



MEMORANDUM

DATE: December 11, 2015

TO: Trustee Jonathan Vree, Finance Committee Chair
Trustee Barbara Miller, Finance Committee Member
Trustee Dale Thomas, Finance Committee Member

FROM: Philip A. Kiraly, Village Manager
David A. Clark, Director of Finance

CC: *President Lawrence R. Levin and Members of the Board of Trustees
Department Heads*

SUBJECT: **Preliminary Fiscal Year 2017 Budget Documents**

Attached for your review is the initial draft of the Preliminary Fiscal Year 2017 Budget for the year beginning March 1, 2016 and which is scheduled to be reviewed at the December 15, 2015 Finance Committee meeting.

The Preliminary Budget provides for the Village Board, initially through the Finance Committee, a stepping off point for discussion of revenues and expenditures directly related to the provision of local government services to the residents of the Village of Glencoe. Staff has spent the past several months developing this document, integrating funding requests that are underscored by the Strategic Priorities set forth in the Strategic Work Plan along with day-to-day expenses required for funding the operations of the Village. Substantial review of requests has taken place at each department level, followed by reviews by the Finance Department and Village Manager's Office in order to determine adequate resource recommendations. Board review and discussion of this document will highlight areas of need and provide thoughtful and productive dialogue on ways to provide the services desired and expected by Glencoe residents and businesses within the fiscal constraints under which the Village operates.

Included in this review are the following documents:

1. FY2016 Year End Projections and Justification (Tab "A")
2. Preliminary Fiscal Year 2017 Operating Budgets; Village Financial Policies (Tab "B")
3. The Village's 10-year Draft Capital Improvement Plan, with project and equipment replacement detail for FY 2017 – FY 2019 (Tab "C")
4. Recommendations for adjustments for certain rates and fees (Tab "D")
5. Updated 3-year Strategic Work Plan (Tab "E")

In January, staff will present a comprehensive Personnel Report during Closed Session at the January 19, 2016 Finance Committee Meeting.



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FISCAL YEAR 2016 YEAR END PROJECTIONS AND JUSTIFICATION

SECTION A

SCHEDULE OF YEAR END PROJECTIONS BY FUND

**Major Operating Funds
As of November 30, 2015**

REVENUES	General	Water	Garbage	MFT	E911	Total	Budget	\$ of Bud	% Bud
Property Tax	8,969,056	-	-	-	-	8,969,056	8,957,183	11,873	100.1%
E911 Surcharge	-	-	-	-	126,572	126,572	145,168	(18,596)	87.2%
Cable Tax	228,491	-	-	-	-	228,491	226,600	1,891	100.8%
Utility Tax	1,110,908	-	-	-	-	1,110,908	1,199,046	(88,138)	92.6%
Income Tax	1,018,604	-	-	-	-	1,018,604	842,520	176,084	120.9%
Sales & Use Tax	1,970,399	-	-	-	-	1,970,399	1,853,100	117,299	106.3%
Pers. Prop. Repl. Tax	101,456	-	7,000	-	-	108,456	85,630	22,826	126.7%
Charges for Service	593,787	1,871,503	975,368	-	-	3,440,658	3,843,746	(403,088)	89.5%
Permits	1,339,232	-	-	-	-	1,339,232	1,077,870	261,362	124.2%
Fines	121,700	-	-	-	-	121,700	73,500	48,200	165.6%
Licenses	316,400	-	-	-	-	316,400	329,790	(13,390)	95.9%
Fees	111,558	-	-	-	-	111,558	114,606	(3,048)	97.3%
Interest	17,689	2,850	600	700	350	22,189	21,539	650	103.0%
Other Revenue	369,196	76,542	7,844	161,924	-	615,506	648,534	(33,028)	94.9%
Total Revenue	16,268,476	1,950,895	990,812	162,624	126,922	19,499,729	19,418,832	80,897	100.4%
\$ of Budget	440,836	(255,751)	(40,296)	(44,946)	(18,946)				
% of Budget	102.8%	88.4%	96.1%	78.3%	87.0%				
EXPENDITURES	General	Water	Garbage	MFT	E911	Total	Budget	\$ of Bud	% Bud
Personnel	11,951,985	1,206,190	579,571	-	56,060	13,793,805	14,242,470	(448,665)	96.8%
Services	2,181,259	310,929	467,991	18,211	72,680	3,051,070	3,081,806	(30,736)	99.0%
Commodities	879,225	104,300	103,640	-	34,000	1,121,165	1,281,832	(160,667)	87.5%
Debt Service	-	174,660	641	-	-	175,301	184,160	(8,859)	95.2%
Depreciation	-	69,000	-	-	-	69,000	69,000	-	100.0%
Other	210,441	-	-	-	-	210,441	222,614	(12,173)	94.5%
Total Operating Expense	15,222,910	1,865,079	1,151,843	18,211	162,740	18,420,782	19,081,882	(661,100)	96.5%
\$ of Budget	(391,705)	(57,625)	(146,220)	(27,489)	(38,060)				
% of Budget	97.5%	97.0%	88.7%	39.8%	81.0%				
Operating Excess (Deficit)	1,045,566	85,816	(161,031)	144,413	(35,818)	1,078,947	336,950	741,997	
OTHER FINANCING									
<u>Sources</u>									
Interfund Revenue	162,481	-	450,000	-	-	612,481	612,481	-	100.0%
<u>Uses</u>									
Capital	219,280	190,000	-	315,000	76,000	800,280	1,151,900	(351,620)	69.5%
Interfund Expense	450,000	43,626	43,625	32,719	-	569,970	569,970	-	100.0%
Total Uses	669,280	233,626	43,625	347,719	76,000	1,370,250	1,721,870	(351,620)	79.6%
\$ of Budget	(232,620)	(52,000)	-	(45,000)	(22,000)				
% of Budget	74.2%	81.8%	100.0%	88.5%	77.6%				
Total EXP AND USES	15,892,190	2,098,705	1,195,468	365,930	238,740	19,791,032	20,803,752	#####	
Total Excess (Deficit)	538,767	(147,810)	245,344	(203,306)	(111,818)	321,178			
Budgeted Excess (Deficit)	(526,394)	(1,684)	139,420	(230,849)	(152,932)	(772,439)			
Total Projected Revenue	16,430,957	1,950,895	1,440,812	162,624	126,922	20,112,210			
Total Budgeted Revenue	15,990,121	2,206,646	1,481,108	207,570	145,868	20,031,313			
\$ Difference	440,836	(255,751)	(40,296)	(44,946)	(18,946)	80,897			
% of Budgeted Revenue	102.8%	88.4%	97.3%	78.3%	87.0%	100.4%			
Total Projected Expense	15,892,190	2,098,705	1,195,468	365,930	238,740	19,791,032			
Total Budgeted Expense	16,516,515	2,208,330	1,341,688	438,419	298,800	20,803,752			
\$ Difference	(624,325)	(109,625)	(146,220)	(72,489)	(60,060)	(1,012,720)			
% of Budgeted Revenue	96.2%	95.0%	89.1%	83.5%	79.9%	95.1%			

Fiscal Year 2016 Year End Projections – Summary Narrative

GENERAL FUND

The Fiscal Year 2016 Budget includes a projected ending fund balance of \$2,646,816 including a use of \$526,394 in fund balance beyond the minimum fund balance target. The budgeted ending balance equaled 17% of budgeted operating expenditures and 2.03 months of operating expenses. It is projected that Fiscal Year 2016 will end with a fund balance of \$3,714,979, which is 24.4% of operating expenditures and represents 2.93 months of operation.

Fiscal Year 2016 revenue in the General Fund is projected to be \$440,836 greater than budget, with the following major variances from budget:

- Utility Tax - \$88,138 less than budget due to consumption patterns.
- Income Tax - \$176,084 greater than budget due to economy and reduction of payment lag to one month.
- Sales Tax - \$117,299 greater than budget due to local sales.
- Charges for Service - \$110,297 less than budget due to lower consumption of water which is the basis also for sewer charges.
- Permits - \$261,362 greater than budgeted due primarily to building permits.

Fiscal Year 2016 expenditures in the General Fund are project to be \$391,707 less than budget. \$323,650 of that amount is related to personnel expense. The reduction in personnel expense is primarily due to vacancies and retirements.

WATER FUND

The Fiscal Year 2016 Budget included ending Net Assets of \$1,723,537 including a budgetary deficit of \$1,684. The budgeted ending balance equaled 89.6% of budgeted operating expenditures and 10.76 months of operating expenses. It is projected that Fiscal Year 2016 will end with net assets of \$1,577,411, which is 84.6% of operating expenditures and represents 10.15 months of operation.

Fiscal Year 2016 revenue in the Water Fund is projected to be \$255,751 less than budget, with the following major variances from budget:

- Charges for Service - \$253,751 less than budget decreased consumption of water. This results in revenue that is 11.3% less than budgeted.

Fiscal Year 2016 expenditures in the Water Fund are projected to be \$57,625 less than budget primarily due to decreased services and commodities expense. Also, to address the revenue shortfall, the annual capital was reduced by \$52,000 or 78.5% of the budgeted amount.

GARBAGE FUND

The Fiscal Year 2016 Budget included an ending fund balance of \$540,712 including a budgetary excess of \$139,420. The budgeted ending balance equaled 41.7% of budgeted operating expenditures and 5 months of operating expenses. It is projected that Fiscal Year 2016 will end with a fund balance of \$646,636, which is 56.1% of operating expenditures and represents 6.74 months of operation.

Fiscal Year 2016 revenue in the Garbage Fund is projected to be \$40,296 less than budget, with the following major variances from budget:

- Charges for Service - \$39,040 less than budget due to timing of annual rate increases. The Budget anticipates annual increases in rates to be effective March 1, with the actual effective date being May 1 to avoid prorated bills.

Fiscal Year 2016 expenditures in the Garbage Fund are projected to be \$146,220 less than budget. \$126,921 of that amount is related to personnel expense. The reduction in personnel expense is primarily due to worker's compensation leave of absences and salary allocation of short term employees temporarily assigned to garbage duties not having their salary assignment transferred to the Garbage Fund.

MOTOR FUEL TAX FUND

The Fiscal Year 2016 Budget included an ending fund balance of \$375,482 including a budgetary deficit of \$230,449. The budget included the use of fund resources on capital projects of \$360,000. The projected ending balance is \$402,625 with \$315,000 spent on capital projects, namely the Village's portion of the cost to resurface Green Bay Road from Park Avenue to Lake Cook Road.

Fiscal Year 2016 revenue in the Motor Fuel Tax Fund is projected to be \$45,646 due primarily to the amount withheld by the State of Illinois. The projection of revenue includes that revenue resuming in the future, but at this time does not include payment of the amount previously withheld. This scenario may change.

Fiscal Year 2016 expenditures in the Motor Fuel Tax Fund are projected to be \$72,489 less than budget primarily due to decreased services and capital expense.

ENHANCED 911 FUEL TAX FUND

The Fiscal Year 2016 Budget included an ending fund balance of \$104,582 including a budgetary deficit of \$152,722. The projected ending balance is \$145,486, with a projected spending deficit of \$111,818.

Fiscal Year 2016 revenue in the Enhanced 911 Fund is projected to be \$18,946 less than budget due primarily to the amount withheld by the State of Illinois. The projection of revenue includes that revenue resuming in the future, but does not include payment of the amount previously withheld. This scenario may change.

Fiscal Year 2016 expenditure in the Enhanced 911 is projected to be \$37,850 less than budget primarily due to decreased commodity expense.

**FY 2016 CAPITAL BUDGET
BY QUARTER**

FIRST QUARTER (MARCH - MAY 2015)	STATUS	FY 2016 BUDGET	FUNDING SOURCE
COMPUTER SYSTEM IMPROVEMENTS (PHASE I)	Completed	34,600	GENERAL
EAB TREE REMOVAL	Completed	18,750	GENERAL
BRUSH CHIPPER #10	Deferred to 2017	44,000	GENERAL
PICKUP TRUCK #35	Deferred to 2019	35,500	GENERAL
E911 SYSTEM EQUIPMENT (PHASE I)	Removed \$33,000	-	E911
WATER MAIN REPLACEMENT	Completed	100,000	WATER
TOTAL FIRST QUARTER		\$ 232,850	

SECOND QUARTER (JUNE - AUGUST 2015)		FY 2016 BUDGET	FUNDING SOURCE
COMPUTER SYSTEM IMPROVEMENTS (PHASE II)	Completed	34,600	GENERAL
PUBLIC WORKS ADMINISTRATIVE VEHICLE REPLACEMENT #610	Deferred to 2019	30,000	GENERAL
RESTORATION OF RAVINE BLUFF MONUMENTS (PHASE III)	Completed	30,000	GENERAL
EAB TREE REMOVAL	Completed	18,750	GENERAL
TURBIDIMETER UNIT REPLACEMENT	Completed	32,000	WATER
ROADWAY IMPROVEMENT (GREEN BAY RD.)	Completed	360,000	MFT
TOTAL SECOND QUARTER		\$ 505,350	

THIRD QUARTER (SEPTEMBER - NOVEMBER 2015)		FY 2016 BUDGET	FUNDING SOURCE
COMPUTER SYSTEM IMPROVEMENTS (PHASE III)	Completed	34,600	GENERAL
MECHANICAL LIFT	Deferred to 2018	18,000	GENERAL
EAB TREE REMOVAL	Completed	18,750	GENERAL
PUBLIC SAFETY VEHICLE REPLACEMENTS #654 & #662	In Progress	100,000	GENERAL
E911 SYSTEM EQUIPMENT (PHASE II)	In Progress - budget reduced	10,000	E911
HIGH LIFT EMERGENCY PUMP	Deferred to 2017	50,000	WATER
TOTAL THIRD QUARTER		\$ 231,350	

FOURTH QUARTER (DECEMBER - FEBRUARY 2016)		FY 2016 BUDGET	FUNDING SOURCE
COMPUTER SYSTEM IMPROVEMENTS (PHASE IV)	In Progress	34,600	GENERAL
SEWER CAMERA TRUCK #22	In Progress	33,000	GENERAL
EAB TREE REMOVAL	In Progress	18,750	GENERAL
E911 ROOM UPGRADES	Deferred due to Dispatch Consolidation	32,000	E911
REPLACE FILTER CONTROLS	Completed	60,000	WATER
TOTAL FOURTH QUARTER		\$ 178,350	

OTHER PROJECTS - FUNDING QTR TBD			
RESIDENTIAL SIDEWALK REPLACEMENT	FY 2017	100,000	BOND FUND 2015A
STORM WATER DRAINAGE IMPROVEMENTS	FY 2017	3,000,000	BOND FUND 2015A
SANITARY SEWER LINING	FY 2017	250,000	BOND FUND 2015A
STREET RESURFACING	FY 2018	500,000	BOND FUND 2015B
TOTAL		\$ 3,850,000	

FISCAL YEAR 2016 CAPITAL BUDGET GRAND TOTAL	\$ 4,997,900
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**PRELIMINARY
FISCAL YEAR 2017
OPERATING BUDGETS
SECTION B**



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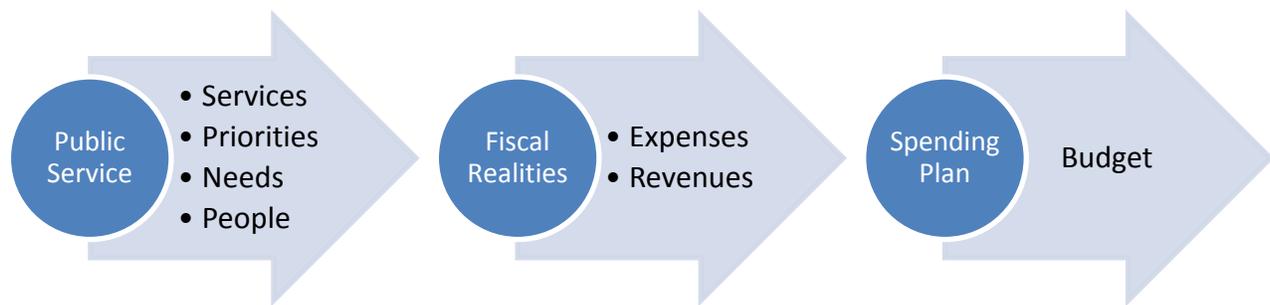
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FISCAL YEAR 2017 PRELIMINARY BUDGET

DEVELOPMENT OF THE PRELIMINARY BUDGET

The methodology used to generate the Preliminary Budget is one that has been in place for many years and emphasizes **public service, fiscal realities, 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 our 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 a 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. Also, budget development has been guided by a principle that it is better that the process result in surpluses that can be addressed later (such as accelerating infrastructure improvement projects or technology investments) versus having to make cuts because there were insufficient actual revenues to support budgeted expenditures. Therefore 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. Conservative revenue budgeting also requires that the expenditure budget be constrained. 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 must 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 preliminary Fiscal Year 2017 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 enough 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 2017 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 2017 Budget process represents the second year of a long term process to more directly link resource and expenditure plans to strategic priorities. An updated work plan is located in Section E.

Fiscal Realities

The Village’s budgeting process has been greatly affected by the continued uncertainty exhibited by the State of Illinois in its own budget process. Local government revenues collected by the State on our behalf are being threatened. The Local Government Distributive Fund (LGDF), which accounts for over 5% of Village revenues or nearly \$1 Million annually, has been threatened with reductions of at least 50% by the State. Legislation that would freeze property taxes has also been introduced, and throughout the last year, other significant revenue sources such as E-911, Motor Fuel Taxes and Use Taxes have been withheld by the State, though recent legislation will release these funds, at least, for now. These issues are examples of the great uncertainty that exists at the State level and has a very real impact on our fiscal reality. Consequently, the Finance Committee and Village staff have discussed scenarios for long-term revenue reductions that may impact the Village, and this document will provide options to consider in preparing for possible impacts that may or may not be short-term in nature. The Village is in the fortunate position of benefitting from the good fiscal stewardship of current and past Village Boards and its sound financial policies, but threats from outside of the Village’s span of control will continue and the Village will maintain its commitment to fiscal prudence.

While some of our major revenue sources are now more unsettled than in the past, facing threats of reductions by the State, we are also experiencing upward pressure on pension costs and other

personnel costs (which are the Village's largest ongoing expenses, aside from debt service). Though the reasons for some of these cost increases fall outside of the Village's span of control, such as State and Federal mandates, it is expected that our expenditures will outpace revenues in the coming 10 year period of time. With that, staff has taken a sharper eye toward 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. This budget takes into account these efforts and increases our investment in areas such as technology to streamline and improve business processes, training for staff to ensure we have a highly skilled and capable workforce, and our commitment to reviewing the efficiency of our services. Staff will continue its review of certain services provided by the Village to better understand costs and perhaps modify the service model (modify the service, or as possible, outsource) to ensure that it is sustainable.

Spending Plan

All in all, the Village's budget process integrates best practices in local government financial management by integrating established financial planning tools with innovative thinking of a proactive Village Board and staff.

FISCAL YEAR 2016 PROJECTIONS

The current Fiscal Year (2016) will end on February 29, 2016. Provided in these materials are the year-end projections for the current Fiscal Year, which can be useful in understanding how the Preliminary Fiscal Year 2017 Budget was developed. Fiscal Year 2016 projections are included in **Section A** of the budget materials.

General Fund

The Fiscal Year 2016 budget was approved anticipating the need for the use of approximately \$526,000 in General Fund reserves for the purposes additional staffing in the Public Safety Department, as well as several one-time expenditures. Given that threats to local government revenues began to surface very early in the Fiscal Year, staff and the Village Board immediately began to take measures to, where possible, reduce expenditures in anticipation of State action. Primarily, steps included a reduction in expenditures for certain capital items in the General Fund (all of which have been reprioritized and either carried forward to the Preliminary Fiscal Year 2017 Budget or later) as well as the deferral of some projects. Staffing changes following the retirements of long-time employees in Public Works also lead to a reduction in overall costs to the Village, which will remain in place on a going-forward basis for some time.

Revenues were largely unaffected by the State's actions until the second half of the fiscal year and as such, the Village benefitted from revenues that are projected to finish the Fiscal Year \$440,000 over budget. Tied with incremental expense reductions, the Fiscal Year is projected to finish with a \$538,000 surplus in the General Fund. Despite the strong FY 2016 revenues, staff believes it is prudent to maintain the Village's practice of conservatively budgeting revenues in FY 2017 because of the significant uncertainty that remains at the State level.

Fiscal Year 2016 was highlighted by several major accomplishments that support the Village's six strategic priorities, including:

Financial Sustainability

- ✓ Updated long-range financial planning and capital improvement plan documentation
- ✓ Completed annual review of fee and fine schedule

Commercial Vitality

- ✓ Continued work on Downtown Plan (to be complete in 2016) and received progress report presentation
- ✓ Comprehensive update to the Village's Liquor Code

Infrastructure Replacement

- ✓ Voter approval of a referendum authorizing \$10,000,000 in investments into the Village's stormwater system, roadway resurfacing, sidewalk replacement, sanitary sewer system and Village Hall
- ✓ Resurfaced Green Bay Road (north Village boundary to Park Avenue) and the entire length of Sheridan Road through Glencoe
- ✓ Made major capital investments including:
 - \$74,000 in residential sidewalk improvements
 - \$250,000 in sanitary sewer lining
 - \$100,000 replacement of Glencoe Drive Water Main
- ✓ Reviewed the Water System Plan project and began water distribution system analysis
- ✓ Continued negotiations with Cook County Forest Preserve District regarding the Glencoe Golf Club

Operational Effectiveness

- ✓ Took delivery of a new fire engine, the 10th in Glencoe's history
- ✓ Undertaking strategic IT needs analysis (underway January 2016)
- ✓ Improved payroll processing efficiency through deployment of new payroll software and time and attendance system

Organizational Development

- ✓ Conducted compensation and position classification study (will be completed in January 2016)
- ✓ Began developing Village-wide human resources training program and completed major trainings in harassment and discrimination prevention as well as legal fundamentals of supervision
- ✓ Centralized major human resource management functions in the Village Manager's Office

Community Engagement

- ✓ Conducted Village-wide community satisfaction survey (results to be presented in January 2016)
- ✓ Completed community outreach efforts to identify residents interested in serving on volunteer boards and commissions

PRELIMINARY FISCAL YEAR 2017 BUDGET

The Preliminary Fiscal Year 2017 Budget as presented provides for \$29,722,468 in total spending across all funds (General, Water, Garbage, E-911, MFT, CIP Bonds and Debt Service). The largest component of the Village's budget on an annual basis is the General Fund, from which most all day-to-day operations are funded including personnel costs, commodities, and services. The General Fund projects a deficit of \$171,607 due to inter-fund transfers and capital expenses.

To ensure that the Village Board has a clear understanding of the Preliminary Budget and what it includes, staff will provide a presentation at the December 15, 2015 Finance Committee Meeting. This will include a general overview of the budget, along with a detailed presentation on the major operating department budgets in Public Safety and Public Works. Below, as a supplement to the materials

provided in Section B, we have provided information regarding the expenditure and revenue assumptions in the Preliminary Budget.

Expenditure Assumptions

The Preliminary Fiscal Year 2017 budget focuses on maintaining Village services, and defers certain capital expenditures (primarily rolling stock) to align with programmatic review. Below, we have provided an overview of **expenditure assumptions** that have been integrated into the Preliminary Budget for discussion purposes.

General Fund:

- **Overall General Fund operating expenditures have decreased by 1.8% from Fiscal Year 2016.** Given the uncertainty at the State level regarding possible reduction in revenues, staff has taken the preliminary step of reducing requested expenditures where possible. This has been accomplished through reductions in overall cost of personnel due to retirements and reclassifications of positions during FY2016; reductions in commodity costs to more closely mirror actual expenditures from past years; reduction from past policy on funding of the Police Pension; and deferral or elimination of certain capital items (generally equipment and rolling stock).
- **A capital spending plan aligned with the Long-Range Capital Inventory and Strategic Work Plan.** Given the successful Bond Referendum questions approved by voters on April 7, 2015, significant investment is anticipated for FY2017 for:
 - **Terrace Court and Skokie Ridge Storm Water Improvements:** \$2.75 Million
 - **Sanitary sewer lining:** \$250,000
 - **Residential Sidewalk Replacement:** \$100,000
 - **Replacement of HVAC equipment in the Village Hall:** \$2.3 Million.
 - **In addition, \$412,500 has been recommended in the General Fund for replacement of equipment and vehicles.** As noted above, this has included significant reductions from last year's projections due to some deferrals, but more importantly, in changing the frequency and way in which certain vehicles are replaced. For instance, we have extended the life of Public Safety squads from a three year replacement cycle to a four year cycle. We have also found ways to extend the life of equipment by replacing component pieces of equipment rather than entire units.
- **Projects anticipated in the Strategic Work Plan are included in the preliminary budget.** These include projects that will be integrated into regular work plans for each Department, but also one-time, necessary consultant studies and investments into the organization as a means of achieving progress toward agreed upon initiatives. This includes the following:
 - Operational Effectiveness:
 - Work order management software (also includes online resident service requests) - \$50,000 (Deferred from FY2016)
 - SCADA systems to automate sanitary sewer lift station operations - \$75,000
 - Review of refuse collection alternatives
 - Organizational Development:
 - Increased training dollars allocated across all Departments, but focused in Public Safety (19% increase) to accommodate training needs of new employees.

- Community Engagement:
 - Website Redesign - \$32,000 (Deferred from FY2016)
 - Development of a comprehensive communications policy
- **The budget for wage increases is estimated based upon known economic factors and organization equity factors.** The budget includes a 2.5% increase for public safety union employees (contractual obligation), and a 2.5% increase for non-union employees. The Village is about to commence collective bargaining with AFSCME which represents our Public Works Maintenance Equipment Operators, Water Plan Operators and Mechanics. A placeholder 2.5% has been included for these employees as well, but may be impacted by the collective bargaining process.

The Village is completing a classification and compensation analysis for all non-union employees. This, along with any recommendations coming from it, will be presented to the Finance Committee in January.

- **No additional staffing allocations have been included.** Given the substantial changes approved last year to staffing in the Public Safety Department and elsewhere, there are no recommendations for additional personnel in this Preliminary budget. However, changes related to existing staff may be recommended as part of the presentation of the Classification and Compensation analysis.
- **Benefits costs have been regulated.** The budget for health insurance benefits is up 1.56% from Fiscal Year 2016 projected actuals, as compared to an annual average since Fiscal Year 2008 of 2.13%. This premium increase has moderated up only slightly with the Village's membership in the Illinois Personnel Benefit Cooperative (IPBC). Within the Village's authority to do so, plan design changes were implemented for PPO plans which will go into effect on January 1, 2016. This successfully limited the increase in costs to both employees and the Village. We are monitoring whether the Cadillac Tax, imposed by the Affordable Care Act in 2018 on certain high value insurance plans, will impact the Village. These efforts in modifying plan design helped to limit the Village's exposure to the tax, at least under current regulations.
- **Pension funding remains a major focus.** The Illinois Municipal Retirement Fund (IMRF) 2015 funding requirement will be paid based on the actuarially required contribution (ARC) rate. The 2016 rate is 1.01% higher than the 2015 rate. This is the pension fund for all non-sworn, non-Public Safety employees. As we have discussed extensively in recent months, the Village's policy on overfunding the Police Pension Fund beyond that which is required by State statute was modified this year. Due to a major shift in the actuarial calculations imposed by the State of Illinois, the Village's mandated contribution went up dramatically, by over \$255,000. The Fiscal Year 2016 Budget included \$1.562 Million for the cost of funding the Police Pension Fund. This was approximately 33.8% above the State actuarial rate, and amounted to \$459,963 in additional contribution to the fund. Without modifying the Village's past policy of overfunding, the impact of these new actuarial tables would have required a contribution of over \$1.8 Million. Instead, the amount that has been included totals \$1.358 Million, a 15% decrease from the overall contribution in Fiscal Year 2016.

- **The General Corporate Tax Levy includes an allocation for Garbage Services and the Fire Pension Fund.** The Garbage Services allocation remains at \$600,000, and the Fire Pension allocation has been reduced to \$30,000 due to there being only one surviving annuitant. \$450,000 of the Garbage Services allocation is actually transferred to the Garbage Fund from the General Fund. This transfer has been called into question, and may be an area for further discussion. Staff anticipates a significant study of the entire refuse operation during Fiscal Year 2017, to include review of possible alternatives to the current service delivery model, which may alter the long-term General Fund subsidy of the Garbage Fund.
- **Allocation for community grants is a preliminary figure** pending review of Fiscal Year 2016 applications. The Community Grants Committee met on December 8 and will report to the Finance Committee its recommendations at the December 15 Finance Committee meeting.
- **As noted, a General Fund operating deficit of approximately \$171,607 has been anticipated** for the Fiscal Year 2017 budget. A modification to the Village's conservative revenue forecasting model could alter the deficit in whole, however that action is not recommended. The General Fund fund balance has sufficient resources to accommodate these costs, but staff will be prepared to discuss the overall impact of this operating deficit.

Garbage Fund:

- **Expenditures are in line with normal operating cost increases.** This year, staff undertook a comprehensive Request for Proposals for recycling services. A recommendation will be made to the Village Board at the December 17 Board meeting to move to a new provider for this service, saving residents over \$100,000 over the next five years. There are no capital expenditures budgeted in Fiscal Year 2017. Staff anticipates a significant study of the entire refuse operation during Fiscal Year 2017, to include review of possible alternatives to the current service delivery model.

Water Fund:

- **Expenditures are in projected to increase modestly in Fiscal Year 2017.** Requested capital expenditures related to the distribution system have been included in the CIP to accommodate an additional \$100,000 in water main replacement (totaling \$200,000) for Fiscal Year 2017. Further investments in the Water Plant production facilities have been limited to those necessary to support the continued operation of the Plant and are included in the Capital Improvement Plan (Section C). While the Strand Report that focused on possible alternatives to water production was completed in Fiscal Year 2016, further study related to the overall cost of the alternatives presented is still underway. Also, a comprehensive study of the Village's water distribution infrastructure began in Fiscal Year 2016 and is nearing completion. Once that study is complete (expected in the first quarter of 2016), the Village will have an all-inclusive set of plans for possible alternatives related to the overall cost of infrastructure needs system-wide. Major discussion is expected to take place during Fiscal Year 2017 as to the future of water production and the needs of the Village's distribution system.

Motor Fuel Tax (MFT) Fund:

- **The amount of reimbursement to the General Fund from motor fuel tax resources for the costs of providing maintenance services will increase .76%.** Motor fuel tax is restricted revenue that is typically accumulated for street infrastructure projects, none of which are

programmed for Fiscal Year 2017. Revenues are disbursed from the State of Illinois. Disbursements were halted for much of the latter portion of calendar year 2015 due to the State's budget impasse, but due to recent legislative action, the State is expected to resume disbursements.

Enhanced 911 Fund:

- **Major costs associated with this fund are expected this Fiscal Year and next.** Two unfunded mandates – one from the Federal Government and one from the State are expected to negatively impact this fund. Staff is anticipating 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. A preliminary estimate of \$300,000 has been included in the Preliminary Fiscal Year 2017 budget to accommodate this expenditure. Likewise, due to legislative action taken in 2015 requiring all dispatch centers currently serving fewer than 25,000 residents to merge with other centers, staff is currently reviewing alternatives. A plan for consolidation must be in place by July 1, 2016, and consolidation must take place by July 1, 2017. Costs are unknown at this time. It is expected that over time, both of these efforts will realize cost savings, but the extent of such savings are not known at this time. Significant discussion on these items is expected during this upcoming Fiscal Year.

Debt Service Fund:

- **All expenditures have been allocated per the existing debt schedule.** Total expenditure is expected to be approximately \$1.5 Million for Fiscal Year 2016, which is \$1.2 Million less than the required annual payment at the Village's debt peak in Fiscal Year 2010.

Revenue Assumptions

As with expenditure assumptions, **revenue assumptions** have also been integrated into the Preliminary Budget for discussion. Generally, the draft Fiscal Year 2017 budget includes revenues with growth assumptions based upon Village Board-established policy. In some areas, staff has made recommendations for fee adjustments in excess of policy. Important to note is that several revenue sources that impact the General Fund, E-911 Fund and Motor Fuel Tax Fund are collected by and disbursed to the Village by the State of Illinois. Because of this, some revenues may be threatened due to the State's ongoing fiscal crisis. In the following section, scenarios for reductions in overall revenues by 3%, 5% or 7% will be examined, and ways by which the Village might seek to mitigate those losses.

