

VILLAGE OF GLENCOE  
FINANCE COMMITTEE

Thursday, December 15, 2011  
6:00 p.m.

Village Hall Conference Room  
675 Village Court

AGENDA

The Village of Glencoe is subject to the requirements of the Americans With Disabilities Act of 1990. Individuals with disabilities who plan to attend this meeting and who require certain accommodations in order to allow them to observe and/or participate in this meeting, or who have questions regarding the accessibility of the meeting or the facilities, are requested to contact the Village of Glencoe at least 72 hours in advance of the meeting at (847) 835-4114, or please contact the Illinois Relay Center at (800) 526-0844, to allow the Village of Glencoe to make reasonable accommodations for those persons.

1. CALL TO ORDER AND ROLL CALL

Bruce Cowans, Chairman  
Scott Feldman, President  
Keki Bhote  
Andrew Hayek  
Joseph Keefe  
Lawrence Levin  
Joel Solomon

2. APPROVAL OF SEPTEMBER 15, 2011, OCTOBER 20, 2011 AND NOVEMBER 17, 2011 MINUTES

3. PUBLIC COMMENT TIME

4. REVIEW FUND BALANCE ANALYSIS

5. REVIEW RECOMMENDED FISCAL YEAR 2013 BUDGET

6. ADJOURNMENT

VILLAGE OF GLENCOE  
FINANCE COMMITTEE

Meeting Minutes  
September 15, 2011

1. CALL TO ORDER AND ROLL CALL

The Finance Committee was called to order at 6:30 p.m. in the Conference Room at Village Hall. The following members were present:

Keki Bhote  
Andrew Hayek  
Lawrence Levin  
Joel Solomon,

Trustee Cowans was absent.

The following Village staff was present:

Paul Harlow, Village Manager  
William Jones, Assistant Village Manager  
David Clark, Director of Finance

2. APPROVAL OF AUGUST 18, 2011 MINUTES

Trustee Hayek moved, seconded by Trustee Levin, to approve the August 18, 2011 minutes. The motion was unanimously adopted by a roll call vote.

3. PUBLIC COMMENT TIME

There were no comments from the public.

4. REVIEW MONTHLY FINANCIAL REPORT FORMAT

The Director of Finance introduced a suggested monthly report modification to provide the Village Board with greater detail about various revenue and expense items included in the various tables included in the monthly report. The Director of Finance also provided an explanation concerning the method for developing the monthly revenue and expenditure budget. He explained that the monthly budget is calculated by taking the total budget for each item individually and multiplying it by a 4-year average of historic activity during each month. The summary pages of the new report will be included in the monthly financial report in place of certain other tables presently included.

5. DISCUSS GASB 54 RELATED TO GOVERNMENTAL FUND BALANCES

The Director of Finance introduced an illustration of the current fund balance practice with the required GASB 54 practice. The change in fund balance practice will introduce a greater level of specificity in fund balance classification and will also include items previously not included based upon policy intent to expend the items for a certain purpose. The impact of the change is a decrease in “unreserved” fund balance. The illustration will be shared with the Auditors and is therefore subject to further refinement prior to implementation. The amounts illustrated were used as the beginning balance in the long range financial forecast.

6. CONSIDER PREPARATION OF AN ARTICLE FOR THE GLENCOE MEMO ON THE STATE OF GLENCOE PENSIONS

This item was deferred to the next meeting.

7. ADJOURNMENT

There being no further business to come before the Finance Committee, upon motion made and seconded, the meeting was adjourned at 7:00 p.m.

VILLAGE OF GLENCOE  
FINANCE COMMITTEE

Meeting Minutes  
October 20, 2011

1. CALL TO ORDER AND ROLL CALL

The Finance Committee was called to order at 6:30 p.m. in the Conference Room at Village Hall. The following members were present:

Bruce Cowans  
Keki Bhote  
Andrew Hayek  
Lawrence Levin  
Joel Solomon,

The following Village staff was present:

Paul Harlow, Village Manager  
William Jones, Assistant Village Manager  
David Clark, Director of Finance

2. PUBLIC COMMENT TIME

There were no comments from the public.

3. REVIEW MONTHLY FINANCIAL REPORT FORMAT

Members of the Committee reviewed the format of the monthly financial report and made the following suggestions:

- a) Include projections for the end of the year with narrative explanation of variances.
- b) Include percentages of revenue to budget and expenditures to budget.
- c) Add lines to the cash table in order to enhance prior period comparability.

Other issues discussed by the Committee included:

- a) Develop performance measure strategy for further review by the Committee. Such strategy should include internal comparability to prior periods and external comparability to other communities.

4. ADJOURNMENT

There being no further business to come before the Finance Committee, upon motion made and seconded, the meeting was adjourned at 7:00 p.m.

VILLAGE OF GLENCOE  
FINANCE COMMITTEE

Meeting Minutes  
November 17, 2011

1. CALL TO ORDER AND ROLL CALL

The Finance Committee was called to order at 6:00 p.m. in the Conference Room at Village Hall. The following members were present:

Scott Feldman, Village President  
Keki Bhote  
Bruce Cowans  
Andrew Hayek (electronic attendance)  
Lawrence Levin

Trustees Keefe and Solomon were absent

The following Village staff was present:

Paul Harlow, Village Manager  
William Jones, Assistant Village Manager  
David Clark, Director of Finance  
David Mau, Director of Public Works  
Alan Kebby, Director of Public Safety

Also Present: Ron Amen, Village Auditor

2. CONSIDERATION OF MINUTES

The approval of minutes were deferred to the next meeting.

3. PUBLIC COMMENT TIME

There were no comments from the public.

4. DISCUSS GASB 54

Finance Director David Clark discussed briefly the background discussion previously by the Village Board and introduced Village Auditor Ron Amen to discuss implementation of GASB 54. Mr. Amen fielded questions from the Committee. Following discussion, the Committee agreed that:

1. Loan Guarantee to Women's Library Club be removed from the list of restricted assets.
2. Reserved for Fire Pension Fund be removed from committed assets.

Mr. Amen applauded the efforts of considering the implementation of GASB 54 proactively. Mr. Clark introduced the following recommendations for implementation of GASB 54:

1. Establish a procedure to evaluate items for potential fund balance classification using concepts of measurability and availability (“timing”) of the item.
2. Develop procedure to ascertain the probability of activities occurring by requiring documentation of financial condition from parties receiving potential financial consideration (such as loan guarantees).
3. Present a report with recommended fund balance classifications annually to the Village Board prior to presenting the final annual financial report.
4. Exclude the long range capital inventory from any fund balance assignment

5. ACTUARIAL VALUATION REPORT

Finance Director David Clark reviewed the recent history of actual contributions to the Police Pension Fund as compared to the annual required contribution (ARC). Since Fiscal Year 2006 the Village has contributed \$2.6 Million more than the ARC, or 132% of the ARC.

The Committee discussed their concerns about investment factors used to determine the contribution amount. Members expressed concern that assuming 6% annual investment return might be greater than what is actually possible. The Committee expressed a desire to contribute at as high a level as practical but expressed a concern about changing assumptions in a fashion that would increase fund liabilities.

The Committee agreed by consensus to include in the Fiscal Year 2012 Budget \$1,465,318 based upon 6% investment interest and 4.5% salary increase assumptions (using 1994 mortality table).

6. REVIEW 2012 IRMA CLAIM DEDUCTIBLE

Following brief discussion, the Committee agreed to remain at the \$100,000 deductible level.

7. REVIEW PRELIMINARY FISCAL YEAR 2013 BUDGET

This matter was deferred to the Village Board meeting immediately following on November 17, 2011.


8. ADJOURNMENT

There being no further business to come before the Finance Committee, upon motion made and seconded, the meeting was adjourned at 7:00 p.m.

VILLAGE OF GLENCOE

MEMORANDUM

TO: Paul M. Harlow, Village Manager

FROM: David A. Clark, Director of Finance 

DATE: December 8, 2011

SUBJECT: Fund Balance Policy Analysis

As requested by the Board, here is a draft analysis of the General Fund, Water Fund and Garbage Fund. The remaining funds are restricted purpose and do not warrant fund balance target analysis.

General Fund

The analysis includes a chart of the actual cash balance history of the General Fund and an alternative analysis showing the impact of a \$350,000 event occurring. A \$350,000 event is equal to revenues coming in 2.3% less than the proposed budget for Fiscal Year 2013.

The actual minimum monthly cash balance since March 2007 was \$629,000. Had a \$350,000 event occurred, that balance would have been \$279,000.

At present our minimum threshold in the General Fund is \$1,000,000. 10% of operations is around \$1,400,000. I recommend changing the minimum from \$1,000,000 to \$1,400,000. This change would not have any impact on what the \$350,000 illustration showed and would not have an impact on the existing proposed budget.

Water Fund

I recommend establishing a fund balance policy which would set the amount available for capital spending the following year. Provided that the unrestricted of the Village equals 10% of the annual operating expense, the actual projected annual unrestricted net assets less the 10% operating target and the annual debt service requirement to repay the loan would be available for next year's capital program. This method would allow between \$200,000 and \$400,000 annually for capital expenses.

I also recommend continuation of the CPI rate increase program.

