

Village of Glencoe

Annual Budget

Fiscal Year 2014



MARCH 1, 2013 – FEBRUARY 28, 2014



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Village of Glencoe
Illinois**

For the Fiscal Year Beginning

March 1, 2012

Christopher P. Moirill

President

Jeffrey R. Emer

Executive Director



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**VILLAGE OF GLENCOE
BUDGET BRIEF**

March 1, 2013 through February 28, 2014 (Fiscal Year 2014)

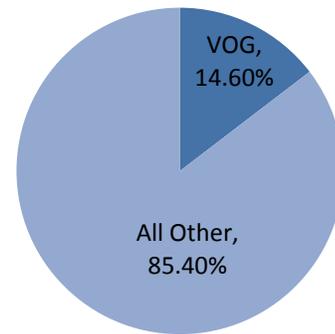
*This budget summary is intended to provide a brief summary of the Fiscal Year 2012 budget. Altering expenditures or revenues listed does not necessarily correlate to household savings or to additional expenses. **This brief also includes table which shows the cost per \$100,000 of all Village operating expenditures. Not all Village expenditures are paid with property taxes but the illustration shows what that cost would be if paid 100% by property tax.***

DISTRIBUTION OF GLENCOE PROPERTY TAXES

Information concerning the distribution of property taxes comes from Cook County, Illinois. The most recent distribution data available is based upon the tax levy adopted in December 2011. The 2012 Tax levy rate information for the Levy adopted in December 2012, will not be available until June 2013.

Taxing Unit	2011 Tax Rate	% of Tax Bill
Village of Glencoe (VOG)	1.063	14.60%
Public Library	0.217	2.98%
High School District #203	1.674	22.99%
Grade School District #35	2.659	36.52%
Cook County	0.545	7.49%
Water Reclamation District	0.320	4.40%
Park District	0.550	7.55%
Community College #535	0.196	2.69%
Misc. Taxing Units (1)	0.057	0.78%
TOTAL Property Tax Bill	7.281	100.00%

How Property Tax is Distributed



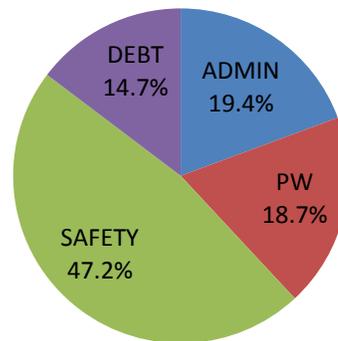
Notes: (1) Includes New Trier Township, N.T. General Assistance, Suburban T.B. Sanitarium, and Mosquito Abatement District.

DISTRIBUTION OF 2011 TAX LEVY

Below is a summary of how the the Village share of 2012 property tax levy (\$10,420,650) will be distributed.

Purpose	% of VOG Tax
Administrative Services	19.35%
Health & Community Services	0.00%
Sewer Maintenance	4.75%
Forestry Services	5.15%
Infrastructure Maintenance	3.57%
Street Maintenance	5.25%
Police Services	32.72%
Fire Services	9.50%
Paramedic Services	5.02%
Debt Service	14.69%

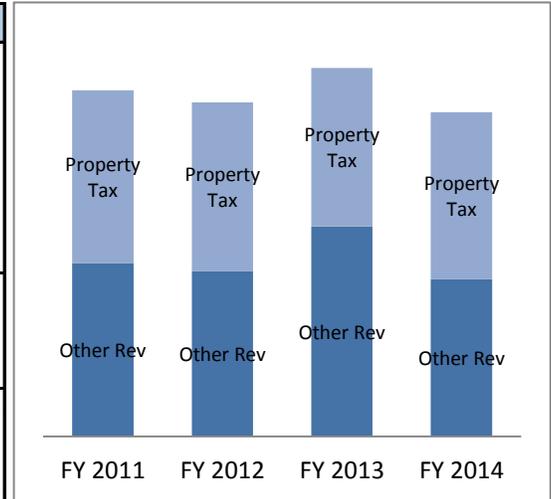
2011 Property Tax By Function



Property taxes make up 51.5% of the total Fiscal Year 2014 revenue budget. The Fiscal Year 2014 Budget includes total revenues of \$20,790,120 and expenditures of \$27,037,050 (which represents all financing sources and uses including interfund transfers and use of bond proceeds). *That portion of the Village's annual administrative expense funded by property tax, as listed above, is equivalent to \$0.04 per every dollar of financial activity (all inflows and outflows).*

Where Do Other Village Revenues Come From?

Revenue Source (in Thousands)				
	FY11	FY12	FY13	FY 14
Service Charges	3,865	3,780	4,219	3,758
Other Taxes	2,444	2,236	2,329	2,274
Permits	874	797	967	744
Sales Tax	1,749	1,694	1,783	1,734
Other Revenue	1,783	1,704	3,673	1,199
Sub-Total	10,715	10,211	12,972	9,709
% Change				
Property Tax	10,665	10,418	9,779	10,324
% Change		-2.3%	-6.1%	5.6%
Grand Total	21,380	20,629	22,751	20,033
		-3.5%	10.3%	-11.9%



FY 11 through FY 2013 are actual numbers. The FY 2014 figures are budgeted. The revenue listed above does not include interfund transfers (i.e. Day Labor Transfer, Property Tax Transfer to Garbage Fund, Water Fund Management Fee and Garbage Fund Management Fee). Most significantly the revenue included in the FY14 budget is \$2.7 Million less than actual revenue collected during FY13. During FY 13 Illinois Environmental Protection Agency (IEPA) funds were used for water main improvements. The construction phase of the program is over. The Village will be paying back the IEPA loan per an agreement with the IEPA.

Where Do Village Expenditures Come From?

Expenditures (in Thousands)							
	FY 13	Rate Per	FY 14	% of FY14	Rate Per	\$ Change	% Change
	<u>Budget</u>	<u>\$100 EAV</u>	<u>Budget</u>	<u>Expense</u>	<u>\$100 EAV</u>	<u>From FY13</u>	<u>From FY13</u>
Administrative Services	2,976	0.3176	3,674	19.0%	0.3921	698	23.5%
Sewer Maintenance	999	0.1066	917	4.7%	0.0979	(81)	-8.1%
Forestry Services	741	0.0790	761	3.9%	0.0812	20	2.8%
Infrastructure Maintenance	637	0.0680	601	3.1%	0.0642	(35)	-5.6%
Street Maintenance	1,086	0.1159	879	4.5%	0.0939	(207)	-19.1%
Police Services	5,160	0.5508	5,416	28.0%	0.5781	256	5.0%
Fire Services	1,551	0.1655	1,543	8.0%	0.1647	(8)	-0.5%
Paramedic Services	774	0.0826	790	4.1%	0.0843	16	2.1%
E911	184	0.0196	177	0.9%	0.0189	(7)	-3.9%
Debt Service	1,334	0.1423	1,532	7.9%	0.1635	198	14.9%
Water Utility	1,783	0.1902	1,849	9.5%	0.1973	66	3.7%
Garbage Services	1,253	0.1337	1,226	6.3%	0.1309	(26)	-2.1%
Grand Total	18,476	1.9719	19,365	100.0%	2.0668	889	4.8%
Cost Per \$100,000 EAV		1,971.92			2,066.82	94.90	4.8%

The expenditure listed above does not include interfund transfers (i.e. Day Labor Transfer, Property Tax Transfer to Garbage Fund, Water Fund Management Fee and Garbage Fund Management Fee). The costs represent the operating costs of all funds and do not include investment in capital assets. **If residents had to pay for 100% of the operating cost of services through property taxes during FY13, the cost per \$100K of equalized assessed value (EAV) would have been \$1,973 (as compared to the actual 2011 tax rate of \$1.063 or \$1,063 per \$100K of EAV). The FY14 increases that cost by \$95 per \$100K of EAV or 4.8%.** One noteworthy changes includes the increase in debt service due to voter approved 2012 Bonds. Other changes in items are due to transfers of employees to different cost centers and increase in Police Pension Fund allocation following review

**VILLAGE OF GLENCOE
TIMELINE**

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

**VILLAGE OF GLENCOE
TIMELINE**

1975	Blue Ribbon Committee formed to look into downtown parking, economic development
1975	Bond referendum passes for sewers, trees
1976	West School closed; inauguration of age-centered schools
1979	Glencoe Theater, on Vernon Avenue near Hazel Street, closed
1979	North School closed; changeover to Glencoe Community Center
1982	Public Safety Commission formed
1985	Reproduction restoration of the Frank Lloyd Wright Bridge
1987	Bond referendum passes; inaugurates the street resurfacing program
1988	Home rule referendum fails
1989	Historic Preservation Commission Formed
1992	Second 5-year street program adopted
1992	Village Hall renovated
1993	James Webb, Village's first African American president, elected
1994	Celebration of 125th Anniversary of the Village and 80th anniversary of manager form of government
1996	Comprehensive Plan revised
1997	Public Works Building renovated
1998	Deer management program referendum
2001	Business district updated with new streetscape
2006	Park District Community Center renovation approved by referendum
	Bond referendum passes for Village Hall improvements to Public Safety, purchase of a fire engine and
2008	improvements to streets and sewers.
2009	Village Court Parking Lot renovated
2011	Public Safety renovated Village Hall Cupola repaired and restored
2012	Bond Referendum passes Shared Services with Park District Consolidated Community Newsletter between the Village, Park District and School District Library Utilizes Village Financial System

Initial timeline compiled by Robert B. Morris, Village Manager, 1951-1982

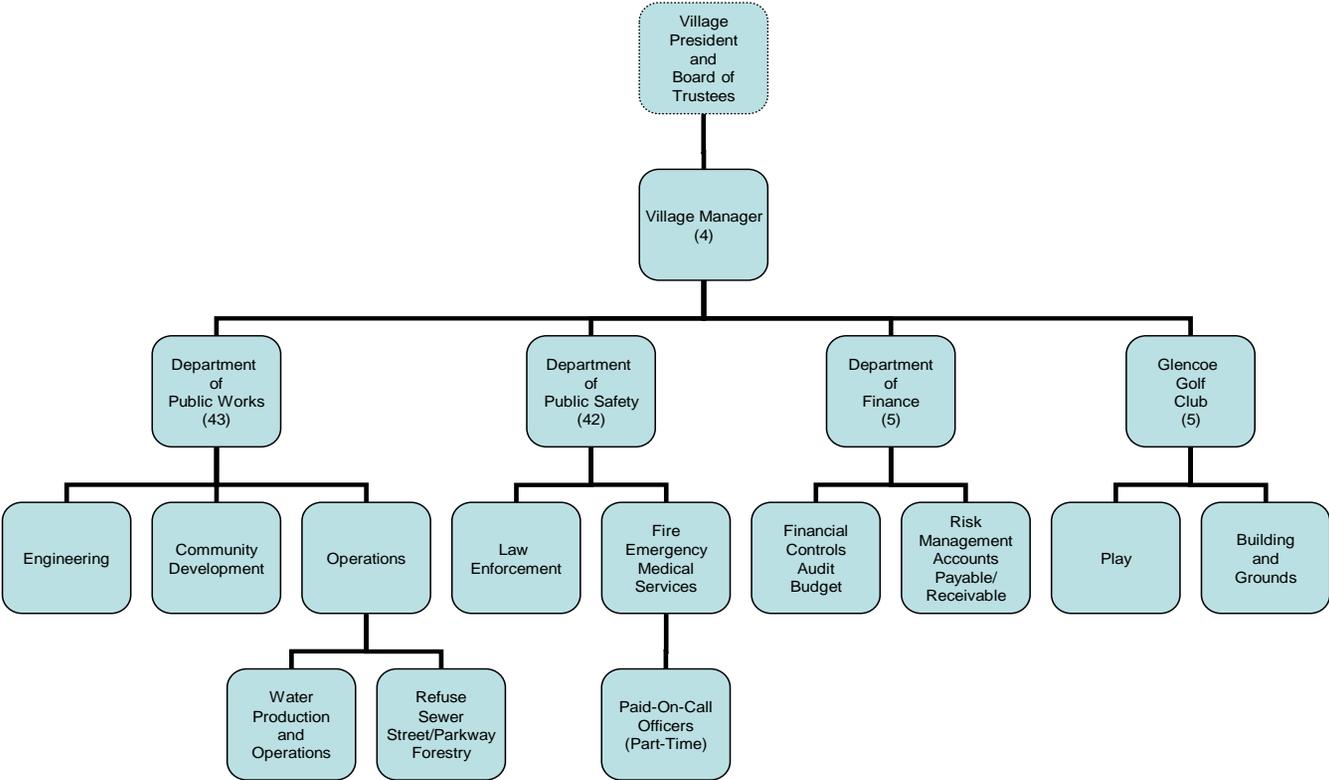
Additional contributions to timeline made by

Ellen Shubart, Former Village Trustee

David Clark, Director of Finance

David Mau, Director of Public Works

Village of Glencoe Fiscal Year 2014





Village of Glencoe
675 Village Court
Glencoe, Illinois 60022

Phone 847.835.4114
FAX 847.835.1785

March 1, 2013

The Honorable Village President
and Board of Trustees
Village of Glencoe
675 Village Court
Glencoe, Illinois 60022

Dear Mr. President and Board of Trustees:

I am pleased to submit the Annual Budget for the Fiscal Year beginning March 1, 2013 and ending February 28, 2014 (Fiscal Year 2014). The budget process affords the Village Board the opportunity to balance the needs of the community against available resources with the intent of gaining the maximum return on each revenue dollar. The planning process for this fiscal year starts five years in advance with the Long Range Financial Plan. Each year the plan is evaluated, making additions and deletions to capital and adjustment of assumptions. These assumptions include changes in revenue and expenditures to reflect economic conditions impacting the Village. The Long Range Financial Plan is used to balance current versus long term future needs. The budget process allows the opportunity to evaluate the inventory of capital needs that is included in the Long Range Financial Plan and to reprioritize these needs for the new budget. Once the budget is completed, it provides the financial plan for the upcoming fiscal year and a blueprint for staff to use in managing Board goals. The final budget communicates the goals and decisions of the Village to many groups, including residents, the business community, vendors, and credit-rating agencies. The total budget for Fiscal Year 2014 is \$21,036,614 (inclusive of all funds and transfers).

VILLAGE PROFILE

The Village of Glencoe's location on the shore of Lake Michigan and its accessibility to Chicago has attracted an economically stable, mainly professional residential population. The Village is virtually fully developed and its tax base, which is primarily comprised of highly valued residential property, continues to be stable.

Village financial operations benefit from a revenue stream including: property tax, utility tax, and local sales tax, which serve as the major sources of General Fund revenue. Collection of property taxes, the largest single revenue source, has been consistent. The Village continues to be rated AAA by Standard & Poors. This rating is indicative of the demographics of the community as supported by the financial policies, planning processes and fiscal condition of the Village. The AAA rating is awarded to very few communities that meet the substantial criteria.

The Village is governed by a Board/Manager form of government. 2014 will mark the 100th Anniversary of the Council-Manager form of government in the Village of Glencoe. When adopted, Glencoe was the 1st municipality in Illinois and the 11th municipality in the Country to adopt this form of government. The Village President, elected for a four-year term, and six Trustees elected at large for staggered four-year terms comprise the Village Board. The Village Clerk is appointed by the Village Board. Other Village Board appointments include the Village Manager, Village Attorney and Treasurer.

The Village of Glencoe provides a full range of services to the community. These services include police, fire protection, emergency medical services, maintenance of streets and infrastructure, the operation of water and sewer service (including storm and sanitary systems), garbage collection and recycling, planning and zoning, community development, code enforcement, and financial and general administrative services.

The budget is the primary guiding document for the Village's annual financial planning and control. The objective of budgetary controls is to ensure compliance with legal provisions embodied in the annual budget approved by the Village's governing body. Activities of the General Fund, Special Revenue Funds (except the Foreign Fire Insurance Fund), Debt Service Funds, Capital Projects Funds, and Police and Fire Pension Funds are included in the annual budget. The level of budgetary control (that is, the level at which expenditures cannot legally exceed the appropriated amount) is established at the individual fund level.

PLANNING PROCESS

During the budget process, financial policies, funding options and expenditure plans are reviewed and modified as needed. These changes take place as issues are encountered throughout the development phases of the budget. This includes a critical review on the Long Range Financial Plan of the Village.

Usually, the Long Range Planning process is concluded and the annual budget process is initiated. Over the past three years the review process of the budget and long range plan was consolidated to be responsive to the impacts of the national economy. Due to the changing economy, extreme caution was used in forecasting revenue and operating expenditures throughout the Fiscal Year. As part of the considerations, the Village was required to address the continued delay in income tax revenue owed from the State. As of March 2013, the Village is owed three months of income tax revenue. However, some positive trends that were experienced during the budget process were increases in sales tax and building permit revenues. Despite some positive trends, the Village continues to be cautious with consideration of the Long Range Plan and the annual budget.

The capital plan, across all major funds of the Village was substantially increased for Fiscal Year 2014. The 2014 Capital Budget was increased by over 75% or \$2,993,400 from Fiscal Year 2013 Capital Budget. The increase is attributable to the storm sewer and street improvement projects funded by the issuance of referendum approved General Obligation Bonds.

CAPITAL INVESTMENT					
	FY13 Budget	2014 CIP	FY14 Budget	\$ Change	% Change
General Fund	345,000	490,000	1,126,500	636,500	129.9%
Garbage Fund	36,000	227,500	195,000	(32,500)	-14.3%
Water Fund	170,000	139,500	176,000	36,500	26.2%
Sub-Total	551,000	857,000	1,497,500	640,500	74.7%
Other Projects					
IEPA Loan	2,800,000	-	-	-	n/a
Sheridan Road Bridge	75,000	-	-	-	n/a
Storm Sewer Improvements	-	2,250,000	3,800,000	1,550,000	68.9%
Street Improvement	-	1,000,000	1,000,000	-	N/A
Sanitary Sewer Improvements	-	400,000	400,000	-	0.0%
Residential Sidewalks	-	100,000	100,000	-	0.0%
Open Space Review and Other Planning	-	-	50,000	50,000	n/a
IT Plan Projects	170,400	142,900	157,900	15,000	10.5%
Sub-Total	3,045,400	3,892,900	5,507,900	1,615,000	41.5%
Grand Total	3,596,400	4,749,900	7,005,400	2,255,500	47.5%

BUDGET ISSUES

Throughout the budget planning process, expenditures and needs of each division are evaluated. During this process some of the major issues for the Village Board to review included:

- Consideration of fund balance targets and determination of best use for any amount found to be in excess of targets;
- Consideration of Fund Balance Policy
- Consideration of proposed fee increases;
- Consideration of the required contribution amount to Pensions;
- Consideration of increasing the per claim liability deductible from \$100,000 to \$250,00.

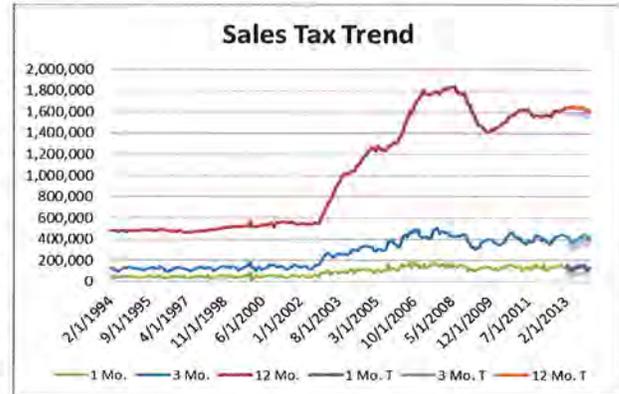
In previous fiscal years, the Village philosophy of conservative budgeting methods provided the opportunity to fund portions of the capital improvement needs with available fund balance surplus. During Fiscal Year 2013, budgeted revenue exceeded expenditures and use of fund balance was not required. . For many years the General Fund has subsidized services that would be covered by fees. Due to changing economic factors, these subsidies were not able to be continued. To ensure that rates will not increase significantly between fiscal years, the Village will annually consider increasing rates based on the CPI-U.

ECONOMIC FACTORS

The Village of Glencoe is predominantly a residential community. In addition to the residential component, the Village is comprised of two business districts and a commercial district that encompasses three car dealerships adjacent to the Edens Expressway. The monitoring of national, state and area economic trends are taken into account when reviewing and establishing budgets. Beginning in Fiscal Year 2012, and budgeted to continue into Fiscal Year 2014, building permits and sales tax revenue are experiencing a positive trend.

Sales Tax (Including Use Tax)

During Fiscal Year 2010 the revenue from sales tax dipped to \$1,576,371. Fiscal Year 2012 sales tax revenue of \$1,706,565 was slightly less than the amount budgeted but showed an upward trend from the Fiscal Year 2010 level. The major source of sales tax revenue is from the three automobile dealerships in the corporate jurisdiction of the Village. The actual for Fiscal Year 2013 was 1,647,044.49, which is an increase of \$89,194 or 6% over the previous fiscal year. Following Fiscal Year 2013, the Long Range Plan anticipates that sales tax revenue will increase by 2% each year for the next three fiscal years.



Building Permits

ACTUAL VS. BUDGET			
FY	ACTUAL	BUDGET	DIFFERENCE
2006	1,750,230	1,173,867	576,363
2007	1,472,403	1,500,000	-27,597
2008	1,814,927	1,400,000	414,927
2009	1,164,853	1,400,000	-235,147
2010	691,249	874,250	-183,001
2011	792,331	607,420	184,911
2012	718,918	667,485	51,433
2013*	879,093	662,327	216,766
2014	N/A	662,327	
Average	1,160,501	994,186	124,832

*FY 2012 is the projected revenue

The changes in the economy and real estate market have impacted the number of building permits issued for the construction of new single-family homes. During the calendar year of 2012, 12 permits were issued for single family homes. This number was up from 6 in 2009, but remains down from 18 in 2008, and the 34 permits issued in 2007. Based on the downward trends in the construction market and in order to maintain a conservative approach, the budget for Fiscal Year 2013 was modified to \$662,327. The Fiscal Year 2014 budget remains at \$662,327.

Income Taxes

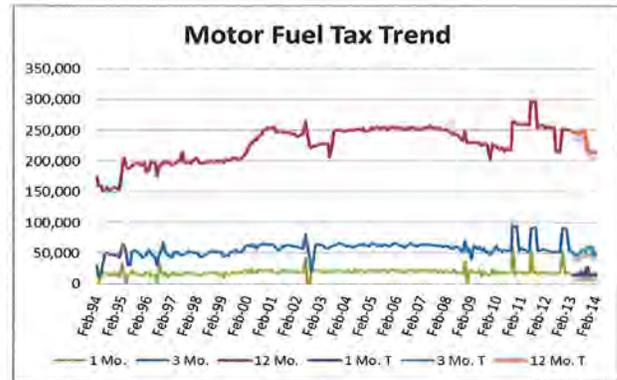
Another revenue source that has declined over the past fiscal year is income tax. The Village receives a percentage of the amount of Income Tax collected by the State of Illinois. The amount of revenue received from income tax can vary based on the economic conditions of the State. Income tax continues to be impacted by the State not remitting the local government portion of this tax on a timely basis. The lag in payment ranges from 3 to 4 months. As of March 1, 2013, the State had yet to disburse over \$199,263 which represented 3 months of taxes due to the Village. The annual budget for income tax revenue was increased from \$690,800 in Fiscal Year 2013 to \$730,000 in Fiscal Year 2014 based on pattern of actual revenue distribution.

Other Taxes

The Village receives municipal utility tax revenue based on the sale of natural gas and electricity to utility customers in the Village. The amount of revenue is determined as a factor of the rate and the volume that is used. Also, the Village receives a tax on telecommunication services. This telecommunication tax is based on

usage. The budget for municipal utility tax was reduced from \$730,932 in Fiscal Year 2013 to \$660,476 in Fiscal Year 2014 based on trend of actual revenue in recent years. The revenue budget for telecommunication tax was increased from \$445,000 in Fiscal Year 2013 to \$457,947 in Fiscal Year 2014. The Village is in the process of conducting a revenue audit of revenues due from utilities in order to assure payments are consistent with legal requirements.

The Village also receives a motor fuel tax allotment from the State. The motor fuel tax is based upon the volume of gasoline pumped, not the cost of the fuel. Revenue received for motor fuel tax continues to decrease. There was a slight increase experienced in Fiscal Year 2012 due to a one-time payment of \$38,051 for capital shared with Illinois municipalities. Excluding this payment, motor fuel tax continues to decline. There are two possible explanations for this change; individuals may be using more fuel efficient vehicles (decrease in the amount fuel that is purchased), or there has been an increase in the use of public transportation. The budget for motor fuel tax decreased from \$217,200 in Fiscal Year 2013 to \$216,000 in Fiscal Year 2014. The decrease is based on the projected per capita rate provided by the Illinois Municipal League.



FISCAL YEAR 2014 BUDGET SUMMARY

Preparation for the Village budget begins with review of the long range financial plan and capital inventory. In general, economic conditions have stabilized as compared to last Fiscal Year. The Village has comprised an annual budget that reflects the current state of the economy. The Fiscal Year 2014 Budget, as a plan for the Village, assumes a practical and prudent view of the economy.

Some examples of the change from last year to this year are illustrated in the tables below:

Revenue					
	<u>FY12 Budget</u>	<u>FY13 Budget</u>	<u>FY14 Budget</u>	<u>\$ Change</u>	<u>% Change</u>
General Fund	14,961,600	14,971,676	15,225,119	253,443	1.69%
Garbage Fund	1,357,884	1,483,599	1,502,263	18,664	1.26%
Water Fund	3,215,615	4,839,582	2,556,936	(2,282,646)	-47.17%
Totals	19,535,099	21,294,857	19,284,318	(2,010,539)	-9.44%

Fiscal Year 2014 General Fund revenue increased by \$253,443 from last year's budget. The revenue increase in the General Fund is due to user charges and the property tax levy increasing by 1.5% (CPI-U). The Garbage Fund and Water Fund are controlled locally and are less subject to outside economic factors. The Garbage Fund includes a budgeted transfer from the General Fund to support operations from \$450,000 to \$600,000. Garbage and water rates are not being increased in Fiscal Year 2014.

Expenditure (Including Capital Investment)					
	<u>FY12 Budget</u>	<u>FY13 Budget</u>	<u>FY14 Budget</u>	<u>\$ Change</u>	<u>% Change</u>
General Fund	15,117,284	14,906,805	16,405,742	1,498,937	10.06%
Garbage Fund	1,526,665	1,329,622	1,463,447	133,825	10.06%
Water Fund	3,074,945	4,793,554	2,066,899	(2,726,655)	-56.88%
Totals	19,718,894	21,029,981	19,936,088	(1,093,893)	-5.20%

The total proposed expenditure budget for Fiscal Year 2014 (excluding pension funds) is \$27,037,050. The 2012 (Fiscal Year 2014) property tax levy, including debt service and the Glencoe Public Library, is \$12,530,012, which presents a \$545,883 or 4.5% increase from the 2011 tax extension. Property Tax Extension Limitation Law (PTELL) allows a 2.96% increase in the 2012 tax extension from 2011 levels. The increase proposed continues the Village's policy of levying an amount to account for Cook County's anticipated loss in collections plus any new equalized assessed value (EAV) that is generated during 2011.

The Water Fund is an enterprise fund supported without property tax. The Garbage Fund, Motor Fuel Tax Fund, Enhanced 911 Fund, and Capital Reserve Fund are special revenue funds set up specifically to account for revenues restricted for special purposes. The primary reason for increased Water Fund expenditure is due to capital projects.

The Village's property tax levy also provides for payment of voter-approved debt service.

GOALS, OBJECTIVES AND CAPITAL PROJECTS/IMPROVEMENTS

The following major budget items, projects and programs are included in the Fiscal Year 2014 Budget:

- Refuse Packer (\$195,000 – Garbage Fund)
- Sewer Jet Easement Unit #23A (\$25,000 – General Fund);
- Standby Emergency Generator System – Strawberry Hill (\$25,000 – General Fund);
- Reconstruct Ravine Bluff Monument (\$17,500 – General Fund);
- Construct Staircase at Base of Bluff – Dell PL Street End (\$11,000 – General Fund);
- HVAC/Mechanical System Study & Upgrade (\$150,000 – General Fund);
- Reconstruct Village Hall Lower East Driveway (\$25,000 – General Fund);
- Public Safety Garage Floor Upgrade (\$45,000 – General Fund);
- Public Works Service Truck #6 (\$58,000 – General Fund);
- Public Works 1-1/2 Ton Truck #31 (\$50,000 – General Fund);
- Public Works Front End Loader #46 (150,000 – General Fund);
- Fire Engine (\$450,000 – General Fund);
- Public Safety Vehicle Replacement (\$120,000 – General Fund);
- ¾ Ton Utility Truck Replacement #2 (\$36,000 – Water Fund);
- Filter to Waste (\$30,000 – Water Fund)
- Filter Halves (\$40,000 – Water Fund)
- Vehicle Replacement #8 (\$20,000 – Water Fund)
- Water System Master Plan (\$50,000 – Water Fund)
- Storm Sewer Improvements (\$3,800,000 – Bond);
- Street Improvement (\$1,000,000 - Bond);
- Sanitary Sewer Improvements (\$400,000 - Bond)
- Residential Sidewalks (\$100,000)
- IT Strategic Plan Projects Year 2 (\$15,000 – E911 Fund; \$142,900 – General Fund);

CAPITAL IMPROVEMENT PROGRAM

Capital purchases are normally funded by an annual allocation of revenues or other financing sources. Other significant projects/programs and equipment that have a life greater than ten years are often purchased with bond proceeds. The November 6, 2012 General Election ballot included a referendum questions seeking authorization for the issuance of \$8.55 million in general obligation bonds to fund ongoing infrastructure improvements and maintenance needs. On November 6, the referendum was approved. The proceeds of these bonds will be used for storm sewer improvements, sanitary sewer maintenance upgrades, street resurfacing and sidewalk improvements. The Fiscal Year 2014 Capital Program totals \$7,005,400.

FISCAL YEAR 2014 REVENUES

The budget process is initiated each year by evaluating projected and actual revenues. The Village then considers service levels and allocates the appropriate balance between property taxes and the need for user fees. Historically, the revenues of the Village tend to be relatively stable from year to year. However, beginning in Fiscal Year 2009, revenues have been less consistent with historical trends. Given the economic trend and the volatility of certain revenues, the Village was required to increase user fees for certain services. The Fiscal Year 2014 revenue budget continues to be conservative and revenues will be closely monitored as the fiscal year progresses.

FISCAL YEAR 2014 EXPENDITURES

Once revenue projections are established, the preliminary expenditure budget of each department is reviewed by the Village Manager. The Village Manager strives to develop a balance between fund balance/revenue source considerations and needed expenditures to provide desired services.

The following table summarizes both projected (FY 2013) and adopted (FY 2014) expenditures of the three major operating funds:

Three Major Operating Fund Expenditures					
Fund	FY 2013 Budget	FY 2013 Projected	FY 2014 Budget	\$ Change (2)	% Change (2)
General	14,327,805	14,222,806	15,136,342	808,537	5.64%
Garbage	1,293,662	1,272,659	1,268,447	(25,215)	-1.95%
Water	1,823,554	1,760,885	1,890,899	67,345	3.69%
Subtotal (1)	17,445,021	17,256,350	18,295,688	850,667	4.88%
Capital					
General	579,000	600,383	1,269,400	690,400	1.192401
Garbage	36,000	37,643	195,000	159,000	4.416667
Water	2,970,000	2,714,956	176,000	(2,794,000)	-0.94074
Subtotal	3,585,000	3,352,982	1,640,400	(1,944,600)	-54.24%
Grand Total	21,030,021	20,609,332	19,936,088	(1,093,933)	-5.20%

***Notes on the Table above**

1. This subtotal does not include capital.
2. % Change and \$ Change are based on FY 12 Budget as compared to FY 13 Budget.

GENERAL FUND

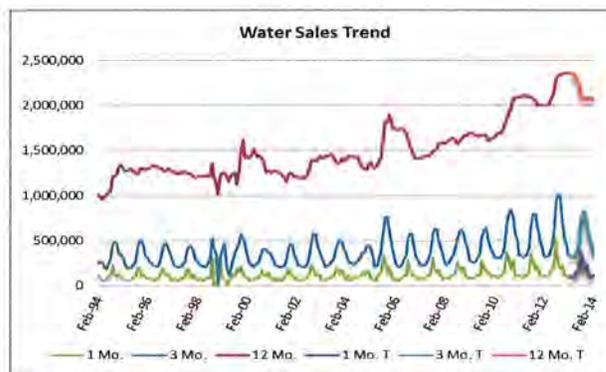
Revenue: Property tax is 50% of the total revenue included in the Fiscal Year 2014 General Fund Revenue Budget. Property tax has consistently represented the single largest source of revenue to the General Fund. The Village's reliance on property tax for such a large portion of revenue is due primarily to the make-up of the community (residential) and limited opportunity for increased commercial sales tax or other alternative revenue sources. Even with the growth of other revenue sources in the past several years, property tax revenue remains the highest percentage of all revenue collected to support Village needs.

Expenditures: The Fiscal Year 2014 General Fund expenditures reflect a \$1,498,937 increase from the Fiscal Year 2013 budget. The approved Fiscal Year 2014 Capital Budget in the General Fund is \$636,500 more than Plan 2023 scheduled capital expenditures for the same year (refer to Budget Summary Table).

There is no change to the services funded by the General Fund in Fiscal Year 2014. The personnel staffing remains three fewer full time employees than during Fiscal Year 2011 and seven full time employees fewer than during Fiscal Year 2007.

WATER FUND

Revenue: Water revenue from water sales increased from \$1,999,053 in Fiscal Year 2012 to \$2,355,188 during Fiscal Year 2013. During that time water revenue and consumption has increased. Given this trend, the revenue budget for Fiscal Year 2014 for water sales was decreased to \$2,073,748. This figure was derived by using current rates and a 5 year low level of water consumption.



Water rates were increased not increased for Fiscal Year 2014.

Expenditure: The Fiscal Year 2014 Water Fund expenditures reflect a \$2,726,655 or 57% decrease from Fiscal Year 2013. The Fiscal Year 2014 Budget for operations of the water utility is increased by 3.71% (this does not include the cost of capital). The increased operating cost is largely due to anticipated IEPA loan payment of \$193,000.

GARBAGE FUND

Revenue: **Beginning** Fiscal Year 2011, property tax was not directly levied for the Garbage Fund. The General Fund Budget included a transfer of up to \$350,000 to subsidize a portion of this fund and garbage services. For Fiscal Year 2014, there will be a \$600,000 transfer. User fees were reinstated for once-a-week pick-up for Fiscal Year 2011 and increased by 2.7% for Fiscal Year 2012. During Fiscal Year 2014 the General Fund subsidy to the Garbage Fund increased from \$450,000 to \$600,000. Formal Village Board approval is required for any subsidy over \$350,000.

A comparison summary of the residential charges for solid waste service for March 1, 2012 and March 1, 2013 rates are below:

Solid Waste Disposal Fee Summary:

Service	3/1/12 Rates		3/1/13 Rates	
	Without 2nd Pick-up	With 2nd Pick-up	Without 2nd Pick-up	With 2nd Pick-up
Garbage	\$49.57 per quarter	\$49.57 per quarter	\$49.57 per quarter	\$49.57 per quarter
2nd Pick-up*		\$81.20 per quarter		\$81.20 per quarter
Recycling	\$16.05 per quarter	\$16.05 per quarter	\$16.05 per quarter	\$16.05 per quarter
SWANCC	incl. in garbage fee	incl. in garbage fee	incl. in garbage fee	incl. in garbage fee
Total	\$65.62 per quarter	\$146.82 per quarter	\$65.62 per quarter	\$146.82 per quarter
OR	\$21.87 per month	\$48.94 per month	\$21.87 per month	\$48.94 per month
Yard Waste Subscription*	\$120 per year	\$120 per year	\$120 per year	\$120 per year

*Note: The second pick-up and yard waste collection are not funded by property tax and residents pay 100% of the cost for the second pick-up.

Expenditure: The Fiscal Year 2014 Garbage Fund expenditures reflect a \$153,145 or 11.69% increase from the Fiscal Year 2013 Budget due primarily to an increase in the Fiscal Year 2014 capital budget from the Fiscal Year 2012 level. The Fiscal Year 2014 Budget assumes continued participation in the solid waste disposal system developed by the Solid Waste Agency of Northern Cook County (SWANCC).

The Fiscal Year 2014 Budget provides for the continued Parkway Leaf Collection program and the Spring Clean-Up program. The Garbage Fund allocates \$195,000 in capital expenditures for the Fiscal Year 2014 Budget for the replacement of a refuse packer.

Services provided by this fund will remain the same in Fiscal Year 2014. Residents will continue to be provided with backdoor service, or choose to use the 95-gallon wheeled container that is taken to the curb. Residents will continue to have the option of once or twice-a-week garbage collection and fees will vary accordingly. The Village will continue to offer the option of annual yard waste subscription service or to purchase tags for every bag/bundle prepared for collection.

DEBT SERVICE

The Village's active debt service schedule represents the original issuance of \$17,800,000 in general obligation debt to complete needed, and at times mandated, capital improvements and to refinance existing debt. As of February 28, 2013, the total general obligation debt outstanding is \$15,635,000.

The Village's outstanding long-term debt per capita as of February 28, 2013 is \$1,656.54. Using the estimated 2012 EAV of \$965,076,787 as a base, the Village's margin to the legal General Obligation debt limit is anticipated to be \$96.5 Million by the end of Fiscal Year 2013.

FUND BALANCE – GENERAL FUND

The Village ended Fiscal Year 2013 with an unaudited undesignated fund balance in the General Fund of \$2,655,617. The Fiscal Year 2014 Budget anticipates a fund balance consistent with the established fund balance policy of the Village Board. By maintaining a fund balance policy, the Village only retains reserves to a fiscally responsible limit.

The Fiscal Year 2014 Budget of the Village of Glencoe is a compilation of concerted and concerned review of the financial condition of the Village. Considerable effort has gone into this document to evaluate, forecast

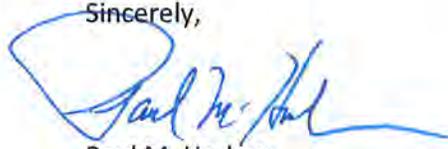
and translate the fluctuations of the economy into a working document for the Village. The on-going efforts to recognize the impact of the economy on the Village budget have put the Village in the position of continuing to deliver the highest level of service to the community with the minimum amount of staffing. The ability of the Village to be vigilant to its fiscal responsibilities, to closely monitor spending and, maximize available resources has been the hallmark of the effort that puts the Village on solid financial grounds.

The Fiscal Year 2014 Budget presented to the Village Board maintains the Village's outstanding financial condition despite all of the economic obstacles and constraints encountered during time of economic variability.

ACKNOWLEDGEMENTS

I would like to take this opportunity to acknowledge and thank the Village President, Board of Trustees, the Finance Committee of the Village Board, and all of the municipal staff for their efforts in preparing the Fiscal Year 2014 budget. If I can be of any assistance in your review of this budget, please let me know.

Sincerely,



Paul M. Harlow
Village Manager

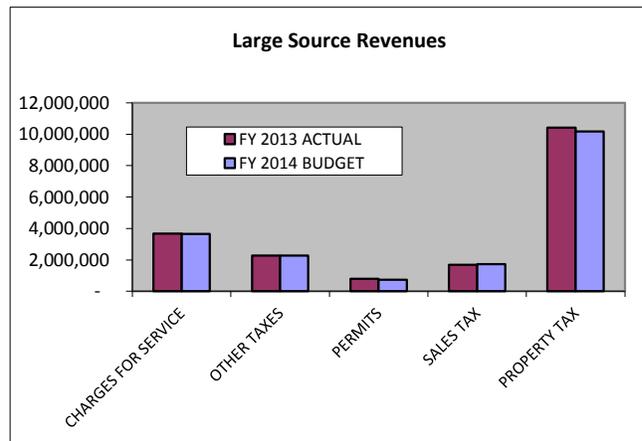
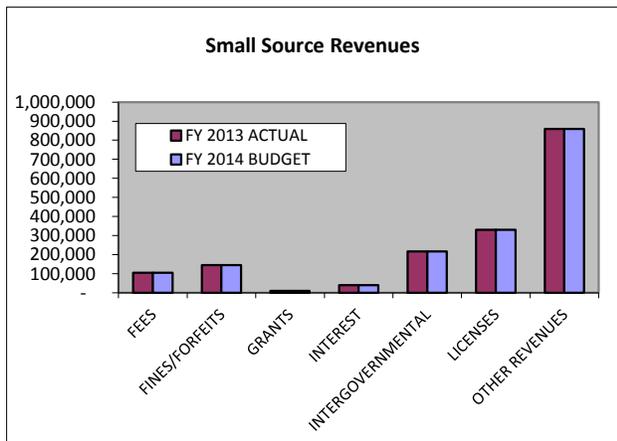
cc: Executive Staff
Vic Filippini, Village Attorney

**VILLAGE OF GLENCOE
SUMMARY OF BUDGETED FISCAL YEAR 2014 REVENUES**

This is a summary of the budgeted revenues for the fiscal year end February 28, 2014 (FY 2014). Funds listed individually and grouped together by type. Revenue is listed by type and source. All financing sources included (transfers, management fees and day labor fees).

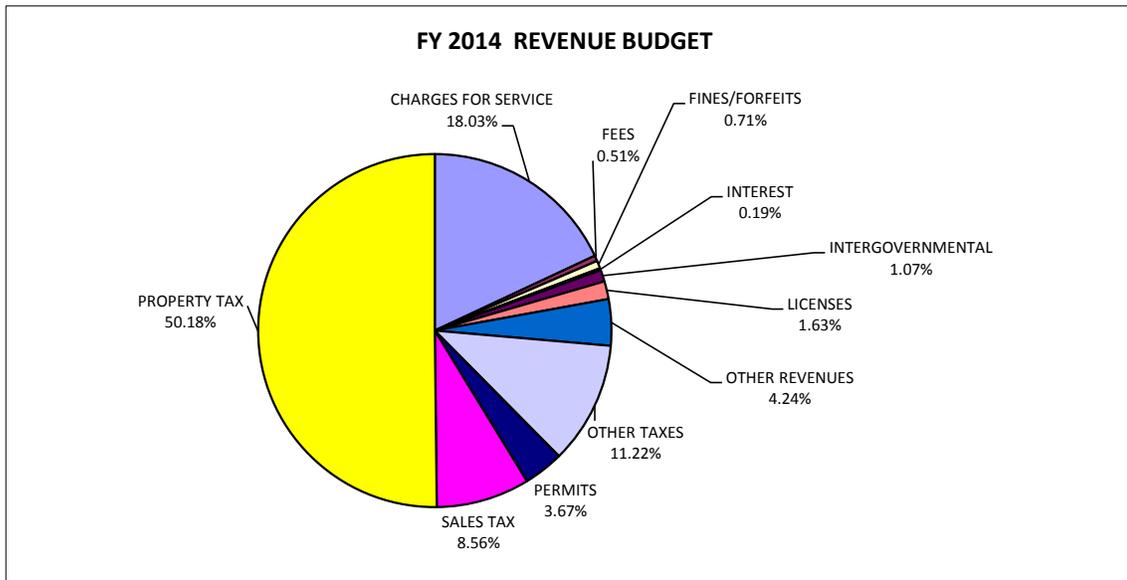
<u>FUND</u>	<u>GENERAL</u>	<u>WATER</u>	<u>GARBAGE</u>	<u>SUB-TOTAL OPERATING</u>	<u>MFT</u>	<u>E-911</u>	<u>SUB-TOTAL SPECIAL</u>
<u>TYPE OF REVENUE</u>							
CHARGES FOR SERVICE	705,881	2,081,148	867,029	3,654,058			-
FEES	103,806			103,806			-
FINES/FORFEITS	143,800			143,800			-
GRANTS	10,000			10,000			-
INTEREST	17,775	1,700	400	19,875	500	750	1,250
INTERGOVERNMENTAL				-	216,000		216,000
LICENSES	330,540			330,540			-
OTHER REVENUES	358,019	474,088	27,834	859,941			-
OTHER TAXES	2,126,423		7,000	2,133,423		140,100	140,100
PERMITS	743,927			743,927			-
SALES TAX	1,734,490			1,734,490			-
PROPERTY TAX	8,793,054			8,793,054			-
				-			-
SUB-TOTAL	15,067,715	2,556,936	902,263	18,526,914	216,500	140,850	357,350
<u>OTHER FINANCING SOURCES</u>							
BOND PROCEEDS				-			-
INTERFUND REVENUE	157,404		600,000	757,404			-
TRANSFERS IN				-			-
OTHER				-			-
SUB-TOTAL	157,404	-	600,000	757,404	-	-	-
GRAND TOTAL BUDGET	15,225,119	2,556,936	1,502,263	19,284,318	216,500	140,850	357,350

FY 2013 REVENUE PROJECTIONS AS COMPARED TO FY 2014 REVENUE BUDGET (ALL FUNDS)



BOND CONSTRUCTION	DEBT	FY 2014 BUDGET	FY 2013 ACTUAL	FY 2012 ACTUAL	FY 2011 ACTUAL	TYPE OF REVENUE
		3,654,058	4,135,399	3,667,579	3,750,948	CHARGES FOR SERVICE
		103,806	99,542	112,012	113,858	FEES
		143,800	179,800	130,339	137,942	FINES/FORFEITS
		10,000	216,889	59,496	86,410	GRANTS
15,500	1,840	38,465	31,931	20,960	107,830	INTEREST
		216,000	250,658	255,883	259,938	INTERGOVERNMENTAL
		330,540	331,790	334,182	316,823	LICENSES
-		859,941	3,407,618	902,846	874,379	OTHER REVENUES
		2,273,523	2,351,238	2,268,026	2,478,558	OTHER TAXES
		743,927	959,593	797,291	874,176	PERMITS
		1,734,490	1,782,382	1,694,455	1,748,726	SALES TAX
	1,377,606	10,170,660	9,852,400	10,418,010	10,665,203	PROPERTY TAX
15,500	1,379,446	20,279,210	23,599,240	20,661,078	21,414,790	SUB-TOTAL
		-	8,907,350.00	-	-	<u>OTHER FINANCING SOURCES</u>
		757,404	602,879.00	515,137	515,998	BOND PROCEEDS
		-	-	-	-	INTERFUND REVENUE
		-	60,588	-	-	TRANSFERS IN
		-	-	-	-	OTHER
-	-	757,404	9,570,817	515,137	515,998	SUB-TOTAL
15,500	1,379,446	21,036,614	33,170,057	21,176,215	21,930,788	GRAND TOTAL BUDGET

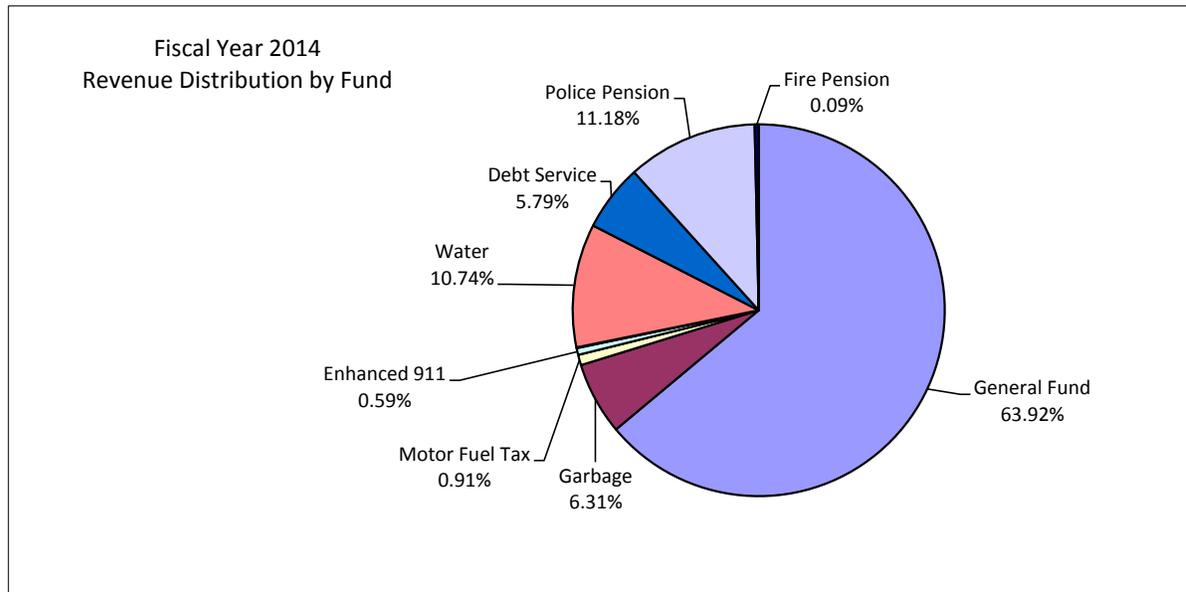
Property tax remains to be the primary revenue source of the Village at over 50% of the total revenue budget.