General Fund:

- **Overall, revenues are projected to increase .2% from the approved Fiscal Year 2016 Budget to the Preliminary Fiscal Year 2017 budget.** When comparing actual revenue projections for Fiscal Year 2016 however, revenues far outpaced budget. Conservative revenue projections remain staff's recommended course of action.
- **The 2015 tax extension base can increase by .76% from the 2014 extended amount** (or by approximately \$69,000 not including estimated loss in collection or new property factor) in accordance with the property tax extension limitation law (PTELL). The 2015 tax levy percentage increase is based on the change in the consumer price index (CPI-U) from December 2013 to December 2014.
 - The property tax extensions between 2010 and 2013 are lower than the 2009 property tax extension of \$10,829,493.

- The 2014 Tax Levy (for Fiscal Year 2016) was 1.02% higher than the taxes levied in 2009.
- From the 2009 Tax Levy to the 2013 Tax Levy, the Village's equalized assessed value (EAV) decreased from \$1.23 Billion to \$787 Million, a 36.4% decrease. This change did not impact the taxes extended but did result in a rate increase from \$0.874 per \$100 EAV in 2009 to \$1.349 per \$100 EAV in 2013.
- The 2014 EAV increased 1.1% to \$796 Million
- From 2009 Tax Levy to 2013 Tax Levy, the Village portion of the total tax bill decreased from 15.97% to 14.74%.
- The Village represented 14.66% of the 2014 Tax Levy, as planned in the Village's debt planning, this percentage will increase in future years as debt service from 2015 and 2016 bonds begin to be repaid.

Legislative action that would freeze property taxes for a two year window, beginning in Fiscal Year 2018, has been threatened by the State. Such freezes are not likely to impact revenues in Fiscal Year 2017.

- **The preliminary budget includes \$1,139,970 in building permit revenues** for Fiscal Year 2017 consistent with the practice of budgeting based on the 5 year average of building permit revenue. Building permits are projected to be \$1,339,232 as compared to \$1,077,870 budgeted during Fiscal Year 2016.
- **The preliminary budget includes \$1,875,500 in municipal sales tax revenue** for Fiscal Year 2017. This is projected to be \$1,970,399 as compared to \$1,853,100 budgeted during Fiscal Year 2016.
- **The preliminary budget includes \$848,923 in income tax revenue** for Fiscal Year 2017. Per capita factors from the Illinois Municipal League are used to develop the budget for income tax revenue. This is projected to be \$1,018,604 as compared to \$842,520 budgeted for Fiscal Year 2016. Income tax revenue is distributed by the State of Illinois on a per capita and is disbursed through the Local Government Distributive Fund (LGDF). Major concerns about the stability of this fund have arisen this year due to threats made by the State of Illinois to reduce by at least 50% the dollars disbursed to local governments through the LGDF. Legislative action has not been taken, but the Village will need to remain vigilant in monitoring any action that might seek to reduce Glencoe's share of the LGDF.
- **Per policy, the Preliminary budget includes increases of .76% in management fees** charged to the Water Fund, Garbage Fund and the Glencoe Golf Club. As was the recommendation during the past two Fiscal Years, staff would recommend the accrual of the annual Glencoe Golf Club management fee, but that payment not actually be made to the General Fund.
- **Per policy, the following General Fund fee increases are included in the Fiscal Year 2017 Budget:**
 - .76% in the sewer charge.
 - Other changes subject to consideration of fee recommendations

- **Per Policy, the following General Fund fee increases are recommended for consideration in the Fiscal Year 2017 Budget (see Section D):**
 - Increase Pet License fee from \$10 to \$20
 - Impose \$50 fingerprinting fee for all liquor license applicants
 - Impose a \$30 Commercial Solicitor fee for all commercial solicitation permits
 - Impose a \$175 Water Reconnection Service Fee for after-hours requests for water service reconnection

Garbage Fund:

- **As anticipated in the long range financial forecast, a .76% increase in the garbage fee has been included.** During Fiscal Year 2017 it is projected that nearly \$319,941 of the \$450,000 annual transfer from the General Fund is required for the fund to break even. As has been discussed over the past few months, staff anticipates a significant study of the entire refuse operation during Fiscal Year 2017, to include review of possible alternatives to the current service delivery model. This may alter the current General Fund subsidy of the Garbage Fund.

Water Fund:

- **No water rate increase has been included in the Preliminary Budget.** Revenues decreased in Fiscal Year 2016 and staff has projected that revenues will remain flat to the projections for the year-end total in this Fund. Also, as highlighted above, during Fiscal Year 2017, staff expects to complete a major study of the Village's water distribution system and continue study of alternatives related to the replacement of the Village's water treatment plant. Both of these efforts will require study of the Village's water rate. Because of this, no changes to the rate are recommended.

Motor Fuel Tax (MFT) Fund:

- **The preliminary budget includes \$211,234 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. Thanks to recent legislative action, we do expect that MFT disbursements will continue in Fiscal Year 2017.

Enhanced 911 Fund:

- **No growth is anticipated in this fund, and major expenditures are expected.** Revenue resources supporting E911 needs is limited; similar to MFT, this revenue stream is expected to continue to decline. As noted earlier, it is hoped that following an initial major investment in both a new digital radio system and possible consolidation of dispatch operations with surrounding communities, the Village will see ongoing operating costs begin to decrease, but only after the initial investments are paid off. With declining revenues, subsidy by other funds may be necessary. Thanks to recent legislative action, we do expect that E-911 disbursements will continue in Fiscal Year 2017.

Debt Service Fund:

- From Fiscal Year 2012, the taxes extended for debt service have ranged from \$1.530 in Fiscal Year 2014 (with abatement) to \$1.642 Million in Fiscal Year 2016 (without abatement) to. The Fiscal Year 2017 levy for existing debt service will be \$1.5 Million. After adoption of the levy,

abatement of taxes from other resources (such as loss in collection in the debt service fund) will be considered at the January 2016 Village Board Meeting.

REDUCED REVENUE SCENARIOS

Given the possibility that revenues could be reduced in the coming Fiscal Year if the State of Illinois were to take affirmative action to either hold, sweep or stop disbursement of funds normally provided to the Village of Glencoe (either on a short- or long-term basis), staff has developed scenarios by which 3%, 5%, or 7% of overall revenues are reduced or eliminated. Given the difficulty in predicting long-term impacts of these possible revenue reductions, the Village’s focus at this time will need to be more on short-term solutions. If long-term impacts become imminent, the Village will likely be required to take additional actions. Due to the nature of State shared revenues and how they would impact the Village’s various funding sources, staff has outlined the following impacts only on the General Fund; further scenarios can be discussed with the Board as may be necessary.

General Fund:

The Preliminary Fiscal Year 2017 Budget includes an ending fund balance of \$3,540,372 which is equal to 2.77 months of operating expense. Revenue reduction scenarios presented below include a 3% reduction (loss of \$475,599), a 5% reduction (loss of \$792,665) and a 7% reduction (loss of \$1,109,731).

GENERAL FUND			
Fiscal Year 2017 Contingency Scenarios			
Estimate FY 2017 Operating			
Revenue	15,853,294		
Expenditures	15,326,118		
Operating Excess/(Deficit)	527,176		
Ending Fund Balance	3,540,372		
Months of Operations	2.77		
Loss of Revenue	3%	5%	7%
	Loss	Loss	loss
Revised Ending with Loss	3,064,773	2,747,707	2,430,641
Months of Operations	2.40	2.15	1.90
Amount of Loss	(475,599)	(792,665)	(1,109,731)
Adjustments:			
Transfer to Garbage	450,000	450,000	450,000
Capital	-	343,000	412,500
Other	-	-	247,000
Adjusted Ending Balance	3,514,773	3,540,707	3,540,141
Months of Operations	2.75	2.77	2.77
Allowable Minimums			
15% Operating Expenditures	2,298,918		
2 Months Operations	2,554,353		
Policy Minimum	2,000,000		

As a reminder, the Village projects that just over \$1 Million will be collected in Income Tax (LGDF) funds alone. Reductions of those funds have been threatened; other impacts might be realized to State-shared revenues as well.

The exhibit highlights some initial steps that could be taken to make immediate adjustments. As a part of the staff presentation at the December 15 Finance Committee meeting, staff will discuss additional alternatives that could include use of alternate reserves, General Fund reserves or further expenditure reductions as may be necessary. Again, these should be viewed as possible solutions – if a significant change in revenues impacts the Village, it may be offset by better performance in other revenues sources.

NEXT STEPS

The discussion of the Preliminary Fiscal Year 2017 begins in December, and continues through January to provide opportunity for the Village Board to consider the revenue and expense allocations for the next Fiscal Year. Staff will provide overviews of budget recommendations and be available to answer any questions the Board may have throughout this review process.



FISCAL YEAR 2017

MAJOR FINANCIAL POLICIES

Fund Balance Policy – UPDATED 11/2015

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 (2) months operating expenditures**, excluding capital, but no lower than **\$2,000,000**. The minimum targets for the Water Fund and Garbage Fund is also the greater of 10% of current operating expenditures **or two (2) 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.

Policy History

- During Fiscal Year 2013, the General Fund minimum balance was increased from \$1,000,000 to \$1,400,000.
- Fiscal Year 2015 unassigned fund balance in the General Fund was \$3,173,210 (21.2% of operating expenditures or approximately 2.5 months operating expenditures).
- Fiscal Year 2015 unrestricted net assets in the Water Fund was \$1,725,221 (92.5% of operating expenditures or approximately 11 months operating expenditures).
- Fiscal Year restricted (as special revenue fund) fund balance in the Garbage Fund was \$321,971 (25.2% of operating expenditures or approximately 3 months operating expenditures)

Policy Consideration

- Elements of fund balance in the General Fund include:
 - \$450,000 annual transfer to garbage fund
 - Amount of Police Pension contribution in excess of State of Illinois Requirements
 - Ability to issue limited tax bonds (without referendum) – authority held as emergency reserve.

Recommendation

- **Finance Committee review, with Board concurrence, has established the changes highlighted above for Fiscal Year 2017.**

MAJOR FINANCIAL POLICIES

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.

MAJOR FINANCIAL POLICIES

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 PTELL, the average annual CPI increase has been approximately 2.5% 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.
- State of Illinois is considering a tax freeze for 2017 and 2018 tax years for all local governments.
- If the Village had home rule authority, it could consider tax increases in 2015 and 2016 to mitigate the impact of those anticipated freezes.
- The Village could seek a referendum to increase taxes beyond tax caps to mitigate the anticipated freeze in 2017 and 2018.

Recommendation

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

MAJOR FINANCIAL POLICIES

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.
- Consider defining other revenue circumstances that would be considered a surplus for the purposes of abating property taxes.

Recommendation

- Conduct annual review of abatement ordinance at January Village Board Meeting.

MAJOR FINANCIAL POLICIES

Debt Policy – Use of Limited Tax Authority – UPDATED 11/2015

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 \$3,982,976 based on 2014 EAV; and
2. The total annual payment extension is no more than \$552,379 for 2014 levy (last year the annual maximum was \$548,212).

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

- 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

- After Fiscal Year 2016, the entire annual payment amount will be available with the retirement of the 2005 Limited Tax Bonds.
- The decline in the equalized assessed valuation has diminished the amount of debt that can be issued.
- Is it necessary to retain all of the authority as emergency reserve? There might be other needs for the resources of a non-emergency nature.

Recommendation

- **Finance Committee review, with Board concurrence, has established the changes highlighted above for Fiscal Year 2017.**

MAJOR FINANCIAL POLICIES

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

- Continue to accrue interest on the amount owed but to not transfer the payment due beyond the amount of the annual management fee.

MAJOR FINANCIAL POLICIES

Management Fees

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

- Continue to accrue Glencoe Golf Club management fee but do not collect the fee.
- Retain Garbage Fund and Water Fund Management Fee.

MAJOR FINANCIAL POLICIES

Funding Pension Obligations – UPDATED 11/2015

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

- Since Fiscal Year 2007 the Village has contributed on average 137.4% of the required amount.
- Since Fiscal Year 2005 Police Pension Fund investments have averaged 6.53% compared to 6.75% State required assumption and 5.5% Village assumption.

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.

Recommendation

- Finance Committee review, with Board concurrence, has established the changes highlighted above for Fiscal Year 2017.

MAJOR FINANCIAL POLICIES

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

- Continue present practice.

MAJOR FINANCIAL POLICIES

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

- 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 \$100,000 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.
- 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.
- This matter can be further reviewed by the Village Board once the 2016 annual contribution statement is available.

Recommendation

- Consider a move to the next level if excess surplus continues to be accumulated as a reserve.

MAJOR FINANCIAL POLICIES

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 (or 102% of annual deductible expense) to \$422,228 (or 181% of annual deductible expense).
- 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.
- Consider potential projects for excess resources.

Recommendation

- Consider policy as part of review of the 2016 Annual Contribution to IRMA.

MAJOR FINANCIAL POLICIES

Interfund Transfers

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.
- During Fiscal Year 2014, the Village transferred \$600,000 to the Garbage Fund.
- During Fiscal Year 2015, the Village reduced the transfer to \$450,000 and reinstated fees in the Garbage Fund.
- The preliminary budget includes \$450,000 consistent with practice in Fiscal Year 2015.
- Consider extent to which user fees should pay for services.
- Consider other expenditures that may have a higher priority than general resource support of the Garbage Fund.

Recommendation

- That the communication of transfers due to unforeseen and unbudgeted need continue.
- That the Board consider the annual transfer to the Garbage Fund as part of the consideration of the Fund Balance Policy and Service Fee Policy.

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

- Since 2016 contribution increased by less than 10% from the 2015 contribution, the phase in contribution will not be offered.

Recommendation

- No action necessary.

MAJOR FINANCIAL POLICIES

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 - NONE PROPOSED FOR FISCAL YEAR 2017

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 - NONE PROPOSED FOR FISCAL YEAR 2017

Increases in Fees and Charges for Service

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. Annual increases avoid future large percentage increases. For the purpose of determining the 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).

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 2017 included for review.**

**OPERATING SUMMARY
FUND SUMMARY**

FUND	ACTUAL FUND BALANCE <u>2/28/2015</u>	FISCAL YEAR 2016 PROJECTED			PROJECTED FUND BALANCE <u>2/29/2016</u>	FISCAL YEAR 2017 PRELIMINARY			PROPOSED FUND BALANCE <u>2/28/2017</u>
		REVENUE	EXPENSE	SURPLUS / (DEFICIT)		REVENUE	EXPENSE	SURPLUS / DEFICIT	
OPERATING FUNDS									
GENERAL	3,173,210	16,430,957	15,892,188	538,769	3,711,979	16,017,011	16,188,618	(171,607)	3,540,372
WATER	1,725,221	1,950,895	2,098,705	(147,810)	1,577,411	1,966,923	2,262,584	(295,661)	1,281,750
GARBAGE	401,292	1,440,812	1,195,468	245,344	646,636	1,432,765	1,302,706	130,059	776,695
SUB-TOTAL	5,299,723	19,822,664	19,186,361	636,303	5,936,026	19,416,699	19,753,908	(337,209)	5,598,817
SPECIAL FUNDS									
MOTOR FUEL TAX	605,931	162,624	365,930	(203,306)	402,625	211,634	53,668	157,966	560,591
E 9-1-1	257,304	126,922	238,740	(111,818)	145,486	145,398	450,661	(305,263)	(159,777)
SUB-TOTAL	863,235	289,546	604,670	(315,124)	548,111	357,032	504,329	(147,297)	400,814
CAPITAL/DEBT									
CIP BONDS	57,569	5,138,644	829,733	4,308,911	4,366,480	5,268,850	7,948,000	(2,679,150)	1,687,330
DEBT SERVICE	117,743	1,592,087	1,582,306	9,781	127,524	1,579,535	1,566,231	13,304	140,828
SUB-TOTAL	175,312	6,730,731	2,412,039	4,318,692	4,494,004	6,848,385	9,514,231	(2,665,846)	1,828,158
GRAND TOTAL	6,338,270	26,842,941	22,203,070	4,639,871	10,978,141	26,622,116	29,772,468	(3,150,352)	7,827,789

	FY 2016 PROJECTED				FY 2017 PRELIMINARY			
	OPERATING EXPENSE	PROJECTED FUND BALANCE	% FUND BALANCE	MONTHS	OPERATING EXPENSE	ESTIMATED FUND BALANCE	% FUND BALANCE	MONTHS
OPERATING FUNDS								
GENERAL	15,222,908	3,711,979	24.4%	2.93	15,326,118	3,540,372	23.1%	2.77
WATER	1,865,079	1,577,411	84.6%	10.15	1,918,628	1,281,750	66.8%	8.02
GARBAGE	1,151,843	646,636	56.1%	6.74	1,258,749	776,695	61.7%	7.40
SUB-TOTAL	18,239,830	5,936,026	32.5%	3.91	18,503,495	5,598,817	30.3%	3.63

GENERAL FUND
Fiscal Year 2016 Projections and Fiscal Year 2017 Operating Statement

REVENUES	FY 2016 Budget	FY 2016 Projected	% of Budget	FY 2017 Budget	% From Budget
Property Tax	8,957,183	8,969,056	100.1%	9,024,294	0.7%
Cable Tax	226,600	228,491	100.8%	235,104	3.8%
Utility Tax	1,199,046	1,110,908	92.6%	1,145,740	-4.4%
Income Tax	842,520	1,018,604	120.9%	848,923	0.8%
Sales & Use Tax	1,853,100	1,970,399	106.3%	1,875,500	1.2%
Pers. Prop. Repl. Tax	78,630	101,456	129.0%	91,000	15.7%
Charges for Service	704,084	593,787	84.3%	584,694	-17.0%
Permits	1,077,870	1,339,232	124.2%	1,139,970	5.8%
Fines	73,500	121,700	165.6%	105,000	42.9%
Licenses	329,790	316,400	95.9%	321,050	-2.7%
Fees	114,606	111,558	97.3%	111,750	-2.5%
Interest	16,989	17,689	104.1%	17,689	4.1%
Other Revenue	353,722	369,196	104.4%	352,580	-0.3%
Total Revenue	15,827,640	16,268,476	102.8%	15,853,294	0.2%
\$ of Budget		440,836		25,654	

EXPENDITURES	FY 2016 Budget	FY 2016 Projected	% of Budget	FY 2017 Budget	% From Budget
Personnel	12,275,634	11,951,984	97.4%	12,127,527	-1.2%
Services	2,162,150	2,181,259	100.9%	2,146,355	-0.7%
Commodities	954,217	879,225	92.1%	860,522	-9.8%
Other	222,614	210,440	94.5%	191,714	-13.9%
Total Operating Expense	15,614,615	15,222,908	97.5%	15,326,118	-1.8%
\$ of Budget		(391,707)		(288,497)	

Operating Excess (Deficit) 213,025 1,045,568 527,176

OTHER FINANCING

Sources

Interfund Revenue	162,481	162,481	100.0%	163,717	0.8%
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Uses

Capital	451,900	219,280	48.5%	412,500	-8.7%
Interfund Expense	450,000	450,000	100.0%	450,000	0.0%
Total Uses	901,900	669,280	74.2%	862,500	-4.4%
\$ of Budget		(232,620)		(39,400)	

Total EXP AND USES 16,516,515 15,892,188 16,188,618 -2.0%

Total Excess (Deficit) (526,394) 538,769 (171,607)

Beginning Balance 3,173,210 3,173,210 3,711,979

Ending Balance 2,646,816 3,711,979 3,540,372

% of Operating Expense 17.0% 24.4% 23.1%

Months of Operation 2.03 2.93 2.77

Budget Reconciliation

Total Projected Revenue	15,990,121	16,430,957	102.8%	16,017,011	0.17%
\$ Difference		440,836		26,890	

Total Projected Expense	16,516,515	15,892,188	96.2%	16,188,618	-1.99%
\$ Difference		(624,327)		(327,897)	

WATER FUND
Fiscal Year 2016 Projections and Fiscal Year 2017 Operating Statement

REVENUES	FY 2016 Budget	FY 2016 Projected	% of Budget	FY 2017 Budget	% From Budget
Charges for Service	2,125,254	1,871,503	88.1%	1,884,060	-11.3%
Interest	2,850	2,850	100.0%	2,850	0.0%
Other Revenue	78,542	76,542	97.5%	80,013	1.9%
Total Revenue	2,206,646	1,950,895	88.4%	1,966,923	-10.9%
\$ of Budget		(255,751)		(239,723)	

EXPENDITURES	FY 2016 Budget	FY 2016 Projected	% of Budget	FY 2017 Budget	% From Budget
Personnel	1,204,284	1,206,190	100.2%	1,189,224	-1.3%
Services	325,660	310,929	95.5%	339,219	4.2%
Commodities	149,100	104,300	70.0%	146,525	-1.7%
Debt Service	174,660	174,660	100.0%	174,660	0.0%
Depreciation	69,000	69,000	100.0%	69,000	0.0%
Total Operating Expense	1,922,704	1,865,079	97.0%	1,918,628	-0.2%
\$ of Budget		(57,625)		(4,076)	

Operating Excess (Deficit)

283,942 85,816 48,295

OTHER FINANCING

Sources

Interfund Revenue	-	-	N/A	-	N/A
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Uses

Capital	242,000	190,000	78.5%	300,000	24.0%
Interfund Expense	43,626	43,626	100.0%	43,956	0.8%
Total Uses	285,626	233,626	81.8%	343,956	20.4%
\$ of Budget		(52,000)		58,330	

Total EXP AND USES 2,208,330 2,098,705 95.0% 2,262,584 2.5%

Total Excess (Deficit) (1,684) (147,810) (295,661)

Beginning Balance 1,725,221 1,725,221 1,577,411

Ending Balance 1,723,537 1,577,411 1,281,750

% of Operating Expense 89.6% 84.6% 66.8%

Months of Operation 10.76 10.15 8.02

Budget Reconciliation

Total Projected Revenue 2,206,646 1,950,895 88.4% 1,966,923 -10.9%

\$ Difference (255,751) (239,723)

Total Projected Expense 2,208,330 2,098,705 95.0% 2,262,584 2.5%

\$ Difference (109,625) 54,254

GARBAGE FUND

Fiscal Year 2016 Projections and Fiscal Year 2017 Operating Statement

REVENUES	FY 2016 Budget	FY 2016 Projected	% of Budget	FY 2017 Budget	% From Budget
Pers. Prop. Repl. Tax	7,000	7,000	100.0%	7,000	0.0%
Charges for Service	1,014,408	975,368	96.2%	967,165	-4.7%
Interest	600	600	100.0%	600	0.0%
Other Revenue	9,100	7,844	86.2%	8,000	-12.1%
Total Revenue	1,031,108	990,812	96.1%	982,765	-4.7%
\$ of Budget		(40,296)		(48,343)	

EXPENDITURES	FY 2016 Budget	FY 2016 Projected	% of Budget	FY 2017 Budget	% From Budget
Personnel	706,492	579,571	82.0%	717,018	1.5%
Services	475,531	467,991	98.4%	444,691	-6.5%
Commodities	106,540	103,640	97.3%	97,040	-8.9%
Debt Service	9,500	641	6.7%	-	-100.0%
Other	-	-	N/A	-	N/A
Total Operating Expense	1,298,063	1,151,843	88.7%	1,258,749	-3.0%
\$ of Budget		(146,220)		(39,314)	

Operating Excess (Deficit) (266,955) (161,031) (275,984)

OTHER FINANCING

Sources

Interfund Revenue	450,000	450,000	100.0%	450,000	0.0%
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Uses

Capital	-	-	N/A	-	N/A
Interfund Expense	43,625	43,625	100.0%	43,957	0.8%
Total Uses	43,625	43,625		43,957	
\$ of Budget		-		332	

Total EXP AND USES 1,341,688 1,195,468 89.1% 1,302,706 -2.9%

Total Excess (Deficit) 139,420 245,344 130,059

Beginning Balance 401,292 401,292 646,636

Ending Balance 540,712 646,636 776,695

% of Operating Expense 41.7% 56.1% 61.7%

Months of Operation 5.00 6.74 7.40

Budget Reconciliation

Total Projected Revenue	1,481,108	1,440,812	97.3%	1,432,765	-3.26%
\$ Difference		(40,296)		(48,343)	

Total Projected Expense	1,341,688	1,195,468	89.1%	1,302,706	-2.91%
\$ Difference		(146,220)		(38,982)	

MOTOR FUEL TAX FUND
Fiscal Year 2016 Projections and Fiscal Year 2017 Operating Statement

REVENUES	FY 2016 Budget	FY 2016 Projected	% of Budget	FY 2017 Budget	% From Budget
Interest	400	700	175.0%	400	0.0%
Other Revenue	207,570	161,924	78.0%	211,234	1.8%
Total Revenue	207,970	162,624	78.2%	211,634	1.8%
\$ of Budget		(45,346)		3,664	
EXPENDITURES	FY 2016 Budget	FY 2016 Projected	% of Budget	FY 2017 Budget	% From Budget
Services	45,700	18,211	39.8%	20,700	-54.7%
Total Operating Expense	45,700	18,211	39.8%	20,700	-54.7%
\$ of Budget		(27,489)		(25,000)	
Operating Excess (Deficit)	162,270	144,413		190,934	
OTHER FINANCING					
Sources					
Interfund Revenue	-	-	N/A	-	N/A
Uses					
Capital	360,000	315,000	87.5%	-	-100.0%
Interfund Expense	32,719	32,719	100.0%	32,968	0.8%
Total Uses	392,719	347,719	88.5%	32,968	-91.6%
\$ of Budget		(45,000)		(359,751)	
Total EXP AND USES	438,419	365,930		53,668	
Total Excess (Deficit)	(230,449)	(203,306)		157,966	
Beginning Balance	605,931	605,931		402,625	
Ending Balance	375,482	402,625		560,591	
Budget Reconciliation					
Total Projected Revenue	207,970	162,624	78.2%	211,634	1.76%
		(45,346)		3,664	
Total Projected Expense	438,419	365,930	83.5%	53,668	-87.76%
\$ Difference		(72,489)		(384,751)	

ENHANCED 911
Fiscal Year 2016 Projections and Fiscal Year 2017 Operating Statement

REVENUES	FY 2016 Budget	FY 2016 Projected	% of Budget	FY 2017 Budget	% From Budget
E911 Surcharge	145,168	126,572	87.2%	145,098	0.0%
Interest	700	350	50.0%	300	-57.1%
Total Revenue	145,868	126,922	87.0%	145,398	-0.3%
\$ of Budget		(18,946)		(470)	
EXPENDITURES	FY 2016 Budget	FY 2016 Projected	% of Budget	FY 2017 Budget	% From Budget
Personnel	56,060	56,060	100.0%	58,475	4.3%
Services	72,765	72,680	99.9%	78,186	7.5%
Commodities	71,765	34,000	47.4%	314,000	337.5%
Total Operating Expense	200,590	162,740	81.1%	450,661	124.7%
\$ of Budget		(37,850)		250,071	
Operating Excess (Deficit)	(54,722)	(35,818)		(305,263)	
OTHER FINANCING					
Sources					
Interfund Revenue	-	-	N/A	-	N/A
Uses					
Capital	98,000	76,000	77.6%	0	-100.0%
Interfund Expense	-	-	N/A	0	N/A
Total Uses	98,000	76,000	77.6%	-	-100.0%
\$ of Budget		(22,000)		(98,000)	
Total EXP AND USES	298,590	238,740	80.0%	450,661	50.9%
Total Excess (Deficit)	(152,722)	(111,818)		(305,263)	
Beginning Balance	257,304	257,304		145,486	
Ending Balance	104,582	145,486		(159,777)	
Budget Reconciliation					
Total Projected Revenue	145,868	126,922	87.0%	145,398	-0.32%
		(18,946)		(470)	
Total Projected Expense	298,590	238,740	80.0%	450,661	50.93%
\$ Difference		(59,850)		152,071	



FINANCE DEPARTMENT

SUMMARY OVERVIEW

The Finance Department is comprised of three (3) divisions. These divisions are the Administration Division, the Support Services Division and the Risk Management Division. The Finance Department provides a wide variety of administrative support services including payroll and utility billing.

The Fiscal Year 2017 Budget includes \$1,295,285 in expenditures, which is \$474,719 or 36.6% less than last year. The major decrease is due to Information Technology expenses reallocated to the Village Manager's Office. Also, included as expenditure in the Finance Department is the \$450,000 transfer to the Garbage Fund.

PERSONNEL RECOMMENDATIONS

There are 5 full-time employees in the Finance Department (including the Information Technology Coordinator).

AUTHORIZED FULL TIME POSITIONS	FY 2013	FY 2014	FY 2015
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
TOTAL FULL-TIME	5	5	5

The Fiscal Year 2017 requested personnel allocation is the same as the Fiscal Year 2016 approved personnel allocation.

CAPITAL PLAN RECOMMENDATIONS

The Finance Department budget does not include any capital expenditures for Fiscal Year 2017.

FINANCE DEPARTMENT | EXPENDITURES

Finance/Support Services

Fund: General

Account:	Account Title:	Proposed FY 2017 Budget	Projected FY 2016 Budget	Approved FY 2016 Budget	% Change
42110	Salaries Regular	444,431.00	530,755.00	538,319.00	-21.1%
	Salaries:	444,431.00	530,755.00	538,319.00	-21.1%
42116	Longevity Bonus	4,375.00	0.00	0.00	100.0%
42118	Safety Pay	502.00	0.00	0.00	100.0%
42120	RHS Pay	4,000.00	5,534.89	4,897.00	-22.4%
42122	Insurance Opt Out	4,545.00	0.00	0.00	100.0%
42124	Other Compensation	1,253.00	0.00	0.00	100.0%
42610	Employee Benefits	84,952.00	110,517.00	123,911.00	-45.9%
46115	Social Security Admin.	24,884.00	30,700.00	30,557.00	-22.8%
46120	Medicare Only Contrib.	6,408.00	7,599.00	7,617.00	-18.9%
46125	IMRF	53,199.00	62,646.00	64,246.00	-20.8%
47110	Unemployment Insurance	4,000.00	5,200.00	4,000.00	0.0%
	Fringe Benefits:	188,118.00	222,196.89	235,228.00	-25.0%
51140	Office Equipment Maintenance	3,000.00	33,000.00	37,601.00	-1153.4%
52120	Computer Software Maintenance	47,000.00	70,320.00	76,320.00	-62.4%
52125	Banking Fees	23,520.00	23,520.00	23,520.00	0.0%
52190	Temporary Labor	21,000.00	30,000.00	21,000.00	0.0%
52200	Postage	3,500.00	3,500.00	3,500.00	0.0%
52205	Telecom/Internet Service	2,160.00	3,780.00	3,780.00	-75.0%
52210	Publishing	200.00	0.00	200.00	0.0%
53105	Internet Design Services	0.00	3,300.00	3,300.00	n/a
53115	Auditing Services	23,970.00	25,470.00	25,470.00	-6.3%
53135	Professional Services	0.00	73,000.00	73,000.00	n/a
55105	Memberships/Dues	4,985.00	4,490.00	4,460.00	10.5%
55110	In-Service Training	3,250.00	2,500.00	3,750.00	-15.4%
56105	Public Liability Insurance	5,537.00	5,537.00	5,537.00	0.0%
56110	Insurance Deductibles	2,500.00	13,400.00	2,500.00	0.0%
57110	Employment Expense	18,350.00	17,500.00	18,350.00	0.0%
	Services:	158,972.00	309,317.00	302,288.00	-90.2%
61165	Sundry	2,800.00	3,300.00	3,300.00	-17.9%
61170	Office Supplies	24,014.00	22,464.00	25,319.00	-5.4%
61187	Vehicle Gas-Oil-Grease	1,200.00	800.00	1,300.00	-8.3%
62105	Misc Computer Equipment	1,000.00	31,150.00	37,250.00	-3625.0%
62115	Misc. Computer Software	0.00	13,500.00	14,800.00	n/a
66105	Vehicle Operating Expense	250.00	150.00	300.00	-20.0%
66110	Use of Fuel	23,000.00	17,000.00	23,000.00	0.0%
	Commodities:	52,264.00	88,364.00	105,269.00	-101.4%
82105	Data Processing Equipment	0.00	56,000.00	138,400.00	n/a

Account:	Account Title:	Proposed FY 2017 Budget	Projected FY 2016 Budget	Approved FY 2016 Budget	% Change
	Capital:	0.00	56,000.00	138,400.00	n/a
93125	Miscellaneous Refunds	1,500.00	2,000.00	500.00	66.7%
93155	Telecommunications Tax Rebate	0.00	0.00	0.00	n/a
	Other Expense:	1,500.00	2,000.00	500.00	66.7%
94115	Transfer to Garbage Fund	450,000.00	450,000.00	450,000.00	0.0%
	Other Financing Use	450,000.00	450,000.00	450,000.00	0.0%
	TOTAL FINANCE DEPARTMENT	1,295,285.00	1,658,632.89	1,770,004.00	-36.6%



DEPARTMENT OF PUBLIC SAFETY

SUMMARY OVERVIEW

The Fiscal Year 2017 Budget request for the Department of Public Safety reflects a moderate overall decrease. However, training expenditures include specific increases, based on an approved increase to the sworn officer staffing level in Fiscal Year 2016. These positions were not filled in Fiscal Year 2016. Newly hired sworn staff members require anticipated initial and advanced training to achieve status as fully cross-trained Public Safety Officers. Also, the increased staffing levels are expected to help alleviate staffing shortages, allowing for specialized certification training to senior staff members.

