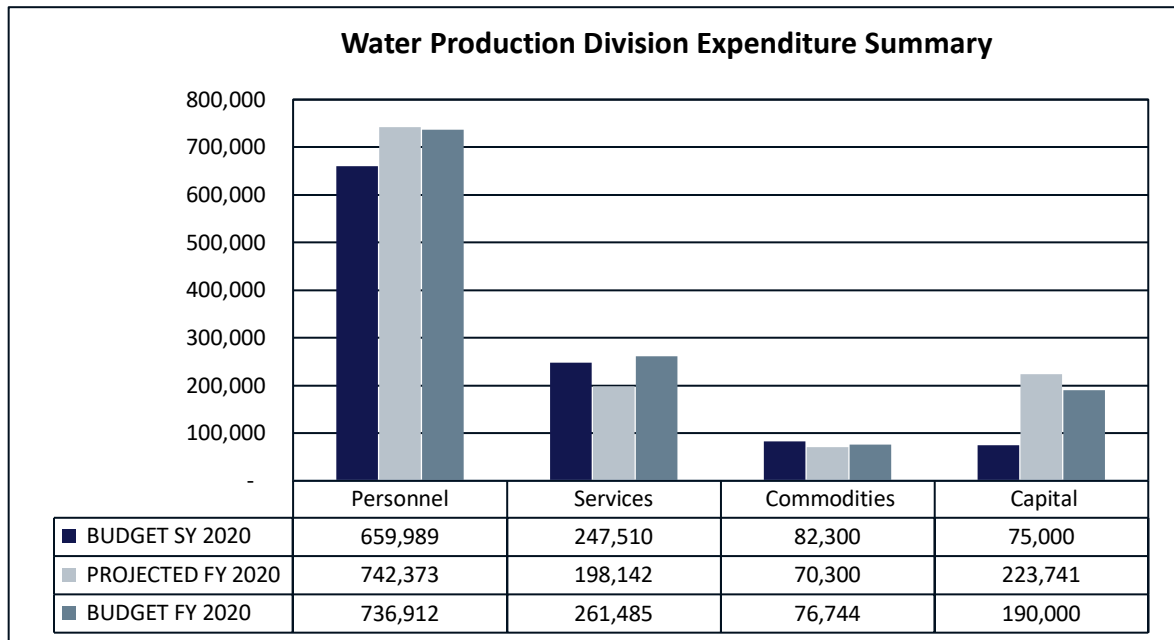
#### Water Distribution Division Account Class Description:

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

## 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 is 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 weekly sampling of the distribution system to assure compliance with federal, State and local requirements.

The Water Production Division's Stub Year 2020 budget is \$1,064,799. 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*: Vehicles, WTP process equipment and plant improvements
- *Other Financing Use*: Management services

## MAJOR FISCAL YEAR 2020 ACCOMPLISHMENTS

1	Completed water main replacement on Lincoln Drive-Crescent Drive to east end of road and Euclid Avenue-Woodlawn Avenue to south end of road.
2	Continued to manage Cross Connection Control Program utilizing a third-party service provider.
3	Continued valve turning program that identifies water distribution system valves that are in need of repair or replacement.
4	Implemented the recommended water rate increase in Fiscal Year 2020 to cover proposed operating and capital expenditures.
5	Completed comprehensive evaluation and recommendation of system-wide water meter replacement program utilizing smart meter technology.
6	Completed year two of five of fire hydrant painting maintenance program; sandblasted and painted 100 fire hydrants.
7	Completed five-year contract with M. E. Simpson for hydrant flow testing.
8	Substantially completed joint Water System Feasibility Report with Village of Winnetka.
9	Successfully completed IDPH biennial evaluation to maintain State Certified Laboratory Status at the Water Plant.
10	Installed six new hinged stainless-steel grates on the raw water intake pipe.
11	Completed installation of five variable frequency drives at the water plant.
12	Completed water treatment plant SCADA upgrades.

## STUB YEAR 2020 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	Continue to implement the adopted rate increases in Stub Year 2020 to cover proposed operating and capital expenditures.	Financial Sustainability	Ongoing, 2020
2	Continue to manage a consistent valve turning program that will identify water distribution system valves that are in need of repair or replacement.	Operational Effectiveness	Ongoing, 2020

<b>3</b>	Complete water main replacement on Hawthorn Avenue, Longwood Avenue, Forest Way Drive and Longmeadow Lane.	Infrastructure Replacement	Q2 2020
<b>4</b>	Complete System Wide Water Meter Replacement Program.	Infrastructure Replacement	Q4 2020
<b>5</b>	Initiate new contract for the fire hydrant flushing program.	Operational Effectiveness	Q3 2020
<b>6</b>	Complete year three of five of fire hydrant painting program.	Operational Effectiveness	Q3 2020
<b>7</b>	Replace two low lift and two high lift pumps and motors at water plant.	Operational Effectiveness	Q4 2020
<b>8</b>	Inspect and clean the interior of the two-million-gallon reservoir, as well as south and north clear wells at water plant.	Operational Effectiveness	Q4 2020
<b>9</b>	Review and discuss Glencoe-Winnetka Water System Feasibility Report.	Infrastructure Replacement	Q3 2020



# WATER FUND EXPENDITURES

## Water Distribution, Water Production Divisions

### *Stub Year 2020 Budget*

	Fiscal Year 2019 Budget	Fiscal Year 2019 Total Activity	Fiscal Year 2020 Budget	Current Year End Projections	Stub Year 2020 Final Budget
<b>AcctClass: 400 - Personnel</b>					
40105 - SALARIES	910,300	848,429	921,571	928,726	811,841
40110 - SALARIES - TEMPORARY	-	-	-	10,000	-
40115 - LONGEVITY PAY	23,975	16,850	17,875	17,875	15,700
40130 - INSURANCE OPT OUT	-	-	-	1,200	3,385
40150 - SALARIES - RHS PAY	13,123	9,246	12,316	13,162	12,199
40190 - OTHER COMPENSATION	29,812	25,666	26,959	26,959	26,979
40205 - OVERTIME	59,748	58,439	55,359	55,359	42,189
40405 - EMPLOYEE BENEFITS	183,957	173,404	174,270	174,270	136,807
40460 - SOCIAL SECURITY	62,000	61,834	62,033	62,033	54,514
40465 - MEDICARE	14,500	14,461	14,507	14,507	12,749
40505 - ILLINOIS MUNICIPAL RETIREMENT FUND	121,900	116,251	96,714	96,714	99,652
<b>AcctClass: 400 - Personnel Total:</b>	<b>1,419,315</b>	<b>1,324,580</b>	<b>1,381,604</b>	<b>1,400,805</b>	<b>1,216,014</b>
<b>AcctClass: 500 - Contractual Services</b>					
50105 - BUILDING MAINTENANCE	10,310	10,302	10,010	10,010	4,000
50110 - EQUIPMENT REPAIR	36,250	18,351	31,050	31,272	65,500
50115 - STATION REPAIRS	10,000	8,979	15,500	15,500	8,300
50120 - INTAKE REPAIRS	50,000	32,988	25,000	39,600	15,000
50122 - DIESEL MOTORS REPAIR	2,950	4,351	2,950	2,950	1,500
50123 - WATER TOWER MAINTENANCE	25,500	25,725	25,500	25,500	-
50125 - INSTRUMENTS REPAIRS	20,000	17,607	20,000	20,000	22,000
50127 - EQUIPMENT MAINTENANCE	3,900	3,504	3,900	3,900	5,500
50130 - FIRE HYDRANT REPAIRS	-	448	-	-	-
50150 - GROUNDS MAINTENANCE	1,500	570	1,500	1,500	1,500
50205 - TECHNOLOGY HARDWARE MAINTENANCE	500	-	-	-	10,000
50220 - RADIO EQUIPMENT MAINTENANCE	250	-	150	-	100
50310 - CREDIT CARD FEES	4,500	4,569	4,500	-	3,750
50315 - POSTAGE	4,250	4,854	4,200	4,100	3,600
50318 - UNIFORM SERVICE	3,800	3,759	3,972	3,800	3,150
50320 - INFORMATION TECHNOLOGY	4,840	4,984	13,840	11,040	12,160
50325 - TELECOMMUNICATIONS/INTERNET SERVICE	18,050	12,169	10,650	7,000	8,895
50330 - COMMUNICATIONS	1,000	975	500	-	-
50350 - UTILITIES	104,000	82,339	100,000	88,000	83,000
50410 - CONTRACTUAL SERVICES	10,000	8,877	10,200	7,500	8,000
50435 - DUMPING FEES	9,900	8,690	9,000	9,000	9,000
50505 - PROFESSIONAL SERVICES	11,100	5,961	31,100	6,188	38,640
50525 - MANAGEMENT SERVICES	46,182	46,182	47,340	47,340	40,440
50705 - MEMBERSHIPS DUES	500	340	500	-	500
50805 - TRAINING	5,900	4,315	5,900	4,000	5,400
51505 - PROPERTY & CASUALTY INSURANCE	57,389	33,716	37,815	450	38,500
<b>AcctClass: 500 - Contractual Services Total:</b>	<b>442,571</b>	<b>344,554</b>	<b>415,077</b>	<b>338,650</b>	<b>388,435</b>
<b>AcctClass: 600 - Commodities</b>					
60105 - MATERIALS	8,000	5,364	8,000	6,000	8,000
60120 - SUPPLIES	12,500	10,519	5,000	4,000	6,250
60130 - FUEL	49,724	45,552	51,044	43,000	44,500
60135 - LABORATORY TESTING & SUPPLIES	18,700	18,219	27,100	27,100	16,000
60140 - WATER METERS	44,500	45,534	30,621	32,191	20,000
60150 - EQUIPMENT	44,500	36,154	37,000	35,000	34,500
60605 - FUEL	400	717	400	150	1,800
60606 - VEHICLE OPERATING EXPENSE	3,450	3,136	6,450	9,100	3,600
60705 - MISCELLANEOUS EXPENSE	2,200	2,896	2,200	2,200	1,850
60780 - UNIFORMS	2,250	2,786	2,250	2,150	2,075
<b>AcctClass: 600 - Commodities Total:</b>	<b>186,224</b>	<b>170,877</b>	<b>170,065</b>	<b>160,891</b>	<b>138,575</b>



# WATER FUND EXPENDITURES

## Water Distribution, Water Production Divisions

### *Stub Year 2020 Budget*

	Fiscal Year 2019 Budget	Fiscal Year 2019 Total Activity	Fiscal Year 2020 Budget	Current Year End Projections	Stub Year 2020 Final Budget
<b>AcctClass: 700 - Debt Service</b>					
70110 - INTEREST	-	28,719	-	-	-
70115 - BOND ADMINISTRATION	-	-	-	-	51,000
70125 - LOAN PAYMENT	174,660	(0)	174,660	174,660	174,660
<b>AcctClass: 700 - Debt Service Total:</b>	<b>174,660</b>	<b>28,719</b>	<b>174,660</b>	<b>174,660</b>	<b>225,660</b>
<b>AcctClass: 800 - Capital</b>					
80205 - CAPITAL EQUIPMENT	380,000	173,402	190,000	223,741	75,000
80405 - VEHICLES	75,000	72,445	-	-	-
80505 - WATER SYSTEM IMPROVEMENTS	160,000	169,178	665,000	655,000	815,000
80515 - CAPITAL WATER METERS	-	-	-	-	2,500,000
81205 - ASSET ACQUISITION EQUIPMENT	-	(170,161)	-	-	-
81405 - ASSET ACQUISITION VEHICLES	-	(72,445)	-	-	-
81505 - ASSET ACQ.- WATER SYSTEM IMPROVEMENTS	-	(167,178)	-	-	-
<b>AcctClass: 800 - Capital Total:</b>	<b>615,000</b>	<b>5,241</b>	<b>855,000</b>	<b>878,741</b>	<b>3,390,000</b>
<b>AcctClass: 900 - Other Financing Use</b>					
90405 - DEPRECIATION	-	124,840	-	-	-
<b>AcctClass: 900 - Other Financing Use Total:</b>	<b>-</b>	<b>124,840</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Report Total:</b>	<b>2,837,770</b>	<b>1,998,811</b>	<b>2,996,406</b>	<b>2,953,747</b>	<b>5,358,684</b>



# MOTOR FUEL TAX FUND BUDGET DETAIL







# MOTOR FUEL TAX FUND

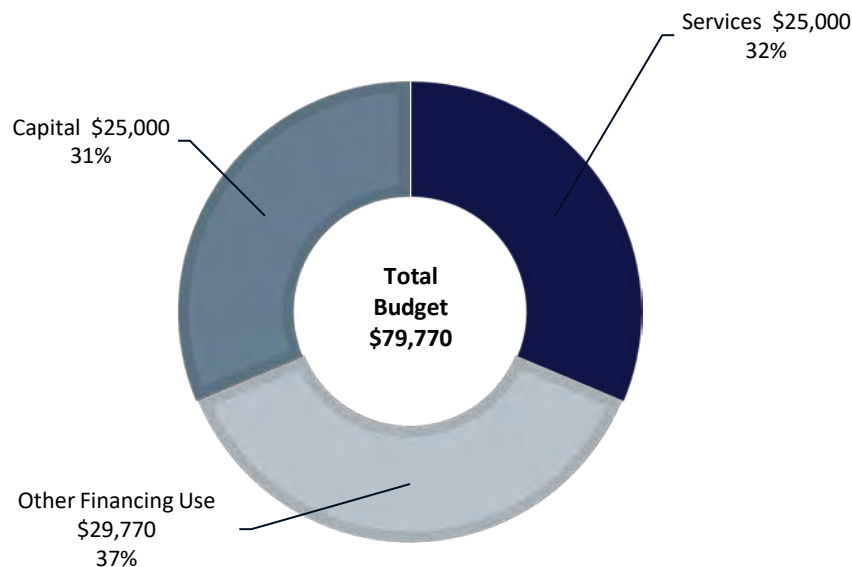
## FUND OVERVIEW

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.

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 Stub Year 2020 Budget request includes a \$79,770 in expenditures, which is an overall increase of \$24,220 or 44% from the Fiscal Year 2020 Budget. Stub Year 2020 expenditures include \$25,000 for maintenance crack sealing repairs throughout the Village and \$25,000 in capital improvements for traffic signal controller modifications.



## STRATEGIC PLAN RECOMMENDATIONS

The proposed traffic signal controller modifications are capital improvements directly related to the goal of employing best practices to deliver high-quality services, maintain infrastructure and supports the strategic priority of infrastructure replacement.

## PERSONNEL RECOMMENDATIONS

There is no personnel budgeted in the MFT Fund.

## COMMUNITY INVESTMENT PROGRAM RECOMMENDATIONS

The MFT Fund budget for Stub Year 2020 includes traffic signal controller modifications for the four intersections that are under the jurisdiction of the Village.

## MAJOR FISCAL YEAR 2020 ACCOMPLISHMENTS

1	None
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## STUB YEAR 2020 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	Traffic signal controller modifications for Green Bay Road and Park Avenue, and Green Bay Road and Harbor Street	Infrastructure Replacement	Q3 2020



# MOTOR FUEL TAX FUND EXPENDITURES

Contractual Services, Capital Divisions

*Stub Year 2020 Budget*

	Fiscal Year 2019 Budget	Fiscal Year 2019 Total Activity	Fiscal Year 2020 Budget	Current Year End Projections	Stub Year 2020 Final Budget
<b>AcctClass: 500 - Contractual Services</b>					
50151 - CRACK SEALING REPAIRS	25,000	24,900	20,000	20,000	25,000
50305 - BANKING FEES	700	483	700	700	-
<b>AcctClass: 500 - Contractual Services Total:</b>	<b>25,700</b>	<b>25,383</b>	<b>20,700</b>	<b>20,700</b>	<b>25,000</b>
<b>AcctClass: 800 - Capital</b>					
80705 - STREETS	-	-	-	-	25,000
80715 - STREET LIGHTS	23,000	22,353	-	-	-
<b>AcctClass: 800 - Capital Total:</b>	<b>23,000</b>	<b>22,353</b>	<b>-</b>	<b>-</b>	<b>25,000</b>
<b>AcctClass: 900 - Other Financing Use</b>					
90205 - TRANSFER TO GENERAL FUND	34,000	34,000	34,850	34,850	29,770
<b>AcctClass: 900 - Other Financing Use Total:</b>	<b>34,000</b>	<b>34,000</b>	<b>34,850</b>	<b>34,850</b>	<b>29,770</b>
<b>Report Total:</b>	<b>82,700</b>	<b>81,736</b>	<b>55,550</b>	<b>55,550</b>	<b>79,770</b>

# DEBT SERVICE FUND BUDGET DETAIL





# 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.

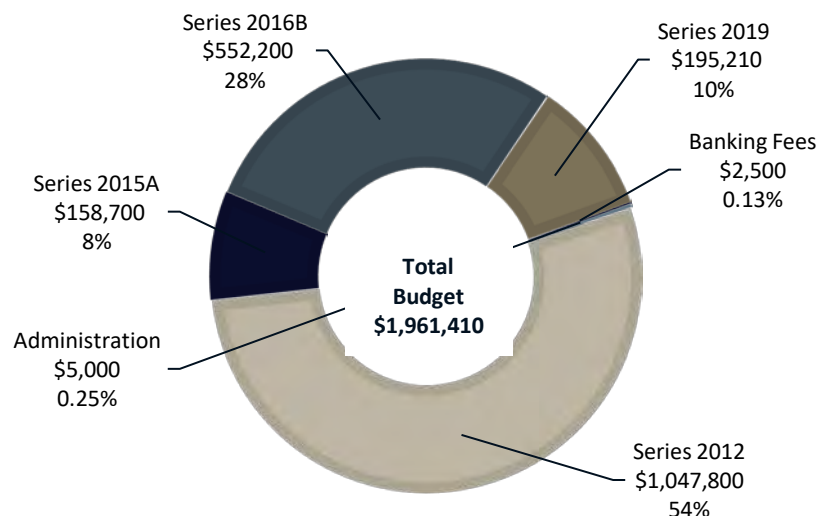
As a non-home rule municipality, the Village has the ability to issue General Obligation Bonds with the majority approval of voters through a referendum. Additionally, the Village may issue a limited amount (one half of 1% of our equalized assessed value [EAV]) of General Obligation Bonds for non-water related improvements.

The Stub Year 2020 Budget includes four outstanding issuances requiring debt service payments, three of which were issued following a voter-approved referendum, and one was issued using the Village's limited tax bonding authority. The Village's limited tax authority allows for the issuance of a legally restricted amount of bonds without a referendum. The current authority equates to an issue of approximately \$3.5 million. The outstanding issues include:

- 2012 Series - \$8,550,000 original issuance
- 2015A Series - \$5,000,000 original issuance
- 2016B Series - \$5,000,000 original issuance
- 2019 Limited Tax Series - \$1,500,000 original issuance

## BUDGET EXPENDITURE SUMMARY

The Debt Service Fund Stub Year 2020 Budget request includes \$1,961,410 for principal and interest owed on the General Obligation Bonds Series 2012, 2015A, 2016B and 2019 which will be offset by property tax revenue.



At the end of Fiscal Year 2020, total General Obligation Bonds outstanding (not including interest) will be \$17.8 million. Following scheduled payments in Stub Year 2020, the total outstanding General Obligation Bonds will be \$16.3 million. A summary of the Village's outstanding debt is below.

Fiscal Year 2019					
<u>Year</u>	<u>Original Issue</u>	<u>Beginning Balance</u>	<u>Issuances</u>	<u>Retirements</u>	<u>Ending Balance</u>
2012	8,550,000	8,550,000	-	860,000	7,690,000
2015	5,000,000	5,000,000	-	-	5,000,000
2016	5,000,000	4,085,000	-	475,000	3,610,000
2019	1,500,000	-	1,500,000	-	1,500,000
	<b>20,050,000</b>	<b>19,290,000</b>	<b>1,500,000</b>	<b>1,335,000</b>	<b>17,800,000</b>

Fiscal Year 2020					
<u>Year</u>	<u>Original Issue</u>	<u>Beginning Balance</u>	<u>Issuances</u>	<u>Retirements</u>	<u>Ending Balance</u>
2012	8,550,000	7,690,000	-	880,000	6,810,000
2015	5,000,000	5,000,000	-	-	5,000,000
2016	5,000,000	3,610,000	-	480,000	3,130,000
2016	1,500,000	1,500,000	-	105,000	1,395,000
	<b>20,050,000</b>	<b>17,635,000</b>	<b>-</b>	<b>1,335,000</b>	<b>16,335,000</b>

The Village can legally issue debt (including General Obligation and revenue bonds) in an amount not to exceed 10% of the assessed property value within the Village. The Village's debt limit is estimated to be \$97.3 Million as of February 28, 2020. At that time, the Village will have \$16.3 million in debt applicable to the limit, which would leave an available debt margin of \$81.0 million.

### ***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. The Village does not currently have any outstanding Revenue Bonds, but the Stub Year 2020 budget does anticipate the issuance of Water Revenue Alternate Revenue Bonds that will be repaid from the Water Fund.

### Limited Taxing Authority Bonds

The Village also has the ability to 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). During Fiscal Year 2020, the Village's allowable limited debt property tax extension was \$599,696.

The Village is able to issue this type of debt, up to one half of one percent of the Village's EAV, to be paid through this non-referendum authority. As of Fiscal Year 2019, the maximum amount that could be issued under this authority is \$4.6 million, less any outstanding principal from Limited Tax Bonds that have already been issued (the Village can then pay up to \$599,696 annually towards retirement of those bonds). The Village currently has \$1.5 million in outstanding Limited Tax General Obligation Bonds, which were issued in 2019.

## STRATEGIC PLAN RECOMMENDATIONS

There are no budgetary funds allocated in the Stub Year 2020 Budget related to the Debt Service Fund.

## PERSONNEL RECOMMENDATIONS

There is no personnel budgeted in the Debt Service Fund.

## COMMUNITY INVESTMENT PROGRAM RECOMMENDATIONS

Based on the proposed CIP, the forecast assumes additional bond financing through referendum requests in March 2021 and 2024, in addition to proposing self-sustaining, Alternate Revenue Bond financing for water system improvements in calendar years 2020 and 2023.

## MAJOR FISCAL YEAR 2020 ACCOMPLISHMENTS

1	The Village issued \$1.5 million in Limited Tax General Obligation Bonds to fund street and streetscape improvements on Tudor Court.
2	A proposed debt financing plan was refined and enhanced in conjunction with the proposed CIP.

## STUB YEAR 2020 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	Based on the proposed CIP, the forecast the issuance of Alternate Revenue Bonds to finance water system improvements in calendar year 2020.	Financial Sustainability	Q1 2020





## DEBT SERVICE FUND EXPENDITURES

Contractual Services, Debt Service

*Stub Year 2020 Budget*

	Fiscal Year 2019 Budget	Fiscal Year 2019 Total Activity	Fiscal Year 2020 Budget	Current Year End Projections	Stub Year 2020 Final Budget
<b>AcctClass: 500 - Contractual Services</b>					
50305 - BANKING FEES	2,800	1,439	1,300	-	2,500
<b>AcctClass: 500 - Contractual Services Total:</b>	<b>2,800</b>	<b>1,439</b>	<b>1,300</b>	<b>-</b>	<b>2,500</b>
<b>AcctClass: 700 - Debt Service</b>					
70105 - PRINCIPAL	1,813,700	1,655,000	1,335,000	1,335,000	1,465,000
70110 - INTEREST	308,545	466,795	425,400	425,400	488,910
70115 - BOND ADMINISTRATION	1,680	1,328	1,500	1,500	5,000
<b>AcctClass: 700 - Debt Service Total:</b>	<b>2,123,925</b>	<b>2,123,123</b>	<b>1,761,900</b>	<b>1,761,900</b>	<b>1,958,910</b>
<b>Report Total:</b>	<b>2,126,725</b>	<b>2,124,562</b>	<b>1,763,200</b>	<b>1,761,900</b>	<b>1,961,410</b>

# CAPITAL PROJECTS FUND BUDGET DETAIL







# CAPITAL PROJECTS FUND

## FUND OVERVIEW

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 bonds and any interest earned on the respective bond proceeds.

The Fiscal Year 2020 Budget included \$314,844 in the Capital Projects Fund which was a carryover of the remaining 2016 bond funds. Improvements completed in Fiscal Year 2020 included ravine outfall improvements and sanitary sewer upgrades, as well as the engineering design for Tudor Court street and streetscape improvements, the completion of which exhausted available resources in line with the Village's spend-down requirements.

The Capital Projects Fund in the proposed Stub Year 2020 Budget request will be funded by proceeds from the 2019 General Obligation Limited Tax Bond issue that was completed in October 2019.

## BUDGET EXPENDITURE SUMMARY

The Stub Year 2020 Budget includes an expenditure of \$1,736,375 in the Capital Projects Fund for the Tudor Court Street and Streetscape improvements. The scope of work includes full-width street resurfacing, relocated curb layout, mid-block crossing improvement, pedestrian crosswalk improvements, brick paver accents, brick paver sidewalks, site and streetscape lighting, seat wall planters, site furnishings and landscaping improvements. Proceeds from the 2019 General Obligation Limited Tax Bond issue will fund the project.

## STRATEGIC PLAN RECOMMENDATIONS

The Tudor Court Street and Streetscape Improvements directly relate to the Strategic Plan because the improvements will facilitate and foster economic development. Economic Development is a key goal of the Strategic Plan and a primary recommendation of the Downtown Plan adopted in 2016.

