



VILLAGE OF GLENCOE

ANNUAL BUDGET

FISCAL YEAR 2018

MARCH 1, 2017 – FEBRUARY 28, 2018





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Village of Glencoe
Illinois**

For the Fiscal Year Beginning

March 1, 2016

A handwritten signature in black ink, appearing to read "Jeffrey R. Ecker".

Executive Director



TABLE OF CONTENTS

6-9	<u>VILLAGE TIMELINE</u>
11	<u>VILLAGE ORGANIZATION CHART</u>
	<u>BUDGET MESSAGE</u>
13-14	• Transmittal Letter
15-23	• Budget Summary
24-40	<u>STRATEGIC WORK PLAN</u>
	<u>BUDGET SUMMARY</u>
41	
42-44	• Revenues
45-46	• Expenditures
47-49	• Revenue and Expenditure Comparison
50	• History of Adopted Budgets
51-57	• Operating Statements <ul style="list-style-type: none">▪ Fund Balance Summary▪ General, Water, Garbage, Motor Fuel Tax, Enhanced 911 Funds
58-61	<u>GENERAL FUND</u> <ul style="list-style-type: none">• General Fund Revenue Budget
62-78	<u>VILLAGE MANAGER'S OFFICE</u> <ul style="list-style-type: none">• Department Review• Expenditure Budget• Goals & Objectives• Strategic Priorities

79-89	<u>FINANCE DEPARTMENT</u>
	<ul style="list-style-type: none"> • Department Review • Expenditure Budget • Goals & Objectives • Strategic Priorities
90-106	<u>PUBLIC SAFETY</u>
	<ul style="list-style-type: none"> • Department Review • Expenditure Budget • Goals & Objectives • Strategic Priorities
107-136	<u>PUBLIC WORKS</u>
	<ul style="list-style-type: none"> • Department Review • Expenditure Budget • Goals & Objectives • Strategic Priorities
137	<u>SPECIAL FUNDS</u>
138-145	<ul style="list-style-type: none"> • Garbage Fund
146-147	<ul style="list-style-type: none"> • Enhanced 911 Fund
148-150	<ul style="list-style-type: none"> • MFT
151-165	<u>ENTERPRISE FUND</u>
	<ul style="list-style-type: none"> • Water Fund <ul style="list-style-type: none"> ▪ Distribution ▪ Production
166-170	<u>DEBT SERVICE FUND</u>
171-172	<u>COMMUNITY IMPROVEMENT PLAN</u>
173-191	<ul style="list-style-type: none"> • Public Works Department FY 2018 Projects
192-199	<ul style="list-style-type: none"> • Public Safety Department FY 2018 Projects
200-202	<ul style="list-style-type: none"> • Information Technology FY 2018 Projects
203-207	<ul style="list-style-type: none"> • Deferred Projects
208-246	<ul style="list-style-type: none"> • Community Improvement Plan Listing

247-287	<u>LONG RANGE PLAN</u>
288-295	<u>PAY PLAN HISTORY</u> (Personnel Programs and History) <ul style="list-style-type: none"> • Fiscal Year 2018 Official Pay Plan • History of Authorized Full-Time Positions
296-311	<u>FINANCIAL POLICIES</u>
312-318	<u>SUPPORTING MATERIALS</u> <ul style="list-style-type: none"> • Administrative Staff • Commissions and Boards • Budget Calendar for Fiscal Year 2018
319	<u>STATISTICAL DATA</u> <ul style="list-style-type: none"> • Census Data • Miscellaneous Data
320-324 325-328	
329-334	<u>GLOSSARY</u>



VILLAGE OF GLENCOE

VILLAGE TIMELINE

FISCAL YEAR 2018

VILLAGE OF GLENCOE TIMELINE

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

VILLAGE OF GLENCOE TIMELINE

1975	Bond referendum passes for sewers, trees
1976	West School closed; inauguration of age-centered schools
1979	Glencoe Theater, on Vernon Avenue near Hazel Street, closed
1979	North School closed; changeover to Glencoe Community Center
1982	Public Safety Commission formed
1985	Reproduction restoration of the Frank Lloyd Wright Bridge
1987	Bond referendum passes; inaugurates the street resurfacing program
1988	Home rule referendum fails
1989	Historic Preservation Commission Formed
1992	Second 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

VILLAGE OF GLENCOE TIMELINE

2016 cont. | 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

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, Director of Finance

David Mau, Director of Public Works



VILLAGE OF GLENCOE

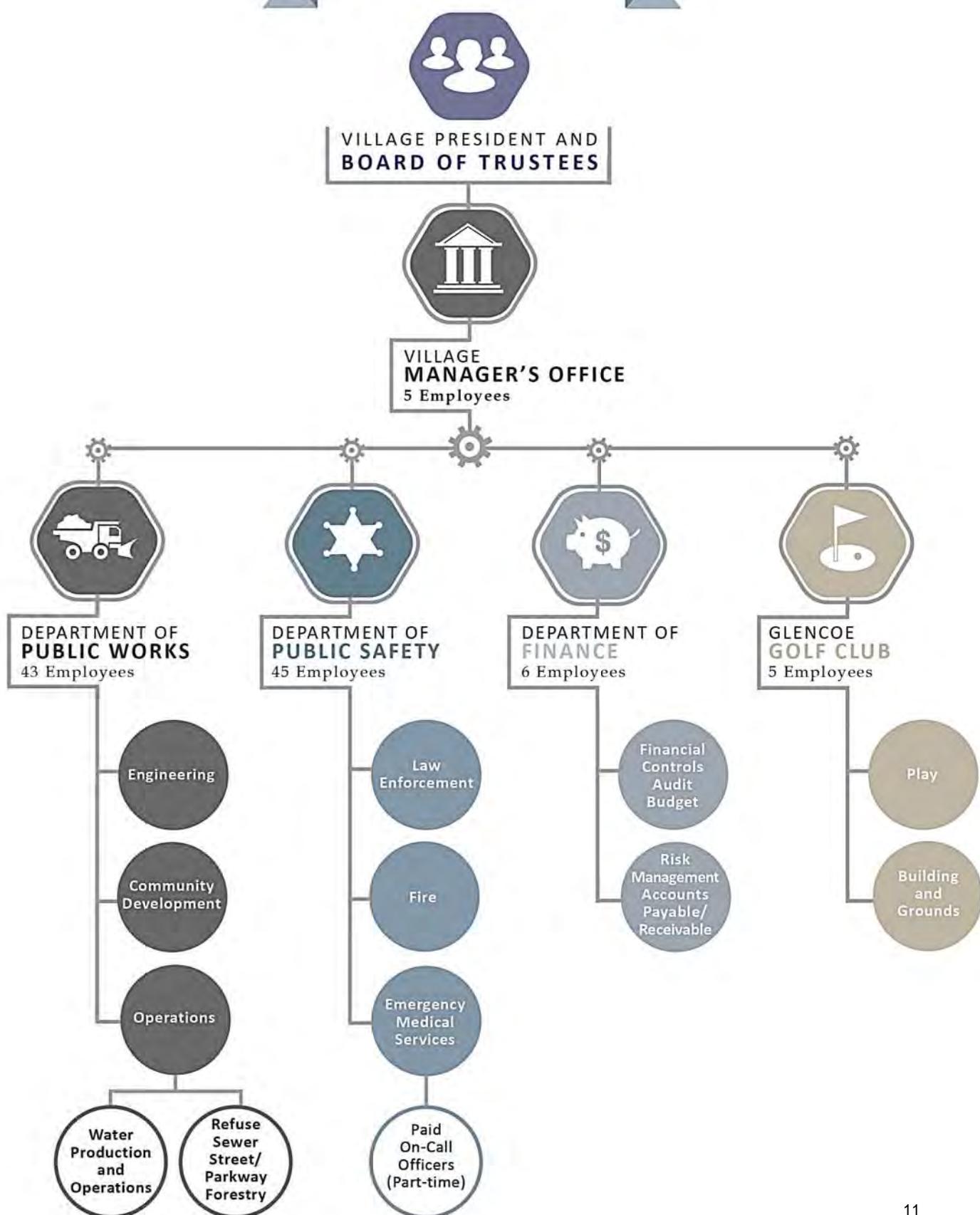
ORGANIZATIONAL CHART

FISCAL YEAR 2018



VILLAGE OF GLENCOE
ORGANIZATIONAL STRUCTURE
FISCAL YEAR 2018

RESIDENTS OF GLENCOE





VILLAGE OF GLENCOE

BUDGET MESSAGE

FISCAL YEAR 2018



TRANSMITTAL FISCAL YEAR 2018 BUDGET

February 2, 2017

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

I am pleased to submit the Annual Budget for Fiscal Year 2018, which begins March 1, 2017 and ends February 28, 2018. 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. The Fiscal Year 2018 Budget reflects resource allocations to continue to provide superior municipal services to Glencoe residents and businesses, and seeks to address areas of need, both as a component of the successful operation of the Village organization and recognizing the needs of our community in a changing environment.

The budget development process follows a comprehensive progression of data collection and analysis that begins shortly after the prior year's budget is adopted. On a monthly basis, the Finance Committee and executive staff team review and monitor revenues and expenditures, discuss considerations regarding operational changes and capital investment needs and assess changes in the local and regional economy. Through this work, the budget is developed with great care to preserve the sound financial footing that the Village has established over its nearly century-and-a-half-long existence.

The Fiscal Year 2018 Budget, in total, accounts for \$29,505,066 in expenditures and \$21,871,959 in revenues across all funds (including the General Fund, Water Fund, Garbage Fund, Motor Fuel Tax [MFT] Fund, E-911 Fund, CIP Bond Fund and Debt Service Fund). On its surface, the Fiscal Year 2018 Budget appears out of balance – budgeted revenues are less than budgeted expenditures. However, the difference between budgeted revenues and expenditures is entirely offset by the strategic, planned use of fund balance reserves as the Village invests over \$7 million in the community's aging infrastructure and equipment in the next year.

Positive fund balance reserves, saved and allocated for one-time expenditures, provide the resources to invest in the Village without the need for new referendum requests, while still highlighting thoughtful reinvestment in the tools that retain the excellent quality of life experienced by our residents. Fund balance reserves have gradually increased as actual revenues were stronger and expenses were lower than budgeted in prior fiscal years, and capital purchases budgeted in Fiscal Year 2017 were deferred amid greater uncertainty about how the State's budget crisis may affect the Village. The CIP Bond Fund, which exclusively funds projects financed by voter-approved bonds, saw an increase in fund balance as revenues from the sale of voter-approved bonds were received in Fiscal Year 2017, for projects that are budgeted and will be completed in Fiscal Year 2018.

Recognizing the lingering uncertainty related to the State's own budget crisis, the Finance Committee carefully reviewed the Village's fund balance policies and recommended increasing the General Fund's fund balance requirement to maintain a minimum of \$2.5 million in reserves. After investing approximately \$1.5 million in capital expenses, the General Fund is budgeted to exceed this new, higher requirement. As budgeted, all operating funds will end Fiscal Year 2018 with fund balances that exceed the requirements established by the Village's financial policies, reflecting the Village's commitment to maintaining healthy reserves. The Fiscal Year 2018 Budget meets the Village's balanced budget policy, which provides for the use of available fund balance reserves that exceed our fund balance requirements for significant one-time expenses.

The Fiscal Year 2018 Budget reflects the Village's dedication to providing high-quality municipal services in a cost-effective manner. The largest of the Village's operating funds, the General Fund, totals \$17,795,712. Backing out capital investments of over \$1.7 million, the General Fund would realize an operating surplus of over \$36,000 in Fiscal Year 2018. Operating expenses have been reduced by more than \$100,000 from Fiscal Year 2017, underscoring our commitment to remaining fiscally aware in a continually-changing environment.

Entering this new fiscal year, we have much to look to with pride. Our downtown is vibrant with new businesses and the presence of the world-class Writers Theatre. Following an unprecedented public engagement process, we have a new Downtown Plan that will help guide our community for the opportunities ahead of us. Amid uncertainty in Springfield, we have retained our AAA bond rating from Standard and Poor's, one of only 17 communities in the State to hold S&P's highest distinction, which is no simple task for a non-home rule community in Illinois. Our partnerships with our sister governments in Glencoe are strong and getting stronger. We are focusing efforts on sustainability, in the many ways that term is defined. We have invested in stormwater improvements, among many other infrastructure investments completed in the past few years, with more on the way. We enjoy a community that cares and is engaged and active. More than 74 residents serve the Village on our volunteer boards and commissions.

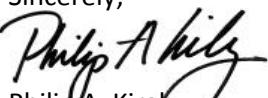
Of course, there are challenges as well. Uncertainty in Springfield, unfunded mandates and the need to ensure a secure financial future will all require precise focus as we navigate these waters appropriately. The coming fiscal year will also bring many challenges as we continue to adapt how we work through the use of technology and innovative processes, which will continue to allow us to thoughtfully reduce annual operating expenses wherever and whenever possible.

The development of the Fiscal Year 2018 Budget is a considerable effort that encompasses the entire Village organization. The roles played by staff, particularly our executive staff team, in developing this document continually produces a budget of which the community can and should be very proud. Collectively, hundreds of 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 Director of Finance David Clark, Assistant Village Manager Sharon Tanner and Assistant to the Finance Director Denise Joseph for their outstanding leadership in the development of this document. Director of Public Works David Mau and Director of Public Safety Cary Lewandowski and their teams also deserve to be commended for their excellent work.

Further, I wish to acknowledge the tremendous leadership and guidance of the Village Board, and particularly the Finance Committee and Village President, for your diligent review and thoughtful direction that has guided the development this budget. Your civic engagement – underscored by your willingness to dedicate countless volunteer hours each year to your community – is exceedingly commendable. I remain grateful, as I know many others are, for your selfless sharing of your talents and unwavering commitment to excellence with the Village of Glencoe.

It is a privilege to be a part of this community and to lead through what will be a challenging, yet exciting year.

Sincerely,


Philip A. Kiraly
Village Manager



BUDGET SUMMARY FISCAL YEAR 2018

BUDGET DEVELOPMENT

The methodology used to generate the budget is one that has been in place for many years and emphasizes **public service, fiscal realities that impact our budgets, and development of a sound spending plan**. The

Village Board and staff have operated with the philosophy that the Village must provide resources for exceptionally high-quality public services to our residents within the fiscal realities of a community with generally modest opportunity for significant revenue growth. With this in mind, the Village has operated prudently, investing responsibly where necessary and possible within available resources. This stewardship has allowed for the Village to continue to reinvest in its infrastructure and provide excellent services to our constituents. This has also resulted in the Village retaining a generally strong financial position, maintaining a Standard and Poor's AAA rating (one of only 17 municipalities State-wide to hold this distinction from S&P and one of only seven non-home rule communities with this distinction) and maintaining positive fund balances in our operating funds.

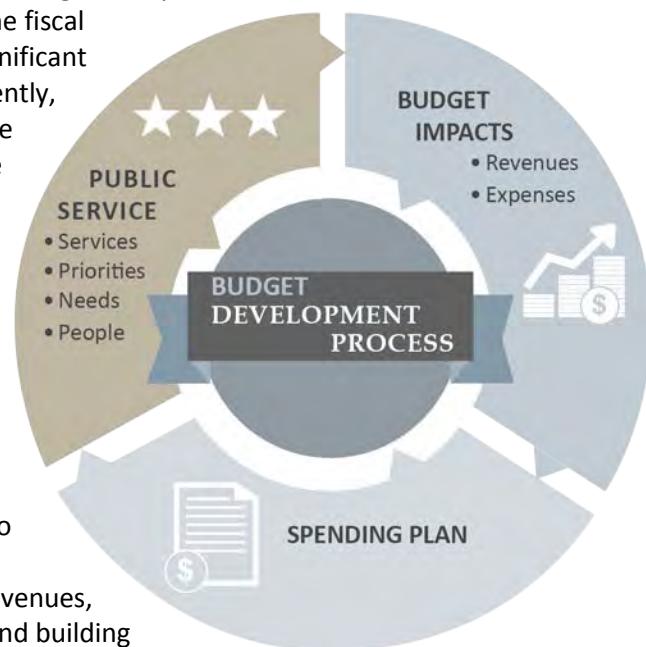
Methodology

When making projections for revenues, Village practice has been to conservatively look forward, taking past data into account while assessing changes predicted or anticipated for the coming year. Revenues, particularly those beyond the control of the Village, like sales tax and building permits, are budgeted conservatively at average or less-than-average levels. The Village uses its fund balance prudently, and only uses fund balance that is in excess of our minimum fund balance requirements, to ensure we maintain sufficient reserves for "rainy days."

Likewise, with expenditures – especially those for operations and commodities – recommendations are conservative and assume certain overall needs will be necessary (i.e. snow removal operations). As a practice, we budget for the norm, and maintain sufficient reserves to handle extraordinary circumstances. Recommendations related to personnel take into account market conditions and comparability, need, workload, and cross-training capabilities, allowing the Village to "do more with less" while building a versatile workforce. In all cases, when considering the budget, regular review by the Finance Committee and Village Board in partnership with Village staff allows for adjustments to be made throughout the fiscal year. In developing the Fiscal Year 2018 Budget, staff has continued this long-standing practice.

Public Services

The difficulty in developing a local government budget is that the goal posts do not stay stationary. The Village must be flexible and nimble in order to respond to rapidly-changing circumstances, such as economic downturns and the threat of lost revenues, while continuing to provide our essential local government services, such as the provision of water, sewer and public safety services, even during difficult times – regardless of the revenue available. The Fiscal Year 2018 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.

For instance, the Village's Strategic Work Plan provides guidance for the budgeting process. The six **strategic priorities** – **Financial Sustainability, Commercial Vitality, Infrastructure Replacement, Operational Effectiveness, Organizational Development, and Community Engagement** – are directive statements driving not only day-to-day efforts of the Village in achieving excellent service delivery, but that 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 2018 Budget development process represents the third year of a long-term process to more directly link resource and expenditure plans to strategic priorities. An updated work plan is located in the Strategic Work Plan section. It is anticipated that a process to review the priorities and update the work plan will take place during the early summer in calendar year 2017.



Budget Impacts

The process of developing a budget is not done in a vacuum, as numerous factors contribute to the overall expense and revenue projections and recommendations. The Fiscal Year 2018 Budget development process is no different in that it has been impacted by several factors. These include:

Lack of a State Budget – Outlook: Negative

A gauge meter icon is positioned on the left side of the text. It has a semi-circular scale with tick marks. The needle is pointing towards the left end of the scale, which is labeled "OUTLOOK: NEGATIVE" in a small, bold, black font.

For the second year in a row, the Village's budgeting process has been significantly impacted by the continued uncertainty of the State of Illinois budget process. Local government revenues collected by the State on our behalf remain under threat, though the State has taken measures in its second year of a budget standoff to keep local government funds collected by the State flowing to Glencoe and our neighbors. However, the State's legislation which is keeping these funds coming to the Village expires June 30, 2017, and failure to pass a budget in Springfield or to authorize similar enabling legislation may have a negative impact on the Village.

The Village has monitored the situation in Springfield for the past 18 months, and adjustments to the Village's financial policies and careful tracking of the Village's regular expenses have helped to maintain a strong financial position. The Village is in the fortunate, strong financial position as the result of many decades of sound fiscal stewardship of current and past Village Boards, but threats will continue to impose pressure on Glencoe's budget process.

Unfunded Mandates – Outlook: Mixed



Unfunded mandates from the State of Illinois, as well as the federal government often have a significant impact on the Village. The impact of such mandates may be costly to the Village, though some mandates are expected to yield long-term cost savings to the Village. For instance, the State of Illinois imposed a mandate in July 2015 that required local government units with 911 emergency dispatch centers that served populations of less than 25,000 to consolidate by July 1, 2017. After extensive research and deliberation by the Village Board, Glencoe has entered into an intergovernmental agreement with the Village of Glenview to provide these services. While there are extensive initial startup costs expected, it is expected that these changes will ultimately yield a significant cost savings to the Village in coming years. Likewise, customer service is expected to remain excellent while costs are reduced.

Pension liabilities continue to impose significant pressures on our annual budget, primarily due to the State's enhancement of various pension benefits over the past two decades as well as their process for assigning actuarial valuation of our Police Pension Fund. These factors have caused a 72.4% increase in pension funding requirements in the past 10 years (according to the Village's actuary). These, along with mandates relative to workers compensation and health insurance, to name just a few, have all imposed significant upward pressure on the Village's budget.

Strong Local Economy – Outlook: Positive



While we struggle with various outside impacts, we are also enjoying a relatively strong local economy, with increased sales tax and strong building permit revenues. Of particular note is a resurgence of small retail in our downtown area, possibly linked to the new Writers Theatre, which opened its doors in March 2016. Sales tax, commercial space occupancy rates and traffic in the downtown are all up. The Village has taken a more defined role in publicizing our retail areas and community cultural amenities through our recent membership in the Chicago North Shore Convention and Visitors Bureau. Likewise, after an extensive, almost three-year process, the Village Board recently approved a downtown plan that is integrated into the Village's Comprehensive Plan. This downtown plan, or "tune up," will help guide redevelopment opportunities as well as a guide for public investment in our downtown to enhance and improve the attractiveness of Glencoe to local business and patrons of those businesses. We realize that all too often local economics are impacted by outside factors, so thoughtful management during the good times helps to ensure they can be held over into times of more fiscal uncertainty.

Infrastructure Needs – Outlook: Negative



Glencoe will celebrate the 150th anniversary of its incorporation as a Village in 2019. While very little, if any, of our public infrastructure remains from 1869, much of it was built and constructed many decades ago, including water distribution systems (such as water mains and our water tower), water production systems and our water treatment plant, sanitary sewer systems, sidewalk systems, roadways, public buildings and other infrastructure that will need extensive investment in the coming years. While capital needs are reviewed annually, the strength of our planning processes – specifically our 10-Year Community Improvement Program (CIP) – will help to guide decisions as the Village prioritizes the needs of our community. We have begun to employ data-driven systems analyses to help to provide guidance and prioritization for our infrastructure replacement plans so that the Village is able to thoughtfully and effectively reinvest in the community.

Absent major changes in the financial opportunities available to the Village, bond debt secured following voter-approved referenda will likely be the primary source of revenue to address major capital needs. The Fiscal Year 2018 Budget, however, does not anticipate any new debt requests for capital, rather a planned drawdown of reserves. Future years will be focused on meeting infrastructure needs but doing so by focusing on maintaining reasonable and defensible debt levels so as to not overly burden taxpayers nor adversely impact bond ratings.

Operational Costs – Outlook: Mixed



Given that the Village's primary responsibility as a local government is to provide critical life-safety and quality of life services to the Glencoe community, over 66% of our day-to-day costs paid from the General Fund, Water Fund and Garbage Fund relate to employee costs. These costs generally do not go down on a year-to-year basis. Recognizing this, as well as recognizing that these costs are often outpaced by the Village's revenue growth, staff has taken a sharper eye toward program innovation and service sharing, realizing that past practices need to be continually reviewed, reevaluated and refocused to continue to provide more with less and allowing the Village to be nimble in navigating the way services are provided for our residents. An extensive review of our residential and commercial garbage program is underway in hopes of finding a service level that is comparable to current operations, but that comes at a reduced overall cost to the community. These efforts will continue as we look at other programmatic changes, as well as the use of technology, to streamline operations to allow our highly-skilled staff team to perform services at or above current levels.

FISCAL YEAR 2018 BUDGET

The Fiscal Year 2018 Budget as presented provides for \$29,505,066 in total expenditures and \$21,871,959 in revenues across all funds (General, Water, Garbage, E-911, Motor Fuel Tax [MFT], CIP Bonds and Debt Service). Making up the difference between planned expenditures and revenues is the drawdown of \$4.85 million in bond funds (the second half of a \$10 million referendum approved by voters in 2015) and planned drawdown of reserves in the General Fund, Water Fund and MFT Fund to provide resources for a myriad of community infrastructure improvements and other investments in the Village's operating departments. All community needs cannot be addressed in one year; the spending plan proposed this year, though, does take into account the significant capital needs of the organization and the community while moving forward the Board of Trustees' efforts to appropriately and prudently invest in the Village.

The largest component of the Village's budget on an annual basis is the General Fund, from which virtually all day-to-day operations are funded including personnel costs, commodities and services. Likewise, the various budget impacts described above, among others including the Village's established financial policies, fund balances, and operational imperatives, have guided the development of this budget.

Expenditure Summary

Below, we have provided a summary of expenditures in the Fiscal Year 2018 Budget.

General Fund:

- **Overall General Fund operating expenditures have increased by 5%, or \$1.6 million, from the Fiscal Year 2017 Budget primarily due to significant planned capital expenditures.** Absent these capital expenditures, the total operating expenditures would have decreased from Fiscal Year 2017 by over \$100,000. Additionally, there are increases to services and commodity costs anticipated

this year as well, including IT supplemental staffing and service provider costs to the Village of Glenview for dispatching services.

- **A significant capital spending plan aligned with the Village's 10-year Community Improvement Program (CIP) and Strategic Work Plan.** The CIP has laid out a thoughtful, prudent spending plan that reviews available resources against needs and schedules these improvements in order to ensure the continued reinvestment in the Village, its infrastructure and equipment necessary for day-to-day operations. Significant investment is anticipated for Fiscal Year 2018 and include the following:

 GENERAL FUND	BUDGET REQUEST	 WATER FUND	BUDGET REQUEST
Ambulance Replacement	350,000	Water Main Replacement	378,700
Starcom Radio Implementation	287,500	Water Plant Scada System	250,000
Sewer Jet	195,000		
Street Sweeper	190,000		
Village Hall HVAC Upgrade Supplement	100,000		
Residential Sidewalk Replacement	100,000		
Mechanical Lift Replacement	75,000		
Firing Range Improvements/Upgrades	74,000		
Infrastructure Switching Equipment	65,000		
Wyman Green Space Use Analysis	50,000		
Stump Grinder	50,000		
Public Safety Vehicle Replacement #650	45,000		
Public Safety Vehicle Replacement #662	45,000		
Public Safety Vehicle Replacement #661	20,000		
Desktop Replacements	12,500		
Squad Car Video Cameras	10,000		
Total General Fund	\$1,669,000		
 MOTOR FUEL TAX FUND		 DEFERRED FISCAL YEAR 2018 PROJECTS	
Street Resurfacing	491,700	Enterprise Resource Program (ERP)	650,000
Tudor Court Engineering & Design	100,000	Refuse Packer	230,000
Total Motor Fuel Tax Fund	\$591,700	Leaf Vacuum	46,200
		Total Deferred Projects	\$926,200

- **The Strategic Work Plan efforts remain integral to work plans in each department.** These include projects that will be integrated into regular work plans for each department
 - **Financial Sustainability:**
 - Review of the building permit fee structure, which will include not only an analysis of the fee itself, but also a review of possible historic preservation efforts and tree preservation efforts associated with redevelopment in the community.
 - Development of a detailed water rate analysis to provide resources to further water system infrastructure improvements deemed necessary through studies of the water production and distribution systems.
 - **Infrastructure Replacement:**
 - Implementation of a comprehensive list of projects included in the 10-year CIP.
 - **Commercial Vitality:**
 - With the completion of the Downtown Plan, funds for recommendations from the plan have been allocated in the budget including:
 - Tudor Court Design Analysis and Wyman Green Space Needs Analysis

- **Operational Effectiveness:**
 - Development of a recommendation for the purchase or upgrade of a Village-wide enterprise resource planning (ERP) system. Funding for the purchase of this equipment has not been included in the budget, however a funding request will be developed once a recommendation is finalized.
 - Continued review of garbage collection alternatives, including development of a request for proposals from service providers.
 - Funds to begin the deployment of GPS tracking systems in Public Works vehicles.
- **Organizational Development:**
 - Significant training dollars have been allocated across all departments, but focused in Public Safety (19% increase) to accommodate training needs of new employees.
- **Community Engagement:**
 - Commencement of the planning for the Village's sesquicentennial celebration for 2019, when the Village will celebrate 150 years since its incorporation.
- **Wage increases of 2.5% for all non-union employees and Public Works union employees have been included.** The Village is about to commence collective bargaining with the Fraternal Order of Police which represents public safety officers; collective bargaining efforts will impact adjustments for those employees.
- **Overall staffing allocations have been included.** As the Village approaches 911 dispatch consolidation, we expect overall staffing of the Village to decrease by two positions during Fiscal Year 2018. The staffing plan does include an additional Records Clerk position and an additional Community Service Officer in the Public Safety Department, as well as a new Data Coordinator position in the Finance Department.
- **Benefits costs have been regulated.** The budget for health insurance benefits is up 2% from Fiscal Year 2017 projected actuals, as compared to an annual average since Fiscal Year 2008 of 1.72%. This premium increase has moderated up only slightly thanks to the Village's membership in the Intergovernmental Personnel Benefit Cooperative (IPBC).
- **Pension funding remains a major focus.** The budget allocation in Fiscal Year 2018 continues the practice of providing for funding in line with the State of Illinois requirements. The amount that has been included totals \$1.395 million, a 2.7% increase from the overall contribution in Fiscal Year 2017.
- **The allocation for community grants has increased from Fiscal Year 2017.** In total, the Village Board has allocated \$87,000 across eight organizations that provide a myriad of services to the Glencoe community.
- **As noted, use of approximately \$1,544,568 in General Fund reserve funds is recommended in Fiscal Year 2018.** Even at this level, the Village would retain General Fund reserves of over \$3,000,000; or \$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 for various capital needs including long-deferred expenditures for equipment.

Garbage Fund:

- **Day-to-day expenditures are flat in Fiscal Year 2018 and major capital investment has been shelved.** This year, staff began a comprehensive study of the Village's current residential and

commercial garbage collection program. Following a presentation at the November 17, 2016 Committee of the Whole meeting, the Village Board directed that staff evaluate other service delivery alternatives. As such, a major capital expenditures originally included in the CIP were postponed indefinitely while staff continues its review.

Water Fund:

- **Expenditures are projected to increase significantly in Fiscal Year 2018, primarily due to capital needs for infrastructure improvement.** Requested capital expenditures related to water main replacements have been included in the CIP to accommodate approximately \$400,000 in water main replacement for Fiscal Year 2018, an increase of over \$200,000 over Fiscal Year 2017. This is in line with recommendations for the recently-completed water distribution system analysis. Use of reserve funds is anticipated for these improvements.

Further 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 \$250,000. Again, reserve funds are anticipated for this expenditure.

Motor Fuel Tax (MFT) Fund:

- **The amount of reimbursement to the General Fund from motor fuel tax resources will increase 2.50%, and expenditures on roadway projects using MFT funds has been programmed in Fiscal Year 2018.** Motor fuel tax is restricted revenue that is typically accumulated for street infrastructure projects. Use of approximately \$645,368 of MFT funds, along with bond funds, is anticipated in Fiscal Year 2018.

Enhanced 911 (E-911) Fund:

- **Major costs associated with this fund are expected this fiscal year, but the fund will not exist past Fiscal Year 2018.** Two unfunded mandates — one from the federal government and one from the State — have negatively impacted this fund. Staff anticipates a major initial cost to upgrade all analog NORCOM radio system components to the digital STARCOM system, a requirement set by the federal government that must take place by 2021. Estimates of \$300,000 for this expense has been included in the Fiscal Year 2018 Budget, a carry-over from Fiscal Year 2017. Capital costs to comply with State-mandated dispatch consolidation will be completed during Fiscal Year 2017. It is noteworthy that even in a consolidated 911 dispatch environment, the Village is still required to transition to the STARCOM radio system, and therefore, the costs to do so must be incurred regardless of consolidation.

It is anticipated that at the end of Fiscal Year 2018, this fund will be exhausted and will be eliminated.

Debt Service Fund:

- **All expenditures have been allocated per the existing debt schedule.** Due to voter-approved bond debt payments beginning this year, the total expenditure from this fund is expected to increase. Total expenditures of approximately \$2.1 million for Fiscal Year 2018 are planned, which is approximately \$600,000 less than the required annual payment at the Village's historical debt peak in Fiscal Year 2010.

Revenue Summary

Below, we have provided a summary of revenues in the Fiscal Year 2018 Budget.

General Fund:

- **Overall, revenues are projected to increase 1.5%.** When comparing actual revenue projections for Fiscal Year 2017 however, revenues far outpaced budget. This has helped to resolve a planned deficit in Fiscal Year 2017 into a rather significant surplus. However, conservative revenue projections remain staff's recommended course of action.
- **The 2016 tax extension base can increase by 0.73% from the 2015 extended amount** (or by approximately \$75,000 not including estimated loss in collection or new property factor) in accordance with the property tax extension limitation law (PTELL). The 2016 tax levy percentage increase is based on the change in the consumer price index (CPI-U) from December 2014 to December 2015.

The Village represented 14.72% of the 2015 tax levy. As new debt comes on line following the April 2015 voter-approved bonds, this percentage will increase in future years as debt service from calendar years 2015 and 2016 bonds begin to be repaid.

Legislative action that would freeze property taxes for some period of time is still being discussed in Springfield, but has not been legislated as yet. How or if this would impact revenues in Fiscal Year 2018 or beyond has not yet been determined.

- **The budget includes \$1,053,970 in building permit revenues** for Fiscal Year 2018, consistent with the practice of budgeting based on the five-year average of building permit revenue.
- **The budget includes \$1,997,812 in municipal sales and use tax revenue** for Fiscal Year 2018. Sales tax revenues have been strong over the past several years, and are anticipated to increase slightly in the coming Fiscal Year.
- **The budget includes \$861,676 in income tax revenue** for Fiscal Year 2018. Per capita factors from the Illinois Municipal League are used to develop the budget for income tax revenue. Income tax revenue is distributed by the State of Illinois on a per capita and is disbursed through the Local Government Distributive Fund (LGDF). Concerns about the stability of this fund remain due to the threat of State actions to reduce disbursements. The Village will remain vigilant in monitoring any action that might seek to reduce Glencoe's share of the LGDF.
- **The budget includes increases of 2.5% in management fees** charged to the Water Fund, Garbage Fund and the Glencoe Golf Club.
- **General Fund fee increases are included in the budget and detailed in the Statistical Data section.**
 - 2.5% in the sewer charge.
 - An increase in non-resident ambulance transport fees to meet the average of surveyed surrounding communities.
 - Imposition of a \$50 penalty for purchasing vehicle stickers after the due date (May 1).

Garbage Fund:

- **A 5% increase in the garbage fee has been included; a General Fund subsidy is not recommended.**

Staff proposes that no transfer from the General Fund to the Garbage Fund be made in Fiscal Year 2018. Not doing so does place some strain on the fund, which can be partially offset by the proposed minor increase in rates. Similarly, rates for landscape waste collection are proposed to increase the cost of landscape waste stickers from \$2 to \$2.25 and for subscription yard waste service from \$120 annually to \$126 annually. No increase is proposed for recycling services.

Given that substantial changes to this service may be forthcoming, this provides some fund stability until the Village Board ultimately makes its decision on next steps.

Water Fund:

- **A water rate increase of 2.5% has been included in the budget.** Over \$650,000 in infrastructure improvements in the Water Fund are expected to be paid from reserves in Fiscal Year 2018, however, operational costs would be better managed with a modest rate increase. Future rate increases will need to be discussed and developed to provide sufficient resources for mounting infrastructure needs. In addition, further discussion during the course of the next fiscal year may relate to rate structures tied to usage reduction efforts. Staff is also proposing the imposition of a final read charge of \$75 for closed water accounts

Motor Fuel Tax (MFT) Fund:

- **The budget includes revenue of \$210,834 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, although recent lower prices may lead to greater consumption.

Enhanced 911 Fund:

- **Major expenditures are expected, and this fund is expected to be assumed into the General Fund by the end of Fiscal Year 2018.** As noted earlier, with the impending changes coming to dispatch operations, this fund will have no resources by the end of the coming fiscal year. Major expenditures, including costs for radio system improvements, have moved to the General Fund.

Debt Service Fund:

- **The Fiscal Year 2018 levy for existing debt service will be \$2.1 million.**



VILLAGE OF GLENCOE

STRATEGIC WORK PLAN

FISCAL YEAR 2018



Strategic Priorities Dashboard

December 2016

Infrastructure Replacement



- Water System Master Plan
- FY18 Capital Improvement Review
- Sanitary Sewer System Needs
- Golf Clubhouse Redevelopment Plan
- Energy Efficient Strategy

Operational Effectiveness



- Service Level Baselines
- PW/Tech Process Improvement
- Finance/Tech Process Improvement
- Shared Service Opportunities
- Technology Needs Assessment

Financial Sustainability



- Budget Document Effectiveness
- Financial Decision Making Framework
- Local Revenue Growth Options

Organizational Development



- Centralized Human Resources
- Leadership Development Program
- Training/Development Program

Community Engagement



- Village Government Awareness
- Boards & Commissions Review
- Resident Needs/Expectations Focus
- Increased Public Participation

Commercial Vitality



- Downtown Promotion Strategy
- Business Attraction & Retention Program

KEY



Not Started



Some Progress



Moderate Progress



Significant Progress



Complete²⁵



Infrastructure Replacement

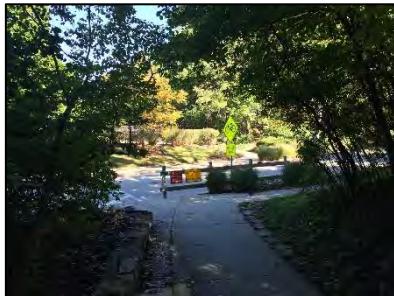
December 2016 | Highlights

Storm Water Improvement Projects

Construction on the 2017 storm water improvement projects including Greenwood Avenue, Madison Avenue and Hazel Avenue basin areas is projected to begin in spring 2017. The proposed improvements in total include more than 3,000 feet of larger diameter sewer pipe to address insufficient storm sewer capacity and reduce flooding. These storm sewer improvements were part of the projects approved by Village residents via referendum in April 2015. A storm water drainage study of the drainage basin including the south end of Green Bay Road, Linden Avenue and Euclid Avenue is also planned for 2017.

Green Bay Trail Engineering Study

The FY 2017 budget includes funding for an engineering feasibility study for possible improvements to the at-grade crossing of the Green Bay Trail at its intersection with Hazel Avenue. The proposed study will involve the review and analysis of potential improvements to the location based on feasibility, safety, topography, impacts to the surrounding environment and cost. The Village has selected consultant Toole Design Group of Madison, Wisconsin and work is underway.



Village Hall HVAC Improvement Project



Voris Mechanical, the general contractor for the Village Hall HVAC improvement project, has completed the installation of new hot water pipe throughout the building, and the new heating system is operational. Work on the new cooling system will be underway in December and January. The Village Hall HVAC improvement project will include a new air-cooled chiller and air handling units, high efficiency boilers and a new automated control system. Village Hall has remained open for business throughout the project to date, and a majority of the work is expected to be completed by February 2017.

Storm Water Outfalls - Ravines

As part of the annual maintenance inspection of ravine storm sewer outfalls, Public Works staff determined in 2015 that two outfalls near Rockgate Lane were severely deteriorated and in need of repair. In August, the Village Board approved a contract for engineering design services for the reconstruction of these outfalls and the adjacent ravine area. It is expected that construction of the new storm sewer outfalls for Rockgate Lane and Brentwood Drive will take place in the spring 2017.

Sanitary Sewer Condition Assessments

As part of the reduction of inflow and infiltration in the sanitary sewer system, Public Works staff is soliciting proposals from professional engineering firms to provide assistance in performing sewer system evaluation surveys and data analysis for the Village's sanitary sewer system. The project will incorporate the requirements of the Metropolitan Water Reclamation District's Watershed Management Ordinance.



Water System Master Plan Update

The Water Distribution Master Plan was presented to the Village Board in March 2016. Based on the plan, Village Staff has developed a long-term replacement schedule for water mains, with the first scheduled improvements included in the FY2018 Community Improvement Program.



Infrastructure Replacement

December 2016 | Detail

Action	Measure of Success	Team	Progress
A) COMPLETE WATER SYSTEM MASTER PLAN			
Complete Water System Master Plan report including an assessment of alternatives for the replacement of the water treatment plant	Complete Water System Master Plan and water distribution system evaluation	PW, VMO	Ongoing: Year 1 of distribution improvements budgeted in FY 18 CIP
Develop and implement communication plan to outline water treatment plant replacement alternatives	Host project open houses and public hearings with members of the community	PW, VMO	Ongoing: Continue to field and respond to questions from the general public and residents
Continue to evaluate possible partnership with the Northwest Water Commission	Development of formal partnership, incl. negotiation of an agreement, if feasible	PW, VMO	On hold
Utilize information from the Water System Master Plan to develop long term water system improvement plan	Integrate projects into the Village's capital project inventory; Conduct water rate analysis	PW, VMO	Ongoing: Year 1 of distribution improvements budgeted in FY 18 CIP
B) ENHANCE CAPITAL IMPROVEMENT PLAN REVIEW PROCESS			
Review and update five-year capital equipment replacement program and 10-year capital project inventory, including funding projections and recommendations; Reassess capital equipment replacement procedures/ policies and develop qualitative decision-making approach for reviewing the 10-year capital project inventory	Complete multi-department five-year capital equipment plan and 10-year capital project inventory; establish guidelines for capital equipment purchases over \$20,000 and framework for data gathering and planning capital projects	VMO, Dept Heads	Ongoing: FY 18 CIP is completed; data gathering for future CIPs have commenced
C) ASSESS NEEDS OF SANITARY SEWER SYSTEM			
Determine appropriate annual funding needs to maintain a sanitary sewer lining program; Develop recommendations for funding alternatives	Develop a program that accommodates at least \$100,000 in sanitary sewer lining annually beginning in FY18	PW, VMO	Ongoing: Discussion regarding proposed sewer rate increase for FY 19
Evaluate existing grant programs (overhead sewer conversion program, etc.) for continued value and possible modification	Assess success of programs; Develop program modifications with a consistent funding mechanism; Evaluate utilization/demand annually	PW, VMO	Ongoing: FY 18 budget includes increased funding
D) REFINE STORM WATER MANAGEMENT PLAN			
Complete engineering study of targeted flooding areas	Report presented to Village Board; Integrate Projects into CIP and Village budget process	PW, Village Engineer	Completed: Design for Year 2 stormwater improvements underway
Continue to evaluate problem areas throughout the Village and program future storm water needs as a component of the CIP process	Continued programming of necessary improvements within the Village's CIP program	PW Director, Village Engineer	Ongoing: FY 18 Community Improvement Program includes drainage study for south Green Bay Road basin area
Complete \$6.5 million stormwater infrastructure improvement project	Plan and complete project	PW Director, Village Engineer	In Progress: Year 2 storm water improvements targeting January 2017 bid letting
Review the Village's sewer maintenance/repair program	Update maintenance/repair program to better integrate projects into the capital planning process	PW	Ongoing: FY 18 CIP includes replacement of sewer jet; cleaning and televising ongoing to determine future project priorities
Review maintenance programs for ravine and storm sewer outfalls	Develop program for ongoing inspection and review	PW, Village Engineer	Ongoing: Design for Rockgate Lane outfall improvement to be completed by January; construction slated for FY 18

Continued on next page...

Action	Measure of Success	Team	Progress
E) IMPLEMENT GOLF CLUBHOUSE REDEVELOPMENT PLAN			
Negotiate a working agreement with the Forest Preserve District	New long term agreement approved by the Village Board and County Board	VMO, Golf Club Mgr Village Attorney, Village Board	In progress: Negotiations are ongoing with CCFPD
Research funding opportunities and budget for new clubhouse	Create a formal project budget; Review and discuss revenue opportunities	VMO, Golf Club Mgr	Ongoing: Will follow successful negotiation of agreement
Present architectural services budget to Village Board for approval; Recommend contract	Village Board approval of architectural services contract	VMO, Golf Club Mgr, Village Board	Ongoing: Will follow successful negotiation of agreement
Make recommendation for construction of new clubhouse	Village Board approval of construction plan and budget	VMO, Golf Club Mgr, Village Board, Golf Advisory Committee, Clubhouse Task Force	Ongoing: Will follow successful negotiation of agreement
F) DEVELOP AN ENERGY EFFICIENCY STRATEGY			
Define elements of an organization-wide energy efficiency policy/program	Develop goals/objectives; Review with Sustainability Task Force; Seek Village Board approval	VMO, Dept Heads, IT Coord	Not Started: Work expected to commence Q1 2017
Survey existing fleet, building systems, and infrastructure	Identify potential energy modifications/improvements	VMO, Dept Heads,	Ongoing: Construction began in June on the Village Hall HVAC improvement; executed agreement with ComEd for the LED streetlight conversion project; FY 18 Community Improvement Program includes future LED improvements to commuter parking lot lighting
Recommend budget requirements to fund implementing energy efficiency programs	Board approval of budget recommendations	VMO, Dept Heads, IT Coord	Ongoing: Included in FY 18 budget preparation



Financial Sustainability

December 2016 Highlights

FY 2018 Budget

In October, the second review of each department's Fiscal Year 2018 budget requests was reviewed with Finance Department staff and the Village Manager's Office. The Preliminary Fiscal Year 2018 budget document and fee recommendations are being presented at the December Finance Committee meeting. In addition, staff has reviewed and made updates to the Fiscal Year 2017 projections.



Following the December Finance Committee, staff will present the Fiscal Year 2018 budget document to the Village Board at the January Committee of the Whole meeting.

Evaluation of Village Fees

As part of the Fiscal Year 2018 budget development process, staff reviewed various fees, fines and charges for Village services. In late fall, staff distributed a fee survey to surrounding communities in an effort to collect data that would allow staff to analyze and compare the fees, fines and charges that Village assesses to those of comparable communities. The communities surveyed include Deerfield, Highland Park, Kenilworth, Lake Bluff, Lake Forest, Lincolnwood, Northbrook, Northfield, Wilmette and Winnetka. Based on the review of this data, staff identified areas for potential fee modifications in Fiscal Year 2018 as well as in future fiscal years.



The proposed fee modifications are being presented as a component of the Fiscal Year 2018 Preliminary Budget being presented to the Finance Committee in December.

Online Citizen Access Portal

Staff is working with our current enterprise resource planning software vendor to reinstate the implementation of the Online Citizen Access Portal. The new portal will provide residents a chance to view their utility bills and pay online.

Utility Bills Enhanced

As part of the Department's ongoing goal of improving customer service, Finance staff has been working with the Village's new utility billing service provider, Third Millennium, to finalize the new layout for the Village's utility service bill. The new bill has been designed to be easy to read and provide residents with information regarding their quarterly utility bill charges. Noteworthy changes to the new layout include a chart that will show a comparison of the resident's water consumption from year to year, an improved messaging center for important notices and an itemized detail listing of all fees.

The first set of bills in the new format is expected to be delivered to residents in mid-December.

Annual Financial Report Completed

In September, Finance staff completed the popular annual financial report (PAFR) for the Fiscal Year ended February 29, 2016.

The PAFR extracts information from the comprehensive annual financial report to produce high quality popular annual financial reports specifically designed to be readily accessible and easily understandable to the general public and other interested parties without a background in public finance. The report was submitted to the Government Finance Officers Association for the PAFR Award Program and posted on the village website:

http://www.villageofglencoe.org/assets/1/documents/FY_2016_PAFR.pdf



Financial Sustainability

December 2016 | Detail

Action	Measure of Success	Team	Progress
A) INCREASE EFFECTIVENESS OF BUDGET DOCUMENT IN PRESENTING PRIORITIES			
Enhance presentation of long-range financial plan and capital improvement plan documentation	Development of improved CIP and Financial Forecast	Finance Dir, VMO, Dept Heads	In progress: CIP and long-range financial forecast reviewed at the October and November Finance Committee meetings; elements have been incorporated into the budget being prepared
Present recommended budget document with integrated strategic priorities and greater expense/revenue detail	Presentation of budget in sufficient detail for Village Board evaluation of recommendations	Finance Dir, VMO, Dept Heads	In progress: Budget being prepared for initial consideration at the December Finance Committee meeting
Develop a template to be used to define operating costs of all departmental functions for FY17 budget process; Prioritize list of services to evaluate further; Increase data collection in FY17	Document each department's operational costs by program	Finance Dir, Dept Heads	Ongoing: Variance reports provided to the Village Board monthly; reviewing format of variance reports and developing new goals for future evaluations
B) CREATE FINANCIAL DECISION MAKING FRAMEWORK			
Develop budgetary protocols and criteria for staff recommendations and Board decision-making	Conduct review; Solicit feedback from Finance Committee	VMO, Finance Dir	Ongoing: Budgetary protocols exist in the major financial policies of the Village; policies were reviewed by the Finance Committee and are included the preliminary budget
Increase Board awareness of financial policies and procedures through regular communication; Review financial policies with Finance Committee and Village Board	Develop a calendar of ongoing policy review into the Finance Committee annual calendar	Finance Dir, Village Manager	Ongoing: Annual budget calendar developed; Finance Committee materials provided to Village Board
Evaluate sufficiency of enhanced budget documents	Conduct review; Solicit feedback from Finance Committee	VMO, Finance Dir, Dept Heads	Ongoing: Reviewing with Finance Committee, Village Board and staff
C) ANALYZE OPTIONS FOR INCREASING LOCAL REVENUE			
Develop fee review schedule	Establish a schedule to review all fees annually	Finance Dir	In progress: Annual fee survey conducted with recommendations included in the preliminary budget
Complete review of Special Charter rights	Develop report outlining Village's rights under Special Charter; Present findings	VMO, Finance Dir, Village Attorney	Completed
Determine how to achieve other revenue growth (new or enhanced, rate increases, grant funding)	Review opportunities for creating new revenue	VMO, Finance Dir, Dept Heads	Ongoing
Appoint an ad hoc committee to complete analysis of Special Charter rights vs. Home Rule	Analyze existing revenue opportunities and compare to Home Rule; Present Findings	Ad Hoc Committee, VMO, Finance Dir, Village Attorney	Ongoing: Staff continually analyzing revenue opportunities as non-home rule municipality; ad-hoc committee not formed at this time per Board direction
Coordinate review of new revenue opportunities with review of opportunities to improve process efficiency	Review opportunities to improve process efficiency and free up allocated revenue for use as best determined by the Village Board	VMO, Dept Heads, Village Board	Ongoing



Community Engagement

December 2016 | Highlights

Website Redevelopment

Significant progress is being made toward the redevelopment of the Village's website, with staff working diligently with Revize (a government-focused website developer) in order to launch the new website by early 2017. Overall website design has been approved, a webmap has been developed and a team of representatives from each department is meeting weekly to ensure that all relevant information is transferred to the new site and to identify Village services that could be available for request online. A beta-site will be launched as soon as possible to collect resident and stakeholder feedback before the site goes live.



Planning for a Sesquicentennial to Remember

The Village's sesquicentennial (150th anniversary) is quickly approaching in 2019. Multiple applications from residents excited to volunteer on the planning committee have been received and the Glencoe Historical Society took it upon itself in mid-November to provide the Village with an outline of suggestions and recommendations for the planning process.

Infographics Give Budget a New Look

While not a comprehensive redesign of the budget document, the Finance Department worked with the Village Manager's Office to prepare a series of infographics and icons to help make the document more reader-friendly. Staff plans to use similar graphics in other budget documents, such as the Popular Annual Financial Report, to better illustrate the Village's strategic priorities, financial status and service information to residents.



Downtown TuneUp Takes Next Step, Draft Downtown Plan Sent to Village Board

On November 9, the Plan Commission unanimously voted to send the draft downtown plan to the Village Board for consideration. The development of the plan represents perhaps one of the most comprehensive engagement efforts of its kind in Village history. Input from residents and members of the business community, collected over the course of three years was integrated into the plan's comprehensive set of recommendations.

The recommendations outlined in the downtown plan will be used to assist the Village Board, Plan Commission and staff in ensuring that downtown Glencoe continues to be successful and inviting while adapting to changing times.

Social Media Audit

In an effort to increase the Village's social media presence—with the ultimate goal of increasing online communication with residents—a base-line audit of the Village's social media accounts was compared to the accounts of other Glencoe community organizations as well as to surrounding municipalities. While the Village's accounts faired decently in comparison, the Village Manager's Office is adopting a series of best practices and tactics to drive higher levels of engagement in the future.



Community Engagement

December 2016 | Detail

Action	Measure of Success	Team	Progress
A) ENHANCE PUBLIC UNDERSTANDING OF GLENCOE VILLAGE GOVERNMENT (ISSUES, ORGANIZATION, SERVICES)			
Develop comprehensive communications policy, including web, social media and print communications from the Village	Completion of communications policy; Disseminate to stakeholders; Provide training	Asst Village Mgr, Mgmt Analyst (MH)	In Progress: Draft under further review
Utilizing Glencoe Connect, design and disseminate regular email newsletter/blast to residents, businesses	Launch first newsletter/blast using expanded email distribution list	Mgmt Analyst (MH)	Ongoing: To be integrated as a feature of new website
Conduct media outreach/interviews with newly hired and promoted employees	Increase number of articles published	Mgmt Analyst (MH)	Ongoing
Publish employee spotlight columns/articles in Glencoe Quarterly	Publish four spotlight articles/year	Mgmt Analyst (MH)	Ongoing
Develop new website with enhanced functionality	Launch of new website to public	IT Committee, Asst Village Mgr, Mgmt Analyst (LB), Mgmt Analyst (MH)	In Progress: Finalizing sitemap with department input and cleaning current site of old documents
Procure legislative mgmt system to integrate agenda development and web streaming of Village meetings	Implementation and launch of new system	VMO	Completed: Went live in March 2016; evaluating cost/benefit of expanding to other boards and commission meetings
Develop A-Z Village services guide/FAQs as component of website redesign/customer relationship mgmt software deployment	Posted on website and distributed	Mgmt Analyst (MH)	Not started
B) CONDUCT A COMPREHENSIVE REVIEW OF BOARDS AND COMMISSIONS			
Review opportunities to coordinate/consolidate Boards and Commissions; Develop charters/objectives for new groups, including Sustainability Task Force	Clearly defined group and individual member roles, responsibilities, and contextual function	VMO	In Progress: Sustainability Task Force presents initial objectives to Village Board in December 2016
Conduct comprehensive orientation to Village operations	Provide overview of department functions, identification of department-specific operational needs	VMO, Dept Heads	Ongoing: To be conducted on an as-needed basis with boards and commissions
Review/update, and where necessary, formalize by-laws/missions of Boards and Commissions; Update Municipal Code as applicable	Focused and efficient process for accomplishing Board / Commission goals	VMO	Not started
Recruit /attract qualified members	Create specific listing of expectations, skills, responsibilities for prospects	VMO	Ongoing
C) IMPROVE ORGANIZATION'S UNDERSTANDING OF RESIDENT NEEDS, EXPECTATIONS			

Action	Measure of Success	Team	Progress
Conduct formal and scientific citizen survey and analyze results; Identify and implement opportunities for improvement	Completion of survey and presentation of results to Village Board, staff	VMO	Completed: Survey completed and presented to Village Board in February 2016
Implementation of service request system to expedite registering, processing and tracking of residential service requests with work order mgmt and customer relationship mgmt software	Launch of service request system	VMO, Finance, PW	In Progress: Website expected to launch Jan. 1 and include CSRM; back-of-house development underway
Integrate online feedback mechanism for resident comments as component of redesigned website	Integrated into website	Asst Village Mgr	Not Started: Will be outgrowth of website redesign

D) EXPAND PUBLIC PARTICIPATION IN VILLAGE AFFAIRS

Develop recruitment strategy for Village Board and Village Commissions	Develop regular communications in Glencoe Quarterly and on Village website seeking volunteers to serve on commissions	Asst Village Mgr	Ongoing
	Establish working file with resumes of interested applicants categorized by area of interest	Mgmt Analyst (LB)	Ongoing
	Utilize file to fill identified and anticipated vacancies as needed	Village President, Village Mgr	Ongoing



Operational Effectiveness

December 2016 | Highlights

Customer Request Module

A new customer request module (CRM) will be included in the Village's redeveloped website, expected to go live in early 2017. The system allows residents to post and track requests online without having to call or email. Village staff will be able to receive these requests immediately and reply directly through the CRM which will increase efficiency and timeliness of response. Examples of possible requests include reporting a pot hole or downed street sign, scheduling a special garbage pickup, requesting Public Safety house watch, reporting animal control issues and many more.

Dispatch Consolidation

In November, Public Safety staff members began to coordinate dispatch consolidation with the Village of Glenview and our partners, the Villages of Kenilworth, Northfield, and Winnetka (GKNW). Preliminary focus is on equipment and infrastructure capital improvements to ensure connectivity between the GKNW partners and Glenview, including solutions for telephone, radio, video, building access control, and lobby video kiosk. Staff is also working with Glenview to submit the mandated consolidation plan with the State by February 28, 2017, as well as joining the Glenview Joint Emergency Telephone System Board in January 2017. Initial assessments indicate that it may be possible to consolidate with Glenview as early as April or May, barring unforeseen complications. Bi-weekly meetings with GKNW and Glenview personnel are being held to ensure that progress is monitored and implemented.

Garbage Collection Analysis

At the November Committee of the Whole meeting, staff presented the initial garbage collection program analysis. This analysis included a comprehensive summary of the garbage collection program including operational costs, service levels and long-term capital costs. Following Board direction, staff is assessing how a private contractor might provide this service and any programmatic changes that might include. Staff is reviewing next steps, including public outreach with stakeholders in the community as well as development of a Request for Proposals (RFP).

Information Technology

IT Needs Assessment and ERP Evaluation

The Village concluded its IT needs assessment and is planning IT-related projects for FY 2018. The IT needs assessment provided a high-level review of the Village's enterprise resource planning (ERP) system, as well as future IT needs and best practices. The IT Steering Committee will begin developing a work plan to review and implement best practices and plan for future IT needs, and the Village will conduct a more detailed evaluation of the ERP system in FY 2018, prior to issuing a request for proposals for a new or upgraded system. It is expected that a recommendation for a new or upgrades system will be made later in FY2018.

IT Staffing

Work continued toward developing a shared services arrangement for supplemental IT staffing and is expected to be finalized by Q1 2017.



Operational Effectiveness

December 2016 | Detail

Action	Measure of Success	Team	Progress
A) ESTABLISH SERVICE LEVEL BASELINES			
Identify all major services by department; Determine which Village services are core (absolute) or enhanced (optional)	Identify programs/services that are provided by Village	VMO, Dept Heads	In progress: Initial list developed; will continue to evaluate and refine
Present to Board the list of services and established baselines	Present findings to the Board	VMO, Dept Heads	In progress: Will review individual services with Village Board on a project-by-project basis; residential garbage collection program overview presented to Committee of the Whole in November 2016
Baseline services included within FY17 budget process	Village Board approves established service baseline	Village Board	Ongoing: Including additional performance measurements in Community Improvement Program budget requests
B) UNDERTAKE PROCESS IMPROVEMENT INITIATIVES IN TWO SERVICE AREAS (PW/TECH)			
Review process for work order management in Public Works Dept; Investigate work order mgmt technology solutions and customer relationship mgmt software solutions	Develop report to Village Mgr	PW Director, Mgmt Analyst (AH), PW Super, IT Coord	In progress: Will evaluate potential solutions, including potential enterprise resource planning solutions, as outgrowth of the IT needs assessment
Recommend solution to Village Board for approval	Village Board Approval	PW Staff, VMO, IT Coord	Not Started: Recommendation to align with the IT needs assessment
Modify operations and integrate new technology into work processes	Update Department SOP's; Modify day-to-day operations	PW	Not Started: Q4'17 estimated completion
C) UNDERTAKE PROCESS IMPROVEMENT INITIATIVES IN TWO SERVICE AREAS (FINANCE/TECH)			
Develop plan to streamline finance billing and process for vehicle licenses, alarm billing, and other permits	Prepare plan to further consolidate animal and vehicle license billing with annual alarm permit billing; Implement consolidation	Finance Dept, IT Coord, VMO	1) Citizen Access implementation planned to improve operating efficiency and effectiveness in the Finance Department; 2) Recommending enhancements to annual vehicle and pet licensing program to outsource license billing, fulfillment, payment and reinstatement; 3) Recommending change to mail alarm bills in December instead of with vehicle/pet licenses to more effectively enforce delinquent accounts; 4) Implementing new utility bill format, including graph of historic usage patterns by the customer and enhanced message center.
Review process for preparing payroll and time entry, including review of outsourcing opportunities	Evaluate options to build efficiency into the process; Make recommendations to Village Manager for inclusion in FY16 budget process	Finance Dept, IT Coord, VMO	On hold: HR/applicant tracking and employee access portal implementation pending ERP evaluation
Develop plan to reduce hand entry of billing and payment data	Review and evaluate/ recommend alternatives to improve business process efficiency	Finance Dept	In progress: Citizen Access targeted go live is by February 2017; email invoice opt in service targeted for completion by March 1, 2017; scanning utility billing invoices is now possible with new utility billing form; configuration of software contingent on available resources to develop and implement such change.

Action	Measure of Success	Team	Progress
D) EXAMINE ADDITIONAL SHARED SERVICE OPPORTUNITIES			
Compile report for the Board on existing shared services; where possible, articulate costs and cost savings	Develop report; present to Village Board	Asst Village Mgr	Ongoing: Village continuing shared services arrangement with Park District
Analyze opportunities to partner with other municipalities and Glencoe local governments	Develop report; present to Village Board	VMO, Department Heads	Ongoing: Entered into 911 dispatch contract with the Village of Glenview; continuing participation in the Municipal Partnering Incentive and leading one MPI request for bids in FY 2018.
Present findings to appropriate regional municipal organizations	Schedule meetings with regional municipal organizations; Discuss opportunities	VMO	Ongoing: Attend meetings on as-needed basis
E) EVALUATE TECHNOLOGY NEEDS OF THE ORGANIZATION; REDEFINE ORGANIZATIONAL PHILOSOPHY TOWARD THE USE OF TECHNOLOGY			
Redefine the role of the IT Committee to focus on identifying "best practices" and innovative methods of service delivery and operational effectiveness through the use of technology	IT Committee meets monthly; develops recommendations to Village Manager's Office	IT Committee	Ongoing: Committee will continue working on Laserfiche document management
Evaluate existing Enterprise Resource Planning (ERP) software; Research alternative ERP software provider. Determine which is best to implement "best practice" and technology-driven improvements to service delivery and operational effectiveness	Determine needs of the organization relative to technology opportunities for process improvement; Assess best practices thru use of consultant; Make recos to Village Mgr; Report to Village Board	IT Committee, Dept Heads, VMO	In Progress: IT needs assessment completed; planning ERP evaluation and RFP process in FY 2018
Present a report to the Village Board on technology improvements and recommendations for implementation	Report presented to Village Board	VMO, IT Committee	In Progress: Major technology included in Community Improvement Program budget requests; IT Steering Committee to review IT needs assessment and develop work plan
Update five-year technology plan to incorporate findings of ERP research; develop a plan for full implementation of recommended technology	Updated technology plan implemented following approval	IT Coord, IT Committee	Not Started: Outgrowth of IT needs assessment and IT Steering Committee work planning
Determine appropriate staffing levels for IT support	Recommendation to Village Board on staffing needs	Asst Village Mgr, IT Coord, Finance Dir	In Progress: Joint contracting arrangement for supplemental staffing to be considered by Village Board in December 2016



Organizational Development

December 2016 | Highlights

Staff Training

The Village continues to emphasize the importance of job-specific training and development programs for all staff. Village staff have attended several training opportunities this fiscal year.

Public Works personnel have participated in the following training:

- Trench excavation
- Chain saw specialist workshop
- Vehicle backing (all employees)
- Tree rigging
- Lift station
- Brush chipper operation
- Trenching
- Snowplow driving

Public Safety personnel have participated in the following training:

- Basic Training – Police and Fire Academy; Police and Fire Field Training; Evidence Technician; Juvenile Officer; Breath Analysis Operator; Emergency Medical Technician
- Officer Skills Development and Certification – Advanced Technician Firefighter; Vehicle Machinery Operations; Laws of Arrest, Search and Seizure; Firearms, Taser, and Less Lethal Weapons; Paramedic; Criminal Investigations
- Supervisor Career Development – Police Supervision; Police Staff and Command; Fire Officer I Certification; Blue Card Incident Commander Certification
- Use of Force Training – Firearms Qualifications; Taser Certification; Arrest and Control Tactics Practical
- Specialized Team Training – MABAS; NIPAS; NORTAF
- Policy Review and Law Update – Police Law Institute; CALEA; Roll Call

Additionally, four new officers will be attending both Police and Fire training academies and field training programs later this year and into early next year. These training sessions will allow new staff members to become fully cross-trained Public Safety Officers.



Midwest Leadership Institute

As part of the ongoing training for the Village's leadership team, the Village Manager and Executive Team staff attended the Midwest Leadership Institute in Naperville. This two-day training focused on successful outcomes in local government that require extensive interpersonal leadership. The training provided an opportunity to discuss leadership challenges facing local government management professionals.

Open Enrollment Software

The Village completed its employee benefits annual open enrollment process this fall, utilizing new online enrollment management software required by the Village's health insurance cooperative. The software will allow for streamlined benefits enrollment and enrolment management throughout the year. Additionally, the Village will be able to complete its annual IRS Form 1094-C and 1095-C generation and filing process using the software.

Village Employee of the Year

John Sojer

John Sojer, one of the Village's mechanics in the Public Works Feet Services Division, was named the 2016 Employee of the Year. John has been with the Village since 2012 and in that time has proven himself to be a standout



employee in many ways. John received five nominations from his coworkers, with numerous accolades highlighting his positive attitude, dedication, and leadership and pride in his work. Congratulations, John and thanks for your dedication to the Village!



Organizational Development

December 2016 | Detail

Action	Measure of Success	Team	Progress
A) ESTABLISH A CENTRALIZED HUMAN RESOURCES FUNCTION IN THE ORGANIZATION			
Centralize the human resources function within the Village Mgr's Office	Integrate human resources responsibilities into restructured Village Mgr's Office	Village Mgr, Asst Village Mgr, Finance Dir	Completed
B) ESTABLISH A LEADERSHIP DEVELOPMENT PROGRAM			
Provide leadership/management training for first-line supervisors	Establish schedule and list of required training	Dept Heads	In Progress: Individual training goals included with performance evaluations; required safety training scheduled for each department
Provide leadership/management opportunities for supervisors, including those outside of traditional job responsibilities	Assign/include supervisors in staff projects and assignments	Dept Heads	Ongoing: Employees assigned to special project teams to provide opportunities outside of traditional job responsibilities
Ensure a work and training environment that allows for competitive internal promotions	90% Internal Promotion Rate	Dept Heads	Ongoing: Internal applicant selected to backfill deputy chief position, two internal applicants selected to backfill two MEO positions, completed two lieutenant promotions
Update management job descriptions; Update training and educational requirements	Identify requirements for assignment/promotion to mgmt positions	VMO	In Progress: Developed new job description template and completed legal review; updating by department
C) CREATE AN ENTERPRISE-WIDE TRAINING AND DEVELOPMENT PROGRAM			
Establish a list of certifications and/or specialized skills of all current positions; Develop a plan to maintain all requirements for each	Coordinate, maintain and track employees' training records; Maintain a list of mandated training by position	Dept Heads	In Progress: Will be integrated with revised job description and performance evaluation templates
Review organization-wide training needs	Develop a comprehensive training calendar for organization-wide training needs; Include in FY16 budget	Dept Heads, VMO	Ongoing: FY 2018 budget request includes training requests for all departments
Develop compensation/classification plan tied to outcomes and performance evaluations	Recommendation for consultant contract made to Village Board; Contract approved	VMO	Completed: Updating as needed to reflect new or modified jobs
Establish a formal employee performance evaluation program	Implement Village-wide program, annual reviews, standard format for all employees to reflect outcome of comp/class plan	VMO	In Progress: New template drafted and undergoing final review; will schedule employee and supervisor training in early Q1'17
Update all job descriptions	Update all organization job descriptions with Clearly Defined Skills and Abilities, Roles and Responsibilities, Qualifications to reflect outcome of comp/class plan	VMO	In Progress: Developed new job description template and completed legal review; updating by department.
Develop a career development plan for each employee	Define and disseminate career development program policy to employees	VMO, Dept Heads	In Progress: Individual professional development included in Q2'16 performance evaluations; will include in new performance evaluation format
Review and update all personnel policies	Personnel policies updated	VMO	In Progress: Draft policy manual in progress; initial phase of drafting focused on legal compliance updates.



Commercial Vitality

December 2016 | Highlights

Business Services Update

The Village's Business Services Team has continued to work with new and potential new businesses interested in opening in Glencoe. Recently, the Village has experienced increased interest as evident by recently and soon-to-be-opened businesses.

The following businesses have recently opened:

- **Chalk, 337 Park Avenue**
Chalk is a women's clothing boutique featuring established and emerging designers. The Glencoe store is the second location and is in the former Lake Shore Travel space.
- **JC Licht, 107 Green Bay Road**
JC Licht is a paint and home décor store which has moved from their existing location in Winnetka to the former 7-Eleven outbuilding in Hubbard Woods.
- **Binny's, 85 Green Bay Road (Expansion)**
Binny's has expanded to occupy the entire northern wing of Hubbard Woods Plaza. At over 11,000 square feet, it is now the largest retail store in Glencoe.

The following businesses are in development and will soon be open:

- **Glencoe Wine Bar, 340 Tudor Court**
Glencoe Wine Bar will offer small bites in addition to wine and spirits. The Village Board approved the liquor license in June and interior renovations are underway. It is expected to open in January.
- **The Wild Child, 657 Vernon Avenue (Expansion)**
The Wild Child toy store is expanding into the adjacent storefront vacated by Glencoe Pediatrics. The Village issued a building permit for the expansion which is currently underway.
- **Valor Restaurant, 667 Vernon Avenue**
Valor is replacing the former Cibo and District at 667 Vernon Ave. The menu will be upscale American contemporary cuisine. The Village Board approved the liquor license in November and the space is undergoing minor renovations. It is expected to open in December.

The Business Services Team has begun preliminary plans to host a breakfast to engage Glencoe business owners with Village staff in February 2017. Discussion topics for this event are being considered.

Downtown Plan Update

The Village Board received the draft downtown plan from the Plan Commission in August. And following a public hearing that took place in October, the Village Board will consider formal adoption of the plan at the December 15 meeting.

Downtown Parking

As a part of the Village's continued focus on downtown parking regulations and enforcement, a central business district parking ordinance was adopted by the Village Board in September. This update included removal of outdated language in the Village Code regarding downtown parking, an outline of specific parking spaces for business or 'B' permit holders and a designation of spaces where overnight parking is allowed. Additionally, new signage will be installed to help clarify parking regulations of the different lots and spaces in the downtown. In November enforcement of the new regulations began which raised concerns from some 'B' permit holders relative to parking while not working and in Glencoe to patronize other businesses. Staff has been in contact with businesses to address these concerns while still implementing the new regulations.

Small Business Saturday

Village staff worked with the Glencoe Chamber of Commerce to promote Small Business Saturday, which took place on November 26. Many Glencoe businesses offered promotions and discounts for the day which were highlighted on the Village website and in social media as well as in the *Glencoe Quarterly*.

Participating Glencoe Chamber Businesses **SMALL BUSINESS SATURDAY** **NOVEMBER 26, 2016**

REACH DAY SPA 688 Vernon Ave • (847) 786-6211 20% ALL FULL-PRICE OFF MERCHANDISE Offer valid on 11/26/16 only.	anne loucks gallery 309 Park Ave • (847) 835-8500 10% DISCOUNT Offer valid on 11/26/16 only.	North Shore Exchange 372 Park Ave • (847) 835-0026 15% OFF EVERYTHING IN THE STORE Offer valid on 11/26/16 only.
G JEWELERS 688 Vernon Ave • (847) 835-8000 10% DISCOUNT Offer valid on 11/26/16 only.	BLACKSHEEP 336 Park Ave • (847) 242-0730 10% OFF EVERYTHING IN THE STORE Offer valid on 11/26/16 only.	three twelve tudor 312 Tudor Ct • (847) 786-4433 20% DISCOUNT Offer valid on 11/26/16 only.
THE GRAND FOOD CENTER 641 Park Ave • (847) 835-7842 BUY ONE PRIME STRIP STEAK GET AND FREE Offer good on 11/26/16 only. Complimentary drink Limit 1 per customer.	VALENTINA 341 Park Ave • (847) 786-3346 20% OFF ALL JEWELRY Offer valid on 11/26/16 only.	OLJKU JEWELERS 344 Park Ave • (847) 834-0035 40% OFF ALL WATCHES including Swiss, Army, Citizens and Bulova Offer valid on 11/26/16 only.
Temptations 465 Vernon Ave • (847) 242-6000 Offer valid on 11/26/16 only. MENTION THIS AD FOR 10% OFF EVERYTHING IN THE STORE	the wild child TOYS 657 Vernon Ave • (847) 835-3400 10% OFF STRETCHIES IN THIS STORE Offer valid on 11/26/16 only.	skinfo 716 Vernon Ave • (847) 459-2800 30% OFF skinfo brand, or glencoe brands, ANY TWO items from them! Offer valid only on November 26, 2016. Cannot combine with other offers.
MITE PRINTING PRINT COPY DESIGN INVITE 331 Park Avenue, Glencoe 847.835.0065 • miteprint.com	Saturday, Nov 26 9am - 2pm 10% off your holiday card order or any in-store purchase!	



Commercial Vitality

December 2016 | Detail

Action	Measure of Success	Team	Progress
A) DEVELOP A DOWNTOWN PROMOTION STRATEGY			
Establish a public/private partnership to reinvigorate the Farmer's Market	Increase vendor participation; attract more residents /visitors	VMO, Planning & Development Administrator	Completed: 2016 season complete; schedule table top to review with 2017 season with Chamber
Maintain/expand quality and appeal of current downtown special events (Grand Prix, Fourth of July, & Festival of the Arts)	Maintain/increase attendance and participation levels	VMO, PW, PS	Ongoing
Following approval of the Downtown Plan, continue to review/ evaluate parking regulations and enforcement in the Downtown	Review outcomes of parking study; Review/ evaluate best practices, including use of technology for parking enforcement	PW, PS, Finance, Planning & Development Administrator, Village Planner	In Progress: Central business district parking ordinance was updated and is now a working document being reviewed to work out any developing issues
Engage consultant to assist with downtown promotion/branding initiative following completion of downtown plan and building on Writers' Theatre development	Make a recommendation to the Village Board; Consultant selected/contract signed	Planning & Development Administrator	Not Started: Re-evaluate in Q2'17 after completion of downtown plan
B) CREATE A BUSINESS ATTRACTION AND RETENTION PROGRAM			
Promote parking options in and around downtown	Install way-finding signage, maps/kiosks	PW	In Progress: Downtown plan to be approved in December 2016. Recommendations included.
Implement rotational 'Local Business Spotlight' to highlight the services/history of a specific business on website and Glencoe Quarterly; Regularly highlight list of new businesses opened in the last quarter	Publish list in each Glencoe Quarterly; highlight one business in each issue	Mgmt Analyst (DK)	Ongoing: Included new business Chalk Boutique in winter newsletter business spotlight
Implement business retention visits with existing businesses	Conduct 12 visits annually	Village Mgr, Planning & Development Administrator	Ongoing: Develop business retention visits program as part of the Business Services Team's work
Host business district breakfast meetings to foster regular communication between the Village and the business community	Host breakfast semi-annually	Village Mgr, Planning & Development Administrator	Not Started: Q1'17 first breakfast meeting expected
Re-evaluate Village banner policy for downtown streetlights	Conduct review; Make changes as necessary	PW, VMO	Completed
Develop a business recruitment strategy to attract businesses identified in the Downtown Plan	Develop strategy and begin outreach	VMO, Planning & Development Administrator, Village Planner	Not Started: Outgrowth of downtown plan; Q4'17 estimated completion
Monitor permitted uses within the Village's business districts and recommend Code changes as necessary	Track vacancies through ongoing dialogue with the business community; Understand zoning limitations; Recommend Code changes	Planning and Development Administrator, Village Planner, VMO, Plan Commission, Village Board	Ongoing
Inventory existing streetscape (furniture, landscaping, etc.) and upgrade as necessary; Identify areas where limestone raised planters and additional landscaping could be expanded	Prepare streetscape/landscape plan for targeted areas	Planning and Development Administrator, Asst to the PW Director, Village Planner	Ongoing: Downtown brick paver refurbishment included in FY 18 CIP; landscape improvements for the downtown included
Review business license process, building codes, and Village regulations to identify impediments and to identify options for streamlining process	Conduct review make recommended modifications to the process	Planning & Development Administrator, Asst Village Mgr, PS	Ongoing: Business Services Team has streamlined the process for new businesses and improved the customer service experience
Evaluate the effectiveness of the small business improvement program	Evaluate requests and usage annually during budget development process	Asst Village Mgr, Mgmt Analyst (DK)	Ongoing: Three business have used the program in 2016



VILLAGE OF GLENCOE

BUDGET SUMMARY

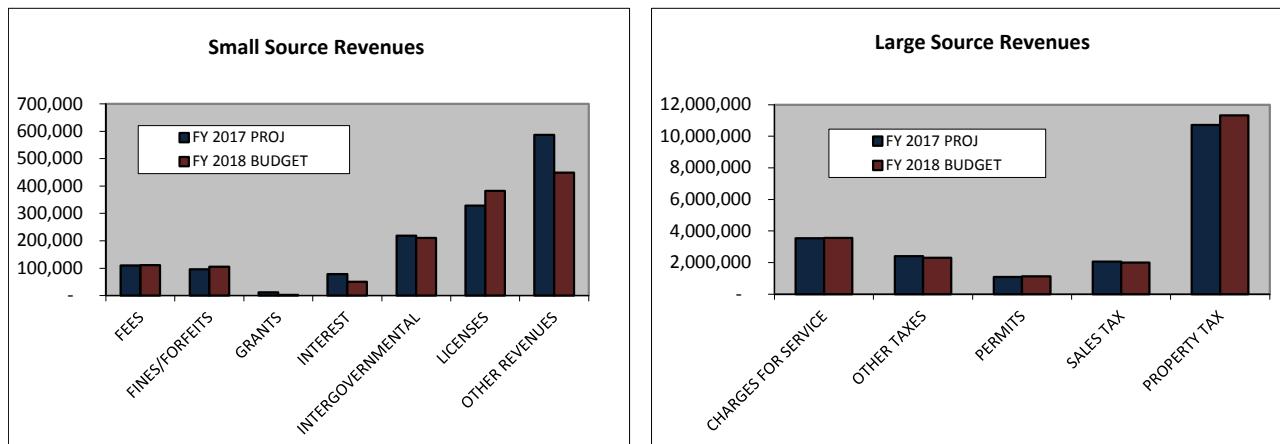
FISCAL YEAR 2018

VILLAGE OF GLENCOE
SUMMARY OF BUDGETED FISCAL YEAR 2018 REVENUES

This is a summary of the budgeted revenues for the fiscal year end February 28, 2018 (FY 2018). Funds listed individually and grouped together by type. Revenue is listed by type and source. All financing sources included (transfers, management fees and day labor fees). Please note: This excludes the Golf Club, Pension Funds, Foreign Fire Insurance and Agency Fund (Chicago Botanic Garden).

FUND	GENERAL	WATER	GARBAGE	SUB-TOTAL OPERATING	MFT	E-911	SUB-TOTAL SPECIAL
TYPE OF REVENUE							
CHARGES FOR SERVICE	624,186	1,930,662	1,005,659	3,560,507	-	-	-
FEES	111,750	-	-	111,750	-	-	-
FINES/FORFEITS	105,000	-	-	105,000	-	-	-
GRANTS	3,000	-	-	3,000	-	-	-
INTEREST	25,694	2,850	900	29,444	400	75	475
INTERGOVERNMENTAL	-	-	-	-	210,834	-	210,834
LICENSES	382,050	-	-	382,050	-	-	-
OTHER REVENUES	335,192	101,913	12,400	449,505	-	-	-
OTHER TAXES	2,268,509	-	7,000	2,275,509	-	36,300	36,300
PERMITS	1,139,970	-	-	1,139,970	-	-	-
SALES TAX	1,997,812	-	-	1,997,812	-	-	-
PROPERTY TAX	9,090,171	-	-	9,090,171	-	-	-
SUB-TOTAL	16,083,334	2,035,425	1,025,959	19,144,718	211,234	36,375	247,609
OTHER FINANCING SOURCES							
BOND PROCEEDS	-			-	-	-	-
INTERFUND REVENUE	167,810			167,810	-	-	-
TRANSFERS IN	-			-	-	-	-
OTHER	-			-	-	-	-
SUB-TOTAL	167,810	-	-	167,810	-	-	-
GRAND TOTAL BUDGET	16,251,144	2,035,425	1,025,959	19,312,528	211,234	36,375	247,609

FY 2017 REVENUE PROJECTIONS AS COMPARED TO FY 2018 REVENUE BUDGET (ALL FUNDS)

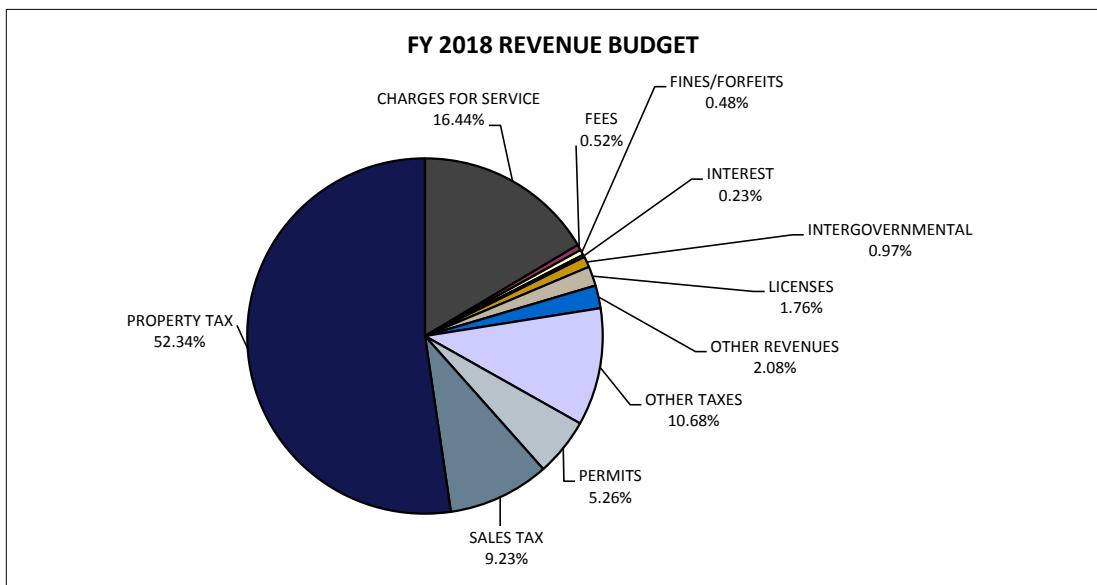


VILLAGE OF GLENCOE
SUMMARY OF BUDGETED FISCAL YEAR 2018 REVENUES

Continued from previous page.