VILLAGE OF GLENCOE
Budget Summary
Revenue Totals By Fund

(All Financing Sources including Transfers)

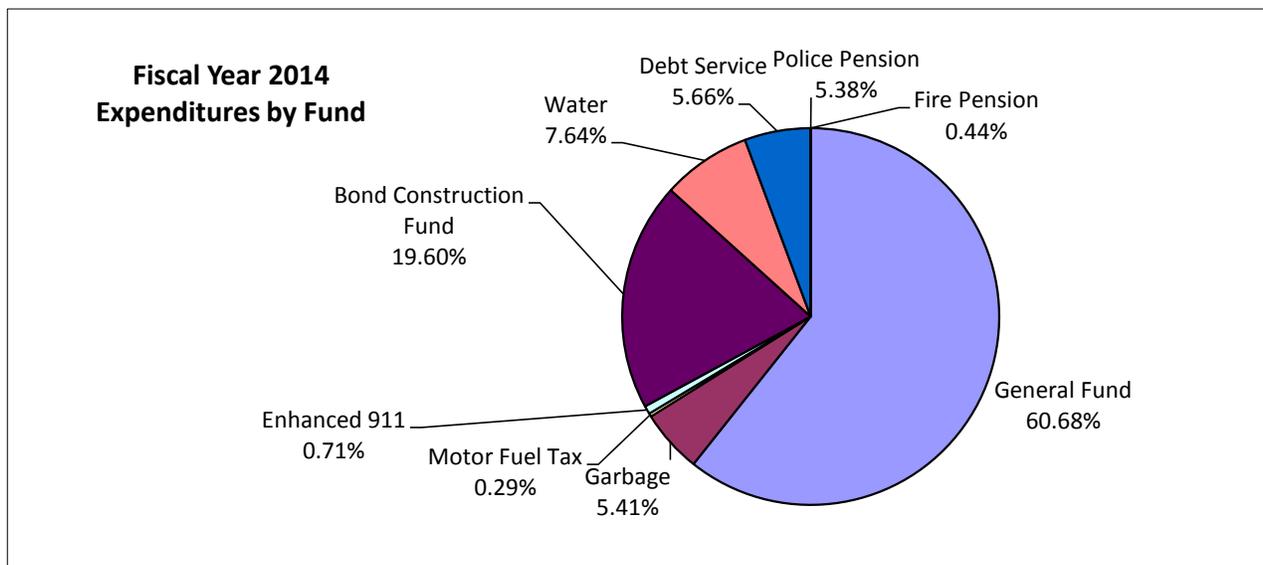
Fund	FY 2011 Actual	FY 2012 Actual	FY 2013 Budget	FY 2013 Actual	FY 2014 Budget
Revenues and Other Financing Sources					
General Fund	14,961,763	14,896,103	14,971,676	15,552,678	15,225,119
Special Funds					
Garbage	1,277,204	1,378,450	1,483,599	1,482,311	1,502,263
Motor Fuel Tax	261,482	256,664	218,200	256,158	216,500
Enhanced 911	152,191	147,917	141,100	156,167	140,850
Bond Construction Fund	52,027	34,811	-	8,911,350	15,500
Enterprise Fund					
Water	2,209,524	2,658,659	4,839,582	5,254,685	2,556,936
Debt Service	2,713,247	2,102,400	1,400,602	1,401,706	1,379,446
Total Revenues (Excluding Pension Funds)	21,627,437	21,475,003	23,054,759	33,015,055	21,036,614
Pension Funds					
Police	4,588,305	2,706,824	2,554,118	2,462,469	2,699,532
Fire	3,922	77,877	100,525	61,668	82,443
Total Revenue (Pension Funds Only)	4,592,227	2,784,700	2,654,643	2,524,137	2,781,975
Grand Total	26,219,664	24,259,703	25,709,402	35,539,192	23,818,589



**VILLAGE OF GLENCOE
Budget Summary
Expenditure Totals By Fund**

(Including Transfers)

Fund	FY 2011 Actual	FY 2012 Actual	FY 2013 Budget	FY 2013 Actual	FY 2014 Budget
Expenditures and Other Financing Uses					
General Fund	14,583,515	14,779,556	14,906,805	14,823,189	16,405,742
Special Funds					
Garbage	1,232,234	1,522,183	1,329,662	1,310,302	1,463,447
Motor Fuel Tax	35,879	308,018	476,303	470,303	77,396
Enhanced 911	139,987	153,721	209,565	204,065	191,929
Bond Construction Fund	4,285,751	422,228	-	155,836	5,300,000
Enterprise Fund					
Water	1,589,550	2,410,145	4,793,554	4,475,841	2,066,899
Debt Service	2,643,783	2,054,703	1,333,556	1,334,486	1,531,637
Total Expenditures (Excluding Pension Funds)	24,510,699	21,650,555	23,049,444	22,774,022	27,037,050
Pension Funds					
Police	1,545,869	1,580,901	1,649,954	1,649,954	-
Fire	111,692	106,437	100,096	100,096	-
Total Expenditures (Pension Funds)	1,657,561	1,687,338	1,750,050	1,750,050	-
Grand Total	26,168,260	23,337,893	24,799,494	24,524,072	27,037,050



NOTE:

Does not include Foreign Fire Insurance or Chicago Botanic Garden Fund.

**Fiscal Year 2014
Expenditure Detail by Category**

	Personnel	Services	Commodities	Debt Service	Capital	Other	Transfer	Total
Village Manager								
Manager's Office	\$ 669,794	\$ 89,260	\$ 27,500	\$ -	\$ -	\$ -	\$ -	\$ 786,554
Legal	\$ 24,015	\$ 207,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 231,015
Community Service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 84,841	\$ -	\$ 84,841
Boards & Commissions	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 61,800	\$ -	\$ 61,800
Department Total	\$ 693,809	\$ 296,260	\$ 27,500	\$ -	\$ -	\$ 146,641		\$ 1,164,210
Finance Department								
Finance	\$ 599,735	\$ 122,382	\$ 9,955	\$ -	\$ -	\$ 2,800	\$ -	\$ 734,872
Support Services	\$ 132,881	\$ 108,361	\$ 114,864	\$ -	\$ 142,900	\$ -	\$ -	\$ 499,006
Liability	\$ 4,000	\$ 7,112	\$ -	\$ -	\$ -	\$ -	\$ 600,000	\$ 611,112
Department Total	\$ 736,616	\$ 237,855	\$ 124,819	\$ -	\$ 142,900	\$ 2,800	\$ 600,000	\$ 1,844,990
Public Works								
Public Works Admin	\$ 794,862	\$ 203,227	\$ 30,500	\$ -	\$ -	\$ -	\$ -	\$ 1,028,589
Sewer	\$ 699,622	\$ 107,805	\$ 99,840	\$ -	\$ 50,000	\$ 10,000	\$ -	\$ 967,267
Forestry	\$ 557,221	\$ 174,330	\$ 24,500	\$ -	\$ 78,500	\$ 5,000	\$ -	\$ 839,551
Municipal Buildings	\$ 58,350	\$ 87,840	\$ 9,650	\$ -	\$ 220,000	\$ -	\$ -	\$ 375,840
Parking	\$ -	\$ 52,200	\$ 15,750	\$ -	\$ -	\$ -	\$ -	\$ 67,950
Community Development	\$ 365,647	\$ 10,570	\$ 2,500	\$ -	\$ -	\$ -	\$ -	\$ 378,717
Municipal Garage	\$ 217,779	\$ 49,400	\$ 15,770	\$ -	\$ 58,000	\$ 5,000	\$ -	\$ 345,949
Streets	\$ 534,852	\$ 95,805	\$ 203,005	\$ -	\$ 150,000	\$ -	\$ -	\$ 983,662
Street Lighting	\$ -	\$ 89,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 89,500
Department Total	\$ 3,228,333	\$ 870,677	\$ 401,515	\$ -	\$ 556,500	\$ 20,000	\$ -	\$ 5,077,025
Public Safety								
Police	\$ 4,871,184	\$ 334,485	\$ 210,565	\$ -	\$ 120,000	\$ -	\$ -	\$ 5,536,234
Fire	\$ 1,409,333	\$ 60,693	\$ 67,060	\$ -	\$ 450,000	\$ 6,000	\$ -	\$ 1,993,086
Paramedic	\$ 738,197	\$ 35,000	\$ 17,000	\$ -	\$ -	\$ -	\$ -	\$ 790,197
Department Total	\$ 7,018,714	\$ 430,178	\$ 294,625	\$ -	\$ 570,000	\$ 6,000	\$ -	\$ 8,319,517
		\$ -						
General Fund Total	\$ 11,677,472	\$ 1,834,970	\$ 848,459	\$ -	\$ 1,269,400	\$ 175,441	\$ 600,000	\$ 16,405,742
Garbage	\$ 631,818	\$ 465,827	\$ 112,540	\$ 16,000	\$ 195,000	\$ -	\$ 42,262	\$ 1,463,447
MFT	\$ -	\$ 45,700	\$ -	\$ -	\$ -	\$ -	\$ 31,696	\$ 77,396
Enhanced 911	\$ 53,628	\$ 71,029	\$ 52,271	\$ -	\$ 15,000	\$ -	\$ -	\$ 191,929
Special Funds Total	\$ 685,446	\$ 582,556	\$ 164,811	\$ 16,000	\$ 210,000	\$ -	\$ 73,958	\$ 1,732,772
Water								
Production	\$ 623,840	\$ 180,740	\$ 110,000	\$ -	\$ 140,000	\$ 69,000	\$ 21,131	\$ 1,144,711
Distribution	\$ 503,262	\$ 117,695	\$ 51,100	\$ 193,000	\$ 36,000	\$ -	\$ 21,131	\$ 922,188
Department Total	\$ 1,127,102	\$ 298,435	\$ 161,100	\$ 193,000	\$ 176,000	\$ 69,000	\$ 42,262	\$ 2,066,899
Enterprise Fund Total	\$ 1,127,102	\$ 298,435	\$ 161,100	\$ 193,000	\$ 176,000	\$ 69,000	\$ 42,262	\$ 2,066,899
Debt Service	\$ -	\$ -	\$ -	\$ 1,531,637	\$ -	\$ -	\$ -	\$ 1,531,637
Bond Construction	\$ -	\$ -	\$ -	\$ -	\$ 5,300,000	\$ -	\$ -	\$ 5,300,000
Total (Excluding Pension Funds)	\$ 13,490,020	\$ 2,715,962	\$ 1,174,370	\$ 1,740,637	\$ 6,955,400	\$ 244,441	\$ 716,220	\$ 27,037,050
Pension Funds								
Police Pension	\$ 1,592,510	\$ 66,845	\$ 2,000	\$ -	\$ -	\$ -	\$ -	\$ 1,661,355
Firefighters Pension	\$ 88,045	\$ 66	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 88,111
Pension Fund Total	\$ 1,680,555	\$ 66,911	\$ 2,000	\$ -	\$ -	\$ -	\$ -	\$ 1,749,466
Grand Total	\$ 15,170,575	\$ 2,782,873	\$ 1,176,370	\$ 1,740,637	\$ 6,955,400	\$ 244,441	\$ 716,220	\$ 28,786,516

VILLAGE OF GLENCOE, ILLINOIS

STATEMENT OF REVENUES AND EXPENDITURES OF GOVERNMENTAL FUNDS

	Fiscal Year			
	Actual 2011	Actual 2012	Projected 2013	Budget 2014
REVENUES				
Property Taxes	10,665,203	10,418,010	9,852,400	10,170,660
Other Taxes	4,227,284	3,962,481	4,133,620	4,008,013
Charges for Service	3,750,948	3,667,579	4,135,399	3,654,058
Permits	874,176	797,291	959,593	743,927
Fine and Forfeitures	137,942	130,339	179,800	143,800
Licenses	316,823	334,182	331,790	330,540
Fees	113,858	112,012	99,542	103,806
Investment Income	107,830	20,960	31,931	38,465
Other Revenue (Intergovernmental)	1,220,727	1,218,224	3,875,165	1,085,941
Total Revenues	21,414,791	20,661,077	23,599,240	20,279,210
EXPENDITURES				
Personnel	12,806,776	12,984,026	12,960,518	13,490,020
Services	2,427,542	2,577,526	2,591,885	2,715,962
Commodities	1,082,674	1,156,166	1,178,093	1,174,370
Debt Service	2,641,893	2,058,083	1,405,046	1,740,637
Capital (See Use of Bond Proceeds Below)	4,916,137	1,909,992	3,785,006	6,955,400
Other Expense	1,370,570	1,319,797	445,780	244,441
Total Expenditures	25,245,593	22,005,590	22,366,327	26,320,830
Excess of Revenues over (under) Expenditures	(3,830,802)	(1,344,513)	1,232,913	(6,041,620)
OTHER FINANCING SOURCES				
Interfund Revenue	515,998	515,137	602,879	757,404
Bond Proceeds	-	-	8,907,350	-
(OTHER FINANCING USES)	455,998	454,477	562,697	716,220
NET CHANGE IN FUND BALANCE	(2,858,807)	(374,898)	11,305,839	(4,567,996)
USE OF BOND PROCEEDS	-	-	-	-

NOTE

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

VILLAGE OF GLENCOE, ILLINOIS
Water Fund - Proprietary Fund
STATEMENT OF REVENUES, EXPENSES AND CHANGES IN FUND NET ASSETS

	Fiscal Year			
	Actual 2011	Actual 2012	Projected 2013	Budget 2014
REVENUES				
Charges for Services	2,123,267	2,014,806	2,374,842	2,081,148
Miscellaneous	85,333	82,193	2,877,265	475,788
Total Revenues	2,208,599	2,096,998	5,252,107	2,556,936
EXPENDITURES				
Personnel	1,066,434	1,086,816	1,167,235	1,127,102
Services	280,874	310,301	278,093	298,435
Commodities	113,509	137,532	145,510	161,100
Other Expense	70,785	67,160	69,000	69,000
Total Expenditures	1,531,601	1,601,808	1,659,838	1,655,637
Operating Income (Loss)	676,998	495,190	3,592,269	901,299
Non-Operating Revenue (Expenses)				
Investment Income	924	1,608	2,578	1,700
Non-Operating Expense	40,000	40,440	41,047	42,262
CHANGE IN NET ASSETS	637,923	537,238	3,635,894	945,261
NET ASSETS (March 1)	2,148,616	2,865,614	3,402,852	7,036,168
NET ASSETS (February 28/29)	2,865,614	3,402,852	7,036,168	7,979,729

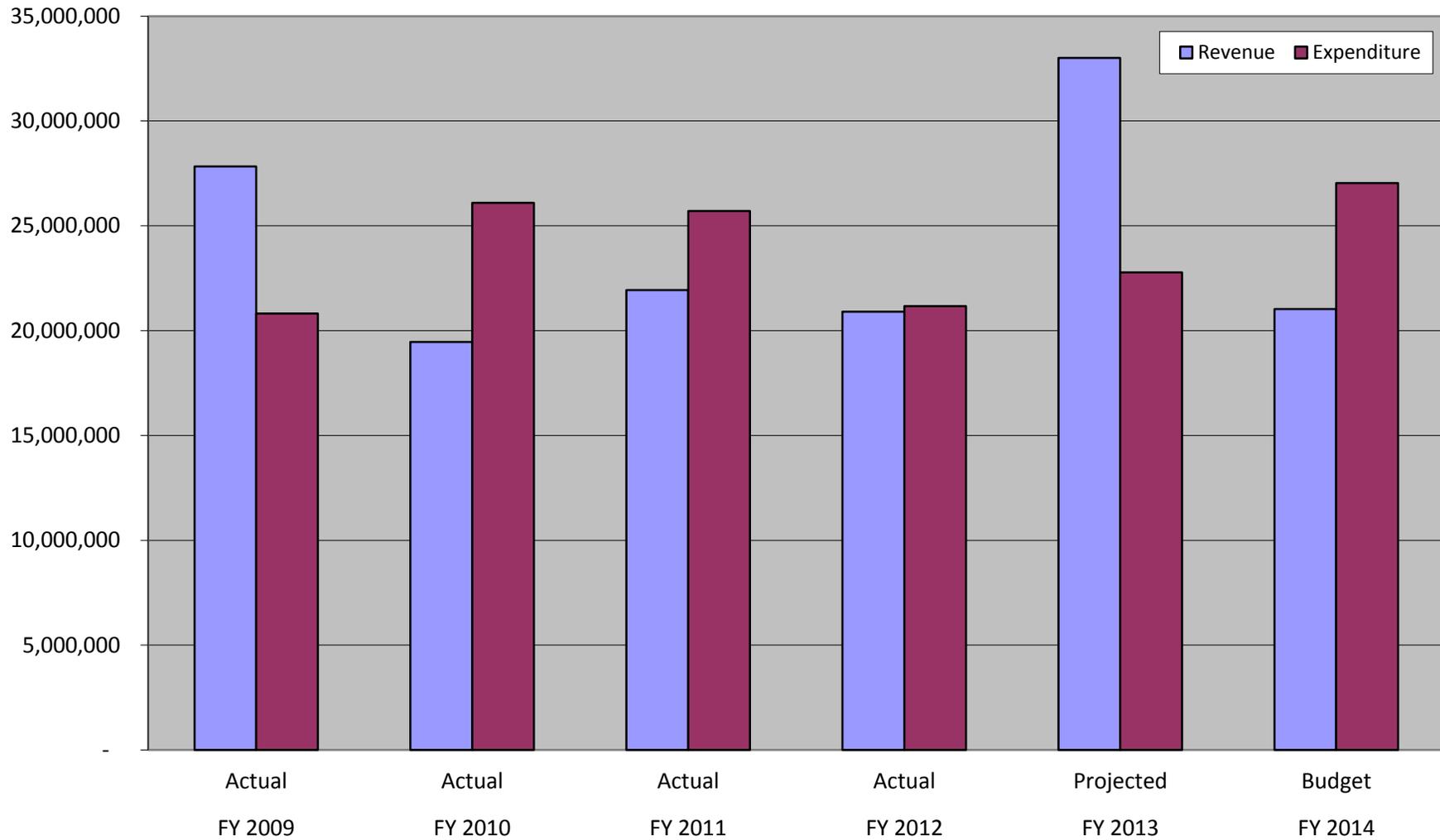
NOTE

Statement does not include resources or uses of the IEPA Loan and also excludes capital outlay.

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

Fund	FY 2011 Actual	FY 2012 Actual	FY 2013 Budget	FY 2013 Projected	FY 2014 Budget
<u>Revenues and Other Financing Sources</u>					
General Fund	14,961,763	14,884,251	14,971,676	15,552,678	15,225,119
Special Funds					
Garbage	1,277,204	1,378,450	1,483,599	1,482,311	1,502,263
Motor Fuel Tax	261,482	256,664	218,200	256,158	216,500
Enhanced 911	152,191	147,917	141,100	156,167	140,850
Bond Construction Fund	52,027	34,811	-	8,911,350	15,500
Enterprise Fund					
Water	2,209,524	2,098,607	4,839,582	5,254,685	2,556,936
Debt Service	2,713,247	2,102,400	1,400,602	1,401,706	1,379,446
Total Revenues (Excluding Pension Funds)	21,627,437	20,903,099	23,054,759	33,015,055	21,036,614
<u>Expenditures and Other Financing Uses</u>					
General Fund	14,583,515	14,941,812	14,906,805	14,823,189	16,405,742
Special Funds					
Garbage	1,232,234	1,522,183	1,329,662	1,310,302	1,463,447
Motor Fuel Tax	35,879.09	308,018	476,303	470,303	77,396
Enhanced 911	139,987	153,721	209,565	204,065	191,929
Bond Construction Fund	4,285,751	422,228	-	155,836	5,300,000
Enterprise Fund					
Water	1,589,550	1,767,804	4,793,554	4,475,841	2,066,899
Debt Service	2,643,783	2,054,703	1,333,556	1,334,486	1,531,637
Total Expenditures (Excluding Pension Funds)	24,510,699	21,170,470	23,049,444	22,774,022	27,037,050
Revenue less Expenditures Surplus / (Deficit)	(2,883,262)	(267,371)	5,315	10,241,033	(6,000,436)

Comparison of Revenues and Expenditures
(includes revenue and expenditures from bond proceeds)



VILLAGE OF GLENCOE
HISTORY OF ADOPTED BUDGETS

FUND	ADOPTED FY 2008	ADOPTED 2009	ADOPTED 2010	ADOPTED 2011	ADOPTED 2012	ADOPTED 2013	ADOPTED 2014	% CHANGE FROM FY 2013
REVENUE								
<u>OPERATING</u>								
GENERAL	13,910,618	14,584,504	13,840,580	14,444,953	14,961,600	14,971,676	15,225,119	1.69%
WATER	1,652,640	1,968,246	1,983,540	1,972,204	3,215,615	4,839,582	2,556,936	-47.17%
GARBAGE	1,478,454	1,198,600	1,270,020	1,342,400	1,357,884	1,483,599	1,502,263	1.26%
SUB-TOTAL	17,041,712	17,751,350	17,094,140	17,759,557	19,535,099	21,294,857	19,284,318	-9.44%
<u>SPECIAL</u>								
<u>NON-OPERATING</u>								
MFT	253,175	256,200	232,300	215,800	230,050	218,200	216,500	-0.78%
E911	173,309	163,500	167,120	158,900	144,570	141,100	140,850	-0.18%
SUB-TOTAL	426,484	419,700	399,420	374,700	374,620	359,300	357,350	-0.54%
<u>CAPITAL/DEBT</u>								
CIP	37,241	-	109,000	75,000	4,790	-	15,500	N/A
CAPITAL RESERVE	17,500	-	-	-	-	-	-	N/A
DEBT SERVICE	2,625,881	2,520,759	2,775,714	2,648,388	2,058,206	1,400,602	1,379,446	-1.51%
SUB-TOTAL	2,680,622	2,520,759	2,884,714	2,723,388	2,062,996	1,400,602	1,394,946	-0.40%
TOTAL REVENUES	20,148,818	20,691,809	20,378,274	20,857,645	21,972,715	23,054,759	21,036,614	-8.75%
EXPENDITURES								
<u>OPERATING</u>								
GENERAL	14,860,466	14,705,820	13,878,578	14,845,996	15,117,284	14,906,805	16,405,742	10.06%
WATER	1,965,956	1,992,534	1,931,258	1,636,279	3,074,945	4,793,554	2,066,899	-56.88%
GARBAGE	1,284,613	1,257,070	1,433,317	1,269,745	1,526,665	1,329,662	1,463,447	10.06%
SUB-TOTAL	18,111,035	17,955,424	17,243,153	17,752,020	19,718,894	21,030,021	19,936,088	-5.20%
<u>SPECIAL</u>								
<u>NON-OPERATING</u>								
MFT	250,000	260,900	-	30,000	530,330	476,303	77,396	-83.75%
E911	394,300	223,300	310,561	223,741	199,249	209,564	191,929	-8.42%
SUB-TOTAL	644,300	484,200	310,561	253,741	729,579	685,867	269,325	-60.73%
<u>CAPITAL/DEBT</u>								
CIP	720,000	-	3,835,000	4,714,814	241,378	155,836	5,300,000	N/A
DEBT SERVICE	2,589,452	2,569,599	2,744,789	2,644,108	2,053,296	1,333,556	1,531,637	14.85%
SUB-TOTAL	3,309,452	2,569,599	6,579,789	7,358,922	2,294,674	1,489,392	6,831,637	358.69%
TOTAL EXPENDITURES	22,064,787	21,009,223	24,133,503	25,364,683	22,743,147	23,205,280	27,037,050	16.51%

VILLAGE OF GLENCOE
CAPITAL PLAN 2023 (FY 2014)
AS COMPARED TO FY 2014 BUDGET

	CIP2023 (FY 2014)	FY 2014 REQUEST	\$ CHANGE FROM CIP
E911 FUND			
SYSTEM SOFTWARE	10,000	-	(10,000)
DATA VOICE RECORDER	60,000	-	(60,000)
VOICE CALL BACK RECORDER	10,000	-	(10,000)
	<u>80,000</u>	<u>-</u>	<u>(80,000)</u>
GARBAGE FUND			
REFUSE PACKER #17	195,000	195,000	-
LEAF VACUUM #70	32,500	-	(32,500)
	<u>227,500</u>	<u>195,000</u>	<u>(32,500)</u>
GENERAL FUND			
VEHICLE REPLACEMENT	30,000	-	(30,000)
SEWER JET EASEMENT UNIT #23A	25,000	25,000	-
STANDBY EMERGENCY GENERATOR SYSTEM - STRAWBERRY HILL	-	25,000	25,000
RECONSTRUCT RAVINE BLUFF MONUMENT	-	17,500	17,500
CONSTRUCT STAIRCASE AT BASE OF BLUFF - DELL PL STREET END	-	11,000	11,000
HVAC/MECHANICAL SYSTEM STUDY & UPGRADE	20,000	150,000	130,000
RECONSTRUCT VH LOWER EAST DRIVEWAY	-	25,000	25,000
PS GARAGE FLOOR UPGRADE	35,000	45,000	10,000
SERVICE TRUCK #6	58,000	58,000	-
1-1/2 TON TRUCK #31	60,000	50,000	(10,000)
FRONT END LOADER #46	150,000	150,000	-
ENHANCE COMMUNITY SECURITY STUDY & UPGRADES	-	-	-
FIRE ENGINE	-	450,000	450,000
E-PARKING TICKET HARDWARE	20,000	-	(20,000)
VEHICLE REPLACEMENT	29,000	40,000	11,000
VEHICLE REPLACEMENT	31,500	40,000	8,500
VEHICLE REPLACEMENT	31,500	40,000	8,500
	<u>490,000</u>	<u>1,126,500</u>	<u>613,000</u>
MOTOR FUEL TAX FUND			
STREET IMPROVEMENT	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>
WATER FUND			
3/4 TON UTILITY TRUCK REPLACEMENT #2	36,000	36,000	-
FILTER TO WASTE	30,000	30,000	-
FILTER VALVES	40,000	40,000	-
VEHICLE REPLACEMENT #8	33,500	20,000	(13,500)
WATER SYSTEM MASTER PLAN	-	50,000	50,000
	<u>139,500</u>	<u>176,000</u>	<u>36,500</u>
SUB-TOTAL	<u>937,000</u>	<u>1,497,500</u>	<u>537,000</u>
OTHER PROJECTS: FINANCED, REIMBURSABLE OR NONCAPITAL			
STORM SEWER IMPROVEMENTS	2,250,000	3,800,000	1,550,000
STREET IMPROVEMENT	1,000,000	1,000,000	-
SANITARY SEWER IMPROVEMENTS	400,000	400,000	-
RESIDENTIAL SIDEWALKS	100,000	100,000	-
OPEN SPACE REVIEW AND OTHER PLANNING (NON-CAPITAL)	-	50,000	50,000
IT STRATEGIC PLAN PROJECTS - YEAR 2 (GENERAL FUND)	94,900	142,900	48,000
IT STRATEGIC PLAN PROJECTS - YEAR 2 (E911 FUND)	48,000	15,000	(33,000)
SUB-TOTAL	<u>3,892,900</u>	<u>5,507,900</u>	<u>1,565,000</u>
GRAND TOTAL	<u>4,829,900</u>	<u>7,005,400</u>	<u>2,102,000</u>

**VILLAGE OF GLENCOE
FY 2014 BUDGET
CAPITAL BUDGET BY QUARTER**

	FY 2014 BUDGET	TARGET BY QUARTER	FUNDING SOURCE
STREET IMPROVEMENT	1,000,000	1ST	BOND FUND
RESIDENTIAL SIDEWALKS	100,000	1ST	BOND FUND
VOICE CALL BACK RECORDER	-	1ST	E911 FUND
STANDBY EMERGENCY GENERATOR SYSTEM - STRAWBERRY HILL	25,000	1ST	GENERAL FUND
RECONSTRUCT RAVINE BLUFF MONUMENT	17,500	1ST	GENERAL FUND
CONSTRUCT STAIRCASE AT BASE OF BLUFF - DELL PL STREET END	11,000	1ST	GENERAL FUND
1-1/2 TON TRUCK #31	50,000	1ST	GENERAL FUND
E-PARKING TICKET HARDWARE	-	1ST	GENERAL FUND
3/4 TON UTILITY TRUCK REPLACEMENT #2	36,000	1ST	GENERAL FUND
VEHICLE REPLACEMENT - Public Safety	40,000	1ST	GENERAL FUND
IT STRATEGIC PLAN PROJECTS (YEAR 2)	40,500	1ST	GENERAL FUND
WATER SYSTEM MASTER PLAN	50,000	1ST	WATER FUND
VEHICLE REPLACEMENT #8	20,000	1ST	WATER FUND
TOTAL FIRST QUARTER (MARCH - MAY 2013)	1,390,000	1ST	
STORM SEWER IMPROVEMENTS	3,800,000	2ND	BOND FUND
SYSTEM SOFTWARE	-	2ND	E911 FUND
DATA VOICE RECORDER	-	2ND	E911 FUND
IT STRATEGIC PLAN PROJECTS (YEAR 2)	45,900	2ND	GENERAL FUND
SEWER JET EASEMENT UNIT #23A	25,000	2ND	GENERAL FUND
HVAC/MECHANICAL SYSTEM STUDY & UPGRADE	150,000	2ND	GENERAL FUND
RECONSTRUCT VH LOWER EAST DRIVEWAY	25,000	2ND	GENERAL FUND
PS GARAGE FLOOR UPGRADE	45,000	2ND	GENERAL FUND
VEHICLE REPLACEMENT - Public Safety	40,000	2ND	GENERAL FUND
OPEN SPACE REVIEW & OTHER PLANNING	50,000	2ND	NON CAPITAL
TOTAL SECOND QUARTER (JUNE - AUGUST 2013)	4,180,900	2ND	
SANITARY SEWER IMPROVEMENTS	400,000	3RD	BOND FUND
IT STRATEGIC PLAN PROJECTS (YEAR 2)	15,000	3RD	E911 FUND
SERVICE TRUCK #6	58,000	3RD	GENERAL FUND
FRONT END LOADER #46	150,000	3RD	GENERAL FUND
FIRE ENGINE	450,000	3RD	GENERAL FUND
VEHICLE REPLACEMENT - Public Safety	40,000	3RD	GENERAL FUND
IT STRATEGIC PLAN PROJECTS (YEAR 2)	37,000	3RD	GENERAL FUND
FILTER VALVES	40,000	3RD	WATER FUND
TOTAL THIRD QUARTER (SEPTEMBER - NOVEMBER 2013)	1,190,000	3RD	
REFUSE PACKER #17	195,000	4TH	GARBAGE FUND
IT STRATEGIC PLAN PROJECTS (YEAR 2)	19,500	4TH	GENERAL FUND
FILTER TO WASTE	30,000	4TH	WATER FUND
TOTAL FOURTH QUARTER (DECEMBER - FEBRUARY 2014)	244,500	4TH	
FISCAL YEAR 2014 CAPITAL BUDGET GRAND TOTAL	7,005,400		

FUND BALANCE SUMMARY
Including All Financing Sources and Uses

This table projects the undesignated fund (cash) balances of major funds from February 29, 2012 as audited through the end of the Fiscal Year 2013 (February 28, 2013) continuing to the end of the Fiscal Year 2014 (February 28, 2014).

FUND	(1)	(3)				(6)	(9)				(11)
	ACTUAL	FY 2013 (PROJECTED)				PROJECTED	FY 2014 BUDGET				PROJECTED
	FUND BALANCE 2/29/2012	REVENUE	EXPENSES	PROJECTED	SURPLUS/ (DEFICIT)	FUND BALANCE 2/28/2013	REVENUE	EXPENSES	ACTUAL	FUND BALANCE 2/28/2014	
	PROPERTY TAX	OTHER	PROJECTED	(DEFICIT)		PROPERTY TAX	OTHER	BUDGET	(DEFICIT)		
OPERATING FUNDS											
GENERAL (2)	2,655,617	8,452,938	7,099,740	14,823,189	729,489	3,385,106	8,793,054	6,432,065	16,405,742	(1,180,623)	2,204,482
WATER (1)	119,208	-	5,254,685	4,475,841	778,844	898,052	-	2,556,936	2,066,899	490,037	1,388,089
GARBAGE	86,132	-	1,482,311	1,310,302	172,009	258,141	-	1,502,263	1,463,447	38,816	296,957
SUB-TOTAL	2,860,957	8,452,938	13,836,736	20,609,332	1,680,342	4,541,299	8,793,054	10,491,264	19,936,088	(651,770)	3,889,528
SPECIAL NON-OPERATING											
MFT	426,948	-	256,158	470,303	(214,145)	212,803	-	216,500	77,396	139,104	351,907
E 9-1-1	408,616	-	156,167	204,065	(47,898)	360,718	-	140,850	191,929	(51,079)	309,640
SUB-TOTAL	835,564	-	412,325	674,368	(262,043)	573,521	-	357,350	269,325	88,025	661,547
CAPITAL/DEBT											
CIP BONDS	-	-	8,911,350	155,836	8,755,514	8,755,514	-	15,500	5,300,000	(5,284,500)	3,471,014
DEBT SERVICE	137,084	2,100,627	1,401,706	1,334,486	2,167,847	2,304,931	1,399,462	1,379,446	1,531,637	1,247,271	3,552,202
GRAND TOTAL	137,084	2,100,627	10,313,056	1,490,322	10,923,361	11,060,445	1,399,462	1,394,946	6,831,637	(4,037,229)	7,023,216
TOTAL	3,833,605	10,553,565	24,562,117	22,774,022	12,341,660	16,175,265	10,192,516	12,243,560	27,037,050	(4,600,974)	11,574,291

Exhibit VIII

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

Taxing Unit	2008 Tax Levy (Received in 2009)		2009 Tax Levy (Received in 2010)		2010 Tax Levy (Received in 2011)		2011 Tax Levy (Received in 2011)	
	Rate	Percent	Rate	Percent	Rate	Percent	Rate	Percent
Village	0.921	16.19%	0.874	15.97%	1.004	15.59%	1.063	14.60%
Public Library	0.165	2.90%	0.157	2.87%	0.19	2.95%	0.217	2.98%
High School District #203	1.290	22.67%	1.237	22.60%	1.474	22.89%	1.674	22.99%
Grade School District #35	1.997	35.10%	1.901	34.73%	2.329	36.17%	2.659	36.52%
Cook County	0.466	8.19%	0.464	8.48%	0.474	7.36%	0.545	7.49%
Metropolitan Water Reclamation District	0.252	4.43%	0.261	4.77%	0.274	4.26%	0.32	4.40%
Park District	0.417	7.33%	0.398	7.27%	0.484	7.52%	0.55	7.55%
Community College District #535	0.14	2.46%	0.14	2.56%	0.16	2.48%	0.196	2.69%
Other	0.042	0.74%	0.041	0.75%	0.05	0.78%	0.057	0.78%
	5.6900	100.00%	5.4730	100.00%	6.4390	100.00%	7.2810	100.00%

Breakdown of Village Tax Levy

	2009 Tax Ext.	2010 Tax Ext.	2011 Tax Ext.	2012 Tax Levy (1)
General Corporate	7,058,995	7,316,379	7,493,868	7,789,887
Garbage Fund	-	-	-	-
Police Pension	993,736	1,029,797	1,054,088	1,095,789
Fire Pension (2)	-	-	-	-
I.M.R.F. (3)	-	-	-	-
Social Security (3)	-	-	-	-
Sub-Total	8,052,731	8,346,176	8,547,956	8,885,676
% Change	2.22%	3.64%	2.42%	3.95%
Debt Service	2,774,791	2,155,067	1,399,462	1,530,902
Fire Pension		1,836	3,955	4,072
Grand Total	\$ 10,827,522	\$ 10,501,243	\$ 9,951,373	\$ 10,420,650
% Change	1.40%	-3.01%	-5.24%	4.72%

(1) Per approved ordinance.

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

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

Equalized Assessed Valuation

	2008 Tax Levy	2009 Tax Levy	2010 Tax Levy	2011 Tax Levy
Total	\$ 1,159,724,579	\$ 1,239,072,464	\$ 1,046,542,615	\$ 936,967,754
% Change	4.55%	6.84%	-15.54%	-10.47%
IDOR Equalization Factor	2.9786	3.3701	3.3000	2.9706

VILLAGE OF GLENCOE
EXTENDED 2011 LEVY VERSUS ADOPTED 2012 TAX LEVY

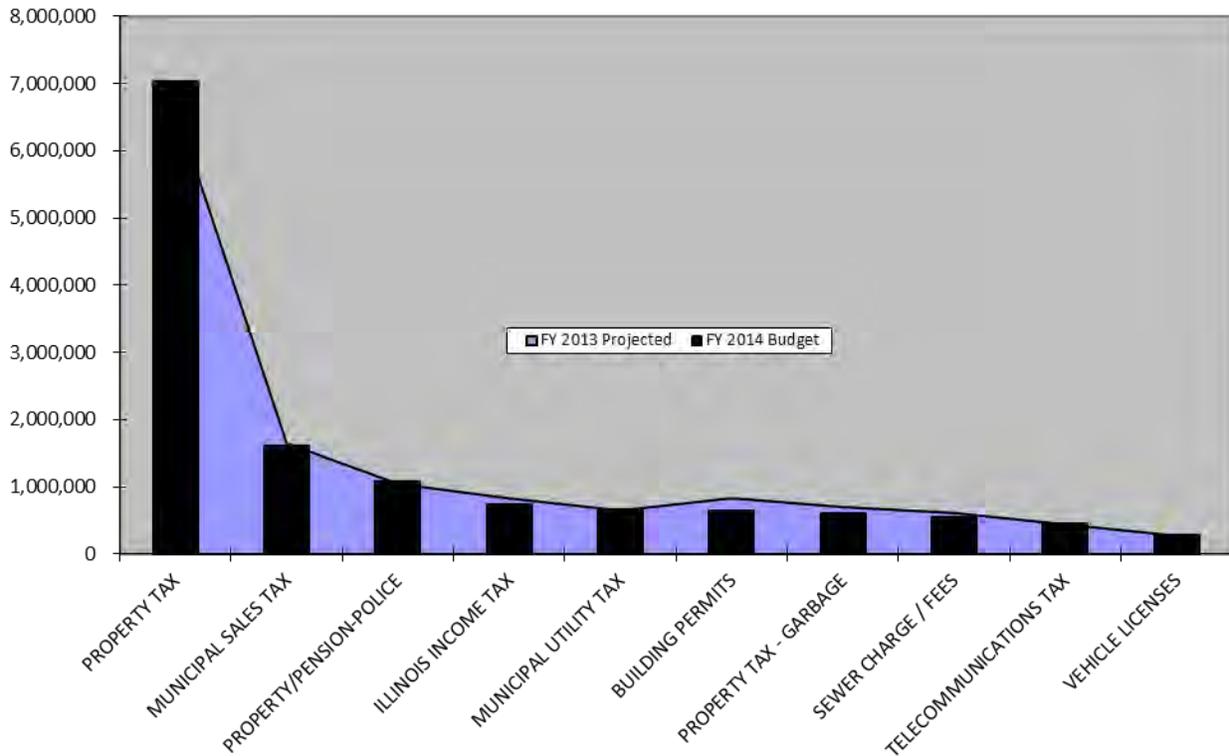
	EXTENDED 2011		ADOPTED 2012		% CHANGE 2011 TO 2012	\$ CHANGE 2011 TO 2012	RATE CHANGE 2011 TO 2012
	TAX EXTENDED	TAX RATE	TAX LEVY	TAX RATE			
	GENERAL CORPORATE	6,709,931	0.7161	7,040,687			
New EAV (1)			66,500	0.0071	N/A	\$66,500	0.0071
Garbage Fund New EAV (1)	706,554	0.0754	600,000	0.0640	-15.08%	(\$106,554)	(0.0114)
Fire Pension Fund (2) New EAV - Fire (1)	77,383	0.0083	75,000	0.0080	-3.08%	(\$2,383)	(0.0003)
Total General Corporate	7,493,868	0.7998	7,789,887	0.8314	3.95%	\$296,019	0.0316
POLICE PENSION New EAV (1)	1,054,088	0.1125	1,085,289	0.1158	2.96%	\$31,201	0.0033
Total Police Pension (3)	1,054,088	0.1125	1,095,789	0.1170	3.96%	\$41,701	0.0045
VILLAGE SUB-TOTAL(1)	8,547,956	0.9123	8,885,676	0.9483	3.95%	\$337,720	0.0360
DEBT SERVICE (4)	1,399,462	0.1494	1,530,902	0.1634	9.39%	\$131,440	0.0140
FIRE PENSION (P.A. 93-0689)	3,955	0.0004	4,072	0.0004	2.96%	\$117	0.0000
VILLAGE TOTAL	9,951,373	1.0621	10,420,651	1.1122	4.72%	\$469,278	0.0501
LIBRARY TOTAL (5)	2,031,346	0.2168	2,109,361	0.2251	3.84%	\$78,015	0.0083
GRAND TOTAL	11,982,719	1.2789	12,530,012	1.3373	4.57%	\$547,293	0.0584

NOTES

- (1) New EAV taxes estimated at \$84,700 and allocated to General, Garbage and Police Pension. Actual limited to PTELL.
- (2) Allocated for future potential use by Firefighters Pension Fund, but General Fund to retain until needed.
- (3) Total funding target is \$1,465,000, balance to come from other financing sources in the General Fund.
- (4) Debt service listed includes \$72,900 abatement, and also includes 5% loss in collection factor.
- (5) Approved Library Board Levy.

GENERAL FUND REVENUE SUMMARY

The General Fund is comprised of various revenues that come to the Village in support of the general operations of the Village. The Finance Department accounts for over 80 different revenue sources annually. However, on average over the past four fiscal years, 10 revenue sources make up on average over 88% of the General Fund revenue. These revenues are as follows, in descending order of percentage of revenue:



Revenue Source	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget	% of Total
PROPERTY TAX	6,115,963	6,233,234	6,517,183	6,628,637	7,033,742	51.58%
MUNICIPAL SALES TAX	1,473,640	1,623,591	1,567,233	1,647,044	1,606,490	11.78%
PROPERTY/PENSION-POLICE	964,310	995,187	1,028,577	1,041,318	1,084,312	7.95%
ILLINOIS INCOME TAX	699,419	690,864	687,752	826,965	730,000	5.35%
MUNICIPAL UTILITY TAX	716,601	728,617	685,558	647,070	660,476	4.84%
BUILDING PERMITS	655,674	759,482	678,131	829,318	635,000	4.66%
PROPERTY TAX - GARBAGE	-	691,996	686,534.77	697,951	600,000	4.40%
SEWER CHARGE / FEES	444,726	571,521	536,502	610,000	551,679	4.05%
TELECOMMUNICATIONS TAX	579,622.46	610,258	445,108.79	438,634	457,947	3.36%
VEHICLE LICENSES	259,049	254,264	272,138	270,000	276,000	2.02%
SELECTED TOTAL	11,909,003	13,159,014	13,104,717	13,636,937	13,635,646	100.00%
REMAINING TOTAL	1,462,349	1,802,749	1,779,534	1,915,741	1,589,473	
GRAND TOTAL	13,371,352	14,961,763	14,884,251	\$ 15,552,678	\$ 15,225,119	
% SELECTED OF GRAND TOTAL	89.1%	88.0%	88.0%	87.7%	89.6%	

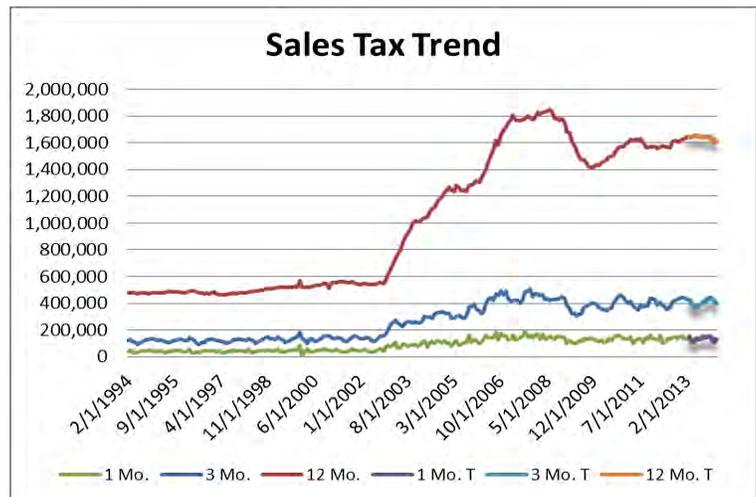
Property Taxes are levied annually by ordinance adopted by the Village Board of Trustees each December. The monies are collected by the Cook County Collector and forwarded to the Villages semi-annually, usually in March and September. This revenue source is not only the largest, but also the most predictable. Although, three out of the last four years there have been delays in remittance of property tax payments from the county. The delay prompted consideration by the Board to open a line of credit and increase fund balance targets in order to provide resources until taxes were received.

In December 1999, the Village Board adopted a tax levy and resolution which will result in the resumption of the Loss in Collection Policy. Unless otherwise directed, the Cook County levies a loss in collection factor of 3.0% to make up for taxes levied but otherwise not received by a community. Loss in collection is subject to the limits of Property Tax Extension Limitation Law (PTELL). The 2005 Levy ordinance also included a projection of the new 2005 Equalized Assessed Valuation. Any revenue collected beyond budgetary need, will be used to abate General Obligation debt service payments unless otherwise directed by the Village Board.

During deliberations on the long range financial plan, it was decided that given the low increases in property taxes that any new EAV be used as best determined by the Board. The 2012 tax levy ordinance (FY 2014) does not include abatement.

During Fiscal Year 2014, the levy of property taxes typically used to support garbage service operations will actually be collected as general governmental revenue. The Fiscal Year 2014 budget includes a transfer of up to \$600,000 to the Garbage Fund.

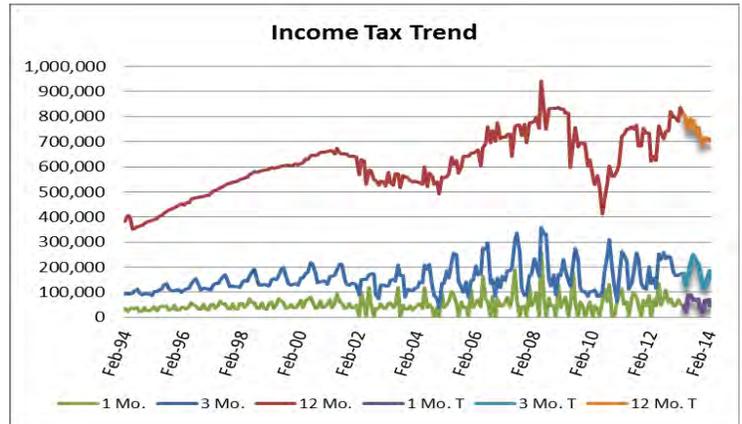
Sales Taxes are derived from the sale of tangible personal property at businesses located in the Village of Glencoe. A tax in the amount of 8.0% is collected by the vendor and forwarded to the Illinois Department of Revenue. For a typical sale in July for example, the tax would be collected from the purchaser at the point of sale, forwarded to the IDOR in August, reviewed and formulated by the IDOR in September and received by the Village in October.



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

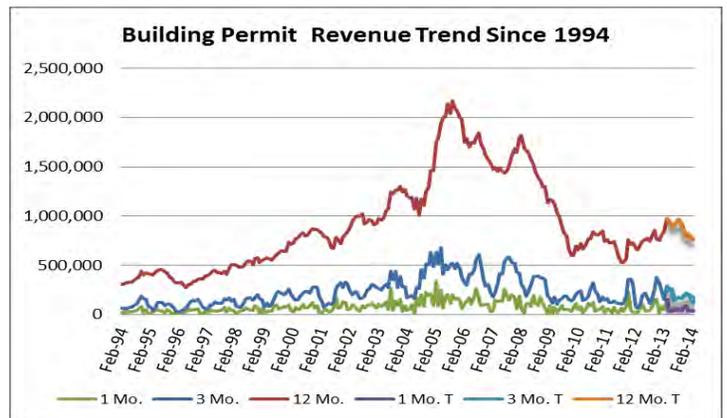
Sewer Charges are calculated based on the amount of water that is used each billing quarter. Effective March 1, 2013 (with billing generated May 1 and thereafter), the charge for sewer will continue to be \$.957 per 100 cubic feet. The minimum sewer bill will be \$9.57.

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



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

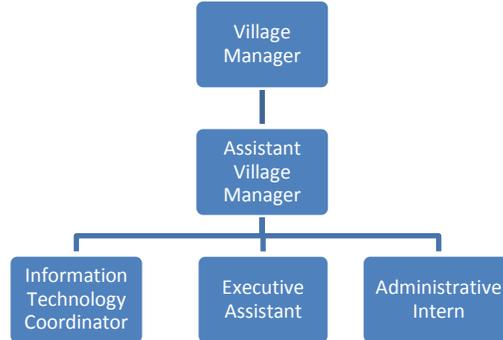
Building Permits are paid by residents/contractors who are building or upgrading their homes or places of business. Plans are inspected to insure compliance with building and zoning regulations. The permits are issued at FAR x \$5.75 per sq. foot. The fee structure for building permits was last reviewed and modified during Fiscal Year 2007.