## PERSONNEL RECOMMENDATIONS

There are no personnel budgeted in the Capital Projects Fund.

## COMMUNITY INVESTMENT PROGRAM RECOMMENDATION

The Stub Year 2020 Capital Investment Plan for the Capital Projects Fund includes the following:

- Tudor Court Street and Streetscape Improvements \$1,736,375
- TOTAL: \$1,736,375**



# CAPITAL PROJECTS FUND EXPENDITURES

Contractual Services, Capital  
Stub Year 2020 Budget

	Fiscal Year 2019 Budget	Fiscal Year 2019 Total Activity	Fiscal Year 2020 Budget	Current Year End Projection	Stub Year 2020 Final Budget
<b>AcctClass: 500 - Contractual Services</b>					
50505 - PROFESSIONAL SERVICES	1,000	530	-	-	-
<b>AcctClass: 500 - Contractual Services Total:</b>	<b>1,000</b>	<b>530</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>AcctClass: 800 - Capital</b>					
80610 - SEWERS	455,000	326,562	-	213,742	-
80620 - STORM SEWER	650,000	534,076	314,844	162,182	-
80705 - STREETS	125,000	55,528	1,200,000	62,428	1,736,375
80805 - SIDEWALKS	225,000	222,582	-	-	-
<b>AcctClass: 800 - Capital Total:</b>	<b>1,455,000</b>	<b>1,138,749</b>	<b>1,514,844</b>	<b>438,352</b>	<b>1,736,375</b>
<b>AcctClass: 900 - Other Financing Use</b>					
90210 - TRANSFER TO DEBT SERV FD	-	-	15,000	14,682	-
<b>AcctClass: 900 - Other Financing Use Total:</b>	<b>-</b>	<b>-</b>	<b>15,000</b>	<b>14,682</b>	<b>-</b>
<b>Report Total:</b>	<b>1,456,000</b>	<b>1,139,279</b>	<b>1,529,844</b>	<b>453,034</b>	<b>1,736,375</b>

# PENSION FUNDS BUDGET DETAIL







# 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 has 39 beneficiaries collecting benefits and 35 active members (current employees). The Fire Pension Fund covers one spouse of a former retired member and is funded on a pay-as-you-go basis. There will be no new participants into the Fire Pension Fund.

These funds were established and are governed by the Illinois Compiled 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 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.

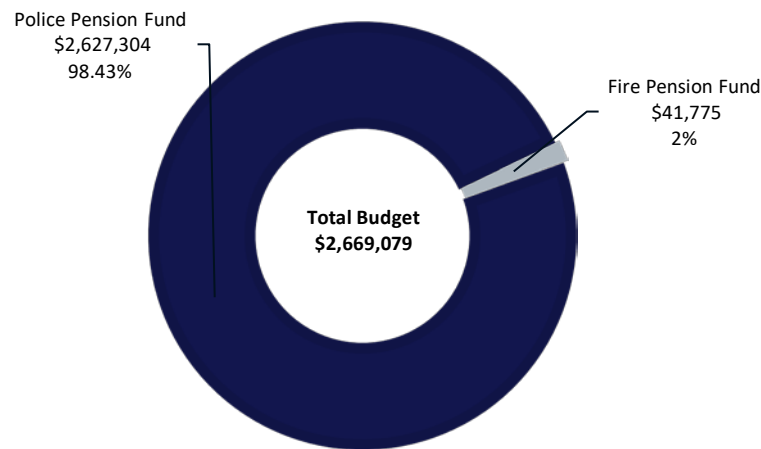
The Village Board's involvement with oversight of these funds is limited to the appointment of two members of the Police Pension Board, as outlined above. Additionally, the Village Board is responsible for depositing the statutorily required employer contributions to the funds on an annual basis. These 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 and Fire Pension Fund Stub Year 2020 Budget request includes \$2,669,079 in expenditures, which represents a decrease of 13.3% from the prior year. The decrease in overall expenditures is mostly attributable to the reduction in retiree payroll as a result of the shortened stub year (*representing ten months of payroll instead of 12 months*).

Also included in the Stub Year 2020 Budget is a \$25,000 in the legal services budget to more accurately depict projected expenditures.





As the statutory requirement for this fund to be fully funded by calendar year 2040 approaches, pension contributions will continue to increase. This funding mandate may change by legislation; however, an extension in this deadline has not yet gained traction with the Illinois legislature. However, in December 2019, the Governor signed legislation mandating that all individual Illinois Police and Fire Pension Fund assets be consolidated under a new centralized governance structure by June 30, 2023. This change will impact the governance of the both Funds' assets under investment; however, administration of the Fund and award of benefits will still be managed by local pension boards.

## STRATEGIC PLAN RECOMMENDATIONS

There are no budgetary funds allocated in the Stub Year 2020 Budget related to the Pension Funds.

## PERSONNEL RECOMMENDATIONS

There are no personnel budgeted in the Pension Fund.

## COMMUNITY IMPROVEMENT PROGRAM RECOMMENDATIONS

The Pension Fund budget does not include any capital expenditures for Stub Year 2020.

## MAJOR FISCAL YEAR 2020 ACCOMPLISHMENTS

<b>1</b>	Certified election of one active and one retired Pension Fund Trustee.
<b>2</b>	Completed an Illinois Department of Insurance compliance audit for the Fire Pension Fund.
<b>3</b>	Issued request for proposal for investment advising services related to the Police and Fire Pension Funds.
<b>4</b>	Continued required training for Pension Board Trustees.
<b>5</b>	Prepared and approved Municipal Compliance Report.

## STUB YEAR 2020 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.

	<b>Project</b>	<b>Strategic Priority</b>	<b>Target Completion</b>
<b>1</b>	Commence the consolidation of assets as required and pursuant to the new State of Illinois mandate.	Fiscal Sustainability	Q2 2019
<b>2</b>	Provide 16 hours of required training for each Police Pension Fund trustee.	Operational Effectiveness	Ongoing



## FIRE PENSION FUND EXPENDITURES

Personnel, Contractual Services  
*Stub Year 2020 Budget*

	Fiscal Year 2019 Budget	Fiscal Year 2019 Total Activity	Fiscal Year 2020 Budget	Current Year End Projection	Stub Year 2020 Final Budget
<b>AcctClass: 400 - Personnel</b>					
40520 - PENSION - RETIREMENT	46,887	47,121	48,540	34,495	-
40525 - PENSION - WIDOWED/DEPENDENT	-	-	-	-	41,500
<b>AcctClass: 400 - Personnel Total:</b>	<b>46,887</b>	<b>47,121</b>	<b>48,540</b>	<b>34,495</b>	<b>41,500</b>
<b>AcctClass: 500 - Contractual Services</b>					
50305 - BANKING FEES	250	214	264	208	275
<b>AcctClass: 500 - Contractual Services Total:</b>	<b>250</b>	<b>214</b>	<b>264</b>	<b>208</b>	<b>275</b>
<b>Report Total:</b>	<b>47,137</b>	<b>47,335</b>	<b>48,804</b>	<b>34,703</b>	<b>41,775</b>



# **POLICE PENSION FUND EXPENDITURES** Personnel, Contractual Services, Commodities *Stub Year 2020 Budget*

Object	Fiscal Year 2019 Budget	Fiscal Year 2019 Total Activity	Fiscal Year 2020 Budget	Current Year End Projection	Stub Year 2020 Final Budget
<b>AcctClass: 400 - Personnel</b>					
40520 - PENSION - RETIREMENT	2,026,274	2,053,924	2,048,524	1,465,926	1,833,303
40525 - PENSION - WIDOWED/DEPENDENT	201,612	249,331	346,932	247,808	289,110
40530 - PENSION - CHILD	21,655	21,655	21,660	15,468	18,046
40535 - PENSION - DISABILITY DUTY	313,633	313,553	335,512	227,191	269,570
40540 - PENSION - DISABILITY NON-DUTY	60,528	24,569	-	-	-
40545 - PENSION - QILDRO	106,246	106,122	108,572	77,249	116,975
40555 - PENSION - CONTRIBUTION REFUND	5,900	5,856	-	-	-
<b>AcctClass: 400 - Personnel Total:</b>	<b>2,735,848</b>	<b>2,775,011</b>	<b>2,861,200</b>	<b>2,033,642</b>	<b>2,527,004</b>
<b>AcctClass: 500 - Contractual Services</b>					
50305 - BANKING FEES	800	736	900	1,024	1,000
50410 - CONTRACTUAL SERVICES	14,500	15,927	24,000	40,000	2,500
50505 - PROFESSIONAL SERVICES	90,000	94,805	144,000	71,450	71,550
50630 - LEGAL COUNSEL - OTHER	-	-	-	-	25,000
<b>AcctClass: 500 - Contractual Services Total:</b>	<b>105,300</b>	<b>111,468</b>	<b>168,900</b>	<b>112,474</b>	<b>100,050</b>
<b>AcctClass: 600 - Commodities</b>					
60705 - MISCELLANEOUS EXPENSE	900	208	-	250	250
<b>AcctClass: 600 - Commodities Total:</b>	<b>900</b>	<b>208</b>	<b>-</b>	<b>250</b>	<b>250</b>
<b>Report Total:</b>	<b>2,842,048</b>	<b>2,886,687</b>	<b>3,030,100</b>	<b>2,146,366</b>	<b>2,627,304</b>



# COMMUNITY INVESTMENT PROGRAM





# COMMUNITY INVESTMENT PROGRAM OVERVIEW

In line with the Village's strategic priorities, staff members across all departments collaborate on an on-going 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, curbs and gutters) as well as capital equipment (such as squad cars, ambulances 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.

## 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 \$200,000 to \$600,000 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 Stub Year 2020 Budget includes several of the recommended improvements included in the recently completed Active Transportation Plan, which will assist in the continuity of sidewalks and bike paths throughout the Village.

### **STORM SEWERS**

**70 miles**

The Village's design standard for storm sewer improvements is targeted to address identified flooding locations, which 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, manhole and inlet 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.

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 to user charges, debt financing and General Fund reserves.

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**WATER TREATMENT PLANT AND DISTRIBUTION SYSTEM****58 miles of water mains**

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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 improvements varies from year to year, between \$615,000 and \$2,205,000, based on the size and length of the water main segments identified for upgrade and replacement.

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**FACILITIES**

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As part of the ongoing development of the CIP and identified strategic plan initiative, the Village is developing a facilities rating tool to assist in planning maintenance, repairs and optimal usage of municipal facilities. The Stub Year 2020 Budget includes upgrades to the Council Chambers.

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**VEHICLE FLEET AND EQUIPMENT**

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The Village maintains a conservative inventory of vehicles, equipment and information technology hardware/software. 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 based on the expectation of improving information flow and productivity. Wherever possible, vehicles and equipment are retained beyond their original estimated useful life to ensure as much value for the dollar is derived as possible.







# VILLAGE OF GLENCOE

## Community Investment Program

Stub Year 2020 - Calendar Year 2029

### Community Investment Program Summary

Program	Total 10-Year CIP	CIP Year									
		SY 2020	CY 2021	CY 2022	CY 2023	CY 2024	CY 2025	CY 2026	CY 2027	CY 2028	CY 2029
Bicycle Path	50,000	50,000	-	-	-	-	-	-	-	-	-
Building Improvements	460,000	200,000	260,000	-	-	-	-	-	-	-	-
Equipment	1,544,000	90,000	86,000	92,000	78,000	57,000	648,000	58,000	217,500	217,500	-
Golf Course Improvement	185,000	185,000	-	-	-	-	-	-	-	-	-
IT Systems	991,000	260,300	490,700	25,000	30,000	25,000	105,000	-	-	25,000	30,000
Public Right-of-Way	300,000	-	-	-	-	-	150,000	150,000	-	-	-
Sanitary Sewer	3,650,000	200,000	400,000	400,000	400,000	300,000	375,000	275,000	500,000	500,000	300,000
Storm Sewer	5,950,000	150,000	250,000	400,000	3,550,000	250,000	350,000	250,000	250,000	250,000	250,000
Sidewalks	2,410,000	205,000	720,000	140,000	420,000	-	300,000	-	300,000	-	325,000
Streets	10,115,065	1,915,065	600,000	2,300,000	-	600,000	-	2,000,000	600,000	-	2,100,000
Street Lights	315,000	155,000	160,000	-	-	-	-	-	-	-	-
Vehicles	6,341,500	688,000	601,000	1,005,500	618,000	638,000	974,000	310,000	889,000	445,000	173,000
Water Main	17,863,000	815,000	1,128,000	557,000	6,575,000	2,205,000	1,063,000	690,000	1,125,000	1,500,000	2,205,000
Water Plant-Building Improvements	575,000	-	-	-	135,000	170,000	-	150,000	-	120,000	-
Water Plant-Equipment	2,920,000	2,575,000	100,000	35,000	-	-	160,000	-	50,000	-	-
<b>Total</b>	<b>\$ 53,669,565</b>	<b>\$ 7,488,365</b>	<b>\$ 4,795,700</b>	<b>\$ 4,954,500</b>	<b>\$ 11,806,000</b>	<b>\$ 4,245,000</b>	<b>\$ 4,125,000</b>	<b>\$ 3,883,000</b>	<b>\$ 3,931,500</b>	<b>\$ 3,057,500</b>	<b>\$ 5,383,000</b>

### SUMMARY BY FUNDING

Funding Source	Total 10-Year CIP	CIP Year									
		SY 2020	CY 2021	CY 2022	CY 2023	CY 2024	CY 2025	CY 2026	CY 2027	CY 2028	CY 2029
General Fund	12,763,500	2,033,300	557,700	1,009,500	701,000	120,000	1,202,000	368,000	2,156,500	1,437,500	3,178,000
Water Fund	5,961,000	75,000	120,000	148,000	1,135,000	2,375,000	1,268,000	840,000	-	-	-
Capital Projects Fund	2,216,375	1,736,375	-	-	-	-	480,000	-	-	-	-
Motor Fuel Tax Fund	1,825,000	25,000	600,000	-	-	600,000	-	-	600,000	-	-
Golf Club Fund	185,000	185,000	-	-	-	-	-	-	-	-	-
Grants	118,690	118,690	-	-	-	-	-	-	-	-	-
General Obligation Bonds <sup>(1)</sup>	15,000,000	-	2,390,000	3,240,000	4,370,000	1,150,000	1,175,000	2,675,000	-	-	-
Alternate Bonds (Water) <sup>(2)</sup>	15,600,000	3,315,000	1,128,000	557,000	5,600,000	-	-	-	1,175,000	1,620,000	2,205,000

### NOTES

<sup>(1)</sup> General Obligation Bonds to be issued in Calendar Year 2021 and 2024 (\$10.0M in 2021; \$5.0M in 2024) This includes sewer projects not subsidized by sewer charges.

<sup>(2)</sup> Water Alternate Bonds includes the Elevated Tank in Calendar Year 2023 (\$5.0M in 2020; \$5.6M in 2023; \$5.0M in 2027)

<b>Total</b>	<b>53,669,565</b>	<b>7,488,365</b>	<b>4,795,700</b>	<b>4,954,500</b>	<b>11,806,000</b>	<b>4,245,000</b>	<b>4,125,000</b>	<b>3,883,000</b>	<b>3,931,500</b>	<b>3,057,500</b>	<b>5,383,000</b>
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OTHER ITEMS FOR CONSIDERATION

Program	Project Description	SY 2020	CY 2021	CY 2022	CY 2023	CY 2024	CY 2025	CY 2026	CY 2027	CY 2028	CY 2029
Building Improvement	Golf Clubhouse	-	-	5,000,000	-	-	-	-	-	-	-
Building Improvement	Water Plant Upgrade - Approx. \$50M (In 2031)	-	-	-	-	-	-	-	-	-	-
Building Improvement	Public Works Garage - Approx. \$10M	-	-	-	-	-	-	-	-	-	-
Total		-	-	5,000,000	-	-	-	-	-	-	-



# VILLAGE OF GLENCOE

## Community Investment Program

Stub Year 2020 - Calendar Year 2029

Program Type		Funding Source	Program Item Name	Total 10-Year	SY 2020	CY 2021	CY 2022	CY 2023	CY 2024	CY 2025	CY 2026	CY 2027	CY 2028	CY 2029
CIP1044	Equipment	Capital	Emergency Weather Siren Replacement (CY 2025 Mandate)	480,000						480,000				
CIP2806	Streets	Capital	Tudor Court Street/Streetscape Improvements	1,736,375	1,736,375	-	-	-	-	-	-	-	-	-
CIP4001	Bicycle Path	General	Green Bay Trail Crossing Improvements	50,000	50,000	-	-	-	-	-	-	-	-	-
CIP1025	Building Improvement	General	Public Works Garage (Admin) Roof Replacement	60,000	-	60,000	-	-	-	-	-	-	-	-
CIP1056	Building Improvement	General	Public Works Garage Heating System Upgrade	75,000	-	75,000	-	-	-	-	-	-	-	-
CIP2807	Building Improvement	General	Apparatus Floor Mezzanine Structure/Storage	50,000	-	50,000	-	-	-	-	-	-	-	-
CIP1204	Building Improvement	General	Council Chambers Upgrade - Phase 2	150,000	150,000	-	-	-	-	-	-	-	-	-
CIP4003	Building Improvement	General	Public Safety Locker Rooms Rehab	75,000	-	75,000	-	-	-	-	-	-	-	-
CIP1020	Building Improvement	General	Public Safety Kitchen Renovation	50,000	50,000									
CIP1021	Equipment	General	Parking System Program Improvements	65,000	65,000									
CIP1029	Equipment	General	Firearms Replacement	22,000	-	-	-	22,000	-	-	-	-	-	-
CIP1031	Equipment	General	Cardio Defib Monitor	40,000	-	-	40,000	-	-	-	-	-	-	-
CIP1060	Equipment	General	Rescue Boat Replacement	50,000	-	-	-	-	-	50,000	-	-	-	-
CIP2803	Equipment	General	Mobile Radio Replacement	75,000	-	-	-	-	-	-	-	37,500	37,500	-
CIP2802	Equipment	General	Portable Radio Replacement	360,000	-	-	-	-	-	-	-	180,000	180,000	-
CIP1037	Equipment	General	Asphalt Patch Roll-Off Body - (In lieu of replacement of Unit #30)	36,000	-	36,000	-	-	-	-	-	-	-	-
CIP1008	Equipment	General	Leaf Vacuum Replacement #68 (2021), #67(2022), #70 (2023), #69 (2024), #71 (2027)	273,000	-	50,000	52,000	56,000	57,000		58,000			
CIP3000	Equipment	General	Asphalt Roller #50	40,000	-	-	-	-	-	40,000				
CIP1094	Equipment	General	Brush Chipper	78,000	-	-	-	-	-	78,000				
CIP1204E	IT Systems	General	Desktop Computer Replacement	25,000	25,000	-	-	-	-	-	-	-	-	-
CIP3095	IT Systems	General	Enterprise Resource Planning Program - Year 2	619,000	208,300	410,700								
CIP1205	IT Systems	General	Virtual Desktop Infrastructure Implementation	80,000		80,000								
CIP1213	IT Systems	General	Infrastructure Routing Equipment	60,000				30,000						30,000
CIP1214	IT Systems	General	Infrastructure Switching Equipment	75,000			25,000		25,000				25,000	
CIP1204B	IT Systems	General	Storage Area Network (San) Replacement	35,000						35,000				
CIP1204C	IT Systems	General	Server Hardware Refresh	70,000						70,000				
Capital Proj	IT Systems	General	Public Safety Mobile Data Terminal (MDT) Replacement	27,000	27,000									
CIP1050	Sanitary Sewer	General	Sanitary Sewer Rehab-IICP	200,000	200,000									
CIP1050	Sanitary Sewer	General	Sanitary Sewer Rehab-IICP	3,450,000	-	400,000	400,000	400,000	300,000	375,000	275,000	500,000	500,000	300,000
CIP1043	Sidewalks	General	Downtown Sidewalk Paver Restoration	485,000	105,000	120,000	140,000	120,000						
CIP1059	Sidewalks	General	Residential Sidewalks	1,825,000		600,000		300,000		300,000		300,000		325,000
CIP3009	Sidewalks	General	Residential Sidewalk	100,000	100,000									
CIP3002	Signs/Public Right-of-Way	General	Monument Gateway Signs (5) - Phase	300,000						150,000	150,000			
CIP1047	Storm Sewer	General	Storm Water Drainage Improvements	150,000	150,000									
CIP1047	Storm Sewer	General	Storm Water Drainage Improvements	5,800,000	-	250,000	400,000	3,550,000	250,000	350,000	250,000	250,000	250,000	250,000
CIP1040	Street Lights	General	Commuter Parking Lot Light Improvement	315,000	155,000	160,000								
CIP3111	Streets	General	Street Resurfacing Improvements	6,400,000			2,300,000				2,000,000			2,100,000
CIP3112	Streets	General	Glencoe Water Plant/Beach Access Ramp	60,000	60,000									
CIP1022	Vehicle	General	Patrol Vehicle Replacement #652	163,000	55,000					51,000				57,000
CIP1023	Vehicle	General	Patrol Vehicle Replacement #654	109,000					52,000				57,000	
CIP1024	Vehicle	General	Deputy Chief Admin Vehicle Replacement #656	99,000		45,000						54,000		
CIP1019	Vehicle	General	Unmarked Patrol Vehicle Replacement #655	102,000			46,000						56,000	
CIP1025	Vehicle	General	Public Safety Director Vehicle Replacement #658	104,000			48,000						56,000	
CIP1026	Vehicle	General	Patrol Vehicle Replacement #660	166,000	55,000	-				53,000				58,000
CIP1027	Vehicle	General	CSO Vehicle Replacement #688	107,000		49,000								58,000
CIP3094	Vehicle	General	Chassis Replacement on Ambulance A30R	150,000				150,000						
CIP1034	Vehicle	General	Patrol Vehicle Replacement #665	30,000			30,000							
CIP1035	Vehicle	General	Patrol Vehicle Replacement #650	104,000			49,000				55,000			
CIP1032	Vehicle	General	Patrol Vehicle Replacement #662	105,000			50,000				55,000			
CIP1033	Vehicle	General	Deputy Chief Admin Vehicle Replacement #651	106,000			50,000						56,000	
CIP1037	Vehicle	General	Patrol Vehicle Replacement #653	107,000				51,000				56,000		
CIP1038	Vehicle	General	Patrol Vehicle Replacement #657	107,000				51,000				56,000		
CIP1039	Vehicle	General	Unmarked Vehicle Replacement #663	107,000				51,000				56,000		
CIP1046	Vehicle	General	CSO Vehicle Replacement #698	57,000								57,000		
CIP1047	Vehicle	General	Rescue Squad Pumper S30	650,000						650,000				
CIP1050	Vehicle	General	Ambulance Replacement A30	400,000								400,000		
CIP1050	Vehicle	General	Fire Engine E30	-										
CIP2803	Vehicle	General	2-1/2 Ton Stainless Steel Dump Body & Drop In Salter #40	-										
CIP1035	Vehicle	General	1/2 Ton Pickup Truck #35	-										



# VILLAGE OF GLENCOE

## Community Investment Program

Stub Year 2020 - Calendar Year 2029

Program Type		Funding Source	Program Item Name	Total 10-Year	SY 2020	CY 2021	CY 2022	CY 2023	CY 2024	CY 2025	CY 2026	CY 2027	CY 2028	CY 2029
CIP1036	Vehicle	General	1999 Skid Steer Loader #49	65,000	65,000									
CIP1033	Vehicle	General	2-1/2 Ton Truck #40 - Equipment Upgrade	240,000	80,000			160,000						
CIP1053	Vehicle	General	2-1/2 Ton Truck #42	150,000			150,000							
CIP1061	Vehicle	General	PW Administrative Vehicle #7	25,000		25,000								
CIP1044	Vehicle	General	Sidewalk Tractor #54	117,000		117,000								
CIP1032	Vehicle	General	Six Wheel Dump Truck Chassis #20	150,000		150,000								
CIP1013	Vehicle	General	3/4 Ton Pickup Truck #44	55,000			55,000							
CIP3005	Vehicle	General	1-1/2 Ton Truck #15	62,000			62,000							
CIP1071	Vehicle	General	Aerial Truck #29	103,500			103,500							
CIP1070	Vehicle	General	Sidewalk Tractor #55	124,000			124,000							
CIP1072	Vehicle	General	Grappler Truck #37	125,000			125,000							
CIP1054	Vehicle	General	1-1/2 Ton Truck #12	65,000				65,000						
CIP1078	Vehicle	General	1-1/2 Ton Truck #31	65,000				65,000						
CIP1077	Vehicle	General	2-1/2 Ton Dump #41	165,000		165,000								
CIP1085	Vehicle	General	3/4 Ton Pick-Up Truck #14	50,000					50,000					
CIP3006	Vehicle	General	Sidewalk Tractor #56	58,000					58,000					
CIP1086	Vehicle	General	1-1/2 Ton Truck #24	67,000					67,000					
CIP1083	Vehicle	General	2-1/2 Ton Truck #38	173,000					173,000					
CIP1084	Vehicle	General	65-Ft Aerial Truck #9	238,000					238,000					
CIP1092	Vehicle	General	2 1/2 Ton Body Dump Truck #39	175,000						175,000				
CIP1098	Vehicle	General	Front End Loader #45	200,000							200,000			
CIP2801	Vehicle	General	Front End Loader #46	210,000								210,000		
CIP3006	Vehicle	General	PW Administration Vehicle #610	30,000									30,000	
CIP1048	Vehicle	General	Sewer Vac All Truck #25	433,000	433,000									
CIP1045	Vehicle	General	Sewer Camera Truck #22	30,000		30,000								
CIP3008	Vehicle	General	Sewer Jet #23	190,000									190,000	
CIP4000	Golf Course Improvement	Golf Course Reserve Fund	Continuous Golf Cart Path	185,000	185,000	-	-	-	-	-	-	-	-	-
CIP1105	Equipment	MFT	Traffic Signal Controller Modifications	25,000	25,000									
CIP1106	Streets	MFT	Street Improvement	1,800,000		600,000			600,000			600,000		
CIP4002	Streets	State Grants	Safe Routes to School Crossing Improvements	118,690	118,690	-	-	-	-	-	-	-	-	-
CIP1128	Building Improvement-Water	Water	Replace Flat Roofs	50,000				50,000						
CIP1122	Building Improvement-Water	Water	Concrete Rehab	85,000				85,000						
CIP1132	Building Improvement-Water	Water	Replace Elevated Tank Mixer	20,000					20,000					
CIP1129	Building Improvement-Water	Water	Stucco/Tuckpointing Water Plant	150,000					150,000					
CIP3010	Building Improvement-Water	Water	Replace Hydraulic Valve Operators	150,000							150,000			
CIP1151	Building Improvement-Water	Water	UV Disinfection System - WP	120,000									120,000	
CIP1117	Equipment-Water Plant	Water	Replace Pumps And Motors-Low Lift 1 and 2	35,000	35,000									
CIP1144	Equipment-Water Plant	Water	Replace Pumps And Motors-High Lift	40,000	40,000									
CIP1141	Equipment-Water Plant	Water	Rehab Filters 5 & 6	100,000		100,000								
CIP1121	Equipment-Water Plant	Water	Replace Dehumidification System	35,000			35,000							
CIP1133	Equipment-Water Plant	Water	Contaminant Early Detection System	160,000						160,000				
CIP1143	Equipment-Water Plant	Water	Filter Air Scour System	50,000								50,000		
CIP3015	Vehicle	Water	Ford Transit Van #4	20,000		20,000								
CIP1135	Vehicle	Water	3/4 Ton Pickup #1	55,000			55,000							
CIP1136	Vehicle	Water	1-Ton Utility Truck Replacement #3	58,000			58,000							
CIP1142	Vehicle	Water	PW Administrative Vehicle #8	25,000				25,000						
CIP1147	Vehicle	Water	3/4 Ton Utility Truck #2	45,000						45,000				
CIP3105	Equipment-Water Plant	Water (Alternate Bonds)	Residential Water Meters	2,500,000	2,500,000	-	-	-	-					
CIP1125	Water Main	Water (Alternate Bonds)	Water Main Replacements	12,863,000	815,000	1,128,000	557,000	1,575,000	2,205,000	1,063,000	690,000	1,125,000	1,500,000	2,205,000
CIP1138	Water Main	Water (Alternate Bonds)	Elevated Tank 0.75 Mg	5,000,000				5,000,000						
GRAND TOTAL:				53,669,565	7,488,365	4,795,700	4,954,500	11,806,000	4,245,000	4,125,000	3,883,000	3,931,500	3,057,500	5,383,000

Other items for consideration:														
	Building Improvement	TBD	Golf Clubhouse	5,000,000	-	-	5,000,000	-	-	-	-	-	-	-
	Building Improvement	Water	Water Plant Upgrade - Approx. \$50M (In 2031)	-	-	-	-	-	-	-	-	-	-	-
	Building Improvement	TBD	Public Works Garage - Approx. \$10M	-	-	-	-	-	-	-	-	-	-	-



## STUB YEAR 2020 CIP RECOMMENDATIONS OVERVIEW

The Stub Year 2020 Budget includes \$7,488,365 in recommended improvements, which are outlined below.

