



GLENCOE VILLAGE HALL



VILLAGE OF GLENCOE

ANNUAL BUDGET

FISCAL YEAR 2019

MARCH 1, 2018 – FEBRUARY 28, 2019





VILLAGE OF GLENCOE



GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

**Village of Glencoe
Illinois**

For the Fiscal Year Beginning

March 1, 2017

Christopher P. Morrill

Executive Director

Distinguished Budget Presentation Award

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the Village of Glencoe, for its Annual Budget for the fiscal year beginning March 1, 2017.

This is the eighteenth year that the Village has received this prestigious award. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device. This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



BUDGET GUIDE

Welcome to the Village of Glencoe Annual Budget for the Fiscal Year 2019, which begins March 1, 2018 and continues through February 28, 2019. This “Budget Guide” has been developed to assist the reader in understanding the various sections of a complex budget document.

The budget is a policy document approved annually by the Village Board in compliance with the Village Charter and municipal code. Guided by the priorities and values of the Village Board, it presents detailed information about the Village’s revenues and expenditures for the upcoming fiscal year. These revenues and expenditures are broken down by the various operating, enterprise and special funds that together make up the total spending plan for the fiscal year. In addition, information about long-term infrastructure replacement plans and other pertinent information is included to help readers understand how funds are allocated and how their allocation furthers the Village of Glencoe’s mission to provide excellent, cost-efficient services to our constituents.

The budget is divided into various sections, each of which is explained below. On the following pages, you will find a table of contents that can guide the reader to a specific section or subsection. Tabs in the budget document also correspond to the section headings below.

Village Overview

The **Village Overview** provides the reader with an introduction to the Village of Glencoe, acquainting the reader with elected officials, key staff and the organizational structure, as well as a snapshot of facts and figures about the Village. A full list of facts and figures can be found in the **Supporting Materials** section.

Budget Transmittal

The **Budget Transmittal** is a message from the Village Manager which conveys a comprehensive summary of the budget development process, and outlines the major initiatives for the coming fiscal year—tying them to the Village’s strategic priorities and value statements set by the Village President and Board of Trustees.

Budget Summary

The **Budget Summary** presents an overview of the Village’s revenues and expenditures, including planned capital investments, using various tables and charts. The financial information is presented in several different ways to help readers compare current year information to prior years, providing an explanation of how funds are allocated and spent and to note significant changes year after year. This section also outlines changes in fund balances for each of the Village’s funds.

Major Financial Policies

The **Major Financial Policies**, reviewed and updated annually by the Village Board, are structured guidelines for the management of the Village's finances. They serve as guidance documents and are used extensively in the budget development process.

Fund Summaries

The budget is divided into a number of separate funds that have specific functions.

- 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, sewers, forestry, planning and zoning, community development) and other general administration activities including human resources, financial management, legal support and day-to-day administration.

General Fund revenues are detailed under the **General Fund Revenues** tab.

General Fund expenses are outlined with comprehensive narratives that break down expenditures for each department of the Village (including the Village Manager's Office, Finance, Public Safety and Public Works). These narratives begin with a description of each of the departments and divisions, and also include the prior year's accomplishments and a summary of goals for the coming fiscal year. They are outlined in the following tabs:

- **Village Manager's Office**
- **Finance**
- **Public Safety**
- **Public Works**
- 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 **Motor Fuel Tax (MFT) Fund** is a special fund that provides MFT resources received on a per capita basis from the State of Illinois for purposes specifically related to roadway maintenance.
- The **Debt Service Fund** is a special fund that exists for the purpose of retiring general obligation and other debt incurred to finance various capital improvements in the Village.

Community Improvement Program (CIP)

The **Community Improvement 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 each year and projects are prioritized based upon need and available resources. This is a planning tool to help the Village anticipate and aggregate necessary capital improvements throughout the community.

Long Range Financial Forecast

The **Long Range Financial Forecast** is a planning document developed every year using historical data and other information to develop a forecast for performance on revenues and expenditures across all funds.

Pay Plan History

The **Pay Plan History** outlines the Village's practices for employee compensation, also stating the authorized number of employees and pay classifications for those employees.

Supporting Materials and Data

This section provides a series of documents, including the Village's Fee and Fine Schedule, as well as a rosters of administrative staff, members of the Village's Boards and Commissions, a historical timeline and statistical data to supplement the information included in the Village Overview section.

Glossary

The **Glossary** defines terms used throughout the budget document to assist the reader.



TABLE OF CONTENTS

SECTION	PAGE
GFOA Distinguished Budget Presentation Award	2
Budget Document Guide	3
Table of Contents	6
Village Overview	9
Village Leadership	10
Glencoe at a Glance	11
Village Organization Chart	14
Budget Transmittal	16
Transmittal Letter	16
Annual Budget Development	19
Summary: Fiscal Year 2019 Budget	20
Financial Policies	27
Budget Summary	43
Revenue Summary	43
Revenue Distribution by Fund	44
Expenditure Distribution by Fund	45
Expenditure Detail by Category	46
Revenue and Expenditure Summary	47
Statement of Revenues and Expenditures of Governmental Funds	48
Revenue and Expenditure for all Funds and Bond Proceeds	49
History of Adopted Budgets	50
Operating Statements	51
Fund Balance Summary	51
Water Fund	52
General Fund	53
Garbage Fund	55
Motor Fuel Tax Fund	56
Enhanced 911 Fund	57

General Fund Revenues	59
Village Manager’s Office	64
Department Overview, Structure and Staffing Summary	64
Budget Expenditure Summary	66
Goals & Objectives	75
Finance Department	78
Department Overview, Structure and Staffing Summary	78
Budget Expenditure Summary	80
Goals & Objectives	85
Public Safety Department	88
Department Overview, Structure and Staffing Summary	88
Budget Expenditure Summary	92
Goals & Objectives	101
Public Works Department	104
Department Overview, Structure and Staffing Summary	104
Budget Expenditure Summary	108
Goals & Objectives	114
Water Fund	136
Fund Overview, Structure and Staffing Summary	136
Budget Expenditure Summary	140
Goals & Objectives	147
Motor Fuel Tax (MFT) Fund	149
Fund Overview	149
Goals & Objectives	150
Debt Service Fund	152
Community Improvement Program	157
Fiscal Year 2019 Community Improvement Program	157
General Fund	159
Water Fund	178
Motor Fuel Tax Fund	185
Bond Construction Fund	187
10-Year Community Improvement Program	197
Long Range Financial Forecast	225

Pay Plan History	241
Fiscal Year 2019 Official Pay Plan	241
Pay Plan Salary Schedule	245
History of Authorized Full-Time Positions	246
Supporting Materials and Data	248
Fiscal Year 2019 Budget Development Calendar	248
Fiscal Year 2019 Fee and Fine Schedule	249
Boards and Commissions Members and Terms	257
Administrative Staff	261
Village of Glencoe Timeline	262
Village of Glencoe Demographic and Statistical Data	265
Glossary of Budget Terms	270



VILLAGE OF GLENCOE

VILLAGE OVERVIEW

FISCAL YEAR 2019



VILLAGE LEADERSHIP

Village President



Lawrence R. Levin,
Village President

Board of Trustees



Trent Cornell



Gail Lissner



Barbara Miller



Peter Mulvaney



Dale Thomas



Jonathan Vree

Department Heads



Philip Kiraly, Village Manager (*Front, Center*)
David Clark, Finance Director (*Back, Right*)
David Mau, Public Works Director (*Top, Center*)

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



GLENCOE AT A GLANCE

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 fourteenth nationwide, to operate under this form of government.

The approximately 8,894 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: 8,894
- AREA: 3.86 square miles
- NUMBER OF HOUSEHOLDS: 3,325
- FULL-TIME VILLAGE EMPLOYEES: 95
- MEDIAN HOUSEHOLD INCOME: \$185,320
- EDUCATION LEVELS: *Master's: 49%*
Bachelors: 38%
- 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 8,894 in 2016, which represents a modest (1.8%) 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 44.6 which is above the average age of Cook County residents of 35.9 and of Illinois residents of 37.4. 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.

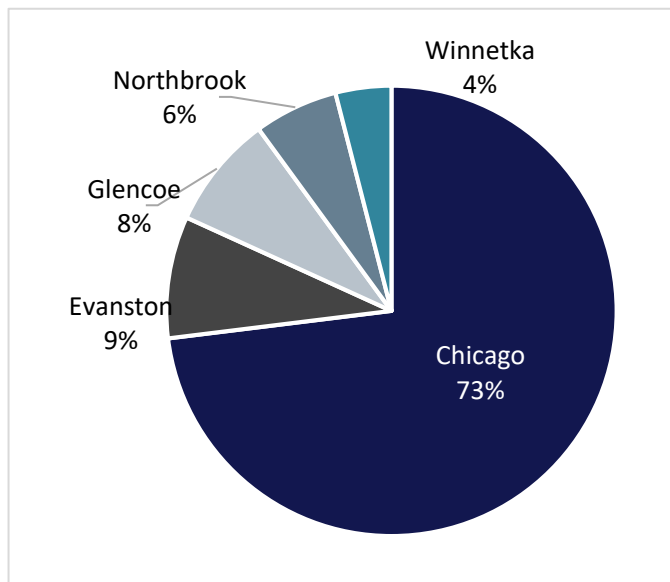
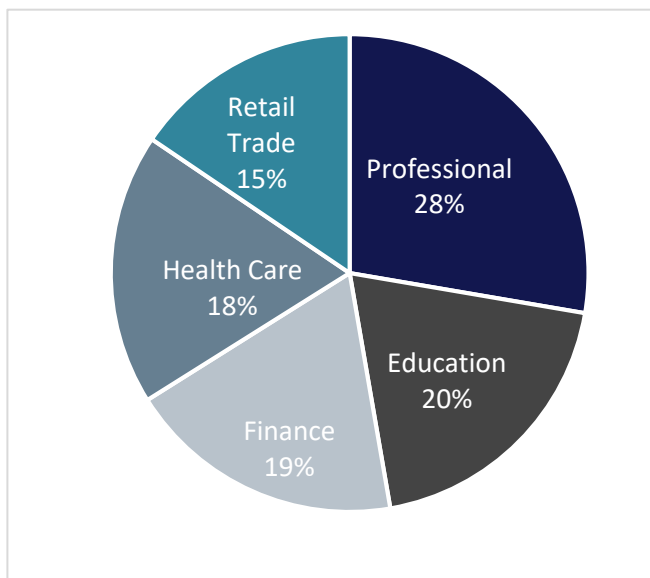
Glencoe’s median household income is \$185,320, as compared the State of Illinois median household income of \$59,196.¹ Glencoe is consistently ranked as one of the most affluent communities in Illinois and the region. Educational levels in Glencoe are comparatively high, 38% have earned at least a bachelor’s degree (as compared to 22% in the State of Illinois); 49% 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

¹ (Source: 2012-2016 American Community Survey five-year estimates.)

Home Values and Ownership

Glencoe has approximately 3,325 households, with an average household size of 2.9. Of the owner-occupied homes in the community, representing approximately 87% of all households, the median home value is approximately \$891,300.

The bulk of homes in Glencoe – over 60% – were built prior to 1959, which means that as of 2015 over 2,050 homes are nearing approximately 60 years of age or more, with approximately 1,060 of those homes nearing approximately 75 years of age or more. *(Source: 2012-2016 American Community Survey five-year estimates.)*



Business Community



The Village has a thriving business community, generating approximately \$2 million in local sales tax annually, which equates to about 9% of the Village's revenues. The addition of the new Writers Theatre facility on Tudor Court (with 70,000 visitors recorded in 2017) 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.

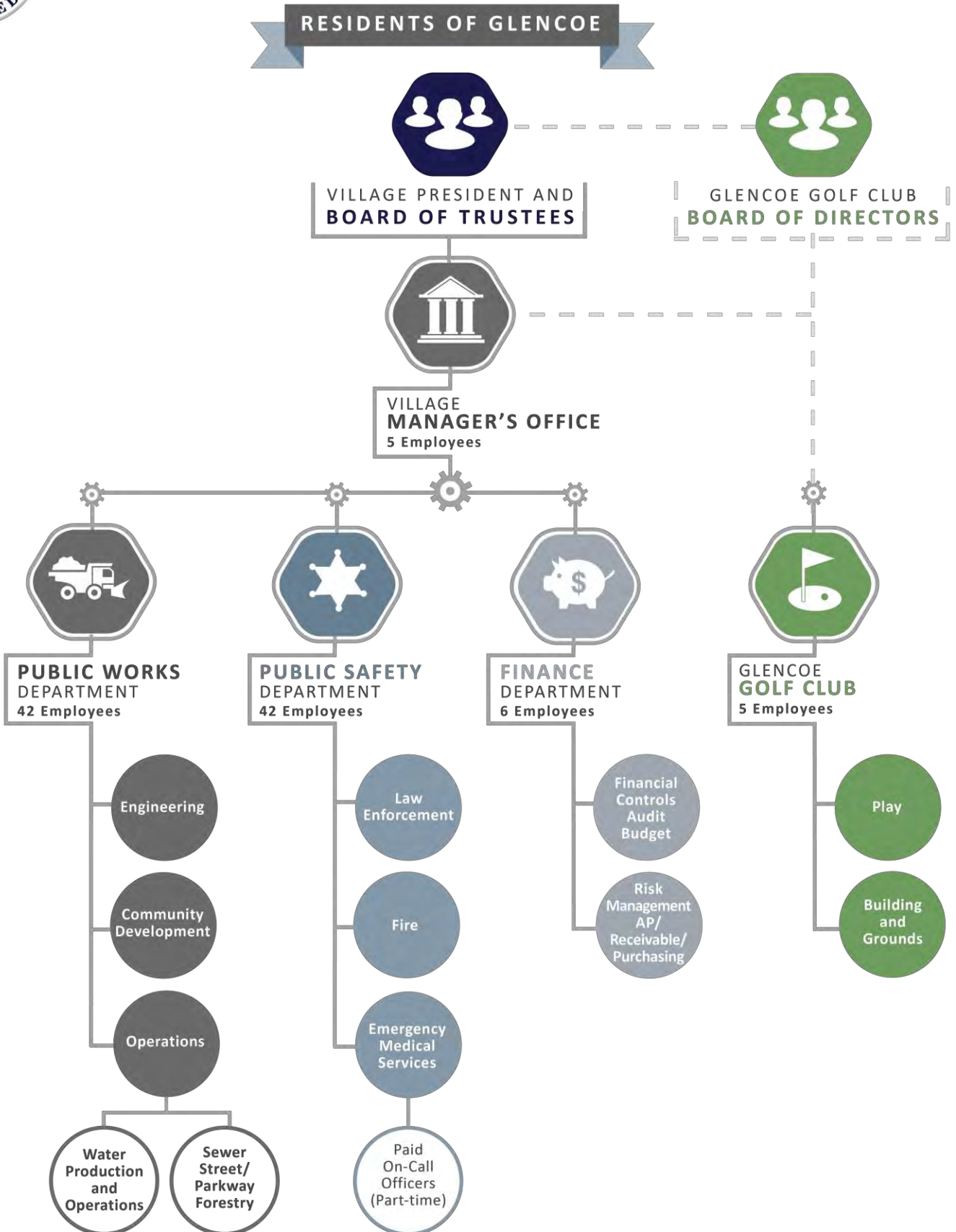
Development

The Village is approximately 3.86 miles and is completely 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, revenue from all permits in Fiscal Year 2018 is projected to account for approximately \$1.44 million, or 6.2% of revenues across all funds and financing sources.

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



VILLAGE ORGANIZATION CHART





VILLAGE OF GLENCOE

BUDGET TRANSMITTAL

FISCAL YEAR 2019



TRANSMITTAL FISCAL YEAR 2019 BUDGET

January 18, 2018

To the Honorable Village President Lawrence R. Levin, Board of Trustees and Village of Glencoe Residents:

I am pleased to submit the Village of Glencoe's Annual Budget for Fiscal Year 2019, which begins March 1, 2018 and ends February 28, 2019. Across all funds, this budget accounts for \$25,018,611 in expenditures against \$22,644,149 in revenues. In line with the Village's financial policies, the difference is due to a strategic, planned use of fund balance reserves for one-time projects as the Village seeks to invest in the community's aging infrastructure and equipment in the next year. These resources include bond funds authorized by Glencoe voters as well as purposefully reserved funds from prior fiscal years, generated by strong revenues and saved for such specific one-time purposes. With this in mind, the budget as presented is in balance.

The Village's budget is a wide-ranging financial plan which not only projects annual revenues, operating expenses and capital investments for the coming year, but also provides a clear reflection of the Village's goals and strategic priorities. Since establishing them formally in 2014, the six strategic priorities – **Financial Sustainability, Commercial Vitality, Infrastructure Replacement, Operational Effectiveness, Organizational Development** and **Community Engagement** – have served to underscore the values inherent in the Village Board's vision and stewardship of the community's resources. Recently, the concept of **Environmental Sustainability** has been further identified as a value inherent throughout the existing strategic priorities and therefore has been integrated into the budget development process. With the priorities and our values as guidance, the Fiscal Year 2019 Budget reflects the resource allocations necessary to continue to provide superior municipal services to Glencoe residents and businesses. Furthermore, the Fiscal Year 2019 Budget seeks to address areas of need, both as a component of the successful operation of the Village organization and in recognition of the needs of our community in a changing environment.

As we approach the end of the current fiscal year, Glencoe can look back on a year marked by numerous accomplishments underscored by a strong financial position. We remain one of the few non-home rule communities in Illinois with a AAA bond rating, and our reserves reflect the Village Board's long-standing commitment to being prepared for future impacts to revenue or unexpected expenditures. That said, we know that our community will face challenges in the near- and long-term. Planned and anticipated capital investments totaling nearly \$40 million (included in our 10-year Community Improvement Program) will require us to consider new approaches to fund our public improvements. Operating expenses are projected to outpace revenues in the relatively near future, while the State of Illinois further threatens shared revenues which are critical to our operations. With this in mind, the Village has been proactive – particularly this past year in outsourcing the Village's garbage services, plan review/building inspection services and emergency 911 dispatching – in working to build structural changes into our operations that will limit future growth of costs. The Fiscal Year 2019 budget endeavors to continue that effort.

There are several noteworthy components of the Fiscal Year 2019 budget. First, the physical structure of the budget has changed, due in large part to the outsourcing of garbage collection services and emergency 911 dispatching. Because of this, two funds (Garbage and E-911) have been removed and certain remaining costs having been rolled into the General Fund. While this has accounted for an overall increase in the General Fund budget request, a budget-to-budget comparison between the approved

Fiscal Year 2018 Budget and the recommended Fiscal Year 2019 Budget shows a **decrease** in expenditures associated with these services of \$551,005.

Staffing has been **reduced** by one, dropping the Village's authorized number of positions from 96 to 95, the lowest in five years. Market-rate and contractual cost of living adjustments of 2.5% for non-union employees and Public Works Union employees, as well as 2.75% for Public Safety union employees have been provided. Required pension funding for the Police Pension Fund has **increased** by 13.33% to \$1.581 million, in line with actuary and State of Illinois requirements. Other pension funding requirements have increased by 2.35%.

Capital spending across all funds totals \$3,454,600, including planned investments in stormwater improvements, sidewalks, water mains and other critical public infrastructure as well as planned investments in technology and equipment. An intentional draw down in General Fund reserves of \$1.3 million still provides for reserves well in excess of the Village's policy of retaining a reserve fund of at least \$2.5 million. As necessary, revenues have been adjusted up or down based on our projections for the coming fiscal year. A heightened focus on user fees, particularly to ensure that these fees cover the cost of certain services, has led to various fee adjustments in excess of past increases.

Among our highest priorities remains appropriate investment in critical water facilities, following the completion of a distribution system analysis in 2016. Recognizing the need to more aggressively invest in our aging water distribution system infrastructure, as well as to ensure that water rates cover the cost of day-to-day operations, the Village Board asked staff to complete a comprehensive water rate analysis in an effort to develop adequate resources to operate our water distribution system. This past fall, recommendations from staff were discussed with the Village Board, and included in this budget are rate increases that provide resources going forward that will accommodate the needs of the water distribution system. This rate structure will increase rates to our residents, however rates will still remain at or below the rates seen in many surrounding communities. The rate increases proposed in this budget do not address our water plant; in the coming years, we will further explore the best options available to us for the long-term water production needs in Glencoe.

The staff's focus in the coming year will be to ensure that we work proactively to adjust expenditures where possible, thoughtfully consider innovative ways to improve services and/or find new revenue sources, work collaboratively with our neighboring governments, embrace sustainability efforts and utilize technology to improve employee output—all in an endeavor to reduce the cost of government while sustaining our commitment to providing excellent municipal services. To be sure, we will be challenged. The threat of legislation at the State level that would limit property tax revenues would create both near- and long-term impacts on the Village's finances. Ensuring that we protect our local economy to the extent possible will help to keep it vibrant and strong. Underscoring this, staff will continue proactive outreach to the business community, working closely with them and advocating for their success.

The hundreds of pages that follow this transmittal tell the reader a story, one that outlines the values of the Glencoe community. For nearly 150 years, Glencoe's dedicated elected officials and staff that have worked in service to our residents and have done so with a mind toward innovation, fiscal prudence and operational excellence. For Fiscal Year 2019, we strive to continue that rich tradition.

Acknowledgements

The development of the annual budget is a considerable undertaking that encompasses the entire Village organization. Collectively, hundreds of staff hours are invested in analysis and discussion, with even more time spent assuring that these pages reflect the means toward achieving the Village's expectations in the provision of services. These efforts are underscored by the level of dedication that our entire staff showcases daily in service to our residents. I offer my profound thanks for their efforts. Particularly, I wish to thank Finance Director David Clark and Assistant to the Finance Director Denise Joseph, as well as Assistant

Village Manager Sharon Tanner and Management Analyst Megan Hoffman for their outstanding leadership in the development of this document. Public Works Director David Mau and Public Safety Director Cary Lewandowski and their teams also deserve to be commended for their outstanding work.

Further, I wish to acknowledge the leadership and guidance of the Village Board, and particularly the Finance Committee and Village President, for their diligent review and thoughtful direction through the budget development process. The expertise, thoughtfulness and willingness to share time and talent benefits this community in many ways. I am grateful that you continue to share your talents and unwavering commitment to excellence.

It is a privilege to work with a dedicated Village Board, a professional Village workforce and a highly engaged community.

Sincerely,

A handwritten signature in black ink that reads "Philip A. Kiraly". The signature is written in a cursive, flowing style.

Philip A. Kiraly
Village Manager

Annual Budget Development

The development of the Village's annual budget is a very considerate and deliberate process. As the official statement of the allocation of funds entrusted to the Village government for the provision of community services, the budget is the single most important policy and practice document reviewed, considered and approved by the Village Board. With this in mind, the budget process begins months before the Village Board approves the final budget prior to the start of the fiscal year on March 1.

Work on the annual budget begins with staff's review of capital and infrastructure needs, circulation and evaluation of a fee survey, development of a long-range financial forecast and creation of a tax levy structure for the coming year. Staff summarizes findings into reports, which are reviewed by the Finance Committee and considered alongside financial policies and other critical documents as the Village's annual spending plan is drafted. With the Finance Committee's feedback and direction, the Village Manager leads staff in incorporating an initial spending plan into a preliminary budget document which is then presented to the Finance Committee and Village Board for their consideration in December.



Throughout the process, the absolute need to continue to provide exceptionally high-quality services to Glencoe residents within the fiscal realities of a community with limited opportunity for revenue growth is front of mind for all those involved. The process is complicated, however, by the need for the Village to remain flexible enough to respond in case further action is taken by the State and Federal governments to decrease the Village's revenues or otherwise increase costs, or through other unfunded mandates. At the same time, the Village must also be prepared for fluctuating economic conditions or unplanned (but necessary) infrastructure or capital investment. Even with these unknowns complicating the budget process, the Village is committed to continuing to provide essential local government services, such as the provision of water, sewer and public safety services, regardless of the revenue available. The Fiscal Year 2019 Budget reflects the Village's value of providing high-quality public services through investments in its infrastructure, equipment, processes and staff and our steadfast reliance on solid management practices that have served the Village well in navigating challenging financial times.

The Village's six strategic priorities – **Financial Sustainability, Commercial Vitality, Infrastructure Replacement, Operational Effectiveness, Organizational Development** and **Community Engagement** – were developed in 2014 and are directive statements which drive the day-to-day efforts of the Village in achieving excellent service delivery. They also serve as a guide toward the initiatives and efforts that are meant to bring about meaningful improvements to the Village organization.



The Fiscal Year 2019 Budget represents the fourth year of a long-term process to more directly link resource and expenditure plans to strategic priorities. The Village Board and staff met in October 2017 for the purpose of developing the first significant update to the Village’s strategic plan since 2014. The Village’s strategic priorities will remain constant, as they were affirmed by the Board. In addition, the Board underscored that ***Environmental Sustainability is a value inherent to the strategic priorities and important in the day-to-day operations of the Village*** in carrying out its mission. With this in mind, these priorities guided the development of the budget this year.

With the Village’s first-ever Strategic Work Plan drawing to a close in Fiscal Year 2018, in the fall of 2017 the Village Board engaged in a strategic visioning process to define what the desired state of the Village will be in 20 years and to develop interim goals that will guide Village operations for the coming three to five years. Note that an updated strategic visioning document and organization-wide Strategic Work Plan will be developed and approved by the Village Board in early spring 2018.

Summary: Fiscal Year 2019 Budget

The Fiscal Year 2019 Budget as presented provides for \$25,018,611 in total spending across all funds (which include the General Fund, Water Fund, Motor Fuel Tax [MFT] Fund, Community Improvement Program [CIP] Bond Fund and Debt Service Fund). The largest component of the Village’s budget on an annual basis is the General Fund, from which nearly all day-to-day operations are funded including personnel costs, commodities and services. Consistent with past budget development processes, the Village’s established financial policies, fund balances and operational needs have guided development of the budget. While all community needs cannot be addressed in one year, the spending plan proposed this year takes into account the significant capital needs of the organization and the community while moving forward the Village’s efforts to appropriately and prudently invest in the Village. The General Fund projects a Fiscal Year 2019 planned deficit of \$1,366,408 for one-time expenses (primarily capital purchases). As in past years, and in compliance with approved financial policies of the Village, staff recommends the use of General Fund Balance reserves to pay for these capital or one-time expenses. Therefore, the budget as presented is in balance.

It should be noted that this budget represents a significant effort on the part of the staff to ensure that both expenses and revenues most accurately depict the needs of the Village’s operations for the coming 12-month period. Department staff, along with Finance Department and the Village Manager’s Office teams, have worked through each line item of the budget to ensure that they appropriately reflect expected and necessary resource allocations. Working through the lens of the Village’s strategic priorities has focused staff in reducing expenditure requests across all departments, and making difficult prioritizations to ensure that we present a budget that not only meets the needs of the community, but does so within a more and more restricted revenue scenario. Ensuring the kind of exceptional service that our constituents require remains the Village’s first priority—in order to achieve this objective, the budget

includes funding for necessary constants, including staff training and development, life safety equipment replacements, appropriate infrastructure improvements and operational enhancements.

Expenditure Summary

Below, we have provided a summary of **expenditure assumptions** that have been integrated into the Fiscal Year 2019 Budget.

General Fund:

- **Overall General Fund operating expenditures have increased by 6.8%, or \$1,099,339, from the Fiscal Year 2018 Budget** primarily due to the transfer of employees from the Garbage Fund to the General Fund, as well as equipment and other one-time purchases anticipated during the fiscal year. However, budget to budget, when combining the previous Garbage Fund and General Fund and comparing, total budget allocations for these services are reduced by \$551,005.
- **A capital spending plan aligned with the Village’s 10-year CIP and Strategic Work Plan.**

GENERAL FUND	REQUEST	WATER FUND	REQUEST
Firing Range Ballistic Upgrades	45,000	Water Plant Scada System	350,000
Public Safety Vehicle Replacement #653	46,000	Master Meter Replacement	30,000
Public Safety Vehicle Replacement #657	46,000	Backhoe Loader	75,000
Apparatus Bay Floor Resurfacing	18,000	(50% allocated to Water Fund)	
Public Safety Floor Upgrades - 2nd Floor	14,500	Water Main Replacement	160,000
Roof Replacement - NE Village Hall	27,000	(Whitebridge Hill Rd.)	
Public Right-of-Way Improvements	55,800	Total Water Fund	\$615,000
Downtown Sidewalk Paver Restoration	75,000		
Commuter Parking Lot Light Replacement - NW	130,000	MOTOR FUEL TAX (MFT) FUND	
Street Light Pole Replacement (Phase 1 of 5)	19,800	Traffic Signal Upgrades	23,000
Green Bay Trail Engineering - South to Maple Hill	30,000	Total MFT Fund	\$23,000
Backhoe Loader	75,000		
Public Works Administrative Vehicle	34,500	BOND CONSTRUCTION FUND	
Total General Fund	\$616,600	Sanitary Sewer Lining	450,000
		Storm Sewer Outfall Improvement	500,000
GENERAL FUND - PENDING		Residential Sidewalks	200,000
Village Facility Security Upgrades	125,000	Tudor Court Resurfacing Improvement	125,000
Enterprise Resource Planning Program	800,000	Total Bond Construction Fund	\$1,275,000
Total General Fund - Pending	\$925,000		
		FISCAL YEAR 2019 CIP GRAND TOTAL	\$3,454,600

- **The Village’s initial three-year Strategic Work Plan will end with the conclusion of Fiscal Year 2018. However, efforts are underway to finalize goals and objectives of the next Strategic Work Plan.** The Village’s six strategic priorities remain integral to work plans in each department, as does a commitment to sustainable efforts. Highlights of these efforts include:
 - **Financial Sustainability:**
 - Continue ongoing review of the Village’s water rate and fees for building permits, business licenses, commuter parking permits and alarm permits (among other fees for service) to ensure that both capital and operational costs of service provision are incorporated into the appropriate fee structures
 - Review and development of a comprehensive financing plan to accommodate capital investments for the coming 10-year period and beyond
 - Consider and implement shared service opportunities with other units of government

- **Infrastructure Replacement:**
 - Prioritize all known needed infrastructure improvements, incorporating the Village's debt capacity and need for major water production and distribution system upgrades
 - Implement the comprehensive list of projects included in the 10-year CIP
 - Consideration of a redevelopment plan for the Glencoe Golf Club clubhouse
 - **Commercial Vitality:**
 - Complete of the Tudor Court design analysis and subsequent recommendation to the Village Board detailing proposed next steps
 - Continue quarterly *Business Before Hours* events
 - Work closely with the Chamber of Commerce and other community organizations to ensure successful downtown events including the Glencoe Grand Prix, Art Festival and French Market
 - **Operational Effectiveness:**
 - Commence implementation of the Village-wide ERP system, including extensive business process review and improvements
 - Analysis of the Village's customer service protocols and practices in order to comprehensively refocus and improve the way residents, businesses and other constituents interact with Village staff
 - Enter into a retainer agreement for corporation counsel with Holland & Knight to standardize billing and increase ease of access to legal advice
 - Utilize contractual plan review and inspection services, contractual tree trimming and contractual garbage collection, recycling collection and fall leaf collection services, redirecting Public Works staff to other maintenance work
 - **Organizational Development:**
 - Continue ongoing communications and training efforts to attract and retain diverse and successful Public Safety Officer applicants
 - Engage Lexipol to create a comprehensive police and fire policy manual that reflects the Village's values and philosophy of service delivery for the Public Safety Department
 - **Community Engagement:**
 - Continue planning for the Village's sesquicentennial celebration in 2019, when the Village will celebrate 150 years since incorporation
 - Plan and execute bi-monthly *Coffee with the Board* events
 - Improve the quality of emergency and non-emergency communications systems to ensure that the Village is able to share necessary information with the community
- **Wage increases are estimated based upon known economic factors and organization equity factors.** The Fiscal Year 2019 Budget includes a 2.5% increase for Public Works union employees (contractual obligation), 2.75% for Public Safety union employees (contractual requirement) and a 2.5% increase for all non-union employees
 - **Overall staffing allocations have been reduced from 96 to 95 authorized full time positions.** A long-term staffing plan is being developed for the Public Works Department as it works through changing workload responsibilities as well as expected turnover in the coming few years
 - **Benefits costs have been regulated.** The Village has made a plan design change to prescription drug copays, which will lessen the Village's total health insurance cost increase (compared to the increase the Village would have experienced if no change was made). Continuing in Fiscal Year 2019, all Village employees contribute 13% of the cost of premiums

- **Pension funding remains a major focus.** The Illinois Municipal Retirement Fund (IMRF) 2018 funding requirement will be paid based on the actuarially required contribution (ARC) rate. The 2018 ARC rate is 2.35% higher than the 2017 ARC rate. IMRF is the required pension fund for all civilian employees working more than 1,000 hours annually. Funding for the Police Pension Fund for Fiscal Year 2019 continues the practice of providing for funding in line with State of Illinois requirements and actuarial requirements. The budgeted allocation totals \$1.581 million, a 13.33% increase from the overall contribution in Fiscal Year 2018
- **As noted, use of approximately \$1.366 million of General Fund reserves is recommended in Fiscal Year 2019 for one-time expenses.** Even at this level, the Village would retain General Fund reserves of nearly \$3 million; or approximately \$500,000 in excess of the Village's fund balance policy. The use of these funds are not anticipated for operating or commodities costs, rather they are anticipated only for one-time capital needs

Water Fund:

- **Expenditures are projected to increase,** primarily due to the transfer of one staff member from the Garbage Fund to the Water Fund, in addition to continued need for infrastructure and equipment investment

Investments in the water plant production facilities have been limited to those necessary to support the continued operation of the plant. This year, that includes a significant update to the SCADA system in place at the water treatment plant at a cost of approximately \$350,000. This project was deferred from Fiscal Year 2018 due to the need to utilize reserve funds for the cleaning of the water intake at the treatment plant. A specific schedule for replacement or refurbishment of the Village's water treatment plant has not yet been set as further study related to the overall cost of the alternatives presented is still underway

Motor Fuel Tax (MFT) Fund:

- **The amount of reimbursement to the General Fund from motor fuel tax resources will increase by 2.5%, and minor expenditures for traffic signal improvements using MFT funds has been programmed in Fiscal Year 2019.** Motor fuel tax is restricted revenue that is left to accumulate over the course of multiple years, to later be applied to street resurfacing and infrastructure projects

Bond Construction and Debt Service Funds:

- **Total expenditures from these funds are expected to decrease in Fiscal Year 2019.** Due to favorable bidding on projects approved in the April 2015 referendum as well as the receipt of grant funds that further offset project costs, additional bond resources are available to complete approximately \$1.275 million in projects this fiscal year

Revenue Summary

The Fiscal Year 2019 Budget includes revenues with growth assumptions based upon Village Board-established policy as well as a comprehensive financial forecasting process that utilizes historical data and factors that may either positively or negatively impact the Village's revenues. The Village's opportunity for new revenues are relatively limited due to its non-home rule form of government.

General Fund:

- **Overall, revenues are projected to increase 6.1% from the approved Fiscal Year 2018 Budget to the Fiscal Year 2019 Budget.** Revenue assumptions that more accurately depict average annual receipts have been included in the budget following extensive review. In addition, the one-time value of the sale of the Village's garbage fleet is expected to prop up the Village's revenues both in Fiscal Year 2018 and Fiscal Year 2019

- **Major revenues expected to increase:**
 - **Building permit fees: \$1.262 million, an increase of 10.8%.** This figure is slightly higher than the Village's historic practice of budgeting based on the five-year average of building permit revenue due to continued strength in this area. The building permit fee structure will be extensively reviewed in Fiscal Year 2019
 - **Municipal sales and use tax: \$2.12 million, an increase of 6.1%,** due to continued strength in the local retail market
 - **Property Tax:** The 2017 property tax extension base will increase by 2.07% from the 2016 extended amount (or by approximately \$198,700, not including estimated loss in collection or new property factor) in accordance with the Property Tax Extension Limitation Law (PTELL). The 2017 tax levy percentage increase is based on the change in the Consumer Price Index (CPI-U) from December 2015 to December 2016. State legislative action that would freeze property taxes for some period of time is still being discussed in Springfield, but has not been legislated yet. Such legislation would certainly impact the Village; the specific impact will be evaluated at that time

- **Major revenues expected to decrease:**
 - **Income tax: \$780,144, a decrease of 9.5%.** Income tax revenue is distributed by the State of Illinois on a per capita and is disbursed through the Local Government Distributive Fund (LGDF). State legislative changes enacted this year have driven staff to project this revenue will decrease for the coming year, and may continue an alarming trend of the State restricting shared revenues
 - **Personal Property Replacement Tax: \$89,400, a decrease of 1.8%.** Another casualty of the reduction of the State's sharing of local government revenues, the Village has consistently seen this revenue decline since legislation enacted in 2011
 - **Utility Tax: \$938,000, a decrease of 12.1%**
 - **Cable Tax: \$241,300, a decrease of 3.2%**
 - **License fees: \$346,850, a decrease of 9.2%**

- **Increases of 2.5% in management fees** charged to the Water Fund and the Glencoe Golf Club.

- **General Fund fee increases include the following:**
 - 2.5% increase for sewer charges
 - An increase in re-inspection fees from \$50 to \$100 in order to recover the cost of the inspector and the administrative staff time involved
 - Application of a \$30 per solicitor license fee for commercial solicitors, plus a pass-through of the cost of the fingerprint background check charged by the State.

Water Fund:

- **Water rates will increase significantly in Fiscal Year 2019.** As part of an ongoing review of the Water Fund’s operating and infrastructure investment needs, a comprehensive rate analysis was conducted in Fiscal Year 2018. Following extensive discussion by the Village Board, a new fixed charge (based on water meter size, in lieu of the current minimum charge) and an increased volumetric rate were approved.

Meter Size	Current		Fiscal Year 2019	
	Minimum Charge ¹	Volumetric Rate ²	Fixed Charge ³	Volumetric Rate ²
5/8 inch	\$35.67	\$3.567	\$14.55	\$4.500
3/4 inch	\$35.67	\$3.567	\$19.50	\$4.500
1 inch	\$35.67	\$3.567	\$19.50	\$4.500
1-1/2 inch	\$35.67	\$3.567	\$24.50	\$4.500
2 inch	\$35.67	\$3.567	\$38.00	\$4.500
3 inch	\$35.67	\$3.567	\$138.00	\$4.500
4 inch	\$35.67	\$3.567	\$175.00	\$4.500

- The Water Fund also includes an increase of the cross connection lock box installation fee from \$25 to \$100 and the cross connection lock box annual fee from \$25 to \$100 to recuperate the cost of the lock box device and staff time involved

Motor Fuel Tax (MFT) Fund:

- **The preliminary budget includes revenue of \$227,000 based upon Illinois Municipal League estimates.** The allotment for motor fuel is a surcharge on gallons pumped, not on the cost of fuel, which given current trends indicates a further decline in the future.

Debt Service Fund:

- **The Fiscal Year 2019 levy for existing debt service will be \$2.1 million.** After discussion with the Finance Committee, the recommendation is to levy the 2017 property taxes for debt service without abatement to allow for resources for the future issuance of debt and to maintain extension base in the event that there is a property tax freeze that impacts the ability to raise taxes for debt service.

¹ Minimum charge per quarter

² Per 100 cubic feet

³ Quarterly charge



VILLAGE OF GLENCOE

FINANCIAL POLICIES

FISCAL YEAR 2019



FISCAL YEAR 2019 MAJOR FINANCIAL POLICIES

Fund Balance Policy

It is the policy of the Village to maintain an undesignated unreserved fund balance in the General Fund which is the greater of either 15% of current operating expenditures or two (2) months of operating expenditures, excluding capital, but no lower than \$2,500,000. The minimum targets for the Water Fund is the greater of 10% of current operating expenditures or two (2) 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.

Recent Policy History

- During Fiscal Year 2018 the General Fund minimum balance was increased from \$2,000,000 to \$2,500,000.
- Prior to Fiscal Year 2018, the General Fund minimum fund balance was increased from \$1,400,000 to \$2,000,000 in Fiscal Year 2017. At the same time, the General Fund minimum percentage of operating expenses was increased from 10% to 15%, and the Village defined a fund balance minimum for the Water Fund.
- During Fiscal Year 2013, the General Fund minimum balance was increased from \$1,000,000 to \$1,400,000.

Policy Consideration

- No policy considerations are recommended for the General Fund fund balance.
- The following policy considerations are provided for discussion regarding the Water Fund fund balance:
 - Being a fee based fund, the Water Fund minimum balance of 10% is sufficient.
 - With Alternate Revenue Bonds (ARBs) being the probable method of financing water system improvements, the Water Fund will need to demonstrate a 125% ratio of pledged revenue to total debt service payments due during the year.
 - With the anticipated capital plan, the Village may want to designate fund balance in the Water Fund intended for capital improvements during the year with the remaining unrestricted or unassigned assets being the portion of assets retained for operations and debt.

Recommendation

Staff does not recommend changes to this policy for Fiscal Year 2019.

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 History

- The Village's longstanding balanced budget practices were first developed as budget guidelines and later called financial policies.
- The Village's balanced budget policy is based on the historic practice of budgeting conservatively for both revenue and expenses. By conservatively budgeting revenue, the Village's budget has constrained the level of expenditures that can be authorized each year. If financial performance is better than expected, then any amount in excess of fund balance targets is considered available as a financing source for the following fiscal year.

Policy Considerations

- The current policy allows the use of fund balance in excess of minimum fund balance targets but does not prioritize how excess will be used (property tax abatement, capital projects, and new special projects). The Village Board may want to consider an annual prioritization for use of excess resources, particularly in a complex political environment where State action may impact revenues and other resources.
- Under the existing balanced budget policy, excess fund balance cannot be used for annual operating expenses, and may only be used for one-time expenses.

Recommendations

Staff does not recommend changes to this policy for Fiscal Year 2019.

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. If the Village determines that the amount of property tax collected is in excess of budgetary need, then 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 History

- Since 2011, the average annual CPI increase has been approximately 1.36% and has ranged from 0.10% to 4.10%.
- Since PTELL, the Village has not declared a surplus of property taxes to be used as an abatement of property taxes.

Policy Considerations

- 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.
- The accumulated loss of a two-year property tax freeze after five years (beginning with the 2017 Tax Levy) would be \$1.4 Million.
- The accumulated loss of a five-year property tax freeze after five years (beginning with the 2017 Tax Levy) would be \$2.1 Million.

Recommendation

Staff does not recommend changes to this policy for Fiscal Year 2019.

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 History

- Since PTELL, the Village has abated taxes in varying amounts.
- The Village did not abate 2014 debt service in order to have additional resources to pay for issuance of 2015 general obligation bonds.

Policy Considerations

- The Village's 2017 extension of \$2.1 Million for debt service will be the same as the 2016 extension.
- The 2018 levy (collected in calendar year 2019) will drop from \$2.1 Million to \$1.7 Million due to the retirement of the 2009 A Bonds.

Recommendation

- ***Staff recommends that the 2017 Tax Levy for debt service not be abated, with accumulated resources being available for the issuance cost of future debt.***

Debt Policy – Use of Limited Tax Authority

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

1. Amount cannot exceed ½ of 1.0% of its equalized assessed valuation (EAV) or \$4,726,215 based on 2016 EAV; and
2. The total annual payment extension is no more than \$567,929 for 2016 levy (last year the annual maximum was \$556,411).

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

Policy History

- Fiscal Year 2017 updates included:
 - Allow use of debt as authorized by Board rather than retain only as emergency reserve.
 - Any debt issued should have a term as short as possible in order to restore reserve authority.
- Since property tax caps, the Village has only used limited tax authority once, in 2005, to issue non-referendum bonds for storm sewer improvements.

Policy Considerations

- The availability of limited tax debt is a resource that the Village can use in the event of economic downturn or other identified and unforeseen need.

Recommendation

Staff does not recommend changes to this policy for Fiscal Year 2019.

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

Over the past several years, the Village has not collected the management fee charged to the Glencoe Golf Club or debt owed to the Village by the Golf Club, in efforts to allow the Golf Club to reinvest in the Golf 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.

Policy History

- The Glencoe Golf Club owes the Village cash, deferred management fees and charged interest on the amount due.
- In the past, the auditors have questioned whether the Village intends to collect the amount due.

Policy Considerations

- To the extent that the Golf Club has cash to pay most of the debt, it can be considered as a 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. Should the Golf Club undertake a future clubhouse improvement project, the Village may wish to evaluate the amount due to the Village from the Golf Club at that time.

Recommendation

- ***Staff does not recommend changes to this policy for Fiscal Year 2019. Staff recommends that the Village continue to accrue interest on the amount owed but to not transfer the payment due beyond the amount of the annual management fee.***

Management Fees

The Village charges a management fee for the Village costs of assistance to the Glencoe Golf Club and the Water Fund. The Management Fee for the Water Fund 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.

Policy History

- The Golf Club management fee is a longstanding fee based upon Village services provided to the Golf Club.
- In a similar fashion, the Water Fund is charged a management fee for services provided in the General Fund.

Policy Considerations

- In the future, the Village may wish to 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.
- Since Fiscal Year 2007, the amount of management fee payable has grown from \$325,905 to \$549,322. The last time the fee was actually paid to the Village was Fiscal Year 2013.

Recommendation

- ***Staff recommends deferring collection of golf club management fee pending consideration of clubhouse project.***
- ***Staff recommends retaining the Water Fund Management Fee.***
- ***Staff recommends increasing management fee amounts by 2.5% from Fiscal Year 2018 levels, consistent with the proposed cost of living adjustment included in the Fiscal Year 2019 budget.***

Funding Pension Obligations

By policy, the Village funds its pension obligations based upon actuarially-determined funding requirements. Any gap in funding 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. Maintain a level of assets between 13 to 17 years of annuity payments.
3. Minimum annual funding at least equal to the amount required by the State of Illinois.

Policy History

- There is not one single actuarially-determined funding requirement. Rather, the State of Illinois establishes a funding requirement and the Village's actuary recommends a funding requirement. The Village may choose to fund the pension according to the State's requirement, or as recommended by the Village's actuary, or the Village may choose to take a hybrid approach and fund the pension at a different level. In Fiscal Year 2018, the Board determined that the Village would utilize the hybrid approach.
- During Fiscal Year 2017, the Village Board funded its Police Pension obligation per the State of Illinois required contribution levels, rather than levels determined by the Village's actuary using budget assumptions.

Policy Considerations

- With uncertainty at the State level regarding pensions, funding beyond the level required by the State, while prudent, may not be the best course of action, at least in the short-term.
- 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 and new employees begin service at lower salaries.
- The State funding requirement for Fiscal Year 2019 is \$1,528,784, as compared to the Village Actuaries requirement of \$1,581,311. Both the State and Village actuary are substantially aligned on major assumptions with the exception of interest earnings and funding target. The State is now using a 6.5% interest rate factor as compared to a 6.75% factor used by the Village Actuary. Also, the State uses a 90% funding target by 2040 and the Village Actuary uses a 100% funding target by 2040.

Recommendation

- ***Staff recommends using the Village Actuaries required funding amount of \$1,581,311 in the Fiscal Year 2019 Budget.***

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 \$55,000. The Village will allocate approximately \$30,000 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 History

- The last active member of the Firefighter's Pension Fund retired in the early 1990s.
- There is only one retiree left in the fund.
- The Village now only transfers resources necessary to pay retiree pensions to the Firefighter's Pension Fund.
- There is a de minimus amount that can be levied outside of tax caps (less than \$5,000).

Policy Considerations

- Allocation for the pension fund is included in the General Corporate portion of the tax levy. Both the pension portion and the General Corporate 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.

Recommendation

Staff does not recommended changes to this policy for Fiscal Year 2019.

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. The current deductible level is \$100,000.

Policy History

- In preparing the Fiscal Year 2018 Budget, the Finance Committee reviewed the impact of increasing the deductible from \$100,000 to \$175,000. The Committee recommended that the Village retain \$100,000 deductible to allow for other uses of excess surplus than simply retaining such excess for unanticipated deductible expense.
- IRMA offers deductible choices from \$2,500 to \$250,000, providing the Village ample options for deductible level choices in the future.

Policy Consideration

- Increasing the Village' deductible to \$100,000 has 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 \$750,000 in excess surplus reserve (General Fund portion being nearly \$540,000).
- Excess surplus is considered in the unassigned fund balance in the General Fund, Garbage Fund, Water Fund and the Glencoe Golf Club.
- Moving to a higher deductible will generate additional contribution credit but will open the Village to additional claim costs.
- At the \$100,000 deductible threshold, a very high percentage of claims are paid by the Village.
- Considering a move to the next level should be coupled with continuing to amass enough reserve to cover periods of adverse claims experience.

Recommendation

Staff does not recommend changes to this policy for Fiscal Year 2019.

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. Staff recommends the continued accumulation of reserve at IRMA. In the event the Village has an adverse claim year with higher than expected deductible losses, the Village can apply accumulated credit to the following year annual contribution amount. Following Village Board discussion, the Village will continue to accumulate resources at IRMA, which can be used in the future towards annual contributions.

Policy History

- Since Fiscal Year 2011 the amount on account with IRMA has grown from \$90,539 to a projected \$753,646 at the end of Fiscal Year 2018 (total all funds).
- In recent years IRMA has modified its excess surplus policy to allow communities to use their accumulated excess surplus as the member 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.

Policy Consideration

- The Village may wish to consider a dollar or percentage cap on accumulated resources in aggregate and by fund.
- The Village may wish to consider guidelines or policies related to the use of IRMA excess surplus, such as types of projects for which the Village may draw down IRMA excess surplus.
- 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.
- Consider establishing a minimum cumulative (all funds) threshold of \$300,000 in the fund at all times.
- Consider transferring 100% of the excess surplus fund in the Garbage Fund (approximately \$97,000) to the General Fund.
- \$125,000 for Village Hall Security Improvements has been identified as a project to be funded by IRMA Excess/Surplus resources, leaving \$628,646 in remaining IRMA Excess/Surplus.

Recommendation

- ***Staff recommends that \$125,000 in IRMA Excess/Surplus be used to pay for Village Hall Security Improvements during Fiscal Year 2019..***
- ***Staff recommends setting a minimum cumulative (all funds) threshold of \$300,000 to be retained in the fund at all times to accommodate claims costs.***
- ***Staff recommends that 100% of the excess surplus in the Garbage Fund be transferred to the General Fund.***

Interfund Transfers

The interfund transfer policy requires Board approval of budget transfers between Village funds in excess of \$50,000 determined to be necessary to support Village operations (excluding routine transfers to cover budgeted expenses) due to a revenue shortfall or other unforeseen financial circumstance. Transfers of this nature occur rarely but they do not show up in the monthly financial reports to the Village Board. Communication to the Village Board will be through the monthly financial report or through other methods deemed appropriate by the Village Manager

Policy History

- The policy is intended to reflect interfund budget transfers in a transparent manner.

Recommendation

Staff does not recommend changes to this policy for Fiscal Year 2019.

Increases in Fees and Charges for Service

As 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 Improvement Program needs and debt requirements.

Policy History

- By increasing fees appropriately on an annual basis, the Village can avoid large increases in fees in one year.
- Prior policy applied the Village's tax cap increase to many fees on an annual basis. However, because the Village's costs to provide various services have generally increased at rates greater than the tax cap, the Village's actual costs to provide services may be greater than a fee charged by the Village for the service. As a result, some of the Village's fees do not adequately recover the Village's actual cost to provide a particular service.
- Each year, staff completes a comprehensive fee and fine survey as well as an evaluation of current costs for certain functions. Recommendations for changes will be made to the Village Board as part of the annual budget development process.

Policy Consideration

- Staff will present recommendations for changes to current fees for service as part of the development of the draft Fiscal Year 2019 Budget.
- Staff continues to evaluate the sufficiency of fees to pay for the Village's actual service delivery cost.

Recommendation

Increases based on identified need to be included in the Draft Fiscal Year 2019 Budget.

Long Range Financial Planning

Annually, the Village updates its long range financial forecast (which provides a five year projection) and the Village will update its long range capital inventory (which provides a ten year projection). The purpose of the long range financial planning is to forecast the impact of existing policies, practices and levels of service on the financial condition of the Village.

Recommendation

Staff does not recommend changes to this policy for Fiscal Year 2019.

Maintaining Legal Appropriations and Budget Amendments

Expenditures of the Village are officially established by the Appropriation Ordinance approved by the Village Board. Towards the end of the fiscal year, actual expenditures are compared to the establish expenditure limit in order to determine if the limit needs to be amended. Where possible amendments to increase the appropriation will be taken from appropriation levels where actual expenditures are projected to be less than the limit (resulting in a net \$0 change in appropriation). As part of the consideration of adjustment to appropriation, budget amendments may be considered where the anticipated fund level expense will be greater than the adopted budget.

Recommendation

Staff does not recommend changes to this policy for Fiscal Year 2019.



VILLAGE OF GLENCOE

BUDGET SUMMARY

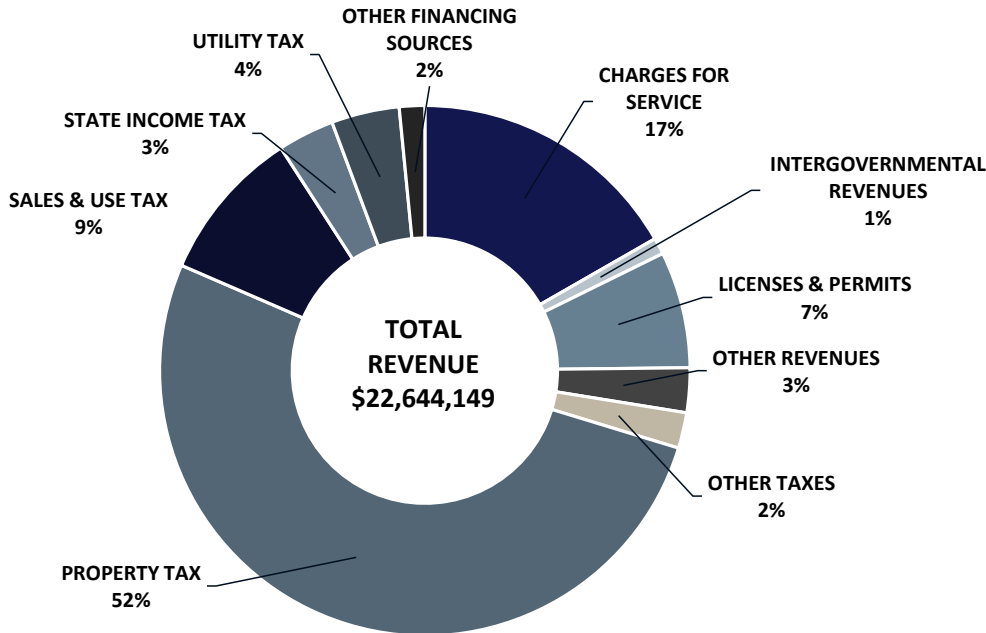
FISCAL YEAR 2019

VILLAGE OF GLENCOE

SUMMARY OF FISCAL YEAR 2019 BUDGETED REVENUES

The chart and table below summarize the budgeted revenues for Fiscal Year 2019 (March 1, 2018 - February 28, 2019). As seen below, property tax remains the Village's largest revenue source, accounting for over 50% of the total revenue collected each fiscal year.

FISCAL YEAR 2019 REVENUE BUDGET



Other Taxes includes Personal Property Replacement Tax, E911 Surcharge, and cable television revenue.

Other Revenues includes grants, fees, fines/forfeits, interest earnings, shared services reimbursements, cell tower revenue, recycling incentive program, tree donor program and special duty overtime.

Other Financing Sources includes interfund revenue (management fees), sales of assets (garbage fleet mainly), and IRMA Excess Surplus.

REVENUE TYPE	GENERAL FUND	WATER FUND	SUB-TOTAL OPERATING	MFT FUND	BOND CONSTR. FUND	DEBT	FY 2019 BUDGET	FY 2018 PROJECTED	FY 2017 ACTUAL	FY 2016 ACTUAL
CHARGES FOR SERVICE	1,096,361	2,688,500	3,784,861	-	-	-	3,784,861	3,568,094	3,548,363	3,463,777
E911 SURCHARGE	161,160	-	161,160	-	-	-	161,160	154,378	193,789	123,718
FEES	110,725	-	110,725	-	-	-	110,725	109,225	112,566	108,863
FINES/FORFEITS	112,000	-	112,000	-	-	-	112,000	110,000	124,996	126,112
GRANTS	3,000	-	3,000	-	-	-	3,000	58,306	13,063	3,905
INTEREST	55,243	8,900	64,143	1,000	13,250	6,106	84,499	118,517	75,394	49,093
INTERGOVERNMENTAL	-	-	-	227,000	-	-	227,000	227,000	222,341	215,118
LICENSES	346,850	-	346,850	-	-	-	346,850	347,950	329,000	316,345
OTHER REVENUES	248,200	57,600	305,800	-	-	-	305,800	511,732	567,796	469,626
OTHER TAXES	241,300	-	241,300	-	-	-	241,300	241,300	234,866	228,495
PERMITS	1,262,650	-	1,262,650	-	-	-	1,262,650	1,441,300	1,010,937	1,319,465
PERS. PROP. REPL. TAX	89,400	-	89,400	-	-	-	89,400	114,500	96,283	105,835
PROPERTY TAX	9,498,052	-	9,498,052	-	-	2,227,885	11,725,937	11,560,199	10,816,228	10,402,404
SALES & USE TAX	2,120,000	-	2,120,000	-	-	-	2,120,000	2,168,000	2,156,524	2,107,088
STATE INCOME TAX	780,144	-	780,144	-	-	-	780,144	917,400	830,541	931,426
UTILITY TAX	938,000	-	938,000	-	-	-	938,000	954,500	971,617	1,041,829
SUB-TOTAL	17,063,085	2,755,000	19,818,085	228,000	13,250	2,233,991	22,293,326	22,602,401	21,304,304	21,013,099

OTHER FINANCING SOURCES	GENERAL FUND	WATER FUND	SUB-TOTAL	MFT FUND	BOND CONSTR. FUND	DEBT	FY 2019 BUDGET	FY 2018 PROJECTED	FY 2017 ACTUAL	FY 2016 ACTUAL
BOND PROCEEDS	-	-	-	-	-	-	-	-	5,433,011	5,000,000
INTERFUND REVENUE	125,823	-	125,823	-	-	-	125,823	329,150	163,717	595,851
SALE OF ASSETS	100,000	-	100,000	-	-	-	100,000	172,000	15,500	-
TRANSFERS IN	-	-	-	-	-	-	-	-	-	-
IRMA EXCESS SURPLUS	125,000	-	125,000	-	-	-	125,000	17,000	168,012	140,538
SUB-TOTAL	350,823	-	350,823	-	-	-	350,823	518,150	5,780,240	5,736,389
GRAND TOTAL BUDGET	\$17,413,908	\$2,755,000	\$ 20,168,908	\$ 228,000	\$ 13,250	\$ 2,233,991	\$ 22,644,149	\$ 23,120,551	\$ 27,084,544	\$ 26,749,488

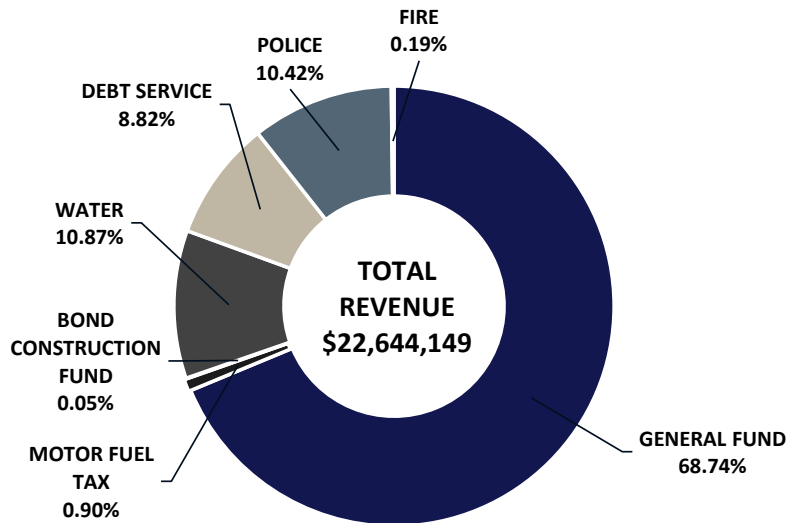
Note: With the outsourcing of garbage collection services and emergency dispatching, the Garbage Fund and Enhanced 911 (E-911) Fund have been eliminated for Fiscal Year 2019.

BUDGET SUMMARY

REVENUE DISTRIBUTION BY FUND

The chart and table below summarize the distribution of revenue across all funds. Note that beginning in Fiscal Year 2019, the Garbage Fund and E-911 Fund balances have been transferred to the General Fund due to garbage outsourcing and dispatch consolidation. Total revenue, excluding the Police and Fire Pension Funds, is \$22,644,149. In the Fiscal Year 2019 budget, an increase of 3.5% in revenues is projected from the Fiscal Year 2018 budget. The increase is mainly due to revenue assumptions that more accurately depict average annual building permit and sales tax receipts, along with the one-time value of the sale of the Village's garbage fleet, which will be credited to the General Fund beginning March 1, 2018.

**FISCAL YEAR 2019
REVENUE DISTRIBUTION BY FUND**

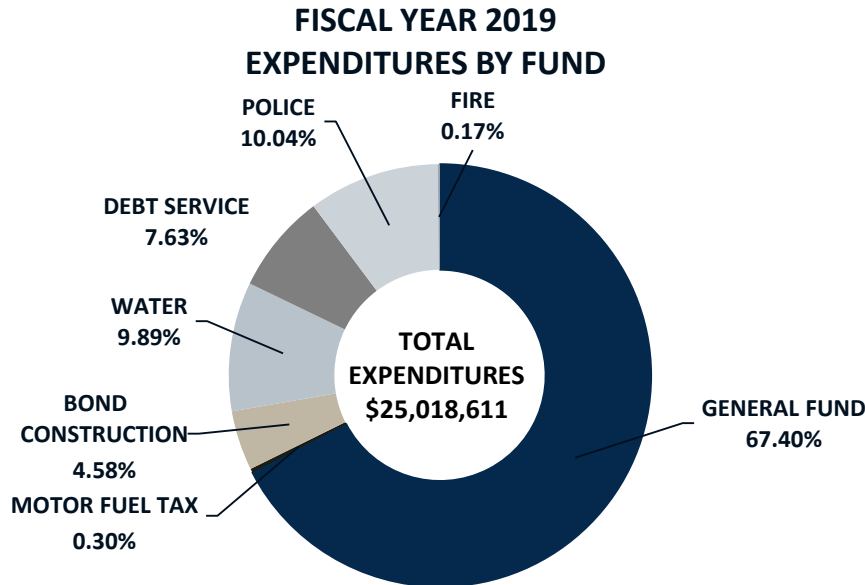


FUND	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 BUDGET	FY 2018 PROJECTED	FY 2019 BUDGET
REVENUES AND OTHER FUNDING					
GENERAL FUND	16,613,723	16,398,107	16,251,144	17,573,572	17,413,908
SPECIAL FUNDS					
GARBAGE	1,445,637	1,026,743	1,025,959	890,751	-
MOTOR FUEL TAX	215,990	224,722	211,234	230,500	228,000
ENHANCED 911	124,137	194,652	36,375	37,031	-
BOND CONSTRUCTION FUND	5,018,945	5,603,640	18,405	67,045	13,250
ENTERPRISE FUND					
WATER	1,954,784	2,017,313	2,035,425	2,093,572	2,755,000
DEBT SERVICE	1,376,274	1,619,366	2,293,417	2,228,080	2,233,991
TOTAL REVENUES <i>(Excluding Pension Funds)</i>	26,749,489	27,084,543	21,871,959	23,120,551	22,644,149
PENSION FUNDS					
POLICE	220,327	1,932,178	2,327,084	2,034,884	2,640,411
FIRE	60,246	51,847	48,156	45,904	49,362
TOTAL REVENUES <i>(Pension Funds Only)</i>	280,573	1,984,025	2,375,240	2,080,788	2,689,773
GRAND TOTAL	27,030,062	29,068,568	24,247,199	25,201,339	25,333,922

BUDGET SUMMARY

EXPENDITURE DISTRIBUTION BY FUND

The table and chart below summarize the distribution of expenditures across all funds. Total expenditures, excluding the Police and Fire Pension Funds, is \$25,018,611. While the Fiscal Year 2019 Budget includes an increase in General Fund expenditures, attributable to personnel moving from the Garbage Fund into the General Fund and to new contracts for outsourced services, an overall decrease of 15% in expenditures is projected across all funds when compared to the prior year total budget.