Garbage Fund

The Garbage Fund has never had a minimum Fund balance target. With the \$100,000 IRMA deductible, and an annualized capital cost of over \$99,000, I recommend that the 10% target be increased to 21%. This can be done over several years. In order to meet the target, I recommend a 1 year increase in the subsidy back to the Garbage Fund from \$350,000 to \$450,000, and the balance by the annual CPI increase program plus 5% until the target fund balance is met.

As an alternative, we could treat the Garbage Fund similar to the pensions. We could budget the increased amount and only deliver to the extent that the resources are actually needed. In years where there is a increased capital need due to purchase of a packer, part of the funding could come from the General Fund. With this alternative, I would recommend budgeting \$450,000 with an authorization to deliver \$350,000. Any transfer beyond \$350,000 would require Board approval.

This matter will be placed on the December 15, 2011 Finance Committee Agenda.

Village of Glencoe  
Analysis of \$350,000 Events in General Fund

	<u>FY 12 Bud</u>	<u>FY 12 Prj</u>	<u>FY 13 Bud</u>
Utility Tax/Telecom Tax	1,324,120	1,198,219	1,259,292
Income Tax	711,440	625,859	636,300
Building Permit Fees	667,485	568,713	563,637
<b>TOTAL</b>	<b>2,703,045</b>	<b>2,392,791</b>	<b>2,459,229</b>
	LESS \$350,000		2,109,229
	% CHANGE FROM FY13 BUD.		-14.2%
 Sales Tax	 1,731,477	 1,673,215	 1,720,000
	LESS \$350,000		1,370,000
	% CHANGE FROM FY13 BUD.		-20.3%
 <b>TOTAL SELECTED REVENUE</b>	 <b>4,434,522</b>	 <b>4,066,006</b>	 <b>4,179,229</b>
	LESS \$350,000		3,829,229
	% CHANGE FROM FY13 BUD.		-8.4%
 <b>TOTAL GENERAL FUND REV.</b>	 <b>14,961,600</b>	 <b>14,623,969</b>	 <b>14,896,900</b>
	LESS \$350,000		14,546,900
	% CHANGE FROM FY13 BUD.		-2.3%

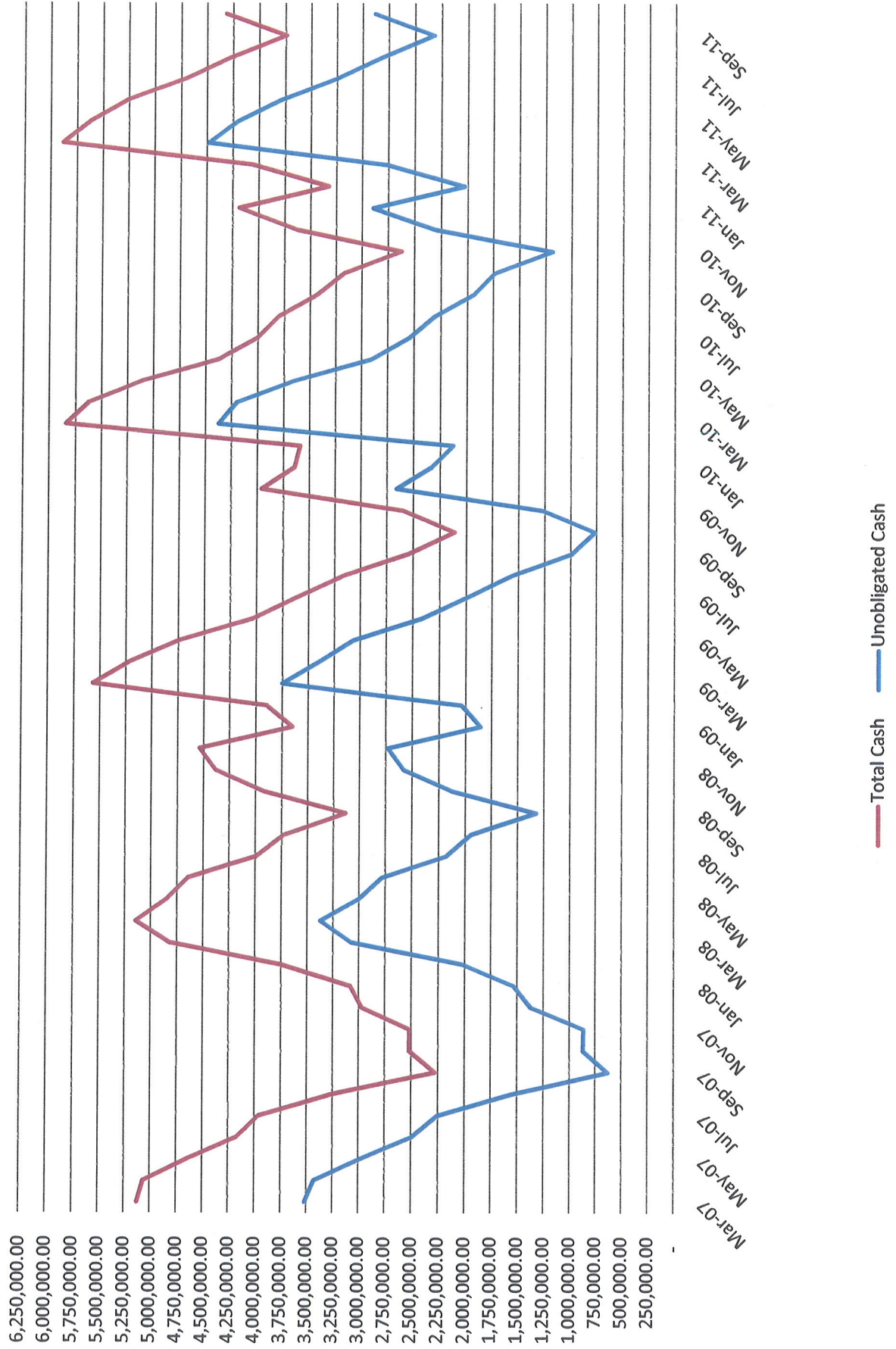
**FUND BALANCE POLICY RECOMMENDATION**

Existing Minimum	1,000,000
Existing 10% of Operations	1,400,000
Recommended Minimum	1,400,000

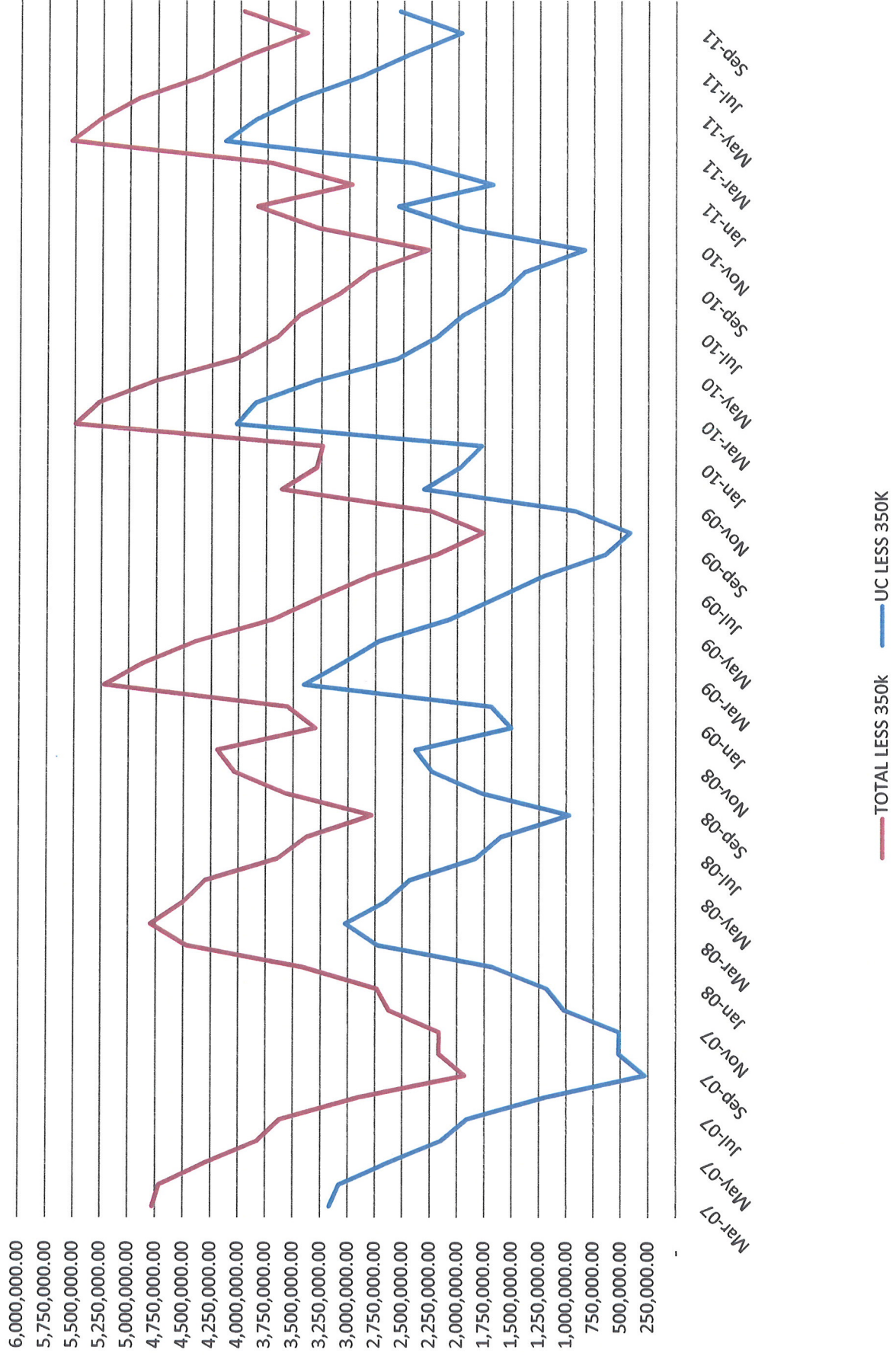


GF CASH		
Total Cash	Unobligated Cash	
	Unobligated Cash	
	General Fund	350K General Fund
AVERAGE	2,453,872.48	2,103,872.48
MINIMUM	629,026.80	279,026.80
MAXIMUM	4,483,942.66	4,133,942.66