The Fiscal Year 2017 Budget includes \$8,522,174 in expenditures, which is \$5,885 or 0.1% less than last year.

PERSONNEL RECOMMENDATIONS

The Public Safety Department consists of 45 full-time employees.

AUTHORIZED POSITIONS	FY 2014	FY 2015	FY 2016	FY 2017
DIRECTOR OF PUBLIC SAFETY	1	1	1	1
DEPUTY CHIEF	1	1	2	2
LIEUTENANT	7	7	7	7
OFFICER	24	24	26	26
COMMUNICATIONS OPERATOR	5	5	5	5
COMMUNITY SERVICE OFFICER	2	2	2	2
ADMINISTRATIVE ASSISTANT	1	1	1	1
RECORDS CLERK	1	1	1	1
TOTAL FULL-TIME	42	42	45	45

The Public Safety Department recommends maintaining the staffing level of 36 sworn officers. While the increase was approved in Fiscal Year 2016, the Department has not attained full staffing due to resignations. Staff will initiate entry-level examination process in early calendar year 2016 as well as a Lieutenant promotional process. The Department will remain focused on succession planning in anticipation of expected turnover of senior staff in the coming years.

CAPITAL PLAN RECOMMENDATIONS

The Capital Plan for Fiscal Year 2017 includes the following for the Department of Public Safety.

- Vehicle Replacement #698 & #661 \$67,000
 - Squad Car Video Camera Systems \$20,000
- TOTAL: \$87,000**

PUBLIC SAFETY DEPARTMENT | EXPENDITURES

Police/Fire/Paramedic

Fund: General

Account:	Account Title:	Proposed FY 2017 Budget	Projected FY 2016 Budget	Approved FY 2016 Budget	% Change
42110	Salaries Regular	4,185,974.00	4,083,815.00	4,244,966.00	-1.4%
42210	Salaries - Temporary	49,000.00	47,732.00	49,000.00	0.0%
42310	Overtime	648,000.00	694,400.00	530,000.00	18.2%
42320	Special Detail Overtime	42,960.00	39,160.00	42,951.00	0.0%
	Salaries:	4,925,934.00	4,865,107.00	4,866,917.00	1.2%
42112	Performance Pay	33,251.00	0.00	0.00	100.0%
42114	Paramedic Pay	30,000.00	0.00	0.00	100.0%
42116	Longevity Bonus	75,575.00	0.00	0.00	100.0%
42118	Safety Pay	4,951.00	0.00	0.00	100.0%
42120	RHS Pay	26,200.00	24,359.94	31,509.00	-20.3%
42122	Insurance Opt Out	7,552.00	0.00	0.00	100.0%
42124	Other Compensation	1,253.00	0.00	0.00	100.0%
42126	Clothing Allowance	26,400.00	0.00	0.00	100.0%
42610	Employee Benefits	740,925.00	683,800.00	719,345.00	2.9%
42615	PSEBA Benefits	37,301.00	36,215.00	36,215.00	2.9%
46105	Pension Cost - Fire	44,200.00	80,197.00	93,408.00	-111.3%
46110	Pension Cost - Police	1,358,456.00	1,562,863.00	1,562,863.00	-15.0%
46115	Social Security Admin.	46,936.00	41,685.00	42,874.00	8.7%
46120	Medicare Only Contrib.	64,124.00	62,540.00	60,039.00	6.4%
46125	IMRF	84,233.00	76,354.00	76,354.00	9.4%
	Fringe Benefits:	2,581,357.00	2,568,013.94	2,622,607.00	-1.6%
51105	Building Maintenance	8,500.00	0.00	0.00	100.0%
51140	Office Equipment Maintenance	7,940.00	7,886.00	7,940.00	0.0%
51145	Radio Equipment Maintenance	62,550.00	56,750.00	58,550.00	6.4%
51160	Safety Equipment Testing	19,320.00	20,750.00	21,870.00	-13.2%
52130	Public Safety Services	56,165.00	46,050.00	54,360.00	3.2%
52140	Crisis Social Worker Service	38,525.00	38,525.00	38,525.00	0.0%
52185	Animal Control	7,500.00	4,000.00	4,000.00	46.7%
52200	Postage	1,500.00	2,000.00	2,600.00	-73.3%
52205	Telecom/Internet Service	59,402.00	59,320.00	59,320.00	0.1%
53165	Public Education	16,625.00	5,000.00	11,050.00	33.5%
55105	Memberships/Dues	4,490.00	4,335.00	4,335.00	3.5%
55110	In-Service Training	107,841.00	72,095.00	87,195.00	19.1%
55115	Annual Medical Exams	22,250.00	22,250.00	22,250.00	0.0%
56105	Public Liability Insurance	78,242.00	78,242.00	78,242.00	0.0%
56110	Insurance Deductibles	40,000.00	40,000.00	40,000.00	0.0%
	Services:	530,850.00	457,203.00	490,237.00	7.7%
61135	Parking Program	6,950.00	7,000.00	8,300.00	-19.4%
61155	Supplies	8,000.00	8,000.00	8,000.00	0.0%

Account:	Account Title:	Proposed FY 2017 Budget	Projected FY 2016 Budget	Approved FY 2016 Budget	% Change
61170	Office Supplies	12,850.00	11,000.00	12,945.00	-0.7%
61175	Public Safety Supplies	44,675.10	49,500.00	56,100.00	-25.6%
61187	Vehicle Gas-Oil-Grease	68,000.00	70,000.00	70,000.00	-2.9%
62105	Misc Computer Equipment	9,000.00	20,800.00	23,800.00	-164.4%
62115	Misc. Computer Software	16,133.00	10,698.00	10,403.00	35.5%
62130	Misc. Equipment	69,875.00	60,250.00	85,000.00	-21.6%
64105	Uniforms/Work Clothing	55,200.00	66,900.00	68,400.00	-23.9%
66105	Vehicle Operating Expense	60,500.00	60,500.00	60,500.00	0.0%
	Commodities:	351,183.10	364,648.00	403,448.00	-14.9%
82150	Fire Equipment	24,000.00	0.00	0.00	100.0%
82160	Office Equipment	27,500.00	0.00	23,000.00	16.4%
82170	Paramedic Equipment	0.00	0.00	0.00	n/a
83105	Vehicles	67,000.00	100,000.00	100,000.00	-49.3%
	Capital:	118,500.00	100,000.00	123,000.00	-3.8%
82125	Emergency Service Disaster Agency	14,350.00	15,000.00	21,850.00	-52.3%
	Other Expense:	14,350.00	15,000.00	21,850.00	-52.3%
	TOTAL PUBLIC SAFETY DEPARTMENT:	8,522,174.10	8,369,971.94	8,528,059.00	-0.1%



DEPARTMENT OF PUBLIC WORKS

SUMMARY OVERVIEW

The Department of Public Works Fiscal Year 2017 Budget request includes maintaining routine operational expenditures in all 9 divisions. Additional funding is included in the following areas: contract tree removal services to keep up with ash tree removal efforts, landscape plantings, irrigation and lighting for the new Green Bay Road median, paver brick maintenance in the downtown and train station platform areas, engineering review of crossing improvements for the Green Bay Trail at Hazel Avenue, winter road salt through Lake County contract, flow monitoring of the MWRD sanitary sewer system and downtown business district streetlight LED conversion project.

The Fiscal Year 2017 Budget includes \$4,937,277 in expenditures, which is \$95,030 or 1.9% less than last year.

PERSONNEL RECOMMENDATIONS

The Public Works Administration Division is comprised of 7 full-time employees.

AUTHORIZED POSITIONS	FY 2014	FY 2015	FY 2016
Director of Public Works	1	1	1
General Superintendent	1	1	1
Assistant to the Director of Public Works	1	1	0
Management Analyst	0	0	1
Village Engineer	1	1	1
Receptionist	1	1	1
Administrative Secretary	1	1	1
Office Coordinator	1	1	1
TOTAL FULL-TIME	7	7	7

The Fiscal Year 2017 Budget maintains current staffing levels. The department continues to utilize seasonal employees in all divisions, and the total impact of the Affordable Care Act is projected to be \$44,695 for the 8 short-term laborers included in the Water, General and Garbage Funds. Additional training for staff has been included as a means of further developing the workforce. The Department will remain focused on succession planning as we continue to anticipate change over throughout the ranks.

CAPITAL PLAN RECOMMENDATIONS

The General Fund Capital Plan for Fiscal Year 2017 includes the following for the Public Works Department:

- Forestry Brush Chipper \$ 60,000
 - 2½-Ton Dump Body \$ 30,000
 - SCADA – Sanitary Lift Stations \$ 75,000
 - Rockgate Lane Storm Outfalls \$ 50,000
- TOTAL = \$215,000**

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 2017 Budget	Projected FY 2016 Budget	Approved FY 2016 Budget	% Change
42110	Salaries Regular	2,042,815.00	1,990,300.00	2,150,930.00	-5.3%
42210	Salaries - Temporary	154,000.00	136,657.98	163,250.00	-6.0%
42310	Overtime	125,785.00	121,485.00	126,785.00	-0.8%
	Salaries:	2,322,600.00	2,248,442.98	2,440,965.00	-5.1%
42116	Longevity Bonus	38,675.00	0.00	0.00	100.0%
42118	Safety Pay	3,798.00	0.00	0.00	100.0%
42120	RHS Pay	19,700.00	94,863.80	35,723.00	-81.3%
42124	Other Compensation	1,253.00	0.00	0.00	100.0%
42610	Employee Benefits	430,135.00	429,063.00	419,249.00	2.5%
42620	Employee Benefits - ACA	16,924.00	16,316.00	35,728.00	-111.1%
46115	Social Security Admin.	143,682.00	143,402.00	143,402.00	0.2%
46120	Medicare Only Contrib.	33,816.00	34,320.00	34,320.00	-1.5%
46125	IMRF	275,994.00	275,323.00	281,687.00	-2.1%
	Fringe Benefits:	963,977.00	993,287.80	950,109.00	1.4%
51105	Building Maintenance	34,400.00	44,400.00	44,400.00	-29.1%
51110	CNW Depot Maintenance	12,000.00	12,000.00	12,000.00	0.0%
51115	Business District R/M	8,500.00	8,625.00	8,400.00	1.2%
51120	Municipal Building Repair	16,800.00	12,000.00	8,800.00	47.6%
51130	Grounds Maintenance	60,300.00	24,000.00	24,750.00	59.0%
51135	Tree Maintenance	56,200.00	96,200.00	96,200.00	-71.2%
51140	Office Equipment Maintenance	3,000.00	3,000.00	3,000.00	0.0%
51145	Radio Equipment Maintenance	3,000.00	0.00	3,000.00	0.0%
51180	General Equipment R/M	13,500.00	13,500.00	13,500.00	0.0%
51190	Diesel Motors R/M	1,000.00	2,500.00	2,500.00	-150.0%
51195	Crack Sealing Repairs	0.00	10,000.00	10,000.00	n/a
51200	Bridge Repairs	1,000.00	0.00	1,000.00	0.0%
51205	Bicycle Path Repair	5,000.00	3,000.00	5,000.00	0.0%
51210	Bus Shelter Repair	250.00	0.00	250.00	0.0%
51215	Utility Street Patch R/M	38,000.00	38,000.00	38,000.00	0.0%
51225	Train Station Walk R/M	7,000.00	0.00	7,000.00	0.0%
51235	Sewer Maintenance	62,000.00	62,000.00	62,000.00	0.0%
51240	Sewer Pump Repair/Maintenance	500.00	0.00	500.00	0.0%
51265	Lift Station R/M	12,000.00	21,000.00	21,000.00	-75.0%
51300	Traffic Signal R/M	11,200.00	11,200.00	11,200.00	0.0%
51305	Tree Planting	68,000.00	65,000.00	88,000.00	-29.4%
52145	CDL Testing	2,100.00	2,500.00	2,500.00	-19.0%
52155	Water Tower Site Maintenance	4,000.00	0.00	4,000.00	0.0%
52160	Cleaning Service	28,000.00	28,000.00	28,000.00	0.0%

Account:	Account Title:	Proposed FY 2017 Budget	Projected FY 2016 Budget	Approved FY 2016 Budget	% Change
52165	Dry Cleaning Services	9,200.00	9,200.00	9,200.00	0.0%
52170	Data Processing Services	9,250.00	14,100.00	13,600.00	-47.0%
52175	Handyman Assistance Program	200.00	100.00	250.00	-25.0%
52195	Credit Card Fees	6,800.00	9,500.00	6,800.00	0.0%
52200	Postage	2,750.00	1,750.00	2,750.00	0.0%
52205	Telecom/Internet Service	11,700.00	11,800.00	10,300.00	12.0%
52210	Publishing	250.00	528.00	250.00	0.0%
52225	Municipal Building Heat	20,100.00	22,200.00	26,100.00	-29.9%
52230	General Overhead Lighting	75,000.00	75,000.00	75,000.00	0.0%
52235	Residential Street Lights	5,700.00	1,500.00	1,500.00	73.7%
52240	Holiday Street Lighting	10,000.00	7,500.00	7,500.00	25.0%
52265	Dumping Fees	56,375.00	51,250.00	61,250.00	-8.6%
52270	Electrical - Light/AC	18,000.00	14,500.00	16,500.00	8.3%
52275	Natural Gas	1,700.00	1,500.00	1,500.00	11.8%
52285	Equipment Rental	1,000.00	0.00	1,000.00	0.0%
53110	GIS Services	58,847.00	58,585.00	58,585.00	0.4%
53115	Auditing Services	200.00	200.00	200.00	0.0%
53125	Engineering Services	2,000.00	10,303.00	7,000.00	-250.0%
53150	Misc. Inspection Services	7,000.00	0.00	500.00	92.9%
53155	Plan Review	4,000.00	23,000.00	4,000.00	0.0%
53160	Plumbing Inspections	5,000.00	5,180.00	5,000.00	0.0%
53170	Upgrade Map Records	2,200.00	1,500.00	2,200.00	0.0%
55105	Membership Dues	1,975.00	0.00	0.00	100.0%
55110	In Service Training	10,125.00	11,670.00	12,795.00	-26.4%
56105	Public Liability Insurance	88,353.00	88,353.00	88,353.00	0.0%
56110	Insurance Deductibles	51,500.00	50,500.00	51,500.00	0.0%
57125	Business District Street Lights	26,000.00	9,700.00	9,700.00	62.7%
57130	Up Parking Lease	20,000.00	20,000.00	20,000.00	0.0%
	Services:	952,975.00	956,344.00	988,333.00	-3.7%
61105	Janitorial Supplies	8,000.00	8,000.00	8,000.00	0.0%
61110	Materials	37,900.00	39,000.00	37,900.00	0.0%
61115	Materials-Paint-Tape	0.00	6,000.00	6,000.00	n/a
61125	Bituminous Materials	15,000.00	15,000.00	22,400.00	-49.3%
61130	Street Stone Materials	19,700.00	15,000.00	19,700.00	0.0%
61140	Ice Control Materials	95,575.00	94,750.00	94,750.00	0.9%
61155	Supplies	7,850.00	3,150.00	3,150.00	59.9%
61165	Sundry	4,450.00	5,500.00	4,000.00	10.1%
61170	Office Supplies	7,700.00	9,200.00	9,200.00	-19.5%
61185	Gasoline-Oil-Grease	1,000.00	1,000.00	1,000.00	0.0%
61187	Vehicle Gas-Oil-Grease	88,100.00	80,500.00	94,400.00	-7.2%
62105	Misc. Computer Equipment	3,500.00	3,500.00	3,500.00	0.0%
62130	Misc. Equipment	26,200.00	36,013.00	36,400.00	-38.9%
62135	Safety Equipment	1,500.00	1,500.00	1,500.00	0.0%

Account:	Account Title:	Proposed FY 2017 Budget	Projected FY 2016 Budget	Approved FY 2016 Budget	% Change
62140	Sign Replacement	10,000.00	14,000.00	14,000.00	-40.0%
64105	Uniforms/Work Clothing	8,450.00	8,450.00	8,450.00	0.0%
65105	Tool Purchase/Repair	22,450.00	22,450.00	22,450.00	0.0%
66105	Vehicle Operating Expense	58,350.00	58,900.00	53,600.00	8.1%
	Commodities:	415,725.00	421,913.00	440,400.00	-5.9%
81115	Village Hall Improvements	0.00	280.00	0.00	n/a
81120	Building Alterations	0.00	0.00	18,000.00	n/a
81140	Bicycle Path Improvement	35,000.00	30,000.00	30,000.00	14.3%
83105	Vehicles	90,000.00	33,000.00	142,500.00	-58.3%
85105	CIP Sewers	64,000.00	0.00	0.00	100.0%
85110	Pump Station Rehabilitation	75,000.00	0.00	0.00	100.0%
88105	CIP Bridges	0.00	0.00	0.00	n/a
	Capital:	264,000.00	63,280.00	190,500.00	27.8%
91130	Grant Programs	6,000.00	10,000.00	12,000.00	-100.0%
92130	Shared Services - GPD	12,000.00	12,600.00	10,000.00	16.7%
	Other Expense:	18,000.00	22,600.00	22,000.00	-22.2%
	TOTAL PUBLIC WORKS DEPARTMENT:	4,937,277.00	4,705,867.78	5,032,307.00	-1.9%

-95,030.00



VILLAGE MANAGER'S OFFICE

SUMMARY OVERVIEW

The Village Manager's Office is responsible for providing overall direction and administration of policies and programs established by the Village President and Board of Trustees, and coordinating activities of the Village's operating departments, including development of the annual budget. The Village Manager's Office proposed Fiscal Year 2017 Budget request includes an overall increase in expenditures due to the transfer of Information Technology expenditures from the Finance Department to the Village Manager's Office.

The proposed Fiscal Year 2017 Budget includes \$1,433,882 which is \$247,737 or 17.3% more than last fiscal year.

PERSONNEL RECOMMENDATIONS

There are currently 5 full-time employees in the Village Manager's Office.

AUTHORIZED POSITIONS	FY 2014	FY 2015	FY 2016
Village Manager	1	1	1
Assistant Village Manager	1	1	1
Executive Assistant	1	1	1
IT Coordinator	1	1	1
Management Analyst	0	1	1
TOTAL FULL-TIME	4	5	5

Additionally, \$24,000 has been included in the FY2017 budget to provide supplemental support to the Village's Information Technology Coordinator, equivalent to .4 FTE, or 2 days/16 contractual hours per week.

CAPITAL PLAN RECOMMENDATIONS

Expenditures in the amount of \$30,000 are proposed for FY2017 for a routing device replacement.

VILLAGE MANAGER'S DEPARTMENT | EXPENDITURES

Village Manager's Office (Includes Information Technology)

Fund: General

Account:	Account Title:	Proposed FY 2017 Budget	Projected FY 2016 Budget	Approved FY 2016 Budget	% Change
42110	Salaries Regular	499,992.00	375,000.00	438,786.00	12.2%
42210	Salaries - Temporary	0.00	9,638.00	14,400.00	n/a
	Salaries:	499,992.00	384,638.00	453,186.00	9.4%
42116	Longevity Bonus	1,100.00	0.00	0.00	100.0%
42118	Safety Pay	299.00	0.00	0.00	100.0%
42120	RHS Pay	2,200.00	0.00	0.00	100.0%
42122	Insurance Opt Out	7,552.00	0.00	0.00	100.0%
42124	Other Compensation	25,300.00	0.00	0.00	100.0%
42610	Employee Benefits	68,677.00	64,500.00	83,446.00	-21.5%
46115	Social Security Admin.	27,245.00	20,121.00	23,802.00	12.6%
46120	Medicare Only Contrib.	7,514.00	5,922.00	6,767.00	9.9%
46125	IMRF	61,231.00	49,000.00	54,288.00	11.3%
	Fringe Benefits:	201,118.00	139,543.00	168,303.00	16.3%
51140	Office Equipment Maint.	40,061.00	2,760.00	2,760.00	93.1%
52110	Lease of Equipment	16,800.00	0.00	0.00	100.0%
52120	Computer Software Maintenance	37,760.00	0.00	0.00	100.0%
52170	Data Processing Services	9,000.00	9,749.25	9,660.00	-7.3%
52200	Postage	7,175.00	6,845.27	5,675.00	20.9%
52205	Telecom/Internet Serv.	23,860.00	7,700.00	5,335.00	77.6%
52210	Publishing	8,540.00	9,547.30	8,340.00	2.3%
52220	Public Reporting	1,250.00	1,250.00	1,500.00	-20.0%
53105	Internet Design Services	3,300.00	0.00	0.00	100.0%
53135	Professional Services	82,000.00	77,168.00	107,000.00	-30.5%
54105	Labor Counsel	30,000.00	30,000.00	20,000.00	33.3%
54110	Corporate Counsel	128,000.00	128,000.00	128,000.00	0.0%
54115	Village Prosecutor	10,500.00	0.00	0.00	100.0%
54120	Litigation Counsel	10,000.00	13,000.00	10,000.00	0.0%
54125	Legal Counsel	48,000.00	48,000.00	48,000.00	0.0%
55105	Memberships/Dues	11,231.00	15,048.55	12,005.00	-6.9%
55110	In Service Training	21,000.00	93,150.00	7,000.00	66.7%
55120	Publications	506.00	639.99	617.00	-21.9%
57135	Special Events	5,225.00	5,361.80	5,225.00	0.0%
57140	Receptions & Ceremonies	9,350.00	10,175.00	10,175.00	-8.8%
82105	Data Processing Services	30,000.00	0.00	0.00	100.0%
	Services:	533,558.00	458,395.16	381,292.00	28.5%
61170	Office Supplies	2,000.00	2,500.00	2,500.00	-25.0%
61187	Vehicle Gas-Oil-Grease	1,250.00	1,200.00	1,500.00	-20.0%
62105	Misc Computer Equipment	37,500.00	0.00	0.00	100.0%
62130	Misc Equipment	0.00	0.00	500.00	n/a

Account:	Account Title:	Proposed FY 2017 Budget	Projected FY 2016 Budget	Approved FY 2016 Budget	% Change
66105	Vehicle Operating Expense	600.00	600.00	600.00	0.0%
	Commodities:	41,350.00	4,300.00	5,100.00	87.7%
83105	Vehicles	0.00	0.00	0.00	n/a
	Capital:	0.00	0.00	0.00	n/a
91105	Historic Preservation Commission	4,000.00	4,000.48	4,000.00	0.0%
91115	Zoning Commission	100.00	52.29	0.00	100.0%
91130	Grant Programs	82,014.00	82,014.00	90,014.00	-9.8%
92105	Planning Commission	50,000.00	75,000.00	75,000.00	-50.0%
92110	Zoning Board of Appeals	1,250.00	1,273.98	1,250.00	0.0%
92120	Human Relations	500.00	1,000.00	500.00	0.0%
93105	Public Safety Commission	20,000.00	7,500.00	7,500.00	62.5%
	Other Expense:	157,864.00	170,840.75	178,264.00	-12.9%
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		1,433,882.00	1,157,716.91	1,186,145.00	17.3%



WATER FUND

SUMMARY OVERVIEW

The Water Fund Fiscal Year 2017 Budget request includes maintaining routine operational expenditures in both the distribution and production divisions. Given the ongoing Water System Master Plan including the evaluation of long term alternatives for the Water Plant & water distribution system, capital improvements are limited to those items that relate to water quality and process equipment and not plant infrastructure.

The Fiscal Year 2017 Budget includes \$2,262,584 in expenditures, which is \$54,254 or 2.4% greater than last year.

PERSONNEL RECOMMENDATIONS

The Water Fund includes the Water Distribution Division and the Water Production Division. The Water Distribution Division is comprised of 5 full-time employees.

AUTHORIZED POSITIONS	FY 2014	FY 2015	FY 2016
Water Distribution Supervisor	1	1	1
Maintenance Equipment Operator	4	4	4
TOTAL FULL-TIME	5	5	5

The Water Production Division is comprised of 6 full-time employees.

AUTHORIZED POSITIONS	FY 2014	FY 2015	FY 2016
Water Plant Superintendent	1	1	1
Water Plant Operators	4	4	4
Mechanic	1	1	1
TOTAL FULL-TIME	6	6	6

The Fiscal Year 2017 Budget maintains current staffing levels. The department continues to utilize seasonal employees in all divisions, and the total impact of the Affordable Care Act is projected to be \$44,695 for the 8 short-term laborers included in the Water, General and Garbage Funds.

CAPITAL PLAN RECOMMENDATIONS

The Capital Plan for Fiscal Year 2017 includes the following:

- Water Main Improvements \$200,000
 - Low Lift Pump Raw Water Screen \$ 25,000
 - High Lift Emergency Pump & Engine \$ 75,000
- TOTAL = \$300,000**

Water | EXPENDITURES

Distribution/Production

Fund: Water

Account:	Account Title:	Proposed FY 2017 Budget	Projected FY 2016 Budget	Approved FY 2016 Budget	% Change
42110	Salaries Regular	766,869.00	781,073.00	796,927.00	-3.9%
42210	Salaries - Temporary	25,000.00	22,000.00	25,000.00	0.0%
42310	Overtime	50,333.00	50,333.00	50,333.00	0.0%
	Salaries:	842,202.00	853,406.00	872,260.00	-3.6%
42116	Longevity Bonus	16,150.00	0.00	0.00	100.0%
42118	Safety Pay	2,011.00	0.00	0.00	100.0%
42120	RHS Pay	4,600.00	4,279.52	8,857.00	-92.5%
42124	Other Compensation	3,845.00	0.00	0.00	100.0%
42610	Employee Benefits	143,079.00	158,620.00	138,911.00	2.9%
42620	Employee Benefits - ACA	12,217.00	15,651.00	6,513.00	46.7%
46115	Social Security Admin.	51,931.00	55,702.00	55,497.00	-6.9%
46120	Medicare Only Contrib.	12,147.00	12,980.00	12,980.00	-6.9%
46125	IMRF	101,042.00	105,551.00	109,266.00	-8.1%
	Fringe Benefits:	347,022.00	352,783.52	332,024.00	4.3%
51125	Station Repairs	10,000.00	10,000.00	10,000.00	0.0%
51130	Grounds Maintenance	1,500.00	500.00	2,250.00	-50.0%
51140	Office Equipment Maintenance	1,250.00	250.00	1,250.00	0.0%
51145	Radio Equipment Maintenance	250.00	0.00	400.00	-60.0%
51150	Chemical Feed Equip. R/M	1,500.00	2,250.00	2,250.00	-50.0%
51155	Coagulation Equip. R/M	500.00	500.00	500.00	0.0%
51165	Filer Equipment R/W	2,500.00	5,000.00	5,000.00	-100.0%
51170	Chlorine Equipment R/W	800.00	800.00	800.00	0.0%
51175	Instruments R/M	1,000.00	1,000.00	1,000.00	0.0%
51180	General Equipment R/M	5,000.00	5,000.00	5,000.00	0.0%
81185	Fire Hydrant R/M	8,100.00	8,100.00	8,100.00	0.0%
51190	Diesel Motors R/M	500.00	500.00	500.00	0.0%
51245	Pump Repair	1,000.00	1,000.00	1,000.00	0.0%
51250	Electrical System R/M	750.00	100.00	750.00	0.0%
51255	Meter Repairs and Install	3,000.00	2,600.00	2,000.00	33.3%
51260	Maintenance of Water Tower	22,944.00	22,944.00	20,670.00	9.9%
51270	Lease of Overhead Wire	1,400.00	1,900.00	1,400.00	0.0%
51275	Lab Equipment R/M	1,700.00	1,700.00	1,700.00	0.0%
51277	Intake R/M	8,000.00	12,060.00	6,500.00	18.8%
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	0.00	1,000.00	0.0%
52165	Dry Cleaning Services	3,400.00	3,400.00	3,400.00	0.0%
52170	Data Processing Services	8,990.00	8,855.00	8,855.00	1.5%
52195	Credit Card Fees	4,500.00	4,500.00	4,500.00	0.0%
52200	Postage	4,500.00	4,750.00	4,500.00	0.0%

Account:	Account Title:	Proposed FY 2017 Budget	Projected FY 2016 Budget	Approved FY 2016 Budget	% Change
52205	Telecom/Internet Service	6,650.00	13,000.00	6,150.00	7.5%
52210	Publishing	1,500.00	3,000.00	12,500.00	-733.3%
52260	Metro. Water Reclamation District	18,000.00	15,000.00	15,000.00	16.7%
52265	Dumping Fees	14,000.00	10,000.00	18,000.00	-28.6%
52270	Electrical - Light/AC	80,000.00	75,000.00	80,000.00	0.0%
52275	Natural Gas	8,000.00	8,000.00	8,000.00	0.0%
53115	Auditing Services	350.00	350.00	350.00	0.0%
53125	Engineering Services	25,000.00	495.00	1,000.00	n/a
53130	Laboratory Services	3,500.00	3,500.00	3,500.00	0.0%
53160	Plumbing Inspections	3,500.00	3,500.00	3,500.00	0.0%
53180	VOG Management Services	43,956.00	43,626.00	43,626.00	0.8%
54125	Legal Counsel - Other	0.00	1,340.00	0.00	n/a
55105	Membership/Dues	300.00	0.00	0.00	100.0%
55110	In Service Training	5,400.00	4,100.00	5,400.00	0.0%
56105	Public Liability Insurance	20,935.00	20,935.00	20,935.00	0.0%
56110	Insurance Deductibles	3,000.00	0.00	3,000.00	0.0%
	Services:	383,175.00	354,555.00	369,286.00	3.6%
61105	Janitorial Supplies	700.00	700.00	700.00	0.0%
61110	Materials	6,000.00	5,000.00	5,000.00	16.7%
61165	Sundry	2,200.00	2,200.00	2,200.00	0.0%
61170	Office Supplies	2,300.00	2,800.00	2,400.00	-4.3%
61180	Shop Supplies	3,500.00	2,500.00	2,000.00	42.9%
61185	Gasoline-Oil-Grease	2,450.00	1,500.00	2,450.00	0.0%
61187	Vehicle Gas-Oil-Grease	9,600.00	6,500.00	11,700.00	-21.9%
61190	Odor Control Chemicals	6,000.00	6,000.00	6,000.00	0.0%
61195	Treatment Chemicals	10,000.00	4,000.00	17,700.00	-77.0%
61200	Coagulation Chemicals	22,450.00	0.00	22,450.00	0.0%
61205	Disinfection Chemicals	10,200.00	7,600.00	10,200.00	0.0%
61210	Fluoridation Chemicals	11,000.00	12,700.00	12,700.00	-15.5%
61215	General Plant Supplies	1,000.00	1,000.00	1,000.00	0.0%
61220	Lab Equipment Supplies	11,500.00	11,500.00	11,500.00	0.0%
62105	Misc. Computer Equipment	0.00	0.00	0.00	n/a
62120	Water Meter	15,000.00	12,000.00	12,000.00	20.0%
62125	Misc. Hydrant Replacement	11,500.00	9,000.00	9,000.00	21.7%
62130	Misc. Equipment	7,500.00	7,500.00	7,500.00	0.0%
62135	Safety Equipment	3,300.00	3,300.00	3,300.00	0.0%
64105	Uniforms/Work Clothing	2,675.00	2,250.00	2,250.00	15.9%
65105	Tool Purchase/Repair	4,500.00	4,000.00	4,000.00	11.1%
66105	Vehicle Operating Expense	3,150.00	2,250.00	3,050.00	3.2%
	Commodities:	146,525.00	104,300.00	149,100.00	-1.8%
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%

Account:	Account Title:	Proposed FY 2017 Budget	Projected FY 2016 Budget	Approved FY 2016 Budget	% Change
82120	Small Tools & Equipment	100,000.00	30,000.00	32,000.00	68.0%
84115	Water System Improvements	200,000.00	160,000.00	210,000.00	-5.0%
	Capital:	300,000.00	190,000.00	242,000.00	19.3%
95105	Depreciation	69,000.00	69,000.00	69,000.00	0.0%
	Other Expense:	69,000.00	69,000.00	69,000.00	0.0%
	TOTAL WATER FUND:	2,262,584.00	2,098,704.52	2,208,330.00	2.4%



GARBAGE FUND

SUMMARY OVERVIEW

The Garbage Fund Fiscal Year 2017 Budget request includes maintaining routine operation expenditures for the collection of garbage and yard waste. The budget reflects reduced garbage disposal rates as a result of a new operating agreement for the SWANCC transfer station. The Village is also entering into a new 5-year recycling agreement with Lakeshore Recycling Systems, LLC that results in reduced recycling costs in Fiscal Year 2017.