GENERAL FUND			
PROGRAM #	PROGRAM TYPE	PROJECT NAME	REQUEST
CIP4001	Bicycle Path	Green Bay Trail Crossing Improvements	\$50,000
CIP1204	Building Improvement	Council Chambers Upgrade – Phase 2	\$150,000
CIP1020 <sup>(2)</sup>	Building Improvement	Public Safety Kitchen Renovation	\$50,000
CIP1021 <sup>(2)</sup>	Equipment	Parking System Program Improvements	\$65,000
CIP3095	IT Systems	Enterprise Resource Planning Program-Year 2	\$208,300
CIP1204D	IT Systems	Public Safety Mobile Data Terminal (MDT) Replacement	\$27,000
CIP1204E	IT Systems	Desktop Computer Replacements	\$25,000
CIP1050	Sanitary Sewer	Sanitary Sewer Rehab-IICP	\$200,000
CIP1043	Sidewalk	Downtown Sidewalk Paver Restoration	\$105,000
CIP3009	Sidewalks	Residential Sidewalk	\$100,000
CIP1047	Storm Sewer	Storm Water Drainage Improvements	\$150,000
CIP1040	Street Lights	Commuter Parking Lot Lighting Improvements	\$155,000
CIP4002 <sup>(1)</sup>	Streets	Safe Routes to School Crossing Improvements	\$118,690
CIP3112 <sup>(2)</sup>	Streets	Glencoe Water Plant/Beach Access Ramp	\$60,000
CIP1022	Vehicle	Patrol Vehicle Replacement #652	\$55,000
CIP1026	Vehicle	Patrol Vehicle Replacement #660	\$55,000
CIP1048	Vehicle	2009 Sewer Vac All Truck #25	\$433,000
CIP1036	Vehicle	1993 Skid Steer Loader #49	\$65,000
CIP1033	Vehicle	2 ½ Ton Truck #40 – Equipment Upgrade	\$80,000
GENERAL FUND TOTAL			\$2,151,990

<sup>(1)</sup>The Safe Routes to School Crossing Improvement is fully funded by a State grant

<sup>(2)</sup> Changed from Draft Budget. The Parking System and Kitchen Renovation were reallocated from current fiscal year

WATER FUND			
PROGRAM #	PROGRAM TYPE	PROJECT NAME	REQUEST
CIP1117	Equipment	Replace Pumps and Motors-Low Lift 1 and 2	\$35,000
CIP1144	Equipment	Replace Pumps and Motors-High Lift	\$40,000
CIP1125*	Water Main	Water Main Replacements	\$815,000
CIP3105*	Equipment	Residential Water Meter Replacement	\$2,500,000
WATER FUND TOTAL			\$3,390,000

\*Projects to be funded by Alternate Revenue Bonds

CAPITAL PROJECTS FUND			
PROGRAM #	PROGRAM TYPE	PROJECT NAME	REQUEST
CIP2806	Streets	Tudor Street/Court Streetscape Improvements	\$1,736,375
CAPITAL PROJECTS FUND TOTAL			\$1,736,375

MOTOR FUEL TAX FUND			
PROGRAM #	PROGRAM TYPE	PROJECT NAME	REQUEST
CIP1105	Equipment	Traffic Signal Controller Modifications	\$25,000
MOTOR FUEL TAX FUND TOTAL			\$25,000

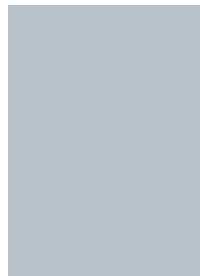
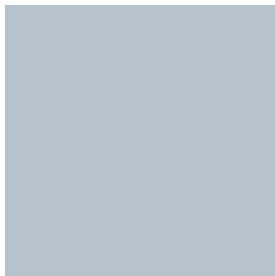
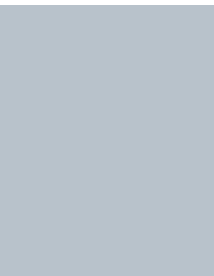
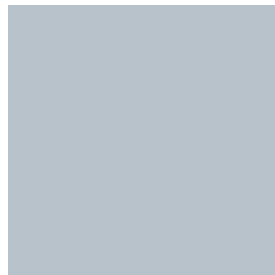
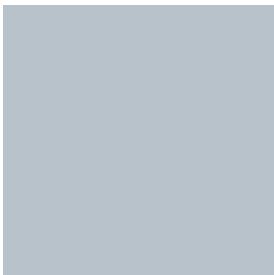
GOLF CLUB FUND			
PROGRAM #	PROGRAM TYPE	PROJECT NAME	REQUEST
CIP4000	Golf Course Improvement	Continuous Golf Cart Path	\$185,000
GOLF CLUB FUND TOTAL			\$185,000





COMMUNITY INVESTMENT PROGRAM

# GENERAL FUND



## STUB YEAR 2020 COMMUNITY INVESTMENT PROGRAM

<b>Project Name:</b>	<b>Green Bay Trail Crossing Improvements</b>	<b>Project Type:</b>	Bicycle Path
<b>Department:</b>	Public Works	<b>Project Manager:</b>	David Mau
<b>Cost:</b>	\$50,000	<b>Account(s):</b>	100-300-210-80120
<b>Funding Source:</b>	General Fund	<b>Fund(s):</b>	General
<b>Strategic Priority:</b>	Infrastructure Replacement	<b>Strategic Goal:</b>	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. In Glencoe, the Green Bay Trail is currently on-street between South Avenue and Maple Hill Road. Two proposed improvements to the trail through the on-street segment are under consideration in the near future, and funds are included in the proposed Stub Year 2020 budget for each.

**Replacement Recommendation:**

In 2017, the Village contracted with Toole Design Group to study the trail crossing at Hazel Avenue. At this crossing location there are conflicts for pedestrians and cyclists due to the offset alignment, sight distance restrictions and vehicle traffic on Hazel Avenue. The 30% design plans for improving this crossing attempt to address near-term countermeasures to mitigate conflicts between pedestrians and cyclists, fix the tight turns that currently exist at Hazel Avenue and achieve ADA compliance. The proposed improvements also include widening the trail between Cedar Lane to the south and Park Avenue to the north. Grant funding for this type of trail improvement is available through the IDOT Transportation Enhancement Program and the IDNR Illinois Trails Grant Program, and \$25,000 is included in Stub Year 2020 budget to cover the cost of engineering support for these grant applications.

The Park District is planning a major improvement to the linear parks located along Old Green Bay Road between Park Avenue and Maple Hill Road that includes a new off-street bicycle trail. The Park District's funding for this improvement is likely to be coming from several sources including grants and a private donation; \$25,000 in funding is included in the Stub Year 2020 budget for the potential of limited Village participation in the cost of the crossing improvements at each of the Village cross streets within the Park District's project limits.

**Strategic Plan:**

Installation of new bicycle trail crossing improvements for pedestrian and cyclist safety and 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, as well as supports the Village's value of environmental sustainability.

<b>Segment:</b>	Green Bay Trail Crossing improvements at Hazel Avenue and along Old Green Bay Road
<b>Replacement of:</b>	Bicycle and Pedestrian Crossing Upgrades
<b>Expected useful life:</b>	25 years



## STUB YEAR 2020 COMMUNITY INVESTMENT PROGRAM

<b>Project Name:</b>	<b>Council Chambers Upgrade – Phase 2 Construction</b>	<b>Project type:</b>	Building Improvement
<b>Department:</b>	Village Manager's Office	<b>Project manager:</b>	Management Analyst - VMO
<b>Cost:</b>	\$150,000	<b>Account(s):</b>	100-300-220-80105
<b>Funding Source:</b>	General Fund	<b>Fund(s):</b>	General
<b>Strategic Priority:</b>	Operational Effectiveness	<b>Strategic Goal:</b>	Services & Infrastructure

**PROJECT SUMMARY****Asset Description:**

As the largest meeting space in the Village Hall facility, 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.

The Council Chambers needs several facility and technology upgrades to replace failing equipment, improve the room's technology capabilities and allow the room to be used with greater flexibility for public meetings and staff training events.

**Replacement Recommendation:**

The Council Chambers' technology needs are significant. Major investment in the room was last completed in the early 1990s. Since that time, only minor technology upgrades have been added. Existing sound and visual equipment frequently fail, often impacting the ability for the room to be effectively used for meeting and training settings. For example:

- Presentation capabilities are restrictive in that laptops and mobile devices cannot be connected to the projection system (either from the podium, the dais or elsewhere), necessitating staff assistance for presenters. Similarly, current presentation screens are located in positions difficult for both the public and members of Boards/Commissions to view.
- The room lacks teleconferencing capabilities and is unable to adequately support remote trainings and presentations and/or telephonic meeting attendance.
- The audio/visual systems frequently malfunction, with microphones frequently experiencing reliability issues and severe static when used during meetings. In addition, the room does not have technology that would allow visitors with hearing impairments to participate through the use of an assisted listening device (ALD).
- The flexibility of the room for both public and staff-related meetings is limited by existing technology fixtures and large, permanent furniture/dais.

As a result, recommended technology upgrades include new high definition projectors and 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.

To accommodate improved technology, the Chambers room itself requires accompanying facility updates. The existing conventional ceiling needs to be reconstructed as a drop ceiling to run cabling within the room, as well as improvements to replace the existing dim and inefficient lighting. Next, the existing floor treatment is worn and requires either treatment or replacement. Last, technology improvements at the dais would require the dais to be either retrofitted or replaced.

Staff believes it would be imprudent to make technology upgrades separate from facility upgrades. In Fiscal Year 2020, the Village entered into a professional services agreement with an architectural firm to review needs for the Council Chambers and develop design alternatives that will assist the Village in a Request for Proposal (RFP) process for Phase 2 construction work during Stub Year 2020.

Proposed renovations included in Phase 2 upgrades are as follows: dais removal and/or replacement, as well as new carpet, lighting, technology, furniture and other fixtures. As Phase 2 renovation costs may vary significantly based upon selected room design, staff will work closely in tandem with the Village to determine project scope and ensure that enhancements are both efficient and cost effective. While a complete separation of facility updates from technology improvements is not recommended, there may be opportunities to plan phased updates to the room over a period of time, based on prioritization and scope of work. For that reason, staff recommends that the CIP include an allocation of \$150,000 in Stub Year 2020 while design options are developed.

**Strategic Plan:**

Replacement of technology equipment and facility upgrades in the Council Chambers supports the strategic priorities of community engagement and operational effectiveness in that upgrades allow for improved live and streaming audience viewing of Board and other community meetings. While this project does not directly relate to a specific strategic work plan initiative, it supports the strategic goal related to services and infrastructure.

<b>Segment:</b>	N/A
<b>Replacement of:</b>	Components of the Council Chambers Technology and Facility
<b>Expected useful life:</b>	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.

## STUB YEAR 2020 COMMUNITY IMPROVEMENT PROGRAM

<b>Project Name:</b>	<b>Public Safety Kitchen Renovation</b>	<b>Project Type:</b>	Building Improvement
<b>Department:</b>	Public Safety	<b>Project Manager:</b>	Auxiliary Services Lieutenant
<b>Cost:</b>	\$50,000	<b>Account(s):</b>	12-305-340-81115
<b>Funding Source:</b>	Fund Balance	<b>Fund(s):</b>	General
<b>Strategic Priority:</b>	Infrastructure Replacement	<b>Strategic Goal:</b>	Services & Infrastructure

**PROJECT SUMMARY****Asset Description:**

The Public Safety Department provides living space for 24-hour fire shift employees, which includes a kitchen, day room, dormitories and locker rooms. The kitchen provides a full-service workspace for meal preparation and dining. The kitchen also serves as the meal and break room for police and administrative personnel on a daily basis.

**Replacement Recommendation:**

The Public Safety kitchen area has not been renovated in over 20 years, except for appliances that have been repaired or replaced when necessary. The stove's flame elements have deteriorated and the oven provides inconsistent and inaccurate heat. The stove's ventilation system is also in need of repair. Several of the storage cabinets are in disrepair. The existing microwave ovens were manufactured in 1999 and are approaching the end of their useful lives. The water pressure and drainage is inadequate as the low pressure does not allow proper water flow through the dishwasher. In addition, the low pressure causes the ice making machine to fail, which has required replacement parts and repairs. The floor coverings are mismatched and are coming up in certain places, especially near the sink and dishwasher. Gaps between the cabinets and interior and exterior walls, floor and pipes create openings that allow rodent and insect infestation, which requires professional pest control and eradication measures. In light of the deficiencies as described above, staff recommends a comprehensive kitchen renovation.

The proposed renovation will include new cabinets, appliances, countertops, plumbing and electrical service. Local vendors or joint purchasing may be utilized, if available.

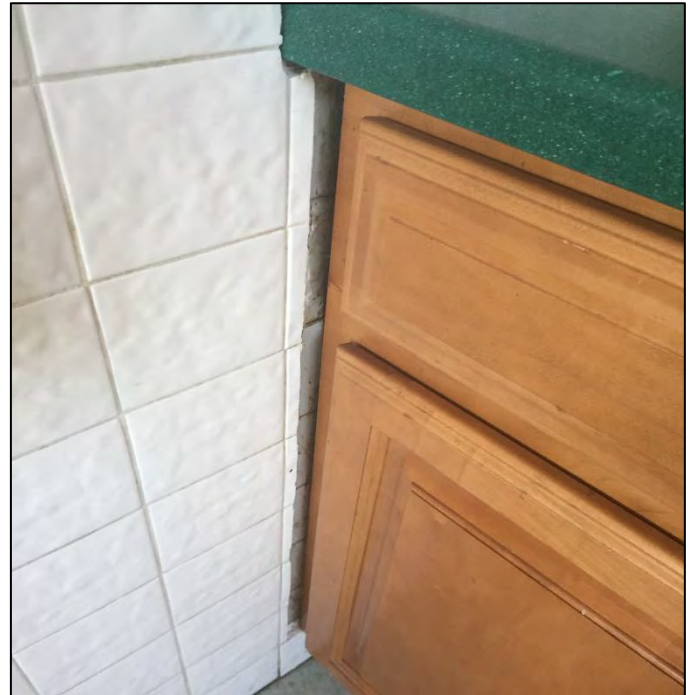
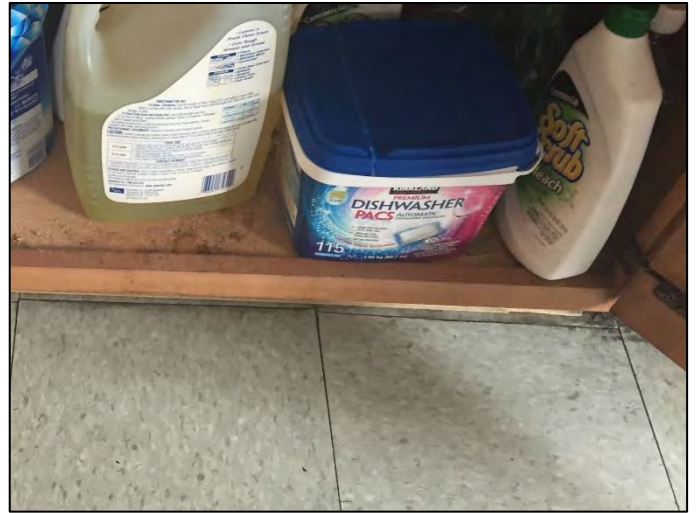
This renovation will provide an essential function for employees on the 24-hour shift. An updated kitchen will also improve the living and working conditions for all department personnel.

**Strategic Plan:**

This project is related to the strategic priority of infrastructure replacement by updating and replacing outdated or damaged appliances and utilities.

<b>Segment:</b>	N/A
<b>Replacement of:</b>	Existing Public Safety kitchen
<b>Expected useful life:</b>	25 years





## STUB YEAR 2020 COMMUNITY IMPROVEMENT PROGRAM

<b>Project Name:</b>	<b>Parking System Program Improvements</b>	<b>Project Type:</b>	Equipment
<b>Department:</b>	Public Safety	<b>Project Manager:</b>	Support Services Lieutenant
<b>Cost:</b>	\$125,000	<b>Account(s):</b>	12-405-405-82160
<b>Funding Source:</b>	Fund Balance	<b>Fund(s):</b>	General
<b>Strategic Priority:</b>	Operational Effectiveness	<b>Strategic Goal:</b>	Services & Infrastructure

**PROJECT SUMMARY****Asset Description:**

The Village maintains commuter, business district and street parking areas to facilitate transportation throughout Glencoe. To manage the system, the Village collects fees from motorists for parking in the commuter parking lots. The Village currently offers commuters the ability to buy daily, quarterly and annual passes. Commuters can purchase parking permits at Village Hall, online or by mail. Commuters may also use the coin box at the train station, which allows commuters to pay for a daily parking space. Business district parking areas are free, but have time limitations to ensure parking turnover.

Community Service Officers (CSOs) conduct foot and vehicle patrol in all parking areas to enforce parking regulations. Timed and permit parking areas are physically monitored, which is labor-intensive and inefficient. Coin box parking fees are monitored and collected daily and manually counted and processed. General parking enforcement is a manual process – vehicles/permits are individually checked, vehicles parked in time limited areas are manually timed, citations are issued and manually entered into a database and fines are collected in person or online. The coin box at the train station is over 20 years old and in a state of disrepair.

**Replacement Recommendation:**

Staff is recommending automation of parking control operations to increase compliance with parking restrictions, reduce staff time in processing permits and citations, to eliminate confusion regarding the various permit options and to increase enforcement consistency and efficiency. Proposed enhancements will include: 1) a kiosk that will be installed at the train station, 2) a pass through software solution to allow commuters to purchase permits and/or pay parking fees via the internet or a smartphone, 3) enforcement vehicle mounted license plate readers and 4) electronic ticket writing devices.

The new technology will improve customer service by offering the convenience of electronic payment and permitting, potentially increasing compliance with parking regulations. The vehicle mounted license plate readers will compare vehicle and parking permit/compliance data with the system software in real time. Vehicles in compliance will be verified instantly and those vehicles in non-compliance will be issued citations automatically. CSOs will be able to monitor all parking areas while driving, rather than on foot, thus increasing coverage and efficiency to ensure consistent enforcement efforts in all parking areas. Electronic citations will automatically populate the collections database and initiate the payment process, eliminating manual entry and collection practices. In the end, a seamless process for permitting, enforcement and collections will be coordinated through one software solution with significant reductions in manual processes.

**Strategic Plan:**

This project is related to the strategic priority of operational effectiveness and the program will transition from a manual to an automated system. This project will also support the strategic priority of financial sustainability by reducing the labor required to manage the parking program while increasing efficiency and uniform enforcement.



**Segment:** N/A  
**Replacement of:** Legacy software and manual process  
**Expected useful life:** 10 years

Below: Example of the proposed vehicle mounted license plate readers (left); example of the proposed parking kiosk (right)



Below: Current commuter parking lot coin box



<b>Project Name:</b>	<b>Enterprise Resource Planning Program</b>	<b>Project Type:</b>	IT Systems
<b>Department:</b>	Village Manager's Office	<b>Project Manager:</b>	Assistant Village Manager
<b>Cost:</b>	\$208,300 <sup>(1)</sup>	<b>Account(s):</b>	100-100-150-60305-
<b>Funding Source:</b>	General	<b>Fund(s):</b>	General
<b>Strategic Priority:</b>	Operational Effectiveness	<b>Strategic Goal:</b>	Services & Infrastructure

<sup>(1)</sup>Estimated Stub Year 2020 portion of a multi-year project

## PROJECT SUMMARY

### Asset Description:

An enterprise resource planning (ERP) program is a software that integrates data across an entire organization and allows for efficient flow of information between many business functions. An ERP replaces the need for individual, stand-alone software systems, and instead consists of integrated modules such as general ledger, accounts payable/receivable, payroll, human resource management, utility billing, permitting, licensing and work order management, among others.

### Replacement Recommendation:

The Village's existing ERP, Innoprise, has been in place since 2008. In 2017, the Village began a comprehensive process to evaluate its current and future ERP needs, and after issuing a request for proposals for new ERP systems, entered into a contract with Tyler Technologies to purchase Tyler's Incode 10 ERP system. Staff anticipates that the implementation project will span two to three years, resulting in a phased implementation of Incode 10 and decommissioning of Innoprise. This project began in Fiscal Year 2019 and will continue in Stub Year 2020. Work completed in Fiscal Year 2020 includes general ledger, accounts payable, accounts receivable, purchasing, budgeting and financial reporting functionality. The Stub Year 2020 Budget includes funding for the portion of the project that staff anticipates will be undertaken in Stub Year 2020, to include payroll, timekeeping, utility billing and community development functionality.

Incode 10 is an integrated ERP that will include financial, human resources, permitting, licensing, inspections, work order management and time and attendance. During the system selection process, staff determined that Incode 10 is a tool that will best support the Village's business process improvements and offers the opportunity to reduce the number of stand-alone software systems that the Village must use in its daily business processes. Staff determined that the Incode 10 software offers greater reporting and business analytics capabilities. By leveraging the Incode 10 software and engaging in process improvement, staff believes that many of the Village's business processes can be streamlined and made more customer-centric.

### Strategic Plan:

Implementation of a new ERP supports the Village's strategic priority of operational effectiveness, as it is a tool that can efficiently support daily business processes. Additionally, the software will offer new opportunities to collect and report on data, which will support several strategic work plan initiatives into the future.