# GENERAL FUND -- Total Cash and Unobligated Cash Balance History



# 350K GENERAL FUND -- Total Cash and Unobligated Cash Balance History



Village of Glencoe  
Unrestricted Net Analysis -- Water Fund

**FUND BALANCE POLICY RECOMMENDATION**

Existing Minimum	N/A
Existing 10% of Operations	177,500 (Based on FY 2013 Proposed Budget)
Recommended Minimum	N/A
Recommended Policy	

Net operating income will first be used to restore minimum unrestricted net asset balance , if necessary, then will be available for capital projects. The projected net assets less 10% operating expense guideline and annual debt service payment can be the amount available for capital projects in the following fiscal year.

Illustration

Net Operating Income	10% Operating	Unrestricted Net Assets	Net Operating Income	Annual Debt Service Next Fiscal Year	Available for Capital Next Fiscal Year
FY 2008	170,859	(795)	(19,235)	-	-
FY 2009	178,686	(195,774)	12,743	-	-
FY 2010	178,416	(240,694)	(62,678)	-	-
FY 2011	158,955	430,746	619,048	-	271,791
FY 2012 Projected	153,429	633,904	398,924	96,595	383,880
Requested Fiscal Year 2013 Capital	170,000				
FY 2014 Annual Loan Repayment	193,190				

FY 2013 Water Service Fee Recommendation

Recommend continuation of annual increase program based on the annual change in CPI, or 1.5% for Fiscal Year 2013.

Village of Glencoe  
Fund Balance Analysis -- Garbage Fund

**FUND BALANCE POLICY RECOMMENDATION**

Existing Minimum	N/A
Existing 10% of Operations	128,030 (Based on FY 2013 Proposed Budget)
Recommended Minimum	N/A
Recommended % of Operations	21%
FY 2013 Fund Balance Target	271,334

**Recommended Policy**

That the minimum fund balance target be set at 10% operating expenses, outstanding IRMA Claims Reserve, and the annualized cost of the long range capital inventory, or 21% which ever is greater.

Illustration

Net Operating Income	10% Operating	Unrestricted Ending Balance	Excess (Deficit)
FY 2008	119,704	278,342	139,586
FY 2009	129,266	174,296	(110,348)
FY 2010	113,375	184,847	7,711
FY 2011	119,996	229,865	44,969
FY 2012 Projected	126,329	69,483	(160,382)
Requested Fiscal Year 2013 Capital	36,000		
Average 10% Operating Expense	121,734		
IRMA Claims Reserve	50,000	(Related to \$100,000 Deductible)	
Annualized Capital Requirement	99,600		
Required Minimum Balance	271,334		
FY 2013 Operating Expenditure	1,280,298		
Balance as a % of FY 2013 Budget	21%		
Projected FY 2013 Ending Balance	68,784		
Difference	202,550		
Garbage and Yardwaste Fees	795,313		
Difference as % of Fees	25.47%		

Alternatives

1. Increase transfer from General Fund from \$350,000 to \$552,550 for FY 2013.
2. Increase Fees to recover difference.
3. Combination of 1 and 2.
4. Extend program to recover difference to more than one fiscal year (i.e. 5% per year to target).
5. Eliminate IRMA component of fund balance target by increasing Garbage Management Fee and have General Fund cover Garbage service liability claims (increases operating expense in Garbage Fund).

Recommendation

Increase to new target by increasing subsidy from \$350,000 to \$450,000 during Fiscal Year 2013 and the remainder by annual CPI increases plus 5% until the target is met.

Village of Glencoe  
Fiscal Year 2012 Year End Projection  
And  
Fiscal Year 2013 Recommended Budget

December 8, 2011

**This document is an amended version of the November 11, 2011 Preliminary Budget. The Budget is now considered recommended (except for personnel) and amendments from the November Board Meeting are underlined and in bold.**

## Table of Contents

1. General Issues and Economic Assumptions **previously reviewed at the November 17, 2011 Village Board Meeting**
2. **Remaining** Issues to Consider by Fund
3. **Issues Considered by the Village Board at the November 17, 2011 Meeting and now considered Completed**
4. Major Financial Policies **with Review Status Added**
5. Tax Levy Table (From 2010 Extension to 2011 Levy)
6. Fiscal Year 2013 Operating Statements
7. Fiscal Year 2013 Capital Expenditure
8. **Information Technology Expenditure**
9. **Review Fund Balance Policy**

**GENERAL ISSUES AND ECONOMIC ASSUMPTIONS PREVIOUSLY REVIEWED AT  
NOVEMBER 17, 2011 VILLAGE BOARD MEETING**

1. 2011 tax extension base can increase by 1.5% from the 2010 extended amount (or by approximately \$203,000).
2. The equalized assessed value from the 2009 Tax Levy to the 2010 Tax Levy decreased from \$1.23 Billion to \$1.04 Billion, a 15.5% decrease. This change did not impact the taxes extended but did result in a rate increase from \$0.874 per \$100 EAV to \$1.004 per \$100 EAV.
3. From 2009 Tax Levy to 2010 Tax Levy, the Village portion of the total tax bill decreased from 15.97% to 15.59%.
4. The preliminary budget does not include impact related to potential legislation to limit the ability of non-home rule communities to increase taxes in years where the equalized assessed value of the Village declines.
5. Public Works bargaining unit contract expires February 28, 2013. A wage contract re-opening is going to be conducted for Fiscal Year 2013 Public Works bargaining unit wages.
6. The budget for wages and benefits is based upon the long range financial plan with the removal of the attrition factor. The final wage and benefit budget will be considered by the Village Board after presentation of the Annual Personnel Report. The preliminary budget assumes status quo service levels. (Major expenditure assumptions included in this report.)
7. Implementation of GASB 54. This item was discussed by the Village Board. The operating statements presented represent starting balances consistent with GASB 54 as reviewed by the Village Auditor. **The Village Auditor attended the November 15, 2011 Finance Committee to address GASB 54. Fiscal Year 2012 beginning balance in the General Fund has been adjusted per review of this matter. Specifically, the loan guarantee and funds reserved for the Fire Pension Fund were removed as restricted items of fund balance. As result of changes, the General Fund unassigned fund balance for the fiscal year beginning March 1, 2011 increased from \$2,048,056 to \$2,412,574.**
8. The long range capital inventory will be revisited during the first quarter of 2012 in order to further evaluate the potential and need for a capital improvement program subject to voter approval in November 2012.
9. The IMRF 2012 funding requirement will be paid based on the actuarially required contribution (ARC) rate instead of the phase-in rate **(completed)**.



REMAINING ISSUES TO CONSIDER  
FOR  
FISCAL YEAR 2013 BUDGET

The following are items yet to be discussed or concluded as part of the Fiscal Year 2013 budget development process:

1. Status of golf club management fee and amount owed to the Village of Glencoe subject to further discussion by the Village Board. To be reviewed at the January 19, 2012 Village Board Meeting with the Fiscal Year 2013 Golf Budget.
2. Fund balance policy recommendations presented at the Finance Committee (Village staff analysis attached to this document).
3. Review of proposed Fiscal Year 2013 Capital Budget.
4. Review of the Information Technology portion of the proposed Fiscal Year 2013 Capital Budget.
5. Review of proposed Fiscal Year 2013 Personnel Report. To be presented by Village Manager at a later date.
6. Consideration of 2011 Tax Levy Ordinance.