FUND	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 BUDGET	FY 2018 PROJECTED	FY 2019 BUDGET
EXPENDITURES AND OTHER FINANCING USES					
GENERAL FUND	15,350,240	15,283,861	17,808,377	17,986,105	18,780,316
SPECIAL FUNDS					
GARBAGE	1,136,216	1,151,147	1,310,462	1,345,216	-
MOTOR FUEL TAX	404,773	(4,499)	645,368	635,874	82,700
ENHANCED 911	136,606	371,165	-	14,900	-
BOND CONSTRUCTION FUND	571,202	5,371,302	5,015,239	3,057,306	1,275,000
ENTERPRISE FUND					
WATER	2,100,326	2,074,157	2,586,043	2,726,057	2,755,370
DEBT SERVICE	1,361,415	1,580,920	2,116,397	2,117,097	2,125,225
TOTAL EXPENDITURES <i>(Excluding Pension Funds)</i>	21,060,779	25,828,052	29,481,886	27,882,555	25,018,611
PENSION FUNDS					
POLICE	2,167,399	2,378,117	2,642,707	2,251,706	2,798,648
FIRE	64,154	44,609	48,500	38,094	47,137
TOTAL EXPENDITURES <i>(Pension Funds)</i>	2,231,553	2,422,726	2,691,207	2,289,800	2,845,785
GRAND TOTAL	23,292,331	28,250,778	32,173,093	30,172,355	27,846,396

**FISCAL YEAR 2019
EXPENDITURE DETAIL BY CATEGORY**

(Excludes Golf Club, Foreign Fire Insurance Fund)

	PERSONNEL	SERVICES	COMMODITIES	DEBT SERVICE	CAPITAL	OTHER	TRANSFER	TOTAL
VILLAGE MANAGER								
MANAGER'S OFFICE	618,712	98,697	1,200	-	-	-	-	718,609
LEGAL	-	211,500	-	-	-	-	-	211,500
COMMUNITY SERVICE	-	-	-	-	-	87,000	-	87,000
BOARDS & COMMISSIONS	-	-	-	-	-	80,450	-	80,450
INFORMATION TECHNOLOGY	157,782	361,090	47,000	-	800,000	-	-	1,365,872
DEPARTMENT TOTAL	\$ 776,494	\$ 671,287	\$ 48,200	\$ -	\$ 800,000	\$ 167,450	\$ -	\$ 2,463,431
FINANCE DEPARTMENT								
FINANCE	771,586	44,730	4,460	-	-	1,500	-	822,276
SUPPORT SERVICES	-	37,050	52,569	-	-	-	-	89,619
LIABILITY	6,030	356,500	-	-	-	17,600	-	380,130
DEPARTMENT TOTAL	\$ 777,616	\$ 438,280	\$ 57,029	\$ -	\$ -	\$ 19,100	\$ -	\$ 1,292,025
PUBLIC WORKS								
PUBLIC WORKS ADMIN	877,048	96,027	4,300	-	34,500	-	-	1,011,875
SEWERS	677,034	105,100	82,340	-	75,000	4,000	-	943,474
FORESTRY	761,909	175,000	23,675	-	85,800	3,000	-	1,049,384
MUNICIPAL BUILDINGS	54,405	72,200	9,150	-	59,500	-	-	195,255
PARKING	-	58,500	600	-	-	-	-	59,100
COMMUNITY DEVELOPMENT	144,007	199,675	1,200	-	-	-	-	344,882
MUNICIPAL GARAGES	385,695	57,000	21,482	-	-	9,000	-	473,177
STREETS	839,468	90,900	236,855	-	75,000	-	-	1,242,223
STREET LIGHTING	-	90,300	-	-	149,800	-	-	240,100
SOLID WASTE	-	256,000	-	-	-	-	-	256,000
DEPARTMENT TOTAL	\$ 3,739,566	\$ 1,200,702	\$ 379,602	\$ -	\$ 479,600	\$ 16,000	\$ -	\$ 5,815,470
PUBLIC SAFETY								
POLICE	5,173,621	657,715	176,613	-	262,000	-	-	6,269,949
FIRE	1,721,623	132,256	130,375	-	-	13,600	-	1,997,854
PARAMEDIC	875,567	41,520	24,500	-	-	-	-	941,587
DEPARTMENT TOTAL	\$ 7,770,811	\$ 831,491	\$ 331,488	\$ -	\$ 262,000	\$ 13,600	\$ -	\$ 9,209,390
GENERAL FUND TOTAL	\$ 13,064,487	\$ 3,141,760	\$ 816,319	\$ -	\$ 1,541,600	\$ 216,150	\$ -	\$ 18,780,316
GARBAGE	-	-	-	-	-	-	-	-
MFT	-	25,700	-	-	23,000	-	34,000	82,700
ENHANCED 911	-	-	-	-	-	-	-	-
SPECIAL FUNDS TOTAL	\$ -	\$ 25,700	\$ -	\$ -	\$ 23,000	\$ -	\$ 34,000	\$ 82,700
WATER								
PRODUCTION	736,731	232,839	75,774	-	380,000	-	23,091	1,448,435
DISTRIBUTION	672,984	129,000	72,200	174,660	235,000	-	23,091	1,306,935
DEPARTMENT TOTAL	\$ 1,409,715	\$ 361,839	\$ 147,974	\$ 174,660	\$ 615,000	\$ -	\$ 46,182	\$ 2,755,370
ENTERPRISE FUND TOTAL	\$ 1,409,715	\$ 361,839	\$ 147,974	\$ 174,660	\$ 615,000	\$ -	\$ 46,182	\$ 2,755,370
DEBT SERVICE	\$ -	\$ 1,300	\$ -	\$ 2,123,925	\$ -	\$ -	\$ -	\$ 2,125,225
BOND CONSTRUCTION	\$ -	\$ -	\$ -	\$ -	\$ 1,275,000	\$ -	\$ -	\$ 1,275,000
TOTAL (Excluding Pension Funds)	\$ 14,474,202	\$ 3,530,599	\$ 964,293	\$ 2,298,585	\$ 3,454,600	\$ 216,150	\$ 80,182	\$ 25,018,611
PENSION FUNDS								
POLICE PENSION	2,694,948	102,800	900	-	-	-	-	2,798,648
FIREFIGHTERS PENSION	46,887	250	-	-	-	-	-	47,137
PENSION FUND TOTAL	\$ 2,741,835	\$ 103,050	\$ 900	\$ -	\$ -	\$ -	\$ -	\$ 2,845,785
GRAND TOTAL	\$ 17,216,037	\$ 3,633,649	\$ 965,193	\$ 2,298,585	\$ 3,454,600	\$ 216,150	\$ 80,182	\$ 27,864,396

BUDGET SUMMARY REVENUE AND EXPENDITURE SUMMARY

(All financing sources including transfers)

	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 BUDGET	FY 2018 PROJECTED	FY 2019 BUDGET
REVENUES AND OTHER FINANCING SOURCES					
GENERAL FUND	16,613,723	16,398,107	16,251,144	17,573,572	17,413,908
SPECIAL FUNDS					
GARBAGE	1,445,637	1,026,743	1,025,959	890,751	-
MOTOR FUEL TAX	215,990	224,722	211,234	230,500	228,000
ENHANCED 911	124,137	194,652	36,375	37,031	-
BOND CONSTRUCTION FUND	5,018,945	5,603,640	18,405	67,045	13,250
ENTERPRISE FUND					
WATER	1,954,784	2,017,313	2,035,425	2,093,572	2,755,000
DEBT SERVICE	1,376,274	1,619,366	2,293,417	2,228,080	2,233,991
TOTAL REVENUES	26,749,489	27,084,543	21,871,959	23,120,551	22,644,149
	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 BUDGET	FY 2018 PROJECTED	FY 2019 BUDGET
EXPENDITURES AND OTHER FINANCING USES					
GENERAL FUND	15,350,240	15,283,861	17,808,377	17,986,105	18,780,316
SPECIAL FUNDS					
GARBAGE	1,136,216	1,151,147	1,310,462	1,345,216	-
MOTOR FUEL TAX	404,773	(4,499)	645,368	635,874	82,700
ENHANCED 911	136,606	371,165	-	14,900	-
BOND CONSTRUCTION FUND	571,202	5,371,302	5,015,239	3,057,306	1,275,000
ENTERPRISE FUND					
WATER	2,100,326	2,074,157	2,586,043	2,726,057	2,755,370
DEBT SERVICE	1,361,415	1,580,920	2,116,397	2,117,097	2,125,225
TOTAL EXPENDITURES	21,060,779	25,828,052	29,481,886	27,882,555	25,018,611
REVENUE LESS EXPENDITURES SURPLUS / (DEFICIT)	5,688,710	1,256,491	(7,609,927)	(4,762,004)	(2,374,462)

Note: Excludes Glencoe Golf Club, Foreign Fire Insurance Fund & Agency Fund

BUDGET SUMMARY

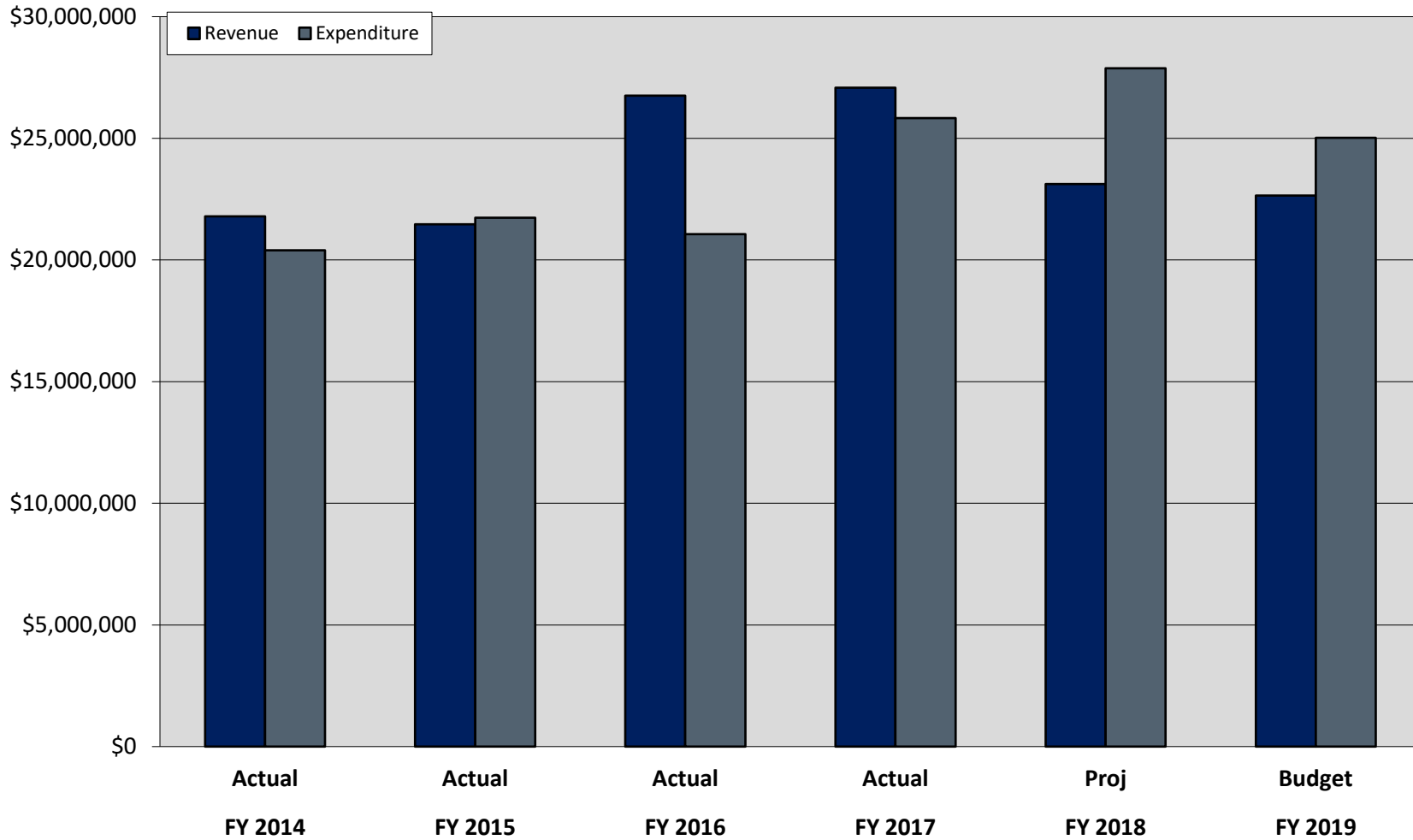
STATEMENT OF REVENUES AND EXPENDITURES OF GOVERNMENTAL FUNDS

	FISCAL YEAR				
	ACTUAL 2016	ACTUAL 2017	BUDGET 2018	PROJECTED 2018	BUDGET 2019
REVENUES					
PROPERTY TAXES	10,402,404	10,816,228	11,309,070	11,560,199	11,725,937
OTHER TAXES	4,584,590	4,535,478	4,309,621	4,550,078	4,330,004
CHARGES FOR SERVICE	1,605,701	1,611,950	1,629,845	1,543,894	1,096,361
PERMITS	1,319,465	1,010,937	1,139,970	1,441,300	1,262,650
FINES AND FOREFEITURES	126,112	124,996	105,000	110,000	112,000
LICENCES	316,345	329,000	382,050	347,950	346,850
FEES	108,863	112,566	111,750	109,225	110,725
INVESTMENT INCOME	46,167	68,705	47,030	109,682	75,638
OTHER REVENUE <i>(Includes intergovernmental)</i>	608,023	744,744	585,291	776,524	502,065
TOTAL REVENUES	\$19,117,671	\$19,354,604	\$19,619,627	\$20,548,852	\$19,562,230
EXPENDITURES					
PERSONNEL	12,490,284	12,530,957	13,135,141	13,379,551	13,064,487
SERVICES	2,609,359	2,673,679	2,991,982	3,129,155	3,168,760
COMMODITIES	766,437	799,216	1,063,960	1,007,743	816,319
DEBT SERVICE	1,411,472	1,595,121	2,138,277	2,138,277	2,146,655
CAPITAL <i>(See Use of Bond Proceeds Below)</i>	964,656	5,940,018	7,257,644	5,043,343	2,839,600
OTHER EXPENSE	5,870,139	7,902,250	2,535,700	209,050	216,150
TOTAL EXPENDITURES	\$24,112,347	\$31,441,240	\$29,122,704	\$24,907,118	\$22,251,971
EXCESS OF REVENUES OVER (Under) EXPENDITURES	(\$4,994,675)	(\$12,086,636)	(\$9,503,077)	(\$4,358,266)	(\$2,689,741)
OTHER FINANCING SOURCES					
INTERFUND REVENUE	595,851	163,717	216,907	344,772	125,823
BOND PROCEEDS	5,000,000	5,433,011	-	-	-
SALE OF ASSETS	-	15,500	-	172,000	100,000
IRMA EXCESS SURPLUSS	127,405	152,312	-	-	125,000
(OTHER FINANCING USES)	509,713	76,925	96,319	272,559	34,000
NET CHANGE IN FUND BALANCE	\$1,238,294	(\$5,853,667)	(\$3,661,612)	(\$4,045,040)	(\$1,900,410)

Note: Governmental funds includes the General Fund, Garbage Fund, Motor Fuel Tax Fund, Enhanced 911 Fund, Bond Construction Fund, Debt Service Fund, Foreign Fire Insurance Fund and Agency Funds.

COMPARISON OF REVENUES AND EXPENDITURES FOR ALL FUNDS AND BOND PROCEEDS

(Excludes Pension Funds, Glencoe Golf Club, Foreign Fire Insurance Fund & Agency Funds)



**VILLAGE OF GLENCOE
HISTORY OF ADOPTED BUDGETS**

	ADOPTED 2012	ADOPTED 2013	ADOPTED 2014	ADOPTED 2015	ADOPTED 2016	ADOPTED 2017	ADOPTED 2018	ADOPTED 2019	% CHANGE FROM FY 2018
REVENUE									
OPERATING FUNDS									
GENERAL	14,961,600	14,971,676	15,225,119	15,707,498	15,990,121	16,017,011	16,251,144	17,413,908	6.68%
WATER	3,215,615	4,839,582	2,156,936	2,168,848	2,206,646	1,966,923	2,035,425	2,755,000	26.12%
GARBAGE	1,357,884	1,483,599	1,502,263	1,481,277	1,481,108	1,432,765	1,025,959	-	N/A
SUB-TOTAL	19,535,099	21,294,857	18,884,318	19,357,623	19,677,875	19,416,699	19,312,528	20,168,908	4.25%
SPECIAL FUNDS: NON-OPERATING									
MFT	230,050	218,200	216,500	216,500	207,570	211,234	211,234	228,000	7.35%
E911	144,570	141,100	140,850	146,630	145,868	145,398	36,375	-	N/A
SUB-TOTAL	374,620	359,300	357,350	363,130	353,438	356,632	247,609	228,000	-8.60%
CAPITAL/DEBT									
BOND CONSTRUCTION	4,790	-	15,500	15,875	-	5,268,850	18,405	13,250	-38.91%
DEBT SERVICE	2,058,206	1,400,602	1,532,952	1,566,094	1,565,508	1,579,535	2,293,417	2,233,991	-2.66%
SUB-TOTAL	2,062,996	1,400,602	1,548,452	1,581,969	1,565,508	6,848,385	2,311,822	2,247,241	-2.87%
TOTAL REVENUES	21,972,715	23,054,759	20,790,120	21,302,722	21,596,821	26,621,716	21,871,959	22,644,149	3.41%
EXPENDITURES									
OPERATING									
GENERAL	15,117,284	14,906,805	16,405,742	16,622,575	16,516,515	16,187,939	17,808,377	18,780,316	5.18%
WATER	3,074,945	4,793,554	2,066,899	2,101,639	2,208,330	2,262,584	2,586,043	2,755,370	6.15%
GARBAGE	1,526,665	1,329,662	1,463,447	1,362,464	1,341,688	1,302,706	1,310,462	-	N/A
SUB-TOTAL	19,718,894	21,030,021	19,936,088	20,086,678	20,066,533	19,753,229	21,704,882	21,535,686	-0.79%
SPECIAL FUNDS: NON-OPERATING									
MFT	530,330	476,303	77,396	152,935	438,419	53,668	645,368	82,700	-680.37%
E911	199,249	209,564	191,929	193,963	298,800	450,661	-	-	N/A
SUB-TOTAL	729,579	685,867	269,325	346,898	737,219	504,329	645,368	82,700	-680.37%
CAPITAL/DEBT									
BOND CONSTRUCTION	241,378	155,836	5,300,000	3,902,564	71,518	7,948,000	5,015,239	1,275,000	-293.35%
DEBT SERVICE	2,053,296	1,333,556	1,531,637	1,553,356	1,566,231	1,566,231	2,116,397	2,125,225	0.42%
SUB-TOTAL	2,294,674	1,489,392	6,831,637	5,455,920	1,637,749	9,514,231	7,131,636	3,400,225	-109.74%
TOTAL EXPENDITURES	22,743,147	23,205,280	27,037,050	25,889,497	22,441,501	29,771,789	29,481,886	25,018,611	-17.84%

Note: Excludes Pension Fund, Agency Funds and Glencoe Golf Club

**OPERATING STATEMENTS
FUND SUMMARY**

FUND	ACTUAL FUND BALANCE 2/28/2017	FISCAL YEAR 2018 PROJECTED			PROJECTED FUND BALANCE 2/28/2018	FISCAL YEAR 2019 RECOMMENDED			PROPOSED FUND BALANCE 2/28/2019
		REVENUE	EXPENSE	SURPLUS / (DEFICIT)		REVENUE	EXPENSE	SURPLUS / DEFICIT	
OPERATING FUNDS									
GENERAL	4,757,578	17,573,572	17,986,105	(412,533)	4,345,045	17,413,908	18,780,316	(1,366,408)	2,978,637
WATER	1,148,351	2,093,572	2,726,057	(632,485)	515,866	2,755,000	2,755,370	(370)	515,496
GARBAGE	454,465	890,751	1,345,216	(454,465)	0	-	-	-	0
SUB-TOTAL	6,360,394	20,557,895	22,057,378	(1,499,483)	4,860,912	20,168,908	21,535,686	(1,366,778)	3,494,134
SPECIAL FUNDS									
MOTOR FUEL TAX	646,367	230,500	635,874	(405,374)	240,993	228,000	82,700	145,300	386,293
E 9-1-1	(22,131)	37,031	14,900	22,131	(0)	-	-	-	(0)
SUB-TOTAL	624,236	267,531	650,774	(383,243)	240,993	228,000	82,700	145,300	386,293
CAPITAL/DEBT									
CIP BONDS	4,663,513	67,045	3,057,306	(2,990,261)	1,673,252	13,250	1,275,000	(1,261,750)	411,502
DEBT SERVICE	176,308	2,228,080	2,117,097	110,983	287,291	2,233,991	2,125,225	108,766	396,057
SUB-TOTAL	4,839,821	2,295,125	5,174,403	(2,879,278)	1,960,543	2,247,241	3,400,225	(1,152,984)	807,559
GRAND TOTAL	11,824,451	23,120,551	27,882,555	(4,762,004)	7,062,447	22,644,149	25,018,611	(2,374,462)	4,687,985

	FY 2018 PROJECTED				FY 2019 RECOMMENDED			
	OPERATING EXPENSE	PROJECTED FUND BALANCE	% FUND BALANCE	MONTHS	OPERATING EXPENSE	ESTIMATED FUND BALANCE	% FUND BALANCE	MONTHS
OPERATING FUNDS								
GENERAL	16,573,343	4,345,045	26.2%	3.15	17,238,716	2,978,637	17.3%	2.07
WATER	2,176,986	515,866	23.7%	2.84	2,094,188	515,496	24.6%	2.95
GARBAGE	1,138,820	0	0.0%	0.00	-	0	N/A	N/A
SUB-TOTAL	19,889,149	4,860,912	24.4%	2.93	19,332,904	3,494,134	18.1%	2.17

Footnote:

*Operating Statement does not include the Agency Fund for Washington Place SSA Debt

WATER FUND
FISCAL YEAR 2018 PROJECTIONS AND FISCAL YEAR 2019 OPERATING STATEMENTS

REVENUES	FY 2018	FY 2018	% of Budget	FY 2019	% From Budget
	Budget	Projected		Budget	
Charges for Service	1,930,662	2,024,200	104.8%	2,688,500	39.3%
Interest	2,850	8,900	312.3%	8,900	212.3%
Other Revenue ¹	101,913	60,472	59.3%	57,600	-43.5%
Total Revenue	2,035,425	2,093,572	102.9%	2,755,000	35.4%
\$ of Budget		58,147		719,575	

¹Other revenue in the water fund includes cell tower on the Village property.

EXPENDITURES	FY 2018	FY 2018	% of Budget	FY 2019	% From Budget
	Budget	Projected		Budget	
Personnel	1,256,894	1,243,620	98.9%	1,409,715	12.2%
Services	334,533	628,105	187.8%	361,839	8.2%
Commodities	146,200	130,601	89.3%	147,974	1.2%
Debt Service	174,660	174,660	100.0%	174,660	0.0%
Total Operating Expense	1,912,287	2,176,986	113.8%	2,094,188	9.5%
\$ of Budget		264,699		181,901	

Operating Excess (Deficit) 123,138 (83,414) 660,812

OTHER FINANCING

Sources

Interfund Revenue	-	-	N/A	-	N/A
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Capital	628,700	504,071	80.2%	615,000	-2.2%
Interfund Expense	45,056	45,000	99.9%	46,182	2.5%
Total Uses	673,756	549,071	81.5%	661,182	-1.9%
\$ of Budget		(124,685)		(12,574)	

Total EXP AND USES 2,586,043 2,726,057 105.4% 2,755,370 6.5%

Total Excess (Deficit) (550,618) (632,485) (370)

Beginning Balance 1,148,351 1,148,351 515,866

Ending Balance 597,733 515,866 515,496

% of Operating Expense 31.3% 23.7% 24.6%

Months of Operation 3.75 2.84 2.95

Budget Reconciliation

Total Projected Revenue 2,035,425 2,093,572 102.9% 2,755,000 35.4%

\$ Difference 58,147 719,575

Total Projected Expense 2,586,043 2,726,057 105.4% 2,755,370 6.5%

\$ Difference 140,014 169,327

GENERAL FUND
FISCAL YEAR 2018 PROJECTIONS AND FISCAL YEAR 2019 OPERATING STATEMENTS

REVENUES	FY 2018	FY 2018	% of Budget	FY 2019	% From Budget
	Budget	Projected		Budget	
Property Tax	9,090,171	9,341,300	102.8%	9,498,052	4.5%
Cable Tax	249,157	241,300	96.8%	241,300	-3.2%
Utility Tax	1,066,676	954,500	89.5%	938,000	-12.1%
Income Tax	861,676	917,400	106.5%	780,144	-9.5%
Sales & Use Tax	1,997,812	2,168,000	108.5%	2,120,000	6.1%
Pers. Prop. Repl. Tax	91,000	107,500	118.1%	89,400	-1.8%
Glenview E911 Disbursement	-	117,425	N/A	161,160	N/A
Charges for Service	624,186	783,333	125.5%	1,096,361	75.6%
Permits	1,139,970	1,441,300	126.4%	1,262,650	10.8%
Fines	105,000	110,000	104.8%	112,000	6.7%
Licenses	382,050	347,950	91.1%	346,850	-9.2%
Fees	111,750	109,225	97.7%	110,725	-0.9%
Interest	25,694	61,243	238.4%	55,243	115.0%
Other Revenue ¹	338,192	481,946	142.5%	251,200	-25.7%
Total Revenue	16,083,334	17,182,422	106.8%	17,063,085	6.1%
\$ of Budget		1,099,088		979,751	

¹ Other revenue in the general fund includes cell tower revenue, recycling incentive program, tree donor program and special duty overtime.

EXPENDITURES	FY 2018	FY 2018	% of Budget	FY 2019	% From Budget
	Budget	Projected		Budget	
Personnel	12,409,487	12,712,731	102.4%	13,064,487	5.3%
Services	2,526,370	2,712,019	107.3%	3,141,760	24.4%
Other	235,700	209,050	88.7%	216,150	-8.3%
Total Operating Expense	16,139,377	16,573,343	102.7%	17,238,716	6.8%
\$ of Budget		433,966		1,099,339	

Operating Excess (Deficit) (56,043) 609,079 (175,631)

OTHER FINANCING

Sources

Sale of Assets	-	62,000	N/A	100,000	N/A
IRMA Excess/Surplus Disb.	-	-	N/A	125,000	N/A
Interfund Revenue	167,810	329,150	196.1%	125,823	-25.0%
Total Financing Sources	167,810	391,150	233.1%	350,823	109.1%

Capital	1,669,000	1,412,762	84.6%	1,541,600	-7.6%
Interfund Expense	-	-	N/A	-	N/A
Total Uses	1,669,000	1,412,762	84.6%	1,541,600	-7.6%
\$ of Budget		(256,238)		(127,400)	

REVENUES	FY 2018 Budget	FY 2018 Projected	% of Budget	FY 2019 Budget	% From Budget
Total EXP AND USES	17,808,377	17,986,105	101.0%	18,780,316	5.5%
Total Excess (Deficit)	(1,557,233)	(412,533)		(1,366,408)	
Beginning Balance	4,757,578	4,757,578		4,345,045	
Ending Balance	3,200,345	4,345,045		2,978,637	
% of Operating Expense	19.8%	26.2%		17.3%	
Months of Operation	2.38	3.15		2.07	
Budget Reconciliation					
Total Projected Revenue	16,251,144	17,573,572	108.1%	17,413,908	7.15%
\$ Difference		1,322,428		1,162,764	
Total Projected Expense	17,808,377	17,986,105	101.0%	18,780,316	5.46%
\$ Difference		177,728		971,939	

GARBAGE FUND
FISCAL YEAR 2018 PROJECTIONS AND FISCAL YEAR 2019 OPERATING STATEMENTS

REVENUES	FY 2018	FY 2018	% of Budget	FY 2019	% From Budget
	Budget	Projected		Budget	
Pers. Prop. Repl. Tax	7,000	7,000	100.0%	-	-100.0%
Charges for Service	1,005,659	760,561	75.6%	-	-100.0%
Interest	900	2,500	277.8%	-	-100.0%
Other Revenue	12,400	10,690	86.2%	-	-100.0%
Total Revenue	1,025,959	780,751	76.1%	-	-100.0%
\$ of Budget		(245,208)		(1,025,959)	

EXPENDITURES	FY 2018	FY 2018	% of Budget	FY 2019	% From Budget
	Budget	Projected		Budget	
Personnel	725,654	666,820	91.9%	-	-100.0%
Services	443,612	403,800	91.0%	-	-100.0%
Commodities	96,140	68,200	70.9%	-	-100.0%
Debt Service	-	-	N/A	-	N/A
Other	-	-	N/A	-	N/A
Total Operating Expense	1,265,406	1,138,820	90.0%	-	-100.0%
\$ of Budget		(126,586)		(1,265,406)	

Operating Excess (Deficit) (239,447) (358,069) -

OTHER FINANCING

Sources

Interfund Revenue - 110,000 N/A - N/A

Uses

Capital - - N/A - N/A
 Interfund Expense 45,056 206,396 458.1% - -100.0%

Total Uses 45,056 206,396 -

\$ of Budget 161,340 (45,056)

Total EXP AND USES 1,310,462 1,345,216 102.7% - -100.0%

Total Excess (Deficit) (284,503) (454,465) -

Beginning Balance 454,465 454,465 0

Ending Balance 169,962 0 0

% of Operating Expense 13.4% 0.0% N/A

Months of Operation 1.61 0.00 N/A

Budget Reconciliation

Total Projected Revenue 1,025,959 890,751 86.8% - -100.00%

\$ Difference (135,208) (1,025,959)

Total Projected Expense 1,310,462 1,345,216 102.7% - -100.00%

\$ Difference 34,754 (1,310,462)

MOTOR FUEL TAX FUND
FISCAL YEAR 2018 PROJECTIONS AND FISCAL YEAR 2019 OPERATING STATEMENTS

REVENUES	FY 2018 Budget	FY 2018 Projected	% of Budget	FY 2019 Budget	% From Budget
Interest	400	3,500	875.0%	1,000	150.0%
Other Revenue	210,834	227,000	107.7%	227,000	7.7%
Total Revenue	211,234	230,500	109.1%	228,000	7.9%
\$ of Budget		19,266		16,766	

EXPENDITURES	FY 2018 Budget	FY 2018 Projected	% of Budget	FY 2019 Budget	% From Budget
Services	20,700	11,206	54.1%	25,700	24.2%
Total Operating Expense	20,700	11,206	54.1%	25,700	24.2%
\$ of Budget		(9,494)		5,000	

Operating Excess (Deficit) 190,534 219,294 202,300

OTHER FINANCING

Sources

Interfund Revenue	-	-	N/A	-	N/A
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Capital	591,700	591,700	100.0%	23,000	-96.1%
Interfund Expense	32,968	32,968	100.0%	34,000	3.1%
Total Uses	624,668	624,668	100.0%	57,000	-90.9%
\$ of Budget		-		(567,668)	

Total EXP AND USES 645,368 635,874 82,700

Total Excess (Deficit) (434,134) (405,374) 145,300

Beginning Balance 646,367 646,367 240,993

Ending Balance 212,233 240,993 386,293

Budget Reconciliation

Total Projected Revenue	211,234	230,500	109.1%	228,000	7.94%
		19,266		16,766	
Total Projected Expense	645,368	635,874	98.5%	82,700	-87.19%
\$ Difference		(9,494)		(562,668)	

ENHANCED 911 FUND
FISCAL YEAR 2018 PROJECTIONS AND FISCAL YEAR 2019 OPERATING STATEMENTS

REVENUES	FY 2018 Budget	FY 2018 Projected	% of Budget	FY 2019 Budget	% From Budget
E911 Surcharge	36,300	36,953	101.8%	-	-100.0%
Interest	75	78	104.0%	-	-100.0%
Total Revenue	36,375	37,031	101.8%	-	-100.0%
\$ of Budget		656		(36,375)	

EXPENDITURES	FY 2018 Budget	FY 2018 Projected	% of Budget	FY 2019 Budget	% From Budget
Personnel	-	-	N/A	-	N/A
Services	-	-	N/A	-	N/A
Commodities	-	-	N/A	-	N/A
Total Operating Expense	-	-	N/A	-	N/A
\$ of Budget		-		-	

Operating Excess (Deficit) 36,375 37,031 -

OTHER FINANCING

Sources

Interfund Revenue - - N/A - N/A

Capital - - N/A 0 N/A

Interfund Expense - 14,900 N/A 0 N/A

Total Uses - **14,900** **N/A** - **N/A**

\$ of Budget 14,900 -

Total EXP AND USES - 14,900 N/A - N/A

Total Excess (Deficit) 36,375 22,131 -

Beginning Balance (22,131) 201,409 223,540

Ending Balance 14,244 223,540 223,540

Budget Reconciliation

Total Projected Revenue 36,375 37,031 101.8% - -100.0%

656 (36,375)

Total Projected Expense - 14,900 N/A - N/A

\$ Difference 14,900 -



VILLAGE OF GLENCOE

GENERAL FUND REVENUES

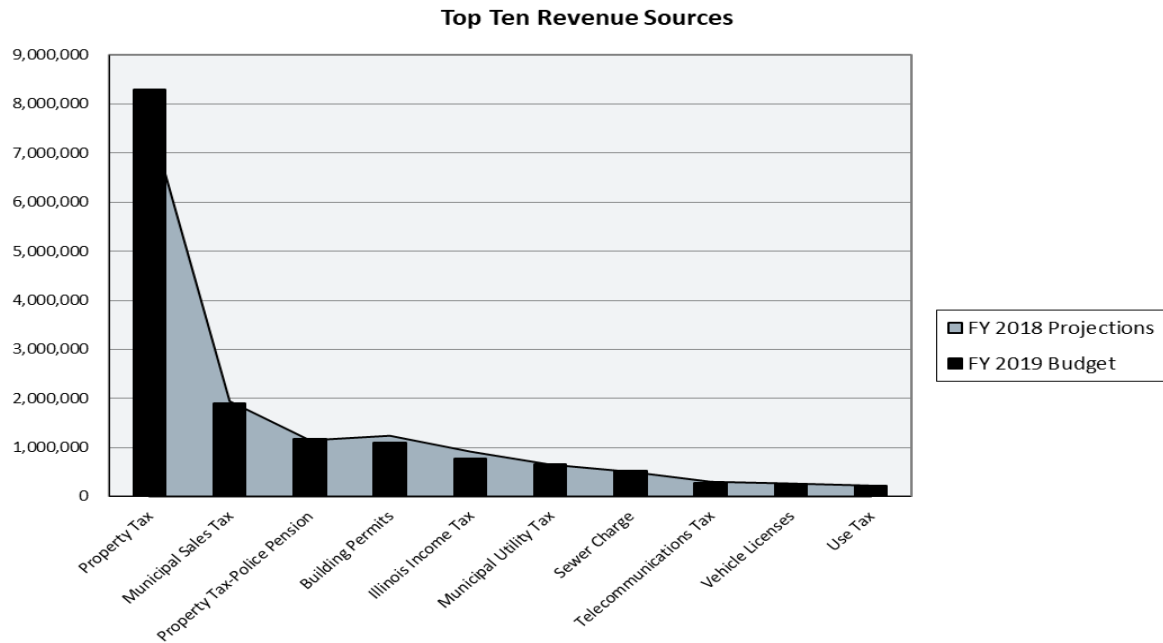
FISCAL YEAR 2019



GENERAL FUND REVENUE

REVENUE SUMMARY

The General Fund is the largest fund of the Village accounting for almost all of the services provided for the residents and is comprised of various revenues that come to the Village in support of the general operations of the Village. The General Fund includes total revenues of \$17,413,908. Approximately 88% of all General Fund revenue is generated from ten revenue sources including property tax, sales tax, income and use tax, telecommunications tax, utility (natural gas & electricity), building permits, vehicle licensing and sewer charges. These revenues are as follows, in descending order of percentage of total revenue budget:



Revenue Source	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Projections	FY 2019 Budget	% of Total
Property Tax	7,146,354	7,249,200	7,587,962	7,719,000	8,301,309	47.7%
Municipal Sales Tax	1,917,541	1,906,924	1,943,399	1,945,000	1,900,000	10.9%
Property Tax-Police Pension	1,098,263	1,116,414	1,138,359	1,147,000	1,166,743	6.7%
Building Permits	1,284,403	1,148,111	850,248	1,240,000	1,094,000	6.3%
Illinois Income Tax	847,050	931,426	830,541	917,400	780,144	4.5%
Municipal Utility Tax	833,857	686,023	658,728	652,000	652,000	3.7%
Sewer Charge	486,541	484,760	512,176	505,000	530,656	3.0%
Telecommunications Tax	353,101	355,806	312,889	302,500	286,000	1.6%
Vehicle Licenses	254,773	249,680	248,550	266,000	266,000	1.5%
Use Tax	173,326	200,164	213,125	223,000	220,000	1.3%
Selected Total	14,395,210	14,328,508	14,295,977	14,916,900	15,196,852	87.3%
Remaining Total	2,058,513	2,285,215	2,102,130	2,656,672	2,217,056	12.7%
Grand Total	\$16,453,723	\$16,613,723	\$16,398,107	\$17,573,572	\$17,413,908	87.3%
% Selected of Grand Total	87.5%	86.2%	87.2%	84.9%	87.3%	100.0%

GENERAL FUND REVENUE SUMMARY

With the questionable financial condition of the State of Illinois, the Village continues to seek to be less reliant on state-shared revenues (income, sales, and telecommunications taxes) and align core services with taxes/fees under non-home rule control.

PROPERTY TAXES

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

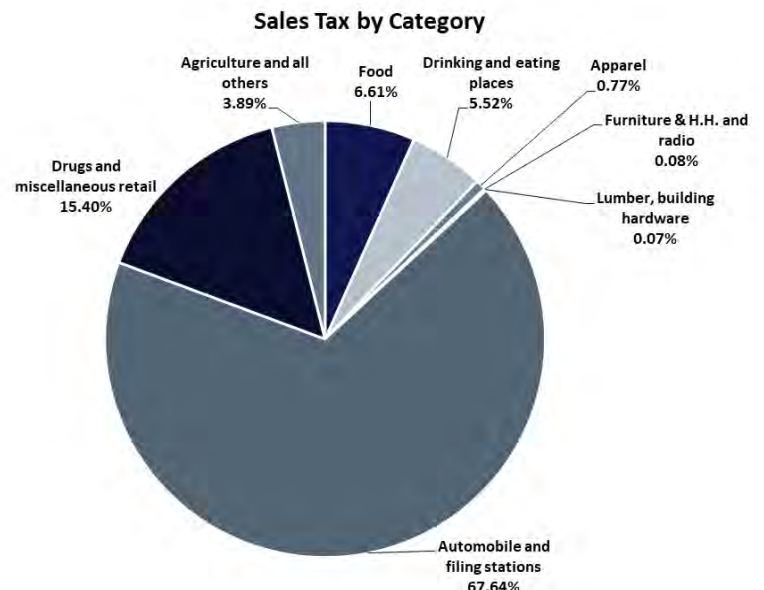
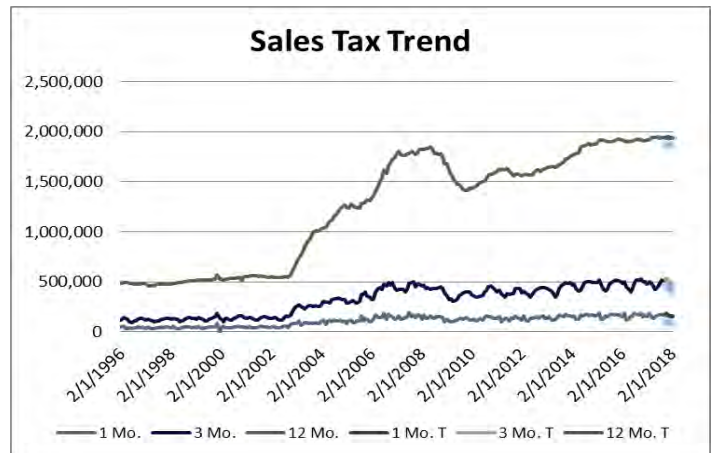
Unless otherwise directed, the Cook County levies a loss in collection factor of 3% to make up for taxes levied but otherwise not received by a community. Loss in collection is subject to the limits of Property Tax Extension Limitation Law (PTELL). Any revenue collected beyond budgetary need, will be used as directed by the Village Board.

SALES TAX

Sales tax is the second largest revenue source for the Village. Sales tax is derived from the sale of tangible personal property at businesses located in the Village of Glencoe. Effective January 1, 2018, tax in the amount of 9.0% is collected by the vendor and forwarded to the Illinois Department of Revenue. The Village collects a 1% sales tax rate on all sales that take place within the Village’s corporate limits.

For a typical sale in July for example, the tax would be collected from the purchaser at the point of sale, forwarded to the Illinois Department of Revenue (IDOR) in August, reviewed and formulated by IDOR in September and received by the Village in October. The graph on the right illustrates the sales tax trend for the Village of Glencoe from 1996 to 2018. Total sales tax revenue has remained relatively strong and stable over the last few years.

The chart on the right illustrates the sales tax by category for calendar year 2016. Data for 2017 was not available at the time this document was developed.



GENERAL FUND REVENUE SUMMARY

UTILITY TAX (NATURAL GAS & ELECTRICITY)

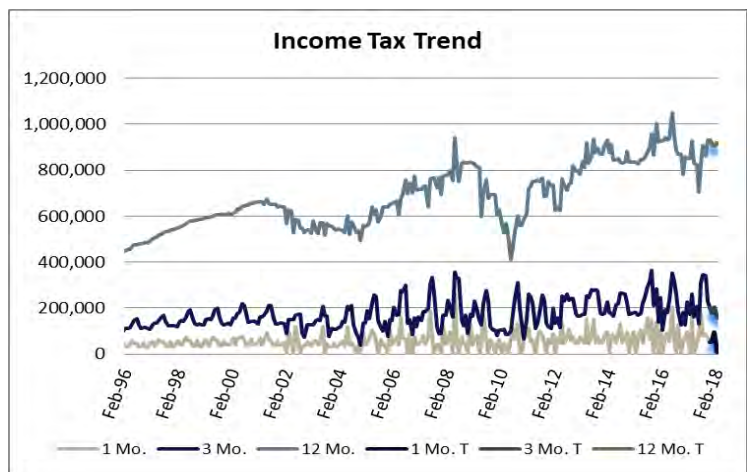
Utility Taxes are levied upon the gross receipts from the sale of utilities such as electricity, and gas in an amount not to exceed 5% of such receipts. These taxes are collected by the utility companies and forwarded to the Village on a monthly basis. Natural gas and electricity charges are based on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

SEWER CHARGES

Sewer Charges are calculated based on the amount of water that is used each billing quarter. Effective March 1, 2018, the charge for sewer will be increased to \$1.0027 per 100 cubic feet. By ordinance, the minimum sewer bill charged to all customers is \$10.27.

INCOME TAX

The State of Illinois levies and income tax on every individual, corporation, trust, and estate earning or receiving income. The tax is calculated by multiplying net income by a flat rate. These funds are then disbursed to the respective communities on a per capita basis. Though income taxes are a significant revenue source for the Village, they are subject to economic conditions statewide. Most recently there have been no delays in remittance of these taxes by the State.



The graph on the right illustrates the income tax trend for the Village of Glencoe from 1995 to 2017.

TELECOMMUNICATIONS TAX

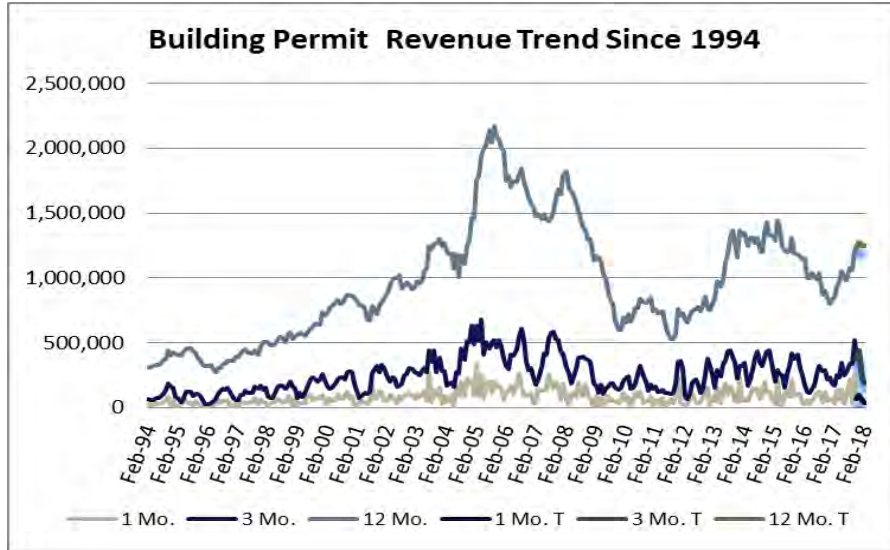
Telecommunications taxes are received from "...all persons in the act or privilege of originating or receiving interstate or intrastate telecommunications at a rate of 5% of the gross charges paid by such person (sec. 35A-9 Glencoe Village Code). The tax is collected by telecommunications providers when they invoice their clients for the telecommunications service (telephone, fax, pagers, cellular). The service providers then forward the tax to the Village monthly. This tax will continue to grow as we see continued growth in communications technology and the internet. Telecommunications tax is collected by the State of Illinois and remitted to the Village.

BUILDING PERMITS

Building Permits are paid by residents/contractors who are building or upgrading their homes or places of business. Plans are inspected to insure compliance with building and zoning regulations. Single-family permits continue to be the largest source of permit revenue for the Village. New construction permit fees are based on FAR (Floor Area Ratio), and is calculated at \$6.20 multiplied by the gross square feet of FAR. Home renovations and additions are based on the construction cost submitted by the contractor, and our fee is 3% of the construction cost estimate. The fee structure for building permits was last reviewed and modified during Fiscal Year 2008. The building permit revenue structure will be extensively reviewed in Fiscal Year 2019.

GENERAL FUND REVENUE SUMMARY

The graph below illustrates the building permit revenue trend for the Village of Glencoe from 1994 to 2018.



INVESTMENT INTEREST

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



VILLAGE OF GLENCOE

VILLAGE MANAGER'S OFFICE

FISCAL YEAR 2019



VILLAGE MANAGER'S OFFICE

The Village Manager's Office is responsible for providing overall direction and administration of policies and programs established by the Village President and Board of Trustees, and coordinating activities of the Village's operating departments, including development of the annual budget and implementation of the Village's Strategic Work Plan. Divisions within the Village Manager's Office include Administration, Legal, Community Services, Special Boards and Information Technology. The Village Manager's Office also includes human resources and Village clerk functions, including maintenance of Village records, responding to Freedom of Information Act requests and providing support to Village Boards and Commissions.

The Village Manager's Office is comprised of five divisions:

1. **Administration Division:**

This division coordinates activities amongst all operating departments, including development of the annual budget, formulation of policies related to financial and personal management and operating department goals and objectives. This division is also responsible for the Village's human resource management function.

2. **Legal Division:**

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.

3. **Information Technology Division:**

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

4. **Community Services Division:**

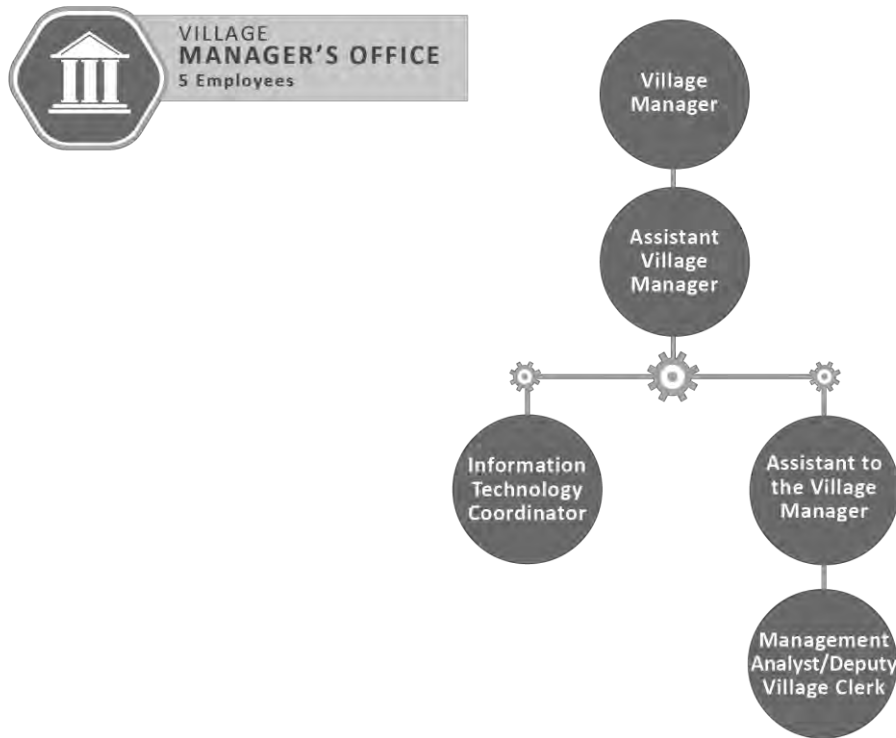
This division is responsible for providing support to different social agencies in the Village.

5. **Special Boards Division:**

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

DEPARTMENT STRUCTURE / STAFFING SUMMARY

ORGANIZATION CHART:



STAFFING SUMMARY:

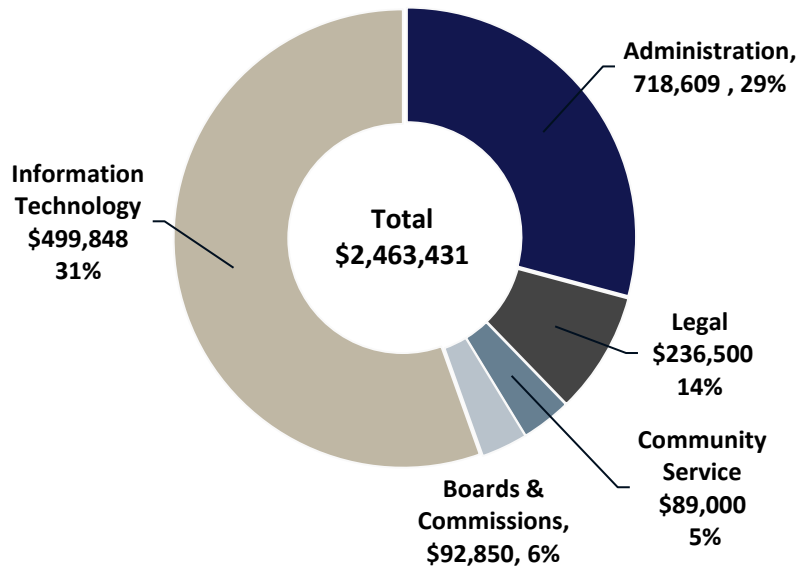
The Village Manager’s Office is comprised of five full-time employees. The Fiscal Year 2019 Budget provides supplemental contractual staffing support in the Village’s Information Technology Division.

The chart below illustrates authorized positions for Fiscal Year 2019, with the only change being the creation of the Assistant to the Village Manager position, replacing one Management Analyst position.

AUTHORIZED FULL-TIME POSITIONS			
POSITION TITLE:	FY 2017	FY 2018	FY 2019
Village Manager (by contract)	1	1	1
Assistant Village Manager	1	1	1
IT Coordinator	1	1	1
Assistant to the Village Manager	0	0	1
Management Analyst	1	2	1
Executive Assistant	1	0	0
Total:	5	5	5

BUDGET EXPENDITURE SUMMARY

Expenditures of the Village Manager’s Office include the Administration Division, Legal Division, Information Technology Division, Community Service Division and Boards and Commission Division. The total budget for the Village Manager’s Office is \$2,463,431.



	Administration	Legal	Community Service	Boards & Commissions	Information Technology	Total	Prior Fiscal Year's Budget	% Change from FY18
PERSONNEL	618,712	-	-	-	157,782	776,494	762,503	1.83%
SERVICES	98,697	211,500	-	-	361,090	671,287	570,964	17.57% ¹
COMMODITIES	1,200	-	-	-	47,000	48,200	60,300	20.07%
SUB-TOTAL	718,609	211,500	-	-	565,872	1,495,981	1,393,767	7.33%
CAPITAL	-	-	-	-	800,000	800,000	65,000	N/A ²
OTHER	-	-	87,000	80,450	-	167,450	181,850	-7.92%
COMBINED TOTAL	718,609	211,500	87,000	80,450	1,365,872	2,463,431	1,640,617	50.15%
GRAND TOTAL	718,609	211,500	87,000	80,450	1,365,872	2,463,431	1,640,617	50.15%

¹ The 17.5% increase in services and the 20% increase in commodities is mainly the result of the consolidation of information technology (IT) related expenses from each individual department into the Information Technology Division of the Village Manager’s Office. Correlating decreases in commodities expenses have been incorporated into the other departmental budgets.

² The 50.15% increase in the total budget for the Village Manger’s Office is due in large part to the \$800,000 allocated for the purchase of an Enterprise Resource Planning (ERP) program and related projects. This project alone accounts for over 23% of the total Fiscal Year 2019 Community Improvement Program budget. The remaining increase is attributable to the IT consolidation explained above.

VILLAGE MANAGER'S OFFICE | EXPENDITURES

Administration, Legal Services, Community Services, Boards & Commissions Fund: General
and Information Technology Divisions

Account:	Proposed FY 2019 Budget	Projected FY 2018 Budget	Approved FY 2018 Budget
42110 : SALARIES - REGULAR	564,376	536,766	536,766
SALARIES	564,376	536,766	536,766
42116 : LONGEVITY BONUS	1,950	1,225	1,225
42118 : SAFETY PAY	-	300	225
42120 : RHS PAY	5,584	2,400	1,868
42122 : INSURANCE OPT OUT	7,867	3,889	3,889
42124 : OTHER COMPENSATION	41,059	41,100	40,300
42610 : EMPLOYEE BENEFITS	43,457	70,737	70,737
46115 : SOCIAL SECURITY ADMIN.	31,002	30,917	30,917
46120 : MEDICARE ONLY CONTRIB.	8,669	8,341	8,341
46125 : ILL MUNI. RET. FUND	72,530	68,235	68,235
FRINGE BENEFITS	212,118	227,144	225,737
51140 : OFFICE EQUIPMENT MAINT.	43,020	37,500	42,820
52120 : COMPUTER SOFTWARE MAINT	80,530	43,060	43,060
52200 : POSTAGE	3,460	5,000	6,675
52205 : TELECOM/INTERNET SERV.	106,640	23,500	25,000
52210 : PUBLISHING	9,500	9,848	8,540
52220 : PUBLIC REPORTING	1,250	785	1,250
53105 : SOFTWARE SERVICES	20,200	5,700	4,700
53135 : PROFESSIONAL SERVICES	109,000	151,000	136,000
54105 : LABOR COUNSEL	15,000	18,000	40,000
54110 : CORPORATE COUNSEL	128,000	124,000	128,000
54115 : VILLAGE PROSECUTOR	10,500	13,800	10,500
54120 : LITIGATION COUNSEL	10,000	-	10,000
54125 : LEGAL COUNSEL - OTHER	48,000	56,000	48,000
55105 : MEMBERSHIPS/DUES	19,956	19,266	19,266
55110 : IN SERVICE TRAINING	31,700	27,500	34,100
55120 : PUBLICATIONS	291	600	303
57110 : EMPLOYMENT EXPENSE	12,800	-	-
57135 : SPECIAL EVENTS	13,340	6,400	5,100
57140 : RECEPTIONS & CEREMONIES	8,100	10,000	7,650
SERVICES	671,287	551,959	570,964
61170 : OFFICE SUPPLIES	-	2,500	2,000
61187 : VEHICLE GAS-OIL-GREASE	600	245	700
62105 : MISC COMPUTER EQUIPMENT	47,000	57,000	57,000
66105 : VEHICLE OPERATING EXPENSE	600	600	600
COMMODITIES	48,200	60,345	60,300

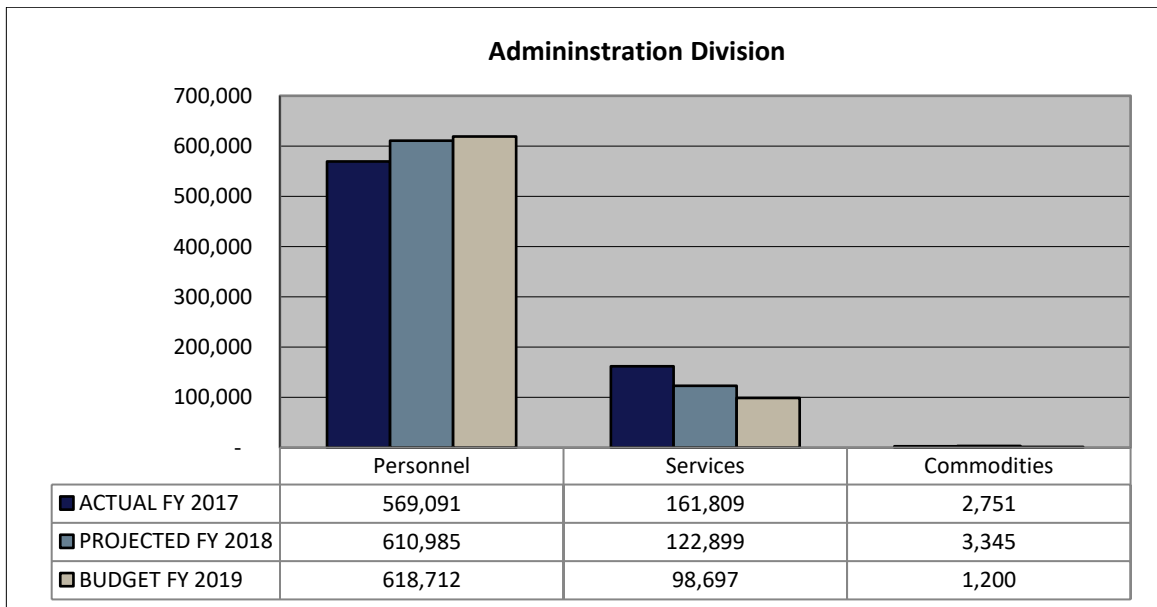
Account:	Proposed FY 2019 Budget	Projected FY 2018 Budget	Approved FY 2018 Budget
91105 : HISTORIC PRESERVATION COM	2,200	-	4,000
91115 : ZONING COMMISSION	-	50	100
91130 : GRANT PROGRAMS	87,000	89,000	89,000
92105 : PLANNING COMMISSION	28,000	25,000	25,000
92110 : ZONING BOARD OF APPEALS	1,250	1,000	1,250
92120 : HUMAN RELATIONS	500	500	500
92135 : SUSTAINABILITY INITIATIVES	11,500	20,000	20,000
92140 : ECONOMIC INITIATIVES	5,000	1,500	10,000
93105 : PUBLIC SAFETY COMMISSION	32,000	32,000	32,000
OTHER EXPENSE	167,450	169,050	181,850
TOTAL OPERATING:	1,663,431	1,545,264	1,575,617
CAPITAL			
82105 : DATA PROCESSING EQUIPMENT	800,000	65,000	65,000
Capital	800,000	65,000	65,000
GRAND TOTAL:	2,463,431	1,610,264	1,640,617

ADMINISTRATION DIVISION

The Administrative Division coordinates all activities amongst operating departments, including development of the annual budget, formulation of policies related to financial and personnel management and operating department goals and objectives as well as the management and administration of the Village's Strategic Work Plan. This division also oversees the Village's human resource management function.

This division is also generally responsible for the following:

- Administration and oversight of the Village's Strategic Work Plan
- Administration of all human resources needs of the organization
- 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
- Oversight and implementation of the Village's strategic and day-to-day information technology needs
- Economic development outreach and stewardship
- Special projects
- Administration and oversight of utility franchise agreements



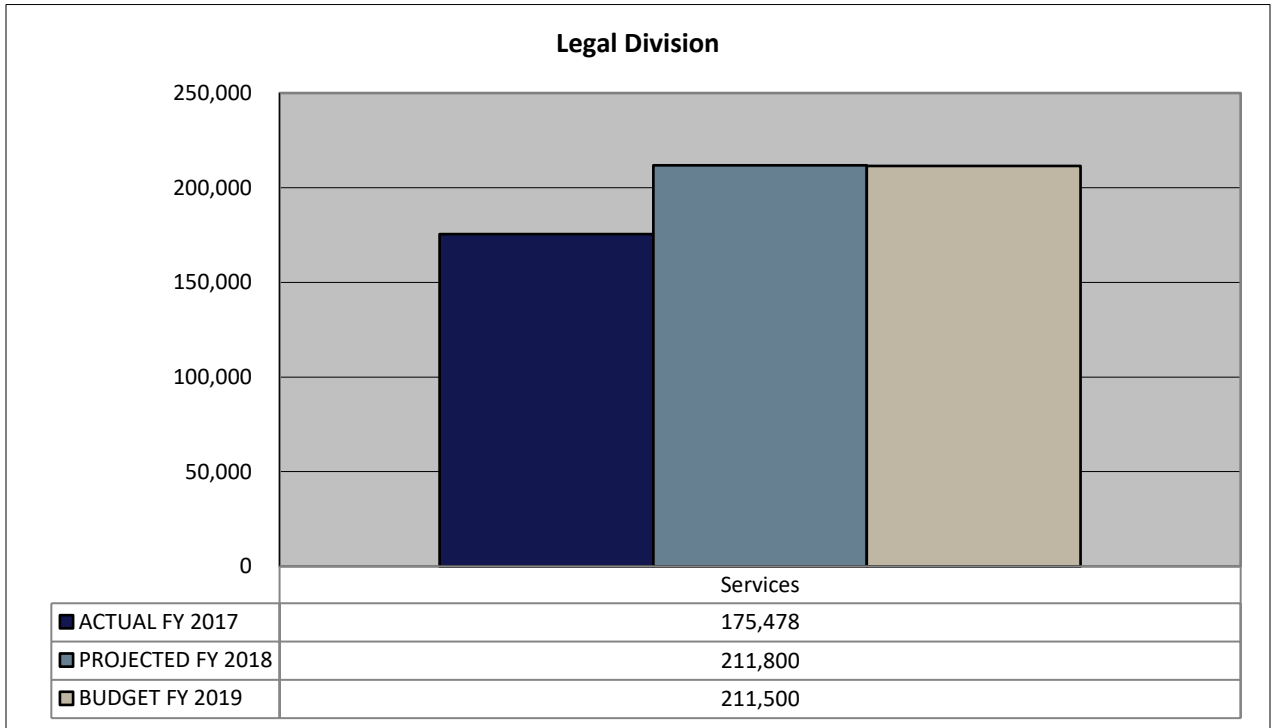
Village Manager's Office Administration Division Account Class Description:

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

LEGAL DIVISION

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

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



Village Manager’s Office Legal Division Account Class Description:

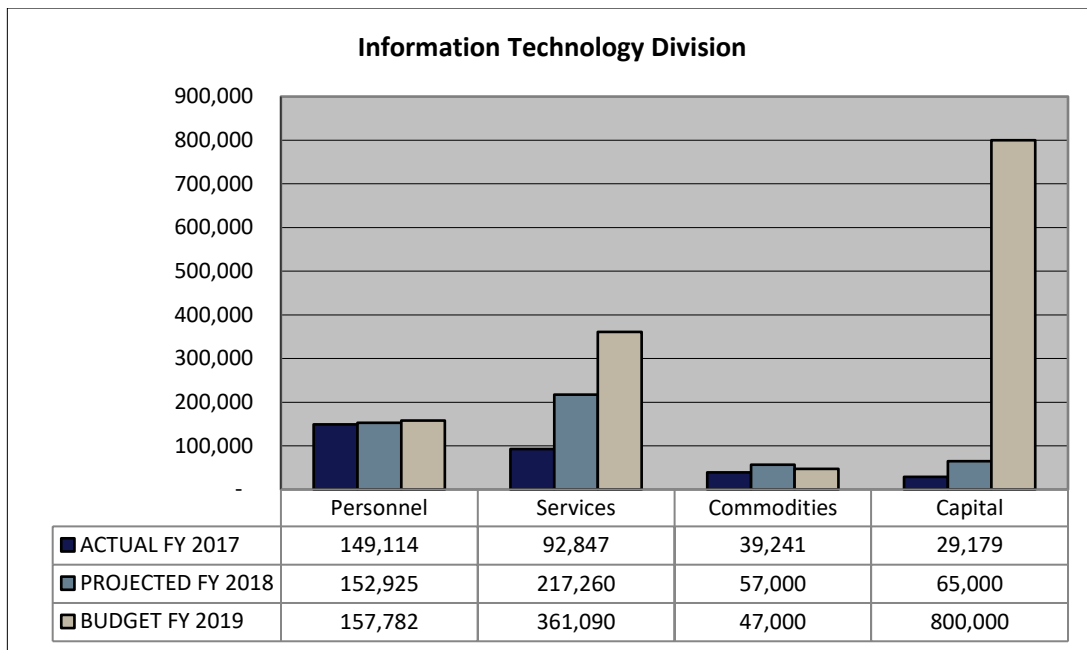
- *Services*: Legal fees

INFORMATION TECHNOLOGY DIVISION

The Information Technology 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*: Equipment³

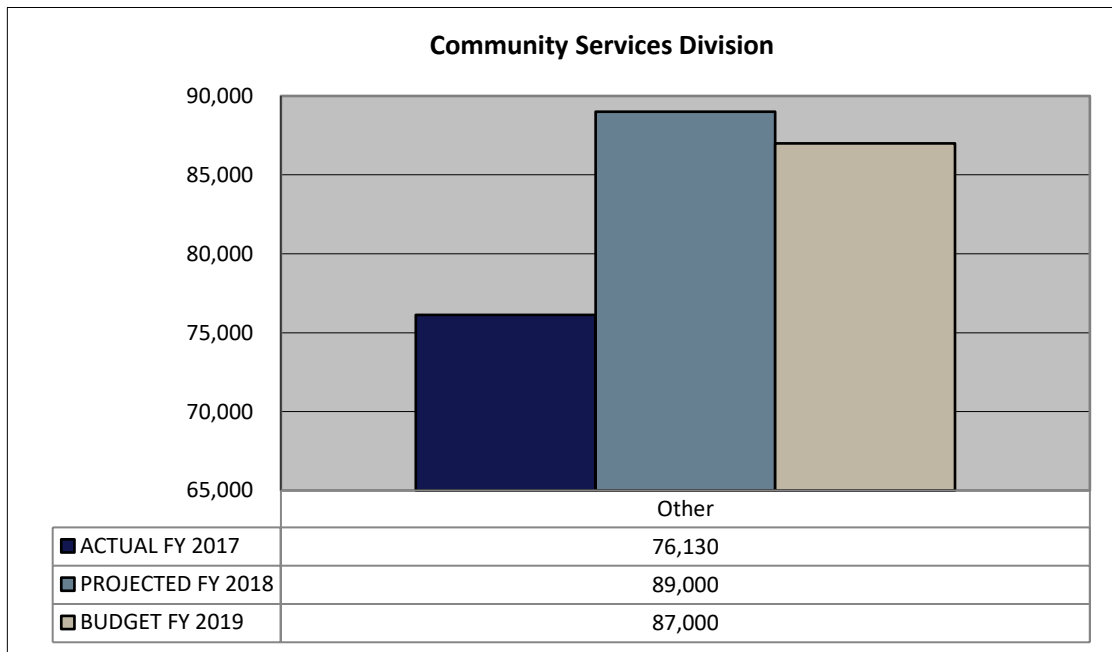
³ The increase in the capital expenses in the Information Technology Division is due in large part to the \$800,000 allocated for the purchase of an Enterprise Resource Planning (ERP) program and related projects. This project alone accounts for over 23% of the total Fiscal Year 2019 Community Improvement Program budget.

COMMUNITY SERVICES DIVISION

The Community Services Division provides limited financial support and funding for the following organizations through the Village's Community Grants Program:

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

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 Community Services Division Account Class Description:

- *Other*: Community Grants

SPECIAL BOARDS DIVISION

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

- Zoning Board of Appeals/Zoning Commission
- Plan Commission
- Historic Preservation Commission
- Public Safety Commission
- Community Relations Forum
- Sustainability Task Force
- Sesquicentennial Planning Group

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

The Plan Commission is comprised of 10 members: four citizens appointed at large by the Village Board, the Village President and one member each from the Library Board, Park District Board of Commissioners, School District Board of Education, 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 appointed by the Village Board 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

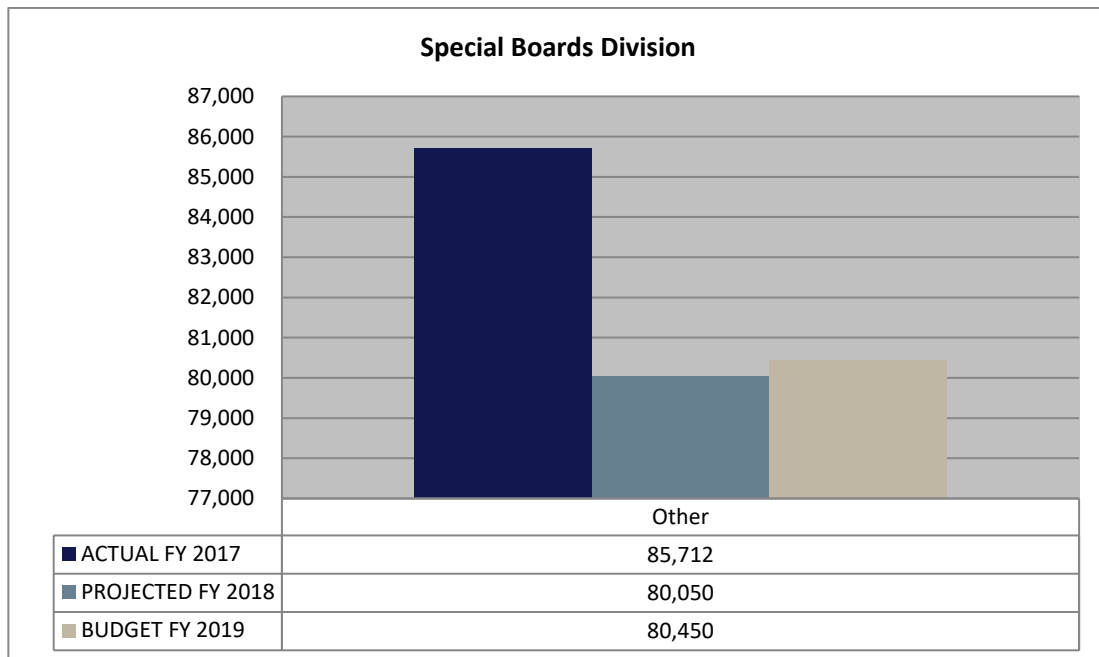
The Community Relations Forum consists of nine members who are appointed to three-year terms and acts in an advisory capacity to the Village President and Board of Trustees on human relations issues within the Village and aids the Village in facilitating public dialogues about community issues and projects.

Sustainability Task Force

The Sustainability Task Force consists of 10 members, representing Glencoe organizations and residents, and focuses on raising awareness of sustainability initiatives within the Village and is charged with recommending sustainability efforts and events.

Sesquicentennial Planning Group

While the structure of the Sesquicentennial Planning Group was still under development at the time the budget was being prepared, a dedicated group of volunteers is planning a year-long celebration during calendar year 2019 to celebrate the 150th anniversary of the Village of Glencoe's incorporation.



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

- *Other*: Contractual support (planning services) and professional services

GOALS & OBJECTIVES

FISCAL YEAR 2018 ACCOMPLISHMENTS:

In addition to the daily responsibilities of the Village Manager's Office, other special projects were undertaken in Fiscal Year 2018 with results as follows:

1. Retained AAA bond rating from Standard & Poor's, a distinction shared by very few non-home rule communities in Illinois;
2. Completed the enterprise resource planning (ERP) system needs analysis, initiated a request for proposals process to purchase a new ERP system and initiated contract negotiations to purchase a new system;
3. Facilitated the State-mandated emergency dispatch consolidation, transitioning services to the Village of Glenview, culminating a multi-year process to determine the best possible consolidation options;
4. Partnered with the Public Works Department to implement a new residential garbage collection services agreement with Lakeshore Recycling Systems, ending the approximately \$450,000 subsidy from the General Fund to the Garbage Fund and avoiding over \$1.5 million in future capital investments in aging garbage collection equipment;
5. Partnered with the Finance Department to recommend a new water rate based on a comprehensive analysis of the water production and distribution systems' current future operational and capital funding needs;
6. Continued membership in the Chicago North Shore Convention and Visitors Bureau, attended multiple networking events and placed an ad to promote summertime activities in the community;
7. The Village's Business Services Team initiated a new *Business Before Hours* event to support on-going dialogue between staff and the business community. Four events were held during Fiscal Year 2018;
8. On-boarded 20 new Village employees and completed four internal promotions;
9. Finalized negotiations with Cook County Forest Preserve District regarding the long-term use of the Glencoe Golf Club and entered into an amended land use agreement;
10. Replaced information technology network infrastructure routing equipment;
11. On-boarded a new information technology supplemental staffing services provider;
12. Began implementation of a recommendation of the Downtown Plan (adopted in December 2016) to commence a planning review process to enhance Tudor Court;
13. Completed work on and launched the Village's fully-redesigned website, with over 3,000 unique viewers monthly;
14. Updated public communication materials, including creating a new bi-weekly e-news with over 2,500 subscribers and redesigning the community newsletter to be more reader-friendly; and

15. Enhanced the Village’s social media presence by employing new social media platforms and routinized the use of GlencoeCONNECT to communicate emergency information and weekly construction updates.

FISCAL YEAR 2019 GOALS:

In addition to the goals and projects included in the forthcoming Strategic Work Plan, the Village Manager’s will endeavor to accomplish the following goals in Fiscal Year 2019:

Goals:	Anticipated Completion:
Commence implementation of the Village-wide ERP system, including extensive business process review and improvements.	Ongoing objective <i>(Anticipated completion in FY 2020-2021)</i>
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.	Quarter 1
Enter into a retainer agreement for corporation counsel with Holland & Knight to standardize billing and increase ease of access to legal advice.	Quarter 1
Complete the Tudor Court design analysis and subsequent recommendation to the Village Board detailing proposed next steps.	Quarter 1
Complete comprehensive update of the Village’s personnel policies and associated training.	Quarter 1
In partnership with the Finance Department, develop electronic record retention standards and implement a Village-wide document retention system.	Quarter 1
In partnership with the Finance Department, produce the Village’s first budget brief to better communicate the Village’s budget, fee structure, Community Improvement Program and various engagement opportunities to residents.	Quarter 1
In partnership with the Public Works Department and Finance Department, prioritize all known needed infrastructure improvements, incorporating the Village’s debt capacity and need for major infrastructure upgrades.	Quarter 3
Review and develop a comprehensive financing plan to accommodate capital investments for the coming 10-year period and beyond.	Quarter 3
Consideration of a redevelopment plan for the Glencoe Golf Club clubhouse.	Quarter 4
Implement enhanced employee training curriculum.	Ongoing objective
Consider and implement shared service opportunities with other units of government.	Ongoing objective
Expand the Village’s employee wellness program.	Ongoing objective
Continue planning for the Village’s sesquicentennial celebration in 2019, when the Village will celebrate 150 years since incorporation.	Ongoing objective <i>(Celebration commences in calendar year 2019)</i>



VILLAGE OF GLENCOE

FINANCE DEPARTMENT

FISCAL YEAR 2019



FINANCE DEPARTMENT

The Finance Department provides the Village with a wide range of financial, analytical and administrative support. Services include accounting management and oversight of all Village funds (including management of the general ledgers of the Village, Glencoe Golf Club, Police Pension Fund and Firefighters' Pension Fund), reconciliation of various bank accounts, coordination of the annual audit process, payroll/timekeeping, employee benefits administration, accounts receivable, utility billing, cash receipts and management, purchasing and budget management.

The Finance Department is comprised of three divisions:

1. **Administrative Division**

The Administration division provides the resources necessary for budget development, Village-wide accounting services, payroll, accounts payable, cash receipts and management, purchasing oversight, benefits administration, utility billing service, collection service and administrative and technical support to the Glencoe Golf Club, the Glencoe Public Library, the Police Pension Fund and the Firefighters Pension Fund.

2. **Purchasing Services Division (formerly Support Services Division)**

A newly-created division, the Purchasing Division consolidates purchases related to supplies, postage, credit card and banking fees. This will allow staff 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, improving the uniformity of the purchasing process and eliminating individual purchasing efforts on the part of each separate department. The improved purchasing process will be guided by the new purchasing policy recently adopted by the Village Board.