The Fiscal Year 2017 Budget includes \$1,302,706 in expenditures, which is \$30,982 or 3.0% less than last year.

PERSONNEL RECOMMENDATIONS

The Refuse Collection Division is comprised of 5 full-time employees.

AUTHORIZED POSITIONS	FY 2014	FY 2015	FY 2016
Public Works Supervisor	1	1	1
Mechanic	1	1	1
Maintenance Equipment Operator	3	3	3
TOTAL FULL-TIME	5	5	5

The Fiscal Year 2017 Budget maintains current staffing levels. The Department continues to utilize seasonal employees in all divisions, and the total impact of the Affordable Care Act is projected to be \$44,695 for the 8 short-term laborers included in the Water, General and Garbage Funds.

CAPITAL PLAN RECOMMENDATIONS

The Garbage Fund does not include any capital expenditures for Fiscal Year 2017.

Garbage | EXPENDITURES

REFUSE

Fund: Garbage

Account:	Account Title:	Proposed FY 2017 Budget	Projected FY 2016 Budget	Approved FY 2016 Budget	% Change
42110	Salaries Regular	374,485.00	308,000.00	354,217.00	5.4%
42210	Salaries - Temporary	88,000.00	60,000.00	88,000.00	0.0%
42310	Overtime	37,000.00	26,600.00	37,000.00	0.0%
	Salaries:	499,485.00	394,600.00	479,217.00	4.1%
42116	Longevity Bonus	9,550.00	0.00	0.00	100.0%
42118	Safety Pay	670.00	0.00	0.00	100.0%
42120	RHS Pay	3,000.00	3,012.00	3,684.00	-22.8%
42122	Insurance Opt Out	3,776.00	0.00	0.00	100.0%
42610	Employee Benefits	94,099.00	91,358.00	91,358.00	2.9%
42620	Employee Benefits - ACA	15,554.00	15,101.00	43,528.00	-179.9%
46115	Social Security Admin.	31,179.00	25,000.00	29,049.00	6.8%
46120	Medicare Only Contrib.	7,925.00	5,500.00	6,794.00	14.3%
46125	IMRF	51,780.00	45,000.00	52,862.00	-2.1%
	Fringe Benefits:	217,533.00	184,971.00	227,275.00	-4.5%
52165	Dry Cleaning Services	2,000.00	2,000.00	2,000.00	0.0%
52195	Credit Card Fees	1,385.00	1,385.00	1,385.00	0.0%
52205	Telecom/Internet Services	3,700.00	4,200.00	3,200.00	13.5%
52250	Recycling Programs	194,900.00	211,300.00	211,300.00	-8.4%
52265	Dumping Fees	180,000.00	185,000.00	193,540.00	-7.5%
53180	VOG Management Services	43,957.00	43,625.00	43,625.00	0.8%
55105	Memberships/Dues	250.00	250.00	250.00	0.0%
55110	In Service Training	1,400.00	2,800.00	2,800.00	-100.0%
56105	Public Liability Insurance	31,056.00	31,056.00	31,056.00	0.0%
56110	Insurance Deductibles	30,000.00	30,000.00	30,000.00	0.0%
	Services:	488,648.00	511,616.00	519,156.00	-6.2%
61155	Supplies	20,400.00	22,000.00	27,900.00	-36.8%
61165	Sundry	0.00	0.00	0.00	n/a
61170	Office Supplies	4,000.00	2,000.00	4,000.00	0.0%
61187	Vehicle Gas-Oil-Grease	40,000.00	45,000.00	45,000.00	-12.5%
64105	Uniforms/Work Clothing	3,190.00	3,190.00	3,190.00	0.0%
65105	Tool Purchase/Repair	1,450.00	1,450.00	1,450.00	0.0%
66105	Vehicle Operating Expense	28,000.00	30,000.00	25,000.00	10.7%
	Commodities:	97,040.00	103,640.00	106,540.00	-9.8%
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	n/a
83105	Vehicles	0.00	0.00	0.00	n/a

Account:	Account Title:	Proposed FY 2017 Budget	Projected FY 2016 Budget	Approved FY 2016 Budget	% Change
	Capital:	0.00	0.00	0.00	n/a
	TOTAL GARBAGE FUND:	1,302,706.00	1,195,468.00	1,341,688.00	-3.0%



E-911 FUND

SUMMARY OVERVIEW

The Fiscal Year 2017 Budget request for the E-911 Fund reflects a significant increase in one specific area. Federal legislation and unanticipated local radio network technology and infrastructure failures will require substantial investment in a new STARCOM emergency radio communications network. While the radio network is a shared asset with partner communities, the cost estimates remain high due to increased technological sophistication.

Future expenditures that may impact Fiscal Year 2017 relate to State-mandated consolidation of the Village's 911 Dispatch operation. Costs related to this change are unknown at this time.

The Fiscal Year 2017 Budget includes \$450,661 in expenditures, which is \$151,861 or 33.7% greater than last year. This is mainly due to the transition to STARCOM.

PERSONNEL RECOMMENDATIONS

There are no personnel recommendations at this time, staffing levels in this area are directly tied to the overall Public Safety Department.

CAPITAL PLAN RECOMMENDATIONS

The Capital Plan for Fiscal Year 2017 includes the following in the E-911 Fund:

- STARCOM Radio Network Transition \$300,000
- TOTAL = \$300,000**

E911 | EXPENDITURES

E911

Fund: E911

Account:	Account Title:	Proposed FY 2017 Budget	Projected FY 2016 Budget	Approved FY 2016 Budget	% Change
42110	Salaries Regular	48,900.00	47,708.00	47,708.00	2.4%
	Salaries:	48,900.00	47,708.00	47,708.00	2.4%
46115	Social Security Admin.	3,032.00	2,524.00	2,524.00	16.8%
46120	Medicare Only Contrib.	709.00	590.00	590.00	16.8%
46125	IMRF	5,834.00	5,238.00	5,238.00	10.2%
	Fringe Benefits:	9,575.00	8,352.00	8,352.00	12.8%
51180	General Equipment R/M	1,000.00	915.00	1,000.00	0.0%
52120	Computer Software Maintenance	7,000.00	5,000.00	5,000.00	28.6%
52205	Telecom/Internet Service	2,700.00	2,700.00	2,700.00	0.0%
52290	Misc. Contractual Services	67,486.00	64,065.00	64,065.00	5.1%
	Services:	78,186.00	72,680.00	72,765.00	6.9%
62105	Misc Computer Equipment	4,000.00	24,000.00	55,600.00	-1290.0%
62110	Misc. Radio Equipment	10,000.00	10,000.00	16,375.00	-63.8%
	Commodities:	14,000.00	34,000.00	71,975.00	-414.1%
81125	Building Improvements	0.00	10,000.00	32,000.00	n/a
82105	Data Processing Equipment	300,000.00	66,000.00	66,000.00	78.0%
	Capital:	300,000.00	76,000.00	98,000.00	67.3%
	TOTAL E911 FUND:	450,661.00	238,740.00	298,800.00	33.7%



**TEN YEAR DRAFT CAPITAL
IMPROVEMENT PLAN
WITH DETAIL FOR
FY 2017 – FY 2019**

SECTION C



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**FY 2017 CAPITAL BUDGET
BY QUARTER**

FIRST QUARTER (MARCH - MAY 2016)	FY 2017 BUDGET	FUNDING SOURCE
Village Hall HVAC Replacement	2,300,000	Bond
Storm Water Drainage Improvements	2,750,000	Bond
TOTAL FIRST QUARTER	\$ 5,050,000	

SECOND QUARTER (JUNE - AUGUST 2016)	FY 2016 BUDGET	FUNDING SOURCE
Residential Sidewalk Replacement	100,000	Bond
Low Lift Pump Raw Water Screen	25,000	Water
Water Main Replacement	200,000	Water
TOTAL SECOND QUARTER	\$ 325,000	

THIRD QUARTER (SEPTEMBER - NOVEMBER 2016)	FY 2016 BUDGET	FUNDING SOURCE
High Lift Emergency Pump & Engine	75,000	Water
TOTAL THIRD QUARTER	\$ 75,000	

FOURTH QUARTER (DECEMBER - FEBRUARY 2017)	FY 2016 BUDGET	FUNDING SOURCE
Sanitary Sewer Lining	250,000	Bond
SCADA Sanitary Lift Station	75,000	General
Rockgate Lane Storm Outfalls	50,000	General
Routing Device Replacement	30,000	General
Squad Car Video Cameras	20,000	General
2 1/2 Ton Dump Body #41	30,000	General
Brush Chipper #10	60,000	General
PS Vehicle Replacement #661 & #698	67,000	General
STARCOM Transition	300,000	E911
TOTAL FOURTH QUARTER	\$ 882,000	

OTHER PROJECTS - FUNDING QTR TBD	BUDGET	FUNDING SOURCE
TOTAL	\$ -	

FISCAL YEAR 2016 CAPITAL BUDGET GRAND TOTAL	\$ 6,332,000
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FISCAL YEAR 2017 CAPITAL PROJECTS

Bond Fund 2015A & 2016

Project:	Cost:	Page:
Village Hall HVAC Replacement	\$2,300,000	C-3
Residential Sidewalk Replacement	\$ 100,000	C-4
Storm Water Drainage Improvements	\$2,750,000	C-6
Sanitary Sewer Lining	<u>\$ 250,000</u>	C-8
Bond 2015A Total:	<u>\$5,400,000</u>	

General Fund

SCADA-Sanitary Lift Station	\$ 75,000	C-9
Rockgate Lane Storm Outfalls	\$ 50,000	C-10
Routing Device Replacement	\$ 30,000	C-11
Squad Car Video Cameras	\$ 20,000	C-12
2 ½ Ton Dump Body #41	\$ 30,000	C-13
Brush Chipper #10	\$ 60,000	C-14
PS Vehicle Replacement #661	\$ 20,000	C-15
PS Vehicle Replacement #698	<u>\$ 47,000</u>	C-16
General Fund Total:	<u>\$ 332,000</u>	

E911 Fund

STARCOM Transition	<u>\$ 300,000</u>	C-17
E911 Fund Total:	<u>\$ 300,000</u>	

Water Fund

High Lift Emergency Pump & Engine	\$ 75,000	C-19
Low Lift Pump Raw Water Screen	\$ 25,000	C-20
Water Main Replacement	<u>\$ 200,000</u>	C-21
Water Fund Total:	<u>\$ 300,000</u>	

NAME: Village Hall HVAC Improvements
Category: Facility Improvements
Fund: Bond - 2015A & 2016
Account Number: TBD
Fiscal Year 2017
Project Coordinator: PW Management Analyst Adam Hall
Expected Useful Life 30 - 40 Years



Summary: The 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. Design is expected to be completed in FY 16 with construction anticipated to be completed in an estimated 12 months.

Budget Impact: The budgeted replacement cost for the Village Hall HVAC System Improvements in FY 17 is \$2,300,000. These costs were included in and approved with the April 2015 Bond Referendum.

3 Year Projected Expenditures			
	FY 2017	FY 2018	FY 2019
Total Cost:	2,300,000	-	-
Description:	HVAC - Village Hall/Public Safety		

NAME: Residential Sidewalk Replacement
Category: Public Improvement
Fund: Bond - 2015A & 2016
Account Number: TBD
Fiscal Year 2017
Project Coordinator: Village Engineer

Summary: The Village has maintained a residential sidewalk replacement program for over 30 years. 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 of residential concrete sidewalk this proposed bond fund budget allowance is estimated to cover the replacement of 16,000-17,000 square feet or 600 - 650 sidewalk squares in **Area 1**.

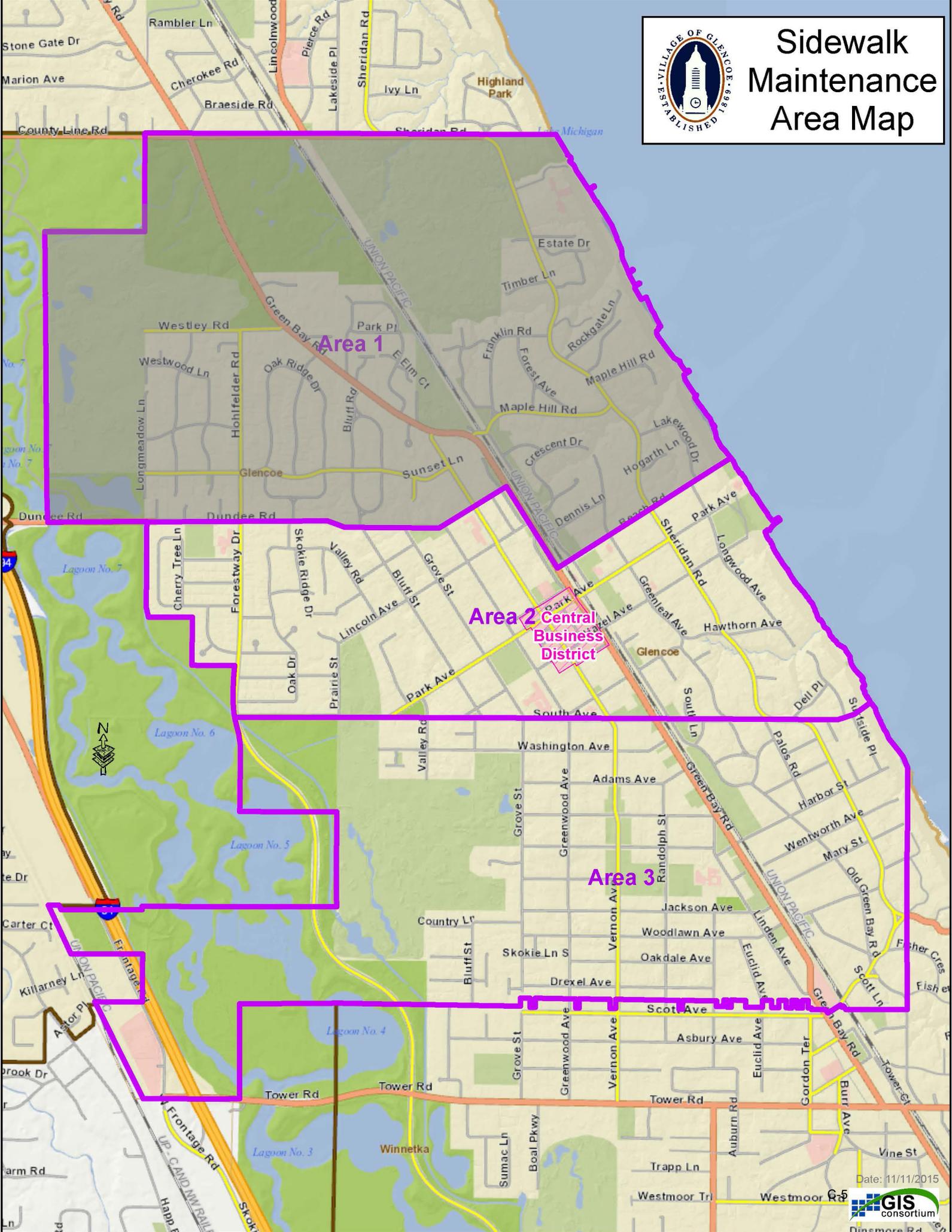
*Detailed sidewalk maintenance area map is available on the following page.

Budget Impact: The budgeted cost for Residential Sidewalks in FY 2017 is \$100,000. Bond funds were approved in the April 2015 referendum.

3 Year Projected Expenditures			
	FY 2017	FY 2018	FY 2019
Total Cost:	100,000	-	-
Description:	Sidewalk Replacement		



Sidewalk Maintenance Area Map



Date: 11/11/2015



NAME: Storm Water Drainage Improvements
Category: Public Improvements
Fund: Bond - 2015A
Account Number: TBD
Fiscal Year 2017
Project Coordinator: Village Engineer
Expected Useful Life 50 Years

Summary: In 2014, the Village implemented a Storm Water Drainage Study to evaluate 5 subject areas in the Village where recurring flooding in the streets and right-of-way impacted private property. Those 5 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 approved improvements are planned to consist of 9,000 total feet of sewer pipe to address insufficient capacity that directly impacts 93 properties, with additional positive impacts to the overall areas. The improvements will be constructed over two years with the Terrace Court, Skokie Ridge and Hazel Avenue Drainage Improvements scheduled for FY 2017.

*Detailed stormwater drainage project map is available on the following page.

Budget Impact: The budgeted cost for storm sewer improvements in the Terrace Court, Skokie Ridge and Hazel Avenue Basin areas in FY 2017 is \$2,750,000. These costs were approved in the April 2015 Bond Referendum.

3 Year Projected Expenditures			
	FY 2017	FY 2018	FY 2019
Total Cost:	2,750,000	2,950,000	-
Description:	Storm Sewer	Storm Sewer	

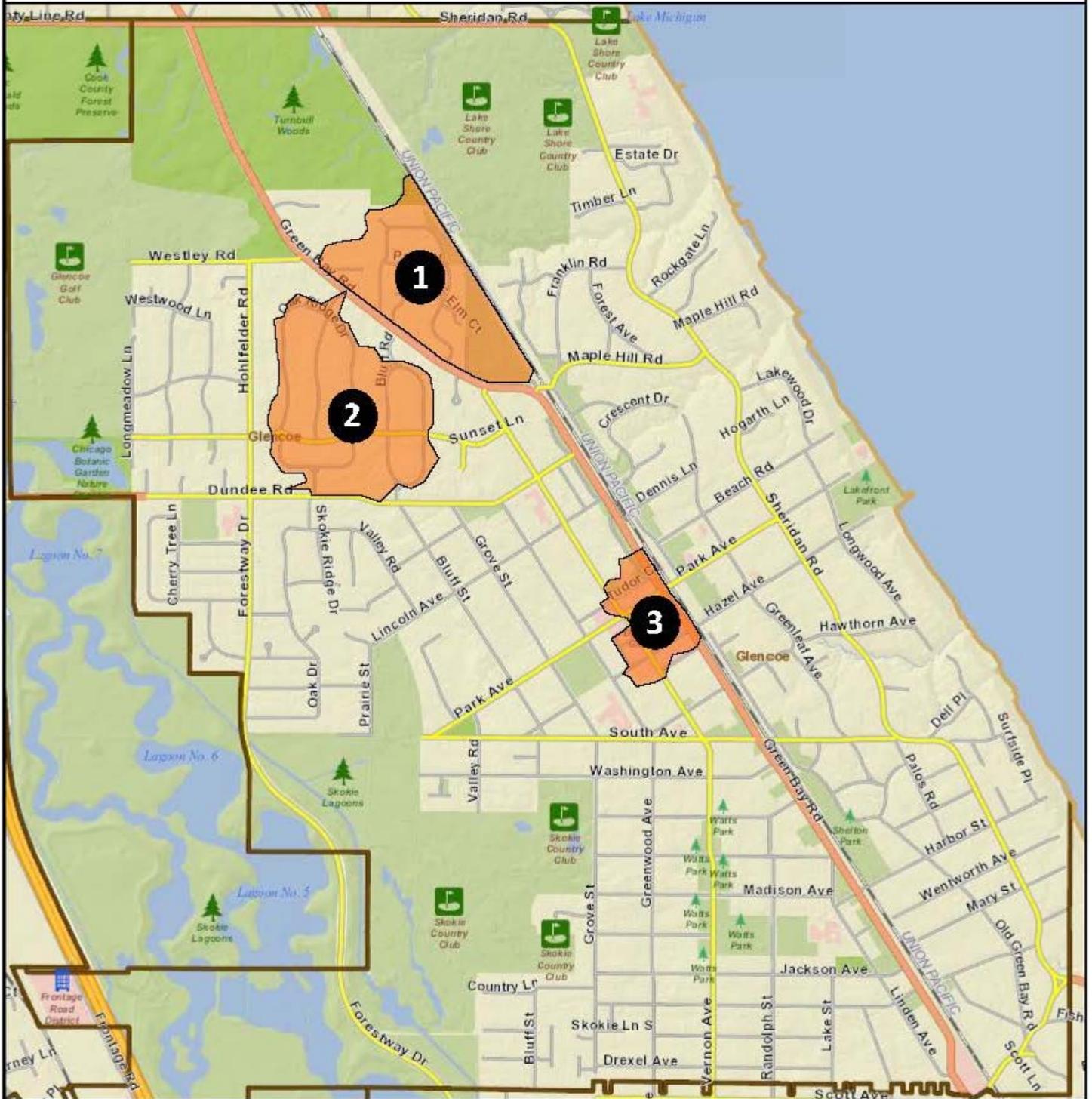
2017 STORMWATER DRAINAGE PROJECTS

Proposed Drainage Basin Improvement Areas

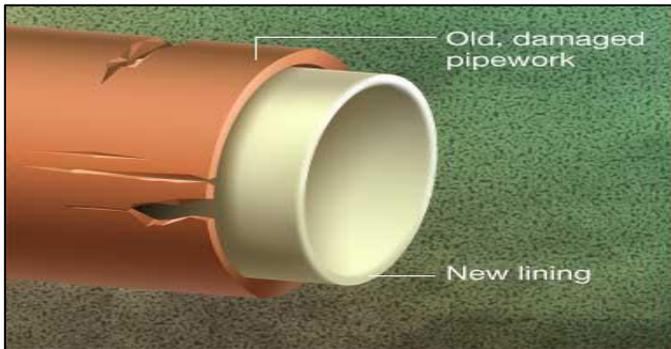
1) TERRACE COURT BASIN

3) HAZEL AVE BASIN

2) SKOKIE RIDGE BASIN



NAME: Sanitary Sewer Lining
Category: Public Improvements
Fund: Bond - 2015A & 2016
Account Number: TBD
Fiscal Year 2017
Project Coordinator: Village Engineer Christine Van Dornick



Expected Useful Life 50 Years

Summary: The Village's sanitary sewer system consists of 40 miles of sanitary sewer main, 900 manholes and 8 lift stations. The maintenance and operation of this system is a critical responsibility of the Public Works Department. Repair and rehabilitation of the sanitary sewer mains is an ongoing process and includes pipe replacement and lining. Sanitary sewer lining is a trenchless technology that involves pulling a new liner through an old pipe, and through a process of inflating and curing the material, rehabilitating the pipe. Lining sanitary sewer mains eliminates inflow and infiltration which contribute to charging the sanitary sewer and 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 useful life of 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. The FY 17 budget of \$250,000 for sanitary sewer rehabilitation is expected to improve an estimated 6,000 - 7,000 feet of sanitary main. (Candidate main segments will be identified from ongoing sewer televising and inspection efforts).

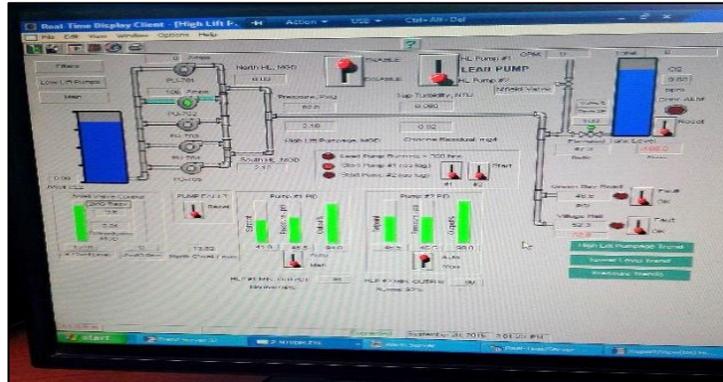
Budget Impact: The 2015 Bond Fund budget for sanitary sewer improvements is a total of \$500,000; \$250,000 were completed in FY 16 and \$250,000 is scheduled in FY 17. The bond issuance was approved by referendum in the April 2015.

3 Year Projected Expenditures			
	FY 2017	FY 2018	FY 2019
Total Cost:	250,000	-	-
Description:	Sanitary Sewer Lining		

2017 CAPITAL PROJECT INVENTORY

Fund: General

NAME: SCADA System for Sanitary Sewer Lift Stations
Category: Lift Station Improvements
Fund: General
Account Number: 12-305-332-85110
Fiscal Year 2017
Project Coordinator: Public Works General Superintendent Donald Kirk
Expected Useful Life 20 Years



Summary: The Village currently maintains (8) sanitary sewer lifts stations. These stations are essential in the moving of sanitary sewer effluent out of low elevation residential areas using box mechanical and gravity systems. The existing mechanical/electrical equipment used to confirm that the stations are in proper operating order is outdated and unreliable. Supervisory Control and Data Acquisition (SCADA) systems is a technology that allows for realtime monitoring via remote access through the internet that provides the ability to check effluent levels, pump conditions, start and stop pumps, change pump levels, and troubleshoot alarms. A SCADA system will also provide real-time and historical data that will be used to monitor pump performance and how lift stations are affected by rain events. In most troubleshooting situations, the SCADA technology will substantially eliminate the need for "call-back" which will reduce the number of physical inspections required by a supervisor after normal business hours. Typically, Public Work staff experiences 10 to 12 lift station calls per year.

Budget Impact: The budgeted replacement/upgrade cost for the SCADA Sanitary Sewer Lift Station is \$75,000.

3 Year Projected Expenditures			
	FY 2017	FY 2018	FY 2019
Total Cost:	75,000	-	-
Description:	SCADA System		

2017 CAPITAL PROJECT INVENTORY

Fund: General

NAME: Rockgate Lane Storm Outfalls
Category: CIP - Sewers
Fund: General
Account Number: 12-305-332-85105
Fiscal Year 2017
Project Coordinator: Village Engineer Christine Van Dornick
Expected Useful Life 40-50 Years



Summary: The ravine located north of Rockgate Lane includes the storm sewer outfall structures for the Rockgate Lane and Brentwood Drive right-of-way storm water drainage systems. The outlet structures are in a deteriorated condition due to age and conditions in the ravine. This outfall restoration project will include designed improvements to each storm sewer outfall.

Budget Impact: The budgeted replacement cost for the Rockgate Lane Outfall Improvements is \$50,000.

3 Year Projected Expenditures			
	FY 2017	FY 2018	FY 2019
Total Cost:	50,000		
Description:	Rockgate Lane Storm Outfalls		

NAME: Computer System Improvements
Category: Routing Device Replacement
Fund: General
Account Number: 12-210-222-82105
Fiscal Year 2017
Project Coordinator: Ron Dussard, Information Technology Coordinator



Summary: The Information Technology (IT) Division, a component unit of the Village Manager’s Office, provides support for all departments. The replacement of hardware and software varies dependent on factors like the useful technology life cycle, cost and performance. The technology 5 year master plan developed in 2012, identified technology upgrades through Fiscal Year 2017 based on technology trends at the time. However, because of frequent shifts in technology, it is difficult to predict more than two years in advance.

As the cost of personal computers, servers and infrastructure equipment decreases, the power and capability of hardware and software increases thus justifying the replacement of equipment to maintain or enhance productivity at the user level. The technology life cycle the Village maintains is 3 - 4 years for mobile devices, 4 -5 years for personal computers, 6 - 7 years for Servers, and 7 - 8 years for infrastructure equipment. Each year a set of equipment meets the above requirement either by the cost of maintenance, reached its useful life cycle or by performance degradation and is replaced. The equipment described in the project list has met one of the criteria listed above and is scheduled to be replaced.

Budget Impact: It should be noted that some equipment is frequently refreshed and recycled into production to users who have less requirement for high processing power and also the users whose gain in productivity are not significant enough to justify the replacement cost. The extremely moderate replacement cycle ensures that hardware is fully utilized and staff maintains high productivity levels either by replacing or refreshing hardware. This also ensures that staff keeps up with the latest enhancement of the software being used. Funds for the purchase of computer systems hardware are budgeted annually in the General Fund, in accordance with the schedule contained in the Village's Long-Range Capital Plan, which is updated on an annual basis.

3 Year Projected Expenditures			
	FY 2017	FY 2018	FY 2019
Total Cost:	30,000	715,000	110,000
Description:	Routing Device Replacement	Switching Device Replacement & ERP	Comcast Infrastructure Upgrade & Office 365

NAME: SQUAD CAR VIDEO CAMERAS
Category: Police Capital Equipment
Fund: General
Account Number: 12-405-405-82150
Fiscal Year 2017
Project Coordinator: Public Safety Department



Window camera and dash monitor



Console mounted flash-player

Summary: Squad car video camera systems, while not mandated by the State of Illinois, are generally required by Cook County Courts 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.

Budget Impact: The expected life cycle for a squad car camera system is 5 years. The Village plans on a three year phased project. Replacement cameras cost approximately \$5,000; the Village utilizes seven squad cameras. The replacement schedule is vital to ensure all marked police squads are properly equipped with reliable and functional equipment. These camera purchases are not tied to specific vehicle purchases, as the replacement schedules do not always coincide. In addition, the camera systems are easily removed and installed, making them versatile and flexible for use as necessary.

3 Year Projected Expenditures			
	FY 2017	FY 2018	FY 2019
Total Cost:	20,000	10,000	5,000
Description:	4 Camera Systems	2 Camera Systems	1 Camera System

NAME: Dump Truck Body #41
Category: Vehicle
Fund: General
Account Number: 12-305-356-83105
Fiscal Year: 2017
Project Coordinator: PW General Superintendent Donald Kirk



Replacement Frequency 10 Years

Summary: The Six-Wheel Dump Truck (PW Unit #41) is one of two heavy duty trucks in the Department's fleet. These trucks are used for a variety of operational support purposes across all divisions including hauling excavation spoils, aggregate, tree logs, snow and other materials. This unit is also equipped with a snow plow and salt spinner and is a major component of the primary fleet utilized in the Village's Snow & Ice Control Plan to plow and salt major streets.

The current unit was purchased in 2004, has 52,183 miles and 4,822 engine hours. Wear and tear on heavy duty service vehicles in Public Works is not measured on vehicle mileage alone, as a significant amount of the operational use of the equipment is when it is idling in a stationary position. A common calculation used in the industry is to factor 30 odometer miles for every hour of engine use. For this vehicle the mileage equivalent is 144,660. Notwithstanding this calculation, the chassis of this truck is in functional condition, but the dump body has been repaired multiple times to address rust and structural deterioration. To reduce costs, staff recommends extending the life of the vehicle by replacing the dump body with a new stainless steel model in FY 2017 at a cost of \$30,000, and then replacing the chassis in a future year. The future chassis will accommodate the dump body proposed for purchase in FY 17, which will be reinstalled.

Budget Impact: The budgeted replacement cost for a Six-Wheel Dump truck body meeting the specifications of the current unit is \$30,000. This unit is budgeted in the Street Division of the General Fund.

5 Year Maintenance and Repair Expenditure History - Truck Unit #41

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Annual Amount	4,195	3,673	6,318	9,281	3,778

NAME: Brush Chipper #10
Category: Vehicle
Fund: General
Account Number: 12-305-336-83105
Fiscal Year 2017
Project Coordinator: PW General Superintendent Donald Kirk



Replacement Frequency 10 Years

Summary: The brush chipper (PW Unit # 10) is a key piece of support equipment used in the Department's Forestry Division. The chipper is used to chip brush, branches and logs up to 8-inches diameter. This equipment is used in a front-line response capacity for storm damage, but also has year-round use through the Forestry Division's regular trimming and removal operations, including EAB tree removal and the Village's shared services operations with the Park District. The current unit was purchased in 2007 and has 1,890 engine hours. A method the department has utilized for equipment replacement is to measure the declining asset value versus the maintenance and repair costs. As value of the asset declines and maintenance and repair costs increase, there is a threshold where the cost of anticipated repairs exceeds the present value of the equipment, which is when the Village should consider replacement of the vehicle. The chipper's current asset value is approximately \$3,500, and there were repairs completed on the chipper unit in 2014 of \$5,700, which included a chipper drum replacement. Expected repair and maintenance in the next year could cost \$1,400, to include blade changes and engine maintenance. A review involving quantitative (repair and maintenance records) and qualitative (technical review with fleet maintenance) analysis, it is staff's recommendation that this chipper be scheduled for replacement in the next 12 to 24 months.

Budget Impact: The budgeted replacement cost for a brush chipper meeting the specifications of the current unit is \$60,000. This unit is budgeted in the Forestry Division of the General Fund.

5 Year Maintenance and Repair Expenditure History - Chipper Unit #10					
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Repairs and Maintenance	684	1,414	2,694	5,798	913

NAME: Public Safety Vehicle Replacement
Category: Vehicle Replacement
Fund: General
Account Number: 12-405-405-83105
Fiscal Year 2017
Project Coordinator: Public Safety Department



Vehicle Model	Replacement Thresholds (Actual)			Disposition
	Service Life	Miles	Service History	
2003 Acura 3.2 TL #661	5 years (14 years)	100K (49,217)	High Frequency of Major Repairs, vehicle suspension and interior dash components failing from advanced age (Flood Damage 2014)	Trade/ replacement with similar used 2-4 yr old model.