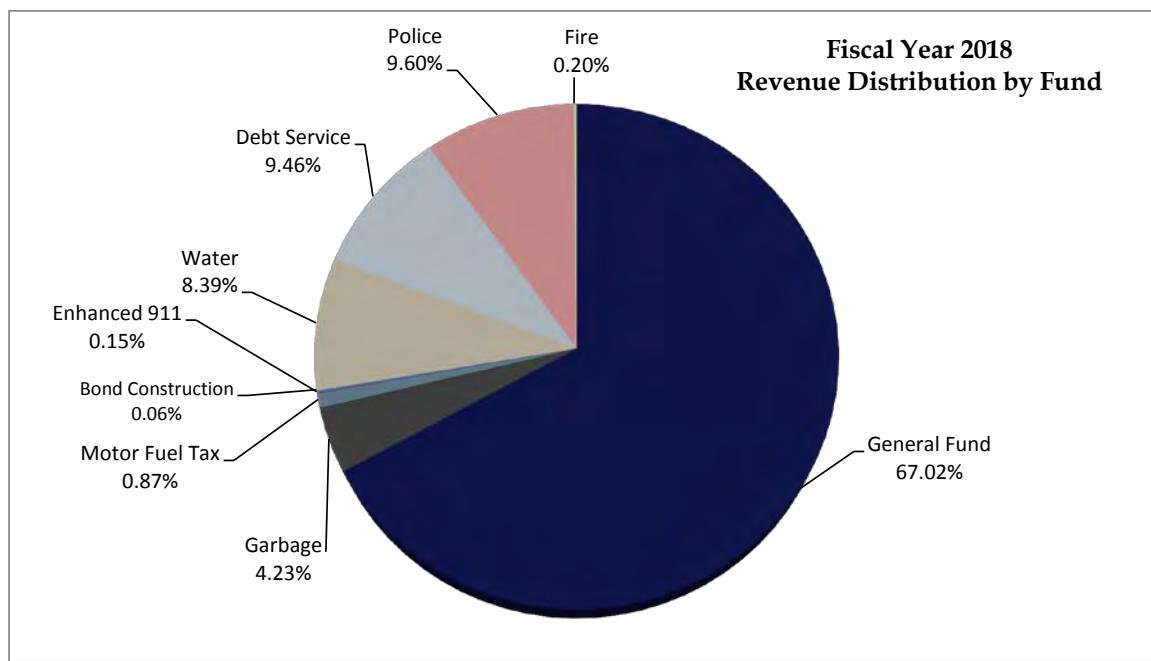
BOND CONSTRUCTION	DEBT	FY 2018 BUDGET	FY 2017 PROJ	FY 2016 ACTUAL	FY 2015 ACTUAL	TYPE OF REVENUE
18,405	1,556	3,560,507	3,553,469	3,463,777	3,343,080	CHARGES FOR SERVICE
		111,750	110,550	108,863	109,035	FEES
		105,000	95,500	126,112	73,662	FINES/FORFEITS
		3,000	12,040	3,905	-	GRANTS
		49,880	79,038	49,093	24,370	INTEREST
		210,834	218,700	215,118	291,561	INTERGOVERNMENTAL
		382,050	329,100	316,345	322,948	LICENSES
		449,505	587,412	610,164	557,508	OTHER REVENUES
		2,311,809	2,402,847	3,806,278	2,501,342	OTHER TAXES
		1,139,970	1,095,137	1,319,465	1,390,585	PERMITS
		1,997,812	2,057,288	2,107,088	2,090,867	SALES TAX
		2,242,764	11,332,935	10,724,566	9,027,429	PROPERTY TAX
18,405	2,244,320	21,655,052	21,265,647	21,153,637	20,900,609	SUB-TOTAL
						<u>OTHER FINANCING SOURCES</u>
						BOND PROCEEDS
						INTERFUND REVENUE
						TRANSFERS IN
						(35,987) OTHER
	49,097	216,907	5,715,229	5,595,851	562,075	SUB-TOTAL
18,405	2,293,417	21,871,959	26,980,876	26,749,488	21,462,684	GRAND TOTAL BUDGET

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



Budget Summary
Revenue Totals By Fund
(All Financing Sources including Transfers)

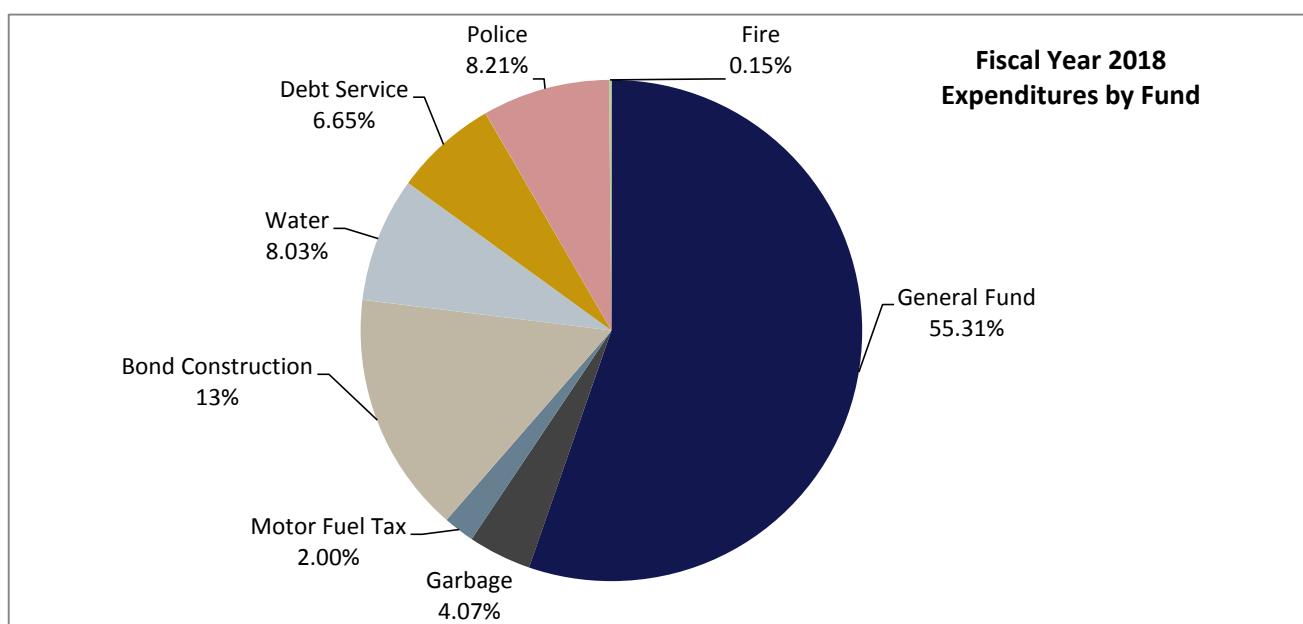
Fund	FY 2015 Actual	FY 2016 Actual	FY 2017 Budget	FY 2017 Proj	FY 2018 Budget
Revenues and Other Financing Sources					
General Fund	16,453,723	16,613,723	16,017,011	16,244,528	16,251,144
Special Funds					
Garbage	1,422,808	1,445,637	1,432,765	1,117,046	1,025,959
Motor Fuel Tax	292,295	215,990	211,234	220,500	211,234
Enhanced 911	142,900	124,137	145,398	147,400	36,375
Bond Construction Fund	-	5,018,945	5,268,850	5,609,656	18,405
Enterprise Fund					
Water	1,864,493	1,954,784	1,966,923	2,036,917	2,035,425
Debt Service	1,286,465	1,376,274	1,579,535	1,604,829	2,293,417
Total Revenues (Excluding Pension Funds)	21,462,684	26,749,489	26,621,716	26,980,876	21,871,959
Pension Funds					
Police	4,088,544	220,327	2,442,156	1,932,178	2,327,084
Fire	85,189	60,246	46,575	51,847	48,156
Total Revenue (Pension Funds Only)	4,173,733	280,573	2,488,731	1,984,024	2,375,240
Grand Total	25,636,417	27,030,062	29,110,447	28,964,900	24,247,199



Note: Excludes Glencoe Golf Club, Foreign Fire Insurance Fund & Agency Fund (Chicago Botanic Garden)

Budget Summary
Expenditure Totals By Fund
(Includes Transfers)

Fund	FY 2015 Actual	FY 2016 Actual	FY 2017 Budget	FY 2017 Proj.	FY 2018 Budget
Expenditures and Other Financing Uses					
General Fund	16,732,049	15,458,521	16,187,939	15,655,555	17,808,377
Special Funds					
Garbage	1,344,068	1,136,858	1,302,706	1,224,931	1,310,462
Motor Fuel Tax	104,607	404,773	53,668	56,691	645,368
Enhanced 911	328,322	136,606	450,661	385,184	-
Bond Construction Fund	-	571,202	7,948,000	5,034,724	5,015,239
Enterprise Fund					
Water	1,900,176	2,100,326	2,262,584	2,224,822	2,586,043
Debt Service	1,330,144	1,361,415	1,566,231	1,583,918	2,139,577
Total Expenditures (Excluding Pension Funds)	21,739,365	21,169,701	29,771,789	26,165,826	29,505,066
Pension Funds					
Police	2,048,846	2,167,399	2,258,076	1,948,864	2,642,707
Fire	92,303	64,154	46,950	36,988	48,500
Total Expenditures (Pension Funds)	2,141,149	2,231,553	2,305,026	1,985,852	2,691,207
Grand Total	23,880,514	23,401,254	32,076,815	28,151,679	32,196,273



Note: Excludes Glencoe Golf Club, Foreign Fire Insurance Fund & Agency Fund (Chicago Botanic Garden)

Fiscal Year 2018
Expenditure Detail by Category

(Excludes Golf Club, Foreign Fire Insurance Fund & Chicago Botanic Garden)

	Personnel	Services	Commodities	Debt Service	Capital	Other	Transfer	Total
Village Manager								
Manager's Office	\$ 610,935	\$ 108,184	\$ 3,300	\$ -	\$ -	\$ -	\$ -	\$ 722,419
Legal	\$ -	\$ 236,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 236,500
Community Service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 89,000	\$ -	\$ 89,000
Boards & Commissions	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 92,850	\$ -	\$ 92,850
Information Technology	\$ 151,568	\$ 226,280	\$ 57,000	\$ -	\$ 65,000	\$ -	\$ -	\$ 499,848
Department Total	\$ 762,503	\$ 570,964	\$ 60,300	\$ -	\$ 65,000	\$ 181,850	\$ -	\$ 1,640,617
Finance Department								
Finance	\$ 721,246	\$ 99,025	\$ 6,500	\$ -	\$ -	\$ 1,500	\$ -	\$ 828,271
Support Services	\$ -	\$ 34,750	\$ 58,369	\$ -	\$ -	\$ -	\$ -	\$ 93,119
Liability	\$ 54,308	\$ 8,736	\$ -	\$ -	\$ -	\$ 15,000	\$ -	\$ 78,044
Department Total	\$ 775,554	\$ 142,511	\$ 64,869	\$ -	\$ -	\$ 16,500	\$ -	\$ 999,434
Public Works								
Public Works Admin	\$ 848,184	\$ 287,364	\$ 19,150	\$ -	\$ -	\$ -	\$ -	\$ 1,154,698
Sewer	\$ 733,615	\$ 116,618	\$ 93,790	\$ -	\$ 195,000	\$ 8,000	\$ -	\$ 1,147,023
Forestry	\$ 561,327	\$ 203,745	\$ 27,375	\$ -	\$ 100,000	\$ 5,000	\$ -	\$ 897,447
Municipal Buildings	\$ 53,824	\$ 75,800	\$ 9,400	\$ -	\$ 100,000	\$ -	\$ -	\$ 239,024
Parking	\$ -	\$ 62,000	\$ 600	\$ -	\$ -	\$ -	\$ -	\$ 62,600
Community Development	\$ 335,493	\$ 20,370	\$ 1,500	\$ -	\$ -	\$ -	\$ -	\$ 357,363
Municipal Garage	\$ 256,026	\$ 69,150	\$ 29,920	\$ -	\$ 75,000	\$ 7,000	\$ -	\$ 437,096
Streets	\$ 525,127	\$ 93,475	\$ 228,230	\$ -	\$ 290,000	\$ -	\$ -	\$ 1,136,832
Street Lighting	\$ -	\$ 124,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 124,200
Department Total	\$ 3,313,596	\$ 1,052,722	\$ 409,965	\$ -	\$ 760,000	\$ 20,000	\$ -	\$ 5,556,283
Public Safety								
Police	\$ 5,005,504	\$ 597,773	\$ 241,436	\$ -	\$ 494,000	\$ -	\$ -	\$ 6,338,713
Fire	\$ 1,669,847	\$ 120,530	\$ 166,250	\$ -	\$ -	\$ 17,350	\$ -	\$ 1,973,977
Paramedic	\$ 882,483	\$ 41,870	\$ 25,000	\$ -	\$ 350,000	\$ -	\$ -	\$ 1,299,353
Department Total	\$ 7,557,834	\$ 760,173	\$ 432,686	\$ -	\$ 844,000	\$ 17,350	\$ -	\$ 9,612,043
General Fund Total	\$ 12,409,487	\$ 2,526,370	\$ 967,820	\$ -	\$ 1,669,000	\$ 235,700	\$ -	\$ 17,808,377
Garbage	\$ 725,654	\$ 443,612	\$ 96,140	\$ -	\$ -	\$ -	\$ 45,056	\$ 1,310,462
MFT	\$ -	\$ 20,700	\$ -	\$ -	\$ 591,700	\$ -	\$ 32,968	\$ 645,368
Enhanced 911	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Special Funds Total	\$ 725,654	\$ 464,312	\$ 96,140	\$ -	\$ 591,700	\$ -	\$ 78,024	\$ 1,955,830
Water								
Production	\$ 678,210	\$ 209,739	\$ 60,200	\$ -	\$ 250,000	\$ -	\$ 22,528	\$ 1,220,677
Distribution	\$ 578,684	\$ 124,794	\$ 86,000	\$ 174,660	\$ 378,700	\$ -	\$ 22,528	\$ 1,365,366
Department Total	\$ 1,256,894	\$ 334,533	\$ 146,200	\$ 174,660	\$ 628,700	\$ -	\$ 45,056	\$ 2,586,043
Enterprise Fund Total	\$ 1,256,894	\$ 334,533	\$ 146,200	\$ 174,660	\$ 628,700	\$ -	\$ 45,056	\$ 2,586,043
Debt Service	\$ -	\$ 1,300	\$ -	\$ 2,138,277	\$ -	\$ -	\$ -	\$ 2,139,577
Bond Construction	\$ -	\$ -	\$ -	\$ -	\$ 4,996,944	\$ -	\$ 18,295	\$ 5,015,239
Total (Excluding Pension Funds)	\$ 14,392,035	\$ 3,326,515	\$ 1,210,160	\$ 2,312,937	\$ 7,886,344	\$ 235,700	\$ 141,375	\$ 29,505,066
Pension Funds								
Police Pension	\$ 2,541,507	\$ 100,300	\$ 900	\$ -	\$ -	\$ -	\$ -	\$ 2,642,707
Firefighters Pension	\$ 2,750	\$ 45,750	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 48,500
Pension Fund Total	\$ 2,544,257	\$ 146,050	\$ 900	\$ -	\$ -	\$ -	\$ -	\$ 2,691,207
Grand Total	\$ 16,936,292	\$ 3,472,565	\$ 1,211,060	\$ 2,312,937	\$ 7,886,344	\$ 235,700	\$ 123,080	\$ 32,196,273

STATEMENT OF REVENUES AND EXPENDITURES OF GOVERNMENTAL FUNDS

	Fiscal Year			
	Actual 2015	Actual 2016	Projected 2017	Budget 2018
REVENUES				
Property Taxes	10,195,651	10,402,404	10,724,566	11,332,935
Other Taxes	4,632,420	4,584,590	4,460,135	4,309,621
Charges for Service	1,533,459	1,605,701	1,597,565	1,629,845
Permits	1,390,585	1,319,465	1,095,137	1,139,970
Fine and Forfeitures	73,662	126,112	95,500	105,000
Licenses	322,948	316,345	329,100	382,050
Fees	109,035	108,863	110,550	111,750
Investment Income	21,509	46,167	75,038	47,030
Other Revenue (Intergovernmental)	770,237	748,513	789,528	561,426
Total Revenues	19,049,506	19,258,162	19,277,119	19,619,627
EXPENDITURES				
Personnel	12,351,420	12,507,976	12,584,695	13,135,141
Services	2,529,126	2,646,926	2,824,058	2,991,982
Commodities	1,146,154	777,047	916,047	1,063,960
Debt Service	1,330,398	1,412,113	1,582,618	2,138,277
Capital (See Use of Bond Proceeds Below)	1,510,491	1,007,067	5,705,112	7,257,644
Other Expense	1,370,912	2,982,131	183,050	235,700
Total Expenditures	20,238,501	21,333,261	23,795,579	26,822,704
Excess of Revenues over (under) Expenditures	(1,188,994)	(2,075,099)	(4,518,460)	(7,203,077)
OTHER FINANCING SOURCES				
Interfund Revenue	598,062	595,851	282,217	216,907
Bond Proceeds	-	5,000,000	5,433,011	-
Sale of Assets	-	-	-	-
(OTHER FINANCING USES)	816,566	509,713	195,425	96,319
NET CHANGE IN FUND BALANCE	225,633	(660,471)	1,587,104	(1,292,424)

NOTE

Governmental funds include the General Fund, Garbage Fund, Motor Fuel Tax Fund, Enhance 911 Fund, Bond Construction Fund, Debt Service Fund, Foreign Fire Insurance Fund and the Chicago Botanic Garden Fund.

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

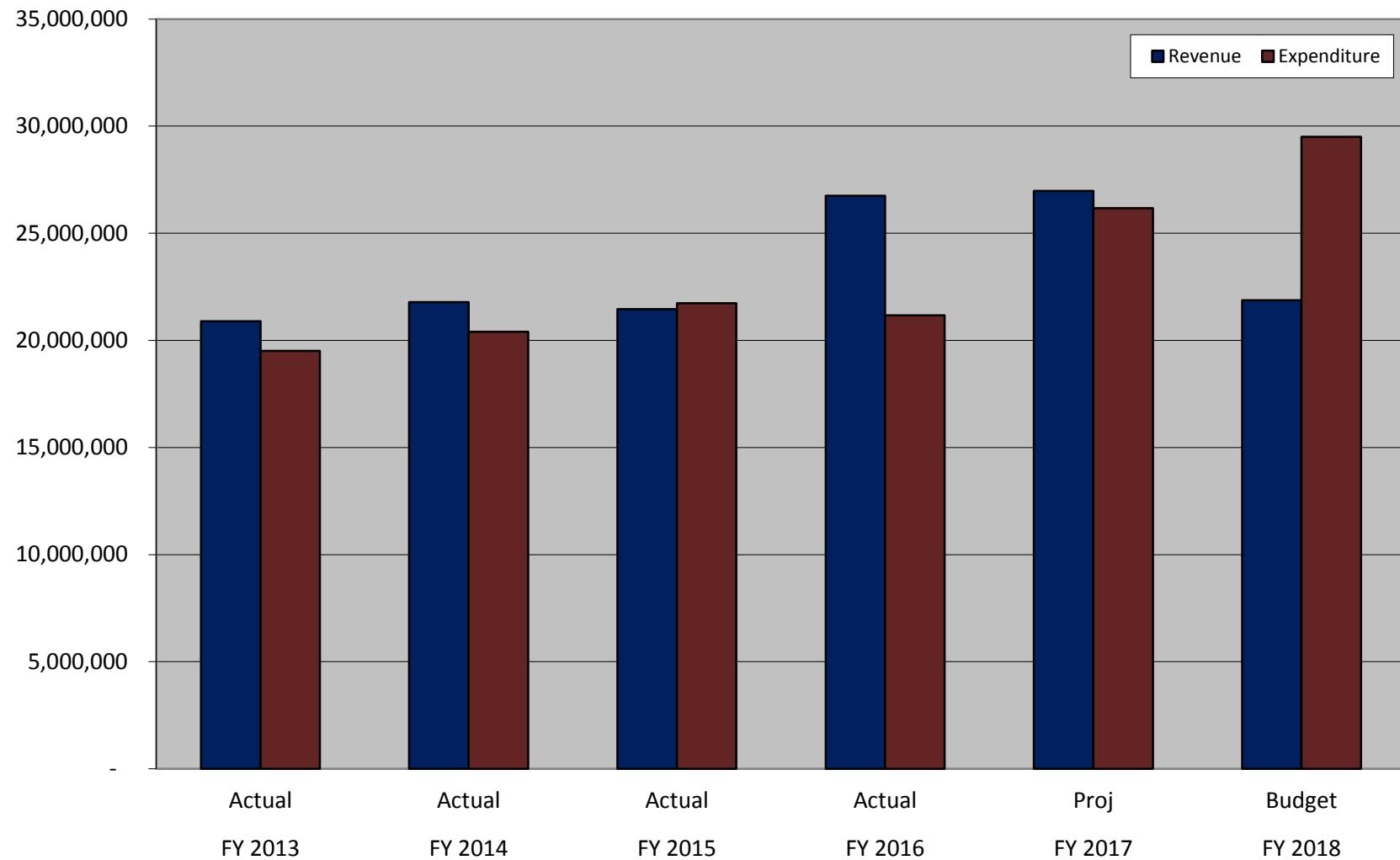
Fund	FY 2015 Actual	FY 2016 Actual	FY 2017 Budget	FY 2017 Projected	FY 2018 Budget
<u>Revenues and Other Financing Sources</u>					
General Fund	16,453,723	16,613,723	16,017,011	16,244,528	16,251,144
Special Funds					
Garbage	1,422,808	1,445,637	1,432,765	1,117,046	1,025,959
Motor Fuel Tax	292,295	215,990	211,234	220,500	211,234
Enhanced 911	142,900	124,137	145,398	147,400	36,375
Bond Construction Fund	-	5,018,945	5,268,850	5,609,656	18,405
Enterprise Fund					
Water	1,864,493	1,954,784	1,966,923	2,036,917	2,035,425
Debt Service	1,286,465	1,376,274	1,579,535	1,604,829	2,293,417
Total Revenues (Excluding Pension Funds)	21,462,684	26,749,489	26,621,716	26,980,876	21,871,959
<u>Expenditures and Other Financing Uses</u>					
General Fund	16,732,049	15,458,521	16,187,939	15,655,555	17,808,377
Special Funds					
Garbage	1,344,068	1,136,858	1,302,706	1,224,931	1,310,462
Motor Fuel Tax	104,607	404,773	53,668	56,691	645,368
Enhanced 911	328,322	136,606	450,661	385,184	-
Bond Construction Fund	-	571,202	7,948,000	5,034,724	5,015,239
Enterprise Fund					
Water	1,900,176	2,100,326	2,262,584	2,224,822	2,586,043
Debt Service	1,554,706	1,361,415	1,566,231	1,583,918	2,139,577
Total Expenditures (Excluding Pension Funds)	21,963,928	21,169,701	29,771,789	26,165,826	29,505,066
Revenue less Expenditures Surplus / (Deficit)	(501,244)	5,579,788	(3,150,073)	815,050	(7,633,107)

Note: Excludes Pension Funds, Glencoe Golf Club, Foreign Fire Insurance Fund & Agency Fund (Chicago Botanic Garden)

Comparison of Revenues and Expenditures for all Funds

(includes revenue and expenditures from bond proceeds)

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



VILLAGE OF GLENCOE
HISTORY OF ADOPTED BUDGETS

FUND	ADOPTED <u>2012</u>	ADOPTED <u>2013</u>	ADOPTED <u>2014</u>	ADOPTED <u>2015</u>	ADOPTED <u>2016</u>	ADOPTED <u>2017</u>	ADOPTED <u>2018</u>	% CHANGE FROM FY 2017
REVENUE								
OPERATING								
GENERAL	14,961,600	14,971,676	15,225,119	15,707,498	15,990,121	16,017,011	16,251,144	1.46%
WATER	3,215,615	4,839,582	2,556,936	2,168,848	2,206,646	1,966,923	2,035,425	3.48%
GARBAGE	1,357,884	1,483,599	1,502,263	1,481,277	1,481,108	1,432,765	1,025,959	-28.39%
SUB-TOTAL	19,535,099	21,294,857	19,284,318	19,357,623	19,677,875	19,416,699	19,312,528	-0.54%
SPECIAL								
NON-OPERATING								
MFT	230,050	218,200	216,500	216,500	207,570	211,234	211,234	0.00%
E911	144,570	141,100	140,850	146,630	145,868	145,398	36,375	-74.98%
SUB-TOTAL	374,620	359,300	357,350	363,130	353,438	356,632	247,609	-30.57%
CAPITAL/DEBT								
CIP	4,790	-	15,500	15,875	-	5,268,850	18,405	-99.65%
CAPITAL RESERVE	-	-	-	-	-	-	-	n/a
DEBT SERVICE	2,058,206	1,400,602	1,379,446	1,566,094	1,565,508	1,579,535	2,293,417	45.20%
SUB-TOTAL	2,062,996	1,400,602	1,394,946	1,581,969	1,565,508	6,848,385	2,311,822	-66.24%
TOTAL REVENUES	23,493,239	24,571,551	22,561,529	22,863,339	23,192,359	26,621,716	21,871,959	-17.84%
EXPENDITURES								
OPERATING								
GENERAL	15,117,284	14,906,805	16,405,742	16,622,575	16,516,515	16,187,939	17,808,377	10.01%
WATER	3,074,945	4,793,554	2,066,899	2,101,639	2,208,330	2,262,584	2,586,043	14.30%
GARBAGE	1,526,665	1,329,662	1,463,447	1,362,464	1,341,688	1,302,706	1,310,462	0.60%
SUB-TOTAL	19,718,894	21,030,021	19,936,088	20,086,678	20,066,533	19,753,229	21,704,882	9.88%
SPECIAL								
NON-OPERATING								
MFT	530,330	476,303	77,396	152,935	438,419	53,668	645,368	1102.52%
E911	199,249	209,564	191,929	193,963	298,800	450,661	-	-100.00%
SUB-TOTAL	729,579	685,867	269,325	346,898	737,219	504,329	645,368	27.97%
CAPITAL/DEBT								
CIP	241,378	-	5,300,000	3,902,564	71,518	7,948,000	5,015,239	-36.90%
DEBT SERVICE	2,053,296	1,333,556	1,531,637	1,553,356	1,566,231	1,566,231	2,139,577	36.61%
SUB-TOTAL	2,294,674	1,333,556	6,831,637	5,455,920	1,637,749	9,514,231	7,154,816	-24.80%
TOTAL EXPENDITURES	24,530,236	24,820,353	28,742,177	27,613,752	24,753,968	29,771,789	29,505,066	-0.90%

OPERATING SUMMARY
FUND SUMMARY

<u>FUND</u>	ACTUAL FUND BALANCE 2/29/2016	FISCAL YEAR 2017 PROJECTED			PROJECTED FUND BALANCE 2/28/2017	FISCAL YEAR 2018 RECOMMENDED			PROPOSED FUND BALANCE 2/28/2018
		<u>REVENUE</u>	<u>EXPENSE</u>	SURPLUS / (DEFICIT)		<u>REVENUE</u>	<u>EXPENSE</u>	SURPLUS / DEFICIT	
OPERATING FUNDS									
GENERAL	3,985,178	16,244,528	15,655,555	588,973	4,574,151	16,251,144	17,808,377	(1,557,233)	3,016,917
WATER	1,423,612	2,036,917	2,155,822	(118,905)	1,304,707	2,035,425	2,586,043	(550,618)	754,089
GARBAGE	606,918	1,117,046	1,224,931	(107,885)	499,033	1,025,959	1,310,462	(284,503)	214,530
SUB-TOTAL	6,015,708	19,398,491	19,036,309	362,182	6,377,890	19,312,528	21,704,882	(2,392,354)	3,985,536
SPECIAL FUNDS									
MOTOR FUEL TAX E 9-1-1	417,147	220,500	56,691	163,809	580,956	211,234	645,368	(434,134)	146,822
	201,409	147,400	385,184	(237,784)	(36,375)	36,375	-	36,375	(0)
SUB-TOTAL	618,556	367,900	441,875	(73,975)	544,581	247,609	645,368	(397,759)	146,822
CAPITAL/DEBT									
CIP BONDS	4,431,174	5,609,656	5,034,724	574,932	5,006,106	18,405	5,015,239	(4,996,834)	9,272
DEBT SERVICE	137,861	1,604,829	1,583,918	20,911	158,772	2,293,417	2,139,577	153,840	312,612
SUB-TOTAL	4,569,035	7,214,485	6,618,642	595,843	5,164,878	2,311,822	7,154,816	(4,842,994)	321,884
GRAND TOTAL	11,203,299	26,980,876	26,096,826	884,050	12,087,349	21,871,959	29,505,066	(7,633,107)	4,454,242

	FY 2017 PROJECTED				FY 2018 RECOMMENDED				
	<u>OPERATING EXPENSE</u>	<u>PROJECTED FUND BALANCE</u>	<u>% FUND BALANCE</u>	<u>MONTHS</u>	<u>OPERATING EXPENSE</u>	<u>ESTIMATED FUND BALANCE</u>	<u>% FUND BALANCE</u>	<u>MONTHS</u>	
OPERATING FUNDS									
GENERAL	15,087,966	4,574,151	30.3%	3.64	16,139,377	3,016,917	18.7%	2.24	
WATER	1,811,866	1,304,707	72.0%	8.64	1,912,287	754,089	39.4%	4.73	
GARBAGE	1,180,974	499,033	42.3%	5.07	1,265,406	214,530	17.0%	2.03	
SUB-TOTAL	18,080,806	6,377,890	35.3%	4.23	19,317,070	3,985,536	20.6%	2.48	

WATER FUND
Fiscal Year 2017 Projections and Fiscal Year 2018 Operating Statement

REVENUES	FY 2017	FY 2017	% of Budget	FY 2018	% From Budget
	Budget	Projected		Budget	
Charges for Service	1,884,060	1,955,904	103.8%	1,930,662	2.5%
Interest	2,850	4,000	140.4%	2,850	0.0%
Other Revenue	80,013	77,013	96.3%	101,913	27.4%
Total Revenue	1,966,923	2,036,917	103.6%	2,035,425	3.5%
\$ of Budget		69,994		68,502	
EXPENDITURES	FY 2017	FY 2017	% of Budget	FY 2018	% From Budget
	Budget	Projected		Budget	
Personnel	1,189,224	1,194,245	100.4%	1,256,894	5.7%
Services	339,219	316,461	93.3%	334,533	-1.4%
Commodities	146,525	126,500	86.3%	146,200	-0.2%
Debt Service	174,660	174,660	100.0%	174,660	0.0%
Depreciation	-	-	N/A	-	#DIV/0!
Total Operating Expense	1,849,628	1,811,866	98.0%	1,912,287	3.4%
\$ of Budget		(37,762)		62,659	
Operating Excess (Deficit)	117,295	225,051		123,138	
OTHER FINANCING					
Sources					
Interfund Revenue	-	-	N/A	-	N/A
Uses					
Capital	300,000	300,000	100.0%	628,700	109.6%
Interfund Expense	43,956	43,956	100.0%	45,056	2.5%
Total Uses	343,956	343,956	100.0%	673,756	95.9%
\$ of Budget		-		329,800	
Total EXP AND USES	2,193,584	2,155,822	98.3%	2,586,043	17.9%
Total Excess (Deficit)	(226,661)	(118,905)		(550,618)	
Beginning Balance	1,423,612	1,423,612		1,304,707	
Ending Balance	1,196,951	1,304,707		754,089	
% of Operating Expense	64.7%	72.0%		39.4%	
Months of Operation	7.77	8.64		4.73	
Budget Reconciliation					
Total Projected Revenue	1,966,923	2,036,917	103.6%	2,035,425	3.5%
\$ Difference		69,994		68,502	
Total Projected Expense	2,193,584	2,155,822	98.3%	2,586,043	17.9%
\$ Difference		(37,762)		392,459	

GENERAL FUND
Fiscal Year 2017 Projections and Fiscal Year 2018 Operating Statement

REVENUES	FY 2017 Budget	FY 2017		FY 2018	
		Projected	% of Budget	Budget	% From Budget
Property Tax	9,024,294	9,123,867	101.1%	9,090,171	0.7%
Cable Tax	235,104	242,818	103.3%	249,157	6.0%
Utility Tax	1,145,740	1,009,441	88.1%	1,066,676	-6.9%
Income Tax	848,923	903,184	106.4%	861,676	1.5%
Sales & Use Tax	1,875,500	2,057,288	109.7%	1,997,812	6.5%
Pers. Prop. Repl. Tax	91,000	93,404	102.6%	91,000	0.0%
Charges for Service	584,694	620,000	106.0%	624,186	6.8%
Permits	1,139,970	1,095,137	96.1%	1,139,970	0.0%
Fines	105,000	95,500	91.0%	105,000	0.0%
Licenses	321,050	329,100	102.5%	382,050	19.0%
Fees	111,750	110,550	98.9%	111,750	0.0%
Interest	17,689	35,728	202.0%	25,694	45.3%
Other Revenue	352,580	364,794	103.5%	338,192	-4.1%
Total Revenue	15,853,294	16,080,811	101.4%	16,083,334	1.5%
\$ of Budget		227,517		230,040	

EXPENDITURES	FY 2017 Budget	FY 2017		FY 2018	
		Projected	% of Budget	Budget	% From Budget
Personnel	12,119,727	11,863,187	97.9%	12,409,487	2.4%
Services	2,159,155	2,228,382	103.2%	2,526,370	17.0%
Commodities	860,522	813,347	94.5%	967,820	12.5%
Other	186,035	183,050	98.4%	235,700	26.7%
Total Operating Expense	15,325,439	15,087,966	98.5%	16,139,377	5.3%
\$ of Budget		(237,473)		813,938	
Operating Excess (Deficit)	527,855	992,845		(56,043)	

OTHER FINANCING

Sources

Interfund Revenue	163,717	163,717	100.0%	167,810	2.5%
-------------------	---------	---------	--------	---------	------

Uses

Capital	412,500	449,090	108.9%	1,669,000	304.6%
Interfund Expense	450,000	118,500	26.3%	-	-100.0%
Total Uses	862,500	567,590	65.8%	1,669,000	93.5%
\$ of Budget		(294,911)		806,500	

Total EXP AND USES	16,187,939	15,655,555	96.7%	17,808,377	10.0%
--------------------	------------	------------	-------	------------	-------

Total Excess (Deficit)	(170,928)	588,973		(1,557,233)	
------------------------	-----------	---------	--	-------------	--

Beginning Balance	3,985,178	3,985,178		4,574,151	
-------------------	-----------	-----------	--	-----------	--

Ending Balance	3,814,250	4,574,151		3,016,917	
% of Operating Expense	24.9%	30.3%		18.7%	
Months of Operation	2.99	3.64		2.24	
Budget Reconciliation					
Total Projected Revenue	16,017,011	16,244,528	101.4%	16,251,144	1.46%
\$ Difference		227,517		234,133	
Total Projected Expense	16,187,939	15,655,555	96.7%	17,808,377	10.01%
\$ Difference		(532,384)		1,620,438	

GARBAGE FUND
Fiscal Year 2017 Projections and Fiscal Year 2018 Operating Statement

REVENUES	FY 2017	FY 2017	% of Budget	FY 2018	% From Budget
	Budget	Projected		Budget	
Pers. Prop. Repl. Tax	7,000	7,000	100.0%	7,000	0.0%
Charges for Service	967,165	977,565	101.1%	1,005,659	4.0%
Interest	600	1,200	200.0%	900	50.0%
Other Revenue	8,000	12,781	159.8%	12,400	55.0%
Total Revenue	982,765	998,546	101.6%	1,025,959	4.4%
\$ of Budget		15,781		43,194	
EXPENDITURES	FY 2017	FY 2017	% of Budget	FY 2018	% From Budget
	Budget	Projected		Budget	
Personnel	717,018	663,033	92.5%	725,654	1.2%
Services	444,691	423,241	95.2%	443,612	-0.2%
Commodities	97,040	94,700	97.6%	96,140	-0.9%
Debt Service	-	-	N/A	-	N/A
Other	-	-	N/A	-	N/A
Total Operating Expense	1,258,749	1,180,974	93.8%	1,265,406	0.5%
\$ of Budget		(77,775)		6,657	
Operating Excess (Deficit)	(275,984)	(182,428)		(239,447)	
OTHER FINANCING					
Sources					
Interfund Revenue	450,000	118,500	26.3%	-	-100.0%
Uses					
Capital	-	-	N/A	-	N/A
Interfund Expense	43,957	43,957	100.0%	45,056	2.5%
Total Uses	43,957	43,957		45,056	
\$ of Budget		-		1,099	
Total EXP AND USES	1,302,706	1,224,931	94.0%	1,310,462	0.6%
Total Excess (Deficit)	130,059	(107,885)		(284,503)	
Beginning Balance	606,918	606,918		499,033	
Ending Balance	736,977	499,033		214,530	
% of Operating Expense	58.5%	42.3%		17.0%	
Months of Operation	7.03	5.07		2.03	
Budget Reconciliation					
Total Projected Revenue	1,432,765	1,117,046	78.0%	1,025,959	-28.39%
\$ Difference		(315,719)		(406,806)	
Total Projected Expense	1,302,706	1,224,931	94.0%	1,310,462	0.60%
\$ Difference		(77,775)		7,756	

MOTOR FUEL TAX FUND
Fiscal Year 2017 Projections and Fiscal Year 2018 Operating Statement

REVENUES	FY 2017	FY 2017	% of Budget	FY 2018	% From Budget
	Budget	Projected		Budget	
Interest	400	1,800	450.0%	400	0.0%
Other Revenue	210,834	218,700	103.7%	210,834	0.0%
Total Revenue	211,234	220,500	104.4%	211,234	0.0%
\$ of Budget		9,266		-	
EXPENDITURES	FY 2017	FY 2017	% of Budget	FY 2018	% From Budget
	Budget	Projected		Budget	
Services	20,700	16,172	78.1%	20,700	0.0%
Total Operating Expense	20,700	16,172	78.1%	20,700	0.0%
\$ of Budget		(4,528)		-	
Operating Excess (Deficit)	190,534	204,328		190,534	
OTHER FINANCING					
Sources					
Interfund Revenue	-	-	N/A	-	N/A
Uses					
Capital	-	7,551	#DIV/0!	591,700	#DIV/0!
Interfund Expense	32,968	32,968	100.0%	32,968	0.0%
Total Uses	32,968	40,519	122.9%	624,668	1794.8%
\$ of Budget		7,551		591,700	
Total EXP AND USES	53,668	56,691		645,368	
Total Excess (Deficit)	157,566	163,809		(434,134)	
Beginning Balance	417,147	417,147		580,956	
Ending Balance	574,713	580,956		146,822	
Budget Reconciliation					
Total Projected Revenue	211,234	220,500	104.4%	211,234	0.00%
		9,266		-	
Total Projected Expense	53,668	56,691	105.6%	645,368	1102.52%
\$ Difference		3,023		591,700	

ENHANCED 911
Fiscal Year 2017 Projections and Fiscal Year 2018 Operating Statement

REVENUES	FY 2017	FY 2017	% of Budget	FY 2018	% From Budget
	Budget	Projected		Budget	
E911 Surcharge	145,098	147,000	101.3%	36,300	-75.0%
Interest	300	400	133.3%	75	-75.0%
Total Revenue	145,398	147,400	101.4%	36,375	-75.0%
\$ of Budget		2,002		(109,023)	
EXPENDITURES	FY 2017	FY 2017	% of Budget	FY 2018	% From Budget
	Budget	Projected		Budget	
Personnel	58,475	58,475	100.0%	-	-100.0%
Services	78,186	73,432	93.9%	-	-100.0%
Commodities	14,000	8,000	57.1%	-	-100.0%
Total Operating Expense	150,661	139,907	92.9%	-	-100.0%
\$ of Budget		(10,754)		(150,661)	
Operating Excess (Deficit)	(5,263)	7,493		36,375	
OTHER FINANCING					
Sources					
Interfund Revenue	-	-	N/A	-	N/A
Uses					
Capital	300,000	245,277	81.8%	0	-100.0%
Interfund Expense	-	-	N/A	0	N/A
Total Uses	300,000	245,277	81.8%	-	-100.0%
\$ of Budget		(54,723)		(300,000)	
Total EXP AND USES	450,661	385,184	85.5%	-	-100.0%
Total Excess (Deficit)	(305,263)	(237,784)		36,375	
Beginning Balance	201,409	201,409		(36,375)	
Ending Balance	(103,854)	(36,375)		(0)	
Budget Reconciliation					
Total Projected Revenue	145,398	147,400	101.4%	36,375	-74.98%
		2,002		(109,023)	
Total Projected Expense	450,661	385,184	85.5%	-	-100.00%
\$ Difference		(65,477)		(450,661)	



VILLAGE OF GLENCOE

GENERAL FUND

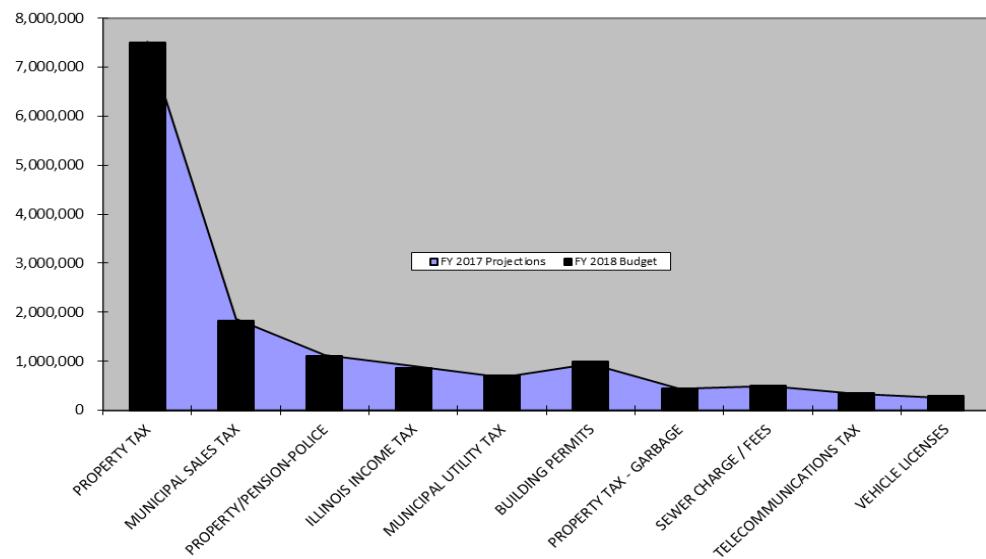
FISCAL YEAR 2018



GENERAL FUND REVENUE

REVENUE SUMMARY

The General Fund is comprised of various revenues that come to the Village in support of the general operations of the Village. The Finance Department accounts for over 80 different revenue sources annually. However, on average over the past four fiscal years, 10 revenue sources make up on average over 90% of the General Fund revenue. These revenues are as follows, in descending order of percentage of revenue:



Revenue Source	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Projections	FY 2018 Budget	% of Total
PROPERTY TAX	6,878,538	7,146,354	7,249,200	7,520,185	7,498,666	46.1%
MUNICIPAL SALES TAX	1,792,514	1,917,541	1,906,924	1,865,311	1,826,939	11.2%
PROPERTY/PENSION-POLICE	1,065,155	1,098,263	1,116,414	1,127,182	1,111,505	6.8%
ILLINOIS INCOME TAX	843,471	847,050	931,426	903,184	861,676	5.3%
MUNICIPAL UTILITY TAX	752,416	833,857	686,023	673,206	712,076	4.4%
BUILDING PERMITS	1,348,955	1,284,403	1,148,111	947,887	990,000	6.1%
PROPERTY TAX - GARBAGE	586,182	584,815	581,319	440,000	450,000	2.8%
SEWER CHARGE / FEES	556,524	486,541	484,760	495,000	501,936	3.1%
TELECOMMUNICATIONS TAX	404,519	353,101	355,806	336,235	354,600	2.2%
VEHICLE LICENSES	272,511	254,773	249,680	250,000	300,000	1.8%
SELECTED TOTAL	14,500,784	14,806,699	14,709,663	14,558,190	14,607,398	89.9%
REMAINING TOTAL	1,976,411	1,647,024	1,904,060	1,686,338	1,643,746	10.1%
GRAND TOTAL	16,477,195	16,453,723	16,613,723	16,244,528	16,251,144	89.9%
% SELECTED OF GRAND TOTAL	88.0%	90.0%	88.5%	89.6%	89.9%	100.0%

GENERAL FUND REVENUE SUMMARY

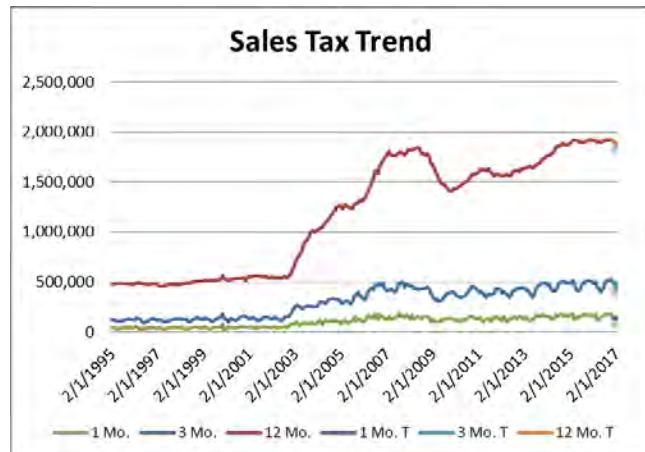
Property Taxes are levied annually by ordinance adopted by the Village Board of Trustees each December. The monies are collected by the Cook County Collector and forwarded to the Villages semi-annually, usually in March and September. This revenue source is not only the largest, but also the most predictable.

Unless otherwise directed, the Cook County levies a loss in collection factor of 3.0% to make up for taxes levied but otherwise not received by a community. Loss in collection is subject to the limits of Property Tax Extension Limitation Law (PTELL). Any revenue collected beyond budgetary need, will be used to abate as directed by the Village Board.

The Fiscal Year 2018 budget does not include a transfer of up to \$450,000 to the Garbage Fund as it has in the past fiscal years. At present, garbage services are being evaluated including the future need of a subsidy from the General Fund.

Sales Taxes are derived from the sale of tangible personal property at businesses located in the Village of Glencoe. Effective January 1, 2017, tax in the amount of 9.0% is collected by the vendor and forwarded to the Illinois Department of Revenue. For a typical sale in July for example, the tax would be collected from the purchaser at the point of sale, forwarded to the IDOR in August, reviewed and formulated by the IDOR in September and received by the Village in October.

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

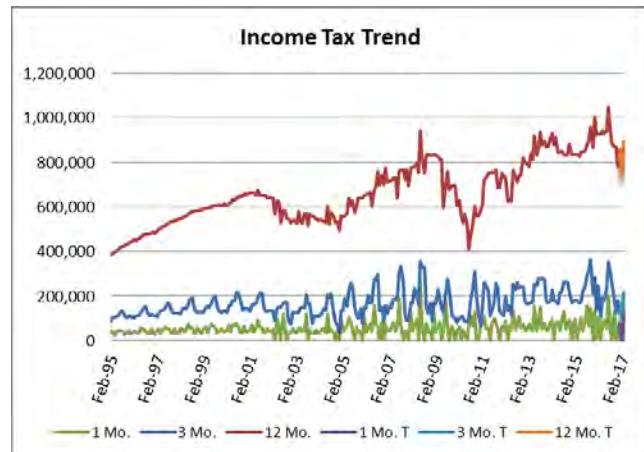


Utility Taxes are levied upon the gross receipts from the sale of utilities such as electricity, and gas in an amount not to exceed 5% of such receipts. These taxes are collected by the utility companies and forwarded to the Village on a monthly basis.

Sewer Charges are calculated based on the amount of water that is used each billing quarter. Effective March 1, 2017 (with billing generated May 1 and thereafter), the charge for sewer will be increased to \$1.002 per 100 cubic feet. The minimum sewer bill will be \$10.02.

Income Taxes are withheld from the paychecks of Illinois residents. These funds are then disbursed to the respective communities based upon their population. Though income taxes are a significant revenue source they can be subject to economic conditions statewide. Most recently there have been delays in remittance of these taxes by the State. A two to three month lag seems to have become the State's practice in remitting income tax.

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

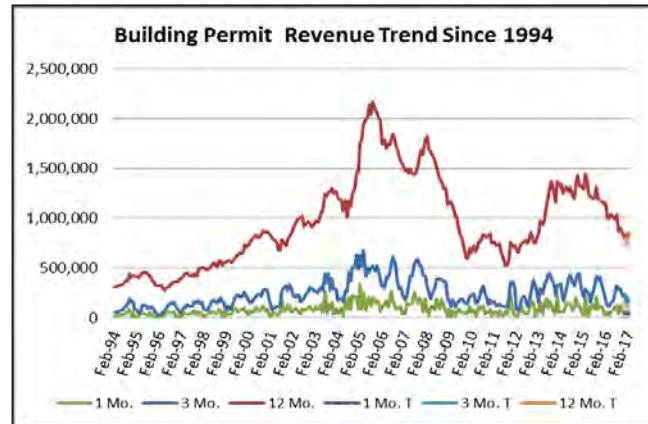


GENERAL FUND REVENUE SUMMARY

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

Building Permits are paid by residents/contractors who are building or upgrading their homes or places of business. Plans are inspected to insure compliance with building and zoning regulations. The permits are issued at FAR x \$6.20 per sq. foot. The fee structure for building permits was last reviewed and modified during Fiscal Year 2008.

The graph on the right illustrates the building permit revenue trend for the Village of Glencoe from 1994 to 2017.



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 2018



VILLAGE MANAGER'S OFFICE

The Village 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 Village Manager is the Village's chief administrative officer, appointed by the Village President and Board of Trustees and oversees all day-to-day operations of the Village.

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.

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

1. Administration Division:

This division provides coordination of 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 department including guidance and direction in the department's day-to-day operations.

3. Information Technology Division:

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

4. Community Services Division:

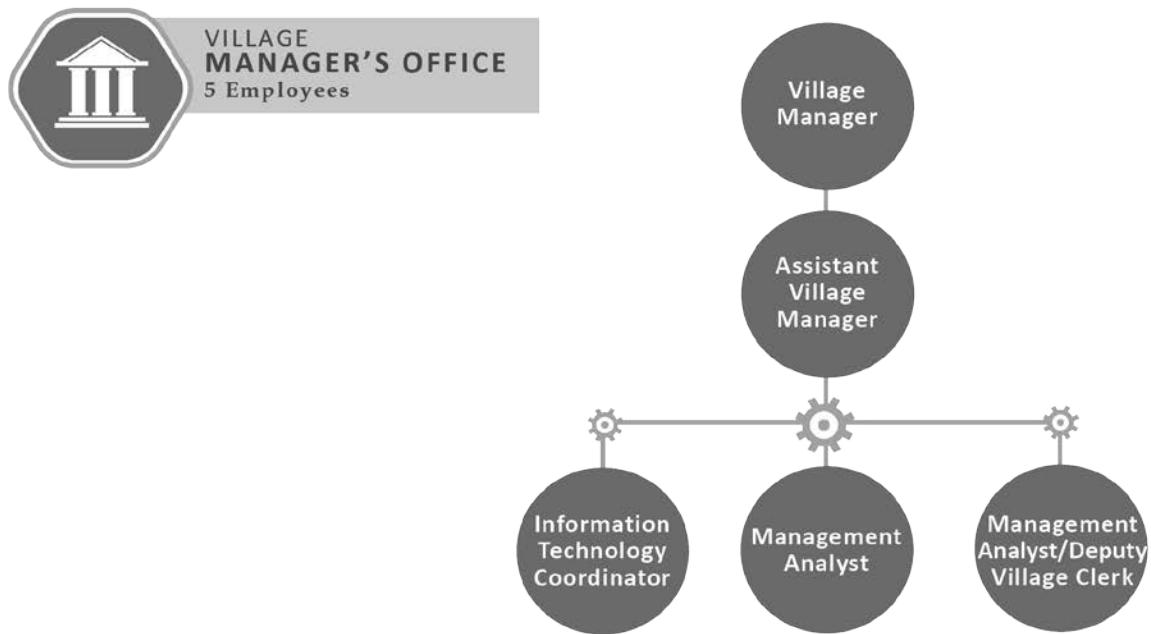
This division is responsible for providing support to different social agencies in the Village.

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

ORGANIZATIONAL CHART:



STAFFING SUMMARY:

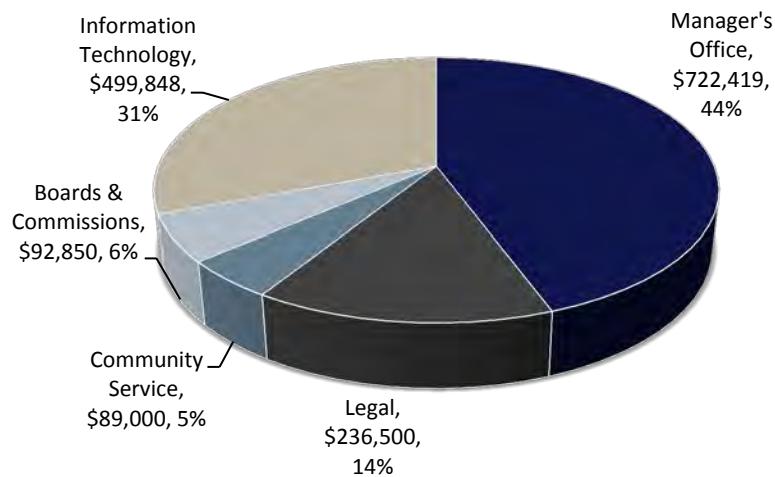
The Village Manager's Office is comprised of five full-time employees. The Fiscal Year 2018 budget provides supplemental contractual staffing support in the Village's Information Technology Division.

Below is a chart illustrating authorized positions for Fiscal Year 2018.

AUTHORIZED FULL-TIME POSITIONS			
POSITION TITLE:	FY 2016	FY 2017	FY 2018
Village Manager	1	1	1
Assistant Village Manager	1	1	1
Executive Assistant	1	0	0
Information Technology Coordinator	1	1	1
Management Analyst	0	2	2
Total:	4	5	5

BUDGET EXPENDITURE SUMMARY

FISCAL YEAR 2018 EXPENDITURES



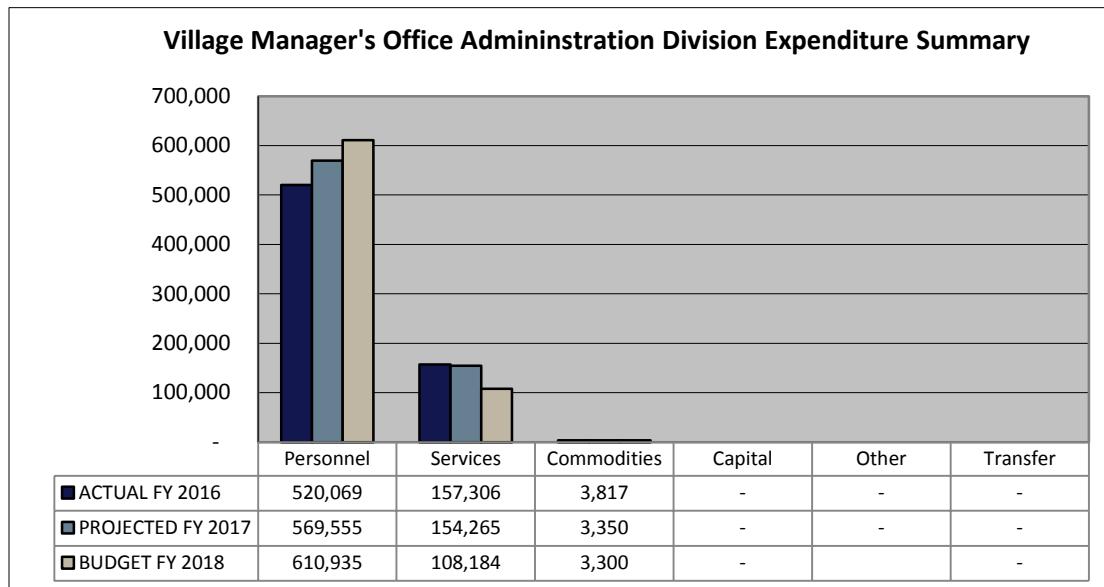
	Manager's Office	Legal	Community Service	Boards & Commissions	Information Technology	Department Totals	Prior Fiscal Year's Budget	% Change from FY17
PERSONNEL	610,935	-	-	-	151,568	762,503	706,110	7.99%
SERVICES	108,184	236,500	-	-	226,280	570,964	503,558	13.39%
COMMODITIES	3,300	-	-	-	57,000	60,300	41,350	45.83%
SUB-TOTAL	722,419	236,500	-	-	434,848	1,393,767	1,251,018	11.41%
DEBT SERVICE	-	-	-	-	-	-	-	N/A
CAPITAL	-	-	-	-	65,000	65,000	30,000	N/A
SUB-TOTAL	-	-	-	-	65,000	65,000	30,000	N/A
OTHER	-	-	89,000	92,850	-	181,850	152,185	19.49%
COMBINED TOTAL	722,419	236,500	89,000	92,850	499,848	1,627,952	1,433,203	14.47%
TRANSFERS OUT	-	-	-	-	-	-	-	N/A
DIVISION TOTAL	722,419	236,500	89,000	92,850	499,848	1,640,617	1,433,203	14.47%

ADMINISTRATION DIVISION

This division provides coordination of activities amongst all 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 functions.

This division is also generally responsible for the following:

- Administration of the Village's Communication Plan, including development of the *Glencoe Quarterly*, website administration and management of the Village's social media presence. Media relations are likewise handled in the Village Manager's Office.
- Administration and oversight of the Village's three-year Strategic Work Plan.
- Administration of all human resources needs of the organization.
- Oversight and implementation of the Village's strategic and day-to-day information technology needs.
- Economic development outreach and stewardship.
- Special projects.
- Administration of utility franchise agreements.



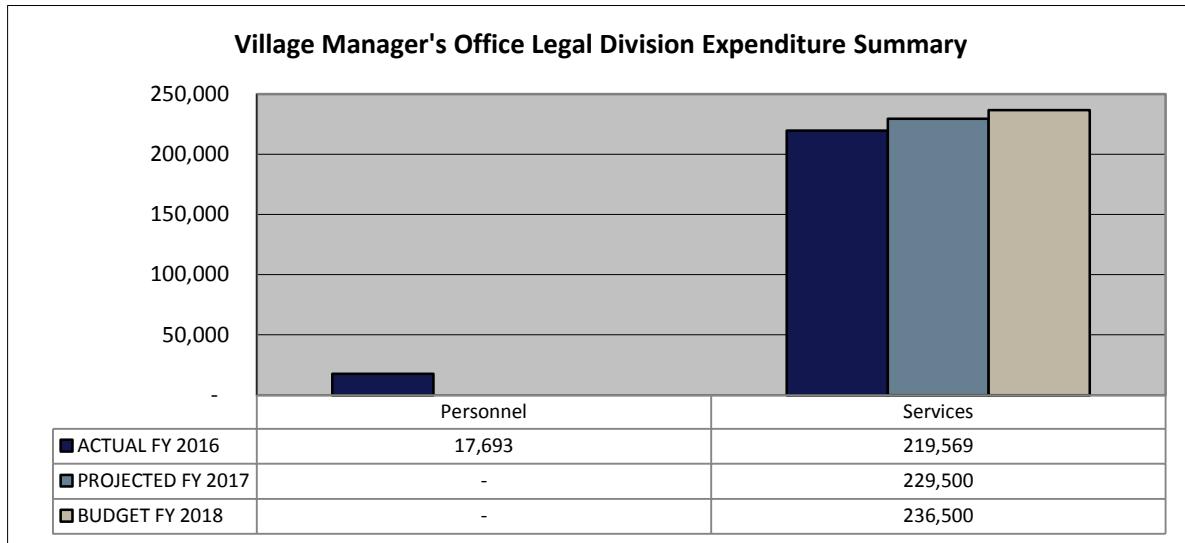
Village Manager's Office Administration Division Account Class Description:

- *Personnel*: Salaries, employee benefits and pension cost
- *Services*: Maintenance and repairs, service fees, professional services, legal services, membership dues, training costs and special events
- *Commodities*: Supplies, equipment and vehicle operating expenses
- *Capital*: Vehicles
- *Other*: Sales tax rebate
- *Other financing use*: contractual employment expense

LEGAL DIVISION

This division provides legal support to the department including guidance and direction in the department'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



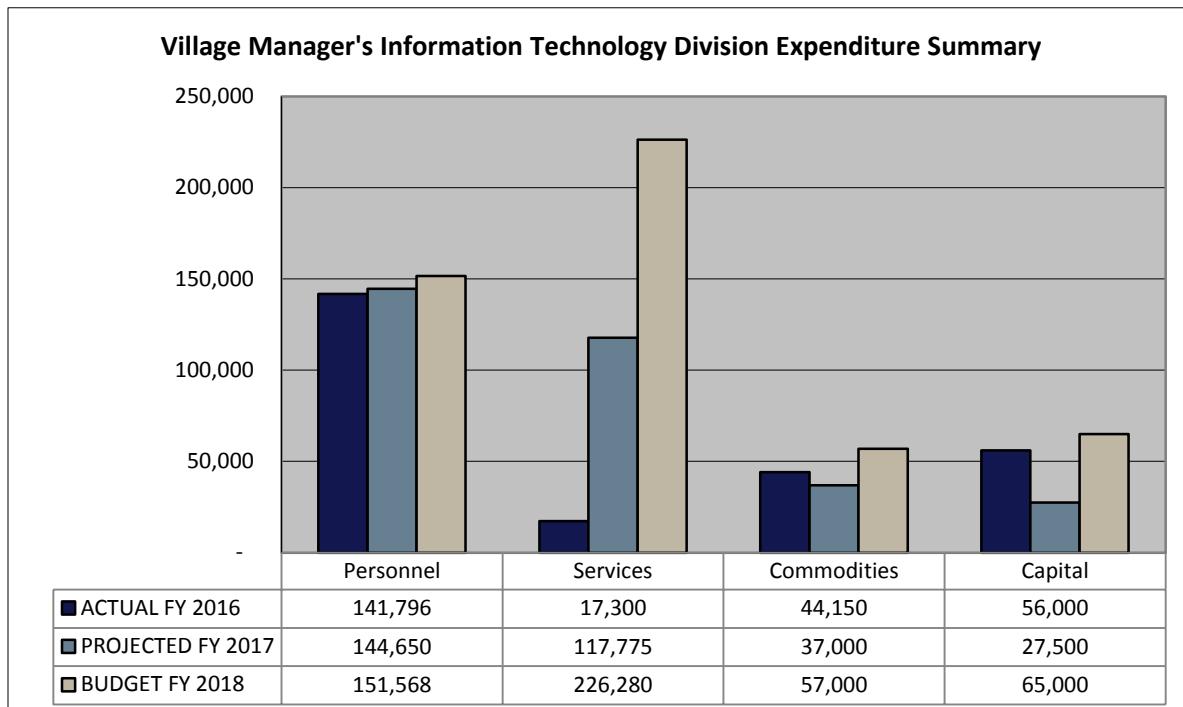
Village Manager's Office Legal Division Account Class Description:

- *Services: Legal fees*

INFORMATION TECHNOLOGY DIVISION

The Information Technology Division provides interdepartmental support for technology used throughout the organization. Responsibilities include:

- Researching, procuring and implementing new hardware and software.
- Updating the Village internet and intranet websites.
- Maintaining the integrity of the communication systems (i.e. data, voice, messaging).
- Maintaining the integrity of the financial reporting system.
- Developing an information technology action plan.
- Maintaining and upgrading operating systems.
- Designing and maintaining information technology infrastructure.
- Providing server, workstation and application support.
- Maintaining and enhancing backup and recovery systems.
- Coordinating the Information Technology Steering Committee.
- Researching, recommending and implementing new and innovative technology.



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

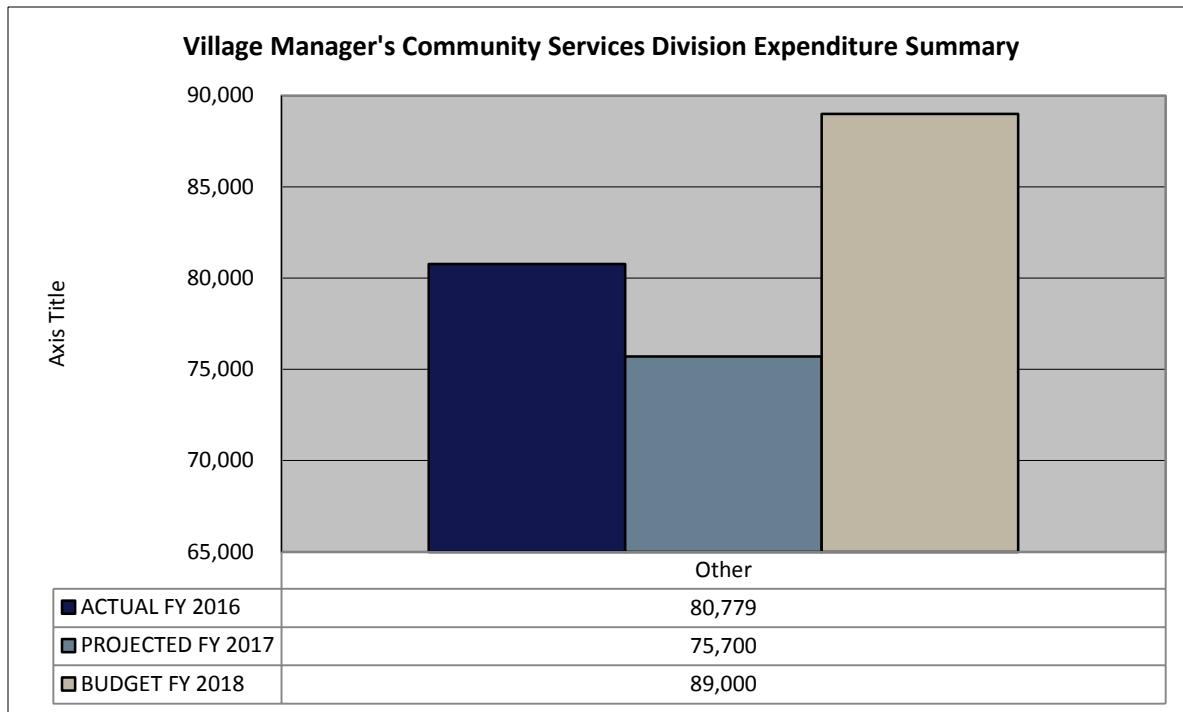
- *Personnel*: Salaries, employee benefits and pension cost
- *Services*: Maintenance and repair, service fees, information technology, professional services, membership and dues and training costs
- *Commodities*: Supplies, information technology and equipment
- *Capital*: Equipment

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
- Writers Theatre
- Glencoe Youth Services
- Glencoe Junior High Project
- Glencoe Chamber of Commerce
- Glencoe Historical Society
- Glencoe Senior Housing Aid
- North Shore Chamber Arts Ensemble
- 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 of 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

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 within a defined framework 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 from at large by the Village Board, the Village President and one member each from the Library, Park District, School District, Zoning Commission, Historic Preservation Commission and Village boards. 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 officers in the Department of Public Safety, with the exception of the Director and Deputy Chiefs. The Commission also promotes and disciplines 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.

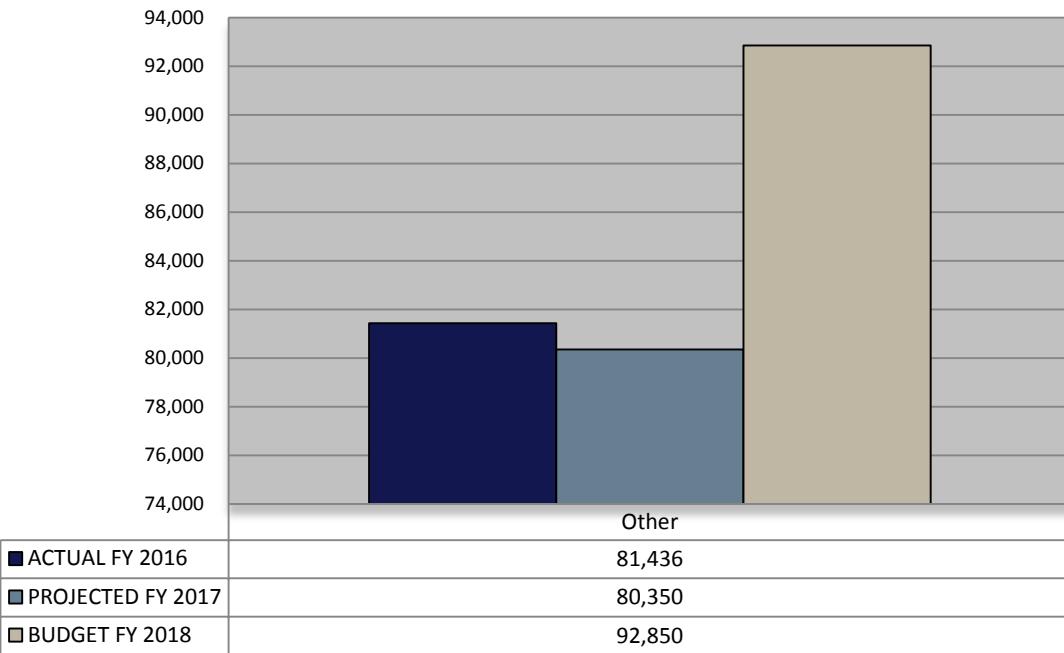
Community Relations Forum

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.

Village Manager's Special Boards Division Expenditure Summary



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

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

GOALS & OBJECTIVES:

FISCAL YEAR 2017 ACCOMPLISHMENTS:

In addition to the daily responsibilities of the Village Manager's Office, other special projects were undertaken in Fiscal Year 2017 with results as follows:

1. Retained AAA bond rating from Standard & Poor's;
2. Plan Commission completed the Downtown TuneUp plan, which was approved by the Village Board in December 2016;
3. Worked closely with Writers Theatre to support March 2016 facility opening;
4. Joined the Chicago North Shore Convention and Visitor's Bureau;
5. Worked with the Chamber of Commerce to re-structure the farmer's market and launch the Glencoe French Market;
6. Created the Business Services Team to provide concierge-style service to new and existing businesses;
7. Completed substantial work toward a fully-redesigned Village website to improve customer experience (anticipated completion February 2017);
8. Completed a comprehensive Village communications policy;
9. Enhanced the Village's social media presence;
10. Implemented agenda management software and live video streaming of Village Board meetings;
11. Developed new format for the annual Community Improvement Program with enhanced information about infrastructure improvements planned over the next 10 years;
12. Completed an evaluation of the Village's IT infrastructure and future IT needs;
13. Continued negotiations on a working agreement for the Glencoe Golf Club with the Cook County Forest Preserve District;
14. Negotiated three-year collective bargaining agreement with the American Federation of State County and Municipal Employees, representing Public Works maintenance equipment operators, mechanics and water treatment plant operators;
15. Entered into an intergovernmental agreement with the Village of Cary for joint purchasing of supplemental IT staffing services;
16. Worked with the Villages of Kenilworth, Northfield and Winnetka to evaluate State-mandated 911 dispatch consolidation options and entered into an intergovernmental agreement with the Village of Glenview to provide 9-1-1 dispatch services beginning in or around July 2017;
17. Overhauled the monthly department reporting process and quarterly Strategic Work Plan reporting process;
18. Supported annual performance evaluation process for all departments and completed a new, organization-wide performance evaluation document;
19. On boarded 12 new Village employees and completed several internal promotions;
20. Implemented new job classification system and salary schedule approved by the Village Board as a component of the Fiscal Year 2017 Budget;

21. Completed first phase of a residential garbage program analysis and presented summary information to the Village Board in November 2016;
22. Continued server virtualization program;
23. Connected lift stations to the Village's network and SCADA system;
24. Continued work on implementing a document management system.

FISCAL YEAR 2018 GOALS:

During Fiscal Year 2018, the Village Manager's Office will endeavor to complete the following goals:

Goals:	Anticipated Completion:
Replace network infrastructure routing equipment	1st Quarter
Update the design of public communication materials for consistency with redesigned Village website	1st Quarter
Onboard information technology staffing services provider and evaluate longer-term supplemental staffing arrangement	1st Quarter
Negotiate collective bargaining agreement with FOP	2nd Quarter
Implement enhanced employee training curriculum	2nd Quarter
Review and update the Village's personnel policies	2nd Quarter
Facilitate Public Safety dispatch consolidation	2nd Quarter
Continue residential garbage and recycling study, develop residential garbage collection request for proposals, evaluate responses	2nd Quarter
Implement employee wellness programming	2nd Quarter
Implement electronic management system for FOIA requests	2nd Quarter
Implement a Village-wide document retention system	2nd Quarter
Review and update business license code and business license processes	2nd Quarter
Develop a Village-wide employee performance evaluation system, provide training to supervisory staff and implement new system	3rd Quarter
Negotiate a working agreement for the Glencoe Golf Club with the Cook County Forest Preserve District	3rd Quarter
Conduct a comprehensive enterprise resource planning (ERP) software evaluation and develop a recommendation to upgrade or replace existing ERP software	4th Quarter
Analyze the Village's customer service processes for opportunities to develop more streamlined processes and increase the availability of "one stop shopping" for Village services	4th Quarter

STRATEGIC PRIORITIES

The Village Board approved a three-year Strategic Work Plan in October 2014. Six **Strategic Priorities** – **Financial Sustainability, Commercial Vitality, Infrastructure Replacement, Operational Effectiveness, Organizational Development, and Community Engagement** were developed by the Village Board as the basis for this plan. Many projects, with responsibility across all operating departments and administered by the Village Manager's Office, are planned for Fiscal Year 2018. This is the final year of this three-year work plan, and it is anticipated that the Village Board will participate in a facilitated session to set priorities and goals for the coming three years.



The Department will complete the following Strategic Work Plan initiatives in Fiscal Year 2018:

Financial Sustainability

- Continue to enhance methods of financial reporting and budgeting by presenting a long-range financial plan and capital improvement plan, presenting a recommended budget document with integrated strategic priorities and greater expense/revenue detail, reviewing financial policies with the Finance Committee and Village Board and evaluating sufficiency of enhanced budget documents.
- Develop budgetary protocols and criteria for staff recommendations and Board decision making.
- Continue to review new or enhanced revenue opportunities with review of opportunities to improve process efficiency.

Commercial Vitality

- Continue to maintain/expand quality and appeal of current downtown special events.
- Continue featuring 'Local Business Spotlight' to highlight the services/history of a specific business on the Village's website and *Glencoe Quarterly* and regularly highlight list of new businesses opened in the last quarter.
- Implement business retention visits with existing businesses.
- Host business district breakfast meetings to foster regular communication between the Village and business community.
- Develop a business recruitment strategy to attract business identified in the Downtown Plan.
- Continue to monitor permitted uses within the Village's business districts and recommend code changes as necessary.

- Continue to review the business licensing process, building codes and Village regulations to identify impediments and options for streamlining process.

Infrastructure Replacement

- Continue evaluation of alternatives for the replacement of the water treatment plant.
- Continue implementing a communication plan to outline water treatment plan replacement alternatives.
- Utilize information for the Water System Master Plan to develop long-term water system improvement plan.
- Continue to review and update a five-year capital equipment replacement program and 10-year capital project inventory, including funding projections and recommendations; reassess capital equipment replacement procedures/policies and develop qualitative decision-making approach for reviewing the 10-year capital project inventory.
- Determine appropriate annual funding needs to maintain a sanitary sewer lining program and develop recommendations for funding alternatives.
- Evaluate existing grant programs (overhead sewer conversion program, etc.) for continued value and possible modification.
- Negotiate a working agreement for the Glencoe Golf Club with the Cook County Forest Preserve District. Following successful negotiation begin to research funding opportunities and budget for new clubhouse, present architectural services budget to Village Board for approval and recommend contract and make recommendations for construction of a new clubhouse.
- Define elements of an organization-wide energy efficiency policy/program.
- Recommend budget requirements to fund implementing energy efficiency programs.

Operational Effectiveness

- Continue identifying all major services by department; determine which Village services are core (absolute) or enhanced (optional) and present findings to the Board.
- Continue subsequent phases of the residential garbage and recycling program analysis and present findings to the Village Board.
- Continue evaluating levels of service and efficiency on a program-by-program basis and present findings to the Village Board.
- Compile report for the Board on existing shared services and where possible, articulate costs and cost savings.
- Continue to analyze opportunities to partner with other municipalities and Glencoe local governments and present findings to appropriate regional municipal organizations.
- Complete in-depth evaluation of enterprise resource planning (ERP) software, research ERP software providers and technologies and develop recommendation to update or replace the Village's ERP software.
- Following the ERP evaluation, present a report to the Village Board on technology improvements and recommendation for implementation, update the five-year technology plan to incorporate findings of ERP research and develop a plan for full implementation of recommended technology.
- Facilitate consolidation of 911 dispatch services to comply with State mandate.

Organizational Development

- Continue to provide leadership/management training for first-line supervisors including those outside of traditional job responsibilities, and review organization-wide training needs.
- Continue to ensure a work and training environment that allows for competitive internal promotions.
- Continue to update job descriptions and inventory certifications, skills and requirements of all positions.

- Establish a formal employee performance evaluation program and create career development plans for each employee.
- Review and update all personnel policies.

Community Engagement

- In conjunction with the redesigned Village website, implement online residential service request system (including work order management and customer relationship management technology) and increase transparency of Village information.
- Utilizing Glencoe Connect or a similar media, design and disseminate regular email newsletter/blast to residents.
- Conduct media outreach/interviews with newly hired and promoted employees and publish employee spotlight columns/articles in *Glencoe Quarterly*.
- Develop A-Z guide to Village services and FAQs as component of website redesign and customer relationship management software deployment.
- Review opportunities to coordinate/consolidate boards and commissions, review and update by-laws and missions of volunteer boards and commissions (and update Village Code as necessary), develop charters/objectives for new groups and develop a recruitment strategy for volunteer boards and commissions.
- Continue analyzing the results of the 2015 Community Satisfaction Survey and identify and implement opportunities for improvement.