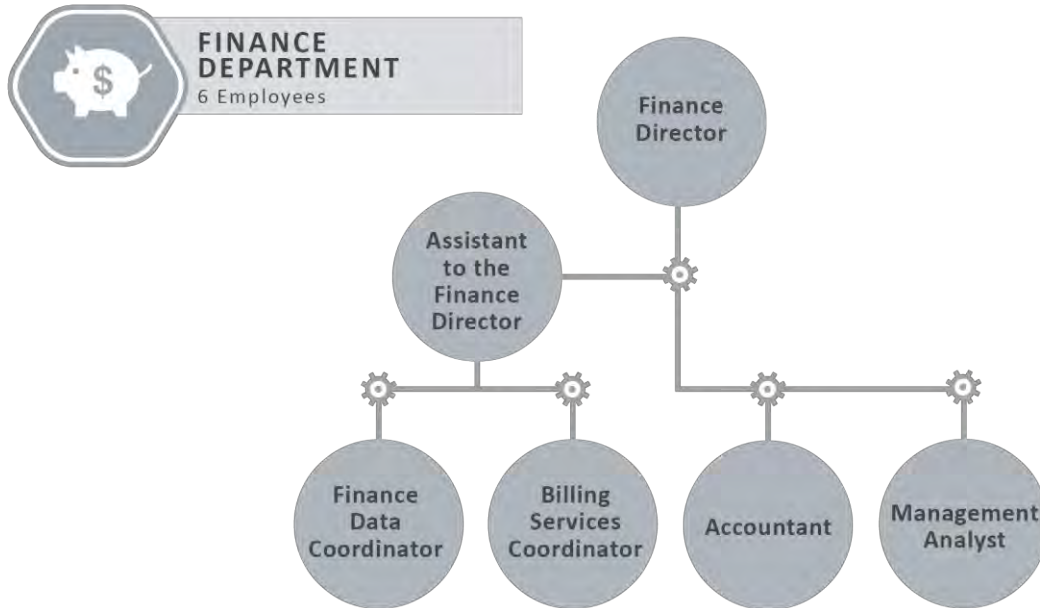
3. **Liability Insurance (Risk Management) Division**

The Liability Insurance (Risk Management) division includes a portion of the Village's liability insurance costs, cost of unemployment insurance and flexible spending account fees. The division also includes the Village and Library's share of Personal Property Replacement Tax (PPRT). The division formally included a transfer to the Garbage Fund. With the outsourcing of Village garbage collections services, the transfer to the Garbage Fund has been eliminated. In an effort to aggregate related liability service costs that were budgeted in each department's budget, public liability insurance and insurance deductible expenses have been consolidated into the liability insurance division. This will allow for better management and simpler accounting of risk management services for the Village.



DEPARTMENT STRUCTURE / STAFFING SUMMARY

ORGANIZATION CHART:



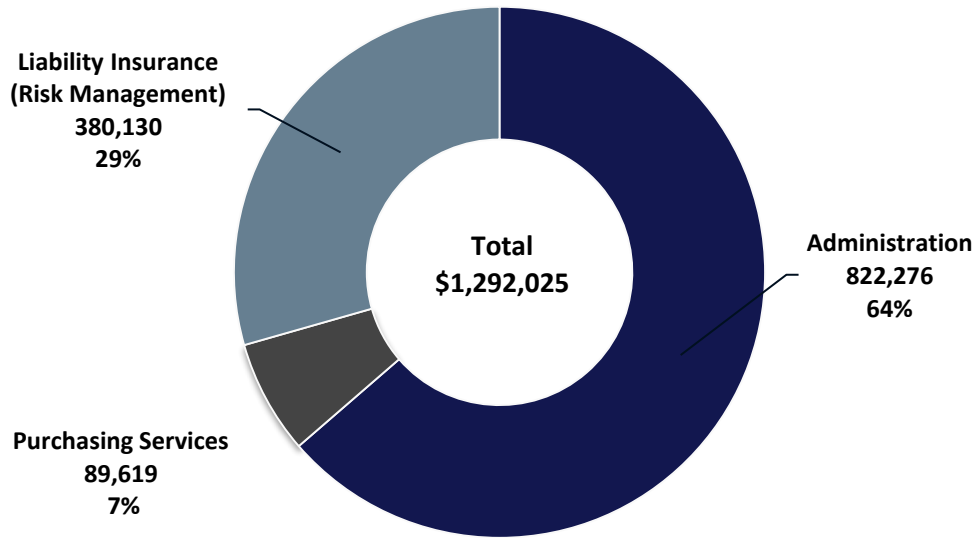
STAFFING SUMMARY:

The Finance Department is comprised of six full-time employees.

AUTHORIZED FULL-TIME POSITIONS			
POSITION TITLE:	FY 2017	FY 2018	FY 2019
Finance Director	1	1	1
Assistant to the Finance Director/Purchasing Coordinator	1	1	1
Accountant	1	1	1
Management Analyst	1	1	1
Financial/Billing Services Coordinator	1	1	1
Data Coordinator	0	1	1
Total:	5	6	6

BUDGET EXPENDITURE SUMMARY

Expenditures in the Finance Department includes Administration, Purchasing and Liability Insurance (Risk Management) Divisions. The total budget for the Finance Department is \$1,292,025.



	Administration	Purchasing Services	Liability Insurance	Total	Prior Fiscal Year's Budget	% Change from FY18
PERSONNEL	771,586	-	6,030	777,616	775,554	0.27%
SERVICES	44,730	37,050	356,500	438,280	142,511	207.54% ¹
COMMODITIES	4,460	52,569	-	57,029	64,869	-12.09%
SUB-TOTAL	820,776	89,619	362,530	1,272,925	982,934	29.50%
OTHER	1,500	-	17,600	19,100	16,500	15.76%
COMBINED TOTAL	822,276	89,619	380,130	1,292,025	999,434	29.28%
GRAND TOTAL	822,276	89,619	380,130	1,292,025	999,434	29.28%

¹ The increase reflected in the services component of the Finance Department Budget represents an effort to consolidate purchasing into one department and due to aggregating public liability insurance and insurance deductible expenses from other department line items into the Risk Management Division. This will allow for better managing of risk management services for the Village.

FINANCE DEPARTMENT | EXPENDITURES

Administration, Purchasing Services, and Liability Insurance Divisions

Fund: General

Account:	Proposed FY 2019 Budget	Projected FY 2018 Budget	Approved FY 2018 Budget
42110 : SALARIES - REGULAR	534,691	505,625	505,625
42310 : OVERTIME	-	1,000	-
SALARIES	534,691	506,625	505,625
42116 : LONGEVITY BONUS	6,525	6,625	5,325
42118 : SAFETY PAY	-	550	450
42120 : RHS PAY	4,637	2,786	1,500
42122 : INSURANCE OPT OUT	3,934	3,889	3,889
42124 : OTHER COMPENSATION	1,253	1,253	1,253
42610 : EMPLOYEE BENEFITS	119,783	108,182	108,182
42625 : FSA FEES	2,030	2,000	2,000
46115 : SOCIAL SECURITY ADMIN.	29,222	28,304	28,304
46120 : MEDICARE ONLY CONTRIB.	7,600	7,286	7,286
46125 : ILL MUNI. RET. FUND	63,941	59,432	59,432
47110 : UNEMPLOYMENT INSURANCE	4,000	-	52,308
FRINGE BENEFITS	242,925	220,307	269,929
52120 : COMPUTER SOFTWARE MAINT	-	49,423	53,970
52125 : BANKING FEES	20,000	20,000	22,000
52195 : CREDIT CARD FEES	6,800	-	-
52200 : POSTAGE	10,250	3,000	4,000
52205 : TELECOM/INTERNET SERV.	-	670	2,160
53115 : AUDITING SERVICES	30,495	27,540	27,540
55105 : MEMBERSHIPS/DUES	4,865	4,585	4,585
55110 : IN SERVICE TRAINING	9,370	5,000	6,770
56105 : PUBLIC LIABILITY INSUR.	219,000	6,236	6,236
56110 : INSURANCE DEDUCTIBLES	137,500	2,000	2,500
57110 : EMPLOYMENT EXPENSE	-	12,750	12,750
SERVICES	438,280	131,204	142,511
61165 : SUNDRY	6,000	2,500	2,800
61170 : OFFICE SUPPLIES	36,079	43,119	43,119
61187 : VEHICLE GAS-OIL-GREASE	700	650	700
66105 : VEHICLE OPERATING EXPENSE	250	100	250
66110 : USE OF FUEL - OTHER GOV'T	14,000	18,000	18,000
COMMODITIES	57,029	64,369	64,869
56120 : EMPLOYMENT INCENTIVES	2,600	-	-
92145 : PPRT PAYMENT TO LIBRARY	15,000	15,000	15,000
93125 : MISCELLANEOUS REFUNDS	1,500	1,500	1,500
OTHER EXPENSE	19,100	16,500	16,500
GRAND TOTAL	1,292,025	939,005	999,434

ADMINISTRATION DIVISION

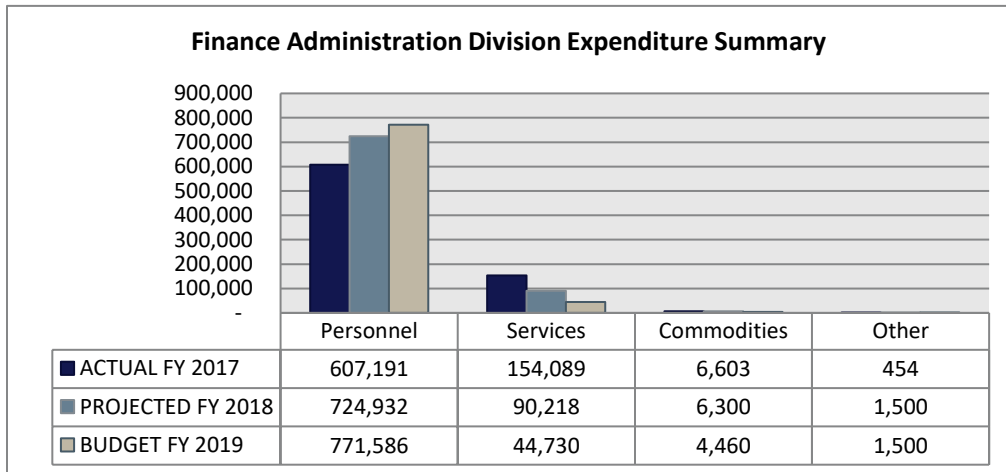
The Administrative Division of the Finance Department deals with the daily accounting activities including processing accounts payable, accounts receivable, central collections and cash receipts, general ledger fund accounting, preparation of applicable state and federal reports, and monthly financial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

Other responsibilities include:

- Benefits administration
- Purchasing oversight
- Liability claims coordination
- Workplace safety coordination
- Utility billing service
- Administrative support to the Glencoe Golf Club and the Glencoe Public Library
- Auditing internal functions of the Village
- Managing finances for the Police Pension and Firefighters Pension
- Coordinating and managing the annual renewal of vehicle and pet licensing, including alarm permit registration and occurrence billing
- Maintain revenue trend information

Expenditure Summary:

The Finance Administration Division Fiscal Year 2019 budget is \$822,276. Below is the review of expenditures for the administration division²:



Administration Division Account Class Description:

- *Personnel*: Salaries, Employee Benefits and Pension Cost
- *Services*: Service Fees, Professional Services, Membership Dues and Training
- *Commodities*: Office Supplies and Vehicle Operating Expense
- *Other*: Collection Expense and Miscellaneous Refunds

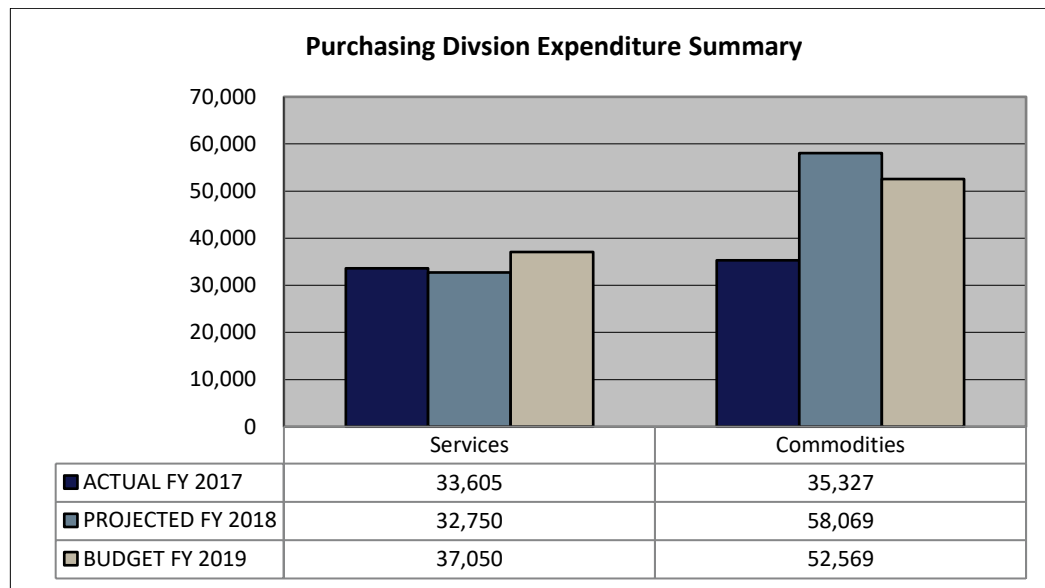
² The increase reflected in the personnel component of the Finance Department Budget is mainly related to retirement, health, savings (RHS) pay and longevity bonuses.

PURCHASING SERVICES DIVISION

The Purchasing Division (formerly Support Services Division) is a newly-created division within the Finance Department which serves as the central oversight of procurement activities for materials, equipment, supplies and services contributing to the efficient and cost effective operation of the Village. The Purchasing Division strives to procure quality goods and services at competitive prices within the guidelines of the Village’s recent comprehensive purchasing policy and ethical and legal requirements of the Village.

Expenditure Summary:

The Purchasing Services Division Fiscal Year 2019 budget is \$89,619. Below is the review of expenditures for the purchasing services division:



Purchasing Division Account Class Description:

- *Services*: Service Fees
- *Commodities*: Office Supplies

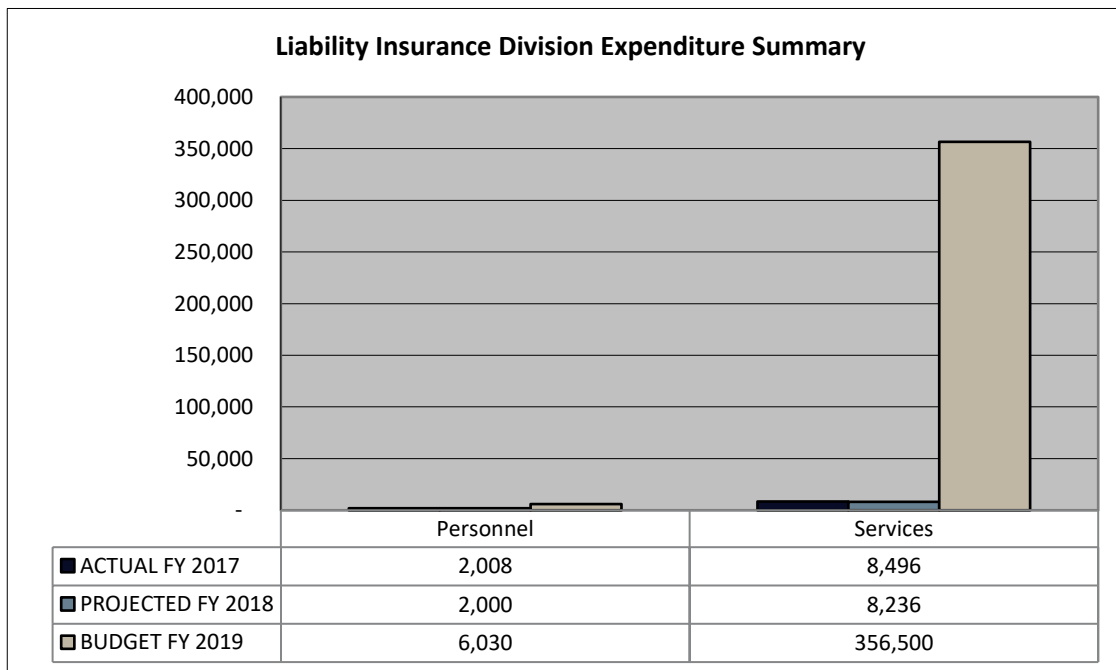
LIABILITY INSURANCE (RISK MANAGEMENT) DIVISION

The Liability Insurance Division of the Finance Department funds premiums for the Village’s participation in the Intergovernmental Risk Management Agency (IRMA) and reflects the cost of a portion of the Village’s contribution to IRMA. During Fiscal Year 2013 the contribution formula was modified to assign cost of contribution to departments on a percentage of claims activity bases. The Public Safety Department, Public Works Department, Water Fund and Golf Club were paying nearly the entire annual contribution. Those funds were also paying their own deductible losses. In order to improve management control over claims and to simplify accounting for the costs of the annual contribution, related deductibles have been consolidated into this division except for the Water Fund and the Glencoe Golf Club. The Village’s current deductible is \$100,000.

Also, previously included in this division has been the interfund transfer up to \$450,000 from the General Fund to the Garbage Fund. With the outsourcing of the Village’s garbage collection services, the transfer of \$450,000 has been eliminated

Expenditure Summary:

The Liability Insurance (Risk Management) Division Fiscal Year 2019 budget is \$380,130. Below is the review of expenditures for the liability insurance division:



Liability Insurance Account Class Description:

- *Personnel*: Unemployment Insurance and flexible spending account fees
- *Services*: Risk Management, which includes annual contribution and deductible expenses

GOALS & OBJECTIVES

FISCAL YEAR 2018 ACCOMPLISHMENTS:

In addition to the daily responsibilities of the department, other special projects were undertaken in Fiscal Year 2018 with results as follows:

1. Implemented local tax levy process for Washington Place Special Service Area debt service tax collection and debt payment.
2. Implemented improvements to time and attendance processing to provide email notifications related to leave requests and approvals.
3. Implemented mobile time clock punch for eligible employees.
4. In partnership with the Public Works Department and Village Manager's Office, coordinate the completion of a Water Rate Analysis with Ehlers, Inc., which evaluated the existing water rate structure and potential future changes to the rate structure to ensure that the water system's financial resources are adequate to continue providing high quality service and appropriate reinvestment into the Village's water system.
5. Assisted the Village Manager's Office in the preparation of the draft debt plan, which was reviewed by the Finance Committee at their November meeting.
6. Assisted the Village Manager's Office in the creation of the annual update of the long range financial forecast and long range community improvement plan.
7. Assisted the Village Manager's Office in the preparation of the Annual Operating and Capital Budget.
8. Coordinate annual review and updates to the Village's Major Financial Policies with the Finance Committee.
9. Coordinated and assist the independent auditors in the preparation of the Comprehensive Annual Financial Report (CAFR).
10. Obtained all three Government Finance Officers Association (GFOA) prestigious awards for Budget, CAFR, and PAFR; certifying that the Village's finance reports are being produced at the highest standard possible.
11. Reviewed and updated the Village's Purchasing Policy, which was last updated in 2011. The policy and associated Village Code modifications were approved by the Village Board at the December Board meeting.
12. Participated in the enterprise resource planning (ERP) system needs analysis, initiated a request for proposals process to purchase a new ERP system and assisted with development of recommendation of a new ERP system provider.
13. With the outsourcing of the Village's Garbage Services to LRS, assisted the Public Works Department in providing a seamless billing transition;
14. Contracted with Third Millennium (TMA) for mailing, fulfillment and online record keeping services for Vehicle and Pet Licenses renewal to improve operational effectiveness and efficiency.
15. With the Consolidation of Dispatch with Village of Glenview, worked with Illinois EPay (online transaction merchant bank) to develop a Quarterly Permit payable for the commuter parking lot permits.
16. Implemented barcode scanning for utility bills and alarm permits. The barcode eliminates approximately 100-150 hand entered transactions each month.
17. Provided financial reports on a monthly basis to the Finance Committee.

FISCAL YEAR 2019 GOALS:

In addition to the goals and projects included in the forthcoming Strategic Work Plan, the Finance Department will endeavor to accomplish the following goals in Fiscal Year 2019:

Goals:	Anticipated Completion:
Assist with the enterprise resource planning (ERP) system implementation, including extensive business process review.	Ongoing objective <i>(Anticipated completion in FY 2020-2021)</i>
Increase participation in vendor electronic payment program further reducing postage and administrative cost associated with accounts payable.	Ongoing objective
Maintain quality of annual budget, CAFR and PAFR at GFOA award-winning levels.	Ongoing objective
Identify process and procedures that can be enhanced to improve operation effectiveness and efficiency.	Ongoing objective
Consider enhancing Village collection procedure by using State of Illinois to collect unpaid debts and utilizing the quarterly utility bill.	Quarter 1
Update the Village's safety incentive policy to comply with new State regulations.	Quarter 1
Implement new water billing rate structure and partner with the Village Manager's Office to ensure that the rate changes and justification for the increases are communicated to residents.	Quarter 1
Conduct the 2018 vehicle and pet license renewal process.	Quarter 1
Continue review of long-term debt plan tied to the Village's CIP.	Quarter 1
In partnership with the Village Manager's Office, produce the Village's first budget brief to better communicate the Village's budget, fee structure, CIP and various engagement opportunities to residents.	Quarter 1
In partnership with the Village Manager's Office, develop electronic record retention standards and implement a Village-wide document retention system.	Quarter 1
Assist Village Manager's Office with development of long range financial forecast and CIP.	Quarter 2
Assist Village Manager's Office with development of annual operating budget and annual capital budget.	Quarter 2
Coordinate review of major financial policies.	Quarter 2
In partnership with the Public Works Department and Village Manager's Office, prioritize all known needed infrastructure improvements, incorporating the Village's debt capacity and need for major infrastructure upgrades.	Quarter 3



VILLAGE OF GLENCOE

PUBLIC SAFETY DEPARTMENT

FISCAL YEAR 2019



PUBLIC SAFETY DEPARTMENT

The Public Safety Department is comprised of three separate operational divisions, providing police, fire and emergency medical services to the community. Since its inception in 1954, the unique nature of the public safety model eliminates the need for separate work forces as each Public Safety Officer (PSO) is certified as a police officer, firefighter and emergency medical technician (EMT). 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 require higher staffing levels.

To ensure the highest level of public safety services, the department has attained accreditation by both the Commission on Accreditation for Law Enforcement Agencies (since 1994) and the Commission on Fire Accreditation International (since 2004).

As described above, the Public Safety Department is comprised of the following three divisions:

1. **Police Service Division:**

The Police Service 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;
- Criminal apprehension;
- Identification and recovery of evidence;
- Public education; and
- Community services.

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

2. **Fire Service Division:**

The Fire Service Division has the responsibility to:

- Respond to, attack, confine and extinguish fires with a minimal loss of life and property;
- Respond to and control hazardous material situations;
- Provide dive/boat rescue and recovery;
- Provide vehicle extrication and life safety services;
- Provide confined space, trench rescue, and high angle rescue services coordinated with the MABAS Division #3 Technical Rescue Team; and
- Fire/arson investigation services.

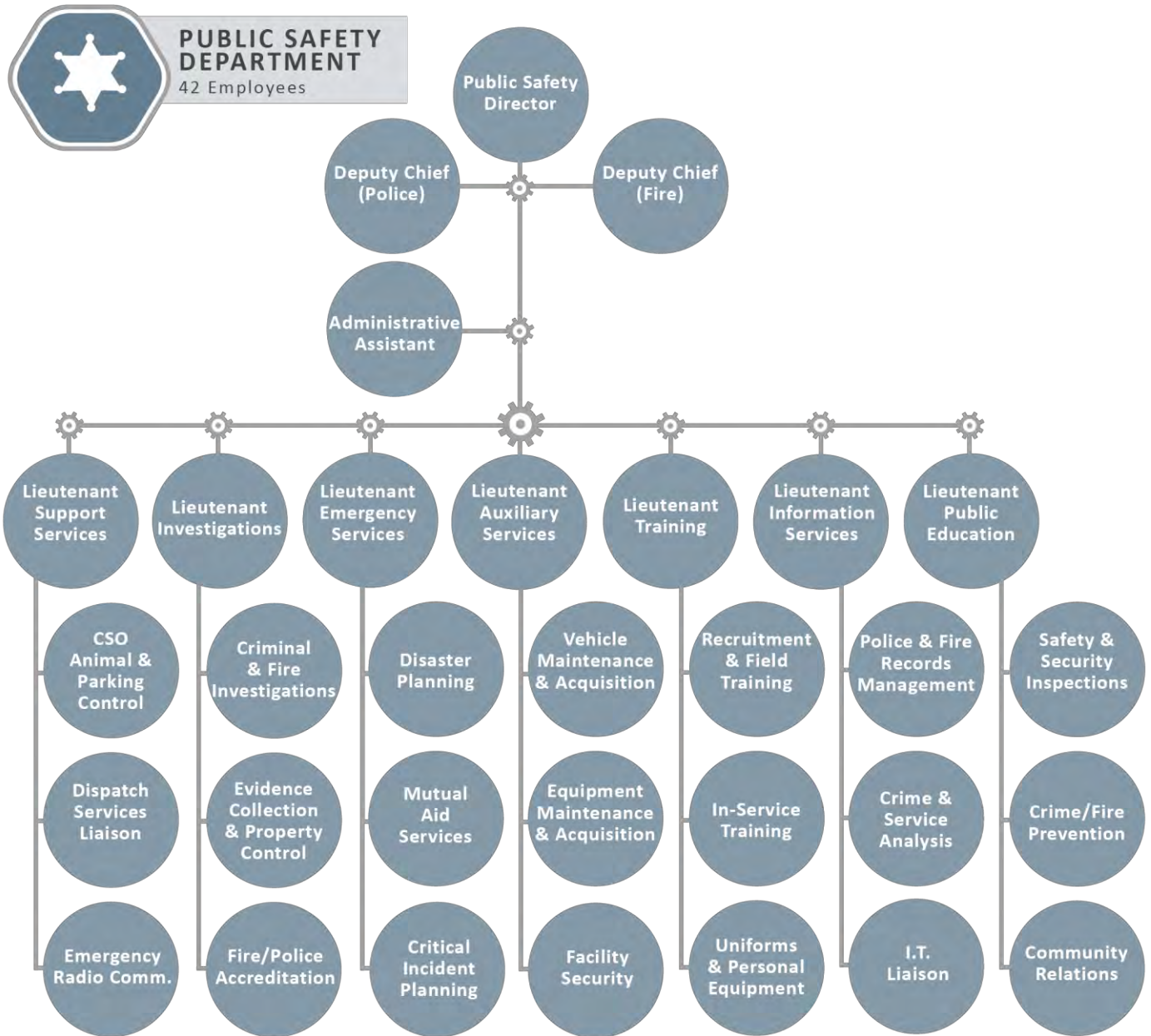
The Fire Service Division utilizes fire inspection, prevention and education programs in order to reduce the frequency of fires within the community. These proactive programs focus on fire prevention activities through periodic surveys and inspections in order to increase fire safety.

3. **Emergency Medical Service (EMS) Division:**

The EMS Division of the Public Safety Department 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 in an effort to increase first aid awareness throughout the Village.

DEPARTMENT STRUCTURE / STAFFING SUMMARY

ORGANIZATION CHART:



STAFFING SUMMARY:

In Fiscal Year 2018, five Communications Operator positions were eliminated due to the State-mandated emergency dispatch consolidation. Subsequently, two administrative staff positions were added (a Community Service Officer and a Records Clerk) to accommodate operational changes related to the consolidation.

Prior to this, the other most recent major change to the Public Safety Department staffing model came in Fiscal Year 2016 when the sworn officer staffing level was increased from 33 to 36. The increase included

two new Public Safety Officer positions and the reinstatement of a second Deputy Chief position.

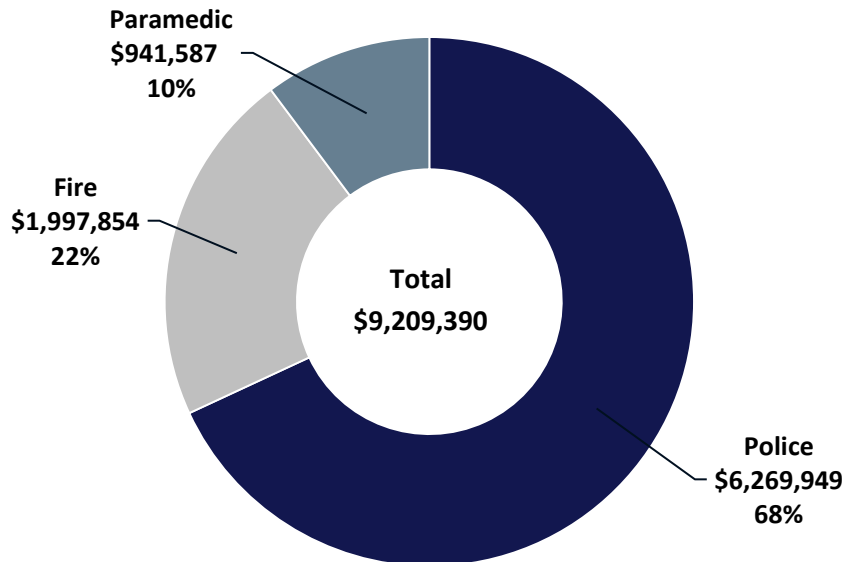
No changes to staffing levels have been proposed for Fiscal Year 2019, as illustrated in the chart below:

AUTHORIZED FULL-TIME POSITIONS			
POSITION TITLE:	FY 2017	FY 2018	FY 2019
Public Safety Director	1	1	1
Deputy Chief	2	2	2
Lieutenant	7	7	7
Officer	26	26	26
Communications Operator	5	0	0
Community Service Officer	2	3	3
Administrative Assistant	1	1	1
Records Clerk	1	2	2
Total:	45	42	42

BUDGET EXPENDITURE SUMMARY

Expenditures of the Public Safety Department include the Police Service Division, Fire Service Division and EMS Division. The total budget for the Public Safety Department is \$9,209,390.

FISCAL YEAR 2019 EXPENDITURES



	Police	Fire	Paramedic	Total	Prior Fiscal Year's Budget	% Change from FY18
PERSONNEL	5,173,621	1,721,623	875,567	7,770,811	7,557,834	2.82% ¹
SERVICES	657,715	132,256	41,520	831,491	760,173	9.38% ²
COMMODITIES	176,613	130,375	24,500	331,488	432,686	-23.39% ³
SUB-TOTAL	6,007,949	1,984,254	941,587	8,933,790	8,750,693	2.09%
CAPITAL	262,000	-	-	262,000	844,000	-68.96%
OTHER	-	13,600	-	13,600	17,350	-21.61%
COMBINED TOTAL	6,269,949	1,997,854	941,587	9,209,390	9,612,043	-4.19%
GRAND TOTAL	6,269,949	1,997,854	941,587	9,209,390	9,612,043	-4.19%

¹ Overtime expenses are budgeted based on refined projections and anticipated overtime needs.

² The Fiscal Year 2019 Budget includes funding for the full cost of outsourced 911 dispatch services for a full calendar year, as well as contractual services for development of a comprehensive police and fire policy manual developed by Lexipol.

³ The reduced commodities budget is primarily related to the consolidation of office supply purchases in the Purchasing Division of the Finance Department and IT-related expenses in the Village Manager's Office budget. Additionally, the Fiscal Year 2019 commodities budget is lower than the Fiscal Year 2018 commodities budget due to NIPAS uniforms/gear and parking enforcement hardware purchases made in Fiscal Year 2018.

PUBLIC SAFETY DEPARTMENT | EXPENDITURES

Police Services, Fire Services and Paramedic Services Divisions

Fund: General

Account:	Proposed FY 2019 Budget	Projected FY 2018 Budget	Approved FY 2018 Budget
42110 : SALARIES - REGULAR	4,143,388	4,161,344	4,161,344
42210 : SALARIES - TEMPORARY	32,000	71,252	49,000
42310 : OVERTIME	902,570	791,000	648,000
SALARIES	5,077,958	5,023,596	4,858,344
42112 : PERFORMANCE PAY	35,253	36,500	46,500
42114 : PARAMEDIC PAY	32,000	30,000	30,000
42116 : LONGEVITY BONUS	58,900	66,414	66,751
42118 : SAFETY PAY	-	4,125	4,425
42120 : RHS PAY	38,727	97,037	104,441
42122 : INSURANCE OPT OUT	11,801	3,859	3,859
42124 : OTHER COMPENSATION	31,850	240,000	31,000
42126 : CLOTHING ALLOWANCE	26,962	26,541	29,675
42320 : SPECIAL DETAIL OVERTIME	42,960	42,960	42,960
42610 : EMPLOYEE BENEFITS	600,725	724,128	724,128
42615 : PSEBA BENEFITS	38,420	37,301	37,301
46105 : PENSION COST - FIRE	44,200	50,000	44,200
46110 : PENSION COST - POLICE	1,581,311	1,395,284	1,395,284
46115 : SOCIAL SECURITY ADMIN.	26,339	32,941	29,693
46120 : MEDICARE ONLY CONTRIB.	71,580	60,327	60,327
46125 : ILL MUNI. RET. FUND	51,825	51,188	48,946
FRINGE BENEFITS	2,692,853	2,898,605	2,699,490
51105 : BUILDING MAINTENANCE	6,300	6,800	8,300
51140 : OFFICE EQUIPMENT MAINT.	5,076	4,500	17,940
51145 : RADIO EQUIPMENT MAINT.	67,514	67,200	63,200
51160 : SAFETY EQUIPMENT TESTING	26,750	15,100	20,620
52130 : PUBLIC SAFETY SERVICES	148,026	51,700	63,785
52140 : CRISIS SOCIAL WORK SERVIC	38,525	38,525	38,525
52185 : ANIMAL CONTROL	8,500	6,500	8,600
52200 : POSTAGE	-	2,000	2,000
52205 : TELECOM/INTERNET SERV.	5,200	63,411	63,411
52295 : DISPATCH SERVICES	358,426	316,705	146,144
53135 : PROFESSIONAL SERVICES	30,000	-	-
53165 : PUBLIC EDUCATION	7,000	4,000	8,000
55105 : MEMBERSHIPS/DUES	5,165	5,665	6,415
55110 : IN SERVICE TRAINING	110,009	108,000	162,864
55115 : ANNUAL MEDICAL EXAMS	15,000	15,000	22,250
56105 : PUBLIC LIABILITY INSUR.	-	88,119	88,119
56110 : INSURANCE DEDUCTIBLES	-	125,000	40,000
SERVICES	831,491	918,225	760,173

Account:	Proposed FY 2019 Budget	Projected FY 2018 Budget	Approved FY 2018 Budget
61135 : PARKING PROGRAM EXPENSES	8,750	23,000	23,001
61155 : SUPPLIES	-	7,600	8,000
61170 : OFFICE SUPPLIES	5,100	7,500	12,980
61175 : PUBLIC SAFETY SUPPLIES	45,600	51,500	61,075
61187 : VEHICLE GAS-OIL-GREASE	58,000	53,000	68,000
62105 : MISC COMPUTER EQUIPMENT	-	8,000	10,000
62115 : MISC COMPUTER SOFTWARE	29,263	12,772	18,554
62130 : MISC EQUIPMENT	52,600	67,400	80,026
64105 : UNIFORMS/WORK CLOTHING	72,175	85,250	90,550
66105 : VEHICLE OPERATING EXPENSE	60,000	110,500	60,500
COMMODITIES	331,488	426,522	432,686
92125 : EMER SERV DISASTER AGENCY	13,600	8,500	17,350
OTHER EXPENSE	13,600	8,500	17,350
TOTAL OPERATING	8,947,390	9,275,448	8,768,043

CAPITAL	Proposed FY 2019 Budget	Projected FY 2018 Budget	Approved FY 2018 Budget
82105 : DATA PROCESSING EQUIPMENT	-	290,000	300,000
82150 : PUBLIC SAFETY EQUIPMENT	170,000	84,000	84,000
83105 : AUTOS-TRUCKS-TRACTORS	92,000	410,000	460,000
CAPITAL	262,000	784,000	844,000
GRAND TOTAL	9,209,390	10,059,448	9,612,043

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. The patrol shifts are broken down into four platoons to ensure proper daily manpower allocation and each platoon consists of one Lieutenant and three 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, including: evidence identification and collection, elderly services, juvenile crimes, school liaison 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.

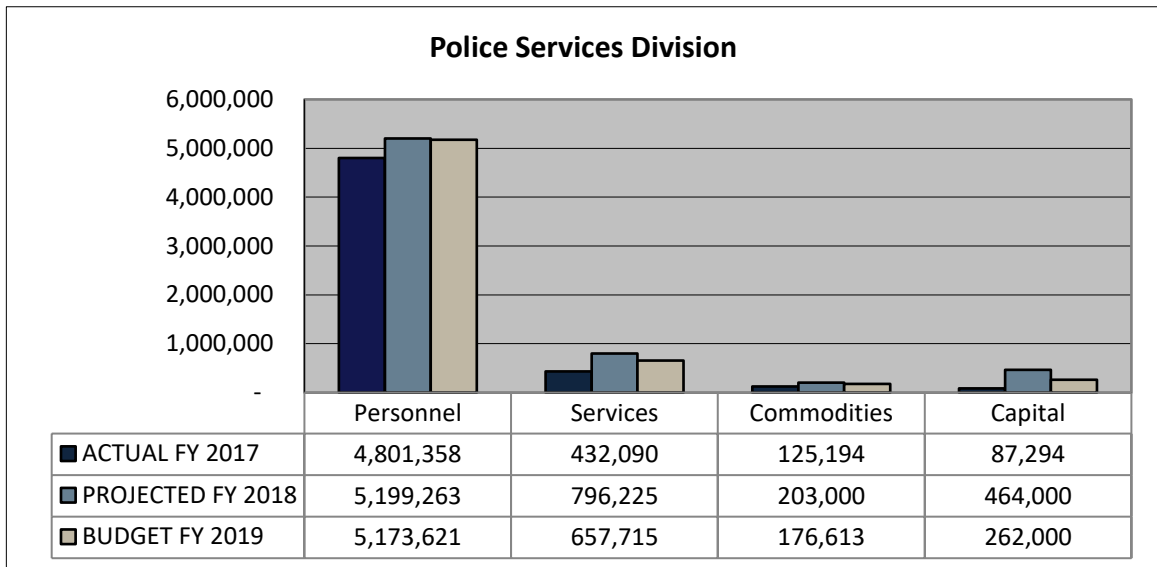
The department participates in several regional special teams. The Northern Illinois Police Alarm System (NIPAS) was created in 1983 to ensure effective police mutual aid in times of natural disasters; the system serves the law enforcement agencies of 93 municipalities in five counties. The concept behind 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 also provides two specialized programs—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 of these units have enjoyed similar success, clearing large scale burglary patterns and successful investigations related to fatal traffic crashes. The Department has two officers assigned to NORTAF—one on the Major Crimes Team and one on the Burglary Team.

Expenditure Summary:

The Public Safety Police Service Division Fiscal Year 2019 Budget is \$6,269,949. 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 four PSOs; the firefighting team roles consist of one Driver/Pump Engineer, one firefighter and two firefighter/paramedics. Supplemental manpower 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 response, 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. 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.

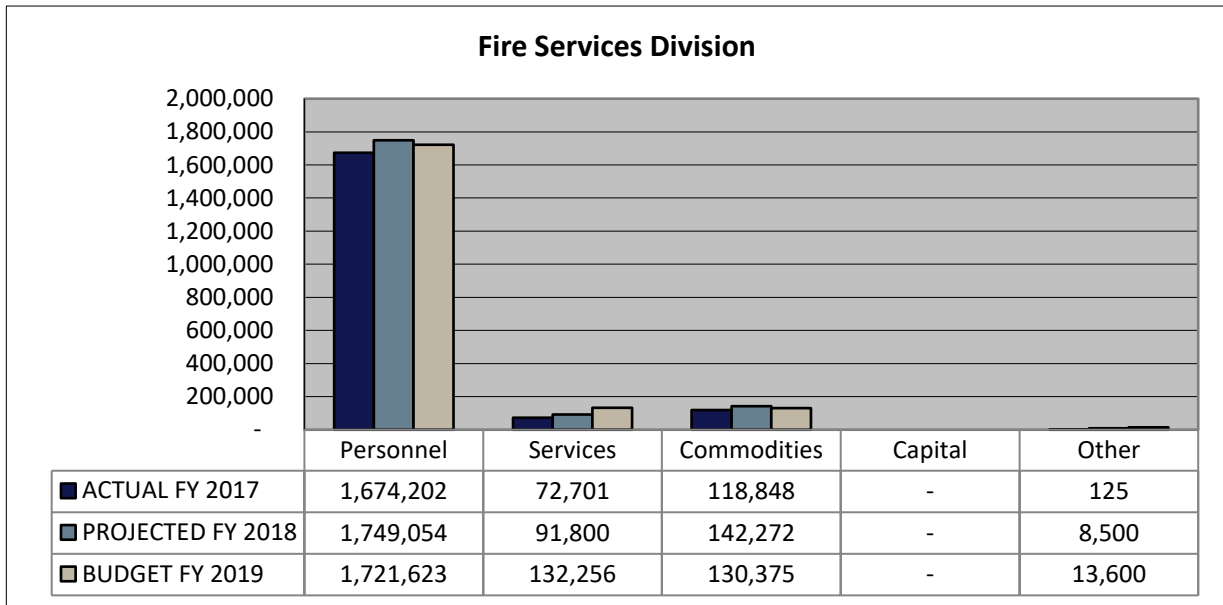
In addition to basic requirements as a firefighter, there are also a variety of specialized assignments within the Fire Service Division, including boat operator, underwater diver, fire apparatus engineer, fire/arson investigator, fire prevention/inspector, hazardous materials, technical rescue and EMT/paramedic. 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 eight officers assigned to MABAS teams, some serving in multiple roles – five boat operators, four divers, one technical rescue technician and one hazardous materials supervisor.

Expenditure Summary:

The Public Safety Fire Service Division Fiscal Year 2019 Budget is \$1,997,854. 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 serve as emergency medical technicians (EMTs) during a medical emergency response and 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.

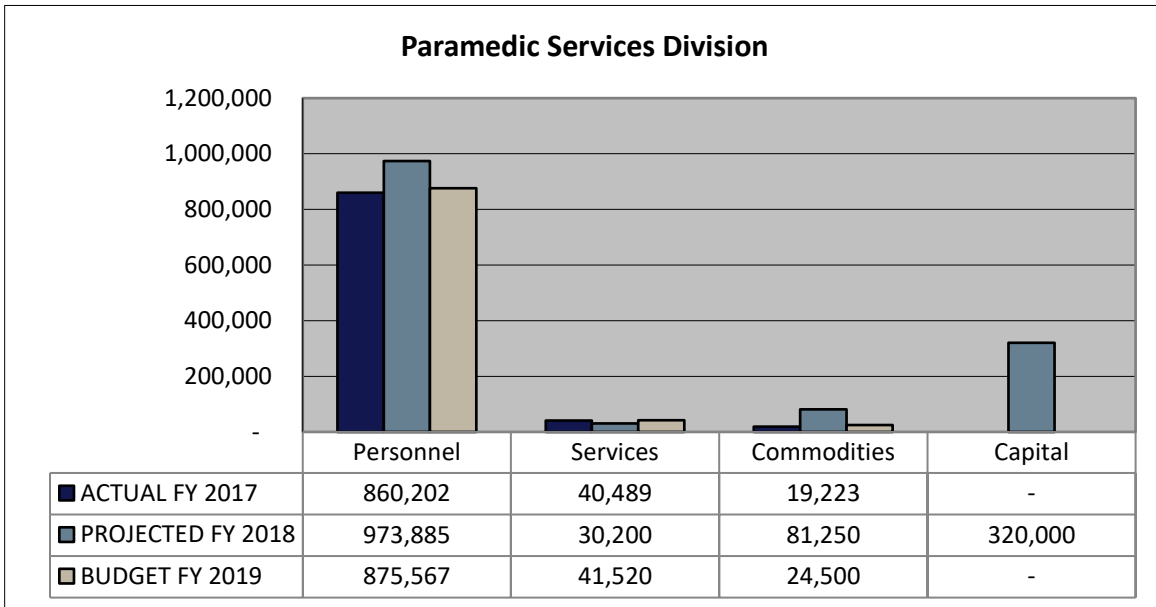
Paramedics assigned to the fire shifts respond with fire service officers to all fire and emergency service calls throughout the Village. In addition, paramedics may be assigned to police shifts. In those instances where emergency medical services are required, paramedics on patrol can often provide 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. In addition to regular NIPAS duties, he serves as a Tactical Emergency Medical Services EMT 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, Unit 30; the current ambulance (pictured above), 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 if called upon for a particular incident. This will significantly enhance the Department's quality of service to residents.

Expenditure Summary:

The Public Safety EMS Service Division Fiscal Year 2019 Budget is \$941,587. Below is the review of expenditures for the Paramedic Services 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

GOALS & OBJECTIVES

FISCAL YEAR 2018 ACCOMPLISHMENTS:

In addition to the daily responsibilities of the department, other special projects were undertaken in Fiscal Year 2018:

1. Hired seven Public Safety Officers (PSO), promoted one PSO to Lieutenant and promoted one Lieutenant to Deputy Chief while preserving daily operational readiness.
2. Completed 911 dispatch consolidation with the Village of Glenview, including infrastructure and technology improvements and enhancements; ensuring that residents continue to receive the highest quality Public Safety services.
3. Facilitated the purchase of a new front-line ambulance, while also transitioning the existing ambulance to reserve status.
4. Successfully negotiated a successor collective bargaining agreement with the Fraternal Order of Police, which represents PSOs, and continued to work within the terms of the agreement.
5. Participated in outsourcing implementation for life safety inspections and plan review services.
6. Pursued grant opportunities to supplement department needs resulting in grant awards totaling over \$10,000.
7. Maintained communication with the community through enhancements to the GlencoeCONNECT emergency callout system as well as through timely, topical press releases and Village website content which was also frequently shared via social media, including Facebook, Twitter and NextDoor.
8. Participated in a multi-faceted and multi-jurisdictional approach to address a recurring vehicle theft and burglary crime pattern, utilizing saturation patrols to deter criminals. More importantly, conducted a public information campaign to educate residents on proper vehicle and home security measures, including mobile message boards, press releases, flyers, community wide voice messages, social media, and the Village website.
9. Maintained a liaison with Family Service of Glencoe and School District 35.
10. Coordinated with the Public Safety Commission and Village Manager's Office staff to administer testing processes for the entry-level officer eligibility list.
11. Collaborated with area fire departments to update our community MABAS Division #3 Fire response grid maps and Fire/EMS response box cards.
12. Enhanced Department training and career development opportunities through a comprehensive schedule analysis and enhanced training database implementation. Staff members received basic and advanced police/fire/EMS specialized certification instruction for officers and administrative/leadership development training for supervisors.
13. Command staff members assisted in developing a comprehensive State of the Village Report and participated in the Village Board Strategic Vision process.

FISCAL YEAR 2019 GOALS:

In addition to the goals and projects included in the forthcoming Strategic Work Plan, the Public Safety Department will endeavor to accomplish the following goals in Fiscal Year 2019:

Goals:	Anticipated Completion:
Provide the highest level of law enforcement, focusing on crime prevention and community service, while protecting the constitutional rights of every citizen.	Ongoing objective
Provide the highest levels of fire prevention, fire suppression and emergency medical services to protect lives and property in the community.	Ongoing objective
Continued participation in regional law enforcement mutual aid systems (NORPAC, NORCOM, NORTAF, NIPAS), transitioning officers as necessary.	Ongoing objective
Refine shared resources and fire responses with neighboring fire departments through the Mutual Aid Box Alarm System (MABAS).	Ongoing objective
Heighten commitment to public education programs, focusing on enhanced public safety initiatives and broad external communications.	Ongoing objective
Fulfill and maintain approved staffing levels, to include a sufficient number of licensed paramedics and emergency medical technicians (EMTs).	Ongoing objective
Expand officer recruitment efforts through the development of a recruitment strategy that emphasizes multi-faceted diversity and inclusion, as well as a training program that supports a changing workforce.	Ongoing objective
Provide leadership training opportunities to supervisory personnel, to include succession planning for command level positions.	Ongoing objective
Maintain professional standards for all staff members with training focused on specialized assignments and certifications, following the implementation of a formal Career Development Program.	Ongoing objective
Coordinate activities with all Village departments to accomplish established Strategic Priorities.	Ongoing objective
Effectively manage expenditures within budget and capital plan parameters.	Ongoing objective
Assist with the enterprise resource planning (ERP) system implementation, including extensive business process review.	Ongoing objective <i>(Anticipated completion in FY 2020-2021)</i>
Implement a digital emergency radio communications solution (STARCOM) – in response to federal mandate and existing infrastructure needs – with partner agencies.	Quarter 1
Review, update and implement Village Ordinances related to solicitation and ensure all permitted solicitors and peddlers understand the regulations surrounding their permits.	Quarter 1
Explore privatization and cost sharing opportunities for school crossing guard services.	Quarter 2



VILLAGE OF GLENCOE

PUBLIC WORKS DEPARTMENT

FISCAL YEAR 2019



PUBLIC WORKS DEPARTMENT

The Public Works Department is primarily responsible for managing Village physical plant operations and the Village's infrastructure through routine maintenance, as well as through the design and construction of capital improvements. Key administrative functions provided by the Public Works Department include: planning, zoning, community development and engineering. Key operational functions of Public Works Department maintenance, replacement and repair of the Village's infrastructure including sanitary and storm sewers, forestry, municipal buildings, municipal garage, streets, and street lighting.

The Public Works Department is comprised of 10 divisions:

1. **Administration Division:** The Administration Division of the Public Works Department provides the resources necessary for:
 - Preparation of preliminary plans, engineering studies and surveys;
 - Preparation of specifications and costs estimates;
 - Supervision and inspection of public improvement installations;
 - Review of utility permits;
 - Review of subdivision plats and other land development proposals;
 - Coordinates for the provision and maintenance of our Village's infrastructure through planning, design and construction of capital improvements; and,
 - Provides ongoing and regular staff support to the Office of the Village Manager, Plan Commission, Zoning Commission, and the Board of Trustees for the review and consideration of all planning and development proposals within the Village of Glencoe.

2. **Sewer Division:** The Sewer Division provides the resources necessary for:
 - Inspection, cleaning, maintenance and repair of 900 sanitary sewer manholes, 38.5 miles of gravity sanitary sewer main, 1.2 miles of sanitary sewer force main and eight sanitary sewer lift stations; and
 - Inspection, cleaning, maintenance and repair of 70 miles of storm sewer main and more than 1,200 storm sewer manholes and catch basins.

3. **Forestry Division:** The Forestry Division provides the resources necessary for:
 - Maintenance of the Village's 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.

4. **Municipal Building Division:** The Municipal Building Division provides the resources necessary for:
 - Routine and emergency maintenance of all building systems for the Village Hall;
 - Improvements to the Village Hall and Village Hall grounds;
 - Maintenance of the Temple Court Parking Lot;
 - Maintenance of Green Bay Road bus shelters.

5. **Parking and Traffic Control:** The Parking and Traffic Control Division provides the resources necessary for:
 - Maintenance of Village controlled traffic signals;
 - Maintenance and installation of street name and traffic control signs; and
 - Maintenance and repair of the Metra train station building and parking areas.

6. **Community Development Division:** The Community Development Division provides the resources necessary for:
 - Comprehensive inspection and plan review services to assure compliance with all applicable code and permit regulations;
 - Administration and enforcement of all applicable Village and Zoning Code ordinances; and
 - Administration of Village Handyman Assistance Program.

7. **Municipal Garage Division:** The Municipal Garage Division provides the resources necessary for:
 - Proper and timely maintenance and repair of all Village vehicles;
 - Proper and timely maintenance and repair of all Village equipment; and
 - Maintenance repair and improvements to the Public Works Garage Service Building.

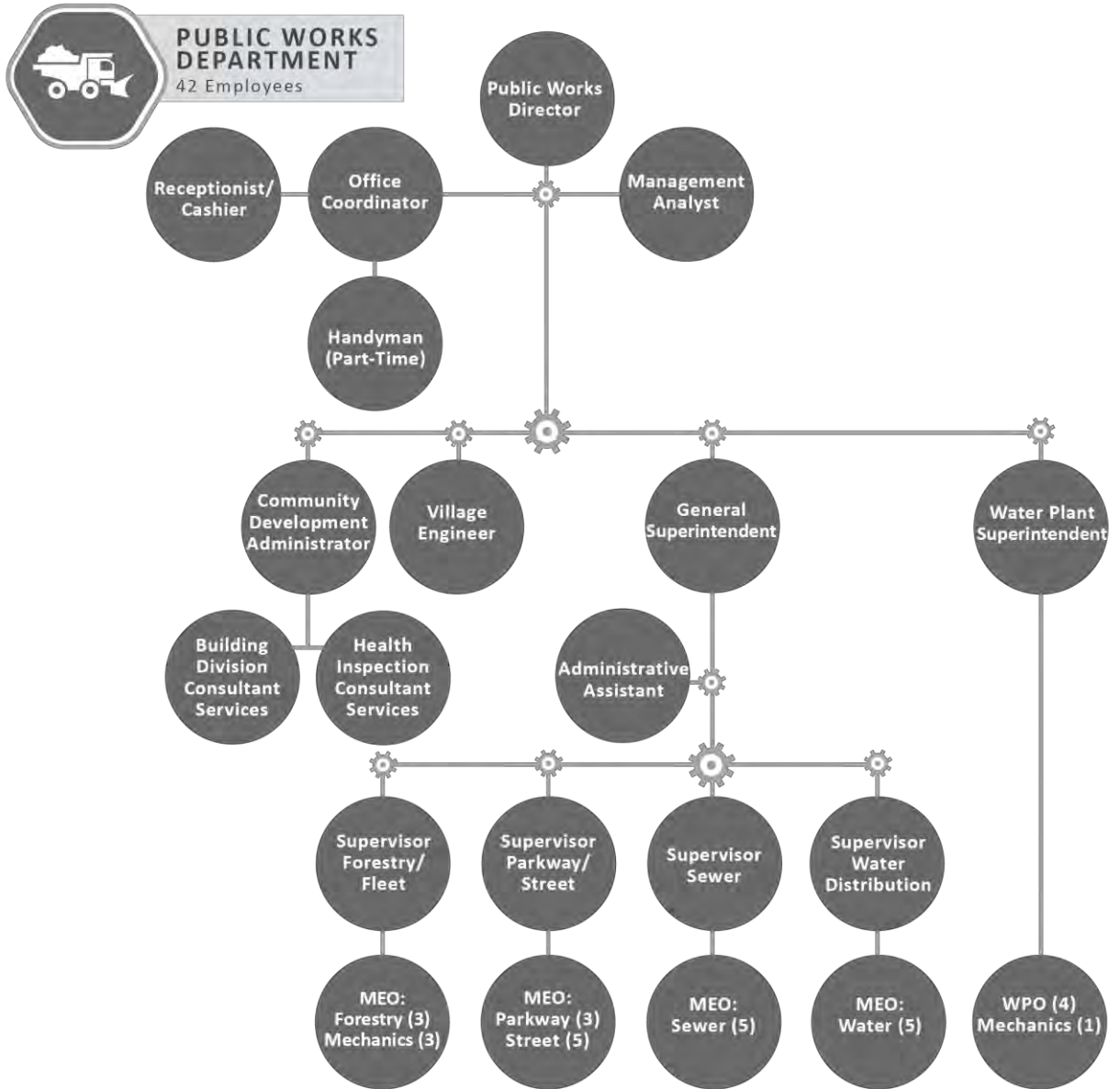
8. **Streets, Sidewalks, and Bridge Division:** The Street, Sidewalk, and Bridge Division provide the resources necessary for:
 - Maintenance of streets, curbs, sidewalks and bridges;
 - Maintenance of all public right-of-way areas;
 - Administration and implementation of Department's Snow and Ice Control Program;
 - Maintenance of Green Bay Trail bicycle path;
 - Repairs and restoration of public parkways and other Village property; and
 - Managing and maintaining other public right-of-way areas: islands, medians and street ends.

9. **Street Lighting Division:** The Street Lighting Division provides the resources necessary for:
 - 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 subdivision, the downtown business district and the train station commuter parking lots; and
 - Installation and maintenance of the downtown holiday lighting and street light banners.

10. **Solid Waste Division:** The Solid Waste Division provides the resources necessary for:
 - Funds the contractual service costs for annual fall parkway leaf collection and twice per year Village-wide cleanup collection;
 - Funds the annual cost for residential garbage disposal at SWANCC transfer station.

DEPARTMENT STRUCTURE / STAFFING SUMMARY

ORGANIZATION CHART:



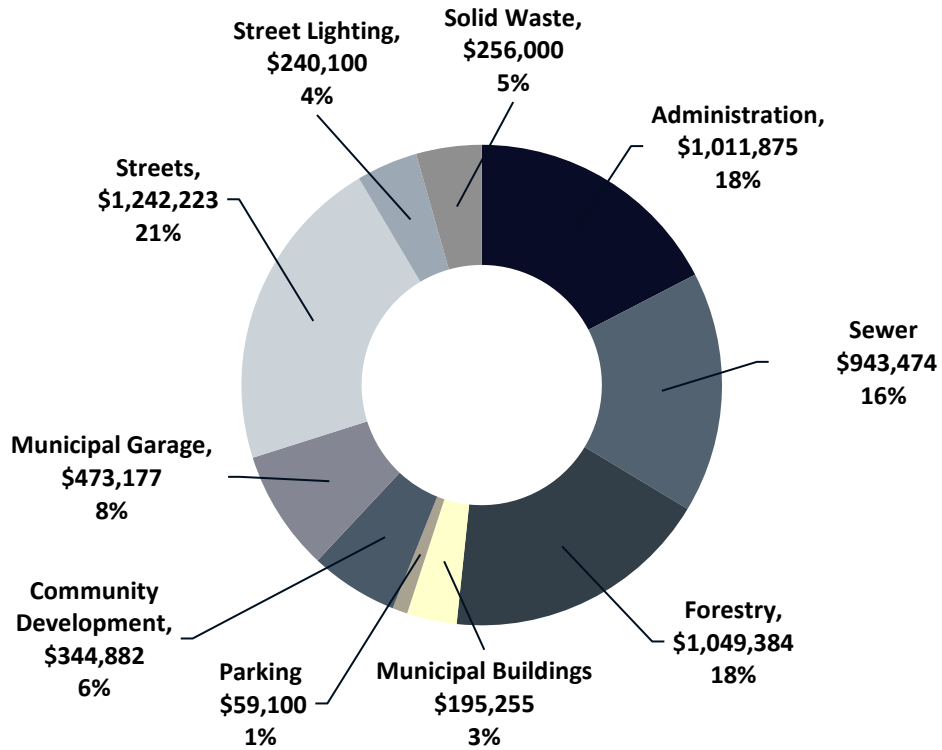
STAFFING SUMMARY:

The General Fund Divisions of the Public Works Department are comprised of 30 full-time employees. Below is a chart illustrating authorized positions for Fiscal Year 2019. Due to the outsourcing of the Village’s garbage operations during Fiscal Year 2018, four employees have been transferred from the former Garbage Fund to the General Fund staffing structure. As nearly half of the department’s employees will be eligible for retirement in the coming five years, these employees will help to maintain continuity in the department; replacements will be considered on a case-by-case basis as part of a comprehensive staffing structure review now underway. In addition, through the retirement of the Village’s long-time Building and Zoning Administrator, the Village has entered into a contract with HR Green for plan review and building inspections, further reducing the overall staffing allocation.

AUTHORIZED FULL-TIME POSITIONS							
POSITION TITLE:	FY 2017	FY 2018	FY 2019	POSITION TITLE:	FY 2017	FY 2018	FY 2019
Director of Public Works	1	1	1	General Superintendent	1	1	1
Assistant to the Director of Public Works	1	0	0	Public Works Supervisor	2	2	3
Management Analyst	0	1	1	Office Coordinator	1	1	1
Building and Zoning Administrator	1	1	0	Administrative Assistant	1	1	1
Planning and Development Administrator	1	1	0	Receptionist/Cashier	1	1	1
Community Development Administrator	0	0	1	Maintenance Equipment Operator	14	14	16
Civil Engineer	0	1	0	Mechanic	2	2	3
Village Engineer	1	0	1				
				TOTAL:	27	27	30

BUDGET EXPENDITURE SUMMARY

Expenditures of the Public Works Department include Administration Division, Sewer Division, Forestry Division, Municipal Division, Parking and Traffic Control Division, Community Development Division, Municipal Garage Division, Streets/Sidewalks and Bridges Division and Street Lighting Division. The total FY 2019 Public Works General Fund Budget is \$5,815,470.



	Administration	Sewer	Forestry	Municipal Buildings	Parking	Community Development	Municipal Garage	Streets	Street Lighting	Solid Waste	Total	Prior Year's Budget	% Change from FY18
PERSONNEL	877,048	677,034	761,909	54,405	-	144,007	385,695	839,468	-	-	3,739,566	3,313,596	12.86% ¹
SERVICES	96,027	105,100	175,000	72,200	58,500	199,675	57,000	90,900	90,300	256,000	1,200,702	1,052,722	14.06% ²
COMMODITIES	4,300	82,340	23,675	9,150	600	1,200	21,482	236,855	-	-	379,602	409,965	-7.41% ³
SUB-TOTAL	977,375	864,474	960,584	135,755	59,100	344,882	464,177	1,167,223	90,300	256,000	5,319,870	4,776,283	11.38%
DEBT SERVICE	-	-	-	-	-	-	-	-	-	-	-	-	N/A
CAPITAL	34,500.00	75,000	85,800	59,500	-	-	-	75,000	149,800	-	479,600	760,000	-36.89%
SUB-TOTAL	34,500.00	75,000	85,800	59,500	-	-	-	75,000	149,800	-	479,600	760,000	-36.89%
OTHER	-	4,000	3,000	-	-	-	9,000	-	-	-	16,000	20,000	-20.00%
COMBINED TOTAL	1,011,875	943,474	1,049,384	195,255	59,100	344,882	473,177	1,242,223	240,100	256,000	5,815,470	5,556,283	4.66%
TRANSFERS OUT	-	-	-	-	-	-	-	-	-	-	-	-	N/A
DIVISION TOTAL	\$ 1,011,875	\$ 943,474	\$ 1,049,384	\$ 195,255	\$ 59,100	\$ 344,882	\$ 473,177	\$ 1,242,223	\$ 240,100	\$ 256,000	5,815,470	5,556,283	4.66%

¹ Fiscal Year 2019 personnel costs are higher than Fiscal Year 2018 due to transfer of three full-time employees from the Garbage Division (budgeted in the Garbage Fund) to other operational areas (budgeted in the General Fund) after garbage collection services were outsourced and the Garbage Fund was eliminated.

² Fiscal Year 2019 services costs are higher than Fiscal Year 2018 due to transfer of community-wide garbage collection services (including semi-annual clean-up days, parkway leaf collection, disposal charges, etc.) from the Garbage Fund to the General Fund after garbage collection services were outsourced and the Garbage Fund was eliminated.

³ Fiscal Year 2019 commodities costs are lower than Fiscal Year 2018, as the Fiscal Year 2018 Budget included several one-time equipment purchases, such as vehicle GPS equipment, vehicle diagnostic testing equipment and sign installation equipment.

PUBLIC WORKS DEPARTMENT | EXPENDITURES

Administration, Sewers, Forestry, Municipal Buildings, Parking, Community Development, Municipal Garage, Streets, Street Lighting, and Solid Waste Divisions **Fund: General**

Account:	Proposed FY 2019 Budget	Projected FY 2018 Budget	Approved FY 2018 Budget
42110 : SALARIES - REGULAR	2,327,114	1,964,749	2,077,409
42210 : SALARIES - TEMPORARY	192,500	99,333	141,500
42310 : OVERTIME	119,585	118,365	125,785
SALARIES	2,639,199	2,182,447	2,344,694
42116 : LONGEVITY BONUS	48,725	46,675	44,650
42118 : SAFETY PAY	-	2,575	2,600
42120 : RHS PAY	22,711	76,877	14,178
42122 : INSURANCE OPT OUT	3,934	-	-
42124 : OTHER COMPENSATION	24,652	23,593	17,953
42610 : EMPLOYEE BENEFITS	491,925	443,039	443,039
42620 : EMPLOYEE BENEFITS - ACA	16,924	23,924	16,924
46115 : SOCIAL SECURITY ADMIN.	151,966	138,131	138,131
46120 : MEDICARE ONLY CONTRIB.	36,185	103,936	32,936
46125 : ILL MUNI. RET. FUND	303,345	258,491	258,491
FRINGE BENEFITS	1,100,367	1,117,241	968,902
51105 : BUILDING MAINTENANCE	63,700	93,000	82,350
51110 : CNW DEPOT MAINTENANCE	12,000	12,000	12,000
51115 : BUSINESS DISTRICT R/M	-	8,500	8,500
51130 : GROUNDS MAINTENANCE	68,000	70,688	61,950
51135 : TREE MAINTENANCE	30,400	23,500	23,500
51145 : RADIO EQUIPMENT MAINT.	3,000	3,500	3,000
51180 : GENERAL EQUIPMENT R/M	1,000	500	1,000
51190 : DIESEL MOTORS R/M	1,000	-	1,000
51200 : BRIDGE REPAIRS	9,000	-	9,000
51205 : BICYCLE PATH REPAIR	-	1,500	5,000
51215 : UTLITY STREET PATCH R/M	42,700	5,000	42,700
51225 : TRAIN STATION WALK R/M	7,000	2,000	7,000
51235 : SEWER MAINTENANCE	72,000	62,000	62,000
51265 : LIFT STATION R/M	15,500	32,500	32,500
51300 : TRAFFIC SIGNAL R/M	11,500	13,500	11,500
51305 : TREE PLANTING	50,000	36,000	72,500
52145 : CDL TESTING	2,100	2,100	2,100
52155 : WATER TOWER SITE MAINT.	-	8,000	15,000
52160 : CLEANING SERVICE	26,000	28,000	28,000
52165 : DRY CLEANING SERVICES	10,800	8,140	7,810
52170 : DATA PROCESSING SERVICES	5,400	9,650	9,650
52195 : CREDIT CARD FEES	-	13,000	6,800
52200 : POSTAGE	-	2,500	2,750
52205 : TELECOM/INTERNET SERV.	-	11,947	11,947

Account:	Proposed FY 2019 Budget	Projected FY 2018 Budget	Approved FY 2018 Budget
52210 : PUBLISHING	300	300	400
52225 : MUNICIPAL BLDG HEAT	24,700	23,000	23,200
52230 : GENERAL OVERHEAD LIGHTING	63,000	65,000	75,000
52235 : RESIDENTIAL STREET LIGHTS	3,800	5,000	5,700
52240 : HOLIDAY STREET LIGHTING	17,500	17,000	17,500
52255 : LEAF COLLECTION SERVICES	60,000	-	-
52265 : DUMPING FEES	61,200	45,000	50,375
52275 : NATURAL GAS	1,700	1,500	1,700
52300 : SPECIAL GARBAGE COLLECTION SERVICES	25,000	-	-
52305 : GARBAGE DISPOSAL	171,000	-	-
53110 : GIS SERVICES	77,327	60,600	60,613
53115 : AUDITING SERVICES	200	155	200
53125 : ENGINEERING SERVICES	8,000	10,000	10,000
53135 : PROFESSIONAL SERVICES	38,100	12,800	12,800
53150 : MISC INSPECTION SERVICES	3,000	4,000	7,000
53155 : PLAN REVIEW	18,000	18,000	10,000
53170 : UPGRADE MAP RECORDS	2,700	5,700	2,200
53185 : PLAN REVIEW & BUILDING INSPECTION	150,000	130,000	-
55105 : MEMBERSHIPS/DUES	1,600	1,104	1,645
55110 : IN SERVICE TRAINING	16,475	11,446	13,825
56105 : PUBLIC LIABILITY INSUR.	-	95,000	99,507
56110 : INSURANCE DEDUCTIBLES	-	130,000	95,500
57125 : BUS DISTRICT STREET LIGHTS	6,000	7,500	26,000
57130 : UP PARKING LEASE	20,000	20,000	20,000
SERVICES	1,200,702	1,110,630	1,052,722
61105 : JANITORIAL SUPPLIES	8,000	8,500	8,000
61110 : MATERIALS	35,000	40,000	40,900
61125 : BITUMINOUS MATERIALS	10,650	8,000	10,650
61130 : STREET STONE MATERIALS	14,000	8,500	8,500
61140 : ICE CONTROL MATERIALS	81,715	75,000	80,465
61155 : SUPPLIES	6,700	6,000	6,000
61165 : SUNDRY	2,000	4,000	4,800
61170 : OFFICE SUPPLIES	-	7,700	7,700
61185 : GASOLINE-OIL-GREASE	500	500	750
61187 : VEHICLE GAS-OIL-GREASE	62,950	67,850	84,750
62105 : MISC COMPUTER EQUIPMENT	-	4,500	3,100
62130 : MISC EQUIPMENT	42,652	52,250	47,400
62135 : SAFETY EQUIPMENT	1,000	1,700	1,700
62140 : SIGN REPLACEMENT	20,000	15,000	15,000
64105 : UNIFORMS/WORK CLOTHING	9,475	7,950	8,650
65105 : TOOL PURCHASE/REPAIR	19,750	22,600	23,750
66105 : VEHICLE OPERATING EXPENSE	65,210	53,800	57,850
COMMODITIES	379,602	383,850	409,965

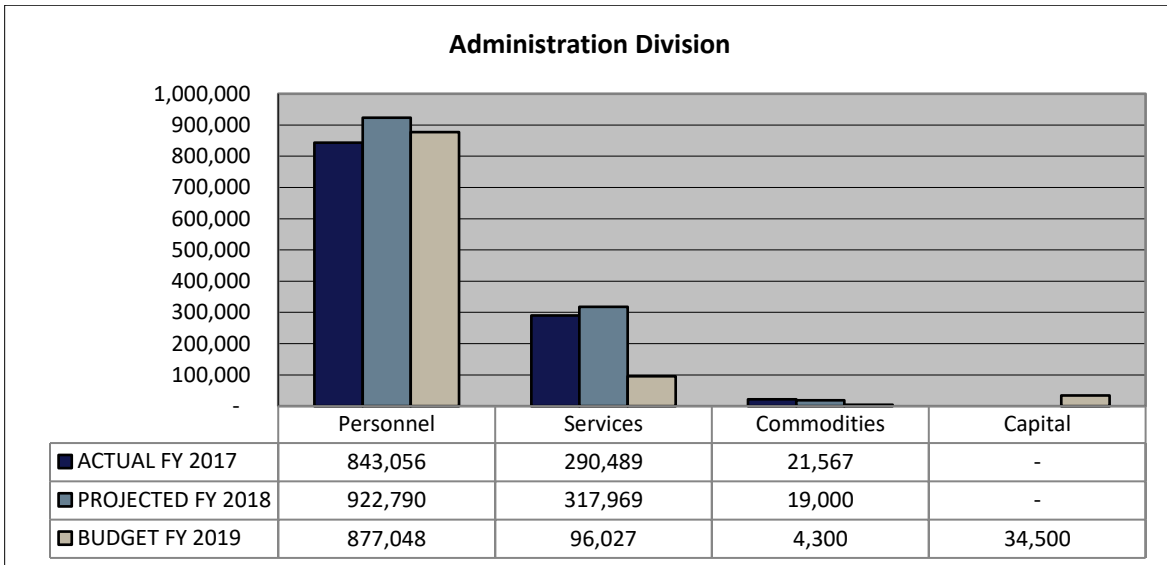
Account:	Proposed FY 2019 Budget	Projected FY 2018 Budget	Approved FY 2018 Budget
91130 : GRANT PROGRAMS	4,000	4,000	8,000
92130 : SHARED SERVICES - GPD	12,000	11,000	12,000
OTHER EXPENSE	16,000	15,000	20,000
TOTAL OPERATING	5,335,870	4,809,168	4,796,283

CAPITAL	Proposed FY 2019 Budget	Projected FY 2018 Budget	Approved FY 2018 Budget
81115 : VILLAGE HALL IMPROVEMENTS	59,500	-	100,000
81120 : BUILDING ALTERATIONS	-	-	75,000
81140 : BICYCLE PATH IMPROVEMENT	55,800	61,000	50,000
81145 : BICYCLE PATH IMPROVEMENTS	30,000	-	-
83105 : AUTOS-TRUCKS-TRACTORS	109,500	401,399	435,000
85110 : PUMP STATION REHABILITATION	-	1,425	-
86110 : CIP STREET LIGHTS	149,800	-	-
87105 : CIP SIDEWALKS	75,000	99,938	100,000
CAPITAL	479,600	563,762	760,000
GRAND TOTAL	5,815,470	5,372,930	5,556,283

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 Fiscal Year 2019 Budget is \$1,011,875. 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
- *Capital*: None

GOALS & OBJECTIVES

FISCAL YEAR 2018 ACCOMPLISHMENTS:

In addition to the regular duties and responsibilities of the department, other special projects were undertaken in Fiscal Year 2018 with results as follows:

1. Following an extensive review process, staff managed a comprehensive process to outsource residential and commercial garbage collection. The new five-year franchise agreement with Lakeshore Recycling Systems (LRS) maintains the Village's high service levels while minimizing price increases to residents over the five-year term, reducing costs for certain service options while expanding community-wide programs, reallocates an annual \$450,000 General Fund subsidy into other areas of need, reallocates Public Works staff from the garbage division to other areas of need in the General Fund and Water Fund, and reduces future capital expenditures by nearly \$1.5 million by eliminating garbage fleet.
2. Completed the following Community Improvement Program projects (CIP) during Fiscal Year 2018.
 - Completed the Greenwood Avenue, Madison Avenue and Hazel Avenue storm water improvements, consisting of the installation of 3,500 lineal feet of 12-inch to 48-inch diameter storm pipe that provides 100-year storm sewer capacity to these drainage basins;
 - Resurfaced portions of 22 streets throughout the Village, comprising approximately 12% of the Village's street pavement network;
 - Replaced 14,000 square feet, or approximately 1% of the Village's residential sidewalk;
 - Completed the Brentwood Drive/Rockgate Lane Storm Sewer Outfall Improvements;
 - Final completion of comprehensive Village Hall HVAC Upgrade Project.
3. The Administrative Division continued the ongoing development and maintenance of the Village's Geographic Information System (GIS).
 - The Village continues as a charter member of the GIS Consortium (GISC);
 - The mission of GISC continues to be to provide a high quality GIS program at a reduced cost through a shared service provider model;
 - Continued updates to the address database, utility database and upgrades to the desktop web access program for public access (MapOffice);
 - Through the use of a consortium developed program, GIS utility data continues to be used electronically by Public Works operational and engineering staff in the field.
4. Completed the first full year of work with the newly established Sustainability Task Force, including the following initiatives:
 - Developed a Sustainability Inventory of ongoing sustainable projects that have been accomplished by other Village agencies, non-profits and houses of worship;
 - Coordinated with Alliance for the Great Lakes and the Chicago Botanic Garden and organized a ravine workshop for ravine property owners in the Village;
 - Developed a Sustainable Business Recognition Program to provide recognition for Glencoe businesses engaged in sustainable practices;
 - Engaged with Active Transportation Alliance to begin development of Active Transportation Plan in partnership with District 35 and Park District;
 - Achieved bronze designation with SolSmart Program that recognizes the Village's commitment to reduce soft costs and barriers for implementation of solar infrastructure.