Summary: The Criminal Investigations Division (CID) unmarked Acura is a seizure vehicle that has served well as a covert surveillance vehicle since 2005. It is primarily used by detectives when working with task force operations and departmental undercover operations. The present condition of the vehicle does not meet those standards. One of the major repairs done on the vehicle in FY 2015 included a new airbag sensor. Replacing this vehicle with a similar size surveillance vehicle is necessary within the next fiscal year. Vehicle seizures are random and unpredictable, so this expenditure is included in the CIP projection as per the Department replacement cycle. If a viable vehicle is seized in the meantime, this expenditure may not be necessary.

Budget Impact: The costs per vehicle vary depending on vehicle usage and transferability of equipment - the costs include vehicle purchase price, emergency equipment purchase and/or installation, graphics, and communications equipment. Staff will seek to replace this vehicle with a used vehicle that will not exceed \$20,000. In an effort to spread the costs of fleet turnover, the replacement schedule includes designated replacements in every budget year, as described above.

The budgeted replacement cost of the current unit is not to exceed \$20,000.

5 Year Maintenance and Repair Expenditure History - Vehicle #661					
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Annual Amount	658	869	493	552	1,249

NAME: Public Safety Vehicles
Category: Vehicle Replacement
Fund: General
Account Number: 12-405-405-83105
Fiscal Year 2017
Project Coordinator: Public Safety Department



Vehicle Model	Replacement Thresholds (Actual)			Disposition
	Service Life	Miles	Service History	
2008 Ford Expedition SUV	7 years (8 years)	100K (90,898)	Vehicle suspension, undercarriage, corrosion, peeling paint; vehicle is showing signs of deterioration from previous patrol use.	Current #653 to be Transferred to CSO #698 animal warden vehicle

Summary: Vehicle #698 is a re-purposed patrol 4WD SUV that is used for animal control and community service officer use. The vehicle has a large rear cargo area which has a special animal transport enclosure system, which with minor modification is transferrable to the 2013 Chevrolet Tahoe currently in service as a front line patrol vehicle #653. As in 2012, #653 will be transitioned to replace #698. #653 will be replaced with a 4WD police pursuit rated Chevrolet Tahoe, consistent with patrol fleet needs.

Budget Impact: The costs per vehicle vary depending on vehicle usage and transferability of equipment - the costs include vehicle purchase price, emergency equipment purchase and/or installation, graphics, and communications equipment. In an effort to spread the costs of fleet turnover, the replacement schedule includes designated replacements in every budget year, as described above. In recent years, due to a lack of consistent make/model availability, replacement costs have risen due to the need to purchase and install certain components that are make/model specific - prisoner screens, emergency light bars, radio consoles, and computer mounting hardware.

The budgeted replacement cost of the current unit is \$47,000.

5 Year Maintenance and Repair Expenditure History - Vehicle #698					
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Annual Amount	3,342	4,070	1,091	2,786	379

NAME: 911 / Radio System Equipment
Category: STARCOM Radio Network Transition
Fund: E911
Account Number: 19-415-420-82105
Fiscal Year 2017
Project Coordinator: Public Safety Department

Background: Glencoe participates in a shared police radio network (NORCOM) with thirteen partner police agencies serving the north shore and adjacent communities. The shared network provides five dispatch channels and three shared channels. The dispatch channels serve small geographic sub-groups of agencies who share a radio channel for routine radio traffic; the shared channels provide wide coverage for large scale emergencies and tactical operations. The shared network model has enabled participating agencies to share costs for infrastructure and equipment. However, there are challenges to maintaining NORCOM. 1) The analog radio system infrastructure is approaching 15 years of age and will likely need to be replaced in the next five to seven years. 2) The cost of telephone circuits, the backbone of the system, continue to rise dramatically while service quality has declined. 3) The network operates 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. 4) NORCOM agencies no longer employ personnel with the expertise to perform preventative maintenance and troubleshooting of the existing system; repairs require outside vendors and replacement parts are often not available. Faced with these challenges, NORCOM partners have explored viable options. The limited options include rebuilding the NORCOM network or switching to a digital network (StarCom). Rebuilding the NORCOM network would be cost prohibitive - initial cost of totally new and updated technology infrastructure and equipment, continued operational and maintenance costs, daily management and troubleshooting, and limited funding from NORCOM agencies.

The StarCom network was developed by Motorola for public safety use in the State of Illinois. StarCom is a statewide digital trunked radio system, presently being used by many state, county, and local agencies including the Illinois State police; Cook, DuPage, Lake, and McHenry Counties; and the North West Central Dispatch agencies. Per the NORCOM Technical Committee and based on preliminary cost projections from Motorola, building a NORCOM specific StarCom radio network may be cost prohibitive. However, NORCOM agencies can discontinue supporting the present analog network, and join a StarCom network as subscribers. StarCom subscription offers many advantages over the current NORCOM system. 1) No need to own and maintain the infrastructure. 2) Elimination of phone circuit and radio maintenance expenses. 3) Coverage area includes entire metropolitan area, potentially the entire state, rather than local borders. 4) Interoperability with other StarCom agencies, including fire. Interoperable communications are vital during emergency response and routine operations outside our jurisdiction. 5) Availability of encryption, GPS location, and other advanced features not available with current analog system. 6) Additional channels for special events and tactical operations.

The NORCOM communities recognize the value of a shared network, and 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. NORCOM is faced with the loss of participating agencies. Three large agencies have initiated StarCom migration and will be leaving the NORCOM network in early 2016. Their departure will result in less revenue for NORCOM to address the challenges as described above, especially relative to rebuilding the present radio network. Therefore, StarCom migration, and the potential long-term cost savings, maybe required much earlier than the mandate year 2021. StarCom migration is also tied to mandated dispatch consolidation. Glencoe's present radio network partners - Kenilworth, Northfield, Wilmette, and Winnetka - are interested in staying together and exploring not only consolidation, but a StarCom radio channel as well. Regardless of dispatch consolidation, the NORCOM network will need to migrate to a StarCom alternative to ensure radio competency in coming years.

Budget Impact:

Due to the rather sudden developments and exigent nature of the need to migrate to StarCom, the expenditures have not been allocated through the Village's regular planning process. In addition, the Glencoe E9-1-1 fund is not sufficient to cover the transition. Transition to a digital StarCom NORCOM radio network will require significant investment in replacement mobile and portable radios, in addition to base station infrastructure. The NORCOM technical committee members are working to identify the best possible solution, in an effort to continue the shared radio network solution that all of the participating agencies rely upon to serve their communities. The original NORCOM system build-out occurred with significant reliance on federal grant funding; similar funding opportunities will likely be unavailable at this time. These listed costs are best estimates only due to the uncertainty of cost-sharing and volume discount pricing. Depending on the ability of NORCOM to initiate StarCom transition, dispatch consolidation, and implementation timetables, this expenditure may be deferred until FY 2018.

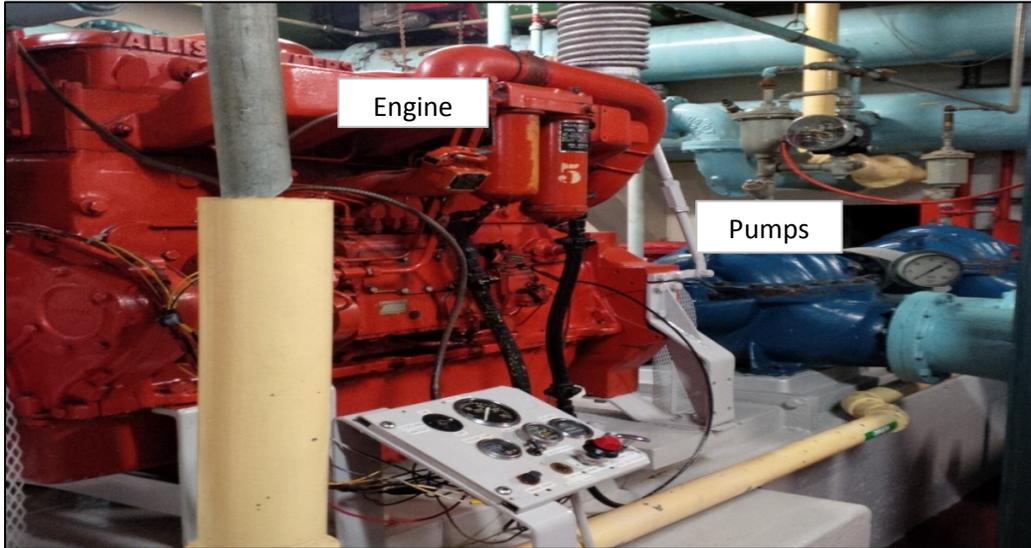
STARCOM RADIO NETWORK ITEMS:

Program Item List:	Radios, Equipment	200,000
	Annual Air-Time	18,000
	Installation and Programming	34,000
	Annual Service Agreement	2,100
	Contingency (~20%)	45,900
		\$ 300,000

5 Year Expenditure History					
	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Budgeted Amount	65,000	25,500	15,000	15,000	
Actual Expenditures	29,847	722	14,457	n/a	

3 Year Projected Expenditures			
	FY 2017	FY 2018	FY 2019
Total Cost:	300,000	35,000	25,000
Description:	Program items listed above	Radio System Equipment	Radio System Equipment

NAME: High Lift Emergency Pump & Engine
Category: Water Plant Process Equipment
Fund: Water
Account Number: 11-110-370-82120
Fiscal Year: 2017
Project Coordinator: Water Plant Superintendent Alex Urbanczyk
Expected Useful Life: 30 years



Summary: The emergency high lift pumps and engine date from 1928 and 1965 respectively. While the emergency generator can run the primary electric pumps, the emergency diesel driven pumps are necessary during the transition to maintain pressure in the distribution system. Both of these pieces of equipment are well past their expected useful life expectancies of 30 years. High lift pumps deliver finished water to the distribution system and are critical to maintain distribution pressure. If the backup generator failed to start, this would be the only functional pump to deliver water to the distribution system. This is also an item that could be salvaged and utilized in a new WTP.

Budget Impact: This capital improvement is budgeted in the Water Production Division of the Water Fund and amounts to \$75,000.

3 Year Projected Expenditures			
	FY 2017	FY 2018	FY 2019
Total Cost:	100,000	80,000	75,000
Description:	High & Low Lift Emergency Pump and Engine	Phase 1-Electric Valve Operators & Replace Bulk Chemical Storage	Phase 2-Electric Valve Operators & Replace Pumps and Motors-Low Lift

NAME: Replace Pumps and Motors-Low Lift
Category: Water Plant Process Equipment
Fund: Water
Account Number: 11-110-370-82120
Fiscal Year: 2017
Project Coordinator: Water Plant Superintendent Alex Urbanczyk
Expected Useful Life: 20 - 30 years



Summary: Low lift pumps and their motors are the first stage of water treatment. These pumps bring the raw water from Lake Michigan to the beginning of treatment process, without them, no water can be treated. There are 4 low lift pumps at the water plant, low lift pumps #1 and #2 are the most frequently used pumps in plant operation, and are in operation approximately 5,000 hours each year. These two pumps are used to treat approximately 80% of all raw water passing through the water plant. Life expectancies are in the 20 to 30 year range depending on usage. Low lift pumps #1 and #2 were installed in 1990 and are nearing the end of their useful lives.

Budget Impact: This capital improvement is budgeted in the Water Production Division of the Water Fund and amounts to \$25,000.

3 Year Projected Expenditures			
	FY 2017	FY 2018	FY 2019
Total Cost:	100,000	80,000	75,000
Description:	High & Low Lift Emergency Pump and Engine	Phase 1-Electric Valve Operators & Replace Bulk Chemical Storage	Phase 2-Electric Valve Operators & Replace Pumps and Motors-Low Lift

NAME: Water Main Replacement - Distribution Division
Category: Water System Improvements
Fund: Water
Account Number: 11-110-365-84115
Fiscal Year 2017
Project Coordinator: PW General Superintendent Don Kirk



Summary: The Water Distribution system includes 49 miles of water main ranging in size from 6-inch to 16-inch in diameter. While the Village has regularly replaced water main over the last 25 years, the replacement schedule has been staggered based on funding primarily through bond and grant funding. As a result there continues to be a significant quantity of aged water main in the ground, and annual CIP funding needs to increase to begin to push the replacement schedule. The Village is working with a consultant on a Water System Master Plan that will identify recommendations for water main replacement/upgrade to improve reliability, pressure and fire flow. The age of water main pipe in the Village's distribution system is not the sole determining factor in scheduled replacement. Changes in the manufacturing process of cast iron pipe before and after the 1940's generally reduced the wall thickness, and as a result much of the older pipe is still in serviceable condition. Based on the cost of replacement of pipe and restoration this annual allowance will replace an estimated 2,000 feet of 8-inch water main.

Budget Impact: This capital improvement is budgeted in the Water Distribution Division of the Water Fund and amounts to \$200,000.



FISCAL YEAR 2018 CAPITAL PROJECTS

Bond Fund 2015A/MFT Fund

Project:	Cost:	Page:
Street Resurfacing (Bond)	\$ 900,000	B-24
Street Resurfacing (MFT)	\$ 491,700	B-24
Bond/MFT Total:	\$1,391,700	

Bond Fund 2016 (Issue Date TBD)

Storm Water Drainage Improvements	\$2,950,000	B-26
Bond 2016 Total:	\$2,950,000	

Bond Fund 2017LT (Proposed)

Enterprise Resource Planning (ERP)	\$ 650,000	B-28
Bond 2017LT Total:	\$ 650,000	

Bond Fund 2017 (Proposed)

Phase 1 Club House Construction	\$4,000,000	B-29
Bond 2017 Total:	\$4,000,000	

Garbage Fund

Leaf Vacuum #68	\$ 46,200	B-31
Refuse Packer #19	\$ 230,000	B-32
Garbage Fund Total:	\$ 276,200	

General Fund

PW Garage Admin Roof Replacement	\$ 58,766	B-33
Firing Range Improvements	\$ 75,000	B-34
Mechanical Lift Replacement	\$ 55,000	B-35
Sanitary Sewer Lining	\$ 103,000	B-36
Residential Sidewalk Replacement	\$ 100,000	B-37
Parking System Program Improvements	\$ 175,000	B-39
Switching Device Replacement	\$ 65,000	B-40
Squad Car Video Cameras	\$ 10,000	B-41
Stump Grinder #11	\$ 50,000	B-42
Street Sweeper #32	\$ 215,000	B-43
Sewer Jet #23	\$ 195,000	B-44
PS Ambulance Replacement	\$ 375,000	B-45
PS Vehicle Replacement #650, #662, #668	\$ 135,000	B-47
General Fund Total:	\$1,611,766	

E911 Fund

CAD/RMS Upgrades	\$ 10,000	B-49
Desktop Computers	<u>\$ 25,000</u>	B-49
E911 Fund Total:	\$ 35,000	

Water Fund

Water System Equipment Replacement	\$ 206,000	B-50
Replace Bulk Chemical Storage	\$ 30,000	B-51
Phase 1 – Install Electric Valve Operators	<u>\$ 50,000</u>	B-52
Water Fund Total:	\$ 286,000	

NAME: Maintenance Street Resurfacing
Category: Public Improvement
Fund: Bond - 2015A & MFT
Account Number: TBD
Fiscal Year 2018
Project Coordinator: Village Engineer Christine Van Dornick
Expected Useful Life 15 Years

Summary: The Village includes 40 centerline miles of local streets under the jurisdiction and responsibility of the Department of Public Works. Beginning in 1988 the Village launched a comprehensive street improvement program that addressed nearly 100% of the entire local street system over a 20 year period. The comprehensive street improvements included new concrete curb & gutter, storm sewer upgrades and pavement reconstruction. 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. Staff has also utilized a 3rd party consultant to evaluate pavement conditions using non-destructive testing equipment to gather data on the entire street system inventory. This information is used in conjunction with age and visual condition of roadway surfaces to prioritize maintenance resurfacing. Two phases of maintenance street resurfacing have been programmed and completed since 2007. To address those streets that need maintenance resurfacing staff has budgeted \$400,000 in FY 18 which is estimated to complete an estimated 50,000 square yards of street surface. Those specific streets to be included in this total is currently under review.

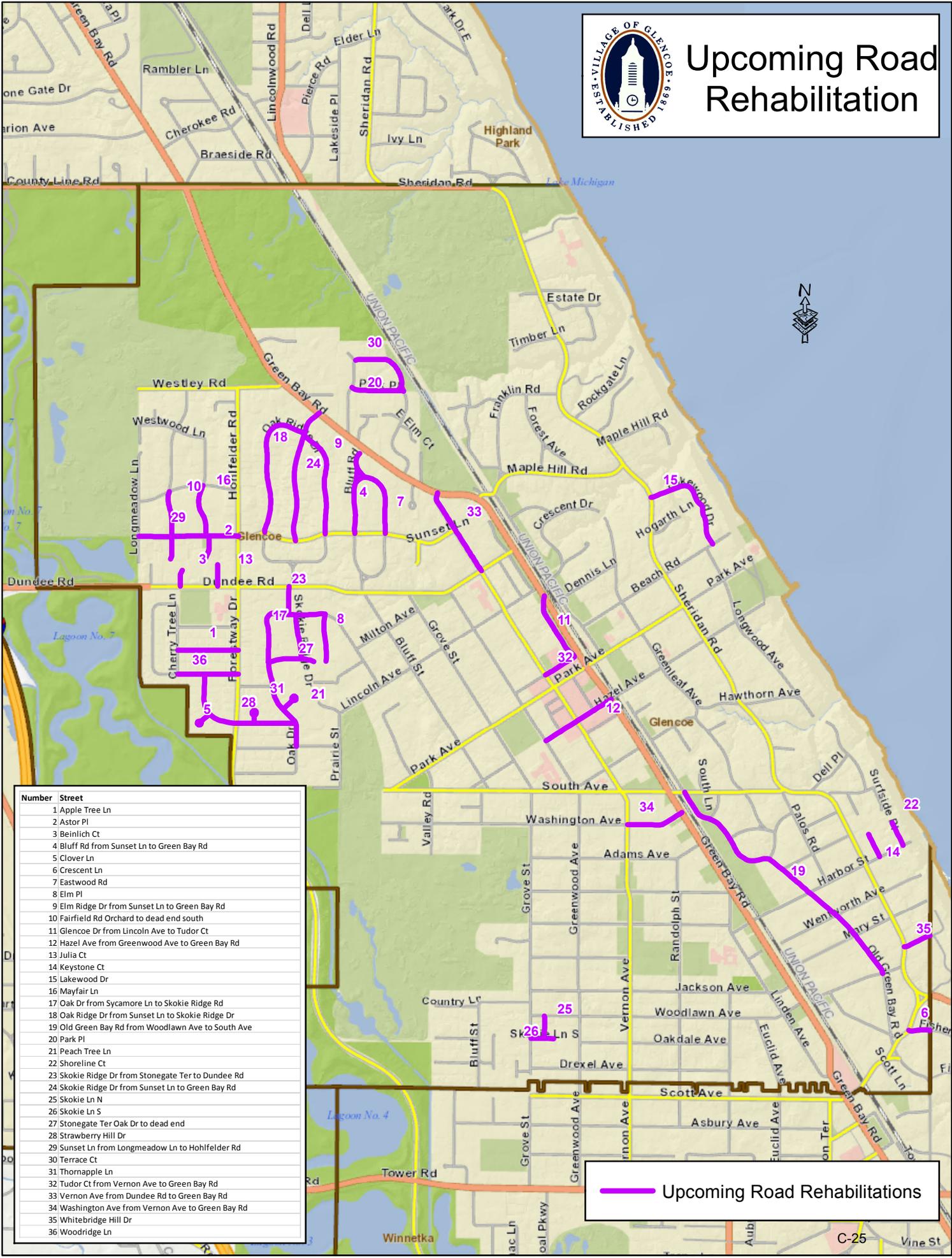
*Detailed upcoming road rehabilitation area map is available on the following page.

Budget Impact: The Bond Fund budget for maintenance street resurfacing in FY 18 is \$900,000. This funding will be combined with MFT funds which includes \$491,700. These costs were approved in the April 2015 Bond Referendum.

3 Year Projected Expenditures			
	FY 2017	FY 2018	FY 2019
Total Cost:	-	1,391,700	-
Description:		Street Resurfacing	



Upcoming Road Rehabilitation



Number	Street
1	Apple Tree Ln
2	Astor Pl
3	Beinlich Ct
4	Bluff Rd from Sunset Ln to Green Bay Rd
5	Clover Ln
6	Crescent Ln
7	Eastwood Rd
8	Elm Pl
9	Elm Ridge Dr from Sunset Ln to Green Bay Rd
10	Fairfield Rd Orchard to dead end south
11	Glencoe Dr from Lincoln Ave to Tudor Ct
12	Hazel Ave from Greenwood Ave to Green Bay Rd
13	Julia Ct
14	Keystone Ct
15	Lakewood Dr
16	Mayfair Ln
17	Oak Dr from Sycamore Ln to Skokie Ridge Rd
18	Oak Ridge Dr from Sunset Ln to Skokie Ridge Dr
19	Old Green Bay Rd from Woodlawn Ave to South Ave
20	Park Pl
21	Peach Tree Ln
22	Shoreline Ct
23	Skokie Ridge Dr from Stonegate Ter to Dundee Rd
24	Skokie Ridge Dr from Sunset Ln to Green Bay Rd
25	Skokie Ln N
26	Skokie Ln S
27	Stonegate Ter Oak Dr to dead end
28	Strawberry Hill Dr
29	Sunset Ln from Longmeadow Ln to Hohlfelder Rd
30	Terrace Ct
31	Thornapple Ln
32	Tudor Ct from Vernon Ave to Green Bay Rd
33	Vernon Ave from Dundee Rd to Green Bay Rd
34	Washington Ave from Vernon Ave to Green Bay Rd
35	Whitebridge Hill Dr
36	Woodridge Ln

Upcoming Road Rehabilitations

NAME: Storm Water Drainage Improvements
Category: Public Improvement
Fund: Bond - 2016
Account Number: TBD
Fiscal Year 2018
Project Coordinator: Village Engineer Christine Van Dornick
Expected Useful Life 50 Years

Summary: In 2014, the Village implemented a Storm Water Drainage Study to evaluate 5 subject areas in the Village where recurring flooding in the streets and right-of-way impacted private property. Those 5 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 approved improvements are planned to consist of 9,000 total feet of sewer pipe to address insufficient capacity that directly impacts 93 properties, with additional positive impacts to the overall areas. The improvements will be constructed over two years with the Greenwood Avenue and Madison Avenue Basin Drainage Improvements scheduled for FY 2018.

*Detailed stormwater drainage project map is available on the following page.

Budget Impact: The budgeted cost for storm sewer improvements in the Greenwood Avenue and Madison Avenue Basin areas in FY 2018 is \$2,950,000. These costs were approved in the April 2015 Bond Referendum.

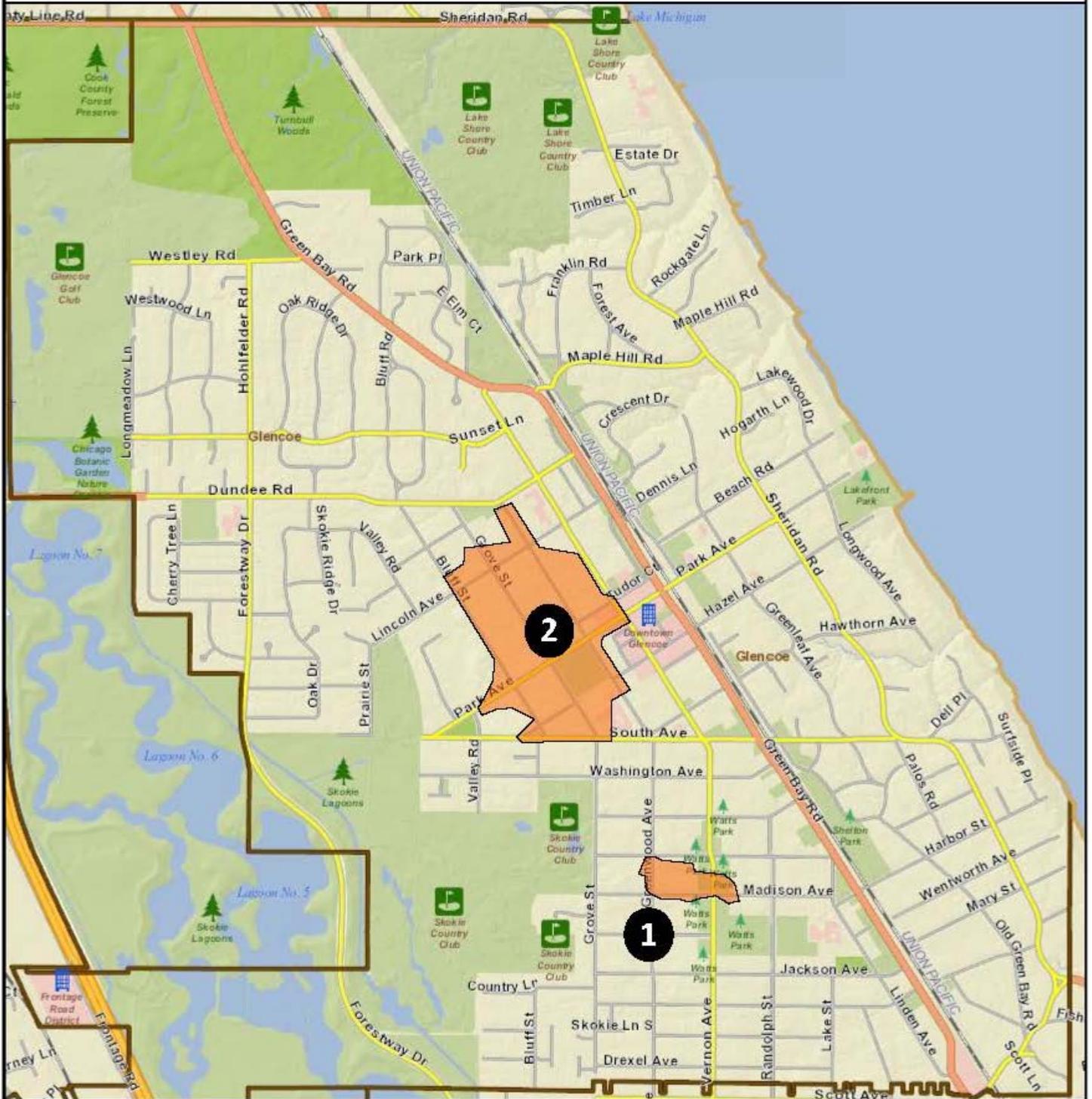
3 Year Projected Expenditures			
	FY 2017	FY 2018	FY 2019
Total Cost:	2,750,000	2,950,000	-
Description:	Storm Sewer	Storm Sewer	

2018 STORMWATER DRAINAGE PROJECTS

Proposed Drainage Basin Improvement Areas

1) MADISON AVE BASIN

2) GREENWOOD AVE BASIN



2018 CAPITAL PROJECT INVENTORY

Fund: Bond

NAME: Enterprise Resource Planning (ERP)
Category: Computer System Improvements
Fund: General
Account Number: 12-210-222-82105
Fiscal Year 2018
Project Coordinator: Ron Dussard, Information Technology Coordinator

Summary: Enterprise Resource Planning (ERP) systems are generally a suite of applications that allow for the collection, storage and management of data. Currently, the Village operates Innoprise Software as its ERP system. The SunGard system is currently utilized for payroll application but will be replaced with the Innoprise payroll system in early 2016. The Innoprise suite of applications include financials, citizen information systems (CIS), citizen access and community development. The Financials and CIS modules have been implemented and are used by staff for the daily processing of accounts payable and receivable, water bills and other notices. Additionally, staff is working on the implementation of the Citizen Access module. While these modules are in use, they lack functionality overall. The ERP that was selected in 2007 was necessitated by an immediate need for financial software. Unfortunately, while the financial software has performed well, other modules such as the Community Development module, which automates the creation, issuance and tracking of community development activities in a parcel-based system, is not fully implemented and is not truly functional for the Village's needs.

Due to the lack functionality of the Village's current ERP systems, staff plans to undertake an IT Needs Assessment in early 2016. The goal of this assessment is for a professional consultant to evaluate the Village's current IT and ERP systems and develop recommendations based on the Village's goal of developing a Village-wide ERP system that will allow all departments to access and input information efficiently. Staff will evaluate these recommendations and determine the appropriate way to proceed. The current ERP system is not functionally capable of achieving the needs and goals of the Village. This assessment and subsequent recommendations will satisfy these needs and allow the Village to achieve greater efficiencies moving forward.

The funds allocated for this project include the implementation of an ERP system. The Village seeks a robust ERP system that will increase efficiencies and improve workflow processes. Ultimately, this will reduce the amount of staff time and inefficient utilization of resources currently needed to complete essential tasks. Further, it will allow for a greater customer service experience for residents and contractors as information will be available to them 24/7 and will allow them interact with staff through the ERP system.

Budget Impact: Funds for the purchase of computer system improvements are budgeted annually in the General Fund, in accordance with the schedule contained in the Village's Long-Range Capital Plan, which is updated on an annual basis.

3 Year Projected Expenditures			
	FY 2017	FY 2018	FY 2019
Total Cost:	30,000	715,000	110,000
Description:	Routing Device Replacement	Switching Device Replacement & ERP	Comcast Infrastructure Upgrade & Office 365

Summary:

The Glencoe Golf Club has focused on the process of investing funds to improve the golf course and its amenities to exceed the expectations of the golfing public. The last several years have been focused on correcting existing problems, purchasing fundamental equipment and enhancing the playability, functionality and aesthetics of the golf course. The quality of golf course conditions has improved dramatically over the past eight years. However, Club facilities do not meet the level of accommodations that correspond to the quality of the course; thereby limiting business growth opportunities, enhancements available to the Glencoe community as a whole and other accoutrements commensurate to the quality of the course.

The concept for a new clubhouse facility is to create a modern functional facility that fully compliments this unique golf course. The 20-year plan envisions a multi-phase approach to appropriately spread the cost with the new clubhouse being Phase 1. Other phases include, among other things, improvements to the hole configurations to take advantage of the improved new facility and enhanced landscaping.

The Clubhouse Task Force was formed to research strategies to replace the current clubhouse building, which has exceeded its functional life, while maintaining the integrity of the golf course. In 2012, the Task Force determined, with the help of a feasibility study, fundamental decisions regarding the clubhouse including location, size, function and design along with estimates on construction.

The end goal is to secure the financial means to build a new clubhouse that will offer amenities in line with the outstanding golf course conditions. The new clubhouse will showcase the beautiful natural surroundings in context with the Chicago Botanic Garden, in conjunction with the designation as a Certified Audubon Cooperative Sanctuary golf course and an open space asset of the community. By investing in the clubhouse we hope to have the Glencoe Golf Club regarded as the finest public course on the North Shore.

Budget Impact:

Funds for the construction of an \$8,000,000 clubhouse would be split between Alternate Revenue Bonds (FY 2019) and General Obligation Bonds (FY 2018). Funding is contingent upon successful renegotiation of a land usage agreement with the Cook County Forest Preserve District. A referendum would also be necessary to provide for General Obligation Bond Funding.

20 Year Projected General Revenue Bond			
	FY 2017	FY 2018	FY 2019
Total General Obligation Bond:		4,000,000	4,000,000
Description:		Construction of new clubhouse, parking lot and maintenance building.	Phase 2

*End of Bond Payment: FY 2038

NAME: Leaf Vacuum #68
Category: Vehicle
Fund: Garbage
Account Number: 13-315-375-83105
Fiscal Year 2018
Project Coordinator: Public Works General Superintendent Donald Kirk



Replacement Frequency 12 Years

Summary: The leaf vacuum (PW Unit #68) is one of four primary pieces of equipment used in the annual residential parkway leaf collection program. This popular annual service utilizes leaf vacuum units to collect leaves piled along residential parkways beginning in mid-October through late November and delivers the leaves to the landscape waste disposal site at the Chicago Botanic Garden. Unit #68 was purchased in 2005 and has 1,489 engine hours. Wear and tear on heavy duty service vehicles in Public Works, such as the leaf vacuum is not measured on vehicle mileage alone, as the majority of the operation of the equipment is when it is in a stationary position. A common calculation used in the industry is to figure 30 miles for every hour of engine use. For this vehicle the mileage equivalent is 44,670. A method the department has utilized for equipment replacement is to measure the declining asset value versus the maintenance and repair costs. As value of the asset declines and maintenance and repair costs increase, there is a threshold where the cost of anticipated repairs exceeds the present value of the equipment/vehicle, which is when the Village should consider replacement of the vehicle. The leaf vacuum has been fully depreciated. A review involving quantitative (repair and maintenance records) and qualitative (technical review with fleet maintenance) analysis, it is staff's recommendation that this leaf vacuum be scheduled for replacement in FY 2018.