**ISSUES CONSIDERED AT THE NOVEMBER 17, 2011  
VILLAGE BOARD MEETING AND CONSIDERED  
COMPLETED**

## **General Fund**

**The following are issues to considered at the November 11, 2011 Village Board meeting and considered completed.**

1. 2011 Property taxes for Fiscal Year 2013 can increase by 1.5% from the 2010 tax levy extension (for Fiscal Year 2012) based upon the change in the United States CPI-U (All Item Index) from December 31, 2009 to December 31 2010. The total dollar increase in extension base will be approximately \$203,000.
2. The Fiscal Year 2012 Budget includes over \$1.6 Million for the cost of funding the Police Pension Fund. It is projected that the base for Fiscal Year 2013 will decrease from \$1.6 Million to \$1.463 Million.
3. The \$1.463 projected budget is based upon certain actuarial assumptions including a 4.5% payroll increase factor. The actual average since Fiscal Year 1998 has been 3.5%. Using the 3.5% factor will decreased the projected budget from \$1.463 to \$1.418. **Conclusion was to include funding budget of \$1,465,318.**
4. Building permits are projected to be \$531,575 of the \$635,000 budgeted during Fiscal Year 2012. The preliminary budget includes \$536,310 for Fiscal Year 2013. **During November 2011, the Village received \$235,000 in building permits. With \$594,000 received year-to-date, the projection is now revised to \$635,000. The Fiscal Year 2013 Budget was increased to \$635,000.**
5. Municipal sales tax is projected to be \$1,607,991 of the \$1,622,537 budgeted for Fiscal Year 2012. The preliminary budget includes \$1,626,100 for Fiscal Year 2013. **Projection for sales tax is reduced to \$1,564,831. The recommended budget is adjusted to \$1,595,000.**
6. Income tax revenue is projected to be \$630,029 of the \$711,400 budgeted during Fiscal Year 2012. The preliminary budget includes \$636,300 for Fiscal Year 2013. **Projected income tax is now \$625,859. Based on estimates from the Illinois Municipal League, the Fiscal Year 2013 revenue budget is increased to \$711,440.**
7. Municipal utility tax is projected to be \$716,633 of the \$771,120 budgeted during Fiscal Year 2012. The preliminary includes \$730,932 for Fiscal Year 2013. **The Fiscal Year 2012 year end projection is increased to \$729,869, the Fiscal Year 2013 budget remains the same.**
8. Major fee categories subject to increases according to the same terms as the tax cap, with a minimum of 1.5%.
9. Sales tax rebate with Autohaus will end August of 2012.
10. Preliminary budget includes community grant 5% reduction program. Grant applications pending review by the Grant Committee. **Grants to be held at 2012 funding level.**

11. Preliminary budget includes resources for sewer rebate program which reimburses residents for a portion of cost related to upgrading sewer systems in home to prevent flooding occurrences. **Sewer rebate program to continue.**
12. Preliminary budget includes increase in management fees of 1.5%. Actual fee increases will be based upon increase in operating cost in the General Fund.

### Garbage Fund

The following are issues to considered at the November 11, 2011 Village Board meeting and considered completed.

1. Services accounted for from the Garbage Fund are subject to review during the development of the Fiscal Year 2013 Budget.
2. Garbage fees subject to an increase of 2.0% of the change in CPI whichever is less. The change in CPI for Fiscal Year 2013 is 1.5%.
3. The former Garbage Fund tax levy is now included in the General Corporate in the amount of \$687,000 with the General Fund paying \$350,000 back to the Garbage Fund for operations. This allows the Village to maintain flexibility over use of funds. The practice of levying for garbage purposes would restrict the tax revenue to garbage fund operations.
4. Alternative, supporting the entire operation of the garbage fund by fees (without the \$350,000 from the General Fund) would require a 53% rate increase in commercial garbage fees, base garbage collection fees and special refuse collection fees.
5. Garbage Fund pays a \$40,440 management fee to the Village. That fee is increased by 1.5% to \$41,047. **Actual increase to be percentage increase of operating cost in the General Fund.**
6. A garbage rate increase ordinance will be presented to the Village Board at the January Village Board Meeting for consideration with a March 1, 2012 effective rate start date on bills mailed after May 1, 2011 to avoid bill proration issues.
7. Consider changes to spring clean-up program to specify that clean up is for large and bulky items otherwise requiring a special pick-up and potentially make the program a biennial program. **Programs discussed and the Village opted to continue programs as presently offered.**

### **Water Fund**

The following are issues to consider during development of the Fiscal Year 2012 Budget:

1. Water rates subject to an increase of 5% or the change in CPI whichever is less. The CPI factor for Fiscal Year 2013 is 1.5% and therefore the recommended increase is 1.5%. **Fee increase discussed. In order to avoid larger increases in the future, the CPI increase program is still included in the Budget.**
2. Management fee amount of \$40,440, subject to annual CPI increase to \$41,047. **Actual increase to be determined based upon increase in cost of operations in the General Fund.**
3. Preliminary budget includes first loan repayment in February 2012. The loan is subject to repayment semi-annually in August and February each year.
4. A water rate increase ordinance to be presented at the January Village Board Meeting with an rate effective date of March 1, 2012 effective will quarterly bills prepared during May 2012 to avoid proration issues.

### **Motor Fuel Tax Fund-**

1. The allotment for motor fuel is a surcharge on gallons pumped not on the cost of fuel. The projected revenue for Fiscal Year 2012 is \$254,431 as compared to a budget of \$228,550. The increase from budget is due to the State of Illinois releasing the second \$100 Million of the local government component of the State's Capital Program. The total program calls for \$500 Million in capital program funding through 2012. Additional supplemental payments are not included in the Fiscal Year 2013 Budget. The preliminary budget includes \$207,200. **Based upon estimates from the Illinois Municipal League, the Fiscal Year 2013 Budget was increased to \$217,200.**
2. Motor fuel tax revenue is typically accumulated for street infrastructure projects and the preliminary budget includes the use of \$400,000 of Motor Fuel Tax revenue for street improvement projects.
3. Increase the amount of reimbursement to the General Fund in a fashion consistent with the costs of providing maintenance services.

### **Enhanced 911 Fund**

1. During Fiscal Year 2010, the cost of salary increases attributed to Communications operators was included in this fund. For prior years, no personnel costs were included in this fund
2. In recent years, the surcharge on physical phone lines has decreased and the cellular 911 service charge has increased.
3. Evaluate the ability of the E911 Fund to meet future emergency communication needs.

### **Debt Service Fund**

1. The taxes extended for debt service will be decreasing from \$2.0 Million to \$1.3 Million during Fiscal Year 2013.



MAJOR FINANCIAL POLICIES WITH REVIEW STATUS  
ADDED

### **Fund Balance Policy**

It is the policy of the Village to maintain an undesignated unreserved fund balance in the General Fund of 10% of current operating expenditures, excluding capital, but no lower than \$1,000,000. The minimum targets for the Water Fund and Garbage Fund is also 10% of current operating expenditures with no absolute dollar minimum.

The fund balance of the Water Fund will be measured using unrestricted net assets as stated in the annual audit. The Village will maintain an unrestricted net asset balance in the Water Fund of 10% of operating expenditures including depreciation.

The Village will maintain a balance in the Garbage Fund of 10% of operating expenditures, excluding capital, but no lower than \$75,000.

The Village will maintain a minimum balance in the Debt Service Fund of 25% of the required December principal and interest payments.

### **Policy Considerations**

1. With changes presented by GASB 54 and other financial demands on reserves, consider raising the minimum fund balance in the General Fund from \$1.0 Million to \$1.4 Million

**Review Status - To be discussed further. Discussion of the fund balance policy recommendations is specifically on the Finance Committee Agenda.**

### **Balanced Budget Policy**

It is the policy of the Village to adopt an annual budget that is balanced. A balanced budget has expenditures and financing uses that do not exceed the revenues and financing sources. The use of fund balance as a financing source is acceptable if the fund balance is determined to be in excess of the minimum fund balance targets.

Policy Considerations – NONE PROPOSED

Review Status – Completed

### **Property Taxes**

It has been the policy of the Village since Property Tax Extension Limitation Law (PTELL) to levy the maximum in the capped tax levy purposes. If it is determined that the amount collected is in excess of budgetary need than any excess would be used as an alternative source of revenue to abate (reduce) the property tax levy for debt service. This policy allows the Village to maintain its ability to levy taxes in a property tax cap environment.

Policy Considerations – NONE PROPOSED

Review Status – Completed

### **Abatement of Taxes**

It has been the long-term policy of the Village Board to abate (reduce) its annual request for property tax revenue to be used to pay debt service by substituting other sources of revenue available. The tax levy for debt service is established when the bond ordinance is approved by the Village Board (at the time of the issuance of bonds). Cook County automatically levies the amount in the approved ordinance unless the Village submits an abatement ordinance which informs the county that a portion of the approved debt ordinance will be paid from other financing sources. During January of each year, the Village Board is presented with an abatement ordinance. Two sources of abatement have been the loss in collection amount collected by Cook County and remitted to the Village. The debt ordinance is levied at 105% without reduction by tax caps. Each year this extra portion is abated. The other source is any other source of revenue determined to be in excess of budgetary need.

### **Policy Considerations**

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

Review Status – Completed

### **Debt Policy – Use of Limited Tax Authority**

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

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

It is the policy of the Village to maintain this authority as a capital reserve in order to provide resources in the event of an unanticipated financial need.

Policy Considerations – NONE PROPOSED

Review Status – Completed

**Repayment of Amount Due to the Village from the Glencoe Golf Club**

Annually, the Village Board reviews the amount due to the Village from the Glencoe Golf Club as part of the budget development process. The Village considers whether the golf club is financially able to begin to repay the amount due and whether or not it is in the best interests of the Village to do so.