<b>Segment:</b>	N/A
<b>Replacement of:</b>	Innoprise ERP
<b>Expected useful life:</b>	10-15 Years



## STUB YEAR 2020 COMMUNITY INVESTMENT PROGRAM

<b>Project Name:</b>	<b>Public Safety MDT Replacement</b>	<b>Project Type:</b>	IT Systems
<b>Department:</b>	Village Manager's Office / Public Safety Department	<b>Project Manager:</b>	IT Coordinator
<b>Cost:</b>	\$27,000	<b>Account(s):</b>	100-100-150-80305
<b>Funding Source:</b>	Fund Balance	<b>Fund(s):</b>	General
<b>Strategic Priority:</b>	Infrastructure Replacement	<b>Strategic Goal:</b>	Services & Infrastructure

**PROJECT SUMMARY****Asset Description:**

Public Safety police vehicles are equipped with Mobile Data Terminals (MDT) to provide communication with Glenview Public Safety Dispatch as well as various law enforcement databases to enable officers in the field to carry out their daily duties. In addition, the MDTs are vital to daily operations as they provide access to the Public Safety records management system, creating electronic records and reports to document all police activity as required. MDTs are manufactured as rugged computer devices specifically for law enforcement to function in a mobile environment in all weather conditions.

**Replacement Recommendation:**

The Village maintains a standard replacement cycle of five years for MDT computers, which is considered a best practice for this equipment. Many of the existing MDTs have surpassed the five-year replacement cycle. In certain circumstances, an MDT may not have to be replaced after five years if the performance is still optimal and the data requirements have not changed. In all, nine MDTs are recommended for replacement as they have surpassed the standard replacement life cycle of five years and/or have experienced performance degradation. More importantly, the data requirements have drastically increased as the Public Safety Department has initiated new programs requiring enhanced MDT capabilities, including patrol vehicle location technology, a new electronic citation program required by the Cook County courts and an automated parking management program that will begin in calendar year 2020. If not replaced, several of these nine MDTs will present a network security risk because of their inability to be upgraded. The currently installed software will reach the end of its useful life in early 2020 and will no longer be supported by the vendor. Staff recommends the replacement of the nine MDT computers to provide the ability to integrate with technology currently being implemented and technology that will be implemented in future years.

**Strategic Plan:**

This project is related to the strategic priority of Infrastructure Replacement. The new MDTs will also enhance Public Safety Operational Effectiveness as automated systems reduce officer downtime and administrative processes related to daily operations.

<b>Segment:</b>	N/A
<b>Replacement of:</b>	Existing MDT equipment
<b>Expected useful life:</b>	5 years



## STUB YEAR 2020 COMMUNITY INVESTMENT PROGRAM

<b>Project Name:</b>	<b>Desktop Computer Replacement</b>	<b>Project Type:</b>	IT Systems
<b>Department:</b>	Village Manager's Office	<b>Project Manager:</b>	IT Coordinator
<b>Cost:</b>	\$25,000	<b>Account(s):</b>	100-100-150-80305
<b>Funding Source:</b>	Fund Balance	<b>Fund(s):</b>	General
<b>Strategic Priority:</b>	Infrastructure Replacement	<b>Strategic Goal:</b>	Services & Infrastructure

**PROJECT SUMMARY****Asset Description:**

Desktop computers are used daily by staff to process information to provide residents with timely and efficient service. The Village currently has 15 desktop computers that need replacement that, if not replaced, will likely experience high risk of failure, experience performance degradation or have trouble meeting daily compute requirements.

**Replacement Recommendation:**

After years of daily use, computers become less efficient and more susceptible to failure and performance degradation. Additionally, older computers may no longer be capable of upgrading to newer Microsoft Windows operating systems when old operating systems are no longer supported by Microsoft. The replacement of desktop computers is a standard computer best practice life cycle replacement procedure. The Village maintains a standard replacement cycle of five to seven years for desktop computers. Many have surpassed the five-year replacement cycle and are declining in performance and/or are no longer capable of accepting new operating system upgrades.

In some circumstances, a computer may not have to be replaced after five years if the performance is still optimal and the data requirements have not changed. However, with newer applications being used in the Village's operations, the demand for more resources and faster processing is imminent. All 15 computers recommended for replacement have surpassed the standard replacement life cycle, experienced performance degradation and/or they no longer meet the Village's operational needs. Additionally, several of these computers will present a network security risk when they are no longer able to upgrade to newer operating systems.

Staff recommends the replacement of the 15 desktop computers to reduce network security risks, meet the demands of high performing applications and provide a more stable platform for staff to maintain or increase efficiency. All computers will be replaced with mobile computers to provide flexibility in the completion their daily tasks. These computers will also provide staff with access to live data whether they are in or out of office.

**Strategic Plan:**

This project is related to the strategic priority of Infrastructure Replacement. The new computers will enhance Operational Effectiveness, reduce downtime and repair cost due to system failure.

<b>Segment:</b>	N/A
<b>Replacement of:</b>	Existing Desktop Computer Equipment
<b>Expected useful life:</b>	5-7 years





## STUB YEAR 2020 COMMUNITY INVESTMENT PROGRAM

<b>Project Name:</b>	<b>Sanitary Sewer Rehab-IICP (Area 2)</b>	<b>Project Type:</b>	Sanitary Sewer
<b>Department:</b>	Public Works	<b>Project Manager:</b>	Civil Engineer
<b>Cost:</b>	\$200,000	<b>Account(s):</b>	100-300-200-80610
<b>Funding Source:</b>	General Fund	<b>Fund(s):</b>	General
<b>Strategic Priority:</b>	Infrastructure Replacement	<b>Strategic Goal:</b>	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 which includes pipe replacement, lining and manhole repairs.

**Replacement Recommendation:**

As a requirement of the Metropolitan Water Reclamation District (MWRD) mandated 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 and perform detailed condition assessment investigations. Based on the comprehensive investigative efforts and condition assessment, defects within the sanitary sewer collection system were identified, and the results were used to implement rehabilitation/improvements which were completed in 2018 and 2019. The improvements included sanitary sewer point repairs, sewer main lining and sanitary sewer manhole rehabilitation. The budget for Stub Year 2020 begins the condition assessment of the next prioritized target area.

The MWRD IICP program is ongoing and will require the Village to evaluate 2% of the sanitary sewer system each year. The long-range plan is to address larger areas of the system over a three-year period 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 residential basement backups and sanitary sewer manhole overflows.

**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:** Sanitary sewer main and manholes in IICP targeted priority area  
**Replacement of:** Sanitary sewer pipe and manholes  
**Expected useful life:** 40 years





## STUB YEAR 2020 COMMUNITY INVESTMENT PROGRAM

<b>Project Name:</b>	<b>Downtown Sidewalk Paver Restoration</b>	<b>Project Type:</b>	Sidewalks
<b>Department:</b>	Public Works	<b>Project Manager:</b>	General Superintendent
<b>Cost:</b>	\$105,000	<b>Account(s):</b>	100-300-250-80805
<b>Funding Source:</b>	General Fund	<b>Fund(s):</b>	General
<b>Strategic Priority:</b>	Infrastructure Replacement	<b>Strategic Goal:</b>	Services & Infrastructure

**PROJECT SUMMARY****Asset Description:**

Modular sidewalk pavers were installed in all sidewalk areas in the downtown business district in 2001 and 2002 as part of the comprehensive streetscape improvements program approved by referendum in 2001. The downtown paver system design includes clay brick pavers with a concrete brick paver border and covers over 70,000 square feet of sidewalk area throughout the business district.

A modular paver system provides the ability to remove and replace pavers for utility excavation repairs and adjustments to the surface grade due to tree roots and differential settlement. It also permits the replacement of pavers that are stained or damaged. The paver system has served the community well with its ability to withstand pedestrian traffic, weather and road salt—and it has remained visually attractive.

**Replacement Recommendation:**

Public Works has maintained the downtown pavers since their original installation through an annual maintenance allowance for an outside contractor to address isolated areas that pose potential hazards (i.e. settlement, trip hazards and standing water) to pedestrians. In Fiscal Year 2019, a program was initiated to address extended areas along each block face in the downtown in a systematic manner beginning with the north side of Park Avenue from Green Bay Road to Vernon Avenue. The plan is to address the maintenance of the entire 70,000 square feet of pavers in the downtown by Calendar Year 2024. The scope of the restoration work includes removal of the pavers, regrading of the stone sub-base (supplementing the aggregate base as required) and resetting the pavers. The restoration effort includes the replacement of an estimated 10% of the clay brick and concrete pavers based on condition (i.e. stains or cracks). Based on the pricing and experience of the 2019 contract work, staff has increased the budget for Stub Year 2020 from \$100,000 to \$105,000.

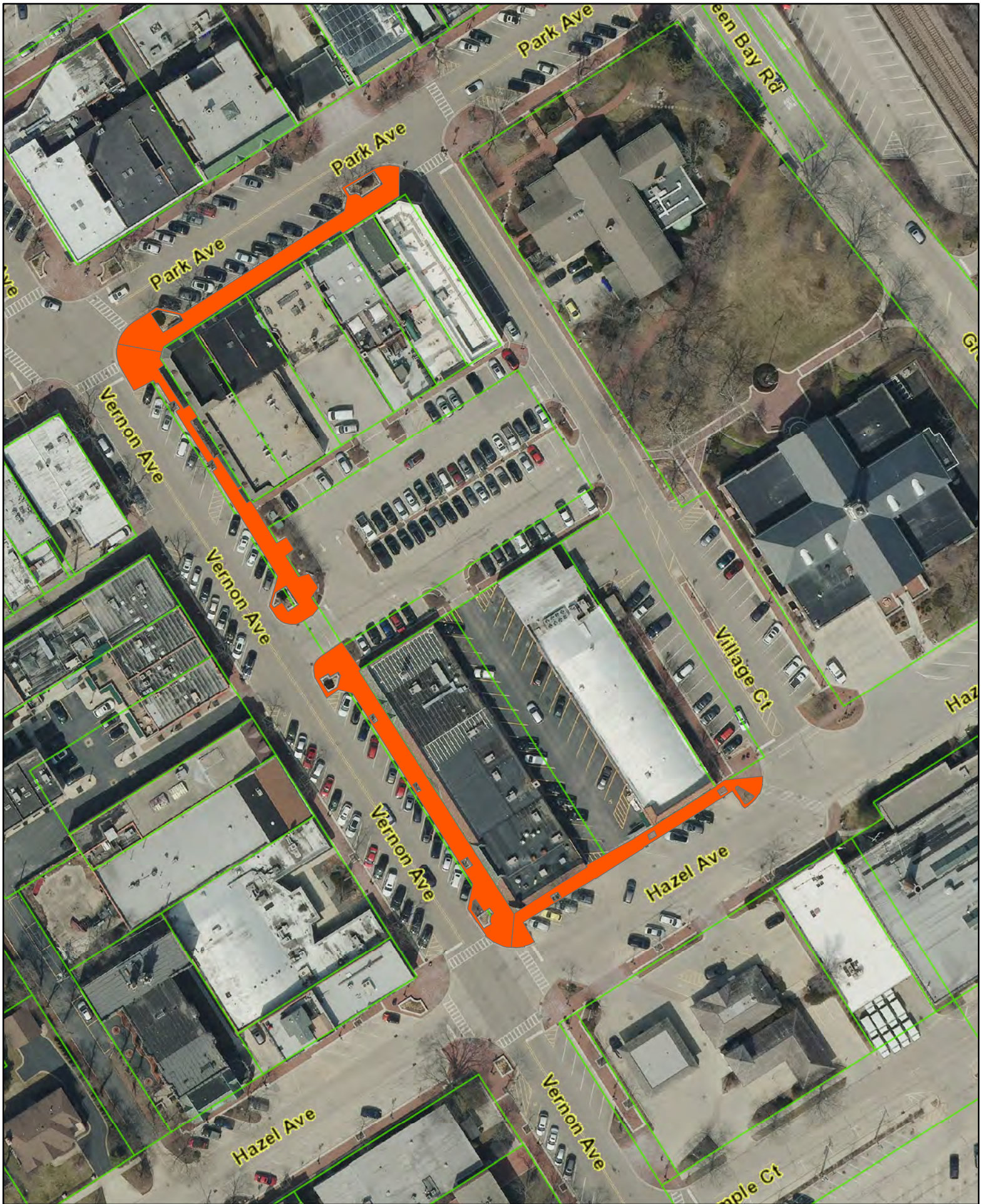
**Strategic Plan:**

Downtown sidewalk paver restoration is an action item directly related to the goal of supporting economic growth through improvements to the Village's built environment and supports the strategic goal of economic development and the strategic priority of infrastructure replacement. Because the improvement is designed to assist pedestrians and encourage more pedestrian activity in the downtown, it supports the Village's value of environmental sustainability.

<b>Segment:</b>	Identified sidewalk paver areas in the downtown
<b>Replacement of:</b>	N/A
<b>Expected useful life:</b>	20 years







# Village of Glencoe

CIP SY 2020  
Brick Paver Replacement

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1:1,000  
Brick Paver Replacement Area



Date: 11/7/2019



## STUB YEAR 2020 COMMUNITY INVESTMENT PROGRAM

<b>Project Name:</b>	<b>Residential Sidewalks</b>	<b>Project Type:</b>	Sidewalks
<b>Department:</b>	Public Works	<b>Project Manager:</b>	Civil Engineer
<b>Cost:</b>	\$100,000	<b>Account(s):</b>	100-300-250-80805
<b>Funding Source:</b>	General Fund	<b>Fund(s):</b>	General
<b>Strategic Priority:</b>	Infrastructure Replacement	<b>Strategic Goal:</b>	Services & Infrastructure

**PROJECT SUMMARY****Asset Description:**

The Village maintains over 73 miles of public sidewalk throughout the community. 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 sections excessive sloping and 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 through 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 installation of new squares to connect gaps in the existing network.

In Stub Year 2020 an emphasis will be placed on identifying and prioritizing new sidewalk locations to fill gaps in the existing sidewalk network as identified in the Village's Active Transportation Plan (ATP) completed in 2018. Possible locations to be considered include Dundee Road between Greenwood Ave and Vernon Ave, and Dundee Road between Pebblewood Lane and the Chicago Botanic Garden entrance.

**Strategic Plan:**

Installation of residential sidewalks 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. Because residential sidewalks are designed to assist and encourage more pedestrian/cyclist activity, it supports the Village's value of environmental sustainability.

<b>Segment:</b>	Gaps in the Village sidewalk network as identified in the ATP
<b>Replacement of:</b>	Residential sidewalk
<b>Expected useful life:</b>	40 years



<b>Project Name:</b>	<b>Storm Sewer Drainage Improvements</b>	<b>Project Type:</b>	Storm Sewer
<b>Department:</b>	Public Works	<b>Project Coordinator:</b>	Civil Engineer
<b>Cost:</b>	\$150,000	<b>Account(s):</b>	100-300-200-80610
<b>Funding Source:</b>	General Fund	<b>Fund(s):</b>	General
<b>Strategic Priority:</b>	Infrastructure Replacement	<b>Strategic Goal:</b>	Services & Infrastructure

## PROJECT SUMMARY

### Asset Description:

The Village's storm sewer system includes 70 miles of storm sewer pipe that functions to convey storm water through two primary drainage basins that outlet the western half of the Village to the east diversion ditch and the eastern half of the Village to Lake Michigan. Significant storm water improvements have been completed over the last 25 years to address localized and recurring street and right-of-way flooding throughout the Village. Other identified storm water improvements target critical outfall pipes and structures in both drainage basins. Additional engineering study is required to evaluate remaining localized areas in the Village where storm sewer capacity issues remain.

### Replacement Recommendation:

The Stub Year 2020 budget includes funds for engineering evaluation of the Park Avenue/South Avenue/Washington Avenue drainage basin. The Park Avenue Basin improvements completed in 2016 terminated at the intersection of Park Avenue and South Avenue into an existing storm sewer that traverses the Skokie Country Club property to an outfall tributary to the east diversion ditch. The existing storm sewer on Washington Avenue connects to this same existing storm sewer, and the limited capacity of the pipe causes significant flooding to occur at the west end of Park Avenue as well as Washington Avenue and Washington Place.

Storm sewer capacity issues have also been identified on Sunset Lane west of Vernon Avenue causing sustained roadway flooding that results in the street being impassable. Funding is included for upgrades to the Sunset Lane storm sewer system.

### Strategic Plan:

The completion of the engineering study and proposed storm sewer improvements supports the services and infrastructure goal of employing best practices to deliver high-quality services and maintain infrastructure and supports the strategic priority of infrastructure replacement.

**Segment:** Engineering study of Park Avenue/South Avenue/Washington Avenue drainage basin area

**Replacement of:** Sunset Lane storm sewer

**Expected useful life:** 40-50 years



<b>Project Name:</b>	<b>Commuter Parking Lot Lighting Improvements</b>	<b>Project Type:</b>	Lighting
<b>Department:</b>	Public Works	<b>Project Manager:</b>	General Superintendent
<b>Cost:</b>	\$155,000	<b>Account(s):</b>	100-300-250-80715
<b>Funding Source:</b>	General Fund	<b>Fund(s):</b>	General
<b>Strategic Priority:</b>	Infrastructure Replacement	<b>Strategic Goal:</b>	Economic Development

## PROJECT SUMMARY

### Asset Description:

The southwest and southeast commuter lots include 14 street lights that were installed in the early 1990s. The street lights are precast concrete poles with lantern style fixtures that are illuminated with high pressure sodium lamps. Several of the precast concrete poles are severely deteriorated and need replacement.

### Replacement Recommendation:

As a second phase of an overall street light improvement and upgrade plan, staff is recommending updating the street light poles and fixtures in both of these actively used commuter parking lots.



Phase I of the street light improvement and upgrade plan began in 2018 when the Village replaced the concrete precast poles in the northwest commuter lot with updated cast aluminum poles and fixtures. The new lights are equipped with LED lamps. The new poles and fixtures in the northwest commuter lot are designed and manufactured by the same lighting company used in the downtown business district streetscape improvements completed in 2001-02. Originally the lighting improvements in the southwest lot were budgeted in Fiscal Year 2020, but in an effort to improve the efficiency for design and reduce costs overall engineering costs, the design will be completed in Fiscal Year 2020 with the contracts for furnishing the street lights and installation included in Stub Year 2020. Overall, this lighting improvement plan will increase the life expectancy of the lamps from two to 10 years which will reduce labor and energy costs.

The cost to replace the existing concrete poles and light fixtures with cast aluminum poles and fixtures in both the southwest and southeast commuter parking lots is budgeted at \$155,000. As part of the Village's overall energy efficiency strategy, staff will also pursue rebate grant funding opportunities for this initiative.

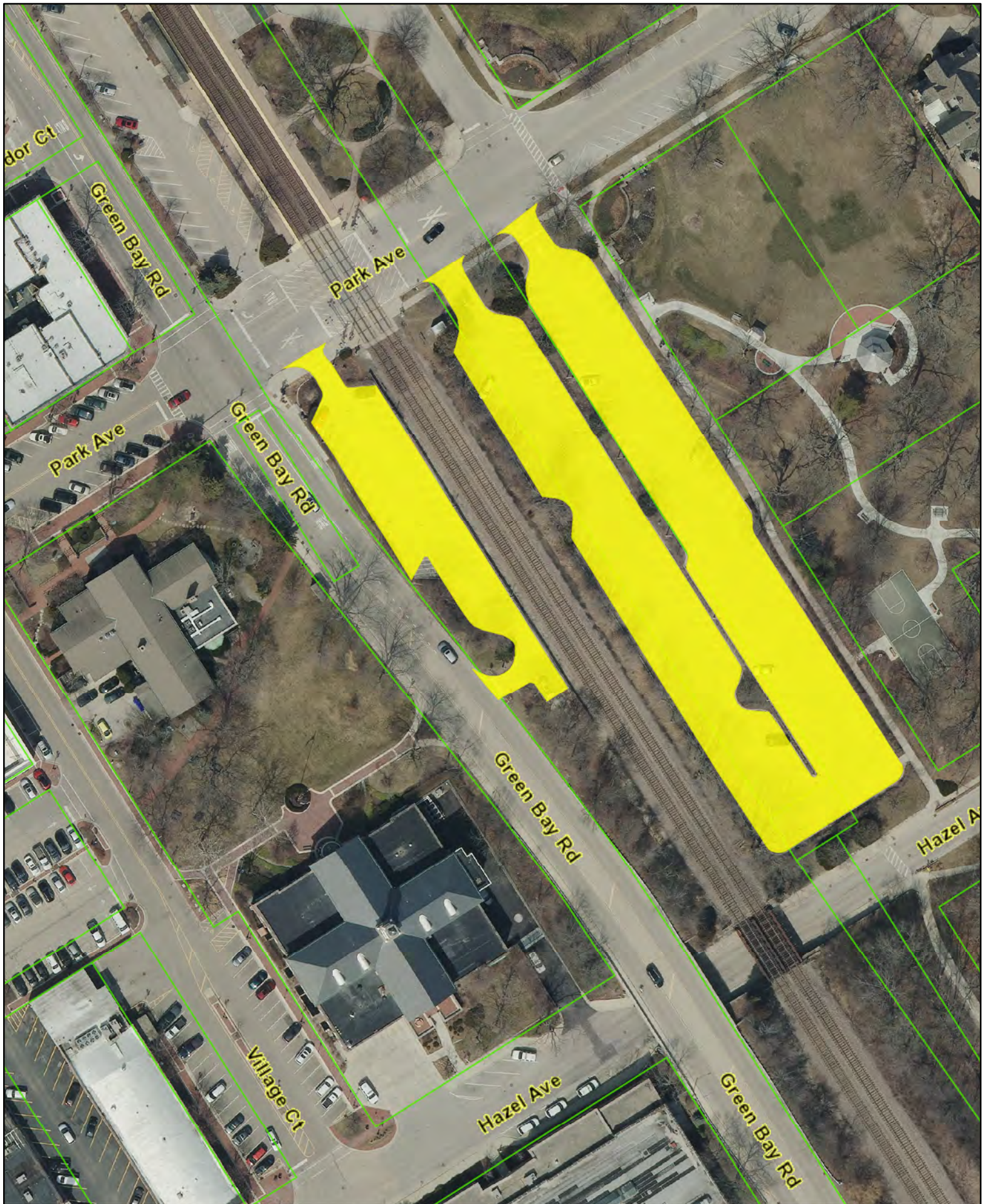
### Strategic Plan:

Installation of commuter parking lot lighting improvements is an action item directly related to the goal of supporting economic growth through improvements to the Village's built environment and communicates the Village's value of environmental sustainability by improving energy efficiency.

**Segment:** Southwest and Southeast commuter parking lots  
**Replacement of:** Street Lights  
**Expected useful life:** 25 years









## STUB YEAR 2020 COMMUNITY INVESTMENT PROGRAM

<b>Project Name:</b>	<b>Safe Routes to Schools Routes Infrastructure Improvements</b>	<b>Project Type:</b>	Streets
<b>Department:</b>	Public Works	<b>Project Manager:</b>	Public Works Director
<b>Cost:</b>	\$111,500	<b>Account(s):</b>	100-300-250-80705
<b>Funding Source:</b>	General Fund (State Grant Reimbursement)	<b>Fund(s):</b>	General
<b>Strategic Priority:</b>	Infrastructure Replacement	<b>Strategic Goal:</b>	Services & Infrastructure

**PROJECT SUMMARY****Asset Description:**

The Village maintains over 73 miles of public sidewalk throughout the community. Within the sidewalk networks 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 specific attention.

**Replacement Recommendation:**

In late 2017, Sustainability Task Force spearheaded a separate committee comprised of staff and representatives from the Glencoe School District 35 and the Village to study pedestrian and bicycle connectivity throughout the Village. The collaborative work of this joint initiative resulted in the Village's first Active Transportation Plan (ATP). The ATP identifies potential infrastructure projects with the goal to improve walking and biking paths for people of all ages and abilities. To assist with funding some of the projects identified in the ATP, the Village and School District 35 applied for the Illinois Department of Transportation's Safe Routes to Schools (SRTS) grant. The Village was successfully awarded \$118,500 in SRTS grant funding, \$111,500 for infrastructure improvements and \$7,000 for District 35 education and communication efforts.

**Proposed Safe Routes to School Infrastructure Locations and Improvements:**

- Forest Way Drive – Re-stripe crosswalks, remove and replace curb/sidewalks and new sidewalk installation
- Dundee Road and Forest Way Drive – Re-stripe crosswalks, widen waiting area on Southwest corner, school zone payment markings and signs
- Dundee Road – Re-stripe crosswalks, crosswalk signs, and install rapid reflecting flashing beacon
- Green Bay Road and South Avenue – Re-stripe crosswalks and widen waiting area for students
- Green Bay Road and Harbor Street – Re-stripe crosswalks, 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.

<b>Segment:</b>	Targeted crossing, signage and sidewalk improvements as identified in ATP
<b>Replacement of:</b>	Pedestrian crossing upgrades
<b>Expected useful life:</b>	25 years



## STUB YEAR 2020 COMMUNITY INVESTMENT PROGRAM

<b>Glencoe Water Plant/Beach Access</b>			
<b>Project Name:</b>	<b>Ramp</b>	<b>Project Type:</b>	Streets
<b>Department:</b>	Public Works	<b>Project Manager:</b>	Civil Engineer
<b>Cost:</b>	\$60,000	<b>Account(s):</b>	100-300-250-80705
<b>Funding Source:</b>	General Fund	<b>Fund(s):</b>	General
<b>Strategic Priority:</b>	Infrastructure Replacement	<b>Strategic Goal:</b>	Services & Infrastructure

**PROJECT SUMMARY****Asset Description:**

The access ramps from the street ends at Park Avenue and Hazel Avenue down to the Water Plant and Glencoe Beach were constructed in several phases from 1930 to 1960. The ramps are stabilized on both sides by stone retaining walls. Structural repairs are needed on a portion of the retaining wall on the ramp leading down from Park Avenue.