Budget Impact: The budgeted replacement cost for a leaf vacuum meeting the specifications of the current unit is \$46,200. This unit is budgeted in the Garbage Division of the Garbage Fund.

5 Year Maintenance and Repair Expenditure History					
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Annual Cost	5,687	2,289	6,509	828	-

NAME: Refuse Packer #19
Category: Vehicle
Fund: Garbage
Account Number: 13-315-375-83105
Fiscal Year 2018
Project Coordinator: Public Works General Superintendent Donald Kirk



Replacement Frequency 12 Years

Summary: The Refuse Packer (PW Unit #19) 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 (4) refuse packers in the Department's fleet. The current unit was purchased in 2004, has 90,797 miles and 15,477 engine hours. Wear and tear on heavy duty service vehicles in Public Works, such as a refuse packer is not measured solely on vehicle mileage alone, as the majority of the operation of the equipment is when it is in a stationary position. A common calculation used in the industry is to figure 30 miles for every hour of engine use. For this vehicle the mileage equivalent is 464,310. A method the department has utilized for equipment replacement is to measure the declining asset value versus the maintenance and repair costs. As the value of the asset declines and maintenance and repair costs increase, there is a threshold where the cost of anticipated repairs exceeds the present value of the equipment, which is when the Village should consider replacement of the vehicle. The refuse packer has been fully depreciated. Major repairs to this packer in 2013, including rebuilding the fuel pump system and structural body work, extended the replacement schedule by a year. A review involving quantitative (repair and maintenance records) and qualitative (technical review with fleet maintenance) analysis, it is staff's recommendation that this refuse packer be scheduled for replacement in FY 2018.

Budget Impact: The budgeted replacement cost for a Refuse Packer meeting the specifications of the current unit is \$230,000. This unit is budgeted in the Garbage Division of the Garbage Fund. Note: Staff will be initiating a comprehensive review of the garbage collection operation in FY 2017 for potential modifications to process which may change the type, cost and/or need for replacement of this vehicle.

5 Year Maintenance and Repair Expenditure History					
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Annual Cost	5,533	10,653	6,826	19,651	1,418

NAME: PW Garage Admin Roof Replacement
Category: Facility Improvement
Fund: General
Account Number: 12-305-352-81120
Fiscal Year: 2018
Project Coordinator: PW General Superintendent Donald Kirk



Summary: The roof over the administrative addition to the Public Works Service Building is a flat roof with a EPDM ballasted roof system that was installed when the addition was constructed in 1997. This is a critical occupied space in the Service Garage as it houses offices, employee locker rooms and employee lunch/training room. The overall condition of the roof system has become an increasing concern, with major leaks repaired in 2011 and 2014. This type of roof system typically has a 15-year life expectancy based on industry standards. Staff has maintained a schedule and regularly performs inspection on the flat roofs.

Budget Impact: The budget replacement cost for the PW garage office roof is \$58,766.

NAME: FIRING RANGE IMPROVEMENTS
Category: Police Capital Equipment
Fund: General
Account Number: 12-405-405-82150
Fiscal Year 2018
Project Coordinator: Public Safety Department



Computer-based target system



Automated target rail system

Summary:

The Village Hall houses a firing range in the lower level of the building for use by the Department of Public Safety for training purposes. The automated firing range target system will need 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.

Before replacement is recommended, staff will evaluate other alternatives, including removal of the range altogether. 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. This will be considered before a final budget request in FY 18.

3 Year Projected Expenditures			
	FY 2017	FY 2018	FY 2019
Total Cost:	-	75,000	-
Description:		Range Upgrade	

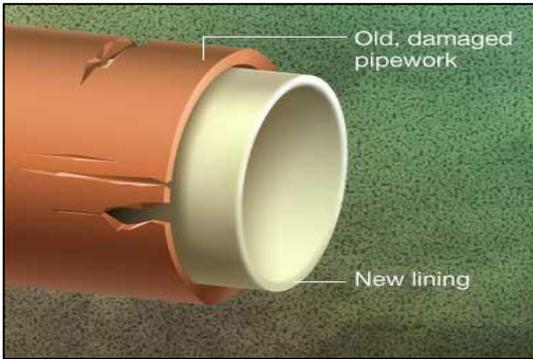
NAME: Mechanical Vehicle Lift Replacement
Category: Facility Improvement
Fund: General
Account Number: 12-305-352-81120
Fiscal Year: 2018
Project Coordinator: PW General Superintendent Donald Kirk



Summary: Mechanical Lifts are an essential apparatus used the Department's fleet maintenance division. Public Works mechanics utilize (3) mechanical lifts of varying function and capacity in 3 fleet maintenance bays. All (3) lift systems are nearing the end of their useful life, and are currently being maintained by staff. Public Works 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 proposed system utilizes (4) independent lifts that work in unison to raise equipment/vehicles of varying weights and wheel base. The lifts also have the versatility of being mobile.

Budget Impact: The budgeted replacement cost for the mechanical lift is \$55,000. This unit is budgeted in the Municipal Garage Division of the General Fund. The budget has been adjusted based on deferral of work (\$18,000) from FY 16 and updated pricing.

NAME: Sanitary Sewer Lining
Category: Public Improvement
Fund: General
Account Number: 12-305-332-85105
Fiscal Year: 2018
Project Coordinator: Village Engineer Christine Van Dornick



Expected Useful Life 50 Years

Summary: The Village's sanitary sewer system consists of 40 miles of sanitary sewer main, 900 manholes and 8 lift stations. The maintenance and operation of this system is a critical responsibility of the Public Works Department. 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 old sanitary sewer mains eliminates inflow and infiltration which contribute to the charging of the sanitary sewer that results 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 useful life of 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. Annual maintenance and inspection efforts will identify candidate main segments and prioritize future main rehabilitation locations. For this purpose, staff has budgeted \$103,000 for sanitary sewer lining improvement of an estimated 3,000 - 3,500 feet of sanitary main.

Budget Impact: The budgeted costs for sanitary sewer lining in the GF for FY 2018 is \$103,000.

NAME: Residential Sidewalks
Category: Public Improvement
Fund: General
Account Number: 12-305-356-87105
Fiscal Year 2018
Project Coordinator: Village Engineer Christine Van Dornick

Summary:

The Village has maintained a residential sidewalk replacement program for over 30 years. 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 **Area 2**. There is a total of 73 miles of public sidewalk within the Village's jurisdiction.

*Detailed sidewalk maintenance area map is available on the following page.

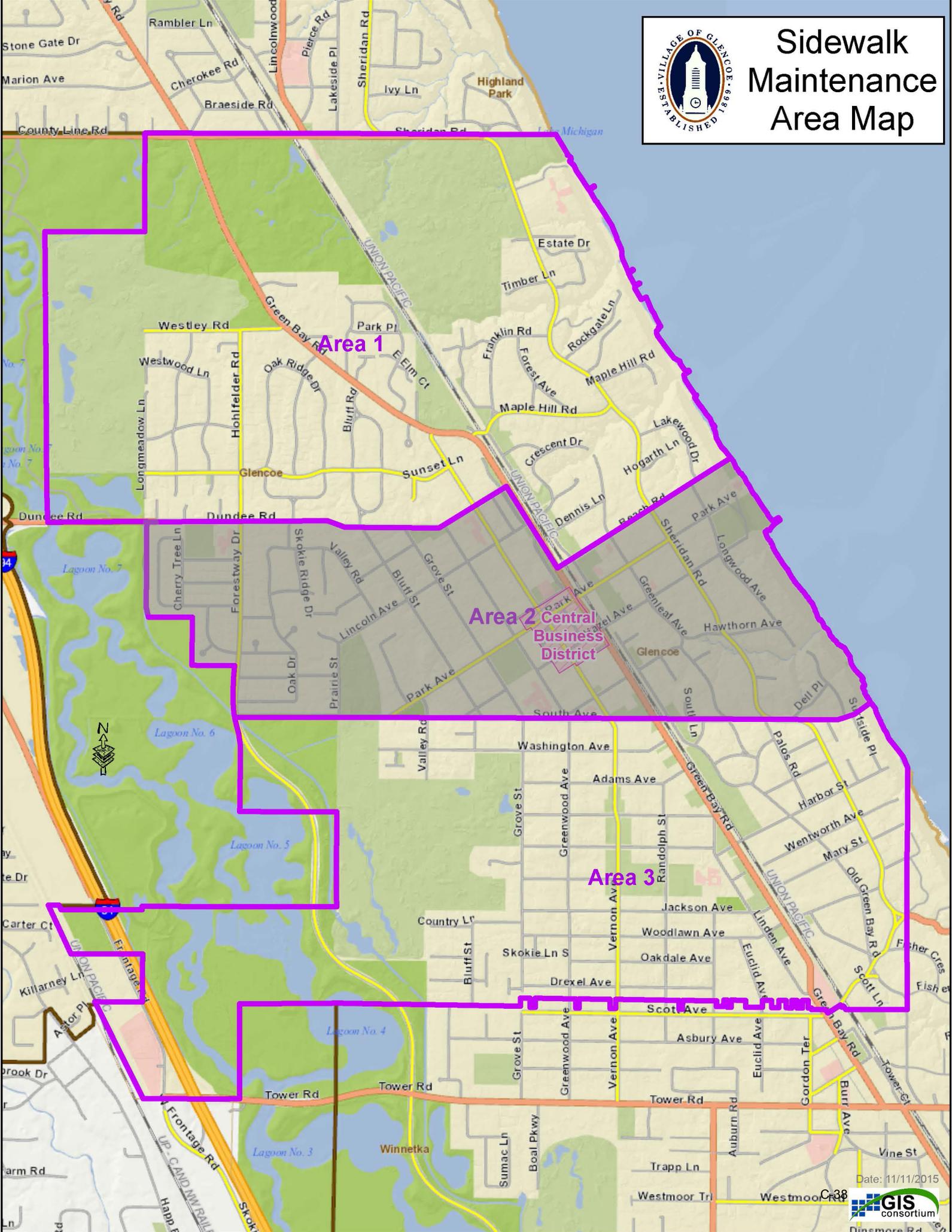
Budget Impact:

The budgeted cost for Residential Sidewalks in the General Fund in FY 18 is \$100,000.

3 Year Projected Expenditures			
	FY 2017	FY 2018	FY 2019
Total Cost:	100,000 (Bond Funds)	100,000	103,000
Description:	Residential Sidewalks	Residential Sidewalks	Residential Sidewalks



Sidewalk Maintenance Area Map



Date: 11/11/2015



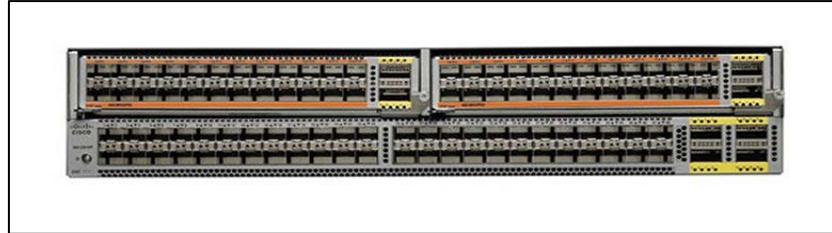
NAME: PARKING SYSTEM PROGRAM IMPROVEMENTS
Category: Office Capital Equipment - Police
Fund: General
Account Number: 12-405-405-82160
Fiscal Year 2018
Project Coordinator: Public Safety Department / Finance Department

Summary: The present parking program is a manual entry system; it has proven to be inefficient and labor intensive as there are no data bridges between Finance and Public Safety software solutions. Staff has reviewed a variety of automated parking / permit software systems. These expandable systems have the capability of utilizing e-payment, e-permits, and e-tickets. More importantly, the data can be shared amongst department specific systems - Computer Aided Dispatch, Cardinal Ticket Writing, and Innoprise Financial Software. This will also include an automated system at the commuter lots that will accept credit card payments as well as cash.

Budget Impact: This project will result in internal efficiencies and accuracy in record keeping and payment processing, allowing the Village to collect parking-related fines and fees in a timely manner.

3 Year Projected Expenditures			
	FY 2017	FY 2018	FY 2019
Total Cost:	-	175,000	-
Description:		E-Parking Ticket Hardware, Parking / Permit Software System	

NAME: COMPUTER SYSTEM IMPROVEMENTS
Category: Switching Device Replacement
Fund: General
Account Number: 12-210-222-82105
Fiscal Year 2018
Project Coordinator: Ron Dussard, Information Technology Coordinator



Summary: The Information Technology (IT) Division, a component unit of the Village Manager’s Office, provides support for all departments. The replacement of hardware and software varies dependent on factors like the useful technology life cycle, cost and performance. The technology 5 year master plan developed in 2012, identified technology upgrades through Fiscal Year 2017 based on technology trends at the time. However, because of frequent shifts in technology, it is difficult to predict more than two years in advance.

As the cost of personal computers, servers and infrastructure equipment decreases, the power and capability of hardware and software increases thus justifying the replacement of equipment to maintain or enhance productivity at the user level. The technology life cycle the village maintains is 3 - 4 years for mobile devices, 4 -5 years for personal computers, 6 - 7 years for Servers, and 7 - 8 years for infrastructure equipment. Each year a set of equipment meets the above requirement either by the cost of maintenance, reached its useful life cycle or by performance degradation and is replaced. The equipment described in the project list has met one of the criteria listed above and is scheduled to be replaced. This summary document contains the budgeted allocations and actual costs related to the purchase of all hardware items and equipment contained in the plan.

Budget Impact: Funds for the purchase of computer systems software are budgeted annually in the General Fund, in accordance with the schedule contained in the Village's Long-Range Capital Plan, which is updated on an annual basis.

3 Year Projected Expenditures			
	FY 2017	FY 2018	FY 2019
Total Cost:	30,000	715,000	110,000
Description:	Routing Device Replacement	Switching Device Replacement & ERP	Comcast Infrastructure Upgrade & Office 365

NAME: SQUAD CAR VIDEO CAMERAS
Category: Police Capital Equipment
Fund: General
Account Number: 12-405-405-82150
Fiscal Year: 2018
Project Coordinator: Public Safety Department



Window camera and dash monitor



Console mounted flash-player

Summary: Squad car video camera systems, while not mandated by the State of Illinois, are generally required 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.

Budget Impact: The expected life cycle for a squad car camera system is 5 years. We presently budget based on a three year phased project. Replacement cameras cost approximately \$5,000; the Village utilizes seven squad cameras. The replacement schedule is vital to ensure all marked police squads are properly equipped with reliable and functional equipment. These camera purchases are not tied to specific vehicle purchases, as the replacement schedules do not always coincide. In addition, the camera systems are easily removed and installed, making them versatile and flexible for use as necessary.

3 Year Projected Expenditures			
	FY 2017	FY 2018	FY 2019
Total Cost:	20,000	10,000	5,000
Description:	4 Camera Systems	2 Camera Systems	1 Camera System

NAME: Stump Grinder #11
Category: Vehicle
Fund: General
Account Number: 12-305-336-83105
Fiscal Year: 2018
Project Coordinator: PW General Superintendent Donald Kirk



Replacement Frequency 15 Years

Summary: The stump grinder (PW Unit # 11) is a key piece of support equipment used in the Department's Forestry Division. The stump grinder is pulled behind a pickup truck and 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. The current unit was purchased in 2002 and has 774 engine hours. A method the department has utilized for equipment replacement is to measure the declining asset value versus the maintenance and repair costs. As value of the asset declines and maintenance and repair costs increase, there is a threshold where the cost of anticipated repairs exceeds the present value of the equipment, which is when the Village should consider replacement of the vehicle. The stumper as an asset has been fully depreciated. A review involving quantitative (repair and maintenance records) and qualitative (technical review with fleet maintenance) analysis, it is staff's recommendation that this stump grinder be scheduled for replacement in FY 2018.

Budget Impact: The budgeted replacement cost for a stump grinder meeting the specifications of the current unit is \$50,000. This unit is budgeted in the Forestry Division of the General Fund.

5 Year Maintenance and Repair Expenditure History - Stump Grinder Unit # 11

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Annual Costs	\$ 3,433	\$ 778	\$ 4,043	\$ 1,873	\$ 1,641

NAME: Street Sweeper #32
Category: Vehicle
Fund: General
Account Number: 12-305-356-83105
Fiscal Year 2018
Project Coordinator: PW General Superintendent Donald Kirk



Replacement Frequency 8 Years

Summary: The street sweeper (PW Unit # 32) is a critical piece of the Department's Street Division maintenance equipment. This unit is used for 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. 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. The current sweeper unit was purchased in 2008 and has 4,722 engine hours. The factored mileage equivalent for this unit is 141,660 miles. A method the department has utilized for equipment replacement is to measure the declining asset value versus the maintenance and repair costs. As value of the asset declines and maintenance and repair costs increase, there is a threshold where the cost of anticipated repairs exceeds the present value of the equipment, which is when the Village should consider replacement of the vehicle. The sweeper's current asset value is approximately \$24,000. In 2014 \$34,000 in repairs (hydraulic system and sweeper brush assembly) was completed. A review involving quantitative (repair and maintenance records) and qualitative (technical review with fleet maintenance) analysis, it is staff's recommendation that this sweeper be scheduled for replacement in FY 18.

Budget Impact: The budgeted replacement cost for a street sweeper meeting the specifications of the current unit is \$215,000. This unit is budgeted in FY 2018 in the Streets Division of the General Fund.

5 Year Maintenance and Repair Expenditure History - Sweeper Unit #32					
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Annual Amount	\$ 15,863	\$ 15,306	\$ 16,377	\$ 34,810	\$ 12,801

NAME: Sewer Jet #23
Category: Vehicle
Fund: General
Account Number: 12-305-332-83105
Fiscal Year 2018
Project Coordinator: PW General Superintendent Donald Kirk



Replacement Frequency 10 Years

Summary: The sewer jet (PW Unit #23) is one of two critical and essential 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. The current unit was purchased in 2007 and has 16,114 miles and 5,404 engine hours. Wear and tear on heavy duty service vehicles in Public Works, such as the Sewer Jet is not measured on vehicle mileage alone, as the majority of the operation of the equipment is when it is in a stationary position. A common calculation used in the industry is to factor 30 odometer miles for every hour of engine use. For this vehicle the mileage equivalent is 161,520. A method the department has utilized for equipment replacement is to measure the declining asset value versus the maintenance and repair costs. As value of the asset declines and maintenance and repair costs increase, there is a threshold where the cost of anticipated repairs exceeds the present value of the equipment, which is when the Village should consider replacement of the vehicle. The sewer jet's current asset value is approximately \$12,955, and maintenance and repair costs have been averaging \$6,100 over the past three years. A review involving quantitative (repair and maintenance records) and qualitative (technical review with fleet maintenance) analysis, it is staff's recommendation that this sewer jet be scheduled for replacement in FY 18.

Budget Impact: The budgeted replacement cost for the Sewer Jet is \$195,000. This unit is budgeted in the Sewer Division of the General Fund.

5 Year Maintenance and Repair Expenditure History - Sewer Jet Unit #23					
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Annual Cost	\$ 11,007	\$ 15,426	\$ 6,507	\$ 6,367	\$ 5,995

NAME: AMBULANCE
Category: EMS Vehicles
Fund: General
Account Number: 12-405-415-83105
Fiscal Year 2018
Project Coordinator: Public Safety Department



2008 International 4300 Series Ambulance

Vehicle Model	Replacement Thresholds (Actual)		
	Service Life	Miles	Service History
International	10 years	(55,000)	See below

Summary: The present Public Safety fleet includes one ambulance; it is a front-line Advanced Life Support vehicle. As such, it must be reliable and functional both mechanically and in terms of technology. Emergency medical services are vital to public safety. Over the past 5 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 engine, 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 significantly more value to the Village. The Public Safety Department is also working with their MABAS partners to ensure a variety of emergency vehicles are available throughout the service area through mutual aid networks.

It should be noted that the new ambulance will likely be a smaller vehicle than the present ambulance (light truck frame rather than large truck frame). 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. 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, and under carriage repairs.

Budget Impact:

This purchase is consistent with the Department vehicle replacement schedule of ten years. The expected life cycle in Glencoe is 10 years; our mutual aid partners' average life cycle is 7 years. The expected purchase price will include all associated costs - the ambulance vehicle, major pieces of medical equipment, power cot, cardiac monitors, etc. Staff's recommendation is that this vehicle be replaced in FY 2018.

5 Year Maintenance and Repair Expenditure History - Ambulance					
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Annual Amount	6,262	10,234	12,487	3,579	5,926

NAME: Public Safety Vehicles
Category: Vehicle Replacement
Fund: General
Account Number: 12-405-405-83105
Fiscal Year 2018
Project Coordinator: Public Safety Department



Vehicle Model	Replacement Thresholds (Actual)			Disposition
	Service Life	Miles	Service History	
2013 Ford Interceptor Utility #650	4 years (5 years)	100K (85,000)	TBD	Trade/ replacement with 2018/19 Ford Police Expedition
2010 Chevrolet Tahoe #688	7 years (8 years)	100K (48,000)	TBD	Current #657 supervisor patrol unit to be transferred to CSO #688 utility service vehicle replaced with 2018/19 Chevrolet Tahoe Police rated SUV
2013 Ford Interceptor Utility #662	4 years (4 years)	100K (46,000)	TBD	Trade/ replacement with 2017/18 Ford Police Explorer SUV

Summary: 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 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 limited usage and emergency response. Some administrative vehicles (CSO) have increased life cycles as they may be replaced with patrol vehicles in lieu of trade. 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.

Budget Impact: The costs per vehicle vary depending on vehicle usage and transferability of equipment - the costs include vehicle purchase price, emergency equipment purchase and/or installation, graphics, and communications equipment. In an effort to spread the costs of fleet turnover, the replacement schedule includes designated replacements in every budget year, as described above. In recent years, due to a lack of consistent make/model availability, replacement costs have risen due to the need to purchase and install certain components that are make/model specific - prisoner screens, emergency light bars, radio consoles, and computer mounting hardware.

The total budgeted replacement cost of these units is \$135,000.

5 Year Maintenance and Repair Expenditure History - Vehicle #650					
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Annual Amount			179	1,222	3,695

5 Year Maintenance and Repair Expenditure History - Vehicle #662					
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Annual Amount	-	3,364	1,092	1,153	1,494

5 Year Maintenance and Repair Expenditure History - Vehicle #688					
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Annual Amount	-	-	-	-	-

NAME: 911 / Radio System Equipment
Category: Data Processing Equipment / Dispatch Consolidation
Fund: E911
Account Number: 19-415-420-82105
Fiscal Year 2018
Project Coordinator: Public Safety Department



Radio room workstations, monitors, CCTV, radios

Summary: The equipment includes: records management system software upgrades, computer aided dispatch (CAD) upgrades, and desktop computers. These items are all necessary equipment for dispatchers to answer calls for service, dispatch Public Safety units, maintain fire/police/EMS records, provide Emergency Medical Dispatch, and monitor public facilities. Most of the listed items are replaced based on life cycle as determined by Village IT staff. Effective 7/1/2017, the Village will be mandated to participate in a consolidated dispatch center, either as a partner agency or a contractual subscriber. While the emergency dispatch duties may be shared or deferred to an outside agency, certain ancillary duties will remain the responsibility of in-house Glencoe staff. Basic functionality will require equipment and resources to allow for uninterrupted non-emergency services.

Budget Impact: The basic expenditures have been anticipated through the Village's planning process. In light of pending dispatch consolidation and StarCom radio network migration, and the potential loss of E911 funding, many line items have been removed from the E911 fund and placed into the general IT budget. The overall cost of dispatch consolidation has not been determined; staff is working on various alternatives and will update as necessary. Consolidation plans are to be submitted to the State by 7/1/16, and consolidation must be in place by 7/1/17. Dispatch consolidation and StarCom migration are tied together and may require alternate timetables due to contingencies related to timing and viability of options.

Program Item List:

CAD/RMS Upgrades	10,000
Desktop Computers	25,000
Dispatch Consolidation	TBD
	\$ 35,000

3 Year Projected Expenditures			
	FY 2017	FY 2018	FY 2019
Total Cost:	300,000	35,000	25,000
Description:	STARCOM Transition	Program items listed above	Radio System Equipment

NAME: Water Main Replacement - Distribution Division
Category: Water System Improvements
Fund: Water
Account Number: 11-110-365-84115
Fiscal Year 2018
Project Coordinator: PW General Superintendent Don Kirk



Summary: The Water Distribution system includes 49 miles of water main ranging in size from 6-inch to 16-inch in diameter. While the Village has regularly replaced water main over the last 25 years, the replacement schedule has been staggered based on funding primarily through bond and grant funding. As a result there continues to be a significant quantity of aged water main in the ground, and annual CIP funding needs to increase to begin to push the replacement schedule. The Village is working with a consultant on a Water System Master Plan that will identify recommendations for water main replacement/upgrade to improve reliability, pressure and fire flow. The age of water main pipe in the Village's distribution system is not the sole determining factor in scheduled replacement. Changes in the manufacturing process of cast iron pipe before and after the 1940's generally reduced the wall thickness, and as a result much of the older pipe is still in serviceable condition. Based on the cost of replacement of pipe and restoration this annual allowance will replace an estimated 2,000 feet of 8-inch water main.

Budget Impact: This capital improvement is budgeted in the Water Distribution Division of the Water Fund and amounts to \$206,000.

3 Year Projected Expenditures			
	FY 2016	FY 2017	FY 2018
Total Cost:	200,000	206,000	212,200
Description:	Water Main Replacement	Water Main Replacement	Water Main Replacement

NAME: Replace Bulk Chemical Storage
Category: Water Plant Process Equipment
Fund: Water
Account Number: 11-110-370-82120
Fiscal Year: 2018
Project Coordinator: Water Plant Superintendent Alex Urbanczyk
Expected Useful Life: 20 Years



Summary: The Water Plant uses multiple chemical storage tanks to allow for the delivery and storage of bulk chemicals and materials used in the water treatment process. Bulk chemical storage tanks have a 20-30 year life expectancy depending on the chemical and tank construction. Most of the current chemical tanks have reached their life expectancies of 20 to 30 years and should be replaced to prevent accidental leakage.

Budgetary Impact: This capital improvement is budgeted in the Water Production Division of the Water Fund and amounts to \$30,000.

3 Year Projected Expenditures			
	FY 2016	FY 2017	FY 2018
Total Cost:	100,000	80,000	75,000
Description:	High & Low Lift Emergency Pump and Engine	Phase 1-Electric Valve Operators & Replace Bulk Chemical Storage	Phase 2-Electric Valve Operators & Replace Pumps and Motors-Low Lift

NAME: Phase 1- Install Electric Valve Operators
Category: Water Plant Process Equipment
Fund: Water
Account Number: 11-110-370-82120
Fiscal Year: 2018
Project Coordinator: Water Plant Superintendent Alex Urbanczyk
Expected Useful Life: 20 years



Summary: The water plant uses a combination of electric and hydraulically operated valves. The hydraulic valves have reached their life expectancy and need to be replaced to improve plant operations. Hydraulic valves use treated water to open and close and must be operated in a fully open or fully closed position. To help save on costs, the electric operators will be installed in-house by water plant staff.

Budgetary Impact: This capital improvement is budgeted in the Water Production Division of the Water Fund and amounts to \$50,000.

3 Year Projected Expenditures			
	FY 2017	FY 2018	FY 2019
Total Cost:	100,000	80,000	75,000
Description:	High & Low Lift Emergency Pump and Engine	Phase 1-Electric Valve Operators & Replace Bulk Chemical Storage	Phase 2-Electric Valve Operators & Replace Pumps and Motors-Low Lift



FISCAL YEAR 2019 CAPITAL PROJECTS

Bond Fund 2018 Alternate (Proposed)

Project:	Cost:	Page:
Phase 2 Club House Construction	<u>\$4,000,000</u>	B-54
Bond 2018 Alternate Total:	\$4,000,000	

Garbage Fund

Refuse Hauler #64	<u>\$ 47,300</u>	B-56
Garbage Fund Total:	\$ 47,300	

General Fund

Roof Replacement – NE VH	\$ 27,000	B-57
Sanitary Sewer Lining	\$ 106,100	B-58
Residential Sidewalks	\$ 103,000	B-59
Squad Car Camera Replacement	\$ 5,000	B-61
Six Wheel Dump Truck #20	\$ 130,000	B-62
2-1/2 Ton Dump Truck Chassis #41	\$ 110,000	B-63
PW Administrative Vehicle #610	\$ 34,500	B-64
½ Ton Pickup Truck #35	\$ 44,300	B-65
Skid Loader #48	\$ 45,000	B-66
Asphalt Patch Roll-off Body #30	\$ 36,000	B-67
PS Vehicle Replacement #655, #656, #652, #660	\$ 182,000	B-68
Office 365	\$ 80,000	B-70
Comcast Infrastructure Upgrade	<u>\$ 30,000</u>	B-70
General Fund Total:	\$ 932,900	

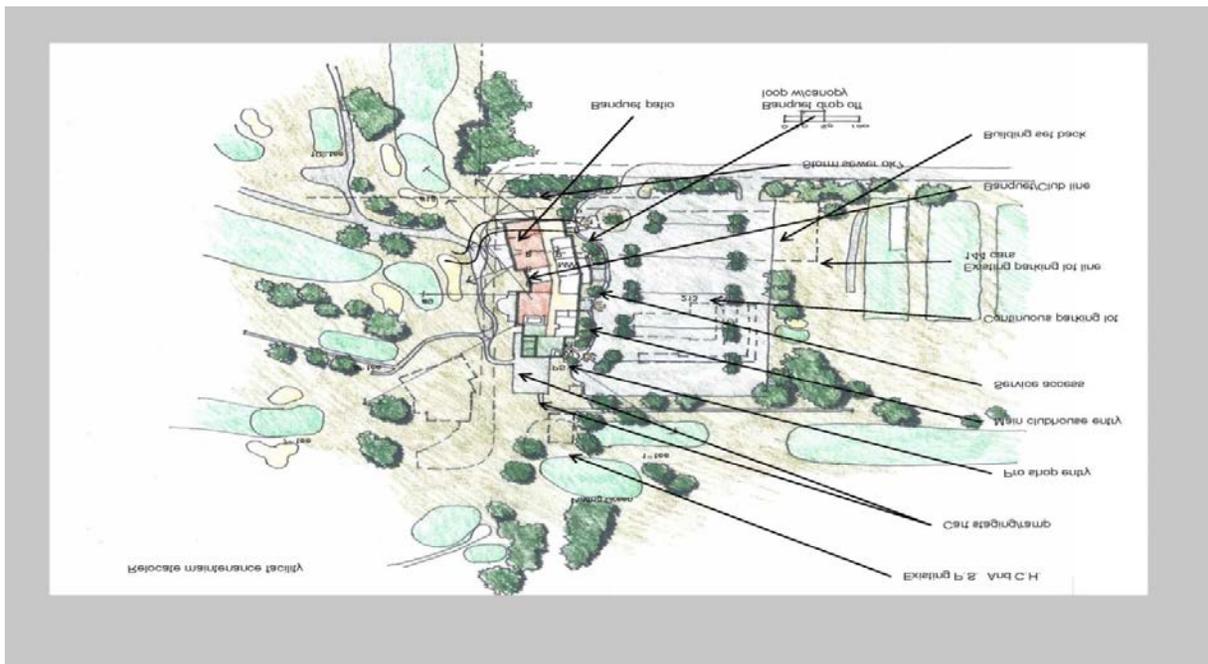
E911 Fund

Server Replacement	\$ 10,000	B-72
Desktop Computers	<u>\$ 15,000</u>	B-72
E911 Fund Total:	\$ 25,000	

Water Fund

Phase 2 – Install Electric Valve Operators	\$ 50,000	B-73
Replace Pumps & Motors-Low Lift	\$ 25,000	B-74
Water Main Replacement	<u>\$ 212,200</u>	B-75
Water Fund Total:	\$ 287,200	

NAME: Phase 2 Club House Construction
Category: Facility Improvements
Fund: Bond 2018 Alternate (Proposed)
Account Number: n/a
Fiscal Year: 2019
Project Coordinator: Stella Nanos, Golf Club Manager



DESIGN ALTERNATIVE C, DEVELOPED THROUGH FEASIBILITY STUDY-CURRENT LOCATION WITH RELOCATION OF MAINTNEANCE BUILDING

Summary:

The Glencoe Golf Club has focused on the process of investing funds to improve the golf course and its amenities to exceed the expectations of the golfing public. The last several years have been focused on correcting existing problems, purchasing fundamental equipment and enhancing the playability, functionality and aesthetics of the golf course. The quality of golf course conditions has improved dramatically over the past eight years. However, Club facilities do not meet the level of accommodations that correspond to the quality of the course; thereby limiting business growth opportunities, enhancements available to the Glencoe community as a whole and other accoutrements commensurate to the quality of the course.