**Policy Considerations**

1. Conduct annual review.

**Review Status - To be reviewed at the January 19, 2012 Village Board Meeting with the Golf Club Budget.**

**Glencoe Golf Club Management Fee**

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

**Policy Considerations**

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

**Review Status - To be reviewed at the January 19, 2012 Village Board Meeting with the Golf Club Budget.**

**Funding Pension Obligations**

By policy, the Village Funds its pension obligations based upon actuarially determined funding requirements. For funding the Police Pension, the Village uses actuarial assumptions that are more current than those used by the State of Illinois. The property tax levy is based upon the State of Illinois required levy and the actual contribution is based on the requirement determined by the Village actuary. The gap in funding has to date been from fund balance.

**Policy Considerations**

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

**Review Status** – Completed

### **Funding Firefighters Pension Fund**

Statutorily, the Village is responsible for funding obligations of the Firefighters Pension Fund. This fund is now a terminal fund with no active members. Once there are no beneficiaries in the fund, any resources remaining in the fund will be subject to claim by the State of Illinois. Annually, the Village determines the required funding of this pension obligation with the assistance of an actuary. At present, the annual pension annuity cost is at about \$100,000. The Village will allocate between \$70,000 and \$100,000 in the General Fund towards future obligations. Once resources in the Pension Fund are exhausted, accumulated resources in the General Fund will be used. To the extent possible, only taxes that are not subject to tax cap will be levied for the benefit of the Firefighters Pension Fund.

**Policy Considerations** – NONE PROPOSED

**Review Status** – Completed

### **Liability Deductible Policy (AMENDED)**

Implementation of GASB 54 requires that resources intended to be used for reserved liability claims to be assigned as a claim on fund balance that would otherwise be unassigned. Village staff monitors annual IRMA contribution savings due to having a higher deductible versus claim losses. The current deductible level is \$100,000 with the \$250,000 level being evaluated at the November Village Board Meeting. Each year this deductible level will be re-evaluated.

**Review Status – Completed. The Village retained the \$100,000 for 2012.**

### **IRMA Excess Surplus (NEW)**

Each year IRMA evaluates resources on hand for operations and services. In years where a determination is made that there is an excess beyond need, a member can credit their annual contribution or leave the reserve on hand with IRMA. Last year, the Village left the reserve at IRMA where the prior practice had been to apply any reserve to annual contributions. Staff recommends the continued accumulation of reserve at IRMA. In the event the Village has a adverse claim year with higher than expected deductible losses, the Village can apply accumulated credit to the following year annual contribution amount.

**Review Status** – Completed

**Review Status – Completed. Village will continue to accumulate resources at IRMA which can be used to in the future towards annual contributions.**

**IMRF Pension Policy (AMENDED)**

Beginning January 1, 2010, the Illinois Municipal Retirement Fund (IMRF) gave participating governmental units the option of funding based on the actuarially required contribution (ARC) or based on a phase in rate (limited to 10% annual increase). The Village opted for the phase in rate with the understanding that full funding to the ARC level could follow during the year if financial conditions of the Village allow.

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

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

**Policy Consideration**

Given that the difference between the 2012 ARC rate and the phase in rate is .25%, the Village staff recommends funding 2012 (Fiscal Year 2013) at the ARC rate without the end of year catch up.

**Review Status – Completed. Beginning January 2011 the Village will fund its IMRF at the ARC rate.**

## TAX LEVY TABLE

Exhibit VIII

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

Taxing Unit	2007 Tax Levy (Received in 2008)		2008 Tax Levy (Received in 2009)		2009 Tax Levy (Received in 2010)		2010 Tax Levy (Received in 2011)	
	Rate	Percent	Rate	Percent	Rate	Percent	Rate	Percent
Village	0.904	15.75%	0.921	16.19%	0.874	15.97%	1.004	15.59%
Public Library	0.164	2.86%	0.165	2.90%	0.157	2.87%	0.19	2.95%
High School District #203	1.299	22.63%	1.290	22.67%	1.237	22.60%	1.474	22.89%
Grade School District #35	1.997	34.78%	1.997	35.10%	1.901	34.73%	2.329	36.17%
Cook County	0.499	8.69%	0.466	8.19%	0.464	8.48%	0.474	7.36%
Metropolitan Water	0.263	4.58%	0.252	4.43%	0.261	4.77%	0.274	4.26%
Reclamation District						0.00%		0.00%
Park District	0.42	7.32%	0.417	7.33%	0.398	7.27%	0.484	7.52%
Community College District #535	0.141	2.46%	0.14	2.46%	0.14	2.56%	0.16	2.48%
Other	0.054	0.94%	0.042	0.74%	0.041	0.75%	0.05	0.78%
	5.7410	100.00%	5.6900	100.00%	5.4730	100.00%	6.4390	100.00%

**Breakdown of Village Tax Levy**

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

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

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

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

**Equalized Assessed Valuation**

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



# VILLAGE OF GLENCOE

## EXTENDED 2010 LEVY VERSUS PRELIMINARY 2011 TAX LEVY

	<b>EXTENDED 2010</b>		<b>PRELIMINARY 2011</b>		% CHANGE 2010 TO 2011	\$ CHANGE 2010 TO 2011	RATE CHANGE 2010 TO 2011
	TAX EXTENDED	TAX RATE	TAX LEVY	PRELIM TAX RATE			
<b>GENERAL CORPORATE</b>							
<b>New EAV (1)</b>	6,550,659	0.6259	6,648,919	0.6186	1.50%	\$98,260	(0.0073)
<b>Garbage Fund</b>			62,000	0.0058	N/A	\$62,000	0.0058
<b>New EAV (1)</b>	690,064	0.0659	700,415	0.0652	1.50%	\$10,351	(0.0008)
<b>Fire Pension Fund (2)</b>			6,200	0.0006	N/A	\$6,200	0.0006
<b>New EAV - Fire (1)</b>	75,655	0.0072	76,790	0.0071	1.50%	\$1,135	(0.0001)
<b>Total General Corporate</b>	7,316,379	0.6991	7,494,924	0.6973	2.44%	\$178,545	(0.0018)
<b>POLICE PENSION</b>							
<b>New EAV (1)</b>	1,029,797	0.0984	1,045,244	0.0973	1.50%	\$15,447	(0.0011)
<b>Total Police Pension (3)</b>	1,029,797	0.0984	1,054,244	0.0981	2.37%	\$24,447	(0.0003)
<b>VILLAGE SUB-TOTAL(1)</b>	8,346,176	0.7975	8,549,168	0.7954	2.43%	\$202,992	(0.0021)
<b>DEBT SERVICE (4)</b>	2,155,068	0.2059	1,399,462	0.1302	-35.06%	(\$755,606)	(0.0757)
<b>FIRE PENSION (P.A. 93-0689)</b>	1,836	0.0002	3,840	0.0004	N/A	\$2,004	0.0002
<b>VILLAGE TOTAL</b>	10,503,080	1.0036	9,952,470	0.9260	-5.24%	(\$550,610)	(0.0776)
<b>LIBRARY TOTAL (5)</b>	1,984,244	0.1896	2,031,659	0.1890	2.39%	\$47,415	(0.0006)
<b>GRAND TOTAL</b>	12,487,324	1.1932	11,984,129	1.1150	-4.03%	(\$503,195)	(0.0782)

### NOTES

- (1) New EAV estimated at \$77,800 and allocated to General, Garbage and Police Pension. Actual limited to PTELL.
- (2) Allocated for future potential use by Firefighters Pension Fund, but General Fund to retain until needed.
- (3) Total funding target is nearly \$1,400,000, balance to come from other financing sources in the General Fund.
- (4) Debt service listed does not include abatement, but includes 5% loss in collection factor.
- (5) As approved by Library Board.

## **FISCAL YEAR 2013 OPERATING STATEMENTS**

Village of Glencoe										
Fiscal Year 2013 Budget Summary -- Including all sources and uses										
	Projected Fiscal Year 2012					FY 2013 Budget				
	Beginning	Revised			Ending		Operating	Capital	Ending	%
<u>Fund</u>	<u>Balance</u>	<u>Beg. Bal.</u>	<u>Revenue</u>	<u>Expense</u>	<u>Balance</u>	<u>Revenue</u>	<u>Expense</u>	<u>Expense</u>	<u>Balance</u>	<u>Fund Bal.</u>
<u>Operating Funds</u>										
General Fund	2,550,922	2,412,575	14,765,630	15,138,937	2,039,268	14,993,246	14,344,591	579,000	2,108,923	14.7%
Water Fund	430,746	430,746	2,082,354	1,796,705	716,395	2,039,582	1,825,995	170,000	759,982	41.6%
Garbage Fund	229,865	179,865	1,368,903	1,535,285	13,483	1,383,599	1,298,298	36,000	62,784	4.8%
Sub-Total	3,211,533	3,023,186	18,216,887	18,470,927	2,769,146	18,416,427	17,468,884	785,000	2,931,689	16.8%
<u>Special Funds</u>										
Motor Fuel Tax	478,302	478,302	256,603	298,930	435,975	218,200	451,303	-	202,872	45.0%
E911 Fund	414,420	414,420	146,968	179,199	382,189	141,100	178,990	25,500	318,799	178.1%
Sub-Total	892,722	892,722	403,571	478,129	818,164	359,300	630,293	25,500	521,671	82.8%
<u>Debt &amp; Capital Funds</u>										
Debt Service	89,387	89,387	2,113,477	2,053,071	149,793	1,400,602	1,333,556	-	216,839	16.3%
Bond Construction	387,416	387,416	36,017	423,433	-	-	-	-	-	N/A
Sub-Total	476,803	476,803	2,149,494	2,476,504	149,793	1,400,602	(923,799)		216,839	(67,046)
GRAND TOTAL	4,581,058	4,392,711	20,769,952	21,425,560	3,737,103	20,176,329	17,175,378		3,670,199	(67,045)
	REVENUE						OPERATING EXPENDITURE			
<u>Fund</u>	<u>11/17/2011</u>	<u>12/15/2011</u>	<u>\$ Change</u>		<u>Fund</u>		<u>11/17/2011</u>	<u>12/15/2011</u>	<u>\$ Change</u>	
<u>Operating Funds</u>					<u>Operating Funds</u>					
General Fund	14,896,900	14,993,246	96,346		General Fund		14,471,573	14,344,591	(126,982)	
Water Fund	2,039,582	2,039,582	-		Water Fund		1,843,995	1,825,995	(18,000)	
Garbage Fund	1,383,599	1,383,599	-		Garbage Fund		1,298,298	1,298,298	-	
Sub-Total	18,320,081	18,416,427	96,346		Sub-Total		17,613,866	17,468,884	(144,982)	