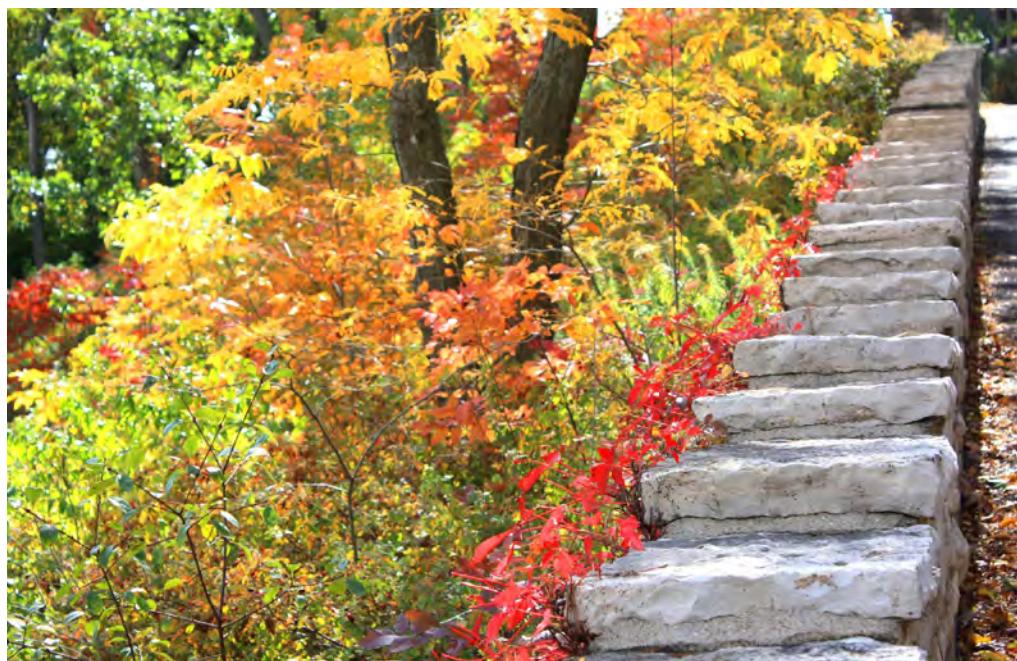
VILLAGE MANAGER'S DEPARTMENT | EXPENDITURES

Village Manager's Office (Includes Information Technology)

Fund: General

Account:	Account Title:	Proposed FY 2018 Budget	Projected FY 2017 Budget	Approved FY 2017 Budget	% Change
42110	Salaries Regular	536,766.00	499,991.98	499,991.96	6.9%
42210	Salaries - Temporary	0.00	0.00	0.00	n/a
		Salaries:	536,766.00	499,991.98	499,991.96
42116	Longevity Bonus	1,225.00	1,100.00	1,100.00	10.2%
42118	Safety Pay	225.00	225.00	299.00	-32.9%
42120	RHS Pay	1,868.00	1,869.00	2,200.00	-17.8%
42122	Insurance Opt Out	3,889.00	7,552.00	7,552.00	-94.2%
42124	Other Compensation	40,300.00	38,800.00	30,300.00	24.8%
42610	Employee Benefits	70,737.00	68,677.00	68,677.00	2.9%
46115	Social Security Admin.	30,917.00	27,245.00	27,245.00	11.9%
46120	Medicare Only Contrib.	8,341.00	7,514.00	7,514.00	9.9%
46125	IMRF	68,235.00	61,231.00	61,231.00	10.3%
		Fringe Benefits:	225,737.00	214,213.00	206,118.00
51140	Office Equipment Maint.	42,820.00	37,760.00	40,061.00	6.4%
52110	Lease of Equipment	0.00	12,800.00	16,800.00	n/a
52120	Computer Software Maintenance	43,060.00	36,500.00	37,760.00	12.3%
52170	Data Processing Services	0.00	9,000.00	9,000.00	n/a
52200	Postage	6,675.00	4,000.00	7,175.00	-7.5%
52205	Telecom/Internet Serv.	25,000.00	33,711.00	23,860.00	4.6%
52210	Publishing	8,540.00	7,000.00	8,540.00	0.0%
52220	Public Reporting	1,250.00	500.00	1,250.00	0.0%
53105	Software Services	4,700.00	3,300.00	3,300.00	29.8%
53135	Professional Services	136,000.00	82,000.00	82,000.00	39.7%
54105	Labor Counsel	40,000.00	38,000.00	30,000.00	25.0%
54110	Corporate Counsel	128,000.00	128,000.00	128,000.00	0.0%
54115	Village Prosecutor	10,500.00	10,500.00	10,500.00	0.0%
54120	Litigation Counsel	10,000.00	5,000.00	10,000.00	0.0%
54125	Legal Counsel	48,000.00	48,000.00	48,000.00	0.0%
55105	Memberships/Dues	19,266.00	16,190.66	11,231.00	41.7%
55110	In Service Training	34,100.00	14,000.00	21,000.00	38.4%
55120	Publications	303.00	703.66	506.00	-67.0%
57135	Special Events	5,100.00	5,225.00	5,225.00	-2.5%
57140	Receptions & Ceremonies	7,650.00	9,350.00	9,350.00	-22.2%
		Services:	570,964.00	501,540.32	503,558.00
61170	Office Supplies	2,000.00	1,500.00	2,000.00	0.0%
61187	Vehicle Gas-Oil-Grease	700.00	1,250.00	1,250.00	-78.6%
62105	Misc Computer Equipment	57,000.00	37,000.00	37,500.00	34.2%
66105	Vehicle Operating Expense	600.00	600.00	600.00	0.0%
		Commodities:	60,300.00	40,350.00	41,350.00
					31.4%

Account:	Account Title:	Proposed FY 2018 Budget	Projected FY 2017 Budget	Approved FY 2017 Budget	% Change
82105	Data Processing Equipment	65,000.00	27,500.00	30,000.00	53.8%
83105	Vehicles	0.00	0.00	0.00	n/a
	Capital:	65,000.00	27,500.00	30,000.00	53.8%
91105	Historic Preservation Commission	4,000.00	1,000.00	4,000.00	0.0%
91115	Zoning Commission	100.00	100.00	100.00	0.0%
91130	Grant Programs	89,000.00	75,700.00	76,335.00	14.2%
92105	Planning Commission	25,000.00	50,000.00	50,000.00	-100.0%
92110	Zoning Board of Appeals	1,250.00	1,250.00	1,250.00	0.0%
92120	Human Relations	500.00	0.00	500.00	0.0%
92135	Sustainability Initiatives	20,000.00	0.00	0.00	100.0%
92140	Economic Initiatives	10,000.00	0.00	0.00	100.0%
93105	Public Safety Commission	32,000.00	28,000.00	20,000.00	37.5%
	Other Expense:	181,850.00	156,050.00	152,185.00	16.3%
93150	Contractual Employment Expense	0.00	0.00	0.00	n/a
	Non-Operating Expense:	0.00	0.00	0.00	n/a
	TOTAL VILLAGE MANAGER'S OFFICE	1,640,617.00	1,439,645.30	1,433,202.96	12.6%



VILLAGE OF GLENCOE

FINANCE DEPARTMENT

FISCAL YEAR 2018



FINANCE DEPARTMENT

The Finance Department provides a wide variety of administrative support services including payroll and utility billing, as well as management and oversight of all Village funds. The Finance Department is responsible for management of the Village's budget, and oversees the annual audit process. The Director of Finance also serves as the Village Treasurer.

The Finance Department is comprised of three divisions:

1. Administration Division:

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

2. Support Services:

Support Services includes services provided to other departments. Some of those services include auditing services, banking fees and employment expenses.

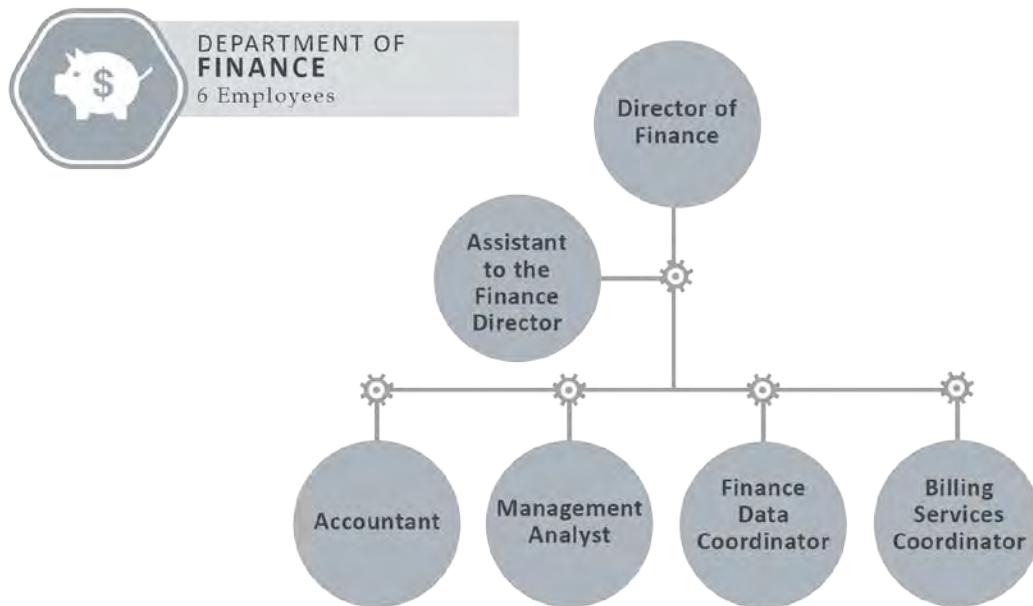
3. Liability Insurance (Risk Management) Division:

The Liability Insurance (Risk Management) Division includes payments for unemployment insurance, and a portion of the Village's liability insurance costs. The transfer to the Garbage Fund of \$450,000 is also included in this division.



DEPARTMENT STRUCTURE / STAFFING SUMMARY

ORGANIZATIONAL CHART:



STAFFING SUMMARY:

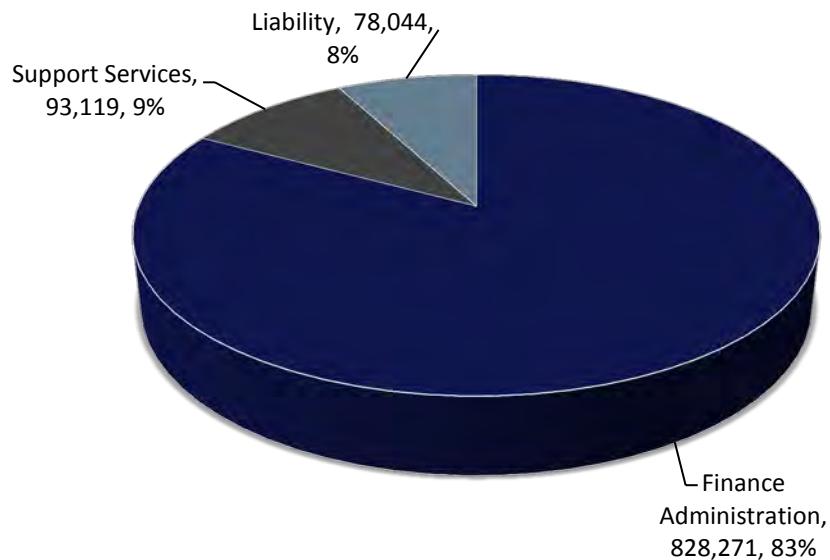
The Finance Department is comprised of six full-time employees. For Fiscal Year 2018, a new Data Coordinator position has been added, replacing a contractual part-time position.

AUTHORIZED FULL-TIME POSITIONS			
POSITION TITLE:	FY 2016	FY 2017	FY 2018
Director of Finance	1	1	1
Assistant to the Finance Director	1	1	1
Accountant	1	1	1
Payroll Benefits Coordinator	1	1	1
Billing Coordinator	1	1	1
Data Coordinator	0	0	1
Total:	5	5	6

BUDGET EXPENDITURE SUMMARY

Expenditures of the Finance Department include Finance Administration Division, Support Services Division and the Liability Insurance (Risk Management) Division. The total budget for the Finance Department is \$999,434.

FISCAL YEAR 2018 EXPENDITURES



	Finance Administration	Support Services	Liability	Total	Prior Fiscal Year's Budget	% Change from FY17
PERSONNEL	721,246	-	54,308	775,554	632,549	22.61%
SERVICES	99,025	34,750	8,736	142,511	158,972	-10.35%
COMMODITIES	6,500	58,369	-	64,869	52,264	24.12%
SUB-TOTAL	826,771	93,119	63,044	982,934	843,785	16.49%
DEBT SERVICE	-	-	-	-	-	-
CAPITAL		-	-	-	-	n/a
SUB-TOTAL	-	-	-	-	-	n/a
OTHER	1,500	-	15,000	16,500	1,500	1000.00%
COMBINED TOTAL	828,271	93,119	78,044	999,434	845,285	18.24%
TRANSFERS OUT	-	-	-	-	450,000	-100.00%
GRAND TOTAL	828,271	93,119	78,044	999,434	1,295,285	-22.84%

ADMINISTRATION DIVISION

The Administration Division provides the resources necessary for:

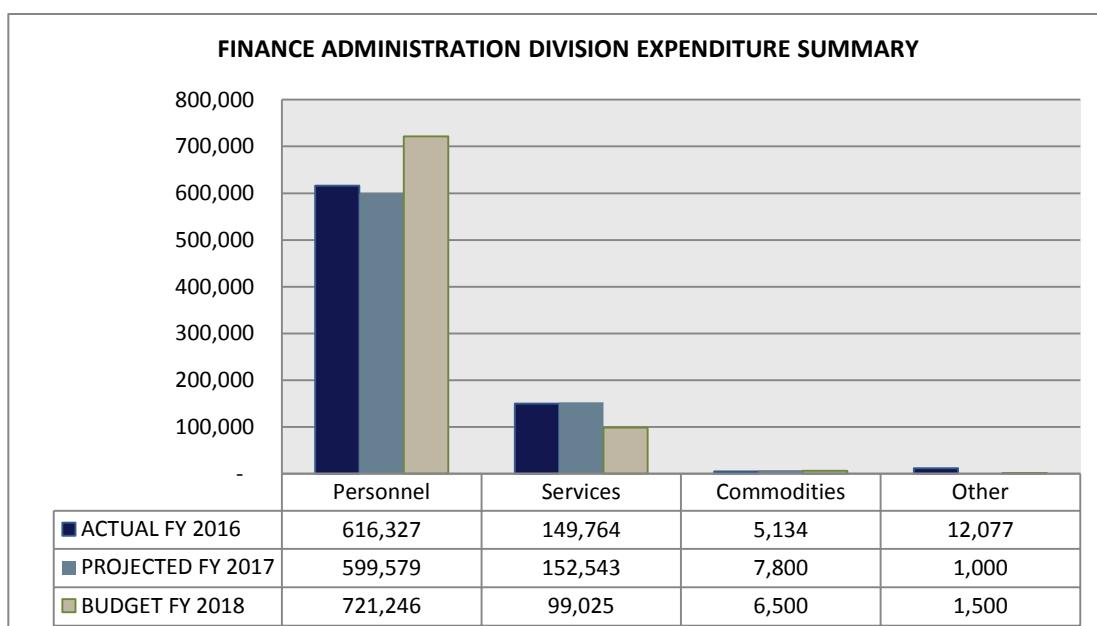
- Budget development;
- Village-wide accounting services;
- Payroll and payroll tax administration;
- Accounts payable and 1099 services;
- Cash receipts and cash management;
- Benefits administration;
- Purchasing oversight;
- Liability claims coordination;
- Workplace safety coordination;
- Utility billing service;
- Miscellaneous receivable collection;
- Collection service; and
- Administrative and technical support to the Glencoe Golf Club and the Glencoe Public Library.

Other responsibilities include:

- Coordination of the annual audit process;
- Auditing internal functions of the Village;
- Managing the finances for the Police and Firefighter Pension;
- Preparing monthly reports for both the Village and the Glencoe Golf Club;
- Preparing the Long Range Plan;
- Preparing the Annual Budget document;
- Preparing the Comprehensive Annual Financial Report (CAFR);
- Preparing the Popular Annual Financial Report (PAFR); and
- Maintain revenue trend information.

Expenditure Summary:

The Finance Administration Division Fiscal Year 2018 Budget is \$828,271. Below is the review of expenditures for the Administration Division.



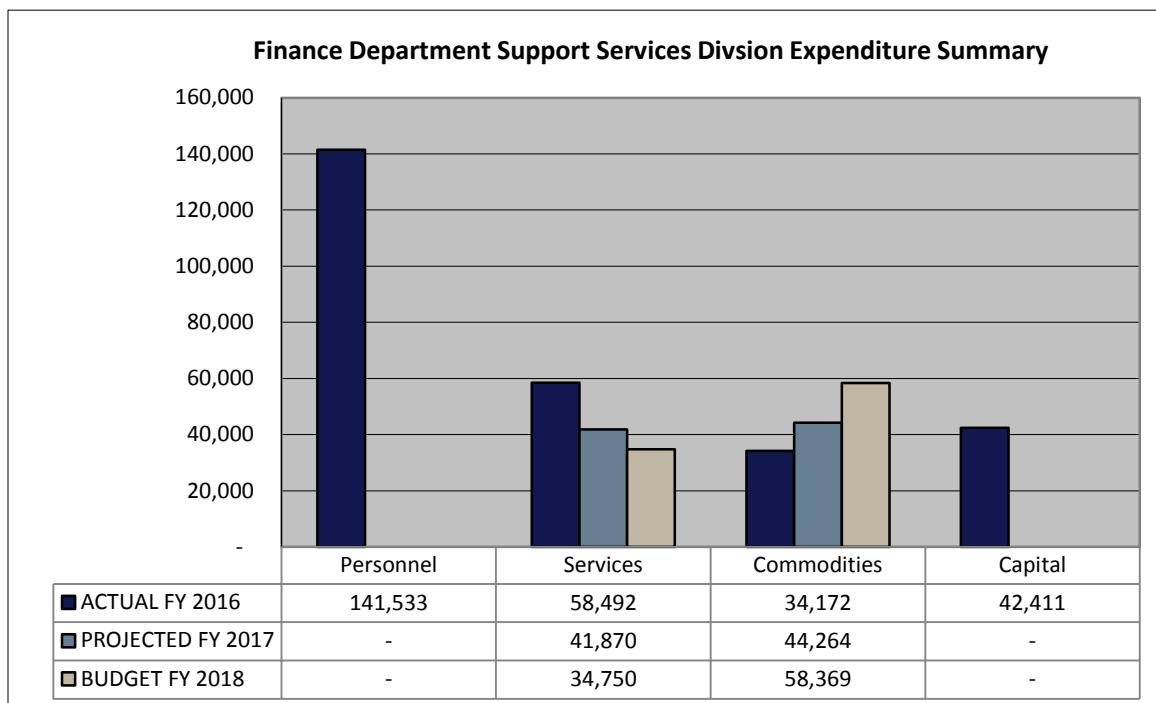
SUPPORT SERVICES DIVISION

The Support Services Division in the past provided support for technology used throughout the organization. Information Technology Division was allocated to the Village Manager's Budget in Fiscal Year 2017. The Support Services Division in the Finance Department provides miscellaneous support throughout the organization, which includes:

- Banking Fees;
- Vehicle and Animal License Supplies and Mailing;
- Alarm Permit Mailing;
- Parking Permit Decals; and
- Fuel expenses for the Park District & School District (reimbursable).

Expenditure Summary:

The Support Services Division Fiscal Year 2018 Budget is \$93,119. Below is the review of expenditures for the Support Services Division.



Support Services Account Class Description:

- *Personnel*: Salaries, Employee Benefits and Pension Cost
- *Services*: Employment Expense and Professional Services
- *Commodities*: Equipment, Supplies and Vehicle Operating Expense
- *Capital*: Capital Equipment

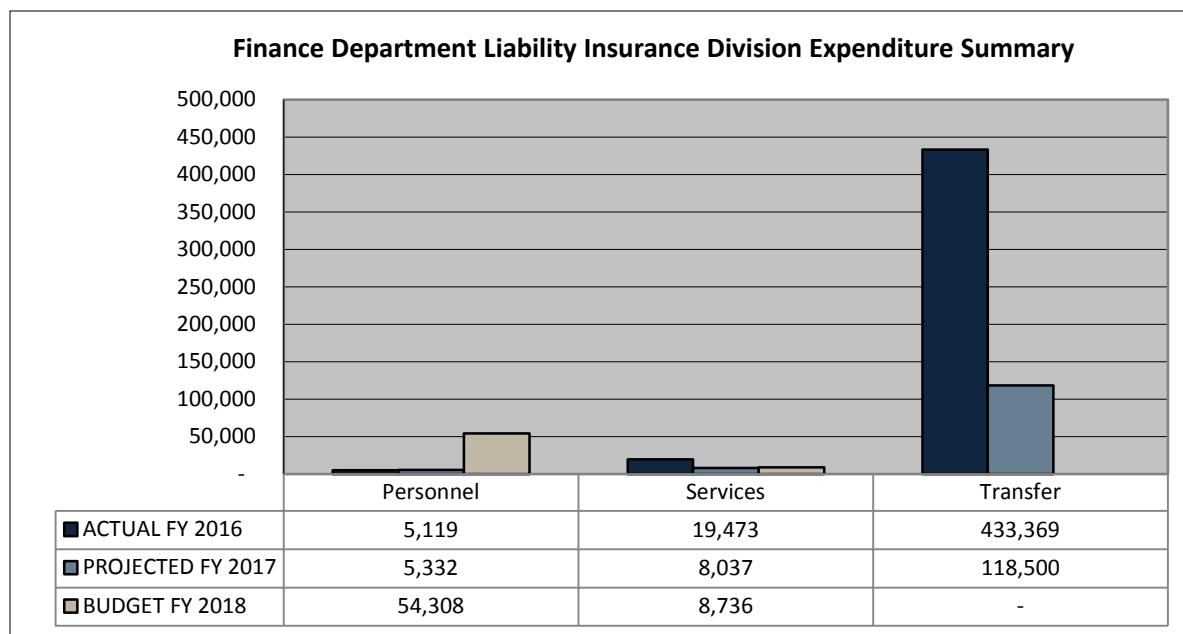
LIABILITY INSURANCE (RISK MANAGEMENT) DIVISION

The Liability Insurance Division of the Finance Department funds premiums for the Village's participation in the Intergovernmental Risk Management Agency (IRMA). This division also funds deductible losses related to claims and claim cost of unemployment insurance.

The Liability Insurance Division 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 now pay nearly the entire annual contribution. Those funds also pay their own deductible losses. IRMA allows deductible levels between \$2,500 and \$250,000. Since January 2011, the Village is at a \$100,000 deductible and will remain at that level for 2017.

Also, included in this division in the past has been the interfund transfer up to \$450,000 from the General Fund to the Garbage Fund. The major decrease has been achieved through the elimination of this transfer to the Garbage Fund, which has been recommended as the Village completes its comprehensive review of the garbage program.

The Liability Insurance (Risk Management Division Budget is \$78,044. Below is a review of expenditures for this Division.



Liability Insurance Account Class Description:

- *Personnel*: Unemployment Insurance
- *Services*: Risk Management
- *Transfer*: Interfund Expense (transfer to Garbage Fund)

GOALS & OBJECTIVES:

FISCAL YEAR 2017 ACCOMPLISHMENTS:

In addition to the daily responsibilities of the department, other special projects were undertaken in Fiscal Year 2017 with results as follows:

1. Received 30th annual Government Finance Officers Association (GFOA) award for excellence in financial reporting for the Fiscal Year 2015 CAFR;
2. Received 7th annual GFOA award for the Fiscal Year 2015 Popular Annual Financial Report; and
3. Received annual GFOA Distinguished Budget Award for Fiscal Year 2016 Budget;
4. Completed forming an interface between cash receipts to public safety ticket track software to make accepting of payments more smoothly;
5. Completed implementation of a new Innoprise Payroll software and moved to bi-weekly payroll;
6. Completed implementation of Time and Attendance software;
7. In process of implementing an online resource for resident account management.

FISCAL YEAR 2018 GOALS:

In addition to the initiatives outlined in the Strategic Work Plan, the Finance Department will endeavor to complete the following goals as well in Fiscal Year 2018.

Goals:	Anticipated Completion:
Review of purchasing procedures and rules. Developing standard practices to be used by departments.	1 st Quarter
Finalize the online resource for resident utility billing, account management using Innoprise Citizen Access.	1 st Quarter
Utilize GIS Business Intelligence to increase access to enterprise system information (services provided and amount due).	1 st Quarter
Golf POS interface to Innoprise general ledger.	1 st Quarter
CAD interface to Alarm Billing.	2 nd Quarter
Consider enhancing Village collection procedure by using State of Illinois to collect unpaid debts and utilizing the quarterly utility bill.	2 nd Quarter
Auditing the purchasing practices in other departments to ensure compliance with established procedures	Ongoing objective
Consider strategies to increase electronic auto pay of utility bills (ACH) and reduce credit card and lockbox payment.	Ongoing objective
Increase participating 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
Conduct annual Finance Committee Meeting with Village Actuary.	Ongoing objective

STRATEGIC PRIORITIES

The Village Board approved a three-year Strategic Work Plan in October 2014. Six **Strategic Priorities** – **Financial Sustainability, Commercial Vitality, Infrastructure Replacement, Operational Effectiveness, Organizational Development, and Community Engagement** were developed by the Village Board as the basis for this plan. Many projects, with responsibility across all operating departments and administered by the Village Manager's Office, are planned for Fiscal Year 2018. This is the final year of this three-year work plan, and it is anticipated that the Village Board will participate in a facilitated session to set priorities and goals for the coming three years.



The department will be involved in the following Strategic Priorities in Fiscal Year 2018:

Financial Stability

- Increase effectiveness of Annual Budget document in presenting priorities.
- Enhance presentation of long-range financial plan and capital improvement plan documentation.
- Develop fee review schedule.
- Determine how to achieve other revenue growth (i.e. new or enhanced, rate increases, grant funding).

Commercial Vitality

- Assist in the implementation of service request system to expedite registering, processing and tracking of residential service requests with work order management and customer relationship management software.

Infrastructure Replacement

- Define elements of an organization-wide energy efficiency policy/program.
- Recommend budget requirements to fund implementing energy efficiency programs.

Operational Effectiveness

- Establish service level baselines.

- Develop plan to streamline finance billing and process for vehicle licenses, alarm billing and other permits. Develop plan to reduce hand entry of billing and payment data.
- Review process for preparing payroll and time entry, including review of outsourcing opportunities.
- Redefine the role of the IT Committee to focus on identifying “best practices” and innovative methods of service delivery and operational effectiveness through the use of technology.
- Evaluate existing Enterprise Resource Planning (ERP) software; research alternative ERP software provider. Determine which is best to implement “best practice” and technology-driven improvements to service delivery and operational effectiveness.
- Update 5-year technology plan to incorporate findings of ERP research; develop a plan for full implementation of recommended technology.

Organizational Development

- Establish a Leadership Development Program.
- Create an Enterprise-Wide Training and Development Program.

FINANCE DEPARTMENT | EXPENDITURES

Finance/Support Services/Risk Management Divisions

Fund: General

Account:	Account Title:	Proposed	Projected	Approved	
		FY 2018	FY 2017	FY 2017	
		Budget	Budget	Budget	% Change
42110	Salaries Regular	505,625.00	425,000.00	444,431.00	12.1%
	Salaries:	505,625.00	425,000.00	444,431.00	12.1%
42116	Longevity Bonus	5,325.00	5,075.00	4,375.00	17.8%
42118	Safety Pay	450.00	450.00	502.00	-11.6%
42120	RHS Pay	1,500.00	4,000.00	4,000.00	-166.7%
42122	Insurance Opt Out	3,889.00	4,545.00	4,545.00	-16.9%
42124	Other Compensation	1,253.00	1,253.00	1,253.00	0.0%
42610	Employee Benefits	108,182.00	80,000.00	84,952.00	21.5%
42625	FSA Fees	2,000.00	1,332.00	0.00	100.0%
46115	Social Security Admin.	28,304.00	23,800.00	24,884.00	12.1%
46120	Medicare Only Contrib.	7,286.00	6,056.00	6,408.00	12.1%
46125	IMRF	59,432.00	49,400.00	53,199.00	10.5%
47110	Unemployment Insurance	52,308.00	4,000.00	4,000.00	92.4%
	Fringe Benefits:	269,929.00	179,911.00	188,118.00	30.3%
51140	Office Equipment Maintenance	0.00	4,740.00	3,000.00	n/a
52120	Computer Software Maintenance	53,970.00	60,000.00	47,000.00	12.9%
52125	Banking Fees	22,000.00	23,520.00	23,520.00	-6.9%
52190	Temporary Labor	0.00	50,000.00	21,000.00	n/a
52200	Postage	4,000.00	3,787.59	3,500.00	12.5%
52205	Telecom/Internet Service	2,160.00	1,810.48	2,160.00	0.0%
52210	Publishing	0.00	0.00	200.00	n/a
53115	Auditing Services	27,540.00	23,970.00	23,970.00	13.0%
55105	Memberships/Dues	4,585.00	4,985.00	4,985.00	-8.7%
55110	In-Service Training	6,770.00	3,250.00	3,250.00	52.0%
56105	Public Liability Insurance	6,236.00	5,537.00	5,537.00	11.2%
56110	Insurance Deductibles	2,500.00	2,500.00	2,500.00	0.0%
57110	Employment Expense	12,750.00	18,350.00	18,350.00	-43.9%
	Services:	142,511.00	202,450.07	158,972.00	-11.6%
61165	Sundry	2,800.00	2,800.00	2,800.00	0.0%
61170	Office Supplies	43,119.00	24,014.00	24,014.00	44.3%
61187	Vehicle Gas-Oil-Grease	700.00	1,000.00	1,200.00	-71.4%
62105	Misc Computer Equipment	0.00	1,000.00	1,000.00	n/a
66105	Vehicle Operating Expense	250.00	250.00	250.00	0.0%
66110	Use of Fuel	18,000.00	23,000.00	23,000.00	-27.8%
	Commodities:	64,869.00	52,064.00	52,264.00	19.4%
82105	Data Processing Equipment	0.00	0.00	0.00	n/a
	Capital:	0.00	0.00	0.00	n/a
92145	PPRT Payment to Library	15,000.00	0.00	0.00	
93125	Miscellaneous Refunds	1,500.00	1,000.00	1,500.00	0.0%
93155	Telecommunications Tax Rebate	0.00	0.00	0.00	n/a
	Other Expense:	16,500.00	1,000.00	1,500.00	90.9%
94115	Transfer to Garbage Fund	0.00	118,500.00	450,000.00	n/a
	Other Financing Use	0.00	118,500.00	450,000.00	n/a
	TOTAL FINANCE DEPARTMENT	999,434.00	978,925.07	1,295,285.00	-29.6%



VILLAGE OF GLENCOE

PUBLIC SAFETY DEPARTMENT

FISCAL YEAR 2018



PUBLIC SAFETY DEPARTMENT

While the Public Safety Department is comprised of three separate operational divisions, there are not three separate groups of employees. Since its inception in 1954, the unique nature of the public safety model eliminates the need for separate work forces amongst police, fire and emergency medical services. Glencoe Public Safety Officers are specially trained and certified to provide police, fire and emergency medical services. Officers provide services related to all three components, often during the same shift, regardless of primary duty assignment. While this model is extremely unique, it has proven to be a cost-effective model for Glencoe.

This level of efficiency allows the Village to provide a high level of emergency services to the community at a reduced cost when compared to municipalities utilizing traditional, separate police, fire and emergency medical components requiring relatively 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).

The Public Safety Department is comprised of 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 of the Public Safety Department has the responsibility to:

- Respond, 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.

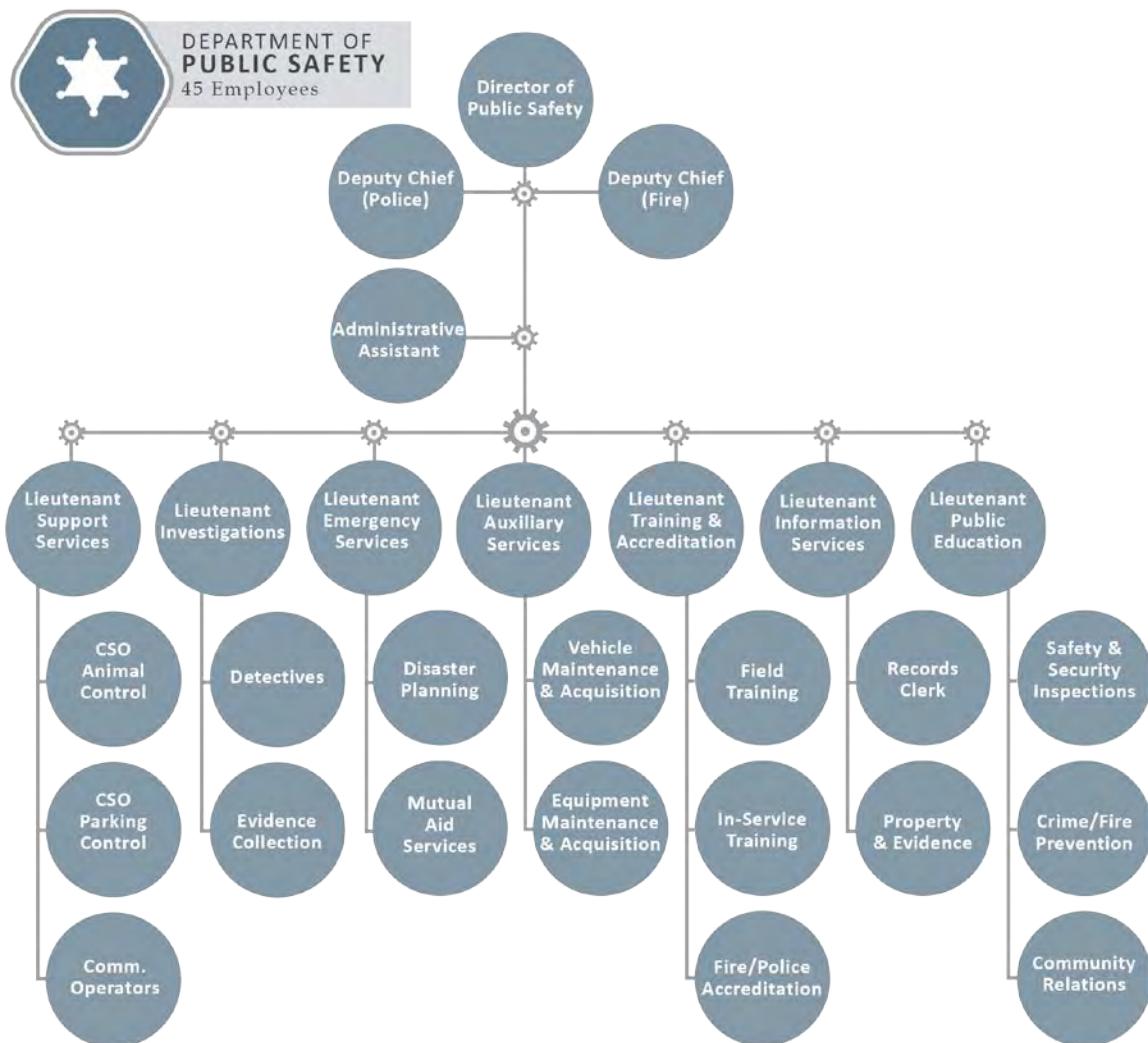
The Fire Service Division utilizes fire inspection, prevention and education programs in order to reduce the incidence of fire within the community. These proactive programs focus on fire

prevention activities through periodic surveys and inspections in order to reduce fire safety concerns throughout the community.

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. EMT - 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.

ORGANIZATIONAL CHART:



DEPARTMENT STRUCTURE / STAFFING SUMMARY

STAFFING SUMMARY:

The Public Safety Department sworn officer staffing level was increased from 33 to 36 in Fiscal Year 2016. The increase included two new Public Safety Officers and the reinstatement of one Deputy Chief. In Fiscal Year 2018, five Communications Operator positions will be eliminated due to dispatch consolidation in Glenview. Two administrative staff positions will be added including a Community Service Officer and Records Clerk to accommodate operational changes related to dispatch consolidation.

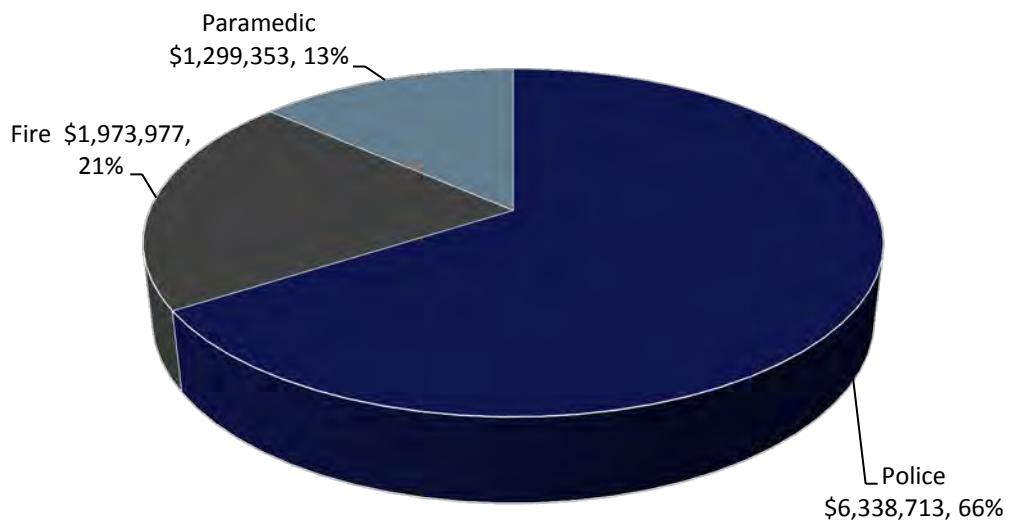
Below is a chart illustrating authorized positions for Fiscal Year 2018:

AUTHORIZED FULL-TIME POSITIONS							
POSITION TITLE:	FY 2016	FY 2017	FY 2018	POSITION TITLE:	FY 2016	FY 2017	FY 2018
Director of Public Safety	1	1	1	Communications Operator	5	5	0
Deputy Chief	2	2	2	Community Service Officer	2	2	3
Lieutenant	7	7	7	Administrative Assistant	1	1	1
Officer	26	26	26	Records Clerk	1	1	2
				Total:	45	45	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 \$9,612,043.

FISCAL YEAR 2018 EXPENDITURES



	Police	Fire	Paramedic	Total	Prior Fiscal Year's Budget	% Change from FY17
PERSONNEL	5,005,504	1,669,847	882,483	7,557,834	7,507,291	0.67%
SERVICES	597,773	120,530	41,870	760,173	530,850	43.20%
COMMODITIES	241,436	166,250	25,000	432,686	351,183	23.21%
SUB-TOTAL	5,844,713	1,956,627	949,353	8,750,693	8,389,324	4.31%
DEBT SERVICE	-	-	-	-	-	-
CAPITAL	494,000	-	350,000	844,000	118,500	612.24%
SUB-TOTAL	494,000	-	350,000	844,000	118,500	612.24%
OTHER	-	17,350	-	17,350	14,350	20.91%
COMBINED TOTAL	6,338,713	1,973,977	1,299,353	9,612,043	8,522,174	12.79%
TRANSFERS OUT	-	-	-	-	-	n/a
DIVISION TOTAL	6,338,713	1,973,977	1,299,353	9,612,043	8,522,174	12.79%

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 - dayshift and nightshift. The patrol shifts are broken down into four platoons to ensure proper daily manpower allocation; each platoon consists of one lieutenant and three officers. Two full-time detectives supplement and support the patrol division, 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 utilize 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, such as: evidence identification and collection, elderly services, juvenile crimes specialist, school liaison officer and field training officer.

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. The CID mission is to identify, arrest, and prosecute criminal offenders and recover stolen property where applicable. A typical investigation would include the following elements: detectives review crime reports; identify and apply appropriate law violations; interview victims and witnesses; gather evidence; identify, locate, and arrest suspects and offenders; prepare investigative summaries and criminal complaints; coordinate with prosecutors; and prepare case files for court proceedings. The CID also conducts all pre-employment background investigations for sworn officers and support personnel of the department.

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 cities, villages and towns in five counties. The NIPAS principle 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. In 2018, the department will rotate personnel assigned to the NIPAS teams due to the promotions of the present team members.

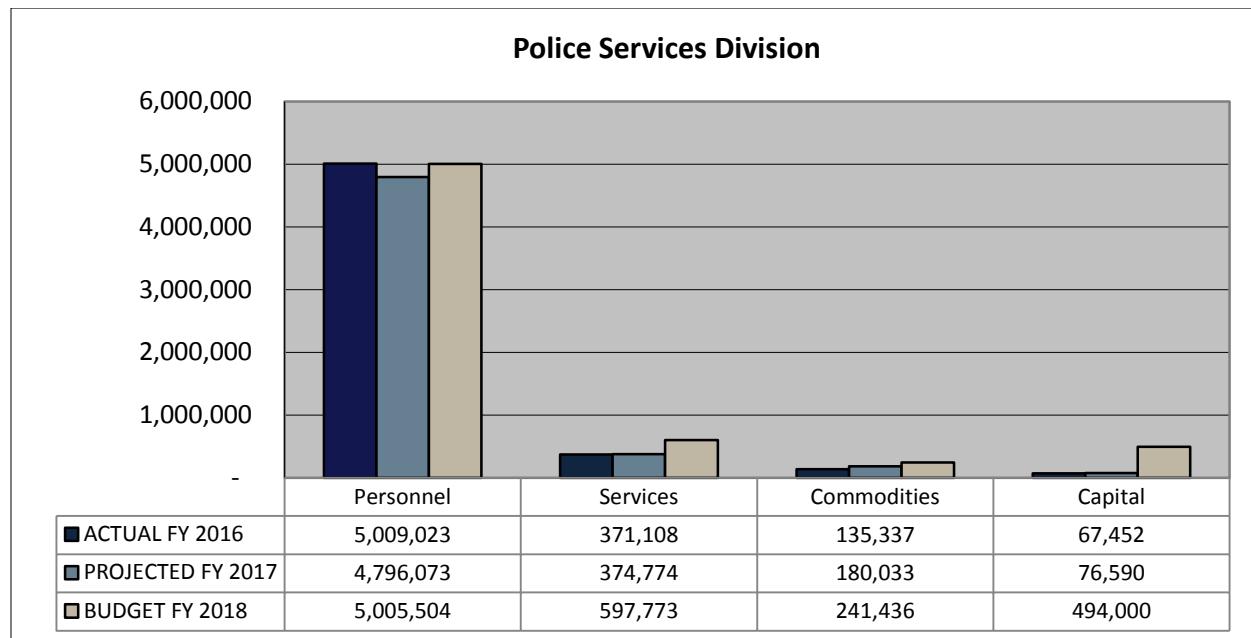
The department is also a member of the North Regional Major Crimes Task Force (NORTAF). NORTAF was established in 1997 to serve as a standing mutual aid "Task Force" to investigate major crimes, including homicides and non-parental kidnappings, occurring in 13 member communities.

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.

Expenditures:

The Public Safety Police Service Division Fiscal Year 2018 Budget is \$6,338,713. 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 & 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. Fire shifts are 24 hours in length, 7 a.m. to 7 a.m. the following day followed by two days off. There are three standard fire shifts; each is manned by a Lieutenant and four firefighters; the firefighting team roles consist of one Driver/Pump Engineer, one firefighter and two officers that serve as firefighter/paramedics. Supplemental manpower is provided by a cadre of Paid-On-Call (POC) firefighters and patrol shift personnel. The POC firefighters are used to supplement staffing during prolonged fire response, for short-term coverage during medical emergency responses and special events.



Fire 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. Many fire service calls are initiated through a variety alarms – fire, smoke, carbon monoxide and water flow. Fire shift personnel are responsible for and are trained to deal with a wide variety of calls, as indicated above.

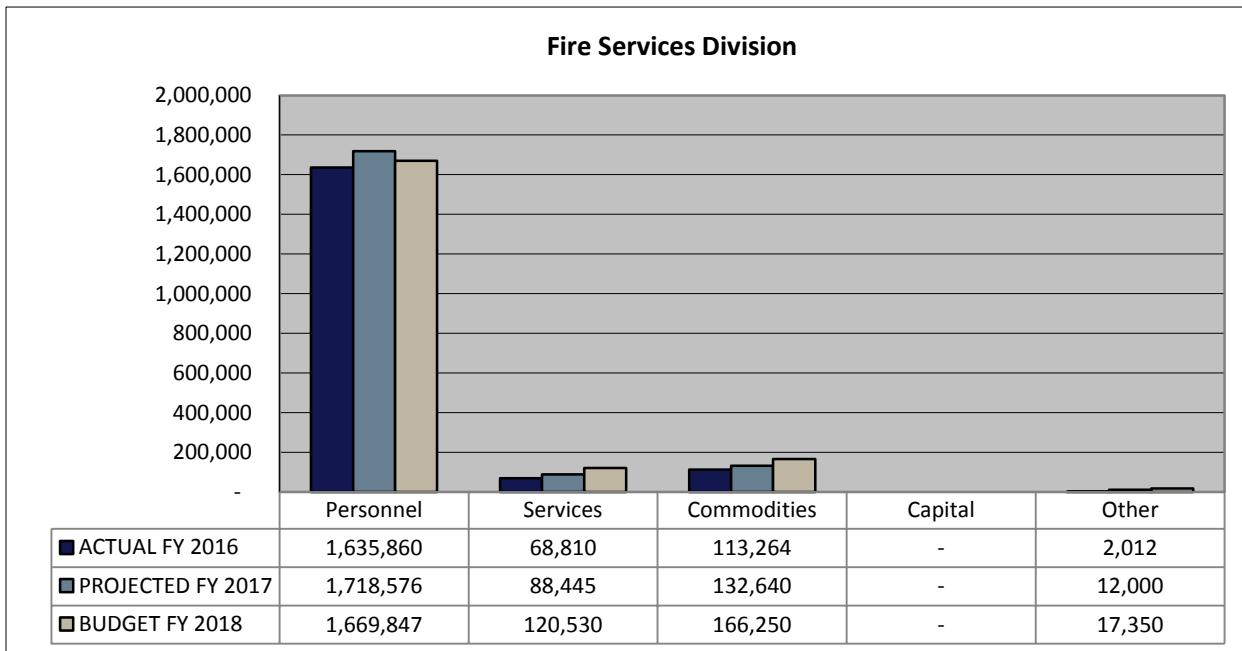
In addition to basic requirements as a firefighter, there are also a variety of specialized assignments within the Fire Service Division. These assignments include: Boat Operator, Underwater Diver, Fire Apparatus Engineer, Fire/Arson Investigator, Fire Prevention/Inspector, Hazardous Materials, Technical 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 and manpower 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 utilize automatic first response where the closest fire companies respond when an incident occurs in a neighboring community. These automatic aid responses ignore geo-political boundaries between communities in the best interest of citizen service and cost effectiveness.

The Mutual Aid Box Alarm System (MABAS) in partnership with Illinois Emergency Management Agency (IEMA) have established a statewide, non-discriminatory mutual aid response system for fire, EMS and specialized incident operational teams. The MABAS system was established to provide a swift, standardized, and effective method of mutual aid assistance for extra alarm fires and mass casualty incidents. The MABAS system allows departments to serve citizens in ways far beyond MABAS's original intent. MABAS shares 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 cost-effective joint purchasing among communities for fire trucks, engines, ambulances, tools, hose and equipment. An additional element of MABAS is certified fire and arson investigators which can be "packaged" as teams for larger incidents requiring complicated and time-consuming efforts for any single agency. The department has eight officers assigned to MABAS Team Responses – four Boat Operators, two Divers, one Technical Rescue Technician and one Hazardous Materials Supervisor.

Expenditures:

The Public Safety Fire Service Division Fiscal Year 2018 Budget is \$1,973,977. 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 & 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. Paramedic officers serve as paramedics during medical emergency response and serve as firefighters during 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 officers serving in the paramedic capacity. Initial paramedic training and certification is a nine to twelve month process, including classroom instruction, practical exercises, field experience and written and practical examinations. In addition, paramedic officers are required to maintain their certifications through annual continuing education programs and examinations.

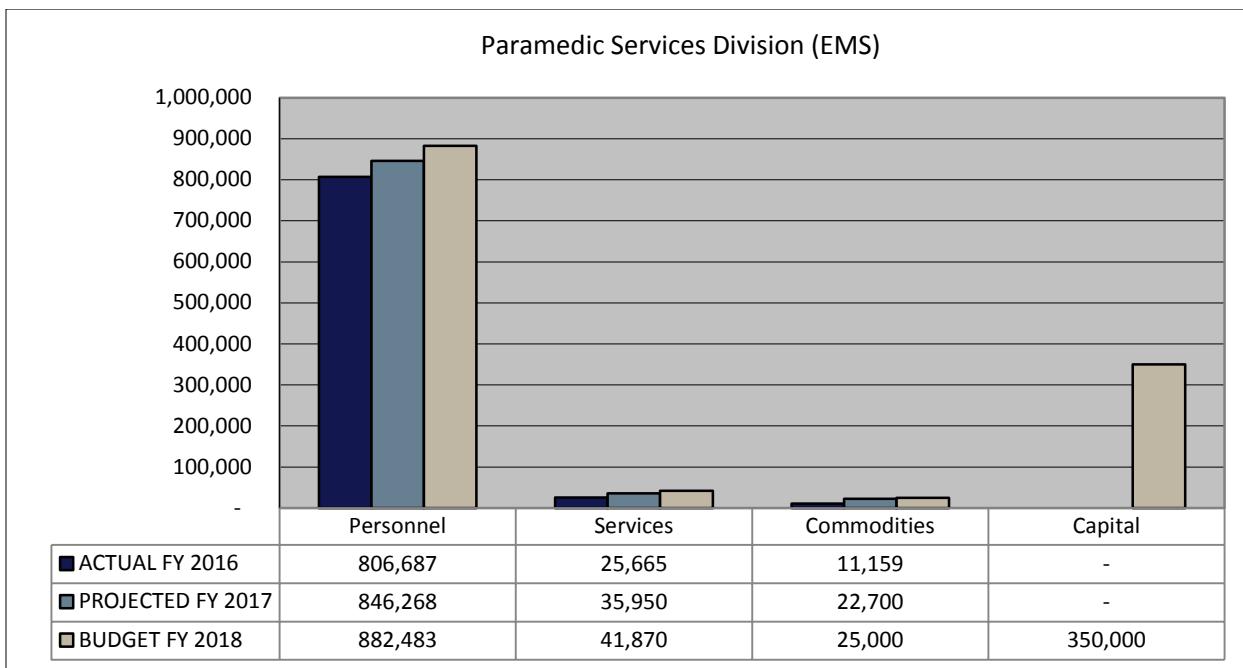
Specific paramedic duties include responding and treating injured and ill patients. Paramedics focus on minimizing the effects of trauma and illness by stabilizing the condition of sick or injured persons, coordinating treatment protocols with destination hospital staff and ensuring safe transport to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

As indicated above, paramedic officers assigned to the fire shifts respond with fire service officers to all fire and emergency service related calls throughout the Village. In addition, paramedic officers 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 as described above is also a certified paramedic. In addition to his regular NIPAS duties, he serves as a Tactical Emergency Medical Services paramedic to assist with medical emergencies that arise during NIPAS training and activations. Depending on officer rotation in 2018, the new NIPAS officer may or may not serve in this capacity.

Expenditures:

The Public Safety EMS Service Division Fiscal Year 2018 Budget is \$1,299,353. 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 & repairs, service fees, training and membership dues
- *Commodities*: Supplies, vehicle operating expense and uniforms
- *Capital*: Capital equipment and vehicles

GOALS & OBJECTIVES:

FISCAL YEAR 2017 ACCOMPLISHMENTS:

In addition to the daily responsibilities of the department, other special projects were undertaken in Fiscal Year 2017 with results as follows:

1. Hired five Public Safety Officers, promoted two Officers to Lieutenant, and promoted one Lieutenant to Deputy Chief while preserving daily operational readiness;
2. Continued to work within the terms of the department's collective bargaining agreement with Public Safety Officers;
3. Pursued grant opportunities to supplement department needs;
4. Faced with State-mandated dispatch consolidation, explored emergency dispatch center consolidation opportunities with neighboring partner municipalities - Kenilworth, Northfield, Winnetka;
5. Entered into an intergovernmental agreement with the Village of Glenview to provide emergency dispatch services to the Village, ensuring that residents continue to receive the highest quality Public Safety services; initiated dispatch consolidation implementation with the Village of Glenview, including infrastructure and technology improvements and enhancements;
6. Improved communication with the community through enhancements to the Glencoe Connect community alert paging system as well as topical Press Releases and Village website postings;
7. Maintained liaison with Family Service of Glencoe and School District 35, through periodic meetings and shared training opportunities;
8. Coordinated with the Public Safety Commission and Village staff to administer testing processes for both entry-level officer and lieutenant eligibility lists;
9. Collaborated with area fire departments to update our community MABAS Division #3 Fire response grid maps and Fire/EMS response Box Cards.;
10. Transitioned from a manual to an electronic scheduling program to ensure accurate manpower allocation and payroll records management;
11. Enhanced department training and related administrative functions through comprehensive schedule analysis, enhanced database implementation, and daily task and assignment postings; staff members received over 10,500 hours of training, including basic and advanced police/fire/EMS, administrative and specialized certification instruction; and
12. Reviewed, updated, and implemented Village Ordinances related to Downtown Business District parking restrictions.

FISCAL YEAR 2018 GOALS:

In addition to the initiatives outlined in the Strategic Work Plan, the Public Safety Department will endeavor to complete the following goals as well in Fiscal Year 2018.

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.	Ongoing objective
Continue to refine and update the Village All Hazards (Emergency Disaster) Plan.	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 – training focused on specialized assignments and certifications, following 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
Manage the dispatch consolidation process with the Village of Glenview, including partner communities – Kenilworth, Northfield and Winnetka.	July 1, 2017
Implement a digital emergency radio communications solution (STARCOM) – in response to federal mandate and existing infrastructure needs – with partner agencies.	Summer 2017
Successfully negotiate a successor collective bargaining agreement with the Public Safety Officers and the FOP.	Summer 2017
Utilize the request for proposal process to facilitate the purchase of a new front-line ambulance, and transition the existing ambulance to reserve status.	Spring 2018

STRATEGIC PRIORITIES

The Village Board approved a three-year Strategic Work Plan in October 2014. Six **Strategic Priorities – Financial Sustainability, Commercial Vitality, Infrastructure Replacement, Operational Effectiveness, Organizational Development, and Community Engagement** were developed by the Village Board as the basis for this plan. Many projects, with responsibility across all operating departments and administered by the Village Manager's Office, are planned for Fiscal Year 2018. This is the final year of this three-year work plan, and it is anticipated that the Village Board will participate in a facilitated session to set priorities and goals for the coming three years.



The Public Safety Department will be involved in the following Strategic Priorities in Fiscal Year 2018.

Financial Stability

- Enhance presentation of long-range financial plan and capital improvement plan documentation.
- Present recommended budget document with integrated strategic priorities and greater expense/revenue detail.
- Evaluate sufficiency of enhanced budget documents.
- Determine how to achieve other revenue growth (i.e. new or enhanced, rate increases, grant funding).
- Coordinate review of new revenue opportunities with review of opportunities to improve process efficiency.

Commercial Vitality

- Continue to evaluate the Village's parking regulations and enforcement in the downtown.
- Maintain/expand quality and appeal of Public Safety participation in Village special events.
- Review business license process, building codes and Village regulations to identify impediments and to identify options for streamlining process.

Infrastructure Replacement

- Review and update 5-year capital equipment replacement program and 10-year capital project inventory, including funding projections and recommendations; reassess capital equipment

replacement procedures/policies and develop a qualitative decision-making approach for the review of the Village's 10-year Community Improvement Program.

- Implement the STARCOM emergency radio network.

Operational Effectiveness

- Identify all major services by department; determine which Village services are core (absolute) or enhanced (optional).
- Present finding to the Board.
- Evaluate baseline services included within Fiscal Year 2018 budget process.
- Analyze opportunities to partner with other municipalities and Glencoe local governments.
- Consolidate emergency dispatch services at the Village of Glenview, in partnership with the Villages of Kenilworth, Northfield, and Winnetka.

Organizational Development

- Provide leadership/management training for first-line supervisors.
- Provide leadership/management opportunities for supervisors, including those outside of traditional job responsibilities.
- Ensure a work and training environment that allows for competitive internal promotions.
- Establish a list of certifications and/or specialized skills of all current positions; develop a plan to maintain all requirements for each.
- Review organization-wide training needs.
- Develop a career development plan for each employee in conjunction with the performance evaluation process.

Community Engagement

- Conduct comprehensive orientation to Village operations for Board and Commission members.

PUBLIC SAFETY DEPARTMENT | EXPENDITURES

Police/Fire/Paramedic

Fund: General

Account:	Account Title:	Proposed FY 2018 Budget	Projected FY 2017 Budget	Approved FY 2017 Budget	% Change
42110	Salaries Regular	4,161,344.00	3,850,000.00	4,185,974.00	-0.6%
42210	Salaries - Temporary	49,000.00	66,419.40	49,000.00	0.0%
42310	Overtime	648,000.00	816,500.00	648,000.00	0.0%
42320	Special Detail Overtime	42,960.00	42,960.00	42,960.00	0.0%
	Salaries:	4,901,304.00	4,775,879.40	4,925,934.00	-0.5%
42112	Performance Pay	46,500.00	36,250.00	33,251.00	28.5%
42114	Paramedic Pay	30,000.00	30,000.00	30,000.00	0.0%
42116	Longevity Bonus	66,751.00	76,346.00	75,575.00	-13.2%
42118	Safety Pay	4,425.00	4,700.00	4,951.00	-11.9%
42120	RHS Pay	104,441.00	100,878.00	26,200.00	74.9%
42122	Insurance Opt Out	3,859.00	5,287.00	7,552.00	-95.7%
42124	Other Compensation	31,000.00	39,000.00	1,253.00	96.0%
42126	Clothing Allowance	29,675.00	26,495.75	26,400.00	11.0%
42610	Employee Benefits	724,128.00	645,000.00	740,925.00	-2.3%
42615	PSEBA Benefits	37,301.00	37,301.00	37,301.00	0.0%
46105	Pension Cost - Fire	44,200.00	44,200.00	44,200.00	0.0%
46110	Pension Cost - Police	1,395,284.00	1,358,456.00	1,358,456.00	2.6%
46115	Social Security Admin.	29,693.00	42,000.00	46,936.00	-58.1%
46120	Medicare Only Contrib.	60,327.00	64,124.00	64,124.00	-6.3%
46125	IMRF	48,946.00	75,000.00	84,233.00	-72.1%
	Fringe Benefits:	2,656,530.00	2,585,037.75	2,581,357.00	2.8%
51105	Building Maintenance	8,300.00	3,200.00	8,500.00	-2.4%
51140	Office Equipment Maintenance	17,940.00	7,645.00	7,940.00	55.7%
51145	Radio Equipment Maintenance	63,200.00	58,500.00	62,550.00	1.0%
51160	Safety Equipment Testing	20,620.00	17,300.00	19,320.00	6.3%
52130	Public Safety Services	63,785.00	54,165.00	56,165.00	11.9%
52140	Crisis Social Worker Service	38,525.00	38,525.00	38,525.00	0.0%
52185	Animal Control	8,600.00	3,500.00	7,500.00	12.8%
52200	Postage	2,000.00	1,200.00	1,500.00	25.0%
52205	Telecom/Internet Service	63,411.00	59,402.00	59,402.00	6.3%
52295	Dispatch Services	146,144.00	0.00	0.00	100.0%
53165	Public Education	8,000.00	8,500.00	16,625.00	-107.8%
55105	Memberships/Dues	6,415.00	4,490.00	4,490.00	30.0%
55110	In-Service Training	162,864.00	102,250.00	107,841.00	33.8%
55115	Annual Medical Exams	22,250.00	22,250.00	22,250.00	0.0%
56105	Public Liability Insurance	88,119.00	78,242.00	78,242.00	11.2%
56110	Insurance Deductibles	40,000.00	40,000.00	40,000.00	0.0%
	Services:	760,173.00	499,169.00	530,850.00	30.2%
61135	Parking Program	23,001.00	5,500.00	6,950.00	69.8%

Account:	Account Title:	Proposed FY 2018 Budget	Projected FY 2017 Budget	Approved FY 2017 Budget	% Change
61155	Supplies	8,000.00	8,000.00	8,000.00	0.0%
61170	Office Supplies	12,980.00	12,000.00	12,850.00	1.0%
61175	Public Safety Supplies	61,075.10	43,600.00	44,675.10	26.9%
61187	Vehicle Gas-Oil-Grease	68,000.00	68,000.00	68,000.00	0.0%
62105	Misc Computer Equipment	10,000.00	5,000.00	9,000.00	10.0%
62115	Misc. Computer Software	18,554.00	16,173.00	16,133.00	13.0%
62130	Misc. Equipment	80,026.00	63,900.00	69,875.00	12.7%
64105	Uniforms/Work Clothing	90,550.00	53,200.00	55,200.00	39.0%
66105	Vehicle Operating Expense	60,500.00	60,000.00	60,500.00	0.0%
Commodities:		432,686.10	335,373.00	351,183.10	18.8%
82105	Data Processing Equipment	300,000.00	0.00	0.00	100.0%
82150	Fire Equipment	84,000.00	16,366.50	24,000.00	71.4%
82160	Office Equipment	0.00	2,223.00	27,500.00	n/a
82170	Paramedic Equipment	0.00	0.00	0.00	n/a
83105	Vehicles	460,000.00	58,000.00	67,000.00	85.4%
Capital:		844,000.00	76,589.50	118,500.00	86.0%
82125	Emergency Service Disaster Agency	17,350.00	12,000.00	14,350.00	17.3%
Other Expense:		17,350.00	12,000.00	14,350.00	17.3%
TOTAL PUBLIC SAFETY DEPARTMENT:		9,612,043.10	8,284,048.65	8,522,174.10	11.3%



VILLAGE OF GLENCOE

PUBLIC WORKS DEPARTMENT

FISCAL YEAR 2018



PUBLIC WORKS DEPARTMENT

The Public Works Department manages Village operations and the Village's infrastructure through routine maintenance, as well as through the design and construction of capital improvements. Key functions provided by the Public Works Department include: administration, planning, zoning and community development, engineering, fleet maintenance, forestry, municipal buildings, garbage and recycling, sewers, streets, bridges, sidewalks and street lighting.

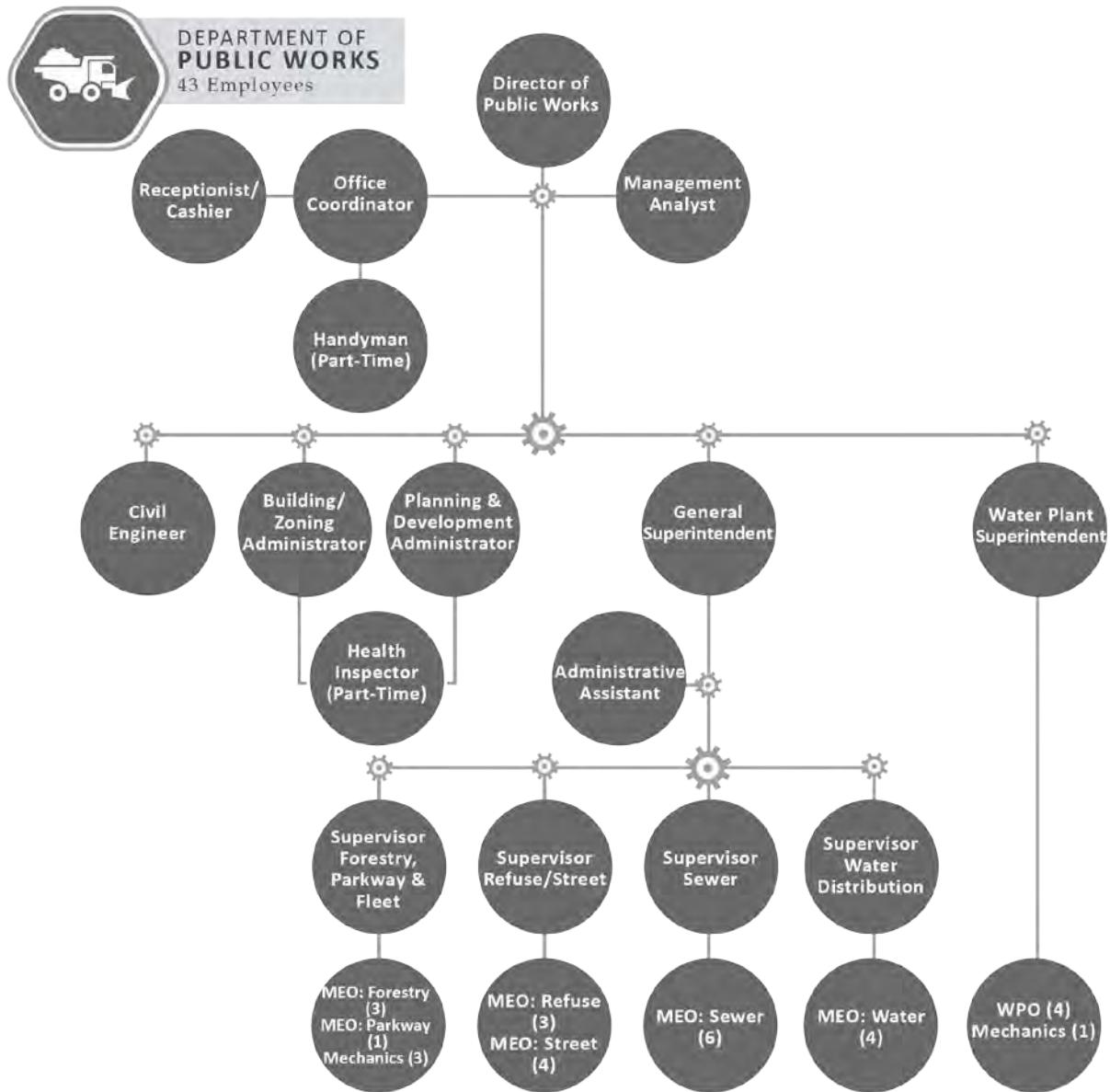
The Public Works Department is comprised of nine divisions:

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, the Village President 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 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;
 - Providing information to residents on the care of both public and private trees;
 - 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.

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 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
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.

DEPARTMENT STRUCTURE / STAFFING SUMMARY

ORGANIZATIONAL CHART:



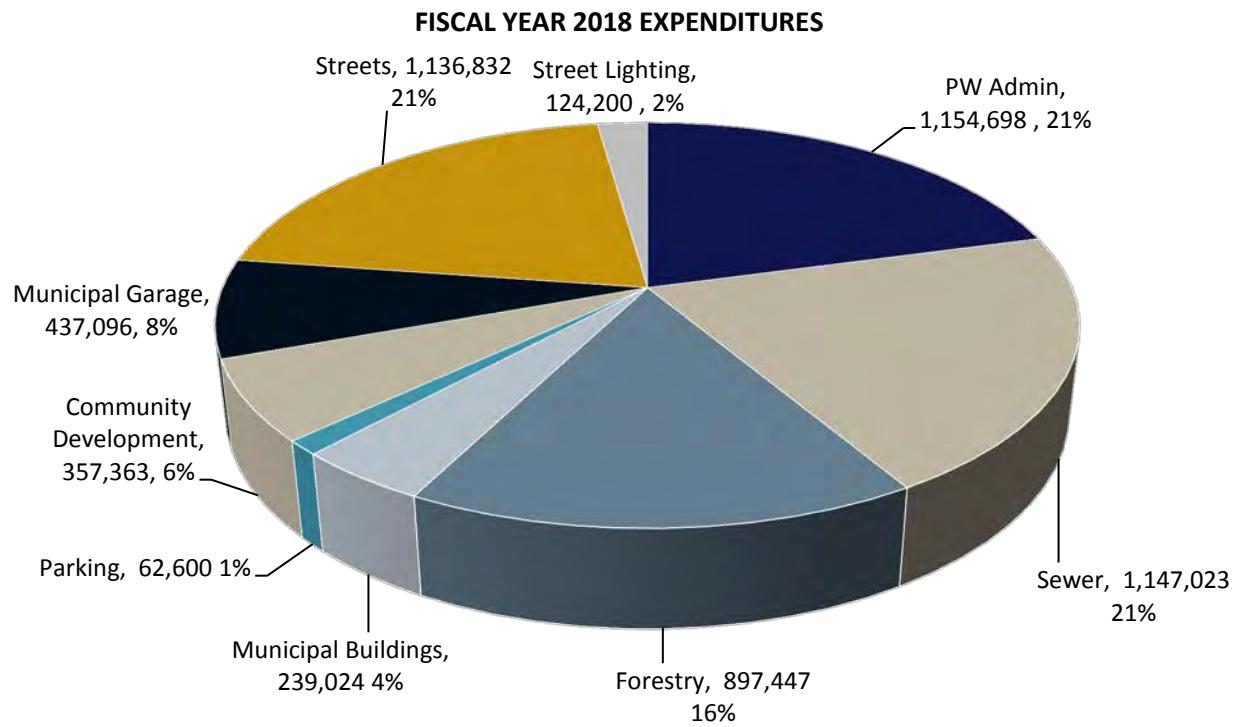
STAFFING SUMMARY:

The General Fund Divisions of the Public Works Department are comprised of 25 full-time employees. Below is a chart illustrating authorized positions for Fiscal Year 2018.

AUTHORIZED FULL-TIME POSITIONS							
POSITION TITLE:	FY 2016	FY 2017	FY 2018	POSITION TITLE:	FY 2016	FY 2017	FY 2018
Director of Public Works	1	1	1	Public Works Supervisor	2	2	2
Assistant to the Director of Public Works	1	0	0	Office Coordinator	1	1	1
Management Analyst	0	1	1	Administrative Assistant	1	1	1
Building and Zoning Administrator	1	1	1	Receptionist/Cashier	1	1	1
Planning and Development Administrator	1	1	1	Maintenance Equipment Operator	12	12	12
Village Engineer	1	1	0	Mechanic	2	2	2
Civil Engineer	0	0	1				
General Superintendent	1	1	1				
				TOTAL:	25	25	25

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 2018 Public Works General Fund Budget is \$5,556,283.

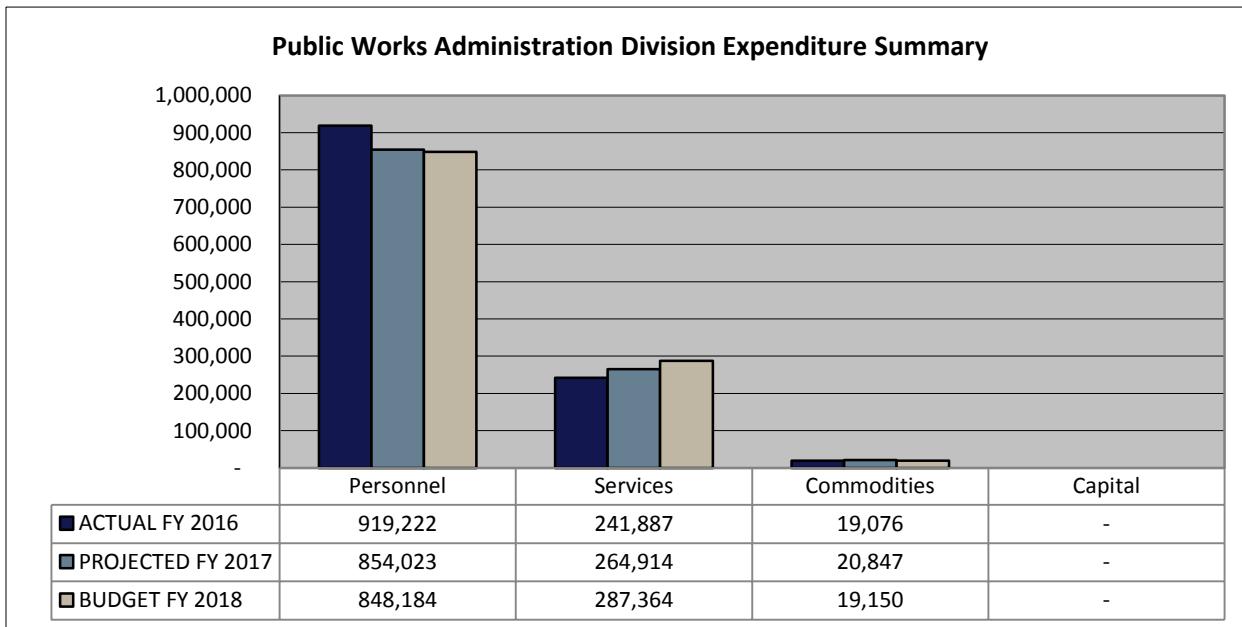


	PW Admin	Sewer	Forestry	Municipal Buildings	Parking	Community Development	Municipal Garage	Streets	Street Lighting	Total	Prior Year's Budget	% Change from FY17
PERSONNEL	848,184	733,615	561,327	53,824	-	335,493	256,026	525,127	-	3,313,596	3,273,777	1.22%
SERVICES	287,364	116,618	203,745	75,800	62,000	20,370	69,150	93,475	124,200	1,052,722	965,775	9.00%
COMMODITIES	19,150	93,790	27,375	9,400	600	1,500	29,920	228,230	-	409,965	415,725	-1.39%
SUB-TOTAL	1,154,698	944,023	792,447	139,024	62,600	357,363	355,096	846,832	124,200	4,776,283	4,655,277	2.60%
DEBT SERVICE	-	-	-	-	-	-	-	-	-	-	-	N/A
CAPITAL	-	195,000	100,000	100,000	-	-	75,000	290,000	-	760,000	264,000	187.88%
SUB-TOTAL	-	195,000	100,000	100,000	-	-	75,000	290,000	-	760,000	264,000	187.88%
OTHER	-	8,000	5,000	-	-	-	7,000	-	-	20,000	18,000	11.11%
COMBINED TOTAL	1,154,698	1,147,023	897,447	239,024	62,600	357,363	437,096	1,136,832	124,200	5,556,283	4,937,277	12.54%
TRANSFERS OUT	-	-	-	-	-	-	-	-	-	-	-	N/A
DIVISION TOTAL	1,154,698	1,147,023	897,447	239,024	62,600	357,363	437,096	1,136,832	124,200	5,556,283	4,937,277	12.54%

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 2018 Budget is \$1,154,698. Below is the review of expenditures for the Administration Division.



Public Works Administration Account Class Description:

- *Personnel*: Salaries, employee benefits and pension costs
- *Services*: Service fees, maintenance and repair, professional services, training costs and risk management
- *Commodities*: Supplies, vehicle operating expenses and equipment
- *Capital*: None

GOALS & OBJECTIVES:

FISCAL YEAR 2017 ACCOMPLISHMENTS:

In addition to the daily responsibilities of the department, other special projects were undertaken in Fiscal Year 2017 with results as follows:

1. 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;
 - Mission is to provide a high quality GIS program at a reduced cost through a shared 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 staff in the field.
2. Capital improvement projects managed through Administration Division during Fiscal Year 2017.
 - Terrace Court and Skokie Ridge Stormwater Drainage Improvements;
 - Oak Drive Water Main Improvements;
 - Residential Sidewalk Replacement of 17,000 square feet;
 - Rockgate Lane Storm Sewer Outfall Engineering Study;
 - Village Hall HVAC Upgrade Project.
3. Ongoing design and planning for future Capital Improvement Projects.
 - Design engineering for the Greenwood Avenue, Madison Avenue and Hazel Avenue Drainage Improvements;
 - Pavement Condition Report Completed for Maintenance Street Resurfacing Planning Program;
 - Euclid/Linden/Green Bay Rd. Drainage Basin Study.
4. Staff continued to provide support to the Plan Commission, Zoning Commission, Sustainability Task Force and Historic Preservation Commission in Fiscal Year 2017.

FISCAL YEAR 2018 GOALS:

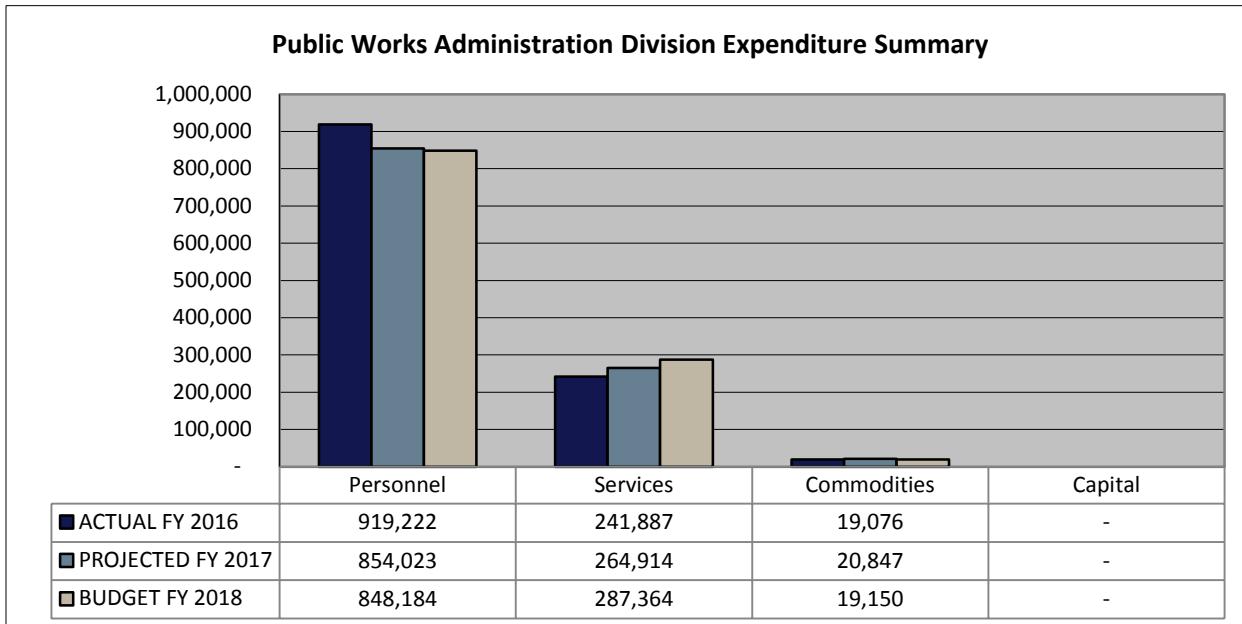
In addition to the initiatives outlined in the Strategic Work Plan, Public Works Administration Division will endeavor to complete the following goals as well in Fiscal Year 2018:

Goals:	Anticipated Completion:
Continued development and maintenance of the Geographic Information System (GIS) including launching use of collector app.	Ongoing objective
Complete Implementation of Customer Service Request Software (Village Website).	2nd Quarter
Complete Greenwood/Madison/Hazel Avenue Stormwater Drainage Improvements.	3rd Quarter
Complete Village Hall HVAC Upgrades.	2nd Quarter
Complete Engineering and Ravine Improvements Rockgate Lane Storm Sewer Outfall.	3rd Quarter
Review/Implementation of Work Order Management System (pending Final Recommendation of IT Needs Assessment Study).	4th Quarter

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 2018 Budget is \$1,147,023. 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 2017 ACCOMPLISHMENTS:

In addition to the daily responsibilities of the Sewer Division, other special projects were undertaken in Fiscal Year 2017 with results as follows:

1. 150,000 lane feet of Sanitary Sewer Cleaning;
2. 30,000 lane feet of Sanitary Sewer Televising;
3. 30,000 lane feet of Storm Sewer Cleaning;
4. 20,000 lane feet of Storm Sewer Televising;
5. 385 Manholes Cleaned;
6. 137 Manholes Repaired;
7. Administer the Village's Sanitary Sewer Flood Prevention Rebate Program.

FISCAL YEAR 2018 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 2018:

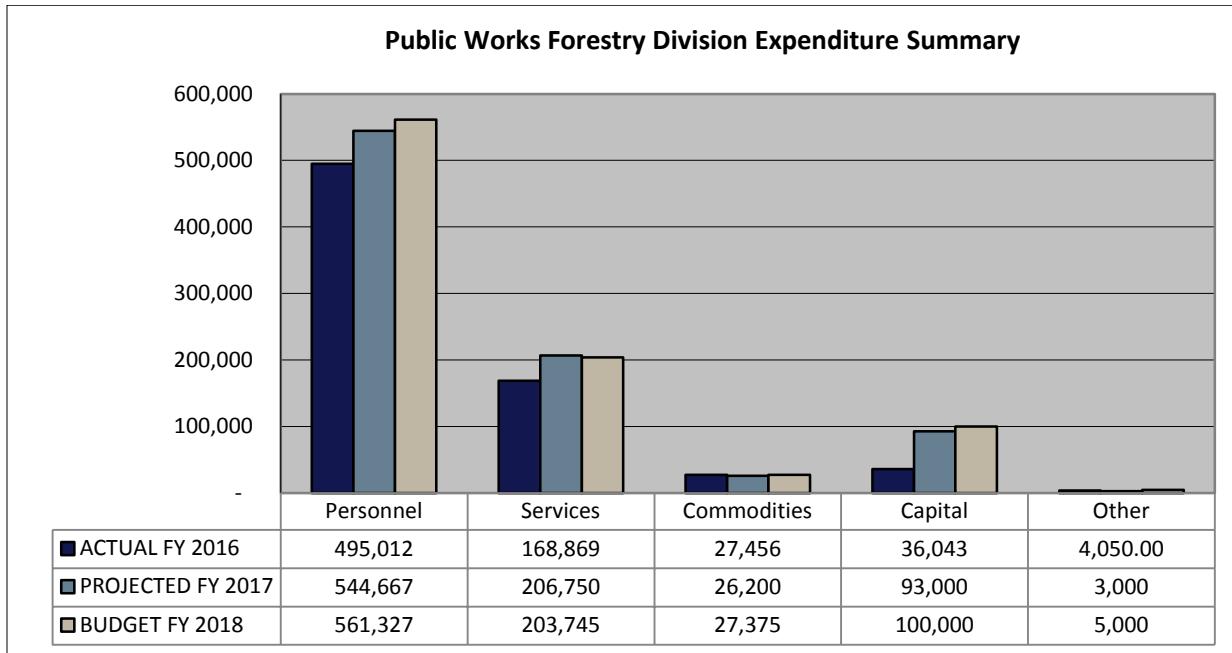
Goals:	Anticipated Completion:
Continue to administer the Village's Sanitary Sewer Flood Prevention Rebate Program	Ongoing objective
Complete Rockgate Storm Outfall Repairs	3rd Quarter
Storm Sewer Cleaning (50,000 lane feet)	4th Quarter
Sanitary Sewer Cleaning (200,000 lane feet)	4th Quarter
Storm Sewer Televising (10,000 lane feet)	4th Quarter
Sanitary Sewer Televising (25,000 lane feet)	4th Quarter
Manhole Repair (100 Ea.)	Ongoing
Manhole Cleaning (500 Ea.)	Ongoing
Replace Sewer Jet	4th Quarter

In order to comply with Article 8 – Infiltration/Inflow Control Program (IICP) of the Metropolitan Water Reclamation District of Greater Chicago's Watershed Management Ordinance, the Village is required to complete condition assessment investigations and related rehabilitation of high priority sanitary sewers and manholes. 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 IICP was initiated in 2015. The Village will be performing condition assessment investigation of a targeted high priority area in Fiscal Year 2018. All condition assessment and rehabilitation of high priority sanitary sewers and manholes must be completed by December 31, 2019.