Vehicle Licenses are mailed to residents each winter with information retrieved from the Illinois Secretary of State's Office. Annual fees for most vehicles are \$75, seniors pay a discount rate of \$37.50 and hybrid vehicles pay 50% of their respective rate, however there is a discount if stickers are purchased by April 15th. Vehicle license stickers need not be displayed until April 15.

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

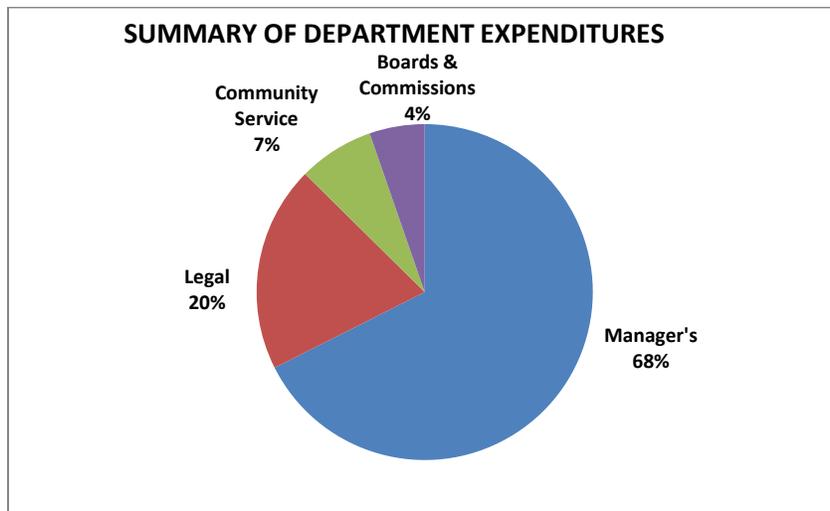
VILLAGE MANAGER'S OFFICE



The expenditures in the table below reflect expenditures for all divisions (Administration, Legal, Community Services and Special Boards) that are administered by the Village Manager's Office. The total budget for the Village Manager's Office is \$1,164,210.

FISCAL YEAR 2014 EXPENDITURES						
	<u>Manager's</u>	<u>Legal</u>	<u>Community Service</u>	<u>Boards & Commissions</u>	<u>Department Totals</u>	<u>Prior Fiscal Year's Budget</u>
PERSONNEL	669,794	24,015	-	-	693,809	585,959
SERVICES	89,260	207,000	-	-	296,260	192,150
COMMODITIES	27,500	-	-	-	27,500	8,640
SUB-TOTAL	786,554	231,015	-	-	1,017,569	786,749
DEBT SERVICE	-	-	-	-	-	-
CAPITAL	-	-	-	-	-	-
SUB-TOTAL	-	-	-	-	-	-
OTHER	-	-	84,841	61,800	146,641	216,541
COMBINED TOTAL	786,554	231,015	84,841	61,800	1,164,210	1,003,290
TRANSFERS OUT	-	-	-	-	-	-
DIVISION TOTAL	786,554	231,015	84,841	61,800	1,164,210	1,003,290

The graph below depicts the breakdown of expenditures by division.



Administration Division

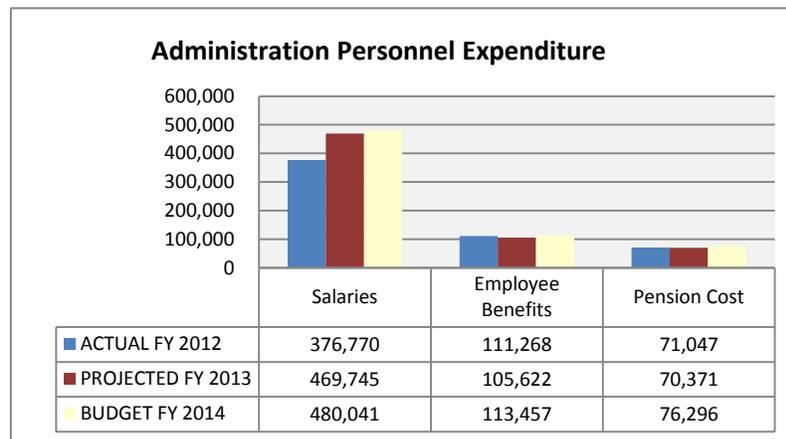
This division provides the following:

- Overall direction and administration of policies and programs established by the Village President and Board of Trustees;
- Coordination of activities amongst all operating departments; and
- Formulation of policies related to financial and personnel management and operating department goals and objectives.

This division is also responsible for the following:

- Communications
- Economic Development
- Human Resources
- Information Technology
- Special Projects

AUTHORIZED FULL-TIME POSITIONS			
POSITION TITLE	FY 2012	FY 2013	FY 2014
Village Manager	1	1	1
Assistant Village Manager	1	1	1
Executive Assistant	0	1	1
Executive Secretary	1	0	0
Information Technology Coordinator	1	1	1
FULL-TIME EQUIVALENT	4	4	4



FY 2013 Review

Human Resources

The Village welcomed four new full-time employees and one new permanent part-time employee in FY2013. These hires included two new Water Treatment Plant Operators and a Mechanic within the Public Works Department, and a new Public Safety Officer and part-time dispatcher in the Department of Public Safety. Additionally, two employees in the Public Works Department were promoted to the position of Supervisor, and the Village established a new eligibility list for the position of Public Safety Officer.

Employee health and dental insurance plan designs will remain unchanged between FY2013 and FY2014, resulting in a 4.9% adjustment in expenses.

Communications

In connection with efforts to eliminate redundancy while reducing costs, the Village Manager's Office spearheaded an initiative to establish a single, consolidated newsletter published by the Village, the Park District, the Library and School District 35. To date, the Village, Park District and District 35 have published four issues of The Glencoe

Quarterly, which is distributed to households during the first week of March, June, September and December each year. Additionally, the Village Manager’s Office established a Community Calendar function on the Village website, providing residents and other interested parties with a “one-stop” clearinghouse for updated information on upcoming meetings, activities and events within Glencoe.

Community Activities

Despite the pressing economic issues facing the Village in Fiscal Year 2013, there were many activities that the Village organized and/or worked collectively with other organizations to sponsor, these included:

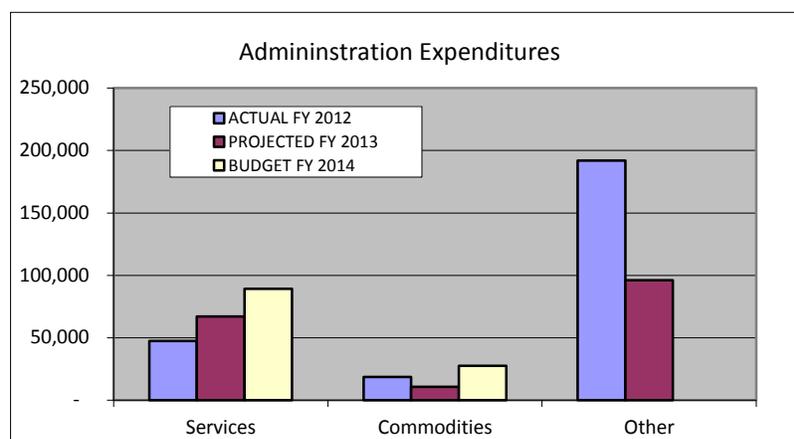
- Working with the Chamber of Commerce on promotion of the Business District (including the Farmers’ Market, Sidewalk Sale, July 4th Family Festival and Movies on the Green);
- Organizing Village Patriotic Days events, including Memorial Day and Fourth of July with the assistance of the Glencoe Rotary Club, Glencoe Park District and the Human Relations Forum;
- The Annual Vehicle Sticker Contest conducted by the Human Relations Forum;
- The Village’s Annual Food and Toy Drive;
- Assisting the Glencoe Education Foundation in sponsoring the fifth year of the Glencoe Grand Prix ; and
- Assisting the Chamber of Commerce in organizing the sixth Annual Festival of the Masters.

FY 2014 Goals

During Fiscal Year 2014, the Village Manager’s Office will continue to evaluate staffing levels, remaining mindful of the balance between controlling costs and providing high levels of service to the community.

Additionally, monthly revenue and expenditure trends will continue to be closely monitored, so as to ascertain any significant fluctuations and to avoid “crisis” financial conditions. The Manager’s Office will also continue to evaluate programs and services for effectiveness and efficiencies, while continuing to work towards the elimination of redundancies.

ADMINISTRATION DIVISION EXPENDITURE SUMMARY				
	ACTUAL FY 2012	PROJECTED FY 2013	BUDGET FY 2014	% Increase (Decrease from Projected)
Services	47,353	67,122	89,260	32.98%
Commodities	18,620	10,780	27,500	155.10%
Subtotal	65,974	77,902	116,760	49.88%
Debt Service	-	-	-	N/A
Capital	-	-	-	N/A
Other	192,000	96,000	-	-100.00%
Transfer	-	-	-	N/A
Grand Total	257,974	173,902	116,760	-32.86%



ADMINISTRATION DIVISION (continued)

The following items have been identified as being significant areas where resources of the Village Manager's Office will be dedicated in Fiscal Year 2014:

- Maintaining and enhancing the economic health of the Village;
- Continuing the Village-wide electrical aggregation program for residents and small business customers that was established in 2012;
- Assisting community organizations in providing Special Events in the Village;
- Providing appropriate staff support to standing and Ad hoc Committees and Commissions designated by the Village;
- Continuing implementation of the Village's five-year Information Technology Master Plan that was established in FY2012;
- Negotiating two(2) new collective bargaining agreements with the Village's Public Works & Public Safety unions;
- Completing a comprehensive analysis examining public vs. private waste collection;
- Conducting a comprehensive purchasing analysis during Year 2 of the Village's Shared Services Program with the Glencoe Park District;
- Providing support to the Village's business districts to enhance economic vitality consistent with community needs and wishes; and

It is the goal of the Manager's Office to assist in the growth of organizations and businesses within the Village, and provide an environment where they can thrive, consistent with community needs. The Village Manager's Office will continue to work with Writers' Theatre and the Woman's Library Club in carrying out the goals of these organizations for their common good and the enhancement of cultural arts in the community.

LEGAL SERVICES DIVISION

This division provides legal services from the following types of counsel:

- Village Attorney;
- Village Prosecutor; and
- Labor Counsel.

FY 2013 Review

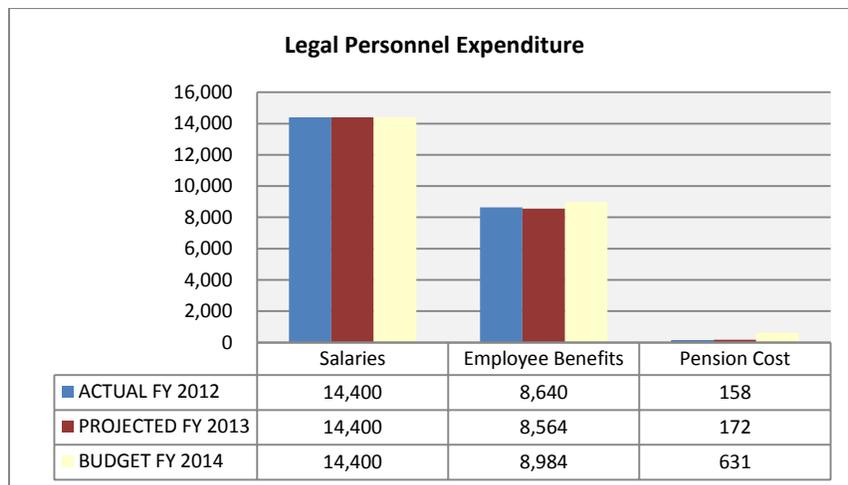
Expenses for legal services during Fiscal Year 2013 are projected to be \$153,000.

LEGAL SERVICES DIVISION EXPENDITURE SUMMARY				
	ACTUAL FY 2012	PROJECTED FY 2013	BUDGET FY 2014	% Increase (Decrease from Projected)
Services	158,446.25	153,000.00	207,000	35.29%
Commodities	-	-	-	N/A
Subtotal	158,446	153,000	207,000	35.29%
Debt Service	-	-	-	N/A
Capital	-	-	-	N/A
Other	-	-	-	N/A
Transfer	-	-	-	N/A
Grand Total	158,446	153,000	207,000	35.29%

FY 2014 Goals

A new collective bargaining agreement for certain Public Works Department employees (maintenance equipment operators, water plant operators, mechanics) will be negotiated in FY2014 and become effective retroactive to March 1, 2013. Additional legal expenses in Fiscal Year 2014 are also anticipated for the negotiation of a new collective bargaining agreement with the Village's Public Safety Officers' union, and the review and update of policies that apply to health insurance coverage based on new legislative requirements.

The Legal Services Division has budgeted \$24,015 for FY 14.



COMMUNITY SERVICES DIVISION

This division provides limited financial support and funding for the following:

- Three Glencoe Social Service Agencies;
- Special events that include the Fourth of July Art Fair;
- Senior Housing Aid; and
- Wildlife animal control

COMMUNITY SERVICES DIVISION EXPENDITURE SUMMARY				
	ACTUAL FY 2012	PROJECTED FY 2013	BUDGET FY 2014	% Increase (Decrease from Projected)
Personnel	-	-	-	N/A
Services	1,248.25	-	-	N/A
Commodities	-	-	-	N/A
Subtotal	1,248.25	-	-	N/A
Debt Service	0.00	-	-	N/A
Capital	0.00	-	-	N/A
Other	73,841.00	85,183	84,841	-0.40%
Transfer	0.00	-	-	N/A
Grand Total	75,089.25	85,183	84,841	-0.40%

FY 2013 Review

The Village Board initiated a policy for the funding of community grants in Fiscal Year 2005. The existing policy establishes a framework for the Board to consider appropriate funding levels available to community groups. The Fiscal Year 2013 Budget provided assistance to various community organizations. During the most recently completed fiscal year, the Village awarded a total of \$73,841 in community grants, including nearly \$10,000 through the Village's newly established Façade Rebate Program in connection with four improvement projects that were completed throughout the Village's downtown business district.

FY 2014 Goals

The Village works with various Community Service Organizations to facilitate the needs of the community. For FY2014, grant funding in the amount of \$74,841 has been included in the budget for Community Service Organizations. This figure includes an additional allocation in the amount of \$5,000 for Family Service of Glencoe.

Additionally, \$10,000 has again been included to fund the Village's Façade Rebate Program. This program provides a 50% match to business and property owners undertaking eligible improvements in FY2014, up to a maximum of \$5,000 per project.

SPECIAL BOARDS DIVISION

This division provides funding for the activities of the Village’s Boards and Commissions, these include:

- Zoning Board of Appeals/Zoning Commission
- Plan Commission
- Historic Preservation Commission
- Public Safety Commission
- Human Relations Forum

Staff support is provided to the Village of Glencoe Boards and Commissions by the Village Manager’s Office, the Department of Public Works and the Department of Public Safety.

SPECIAL BOARDS DIVISION EXPENDITURE SUMMARY				
	ACTUAL FY 2012	PROJECTED FY 2013	BUDGET FY 2014	% Increase (Decrease from Projected)
Personnel	-	-	-	N/A
Services	-	-	-	N/A
Commodities	-	-	-	N/A
Subtotal	-	-	-	N/A
Debt Service	-	-	-	N/A
Capital	-	-	-	N/A
Other	16,425.94	23,728	61,800	160.45%
Transfer	-	-	-	N/A
Grand Total	16,425.94	23,728	61,800	160.45%

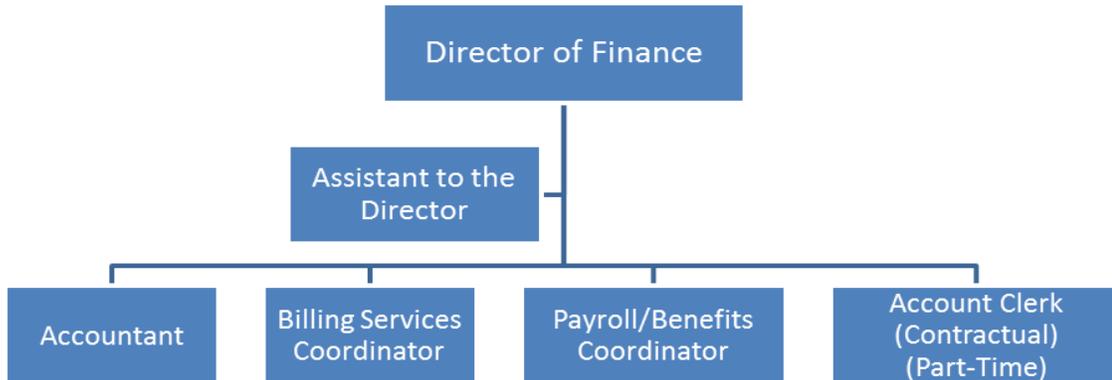
FY 2013 Review

The Special Boards Division of the Village Manager’s Office will continue to provide funding for the operations of the various boards and commissions of the Village. During Fiscal Year 2013, the Street Ends Task Force developed recommendations regarding the future use of, and access to, the Village’s public street ends that were subsequently approved by the Village Board in July 2012. Additionally, the Public Safety Commission established a new eligibility list for the position of Public Safety Officer, the Plan Commission submitted an Environmental Sustainability Plan to the Village Board and the Contextual Design Review Commission was placed on hiatus.

FY 2014 Goals

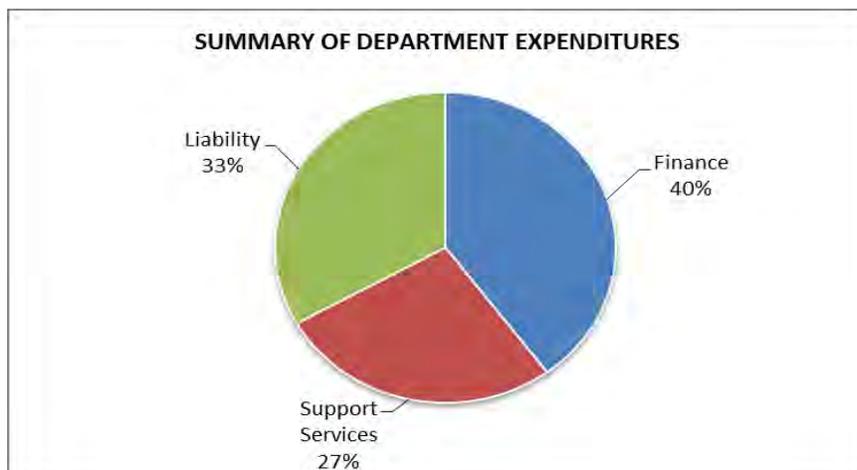
The Special Boards Division of the Village Manager’s Office will continue to provide funding for the operations of the various boards and commissions of the Village. During Fiscal Year 2014, staff in the Village Manager’s Office will work with the Public Safety Commission to establish a new hiring eligibility list for the position of Public Safety Lieutenant.

FINANCE DEPARTMENT



The expenditures of the Finance Department include Finance Administration Division, Support Services Division and the Liability Insurance (Risk Management) Division. The total budget for the Finance Department is \$1,844,990.

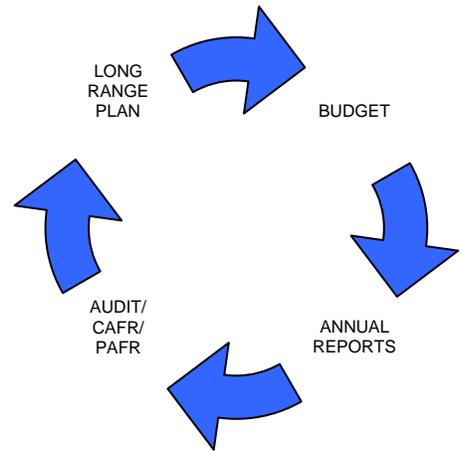
FISCAL YEAR 2014 EXPENDITURES					
	Finance	Support Services	Liability	Total	Prior Fiscal Year's Budget
PERSONNEL	599,735	132,881	4,000	736,616	723,916
SERVICES	122,382	108,361	7,112	237,855	203,169
COMMODITIES	9,955	114,864		124,819	111,820
SUB-TOTAL	732,072	356,106	11,112	1,099,290	1,038,905
DEBT SERVICE	-	-	-	-	-
CAPITAL		142,900	-	142,900	159,000
SUB-TOTAL	-	142,900	-	142,900	159,000
OTHER	2,800	-	-	2,800	2,800
COMBINED TOTAL	734,872	499,006	11,112	1,244,990	1,200,705
TRANSFERS OUT	-	-	600,000	600,000	450,000
GRAND TOTAL	734,872	499,006	611,112	1,844,990	1,650,705



ADMINISTRATION DIVISION

The Administration Division provides the resources necessary for:

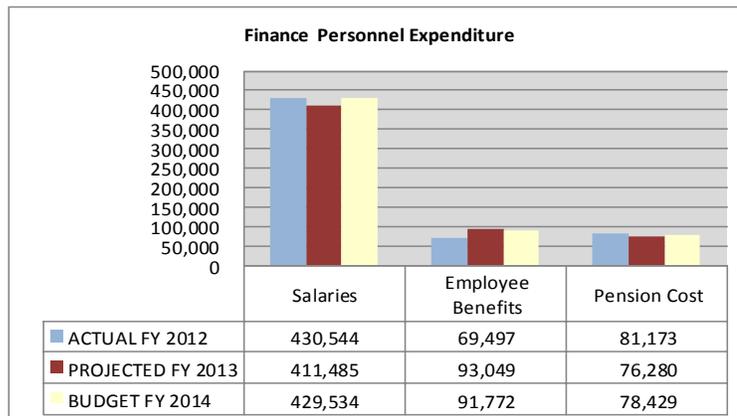
- Village-wide accounting services
- Payroll and payroll tax administration
- Accounts payable and 1099 services
- Cash receipts and cash management
- Benefits administration
- Liability claims coordination
- Workplace safety coordination
- Utility billing service
- Miscellaneous receivable collection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



Other responsibilities include:

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

AUTHORIZED FULL-TIME POSITIONS			
POSITION TITLE	FY 2012	FY 2013	FY 2014
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
FULL-TIME EQUIVALENT	5	5	5



Fiscal Year 2013

In addition to the daily responsibilities of the department, numerous projects were undertaken with results as follows:

1. Finished successful implementation of Innoprise Utility Billing (CIS), Cash Receipts (CCR) and Community Development (COMDEV) software's;
2. Received 26th annual Government Finance Officers Association (GFOA) award for excellence in financial reporting for the Fiscal Year 2011 CAFR;
3. Received 3rd annual GFOA award for the Fiscal Year 2011 Popular Annual Financial Report;
4. Received annual GFOA Distinguished Budget Award for the Fiscal Year 2012 Budget;

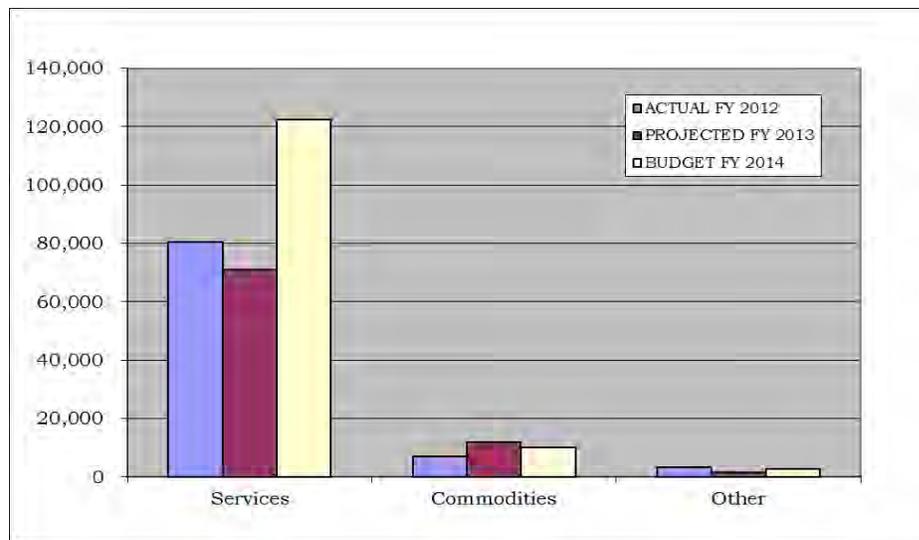
Fiscal Year 2014

During Fiscal Year 2014, the Finance Department will endeavor to complete the following goals:

1. Introduce utility bill email notification program;
2. Establish online resources for resident account management using Innoprise Citizen Access;
3. Complete implementation of Innoprise Payroll Software and time clocks;
4. Conduct training in order to increase utilization of Innoprise financial software by individuals outside of the Finance Department;
5. Conduct request for proposal for corporate card services;
6. Consider enhancing Village collection procedure by using State of Illinois to collect unpaid debts and utilizing the quarterly utility bill;
7. Evaluate implementation of pay cards and requiring direct deposit;
8. Consider strategies to increase electronic auto pay of utility bills (ACH) and reduce credit card and lock box payment;
9. Increase participation in vendor electronic payment program further reducing postage and administrative cost associated with accounts payable;
10. Evaluate potential for change from a March 1 fiscal year to a January 1 Fiscal Year;
11. Conduct annual Finance Committee Meeting with Village Actuary;
12. Maintain quality of annual budget, CAFR and PAFR at GFOA award-winning levels;
13. Consider vehicle license program efficiency recommendations including administrative enforcement of vehicle licenses versus public safety enforcement; and

Below is the Finance Administration Division review of expenditures.

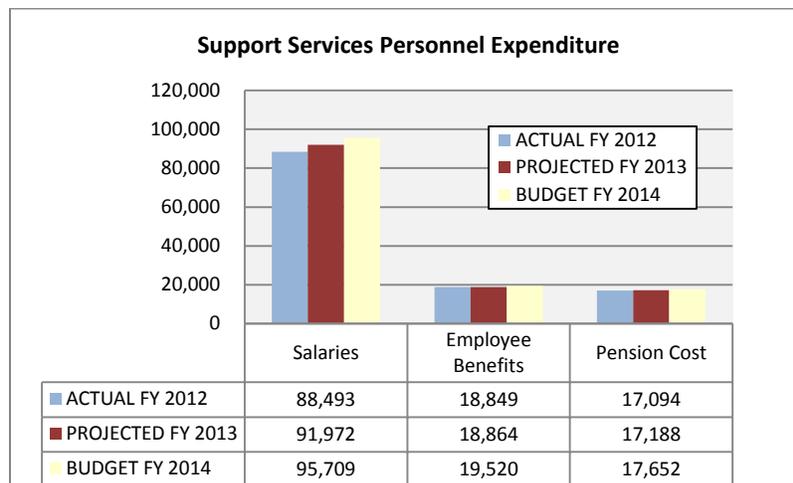
ADMINISTRATION DIVISION EXPENDITURE SUMMARY				
	ACTUAL FY 2012	PROJECTED FY 2013	BUDGET FY 2014	% Increase (Decrease from Projected)
Services	80,339.18	70,927.18	122,382	72.55%
Commodities	7,106.89	11,835.00	9,955	-15.89%
Subtotal	87,446.07	82,762.18	132,337	59.90%
Debt Service	-	-	-	N/A
Capital	10,970.00	0.00	-	N/A
Other	3,345.31	1,500.00	,800	86.67%
Transfer	-	-	-	N/A
Grand Total	101,761.38	84,262.18	135,137	60.38%



SUPPORT SERVICES DIVISION

Provides support for other departments, and responsibilities include:

- Research, procure and implement new hardware and software;
- Update the Village Internet and Intranet websites;
- Maintain the integrity of the communication systems (Data, Voice, Messaging);
- Maintain the integrity of the Financial Reporting System;
- Develop Information Technology action plan;
- Operating system upgrade and maintenance;
- Design and operation of the Information Technology Infrastructure;
- Provide server, workstation and application support;
- Backup and Recovery;
- Coordinate Information Technology Committee; and
- Research and implement new and innovative technology



Fiscal Year 2013 Review

Fiscal Year 2013 was a year of significant change for the direction of Technology in Glencoe. A new five year technology master plan was developed by a consulting firm in collaboration with village staff. This plan has set a new standard for implementing technology within the Village. The plan calls for a set of initiatives to be implemented each year. Some of the more significant initiatives that was targeted and completed for Fiscal Year 2013 are listed below:

- Server Virtualization
- Storage Consolidation
- Software Application Standardization
- Virtualized Email Upgrade
- Wireless Network Installation
- Financial Reporting System Implementation
- Interactive Smart Board Installation
- Computer Aided Dispatch Upgrade
- Records Management Upgrade
- Mobile Video Server Enhancement

FY 2013 Achievements

The most notable achievement in fiscal 2013 was implementing the first phase of our server virtualization initiative. The introduction of server virtualization in our environment ensures an uptime of approximately 99.9%. This provides a failover mechanism if there is an event whether being a propagation of virus of some kind or a

natural disaster. Laserfiche document management was introduced into other departments. The storage platform was consolidated which provides a much simpler backup and disaster recovery methodology. A secured wireless network was installed for internal staff and an unsecured network for Village guests. Some of our long awaited financial reporting system modules were implemented in 2013: Customer Information System, Centralized Cash Receipting and Community Development modules were all successfully implemented. Our conference rooms were updated with large screen monitors and an interactive smart board technology. Public Safety was also the beneficiary of improved services as a result of upgrades to the records management system, computer aided dispatch and mobile video server systems.

Fiscal Year 2014 Goals

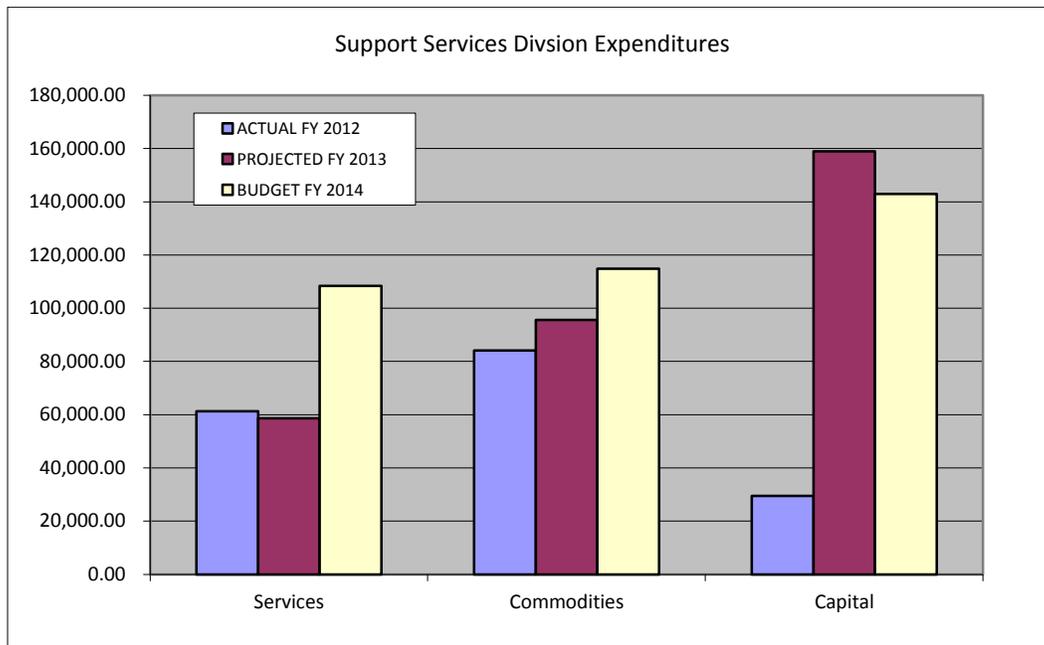
1. Website Upgrade
2. Scheduling Software
3. Network Security
4. Disk Based Backups
5. Desktop Management
6. Electronic Timekeeping
7. Audio Video Upgrades
8. Electronic Payment System
9. Disaster Recovery Site
10. Human Resource Management

Initiatives targeted in the five year master plan for fiscal year 2014 will be implemented throughout the course of the year. They include:

1. Website Upgrades in the form of Customer Request Management and a mobile version of the website will be implemented. The creation of a mobile website will be dependent on an analysis of smart phone usage.
2. Scheduling software will be implemented in the Public Safety Department.
3. A threat management gateway will be installed to enhance security to and from the internet.
4. Disk Based backups will replace tape backups which allows more flexibility for backing up and recovering data.
5. Desktop Management provides a uniform and centralized interface for asset management, Inventory management, helpdesk management and administering user workstations.
6. Electronic time management systems to be implemented in Public Safety and the Golf Club.
7. Remote cameras and the remote management of cameras will be installed in the Council Chamber.
8. Innoprise web access module will be installed to enhance the internet payment system.
9. An offsite failover system will be implemented in the Public Works Garage to facilitate failover and disaster recovery.
10. The Human Resource module of Innoprise will be installed to replace a legacy payroll system currently being used.

Below is the Support Services Division review of expenditures.

SUPPORT SERVICES EXPENDITURE SUMMARY				
	ACTUAL FY 2012	PROJECTED FY 2013	BUDGET FY 2014	% Increase (Decrease from Projected)
Services	61,322.33	58,653	108,361	84.75%
Commodities	84,168.51	95,594	114,864	20.16%
Subtotal	145,490.84	154,248	223,225	44.72%
Debt Service	-	-	-	N/A
Capital	29,538.98	159,000	142,900	N/A
Other	-	-	-	N/A
Transfer	-	-	-	N/A
Grand Total	175,029.82	313,248	366,125	16.88%



RISK MANAGEMENT DIVISION

The purpose of this division is to:

- Fund premiums for the Village’s participation in the Intergovernmental Risk Management Agency (IRMA)
- Fund deductible losses related to claims; and
- Fund claim cost of unemployment insurance.

Fiscal Year 2013

The Risk Management Division reflects the cost of a portion of the Village’s contribution to IRMA. During Fiscal Year 2013 the contribution formula was modified to assign cost of contribution to departments on a percentage of claims activity basis. The Public Works Department, Water Fund, Golf Club Fund, Garbage Fund and Public Safety Department now pay nearly the entire annual contribution. Those funds also pay their own deductible losses. IRMA allows deductible levels between \$2,500 and \$250,000. The Village has selected a \$100,000 deductible, effective January 2011.

The safety committee continues to review claims and make recommendations to increase safety in the workplace. In addition to this, staff continues to participate in the various committees and programs offered by IRMA.

Fiscal Year 2014

The Risk Management Division provides a small portion of the 2012 IRMA contribution, certain non-specific deductibles and the Village's unemployment insurance expense. Also included in this division is the interfund transfer of up to \$600,000 from the General Fund to the Garbage Fund.

The Village in Fiscal Year 2014 will complete a self-assessment for IRMA’s Management Assessment Program (also known as IMAP). During this process, staff will review policy and procedures in place, then make recommendations for new policies or revisions to existing policies.

IRMA deductible was increased to \$100,000 effective January 1, 2011 and will remain at that level for 2013.

RISK MANAGEMENT EXPENDITURE SUMMARY				
	ACTUAL FY 2012	PROJECTED FY 2013	BUDGET FY 2014	% Increase (Decrease from Projected)
Personnel	11,203	4,825	4,000	-17.10%
Services	5,959	5,946	7,112	19.61%
Commodities	-	-	-	N/A
Subtotal	17,162	10,771	11,112	3.17%
Debt Service	-	-	-	N/A
Capital	-	-	-	N/A
Other	343,267	450,000	600,000	N/A
Transfer	-	-	-	N/A
Grand Total	360,430	460,771	611,112	32.63%

Safety goals for fiscal year include:

- Identify areas where claims are still occurring and create action plan for reducing claims;
- Review effectiveness of safety incentive programs;
- Conduct employee safety survey to gauge awareness, attitude and understanding;
- Consider safety program “internal controls” and develop a plan to test the effectiveness of internal safety controls; and
- Reduce claims and first aid reports by 25%.

History of IRMA Contribution

Coverage Year:	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>Average</u>
Revenue Base	16,084,748	17,895,328	18,846,991	20,101,806	20,052,615	19,198,062	20,816,113	
4 Year Average	N/A	16,021,253	16,962,904	17,742,485	18,596,298	19,218,960	19,803,117	
Base Contribution	420,777	491,623	529,926	541,328	514,377	496,774	491,452	498,037
Experience Modifier Debit/(Credit)	(31,687)	(19,625)	(59,710)	(85,697)	(88,705)	(80,968)	(59,054)	(60,778)
Sub-Total	389,090	471,998	470,216	455,631	425,672	415,806	432,398	437,259
IRMA Rate	2.6160	2.9810	3.1240	3.0510	2.7670	2.5880	2.4790	2.7626
% Rate Change	1.24%	13.95%	4.80%	-2.34%	-9.31%	-6.47%	-4.21%	
Interest Income Credit	-	-	-	-	-	-	-	-
Optional Deductible Credit	(38,909)	(94,400)	(136,363)	(132,133)	(161,755)	(158,006)	(172,959)	(127,789)
Members Reserve Credit	(87,821)	(83,845)	-	-	-	-	-	(24,524)
Net Contribution	262,360	293,753	333,853	323,498	263,917	257,800	259,439	284,946
% Change	-30.97%	11.97%	13.65%	-3.10%	-18.42%	-2.32%	0.64%	

Accumulated Surplus Available.						173,058	225,148	
Deductible	10,000	25,000	50,000	50,000	100,000	100,000	100,000	

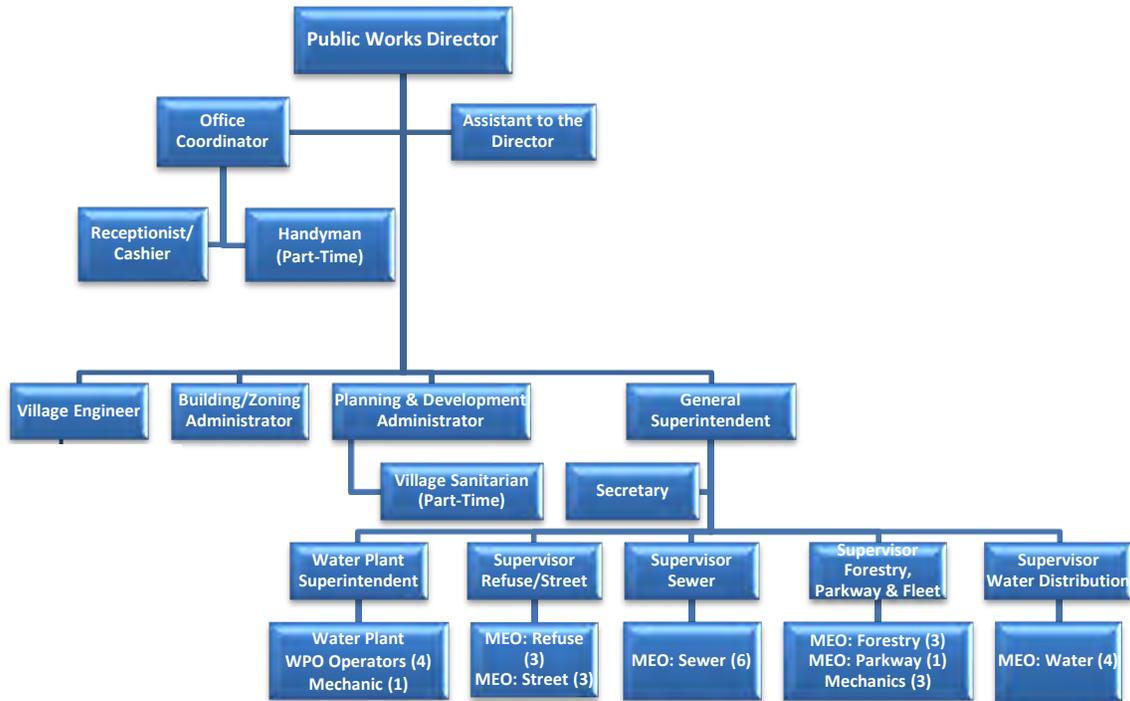
Contribution Budget Breakdown

Coverage Year	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>%</u>
General Fund (224)	119,375	133,658	151,905	147,193	6,070	5,929	5,967	2.3%
Public Safety (405)	38,619	43,240	49,142	47,618	85,773	83,785	84,318	32.5%
Public Works (328)	29,455	32,980	37,482	36,319	96,858	94,613	95,214	36.7%
Water Fund (370)	22,815	25,545	29,032	28,131	22,950	22,418	22,561	8.7%
Garbage Fund (375)	33,852	37,903	43,077	41,741	34,045	33,256	33,468	12.9%
Golf Club (385)	18,244	20,427	23,216	22,496	18,210	17,788	17,901	6.9%
Library	-	-	-	-	-	-	-	0.0%
TOTAL	262,360	293,753	333,853	323,498	263,917	257,800	259,439	100.0%

Deductible Budget Breakdown

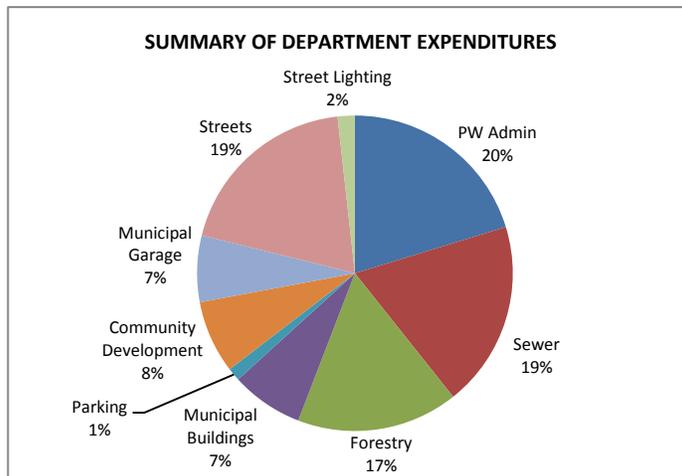
Coverage Year	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>%</u>
General Fund (224)	500	1,150	1,150	1,000	1,150	1,150	1,150	1.2%
Public Safety (405)	15,000	34,500	34,500	20,000	50,000	30,000	30,000	30.3%
Parking Traffic (344)	1,000	2,300	2,300	2,500	1,700	1,500	1,500	1.5%
Public Works (328)	6,000	13,800	30,700	25,000	30,700	30,000	30,000	30.3%
Water Fund (365 & 370)	3,000	6,900	6,900	7,000	6,000	6,000	5,500	5.5%
Garbage Fund (375)	5,000	11,500	14,100	12,000	22,000	30,000	30,000	30.3%
Golf Club (385)	500	14,000	7,000	1,000	1,000	1,000	1,000	1.0%
Library	-	-	-	-	-	-	-	
TOTAL	31,000	84,150	96,650	86,450	112,550	99,650	99,150	100.0%
Actual Deductible Expense	64,554	89,436	66,825	84,649	182,072	114,650	99,150	
Reserves					-	-		
Total Expense + Reserves	64,554	89,436	66,825	84,649	182,072	114,650	99,150	
Beginning Savings Balance	(2,864)	22,781	17,817	(51,721)	(99,205)	(78,888)	(122,244)	
Ending Savings Balance	22,781	17,817	(51,721)	(99,205)	(78,888)	(122,244)	(196,053)	

PUBLIC WORKS DEPARTMENT



FISCAL YEAR 2014 EXPENDITURES

	PW Admin	Sewer	Forestry	Municipal Buildings	Parking	Community Development	Municipal Garage	Streets	Street Lighting	Total	Prior Year's Budget
PERSONNEL	794,862	699,622	557,221	58,350	-	365,647	217,779	534,852	-	3,228,333	3,107,615
SERVICES	203,227	107,805	174,330	87,840	52,200	10,570	49,400	95,805	89,500	870,677	789,281
COMMODITIES	30,500	99,840	24,500	9,650	15,750	2,500	15,770	203,005		401,515	440,254
SUB-TOTAL	1,028,589	907,267	756,051	155,840	67,950	378,717	282,949	833,662	89,500	4,500,525	4,337,150
DEBT SERVICE	-	-	-	-	-	-	-	-	-	-	-
CAPITAL	-	50,000	78,500	220,000	-	-	58,000	150,000	-	556,500	300,000
SUB-TOTAL	-	50,000	78,500	220,000	-	-	58,000	150,000	-	556,500	300,000
OTHER	-	10,000	5,000	-	-	-	5,000	-	-	20,000	10,000
COMBINED TOTAL	1,028,589	967,267	839,551	375,840	67,950	378,717	345,949	983,662	89,500	5,077,025	4,647,150
TRANSFERS OUT	-	-	-	-	-	-	-	-	-	-	-
DIVISION TOTAL	1,028,589	967,267	839,551	375,840	67,950	378,717	345,949	983,662	89,500	5,077,025	4,647,150

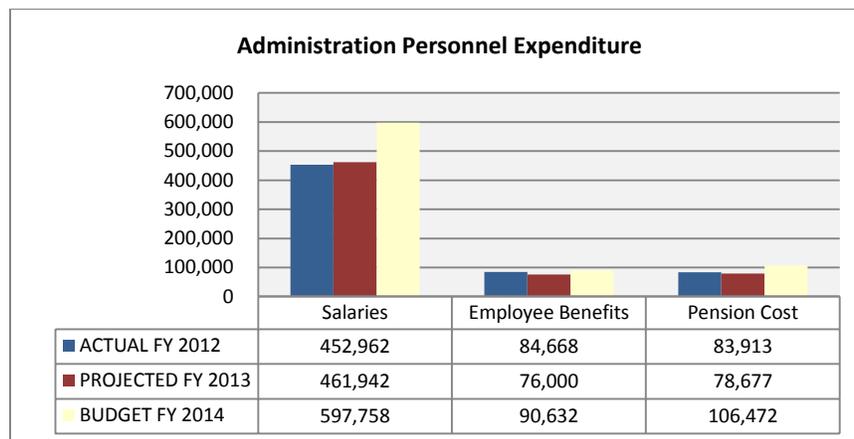


ADMINISTRATION DIVISION

This division provides the following:

- Preparation of preliminary engineering studies and surveys;
- Preparation of Plans;
- Preparation of specifications and costs estimates;
- Supervision and inspection of public improvement installations;
- Review of utility permits;
- Review of subdivision plats and other land development proposals;
- Coordinates for the provision and maintenance of our Village's infrastructure through planning, design and construction of capital improvements;
- Safe and healthy working environment; and
- Provides ongoing and regular staff support to the Office of the Village Manager, Planning Commission, the Zoning Commission, the Village President and the Board of Trustees for the review and consideration of all planning and development proposals within the Village of Glencoe.

<u>Number of Positions Authorized</u>			
POSITION TITLE	FY 2012	FY 2013	FY 2014
Director of Public Works	1	1	1
General Superintendent	1	1	1
Assistant to the Director of Public Works	0	0	1
Village Engineer	1	1	1
Receptionist	1	1	1
Administrative Secretary	1	1	1
Office Coordinator	1	1	1
FULL TIME EQUIVALENT	6	6	7



Review of Fiscal Year 2013

The Administrative Division continued the ongoing development and maintenance of the Village's Geographic Information System (GIS) in Fiscal Year 2013. The Village continues as a charter member of the GIS Consortium, a consortium that has grown to 21 member communities whose mission is to reduce the cost and risk of implementing a GIS program. Continued updates to the address database, utility database and the upgrade of a desktop web access program for public access (MapOffice) were accomplished in FY 2013. Also, through the use of a consortium developed program, GIS utility data continues to be used electronically by Public Works operational staff in the field.

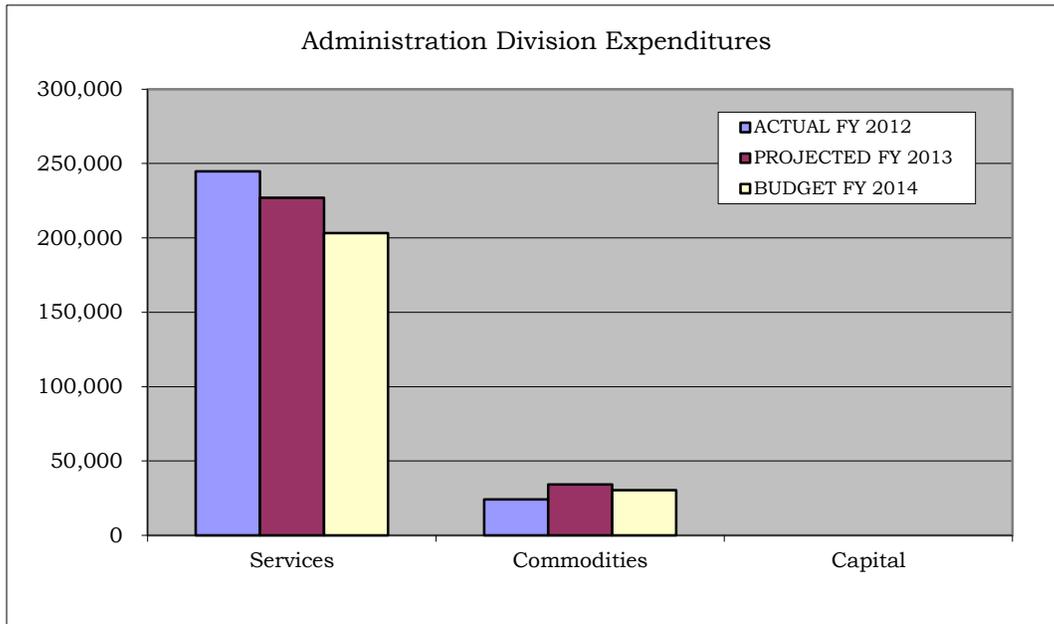
Staff continued to provide support to the Plan Commission, Zoning Commission, Historic Preservation Commission and Sustainability Working Group in FY 2013.