Village of Glencoe					
General Fund					
Fiscal Year 2013 Budget					
	<u>2012 YTD</u>	<u>2012 Bud</u>	<u>2012 Prj</u>	<u>\$ from Bud</u>	<u>2013 Bud</u>
<b>Operating Revenue</b>					
Charges for Service					
Sewer Charge	437,795	527,858	535,000	7,142	535,819
Ambulance Fees	108,333	148,944	148,944	-	151,178
Special Services	646	-	647	647	-
Sub-Total	546,774	676,802	684,591	7,789	686,997
			101.2%		1.5%
Permits					
Building Permits	627,142	667,485	670,500	3,015	662,327
Alarm Permits	18,095	77,040	80,000	2,960	80,000
Sub-Total	645,237	744,525	750,500	5,975	742,327
			100.8%		-0.3%
Licenses					
Liquor Licenses	22,750	21,571	23,000	1,429	22,400
Vehicle Licenses	276,877	260,000	277,000	17,000	276,000
Business Licenses	22,940	24,750	24,750	-	24,750
Animal Licenses	7,386	6,600	7,390	790	7,100
Sub-Total	329,953	312,921	332,140	19,219	330,540
			106.1%		5.6%
Fees					
Parking Fees	69,523	110,172	105,084	(5,088)	103,806
Sub-Total	69,523	110,172	105,084	(5,088)	103,806
			95.4%		-5.8%
Other Revenue					
Reimbursement	64,995	122,990	131,764	8,774	73,195
Special Services	54,749	48,542	55,000	6,458	49,270
Sub-Total	119,744	171,532	186,764	15,232	122,465
			108.9%		-28.6%
<b>Total Operating Rev.</b>	<b>1,711,231</b>	<b>2,015,952</b>	<b>2,059,079</b>	<b>43,127</b>	<b>1,986,135</b>
<b>Operating Expenses</b>					
Personnel					
Salaries	5,639,820	7,369,144	7,398,120	28,976	7,549,147
Benefits	1,056,850	1,296,692	1,296,703	11	1,361,537
Pension Cost	1,521,287	2,391,799	2,438,049	46,250	2,334,030
Unemp. Ins.	25,115	20,000	25,115	5,115	20,000
Sub-Total	8,243,072	11,077,635	11,157,987	80,352	11,264,714
			100.7%		1.7%
Services	1,178,250	1,713,922	1,640,595	(73,327)	1,630,312
Commodities	520,827	895,612	888,387	(7,225)	865,224
Other Expense					
Community Grants	73,841	81,935	79,841	(2,094)	93,841
Professional Servc.	12,932	31,400	26,400	(5,000)	26,700
Employment Exp.	790	6,980	4,200	(2,780)	15,000
Other	758	192,000	192,000	-	96,000
Misc. Refunds	8,999	2,800	9,000	6,200	2,800
Transfers Out	177,161	350,000	350,000	-	350,000
Uncollectible	-	-	-	-	-

		<u>2012 YTD</u>	<u>2012 Bud</u>	<u>2012 Pri</u>	<u>\$ from Bud</u>	<u>2013 Bud</u>	
	Sub-Total	1,973,558	3,274,649	3,190,423	(84,226)	3,079,877	
				97.4%		-5.9%	
	<b>Total Operating Exp.</b>	<b>10,216,630</b>	<b>14,352,284</b>	<b>14,348,410</b>	<b>(3,874)</b>	<b>14,344,591</b>	
	<b>NET OPERATIONS</b>	<b>(8,505,399)</b>	<b>(12,336,332)</b>	<b>(12,289,331)</b>	<b>47,001</b>	<b>(12,358,456)</b>	
	<b><u>General Revenue</u></b>						
	<b>Taxes</b>						
	Property Tax	7,271,212	7,586,386	7,594,386	8,000	7,746,396	
	Property Tax - Garbage	654,188	687,243	687,243	-	697,951	
	Cable Revenue	140,525	171,335	183,359	12,024	183,000	
	Utility Tax	896,103	1,324,120	1,174,869	(149,251)	1,175,932	
	Income Tax	489,228	711,440	625,859	(85,581)	690,800	
	Sales Tax	1,269,652	1,731,477	1,695,577	(35,900)	1,737,180	
	PPRT	59,591	78,074	76,387	(1,687)	77,609	
	Sub-Total	10,780,499	12,290,075	12,037,680	(252,395)	12,308,868	
				97.9%		0.2%	
	Fines & Forfeits	100,505	143,800	143,800	-	143,800	
	Interest	13,539	97,348	75,735	(21,613)	75,735	
	<b>Other Revenue</b>						
	Grants	25,000	-	25,000	25,000	50,000	
	Other	137,097	144,216	154,127	9,911	153,983	
	Gifts/Contributions	50	1,500	1,500	-	1,500	
	Leases	82,499	96,839	96,839	-	98,776	
	Other Sources	-	-	-	-	-	
	Sale of Assets	-	-	-	-	-	
	Interfund Revenue	128,902	171,870	171,870	-	174,449	
	Sub-Total	487,592	655,573	668,871	13,298	698,243	
				102.0%		6.5%	
	<b>Total General Rev.</b>	<b>11,268,091</b>	<b>12,945,648</b>	<b>12,706,551</b>	<b>(239,097)</b>	<b>13,007,111</b>	
	<b>TOTAL OPERATING EXCESS (DEFICIT)</b>	<b>2,762,692</b>	<b>609,316</b>	<b>417,220</b>	<b>(192,096)</b>	<b>648,655</b>	
	<b><u>Capital Expenses</u></b>						
	<b>Capital</b>						
	Bldg & Grounds	27,005	-	27,005	27,005	-	
	Equipment	17,725	30,000	30,000	-	159,000	
	Vehicles	173,497	735,000	713,970	(21,030)	310,000	
	Sewers	-	-	19,552	19,552	35,000	
	Streets	-	-	-	-	-	
	Sidewalks	-	-	-	-	-	
	Bridges	-	-	-	-	75,000	
	Sub-Total	218,227	765,000	790,527	25,527	579,000	
	<b>TOTAL CAPITAL INVENTORY</b>					-	
	<b>TOTAL EXCESS (DEFICIT)</b>	<b>2,544,465</b>	<b>(155,684)</b>	<b>(373,307)</b>	<b>(217,623)</b>	<b>69,655</b>	
	<b>General Fund Summary</b>						

		<u>2012 YTD</u>	<u>2012 Bud</u>	<u>2012 Prj</u>	<u>\$ from Bud</u>	<u>2013 Bud</u>	
		2012 YTD	2012 Bud	2012 Prj		2013 Bud	
	Beginning Balance		2,412,575	2,412,575		2,039,268	
	Ending Balance		2,256,891	2,039,268		2,108,923	
	Target (10% of Operations)		1,435,228	1,434,841		1,434,459	
	Budget Reconciliation						
	Revenue	12,979,322	14,961,600	14,765,630	(195,970)	14,993,246	100.2%
	Expenditure	10,434,857	15,117,284	15,138,937	21,653	14,923,591	98.7%
	Excess/(Deficit)	2,544,465	(155,684)	(373,307)	(217,623)	69,655	
						14,344,591	