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. This division is also responsible for the maintenance and restoration of public right-of-way areas including parks, islands, medians and street ends.

The Public Works Forestry Division Fiscal Year 2018 Budget is \$897,447. Below is the review of expenditures for the Forestry Division.



Public Works Forestry Division Account Class Description:

- *Personnel*: Salaries, employee benefits and pension costs
- *Services*: Maintenance and Repair, service fees, professional services and training cost
- *Commodities*: Vehicle operating expenses, equipment, uniforms, tool purchase and repair
- *Capital*: Building and grounds improvement and equipment
- *Other Expense*: Continue to provide Forestry Division support to Glencoe Park District through the Shared Services Program

GOALS & OBJECTIVES:

FISCAL YEAR 2017 ACCOMPLISHMENTS:

In addition to the daily responsibilities of the department, other special projects were undertaken in Fiscal Year 2017 with results as follows:

1. 164 new trees planted;
2. 654 trees removed (268 EAB);
3. 560 trees trimmed;
4. 22 Park District trees removed through Shared Services Program;
5. 1 Park District trees trimmed through Shared Services Program;
6. Performed select forestry services for the Glencoe Golf Club;
7. Replaced Unit #10 – Brush and Log Chipper;
8. Initiated the Trees for the Trail partnership with the Friends of the Green Bay Trail and total of 37 tree purchased and planted on the Green Bay Trail between Harbor Street and Scott Avenue in 2016;
9. Initiate Feasibility Study – Green Bay Trail Crossing at Hazel Ave.

FISCAL YEAR 2018 GOALS:

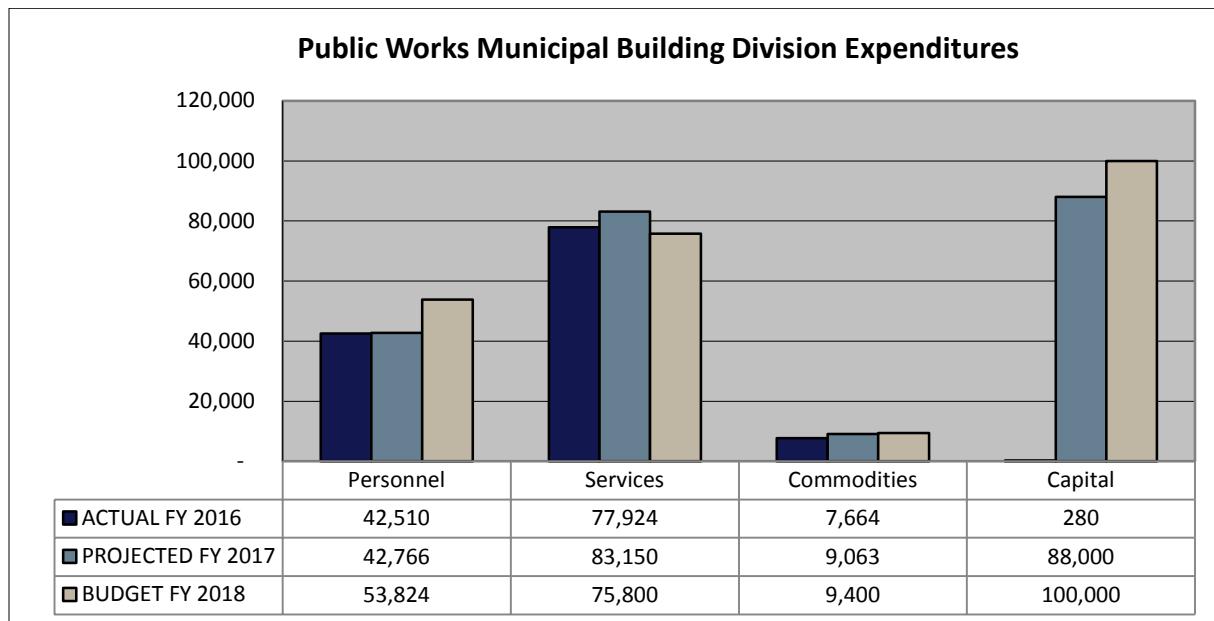
In addition to the initiatives outlined in the Strategic Work Plan, Public Works Forestry Division will endeavor to complete the following goals as well in Fiscal Year 2018:

Goals:	Anticipated Completion:
Tree Planting Program (200 Ea.)	Ongoing
Tree Removal (250 Ea.)	Ongoing
Tree Trimming (300 Ea.)	Ongoing
EAB Treatment (Select Public ROW Trees)	Ongoing objective
Park District trees removed (25 Ea.)	Ongoing
Park District trees trimmed (10 Ea.)	Ongoing
Enhanced Grounds Maintenance Efforts	Ongoing
Wyman Green Space Use Analysis	1st – 2nd Quarter
Replace Stump Grinder	4th Quarter

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 2018 Budget is \$239,024. 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 2017 ACCOMPLISHMENTS:

In addition to the daily responsibilities of the department, other special projects were undertaken in Fiscal Year 2017 with results as follows:

1. Substantial Completion of Village Hall HVAC Upgrade Improvement Project

FISCAL YEAR 2018 GOALS:

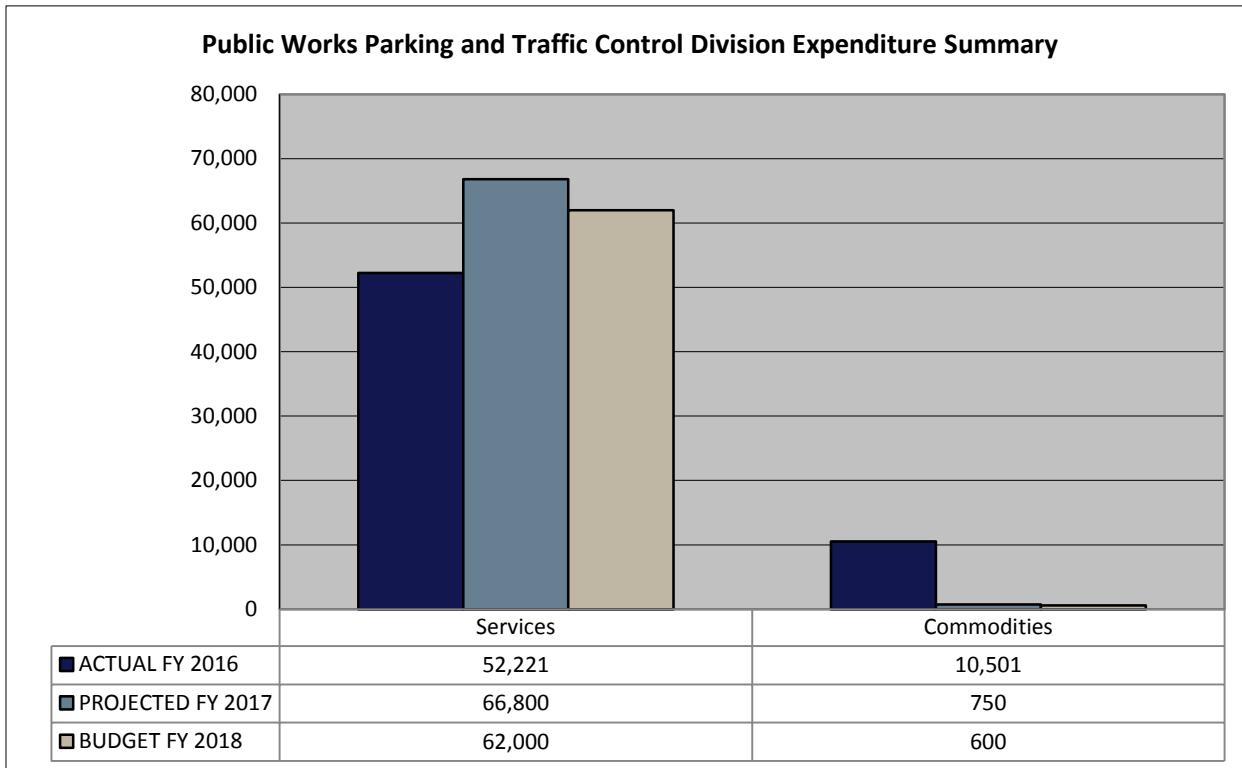
In addition to the initiatives outlined in the Strategic Work Plan, Public Works Municipal Building Division will endeavor to complete the following goals as well in Fiscal Year 2018:

Goals:	Anticipated Completion:
Complete Village Hall HVAC Upgrade Improvement Project	2nd Quarter

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 and Chicago Botanic Garden and the pedestrian crossing on Green Bay Road at the Takiff Center.

The Parking and Traffic Control Division Fiscal Year 2018 Budget is \$62,600. 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 2017 ACCOMPLISHMENTS:

In addition to the daily responsibilities of the division, other special projects were undertaken in Fiscal Year 2017 with results as follows:

1. Continuation of Village-wide program to standardize parking and regulatory traffic signs;
2. Completed New Bicycle Pavement Markings on Sheridan Road and Green Bay Road;
3. Completed hardscape improvements, signage and pavement markings for new pedestrian crossing on Green Bay Road at Tudor Court; and
4. Completed thermoplastic pavement marking of street centerlines, parking stalls, stop bars and crosswalks at various street locations.

FISCAL YEAR 2018 GOALS:

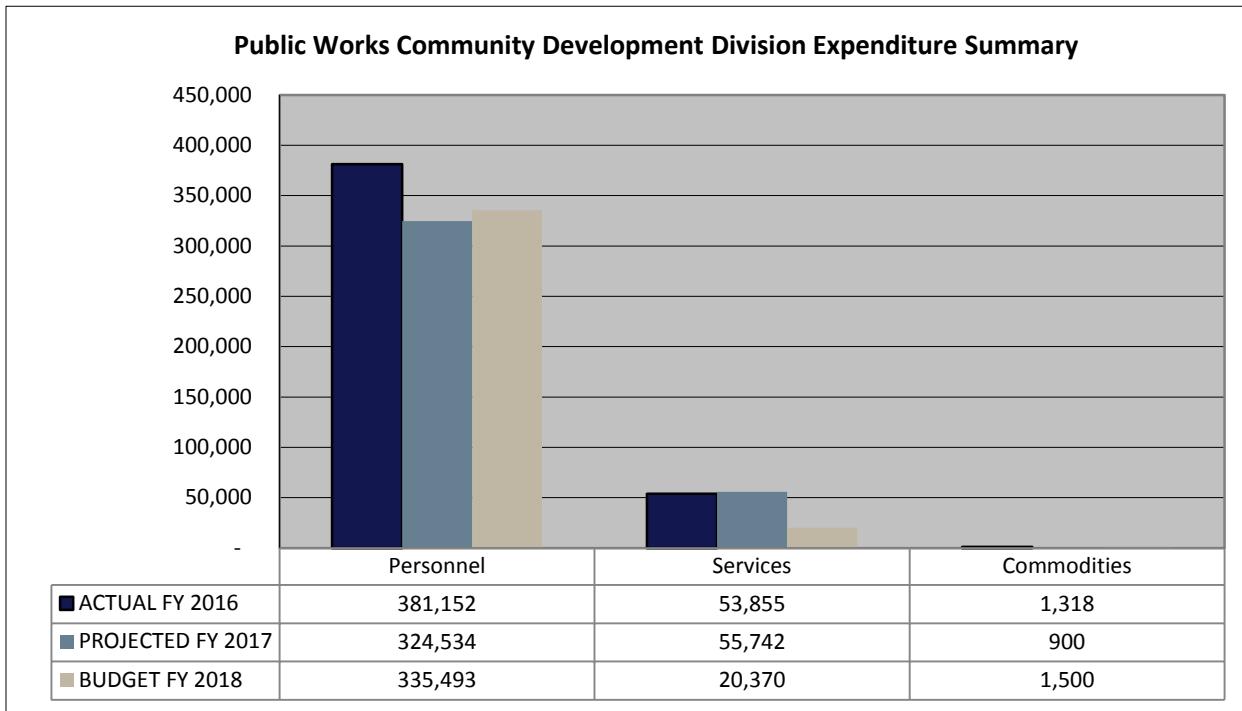
In addition to the initiatives outlined in the Strategic Work Plan, Public Works Parking and Traffic Control Division will endeavor to complete the following goals as well in Fiscal Year 2018:

Goals:	Anticipated Completion:
Village-wide program to standardize parking and regulatory traffic signs	Ongoing objective
Initiate program to upgrade and replace street identification signs	Ongoing objective
GIS inventory of all signs	Ongoing objective
Thermoplastic pavement marking upgrades	3rd Quarter

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.

The Community Development Division Fiscal Year 2018 Budget is \$357,363. Below is the review of expenditures for the Community Development Division.



Public Works Community Development Division Account Class Description:

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

GOALS & OBJECTIVES:

FISCAL YEAR 2017 ACCOMPLISHMENTS:

In addition to the daily responsibilities of the division, other special projects were undertaken in Fiscal Year 2017 with results as follows:

1. Single family construction activity continued with 42 building permits issued totaling a stated value of \$14,662,000.
2. Construction was completed on the new Writers Theatre building at 325 Tudor Court. The building was officially open to the public, following issuance of a certificate of occupancy, with the first production debuting in March.
3. Subsequent enhancements were made to the Writers Theatre building including the addition of new landscape plantings and a redesigned front approach/entrance to improve the comfort and safety of those accessing the building.
4. One lot consolidation was approved resulting in the combination of two zoning lots into one at 846 Greenwood Ave.
5. Exterior improvements (painting, new awnings and signage) were carried through to the northernmost building at the Hubbard Woods Plaza Shopping Center thereby completing a uniform enhancement of this property at the southern gateway to the Village.
6. Five new businesses downtown and at Hubbard Woods Plaza each completed significant upgrades to their commercial spaces, including Binny's, Chalk, Tudor Wine Bar, J.C. Licht and Valentina.
7. The Plan Commission's Downtown TuneUp planning process was completed in December following the Village Board's adoption of the Downtown Plan, thereby concluding a three-year planning effort.

FISCAL YEAR 2018 GOALS:

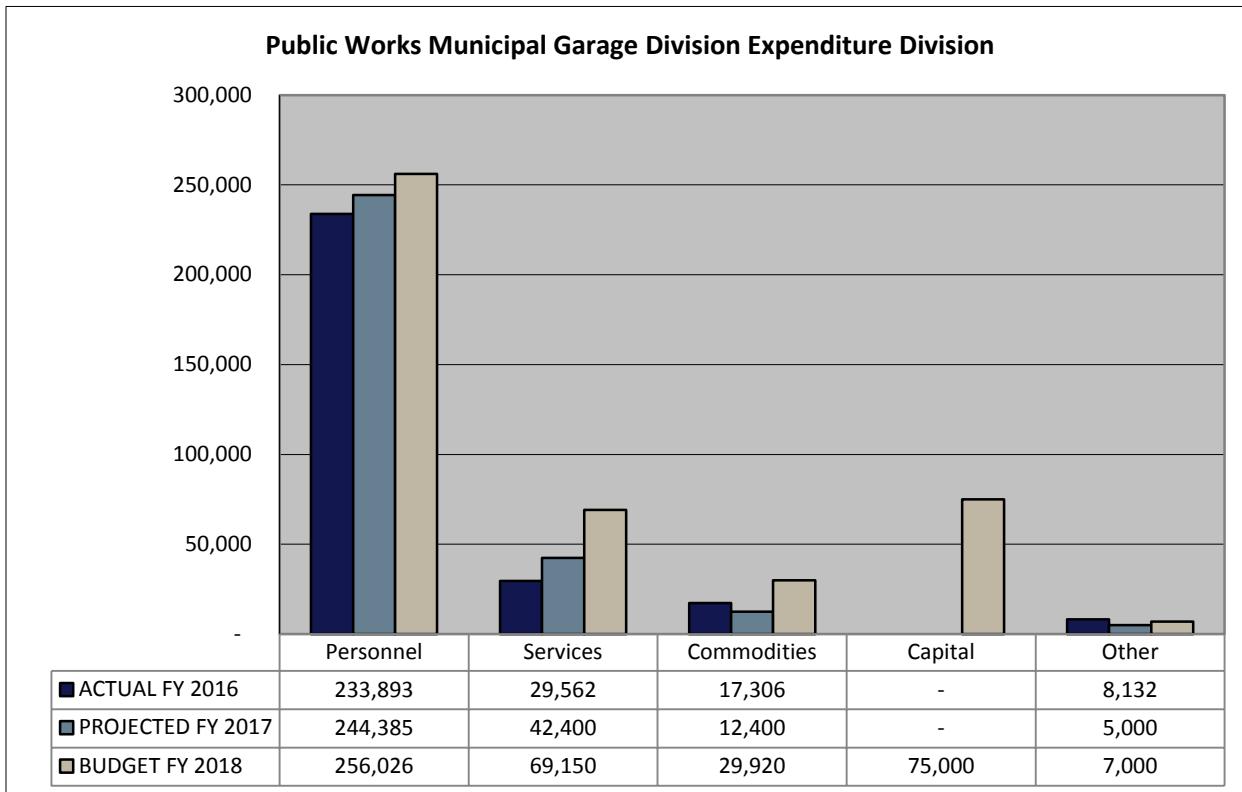
In addition to the initiatives outlined in the Strategic Work Plan, Public Works Community Development Division will endeavor to complete the following goals as well in Fiscal Year 2018:

Goals	Anticipated Completion
Review Building Permit Fee Structure	2nd Quarter

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 2018 Budget is \$437,096. Below is the review of expenditures for the Municipal Garage Division.



Public Works Municipal Garage Division Account Class Description:

- *Personnel*: Salaries, employee benefits and pension cost
- *Services*: Maintenance and repair and training costs.
- *Commodities*: Vehicle operating expense, equipment, uniforms, tool purchase and repair
- *Capital*: Building & grounds improvement, capital equipment and vehicles.

GOALS & OBJECTIVES:

FISCAL YEAR 2017 ACCOMPLISHMENTS:

In addition to the daily responsibilities of the division, other special projects were undertaken in Fiscal Year 2017 with results as follows:

1. The division provided routine service on 183 vehicles and equipment, repaired 28 major breakdowns and repaired 95 minor breakdowns;
2. Continuation of the Shared Services program with the Park District
 - Preventative Maintenance performed on 22 vehicles and 18 vehicles were repaired.

FISCAL YEAR 2018 GOALS:

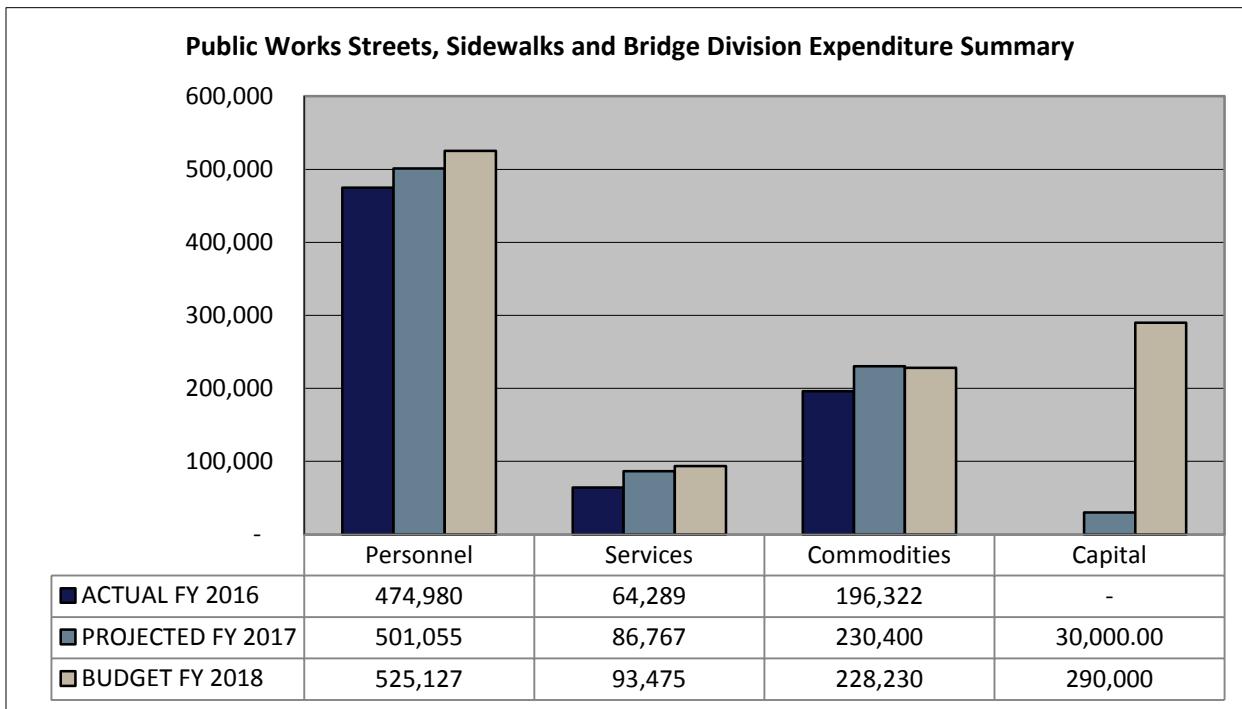
In addition to the initiatives outlined in the Strategic Work Plan, Public Works Municipal Garage Division will endeavor to complete the following goals as well in Fiscal Year 2018:

Goals	Anticipated Completion
Maintain Village vehicle fleet & equipment	Ongoing objective
Continue Maintenance of Park District vehicle fleet through Shared Services Program	Ongoing objective
Replacement of Mechanical Lift	4th Quarter

STREETS, SIDEWALKS, AND BRIDGE DIVISION

The Public Works Street Division is responsible for the maintenance of all streets, curbs and sidewalks including street sweeping, pavement patching and concrete repairs and replacement. The division is also responsible for the management and implementation 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 bicycle path.

The Street, Sidewalk and Bridge Division Fiscal Year 2018 Budget is \$1,136,832. Below is the review of expenditures for the Streets, Sidewalk and Bridge Division.



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 2017 ACCOMPLISHMENTS:

In addition to the daily responsibilities of the division, other special projects were undertaken in Fiscal Year 2017 with results as follows:

1. Completed maintenance street patching totaling approximately 10,000 sq. ft.;
2. Replacement of 18,000 sq. ft. of sidewalk in Area 1 (north of Dundee Road) and 200 lane feet of curb;
3. Purchased road salt through a Joint Bid Program with # neighboring communities;
4. Completed replacement of thermoplastic pavement striping totaling approximately 15,000 lane feet;
5. Replaced 2.5 ton dump body – Truck #41 at a substantial savings.

FISCAL YEAR 2018 GOALS:

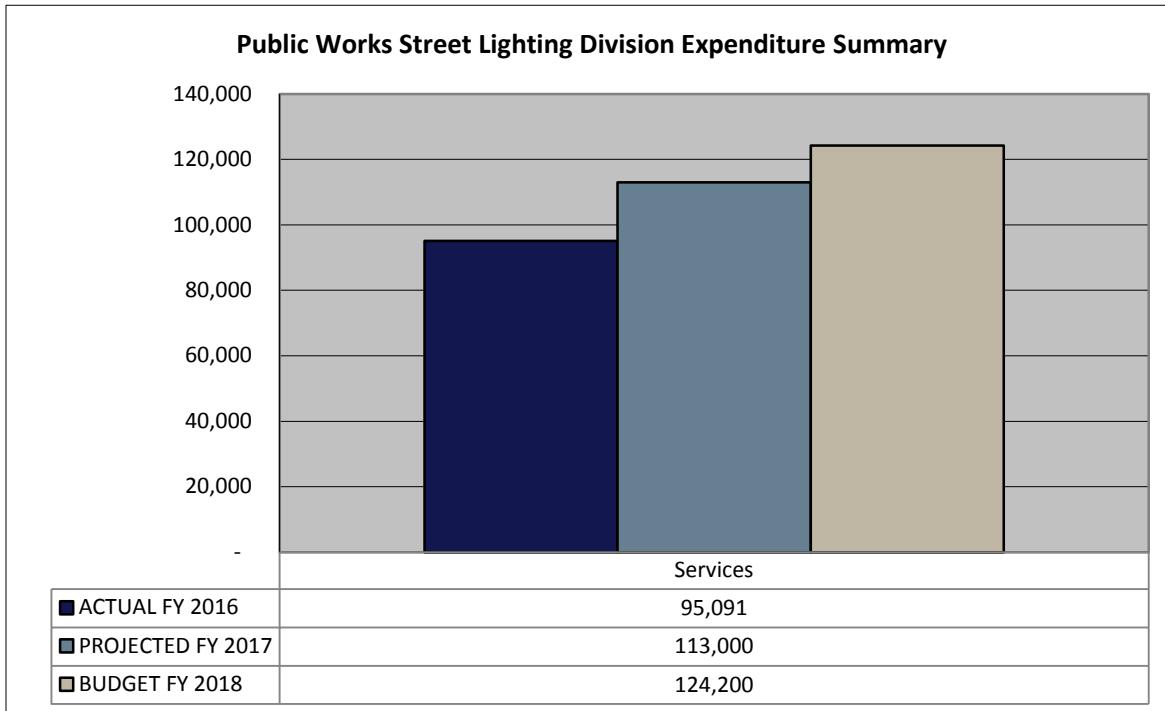
In addition to the initiatives outlined in the Strategic Work Plan, Public Works Streets, Sidewalk and Bridge Division will endeavor to complete the following goals as well in Fiscal Year 2018:

Goals:	Anticipated Completion:
Pavement Striping	3rd Quarter
Replace Unit #32 –Street Sweeper	3rd Quarter
Residential Sidewalk Replacement – Complete Area 1	3rd Quarter

STREET LIGHTING DIVISION

The Public Works Street Lighting Division is responsible for maintenance of all street lights in the Skokie Heights and Ridges subdivision, 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 2018 Budget is \$124,200. 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

GOALS & OBJECTIVES:

FISCAL YEAR 2017 ACCOMPLISHMENTS:

In addition to the daily responsibilities of the division, other special projects were undertaken in Fiscal Year 2017 with results as follows:

1. Installation and Maintenance of Downtown Business District holiday tree lighting as well as medians on Dundee rd. and Green Bay Road – assisted by Park District through the Shared Services program;
2. Initiated ComEd LED Streetlight Conversion Program.

FISCAL YEAR 2018 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 2018:

Goals:	Anticipated Completion:
Maintain Village Street Lights	Ongoing
Complete ComEd LED Streetlight Conversion Program	1st Quarter
Install new lighting at Green Bay Road Pedestrian Crossing at Tudor Court	2nd Quarter
Install and Maintain Business District Holiday Lights	4th Quarter

STRATEGIC PRIORITIES

The Village Board approved a three-year Strategic Work Plan in October 2014. Six **Strategic Priorities – Financial Sustainability, Commercial Vitality, Infrastructure Replacement, Operational Effectiveness, Organizational Development, and Community Engagement** were developed by the Village Board as the basis for this plan. Many projects, with responsibility across all operating departments and administered by the Village Manager's Office, are planned for Fiscal Year 2018. This is the final year of this three-year work plan, and it is anticipated that the Village Board will participate in a facilitated session to set priorities and goals for the coming three years.



The Department will be involved in the following Strategic Priorities in Fiscal Year 2018.

Financial Stability

- Enhance presentation of long-range financial plan and capital improvement plan documentation.
- Evaluate sufficiency of enhanced budget documents.
- Determine how to achieve other revenue growth.
- Develop a template to be used to define operating costs of all departmental functions for Fiscal Year 2018 budget process.
- Coordinate review of new revenue opportunities with review of opportunities to improve process efficiency.

Commercial Vitality

- Complete and Present Downtown Plan to Village Board for Approval.
- Support the public/private partnership established to reinvigorate the Farmer's Market.
- Maintain/expand quality and appeal of current downtown special events (Grand Prix, Fourth of July, & Festival of the Arts).
- Engage consultant to assist with downtown promotion/branding initiative following completion of Downtown Plan and building on Writers Theatre development.
- Promote parking options in and around downtown.
- Implement business retention visits with existing businesses.
- Host business district breakfast meetings to foster regular communication between the Village and the business community.
- Implement new Village banner policy for downtown streetlight poles.
- Develop a business recruitment strategy to attract businesses identified in the Downtown Plan.

- Monitor permitted uses within the Village's business districts and recommend code changes as necessary.
- Review business license process, building codes and Village regulations to identify impediments and to identify options for streamlining process.

Infrastructure Replacement

- Complete Water System Master Plan report including refining alternatives for the replacement of the water treatment plant, water distribution system study and review and analysis of water rate study.
- Continue to evaluate possible partnership with the Northwest Water Commission.
- Utilize information from the Water System Master Plan to develop long-term water system improvement plan.
- Review and update 5-year capital equipment replacement program and 10-year capital project inventory, including funding projections and recommendations.
- Evaluate existing grant programs (overhead sewer conversion program, etc.) for continued value and possible modification.
- Continue to evaluate problem flooding areas throughout the Village and program future storm water needs as a component of the CIP process.
- Review the Village's sewer maintenance/repair program.
- Review maintenance programs for ravine and storm sewer outfalls.

Operational Effectiveness

- Review Village services previously identified as core (absolute) or enhanced (optional) and determine which services warrant more comprehensive analysis and review.
- Review process for work order management in Public Works Department; investigate work order management technology solutions. Recommend solution to Village Board for approval.
- Modify operations and integrate new technology into work processes.
- Conduct analysis of partnering opportunities with other regional municipal organizations; Identify similar operational needs and estimate costs.
- Evaluate existing Enterprise Resource Planning (ERP) software.

Organizational Development

- Continue to provide leadership/management training for first-line supervisors.
- Provide leadership/management opportunities for supervisors, including those outside of traditional job responsibilities.
- Ensure a work and training environment that allows for competitive internal promotions.

Community Engagement

- Implementation of service request system to expedite registering, processing and tracking of residential service requests.

PUBLIC WORKS DEPARTMENT | EXPENDITURES

**Administration, Sewer, Forestry, Municipal Building,
Parking & Traffic Control, Community Development,
Municipal Garage, Streets, Sidewalks & Bridge, & Street Lighting Divisions**

Fund: General

Account:	Account Title:	Proposed FY 2018 Budget	Projected FY 2017 Budget	Approved FY 2017 Budget	% Change
42110	Salaries Regular	2,077,409.00	1,974,746.98	2,042,815.02	1.7%
42210	Salaries - Temporary	141,500.00	130,800.00	141,200.00	0.2%
42310	Overtime	125,785.00	119,300.00	125,785.00	0.0%
	Salaries:	2,344,694.00	2,224,846.98	2,309,800.02	1.5%
42116	Longevity Bonus	44,650.00	44,400.00	38,675.00	13.4%
42118	Safety Pay	2,600.00	2,975.00	3,798.00	-46.1%
42120	RHS Pay	14,178.00	33,149.82	19,700.00	-38.9%
42124	Other Compensation	17,953.00	12,656.00	1,253.00	93.0%
42610	Employee Benefits	443,039.00	391,870.61	430,135.00	2.9%
42620	Employee Benefits - ACA	16,924.00	28,626.00	16,924.00	0.0%
46115	Social Security Admin.	138,131.00	142,460.00	143,682.00	-4.0%
46120	Medicare Only Contrib.	32,936.00	33,065.00	33,816.00	-2.7%
46125	IMRF	258,491.00	269,104.00	275,994.00	-6.8%
	Fringe Benefits:	968,902.00	958,306.43	963,977.00	0.5%
51105	Building Maintenance	82,350.00	34,000.00	34,400.00	58.2%
51110	CNW Depot Maintenance	12,000.00	13,500.00	12,000.00	0.0%
51115	Business District R/M	8,500.00	8,000.00	8,500.00	0.0%
51120	Municipal Building Repair	0.00	16,000.00	16,800.00	n/a
51130	Grounds Maintenance	61,950.00	60,200.00	60,300.00	2.7%
51135	Tree Maintenance	23,500.00	56,000.00	56,200.00	-139.1%
51140	Office Equipment Maintenance	0.00	1,500.00	3,000.00	n/a
51145	Radio Equipment Maintenance	3,000.00	3,000.00	3,000.00	0.0%
51180	General Equipment R/M	1,000.00	13,000.00	13,500.00	-1250.0%
51190	Diesel Motors R/M	1,000.00	750.00	1,000.00	0.0%
51200	Bridge Repairs	9,000.00	0.00	1,000.00	88.9%
51205	Bicycle Path Repair	5,000.00	5,000.00	5,000.00	0.0%
51210	Bus Shelter Repair	0.00	0.00	250.00	n/a
51215	Utility Street Patch R/M	42,700.00	44,167.00	38,000.00	11.0%
51225	Train Station Walk R/M	7,000.00	7,000.00	7,000.00	0.0%
51235	Sewer Maintenance	62,000.00	62,000.00	62,000.00	0.0%
51240	Sewer Pump Repair/Maintenance	0.00	0.00	500.00	n/a
51265	Lift Station R/M	32,500.00	12,000.00	12,000.00	63.1%
51300	Traffic Signal R/M	11,500.00	11,000.00	11,200.00	2.6%
51305	Tree Planting	72,500.00	65,000.00	68,000.00	6.2%
52145	CDL Testing	2,100.00	2,100.00	2,100.00	0.0%
52155	Water Tower Site Maintenance	15,000.00	0.00	4,000.00	73.3%
52160	Cleaning Service	28,000.00	28,000.00	28,000.00	0.0%
52165	Dry Cleaning Services	7,810.00	8,900.00	9,200.00	-17.8%

Account:	Account Title:	Proposed FY 2018 Budget	Projected FY 2017 Budget	Approved FY 2017 Budget	% Change
52170	Data Processing Services	9,650.00	9,250.00	9,250.00	4.1%
52175	Handyman Assistance Program	0.00	100.00	200.00	n/a
52195	Credit Card Fees	6,800.00	6,800.00	6,800.00	0.0%
52200	Postage	2,750.00	2,500.00	2,750.00	0.0%
52205	Telecom/Internet Service	11,947.00	12,200.00	11,700.00	2.1%
52210	Publishing	400.00	367.00	250.00	37.5%
52225	Municipal Building Heat	23,200.00	18,500.00	20,100.00	13.4%
52230	General Overhead Lighting	75,000.00	72,000.00	75,000.00	0.0%
52235	Residential Street Lights	5,700.00	5,000.00	5,700.00	0.0%
52240	Holiday Street Lighting	17,500.00	10,000.00	10,000.00	42.9%
52265	Dumping Fees	50,375.00	45,000.00	56,375.00	-11.9%
52270	Electrical - Light/AC	0.00	18,500.00	18,000.00	n/a
52275	Natural Gas	1,700.00	1,500.00	1,700.00	0.0%
52285	Equipment Rental	0.00	0.00	1,000.00	n/a
53110	GIS Services	60,613.00	58,847.00	58,847.00	2.9%
53115	Auditing Services	200.00	200.00	200.00	0.0%
53125	Engineering Services	10,000.00	15,000.00	2,000.00	80.0%
53135	Professional Services	12,800.00	12,800.00	12,800.00	0.0%
53150	Misc. Inspection Services	7,000.00	5,000.00	7,000.00	0.0%
53155	Plan Review	10,000.00	40,000.00	4,000.00	60.0%
53160	Plumbing Inspections	0.00	7,742.00	5,000.00	n/a
53170	Upgrade Map Records	2,200.00	2,000.00	2,200.00	0.0%
55105	Membership Dues	1,645.00	1,700.00	1,975.00	-20.1%
55110	In Service Training	13,825.00	9,450.00	10,125.00	26.8%
56105	Public Liability Insurance	99,507.00	88,350.00	88,353.00	11.2%
56110	Insurance Deductibles	95,500.00	86,300.00	51,500.00	46.1%
57125	Business District Street Lights	26,000.00	26,000.00	26,000.00	0.0%
57130	Up Parking Lease	20,000.00	19,000.00	20,000.00	0.0%
Services:		1,052,722.00	1,025,223.00	965,775.00	8.3%
61105	Janitorial Supplies	8,000.00	7,500.00	8,000.00	0.0%
61110	Materials	40,900.00	37,000.00	37,900.00	7.3%
61115	Materials-Paint-Tape	0.00	0.00	0.00	n/a
61125	Bituminous Materials	10,650.00	8,000.00	15,000.00	-40.8%
61130	Street Stone Materials	8,500.00	15,000.00	19,700.00	-131.8%
61140	Ice Control Materials	80,465.00	95,000.00	95,575.00	-18.8%
61155	Supplies	6,000.00	7,250.00	7,850.00	-30.8%
61165	Sundry	4,800.00	5,100.00	4,450.00	7.3%
61170	Office Supplies	7,700.00	8,500.00	7,700.00	0.0%
61185	Gasoline-Oil-Grease	750.00	750.00	1,000.00	-33.3%
61187	Vehicle Gas-Oil-Grease	84,750.00	67,400.00	88,100.00	-4.0%
62105	Misc. Computer Equipment	3,100.00	3,000.00	3,500.00	-12.9%
62130	Misc. Equipment	47,400.00	25,647.00	26,200.00	44.7%
62135	Safety Equipment	1,700.00	1,000.00	1,500.00	11.8%

Account:	Account Title:	Proposed FY 2018 Budget	Projected FY 2017 Budget	Approved FY 2017 Budget	% Change
62140	Sign Replacement	15,000.00	15,000.00	10,000.00	33.3%
64105	Uniforms/Work Clothing	8,650.00	7,450.00	8,450.00	2.3%
65105	Tool Purchase/Repair	23,750.00	21,563.00	22,450.00	5.5%
66105	Vehicle Operating Expense	57,850.00	60,400.00	58,350.00	-0.9%
	Commodities:	409,965.00	385,560.00	415,725.00	-1.4%
81115	Village Hall Improvements	100,000.00	88,000.00	0.00	n/a
81120	Building Alterations	75,000.00	0.00	0.00	n/a
81140	Open Space Improvements	50,000.00	35,000.00	35,000.00	30.0%
82160	Office Equipment	0.00	0.00	0.00	n/a
83105	Vehicles	435,000.00	88,000.00	90,000.00	79.3%
85105	CIP Sewers	0.00	64,000.00	64,000.00	n/a
85110	Pump Station Rehabilitation	0.00	70,000.00	75,000.00	#DIV/0!
87105	CIP Sidewalks	100,000.00	0.00	0.00	100.0%
88105	CIP Bridges	0.00	0.00	0.00	n/a
	Capital:	760,000.00	345,000.00	264,000.00	65.3%
91130	Grant Programs	8,000.00	6,000.00	6,000.00	25.0%
92130	Shared Services - GPD	12,000.00	8,000.00	12,000.00	0.0%
	Other Expense:	20,000.00	14,000.00	18,000.00	10.0%
	TOTAL PUBLIC WORKS DEPARTMENT:	5,556,283.00	4,952,936.41	4,937,277.02	11.1%



VILLAGE OF GLENCOE

SPECIAL FUNDS

FISCAL YEAR 2018



GARBAGE FUND

The Garbage Division is responsible for the administration and operation of the Village's comprehensive garbage collection services program. This program includes the collection and disposal of residential garbage and recycling, commercial garbage and recycling and residential yard waste. The residential service includes once-a-week collection of garbage and recycling with the option of a second day collection for garbage. The residential garbage service is either backdoor collection for residents using their own cans and receptacles, or curbside for residents using 95-gallon cart containers purchased from the Village. Curbside yard waste collection is offered seasonally on a once-a-week basis. Special Garbage Collection Program services include the annual spring clean-up program which offers residents the opportunity to dispose of larger household items and the fall parkway leaf collection program.

Additionally, the division is responsible for garbage and recycling collection services from the downtown business district streetscape areas as well as community special events.

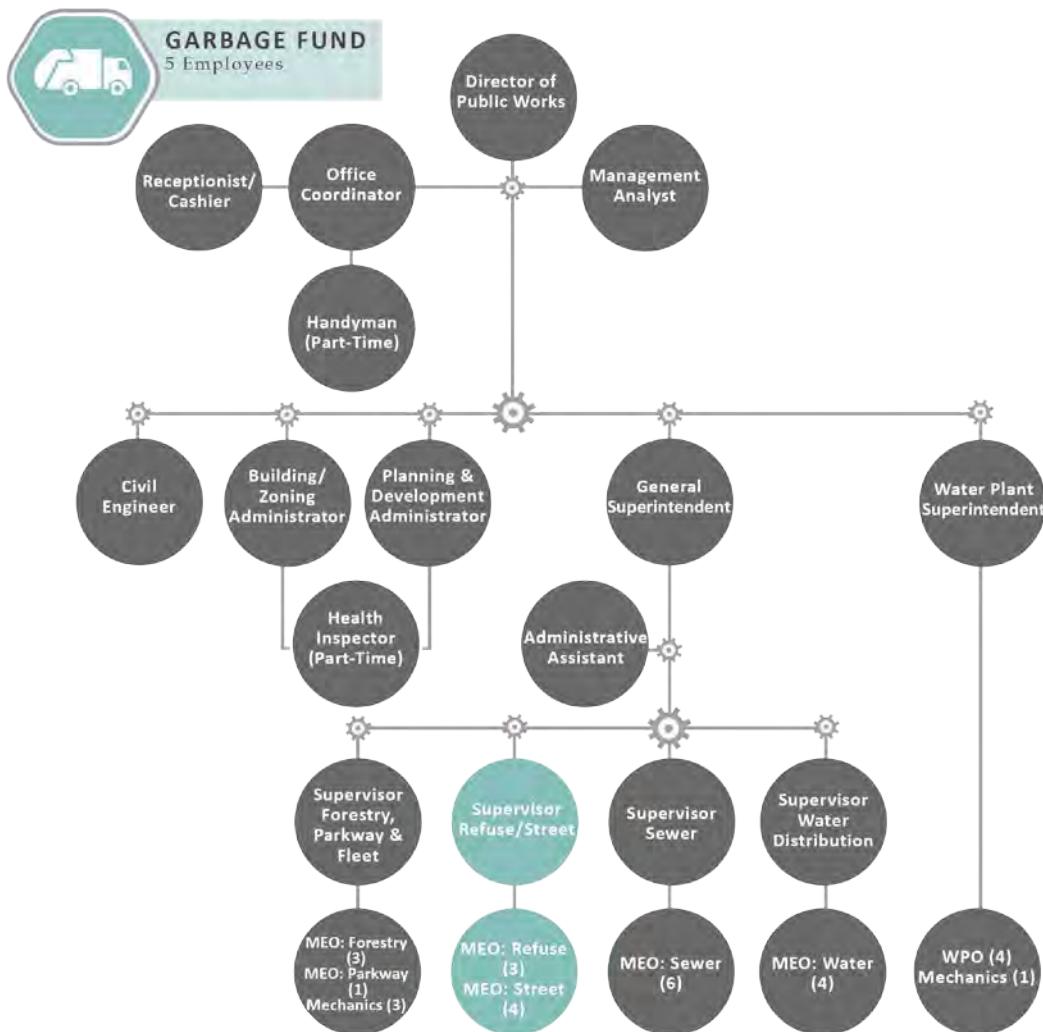
The Refuse Collection Division provides the resources necessary for:

- Residential and Commercial Garbage Collection;
- Residential and Commercial Recycling Collection;
- Seasonal Yard Waste Collection;
- Special Garbage Pick-ups;
- Downtown Business District Streetscape Area Garbage and Recycling Collection;
- Fall Parkway Leaf Collection Program; and
- Annual Residential Spring Clean-Up Service.



DEPARTMENT STRUCTURE / STAFFING SUMMARY

ORGANIZATIONAL CHART:



STAFFING SUMMARY:

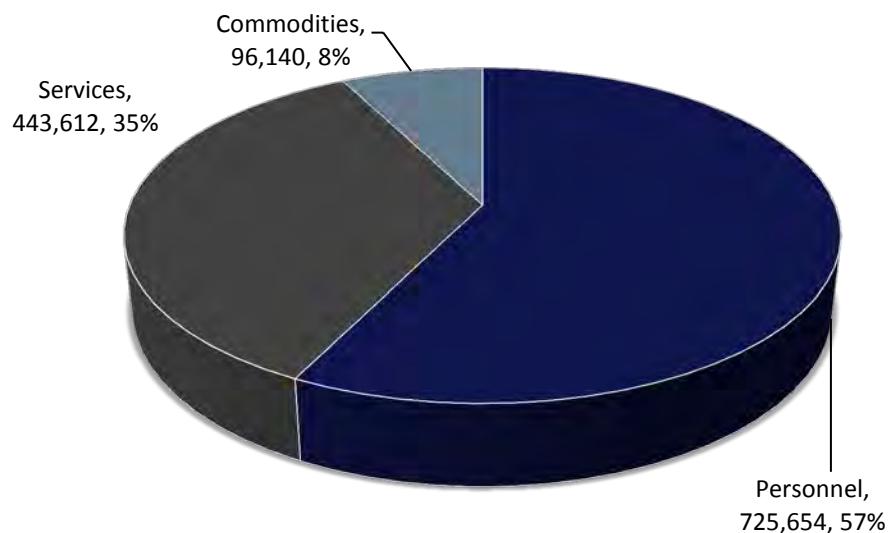
The Refuse Collection Division of the Garbage Fund is comprised of five full-time employees. Below is a chart illustrating authorized positions for Fiscal Year 2018:

AUTHORIZED FULL-TIME POSITIONS			
POSITION TITLE:	FY 2016	FY 2017	FY 2018
Public Works Supervisor	1	1	1
Mechanic	1	1	1
Maintenance Equipment Operator	3	3	3
Total:	5	5	5

BUDGET EXPENDITURE SUMMARY

The Refuse Collection Division Fiscal Year 2018 Budget is \$1,310,462. Below is the review of expenditures for the Refuse Collection Division.

FISCAL YEAR 2018 EXPENDITURES



	Garbage	Total	Prior Year's Budget	% Change from FY17
Personnel	725,654	725,654	717,018	1.20%
Services	443,612	443,612	444,691	-0.24%
Commodities	96,140	96,140	97,040	-0.93%
SUB-TOTAL	1,265,406	1,265,406	1,258,749	0.53%
DEBT SERVICE	-	-	-	n/a
CAPITAL	-	-	-	n/a
SUB-TOTAL	-	-	-	n/a
OTHER	-	-	-	n/a
COMBINED TOTAL	1,265,406	1,265,406	1,258,749	0.53%
TRANSFERS OUT	45,056	45,056	43,957	2.50%
DIVISION TOTAL	1,310,462	1,310,462	1,302,706	0.60%

GOALS & OBJECTIVES:

FISCAL YEAR 2017 ACCOMPLISHMENTS:

In addition to the routine collection responsibilities of the division, other facts and figures from Fiscal Year 2017 include the following:

1. Completed and presented comprehensive analysis of garbage collection operation and service delivery model, which contained an evaluation of special collection programs including curbside leaf collection and spring clean-up.
2. Completed rollout of new residential and commercial recycling collection services with Lakeshore Recycling Systems.
 - The new contract resulted in a reduction in the residential collection rate of over 11%, which will result in a first year annual savings of \$21,840.
3. Residential and commercial recycling participation remained strong in Fiscal Year 2017.
 - Approximately 1,742 tons of recyclables were collected from the residential and commercial business district and delivered to the Lakeshore Recycling Services facility in Chicago.
4. Per the Village's Project Use Agreement with Solid Waste Agency of Northern Cook County (SWANCC), the Village continues to haul solid waste to the Wheeling Township Transfer Station (WTTS) operated by SWANCC.
5. The Village continued to provide a once-a-week backdoor residential garbage collection program in Fiscal Year 2017.
 - The Village collected approximately 3,000 tons of solid waste and delivered it to the WTTS.
 - The Village continues to offer a second collection day service on a subscription basis for an additional fee, and approximately 7% of the residential properties subscribe.
 - The Village also continues to offer a curbside container collection service through the purchase of carts (35, 65, & 95-gallon). Approximately 50% of the residential properties use this service.
6. Approximately 200 tons of yard waste and 9,200 cubic yards of leaves were collected by the Village and delivered to the WTTS and the Chicago Botanic Garden.
7. The Village hosted a pumpkin drop off collection event in early November 2016, and over 10,000 pounds of pumpkins were collected and delivered to a landscape compost facility in Antioch.

FISCAL YEAR 2018 GOALS:

In addition to the initiatives outlined in the Strategic Work Plan, the Refuse Collection Division will continue to provide all the same core services and will endeavor to complete the following goal as well in Fiscal Year 2018.

Goals:	Anticipated Completion:
Continue Comprehensive Study of Refuse Collection Operation and Service Delivery Model	2nd Quarter

STRATEGIC PRIORITIES

The Village Board approved a three-year Strategic Work Plan in October 2014. Six **Strategic Priorities** – **Financial Sustainability, Commercial Vitality, Infrastructure Replacement, Operational Effectiveness, Organizational Development, and Community Engagement** were developed by the Village Board as the basis for this plan. Many projects, with responsibility across all operating departments and administered by the Village Manager's Office, are planned for Fiscal Year 2018. This is the final year of this three-year work plan, and it is anticipated that the Village Board will participate in a facilitated session to set priorities and goals for the coming three years.



The Garbage Fund will be involved in the following Strategic Priorities in Fiscal Year 2018.

Financial Stability

- Continue to refine process used to define operating costs of all departmental functions for Fiscal Year 2018 budget process.
- Coordinate review of new revenue opportunities with review of opportunities to improve process efficiency.

Infrastructure Replacement

- Continue review of capital equipment replacement procedures/policies.
- Continue development of a qualitative decision making approach for the review of the Village's 10-year capital project inventory.

Operational Effectiveness

- Review Village services previously identified as core (absolute) or enhanced (optional) and determine which services warrant more comprehensive analysis and review.
- Review process for work order management in Public Works Department; investigate work order management technology solutions. Recommend solution to Village Board for approval.
- Modify operations and integrate new technology into work processes.
- Conduct analysis of partnering opportunities with other regional municipal organizations; Identify similar operational needs and estimate costs.

Organizational Development

- Continue to provide leadership/management training for first-line supervisors.
- Provide leadership/management opportunities for supervisors, including those outside of traditional job responsibilities.
- Ensure a work and training environment that allows for competitive internal promotions.

Community Engagement

- Implementation of service request system to expedite registering, processing and tracking of residential service requests.

Garbage | EXPENDITURES

REFUSE

Fund: Garbage

		Proposed FY 2018 Budget	Projected FY 2017 Budget	Approved FY 2017 Budget	% Change
Account:	Account Title:				
42110	Salaries Regular	371,583.00	330,000.00	374,485.02	-0.8%
42210	Salaries - Temporary	88,000.00	75,000.00	88,000.00	0.0%
42310	Overtime	37,000.00	37,000.00	37,000.00	0.0%
		Salaries:	496,583.00	442,000.00	499,485.02
42116	Longevity Bonus	9,600.00	11,025.00	9,550.00	0.5%
42118	Safety Pay	525.00	525.00	670.00	-27.6%
42120	RHS Pay	3,000.00	4,070.38	3,000.00	0.0%
42122	Insurance Opt Out	3,889.00	3,776.00	3,776.00	2.9%
42124	Other Compensation	6,300.00	1,100.00	0.00	100.0%
42610	Employee Benefits	96,922.00	94,099.00	94,099.00	2.9%
42620	Employee Benefits - ACA	15,554.00	15,554.00	15,554.00	0.0%
46115	Social Security Admin.	31,342.00	31,179.00	31,179.00	0.5%
46120	Medicare Only Contrib.	7,330.00	7,925.00	7,925.00	-8.1%
46125	IMRF	54,609.00	51,780.00	51,780.00	5.2%
		Fringe Benefits:	229,071.00	221,033.38	217,533.00
52165	Dry Cleaning Services	1,600.00	2,000.00	2,000.00	-25.0%
52195	Credit Card Fees	1,385.00	1,385.00	1,385.00	0.0%
52205	Telecom/Internet Services	4,100.00	3,700.00	3,700.00	9.8%
52250	Recycling Programs	199,500.00	194,000.00	194,900.00	2.3%
52265	Dumping Fees	171,000.00	180,000.00	180,000.00	-5.3%
53180	VOG Management Services	45,056.00	43,957.00	43,957.00	2.4%
55105	Memberships/Dues	250.00	100.00	250.00	0.0%
55110	In Service Training	3,200.00	1,000.00	1,400.00	56.3%
56105	Public Liability Insurance	34,977.00	31,056.00	31,056.00	11.2%
56110	Insurance Deductibles	27,600.00	10,000.00	30,000.00	-8.7%
		Services:	488,668.00	467,198.00	488,648.00
61155	Supplies	21,000.00	23,000.00	20,400.00	2.9%
61170	Office Supplies	4,000.00	5,000.00	4,000.00	0.0%
61187	Vehicle Gas-Oil-Grease	40,000.00	35,000.00	40,000.00	0.0%
64105	Uniforms/Work Clothing	3,490.00	2,500.00	3,190.00	8.6%
65105	Tool Purchase/Repair	650.00	1,200.00	1,450.00	-123.1%
66105	Vehicle Operating Expense	27,000.00	28,000.00	28,000.00	-3.7%
		Commodities:	96,140.00	94,700.00	97,040.00
71105	Principal on Bonds	0.00	400.00	7,000.00	n/a
72010	Interest on Bonds	0.00	241.00	2,500.00	n/a
		Debt Service:	0.00	641.00	9,500.00
83105	Vehicles	0.00	0.00	0.00	n/a

Account:	Account Title:	Proposed	Projected	Approved	
		FY 2018 Budget	FY 2017 Budget	FY 2017 Budget	% Change
	Capital:	0.00	0.00	0.00	n/a
	TOTAL GARBAGE FUND:	1,310,462.00	1,225,572.38	1,312,206.02	-0.1%



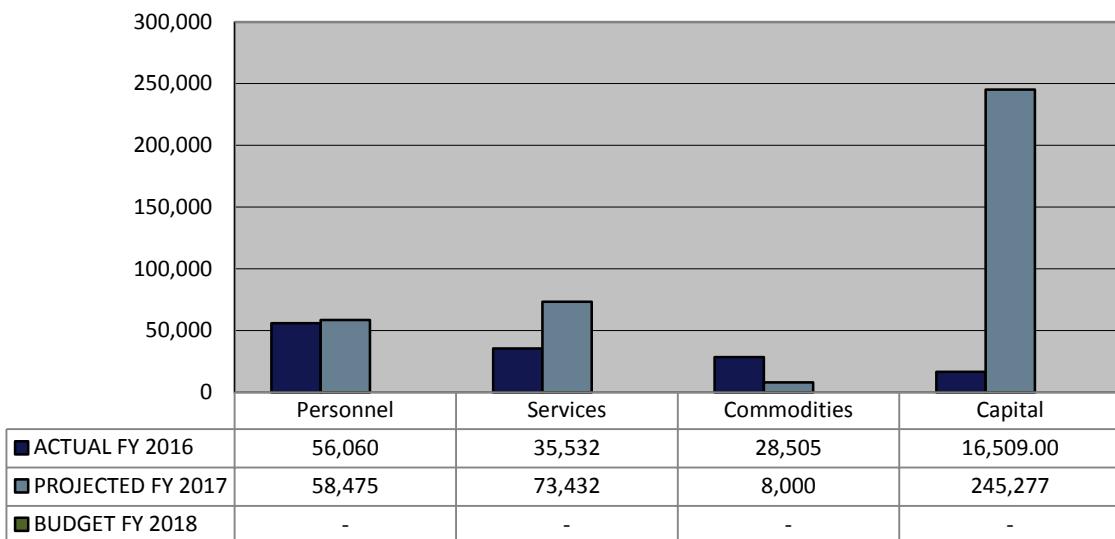
ENHANCED 911 FUND

The Fiscal Year 2018 Budget request for the Enhanced 911 (E-911) Fund reflects an elimination of the Fund. The E-911 Fund was established to support the Glencoe Emergency Telephone System Board (ETSB) and the implementation and maintenance of an Enhanced 911 Emergency Telephone System in the Village of Glencoe. The E-911 Fund serves as the depository for the collection and disbursement of surcharge monies received from telecommunication carriers in accordance with State of Illinois Statutes. Per ordinance, the Glencoe ETSB is authorized to expend E-911 Fund monies to coordinate and supervise the implementation, upgrade, and maintenance of the Glencoe E-911 system, to include staff costs related to the administration of the E-911 system.

The mandated transition from the Glencoe E-911 dispatch center to a consolidated dispatch services agreement with the Village of Glenview will effectively eliminate the Glencoe E-911 system. Once consolidated with Glenview, Glencoe will transfer responsibility for the Enhanced 911 Emergency Telephone System to the Village of Glenview. The dispatch consolidation mandate also requires the dissolution of the Glencoe ETSB, which eliminates the Village's ability to collect and expend E-911 surcharge funds. At the same time, Glencoe is required to join the Village of Glenview joint ETSB. As a result, the surcharge funds will be collected by the Glenview joint ETSB and credited to the Village of Glencoe's annual operating payments to the Village of Glenview for dispatch services.

Prior to March 1, 2017, the balance of the existing E-911 Fund will be used for anticipated capital investment related to dispatch consolidation in Glenview, thereby depleting the E-911 fund. Therefore, the Fiscal Year 2018 Budget will not include any revenues or expenditures in the E-911 Fund.

E-911 Fund Expenditures



E911 | EXPENDITURES

E911

Fund: E911

Account:		Account Title:	Proposed FY 2018 Budget	Projected FY 2017 Budget	Approved FY 2017 Budget	% Change
42110	Salaries Regular		0.00	48,900.00	48,900.00	n/a
		Salaries:	0.00	48,900.00	48,900.00	n/a
46115	Social Security Admin.		0.00	3,032.00	3,032.00	n/a
46120	Medicare Only Contrib.		0.00	709.00	709.00	n/a
46125	IMRF		0.00	5,834.00	5,834.00	n/a
		Fringe Benefits:	0.00	9,575.00	9,575.00	n/a
51180	General Equipment R/M		0.00	2,446.22	1,000.00	n/a
52120	Computer Software Maintenance		0.00	2,000.00	7,000.00	n/a
52205	Telecom/Internet Service		0.00	1,500.00	2,700.00	n/a
52290	Misc. Contractual Services		0.00	67,486.00	67,486.00	n/a
		Services:	0.00	73,432.22	78,186.00	n/a
62105	Misc Computer Equipment		0.00	4,000.00	4,000.00	n/a
62110	Misc. Radio Equipment		0.00	4,000.00	10,000.00	n/a
		Commodities:	0.00	8,000.00	14,000.00	n/a
81125	Building Improvements		0.00	0.00	0.00	n/a
82105	Data Processing Equipment		0.00	245,277.00	300,000.00	n/a
		Capital:	0.00	245,277.00	300,000.00	n/a
TOTAL E911 FUND:			0.00	385,184.22	450,661.00	n/a



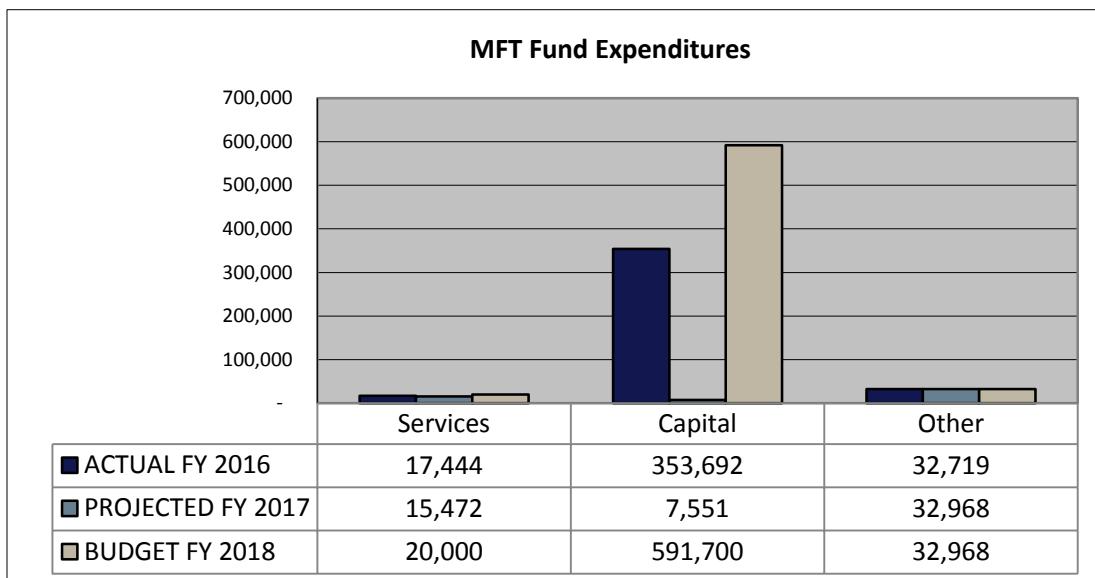
MOTOR FUEL TAX FUND

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

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

Expenditure Summary:

The Motor Fuel Tax Fund Fiscal Year 2018 Budget is \$645,368. Below is the review of expenditures for the Motor Fuel Tax Fund.



Motor Fuel Tax Account Class Description:

- *Services*: Maintenance and Repair and Service Fees
- *Commodities*: Supplies
- *Capital*: Streets
- *Other Financing Sources*: Interfund Revenue

GOALS & OBJECTIVES:

FISCAL YEAR 2017 ACCOMPLISHMENTS:

In addition to the daily responsibilities of the division, other special projects undertaken in Fiscal Year 2017 include the following:

1. Maintenance thermoplastic pavement striping of approximately 15,000 lane feet completed;
2. Day Labor Transfer of \$32,968 for reimbursement of roadway maintenance.

FISCAL YEAR 2018 GOALS:

In addition to the initiatives outlined in the Strategic Work Plan, the division will endeavor to complete the following goals as well in Fiscal Year 2018.

Goals:	Anticipated Completion:
Complete maintenance street resurfacing of an estimated 120,000 square yards of pavement	3rd Quarter
Thermoplastic Pavement Striping	3rd Quarter

Motor Fuel Tax | EXPENDITURES

Fund: MFT

Account:	Account Title:	Proposed	Projected	Approved	% Change
		FY 2018	FY 2017	FY 2017	
Budget		Budget	Budget	Budget	
51195	Crack Sealing Repairs	20,000.00	15,472.00	20,000.00	0.0%
52125	Banking Fees	700.00	700.00	700.00	0.0%
	Services:	20,700.00	16,172.00	20,700.00	0.0%
83105	CIP Streets	591,700.00	7,551.00	0.00	100.0%
	Capital:	591,700.00	7,551.00	0.00	100.0%
94110	Transfer to General Fund	32,968.00	32,968.00	32,968.00	0.0%
	Other Financing Use:	32,968.00	32,968.00	32,968.00	0.0%
	TOTAL MFT FUND:	645,368.00	56,691.00	53,668.00	91.7%



VILLAGE OF GLENCOE

ENTERPRISE FUNDS

FISCAL YEAR 2018



WATER FUND

The Glencoe Water Plant has the capacity to produce 8,000,000 gallons of water per day. Average daily production is 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 water system begins with an intake pipe off the Glencoe shoreline out into Lake Michigan. On the shore end of this pipe there is an underground structure called the suction well. Water is drawn into the suction well by gravity and then pumped by low lift pumps into the rapid mix basin. In the rapid mix basin pre-treatment chemicals are added and mixed to start the purification process. Water flows from the rapid mix basin to the slow mix basins and then to the settling basins where most particulates are settled out. The water is chlorinated to disinfect it and then sent on to the filters where the water is cleaned of any remaining impurities. After the filtering process the water is pumped to reservoir storage tanks and out into the Village's distribution system to the users.



The Glencoe Water Plant was originally constructed in 1928, and has been expanded and maintained diligently and thoughtfully for the last 88 years. In addition to the replacement of various pumps and equipment over the years, upgrades to the filters and other process systems have kept the Water Plant current with other more modern conventional filter water plants along the West Shore of Lake Michigan. The addition of computer automation to many of the plant's systems has increased the reliability and efficiency of the production operation. As a public water utility, the Village's Water Plant operation is subject to rigorous, routine testing and monitoring to ensure the water produced is of the highest quality and complies with U.S. Environmental Protection Agency (EPA) safety 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 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.

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 system;
- 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:

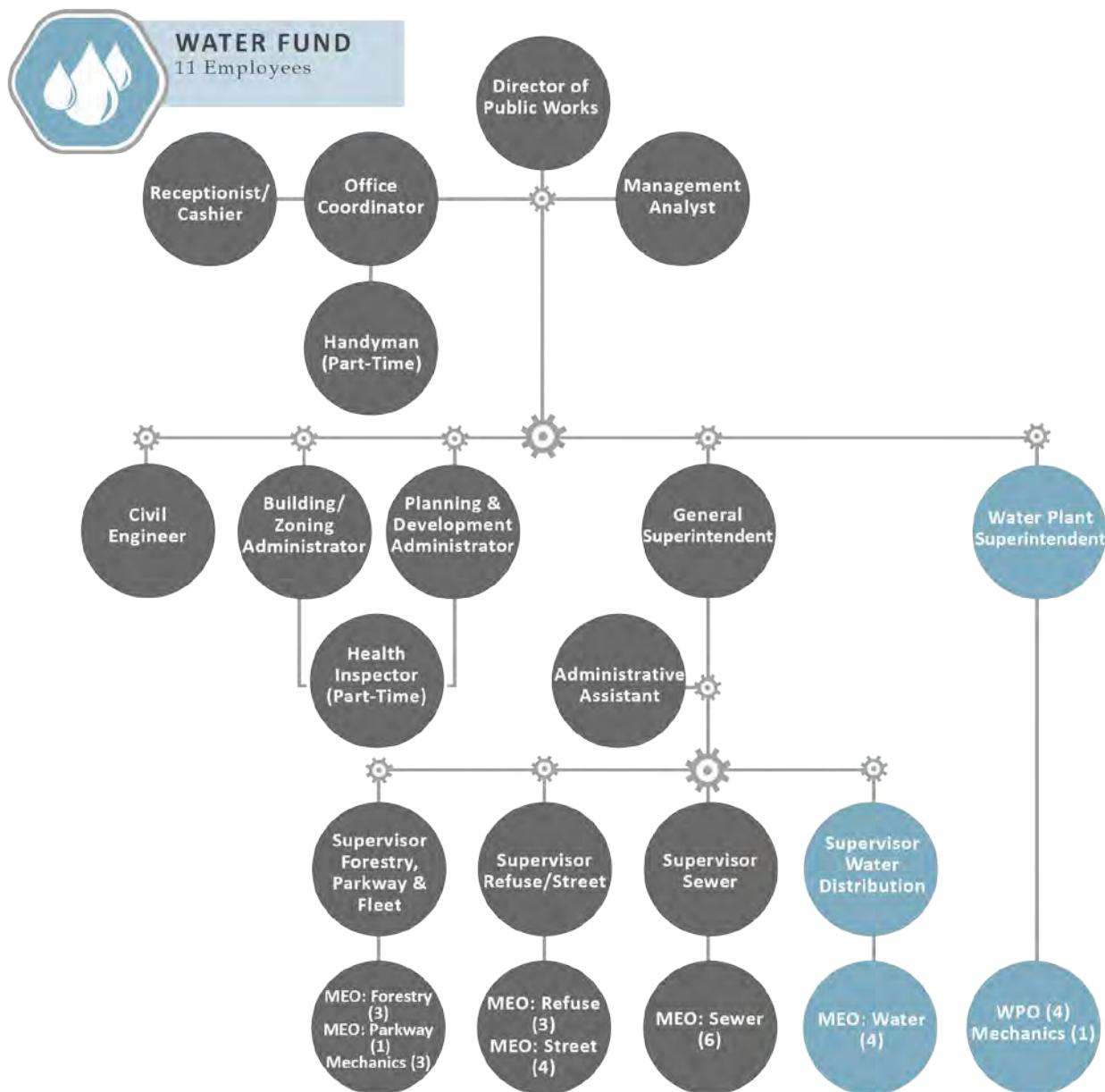
- Produce and maintain quality drinking water in sufficient quantity;
- Supply water to the entire Village through the Village's 58 miles of water main; and
- Provide pressure to meet consumer needs with minimum of service interruptions.

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;
- Metropolitan Water Reclamation District of Greater Chicago; and
- Illinois Department of Natural Resources.

DEPARTMENT STRUCTURE / STAFFING SUMMARY

ORGANIZATIONAL CHART:



STAFFING SUMMARY:

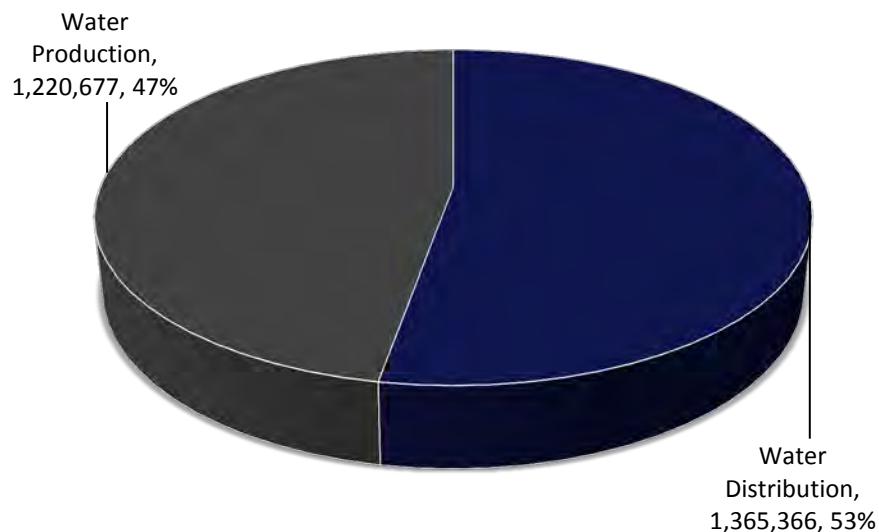
The Water Production and Water Distribution Divisions are comprised of 11 full-time employees. Below is a chart illustrating authorized positions for Fiscal Year 2018.

AUTHORIZED FULL-TIME POSITIONS			
POSITION TITLE:	FY 2016	FY 2017	FY 2018
Water Plant Superintendent	1	1	1
Water Distribution Supervisor	1	1	1
Water Plant Operators	4	4	4
Maintenance Equipment Operators	4	4	4
Mechanic	1	1	1
Total:	11	11	11

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 \$2,586,043.

FISCAL YEAR 2018 EXPENDITURES

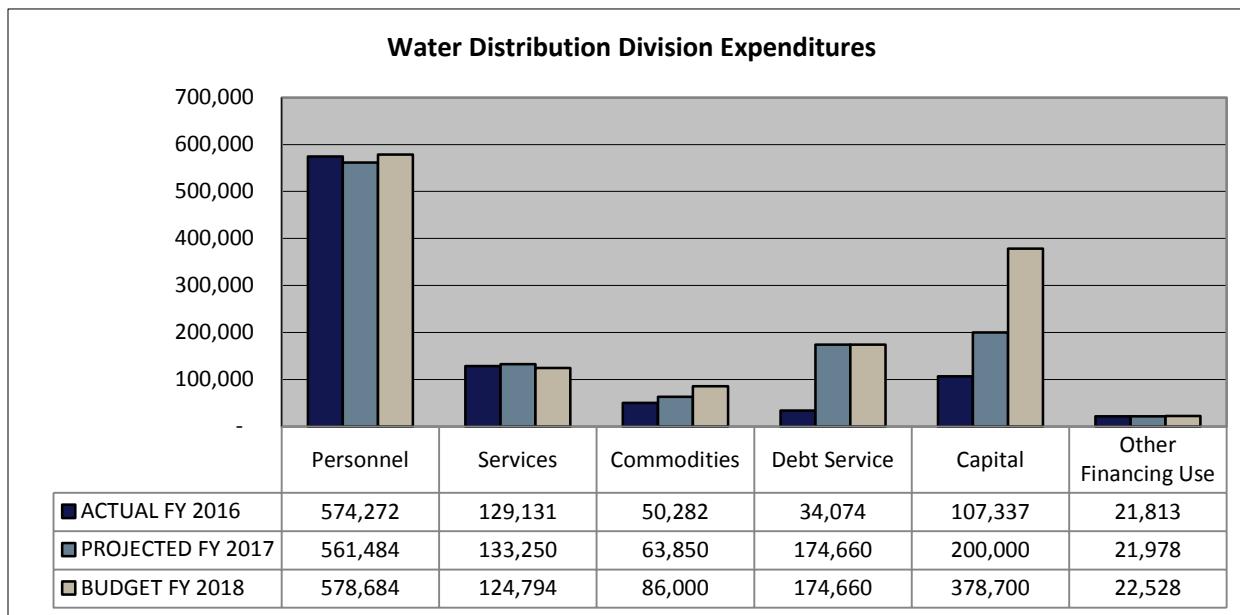


	Water Distribution	Water Production	Total	Prior Year's Budget	% Change from FY17
PERSONNEL	578,684	678,210	1,256,894	1,189,224	5.69%
SERVICES	124,794	209,739	334,533	339,219	-1.38%
COMMODITIES	86,000	60,200	146,200	146,525	-0.22%
SUB-TOTAL	789,478	948,149	1,737,627	1,674,968	3.74%
DEBT SERVICE	174,660	-	174,660	174,660	0.00%
OTHER EXPENSE	-	0	0	69,000	-100.00%
CAPITAL	378,700	250,000	628,700	300,000	109.57%
FINANCING USE	22,528	22,528	45,056	43,956	2.50%
SUB-TOTAL	575,888	272,528	848,416	587,616	44.38%
DIVISION TOTAL	1,365,366	1,220,677	2,586,043	2,262,584	14.30%

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 2018 Budget is \$1,365,366. Below is the review of the expenditures for the Water Distribution Division.



Water Distribution Division Account Class Description:

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

GOALS & OBJECTIVES:

FISCAL YEAR 2017 ACCOMPLISHMENTS:

In addition to the daily responsibilities of the division, other special projects undertaken in Fiscal Year 2017 include the following:

1. Completed installation of 400 lane feet of replacement water main on Oak Drive between Sycamore Lane and Elder Court;
2. Completed Village-wide leak detection survey; located and repaired all leaks identified in the report;
3. Completed emergency repairs on 33 water main breaks;
4. Completed Water Distribution System Study.

FISCAL YEAR 2018 GOALS:

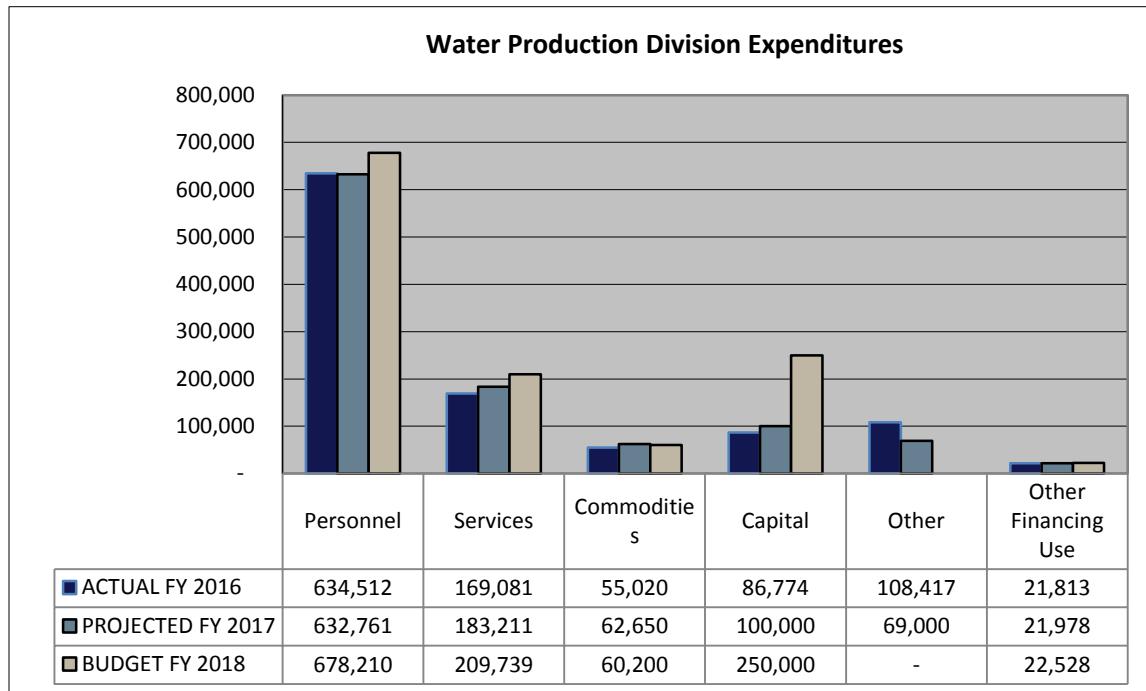
In addition to the initiatives outlined in the Strategic Work Plan, the Water Distribution Division will endeavor to complete the following goals as well in Fiscal Year 2018.

Goals:	Anticipated Completion:
Complete water main replacement at the following locations: <ul style="list-style-type: none">• Sunset Lane-Sunset to south end, Replace: 290 lane feet• Wentworth Ave. to Mary Street Loop, Install: 650 lane feet• Mary Street - Sheridan Road to east end, Replace: 70 lane feet• Brookside Lane / Bluff Street loop, Install: 230 lane feet	3rd Quarter

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 Village of Glencoe 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 Distribution Division Fiscal Year 2018 Budget is \$1,220,677. 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 2017 ACCOMPLISHMENTS:

In addition to the daily responsibilities of the division, other special projects were undertaken in Fiscal Year 2017 with results as follows:

1. Continued to manage Cross Connection Control Program utilizing a third party service provider;
2. Replaced High Lift Emergency Pump Engine at the water plant.

FISCAL YEAR 2018 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 2017.

Goals:	Anticipated Completion:
Manage Cross Connection Control Program	Ongoing
Replace Water Plant SCADA System	3rd Quarter
Complete Water Rate Study	3rd Quarter

STRATEGIC PRIORITIES

The Village Board approved a three-year Strategic Work Plan in October 2014. Six **Strategic Priorities** – **Financial Sustainability, Commercial Vitality, Infrastructure Replacement, Operational Effectiveness, Organizational Development, and Community Engagement** were developed by the Village Board as the basis for this plan. Many projects, with responsibility across all operating departments and administered by the Village Manager's Office, are planned for Fiscal Year 2018.



The Water Division will be involved in the following Strategic Priorities in Fiscal Year 2018.

Financial Stability

- Continue to refine process used to define operating costs of all departmental functions for Fiscal Year 2018 budget process.
- Coordinate review of new revenue opportunities with review of opportunities to improve process efficiency.

Infrastructure Replacement

- Complete Water System Master Plan report including refining alternatives for the replacement of the water treatment plant, water distribution system study and review and analysis of water rate study.
- Utilize information from the Water System Master Plan to develop long term water system improvement plan.
- Reassess capital equipment replacement procedures/policies.
- Develop a qualitative decision making approach for the review of the Village's 10-year capital project inventory.

Operational Effectiveness

- Review Village services previously identified as core (absolute) or enhanced (optional) and determine which services warrant more comprehensive analysis and review.
- Review process for work order management in Public Works Department; investigate work order management technology solutions. Recommend solution to Village Board for approval.
- Implement GIS collector app software for field verification of infrastructure data.
- Modify operations and integrate new technology into work processes.
- Conduct analysis of partnering opportunities with other regional municipal organizations; Identify similar operational needs and estimate costs.

Organizational Development

- Continue to provide leadership/management training for first-line supervisors.
- Provide leadership/management opportunities for supervisors, including those outside of traditional job responsibilities.
- Ensure a work and training environment that allows for competitive internal promotions.

Community Engagement

- Implementation of service request system to expedite registering, processing and tracking of residential service requests.