5. Continued ongoing design and planning for future Community Improvement Program (CIP) projects.
 - Tudor Court preliminary design;
 - Euclid/Linden/Green Bay Rd. Drainage Basin Study.

6. Staff continued to provide support to the Plan Commission, Zoning Commission and Sustainability Task Force in Fiscal Year 2018; additionally staff is supporting Active Transportation Committee formed in late 2017.

FISCAL YEAR 2019 GOALS:

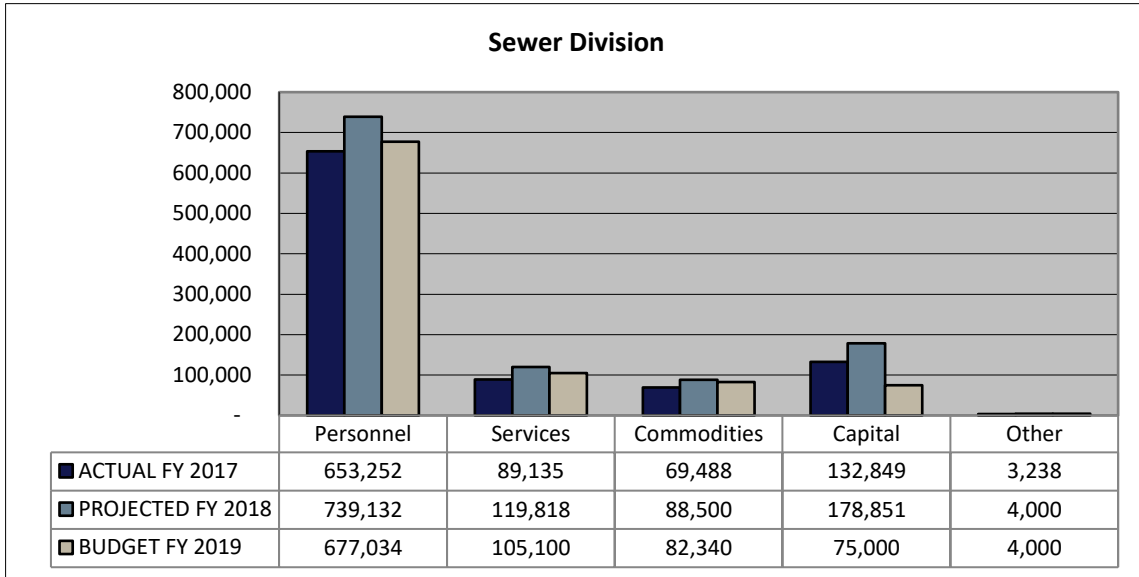
In addition to the goals and projects included in the forthcoming Strategic Work Plan, Public Works Administration Division will undertake the following tasks in Fiscal Year 2019:

Goals:	Anticipated Completion:
Continued development and maintenance of the Geographic Information System (GIS) including sustained use of collector app.	Ongoing objective
Assist with the Enterprise Resource Program (ERP) implementation, including extensive business process review.	Ongoing objective <i>(Anticipated completion in FY 2020-2021)</i>
Continue to pursue Sustainability Task Force initiatives – begin resident engagement and discussion regarding community solar installation on local government buildings; continue Ravine Alliance efforts to raise awareness of ravine ecology and erosion control; expand public awareness on sustainability through education and outreach using local media outlets.	Ongoing objective
Replace Administrative Vehicle - Unit #610.	Quarter 2
Oversee the engineering and construction for the four planned storm sewer outfall improvements.	Quarter 3
In partnership with the Glencoe Park District and Glencoe School District #35, complete the Active Transportation Plan development and make initial recommendations to the Village Board to improve the accessibility and safety of walking and biking routes in the community.	Quarter 3
In partnership with the Finance Department and Village Manager’s Office, prioritize all known needed infrastructure improvements, incorporating the Village’s debt capacity and need for major infrastructure upgrades.	Quarter 3
In partnership with the Glencoe Park District, complete Phase I Engineering – Green Bay Trail – South Ave to Maple Hill Rd; this gap segment of the trail currently lacks a separate bike trail surface outside of Village streets. A Phase I Engineering study will produce conceptual plans identifying proposed route and path design that could be used to pursue potential State and Federal construction funding	Quarter 4

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 this responsibility for daily routine maintenance efforts as well as emergency response to storm water flooding and sanitary sewer back-up events.

The Public Works Sewer Division Fiscal Year 2019 Budget is \$943,474. Below is the review of expenditures for the Sewer Division.



Public Works Sewer Division Account Class Description:

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

GOALS & OBJECTIVES

FISCAL YEAR 2018 ACCOMPLISHMENTS:

In addition to the regular duties and responsibilities of the Sewer Division, other special projects were undertaken in Fiscal Year 2018 with results as follows:

1. Cleaned 180,940 lineal feet or 86% of the sanitary sewer system
2. Televised 37,424 lineal feet or 18% of the sanitary sewer system
3. Cleaned 21,062 lineal feet or 5% of the storm sewer system
4. Televised 3,897 lineal feet or 1% of the storm sewer system
5. Cleaned 660 manholes or 31% of total inventory
6. Repaired 77 manholes or 3.5% of total inventory)
7. Conducted smoke testing on 33,000 lineal feet of sanitary sewer in MWRD – IICP* program identified high priority area
8. Replaced Sewer Jet - Unit #23
9. Administered the Village’s Sanitary Sewer Flood Prevention Rebate Program

FISCAL YEAR 2019 GOALS:

In addition to the initiatives outlined in the Strategic Work Plan, the Public Works Sewer Division will also undertake the following tasks in Fiscal Year 2019:

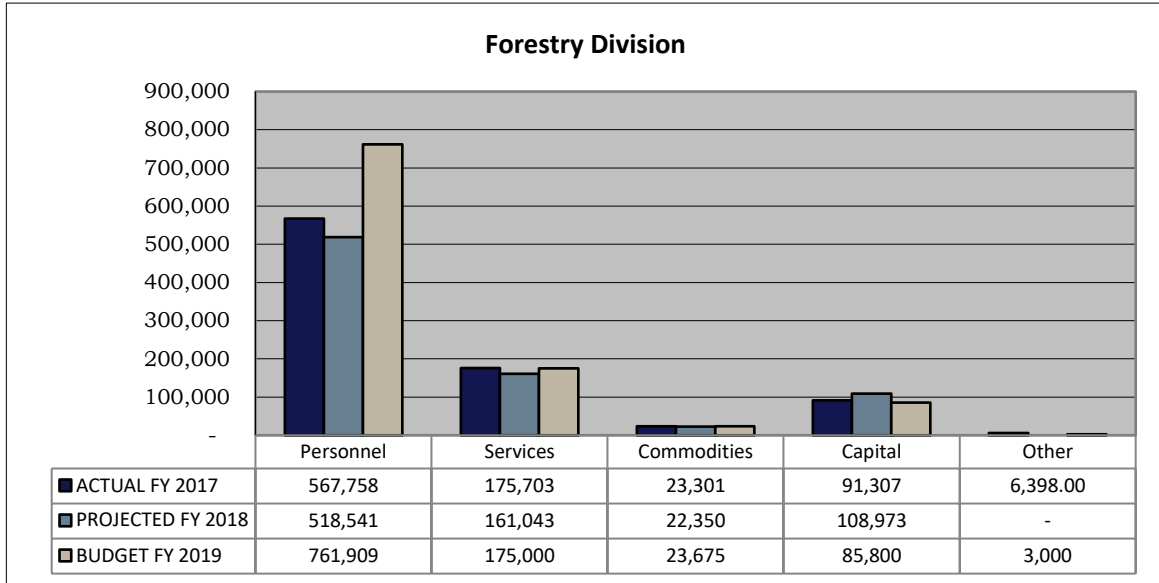
Goals:	Anticipated Completion:
Continue to administer the Village’s Sanitary Sewer Flood Prevention Rebate Program	Ongoing objective
Repair 100 manholes throughout the system (5% of total inventory)	Ongoing objective
Clean 600 storm/sanitary manholes (28.5% of total inventory)	Ongoing objective
Complete Storm Sewer Outfall Repairs <ul style="list-style-type: none"> ○ South Avenue ○ Aspen Lane ○ Longwood Avenue ○ Sylvan Road 	Quarter 3
Complete Sanitary Sewer Lining Improvements	Quarter 3
Replace Combination Backhoe/Loader - Unit #52	Quarter 3
Clean 50,000 lineal feet of storm sewer (12.5 % of system)	Quarter 4
Clean 180,000 lineal feet of sanitary sewer (86% of system)	Quarter 4
Televis 4,000 lineal feet of storm sewer (1% of system)	Quarter 4
Televis 38,000 lineal feet of sanitary sewer (18% of system)	Quarter 4

**In order to comply with the 2015 Metropolitan Water Reclamation District of Greater Chicago (MWRD) Infiltration and Inflow Control Program (IICP) the Village is required to establish a High Priority Area that must have a condition assessment of its sanitary sewer system completed within five years of the effective date of the IICP. High priority sewers and manholes are those which take on high volumes of ground water and rainwater. These high priority sewers are typically located in areas of the Village which have been subject to basement backups after large rain events. The Village completed the condition assessment of its identified High Priority Area in 2017. In Fiscal Year 2019, rehabilitation of identified high priority sanitary sewers and manholes will be completed as part of the bond funded Sanitary Lining Improvements.*

FORESTRY DIVISION

The Public Works Forestry Division is responsible for the department’s comprehensive management of the urban forest in the Village right-of-way and other Village owned open land. The Forestry Division operational staff provides cyclical trimming and pruning of parkway trees, and removes all dead and hazard trees including Dutch elm and emerald ash borer infested trees.

The Public Works Forestry Division Fiscal Year 2019 Budget is \$1,049,384. Below is the review of expenditures for the Forestry Division. The Fiscal Year 2019 Budget personnel expenses are greater than the Fiscal Year 2018 Budget and projection due to the transfer of personnel from the Garbage Division (budgeted in the Garbage Fund) to the Forestry Division (budgeted in the General Fund) following outsourcing of the Village’s garbage collection services and elimination of the Garbage Fund.



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
- *Other Expense:* Continue to provide Forestry Division support to Glencoe Park District through the Shared Services Program

GOALS & OBJECTIVES

FISCAL YEAR 2018 ACCOMPLISHMENTS:

In addition to the regular duties and responsibilities of the department, other special projects undertaken in Fiscal Year 2018 with results as follows:

1. 86 new trees planted into Village right-of-way
2. 329 trees removed (140 EAB); represents 3% of total Village parkway tree inventory
3. 824 trees trimmed; represents 8% of total Village parkway tree inventory
4. Completed hardscape improvements at South Avenue Overlook, including aggregate stone path, flagstone paving seating area and low-stack stone wall; \$45,000 of total \$60,000 cost of improvements was privately funded
5. Replaced Stump Grinder - Unit #11
6. Continued the *Trees for the Trail* program with the Friends of the Green Bay Trail – a total of 24 trees and 8 shrubs were purchased and installed on the Green Bay Trail between Harbor Street and Scott Avenue
7. Completed Feasibility Study – Green Bay Trail Crossing at Hazel Ave; the study focused on evaluating conceptual plans to improve the at-grade trail crossing, and the final plan includes recommended improvements to the trail alignment, street crossing and trail cross section starting on Old Green Bay Road south of Hazel Avenue and extending up to Park Avenue

FISCAL YEAR 2019 GOALS:

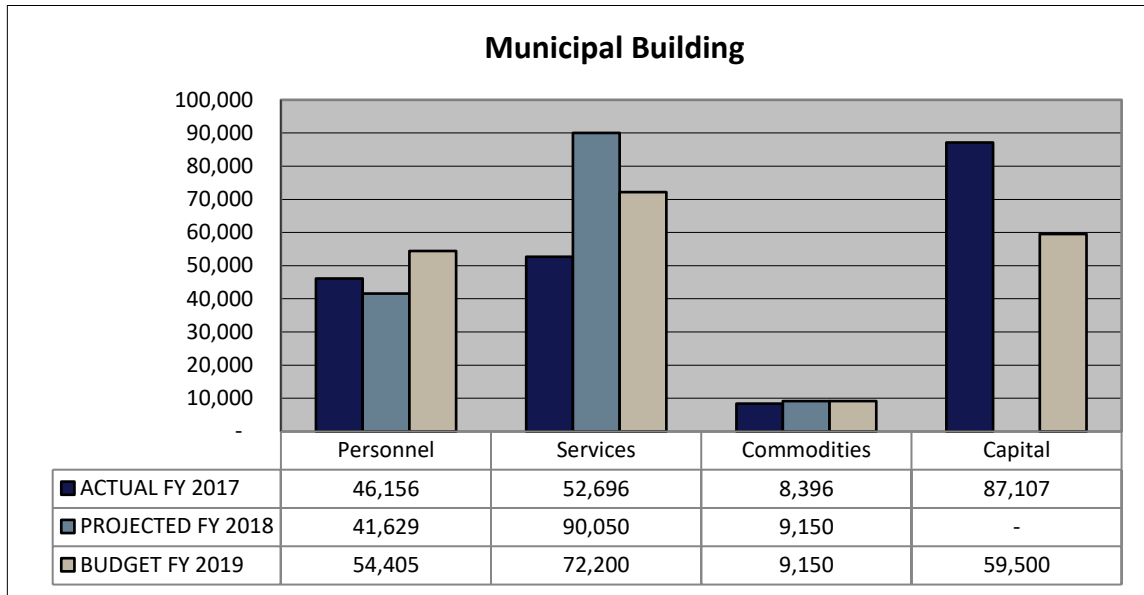
In addition to the initiatives outlined in the Strategic Work Plan, Public Works Forestry Division will endeavor to complete the following goals as well in Fiscal Year 2019:

Goals:	Anticipated Completion:
Treat selected trees in the right-of-way to prevent emerald ash borer infestation and Dutch elm disease	Ongoing objective
Remove not less than 250 dead or diseased trees in the Village's right-of-way	Ongoing objective
Install 100 new trees in the Village's right-of-way	Ongoing objective
Audit the Village's tree preservation ordinance funding to determine opportunities to further invest in the Village's urban forest.	Quarter 3
Commence a cyclic tree trimming program, utilizing an outside contractor to supplement Village forestry crews	Quarter 3
Initiate a comprehensive review of the Village's parkway tree replacement program	Quarter 3

MUNICIPAL BUILDING DIVISION

The Public Works Municipal Building Division is responsible for the routine maintenance of all systems and building improvements for the 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 offices of Family Services of Glencoe.

The Public Works Municipal Building Division Fiscal Year 2019 Budget is \$192,255. Below is the review of expenditures for the Municipal Building Division.



Public Works Municipal Building Division Account Class Description:

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

GOALS & OBJECTIVES

FISCAL YEAR 2018 ACCOMPLISHMENTS:

In addition to the regular duties and responsibilities of the department, other special projects were undertaken in Fiscal Year 2018 with results as follows:

1. Completed the Village Hall HVAC Upgrade Improvement Project
2. Completed widening and overhead door replacement to Public Safety garage
3. Completed flood control structure installation on east Village Hall driveway

FISCAL YEAR 2019 GOALS:

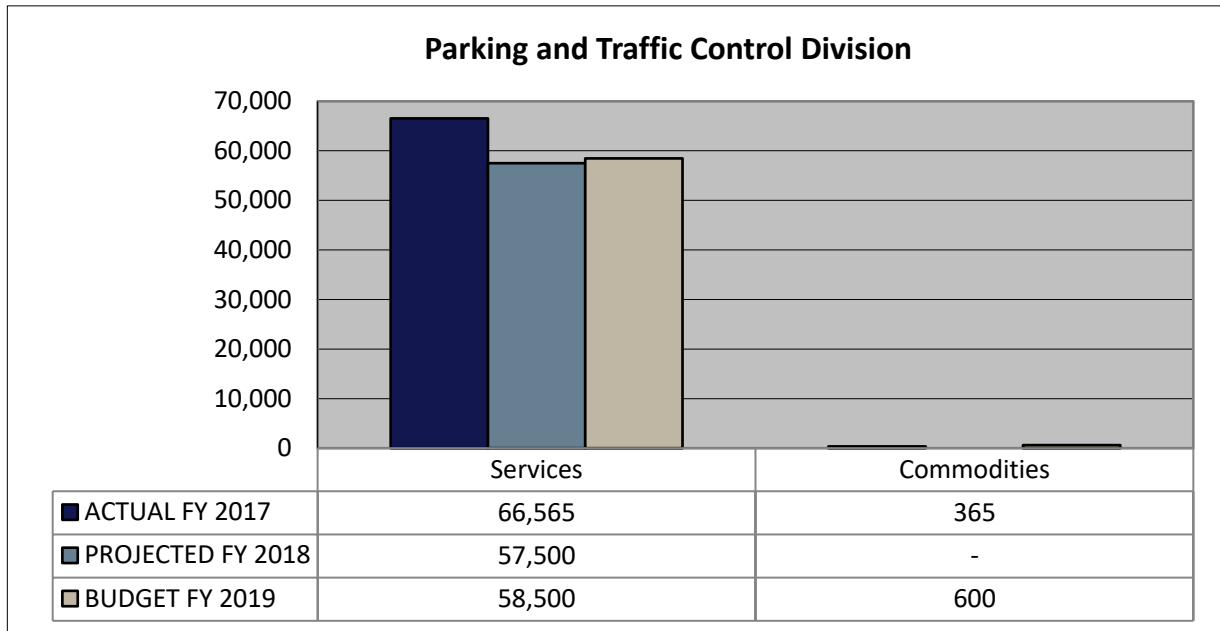
In addition to the initiatives outlined in the Strategic Work Plan, Public Works Municipal Building Division will endeavor to complete the following goals as well in Fiscal Year 2019:

Goals:	Anticipated Completion:
Complete Public Safety second floor flooring replacement	Quarter 1
Complete Public Safety apparatus bay floor epoxy coating	Quarter 2
Complete Roof Replacement – northeast corner of Village Hall	Quarter 2

PARKING AND TRAFFIC CONTROL DIVISION

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

The Parking and Traffic Control Division Fiscal Year 2019 Budget is \$59,100. Below is the review of expenditures for the Parking and Traffic Control Division.



Public Works Parking and Traffic Control Division Account Class Description:

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

GOALS & OBJECTIVES

FISCAL YEAR 2018 ACCOMPLISHMENTS:

In addition to the regular duties and responsibilities of the division, other special projects were undertaken in Fiscal Year 2018 with results as follows:

1. Continued a comprehensive Village-wide program to standardize parking and regulatory traffic signs;
2. Completed thermoplastic pavement marking of street centerlines, parking stalls, stop bars and crosswalks at various street locations, including significant pavement marking improvements on Dundee Road to ease concerns of speeding;
3. Replaced and upgraded to new standard street identification signs on Dundee Road, Green Bay Road and Sheridan Road;
4. Following a traffic analysis, installed a new stop sign at the intersection of Country Lane and Grove Street;
5. Utilizing \$22,000 in grant funds awarded by Metra, completed the Glencoe Metra Station hardwood floor replacement.

FISCAL YEAR 2019 GOALS:

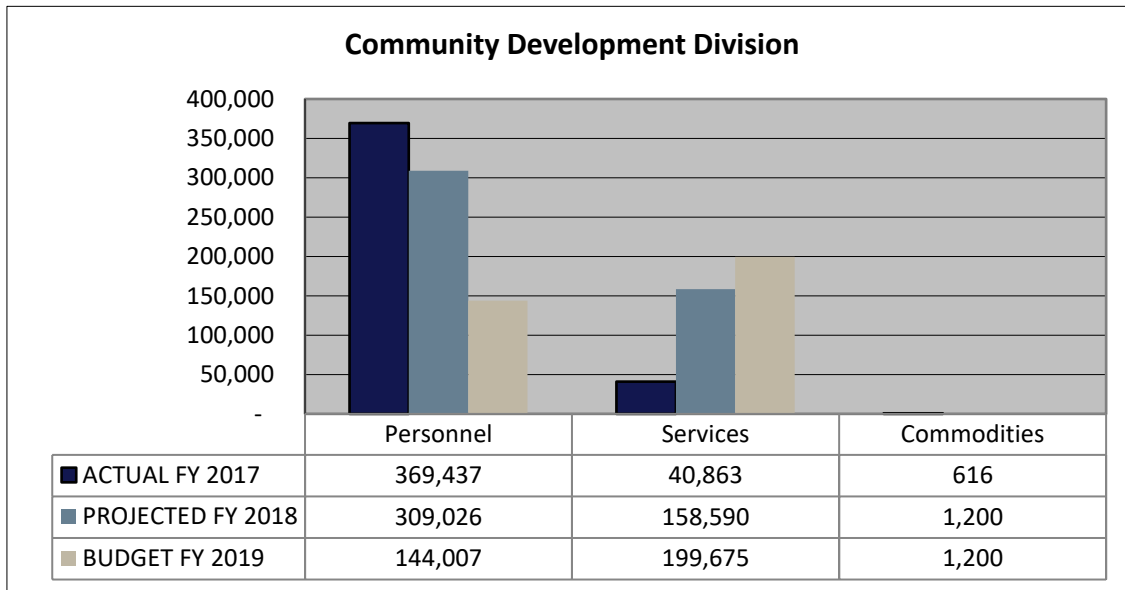
In addition to the initiatives outlined in the Strategic Work Plan, Public Works Parking and Traffic Control Division will endeavor to complete the following goals as well in Fiscal Year 2019:

Goals:	Anticipated Completion:
Continue Village-wide program to standardize parking and regulatory traffic signs	Ongoing objective
Continue GIS inventory of all signs	Ongoing objective
Complete thermoplastic pavement marking improvements throughout the Village	Quarter 2
Initiate a program to upgrade and install solar-powered school crossing signs at various pedestrian crossing locations	Quarter 3
Initiate design and installation of wayfinding signs in downtown area	Quarter 3
Complete the replacement and upgrade to new standard street identification throughout the Village	Quarter 4

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. Staff in this division are supplemented by contractual support for plan review and building/life safety inspections, accounting for the reduction in personnel costs and corresponding increase in services.

The Community Development Division Fiscal Year 2019 Budget is \$344,882. Below is the review of expenditures for the Community Development Division. The Fiscal Year 2019 Budget reflects lower personnel costs and higher services costs than the Fiscal Year 2018 Budget and projections, due to the outsourcing of building inspections and plan review services following retirement of the Building & Zoning Administrator.



Public Works Community Development Division Account Class Description:

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

GOALS & OBJECTIVES

FISCAL YEAR 2018 ACCOMPLISHMENTS:

In addition to the duties and responsibilities of the division, other special projects were undertaken in Fiscal Year 2018 with results as follows:

1. Completed extensive Request for Proposal process and initiated a new contractual agreement with HR Green Associates to provide all Plan Review, Fire/Life Safety and Inspection Services to support Village Building Division Services following the retirement of the Village's Building and Zoning Administrator. This will provide long-term costs savings and more timely plan review and inspection services;
2. Following the Village Board's adoption of the Downtown Plan, a Tudor Court Focus Group was formed and began deliberations to develop a conceptual plan for Tudor Court Placemaking Improvements;
3. Single family construction activity continued with 47 building permits issued totaling a stated value of \$31,887,557;
4. One lot consolidation was approved resulting in the combination of two zoning lots into one at 45 Scott Avenue and one subdivision was approved resulting in the creation of one new zoning lot at 834 Greenwood Avenue;
5. Autohaus on Edens at 1600 Frontage Road completed façade improvements and installed new signage to align with corporate identity guidelines required by Mercedes Benz;
6. Three new businesses completed significant renovations of their commercial spaces, including KidMotion at 75-77 Green Bay Road, Runway at 339 Park Avenue, and the Wild Child at 657 Vernon Avenue;
7. Improvements to public buildings were made at the Park District's Takiff Center at 999 Green Bay Road to add a fitness center and at Glencoe Union Church at 263 Park Avenue to renovate the commercial kitchen; and
8. The Plan Commission, in consultation with Village staff, began a process to reexamine and update the Village's design guidelines, which date back to 1976, and are used when reviewing the design of new buildings and exterior changes to existing buildings located in the Village's commercial and multi-family zoning districts.

FISCAL YEAR 2019 GOALS:

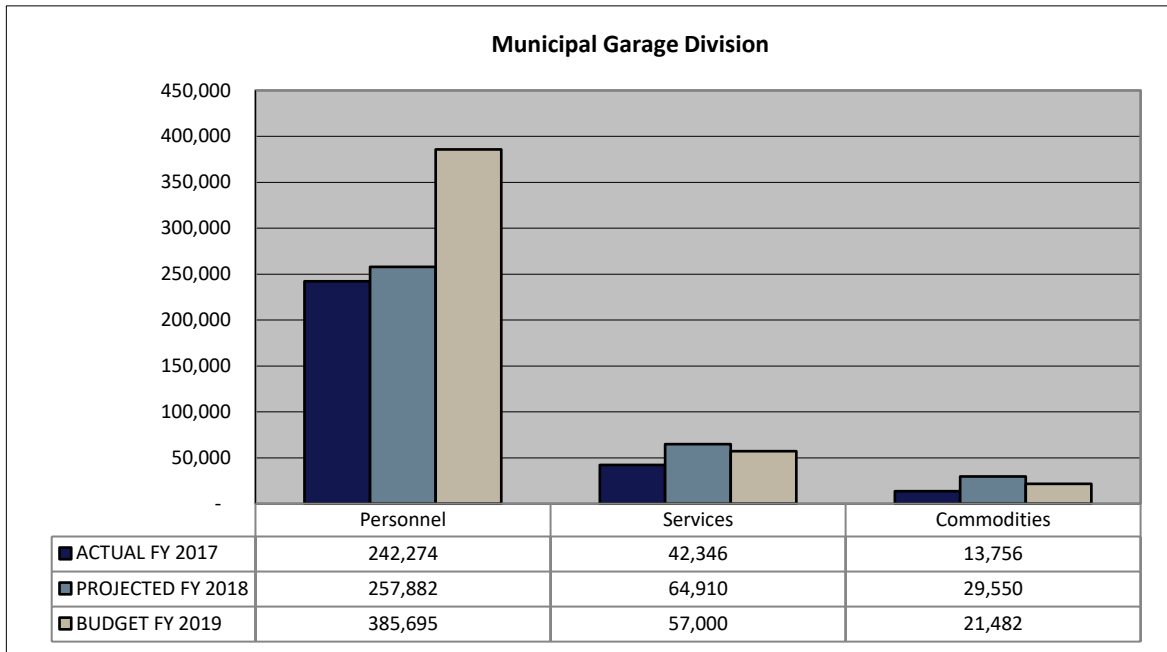
In addition to the initiatives outlined in the Strategic Work Plan, Public Works Community Development Division will endeavor to complete the following goals as well in Fiscal Year 2019:

Goals	Anticipated Completion
Review and evaluate initial year and determine whether to continue contractual agreement with HR Green for plan review and inspection service support	Ongoing objective
Initiate Building Division Process Review	Ongoing objective
Commence a comprehensive review of the Village's building permit fee structure	Quarter 2

MUNICIPAL GARAGE DIVISION

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

The Municipal Garage Division Fiscal Year 2019 Budget is \$473,177. Below is the review of expenditures for the Municipal Garage Division. The Fiscal Year 2019 Budget personnel expenses are greater than the Fiscal Year 2018 Budget and projection due to the transfer of personnel from the Garbage Division (budgeted in the Garbage Fund) to the Municipal Garage Division (budgeted in the General Fund) following outsourcing of the Village's garbage collection services and elimination of the Garbage Fund.



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

GOALS & OBJECTIVES

FISCAL YEAR 2018 ACCOMPLISHMENTS:

In addition to the regular duties and responsibilities of the division, other special projects were undertaken in Fiscal Year 2018 with results as follows:

1. Provided service and repairs to the on Village's fleet of vehicles and equipment; activity in FY 2018 included completing 217 preventative maintenance services, 50 major breakdown repairs and 82 minor breakdown repairs
2. Continuation of the Shared Services program with the Park District by providing service and repair services to the Park District's fleet of vehicles and equipment; activity in FY 2018 included completing 47 preventative maintenance services and 41 minor vehicle repairs

FISCAL YEAR 2019 GOALS:

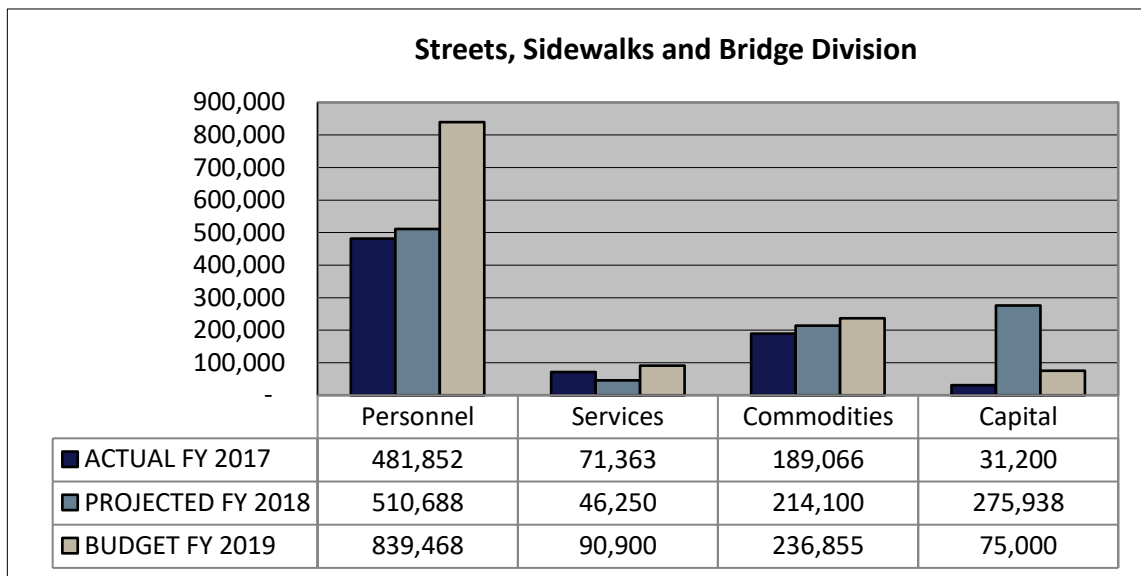
In addition to the initiatives outlined in the Strategic Work Plan, Public Works Municipal Garage Division will endeavor to complete the following goals as well in Fiscal Year 2019:

Goals	Anticipated Completion
Maintain Village vehicle fleet and equipment	Ongoing objective
Continue maintenance of Park District vehicle fleet through Shared Services Program	Ongoing objective

STREETS, SIDEWALKS, PARKWAY AND BRIDGE DIVISION

The Public Works Street 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.

The Street, Sidewalk and Bridge Division Fiscal Year 2019 Budget is \$1,242,223. Below is the review of expenditures for the Streets, Sidewalk and Bridge Division. The Fiscal Year 2019 Budget personnel expenses are greater than the Fiscal Year 2018 Budget and projection due to the transfer of personnel from the Garbage Division (budgeted in the Garbage Fund) to the Streets, Sidewalks, Parkway and Bridge Division (budgeted in the General Fund) following outsourcing of the Village's garbage collection services and elimination of the Garbage Fund.



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

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

GOALS & OBJECTIVES

FISCAL YEAR 2018 ACCOMPLISHMENTS:

In addition to the regular duties and responsibilities of the division, other special projects were undertaken in Fiscal Year 2018 with results as follows:

1. Completed street patching totaling approximately 20,000 sq. ft.
2. Replacement of 14,000 sq. ft. of sidewalk in Area 1 (north of Dundee Road and Beach Road) and 200 lineal feet of curb, comprising approximately 1% of total Village sidewalk inventory
3. Purchased road salt through a Joint Bid Program with 4 neighboring communities;
4. Completed approximately 5,000 square feet of thermoplastic pavement marking improvements
5. Replaced Street Sweeper - Unit #32

FISCAL YEAR 2019 GOALS:

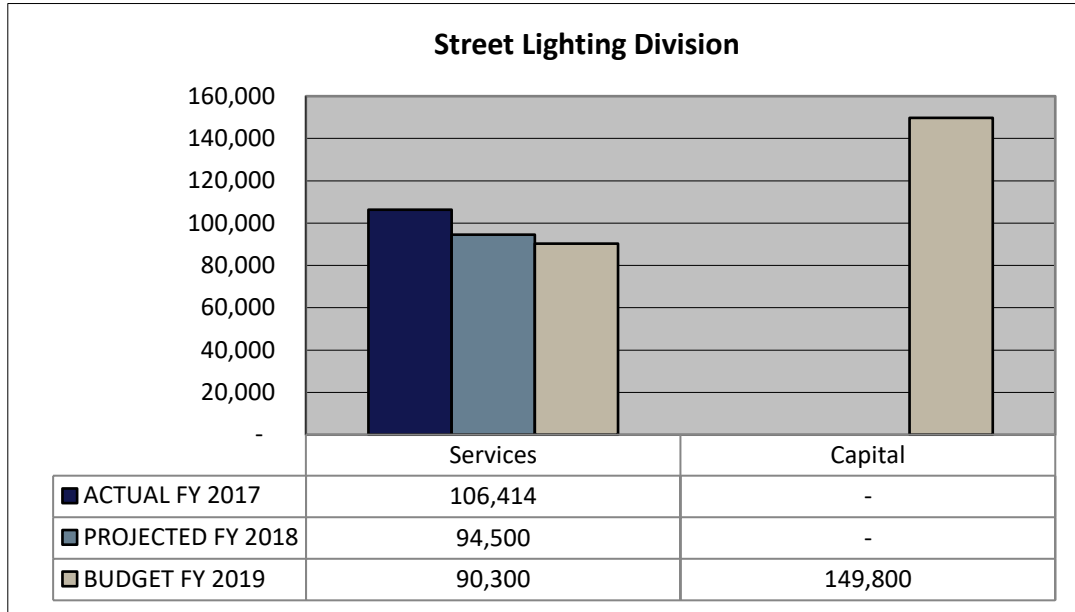
In addition to the initiatives outlined in the Strategic Work Plan, Public Works Streets, Sidewalk and Bridge Division will endeavor to complete the following goals as well in Fiscal Year 2019:

Goals:	Anticipated Completion:
Complete landscape improvements at South Ave. Overlook	Quarter 1
Complete annual thermoplastic pavement marking improvements in various locations	Quarter 3
Participate in a joint bid through the Municipal Partnering Initiative program for the street patching	Quarter 3
Phased Downtown Sidewalk Paver Restoration – proposed improvement will remove and reset 14,000 sq. ft. (20% of total inventory) of sidewalk pavers in downtown for safety and appearance.	Quarter 3
Residential Sidewalk Replacement – Target Area 2 (south of Dundee Road/Beach Road – north of South Avenue); budgeted funds are expected to replace 30,000 sq. ft. (2% of total inventory) of sidewalk.	Quarter 3

STREET LIGHTING DIVISION

The Public Works Street Lighting Division is responsible 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 is also responsible for the installation and maintenance of the downtown holiday lighting and street light banners.

The Street Lighting Division Fiscal Year 2019 Budget is \$240,100. Below is the review of expenditures for the Street Lighting Division.



Public Works Street Lighting Division Account Class Description:

- *Services*: Service Fees, special event and professional service
- *Capital*: Capital Equipment

GOALS & OBJECTIVES

FISCAL YEAR 2018 ACCOMPLISHMENTS:

In addition to the regular duties and responsibilities of the division, other special projects were undertaken in Fiscal Year 2018 with results as follows:

1. Installation and Maintenance of Downtown Business District holiday tree lighting as well as medians on Dundee Road and Green Bay Road;
2. Designed and purchased new holiday banners for downtown street light poles;
3. In partnership with ComEd, completed the LED streetlight conversion program, saving the Village over \$12,000 annually in energy costs.

FISCAL YEAR 2019 GOALS:

In addition to the initiatives outlined in the Strategic Work Plan, the Public Works Street Lighting Division will endeavor to complete the following goals as well in Fiscal Year 2019:

Goals:	Anticipated Completion:
Conduct routine maintenance of Village street lights throughout the community	Ongoing objective
Maintain a schedule for installation and replacement of business district street light banners	Ongoing objective
Begin Phase 1 of commuter parking lot overhead light replacement	Quarter 3
Begin Phase 1 of the Skokie Heights/Skokie Ridge Streetlight Pole Replacement	Quarter 3
Install and maintain business district holiday lights	Quarter 4

SOLID WASTE DIVISION

The Public Works Solid Waste Division is a newly created division which will be responsible for special collection services provided in the Solid Waste Collection Franchise Agreement with Lakeshore Recycling, and the solid waste disposal costs for all Village residential garbage collection.

The Solid Waste Division Fiscal Year 2019 Budget is \$256,000, which includes the cost of garbage disposal, leaf collection services and contractual garbage service fee.

GOALS & OBJECTIVES

FISCAL YEAR 2018 ACCOMPLISHMENTS:

- The inaugural Solid Waste Collection Franchise Agreement was approved in August 2017 and Lakeshore Recycling initiated residential garbage collection services in the Village in November 2017.

FISCAL YEAR 2019 GOALS:

In addition to the initiatives outlined in the Strategic Work Plan, the Public Works Solid Waste Division will endeavor to complete the following goals as well in Fiscal Year 2019:

Goals:	Anticipated Completion:
Complete two Village-wide Cleanup Collection in May and September 2018	Ongoing
Working with the Sustainability Task Force, continue to provide educational materials and programming on waste diversion, recycling and composting	Ongoing objective
Continue to monitor solid waste and recycling quantities generated in the community	Ongoing objective
Complete fall curbside leaf collection	Quarter 3
Review Administrative Services Fee structure to ensure costs for solid waste programs are fully covered by the fee structure	Quarter 3



VILLAGE OF GLENCOE

WATER FUND

FISCAL YEAR 2019



WATER FUND

As an enterprise fund of the Village, with revenue generated solely 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 and extending several thousand 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 1,800,000 gallons per day, or almost 200 gallons per person/per day. Peak consumption is nearly three times the average day.



The Glencoe Water Plant was originally constructed in 1928, and has been expanded and maintained diligently and thoughtfully for the last 90 years. A complex system for filtering and purifying water assures that water distributed through the system for the use and consumption of Glencoe residents and businesses is of the highest quality. As a public water utility, the Village's Water Plant operation is subject to rigorous, 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 commitment to produce safe, high-quality drinking water as the Glencoe Water Utility once again met every standard for over 100 contaminants tested for each year.

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

Treated water produced by the water plant is pumped into a distribution system consisting of 58 miles of water main of various sizes ranging from 4 inches to 16 inches. In addition, the distribution system is served by a 0.5 million gallon (MG) elevated tank located on Frontage Road, and a 2 MG underground reservoir located near the water plant. The Village commissioned a Water Distribution System Plan 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 Plan included a 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 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 this significant need in infrastructure as well as day-to-day operations costs, a comprehensive rate analysis was conducted during Fiscal Year 2018 and a revised rate structure has been integrated into the Fiscal Year 2019 budget.

The Water Fund is comprised of two divisions:

1. Water Distribution Division:

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

- Regular and emergency maintenance for 58 miles of water main;
- Maintenance of 644 fire hydrants;
- Installation and maintenance of 3,200 residential and commercial water meters;
- Water meter reading services; and
- Water main replacement and other capital improvement projects.

2. Water Production Division:

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

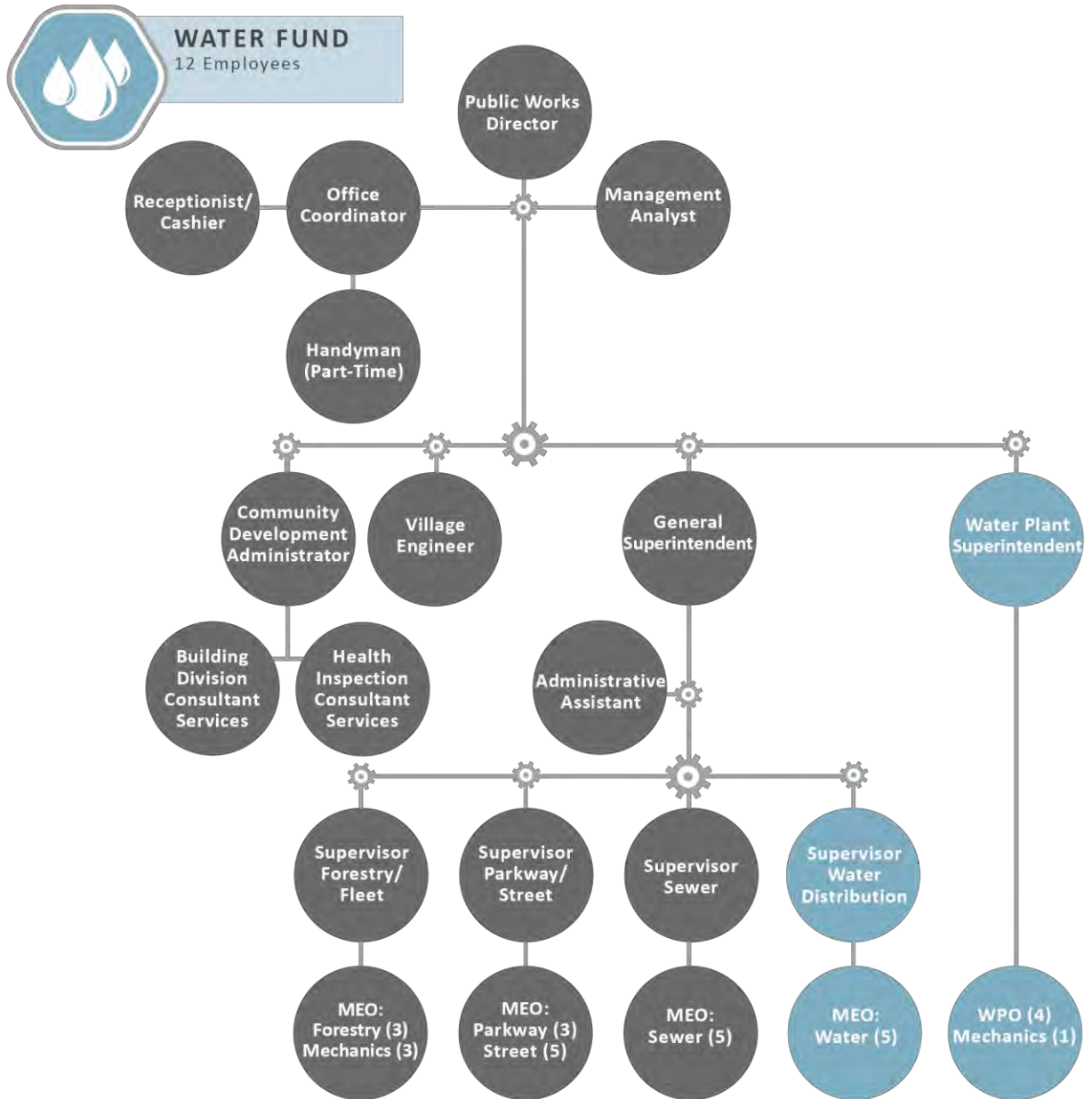
- Produce and maintain quality drinking water in sufficient quantity;
- Supply water to the entire Village through the Village's 58 miles of water main; and
- Provide pressure to meet consumer needs with minimal service interruptions.

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;
- U.S. Environmental Protection Agency;
- Illinois Department of Natural Resources.

DEPARTMENT STRUCTURE / STAFFING SUMMARY

ORGANIZATION CHART:



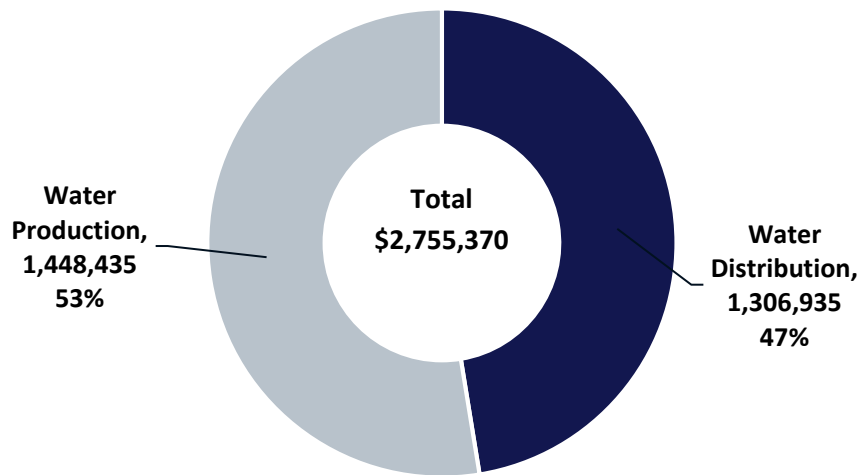
STAFFING SUMMARY:

The Water Production and Water Distribution Divisions are comprised of 12 full-time employees. Following the outsourcing of the Village’s garbage collection services, an additional staff member was allocated in the Water Fund to assist with Water Fund related programmatic maintenance and other system projects. Below is a chart illustrating authorized positions for Fiscal Year 2019.

AUTHORIZED FULL-TIME POSITIONS			
POSITION TITLE:	FY 2017	FY 2018	FY 2019
Water Plant Superintendent	1	1	1
Water Distribution Supervisor	1	1	1
Water Plant Operators	4	4	4
Maintenance Equipment Operators	4	4	5
Mechanic	1	1	1
Total:	11	11	12

BUDGET EXPENDITURE SUMMARY

Expenditures of the Water Fund include Water Distribution and Water Production. The total Fiscal Year 2018 budget for the Water Fund is \$2,755,370.



	Water Distribution	Water Production	Total	Prior Year's Budget	% Change from FY18
PERSONNEL	672,984	736,731	1,409,715	1,256,894	12.16% ¹
SERVICES	129,000	232,839	361,839	334,533	8.16% ²
COMMODITIES	72,200	75,774	147,974	146,200	1.21%
SUB-TOTAL	874,184	1,045,344	1,919,528	1,737,627	10.47%
DEBT SERVICE	174,660	-	174,660	174,660	0.00%
CAPITAL	235,000	380,000	615,000	628,700	-2.18%
FINANCING USE	23,091	23,091	46,182	45,056	2.50%
SUB-TOTAL	432,751	403,091	835,842	848,416	-1.48%
DIVISION TOTAL	1,306,935	1,448,435	2,755,370	2,586,043	6.55%

¹ The increase in the personnel component of the Water Fund budget is attributable to the transfer of one employee from the Garbage Fund to the Water Fund due to the outsourcing of garbage collection services.

² The increase in the services component of the Water Fund budget is the result of additional maintenance of the Water Plant Intake pipe.

WATER | EXPENDITURES

Distribution & Production Divisions

Fund: Water

Account:	Proposed FY 2019 Budget	Projected FY 2018 Budget	Approved FY 2018 Budget
42110 : SALARIES - REGULAR	900,700	804,744	804,744
42210 : SALARIES - TEMPORARY	-	-	25,000
42310 : OVERTIME	59,748	59,000	50,333
SALARIES	960,448	863,744	880,077
42116 : LONGEVITY BONUS	23,975	21,500	21,250
42118 : SAFETY PAY	1,450	1,525	1,450
42120 : RHS PAY	13,123	10,576	7,842
42124 : OTHER COMPENSATION	28,362	22,800	22,800
42610 : EMPLOYEE BENEFITS	183,957	147,372	147,372
46115 : SOCIAL SECURITY ADMIN.	62,000	55,952	55,952
46120 : MEDICARE ONLY CONTRIB.	14,500	13,085	13,085
46125 : ILL MUNI. RET. FUND	121,900	107,066	107,066
FRINGE BENEFITS	449,267	379,876	376,817
51125 : STATION REPAIRS	10,000	10,000	10,000
51130 : GROUNDS MAINTENANCE	1,500	-	1,500
51140 : OFFICE EQUIPMENT MAINT.	500	-	750
51145 : RADIO EQUIPMENT MAINT.	250	-	250
51150 : CHEMICAL FEED EQUIP. R/M	1,000	1,000	1,000
51180 : GENERAL EQUIPMENT R/M	10,310	10,000	10,010
51190 : DIESEL MOTORS R/M	500	500	500
51245 : PUMP REPAIR	750	-	750
51250 : ELECTRICAL SYSTEM R/M	-	500	500
51255 : METER REPAIRS AND INSTALL	2,500	2,500	2,500
51260 : MAINT. OF WATER TOWER	25,500	22,944	22,944
51270 : LEASE OF OVERHEAD WIRE	2,900	1,800	1,800
51275 : LAB EQUIPMENT R/M	3,700	1,700	1,700
51277 : INTAKE R/M	50,000	267,520	9,000
51280 : WATER MAIN - EMERGENCIES	20,000	71,500	20,000
51285 : REPAIR SERV PIPES/FITTING	35,000	35,000	35,000
51290 : SHOP REPAIRS	500	250	1,000
52165 : DRY CLEANING SERVICES	3,800	3,150	3,450
52170 : DATA PROCESSING SERVICES	4,840	5,790	5,790
52195 : CREDIT CARD FEES	4,500	4,000	4,500
52200 : POSTAGE	4,250	3,675	4,300
52205 : TELECOM/INTERNET SERV.	11,050	13,500	9,950
52210 : PUBLISHING	1,000	-	500
52260 : METRO. WATER RECLAM. DIST	16,000	6,000	16,000
52265 : DUMPING FEES	9,900	6,000	10,000
52270 : ELECTRICAL - LIGHT/AC	80,000	71,000	80,000

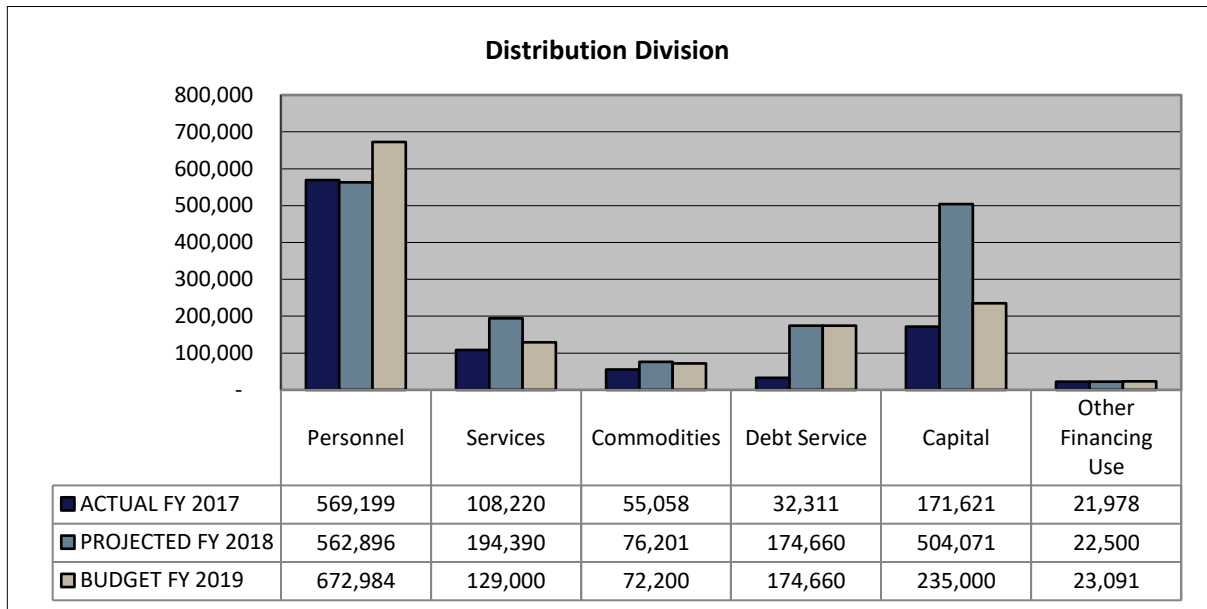
Account:	Proposed FY 2019 Budget	Projected FY 2018 Budget	Approved FY 2018 Budget
52275 : NATURAL GAS	8,000	7,000	8,000
53115 : AUDITING SERVICES	300	13,767	350
53125 : ENGINEERING SERVICES	5,000	15,000	25,000
53130 : LABORATORY SERVICES	5,800	5,500	5,500
53160 : PLUMBING INSPECTIONS	10,000	15,000	10,000
55105 : MEMBERSHIPS/DUES	500	579	500
55110 : IN SERVICE TRAINING	5,900	4,600	5,900
56105 : PUBLIC LIABILITY INSUR.	23,589	23,500	23,589
56110 : INSURANCE DEDUCTIBLES	2,500	4,830	2,000
SERVICES	361,839	628,105	334,533
61110 : MATERIALS	8,000	8,000	8,000
61165 : SUNDRY	2,200	2,200	2,200
61170 : OFFICE SUPPLIES	2,000	1,500	2,100
61180 : SHOP SUPPLIES	3,000	10,000	12,500
61185 : GASOLINE-OIL-GREASE	2,450	2,450	2,450
61187 : VEHICLE GAS-OIL-GREASE	5,400	4,750	5,400
61195 : TREATMENT CHEMICALS	44,724	33,500	39,150
61215 : GENERAL PLANT SUPPLIES	2,500	2,500	2,500
61220 : LAB EQUIPMENT/SUPPLIES	12,500	12,500	12,500
62120 : WATER METER	15,000	15,000	15,000
62125 : MISC. HYDRANT REPLACEMENT	23,500	20,831	27,000
62130 : MISC EQUIPMENT	4,500	5,000	5,000
62135 : SAFETY EQUIPMENT	13,000	2,070	3,000
64105 : UNIFORMS/WORK CLOTHING	2,250	2,750	2,750
65105 : TOOL PURCHASE/REPAIR	3,500	2,800	4,000
66105 : VEHICLE OPERATING EXPENSE	3,450	4,750	2,650
COMMODITIES	147,974	130,601	146,200
74020 : LOAN PAYMENT	174,660	174,660	174,660
DEBT SERVICE	174,660	174,660	174,660
OTHER FINANCING USE			
53180 : VOG MANAGEMENT SERVICES	46,182	45,000	45,056
OTHER FINANCING USE	46,182	45,000	45,056
TOTAL OPERATING:	2,140,370	2,221,986	1,957,343

Account:	Proposed FY 2019 Budget	Projected FY 2018 Budget	Approved FY 2018 Budget
CAPITAL	Proposed FY 2019 Budget	Projected FY 2018 Budget	Approved FY 2018 Budget
82120 : SMALL TOOLS & EQUIPMENT	380,000	-	250,000
83105 : AUTOS-TRUCKS-TRACTORS	75,000	-	-
84115 : WATER SYSTEM IMPROVEMENTS	160,000	504,071	378,700
CAPITAL	615,000	504,071	628,700
TOTAL WATER FUND:	2,755,370	2,726,057	2,586,043

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 Plant to all water customers. Staff in this division handle routine and emergency repairs to the system; install, maintain and read residential and commercial water meters; and install, maintain and exercise valves and fire hydrants.

The Water Distribution Fiscal Year 2019 Budget is \$1,306,935. Below is the review of the expenditures for the Water Distribution Division. The Fiscal Year 2019 Budget personnel expenses are greater than the Fiscal Year 2018 Budget and projection due to the transfer of personnel from the Garbage Division to the Water Distribution Division following the outsourcing of the Village's garbage collection services and elimination of the Garbage Fund.



Water Distribution Division Account Class Description:

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

GOALS & OBJECTIVES

FISCAL YEAR 2018 ACCOMPLISHMENTS:

In addition to the routine duties and responsibilities of the division, other special projects undertaken in Fiscal Year 2018 include the following:

1. Completed installation of water main at the following locations: Sunset Lane-Sunset to south end, Replaced 290 lineal feet of new 6-inch pipe; Wentworth Avenue to Mary Street Loop, Installed 650 lineal feet of new 8-inch pipe; Mary Street - Sheridan Road to east end, Replaced 70 lineal feet of 6-inch pipe; Brookside Lane / Bluff Street loop, Installed 230 lineal feet of new 8-inch pipe;
2. Completed 47 new service taps, and 19 service repairs; repaired 34 water main breaks;
3. Managed a Village-wide precautionary boil order in mid-June that resulted from a break on a 12-inch water main on Park Avenue at Bluff Street; the timely and comprehensive communication of information highlighted the value of the Village's eNews, GlencoeConnect and social media presence;
4. Completed emergency relocation of 16-inch water transmission main across the Glencoe Boating Beach;
5. Completed repairs to the 14-inch transmission main crossing the Skokie Lagoons;
6. Worked jointly with staff and the Village's Financial Consultant to complete a water rate analysis to support necessary operational and capital expenditures.

FISCAL YEAR 2019 GOALS:

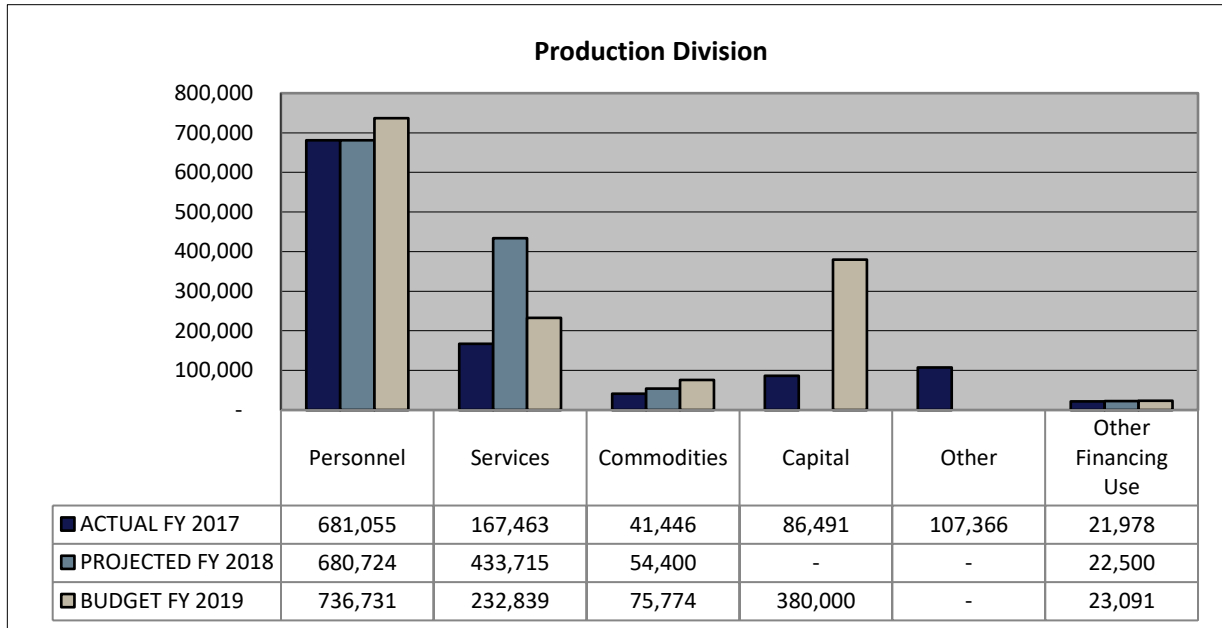
In addition to the initiatives outlined in the Strategic Work Plan, the Water Distribution Division will endeavor to complete the following goals as well in Fiscal Year 2019.

Goals:	Anticipated Completion:
Implement a consistent valve turning program that will identify valves that are in need of repair or replacement. <i>(The benefits of a regular valve exercise program better insures functioning valves which is vital in getting good shutdowns of effected water main during emergency repairs. Good shutdowns reduce water loss and the downtime for customers to be out of water.)</i>	Ongoing objective
Continue b-box survey that will identify exact locations and will be checked for possible water leaks.	Ongoing objective
Replace Combination Backhoe/Loader - Unit #52 (shared cost with General Fund).	Quarter 3
Complete water main replacement on Whitebridge Hill Road (Sheridan to east end) which is comprised of 510 linear feet of 8-inch pipe.	Quarter 3

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 adequate quantity and pressure to supply the entire Village distribution system. Staff in this Division is also responsible for the ongoing maintenance and improvements to the process systems, equipment and infrastructure of the Water Treatment Plant. The 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 Fiscal Year 2019 Budget is \$1,448,435. Below is the review of expenditures for the Water Production Division.



Water Production Division Account Class Description:

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

GOALS & OBJECTIVES

FISCAL YEAR 2018 ACCOMPLISHMENTS:

In addition to the routine duties and responsibilities of the division, other special projects were undertaken in Fiscal Year 2018 with results as follows:

1. Continued to manage Cross Connection Control Program utilizing a third party service provider;
2. Completed emergency cleaning of the 24-inch Water Plant intake pipe. The intake pipe extends out 3,300 feet out from the shoreline, and supplies raw water from Lake Michigan to the Plant as the first step of the treatment process. The intake pipe, original to the 1928 Water Plant construction, had never been previously cleaned, and had become partially blocked. Through the use of seven large pumps, over 140 million gallons of water was flushed through the 24-inch pipe over a three day period, flushing the pipe clear of the accumulated sand and sediment.
3. Installed new diesel high lift engine at the water plant.

FISCAL YEAR 2019 GOALS:

In addition to the initiatives outlined in the Strategic Work Plan, the Water Production Division will endeavor to complete the following goals as well in Fiscal Year 2019.

Goals:	Anticipated Completion:
Manage Cross Connection Control Program.	Ongoing objective
Replace water plant master meter system.	Quarter 2
Replace water plant SCADA System.	Quarter 3



VILLAGE OF GLENCOE

MOTOR FUEL TAX (MFT) FUND

FISCAL YEAR 2019



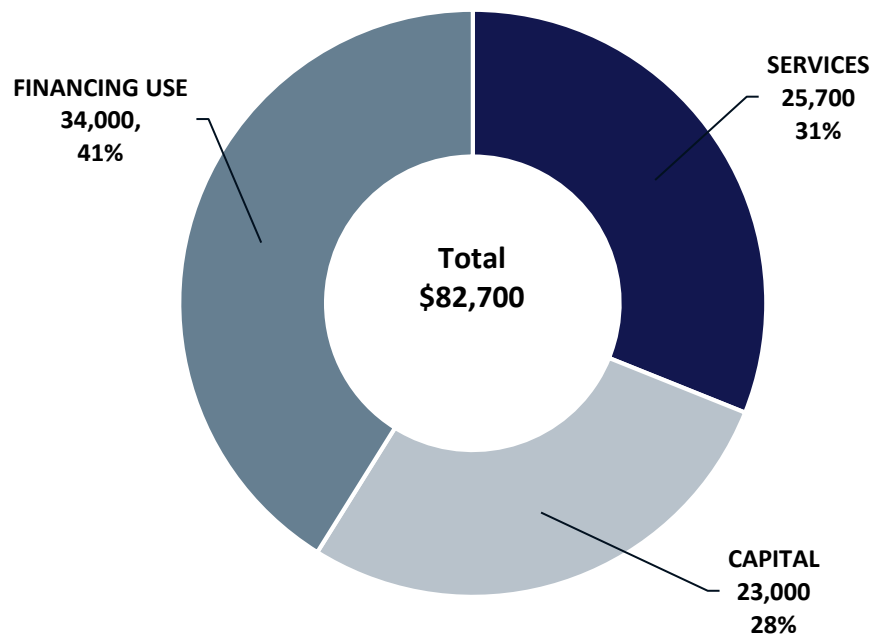
MOTOR FUEL TAX FUND

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

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

Expenditure Summary:

The Motor Fuel Tax Fund Fiscal Year 2019 Budget is \$82,700. Below is the review of expenditures for the Motor Fuel Tax Fund.



GOALS & OBJECTIVES

FISCAL YEAR 2018 ACCOMPLISHMENTS:

In addition to the routine duties and responsibilities of the division, other special projects undertaken in Fiscal Year 2018 include the following:

1. Completed 5,000 lineal feet of thermoplastic pavement marking on Village streets.
2. Completed the 2017 Maintenance Street Resurfacing Program, resurfacing approximately 64,000 square yards of pavement on portions of 22 Village streets, or approximately 12% of the total street pavement in the Village.

FISCAL YEAR 2019 GOALS:

In addition to the goals and projects included in the forthcoming Strategic Work Plan, the division will endeavor to complete the following goals as well in Fiscal Year 2019.

Goals:	Anticipated Completion:
Complete approximately 15,000 lineal feet of thermoplastic pavement striping.	Quarter 2
Complete Traffic Signal LED Upgrade.	Quarter 3



VILLAGE OF GLENCOE

DEBT SERVICE FUND

FISCAL YEAR 2019



DEBT SERVICE FUND

The Debt Service Fund exists for the purpose of retiring general obligation and other debt incurred to finance various capital improvements in the Village. Generally, this debt has been incurred following voter-approved referenda questions that have provided the Village authority to source funds to pay for various infrastructure improvements in Glencoe. Entering Fiscal Year 2019, there are four issuances requiring debt service payments, all of which were issued following voter-approved referenda. These include:

- 2009 Series - \$7,400,000 Original Issuance
- 2012 Series - \$8,550,000 Original Issuance
- 2015 Series – \$5,000,000 Original Issuance
- 2016 Series - \$5,000,000 Original Issuance

As outlined below, at the end of Fiscal Year 2018 the Village’s total debt balance will be \$19,290,000. However, by the end of Fiscal Year 2019, the 2009 Series Bond Issuance will be fully retired, reducing the Village’s debt liability significantly to \$17,635,000.

FY 2018

Year	Original Issue	Beginning Balance	Issuances	Retirements	Ending Balance
2009	7,400,000	2,320,000	-	1,135,000	1,185,000
2012	8,550,000	8,550,000	-	-	8,550,000
2015	5,000,000	5,000,000	-	-	5,000,000
2016	5,000,000	5,000,000	-	445,000	4,555,000
	25,950,000	20,870,000	-	1,580,000	19,290,000

FY 2019

Year	Original Issue	Beginning Balance	Issuances	Retirements	Ending Balance
2009	7,400,000	1,185,000	-	1,185,000	-
2012	8,550,000	8,550,000	-	-	8,550,000
2015	5,000,000	5,000,000	-	-	5,000,000
2016	4,555,000	4,555,000	-	470,000	4,085,000
	25,505,000	19,290,000	-	1,655,000	17,635,000

The Village preserves its limited tax bond authority as an emergency reserve or for use as otherwise directed by the Village Board. Beginning in tax year 2009 (Fiscal Year 2011) the annual extension limit increased by the percentage change in the CPI, with legislation allowing the increase in the extension limit, that limit has increased from \$501,555 to \$567,929. However, the Village's equalized assessed value has decreased from \$1.2 billion in Fiscal Year 2011 to \$945 million in Fiscal Year 2018, reducing the maximum principal that can be issued to \$4.7 million.

Debt Capacity Outline

The Village of Glencoe is a special charter non-home rule unit of government. As such, the Village can legally issue debt service up to 10% of the assessed value within the Village. As of February 28, 2019, it is projected that this limit will total \$97.3 million. At the end of Fiscal Year 2018, the Village will have \$17.6 million in debt applicable to the limit, leaving a legal debt margin of \$79.7 million. As a special charter non-home rule unit of government, the Village has little authority to levy debt without voter approval.

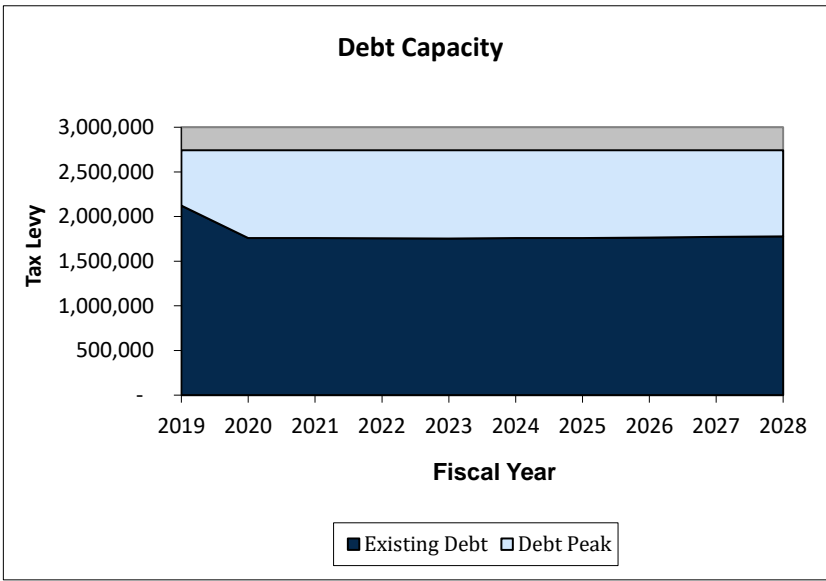
Types of Debt

- **General Obligation Bonds, voter approved**
Most debt issuances require voter approval unless issued with a pledge of alternate revenues (water revenue, golf revenue, sales tax, etc.) or is otherwise issued using the Village's limited tax authority. All of the Village's current debt has been issued following voter approved referenda questions. Terms of debt have averaged between 10 and 20 years.
- **Alternative Revenue Bonds**
With alternative revenue bonds debt, some revenue source is pledged to pay the debt. If the pledged revenue falls short, property taxes must be collected to pay the required debt service. Alternative revenue debt does not require a referendum unless a petition is filed with sufficient signatures to require one. The Village has never had a referendum on alternate revenue debt issuances. Currently, the Village has no alternative revenue debt.
- **Limited Tax Authority**
This form of debt issuance authority is based on the amount of property tax extension used to pay for non-referendum debt service. This tax cap legislation was enacted in the early 1990s. The law provides that non-referendum debt can be replaced without referendum. Beginning Tax Year 2009 (Fiscal Year 2011) the extension cap increases annually by the same CPI as property tax extension under Property Tax Extension Limitation Law (PTELL). During Fiscal Year 2018, the limited tax debt cap totaled \$567,929.