Goals for Fiscal Year 2014

Continued development and maintenance of the Geographic Information System (GIS) in Fiscal Year 2014 will include ongoing updates to address and utility databases and an expanded use of the MapOffice application both through the intranet and internet sites. Work will be underway on an electronic record storage initiative.

Also, staff will be managing an aggressive capital improvement program in FY 2014 including major storm sewer drainage, maintenance street resurfacing, sanitary sewer rehabilitation and sidewalk replacement improvements all scheduled for completion during the 2013 construction season.

ADMINISTRATION DIVISION EXPENDITURE SUMMARY				
	ACTUAL FY 2012	PROJECTED FY 2013	BUDGET FY 2014	% Increase (Decrease from Projected)
Services	244,754	226,979	203,227	-10.46%
Commodities	24,319	34,240	30,500	-10.92%
Subtotal	269,073	261,219	233,727	-10.52%
Debt Service	-	-	-	N/A
Capital	-	-	-	N/A
Other	-	-	-	N/A
Transfer	-	-	-	N/A
Grand Total	269,073	261,219	233,727	-10.52%



SEWER DIVISION

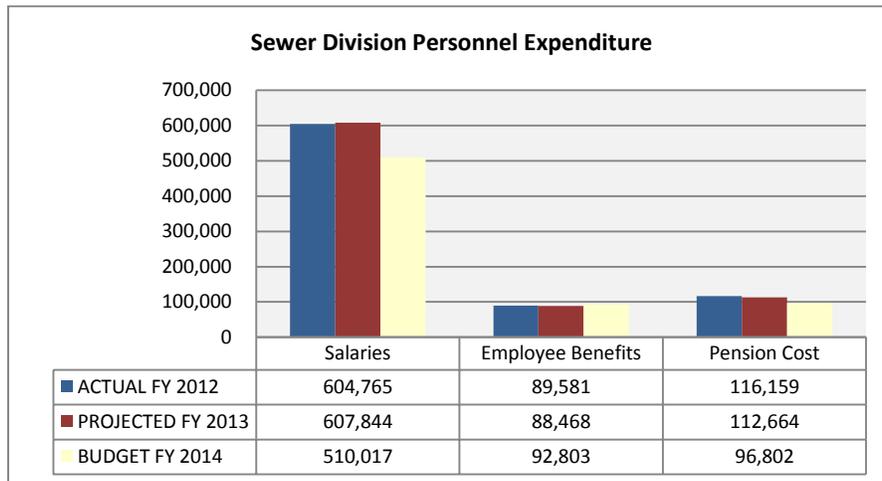
This division provides the following for the Village's sewers:

- Inspection
- Cleaning
- Repair
- Maintenance

The Village has 900 sanitary sewer manholes, 38.5 miles of sanitary sewer gravity sewer lines, 1.2 miles of sanitary sewer forced main, 8 sanitary sewer lift stations.

In addition to the above, the Sewer Division plans, directs and controls the maintenance of 70 miles of storm sewer lines and more than 1,200 storm sewer manholes and catch basins.

Number of Positions Authorized			
POSITION TITLE	FY 2012	FY 2013	FY 2014
Public Works Supervisor	1	1	1
Maintenance Equipment Operator	5	5	6
FULL TIME EQUIVALENT	6	6	7



Review of Fiscal Year 2013

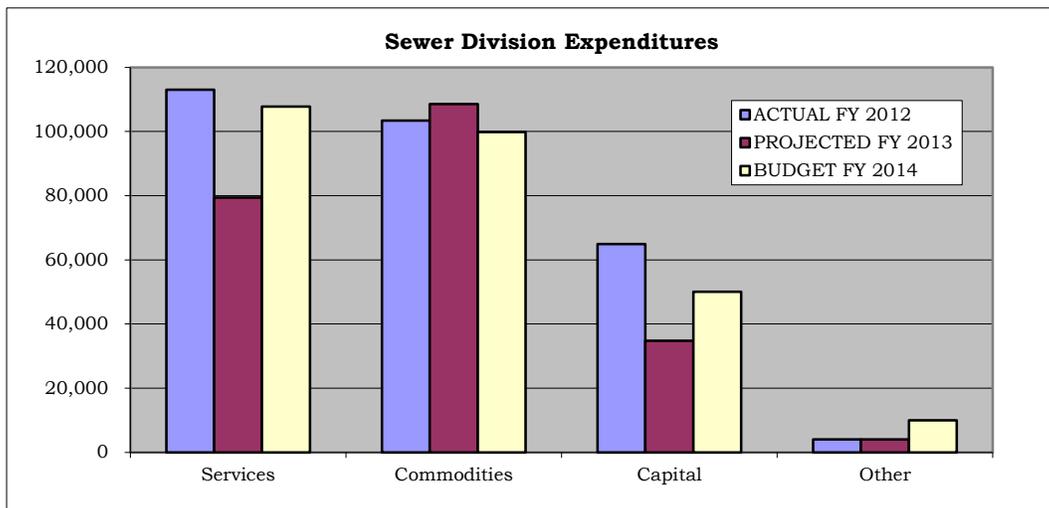
Capital improvements completed in FY 2013 included the installation of an emergency on-line emergency generator at the Franklin sanitary sewer lift station. A Stormwater Drainage Study of three specific flooding areas was completed and the recommendations for improvements were part of the bond issue referendum question approved by voters in November.

Routine maintenance including the cleaning and televising of over 200,000 feet of the Village's existing storm and sanitary sewers continued in FY 2013. FY 2013 was the 10th year of the Village's Sanitary Sewer Flood Prevention Rebate Program developed to provide partial reimbursements to residents who complete eligible private sanitary sewer flood improvements.

Goals for Fiscal Year 2014

Capital Improvements included in the sewer division in FY 2014 includes the installation of a stand-by emergency generator at the Strawberry Hill sanitary sewer lift station. Capital equipment scheduled for replacement includes an easement hose reel apparatus for the sewer jet truck. Routine maintenance of the Village's existing storm and sanitary sewer systems will also continue in FY 2014.

SEWER DIVISION EXPENDITURE SUMMARY				
	ACTUAL FY 2012	PROJECTED FY 2013	BUDGET FY 2014	% Increase (Decrease from Projected)
Services	113,006	79,358	107,805	35.85%
Commodities	103,366	108,562	99,840	-8.03%
Subtotal	216,371	187,920	207,645	10.50%
Debt Service	-	-	-	N/A
Capital	64,930	34,795	50,000	43.70%
Other	4,000	4,000	10,000	150.00%
Transfer	-	-	-	N/A
Grand Total	285,301	226,715	267,645	18.05%

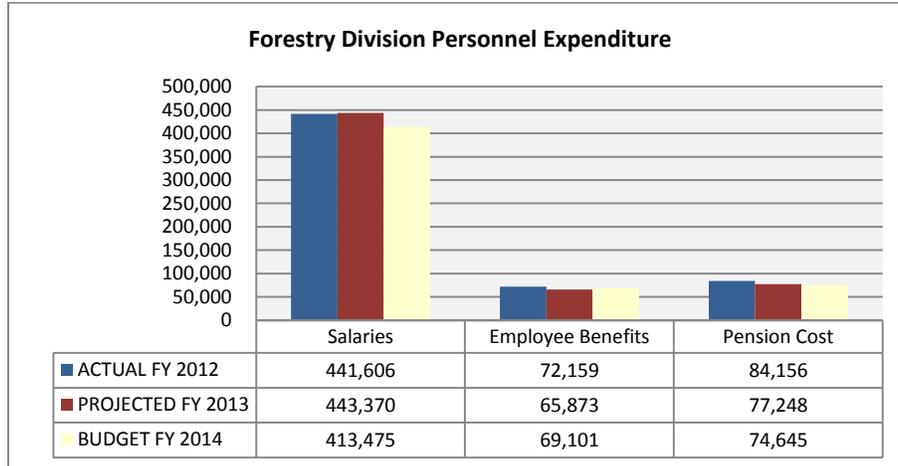


FORESTRY DIVISION

This division provides the following:

- Maintenance of the Village’s parkway trees;
- Adds trees through the 50/50 cost sharing program for the replacement of dead trees and new trees;
- Removes dead or dying trees, including dutch elm and emerald ash borer infested trees;
- Provides information to residents on the care of both public and private trees;
- Repairs parkways;
- Removes tree stumps; and
- Works to minimize street end/bluff erosion.

POSITION TITLE	Number of Positions Authorized		
	FY 2012	FY 2013	FY 2014
Public Works Supervisor	1	1	1
Maintenance Equipment Operator	4	4	4
FULL TIME EQUIVALENT	5	5	5



Review of Fiscal Year 2013

During Fiscal Year 2013, the annual tree program resulted in 150 new trees planted on Village right-of-way. The computerized forestry inventory system was utilized again in FY 2013 to maintain the Village’s trimming and pruning program. A total of 340 trees were removed (dead, hazard, DED or EAB) and 755 trees were trimmed. Village staff also worked with the Glencoe Golf Club on maintenance trimming of specific trees on the course and in the campus area. The Village-Park District Shared Services Initiative began in FY 2013 and Village worked with an outside consultant to complete an inventory of all Park trees. This data was then loaded into the Village’s GIS system to begin to be used for inventory management. A total of 106 Park District trees were removed (dead, hazard, DED or EAB) and 21 trees were trimmed by Village crews as part of the Shared Services program.

Capital equipment replacement in the Forestry Division in FY 2013 included a 1-1/2 ton truck.

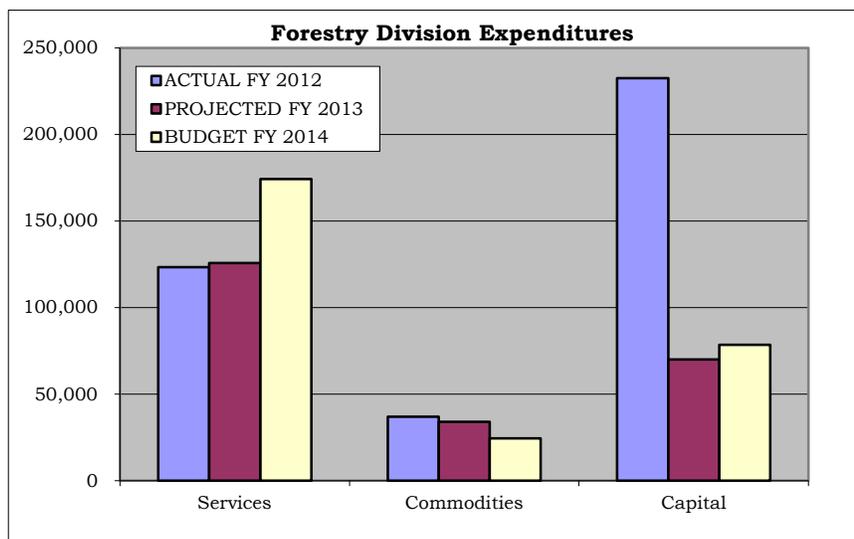
Goals for Fiscal Year 2014

The tree planting program in Fiscal Year 2014 maintains the previous year’s funding level for the replacement of trees removed by the Village, including a targeted emphasis on oak tree replacement. Efforts will continue to promote the 50/50 program and the private property tree planting option. Maintenance efforts will include funding for EAB treatment of quality public ash trees as well as contract removal services to assist in volume of EAB infested public trees. Staff will continue to actively monitor public right-of-way trees for both DED and emerald ash borer activity. FY 2014 will be the 2nd year of providing forestry services to the Park District as part of the shared services program.

Capital projects included in FY 2014 include the restoration of one of the Ravine Bluffs Entrance Monuments and access improvements at the Dell Place street end.

Capital equipment proposed for replacement in the Forestry Division in FY 2014 includes a 1-1/2 ton truck.

FORESTRY DIVISION EXPENDITURE SUMMARY				
	ACTUAL FY 2012	PROJECTED FY 2013	BUDGET FY 2014	% Increase (Decrease from Projected)
Services	123,260	125,786	174,330	38.59%
Commodities	36,972	34,033	24,500	-28.01%
Subtotal	160,232	159,819	198,830	24.41%
Debt Service	-	-	-	N/A
Capital	232,558	70,000	78,500	12.14%
Other	-	12,500	5,000	N/A
Transfer	-	-	-	N/A
Grand Total	392,790	242,319	282,330	16.51%



MUNICIPAL BUILDING DIVISION

This division provides the following:

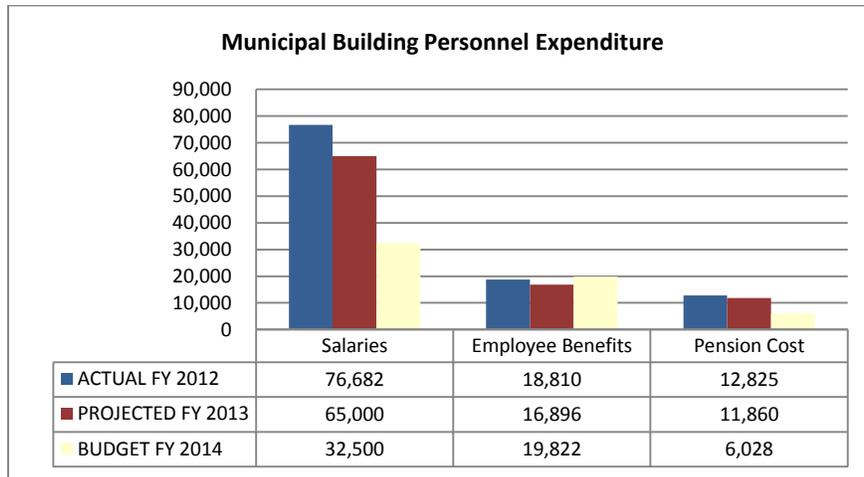
- Effective and timely routine and emergency maintenance of the Village Hall;
- Improvements to the Village Hall and Village Hall grounds;
- Maintenance of Temple Court Parking Lot; and
- Maintenance of bus shelters.

This division provides funding for the following:

- Village Hall heating;
- Village Hall lighting;
- Village Hall air conditioning; and
- Village Hall cleaning service.

Also, the Village related portion of the Handyman Assistance Program is included in this division.

Number of Positions Authorized			
POSITION TITLE	FY 2012	FY 2013	FY 2014
Short Term - Buildings	0	0	1
Maintenance Equipment Operator	1	1	0
	2	2	1



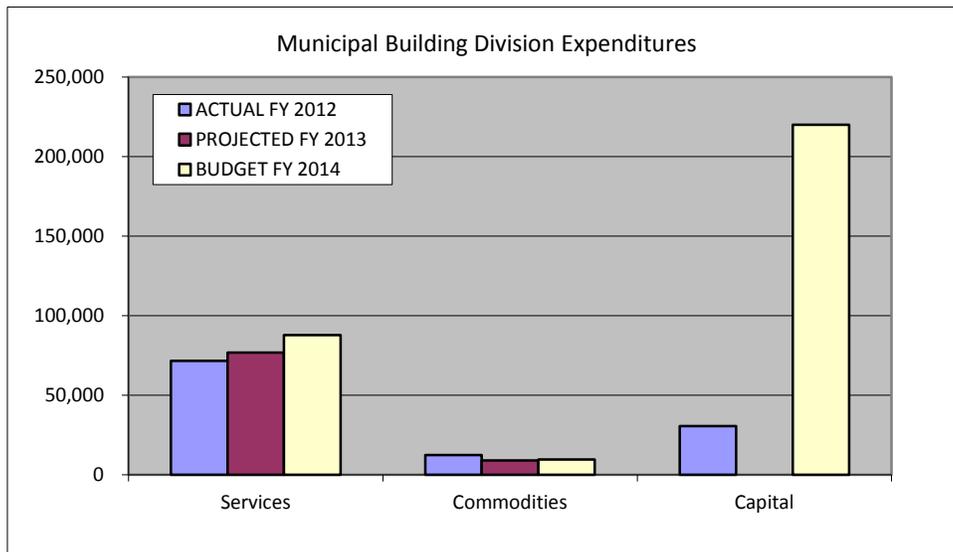
Review of Fiscal Year 2013

Routine maintenance of the Village Hall included painting, and heating and cooling system repairs were completed in FY 2013.

Goals for Fiscal Year 2014

Capital improvements planned for the Village Hall in FY 2014 include an evaluation/study of the HVAC system, concrete floor surface improvements in the Public Safety vehicle garage, and pavement & drainage improvements to the lower ramp drive access on the east side of the Village Hall. Also included is 2nd floor hallway and door improvements outside the Council Chambers.

MUNICIPAL BUILDING DIVISION EXPENDITURE SUMMARY				
	ACTUAL FY 2012	PROJECTED FY 2013	BUDGET FY 2014	% Increase (Decrease from Projected)
Services	71,659	76,922	87,840	14.19%
Commodities	12,458	9,050	9,650	6.63%
Subtotal	84,117	85,972	97,490	13.40%
Debt Service	-	-	-	N/A
Capital	30,596	-	220,000	N/A
Other	-	-	-	N/A
Transfer	-	-	-	N/A
Grand Total	114,713	85,972	317,490	269.29%



PARKING AND TRAFFIC CONTROL DIVISION

This division provides for the safe and orderly flow of vehicular traffic through the Village through the following activities:

- Maintenance of traffic signals;
- Maintenance and installation of traffic control signs;
- Maintenance and installation of street name signs;
- Maintenance and repair of the train station parking areas and the train station; and
- Parking improvements.

Review of Fiscal Year 2013

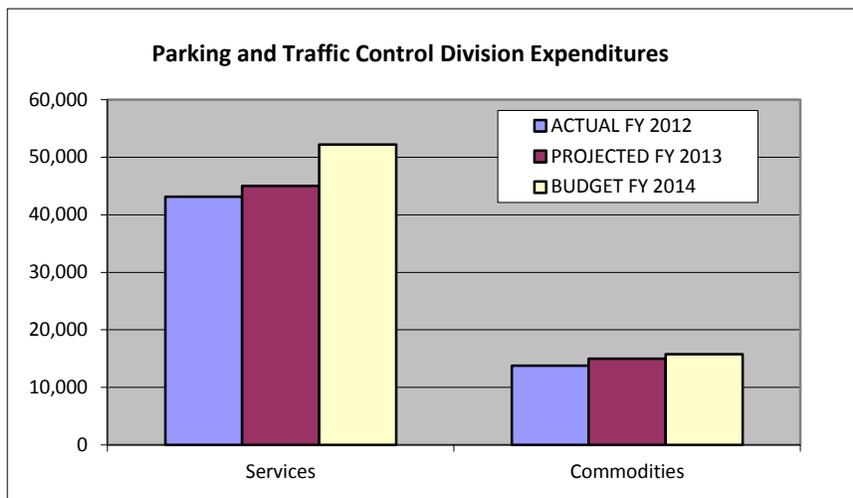
Routine sign maintenance continued in FY 2013 as part of a Village-wide program to standardize parking and regulatory traffic signing. A maintenance contract for thermoplastic pavement markings to upgrade cross walks and stop bars in various locations was completed. Maintenance improvements to existing traffic signals included signal head replacement at the Dundee Road bike crossing location and the conversion to LED lamps at the intersection of Green Bay Road and Park Avenue.

Goals for Fiscal Year 2014

Sign maintenance will continue in FY 2013 including an ongoing effort to inventory all signs into the Village's GIS system in preparation for a federally mandated program to inspect and upgrade sign retro-reflectivity.

Other improvements planned for FY 2013 include maintenance to replace traffic signal pavement loop detectors for two intersections on Green Bay Road and signal head replacement at the Dundee Road bike crossing location.

PARKING AND TRAFFIC CONTROL DIVISION EXPENDITURES				
	ACTUAL FY 2012	PROJECTED FY 2013	BUDGET FY 2014	% Increase (Decrease from Projected)
Services	43,134	45,014	52,200	15.96%
Commodities	13,754	15,000	15,750	5.00%
Subtotal	56,888	60,014	67,950	13.22%
Debt Service	-	-	-	N/A
Capital	-	-	-	N/A
Other	-	-	-	N/A
Transfer	-	-	-	N/A
Grand Total	56,888	60,014	67,950	13.22%

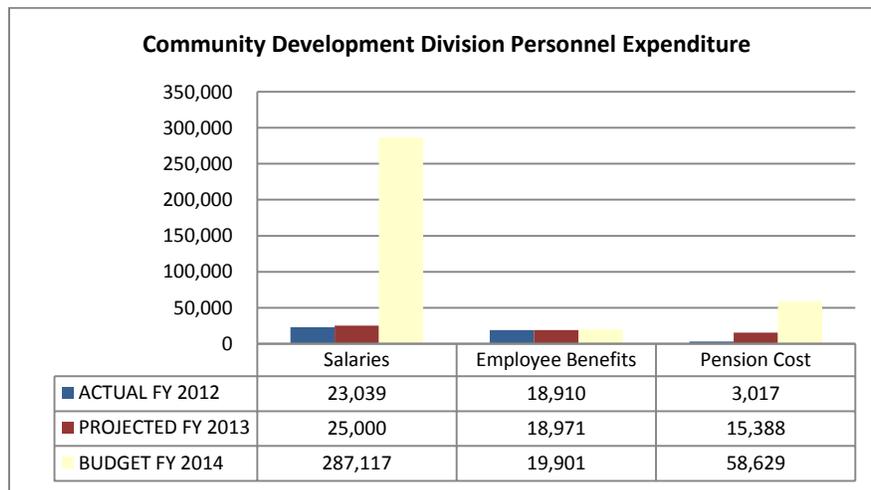


COMMUNITY DEVELOPMENT DIVISION

This division of Public Works provides the following:

- Inspection and plan review services to assure that construction improvement requests are in compliance with all applicable code, permit, and Zoning/Plan Commission requirements and to assure that construction is in accordance with the approved plans by performing on-going construction inspection;
- Administration of zoning ordinance and sign ordinance;
- Enforcement of zoning ordinance and sign ordinance; and
- Village resident portion of the Handyman Assistance Program is included under this division.

Number of Positions Authorized			
POSITION TITLE	FY 2012	FY 2013	FY 2014
Building Inspector / Plan Reviewer	1	1	0
Building and Zoning Administrator	1	1	1
Community Development Analyst	1	1	0
Planning and Development Administrator	0	0	1
FULL TIME EQUIVALENT	3	3	2



Review of Fiscal Year 2013

Residential construction activity remained steady in FY 2013. There were 12 permits issued for new single-family construction in 2012. At the same time building permits for residential additions and remodeling remained active. Development activity in the Central Business District picked up in late FY 2013 with permit approval for a new restaurant at 694 Vernon Avenue and zoning/design review approval for a new bank building at 332 Park Avenue.

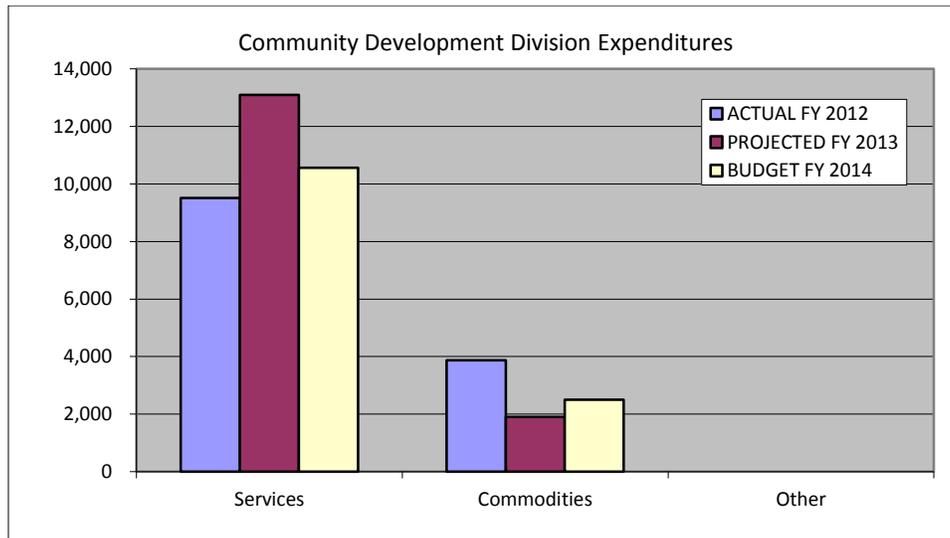
The Plan Commission received the report from the Sustainability Working Group that included a summary on a Community Outreach event, pilot project and recommendations for the Village Board and the community to consider regarding achieving and enhancing sustainable practices.

Goals for Fiscal Year 2014

Residential construction activity is expected to continue at the current pace with steady activity also anticipated for remodeling and additions in FY 2014.

Staff will continue to work towards migration of building permit administrative activities into Community Development module of new Innoprise software. In time this effort will improve the ability to submit and track building permit activity.

COMMUNITY DEVELOPMENT DIVISION EXPENDITURE SUMMARY				
	ACTUAL FY 2012	PROJECTED FY 2013	BUDGET FY 2014	% Increase (Decrease from Projected)
Services	9,510	13,100	10,570	-19.31%
Commodities	3,874	1,900	2,500	31.58%
Subtotal	13,383	15,000	13,070	-12.87%
Debt Service	-	-	-	N/A
Capital	-	-	-	N/A
Other	-	-	-	#DIV/0!
Transfer	-	-	-	N/A
Grand Total	13,383	15,000	13,070	-12.87%

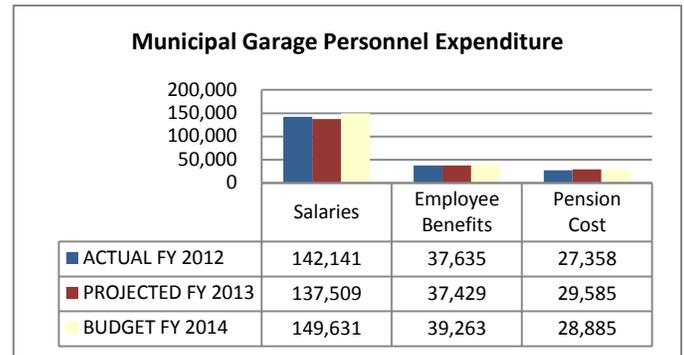


MUNICIPAL GARAGE DIVISION

This division of Public Works provides the following:

- Proper and timely maintenance and service of all Village vehicles;
- Proper and timely maintenance and service of all equipment; and
- Maintenance repair and improvements to the Public Works service building.

<u>Number of Positions Authorized</u>			
POSITION TITLE	FY 2012	FY 2013	FY 2014
Mechanic	2	2	2
FULL TIME EQUIVALENT	2	2	2



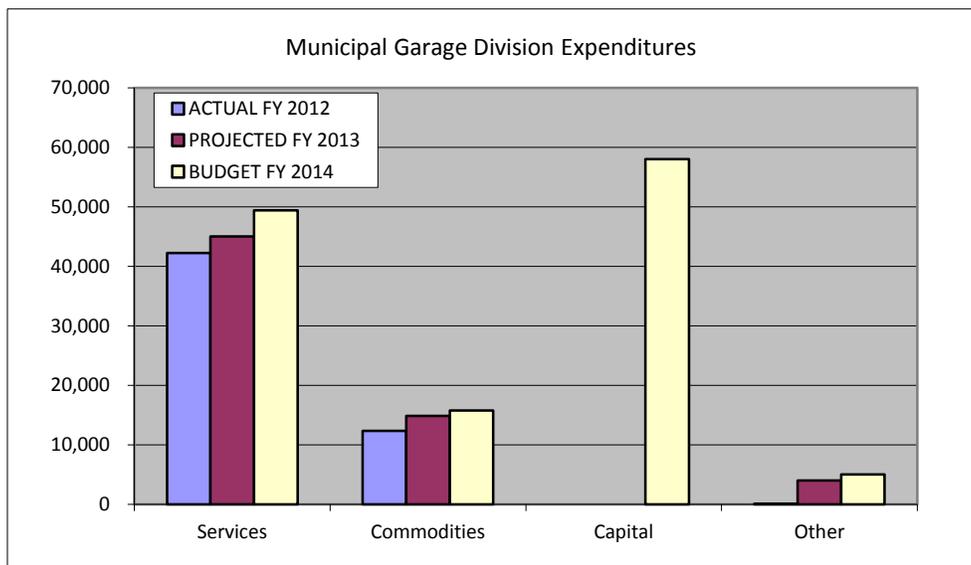
Review of Fiscal Year 2013

Routine maintenance completed on the Public Works Service Building in FY 2013 included tuckpointing of exterior brick walls, and HVAC and building systems repairs.

The Shared Services pilot program in FY 2013 included the Village fleet division providing vehicle maintenance services for the primary vehicles of the Park District fleet.

Goals for Fiscal Year 2014

Routine maintenance repairs for the Public Works Service Building will continue in FY 2014, including maintenance of overhead doors. The Village will continue managing the maintenance of Park District equipment and vehicles as part of Year 2 of the shared services program.

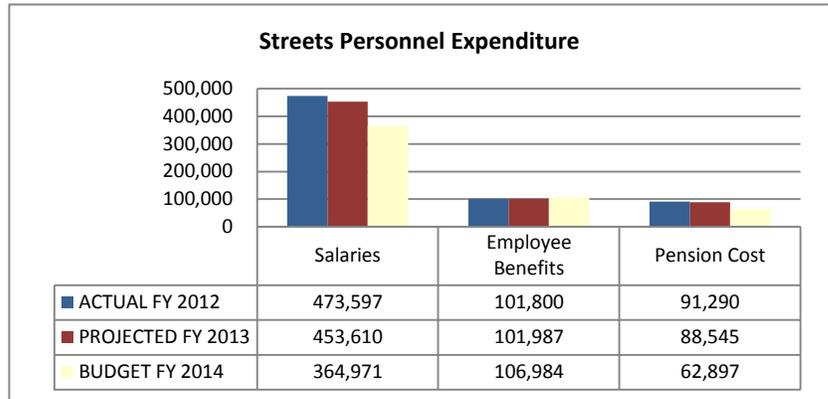


STREETS, SIDEWALKS AND BRIDGE DIVISION

This division of Public Works is responsible for the following:

- Maintenance of street surfaces, curbs, sidewalks and bridges;
- Maintaining streets, parkways and bridges, keeping them free of dirt and litter;
- Mowing public areas;
- Clearing snow and ice off of streets, sidewalks, bridges and parking lots;
- Repairing bike trails; and
- Completing other Village improvements as assigned.

POSITION TITLE	Number of Positions Authorized		
	FY 2012	FY 2013	FY 2014
Public Works Supervisor	1	1	0
Receptionist/Cashier	1	1	0
Maintenance Equipment Operator	5	5	4
FULL TIME EQUIVALENT	7	7	4



Review of Fiscal Year 2013

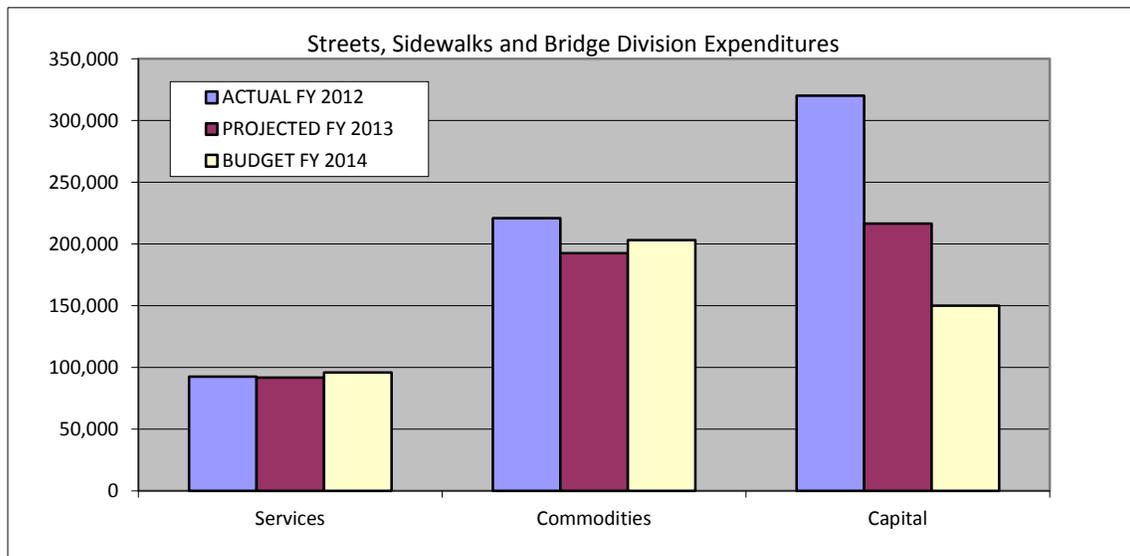
Maintenance resurfacing of nine streets including the ramp to the Water Plant was completed in FY 2013 using MFT funds.

Capital equipment purchased in the Street Division in FY 2013 included a 2-1/2 ton dump truck.

Goals for Fiscal Year 2014

Maintenance street resurfacing will continue in FY 2014 using 2012 Bond funds.

Routine street maintenance crack sealing and thermoplastic pavement markings will continue. Capital equipment replacement included in the street division in FY 2014 includes a front-end loader.



STREET LIGHTING DIVISION

This division of Public Works is responsible for the following:

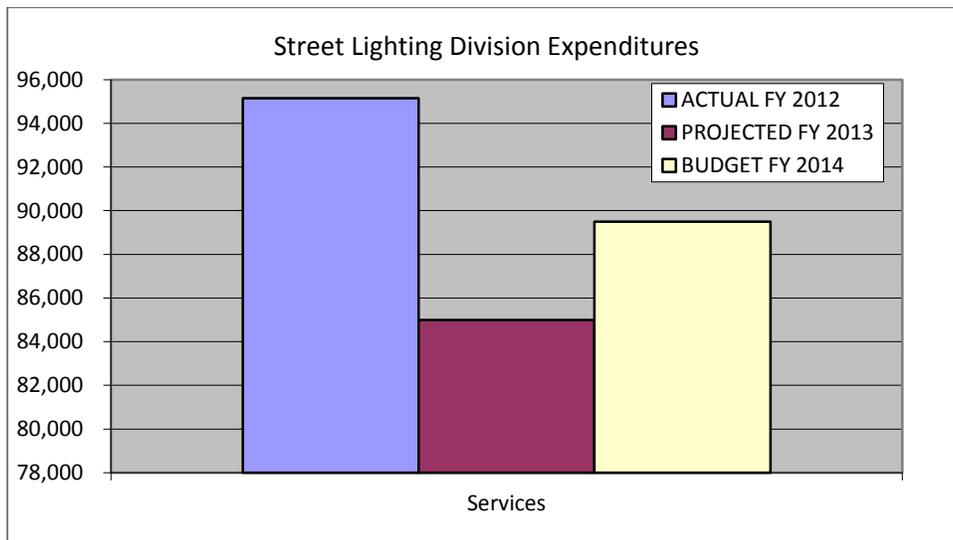
- Provides and maintains street intersection lighting to minimize traffic flow problems;
- Provide a sense of public safety and security;
- Provide funding for electric power and maintenance of most Village streetlights that is provided by Commonwealth Edison at a per-month cost based on the size of the light; and
- Maintains light poles, light fixtures, and wiring for the Village Business Center, Skokie Heights, Skokie Ridge Subdivision, the four commuter parking lots and for the downtown holiday lighting.

Review of Fiscal Year 2013

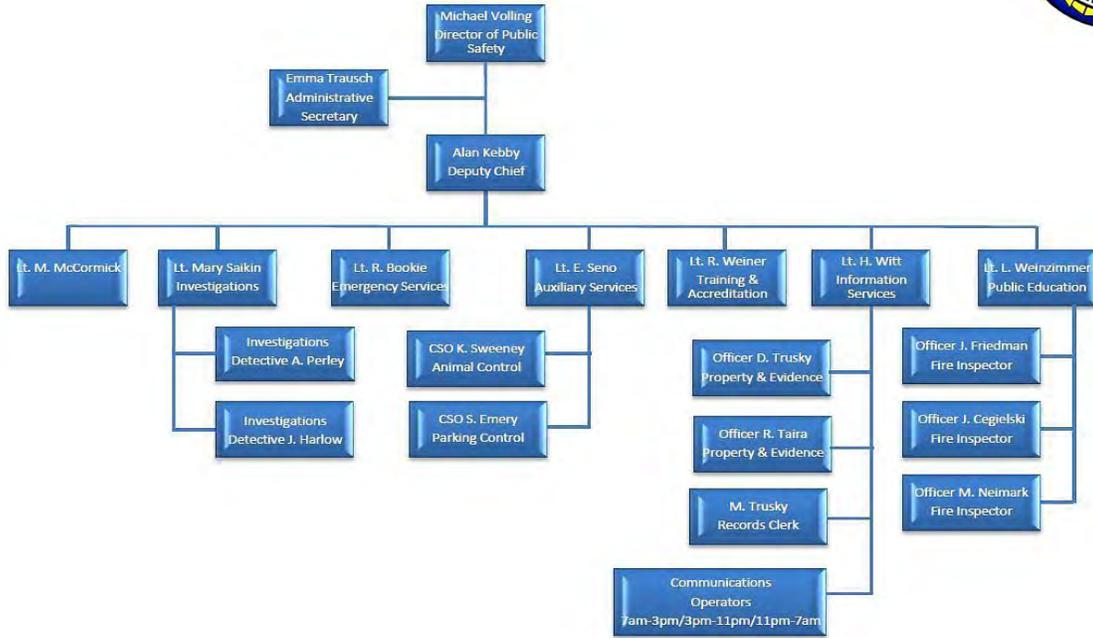
During FY 2013 routine maintenance on Village street lights in the downtown business district, the Skokie Heights and Ridges and the train station commuter parking lots continued. The department again performed annual maintenance on holiday lighting in the trees in the business district and the Dundee Road medians utilizing Park District labor provided through the Shared Services program.

Goals for Fiscal Year 2014

Routine maintenance work on Village owned streetlights and holiday lighting in the business district and the Dundee Road medians will continue.

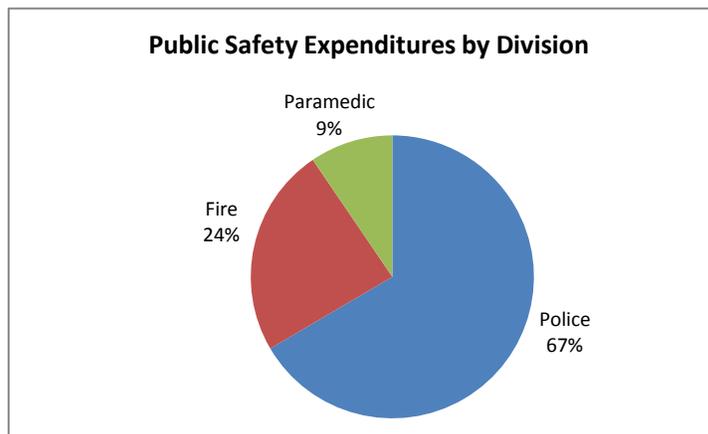


PUBLIC SAFETY DEPARTMENT



The expenditures in the table below reflect expenditures for all divisions (Police, Fire and Paramedic) that are administered by the Public Safety Department. The total budget for the Public Safety Department is \$8,319,517.

Fiscal Year 2014 Expenditures					
	Police	Fire	Paramedic	Total	Prior Fiscal Year's Budget
PERSONNEL	4,871,184	1,409,333	738,197	7,018,714	6,729,438
SERVICES	334,485	60,693	35,000	430,178	445,712
COMMODITIES	210,565	67,060	17,000	294,625	304,510
SUB-TOTAL	5,416,234	1,537,086	790,197	7,743,517	7,479,660
DEBT SERVICE	-	-	-	-	-
CAPITAL	120,000	450,000	-	570,000	120,000
SUB-TOTAL	120,000	450,000	-	570,000	120,000
OTHER	-	6,000	-	6,000	6,000
COMBINED TOTAL	5,536,234	1,993,086	790,197	8,319,517	7,605,660
TRANSFERS OUT	-	-	-	-	-
DIVISION TOTAL	5,536,234	1,993,086	790,197	8,319,517	7,605,660



For the 12 months comprising calendar year 2012, our Public Safety personnel investigated 122 Part I offenses (decrease of 22 from 2011) and 318 Part II offenses (decrease of 71), and made 318 arrests (decrease of 6). Officers issued 6,925 citations (increase of 1,942), investigated 225 motor vehicle accidents (increase of 21), processed a total of 19,037 public safety calls for service (increase of 680) and performed 1,955 fire service activities (decrease of 129). Public Safety personnel assigned to paramedic duties responded to 454 calls (increase of 5).

The Public Education Section conducted CPR training sessions for the Botanic Gardens staff, residents, and Park District employees, performed Infant Car Seat inspections and installations, instructed BASSETT Alcohol Training, Tobacco Awareness classes, and arranged various public information seminars as requested. The Department members participated in numerous area training sessions covering various emergency medical service provisions.

Department members participated in numerous public education programs, including "Officer Friendly", drug/alcohol awareness, home safety inspections, Pumpkin Day & "Halloween Safety", Smoke Trailer training for children, DUI Seminars, seat belt inspection zones, laws that effect teenage responsibility, partnered with the Parent / Teacher Organization program "Readers are Leaders", and participated in "Teens and the Law" forums with Glencoe Family Services. All members of the Department attended training sessions covering a wide range of police, fire and EMS related topics.

Our "Mission Statement", was reviewed for value and meaning during the annual Department Sensitivity & Customer Service Training Program. During this training Department members looked to expand our ability to effectively engage peers, managers and customers. We also looked to increase our awareness that we have choices, and what we choose will have an impact on the organization.

To provide the highest level of public safety services to everyone, in cooperation with the community in a partnership of equality and integrity, in a spirit of unity and mutual trust

As part of the re-accreditation for law enforcement Department members developed and adopted (December 11, 2001) the following value statement for our organization:

We, the members of the Department of Public Safety, value the training and camaraderie that allows us to perform all aspects of our job with integrity, courage, and the ability to provide service at the highest standard of excellence to all.

As a certified agency with the Commission on Fire Accreditation the Department formulated and adopted (June 01, 2002) a vision statement to act as a template for organizational goals and objectives:

The Glencoe Public Safety Department is committed to further professionalism and will be a safe, efficient, fiscally viable, pro-active provider of emergency services for law enforcement, fire suppression, rescue, emergency medical care, fire prevention, crime prevention, and public education. The Department will enhance service delivery by maintaining continual professional liaisons with various law enforcement, fire service, and medical institutions, and implementing a best practices model for law enforcement, fire service, and emergency medical assistance. The intent is to assure the overall quality of service to all occupants of the community.

G ***alvanized in our commitment to serve Glencoe.***

D ***rive to help people in need.***

P ***ride in professionalism.***

S ***ound in judgment.***

Staff appeared before Commissioners from the Commission on Fire Accreditation in August, 2009. They agreed that the Department meets all the nationally recognized standards and voted unanimously for our agency to be re-

accredited. This designation gave our Public Safety Department national recognition as the first fully integrated Public Safety Agency in the world to receive both Police and Fire accreditation status. Public Safety will again be seeking Fire re-accreditation in 2013.

Representatives from the Commission on Accreditation for Law Enforcement Agencies (CALEA) conducted an on-site review with staff for re-accreditation in January 2012. An assigned team of two law enforcement professionals spent 4 days reviewing policy and procedures, interviewing staff, conducting inspections and riding with patrol officers. A final written report was received that reported favorably on the Department. Staff appeared before the full CALEA Commission in July 2012 and was granted meritorious re-accreditation status. Public Safety has been law enforcement accredited since 1994.

Our Community Oriented Public Safety (COPS) Program, where the community was asked to be partners with the Department of Public Safety, was carried out for a sixteenth year. Staff worked with representatives from School District 35, West School, the Parent Teacher Organization and concerned parents to address traffic flow issues surrounding West School. Residents are notified of public safety concerns via the Village website, articles in the Pioneer Press, and postings on Facebook. We continue to participate in community events such as: the annual Community Food and Toy Drive, Memorial Day and 911 Observance ceremonies, Pumpkin Day, South School Day, Glencoe Education Foundation Grand Prix Bicycle Races, School District new teacher orientation day, the School District Safety Committee, and the Park District Safety Town preschool education program. The Department remains an active member in the New Trier Township Peer Jury System and sponsored a Glencoe teen for Jury participation.

The Public Safety Commission met several times throughout 2012 for the purpose of establishing a new Register of Eligible. Thirty (30) Public Safety applicants were interviewed in January 2013 for the purpose of establishing a List of eligible Public Safety candidates. The List was posted on February 22, 2013 and will remain in effect for two (2) years. The Department currently maintains an authorized staff of 33 sworn public safety officers.

The Department continues to train qualified officers as paramedics to replace those who have retired or resigned. Currently, the Department has 19 certified paramedics with a 20th Paramedic currently in training.

AUTHORIZED POSITIONS	FY 2012	FY 2013	FY 2014
DIRECTOR OF PUBLIC SAFETY	1	1	1
DEPUTY CHIEF	1	1	1
LIEUTENANT	7	7	7
OFFICER	24	24	24
COMMUNICATIONS OPERATOR	5	5	5
COMMUNITY SERVICE OFFICER	2	2	2
ADMINISTRATIVE SECRETARY	1	1	1
RECORDS CLERK	1	1	1
TOTAL	42	42	42

Proposed for FY2014

This report recognizes that any sworn officer or communications operator assigned to a patrol, fire or communications room function requires an individual who is fully trained and capable of meeting the needs of his/her assignment.

Training continues to be a cornerstone of the integrated public safety program. The proposed Budget provides training programs to keep Public Safety Officers and Communication Operators at the skill and knowledge levels necessary to perform law enforcement, fire suppression and paramedic functions. In order to meet this need, the Department has budgeted to continue participation in the Northeastern Illinois Public Safety Training Academy (NIPSTA). This facility has become a full service public safety training center. It was made available by the Village of Glenview as part of the takeover of the Glenview Naval Air Station. In 2004 the 600' X 400' driver-training pad used to train emergency vehicle operators was completed. In 2007 many of the training props were completed with formal operations beginning in the areas of: crime scene processing & laboratory, technical rescue training area, two (2) railroad tank cars, one (1) passenger rail car, a live fire training building, structural collapse simulator,

and a modular multi-level multi-building training center for both law enforcement and fire shared training usage. Public Safety officers continue to train at this facility and participate in emergency driver training of both police and fire vehicles. In 2012, two Lieutenants completed the 10 week School of Police Staff and Command conducted by the Northwestern University Center for Public Safety.

The budget continues to allow for the expansion of our Computer Aided Dispatch (CAD) and Record Management System (RMS). This provides wireless E-9-1-1 pass-through that allows 911 information, utilization of the Global Information System (GIS) and access to department and Village data via the mobile data laptops installed in each mobile unit in the field.

The budget provides for our 45th year of continued participation in the Northern Illinois Police Crime Laboratory, enabling us to receive complete crime laboratory services. Of note, the Northern Illinois Police Crime Laboratory became an "accredited" laboratory in 1997, making it the first non-profit, full service, regional laboratory in the world to earn ASCLAD/LAB Accreditation.

The Public Safety Counselor Program continues to provide emergency counseling services to the Department through Glencoe Family Counseling Services. It serves as a program that continues to be modeled by surrounding communities.

The replacement of police patrol vehicles will continue per Department policy. The Department continues participation in the Northern Illinois Police Alarm System (NIPAS) mutual aid plan, The NIPAS Emergency Services Team (EST), The NIPAS Mobile Field Force (MFF), and the Illinois Law Enforcement Alarm System (ILEAS). In addition, the Department will maintain membership in the North Regional Major Crimes Task Force (NORTAF), North Regional Burglary Task Force (NORTAF BTF), North Regional Major Crash Assistance Team (MCAT), and the North Regional Communication Network (NORCOM). These memberships will continue to provide our residents with quality investigative resources significant costs savings by sharing personnel and resources with neighboring municipalities.

The Department continues to participate in and support the Fire Department Mutual Aid Box Alarm System (MABAS) that provides a shared costing of specialized fire teams and equipment in the event of a hazardous material response, a technical rescue situation, confined space rescue, water rescue emergency, or fire scene investigations.