Water | EXPENDITURES

Distribution/Production		Fund: Water			
Account:	Account Title:	Proposed FY 2018 Budget	Projected FY 2017 Budget	Approved FY 2017 Budget	% Change
42110	Salaries Regular	804,744.00	766,512.00	766,868.96	4.7%
42210	Salaries - Temporary	25,000.00	20,000.00	25,000.00	0.0%
42310	Overtime	50,333.00	45,800.00	50,333.00	0.0%
	Salaries:	880,077.00	832,312.00	842,201.96	4.3%
42116	Longevity Bonus	21,250.00	20,550.00	16,150.00	24.0%
42118	Safety Pay	1,450.00	1,450.00	2,011.00	-38.7%
42120	RHS Pay	7,842.00	7,842.03	4,600.00	41.3%
42124	Other Compensation	22,800.00	11,675.00	3,845.00	83.1%
42610	Employee Benefits	147,372.00	143,079.00	143,079.00	2.9%
42620	Employee Benefits - ACA	0.00	12,217.00	12,217.00	n/a
46115	Social Security Admin.	55,952.00	51,931.00	51,931.00	7.2%
46120	Medicare Only Contrib.	13,085.00	12,147.00	12,147.00	7.2%
46125	IMRF	107,066.00	101,042.00	101,042.00	5.6%
	Fringe Benefits:	376,817.00	361,933.03	347,022.00	7.9%
51125	Station Repairs	10,000.00	10,000.00	10,000.00	0.0%
51130	Grounds Maintenance	1,500.00	0.00	1,500.00	0.0%
51140	Office Equipment Maintenance	750.00	728.00	1,250.00	-66.7%
51145	Radio Equipment Maintenance	250.00	100.00	250.00	0.0%
51150	Chemical Feed Equip. R/M	1,000.00	1,500.00	1,500.00	-50.0%
51155	Coagulation Equip. R/M	0.00	481.00	500.00	n/a
51165	Filer Equipment R/W	0.00	2,500.00	2,500.00	n/a
51170	Chlorine Equipment R/W	0.00	800.00	800.00	n/a
51175	Instruments R/M	0.00	1,000.00	1,000.00	n/a
51180	General Equipment R/M	10,010.00	5,000.00	5,000.00	50.0%
81185	Fire Hydrant R/M	0.00	8,000.00	8,100.00	n/a
51190	Diesel Motors R/M	500.00	372.00	500.00	0.0%
51245	Pump Repair	750.00	1,000.00	1,000.00	-33.3%
51250	Electrical System R/M	500.00	750.00	750.00	-50.0%
51255	Meter Repairs and Install	2,500.00	2,000.00	3,000.00	-20.0%
51260	Maintenance of Water Tower	22,944.00	22,944.00	22,944.00	0.0%
51270	Lease of Overhead Wire	1,800.00	3,500.00	1,400.00	22.2%
51275	Lab Equipment R/M	1,700.00	1,700.00	1,700.00	0.0%
51277	Intake R/M	9,000.00	8,000.00	8,000.00	11.1%
51280	Water Main - Emergencies	20,000.00	20,000.00	20,000.00	0.0%
51285	Repair Service Pipes/Fitting	35,000.00	35,000.00	35,000.00	0.0%
51290	Shop Repairs	1,000.00	1,000.00	1,000.00	0.0%
52165	Dry Cleaning Services	3,450.00	3,650.00	3,400.00	1.4%
52170	Data Processing Services	5,790.00	6,500.00	8,990.00	-55.3%
52195	Credit Card Fees	4,500.00	4,500.00	4,500.00	0.0%
52200	Postage	4,300.00	4,600.00	4,500.00	-4.7%

Account:	Account Title:	Proposed FY 2018 Budget	Projected FY 2017 Budget	Approved FY 2017 Budget	% Change
52205	Telecom/Internet Service	9,950.00	11,650.00	6,650.00	33.2%
52210	Publishing	500.00	495.00	1,500.00	-200.0%
52260	Metro. Water Reclamation District	16,000.00	15,000.00	18,000.00	-12.5%
52265	Dumping Fees	10,000.00	14,000.00	14,000.00	-40.0%
52270	Electrical - Light/AC	80,000.00	80,000.00	80,000.00	0.0%
52275	Natural Gas	8,000.00	8,000.00	8,000.00	0.0%
53115	Auditing Services	350.00	206.00	350.00	0.0%
53125	Engineering Services	25,000.00	5,000.00	25,000.00	n/a
53130	Laboratory Services	5,500.00	3,500.00	3,500.00	36.4%
53160	Plumbing Inspections	10,000.00	5,000.00	3,500.00	65.0%
53180	VOG Management Services	45,056.00	43,956.00	43,956.00	2.4%
55105	Membership/Dues	500.00	250.00	300.00	40.0%
55110	In Service Training	5,900.00	4,300.00	5,400.00	8.5%
56105	Public Liability Insurance	23,589.00	20,935.00	20,935.00	11.3%
56110	Insurance Deductibles	2,000.00	2,500.00	3,000.00	-50.0%
Services:		379,589.00	360,417.00	383,175.00	-0.9%
61105	Janitorial Supplies	0.00	700.00	700.00	n/a
61110	Materials	8,000.00	8,500.00	6,000.00	25.0%
61165	Sundry	2,200.00	2,200.00	2,200.00	0.0%
61170	Office Supplies	2,100.00	2,300.00	2,300.00	-9.5%
61180	Shop Supplies	12,500.00	3,500.00	3,500.00	72.0%
61185	Gasoline-Oil-Grease	2,450.00	1,000.00	2,450.00	0.0%
61187	Vehicle Gas-Oil-Grease	5,400.00	7,100.00	9,600.00	-77.8%
61190	Odor Control Chemicals	0.00	5,000.00	6,000.00	n/a
61195	Treatment Chemicals	39,150.00	4,000.00	10,000.00	74.5%
61200	Coagulation Chemicals	0.00	18,000.00	22,450.00	n/a
61205	Disinfection Chemicals	0.00	9,000.00	10,200.00	n/a
61210	Fluoridation Chemicals	0.00	8,000.00	11,000.00	n/a
61215	General Plant Supplies	2,500.00	1,000.00	1,000.00	60.0%
61220	Lab Equipment Supplies	12,500.00	11,500.00	11,500.00	8.0%
62120	Water Meter	15,000.00	15,000.00	15,000.00	0.0%
62125	Misc. Hydrant Replacement	27,000.00	10,500.00	11,500.00	57.4%
62130	Misc. Equipment	5,000.00	7,500.00	7,500.00	-50.0%
62135	Safety Equipment	3,000.00	3,300.00	3,300.00	-10.0%
64105	Uniforms/Work Clothing	2,750.00	2,500.00	2,675.00	2.7%
65105	Tool Purchase/Repair	4,000.00	3,650.00	4,500.00	-12.5%
66105	Vehicle Operating Expense	2,650.00	2,250.00	3,150.00	-18.9%
Commodities:		146,200.00	126,500.00	146,525.00	-0.2%
74020	Loan Payment	174,660.00	174,660.00	174,660.00	0.0%
Debt Service:		174,660.00	174,660.00	174,660.00	0.0%
82120	Small Tools & Equipment	250,000.00	100,000.00	100,000.00	60.0%

Account:	Account Title:	Proposed FY 2018 Budget	Projected FY 2017 Budget	Approved FY 2017 Budget	% Change
84115	Water System Improvements	378,700.00	200,000.00	200,000.00	47.2%
	Capital:	628,700.00	300,000.00	300,000.00	52.3%
95105	Depreciation	0.00	69,000.00	69,000.00	n/a
	Other Expense:	0.00	69,000.00	69,000.00	n/a
TOTAL WATER FUND:		2,586,043.00	2,224,822.03	2,262,583.96	12.5%



VILLAGE OF GLENCOE

DEBT SERVICE FUND

FISCAL YEAR 2018



DEBT SERVICE FUND

FY 2017					
	Original	Beginning			Ending
<u>Year</u>	<u>Issue</u>	<u>Balance</u>	<u>Issuances</u>	<u>Retirements</u>	<u>Balance</u>
2009	7,400,000	3,410,000	-	1,090,000	2,320,000
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	-	5,000,000
	25,950,000	16,960,000	-	1,090,000	15,870,000

FY 2018					
	Original	Beginning			Ending
<u>Year</u>	<u>Issue</u>	<u>Balance</u>	<u>Issuances</u>	<u>Retirements</u>	<u>Balance</u>
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

FUND PURPOSE

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

FUND HIGHLIGHTS

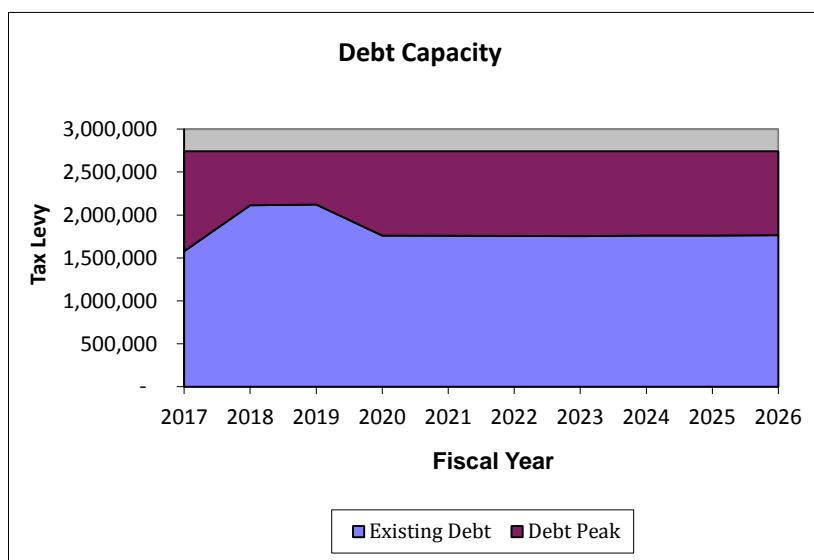
At the end of Fiscal Year 2017 the Village debt balance was \$20.87 Million. On April 7, 2015, two referendum questions were approved for the issuance of a total of \$10.0 Million of new debt. In July 2015, \$5.0 Million in general obligation bonds were issued. The second \$5.0 Million was issued during Fiscal Year 2017 (as reflected above).

The Village preserves its limited tax bond authority as an emergency reserve or for use as otherwise directed by the Village Board. Beginning Tax Year 2009 (Fiscal Year 2011) the annual extension limit increases by the percentage change in the CPI. Since the legislation allowing the increase in the extension limit, that limit has increased from \$501,555 to \$556,411. However, the Village's Equalized Assessed Value has decreased from \$1.2 Billion in Fiscal Year 2011 to \$770 Million in Fiscal Year 2016 which reduces the maximum principal that can be issued to \$3.8 Million.

As of March 1, 2016, the full annual payment of the limited tax authority has been restored.

EXISTING DEBT SERVICE TAX LEVY PROJECTION
FISCAL YEAR 2018 THROUGH FISCAL YEAR 2027

SERIES	RETIREMENT DATE	ORIGINAL DEBT	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
2009	Dec-18	7,400,000	1,195,370	1,216,995	-	-	-	-	-	-	-	-
2012	Dec-27	8,550,000	185,000	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
2015	Dec-34	5,000,000	158,700	158,700	158,700	158,700	158,700	158,700	158,700	158,700	158,700	158,700
2016	Dec-34	5,000,000	574,167	561,100	556,700	552,200	547,600	542,900	543,100	538,100	538,000	537,700
Annual Tax Levy			2,113,237	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
Annual Tax Levy per \$10K EAV			26.61	25.94	20.90	20.27	19.65	19.05	18.57	18.03	17.55	17.11
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	22,729
Annual total with SSA	2,135,966	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 2018 THROUGH FISCAL YEAR 2027

SERIES	RETIREMENT DATE	ORIGINAL DEBT	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
2005	Dec-15	1,850,000	-	-	-	-	-	-	-	-	-	-
2009	Dec-18	7,400,000	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
2015	Dec-34	5,000,000	-	-	-	-	-	-	-	-	-	-
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
Annual Principal Payment			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
Principal Balance												
March 1			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
February 28 (29)			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
Equalized Assessed Valuation (1) 3.0% Annual Increase			794,017,016	817,837,527	842,372,652	867,643,832	893,673,147	920,483,341	948,097,842	976,540,777	1,005,837,000	1,036,012,110
G.O. Debt Limit - 10.00% of EAV			79,401,702	81,783,753	84,237,265	86,764,383	89,367,315	92,048,334	94,809,784	97,654,078	100,583,700	103,601,211
Legal G.O. Debt Margin On 2/28 (29)			60,111,702	64,148,753	67,937,265	71,824,383	75,812,315	79,903,334	84,109,784	88,429,078	92,868,700	97,436,211
Long Term Debt Per Capita (Assumes Constant Population of 8,723)			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
Long Term Debt per \$10,000 EAV			242.94	215.63	193.50	172.19	151.68	131.94	112.86	94.47	76.70	59.51
Interest Payments												
SERIES	RETIREMENT DATE	ORIGINAL DEBT	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
2005	Dec-15	1,850,000	-	-	-	-	-	-	-	-	-	-
2009	Dec-18	7,400,000	60,370	31,995	-	-	-	-	-	-	-	-
2012	Dec-27	8,550,000	185,000	185,000	185,000	167,800	150,200	132,200	113,800	93,719	73,106	50,719
2015	Dec-34	5,000,000	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	129,167	91,100	81,700	72,200	62,600	52,900	43,100	33,100	23,000	12,700
Annual Principal Payment			533,237	466,795	425,400	398,700	371,500	343,800	315,600	285,519	254,806	222,119
Interest as % of Prin. Balance			2.56%	2.42%	2.41%	2.45%	2.49%	2.54%	2.60%	2.67%	2.76%	2.88%

Analysis of Debt Capacity

The following is an analysis of the Village's debt capacity.

As a special charter community, the Village can legally issue debt service up to 10% of the assessed value within the Village. Projected as of February 28, 2018, this limit will be \$79.4 Million. At that time, the Village will have \$19.2 Million in debt applicable to the limit leaving a legal debt margin of \$60.1 Million.

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

Alternative revenue bonds only require referendum if a petition is filed with enough signatures to compel a referendum. The Village has no outstanding alternative revenue debt.

The Village also has limited tax authority based upon the amount of property tax extension used to pay for non-referendum debt service at the time tax cap legislation was enacted in the early 1990's. The law provides that non-referendum debt can be replaced without referendum. Originally, the Village could issue debt with annual debt service payments up to \$501,000 without referendum. Beginning Tax Year 2009 (Fiscal Year 2011) the extension cap increases annually by the same CPI as property tax extension under Property Tax Extension Limitation Law (PTELL). During Fiscal Year 2016 the limited tax debt cap is \$556,411.

The Village can issue limited tax bonds up to ½ of one percent of the Village's Equalized Assessed Valuation, as of Fiscal Year 2016 that amount is \$3.8 Million and the Village can pay up to \$556,411 annually towards retirement of those bonds.

Policy Considerations

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

Element	Practice
Debt Payment Schedule	Typically when debt has been issued, the schedule has been structured to minimize fluctuation in the existing debt schedule.
Type of Debt	<p>Debt has typically been voter approved general obligation debt.</p> <p>The enterprise funds (Water and Golf) have issued debt backed by the Village called alternate revenue debt service. With alternate revenue debt, some revenue source is pledged to pay the debt. If the pledged revenue falls short, the property taxes are collected to pay the required debt service. There is no referendum with alternate revenue debt, unless a petition is filed with sufficient signatures to require one. The Village has never had a referendum on alternate revenue debt issuances.</p> <p>The Village also has the ability to issue limited tax debt without referendum up to an annual debt service payment of \$556,411 per year.</p>
Limited Tax Debt	The Village Board has discussed maintaining the limited tax debt authority as an emergency reserve or as otherwise approved by the Village Board.
Term of Debt	Typically the schedule is no longer than 15 years or as otherwise determined to be an appropriate length for the type of asset or improvement financed.
Maximum annual debt service	No policy maximum set. Fiscal Year 2010 and Fiscal Year 2011 debt is approximately \$2.7 Million (prior to abatements).
Use of Debt Service	Typically debt has been issued for projects such as streets, sewers, water main, or major equipment (such as fire engine replacement) or to refund existing debt where financial conditions are favorable.



VILLAGE OF GLENCOE

**10-YEAR
COMMUNITY IMPROVEMENT PROGRAM**

FISCAL YEAR 2018

FISCAL YEAR 2018

COMMUNITY IMPROVEMENT PROGRAM

PROPOSED BUDGET REQUESTS



GENERAL FUND

	BUDGET REQUEST
Ambulance Replacement	350,000
Starcom Radio Implementation	287,500
Sewer Jet	195,000
Street Sweeper	190,000
Village Hall HVAC Upgrade Supplement	100,000
Residential Sidewalk Replacement	100,000
Mechanical Lift Replacement	75,000
Firing Range Improvements/Upgrades	74,000
Infrastructure Switching Equipment	65,000
Wyman Green Space Use Analysis	50,000
Stump Grinder	50,000
Public Safety Vehicle Replacement #650	45,000
Public Safety Vehicle Replacement #662	45,000
Public Safety Vehicle Replacement #661	20,000
Desktop Replacement	12,500
Squad Car Video Cameras	10,000
Total General Fund	\$1,669,000



MOTOR FUEL TAX FUND

Street Resurfacing	491,700
Tudor Court Engineering & Design	100,000
Total Motor Fuel Tax Fund	\$591,700



WATER FUND

Water Main Replacement	378,700
Water Plant SCADA System	250,000
Total Water Fund	\$628,700



BOND CONSTRUCTION FUND

Storm Water Drainage Improvements	2,950,000
Sanitary Sewer Lining	200,000
Street Resurfacing	900,000
Storm Water Outfall - Rockgate Lane	150,000
Storm Water Study	25,000
Total Bond Construction Fund	\$4,225,000



FISCAL YEAR 2018 CAPITAL BUDGET GRAND TOTAL \$7,114,400

DEFERRED FISCAL YEAR 2018 PROJECTS

Enterprise Resource Program (ERP)	650,000
Refuse Packer	230,000
Leaf Vacuum	46,200
Total Deferred Projects	\$926,200¹⁷²



FISCAL YEAR 2018

COMMUNITY IMPROVEMENT PROGRAM

PUBLIC WORKS DEPARTMENT

2018
COMMUNITY IMPROVEMENT PROGRAM

Project Name: STORM WATER DRAINAGE IMPROVEMENTS
Department: PUBLIC WORKS

Project Type: SEWER - STORM
Project Coordinator: Civil Engineer

Cost: \$2,950,000

Account: Bond 2016

Project summary, justification and alignment to Strategic Plan:

In 2014, the Village completed a Storm Water Drainage Study to evaluate five subject areas in the Village where recurring flooding in the streets and right-of-way impacted private property. Those five areas included larger drainage basins in the Skokie Heights and Ridges and the Terrace Court/Park Place neighborhoods; as well as the 700 block of Greenwood, the 400 block of Madison and the Hazel Avenue underpass. The Study ultimately recommended improvements in each of the drainage basin areas and those improvements were approved in the bond referendum in April 2015. The Skokie Ridge and Terrace Court basin areas were completed in FY 2017.

The improvements planned for FY 2018 include the Greenwood Avenue and Madison Avenue basin areas as well as the Hazel Avenue underpass. The proposed improvements in FY 2018 include over 3,000 total feet of larger diameter sewer pipe to address insufficient capacity that directly impacts 32 properties, with additional positive impacts to the overall areas.

Completion of the \$6 million storm water infrastructure improvement project (including work completed in FY2017) aligns with the continuation of the Village's storm water management plan, a component of the strategic priority infrastructure replacement.

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

Segment: Madison Avenue, Greenwood Avenue and Hazel Avenue Basin Areas

Replacement of: Improvements to the Madison Avenue, Greenwood Avenue and Hazel Avenue Basin Areas. Per 2014 Study.

Expected useful life: 40 years

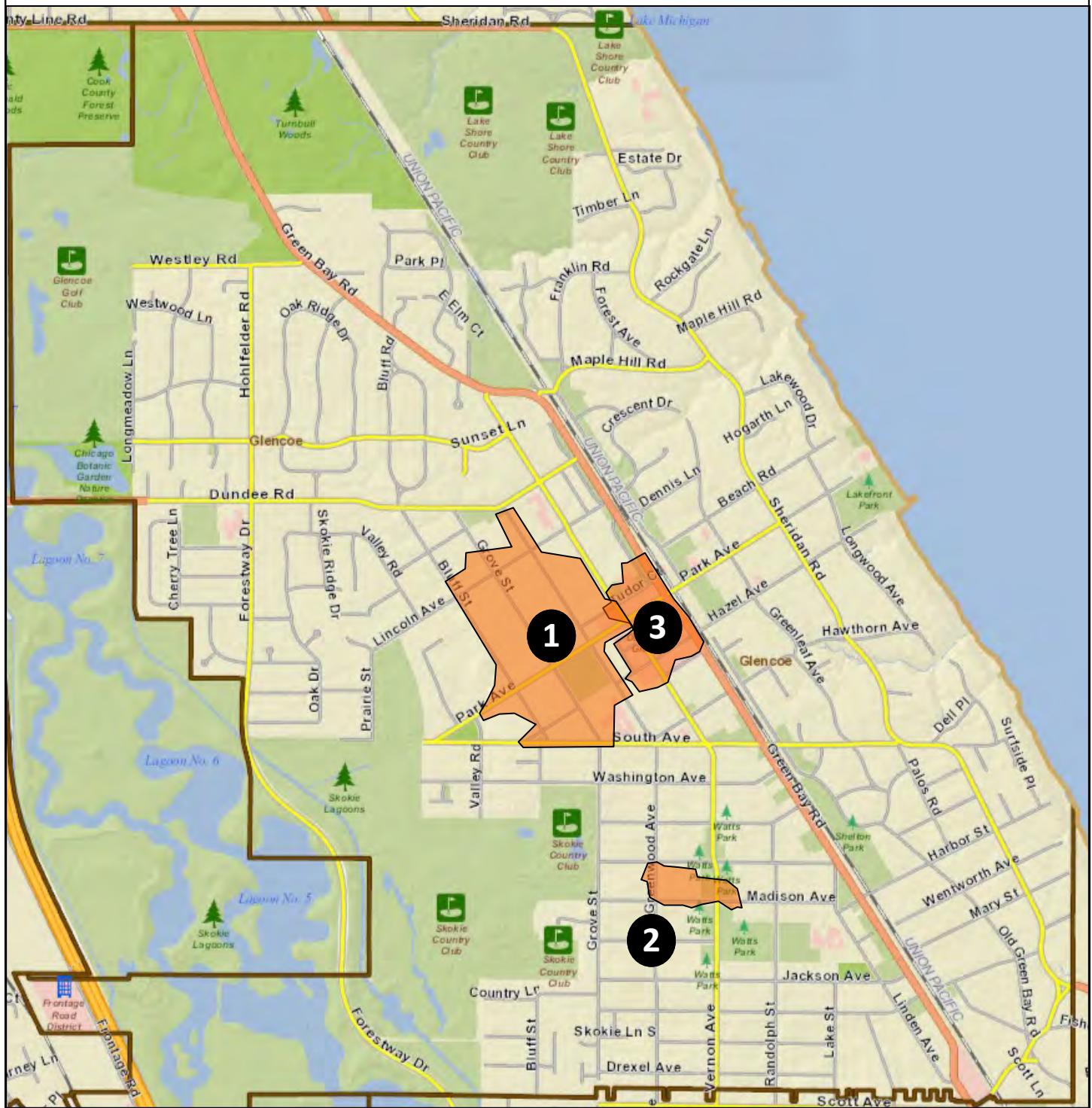


Project Cost: <u>FY 2018</u>	
Infrastructure:	2,950,000
Building:	
Machinery/Equipment	
Vehicles:	
Other:	
Total: <u>\$ 2,950,000</u>	
Funding Source(s)	
Bond 2016	2,950,000
Total Funding Sources: <u>\$ 2,950,000</u>	

FY18 STORMWATER DRAINAGE PROJECTS

Drainage Basin Improvement Areas

- 1) GREENWOOD AVE BASIN
- 2) MADISON AVE BASIN
- 3) HAZEL AVE BASIN



2018
COMMUNITY IMPROVEMENT PROGRAM

Project #: CIP1003

Project Name: STREET RESURFACING
Department: PUBLIC WORKS

Project Type: STREET
Project Coordinator: Civil Engineer

Cost: \$1,391,700

Account: Bond 2015A
MFT: 16-310-380-86105

Project summary, justification and alignment to Strategic Plan:

The Village includes 40 centerline miles of local streets under its jurisdiction. The expected useful life of the asphalt pavement surface is 15 years in this climate and with expected traffic loading. The Village evaluates pavement surface conditions annually, and those streets typically 15 years old or more are scheduled for maintenance resurfacing based on physical conditions and a defined service life.

New this year, staff will be utilizing a third party consultant to evaluate pavement conditions to gather data on the entire street system inventory. This information will be used in conjunction with age and visual condition of roadway surfaces to prioritize maintenance resurfacing. To address those streets that need maintenance resurfacing, \$1,391,700 has been recommended in FY 2018 which is estimated to complete an estimated 120,000 square yards of street surface.

The specific inventory of streets to be included in FY 2018 is under review and will be finalized prior to Village Board approval of the FY 2018 budget.

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

Segment: TBD Pending on IMS Pavement Report
Replacement of: TBD Pending on IMS Pavement Report
Expected useful life: 15 years



Project Cost:	FY 2018
Infrastructure:	1,391,700
Building:	
Machinery/Equipment	
Vehicles:	
Other:	
Total:	\$ 1,391,700
<hr/>	
Funding Source(s)	
Bond 2015A	900,000
MFT	491,700
Total Funding Sources: \$ 1,391,700	

COMMUNITY IMPROVEMENT PROGRAM

Project Name: WATER MAIN REPLACEMENT
Department: WATER DISTRIBUTION

Project Type: WATER MAIN
Project Coordinator: Civil Engineer

Cost: \$378,700

Account: 11-110-365-84115

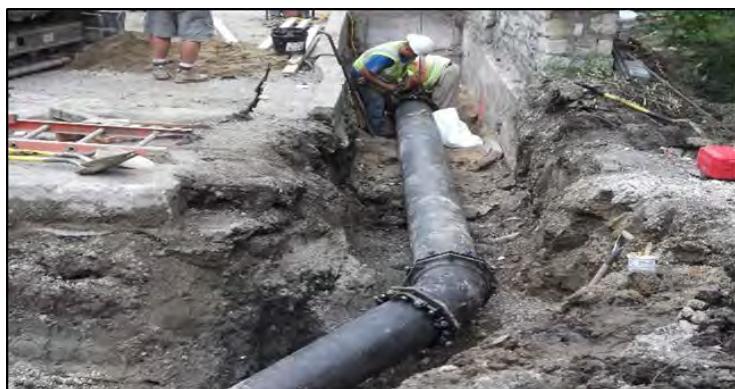
Project summary, justification and alignment to Strategic Plan:

The community improvement plan developed as a component of the Water Distribution Study completed by Strand Associates in the 2016 Water Distribution System Study 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 were 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, and the total construction cost does not include engineering design or construction administration services, some of which will be performed in-house.

- Sunset Lane-Sunset to south end, Replacement: 290 LF, Cost: \$83,800.
- Wentworth Avenue to Mary Street Loop, Replacement: 650 LF, Cost: \$175,800.
- Mary Street - Sheridan Road to east end, Replacement: 70 LF, Cost: \$36,800.
- Brookside Lane / Bluff Street loop, Replacement: 230 LF, Cost: \$82,300.

Once additional data is assembled on street and sewer quality, staff will program projects as possible to be addressed in the same area at the same interval and within acceptable debt schedules.

Expected useful life: 40 years



Project Cost: FY 2018	
Infrastructure:	378,700
Building:	
Machinery/Equipment	
Vehicles:	
Other:	
Total: \$ 378,700	
Funding Source(s)	
Water Fund	378,700
Total Funding Sources: \$ 378,700	

2018
COMMUNITY IMPROVEMENT PROGRAM

Project Name: STORM SEWER OUTFALL - ROCKGATE LANE
Department: PUBLIC WORKS

Project Type: SEWER - STORM
Project Coordinator: Public Works Director/Engineer

Cost: \$150,000

Account: Bond 2016

Project summary, justification and alignment to Strategic Plan:

Approximately half of the Village's storm sewer system drains to Lake Michigan, primarily through the seven major 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 two such outfall structures in the ravine located east of Sheridan Road between Rockgate Lane and Brentwood Drive, both of which have failed and require replacement.

These structures were original to the subdivision improvements on Brentwood Lane completed in 1959 and Rockgate Lane completed in 1975. Maintenance and repair programs for ravine and storm sewer outfalls will continue to refine the Village's storm water management plan. The proposed improvement will address the two outfall structures as well as the eroded area along the ravine between the two outfalls, and will consider appropriate best management practices (BMPs) for reducing erosion while still maintaining the natural ecosystem of the ravine while also enhancing the storm water quality of the discharge. In August 2016, the Village Board approved the engineering design of this project.

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

Segment: n/a

Replacement of: *Storm sewer outfalls from Rockgate Ln. and Hillcrest Dr.*

Expected useful life: 40 years



Project Cost:		FY 2018	
Infrastructure:		150,000	
Building:			
Machinery/Equipment			
Vehicles:			
Other:			
		Total: \$	150,000
Funding Source(s)			
Bond 2016		150,000	
Total Funding Sources: \$			150,000

Location Map



Map created on August 8, 2016.

© 2016 [GIS Consortium](#) and [MGP Inc.](#). All Rights Reserved.

The GIS Consortium and MGP Inc. are not liable for any use, misuse, modification or disclosure of any map provided under applicable law.

Disclaimer: This map is for general information purposes only. Although the information is believed to be generally accurate, errors may exist and the user should independently confirm for accuracy. The map does not constitute a regulatory determination and is not a base for engineering design. A Registered Land Surveyor should be consulted to determine precise location boundaries on the ground.

2018
COMMUNITY IMPROVEMENT PROGRAM

Project Name: VILLAGE HALL HVAC UPGRADE
Department: PUBLIC WORKS

Project Type: BUILDING & GROUNDS
Project Coordinator: Public Works Director

Cost: \$100,000

Account: 12-305-340-81115

Project summary, justification and alignment to Strategic Plan:

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. Likewise, all meetings of the Village Board, boards and commissions are held in the Village Hall. Family Service of Glencoe's main offices are also housed within the Village Hall. The Village Hall heating, ventilating and air conditioning (HVAC) systems are generally original to the building, which was constructed in 1956. To address temperature control issues, energy efficiency, and the need to replace aging infrastructure that is becoming more unreliable, the Village commissioned Grumman/Butkus Associates to evaluate the existing system, identify shortcomings and recommend HVAC improvement alternatives. The recommended improvements included in the approved bond referendum include a new centralized HVAC system equipped with a new building automation and a new electrical service.

Work is currently underway on this project and funds are available up to \$2.5 million as approved by voters in April 2015. It is anticipated that project costs will exceed that amount, and additional funds be allocated to cover the balance of work in FY 2018.

Segment: n/a

Replacement of: Supplement 2016 Bond Fund budget

Expected useful life: 40 years



Project Cost:	FY 2018
Infrastructure:	
Building:	100,000
Machinery/Equipment	
Vehicles:	
Other:	
Total: \$ 100,000	
Funding Source(s)	
General Fund	100,000
Total Funding Sources: \$ 100,000	

**2018
COMMUNITY IMPROVEMENT PROGRAM**

Project Name: RESIDENTIAL SIDEWALK REPLACEMENT
Department: PUBLIC WORKS

Project Type: SIDEWALK
Project Coordinator: Village Engineer

Cost: \$100,000

Account: 12-305-356-87105

Project summary, justification and alignment to Strategic Plan:

The Village has maintained a residential sidewalk replacement program for over 30 years. There is a total of 73 miles of public sidewalk within the Village's jurisdiction. This capital item is an annual budget allowance for residential concrete sidewalk replacement based on condition in order to protect the general public.

- Residential sidewalk in the Village is inspected by area on a 3-year cycle, and identified sidewalk segments, together with reported hazard locations, comprise an annual targeted replacement quantity. Inspection standards have been developed in cooperation with the Village's risk management agency, IRMA, and are utilized in evaluating the condition of public sidewalk.
- Based on the cost of replacement this allowance is estimated to cover the replacement of 16,000 - 17,000 square feet or 600-700 sidewalk squares in targeted completion of Area #1.
- In FY 2017 the Village completed \$100,000 in sidewalk replacement which equaled 17,420 square feet/0.67 miles. The work completed equates to 0.9% of the total sidewalk inventory in the Village. At that annual funding amount, it would take 109 years to replace the entire 73 miles of sidewalk within the Village.

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

Segment: Target completion of area #1

Replacement of: Residential Concrete Sidewalk

Expected useful life: 40 years



Project Cost:		FY 2018
Infrastructure:		100,000
Building:		
Machinery/Equipment		
Vehicles:		
Other:		
	Total:	\$ 100,000
Funding Source(s)		
General Fund		100,000
	Total Funding Sources:	\$ 100,000

COMMUNITY IMPROVEMENT PROGRAM

Project Name: TUDOR CT. ENGINEERING & DESIGN
Department: PUBLIC WORKS

Project Type: STREET DESIGN
Project Coordinator: Public Works Director

Cost: \$100,000

Account: 16-310-380-86105

Project summary, justification and alignment to Strategic Plan:

Tudor Court is scheduled in the Community Improvement Plan for street resurfacing in the next two years. As part of the Downtown Plan, the Village will be considering “special environment” streetscape treatments to enhance the primary retail core area and special nature of the “arts core” emerging on Tudor Court. This may include the introduction of alternate pavement materials, expanded pedestrian sidewalk areas, non-conventional curb design and festive lighting on Tudor Court integrating Writers Theatre, the adjacent parks the nearby gallerias, into and entertainment and arts zone.

Expected useful life: N/A



<u>Project Cost:</u>	<u>FY 2018</u>
Infrastructure:	
Building:	
Machinery/Equipment	
Vehicles:	
Other:	100,000
Total: \$ 100,000	
<u>Funding Source(s)</u>	
MFT	100,000
Total Funding Sources: \$ 100,000	

COMMUNITY IMPROVEMENT PROGRAM

Project Name: WYMAN GREEN SPACE USE ANALYSIS**Department:** PUBLIC WORKS**Cost:** \$50,000**Project Type:** DESIGN ENGINEERING**Project Coordinator:** Public Works Director**Account:** 12-305-336-81140**Project summary, justification and alignment to Strategic Plan:**

Wyman Green, between the Library and Village Hall, is a passive, open green space that is largely underutilized. One of the conclusions and recommendations of the Downtown Plan is that the area presents a significant opportunity for modifications that could enhance the use and enjoyment of the adjacent Downtown area. The space offers the potential for passive open space accommodating multiple daytime users, outdoor theatrical or musical performances, farmer's markets, art exhibits, and other activities. Developing a plan for a family-friendly, multi-purpose space in Wyman Green is a conclusion recommended by the Downtown Plan. The enhancement and repurposing of this public space is a public investment that could have the potential to increase the use and vitality of the central downtown area.

Expected useful life: N/A

Project Cost:	FY 2018
Infrastructure:	
Building:	
Machinery/Equipment	
Vehicles:	
Other:	50,000
Total:	\$ 50,000
Funding Source(s)	
General Fund	50,000
Total Funding Sources:	\$ 50,000

2018

Project #: CPW1003

COMMUNITY IMPROVEMENT PROGRAM

Project Name: STORM WATER STUDY
Department: PUBLIC WORKS

Project Type: SEWER - STORM
Project Coordinator: Public Works Director/Engineer

Cost: \$25,000**Account:** Bond 2016**Project summary, justification and alignment to Strategic Plan:**

A drainage basin tributary to the southern end of Green Bay Road experiences flooding in low lying areas of the public right-of-way that results in private property flooding during moderate and heavy rainfall events. Staff proposes performing an engineering study of this basin area to determine the cause, extent and severity of the problem and evaluation of alternatives to reduce the impact of flooding in private property and public rights-of-way.

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

Segment: Basin area includes Euclid, Linden & Green Bay

Replacement of:

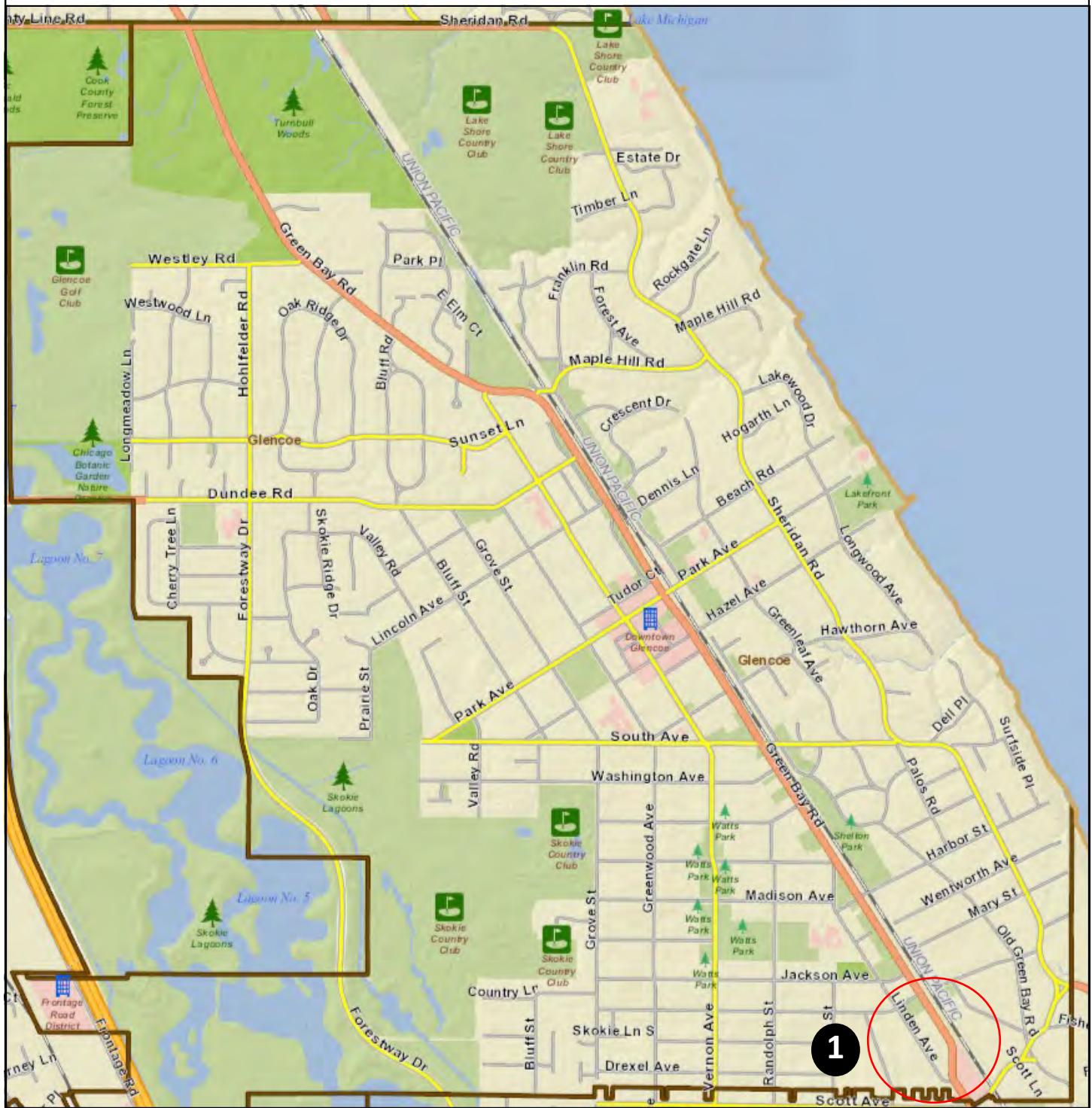
Expected useful life: 40 years

<u>Project Cost:</u> <u>FY 2018</u>	
Infrastructure:	
Building:	
Machinery/Equipment	
Vehicles:	
Other:	25,000
Total: \$ 25,000	
<u>Funding Source(s)</u>	
Bond 2016	25,000
Total Funding Sources: \$ 25,000	

FY18 STORMWATER DRAINAGE STUDY

Proposed Drainage Study Area

1) LINDEN AVE DRAINAGE BASIN



**2018
COMMUNITY IMPROVEMENT PROGRAM**

Project Name: SANITARY SEWER LINING
Department: PUBLIC WORKS

Project Type: SEWER - SANITARY
Project Coordinator: Civil Engineer

Cost: \$200,000

Account: Bond 2015

Project summary, justification and alignment to Strategic Plan:

The Village's sanitary sewer system consists of 40 miles of sanitary sewer main, 900 manholes and eight 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 clogging the sanitary sewer and result in basement backups.

The Village has used lining systems in rehabilitating aging and deteriorated sanitary sewer main for 30 years, and a re-lined sewer has an expected additional useful life of more than 50 years. The lining process is an excellent solution for rehabilitating sanitary sewer main located in rear lot easements to avoid disruptive and costly restoration of private property improvements that result from conventional excavation and pipe replacement. A comprehensive assessment of the Village's sanitary sewer system is a core component of the strategic work plan. The proposed FY 2018 Budget of \$250,000 for sanitary sewer lining is expected to improve an estimated 6,000-7,000 feet of sanitary main.

Over the course of the next few months, candidate main segments for the FY 2018 program will be identified from ongoing sewer televising and inspection efforts and will be finalized prior to Village Board approval of the FY 2018 budget.

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

Segment: TBD

Replacement of: TBD

Expected useful life: 50 years



Project Cost:	FY 2018
Infrastructure:	200,000
Building:	
Machinery/Equipment	
Vehicles:	
Other:	
Total:	\$ 200,000
<hr/>	
Funding Source(s)	
Bond 2015	200,000
Total Funding Sources:	\$ 200,000

COMMUNITY IMPROVEMENT PROGRAM

Project Name: WATER PLANT SCADA SYSTEM**Department:** WATER PRODUCTION**Cost:** \$250,000**Project Type:** EQUIPMENT**Project Coordinator:** Plant Superintendent**Account:** 11-110-370-82120**Project summary, justification and alignment to Strategic Plan:**

The SCADA system at the water plant was installed in 1996. It currently operates on Windows XP platform through virtual mode on a Windows 7 computer, as Windows XP is no longer supported. 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. As regulations change and new advancements in equipment become available it limits staff's ability to stay current. 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, operations would continue, operating the water plant manually. However, manpower would have to be doubled in order to do the additional water quality testing required to keep us in compliance.

Segment: n/a**Replacement of:** Existing SCADA System**Expected useful life:** 20 years

<u>Project Cost:</u>	<u>FY 2018</u>
Infrastructure:	
Building:	
Machinery/Equipment	250,000
Vehicles:	
Other:	
Total: \$ 250,000	
Funding Source(s)	
Water	250,000
Total Funding Sources: \$ 250,000	

2018
COMMUNITY IMPROVEMENT PROGRAM

Project #: CIP1059

Project Name: MECHANICAL LIFT REPLACEMENT
Department: PUBLIC WORKS

Project Type: BUILDING & GROUNDS
Project Coordinator: General Superintendent

Cost: \$75,000

Account: 12-305-352-81120

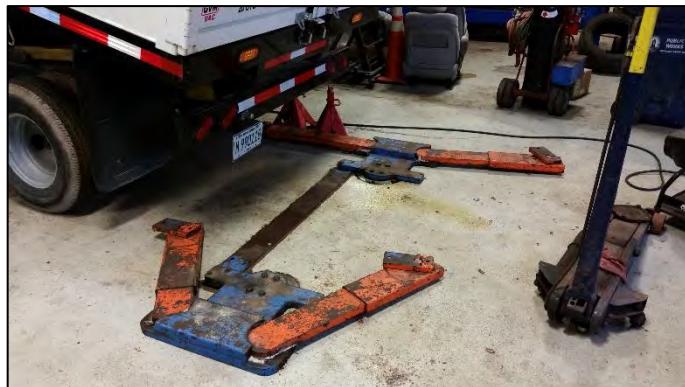
Project summary, justification and alignment to Strategic Plan:

Mechanical Lifts are an essential apparatus used in the Department's fleet maintenance division. Public Works mechanics utilize three mechanical lifts of varying function and capacity in the three fleet maintenance bays in the Public Works Garage. All three lift systems are nearing the end of their useful life, and are currently being maintained by staff. Staff is proposing the removal and replacement of an in-ground model with an above-ground model that will provide more versatility and increased capacity to lift heavier equipment. The above-ground model can also be moved if the Public Works garage is relocated in the future.

Segment: n/a

Replacement of: Mechanical lift used for fleet maintenance for heavy equipment.

Expected useful life: 15 years



<u>Project Cost:</u>	<u>FY 2018</u>
Infrastructure:	
Building:	
Machinery/Equipment	75,000
Vehicles:	
Other:	
Total:	\$ 75,000

<u>Funding Source(s)</u>	
General Fund	75,000
Total Funding Sources:	\$ 75,000

2018

Project #: CPW1020

COMMUNITY IMPROVEMENT PROGRAM

Project Name: SEWER JET
Department: PUBLIC WORKS

Project Type: EQUIPMENT
Project Coordinator: General Superintendent

Cost: \$195,000**Account:** 12-305-332-83105**Project summary, justification and alignment to Strategic Plan:**

Sewer Jet (PW Unit #23) is one of two critical maintenance vehicles that are utilized in the Sewer Division for regular maintenance and emergency operations. This unit is used exclusively for rodding storm and sanitary sewers. This combination vehicle/equipment unit experiences significant idle time while running the engine at high RPMs. As part of the enhancement of the community improvement plan review process, a strategic priority, detailed qualitative and quantitative review was completed by the fleet division staff, and the replacement of unit #23 is recommended based on the following reasons:

- The current unit was purchased in 2007 and has 6,012 hours (180,360 mileage equivalent) / 17,919 miles.
- Unit has had PTO (Power Take Off) issues recently (3 repairs in last 4 years) that indicate the transmission is failing. Water pump has been rebuilt recently, but is still not operating effectively.
- PTO drive shaft is a poor design unique to this model and vintage that with age burns out its "U" joint (2 replaced in last year).
- Damage to the drive shaft destroyed a wiring harness in the undercarriage which has caused ongoing electrical issues.
- Drive motor for hose reel has needed repairs twice in the last 2 years which indicates system failure.
- Maintenance costs over last 3 years – 2013 - \$3,641.20; 2014 - \$5,026.69; 2015 - \$5,562.05.

This request aligns with the following Strategic Priorities: Community Improvement

Segment: n/a**Replacement of:** #23**Expected useful life:** 10 years

<u>Project Cost:</u>	<u>FY 2018</u>
Infrastructure:	
Building:	
Machinery/Equipment	195,000
Vehicles:	
Other:	
Total:	\$ 195,000
<hr/>	
Funding Source(s)	
General Fund	195,000
Total Funding Sources:	\$ 195,000

5 Year Maintenance and Repair History

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Actual Expenditures	\$6,507.76	\$3,641.20	\$5,026.69	\$5,562.05	

2018
COMMUNITY IMPROVEMENT PROGRAM

Project Name: STREET SWEEPER
Department: PUBLIC WORKS

Project Type: EQUIPMENT
Project Coordinator: General Superintendent

Cost: \$190,000

Account: 12-305-356-83105

Project summary, justification and alignment to Strategic Plan:

Street Sweeper (PW Unit # 32) is a critical piece of the Department's Street Division maintenance equipment. This unit is used for all routine and emergency sweeping of the central business district and adjoining street locations, scheduled sweeping of all residential streets by zones, and assists with fall leaf collection program clean-up as well as storm and construction clean-up efforts. In addition to general maintenance and appearance improvements, regular street sweeping is an important means of keeping debris from entering the Village's storm sewer system and keeping storm sewer inlets and catch basin covers clear to reduce street and right-of-way flooding. As part of the enhancement of the community improvement plan review process, a strategic priority, detailed qualitative and quantitative review was completed by the fleet division staff, and the replacement of unit #32 is recommended based on the following reasons:

- This unit was purchased in 2008 and has 5,529 engine hours (165,870 mileage equivalent).
- Sweeper is experiencing chronic electrical issues that have been difficult to diagnose in-house or through dealer. Undercarriage is exhibiting significant rust.
- Parts are no longer made by manufacturer, making them difficult to source
- Extensive overall repair costs over the last three years
- Maintenance costs over last three years – 2013 - \$16,377.34; 2014 - \$34,810.03; 2015 - \$20,677.95

This request aligns with the following Strategic Priorities: Community Improvement.

Segment: n/a

Replacement of: #32

Expected useful life: 8 years



<u>Project Cost:</u> <u>FY 2018</u>	
Infrastructure:	
Building:	
Machinery/Equipment	190,000
Vehicles:	
Other:	
Total:	\$ 190,000
<u>Funding Source(s)</u>	
General Fund	190,000
Total Funding Sources:	\$ 190,000

5 Year Maintenance and Repair History

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Actual Expenditures	\$16,091.13	\$16,377.34	\$34,810.03	\$20,677.95	

2018
COMMUNITY IMPROVEMENT PROGRAM

Project Name: STUMP GRINDER
Department: PUBLIC WORKS

Project Type: EQUIPMENT
Project Coordinator: General Superintendent

Cost: \$50,000

Account: 12-305-336-83105

Project summary, justification and alignment to Strategic Plan:

Stump Grinder (PW Unit # 11) is a key piece of support equipment used in the Department's Forestry Division. The stump grinder is used in the restoration phase of tree removal work to grind down and remove tree stumps. The stump grinder is used for all Village tree removal operations as well as Park District tree removals through the Shared Services Program. As part of the enhancement of the capital improvement plan review process, a strategic priority, detailed qualitative and quantitative review was completed by the fleet division staff, and the replacement of unit #11 is recommended based on the following reasons:

- The current unit was purchased in 2002 and has 811 engine hours.
- Original purchased model was a prototype which makes parts difficult to source.
- Windshield assembly is currently broken due to wear and tear – new assembly with some modifications to fit this prototype model are cost prohibitive for this model.
- Safety skirt constantly needs repair.
- Maintenance costs over last 3 years – 2013 - \$4,042.69; 2014 - \$1,873.28; 2015 - \$2,063.67.

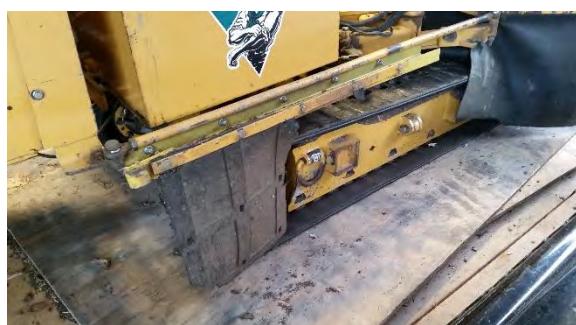
This request aligns with the following Strategic Priorities: Community Improvement.

***This equipment may be a candidate for cost sharing with the Glencoe Park District.*

Segment: n/a

Replacement of: #11

Expected useful life: 15 years



Project Cost:	FY 2018
Infrastructure:	
Building:	
Machinery/Equipment	50,000
Vehicles:	
Other:	
Total:	\$ 50,000
<hr/>	
Funding Source(s)	
General Fund	50,000
Total Funding Sources:	\$ 50,000

5 Year Maintenance and Repair History

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Actual Expenditures	\$684.43	\$4,042.69	\$1,873.28	\$2,063.67	



FISCAL YEAR 2018

COMMUNITY IMPROVEMENT PROGRAM

PUBLIC SAFETY DEPARTMENT

COMMUNITY IMPROVEMENT PROGRAM

Project Name: FIRING RANGE IMPROVEMENTS/UPGRADES**Department:** PUBLIC SAFETY**Project Type:**

BUILDING & GROUNDS

Project Coordinator:

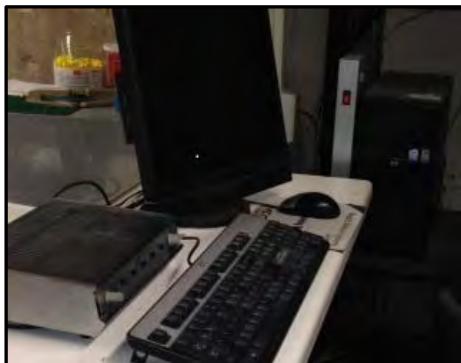
Range Supervisor

Cost: \$74,000**Account:** 12-405-405-82150**Project summary, justification and alignment to Strategic Plan:**

The automated firing range target system requires an upgrade to ensure the range is safe and functional for continued use. This upgrade can be expected to prolong the useful life of the firing range; the system is expected to be functional for at least 10 years. The present system was installed in 2007 and will be over 11 years old when replaced in 2018. 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.

Closing the Glencoe range and using an outside range has limitations: limited availability to match our needs, scheduling/staffing, overtime for instructors/officers, travel time while on-duty, transportation for supplies/ammunition, financial payment to host agency for range usage, and lack of flexibility. We presently conduct all range training on-duty; going off-site will likely create staffing shortages and/or overtime due to the inability to use on-duty officers. In order to remain proficient, on-duty officers are encouraged to and often practice under the supervision of a GDPS firearms instructor as approved by the supervisor; elimination of the on-site range will undermine this practice due to limited access to an outside range.

In our partnership with the U.S. Coast Guard, we host U.S. Coast Guard firearms training sessions in Glencoe at no cost. In an effort to offset maintenance costs, the Department may require payment from the USCG for future range usage; this will likely require a formal contract/agreement. It should be noted that minor repairs, along with regular maintenance, have allowed us to keep the system functional past its useful life.

Segment: N/A**Replacement of:** 2007 legacy system**Expected useful life:** 10 years

Project Cost: FY 2018	
Infrastructure:	
Building:	74,000
Machinery/Equipment	
Vehicles:	
Other:	
Total: \$ 74,000	
Funding Source(s)	
General Fund	74,000
Total Funding Sources: \$ 74,000	

COMMUNITY IMPROVEMENT PROGRAM

Project Name: AMBULANCE REPLACEMENT**Department:** PUBLIC SAFETY**Project Type:** VEHICLE**Project Coordinator:** Auxiliary Services Supervisor**Cost:** \$350,000**Account:** 12-405-415-83105**Project summary, justification and alignment to Strategic Plan:**

The present Public Safety fleet includes one front-line Advanced Life Support International ambulance. Over the past five years, the Department has responded to an average of 453 ambulance calls per year. It is likely that due to increased call load for medical services, the ambulance being replaced as the front-line vehicle will be held as a reserve vehicle; thereby increasing our fleet to two ambulances. At the same time, we plan to eliminate the reserve fire engine (Engine 30R), potentially using it for trade value for the new ambulance purchase. Glencoe has a much higher medical call load as compared to fire calls; therefore, a reserve ambulance provides more value to the Village.

It should be noted that the new ambulance is expected to be a smaller, lower vehicle than the present ambulance (Ford F550 or F650 or similar). The lighter frame will result in a more comfortable ride and increased maneuverability on Village streets and residential driveways, as well as enhanced fuel efficiency. However, the service area (box) of the ambulance will remain the same size, ensuring that patient care is not compromised. The ambulance has required minimal significant repairs; many repairs are for routine maintenance and normal wear-and-tear. However, most repairs involve diagnostic testing and extended time where the ambulance is taken out-of-service. While the ambulance is out-of-service, the Department relies upon mutual aid partners to provide either a reserve ambulance for Glencoe use or mutual aid ambulance response upon request. Minor repairs are often completed by the Public Works mechanics; major repairs require service at an off-site repair facility. Recent major repairs include recurring electrical system and climate control issues, air ride (suspension) repairs, emissions control failures, under carriage repairs, and body paint repairs due to corrosion.

This purchase is consistent with the Department vehicle replacement schedule of 10 years. The expected purchase price will include all associated costs - the ambulance vehicle, major pieces of medical equipment, power cot, cardiac monitors, etc. We will expect a minimal increase in maintenance costs for a reserve ambulance based on higher anticipated usage than a reserve fire engine.

Miles: 55,000**Replacement of:** Front-Line Ambulance**Expected useful life:** 10 years

Project Cost:	FY 2018
Infrastructure:	
Building:	
Machinery/Equipment	
Vehicles:	350,000
Other:	
Total: \$ 350,000	
Funding Source(s)	
General Fund	350,000
Total Funding Sources: \$ 350,000	

5 Year Maintenance and Repair History

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Miles Driven	4,258	3,980	3,921	6,241	4,160
Actual Expenditures	\$ 15,499.00	\$ 5,788.73	\$ 3,511.22	\$ 5,625.35	\$ 4,967.35

COMMUNITY IMPROVEMENT PROGRAM

Project Name: VEHICLE REPLACEMENT**Department:** PUBLIC SAFETY**Project Type:** VEHICLE**Project Coordinator:** Auxiliary Services Supervisor**Cost:** \$45,000**Account:** 12-405-405-83105**Project summary, justification and alignment to Strategic Plan:**

Patrol unit #661 is a fully outfitted 2013 Ford Interceptor Utility AWD police cruiser used by patrol officers on all shifts. It has wear and tear, suspension and undercarriage corrosion. There have been normal maintenance issues but due to emergency patrol fleet use we project it as requiring replacement in FY 2018. This vehicle is expected to have mileage over 100,000 and will be in service over five years once replaced.

Public Safety vehicles are used for emergency response 24 hours per day, 365 days per year. Replacement cycles vary depending on the usage of the vehicle. Patrol vehicles historically have had a three to four year replacement cycle because they are used for routine patrol and emergency response on a 24x7 basis. Administrative vehicles (command staff and detectives) have a four to five year replacement cycle due to more limited usage and emergency response. In addition, service history, wear-and-tear, and frequency of major repairs are considered when replacing vehicles. Therefore, when contemplating vehicle replacements, the fleet supervisor coordinates with staff regarding the usefulness of the vehicle. Public Works mechanics are also consulted regarding the service and maintenance history. 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.

Recommended Disposition: Trade/ replacement with 2017/18 Ford Police Explorer

This request aligns with the following Strategic Priorities: Infrastructure Replacement

Miles: 83,000

Replacement of: Squad #650

Expected useful life: 4 (5 years actual)



Project Cost:	FY 2018
Infrastructure:	
Building:	
Machinery/Equipment	
Vehicles:	45,000
Other:	
Total: \$ 45,000	
Funding Source(s)	
General Fund	45,000
Total Funding Sources: \$ 45,000	

5 Year Maintenance & Repair History

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Miles Driven	N/A	12,911	21,559	25,572	21,517
Actual Expenditures	N/A	\$ 217.07	\$ 1,253.63	\$ 3,606.62	\$ 4,014.43

COMMUNITY IMPROVEMENT PROGRAM

Project Name: VEHICLE REPLACEMENT**Department:** PUBLIC SAFETY**Project Type:** VEHICLE**Project Coordinator:** Auxiliary Services Supervisor**Cost:** \$45,000**Account:** 12-405-405-83105**Project summary, justification and alignment to Strategic Plan:**

Patrol unit #662 is a 2013 Ford Interceptor Utility vehicle originally assigned to Evidence Technicians. It has been reassigned to front line patrol duty on all shifts without a transport cage for prisoners and/or property or equipment transportation. This limits its effectiveness because officers cannot safely secure prisoners. Furthermore, officers are required to carry all of their fire gear while on police patrol, and the configuration of the rear compartment is not adequate for that purpose. Normal wear and tear as well as advanced corrosion and maintenance issues project it as requiring replacement in FY 2018. It will have been in service more than five years when replaced, but mileage will be significantly below 100,000.

Public Safety vehicles are used for emergency response 24 hours per day, 365 days per year. Replacement cycles vary depending on the usage of the vehicle. Patrol vehicles historically have had a three to four year replacement cycle because they are used for routine patrol and emergency response on a 24x7 basis. In addition, service history, wear-and-tear, and frequency of major repairs are considered when replacing vehicles. Public Works mechanics are also consulted regarding the service and maintenance history. 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.

Recommended Disposition: Trade/ replacement with 2017/18 Ford Police Explorer

Miles: 60,000

Replacement of: Squad #662

Expected useful life: 4 (5 years actual)



Project Cost:	FY 2018
Infrastructure:	
Building:	
Machinery/Equipment	
Vehicles:	45,000
Other:	
Total:	\$ 45,000

Funding Source(s)	
General Fund	45,000
Total Funding Sources:	\$ 45,000

5 Year Maintenance and Repair History

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Miles Driven	N/A	11,550	25,690	8,200	14,554
Actual Expenditures	N/A	\$ 1,438.81	\$ 694.09	\$ 2,120.82	\$ 1,360.27

2018
COMMUNITY IMPROVEMENT PROGRAM

Project Name: VEHICLE REPLACEMENT**Department:** PUBLIC SAFETY**Project Type:** VEHICLE**Project Coordinator:** Auxiliary Services Supervisor**Cost:** \$20,000**Account:** 12-405-405-83105**Project summary, justification and alignment to Strategic Plan:**

Investigations unit #661 is a covert 2003 Acura 3.2L unit that is specifically assigned to the Criminal Investigations Unit (CID). The Village acquired this vehicle as a seizure related to criminal activity in 2008; there was no cost to take ownership of the vehicle. It has been used as a surveillance vehicle involved with NORTAF investigations and local covert operations. The vehicle has normal wear and tear as well as minor corrosion; flood damage to the interior in 2014 and 2016 has been repaired. There have been no significant maintenance issues although we project it as requiring replacement in FY 2018 due to its advanced age and reduced reliability to safely operate as an emergency response police vehicle.

Public Safety vehicles are used for emergency response 24 hours per day, 365 days per year. Replacement cycles vary depending on the usage of the vehicle. Patrol vehicles historically have had a three to four year replacement cycle because they are used for routine patrol and emergency response on a 24x7 basis. Administrative vehicles (command staff and detectives) have a four to five year replacement cycle due to more limited usage and emergency response. In addition, service history, wear-and-tear, and frequency of major repairs are considered when replacing vehicles. Therefore, when contemplating vehicle replacements, the fleet supervisor coordinates with staff regarding the usefulness of the vehicle. Public Works mechanics are also consulted regarding the service and maintenance history. 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.

Recommended Disposition: Trade/replace with 2012 to 2016 used similar covert car.

Miles: 51,000**Replacement of:** Squad #661**Expected useful life:** 5 years (15 actual)

Project Cost:	FY 2018
Infrastructure:	
Building:	
Machinery/Equipment	
Vehicles:	20,000
Other:	
Total:	\$ 20,000
<hr/>	
Funding Source(s)	
General Fund	20,000
Total Funding Sources:	\$ 20,000

5 Year Maintenance and Repair History

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Miles Driven	4,993	3,860	2,751	6,000	2,055
Actual Expenditures	\$ 741.51	\$ 1,067.83	\$ 1,428.31	\$ 1,628.15	\$ 621.56

COMMUNITY IMPROVEMENT PROGRAM

Project Name: SQUAD CAR VIDEO CAMERAS**Department:** PUBLIC SAFETY**Project Type:** EQUIPMENT**Project Coordinator:** Auxiliary Services Supervisor**Cost:** \$10,000**Account:** 12-405-405-82150**Project summary, justification and alignment to Strategic Plan:**

Squad car video camera systems, while not mandated by the State of Illinois, are generally required/expected to capture officer activity related to traffic stops and other police activities. The audio/video serves the department, the Village, and the public in the Department's efforts to provide responsible, professional services to the community. Each camera system consists of a windshield mounted camera, rear seat camera, dash mounted monitor, and a console mounted processing unit.

The expected life cycle for a squad car camera system is five years. We presently budget based on a three year phased project, replacement of 4-2-1 cameras over the course of three consecutive years. We are in the second year of this sequence. Each camera, installed, costs approximately \$5,000. The replacement schedule is vital to ensure all marked police squads are properly equipped with reliable and functional equipment.

This request aligns with the following Strategic Priorities: Operational Effectiveness and Organizational Development

Segment: N/A**Replacement of:** Cameras at the end of life-cycle**Expected useful life:** 5 years

Project Cost:	FY 2018
Infrastructure:	
Building:	
Machinery/Equipment	10,000
Vehicles:	
Other:	
Total:	\$ 10,000
<hr/>	
Funding Source(s)	
General Fund	10,000
Total Funding Sources:	\$ 10,000

COMMUNITY IMPROVEMENT PROGRAM**Project Name:** STARCOM RADIO IMPLEMENTATION**Project Type:** Equipment**Department:** 911 COMMUNICATIONS**Project Coordinator:** Support Services Supervisor**Cost:** \$287,500**Account:** 12-405-405-82105**Project summary, justification and alignment to Strategic Plan:**

Glencoe participates in a shared radio network (NORCOM) with thirteen partner communities. The network operates a variety of emergency radio channels on what is commonly referred to as the T-Band frequency. Federal legislation passed in 2012 mandates that the T-Band frequency be vacated by all public safety radio networks by 2021. Faced with the mandate, Glencoe along with NORCOM partners have determined that migration to a Starcom radio network will be required prior to the 2021 mandate. The Starcom network was developed by Motorola specifically for public safety use; the network is currently in use throughout the State of Illinois.

The NORCOM network has been operational since 1973, with a substantial system component upgrade in 1999. Complicating the timeline is the fact that the infrastructure of the present analog NORCOM network is approaching 15 years of age and will need replacement. It will be cost prohibitive to maintain the NORCOM network in the long term. The NORCOM communities are very interested in approaching Starcom migration as a group or sub-groups in an effort to keep sub-networks in place. These sub-networks are vital to automatic and mutual aid as multiple departments share a radio frequency, rather than being limited to numerous single jurisdiction radio networks. In fact, as many as five NORCOM agencies have moved or will move to Starcom by early 2017. Their departure will reduce the likelihood of maintaining the NORCOM network.

These expenditures were not anticipated through the Village's regular planning process until FY 2017. The original NORCOM system build-out occurred with significant reliance on federal grant funding; similar funding opportunities may be unavailable at this time for either the NORCOM or Starcom implementation. The Starcom costs are best estimates only due to the uncertainty of cost-sharing and volume discount pricing.

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

Segment: N/A**Replacement of:** NORCOM Radio Network**Expected useful life:** 20 years

<u>Project Cost:</u>	<u>FY 2018</u>
Infrastructure:	
Building:	
Machinery/Equipment	287,500
Vehicles:	
Other:	
Total: \$ 287,500	
<u>Funding Source(s)</u>	
General Fund	287,500
Total Funding Sources: \$ 287,500	



FISCAL YEAR 2018

COMMUNITY IMPROVEMENT PROGRAM

INFORMATION TECHNOLOGY

2018
COMMUNITY IMPROVEMENT PROGRAM

Project #: CIP1201

Project Name: Infrastructure Switching Equipment
Department: Office of the Village Manager

Project Type: IT Systems
Project Coordinator: IT Coordinator

Cost: \$65,000

Account: 12-210-218-82105

Project summary, justification and alignment to Strategic Plan:

The replacement of hardware and software varies dependent on factors like the useful technology life cycle, cost and performance. Our current equipment will no longer be supported by the manufacturer by the conclusion of 2017. After this date the vendor will no longer provide maintenance or updates for these devices. Higher performance devices are required for newer applications since these applications require larger buffers to process data and they are more bandwidth intensive. The primary function of these devices is to connect each device on the network together while transferring and managing the flow of data from one device to another.

- Devices were installed in 2008.
- Maximum replacement cycle for core infrastructure devices is 8 years; current equipment has reached end of life.
- Replacement devices will support current growth, and are expandable for anticipated growth.

Segment: n/a

Replacement of: n/a

Expected useful life: n/a



NEXUS 5648Q x 3

<u>Project Cost:</u>	<u>FY 2018</u>
Infrastructure:	
Building:	
Machinery/Equipment	65,000
Vehicles:	
Other:	
Total:	\$ 65,000
<hr/>	
<u>Funding Source(s)</u>	
General Fund	65,000
Total Funding Sources:	\$ 65,000

COMMUNITY IMPROVEMENT PROGRAM

Project Name: Desktop Replacement**Department:** Office of the Village Manager**Cost:** \$12,500**Project Type:** IT Systems**Project Coordinator:** IT Coordinator**Account:** 12-210-218-82105**Project summary, justification and alignment to Strategic Plan:**

The replacement of desktop computers is a standard computer best practice life cycle replacement procedure. The Village maintains a standard replacement cycle of five years for desktop computers. Many of the replacements have surpassed the five year replacement cycle. In certain circumstances a desktop may not have to be replaced after five years if the performance is still optimal and the user requirement has not changed. The 10 desktop computers recommended for replacement has surpassed the standard replacement life cycle of five years and have either experienced performance degradation or the user requirement have changed within the past year. In many cases these computers have been repurposed in order to extend their useful life.

Segment: n/a**Replacement of:** n/a**Expected useful life:** 5 years

<u>Project Cost:</u>	<u>FY 2018</u>
Infrastructure:	
Building:	
Machinery/Equipment	12,500
Vehicles:	
Other:	
Total: \$ 12,500	
Funding Source(s)	
General Fund	12,500
Total Funding Sources: \$ 12,500	



FISCAL YEAR 2018

COMMUNITY IMPROVEMENT PROGRAM

DEFERRED PROJECTS

COMMUNITY IMPROVEMENT PROGRAM

Project Name: REFUSE PACKER
Department: REFUSE COLLECTION

Project Type: EQUIPMENT
Project Coordinator: General Superintendent

Cost: \$230,000

Account: 13-315-375-83105

Project summary, justification and alignment to Strategic Plan:

Refuse Packer (PW Unit #18) is a 25 cubic yard rear loading garbage truck that is used in the Department's residential and commercial garbage collection program, as well as the seasonal yard waste collection program. There are four refuse packers in the Department's fleet. As part of the enhancement of the capital improvement plan review process, a strategic priority, detailed qualitative and quantitative review was completed by the fleet division staff, and the replacement of unit #18 is recommended based on the following reasons:

- Unit #18 was purchased in 2007 and has 11,041 hours (331,230 mileage equivalent) / 46,444 miles.
- Design of this model-year presents challenges when performing routine maintenance and repairs.
- Unit #18 currently needs significant body work.
- Unit #18 will need considerable work performed on its hydraulic and fuel systems in the next few years.
- Maintenance costs over last three years for #18 – 2013 - \$3,641.20; 2014 - \$5,026.69; 2015 - \$5,562.05.

This request aligns with the following Strategic Priorities: Community Improvement

***Replacement may be deferred pending review by the Village Board of the Village's refuse collection program.*

Segment: n/a

Replacement of: #18

Expected useful life: 12 years



Project Cost:	FY 2018
Infrastructure:	
Building:	
Machinery/Equipment	230,000
Vehicles:	
Other:	
Total:	\$ 230,000
Funding Source(s)	
Garbage	230,000
Total Funding Sources:	\$ 230,000

5 Year Maintenance and Repair History

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Actual Expenditures	\$5,929.93	\$3,641.20	\$5,025.69	\$5,562.05	

2018
COMMUNITY IMPROVEMENT PROGRAM

Project Name: LEAF VACUUM
Department: REFUSE COLLECTION

Project Type: EQUIPMENT
Project Coordinator: General Superintendent

Cost: \$46,200

Account: 13-315-375-83105

Project summary, justification and alignment to Strategic Plan:

Leaf Vacuum (PW Unit #70) is one of five primary pieces of equipment used in the annual residential parkway leaf collection program. This annual service utilizes leaf vacuum units to collect leaves piled along residential parkways for approximately five weeks beginning in mid-October through late November, and delivers the leaves to the landscape waste disposal site at the Chicago Botanic Garden. As part of the enhancement of the community improvement plan review process, a strategic priority, detailed qualitative and quantitative review was completed by the fleet division staff, and the replacement of unit #70 is recommended based on the following reasons:

- Unit #70 was purchased in 2002, and has exceeded its expected useful life of 12 years.
- Dump body is decaying.
- Dump body hydraulic lift (ram) is functioning at 70% capability.
- Rear dump door is warped and does not shut properly.
- Past breakdowns have averaged 1 week to complete repairs, removing the equipment from use.
- Clutch/Driveshaft mechanism requires regular adjustment and has been replaced in the past.
- Maintenance costs over last 3 years – 2013 - \$1,703.27; 2014 - \$1,246.18; 2015 - \$4,407.80.

This request aligns with the following Strategic Priorities: Community Improvement

Segment: n/a

Replacement of: #70

Expected useful life: 12



Project Cost:	FY 2018
Infrastructure:	
Building:	
Machinery/Equipment	46,200
Vehicles:	
Other:	
Total:	\$ 46,200
<hr/>	
Funding Source(s)	
Garbage	46,200
Total Funding Sources:	\$ 46,200

5 Year Maintenance and Repair History

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Expenditures	\$3,195.72	\$1,703.27	\$1,246.18	\$4,407.80	

2018
COMMUNITY IMPROVEMENT PROGRAM

Project #: CIP1200

Project Name: Enterprise Resource Program
Department: Office of the Village Manager

Project Type: IT Systems
Project Coordinator: IT Coordinator

Cost: \$650,000

Account: 12-210-218-82105

Project summary, justification and alignment to Strategic Plan:

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.

The following outlines the several operational problems with the Village's current Innoprise ERP systems:

1. The most significant shortcoming of Glencoe's current system is the lack of integration between modules and a lack of centralized addressing database. Currently, because of the separate nature of our systems, resident information must be entered separately in several different modules, including Permitting, Utility Billing, Business Licensing, Alarm Billing, Ambulance Billing and Animal/Vehicle Licensing. If a resident pays a water bill, gets a permit, or owns a car or a business, there is a separate entry for that individual's information in each module, and this information is stored in multiple formats. Performing business intelligence tasks, such as running reports or cross referencing customer information from one module to another, is extremely complicated and time consuming.
2. The lack of a centralized address database means location data is not referenced from one central location; there is no standardization of data entry which leads to disjointed information across systems. This lack of standardization across systems often leads to data inaccuracies from one department to another and does not allow for consolidated customer information.
3. System expansion to meet changing customer needs, such as to grant online citizen access to multiple account areas (thus reducing the need to interact face-to-face or over the telephone with staff) is not currently available.

A new ERP solution will provide the Village with the following benefits:

1. We will have a modern system, built on current, proven technology with regular upgrades or enhancements by a vendor. This vendor will be supported by significant research and development processes, informed by a large municipal user base. The system's modules will be integrated with centralized addressing, reporting of information and data tracking. This will centralize and standardize our customer data across all Village departments.

2. A new ERP will make our processes more customer-responsive and more efficient. Workflow management can help processes, such as Permit and Plan Reviews, to be tracked more efficiently and managed through a central system, thus allowing staff to better adjust to changing priorities and further improving our abilities to provide superior customer service.
3. Two very essential and significant modules will be added for the management of work orders on the backend and a customer relationship module which will allow residents to submit and track the progress of request initiated online or called in. The work order management will streamline many public work functions which are now initiated and tracked by email or spreadsheets.
4. A new ERP will allow the Village to provide residents and businesses with more real time interactions with the Village online, providing such improvements as an interactive portal to apply for and check permit status online. Reporting and data tracking will be more meaningful and timely. System functionality such as this allows for reduced workloads for certain functions, thus allowing staff to focus efforts elsewhere.

During FY 2017, staff in conjunction with a consulting firm conducted a technology needs assessment. Technology in general including ERP functionality was thoroughly evaluated. A formal recommendation is pending and will be made available to the Village Board. We anticipate this project 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.