**Replacement Recommendation:**

As a part of the Park District's planned repairs to the retaining wall at the Park Avenue overlook in the Spring of 2020, structural repairs to a portion of the retaining wall on the ramp leading down from Park Avenue will be jointly bid. The repairs to the retaining wall will include removal and replacement of the concrete footing and reconstruction of the stone retaining wall for approximately 25 feet of the wall.

The ramps on the lakefront bluff below Park Avenue and Hazel Avenue are shared by the Park District and the Village (Water Plant access), so the cost of the ramp retaining wall repairs will split 50/50. The engineer's estimate for the total cost of the ramp retaining wall repairs is \$120,000. The tentative timeline is to begin the repair work in March 2020 in order to be completed prior to the opening of the Glencoe Beach for the 2020 season.

**Strategic Plan:**

Repairs to the Water Plant/Glencoe Beach Access Ramp Wall is an action item directly related to supporting the strategic priority of infrastructure replacement.

**Segment:** Water Plant/Glencoe Beach Access (North Ramp) Retaining Wall

**Replacement of:** Approximately 25 ft of Stone Retaining Wall

**Expected useful life:** 30 – 35 years



## STUB YEAR 2020 COMMUNITY INVESTMENT PROGRAM

<b>Project Name:</b>	<b>Patrol Vehicle #652</b>	<b>Project Type:</b>	Vehicle – Auxiliary Services
<b>Department:</b>	Public Safety	<b>Project Manager:</b>	Lieutenant
<b>Cost:</b>	\$55,000	<b>Account(s):</b>	100-400-300-80405
<b>Funding Source:</b>	General Fund	<b>Fund(s):</b>	General
<b>Strategic Priority:</b>	Operational Effectiveness	<b>Strategic Goal:</b>	Services & Infrastructure

**PROJECT SUMMARY****Asset Description:**

Squad 652 is a 2014 Chevy Caprice assigned to the patrol division.

**Replacement Recommendation:**

As part of the annual budget 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 four years in service or 100,000 miles, because as pursuit rated vehicles they are driven under unusual and sometimes extreme performance and weather conditions. Also, 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 comprehensive preventive maintenance provided by Public Works mechanics, patrol 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.



Replacement of Squad 652 is recommended based on the following reasons:

- At the time of expected replacement, this vehicle will have been in service for almost six years and nearing or exceeding 100,000 miles.
- Public Works Department fleet division staff made significant repairs to the steering system components in the past year, likely due to age, mileage, and driving conditions.
- This vehicle is the last sedan in the patrol fleet, and it does not meet the storage needs for required Public Safety equipment.
- As the age and mileage will exceed thresholds at time of replacement, command staff is not confident that this vehicle can meet reliability standards to perform as required.

Staff is recommending the replacement of the existing sedan vehicle with a 2020 Ford Interceptor SUV (Explorer). Sedans no longer serve the needs of the department most effectively. The Explorer has a larger storage capacity for required equipment carried by public safety officers, which includes structural firefighting personal protection, mobile computer systems, radios, firearms and emergency medical services equipment. A hybrid option will be available for the first time in pursuit-rated vehicles in 2020. Staff will analyze the appropriateness of the hybrid option for Village use.

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

Vehicle	#652 - 2014 Chevrolet Caprice			In Service Date	11/21/2014	
Purchase Price	\$25,432	Current Value	\$5,000	Replacement Price	\$35,259 (Vehicle Only)	
Total Repair Costs	\$12,000	Total P&M Costs	\$3,960	Miles	90,200	
Description	Patrol Vehicle					
Last 5 Years	2015	2016	2017	2018	2019	Total
P&M Costs	\$500	\$693	\$1,500	\$373	\$895	\$3,961
Repair Costs	\$1,115	\$2,543	\$4,181	\$1,583	\$2,578	\$12,000
Projected 5 Years	2020	2021	2022	2023	2024	Total
P&M Costs	\$792	\$792	***	***	***	\$1,584
Repair Costs	\$2,400	\$2,400	***	***	***	\$4,800
Projected Repairs	Avg. Repair Costs	Avg. Repair Costs				

#### 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 652  
**Expected useful life:** 4 years





## STUB YEAR 2020 COMMUNITY INVESTMENT PROGRAM

<b>Project Name:</b>	<b>Patrol Vehicle #660</b>	<b>Project Type:</b>	Vehicle
<b>Department:</b>	Public Safety	<b>Project Manager:</b>	Auxiliary Services Lieutenant
<b>Cost:</b>	\$55,000	<b>Account(s):</b>	100-400-300-80405
<b>Funding Source:</b>	General Fund	<b>Fund(s):</b>	General
<b>Strategic Priority:</b>	Operational Effectiveness	<b>Strategic Goal:</b>	Services & Infrastructure

**PROJECT SUMMARY****Asset Description:**

Squad 660 is a 2017 Ford Interceptor SUV (Explorer) assigned to the Patrol Division.

**Replacement Recommendation:**

As part of the annual budget 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 four years in service or 100,000 miles, because as pursuit rated vehicles they are driven under unusual and sometimes extreme performance and weather conditions. Also, 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 comprehensive preventive maintenance provided by Public Works mechanics, patrol 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.



Based on the comprehensive preventive maintenance provided by Public Works mechanics, staff has determined that while this patrol vehicle is approaching the mileage threshold for patrol vehicles it remains a useful vehicle as a Public Safety administrative vehicle. The established replacement cycle for administrative vehicles is six years in service or 100,000 miles. While administrative vehicles are pursuit rated vehicles, they are less likely to be driven under performance conditions. Therefore, staff recommends that the current patrol squad 660 be replaced with a new 2020 Ford Interceptor SUV rather than be used as a trade-in. The current squad 660 will be re-purposed and replace administrative squad 656, which will be traded in. Squad 656 is a 2013 Ford Taurus assigned to the Deputy Chief in the Police Division.

Repurposing of Squad 660 is recommended based on the following reasons:

- Squad 660 has been heavily used as a patrol vehicle and will have well over 100,000 miles at the time it is re-purposed as an administrative vehicle .

- To avoid potential mechanical failures and unexpected maintenance costs and increased fuel costs associated with higher mileage patrol vehicles, staff believes that squad 660 can be a safe and reliable administrative vehicle for 2-4 additional years.
- This replacement option meets the service needs of the public and budgetary and operational needs of the Village.

Staff is recommending replacement of squad 660 with a 2020 Ford Interceptor SUV (Explorer). The Explorer has been a reliable patrol vehicle for the Public Safety Department for many years. It has appropriate storage capacity for required equipment carried by public safety officers, which includes structural firefighting personal protection, mobile computer systems, radios, firearms and emergency medical services equipment. A hybrid option will be available for the first time in pursuit-rated vehicles in 2020. Staff will analyze the appropriateness of the hybrid option for Village use.

The table below provides recent maintenance history and projected costs for vehicle 660.

Vehicle	#660 - 2017 Ford Explorer			In Service Date	2/24/2017	
Purchase Price	\$26,787	Current Value	\$8,631	Replacement Price	\$35,259 (Vehicle Only)	
Total Repair Costs	\$4,993	Total P&M Costs	\$2,150	Miles	85,000	
Description	Patrol Vehicle					
Last 5 Years	2015	2016	2017	2018	2019	Total
P&M Costs	***	***	\$496	\$1,061	\$593	\$2,150
Repair Costs	***	***	\$1,194	\$3,297	\$502	\$4,993
Projected 5 Years	2020	2021	2022	2023	2024	Total
P&M Costs	\$717	\$717	***	***	***	\$1,434
Repair Costs	\$1,664	\$1,664	***	***	***	\$3,328
Projected Repairs	Avg. Repair Costs	Avg. Repair Costs				

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

- The water pump failed and was replaced, requiring specialized tools and training. The engine compartment was dismantled to accommodate the repairs, so the vehicle was out of service for three months.
- The trunk area is prone to chronic water leaks, resulting in mold in the trunk compartment
- Recurring electrical system failures, including component failure and battery failure.



Staff is recommending replacement of this vehicle with the current Squad 660, a 2017 Ford Interceptor SUV (Explorer). The larger vehicle will be far more functional as a command vehicle for large scale police incidents. The

fleet already includes several Explorers, which helps with consistency and efficiency in maintenance. At time of replacement, squad 656 will have been in service for over seven years.

The table below provides recent maintenance history and projected costs for vehicle 656.

Vehicle	#656 - 2013 Ford Taurus			In Service Date	4/9/2012	
Purchase Price	\$23,284	Current Value	\$2,000	Replacement Price	\$0	
Total Repair Costs	\$12,243	Total P&M Costs	\$2,006	Miles	73,095	
Description	Deputy Chief Vehicle					
Last 5 Years	2015	2016	2017	2018	2019	Total
P&M Costs	\$88	\$401	\$165	\$284	\$234	\$1,172
Repair Costs	\$423	\$1,096	\$2,048	\$2,479	\$5,184	\$11,230
Projected 5 Years	2020	2021	2022	2023	2024	Total
P&M Costs	\$234	\$234	***	***	***	\$468
Repair Costs	\$2,246	\$2,246	***	***	***	\$4,492
Projected Repairs	Avg. Repair Costs	Avg. Repair Costs				

#### Strategic Plan:

This project is related to the strategic priority of Operational Effectiveness. The reassignment of a patrol vehicle in lieu of purchasing a new vehicle satisfies the Financial Sustainability strategic priority. The reassigned patrol vehicle will provide a reliable and mechanically sound pursuit-rated vehicle, which is relied upon for safe administrative 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 660  
**Expected useful life:** 4 years



<b>Project Name:</b>	<b>Sewer Vac Truck – Unit #25</b>	<b>Project Type:</b>	Vehicle
<b>Department:</b>	Public Works	<b>Project Manager:</b>	General Superintendent
<b>Cost:</b>	\$433,000	<b>Account(s):</b>	100-300-200-80405
<b>Funding Source:</b>	General Fund	<b>Fund(s):</b>	General
<b>Strategic Priority:</b>	Operational Effectiveness	<b>Strategic Goal:</b>	Services & Infrastructure

## PROJECT SUMMARY

### Asset Description:

The Public Works Sewer Vac truck (Unit #25) is a critical and necessary piece of equipment used to maintain the Village's storm and sanitary sewer systems. It is used daily to clean manhole structures and pipe and is occasionally used to hydro-excavate utility repairs (excavation of soils using water and suction).

### Replacement Recommendation:

The existing sewer vac truck was purchased in 2009 and has 6,410 front engine hours and 2,045 rear 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 25 is recommended based on the following:



- Dump body has extensive corrosion and will require replacement
- Rear motor will require replacement in the next one to two years
- Impeller and housing have extensive corrosion and will require replacement
- Vehicle is experiencing “ghost” electrical issue that staff and manufacturer are unable to diagnose

The current unit #25 is manufactured by Vac All and has dual International engines, one that powers the vehicle drive train and rodder attachment, the other that powers the vacuum system. A dual engine system requires a large chassis to house all the components which makes for a heavy vehicle and the extended chassis length needs significant space on the streets to navigate safely. Public Works staff has researched design alternatives that will provide a smaller, lighter weight vehicle that uses a single engine to power the drive train, rodder and vacuum system. This anticipated change in design specifications could possibly reduce the overall price. Demonstrations will be conducted by two or three manufacturers to provide staff with a broad view of what the market can offer including attachment options to improve operational efficiency. Based on the results of the demonstrations a comprehensive Request for Proposal (RFP) will be issued for the purchase of the new sewer vac.

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

Vehicle	#25 - 2009 Sewer Vac			In Service Date	7/15/2010	
Purchase Price	\$303,404	Current Value	\$78,462	Replacement Price	\$430,000	
Total Repair Costs	\$94,971	Total P&M Costs	\$17,807	Miles/Hours	19,210/Front Eng. 6,410 - Rear Eng. 2,045	
Description	Sewer Division Vehicle used by 3 of 5 Public Works divisions					
Last 5 Years	2015	2016	2017	2018	2019	Total
P&M Costs	\$2,250	\$1,428	\$1,162	\$1,930	\$1,387	\$8,157
Repair Costs	\$9,501	\$10,963	\$9,188	\$17,121	\$6,813	\$53,586
Projected 5 Years	2020	2021	2022	2023	2024	Total
P&M Costs	\$1,600	\$1,600	\$1,600	\$1,600	\$1,600	\$8,000
Repair Costs	\$55,000	\$25,000	\$25,000	***	***	\$105,000
Projected Repairs	Debris/Dump Body	Impellar Housing	Replace PTO's			
	Replace Rear Motor	Replace Water Pump	Front Engine Rebuild			
	Suction Tubes					

**Strategic Plan:**

Replacement of the Sewer Vac truck 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:** Sewer Vac Truck – Unit #25  
**Expected useful life:** 10 to 15 years





<b>Project Name:</b>	<b>Skid Steer – Unit #49</b>	<b>Project Type:</b>	Vehicle
<b>Department:</b>	Public Works	<b>Project Manager:</b>	General Superintendent
<b>Cost:</b>	\$65,000	<b>Account(s):</b>	100-300-250-80205
<b>Funding Source:</b>	General Fund	<b>Fund(s):</b>	General
<b>Strategic Priority:</b>	Operational Effectiveness	<b>Strategic Goal:</b>	Services & Infrastructure

## PROJECT SUMMARY

### Asset Description:

The Skid Steer (Unit #49) is one of two small front-end loaders utilized in the Public Works fleet. These extremely versatile loaders are used for a variety of operational support purposes across all divisions, including excavation and loading, pavement removal, material distribution through the fork lift functionality and snow & ice control operations.



### Replacement Recommendation:

The existing unit #49 was purchased in 1993 and has 3,670 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 49 is recommended based on the following:

- Unit #49 has lost significant lifting power due to its aged hydraulic system and components
- Unit #49 is a very old design that has limited cabin capacity and poor ergonomics
- Components such as the bucket and forks show significant wear
- This piece of equipment will require significant repairs to reach a satisfactory level of operation

Demonstrations will be conducted by three or four manufacturers to provide staff with a broad view of what the market can offer including attachment options to improve operational efficiency. Based on the results of the demonstrations a comprehensive Request for Proposal (RFP) will be issued for the purchase of the new skid steer. Public Works daily operations require the need for two skid steer units due to the versatility of this equipment and the demand for their use by most Public Works functions. As shown by the age of the existing skid steer purchasing is a better option than leasing due to the longevity of the equipment. Staff has contacted the Park District to inquire about a possible partnership in the purchase.

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

Vehicle	#49 - 1993 Case Skid Steer			In Service Date	7/1/1993	
Purchase Price	\$24,300	Current Value	\$1,500	Replacement Price	\$65,000	
Total Repair Costs	\$32,594	Total P&M Costs	\$4,464	Hours	3,657	
Description	Skid Steer used by all Public Works Divisions					
Last 5 Years	2015	2016	2017	2018	2019	Total
P&M Costs	\$105	\$122	\$342	\$107	\$0	\$676
Repair Costs	\$193	\$818	\$837	\$527	\$776	\$3,151
Projected 5 Years	2020	2021	2022	2023	2024	Total
P&M Costs	\$169	\$169	\$169	\$169	\$169	\$845
Repair Costs	\$13,000 <sup>(1)</sup>	\$10,000 <sup>(1)</sup>	***	***	***	\$23,000
Projected Repairs	Hydraulic System	Engine Rebuild				
	Heating System	Paint				
	Bucket & Forks					
	Parking Brake					

<sup>(1)</sup>Repairs will be challenged by parts availability due to model year of unit.

**Strategic Plan:**

Replacement of a Skid Steer loader 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:** Skid Steer – Unit #49  
**Expected useful life:** 20 years



## STUB YEAR 2020 COMMUNITY INVESTMENT PROGRAM

<b>Project Name:</b>	<b>2-1/2 Ton Truck — Unit #40 Dump Body and Salter — Hook Lift System</b>	<b>Project Type:</b>	Vehicle
<b>Department:</b>	Public Works	<b>Project Manager:</b>	General Superintendent
<b>Cost:</b>	\$80,000	<b>Account(s):</b>	100-300-250-80405
<b>Funding Source:</b>	General Fund	<b>Fund(s):</b>	General
<b>Strategic Priority:</b>	Operational Effectiveness	<b>Strategic Goal:</b>	Services & Infrastructure

**PROJECT SUMMARY****Asset Description:**

The 2-1/2-ton Public Works dump truck (Unit #40) is one of three regular duty trucks in the fleet. These trucks are used for a variety of operational support purposes across all divisions, including hauling excavation spoils, aggregate, tree logs, snow and other materials. These trucks are also equipped with a snow plow and salt spreader and are a major component of the primary fleet used in the Village's Snow and Ice Control Program to plow and salt streets.

**Replacement Recommendation:**

The existing truck was purchased in 2012 and has 2,750 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 #40's dump body is recommended at this time based on the following:

- The dump body on Unit #40 has a unique design that combines the dump body with a conveyor belt system for moving materials through a shoot at the rear of the vehicle.
- The conveyor belt system has proved to be a poor design for the Public Works Department's needs.
- The dump body on Unit #40 is rusted and rotting away and would require significant steel fabrication to rebuild.
- The conveyor belt system is wearing and will need replacing.
- The existing steel dump body has limited capacity of three to four cubic yards; the new dump body will have additional capacity of six to seven cubic yards which will increase productivity by reducing round trips to move material.

The existing dump body on Unit #40 will be replaced with a versatile hook lift system; the same system is currently utilized on Public Works trucks #38 and #39. This system provides the ability to easily interchange apparatuses (dump body, salter, and flatbed) allowing Public Works operations flexibility in completing different work tasks at any time of the year. For example, during the winter months these dump trucks will not be limited by being exclusively outfitted for snow and ice control operations. The hook lift system permits salters to be easily removed and replaced with a dump body for hauling materials. That functionality is not possible with the current fixed salter configuration. This purchase will include a new steel dump body and a stainless-steel salter. In the future, when the chassis is ready for replacement the hook lift system, dump body and salter will be saved and installed on the new chassis.

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



Vehicle	#40 - 2012 2 1/2 Ton Dump Truck			In Service Date	3/1/2012	
Purchase Price	\$119,632	Current Value	\$33,657	Replacement Price	\$145,000	
Total Repair Costs	\$35,108	Total P&M Costs	\$6,126	Hours	2,751	
Description	2 1/2 Dump Truck used by all Public Works Divisions					
Last 5 Years	2015	2016	2017	2018	2019	Total
P&M Costs	\$1,325	\$583	\$762	\$888	\$700	\$4,258
Repair Costs	\$4,380	\$1,937	\$6,484	\$5,371	\$4,648	\$22,820
Projected 5 Years	2020	2021	2022	2023	2024	Total
P&M Costs	\$852	\$852	\$852	***	***	\$2,556
Repair Costs	\$84,500	\$4,500	\$4,500	\$160,000	***	\$253,500
Projected Repairs	Avg. Repair Costs	Avg. Repair Costs	Avg. Repair Costs	Replace Chassis		
	Dump Body/Salter					

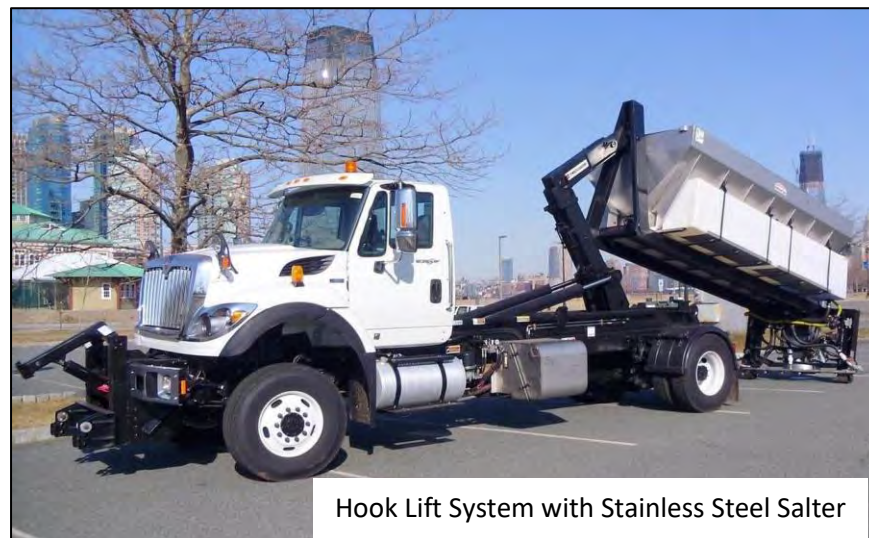
**Strategic Plan:**

Replacement and conversion to a hook lift body system 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:** Components of existing 2-1/2 ton truck - Unit #40: Dump body, hook lift system and flatbed

**Expected useful life:** 15 years



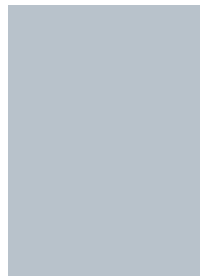
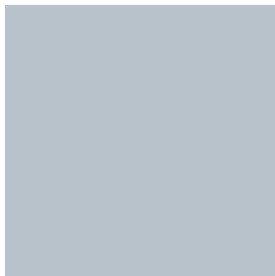
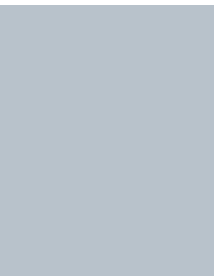
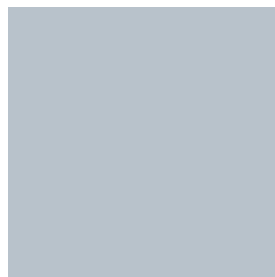
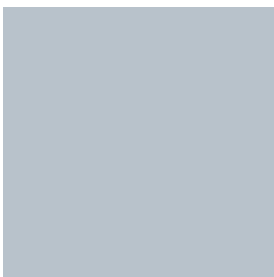
Below: Salt conveyor images





COMMUNITY INVESTMENT PROGRAM

# WATER FUND





## STUB YEAR 2020 COMMUNITY INVESTMENT PROGRAM

<b>Project Name:</b>	<b>Replace Pumps and Motors</b>	<b>Project Type:</b>	Equipment
<b>Department:</b>	Water Production	<b>Project Manager:</b>	Water Plant Superintendent
<b>Cost:</b>	\$75,000	<b>Account(s):</b>	200-300-295-80205
<b>Funding Source:</b>	Fund Balance	<b>Fund(s):</b>	Water
<b>Strategic Priority:</b>	Infrastructure Replacement	<b>Strategic Goal:</b>	Services & Infrastructure

**PROJECT SUMMARY****Asset Description:**

There are four low service (low lift) pumps that are used to bring in raw water from Lake Michigan and five high service (high lift) pumps in the Water Plant that are used in the water production process to supply finished drinking water to the community. These pumps are critical to operations to provide a reliable way to draw water into the plant for treatment and to maintain pressure and flow out to the distribution system.



While the Village continues to study alternatives for long-term plans for investment in the existing water plant infrastructure as part of the Strategic Plan, there continues to be the need to manage and maintain critical components of the water production and distribution systems, including the pumps and motors.

**Replacement Recommendation:**

Two of the four low lift pumps and motors are used daily. They were installed in 1992 and 1996 and are nearing the end of their useful life. They are no longer capable of pumping water at their rated capacity and repair parts are no longer available. Staff recommends replacing the pumps and motors as a unit to restore pumping capacity and complement their use with the new variable frequency drives (VFD's) that were installed in Fiscal Year 2020.

Two of the five high lift pumps and motors are also used daily. The motors on these pumps were installed in 1965 and the pumps were installed in 1971. The pump and motor on high lift #1 were rebuilt in the spring of 1997. High lift pump #1 is no longer capable of pumping water at its rated capacity because the impeller (the rotating component that moves the water) is worn, and the motor draws too many amps at 100% output and must be run at a reduced speed. High lift pump #2 had a new pump installed in 2012 but is not capable of pumping water at its rated capacity because the motor draws too many amps at 100% output and must be run at a reduced speed. Staff recommends replacing the pump and motor on high lift pump #1 as a unit and replacing the motor only on high lift pump #2 to restore pumping capacity. These pump upgrades will complement their use with the new VFD's that were installed in Fiscal Year 2020.

**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 operational effectiveness. In conjunction with the new variable frequency drive (VFD) installation the replacement pumps will improve efficiency and reduce energy and thereby support the strategic priority of sustainability.

**Segment:** N/A

**Replacement of:** Two low lift service pumps and motors  
Two high lift motors and one service pump

**Expected useful life:** 20 years



## STUB YEAR 2020 COMMUNITY INVESTMENT PROGRAM

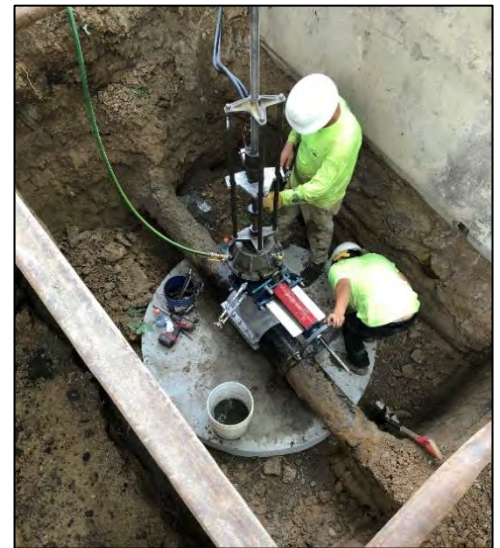
<b>Project Name:</b>	<b>Water Main Replacement-Longmeadow Lane</b>	<b>Project Type:</b>	Water Main
<b>Department:</b>	Water Distribution	<b>Project Manager:</b>	General Superintendent
<b>Cost:</b>	\$246,000	<b>Account(s):</b>	200-300-295-80505
<b>Funding Source:</b>	Water Fund/Alt. Rev. Bonds	<b>Fund(s):</b>	Water
<b>Strategic Priority:</b>	Infrastructure Replacement	<b>Strategic Goal:</b>	Services & Infrastructure

**PROJECT SUMMARY****Asset Description:**

The Stub Year 2020 budget includes funds for water main improvements. This includes the installation of 750 lineal feet (LF) of 8-inch water main and (2) water services (0 = Lead, 2 = Copper) from the water main to the buffalo box (*also called a b-box, which is a water service shut-off valve*) along the Longmeadow Lane right-of-way between Westley Road and Westwood Lane. This work will connect the dead-end water mains on Westley and Westwood to create a “loop” that will improve water quality and system flow.