Staff is working to keep the Village-wide "All Hazards" (EOC) Plan current and NIMS compliant. In addition, the 911 / Emergency Operations Center is continually updated with the latest technology. We continue to hold regular EOC training exercises for all village staff members.

The Public Safety Department will continue the very successful public education section. This group provided community residents with programs on topics such as: firearms safety, home safety inspections, infant car seat inspections and installations, babysitting classes, CPR, and basic first aid. The school resource officer and the "Officer Friendly" programs will continue. This group also provides regular contact with the business community and provides continuing education in alcohol and tobacco sales to all business which sell those products in Glencoe.

POLICE SERVICES DIVISION

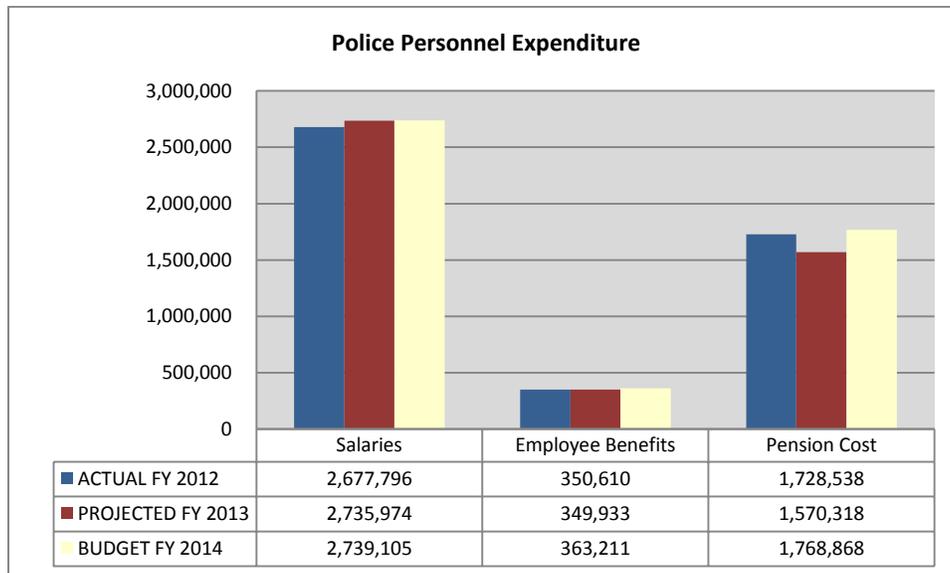
This division provides law enforcement to the community by doing the following:

- Education;
- Patrol;
- Investigation;
- Apprehension;
- Recovery of Evidence; and
- Community Services.

The Police Division enforces criminal and traffic laws on the federal, state and local levels, this includes the protection of persons and property.

These functions encompass specific areas, such as patrol and traffic, investigation, youth activities and personnel training.

DIVISION EXPENDITURE SUMMARY				
	ACTUAL FY 2012	PROJECTED FY 2013	BUDGET FY 2014	% Increase (Decrease from Projected)
Services	267,059	339,759	334,485	-1.55%
Commodities	193,760	202,800	210,565	3.83%
Subtotal	460,819	542,559	545,050	0.46%
Debt Service	-	-	-	NA
Capital	80,621	120,000	120,000	0.00%
Other	-	-	-	N/A
Transfer	-	-	-	N/A
Grand Total	541,439	662,559	665,050	0.38%



Fire Service Division

The Fire Service Division of the Public Safety Department has the responsibility to:

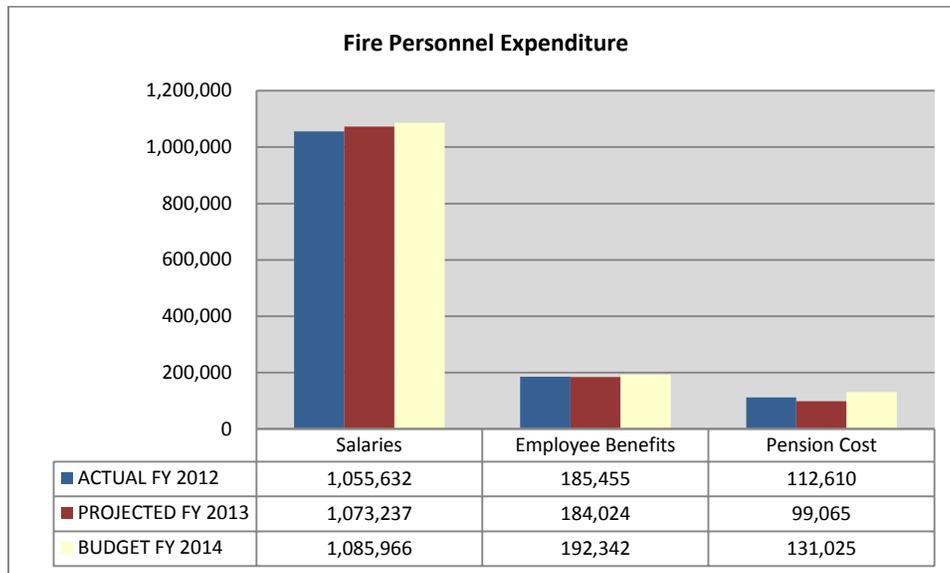
- Respond;
- Attack;
- Confine; and
- Extinguish fires when they occur with a minimal loss of life and property.

The Fire Service Division conducts fire prevention and education programs in order to:

- Reduce the incidence of fire within the community;
- Respond to and control hazardous material situations; and
- Provide underground and underwater rescue and recovery.

This division is proactive in the business community in fire prevention activities through survey and inspections in order to reduce fire safety concerns.

DIVISION EXPENDITURE SUMMARY				
	ACTUAL FY 2012	PROJECTED FY 2013	BUDGET FY 2014	% Increase (Decrease from Projected)
Services	71,282	75,807	60,693	-19.94%
Commodities	71,588	81,376	67,060	-17.59%
Subtotal	142,869	157,183	127,753	-18.72%
Debt Service	-	-	-	N/A
Capital	-	-	450,000	N/A
Other	3,881	4,500	6,000	33.33%
Transfer	-	-	-	N/A
Grand Total	146,750	161,683	583,753	261.05%

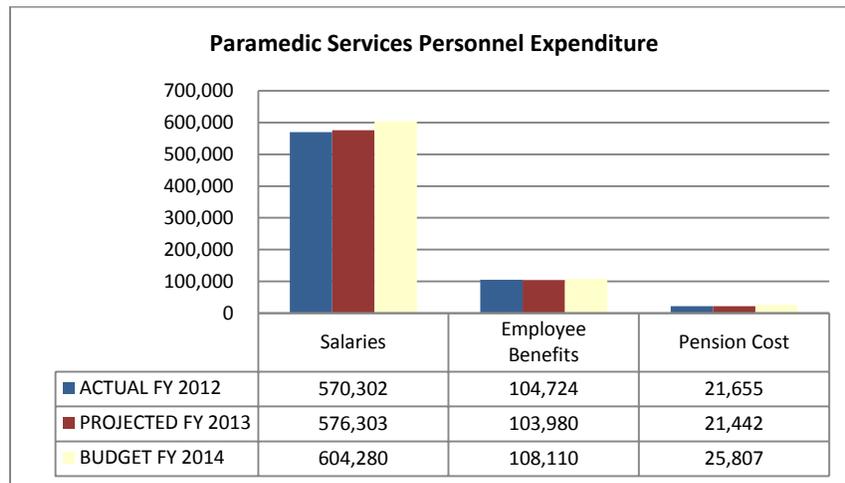


Paramedic Service Division

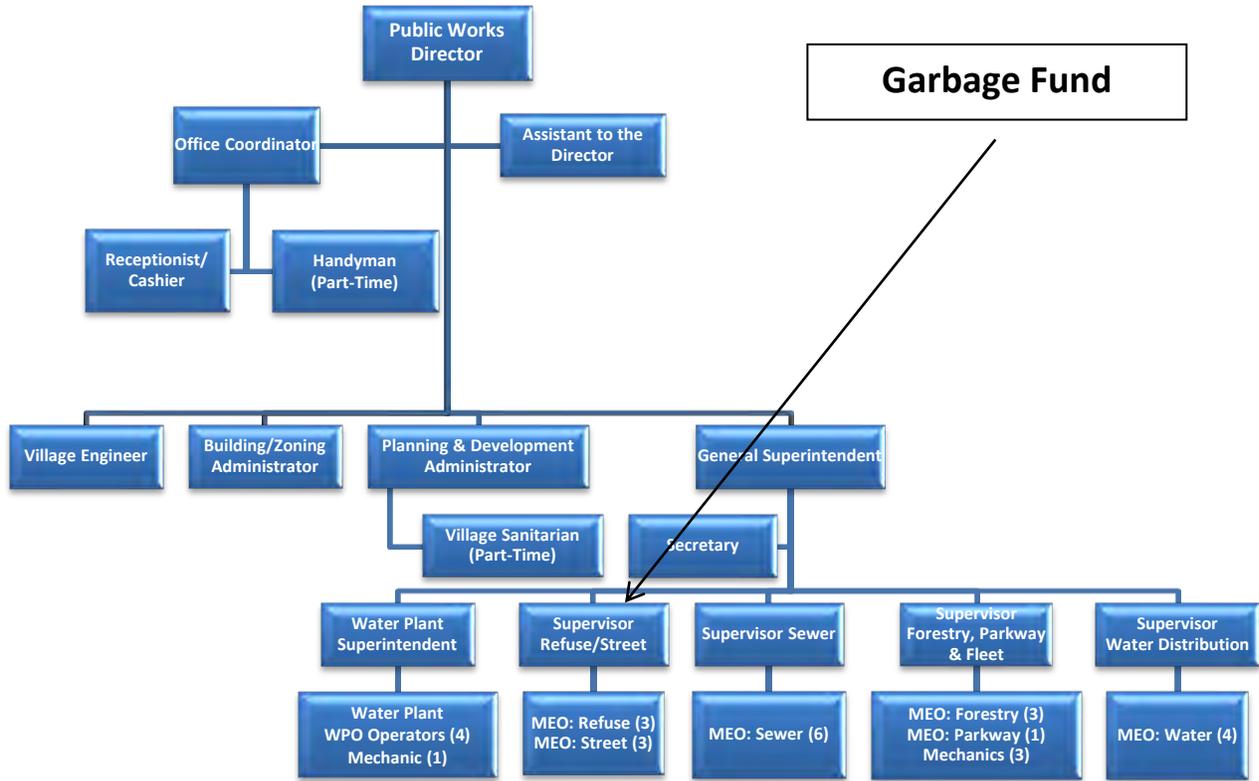
The Paramedic Service Division of the Public Safety Department provides emergency medical services in order to stabilize the condition of sick or injured persons and to ensure their transport to a medical facility with minimal effects of trauma or illness.

The Paramedic Service Division also provides education programs as may be desirable in order to increase first aid awareness in the Village.

DIVISION EXPENDITURE SUMMARY				
	ACTUAL FY 2012	PROJECTED FY 2013	BUDGET FY 2014	% Increase (Decrease from Projected)
Services	18,337	35,700	35,000	-1.96%
Commodities	22,402	19,000	17,000	-10.53%
Subtotal	40,739	54,700	52,000	-4.94%
Debt Service	-	-	-	N/A
Capital	-	-	-	N/A
Other	-	-	-	N/A
Transfer	-	-	-	N/A
				N/A
Grand Total	40,739	54,700	52,000	-4.94%

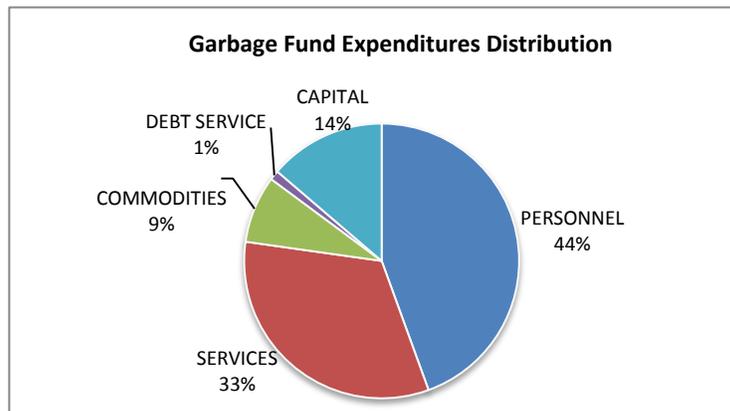


GARBAGE FUND



Fiscal Year 2014 Expenditures

	Garbage	Total	Prior Year's Budget
PERSONNEL	631,818	631,818	650,545
SERVICES	465,827	465,827	509,127
COMMODITIES	112,540	112,540	115,990
SUB-TOTAL	1,210,185	1,210,185	1,275,662
DEBT SERVICE	16,000	16,000	18,000
CAPITAL	195,000	195,000	36,000
SUB-TOTAL	211,000	211,000	54,000
OTHER	-	-	-
COMBINED TOTAL	1,421,185	1,421,185	1,329,662
TRANSFERS OUT	42,262	42,262	
DIVISION TOTAL	1,463,447	1,463,447	1,329,662



GARBAGE FUND

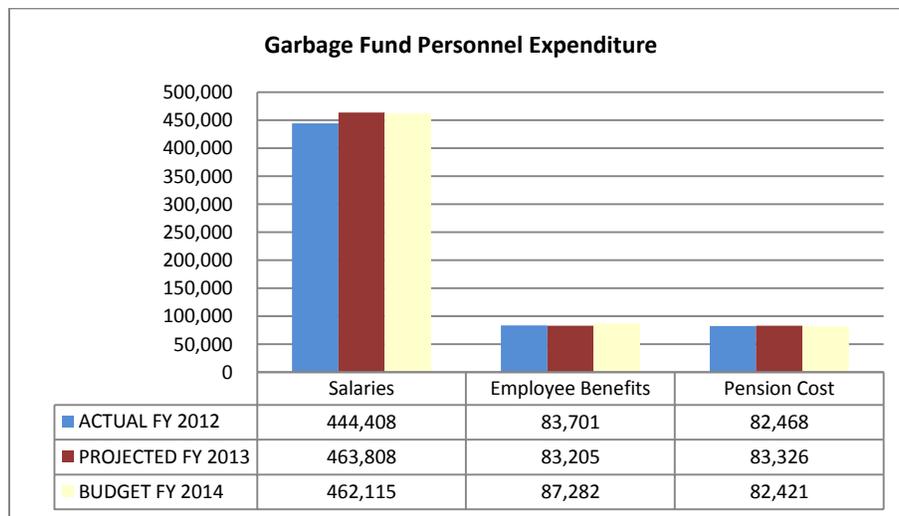
The Refuse Collection Division of the Public Works Department provides timely and orderly collection and disposal of household and business district refuse by providing one-a-week or twice-a-week back door garbage collection for our residents, and pickups as needed for our businesses.

The Division also supervises:

- Once-a-week residential curbside recycling by contract which collects aluminum cans, glass, newspaper, plastics and metal cans;
- Seasonal yard waste collection;
- Special garbage pick-ups;
- Curbside vacuum leaf collection program (seasonal), and
- Spring Clean-Up services.

The vacuum collection of leaves initiated during fiscal year 1995 is continued. Yard waste will continue to be collected at curbside weekly from April 1 – December 15.

Number of Positions Authorized			
POSITION TITLE	FY 2012	FY 2013	FY 2014
Public Works Supervisor	1	1	1
Mechanic	1	1	1
Maintenance Equipment Operator	3	3	3
FULL TIME EQUIVALENT	5	5	5



Review of Fiscal Year 2013

Per the Village’s Project Use Agreement with Solid Waste Agency of Northern Cook County (SWANCC), the Village continues to haul solid waste to the Wheeling Township Transfer Station (WTTS) operated by SWANCC. The Village continues to pay its portion of the debt service (\$3.85 per ton) for the construction of the Transfer Station facility. Disposal tipping fees were \$ 53.68 per ton in SWANCC’s FY 2013 Budget. In 2007, SWANCC negotiated a contract extension with Groot Recycling to operate the WTTS. The new contract included a Recycling Incentive Program whereby members are paid semi-annually for recyclable materials delivered to Groot. The Village received a total of \$33,389 from this program from May 2011 – April 2012. The Village approved a new 5-year Recycling Agreement for residential and commercial collection with Groot in FY 2010. Residential and commercial recycling participation remains strong.

GARBAGE FUND (continued)

Approximately 2,993 tons of refuse was collected by the Village and delivered to the WTTS in FY 2013, and approximately 1,740 tons of recyclables from the residential and business district was collected by Groot Recycling and diverted to their Elk Grove facility. In addition, approximately 152 tons of yard waste materials and 8,766 cubic yards of leaves were collected by the Village and delivered to the WTTS and the Chicago Botanic Garden.

The Village continued to provide a once-a-week backdoor residential garbage collection program in FY 2013. Residents are offered the 2nd collection on a subscription basis for an additional fee and approximately 10% of the residential properties are utilizing this service option. In addition, residents are offered a curbside only container program through the purchase of carts (35, 65 & 95-gallon) for residential garbage disposal, and over 15% of the residential properties use this service.

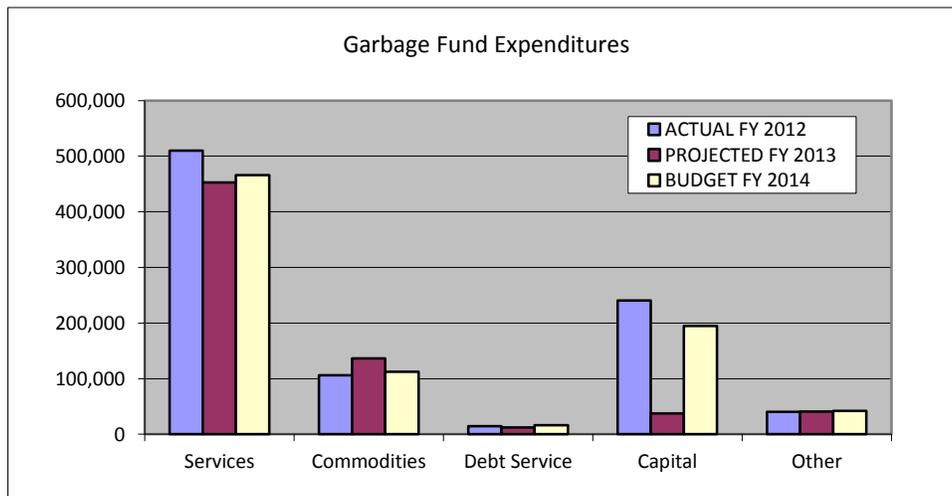
Capital equipment replaced in the Garbage Division in FY 2013 included one refuse hauler unit.

Goals for Fiscal Year 2014

The Village will continue all of its programs in the Garbage Division in FY 2014 including refuse, recycling and yard waste collection. The yard waste program will again require the purchase of stickers per bag or subscription to an annual fee for the disposal of yard waste materials. The Department expects to continue other special programs in the Garbage Division including the annual spring cleanup collection and fall curbside leaf vacuum collection programs. The total cost for the fixed cost plus operations & maintenance tipping fees at SWANCC is expected to remain at \$57.53 per ton in FY 2014.

Capital equipment proposed for replacement in FY 2014 includes one refuse packer truck.

	ACTUAL FY 2012	PROJECTED FY 2013	BUDGET FY 2014	% Increase (Decrease from Projected)
Services	509,849	453,033	465,827	2.82%
Commodities	106,048	136,240	112,540	-17.40%
Subtotal	615,896	589,273	578,367	-1.85%
Debt Service	14,745	12,000	16,000	33.33%
Capital	240,524	37,643	195,000	418.02%
Other	40,440	41,047	42,262	N/A
Transfer	-	-	-	N/A
Grand Total	911,605	679,963	831,629	22.31%



MOTOR FUEL TAX FUND

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

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

MFT FUND EXPENDITURES				
	ACTUAL FY 2012	PROJECTED FY 2013	BUDGET FY 2014	% Increase (Decrease from Projected)
Services	31,552.51	45,700	45,700	0.00%
Commodities	-	-	-	N/A
Subtotal	31,553	45,700	45,700	0.00%
Debt Service	-	-	-	N/A
Capital	246,136	394,000	-	-100.00%
Other	30,330	30,603	31,696	3.57%
Transfer	-	-	-	N/A
Grand Total	308,018	470,303	77,396	-83.54%

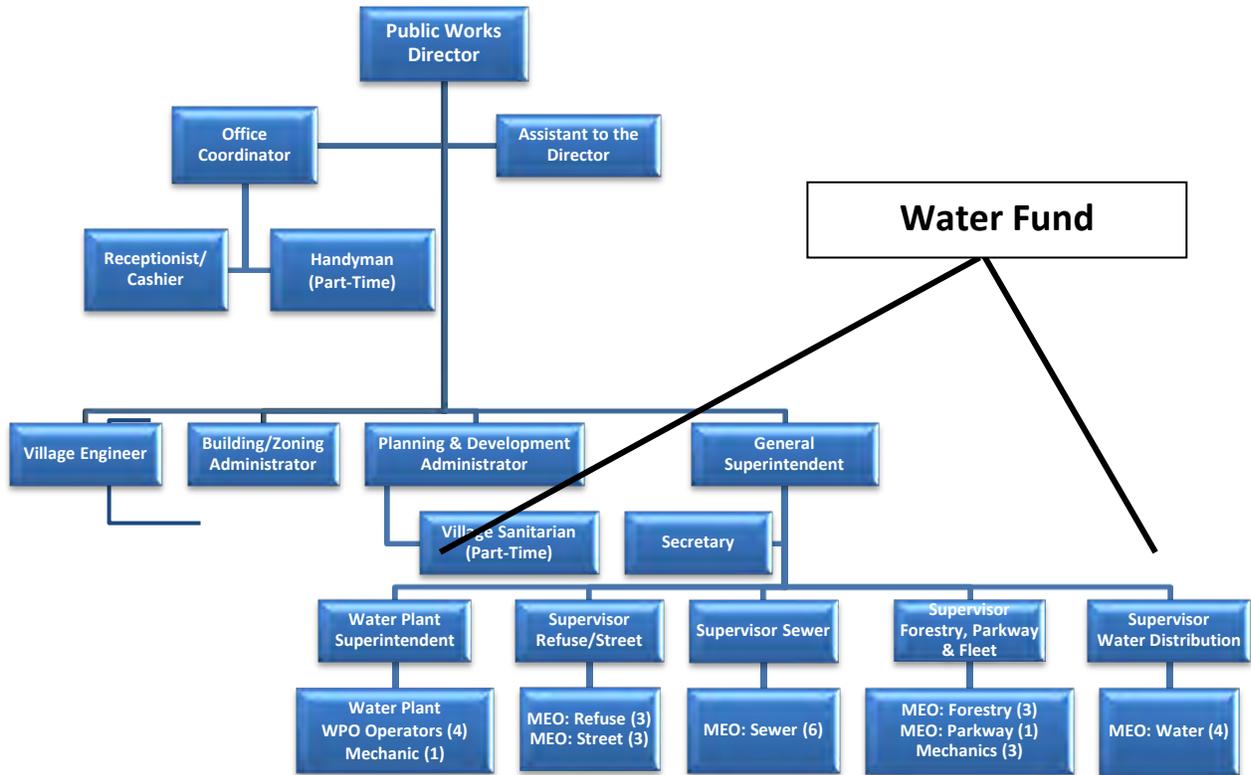
ENHANCED 9-1-1 FUND

The Enhanced 9-1-1 System Fund was established for the collection and disbursement of monies received from the telephone and cell phone surcharge of \$1.50 per month per network connection on telecommunication carriers. The Glencoe electors granted authority for the surcharge on March 17, 1992.

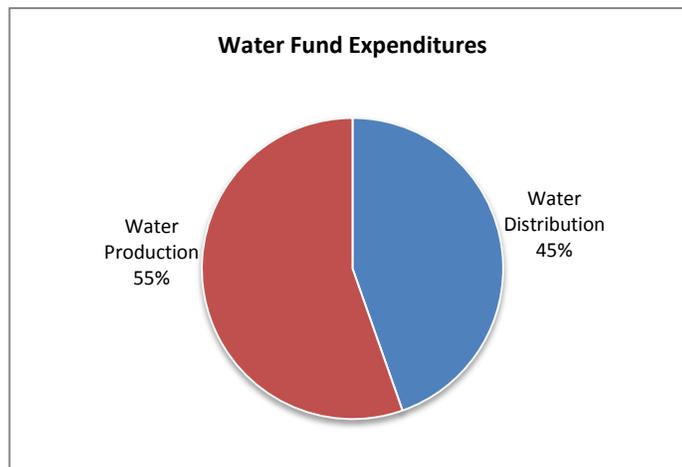
The Enhanced 9-1-1 System Fund is governed by the Village Board of Trustees and finances implementation and maintenance of an Enhanced 9-1-1 Emergency Telephone System in the Village of Glencoe.

E911 FUND EXPENDITURES				
	ACTUAL FY 2012	PROJECTED FY 2013	BUDGET FY 2014	% Increase (Decrease from Projected)
Personnel	46,876	52,264	53,628	2.61%
Services	49,425	71,029	71,029	0.00%
Commodities	27,674	60,771	52,271	-13.99%
Subtotal	123,974	184,065	176,929	-3.88%
Debt Service	-	-	-	N/A
Capital	29,747	20,000	15,000	-25.00%
Other	-	-	-	N/A
Transfer	-	-	-	N/A
Grand Total	153,721	204,065	191,929	-5.95%

WATER FUND



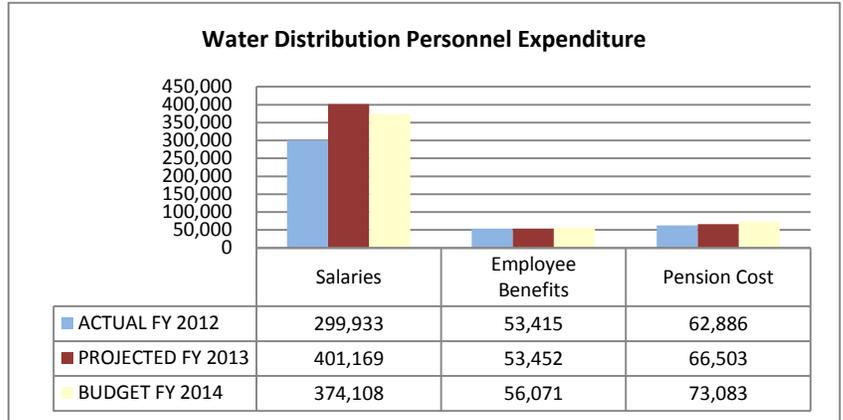
Fiscal Year 2014 Expenditures				
	Water Distribution	Water Production	Total	Prior Year's Budget
PERSONNEL	503,262	623,840	1,127,102	1,099,734
SERVICES	117,695	180,740	298,435	412,175
COMMODITIES	51,100	110,000	161,100	146,050
SUB-TOTAL	672,057	914,580	1,586,637	1,657,959
DEBT SERVICE	193,000		193,000	96,595
OTHER EXPENSE	-	69,000	69,000	69,000
CAPITAL	36,000	140,000	176,000	2,970,000
FINANCING USE	21,131	21,131	42,262	20,524
SUB-TOTAL	250,131	230,131	480,262	3,156,119
DIVISION TOTAL	922,188	1,144,711	2,066,899	4,814,078



WATER DISTRIBUTION DIVISION

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

- Regular and emergency maintenance of the 49 miles of the distribution system;
- Water meter installation;
- Maintenance to 450 fire hydrants (these hydrants are of vital use to the Public Safety Department);
- Water meter reading services;
- Water main replacement; and
- Capital improvement projects.



The primary goal of our Water Distribution Division is the continued supply of the highest quality water to our residents, uninterrupted and in sufficient volume and pressure.

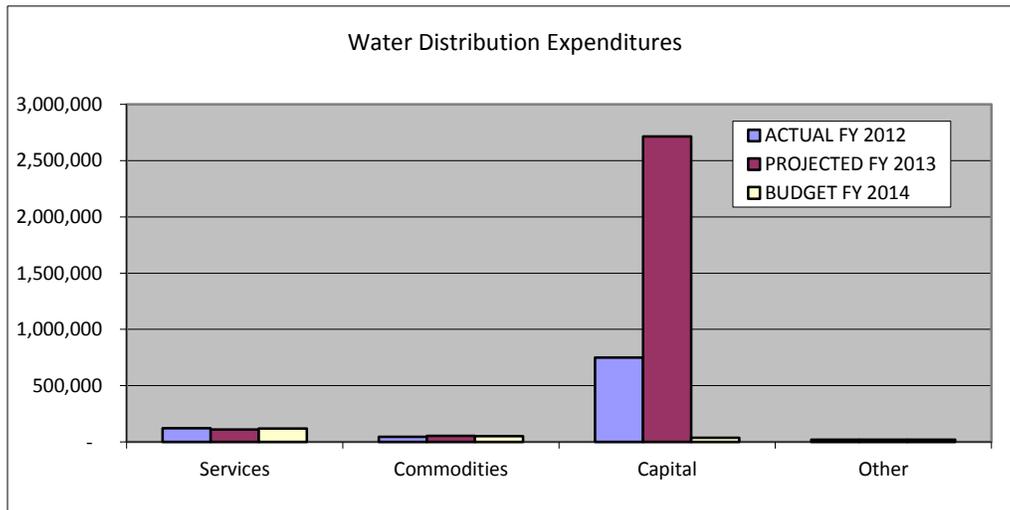
Review of FY 2013

Capital improvements in Water Distribution in FY 2013 primarily included completion of the IEPA Public Water Supply Loan Program funded water system improvements. Work began in late in 2011 and continued with the completion of 7 water main street locations during the 2012 construction season. The most significant of these projects was the installation of over 5,000 feet of new 12-inch water main on Sheridan Road north of Beach Road.

Other capital improvements completed in FY 2013 included structural repairs to the foundation pier caps of the elevated water storage tank on Frontage Road.

Goals for Fiscal Year 2014

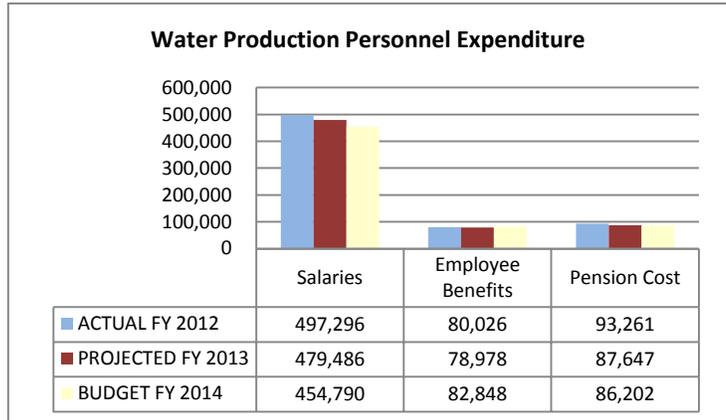
Capital equipment scheduled for replacement in FY 2014 includes a one-ton Utility Truck.



WATER PRODUCTION DIVISION

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

- Provides and maintains quality drinking water throughout our Village's 49 miles of water main;
- Provides water in sufficient quantity; and
- Provides pressure to meet consumer needs with a minimum of service interruptions.



The Water Production Division must meet all requirements of State and Federal agencies, such as:

- Illinois Department of Public Health;
- Illinois Environmental Protection Agency - Division of Public Water Supplies;
- U.S. Environmental Protection Agency; and
- Metropolitan Water Reclamation District of Greater Chicago.

The Village of Glencoe Water Plant is operated by State-Certified personnel. Operations include daily lab tests which include twice-a-week sampling of the distribution system to assure compliance with Federal, State and Local requirements.

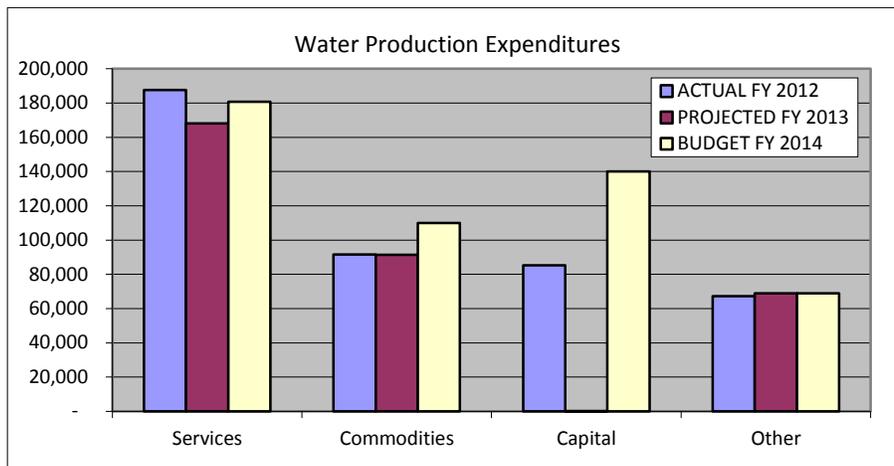
Review of Fiscal Year 2013

Capital improvements scheduled in FY 2013 included the upgrade/replacement of the Water Plant HVAC system. This work was deferred and a Water System Master Plan was initiated.

Goals for Fiscal Year 2014

FY 2014 Capital Improvements in the Water Production Division include the completion of the initial phase of a Water System Master Plan to evaluate the long term needs of the existing Plant infrastructure, processes and systems. Also included are the replacement of filter valves and upgrades to the filter to waste system.

Capital Equipment scheduled for replacement in FY 2014 includes an administrative vehicle.



DEBT SERVICE FUND

FY 2013

<u>FY</u>	<u>Original Issue</u>	<u>Beginning Balance</u>	<u>Issuances</u>	<u>Retirements</u>	<u>Ending Balance</u>
2005	1,850,000	825,000	-	195,000	630,000
2009	7,400,000	7,400,000	-	945,000	6,455,000
2012	8,550,000	-	8,550,000	-	8,550,000
	17,800,000	8,225,000	8,550,000	1,140,000	15,635,000

FY 2014

<u>FY</u>	<u>Original Issue</u>	<u>Beginning Balance</u>	<u>Issuances</u>	<u>Retirements</u>	<u>Ending Balance</u>
2005	1,850,000	630,000	-	205,000	425,000
2009	7,400,000	6,455,000	-	980,000	5,475,000
2012	8,550,000	8,550,000	-	-	8,550,000
	17,800,000	15,635,000	-	1,185,000	14,450,000

FUND PURPOSE

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

FUND HIGHLIGHTS

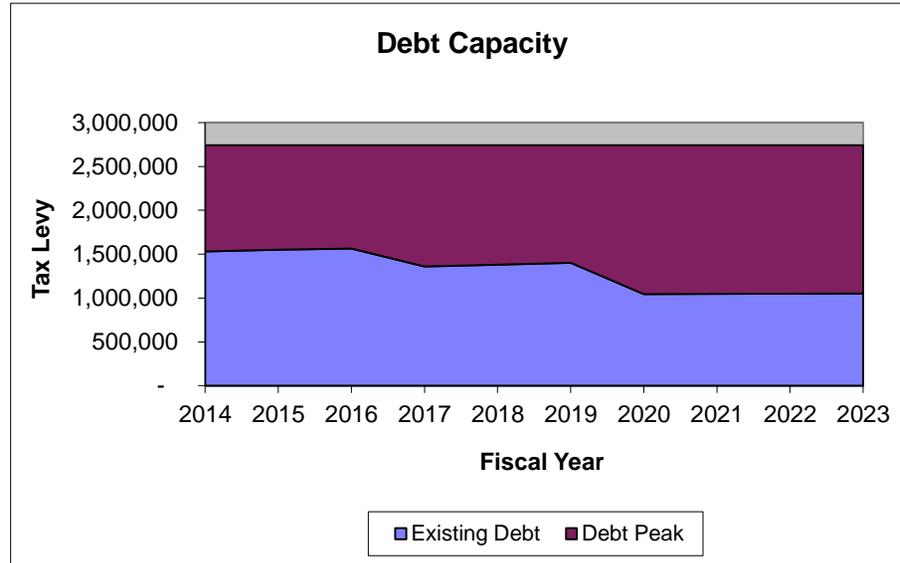
At the end of Fiscal Year 2013 the Village debt balance was \$15.6 Million. Absent any new issuances of debt, the debt balance will be \$14.4 Million at the end of Fiscal Year 2014.

The Village preserves its limited tax bond authority as an emergency reserve. Beginning Tax Year 2009 (Fiscal Year 2011) the annual extension limit increases by the percentage change in the CPI. Since the legislation allowing the increase in the extension limit, that limit has increased from \$501,555 to \$538,837. The Village is using approximately \$225,000 of this authority already. The full limit will be restored beginning Fiscal Year 2017.

EXISTING DEBT SERVICE TAX LEVY PROJECTION
FISCAL YEAR 2014 THROUGH FISCAL YEAR 2023

<u>SERIES</u>	<u>RETIREMENT DATE</u>	<u>ORIGINAL DEBT</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
2005	Dec-15	1,850,000	225,475	223,813	221,988	-	-	-	-	-	-	-
2009	Dec-18	7,400,000	1,127,108	1,142,508	1,157,208	1,174,895	1,195,370	1,216,995	-	-	-	-
2012	Dec-27	8,550,000	178,319	185,000	185,000	185,000	185,000	185,000	1,045,000	1,047,800	1,050,200	1,052,200
Annual Tax Levy			1,530,902	1,551,321	1,564,196	1,359,895	1,380,370	1,401,995	1,045,000	1,047,800	1,050,200	1,052,200
Annual Tax Levy per \$10K EAV			15.86	15.61	15.28	12.90	12.71	12.53	9.07	8.83	8.59	8.36

Total Original Debt 21,690,000



ANNUAL PRINCIPAL PAYMENT ON EXISTING G.O. DEBT SERVICE
FISCAL YEAR 2014 THROUGH FISCAL YEAR 2023

SERIES	RETIREMENT DATE	ORIGINAL DEBT	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
2005	Dec-15	1,850,000	190,000	195,000	205,000	210,000	215,000	-	-	-	-	-	-	-
2009	Dec-18	7,400,000	-	945,000	980,000	1,015,000	1,050,000	1,090,000	1,135,000	1,185,000	-	-	-	-
2012	Dec-27	8,550,000	-	-	-	-	-	-	-	-	860,000	880,000	900,000	920,000
Annual Principal Payment			1,805,000	1,140,000	1,185,000	1,225,000	1,265,000	1,090,000	1,135,000	1,185,000	860,000	880,000	900,000	920,000

Principal Balance

March 1	10,030,000	8,225,000	15,635,000	14,450,000	13,225,000	11,960,000	10,870,000	9,735,000	8,550,000	7,690,000	6,810,000	5,910,000
February 28 (29)	8,225,000	15,635,000	14,450,000	13,225,000	11,960,000	10,870,000	9,735,000	8,550,000	7,690,000	6,810,000	5,910,000	4,990,000
Equalized Assessed Valuation (1) 3.0% Annual Increase	1,046,542,615	936,967,754	965,076,787	994,029,090	1,023,849,963	1,054,565,462	1,086,202,426	1,118,788,498	1,152,352,153	1,186,922,718	1,222,530,400	1,259,206,312
G.O. Debt Limit - 10.00% of EAV	104,654,262	93,696,775	96,507,679	99,402,909	102,384,996	105,456,546	108,620,243	111,878,850	115,235,215	118,692,272	122,253,040	125,920,631
Legal G.O. Debt Margin On 2/28 (29)	96,429,262	78,061,775	82,057,679	86,177,909	90,424,996	94,586,546	98,885,243	103,328,850	107,545,215	111,882,272	116,343,040	120,930,631
Long Term Debt Per Capita (Assumes Constant Population of 8,723)	942.91	1,792.39	1,656.54	1,516.11	1,371.09	1,246.13	1,116.02	980.17	881.58	777.13	674.43	569.44
Long Term Debt per \$10,000 EAV	78.59	166.87	149.73	133.04	116.81	103.08	89.62	76.42	66.73	57.38	48.34	39.63

Interest Payments

SERIES	RETIREMENT DATE	ORIGINAL DEBT	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
2005	Dec-15	1,850,000	32,988	26,813	20,475	13,813	6,988	-	-	-	-	-	-	-
2009	Dec-18	7,400,000	166,008	166,008	147,108	127,508	107,208	84,895	60,370	31,995	-	-	-	-
2012	Dec-27	8,550,000	-	-	178,319	185,000	185,000	185,000	185,000	185,000	185,000	167,800	150,200	132,200
Annual Principal Payment			198,995	192,820	345,902	326,320	299,195	269,895	245,370	216,995	185,000	167,800	150,200	132,200
Interest as % of Prin. Balance			1.98%	2.34%	2.21%	2.26%	2.26%	2.26%	2.26%	2.23%	2.16%	2.18%	2.21%	2.24%

VILLAGE OF GLENCOE
LIMITED TAX BOND AUTHORITY

Annual Extension Available (1)	538,837
Annual Extension Obligated	225,000
Available for Debt Service	313,837
Rate	3.00%

Terms (Yrs)	10	15	20
Annual Payment	313,592	313,706	313,561
Issuance Amount	2,675,000	3,745,000	4,665,000 (1)

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

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

2011 EAV	936,967,754
1/2 or 1.0% Authority (2)	4,684,839
Limited Tax Bond Balance (3)	825,000
Remaining 1/2% Authority	3,859,839

Note

- (1) Beginning Tax Year 2009, the available extension increases by CPI.
- (2) Outstanding principal balance reduces this amount available.
- (3) As of 1/1/2012

INCREASE IN EXTENSION AUTHORITY

<u>Fiscal Year</u>	<u>Limit</u>	<u>% Change</u>
2010	501,555	N/A
2011	502,056	0.10%
2012	515,612	2.70%
2013	523,346	1.50%
2014	538,837	2.96%

VILLAGE OF GLENCOE
ANALYSIS OF DEBT SERVICE CAPACITY

March 1, 2013

Analysis of Debt Capacity

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

As a special charter community, the Village can legally issue debt service up to 10% of the assessed value within the Village. Projected as of February 28, 2014, this limit will be \$96.5 Million. At that time, the Village will have \$14.5 Million in debt applicable to the limit leaving a legal debt margin of \$82.0 Million.

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

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

The Village also has limited tax authority based upon the amount of property tax extension used to pay for non-referendum debt service at the time tax cap legislation was enacted in the early 1990's. The law provides that non-referendum debt can be replaced without referendum. Originally, the Village could issue debt with annual debt service payments up to \$501,000 without referendum. Beginning Tax Year 2009 (Fiscal Year 2011) the extension cap increases annually by the same CPI as property tax extension under Property Tax Extension Limitation Law (PTELL). During Fiscal Year 2014 the limited tax debt cap is \$538,837

In 2005 the Village issued \$1.85 Million in limited tax debt for sewer work using up \$225,000 of that authorization, leaving approximately \$313,800. Assuming 3.0% interest, the Village can issue debt from approximately \$2.6 Million in 10 year term bonds to \$3.7 Million in 15 year term bonds so long as the annual debt service remains at \$313,800 and the total issuance is under the ½ of 1% limit of \$3.8 Million. As the 2005 series bonds are retired, the capacity is restored to the maximum level.

Beginning in Fiscal Year 2011, the debt service begins to drop from an annual average of about \$2.7 Million to approximately \$1.3 Million during Fiscal Year 2013. During Fiscal Year 2013 the Village issued \$8.550 Million on general obligation bonds for various infrastructure improvements. The debt on the 2012 issuance was structured to pay interest only until the 2009 Bonds are retired. Therefore, there is the ability to structure future debt and maintain debt levels within acceptable limits. Structuring debt to pay new principal as old principal matures maintains the level debt schedule but increases the interest cost of such issuances.

Policy Considerations

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

Element	Practice
Debt Payment Schedule	Typically when debt has been issued, the schedule has been structured to minimize fluctuation in the existing debt schedule.
Type of Debt	<p>Debt has typically been voter approved general obligation debt.</p> <p>The enterprise funds (Water and Golf) have issued debt backed by the Village called alternate revenue debt service. With alternate revenue debt, some revenue source is pledged to pay the debt. If the pledged revenue falls short, the property taxes are collected to pay the required debt service. There is no referendum with alternate revenue debt, unless a petition is filed with sufficient signatures to require one. The Village has never had a referendum on alternate revenue debt issuances.</p> <p>The Village also has the ability to issue limited tax debt without referendum up to an annual debt service payment of \$538,837 per year. The Village has already used approximately \$225,000 of this debt through Fiscal Year 2016.</p>
Limited Tax Debt	The Village Board has discussed maintaining the limited tax debt authority as an emergency reserve.
Term of Debt	Typically the schedule is no longer than 10 years or as otherwise determined to be an appropriate length for the type of asset or improvement financed.
Maximum annual debt service	No policy maximum set. Fiscal Year 2010 and Fiscal Year 2011 debt is approximately \$2.7 Million (prior to abatements).
Use of Debt Service	Typically debt has been issued for projects such as streets, sewers, water main, or major equipment (such as fire engine replacement) or to refund existing debt where financial conditions are favorable.

Village of Glencoe
Long Range Capital Inventory
From FY 2014 through FY 2023

Revised: May 31, 2012
May 10, 2012

Table of Contents

Summary Narrative

Exhibit I – Summary of Capital Plan by Program Type (All Fund Types)

Exhibit II – Summary of Capital Plan by Program Type and Year (All Funds)

Exhibit III – Capital Plan 2023 Summary (Chart)

Exhibit IV – Identified Draft 2013 Bond Program

Exhibit V-Allocation of Cost to Anticipated Funding Source

Exhibit VI – Inventory Cost-To-Replace-New Value

Exhibit VII – Debt Capacity and Issuance Amount

Other Information

1. Summary of Proposed 2013 Bond Program
2. Analysis of Debt Service Capacity (March 1, 2012)
3. Detail list of projects in Exhibit IV.

Summary

This document presents the Village's long range capital inventory as of May 31, 2012. The Plan is organized by program type (i.e. building & grounds, etc) and more specifically later as specific projects (i.e. street resurfacing, etc).

The plan identifies project expenditures at the time when the need is contemplated. The plan does not assess the availability of funding or the type of funding. Any reference to funding source is more attributable to the accounting fund which would report any funding activity (i.e. water fund accounting for purchase of water utility assets, etc.)

Presentation of materials in this format will allow the Village Board to review the inventory and assess the funding strategy as a next step.

Items of Note

The following are major items of note:

1. This inventory (once finalized) will be included as part of the Fiscal Year 2014 Budget to be considered by the Village Board later in the year.
2. Last year's plan spanned from FY 2013 through FY 2022. This year's plan pushes one year forward in advance of the year to be budgeted and spans from FY 2014 through FY 2023.
3. Plan 2023 has increased by \$3,534,048 from Plan 2022.

Exhibit I

Streets, vehicles, water main and equipment represent the largest category of expense contemplated. Of the \$22.3 Million plan total, infrastructure improvements represent 55.4%, buildings & equipment represent 15.5% and vehicles represent 29.1%.

Sewer projects increased by over \$4.8 Million from the prior plan, vehicle purchases increased \$631,048 from the prior plan, parking improvements increased \$225,000 from the prior plan, building and grounds improvements increased \$95,000 from the prior plan and streets increased \$25,000 from the prior plan. All other categories decreased from the prior plan amounts

Last year's plan included nearly \$18.8 Million in expenditures, infrastructure improvements represented 50.7%, buildings & equipment represented 18.1% and vehicles represented 31.2%

Exhibit II

This year's plan includes average annual expenditures of \$2,234,785 per year and ranges from \$1,092,800 in Fiscal Year 2020 to \$5,929,000 in Fiscal Year 2015. \$2.6 Million of the Fiscal Year 2015 amount is related to storm sewer upgrades. The amount of spending at the beginning of the current plan contemplates use of bond proceeds yet to be approved.

Last year's plan included annual expenditure averages \$1,881,380 per year and ranges from \$1,000,500 in Fiscal Year 2019 to \$3,610,000 in Fiscal Year 2013.

Exhibit III

This exhibit presents Exhibit II visually.

Exhibit IV

Storm sewer upgrades, street resurfacing (including Green Bay Road), sanitary sewer work and Public Safety vehicles and other vehicles make up 61.2% of the total \$22.3 Million in projects. After the above mentioned projects, no individual project category is greater than \$964,500 or 4.3% of the inventory total.

Exhibit IV-A

Of the projects identified for a potential bond program, storm sewer upgrades, street improvements and sanitary sewer improvements make up 87.4% of the \$7,950,000 project total. Street improvements identified for bond program does not include the Green Bay Road Project.

Exhibit V

This exhibit shows distribution of the CIP to the accounting fund that provides the respective service. Additionally, nearly \$7,950,000 Million of the items listed in the CIP are identified as bond proceeds. Most of these projects are street, sewer and sidewalk work. Approximately \$1.8 Million in projects are identified with funding sources to be

determined and \$800,000 of the total \$1.2 Million Green Bay Road Project is expected to come from federal funds leaving a local match of \$400,000.