Segment: n/a

Replacement of: Current ERP System

Expected useful life: n/a

Project Cost:	FY 2018
Infrastructure:	
Building:	
Machinery/Equipment	
Vehicles:	
Other:	650,000
Total: \$ 650,000	
Funding Source(s)	
General Fund	650,000
Total Funding Sources: \$ 650,000	

Village of Glencoe
CIP Summary Listing by Project Code

code	program							
Fiscal Year	Code	Program Item Name	Acct.	Unit #	Location Segment From	Fund Segment To	Funding Source	Item Cost
	01-006	HVAC UPGRADE						100,000
2018	CPW101	VILLAGE HALL HVAC UPGRADE	TBD		PUBLIC WORKS	GENERAL	GENERAL	100,000
Total FY 2018								100,000

Village of Glencoe
CIP Summary Listing by Project Code

code	program	Fiscal Year	Code	Program Item Name	Acct.	Unit #	Location Segment From	Fund Segment Tc	Funding Source	Item Cost
01-009	FACILITY IMPROVEMENTS									1,024,800
2018	CPW101	MECHANICAL LIFT REPLACEMENT	12-305-352-81120				PUBLIC WORKS	GENERAL	GENERAL	75,000
2018	CPS1010	FIRING RANGE		12-405-405-82150			PUBLIC SAFETY	GENERAL	GENERAL	74,000
							Total FY 2018			149,000
2019	CPW102	PW GARAGE ADMIN ROOF	12-305-352-81120				PUBLIC WORKS	GENERAL	GENERAL	58,800
2019	CPW102	ROOF REPLACEMENT - NE VH	12-305-340-81120				PUBLIC WORKS	GENERAL	GENERAL	27,000
							Total FY 2019			85,800
2020	CPW103	KITCHEN RENOVATION	12-405-410-82150	690			PUBLIC SAFETY	GENERAL	GENERAL	40,000
2020	CPS1020	KITCHEN RENOVATION	12-405-410-82150				PUBLIC SAFETY	GENERAL	GENERAL	50,000
							Total FY 2020			90,000
2021	CPW112	REPLACE DEHUMIDIFICATION	11-110-370-82120				WATER PLANT	WATER	FWATER	30,000
							Total FY 2021			30,000
2022	CPW105	HEATING SYSTEM UPGRADE -PW	12-305-352-81120				PUBLIC WORKS	GENERAL	GENERAL	50,000
2022	CPW105	SE VILLAGE HALL ROOF	12-305-340-81120				PUBLIC WORKS	GENERAL	GENERAL	30,000
2022	CPW112	REPLACE FLAT ROOFS	11-110-370-84115				WATER PLANT	WATER	FWATER	50,000
2022	CPW112	STUCCO/TUCKPOINTING WATER	11-110-370-84115				WATER PLANT	WATER	FWATER	150,000
							Total FY 2022			280,000
2023	CPW113	REPLACE ELEVATED TANK MIXER	11-110-370-82120				ELEVATED TANK	WATER	FWATER	20,000
							Total FY 2023			20,000
2024	CPW114	REHAB FILTERS 5 & 6	11-110-370-82120	5 & 6			WATER PLANT	WATER	FWATER	100,000
							Total FY 2024			100,000
2025	CPW114	FILTER AIR SCOUR SYSTEM	11-110-370-82120				WATER PLANT	WATER	FWATER	50,000
							Total FY 2025			50,000
2026	CPW114	SPRINKLER SYSTEM/ATTIC/OFFICE	11-110-370-84115				WATER PLANT	WATER	FWATER	100,000
							Total FY 2026			100,000
2027	CPW115	UV DISINFECTION SYSTEM - WP	11-110-370-82120				WATER PLANT	WATER	FWATER	120,000
							Total FY 2027			120,000

Village of Glencoe
CIP Summary Listing by Project Code

code	program	Fiscal Year	Code	Program Item Name	Acct.	Unit #	Location Segment From	Fund Segment Tc	Funding Source	Item Cost
01-010	CONTAMINANT EARLY DETECTION SYS									160,000
2023	CPW113	CONTAMINANT EARLY DETECTION	11-110-370-82120				WATER PLANT	WATER	FWATER	160,000
Total FY 2023										160,000

Village of Glencoe
CIP Summary Listing by Project Code

code	program							
Fiscal Year	Code	Program Item Name	Acct.	Unit #	Location Segment From	Fund Segment Tc	Funding Source	Item Cost
	01-011	LIFE SAFETY/SECURITY UPGRADE						192,000
2019	CPS1002	SECURITY CAMERAS UPGRADE	19-415-420-82105		PUBLIC SAFETY	E911	E911 - TBD	20,000
2019	CIP2834	SECURITY UPGRADES - VHALL	12-405-405-82105		PUBLIC SAFETY	GENERAL	GENERAL	150,000
					Total FY 2019			170,000
2022	CPS1029	FIREARMS REPLACEMENT	12-405-405-62130		PUBLIC SAFETY	GENERAL	GENERAL	22,000
					Total FY 2022			22,000

Village of Glencoe
CIP Summary Listing by Project Code

code	program							
Fiscal Year	Code	Program Item Name	Acct.	Unit #	Location Segment From	Fund Segment Tc	Funding Source	Item Cost
	01-012	PUBLIC R.O.W.						75,000
2018	CIP2832	WYMAN GREEN SPACE USE	12-305-336-81140		WYMAN GREEN	GENERAL	GENERAL	50,000
						Total FY 2018		50,000
2019	CPW102	GATEWAY ENTRY SIGNS	12-305-336-81140		VILLAGE ENTRY	GENERAL	GENERAL	25,000
						Total FY 2019		25,000

Village of Glencoe
CIP Summary Listing by Project Code

code	program	Fiscal Year	Code	Program Item Name	Acct.	Unit #	Location Segment From	Fund Segment Tc	Funding Source	Item Cost
			02-001	911 SYSTEM EQUIPMENT						382,500
2018	CPS1001 STARCOM RADIO				12-405-405-82105		PUBLIC SAFETY	GENERAL	GENERAL	287,500
								Total FY 2018		287,500
2019	CPS1003 SOFTWARE UPGRADES				19-415-420-82105		PUBLIC SAFETY	E911	E911 - TBD	10,000
2019	CPS1004 SERVER REPLACEMENT				19-415-420-82105		PUBLIC SAFETY	E911	E911 - TBD	10,000
								Total FY 2019		20,000
2023	CPS1006 PORTABLE RADIOS (20)				19-415-420-82105		PUBLIC SAFETY	E911	E911 - TBD	60,000
								Total FY 2023		60,000
2026	CPS1009 CAD/RMS UPGRADES				19-415-420-82105		PUBLIC SAFETY	E911	E911 - TBD	15,000
								Total FY 2026		15,000

Village of Glencoe
CIP Summary Listing by Project Code

code	program							
Fiscal Year	Code	Program Item Name	Acct.	Unit #	Location Segment From	Fund Segment Tc	Funding Source	Item Cost
	02-005	SQUAD CAR VIDEO CAMERAS						50,000
2018	CPS1011	SQUAD CAR VIDEO CAMERAS	12-405-405-82150		PUBLIC SAFETY	GENERAL	GENERAL	10,000
						Total FY 2018		10,000
2019	CPS1016	SQUAD CAR CAMERA	12-405-405-82150		PUBLIC SAFETY	GENERAL	GENERAL	5,000
						Total FY 2019		5,000
2022	CPS1030	SQUAD CAR VIDEO CAMERA	12-405-405-82150		PUBLIC SAFETY	GENERAL	GENERAL	20,000
						Total FY 2022		20,000
2023	CPS1036	SQUAD CAR VIDEO CAMERA	12-405-405-82150		PUBLIC SAFETY	GENERAL	GENERAL	10,000
						Total FY 2023		10,000
2024	CPS1041	SQUAD CAR VIDEO CAMERA	12-405-405-82150		PUBLIC SAFETY	GENERAL	GENERAL	5,000
						Total FY 2024		5,000

Village of Glencoe
CIP Summary Listing by Project Code

code	program							
Fiscal Year	Code	Program Item Name	Acct.	Unit #	Location Segment From	Fund Segment Tc	Funding Source	Item Cost
	02-006	LAPTOP COMPUTERS - PS						45,000
2021	CPS1005	REPL VEHICLE COMPUTERS	19-415-420-82105		PUBLIC SAFETY	E911	E911 - TBD	20,000
						Total FY 2021		20,000
2023	CPS1007	REPL VEHICLE COMPUTERS	19-415-420-82105		PUBLIC SAFETY	E911	E911 - TBD	25,000
						Total FY 2023		25,000

Village of Glencoe
CIP Summary Listing by Project Code

code	program							
Fiscal Year	Code	Program Item Name	Acct.	Unit #	Location Segment From	Fund Segment Tc	Funding Source	Item Cost
	02-007	SEWER EQUIPMENT						628,000
2018	CPW102	SEWER JET	12-305-332-83105	#23	PUBLIC WORKS	GENERAL	GENERAL	195,000
							Total FY 2018	195,000
2021	CPW104	SEWER VACALL TRUCK	12-305-332-83105	#25	PUBLIC WORKS	GENERAL	GENERAL	433,000
							Total FY 2021	433,000

Village of Glencoe
CIP Summary Listing by Project Code

code	program							
Fiscal Year	Code	Program Item Name	Acct.	Unit #	Location	Fund	Funding Source	Item Cost
	02-008	RADIO REPLACEMENT						81,000
2023	CPS1008	MOBILE RADIO REPLACEMENTS	19-415-420-82105		PUBLIC SAFETY	E911	E911 - TBD	81,000
Total FY 2023								81,000

Village of Glencoe
CIP Summary Listing by Project Code

code	program							
Fiscal Year	Code	Program Item Name	Acct.	Unit #	Location Segment From	Fund Segment Tc	Funding Source	Item Cost
	02-009	LEAF PROGRAM EQUIPMENT						209,875
2019	CPW100	LEAF VACUUM	13-315-375-83105	#68	PUBLIC WORKS	GARBAGE	GARBAGE	46,200
						Total FY 2019		46,200
2020	CPW100	LEAF VACUUM	11-110-370-82120	#67	PUBLIC WORKS	GARBAGE	GARBAGE	50,000
						Total FY 2020		50,000
2024	CPW101	LEAF VACUUM	13-315-375-83105	#69	PUBLIC WORKS	GARBAGE	GARBAGE	55,150
						Total FY 2024		55,150
2027	CPW101	LEAF VACUUM	13-315-375-83105	#69	PUBLIC WORKS	GARBAGE	GARBAGE	58,525
						Total FY 2027		58,525

Village of Glencoe
CIP Summary Listing by Project Code

code	program							
Fiscal Year	Code	Program Item Name	Acct.	Unit #	Location Segment From	Fund Segment To	Funding Source	Item Cost
	02-012	PARKING PROGRAM						175,000
2020	CPS1021	PARKING SYSTEM PROGRAM	12-405-405-82160		PUBLIC SAFETY	GENERAL	GENERAL	175,000
Total FY 2020								175,000

Village of Glencoe
CIP Summary Listing by Project Code

code	program							
Fiscal Year	Code	Program Item Name	Acct.	Unit #	Location Segment From	Fund Segment To	Funding Source	Item Cost
02-013		FIRE PROGRAM						40,000
2022	CPS1031	CARDIO DEFIB MONITOR	12-405-415-82170		PUBLIC SAFETY	GENERAL	GENERAL	40,000
Total FY 2022								40,000

Village of Glencoe
CIP Summary Listing by Project Code

code	program	Fiscal Year	Code	Program Item Name	Acct.	Unit #	Location	Fund	Funding Source	Item Cost
							Segment From	Segment To		
02-015				WATER PLANT EQUIPMENT						505,000
2018	CPW110	WATER PLANT SCADA SYSTEM		11-110-370-82120			WATER PLANT	WATER	FWATER	250,000
								Total FY 2018		250,000
2019	CPW111	REPLACE VARIABLE FREQUENCY		11-110-370-82120			WATER PLANT	WATER	FWATER	60,000
								Total FY 2019		60,000
2020	CPW111	REPLACE PUMPS AND MOTORS-		11-110-370-82120			WATER PLANT	WATER	FWATER	25,000
								Total FY 2020		25,000
2021	CPW112	COAGULATION EQUIP		11-110-370-84115			WATER PLANT	WATER	FWATER	70,000
2021	CPW112	REPLACE INTAKE CHEMICAL FEED		11-110-370-82120			WATER PLANT	WATER	FWATER	30,000
								Total FY 2021		100,000
2023	CPW113	REPLACE MASTER METERS		11-110-370-82120			WATER PLANT	WATER	FWATER	30,000
								Total FY 2023		30,000
2025	CPW114	REPLACE PUMPS AND MOTORS-		11-110-370-82120			WATER PLANT	WATER	FWATER	40,000
								Total FY 2025		40,000

Village of Glencoe
CIP Summary Listing by Project Code

code	program	Fiscal Year	Code	Program Item Name	Acct.	Unit #	Location	Fund	Funding Source	Item Cost
							Segment From	Segment To		
02-018	COMMUNICATIONS EQUIPMENT									480,000
2025	CPS1044 Emergency Weather Siren				12-405-410-92125		Various		General	General
								Total FY 2025		480,000

Village of Glencoe
CIP Summary Listing by Project Code

code	program							
Fiscal Year	Code	Program Item Name	Acct.	Unit #	Location Segment From	Fund Segment Tc	Funding Source	Item Cost
03-002		COMMUTER PARKING						370,000
2019	CPW102	COMMUTER PARKING LOT LIGHT	12-305-360-87125		GENERAL	GENERAL	GENERAL	130,000
						Total FY 2019		130,000
2020	CPW104	COMMUTER PARKING LOT LIGHT	12-305-360-87125		GENERAL	GENERAL	GENERAL	75,000
						Total FY 2020		75,000
2021	CPW104	COMMUTER PARKING LOT LIGHT	12-305-360-87125		GENERAL	GENERAL	GENERAL	80,000
						Total FY 2021		80,000
2022	CPW106	COMMUTER PARKING LOT LIGHT	12-305-360-87125		GENERAL	GENERAL	GENERAL -	85,000
						Total FY 2022		85,000

Village of Glencoe
CIP Summary Listing by Project Code

code	program							
Fiscal Year	Code	Program Item Name	Acct.	Unit #	Location Segment From	Fund Segment To	Funding Source	Item Cost
03-003		TEMPLE COURT PARKING						425,000
2020	CPW110	STREET IMPROVEMENT -TEMPLE	11-110-370-82120		GENERAL	MFT	MFT	425,000
						Total FY 2020		425,000

Village of Glencoe
CIP Summary Listing by Project Code

code	program	Fiscal Year	Code	Program Item Name	Acct.	Unit #	Location Segment From	Fund Segment Tc	Funding Source	Item Cost
04-001	SANITARY SEWER UPGRADES									1,324,000
2019	CPW100 SANITARY SEWER LINING		12-810-813-85105		VARIOUS		BOND - 2015A	2015 BOND		250,000
2019	CPW102 SANITARY SEWER LINING		12-305-332-85105		GENERAL		GENERAL	GENERAL		106,100
					Targeted Projects are					
							Total FY 2019			356,100
2020	CPW104 SANITARY SEWER LINING		12-305-332-85105		GENERAL		GENERAL	GENERAL		109,300
					Targeted Projects are					
							Total FY 2020			109,300
2021	CPW105 SANITARY SEWER LINING		12-305-332-85105		GENERAL		GENERAL	GENERAL		112,600
					Targeted Projects are					
							Total FY 2021			112,600
2022	CPW105 SANITARY SEWER LINING		12-305-332-85105		GENERAL		GENERAL	GENERAL		115,900
					Targeted Projects are					
							Total FY 2022			115,900
2023	CPW106 SANITARY SEWER LINING		12-305-332-85105		GENERAL		GENERAL	GENERAL		119,400
					Targeted Projects are					
							Total FY 2023			119,400
2024	CPW107 SANITARY SEWER LINING		12-305-332-85105		GENERAL		GENERAL	GENERAL		123,000
					Targeted Projects are					
							Total FY 2024			123,000
2025	CPW108 SANITARY SEWER LINING		12-305-332-85105		GENERAL		GENERAL	GENERAL		126,700
					Targeted Projects are					
							Total FY 2025			126,700
2026	CPW108 SANITARY SEWER LINING		12-305-332-85105		GENERAL		GENERAL	GENERAL		130,500
					Targeted Projects are					
							Total FY 2026			130,500
2027	CPW109 SANITARY SEWER LINING		12-305-332-85105		GENERAL		GENERAL	GENERAL		130,500
					Targeted Projects are					
							Total FY 2027			130,500

Village of Glencoe
CIP Summary Listing by Project Code

code	program	Fiscal Year	Code	Program Item Name	Acct.	Unit #	Location Segment From	Fund Segment Tc	Funding Source	Item Cost
05-001	RESIDENTIAL SIDEWALKS									1,142,115
2018	CPW102 RESIDENTIAL SIDEWALK		12-305-356-87105		PUBLIC WORKS	GENERAL	GENERAL		100,000	
					Target completion of					
								Total FY 2018	100,000	
2019	CPW103 RESIDENTIAL SIDEWALKS		12-305-356-87105		PUBLIC WORKS	GENERAL	GENERAL		103,000	
					Target area #2					
								Total FY 2019	103,000	
2020	CPW104 RESIDENTIAL SIDEWALKS		12-305-356-87105		PUBLIC WORKS	GENERAL	GENERAL		106,090	
					TBD Pending on					
								Total FY 2020	106,090	
2021	CPW105 RESIDENTIAL SIDEWALKS		12-305-356-87105		PUBLIC WORKS	GENERAL	GENERAL		109,200	
					Target area #3					
								Total FY 2021	109,200	
2022	CPW105 RESIDENTIAL SIDEWALKS		12-305-356-87105		PUBLIC WORKS	GENERAL	GENERAL		112,500	
					Target completion					
								Total FY 2022	112,500	
2023	CPW106 RESIDENTIAL SIDEWALKS		12-305-356-87105		PUBLIC WORKS	GENERAL	GENERAL		115,875	
					Target area #1					
								Total FY 2023	115,875	
2024	CPW107 RESIDENTIAL SIDEWALKS		12-305-356-87105		PUBLIC WORKS	GENERAL	GENERAL		119,350	
					Completion of target					
								Total FY 2024	119,350	
2025	CPW108 RESIDENTIAL SIDEWALKS		12-305-356-87105		PUBLIC WORKS	GENERAL	GENERAL		122,900	
					Target Area #2					
								Total FY 2025	122,900	
2026	CPW109 RESIDENTIAL SIDEWALKS		12-305-356-87105		PUBLIC WORKS	GENERAL	GENERAL		126,600	
					Completion of target					
								Total FY 2026	126,600	
2027	CPW109 RESIDENTIAL SIDEWALKS		12-305-356-87105		PUBLIC WORKS	GENERAL	GENERAL		126,600	
					Target Area #3					
								Total FY 2027	126,600	

Village of Glencoe
CIP Summary Listing by Project Code

code	program	Fiscal Year	Code	Program Item Name	Acct.	Unit #	Location	Fund	Funding Source	Item Cost
							Segment From	Segment To		
05-002	BUSINESS DIST SIDEWALKS									2,273,336
2019	CPW103 DOWNTOWN SIDEWALK PAVER	12-305-356-87105					PUBLIC WORKS	GENERAL	GENERAL	25,000
								Total FY 2019		25,000
2020	CPW104 DOWNTOWN SIDEWALK PAVER	12-305-356-87105					PUBLIC WORKS	GENERAL	GENERAL	249,260
								Total FY 2020		249,260
2021	CPW105 DOWNTOWN SIDEWALK PAVER	12-305-356-87105					PUBLIC WORKS	GENERAL	GENERAL	51,706
								Total FY 2021		51,706
2022	CPW106 DOWNTOWN SIDEWALK PAVER	12-305-356-87105					PUBLIC WORKS	GENERAL	GENERAL	47,380
								Total FY 2022		47,380
2023	CPW106 DOWNTOWN SIDEWALK PAVER	12-305-356-87105					PUBLIC WORKS	GENERAL	GENERAL	42,230
								Total FY 2023		42,230
2024	CPW107 DOWNTOWN SIDEWALK PAVER	12-305-356-87105					PUBLIC WORKS	GENERAL	GENERAL	56,805
								Total FY 2024		56,805
2025	CPW108 DOWNTOWN SIDEWALK PAVER	12-305-356-87105					PUBLIC WORKS	GENERAL	GENERAL	1,496,590
								Total FY 2025		1,496,590
2026	CPW109 DOWNTOWN SIDEWALK PAVER	12-305-35-87105					PUBLIC WORKS	GENERAL	GENERAL	304,365
								Total FY 2026		304,365

Village of Glencoe
CIP Summary Listing by Project Code

code	program	Fiscal Year	Code	Program Item Name	Acct.	Unit #	Location	Fund	Funding Source	Item Cost
							Segment From	Segment To		
06-001				STREET RESURFACING - LOCAL						2,616,100
2018	CPW100	STREET RESURFACING			15-810-813-86105		GENERAL	BOND - 2015A	2015 BOND	900,000
							TBD Pending on IMS			
2018	CPW110	STREET IMPROVEMENT			16-310-380-86105		GENERAL	MFT	MFT	491,700
							TBD Pending on IMS			
2018	CIP2831	TUDOR COURT ENGINEERING &			15-810-813-86105		TUDOR CT	MFT	MFT	100,000
							GREEN BAY RD	VERNON AVE		
								Total FY 2018		1,491,700
2019	CPW110	STREET IMPROVEMENT			16-310-380-86105		GENERAL	MFT	MFT	0
							TBD Pending on IMS			
								Total FY 2019		0
2021	CPW110	STREET IMPROVEMENT			16-310-380-86105		GENERAL	MFT	MFT	0
							TBD Pending on IMS			
								Total FY 2021		0
2023	CPW110	STREET IMPROVEMENT			16-310-380-86105		GENERAL	MFT	MFT	537,300
							TBD Pending on IMS			
								Total FY 2023		537,300
2026	CPW110	STREET IMPROVEMENT			16-310-380-86105		GENERAL	MFT	MFT	587,100
							TBD Pending on IMS			
								Total FY 2026		587,100

Village of Glencoe
CIP Summary Listing by Project Code

code	program							
Fiscal Year	Code	Program Item Name	Acct.	Unit #	Location Segment From	Fund Segment Tc	Funding Source	Item Cost
	07-001	REFUSE PACKER						977,000
2019	CPW100	REFUSE PACKER	13-315-375-83105	#19	PUBLIC WORKS	GARBAGE	GARBAGE	230,000
						Total FY 2019		230,000
2020	CPW100	REFUSE PACKER	11-110-370-84115	#18	PUBLIC WORKS	GARBAGE	GARBAGE	242,000
						Total FY 2020		242,000
2023	CPW101	REFUSE PACKER	13-315-375-83105	#16	PUBLIC WORKS	GARBAGE	GARBAGE	275,000
						Total FY 2023		275,000
2027	CPW101	REFUSE PACKER	13-315-375-83105	#19	PUBLIC WORKS	GARBAGE	GARBAGE	230,000
						Total FY 2027		230,000

Village of Glencoe
CIP Summary Listing by Project Code

code	program							
Fiscal Year	Code	Program Item Name	Acct.	Unit #	Location Segment From	Fund Segment Tc	Funding Source	Item Cost
07-003		AMBULANCE						350,000
2018	CPS1012	AMBULANCE REPLACEMENT	12-405-415-83105		PUBLIC SAFETY	GENERAL	GENERAL	350,000
Total FY 2018								350,000

Village of Glencoe
CIP Summary Listing by Project Code

code	program							
Fiscal Year	Code	Program Item Name	Acct.	Unit #	Location Segment From	Fund Segment Tc	Funding Source	Item Cost
	07-004	STREET SWEEPER						190,000
2018	CPW102	STREET SWEEPER	12-305-356-83105	#32	PUBLIC WORKS	GENERAL	GENERAL	190,000
Total FY 2018								190,000

Village of Glencoe
CIP Summary Listing by Project Code

code	program	Fiscal Year	Code	Program Item Name	Acct.	Unit #	Location Segment From	Fund Segment Tc	Funding Source	Item Cost
07-005	DUMP TRUCKS									1,029,600
2019	CPW103	SIX WHEEL DUMP TRUCK		12-305-356-83105	#20		PUBLIC WORKS	GENERAL	GENERAL	130,000
2019	CPW103	2-1/2 TON DUMP TRUCK CHASSIS		12-305-356-83105	#41		PUBLIC WORKS	GENERAL	GENERAL	110,000
								Total FY 2019		240,000
2021	CPW105	2-1/2 TON TRUCK		12-305-356-83105	#42		PUBLIC WORKS	GENERAL	GENERAL	150,000
2021	CPW105	1-1/2 TON TRUCK		12-305-356-83105	#12		PUBLIC WORKS	GENERAL	GENERAL	62,000
								Total FY 2021		212,000
2024	CPW107	2-1/2 TON DUMP TRUCK		12-305-356-83105	#40		PUBLIC WORKS	GENERAL	GENERAL	164,000
2024	CPW107	1-1/2 TON TRUCK		12-305-336-83105	#31		PUBLIC WORKS	GENERAL	GENERAL	65,600
								Total FY 2024		229,600
2025	CPW108	2-1/2 TON TRUCK		12-305-356-83105	#38		PUBLIC WORKS	GENERAL	GENERAL	173,000
								Total FY 2025		173,000
2026	CPW109	2 1/2 TON BODY DUMP TRUCK		12-305-356-83105	#39		PUBLIC WORKS	GENERAL	GENERAL	175,000
								Total FY 2026		175,000

Village of Glencoe
CIP Summary Listing by Project Code

code	program							
Fiscal Year	Code	Program Item Name	Acct.	Unit #	Location Segment From	Fund Segment To	Funding Source	Item Cost
07-006		END LOADERS						198,167
2027	CPW109	FRONT END LOADER	12-305-256-83105	#45	PUBLIC WORKS	GENERAL	GENERAL	198,167
Total FY 2027								198,167

Village of Glencoe
CIP Summary Listing by Project Code

code	program							
Fiscal Year	Code	Program Item Name	Acct.	Unit #	Location Segment From	Fund Segment To	Funding Source	Item Cost
07-007		AERIAL TOWER TRUCK						238,000
2025	CPW108	65-FT AERIAL TRUCK	12-305-336-83105	#9	PUBLIC WORKS	GENERAL	GENERAL	238,000
Total FY 2025								238,000

Village of Glencoe
CIP Summary Listing by Project Code

code	program	Fiscal Year	Code	Program Item Name	Acct.	Unit #	Location Segment From	Fund Segment Tc	Funding Source	Item Cost
07-008	PUBLIC SAFETY VEHICLES									1,888,000
2018	CPS1013 VEHICLE REPLACEMENT				12-405-405-83105	#650	PUBLIC SAFETY	GENERAL	GENERAL	45,000
2018	CPS1014 VEHICLE REPLACEMENT				12-405-405-83105	#662	PUBLIC SAFETY	GENERAL	GENERAL	45,000
2018	CPS1015 VEHICLE REPLACEMENT				12-405-405-83105	#661	PUBLIC SAFETY	GENERAL	GENERAL	25,000
									Total FY 2018	115,000
2019	CPS1017 VEHICLE REPLACEMENT				12-405-405-83105	#655	PUBLIC SAFETY	GENERAL	GENERAL	46,000
2019	CPS1018 VEHICLE REPLACEMENT				12-405-405-83105	#653	PUBLIC SAFETY	GENERAL	GENERAL	46,000
2019	CPS1019 VEHICLE REPLACEMENT				12-405-405-83105	#652	PUBLIC SAFETY	GENERAL	GENERAL	46,000
									Total FY 2019	138,000
2020	CPS1022 VEHICLE REPLACEMENT				12-405-405-83105	#656	PUBLIC SAFETY	GENERAL	GENERAL	47,000
2020	CPS1023 VEHICLE REPLACEMENT				12-405-405-83105	#658	PUBLIC SAFETY	GENERAL	GENERAL	47,000
2020	CPS1024 VEHICLE REPLACEMENT				12-405-405-83105	#657	PUBLIC SAFETY	GENERAL	GENERAL	47,000
									Total FY 2020	141,000
2021	CPS1025 VEHICLE REPLACEMENT				12-405-405-83105	#654	PUBLIC SAFETY	GENERAL	GENERAL	48,000
2021	CPS1026 VEHICLE REPLACEMENT				12-405-405-83105	#651	PUBLIC SAFETY	GENERAL	GENERAL	49,000
2021	CPS1027 VEHICLE REPLACEMENT				12-405-405-83105	#688	PUBLIC SAFETY	GENERAL	GENERAL	5,000
2021	CPS1028 VEHICLE REPLACEMENT				12-405-410-83105	#E30R	PUBLIC SAFETY	GENERAL	GENERAL	375,000
									Total FY 2021	477,000
2022	CPS1032 VEHICLE REPLACEMENT				12-405-405-83105	#662	PUBLIC SAFETY	GENERAL	GENERAL	50,000
2022	CPS1033 VEHICLE REPLACEMENT				12-405-405-83105	#650	PUBLIC SAFETY	GENERAL	GENERAL	50,000
2022	CPS1034 VEHICLE REPLACEMENT				12-405-405-83105	#663	PUBLIC SAFETY	GENERAL	GENERAL	30,000
2022	CPS1035 VEHICLE REPLACEMENT				12-405-405-83105	#660	PUBLIC SAFETY	GENERAL	GENERAL	49,000
									Total FY 2022	179,000
2023	CPS1037 VEHICLE REPLACEMENT				12-405-405-83105	#652	PUBLIC SAFETY	GENERAL	GENERAL	51,000
2023	CPS1038 VEHICLE REPLACEMENT				12-405-405-83105	#655	PUBLIC SAFETY	GENERAL	GENERAL	51,000
2023	CPS1039 VEHICLE REPLACEMENT				12-405-405-83105	#653	PUBLIC SAFETY	GENERAL	GENERAL	51,000
2023	CPS1040 RESCUE BOAT REPLACEMENT				12-405-410-83105	#B30	PUBLIC SAFETY	GENERAL	GENERAL	50,000
									Total FY 2023	203,000
2024	CPS1042 VEHICLE REPLACEMENT				12-405-405-83105	#657	PUBLIC SAFETY	GENERAL	GENERAL	51,000
2024	CPS1043 VEHICLE REPLACEMENT				12-405-405-83105	#658	PUBLIC SAFETY	GENERAL	GENERAL	52,000

Village of Glencoe
CIP Summary Listing by Project Code

code	program	Fiscal Year	Code	Program Item Name	Acct.	Unit #	Location Segment From	Fund Segment Tc	Funding Source	Item Cost
							Total FY 2024		103,000	
2025	CPS1045 VEHICLE REPLACEMENT				12-405-405-83105	#654	PUBLIC SAFETY	GENERAL	GENERAL	53,000
2025	CPS1046 VEHICLE REPLACEMENT				12-405-405-83105	#656	PUBLIC SAFETY	GENERAL	GENERAL	57,000
							Total FY 2025		110,000	
2026	CPS1048 VEHICLE REPLACEMENT				12-405-405-83105	#650	PUBLIC SAFETY	GENERAL	GENERAL	55,000
2026	CPS1049 VEHICLE REPLACEMENT				12-405-405-83105	#662	PUBLIC SAFETY	GENERAL	GENERAL	55,000
2026	CPS1050 VEHICLE REPLACEMENT				12-405-405-83105	#651	PUBLIC SAFETY	GENERAL	GENERAL	54,000
2026	CPS1051 VEHICLE REPLACEMENT				12-405-405-83105	#662	PUBLIC SAFETY	GENERAL	GENERAL	55,000
							Total FY 2026		219,000	
2027	CPS1052 VEHICLE REPLACEMENT				12-405-405-83105	#655	PUBLIC SAFETY	GENERAL	GENERAL	56,000
2027	CPS1053 VEHICLE REPLACEMENT				12-405-405-83105	#652	PUBLIC SAFETY	GENERAL	GENERAL	56,000
2027	CPS1054 VEHICLE REPLACEMENT				12-405-405-83105	#653	PUBLIC SAFETY	GENERAL	GENERAL	56,000
2027	CPS1055 VEHICLE REPLACEMENT				12-405-405-83105	#663	PUBLIC SAFETY	GENERAL	GENERAL	35,000
							Total FY 2027		203,000	

Village of Glencoe
CIP Summary Listing by Project Code

code	program							
Fiscal Year	Code	Program Item Name	Acct.	Unit #	Location Segment From	Fund Segment To	Funding Source	Item Cost
	07-009	SIDEWALK TRACTOR						241,000
2020	CPW104	SIDEWALK TRACTOR	12-305-356-83105	#54	PUBLIC WORKS	GENERAL	GENERAL	117,000
					Target completion of			
						Total FY 2020		117,000
2023	CPW107	SIDEWALK TRACTOR	12-305-356-83105	#55	PUBLIC WORKS	GENERAL	GENERAL	124,000
						Total FY 2023		124,000

Village of Glencoe
CIP Summary Listing by Project Code

code	program							
Fiscal Year	Code	Program Item Name	Acct.	Unit #	Location Segment From	Fund Segment To	Funding Source	Item Cost
07-011		SQUAD PUMPER						650,000
2025	CPS1047	VEHICLE REPLACEMENT	12-405-410-83105	#S30	PUBLIC SAFETY	GENERAL	GENERAL	650,000
Total FY 2025								650,000

Village of Glencoe
CIP Summary Listing by Project Code

code	program	Fiscal Year	Code	Program Item Name	Acct.	Unit #	Location Segment From	Fund Segment Tc	Funding Source	Item Cost
07-013	OTHER VEHICLES									1,856,692
2018	CPW102 STUMP GRINDER				12-305-336-83105	#11	PUBLIC WORKS	GENERAL	GENERAL	50,000
								Total FY 2018		50,000
2019	CPW100 REFUSE HAULER				13-315-375-83105	#64	PUBLIC WORKS	GARBAGE	GARBAGE	47,300
2019	CPW103 PW ADMINISTRATIVE VEHICLE				12-305-328-83105	#610	PUBLIC WORKS	GENERAL	GENERAL	34,500
2019	CPW103 1/2 TON PICKUP TRUCK				12-305-336-83105	#35	PUBLIC WORKS	GENERAL	GENERAL	44,300
2019	CPW103 SKID STEER LOADER				12-305-356-83105	#48	PUBLIC WORKS	GENERAL	GENERAL	45,000
2019	CPW103 ASPHALT PATCH ROLL-OFF BODY				12-305-356-83105		PUBLIC WORKS	GENERAL	GENERAL	36,000
								Total FY 2019		207,100
2020	CPW104 SEWER CAMERA TRUCK				12-305-332-83105	#22	PUBLIC WORKS	GENERAL	GENERAL	52,000
								Total FY 2020		52,000
2021	CPW101 REFUSE HAULER				13-315-375-83105	#61	PUBLIC WORKS	GARBAGE	GARBAGE	50,200
2021	CPW112 3/4 TON PICKUP				11-110-365-83105	#4	WATER PLANT	WATER	FWATER	39,000
								Total FY 2021		89,200
2022	CPW101 REFUSE HAULER				13-315-375-83105	#62	PUBLIC WORKS	GARBAGE	GARBAGE	46,000
2022	CPW106 PW ADMINISTRATIVE VEHICLE				12-305-356-83105	#7	PUBLIC WORKS	GENERAL	GENERAL	50,000
2022	CPW106 TRACK EXCAVATOR				12-305-332-83105	#52	PUBLIC WORKS	GENERAL	GENERAL	77,000
2022	CPW106 VEHICLE REPLACEMENT				12-210-220-83105	#692	PUBLIC WORKS	GENERAL	GENERAL	29,300
2022	CPW106 VEHICLE REPLACEMENT				12-205-204-83105	#687	VILLAGE HALL	GENERAL	GENERAL	35,000
								Total FY 2022		237,300
2023	CPW101 3/4 TON PICKUP TRUCK				13-315-375-83105	#44	PUBLIC WORKS	GARBAGE	GARBAGE	41,000
2023	CPW107 AERIAL TRUCK				12-305-356-83105	#29	PUBLIC WORKS	GENERAL	GENERAL	103,500
2023	CPW107 GRAPPLER TRUCK				12-305-336-83105	#37	PUBLIC WORKS	GENERAL	GENERAL	125,000
2023	CPW113 3/4 TON PICKUP				11-110-365-83105	#1	WATER PLANT	WATER	FWATER	40,000
2023	CPW113 1-TON UTILITY TRUCK				11-110-365-83105	#3	WATER PLANT	WATER	FWATER	58,000
								Total FY 2023		367,500
2024	CPW114 PW ADMINISTRATIVE VEHICLE				11-110-370-83105	#8	WATER PLANT	WATER	FWATER	41,000
								Total FY 2024		41,000
2025	CPW108 3/4 TON UTILITY TRUCK				12-305-332-83105	#14	PUBLIC WORKS	GENERAL	GENERAL	50,000
2025	CPW108 1-1/2 TON TRUCK				12-305-332-83105	#24	PUBLIC WORKS	GENERAL	GENERAL	67,600

Village of Glencoe
CIP Summary Listing by Project Code

code	program	Fiscal Year	Code	Program Item Name	Acct.	Unit #	Location Segment From	Fund Segment To	Funding Source	Item Cost
2025	CPW108	3/4 TON PICKUP TRUCK			12-305-336-83105	#35	PUBLIC WORKS	GENERAL	GENERAL	50,000
							Total FY 2025		167,600	
2026	CPW101	REFUSE HAULER			13-315-375-83105	#17	PUBLIC WORKS	GARBAGE	GARBAGE	295,500
							Total FY 2026		451,500	
2026	CPW109	ADMIN VEHICLE			12-205-204-83105	#687	VILLAGE MANAGER	GENERAL	GENERAL	33,000
2026	CPW109	BRUSH CHIPPER			12-305-336-83105	#10	PUBLIC WORKS	GENERAL	GENERAL	78,000
2026	CPW114	3/4 TON UTILITY TRUCK			11-110-365-83105	#2	WATER PLANT	WATER	FWATER	45,000
							Total FY 2027		193,492	
2027	CPW109	STUMP GRINDER			12-305-336-83105	#11	PUBLIC WORKS	GENERAL	GENERAL	65,239
2027	CPW110	SERVICE TRUCK			12-305-352-83105	#6	PUBLIC WORKS	GENERAL	GENERAL	63,953
2027	CIP2835	VEHICLE REPLACEMENT			12-210-220-83105	#692	PUBLIC WORKS	GENERAL	GENERAL	29,300
2027	CIP2836	VEHICLE REPLACEMENT			12-205-204-83105	#687	VILLAGE HALL	GENERAL	GENERAL	35,000

Village of Glencoe
CIP Summary Listing by Project Code

code	program	Fiscal Year	Code	Program Item Name	Acct.	Unit #	Location Segment From	Fund Segment Tc	Funding Source	Item Cost
08-001	DISTRIBUTION MAINS									7,584,400
2018	CPW110 WATER MAIN REPLACEMENT	11-110-365-84115	290 LF	SUNSET LANE	WATER	FWATER	83,800			
				SUNSET	SOUTH END					
2018	CPW111 WATER MAIN REPLACEMENT	11-110-365-84115	650 LF	WENTWORTH AVE	WATER	FWATER	175,800			
				WENTWORTH AVE	MARY ST LOOP					
2018	CPW1111 WATER MAIN REPLACEMENT	11-110-365-84115	70 LF	MARY ST	WATER	FWATER	36,800			
				SHERIDAN RD	EAST END					
2018	CPW111 WATER MAIN REPLACEMENT	11-110-365-84115	300 LF	OAK DR	WATER	FWATER	92,000			
				SYCAMORE LN	ELDER AVE					
					Total FY 2018					388,400
2019	CPW111 WATER MAIN REPLACEMENT	11-110-365-84115	230 LF	BROOKSIDE LN	WATER	FWATER	82,300			
				BLUFF ST LOOP	IVY LN					
2019	CPW111 WATER MAIN REPLACEMENT	11-110-365-84115	930 LF	EUCLID AVE	WATER	FWATER	291,700			
				WOODLAWN AVE	END OF MAIN					
2019	CPW111 WATER MAIN REPLACEMENT	11-110-365-84115	467 LF	LINCOLN DR	WATER	FWATER	149,200			
				CRESCENT LN	END OF ROAD					
					Total FY 2019					523,200
2020	CPW111 WATER MAIN REPLACEMENT	11-110-365-84115	750 LF	LONGMEADOW LN	WATER	FWATER	210,200			
				WESTLEY RD	WESTWOOD AVE					
2020	CPW111 WATER MAIN REPLACEMENT	11-110-365-84115	797 LF	FORESTWAY DR	WATER	FWATER	166,700			
				STRAWBERRY HILL	CHESTNUT					
2020	CPW112 WATER MAIN REPLACEMENT	11-110-365-84115	296 LF	LONGWOOD AVE	WATER	FWATER	81,600			
				HAWTHORN AVE	END OF ROAD					
					Total FY 2020					458,500
2021	CPW112 WATER MAIN REPLACEMENT	11-110-365-84115	250 LF	PEBBLEWOOD LN	WATER	FWATER	82,000			
				DUNDEE RD	END OF RD					
2021	CPW112 WATER MAIN REPLACEMENT	11-110-365-84115	510 LF	WHITEBRIDGE HILL	WATER	FWATER	149,800			
				SHERIDAN RD	EAST END					
2021	CPW112 WATER MAIN REPLACEMENT	11-110-365-84115	770 LF	HAWTHORN AVE	WATER	FWATER	233,700			
				SHERIDAN RD	LONGWOOD AVE					
					Total FY 2021					465,500
2022	CPW113 WATER MAIN REPLACEMENT	11-110-365-84115	2450 LF	DUNDEE RD	WATER	FWATER	801,900			
				GREEN BAY RD	DUNDEE RD					
2022	CPW113 WATER MAIN REPLACEMENT	11-110-365-84115	390 LF	SUNRISE CIR	WATER	FWATER	113,000			
				SHERIDAN RD	END OF RD					
					Total FY 2022					914,900
2023	CPW113 WATER MAIN REPLACEMENT	11-110-365-84115	1457	SKOKIE RIDGE DR	WATER	FWATER	451,700			
				OAK/ELM RIDGE	SUNSET LN					
					Total FY 2023					451,700
2024	CPW113 WATER MAIN REPLACEMENT	11-110-365-84115	2900 LF	SHERIDAN RD	WATER	FWATER	1,232,500			
				HAZEL AVE	SOUTH AVE					
2024	CPW114 WATER MAIN REPLACEMENT	11-110-365-84115	760 LF	DELL PL	WATER	FWATER	220,500			
				SHERIDAN RD	LAKESIDE TER					
					Total FY 2024					1,453,000
2025	CPW114 WATER MAIN REPLACEMENT	11-110-365-84115	3900 LF	SHERIDAN RD /	WATER	FWATER	1,657,500			
				SOUTH AVE	OLD GREEN BAY					
					Total FY 2025					1,657,500
2026	CPW114 WATER MAIN REPLACEMENT	11-110-365-84115	1100	GREENWOOD AVE	WATER	FWATER	319,700			
				OAKDALE DR	MONROE AVE					
2026	CPW114 WATER MAIN REPLACEMENT	11-110-365-84115	539 LF	LAPIER ST	WATER	FWATER	159,700			
				PALOS AVE	SHERIDAN RD					
2026	CPW115 WATER MAIN REPLACEMENT	11-110-365-84115	1020 LF	HAWTHORN AVE	WATER	FWATER	299,600			
				GREEN BAY RD	GREENWOOD AVE					

Village of Glencoe
CIP Summary Listing by Project Code

code	program	Fiscal Year	Code	Program Item Name	Acct.	Unit #	Location Segment From	Fund Segment Tc	Funding Source	Item Cost							
							Total FY 2026										779,000
2027	CPW115	WATER MAIN REPLACEMENT			11-110-365-84115	1320 LF	WESTLEY RD	WATER	FWATER	401,600							
2027	CPW115	WATER MAIN REPLACEMENT			11-110-365-84115	290 LF	HOHLFELDER RD KEYSTONE CT HARBOR ST	END OF RD WATER END OF RD	FWATER	91,100							
							Total FY 2027										492,700

Village of Glencoe
CIP Summary Listing by Project Code

code	program	Fiscal Year	Code	Program Item Name	Acct.	Unit #	Location Segment From	Fund Segment Tc	Funding Source	Item Cost
08-003	WATER TOWER UPGRADE									3,750,000
2023	CPW113 ELEVATED TANK 0.75 MG				11-110-365-84115		TBD		WATER FWATER	3,750,000
Total FY 2023										3,750,000

Village of Glencoe
CIP Summary Listing by Project Code

code	program	Fiscal Year	Code	Program Item Name	Acct.	Unit #	Location Segment From	Fund Segment Tc	Funding Source	Item Cost
			10-001	STORM SEWER UPGRADES						4,631,500
2018	CPW100	STORM WATER DRAINAGE			15-810-815-85115		GENERAL	BOND - 2016	2016 BOND	2,950,000
2018	CPW100	STORM WATER STUDY			15-810-815-85115		GREEN BAY /	BOND - 2016	2016 BOND	25,000
2018	CPW100	STORM SEWER OUTFALL -			15-810-815-85115	Storm	GENERAL	BOND - 2016	2016 BOND	150,000
								Total FY 2018		3,125,000
2019	CPW103	STORM WATER DRAINAGE			12-305-332-85105		SOUTH AVE	GENERAL	GENERAL	50,000
								Total FY 2019		50,000
2020	CPW104	STORM WATER DRAINAGE			12-305-332-85105		GREEN BAY	GENERAL	GENERAL -	950,000
								Total FY 2020		950,000
2021	CPW105	STORM WATER DRAINAGE			12-305-332-85105		ASPEN LN	GENERAL	GENERAL	51,500
								Total FY 2021		51,500
2022	CPW106	STORM WATER DRAINAGE			12-305-332-85105		LONGWOOD AVE	GENERAL	GENERAL	100,000
								Total FY 2022		100,000
2023	CPW107	STORM WATER DRAINAGE			12-305-332-85105		BEACH RD	GENERAL	GENERAL	55,000
								Total FY 2023		55,000
2024	CPW107	STORM WATER DRAINAGE			12-305-332-85105		MARY ST	GENERAL	GENERAL	75,000
								Total FY 2024		75,000
2025	CPW108	STORM WATER DRAINAGE			12-305-332-85105		DELL PL	GENERAL	GENERAL	60,000
								Total FY 2025		60,000
2026	CPW109	STORM WATER DRAINAGE			12-305-332-85105		MAPLE HILL RD	GENERAL	GENERAL	65,000
								Total FY 2026		65,000
2027	CPW110	STORM WATER DRAINAGE			12-305-332-85105		EAST DIVERSION	GENERAL	GENERAL	100,000
								Total FY 2027		100,000

Village of Glencoe
CIP Summary Listing by Project Code

code	program	Fiscal Year	Code	Program Item Name	Acct.	Unit #	Location Segment From	Fund Segment Tc	Funding Source	Item Cost
11-001	COMPUTER SYSTEMS									1,930,000
2018	CIP1201	INFRASTRUCTURE SWITCHING	12-210-218-82105		VARIOUS		GENERAL	GENERAL		65,000
2018	CIP1202	DESKTOP REPLACEMENT	12-210-218-82105				GENERAL	GENERAL		12,500
							Total FY 2018			77,500
2019	CIP1203	OFFICE 365 LICENSE &	12-210-218-82105		VARIOUS		GENERAL	GENERAL		80,000
2019	CIP1204	STORAGE AREA NETWORK (SAN)	12-205-218-82105		VARIOUS		GENERAL	GENERAL		35,000
2019	CIP1204	SERVER HARDWARE REFRESH	12-205-218-82105		VARIOUS		GENERAL	GENERAL		90,000
2019	CIP1200	ERP	12-210-218-82105		VARIOUS		GENERAL	GENERAL -		650,000
							Total FY 2019			855,000
2020	CPW104	COUNCIL CHAMBERS UPGRADE	12-210-222-82105		VARIOUS		GENERAL	GENERAL		140,000
2020	CIP1204	COUNCIL CHAMBERS UPGRADE	12-210-218-82105		VARIOUS		GENERAL	GENERAL		140,000
2020	CIP1205	VIRTUAL DESKTOP	12-210-218-82105		VARIOUS		GENERAL	GENERAL		120,000
2020	CIP1206	OFFICE 365 LICENSE &	12-210-218-82105		VARIOUS		GENERAL	GENERAL		30,000
							Total FY 2020			430,000
2021	CIP1207	OFFICE 365 LICENSE &	12-210-218-82105		VARIOUS		GENERAL	GENERAL		30,000
2021	CIP1208	VIRTUAL DESKTOP	12-210-218-82105		VARIOUS		GENERAL	GENERAL		20,000
							Total FY 2021			50,000
2022	CIP1209	OFFICE 365 LICENSE &	12-210-218-82105		VARIOUS		GENERAL	GENERAL		30,000
2022	CIP1210	VIRTUAL DESKTOP	12-210-218-82105		VARIOUS		GENERAL	GENERAL		20,000
							Total FY 2022			50,000
2023	CIP1211	OFFICE 365 LICENSE &	12-210-218-82105		VARIOUS		GENERAL	GENERAL		30,000
2023	CIP1212	VIRTUAL DESKTOP	12-210-218-82105		VARIOUS		GENERAL	GENERAL		20,000
2023	CIP1213	INFRASTRUCTURE ROUTING	12-210-218-82105		VARIOUS		GENERAL	GENERAL		30,000
2023	CIP1202	DESKTOP REPLACEMENT	12-210-218-82105				GENERAL	GENERAL		12,500
							Total FY 2023			92,500
2024	CIP1214	INFRASTRUCTURE SWITCHING	12-210-218-82105		VARIOUS		GENERAL	GENERAL		50,000
2024	CIP1215	OFFICE 365 LICENSE &	12-210-218-82105		VARIOUS		GENERAL	GENERAL		30,000
2024	CIP1216	VIRTUAL DESKTOP	12-210-218-82105		VARIOUS		GENERAL	GENERAL		20,000
							Total FY 2024			100,000
2025	CIP1217	OFFICE 365 LICENSE &	12-210-218-82105		VARIOUS		GENERAL	GENERAL		30,000

Village of Glencoe
CIP Summary Listing by Project Code

code	program							
Fiscal Year	Code	Program Item Name	Acct.	Unit #	Location Segment From	Fund Segment To	Funding Source	Item Cost
2025	CIP1218	VIRTUAL DESKTOP	12-210-218-82105		VARIOUS	GENERAL	GENERAL	20,000
2025	CIP1204	STORAGE AREA NETWORK (SAN)	12-205-218-82105		VARIOUS	GENERAL	GENERAL	35,000
2025	CIP1204	SERVER HARDWARE REFRESH	12-205-218-82105		VARIOUS	GENERAL	GENERAL	90,000
						Total FY 2025		175,000
2026	CIP1220	OFFICE 365 LICENSE &	12-210-218-82105		VARIOUS	GENERAL	GENERAL	30,000
2026	CIP1221	VIRTUAL DESKTOP	12-210-218-82105		VARIOUS	GENERAL	GENERAL	20,000
						Total FY 2026		50,000
2027	CIP1222	OFFICE 365 LICENSE &	12-210-218-82105		VARIOUS	GENERAL	GENERAL	30,000
2027	CIP1223	VIRTUAL DESKTOP	12-210-218-82105		VARIOUS	GENERAL	GENERAL	20,000
						Total FY 2027		50,000



VILLAGE OF GLENCOE

LONG RANGE FINANCIAL FORECAST

FISCAL YEAR 2018



MEMORANDUM

DATE: October 14, 2016

TO: Philip Kiraly, Village Manager

FROM: David Clark, Director of Finance

SUBJECT: Long Range Financial Forecast through Fiscal Year 2022

Executive Summary

This is the annual update to the five-year financial forecast which describes the expected financial condition of the Village through Fiscal Year 2022 ("the Plan"). This projection is based upon known economic conditions and factors. Some factors utilized in the preparation of this forecast 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, building permits, etc.)
4. Local revenue and expenditure trends.
5. Existing financial policies.

This forecast includes fund balance projections both with and without anticipated capital expenditures including in the long range capital inventory (CIP 2027). At this time the Plan does not include the financial impact of dispatch consolidation other than the discontinuation of E911 revenue by the middle of Fiscal Year 2018

From Fiscal Year 2008 through Fiscal Year 2016, revenues in the General Fund have increased by over \$1.9 Million, 1.68% annually. The Plan includes a 1.00% increase in revenue.

Meanwhile operating expenditures have increased by over \$1.4 Million, 1.30% annually and total expenditures have increased \$377,660 Million or 0.31% annually. The Plan includes a 2.09% increase in operating expenditures.

The fund balance in the General Fund has increased during that time by over \$1.8 Million from over \$2.1 Million to over \$3.9 Million, a 10.75% annual increase. This change increased reserves from 15.9% of operating expenditures (1.91 months) to 26.8% of operating expenditures (3.2 months). During this period of time the Village continued to fund its police pension obligation at a level in excess of 130% of what would otherwise have been required by the State of Illinois and transfer resources to the garbage fund to subsidize service fee cost of service.

The period of time from Fiscal Year 2008 through Fiscal Year 2016 demonstrates how the Village performed during the worst economic downturn in recent memory. Although the Village weathered the acute phase of the economic downturn, there are still substantial challenges facing the Village, including:

- Legislative threats to property tax, state shared revenue and further unfunded mandates to provide services without the ability to recover cost.
- The uncertainty of the impact of pension reform legislation on local taxpayers and on the ability of the Village to retain employees.
- The continued obligation to maintain capital infrastructure.
- The continued obligation to fund pension obligations.
- The cumulative impact of the recent decline in assessed valuation.
- The challenges of maintaining a desirable environment for commercial activity.

Generally this forecast has been developed as in the past. The forecast projects the impact of existing financial conditions, level of services and policies over the next five years. At the time of this forecast the State of Illinois is still operating without a budget.

Actions of the State are still uncertain at this point. Actions by the State to reduce shared revenue would have a negative impact on the Village. As a non-home rule community the Village would likely have to address the issue by altering service levels and increasing service fees drastically.

Another concern is that the legislative actions taken may have an adverse impact on the Illinois economy and may trigger another economic downturn further compounding the impact to the Village. In addition to the State impact, Cook County and the City of Chicago actions can also impact the overall Illinois economy.

Review of Assumptions

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

REVENUE

Property Tax

The 2016 tax levy (for Fiscal Year 2018) can increase by 0.73%. The annual change in the United States Consumer Price Index (US CPI-U-All Items) is used as the basis for determining the amount of the annual increase in property taxes. Through June 2016, the change in CPI would allow an increase in the 2017 tax levy (for Fiscal Year 2019) of 1.0% (the Plan assumes 1.0% for the 2017 tax levy). The factor for 2018 through 2020 tax levies anticipated an increase of 1.5%. The average annual increase in annual CPI for tax increases has been 1.54% since 2011.Municipal Utility Taxes

The forecast includes a decrease in base utility taxes from \$760,000 to \$715,000 based upon projected Fiscal Year 2017 year-end estimates. The plan includes annual increases of 1.5%. This revenue source is variable with rates, consumption and weather conditions. The longstanding practice is to authorize collection of taxes at statutory maximum levels.

Cable Tax

These revenues continue to be strong. The base revenue is projected to increase from \$228,256 to 243,000. The cable fees include a 3% annual increase from the Fiscal Year 2017 base.

Telecommunications Tax

The forecast includes a decrease in base telecommunications tax from \$382,000 to \$355,000 based upon projected Fiscal Year 2017 year-end estimates. The plan includes annual decreases of -1.5% from the reduced base for the remainder of the plan. This revenue source is collected by the State of Illinois and remitted to municipalities.

Sales Tax

It is projected that the Village will receive \$1,850,000 in sales tax in Fiscal Year 2017. The forecast includes a base level of sales tax of \$1,767,000 and annual growth is projected to be 1.5%. To date sales tax revenue sales tax revenue is maintaining levels seen prior to the economic downturn. This source of revenue is subject to economic forces and the decisions of individual business owners to remain or locate to Glencoe. The use of a base lower than actual revenue reduces revenue by approximately \$415,000 during the Plan. This is a revenue source that is remitted back to the municipalities by the State of Illinois.

Water & Sewer Charges

The forecast includes a rate increase program based on the change in CPI up to 5% with annual increases based upon cost of operations. The rates included in the Plan are for projection purposes only. With the need identified in the Water System Study for system infrastructure improvements, a funding source will need to be identified and will require a greater adjustment than the change in CPI rate methodology can provide. Such additional resources can be from fund balance (up to a point), pay-as-you-go from additional revenue generated, or debt service paid for by rates. Once the CIP is reviewed in greater detail and prioritized, staff can model some rate change scenarios. The Fiscal Year 2017 increase is 0.73% with an increase in Fiscal Year 2018 of 1.00% and 1.50% for the remainder of the forecast. The consumption of water is projected is slightly reduced from 5-year average levels. Fiscal Year 2017 water sales are projected to be at \$1,911,797, as compared to the Fiscal Year 2017 Budget of 1,864,060. The Fiscal Year 2017 base amount is reduced from \$1,951,019 to 1,900,000 reflecting year-to-date revenue collection and anticipated Fiscal Year 2017 revenue.

Sewer charge revenue is based on a rate applied to the consumption of water. With a projected less than 5 year average consumption of water, the sewer revenue will continue to be \$486,000. Annual increases from the base are the same as property tax CPI as applied to water rates. Like the water rates, the sewer rates included in the Plan are for projection purposes and the need for sewer improvements in the CIP will dictate the types of rate increases that are necessary to support the improvements.

Garbage Service Fees

The forecast includes a rate increase program based on the change in CPI up to 5% with a minimum 2% annual increase. Annual increases from the base are the same as property tax CPI applied to other major service charges. In the future, rate increases may be higher (or lower) depending on service levels, the need for capital equipment, debt service requirement and resources necessary to meet the minimum fund balance requirements. The base amount used in the forecast is generally equal to the Fiscal Year 2017 year end projected revenue. The Plan projects a decrease in the base for option second collection from \$70,076 to \$65,000 and 1% annual decreases for the remainder of the plan. The Village Board will be reviewing service levels for garbage which may reduce the long term cost of this program. Those potential service level changes are not included in this report.

Building Permits

During Fiscal Year 2017, it is projected that the Village will receive nearly \$931,000 in building permit fees. The budget included \$990,000. The forecast includes an decrease in the base level of permit revenue from \$990,000 to \$932,000 annually through Fiscal Year 2022. Building permit revenue since Fiscal Year 2008 has ranged from \$655,674 in Fiscal Year 2010 to \$1,814,927 in Fiscal Year 2008. The level projected in Plan 2021 is still approximately ½ of the historic high level prior to the economic downturn. This is a revenue source subject to economic forces but also sensitive to local regulations. This projection is being presented in advance of a study of building permits.

Fees & Charges Generally

Water rates, sewer rates, garbage and recycling rates, ambulance fees, alarm fees are forecasted to include annual increases that are the lesser of 5% or the annual change in the CPI, with annual increases being related to any increases in operating costs. Generally the plan does not include any annual fee increases other than those already discussed. The proposed annual budget may reflect fees and charges greater than the existing guideline in order to provide additional resources for capital projects.

EXPENDITURES

Salaries

The forecast includes 2.5% annual increases in regular salaries. The increases are moderated by a 0.5% attrition factor. The attrition factor means that the actual expenditures will be 0.5% less than the budget due to annual routine and customary turnover of employees. Attrition factor may actually be less during times of economic uncertainty. The wage increase factor proposed is consistent with the change in CPI forecast during the term of the forecast. However, as pension reform is considered, there may be an increase in retirements to avoid the impact of changes to the funding formula for current participants.

Employee Benefits

Based upon the actual increase history, the plan includes a general 3.00% annual increase. The forecast is based upon benefit levels managed to at least meet the increase factor requirement. The Plan does not include the expected ACA "Cadillac Tax" based upon plan design and the ability to maintain plan design flexibility if necessary to avoid the tax. At this time, the "Cadillac Tax provisions have been deferred from 2018 to 2020, and there is still the possibility that the tax may be eliminated altogether or perpetually deferred as has been the case with many other ACA provisions. During consideration of each health benefit renewal adjustments will be considered to moderate the increase to a level below trend. With the most recent Public Works Union contract, the employee share of insurance is increase from 11.6% of the total cost to 13% of the total cost. Non-union employees will begin paying 13% on March 1, 2017.

Pension Cost

This category includes cost of Social Security, Medicare, Illinois Municipal Retirement Fund (IMRF), Police Pension costs and Fire Pension costs. The largest increases are for IMRF and Police Pension. Based on the projection of existing trends, IMRF, Social Security and Medicare costs will increase by 3.50% annually during the plan. Police Pension costs are projected to increase 3.5% during the plan.

It is anticipated that required base contributions for police pension will decrease from \$1,818,419 for Fiscal Year 2017 to \$1,569,862 for Fiscal Year 2018. The decrease is due to the change from using budget assumptions to using State of Illinois assumptions for the actual amount funded. Recent

changes in mortality assumptions have made the funding requirement determined by the Village's Actuary similar to the previously used budget assumptions.

Cost of Services

Forecast completed using an annual increase factor based upon the annual 1.5% based upon recent actual history.

Cost of Commodities (Supplies & Equipment)

Forecast completed using an annual increase factor based upon the annual 0.0% based upon recent actual history. The expense for equipment is still lower than the actual level during Fiscal Year 2008.

Capital Expenditure

The Fiscal Year budget and projected amount is included in the Plan. The estimated cost of items included in the CIP 2027 is also included in the Plan. Fund balance projections are included both with and without the CIP 2027 costs.

Interfund Revenue and Expense

Management fees paid to the General Fund by the Glencoe Golf Club, the Water Fund and the Garbage Fund are included with increases based on Property Tax CPI. Likewise, a transfer from the Motor Fuel Tax Fund paid to the General Fund is also included on the same basis.

A \$450,000 transfer from the General Fund to the Garbage Fund is included in the Plan. There is no annual increase in the dollar amount of that transfer.

Issues to Consider

Property Taxes (See Property Tax Policies)

1. With any decline in assessed values, there will be an increase in property tax rates. Since property tax limitations are based upon CPI and the total dollar amount previously extended, changes in rate or value of property will not impact the dollar amount of taxes extended. Changes in property tax rate and assessed value impact the distribution of the tax burden. Since Fiscal Year 2011, the EAV of the Village has declined from \$1.23 Billion to \$770 Million. The change in the economy has resulted in this change in assessments and has further resulted in increased challenges by taxpayers of the Assessor's calculations. Had legislation been adopted to not allow increases in property taxes in years where the EAV declines, the Village would be at the Fiscal Year 2011 tax extension level. The difference between the Fiscal Year 2011 Levy and the Fiscal Year 2017 Levy for capped funds only is \$1.4 Million.
2. During recent years legislation has been proposed to prohibit increases in property taxes in years where the equalized assessed value decreases. The plan does not contemplate the implementation of such legislation, but the threat does exist.
3. Due to the fact that the tax levy limiting factor lags behind the actual levy of taxes, the percentage increase in the prior year's property tax extension will often not reflect the current economic conditions. In the present environment, the limiting factor for property taxes increases will lag behind any economic recovery (i.e. the change in CPI-U from December 2014 through December 2015 establishes the tax cap increase percentage for the property taxes to be levied in December 2016).

4. The Village has typically abated (reduced) the tax levy by the amount of the 5% unreduced loss in collection factor added to the debt service portion of the levy. How does increasing the dollars for abatement rank with other initiatives like capital improvement, funding pension obligations, etc.?

Police Pension Fund (See Pension Fund Policies)

1. During Fiscal Year 2009, the net plan assets held in trust for pension benefits decreased from \$19.9 Million to \$16.3 Million. At the end of Fiscal Year 2016, net plan assets of the Police Pension Fund were over \$30.1 Million. This swing in net asset value is due to Village contribution in excess of ARC and the change in value of investments from Fiscal Year 2008 through Fiscal Year 2016.
2. Of the total pension requirement of \$1,358,456 included in the Fiscal Year 2017 Budget, property taxes--levied in December 2015 represented \$1,168,669. Remaining sources came from fund balance in the General Fund. The Fiscal Year 2018 all source contribution of \$1,569,862.
3. During Fiscal Year 2017, the adopted budget for Police Pension contribution was set at the amount required by the State of Illinois. The policy to fund Police Pension obligations at more conservative ("budget") assumptions was tabled.
4. As a basic assumption, the policy of fully funding the pension obligations will remain however, recent changes in assumptions by the State of Illinois have put the annual required contribution on par with the previous budget assumptions. Taxes will be levied based on CPI increases to the prior year's levy and the actual funding will continue based on Village actuarial assumptions (more recent mortality table, etc.)

Fire Pension Fund (See Pension Fund Policies)

1. The annuities and other expenses of the Fire Pension Fund are now paid on a pay-as-you-go basis.
2. This forecast assumes no further mortality to Fire Pension Fund annuitants through Fiscal Year 2021.

Illinois Municipal Retirement Fund (See Pension Fund Policies)

1. The Village is required to pay 100% of its actuarial required contribution annually, like the payment of FICA taxes.

General Fund

From Fiscal Year 2008 through Fiscal Year 2016 General Fund revenue increased on an annual average of 1.68%. Between Fiscal Year 2017 and Fiscal Year 2022 it is anticipated that revenue will grow on an annual average of 1.00%. This change is due primarily to the following:

- Lower CPI increases in property taxes during Fiscal Year 2017 and 2018;
- Conservative estimates on revenue subject to economy (sales tax, building permits);
- Declining telecommunications tax.
- Increases in service charges limited to assumptions used for property tax.

From Fiscal Year 2008 through Fiscal Year 2016 operating expenditures increased by 1.30% annually. From Fiscal Year 2016 through Fiscal Year 2022 it is anticipated that expenditures will increase by 2.09% annually. This change is due to the following:

- Annual increase in personnel expenditures 2.44% per year during the plan compared to actual annual average of 2.39%;
- Cost of services annually estimated to be 1.55% as compared to actual annual average of 1.22%;

As demonstrated by the operating statement annual increases in revenue of 1.00% and annual increases in expenditure of 2.09% is not sustainable. When expenditures anticipated from CIP 2027 are included, the unassigned fund balance of the General Fund will be below the existing fund balance target minimum of \$2,000,000 at some time during Fiscal Year 2018.

This analysis does not include the compounding impact of any legislative actions that may be taken by the State of Illinois. However, the Plan does continue to include:

- An annual transfer of \$450,000 to the Garbage Fund (\$2,250,000 during the plan);

Some issues to consider are:

1. Is the annual transfer of \$450,000 to the Garbage Fund sustainable?
2. Should the minimum fund balance amount of \$2,000,000 be increased?
3. What is the ability of the Village to replace lost revenue with fees and other revenue sources?
4. What is the potential to develop a new revenue stream for capital improvements?

Garbage Fund

During the Plan, increases in revenue are limited to CPI factors used for property tax and not adjusted to the level of changes in expenditures. The Plan provides that revenues will be 3.8% higher in Fiscal Year 2022 than in Fiscal Year 2017. Operating expenditures will increase by 6.4% From Fiscal Year 2017 to Fiscal Year 2022. Absent the \$450,000 subsidy from the General Fund, the Garbage Fund would annually operate at a loss.

1. Plan 2022 holds the General Fund payment to the Garbage Fund flat at \$450,000 per year (no increase). What is the appropriate balance between General Fund transfer and fees as resources to pay for services provided?
2. Are there any service level changes that could reduce cost and maintain a reasonable level of basic garbage collection service?
3. Would it be reasonable to change the Garbage Fund to an enterprise fund supported entirely by fees and use the property tax in other areas of need (i.e. pensions)?

Water Fund

During the Plan, revenues will remain flat due to increases limited to CPI factors used for property tax and a more conservative estimate of water consumption. Meanwhile operating expenditures will be 11.6% higher in Fiscal Year 2022 as compared to Fiscal Year 2017. Given the fact that the Water Fund has a very large balance at present, this revenue and expenditure pattern can be sustained through Fiscal Year 2022. However, with capital expenditures included, the balance drops below the 10% minimum by Fiscal Year 2019.

1. Current net asset level is in excess of minimum requirement. Should the excess be maintained for the potential for future capital projects (i.e. new water plant) or used for other current pressing needs for water main replacement.
2. Determining the appropriateness of rate adjustments in the context of changes in operating cost and maintaining resources to pay for capital improvements.

Motor Fuel Tax Fund

It is estimated that the Motor Fuel Tax Fund will not have sufficient resources to fund projects identified in CIP 2026 beginning Fiscal Year 2022. This assumes base revenue of \$210,000 with no annual increases during the Plan.

1. It is expected that Motor Fuel Tax will drop to about \$210,000 per year with no projected increase each year following.
2. Consider alternative uses of MFT, such as: (1) Debt service or abatement of debt, (2) increased day labor transfer. Day labor transfer is the reimbursement of Village operating expense (paid from the General Fund) from Motor Fuel Tax resources.
3. As with other state shared revenue, there is a concern of legislative action that may further reduce local share of revenue.

Enhanced 911 Fund

The E911 Fund is under review at this time. The operating schedule provided is incomplete and subject to further review.

Debt Service Fund

With the current debt issuances (Series 2009, 2012, 2015A, 2016A and 2016B) annual debt service will be in excess of \$1.5 Million during Fiscal Year 2017. During Fiscal Year 2018 the total annual debt service will increase to approximately \$2.1 Million. The 2008 Tax levy for debt service was \$2.7 Million. Projected forward at 1.5% inflation, that amount increases from \$3.1 Million in Fiscal Year 2018 to \$3.3 Million in Fiscal Year 2022. A graph if the current debt history is included in the supporting materials.

1. Review the practice and potential sources of abating debt service property taxes.

OPERATING STATEMENTS

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

GENERAL FUND

Type	Actual <u>FY 2008</u>	Actual <u>FY 2016</u>	\$ Chng	Annualized % Chng	Budget <u>FY 2017</u>	\$ Chng	Plan 2022 Annualized % Change
Revenue	14,647,941	16,613,423	1,965,482	1.68%	16,017,011	1,369,070	1.00%
Expenditure							
Personnel	10,058,981	11,979,060	1,920,079	2.39%	12,119,727	2,060,746	2.44%
Services	1,836,989	2,016,366	179,377	1.22%	2,159,155	322,166	1.55%
Commodities	1,071,061	698,595	(372,466)	-4.35%	860,522	(210,539)	0.00%
Other Expense	522,332	196,485	(325,847)	-7.80%	186,035	(336,297)	0.00%
Operating Expense	13,489,363	14,890,506	1,401,143	1.30%	15,325,439	1,836,076	2.09%
Capital Expense	1,672,341	215,489	(1,456,852)	-10.89%	412,500	(1,259,841)	n/a
Other Financing	-	433,369	433,369	N/A	450,000	450,000	
Total Expense	15,161,704	15,539,364	377,660	0.31%	16,187,939	1,026,235	
Fund Balance	2,142,474	3,985,178	1,842,704	10.75%	3,814,250	1,671,776	
Bal. % of Op. Exp.	15.9%	26.8%			24.9%		
Months of Operation	1.91	3.21			2.99		

VILLAGE OF GLENCOE
 Schedule of Revenues, Expenditures and Changes in Fund Balance
 For Fiscal Year 2016 through Fiscal Year 2022

GENERAL FUND

	FY 2017		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	\$ Chng From 17	% Chng From 17
	Budget	Projected	Plan	Plan	Plan	Plan	Plan		
REVENUES									
Property Tax	9,024,294	9,032,164	9,090,171	9,181,073	9,318,789	9,458,571	9,600,450	576,156	6.4%
Cable Television Tax	235,104	235,104	242,157	249,422	256,904	264,612	272,550	37,446	15.9%
Utility Tax	775,200	681,562	775,200	775,200	775,200	775,200	775,200	-	0.0%
Telecommunications Tax	370,540	359,569	354,600	349,281	344,042	338,881	333,798	(36,742)	-9.9%
Income Tax	848,923	914,531	848,923	848,923	848,923	848,923	848,923	-	0.0%
Use Tax	158,500	185,000	160,877	163,291	165,740	168,226	170,750	12,250	7.7%
Sales Tax	1,717,000	1,831,400	1,742,755	1,768,896	1,795,430	1,822,361	1,849,697	132,697	7.7%
Personal Prop. Repl. Tax	91,000	95,300	91,000	91,000	91,000	91,000	91,000	-	0.0%
Sewer Charge	489,694	492,000	493,269	498,201	505,674	513,260	520,958	31,264	6.4%
Ambulance Fees	95,000	95,000	95,694	96,650	98,100	99,572	101,065	6,065	6.4%
Building Permits	1,053,970	1,007,470	1,053,970	1,053,970	1,053,970	1,053,970	1,053,970	-	0.0%
Alarm Permits	86,000	100,000	86,000	86,000	86,000	86,000	86,000	-	0.0%
Fines & Forfeits	105,000	91,000	105,000	105,000	105,000	105,000	105,000	-	0.0%
Licenses	321,050	328,750	332,050	332,050	332,050	332,050	332,050	11,000	3.4%
Fees	111,750	115,150	111,750	111,750	111,750	111,750	111,750	-	0.0%
Interest	17,689	35,675	17,689	17,689	17,689	17,689	17,689	-	0.0%
Other Revenue	352,580	365,920	355,745	358,973	362,265	365,624	369,049	16,469	4.7%
Interfund Revenue	163,717	163,717	164,912	166,561	169,060	171,596	174,170	10,453	6.4%
Total Revenue	16,017,011	16,129,312	16,121,762	16,253,930	16,437,586	16,624,285	16,814,069	797,058	5.0%
EXPENDITURES									
Salaries - Regular	7,173,212	7,105,144	7,133,072	7,274,842	7,419,429	7,566,890	7,717,282	544,070	7.6%
Salaries - Overtime	816,745	809,860	832,764	849,098	865,754	882,737	900,055	83,310	10.2%
Salaries - Temporary	190,200	192,448	193,053	195,949	198,888	201,871	204,899	14,699	7.7%
Salaries - Other	324,734	445,726	336,142	340,041	343,997	348,013	352,088	27,354	8.4%
Employee Benefits	1,324,689	1,325,018	1,364,430	1,405,363	1,447,523	1,490,949	1,535,678	210,989	15.9%
Benefits - PSEBA	37,301	37,301	38,420	39,573	40,760	41,983	43,242	5,941	15.9%
Benefits - ACA	16,924	26,710	25,181	25,921	26,683	27,468	28,276	11,352	67.1%
Pension Cost	2,231,922	2,231,922	2,469,608	2,551,625	2,636,380	2,723,967	2,814,479	582,557	26.1%
Unemployment Insur.	4,000	4,000	4,000	4,000	4,000	4,000	4,000	-	0.0%
Total Personnel	12,119,727	12,178,129	12,396,670	12,686,412	12,983,414	13,287,878	13,599,999	1,480,272	12.2%
Services	2,159,155	2,228,792	2,191,542	2,224,415	2,257,782	2,291,648	2,326,023	166,868	7.7%
Commodities	860,522	814,152	860,522	860,522	860,522	860,522	860,522	-	0.0%
Other Expenses	186,035	188,400	186,035	186,035	186,035	186,035	186,035	-	0.0%
Interfund Expense	450,000	450,000	450,000	450,000	450,000	450,000	450,000	-	0.0%
Total Operating Expense	15,775,439	15,859,473	16,084,769	16,407,384	16,737,753	17,076,083	17,422,579	1,647,140	10.4%
Operating Excess (Deficit)	241,572	269,839	36,993	(153,454)	(300,167)	(451,798)	(608,510)		
Capital Plan 2027	412,500	465,000	-	2,036,500	1,422,700	2,494,650	1,577,006	1,043,080	
Total Excess (Deficit)	(170,928)	(195,161)	(1,999,507)	(1,576,154)	(2,794,817)	(2,028,804)	(1,651,590)		
Balance Projections - Without Capital Plan 2027									
Beginning Balance	3,985,178	3,985,178	3,790,017	3,827,010	3,673,556	3,373,389	2,921,591		
Ending Balance	3,814,250	3,790,017	3,827,010	3,673,556	3,373,389	2,921,591	2,313,081		
15% Operating Expense	2,366,316	2,378,921	2,412,715	2,461,108	2,510,663	2,561,412	2,613,387		
Balance Projections - With Capital Plan 2027									
Beginning Balance	3,985,178	3,985,178	3,790,017	1,790,510	214,356	(2,580,461)	(4,609,265)		
Ending Balance	3,814,250	3,790,017	1,790,510	214,356	(2,580,461)	(4,609,265)	(6,260,855)		

VILLAGE OF GLENCOE

GARBAGE FUND

Schedule of Revenues, Expenditures and Changes in Fund Balance

For Fiscal Year 2016 through Fiscal Year 2022

	FY 2017		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	\$ Chng From 17	% Chng From 17
	Budget	Projected	Plan	Plan	Plan	Plan	Plan		
REVENUES									
Personal Prop. Repl. Tax	7,000	7,000	7,000	7,000	7,000	7,000	7,000	-	0.0%
Charges for Service	967,165	974,223	975,993	983,939	996,346	1,008,957	1,021,774	54,609	5.6%
Interest	600	900	900	900	900	900	900	300	50.0%
Other Revenue	8,000	8,000	8,000	8,000	8,000	8,000	8,000	-	0.0%
Interfund Revenue	450,000	450,000	450,000	450,000	450,000	450,000	450,000	-	0.0%
Total Revenue	1,432,765	1,440,123	1,441,893	1,449,839	1,462,246	1,474,857	1,487,674	54,909	3.8%
EXPENDITURES									
Personnel	717,018	667,958	727,856	743,838	760,191	776,925	794,049	77,031	10.7%
Services	444,691	423,241	451,361	458,132	465,004	471,979	479,059	34,368	7.7%
Commodities	97,040	94,700	97,040	97,040	97,040	97,040	97,040	-	0.0%
Debt Service	-	-	-	-	-	-	-	-	#DIV/0!
Interfund Expense	43,957	43,957	44,278	44,721	45,391	46,072	46,763	2,806	6.4%
Total Operating Expense	1,302,706	1,229,856	1,320,535	1,343,731	1,367,626	1,392,016	1,416,911	114,205	8.8%
Operating Excess (Deficit)	130,059	210,267	121,358	106,108	94,620	82,841	70,763		
Capital	-	-	-	-	-	-	-		
Capital Plan 2026	-	-	276,200	47,300	292,000	50,200	46,000		
Total Excess (Deficit)	130,059	210,267	(154,842)	58,808	(197,380)	32,641	24,763		
Balance Projections - Without Capital Plan 2026									
Beginning Balance	606,918	606,918	817,185	938,543	1,044,651	1,139,271	1,222,112		
Ending Balance	736,977	817,185	938,543	1,044,651	1,139,271	1,222,112	1,292,875		
10% Operating Expense	130,271	122,986	132,054	134,373	136,763	139,202	141,691		
Balance Projections - With Capital Plan 2026									
Beginning Balance	606,918	606,918	817,185	662,343	721,151	523,771	556,412		
Ending Balance	736,977	817,185	662,343	721,151	523,771	556,412	581,175		

VILLAGE OF GLENCOE

WATER FUND

Schedule of Revenues, Expenditures and Changes in Fund Balance

For Fiscal Year 2016 through Fiscal Year 2022

	FY 2017		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	\$ Chng From 17	% Chng From 17
	Budget	Projected	Plan	Plan	Plan	Plan	Plan		
REVENUES									
Water Sales	1,865,060	1,883,100	1,878,668	1,897,444	1,925,891	1,954,764	1,984,071	119,011	6.4%
Meter Sales	19,000	10,000	19,000	19,000	19,000	19,000	19,000	-	0.0%
Interest	2,850	4,000	4,000	4,000	4,000	4,000	4,000	1,150	40.4%
Other Revenue	80,013	75,513	77,013	78,544	80,104	81,696	83,320	3,307	4.1%
Total Revenue	1,966,923	1,972,613	1,978,681	1,998,988	2,028,995	2,059,460	2,090,391	123,468	6.3%
EXPENDITURES									
Personnel	1,189,224	1,181,521	1,262,903	1,290,915	1,319,576	1,348,904	1,378,913	189,689	16.0%
Services	339,219	323,211	344,307	349,472	354,714	360,035	365,435	26,216	7.7%
Commodities	146,525	126,850	146,525	146,525	146,525	146,525	146,525	-	0.0%
Debt Service	174,660	174,660	174,660	174,660	174,660	174,660	174,660	-	0.0%
Interfund Expense	43,956	43,956	44,277	44,720	45,390	46,071	46,762	2,806	6.4%
Total Operating Expense	1,893,584	1,850,198	1,972,672	2,006,292	2,040,865	2,076,195	2,112,295	218,711	11.6%
Operating Excess (Deficit)	73,339	122,415	6,009	(7,304)	(11,870)	(16,735)	(21,904)		
Capital	300,000	250,000	-	-	-	-	-		
Capital Plan 2026	-	-	638,400	583,200	483,500	634,500	1,114,900		
Total Excess (Deficit)	(226,661)	(127,585)	(632,391)	(590,504)	(495,370)	(651,235)	(1,136,804)		
<u>Balance Projections - Without Capital Plan 2026</u>									
Beginning Balance	1,423,612	1,423,612	1,296,027	1,302,036	1,294,732	1,282,862	1,266,127		
Ending Balance	1,196,951	1,296,027	1,302,036	1,294,732	1,282,862	1,266,127	1,244,223		
10% Operating Expense	189,358	185,020	197,267	200,629	204,087	207,620	211,230		
<u>Balance Projections - With Capital Plan 2026</u>									
Beginning Balance	1,423,612	1,423,612	1,296,027	663,636	73,132	(422,238)	(1,073,473)		
Ending Balance	1,196,951	1,296,027	663,636	73,132	(422,238)	(1,073,473)	(2,210,277)		

VILLAGE OF GLENCOE

MOTOR FUEL TAX FUND

Schedule of Revenues, Expenditures and Changes in Fund Balance

For Fiscal Year 2016 through Fiscal Year 2022

	FY 2017		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	\$ Chng From 16	% Chng From 16
	Budget	Projected	Plan	Plan	Plan	Plan	Plan		
REVENUES									
Intergovernmental Rev	210,834	218,700	217,606	216,518	215,436	214,359	213,287	2,453	1.2%
Interest	400	1,200	400	400	400	400	400	-	0.0%
Total Revenue	211,234	219,900	218,006	216,918	215,836	214,759	213,687	2,453	1.2%
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	166,232	163,787	162,051	160,146	158,234	156,314		
Capital	-	7,551	-	-	-	-	-	-	
Capital Plan 2026	-	-	491,700	-	425,000	-	537,300		
Total Excess (Deficit)	157,566	158,681	(327,913)	162,051	(264,854)	158,234	(380,986)		
Balance Projections - Without Capital Plan 2026									
Beginning Balance	417,147	417,147	575,828	739,615	901,666	1,061,812	1,220,046		
Ending Balance	574,713	575,828	739,615	901,666	1,061,812	1,220,046	1,376,360		
10% Operating Expense	5,367	5,367	5,422	5,487	5,569	5,653	5,737		
Balance Projections - With Capital Plan 2026									
Beginning Balance	417,147	417,147	575,828	247,915	409,966	145,112	303,346		
Ending Balance	574,713	575,828	247,915	409,966	145,112	303,346	(77,640)		

VILLAGE OF GLENCOE

ENHANCED 911 FUND

Schedule of Revenues, Expenditures and Changes in Fund Balance

For Fiscal Year 2016 through Fiscal Year 2022

	FY 2017		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	\$ Chng From 16	% Chng From 16
	Budget	Projected	Plan	Plan	Plan	Plan	Plan		
REVENUES									
E911 Surcharge	86,748	73,500	36,750	-	-	-	-	(86,748)	-100.0%
Cellular 911 Surcharge	58,350	73,500	36,750	-	-	-	-	(58,350)	-100.0%
Interest	300	400	200	-	-	-	-	(300)	-100.0%
Total Revenue	145,398	147,400	73,700	-	-	-	-	#####	-100.0%
EXPENDITURES									
Personnel	58,475	58,475	59,732	61,018	62,332	63,674	65,047	6,572	11.2%
Services	78,186	78,432	79,359	80,549	81,757	82,984	84,229	6,043	7.7%
Commodities	14,000	14,000	14,000	14,000	14,000	14,000	14,000	-	0.0%
Total Operating Expense	150,661	150,907	153,091	155,567	158,089	160,658	163,276	12,615	8.4%
Operating Excess (Deficit)	(5,263)	(3,507)	(79,391)	(155,567)	(158,089)	(160,658)	(163,276)		
Capital	300,000	100,000	-	-	-	-	-	-	
Capital Plan 2026	-	-	560,000	40,000	-	20,000	-	-	
Total Excess (Deficit)	(305,263)	(103,507)	(639,391)	(195,567)	(158,089)	(180,658)	(163,276)		
<u>Balance Projections - Without Capital Plan 2026</u>									
Beginning Balance	201,409	201,409	97,902	18,511	(137,056)	(295,145)	(455,803)		
Ending Balance	(103,854)	97,902	18,511	(137,056)	(295,145)	(455,803)	(619,079)		
10% Operating Expense	15,066	15,091	15,309	15,557	15,809	16,066	16,328		
<u>Balance Projections - With Capital Plan 2026</u>									
Beginning Balance	201,409	201,409	97,902	(541,489)	(737,056)	(895,145)	(1,075,803)		
Ending Balance	(103,854)	97,902	(541,489)	(737,056)	(895,145)	(1,075,803)	(1,239,079)		

SUPPORTING MATERIALS

Major Revenue Assumptions										
% Increase from the FY 2017 Base as adjusted from Budget										
	Base	Budget	Projected	Base						
	FY 2016	FY 2017	FY 2017	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Basis
Revenue										
Property Tax	8,957,183	9,024,294	9,024,294	9,024,294	0.73%	1.00%	1.50%	1.50%	1.50%	Change in CPI
Externally Controlled										
Sales Tax	1,700,000	1,717,000	1,799,963	1,767,000	1.50%	1.50%	1.50%	1.50%	1.50%	Economic Conditions
Illinois Income Tax	842,520	848,923	997,440	848,900	1.50%	1.50%	1.50%	1.50%	1.50%	Economic Conditions
Utility Tax	760,000	775,200	677,138	715,000	1.50%	1.50%	1.50%	1.50%	1.50%	Consumption + Rates
Building Permits	990,000	990,000	931,319	932,000	0.00%	0.00%	0.00%	0.00%	0.00%	5 Year Revenue Average
Telecommunications Tax	382,000	370,540	362,284	355,000	-1.50%	-1.50%	-1.50%	-1.50%	-1.50%	Consumption + Rates
Cable Television Revenue	228,256	235,104	243,749	243,000	3.00%	3.00%	3.00%	3.00%	3.00%	Consumption + Rates
Motor Fuel Tax	207,170	210,834	215,381	210,800	0.00%	0.00%	0.00%	0.00%	-1.00%	Gallons Consumed
Use Tax	163,000	158,500	180,471	163,000	1.50%	1.50%	1.50%	1.50%	1.50%	Economic Conditions
Parking Fees	110,939	108,700	113,412	108,000	0.00%	0.00%	0.00%	0.00%	0.00%	Economic Conditions+Rates
E911 Surcharge	88,518	86,748	72,711	73,500	-50.00%	-100.00%	0.00%	0.00%	0.00%	Consumption + Rates
Personal Property Tax Repl.	91,000	91,000	95,606	93,000	1.00%	1.00%	1.00%	1.00%	0.00%	State Formula
Cellular 911 Surcharge	56,650	58,350	73,146	56,650	-50.00%	-100.00%	0.00%	0.00%	0.00%	Consumption + Rates
Revenue	Base	Budget	Projected	Base						
	FY 2016	FY 2017	FY 2017	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Basis
Locally Controlled										
Water Sales	1,951,019	1,864,060	1,900,403	1,900,000	0.73%	1.00%	1.50%	1.50%	1.50%	Annual Fee Increase
Base Garbage Fee	588,000	592,469	592,469	592,469	0.73%	1.00%	1.50%	1.50%	1.50%	Annual Fee Increase
Sever Charge	486,000	489,694	495,000	486,000	0.73%	1.00%	1.50%	1.50%	1.50%	Annual Fee Increase
Vehicle Licenses	265,000	250,000	250,000	250,000	0.00%	0.00%	0.00%	0.00%	0.00%	Increase in whole numbers
Recycling Fee	189,682	192,527	187,800	187,800	0.73%	1.00%	1.50%	1.50%	1.50%	Annual Fee Increase
Optional Second Collection	70,076	70,985	68,000	65,000	-1.00%	-1.00%	-1.00%	-1.00%	-1.00%	Annual Fee Increase
Commercial Garbage Fee	65,000	65,494	70,000	70,000	0.73%	1.00%	1.50%	1.50%	1.50%	Annual Fee Increase
Major Expenditure Assumptions										
	% Increase from the FY 2017 Base as adjusted from Budget									
	Base	Budget	Projected	Base						
	FY 2016	FY 2017	FY 2017	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Basis
Expenditure										
Salaries - Regular & Other	8,528,994	8,731,802	8,731,802	8,688,143	2.50%	2.50%	2.50%	2.50%	2.50%	Economic Conditions
Salaries - Temporary	336,000	303,200	303,200	303,200	1.50%	1.50%	1.50%	1.50%	1.50%	Economic Conditions
Salaries - Overtime	787,000	904,078	950,000	950,000	2.50%	2.50%	2.50%	2.50%	2.50%	Economic Conditions
Benefits (1)	1,569,985	1,561,867	1,561,867	1,561,867	3.00%	3.00%	3.00%	3.00%	3.00%	Economy & Plan Design
Police Pension	1,818,419	1,358,456	1,358,456	1,569,862	3.50%	3.50%	3.50%	3.50%	3.50%	Actuarial Estimates
Other Pensions (1)	1,193,600	1,139,045	1,139,045	1,140,000	3.50%	3.50%	3.50%	3.50%	3.50%	Salaries paid and Rate
Services	2,676,500	3,091,251	3,091,251	3,000,000	1.50%	1.50%	1.50%	1.50%	1.50%	Cost to provide services
Commodities	1,190,600	1,118,087	1,118,087	1,140,000	0.00%	0.00%	0.00%	0.00%	0.00%	Cost of goods for service
Debt Service					Per Schedule					
Capital					Per Inventory and Approved Budget					
Transfer to Garbage Fund					\$450,000 Per Year					
Community Grants					0.00%	0.00%	0.00%	0.00%	0.00%	Village Board Policy
Note										

(1) Salary, Benefit and Other Pension base for FY 2017 is 99.5% of the FY 2017 budget for attrition purposes over 5 years.