Village of Glencoe						
Water Fund						
Fiscal Year 2013 Budget						
			<u>2012 YTD</u>	<u>2012 Bud</u>	<u>2012 Prj</u>	<u>\$ from Bud</u>
<b>Operating Revenue</b>						
Charges for Service						
	Water Sales		1,659,512	1,933,200	1,992,329	59,129
	Meter Sales		12,462	10,000	14,000	4,000
	Sub-Total		1,671,974	1,943,200	2,006,329	63,129
					103.2%	1.2%
<b>Total Operating Rev.</b>			<b>1,671,974</b>	<b>1,943,200</b>	<b>2,006,329</b>	<b>63,129</b>
<b>Operating Expenses</b>						
Personnel						
	Salaries		593,665	802,563	792,581	(9,982)
	Benefits		111,274	133,403	125,539	(7,864)
	Pension Cost		107,085	151,436	150,328	(1,108)
	Sub-Total		812,024	1,087,402	1,068,448	(18,954)
					98.3%	1.4%
	Services		240,767	388,833	366,126	(22,707)
	Commodities		96,591	124,710	131,131	6,421
	Depreciation		-	69,000	69,000	-
	Other Expense		-	-	-	-
	Sub-Total		337,358	582,543	566,257	(16,286)
					97.2%	7.7%
<b>Total Operating Exp.</b>			<b>1,149,382</b>	<b>1,669,945</b>	<b>1,634,705</b>	<b>(35,240)</b>
NET OPERATIONS			522,592	273,255	371,624	98,369
<b>General Revenue</b>						
Interest			1005	1,010	1,010	-
Other Revenue						
	Other		8610	5,000	8,610	3,610
	Leases		49,979	66,405	66,405	-
	Other Sources		-	-	-	-
	Sale of Assets		-	-	-	-
	Transfers In		-	-	-	-
	Sub-Total		59,594	72,415	76,025	3,610
					105.0%	1.8%
<b>Total General Rev.</b>			<b>59,594</b>	<b>72,415</b>	<b>76,025</b>	<b>3,610</b>
CHANGE IN NET ASSETS			582,186	345,670	447,649	101,979

Village of Glencoe					
Water Fund					
Statement of Cash Flows					
				<u>2012 Pri</u>	<u>2013 Bud</u>
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>					
	Receipts from Customers			2,006,329	1,965,834
	Misc. Revenues			76,025	73,748
	Payments to Suppliers				
	Commodities			(131,131)	(146,050)
	Service Fees			(366,126)	(412,175)
	Other			-	-
	Payments to Employees			(1,068,448)	(1,102,175)
	Payment of Debt			-	(96,595)
	Other Cash Uses - Prepaids			(23,000)	-
<b>CASH FLOWS FROM NONCAPITAL</b>				493,649	282,587
	Purchase of Capital Assets			(208,000)	(170,000)
	(Excluding IEPA Capital)				
<b>CAPITAL INVENTORY</b>					-
<b>NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS</b>				285,649	112,587
<b>CASH AND EQUIVALENTS, MARCH 1</b>				557,691	843,340
<b>CASH AND EQUIVALENTS, FEBRUARY 28 (29)</b>				843,340	955,927
<b>Unrestricted Net Assets, March 1</b>				430,746	
<b>10% of Payments to Suppliers</b>				156,571	175,700
<b>Budget Reconciliation</b>					
	Revenue			2,082,354	2,039,582
	Expense			1,796,705	1,926,995
	less capital			208,000	170,000
	less prepaid			23,000	-
	less loan payment			-	96,595
	plus depreciation			69,000	69,000
	Operating Expense			1,634,705	1,729,400



Village of Glencoe						
Garbage Fund						
Fiscal Year 2013 Budget						
		<u>2012 YTD</u>	<u>2012 Bud</u>	<u>2012 Pri</u>	<u>\$ from Bud</u>	<u>2013 Bud</u>
<b><u>Operating Revenue</u></b>						
Charges for Service						
Garbage Service Fees	556,586	763,838	763,838	-	774,962	
Recycling Service Fees	142,937	188,506	188,506	-	191,334	
Yard Waste Program Fees	27,382	30,040	31,475	1,435	31,869	
Sub-Total	726,905	982,384	983,819	1,435	998,165	
			100.1%		1.6%	
<b>Total Operating Rev.</b>	<b>726,905</b>	<b>982,384</b>	<b>983,819</b>	<b>1,435</b>	<b>998,165</b>	
<b><u>Operating Expenses</u></b>						
Personnel						
Salaries	331,909	476,961	468,011	(8,950)	484,309	
Benefits	69,735	82,982	82,982	-	87,131	
Pension Cost	56,549	83,469	83,469	-	83,741	
Sub-Total	458,193	643,412	634,462	(8,950)	655,181	
			98.6%		1.8%	
Services	410,609	493,363	527,323	33,960	509,127	
Commodities	74,969	115,990	107,500	(8,490)	115,990	
Other Expense	-	-	-	-	-	
Sub-Total	485,578	609,353	634,823	25,470	625,117	
			104.2%		2.6%	
<b>Total Operating Exp.</b>	<b>943,771</b>	<b>1,252,765</b>	<b>1,269,285</b>	<b>16,520</b>	<b>1,280,298</b>	
<b>NET OPERATIONS</b>	<b>(216,866)</b>	<b>(270,381)</b>	<b>(285,466)</b>	<b>(15,085)</b>	<b>(282,133)</b>	
<b><u>General Revenue</u></b>						
Taxes	7,000	7,000	7,000	-	7,000	
Interest	390	1,500	600	(900)	600	
Transfers In	177,161	350,000	350,000	-	350,000	
Other Revenue	26,332	17,000	27,484	10,484	27,834	
Sub-Total	210,883	375,500	385,084	9,584	385,434	
			102.6%		2.6%	
<b>Total General Rev.</b>	<b>210,883</b>	<b>375,500</b>	<b>385,084</b>	<b>9,584</b>	<b>385,434</b>	
<b>TOTAL OPERATING EXCESS (DEFICIT)</b>	<b>(5,983)</b>	<b>105,119</b>	<b>99,618</b>	<b>(5,501)</b>	<b>103,301</b>	
<b><u>Capital Expenses</u></b>						
Capital						

		<u>2012 YTD</u>	<u>2012 Bud</u>	<u>2012 Pri</u>	<u>\$ from Bud</u>	<u>2013 Bud</u>
Bldg & Grounds		-	-	-	-	-
Equipment		-	-	-	-	-
Vehicles		-	255,900	250,000	(5,900)	36,000
Sub-Total		-	255,900	250,000	(5,900)	36,000
<b>CAPITAL INVENTORY</b>						
<b>Debt Expense</b>						
Debt Expense		12903	18,000	16,000	(2,000)	18,000
TOTAL EXCESS		(18,886)	(168,781)	(166,382)	2,399	49,301
(DEFICIT)						
<b>Garbage Fund Summary</b>						
			<u>2012 Bud</u>	<u>2012 Pri</u>		<u>2013 Bud</u>
Beginning Balance			179,865	179,865		13,483
Ending Balance			11,084	13,483		62,784
Target (10% of Operations)			125,277	126,929		128,030
<b>Budget Reconciliation</b>						
Revenue		937,788	1,357,884	1,368,903	11,019	1,383,599
Expenditure		956,674	1,526,665	1,535,285	8,620	1,334,298
Excess/(Deficit)			(168,781)	(166,382)	2,399	49,301

Village of Glencoe				
Debt Service Fund				
Fiscal Year 2013 Budget				
	<u>2012 Bud</u>	<u>2012 Pri</u>	<u>\$ from Bud</u>	<u>2013 Bud</u>
<b><u>Revenues</u></b>				
Taxes				
Property Taxes	2,052,446	2,111,967	59,521	1,399,462
Interest	5,760	1,510	(4,250)	1,140
Sub-Total	2,058,206	2,113,477	55,271	1,400,602
		102.7%		-32.0%
<b>Total Operating Rev.</b>	<b>2,058,206</b>	<b>2,113,477</b>	<b>55,271</b>	<b>1,400,602</b>
<b><u>Expenditures</u></b>				
Debt Service				
Principal Retirement	1,805,000	1,805,000	-	1,140,000
Interest	247,446	247,446	-	192,821
Fees	850	625	(225)	735
Sub-Total	2,053,296	2,053,071	(225)	1,333,556
<b>Total Operating Exp.</b>	<b>2,053,296</b>	<b>2,053,071</b>	<b>(225)</b>	<b>1,333,556</b>
NET OPERATIONS	4,910	60,406	55,496	67,046
<b><u>Other Sources (Uses)</u></b>				
Payment to Escrow Agent	-	-	-	-
Administrative Services	-	-	-	-
Bond Proceeds	-	-	-	-
Sub-Total	-	-	-	-
<b>Total Sources (Uses)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
TOTAL OPERATING EXCESS (DEFICIT)	4,910	60,406	55,496	67,046
Debt Service Fund Summary				
	<u>2012 Bud</u>	<u>2012 Pri</u>		<u>2013 Bud</u>
Beginning Balance	89,387	89,387		149,793
Ending Balance	94,297	149,793		216,839
Target (10% of Operations)	205,330	205,307		133,356
Budget Reconciliation				
Revenue	2,058,206	2,113,477	55,271	1,400,602
Expenditure	2,053,296	2,053,071	(225)	1,333,556
Excess/(Deficit)	4,910	60,406	55,496	67,046