Exhibit VI

This exhibit includes two tables. The first table represents a calculation of the cost to replace the existing inventory of sanitary sewer, sidewalks, streets and water main. This hypothetical cost is \$58.1 Million. The second table represents the annual cost of replacing the inventory. If the inventory was replaced in accordance with the useful anticipated life of the asset, the cost would be approximately \$1.6 Million per year.

Exhibit VII

This exhibit shows the recent history of debt payments made by the Village. In Fiscal Year 2011 the total debt payment was \$2.6 Million. The annual debt to be paid during Fiscal Year 2013 is \$1.3 Million. The proposed 2013 bond program would increase the annual debt by nearly \$932,000 to \$2.26 Million, still less than the Fiscal Year 2011 level. The dollar amount of the proposed bond program represents 75.2% of the total inventory in the identified project categories. Storm sewer upgrades would be entirely funded by bond proceeds all other projects would be funded by other financing sources.

Exhibit I
Village of Glencoe
Long Range Financial Plan

Summary of Capital Plan by Program Type (All Fund Types)

<u>Program Type</u>	PRIOR		PROPOSED	
	Plan 2022 <u>Cost</u>	% of <u>Total</u>	Plan 2023 <u>Cost</u>	% of <u>Total</u>
Building & Grounds	1,057,000	5.6%	1,152,000	5.2%
Equipment	1,901,300	10.1%	1,764,300	7.9%
Forestry	250,000	1.3%	125,000	0.6%
Parking	200,000	1.1%	425,000	1.9%
Sewer	1,525,000	8.1%	6,350,000	28.4%
Sidewalks	955,000	5.1%	500,000	2.2%
Streets	4,900,000	26.0%	4,925,000	22.0%
Vehicles	5,875,500	31.2%	6,506,548	29.1%
Water Main	2,150,000	11.4%	600,000	2.7%
Total - All Fund Types	18,813,800	100.0%	22,347,848	100.0%

<u>Program Category</u>				
Bldg. & Equip.	3,408,300	18.1%	3,466,300	15.5%
Vehicles	5,875,500	31.2%	6,506,548	29.1%
Infrastructure	9,530,000	50.7%	12,375,000	55.4%
Total - All Fund Types	18,813,800	100.0%	22,347,848	100.0%

<u>Program Type</u>	<u>\$ Change from Prior Plan</u>
Building & Grounds	95,000
Equipment	(137,000)
Forestry	(125,000)
Parking	225,000
Sewer	4,825,000
Sidewalks	(455,000)
Streets	25,000
Vehicles	631,048
Water Main	(1,550,000)
Change from prior plan	3,534,048

Exhibit II
Village of Glencoe
Long Range Capital Inventory (from FY 2014 through FY 2023)

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

All Funds Program Type	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	Total
Building & Grounds	95,000	150,000	182,000	120,000	230,000	-	20,000	300,000	20,000	35,000	1,152,000
Equipment	187,500	352,000	87,000	134,000	420,000	135,000	168,800	100,000	70,000	110,000	1,764,300
Forestry	-	25,000	25,000	25,000	25,000	25,000	-	-	-	-	125,000
Parking	-	-	-	425,000	-	-	-	-	-	-	425,000
Sewer	2,250,000	2,650,000	850,000	-	-	150,000	-	200,000	-	250,000	6,350,000
Sidewalks	100,000	100,000	-	-	100,000	-	100,000	-	100,000	-	500,000
Streets	1,000,000	2,200,000	-	-	-	450,000	300,000	475,000	-	500,000	4,925,000
Vehicles	1,104,500	452,000	627,000	668,500	477,048	756,000	304,000	729,000	794,500	594,000	6,506,548
Water Main	-	-	-	-	200,000	-	200,000	-	200,000	-	600,000
Total All Funds	4,737,000	5,929,000	1,771,000	1,372,500	1,452,048	1,516,000	1,092,800	1,804,000	1,184,500	1,489,000	22,347,848

All Funds Program Category	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	Total
Bldg. & Equip.	282,500	527,000	294,000	704,000	675,000	160,000	188,800	400,000	90,000	145,000	3,466,300
Vehicles	1,104,500	452,000	627,000	668,500	477,048	756,000	304,000	729,000	794,500	594,000	6,506,548
Infrastructure	3,350,000	4,950,000	850,000	-	300,000	600,000	600,000	675,000	300,000	750,000	12,375,000
Total	4,737,000	5,929,000	1,771,000	1,372,500	1,452,048	1,516,000	1,092,800	1,804,000	1,184,500	1,489,000	22,347,848
Prior Year Plan	1,892,500	1,582,500	2,241,000	1,416,500	2,266,000	1,000,500	1,672,800	1,476,000	1,656,000	N/A	

\$ Difference From Prior Plan	2014-22 Plan Portion Comparison to Prior Plan										
	Current	Prior	Difference	Current	Prior	Difference	Current	Prior	Difference	Current	
	2,844,500	4,346,500	(470,000)	(44,000)	(813,952)	515,500	(580,000)	328,000	(471,500)		

Average	2014-22 Plan Portion Comparison to Prior Plan									
	Current	Prior	Difference	Current	Prior	Difference	Current	Prior	Difference	Current
2,234,785	20,858,848	15,203,800	5,655,048	20,858,848	15,203,800	5,655,048	20,858,848	15,203,800	5,655,048	20,858,848

Exhibit III

Capital Plan 2023 Summary

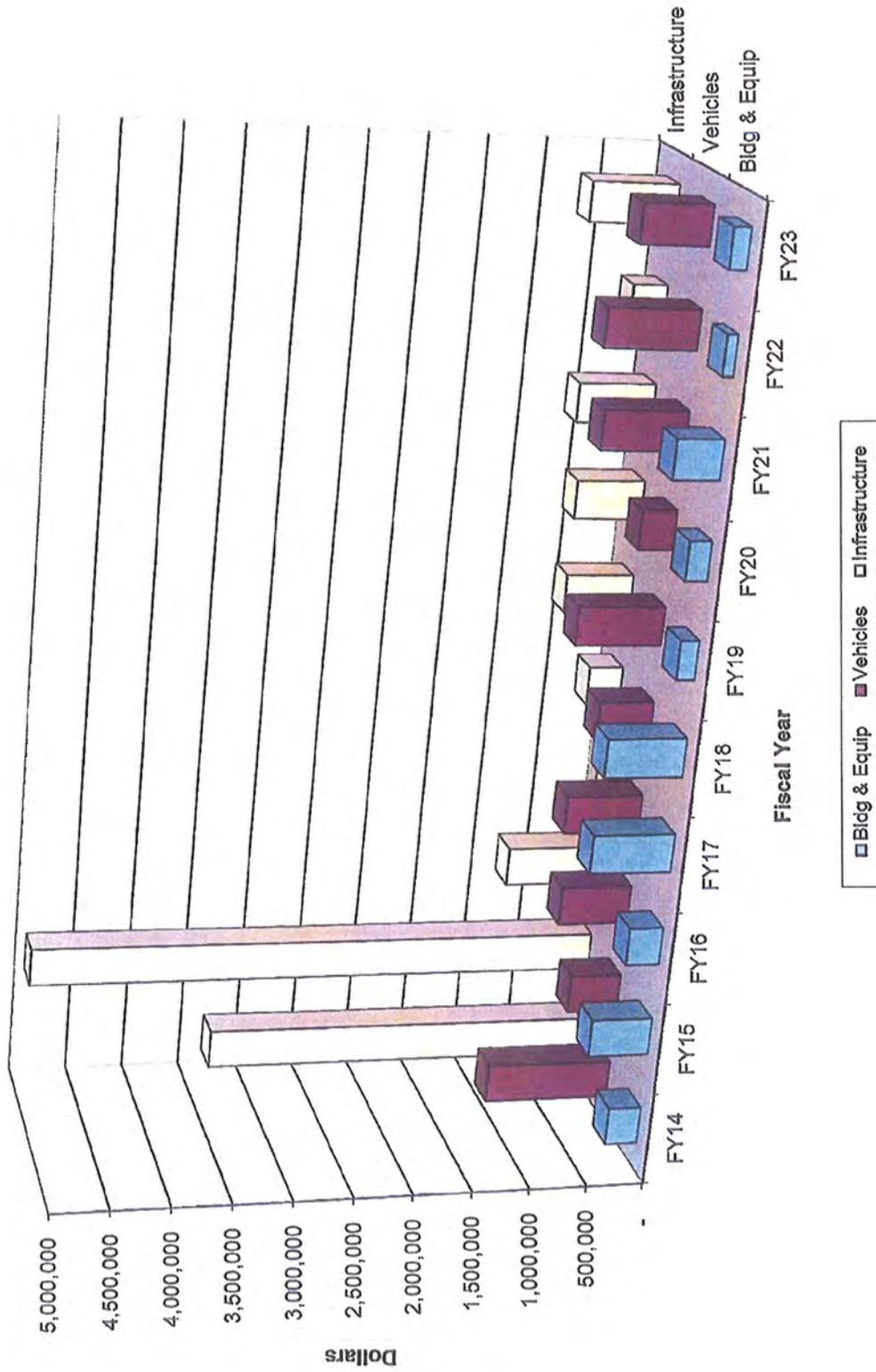


Exhibit IV

Village of Glencoe
Long Range Capital Inventory

Total Project Costs from Fiscal Year 2014 through Fiscal Year 2023

Code	Program Name	Prior Plan Inventory	Current Plan Inventory	\$ Change From Prior	Current	
					% of Total	Accum. %
10-001	Storm Sewer Upgrades	-	4,950,000	4,950,000	22.1%	22.1%
06-001	Street Resurfacing - Local Streets	3,800,000	3,725,000	(75,000)	16.7%	38.8%
04-001	Sanitary Sewer Upgrades	1,500,000	1,400,000	(100,000)	6.3%	45.1%
07-013	Other Vehicles	1,152,000	1,370,048	218,048	6.1%	51.2%
06-005	Green Bay Road	700,000	1,200,000	500,000	5.4%	56.6%
07-008	Public Safety Vehicles	836,000	1,031,500	195,500	4.6%	61.2%
07-005	Dump Trucks	996,000	964,500	(31,500)	4.3%	65.5%
07-001	Refuse Packers	758,000	922,000	164,000	4.1%	69.6%
01-009	Facility Improvements	450,000	890,000	440,000	4.0%	73.6%
02-007	Sewer Equipment	635,000	678,000	43,000	3.0%	76.7%
02-001	911 System Equipment	495,000	610,000	115,000	2.7%	79.4%
08-001	Distribution Mains	2,150,000	600,000	(1,550,000)	2.7%	82.1%
05-001	Residential Sidewalks	955,000	500,000	(455,000)	2.2%	84.3%
07-010	Fire Engine	425,000	450,000	25,000	2.0%	86.3%
03-003	Temple Court Parking	200,000	425,000	225,000	1.9%	88.2%
07-009	Sidewalk Tractors	292,000	309,000	17,000	1.4%	89.6%
02-015	Water Plant Equipment	307,000	307,000	-	1.4%	91.0%
07-003	Ambulance	210,000	210,000	-	0.9%	91.9%
07-006	End Loaders	194,000	194,000	-	0.9%	92.8%
02-008	Radio Replacement	146,800	185,800	39,000	0.8%	93.6%
07-004	Street Sweeper	175,000	175,000	-	0.8%	94.4%
02-006	Lap Top Computers - PS	145,000	165,000	20,000	0.7%	95.1%
01-010	Contaminant Early Detection System	160,000	160,000	-	0.7%	95.9%
07-012	Pothole Patch Truck	130,000	130,000	-	0.6%	96.4%
09-002	Tree Replacement	250,000	125,000	(125,000)	0.6%	97.0%
01-007	UV Disinfection System	120,000	120,000	-	0.5%	97.5%
02-009	Leaf Program Equipment	105,000	105,000	-	0.5%	98.0%
02-011	Furniture Upgrade	81,000	81,000	-	0.4%	98.4%
02-005	Squad Car Video Cameras	80,000	80,000	-	0.4%	98.7%
01-008	Intake Chemical Feed	70,000	70,000	-	0.3%	99.0%
01-004	Range Upgrade	135,000	50,000	(85,000)	0.2%	99.3%
02-012	Parking Program	45,000	45,000	-	0.2%	99.5%
02-013	Fire Program	111,000	40,000	(71,000)	0.2%	99.6%
01-005	Kitchen Upgrade	20,000	20,000	-	0.1%	99.7%
01-006	HVAC Upgrade	180,000	20,000	(160,000)	0.1%	99.8%
01-011	Life Safety/Security Upgrade	120,000	20,000	(100,000)	0.1%	99.9%
02-010	Office Equipment	20,000	20,000	-	0.1%	100.0%
01-001	Village Hall Renovation	-	-	-	0.0%	100.0%
01-002	Window Replacement	-	-	-	0.0%	100.0%
01-003	Roof Replacement	-	-	-	0.0%	100.0%
02-002	Air Pack Replacements	-	-	-	0.0%	100.0%
02-003	Computer Equipment	170,000	-	(170,000)	0.0%	100.0%
02-014	Water Meters	-	-	-	0.0%	100.0%
02-019	Audio/Visual Equipment	-	-	-	0.0%	100.0%
03-002	Commuter Parking	-	-	-	0.0%	100.0%
04-004	Harbor Street Lake Wall	25,000	-	(25,000)	0.0%	100.0%
06-003	Dundee Road	400,000	-	(400,000)	0.0%	100.0%
06-004	Medians	-	-	-	0.0%	100.0%
06-006	Hohlfelder/Westley Rd. (30% Local)	-	-	-	0.0%	100.0%
06-007	Bridges	-	-	-	0.0%	100.0%
07-007	Aerial Tower Truck	-	-	-	0.0%	100.0%
08-004	Water Reservoir Upgrade	-	-	-	0.0%	100.0%
09-001	Tree Removal	-	-	-	0.0%	100.0%
11-001	Computer Systems	70,000	-	(70,000)	0.0%	100.0%
Total Programs		18,813,800	22,347,848	3,534,048		
% Variance from Prior Plan				18.8%		
Proposed Use of Bond Proceeds & Related Financing Sources		-	7,850,000			
Remaining Inventory		18,813,800	14,497,848			

Exhibit IV-A

Village of Glencoe
Long Range Capital Inventory
Identified 2013 Bond Program

<u>Program Name</u>	Current <u>Plan Inventory</u>	Current	
		<u>% of Total</u>	<u>Accum. %</u>
Sanitary & Storm Sewer Upgrades	5,750,000	72.3%	72.3%
Street Resurfacing - Local Streets	2,000,000	25.2%	97.5%
Residential Sidewalks	200,000	2.5%	100.0%
Fire Engine	-	0.0%	100.0%
Facility Improvements	-	0.0%	100.0%
 Total Programs	 7,950,000		
% Variance from Prior Plan			
 Proposed Use of Bond Proceeds & Related Financing Sources	 7,950,000		
 Remaining Inventory	 -		

Exhibit V

Village of Glencoe
Long Range Capital Inventory
Fiscal Year 2014 through Fiscal Year 2023

Allocation of Cost to Anticipated Funding Source

<u>Anticipated Funding Source</u>	<u>Prior Year</u>	<u>Current Plan</u>	<u>% of Total</u>
Bond Proceeds	-	7,950,000	35.6%
E911 Revenue	1,048,800	1,012,800	4.5%
Garbage Fund Revenue	996,000	1,277,000	5.7%
General Fund Revenue	4,752,500	5,203,548	23.3%
General Fund - TBD	275,000	1,808,000	8.1%
General Fund - Bond Eligible	5,780,000	-	0.0%
Federal Funds	-	800,000	3.6%
Motor Fuel Tax Revenue	2,300,000	2,250,000	10.1%
Water Services Revenue	3,661,500	2,046,500	9.2%
TOTAL	18,813,800	22,347,848	100.0%

Exhibit VI
Village of Glencoe
Long Range Financial Plan
Plan 2023 Base Year Cost-To-Replace-New (CRN) Factors

Inventory CRN Value

<u>Program Type</u>	<u>Inventory</u>	<u>Units</u>	<u>Average Unit Cost</u>	<u>Design Engineering</u>	<u>Total (1)</u>	<u>Life</u>
Sanitary Sewer	210,000	LF	75.00	-	15,750,000	50
Sidewalks	1,800,000	SF	5.00	-	9,000,000	50
Streets	5,000,000	SF	1.75	1,312,500	10,062,500	15
Water Main	270,000	LF	75.00	3,037,500	23,287,500	50
Total					58,100,000	

Notes

(1) Includes design engineering, if listed.

Annualized Cost to Replace over Life of Asset

<u>Program Type</u>	<u>Qty. / Yr</u>	<u>Units</u>	<u>Unit Cost</u>	<u>Engineering</u>	<u>Annual Total</u>
Sanitary Sewer	4,200	LF	75.00	-	315,000
Sidewalks	36,000	SF	5.00	-	180,000
Streets	333,333	SF	1.75	87,500.00	670,833
Water Main	5,400	LF	75.00	60,750.00	465,750
Total					1,631,583

Exhibit VII
Village of Glencoe
Long Range Financial Plan
Debt Capacity & Issuance Amount

	Annual Amount	Difference
Fiscal Year 2011 Debt Payment	2,642,658	
Fiscal Year 2012 Debt Payment	2,052,446	(590,212)
Fiscal Year 2013 Debt Payment	<u>1,332,821</u>	<u>(719,625)</u>
Total	6,027,925	(1,309,837)

Term (Yrs)	10		
Rate	3%	3%	
Issuance Amount	7,950,000	10,575,000	(2,625,000)
Annual Payment	931,983	1,239,713	(307,730)

<u>Code</u>	<u>Program Name</u>	<u>Recommended Program</u>	<u>Inventory Amount</u>	<u>Difference</u>	<u>% of Inventory</u>
10-001	Storm Sewer Upgrades	4,950,000	4,950,000	-	100.0%
06-001	Streets - Local	2,000,000	3,725,000	(1,725,000)	53.7%
04-001	Sanitary Sewer	800,000	1,400,000	(600,000)	57.1%
05-001	Residential Sidewalks	<u>200,000</u>	<u>500,000</u>	<u>(300,000)</u>	<u>40.0%</u>
	Total	7,950,000	10,575,000	(2,625,000)	75.2%

Village of Glencoe
Long Range Financial Plan

Summary of major categories included in the capital inventory

The following is a summary breakdown of the major categories of items proposed to be included:

Streets

Continued maintenance resurfacing of streets based on condition rating or recently completed utility improvements. Many of these streets were originally improved during the first two phases of the Street Improvement Program (1987-1997).

Sewers

Targeted storm sewer improvements to increase storm sewer capacity and reduce street, right-of-way and private property flooding. Continued maintenance re-lining of sanitary sewer system based on age and condition of pipe and manholes. Sanitary sewer lining improvements reduce the potential for system blockage due to pipe failure as well as reduce inflow/infiltration of storm water, which is a major source and contributor to basement backups.

Sidewalks

Continued maintenance replacement of residential sidewalks based on age and condition to maintain pedestrian safety.

Village of Glencoe
Capital Plan Summary Listing by Project Code

Fund code	program	Fiscal Year	Code	Program Item Name	Unit #	Location	Fund	Funding Source	Item Cost
01-004 RANGE UPGRADE									50,000
2018	CIP803	FIRING RANGE UPGRADE				PUBLIC SAFETY	GENERAL	TBD	50,000
Total FY 2018									50,000
01-005 KITCHEN UPGRADE									20,000
2020	CIP323	KITCHEN RENOVATION				PUBLIC SAFETY	GENERAL	GENERAL	20,000
Total FY 2020									20,000
01-006 HVAC UPGRADE									20,000
2014	CIP443	HVAC/MECHANICAL SYSTEM STUDY				VILLAGE HALL	GENERAL	GENERAL	20,000
Total FY 2014									20,000
01-007 UV DISINFECTION SYSTEM									120,000
2017	CIP788	UV DISINFECTION SYSTEM - WP				WATER PLANT	WATER	FWATER	120,000
Total FY 2017									120,000
01-008 INTAKE CHEMICAL FEED									70,000
2016	CIP732	FILTER AIR SCOUR SYSTEM				WATER PLANT	WATER	FWATER	50,000
Total FY 2016									50,000
2022	CIP597	REPLACE ELEVATED TANK MIXER			WATER	WATER PLANT	WATER	FWATER	20,000
Total FY 2022									20,000
01-009 FACILITY IMPROVEMENTS									890,000
2014	CIP1004	RECONSTRUCT VH LOWER EAST DRIVEWAY				VILLAGE HALL	GENERAL	GENERAL	40,000
2014	CIP1043	PS GARAGE FLOOR UPGRADE					GENERAL	GENERAL	35,000
Total FY 2014									75,000
2015	CIP1044	HVAC IMPROVEMENT VILLAGE HALL					GENERAL	GENERAL	150,000
Total FY 2015									150,000
2016	CIP1045	HVAC IMPROVEMENT VILLAGE HALL					GENERAL	GENERAL	150,000
Total FY 2016									150,000
2018	CIP944	MECHANICAL LIFT REHAB - 3 OF 3				PW GARAGE	GENERAL	GENERAL	20,000
Total FY 2018									20,000
2014	CIP603	FILTER TO WASTE				WATER PLANT	WATER	FWATER	30,000
Total FY 2014									30,000
2015	CIP599	REHAB FILTERS 5 & 6				WATER PLANT	WATER	FWATER	100,000
Total FY 2015									100,000
2020	CIP598	REPLACE DEHUMIDIFICATION SYSTEM				WATER PLANT	WATER	FWATER	30,000
Total FY 2020									30,000
2021	CIP957	REPLACE FLAT ROOFS				WATER PLANT	WATER	FWATER	50,000
2021	CIP959	SPRINKLER SYSTEM/ATTIC/OFFICE				WATER PLANT	WATER	FWATER	100,000
2021	CIP960	STUCCO/TUCKPOINTING WATER PLANT				WATER PLANT	WATER	FWATER	150,000
Total FY 2021									300,000
2023	CIP1020	REPLACE BULK CHEMICAL STORAGE				WATER PLANT	WATER	FWATER	35,000
Total FY 2023									35,000
01-010 CONTAMINANT EARLY DETECTION SYS									160,000
2018	CIP789	CONTAMINANT EARLY DETECTION SYS				WATER PLANT	WATER	FWATER	160,000
Total FY 2018									160,000
01-011 LIFE SAFETY/SECURITY UPGRADE									20,000
2021	CIP967	SECURITY CAMERAS				PUBLIC SAFETY	E911	E911	20,000
Total FY 2021									20,000
02-001 911 SYSTEM EQUIPMENT									610,000

Village of Glencoe
Capital Plan Summary Listing by Project Code

Fund code	program	Fiscal Year	Code	Program Item Name	Unit #	Location	Fund	Funding Source	Item Cost
		2014	CIP615	SYSTEM SOFTWARE		PUBLIC SAFETY	E911	E911	10,000
		2014	CIP616	DATA VOICE RECORDER		PUBLIC SAFETY	E911	E911	60,000
		2014	CIP617	VOICE CALL BACK RECORDER		PUBLIC SAFETY	E911	E911	10,000
Total FY 2014									80,000
		2015	CIP641	SOFTWARE UPGRADES		PUBLIC SAFETY	E911	E911	10,000
Total FY 2015									10,000
		2016	CIP744	911 SYSTEM HARDWARE		PUBLIC SAFETY	E911	E911	20,000
		2016	CIP989	DATA STORAGE		PUBLIC SAFETY	E911	E911	10,000
Total FY 2016									30,000
		2017	CIP794	UPS BATTERIES		PUBLIC SAFETY	E911	E911	10,000
		2017	CIP796	COM. ROOM CAMERA EQUIPMENT		PUBLIC SAFETY	E911	E911	10,000
Total FY 2017									20,000
		2018	CIP797	COM. ROOM EQUIPMENT		PUBLIC SAFETY	E911	E911	325,000
		2018	CIP799	E911 SYSTEM SOFTWARE		PUBLIC SAFETY	E911	E911	15,000
		2018	CIP800	CAD / RMS UPGRADES		PUBLIC SAFETY	E911	E911	20,000
Total FY 2018									360,000
		2019	CIP901	COM. ROOM CAMERA EQUIPMENT		PUBLIC SAFETY	E911	E911	10,000
		2019	CIP902	SOFTWARE UPGRADES		PUBLIC SAFETY	E911	E911	10,000
		2019	CIP903	SERVER REPLACEMENT		PUBLIC SAFETY	E911	E911	10,000
Total FY 2019									30,000
		2020	CIP916	UPS BATTERIES		PUBLIC SAFETY	E911	E911	10,000
		2020	CIP917	E911 HARDWARE		PUBLIC SAFETY	E911	E911	10,000
Total FY 2020									20,000
		2021	CIP966	E911 SYSTEM SOFTWARE		PUBLIC SAFETY	E911	E911	20,000
Total FY 2021									20,000
		2022	CIP1022	COM. ROOM EQUIPMENT		PUBLIC SAFETY	E911	E911	20,000
		2022	CIP1024	SERVER REPLACEMENT		PUBLIC SAFETY	E911	E911	10,000
Total FY 2022									30,000
		2023	CIP1027	UPS BATTERIES		PUBLIC SAFETY	E911	E911	10,000
Total FY 2023									10,000
02-005 SQUAD CAR VIDEO CAMERAS									80,000
		2017	CIP813	VIDEO CAMERA REPLACEMENT		PUBLIC SAFETY	GENERAL	GENERAL	20,000
Total FY 2017									20,000
		2019	CIP904	REPLACEMENT VIDEO CAMERA FOR SQUAD CAR		PUBLIC SAFETY	GENERAL	GENERAL	20,000
Total FY 2019									20,000
		2021	CIP968	REPLACEMENT VIDEO CAMERAS FOR SQUAD CAR		PUBLIC SAFETY	GENERAL	GENERAL	20,000
Total FY 2021									20,000
		2023	CIP402	VIDEO CAMERA REPLACEMENT		PUBLIC SAFETY	GENERAL	GENERAL	20,000
Total FY 2023									20,000
02-006 LAPTOP COMPUTERS - PS									165,000
		2015	CIP638	REPLACEMENT LAPTOP COMPUTERS		PUBLIC SAFETY	E911	E911	15,000
Total FY 2015									15,000
		2016	CIP743	LAPTOP COMPUTERS		PUBLIC SAFETY	E911	E911	25,000
Total FY 2016									25,000
		2017	CIP793	LAPTOP COMPUTERS		PUBLIC SAFETY	E911	E911	25,000
Total FY 2017									25,000
		2018	CIP798	LAPTOP COMPUTERS		PUBLIC SAFETY	E911	E911	25,000
Total FY 2018									25,000
		2019	CIP900	LAPTOP COMPUTERS		PUBLIC SAFETY	E911	E911	15,000

Village of Glencoe
Capital Plan Summary Listing by Project Code

Fund code	program	Fiscal Year	Code	Program Item Name	Unit #	Location	Fund	Funding Source	Item Cost
							Total FY 2019		15,000
2020	CIP919	LAPTOP COMPUTERS				PUBLIC SAFETY	E911	E911	20,000
							Total FY 2020		20,000
2021	CIP626	REPLACEMENT LAP TOP COMPUTERS				PUBLIC SAFETY	E911	E911	20,000
							Total FY 2021		20,000
2023	CIP1026	REPLACEMENT LAP TOP COMPUTERS				PUBLIC SAFETY	E911	E911	20,000
							Total FY 2023		20,000
02-007 SEWER EQUIPMENT									678,000
2014	CIP376	SEWER JET EASEMENT UNIT		23A		PW GARAGE	GENERAL	GENERAL	25,000
							Total FY 2014		25,000
2017	CIP770	SEWER JET		#23		PW GARAGE	GENERAL	GENERAL	195,000
							Total FY 2017		195,000
2018	CIP949	SEWER TELEVISIONING EQUIPMENT				PW GARAGE	GENERAL	GENERAL	25,000
							Total FY 2018		25,000
2021	CIP951	SEWER VACALL TRUCK		#25		PW GARAGE	GENERAL	TBD	433,000
							Total FY 2021		433,000
02-008 RADIO REPLACEMENT									185,800
2015	CIP640	NORCOM BASE REPLACEMENT				PUBLIC SAFETY	E911	E911	60,000
							Total FY 2015		60,000
2016	CIP746	MOBILE RADIO REPLACEMENTS				PUBLIC SAFETY	E911	E911	12,000
							Total FY 2016		12,000
2017	CIP792	NORCOM POLICE BASE RADIO				PUBLIC SAFETY	E911	E911	35,000
2017	CIP795	MOBILE RADIO REPLACEMENTS					E911	E911	10,000
							Total FY 2017		45,000
2018	CIP801	PORTABLE RADIO REPLACEMENT				PUBLIC SAFETY	E911	E911	10,000
							Total FY 2018		10,000
2020	CIP918	MOBILE RADIO REPLACEMENTS				PUBLIC SAFETY	E911	E911	8,800
							Total FY 2020		8,800
2021	CIP965	MOBILE RADIO REPLACEMENTS				PUBLIC SAFETY	E911	E911	20,000
							Total FY 2021		20,000
2022	CIP1023	MOBILE RADIO REPLACEMENTS				PUBLIC SAFETY	E911	E911	10,000
							Total FY 2022		10,000
2023	CIP1025	MOBILE RADIO REPLACEMENTS				PUBLIC SAFETY	E911	E911	20,000
							Total FY 2023		20,000
02-009 LEAF PROGRAM EQUIPMENT									105,000
2014	CIP493	LEAF VACUUM		#70		PW GARAGE	GARBAGE	GARBAGE	32,500
							Total FY 2014		32,500
2017	CIP763	LEAF VACUUM		#68		PW GARAGE	GARBAGE	GARBAGE	34,500
							Total FY 2017		34,500
2020	CIP930	LEAF VACUUM		#67		PW GARAGE	GARBAGE	GARBAGE	38,000
							Total FY 2020		38,000
02-010 OFFICE EQUIPMENT									20,000
2016	CIP844	COLOR COPIER/SCANNER		EXISTING	VILLAGE HALL		GENERAL	GENERAL	20,000
							Total FY 2016		20,000
02-011 FURNITURE UPGRADE									81,000
2016	CIP745	FURNISHINGS				PUBLIC SAFETY	E911	E911	32,000
							Total FY 2016		32,000

Village of Glencoe
Capital Plan Summary Listing by Project Code

Fund code	program	Fiscal Year Code	Program Item Name	Unit #	Location	Fund	Funding Source	Item Cost
2015	CIP614	CLASSROOM / REPORT WRITING FURNITURE			PUBLIC SAFETY	GENERAL	GENERAL	25,000
Total FY 2015								25,000
2017	CIP835	COUNCIL CHAMBERS FURNITURE			VILLAGE HALL	GENERAL	GENERAL	24,000
Total FY 2017								24,000
02-012 PARKING PROGRAM								45,000
2014	CIP609	E-PARKING TICKET HARDWARE			PUBLIC SAFETY	GENERAL	GENERAL	20,000
Total FY 2014								20,000
2020	CIP922	E-PARKING TICKET HARDWARE			PUBLIC SAFETY	GENERAL	GENERAL	25,000
Total FY 2020								25,000
02-013 FIRE PROGRAM								40,000
2020	CIP921	CARDIO DEFIB MONITOR			PUBLIC SAFETY	GENERAL	GENERAL	40,000
Total FY 2020								40,000
02-015 WATER PLANT EQUIPMENT								307,000
2015	CIP526	REPLACE FILTER CONTROLS			WATER PLANT	WATER	FWATER	60,000
2015	CIP665	REPLACE TURBIDIMETERS			WATER PLANT	WATER	FWATER	32,000
2015	CIP666	HIGH LIFT EMERGENCY PUMP AND ENGINE			WATER PLANT	WATER	FWATER	50,000
Total FY 2015								142,000
2019	CIP899	COAGULATION EQUIP REPLACEMENT + CONCRETE			WATER PLANT	WATER	FWATER	70,000
Total FY 2019								70,000
2020	CIP935	REPLACE PUMPS AND MOTORS-LOW LIFT			WATER PLANT	WATER	FWATER	25,000
Total FY 2020								25,000
2022	CIP955	REPLACE MASTER METERS			WATER PLANT	WATER	FWATER	30,000
Total FY 2022								30,000
2023	CIP1019	REPLACE PUMPS AND MOTORS-HIGH LIFT			WATER PLANT	WATER	FWATER	40,000
Total FY 2023								40,000
03-003 TEMPLE COURT PARKING								425,000
2017	CIP752	RESURFACE TEMPLE CT LOT			GENERAL	MFT	MFT	425,000
Total FY 2017								425,000
04-001 SANITARY SEWER UPGRADES								1,400,000
2015	CIP1006	SANITARY SEWER REHABILITATION			GENERAL	GENERAL	NEW BOND	400,000
Total FY 2015								400,000
2016	CIP1011	SANITARY SEWER REHABILITATION			GENERAL	GENERAL	NEW BOND	400,000
Total FY 2016								400,000
2019	CIP1037	SANITARY SEWER REHABILITATION				GENERAL	TBD	150,000
Total FY 2019								150,000
2021	CIP998	SANITARY SEWER REHABILITATION			GENERAL	GENERAL	TBD	200,000
Total FY 2021								200,000
2023	CIP1038	SANITARY SEWER REHABILITATION				GENERAL	TBD	250,000
Total FY 2023								250,000
05-001 RESIDENTIAL SIDEWALKS								500,000
2014	CIP686	RESIDENTIAL SIDEWALKS			GENERAL	GENERAL	NEW BOND	100,000
Total FY 2014								100,000
2015	CIP687	RESIDENTIAL SIDEWALKS			GENERAL	GENERAL	NEW BOND	100,000
Total FY 2015								100,000
2018	CIP1039	RESIDENTIAL SIDEWALKS				GENERAL	TBD	100,000
Total FY 2018								100,000
2020	CIP983	RESIDENTIAL SIDEWALKS			GENERAL	GENERAL	TBD	100,000

Village of Glencoe
Capital Plan Summary Listing by Project Code

Fund code	program	Fiscal Year Code	Program Item Name	Unit #	Location	Fund	Funding Source	Item Cost	
								Total FY 2020	100,000
2022	CIP463		RESIDENTIAL SIDEWALK		GENERAL	GENERAL	TBD	100,000	
								Total FY 2022	100,000
06-001 STREET RESURFACING - LOCAL								3,725,000	
2014	CIP870		STREET IMPROVEMENT		GENERAL	GENERAL	NEW BOND	1,000,000	
								Total FY 2014	1,000,000
2015	CIP882		STREET IMPROVEMENT		GENERAL	GENERAL	NEW BOND	1,000,000	
								Total FY 2015	1,000,000
2020	CIP996		STREET IMPROVEMENT		GENERAL	GENERAL	TBD	300,000	
								Total FY 2020	300,000
2014	CIP573		STREET IMPROVEMENT		GENERAL	MFT	MFT	0	
								Total FY 2014	0
2016	CIP748		STREET IMPROVEMENT		GENERAL	MFT	MFT	0	
								Total FY 2016	0
2017	CIP783		STREET IMPROVEMENT		GENERAL	MFT	MFT	0	
								Total FY 2017	0
2018	CIP784		STREET IMPROVEMENT		GENERAL	MFT	MFT	0	
								Total FY 2018	0
2019	CIP896		STREET IMPROVEMENT		GENERAL	MFT	MFT	450,000	
								Total FY 2019	450,000
2020	CIP933		STREET IMPROVEMENT		GENERAL	MFT	MFT	0	
								Total FY 2020	0
2021	CIP952		STREET IMPROVEMENT		GENERAL	MFT	MFT	475,000	
								Total FY 2021	475,000
2022	CIP448		STREET IMPROVEMENT		GENERAL	MFT	MFT	0	
								Total FY 2022	0
2023	CIP1018		STREET IMPROVEMENT		GENERAL	MFT	MFT	500,000	
								Total FY 2023	500,000
06-005 GREEN BAY ROAD								1,200,000	
2015	CIP1047		STREET IMPR.-GREEN BAY (PARK TO LAKE COOK)			MFT	FEDERAL	800,000	
2015	CIP747		STREET IMPR.-GREEN BAY (PARK TO LAKE COOK)		GENERAL	MFT	MFT	400,000	
								Total FY 2015	1,200,000
07-001 REFUSE PACKER								922,000	
2014	CIP432		REFUSE PACKER	#17	PW GARAGE	GARBAGE	GARBAGE	195,000	
								Total FY 2014	195,000
2016	CIP721		REFUSE PACKER	#19	PW GARAGE	GARBAGE	GARBAGE	210,000	
								Total FY 2016	210,000
2019	CIP892		REFUSE PACKER	#18	PW GARAGE	GARBAGE	GARBAGE	242,000	
								Total FY 2019	242,000
2022	CIP1000		REFUSE PACKER	#16	PW GARAGE	GARBAGE	GARBAGE	275,000	
								Total FY 2022	275,000
07-003 AMBULANCE								210,000	
2018	CIP802		AMBULANCE REPLACEMENT		PUBLIC SAFETY	GENERAL	GENERAL	210,000	
								Total FY 2018	210,000
07-004 STREET SWEEPER								175,000	
2017	CIP771		STREET SWEEPER	#32	PW GARAGE	GENERAL	GENERAL	175,000	
								Total FY 2017	175,000

Village of Glencoe
Capital Plan Summary Listing by Project Code

Fund code	program	Fiscal Year Code	Program Item Name	Unit #	Location	Fund	Funding Source	Item Cost
07-005		DUMP TRUCKS						964,500
2015	CIP659	2-1/2 TON TRUCK	#39	PW GARAGE	GENERAL	GENERAL	125,000	
							Total FY 2015	125,000
2017	CIP662	2-1/2 TON TRUCK	#41	PW GARAGE	GENERAL	GENERAL	135,000	
							Total FY 2017	135,000
2018	CIP782	SIX WHEEL DUMP TRUCK	#20	PW GARAGE	GENERAL	GENERAL	130,000	
							Total FY 2018	130,000
2019	CIP893	2-1/2 TON TRUCK	#42	PW GARAGE	GENERAL	GENERAL	145,000	
2019	CIP950	1-1/2 TON TRUCK	#12	PW GARAGE	GENERAL	GENERAL	59,000	
							Total FY 2019	204,000
2022	CIP414	2-1/2 TON DUMP TRUCK	#40	PW GARAGE	GENERAL	GENERAL	161,000	
2022	CIP773	1-1/2 TON TRUCK	#31	PW GARAGE	GENERAL	GENERAL	74,500	
							Total FY 2022	235,500
2023	CIP1021	2-1/2 TON TRUCK	#38	PW GARAGE	GENERAL	GENERAL	135,000	
							Total FY 2023	135,000
07-006		END LOADERS						194,000
2014	CIP658	FRONT END LOADER	#46	PW GARAGE	GENERAL	GENERAL	150,000	
							Total FY 2014	150,000
2019	CIP894	SKID LOADER	#48	PW GARAGE	GENERAL	GENERAL	44,000	
							Total FY 2019	44,000
07-008		PUBLIC SAFETY VEHICLES						1,031,500
2014	CIP610	VEHICLE REPLACEMENT	#698	PUBLIC SAFETY	GENERAL	GENERAL	29,000	
2014	CIP611	VEHICLE REPLACEMENT	#652	PUBLIC SAFETY	GENERAL	GENERAL	31,500	
2014	CIP1028	VEHICLE REPLACEMENT	#653	PUBLIC SAFETY	GENERAL	GENERAL	31,500	
							Total FY 2014	92,000
2015	CIP642	VEHICLE REPLACEMENT	#654	PUBLIC SAFETY	GENERAL	GENERAL	31,500	
2015	CIP643	VEHICLE REPLACEMENT	#655	PUBLIC SAFETY	GENERAL	GENERAL	31,000	
2015	CIP1030	VEHICLE REPLACEMENT	#651	PUBLIC SAFETY	GENERAL	GENERAL	31,500	
							Total FY 2015	94,000
2016	CIP737	VEHICLE REPLACEMENT	#650	PUBLIC SAFETY	GENERAL	GENERAL	31,500	
2016	CIP738	VEHICLE REPLACEMENT	#653	PUBLIC SAFETY	GENERAL	GENERAL	31,500	
2016	CIP1031	VEHICLE REPLACEMENT	#662	PUBLIC SAFETY	GENERAL	GENERAL	31,500	
							Total FY 2016	94,500
2017	CIP810	VEHICLE REPLACEMENT	#652	PUBLIC SAFETY	GENERAL	GENERAL	30,000	
2017	CIP811	VEHICLE REPLACEMENT	#657	PUBLIC SAFETY	GENERAL	GENERAL	32,000	
2017	CIP812	VEHICLE REPLACEMENT	#688	PUBLIC SAFETY	GENERAL	GENERAL	29,000	
							Total FY 2017	91,000
2018	CIP804	VEHICLE REPLACEMENT	#651	PUBLIC SAFETY	GENERAL	GENERAL	34,000	
2018	CIP805	VEHICLE REPLACEMENT	#660	PUBLIC SAFETY	GENERAL	GENERAL	34,000	
2018	CIP806	VEHICLE REPLACEMENT	#659	PUBLIC SAFETY	GENERAL	GENERAL	34,000	
							Total FY 2018	102,000
2019	CIP906	VEHICLE REPLACEMENT	#654	PUBLIC SAFETY	GENERAL	GENERAL	34,000	
2019	CIP907	VEHICLE REPLACEMENT	#653	PUBLIC SAFETY	GENERAL	GENERAL	34,000	
2019	CIP1032	VEHICLE REPLACEMENT	#650	PUBLIC SAFETY	GENERAL	GENERAL	34,000	
							Total FY 2019	102,000
2020	CIP923	VEHICLE REPLACEMENT	#652	PUBLIC SAFETY	GENERAL	GENERAL	34,000	
2020	CIP924	VEHICLE REPLACEMENT	#655	PUBLIC SAFETY	GENERAL	GENERAL	34,000	
2020	CIP1033	VEHICLE REPLACEMENT	#662	PUBLIC SAFETY	GENERAL	GENERAL	34,000	
							Total FY 2020	102,000
2021	CIP969	VEHICLE REPLACEMENT	#651	PUBLIC SAFETY	GENERAL	GENERAL	35,000	

Village of Glencoe
Capital Plan Summary Listing by Project Code

Fund code	program	Fiscal Year Code	Program Item Name	Unit #	Location	Fund	Funding Source	Item Cost
2021	CIP970	VEHICLE REPLACEMENT	#657	PUBLIC SAFETY	GENERAL	GENERAL	35,000	
2021	CIP971	VEHICLE REPLACEMENT	#698	PUBLIC SAFETY	GENERAL	GENERAL	35,000	
2021	CIP972	BOAT UPGRADE			GENERAL	GENERAL	30,000	
Total FY 2021							135,000	
2022	CIP66	VEHICLE REPLACEMENT	#650	PUBLIC SAFETY	GENERAL	GENERAL	36,000	
2022	CIP370	VEHICLE REPLACEMENT	#653	PUBLIC SAFETY	GENERAL	GENERAL	36,000	
2022	CIP371	VEHICLE REPLACEMENT	#660	PUBLIC SAFETY	GENERAL	GENERAL	36,000	
Total FY 2022							108,000	
2023	CIP1034	VEHICLE REPLACEMENT	#652	PUBLIC SAFETY	GENERAL	GENERAL	37,000	
2023	CIP1035	VEHICLE REPLACEMENT	#662	PUBLIC SAFETY	GENERAL	GENERAL	37,000	
2023	CIP1036	VEHICLE REPLACEMENT	#659	PUBLIC SAFETY	GENERAL	GENERAL	37,000	
Total FY 2023							111,000	
07-009 SIDEWALK TRACTOR 309,000								
2015	CIP416	SIDEWALK TRACTOR	#47	PW GARAGE	GENERAL	GENERAL	93,000	
Total FY 2015							93,000	
2020	CIP932	SIDEWALK TRACTOR	#54	PW GARAGE	GENERAL	GENERAL	106,000	
Total FY 2020							106,000	
2023	CIP1017	SIDEWALK TRACTOR	#55	PW GARAGE	GENERAL	GENERAL	110,000	
Total FY 2023							110,000	
07-010 FIRE ENGINE 450,000								
2016	CIP1029	FIRE ENGINE REPLACEMENT	#E30	PUBLIC SAFETY	GENERAL	GENERAL	450,000	
Total FY 2016							450,000	
07-012 POTHOLE PATCH TRUCK 130,000								
2016	CIP728	POTHOLE PATCH TRUCK	#30	PW GARAGE	GENERAL	GENERAL	130,000	
Total FY 2016							130,000	
07-013 OTHER VEHICLES 1,370,048								
2015	CIP560	REFUSE HAULER	#60	PW GARAGE	GARBAGE	GARBAGE	37,000	
Total FY 2015							37,000	
2017	CIP720	REFUSE HAULER	#64	PW GARAGE	GARBAGE	GARBAGE	38,000	
Total FY 2017							38,000	
2019	CIP761	3/4 TON PICKUP TRUCK	#44	PW GARAGE	GARBAGE	GARBAGE	44,000	
2019	CIP764	REFUSE HAULER	#61	PW GARAGE	GARBAGE	GARBAGE	43,000	
Total FY 2019							87,000	
2021	CIP929	REFUSE HAULER	#66	PW GARAGE	GARBAGE	GARBAGE	46,000	
Total FY 2021							46,000	
2023	CIP1002	REFUSE HAULER	#60	PW GARAGE	GARBAGE	GARBAGE	42,000	
Total FY 2023							42,000	
2014	CIP480	SERVICE TRUCK	#6	PW GARAGE	GENERAL	GENERAL	58,000	
2014	CIP657	1-1/2 TON TRUCK	#31	PW GARAGE	GENERAL	GENERAL	60,000	
2014	CIP1003	VEHICLE REPLACEMENT			GENERAL	GENERAL	30,000	
Total FY 2014							148,000	
2015	CIP660	3/4-TON PICKUP	#14	PW GARAGE	GENERAL	GENERAL	35,000	
2015	CIP661	1-1/2 TON TRUCK	#24	PW GARAGE	GENERAL	GENERAL	68,000	
Total FY 2015							103,000	
2016	CIP725	BRUSH CHIPPER	#10	PW GARAGE	GENERAL	GENERAL	44,000	
2016	CIP726	VEHICLE REPLACEMENT	#610	VILLAGE HALL	GENERAL	GENERAL	30,000	
2016	CIP727	1/2 TON VAN	#21	PW GARAGE	GENERAL	GENERAL	33,000	
2016	CIP729	3/4 TON PICKUP TRUCK	#35	PW GARAGE	GENERAL	GENERAL	35,500	
Total FY 2016							142,500	

Village of Glencoe
Capital Plan Summary Listing by Project Code

Fund code	program	Fiscal Year Code	Program Item Name	Unit #	Location	Fund	Funding Source	Item Cost
2018	CIP779	VEHICLE REPLACEMENT	#890	VILLAGE HALL	GENERAL	GENERAL	35,000	
2018	CIP895	STUMP GRINDER	#11	PW GARAGE	GENERAL	GENERAL	48	
							Total FY 2018	35,048
2019	CIP778	VEHICLE REPLACEMENT	#7	PW GARAGE	GENERAL	GENERAL	35,000	
							Total FY 2019	35,000
2021	CIP781	VEHICLE REPLACEMENT	#687	VILLAGE HALL	GENERAL	GENERAL	35,000	
							Total FY 2021	35,000
2022	CIP439	TRACK EXCAVATOR	#52	PW GARAGE	GENERAL	GENERAL	69,000	
2022	CIP769	VEHICLE REPLACEMENT	#892	PW GARAGE	GENERAL	GENERAL	22,000	
2022	CIP1012	3/4 TON UTILITY TRUCK	#14	PW GARAGE	GENERAL	GENERAL	40,000	
							Total FY 2022	131,000
2023	CIP1013	1-1/2 TON TRUCK	#24	PW GARAGE	GENERAL	GENERAL	75,000	
2023	CIP1014	3/4 TON PICKUP TRUCK	#35	PW GARAGE	GENERAL	GENERAL	41,000	
2023	CIP1015	REPLACEMENT TRUCK	#36	PW GARAGE	GENERAL	GENERAL	80,000	
							Total FY 2023	196,000
2014	CIP570	3/4 TON UTILITY TRUCK REPLACEMENT	#2	WATER PLANT	WATER	FWATER	36,000	
2014	CIP731	VEHICLE REPLACEMENT	#8	WATER PLANT	WATER	FWATER	33,500	
							Total FY 2014	69,500
2019	CIP897	3/4 TON PICKUP	#1	WATER PLANT	WATER	FWATER	42,000	
							Total FY 2019	42,000
2020	CIP898	1-TON UTILITY TRUCK REPLACEMENT	#3		WATER	FWATER	58,000	
							Total FY 2020	58,000
2021	CIP961	3/4 TON PICKUP	#4	WATER PLANT	WATER	FWATER	39,000	
2021	CIP962	1/2 TON PICKUP REPLACEMENT	#8	WATER PLANT	WATER	FWATER	41,000	
							Total FY 2021	80,000
2022	CIP354	3/4 TON UTILITY TRUCK	#2	WATER PLANT	WATER	FWATER	45,000	
							Total FY 2022	45,000
08-001 DISTRIBUTION MAINS 600,000								
2018	CIP1040	WATER MAIN			WATER	TBD	200,000	
							Total FY 2018	200,000
2020	CIP1041	WATER MAIN			WATER	TBD	200,000	
							Total FY 2020	200,000
2022	CIP1042	WATER MAIN			WATER	TBD	200,000	
							Total FY 2022	200,000
09-002 TREE REPLACEMENT 125,000								
2015	CIP828	TREE REPLACEMENT - EAB		GENERAL	GENERAL	TBD	25,000	
							Total FY 2015	25,000
2016	CIP829	TREE REPLACEMENT - EAB		GENERAL	GENERAL	TBD	25,000	
							Total FY 2016	25,000
2017	CIP830	TREE REPLACEMENT - EAB		GENERAL	GENERAL	TBD	25,000	
							Total FY 2017	25,000
2018	CIP831	TREE REPLACEMENT - EAB		GENERAL	GENERAL	TBD	25,000	
							Total FY 2018	25,000
2019	CIP832	TREE REPLACEMENT - EAB		GENERAL	GENERAL	TBD	25,000	
							Total FY 2019	25,000
10-001 STORM SEWER UPGRADES 4,950,000								
2014	CIP973	STORM SEWER IMPROVEMENTS		GENERAL	GENERAL	NEW BOND	2,250,000	
							Total FY 2014	2,250,000
2015	CIP1008	STORM SEWER IMPROVEMENTS		GENERAL	GENERAL	NEW BOND	2,250,000	

Village of Glencoe
 Capital Plan Summary Listing by Project Code

Fund code	program	Fiscal Year	Code	Program Item Name	Unit #	Location	Fund	Funding Source	Item Cost
							Total FY 2015		2,250,000
							GENERAL	NEW BOND	450,000
							Total FY 2016		450,000
2016	CIP1046			STORM SEWER IMPROVEMENTS					

Village of Glencoe
Long Range Financial Forecast
Through Fiscal Year 2018

October 9, 2012

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Executive Summary

This annual update to the five-year financial forecast describes the expected financial condition of the Village through Fiscal Year 2018. This condition is based upon known economic conditions and factors. Some information sources utilized include:

1. The United States Consumer Price Index,
2. State shared municipal revenue estimates from the Illinois Municipal League,
3. Local usage patterns (i.e. water, building permits, etc.), and
4. Local revenue trends.