**Replacement Recommendation:**

In 2016, Strand Associates completed a Water Distribution System Study that identified segments of water main for installation and replacement based on analysis of the existing distribution system under peak demand, water main break history data, and input from Water Distribution division staff.



From the recommendations in the study, projects are prioritized using several factors including the ratio of breaks per 100 feet of pipe and water main locations with deficient 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. Project estimates are updated to reflect current construction pricing. The total construction cost includes engineering design services. Construction inspection will be performed in-house, saving additional consulting engineering fees which are typically 10% of the construction cost. Annual water distribution system improvements are also coordinated with other Village infrastructure improvements (sanitary sewer, storm sewer and street resurfacing) to minimize disruption to both the street pavement and the residents affected in those project areas.

**Strategic Plan:**

The Water Main Replacement Project is an action item directly related to employing best practices to deliver high-quality services, maintain infrastructure through the ongoing evaluation of the Village’s water distribution system, and supports the strategic priority of infrastructure replacement and operational effectiveness.

<b>Segment:</b>	Longmeadow Lane Loop (Westley to Westwood)
<b>Replacement of:</b>	750 LF of new 8-inch water main
<b>Expected useful life:</b>	40 years









## STUB YEAR 2020 COMMUNITY INVESTMENT PROGRAM

<b>Project Name:</b>	<b>Water Main Replacement – Forest Way Drive</b>	<b>Project Type:</b>	Water Main
<b>Department:</b>	Water Distribution	<b>Project Manager:</b>	General Superintendent
<b>Cost:</b>	\$195,000	<b>Account(s):</b>	200-300-295-80505
<b>Funding Source:</b>	Water Fund/Alt. Rev. Bonds	<b>Fund(s):</b>	Water
<b>Strategic Priority:</b>	Infrastructure Replacement	<b>Strategic Goal:</b>	Services & Infrastructure

**PROJECT SUMMARY****Asset Description:**

The Stub Year 2020 budget includes funds for water main improvements. This include the replacement of 497 lineal feet (LF) of 12-inch water main on Forest Way Drive installed in the 1920's with a new 12-inch water main and (6) water services (0 = Lead, 6 = Copper) from the water main to the buffalo box (*also called a b-box, which is a water service shut-off valve*) between Strawberry Hill Drive to Chestnut Lane. This segment of water main has a history of main breaks. The water main replacement will improve the reliability of the distribution system serving this area of the Village.

**Replacement Recommendation:**

In 2016, Strand Associates completed a Water Distribution System Study that identified segments of water main for installation and replacement based on analysis of the existing distribution system under peak demand, water main break history data, and input from Water Distribution division staff.



From the recommendations in the study, projects are prioritized using several factors including the ratio of breaks per 100 feet of pipe and water main locations with deficient 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. Project estimates are updated to reflect current construction pricing. The total construction cost includes engineering design services. Construction inspection will be performed in-house, saving additional consulting engineering fees which are typically 10% of the construction cost. Annual distribution system improvements are also coordinated with other Village infrastructure improvements (sanitary sewer, storm sewer and street resurfacing) to minimize disruption to both the street pavement and the residents affected in those project areas.

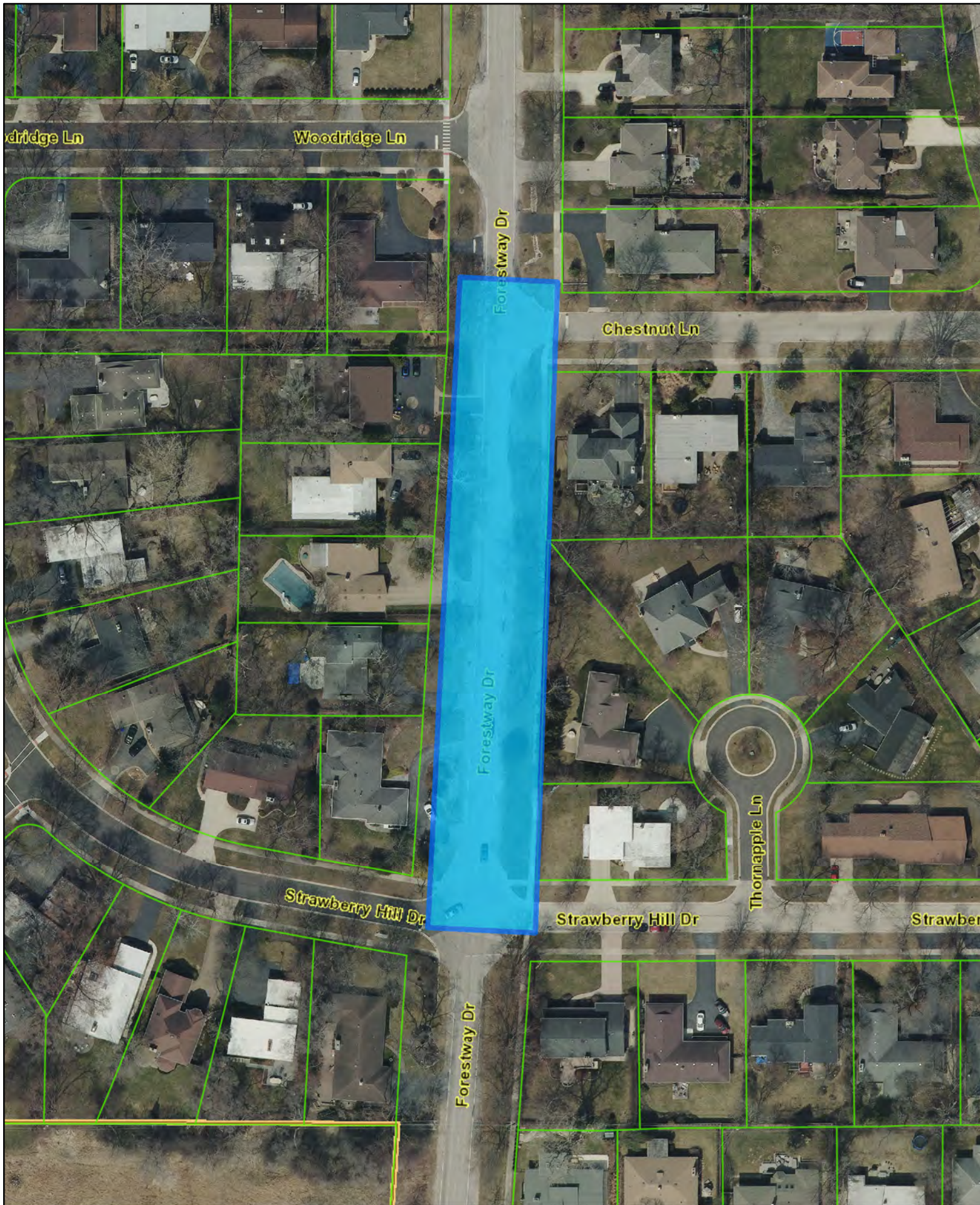
**Strategic Plan:**

The Water Main Replacement Project is an action item directly related to employing best practices to deliver high-quality services, maintain infrastructure through the ongoing evaluation of the Village's water distribution system, and supports the strategic priority of infrastructure replacement and operational effectiveness.

<b>Segment:</b>	Strawberry Hill Drive to Chestnut Lane
<b>Replacement of:</b>	497 LF of 12-inch water main with new 12-inch water main
<b>Expected useful life:</b>	40 years







**Village of Glencoe**

**CIP SY 2020**  
Water Main Improvements

Water Main Improvement Area  
Stub Year 2020, Budget, Project, Page 43, 44  
1:1,200 Feet



Date: 10/28/2019



## STUB YEAR 2020 COMMUNITY INVESTMENT PROGRAM

<b>Project Name:</b>	<b>Water Main Replacement – Longwood Avenue</b>	<b>Project Type:</b>	Water General
<b>Department:</b>	Water Distribution	<b>Project Manager:</b>	Superintendent
<b>Cost:</b>	\$99,000	<b>Account(s):</b>	200-300-295-80505
<b>Funding Source:</b>	Water Fund/Alt. Rev. Bonds	<b>Fund(s):</b>	Water Services &
<b>Strategic Priority:</b>	Infrastructure Replacement	<b>Strategic Goal:</b>	Infrastructure

**PROJECT SUMMARY****Asset Description:**

The Stub Year 2020 water main improvements will include the replacement of 296 lineal feet (LF) of 4-inch water main installed in the 1920s with new 6-inch water main and (2) water services (0 = Lead, 2 = Copper) from the water main to the buffalo box (*also called a b-box, which is a water service shut-off valve*) on Longwood Avenue south of Hawthorn Avenue. There are no lead water services on this segment of water main. This water main replacement will improve fire flow in the water distribution system in the area. 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 installation and replacement based on analysis of the existing distribution system under peak demand, water main break history data, and input from Water Distribution division staff.



From the recommendations in the study, 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 are updated to reflect current construction pricing. The total construction cost includes engineering design services. Construction inspection will be performed in-house. Annual distribution system improvements are also coordinated with other Village infrastructure improvements (sanitary sewer, storm sewer and street resurfacing) to minimize disruption to the street pavement and the residents affected in those project areas.

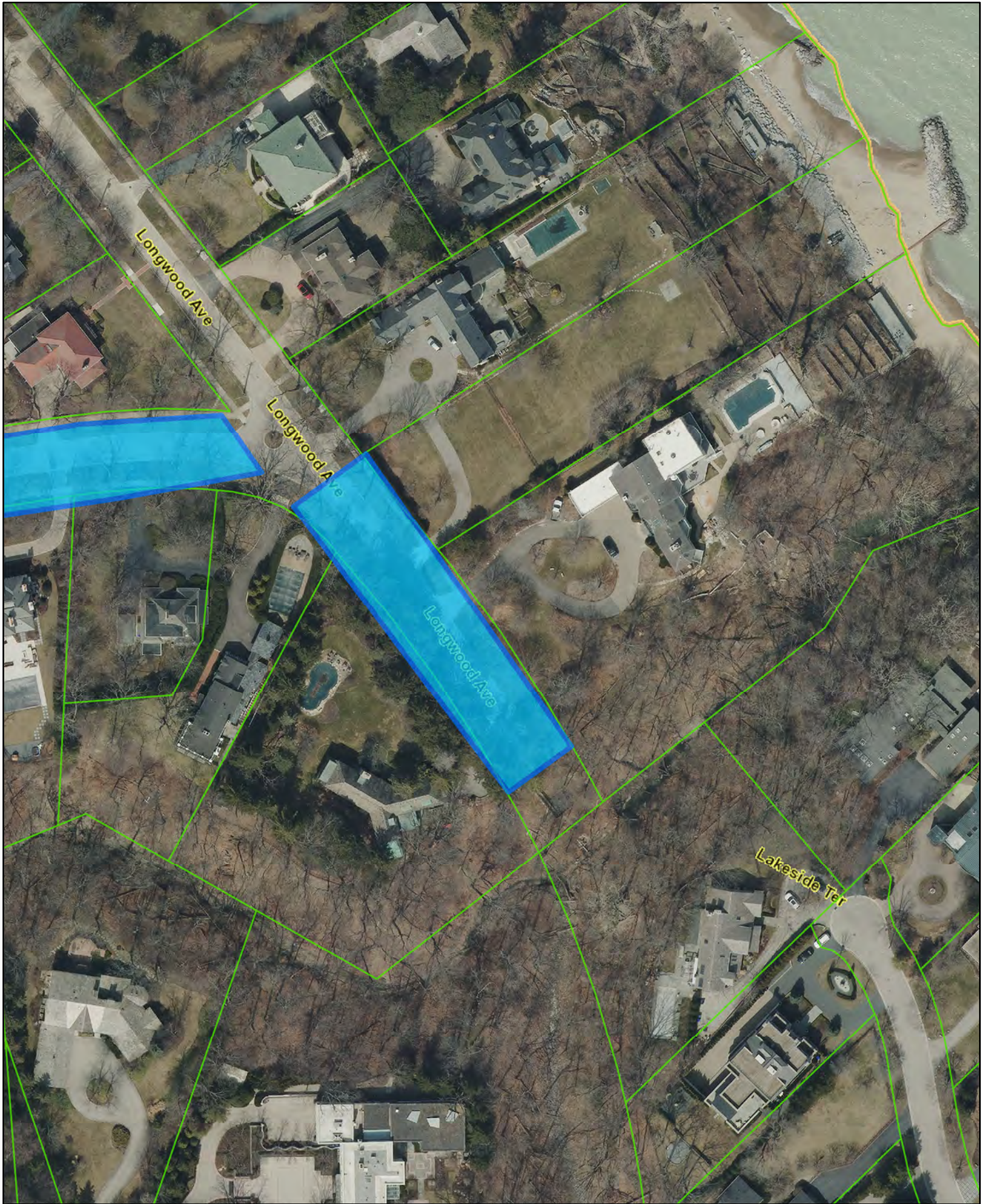
**Strategic Plan:**

The Water Main Replacement Project is an action item directly related to employing best practices to deliver high-quality services, maintain infrastructure through the ongoing evaluation of the Village's water distribution system, and supports the strategic priority of infrastructure replacement and operational effectiveness.

**Segment:** Hawthorn Avenue south to end of road  
**Replacement of:** 296 LF of 4-inch water main with new 6-inch water main  
**Expected useful life:** 40 years







# Village of Glencoe

CIP SY 2020  
Water Main Improvements

Water Main Improvement Area  
Stub Year 2020, Budget Page 42



1:1,200

Feet

Date: 10/28/2019



<b>Project Name:</b>	<b>Water Main Replacement-Hawthorn Avenue</b>	<b>Project Type:</b>	Water Main
<b>Department:</b>	Water Distribution	<b>Project Manager:</b>	General Superintendent
<b>Cost:</b>	\$275,000 <sup>(1)</sup>	<b>Account(s):</b>	200-300-295-80505
<b>Funding Source:</b>	Water Fund/Alt. Rev. Bonds	<b>Fund(s):</b>	Water
<b>Strategic Priority:</b>	Infrastructure Replacement	<b>Strategic Goal:</b>	Services & Infrastructure

### PROJECT SUMMARY

**Asset Description:** The Stub Year 2020 water main improvements will include the replacement of 1,540 lineal feet (LF) of parallel 4-inch and 6-inch water main installed in the 1920s with 770 lineal feet (LF) of new 8-inch water main and (9) water services (4 = Lead, 5 = Copper) from the water main to the buffalo box (*also called a b-box, which is a water service shut-off valve*) between Sheridan Road to Longwood Avenue. This segment of water main has a history of main breaks and water main replacement will improve fire flow in the water distribution system in the area. 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 installation and replacement based on analysis of the existing distribution system under peak demand, water main break history data and input from Water Distribution division staff.

From the recommendations in the study, 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 are updated to reflect current construction pricing. The total construction cost includes engineering design services. Construction inspection will be performed in-house. Annual distribution system improvements are also coordinated with other Village infrastructure improvements (sanitary sewer, storm sewer and street resurfacing) to minimize disruption to the street pavement and the residents affected in those project areas.

<sup>(1)</sup> The cost estimate may need to be increased for lead service line replacement (3 ea.) pending regulatory mandate.

### Strategic Plan:

The Water Main Replacement Project is an action item directly related to employing best practices to deliver high-quality services, maintain infrastructure through the ongoing evaluation of the Village's water distribution system, and supports the strategic priority of infrastructure replacement and operational effectiveness.

**Segment:** Sheridan Road to Longwood Avenue  
**Replacement of:** 1,540 LF of 4-inch and 6-inch water main with 770 LF of 8-inch water main  
**Expected useful life:** 40 years









<b>Project Name:</b>	<b>Residential and Commercial Water Meter Replacement</b>	<b>Project Type:</b>	Equipment
<b>Department:</b>	Water Distribution	<b>Project Manager:</b>	General Superintendent and Water Plant Superintendent
<b>Cost:</b>	\$2,500,000	<b>Account(s):</b>	200-300-290-80515
<b>Funding Source:</b>	Water Fund/Alt. Rev. Bonds	<b>Fund(s):</b>	Water
<b>Strategic Priority:</b>	Infrastructure Replacement	<b>Strategic Goal:</b>	Services & Infrastructure

### PROJECT SUMMARY

**Asset Description:** The Stub Year 2020 budgets includes funding for the full replacement of the Village's 3,048 active water meters. Water meters are essential assets in the water distribution system monitoring accurate water consumption and revenue. The current inventory of water meters in the Village system consists of three different manufacturers installed during three different time periods. The



oldest meters were part of a planned full meter change out installed during the mid-1980's. A second planned change out of residential meters was completed in the mid-2000's, this included the full change out of approximately 2,000 meters and the replacement of only meter registers on approximately 1,000 existing meters. Of these 1,000 meters approximately 800 are still in the system and have recently begun to fail at a rate of 5 to 15 meters per month.

The most recent planned meter change out took place over the last two years and focused on the replacement of 21 commercial meters that were inefficient in reading low water flow accurately. The current metering system has limitations and deficiencies that need to be addressed. As an example, most of the meter reading process requires the collection of data from three different sources and takes from three to five days of manpower to complete. A good portion of this work (average of 45 MEO hours per month) is dedicated to the task of driving the Village streets to retrieve meter readings. This process will be eliminated with the purchase of the proposed new metering system. The new system allows for reading meters remotely through a web portal allowing for the extraction of a text file that is easily imported into the Villages financial software for billing. Another critically important benefit will be increased meter reading accuracy providing benefits for water revenue and regulatory monitoring requirements. The new meters will also allow residents to receive real time feedback on their water usage, potentially promoting changes in water usage behavior through greater awareness. Ultimately the new meter system will have a positive impact on revenue through accurate readings and the new rate structure.

**Replacement Recommendation:**

Staff recommends a full meter replacement program using a single meter manufacturer for all size meters and upgrading the communication system for collecting meter data and meter reads. The meter replacement program will be managed through a third party vendor. As stated above, updated water meter technology will allow for two-way communication between the meter, the consumer (resident) and the water utility (Village) that provides notifications and historical data on water usage. This information can be used to make informed decisions on how residents use water and will allow the Village to read meters remotely from a central location. In addition, the new system will provide reliable, accurate service for the next 10 to 15 years with minimal maintenance and repair requirements.

**Strategic Plan:**

The Water Meter Replacement Project is an action item 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.

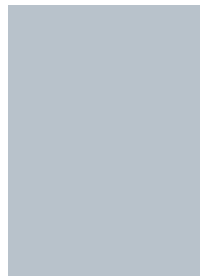
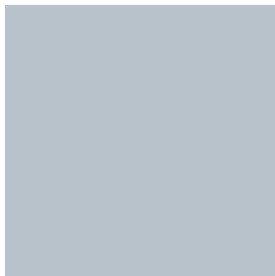
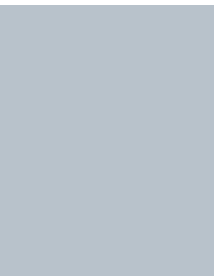
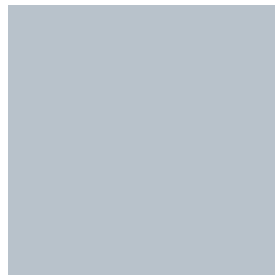
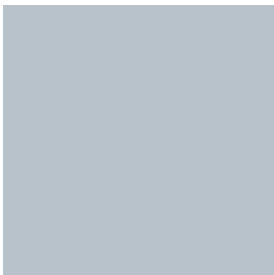
<b>Segment:</b>	Village Wide
<b>Replacement of:</b>	Current Residential and Commercial Water Meters
<b>Expected useful life:</b>	10 to 15 Years





COMMUNITY INVESTMENT PROGRAM

# CAPITAL FUND



## STUB YEAR 2020 COMMUNITY IMPROVEMENT PROGRAM

<b>Project Name:</b>	<b>Tudor Court Street/Streetscape Improvements</b>	<b>Project Type:</b>	Streets
<b>Department:</b>	Public Works	<b>Project Manager:</b>	Civil Engineer
<b>Cost:</b>	\$1,736,375	<b>Account(s):</b>	130-300-000-80705
<b>Funding Source:</b>	Capital Fund	<b>Fund(s):</b>	Capital Fund
<b>Strategic Priority:</b>	Commercial Vitality	<b>Strategic Goal:</b>	Economic Development

**PROJECT SUMMARY****Asset Description:**

Tudor Court is a 66-foot-wide public right-of-way extending between Vernon Avenue and Green Bay Road at the north end of the central business district. The street pavement width is approximately 40 feet and accommodates one-way eastbound traffic with parking on both sides of the street. Writers Theatre and Friends Park anchor the north side of the street and various businesses are located on the south side of the street. The existing pavement is in very condition poor and continually deteriorating condition and requires resurfacing. Additional opportunities exist to improve the full right-of-way, beyond just pavement resurfacing, that will help to meet the Village's long-term planning and economic development goals.

**Replacement Recommendation:**

The improvement for Stub Year 2020 includes implementation of the design plans for the Tudor Court Street and Streetscape improvements. The scope of work includes full-width street resurfacing, relocated curb layout, mid-block crossing improvement, pedestrian crosswalks at Vernon Avenue and Green Bay Road, brick paver accents, brick paver sidewalk repair, lighting, seat wall planters, site furnishings (benches, bike racks, planter pots) and landscaping improvements.

The proposed improvements are supported by a primary recommendation of the Downtown Plan, adopted in 2016, to "consider 'special environment' streetscape treatments to enhance the primary retail core area and the special nature of the arts core emerging on Tudor Court."

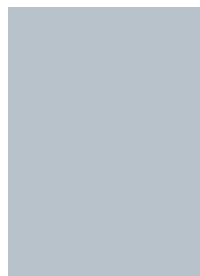
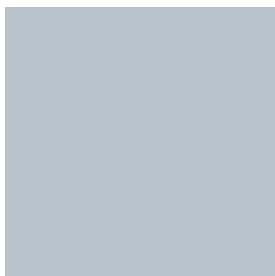
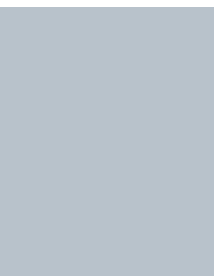
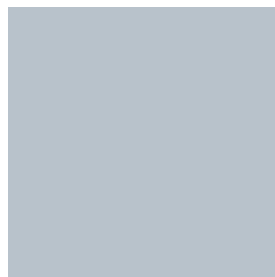
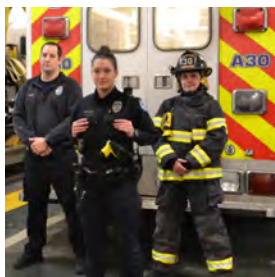
Conceptual design work for Tudor Court was initiated in the summer of 2017 with the formation of a Stakeholder Focus Group comprised of representatives from the Park District, Chamber of Commerce, Writers Theatre, Woman's Library Club, Tudor Court businesses, commercial property owners and residents. Following significant review and input from the Village Board the project was designed, competitively bid and awarded in 2019. Funding for the improvement will come from non-referendum general obligation bonds issued in August 2019. Construction is targeted to begin in March 2020.

Pending Village Board direction and given the additional bond proceeds for this project, remaining funds may be assigned toward Phase II of the Downtown Wayfinding Project implementation as well.



COMMUNITY INVESTMENT PROGRAM

# MOTOR FUEL TAX FUND





## STUB YEAR 2020 COMMUNITY INVESTMENT PROGRAM

<b>Project Name:</b>	<b>Traffic Signal Controller Modifications</b>	<b>Project Type:</b>	Equipment
<b>Department:</b>	Public Works	<b>Project Manager:</b>	General Superintendent
<b>Cost:</b>	\$25,000	<b>Account(s):</b>	140-300-250-80715
<b>Funding Source:</b>	Motor Fuel Tax Fund	<b>Fund(s):</b>	Motor Fuel Tax Fund
<b>Strategic Priority:</b>	Infrastructure Replacement	<b>Strategic Goal:</b>	Services & Infrastructure

**PROJECT SUMMARY****Asset Description:**

There are four intersections in the Village that are equipped with traffic signals and are under the jurisdiction of the Village. The Village contracts with an outside contractor for the routine maintenance and repair of all of the traffic signal equipment. Two of those intersections are Park Avenue and Green Bay Road and Harbor Street and Green Bay Road. The traffic signals at each of these locations are interconnected with the Union Pacific Railroad (UP) grade crossing equipment, and as such are under the review authority of the Illinois Commerce Commission (ICC). Following the last joint inspection of these two signalized intersections with the ICC, UP and the Village, some system improvements were recommended. The existing traffic signal controllers were installed with the signal modernization as part of the Green Bay Road improvements in 1995. Since that time battery back-up systems and railroad preemption interlock (the connection between an activated train crossing gates and the traffic signals) have become standards on all interconnected installations. The lamping in these signals was upgraded to LED in 2018, but additional upgrades to the controllers are recommended.