Consumer Price Index-All Urban Consumers

source: bls.gov

Series Catalog:

Series ID : CUUR0000SA0

Not Seasonally Adjusted

Area : U.S. city average

Item : All items

Base Period : 1982-84=100

Data:

Year	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Annual
1999	164.3	164.5	165.0	166.2	166.2	166.2	166.7	167.1	167.9	168.2	168.3	168.3	166.60
2000	168.8	169.8	171.2	171.3	171.5	172.4	172.8	172.8	173.7	174.0	174.1	174.0	172.20
2001	175.1	175.8	176.2	176.9	177.7	178.0	177.5	177.5	178.3	177.7	177.4	176.7	177.10
2002	177.1	177.8	178.8	179.8	179.8	179.9	180.1	180.7	181.0	181.3	181.3	180.9	179.90
2003	181.7	183.1	184.2	183.8	183.5	183.7	183.9	184.6	185.2	185.0	184.5	184.3	184.00
2004	185.2	186.2	187.4	188.0	189.1	189.7	189.4	189.5	189.9	190.9	191.0	190.3	188.90
2005	190.7	191.8	193.3	194.6	194.4	194.5	195.4	196.4	198.8	199.2	197.6	196.8	195.30
2006	198.3	198.7	199.8	201.5	202.5	202.9	203.5	203.9	202.9	201.8	201.5	201.8	201.60
2007	202.416	203.499	205.352	206.686	207.949	208.352	208.299	207.917	208.490	208.936	210.177	210.036	207.34
2008	211.080	211.693	213.528	214.823	216.632	218.815	219.964	219.086	218.783	216.573	212.425	210.228	215.30
2009	211.143	212.193	212.709	213.240	213.856	215.693	215.351	215.834	215.969	216.177	216.330	215.949	214.54
2010	216.687	216.741	217.631	218.009	218.178	217.965	218.011	218.312	218.439	218.711	218.803	219.179	218.06
2011	220.223	221.309	223.467	224.906	225.964	225.722	225.922	226.545	226.889	226.421	226.230	225.672	224.94
2012	226.665	227.663	229.392	230.085	229.815	229.478	229.104	230.379	231.407	231.317	230.221	229.601	229.59
2013	230.280	232.166	232.773	232.531	232.945	233.504	233.596	233.877	234.149	233.546	233.069	233.049	232.96
2014	233.916	234.781	236.293	237.072	237.900	238.343	238.250	237.852	238.031	237.433	236.151	234.812	237.09
2015	233.707	234.722	236.119	236.599	237.805	238.638	238.654	238.316	237.945	237.838	237.336	236.525	237.09
2016	236.916	237.111	238.132	239.261	240.236	241.038							

Year	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Ann
1999													
2000	2.74%	3.22%	3.76%	3.07%	3.19%	3.73%	3.66%	3.41%	3.45%	3.45%	3.45%	3.39%	
2001	3.73%	3.53%	2.92%	3.27%	3.62%	3.25%	2.72%	2.72%	2.65%	2.13%	1.90%	1.55%	
2002	1.14%	1.14%	1.48%	1.64%	1.18%	1.07%	1.46%	1.80%	1.51%	2.03%	2.20%	2.38%	
2003	2.60%	2.98%	3.02%	2.22%	2.06%	2.11%	2.11%	2.16%	2.32%	2.04%	1.77%	1.88%	
2004	1.93%	1.69%	1.74%	2.29%	3.05%	3.27%	2.99%	2.65%	2.54%	3.19%	3.52%	3.26%	
2005	2.97%	3.01%	3.15%	3.51%	2.80%	2.53%	3.17%	3.64%	4.69%	4.35%	3.46%	3.42%	
2006	3.99%	3.60%	3.36%	3.55%	4.17%	4.32%	4.15%	3.82%	2.06%	1.31%	1.97%	2.54%	
2007	2.08%	2.42%	2.78%	2.57%	2.69%	2.69%	2.36%	1.97%	2.76%	3.54%	4.31%	4.08%	
2008	4.28%	4.03%	3.98%	3.94%	4.18%	5.02%	5.60%	5.37%	4.94%	3.66%	1.07%	0.09%	
2009	0.03%	0.24%	-0.38%	-0.74%	-1.28%	-1.43%	-2.10%	-1.48%	-1.29%	-0.18%	1.84%	2.72%	
2010	2.63%	2.14%	2.31%	2.24%	2.02%	1.05%	1.24%	1.15%	1.14%	1.17%	1.14%	1.50%	
2011	1.63%	2.11%	2.68%	3.16%	3.57%	3.56%	3.63%	3.77%	3.87%	3.53%	3.39%	2.96%	
2012	2.93%	2.87%	2.65%	2.30%	1.70%	1.66%	1.41%	1.69%	1.99%	2.16%	1.76%	1.74%	
2013	1.59%	1.98%	1.47%	1.06%	1.36%	1.75%	1.96%	1.52%	1.18%	0.96%	1.24%	1.50%	
2014	1.58%	1.13%	1.51%	1.95%	2.13%	2.07%	1.99%	1.70%	1.66%	1.66%	1.32%	0.76%	
2015	-0.09%	-0.03%	-0.07%	-0.20%	-0.04%	0.12%	0.17%	0.20%	-0.04%	0.17%	0.50%	0.73%	
2016	1.37%	1.02%	0.85%	1.13%	1.02%	1.01%							

AVERAGE

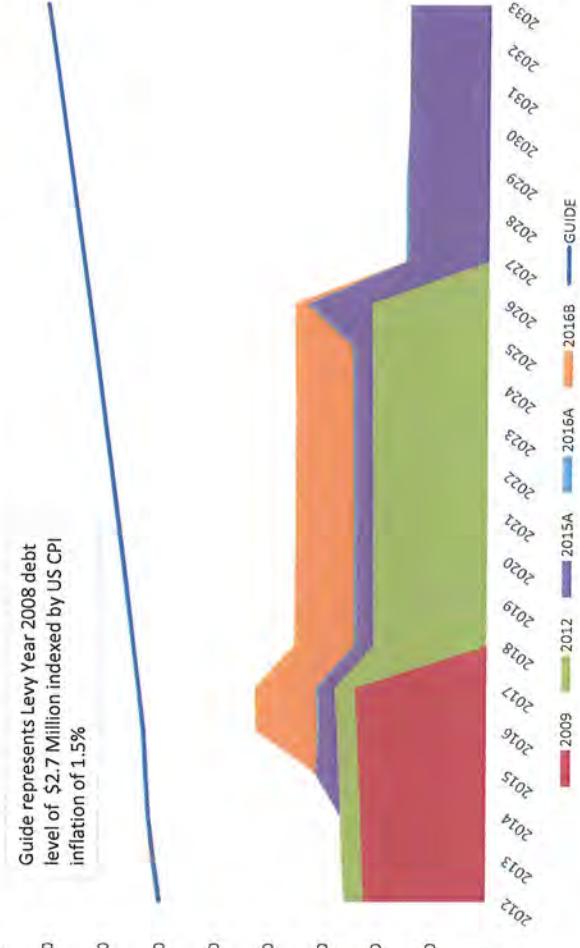
06-15	2.06%	2.05%	2.03%	1.98%	2.05%	2.08%	2.04%	1.97%	1.83%	1.80%	1.86%	1.86%
11-15	1.53%	1.61%	1.65%	1.66%	1.74%	1.83%	1.83%	1.78%	1.73%	1.70%	1.64%	1.54%

PRINCIPAL AND INTEREST PAYMENTS BY LEVY YEAR

PROPERTY TAX SUPPORTED DEBT SERVICE

Levied In Dec. Of.	SERIES 2009	SERIES 2012	SERIES 2015A	SERIES 2016A	SERIES 2016B	LEVY <u>TOTAL</u>
2012	1,127,108	178,319	-	-	-	1,305,427
2013	1,142,508	185,000	-	-	-	1,327,508
2014	1,157,208	185,000	-	-	-	1,342,208
2015	1,174,895	185,000	218,213	-	-	1,578,108
2016	1,195,370	185,000	158,700	22,729	574,167	2,135,966
2017	1,216,995	185,000	158,700	22,729	561,100	2,144,524
2018	-	1,045,000	158,700	22,729	556,700	1,783,129
2019	-	1,047,800	158,700	22,729	552,200	1,781,429
2020	-	1,050,200	158,700	22,729	547,600	1,779,229
2021	-	1,052,200	158,700	22,729	542,900	1,776,529
2022	-	1,058,300	158,700	22,729	543,100	1,783,329
2023	-	1,063,719	158,700	22,729	538,100	1,783,248
2024	-	1,068,106	158,700	22,729	538,000	1,787,536
2025	-	1,075,719	158,700	22,729	537,700	1,794,848
2026	-	1,081,375	583,700	22,729	112,200	1,800,004
2027	-	-	740,950	22,729	-	763,679
2028	-	-	743,100	22,729	-	765,829
2029	-	-	744,650	22,729	-	767,379
2030	-	-	745,600	-	-	745,600
2031	-	-	740,950	-	-	740,950
2032	-	-	739,175	-	-	739,175
2033	-	-	740,025	-	-	740,025
TOTAL	7,014,083	10,646,238	7,583,363	318,211	5,603,767	25,903,023

Debt Service Summary



**VILLAGE OF GLENCOE
LIMITED TAX BOND AUTHORITY**

Annual Extension Available (1)	556,411		
Annual Extension Obligated	-		
Available for Debt Service	556,411		
Rate	3.00%		
Terms (Yrs)	10	15	20
Annual Payment	451,859	322,874	259,080
Issuance Amount	3,854,452	3,854,452	3,854,452 (1)

(1) Limited to 1/2 of 1% of EAV

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

2015 EAV	770,890,307
1/2 or 1.0% Authority (2)	3,854,452
Limited Tax Bond Balance (3)	-
Remaining 1/2% Authority	3,854,452

Note

- (1) Beginning Tax Year 2009, the available extension increases by CPI.
- (2) Outstanding principal balance reduces this amount available.
- (3) As of 1/1/2016

INCREASE IN EXTENSION AUTHORITY

<u>Fiscal Year</u>	<u>Limit</u>	<u>% Change</u>
2010	501,555	N/A
2011	502,056	0.10%
2012	515,612	2.70%
2013	523,346	1.50%
2014	538,837	2.96%
2015	548,212	1.74%
2016	552,379	0.76%
2017	556,411	0.73%

Trial Balance

Village of Glencoe

From 10/01/2016 to 10/31/2016

Account	Description	Opening	Debit	Credit	Closing
Asset					
11-110-110-12335	IRMA EXCESS SURPLUS RECEIVABLE	49,866.83	0.00	0.00	49,866.83
	Total Asset DB	49,866.83	0.00	0.00	49,866.83
	Fund 11 Totals	49,866.83	0.00	0.00	49,866.83
Asset					
12-120-120-12335	IRMA EXCESS SURPLUS RECEIVABLE	409,825.13	0.00	0.00	409,825.13
	Total Asset DB	409,825.13	0.00	0.00	409,825.13
	Fund 12 Totals	409,825.13	0.00	0.00	409,825.13
Asset					
13-130-130-12335	IRMA EXCESS SURPLUS RECEIVABLE	73,940.48	0.00	0.00	73,940.48
	Total Asset DB	73,940.48	0.00	0.00	73,940.48
	Fund 13 Totals	73,940.48	0.00	0.00	73,940.48
	Totals	533,632.44	0.00	0.00	533,632.44

Revenue Trend Analysis

Item	Through September		% Change from PY14 Mo.	FY17 Bud	FY17 Prj (1)	Prj as % of Budget
	2015 12 Mo	2016 12 Mo				
Water Sales	1,736,036	1,942,652	11.9%	1,864,060	1,911,797	102.6%
Utility Tax	764,661	646,716	-15.4%	775,200	675,671	87.2%
Income Tax (2)	958,148	884,186	-7.7%	848,923	1,042,966	122.9%
Telecommunications Tax	357,864	331,898	-7.3%	370,540	357,104	96.4%
Sales Tax	1,899,113	1,922,915	1.3%	1,717,000	1,850,907	107.8%
Use Tax	167,280	222,581	33.1%	158,500	189,159	119.3%
Pers. Prop. Replacement (5)	107,248	89,120	-16.9%	91,000	95,301	104.7%
Commuter Lot Fees	103,077	109,737	6.5%	108,700	111,234	102.3%
Building Permit Fees	1,306,382	872,165	-33.2%	990,000	931,090	94.0%
Cable TV Tax	228,870	232,547	1.6%	235,104	234,908	99.9%
Motor Fuel Tax	173,672	262,771	51.3%	210,834	218,637	103.7%
E911 Surcharge	84,250	65,335	-22.5%	86,748	73,477	84.7%
Cellular 911 Surcharge	55,236	70,349	27.4%	58,350	73,430	125.8%
Total Selected Items	7,941,837	7,652,972	-3.6%	7,514,959	7,765,681	103.3%

Note

(1) FY17 Projected is year-to-date revenue plus remaining monthly revenue budget.

(2)

Income Tax Due to Village	
Month	Amount Due
August	47,267
September	51,630
Total	98,897

(3) State distribution of revenue previously interrupted due to lack of budget authority.

(4) Revenue Impact By Fund

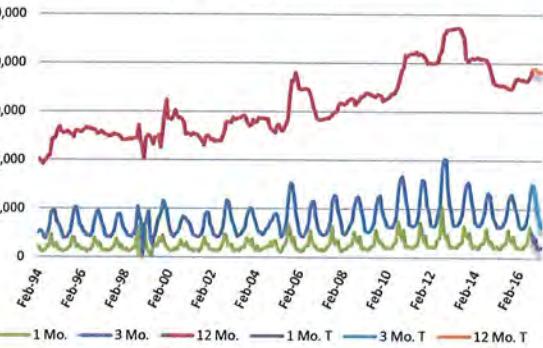
Fund	Through September		% Change from PY12 Mo.	FY17 Bud	FY17 Prj (1)	Prj as % of Budget
	2015 12 Mo	2016 12 Mo				
General	5,892,643	5,311,865	-9.9%	5,294,967	5,488,340	103.7%
Water	1,736,036	1,942,652	11.9%	1,864,060	1,911,797	102.6%
MFT	173,672	262,771	51.3%	210,834	218,637	103.7%
E911	139,486	135,684	-2.7%	145,098	146,907	101.2%
	7,941,837	7,652,972	-3.6%	7,514,959	7,765,681	103.3%

(5) Of the estimated \$168 Million misallocation of Personal Property Replacement Tax, the Village of Glencoe portion is \$13,922.

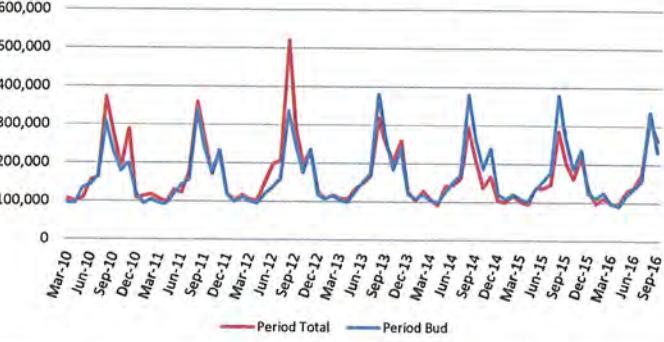
Water Sales Data

Key	GL Description	Date	Period Bud	Period Total	1moT	3-12	3moT	12 MO	12moT	p13	p1-12
WAT253	WATER SALES - GLENCOE	3/31/2014	103951.33	107500.55		338,353		2,056,052			
WAT254	WATER SALES - GLENCOE	4/30/2014	99694.28	92554.91		327,502		2,041,314			
WAT255	WATER SALES - GLENCOE	5/31/2014	127092.13	141329.34		341,385		2,047,405			
WAT256	WATER SALES - GLENCOE	6/30/2014	151524.95	143892.22		377,776		2,043,071			
WAT257	WATER SALES - GLENCOE	7/31/2014	173009.39	162729.39		447,951		2,037,548			
WAT258	WATER SALES - GLENCOE	8/31/2014	379192.59	293062.51		599,684		2,011,894			
WAT259	WATER SALES - GLENCOE	9/30/2014	261206.72	208744.23		664,536		1,970,844			
WAT260	WATER SALES - GLENCOE	10/31/2014	187988.78	138134.3		639,941		1,902,782			
WAT261	WATER SALES - GLENCOE	11/30/2014	239726.17	166484.78		513,363		1,811,367			
WAT262	WATER SALES - GLENCOE	12/31/2014	121812.97	104270.51		408,890		1,789,555			
WAT263	WATER SALES - GLENCOE	1/31/2015	108212.64	99473.32		370,229		1,785,623			
WAT264	WATER SALES - GLENCOE	2/28/2015	120336.05	118331.49		322,075		1,776,508			
WAT265	WATER SALES - GLENCOE	3/31/2015	108769.08	101338.24		319,143		1,770,345			
WAT266	WATER SALES - GLENCOE	4/30/2015	102452.58	95544.53		315,214		1,773,335			
WAT267	WATER SALES - GLENCOE	5/31/2015	134730.54	137778.9		334,662		1,769,784			
WAT268	WATER SALES - GLENCOE	6/30/2015	156285.7	137097.66		370,421		1,762,990			
WAT269	WATER SALES - GLENCOE	7/31/2015	178168.74	148530.48		423,407		1,748,791			
WAT270	WATER SALES - GLENCOE	8/31/2015	379267.68	285549.85		571,178		1,741,278			
WAT271	WATER SALES - GLENCOE	9/30/2015	262471.51	203502.27		637,583		1,736,036			
WAT272	WATER SALES - GLENCOE	10/31/2015	186762.36	162434.21		651,486		1,760,336			
WAT273	WATER SALES - GLENCOE	11/30/2015	236454.97	219135.55		585,072		1,812,987			
WAT274	WATER SALES - GLENCOE	12/31/2015	123625.6	133475.29		515,045		1,842,192			
WAT275	WATER SALES - GLENCOE	1/31/2016	111031.79	97525.97		450,137		1,840,244			
WAT276	WATER SALES - GLENCOE	2/28/2016	124833.45	111450.93		342,452		1,833,364			
WAT277	WATER SALES - GLENCOE	3/1/2016	96325.96	96838.76		305,816		1,828,864			
WAT278	WATER SALES - GLENCOE	4/1/2016	90732.06	96381.5		304,671		1,829,701			
WAT279	WATER SALES - GLENCOE	5/1/2016	119317.45	129169.97		322,390		1,821,092			
WAT280	WATER SALES - GLENCOE	6/1/2016	138406.71	140761.53		366,313		1,824,756			
WAT281	WATER SALES - GLENCOE	7/1/2016	157786.35	175759.53		445,691		1,851,985			
WAT282	WATER SALES - GLENCOE	8/1/2016	335879.69	317583.62		634,105		1,884,019			
WAT283	WATER SALES - GLENCOE	9/1/2016	232444.93	262135.5	262135.5	755,479	755478.65	1,942,652	1942652.4		
WAT284	WATER SALES - GLENCOE	10/1/2016	165396.86	165396.86	165396.86	745,116	745115.98	1,945,615	1945615		
WAT285	WATER SALES - GLENCOE	11/1/2016	209404.67	209404.67	209404.67	636,937	636937.03	1,935,884	1935884.1		
WAT286	WATER SALES - GLENCOE	12/1/2016	109482.9	109482.9	109482.9	484,284	484284.43	1,911,892	1911891.7		
WAT287	WATER SALES - GLENCOE	1/1/2017	98329.82	98329.82	98329.82	417,217	417217.39	1,912,696	1912695.6		
WAT288	WATER SALES - GLENCOE	2/1/2017	110552.6	110552.6	110552.6	318,365	318365.32	1,911,797	1911797.3		

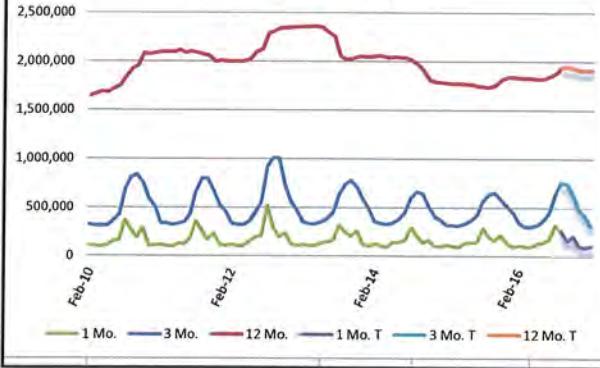
Water Sales Trend



Water Sales - Monthly Budget v. Actual



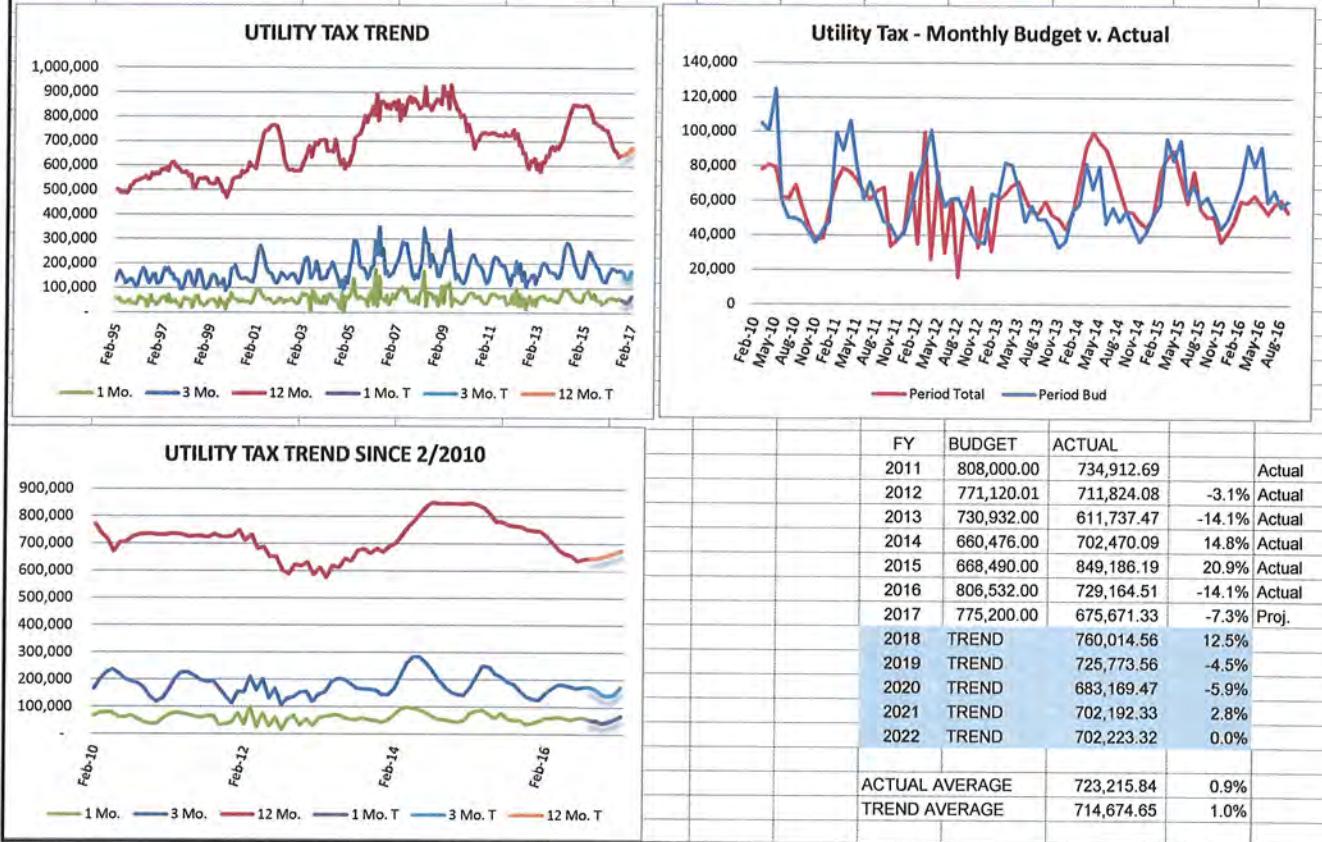
Water Sales Trend Since 2/2009



FY	BUDGET	ACTUAL	% CHNG	Rate
2011	1,878,400.00	2,096,526.72		3.265
2012	1,929,492.00	1,999,053.98	-4.6%	3.353
2013	1,958,434.00	2,355,188.53	17.8%	3.403
2014	2,073,748.00	2,056,658.69	-12.7%	3.403
2015	2,073,748.00	1,776,507.55	-13.6%	3.403
2016	2,104,854.00	1,833,363.88	3.2%	3.454
2017	1,864,060.00	1,911,797.26	4.3%	3.480
2018	TREND	1,653,679.98	-13.5%	
2019	TREND	1,645,201.16	-0.5%	
2020	TREND	1,631,420.96	-0.8%	
2021	TREND	1,533,948.06	-6.0%	
2022	TREND	1,441,822.26	-6.0%	
ACTUAL AVERAGE		2,019,549.89	-3.3%	1.0%
TREND AVERAGE		1,675,209.48	-1.5%	

Utility Tax Data

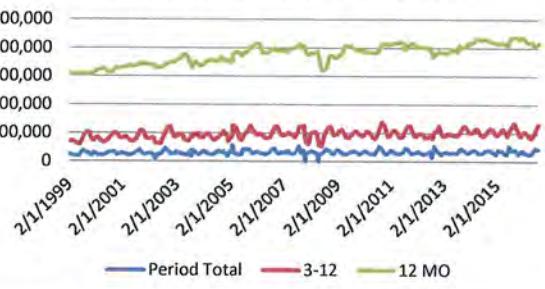
KEY	GL Description	Date	Period Bud	Period Total	1moT	3-12	3moT	12 MO	12moT	p 13	p1-12	% Chng
MUT241	MUNICIPAL UTILITY TAX	3/1/2014	81,708	91,780		216,760		730,222				
MUT242	MUNICIPAL UTILITY TAX	4/1/2014	67,197	99,739		264,121		761,214				
MUT243	MUNICIPAL UTILITY TAX	5/1/2014	80,159	94,255		285,775		784,475				
MUT244	MUNICIPAL UTILITY TAX	6/1/2014	47,078	89,606		283,601		812,459				
MUT245	MUNICIPAL UTILITY TAX	7/1/2014	56,155	79,144		263,005		837,857				
MUT246	MUNICIPAL UTILITY TAX	8/1/2014	48,200	66,604		235,354		851,208				
MUT247	MUNICIPAL UTILITY TAX	9/1/2014	54,035	54,372		200,120		845,913				
MUT248	MUNICIPAL UTILITY TAX	10/1/2014	45,496	53,396		174,372		847,297				
MUT249	MUNICIPAL UTILITY TAX	11/1/2014	36,579	47,943		155,712		845,721				
MUT250	MUNICIPAL UTILITY TAX	12/1/2014	42,267	44,834		146,174		846,655				
MUT251	MUNICIPAL UTILITY TAX	1/1/2015	51,388	50,842		143,619		845,118				
MUT252	MUNICIPAL UTILITY TAX	2/1/2015	58,228	76,670		172,346		849,186				
MUT253	MUNICIPAL UTILITY TAX	3/1/2015	96,369	85,100		212,611		842,506				
MUT254	MUNICIPAL UTILITY TAX	4/1/2015	83,720	89,222		250,991		831,988				
MUT255	MUNICIPAL UTILITY TAX	5/1/2015	95,318	73,757		248,079		811,490				
MUT256	MUNICIPAL UTILITY TAX	6/1/2015	62,286	59,035		222,013		780,918				
MUT257	MUNICIPAL UTILITY TAX	7/1/2015	69,189	77,422		210,213		779,197				
MUT258	MUNICIPAL UTILITY TAX	8/1/2015	59,143	55,404		191,861		767,996				
MUT259	MUNICIPAL UTILITY TAX	9/1/2015	62,566	51,037		183,863		764,661				
MUT260	MUNICIPAL UTILITY TAX	10/1/2015	54,081	51,185		157,626		762,450				
MUT261	MUNICIPAL UTILITY TAX	11/1/2015	44,404	36,468		138,890		750,974				
MUT262	MUNICIPAL UTILITY TAX	12/1/2015	49,365	41,969		129,621		748,109				
MUT263	MUNICIPAL UTILITY TAX	1/1/2016	59,342	48,294		126,730		745,561				
MUT264	MUNICIPAL UTILITY TAX	2/1/2016	70,750	60,274		150,536		729,165				
MUT265	MUNICIPAL UTILITY TAX	3/1/2016	92,625	59,476		168,043		703,540				
MUT266	MUNICIPAL UTILITY TAX	4/1/2016	80,468	63,579		183,328		677,898				
MUT267	MUNICIPAL UTILITY TAX	5/1/2016	91,615	58,378		181,433		662,519				
MUT268	MUNICIPAL UTILITY TAX	6/1/2016	59,867	53,266		175,223		656,750				
MUT269	MUNICIPAL UTILITY TAX	7/1/2016	66,501	58,315		169,959		637,643				
MUT270	MUNICIPAL UTILITY TAX	8/1/2016	56,845	61,269		172,850		643,509				
MUT271	MUNICIPAL UTILITY TAX	9/1/2016	60,135	54,244	54,244	173,829	173,829	646,716	646,716			
MUT272	MUNICIPAL UTILITY TAX	10/1/2016	51,980	51,980	51,980	167,494	167,494	647,512	647,512			
MUT273	MUNICIPAL UTILITY TAX	11/1/2016	42,679	42,679	42,679	148,904	148,904	653,723	653,723			
MUT274	MUNICIPAL UTILITY TAX	12/1/2016	47,447	47,447	47,447	142,106	142,106	659,201	659,201			
MUT275	MUNICIPAL UTILITY TAX	1/1/2017	57,036	57,036	57,036	147,162	147,162	667,944	667,944			
MUT276	MUNICIPAL UTILITY TAX	2/1/2017	68,001	68,001	68,001	172,484	172,484	675,671	675,671			



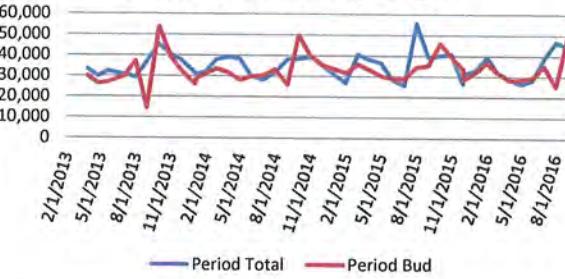
ComEd Receipts

Payor	Receipt Date	Period Bud	Period Total	1moT	3-12	3moT	12 MO	12moT		SRV Per.	
COMED	3/31/2014	31,700	39,188		109,615		424,694			2/1/2014	
COMED	4/30/2014	28,100	38,667		116,003		433,492			3/1/2014	
COMED	5/30/2014	29,741	30,358		108,214		431,414			4/1/2014	
COMED	7/1/2014	30,253	28,101		97,127		428,906			5/1/2014	
COMED	7/31/2014	33,297	31,691		90,150		431,225			6/1/2014	
COMED	9/2/2014	25,838	38,248		98,040		432,360			7/1/2014	
COMED	9/30/2014	49,634	38,487		108,426		425,325			8/1/2014	
COMED	10/31/2014	39,792	39,440		116,175		424,244			9/1/2014	
COMED	12/1/2014	35,359	35,335		113,263		421,696			10/1/2014	
COMED	1/7/2014	28,966	30,821		105,597		420,765			11/1/2014	
COMED	1/30/2015	31,643	26,866		93,022		415,351			12/1/2014	
COMED	3/2/2015	35,818	40,689		98,376		417,892			1/1/2015	
COMED	3/31/2015	33,252	38,169		105,723		416,873			2/1/2015	
COMED	4/30/2015	30,176	36,799		115,656		415,004			3/1/2015	
COMED	6/1/2015	28,807	28,383		103,351		413,029			4/1/2015	
COMED	6/30/2015	28,893	25,673		90,854		410,600			5/1/2015	
COMED	7/31/2015	34,417	55,715		109,770		434,625			6/1/2015	
COMED	8/31/2015	35,383	39,537		120,925		435,913			7/1/2015	
COMED	9/30/2015	45,922	40,209		135,461		437,635			8/1/2015	
COMED	10/30/2015	39,443	40,715		120,461		438,910			9/1/2015	
COMED	11/30/2015	33,469	26,467		107,391		430,041			10/1/2015	
COMED	12/1/2015	28,535	31,260		98,441		430,480			11/1/2015	
COMED	1/1/2016	31,922	32,844		90,570		436,458			12/1/2015	
COMED	2/1/2016	36,767	39,555		103,658		435,324			1/1/2016	
COMED	3/1/2016	31,690	31,705		104,103		428,859			2/1/2016	31,705
COMED	4/1/2016	28,203	28,675		99,934		420,736			3/1/2016	60,380
COMED	5/1/2016	28,531	26,428		86,808		418,781			4/1/2016	86,808
COMED	6/1/2016	29,681	28,534		83,637		421,642			5/1/2016	115,342
COMED	7/1/2016	34,979	39,126		94,088		405,053			6/1/2016	154,468
COMED	8/1/2016	25,261	46,750		114,410		412,267			7/1/2016	201,218
COMED	9/1/2016	49,767	44,547		130,424		416,605			8/1/2016	245,766
COMED	10/1/2016	39,432	39,432		130,730		415,323			9/1/2016	285,198
COMED	11/1/2016	33,887	33,887		117,867		422,743			10/1/2016	319,085
COMED	12/1/2016	27,893	27,893		101,213		419,377			11/1/2016	346,979
COMED	1/1/2017	31,524	31,524		93,305		418,057			12/1/2016	378,502
COMED	2/1/2017	35,357	35,357		94,774		413,860			1/1/2017	413,860

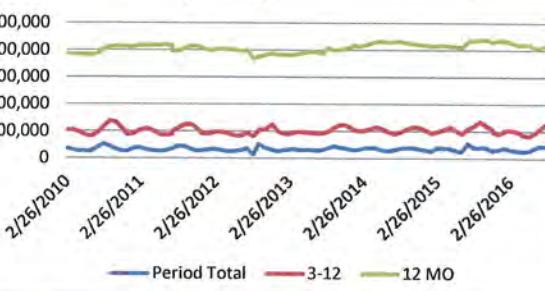
Electricity Utility Tax Use Since 1998



Electricity Tax Monthly Budget



Electricity Utility Tax Use Since 2009



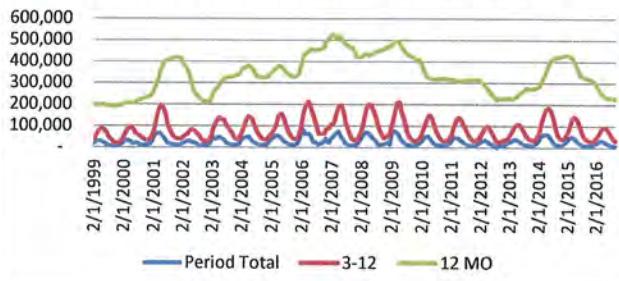
FY	BUDGET	ACTUAL
FY 10	N/A	385,579 Actual
FY 11	N/A	416,935 Actual
FY 12	N/A	434,974 Actual
FY 13	N/A	381,490 Actual
FY 14	381,490	418,787 Actual
FY 15	400,139	417,892 Actual
FY 16	406,986	435,324 Actual
FY 17	396,205	413,860 Proj.

Batch Date	Batch Number	Receipt Number	Paid By	Comments	Payment Name	Allocation Amount
2016-03-31	B-033116-3417	R-033116-49123	COMED	02/2016	COMED	31704.74
2016-04-29	B-042916-3540	R-050216-52393	COMED	03/2016	COMED	28675.21
2016-05-31	B-053116-3613	R-053116-53607	COMED/EXELON CORP PAYMENT	04/2016	COMED	26428.01
2016-06-30	B-063016-3704	R-063016-55110	COMED/EXELON	05/2016	COMED	28533.89
2016-07-29	B-072916-3787	R-080116-56240	COMED/EXELON	JUNE 2016	COMED	39125.95
2016-08-31	B-083116-3874	R-090116-57533	COMED	JULY 2016	COMED	46750.44
2016-09-30	B-093016-3964	R-093016-58423	COMED	08/2016	COMED	44547.30
						245765.54

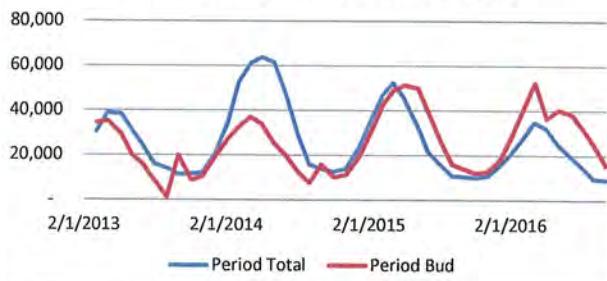
NSGAS Receipts

Payor	Service Date	Receipt Date	Period Bud	Period Total	1moT	3-12	3moT	12 MO	12moT		
NSGAS	1/1/2014	3/3/2014	32,585	52,592		107,145		305,528		363,541	
NSGAS	2/1/2014	4/2/2014	37,053	61,072		148,118		327,722			
NSGAS	3/1/2014	5/1/2014	34,033	63,897		177,561		353,061			
NSGAS	4/1/2014	6/2/2014	25,488	61,505		186,474		383,553			
NSGAS	5/1/2014	7/2/2014	20,024	47,453		172,855		406,632			
NSGAS	6/1/2014	8/5/2014	12,295	28,356		137,314		418,848		201,211	
NSGAS	7/1/2014	9/2/2014	7,755	15,885		91,694		420,588			
NSGAS	8/1/2014	10/2/2014	15,750	13,956		58,197		423,053			
NSGAS	9/1/2014	11/3/2014	10,208	12,608		42,449		424,025			
NSGAS	10/1/2014	12/4/2014	11,365	14,013		40,577		425,890			
NSGAS	11/1/2014	1/7/2015	19,553	23,976		50,597		429,767			
NSGAS	12/1/2014	2/5/2015	30,860	35,981		73,970		431,294			
NSGAS	1/1/2015	3/6/2015	42,589	46,931		106,888		425,633			
NSGAS	2/1/2015	4/2/2015	49,062	52,423		135,335		416,984			
NSGAS	3/1/2015	5/1/2015	51,388	45,374		144,728		398,461			
NSGAS	4/1/2015	6/4/2015	50,032	33,362		131,159		370,318			
NSGAS	5/1/2015	7/2/2015	39,233	21,707		100,443		344,572			
NSGAS	6/1/2015	8/4/2015	26,365	15,867		70,936		332,083			
NSGAS	7/1/2015	9/3/2015	16,013	10,828		48,402		327,026			
NSGAS	8/1/2015	10/2/2015	14,051	10,470		37,165		323,540			
NSGAS	9/1/2015	11/2/2015	12,050	10,001		31,299		320,933			
NSGAS	10/1/2015	12/4/2015	12,825	10,709		31,180		317,629			
NSGAS	11/1/2015	1/4/2016	18,062	15,450		36,160		309,103			
NSGAS	12/1/2015	2/1/2016	28,040	20,719		46,878		293,841			
NSGAS	1/1/2016	3/3/2016	40,693	27,771		63,940		274,681	27,771		
NSGAS	2/1/2016	4/1/2016	52,508	34,904		83,394		257,162	62,675		
NSGAS	3/1/2016	5/2/2016	36,532	31,950		94,625		243,738	94,625		
NSGAS	4/1/2016	6/3/2016	40,447	24,732		91,586		235,108	119,357		
NSGAS	5/1/2016	7/7/2016	38,309	19,189		75,871		232,590	138,546		
NSGAS	6/1/2016	8/5/2016	31,827	14,519		58,440		231,242	153,065		
NSGAS	7/1/2016	9/1/2016	24,977	9,697		43,405		230,111	162,762		
NSGAS	8/1/2016	10/3/2016	15,703	9,151		33,367		228,792	171,913		
NSGAS	9/1/2016		8,377	8,377		27,225		227,168	180,290		
NSGAS	10/1/2016		16,603	16,603		34,131		233,062	196,893		
NSGAS	11/1/2016		10,346	10,346		35,326		227,958	207,239		
NSGAS	12/1/2016		11,590	11,590		38,539		218,829	218,829		
NSGAS	1/1/2017		18,874	18,874		40,809		209,932	237,703		
NSGAS	2/1/2017		28,722	28,722		59,186		203,750	266,425		

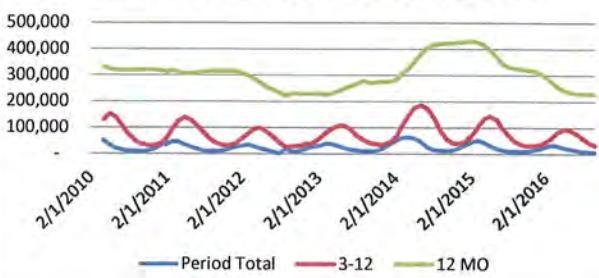
Natural Gas Revenue Since 1998



Natural Gas Monthly Budget



Natural Gas Revenue Since 2010

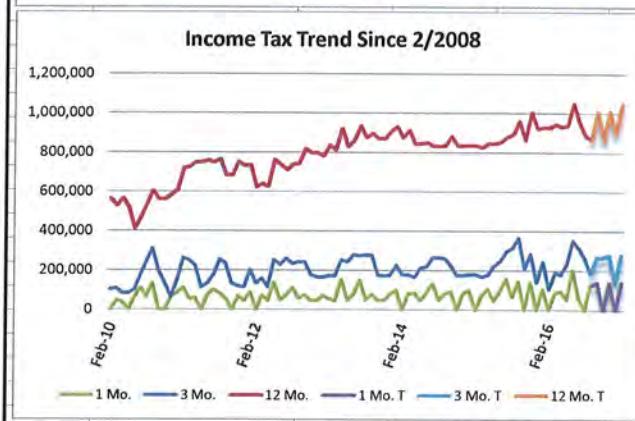
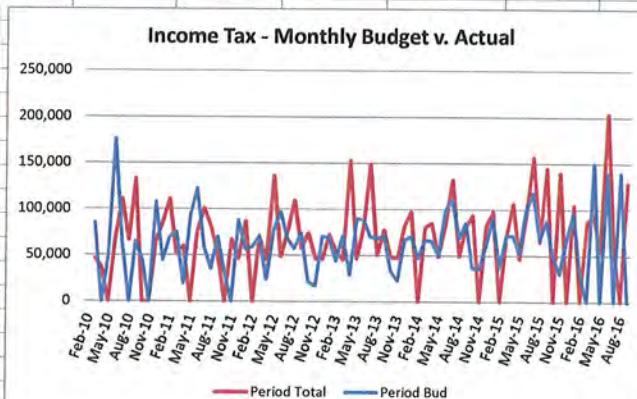
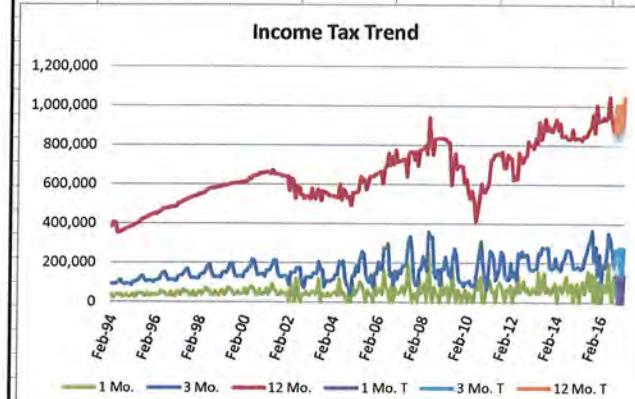


	BUDGET	ACTUAL	
FY 10	N/A	384,655	
FY 11	N/A	317,978	
FY 12	N/A	311,006	
FY 13	N/A	230,247	
FY 14	230,247	283,683	
FY 15	278,978	416,984	
FY 16	361,256	257,162	
FY 17	282,306	203,750	Projected

Batch Date	Batch Number	Receipt Number	Paid By	Comments	Payment Name	Allocation Amount
2016-06-03	B-060316-3631	R-060316-53968	NORTH SHORE GAS	04/2016	NSGAS	24732.00
2016-04-01	B-040116-3423	R-040116-49192	NORTH SHORE GAS COMPANY	02/2016	NSGAS	34904.00
2016-09-01	B-090116-3879	R-090116-57574	NORTH SHORE GAS COMPANY	JULY 2016	NSGAS	9697.00
2016-03-03	B-030316-3343	R-030316-48133	NORTH SHORE GAS COMPANY	01/2016	NSGAS	27771.00
2016-08-05	B-080516-3804	R-080516-56635	NORTH SHORE GAS COMPANY	JUNE 2016	NSGAS	14519.00
2016-05-02	B-050216-3542	R-050316-52523	NORTH SHORE GAS COMPANY	MUNICIPAL UTILITY TAX RETURN: 3/1/2016 - 3/31/2016	NSGAS	31950.00
2016-10-03	B-100316-3972	R-100316-58526	NORTH SHORE GAS COMPANY	08/2016	NSGAS	9151.00
2016-07-07	B-070716-3724	R-070716-55372	NORTH SHORE GAS COMPANY	05/2016	NSGAS	19189.00
						171913.00

Income Tax Data

KEY	GL Description	Date	Period Bud	Period Total	1moT	3-12	3moT	12 MO	12moT	p 13	p1-12	% Chng
IIT253	ILLINOIS INCOME TAX	3/1/2014	66,541	80,145		177,646		911,276				
IIT254	ILLINOIS INCOME TAX	4/1/2014	66,077	85,055		165,200		843,471				
IIT255	ILLINOIS INCOME TAX	5/1/2014	50,744	48,580		213,779		845,647				
IIT256	ILLINOIS INCOME TAX	6/1/2014	99,222	84,952		218,586		850,023				
IIT257	ILLINOIS INCOME TAX	7/1/2014	110,460	131,843		265,375		833,032				
IIT258	ILLINOIS INCOME TAX	8/1/2014	68,956	49,108		265,903		831,575				
IIT259	ILLINOIS INCOME TAX	9/1/2014	85,548	81,275		262,226		835,407				
IIT260	ILLINOIS INCOME TAX	10/1/2014	36,810	93,776		224,159		881,068				
IIT261	ILLINOIS INCOME TAX	11/1/2014	36,023	-		175,051		834,128				
IIT262	ILLINOIS INCOME TAX	12/1/2014	62,619	82,727		176,503		834,961				
IIT263	ILLINOIS INCOME TAX	1/1/2015	90,834	97,713		180,440		835,173				
IIT264	ILLINOIS INCOME TAX	2/1/2015	37,165	-		180,440		835,173				
IIT265	ILLINOIS INCOME TAX	3/1/2015	71,325	71,058		168,771		826,086				
IIT266	ILLINOIS INCOME TAX	4/1/2015	71,861	106,019		177,077		847,050				
IIT267	ILLINOIS INCOME TAX	5/1/2015	52,021	46,251		223,328		844,721				
IIT268	ILLINOIS INCOME TAX	6/1/2015	99,821	94,514		246,784		854,283				
IIT269	ILLINOIS INCOME TAX	7/1/2015	118,174	156,365		297,129		878,805				
IIT270	ILLINOIS INCOME TAX	8/1/2015	67,495	64,936		315,815		894,633				
IIT271	ILLINOIS INCOME TAX	9/1/2015	87,583	144,790		366,090		958,148				
IIT272	ILLINOIS INCOME TAX	10/1/2015	48,804	-		209,725		864,372				
IIT273	ILLINOIS INCOME TAX	11/1/2015	30,409	139,643		284,433		1,004,015				
IIT274	ILLINOIS INCOME TAX	12/1/2015	68,502	-		139,643		921,288				
IIT275	ILLINOIS INCOME TAX	1/1/2016	95,153	104,580		244,224		928,156				
IIT276	ILLINOIS INCOME TAX	2/1/2016	31,373	-		104,580		928,156				
IIT277	ILLINOIS INCOME TAX	3/1/2016	-	86,113		190,693		943,211				
IIT278	ILLINOIS INCOME TAX	4/1/2016	150,000	94,235		180,348		931,426				
IIT279	ILLINOIS INCOME TAX	5/1/2016	-	54,555		234,903		939,731				
IIT280	ILLINOIS INCOME TAX	6/1/2016	139,782	203,396		352,186		1,048,613				
IIT281	ILLINOIS INCOME TAX	7/1/2016	-	56,873		314,825		949,121				
IIT282	ILLINOIS INCOME TAX	8/1/2016	139,782	-		260,269		884,186				
IIT283	ILLINOIS INCOME TAX	9/1/2016	-	128,435	128434.97	185,308	185,308	867,831	867,831			
IIT284	ILLINOIS INCOME TAX	10/1/2016	139,782	139,782	139782	268,217	268,217	1,007,613	1,007,613			
IIT285	ILLINOIS INCOME TAX	11/1/2016	-	-	0	268,217	268,217	867,970	867,970			
IIT286	ILLINOIS INCOME TAX	12/1/2016	139,782	139,782	139782	279,564	279,564	1,007,752	1,007,752			
IIT287	ILLINOIS INCOME TAX	1/1/2017	-	-	0	139,782	139,782	903,171	903,171			
IIT288	ILLINOIS INCOME TAX	2/1/2017	139,795	139,795	139795	279,577	279,577	1,042,966	1,042,966			



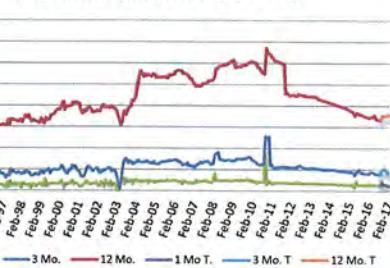
FY	BUDGET	ACTUAL	
2011	707,000.00	720,430.92	Actual
2012	711,440.00	622,845.11	-13.5% Actual
2013	690,800.00	837,371.56	34.4% Actual
2014	730,000.00	876,355.60	4.7% Actual
2015	811,000.00	835,173.07	-4.7% Actual
2016	842,520.00	928,155.53	11.1% Actual
2017	848,923.00	1,042,966.33	12.4% Proj.
2018	TREND	1,042,901.26	0.0%
2019	TREND	1,107,375.73	6.2%
2020	TREND	1,189,059.70	7.4%
2021	TREND	1,237,957.03	4.1%
2022	TREND	1,284,893.96	3.8%
ACTUAL AVERAGE		803,388.63	6.4%
TREND AVERAGE		1,172,437.54	4.3%

**DISBURSEMENT INFORMATION
FOR INCOME AND USE TAXES
VOUCHER DATE: 09/15/2016**

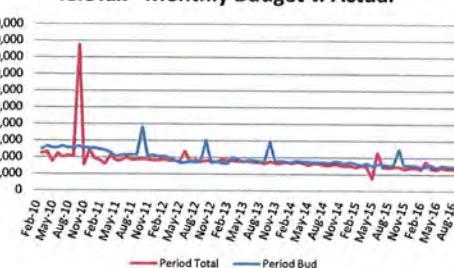
Local Government	Vendor#	Population	Income Tax	Local Use Tax
GLENCOE	380003410	8,723	51,629.72	18,832.09

Key	GL Description	Date	Period Bud	Period Total	1moT	3-12	3moT	12 MO	12moT	p 13	p1-12	% Chng	Month	MonthYr	% Chng AVG
TELE241	TELECOMMUNICATIONS	3/1/2014	36,747	34,116		101,947.12		410,474.81				3			34,115.55
TELE242	TELECOMMUNICATIONS	4/1/2014	35,402	33,919		100,951.98		408,940.00				4			68,034.59
TELE243	TELECOMMUNICATIONS	5/1/2014	35,411	30,911		98,945.96		404,519.09				5			98,945.96
TELE244	TELECOMMUNICATIONS	6/1/2014	34,707	32,575		97,405.50		401,807.46				6			131,521.05
TELE245	TELECOMMUNICATIONS	7/1/2014	34,701	32,522		96,008.25		400,042.59				7			164,042.84
TELE246	TELECOMMUNICATIONS	8/1/2014	34,701	31,095		96,191.79		396,321.49				8			195,137.75
TELE247	TELECOMMUNICATIONS	9/1/2014	33,824	30,536		94,152.24		394,646.12				9			225,673.29
TELE248	TELECOMMUNICATIONS	10/1/2014	35,411	32,119		93,749.81		391,717.18				10			257,792.65
TELE249	TELECOMMUNICATIONS	11/1/2014	35,369	31,169		93,824.11		389,533.94				11			288,961.86
TELE250	TELECOMMUNICATIONS	12/1/2014	33,242	29,526		92,814.22		386,319.08				12			318,487.51
TELE251	TELECOMMUNICATIONS	1/1/2015	34,701	30,305		91,000.23		381,710.27				1			348,792.88
TELE252	TELECOMMUNICATIONS	2/1/2015	33,364	28,174		88,004.64		376,966.50				2	Feb-15		376,966.50
TELE253	TELECOMMUNICATIONS	3/1/2015	30,941	30,648		89,126.91		373,498.87				3			30,647.92
TELE254	TELECOMMUNICATIONS	4/1/2015	33,542	29,125		87,947.01		368,705.30				4			59,773.39
TELE255	TELECOMMUNICATIONS	5/1/2015	30,048	15,307		75,080.69		353,101.23				5			75,080.69
TELE256	TELECOMMUNICATIONS	6/1/2015	32,791	45,956		90,389.06		366,482.43				6			121,036.98
TELE257	TELECOMMUNICATIONS	7/1/2015	31,842	28,767		90,030.20		362,727.25				7			149,803.59
TELE258	TELECOMMUNICATIONS	8/1/2015	31,236	27,928		102,650.80		359,560.24				8			177,731.49
TELE259	TELECOMMUNICATIONS	9/1/2015	30,841	28,839		85,533.76		357,863.95				9			206,570.74
TELE260	TELECOMMUNICATIONS	10/1/2015	49,599	28,874		85,841.10		354,818.54				10			235,444.69
TELE261	TELECOMMUNICATIONS	11/1/2015	30,548	28,051		83,764.54		349,500.67				11			261,496.03
TELE262	TELECOMMUNICATIONS	12/1/2015	31,179	27,552		82,477.61		347,527.34				12			289,048.35
TELE263	TELECOMMUNICATIONS	1/1/2016	30,930	28,223		81,827.00		345,445.31				1			317,271.69
TELE264	TELECOMMUNICATIONS	2/1/2016	29,219	25,969		81,744.67		343,240.70				2	Feb-16		343,240.70
TELE265	TELECOMMUNICATIONS	3/1/2016	29,208	34,854		89,046.61		347,447.04				3			34,854.26
TELE266	TELECOMMUNICATIONS	4/1/2016	31,664	26,934		87,757.03		345,255.33				4			61,788.02
TELE267	TELECOMMUNICATIONS	5/1/2016	28,384	25,858		87,645.72		355,805.73				5			87,645.72
TELE268	TELECOMMUNICATIONS	6/1/2016	30,956	28,131		80,922.27		337,980.25				6			115,776.53
TELE269	TELECOMMUNICATIONS	7/1/2016	30,059	26,219		80,207.11		335,432.24				7			141,995.13
TELE270	TELECOMMUNICATIONS	8/1/2016	29,488	26,773		81,122.73		334,277.86				8			168,768.45
TELE271	TELECOMMUNICATIONS	9/1/2016	28,925	26,460	26,459.86	79,451.78	79,451.78	331,898.27	331,898.27			9			195,228.31
TELE272	TELECOMMUNICATIONS	10/1/2016	46,823	46,823	46,822.63	100,055.81	100,055.81	349,846.95	349,846.95			10			242,050.94
TELE273	TELECOMMUNICATIONS	11/1/2016	28,838	28,838	28,838.07	102,120.56	102,120.56	352,833.68	352,833.68			11			270,889.01
TELE274	TELECOMMUNICATIONS	12/1/2016	29,433	29,433	29,433.45	105,094.15	105,094.15	354,514.81	354,514.81			12			300,322.46
TELE275	TELECOMMUNICATIONS	1/1/2017	29,199	29,199	29,198.71	87,470.23	87,470.23	355,490.18	355,490.18			1			329,521.17
TELE276	TELECOMMUNICATIONS	2/1/2017	27,583	27,583	27,582.89	86,215.05	86,215.05	357,104.06	357,104.06			2	Feb-17		357,104.06

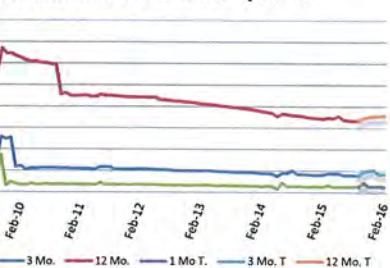
Telecommunication Tax Trend



TeleTax - Monthly Budget v. Actual



Telecom Tax Trend Since 2/2010

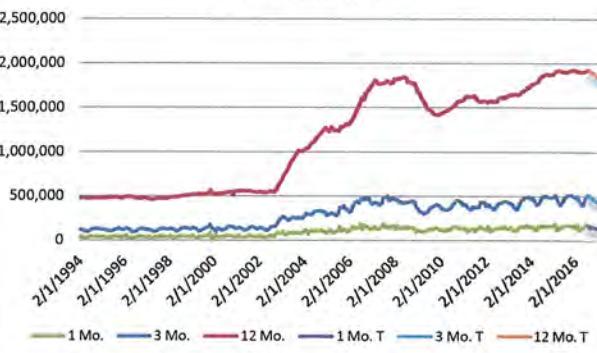


FY	BUDGET	ACTUAL	
2011	620,600.00	625,478.27	
2012	553,000.00	449,305.41	-28.2%
2013	445,000.00	442,119.10	-1.6%
2014	457,947.00	412,409.46	-6.7%
2015	417,578.00	376,966.50	-8.6%
2016	392,514.00	343,240.70	-8.9%
2017	370,540.00	357,104.06	4.0%
2018	TREND	322,519.68	-9.7%
2019	TREND	312,588.46	-3.1%
2020	TREND	302,227.95	-3.3%
2021	TREND	279,970.15	-7.4%
2022	TREND	269,824.29	-3.6%
ACTUAL AVERAGE		441,586.57	-10.8%
TREND AVERAGE		297,426.11	-5.4%

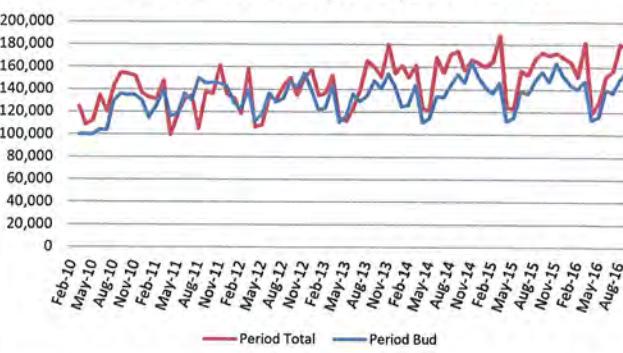
Sales Tax Data

KEY	GL Description	Date	Period Bud	Period Total	1moT	3-12	3moT	12 MO	12moT	p 13	p1-12
MST253	MUNICIPAL SALES TAX	3/1/2014	144,229	161,481		473,526.43		1,774,460.20			
MST254	MUNICIPAL SALES TAX	4/1/2014	110,865	122,954		435,394.59		1,782,493.77			
MST255	MUNICIPAL SALES TAX	5/1/2014	114,584	121,943		406,378.39		1,792,513.76			
MST256	MUNICIPAL SALES TAX	6/1/2014	133,868	168,559		413,456.16		1,838,032.40			
MST257	MUNICIPAL SALES TAX	7/1/2014	133,357	155,122		445,623.58		1,853,499.20			
MST258	MUNICIPAL SALES TAX	8/1/2014	144,338	171,344		495,024.92		1,859,474.01			
MST259	MUNICIPAL SALES TAX	9/1/2014	153,568	174,189		500,655.10		1,873,587.94			
MST260	MUNICIPAL SALES TAX	10/1/2014	146,424	157,323		502,856.68		1,879,543.83			
MST261	MUNICIPAL SALES TAX	11/1/2014	164,528	166,563		498,075.89		1,866,078.32			
MST262	MUNICIPAL SALES TAX	12/1/2014	150,571	163,544		487,430.50		1,875,068.19			
MST263	MUNICIPAL SALES TAX	1/1/2015	141,986	160,342		490,449.06		1,874,323.91			
MST264	MUNICIPAL SALES TAX	2/1/2015	136,683	165,497		489,382.65		1,888,861.85			
MST265	MUNICIPAL SALES TAX	3/1/2015	146,182	188,072		513,911.14		1,915,452.90			
MST266	MUNICIPAL SALES TAX	4/1/2015	112,165	124,201		477,769.75		1,916,699.07			
MST267	MUNICIPAL SALES TAX	5/1/2015	115,045	122,784		435,057.53		1,917,540.99			
MST268	MUNICIPAL SALES TAX	6/1/2015	138,890	156,979		403,964.29		1,905,961.03			
MST269	MUNICIPAL SALES TAX	7/1/2015	136,161	153,016		432,779.53		1,903,855.02			
MST270	MUNICIPAL SALES TAX	8/1/2015	147,966	167,600		477,594.60		1,900,110.67			
MST271	MUNICIPAL SALES TAX	9/1/2015	156,034	173,191		493,806.62		1,899,112.55			
MST272	MUNICIPAL SALES TAX	10/1/2015	147,270	170,422		511,212.94		1,912,211.28			
MST273	MUNICIPAL SALES TAX	11/1/2015	163,724	172,511		516,124.84		1,918,159.62			
MST274	MUNICIPAL SALES TAX	12/1/2015	151,744	168,255		511,188.33		1,922,870.38			
MST275	MUNICIPAL SALES TAX	1/1/2016	144,144	164,624		505,390.26		1,927,152.48			
MST276	MUNICIPAL SALES TAX	2/1/2016	140,675	151,329		484,207.76		1,912,984.73			
MST277	MUNICIPAL SALES TAX	3/1/2016	147,644	182,014		497,967.40		1,906,926.64			
MST278	MUNICIPAL SALES TAX	4/1/2016	113,287	119,047		452,390.23		1,901,772.96			
MST279	MUNICIPAL SALES TAX	5/1/2016	116,195	127,935		428,996.80		1,906,924.00			
MST280	MUNICIPAL SALES TAX	6/1/2016	140,279	152,016		398,998.51		1,901,960.86			
MST281	MUNICIPAL SALES TAX	7/1/2016	137,523	156,777		436,728.91		1,905,722.34			
MST282	MUNICIPAL SALES TAX	8/1/2016	149,445	180,882		489,675.21		1,919,004.61			
MST283	MUNICIPAL SALES TAX	9/1/2016	157,594	177,101.81	514,760.98	514,760.98	1,922,915.22	1922915.22			
MST284	MUNICIPAL SALES TAX	10/1/2016	148,743	148,743	148,743.07	506,726.67	506,726.67	1,901,236.07	1901236.07		
MST285	MUNICIPAL SALES TAX	11/1/2016	165,361	165,361	165,361.26	491,206.14	491,206.14	1,894,085.91	1894085.91		
MST286	MUNICIPAL SALES TAX	12/1/2016	153,262	153,361	153,361.26	467,465.59	467,465.59	1,879,192.48	1879192.48		
MST287	MUNICIPAL SALES TAX	1/1/2017	145,585	145,585	145,585.43	464,307.95	464,307.95	1,860,153.76	1860153.76		
MST288	MUNICIPAL SALES TAX	2/1/2017	142,082	142,082	142,081.97	441,028.66	441,028.66	1,850,906.81	1850906.81		

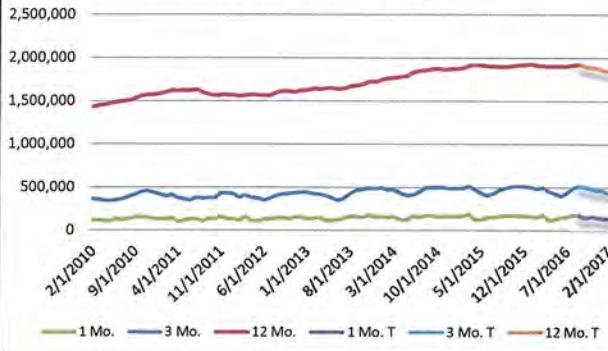
Sales Tax Trend



Sales Tax - Monthly Budget v. Actual

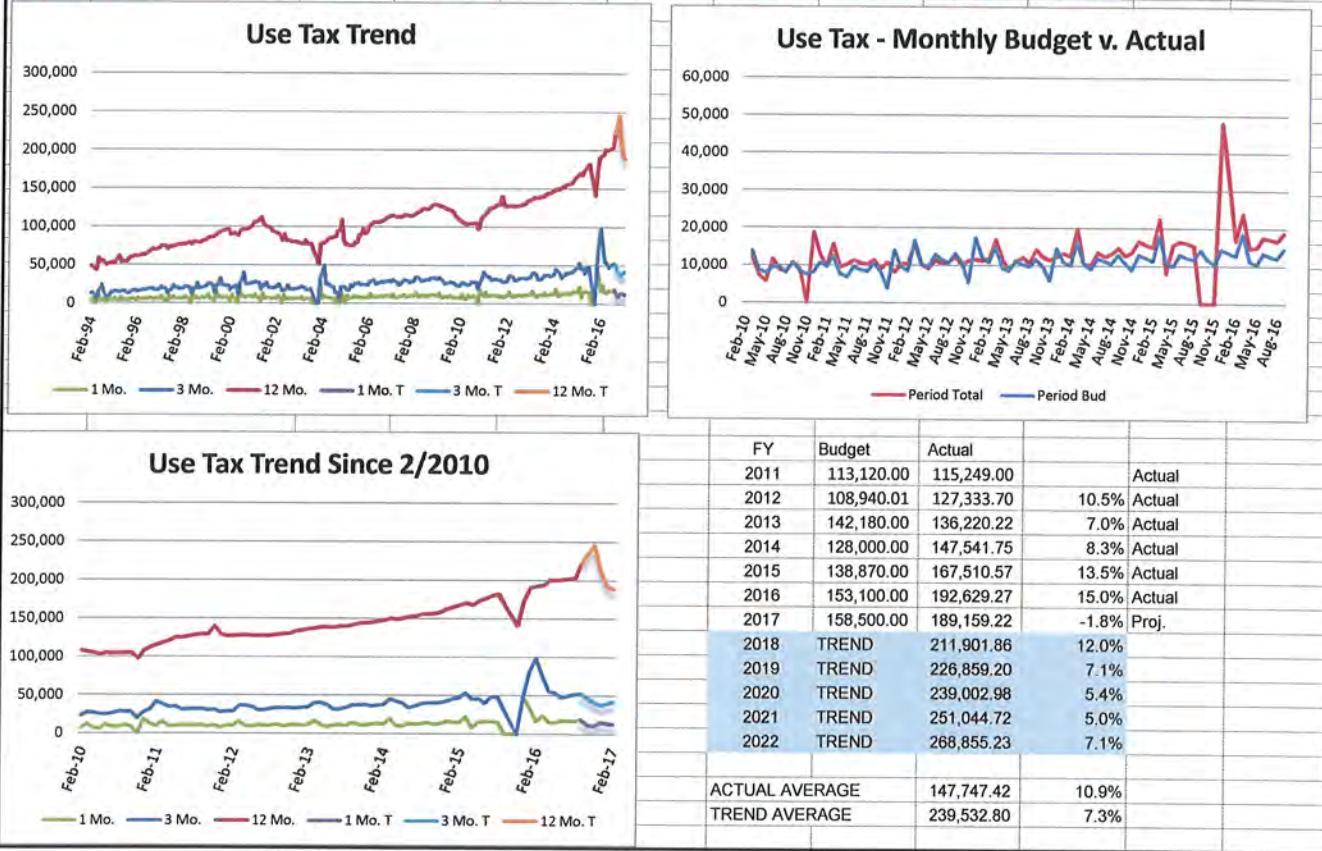


Sales Tax Trend Since 2/2009

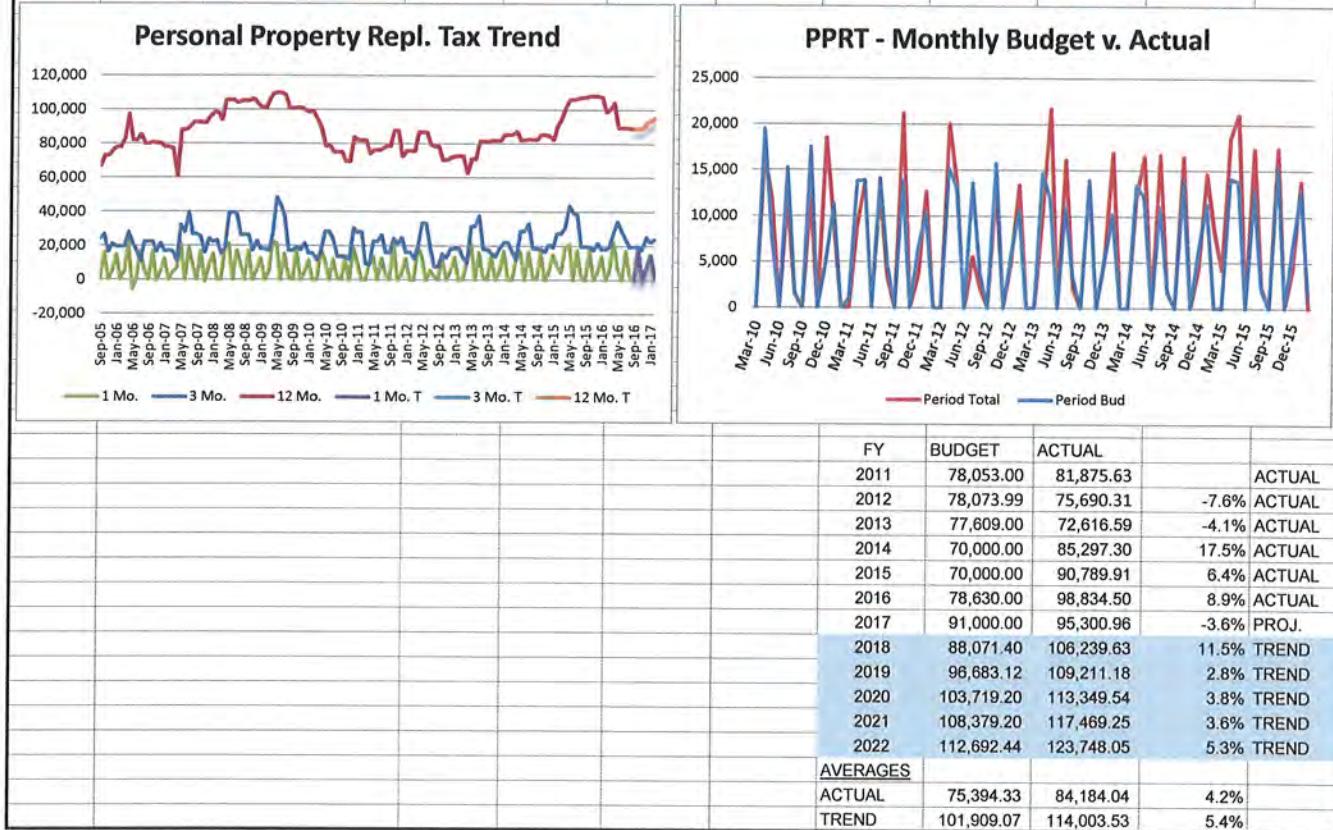


FY	Budget	Actual	
2011	1,414,000.00	1,604,110.37	Actual
2012	1,622,537.01	1,557,850.76	-2.9% Actual
2013	1,595,000.00	1,647,044.49	5.7% Actual
2014	1,606,490.00	1,765,402.44	7.2% Actual
2015	1,675,000.00	1,888,861.85	7.0% Actual
2016	1,700,000.00	1,912,984.73	1.3% Actual
2017	1,717,000.00	1,850,906.81	-3.2% Proj.
2018	TREND	1,979,632.14	7.0%
2019	TREND	1,996,708.90	0.9%
2020	TREND	2,010,521.34	0.7%
2021	TREND	2,052,413.38	2.1%
2022	TREND	2,108,207.22	2.7%
ACTUAL AVERAGE		1,729,375.77	3.7%
TREND AVERAGE		2,029,496.60	2.7%

KEY	GL Description	Date	Period Bud	Period Total	1moT	3-12	3moT	12 MO	12moT	p 13	p1-12
USET253	USE TAX	3/1/2014	16,274	19,645		45,394.44		150,269.39			
USET254	USE TAX	4/1/2014	10,392	10,417		42,548.43		148,909.77			
USET255	USE TAX	5/1/2014	9,164	10,226		40,288.69		150,315.24			
USET256	USE TAX	6/1/2014	11,970	13,502		34,145.03		152,745.33			
USET257	USE TAX	7/1/2014	11,287	12,447		36,175.20		153,041.40			
USET258	USE TAX	8/1/2014	10,598	13,225		39,173.50		155,535.95			
USET259	USE TAX	9/1/2014	13,003	14,761		40,433.10		156,046.32			
USET260	USE TAX	10/1/2014	10,724	12,587		40,573.24		156,373.72			
USET261	USE TAX	11/1/2014	9,021	13,631		40,980.02		158,549.92			
USET262	USE TAX	12/1/2014	12,955	16,540		42,759.01		162,731.58			
USET263	USE TAX	1/1/2015	12,156	15,650		45,821.50		165,118.37			
USET264	USE TAX	2/1/2015	11,327	14,878		47,068.36		167,510.57			
USET265	USE TAX	3/1/2015	17,945	22,552		53,079.90		170,417.04			
USET266	USE TAX	4/1/2015	11,052	7,979		45,409.04		167,978.98			
USET267	USE TAX	5/1/2015	9,945	15,573		46,104.06		173,325.94			
USET268	USE TAX	6/1/2015	13,017	16,420		39,971.79		176,243.80			
USET269	USE TAX	7/1/2015	12,221	16,117		48,110.22		179,914.00			
USET270	USE TAX	8/1/2015	11,768	15,352		47,888.93		182,041.37			
USET271	USE TAX	9/1/2015	14,159	-		31,469.31		167,280.01			
USET272	USE TAX	10/1/2015	11,756	-		15,352.03		154,692.79			
USET273	USE TAX	11/1/2015	10,470	-		-		141,061.35			
USET274	USE TAX	12/1/2015	14,457	48,041		48,041.37		172,562.37			
USET275	USE TAX	1/1/2016	13,590	33,855		81,895.93		190,767.22			
USET276	USE TAX	2/1/2016	12,719	16,740		98,636.28		192,629.27			
USET277	USE TAX	3/1/2016	18,578	23,939		74,533.63		194,016.10			
USET278	USE TAX	4/1/2016	11,442	14,708		55,387.04		200,745.22			
USET279	USE TAX	5/1/2016	10,296	14,992		53,639.04		200,164.25			
USET280	USE TAX	6/1/2016	13,476	17,617		47,317.48		201,361.79			
USET281	USE TAX	7/1/2016	12,652	17,159		49,768.88		202,403.88			
USET282	USE TAX	8/1/2016	12,183	16,697		51,473.83		203,749.15			
USET283	USE TAX	9/1/2016	14,659	18,832	18,832.09	52,688.76	52,688.76	222,581.24	222,581.24		
USET284	USE TAX	10/1/2016	12,171	12,171	12,170.56	47,699.95	47,699.95	234,751.80	234,751.80		
USET285	USE TAX	11/1/2016	10,840	10,840	10,839.73	41,842.38	41,842.38	245,591.53	245,591.53		
USET286	USE TAX	12/1/2016	14,967	14,967	14,966.82	37,977.11	37,977.11	212,516.98	212,516.98		
USET287	USE TAX	1/1/2017	14,069	14,069	14,069.12	39,875.67	39,875.67	192,731.54	192,731.54		
USET288	USE TAX	2/1/2017	13,168	13,168	13,168.03	42,203.97	42,203.97	189,159.22	189,159.22		