The assumptions used to create this forecast were adjusted from the assumptions presented in last year's forecast. Given the fact that this financial forecast is updated annually, the expected case is based upon current known and anticipated trends. The forecast presents expected revenue and expense levels, not necessarily the amounts that will be presented for budget consideration.

Continued sustained financial viability of the Village may require certain actions to be taken. Some of these actions might include:

1. Increasing fees and charges for service. Certain fee increases are included per approved policy for implementing fee increases based on change in consumer price index to keep up with cost of operations. **The use of change in consumer price index is a guide for planning, actual increases in fees would be based on financial conditions and the cost to provide services;**
2. Reviewing the long-term viability of the transfer from the General Fund to the Garbage Fund to support garbage services;
3. Managing capital inventory to existing budgetary constraints;
4. Seek issuance of bonds to pay for projects and equipment, appropriate to be purchased with bonds;
5. Modifying service levels to achieve cost reductions (no specific recommendations provided).

Generally the forecast anticipates the continued ability of the Village to produce resources necessary to provide for the desired level of Village operations. The General Fund, Water Fund and Garbage Fund will all produce sufficient resources to cover the completion of the most recent capital inventory through Fiscal Year 2018.

Review of Assumptions

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

REVENUE

Property Tax

The 2012 tax levy (for Fiscal Year 2014) can increase by 2.96%. The annual change in the United States Consumer Price Index (US CPI-U-All Items) is used as the basis for determining the amount of the annual increase in property taxes. Through July 2012, the change in CPI would allow an increase in the 2013 tax levy (for Fiscal Year 2015) of 1.40% (forecast assumes 2.0 % for the 2012 tax levy). The factor for 2013, 2014, and 2015 tax levies is also an increase of 2.0%

Municipal Utility Taxes

The forecast includes a decrease in base utility taxes from \$716,600 to \$649,000 based upon projected Fiscal Year 2013 year-end estimates. After no change in Fiscal Year 2014, the plan includes annual increases of 2% from the reduced base for the remainder of the plan.

Cable Tax

These revenues continue to be strong. The base revenue is projected to increase from \$171,345 to 199,000. The cable fees include a 3% annual increase from the Fiscal Year 2013 base.

Telecommunications Tax

The forecast includes a decrease in base telecommunications tax from \$518,000 to \$445,000 based upon projected Fiscal Year 2013 year-end estimates. After no change in Fiscal Year 2014, the plan includes annual increases of 2% from the reduced base for the remainder of the plan.

Sales Tax

The year-to-date revenues from sales tax are very close to the year-to-date budget. It is projected that the Village will receive \$1,599,416 in sales tax. The budget included \$1,595,000 in sales tax. The forecast includes a base level of sales tax of \$1,595,000 and includes 0% growth during Fiscal Year 2014. Between Fiscal Year 2015 and 2018 the annual growth is 2%. Last year's plan included 2% growth through 2017 and 3% growth in 2018.

Water & Sewer Charges

The forecast includes a rate increase program based on the change in CPI up to 5% with a minimum 2% annual increase. The Fiscal Year 2014 increase is 2.96% with increases for the remainder of the forecast being 2% annually. The consumption of water is projected to continue at Fiscal Year 2010 levels (a historic low level). Fiscal Year 2013 water sales are projected to be at \$2,106,522. The Fiscal Year 2013 base amount reverts to the Fiscal Year 2013 budget of \$1,959,834.

Garbage Service Fees

The forecast includes a rate increase program based on the change in CPI up to 5% with a minimum 2% annual increase. Fiscal Year 2014 increase is 4.70% with increases for the remainder of the forecast being 2% annually. The 4.70% increase matches the existing rate to what the rate would be given the actual increase in the consumer price index for water, sewer and rubbish services. In future, rate increases may be higher depending on need for capital

equipment, debt service requirement and to meet minimum fund balance requirements. The base amount used in the forecast is generally equal to the Fiscal Year 2013 budget.

Building Permits

The year-to-date revenue from building permits is slightly ahead of the year-to-date budget. It is projected that the Village will receive nearly \$657,617 in building permits. The budget included \$635,000. The forecast includes a base level of permit revenue equal to the Fiscal Year 2013 Budget level of \$635,000, a 0% increase for 2014 and 2% growth in years thereafter. The prior forecast included a base level of building permit revenue of \$563,820 and projects 1% growth during Fiscal Year 2013 and 2% annual increases thereafter.

Fees & Charges Generally

Village staff is conducting a survey of fees and charges with other area municipalities. Water rates, sewer rates, garbage and recycling rates, ambulance fees, alarm fees are forecasted to include annual increases that are the lesser of 5% or the annual change in the CPI, with a minimum 2% annual increase. Other fees projected to increase in even dollar increments during the plan include: yard waste collection fee, leaf bags, vehicle stickers, animal licenses, quarterly and annual parking permits (See attached fee increase matrix). Other fee suggestions may be proposed as the survey results are evaluated.

EXPENDITURE

Salaries

The forecast includes 2.0% increase for Fiscal Year 2014, a 2.0% increase annually between Fiscal Year 2015 and Fiscal Year 2017, and a 2.5% increase in Fiscal Year 2018. The increases are moderated by a 0.5% attrition factor. The attrition factor means that the actual expenditures will be 0.5% less than the budget due to annual routine and customary turnover of employees. Attrition factor may actually be less during times of economic uncertainty. Fiscal Year 2014 is the first year of a new agreement with the Public Works Union. The wage increase factor proposed is consistent with the change in CPI forecast during the term of the forecast.

The average annual increase in salaries between Fiscal Year 2008 through Fiscal Year 2013 was 1.94%. The projected annual increase between Fiscal Year 2014 through Fiscal Year 2018 is 1.59%.

Employee Benefits

The forecast includes no change in cost from Fiscal Year 2013 to Fiscal Year 2014 and 5% annual increase in the cost of benefits for the remainder of the plan. The forecast is based upon benefit levels managed to meet the increase factor requirement. Current medical trend according to our insurance consultant is 8%. During consideration of each health benefit renewal adjustments will be considered to moderate the increase to a level below trend. Also, since March 1, 2011, employees with single coverage now pay a portion of their coverage. The long-term goal is to maintain quality benefits while containing cost. **The average annual increase in employee benefit costs between Fiscal Year 2008 through Fiscal Year 2013 was 0.09%. The projected annual increase between Fiscal Year 2014 through Fiscal Year 2018 is 4.00%.**

Pension Cost

This category includes cost of Social Security, Medicare, Illinois Municipal Retirement Fund, Police Pension costs and Fire Pension costs. The largest increases are for IMRF and Police

Pension. The 2013 IMRF rate will be increasing by 4.6% from an actuarially required contribution (ARC) rate of 12.10% to 12.66%. The optional phase in rate offered by IMRF for 2013 is not offered because the increase in the current IMRF rate is less than 10%.

It is anticipated that required contribution for police pension will remain at \$1.46 Million for Fiscal Year 2014. The forecast includes the contribution levels required by policy (the 1994 mortality table figure). Police Pension funding costs increase 3% annually from Fiscal Year 2015 forward (a rate higher than the assumed salary increase factor).

The average annual increase in pension cost between Fiscal Year 2008 through Fiscal Year 2013 was 5.56%. The projected annual increase between Fiscal Year 2014 through Fiscal Year 2018 is 2.23%.

Cost of Services

Forecast completed using an annual increase factor based upon the annual change in CPI ranging from increases of 0% to 2%.

Cost of Commodities (Supplies & Equipment)

Forecast completed using an annual increase factor based upon the annual change in CPI ranging from increases of 0% to 2%.

Capital Expenditure

Not included beyond Fiscal Year 2013. Capital inventory is listed on the fund detail sheets for Fiscal Year 2014 through Fiscal Year 2018.

Community Grants

Each year held constant from existing annual levels. The prior plan decreased by the annual contribution by 5% each year from the previous year for Family Services, Senior Housing Aid, Junior High Project, Glencoe Youth Services, Chamber of Commerce, Writer's Theatre and Glencoe Historical Society.

Sales Tax Rebate

The rebate with Autohaus ends August 2012 (Fiscal Year 2013). It is anticipated that the final payment to Autohaus will be in December 2012.

Issues to Consider

Property Taxes

1. The 2012 tax levy limiting factor (tax cap) is 2.96%, excluding loss in collection and new property. This factor is based on the change in CPI from December 2010 to December 2011. This represents an increase of approximately \$253,000 from the 2011 extended levy of \$8.3 Million (excluding debt service).
2. With any decline in assessed values, there will be an increase in property tax rates. Since property tax limitations are based upon CPI and the total dollar amount previously extended, changes in rate or value of property will not impact the dollar amount of taxes extended. Changes in property tax rate and assessed value impact the distribution of the tax burden.
3. During the year there was proposed legislation to prohibit increases in property taxes in years where the equalized assessed value decreases. The plan does not contemplate the implementation of such legislation.
4. Due to the fact that the tax levy limiting factor lags behind the actual levy of taxes, the percentage increase in the prior year's property tax extension will often not reflect the current economic conditions. In the present environment, the limiting factor for property taxes increases will lag behind any economic recovery (i.e. the change in CPI-U from December 2010 through December 2011 establishes the tax cap increase percentage for the property taxes to be levied in December 2012). Based upon the change in CPI through August 2012, it is estimated that the percentage increase in the 2013 tax levy (FY 2015 Budget) will be approximately 1.66%. The Plan includes an increase of 2.0% for Fiscal Year 2015.

Police Pension Fund

1. During Fiscal Year 2009, the net plan assets held in trust for pension benefits decreased from \$19.9 Million to \$16.3 Million. At the end of Fiscal Year 2012, net plan assets of the Police Pension Fund were \$24.8 Million (as compared to \$23.7 Million at the end of Fiscal Year 2011). This swing in net asset value is due to Village contribution in excess of ARC and the change in value of investments from Fiscal Year 2008 through Fiscal Year 2012.
2. The annual taxes extended by property taxes--levied in December 2011--was \$1,054,000) is projected to remain at \$1.46 Million funding (all sources). Sources other than property tax came from fund balance in the General Fund. It is estimated that the Fiscal Year 2014 all source contribution of \$1.46 Million will be approximately \$500,000 higher than the amount otherwise required by the State of Illinois.
3. The difference between the amount levied in taxes and the amount budgeted is typically transferred to the Police Pension Fund from the General Fund in February of each year. Waiting until the end of the fiscal year allows the Board to reserve resources in the event of an unforeseen event with a higher need for the resources than the Police Pension Fund. Since adopting this policy, the budgeted resources have always been allocated to the Police Pension Fund.

4. As a basic assumption, the policy of fully funding the pension obligations will remain. Taxes will be levied based on using State of Illinois assumptions and the actual funding will continue based on Village actuarial assumptions (more recent mortality table, etc.)

Fire Pension Fund

1. The annuities and other expenses of the Fire Pension Fund are now paid on a pay-as-you-go basis. The annual cost is approximately \$85,482 per year. The Fiscal Year 2013 funding level set aside in the General Fund was \$76,441. As of the end of Fiscal Year 2012, the General Fund had accumulated \$104,615.75 for future pensions.
2. The Firefighter's Pension Fund Board recommends the continued allocation of annual funding (between \$75,000 and \$100,000) in the General Fund in order to reduce the impact of the full funding of pension obligations on a pay-as-you-go basis. This increased funding would not increase the amount of taxes collected, only take from another Village property tax designation (i.e. General Fund, Police Pension, Garbage Fund) already receiving taxes.
3. During Fiscal Year 2013 the number of annuitants receiving pension was reduced from 3 to 2 due to the death of a widowed beneficiary. There remain two retired annuitants. This forecast assumes no mortality Fire Pension Fund annuitants through Fiscal Year 2018

Illinois Municipal Retirement Fund

1. IMRF offers a program to limit annual rate increases to 10% rather than the full Actuarial Required Contribution (ARC) rate increase. During 2010 and 2011, the Village opted for the optional rate versus the ARC Rate but made catch up contributions later during the year. During 2012 the Village IMRF contributions were paid on the ARC basis with no catch up payment required. There is no optional rate opportunity for 2013 because the increase in the annual rate was less than 10%.

General Fund

1. What is the ability of the General Fund to be able to continue to fund the police pension gap?
2. What is the ability of the General Fund to be able to allocate resources for the Firefighter's Pension Fund?
3. How will economic conditions impact building permits, sales tax and income tax?
4. What is the potential for further legislative action to reduce or further delay state shared revenues?

5. Conduct annual review of issues related to the Glencoe Golf Club, including the consideration of amount owed to the Village and the cash payment of the Fiscal Year 2013 Management Fee.

Garbage Fund

1. Plan 2018 holds the General Fund payment to the Garbage Fund flat at \$450,000 per year (no increase). Any transfer beyond \$350,000 would require Village Board approval. What is the appropriate balance between property taxes and fees as resources to pay for services provided.
2. Are there any service level changes that could reduce cost and maintain a reasonable level of basic garbage collection service?
3. Would it be reasonable to change the Garbage Fund to an enterprise fund supported entirely by fees and use the property tax in other areas of need (i.e. pensions)?

Water Fund

1. Revenue from sale of water will be calculated using rate times the Fiscal Year 2010 volume of water pumped.
2. The Water Fund ended Fiscal Year 2012 with unrestricted net assets of 680,760, an increase from the prior year end level of 430,746. Further it is projected that the water fund will have excess resources of \$886,595 by the end of FY 2018. The prior plan projected \$1.2 Million by the end of Fiscal Year 2017.
3. Consider ability of Water Fund to pay for capital equipment and projects
4. A annual IEPA loan repayment is included beginning with a \$96,000 payment during Fiscal Year 2013, and \$193,000 per year during the remainder of the plan.
5. Consider a rate increase program that would give a discount to residents who enroll in ACH payment of utility bills (as opposed to credit card payments or payment by check).
6. During FY 2014 determine whether or not a water rate adjustment is actually necessary.

Motor Fuel Tax Fund

1. It is expected that Motor Fuel Tax will drop from approximately \$217,000 per year to \$213,350 per year.
2. Consider alternative uses of MFT, such as: (1) Debt service or abatement of debt, (2) increased day labor transfer.

3. As with other state shared revenue, there is a concern of legislative action that may further reduce local share of revenue.

Enhanced 911 Fund

1. Review need for fund balance in E911 fund in comparison to long range capital inventory. FY 2012 ending balance decreased slightly from \$414,420 to \$408,616.
2. Review other expenditures to see if they qualify as E911 expenditures.
3. E911 surcharge is projected to be \$91,140 which is the same as the FY 2013 Budget level and decline by 2% annually.
4. Cellular 911 surcharge is projected to remain at an annual level of \$48,960 with a 2% annual increase.

Debt Service Fund

1. Continue the practice of not abating property taxes for debt service until there is a sufficient balance on hand to provide assistance with December debt payment requirements should 2nd installment property tax delays continue to be the norm rather than the exception.
2. Update the fund balance policy in the Debt Service Fund establishing a range of acceptable balance in the fund.

General Fund

Village of Glencoe
General Fund
FY 2018 Long Range Forecast

General Fund Summary Analysis

Available Sources

FY 2013 Balance Excess (Deficit) of Target	979,573
Operating Excess (Deficit) During Plan	<u>3,565,861</u>
Total Sources	4,545,434

Capital Inventory (FY 2014 Through FY 2018)	3,519,048
Anticipated Bond Capital	<u>8,550,000</u>
Total Capital (including anticipated bond capital)	12,069,048

Excess (Deficit) Sources* 1,026,386

Excess (Deficit) Sources from Prior Plan (1,958,705)

*Not including anticipated bond capital.

Village of Glencoe								
General Fund								
FY 2018 Long Range Forecast								
	2013 Bud	2013 Pri	\$ from Bud	2014	2015	2016	2017	2018
Operating Revenue								
Charges for Service								
Sewer Charge	535,819	535,819	-	551,679	562,713	573,967	585,446	597,155
Ambulance Fees	151,178	151,178	-	154,202	157,286	160,431	163,640	166,913
Special Services	-	-	-	-	-	-	-	-
Sub-Total	686,997	686,997	-	705,881	719,999	734,398	749,086	764,068
		100.0%		2.7%	2.0%	2.0%	2.0%	2.0%
Permits								
Building Permits	662,327	684,944	22,617	662,327	675,520	688,976	702,701	716,701
Alarm Permits	80,000	80,000	-	88,000	88,000	88,000	88,000	95,920
Sub-Total	742,327	764,944	22,617	750,327	763,520	776,976	790,701	812,621
		103.0%		1.1%	1.8%	1.8%	1.8%	2.8%
Licenses								
Liquor Licenses	22,400	22,400	-	22,848	23,305	23,771	24,246	24,731
Vehicle Licenses	276,000	276,000	-	303,600	303,600	303,600	303,600	330,924
Business Licenses	24,750	24,750	-	25,245	25,750	26,265	26,790	27,326
Animal Licenses	7,390	7,390	-	7,390	7,390	8,868	8,868	8,868
Sub-Total	330,540	330,540	-	358,140	358,140	359,618	359,618	386,942
		100.0%		8.3%	0.0%	0.4%	0.0%	7.5%
Fees								
Parking Fees	103,806	98,285	(5,521)	97,863	110,011	110,071	110,162	116,561
Sub-Total	103,806	98,285	(5,521)	97,863	110,011	110,071	110,162	116,561
		94.7%		-5.7%	12.4%	0.1%	0.1%	5.8%
Other Revenue								
Reimbursement	73,195	85,706	12,511	65,890	49,400	49,400	49,400	49,400
Special Services	49,270	49,270	-	50,255	51,261	52,286	53,331	54,398
Sub-Total	122,465	134,976	12,511	116,145	100,661	101,686	102,731	103,798
		110.2%		-5.2%	-13.3%	1.0%	1.0%	1.0%
Total Operating Rev.	1,986,135	2,015,742	29,607	2,028,356	2,052,331	2,082,749	2,112,298	2,183,990
				2.1%	1.2%	1.5%	1.4%	3.4%
Operating Expenses								
Personnel								
Salaries	7,517,332	7,517,332	-	7,626,509	7,737,313	7,849,768	7,963,899	8,118,176
Benefits	1,275,085	1,275,085	-	1,275,085	1,338,839	1,405,781	1,476,070	1,549,874
Pension Cost	2,334,511	2,334,511	-	2,360,640	2,419,713	2,480,363	2,542,696	2,610,743
Unemp. Ins.	20,000	20,000	-	20,000	20,000	20,000	20,000	20,000
Sub-Total	11,146,928	11,146,928	-	11,282,234	11,515,865	11,755,932	12,002,665	12,298,793
		100.0%		1.2%	2.1%	2.1%	2.1%	2.5%
Services	1,630,312	1,630,312	-	1,662,306	1,695,552	1,729,463	1,774,453	1,800,968
Commodities	865,224	865,224	-	882,528	900,179	918,183	936,546	955,277
Other Expense								
Community Grants	94,841	94,841	-	94,841	94,841	94,841	94,841	94,841
Professional Servc.	26,700	26,700	-	26,700	26,700	26,700	26,700	26,700
Employment Exp.	15,000	15,000	-	15,000	15,000	15,000	15,000	15,000
Other	96,000	96,000	-	-	-	-	-	-
Misc. Refunds	2,800	2,800	-	2,800	2,800	2,800	2,800	2,800
Sub-Total	2,730,877	2,730,877	-	2,684,175	2,735,072	2,786,987	2,850,340	2,895,586
		100.0%		-1.7%	1.9%	1.9%	2.3%	1.6%
Total Operating Exp.	13,877,805	13,877,805	-	13,966,409	14,250,937	14,542,919	14,853,005	15,194,379
NET OPERATIONS	(11,891,670)	(11,862,063)	29,607	(11,938,053)	(12,198,606)	(12,460,170)	(12,740,707)	(13,010,389)
General Revenue								
Taxes								
Property Tax	7,746,396	7,746,396	-	7,975,690	8,087,349	8,249,096	8,414,078	8,582,360
Property Tax - Garbage	697,951	697,951	-	718,610	728,671	743,244	758,109	773,271
Utility Tax	1,175,932	1,103,041	(72,891)	1,094,000	1,115,880	1,138,198	1,160,962	1,184,181
Sales Tax	1,737,180	1,737,334	154	1,733,000	1,767,660	1,803,013	1,839,073	1,875,855

	2013 Bud	2013 Pri	\$ from Bud	2014	2015	2016	2017	2018
Income Tax	690,800	730,521	39,721	710,000	724,200	738,684	753,458	772,294
Cable Tax - Other	183,000	217,158	34,158	204,970	211,119	217,453	223,976	230,696
PPRT	77,609	74,844	(2,765)	75,000	75,000	75,000	75,000	75,000
Sub-Total	12,308,868	12,307,245	(1,623)	12,511,270	12,709,879	12,964,688	13,224,656	13,493,657
		100.0%		1.6%	1.6%	2.0%	2.0%	2.0%
Fines & Forfeits	143,800	143,800	-	143,800	143,800	143,800	143,800	143,800
Interest	75,735	75,735	-	75,735	76,442	77,298	78,165	79,043
Other Revenue								
Grants	50,000	50,000	-	-	-	-	-	-
Other	153,983	153,983	-	156,232	158,754	161,327	163,951	166,628
Gifts/Contributions	1,500	1,500	-	1,500	1,500	1,500	1,500	1,500
Leases	98,776	98,776	-	100,752	102,767	104,822	106,918	109,057
Sale of Assets	-	60,588	60,588	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Sub-Total	523,794	584,382	60,588	478,019	483,263	488,747	494,334	500,028
		111.6%		-8.7%	1.1%	1.1%	1.1%	1.2%
Total General Rev.	12,832,662	12,891,627	58,965	12,989,289	13,193,142	13,453,435	13,718,990	13,993,685
TOTAL OPERATING EXCESS (DEFICIT)	940,992	1,029,564	88,572	1,051,236	994,536	993,265	978,283	983,296
Other Financing Sources								
Interfund Revenue	152,879	152,879	-	157,404	159,608	162,800	166,056	169,377
Other Financing Uses								
Interfund Expenditure	450,000	450,000	-	450,000	450,000	450,000	450,000	450,000
Capital Expenses								
Capital								
Sub-Total	579,000	579,000	-	-	-	-	-	-
CAPITAL INVENTORY				530,000	615,000	1,012,000	665,000	697,048
ANTICIPATED BOND CAPITAL				3,602,830	4,033,019	914,151	-	-
TOTAL CAPITAL INVENTORY								
TOTAL EXCESS (DEFICIT)	64,871	153,443	88,572	758,640	704,144	706,065	694,339	702,673
General Fund Summary								
	2013 Bud	2013 Pri	\$ from Bud	2014	2015	2016	2017	2018
Beginning Balance	2,213,910							
Beginning Balance (Adjusted)	2,213,910	2,213,910		2,367,353	3,125,993	3,830,137	4,536,202	5,230,541
Ending Balance	2,278,781	2,367,353		3,125,993	3,830,137	4,536,202	5,230,541	5,933,214
Target (10% of Operations)	1,387,781	1,387,781		1,396,641	1,425,094	1,454,292	1,485,301	1,519,438
Budget Reconciliation								
Revenue	14,971,676	15,060,248	88,572	15,175,049	15,405,081	15,698,984	15,997,344	16,347,052
Expenditure	14,906,805	14,906,805	-	14,416,409	14,700,937	14,992,919	15,303,005	15,644,379
Excess/(Deficit)	64,871	153,443	88,572	758,640	704,144	706,065	694,339	702,673
	3,602,830	3350000	0.421383648					
	4,033,019	3750000	0.471698113					
	914,151	850000	0.106918239					
	8550000	7950000	1					
	8,550,000							

Water Fund

Village of Glencoe
Water Fund
FY 2018 Long Range Forecast

Water Fund Summary Analysis

Available Sources

FY 2013 Balance Excess (Deficit) of Target	865,225
Operating Excess (Deficit) During Plan	<u>845,787</u>
Total Sources	1,711,012

Capital Inventory (FY 2014 Through FY 2018) 871,500

Excess (Deficit) Sources 839,512

Excess (Deficit) Sources from Prior Plan 1,206,059

Village of Glencoe									
Water Fund									
FY 2018 Long Range Forecast									
	2013 Bud	2013 Prj	\$ from Bud	2014	2015	2016	2017	2018	
Operating Revenue									
Charges for Service									
Water Sales	1,959,834	2,106,522	146,688	2,017,846	2,058,217	2,099,396	2,141,399	2,184,243	
Meter Sales	6,000	6,000	-	6,000	6,000	6,000	6,000	6,000	
Sub-Total	1,965,834	2,112,522	146,688	2,023,846	2,064,217	2,105,396	2,147,399	2,190,243	
		107.5%							
Total Operating Rev.	1,965,834	2,112,522	146,688	2,023,846	2,064,217	2,105,396	2,147,399	2,190,243	
		7.5%		3.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Operating Expenses									
Personnel									
Salaries	815,361	815,361	-	827,067	838,948	851,006	863,243	879,810	
Benefits	132,430	132,430	-	132,430	139,052	146,004	153,304	160,969	
Pension Cost	151,943	151,943	-	156,622	158,956	161,324	163,728	166,982	
Sub-Total	1,099,734	1,099,734	-	1,116,119	1,136,956	1,158,334	1,180,275	1,207,761	
		100.0%		1.5%	1.9%	1.9%	1.9%	2.3%	
Services	371,128	371,128	-	378,551	386,122	393,844	401,721	409,755	
Commodities	146,050	146,050	-	148,971	151,950	154,989	158,089	161,251	
Depreciation	69,000	69,000	-	69,000	69,000	69,000	69,000	69,000	
Loan Payment	96,595	96,595	-	193,189	193,189	193,189	193,189	193,189	
Sub-Total	682,773	682,773	-	789,711	800,261	811,022	821,999	833,195	
		100.0%		15.7%	1.3%	1.3%	1.4%	1.4%	
Total Operating Exp.	1,782,507	1,782,507	-	1,905,830	1,937,217	1,969,356	2,002,274	2,040,956	
NET OPERATIONS	183,327	330,015	146,688	118,016	127,000	136,040	145,125	149,287	
General Revenue									
Interest	1,015	1,015	-	1015	1020	1025	1030	1035	
Other Revenue									
Other	5,000	5,000	-	5,000	5,000	5,000	5,000	5,000	
Leases	67,733	67,733	-	69,088	70,469	71,879	73,316	74,783	
Sale of Assets	-	-	-	-	-	-	-	-	
Transfers In	-	-	-	-	-	-	-	-	
Sub-Total	73,748	73,748	-	75,103	76,489	77,904	79,346	80,818	
		100.0%		1.8%	1.8%	1.8%	1.9%	1.9%	
Other Financing Uses									
Interfund Expenses	41,047	41,047	-	42,262	42,964	43,823	44,699	45,593	
CHANGE IN NET ASSETS	216,028	362,716	146,688	150,857	160,525	170,121	179,772	184,512	
Water Fund Summary									
Beginning Balance (unaudited)	680,760	680,760		1,043,476	1,194,333	1,354,858	1,524,979	1,704,751	
Ending Balance	896,788	1,043,476		1,194,333	1,354,858	1,524,979	1,704,751	1,889,263	
Target (10% of Operations)	178,251	178,251		190,583	193,722	196,936	200,227	204,096	
Budget Reconciliation									
Revenue	2,039,582	2,186,270	146,688	2,098,949	2,140,706	2,183,300	2,226,745	2,271,061	
Expenditure	1,823,554	1,823,554	-	1,948,092	1,980,181	2,013,179	2,046,973	2,086,549	
Excess/(Deficit)	216,028	362,716	146,688	150,857	160,525	170,121	179,772	184,512	

Village of Glencoe							
Water Fund							
Statement of Cash Flows							
		<u>2013 Prj</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
CASH FLOWS FROM OPERATING ACTIVITIES							
Receipts from Customers		2,112,522	2,023,846	2,064,217	2,105,396	2,147,399	2,190,243
Misc. Revenues		73,748	75,103	76,489	77,904	79,346	80,818
Payments to Suppliers							
Commodities		(146,050)	(148,971)	(151,950)	(154,989)	(158,089)	(161,251)
Service Fees		(371,128)	(378,551)	(386,122)	(393,844)	(401,721)	(409,755)
Payments to Employees		(1,099,734)	(1,116,119)	(1,136,956)	(1,158,334)	(1,180,275)	(1,207,761)
Payment of Debt		(96,595)	(193,189)	(193,189)	(193,189)	(193,189)	(193,189)
Interfund Expenditure		(41,047)	(42,262)	(42,964)	(43,823)	(44,699)	(45,593)
Other Cash Uses - Prepays		(23,000)	(23,000)	(23,000)	(23,000)	(23,000)	(23,000)
CASH FLOWS FROM NONCAPITAL		408,716	196,857	206,525	216,121	225,772	230,512
Purchase of Capital Assets		(2,970,000)	-	-	-	-	-
IEPA Loan - Water System Improvements		2,800,000	-	-	-	-	-
CAPITAL INVENTORY			99,500	242,000	50,000	120,000	360,000
NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS		238,716	196,857	206,525	216,121	225,772	230,512
CASH AND EQUIVALENTS, MARCH 1		921,961	1,160,677	1,357,534	1,564,059	1,780,180	2,005,952
CASH AND EQUIVALENTS, FEBRUARY 28 (29)		1,160,677	1,357,534	1,564,059	1,780,180	2,005,952	2,236,464
Unrestricted Net Assets, March 1 (Unaudited)		680,760	1,043,476	1,194,333	1,354,858	1,524,979	1,704,751
10% of Payments to Suppliers		171,351	183,683	186,822	190,036	193,327	197,196
Budget Reconciliation							
Revenue		4,986,270	2,098,949	2,140,706	2,183,300	2,226,745	2,271,061
Expense		4,747,554	1,902,092	1,934,181	1,967,179	2,000,973	2,040,549
Depreciation		69,000	69,000	69,000	69,000	69,000	69,000
Prepays		(23,000)	(23,000)	(23,000)	(23,000)	(23,000)	(23,000)
Cash Expense		4,793,554	1,948,092	1,980,181	2,013,179	2,046,973	2,086,549

Garbage Fund

Village of Glencoe
Garbage Fund
FY 2018 Long Range Forecast

Garbage Fund Summary Analysis

Available Sources	
FY 2013 Balance Excess (Deficit) of Target	30,476
Operating Excess (Deficit) During Plan	<u>980,661</u>
Total Sources	1,011,137
Capital Inventory (FY 2013 Through FY 2017)	876,000
Excess (Deficit) Sources	135,137
Excess (Deficit) Sources from Prior Plan	40,747

Village of Glencoe								
Garbage Fund								
FY 2018 Long Range Forecast								
	2013 Bud	2013 Prj	\$ from Bud	2014	2015	2016	2017	2018
Operating Revenue								
Charges for Service								
Garbage Service Fees	774,962	774,962	-	800,869	816,442	832,327	848,529	865,056
Recycling Service Fees	191,334	191,334	-	196,997	200,937	204,956	209,055	213,236
Yard Waste Program Fees	31,869	31,869	-	33,624	36,843	36,952	37,062	37,176
Sub-Total	998,165	998,165	-	1,031,490	1,054,222	1,074,235	1,094,646	1,115,468
		100.0%		3.3%	2.2%	1.9%	1.9%	1.9%
Total Operating Rev.	998,165	998,165	-	1,031,490	1,054,222	1,074,235	1,094,646	1,115,468
Operating Expenses								
Personnel								
Salaries	484,014	484,014	-	489,760	495,591	501,509	507,515	515,647
Benefits	83,205	83,205	-	83,205	87,365	91,734	96,320	101,136
Pension Cost	83,326	83,326	-	85,846	87,125	88,423	89,740	91,524
Sub-Total	650,545	650,545	-	658,811	670,081	681,666	693,575	708,307
		100.0%		1.3%	1.7%	1.7%	1.7%	2.1%
Services	468,080	468,080	-	477,442	486,990	496,730	506,665	516,798
Commodities	115,990	115,990	-	118,310	120,676	123,090	125,551	128,062
Other Expense	-	-	-	-	-	-	-	-
Sub-Total	584,070	584,070	-	595,752	607,666	619,820	632,216	644,860
		100.0%		2.0%	2.0%	2.0%	2.0%	2.0%
Total Operating Exp.	1,234,615	1,234,615	-	1,254,563	1,277,747	1,301,486	1,325,791	1,353,167
NET OPERATIONS	(236,450)	(236,450)	-	(223,073)	(223,525)	(227,251)	(231,145)	(237,699)
General Revenue								
Taxes	7,000	7,000	-	7,000	7,000	7,000	7,000	7,000
Interest	600	600	-	600	603	606	609	612
Other Revenue	27,834	27,834	-	28,191	28,554	28,926	29,304	29,690
Sub-Total	35,434	35,434	-	35,791	36,157	36,532	36,913	37,302
		100.0%		1.0%	1.0%	1.0%	1.0%	1.1%
Total General Rev.	35,434	35,434	-	35,791	36,157	36,532	36,913	37,302
TOTAL OPERATING EXCESS (DEFICIT)	(201,016)	(201,016)	-	(187,282)	(187,368)	(190,719)	(194,232)	(200,397)
Other Financing Sources								
Interfund Revenue	450,000	450,000	-	450,000	450,000	450,000	450,000	450,000
Other Financing Uses								
Interfund Expenditure	41,047	41,047	-	42,262	42,964	43,823	44,699	45,593
Capital Expenses								
Capital								
Bldg & Grounds	-	-	-	-	-	-	-	-
Equipment	-	-	-	-	-	-	-	-
Vehicles	36,000	36,000	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Sub-Total	36,000	36,000	-	-	-	-	-	-
CAPITAL INVENTORY				227,500	37,000	210,000	72,500	329,000

	2013 Bud	2013 Prj	\$ from Bud	2014	2015	2016	2017	2018
Debt Expense								
Debt Expense	18,000	18,000	-	18,000	18,000	18,000	18,000	18,000
TOTAL EXCESS (DEFICIT)	153,937	153,937	-	202,456	201,668	197,458	193,069	186,010
Garbage Fund Summary								
	2013 Bud	2013 Prj		2012	2013	2014	2015	2016
Beginning Balance	-	-						
Beginning Balance (Unaudited)	-	-		153,937	356,393	558,061	755,519	948,588
Ending Balance	153,937	153,937		356,393	558,061	755,519	948,588	1,134,598
Target (10% of Operations)	123,462	123,462		125,456	127,775	130,149	132,579	135,317
Budget Reconciliation								
Revenue	1,483,599	1,483,599	-	1,517,281	1,540,379	1,560,767	1,581,559	1,602,770
Expenditure	1,329,662	1,329,662	-	1,314,825	1,338,711	1,363,309	1,388,490	1,416,760
Excess/(Deficit)	153,937	153,937	-	202,456	201,668	197,458	193,069	186,010
								-

Debt Service Fund

DEBT SERVICE PROJECTION

Recent Debt Payment History

Paid	Debt Service Before Referendum	Cost per 10K Taxes
2009	2,742,288	325
2010	2,642,658	293
2011	2,052,445	269
2012	1,332,820	195
Total	8,770,211	

Amount of Issuance \$ 8,550,000.00

New Debt Overlapped with Existing Debt

Paid	Debt Service Before Referendum	Cost per 10K Taxes	\$8.55 M Series 2012	Cost per 10K Taxes	Combined Debt Service After Referendum	Cost per 10K Taxes
2013	1,352,583	198	226,200	33	1,578,783	231
2014	1,366,320	200	226,200	33	1,592,520	233
2015	1,379,195	202	226,200	33	1,605,395	235
2016	1,174,895	172	226,200	33	1,401,095	205
2017	1,195,370	175	226,200	33	1,421,570	208
2018	1,216,995	178	226,200	33	1,443,195	212
2019	-	-	1,086,200	159	1,086,200	159
2020	-	-	1,089,430	160	1,089,430	160
2021	-	-	1,090,070	160	1,090,070	160
2022	-	-	1,088,470	160	1,088,470	160
2023	-	-	1,090,010	160	1,090,010	160
2024	-	-	1,089,968	160	1,089,968	160
2025	-	-	1,087,808	159	1,087,808	159
2026	-	-	1,088,455	160	1,088,455	160
2027	-	-	1,087,705	159	1,087,705	159
	7,685,358		11,155,316		18,840,674	

*Total new debt may vary based upon actual market results.

Motor Fuel Tax Fund

Village of Glencoe
Motor Fuel Tax Fund
FY 2018 Long Range Forecast

Motor Fuel Tax Fund Summary Analysis

Available Sources

FY 2012 Balance Excess (Deficit) of Target	171,780
Operating Excess (Deficit) During Plan	<u>667,572</u>
Total Sources	839,352

Capital Inventory (FY 2014 Through FY 2018) 825,000

Excess (Deficit) Sources 14,352

Excess (Deficit) Sources from Prior Plan 138,100

Village of Glencoe								
Motor Fuel Tax Fund								
FY 2018 Long Range Forecast								
	<u>2013 Bud</u>	<u>2013 Pri</u>	<u>\$ from Bud</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
Revenues								
Allotment	217,200	213,351	(3,849)	213,350	213,350	213,350	213,350	213,350
Interest	1,000	1,000	-	1,000	1,005	1,010	1,015	1,020
Sub-Total	218,200	214,351	(3,849)	214,350	214,355	214,360	214,365	214,370
		98.2%		-1.8%	0.0%	0.0%	0.0%	0.0%
Total Operating Rev.	218,200	214,351	(3,849)	214,350	214,355	214,360	214,365	214,370
Expenditures								
Services	45,700	45,700	-	46,614	47,546	48,497	49,467	50,456
Capital Projects	400,000	400,000	-	-	-	-	-	-
Sub-Total	445,700	445,700	-	46,614	47,546	48,497	49,467	50,456
Capital Inventory	-	-	-	-	400,000	-	425,000	-
Total Operating Exp.	445,700	445,700	-	46,614	47,546	48,497	49,467	50,456
NET OPERATIONS	(227,500)	(231,349)	(3,849)	167,736	166,809	165,863	164,898	163,914
Other Sources (Uses)								
Transfer to General Fund	30,603	30,603	-	31,062	31,683	32,317	32,963	33,623
Bond Proceeds	-	-	-	-	-	-	-	-
Sub-Total	30,603	30,603	-	31,062	31,683	32,317	32,963	33,623
Total Sources (Uses)	30,603	30,603	-	31,062	31,683	32,317	32,963	33,623
TOTAL OPERATING EXCESS (DEFICIT)	(258,103)	(261,952)	(3,849)	136,674	135,126	133,546	131,935	130,291
Motor Fuel Tax Fund Summary								
	<u>2012 Bud</u>	<u>2012 Pri</u>	<u>\$ from Bud</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
Beginning Balance (Unaudited)	478,302	478,302		216,350	353,024	488,150	621,696	753,631
Ending Balance	220,199	216,350		353,024	488,150	621,696	753,631	883,922
Target (10% of Operations)	44,570	44,570						
Budget Reconciliation								
Revenue	218,200	214,351	(3,849)	214,350	214,355	214,360	214,365	214,370
Expenditure	476,303	476,303	-	77,676	79,229	80,814	82,430	84,079
Excess/(Deficit)	(258,103)	(261,952)	(3,849)	136,674	135,126	133,546	131,935	130,291

E911 Fund

Village of Glencoe
Enhanced 911 Fund
FY 2018 Long Range Forecast

Enhanced 911 Fund Summary Analysis

Available Sources	
FY 2012 Balance Excess (Deficit) of Target	331,277
Operating Excess (Deficit) During Plan	<u>(279,734)</u>
Total Sources	51,543
Capital Inventory (FY 2014 Through FY 2018)	749,000
Excess (Deficit) Sources	(697,457)
Excess (Deficit) Sources from Prior Plan	(143,932)

Village of Glencoe								
Enhanced 911 Fund								
FY 2018 Long Range Forecast								
	<u>2013 Bud</u>	<u>2013 Prj</u>	<u>\$ from Bud</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
Revenues								
Surcharge	140,100	143,827	3,727	139,256	138,469	137,737	137,061	136,439
Interest	1,000	1,000	-	1,000	1,005	1,010	1,015	1,020
Sub-Total	141,100	144,827	3,727	140,256	139,474	138,747	138,076	137,459
		102.6%		-0.6%	-0.6%	-0.5%	-0.5%	-0.4%
Total Operating Rev.	141,100	144,827	3,727	140,256	139,474	138,747	138,076	137,459
Expenditures								
Personnel	52,264	52,264	-	53,163	53,955	54,759	55,575	56,680
Services	71,029	71,029	-	72,450	73,899	75,377	76,885	78,422
Commodities	60,771	60,771	-	61,987	63,226	64,491	65,781	67,096
Sub-Total	184,064	184,064	-	187,600	191,080	194,627	198,241	202,198
		100.0%		1.9%	1.9%	1.9%	1.9%	2.0%
Total Operating Exp.	184,064	184,064	-	187,600	191,080	194,627	198,241	202,198
NET OPERATIONS	(42,964)	(39,237)	3,727	(47,344)	(51,606)	(55,880)	(60,165)	(64,739)
Other Sources (Uses)								
Capital Projects	25,500	25,500	-	-	-	-	-	-
Sub-Total	25,500	25,500	-	-	-	-	-	-
Capital Inventory				80,000	85,000	99,000	90,000	395,000
Total Sources (Uses)	25,500	25,500	-	-	-	-	-	-
TOTAL OPERATING EXCESS (DEFICIT)	(68,464)	(64,737)	3,727	(47,344)	(51,606)	(55,880)	(60,165)	(64,739)
Enhanced 911 Fund Summary								
	<u>2012 Bud</u>	<u>2012 Prj</u>		<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
Beginning Balance (Unaudited)	414,420	414,420		349,683	302,339	250,733	194,853	134,688
Ending Balance	345,956	349,683		302,339	250,733	194,853	134,688	69,949
Target (10% of Operations)	18,406	18,406		18,760	19,108	19,463	19,824	20,220
Budget Reconciliation								
Revenue	141,100	144,827	3,727	140,256	139,474	138,747	138,076	137,459
Expenditure	209,564	209,564	-	187,600	191,080	194,627	198,241	202,198
Excess/(Deficit)	(68,464)	(64,737)	3,727	(47,344)	(51,606)	(55,880)	(60,165)	(64,739)

Assumptions

Village of Glencoe									
Long Range Financial Forecast									
Through FY 2018									
Major Revenue Assumptions									
% Increase from the FY 2013 Base as adjusted from Budget									
	Base	Budget	Base						
	FY 2012	FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Basis
Revenue									
Building Permits	531,000	635,000	635,000	0.00%	2.00%	2.00%	2.00%	2.00%	Economic Conditions
Cable Television Revenue	171,335	183,000	199,000	3.00%	3.00%	3.00%	3.00%	3.00%	Consumption + Rates
Curbside Recycling	181,506	184,229	184,229	2.96%	2.00%	2.00%	2.00%	2.00%	Annual Fee Increase
Illinois Income Tax	630,000	690,800	710,000	0.00%	2.00%	2.00%	2.00%	2.50%	Economic Conditions
Optional Second Collection	97,584	99,048	90,000	4.70%	2.00%	2.00%	2.00%	2.00%	Annual Fee Increase
Parking Fees	98,628	99,000	93,000	0.00%	13.00%	0.00%	0.00%	6.00%	Economic Conditions
Property Tax	8,273,629	8,444,347	8,444,347	2.96%	1.40%	2.00%	2.00%	2.00%	Change in CPI-U
Sales Tax	1,722,000	1,595,000	1,595,000	0.00%	2.00%	2.00%	2.00%	2.00%	Economic Conditions
Sewer Charge	527,900	535,819	535,819	2.96%	2.00%	2.00%	2.00%	2.00%	Annual Fee Increase
Telecommunications Tax	518,000	445,000	445,000	0.00%	2.00%	2.00%	2.00%	2.00%	Consumption + Rates
Use Tax	112,000	142,180	138,000	0.00%	2.00%	2.00%	2.00%	2.00%	Economic Conditions
Utility Tax	716,600	730,932	649,000	0.00%	2.00%	2.00%	2.00%	2.00%	Consumption + Rates
Water Sales	1,929,492	1,958,434	1,958,434	2.96%	2.00%	2.00%	2.00%	2.00%	FY 2010 Consumption
Sewer Charge - Annual 5% increase or change in CPI whichever is less, minimum 2%.									
Water Rates - Annual 5% increase or change in CPI whichever is less, minimum 2%									
Curbside Recycling - Annual increase by same percentage as contract.									
Optional Second Collection - Annual 5% increase or change in CPI whichever is less, minimum 2%									
Garbage Fees - Annual 5% increase or change in CPI whichever is less, minimum 2%									
Ambulance Fees - Annual 3% increase or change in CPI whichever is less, minimum 2%									
Alarm Fees - Annual 3% increase or change in CPI whichever is less (minimum \$5 increments)									
Vehicle & Animal Licenses - Annual 3% increase or change in CPI whichever is less (minimum 5\$ increments)									
Property Taxes - Annual increases per PTELL, no abatements.									
Major Expenditure Assumptions									
% Increase from the FY 2013 Base as adjusted from Budget									
	Base	Budget	Base						
	FY 2012	FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Basis
Expenditure									
Salaries (1)	8,663,553	8,861,443	8,817,136	2.00%	2.00%	2.00%	2.00%	2.50%	Economic Conditions
Benefits	1,505,224	1,490,720	1,490,720	0.00%	5.00%	5.00%	5.00%	5.00%	Economy & Plan Design
Police Pension	1,626,363	1,465,318	1,465,318	0.00%	3.00%	3.00%	3.00%	3.00%	Actuarial Estimates
IMRF (1)	593,654	583,537	580,619	4.63%	2.00%	2.00%	2.00%	2.50%	Salaries paid and Rate
Services (2)	2,421,163	2,586,249	TBD	2.00%	2.00%	2.00%	2.00%	2.00%	Cost to provide services
Commodities (2)	1,115,031	1,188,035	TBD	2.00%	2.00%	2.00%	2.00%	2.00%	Cost of goods for service
Debt Service	Per Schedule								Debt Schedule
Capital	Per Inventory and Approved Budget								Est. of Available Resources
Community Grants				0.00%	0.00%	0.00%	0.00%	0.00%	Village Board Policy
Autohaus Sales Tax Rebate	Ends FY 2014								Per Agreement
Note									
(1) Salary and IMRF base for FY 2013 is 99.5% of the FY 2013 budget for attrition purposes over 5 years.									
(2) Base to be determined following analysis of one time versus recurring operating expenses.									