The concept for a new clubhouse facility is to create a modern functional facility that fully compliments this unique golf course. The 20-year plan envisions a multi-phase approach to appropriately spread the cost with the new clubhouse being Phase 1. Other phases include, among other things, improvements to the hole configurations to take advantage of the improved new facility and enhanced landscaping.

The Clubhouse Task Force was formed to research strategies to replace the current clubhouse building, which has exceeded its functional life, while maintaining the integrity of the golf course. In 2012, the Task Force determined, with the help of a feasibility study, fundamental decisions regarding the clubhouse including location, size, function and design along with estimates on construction.

The end goal is to secure the financial means to build a new clubhouse that will offer amenities in line with the outstanding golf course conditions. The new clubhouse will showcase the beautiful natural surroundings in context with the Chicago Botanic Garden, in conjunction with the designation as a Certified Audubon Cooperative Sanctuary golf course and an open space asset of the community. By investing in the clubhouse we hope to have the Glencoe Golf Club regarded as the finest public course on the North Shore.

Budget Impact:

Funds for the construction of an \$8,000,000 clubhouse would be split between Alternate Revenue Bonds (FY 2019) and General Obligation Bonds (FY 2018). Funding is contingent upon successful renegotiation of a land usage agreement with the Cook County Forest Preserve District. A referendum would also be necessary to provide for General Obligation Bond Funding.

20 Year Projected General Revenue Bond			
	FY 2017	FY 2018	FY 2019
Total General Obligation Bond:		4,000,000	4,000,000
Description:		Construction of new clubhouse, parking lot and maintenance building.	Phase 2

*End of Bond Payment: FY 2038

NAME: Refuse Hauler #64
Category: Vehicle
Fund: Garbage
Account Number: 13-315-375-83105
Fiscal Year 2019
Project Coordinator: Public Works General Superintendent Donald Kirk



Replacement Frequency 10 Years

Summary: The refuse hauler (PW Unit #64) is a key piece of support equipment used in the Department's Garbage Division. The refuse hauler is used in tandem with the refuse packer providing garbage collection services on both the residential and commercial garbage routes. The refuse haulers are assigned to narrower streets and cul-de-sacs as well as to access private driveways for back-door collection service. The haulers have a 1-1/2 cubic yard dump body that permits collected garbage to be emptied into the rear of the refuse packers. There are four (4) refuse scooters in the Department's fleet. The current unit was purchased in 2008 and has 42,565 miles. A method the department has utilized for equipment replacement is to measure the declining asset value versus the maintenance and repair costs. As value of the asset declines and maintenance and repair costs increase, there is a threshold where the cost of anticipated repairs exceeds the present value of the equipment, which is when the Village should consider replacement of the vehicle. The refuse hauler's asset value is \$2,800. A review involving quantitative (repair and maintenance records) and qualitative analysis (technical review with fleet maintenance), it is staff's recommendation that this hauler be scheduled for replacement in the next 12 to 24 months.

Budget Impact: The budgeted replacement cost for a refuse hauler meeting the specifications of the current unit is \$47,300. This unit is budgeted in the Garbage Division of the Garbage Fund.

5 Year Maintenance and Repair Expenditure History					
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Annual Cost	3,450	1,863	4,438	1,211	4,507

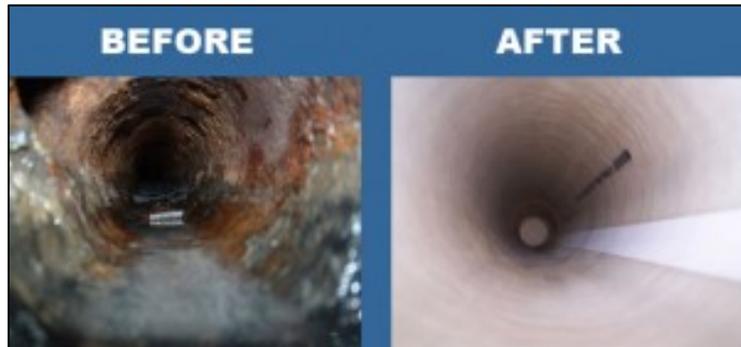
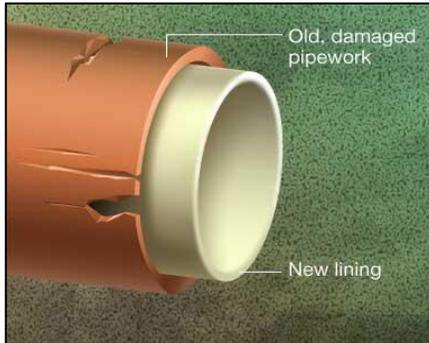
NAME: Village Hall Roof Replacement
Category: Facility Improvement
Fund: General
Account Number: 12-305-340-81120
Fiscal Year 2019
Project Coordinator: PW General Superintendent Don Kirk
Expected Useful Life 20 Years



Summary: The Village Hall's architectural design includes a slate roof system over the 2nd story portions of the building and flat roofs over the one-story areas. The flat roofs employ a rubber membrane roofing system that have a practical useful service life of 15 years. In 2005, the Village had a technical roof survey completed, and staff has utilized the findings and recommendations for budget planning. Over time the insulating boards become detached from the substrate and curl. This creates a medium severity distress, as there is risk of leak infiltration at these junctures. Leaking has recently been occurring along the parapet wall around the perimeter of the roof on the NE corner flat roof. Staff has maintained a schedule and regularly performs inspection on the flat roofs, and the NE corner flat roof was last installed in 1998, and warrants replacement.

Budget Impact: The budgeted replacement cost in the FY 2019 Budget for the NE Village Hall flat roof is \$27,000.

NAME: Sanitary Sewer Lining
Category: Public Improvement
Fund: General
Account Number: 12-305-332-85105
Fiscal Year 2019
Project Coordinator: Village Engineer Christine Van Dornick
Expected Useful Life 50 Years

**Summary:**

The Village's sanitary sewer system consists of 40 miles of sanitary sewer main, 900 manholes and 8 lift stations. The maintenance and operation of this system is a critical responsibility of the Public Works Department. 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 old sanitary sewer mains eliminates inflow and infiltration which contribute to the charging of the sanitary sewer that results in basement backups.

The Village has used lining systems in rehabilitating aging and deteriorated sanitary sewer main for 30 years, and re-lined sewer has an expected useful life of 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. Candidate main segments will be identified through ongoing annual maintenance and inspection efforts to prioritize future main rehabilitation locations. For this purpose, staff has budgeted \$106,100 for sanitary sewer lining improvement of an estimated 3,000 - 3,500 feet of sanitary main.

Budget Impact:

The budgeted costs for sanitary sewer lining in FY 2019 is \$106,100.

NAME: Public Improvement
Category: Residential Sidewalks
Fund: General
Account Number: 12-305-356-87105
Fiscal Year 2019
Project Coordinator: Village Engineer Christine Van Dornick

Summary: The Village has maintained a residential sidewalk replacement program for over 30 years. 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 the FY 2019 Budget allowance is estimated to cover the replacement of 16,000 - 17,000 square feet or 600-700 sidewalk squares in Area 3. There is a total of 73 miles of public sidewalk within the Village's jurisdiction.

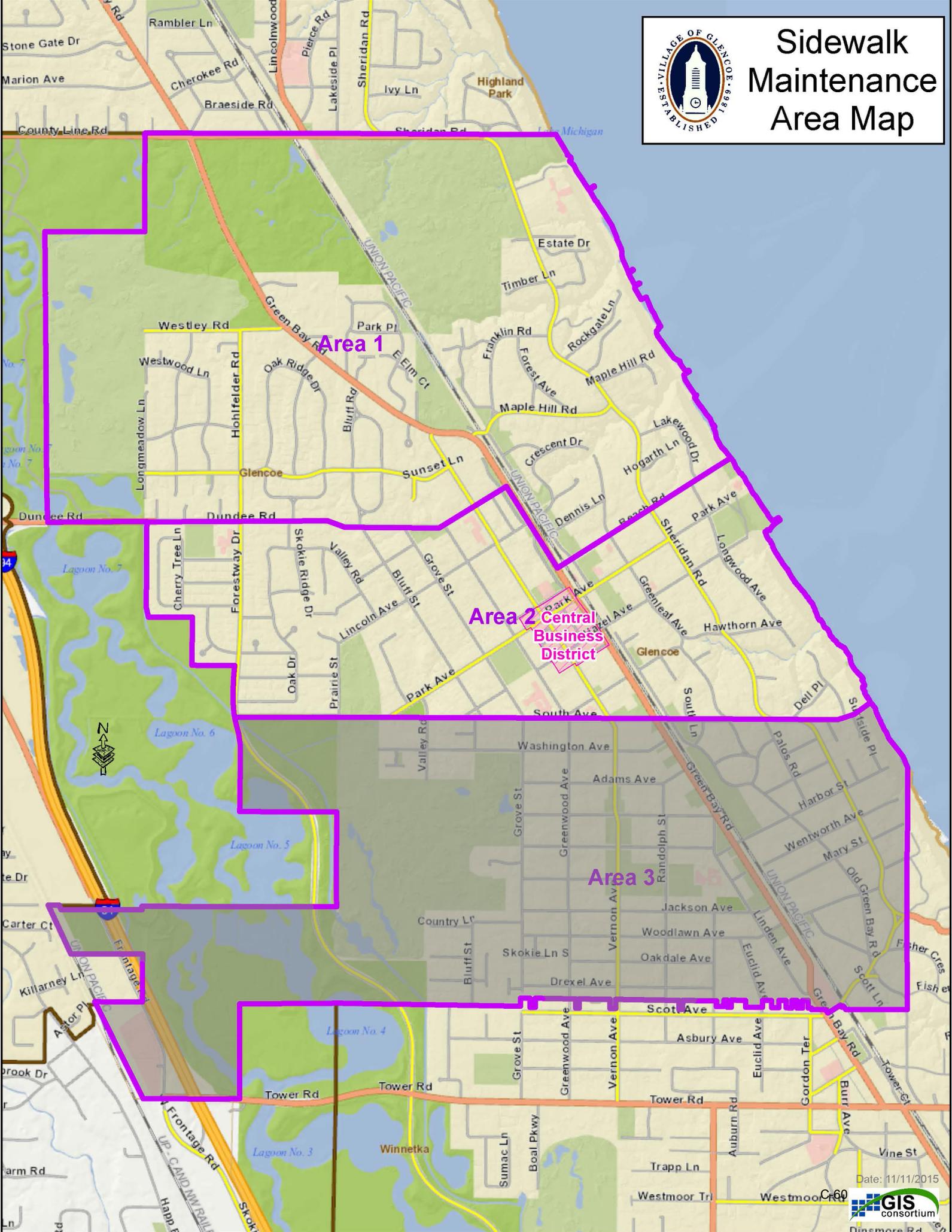
*Detailed sidewalk maintenance area map is available on the next page.

Budget Impact: The budgeted cost for Residential Sidewalks in FY 2019 is \$103,000.

3 Year Projected Expenditures			
	FY 2017	FY 2018	FY 2019
Total Cost:	-	100,000	103,000
Description:		Residential Sidewalks	Residential Sidewalks



Sidewalk Maintenance Area Map



Date: 11/11/2015



NAME: SQUAD CAR VIDEO CAMERAS
Category: Police Capital Equipment
Fund: General
Account Number: 12-405-405-82150
Fiscal Year 2019
Project Coordinator: Public Safety Department



Window camera and dash monitor



Console mounted flash-player

Summary: Squad car video camera systems, while not mandated by the State of Illinois, are generally required 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.

Budget Impact: The expected life cycle for a squad car camera system is 5 years. We presently budget based on a three year phased project. Replacement cameras cost approximately \$5,000; the Village utilizes seven squad cameras. The replacement schedule is vital to ensure all marked police squads are properly equipped with reliable and functional equipment. These camera purchases are not tied to specific vehicle purchases, as the replacement schedules do not always coincide. In addition, the camera systems are easily removed and installed, making them versatile and flexible for use as necessary.

3 Year Projected Expenditures			
	FY 2017	FY 2018	FY 2019
Total Cost:	20,000	10,000	5,000
Description:	4 Camera Systems	2 Camera Systems	1 Camera System

NAME: Six Wheel Dump Truck #20
Category: Vehicle
Fund: General
Account Number: 12-305-356-83105
Fiscal Year 2019
Project Coordinator: PW General Superintendent Donald Kirk



Replacement Frequency 10 Years

Summary: The Six Wheel Dump Truck (PW Unit #20) is one of 2 heavy duty trucks in the Department's fleet. These trucks are used for a variety of operational support purposes across all divisions including hauling excavation spoils, aggregate, tree logs, snow and other materials. This unit is also equipped with a snow plow and salt spinner and is part of the primary fleet utilized in the Village's Snow & Ice Control Plan to plow and salt major streets. The current unit was purchased in 2006, has 46,094 miles and 5,424 engine hours. Wear and tear on heavy duty service vehicles in Public Works, such as the Six-Wheel Dump Truck is not measured on vehicle mileage alone, as the majority of the operation of the equipment is when it is in a stationary position. A common calculation used in the industry is to factor 30 odometer miles for every hour of engine use. For this vehicle the mileage equivalent is 166,720. A method the department has utilized for equipment replacement is to measure the declining asset value versus the maintenance and repair costs. As value of the asset declines and maintenance and repair costs increase, there is a threshold where the cost of anticipated repairs exceeds the present value of the equipment, which is when the Village should consider replacement of the vehicle. The dump truck as an asset has been fully depreciated. A review involving quantitative (repair and maintenance records) and qualitative (technical review with fleet maintenance) analysis, it is staff's recommendation that this dump truck be scheduled for replacement in the next 12 to 24 months.

Budget Impact: The budgeted replacement cost for a Six-Wheel Dump Truck meeting the specifications of the current unit is \$130,000. This unit is budgeted in the Street Division of the General Fund.

5 Year Maintenance and Repair Expenditure History - Dump Truck Unit #20					
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Annual Amount	6,711	7,743	5,995	2,871	3,680

NAME: Dump Truck Chassis #41
Category: Vehicle
Fund: General
Account Number: 12-305-356-83105
Fiscal Year: 2019
Project Coordinator: PW General Superintendent Donald Kirk



Replacement Frequency 10 Years

Summary: The Six-Wheel Dump Truck (PW Unit #41) is one of 2 heavy duty trucks in the Department's fleet. These trucks are used for a variety of operational support purposes across all divisions including hauling excavation spoils, aggregate, tree logs, snow and other materials. This unit is also equipped with a snow plow and salt spinner and is part of the primary fleet utilized in the Village's Snow & Ice Control Plan to plow and salt major streets. The current unit was purchased in 2004, has 52,183 miles and 4,822 engine hours. Wear and tear on heavy duty service vehicles in Public Works, such as the Six-Wheel Dump Truck is not measured on vehicle mileage alone, as a significant amount of the operation of the equipment is when it is in a stationary idling position. A common calculation used in the industry is to factor 30 odometer miles for every hour of engine use. For this vehicle the mileage equivalent is 144,660. The chassis is in serviceable condition but the dump body is rusted out and ready for replacement. To reduce costs, the decision was made to extend the life of the vehicle (2) years by replacing the dump body only in FY 2017 for \$30,000 and replacing the chassis in FY 2019 for \$110,000.

Budget Impact: The budgeted replacement cost for a Six-Wheel Dump Truck meeting the specifications of the current unit is \$110,000. This unit is budgeted in FY 2019 in the Street Division of the General Fund.

5 Year Maintenance and Repair Expenditure History - Truck Chassis - Unit #41

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Annual Amount	4,195	3,673	6,318	9,281	3,778

NAME: Public Works Administrative Vehicle #610
Category: Vehicle
Fund: General
Account Number: 12-305-328-83105
Fiscal Year 2019
Project Coordinator: PW General Superintendent Donald Kirk



Replacement Frequency 10 Years

Summary: This vehicle (PW Unit #610) is assigned to the Director and is used in the Administration Division fleet of 3 vehicles by administrative, engineering and building/zoning staff for all areas of field work. This unit is a 2007 Ford Escape Hybrid model with 102,000 miles. The current unit will potentially be retained in the administrative fleet and replace a 2003 Ford Ranger with high mileage. A method the department has utilized for equipment replacement is to measure the declining asset value versus the maintenance and repair costs. As value of the asset declines and maintenance and repair costs increase, there is a threshold where the cost of anticipated repairs exceeds the present value of the equipment, which is when the Village should consider replacement of the vehicle. The Escape's current asset value is approximately \$2,625. In addition, the expected battery life for this hybrid vehicle model, according to Ford, is approximately 8-10 years. The replacement cost for the battery is \$10,000, plus labor. A review involving quantitative (repair and maintenance records) and qualitative (technical review with fleet maintenance) analysis, it is staff's recommendation that this chipper be scheduled for replacement in the next 24 to 36 months

Budget Impact: The budgeted replacement cost for the PW Administration Vehicle meeting the Department's specifications is \$34,500. This vehicle is budgeted in FY 2019 in the Public Works Administration division of the General Fund.

5 Year Maintenance and Repair Expenditure History - PW Administrative Vehicle Unit #610					
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Annual Amount	986	1,432	732	2,812	386

NAME: 1/2 Ton Pickup Truck #35
Category: Vehicle
Fund: General
Account Number: 12-305-336-83105
Fiscal Year 2019
Project Coordinator: PW General Superintendent Donald Kirk



Replacement Frequency 10 years

Summary: The 1/2-ton Pickup Truck (PW Unit #35) is assigned to the Public Works Supervisor overseeing Forestry, Parkways and Fleet Maintenance operations. This unit stores tools and equipment utilized by the Supervisor and is outfitted with a laptop to allow access to current Village utility information in the field through the Village's GIS system. This 1/2-Ton Pickup Truck is used by the Supervisor for all emergency call-backs including snow & ice, sewer backups, flooding, water main breaks, major storms and residential emergency calls. The existing vehicle was purchased in 2008, has 120,888 miles. A method the department has utilized for equipment replacement is to measure the declining asset value versus the maintenance and repair costs. As value of the asset declines and maintenance and repair costs increase, there is a threshold where the cost of anticipated repairs exceeds the present value of the equipment, which is when the Village should consider replacement of the vehicle. The pickup truck's current asset value is approximately \$6,398. A review involving quantitative (repair and maintenance records) and qualitative (technical review with fleet maintenance) analysis, it is staff's recommendation that this pickup truck be scheduled for replacement in the next 24 to 36 months.

Budget Impact: The budgeted replacement cost for a 1/2 Ton Pickup Truck meeting the Department's specifications is \$44,300. This truck is budgeted in FY 2019 in the Forestry Division of the General Fund.

5 Year Maintenance and Repair Expenditure History - Pick-Up Truck Unit #35					
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Annual Amount	534	2,560	3,377	4,101	3,439

NAME: Skid Loader #48
Category: Vehicle
Fund: General
Account Number: 12-305-356-83105
Fiscal Year 2019
Project Coordinator: General Superintendent Donald Kirk



Expected Useful Life 10 Years

Year Purchased 2006

Summary: The skid steer (PW Unit #48) is a versatile piece of the maintenance equipment fleet utilized in all Divisions for regular maintenance and emergency operations. It is an all season machine used for moving bulk material, plowing snow, and breaking out pavement, sidewalk and curb. The current unit was purchased in 2006 and has 1,884 hours of operation. For this vehicle the factored mileage equivalent is 56,520. A method the department has utilized for equipment replacement is to measure the declining asset value versus the maintenance and repair costs. As value of the asset declines and maintenance and repair costs increase, there is a threshold where the cost of anticipated repairs exceeds the present value of the equipment, which is when the Village should consider replacement of the vehicle. The skid loader as an asset has been fully depreciated. A review involving quantitative (repair and maintenance records) and qualitative (technical review with fleet maintenance) analysis, it is staff's recommendation that this skid steer unit be scheduled for replacement in the next 24 to 36 months.

Budget Impact: The budgeted replacement cost in the FY 2019 Budget for the Skid Steer Loader is \$45,000.

5 Year Maintenance and Repair Expenditure History - Skid Steer Unit #48					
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Annual Amount	2,738	1,465	5,186	3,277	3,741

NAME: Asphalt Patch Roll-off Body #30
Category: Vehicle
Fund: General
Account Number: 12-305-356-83105
Fiscal Year 2019
Project Coordinator: PW General Superintendent Donald Kirk



Replacement Frequency 12 Years

Summary: The Pothole Patch Truck (PW Unit #30) is a single use vehicle. The proposed roll-off body would replace the stand-alone truck unit, reducing the overall replacement cost and allowing for greater versatility in the fleet. The proposed unit provides the ability to heat up cold, rigid asphalt cold-patch repair materials to a temperature point where it is easier to use. It is also used to carry hot-mix asphalt for utility patching during the summer. The current self contained truck unit was purchased in 2004, has 31,888 miles and 4,669 engine hours. The total factored equivalent miles is 140,070. The roll-off body can be mounted on an existing truck (#38) within the fleet, for a total cost of \$36,000. The single-use pothole patching truck will be sold or traded-in for best possible value. The switch from a self-contained vehicle to a roll-off body should save the Village approximately \$60,000 and provide greater fleet versatility. The new roll-off body will be purchased through the NJPA joint purchasing contract.

Budget Impact: The budgeted replacement cost for the Asphalt Patch Roll-off Body is \$36,000. This unit is budgeted in the Street Division of the General Fund.

NAME: PUBLIC SAFETY VEHICLE REPLACEMENTS
Category: Vehicle Replacement
Fund: General
Account Number: 12-405-405-83105
Fiscal Year 2019
Project Coordinator: Public Safety Department



Vehicle Model	Replacement Thresholds (Actual)			Disposition
	Service Life	Miles (11/15)	Service History	
2014 Chevrolet Caprice #652	4 years (4 years)	100K (57,000)	TBD	Trade/ replacement with 2019/20 Ford Police Explorer
2014 Ford Interceptor Utility #655 (Inv.)	5 years (4 years)	100K (28,000)	TBD	Transfer to Staff/PW replacement with 2019/20 Ford Police Explorer
2013 Ford Interceptor Sedan #656	5 years (5 years)	100K (68,000)	TBD	Trade/ replacement with 2019/20 Ford Police Explorer
2014 Ford Interceptor Utility #660	4 years (4 years)	100K (75,000)	TBD	Trade/ replacement with 2018/19 Ford Police Explorer

Summary: 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 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 limited usage and emergency response. Some administrative vehicles (CSO) have increased life cycles as they may be replaced with patrol vehicles in lieu of trade. 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.

Budget Impact:

The costs per vehicle vary depending on vehicle usage and transferability of equipment - the costs include vehicle purchase price, emergency equipment purchase and/or installation, graphics, and communications equipment. In an effort to spread the costs of fleet turnover, the replacement schedule includes designated replacements in every budget year, as described above. In recent years, due to a lack of consistent make/model availability, replacement costs have risen due to the need to purchase and install certain components that are make/model specific - prisoner screens, emergency light bars, radio consoles, and computer mounting hardware.

The total budgeted replacement cost of these units is \$182,000.

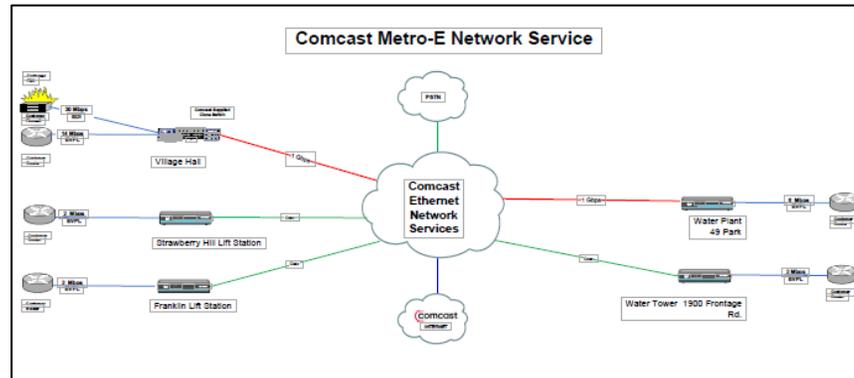
5 Year Maintenance and Repair Expenditure History - Vehicle #652					
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Annual Amount	-	-	-	#####	-

5 Year Maintenance and Repair Expenditure History - Vehicle #655					
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Annual Amount	-	-	-	-	349

5 Year Maintenance and Repair Expenditure History - Vehicle #656					
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Annual Amount	-	232	1,132	482	510

5 Year Maintenance and Repair Expenditure History - Vehicle #660					
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Annual Amount	-	-	-	421	4,255

NAME: Computer System Improvements
Category: Comcast Infrastructure Upgrade & Office 365
Fund: General
Account Number: 12-210-222-82105
Fiscal Year: 2019
Project Coordinator: Ron Dussard, Information Technology Coordinator



Summary: The Information Technology (IT) Division, a component unit of the Village Manager's Office, provides support for all departments. The enhancement to our Comcast Metro-E network will provide the additional bandwidth necessary to incorporate cloud service in our networking environment. Data and Video communication between Village Hall and the remote offices will be significantly enhanced with the added bandwidth. This also allows an opportunity to explore the replacement of high cost legacy point to point telephone circuits with more modern cost effective technology. The ability to monitor remote sites from a central location is an added benefit. The introduction of Office365 cloud service will provide a whole new collaboration experience for staff. With staff having the ability to access Microsoft Office applications from anywhere there is a web connection and from virtually any device will have a positive impact on productivity. A significant reduction in staff hours to maintain on premise equipment, allowing for increased resources to other projects. Cost savings in the form of no more on premise hardware, maintenance, security and reliability concerns. Most importantly is the availability of a collaboration system that is available 24x7x365 where staff can collaborate using familiar applications like office, sharepoint, audio and video conferencing, and messaging services from any device at any time. Communication to the office will no longer be dependent on a single virtual private network (VPN) gateway for access.

Budget Impact: Funds for the purchase of computer systems hardware are budgeted annually in the General Fund, in accordance with the schedule contained in the Village's Long-Range Capital Plan, which is updated on an annual basis.

3 Year Projected Expenditures			
	FY 2017	FY 2018	FY 2019
Total Cost:	30,000	715,000	110,000
Description:	Routing Device Replacement	Switching Device Replacement & ERP Study	Comcast Infrastructure Upgrade & Office 365

NAME: 911 / RADIO SYSTEM EQUIPMENT
Category: Data Processing Equipment
Fund: E911
Account Number: 19-415-420-82105
Fiscal Year 2019
Project Coordinator: Public Safety Department



Radio room workstations, monitors, CCTV, radios

Summary: The equipment includes: records management system software upgrades, computer aided dispatch (CAD) upgrades, and desktop computers. These items are all necessary equipment for dispatchers to answer calls for service, dispatch Public Safety units, maintain fire/police/EMS records, provide Emergency Medical Dispatch, and monitor public facilities. Most of the listed items are replaced based on life cycle as determined by Village IT staff. Effective 7/1/2017, the Village will be mandated to participate in a consolidated dispatch center, either as a partner agency or a contractual subscriber. While the emergency dispatch duties may be shared or deferred to an outside agency, certain ancillary duties will remain the responsibility of in-house Glencoe staff. Basic functionality will require equipment and resources to allow for uninterrupted non-emergency services.

Budget Impact: These expenditures have been anticipated through the Village's planning process. In light of pending dispatch consolidation and StarCom radio network migration, and the potential loss of E9-1-1 funding, many line items have been removed from the E9-1-1 fund and placed into the general IT budget.

Program Item List:	Server Replacement	10,000
	Desktop Computers	15,000
		\$ 25,000

3 Year Projected Expenditures			
	FY 2017	FY 2018	FY 2019
Total Cost:	300,000	35,000	25,000
Description:	STARCOM Transition	Radio System Equipment	Program items listed above

NAME: Phase 2- Install Electrical Valve Operators
Category: Water Plant Process Equipment
Fund: Water
Account Number: 11-110-370-82120
Fiscal Year 2019
Project Coordinator: Water Plant Superintendent Alex Urbanczyk
Expected Useful Life 20 years



Summary: The water plant uses a combination of electric and hydraulically operated valves. The hydraulic valves have reached their life expectancy and need to be replaced to improve plant operations. Hydraulic valves use treated water to open and close and must be operated in a fully open or fully closed position. To help save on costs, the electric operators will be installed in-house by water plant staff.

Budget Impact: This capital improvement is budgeted in the Water Production Division of the Water Fund and amounts to \$50,000.

3 Year Projected Expenditures			
	FY 2017	FY 2018	FY 2019
Total Cost:	100,000	80,000	75,000
Description:	High & Low Lift Emergency Pump and Engine	Phase 1-Electric Valve Operators & Replace Bulk Chemical Storage	Phase 2-Electric Valve Operators & Replace Pumps and Motors-Low Lift

NAME: Replace Pumps and Motors-Low Lift
Category: Water Plant Process Equipment
Fund: Water
Account Number: 11-110-370-82120
Fiscal Year 2019
Project Coordinator: Water Plant Superintendent Alex Urbanczyk
Expected Useful Life 20 - 30 years



Summary: Low lift pumps and their motors are the first stage of water treatment. These pumps bring the raw water from Lake Michigan to the beginning of treatment process, without them, no water can be treated. There are 4 low lift pumps at the water plant, low lift pumps #1 and #2 are the most frequently used pumps in plant operation, and are in operation approximately 5,000 hours each year. These two pumps are used to treat approximately 80% of all raw water passing through the water plant. Life expectancies are in the 20 to 30 year range depending on usage. Low lift pumps #1 and #2 were installed in 1990 and are nearing the end of their useful lives.

Budget Impact: This capital improvement is budgeted in the Water Production Division of the Water Fund and amounts to \$25,000.

3 Year Projected Expenditures			
	FY 2017	FY 2018	FY 2019
Total Cost:	100,000	80,000	75,000
Description:	High & Low Lift Emergency Pump and Engine	Phase 1-Electric Valve Operators & Replace Bulk Chemical Storage	Phase 2-Electric Valve Operators & Replace Pumps and Motors-Low Lift

NAME: Water Main Replacement - Distribution Division
Category: Water System Improvements
Fund: Water
Account Number: 11-110-365-84115
Fiscal Year: 2019
Project Coordinator: PW General Superintendent Don Kirk



Summary: The Water Distribution system includes 49 miles of water main ranging in size from 6-inch to 16-inch in diameter. While the Village has regularly replaced water main over the last 25 years, the replacement schedule has been staggered based on funding primarily through bond and grant funding. As a result there continues to be a significant quantity of aged water main in the ground, and annual CIP funding needs to increase to begin to push the replacement schedule. The Village is working with a consultant on a Water System Master Plan that will identify recommendations for water main replacement/upgrade to improve reliability, pressure and fire flow. The age of water main pipe in the Village's distribution system is not the sole determining factor in scheduled replacement. Changes in the manufacturing process of cast iron pipe before and after the 1940's generally reduced the wall thickness, and as a result much of the older pipe is still in serviceable condition. Based on the cost of replacement of pipe and restoration this annual allowance will replace an estimated 2,000 feet of 8-inch water main.

Budget Impact: This capital improvement is budgeted in the Water Distribution Division of the Water Fund and amounts to \$212,200.

3 Year Projected Expenditures			
	FY 2016	FY 2017	FY 2018
Total Cost:	200,000	206,000	212,200
Description:	Water Main Replacement	Water Main Replacement	Water Main Replacement



RECOMMENDATIONS ON ADJUSTMENTS FOR CERTAIN RATES AND FEES

SECTION D



MEMORANDUM

DATE: December 11, 2015

TO: Philip Kiraly, Village Manager
David Clark, Director of Finance

FROM: Denise Joseph, Assistant to the Finance Director

SUBJECT: Review of Fees for Village Services

Background and Introduction

As part of the Fiscal Year (FY) 2017 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 the Village assesses to those of neighboring communities. Based on the review of this data, staff is recommending potential fee modifications in FY 2017, and identified fees to further evaluate in future fiscal years.

Analysis and Recommended Fee Increases for FY 2017

Staff proposes fee modifications for FY 2017 in the following areas:

Pet Licenses

The Village’s pet license program provides the Village with updated pet information such as the owner’s name and contact information, rabies certification number, microchip identification number and spay/neuter status. This information is crucial to staff when investigating dog bites, as Cook County bite reports require this information, or when returning lost pets to owners. Additionally, keeping this information on file reduces the amount of staff time needed to locate certificates of rabies vaccination in the event the tag is not on the pet. In December 2014, the Village Board took action to amend Chapter 6 of the Municipal Code, Animals and Fowl. The fee structure was simplified to include a single \$10.00 fee for pet licenses. This year, pet licenses generated nearly \$11,000 in revenue. For FY 2017, staff recommends increasing the pet license fee from \$10.00 to \$20.00 to better cover the cost of administering animal control services and is in line with the average fee for pet licenses in surrounding communities.