The Village can issue limited tax bonds up to ½ of one percent of the Village's equalized assessed valuation. As of Fiscal Year 2018 that amount is \$4.7 Million, in which the Village can pay up to \$567,929 annually towards retirement of those bonds. Currently, the Village has no limited tax authority debt.

**EXISTING DEBT SERVICE TAX LEVY PROJECTION
FISCAL YEAR 2019 THROUGH FISCAL YEAR 2028**

SERIES	RETIREMENT DATE	ORIGINAL DEBT	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
2009	Dec-18	7,400,000	1,216,995	-	-	-	-	-	-	-	-	-
2012	Dec-27	8,550,000	185,000	1,045,000	1,047,800	1,050,200	1,052,200	1,058,800	1,063,719	1,068,106	1,075,719	1,081,375
2015	Dec-34	5,000,000	158,700	158,700	158,700	158,700	158,700	158,700	158,700	158,700	158,700	583,700
2016	Dec-34	5,000,000	561,100	556,700	552,200	547,600	542,900	543,100	538,100	538,000	537,700	112,200
Annual Tax Levy			2,121,795	1,760,400	1,758,700	1,756,500	1,753,800	1,760,600	1,760,519	1,764,806	1,772,119	1,777,275
Annual Tax Levy per \$10K EAV			21.79	17.55	17.03	16.51	16.00	15.60	15.14	14.74	14.37	13.99
Total Original Debt		25,950,000										



Washington Place SSA	22,729	22,729	22,729	22,729	22,729	22,729	22,729	22,729	22,729
Annual total with SSA	2,144,524	1,783,129	1,781,429	1,779,229	1,776,529	1,783,329	1,783,248	1,787,535	1,794,848

**ANNUAL PRINCIPAL PAYMENT ON EXISTING G.O. DEBT SERVICE
FISCAL YEAR 2019 THROUGH FISCAL YEAR 2028**

SERIES	RETIREMENT DATE	ORIGINAL DEBT	ANNUAL PRINCIPAL PAYMENT ON EXISTING G.O. DEBT SERVICE																	
			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
2009	Dec-18	7,400,000	-	945,000	980,000	1,015,000	1,050,000	1,090,000	1,135,000	1,185,000	-	-	-	-	-	-	-	-	-	
2012	Dec-27	8,550,000	-	-	-	-	-	-	-	-	860,000	880,000	900,000	920,000	945,000	970,000	995,000	1,025,000	1,055,000	
2015	Dec-34	5,000,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	425,000
2016	Dec-27	5,000,000	-	-	-	-	-	-	445,000	470,000	475,000	480,000	485,000	490,000	500,000	505,000	515,000	525,000	525,000	110,000
Annual Principal Payment			1,805,000	1,140,000	1,185,000	1,225,000	1,265,000	1,090,000	1,580,000	1,655,000	1,335,000	1,360,000	1,385,000	1,410,000	1,445,000	1,475,000	1,510,000	1,550,000	1,590,000	

PRINCIPAL BALANCE

	March 1	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
March 1	10,030,000	8,225,000	15,635,000	14,450,000	13,225,000	16,960,000	20,870,000	19,290,000	17,635,000	16,300,000	14,940,000	13,555,000	12,145,000	10,700,000	9,225,000	7,715,000	6,165,000	6,165,000
February 28 (29)	8,225,000	15,635,000	14,450,000	13,225,000	16,960,000	20,870,000	19,290,000	17,635,000	16,300,000	14,940,000	13,555,000	12,145,000	10,700,000	9,225,000	7,715,000	6,165,000	4,575,000	4,575,000
Equalized Assessed Valuation (1)	1,039,489,033	936,967,754	875,187,894	787,716,085	796,595,180	770,890,307	945,242,907	973,600,194	1,002,808,200	1,032,892,446	1,063,879,219	1,095,795,596	1,128,669,464	1,162,529,548	1,197,405,434	1,233,327,597	1,270,327,425	1,270,327,425
3.0% Annual Increase																		
G.O. Debt Limit - 10.00% of EAV	103,948,903	93,696,775	87,518,789	78,771,609	79,659,518	77,089,031	94,524,291	97,360,019	100,280,820	103,289,245	106,387,922	109,579,560	112,866,946	116,252,955	119,740,543	123,332,760	127,032,743	127,032,743
Legal G.O. Debt Margin On 2/28 (29)	95,723,903	78,061,775	73,068,789	65,546,609	62,699,518	56,219,031	75,234,291	79,725,019	83,980,820	88,349,245	92,832,922	97,434,560	102,166,946	107,027,955	112,025,543	117,167,760	122,457,743	122,457,743
Long Term Debt Per Capita Assumes Constant Population of 8,723)	942.91	1,792.39	1,656.54	1,516.11	1,944.29	2,392.53	2,211.40	2,021.67	1,868.62	1,704.90	1,546.84	1,385.94	1,221.04	1,052.72	880.41	703.53	522.08	522.08
Long Term Debt per \$10,000 EAV	79.13	166.87	165.11	167.89	212.91	270.73	204.07	181.13	162.54	144.64	127.41	110.83	94.80	79.35	64.43	49.99	36.01	36.01

INTEREST PAYMENTS

SERIES	RETIREMENT DATE	ORIGINAL DEBT	ANNUAL INTEREST PAYMENTS																
			FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
2009	Dec-18	7,400,000	166,008	166,008	147,108	127,508	107,208	84,895	60,370	31,995	-	-	-	-	-	-	-	-	-
2012	Dec-27	8,550,000	-	-	178,319	185,000	185,000	185,000	185,000	185,000	185,000	167,800	150,200	132,200	113,800	93,719	73,106	50,719	26,375
2015	Dec-34	5,000,000	-	-	178,319	185,000	-	218,213	158,700	158,700	158,700	158,700	158,700	158,700	158,700	158,700	158,700	158,700	158,700
2016	Dec-27	5,000,000	-	-	178,319	185,000	-	-	129,167	91,100	81,700	72,200	62,600	52,900	43,100	33,100	23,000	12,700	2,200
Annual Principal Payment			198,995	192,820	702,540	696,320	299,195	488,108	533,237	466,795	425,400	398,700	371,500	343,800	315,600	285,519	254,806	222,119	187,275
Interest as % of Prin. Balance			1.98%	2.34%	4.49%	4.82%	2.26%	2.88%	2.56%	2.42%	2.41%	2.45%	2.49%	2.54%	2.60%	2.67%	2.76%	2.88%	3.04%



VILLAGE OF GLENCOE

COMMUNITY IMPROVEMENT PROGRAM

FISCAL YEAR 2019

COMMUNITY IMPROVEMENT PROGRAM

RECOMMENDED BUDGET REQUESTS



GENERAL FUND

BUDGET REQUEST

Firing Range Ballistic Upgrades	45,000
Public Safety Vehicle Replacement #653	46,000
Public Safety Vehicle Replacement #657	46,000
Apparatus Bay Floor Resurfacing	18,000
Public Safety Floor Upgrades - 2nd Floor	14,500
Roof Replacement - NE Village Hall	27,000
Public Right-of-Way Improvements	55,800
Downtown Sidewalk Paver Restoration	75,000
Commuter Parking Lot Light Replacement - NW	130,000
Street Light Pole Replacement (Phase 1 of 5)	19,800
Green Bay Trail Engineering - South to Maple Hill	30,000
Backhoe Loader	75,000
Public Works Administrative Vehicle	34,500

Total General Fund **\$616,600**

GENERAL FUND - PENDING

Village Facility Security Upgrades	125,000
Enterprise Resource Planning Program	800,000

Total General Fund - Pending **\$925,000**



WATER FUND

Water Plant Scada System	350,000
Master Meter Replacement	30,000
Backhoe Loader (50% allocated to Water Fund)	75,000
Water Main Replacement (Whitebridge Hill Rd.)	160,000

Total Water Fund **\$615,000**



MOTOR FUEL TAX (MFT) FUND

Traffic Signal Upgrades	23,000
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Total MFT Fund **\$23,000**



BOND CONSTRUCTION FUND

Sanitary Sewer Lining	450,000
Storm Sewer Outfall Improvement	500,000
Residential Sidewalks	200,000
Tudor Court Resurfacing Improvement	125,000

Total Bond Construction Fund **\$1,275,000**

FISCAL YEAR 2019 CIP GRAND TOTAL **\$3,454,600**



FISCAL YEAR 2019

COMMUNITY IMPROVEMENT PROGRAM

GENERAL FUND

FISCAL YEAR 2019 COMMUNITY IMPROVEMENT PROGRAM

Project Name: Firing Range Ballistic Upgrades	Project Type: Equipment
Department: Public Safety	Project Coordinator: Public Safety Lieutenant
Cost: \$45,000	Account(s): 12-405-405-82150
	Fund(s): GENERAL

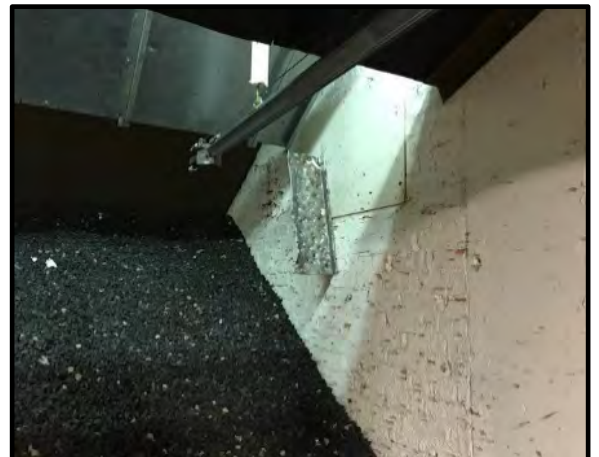
Project summary:

The Public Safety Department maintains an on-site firing range to conduct mandated annual qualifications for duty handguns, patrol rifles, less lethal shotgun, and Taser. In addition to the four annual qualification categories, the department conducts various in-house firearms training programs monitored by Glencoe firing range instructors. An on-site firing range allows for cost-effective training. On-duty officers can be trained on-shift by on-staff personnel. Therefore, other than ammunition, there are no associated costs with required/mandated firearms training. In addition, members of the Department serve on specialized units which require specific and frequent firearms training on-site. The legacy target retrieval system was originally installed in 1989 and was last upgraded in 2007.

As part of the Fiscal Year 2018 Community Improvement Program, the automated firing range target retrieval system and lane dividers will be upgraded to ensure the range is safe and functional for continued use. The target date of installation is early 2019. As a component of the system evaluation supporting those improvements, staff has also determined that additional ballistic protection must be added to the physical plant of the range.

Weapon systems and ammunition technology have been enhanced over the last 30 years; the department has transitioned from revolvers to semi-automatic pistols of varying calibers and added patrol rifles to the weapons cadre. These upgrades have resulted in significant damage to the re-directive guards over the bullet trap (placed at the ceiling level), as well as the concrete and brick sidewalls of the range bullet trap area as they were not designed for these enhanced caliber weapons. The existing pistol-rated re-directive guards must be replaced with rifle-rated materials to eliminate bullet penetration and damage to the concrete ceiling and range ventilation return ducts. The concrete and brick sidewall structure surrounding the bullet trap is subjected to direct and indirect bullet strikes, causing scarring, chipping, and deterioration of the walls. The installation of steel sidewall plates will protect the walls from further deterioration. Proper plating of the walls and ceiling will also enhance shooter safety as bullet strikes will not penetrate the plates, but will be redirected to the bullet trap as designed.

(Continued on next page...)



During the installation of the new Village Hall HVAC system, sections of electrical conduit were installed at the ceiling level of the firing range. This conduit is not protected with any armor plating. In order to avoid damage and/or disruption to the Village HVAC and electrical systems, the installation of protective materials to cover the conduit will also be required.

This request aligns with the following Strategic Priorities: Infrastructure Replacement, Operational Effectiveness.

Segment: Not applicable
Replacement of: Legacy system – installed in 1989 and upgraded in 2007
Expected useful life: 15 years



FISCAL YEAR 2019 COMMUNITY IMPROVEMENT PROGRAM

Project Name: Vehicle Replacement	Project Type: Vehicle
Department: Public Safety	Project Coordinator: Auxiliary Services Supervisor
Cost: \$46,000	Account(s): 12-405-405-83105
	Fund(s): GENERAL

Project summary:

Squad 653 is a 2014 Chevy Tahoe due for replacement. The Village’s standard replacement cycle for a vehicle such as this is 4 years or 100,000 miles. At the time of projected replacement this vehicle will be nearing its mileage threshold based on annual mileage projections. The need for dependable and safe police patrol vehicles is critical to the day to day operation of the Public Safety Department. As emergency response vehicles, the vehicle supports MDTs for CAD systems, in car video, radios, rifle racks, flash lights and emergency lighting. The vehicle is essentially a mobile office for officers assigned to patrol, occupied and driven almost 24 hours, and 365 days per year.

When making a determination for replacement, recommendations are dependent upon vehicle condition, age, service history and other contributing factors. Age and mileage alone cannot exclusively determine rotation, but the nature of patrol vehicle operation must also be considered in a fleet management program. The nature of police vehicle operations involves rapid acceleration, braking, stop and go conditions as well as a significant amount of time at idle on certain assignments such as traffic enforcement or directed patrol of criminal patterns. These factors significantly impact the useful life of a patrol vehicle. If a vehicle has experienced excessive breakdown and maintenance issues, it may be rotated forward in the replacement schedule; conversely, if a vehicle that is scheduled for replacement but has been reliable, it may be postponed. Consistent maintenance as well as regular replacement ensures the operating capabilities of these vehicles. Public Works mechanics are consulted regarding the service and maintenance history. The vehicle data below highlights costs for routine maintenance, however, the vehicle is also beginning to show signs of corrosion and other large issues. By replacing squad 653 during Fiscal Year 2019, we can avoid escalating maintenance costs.

Staff is recommending replacement with a 2018/19 Chevy Tahoe to maintain a diverse fleet. The SUV style of the Tahoe and 4 wheel drive allows for better performance and safety when driving in harsh weather conditions. The size of the Tahoe also better accommodates public safety equipment, which includes firefighting ensembles.

Total Miles (October 2017)	70,563
Estimated Miles at Time of Replacement	93,000
Total Labor Hours	120.5
Labor Cost	\$5,410.04
Parts Cost	\$4,213.62
Total Costs Associate with Vehicle	\$9,623.66



This request aligns with the following Strategic Priorities: Operational effectiveness, Infrastructure Replacement.

Segment:	Not applicable
Replacement of:	Unit #653
Expected useful life:	4 years



FISCAL YEAR 2019 COMMUNITY IMPROVEMENT PROGRAM

Project Name:	Vehicle Replacement	Project Type:	Vehicle
Department:	Public Safety	Project Coordinator:	Auxiliary Services Supervisor
Cost:	\$46,000	Account(s):	12-405-405-83105
		Fund(s):	GENERAL

Project summary

Squad 657 is a 2014 Chevy Tahoe due for replacement. The vehicle is currently assigned to the patrol supervisor. The patrol supervisor uses the vehicle not only for police functions but also for running incident command at fire/EMS incidents. In an annual review of the fleet, the Public Safety Department reviews the vehicle replacement schedule, and plans for the reassignment or disposal of vehicles that have reached their age, and mileage thresholds and are due be replaced in the next budget cycle. A vehicle that is nearing its expected use for patrol purposes yet remains reliable may be reassigned for another purpose, such as administration or community service use. Squad 657 is an ideal vehicle to be reassigned and replace an aging 2008 Ford Expedition currently assigned to the community service officers (CSO). This will extend the useful life of this vehicle. The Tahoe is large enough to accommodate the necessary CSO equipment including animal snares and traps, lock-out tools and parking enforcement equipment used by CSOs. The vehicle will require zero retrofitting to accommodate the CSO assignment, as it already has a truck vault and does not have prisoner transport cages separating the front and rear compartments. Public Works mechanics are also consulted regarding the service and maintenance history. The vehicle data below outlines appropriate costs for maintenance of a routine nature, and generally indicates the vehicle is appropriate for rotation into a CSO role.

Staff is recommending replacement with a 2018/19 Chevy Tahoe, as this vehicle will continue be assigned as the patrol supervisor vehicle. Supervisors require a larger fleet vehicle to accommodate their duties and the equipment they carry. The vehicle is used as working command post at all major incidents and needs to accommodate extra personnel, large maps and incident command boards, and other equipment, as well as the supervisor’s firefighting ensemble.

Total Miles	64,188
Estimated Miles at Time of Rotation	90,000
Total Labor Hours	109.50
Labor Cost	\$4,929.12
Parts Cost	\$4,169.00
Total Costs Associate with Vehicle	\$9,098.12



This request aligns with the following Strategic Priorities: Operational effectiveness, Infrastructure Replacement.

Segment: Not applicable
Replacement of: Unit #657
Expected useful life: 4 years



FISCAL YEAR 2019 COMMUNITY IMPROVEMENT PROGRAM

Project Name: Village Hall Improvements	Project Type: Building & Grounds
Department: Public Works	Project Coordinator: General Superintendent
Cost: \$59,500	Account(s): 12-305-340-81120
	Fund(s): GENERAL

Project summary:

Village Hall is the most significant building in the Village's municipal campus and houses the administrative offices for Public Works, Finance and the Village Manager's office as well as the entire Public Safety Department operation. The Village Hall is the location for all meetings of the Village Board, various boards and commissions and community groups. The administrative office for Family Service of Glencoe is also located on the 2nd floor of Village Hall.

The following improvements are recommended for Fiscal Year 2019:

- Rubber Membrane Roof Replacement:** The Village Hall's architectural design includes a slate roof system over the 2nd story portions of the building and flat roofs over the one-story areas. The flat roofs employ a rubber membrane roofing system that have a practical useful service life of 15 years. In 2005, the Village had a technical roof survey completed, and staff has utilized the findings and recommendations for budget planning. Over time, the insulating boards that serve as the substrate for the roofing system become detached and curl, resulting in wearing of the rubber membrane. Leaking is occurring along the parapet wall around the perimeter of the roof on the northeast (NE) corner flat roof. Staff has maintained a schedule and regularly performs inspection on each of the flat roof areas and has determined that due to the current condition as well as the fact that the current roof system is nearing 20 years old, it warrants replacement (the NE corner flat roof was last installed in 1998). The replacement of the membrane roof does not preclude the Village from exploring green roof alternatives in the future, as all four roof sections are slated for replacement in the 10-year CIP Plan. The removal and replacement of the rubber membrane roof is \$27,000.
- Floor Upgrades:** Vinyl flooring installed as part of the 1993 remodeling of the 2nd floor Public Safety area of the Village Hall is worn and needs replacement. A new commercial grade vinyl sheet floor is proposed at \$14,500. In addition, an upgrade to the existing concrete floor slab in the fire apparatus floor will include a new epoxy coating to protect the structural integrity of the concrete slab and improve traction. The cost of the epoxy floor coating is \$18,000.

This request aligns with the following Strategic Priority: Infrastructure Replacement

Segment:	Not applicable
Replacement of:	Rubber Membrane Roof and Village Hall Flooring
Expected useful life:	15-20 years



FISCAL YEAR 2019 COMMUNITY IMPROVEMENT PROGRAM

Project Name:	Public R.O.W. Improvements	Project Type:	Signs
Department:	Public Works	Project Coordinator:	Public Works Director
Cost:	\$55,800	Account(s):	12-305-336-81140
		Fund(s):	GENERAL

Project summary:

Signage is used in municipal environments to guide people through a physical environment while enhancing their understanding and experience of the space, and is particularly important in environments such as urban centers and transportation facilities.

The following improvements are recommended for Fiscal Year 2019:

- **Wayfinding Signs:** As identified and defined in the Downtown Plan, wayfinding signage is used in municipal environments to guide vehicles, cyclists and pedestrians while enhancing their understanding and experience of the space. Wayfinding elements can be verbal, graphic, architectural or spatial and can include signage systems, street banners, map kiosks, pavement markings and public art. The recently approved Downtown Plan recommended the installation of strategically placed signs, information kiosks and gateway features to make finding retail shopping destinations, restaurants and parking clearer for both pedestrians and drivers. The locations for wayfinding signage would include heavily traveled Village street corridors, the Green Bay Trail, Metra Train Station and Downtown Business District. As wayfinding will direct pedestrians and cyclists from parks or open spaces towards retail shopping, restaurants and other areas of interest, the Village would work closely with the Park District to align design elements of signage for consistency.

Due to the project's multiple components, it is expected that improvements will be phased over the next several years. Initial phases will focus on the downtown area, clarifying parking locations as well as landmarks and areas of interest in the downtown, as well as linkages to other community amenities such as the Green Bay Trail and Glencoe Beach. Future phases will bring similar improvements elsewhere in the community and improvements to the Village's gateway signage. The Fiscal Year 2019 budget includes \$25,000 for wayfinding signs.

- **Street ID Signs:** In 2015, the State of Illinois issued a change in the recommended standards for street ID signage to improve the visibility and retro-reflectivity. New street ID signs were upgraded on key Glencoe roads in 2017, with the remaining street ID signs anticipated to be replaced in 2018 at a budgeted cost of \$18,000.
- **School Crossing Signs:** To improve visibility and pedestrian safety, eight (8) key existing school crosswalk locations are budgeted in Fiscal Year 2019 to be upgraded with solar powered, flashing signs.

This request aligns with the following Strategic Priorities: Commercial Vitality, and Community Engagement

Segment:	N/A
Replacement of:	Signals and Signs
Expected useful life:	20 years



FISCAL YEAR 2019 COMMUNITY IMPROVEMENT PROGRAM

Project Name:	Downtown Sidewalk Paver Restoration	Project Type:	Building & Grounds
Department:	Public Works	Project Coordinator:	General Superintendent
Cost:	\$75,000	Account(s):	12-305-356-87105
		Fund(s):	GENERAL

Project summary:

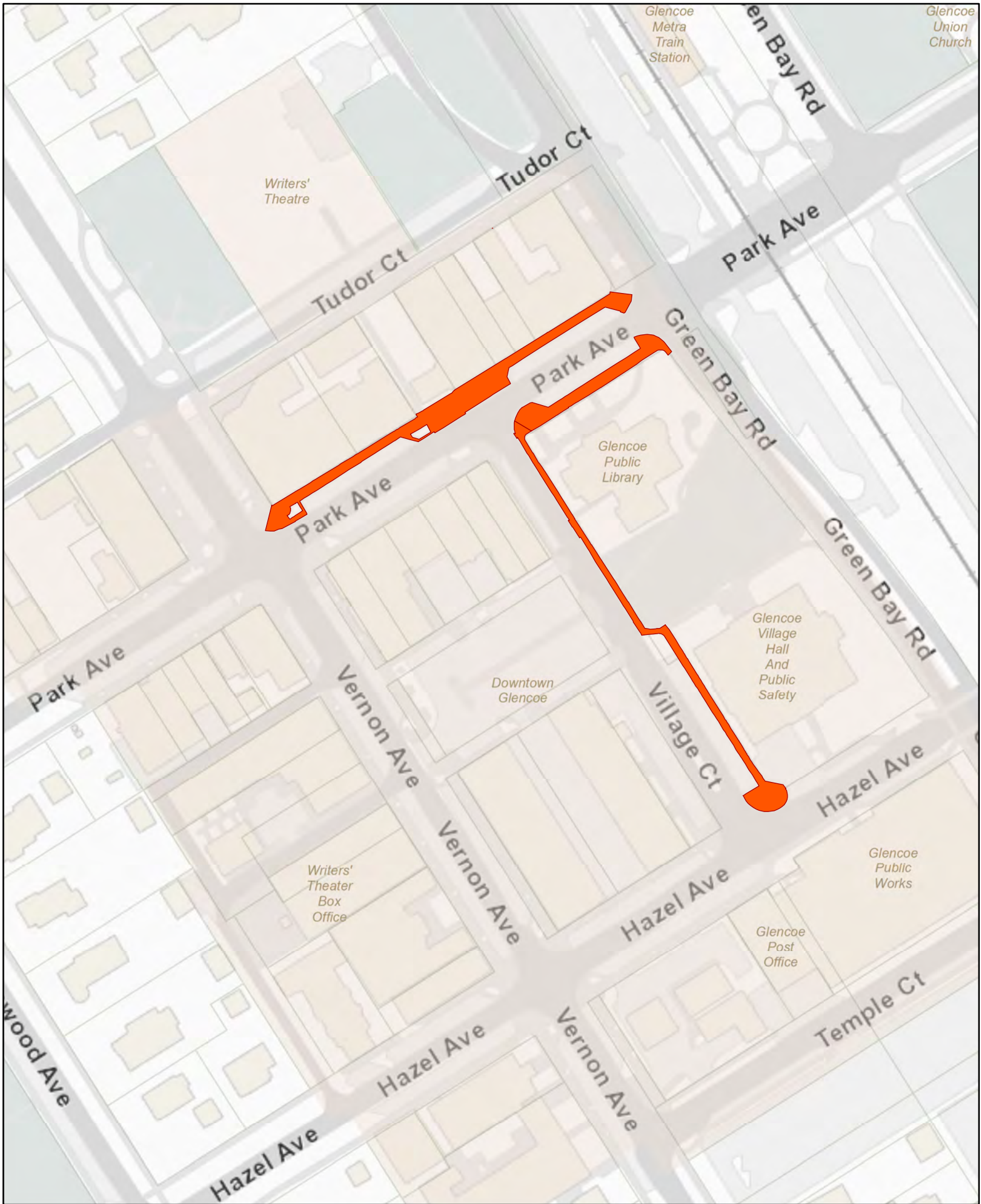
Modular pavers were installed in all of the sidewalk areas in the downtown business district in 2001 and 2002 as part of the comprehensive streetscape improvements approved by referendum. The specific paver system design includes clay pavers with a concrete paver border. A modular paver system provides 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 modular paver sidewalk pavement system has served the community well with its ability to withstand pedestrian traffic, weather, road salt and has remained esthetically pleasing.

Public Works has maintained the downtown pavers since their original installation with 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. The total area of sidewalk pavers in the downtown includes over 70,000 square feet. The proposed Fiscal Year 2019 Downtown Sidewalk Paver Restoration Program would initiate an annual program over a five year period to address extended areas along each block face in the downtown in a systematic manner. The budgeted allocation in Fiscal Year 2019 would include approximately 14,000 square feet of sidewalk area where the pavers would be completely removed, the aggregate base supplemented and graded as required, and the pavers reset. The restoration effort would include the replacement of an estimated 10% of the clay brick and concrete pavers based on condition.

This request aligns with the following Strategic Priorities: Commercial Vitality, Infrastructure Replacement

- Segment:** See attached map- area for reconstruction will be determined in Spring of 2018
- Replacement of:** Restoration of Downtown Sidewalk Modular Pavers
- Expected useful life:** 20 years





Village of Glencoe

CIP FY 2019
Brick Paver Replacement

Fiscal Year 2019
Brick Paver Area



1:1,531



Date: 10/3/2017

FISCAL YEAR 2019 COMMUNITY IMPROVEMENT PROGRAM

Project Name: Street Lighting Improvements	Project Type: Lighting
Department: Public Works	Project Coordinator: General Superintendent
Cost: \$149,800	Account(s): 12-305-360-86110
	Fund(s): GENERAL

Project summary:

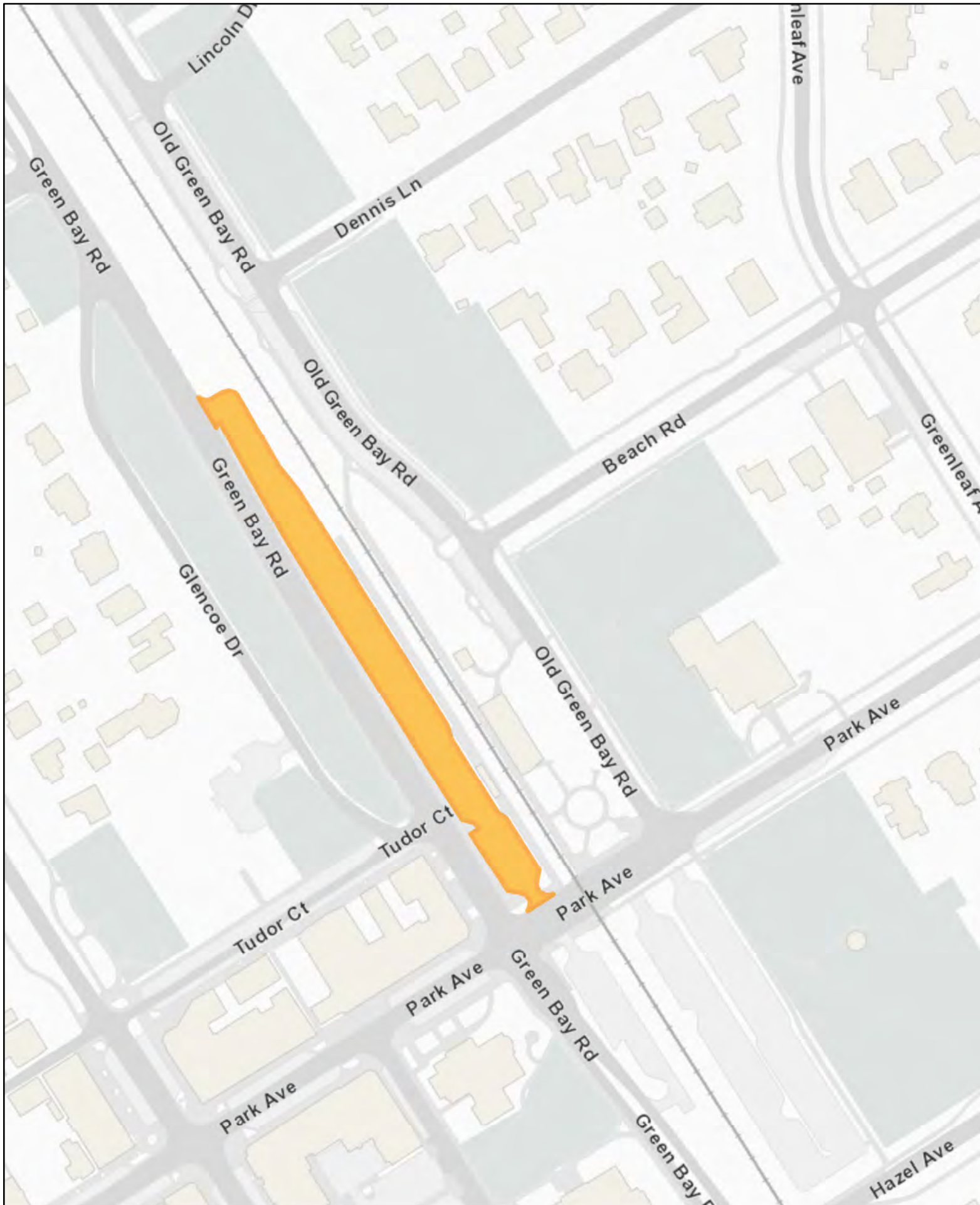
The street lights in the four commuter parking lots surrounding the Metra Train Station and the Skokie Valley Heights and Ridges are maintained by the Village. The lights vary in material composition, light fixtures, and height.

- Commuter Parking Lot Streetlight Replacement:** The northwest commuter lot has 13 lights that were installed in the early 1990's and consist of precast concrete poles with lantern style fixtures on davit arms, illuminated with high pressure sodium lamps. The precast concrete poles are deteriorated and a safety hazard, and as part of an overall street light improvement plan, staff is recommending updating the fixtures and converting the lamps to LED. In 2015, the Village converted all of the downtown street lights in the Central Business District from metal halide to LED, as part of the development of an energy efficiency strategy. The street light replacement improved the life expectancy of the lamps in the downtown lights from 2 to 10 years, and significantly reduced the cost to operate the lights by decreasing energy costs as well as reducing the amount of time necessary for staff to replace and repair bulbs. The cost to replace the concrete poles and light fixtures with similar light heads and LED bulbs is budgeted at \$130,000. As part of the Village's overall energy efficiency strategy, staff will pursue rebate grant funding for this initiative.
- Skokie Heights/Skokie Ridge Streetlight Pole Replacement:** The streetlights located in the Skokie Heights and Ridges subdivision areas north of Dundee Road are maintained by the Village. The existing system includes precast concrete poles with fixtures illuminated with high pressure sodium lamps. Several of the poles are cracked and deteriorated and in need of replacement. Phase I of the project will replace 11 streetlights, and the proposed improvement to the streetlights will include new poles and retrofitting the existing fixtures with LED lamps for a cost of \$19,800.

This request aligns with the following Strategic Priorities: Infrastructure Replacement and Commercial Vitality.

Segment: Northwest Lot & Skokie Heights/Skokie Ridge Streetlight Pole Replacements
Replacement of: Commuter Parking Lot Streetlights & Skokie Heights/Skokie Ridge Streetlights
Expected useful life: 15-25 Years





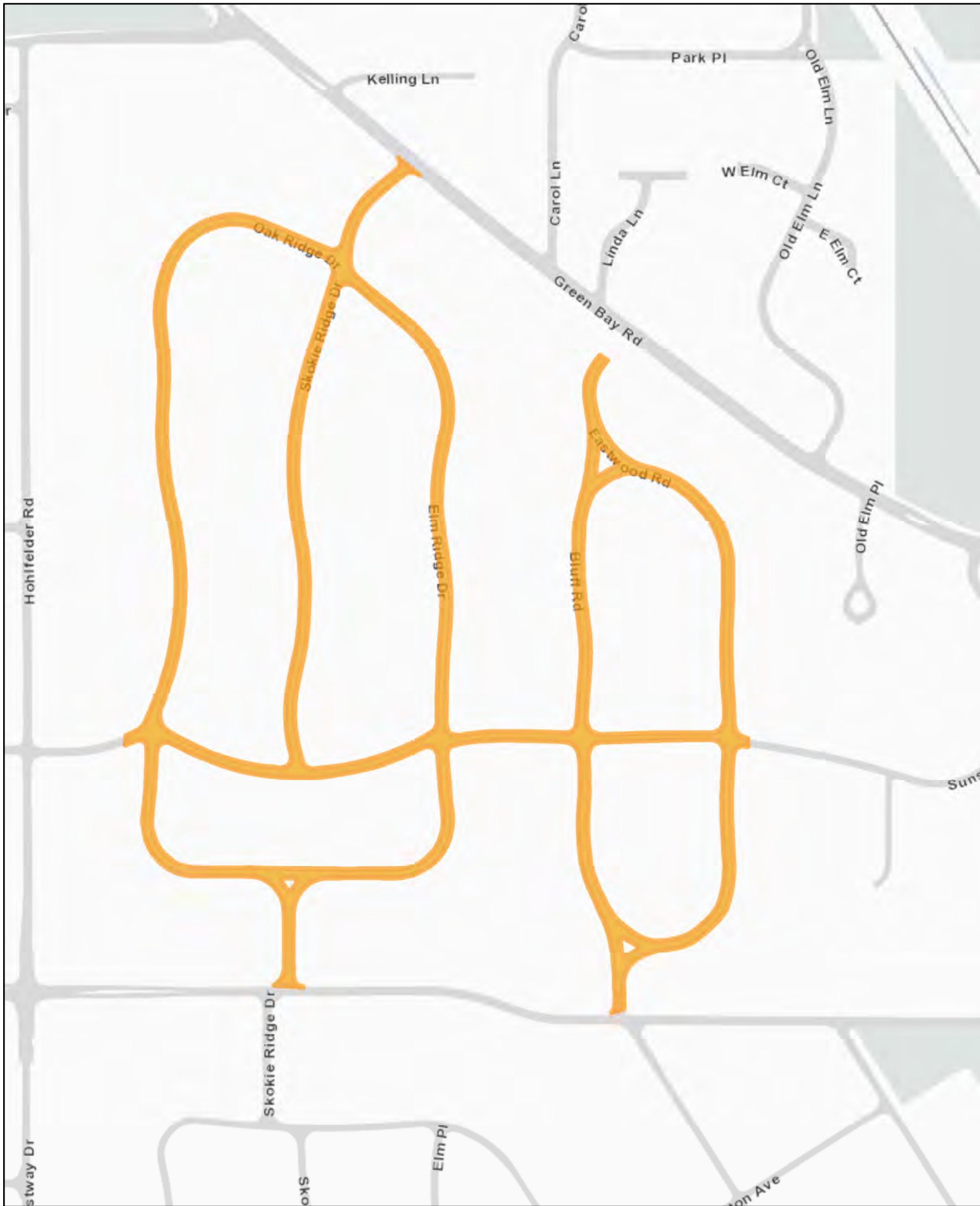
Village of Glencoe

CIP FY 2019
Street Light Improvements

Improvement Area
Fiscal Year 2019
1:1,950



Date: 12/6/2017



Village of Glencoe

CIP FY 2019
Street Light Improvements

Fiscal Year 2019
Improvement Area



1:4,000 0 150 300 450 Feet Date: 12/7/2017

FISCAL YEAR 2019 COMMUNITY IMPROVEMENT PROGRAM

Project Name: Green Bay Trail Phase 1 Engineering	Project Type: Bike Trail
Department: Public Works	Project Coordinator: Civil Engineer
Cost: \$30,000	Account(s): 12-305-336-81145
	Fund(s): GENERAL

Project summary:

The Green Bay Trail is part of the Grand Illinois Trail and is a local landmark for recreation enthusiasts. The Green Trail traverses three miles through Glencoe and includes traditional off-road trail cross-sections for portions from Scott to South Avenues and from Maple Hill to Lake Cook Roads. The remaining segment of the trail between South Avenue and Maple Hill Road requires trail users to travel on Village streets and sidewalks. Preliminary discussions have been underway regarding a joint effort with the Glencoe Park District for a Phase I Engineering Study of the Green Bay Trail between South Avenue and Maple Hill Road. Phase I of the Engineering Study will involve the review, analysis, and development of potential alternatives to improve this important trail segment near downtown Glencoe that will incorporate the recommendations of the Hazel Avenue Crossing Feasibility Study completed in 2017. The Fiscal Year 2019 budget includes \$30,000 for the Village’s share of a Phase I Engineering study.

A Phase I Engineering Study would be necessary for the pursuit of potential grant funding for design and construction of any trail improvements.

This request aligns with the following Strategic Priorities: Infrastructure Replacement.

Segment: Green Bay Trail

Replacement of:

Expected useful life: N/A





Village of Glencoe

CIP FY 2019
Green Bay Trail Ph I. Engr.

Green Bay Trail
Fiscal Year 2019
1:5,300
0 200 400 600 Feet
Date: 12/6/2017

FISCAL YEAR 2019 COMMUNITY IMPROVEMENT PROGRAM

Project Name: Backhoe Loader – <i>New Equipment</i>	Project Type: Vehicle
Department: Public works	Project Coordinator: General Superintendent
Cost: \$75,000 (50% in Gen Fund/50% WF)	Account(s): 12-305-332-83105
	Fund(s): GENERAL

Project summary:

Public Works currently uses a hybrid workforce model (in-house and outsourced) for utility repairs to the water distribution system and the sanitary/storm sewer system. In-house repairs are limited by the capabilities of the existing excavator (i.e. depth of reach, lifting capacity, and attachment versatility) resulting in more frequent use of outsourced resources. This can be a significant hurdle for emergency repairs (i.e. after-hour water main break or sewer collapse) when outside contractors are not available. Staff is recommending upgrading the current equipment with a larger, more versatile piece of equipment to more appropriately handle workloads and the scope and type of projects staff manage with in-house resources.

The current excavator in the Public Works fleet is a 2012 Bobcat E50 hydraulic track excavator which has a limited range of use (depth of reach, lifting capacity, mobility). Due to these limitations, and because the current piece of equipment is nearing the end of its useful life, an upgrade would be prudent at this time. The combination backhoe loader proposed to replace this machine is a more versatile piece of equipment with greater functionality (greater depth of reach, lifting capacity, mobility, front loader bucket, 24" & 36" backhoe buckets, and pavement breaker) to perform optimally for utility system repairs and other uses. The Public Works Department needs to position itself so that when emergency repairs are needed, in-house staff can respond and meet the challenge at hand with the required equipment. This equipment replacement purchase will also expand the ability to complete more scheduled repairs in-house, reducing the need and expense for outside contractors. Outsourcing will continue to be needed for more large scale utility repairs that involve deeper excavation.

This request aligns with the following Strategic Priorities: Operational Effectiveness, Infrastructure Replacement

Segment: Not applicable

Replacement of: Unit #52

Expected useful life: 15 years



FISCAL YEAR 2019 COMMUNITY IMPROVEMENT PROGRAM

Project Name: Public Works Administrative Vehicle	Project Type: Vehicle
Department: Public Works	Project Coordinator: General Superintendent
Cost: \$34,500	Account(s): 12-305-328-83105
	Fund(s): GENERAL

Project summary:

Administrative Vehicle (Unit #610) is assigned to the Public Works Director and is used in the Administration Division by administrative, engineering and building division staff for all areas of field work. This current unit is a 2007 Ford Escape Hybrid model with approximately 125,000 miles. The proposed replacement vehicle will be an all-wheel drive SUV model powered by a hybrid or clean fuel engine. As part of the community improvement plan review process, a detailed qualitative and quantitative review was completed by the fleet division staff, and the replacement of unit #610 is recommended based on the following reasons:

- Unit #610 has significant corrosion issues with the body and chassis
- Unit #610 hybrid battery is no longer under warranty. Replacement of similar hybrid batteries can approach \$10,000

Total Miles	124,673	
Maintenance/Repair Cost	Maintenance	Repairs
Fiscal Year 2015	\$87.64	\$2,626.97
Fiscal Year 2016	\$641.82	\$937.17
Fiscal Year 2017	\$424.17	\$3,277.92

This request aligns with the following Strategic Priority: Operational Effectiveness, Infrastructure Replacement.

Segment: Not applicable
Replacement of: Unit #610
Expected useful life: 10 years



FISCAL YEAR 2019 COMMUNITY IMPROVEMENT PROGRAM

Project Name:	Village Facility Security Upgrades	Project Type:	Building Improvement
Department:	Public Safety and Public Works	Project Coordinator:	Deputy Police Chief
Cost:	\$125,000	Account(s):	12-405-405-82105
		Fund(s):	GENERAL

Project summary:

Village of Glencoe's facilities and buildings house staff offices, Public Safety and Public Works vehicles and equipment, water treatment infrastructure and Family Service of Glencoe offices. Over the last several years, facility security modifications have been made in conjunction with facilities upgrade projects (such as building remodeling projects) and as the Village's operations have changed, such as the recent transition of 911 dispatch services. These modifications have generally been made incrementally, and in Fiscal Year 2018, the Village completed a comprehensive facilities security review to develop a holistic facilities security upgrade project.

Staff anticipates that the project will be divided into two phases – Phase 1 will address upgrades such as key fob/card access control, increased video surveillance and burglar and fire alarm enhancements at Village Hall and the Water Treatment Plant in Fiscal Year 2019, and Phase 2 will address similar upgrades at the Public Works facility in Fiscal Year 2020.

To fund this project, the Village can utilize available IRMA Excess Surplus funds (IRMA Excess Surplus funds are accumulated credits that the Village receives when our payments to our risk management cooperative exceed our actual expenses).

This request aligns with the following Strategic Priorities: Operational effectiveness, Infrastructure Replacement.

Segment:	Not applicable
Replacement of:	Legacy equipment of varying age
Expected useful life:	10-15 years



FISCAL YEAR 2019 COMMUNITY IMPROVEMENT PROGRAM

Project Name: Enterprise Resource Planning Program	Project Type: IT Systems
Department: Village Manager’s Office	Project Coordinator: Assistant Village Manager
Cost: \$800,000	Account(s): 12-210-218-82105
	Fund(s): GENERAL

Project summary:

An Enterprise Resource Planning program (ERP) helps to integrate information across an entire organization. The purpose of an ERP is to allow for efficient flow of information between all business functions. This is accomplished using programs called "modules," that manage a specific business task while utilizing consistent resident/customer information throughout. An ERP consists of many integrated software modules that can be individually purchased or canned package based on the specific needs and service requirements of the organization.

The Village’s current ERP provider, Innoprise, has been in place since 2008. While a significant improvement over the system it replaced, in its current form, it does not provide the necessary functionality to drive a more dynamic and integrated set of work functions. Existing staff have worked diligently to integrate the system into day-to-day processes, but has not been able to dedicate the necessary time to do so, and system improvements have been slow to be realized. Presently, there are several best-of-breed software systems that are used outside of the ERP to accommodate processes which cannot be managed within the ERP.

A new ERP offers the opportunity for more of the Village’s business processes to operate within a single system and using a common database. A new ERP is not expected to eliminate all standalone, best-of-breed systems; however, it offers the opportunity to reduce the number of best-of-breed systems that are used to conduct Village business. An new, integrated ERP is a tool that will be used to make our business processes more customer-centric and efficient, and provide greater reporting and business analytics capabilities, including community and management dashboards, real-time tracking of data and service requests, among others.

During Fiscal Year 2018, staff in conjunction with a consulting firm conducted an ERP needs assessment and issued a request for proposals for ERP solutions. Staff and the Village’s consultant are evaluating the proposals in the fall of 2017 and anticipate making a recommendation to the Village Board in late 2017. Staff anticipates this project will commence in early Fiscal Year 2019 and will take an additional two to three fiscal years to complete due to the complexity of data transfer and implementation timelines that allow for proper staff training and appropriate systems testing. Conservatively, the estimated project cost for the ERP system and implementation support is \$550,000; however, once the Village selects an ERP system and establishes the project scope and schedule, the ERP system and implementation project cost will be refined. In addition, staff anticipates that additional project funding for best-of-breed software may be required.

Related IT Projects

The Village develops three to five year technology replacement plans for procuring, implementing and managing current and future technology investments to support the Village’s technology infrastructure. The current plan, reflected in the Community Improvement Plan, anticipated completing storage area network replacement and server replacement initiatives in Fiscal Year 2019. Servers and storage area networks are essential components of a computer network for providing day to day storage, sharing, archiving and retrieval of data services to staff and also provide 24x7 unattended service to the Village’s operating departments and Glencoe residents. Servers and storage systems, like other electronic data systems, have useful life cycles. Periodically, these devices reach their end of useful life and must be replaced.

The Village’s technology replacement plan targeted the six-year server and storage for replacement in Fiscal Year 2019, as both systems have exceeded the industry standard three to five-year life cycle. As the Village considers purchasing a new ERP system, it is critical to appropriately plan server and storage replacements to ensure that the server and storage hardware is appropriate for the type of ERP solution purchased (i.e., on-premise or hosted) and provide the processing power, speed and performance necessary to support a modern ERP. In addition to having reached the end of their useful lifecycles, the current five year old server and storage systems severely lack the processing power, speed and performance required to provide the required services in a modern ERP system and would not allow a new ERP system to function optimally.

The server and storage area network refresh projects were planned for completion at the same time, consistent with industry best practice to replace storage and servers concurrently to ensure compatibility. The storage area network replacement project would provide the Village with new, upgraded flash storage technology and added storage capacity, providing the Village with speed and performance gains between 50 and 100% faster than traditional drive storage. The latest generation of servers can address higher volumes of memory than previous generations, gaining 15 to 40% improved performance compared to prior generations of servers. Coupled together, the storage and server infrastructure impact application processing speed and availability – as the Village’s business processes become increasingly reliant on technology, efficient processing speed and application availability is critical for efficient use of computer systems in municipal service delivery. Conservatively, the estimated project cost for the server refresh is \$90,000, and \$50,000 for the storage area network refresh project.

ERP and Related Projects

The ERP system selection – and choice of an on-premise or hosted solution – will significantly impact the need and/or scale of these projects. Namely, an on-premise solution will require additional storage and server capacity; however, a hosted solution will decrease the Village’s storage and server needs. The ERP project budget reflects staff’s best estimate for the cost of ERP software, hardware, implementation support, best-of-breed systems, as well as the server and storage projects, after having completed some work in the ERP selection process. However, it is important to note that since the Village’s ERP selection process has not yet been completed, some components of the ERP project budget – including best-of-breed software, storage and server needs – may change once the Village selects a system and develops the implementation schedule. If the Village selects a hosted solution, the Village will likely need to procure storage and server infrastructure to replace aging infrastructure; however, the scope of such replacements may be substantially reduced. Additionally, as the ERP implementation will likely span 12 to 24 months, a portion of the project budget may be spent in Fiscal Year 2020.

Preliminary Project Budget Estimate

\$550,000 – ERP software and implementation support

\$110,000 – Best-of-breed software

\$140,000 – Server and storage area network refresh

\$800,000 – Total project budget estimate (preliminary)

As the Village completes the ERP selection process and develops the project scope and schedule. Staff will refine the ERP project budget as necessary and may develop an additional Fiscal Year 2020 CIP budget if additional funding is necessary after the project scope and schedule is determined.

This request aligns with the following Strategic Priority: Operational Effectiveness

Segment:	Not applicable
Replacement of:	Current ERP System, Storage Area Network, Server Hardware and licensing
Expected useful life:	ERP: 10 Years; Storage and Server Hardware: 3-5 Years





FISCAL YEAR 2019

COMMUNITY IMPROVEMENT PROGRAM

WATER FUND

FISCAL YEAR 2019 COMMUNITY IMPROVEMENT PROGRAM

Project Name:	Water Plant Scada System	Project Type:	Equipment
Department:	Water Production	Project Coordinator:	Water Plant Superintendent
Cost:	\$350,000	Account(s):	11-110-370-82120
		Fund(s):	WATER

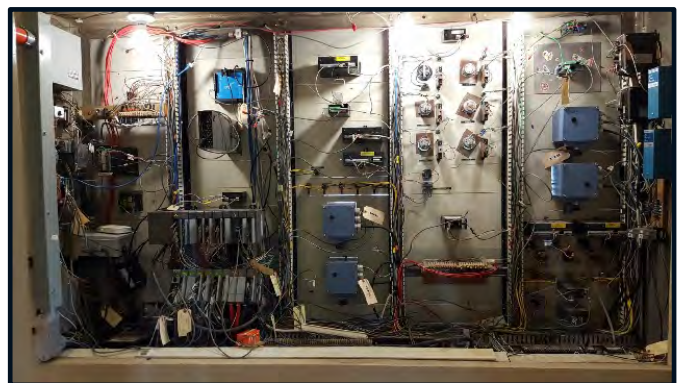
Project summary:

The SCADA system at the water plant was installed in 1996. It currently operates on a Windows XP platform through virtual mode on a Windows 7 computer, as Windows XP is no longer supported. The SCADA system is not compatible with newer operating systems and no updates have been performed to the Windows XP operating system since 2014, which puts Water Plant system operations at risk for a wide variety of issues.

The SCADA system allows staff to maintain plant operations and keep the plant in compliance with State and Federal Regulations by collecting real time data of various water quality parameters. The current SCADA system is at maximum capacity, and no additional expansion is possible at this time. When the current SCADA system was designed it was capable of producing the monthly reports that must be submitted to State and Federal agencies. As regulations and reporting requirements have changed over the years, these forms have become outdated and incomplete. Now all monthly agency reports are completed manually, reducing efficiency. If any portion of the SCADA system were to fail, plant operations would continue, but staff would be required to revert back to operating the water plant manually. The manual operation would require staffing to be doubled in order to do the additional water quality testing required to keep the Water Plant operations in compliance.

The Water Plant SCADA System upgrades were originally scheduled to be performed in Fiscal Year 2018. This project was deferred as a result of the emergency cleaning of the 24-inch intake pipe leading into the water plant in August 2017. Staff determined this project could be deferred for an additional year to help absorb the burden of those unexpected costs for the intake cleaning.

In Fiscal Year 2018, staff requested \$250,000 for the Water Plant SCADA System upgrades. Upon further review and after meeting with various system experts, staff has determined that a more appropriate budget of \$350,000 for this project. Functional improvements, including additional safety features as well as a complete update of all related system components will help to not only improve plant efficiency, but also provide improved system functionality, expansion and other necessary improvements intended to ensure the Village’s water utility is operating effectively, securely and capably, and will offer the flexibility to better manage reporting regulations.



(Continued on next page...)

Given that the review options for the replacement or renovation of the Village's Water Plant are ongoing, improvements and investments in the plant have been limited to only the most important and necessary for safe and effective operation of the plant's systems.

This request aligns with the following Strategic Priority: Operational Effectiveness, Infrastructure Replacement.

Segment: Not applicable
Replacement of: Existing SCADA System
Expected useful life: 20 years



FISCAL YEAR 2019 COMMUNITY IMPROVEMENT PROGRAM

Project Name: Master Meter Replacement	Project Type: Equipment
Department: Water Production	Project Coordinator: Water Plant Superintendent
Cost: \$30,000	Account(s): 11-110-370-82120
	Fund(s): WATER

Project summary:

The master meter system at the water plant was installed in 2012. The Glencoe Water Plant’s four master meters continuously calculate the volume of water and the rate which the water is moving through the water plant. Two of these meters measure raw water and two measure finished water. These meters not only calculate the volume and rate of water moving through the water plant, but also play a role in chemical feeding for treatment purposes based on the rate of water flow. The accuracy of these meters is critical for IDNR compliance with the monthly LMO-3 and annual LMO-2 (regulatory standards). This is more critical with the LMO-2 since it accounts for non-revenue water and is the best way to compare the volume of water pumped from the Water Plant to the volume of water sold.

The existing McCrometer FPI mag meters are difficult to test for accuracy and the cost for recalibration is approximately the same price as purchasing new meters. It also requires the meter to be taken out of service for an extended period of time, up to one month. These meters were originally installed due to their low cost and ease of installation. However, they have not met expectations and the cost to maintain the meters and keep them in compliance with water industry standards is excessive, approximately \$2500/meter every two years. Ideally these meters should be tested and calibrated annually, but it is not feasible because of the cost and down time.

The new meters being recommended have SMART meter verification which will continually monitor the health of the meter and send an alert if the meter’s performance is compromised. The SMART meter verification program will allow staff to perform meter calibration certification in-house at any frequency desired. This capability will alert staff to any issues with the meter indicating accuracy may be compromised and additional testing is required.

Given that the review of options for the replacement or renovation of the Village’s Water Plant are ongoing, improvements and investments in the plant have been limited to only the most important and necessary for safe and effective operation of the plant’s systems.

This request aligns with the following Strategic Priorities: Operational Effectiveness and Financial Sustainability.

- Segment:** Not applicable
- Replacement of:** Master Meter Replacement
- Expected useful life:** 20 years



FISCAL YEAR 2019 COMMUNITY IMPROVEMENT PROGRAM

Project Name: Backhoe Loader – <i>New Equipment</i>	Project Type: Vehicle
Department: Public works	Project Coordinator: General Superintendent
Cost: \$75,000 (50% in Gen Fund/50% WF)	Account(s): 11-110-365-83105
	Fund(s): WATER

Project summary:

Public Works currently uses a hybrid workforce model (in-house and outsourced) for utility repairs to the water distribution system and the sanitary/storm sewer system. In-house repairs are limited by the capabilities of the existing excavator (i.e. depth of reach, lifting capacity, and attachment versatility) resulting in more frequent use of outsourced resources. This can be a significant hurdle for emergency repairs (i.e. after-hour water main break or sewer collapse) when outside contractors are not available. Staff is recommending upgrading the current equipment with a larger, more versatile piece of equipment to more appropriately handle workloads and the scope and type of projects staff manage with in-house resources.

The current excavator in the Public Works fleet is a 2012 Bobcat E50 hydraulic track excavator which has a limited range of use (depth of reach, lifting capacity, mobility). Due to these limitations, and because the current piece of equipment is nearing the end of its useful life, an upgrade would be prudent at this time. The combination backhoe loader proposed to replace this machine is a more versatile piece of equipment with greater functionality (greater depth of reach, lifting capacity, mobility, front loader bucket, 24" & 36" backhoe buckets, and pavement breaker) to perform optimally for utility system repairs and other uses. The Public Works Department needs to position itself so that when emergency repairs are needed, in-house staff can respond and meet the challenge at hand with the required equipment. This equipment replacement purchase will also expand the ability to complete more scheduled repairs in-house, reducing the need and expense for outside contractors. Outsourcing will continue to be needed for more large scale utility repairs that involve deeper excavation.

This request aligns with the following Strategic Priorities: Operational Effectiveness, Infrastructure Replacement

Segment: Not applicable

Replacement of: Unit #52

Expected useful life: 15 years



FISCAL YEAR 2019 COMMUNITY IMPROVEMENT PROGRAM

Project Name: Water Main Replacement	Project Type: Water Main
Department: Water Distribution	Project Coordinator: General Superintendent
Cost: \$160,000	Account(s): 11-110-365-84115
	Fund(s): WATER

Project summary:

In 2016, Strand Associates completed a Water Distribution System Study which identified segments of water main for replacement based on the analysis of the existing distribution system under peak demand, water main break data, and input from Village staff. Annual distribution system improvements will be coordinated with other Village infrastructure improvements, such as sanitary sewer, storm sewer and street resurfacing. Projects are prioritized using a number of factors including the ratio of breaks per 100 feet of pipe and areas with deficient fire flow. Project estimates are based on current construction pricing. The total construction cost includes engineering design services, construction inspection will be performed in-house.

This Fiscal Year 2019 improvement includes the replacement of 510 lineal feet (LF) of 6-inch water main installed in the 1920's with new 8-inch water main on Whitebridge Hill Road between Sheridan and the east end in Winnetka. This water main has a history of main breaks. The proposed replacement will increase the pipe from 6-inch to 8-inch and improve fire flow.

This request aligns with the following Strategic Priority: Infrastructure Replacement

- Segment:** Whitebridge Hill Road (Sheridan to east end of Main)
- Replacement of:** 510 LF
- Expected useful life:** 40 years





Village of Glencoe

CIP FY 2019
Water Main Improvements

Fiscal Year 2019
Water Main Area





FISCAL YEAR 2019

COMMUNITY IMPROVEMENT PROGRAM

MOTOR FUEL TAX FUND

FISCAL YEAR 2019 COMMUNITY IMPROVEMENT PROGRAM

Project Name:	Traffic Signal Upgrades	Project Type:	Traffic Signals
Department:	Public works	Project Coordinator:	General Superintendent
Cost:	\$23,000	Account(s):	16-310-380-86115
		Fund(s):	MFT

Project summary:

The Village is responsible for four (4) intersections equipped with fully actuated traffic signals, the signalized bike crossing on Dundee Road at the Botanic Garden and the pedestrian activated flashing yellow signal on Green Bay Road crossing at the Park District's Takiff Center. Four of these signalized intersection locations are still operating with incandescent lamps that are becoming more difficult to purchase for replacement. Included in the Fiscal Year 2019 budget is a \$23,000 to convert the current remaining signal equipment to LED lamps. Over the past two years, the Village has expanded its energy efficiency footprint through the conversion of the downtown streetlights to LED as well as the Village-wide ComEd LED streetlight conversion program. The proposed traffic signal LED conversion improvements may qualify for grant funding that could potentially reduce the Village's total cost.

This request aligns with the following Strategic Priorities: Operational Effectiveness, Infrastructure Replacement

Segment:	Not applicable
Replacement of:	N/A
Expected useful life:	N/A





FISCAL YEAR 2019

COMMUNITY IMPROVEMENT PROGRAM

BOND CONSTRUCTION FUND

FISCAL YEAR 2019 COMMUNITY IMPROVEMENT PROGRAM

Project Name: Sanitary Sewer Lining	Project Type: Sewer-Sanitary
Department: Public Works	Project Coordinator: Civil Engineer
Cost: \$450,000	Account(s): 15-810-815-85105
	Fund(s): BOND - 2016

Project summary:

The Village's sanitary sewer system consists of 40 miles of sanitary sewer main, 900 manholes and 8 lift stations. Repair and rehabilitation of the sanitary sewer mains is an ongoing process and includes pipe replacement and lining. Sanitary sewer lining is a trenchless technology that involves pulling a new liner through an old pipe, and through a process of inflating and curing the material, rehabilitating the pipe. Lining sanitary sewer mains eliminates inflow and infiltration which contribute to charging the sanitary sewer and results in basement backups. The Village has used lining systems in rehabilitating aging and deteriorated sanitary sewer main for 30 years. A re-lined sewer has an expected additional useful life of more than 50 years.

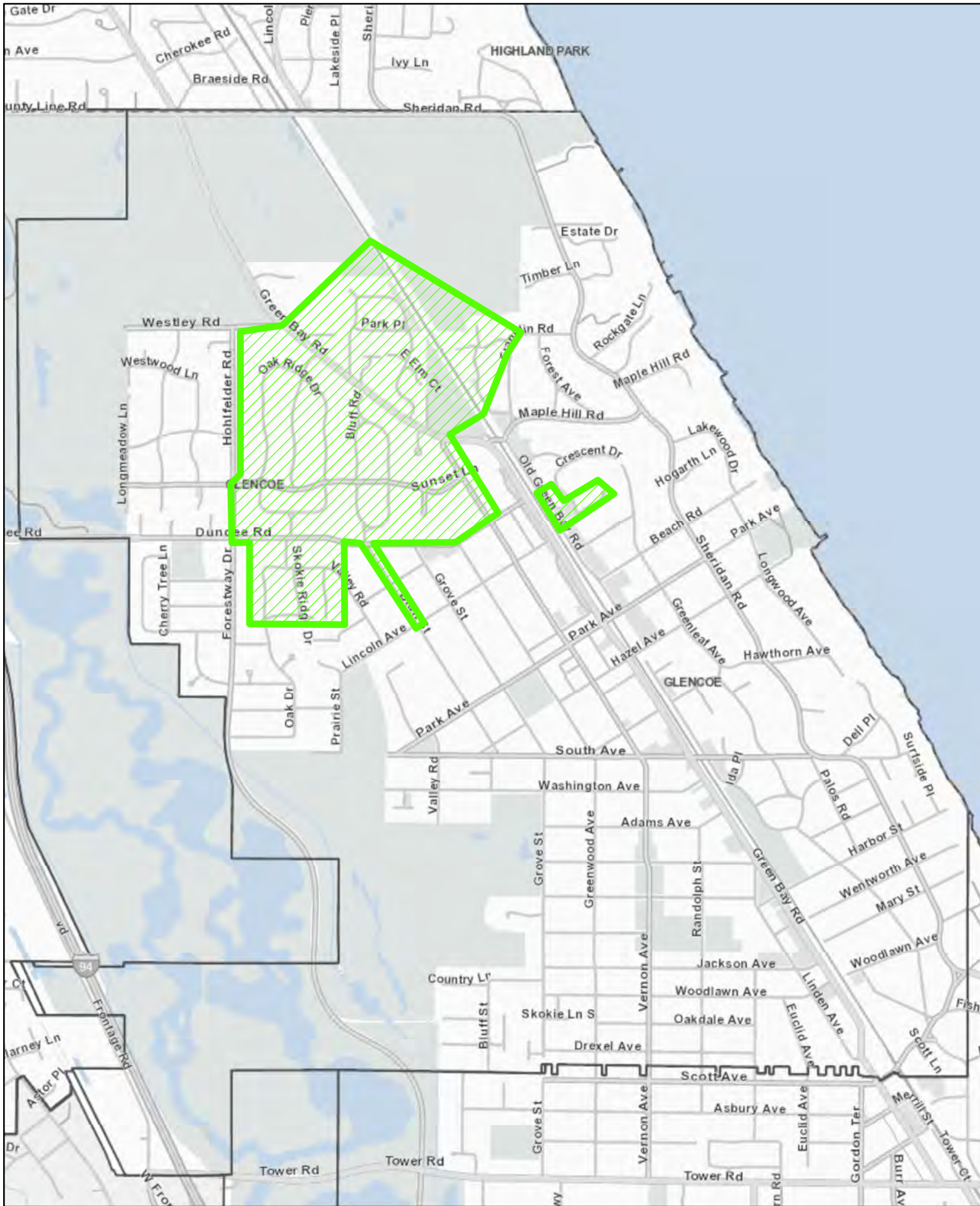
Under the Metropolitan Water Reclamation District (MWRD) mandate to eliminate inflow/infiltration (I/I) from the sanitary sewer system, the Village hired an engineering consultant in Fiscal Year 2017 to assist staff in selecting a targeted priority area within the Village system to perform detailed investigation through smoke testing, televising of sewer main, and physical inspections of manholes. The study also identified and recommend rehabilitation locations.

A comprehensive assessment of the Village's sanitary sewer system is a core component of the strategic work plan. The proposed Fiscal Year 2019 budget of \$450,000 for this work includes \$200,000 of planned bond fund improvements deferred from Fiscal Year 2018, and an additional resource allocation due to funding availability in the 2016 Bond Fund. The proposed project budget will be used for sanitary sewer lining, sanitary manhole rehabilitation and the next phase of engineering for I/I program compliance.

This request aligns with the following Strategic Priority: Infrastructure Replacement.

Segment:	TBD Pending Recommendations from I/I Report
Replacement of:	Rehab SS Pipe and Manholes - TBD Pending Recommendations from I/I Report
Expected useful life:	50-75 years





Village of Glencoe

CIP FY 2019
Sanitary Sewer Lining

Fiscal Year 2019
1:18,000
Page 188



Date: 10/3/2017

FISCAL YEAR 2019 COMMUNITY IMPROVEMENT PROGRAM

Project Name: Storm Sewer Outfall Improvement	Project Type: Sewer-Storm
Department: Public Works	Project Coordinator: Civil Engineer
Cost: \$500,000	Account(s): 15-810-815-85115
	Fund(s): BOND - 2016

Project summary:

Approximately half of the Village’s storm sewer system (east of Green Bay Road) drains to Lake Michigan, primarily through seven natural ravines and ravine systems east of Green Bay Road. Storm sewer outfall structures exist where the Village storm sewer system discharges into the bottom of each of these ravines. These outfall structures serve to reduce and control the velocity of the discharge from the storm sewer and protect the ravine areas from erosion, which is critical to ensure the stability and viability of Glencoe’s unique system of ravines. There are also outfall structures that discharge directly to Lake Michigan at street end right-of-way locations. Improvements to ravine and Lake Michigan storm sewer outfalls are critical to the Village’s storm sewer systems and drainage basins that they serve.

The proposed improvements for Fiscal Year 2019 include storm sewer outfall improvement work at: South Avenue, Aspen Lane, Longwood Avenue, and Sylvan Road. In addition to the outfall structures, the proposed improvements will address eroded areas in the ravines and bluff areas while including best management practices (BMPs) to reduce erosion and improve the storm water quality of the discharge.

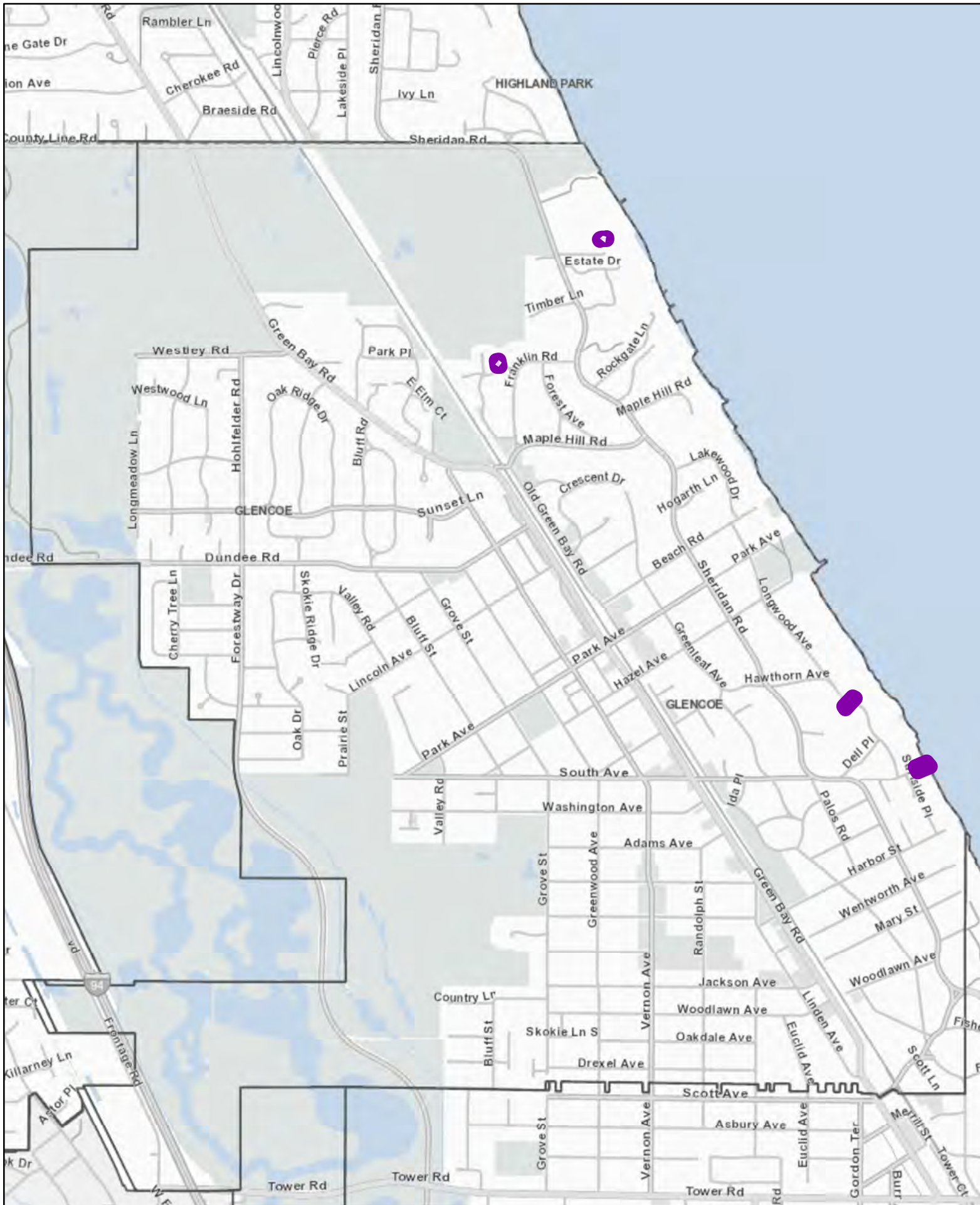
The proposed Fiscal Year 2019 budget includes \$500,000 for engineering and construction of these improvements as a result of funding availability in the 2016 Bond Fund. Each of these storm outfall improvements were included in the 10-year CIP, and were moved up in priority when the 2016 Bond Fund budget carryover was identified.