Village of Glencoe				
Motor Fuel Tax Fund				
iscal Year 2013 Budget				
	<u>2012 Bud</u>	<u>2012 Pri</u>	<u>\$ from Bud</u>	<u>2013 Bud</u>
<b>Revenues</b>				
Allotment	228,550	255,603	27,053	217,200
Interest	1,500	1,000	(500)	1,000
Sub-Total	230,050	256,603	26,553	218,200
		111.5%		-5.2%
<b>Total Operating Rev.</b>	<b>230,050</b>	<b>256,603</b>	<b>26,553</b>	<b>218,200</b>
<b>Expenditures</b>				
Services	0	700	700	20,700
Capital Projects	500,000	267,900	(232,100)	400,000
Sub-Total	500,000	268,600	(231,400)	420,700
<b>Total Operating Exp.</b>	<b>500,000</b>	<b>268,600</b>	<b>(231,400)</b>	<b>420,700</b>
NET OPERATIONS	(269,950)	(11,997)	257,953	(202,500)
<b>Other Sources (Uses)</b>				
Transfer to General Fund	(30,330)	(30,330)	-	(30,603)
Bond Proceeds	-	-	-	-
Sub-Total	(30,330)	(30,330)	-	(30,603)
<b>Total Sources (Uses)</b>	<b>(30,330)</b>	<b>(30,330)</b>	<b>-</b>	<b>(30,603)</b>
TOTAL OPERATING EXCESS (DEFICIT)	(300,280)	(42,327)	257,953	(233,103)
Motor Fuel Tax Fund Summary				
	<u>2012 Bud</u>	<u>2012 Pri</u>		<u>2013 Bud</u>
Beginning Balance	478,302	478,302		435,975
Ending Balance	178,022	435,975		202,872
Target (10% of Operations)	50,000	26,860		42,070
Budget Reconciliation				
Revenue	230,050	256,603	26,553	218,200
Expenditure	530,330	298,930	(231,400)	451,303
Excess/(Deficit)	(300,280)	(42,327)	257,953	(233,103)

Village of Glencoe				
Enhanced 911 Fund				
Fiscal Year 2013 Budget				
	<u>2012 Bud</u>	<u>2012 Prj</u>	<u>\$ from Bud</u>	<u>2013 Bud</u>
<b>Revenues</b>				
Surcharge	140,670	145,968	5,298	140,100
Interest	3,900	1,000	(2,900)	1,000
Sub-Total	144,570	146,968	2,398	141,100
		101.7%		-2.4%
<b>Total Operating Rev.</b>	<b>144,570</b>	<b>146,968</b>	<b>2,398</b>	<b>141,100</b>
<b>Expenditures</b>				
Personnel	46,349	46,349	-	47,190
Services	54,900	54,850	(50)	71,029
Commodities	33,000	33,000	-	60,771
Sub-Total	134,249	134,199	(50)	178,990
<b>Total Operating Exp.</b>	<b>134,249</b>	<b>134,199</b>	<b>(50)</b>	<b>178,990</b>
NET OPERATIONS	10,321	12,769	2,448	(37,890)
<b>Other Sources (Uses)</b>				
Capital Projects	(65,000)	(45,000)	20,000	(25,500)
Sub-Total	(65,000)	(45,000)	20,000	(25,500)
<b>Total Sources (Uses)</b>	<b>(65,000)</b>	<b>(45,000)</b>	<b>20,000</b>	<b>(25,500)</b>
TOTAL OPERATING EXCESS (DEFICIT)	(54,679)	(32,231)	22,448	(63,390)
Enhanced 911 Fund Summary				
	<u>2012 Bud</u>	<u>2012 Prj</u>		<u>2013 Bud</u>
Beginning Balance	414,420	414,420		382,189
Ending Balance	359,741	382,189		318,799
Target (10% of Operations)	13,425	13,420		17,899
Budget Reconciliation				
Revenue	144,570	146,968	2,398	141,100
Expenditure	199,249	179,199	(20,050)	204,490
Excess/(Deficit)	(54,679)	(32,231)	22,448	(63,390)

FISCAL YEAR 2013 CAPITAL EXPENDITURE  
AND  
FISCAL YEAR 2013 INFORMATION TECHNOLOGY  
EXPENDITURE

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

	<b>CIP 2022 (FY 2013)</b>	<b>FY 2013 REQUEST</b>	<b>\$ CHANGE FROM CIP</b>
<b>E911</b>			
NORCOM BASE REPLACEMENT 1/5 SHARE	60,000	-	(60,000)
ADD MAPPING & GIS SOFTWARE TO EXISTING CAD	60,000	-	(60,000)
IT STRATEGIC PLAN PROJECTS - YR 1	30,000	25,500	(4,500)
	<b>150,000</b>	<b>25,500</b>	<b>(124,500)</b>
<b>GARBAGE</b>			
REFUSE HAULER UNIT # 66	36,000	36,000	-
REFUSE PACKER UNIT #17	195,000	-	(195,000)
	<b>231,000</b>	<b>36,000</b>	<b>(195,000)</b>
<b>GENERAL</b>			
1-1/2 TON TRUCK UNIT #36	70,000	70,000	-
2-1/2 TON DUMP TRUCK UNIT #38	120,000	120,000	-
SERVICE TRUCK UNIT #6	58,000	-	(58,000)
FITNESS EQUIPMENT	13,000	-	(13,000)
PS VEHICLE REPLACEMENT UNIT # 651	31,000	40,000	9,000
PS VEHICLE REPLACEMENT UNIT # 653	31,000	40,000	9,000
PS VEHICLE REPLACEMENT UNIT # 650	31,000	40,000	9,000
RESIDENTIAL SIDEWALKS	85,000	-	(85,000)
EMERGENCY GENERATOR FOR FRANKLIN LIFT STATION	-	35,000	35,000
HARBOR STREET LAKE WALL	25,000	-	(25,000)
REMOVE STAIRS TO WATER PLANT	20,000	-	(20,000)
STREET IMPR. - RESURFACE DUNDEE ROAD	400,000	-	(400,000)
SHERIDAN RD BRIDGE STONE RAILING REPAIRS	-	75,000	75,000
AED REPLACEMENT	25,000	-	(25,000)
IT STRATEGIC PLAN PROJECTS - YR 1	30,000	159,000	129,000
	<b>939,000</b>	<b>579,000</b>	<b>(360,000)</b>
<b>WATER FUND</b>			
WATER MAIN REPLACEMENT - IEPA	2,150,000	2,800,000	650,000
WATER MAIN REPLACEMENT -INELIGIBLE	-	10,000	10,000
REHAB WATER TANK FOUNDATION	-	60,000	60,000
HVAC UPGRADE - WATER PLANT	100,000	100,000	-
FILTER VALVES	40,000	-	(40,000)
	<b>2,290,000</b>	<b>2,970,000</b>	<b>680,000</b>
<b>MOTOR FUEL TAX FUND</b>			
MAINTENANCE STREET RESURFACING	-	400,000	400,000
	-	400,000	400,000
<b>GRAND TOTAL</b>	<b>3,610,000</b>	<b>4,010,500</b>	<b>400,500</b>

**VILLAGE OF GLENCOE  
INFORMATION TECHNOLOGY STRATEGIC PLAN  
YEAR 1**

**FY 2013 Request**

**GENERAL FUND**

LASERFICHE USER LICENSE (3) & QUICK FIELDS (2)	\$ 4,000.00
SERVER ROOM POWER IMPROVEMENTS	\$ 5,000.00
WEBSITE CITIZEN REQUEST MODULE	\$ 7,500.00
KIOSK UPGRADE	\$ 1,000.00
WEBSITE IMPROVEMENTS ADD FUNCTIONALITY TO MEETING & AGENDA TEMPLATE CREATE MOBILE WEBSITE	\$ 7,500.00
CONFERENCE ROOM AUDIO VISUAL IMPROVEMENTS ADD LARGE SCREEN MONITOR FOR TRAINING FAILOVER TO BOARD ROOM.	\$ 8,000.00
MICROSOFT OFFICE 2010 TRAINING & SUPPORT	\$ 5,000.00
TECHNOLOGY TRAINING	\$ 3,000.00
COMPUTER ROOM CONSOLIDATION - PROVISION & RELOCATE SERVERS	\$ 10,000.00
ACTIVE DIRECTORY SOFTWARE UPGRADE (\$7500) SOFTWARE MAINTENANCE (\$5000)	\$ 12,500.00
VIRTUALIZATION - DATA REPLICATION, SERVER CONSOLIDATION & DISASTER RECOVERY	\$ 13,000.00
VIRTUAL PRINT SERVER	\$ 1,500.00
SITE SURVEY - PLANNING & DESIGNING OF HIGH SPEED (FIBER/WIRELESS) COMMUNICATION TO WATER PLANT	\$ 5,000.00
WIRELESS COMMUNICATION IN VILLAGE HALL (EMPLOYEES & GUEST)	\$ 7,500.00
MICROSOFT OFFICE 2010 UPGRADE (20)	\$ 7,500.00
SECURITY IMPROVEMENTS - THREAT MANAGEMENT GATEWAY	\$ 6,000.00
DATA BACKUP SOFTWARE	\$ 3,000.00
DISK EXPANSION & SITE FAILOVER	\$ 12,500.00
FIREHOUSE UPGRADES - PUBLIC SAFETY FIRE SOFTWARE	\$ 12,000.00
PUBLIC SAFETY SCHEDULING SOFTWARE	\$ 15,000.00
SQUAD CAR CAMERA SYSTEM UPGRADES	\$ 12,500.00

**TOTAL \$ 159,000.00**

**E911 FUND**

VIRTUALIZATION - DATA REPLICATION, SERVER CONSOLIDATION & DISASTER RECOVERY	\$ 13,000.00
DISK EXPANSION & SITE FAILOVER	\$ 12,500.00

**TOTAL \$ 25,500.00**

**IT STRATEGIC PLAN YEAR 1 TOTAL \$ 184,500.00**