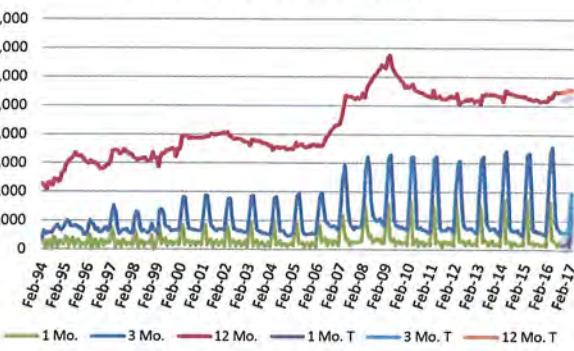
KEY	GL Description	Date	Period Bud	Period Total	1moT	3-12	3moT	12 MO	12moT	p 13
PPRT114	PERSONAL PROPERTY REPL TAX	3/1/2014	-	-	16,864.71			85,297.30		
PPRT115	PERSONAL PROPERTY REPL TAX	4/1/2014	13,390	11,998		11,998.19		87,284.81		
PPRT116	PERSONAL PROPERTY REPL TAX	5/1/2014	12,150	16,509		28,506.98		82,080.98		
PPRT117	PERSONAL PROPERTY REPL TAX	6/1/2014	-	-		28,506.98		82,080.98		
PPRT118	PERSONAL PROPERTY REPL TAX	7/1/2014	10,969	16,633		33,141.38		82,606.57		
PPRT119	PERSONAL PROPERTY REPL TAX	8/1/2014	1,884	1,789		18,421.67		82,435.21		
PPRT120	PERSONAL PROPERTY REPL TAX	9/1/2014	-	-		18,421.67		82,435.21		
PPRT121	PERSONAL PROPERTY REPL TAX	10/1/2014	13,813	16,479		18,268.03		85,254.96		
PPRT122	PERSONAL PROPERTY REPL TAX	11/1/2014	-	-		16,478.95		85,254.96		
PPRT123	PERSONAL PROPERTY REPL TAX	12/1/2014	6,419	4,386		20,865.32		84,658.68		
PPRT124	PERSONAL PROPERTY REPL TAX	1/1/2015	11,375	14,621		19,007.31		82,414.91		
PPRT125	PERSONAL PROPERTY REPL TAX	2/1/2015	-	8,375		27,382.31		90,789.91		
PPRT126	PERSONAL PROPERTY REPL TAX	3/1/2015	-	4,174		27,169.84		94,963.81		
PPRT127	PERSONAL PROPERTY REPL TAX	4/1/2015	14,168	18,545		31,093.92		101,510.64		
PPRT128	PERSONAL PROPERTY REPL TAX	5/1/2015	13,770	21,047		43,765.98		106,048.91		
PPRT129	PERSONAL PROPERTY REPL TAX	6/1/2015	-	-		39,592.08		106,048.91		
PPRT130	PERSONAL PROPERTY REPL TAX	7/1/2015	12,713	17,291		38,337.74		106,707.00		
PPRT131	PERSONAL PROPERTY REPL TAX	8/1/2015	2,010	2,330		19,620.92		107,248.16		
PPRT132	PERSONAL PROPERTY REPL TAX	9/1/2015	-	-		19,620.92		107,248.16		
PPRT133	PERSONAL PROPERTY REPL TAX	10/1/2015	15,282	17,382		19,711.82		108,150.79		
PPRT134	PERSONAL PROPERTY REPL TAX	11/1/2015	-	-		17,381.58		108,150.79		
PPRT135	PERSONAL PROPERTY REPL TAX	12/1/2015	6,570	4,245		21,626.75		108,009.59		
PPRT136	PERSONAL PROPERTY REPL TAX	1/1/2016	12,756	13,821		18,066.02		107,209.50		
PPRT137	PERSONAL PROPERTY REPL TAX	2/1/2016	1,361	-		18,066.02		98,834.50		
PPRT137	PERSONAL PROPERTY REPL TAX	3/1/2016	-	5,551		19,371.64		100,211.39		
PPRT137	PERSONAL PROPERTY REPL TAX	4/1/2016	16,397	22,438		27,988.64		104,104.22		
PPRT137	PERSONAL PROPERTY REPL TAX	5/1/2016	15,936	6,301		34,289.57		89,358.09		
PPRT137	PERSONAL PROPERTY REPL TAX	6/1/2016	-	-		28,738.78		89,358.09		
PPRT137	PERSONAL PROPERTY REPL TAX	7/1/2016	14,713	17,362		23,662.93		89,429.41		
PPRT137	PERSONAL PROPERTY REPL TAX	8/1/2016	2,326	2,021		19,383.19		89,120.36		
PPRT137	PERSONAL PROPERTY REPL TAX	9/1/2016	-	-		19,383.19	19,383.19	89,120.36	89120.36	
PPRT137	PERSONAL PROPERTY REPL TAX	10/1/2016	17,687	17,687	17,686.71	19,707.90	19,707.90	89,425.49	89425.49	
PPRT137	PERSONAL PROPERTY REPL TAX	11/1/2016	-	-		17,686.71	17,686.71	89,425.49	89425.49	
PPRT137	PERSONAL PROPERTY REPL TAX	12/1/2016	7,603	7,603	7,603.14	25,289.85	25,289.85	92,783.46	92783.46	
PPRT137	PERSONAL PROPERTY REPL TAX	1/1/2017	14,763	14,763	14,762.82	22,365.96	22,365.96	93,725.43	93725.43	
PPRT137	PERSONAL PROPERTY REPL TAX	2/1/2017	1,576	1,576	1,575.53	23,941.49	23,941.49	95,300.96	95300.96	



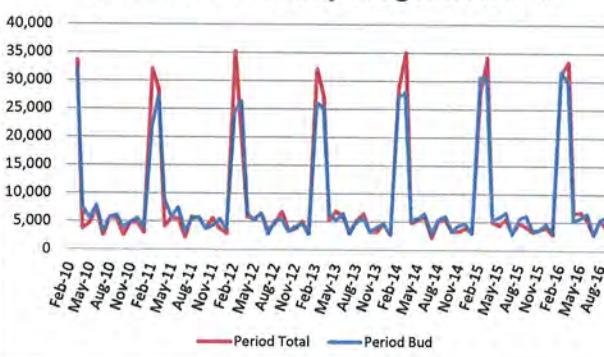
Commuter Lot Fee Data

KEY	GL Description	Date	Period Bud	Period Total	1moT	3-12	3moT	12 MO	12moT	p 13	p1-12
COMF253	COMMUTER LOT FEES	3/1/2014	28,024	35,073		66,716.00		110,693.00			
COMF254	COMMUTER LOT FEES	4/1/2014	5,268	4,815		68,751.00		110,154.50			
COMF255	COMMUTER LOT FEES	5/1/2014	5,642	5,398		45,286.00		108,648.00			
COMF256	COMMUTER LOT FEES	6/1/2014	6,483	5,883		16,095.50		108,746.50			
COMF257	COMMUTER LOT FEES	7/1/2014	2,914	2,247		13,527.00		107,838.00			
COMF258	COMMUTER LOT FEES	8/1/2014	5,419	5,216		13,344.50		107,832.50			
COMF259	COMMUTER LOT FEES	9/1/2014	6,011	5,347		12,809.00		106,724.50			
COMF260	COMMUTER LOT FEES	10/1/2014	3,396	3,398		13,960.50		106,857.50			
COMF261	COMMUTER LOT FEES	11/1/2014	4,402	3,329		12,074.00		107,012.50			
COMF262	COMMUTER LOT FEES	12/1/2014	4,723	3,900		10,627.00		106,247.50			
COMF263	COMMUTER LOT FEES	1/1/2015	2,994	3,276		10,505.00		106,743.50			
COMF264	COMMUTER LOT FEES	2/1/2015	30,723	27,926		35,102.00		105,806.50			
COMF265	COMMUTER LOT FEES	3/1/2015	30,601	34,219		65,421.00		104,952.50			
COMF266	COMMUTER LOT FEES	4/1/2015	5,444	4,963		67,108.00		105,100.50			
COMF267	COMMUTER LOT FEES	5/1/2015	5,873	4,428		43,609.50		104,130.00			
COMF268	COMMUTER LOT FEES	6/1/2015	6,694	5,522		14,912.50		103,769.50			
COMF269	COMMUTER LOT FEES	7/1/2015	2,940	3,026		12,975.50		104,549.00			
COMF270	COMMUTER LOT FEES	8/1/2015	5,646	4,879		13,426.50		104,212.00			
COMF271	COMMUTER LOT FEES	9/1/2015	6,188	4,212		12,116.50		103,077.00			
COMF272	COMMUTER LOT FEES	10/1/2015	3,561	3,306		12,396.50		102,985.00			
COMF273	COMMUTER LOT FEES	11/1/2015	3,656	3,656		11,174.00		103,312.00			
COMF274	COMMUTER LOT FEES	12/1/2015	4,809	4,127		11,089.00		103,539.00			
COMF275	COMMUTER LOT FEES	1/1/2016	3,188	2,809		10,592.00		103,072.00			
COMF276	COMMUTER LOT FEES	2/1/2016	31,727	31,289		38,225.00		106,435.00			
COMF277	COMMUTER LOT FEES	3/1/2016	29,940	33,419		67,516.50		105,634.50			
COMF278	COMMUTER LOT FEES	4/1/2016	5,327	6,652		71,359.00		107,323.00			
COMF279	COMMUTER LOT FEES	5/1/2016	5,746	6,749		46,818.50		109,644.00			
COMF280	COMMUTER LOT FEES	6/1/2016	6,549	5,487		18,887.00		109,609.00			
COMF281	COMMUTER LOT FEES	7/1/2016	2,876	2,844		15,079.50		109,427.00			
COMF282	COMMUTER LOT FEES	8/1/2016	5,524	5,396		13,727.00		109,944.50			
COMF283	COMMUTER LOT FEES	9/1/2016	6,054	4,004	4,004.00	12,244.00	12,244.00	109,736.50	109,737		
COMF284	COMMUTER LOT FEES	10/1/2016	3,484	3,484	3,484.14	12,884.14	12,884.14	109,914.64	109,915		
COMF285	COMMUTER LOT FEES	11/1/2016	4,334	4,334	4,333.95	11,822.09	11,822.09	110,592.59	110,593		
COMF286	COMMUTER LOT FEES	12/1/2016	4,705	4,705	4,705.25	12,523.34	12,523.34	111,170.84	111,171		
COMF287	COMMUTER LOT FEES	1/1/2017	3,119	3,119	3,119.15	12,158.35	12,158.35	111,480.99	111,481		
COMF288	COMMUTER LOT FEES	2/1/2017	31,042	31,042	31,041.70	38,866.10	38,866.10	111,233.69	111,234		

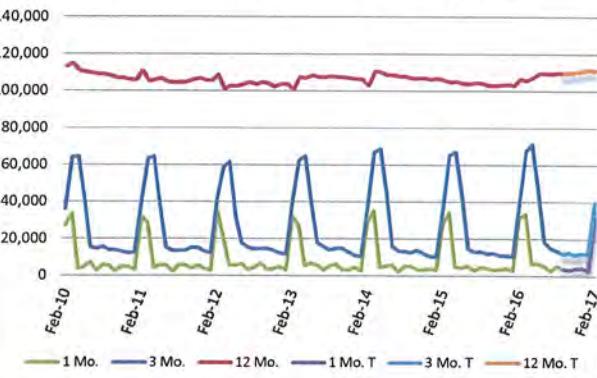
Commuter Lot Fee Trend



Commuter- Monthly Budget v. Actual



Commuter Lot Fee Trend Since 2/2010

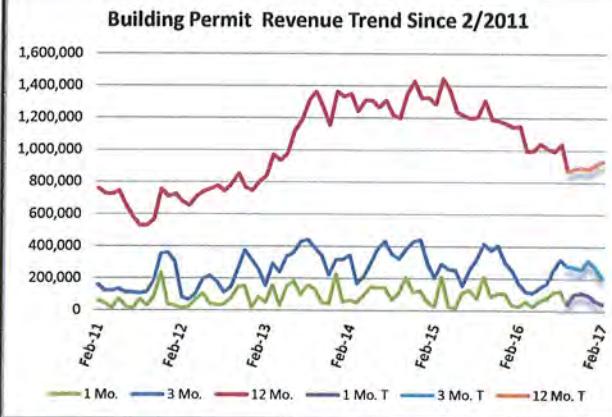
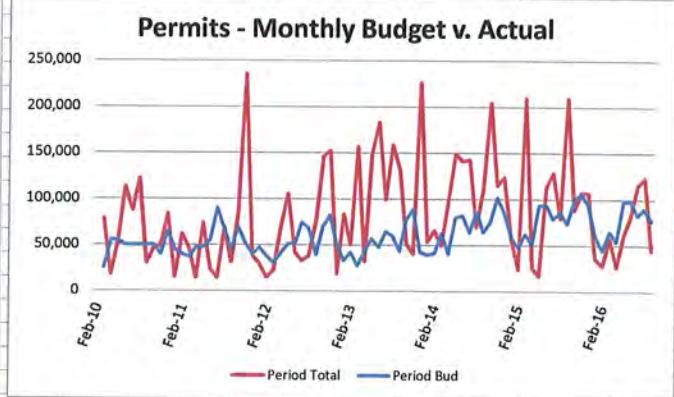
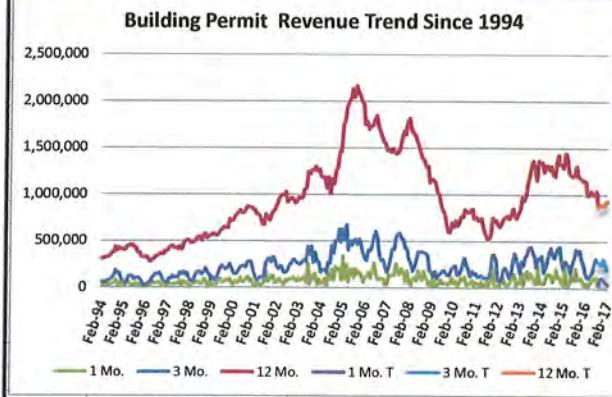


FY	Budget	Actual	
2011	108,000.00	110,821.89	
2012	105,366.01	108,751.00	-1.9%
2013	99,000.00	100,798.00	-7.3%
2014	99,000.00	102,946.50	2.1%
2015	106,000.00	105,806.50	2.8%
2016	110,326.36	106,435.00	0.6%
2017	108,700.00	111,233.69	4.5% Projected
2018	TREND	112,751.90	1.4%
2019	TREND	115,346.12	2.3%
2020	TREND	117,933.48	2.2%
2021	TREND	120,872.86	2.5%
2022	TREND	122,965.58	1.7%

ACTUAL AVERAGE 105,824.78 -0.7%
TREND AVERAGE 115,627.61 2.0%

Bld Permit Revenue Data

KEY	GL Description	Date	Period Bud	Period Total	1moT	3-12	3moT	12 MO	12moT	p 13	p1-12
BDRV253	BUILDING PERMITS	3/1/2014	62,790	49,260		168,752.00		1,241,579.54			
BDRV254	BUILDING PERMITS	4/1/2014	40,752	98,797		213,893.80		1,308,045.34			
BDRV255	BUILDING PERMITS	5/1/2014	79,813	148,467		296,523.80		1,308,119.34			
BDRV256	BUILDING PERMITS	6/1/2014	81,907	141,076		388,339.80		1,265,956.34			
BDRV257	BUILDING PERMITS	7/1/2014	64,090	142,617		432,160.00		1,308,971.34			
BDRV258	BUILDING PERMITS	8/1/2014	86,468	69,714		353,407.00		1,220,151.75			
BDRV259	BUILDING PERMITS	9/1/2014	64,390	110,649		322,980.00		1,198,240.75			
BDRV260	BUILDING PERMITS	10/1/2014	75,624	204,441		384,804.00		1,351,452.55			
BDRV261	BUILDING PERMITS	11/1/2014	101,594	115,072		430,162.08		1,425,816.88			
BDRV262	BUILDING PERMITS	12/1/2014	85,997	123,491		443,004.08		1,323,075.88			
BDRV263	BUILDING PERMITS	1/1/2015	58,794	57,043		295,606.08		1,326,463.88			
BDRV264	BUILDING PERMITS	2/1/2015	47,780	23,776		204,310.00		1,284,402.88			
BDRV265	BUILDING PERMITS	3/1/2015	62,060	209,551		290,370.00		1,444,693.88			
BDRV266	BUILDING PERMITS	4/1/2015	51,628	25,866		259,193.00		1,371,763.08			
BDRV267	BUILDING PERMITS	5/1/2015	93,465	16,798		252,215.00		1,240,094.08			
BDRV268	BUILDING PERMITS	6/1/2015	94,001	113,559		156,223.00		1,212,577.08			
BDRV269	BUILDING PERMITS	7/1/2015	79,027	128,288		258,645.00		1,198,248.08			
BDRV270	BUILDING PERMITS	8/1/2015	85,782	79,001		320,848.00		1,207,535.08			
BDRV271	BUILDING PERMITS	9/1/2015	73,854	209,496		416,785.00		1,306,382.08			
BDRV272	BUILDING PERMITS	10/1/2015	99,389	88,178		376,675.00		1,190,119.08			
BDRV273	BUILDING PERMITS	11/1/2015	106,420	107,352		405,026.00		1,182,399.00			
BDRV274	BUILDING PERMITS	12/1/2015	94,512	106,673		302,203.00		1,165,581.00			
BDRV275	BUILDING PERMITS	1/1/2016	59,964	35,244		249,269.00		1,143,782.00			
BDRV276	BUILDING PERMITS	2/1/2016	44,896	28,105		170,022.00		1,148,111.00			
BDRV276	BUILDING PERMITS	3/1/2016	65,015	56,695		120,044.00		995,255.00			
BDRV276	BUILDING PERMITS	4/1/2016	54,086	26,545		111,345.00		995,934.00			
BDRV276	BUILDING PERMITS	5/1/2016	97,916	60,609		143,849.00		1,039,745.00			
BDRV276	BUILDING PERMITS	6/1/2016	98,477	81,378		168,532.00		1,007,564.00			
BDRV276	BUILDING PERMITS	7/1/2016	82,790	114,377		256,363.83		993,652.83			
BDRV276	BUILDING PERMITS	8/1/2016	89,867	122,557		318,311.83		1,037,208.83			
BDRV276	BUILDING PERMITS	9/1/2016	77,371	44,452	44,452	281,385.83	281,385.83	872,164.83	872,164.83		
BDRV276	BUILDING PERMITS	10/1/2016	104,122	104,122	104,122	271,131.17	271,131.17	888,109.00	888,109.00		
BDRV276	BUILDING PERMITS	11/1/2016	111,488	111,488	111,488	280,061.85	260,061.85	892,244.68	892,244.68		
BDRV276	BUILDING PERMITS	12/1/2016	99,013	99,013	99,013	314,622.81	314,622.81	884,584.64	884,584.64		
BDRV276	BUILDING PERMITS	1/1/2017	62,820	62,820	62,820	273,320.58	273,320.58	912,160.58	912,160.58		
BDRV276	BUILDING PERMITS	2/1/2017	47,034	47,034	47,034	208,867.17	208,867.17	931,089.85	931,089.85		

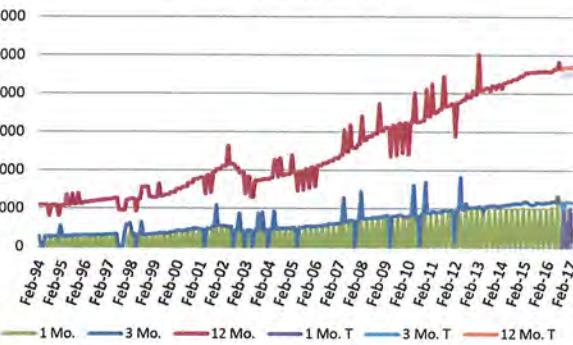


	Budget	Actual	
FY 11	575,000.00	759,481.70	Actual
FY 12	635,000.00	678,131.34	Actual
FY 13	635,000.00	837,627.00	Actual
FY 14	635,000.00	1,348,954.97	Actual
FY 15	850,000.00	1,284,402.88	Actual
FY 16	945,000.00	1,148,111.00	Actual
FY 17	990,000.00	931,089.85	Projected
AVERAGE	752,142.86	998,256.96	

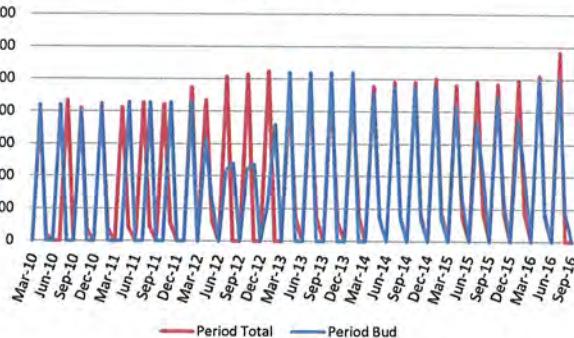
Cable Tax

KEY	GL Description	Date	Period Bud	Period Total	1moT	3-12	3moT	12 MO	12moT	p 13	p1-12
CABL253	CABLE TELEVISION REVE	3/1/2014	0	0		54,597		213,897			
CABL254	CABLE TELEVISION REVE	4/1/2014	45423	47709.49		55,144		215,880			
CABL255	CABLE TELEVISION REVE	5/1/2014	7137.9	7123.8		54,833		215,990			
CABL256	CABLE TELEVISION REVE	6/1/2014	0	0		54,833		215,990			
CABL257	CABLE TELEVISION REVE	7/1/2014	47586	49095.61		56,219		218,316			
CABL258	CABLE TELEVISION REVE	8/1/2014	7137.9	7737.48		56,833		218,988			
CABL259	CABLE TELEVISION REVE	9/1/2014	0	0		56,833		218,988			
CABL260	CABLE TELEVISION REVE	10/1/2014	47586	49009.86		56,747		220,967			
CABL261	CABLE TELEVISION REVE	11/1/2014	6705.3	7810.33		56,820		223,083			
CABL262	CABLE TELEVISION REVE	12/1/2014	0	0		56,820		223,083			
CABL263	CABLE TELEVISION REVE	1/1/2015	47586	50137.88		57,948		226,059			
CABL264	CABLE TELEVISION REVE	2/1/2015	7137.9	8608.68		58,747		227,233			
CABL265	CABLE TELEVISION REVE	3/1/2015	0	0		58,747		227,233			
CABL266	CABLE TELEVISION REVE	4/1/2015	41974.35	48096.5		56,705		227,620			
CABL267	CABLE TELEVISION REVE	5/1/2015	12911.33	7158.9		55,255		227,655			
CABL268	CABLE TELEVISION REVE	6/1/2015	0	0		55,255		227,655			
CABL269	CABLE TELEVISION REVE	7/1/2015	36611.12	49186.35		56,345		227,746			
CABL270	CABLE TELEVISION REVE	8/1/2015	20150.81	8861.94		58,048		228,870			
CABL271	CABLE TELEVISION REVE	9/1/2015	0	0		58,048		228,870			
CABL272	CABLE TELEVISION REVE	10/1/2015	44628.88	48402.45		57,264		228,263			
CABL273	CABLE TELEVISION REVE	11/1/2015	12120.94	8582.46		56,985		229,035			
CABL274	CABLE TELEVISION REVE	12/1/2015	0	0		56,985		229,035			
CABL275	CABLE TELEVISION REVE	1/1/2016	37165.02	49435		58,017		228,332			
CABL276	CABLE TELEVISION REVE	2/1/2016	21037.55	8770.98		58,206		228,495			
CABL277	CABLE TELEVISION REVE	3/1/2016	0	0		58,206		228,495			
CABL278	CABLE TELEVISION REVE	4/1/2016	49935	50971.59		59,743		231,370			
CABL279	CABLE TELEVISION REVE	5/1/2016	8841	8048.04		59,020		232,259			
CABL280	CABLE TELEVISION REVE	6/1/2016	0	0		59,020		232,259			
CABL281	CABLE TELEVISION REVE	7/1/2016	49935	58336.08		66,384		241,409			
CABL282	CABLE TELEVISION REVE	8/1/2016	8841	0		58,336		232,547			
CABL283	CABLE TELEVISION REVE	9/1/2016	0	0		0	58,336	58336.08	232,547	232546.6	
CABL284	CABLE TELEVISION REVE	10/1/2016	49935	49935		49935	49,935	49935	234,079.15	234079.15	
CABL285	CABLE TELEVISION REVE	11/1/2016	8841	8841		8841	58,776	58776	234,338	234337.69	
CABL286	CABLE TELEVISION REVE	12/1/2016	0	0		0	58,776	58776	234,338	234337.69	
CABL287	CABLE TELEVISION REVE	1/1/2017	49935	49935		49935	58,776	58776	234,838	234837.69	
CABL288	CABLE TELEVISION REVE	2/1/2017	8841	8841		8841	58,776	58776	234,908	234907.71	

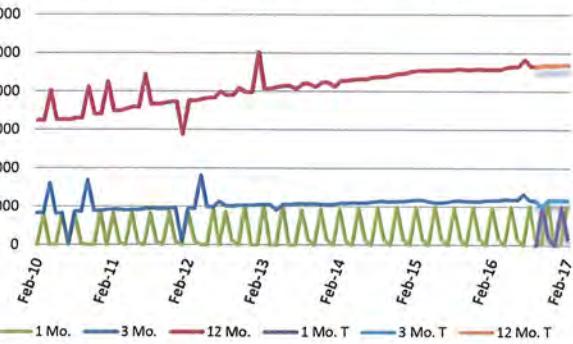
Cable TV Tax Trend



Cable - Monthly Budget v. Actual



Cable TV Tax Trend Since 2/2009

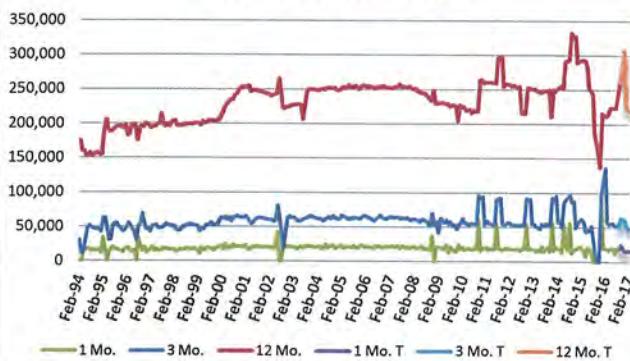


	FY	BUDGET	ACTUAL	
2011	166,345.00	174,891.15		
2012	171,335.00	188,005.69	7.5%	
2013	183,000.00	203,785.29	8.4%	
2014	208,000.00	213,896.73	5.0%	
2015	216,300.00	227,233.13	6.2%	
2016	226,600.00	228,494.58	0.6%	
2017	235,104.00	234,907.71	2.8%	
2018	TREND	244,716.30	4.2%	
2019	TREND	250,643.80	2.4%	
2020	TREND	256,112.02	2.2%	
2021	TREND	264,266.17	3.2%	
2022	TREND	271,163.00	2.6%	
ACTUAL AVERAGE		206,051.10	5.5%	
TREND AVERAGE		250,129.20	3.0%	

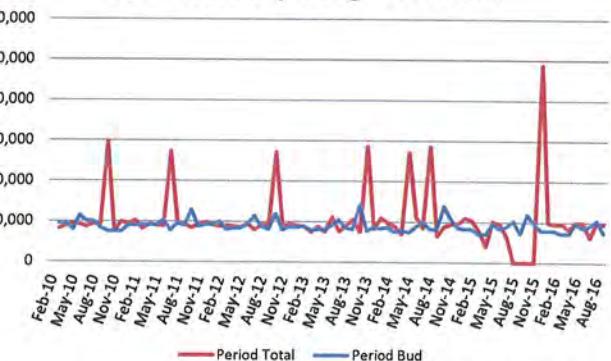
10/13/2016	S:\FINANCE\Revenue Plan\FY Trend Data\Other Taxes\Other Tax Revenue Trend Data FY 2017	284
------------	--	-----

KEY	GL Description	Date	Period Bud	Period Total	1moT	3-12	3moT	12 MO	12moT	p 13	p1-12
MFT253	MFT ALLOTMENTS	3/1/2014	14,992	17,715		58,778		256,016			
MFT254	MFT ALLOTMENTS	4/1/2014	15,738	13,929		50,879		252,323			
MFT255	MFT ALLOTMENTS	5/1/2014	15,041	54,132		85,776		291,454			
MFT256	MFT ALLOTMENTS	6/1/2014	17,570	22,579		90,641		291,851			
MFT257	MFT ALLOTMENTS	7/1/2014	20,124	16,980		93,691		293,606			
MFT258	MFT ALLOTMENTS	8/1/2014	16,587	57,084		96,643		332,832			
MFT259	MFT ALLOTMENTS	9/1/2014	16,400	12,924		86,988		324,787			
MFT260	MFT ALLOTMENTS	10/1/2014	27,725	17,571		87,580		327,524			
MFT261	MFT ALLOTMENTS	11/1/2014	21,492	18,911		49,406		289,327			
MFT262	MFT ALLOTMENTS	12/1/2014	17,147	19,168		55,650		292,057			
MFT263	MFT ALLOTMENTS	1/1/2015	16,536	21,967		60,046		292,195			
MFT264	MFT ALLOTMENTS	2/1/2015	16,648	20,644		61,779		293,605			
MFT265	MFT ALLOTMENTS	3/1/2015	14,020	15,671		58,282		291,561			
MFT266	MFT ALLOTMENTS	4/1/2015	14,088	8,039		44,355		285,671			
MFT267	MFT ALLOTMENTS	5/1/2015	18,969	20,288		43,998		251,827			
MFT268	MFT ALLOTMENTS	6/1/2015	16,676	19,049		47,376		248,296			
MFT269	MFT ALLOTMENTS	7/1/2015	17,902	12,364		51,701		243,681			
MFT270	MFT ALLOTMENTS	8/1/2015	20,567	-		31,413		186,596			
MFT271	MFT ALLOTMENTS	9/1/2015	14,467	-		12,364		173,672			
MFT272	MFT ALLOTMENTS	10/1/2015	23,878	-		-		156,101			
MFT273	MFT ALLOTMENTS	11/1/2015	19,224	-		-		137,190			
MFT274	MFT ALLOTMENTS	12/1/2015	15,888	97,512		97,512		215,534			
MFT275	MFT ALLOTMENTS	1/1/2016	15,791	19,687		117,199		213,255			
MFT276	MFT ALLOTMENTS	2/1/2016	15,699	19,015		136,214		211,625			
MFT277	MFT ALLOTMENTS	3/1/2016	14,268	19,184		57,866		215,118			
MFT278	MFT ALLOTMENTS	4/1/2016	14,338	16,482		54,661		223,561			
MFT279	MFT ALLOTMENTS	5/1/2016	19,305	19,852		55,497		223,125			
MFT280	MFT ALLOTMENTS	6/1/2016	16,971	19,716		56,050		223,792			
MFT281	MFT ALLOTMENTS	7/1/2016	18,219	12,434		52,001		223,861			
MFT282	MFT ALLOTMENTS	8/1/2016	20,931	19,957		52,106		243,818			
MFT283	MFT ALLOTMENTS	9/1/2016	14,722	18,953	18952.62	51,343	51343.19	262,771	262770.88		
MFT284	MFT ALLOTMENTS	10/1/2016	24,301	24,301	24300.75	63,210	63210.41	287,072	287071.63		
MFT285	MFT ALLOTMENTS	11/1/2016	19,564	19,564	19563.62	82,817	62816.99	306,635	306635.25		
MFT286	MFT ALLOTMENTS	12/1/2016	16,169	16,169	16168.74	60,033	60033.11	225,292	225291.53		
MFT287	MFT ALLOTMENTS	1/1/2017	16,071	16,071	16070.68	51,803	51803.04	221,675	221675.33		
MFT288	MFT ALLOTMENTS	2/1/2017	15,977	15,977	15977.02	48,216	48216.44	218,637	218637.36		

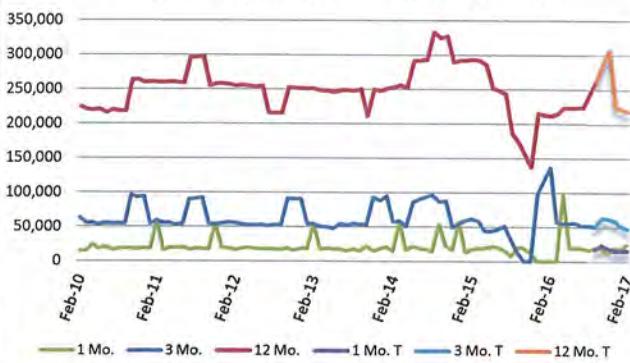
Motor Fuel Tax Trend



MFT - Monthly Budget v. Actual



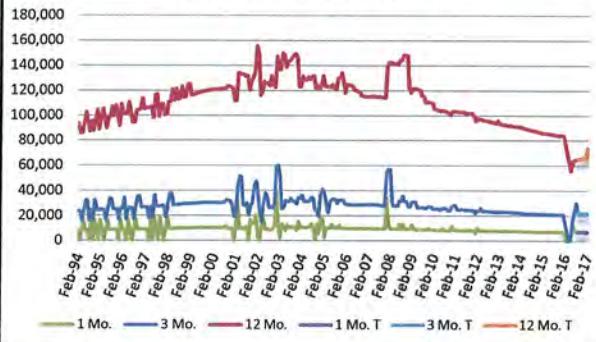
Motor Fuel Tax Trend Since 2/2010



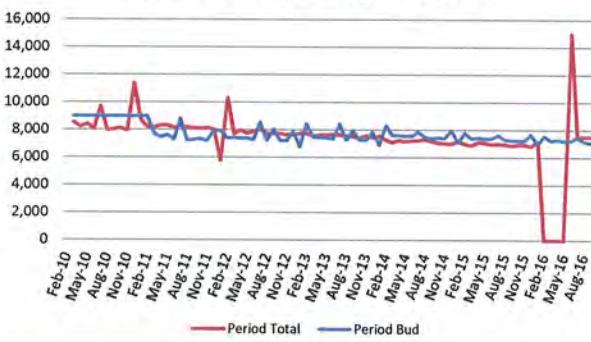
FY	Budget	Actual	
2011	215,000.00	259,997.13	ACTUAL
2012	228,549.99	254,340.46	-2.2% ACTUAL
2013	217,200.00	250,657.75	-1.4% ACTUAL
2014	216,000.00	253,192.64	1.0% ACTUAL
2015	216,000.00	293,604.96	16.0% ACTUAL
2016	207,170.00	211,625.25	-27.9% ACTUAL
2017	210,834.00	218,637.36	3.3% PROJ
2018	206,972.20	213,861.14	-2.2% TREND
2019	204,428.76	192,095.09	-10.2% TREND
2020	202,078.91	165,729.61	-13.7% TREND
2021	201,320.55	164,889.62	-0.5% TREND
2022	197,950.82	144,354.46	-12.5% TREND
AVERAGES			
ACTUAL	216,653.33	253,903.03	-2.9%
TREND	205,126.88	191,042.56	-7.8%

KEY	GL Description	Date	Period Bud	Period Total	1moT	3-12	3moT	12 MO	12moT	p 13	p1-12
E911-253	ENHANCED 911 SURCHARGE	3/1/2014	7,603	7,120		21,961		90,063			
E911-254	ENHANCED 911 SURCHARGE	4/1/2014	7,637	7,267		21,666		89,716			
E911-255	ENHANCED 911 SURCHARGE	5/1/2014	7,566	7,169		21,555		89,270			
E911-256	ENHANCED 911 SURCHARGE	6/1/2014	7,562	7,235		21,670		88,820			
E911-257	ENHANCED 911 SURCHARGE	7/1/2014	7,878	7,239		21,643		88,428			
E911-258	ENHANCED 911 SURCHARGE	8/1/2014	7,472	7,326		21,800		88,175			
E911-259	ENHANCED 911 SURCHARGE	9/1/2014	7,406	7,185		21,751		87,825			
E911-260	ENHANCED 911 SURCHARGE	10/1/2014	7,448	7,085		21,596		87,485			
E911-261	ENHANCED 911 SURCHARGE	11/1/2014	7,424	7,040		21,310		86,940			
E911-262	ENHANCED 911 SURCHARGE	12/1/2014	7,977	7,005		21,130		86,512			
E911-263	ENHANCED 911 SURCHARGE	1/1/2015	7,104	7,204		21,249		86,154			
E911-264	ENHANCED 911 SURCHARGE	2/1/2015	7,804	6,987		21,196		85,862			
E911-265	ENHANCED 911 SURCHARGE	3/1/2015	7,395	6,912		21,103		85,654			
E911-266	ENHANCED 911 SURCHARGE	4/1/2015	7,446	7,105		21,004		85,493			
E911-267	ENHANCED 911 SURCHARGE	5/1/2015	7,372	7,084		21,101		85,407			
E911-268	ENHANCED 911 SURCHARGE	6/1/2015	7,380	6,977		21,167		85,150			
E911-269	ENHANCED 911 SURCHARGE	7/1/2015	7,642	6,999		21,060		84,910			
E911-270	ENHANCED 911 SURCHARGE	8/1/2015	7,319	6,969		20,945		84,552			
E911-271	ENHANCED 911 SURCHARGE	9/1/2015	7,243	6,883		20,851		84,250			
E911-272	ENHANCED 911 SURCHARGE	10/1/2015	7,262	6,929		20,781		84,094			
E911-273	ENHANCED 911 SURCHARGE	11/1/2015	7,235	6,938		20,750		83,992			
E911-274	ENHANCED 911 SURCHARGE	12/1/2015	7,688	6,819		20,686		83,806			
E911-275	ENHANCED 911 SURCHARGE	1/1/2016	6,995	7,146		20,902		83,748			
E911-276	ENHANCED 911 SURCHARGE	2/1/2016	7,542	13		13,978		76,774			
E911-277	ENHANCED 911 SURCHARGE	3/1/2016	7,247	-		7,159		69,862			
E911-278	ENHANCED 911 SURCHARGE	4/1/2016	7,297	-		13		62,757			
E911-279	ENHANCED 911 SURCHARGE	5/1/2016	7,225	-		-		55,673			
E911-280	ENHANCED 911 SURCHARGE	6/1/2016	7,232	14,996		14,996		63,691			
E911-281	ENHANCED 911 SURCHARGE	7/1/2016	7,489	7,498		22,494		64,190			
E911-282	ENHANCED 911 SURCHARGE	8/1/2016	7,172	7,498		29,992		64,720			
E911-283	ENHANCED 911 SURCHARGE	9/1/2016	7,098	7,498	7497.92	22,494	22493.76	65,335	65334.5		
E911-284	ENHANCED 911 SURCHARGE	10/1/2016	7,117	7,117	7116.53	22,112	22112.37	65,522	65521.85		
E911-285	ENHANCED 911 SURCHARGE	11/1/2016	7,090	7,090	7090.23	21,705	21704.68	65,674	65674.23		
E911-286	ENHANCED 911 SURCHARGE	12/1/2016	7,534	7,534	7534.35	21,741	21741.11	66,390	66390.04		
E911-287	ENHANCED 911 SURCHARGE	1/1/2017	6,855	6,855	6855.2	21,480	21479.78	66,099	66099.36		
E911-288	ENHANCED 911 SURCHARGE	2/1/2017	7,391	7,391	7390.92	21,780	21780.47	73,477	73476.83		

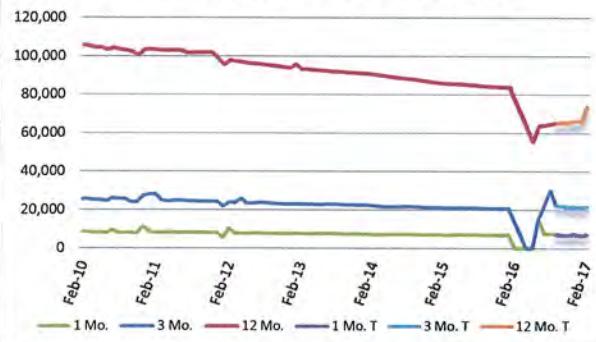
E911 Surcharge Trend



E911 - Monthly Budget v. Actual



E911 Surcharge Trend Since 2/2009

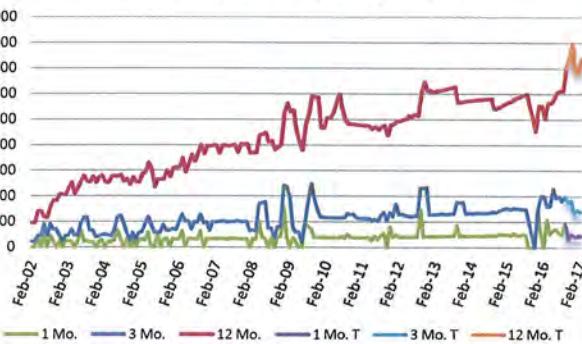


FY	Budget	Actual	
2011	108,000.00	103,298.22	ACTUAL
2012	91,500.01	97,788.22	-5.3% ACTUAL
2013	91,140.00	93,276.86	-4.6% ACTUAL
2014	91,140.00	90,490.85	-3.0% ACTUAL
2015	90,880.00	85,861.78	-5.1% ACTUAL
2016	88,518.00	76,773.90	-10.6% ACTUAL
2017	86,748.00	73,476.83	-4.3% PROJ
2018	86,263.40	67,980.94	-7.5% TREND
2019	84,544.32	61,695.43	-9.2% TREND
2020	82,912.96	56,020.08	-9.2% TREND
2021	81,773.20	51,202.72	-8.6% TREND
2022	80,458.37	45,122.48	-11.9% TREND
AVERAGES			
ACTUAL	93,529.67	91,248.31	-5.7%
TREND	84,448.38	62,075.20	-9.3%

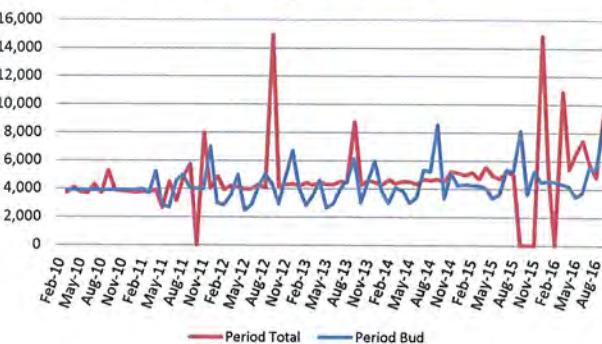
Cell 911 Data

KEY	GL Description	Date	Period Bud	Period Total	1moT	3-12	3moT	12 MO	12moT	p 13	p1-12
C911-157	CELLULAR 911 SURCHAR	3/1/2014	4,102	4,375		13,324		57,561			
C911-158	CELLULAR 911 SURCHAR	4/1/2014	3,874	4,552		13,579		57,620			
C911-159	CELLULAR 911 SURCHAR	5/1/2014	3,036	4,505		13,432		57,819			
C911-160	CELLULAR 911 SURCHAR	6/1/2014	3,408	4,345		13,403		57,853			
C911-161	CELLULAR 911 SURCHAR	7/1/2014	5,369	4,689		13,540		58,012			
C911-162	CELLULAR 911 SURCHAR	8/1/2014	5,248	4,611		13,645		58,137			
C911-163	CELLULAR 911 SURCHAR	9/1/2014	8,607	4,692		13,992		54,060			
C911-164	CELLULAR 911 SURCHAR	10/1/2014	3,353	4,509		13,812		54,307			
C911-165	CELLULAR 911 SURCHAR	11/1/2014	5,124	5,242		14,443		54,930			
C911-166	CELLULAR 911 SURCHAR	12/1/2014	4,252	5,123		14,873		55,592			
C911-167	CELLULAR 911 SURCHAR	1/1/2015	4,341	4,994		15,359		56,289			
C911-168	CELLULAR 911 SURCHAR	2/1/2015	4,286	5,169		15,286		56,806			
C911-169	CELLULAR 911 SURCHAR	3/1/2015	4,249	4,740		14,903		57,171			
C911-170	CELLULAR 911 SURCHAR	4/1/2015	4,087	5,541		15,450		58,161			
C911-171	CELLULAR 911 SURCHAR	5/1/2015	3,367	4,936		15,217		58,591			
C911-172	CELLULAR 911 SURCHAR	6/1/2015	3,655	4,732		15,209		58,978			
C911-173	CELLULAR 911 SURCHAR	7/1/2015	5,380	5,229		14,897		59,518			
C911-174	CELLULAR 911 SURCHAR	8/1/2015	5,264	5,021		14,982		59,928			
C911-175	CELLULAR 911 SURCHAR	9/1/2015	8,129	-		10,250		55,236			
C911-176	CELLULAR 911 SURCHAR	10/1/2015	3,637	-		5,021		50,727			
C911-177	CELLULAR 911 SURCHAR	11/1/2015	5,269	-		-		45,485			
C911-178	CELLULAR 911 SURCHAR	12/1/2015	4,508	14,867		14,867		55,229			
C911-179	CELLULAR 911 SURCHAR	1/1/2016	4,561	5,246		20,113		55,481			
C911-180	CELLULAR 911 SURCHAR	2/1/2016	4,545	-		20,113		50,313			
C911-180	CELLULAR 911 SURCHAR	3/1/2016	4,377	10,906		16,152		56,478			
C911-180	CELLULAR 911 SURCHAR	4/1/2016	4,210	5,431		16,337		56,368			
C911-180	CELLULAR 911 SURCHAR	5/1/2016	3,468	6,588		22,925		58,020			
C911-180	CELLULAR 911 SURCHAR	6/1/2016	3,765	7,450		19,469		60,738			
C911-180	CELLULAR 911 SURCHAR	7/1/2016	5,541	5,782		19,819		61,290			
C911-180	CELLULAR 911 SURCHAR	8/1/2016	5,421	4,873		18,104		61,142			
C911-180	CELLULAR 911 SURCHAR	9/1/2016	8,373	9,206	9206.48	19,861	19860.91	70,349	70348.72		
C911-180	CELLULAR 911 SURCHAR	10/1/2016	3,746	3,746	3746.42	17,825	17825.47	74,095	74095.14		
C911-180	CELLULAR 911 SURCHAR	11/1/2016	5,427	5,427	5426.61	18,380	18379.51	79,522	79521.75		
C911-180	CELLULAR 911 SURCHAR	12/1/2016	4,643	4,643	4643.22	13,816	13816.25	69,298	69297.78		
C911-180	CELLULAR 911 SURCHAR	1/1/2017	4,698	4,698	4697.59	14,767	14767.42	68,749	68749.29		
C911-180	CELLULAR 911 SURCHAR	2/1/2017	4,681	4,681	4681.19	14,022	14022	73,430	73430.48		

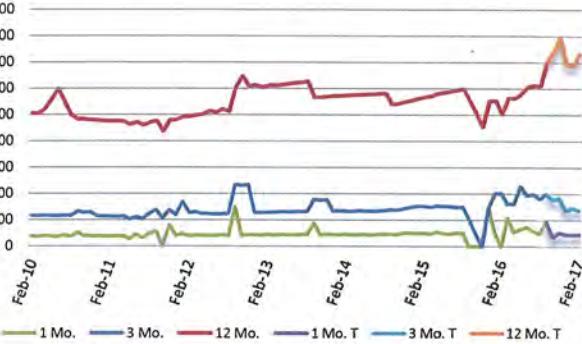
Cellular E911 Surcharge Trend



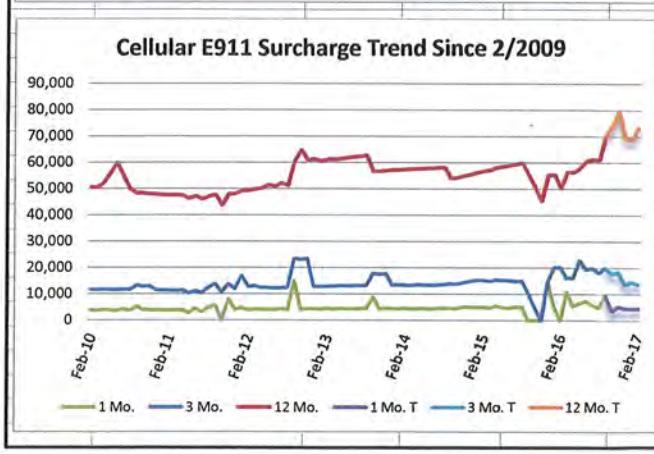
Cell 911 - Monthly Budget v. Actual



Cellular E911 Surcharge Trend Since 2/2009



FY	Budget	Actual		
2011	47,000.00	47,596.01	Actual	ACTUAL
2012	49,169.99	49,440.55	3.9%	ACTUAL
2013	48,960.00	61,154.98	23.7%	ACTUAL
2014	48,960.00	57,452.20	-6.1%	ACTUAL
2015	55,000.00	56,806.14	-1.1%	ACTUAL
2016	56,650.00	50,312.50	-11.4%	ACTUAL
2017	58,350.00	73,430.48	45.9%	PROJ
2018	61,525.00	65,054.65	-11.4%	TREND
2019	64,641.00	70,159.97	7.8%	TREND
2020	66,480.30	75,587.69	7.7%	TREND
2021	69,314.74	81,093.02	7.3%	TREND
2022	72,127.64	80,822.59	-0.3%	TREND
AVERAGES				
ACTUAL	50,956.67	53,793.73	1.8%	
TREND	64,062.21	73,065.16	2.2%	





VILLAGE OF GLENCOE

PAY PLAN HISTORY

FISCAL YEAR 2018



OFFICIAL PAY PLAN

1.0 Purpose:

- 1.1 To officially disseminate the Official Pay Plan as approved by the Village Board of Trustees.

2.0 Scope:

- 2.1 The Official Pay Plan establishes the authority and official guidelines by which the Village Manager may appoint, promote, evaluate and compensate all Village employees.

3.0 Policy:

- 3.1 The Village Manager, as the Chief Administrative Officer of the Village, shall be responsible to the Village Board of Trustees for the administration and interpretation of the Official Pay Plan.

4.0 Distribution:

- 4.1 To all Department Heads and to be made available for review by all employees.

Village Manager's Office
March 1, 2017

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

Temporary Position	Non-Regular Employee Hourly Pay Range	
	Minimum	Maximum
Special Education Intern	\$8.45	\$10.25
Administrative Intern	\$8.45	\$16.00
Engineering Intern	\$8.45	\$16.40
Office Clerk	\$8.45	\$20.50
Clerk Typist	\$8.45	\$19.48
Secretary	\$8.45	\$25.63
Seasonal Laborer	\$8.45	\$17.43
Handyman	\$8.45	\$27.68
Part-Time Communications Operator	\$24.00	\$29.00
Crossing Guard	\$230 per month	\$461 per month
Paid On Call Firefighter	\$15 per call	\$20.50 per call

FY 2018 Classification Schedule and Salary Ranges
Positions listed alphabetically by grade.

Grade	FLSA Status	Position	FY 2018 Min	FY 2018 Max
Grade 10			\$121,347	\$169,886
	Exempt	Finance Director		
	Exempt	Public Works Director		
	Exempt	Public Safety Director		
Grade 9			\$101,123	\$141,572
	Exempt	Assistant Village Manager		
	Exempt	Public Safety Deputy Chief		
Grade 8			\$96,934	\$135,707
	Non-Exempt	Lieutenant		
	Exempt	Public Works General Superintendent		
	Exempt	Water Treatment Plant Superintendent		
Grade 7			\$88,121	\$123,370
	Exempt	Building & Zoning Administrator		
	Exempt	IT Coordinator		
	Exempt	Planning & Development Administrator		
	Non-Exempt	Public Works Supervisor		
Grade 6			\$80,110	\$112,154
Grade 5			\$67,297	\$90,851
	Exempt	Assistant to the Finance Director		
	Exempt	Accountant		
	Exempt	Civil Engineer		
Grade 4			\$61,179	\$82,592
	Non-Exempt	Communications Operator		
	Exempt	Management Analyst		
	Exempt	Management Analyst/Deputy Village Clerk		
Grade 3			\$55,618	\$75,084
	Non-Exempt	Administrative Assistant		
	Exempt	Billing Services Coordinator		
	Non-Exempt	Community Service Officer		
Grade 2			\$50,561	\$68,258
	Non-Exempt	Office Coordinator		
	Non-Exempt	Records Clerk		
Grade 1			\$45,965	\$62,053
	Non-Exempt	Receptionist/Cashier		



HISTORY OF AUTHORIZED FULL TIME POSITIONS

OFFICE OF THE VILLAGE MANAGER

	ADOPTED BUDGET FY 2008	ADOPTED BUDGET FY 2009	ADOPTED BUDGET FY 2010	ADOPTED BUDGET FY 2011	ADOPTED BUDGET FY 2012	ADOPTED BUDGET FY 2013	ADOPTED BUDGET FY 2014	ADOPTED BUDGET FY 2015	ADOPTED BUDGET FY 2016	ADOPTED BUDGET FY 2017	ADOPTED BUDGET FY 2018
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	0
EXECUTIVE ASSISTANT	1	1	1	1	0	1	1	1	1	0	0
EXECUTIVE SECRETARY	0	0	0	0	1	0	0	0	0	0	0
MANAGEMENT ANALYST	0	0	0	0	0	0	0	0	1	2	2
INFORMATION TECH. COORDINATOR	0	1	1	1	1	1	1	1	1	1	1
TOTAL	3	4	5	5	5						

DEPARTMENT OF FINANCE

DIRECTOR OF FINANCE	1	1	1	1	1	1	1	1	1	1	1
ASSISTANT TO THE DIRECTOR	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	1	1
FINANCE DATA COORDINATOR	0	0	0	0	0	0	0	0	0	0	1
FINANCIAL BILLING SERVICES COORDINATOR	1	1	1	1	1	1	1	1	1	1	1
TOTAL	5	6									

DEPARTMENT OF PUBLIC SAFETY

DIRECTOR OF PUBLIC SAFETY	1	1	1	1	1	1	1	1	1	1	1
DEPUTY CHIEF	2	2	2	1	1	1	1	1	2	2	2
LIEUTENANT	6	6	6	7	7	7	7	7	7	7	7
OFFICER	27	27	27	26	24	24	24	24	26	26	26
COMMUNICATIONS OPERATOR	5	5	5	5	5	5	5	5	5	5	0
COMMUNITY SERVICE OFFICER	2	2	2	2	2	2	2	2	2	2	3
ADMINISTRATIVE SECRETARY	1	1	1	1	1	1	1	0	0	0	0
ADMINISTRATIVE ASSISTANT	0	0	0	0	0	0	0	1	1	1	1
RECORDS CLERK	1	1	1	1	1	1	1	1	1	1	2
TOTAL	45	45	45	44	42	42	42	42	45	45	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	1	0
CIVIL ENGINEER	0	0	0	0	0	0	0	0	0	0	1
BUILDING AND ZONING ADMINISTRATOR	0	0	1	1	1	1	1	1	1	1	1
DEPUTY DIRECTOR PUBLIC WORKS/ COMMUNITY DEVELOPMENT	1	1	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	0	1	1	1	0	0
MANAGEMENT ANALYST	0	0	0	0	0	0	0	0	0	1	1
COMMUNITY DEVELOPMENT ANALYST	1	1	1	1	1	1	0	0	0	0	0
PLANNING AND DEVELOPMENT ADMINISTRATOR	0	0	0	0	0	0	1	1	1	1	1
BUILDING INSPECTOR/REVIEWER	1	1	1	1	1	1	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	1	0	0	0	0
ADMINISTRATIVE ASSISTANT	0	0	0	0	0	0	0	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
MEO	20	21	21	21	21	21	21	21	21	21	21
WATER PLANT OPERATOR	4	4	4	4	4	4	4	4	4	4	4
BUILDING CUSTODIAN	1	0	0	0	0	0	0	0	0	0	0
TOTAL	43										

TOTAL FULL TIME EQUIVALENT	96	97	97	96	94	94	94	94	98	98	96
----------------------------	----	----	----	----	----	----	----	----	----	----	----



VILLAGE OF GLENCOE

FINANCIAL POLICIES

FISCAL YEAR 2018



FISCAL YEAR 2018

MAJOR FINANCIAL POLICIES

FUND BALANCE POLICY - UPDATED NOVEMBER 2016

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

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

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

Recent Policy History

- *In preparation for development of the Fiscal Year 2018 budget, at the recommendation of the Finance Committee the General Fund minimum balance was increased from \$2,000,000 to \$2,500,000.*
- During Fiscal Year 2017:
 - The General Fund minimum balance was increased from \$1,400,000 to \$2,000,000.
 - The General Fund minimum percentage was increased from 10% to 15%.
 - A 2 -month of operations minimum was introduced for operating funds.
 - Fund balance for the Water Fund was defined.
- During Fiscal Year 2013, the General Fund minimum balance was increased from \$1,000,000 to \$1,400,000.

Policy Consideration

- Elements of fund balance in the General Fund no longer include:
 - \$450,000 annual transfer to garbage fund (payment held to end of Fiscal Year).
 - Ability to issue limited tax bonds (without referendum) – authority held as emergency reserve.
 - IRMA Excess Surplus Balance.

Recommendation

- *Increase the General Fund minimum balance from \$2,000,000 to \$2,500,000.*
- *No longer consider transfer to garbage, limited tax authority, and IRMA Excess Surplus as part of the calculation for determining the minimum balance in the General Fund.*
- *No transfer to Garbage Fund during Fiscal Year 2018 while evaluation of garbage services is ongoing (see related policy).*

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

- Longstanding practices first developed as budget guidelines and later called financial policies.
- Based on historic practice of budgeting conservatively for both revenue and expense. Conservative revenue estimates constrain the level of expenditure 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 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). Is there a priority for use of excess resources?

Recommendations

- **No changes recommended.** Although a general policy, it provides sufficient guidance when developing the annual budget.

PROPERTY TAXES

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

Policy History

- It has been the Village's policy since the implementation of tax caps to levy property taxes to the extent allowable under PTELL.
- Since 2011, the average annual CPI increase has been approximately 1.5% 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.

Recommendation

- **No changes recommended.** Under tax caps the Village has limited options.

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 taxes in order to have additional resources to pay for issuance of 2015 general obligation bonds.

Policy Considerations

- The Village will be issuing bonds in 2016 and by not abating taxes, those additional resources can be used to pay for the issuance of debt.
- From 2015 extension, debt service is increasing from \$1.5 Million to over \$2.1 Million (see debt schedule).
- Consider defining other revenue circumstances that would be considered a surplus for the purposes of abating property taxes.

Recommendation

- Conduct annual review of abatement as an option to retaining resources for other purposes.
- ***For 2016 Levy, abate at least the amount of the 5% levied loss in collection that can only be used for debt and debt issuance.***

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 $\frac{1}{2}$ of 1.0% of its equalized assessed valuation (EAV) or \$3,854,452 based on 2015 EAV; and
2. The total annual payment extension is no more than \$556,411 for 2015 levy (last year the annual maximum was \$552,379).

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 decline in the equalized assessed valuation has diminished the amount of debt that can be issued.

Recommendation

- ***No changes recommended.***

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

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

Policy 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.

Recommendation

- **No changes recommended.** 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 - UPDATED NOVEMBER 2016

The Village charges a management fee for the Village costs of assistance to the Garbage Fund, the Glencoe Golf Club and the Water Fund. The Management Fees for the Garage Fund and the Water Fund are 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 as part of the budget development process and determines the appropriate fee 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 and the Garbage Fund are charged a management fee for services provided in the General Fund.

Policy Considerations

- None.

Recommendation

- ***Collect Fiscal Year 2017 Golf Club Management Fee.***
- ***Consider collection of Fiscal Year 2018 Golf Club Management Fee at the end of the fiscal year..***
- ***Retain Garbage Fund and Water Fund Management Fee.***
- ***Increase management fee amounts by 2.5% from Fiscal Year 2017 levels.***

FUNDING PENSION OBLIGATIONS – UPDATED NOVEMBER 2016

By policy, the Village Funds its pension obligations based upon actuarially determined funding requirements. For funding the Police Pension, the Village uses actuarial assumptions that are more current than those used by the State of Illinois. The property tax levy is based upon the State of Illinois required levy and the actual contribution is based on the requirement determined by the Village actuary. The gap in funding has to date been from fund balance. Due to financial conditions at the State level, during Fiscal Year 2017, the Village will actually fund its Police Pension Obligation at levels based upon State of Illinois required levels rather than levels determined by the Village Actuary.

Policy History

- During Fiscal Year 2017 funding Police Pension obligation based on State of Illinois required levels rather than levels determined by Village 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.
- Consider the impact of personnel levels on the annual required contribution and the balance of regular salaries subject to pension versus overtime salaries not subject to pension.
- ***Consider hybrid between State of Illinois level and budget level to enhance amount contributed to Police Pension Fund.***

Recommendation

- ***Fiscal Year 2018 contribution amount is established as the midpoint between the State of Illinois requirement and the requirement suggested by the Village Actuary, a 2.7% increase from the Fiscal Year 2017 contribution level.***

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 1990's.
- 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

- *No changes recommended.*

LIABILITY DEDUCTIBLE POLICY

Implementation of GASB 54 requires that resources intended to be used for reserved liability claims to be assigned as a claim on fund balance that would otherwise be unassigned. Village staff monitors annual IRMA contribution savings due to having a higher deductible versus claim losses. The current deductible level is \$100,000.

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 opted to stay at the \$100,000 level because there may be better uses for the accumulated excess surplus than simply retaining such excess for unanticipated deductible expense. Further, such a change would also require an increase in the minimum accumulated excess surplus balance.
- IRMA offers deductible choices from \$2,500 to \$250,000.
- The Village of Glencoe is one of two IRMA communities at the \$100,000 level.
- Most communities are still at the \$2,500 level.
- The next level is \$175,000.

Policy Consideration

- Increasing to the \$100,000 has allowed the Village to use optional deductible credit instead of excess surplus distributions as a contribution credit. By doing so the Village has accumulated more than \$400,000 in excess surplus reserve (General Fund portion).
- 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 potential for further claim cost.
- At the \$100,000 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

- ***No changes recommended for Fiscal Year 2018. Accumulated excess surplus available for use as best determined by the Village Board.***

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 FY 2011 the amount on account with IRMA has grown from \$87,539 to \$573,000 (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 on the Village.

Policy Consideration

- Consider a dollar or percentage cap on accumulated resources in aggregate and by fund.
- Consider potential projects for excess resources.

Recommendation

- *No changes recommended, however a determination of cap on accumulation of resources towards unanticipated claims and consideration of projects to be paid from funds over that cap is still pending.*

INTERFUND TRANSFERS - UPDATED NOVEMBER 2016

Establish a policy requiring Board approval of transfers of financial resources 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.

Policy History

- Policy intended to increase transparency of any unforeseen circumstances requiring transfer of funds.

Policy Consideration

- General Fund includes \$600,000 in resources potentially assigned to the Garbage Fund; \$450,000 has annually been transferred to the Garbage Fund.
- ***The preliminary budget reduces the \$450,000 transfer to \$0 while the garbage services evaluation process is ongoing.***

Recommendation

- That staff continue to communicate transfers to the Village Board due to unforeseen and unbudgeted circumstances.
- ***That the annual transfer to the Garbage Fund not be completed in Fiscal Year 2018 while the evaluation of garbage services is ongoing.***

IMRF PENSION POLICY

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

Policy History

- Phase in contribution offered as method to ease increases due to investment losses during the economic downturn of 2008 and 2009.

Policy Consideration

- Typically there is limited policy consideration related to IMRF contribution which, like Social Security and Medicare is collected as a percent of payroll. Unlike Social Security and Medicare, IMRF rate is subject to annual change due to Village-related plan performance and overall investment performance of IMRF in its entirety.

Recommendation

- ***No changes recommended.***

INCREASES IN FEES AND CHARGES FOR SERVICE – UPDATED NOVEMBER 2016

As a non-home rule community, the increase in property taxes is limited to the annual change in the consumer price index (CPI) or 5%, whichever is less. Other fee increases follow a similar “tax cap” limitation to allow annual increases based on demonstrated cost of services as a guide during the annual long range financial planning process. For the purpose of covering the actual cost of service, the planned accumulation of financial resources intended for the future purchase of capital appropriate for purchase on a pay-as-you-go basis are included, along with depreciation (where appropriate) will be used to determine any actual increase in fees for service.

Policy History

- Policy implemented to avoid large increases in fees.

Policy Consideration

- The long range financial forecast includes increases in service fees consistent with this policy.
- Actual increases may vary depending upon outcome of fund balance consideration and capital investment consideration.
- Memorandum of current fees for service with recommendations for Fiscal Year 2018 to be included for review with the Draft Fiscal Year 2018 Budget.

Recommendation

- *As discussed with the Finance Committee and with the committee's concurrence, staff recommends that the policy on fee increases be modified to recognize the use of tax cap guidelines for planning purposes and allowing increases greater than tax cap to cover actual anticipated increases in the cost of services (including capital projects).*

LONG RANGE FINANCIAL PLANNING

Annually the Village will update 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.

Policy Consideration

- ***No changes recommended.***

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.

Policy Consideration

- ***No changes recommended.***



VILLAGE OF GLENCOE

SUPPORTING MATERIALS

FISCAL YEAR 2018



ADMINISTRATIVE STAFF

March 2017

<u>Name</u>	<u>Present Position</u>	Year Appointed to	
		<u>Present Position</u>	<u>Village Staff</u>
Philip A. Kiraly	Village Manager	2013	2013
Sharon Tanner	Assistant Village Manager	2015	2015
Ron Dussard	IT Coordinator	2008	2008
Laura Boll	Management Analyst/Deputy Clerk	2013	2013
Megan Hoffman	Management Analyst	2016	2016
Stella Nanos	Glencoe Golf Club Manager	1999	1999
David A. Clark	Director of Finance	1999	1988
Denise R. Joseph	Assistant to the Director of Finance	2012	2010
Cary Lewandowski	Director of Public Safety	2013	2013
Richard L. Bookie	Deputy Chief	2015	1986
Richard S. Weiner	Deputy Chief	2016	1985
Michael Neimark	Lieutenant	2014	1990
Mary Saikin	Lieutenant	2008	1997
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
David C. Mau	Director of Public Works	1996	1990
John L. Houde	Building & Zoning Administrator	2009	1979
Nathan Parch	Planning & Development Administrator	2013	2001
Anna Kesler	Civil 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



COMMISSIONS AND BOARDS

APPOINTED VILLAGE OFFICIALS

Name	Year Appointed	Term Expires
Steven Elrod <i>Village Attorney</i>	2014	May 2016
Philip Kiraly <i>Village Clerk</i>	2013	May 2016
Laura Boll <i>Deputy Village Clerk</i>	2014	May 2016
Cary Lewandowski <i>Village Marshal</i>	2013	May 2016
David Mau <i>Street Commissioner</i>	1996	May 2016
David Clark <i>Village Treasurer</i>	1999	May 2016
David Clark <i>Village Collector</i>	1999	May 2016
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
David J. Friedman	2009	January 2019
Sara Elsasser	2016	May 2021
Gail Lissner	2015	May 2020
Rich Richker	2016	May 2021
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 2017
Ed Goodale** <i>Public-at-Large</i>	2016	May 2019
Marya Morris** <i>Public-at-Large</i>	2009	May 2017
Bruce Huvard** <i>Public-at-Large</i>	2005	May 2017
<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
Peter VanVechten	2008	May 2018
Rod Winn	2011	April 2016

GLENCOE GOLF CLUB ADVISORY COMMITTEE
(4 Year Term)

Name	Year Appointed	Term Expires
Dale Thomas (Chair)	2013	May 2019
Jim Hirsch	2011	October 2017
Eva Levy	2016	May 2019
Mitch Melamed	2010	July 2016
Scott Shore	2012	June 2020
Ronald Schmidt	2011	October 2017
Stella Nanos, Golf Club General Manager		Continuing

GLENCOE COMMUNITY RELATIONS FORUM
(4 Year Term)

Name	Year Appointed	Term Expires
Rev. David Wood (Chair)	2014	January 2017
(VB Representative)	Vacant	Vacant
Margot Flanagin	2007	July 2013
Rabbi Steven Lowenstein	2011	May 2014
Paula Alexander	2011	November 2017
John O'Dwyer	2014	March 2017
Sasha Von Varga	2014	April 2017
Steven Arenson	2014	April 2017
Rev. Norris Jackson	2014	May 2017

PUBLIC SAFETY COMMISSION
(3 Year Term)

Name	Year Appointed	Term Expires
Amy St. Eve (Chair)	2007	April 2017
Andrew Berlin	2011	October 2017
Daniel Rubinstein	2007	April 2017

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
Bruce Becker, Trustee	2014	May 2018
Christopher Pfaff, Trustee	2010	March 2018
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

	<u>Scope of Work</u>	<u>Responsible</u>	<u>Due Date</u>
MAR.	<ul style="list-style-type: none"> Budget Calendar Review Develop Scope & Plan For Service Review 	Finance Committee Staff	March 15 March 21
MAY	<ul style="list-style-type: none"> Review Capital Plan Parameters FY17 Budget Document Review/Modifications Discuss Projects & Project Accounting 	Staff Staff Staff	May 23 May 23 May 23
JUNE	<ul style="list-style-type: none"> Discuss Budget Policies and Financial Policies Review Actuarial Valuation Reports 	Finance Committee Finance Committee	June 14 June 14
JULY	<ul style="list-style-type: none"> FY 18 Budget Worksheets Available Capital Plans Due to VMO Review Core and Enhanced Services for FY18 Prepare Year-End Projections 	Finance Staff Finance Committee Staff	July 1 July 18 July 19 July 22
AUG.	<ul style="list-style-type: none"> Capital Plan Review - 1st Round Capital Plan Review - 2nd Round Review Long Range Financial Assumptions Possible Review of Bond Sale Parameters Review Annual Audit Report 	Staff Staff Finance Committee Finance Committee Village Board	August 1- August 5 August 15 - August 19 August 16 August 16 August 18
SEPT.	<ul style="list-style-type: none"> Department Budgets & Personnel Report Due Fee Survey Recommendations Due First Review of Department Budgets (incl. Personnel) Review Draft CIP Review Long Range Financial Forecast Possible Authorization of Bond Sale 	Staff Staff Staff Finance Committee Finance Committee Village Board	September 2 September 9 Sept. 12-Sept. 16 September 13 September 13 September 15
OCT.	<ul style="list-style-type: none"> Update Year-End Projections Second Review of Department Budgets Continued Review of Draft CIP Final Budgets Complete 	Staff Staff Finance Committee Staff	October 3 Oct. 3-Oct. 7 October 18 October 31
NOV.	<ul style="list-style-type: none"> Review Draft FY18 Budget Review Draft 2016 Tax Levy Review Fee Survey and Recommendations 	Finance Committee Finance Committee Finance Committee	November 15 November 15 November 15
DEC.	<ul style="list-style-type: none"> Continued Review of all Budget Documents Consider & Approve 2015 Property Tax Levy Ord. 	Finance Committee Village Board	December 13 December 15
JAN.	<ul style="list-style-type: none"> Recommended Budget Overview Review Staffing Analysis & Personnel Budget Consider 2016 Property Tax Abatement Ord. 	Village Board/COW Village Board Village Board	January 19 January 19 January 19
FEB.	<ul style="list-style-type: none"> Consideration of Final FY18 Budget Consideration of Fee Resolution Consider FY17 Supplemental Appropriation Ord. 	Village Board Village Board Village Board	February 2 February 2 February 2



VILLAGE OF GLENCOE

STATISTICAL DATA

FISCAL YEAR 2018

DEMOGRAPHIC CHARACTERISTICS BASED ON 2010 CENSUS

Total population	8,723	100%
Under 5 years	418	4.8%
5 to 9 years	805	9.2%
10 to 14 years	954	10.9%
15 to 19 years	749	8.6%
20 to 24 years	209	2.4%
25 to 29 years	117	1.3%
30 to 34 years	159	1.8%
35 to 39 years	390	4.5%
40 to 44 years	701	8%
45 to 49 years	821	9.4%
50 to 54 years	855	9.8%
55 to 59 years	703	8.1%
60 to 64 years	583	6.7%
65 to 69 years	439	5%
70 to 74 years	268	3.1%
75 to 79 years	216	2.5%
80 to 84 years	157	1.8%
85 years and over	179	2.1%
Median age (years)	44	(X)
16 years and over	6,352	72.8%
18 years and over	5,968	68.4%
21 years and over	5,755	66%
62 years and over	1,602	18.4%
65 years and over	1,259	14.4%
Male population	4,295	49.2%
Under 5 years	222	2.5%
5 to 9 years	404	4.6%
10 to 14 years	487	5.6%
15 to 19 years	414	4.7%
20 to 24 years	102	1.2%
25 to 29 years	54	0.6%
30 to 34 years	66	0.8%
35 to 39 years	175	2%
40 to 44 years	322	3.7%
45 to 49 years	374	4.3%
50 to 54 years	431	4.9%
55 to 59 years	346	4%
60 to 64 years	284	3.3%
65 to 69 years	215	2.5%
70 to 74 years	126	1.4%

75 to 79 years	113	1.3%
80 to 84 years	71	0.8%
85 years and over	89	1%
Male median age (con't)	43.5	(X)
16 years and over	3,079	35.3%
18 years and over	2,865	32.8%
21 years and over	2,748	31.5%
62 years and over	798	9.1%
65 years and over	614	7%
Female population	4,428	50.8%
Under 5 years	196	2.2%
5 to 9 years	401	4.6%
10 to 14 years	467	5.4%
15 to 19 years	335	3.8%
20 to 24 years	107	1.2%
25 to 29 years	63	0.7%
30 to 34 years	93	1.1%
35 to 39 years	215	2.5%
40 to 44 years	379	4.3%
45 to 49 years	447	5.1%
50 to 54 years	424	4.9%
55 to 59 years	357	4.1%
60 to 64 years	299	3.4%
65 to 69 years	224	2.6%
70 to 74 years	142	1.6%
75 to 79 years	103	1.2%
80 to 84 years	86	1%
85 years and over	90	1%
Median age (years)	44.5	(X)
16 years and over	3,273	37.5%
18 years and over	3,103	35.6%
21 years and over	3,007	34.5%
62 years and over	804	9.2%
65 years and over	645	7.4%
Race		
One Race	8,596	98.5%
White	8,201	94%
Black or African American	107	1.2%
American Indian and Alaska Native	8	0.1%
Asian	235	2.7%
Asian Indian	54	0.6%
Chinese	89	1%
Filipino	8	0.1%

Japanese	9	0.1%
Korean	43	0.5%
Vietnamese	5	0.1%
Other Asian [1]	27	0.3%
Native Hawaiian and Other Pacific Islander	1	0%
Native Hawaiian	0	0%
Guamanian or Chamorro	0	0%
Samoan	0	0%
Other Pacific Islander [2]	1	0%
Some Other Race	44	0.5%
Two or More Races	127	1.5%
White; American Indian and Alaska Native [3]	7	0.1%
White; Asian [3]	68	0.8%
White; Black or African American [3]	21	0.2%
White; Some Other Race [3]	8	0.1%
Race alone or in combination with one or more other races: [4]		
White	8,316	95.3%
Black or African American	141	1.6%
American Indian and Alaska Native	24	0.3%
Asian	323	3.7%
Native Hawaiian and Other Pacific Islander	1	0%
Some Other Race	60	0.7%

Hispanic or Latino

Total population	8,723	100%
Hispanic or Latino (of any race)	232	2.7%
Mexican	93	1.1%
Puerto Rican	24	0.3%
Cuban	11	0.1%
Other Hispanic or Latino [5]	104	1.2%
Not Hispanic or Latino	8,491	97.3%

Hispanic or Latino and Race

Total population	8,723	100%
Hispanic or Latino	232	2.7%
White alone	177	2%
Black or African American alone	2	0%
American Indian and Alaska Native alone	3	0%
Asian alone	1	0%
Native Hawaiian and Other Pacific Islander alone	0	0%
Some Other Race alone	31	0.4%
Two or More Races	18	0.2%
Not Hispanic or Latino	8,491	97.3%
White alone	8,024	92%
Black or African American alone	105	1.2%
American Indian and Alaska Native alone	5	0.1%

Asian alone	234	2.7%
Native Hawaiian and Other Pacific Islander alone	1	0%
Some Other Race alone	13	0.1%
Two or More Races	109	1.2%

Relationship

Total population	8,723	100%
In households	8,719	100%
Householder	3,013	34.5%
Spouse [6]	2,273	26.1%
Child	3,206	36.8%
Own child under 18 years	2,726	31.3%
Other relatives	92	1.1%
Under 18 years	23	0.3%
65 years and over	33	0.4%
Nonrelatives	135	1.5%
Under 18 years	6	0.1%
65 years and over	17	0.2%
Unmarried partner	51	0.6%
In group quarters	4	0%
Institutionalized population	0	0%
Male	0	0%
Female	0	0%
Noninstitutionalized population	4	0%
Male	3	0%
Female	1	0%

Households by Type

Total households	3,013	100%
Family households (families) [7]	2,499	82.9%
With own children under 18 years	1,326	44%
Husband-wife family	2,273	75.4%
With own children under 18 years	1,191	39.5%
Male householder, no wife present	47	1.6%
With own children under 18 years	21	0.7%
Female householder, no husband present	179	5.9%
With own children under 18 years	114	3.8%
Nonfamily households [7]	514	17.1%
Householder living alone	458	15.2%
Male	174	5.8%
65 years and over	67	2.2%
Female	284	9.4%
65 years and over	172	5.7%
Households with individuals under 18 years	1,343	44.6%
Households with individuals 65 years and over	842	27.9%

Average household size	2.89	(X)
Average family size [7]	3.23	(X)

Housing Occupancy

Total housing units	3,209	100%
Occupied housing units	3,013	93.9%
Vacant housing units	196	6.1%
For rent	12	0.4%
Rented, not occupied	8	0.2%
For sale only	61	1.9%
Sold, not occupied	29	0.9%
For seasonal, recreational, or occasional use	42	1.3%
All other vacants	44	1.4%
Homeowner vacancy rate (percent) [8]	2.1	(X)
Rental vacancy rate (percent) [9]	4.7	(X)

Housing Tenure

Occupied housing units	3,013	100%
Owner-occupied housing units	2,775	92.1%
Population in owner-occupied housing units	8,123	(X)
Average household size of owner-occupied units	2.93	(X)
Renter-occupied housing units	238	7.9%
Population in renter-occupied housing units	596	(X)
Average household size of renter-occupied units	2.5	(X)



MISCELLANEOUS STATISTICAL DATA

GENERAL

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

MUNICIPAL FACILITIES

Streets and Sewers

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

Water Distribution System

Metered Accounts	3,000
Average Daily Pumpage	1,616,000 gallons
Rated Daily Capacity	8,000,000
Miles of Water Main	51 miles
Storage Capacity	3,150,000 gallons
Fire Hydrants	460

<u>MUNICIPAL SERVICES -</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
Ordinances Adopted	20	19	18
Resolutions Adopted	21	40	45
Village Board Meetings	12	12	12
Special Board Meetings	1	0	0
Historic Preservation Commission	8	11	9
Plan Commission	10	18	9
Zoning Commission/Board of Appeals	9	6	7
Public Safety Commission	7	6	7
Community Relations Forum	6	6	0
Golf Advisory Committee	12	10	12

<u>PUBLIC WORKS SERVICES -</u> (streets, sewers, forestry)	<u>2014</u>	<u>2015</u>	<u>2016</u>
Streets – Repaired (sq. ft.)	6,171	9,928	11,038
Times Plowed	15	12	27
Times Salted	30	26	41
Sidewalks – Repaired (sq. ft.)	0	516	194
Times Plowed	24	1	30
Sanitary Sewers – Cleaned (ft.)	171,057	159,631	140,298
Repaired (ft.)	4	9	53
Storm Sewers – Cleaned (ft.)	63,232	58,834	27,941
Repaired (ft.)	38	406	205

	<u>2014</u>	<u>2015</u>	<u>2016</u>
Manholes/Catch Basins -			
Cleaned	284	353	366
Repaired	26	244	17
Refuse/Landfill (tons)	3251	3060	2761
Parkway Trees -			
Trimmed	196	315	627
Removed	372	210	657

<u>BUILDING PERMITS -</u>	<u>Year</u>	<u># Issued</u>	<u>Value of Construction</u>
	1996	142	16,180,646
	1997	143	26,946,626
	1998	141	24,382,367
	1999	165	34,688,014
	2000	140	40,544,328
	2001	122	40,987,669
	2002	121	38,363,914
	2003	121	53,742,886
	2004	127	54,470,340
	2005	117	60,702,645
	2006	107	42,627,796
	2007	78	54,122,580
	2008	66	49,844,974
	2009	38	11,621,930
	2010	51	17,091,902
	2011	55	17,358,109
	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

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

<u>CONSTRUCTION PERMITS -</u>	<u>Year</u>	<u># Issued</u>	<u>Value of Construction</u>
	1999	159	1,824,350
	2000	145	2,553,600
	2001	155	3,125,600
	2002	139	3,063,750
	2003	137	4,647,300
	2004	168	6,307,450
	2005	119	5,508,915
	2006	130	7,568,800
	2007	148	8,934,685
	2008	130	5,642,367
	2009	110	4,030,101
	2010	120	3,749,899
	2011	263	4,192,934
	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

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

<u>PUBLIC SAFETY SERVICES</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
Fire/Paramedic Service Calls	1326	1233	1,624
Motor Vehicle Accidents	272	251	207
Animal Complaints	579	602	560
Driving Violations	1,866	2,260	2,094
Local Ordinance Violations	2,655	2,572	3,300
Part I Offenses	128	118	123
Part I Arrests	7	7	9
Part II Offenses	289	378	284
Part II Arrests	137	253	209
Property			
Stolen	376,636	262,716	86,720
Recovered	14,819	46,132	70
Destroyed	24,635	32,505	1,665



VILLAGE OF GLENCOE

GLOSSARY

FISCAL YEAR 2018



GLOSSARY OF TERMS

- A -

Abatement: The reduction of a property tax levy.

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

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

- B -

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

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

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

- C -

Capital Expense: Any item or project costing over \$10,000. Included as capital expense are expenditures for equipment, vehicles or machines that result in an addition to fixed assets.

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

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

CIP: Refer to *Capital Improvement Program*.

- 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 must 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(29).

Fund: A separate accounting entity with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues, and expenditures or expenses, as appropriate.

Fund Balance: The difference between the assets and liabilities of the fund.

FY: Refer to *Fiscal Year*.

- G -

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

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*.

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 incorporated in the State of Illinois." (Source: Solid Waste Agency of Northern Cook County Fiscal Year 2004 Annual Report)

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