- South Avenue – Replace 15-inch storm sewer and structure at bottom of bluff at Lake Michigan
- Aspen Lane – Replace failed 12-inch storm sewer and structure in ravine north of Aspen Ln
- Longwood Avenue – Remove collapsed 48-inch storm sewer and restore ravine at south end of Longwood Ave
- Sylvan Road – Stabilize slopes and restore ravine north of Sylvan Road bridge

This request aligns with the following Strategic Priority: Infrastructure Replacement.

Segment: Multiple Locations
Replacement of: Existing Storm Sewer Outfalls
Expected useful life: 40-50 years



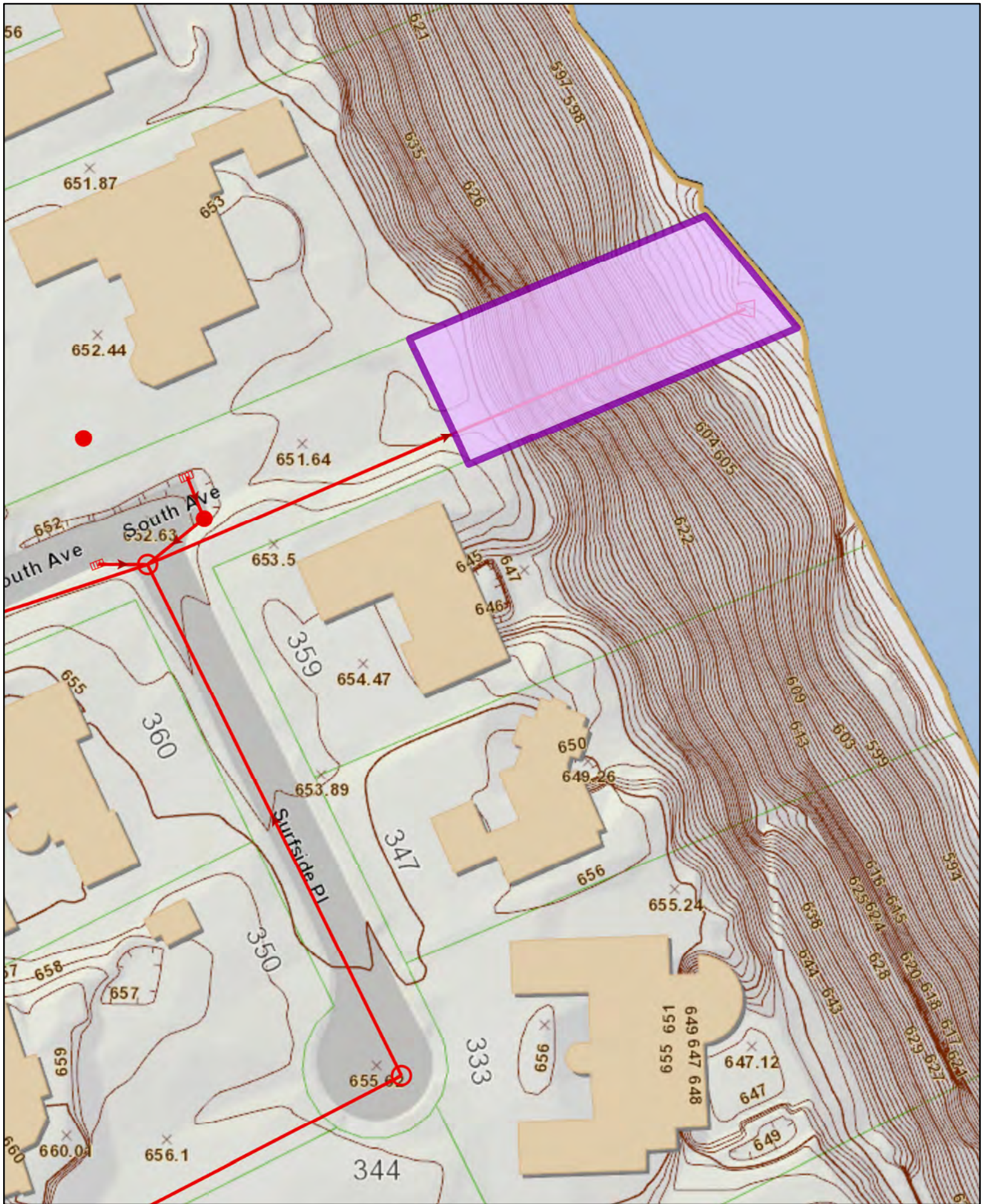


Village of Glencoe

CIP FY 2019
Storm Outfall Improvement

Outfall Area
Fiscal Year 2019
610 1,220 1,830
1:18,286 Feet





Village of Glencoe

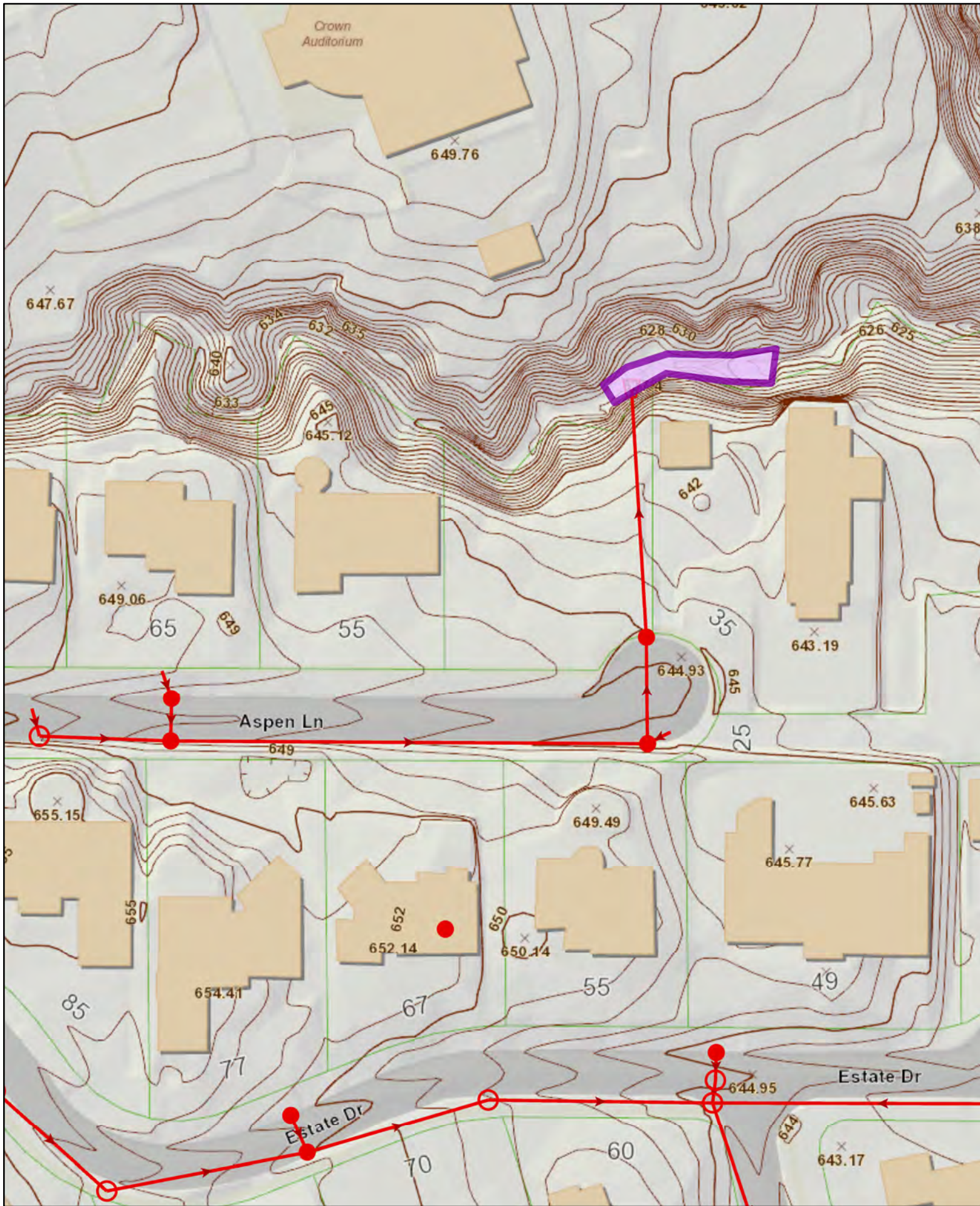
CIP FY 2019
Storm Outfall Improvement

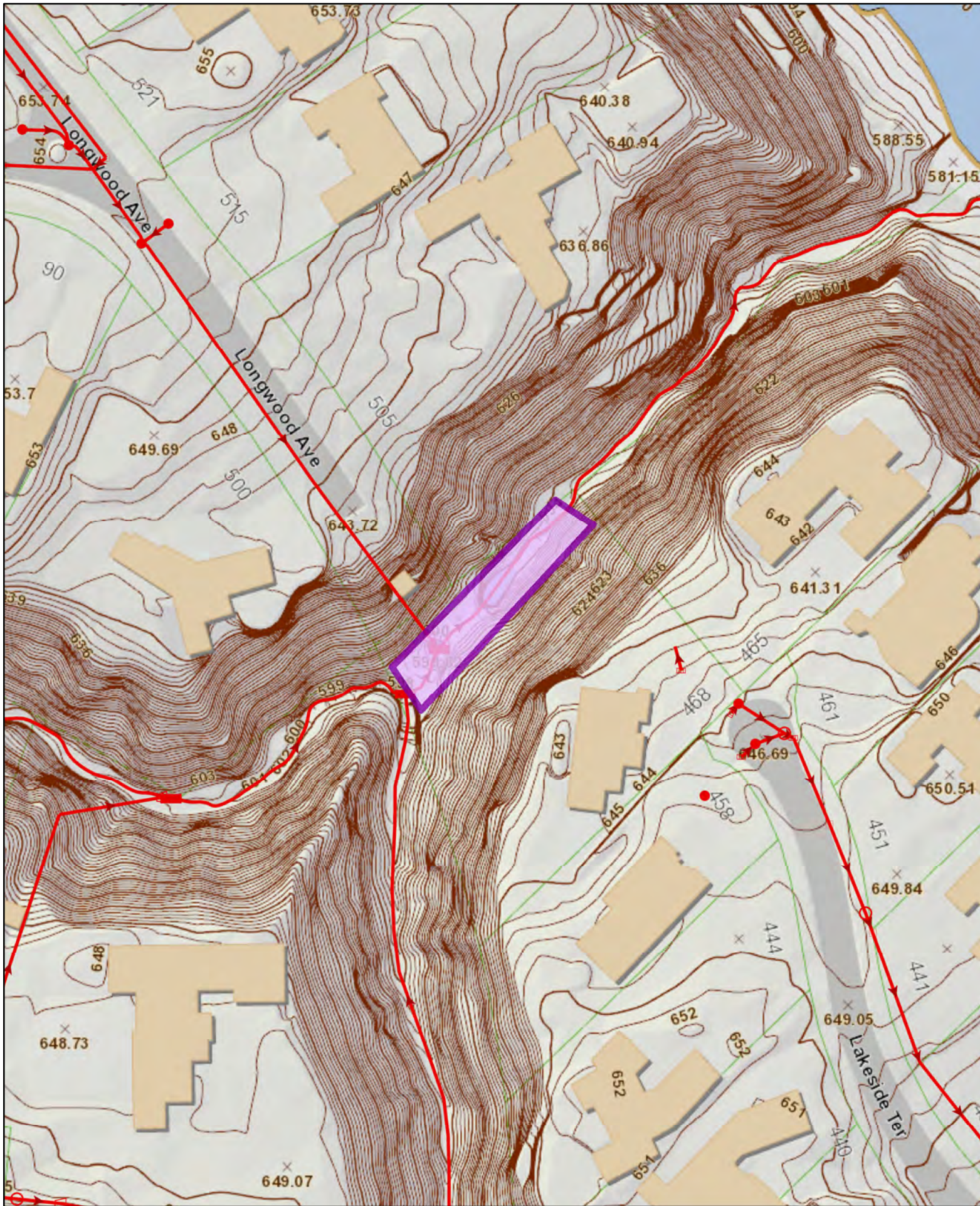
Fiscal Year 2019
1:694
0 20 40 60 80 100 Feet
191



Outfall Area







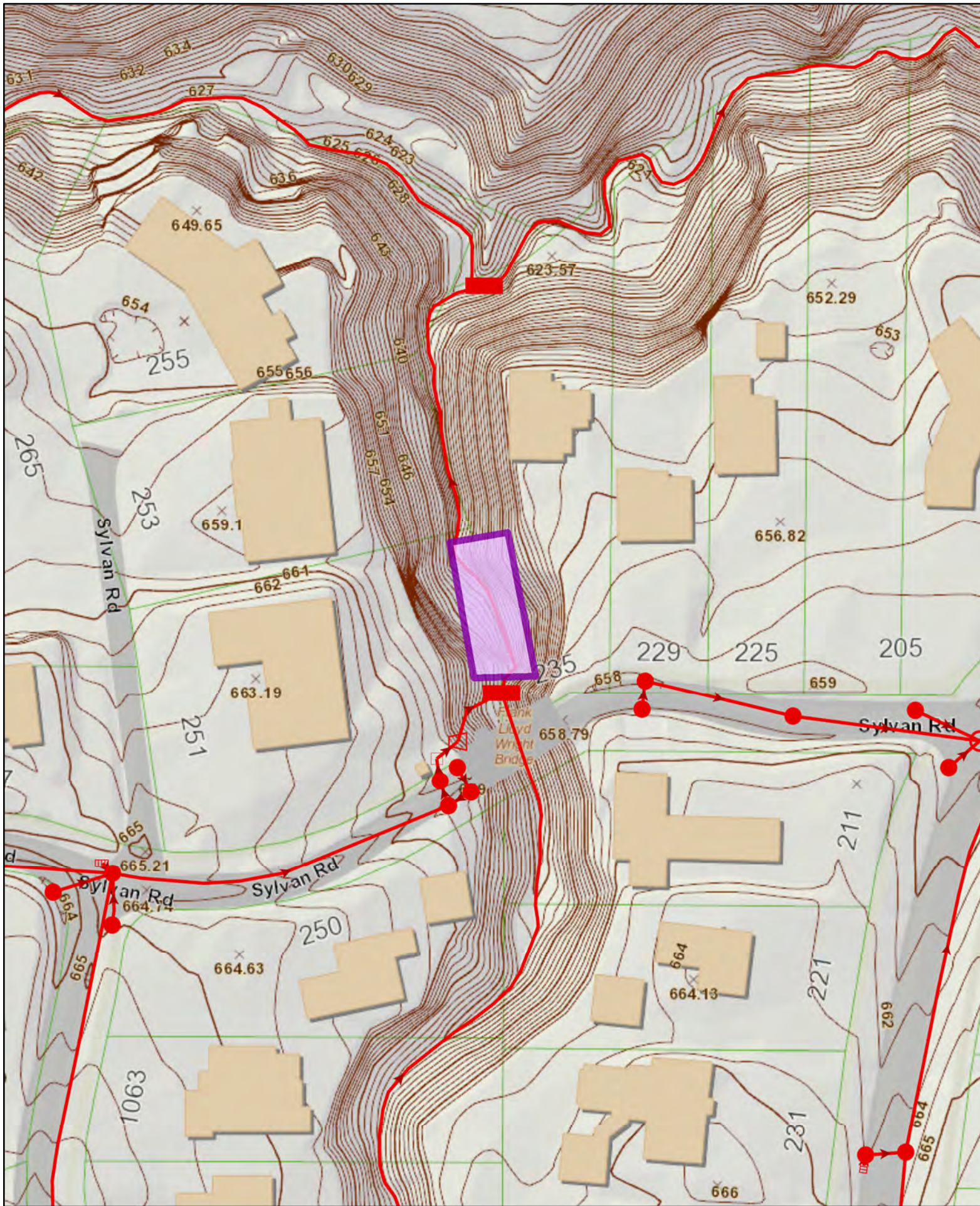
Village of Glencoe

CIP FY 2019
Storm Outfall Improvement

Fiscal Year 2019
1:1,000
Outfall Area
Page 193



Date: 10/3/2017



Village of Glencoe

CIP FY 2019
Storm Outfall Improvement

Fiscal Year 2019
1:750
0 20 40 60 80 100
Feet
Outfall Area
194



Date: 10/3/2017

FISCAL YEAR 2019 COMMUNITY IMPROVEMENT PROGRAM

Project Name: Residential Sidewalks	Project Type: Sidewalk
Department: Public Works	Project Coordinator: Civil Engineer
Cost: \$200,000	Account(s): 15-810-815-87105
	Fund(s): BOND - 2016

Project summary:

The Village has maintained a residential sidewalk replacement program for over 30 years. A total of 73 miles (1.93 million SF) of existing public sidewalk is located within the Village's jurisdiction. This capital improvement is an annual budget line item for residential concrete sidewalk replacement based on an evaluation of the physical condition of the sidewalk. Sidewalk is identified for replacement based on the structural condition of the concrete (cracking, spalling or deterioration), heaved sections (trip hazards), excessive sloping and poor drainage. The primary goal of the program is to maintain a safe and functional pedestrian sidewalk system.

- Residential sidewalk in the Village is broken into three zones and is inspected on a 3-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.
- Based on the unit cost for replacement, this budgeted amount will cover the replacement of an estimated 30,000 square feet or 1200 sidewalk squares in a targeted completion of Area #2 (see attached map).

The proposed Fiscal Year 2019 budget includes \$200,000 for residential sidewalk replacement due to funding availability in the bond fund. Residential sidewalk replacement is an ongoing need and as a result is included every year in the 10-year CIP; two years of improvements were moved up in priority when the 2016 Bond Fund budget carryover was identified. Further, due to the Village commencing an Active Transportation Plan beginning in October 2017, it is likely that results of that study will help determine future sidewalk improvements.

This request aligns with the following Strategic Priority: Infrastructure Replacement.

Segment: Target completion of Area #2

Replacement of: Residential Portland Cement Concrete (PCC) Sidewalk

Expected useful life: 40 years



FISCAL YEAR 2019 COMMUNITY IMPROVEMENT PROGRAM

Project Name: Tudor Court Resurfacing Improvement	Project Type: Street
Department: Public Works	Project Coordinator: Public Works Director
Cost: \$125,000	Account(s): 15-810-815-86105
	Fund(s): BOND - 2016

Project summary:

Tudor Court has been scheduled in the Community Improvement Plan for street resurfacing. As part of the Downtown Plan, the Village is currently considering “special environment” streetscape treatments to enhance the primary retail core area and special nature of the “arts core” emerging on Tudor Court. While the final design has not been determined, the Fiscal Year 2019 budget includes placeholder funding for the street improvement portion of that design.

Concept plans are under development with the assistance and input of the Tudor Court Stakeholder Focus Group, and final recommendations are expected to be presented for the Village Board’s consideration later in Fiscal Year 2018. In addition to design decisions, there are costs to be determined, both in total cost as well as source of funds.

The proposed Fiscal Year 2019 budget includes \$125,000 of funding dedicated to the street improvement portion of an overall Tudor Court improvement as a result of carryover funding availability in the 2016 Bond Fund.

This request aligns with the following Strategic Priorities: Infrastructure Replacement, Community Engagement and Commercial Vitality.

Segment: Tudor Court – Vernon Avenue to Green Bay Road

Replacement of: Maintenance Street Resurfacing

Expected useful life: 15 years



Exhibit I
Village of Glencoe
Long Range Community Improvement Program

Summary of Community Improvement Plan by Program Type (All Fund Types)

<u>Program Type</u>	PRIOR		PROPOSED	
	Plan 2027 <u>Cost</u>	% of <u>Total</u>	Plan 2028 <u>Cost</u>	% of <u>Total</u>
Building & Grounds	7,273,136	19.2%	6,614,000	18.3%
Equipment	2,690,375	7.1%	4,183,875	11.6%
IT Systems	1,930,000	5.1%	1,392,500	3.9%
Parking	425,000	1.1%	720,000	2.0%
Sewer	5,955,500	15.7%	4,087,600	11.3%
Sidewalks	1,142,115	3.0%	1,492,000	4.1%
Streets	2,616,100	6.9%	1,325,000	3.7%
Vehicles	8,196,459	21.7%	6,421,100	17.8%
Water Main	7,584,400	20.1%	9,861,000	27.3%
Total - All Fund Types	37,813,085	100.0%	36,097,075	100.0%

<u>Program Category</u>				
Bldg. & Equip.	12,318,511	32.6%	12,910,375	35.8%
Vehicles	8,196,459	21.7%	6,421,100	17.8%
Infrastructure	17,298,115	45.7%	16,765,600	46.4%
Total - All Fund Types	37,813,085	100.0%	36,097,075	100.0%

<u>Program Type</u>	<u>\$ Change from Prior Plan</u>
Building & Grounds	(659,136)
Equipment	1,493,500
IT Systems	(537,500)
Parking	295,000
Sewer	(1,867,900)
Sidewalks	349,885
Streets	(1,291,100)
Vehicles	(1,775,359)
Water Main	2,276,600
Change from prior plan	(1,716,010)

Exhibit II
Long Range Community Improvement Program (from FY 2019 through FY 2028)

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

All Funds											
<u>Program Type</u>	<u>FY19</u>	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>	<u>FY23</u>	<u>FY24</u>	<u>FY25</u>	<u>FY26</u>	<u>FY27</u>	<u>FY28</u>	<u>Total</u>
Building & Grounds	145,000	252,000	140,000	162,000	5,220,000	237,000	90,000	92,000	196,000	98,000	6,632,000
Equipment	623,600	446,200	890,000	982,000	35,000	80,150	640,000	90,000	82,525	413,000	4,282,475
IT Systems	800,000	260,000	20,000	20,000	62,500	70,000	145,000	20,000	20,000	-	1,417,500
Parking	130,000	425,000	80,000	85,000	-	-	-	-	-	-	720,000
Sewer - Sanitary	450,000	110,000	113,000	116,000	119,400	123,000	126,700	130,500	134,000	140,000	1,562,600
Sewer - Storm	500,000	950,000	125,000	100,000	150,000	150,000	125,000	100,000	100,000	125,000	2,425,000
Sidewalks	230,000	216,000	109,000	113,000	116,000	120,000	123,000	127,000	130,000	135,000	1,419,000
Streets	125,000	-	2,000,000	-	600,000	2,000,000	-	600,000	-	-	5,325,000
Vehicles	276,500	434,000	1,141,300	499,300	723,500	373,600	1,288,600	550,000	467,300	667,000	6,421,100
Water Main	160,000	980,000	460,000	1,128,000	572,000	1,860,000	2,205,000	1,063,000	690,000	755,000	9,873,000
Total All Funds	3,440,100	4,073,200	5,078,300	3,205,300	7,598,400	5,013,750	4,743,300	2,772,500	1,819,825	2,333,000	40,077,675
										Average	4,007,768
All Funds											
<u>Program Category</u>	<u>FY19</u>	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>	<u>FY23</u>	<u>FY24</u>	<u>FY25</u>	<u>FY26</u>	<u>FY27</u>	<u>FY28</u>	<u>Total</u>
Bldg. & Equip.	1,698,600	1,383,200	1,130,000	1,249,000	5,317,500	387,150	875,000	202,000	298,525	511,000	13,051,975
Vehicles	276,500	434,000	1,141,300	499,300	723,500	373,600	1,288,600	550,000	467,300	667,000	6,421,100
Infrastructure	1,465,000	2,256,000	2,807,000	1,457,000	1,557,400	4,253,000	2,579,700	2,020,500	1,054,000	1,155,000	20,604,600
	3,440,100	4,073,200	5,078,300	3,205,300	7,598,400	5,013,750	4,743,300	2,772,500	1,819,825	2,333,000	40,077,675
Prior Year Plan	7,134,000	10,700,666	5,245,400	1,703,890	1,761,100	1,438,600	2,106,875	1,057,100	1,331,600	N/A	
\$ Difference From Prior Plan	(3,693,900)	(6,627,466)	(167,100)	1,501,410	5,837,300	3,575,150	2,636,425	1,715,400	488,225		
											<u>Average</u>
Sanitary Sewer	450,000	110,000	113,000	116,000	119,400	123,000	126,700	130,500	134,000	140,000	156,260
Sidewalks	230,000	216,000	109,000	113,000	116,000	120,000	123,000	127,000	130,000	135,000	141,900
Streets	125,000	-	2,000,000	-	600,000	2,000,000	-	600,000	-	-	532,500
Water Main	160,000	980,000	460,000	1,128,000	572,000	1,860,000	2,205,000	1,063,000	690,000	755,000	987,300
Storm Sewer	500,000	950,000	125,000	100,000	150,000	150,000	125,000	100,000	100,000	125,000	242,500
Total	1,465,000	2,256,000	2,807,000	1,457,000	1,557,400	4,253,000	2,579,700	2,020,500	1,054,000	1,155,000	2,060,460
Average	2,060,460										

Community Improvement Program 2028 Summary

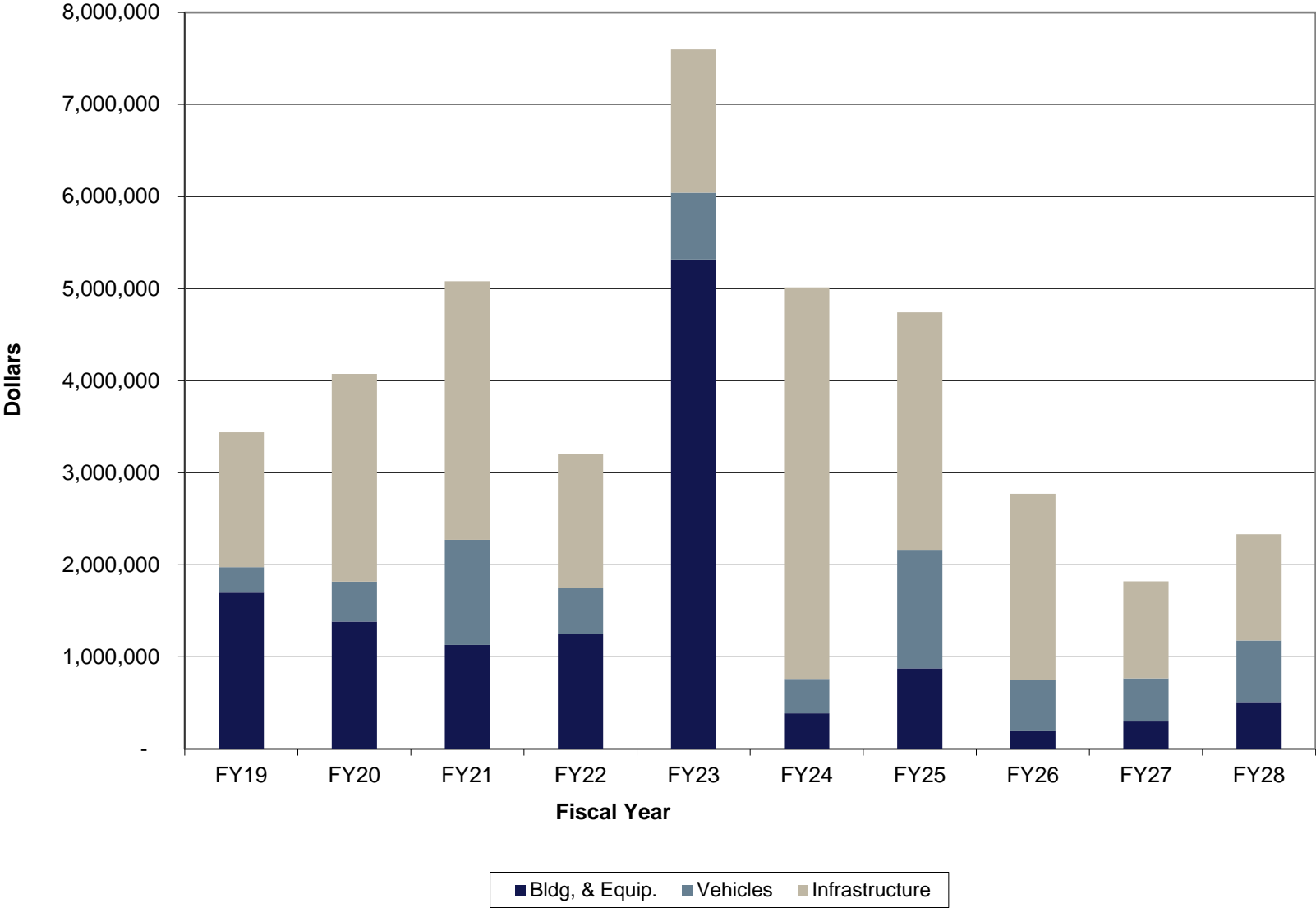


Exhibit IV

Long Range Community Improvement Program

Total Project Costs from Fiscal Year 2019 through Fiscal Year 2028

Code	Program Name	Prior Plan Inventory	Current Plan Inventory	\$ Change From Prior	Current	
					% of Total	Accum. %
08-001	Distribution Mains	7,584,400	9,873,000	2,288,600	24.6%	24.6%
06-001	Street Resurfacing - Local Streets	2,616,100	5,325,000	2,708,900	13.3%	37.9%
08-003	Water Tower Upgrade	3,750,000	5,000,000	1,250,000	12.5%	50.4%
10-001	Storm Sewer Upgrades	4,631,500	2,425,000	(2,206,500)	6.1%	56.4%
02-014	Water Meters	-	1,600,000	1,600,000	4.0%	60.4%
04-001	Sanitary Sewer Upgrades	1,324,000	1,562,600	238,600	3.9%	64.3%
07-008	Public Safety Vehicles	1,888,000	1,499,000	(389,000)	3.7%	68.1%
11-001	Computer Systems	1,930,000	1,417,500	(512,500)	3.5%	71.6%
05-001	Residential Sidewalks	1,142,115	1,279,000	136,885	3.2%	74.8%
07-013	Other Vehicles	1,856,692	1,071,000	(785,692)	2.7%	77.5%
07-005	Dump Trucks	1,029,600	1,029,600	-	2.6%	80.0%
01-009	Facility Improvements	1,024,800	935,000	(89,800)	2.3%	82.4%
05-002	Business Sidewalks	2,273,336	862,000	(1,411,336)	2.2%	84.5%
07-011	Squad Pumper	650,000	650,000	-	1.6%	86.2%
02-015	Water Plant Equipment	505,000	620,000	115,000	1.5%	87.7%
07-003	Ambulance	350,000	600,000	250,000	1.5%	89.2%
07-006	End Loaders	198,167	560,000	361,833	1.4%	90.6%
02-018	Communications Equipment	480,000	480,000	-	1.2%	91.8%
02-007	Sewer Equipment	628,000	433,000	(195,000)	1.1%	92.9%
03-002	Commuter Parking	370,000	370,000	-	0.9%	93.8%
03-003	Temple Court Parking	425,000	350,000	(75,000)	0.9%	94.7%
07-007	Aerial Tower Truck	238,000	341,500	103,500	0.9%	95.5%
02-008	Radio Replacement	81,000	241,000	160,000	0.6%	96.1%
07-009	Sidewalk Tractors	241,000	241,000	-	0.6%	96.7%
01-011	Life Safety/Security Upgrade	192,000	217,000	25,000	0.5%	97.3%
02-009	Leaf Program Equipment	209,875	209,875	-	0.5%	97.8%
02-012	Parking Program	175,000	175,000	-	0.4%	98.2%
01-010	Contaminant Early Detection System	160,000	160,000	-	0.4%	98.6%
05-003	Paths & Trails	-	140,000	140,000	0.3%	99.0%
01-012	Public R.O.W.	75,000	75,000	-	0.2%	99.2%
02-005	Squad Car Video Cameras	50,000	71,000	21,000	0.2%	99.3%
02-016	Traffic Signals	-	48,000	48,000	0.1%	99.5%
01-004	Range Upgrade	-	45,000	45,000	0.1%	99.6%
02-006	Lap Top Computers - PS	45,000	45,000	-	0.1%	99.7%
02-013	Fire Program	40,000	40,000	-	0.1%	99.8%
07-012	Pothole Patch Truck	-	36,000	36,000	0.1%	99.9%
02-020	Street Lighting	-	19,800	19,800	0.0%	99.9%
02-021	Street Signs	-	18,000	18,000	0.0%	100.0%
02-022	Regulatory Signs	-	12,800	12,800	0.0%	100.0%
01-006	HVAC Upgrade	100,000	-	(100,000)	0.0%	100.0%
02-001	911 System Equipment	382,500	-	(382,500)	0.0%	100.0%
07-001	Refuse Packers	977,000	-	(977,000)	0.0%	100.0%
07-004	Street Sweeper	190,000	-	(190,000)	0.0%	100.0%
	Total Programs	37,813,085	40,077,675	(24,010)		
	% Variance from Prior Plan			-0.1%		

Exhibit V
 Long Range Community Improvement Program
Fiscal Year 2019 through Fiscal Year 2028

Allocation of Cost to Anticipated Funding Source

<u>Anticipated Funding Source</u>	<u>Prior Year</u>	<u>Current Plan</u>	<u>% of Total</u>
Bond Proceeds	4,275,000	1,275,000	3.2%
E911 Revenue	241,000	-	0.0%
Garbage Fund Revenue	1,666,875	-	0.0%
General Fund Revenue	16,646,710	19,047,675	47.5%
Motor Fuel Tax Revenue	2,041,100	1,573,000	3.9%
Water Services Revenue	12,842,400	18,182,000	45.4%
TOTAL	37,713,085	40,077,675	100.0%

Bond Issues

2016B - General Obligation Bonds	1,275,000
TOTAL	1,275,000

Village of Glencoe
Capital Plan Summary Listing

Fund

Program Type

Fiscal Year	Code	Program Item Name	Unit #	catdesc	Fund	Funding Source	Item Cost
BUILDING & GROUNDS							6,632,000
2019	CIP3104	WAYFINDING SIGNS			GENERAL	GENERAL	25,000
2019	CPW102	ROOF REPLACEMENT - NE VH			GENERAL	GENERAL	27,000
2019	CIP3115	FLOOR UPGRADES - PS 2ND FLOOR			GENERAL	GENERAL	18,000
2019	CPW103	DOWNTOWN SIDEWALK PAVER RESTORATION			GENERAL	GENERAL	75,000
Total FY 2019							145,000
2020	CPS1020	KITCHEN RENOVATION			GENERAL	GENERAL	50,000
2020	CPW102	GATEWAY ENTRY SIGNS			GENERAL	GENERAL	50,000
2020	CPW101	MECHANICAL LIFT REPLACEMENT			GENERAL	GENERAL	75,000
2020	CPW104	DOWNTOWN SIDEWALK PAVER RESTORATION			GENERAL	GENERAL	77,000
Total FY 2020							252,000
2021	CPW102	PW GARAGE ADMIN ROOF REPLACEMENT			GENERAL	GENERAL	60,000
2021	CPW105	DOWNTOWN SIDEWALK PAVER RESTORATION			GENERAL	GENERAL	80,000
Total FY 2021							140,000
2022	CPW105	SE VILLAGE HALL ROOF REPLACEMENT			GENERAL	GENERAL	30,000
2022	CPW105	HEATING SYSTEM UPGRADE -PW GARAGE			GENERAL	GENERAL	50,000
2022	CPW106	DOWNTOWN SIDEWALK PAVER RESTORATION			GENERAL	GENERAL	82,000
Total FY 2022							162,000
2023	CPW106	DOWNTOWN SIDEWALK PAVER RESTORATION			GENERAL	GENERAL	85,000
2023	CPW112	CONCRETE REHAB			WATER	FWATER	85,000
2023	CPW112	REPLACE FLAT ROOFS			WATER	FWATER	50,000
2023	CPW113	ELEVATED TANK 0.75 MG			WATER	FWATER-	5,000,000
Total FY 2023							5,220,000
2024	CPW107	DOWNTOWN SIDEWALK PAVER RESTORATION			GENERAL	GENERAL	87,000
2024	CPW112	STUCCO/TUCKPOINTING WATER PLANT			WATER	FWATER	150,000
Total FY 2024							237,000
2025	CPW108	DOWNTOWN SIDEWALK PAVER RESTORATION			GENERAL	GENERAL	90,000
Total FY 2025							90,000
2026	CPW109	DOWNTOWN SIDEWALK PAVER RESTORATION			GENERAL	GENERAL	92,000
Total FY 2026							92,000
2027	CIP3101	DOWNTOWN SIDEWALK PAVER RESTORATION			GENERAL	GENERAL	96,000
2027	CPW114	SPRINKLER SYSTEM/ATTIC/OFFICE			WATER	FWATER	100,000
Total FY 2027							196,000
2028	CIP3102	DOWNTOWN SIDEWALK PAVER RESTORATION			GENERAL	GENERAL	98,000
Total FY 2028							98,000
EQUIPMENT							4,282,475
2019	CIP3103	RANGE BALLISTIC UPGRADES			GENERAL	GENERAL	45,000
2019	CIP3116	STREET IDENTIFICATION SIGNS			GENERAL	GENERAL	18,000
2019	CIP3117	SCHOOL CROSSING SIGNS			GENERAL	GENERAL	12,800
2019	CIP3114	SKOKIE HGTS RIDGES STREET LIGHT POLE			GENERAL	GENERAL	19,800
2019	CIP2834	VILLAGE FACILITY SECURITY UPGRADES			GENERAL	GENERAL -	125,000
2019	CIP3119	TRAFFIC SIGNAL UPGRADES		EXISTING	MFT	GENERAL	23,000
2019	CPW110	WATER PLANT SCADA SYSTEM			WATER	FWATER	350,000
2019	CPW113	REPLACE MASTER METERS			WATER	FWATER	30,000
Total FY 2019							623,600
2020	CPS1021	PARKING SYSTEM PROGRAM IMPROVEMENTS			GENERAL	GENERAL	175,000

Village of Glencoe
Capital Plan Summary Listing

Fund

Program Type

Fiscal Year	Code	Program Item Name	Unit #	catdesc	Fund	Funding Source	Item Cost
2020	CPW100	LEAF VACUUM	67		GENERAL	GENERAL	50,000
2020	CPW100	LEAF VACUUM	68		GENERAL	GENERAL	46,200
2020	CIP3099	TRAFFIC SIGNAL LED UPGRADE		EXISTING	GENERAL	GENERAL	25,000
2020	CIP3110	VILLAGE FACILITY SECURITY UPGRADES			GENERAL	GENERAL -	70,000
2020	CPW111	REPLACE VARIABLE FREQUENCY DRIVES			WATER	FWATER	80,000
Total FY 2020							446,200
2021	CPS1005	REPL VEHICLE COMPUTERS			GENERAL	GENERAL	20,000
2021	CPW112	REPLACE DEHUMIDIFICATION SYSTEM			WATER	FWATER	35,000
2021	CPW111	REPLACE PUMPS AND MOTORS-LOW LIFT			WATER	FWATER	35,000
2021	CIP3105	RESIDENTIAL WATER METERS	525 LF		WATER	FWATER-	800,000
Total FY 2021							890,000
2022	CPS1029	FIREARMS REPLACEMENT			GENERAL	GENERAL	22,000
2022	CPS1030	SQUAD CAR VIDEO CAMERA REPLACEMENT			GENERAL	GENERAL	20,000
2022	CPS1031	CARDIO DEFIB MONITOR			GENERAL	GENERAL	40,000
2022	CPW114	REHAB FILTERS 5 & 6	5 & 6		WATER	FWATER	100,000
2022	CIP3106	RESIDENTIAL WATER METERS	525 LF		WATER	FWATER-	800,000
Total FY 2022							982,000
2023	CPS1007	REPL VEHICLE COMPUTERS			GENERAL	GENERAL	25,000
2023	CPS1036	SQUAD CAR VIDEO CAMERA REPLACEMENT			GENERAL	GENERAL	10,000
Total FY 2023							35,000
2024	CPS1041	SQUAD CAR VIDEO CAMERA REPLACEMENT			GENERAL	GENERAL	5,000
2024	CPW101	LEAF VACUUM	69		GENERAL	GENERAL	55,150
2024	CPW113	REPLACE ELEVATED TANK MIXER			WATER	FWATER	20,000
Total FY 2024							80,150
2025	CPS1044	Emergency Weather Siren Replacement			General	General	480,000
2025	CPW113	CONTAMINANT EARLY DETECTION SYS			WATER	FWATER	160,000
Total FY 2025							640,000
2026	CPW114	FILTER AIR SCOUR SYSTEM			WATER	FWATER	50,000
2026	CPW114	REPLACE PUMPS AND MOTORS-HIGH LIFT			WATER	FWATER	40,000
Total FY 2026							90,000
2027	CPS2801	SQUAD CAR VIDEO CAMERA REPLACEMENT			GENERAL	GENERAL	24,000
2027	CPW101	LEAF VACUUM	71		GENERAL	GENERAL	58,525
Total FY 2027							82,525
2028	CPS2802	PORTABLE RADIO REPLACEMENT		Radios	GENERAL	GENERAL	216,000
2028	CPS2803	MOBILE RADIO REPLACEMENT		Radios	GENERAL	GENERAL	25,000
2028	CPS2806	SQUAD CAR VIDEO CAMERA REPLACEMENT			GENERAL	GENERAL	12,000
2028	CPW280	AIR COMPRESSOR			GENERAL	GENERAL	40,000
2028	CPW115	UV DISINFECTION SYSTEM - WP			WATER	FWATER	120,000
Total FY 2028							413,000
IT SYSTEMS							1,417,500
2019	CIP1200	ERP			GENERAL	GENERAL -	800,000
Total FY 2019							800,000
2020	CIP1204	COUNCIL CHAMBERS UPGRADE			GENERAL	GENERAL	140,000
2020	CIP1205	VIRTUAL DESKTOP INFRASTRUCTURE			GENERAL	GENERAL	120,000
2020	CIP3095	ERP			GENERAL	GENERAL -	0
Total FY 2020							260,000

Village of Glencoe
Capital Plan Summary Listing

Fund

Program Type

Fiscal Year	Code	Program Item Name	Unit #	catdesc	Fund	Funding Source	Item Cost
2021	CIP1208	VIRTUAL DESKTOP INFRASTRUCTURE			GENERAL	GENERAL	20,000
					Total FY 2021		20,000
2022	CIP1210	VIRTUAL DESKTOP INFRASTRUCTURE			GENERAL	GENERAL	20,000
					Total FY 2022		20,000
2023	CIP1213	INFRASTRUCTURE ROUTING EQUIPMENT			GENERAL	GENERAL	30,000
2023	CIP1212	VIRTUAL DESKTOP INFRASTRUCTURE			GENERAL	GENERAL	20,000
2023	CIP1202	DESKTOP REPLACEMENT			GENERAL	GENERAL	12,500
					Total FY 2023		62,500
2024	CIP1214	INFRASTRUCTURE SWITCHING EQUIPMENT			GENERAL	GENERAL	50,000
2024	CIP1216	VIRTUAL DESKTOP INFRASTRUCTURE			GENERAL	GENERAL	20,000
					Total FY 2024		70,000
2025	CIP1204	SERVER HARDWARE REFRESH			GENERAL	GENERAL	90,000
2025	CIP1204	STORAGE AREA NETWORK (SAN) REPLACEMENT			GENERAL	GENERAL	35,000
2025	CIP1218	VIRTUAL DESKTOP INFRASTRUCTURE			GENERAL	GENERAL	20,000
					Total FY 2025		145,000
2026	CIP1221	VIRTUAL DESKTOP INFRASTRUCTURE			GENERAL	GENERAL	20,000
					Total FY 2026		20,000
2027	CIP1223	VIRTUAL DESKTOP INFRASTRUCTURE			GENERAL	GENERAL	20,000
					Total FY 2027		20,000
PARKING							720,000
2019	CPW102	COMMUTER PARKING LOT LIGHT IMPROVEMENT-NW			GENERAL	GENERAL	130,000
					Total FY 2019		130,000
2020	CPW104	COMMUTER PARKING LOT LIGHT IMPROVEMENT-SW			GENERAL	GENERAL	75,000
2020	CPW110	TEMPLE COURT PARKING LOT			MFT	MFT	350,000
					Total FY 2020		425,000
2021	CPW104	COMMUTER PARKING LOT LIGHT IMPROVEMENT-SE			GENERAL	GENERAL	80,000
					Total FY 2021		80,000
2022	CPW106	COMMUTER PARKING LOT LIGHT IMPROVEMENT-NE			GENERAL	GENERAL -	85,000
					Total FY 2022		85,000
SEWER - SANITARY							1,562,600
2019	CIP3107	SANITARY SEWER LINING			BOND - 2016	2016 BOND	450,000
					Total FY 2019		450,000
2020	CPW104	SANITARY SEWER LINING			GENERAL	GENERAL	110,000
					Total FY 2020		110,000
2021	CPW105	SANITARY SEWER LINING			GENERAL	GENERAL	113,000
					Total FY 2021		113,000
2022	CPW105	SANITARY SEWER LINING			GENERAL	GENERAL	116,000
					Total FY 2022		116,000
2023	CPW106	SANITARY SEWER LINING			GENERAL	GENERAL	119,400
					Total FY 2023		119,400
2024	CPW107	SANITARY SEWER LINING			GENERAL	GENERAL	123,000
					Total FY 2024		123,000
2025	CPW108	SANITARY SEWER LINING			GENERAL	GENERAL	126,700
					Total FY 2025		126,700
2026	CPW108	SANITARY SEWER LINING			GENERAL	GENERAL	130,500

Village of Glencoe
Capital Plan Summary Listing

Fund

Program Type

Fiscal Year	Code	Program Item Name	Unit #	catdesc	Fund	Funding Source	Item Cost
Total FY 2026							130,500
2027	CPW109	SANITARY SEWER LINING			GENERAL	GENERAL	134,000
Total FY 2027							134,000
2028	CIP3089	SANITARY SEWER LINING			GENERAL	GENERAL	140,000
Total FY 2028							140,000
SEWER - STORM							2,425,000
2019	CPW281	STORM SEWER OUTFALL IMPROVEMENT			BOND - 2016	2016 BOND	500,000
Total FY 2019							500,000
2020	CPW104	STORM WATER DRAINAGE IMPROVEMENTS			GENERAL	GENERAL -	950,000
Total FY 2020							950,000
2021	CPW105	STORM WATER DRAINAGE IMPROVEMENTS			GENERAL	GENERAL -	125,000
Total FY 2021							125,000
2022	CPW106	STORM WATER DRAINAGE IMPROVEMENTS			GENERAL	GENERAL	100,000
Total FY 2022							100,000
2023	CPW107	STORM WATER DRAINAGE IMPROVEMENTS			GENERAL	GENERAL	150,000
Total FY 2023							150,000
2024	CPW107	STORM WATER DRAINAGE IMPROVEMENTS			GENERAL	GENERAL	150,000
Total FY 2024							150,000
2025	CPW108	STORM WATER DRAINAGE IMPROVEMENTS			GENERAL	GENERAL	125,000
Total FY 2025							125,000
2026	CPW109	STORM WATER DRAINAGE IMPROVEMENTS			GENERAL	GENERAL	100,000
Total FY 2026							100,000
2027	CPW110	STORM WATER DRAINAGE IMPROVEMENTS			GENERAL	GENERAL	100,000
Total FY 2027							100,000
2028	CIP3090	STORM WATER DRAINAGE IMPROVEMENTS			GENERAL	GENERAL	125,000
Total FY 2028							125,000
SIDEWALK							1,419,000
2019	CIP3109	RESIDENTIAL SIDEWALKS			BOND - 2016	2016 BOND	200,000
2019	CIP3118	GREEN BAY TRAIL PHASE 1 ENGINEERING			GENERAL	GENERAL	30,000
Total FY 2019							230,000
2020	CPW104	RESIDENTIAL SIDEWALKS			GENERAL	GENERAL	106,000
2020	CIP3100	GREEN BAY TRAIL IMPROVEMENT			GENERAL	GENERAL -	110,000
Total FY 2020							216,000
2021	CPW105	RESIDENTIAL SIDEWALKS			GENERAL	GENERAL	109,000
Total FY 2021							109,000
2022	CPW105	RESIDENTIAL SIDEWALKS			GENERAL	GENERAL	113,000
Total FY 2022							113,000
2023	CPW106	RESIDENTIAL SIDEWALKS			GENERAL	GENERAL	116,000
Total FY 2023							116,000
2024	CPW107	RESIDENTIAL SIDEWALKS			GENERAL	GENERAL	120,000
Total FY 2024							120,000
2025	CPW108	RESIDENTIAL SIDEWALKS			GENERAL	GENERAL	123,000
Total FY 2025							123,000
2026	CPW109	RESIDENTIAL SIDEWALKS			GENERAL	GENERAL	127,000
Total FY 2026							127,000

Village of Glencoe
Capital Plan Summary Listing

Fund

Program Type

Fiscal Year	Code	Program Item Name	Unit #	catdesc	Fund	Funding Source	Item Cost
2027	CPW109	RESIDENTIAL SIDEWALKS			GENERAL	GENERAL	130,000
Total FY 2027							130,000
2028	CIP3088	RESIDENTIAL SIDEWALKS			GENERAL	GENERAL	135,000
Total FY 2028							135,000
STREET							5,325,000
2019	CIP3108	TUDOR COURT RESURFACING IMPROVEMENTS			BOND - 2016	2016 BOND	125,000
Total FY 2019							125,000
2021	CIP3111	STREET IMPROVEMENT			GENERAL	GENERAL -	2,000,000
2021	CPW110	STREET IMPROVEMENT			MFT	MFT	0
Total FY 2021							2,000,000
2023	CPW110	STREET IMPROVEMENT			MFT	MFT	600,000
Total FY 2023							600,000
2024	CIP3112	STREET IMPROVEMENT			GENERAL	GENERAL -	2,000,000
Total FY 2024							2,000,000
2026	CPW110	STREET IMPROVEMENT			MFT	MFT	600,000
Total FY 2026							600,000
VEHICLE							6,421,100
2019	CPS1017	VEHICLE REPLACEMENT	#657		GENERAL	GENERAL	46,000
2019	CPS1018	VEHICLE REPLACEMENT	#653		GENERAL	GENERAL	46,000
2019	CPW103	PW ADMINISTRATIVE VEHICLE	610		GENERAL	GENERAL	34,500
2019	CPW106	BACKHOE LOADER	52		GENERAL	GENERAL	75,000
2019	CIP3113	BACKHOE LOADER	52		WATER	FWATER	75,000
Total FY 2019							276,500
2020	CPS1022	VEHICLE REPLACEMENT	#656		GENERAL	GENERAL	47,000
2020	CPS1023	VEHICLE REPLACEMENT	#658		GENERAL	GENERAL	47,000
2020	CPS1024	VEHICLE REPLACEMENT	#657		GENERAL	GENERAL	47,000
2020	CPW104	SEWER CAMERA TRUCK	22		GENERAL	GENERAL	30,000
2020	CPW104	SIDEWALK TRACTOR	54		GENERAL	GENERAL	117,000
2020	CPW103	2-1/2 TON DUMP TRUCK CHASSIS	41		GENERAL	GENERAL	110,000
2020	CPW103	ASPHALT PATCH ROLL-OFF BODY			GENERAL	GENERAL	36,000
Total FY 2020							434,000
2021	CPS1026	VEHICLE REPLACEMENT	#651		GENERAL	GENERAL	49,000
2021	CPS1027	VEHICLE REPLACEMENT	#688		GENERAL	GENERAL	49,000
2021	CPS1025	VEHICLE REPLACEMENT	#654		GENERAL	GENERAL	48,000
2021	CPS1019	VEHICLE REPLACEMENT	#652		GENERAL	GENERAL	46,000
2021	CIP3094	VEHICLE REPLACEMENT	A30R		GENERAL	GENERAL	200,000
2021	CPW104	SEWER VACALL TRUCK	25		GENERAL	GENERAL	433,000
2021	CPW103	1/2 TON PICKUP TRUCK	35		GENERAL	GENERAL	44,300
2021	CPW105	2-1/2 TON TRUCK	42		GENERAL	GENERAL	150,000
2021	CPW105	1-1/2 TON TRUCK	12		GENERAL	GENERAL	62,000
2021	CPW103	SKID STEER LOADER	48		GENERAL	GENERAL	60,000
Total FY 2021							1,141,300
2022	CPW106	VEHICLE REPLACEMENT	#692		GENERAL	GENERAL	29,300
2022	CPW106	VEHICLE REPLACEMENT	#687		GENERAL	GENERAL	35,000
2022	CPS1032	VEHICLE REPLACEMENT	#662		GENERAL	GENERAL	50,000
2022	CPS1033	VEHICLE REPLACEMENT	#650		GENERAL	GENERAL	50,000

Village of Glencoe
Capital Plan Summary Listing

Fund

Program Type

Fiscal Year	Code	Program Item Name	Unit #	catdesc	Fund	Funding Source	Item Cost
2022	CPS1035	VEHICLE REPLACEMENT	#660		GENERAL	GENERAL	49,000
2022	CPS1034	VEHICLE REPLACEMENT	#663		GENERAL	GENERAL	30,000
2022	CPW101	REFUSE HAULER	62		GENERAL	GENERAL	46,000
2022	CPW103	SIX WHEEL DUMP TRUCK	20		GENERAL	GENERAL	130,000
2022	CPW106	PW ADMINISTRATIVE VEHICLE	07		GENERAL	GENERAL	50,000
2022	CPW112	UTILITY VAN	04		WATER	FWATER	30,000
Total FY 2022							499,300
2023	CPS1037	VEHICLE REPLACEMENT	#652		GENERAL	GENERAL	51,000
2023	CPS1038	VEHICLE REPLACEMENT	#655		GENERAL	GENERAL	51,000
2023	CPS1039	VEHICLE REPLACEMENT	#653		GENERAL	GENERAL	51,000
2023	CPS1040	RESCUE BOAT REPLACEMENT	#B30		GENERAL	GENERAL	50,000
2023	CPW107	GRAPPLER TRUCK	37		GENERAL	GENERAL	125,000
2023	CPW107	AERIAL TRUCK	29		GENERAL	GENERAL	103,500
2023	CPW107	SIDEWALK TRACTOR	55		GENERAL	GENERAL	124,000
2023	CPW101	3/4 TON PICKUP TRUCK	44		GENERAL	GENERAL	55,000
2023	CPW113	1-TON UTILITY TRUCK REPLACEMENT	03		WATER	FWATER	58,000
2023	CPW113	3/4 TON PICKUP	01		WATER	FWATER	55,000
Total FY 2023							723,500
2024	CPS1043	VEHICLE REPLACEMENT	#658		GENERAL	GENERAL	52,000
2024	CPS1042	VEHICLE REPLACEMENT	#657		GENERAL	GENERAL	51,000
2024	CPW107	1-1/2 TON TRUCK	31		GENERAL	GENERAL	65,600
2024	CPW107	2-1/2 TON DUMP TRUCK	40		GENERAL	GENERAL	164,000
2024	CPW114	PW ADMINISTRATIVE VEHICLE	08		WATER	FWATER	41,000
Total FY 2024							373,600
2025	CPS1046	VEHICLE REPLACEMENT	#656		GENERAL	GENERAL	57,000
2025	CPS1045	VEHICLE REPLACEMENT	#654		GENERAL	GENERAL	53,000
2025	CPS1047	VEHICLE REPLACEMENT	#S30		GENERAL	GENERAL	650,000
2025	CPW108	1-1/2 TON TRUCK	24		GENERAL	GENERAL	67,600
2025	CPW108	3/4 TON PICK-UP TRUCK	14		GENERAL	GENERAL	50,000
2025	CPW108	65-FT AERIAL TRUCK	09		GENERAL	GENERAL	238,000
2025	CPW108	2-1/2 TON TRUCK	38		GENERAL	GENERAL	173,000
Total FY 2025							1,288,600
2026	CPW109	ADMIN VEHICLE	#687		GENERAL	GENERAL	33,000
2026	CPS1048	VEHICLE REPLACEMENT	#650		GENERAL	GENERAL	55,000
2026	CPS1049	VEHICLE REPLACEMENT	#662		GENERAL	GENERAL	55,000
2026	CPS1051	VEHICLE REPLACEMENT	#662		GENERAL	GENERAL	55,000
2026	CPS1050	VEHICLE REPLACEMENT	#651		GENERAL	GENERAL	54,000
2026	CPW109	BRUSH CHIPPER	10		GENERAL	GENERAL	78,000
2026	CPW109	2 1/2 TON BODY DUMP TRUCK	39		GENERAL	GENERAL	175,000
2026	CPW114	3/4 TON UTILITY TRUCK	02		WATER	FWATER	45,000
Total FY 2026							550,000
2027	CIP2835	VEHICLE REPLACEMENT	#692		GENERAL	GENERAL	29,300
2027	CIP2836	VEHICLE REPLACEMENT	#687		GENERAL	GENERAL	35,000
2027	CPS1052	VEHICLE REPLACEMENT	#655		GENERAL	GENERAL	56,000
2027	CPS1053	VEHICLE REPLACEMENT	#652		GENERAL	GENERAL	56,000
2027	CPS1054	VEHICLE REPLACEMENT	#653		GENERAL	GENERAL	56,000
2027	CPS1055	VEHICLE REPLACEMENT	#663		GENERAL	GENERAL	35,000

Village of Glencoe
Capital Plan Summary Listing

Fund

Program Type

Fiscal Year	Code	Program Item Name	Unit #	catdesc	Fund	Funding Source	Item Cost
2027	CPW109	FRONT END LOADER	45		GENERAL	GENERAL	200,000
Total FY 2027							467,300
2028	CPS2804	VEHICLE REPLACEMENT	#657		GENERAL	GENERAL	57,000
2028	CPS2805	VEHICLE REPLACEMENT	A30		GENERAL	GENERAL	400,000
2028	CPW280	FRONT END LOADER	46		GENERAL	GENERAL	210,000
Total FY 2028							667,000
WATER MAIN							9,873,000
2019	CPW112	WATER MAIN REPLACEMENT	510 LF		WATER	FWATER	160,000
Total FY 2019							160,000
2020	CPW111	WATER MAIN REPLACEMENT	930 LF		WATER	FWATER	345,000
2020	CPW111	WATER MAIN REPLACEMENT	750 LF		WATER	FWATER	245,000
2020	CPW111	WATER MAIN REPLACEMENT	797 LF		WATER	FWATER	195,000
2020	CPW112	WATER MAIN REPLACEMENT	296 LF		WATER	FWATER	100,000
2020	CPW112	WATER MAIN REPLACEMENT	250 LF		WATER	FWATER	95,000
Total FY 2020							980,000
2021	CPW112	WATER MAIN REPLACEMENT	770 LF		WATER	FWATER	280,000
2021	CPW111	WATER MAIN REPLACEMENT	467 LF		WATER	FWATER	180,000
Total FY 2021							460,000
2022	CPW113	WATER MAIN REPLACEMENT	2450 LF		WATER	FWATER	988,000
2022	CPW113	WATER MAIN REPLACEMENT	390 LF		WATER	FWATER	140,000
Total FY 2022							1,128,000
2023	CPW113	WATER MAIN REPLACEMENT	1457 LF		WATER	FWATER	572,000
Total FY 2023							572,000
2024	CPW113	WATER MAIN REPLACEMENT	2900 LF		WATER	FWATER	1,575,000
2024	CPW114	WATER MAIN REPLACEMENT	760 LF		WATER	FWATER	285,000
Total FY 2024							1,860,000
2025	CPW114	WATER MAIN REPLACEMENT	3900 LF		WATER	FWATER	2,205,000
Total FY 2025							2,205,000
2026	CPW114	WATER MAIN REPLACEMENT	1100		WATER	FWATER	435,000
2026	CPW115	WATER MAIN REPLACEMENT	1020 LF		WATER	FWATER	410,000
2026	CPW114	WATER MAIN REPLACEMENT	539 LF		WATER	FWATER	218,000
Total FY 2026							1,063,000
2027	CPW115	WATER MAIN REPLACEMENT	1320 LF		WATER	FWATER	560,000
2027	CPW115	WATER MAIN REPLACEMENT	290 LF		WATER	FWATER	130,000
Total FY 2027							690,000
2028	CIP3093	WATER MAIN REPLACEMENT	588 LF		WATER	FWATER	275,000
2028	CIP3092	WATER MAIN REPLACEMENT	554 LF		WATER	FWATER	250,000
2028	CIP3091	WATER MAIN REPLACEMENT	525 LF		WATER	FWATER	230,000
Total FY 2028							755,000

Village of Glencoe
CIP Summary Listing

Fund Code	Division Location Segment From	Program Item Name Segment To	Fiscal Year	Acct. Replacement Of	Item Cost	Funding Source Priority Item Life
BOND - 2016					1,275,000	
BOND - 2016 CIP3107	PUBLIC WORKS VARIOUS	SANITARY SEWER LINING	2019	15-810-815-85105	450,000	2016 BOND
BOND - 2016 CPW2810	PUBLIC WORKS VARIOUS	STORM SEWER OUTFALL IMPROVEMENT	2019	15-810-815-85115	500,000	2016 BOND
BOND - 2016 CIP3109	PUBLIC WORKS VARIOUS	RESIDENTIAL SIDEWALKS	2019	15-810-815-87105	200,000	2016 BOND
BOND - 2016 CIP3108	PUBLIC WORKS TUDOR COURT	TUDOR COURT RESURFACING IMPROVEMENTS	2019	15-810-815-87105	125,000	2016 BOND
Total FY 2019 2016 BOND					1,275,000	
Total FY 2019 Cost - All Sources					1,275,000	
PLAN 2028 TOTAL FOR BOND - 2016 FUND					1,275,000	

Village of Glencoe
CIP Summary Listing

Fund Code	Division Location Segment From	Program Item Name Segment To	Fiscal Year	Acct. Replacement Of	Item Cost	Funding Source Priority Item Life
GENERAL					19,047,675	
GENERAL CIP3103	PUBLIC SAFETY VILLAGE HALL	RANGE BALLISTIC UPGRADES	2019	12-405-405-82150	45,000	GENERAL 10
GENERAL CPS1017	PUBLIC SAFETY PUBLIC SAFETY	VEHICLE REPLACEMENT	2019	12-405-405-83105 #657	46,000	GENERAL 1 4
GENERAL CPS1018	PUBLIC SAFETY PUBLIC SAFETY	VEHICLE REPLACEMENT	2019	12-405-405-83105 #653	46,000	GENERAL 1 4
GENERAL CPW1034	PUBLIC WORKS PUBLIC WORKS	PW ADMINISTRATIVE VEHICLE	2019	12-305-328-83105 610	34,500	GENERAL 2 10
GENERAL CPW1062	PUBLIC WORKS PUBLIC WORKS	BACKHOE LOADER	2019	12-305-332-83105 52	75,000	GENERAL 1 10
GENERAL CIP3104	PUBLIC WORKS VARIOUS	WAYFINDING SIGNS	2019	12-305-336-81140	25,000	GENERAL 1 15
GENERAL CIP3116	PUBLIC WORKS VARIOUS	STREET IDENTIFICATION SIGNS	2019	12-305-336-81140	18,000	GENERAL 1 15
GENERAL CIP3117	PUBLIC WORKS VARIOUS	SCHOOL CROSSING SIGNS	2019	12-305-336-81140	12,800	GENERAL 1 15
GENERAL CIP3118	PUBLIC WORKS GREEN BAY TRAIL HAZEL AVE	GREEN BAY TRAIL PHASE 1 ENGINEERING PARK AVE	2019	12-305-336-81145	30,000	GENERAL
GENERAL CPW1026	PUBLIC WORKS VILLAGE HALL	ROOF REPLACEMENT - NE VH	2019	12-305-340-81120	27,000	GENERAL 2 15
GENERAL CIP3115	PUBLIC WORKS VILLAGE HALL	FLOOR UPGRADES - PS 2ND FLOOR	2019	12-305-340-81120	18,000	GENERAL 3 15
GENERAL CPW1031	PUBLIC WORKS DOWNTOWN	DOWNTOWN SIDEWALK PAVER RESTORATION	2019	12-305-356-87105	75,000	GENERAL 2 20
GENERAL CPW1028	PUBLIC WORKS COMMUTER LOT	COMMUTER PARKING LOT LIGHT IMPROVEMENT-NW	2019	12-305-360-86110	130,000	GENERAL 1
GENERAL CIP3114	PUBLIC WORKS VARIOUS	SKOKIE HGTS RIDGES STREET LIGHT POLE REPLACEMENT	2019	12-305-360-86110	19,800	GENERAL 1 15
Total FY 2019 GENERAL					602,100	
GENERAL CIP1200	OFFICE OF VILLAGE VARIOUS	ERP	2019	12-210-218-82105	800,000	GENERAL - TBD
GENERAL CIP2834	PUBLIC SAFETY PUBLIC SAFETY	VILLAGE FACILITY SECURITY UPGRADES	2019	12-405-405-82105	125,000	GENERAL - TBD 1 15
Total FY 2019 GENERAL - TBD					925,000	
Total FY 2019 Cost - All Sources					1,527,100	
GENERAL CIP1204	OFFICE OF VILLAGE VILLAGE HALL	COUNCIL CHAMBERS UPGRADE	2020	12-210-218-82105	140,000	GENERAL

Village of Glencoe
CIP Summary Listing

Fund Code	Division Location Segment From	Program Item Name Segment To	Fiscal Year	Acct. Replacement Of	Item Cost	Funding Source	
						Priority	Item Life
GENERAL CIP1205	OFFICE OF VILLAGE VARIOUS	VIRTUAL DESKTOP INFRASTRUCTURE IMPLEMENTATION	2020	12-210-218-82105	120,000		GENERAL
GENERAL CPS1021	PUBLIC SAFETY PUBLIC SAFETY	PARKING SYSTEM PROGRAM IMPROVEMENTS	2020	12-405-405-82160	175,000	1	GENERAL 7
GENERAL CPS1022	PUBLIC SAFETY PUBLIC SAFETY	VEHICLE REPLACEMENT	2020	12-405-405-83105 #656	47,000	2	GENERAL 5
GENERAL CPS1023	PUBLIC SAFETY PUBLIC SAFETY	VEHICLE REPLACEMENT	2020	12-405-405-83105 #658	47,000	1	GENERAL 5
GENERAL CPS1024	PUBLIC SAFETY PUBLIC SAFETY	VEHICLE REPLACEMENT	2020	12-405-405-83105 #657	47,000	1	GENERAL 4
GENERAL CPS1020	PUBLIC SAFETY PUBLIC SAFETY	KITCHEN RENOVATION	2020	12-405-410-82150	50,000	3	GENERAL 15
GENERAL CPW1045	PUBLIC WORKS PUBLIC WORKS	SEWER CAMERA TRUCK	2020	12-305-332-83105 22	30,000	2	GENERAL 15
GENERAL CPW1041	PUBLIC WORKS VARIOUS	SANITARY SEWER LINING	2020	12-305-332-85105	110,000	1	GENERAL 40
Targeted Projects are							
GENERAL CPW1027	PUBLIC WORKS VILLAGE ENTRY WAYS	GATEWAY ENTRY SIGNS	2020	12-305-336-81140	50,000	1	GENERAL 15
GENERAL CPW1008	PUBLIC WORKS PUBLIC WORKS	LEAF VACUUM	2020	12-305-336-83105 67	50,000	2	GENERAL 12
GENERAL CPW1005	PUBLIC WORKS PUBLIC WORKS	LEAF VACUUM	2020	12-305-336-83105 68	46,200	2	GENERAL 12
GENERAL CIP3099	PUBLIC WORKS VARIOUS	TRAFFIC SIGNAL LED UPGRADE	2020	12-305-344-51300 EXISTING	25,000		GENERAL 10
GENERAL CPW1019	PUBLIC WORKS PUBLIC WORKS GARAGE	MECHANICAL LIFT REPLACEMENT	2020	12-305-352-81120	75,000	2	GENERAL 15
GENERAL CPW1044	PUBLIC WORKS PUBLIC WORKS	SIDEWALK TRACTOR	2020	12-305-356-83105 54	117,000	2	GENERAL 15
Target completion of area #2							
GENERAL CPW1033	PUBLIC WORKS PUBLIC WORKS	2-1/2 TON DUMP TRUCK CHASSIS	2020	12-305-356-83105 41	110,000	1	GENERAL 10
GENERAL CPW1037	PUBLIC WORKS PUBLIC WORKS	ASPHALT PATCH ROLL-OFF BODY	2020	12-305-356-83105	36,000	1	GENERAL 10
GENERAL CPW1042	PUBLIC WORKS VARIOUS	RESIDENTIAL SIDEWALKS	2020	12-305-356-87105	106,000	1	GENERAL 40
TBD Pending on Field							
GENERAL CPW1043	PUBLIC WORKS DOWNTOWN	DOWNTOWN SIDEWALK PAVER RESTORATION	2020	12-305-356-87105	77,000	2	GENERAL 20
GENERAL CPW1040	PUBLIC WORKS COMMUTER LOT	COMMUTER PARKING LOT LIGHT IMPROVEMENT-SW	2020	12-305-360-87125	75,000	1	GENERAL
Total FY 2020 GENERAL					1,533,200		

Village of Glencoe
CIP Summary Listing

Fund Code	Division Location Segment From	Program Item Name Segment To	Fiscal Year	Acct. Replacement Of	Item Cost	Funding Source	
						Priority	Item Life
GENERAL CIP3095	OFFICE OF VILLAGE VARIOUS	ERP	2020	12-210-218-82105	0		GENERAL - TBD
GENERAL CIP3110	PUBLIC SAFETY	VILLAGE FACILITY SECURITY UPGRADES	2020	12-405-405-82105	70,000		GENERAL - TBD 15
GENERAL CPW1047	PUBLIC WORKS GREEN BAY WOODLAWN	STORM WATER DRAINAGE IMPROVEMENTS	2020	12-305-332-85105	950,000	1	GENERAL - TBD 40
GENERAL CIP3100	PUBLIC WORKS GREEN BAY TRAIL HAZEL AVE	GREEN BAY TRAIL IMPROVEMENT PARK AVE	2020	12-305-356-81140	110,000		GENERAL - TBD
Total FY 2020 GENERAL - TBD					1,130,000		
Total FY 2020 Cost - All Sources					2,663,200		
GENERAL CIP1208	OFFICE OF VILLAGE VARIOUS	VIRTUAL DESKTOP INFRASTRUCTURE MAINTENANCE	2021	12-210-218-82105	20,000		GENERAL
GENERAL CPS1005	PUBLIC SAFETY PUBLIC SAFETY	REPL VEHICLE COMPUTERS	2021	12-405-405-82150	20,000	2	GENERAL 7
GENERAL CPS1026	PUBLIC SAFETY PUBLIC SAFETY	VEHICLE REPLACEMENT	2021	12-405-405-83105 #651	49,000	2	GENERAL 5
GENERAL CPS1027	PUBLIC SAFETY PUBLIC SAFETY	VEHICLE REPLACEMENT	2021	12-405-405-83105 #688	49,000	1	GENERAL 7
GENERAL CPS1025	PUBLIC SAFETY PUBLIC SAFETY	VEHICLE REPLACEMENT	2021	12-405-405-83105 #654	48,000	1	GENERAL 4
GENERAL CPS1019	PUBLIC SAFETY PUBLIC SAFETY	VEHICLE REPLACEMENT	2021	12-405-405-83105 #652	46,000	1	GENERAL 4
GENERAL CIP3094	PUBLIC SAFETY PUBLIC SAFETY	VEHICLE REPLACEMENT	2021	12-405-415-83105 A30R	200,000		GENERAL
GENERAL CPW1048	PUBLIC WORKS PUBLIC WORKS	SEWER VACALL TRUCK	2021	12-305-332-83105 25	433,000	1	GENERAL 12
GENERAL CPW1050	PUBLIC WORKS VARIOUS	SANITARY SEWER LINING	2021	12-305-332-85105	113,000	1	GENERAL 40
Targeted Projects are							
GENERAL CPW1035	PUBLIC WORKS PUBLIC WORKS	1/2 TON PICKUP TRUCK	2021	12-305-336-83105 35	44,300	2	GENERAL 10
GENERAL CPW1025	PUBLIC WORKS PUBLIC WORKS GARAGE	PW GARAGE ADMIN ROOF REPLACEMENT	2021	12-305-352-81120	60,000	3	GENERAL 15
GENERAL CPW1053	PUBLIC WORKS PUBLIC WORKS	2-1/2 TON TRUCK	2021	12-305-356-83105 42	150,000	1	GENERAL 10
GENERAL CPW1054	PUBLIC WORKS PUBLIC WORKS	1-1/2 TON TRUCK	2021	12-305-356-83105 12	62,000	2	GENERAL 10
GENERAL CPW1036	PUBLIC WORKS PUBLIC WORKS	SKID STEER LOADER	2021	12-305-356-83105 48	60,000	2	GENERAL 12
GENERAL CPW1051	PUBLIC WORKS VARIOUS	RESIDENTIAL SIDEWALKS	2021	12-305-356-87105	109,000	1	GENERAL 40
Target area #3							