**Replacement Recommendation:**

The ICC identified equipment upgrades at both Harbor Street and Park Avenue to include new traffic controllers with railroad preemption interlock features and battery back-up systems. The Stub Year 2020 Budget includes funds in the Motor Fuel Tax Fund for these upgrades.

**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.

<b>Segment:</b>	Existing traffic signal controllers on Green Bay Road at Harbor Street and Park Avenue
<b>Replacement of:</b>	Signal controllers with battery back-up
<b>Expected useful life:</b>	25 years



**Strategic Plan:**

The Tudor Court Street and Streetscape Improvement Project is an action item directly related to the goal of supporting economic growth through improvements to the Village's built environment and supports the strategic goal of economic development and the strategic priority of infrastructure replacement. Because the improvement is designed to assist pedestrians and encourage more pedestrian activity in the downtown, it also supports the Village's value of environmental sustainability.

**Segment:** Tudor Court – Vernon Avenue to Green Bay Road

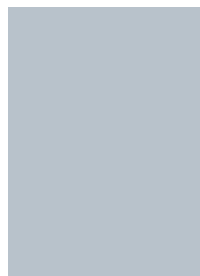
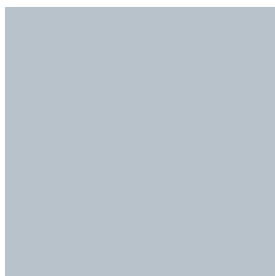
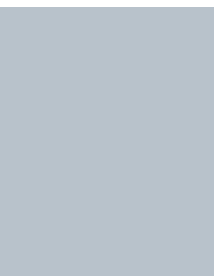
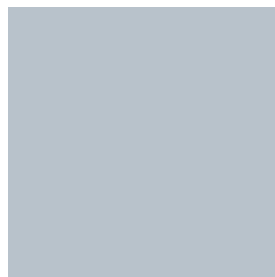
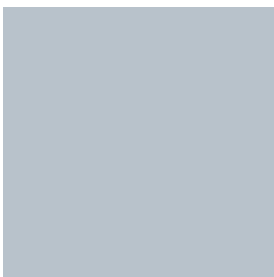
**Replacement of:** Street pavement surface and multiple streetscape elements

**Expected useful life:** 15 years for asphalt street surface 30 years for streetscape elements





COMMUNITY INVESTMENT PROGRAM  
**GOLF CLUB FUND**



## STUB YEAR 2020 COMMUNITY INVESTMENT PROGRAM

<b>Project Name:</b>	<b>Continuous Cart Path</b>	<b>Project Type:</b>	Golf Course Improvement
<b>Department:</b>	Golf Club	<b>Project Manager:</b>	Golf Club Superintendent
<b>Cost:</b>	\$185,000	<b>Account(s):</b>	270-500-410-80106
<b>Funding Source:</b>	Golf Club Reserve Fund	<b>Fund(s):</b>	Golf Club
<b>Strategic Priority:</b>	Financial Sustainability	<b>Strategic Goal:</b>	Services & Infrastructure

**PROJECT SUMMARY****Asset Description:**

The Glencoe Golf Club has experienced two of the wettest seasons on record in 2018 and 2019. The golf course does not currently have continuous golf cart paths which would allow the course to remain open for power golf carts during wet weather conditions. The golf course must turn away golfers who require power carts to play, and as a result, the golf course experiences revenue loss from greens fees and cart rental fees. Staff has conservatively calculated the estimated revenue loss in 2019 at over \$130,000 from both power cart revenue and greens fees. There were over 60 days in 2019 from April through October where golf carts were not allowed on the course due to wet conditions; approximately 41 of those days offered conditions where continuous cart paths would be utilized to keep the golf course open for play with power carts.



The addition of continuous cart paths is a tool to drive increased revenue to the club but is also a necessity to remain competitive in a very competitive environment. Staff estimates that during an *average* year of rainfall, the golf course experiences approximately 18 days when conditions would permit the use of power carts if continuous cart paths were available. Staff conservatively calculated return on investment (based on being open with power carts on these 18 days) the positive revenue would be realized in just over two years of full operation.

**Replacement Recommendation:**

The Glencoe Golf Club currently has cart paths adjacent to the tee and green areas but not in between the areas linking the holes. The project work focuses on connecting these points with approximately 15,000 linear feet of newly constructed cart paths.

A significant cost savings will be recognized by keeping the “spoils” on property and utilizing the fill to build up and berm existing areas on the golf course and practice facility instead of hauling it away off site. The additional landscape and elevational features created by the spoils will enhance the habitat for plants and animals who live on the course as well as increase aesthetics for both homeowners along Westley Road and those who utilize the golf course. The additional expense of a bulldozer and operator which is included in the bid will more than pay for itself in savings from not hauling away spoils, and the benefits provided by these improvements on the golf course.

Staff believes that the addition of a GPS system for the power cart fleet is also necessary with the construction of continuous cart paths to monitor power cart usage. This GPS system has the option to utilize Geofencing to keep power carts on paths during restricted use days to prevent any damage to the golf course. Other features of the GPS system include managing the golf cart rotation, accurately enforcing the pace of play policy and tracking the location of all the power carts at all times. Until recently, GPS pricing has been extremely cost prohibitive to the golf course operation. Staff has identified a local GPS provider that offers a product at one third of the price of other GPS systems. The cost of the GPS hardware, installation, and warranty is included in the overall project figure based on a three-year lease of the GPS system.

**Strategic Plan:**

Identifying critical replacement/rehab projects for Village-owned facilities in that it will provide the opportunity to generate additional revenue and allow for improved course conditions for the growing number of village residents who utilize the golf course. The less frequently the golf course is shut down due to heavy rain events will have a direct positive impact to the bottom line.

**Segment:** N/A

**Addition of:** Continuous gravel cart paths and golf cart GPS system.

**Expected useful life:** The expected useful life of the cart paths is infinite with some minimal annual maintenance and upkeep. The additional revenue generated, and improved course conditions have been calculated by staff and are conservatively estimated to pay off this project in just over two years based on average weather pattern.







# PAY PLAN AND STAFFING OUTLOOK





# 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 compensation of employees.

The Village Manager, as chief administrative officer of the Village, is responsible to the Village Board for the administration and interpretation of the pay plan and shall set salaries for all employees within the limits of the salary ranges established herein. The Village Manager shall apprise the Village Board annually regarding the appropriateness of staff salary levels, taking into consideration cost of living, area employment conditions, level of 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 is further authorized to establish and administer an employee evaluation and development program to be used to determine employee job effectiveness, performance and individual employee development. Such a program serves as an important factor in consideration of employee salary adjustments.

## SALARY ADMINISTRATION PROCEDURE

### Salary 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 shall normally be appointed at the minimum level of the range authorized for the position. However, employees may be hired at a level higher than the minimum with the express approval of the Village Manager, who has authority to establish initial employment 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 March 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 shall, within established salary levels, have full discretion and authority to periodically adjust salaries of those employees whose positions are in the pay plan. 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 a bonus 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 shall have the authority to assign additional duty responsibilities, on a temporary or permanent basis, to regular employees which will be special or collateral assignments in addition to the employee's regular position. Employees assigned an additional duty position shall be eligible, upon authorization by the Village Manager, for salary adjustments up to \$2,000 per month. The salary adjustments shall be in effect for the period of time designated by the Village Manager.

The standards for awarding additional duty pay are:

- 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 must act as a working leader for a group of three or more employees for 60% of the employee's time, which must include 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.

<b>Temporary Position</b>	<b>Non-Regular Employee Hourly Pay Range</b>	
	<b>Minimum</b>	<b>Maximum</b>
Administrative Intern	\$10.00	\$17.23
Engineering Intern	\$10.00	\$17.23
Office Clerk	\$10.00	\$22.08
Secretary	\$10.00	\$27.60
Seasonal Laborer	\$10.00	\$18.78
Handyman	\$10.00	\$30.28
Paid On Call Firefighter	\$15.00	\$20.00
Paid On Call Firefighter/Paramedic	\$20.00	\$25.00

## STAFFING OUTLOOK

Annually, the Village Manager's Office reviews the Village's staffing to ensure that staffing levels remain commensurate with required responsibilities. In order 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 Village Manager's Office analyzes each department's individual needs, organization-wide goals and needs and anticipated future service delivery needs to develop this annual personnel report 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. In order to achieve optimal staffing, the Village's leadership team evaluates not only staffing levels but also 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.

In Stub Year 2020, there are no changes to the number of authorized full-time positions in any department. In Stub Year 2020 and in future years, a common theme among all departments is thorough workforce planning, both to meet changing operational demands and to ensure continuity of operations following staff attrition (namely, retirements). Each department is carefully reviewing its current and anticipated future structure and staffing composition to meet the changing needs of the community and is challenging itself to evaluate a wide variety of service delivery methods and staffing models. 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 Stub Year 2020 Budget includes a 2.5% cost of living adjustment salary increase for non-bargaining employees. Contractual obligations for union employees provides for a 2.5% cost of living adjustment for Fraternal Order of Police (FOP) bargaining unit employees and a 2.75% cost of living adjustment (contractually required) for employees in the American Federation of State, County and Municipal Employees (AFSCME) bargaining unit employees. In Stub Year 2020, all Village employees will contribute 15% toward health and dental insurance premiums (in the past few years, this has increased from 13% to 15% for all employees).

In the last several years, the Village's number of full-time employees has gradually decreased as the Village has changed its service delivery methods for providing 911 dispatch, building inspections and plan review services from insourced to outsourced models.



As noted above, there are no changes to the number of full-time positions budgeted in in the Stub Year 2020 Budget. Table 1 below summarizes the recommended number of full-time positions in the Stub Year 2020 Budget.

**Table 1: Full-Time Employees**

DEPARTMENT AND FUND	FY 2017	FY 2018	FY 2019	FY 2020	SY 2020
Village Manager's Office (General Fund)	5	5	5	5	5
Finance Department (General Fund)	5	6	6	6	6
Golf Club (Golf Club Fund)	6	6	6	6	6
Public Safety – Civilian (General Fund)	9	6	6	6	6
Public Safety – Sworn (General Fund)	36	36	36	36	36
Public Works (General Fund)	27	27	30	30	30
Public Works (Garbage Fund)	5	5	0	0	0
Public Works (Water Fund)	11	11	12	12	12
<b>BUDGET TOTAL</b>	<b>104</b>	<b>102</b>	<b>101</b>	<b>101</b>	<b>101</b>

In the coming year, staff plans to continue evaluating staffing needs and service delivery methods, particularly as attrition occurs. 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 Stub Year 2020. 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 that a retirement is imminent or anticipated in Stub Year 2020. 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.

In 2015, the Village completed a comprehensive compensation and classification study that yielded a salary schedule for all non-union positions. After creating the salary schedule, staff surveyed neighboring and comparable jurisdictions to evaluate market comparability of similar positions. Generally, the Village's salary schedule remains competitive among other area municipalities, and staff does not recommend changing the salary grades assigned to each position. In order to routinely evaluate external market comparability after the 2015 compensation and classification study was completed, staff identified the need to conduct detailed salary surveys every three years. Accordingly, staff conducted a detailed salary survey in Fiscal Year 2019 (calendar year 2018) and found that the Village continues to maintain external comparability.

The proposed Stub Year 2020 Budget reflects staff's recommendation to implement a cost of living adjustment (COLA) of 2.5% for non-union employees. This COLA maintains external comparability with area municipalities and local comparability with other units of government in Glencoe. If the Village Board approves the proposed

2.5% COLA, the Village's salary schedule would increase starting and top pay for full-time non-bargaining unit positions by 2.5%, as shown on the draft salary schedule included in the Draft Budget.

## DEPARTMENT SUMMARIES

### FINANCE DEPARTMENT

The Finance Department work group is comprised of the Finance Director, Assistant Finance Director, Accountant, Financial Analyst, Billing Services Coordinator and Accounts Receivable Coordinator.

**Stub Year 2020 Operational Outlook:** The Finance Department will continue to be heavily engaged in configuration and implementation of the Village's new enterprise resource planning (ERP) system. After completing initial business process reviews and configuration work, the first modules of the ERP went live in August 2019, beginning with general ledger, accounts payable and accounts receivable functionality. In Stub Year 2020, staff anticipates that project accounting, inventory, fixed assets and utility billing functionality will go live, and that payroll and timekeeping configuration will continue.

The Finance Department will support the upcoming change to a calendar fiscal year, beginning in 2021, as well as participate in Strategic Plan initiatives and managing financing plans for the Community Investment Program.

**Workforce Planning Needs:** Over the next several years, there will be a heavy emphasis on 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.

As part of each department's commitment to ongoing evaluation of the Village's operational needs, the Stub Year 2020 Draft Budget includes two proposed title changes (but no changes to positioning in the pay plan) for employees in the Finance Department. The incumbent Data Coordinator position is proposed to be retitled to Accounts Receivable Coordinator in alignment with increased accounts receivable responsibilities held by this position. The incumbent Management Analyst is proposed to be retitled to Financial Analyst in alignment with increased responsibilities in core functions of the Finance Department, including budget development, financial reporting and the annual audit process.

**Retirement Eligibility:** During Stub Year 2020, one employee in the Finance Department will be eligible for retirement.

### 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 Professional, Superintendent and Mechanic. In Fiscal Year 2020, after unsuccessful attempts to fill a vacant Assistant Superintendent position, an Assistant Superintendent in Training position was filled; however, the position was unfilled for the latter portion of the year due to attrition. A compliment of seasonal employees support Golf Club operations, including pro shop, instruction, play and maintenance operations. The Golf Club's catering operations are provided by Hel's Kitchen.

**Stub Year 2020 Operational Outlook:** The Golf Club will remain dedicated to providing a high-quality golf experience at the Golf Club, while working diligently on planning for a new club house. Staff will be engaged with a professional fundraising firm in order to help offset the costs of replacing the current clubhouse through fundraising efforts. An investment in continuous golf cart paths and a golf cart GPS system is planned for the coming year as part of the Golf Club's annual upkeep, maintenance and improvement plan.

**Workforce Planning Needs:** In the coming year, the Golf Club will continue its recruitment efforts to fill the Assistant Superintendent position to support the Golf Club's maintenance operations and succession planning efforts for a Superintendent position upon the incumbent Superintendent's eventual retirement. The Golf Club anticipates that this recruitment may prove challenging due to industry declines in the golf course agronomy field and applicant pool.

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:** No full-time employees in the Golf Club are eligible for retirement in Stub Year 2020.

## **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 Administrative Assistant and a complement of part-time paid-on-call firefighters (collectively, these positions are referred to as "civilian" positions). Significant changes in the past few years have included outsourcing of fire life safety inspections to the Winnetka Fire Department in 2019, outsourcing (and a shared-funding model with District 35) of crossing guard services during 2018-2019 school year and State-mandated consolidation of emergency dispatch operations to the Village of Glenview in 2017.

The staffing model for sworn officers (from PSO to Director) was established in the 1960s, following the formation of the combined Public Safety Department, in order 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 Fiscal Year 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.

Throughout Fiscal Years 2018 and 2019, the Village discussed the high rates of attrition occurring in the sworn ranks of the Public Safety Department as a large cohort of staff hired in the late 1980s and early 1990s reached retirement eligibility. After two years of accelerated hiring, the department's attrition and hiring has slowed considerably, with two retirements in Fiscal Year 2020 that resulted in the promotion of two new Lieutenants and subsequent hiring of two new Public Safety Officers.

**Stub Year 2020 Operational Outlook:** The department will remain focused on providing core public safety services to the community and will continue a heavy emphasis on training, both of new PSOs and recently-promoted Lieutenants and ongoing technical training. Public Safety's training will continue to align 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, as well as training related to the legalization of recreational cannabis in Illinois.

The department recognizes that its 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.

The department anticipates that its overtime needs will stabilize or continue to gradually decline compared to the high levels of overtime needed in Fiscal Years 2017 and 2018; however, there are several known overtime staffing needs to accommodate training for some of the more recently promoted Lieutenants and to send newer Public Safety Officers to police, fire and EMS training programs to complete their certifications, as well as planned Family Medical Leave Act absences.

The department will continue to be heavily engaged in developing a comprehensive set of policies and procedures for police and fire operations via the Village's contract with Lexipol, as well as additional analytic and statistical data gathering to expand its data reporting capabilities in line with Village Board and community expectations. Once complete, this will provide an opportunity for the department to re-engage efforts for department accreditation. The department will continue participating in Strategic Plan initiatives throughout Stub Year 2020 and will also implement a new parking management system to increase the operational efficiency of conducting parking enforcement activities in the downtown and offer increased flexibility for individuals purchasing permits for commuting needs.

In Fiscal Year 2020, the department began operational preparations related to the Illinois Cannabis Regulation and Tax Act (the "Act"), which will legalize the purchase, possession and consumption of recreational cannabis by adults age 21 and over effective January 1, 2020. During Stub Year 2020, the department anticipates three to four Public Safety Officers will participate in Advanced Roadside Impaired Driving Enforcement (ARIDE) training, depending on class availability, to supplement the department's six Public Safety Officers who have previously completed ARIDE training. Additionally, the department anticipates that some staff will be required to dedicate time to the initial phase of cannabis-related records expungement, as required by the Act.

**Workforce Planning Needs:** In Stub Year 2020, the department anticipates maintaining its full staffing levels in the civilian and sworn ranks. All seven Lieutenants were promoted to the rank within the last five fiscal years (including two within the last fiscal year), and as such, the department will continue providing leadership and supervision training to the Lieutenants.

Of the department's 26 Public Safety Officers, eight were hired within the last three fiscal years as a result of rapid attrition that occurred during the same timeframe. Typically, full cross training to achieve certification as a law enforcement officer, firefighter and emergency medical technician is a three-year process for new Public Safety Officers who are hired by the department without prior certification in any of these disciplines. Recently, the Village has benefitted from hiring several new officers who were previously certified in one or more of these disciplines, which has reduced the time and resources required for these officers to become fully cross-trained Public Safety Officers. Four of the five Public Safety Officers who are not already fully cross-trained will complete their remaining training and certification in Stub Year 2020 and become fully cross-trained.

During the period of rapid attrition and rehiring, the department's number of paramedics (a higher level of certification than emergency medical technician) was reduced. The department continues its efforts to increase the number of paramedics, and the department plans to send one Public Safety Officer to paramedic school in Stub Year 2020. After the nine-month paramedic training and certification program is complete, the number of paramedics in the department will increase to 20.

**Retirement Eligibility:** During Stub Year 2020, four of 36 sworn members of the department and four out of six 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 divided into two primary areas of operations: maintenance and administration/engineering/community development. The Public Works Director oversees both maintenance and administration/engineering/community development operations. Within maintenance operations, the department is staffed by one General Superintendent, one Water Plant Superintendent, four Supervisors, 21 Maintenance Equipment Operators (MEOs), four Water Plant Operators (WPOs), four Mechanics, one Management Analyst and six seasonal employees. Within administration/engineering/community development operations, the department is staffed by one Development Services Manager, one Civil Engineer,

one Management Analyst, one Planner and one Receptionist/Cashier. Significant unplanned turnover took place in Fiscal Year 2020 which provided both the challenge of maintaining operations while allowing the opportunity to reconsider and restructure many administrative positions. All positions have been refilled. In the past few years, plan review and building inspections services were outsourced to an outside vendor. Likewise, garbage collection services were outsourced in 2017, reducing the overall staffing number in the department but also reallocating several employees into other divisions to address necessary workloads elsewhere.

**Stub Year 2020 Operational Outlook:** The department will be heavily engaged in Community Investment Program projects in Stub Year 2020 and Strategic Plan initiatives. In Fiscal Year 2020, the administration/engineering/community development division was restructured after attrition occurred in the division. The division will maintain the staffing structure developed in Fiscal Year 2020 and will emphasize business process review and restructuring the community development function's operational processes in the coming year.

The department will provide significant support to the review of the 1801 Green Bay Road subdivision throughout the planning and regulatory review process, as well as oversee the developer's construction of public improvements in the subdivision. The department also anticipates completing the Glencoe/Winnetka Water Feasibility Study as part of the Village's methodical planning process to evaluate options for addressing the Village's aging water treatment plant in the future.

As ERP implementation continues, the department anticipates supporting implementation and utilization of new financial functionality for inventory and project accounting and may begin preliminary configuration work for the community development module of the ERP, pending development of that module's project schedule.

The Public Works Department will continue its data collection and analysis efforts in efforts to enable more data-driven decision making in planning the department's operations and in support of a Strategic Plan initiative to develop and continually report on a set of key performance indicators. The department will also focus on digitizing many of its community development records to streamline records storage and retrieval processes.

**Workforce Planning Needs:** In Fiscal Year 2020, the Department experienced planned attrition due to retirements and unplanned attrition due to turnover. Planned attrition primarily impacted the operational division of the Public Works Department, and vacant positions were refilled to provide operational continuity. While the department anticipates evaluating operational staffing needs as attrition occurs in the future, backfilling the operational positions that were vacated in Fiscal Year 2020 supported the department's succession planning efforts by enabling newly-hired employees to gain experience and training before other tenured employees retire in the future. Attrition due to turnover primarily impacted the administration/community development division of the department. As attrition occurred, the department restructured the division to align with current and future operational needs in the areas of permitting, planning and data analysis. Throughout Stub Year 2020, the department will continue its teambuilding efforts and will introduce newly-hired employees to Strategic Plan projects, Community Investment Program projects and business process review efforts.

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. In Stub Year 2020, the department anticipates enhanced use of the GIS Collector App to streamline the process for collecting data about the Village's infrastructure in the field and utilization of the ERP as functionality is implemented. Also, the department will continue utilizing the Crew Leader role that is authorized by the AFSCME collective bargaining agreement. Originally implemented three 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.

**Retirement Eligibility:** During Stub Year 2020, six out of 14 employees in supervisory, leadership or administrative positions will be eligible for retirement. Nine out of 29 front-line operations employees will be eligible for retirement, one of whom has expressed plans to retire in 2020.

#### **VILLAGE MANAGER'S OFFICE**

The Village Manager's Office (VMO) is staffed by the Village Manager, one Assistant Village Manager, one Community Engagement Analyst, one Management Analyst/Deputy Village Clerk and one IT Coordinator. The Village utilizes part-time supplemental IT staffing services from an outsourced vendor.

**Fiscal Year 2020 Operational Outlook:** The VMO will be heavily engaged in administering the Village's Strategic Plan and organization-wide projects, including implementation of the ERP and Community Investment Program projects. Additionally, the VMO will continue to be engaged in supporting special projects, intergovernmental outreach and legislative efforts of the Village, as well as core functions of Village Clerk, legal, public communications, human resource management, information technology and interactions with the business community.

**Workforce Planning Needs:** The VMO will lead and/or facilitate training to support workforce development throughout the Village in technology and human resources/legal compliance, as well as customer service. Likewise, the VMO will provide support to all departments in the ongoing evaluation of operational and staffing needs throughout the Village.

**Retirement Eligibility:** During Stub Year 2020, one employee in the Village Manager's Office will be eligible for retirement.

## **FUTURE ANALYSIS AND CONCLUSION**

We continually evaluate 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. The Village's Strategic Plan includes several initiatives designed to support the strategic goal of attracting, retaining and developing an innovative, high-performing and diverse workforce. In support of this goal, 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. The Village's collective emphasis on training and professional development is reiterated in each department, with funds allocated in the Stub Year 2020 Draft Budget for this purpose.

During Stub Year 2020, staff anticipates in-depth analysis of alternative compensation structures and benefit programs to support the Village's goal related to employee recruitment and retention, as well as supporting the Village's strategic priority of financial sustainability. Programs that may be evaluated during Stub Year 2020 include compensation systems designed to place greater emphasis on high performance (such as merit bonus programs and/or merit pay programs) as well as fringe benefits that are meaningful to employees and are designed to aid in recruitment and retention, such as family care leave benefits, telecommuting options and/or flexible work arrangements for qualified employees.



## SY 2020 Classification Schedule and Salary Ranges

Positions listed alphabetically by grade.

Grade	FLSA Status	Position	SY 2020 Min	SY 2020 Max
<b>Grade 10</b>			<b>\$130,678</b>	<b>\$182,949</b>
	Exempt	Finance Director		
	Exempt	Public Safety Director		
	Exempt	Public Works Director		
<b>Grade 9</b>			<b>\$108,898</b>	<b>\$152,457</b>
	Exempt	Assistant Village Manager		
	Exempt	Public Safety Deputy Chief		
<b>Grade 8</b>			<b>\$104,387</b>	<b>\$146,142</b>
	Exempt	Development Services Manager		
	Non-Exempt	Lieutenant		
	Exempt	Public Works General Superintendent		
	Exempt	Water Treatment Plant Superintendent		
<b>Grade 7</b>			<b>\$94,897</b>	<b>\$132,856</b>
	Exempt	Assistant Finance Director		
	Exempt	IT Coordinator		
	Non-Exempt	Public Works Supervisor		
<b>Grade 6</b>			<b>\$86,270</b>	<b>\$120,778</b>
<b>Grade 5</b>			<b>\$72,471</b>	<b>\$97,836</b>
	Exempt	Accountant		
	Exempt	Civil Engineer		
<b>Grade 4</b>			<b>\$65,883</b>	<b>\$88,942</b>
	Exempt	Financial Analyst		
	Exempt	Community Engagement Analyst		
	Exempt	Management Analyst		
	Exempt	Management Analyst/Deputy Village Clerk		
	Exempt	Planner		
<b>Grade 3</b>			<b>\$59,894</b>	<b>\$80,857</b>
	Non-Exempt	Accounts Receivable Coordinator		
	Non-Exempt	Administrative Assistant		
	Exempt	Billing Services Coordinator		
	Non-Exempt	Community Service Officer		
<b>Grade 2</b>			<b>\$54,449</b>	<b>\$73,506</b>
	Non-Exempt	Records Clerk		
<b>Grade 1</b>			<b>\$49,499</b>	<b>\$66,824</b>
	Non-Exempt	Receptionist/Cashier		

## SY 2020 Golf Club Budgeted Salaries

Positions listed alphabetically.