Glencoe	Northbrook	Northfield	Wilmette	Winnetka	Deerfield	Highland Park	Lake Forest
\$10.00	\$20.00; \$10.00 neutered	\$25.00	\$40.00; \$20.00 neutered	\$15.00	n/a	\$12.00	\$10.00

Fingerprinting for Liquor License Applicants

The recent updates to the Village’s Liquor Code include a requirement for applicants to be fingerprinted as part of the background investigation process. The Code also allows the Village to impose a fee to cover its administrative costs associated with completing the background investigation. To conduct the fingerprint background investigation, the Village is charged approximately \$29.75 per investigation by the Illinois State Police, and dedicates staff time to processing the background check. As such, staff recommends imposing a \$50.00 fee per applicant (i.e., per person named on the application) to cover the cost charged to the Village by the Illinois State Police as well as to defray the Village’s staff time necessary to complete the fingerprinting and background check investigation process.

Door-to-Door Solicitation

The Village currently requires all commercial door-to-door solicitors to complete an application and submit to a background check. However, the Village does not charge a fee for commercial solicitors. In 2015, there were six commercial groups and 53 individuals that received a solicitation permit. The time to process the application and complete the background checks varies per permit application, depending on the number of applicants and background checks necessary. As such, staff recommends assessing a \$30.00 fee per commercial solicitor to defray the cost of conducting the background check and processing the application. This amount is similar to the fees charged by our neighboring communities. Religious or not-for-profit solicitors are not required to obtain a permit and would not be subject to this fee.

Glencoe	Northbrook	Northfield	Wilmette	Winnetka	Deerfield	Highland Park	Lake Forest
\$0.00	\$15.00	n/a	n/a	n/a	\$50.00 per 2 week period	\$10.00 individual; \$25.00 organization	\$40.00 new; \$30.00 renew

Reconnection Fee for Water-Shut Off

Currently, the Village charges a \$75.00 reconnection fee during and after business hours for residents that have lapsed on paying water bills and have been disconnected for non-payment. This fee is comparable to surrounding communities such as Northbrook, Wilmette and Lake Forest for reconnection services during business hours, and staff is not recommending a change to the fee charged for reconnections during business hours. However, for reconnection services requested after business hours, the Village’s fee is less than our neighboring communities. After-hours reconnection requires a staff member to return to work after hours (in an overtime status), which increases the cost of the service. On average, the Village responds to two after-hours reconnection requests per year. Staff recommends applying an after-hours reconnection fee to defray the costs of calling a Public Works employee back to work after hours. Based on the average total overtime cost per hour of a Public Works Supervisor (\$76.31) and the average time needed to complete a reconnection (approximately two hours), staff recommends setting the after-hours reconnection fee at \$175.00 to more appropriately cover the cost of providing these services.

	Glencoe	Northbrook	Northfield	Wilmette	Winnetka	Deerfield	Highland Park	Lake Forest
Business Hours	\$75.00	\$70.00	\$100.00	\$75.00	\$95.00	\$25.00	\$50.00	\$75.00
After Hours	\$75.00	\$225.00	\$200.00	\$150.00	\$95.00	\$25.00	\$50.00	\$75.00

Fees Identified for Future Review

Staff has identified the following fees for additional analysis during FY 2017, and is not recommending fee increases for these services in FY 2017.

Ambulance Services

The Village's ambulance service fees are collected primarily through insurance reimbursements. The Village collected \$93,695.00 in ambulance fees in FY 2015 and anticipates revenues of approximately \$92,772.00 in the current fiscal year. The Village's current ambulance service fees are above average as compared to surrounding communities. Based on the average fee and the Village's cost per ambulance call, staff does not recommend a fee increase at this time. However, staff will continue to evaluate this fee relative to the Village's costs for providing ambulance transport services.

Ambulance Fees	Glencoe	Average
Basic Life Support-Resident	\$609.00	\$492.00
Basic Life Support-Non Resident	\$698.00	\$625.00
Advanced Life Support I-Resident	\$693.00	\$575.00
Advanced Life Support I-Non Resident	\$777.00	\$708.00
Advanced Life Support II-Resident	\$530.00	\$558.00
Advanced Life Support II-Non Resident	\$619.00	\$667.00
Mileage Charge	\$10.00.00 per mile	

Fingerprinting

As a part of shared services agreements in which units of local government in Glencoe, the Public Safety Department provides fingerprinting to personnel in District 35 and the Park District at no cost, as well as residents who wish to be fingerprinted. On average, the amount of staff time required is 15 minutes per fingerprint. The total estimated personnel cost in 2014 for processing 206 applications was \$3,374.00. Since the majority of the fingerprinting services are covered under shared service agreements, fees would not be expected to defray the costs of providing the service. Additionally, revenue generated from fees assessed to residents would be minimal. Therefore, staff does not recommend imposing a fingerprint fee for these services at this time. However, staff will monitor the Village's actual costs to deliver the service and potential alternative service delivery arrangements.

Commuter Parking Permits

Staff will conduct a comprehensive review of the commuter parking permit program in conjunction with the Downtown Plan in calendar year 2017 or 2018, which will include an assessment of the fees imposed for annual, quarterly and daily parking. Staff will also review alternatives to the current coin box payment system at the commuter lots for the purposes of increasing the accessibility and efficiency of the payment system.

Parking Fines (Excluding Handicapped Parking Violations)

The Village currently assesses a \$25.00 fine for parking violations. Some surrounding communities, such as the Villages of Wilmette and Winnetka, assess a parking fine of \$35.00, the Village of Deerfield charges \$50.00, and the City of Highland Park charges \$100.00. Staff will review the Village's current fines to determine if it is appropriate to recommend modifications to this fine to defray the Village's costs of parking enforcement and motivate compliance with parking regulations. Along with commuter parking, staff plans to research technology options that may ease parking enforcement.

Glencoe	Northbrook	Northfield	Wilmette	Winnetka	Deerfield	Highland Park	Lake Forest
\$25.00	\$15.00	\$25.00	\$35.00	\$35.00	\$50.00	\$100.00	\$15.00

Response to False Alarms

The Village has a fee schedule for alarms that are falsely activated, but still require a response from the Public Safety Department, as a means to offset the cost of providing this service. The fee is charged to defray the Public Safety Department's cost of initiating responses to repeated false alarms (for example, alarms triggered by a malfunctioning alarm system) and encourage property owners to ensure alarm systems are generally functioning properly. Staff is reviewing internal and external data to determine if modifications to this fee schedule may be appropriate in the future.

The current fees are as follows:

False Alarms Per Response	Glencoe	False Alarms Per Response	Glencoe
1st occurrence	N/C	9th occurrence	\$240.00
2nd occurrence	N/C	10th occurrence	\$240.00
3rd occurrence	\$60.00	11th occurrence	\$240.00
4th occurrence	\$60.00	12th occurrence	\$300.00
5th occurrence	\$60.00	13th occurrence	\$300.00
6th occurrence	\$120.00	14th occurrence	\$300.00
7th occurrence	\$120.00	15 or more occurrences	\$500.00
8th occurrence	\$120.00		

Building Permits

Currently, the Village assesses a building permit fee for new single and multi-family homes at the rate of \$6.20 per gross floor area ratio (FAR). Additionally, the Village assesses other building permit fees for interior electrical and plumbing work at 3 percent of the total construction value. In addition to evaluating the fee relative to the Village's costs for providing this service, staff will evaluate whether the Village should consider alternative fee calculation methods in lieu of FAR or percent of total construction value.

Garbage Service Fees

The review of garbage collection fees will be included in an overall review of the residential refuse and recycling program, beginning in 2016. As such a review will be lengthy and require a substantial amount of time to complete thoroughly, staff anticipates that a comprehensive set of service delivery recommendations may be provided to the Village Board. Staff will utilize the data gathered in the fee survey in its analysis of the Village's program and fees assessed.

Right-Of-Way (ROW) Impact Fees

The Village requires a deposit for any private permit work that extends into the public right-of-way equal to the Village's estimated cost of restoration. Typical restoration work includes final street patching, curb replacement and replacement of grass in the parkway. The minimum deposit is \$500.00, and the total ROW impact fee is determined based on the scope of the restoration work performed. Additionally, there is a \$50.00 permit fee for excavation in the public parkway. Staff will review the permit fee and deposit relative to the total costs of Village labor, equipment and other materials necessary to restore the parkway area. Additionally, staff will utilize the data in the fee survey to further analyze the Village's methodology, process and fee structure as compared to surrounding communities.

Street Opening Fee

The Village assesses a street opening permit fee for any private permit work that results in excavation within the street pavement. The fee per cut is \$2,300.00 for the first 60 square feet of pavement disturbed, and an additional fee of \$300.00 for each 10 square feet thereafter. The Village will review these fees relative to its labor, equipment and material costs for pavement restoration.

Special Events

Currently, the Village does not have a standardized special events fee schedule. In addition to the staff time required to review and process special events applications, the Village may dedicate staff to provide services for the event, such as Public Works or Public Safety assistance, and/or provide equipment for events, such as barricades or cones. Staff will conduct a comprehensive review of the special event application process, including recommendations to implement fees for specific services to defray the Village's out-of-pocket costs associated with the event.

Water and Sewer Charges

Currently, the Village charges a consumption-based fee for water usage, including sanitary sewer usage. The Village does not charge a fee for conducting final water meter reads before a customer's water billing account is closed (for example, if a customer moves and closes their account). In FY 2017, staff will evaluate fees for final meter reads.

Separately, as part of the Village's broader water system planning and water distribution system planning, the Village will conduct a water rate analysis in efforts to determine the sufficiency of the Village's rate in recuperating the Village's operating and maintenance costs of its water distribution system and water production costs. It is recommended that the sewer rate rise, by past policy, by the PTELL limit of .76%. It is planned that the Village will evaluate the impact of the sewer rate to better fund sanitary sewer maintenance programs, such as sanitary sewer lining, which may impact this rate in the future.

Water System Connection Fees

The Village charges a fee to connect new water services (for example, a water service connecting a home to the Village's water main) based on the size of the water service. The water system connection fee includes the cost of the materials, including the corporation stop, round way, buffalo box, service clamp and meter, the cost of the labor and equipment and the permit fee. Pursuant to Village code, the material cost charge is the Village's actual material cost plus 15 percent, and direct costs for labor and equipment. Staff will assess these costs and make further recommendations, if any, on how or if to adjust them.

Senior Discounts

Staff is reviewing the Village's senior discount program for vehicle stickers and alarm permits and the potential transition to a needs-based discount program in lieu of a senior discount program. Currently, the senior citizen rate for vehicle sticker purchases and alarm permits is \$25.00, a 50 percent discount (the full rate is \$50.00). A needs-based discount program would allow residents in financial need to receive a vehicle sticker at a discounted rate. Staff will evaluate similar programs in surrounding communities and provide a recommendation to the Board in FY 2018.

Vehicle Licenses

Vehicle licenses are issued annually. In December 2014, the Village Board took action to amend and simplify the fee structure based on the automobile type. Staff will continue to review the fee structure for vehicle licenses and may provide alternative approaches to the annual program.

Business Licenses

The Village currently has 19 business license categories with a range of fees associated with each. Staff will conduct a comprehensive review of the Village’s business license code and associated processes, and provide a comprehensive recommendation for code revisions, process improvements, and fees.

Liquor Licenses

Based on the Board’s feedback at the September 2015 Village Board meeting, staff compared the Village’s Class F (Live Performance Theatre) license and fee schedule to those of communities that issue liquor licenses to live performance theatres. Currently, the Village’s annual fee for the Class F license is \$200.00. After comparing this to the rates of surrounding communities, staff does not recommend a change to the Class F liquor license, as it is comparable to similar licenses issued in other communities. As the liquor code was recently revised and included a comprehensive review of liquor license fees in neighboring communities, staff does not recommend changes to the fee rates of the other liquor license classifications in FY 2017.

Theatre	Municipality	Fee
Actor’s Gymnasium Piccolo Theatre	Evanston	\$1,300.00
Clockwise Theatre Company	Waukegan	\$250.00
Metropolis Theatre	Arlington Heights	\$200.00
JCC Chicago Theatre	Skokie	\$1,000.00
Rosemont Theatre	Rosemont	\$1,500.00
North Shore Center for the Performing Arts	Skokie	\$1,000.00
Marriott Theatre	Lincolnshire	\$2,500 + \$500 for each bar
Raue Center for the Arts	Crystal Lake	\$800
Second City Steppenwolf	Chicago	\$4,400 + \$40 one-time publication fee



**UPDATED THREE YEAR
STRATEGIC WORK PLAN
SECTION E**



MEMORANDUM

DATE: December 11, 2015

TO: Philip A. Kiraly, Village Manager

FROM: Sharon Tanner, Assistant Village Manager

SUBJECT: Q4 2015 Strategic Work Plan Update

Staff recently updated the Village's strategic work plan to reflect progress made to date on work plan initiatives, and highlight projects that are planned for the FY 2017 budget. Work plan items and notes shown red reflect changes from the last update of the work plan.

Over the course of FY 2017, staff intends to build on work plan items that it began or completed in FY 2016, and planned major work plan initiative that align with staff's FY 2017 budget requests.

In summary, staff completed or made substantial progress on work plan initiatives, a sampling of which are described below, and in greater detail in the updated strategic work plan:

- **Financial Sustainability:** Updated long-range financial planning and capital improvement plan documentation, reviewed current and potential future fees and revenues, completed business process improvement related to vehicle license and alarm billing, reviewed the Water System Master Plan project and began water distribution system analysis.
- **Commercial Vitality:** Began working with Chamber of Commerce to revamp Farmers Market, completed a comprehensive overhaul of the Village's liquor code and revised business processes related to liquor licenses.
- **Infrastructure Replacement:** Planning for major stormwater infrastructure improvement projects and reviewing maintenance needs for the Village's sanitary and storm sewer systems, continued negotiations with Cook County Forest Preserve District regarding the Glencoe Golf Club.
- **Operational Effectiveness:** Documented major Village services and prepared an initial review of core and enhanced services, and partnered with the Village of Winnetka to issue a joint request for bids for residential recycling services.
- **Organizational Development:** Centralized major human resource management functions in the Village Manager's Office, and completed substantial work on an employee compensation and classification study.
- **Community Engagement:** Increased community outreach and public information efforts by spotlighting new businesses in *Glencoe Quarterly* and increasing the Village's social media presence, commenced a Village-wide community satisfaction survey, and developed a working file of individuals interested in volunteering to serve on Village boards and commissions.

The draft FY 2017 reflects staff's recommended prioritization of work plan initiatives in FY 2017. Major work plan initiatives planned for FY 2017 include the following, which are summarized below and described in greater detail in the updated strategic work plan:

- **Financial Sustainability:** Continue refining long-range financial planning and capital improvement program documentation in FY 2018 budget, develop template for calculating cost of delivering major Village services, prioritize services for cost evaluation and complete further evaluation of such services, improve internal data collection for use in program and service evaluation, develop framework for budgetary and purchasing recommendations, and continue evaluating opportunities to enhance revenues.
- **Commercial Vitality:** Conduct business retention visits with local businesses, inventory existing streetscape and develop streetscape/landscape improvement plans, and complete comprehensive review of Village's business license code and related business process revisions.
- **Infrastructure Replacement:** Continue work on Water System Master plan and evaluate water distribution system needs (including water rate analysis), enhance five-year capital equipment replacement plan and 10-year capital project inventory (including purchasing and project planning guidelines), complete work on major stormwater infrastructure improvement projects, continue and complete negotiations with Cook County Forest Preserve District related to the Glencoe Golf Club, and develop Sustainability Task Force.
- **Operational Effectiveness:** Evaluate level and costs of major services, evaluate enterprise-wide technology needs (including hardware, software and enterprise resource planning systems) to support business process revision and enhanced use of technology, increase partnering with other units of local government through shared services (including 911 dispatching partnership opportunities) and joint purchasing, and evaluate supplemental IT staffing needs to support increased use of technology throughout the organization, and evaluate software solutions for work order management.
- **Organizational Development:** Continue centralizing human resource management functions in the Village Manager's Office, update employee compensation and classification plan, develop and implement uniform performance evaluation process, identify major training needs for employee groups and individual professional development plans, and complete update of personnel policies.
- **Community Engagement:** Continue increasing social media presence, evaluate redesign of Village website, evaluate software solutions for customer relationship management, develop comprehensive communications plan, and continue issuing periodic calls for volunteers to serve on Village boards and commissions.

Attachment: Q4 2015 Strategic Work Plan Update

Strategic Priority	Initiative	Actions	Measures of Success	Who's Responsible	Progress
Financial Sustainability	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 Director, Village Manager's Office, Department Heads	Ongoing: Continuing CIP documentation for FY 2018 budget
		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 Director, Village Manager's Office, Department Heads	Ongoing: Continue development in FY 2017
		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 and increase data collection in FY 2017	Document each department's operational costs, by program	Finance Director, Department Heads	In Progress: Estimated completion in Q2 2016.
	b) Create Financial Decision Making Framework	Develop budgetary protocols and criteria for staff recommendations and Board decision-making	Conduct review; receive feedback from Finance Committee	Village Manager's Office, Finance Director	Not Started: Will relate to service cost evaluation efforts. Estimated completion Q2 2016.
		Increase Board awareness of financial policies and procedures through regular communication; review financial policies with Finance Committee & Village Board	Develop a calendar of ongoing policy review into the Finance Committee annual calendar	Finance Director, Village Manager	Ongoing: FY2017 budget calendar created
		Evaluate sufficiency of enhanced budget documents	Conduct review; receive feedback from Finance Committee	Village Manager's Office, Finance Director, Department Heads	Ongoing and will be related to budgetary protocol development
	c) Analyze Options for Increasing Local Revenue	Develop fee review schedule	Establish a schedule to review all fees annually	Finance Director	In Progress: FY 2017 fee review underway and will be discussed with FY 2017 budget
		Complete review of Special Charter rights	Develop report outlining Village's rights under Special Charter; present findings	Village Manager's Office, Finance Director, Village Attorney	Completed: The Village's Attorney will present findings at the September Committee of the Whole meeting
		Determine how to achieve other revenue growth (new or enhanced, rate increases, grant funding)	Review opportunities for creating new revenue	Village Manager's Office, Finance Director, Department 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, Village Manager's Office, Finance Director, Village Attorney	TBD based on Village 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	Village Manager's Office, Department Heads, Village Board	Ongoing	
Commercial Vitality	<i>The Downtown Plan creation is within the Plan Commission's purview, and as such, has been removed from the strategic work plan. Work plan items that stem from completion of the Downtown Plan are reflected below.</i>				
	a) Complete the Downtown Plan	Continue with public process to engage the community in discussing the future of Downtown Glencoe	Plan Commission meetings; panel discussions; ongoing input through communications venues such as website and mobile app	Planning and Development Administrator, Village Planner, Village Manager's Office, Plan Commission	Ongoing
		Host open house inviting public comment on draft Downtown Plan	Present downtown plan/alternatives for key development sites	Planning & Development Administrator, Village Planner	Not Completed: Open house expected to take place in 3rd Quarter 2015 after the 1st draft of the Plan is presented.
		Finalize Downtown Plan based on feedback from open house	Plan Commission approves recommendation to Village Board to adopt plan	Planning & Development Administrator, Village Planner	Not Started: Finalized Plan expected in late 2015
		Present Downtown Plan to Village Board	Present plan to Board; Approve Plan	Planning & Development Administrator, Plan Commission, Village Planner, Village Manager's Office, Village Board	Not Started: Finalized Plan expected to be presented in late 2015
		Following approval of the Downtown Plan, commence review of signage and appearance standards	Plan Commission review and recommendations for modifications to standards	Plan Commission, Planning & Development Administrator, Village Planner	Not Started: Work expected to commence in 1st Quarter 2016
	a) Develop a Downtown Promotion Strategy	Establish a public/private partnership to reinvigorate the Farmer's Market	Increase participation of vendors and attract more Glencoe residents and visitors	Village Manager's Office, Planning & Development Administrator	In Progress: Staff working with Chamber, estimated completion Q1 2016
		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	Village Manger's Office, Public Works, Public Safety	Ongoing
		Following approval of the Downtown Plan, continue to review and evaluate the Village's parking regulations and enforcement in the Downtown	Review outcomes of parking study; review and evaluate best practices, including use of technology for parking enforcement	Public Works, Public Safety, Finance, Planning & Development Administrator, Village Planner	Not Started: Estimated completion Q3 2016

Strategic Priority	Initiative	Actions	Measures of Success	Who's Responsible	Progress
		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 2017 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	Public Works	Not Started: Outgrowth of the Downtown Plan. Estimated completion Q2 2017
		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	Administrative Intern	Ongoing
		Implement business retention visits with existing businesses	Conduct 12 visits annually	Village Manager, Planning and Development Administrator	Not Started: Will begin in Q1 2016
		Host business district breakfast meetings to foster regular communication between the Village and the business community	Host breakfast semi-annually	Village Manager, Planning & Development Administrator	Not Started: First breakfast meeting expected to take place in Q1 2016
		Reevaluate Village banner policy for downtown streetlights	Conduct review; make changes as necessary	Public Works, Village Manager's Office	In Progress: Final policy review underway; implementation in Q4 2015
		Develop a business recruitment strategy to attract businesses identified in the Downtown Plan	Develop strategy and begin outreach	Village Manager's Office, Planning & Development Administrator, Village Planner	Not Started: Outgrowth of the Downtown Plan. Estimated completion Q4 2017.
		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, Village Manager's Office, 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, Assistant to the Public Works Director, Village Planner	Not Started: Planned for 2016
		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, Assistant Village Manager, Public Safety	Ongoing: Work has commenced on revising liquor license process consistent with revised code; business licenses to be evaluated in 2016. Estimated completion Q4 2016.
		Evaluate the effectiveness of the small business improvement program	Evaluate requests and usage annually during budget development process.	Assistant Village Manager, Administrative Intern	Complete: Will re-evaluate usage and requests annually.
Infrastructure Replacement	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	Public Works, Village Manager's Office	In Progress: Initial report presented at March 2015 Village Board meeting; distribution system evaluation in progress.
		Develop and implement communication plan to outline water treatment plant replacement alternatives	Host project open houses and public hearings with members of the community	Public Works, Village Manager's Office	In Progress: Completed initial series of community meetings (open house and forums) regarding Water System Master Plan report.
		Continue to evaluate possible partnership with the Northwest Water Commission	Development of formal partnership, including negotiation of an agreement, if feasible	Public Works, Village Manager's Office	Ongoing
		Utilize information from the Water System Master Plan to develop long term water system improvement plan	Integrate projects into the Village's into capital project inventory; conduct water rate analysis	Public Works, Village Manager's Office	In Progress: Estimated completion in Q3 2016
	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	Village Manager's Office, Department Heads	Ongoing: Included in FY 2017 budget; continue format development in subsequent budgets
	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	Public Works, Village Manager's Office	Recommendation for FY 2018 budget
		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 and demand annually.	Public Works, Village Manager's Office	Ongoing

Strategic Priority	Initiative	Actions	Measures of Success	Who's Responsible	Progress
	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	Public Works, Village Engineer	Completed: Engineering study presented to the Village Board
		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	Public Works Director, Village Engineer	Ongoing
		Complete \$6.5 million stormwater infrastructure improvement project	Plan and complete project	Public Works Director, Village Engineer	In Progress: Construction to commence Q2 2016
		Review the Village's sewer maintenance/repair program	Update maintenance/repair program to better integrate projects into the capital planning process	Public Works	Ongoing
		Review maintenance programs for ravine and storm sewer outfalls	Develop program for ongoing inspection and review	Public Works, Village Engineer	Ongoing
	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	Village Manager's Office, Golf Club Manager, Village Attorney, Village Board	Ongoing: Target completion Q3 2016
		Research funding opportunities and budget for new clubhouse	Create a formal project budget; review and discuss revenue opportunities	Village Manager's Office, Golf Club Manager	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	Village Manager's Office, Golf Club Manager, Village Board	Ongoing: Will follow successful negotiation of agreement
		Make recommendation for construction of new clubhouse	Village Board approval of construction plan and budget	Village Manager's Office, Golf Club Manager, 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 and objectives and review with Sustainability Task Force ; seek Village Board approval	Village Manager's Office, Department Heads, IT Coordinator	Not Started: Work expected to commence in Q2 2016
		Survey existing fleet, building systems, and infrastructure	Identify potential energy modifications and improvements	Village Manager's Office, Department Heads,	Not Started: Work expected to commence in Q3 2017
		Recommend budget requirements to fund implementing energy efficiency programs	Board approval of budget recommendations	Village Manager's Office, Department Heads, IT Coordinator	Not Started: Estimated completion Q1 2018
Operational Effectiveness	a) Establish Service Level Baselines	Identify all major services by department; Determine which Village services are core (absolute) or enhanced (optional)	Identify programs and services that are provided by Village	Village Manager's Office, Department Heads	In Progress: Initial list of major services developed
		Present findings to the Board	Present to Board the list of services and established baselines	Village Manager's Office, Department Heads	In Progress: Presented initial list of major services to Village Board in November 2015; will present additional information following further analysis
		Baseline services included within FY17 budget process	Village Board approves established service baseline	Village Board	Ongoing: Evaluating baseline and enhanced service levels and service delivery costs
	b) Undertake Process Improvement Initiatives in Two Service Areas (PW/Tech)	Review process for work order management in Public Works Department; investigate work order management technology solutions and customer relationship management software solutions	Develop report to Village Manager	Public Works Director, Assistant to the Public Works Director, Public Works Superintendent, IT Coordinator	Not Started: Estimated completion Q4 2016
		Recommend solution to Village Board for approval	Village Board Approval	Public Works Staff, Village Manager's Office, IT Coordinator	Not Started: Estimated completion Q1 2017
		Modify operations and integrate new technology into work processes	Update Department SOP's; modify day-to-day operations	Public Works	Not Started: Estimated completion Q4 2017
	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 Department, IT Coordinator, Village Manager's Office	In Progress: Vehicle license and alarm entry completed; finalizing Citizen Access and business license renewal implementation
		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 Department, IT Coordinator, Village Manager's Office	In Progress
		Develop plan to reduce hand entry of billing and payment data	Review and evaluate/recommend alternatives to improve business process efficiency	Finance Department	Ongoing
	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	Assistant Village Manager	Ongoing: Review existing contracts, policies and procedures

Strategic Priority	Initiative	Actions	Measures of Success	Who's Responsible	Progress
		Analyze opportunities to partner with other municipalities and Glencoe local governments	Develop report; present to Village Board	Village Manager's Office, Department Heads	Ongoing: Issued joint bid for residential recycling with Winnetka, exploring additional Municipal Partnering Initiatives projects, reviewing 911 dispatch partnership opportunities
		Present findings to appropriate regional municipal organizations	Schedule meetings with regional municipal organizations; discuss opportunities	Village Manager's Office	Not Started
	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	Completed
		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 through use of consultant. Make recommendation to Village Manager; report to Village Board	IT Committee, Department Heads, Village Manager's Office	In Progress: Estimated completion Q2 2016
		Present a report to the Village Board on technology improvements and recommendations for implementation	Report presented to Village Board	Village Manager's Office, IT Committee	Not Started: Completion expected in Q3 2016
		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 Coordinator, IT Committee	Not Started: Outgrowth of IT needs assessment study
		Determine appropriate staffing levels for IT support	Recommendation to Village Board on staffing needs	Assistant Village Manager, IT Coordinator, Finance Director	In Progress: Estimated completion Q2 2016
Organizational Development	a) Establish a Centralized Human Resources Function in the Organization	Centralize the human resources function within the Village Manager's Office	Integrate human resources responsibilities into restructured Village Manager's Office	Village Manager, Assistant Village Manager, Finance Director	Completed
	b) Establish a Leadership Development Program	Provide leadership/management training for first-line supervisors	Establish schedule and list of required training	Department Heads	In Progress: Preliminary list developed; will be further implemented with performance evaluations in Q2 2016
		Provide leadership/management opportunities for supervisors, including those outside of traditional job responsibilities	Assign/include supervisors in staff projects and assignments	Department Heads	Ongoing
		Ensure a work and training environment that allows for competitive internal promotions	90% Internal Promotion Rate	Department Heads	Ongoing
		Update management job descriptions; update training and educational requirements	Identify requirements for assignment/promotion to management positions	Village Manager's Office	Not Started: Outgrowth of compensation and classification study; estimated completion Q1 2017
	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	Department Heads	In Progress: Preliminary list developed during compensation and classification study; will integrate with training program and performance evaluations
		Review organization-wide training needs	Develop a comprehensive training calendar for organization-wide training needs; include in FY16 budget	Department Heads, Village Manager's Office	Completed/Ongoing
		Develop compensation/classification plan tied to outcomes and performance evaluations	Recommendation for consultant contract made to Village Board; contract approved	Village Manager's Office	In Progress: Substantial work completed; draft report presentation January 2016
		Establish a formal employee performance evaluation program	Implement Village-wide program, annual reviews, standard format for all employees to reflect outcome of compensation/classification plan	Village Manager's Office	Not Started: Outgrowth of compensation and classification study
		Update all job descriptions	Update all organization job descriptions with Clearly Defined Skills and Abilities, Roles and Responsibilities, Qualifications to reflect outcome of compensation/classification plan	Village Manager's Office	Not Started: Outgrowth of compensation and classification study
		Develop a career development plan for each employee	Define and disseminate career development program policy to employees	Village Manager's Office, Department Heads	Not Started: Integrate with performance evaluations

Strategic Priority	Initiative	Actions	Measures of Success	Who's Responsible	Progress
Community Engagement		Review and update all personnel policies	Personnel policies updated	Village Manager's Office	In Progress: Estimated completion Q3 2016
	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	Assistant Village Manager	In Progress: Increasing social media presence. Estimated completion Q2 2016.
		Utilizing Glencoe Connect, design and disseminate regular email newsletter/blast to residents, businesses	Launch first newsletter/blast using expanded email distribution list	Executive Assistant	Ongoing
		Conduct media outreach/interviews with newly hired and promoted employees	Increase number of articles published	Executive Assistant	Ongoing
		Publish employee spotlight columns/articles in Glencoe Quarterly	Publish four spotlight articles/year	Administrative Intern, Executive Assistant	Ongoing: Articles appear in the Glencoe Quarterly
		Develop new website with enhanced functionality	Launch of new website to public	IT Committee, Assistant Village Manager, Executive Assistant	Not Started: Estimated completion Q1 2017
		Procure legislative management system to integrate agenda development and web streaming of Village meetings	Implementation and launch of new system	Village Manager's Office	In Progress: Development in progress, estimated completion Q2 2016
		Develop A-Z guide to Village services and FAQs as component of website redesign and customer relationship management software deployment	Posted on website and distributed	Administrative Intern	Not Started
	b) Conduct a Comprehensive Review of Boards and Commissions	Review opportunities to coordinate/consolidate Boards and Commissions and develop charters/objectives for new groups, including Sustainability Task Force	Clearly defined group and individual member roles, responsibilities, and contextual function	Village Manager's Office	In Progress
		Conduct comprehensive orientation to Village operations	Provide overview of department functions, identification of department-specific operational needs	Village Manager's Office, Department Heads	Not Started: Estimated completion Q3 2016
		Review and update, and where necessary, formalize by-laws / missions of Boards and Commissions and update Municipal Code as applicable	Focused and efficient process for accomplishing Board / Commission goals	Village Manager's Office	Not Started
		Recruit / attract qualified members	Create specific listing of expectations, skills, and responsibilities for prospective members	Village Manager's Office	Ongoing
	c) Improve Organization's Understanding of Resident Needs, Expectations	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	Village Manager's Office	In Progress: Survey expected to be sent out in late 2015
		Implementation of service request system to expedite registering, processing and tracking of residential service requests with work order management and customer relationship management software	Launch of service request system	Village Manager's Office, Finance, Public Works	Not Started: Estimated completion Q4 2016
		Integrate online feedback mechanism for resident comments as component of redesigned website	Integrated into website	Assistant Village Manager	Not Started: Estimated completion Q1 2017
	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 Village commissions	Assistant Village Manager	Ongoing: Periodically issue call for volunteers, publish newsletter articles and weekly briefings
			Establish working file with resumes of interested applicants categorized by area of interest	Executive Assistant	Ongoing: All sections of website updated and created working file
			Utilize file to fill identified and anticipated vacancies as needed	Village President, Village Manager	Ongoing