Village of Glencoe
CIP Summary Listing

Fund Code	Division Location Segment From	Program Item Name Segment To	Fiscal Year	Acct. Replacement Of	Item Cost	Funding Source	
						Priority	Item Life
GENERAL CPW1052	PUBLIC WORKS DOWNTOWN	DOWNTOWN SIDEWALK PAVER RESTORATION	2021	12-305-356-87105	80,000	2	GENERAL 20
GENERAL CPW1049	PUBLIC WORKS COMMUTER LOT	COMMUTER PARKING LOT LIGHT IMPROVEMENT-SE	2021	12-305-360-87125	80,000	1	GENERAL
Total FY 2021 GENERAL					1,623,300		
GENERAL CIP3111	PUBLIC WORKS	STREET IMPROVEMENT 12-305-356-86105	2021		2,000,000		GENERAL - TBD
GENERAL CPW1055	PUBLIC WORKS ASPEN LN OUTFALL	STORM WATER DRAINAGE IMPROVEMENTS	2021	12-305-332-85105	125,000	1	GENERAL - TBD 40
Total FY 2021 GENERAL - TBD					2,125,000		
Total FY 2021 Cost - All Sources					3,748,300		
GENERAL CPW1063	FINANCE DEPARTMENT PUBLIC WORKS	VEHICLE REPLACEMENT	2022	12-210-220-83105 #692	29,300	2	GENERAL
GENERAL CPW1064	OFFICE OF VILLAGE VILLAGE HALL	VEHICLE REPLACEMENT	2022	12-205-204-83105 #687	35,000		GENERAL 5
GENERAL CIP1210	OFFICE OF VILLAGE VARIOUS	VIRTUAL DESKTOP INFRASTRUCTURE MAINTENANCE	2022	12-210-218-82105	20,000		GENERAL
GENERAL CPS1029	PUBLIC SAFETY PUBLIC SAFETY	FIREARMS REPLACEMENT	2022	12-405-405-62130	22,000	2	GENERAL 15
GENERAL CPS1030	PUBLIC SAFETY SQUAD CARS	SQUAD CAR VIDEO CAMERA REPLACEMENT	2022	12-405-405-82150	20,000	2	GENERAL 5
GENERAL CPS1032	PUBLIC SAFETY PUBLIC SAFETY	VEHICLE REPLACEMENT	2022	12-405-405-83105 #662	50,000	1	GENERAL 4
GENERAL CPS1033	PUBLIC SAFETY PUBLIC SAFETY	VEHICLE REPLACEMENT	2022	12-405-405-83105 #650	50,000	1	GENERAL 4
GENERAL CPS1035	PUBLIC SAFETY PUBLIC SAFETY	VEHICLE REPLACEMENT	2022	12-405-405-83105 #660	49,000	1	GENERAL 4
GENERAL CPS1034	PUBLIC SAFETY PUBLIC SAFETY	VEHICLE REPLACEMENT	2022	12-405-405-83105 #663	30,000	1	GENERAL 5
GENERAL CPS1031	PUBLIC SAFETY PUBLIC SAFETY	CARDIO DEFIB MONITOR	2022	12-405-415-82170	40,000	1	GENERAL 8
GENERAL CPW1058	PUBLIC WORKS VARIOUS Targeted Projects are	SANITARY SEWER LINING	2022	12-305-332-85105	116,000	1	GENERAL 40
GENERAL CPW1065	PUBLIC WORKS LONGWOOD AVE	STORM WATER DRAINAGE IMPROVEMENTS	2022	12-305-332-85105	100,000	1	GENERAL 40
GENERAL CPW1011	PUBLIC WORKS PUBLIC WORKS	REFUSE HAULER	2022	12-305-336-83105 62	46,000	1	GENERAL 10
GENERAL CPW1057	PUBLIC WORKS VILLAGE HALL	SE VILLAGE HALL ROOF REPLACEMENT	2022	12-305-340-81120	30,000	2	GENERAL 20

Village of Glencoe
CIP Summary Listing

Fund Code	Division Location Segment From	Program Item Name Segment To	Fiscal Year	Acct. Replacement Of	Item Cost	Funding Source	
						Priority	Item Life
GENERAL CPW1056	PUBLIC WORKS PUBLIC WORKS GARAGE	HEATING SYSTEM UPGRADE -PW GARAGE	2022	12-305-352-81120	50,000	1	GENERAL
GENERAL CPW1032	PUBLIC WORKS PUBLIC WORKS	SIX WHEEL DUMP TRUCK	2022	12-305-356-83105 20	130,000	1	GENERAL 10
GENERAL CPW1061	PUBLIC WORKS PUBLIC WORKS	PW ADMINISTRATIVE VEHICLE	2022	12-305-356-83105 07	50,000	2	GENERAL 10
GENERAL CPW1059	PUBLIC WORKS VARIOUS Target completion area #3	RESIDENTIAL SIDEWALKS	2022	12-305-356-87105	113,000	1	GENERAL 40
GENERAL CPW1060	PUBLIC WORKS DOWNTOWN	DOWNTOWN SIDEWALK PAVER RESTORATION	2022	12-305-356-87105	82,000	2	GENERAL 20
Total FY 2022 GENERAL					1,062,300		
GENERAL CPW1066	PUBLIC WORKS COMMUTER LOT	COMMUTER PARKING LOT LIGHT IMPROVEMENT-NE	2022	12-305-360-87125	85,000	1	GENERAL - TBD
Total FY 2022 GENERAL - TBD					85,000		
Total FY 2022 Cost - All Sources					1,147,300		
GENERAL CIP1213	OFFICE OF VILLAGE VARIOUS	INFRASTRUCTURE ROUTING EQUIPMENT	2023	12-210-218-82105	30,000		GENERAL
GENERAL CIP1212	OFFICE OF VILLAGE VARIOUS	VIRTUAL DESKTOP INFRASTRUCTURE MAINTENANCE	2023	12-210-218-82105	20,000		GENERAL
GENERAL CIP1202A	OFFICE OF VILLAGE	DESKTOP REPLACEMENT	2023	12-210-218-82105	12,500		GENERAL 5
GENERAL CPS1007	PUBLIC SAFETY PUBLIC SAFETY	REPL VEHICLE COMPUTERS	2023	12-405-405-82150	25,000	2	GENERAL 7
GENERAL CPS1036	PUBLIC SAFETY SQUAD CARS	SQUAD CAR VIDEO CAMERA REPLACEMENT	2023	12-405-405-82150	10,000	2	GENERAL 5
GENERAL CPS1037	PUBLIC SAFETY PUBLIC SAFETY	VEHICLE REPLACEMENT	2023	12-405-405-83105 #652	51,000	1	GENERAL 4
GENERAL CPS1038	PUBLIC SAFETY PUBLIC SAFETY	VEHICLE REPLACEMENT	2023	12-405-405-83105 #655	51,000	1	GENERAL 4
GENERAL CPS1039	PUBLIC SAFETY PUBLIC SAFETY	VEHICLE REPLACEMENT	2023	12-405-405-83105 #653	51,000	1	GENERAL 4
GENERAL CPS1040	PUBLIC SAFETY PUBLIC SAFETY	RESCUE BOAT REPLACEMENT	2023	12-405-410-83105 #B30	50,000	1	GENERAL 15
GENERAL CPW1073	PUBLIC WORKS BEACH RD	STORM WATER DRAINAGE IMPROVEMENTS	2023	12-305-332-85105	150,000	1	GENERAL 40
GENERAL CPW1067	PUBLIC WORKS VARIOUS Targeted Projects are	SANITARY SEWER LINING	2023	12-305-332-85105	119,400	1	GENERAL 40
GENERAL CPW1072	PUBLIC WORKS PUBLIC WORKS	GRAPPLER TRUCK	2023	12-305-336-83105 37	125,000	2	GENERAL 15

Village of Glencoe
CIP Summary Listing

Fund Code	Division Location Segment From	Program Item Name Segment To	Fiscal Year	Acct. Replacement Of	Item Cost	Funding Source	
						Priority	Item Life
GENERAL CPW1071	PUBLIC WORKS PUBLIC WORKS	AERIAL TRUCK	2023	12-305-336-83105 29	103,500	1	GENERAL 10
GENERAL CPW1070	PUBLIC WORKS PUBLIC WORKS	SIDEWALK TRACTOR	2023	12-305-356-83105 55	124,000	2	GENERAL 10
GENERAL CPW1068	PUBLIC WORKS VARIOUS Target area #1	RESIDENTIAL SIDEWALKS	2023	12-305-356-87105	116,000	1	GENERAL 40
GENERAL CPW1069	PUBLIC WORKS DOWNTOWN	DOWNTOWN SIDEWALK PAVER RESTORATION	2023	12-305-356-87105	85,000	2	GENERAL 20
GENERAL CPW1013	PUBLIC WORKS PUBLIC WORKS	3/4 TON PICKUP TRUCK	2023	13-315-375-83105 44	55,000	2	GENERAL 10
Total FY 2023 GENERAL					1,178,400		
Total FY 2023 Cost - All Sources					1,178,400		
GENERAL CIP1214	OFFICE OF VILLAGE VARIOUS	INFRASTRUCTURE SWITCHING EQUIPMENT	2024	12-210-218-82105	50,000		GENERAL
GENERAL CIP1216	OFFICE OF VILLAGE VARIOUS	VIRTUAL DESKTOP INFRASTRUCTURE MAINTENANCE	2024	12-210-218-82105	20,000		GENERAL
GENERAL CPS1041	PUBLIC SAFETY SQUAD CARS	SQUAD CAR VIDEO CAMERA REPLACEMENT	2024	12-405-405-82150	5,000	2	GENERAL 5
GENERAL CPS1043	PUBLIC SAFETY PUBLIC SAFETY	VEHICLE REPLACEMENT	2024	12-405-405-83105 #658	52,000	1	GENERAL 5
GENERAL CPS1042	PUBLIC SAFETY PUBLIC SAFETY	VEHICLE REPLACEMENT	2024	12-405-405-83105 #657	51,000	1	GENERAL 4
GENERAL CPW1079	PUBLIC WORKS MARY ST	STORM WATER DRAINAGE IMPROVEMENTS	2024	12-305-332-85105	150,000	1	GENERAL 40
GENERAL CPW1074	PUBLIC WORKS VARIOUS Targeted Projects are	SANITARY SEWER LINING	2024	12-305-332-85105	123,000	1	GENERAL 40
GENERAL CPW1078	PUBLIC WORKS PUBLIC WORKS	1-1/2 TON TRUCK	2024	12-305-336-83105 31	65,600	2	GENERAL 10
GENERAL CPW1014	PUBLIC WORKS PUBLIC WORKS	LEAF VACUUM	2024	12-305-336-83105 69	55,150	2	GENERAL 12
GENERAL CPW1077	PUBLIC WORKS PUBLIC WORKS	2-1/2 TON DUMP TRUCK	2024	12-305-356-83105 40	164,000	2	GENERAL
GENERAL CPW1075	PUBLIC WORKS VARIOUS Completion of target area #1	RESIDENTIAL SIDEWALKS	2024	12-305-356-87105	120,000	1	GENERAL 40
GENERAL CPW1076	PUBLIC WORKS DOWNTOWN	DOWNTOWN SIDEWALK PAVER RESTORATION	2024	12-305-356-87105	87,000	2	GENERAL 20
Total FY 2024 GENERAL					942,750		
GENERAL CIP3112	PUBLIC WORKS	STREET IMPROVEMENT	2024	12-305-356-86105	2,000,000		GENERAL - TBD

Village of Glencoe
CIP Summary Listing

Fund Code	Division Location Segment From	Program Item Name Segment To	Fiscal Year	Acct. Replacement Of	Item Cost	Funding Source	
						Priority	Item Life
Total FY 2024 GENERAL - TBD					2,000,000		
Total FY 2024 Cost - All Sources					2,942,750		
GENERAL CIP1204A	OFFICE OF VILLAGE VARIOUS	SERVER HARDWARE REFRESH	2025	12-205-218-82105	90,000		GENERAL 6
GENERAL CIP1204	OFFICE OF VILLAGE VARIOUS	STORAGE AREA NETWORK (SAN) REPLACEMENT	2025	12-205-218-82105	35,000		GENERAL 6
GENERAL CIP1218	OFFICE OF VILLAGE VARIOUS	VIRTUAL DESKTOP INFRASTRUCTURE MAINTENANCE	2025	12-210-218-82105	20,000		GENERAL
GENERAL CPS1046	PUBLIC SAFETY PUBLIC SAFETY	VEHICLE REPLACEMENT	2025	12-405-405-83105 #656	57,000	2	GENERAL 5
GENERAL CPS1045	PUBLIC SAFETY PUBLIC SAFETY	VEHICLE REPLACEMENT	2025	12-405-405-83105 #654	53,000	1	GENERAL 4
GENERAL CPS1047	PUBLIC SAFETY PUBLIC SAFETY	VEHICLE REPLACEMENT	2025	12-405-410-83105 #S30	650,000	2	GENERAL 15
General CPS1044	PUBLIC SAFETY Various	Emergency Weather Siren Replacement	2025	12-405-410-92125	480,000	1	General 25
GENERAL CPW1086	PUBLIC WORKS PUBLIC WORKS	1-1/2 TON TRUCK	2025	12-305-332-83105 24	67,600	2	GENERAL 10
GENERAL CPW1085	PUBLIC WORKS PUBLIC WORKS	3/4 TON PICK-UP TRUCK	2025	12-305-332-83105 14	50,000	2	GENERAL 10
GENERAL CPW1080	PUBLIC WORKS VARIOUS	SANITARY SEWER LINING	2025	12-305-332-85105	126,700	1	GENERAL 40
Targeted Projects are							
GENERAL CPW1088	PUBLIC WORKS DELL PL	STORM WATER DRAINAGE IMPROVEMENTS	2025	12-305-332-85105	125,000	1	GENERAL 40
GENERAL CPW1084	PUBLIC WORKS PUBLIC WORKS	65-FT AERIAL TRUCK	2025	12-305-336-83105 09	238,000	1	GENERAL 12
GENERAL CPW1083	PUBLIC WORKS PUBLIC WORKS	2-1/2 TON TRUCK	2025	12-305-356-83105 38	173,000	2	GENERAL 10
GENERAL CPW1081	PUBLIC WORKS VARIOUS	RESIDENTIAL SIDEWALKS	2025	12-305-356-87105	123,000	1	GENERAL 40
Target Area #2							
GENERAL CPW1082	PUBLIC WORKS DOWNTOWN	DOWNTOWN SIDEWALK PAVER RESTORATION	2025	12-305-356-87105	90,000	2	GENERAL 20
Total FY 2025 GENERAL					2,378,300		
Total FY 2025 Cost - All Sources					2,378,300		
GENERAL CPW1093	OFFICE OF VILLAGE VILLAGE MANAGER OFFICE	ADMIN VEHICLE	2026	12-205-204-83105 #687	33,000		GENERAL
GENERAL CIP1221	OFFICE OF VILLAGE VARIOUS	VIRTUAL DESKTOP INFRASTRUCTURE MAINTENANCE	2026	12-210-218-82105	20,000		GENERAL

Village of Glencoe
CIP Summary Listing

Fund Code	Division Location Segment From	Program Item Name Segment To	Fiscal Year	Acct. Replacement Of	Item Cost	Funding Source	
						Priority	Item Life
GENERAL CPS1048	PUBLIC SAFETY PUBLIC SAFETY	VEHICLE REPLACEMENT	2026	12-405-405-83105 #650	55,000	1	GENERAL 4
GENERAL CPS1049	PUBLIC SAFETY PUBLIC SAFETY	VEHICLE REPLACEMENT	2026	12-405-405-83105 #662	55,000	1	GENERAL 4
GENERAL CPS1051	PUBLIC SAFETY PUBLIC SAFETY	VEHICLE REPLACEMENT	2026	12-405-405-83105 #662	55,000	1	GENERAL 4
GENERAL CPS1050	PUBLIC SAFETY PUBLIC SAFETY	VEHICLE REPLACEMENT	2026	12-405-405-83105 #651	54,000	2	GENERAL 5
GENERAL CPW1089	PUBLIC WORKS VARIOUS Targeted Projects are	SANITARY SEWER LINING	2026	12-305-332-85105	130,500	1	GENERAL 40
GENERAL CPW1095	PUBLIC WORKS MAPLE HILL RD	STORM WATER DRAINAGE IMPROVEMENTS	2026	12-305-332-85105	100,000	1	GENERAL 40
GENERAL CPW1094	PUBLIC WORKS PUBLIC WORKS	BRUSH CHIPPER	2026	12-305-336-83105 10	78,000	2	GENERAL 10
GENERAL CPW1091	PUBLIC WORKS DOWNTOWN	DOWNTOWN SIDEWALK PAVER RESTORATION	2026	12-305-35-87105	92,000	2	GENERAL 20
GENERAL CPW1092	PUBLIC WORKS PUBLIC WORKS	2 1/2 TON BODY DUMP TRUCK	2026	12-305-356-83105 39	175,000	2	GENERAL 10
GENERAL CPW1090	PUBLIC WORKS VARIOUS Completion of target area #2	RESIDENTIAL SIDEWALKS	2026	12-305-356-87105	127,000	1	GENERAL 40
Total FY 2026 GENERAL					974,500		
Total FY 2026 Cost - All Sources					974,500		
GENERAL CIP2835	FINANCE DEPARTMENT PUBLIC WORKS	VEHICLE REPLACEMENT	2027	12-210-220-83105 #692	29,300	2	GENERAL
GENERAL CIP2836	OFFICE OF VILLAGE VILLAGE HALL	VEHICLE REPLACEMENT	2027	12-205-204-83105 #687	35,000		GENERAL 5
GENERAL CIP1223	OFFICE OF VILLAGE VARIOUS	VIRTUAL DESKTOP INFRASTRUCTURE MAINTENANCE	2027	12-210-218-82105	20,000		GENERAL
GENERAL CPS2801	PUBLIC SAFETY SQUAD CARS	SQUAD CAR VIDEO CAMERA REPLACEMENT	2027	12-405-405-82150	24,000	2	GENERAL 5
GENERAL CPS1052	PUBLIC SAFETY PUBLIC SAFETY	VEHICLE REPLACEMENT	2027	12-405-405-83105 #655	56,000	1	GENERAL 4
GENERAL CPS1053	PUBLIC SAFETY PUBLIC SAFETY	VEHICLE REPLACEMENT	2027	12-405-405-83105 #652	56,000	1	GENERAL 4
GENERAL CPS1054	PUBLIC SAFETY PUBLIC SAFETY	VEHICLE REPLACEMENT	2027	12-405-405-83105 #653	56,000	1	GENERAL 4
GENERAL CPS1055	PUBLIC SAFETY PUBLIC SAFETY	VEHICLE REPLACEMENT	2027	12-405-405-83105 #663	35,000	1	GENERAL 5
GENERAL CPW1098	PUBLIC WORKS PUBLIC WORKS	FRONT END LOADER	2027	12-305-256-83105 45	200,000	1	GENERAL 15

Village of Glencoe
CIP Summary Listing

Fund Code	Division Location Segment From	Program Item Name Segment To	Fiscal Year	Acct. Replacement Of	Item Cost	Funding Source	
						Priority	Item Life
GENERAL CPW1096	PUBLIC WORKS VARIOUS Targeted Projects are	SANITARY SEWER LINING	2027	12-305-332-85105	134,000	1	GENERAL
GENERAL CPW1101	PUBLIC WORKS EAST DIVERSION DITCH	STORM WATER DRAINAGE IMPROVEMENTS	2027	12-305-332-85105	100,000	1	GENERAL 40
GENERAL CPW1016	PUBLIC WORKS PUBLIC WORKS	LEAF VACUUM	2027	12-305-336-83105 71	58,525	1	GENERAL 12
GENERAL CPW1097	PUBLIC WORKS VARIOUS Target Area #3	RESIDENTIAL SIDEWALKS	2027	12-305-356-87105	130,000	1	GENERAL
GENERAL CIP3101	PUBLIC WORKS DOWNTOWN	DOWNTOWN SIDEWALK PAVER RESTORATION	2027	12-305-356-87105	96,000		GENERAL 20
Total FY 2027 GENERAL					1,029,825		
Total FY 2027 Cost - All Sources					1,029,825		
GENERAL CPS2802	PUBLIC SAFETY PUBLIC SAFETY	PORTABLE RADIO REPLACEMENT	2028	12-405-405-51145 Radios purchased in FY	216,000		GENERAL
GENERAL CPS2803	PUBLIC SAFETY PUBLIC SAFETY	MOBILE RADIO REPLACEMENT	2028	12-405-405-51145 Radios purchased in FY	25,000		GENERAL
GENERAL CPS2806	PUBLIC SAFETY SQUAD CARS	SQUAD CAR VIDEO CAMERA REPLACEMENT	2028	12-405-405-82150	12,000	2	GENERAL 5
GENERAL CPS2804	PUBLIC SAFETY PUBLIC SAFETY	VEHICLE REPLACEMENT	2028	12-405-405-83105 #657	57,000		GENERAL
GENERAL CPS2805	PUBLIC SAFETY PUBLIC SAFETY	VEHICLE REPLACEMENT	2028	12-405-415-83105 A30	400,000		GENERAL
GENERAL CIP3089	PUBLIC WORKS VARIOUS Targeted Projects are	SANITARY SEWER LINING	2028	12-305-332-85105	140,000		GENERAL
GENERAL CIP3090	PUBLIC WORKS RAVINE OUTFALL	STORM WATER DRAINAGE IMPROVEMENTS	2028	12-305-332-85105	125,000		GENERAL 40
GENERAL CPW2801	PUBLIC WORKS PUBLIC WORKS	FRONT END LOADER	2028	12-305-356-83105 46	210,000		GENERAL 15
GENERAL CPW2802	PUBLIC WORKS PUBLIC WORKS	AIR COMPRESSOR	2028	12-305-356-83105	40,000		GENERAL 15
GENERAL CIP3088	PUBLIC WORKS VARIOUS	RESIDENTIAL SIDEWALKS	2028	12-305-356-87105	135,000		GENERAL
GENERAL CIP3102	PUBLIC WORKS DOWNTOWN	DOWNTOWN SIDEWALK PAVER RESTORATION	2028	12-305-356-87105	98,000		GENERAL 20
Total FY 2028 GENERAL					1,458,000		
Total FY 2028 Cost - All Sources					1,458,000		
PLAN 2028 TOTAL FOR GENERAL FUND					19,047,675		

Village of Glencoe
CIP Summary Listing

Fund Code	Division Location Segment From	Program Item Name Segment To	Fiscal Year	Acct. Replacement Of	Item Cost	Funding Source Priority	Item Life
MFT					1,573,000		
MFT CIP3119	PUBLIC WORKS VARIOUS	TRAFFIC SIGNAL UPGRADES	2019	12-310-380-86115 EXISTING	23,000	GENERAL	10
Total FY 2019 GENERAL					23,000		
Total FY 2019 Cost - All Sources					23,000		
MFT CPW1104	PUBLIC WORKS TEMPLE COURT PARKING LOT	TEMPLE COURT PARKING LOT	2020	16-310-380-86105	350,000	MFT	3
Total FY 2020 MFT					350,000		
Total FY 2020 Cost - All Sources					350,000		
MFT CPW1105	PUBLIC WORKS VARIOUS TBD Pending on IMS	STREET IMPROVEMENT	2021	16-310-380-86105	0	MFT	1
Total FY 2021 MFT					0		
Total FY 2021 Cost - All Sources					0		
MFT CPW1106	PUBLIC WORKS VARIOUS TBD Pending on IMS	STREET IMPROVEMENT	2023	16-310-380-86105	600,000	MFT	1
Total FY 2023 MFT					600,000		
Total FY 2023 Cost - All Sources					600,000		
MFT CPW1107	PUBLIC WORKS VARIOUS TBD Pending on IMS	STREET IMPROVEMENT	2026	16-310-380-86105	600,000	MFT	1
Total FY 2026 MFT					600,000		
Total FY 2026 Cost - All Sources					600,000		
PLAN 2028 TOTAL FOR MFT FUND					1,573,000		

Village of Glencoe
CIP Summary Listing

Fund Code	Division Location Segment From	Program Item Name Segment To	Fiscal Year	Acct. Replacement Of	Item Cost	Funding Source Priority	Item Life
WATER					18,182,000		
WATER CIP3113	WATER DISTRIBUTION PUBLIC WORKS	BACKHOE LOADER	2019	11-110-365-83105 52	75,000	FWATER 1	10
WATER CPW1126	WATER DISTRIBUTION WHITEBRIDGE HILL RD SHERIDAN RD	WATER MAIN REPLACEMENT EAST END	2019	11-110-365-84115 510 LF	160,000	FWATER 1	10
WATER CPW1108	WATER PRODUCTION WATER PLANT	WATER PLANT SCADA SYSTEM	2019	11-110-370-82120	350,000	FWATER 1	
WATER CPW1134	WATER PRODUCTION WATER PLANT	REPLACE MASTER METERS	2019	11-110-370-82120	30,000	FWATER 1	10
Total FY 2019 FWATER					615,000		
Total FY 2019 Cost - All Sources					615,000		
WATER CPW1115	WATER DISTRIBUTION EUCLID AVE WOODLAWN AVE	WATER MAIN REPLACEMENT END OF MAIN	2020	11-110-365-84115 930 LF	345,000	FWATER 1	40
WATER CPW1118	WATER DISTRIBUTION LONGMEADOW LN WESTLEY RD	WATER MAIN REPLACEMENT WESTWOOD AVE	2020	11-110-365-84115 750 LF	245,000	FWATER 1	40
WATER CPW1119	WATER DISTRIBUTION FORESTWAY DR STRAWBERRY HILL LN	WATER MAIN REPLACEMENT CHESTNUT	2020	11-110-365-84115 797 LF	195,000	FWATER 1	40
WATER CPW1120	WATER DISTRIBUTION LONGWOOD AVE HAWTHORN AVE	WATER MAIN REPLACEMENT END OF ROAD	2020	11-110-365-84115 296 LF	100,000	FWATER 1	40
WATER CPW1125	WATER DISTRIBUTION PEBBLEWOOD LN DUNDEE RD	WATER MAIN REPLACEMENT END OF RD	2020	11-110-365-84115 250 LF	95,000	FWATER 1	10
WATER CPW1113	WATER PRODUCTION WATER PLANT	REPLACE VARIABLE FREQUENCY DRIVES	2020	11-110-370-82120	80,000	FWATER 1	
Total FY 2020 FWATER					1,060,000		
Total FY 2020 Cost - All Sources					1,060,000		
WATER CPW1127	WATER DISTRIBUTION HAWTHORN AVE SHERIDAN RD	WATER MAIN REPLACEMENT LONGWOOD AVE	2021	11-110-365-84115 770 LF	280,000	FWATER 1	10
WATER CPW1116	WATER DISTRIBUTION LINCOLN DR CRESCENT LN	WATER MAIN REPLACEMENT END OF ROAD	2021	11-110-365-84115 467 LF	180,000	FWATER 1	40
WATER CPW1121	WATER PRODUCTION WATER PLANT	REPLACE DEHUMIDIFICATION SYSTEM	2021	11-110-370-82120	35,000	FWATER 2	15
WATER CPW1117	WATER PRODUCTION WATER PLANT	REPLACE PUMPS AND MOTORS-LOW LIFT	2021	11-110-370-82120	35,000	FWATER 2	20
Total FY 2021 FWATER					530,000		
WATER CIP3105	WATER DISTRIBUTION VARIOUS	RESIDENTIAL WATER METERS	2021	11-110-365-84115 525 LF	800,000	FWATER-TBD	
Total FY 2021 FWATER-TBD					800,000		

Village of Glencoe
CIP Summary Listing

Fund Code	Division Location Segment From	Program Item Name Segment To	Fiscal Year	Acct. Replacement Of	Item Cost	Funding Source	
						Priority	Item Life
Total FY 2021 Cost - All Sources					1,330,000		
WATER CPW1124	WATER DISTRIBUTION WATER PLANT	UTILITY VAN	2022	11-110-365-83105 04	30,000	2	FWATER 12
WATER CPW1130	WATER DISTRIBUTION DUNDEE RD GREEN BAY RD	WATER MAIN REPLACEMENT DUNDEE RD	2022	11-110-365-84115 2450 LF	988,000	1	FWATER
WATER CPW1131	WATER DISTRIBUTION SUNRISE CIR SHERIDAN RD	WATER MAIN REPLACEMENT END OF RD	2022	11-110-365-84115 390 LF	140,000	1	FWATER
WATER CPW1141	WATER PRODUCTION WATER PLANT	REHAB FILTERS 5 & 6	2022	11-110-370-82120 5 & 6	100,000	1	FWATER 15
Total FY 2022 FWATER					1,258,000		
WATER CIP3106	WATER DISTRIBUTION VARIOUS	RESIDENTIAL WATER METERS	2022	11-110-365-84115 525 LF	800,000		FWATER-TBD
Total FY 2022 FWATER-TBD					800,000		
Total FY 2022 Cost - All Sources					2,058,000		
WATER CPW1136	WATER DISTRIBUTION WATER PLANT	1-TON UTILITY TRUCK REPLACEMENT	2023	11-110-365-83105 03	58,000	2	FWATER 8
WATER CPW1135	WATER DISTRIBUTION WATER PLANT	3/4 TON PICKUP	2023	11-110-365-83105 01	55,000	2	FWATER 10
WATER CPW1137	WATER DISTRIBUTION SKOKIE RIDGE DR OAK/ELM RIDGE	WATER MAIN REPLACEMENT SUNSET LN	2023	11-110-365-84115 1457 LF	572,000	1	FWATER
WATER CPW1122	WATER PRODUCTION WATER PLANT	CONCRETE REHAB	2023	11-110-370-84115	85,000	2	FWATER
WATER CPW1128	WATER PRODUCTION WATER PLANT	REPLACE FLAT ROOFS	2023	11-110-370-84115	50,000	2	FWATER 20
Total FY 2023 FWATER					820,000		
WATER CPW1138	WATER DISTRIBUTION TBD	ELEVATED TANK 0.75 MG	2023	11-110-365-84115	5,000,000	1	FWATER-TBD
Total FY 2023 FWATER-TBD					5,000,000		
Total FY 2023 Cost - All Sources					5,820,000		
WATER CPW1139	WATER DISTRIBUTION SHERIDAN RD HAZEL AVE	WATER MAIN REPLACEMENT SOUTH AVE	2024	11-110-365-84115 2900 LF	1,575,000	1	FWATER
WATER CPW1140	WATER DISTRIBUTION DELL PL SHERIDAN RD	WATER MAIN REPLACEMENT LAKESIDE TER	2024	11-110-365-84115 760 LF	285,000	1	FWATER
WATER CPW1142	WATER DISTRIBUTION WATER PLANT	PW ADMINISTRATIVE VEHICLE	2024	11-110-370-83105 08	41,000	2	FWATER 10
WATER CPW1132	WATER PRODUCTION ELEVATED TANK	REPLACE ELEVATED TANK MIXER	2024	11-110-370-82120	20,000	2	FWATER 10

Village of Glencoe
CIP Summary Listing

Fund Code	Division Location Segment From	Program Item Name Segment To	Fiscal Year	Acct. Replacement Of	Item Cost	Funding Source Priority	Item Life
WATER CPW1129	WATER PRODUCTION WATER PLANT	STUCCO/TUCKPOINTING WATER PLANT	2024	11-110-370-84115	150,000	FWATER 1	
Total FY 2024 FWATER					2,071,000		
Total FY 2024 Cost - All Sources					2,071,000		
WATER CPW1145	WATER DISTRIBUTION SHERIDAN RD / SCOTT AVE SOUTH AVE	WATER MAIN REPLACMENT OLD GREEN BAY RD	2025	11-110-365-84115 3900 LF	2,205,000	FWATER 1	
WATER CPW1133	WATER PRODUCTION WATER PLANT	CONTAMINANT EARLY DETECTION SYS	2025	11-110-370-82120	160,000	FWATER 2	
Total FY 2025 FWATER					2,365,000		
Total FY 2025 Cost - All Sources					2,365,000		
WATER CPW1147	WATER DISTRIBUTION WATER PLANT	3/4 TON UTILITY TRUCK	2026	11-110-365-83105 02	45,000	FWATER 2	10
WATER CPW1148	WATER DISTRIBUTION GREENWOOD AVE OAKDALE DR	WATER MAIN REPLACMENT MONROE AVE	2026	11-110-365-84115 1100	435,000	FWATER 1	
WATER CPW1150	WATER DISTRIBUTION HAWTHORN AVE GREEN BAY RD	WATER MAIN REPLACMENT GREENWOOD AVE	2026	11-110-365-84115 1020 LF	410,000	FWATER 1	
WATER CPW1149	WATER DISTRIBUTION LAPIER ST PALOS AVE	WATER MAIN REPLACMENT SHERIDAN RD	2026	11-110-365-84115 539 LF	218,000	FWATER 1	
WATER CPW1143	WATER PRODUCTION WATER PLANT	FILTER AIR SCOUR SYSTEM	2026	11-110-370-82120	50,000	FWATER 2	15
WATER CPW1144	WATER PRODUCTION WATER PLANT	REPLACE PUMPS AND MOTORS-HIGH LIFT	2026	11-110-370-82120	40,000	FWATER 2	20
Total FY 2026 FWATER					1,198,000		
Total FY 2026 Cost - All Sources					1,198,000		
WATER CPW1152	WATER DISTRIBUTION WESTLEY RD HOHLFELDER RD	WATER MAIN REPLACMENT END OF RD	2027	11-110-365-84115 1320 LF	560,000	FWATER 1	
WATER CPW1153	WATER DISTRIBUTION KEYSTONE CT HARBOR ST	WATER MAIN REPLACMENT END OF RD	2027	11-110-365-84115 290 LF	130,000	FWATER 1	
WATER CPW1146	WATER PRODUCTION WATER PLANT	SPRINKLER SYSTEM/ATTIC/OFFICE	2027	11-110-370-84115	100,000	FWATER 2	
Total FY 2027 FWATER					790,000		
Total FY 2027 Cost - All Sources					790,000		
WATER CIP3093	WATER DISTRIBUTION LINCOLN AVE	WATER MAIN REPLACMENT	2028	11-110-365-84115 588 LF	275,000	FWATER	
WATER CIP3092	WATER DISTRIBUTION BLUFF ST	WATER MAIN REPLACMENT	2028	11-110-365-84115 554 LF	250,000	FWATER	

Village of Glencoe
CIP Summary Listing

Fund Code	Division Location Segment From	Program Item Name Segment To	Fiscal Year	Acct. Replacement Of	Item Cost	Funding Source	
						Priority	Item Life
WATER CIP3091	WATER DISTRIBUTION MILTON AVE	WATER MAIN REPLACEMENT	2028	11-110-365-84115 525 LF	230,000		FWATER
WATER CPW1151	WATER PRODUCTION WATER PLANT	UV DISINFECTION SYSTEM - WP	2028	11-110-370-82120	120,000	2	FWATER 15
Total FY 2028 FWATER					875,000		
Total FY 2028 Cost - All Sources					875,000		
PLAN 2028 TOTAL FOR WATER FUND					18,182,000		



VILLAGE OF GLENCOE

LONG RANGE FINANCIAL FORECAST

FISCAL YEAR 2019



VILLAGE OF GLENCOE MEMORANDUM

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DATE: October 17, 2017

TO: Philip Kiraly, Village Manager

FROM: David Clark, Finance Director

SUBJECT: Long Range Financial Forecast through Fiscal Year 2023 – For Finance Committee Discussion

Executive Summary

The development of the Long Range Financial Forecast through Fiscal Year 2023 (LRFF 2023) is a project that includes considerable analysis of data as well as the development of projections related to the Village's finances in an effort to develop a plan for the Village Board to evaluate, consider and act upon as it considers the development of the Fiscal Year 2019 budget.

Annually the long range financial forecast is updated using staff's best estimate of existing conditions and what future conditions are likely to be. This view is developed from a variety of sources. There are several foundational documents that give insight to the basis for this report. These documents include the annual budget, the comprehensive annual financial report (CAFR), the popular annual financial report (PAFR), and the strategic work plan. Other resources used to as reference for development of the LRFF include:

1. The United States Consumer Price Index;
2. State shared municipal revenue estimates from the Illinois Municipal League;
3. Local usage patterns (i.e. water consumption and building permits);
4. Local revenue and expenditure trends;
5. Existing financial policies; and,
6. Qualitative information and insights shared by Village staff and the Village Board.

The LRFF 2023 includes fund balance projections as well as a preliminary analysis of strengths, weaknesses, opportunities and threats (SWOT) facing the Village. Tables depicting the expected operating statements for each of the Village's funds are included on pages 7-12. Additional information used as a part of this analysis is included in the appendices attached to this report. The Village's current financial policies are attached as a reference – several will likely require additional review and discussion.

In summarizing the most critical factors impacting the Village included in this report, the major issues for Board discussion and consideration are as follows:

- **Beginning as early as Fiscal Year 2019, projected rates of spending will exceed projected revenues annually reaching a deficit of nearly \$1 million in Fiscal Year 2023.** These projections indicate that a structural deficit exists in the budget, and will continue to exist, if not addressed during this time.
- **The Village has significant infrastructure needs that are beyond the operating resources of the General Fund and Water Fund to support.** A process of inventorying and analysis of these infrastructure and equipment needs has helped to create a better list of important investments into the community. This does require that the Village consider potential opportunities and strategies to fund future infrastructure investments through a blend

of user fees (e.g., water rate), property tax revenues, debt, or other alternatives (e.g., dedicated revenues such as a storm water utility fee).

- **Pensions remain a significant cost and pension reform a significant issue.** While the Police Pension Fund is generally well funded, the Village will need to consider an ongoing funding strategy to maintain the health of the fund. Additionally, the Village will need to continually monitor and evaluate the potential impact of pension reform legislation and changes in the Village's employee population.

In the summaries included below, I will explore these issues further. Likewise, I have outlined several options to consider as part of the Finance Committee's discussions at its meeting on October 19 and throughout the development of the Fiscal Year 2019 budget. After review of the information, the Finance Committee and other members of the Board may also wish to review items outside of those that have been highlighted.

Financial Forecast Summary – Issues to Consider

1. Expenditures are outpacing revenue

General Fund

As seen on pages 7-8, operating statement projections indicate that revenues will underperform against projected expenditures in the coming five years.

Revenues:

- **Total growth in General Fund revenue:** Total revenue growth of \$1,386,295 is projected with an annual average increase of 1.71% (compared to change over the last 10 years of \$1,750,166 and average annual growth of 1.33%).
- **Property Tax Revenue:** The annualized increase in property tax during the coming five years is 1.16% as compared to the change in the US CPI-U of 1.82% over the last 10 years and a change in the US CPI-U of 1.36% over the last 5 years (with 2 years of 0.7% increases). Normally, property taxes make up 55% of General Fund revenues.
 - *As a means of projecting a possible revenue impact scenario, the LRFF includes a two year freeze in property taxes during Fiscal Year 2020 and Fiscal Year 2021. Other scenarios can be developed, but this initial scenario outlines that a freeze of even this short a duration would have a significant impact.*
- **Other Revenues:** Several revenue sources, including sales tax, sewer charges, and ambulance fees do show growth beyond the CPI. Several other revenue sources lag the anticipated CPI, including utility tax (including telecommunications), income tax, and building permits. New revenues from E911 fees as well as the General Services Collection Fee (related to garage billing) are positive, but are offset by actual costs.

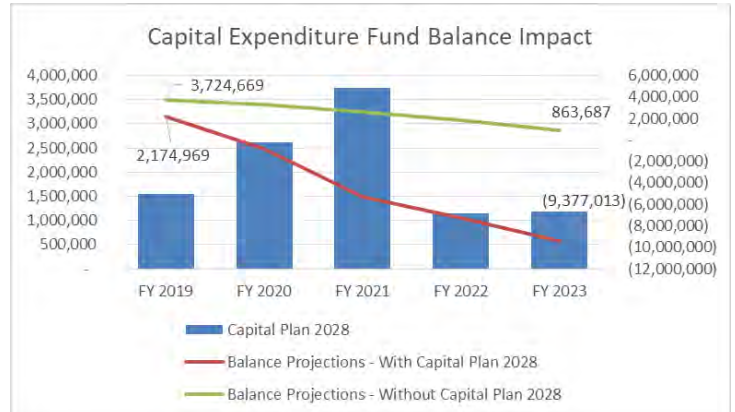
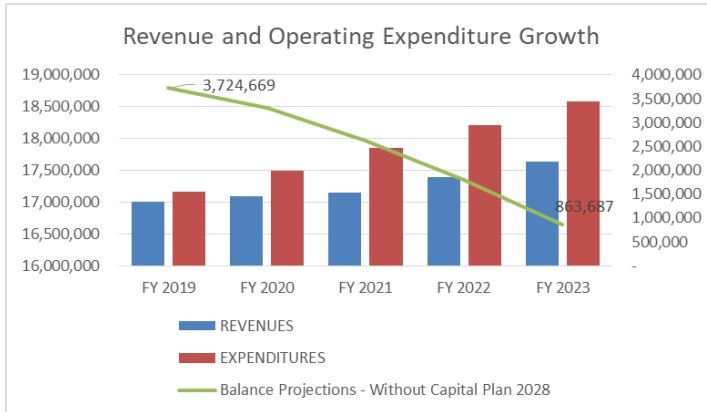
Expenditures:

- **Total growth in General Fund expenditures:** In the coming five years, operating expenditures are anticipated to exceed the CPI averages with total operating expense increasing a total of \$2,436,958 with an average annual increase of 3.02%.
- **Outpacing Revenues:** Total expenditures will exceed total revenues by \$1,050,663 by Fiscal Year 2023.
 - The categories of expense with the largest increase being employee salaries and increases in pension cost. Normally, these costs make up 76% of General Fund expenditures. The increases are generally the result of labor contracts and operating expenses increase due to certain expenses formerly in the Garbage Fund or E911 Fund being now in the General Fund (offset by revenues as noted above).

Fund Balance:

- **Unassigned fund balance reserve:** As of Fiscal Year 2017 (audited) the unassigned fund balance in the General Fund is \$4,757,578. The Village's financial policies require 15% of expenditures, or \$2,500,000 (whichever is greater) to be held in reserve.

- Ending fund balance reserve as of Fiscal Year 2019 (first year of the LRFF) is anticipated to be \$3,724,669.
- Ending fund balance reserve will drop to \$863,687 by Fiscal Year 2023.
- When total capital expenditures from Fiscal Year 2019 through Fiscal Year 2023 of \$10,240,700 are included in the forecast, the ending balances in fund balance reserve range from \$2,174,969 in Fiscal Year 2019 to (\$9,377,013) in Fiscal Year 2023. In order to fund the total capital investment and retain the Village’s policy of a 15% minimum fund balance reserve of \$2,786,450, the General Fund would have to generate an additional \$12,163,463 by the end of Fiscal Year 2023.
- Without capital expenditures, the ending balance in the General Fund drops below minimum targets in Fiscal Year 2021. With capital included, the ending balance in the General Fund drops below minimum targets as of Fiscal Year 2019.



Water Fund

As seen on page 9, operating statement projections indicate that total growth of water fund revenues will underperform the expenditures in the Water Fund.

Revenues:

- **Total growth in Water Fund revenue:** Over the coming five years, revenue is projected to grow at an annual average increase of 2.05%, or a total of \$208,133.
- **Consumption rates:** The LRFF assumes constant consumption of water according to a five year average and average annual rate increases of 2.50%.

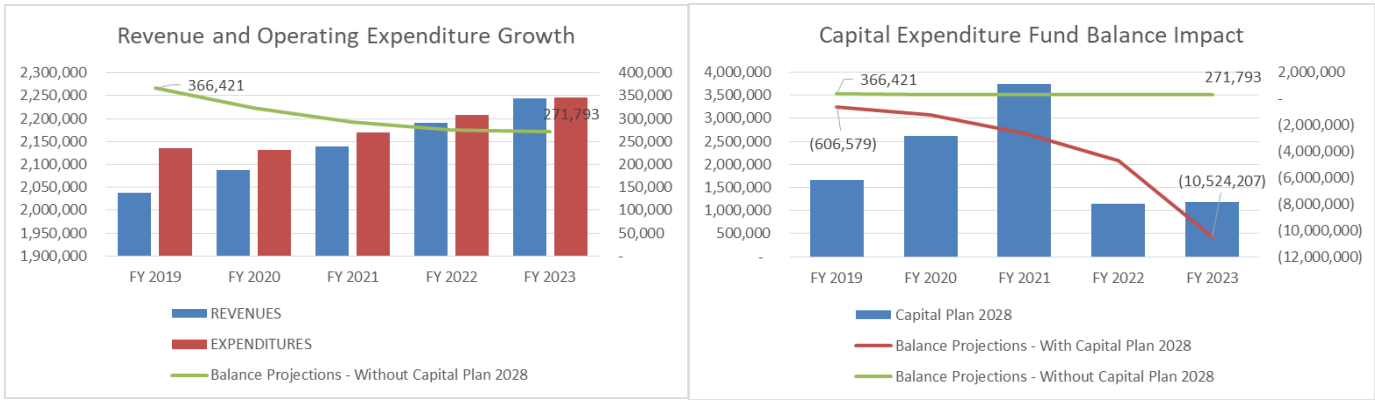
Expenditures:

- **Total growth in Water Fund expenditures:** Operating expenditures are anticipated to increase a total of \$289,548 with an average annual increase of 2.96%.
- **Outpacing revenues:** Total expenditures will exceed total revenues generated by \$81,415 by Fiscal Year 2023.
 - The majority of the increase is due to personnel expenses from labor contracts, as well as an additional employee moved into the Water Fund from the Garbage Fund with the outsourcing of garbage collection. Without considering capital investment, the revenue deficit could be made up with a positive variance in water consumed and/or by an adjustment in rates by more than 2.50%.

Fund Balance:

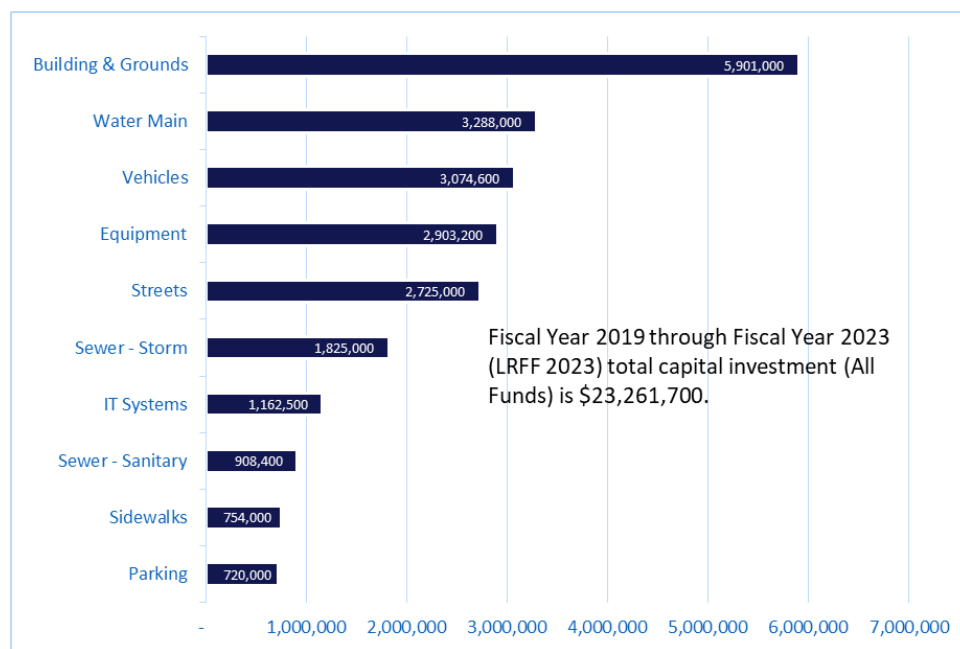
- **Unassigned fund balance reserve:** As of Fiscal Year 2017 (audited) the unassigned fund balance in the Water Fund is \$1,148,351. The Village’s financial policies require a 10% operating margin be held in reserve for the Water Fund.

- Ending balance as of Fiscal Year 2019 (first year of the LRFF) is anticipated to be \$366,421
- Ending fund balance reserve will drop to \$271,793 by the end of Fiscal Year 2023.
- When total CIP 2028 capital expenditures from Fiscal Year 2019 through Fiscal Year 2023 of \$10,796,000 are included, the ending balances range from (\$606,579) in Fiscal Year 2019 to (\$10,524,207) in Fiscal Year 2023.
- To fund all capital through operations and end Fiscal Year 2023 with a 10% operating margin (the Village's current financial policy for the Water Fund) the Water Fund would need to generate \$10,748,896. This is a significant threshold. In November, staff will present a water rate analysis that will provide options for the Village Board to consider.



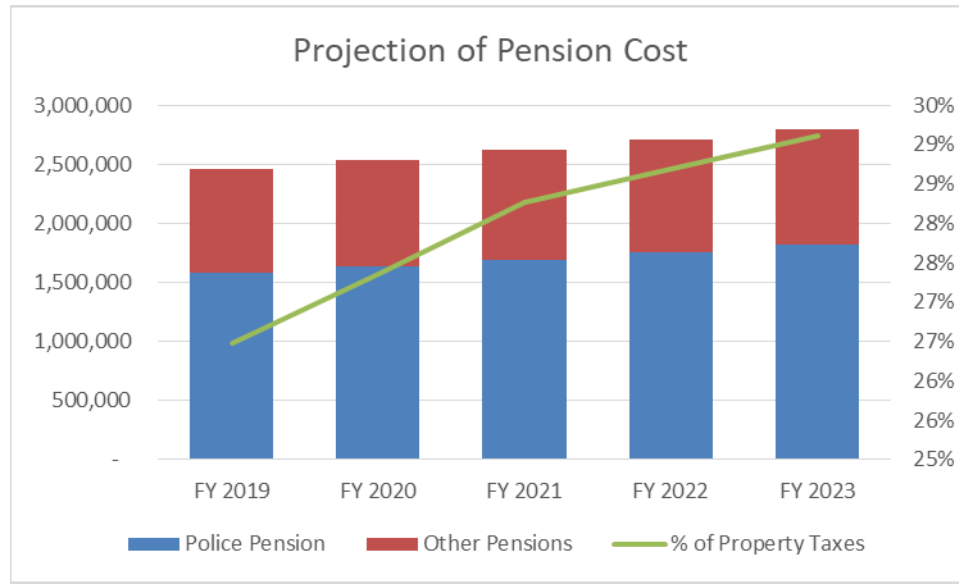
2. Infrastructure needs

As noted above, LRFF projects that the General Fund will fall short of the operating target let alone provide resources for capital improvements. Without the use of fund balance, the Water Fund is not sufficient to cover operating expenses; likewise, it has no margin for future capital needs. Other capital needs not addressed in CIP 2028 are the water plant rehabilitation and the clubhouse at the Glencoe Golf Club. Both of those projects should be considered in the context of developing a debt plan. Between Fiscal Year 2019 and Fiscal Year 2023 it is anticipated that the Village will need completed \$23,261,700 in capital related projects and replacements, as noted below:



3. Funding Pensions

Between Fiscal Year 2019 and Fiscal Year 2023, it is estimated that the Village will have to pay \$13,124,056 in pension costs rivaling the demand for capital investment. Of that amount, \$8,479,727 are expenses directly attributable to Police Pension costs and the remaining \$4,644,329 are expenses directly related to Social Security, Medicare and Illinois Municipal Retirement Fund (IMRF) costs. Issues in coming years will be the types and the impact of pension reform considered by the State legislature. When compared to property taxes collected by the Village during LRFF 2023, pension costs grows from 26% of property taxes collected to 29% of taxes collected.



Options to Consider

Given the projections presented above, as well as elsewhere in this report, staff believes that it is necessary to begin a discussion with the Village Board to evaluate possible alternatives necessary to address the projected gap between revenues and expenditures in both the General Fund and Water Fund. Presently, the Village may consider a number of alternatives, including:

1. Develop a debt plan to as a means of planning for the costs of necessary capital improvements. Staff will provide a draft plan for consideration in November. The issues presented in the General Fund would not entirely be solved by approval of a debt plan.
2. Consider the use of limited tax debt for larger pieces of equipment or otherwise taking advantage of vendor financing terms when purchasing larger pieces of equipment.
3. Consider larger increases in fees for service. Historically, the Village's policy has been to raise fees by the same limitations imposed by PTELL; this policy shifted in Fiscal Year 2018 when certain fees were increased by the cost of living adjustment applied to personnel costs. A water rate study is underway to determine the best way to fund anticipated future needs in the Water Fund. Other major fees include sewer charges, ambulance fees, permits, licenses and fines. Staff is reviewing the fee and fine schedule and plans to make certain recommendations at the November Finance Committee Meeting. In considering the Village's policy on fees, we should consider conducting a full cost accounting of various services (as was done recently with the garbage program analysis) to ensure that fees adequately cover the costs of various services.
4. It is likely that there is a need to continue to review levels of service and service expectations to determine whether there can be adjustments to the level of staff. Likewise, consideration of future collaboration efforts or other outsourcing efforts to provide the Board's desired level of services, potentially at a reduced cost. While efforts like the Village's outsourcing of garbage services and 9-1-1 services will realize a significant savings for the Village, evaluating how and to what extent other opportunities might positively impact the Village's finances will be important.
5. Consider how and for what the Village should utilize fund balances. The Village has the ability to use fund balance or IRMA Excess Surplus; both are resources available to fund capital expenses. It is prudent to use

reserves for capital and other one-time expenses, not for operational costs. Use of these resources could also deplete the Village's ability to respond to future adverse financial events, such as a future economic downturn. The same can be said of the use of limited tax debt service.

6. Continue to aggressively seek out efficiencies in the expenditure budget to reduce costs of commodities and supplies through joint purchasing or other cost-effective methods of providing resources to provide services.
7. Consider how redevelopment in areas of the Village's downtown and outlying business districts might positively impact the Village's long range financial picture.
8. Finally, consider how pursuing home rule status might positively impact the Village.

This is not intended to be a fully comprehensive list, but it does provide a good stepping off point for discussion of alternatives available for consideration.

What Changed from Fiscal Year 2018?

Last year's LRFF (for the period of Fiscal Year 2018 – Fiscal Year 2022) indicated that a structural deficit in operating expenses was likely to occur after Fiscal Year 2018, although in a manner which could have been addressed through the use of fund balance, consistent with the Village's balanced budget policy. However, there are four key factors which are exacerbating the structural issue to the extent that staff does not believe that use of fund balance alone is sufficient to manage the issue.

1. The updated LRFF reflects the impact of a two-year property tax freeze, which appears more likely than a similar freeze did at this time last year.
2. The Village has completed a number of studies to gather data to help inform the Village's infrastructure replacement needs in the CIP. Over the last two years, staff expressed the need to gather additional data to inform long-range infrastructure improvement needs as a means of planning future projects and infrastructure improvement costs.
3. The Public Safety Department continues to budget for its anticipated overtime staffing needs. The Public Safety Department's accelerated hiring environment (precipitated by the retirement of a larger cohort of officers hired in the late 1980s and early 1990s) and increased training needs are contributing to the continued use of overtime.
4. The Public Works Department is retaining five full-time employees who were previously assigned to the Garbage Division. These employees are being reassigned within the Department to work in other areas, and the retention of the three employees also aides in the Department's succession planning efforts, as a substantial number of Public Works employees are expected to reach retirement eligibility in the next five years.

Conclusion

The LRFF is updated annually – and monitored closely throughout the year – to recognize and respond to a rapidly changing fiscal environment. From discussion of this report, there may develop other alternatives and impacts to consider or aspects of this report that require additional information. I look forward to a productive discussion with the Finance Committee at the October 19 Finance Committee meeting.

Village of Glencoe
Change in Revenue and Expense Since Fiscal Year 2008

GENERAL FUND

Type	Actual	Actual	\$ Chng	Annualized	Budget	\$ Chng	2023
	FY 2008	FY 2017		% Chng	FY 2018		Annualized
Property Tax	6,213,653	9,201,105	2,987,451	5.34%	9,090,171	2,876,518	1.16%
Cable Tax	139,132	234,866	95,734	7.65%	249,157	110,025	0.10%
Utility Tax	1,435,857	971,617	(464,241)	-3.59%	1,066,676	(369,181)	-5.76%
Income Tax	797,387	830,541	33,154	0.46%	861,676	64,289	1.25%
Sales Tax	1,955,323	2,156,524	201,201	1.14%	1,997,812	42,489	4.29%
PPRT	98,142	89,283	(8,859)	-1.00%	91,000	(7,142)	1.98%
Sewer Charges	323,454	512,176	188,722	6.48%	501,936	178,482	2.32%
Ambulance Fees	86,632	129,916	43,284	5.55%	122,250	35,618	2.63%
Building Permits	1,876,745	928,376	(948,369)	-5.61%	1,053,970	(822,775)	-0.08%
Alarm Permits	95,300	82,561	(12,739)	-1.49%	86,000	(9,300)	0.00%
Fines & Forfeits	132,292	124,996	(7,296)	-0.61%	105,000	(27,292)	0.00%
Licenses	311,280	329,000	17,720	0.63%	382,050	70,770	0.00%
Fees	108,386	112,566	4,180	0.43%	111,750	3,364	0.00%
Interest Income	340,315	43,079	(297,236)	-9.70%	25,694	(314,621)	0.00%
Other Revenue	674,040	472,285	(201,755)	-3.33%	338,192	(335,848)	41.50%
Other Financing	60,000	179,217	119,217	22.08%	167,810	107,810	-3.45%
Revenue	14,647,941	16,398,107	1,750,166	1.33%	16,251,144	1,603,203	1.71%
<u>Expenditure</u>							
Personnel	10,058,981	11,866,951	1,807,970	2.00%	12,409,487	2,350,506	2.93%
Services	1,836,989	2,152,943	315,954	1.91%	2,526,370	689,381	4.90%
Commodities	1,071,061	677,210	(393,851)	-4.09%	967,820	(103,241)	0.00%
Other Expense	522,332	177,054	(345,278)	-7.34%	235,700	(286,632)	0.00%
Operating Expense	13,489,363	14,874,158	1,384,795	1.14%	16,139,377	2,650,014	3.02%
Capital Expense	1,672,341	452,092	(1,220,249)	-8.11%	1,669,000	(3,341)	n/a
Other Financing	-	-	-	N/A	-	-	
Total Expense	15,161,704	15,326,250	164,546	0.12%	17,808,377	2,646,673	
Fund Balance	2,142,474	4,757,578	2,615,104	13.56%	3,200,345	1,057,871	
Bal. % of Op. Exp.	15.9%	32.0%			19.8%		
Months of Operation	1.91	3.84			2.38		

Schedule of Revenues, Expenditures and Changes in Fund Balance
For Fiscal Year 2018 through Fiscal Year 2023

	FY 2018		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	\$ Chng From 18	% Chng From 18
	Budget	Projected							
REVENUES									
Property Tax	9,090,171	9,232,450	9,278,338	9,278,338	9,278,338	9,445,348	9,615,364	525,193	5.8%
Cable Television Tax	249,157	244,398	246,645	250,345	250,345	250,345	250,345	1,188	0.5%
Utility Tax	712,076	666,972	650,000	650,000	650,000	650,000	650,000	(62,076)	-8.7%
Telecommunications Tax	354,600	317,669	315,200	310,472	301,158	292,123	283,359	(71,241)	-20.1%
Income Tax	861,676	896,771	862,750	875,691	888,827	902,159	915,691	54,015	6.3%
Use Tax	170,873	204,736	192,000	192,000	192,000	192,000	192,000	21,127	12.4%
Sales Tax	1,826,939	1,916,352	1,877,750	1,905,916	1,934,505	1,963,523	1,992,975	166,036	9.1%
Personal Prop. Repl. Tax	91,000	110,708	100,000	100,000	100,000	100,000	100,000	9,000	9.9%
Sewer Charge	501,936	505,000	507,375	520,059	533,061	546,387	560,047	58,111	11.6%
Ambulance Fees	122,250	130,000	125,306	128,439	131,650	134,941	138,315	16,065	13.1%
Building Permits	1,053,970	1,179,804	1,049,970	1,049,970	1,049,970	1,049,970	1,049,970	(4,000)	-0.4%
Alarm Permits	86,000	93,000	86,000	86,000	86,000	86,000	86,000	-	0.0%
Fines & Forfeits	105,000	108,000	105,000	105,000	105,000	105,000	105,000	-	0.0%
Licenses	382,050	346,850	382,050	382,050	382,050	382,050	382,050	-	0.0%
Fees	111,750	109,609	111,750	111,750	111,750	111,750	111,750	-	0.0%
Interest	25,694	57,243	25,694	25,694	25,694	25,694	25,694	-	0.0%
Other Revenue	338,192	603,698	969,356	986,410	1,003,860	1,021,719	1,039,994	701,802	207.5%
Interfund Revenue	167,810	167,810	125,823	128,968	132,193	135,497	138,885	(28,925)	-17.2%
Total Revenue	16,251,144	16,891,070	17,011,007	17,087,102	17,156,401	17,394,506	17,637,439	1,386,295	8.5%
EXPENDITURES									
Salaries - Regular	7,281,144	7,168,984	7,527,015	7,676,615	7,829,187	7,984,792	8,143,490	862,346	11.8%
Salaries - Overtime	816,745	948,760	1,059,129	1,080,179	1,101,648	1,123,543	1,145,873	329,128	40.3%
Salaries - Temporary	190,500	205,085	241,446	245,068	248,744	252,475	256,262	65,762	34.5%
Salaries - Other	455,956	696,382	402,776	406,124	409,535	413,010	416,550	(39,406)	-8.6%
Employee Benefits	1,346,086	1,346,086	1,241,453	1,278,696	1,317,057	1,356,569	1,397,266	51,180	3.8%
Benefits - PSEBA	37,301	37,301	38,420	39,573	40,760	41,983	43,242	5,941	15.9%
Benefits - ACA	18,924	25,924	19,462	20,015	20,584	21,170	21,773	2,849	15.1%
Pension Cost	2,210,523	2,281,523	2,455,938	2,537,599	2,621,989	2,709,201	2,799,329	588,806	26.6%
Unemployment Insur.	52,308	-	3,860	3,860	3,860	3,860	3,860	(48,448)	-92.6%
Total Personnel	12,409,487	12,710,045	12,989,499	13,287,729	13,593,364	13,906,603	14,227,645	1,818,158	14.7%
Services	2,526,370	2,592,518	2,964,523	3,009,010	3,053,723	3,099,106	3,145,170	618,800	24.5%
Commodities	967,820	876,127	967,820	967,820	967,820	967,820	967,820	-	0.0%
Other Expenses	235,700	219,850	235,700	235,700	235,700	235,700	235,700	-	0.0%
Interfund Expense	-	-	-	-	-	-	-	-	N/A
Total Operating Expense	16,139,377	16,398,540	17,157,542	17,500,259	17,850,607	18,209,229	18,576,335	2,436,958	15.1%
Operating Excess (Deficit)	111,767	492,530	(146,535)	(413,157)	(694,206)	(814,723)	(938,896)	(1,050,663)	
Capital	1,669,000	1,378,904	-	-	-	-	-	-	
Capital Plan 2028	-	-	1,549,700	2,617,000	3,748,300	1,147,300	1,178,400	10,240,700	
Total Excess (Deficit)	(1,557,233)	(886,374)	(1,696,235)	(3,030,157)	(4,442,506)	(1,962,023)	(2,117,296)		
Balance Projections - Without Capital Plan 2028									
Beginning Balance	4,757,578	4,757,578	3,871,204	3,724,669	3,311,512	2,617,306	1,802,583		
Ending Balance	3,200,345	3,871,204	3,724,669	3,311,512	2,617,306	1,802,583	863,687		
15% Operating Expense	2,420,907	2,459,781	2,573,631	2,625,039	2,677,591	2,731,384	2,786,450	12,163,463	
Balance Projections - With Capital Plan 2028									
Beginning Balance	4,757,578	4,757,578	3,871,204	2,174,969	(855,188)	(5,297,694)	(7,259,717)		
Ending Balance	3,200,345	3,871,204	2,174,969	(855,188)	(5,297,694)	(7,259,717)	(9,377,013)		

Schedule of Revenues, Expenditures and Changes in Fund Balance
For Fiscal Year 2017 through Fiscal Year 2023

	FY 2018		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	\$ Chng From 18	% Chng From 18
	Budget	Projected	Plan	Plan	Plan	Plan	Plan		
REVENUES									
Water Sales	1,911,662	1,905,000	1,948,500	1,997,188	2,047,092	2,098,244	2,150,676	239,014	12.5%
Meter Sales	19,000	25,000	19,000	19,000	19,000	19,000	19,000	-	0.0%
Interest	2,850	8,900	2,850	2,850	2,850	2,850	2,850	-	0.0%
Other Revenue	101,913	59,172	67,671	68,487	69,319	70,167	71,032	(30,881)	-30.3%
Total Revenue	2,035,425	1,998,072	2,038,021	2,087,525	2,138,261	2,190,261	2,243,558	208,133	10.2%
EXPENDITURES									
Personnel	1,256,894	1,234,233	1,387,829	1,418,517	1,449,925	1,482,071	1,514,973	258,079	20.5%
Services	334,533	590,517	380,411	344,367	349,527	354,765	360,081	25,548	7.6%
Commodities	146,200	134,300	146,200	146,200	146,200	146,200	146,200	-	0.0%
Debt Service	174,660	174,660	174,660	174,660	174,660	174,660	174,660	-	0.0%
Interfund Expense	45,056	45,000	46,182	47,337	48,520	49,733	50,977	5,921	13.1%
Total Operating Expense	1,957,343	2,178,710	2,135,282	2,131,081	2,168,832	2,207,429	2,246,891	289,548	14.8%
Operating Excess (Deficit)	78,082	(180,638)	(97,261)	(43,556)	(30,571)	(17,168)	(3,333)	(81,415)	
Capital	628,700	504,031	-	-	-	-	-		
Capital Plan 2028	-	-	973,000	615,000	1,330,000	2,058,000	5,820,000	10,796,000	
Total Excess (Deficit)	(550,618)	(684,669)	(1,070,261)	(658,556)	(1,360,571)	(2,075,168)	(5,823,333)		
Balance Projections - Without Capital Plan 2028									
Beginning Balance	1,148,351	1,148,351	463,682	366,421	322,865	292,294	275,126		
Ending Balance	597,733	463,682	366,421	322,865	292,294	275,126	271,793		
10% Operating Expense	195,734	217,871	213,528	213,108	216,883	220,743	224,689		
Balance Projections - With Capital Plan 2028									
Beginning Balance	1,148,351	1,148,351	463,682	(606,579)	(1,265,135)	(2,625,706)	(4,700,874)		
Ending Balance	597,733	463,682	(606,579)	(1,265,135)	(2,625,706)	(4,700,874)	(10,524,207)	10,748,896	

Schedule of Revenues, Expenditures and Changes in Fund Balance
For Fiscal Year 2017 through Fiscal Year 2023

	FY 2018		FY 2019 Plan	FY 2020 Plan	FY 2021 Plan	FY 2022 Plan	FY 2023 Plan	\$ Chng From 18	% Chng From 18
	Budget	Projected							
REVENUES									
Personal Prop. Repl. Tax	7,000	7,000	-	-	-	-	-	(7,000)	-100.0%
Charges for Service	1,005,659	748,623	-	-	-	-	-	(1,005,659)	-100.0%
Interest	900	2,000	-	-	-	-	-	(900)	-100.0%
Other Revenue	12,400	9,390	-	-	-	-	-	(12,400)	-100.0%
Interfund Revenue	-	-	-	-	-	-	-	-	N/A
Total Revenue	1,025,959	767,013	-	-	-	-	-	(1,025,959)	-100.0%
EXPENDITURES									
Personnel	725,654	722,145	-	-	-	-	-	(725,654)	-100.0%
Services	443,612	399,685	-	-	-	-	-	(443,612)	-100.0%
Commodities	96,140	56,000	-	-	-	-	-	(96,140)	-100.0%
Debt Service	-	-	-	-	-	-	-	-	N/A
Interfund Expense	45,056	45,056	-	-	-	-	-	(45,056)	-100.0%
Total Operating Expense	1,310,462	1,222,886	-	-	-	-	-	(1,310,462)	-100.0%
Operating Excess (Deficit)	(284,503)	(455,873)	-	-	-	-	-	-	-
Capital	-	-	-	-	-	-	-	-	-
Capital Plan 2028	-	-	-	-	-	-	-	-	-
Total Excess (Deficit)	(284,503)	(455,873)	-	-	-	-	-	-	-
Balance Projections - Without Capital Plan 2028									
Beginning Balance	585,667	585,667	129,794	129,794	129,794	129,794	129,794		
Ending Balance	301,164	129,794	129,794	129,794	129,794	129,794	129,794		
10% Operating Expense	131,046	122,289	-	-	-	-	-		
Balance Projections - With Capital Plan 2028									
Beginning Balance	585,667	585,667	129,794	129,794	129,794	129,794	129,794		
Ending Balance	301,164	129,794	129,794	129,794	129,794	129,794	129,794		

Schedule of Revenues, Expenditures and Changes in Fund Balance
For Fiscal Year 2017 through Fiscal Year 2023

	FY 2018		FY 2019 Plan	FY 2020 Plan	FY 2021 Plan	FY 2022 Plan	FY 2023 Plan	\$ Chng From 18	% Chng From 18
	Budget	Projected							
REVENUES									
Intergovernmental Rev	210,834	228,166	210,834	210,834	210,834	210,834	208,726	(2,108)	-1.0%
Interest	400	3,200	400	400	400	400	400	-	0.0%
Total Revenue	211,234	231,366	211,234	211,234	211,234	211,234	209,126	(2,108)	-1.0%
EXPENDITURES									
Services	20,700	20,700	21,010	21,326	21,646	21,970	22,300	1,600	7.7%
Interfund Expense	32,968	32,968	33,209	33,541	34,044	34,555	35,073	2,105	6.4%
Total Operating Expense	53,668	53,668	54,219	54,867	55,690	56,525	57,373	3,705	6.9%
Operating Excess (Deficit)	157,566	177,698	157,015	156,367	155,544	154,709	151,753		
Capital	591,700	591,700	-	-	-	-	-		
Capital Plan 2028	-	-	-	350,000	-	-	600,000		
Total Excess (Deficit)	(434,134)	(414,002)	157,015	(193,633)	155,544	154,709	(448,247)		
Balance Projections - Without Capital Plan 2028									
Beginning Balance	646,367	646,367	232,365	389,380	545,747	701,291	856,000		
Ending Balance	212,233	232,365	389,380	545,747	701,291	856,000	1,007,753		
10% Operating Expense	5,367	5,367	5,422	5,487	5,569	5,653	5,737		
Balance Projections - With Capital Plan 2028									
Beginning Balance	646,367	646,367	232,365	389,380	195,747	351,291	506,000		
Ending Balance	212,233	232,365	389,380	195,747	351,291	506,000	57,753		

Schedule of Revenues, Expenditures and Changes in Fund Balance
For Fiscal Year 2017 through Fiscal Year 2023

	FY 2018		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	\$ Chng	% Chng
	<u>Budget</u>	<u>Projected</u>	<u>Plan</u>	<u>Plan</u>	<u>Plan</u>	<u>Plan</u>	<u>Plan</u>	<u>From 18</u>	<u>From 18</u>
REVENUES									
E911 Surcharge	36,300	-	-	-	-	-	-	(36,300)	N/A
Interest	75	78	-	-	-	-	-	(75)	N/A
Total Revenue	36,375	78	-	-	-	-	-	(36,375)	N/A
EXPENDITURES									
Personnel	-	-	-	-	-	-	-	-	N/A
Services	-	-	-	-	-	-	-	-	N/A
Commodities	-	-	-	-	-	-	-	-	N/A
Interfund Expenditure	-	14,900	-	-	-	-	-	-	N/A
Total Operating Expense	-	14,900	-	-	-	-	-	-	N/A
Operating Excess (Deficit)	36,375	(14,822)	-	-	-	-	-	-	-
Capital	-	-	-	-	-	-	-	-	-
Capital Plan 2028	-	-	-	-	-	-	-	-	-
Total Excess (Deficit)	36,375	(14,822)	-	-	-	-	-	-	-
<u>Balance Projections - Without Capital Plan 2028</u>									
Beginning Balance	24,897	24,897	-	-	-	-	-	-	-
Ending Balance	61,272	-	-	-	-	-	-	-	-
10% Operating Expense	-	1,490	-	-	-	-	-	-	-
<u>Balance Projections - With Capital Plan 2028</u>									
Beginning Balance	24,897	24,897	-	-	-	-	-	-	-
Ending Balance	61,272	-	-	-	-	-	-	-	-

APPENDIX A: SWOT Analysis

Analysis of Strengths, Weaknesses, Opportunities and Threats (SWOT)

Below is an assessment of the strengths, weaknesses, opportunities and threats to the Village's current financial condition. Many of these elements are long standing conditions, however, the list of weaknesses and threats seems to continue to grow over time while being a non-home rule community the list of strengths and opportunities remains generally the same from year to year.