Position	Salary
Assistant Golf Professional	\$67,079
General Manager	\$155,388
Golf Professional	\$70,729
Golf Superintendent	\$113,756
Golf Mechanic	\$40,508



## HISTORY OF AUTHORIZED FULL-TIME POSITIONS

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	SY 2020
<b>VILLAGE MANAGER'S OFFICE</b>										
VILLAGE MANAGER	1	1	1	1	1	1	1	1	1	1
ASSISTANT VILLAGE MANAGER	1	1	1	1	1	1	1	1	1	1
ASSISTANT TO THE MANAGER	0	0	0	0	0	0	0	1	1	0
COMMUNITY ENGAGEMENT ANALYST	0	0	0	0	0	0	0	0	0	1
EXECUTIVE ASSISTANT	0	1	1	1	1	0	0	0	0	0
EXECUTIVE SECRETARY	1	0	0	0	0	0	0	0	0	0
MANAGEMENT ANALYST	0	0	0	0	1	2	1	0	0	0
MANAGEMENT ANALYST/DEPUTY CLERK	0	0	0	0	0	0	1	1	1	1
INFORMATION TECH. COORDINATOR	1	1	1	1	1	1	1	1	1	1
TOTAL	4	4	4	4	5	5	5	5	5	5
<b>FINANCE DEPARTMENT</b>										
FINANCE DIRECTOR	1	1	1	1	1	1	1	1	1	1
ASSISTANT FINANCE DIRECTOR	0	0	0	0	0	0	0	0	1	1
ASSISTANT TO THE FINANCE DIRECTOR	1	1	1	1	1	1	1	1	0	0
ACCOUNTANT	1	1	1	1	1	1	1	1	1	1
PAYROLL/BENEFIT COORDINATOR	1	1	1	1	1	1	0	0	0	0
MANAGEMENT ANALYST	0	0	0	0	0	0	1	1	1	0
FINANCIAL ANALYST	0	0	0	0	0	0	0	0	0	1
BILLING SERVICES COORDINATOR	1	1	1	1	1	1	1	1	1	1
DATA COORDINATOR	0	0	0	0	0	0	1	1	1	0
ACCOUNTS RECEIVABLE COORDINATOR	0	0	0	0	0	0	0	0	0	1
TOTAL	5	5	5	5	5	5	6	6	6	6
<b>GOLF CLUB</b>										
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	1	1	1	1	1	1	1
HEAD GOLF PROFESSIONAL	1	1	1	1	1	1	1	1	1	1
ASSISTANT GOLF PROFESSIONAL	1	1	1	1	1	1	1	1	1	1
MECHANIC	0	0	0	0	1	1	1	1	1	1
TOTAL	5	5	5	5	6	6	6	6	6	6
<b>PUBLIC SAFETY DEPARTMENT</b>										
PUBLIC SAFETY DIRECTOR	1	1	1	1	1	1	1	1	1	1
DEPUTY CHIEF	1	1	1	1	2	2	2	2	2	2
LIEUTENANT	7	7	7	7	7	7	7	7	7	7
OFFICER	24	24	24	24	26	26	26	26	26	26
COMMUNICATIONS OPERATOR	5	5	5	5	5	5	0	0	0	0
COMMUNITY SERVICE OFFICER	2	2	2	2	2	2	3	3	3	3
ADMINISTRATIVE SECRETARY	1	1	1	0	0	0	0	0	0	0
ADMINISTRATIVE ASSISTANT	0	0	0	1	1	1	1	1	1	1
RECORDS CLERK	1	1	1	1	1	1	2	2	2	2
TOTAL	42	42	42	42	45	45	42	42	42	42
<b>PUBLIC WORKS DEPARTMENT</b>										
PUBLIC WORKS DIRECTOR	1	1	1	1	1	1	1	1	1	1
VILLAGE ENGINEER	1	1	1	1	1	1	0	1	1	0
CIVIL ENGINEER	0	0	0	0	0	0	1	0	0	1
BUILDING & ZONING ADMINISTRATOR	1	1	1	1	1	1	1	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	0	0	1	1	1	0	0	0	0	0
MANAGEMENT ANALYST	0	0	0	0	0	1	1	1	1	2



## HISTORY OF AUTHORIZED FULL-TIME POSITIONS

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	SY 2020
COMMUNITY DEVELOPMENT ANALYST	1	1	0	0	0	0	0	0	0	0
COMMUNITY DEVELOPMENT ADMINISTRATOR	0	0	0	0	0	0	0	1	1	0
PLANNING & DEVELOPMENT ADMINSTRATOR	0	0	1	1	1	1	1	0	0	0
DEVELOPMENT SERVICES MANAGER	0	0	0	0	0	0	0	0	0	1
BUILDING INSPECTOR/REVIEWER	1	1	0	0	0	0	0	0	0	0
PUBLIC WORKS SUPERVISOR	4	4	4	4	4	4	4	4	4	4
ADMINISTRATIVE SECRETARY	1	1	1	0	0	0	0	0	0	0
ADMINISTRATIVE ASSISTANT	0	0	0	1	1	1	1	1	1	0
PLANNER	0	0	0	0	0	0	0	0	0	1
OFFICE COORDINATOR	1	1	1	1	1	1	1	1	1	0
RECEPTIONIST/CASHIER	1	1	1	1	1	1	1	1	1	1
MECHANIC	4	4	4	4	4	4	4	4	4	4
MAINTENANCE EQUIPMENT OPERATOR	21	21	21	21	21	21	21	21	21	21
WATER PLANT OPERATOR	4	4	4	4	4	4	4	4	4	4
TOTAL	43	43	43	43	43	43	43	42	42	42

<b>TOTAL FULL-TIME POSITIONS</b>	<b>99</b>	<b>99</b>	<b>99</b>	<b>99</b>	<b>104</b>	<b>104</b>	<b>102</b>	<b>101</b>	<b>101</b>	<b>101</b>
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## STUB YEAR 2020 AUTHORIZED FULL-TIME POSITIONS

### GENERAL FUND

#### **VILLAGE MANAGER'S OFFICE**

VILLAGE MANAGER	1
ASSISTANT VILLAGE MANAGER	1
COMMUNITY ENGAGEMENT ANALYST	1
MANAGEMENT ANALYST/DEPUTY CLERK	1
INFORMATION TECHNOLOGY COORDINATOR	1
<b>TOTAL</b>	<b>5</b>

#### **FINANCE DEPARTMENT**

FINANCE DIRECTOR	1
ASSISTANT FINANCE DIRECTOR	1
ACCOUNTANT	1
FINANCIAL ANALYST	1
BILLING SERVICES COORDINATOR	1
ACCOUNTS RECEIVABLE COORDINATOR	1
<b>TOTAL</b>	<b>6</b>

#### **PUBLIC SAFETY DEPARTMENT**

PUBLIC SAFETY DIRECTOR	1
DEPUTY CHIEF	2
LIEUTENANT	7
OFFICER	26
COMMUNITY SERVICE OFFICER	3
ADMINISTRATIVE ASSISTANT	1
RECORDS CLERK	2
<b>TOTAL</b>	<b>42</b>

#### **PUBLIC WORKS DEPARTMENT**

PUBLIC WORKS DIRECTOR	1
CIVIL ENGINEER	1
GENERAL SUPERINTENDENT	1
MANAGEMENT ANALYST	2
DEVELOPMENT SERVICES MANAGER	1
PUBLIC WORKS SUPERVISOR	3
PLANNER	1
RECEPTIONIST/CASHIER	1
MECHANIC	3
MAINTENANCE EQUIPMENT OPERATOR	16
<b>TOTAL</b>	<b>30</b>

<b>GENERAL FUND TOTAL FULL-TIME POSITIONS</b>	<b>83</b>
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### GOLF FUND

#### **GOLF CLUB**

GENERAL MANAGER	1
SUPERINTENDENT	1
ASSISTANT SUPERINTENDENT	1
HEAD GOLF PROFESSIONAL	1
ASSISTANT GOLF PROFESSIONAL	1
<b>TOTAL</b>	<b>6</b>

<b>GOLF FUND TOTAL FULL-TIME POSITIONS</b>	<b>6</b>
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### WATER FUND

#### **PUBLIC WORKS DEPARTMENT**

WATER PLANT SUPERINTENDENT	1
PUBLIC WORKS SUPERVISOR	1
MAINTENANCE EQUIPMENT OPERATOR	5
MECHANIC	1
WATER PLANT OPERATOR	4
<b>TOTAL</b>	<b>12</b>

<b>WATER FUND TOTAL FULL-TIME POSITIONS</b>	<b>12</b>
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# SUPPORTING MATERIALS









# BOARDS AND COMMISSIONS

*Last updated January, 2020*

## APPOINTED VILLAGE OFFICIALS

Name	Year Appointed	Term Expires
Steven Elrod <i>Village Attorney</i>	2014	May 2020
Philip Kiraly <i>Village Clerk</i>	2013	May 2020
Jordan Lester <i>Deputy Village Clerk</i>	2017	May 2020
Cary Lewandowski <i>Village Marshal</i>	2013	May 2020
David Mau <i>Street Commissioner</i>	1996	May 2020
Nikki Larson <i>Village Treasurer</i>	2018	May 2020
Nikki Larson <i>Village Collector</i>	2018	May 2020
Wayne Addis & Joel Greenberg <i>Village Prosecutor</i>	2015	Continuous Term, Appointed by Village Manager
<i>Parking Adjudicator</i>	Vacant	Vacant

## ZONING BOARD OF APPEALS/ZONING COMMISSION

(5-Year Term, 7 Members)

Name	Year Appointed	Term Expires
Howard Roin (Chair)	2009	May 2023
Deborah Carlson	2012	May 2023
Sara Elsasser	2016	May 2021
David Friedman	2009	April 2024
Alex Kaplan	2017	May 2022
Scott Novack	2017	July 2022
John Satter	2015	August 2020
Taylor Baxter <i>Staff Liaison</i>	2019	N/A

## PLAN COMMISSION

(4 Year Term, 10 Members)

Name	Year Appointed	Term Expires
Bruce Huvard (Chair) <i>Public-at-Large</i>	2005 Appointed Chair 2019	May 2021
Barbara Miller <i>Village Trustee</i>	2013	May 2021
Greg Turner <i>Public-at-Large</i>	2019	May 2023
John Satter <sup>3</sup> <i>Zoning Board of Appeals</i>	2015	August 2020
Peter Van Vechten <sup>3</sup> <i>Historic Preservation Commission</i>	2007	May 2023
Dev Mukherjee – Ex Officio <sup>1</sup> <i>School Board</i>	2011	May 2023
Dudley Onderdonk – Ex Officio <sup>1</sup> <i>Park District</i>	2015	May 2023
Laura Solon – Ex Officio <sup>1</sup> <i>Library Board</i>	2009	May 2023
Georgia Mihalopoulos <i>Public at Large</i>	2019	May 2021
Jim Thompson <i>Public at Large</i>	2019	May 2021
Taylor Baxter <i>Staff Liaison</i>	2019	N/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 Historic Preservation Commission and Zoning Board of Appeals are automatic appointments coincident with term of HPC or ZBA.

## HISTORIC PRESERVATION COMMISSION

(5-Year Term, 5 Members)

Name	Year Appointed	Term Expires
Peter Van Vechten (Chair)	2008 Appointed Chair 2019	May 2023
Diane Schwarzbach	2008	June 2024
Erika Block	2019	June 2024
Mitchell Carell	2019	September 2024
<i>Vacant</i>		
Jordan Lester <i>Staff Liaison</i>	2017	N/A

## GLENCOE GOLF CLUB ADVISORY COMMITTEE

(4-Year Term, 6 Members)

Name	Year Appointed	Term Expires
Eva Levy (Chair)	2016	May 2020
Scott Shore	2012	June 2020
Matt Siebert	2017	May 2021
Gerald Wine	2018	August 2022
Michael LaPorte	2018	December 2022
Stella Nanos <i>Staff Liaison</i>	2006	N/A

## GLENCOE COMMUNITY RELATIONS FORUM

(3-Year Term)

Name	Year Appointed	Term Expires
Vacant (Chair)		
Julia Eidelman	2017	December 2020
Margot Flanagan	2007	May 2020
Rev. Dwayne Gary	2018	July 2021
Maureen Valvassori	2017	May 2020
Robert Young	2017	May 2020
Martin Elisco	2017	May 2020
Vacant		
Sharon Tanner <i>Staff Liaison</i>	2015	N/A

## PUBLIC SAFETY COMMISSION

(3-Year Term, 3 Members)

Name	Year Appointed	Term Expires
Amy St. Eve (Chair)	2007	April 2020
Andrew Berlin	2011	December 2020
Daniel Rubinstein	2007	April 2020
Sharon Tanner <i>Staff Liaison</i>	2015	N/A

## POLICE PENSION FUND BOARD

(2-Year Term, 5 members)

Name	Year Appointed	Term Expires
Michael Neimark (President)	1998	April 2020
Pete Neville (Secretary)	2007	April 2020
Hubert Dziekan (Trustee)	2019	April 2021
James Franke (Trustee)	2017	April 2021
Eric Birkenstein (Trustee)	2017	April 2021
Nikki Larson <i>Staff Liaison</i>	2018	N/A

## FIREFIGHTERS' PENSION FUND BOARD

Representation	Name	Term Expires
President	Philip Kiraly	June 2020
Secretary	Cary Lewandowski	June 2020
Treasurer	Nikki Larson	June 2020
Village President	Lawrence Levin	June 2020
Village Attorney	Steven Elrod	June 2020
Trustee	Vacant	

## SUSTAINABILITY TASK FORCE

(3-Year Term, 10 Members)

Name	Year Appointed	Term Expires
Elsabe Schimmelpenninck van der Oije (Chair)	2017 Appointed Chair 2019	September 2020
Hall Healy	2016	May 2022
Peter Mulvaney	2016	May 2023
Lisa Fremont	2016	May 2022
Jennifer Varela	2019	May 2022
Dudley Onderdonk	2016	May 2022
Larry Reilly	2017	June 2019
Ashley Kain Silver	2019	May 2022
Gray Drobny (Student)	2018	October 2021
Catherine Procopi (Student) *	2018	December 2021
Patrick DiDiana <i>Staff Liaison</i>	2019	N/A







# ADMINISTRATIVE STAFF

Reflecting positions for the Stub Year Beginning March 1, 2020

Name	Present Position	Year Appointed to:	
		Present Position	Village Staff
Philip Kiraly	Village Manager	2013	2013
Sharon Tanner	Assistant Village Manager	2015	2015
Jordan Lester	Management Analyst/Deputy Clerk	2017	2017
Ron Dussard	IT Coordinator	2008	2008
Stella Nanos	Glencoe Golf Club Manager	2006	2006
Nicole Larson	Finance Director	2018	2018
Denise Joseph	Assistant Finance Director	2019	2010
Diane Serpe	Accountant	2016	2016
Margie Ziegler	Financial Analyst	2013	2012
Cary Lewandowski	Public Safety Director	2013	2013
Mary Saikin	Deputy Chief	2017	1997
Richard Weiner	Deputy Chief	2016	1985
Greg Whalen	Lieutenant	2015	2007
Ken Paczosa	Lieutenant	2016	2003
Michael Talend	Lieutenant	2016	2008
Peter Neville	Lieutenant	2016	1995
Matthew Esposito	Lieutenant	2017	2008
Andrew Perley	Lieutenant	2019	2008
Kevin Kulinski	Lieutenant	2019	2001
David Mau	Public Works Director	1996	1990
Taylor Baxter	Development Services Manager	2019	2019
James Tighe	Civil Engineer	2019	2019
Patrick DiDiana	Management Analyst	2019	2019
Megan Olson	Management Analyst	2019	2019
Donald Kirk	General Superintendent	2015	2013
Mark Dooley	Public Works Supervisor	2015	2015
Raymond Irby	Public Works Supervisor	2000	1990
Frank Colletti	Public Works Supervisor	2019	2019
Robert Waring	Public Works Supervisor	2012	1991
Alex Urbanczyk	Water Plant Superintendent	2014	2011



## VILLAGE OF GLENCOE TIMELINE

1847	Trinity Lutheran Church organized (Turnbull Woods)
1855	First train goes through Glencoe in the Chicago to Milwaukee run
1869	Glencoe incorporated as a Village
1874	Woman's Library Club established
1884	African Methodist Episcopal Church organized
1886	Snow plowing begun as Village service
1894	Village Water system begun (Winnetka water)
1894	Church of Saint Elizabeth (Episcopal) organized
1897	Skokie Country Club organized
1905	Village sewer system started (separate storm/sanitary)
1908	Lake Shore Country Club organized
1909	Glencoe Public Library established
1910	Methodist Episcopal Church (United Methodist) organized
1912	First Boy Scout Troop (#22) established
1912	Glencoe Park District established
1914	Family Counseling Service (Relief and Aid Society) organized
1914	First Village Manager hired (Council-Manager government)
1914	First brick pavements laid
1915	First motorized fire engine bought
1916	Alleys vacated throughout Village
1917	Land for present-day Village Hall/Library acquired
1920	North Shore Congregation Israel organized
1921	Glencoe Golf Club organized as Village municipal course
1921	Zoning Ordinance and Building Code adopted (fourth in Illinois)
1921	Christian Science Church organized
1921	Lutheran Church building built
1921	First Girl Scout Troop organized
1922	First police car placed in service
1923	Parent-Teacher Association established
1923	First full-time fireman hired
1928	Village Water Plant built
1930	Glencoe Rotary Club organized (ceremony in Union Church)
1930	Village water tower and incinerator built
1936	Village Caucus begun ("office seeks the candidate")
1941	Present Public Library building built
1954	Village combined Police/Fire service started
1958	Present Village Hall/Service Building built
1958	Present Post Office built
1964	Present North Shore Congregation Israel temple built
1974	Comprehensive Plan adopted
1975	Blue Ribbon Committee formed to look into downtown parking, economic development

## VILLAGE OF GLENCOE TIMELINE

1975	Bond referendum passes for sewers, trees
1976	West School closed; inauguration of age-centered schools
1979	Glencoe Theater, on Vernon Avenue near Hazel Street, closed
1979	North School closed; changeover to Glencoe Community Center
1982	Public Safety Commission formed
1985	Reproduction restoration of the Frank Lloyd Wright bridge
1987	Bond referendum passes; inaugurates the street resurfacing program
1988	Home rule referendum fails
1989	Historic Preservation Commission formed
1992	Second 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 President Larry Levin, elected Public Safety Director Cary Lewandowski appointed Village Manager Philip Kiraly 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

## VILLAGE OF GLENCOE TIMELINE

2016 cont.	<ul style="list-style-type: none"> <li>Developed and installed supervisory control and data acquisition (SCADA) system for sanitary sewer lift stations</li> <li>Completed comprehensive RFP process and awarded contract for new five-year recycling collection services agreement</li> <li>Implementation of new payroll system and expanded time and attendance functionality implemented with change from semi-monthly payroll to bi-weekly payroll</li> </ul>
2017	<ul style="list-style-type: none"> <li>Consolidated 911 dispatch services with the Village of Glenview</li> <li>Completed residential and commercial garbage collection analysis and RFP process, awarded garbage collection franchise agreement and transitioned service provision</li> <li>Conducted emergency cleaning of Water Plant intake</li> <li>Purchased new front-line ambulance</li> <li>Outsourced building plan, fire and life safety review and building inspections following the retirement of a long-serving employee</li> <li>Conducted a comprehensive Village technology needs assessment and enterprise resource planning system RFP process</li> <li>Developed the Sesquicentennial Working Group in advance of the Village's 150th Anniversary</li> <li>Completion of stormwater improvements in the Madison Avenue and Park Avenue Basins</li> </ul>
2018	<ul style="list-style-type: none"> <li>Created and adopted a comprehensive three-year Strategic Plan for Fiscal Years 2019-2021</li> <li>Selected a new enterprise resource planning system and commenced implementation</li> <li>Adopted the Glencoe Active Transportation Plan for future pedestrian and bicycle-related infrastructure improvements</li> <li>Commenced the Village's year-long, 150th Anniversary celebration</li> <li>Completed significant ravine outfall improvements at four locations</li> <li>Rehabilitated sanitary sewers to comply with new inflow and infiltration regulations</li> <li>Finance Director/Village Treasurer Nikki Larson appointed</li> </ul>
2019	<ul style="list-style-type: none"> <li>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</li> <li>Awarded a \$125,000 Safe Routes to School grant with School District 35 to fund sidewalk/crosswalk improvements at 10 intersections near Glencoe schools</li> <li>Commenced comprehensive review of the proposed subdivision and redevelopment of 1801 Green Bay Road</li> <li>Conducted 2019 Community Survey with 99% of households rating Glencoe as an excellent or good place to live</li> <li>Implemented a new financial software for accounting, accounts payable, purchasing and cash receipting as part of the Village-wide ERP system</li> <li>Completed Phase I and initiated Phase II security upgrades to Village-owned spaces</li> <li>Completed water main replacements at two locations</li> </ul>

*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

<b>Date of incorporation and adoption of Village Charter</b>	March 29, 1869
<b>Form of Government</b>	Council-Manager
<b>Population</b>	
1970	10,542
1980	9,200
1990	8,499
2000	8,762
2010	8,723
<b>Area</b>	3.86 square miles
<b>Median Family Income (ACS survey)</b>	\$209,143

## 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	3,060
Average Daily Pumpage	1,350,000 gallons
Rated Daily Capacity	8,000,000
Miles of Water Main	58
Storage Capacity	2,500,000 gallons
Fire Hydrants	505

<b>MUNICIPAL SERVICES</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
Ordinances Adopted	23	16	17
Resolutions Adopted	69	62	75
Village Board Meetings	12	11	11
Committee of the Whole	8	8	12
Historic Preservation Commission	8	15	9
Plan Commission	8	4	9
Zoning Commission/Board of Appeals	10	5	7
Public Safety Commission	10	4	6
Community Relations Forum	7	6	1
Golf Advisory Committee	11	10	11
Sustainability Task Force	11	10	11
Sesquicentennial Planning Committee	-	15	11
Police Pension Fund Board	4	4	7

<b>PUBLIC WORKS SERVICES</b> (streets, sewers, forestry)	<b>2017</b>	<b>2018</b>	<b>2019</b>
<b>Streets – Repaired (square feet)</b>	19,554	13,755	18,473
Times Plowed	14	23	16
Times Salted	23	30	31
<b>Sidewalks – Repaired (square feet)</b>	254	744	408
Times Plowed	5	11	11
<b>Sanitary Sewers – Cleaned (linear feet)</b>	178,350	300,768	338,785
Repaired (linear feet)	61	134	88
<b>Storm Sewers – Cleaned (linear feet)</b>	19,953	56,046	40,612

Repaired (linear feet)	72	38	547
	<b><u>2017</u></b>	<b><u>2018</u></b>	<b><u>2019</u></b>
<b>Manholes/Catch Basins -</b>			
Cleaned	660	1,334	813
Repaired	78	78	102
<b>Refuse/Landfill (tons) -</b>	2697	2,483	2,588
<b>Parkway Trees -</b>			
Trimmed	778	597	741
Removed	469	386	1,030

<b>BUILDING PERMITS</b>	<b>Year</b>	<b># Issued</b>	<b>Value of Construction</b>
	1996	142	\$ 16,180,646
	1997	143	\$ 26,946,626
	1998	141	\$ 24,382,367
	1999	165	\$ 34,688,014
	2000	140	\$ 40,544,328
	2001	122	\$ 40,987,669
	2002	121	\$ 38,363,914
	2003	121	\$ 53,742,886
	2004	127	\$ 54,470,340
	2005	117	\$ 60,702,645
	2006	107	\$ 42,627,796
	2007	78	\$ 54,122,580
	2008	66	\$ 49,844,974
	2009	38	\$ 11,621,930
	2010	51	\$ 17,091,902
	2011	55	\$ 17,358,109
	2012	48	\$ 17,308,208
	2013	72	\$ 32,503,380
	2014	71	\$ 55,001,875
	2015	63	\$ 33,938,723
	2016	43	\$ 14,664,478
	2017	47	\$ 31,887,557
	2018	49	\$ 21,208,866
	2019	37	\$23,438,264

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

<b>PUBLIC SAFETY SERVICES</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
Fire/Paramedic Service Calls	1,489	1,326	1,408
Motor Vehicle Accidents	210	178	186
Driving Violations	2,189	2,366	2,290
Local Ordinance Violations	3,044	3,469	3,396
Part I Offenses	102	73	60
Part I Arrests	10	15	12
Part II Offenses	287	285	253
Part II Arrests	148	142	155



# GLOSSARY OF BUDGET TERMS





# GLOSSARY OF BUDGET TERMS

## - A -

**Abatement:** The reduction of a property tax levy.

**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.

## - C -

**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 begins March 1 and ends 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.

- I -

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

**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 -

**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.

## - O -

**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.

## - R -

**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.