Strengths

- Growth in unassigned fund balance since Fiscal Year 2012 from \$2,213,910 to \$4,757,578 as of the end of Fiscal Year 2017.
- The Village's AAA rating.
- The Village's financial planning and community improvement planning.
- High level of financial transparency and award winning financial reporting.
- Increased data from infrastructure studies.
- Historic stability of property taxes as a revenue source.
- Sales tax revenue from three car dealerships.
- Fees for services at moderate levels (to be reviewed as part of ongoing fees study).
- Historic voter support for the issuance of bonds to pay for infrastructure improvements.
- Existing levels of debt service well below the legal debt margin.
- Annual debt payments well below levels (as a percent of total property taxes) paid in the past.
- Local control over service levels
- Demonstrated ability to weather downturns in the economy and the flexibility to adapt to changing economic conditions as necessary when necessary.
- Ability to seek out best economic alternatives for service delivery including outsourced services, shared services within the Village and intergovernmental efforts.

Weaknesses

- As a non-home rule community, the Village is a creature of the state and can only do what the state allows.
- Reduced flexibility to address costs in certain circumstances due to labor contracts.
- Prone to state mandates regardless of their impact on the Village.
- Inability to address issues of local importance due to limitations in state law.
- Restrictions on collection of past due debt due to limitations in state law.
- Growth in fund balance due in part to capital deferrals increasing future cost for those projects.
- Lack of ability to significantly increase revenue except for increases in fees and charges for services.
- Lack of ability to provide property tax relief due to property tax caps.
- Lack of ability to fund capital needs from operating resources, and therefore a likelihood of use more unassigned fund balance to meet those needs (operating statements will reinforce this point.)
- Impact of decline of equalized assessed value on the amount of limited tax debt can be issued.
- Potential for the loss of sales tax from a car dealership.
- Impact of economic conditions on revenue sources such as sales tax and building permits.
- Over the years an increased reliance on revenue from sources that are subject to the condition of the economy.
- Reduced ability to maneuver to lower expenditures with a greater percentage of expenditures being for services considered core services.
- The challenges of the demands for service, the need for capital improvements, and funding pensions balanced against the ability raise necessary revenue.
- Expectation of certain level of services may reduce the types of cost controls considered.
- Intergovernmental efforts and shared service options generally require more complicated service contractual service delivery efforts than delivering services in-house.

Opportunities

- Consideration of home rule status to shift locus of control over the Village's destiny from the State Legislature to the Village Board and potentially blunt some of the changes that the State may impose legislatively.
- With home rule, the ability to diversify the revenue portfolio and to address issues of local importance.
- Ability to use resources from IRMA Excess Surplus Fund as deemed appropriate.
- Ability to access fund balance in excess of minimum fund balance targets.
- Ability to allocate former transfer to the Garbage Fund from the General Fund to areas of need.
- Ability to issue limited tax debt without voter approval in the event of immediate need as an emergency reserve
- Ability to use limited tax debt as deemed appropriate (other than simply emergency reserve).
- Ability to raise fees not limited by State law.
- Ability for fees to be adjusted to increase allocations for capital investment and debt payment (subject to further study and analysis).
- Ability to ultimately control cost through level of services provided.
- Ability to analyze services and determine best methods of providing desired services in a fashion that limits the upward thrust in costs (payroll, pensions, benefits, etc.)

Threats

- Loss of sales tax due to the loss of a major sales tax generator or due to economic conditions.
- Potential of a State mandated property tax freeze with estimates ranging from two years to a permanent freeze
- Potential for tax freeze to impact ability to issue limited tax debt.
- Potential for weather changes, and technological innovation to further impact revenues of the Village.
- The threat to lose some or all of allocated State shared revenue, including Income Tax, Motor Fuel Tax, Personal Property Replacement Tax.
- State manipulation of other revenues processed by the State, including: Sales Tax, Use Tax and Telecommunications Tax.
- Likelihood of expanded State administrative fees on State shared revenue and other revenue processed through the State.
- Increases in expenditures outpacing the growth of new revenue.
- Impacts of pension reform legislation
- Threat of state, national and global events to impact the overall economy.
- Potential for the loss of voter support for future referendums due to a property tax weary constituency.

This is by no means an exhaustive list of SWOT facing the Village but this provide context to the Village Board prior to being asked to consider the annual budget and annual tax levy.



VILLAGE OF GLENCOE

PAY PLAN HISTORY

FISCAL YEAR 2019



OFFICIAL PAY PLAN

DEPARTMENT STRUCTURE / STAFFING SUMMARY

PROCEDURES AND IMPLEMENTATION DATA

THE OFFICIAL PAY PLAN

The salary ranges, position titles, and position classifications as presented herein, shall constitute the Official Pay Plan for all employees of the Village of Glencoe except for the Village Manager and positions included in collective bargaining units. The Village Manager operates under a separate contract approved by the Village Board of Trustees. Collective bargaining agreements are negotiated with collective bargaining units and set forth salary ranges for bargaining unit positions, approved by the Village Board of Trustees at the conclusion of the collective bargaining process. The Official Plan grants certain authority to the Village Manager, but does not obligate the Manager to act with regards to compensation of employees.

ADMINISTRATOR OF THE PAY PLAN

The Village Manager, as Chief Administrative Officer of the Village, shall be responsible to the Village Board of Trustees for the administration and interpretation of the Official Pay Plan and shall set salaries for all employees within the limits of the salary ranges established herein. The Village Manager shall apprise the Village Board of Trustees annually regarding the appropriateness of municipal salary levels, taking into consideration cost of living, area employment conditions, level of employee performance and other appropriate factors. All salary adjustments shall be authorized by the Village Manager following the consideration of recommendations of Department Heads who shall certify as to each employees' eligibility and qualifications for such salary adjustment. The Village Manager is further authorized to establish and administer an employee evaluation and development program to be used to determine employee job effectiveness, performance, and individual employee development. Such a program serves as an important factor in consideration of employee salary adjustments.

SALARY ADMINISTRATION PROCEDURE

SALARY RANGE

The Official Pay Plan establishes a salary range which recognizes that individual ability and exhibited job performance are the basic considerations in salary administration. The Plan also recognizes that it is desirable to provide the opportunity for employees to attain, within a reasonable period following employment, a salary level appropriate to their position and skills exhibited, based on their performance.

ORIGINAL APPOINTMENT AND PROBATIONARY PERIOD

Employees shall normally be appointed at the minimum level of the range authorized for the position. However, employees may be hired at a level higher than the minimum with the expressed approval of the Village Manager who shall have authority to establish initial employment compensation at any salary level within the range authorized for the position. Employees appointed at the initial increment for their position salary range shall be eligible for a salary increase upon satisfactory completion of a probationary period and recommendation for salary adjustment by the Department Head. Probationary periods shall normally cover the initial six (6) months of employment; however, such period may be extended not to exceed one (1) year if, in the opinion of the Department Head and Village Manager, an extended period

is necessary to fully evaluate the employee for regular appointment. Appointment as regular employee bestows no additional rights to the employee. All employees are considered "at will" employees. No employee shall be considered for regular employee appointment nor salary increase if the employee is determined to not satisfactorily perform duties of the position to which the employee is assigned.

The Village Manager may authorize larger increases if the performance and skills exhibited during the probationary period warrant additional compensation.

PLAN ADMINISTRATION

Following completion of the probationary period employees shall be evaluated annually on or before March 1 for a salary adjustment based upon demonstrated, satisfactory job performance. The incremental salary increase shall generally follow the guidelines established by the Village Manager and approved by the Village Board.

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

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

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

PAY PLAN ADJUSTMENTS

Periodically, based upon economic conditions and other factors, the pay plan may be adjusted by the Village Board of Trustees upon the recommendation of the Village Manager. At the time of such periodic adjustment all regular, full time employees will be eligible for salary increase consideration at the newly assigned salary rate, or any portion thereof dependent upon their evaluation, unless a department head, upon a formal evaluation of any employee and following consultation with said employee determines an increase is not in order due to the employee's failure to perform assigned duties in a satisfactory manner. Such adjustment, when withheld, may be granted by the Village Manager at any later time when said employee's performance has improved to a satisfactory extent.

The pay plan shall be reviewed each year based upon the following considerations:

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

3. The Village's financial ability to adequately compensate authorized personnel.

PROMOTIONS

When an employee is transferred or promoted from one position or salary range to another position or salary range, the employee's salary may be adjusted by the Village Manager. Such salary will be at an increment commensurate with the employee's knowledge, skills and abilities to perform the new duties.

In the case of promotions, the Village Manager may authorize a salary increase within the new salary range which reflects the increased duties and responsibilities assigned the employee.

RECLASSIFICATION

An employee's position may be re-established by the Village Manager to a salary range to properly reflect assigned duties and responsibilities. The Village Manager shall have the authority (consistent with applicable law) to reassign and place an employee at a salary range commensurate with the position.

ADDITIONAL DUTY PAY

The Village Manager shall have the authority to assign additional duty responsibilities, on a temporary or permanent basis, to regular employees which will be special or collateral assignments in addition to the employee's regular position. Employees assigned an additional duty position shall be eligible, upon authorization by the Village Manager, for salary adjustments not to exceed \$1,000 per month. The salary adjustments shall be in effect only so long as authorized by the Village Manager.

The standards for awarding additional duty pay shall be as follows:

1. The additional duties must represent skills not normally associated with the position classification as determined by the Village Manager.
2. The individual must be performing duties not normally assigned to the position and the additional duties must represent forty percent (40%) of the individual's time or represent significant off-duty preparation time.
3. The individual must act as a working leader for a crew of three (3) or more employees for sixty percent (60%) of the individual's time. This must include:
 - assigning personnel;
 - directing personnel;
 - being held responsible for crew;
 - performance by the Department Head; and
 - being assigned as acting Department Head periodically.
4. The additional duties must represent assigned managerial responsibilities either as an "acting" position or as an "assistant to" position.

ADDITIONAL MERIT PAY

The Village Manager shall have the authority to establish an additional Merit Pay policy for review and approval by the Village Board of Trustees if deemed necessary or desirable.

TEMPORARY EMPLOYEES

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

Temporary Position	Non-Regular Employee Hourly Pay Range	
	Minimum	Maximum
Special Education Intern	\$8.66	\$10.51
Administrative Intern	\$8.66	\$16.40
Engineering Intern	\$8.66	\$16.40
Office Clerk	\$8.66	\$21.01
Clerk Typist	\$8.66	\$19.97
Secretary	\$8.66	\$26.27
Seasonal Laborer	\$8.66	\$17.87
Handyman	\$8.66	\$28.37
Crossing Guard	\$235.75 per month	\$472.53 per month
Paid On Call Firefighter	\$15.38 per call	\$21.01 per call

FY 2019 Classification Schedule and Salary Ranges

Positions listed alphabetically by grade.

Grade	FLSA Status	Position	FY 2019 Min	FY 2019 Max
Grade 10			\$124,381	\$174,133
	Exempt	Finance Director		
	Exempt	Public Works Director		
	Exempt	Public Safety Director		
Grade 9			\$103,651	\$145,111
	Exempt	Assistant Village Manager		
	Exempt	Public Safety Deputy Chief		
Grade 8			\$99,357	\$139,100
	Non-Exempt	Lieutenant		
	Exempt	Public Works General Superintendent		
	Exempt	Water Treatment Plant Superintendent		
Grade 7			\$90,324	\$126,454
	Exempt	IT Coordinator		
	Exempt	Community Development Administrator		
	Non-Exempt	Public Works Supervisor		
Grade 6			\$82,113	\$114,958
	Exempt	Assistant to the Finance Director/ Purchasing Coordinator		
Grade 5			\$68,979	\$93,122
	Exempt	Accountant		
	Exempt	Assistant to the Village Manager		
	Exempt	Village Engineer		
Grade 4			\$62,708	\$84,657
	Exempt	Management Analyst		
	Exempt	Management Analyst/Deputy Village Clerk		
Grade 3			\$57,008	\$76,961
	Non-Exempt	Administrative Assistant		
	Exempt	Billing Services Coordinator		
	Non-Exempt	Community Service Officer		
	Non-Exempt	Data Coordinator		
Grade 2			\$51,825	\$69,965
	Non-Exempt	Office Coordinator		
	Non-Exempt	Records Clerk		
Grade 1			\$47,114	\$63,604
	Non-Exempt	Receptionist/Cashier		



HISTORY OF AUTHORIZED FULL-TIME POSITIONS

	ADOPTED BUDGET FY 2009	ADOPTED BUDGET FY2010	ADOPTED BUDGET FY2011	ADOPTED BUDGET FY2012	ADOPTED BUDGET FY2013	ADOPTED BUDGET FY2014	ADOPTED BUDGET FY2015	ADOPTED BUDGET FY2016	ADOPTED BUDGET FY2017	ADOPTED BUDGET FY2018	ADOPTED BUDGET FY2019
OFFICE OF THE VILLAGE MANAGER											
VILLAGE MANAGER	1	1	1	1	1	1	1	1	1	1	1
ASSISTANT VILLAGE MANAGER	1	1	1	1	1	1	1	1	1	1	1
ASSISTANT TO THE MANAGER	0	0	0	0	0	0	0	0	0	0	1
EXECUTIVE ASSISTANT	1	1	1	0	1	1	1	1	0	0	0
EXECUTIVE SECRETARY	0	0	0	1	0	0	0	0	0	0	0
MANAGEMENT ANALYST	0	0	0	0	0	0	0	1	2	1	0
MANAGEMENT ANALYST/DEPUTY CLERK	0	0	0	0	0	0	0	0	0	1	1
INFORMATION TECH. COORDINATOR	1	1	1	1	1	1	1	1	1	1	1
TOTAL	4	4	4	4	4	4	4	5	5	5	5
DEPARTMENT OF FINANCE											
DIRECTOR OF FINANCE	1	1	1	1	1	1	1	1	1	1	1
ASSISTANT TO THE DIRECTOR/ PURCHASING COORDINATOR	1	1	1	1	1	1	1	1	1	1	1
ACCOUNTANT	1	1	1	1	1	1	1	1	1	1	1
PAYROLL/BENEFIT COORDINATOR	1	1	1	1	1	1	1	1	1	0	0
MANAGEMENT ANALYST	0	0	0	0	0	0	0	0	0	1	1
FINANCE DATA COORDINATOR	0	0	0	0	0	0	0	0	0	1	1
FINANCIAL BILLING SERVICES COORDINATOR	1	1	1	1	1	1	1	1	1	1	1
TOTAL	5	5	5	5	5	5	5	5	5	6	6
DEPARTMENT OF PUBLIC SAFETY											
DIRECTOR OF PUBLIC SAFETY	1	1	1	1	1	1	1	1	1	1	1
DEPUTY CHIEF	2	2	1	1	1	1	1	2	2	2	2
LIEUTENANT	6	6	7	7	7	7	7	7	7	7	7
OFFICER	27	27	26	24	24	24	24	26	26	26	26
COMMUNICATIONS OPERATOR	5	5	5	5	5	5	5	5	5	0	0
COMMUNITY SERVICE OFFICER	2	2	2	2	2	2	2	2	2	3	3
ADMINISTRATIVE SECRETARY	1	1	1	1	1	1	0	0	0	0	0
ADMINISTRATIVE ASSISTANT	0	0	0	0	0	0	1	1	1	1	1
RECORDS CLERK	1	1	1	1	1	1	1	1	1	2	2
TOTAL	45	45	44	42	42	42	42	45	45	42	42
DEPARTMENT OF PUBLIC WORKS											
DIRECTOR OF PUBLIC WORKS	1	1	1	1	1	1	1	1	1	1	1
VILLAGE ENGINEER	1	1	1	1	1	1	1	1	1	0	1
CIVIL ENGINEER	0	0	0	0	0	0	0	0	0	1	0
BUILDING & ZONING ADMINISTRATOR	0	1	1	1	1	1	1	1	1	1	0
DEPUTY DIRECTOR PUBLIC WORKS/ COMMUNITY DEVELOPMENT	1	0	0	0	0	0	0	0	0	0	0
WATER PLANT SUPERINTENDENT	1	1	1	1	1	1	1	1	1	1	1
GENERAL SUPERINTENDENT	1	1	1	1	1	1	1	1	1	1	1
ASSISTANT TO THE DIRECTOR	0	0	0	0	0	1	1	1	0	0	0
MANAGEMENT ANALYST	0	0	0	0	0	0	0	0	1	1	1
COMMUNITY DEVELOPMENT ANALYST	1	1	1	1	1	0	0	0	0	0	0
PLANNING & DEVELOPMENT ADMINSTRATOF	0	0	0	0	0	1	1	1	1	1	1
BUILDING INSPECTOR/REVIEWER	1	1	1	1	1	0	0	0	0	0	0
PUBLIC WORKS SUPERVISOR	4	4	4	4	4	4	4	4	4	4	4
ADMINISTRATIVE SECRETARY	1	1	1	1	1	1	0	0	0	0	0
ADMINISTRATIVE ASSISTANT	0	0	0	0	0	0	1	1	1	1	1
OFFICE COORDINATOR	1	1	1	1	1	1	1	1	1	1	1
RECEPTIONIST/CASHIER	1	1	1	1	1	1	1	1	1	1	1
MECHANIC	4	4	4	4	4	4	4	4	4	4	4
MAINTENANCE EQUIPMENT OPERATOR	21	21	21	21	21	21	21	21	21	21	21
WATER PLANT OPERATOR	4	4	4	4	4	4	4	4	4	4	4
TOTAL	43	43	43	43	43	43	43	43	43	43	42
TOTAL FULL-TIME POSITIONS	97	97	96	94	94	94	94	98	98	96	95



VILLAGE OF GLENCOE

SUPPORTING MATERIALS AND DATA

FISCAL YEAR 2019

	<u>Scope of Work</u>	<u>Responsible</u>	<u>Due Date</u>
MAY	•Establish Budget Guidelines	Staff	May 22
	•Establish Budget Calendar	Staff	May 22
JUNE	•Review Actuarial Valuation Reports	Finance Committee	June 13
	•Review Budget Guidelines and Calendar	Finance Committee	June 13
	•Budget Worksheets Available for input	Staff	June 23
JULY	•Capital Plans Due to VMO	Staff	July 17
AUG.	•Capital Plan Review - 1st Round	Staff	August 14-August 18
	•Capital Plan Review - 2nd Round	Staff	August 21 - August 25
SEPT.	•Department Budgets & Personnel Reports Due	Staff	September 15
	•Fee Survey Recommendations Due	Staff	September 15
	•First Review of Dept. Budgets (incl. Personnel)	Staff	Sept. 18 - Sept. 22
	•Review Long Range Financial Assumptions	Finance Committee	September 19
	•Review Draft CIP	Finance Committee	September 19
OCT.	•Prepare Year-End Projections	Staff	October 2
	•Second Review of Department Budgets	Staff	Oct. 2-Oct. 6
	•Review Long Range Financial Forecast	Finance Committee	October 17
	•Final Budget Document (Preliminary)	VMO/Finance	October 30
NOV.	•Review Draft Budget	Finance Committee	November 14
	•Review Staffing Analysis & Personnel Budget	Finance Committee	November 14
	•Review Draft Tax Levy	Finance Committee	November 14
	•Review Fee Survey and Recommendations	Finance Committee	November 14
	•Review Core/Enhanced Services	Finance Committee	November 14
DEC.	•Consider Property Tax Levy Ord.	Village Board	December 21
JAN	•Presentation & Consideration of Rec. Budget	Village Board	January 18
	•Presentation & Consideration of Fee Resolution	Village Board	January 18
	•Consider Supplemental Appropriation Ord.	Village Board	January 18
FEB.	•Consideration of Final Budget ¹	Village Board	February 1
	•Consideration of Fee Resolution ¹	Village Board	February 1

Corresponding Section of the Glencoe Village Code	Fee Description	Fee Amount - FY 2019
Chapter 4: Alcoholic Beverages		
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 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
Chapter 5: Amusements		
Section 5-44	Application Fee for Permit to Conduct Professional Filming or Taping	\$250.00
Section 5-46 (c) (1)	Total/Disruptive Use of Public Building During Normal Hours - Daily	\$1,000.00
Section 5-46 (c) (2)	Partial/Non-Disruptive Use of Public Building During Non-Operating Hours - Daily	\$500.00
Section 5-46 (c) (3)	Total Closure of Public Street/Right-of-Way - Hourly	\$100.00
Section 5-46 (c) (4)	Partial Closure/Obstruction of Public Street/Right-of-Way - Hourly	\$50.00
Chapter 6: Animals and Fowl		
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
Section 6-50 (1)	Violations of 6-2 (a), 6-2 (b), 6-2 (f), 6-2 (g) or 6-18 - Fifth Annual Offense	\$750.00
Section 6-50 (1)	Violations of 6-2 (a), 6-2 (b), 6-2 (f), 6-2 (g) or 6-18 - Each Annual Offense Thereafter	\$750.00
Section 6-50 (2)	Violations of 6-2 (c), 6-2 (d), 6-2 (e) or Section 6-15	\$25.00 - \$750.00
Section 6-50 (3)	Fine - Failure to Provide Licensing Documentation 30 Days After Notice of Violation	\$50.00
Chapter 7: Auctions and Auctioneers		
Section 7-3	Auctioneer's License - Annual	\$100.00
Section 7-3	Auctioneer's License - Monthly	\$30.00
Section 7-3	Auctioneer's License - Daily	\$5.00
Chapter 8: Barbershops		
Section 8-6	License Fee - Annual	\$30.00
Chapter 9: Buildings and Construction		
Section 9-10 (b)	Six-Month Building Permit Extension Fee	33% of Original Permit
Section 9-15 (a)	Building Permit	3% of Cost (Min. \$50)
Section 9-15 (a)	New Dwelling Building Permit - Per Square Foot	\$6.20
Section 9-15 (b)	Electrical Permit	3% of Cost (Min. \$50)
Section 9-15 (c)	Plumbing Permit	3% of Cost (Min. \$50)
Section 9-15 (d)	Fence Permit	\$100.00
Section 9-15 (e)	New Driveway Permit	\$100.00
Section 9-15 (e)	Driveway Resurfacing Permit	\$50.00
Section 9-15 (f)	Public Property Excavation Permit	\$50.00
Section 9-15 (g) (1) (A)	Air Conditioner/Generator Permit	\$100.00
Section 9-15 (g) (1) (B)	Business Window Sign or Awning Permit	\$50.00
Section 9-15 (g) (1) (B)	Wall, Blade or Other Sign Permit	\$100.00
Section 9-15 (g) (1) (C)	Grade Change Permit (Without Building Permit)	\$140.00
Section 9-15 (g) (1) (D)	Parkway Opening Permit	\$50.00
Section 9-15 (j)	Parkway Opening Permit Deposit	\$500.00
Section 9-15 (g) (1) (E)	Roof Replacement Permit	\$100.00
Section 9-15 (g) (1) (F)	Sanitary/Storm Connection or Repair on Public Property Permit	\$100.00
Section 9-15 (g) (1) (G)	Sanitary/Storm Connection or Repair on Private Property Permit	\$100.00
Section 9-15 (g) (1) (H)	Subdivision Engineering Review - Per Lot	\$100.00
Section 9-15 (g) (1) (I)	Water Meter Installation Permit	Village Cost + 15%
Section 9-15 (g) (1) (J)	Water Tap Fee on Village Main	Village Cost
Section 9-15 (g) (1) (K)	Water Tap Parts	Village Cost + 15%
Section 9-15 (k)	If Actual Project Costs Exceed Building Permit's Estimated Value More than 25%	10% of Project Cost
Section 9-15 (l)	Eleemosynary Institutions: Building, Electrical or Plumbing Permits	.25% of Project Cost
Section 9-18: 109.5	If Project Requiring Building/Construction Permit(s) Started Without Permit(s)	\$750.00 & Permit Fees Doubled
Section 9-18: 114.4	Violation of Chapter 9 Provisions - Per Day or Occurrence	\$25.00 - \$750.00
Section 9-18: 114.4	Misdemeanor Violation of Chapter if Summons by Certified Mail - Per Occurrence	\$25.00 - \$750.00
Section 9-18: 115.4	Stop Work Order Cancellation Fee	\$100.00
Section 9-30 (a)	Building/Street Permit Deposit for Street/Sidewalk Restoration	\$500.00 Minimum
Section 9-61	Building or Structure Transportation/Removal Permit Surety Bond	\$10,000.00
Section 9-72.1(c)	Pool Drainage Permit for Discharge Into Sewer System Exceeding 35 Gallons/Minute	\$50.00
Section 9-72.1(e)	Pool Drainage Permit - Surety Bond	\$10,000.00

Section 9-92	Grade Change Permit Application Fee (Without Building Permit)	\$140.00
Section 9-105 (B)	Violations of Chapter 9, Article XIV - Per Day or Occurrence	\$25.00 - \$750.00
Chapter 9A: Burglar and Fire Alarms		
Section 9A-5 (1)	Initial Alarm Permit Fee - Annual	\$50.00
Section 9A-5 (2)	Alarm Permit Fee Renewal - Annual	\$50.00
Section 9A-5 (3)	One-Time Connection Fee - Per Alarm System	\$50.00
Section 9A-5 (4)	Initial Alarm Permit Fee for Residents Age 65 & Over - Annual	\$25.00
Section 9A-5 (4)	Alarm Permit Fee Renewal for Residents Age 65 & Over - Annual	\$25.00
Section 9A-5 (4)	One-Time Connection Fee for Residents Age 65 & Over - Per Alarm System	\$25.00
Section 9A-7 (1) (i)	Charge for Third through Fifth False Alarms in Calendar Year - Per Occurrence	\$60.00
Section 9A-7 (1) (ii)	Charge for Sixth through Eighth False Alarms in Calendar Year - Per Occurrence	\$120.00
Section 9A-7 (1) (iii)	Charge for Ninth through Eleventh False Alarms in Calendar Year - Per Occurrence	\$240.00
Section 9A-7 (1) (iv)	Charge for Twelfth through Fourteenth False Alarms in Calendar Year - Per Occurrence	\$300.00
Section 9A-7 (1) (v)	Charge for Fifteenth and Additional False Alarms in Calendar Year - Per Occurrence	\$500.00
Section 9A-10	Late Charge for Permit Fees or Service Charge Payments Not Paid Within 30 Days	10% of Billed Amount
Chapter 11: Drains, Sewers and Sewage Disposal		
Section 11-2	Drain Laying/Sewer Building Licensed Surety Bond - Annual	\$5,000.00
Chapter 12: Dry Cleaners and Laundries		
Section 12-4	Dry Cleaning Establishment License - Annual	\$60.00
Section 12-9	Dry Cleaning Outlet License - Annual	\$25.00
Section 12-12	Laundry License - Annual	\$60.00
Chapter 14: Electrical Contractors		
Section 14-3	Electrical Contractor Registration - Annual	\$30.00; \$15.00 after six months of the register year
Chapter 15: Filling Stations and Public Garages		
Section 15-4	Filling Station License - Annual	\$150.00
Chapter 16: Fines and Imprisonment		
Section 16-1	Any Violation of Village Code - Per Occurrence	\$25.00 - \$750.00
Section 16-1	Any Violation of Village Code if Summons by Certified Mail - Per Occurrence	\$25.00 - \$750.00
Chapter 17: Fire Prevention		
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
Chapter 18: Florists		
Section 18-4	License Fee - Annual	\$40.00
Chapter 20: Garbage, Rubbish & Weeds		
Section 20-22	General Collection Service Fee Per Quarter Once Weekly Commercial (Recycling Only)	\$7.98
Section 20-22	General Collection Service Fee Per Quarter Twice Weekly Commercial (Recycling Only)	\$12.48
Section 20-22	General Collection Service Fee Per Quarter Multi-Family	\$26.81
Section 20-22	General Collection Service Fee Per Quarter Once Weekly Curbside	\$33.19
Section 20-22	General Collection Service Fee Per Quarter Once Weekly Top of Drive	\$39.66
Section 20-22	General Collection Service Fee Per Quarter Twice Weekly Curbside and Top of Drive	\$45.16
Chapter 21: Health and Sanitation		
Section 21-48 (1)	Clean-Up or Abatement of Any Hazardous Material Discharge	Village Cost
Chapter 21A: Sewer Use and User Charges		
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 User Rate - Per Quarter	\$10.02 <u>\$10.27</u>
Section 21A-64 (1)	Wastewater System Non-Metered Minimum User Rate (to 1,000 Cu. Ft.) - Per Quarter	\$10.02 <u>\$10.27</u>
Section 21A-70 (c)	Late Charge for Service Charge Payments Not Paid Within 30 Days	10%
Section 21A-77	Any Violation of Code Chapter - Per Occurrence	\$25.00 - \$750.00
Chapter 22: Licenses and Permits Generally		
Section 22-1 (2)	Fee for Any License or Permit Applied for After the Date Required by Code	150% of Fee
Section 22-8	Fee for Any License Applied for After the Expiration of Six Months of the Fiscal Year	50% of Fee
Section 22-18	Bakery License - Annual	\$45.00
Section 22-19	Grocery License - Annual	\$60.00
Section 22-20	Ice Cream Parlor License - Annual	\$40.00
Section 22-20	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
Chapter 22A: Ambulance Fees		
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 23: Motor Vehicles & Traffic		
Section 23-45.1 (B) (2)	Fine for Individuals Under 16 Without a Bike Helmet - Second Violation	\$25.00
Section 23-45.1 (B) (3)	Fine for Individuals Under 16 Without a Bike Helmet - Third Violation	\$50.00
Section 23-45.1 (B) (4)	Fine for Individuals Under 16 Without a Bike Helmet - Fourth & Subsequent Violations	\$75.00
Section 23-67	All passenger/motor vehicles and motor bicycle or motor tricycle	\$50.00
Section 23-67	All passenger/motor vehicles and motor bicycle or motor tricycle (65 \$ Over)	\$25.00
Section 23-67	All passenger/motor vehicles and motor bicycle or motor tricycle late fee if paid after May 1	\$50.00
Section 23-86.1 (2)	Penalty for Parking in a Handicapped or Medical Emergency Parking Area	\$250.00
Section 23-98.1 (4)	Parking Zone Requirements Exemption Permit - One Year	\$2.00
Section 23-102 (1)	Parking Fine Paid Within 10 Days with Waiver of Court Hearing - Per Violation	\$25.00
Section 23-102 (1)	Fine for a Violation of Parking Regulations - Per Offense	\$20.00 - \$500.00
Section 23-102 (2)	2nd - 5th Parking Violations Within Two-Year Period - Paid Within 10 Days	\$20.00
Section 23-102 (2)	2nd - 5th Parking Violations Within Two-Year Period - Paid After 10 Days	\$25.00
Section 23-102 (2)	6th Parking Violation Within Two-Year Period - Paid Within 10 Days	\$50.00
Section 23-102 (2)	6th Parking Violation Within Two-Year Period - Paid After 10 Days	\$55.00
Section 23-102 (2)	7th Parking Violation Within Two-Year Period - Paid Within 10 Days	\$75.00
Section 23-102 (2)	7th Parking Violation Within Two-Year Period - Paid After 10 Days	\$80.00
Section 23-102 (2)	8th Parking Violation Within Two-Year Period - Paid Within 10 Days	\$95.00
Section 23-102 (2)	8th Parking Violation Within Two-Year Period - Paid After 10 Days	\$100.00
Section 23-102 (2)	9th Parking Violation Within Two-Year Period - Paid Within 10 Days	\$110.00
Section 23-102 (2)	9th Parking Violation Within Two-Year Period - Paid After 10 Days	\$115.00
Section 23-102 (2)	10th Parking Violation Within Two-Year Period - Paid Within 10 Days	\$125.00
Section 23-102 (2)	10th Parking Violation Within Two-Year Period - Paid After 10 Days	\$130.00
Section 23-102 (2)	11 or More Parking Violations Within Two-Year Period - Paid Within 10 Days	\$140.00
Section 23-102 (2)	11 or More Parking Violations Within Two-Year Period - Paid After 10 Days	\$145.00
Section 23-103	Penalty for Tampering with Parking Meters/Fare Boxes - Per Offense	\$25.00 - \$750.00
Section 23-115 (b)	Towing Fee - Passenger Vehicle of Not More Than 7 Passengers	Tow Company Fee

Section 23-115 (b)	Towing Fee - Any Other Passenger Vehicle	Tow Company Fee
Section 23-115 (b)	Towing Storage Fee for Passenger Vehicles of Not More Than 7 Passengers - Per Day	Tow Company Fee
Section 23-115 (b)	Towing Storage Fee for Any Other Passenger Vehicles - Per Day	Tow Company Fee
Chapter 24: Offenses - Miscellaneous		
Section 24-8 (f) (4)	Violation of Prohibition Against Tobacco Use by Minors - First Offense	Up to \$75.00
Section 24-8 (f) (4)	Maximum Fine for Subsequent Violations of Prohibition Against Tobacco by Minors	\$250.00
Section 24-8 (f) (5)	Violation of Prohibition Against Tobacco Use by Minors - By Person Other than Minor	\$75.00 - \$250.00
Section 24-39	Fine for Violation of Village Nuisance Ordinance - Per Offense or Per Day	\$25.00 - \$750.00
Section 24-39	Amount Minimum Fine for Nuisance Violations Increases - Each Additional Violation	\$50.00
Section 24-52 (c)	Fine for Violation of Village Cannabis Ordinance (Less than 10 Grams) - Each Offense	\$75.00 - \$250.00
Chapter 25: Solicitation, Secondhand Stores and Itinerant Merchants		
Section 25-4	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 25-13 (b)	Commercial Solicitor Permit	\$30.00
Section 25-14	License Fee for Secondhand or Resale Store - Annual	\$30.00
Section 25-17	License Fee for Itinerant Merchant - Per Day	\$5.00
Chapter 25A: Planning		
Section 25A-4	Copy of Village Comprehensive Plan - Per Copy	\$25.00
Chapter 27: Railroads		
Section 27-6	Railroad Crossing Obstruction Fee - Each Consecutive Five (5) Minutes	\$10.00
Chapter 28: Retailers' Occupation Tax		
Section 28-1	Tax on Sale of Tangible Personal Property at Retail	1%
Chapter 29: Scavengers		
Section 29-3	Scavenger License - Annual	\$200.00
Section 29-3	Scavenger License Vehicle Fee - Per Vehicle	\$5.00
Chapter 30: Streets & Sidewalks		
Section 30-18	Deposit Fee - Driveway Construction or Alteration (See Section 9-15)	\$1,000.00
Section 30-31	Street Opening Permit Fee - Less than 60 Square Feet in Area	\$2,300.00
Section 30-31	Street Opening Permit Fee - Each Additional 10 Square Feet	\$300.00
Section 30-70	Annual License Fee - Snow Removal by Use of Snowplow	\$100.00
Section 30-71	Annual Bond - Snow Removal by Use of Snowplow	\$10,000.00
Section 30-79 (a) (1)	Liability Insurance Requirement - Utility Occupying/Constructing in Right-of-Way	\$5,000,000.00
Section 30-79 (a) (2)	Automobile Liability Requirement - Utility Occupying/Construction in Right-of-Way	\$1,000,000.00
Section 30-79 (3)	Workers' Compensation Requirement - Utility Occupying/Construction in Right-of-Way	Statutory
Section 30-79 (4)	Employers' Liability Requirement - Utility Occupying/Construction in Right-of-Way	\$1,000,000.00
Section 30-81 (c)	Security Deposit - Construction of a Facility in the Public Right-of-Way	Cost of Restoration
Section 30-94	Any Violation of Chapter 30 - Per Occurrence	Per Code Provisions
Chapter 31: Subdivisions		
Section 31-1.15 (a) (1)	Initial Plat Filing Application Fee	To Be Determined
Section 31-1.15 (a) (2) (C)	Supplemental Plat Filing Application Fee	Village Cost
Section 31-1.17 (b)	Final Plat Filing Application Fee	To Be Determined
Section 31.1.17 (b)	Final Plat Filing Application Fee Escrow	To Be Determined
Section 31-3.11 (m) (3)	School Impact Fee - Single Family 2-Bedroom Detached	\$3,350.00
Section 31-3.11 (m) (3)	School Impact Fee - Single Family 3-Bedroom Detached	\$10,230.00
Section 31-3.11 (m) (3)	School Impact Fee - Single Family 4-Bedroom Detached	\$16,000.00
Section 31-3.11 (m) (3)	School Impact Fee - Single Family 5-Bedroom or More Detached	\$11,855.00
Section 31-3.11 (m) (3)	School Impact Fee - Single Family 2-Bedroom Attached	\$2,620.00
Section 31-3.11 (m) (3)	School Impact Fee - Single Family 3-Bedroom Attached	\$5,110.00
Section 31-3.11 (m) (3)	School Impact Fee - Single Family 4-Bedroom or More Attached	\$9,010.00
Section 31-3.11 (m) (3)	School Impact Fee - Multi-Family 1-Bedroom	\$60.00
Section 31-3.11 (m) (3)	School Impact Fee - Multi-Family 2-Bedroom	\$2,430.00
Section 31-3.11 (m) (3)	School Impact Fee - Multi-Family 3-Bedroom or More	\$6,845.00
Section 31-3.11 (n) (3)	Park Impact Fee - Single Family 2-Bedroom Detached	\$4,290.00
Section 31-3.11 (n) (3)	Park Impact Fee - Single Family 3-Bedroom Detached	\$6,165.00

Section 31-3.11 (n) (3)	Park Impact Fee - Single Family 4-Bedroom Detached	\$8,000.00
Section 31-3.11 (n) (3)	Park Impact Fee - Single Family 5-Bedroom or More Detached	\$8,020.00
Section 31-3.11 (n) (3)	Park Impact Fee - Single Family 1-Bedroom Attached	\$2,540.00
Section 31-3.11 (n) (3)	Park Impact Fee - Single Family 2-Bedroom Attached	\$4,235.00
Section 31-3.11 (n) (3)	Park Impact Fee - Single Family 3-Bedroom Attached	\$5,090.00
Section 31-3.11 (n) (3)	Park Impact Fee - Single Family 4-Bedroom or More Attached	\$6,690.00
Section 31-3.11 (n) (3)	Park Impact Fee - Multi-Family Efficiency	\$2,755.00
Section 31-3.11 (n) (3)	Park Impact Fee - Multi-Family 1-Bedroom	\$3,740.00
Section 31-3.11 (n) (3)	Park Impact Fee - Multi-Family 2-Bedroom	\$4,070.00
Section 31-3.11 (n) (3)	Park Impact Fee - Multi-Family 3-Bedroom or More	\$6,495.00
Section 31-4.2 (b) (1)	Performance Security for Public Improvements	110% of Estimated or Actual Costs
Section 31-4.5	Guaranty Security for Public Improvements for 2 Years Following Village Acceptance	10% of Actual Costs
Chapter 32: Taxicabs and Other Vehicles for Hire		
Section 32-4	Taxicab License for Each Taxicab Driver Operating in Village - Annual	\$35.00
Chapter 33: Tobacco Dealers		
Section 33-2	Tobacco and Cigar Dealer's License - Annual	\$25.00
Chapter 34: Trees and Shrubs		
Section 34-28 (b) (2)	Security Deposit for Removal/Replacement Cost of a Dead/Damaged Priority Tree	To Be Determined
Section 34-29 (a) (1)	Penalty for Cutting/Destruction of Priority Tree without Permit - Per Tree or Per Day	\$750.00
Section 34-29 (b)	Fine for Any Other Violation of Chapter 34 - Per Offense or Per Day	\$25.00 - \$750.00
Chapter 34-A: Uncollected Debts Generally		
Section 34A-4 (a)	"First Notice" Late Penalty Following 30-Day Period of Non-Payment	10%
Section 34A-6 (f)	Serving "Final Notice" and All Subsequent Costs Associated with Collection	Village Cost
Chapter 35: Undertakers		
Chapter 35A: Taxation		
Section 35A-2 (a)	Natural Gas Tax - Gross Receipts	5%
Section 35A-2 (b) (1) (A)	Electricity Tax - First 2,000 Kilowatt Hours Used per Month	\$.0061/kWh
Section 35A-2 (b) (1) (B)	Electricity Tax - Next 48,000 Kilowatt Hours Used per Month	\$.0040/kWh
Section 35A-2 (b) (1) (C)	Electricity Tax - Next 50,000 Kilowatt Hours Used per Month	\$.0036/kWh
Section 35A-2 (b) (1) (D)	Electricity Tax - Next 400,000 Kilowatt Hours Used per Month	\$.0035/kWh
Section 35A-2 (b) (1) (E)	Electricity Tax - Next 500,000 Kilowatt Hours Used per Month	\$.0034/kWh
Section 35A-2 (b) (1) (F)	Electricity Tax - Next 2,000,000 Kilowatt Hours Used per Month	\$.0032/kWh
Section 35A-2 (b) (1) (G)	Electricity Tax - Next 2,000,000 Kilowatt Hours Used per Month	\$.00315/kWh
Section 35A-2 (b) (1) (H)	Electricity Tax - Next 5,000,000 Kilowatt Hours Used per Month	\$.0031/kWh
Section 35A-2 (b) (1) (I)	Electricity Tax - Next 10,000,000 Kilowatt Hours Used per Month	\$.00305/kWh
Section 35A-2 (b) (1) (J)	Electricity Tax - Next 20,000,000 Kilowatt Hours Used per Month	\$.0030/kWh
Section 35A-5A (a)	Administrative Charge for Collection of Electricity Tax	3% of Collections
Section 35A-9	Telecommunications Tax - Gross Receipts	5%
Section 35A-17	Monthly 9-1-1 Surcharge - Each In-Service Network Connection	\$1.50
Section 35A-20	Administrative Charge for Collection of 9-1-1 Surcharge	3% of Collections
Section 35A-28 (a)	Infrastructure Maintenance Fee - Gross Receipts	1%
Section 35A-28 (b)	Administrative Charge for Collection of Infrastructure Maintenance Fee	2% of Collections
Section 35A-28 (c)	Interest on Fees Not Paid by Last Day of Month Following Month When Bill Issued	9%
Section 35A-41 (g)	Interest Rate on Village for Taxpayer's Overpayment of Tax - Per Year	6%
Section 35A-42	Interest on Late Payments, Underpayments & Non-Payments of Village Tax - Per Year	9%
Section 35A-44 (b)	Interest on Tax (Up to 4 Years) Under Voluntary Disclosure Application - Per Month	1%
Section 35A-47 (a)	Penalty for Late Filing of Village Taxpayer Tax Return	5% of Collections
Section 35A-47 (b)	Penalty for Failure by Village Taxpayer to File Tax Return	25% of Collections
Chapter 36: Water		
Section 36-9	Village Water System Connection Permit Fee	\$100.00
Section 36-9	Village Water System Connection Labor Fee - Per Connection	\$100.00
Section 36-9	Water System Connection Corp Stop - 1" Service Line	\$83.00
Section 36-9	Water System Connection Corp Stop - 1.5" Service Line	\$214.00
Section 36-9	Water System Connection Corp Stop - 2" Service Line	\$385.00
Section 36-9	Water System Connection Saddle - 1" Service Line	\$98.00
Section 36-9	Water System Connection Saddle - 1.5" Service Line	\$104.00
Section 36-9	Water System Connection Saddle - 2" Service Line	\$112.00
Section 36-9	Water System Connection Meter Installation - 1" Service Line	\$335.00
Section 36-9	Water System Connection Meter Installation - 1.5" Service Line	\$605.00

Section 36-9	Water System Connection Meter Installation - 2" Service Line	\$816.00
Section 36-10	Water System Connection - Buffalo Box	\$107.00
Section 36-10	Water System Connection Roundway - 1" Service Line	\$120.00
Section 36-10	Water System Connection Roundway - 1.5" Service Line	\$250.00
Section 36-10	Water System Connection Roundway - 2" Service Line	\$404.00
Section 36-16 (a)	Reactivation After Shut-Off for Nonpayment/Noncompliance	\$100.00
Section 36-16 (a)	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	\$35.67 \$45.00
Section 36-22 (b)	Penalty for Unauthorized Tampering/Interference with a Water Meter	\$25.00 - \$750.00
Section 36-23 (a)	Water Rate for Consumers - Per 1,000 Cubic Feet	\$35.67 \$45.00
Section 36-24	Minimum Charge During Each Three-Month Period - Per Meter	\$35.67
Section 36-24	Fixed Charge (5/8 Inch Water Meter) - Per Quarter	\$14.55
Section 36-24	Fixed Charge (3/4 Inch Water Meter) - Per Quarter	\$19.50
Section 36-24	Fixed Charge (1 Inch Water Meter) - Per Quarter	\$19.50
Section 36-24	Fixed Charge (1-1/2 Inch Water Meter) - Per Quarter	\$24.50
Section 36-24	Fixed Charge (2 Inch Water Meter) - Per Quarter	\$38.00
Section 36-24	Fixed Charge (3 Inch Water Meter) - Per Quarter	\$138.00
Section 36-24	Fixed Charge (4 Inch Water Meter) - Per Quarter	\$175.00
Section 36-26	Late Charge for Water Bills Not Paid On Last Day of Month in Which Bills Are Due	10%
Section 36-38	Fine for Each Violation of Chapter 36 - Per Day	\$25.00 - \$750.00
Section 36-49 (e)	Reactivation of Water Service Due to Cross-Connection Non-Conformance	\$100.00
Section 36-49	Cross Connection Device Lock Box Installation	\$25.00 \$100.00
Section 36-49	Cross Connection Device Lock Box Fee - Annual	\$25.00 \$100.00
Glencoe Golf Club Rates		
-	Weekday 18-Hole Early Bird (Before 7:30 a.m.)	\$31.00
-	Weekday 18-Hole Prime Time	\$42.00
-	Weekday 18-Hole Senior Membership (Monday - Thursday)	\$26.00
-	Weekday 18-Hole Junior Membership (Monday - Thursday)	\$22.00
-	Weekday 18-Hole Twilight (After 2:30 p.m.)	\$28.00
-	Weekday 18-Hole Super Twilight (After 4:00 p.m.)	\$23.00
-	Weekday 9-Hole Prime Time	\$27.00
-	Weekday 9-Hole Senior Membership (Monday - Thursday)	\$23.00
-	Weekday 9-Hole Twilight (After 2:30 p.m.)	\$26.00
-	Weekend 18-Hole Prime-Time	\$51.00
-	Weekend 18-Hole Senior Membership (After 2:30 p.m.)	\$27.00
-	Weekend 18-Hole Junior Membership (After 2:00 p.m.)	\$23.00
-	Weekend 18-Hole Twilight (After 2:30 p.m.)	\$33.00
-	Weekend Super Twilight (After 4:00 p.m.)	\$23.00
-	Driving Range - Large Bucket	\$10.00
-	Driving Range - Small Bucket	\$6.00
-	Electric Cart 18-Hole - Per Person	\$17.00
-	Electric Cart 9-Hole - Per Person	\$11.00
-	Pull Cart 18-Hole - Per Person	\$6.00
-	Pull Cart 9-Hole - Per Person	\$4.00
-	Rental Clubs - Per Person	\$18.00
-	Premium Rental Clubs	\$26.00
Freedom of Information Act (FOIA) Request Rates		
-	Copies - 8 1/2 x 11 or 8 1/2 x 14, Black & White - First 50 Pages	Free
-	Copies - 8 1/2 x 11 or 8 1/2 x 14, Black & White - Additional Pages - Per Side	\$0.15
-	Copies - 11 x 17, Black & White - Per Side	\$0.25
-	Color Copies - 8 1/2 x 11, 8 1/2 x 14 or 11 x 17 - Per Side	\$0.25
-	Electronic Copy - Compact Disc (80 Minutes)	\$1.00
-	Electronic Copy - Audio Cassette (60 Minutes)	\$1.50
-	Electronic Copy - Video Cassette (2 Hours/SP)	\$3.00
-	Certification - Per Record	\$1.00 + Copy Cost
-	Other Electronic Medium	Actual Cost

-	Mailing/Postage	Actual Cost
Miscellaneous Fees		
-	Final Utility Bill Administrative Fee	\$75.00
-	Leaf Bags - Per Bag	\$0.35
-	Leaf Bags - Per Bundle	\$8.50
-	Copies - Per Side	\$0.25
-	Village Map	\$5.00
-	Village Zoning Book	\$25.00
-	Commuter Parking Permit - Annual	\$270.00
-	Commuter Parking Permit - Quarterly	\$75.00
-	Commuter Parking Permit - Daily	\$2.00
-	<u>Re-inspection Fee</u>	<u>\$100.00</u>

Revised 1/18/2018



BOARDS AND COMMISSIONS

Appointed Village Officials

Name	Year Appointed	Term Expires
Steven Elrod <i>Village Attorney</i>	2014	May 2018
Philip Kiraly <i>Village Clerk</i>	2013	May 2018
Jordan Lester <i>Deputy Village Clerk</i>	2017	May 2018
Cary Lewandowski <i>Village Marshal</i>	2013	May 2018
David Mau <i>Street Commissioner</i>	1996	May 2018
David Clark <i>Village Treasurer</i>	1999	May 2018
David Clark <i>Village Collector</i>	1999	May 2018
Wayne Addis & Joel Greenberg <i>Village Prosecutor</i>	1994	Continuous Term
<i>Parking Adjudicator</i>	Vacant	Vacant

Zoning Board of Appeals/Zoning Commission (5 Year Term)

Name	Year Appointed	Term Expires
Howard Roin (Chair)	2009	May 2018
Deborah Carlson	2012	August 2017
Sara Elsasser	2016	May 2021
David J. Friedman	2009	January 2019
Alex Kaplan	2017	May 2022
Scott Novack	2017	July 2022
John Satter	2015	August 2020

Plan Commission

(4 Year Term)

Name	Year Appointed	Term Expires
Caren Thomas (Chair)* <i>Public-at-Large</i>	1997	May 2017
Barbara Miller <i>Village Board</i>	2013	May 2019
Ed Goodale** <i>Public-at-Large</i>	2016	May 2019
Bruce Huvad** <i>Public-at-Large</i>	2005	May 2019
<i>Zoning Board of Appeals</i>	Vacant	Vacant
Tom Scheckelhoff*** <i>Historic Preservation Commission</i>	2007	June 2017
Gary Ruben – Ex Officio* <i>School Board</i>	2011	May 2019
Dudley Onderdonk – Ex Officio* <i>Park District</i>	2015	May 2019
Louis Goldman – Ex Officio* <i>Library Board</i>	2009	June 2019

Notes:

1. Ex-Officio members are President or their designee of their respective boards (*).
2. At-Large members serve until the first day of May following a regular election for the Office of Village President (**).
3. Chairman of the Historic Preservation Commission and Zoning Board of Appeals are automatic appointments coincident with term of HPC or ZBA (***).

Historic Preservation Commission

(5 Year Term)

Name	Year Appointed	Term Expires
Tom Scheckelhoff (Chair)	2007 Appointed Chair 2011	June 2017
John Eifler	2011	May 2021
Diane Schwarzbach	2008	April 2019
Greg Turner	2015	November 2020
Peter Van Vechten	2008	May 2018

Glencoe Golf Club Advisory Committee
(4 Year Term)

Name	Year Appointed	Term Expires
Dale Thomas (Chair)	2013	May 2019
Jim Hirsch	2011	August 2020
Eva Levy	2016	May 2019
Ronald Schmidt	2011	August 2020
Scott Shore	2012	June 2020
Matt Siebert	2017	May 2020
Stella Nanos, Golf Club General Manager		Continuing

Glencoe Community Relations Forum
(3 Year Term)

Name	Year Appointed	Term Expires
Rev. David Wood (Chair)	2014	May 2020
Steven Arenson	2014	May 2020
Julia Eidelman	2017	December 2020
Margot Flanagan	2007	May 2020
Georgia Mihalopoulos	2017	August 2020
Sasha Von Varga	2014	April 2017
Maureen Valvassori	2017	May 2020
Robert Young	2017	May 2020

Public Safety Commission
(3 Year Term)

Name	Year Appointed	Term Expires
Amy St. Eve (Chair)	2007	April 2020
Andrew Berlin	2011	December 2020
Daniel Rubinstein	2007	April 2020

Police Pension Fund Board

(2 Year Term)

Name	Year Appointed	Term Expires
Michael Neimark, President	1998	April 2018
Pete Neville, Secretary	2007	April 2018
Joseph Walter, Trustee	2008	April 2018
James Franke, Trustee	2017	April 2019
Eric Birkenstein, Trustee	2017	May 2019
David A. Clark, Finance Director	1999	Continuing

Firefighters' Pension Fund Board

Representation	Name	Term Expires
President	Philip Kiraly	Continuing
Secretary	Cary Lewandowski	Continuing
Treasurer	David Clark	Continuing
Village President	Lawrence Levin	Continuing
Village Attorney	Steven Elrod	Continuing
Trustee	Robert Martell	Continuing

Sustainability Task Force

(3 Year Term)

Name	Year Appointed	Term Expires
Hall Healy, Chair	2016	April 2019
Donna Craven	2016	April 2019
Lisa Fremont	2016	April 2019
Jean Hahn	2016	April 2019
Peter Mulvaney	2016	April 2019
Dudley Onderdonk	2016	April 2019
Scott Padiak	2016	April 2019
Larry Reilly	2017	June 2019
Fred Miller	2017	July 2020
Elsabe Schimmelpenninck van der Oije	2017	September 2020



ADMINISTRATIVE STAFF

Reflecting positions for the Fiscal Year Beginning March 1, 2018

Name	Present Position	Year Appointed to:	
		Present Position	Village Staff
Philip A. Kiraly	Village Manager	2013	2013
Sharon Tanner	Assistant Village Manager	2015	2015
Ron Dussard	IT Coordinator	2008	2008
Megan Hoffman	Assistant to the Village Manager	2018	2016
Jordan Lester	Management Analyst/Deputy Clerk	2017	2017
Stella Nanos	Glencoe Golf Club Manager	1999	1999
David A. Clark	Finance Director	1999	1988
Denise R. Joseph	Assistant to the Director of Finance	2012	2010
Margie Ziegler	Management Analyst	2013	2012
Cary Lewandowski	Public Safety Director	2013	2013
Mary Saikin	Deputy Chief	2017	1997
Richard S. Weiner	Deputy Chief	2016	1985
Michael Neimark	Lieutenant	2014	1990
Lee Weinzimmer	Lieutenant	2008	1989
Greg Whalen	Lieutenant	2015	2007
Ken Paczosa	Lieutenant	2016	2006
Michael Talend	Lieutenant	2016	2008
Peter Neville	Lieutenant	2016	1995
Matthew Esposito	Lieutenant	2017	2008
David C. Mau	Public Works Director	1996	1990
Nathan Parch	Community Development Administrator	2013	2001
Anna Kesler	Village Engineer	2016	2016
Adam Hall	Management Analyst	2015	2015
Donald Kirk	General Superintendent	2015	2013
Mark Dooley	Public Works Supervisor	2015	2015
Raymond Irby	Public Works Supervisor	2000	1990
Daniel Quartell	Public Works Supervisor	2013	1991
Robert Waring	Public Works Supervisor	2012	1991
Alex Urbanczyk	Water Plant Superintendent	2014	2011

VILLAGE OF GLENCOE TIMELINE

- 1847 — Trinity Lutheran Church organized (Turnbull Woods)
- 1855 — First train goes through Glencoe in the Chicago to Milwaukee run
- 1869 — Glencoe incorporated as a Village
- 1874 — Woman's Library Club established
- 1884 — African Methodist Episcopal Church organized
- 1886 — Snow plowing begun as Village service
- 1894 — Village Water system begun (Winnetka water)
- 1894 — Church of Saint Elizabeth (Episcopal) organized
- 1897 — Skokie Country Club organized
- 1905 — Village sewer system started (separate storm/sanitary)
- 1908 — Lake Shore Country Club organized
- 1909 — Glencoe Public Library established
- 1910 — Methodist Episcopal Church (United Methodist) organized
- 1912 — First Boy Scout Troop (#22) established
- 1912 — Glencoe Park District established
- 1914 — Family Counseling Service (Relief and Aid Society) organized
- 1914 — First Village Manager hired (Council-Manager government)
- 1914 — First brick pavements laid
- 1915 — First motorized fire engine bought
- 1916 — Alleys vacated throughout Village
- 1917 — Land for present-day Village Hall/Library acquired
- 1920 — North Shore Congregation Israel organized
- 1921 — Glencoe Golf Club organized as Village municipal course
- 1921 — Zoning Ordinance and Building Code adopted (fourth in Illinois)
- 1921 — Christian Science Church organized
- 1921 — Lutheran Church building built
- 1921 — First Girl Scout Troop organized
- 1922 — First police car placed in service
- 1923 — Parent-Teacher Association established
- 1923 — First full-time fireman hired
- 1928 — Village Water Plant built
- 1930 — Glencoe Rotary Club organized (ceremony in Union Church)
- 1930 — Village water tower and incinerator built
- 1936 — Village Caucus begun ("office seeks the candidate")
- 1941 — Present Public Library building built
- 1954 — Village combined Police/Fire service started
- 1958 — Present Village Hall/Service Building built
- 1958 — Present Post Office built
- 1964 — Present North Shore Congregation Israel temple built
- 1974 — Comprehensive Plan adopted
- 1975 — Blue Ribbon Committee formed to look into downtown parking, economic development
- 1975 — Bond referendum passes for sewers, trees
- 1976 — West School closed; inauguration of age-centered schools

VILLAGE OF GLENCOE TIMELINE

- 1979 — Glencoe Theater, on Vernon Avenue near Hazel Street, closed
- 1979 — North School closed; changeover to Glencoe Community Center
- 1982 — Public Safety Commission formed
- 1985 — Reproduction restoration of the Frank Lloyd Wright Bridge
- 1987 — Bond referendum passes; inaugurates the street resurfacing program
- 1988 — Home rule referendum fails
- 1989 — Historic Preservation Commission Formed
- 1992 — Second 5-year street program adopted
- 1992 — Village Hall renovated
- 1993 — James Webb, Village's first African American president, elected
- 1994 — Celebration of 125th Anniversary of the Village and 80th anniversary of manager form of government
- 1996 — Comprehensive Plan revised
- 1997 — Public Works Building renovated
- 1998 — Deer management program referendum
- 2001 — Business district updated with new streetscape
- 2006 — Park District Community Center renovation approved by referendum
- 2008 — Bond referendum passes for Village Hall improvements to Public Safety, purchase of a fire engine and improvements to streets and sewers.
- 2009 — Village Court Parking Lot renovated
- 2011 — Public Safety renovated
Village Hall Cupola repaired and restored
- 2012 — Bond Referendum passes
Shared Services with Park District
Consolidated Community Newsletter between the Village, Park District and School District
Library Utilizes Village Financial System
- 2013 — Village President Larry Levin, elected
New Public Safety Director appointed
New Village Manager appointed
- 2014 — Writers Theatre Groundbreaking
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 referendum passes for Village Hall HVAC system, storm sewer improvements, sanitary sewer upgrades, street resurfacing and sidewalk replacement
Retired Reserved Fire Engine #30R
New Fire Engine #30 in service
New Recycling Contract
- 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
Developed and installed SCADA system for sanitary sewer lift stations

Completed comprehensive RFP process and awarded contract for new 5-year Recycling Collection Services agreement
Implementation of New Payroll System and expanded time & attendance capability with change from semi-monthly payroll to bi-weekly payroll
- 2017 — Consolidated Dispatch Servicing with the Village of Glenview
Completed residential & commercial garbage collection analysis and RFP process, awarded garbage collection franchise agreement and transitioned service provision

VILLAGE OF GLENCOE TIMELINE

- 2017 cont. —
- Conducted emergency cleaning of Water Plant intake pipe
 - Purchased New Front-Line Ambulance
 - Outsourced building plan, fire and life safety review and building inspections to HR Green
 - Conducted comprehensive Village technology needs assessment and enterprise resource planning system RFP process
 - Creation of Sesquicentennial Working Group in advance of the Village's 150th Anniversary
 - Completion of stormwater improvements in the Madison Avenue and Park Avenue Basins

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 Clark, Finance Director
David Mau, Public Works Director
Cary Lewandowski, Public Safety Director



STATISTICAL DATA

GENERAL

Date of incorporation and adoption of charter	March 29, 1869
Form of Government	Council-Manager
Population	
1970	10,542
1980	9,200
1990	8,499
2000	8,762
2010	8,723
2016	8,894
Area	3.86 square miles
Median Family Income (ACS survey)	\$235,000

MUNICIPAL FACILITIES

Streets and Sewers

Miles of Streets	46
Miles of Sidewalks	70
Miles of Sewer	
Storm	70
Sanitary	40

Water Distribution System

Metered Accounts	3,200
Average Daily Pumpage	1,800,000 gallons
Rated Daily Capacity	8,000,000
Miles of Water Main	58 miles
Storage Capacity	3,150,000 gallons
Fire Hydrants	644

MUNICIPAL SERVICES	2015	2016	2017
Ordinances Adopted	19	18	23
Resolutions Adopted	40	45	69
Village Board Meetings	12	12	12
Special Board Meetings	0	0	0
Historic Preservation Commission	11	9	8
Plan Commission	18	9	8
Zoning Commission/Board of Appeals	6	7	10
Public Safety Commission	6	7	10
Community Relations Forum	6	1	7
Golf Advisory Committee	10	12	11

PUBLIC WORKS SERVICES (streets, sewers, forestry)	2015	2016	2017
Streets – Repaired (sq. ft.)	9,928	11,038	19,554
Times Plowed	12	27	14
Times Salted	26	41	23
Sidewalks – Repaired (sq. ft.)	516	194	254
Times Plowed	1	30	5
Sanitary Sewers – Cleaned (ft.)	159,631	140,298	178,350
Repaired (ft.)	9	53	61
Storm Sewers – Cleaned (ft.)	58,834	27,941	19,953
Repaired (ft.)	406	205	72

	<u>2015</u>	<u>2016</u>	<u>2017</u>
Manholes/Catch Basins -			
Cleaned	353	366	210
Repaired	244	17	18
Refuse/Landfill (tons)	3060	2761	2697
Parkway Trees -			
Trimmed	315	627	824
Removed	210	657	329

BUILDING PERMITS	Year	# Issued	Value of Construction
	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

Building permits include new building and additions, major structural remodeling of a house, new garages or accessory buildings.

CONSTRUCTION PERMITS	Year	# Issued	Value of Construction
	1999	159	1,824,350
	2000	145	2,553,600
	2001	155	3,125,600
	2002	139	3,063,750
	2003	137	4,647,300
	2004	168	6,307,450
	2005	119	5,508,915
	2006	130	7,568,800
	2007	148	8,934,685
	2008	130	5,642,367
	2009	110	4,030,101
	2010	120	3,749,899
	2011	263	4,192,934
	2012	247	3,717,397
	2013	239	5,376,038
	2014	255	6,367,235
	2015	300	5,573,965
	2016	269	6,847,552
	2017	303	8,167,059

Construction permits include interior remodeling such as bathrooms and kitchens, electrical and plumbing upgrades, and re-roofing and siding.

PUBLIC SAFETY SERVICES	2015	2016	2017
Fire/Paramedic Service Calls	1233	1,624	1,489
Motor Vehicle Accidents	251	207	210
Driving Violations	2,260	2,094	2,189
Local Ordinance Violations	2,572	3,300	3,044
Part I Offenses	118	123	102
Part I Arrests	7	9	10
Part II Offenses	378	284	287
Part II Arrests	253	209	148



VILLAGE OF GLENCOE

GLOSSARY

FISCAL YEAR 2019



GLOSSARY OF BUDGET TERMS

- A -

Abatement: The reduction of a property tax levy.

Appropriation: An authorization by the Village Board that permits the Village to incur obligations and make expenditures for a specific purpose.

Appropriation Ordinance: The legal document enacted by the Village Board, which lists appropriations for a given fiscal year.

- B -

Budget: The financial plan for a specified period of time that matches all planned revenues and expenditures with various municipal services. The term “Submitted Budget” occurs throughout the budget document to indicate the budgetary totals and concepts as presented by the Village Manager. The term “Adopted Budget” refers to the official budgetary totals adopted by the Board of Trustees.

Budgetary Accounts: Accounts used to enter the formally adopted annual operating budget into the general ledger as part of the management control technique of formal budgetary integration.

Budget Calendar: A schedule of key dates that the Village follows in preparation and adoption of the budget.

- C -

Capital Expense: Any item or project costing over \$10,000. Included as capital expense are expenditures for equipment, vehicles or machines that result in an addition to fixed assets. Capital expenses are not separated from the overall budget and are reflected in individual department budget requests.

Capital Improvement Program (CIP): A plan for major capital expenditures incurred annually, and over a five-year period.

Capital Project Fund: Funds used to account for financial resources dedicated to the acquisition or construction of major capital facilities and equipment.

CIP: Refer to *Capital Improvement Program*.

- D -

Debt Limit: Defined limit for the issuance of debt, based on a percentage of base year EAV. To issue bonds in excess of the debt limit requires voter approval.

Debt Margin: The difference of the legal debt limit and total outstanding obligations.

Debt Service: Funds borrowed to the Village, usually in the form of bond issuance.

Depreciation: That portion of the cost of a capital asset charged as an expense during a particular period, reflecting expiration in the asset's service life. Only capital assets of the Village's enterprise funds are depreciated.

- E -

EAV: Refer to *Equalized Assessed Valuation*.

Encumbrance: Restricting or reserving funds for a specific expenditure, the most common example of an encumbrance is the issuance of a purchase order. It reflects that funds are reserved for an expenditure.

Enterprise Fund: A fund for programs that provide a fee-based good or service to the public, for example, public utilities. The collection of fee-based revenues generally allows the fund to be self-sustaining.

Equalized Assessed Valuation (EAV): "The assessed valuation multiplied by the equalization factor." (Source: Cook County Assessor's Office)

Equalization Factor: "A factor determined by the Illinois Department of Revenue each year to ensure an equal assessment among all 102 counties in the state. State statute requires that the aggregate value of assessments within each county much be equalized at 33 1/3 % of the estimated Fair Market Value of real property in the county." (Source: Cook County Assessor's Office)

Expenditure: An expense or spending associated with a specific project, service or purchase.

- F -

Federal Insurance Contributions Act (FICA): This act allows for the collection of social security taxes. FICA and social security are synonymous.

FICA: Refer to *Federal Insurance Contributions Act*.

Fiscal Year (FY): A twelve-month period designated as the operating year for an entity. The Village's fiscal year begins March 1 and ends February 28 (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.

FY: Refer to *Fiscal Year*.

- G -

General Fund: The general fund accounts for all revenues and expenditures of the Village, which are not accounted for in any other fund. It is an operating fund from which most of the current operations of the Village are financed.

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 where the general taxing power of the Village is pledged to pay both principal and interest.

Governmental Accounts Standards Board (GASB): Is the source of generally accepted accounting principles (GAAP) used by State and Local governments.

Government Finance Officers Association (GFOA): According to GFOA's mission statement, the purpose of GFOA 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.

IMRF : Refer to *Illinois Municipal Retirement Fund*.

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: Refer to *Intergovernmental Risk Management Agency*

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.

Long Range Financial Plan: An existing Village plan created in 2005 that details capital needs and expenditures in future years. The goal of the plan is to balance current needs verse long-term future needs. Reprioritization occurs annually with the budget.

- M -

MFT: Refer to *Motor Fuel Tax*.

Motor Fuel Tax (MFT): "Under this tax, a tax is imposed on the privilege of operating motor vehicles upon the public highways and recreational-type watercraft upon the waters of this state." (Source: Illinois Department of Revenue)

- O -

Operating Expense: Any item not defined as a capital expense. Operating expenses typically incur annually. While some expenses cost more than \$10,000, the Village excludes these from the capital budget because they generally incur every year (e.g. service charges, maintenance costs).

Operating Income (Loss): The value of the difference between revenues and normal operating expenditures for the Village.

Other: This includes operating charges primarily of a fixed charge nature that do not properly classify as personnel services, contractual services, commodities, capital outlay, or capital improvements.

- P -

Personnel Services: Expenditures directly attributed to Village employees, including salaries, overtime and health insurance.

- R -

Revenue Shortfall: The amount by which a particular financial objective of the Village is not met due to differences in actual and anticipated revenues.

- S -

Special Revenue Fund: A fund used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes.

Solid Waste Agency of Northern Cook County (SWANCC): A joint municipal action agency 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.

SWANCC: Refer to *Solid Waste Agency of Northern Cook County*.