Consumer Price Index-All Urban Consumers

Series Catalog:

Series ID : CUUR0000SA0

Not Seasonally Adjusted

Area : U.S. city average

Item : All items

Base Period : 1982-84=100

Data:

Year	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Ann
1999	164.3	164.5	165.0	166.2	166.2	166.2	166.7	167.1	167.9	168.2	168.3	168.3	166.6
2000	168.8	169.8	171.2	171.3	171.5	172.4	172.8	172.8	173.7	174.0	174.1	174.0	172.2
2001	175.1	175.8	176.2	176.9	177.7	178.0	177.5	177.5	178.3	177.7	177.4	176.7	177.1
2002	177.1	177.8	178.8	179.8	179.8	179.9	180.1	180.7	181.0	181.3	181.3	180.9	179.9
2003	181.7	183.1	184.2	183.8	183.5	183.7	183.9	184.6	185.2	185.0	184.5	184.3	184.0
2004	185.2	186.2	187.4	188.0	189.1	189.7	189.4	189.5	189.9	190.9	191.0	190.3	188.9
2005	190.7	191.8	193.3	194.6	194.4	194.5	195.4	196.4	198.8	199.2	197.6	196.8	195.3
2006	198.3	198.7	199.8	201.5	202.5	202.9	203.5	203.9	202.9	201.8	201.5	201.8	201.6
2007	202.4	203.5	205.4	206.7	207.9	208.4	208.3	207.9	208.5	208.9	210.2	210.0	207.3
2008	211.1	211.7	213.5	214.8	216.6	218.8	220.0	219.1	218.8	216.6	212.4	210.2	215.3
2009	211.1	212.2	212.7	213.2	213.9	215.7	215.4	215.8	216.0	216.2	216.3	215.9	214.537
2010	216.7	216.7	217.6	218.0	218.2	218.0	218.0	218.3	218.4	218.7	218.8	219.2	218.056
2011	220.2	221.3	223.5	224.906	225.964	225.7	225.9	226.5	226.9	226.4	226.2	225.7	224.939
2012	226.7	227.7	229.4	230.085	229.815	229.5	229.1						

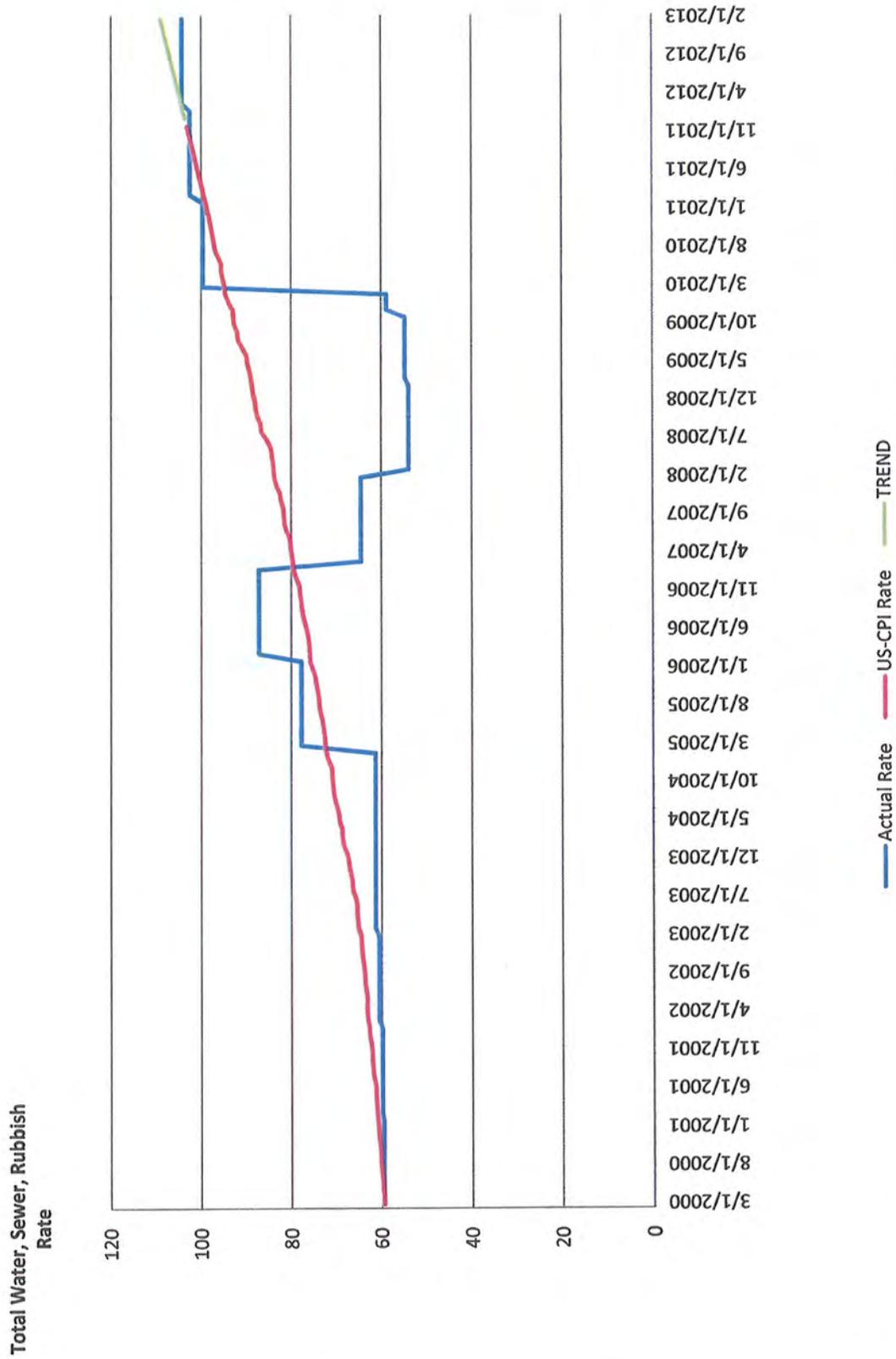
Year	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Ann
1999													
2000	2.74%	3.22%	3.76%	3.07%	3.19%	3.73%	3.66%	3.41%	3.45%	3.45%	3.45%	3.39%	
2001	3.73%	3.53%	2.92%	3.27%	3.62%	3.25%	2.72%	2.72%	2.65%	2.13%	1.90%	1.55%	
2002	1.14%	1.14%	1.48%	1.64%	1.18%	1.07%	1.46%	1.80%	1.51%	2.03%	2.20%	2.38%	
2003	2.60%	2.98%	3.02%	2.22%	2.06%	2.11%	2.11%	2.16%	2.32%	2.04%	1.77%	1.88%	
2004	1.93%	1.69%	1.74%	2.29%	3.05%	3.27%	2.99%	2.65%	2.54%	3.19%	3.52%	3.26%	
2005	2.97%	3.01%	3.15%	3.51%	2.80%	2.53%	3.17%	3.64%	4.69%	4.35%	3.46%	3.42%	
2006	3.99%	3.60%	3.36%	3.55%	4.17%	4.32%	4.15%	3.82%	2.06%	1.31%	1.97%	2.54%	
2007	2.08%	2.42%	2.78%	2.57%	2.69%	2.69%	2.36%	1.97%	2.76%	3.54%	4.31%	4.08%	
2008	4.28%	4.03%	3.98%	3.94%	4.18%	5.02%	5.60%	5.37%	4.94%	3.66%	1.07%	0.09%	
2009	0.03%	0.24%	-0.38%	-0.74%	-1.26%	-1.42%	-2.10%	-1.48%	-1.29%	-0.18%	1.84%	2.72%	
2010	2.63%	2.14%	2.31%	2.24%	2.00%	1.05%	1.24%	1.15%	1.14%	1.17%	1.14%	1.50%	
2011	1.63%	2.11%	2.68%	3.16%	3.57%	3.56%	3.63%	3.77%	3.87%	3.53%	3.39%	2.96%	
2012	2.93%	2.87%	2.65%	2.30%	1.70%	1.66%	1.41%						

AVERAGE

00-11	2.48%	2.51%	2.57%	2.56%	2.60%	2.60%	2.58%	2.58%	2.55%	2.52%	2.50%	2.48%
00-12	2.51%	2.54%	2.57%	2.54%	2.53%	2.53%	2.49%					

CY	Chng in CPI	Yardwaste Collection Fee	Yardwaste Stickers	Leaf Bags	Vehicle Stickers	Animal Licenses	Daily Parking	Qtrly Parking	Annual Parking	Alarm Permit
2008	0.09%									
2009	2.72%		2	8.50	50	10	2	75	270	50
2010	1.50%	5	2	9	51	10	2	76	274	51
2011	2.96%	5	2	9	52	10	2	78	282	52
2012	2.00%	5	2	9	53	11	2	80	288	53
2013	2.00%	5	2	9	54	11	2	82	294	54
2014	2.00%	5	2	9	55	11	2	83	299	55
2015	2.00%	6	2	10	57	11	2	85	305	57
2016	2.00%	6	2	10	58	12	2	87	312	58
2017	2.00%	6	2	10	59	12	2	88	318	59
2018	2.00%	6	2	10	60	12	2	90	324	60
		2015		2014	2014	2016		2015	2015	2014
		20%		6%	10%	20%		13%	13%	10%
				2015	2018			2018	2018	2018
				11%	9%			6%	6%	9%

Water, Sewer, Rubbish Rate to CPI Rate



THE VILLAGE OF GLENCOE
Office of the Village Manager

OFFICIAL PAY PLAN

March 1, 2013

VILLAGE OF GLENCOE
OFFICE OF THE VILLAGE MANAGER
March 1, 2013

OFFICIAL PAY PLAN

1.0 Purpose:

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

2.0 Scope:

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

3.0 Policy:

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

4.0 Distribution:

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

Office of the Village Manager
March 1, 2013

Procedures and Implementation Data

THE OFFICIAL PAY PLAN

The Salary Ranges, Position Titles, and Position Classifications as presented herein, shall constitute the Official Pay Plan for all employees of the Village of Glencoe except for the Village Manager. The Village Manager operates under a separate contract with the Village Board. The Official Plan grants certain authority to the Village Manager, but does not obligate the Manager to act with regards to compensation of employees.

ADMINISTRATOR OF THE PAY PLAN

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

Salary Administration Procedure

SALARY RANGE

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

ORIGINAL APPOINTMENT AND PROBATIONARY PERIOD

Employees shall normally be appointed at the minimum level of the range authorized for the position. However, employees may be hired at a level higher than the minimum with the expressed approval of the Village Manager who shall have authority to establish initial employment compensation at any salary level within the range authorized for the position. Employees appointed at the initial increment for their position salary range shall be eligible for a salary increase upon satisfactory completion of a probationary period and recommendation for salary adjustment by the Department Head. Probationary periods shall normally cover the initial six (6) months of employment; however, such period may be extended not to exceed one (1) year if, in the opinion of the Department Head and Village Manager, an extended period is necessary to fully evaluate the employee for regular appointment. Appointment as regular employee bestows no additional rights to the employee. All employees are considered "at will" employees. No employee shall be considered for regular employee appointment nor salary increase if the

employee is determined to not satisfactorily perform duties of the position to which the employee is assigned.

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

ADMINISTRATION PLAN

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

PAY PLAN ADJUSTMENTS

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

PROMOTIONS

When an employee is transferred or promoted from one position or salary range to another position or salary range, the employee's salary may be adjusted by the Village Manager. Such salary will be at an increment commensurate with the employee's knowledge, skills and abilities to perform the new duties. In the case of promotions, the Village Manager may authorize a salary increase within the new salary range which reflects the increased duties and responsibilities assigned the employee.

RECLASSIFICATION

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

ADDITIONAL DUTY PAY

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

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

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

ADDITIONAL MERIT PAY

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

Temporary Employees

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

<u>Temporary Positions</u>	<u>Non-Regular Employee</u>		
	<u>Hourly Pay Range</u>		
	<u>Minimum</u>	<u>Maximum</u>	
Special Education Intern	8.00	10.00	
Administrative Intern	8.00	16.00	
Engineering Intern	8.00	16.00	
Office Clerk	8.00	20.00	
Clerk Typist	8.00	19.00	
Secretary	8.00	25.00	
Seasonal Laborer	8.00	17.00	
Handyman	8.00	22.00	
Crossing Guard	225	450	per month
Paid On-Call Firemen	20	20	per call
Health Officer	1035	1200	per month

Executive, Managerial and Administrative Classification

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

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

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

In addition, the salary plan shall be reviewed each year based upon the following considerations:

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

Office of the Village Manager
March 1, 2013

VILLAGE OF GLENCOE FISCAL YEAR 2014 PAY PLAN

	FY2014 Annual Minimum	FY2014 Annual Maximum
VILLAGE MANAGER'S OFFICE		
Village Manager	By Agreement	
Assistant Village Manager	\$ 90,917	\$ 126,078
Executive Assistant	\$ 52,283	\$ 72,971
Information Technology Coordinator	\$ 66,483	\$ 92,929

DEPARTMENT OF FINANCE		
Director of Finance	\$ 109,772	\$ 150,166
Assistant to the Director of Finance	\$ 55,198	\$ 88,934
Accountant	\$ 59,129	\$ 78,402
Payroll/Benefit Coordinator	\$ 46,280	\$ 67,744
Finance Billing Service Coordinator	\$ 44,121	\$ 63,361

DEPARTMENT OF PUBLIC SAFETY		
Director of Public Safety	\$ 109,772	\$ 150,166
Deputy Chief / Public Safety	\$ 115,260	\$ 122,562
Lieutenant	\$ 97,245	\$ 116,448
Public Safety Officer	By Contract	
Communications Operator	\$ 51,851	\$ 70,870
Administrative Secretary	\$ 45,374	\$ 63,476
Community Service Officer	\$ 49,335	\$ 66,140
Public Safety Records Clerk	\$ 44,800	\$ 62,137

DEPARTMENT OF PUBLIC WORKS		
Director of Public Works	\$ 107,630	\$ 150,166
Village Engineer	\$ 66,299	\$ 104,251
PW General Superintendent	\$ 92,449	\$ 121,581
Building & Zoning Administrator	\$ 92,449	\$ 116,919
Planning & Development Administrator	\$ 75,666	\$ 104,040
Water Plant Superintendent	\$ 75,666	\$ 104,040
Public Works Supervisor	\$ 65,423	\$ 97,583
Mechanic	By Contract	
Water Plant Operator	By Contract	
Maintenance Equipment Operator	By Contract	
Building Custodian	By Contract	
Office Coordinator	\$ 46,778	\$ 65,210
Administrative Secretary	\$ 44,833	\$ 63,476
Receptionist/Cashier	\$ 37,963	\$ 54,864
Assistant to the Public Works Director	\$ 55,198	\$ 88,934

HISTORY OF AUTHORIZED FULL TIME POSITIONS

	ADOPTED BUDGET <u>FY 2005</u>	ADOPTED BUDGET <u>FY 2006</u>	ADOPTED BUDGET <u>FY 2007</u>	ADOPTED BUDGET <u>FY 2008</u>	ADOPTED BUDGET <u>FY 2009</u>	ADOPTED BUDGET <u>FY2010</u>	ADOPTED BUDGET <u>FY2011</u>	ADOPTED BUDGET <u>FY2012</u>	ADOPTED BUDGET <u>FY2013</u>	ADOPTED BUDGET <u>FY2014</u>
<u>OFFICE OF THE VILLAGE MANAGER</u>										
VILLAGE MANAGER	1	1	1	1	1	1	1	1	1	1
ASSISTANT VILLAGE MANAGER	0	0	0	1	1	1	1	1	1	1
ASSISTANT TO THE MANAGER	2	1	1	0	0	0	0	0	0	0
EXECUTIVE ASSISTANT	1	1	1	1	1	1	1	0	1	1
EXECUTIVE SECRETARY	0	0	0	0	0	0	0	1	0	0
INFORMATION TECH. COORDINATOR	0	0	0	0	1	1	1	1	1	1
TOTAL	4	3	3	3	4	4	4	4	4	4
<u>DEPARTMENT OF FINANCE</u>										
DIRECTOR OF FINANCE	1	1	1	1	1	1	1	1	1	1
ASSISTANT TO THE DIRECTOR	1	1	1	1	1	1	1	1	1	1
ACCOUNTANT	1	1	1	1	1	1	1	1	1	1
PAYROLL/BENEFIT COORDINATOR	1	1	1	1	1	1	1	1	1	1
FINANCIAL BILLING SERVICES COORDINATOR	1	1	1	1	1	1	1	1	1	1
TOTAL	5	5	5	5	5	5	5	5	5	5
<u>DEPARTMENT OF PUBLIC SAFETY</u>										
DIRECTOR OF PUBLIC SAFETY	1	1	1	1	1	1	1	1	1	1
DEPUTY CHIEF	2	2	2	2	2	2	1	1	1	1
ADMINISTRATIVE ASSISTANT	1	1	1	1	1	1	0	0	0	0
LIEUTENANT	6	6	6	6	6	6	7	7	7	7
OFFICER	26	26	27	27	27	27	26	24	24	24
COMMUNICATIONS OPERATOR	5	5	5	5	5	5	5	5	5	5
COMMUNITY SERVICE OFFICER	2	2	2	2	2	2	2	2	2	2
ADMINISTRATIVE SECRETARY	1	1	1	1	1	1	1	1	1	1
RECORDS CLERK	1	1	1	1	1	1	1	1	1	1
TOTAL	45	45	46	46	46	46	44	42	42	42

HISTORY OF AUTHORIZED FULL TIME POSITIONS

	ADOPTED BUDGET <u>FY 2005</u>	ADOPTED BUDGET <u>FY 2006</u>	ADOPTED BUDGET <u>FY 2007</u>	ADOPTED BUDGET <u>FY 2008</u>	ADOPTED BUDGET <u>FY 2009</u>	ADOPTED BUDGET <u>FY2010</u>	ADOPTED BUDGET <u>FY2011</u>	ADOPTED BUDGET <u>FY2012</u>	ADOPTED BUDGET <u>FY2013</u>	ADOPTED BUDGET <u>FY2014</u>
<u>DEPARTMENT OF PUBLIC WORKS</u>										
DIRECTOR OF PUBLIC WORKS	1	1	1	1	1	1	1	1	1	1
VILLAGE ENGINEER	1	1	1	1	1	1	1	1	1	1
BUILDING AND ZONING ADMINISTRATOR	0	0	0	0	0	1	1	1	1	1
DEPUTY DIRECTOR PUBLIC WORKS/ COMMUNITY DEVELOPMENT	1	1	1	1	1	0	0	0	0	0
WATER PLANT SUPERINTENDENT	1	1	1	1	1	1	1	1	1	1
GENERAL SUPERINTENDENT	1	1	1	1	1	1	1	1	1	1
ASSISTANT TO THE DIRECTOR	0	0	0	0	0	0	0	0	0	1
COMMUNITY DEVELOPMENT ANALYST	1	1	1	1	1	1	1	1	1	0
PLANNING AND DEVELOPMENT ADMINSTRATOR	0	0	0	0	0	0	0	0	0	1
BUILDING INSPECTOR/REVIEWER	1	1	1	1	1	1	1	1	1	0
PUBLIC WORKS SUPERVISOR	4	4	4	4	4	4	4	4	4	4
ADMINISTRATIVE SECRETARY	1	1	1	1	1	1	1	1	1	1
OFFICE COORDINATOR	1	1	1	1	1	1	1	1	1	1
RECEPTIONIST/CASHIER	1	1	1	1	1	1	1	1	1	1
MECHANIC	4	4	4	4	4	4	4	4	4	4
MEO	23	23	23	20	21	21	21	21	21	20
WATER PLANT OPERATOR	4	4	4	4	4	4	4	4	4	4
BUILDING CUSTODIAN	1	1	1	1	0	0	0	0	0	0
TOTAL	46	46	46	43	43	43	43	43	43	42
TOTAL FULL TIME EQUIVALENT										
	100	99	100	97	98	98	96	94	94	93

FISCAL YEAR 2014
MAJOR FINANCIAL POLICIES

Fund Balance Policy

It is the policy of the Village to maintain an undesignated unreserved fund balance in the General Fund of 10% of current operating expenditures, excluding capital, but no lower than \$1,400,000. The minimum targets for the Water Fund and Garbage Fund is also 10% of current operating expenditures with no absolute dollar minimum.

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

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

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

Policy Consideration

1. Revise Debt Service Fund policy to maintain a balance sufficient to reduce the likelihood of having to transfer resources from other funds to cover debt payments in the event that property taxes are not received on a timely basis. The 25% fund balance target resulted in a comment from the auditor last year. **Revised to establish minimum fund balance of \$40,000.**
2. Last year the General Fund minimum balance was increased from \$1,000,000 to \$1,400,000.

STATUS – REVIEW COMPLETED

Balanced Budget Policy

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

Policy Considerations – NONE PROPOSED

Property Taxes

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

Policy Considerations – NONE PROPOSED

Abatement of Taxes

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

Policy Considerations

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

STATUS – Abatement ordinance prepared for Village Board consideration at the January 17, 2013 Meeting.

Debt Policy – Use of Limited Tax Authority

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

- Amount cannot exceed ½ of 1.0% of its equalized assessed valuation (EAV); and
- The total annual payment extension is no more than 539,046 for 2012 levy (last year the annual maximum was \$523,046).

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

Policy Considerations – NONE PROPOSED

1. The annual debt payment available is approximately \$315,000.
2. The existing limited tax debt will be retired in December of 2015.

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

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

Policy Considerations

1. Conduct annual review.

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 Considerations

1. Review Garbage Fund Management fee. Since the General Fund is transferring approximately \$350,000 per year to support garbage services, should the transfer be reduced and the management fee discontinued in order to eliminate a conflicting financial transaction (a net \$0 difference in funding provided to the Garbage Fund)?
2. With capital improvements being considered at the Glencoe Golf Club, would it be best to allow the Glencoe Golf Club to retain the cash for future improvements instead of paying the Village for accrued management fee?

STATUS - To be discussed at the January 17, 2014 Village Board Meeting.

Funding Pension Obligations

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

Policy Considerations – NONE PROPOSED

Funding Firefighters Pension Fund

Statutorily, the Village is responsible for funding obligations of the Firefighters Pension Fund. This fund is now a terminal fund with no active members. Once there are no beneficiaries in the fund, any resources remaining in the fund will be subject to claim by the State of Illinois. Annually, the Village determines the required funding of this pension obligation with the assistance of an actuary. At present, the annual pension annuity cost is at about \$100,000. The Village will allocate between \$70,000 and \$90,000 in the General Fund towards future obligations. Once resources in the Pension Fund are exhausted, accumulated resources in the General Fund will be used. To the extent possible, only taxes that are not subject to tax cap will be levied for the benefit of the Firefighters Pension Fund.

Policy Considerations

1. The Firefighter's Pension Fund is now a pay-as-you-go obligation of the Village and the policy will be amended to reflect that fact.

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 with the \$250,000 level being evaluated at the November Village Board meeting. Each year this deductible level will be re-evaluated. Following Board discussion, the Village retained the \$100,000 for 2012.

Policy Consideration

1. The analysis and recommendation for the Fiscal Year 2013 IRMA deductible level will be presented at the November 2012 Finance Committee Meeting.

STATUS – Review completed with no change in deductible level.

IRMA Excess Surplus (NEW)

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

1. Excess surplus retained by IRMA is included in their portfolio of investments and earns a higher rate of return than that typically earned by the Village.
2. Excess surplus now available to access on a quarterly basis for any need identified by the Village and therefore it will serve as an additional accessible reserve against catastrophic claims exposure.

STATUS – On the agenda as an addendum to the check register.

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.

Policy Consideration

1. Since the increased in the 2013 IMRF rate is less than 10% , the phase in funding is not available for Fiscal Year 2014.

Interfund Transfers (NEW)

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 Consideration - NEW ITEM

Long Range Financial Planning (NEW)

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 - NEW ITEM

Maintaining Legal Appropriations and Budget Amendments (NEW)

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 - NEW ITEM

1. Expenditures beyond budget in the bond construction fund resulted in an auditor comment. This policy will address the issue that generated the comment.

Increases in Fees and Charges for Service (NEW)

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 Consideration - NEW ITEM

Basis of Presentation – Fund Accounting

The accounts of the Village are organized on the basis of funds or account groups, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues, and expenditures or expenses as appropriate. Governmental resources are allocated to and accounted for in individual funds based upon the purposes for which they are to be spent and the means by which spending activities are controlled. The various funds are grouped into six generic fund types and three broad fund categories as follows:

1. Governmental Fund Types

Governmental funds are those through which most governmental functions of the Village are financed. The Village's expendable financial resources (except those accounted for in proprietary funds) are accounted for through governmental funds. The measurement focus is upon determination of changes in financial position, rather than upon net income determination. The following are the Village's Governmental Fund Types:

General Fund – The General Fund is the general operating fund of the Village. It is used to account for all financial resources except those required to be accounted for in another fund. Although treated as separate funds for budget reporting, the Foreign Fire Insurance are treated as part of the General Fund for the purposes of financial reporting (CAFR).

Special Revenue Funds – Special Revenue Funds are used to account for the proceeds of special revenue sources that are legally restricted to expenditures for specified purposes. The Village maintains one major special revenue fund, the Garbage Fund, and two non-major funds, the Motor Fuel Tax Fund and the Enhanced 911 Fund. The Garbage Fund is used to account for revenues derived from a separate property tax levy and user fees used to finance garbage collection and disposal within the Village.

Debt Service Funds – Debt Service Funds are used to account for the accumulation of resources for, and the payment of, general long-term debt principal, interest, and related costs. The Village Debt Service Funds provides principal and interest payments on the 2005 Limited Tax G.O. Bonds and 2009 G.O. Bonds.

Capital Projects Funds – Capital Project Funds are used to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by business-type/proprietary funds). The Capital Projects Fund, a major fund, is used to account for the 2009 General Obligation bond proceeds used for the construction of various streets, sewer, building improvements, and for the purchase of a replacement fire engine.

2. Proprietary Fund Type

Enterprise Funds – Enterprise Funds are used to account for operations that (a) are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs (including depreciation) of providing

goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or (b) where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes. The Village Water Fund and Glencoe Golf Club Fund are Enterprise Funds. Glencoe Golf Club budget is approved and reported separately from the Village.

3. **Fiduciary Fund Type**

Fiduciary funds are used to account for assets held by the Village in a trustee capacity or as an agent for individuals, private organizations, other governmental units, or other funds.

Trust and Agency Funds – Trust and Agency Funds include Pension Trust Funds. Operations of the Pension Trust Funds are accounted for and reported in the same manner as proprietary funds. The Village Police Pension Fund and the Firemen’s Pension Fund are Trust Funds. The Village includes in its CAFR the activities of the Trust and Agency Funds.

Budgetary Data

The operating budget includes proposed expenditures and the means of financing them. The Village Board can amend the operating budget as long as the amended budget remains within the legal expenditures ceiling set forth by the appropriation ordinance. The preparation of the budget follows the following schedule:

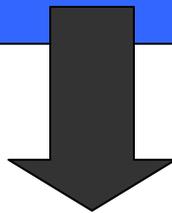
- (1) The Village Board updates the Long Range Financial Plan and Long Range Capital Improvement Plan;
- (2) All Departmental budget requests are submitted to Village Manager for review;
- (3) Manager review and completes proposed budget with Department Heads;
- (4) Budget delivered to Village President and Board of Trustees for review;
- (5) Public hearing is conducted to obtain taxpayer comments; and
- (6) Prior to April 15 the budget is legally enacted, and prior to May 15 the appropriation ordinance is legally enacted.

The budget is prepared on a basis consistent with general accepted accounting principles (GAAP). Budget appropriations lapse at year-end. The Village encumbers funds during the fiscal year, but does not carry encumbrances to the next fiscal year. Encumbrances outstanding at the end of the fiscal year are typically closed and subject to budget approval. On a limited basis, items previously approved by the Village Board or as part of an approved contract that have not been paid by the end of the year are expensed as payable, rather than booked as an encumbrance.

Village of Glencoe Mission Statement

- To continue a commitment to preserving and enhancing this desirable and attractive residential community;
- To emphasize the small-town character of Glencoe as a safe, uncrowded, and pleasant village that is part of the Chicago metropolitan area;
- To take advantage of technological and other relevant changes while always preserving the essential character of the Village;
- To continue to encourage the religious, racial and ethnic diversity of the Village

The above characteristics are and should continue to be reflected in the Village's neighborhoods, its downtown, and its location amid Lake Michigan, the Skokie Lagoons and Cook County Forest Preserves. Essential elements of Glencoe worthy of preservation are its outstanding educational, recreational, transportation and community services, which should continue to be provided and improved in an efficient manner.



Village Goals

- Provide the highest quality of resident services
- Strengthen community involvement
- Continue to replace and repair the infrastructure of the Village
- Develop innovative solutions
- Utilize new technological solutions
- Maintain AAA Rating
- Maintain tax base and revenues
- Preserve the environment
- Recruit and retain a knowledgeable and diverse workforce

VILLAGE GOAL: PROVIDE THE HIGHEST QUALITY OF RESIDENT SERVICES

OBJECTIVES

- Maintain strong and open communications with the community. (Village Manager's Office)
- Plan and fund special activities and programs with the assistance of the Chamber of Commerce. (Village Manager's Office)
- Maintain the Village Infrastructure by providing a safe and healthy environment. (Public Works)
- Provide reliable and safe sewer systems. (Public Works)
- Maintain healthy public forestry management. (Public Works)
- Provide a safe and orderly street system and maintain Metra train station. (Public Works)
- Provide clients (residents, architects, contractors, realtors and others) with accurate and precise zoning and building information in a timely manner. (Public Works)
- Provide for the maintenance, repair and cleaning of the Village's streets, curbs, sidewalks, and bridges. (Public Works)
- Provide for the repair and maintenance of the streetlights maintained by the Village. (Public Works)
- Provide the highest levels of fire prevention and suppression capabilities and emergency medical services to protect the lives and property of the community. (Public Safety)
- Continued education of the public. (Public Safety)
- Maintain a high number of trained qualified officers as paramedics, despite resignations or retirements. (Public Safety)
- Continue to provide annual special programs including spring clean-up and fall curbside leaf collection. (Public Works)
- Maintain Village Infrastructure. (Public Works)

VILLAGE GOAL: STRENGTHEN COMMUNITY INVOLVEMENT

OBJECTIVES

- Maintain strong and open communications with the community. (Village Manager's Office)
- Promote diversity and community. (Village Manager's Office)
- Continue to provide financial assistance to various community service groups. (Village Manager's Office)
- Plan and fund special activities and programs with the assistance of the Chamber of Commerce. (Village Manager's Office)
- Provide areas that can be used for additional meetings for various community organizations, commissions, and boards. (Public Works)

VILLAGE GOAL: CONTINUE TO REPLACE AND REPAIR THE INFRASTRUCTURE OF THE VILLAGE

OBJECTIVES

- Maintain the Village infrastructure by providing a safe and healthy environment. (Public Works)
- Provide a reliable and safe sewer system. (Public Works)
- Provide a safe and orderly street system and maintain Metra train station. (Public Works)
- Provide for the maintenance, repair, and cleaning of the Village's streets, curbs, sidewalks, and bridges. (Public Works)
- Provide for the repair and maintenance of streetlights maintained by the Village. (Public Works)

VILLAGE GOAL: DEVELOP INNOVATIVE SOLUTIONS

OBJECTIVES

- Provide efficient and effective communication to residents via internet services provided as the Village Website. (Finance)

VILLAGE GOAL: UTILIZE NEW TECHNOLOGICAL SOLUTIONS

OBJECTIVES

- Maintain Financial Systems in the most efficient and effective method possible. (Finance)
- Provide reliable network services, including file sharing, email and internet. (Finance)
- Maintain computer work stations in proper operating order with current software and updated operating systems. (Finance)
- Automate to the greatest extent possible updates to the website. (Finance)
- Use technology to provide efficiency and to decrease the time that it takes to complete a task. (Public Works)
- Research and develop new technologies. (Finance)
- Increase opportunities for payments online. (Finance)

VILLAGE GOAL: MAINTAIN AAA RATING

OBJECTIVES

- Audit timesheets for accurate record keeping. (Finance)
- Legal review of payroll practices. (Finance)
- Prepare annual budget in a timely and accurate fashion. (Finance)
- Prepare long range financial plan in a timely manner. (Finance)
- Maintain awards and certifications for financial reporting and budgeting. (Finance)
- Prepare annual audit. (Finance)
- Prepare other required annual reports. (Finance)
- Prepare Quarterly Reports. (Finance)
- Prepare Monthly Reports. (Finance)
- Post Cash Receipts in an accurate and efficient fashion. (Finance)
- Minimize cash handling. (Finance)
- Maintain accurate records of deposits. (Finance)
- Invest available resources. (Finance)
- Develop investment targets. (Finance)
- Review investment policy. (Finance)
- Develop strategy for investing bond process. (Finance)
- Maintain timely and accurate bank reconciliations. (Finance)
- Minimize manual journal entries. (Finance)
- Maintain receivables reconciliation. (Finance)
- Simplify and/or payroll journal entries. (Finance)
- Check Ledger Balances. (Finance)
- Develop internal audit plan. (Finance)
- Maintain Finance Department procedure manual. (Finance)
- Review trial balances and general ledger transaction. (Finance)
- Maintain fixed asset records. (Finance)
- Develop efficient methods for preparing golf club journal entries. (Finance)
- Prepare in advance for auditors. (Finance)
- Reconcile purchasing ledger to general ledger on a regular basis. (Finance)

VILLAGE GOAL: MAINTAIN AAA RATING (CONT.)

OBJECTIVES

- Review accounts payable controls. (Finance)
- Review monthly payments for accuracy. (Finance)
- Review compliance with required tax reporting. (Finance)
- Purchase order processing and accounts payable processing segregated. (Finance)

VILLAGE GOAL: MAINTAIN TAX BASE AND REVENUES

OBJECTIVES

- Collect data regarding performance measures. (Finance)
- Invest available resources in a prudent and effective manner. (Finance)
- Develop investment targets. (Finance)
- Review investment policy. (Finance)
- Develop strategy for investing bond proceeds. (Finance)

VILLAGE GOAL: PRESERVE THE ENVIRONMENT

OBJECTIVES

- Maintain the Village infrastructure by providing a safe and healthy environment. (Public Works)
- Maintain a healthy public forestry management program. (Public Works)

VILLAGE GOAL: RECRUIT AND RETAIN A KNOWLEDGEABLE AND DIVERSE WORKFORCE

OBJECTIVES

- Maintain a high number of trained qualified officers as paramedics, despite resignations or retirements. (Public Safety)

Village Manager's Office

Mission:

The mission of this department is to administer and execute policies established by the Village Board in an effective and efficient manner, and provide an effective personnel management, recruitment and risk management program.

Long Term Goals	Current Strategy
Maintain strong and open communications with the community.	Use of the Village newsletter and website to keep residents informed about current events and services.
Promote diversity and community	<p>The Human Relations Forum continually promotes diversity and community.</p> <p>The Human Relations Forum, working in conjunction with the local schools, provides the artwork for the Village vehicle sticker.</p>
Plan and fund special activities and programs with the assistance of the Chamber of Commerce.	The Village working with Chamber representatives assists with Farmers Market, the Annual Sidewalk Sale and Movies on the Green.
Continue to provide financial assistance to various community service groups.	The Village provides community grant funding to groups on an annual basis (interested applicants submit a request for these funds annually).
Performance Measures	Collection of data to be analyzed in the future to assist in the evaluation of services.

Finance Department
Administration Division

Mission:

The mission of the administration division of the Finance Department is to effectively provide efficient and timely financial, customer and personnel support and accounting services for payroll, disbursements, revenue, receipts, benefits administration, processing of water-sewer-rubbish and recycling bills and day-to-day support to other departments.

Mission Element: Payroll Services

Long Term Goals	Current Strategies
Provide services in a cost-effective and efficient manner	Utilize talents of existing staff to process all payroll from time information to tax reporting. Encourage participation in direct-deposit to avoid supply costs. Review and recommend pre-tax benefits which also save the Village on its share of required taxes.
Audit timesheets for accurate record keeping	Each pay period there is an internal review time sheets for accuracy and appropriateness.
Use controls to avoid abuse of payroll	Require all adjustments to pay to be signed by the Village Manager prior to being effective. Require all new employees to come to Village Hall in person to complete required paperwork. Require all timesheets to be signed by employee and supervisor. Where time clocks are not available, employees sign in and sign out.
Protect privileged information	Do not release personnel information without permission of the employee
Provide payroll in an accurate fashion	Review pre-calculations prior to preparing payroll. All payroll journals and transfers reviewed, and approved by the department head.
Provide staff redundancy	With a small staff, the Director of Finance is the backup for the Payroll Benefits Coordinator.
Legal review of payroll practices	At least every 5 years the labor attorney should review payroll practices to be sure that they are still current and appropriate.
Limit discretion of Finance staff regarding certain payroll requests	Given increasingly complex sets of issues related to employee payroll, requests for consideration outside the strict interpretation of the policy will be referred to the Manager's Office for consideration. Only exceptions approved by the Village Manager or designee will be honored. Finance department will render an opinion to the Manager's Office upon request.

Issues to consider

- Consider upgrading timekeeping systems to be automated. At present only automated time keeping is in Public Works. Automated reports are printed and hand entered into the Finance Department systems.
- Consider implementing systems that allow employees to access via a password their own data (both locally and via internet) and create batches to update information. Batches reviewed and posted to payroll system if approved by Payroll Benefit Coordinator.
- Consider mandating direct deposit for all new hires.
- Consider use a payroll cards as an alternative to paychecks.

Mission Element: Financial Reporting

Long Term Goals	Current Strategies
Prepare annual budget in a timely and accurate fashion	<p>Establish an updated calendar annually for completing the annual budget</p> <p>Review policies with the Village Board and Finance Committee</p> <p>Increase access to financial records by department heads to increase effectiveness and efficiency of budget process</p> <p>Prepare budget document</p> <p>Prepare budget related ordinances including the appropriation ordinance and any fee related ordinances.</p>
Prepare long range financial plan in a timely and efficient manner	<p>Prepare an updated calendar annually for completion of long range financial plan</p> <p>Meet with Village Board and Finance Committee to review policies related to the plan.</p> <p>Prepare all drafts and final documents for Board review.</p>
Maintain awards and certifications for financial reporting and budgeting	<p>Continue participation in the Government Finance Officer's Association (GFOA) Certificate in Excellence in Financial Reporting (current recipient.)</p> <p>Continue participation in the Government Finance Officer's Association (GFOA) Distinguished Budget Award Program.</p> <p>Continue participation in the Government Finance Officer's Association (GFOA) Popular Annual Financial Report program.</p>
Prepare annual audit	<p>Work with retained auditors to provide financial records required.</p> <p>Prepare the MD&A and Statistical Sections (unaudited).</p>
Prepare other required annual reports	<p>These reports included annual reports for the Police and Fire Pension Funds for the Department of Financial and Professional Regulation, Annual Comptrollers Report, Annual Treasurers Report, Annual Estimate of Revenue Report and the Annual Unclaimed Property Report.</p> <p>Also prepare tax levy ordinance, tax abatement ordinance, appropriation ordinance and surplus property ordinance</p>
Prepare Quarterly Reports	Prepare consolidated statements of revenue and expense for Village Board review.
Prepare Monthly Reports	Prepare monthly reports for the Village Board including summaries of revenue and expense, cash balances, disbursements, and operating statements as desired.
Increase efficient utilization of computerized financial resources to outside departments	Increase access and utilization of Innoprise software.

Issues to consider

- Review budget process to establish meaningful opportunities for resident participation.
- Review timing of long range financial plan and budget.
- Review extent to which finance staff assistance will be needed in preparing the golf club financial reports.

Mission Element: Cash Management

Long Term Goal	Current Strategy
Post cash receipts in an accurate and efficient fashion.	<p>Various staff receives and processes cash receipts (check, cash, credit card) from sources including in person, mail and online transactions.</p> <p>The Billing Services Coordinator receives all payments and receipts for processing and review.</p> <p>The Accountant reviews batches and paperwork prepared by Billing Services Coordinator and posts activity to general ledger as appropriate.</p> <p>Any and all adjustments to cash activity require approval of Finance Director.</p>
Minimize cash handling	<p>Minimal amount of petty cash is allocated for use.</p> <p>Departments use purchasing cards which require receipts with statements presented to Finance for payment.</p> <p>Purchasing cards have purchase limitations similar to petty cash.</p> <p>Invoices for services such as licenses, alarm permits and miscellaneous reimbursements are prepared by Finance and cash is received by Finance.</p>
Increase opportunities for payments online	Use of Illinois EPay encouraged by the elimination of the service charge.
Maintain accurate records of deposits	Deposit transactions logged by the Public Works Department are reconciled to the General Ledger.

Issues to consider

- Consider audit of building permit activity.
- Consider use of 'mystery customer' posting cash payment in person, mail, or other method and track through receipts process.
- Increase opportunities to post lock box receipts from electronic file versus manual entry of receipts.

Mission Element: Investments

<u>Long Term Goals</u>	<u>Current Strategy</u>
Invest available resources and a prudent and effective manner.	Available cash now invested at North Shore Community Bank. Considering Max Safe account at North Shore Community Bank to boost earnings on idle cash. Village participates in a pool called IMET and has nearly \$1.5 Million in assets. Village transfers sales tax, income tax and other revenues deposited directly to Illinois Funds to maximize interest earnings opportunities at North Shore Community Bank or IMET.
Develop investment targets	Work with the Finance Committee to develop thresholds for different types of investments (i.e. cash, cd's, treasuries, etc.) Once targets are established, develop plan for rebalancing.
Review investment policy	Review investment policy once every four years unless otherwise needed.
Develop strategy for investing bond proceeds	As bond proceeds are received work with Public Works Department on spend down schedule to allow maximum investment results.

Issues to Consider

- Review of merchant banking services.

Mission Element: Accounting Services

<u>Long Term Goal</u>	<u>Current Strategies</u>
Maintain timely and accurate bank reconciliations	Prepare bank reconciliations of all bank accounts with 30 days of the end of the month.
Minimize manual journal entries	Develop use of existing automated resources to minimize the use of manual journal entries
Maintain receivables reconciliation	At least at the end of each fiscal year reconcile receivables from subsidiary ledgers to general ledger (i.e. utility billing to general ledger).
Simplify and/or payroll journal entries	Review use of automated fringe accounting versus manual entry of employer share of employee benefits.
Check Ledger Balances	Should be completed on a daily basis
Develop internal audit plan	Work during the fiscal year to develop a strategy for internal auditing polices, practices and procedures that have a financial impact Review existing controls in the finance department and outside the department.
Maintain Finance Department procedure manual	Develop a schedule for reviewing existing manual during the fiscal year. Review and refine to improve procedures on an ongoing basis. Develop templates for activities that require journal entries and wire transfers.
Review trial balances and general ledger transaction audit trails	Print and review trial balances and audit trails on a regular basis.
Maintain fixed asset records	Use existing software to maintain records. Evaluate conducting an appraisal of Golf Club and

	Water Fund fixed assets.
Develop efficient methods for preparing golf club journal entries	Work with new manager to develop process that will allow timely, efficient and accurate reporting of golf financial activity using automated resources and templates for manual journal entries.
Prepare in advance for auditors	Review preliminary work papers in January and work to make sure that all relevant supporting schedules and adjusting entries are prepared prior to the arrival of the auditors.
Work with Library to continue to enhance their accounting and record keeping system with the Village	Assisting library to transition accounting and financial record keeping to the Village's Financial Software System.

Issues to Consider

- Consider consistent and sustained development of computerized resources without full time staff to do so.
- With use of purchasing cards, consider elimination of petty cash.
- Consider use of purchasing cards with restrictions to certain SIC codes.

Mission Element: Purchasing & Accounts Payable

Long Term Goals	Current Strategy
Purchase orders expanded to all major purchases not just equipment	Expand to service contracts, and other contracts. Expand function to purchase of utilities, services, consulting, etc. Encourage use of purchase orders at levels below required.
Increase effectiveness of purchasing program in other departments	Review security resources and other elements to make sure individual departments can utilize the purchasing program.
Review use of the requisition program	Review internally and review with staff outside department should requisition appear to be a viable option. Requisition program might be good for purchases at smaller levels.
Reconcile purchasing ledger to general ledger on a regular basis	Make sure that purchases made using the purchasing program are not process as a non-purchase order payment in accounts payable.
Review accounts payable controls	On an as needed basis, at least annually review accounts payable controls.
Review monthly payables for accuracy	Monthly check edits are reviewed by department heads for accuracy.
Review compliance with required tax reporting	Process for contacting new vendors for tax information is continual. Review of completeness is done prior to issuing 1099's
Purchase order processing and accounts payable processing segregated	Different individuals prepare purchase orders and accounts payable.

Issues to Consider

- Implementation of ACH payment for vendors.
- Consider requiring requisitions and purchase orders for all purchases.
- Provide greater assistance to departments to establish accounts to avoid cash purchases.

Mission Element: Utility Billing

Long Term Goal	Current Strategies
Coordinate efforts with Public Works to make sure that service data is shared back and forth between departments	Implementing use of electronic service order program. Presently used by the water division for final billing reads. Will be implemented for service starts and stops on garbage collection and issuance of additional bins.
Increase efficiency of customer contact	Work with Public Works to minimize transfer of caller to set up service using work orders.
Provide valuable data concerning utilization of services	Use of data in the utility billing program mapped to GIS resources to provide printed and map form data for use by other departments.
Provide redundancy of service	In the absence of the Finance Billing Services Coordinator the Assistant to the Finance Director provides assistance.
Provide timely processing of utility billing	Annually a schedule is developed identifying steps in each billing cycle.
Timely transfer of balances to new customer from closed customer account	Customer records are reviewed on a periodic basis and balances transferred to new customers where old customers have not presented payment of final bill to Village.

Issues to Consider

- Continue moving towards implementation of Innoprise Citizen Access.

Mission Element: Benefits Administration

Long Term Goals	Current Strategies
Provide assistance to the Village Manager's Offices as benefits are reviewed.	The Finance Department will provide assistance to the Manager's Office to review and evaluate benefits as requested. Provide Manager's Office with employee census data subject to privacy restrictions.
Increase efficiency of employee understanding of benefits offered	Report to the Manager's Office instances where employees do not seem to understand benefits being offered and suggest possible methods for improving employee understanding.
Limit discretion of Finance staff regarding certain benefit requests	Given increasingly complex sets of issues related to employee benefits, requests for consideration outside the strict interpretation of the policy will be referred to the Manager's Office for consideration. Only exceptions approved by the Village Manager or designee will be honored. Finance department will render an opinion to the Manager's Office upon request.

Issues to Consider

- Imports of new Federal Health Insurance Legislation.

Mission Element: Accounts Receivable (excluding Utility Billing)

Long Term Goal	Current Strategy
Increase utilization of centralized accounts receivable through the Finance Department	Communicate with departments to make sure that any billable services are prepared by the Finance department in order to track status of receivables.
Increase efficiency of payment	At present Village utilizes a collection service under limited circumstances to ensure payment. Village staff intends to review this policy for the potential of further refinement.
Centralization of customer receivables	The Village operates several programs, including: utility billing, accounts receivable, alarm billing, vehicle licenses, animal licenses, and soon citations. Systems are progressing towards centralization of customer activity for future access by residents online and for centralized statement processing. Increasing use of computer functionality to notify cashier of payments due at time payment for other services are presented (i.e. customer comes in for building permit and has an outstanding utility bill).
Increasing percentage of payment by customers with final or closed accounts	The Village continues to send statements to forwarding addresses. Collection services have been used on a limited basis. Again, this practice is going to be reviewed for further refinement.
Increase efficiency of damage to Village property claims	Coordinated with Public Works, and Public Safety Department. Issuance of citation and court date are powerful incentives to pay.

Issues to Consider

- Continue to refine accounts receivable processes to maximize payment due to the Village.

Mission Element: Support of Financial Systems

Long Term Goal	Current Strategies
Maintain Financial Systems in the most efficient and effective method possible	The software provider maintains the software portion of the system. The Village Information Technology Coordinator maintains the hardware.
Develop enhanced access to data	This is done on an as needed basis as time allows and is typically done by Finance Staff.
Improve planning and analysis of systems	Provide assistance to Information Technology Coordinator.

Issues to Consider

- Given increasing number of applications used and complexity of interaction with different programs, Village staff will evaluate nature of services provided in order to determine if it is still the most efficient and effective way to go.

Mission Element: Internal Audit of Financial Operations

Long Term Goal	Current Strategies
To develop and maintain a schedule of areas of operation appropriate for internal audit	In the process of developing such a list.
To assist and educate departments about the potential for fraud	Working with the Village Auditor to provide such educational assistance.
To assist departments with development and maintenance of documented internal controls	As part of the development process, we will assist departments to develop internal control documentation.
To reduce cost by improving efficiency of processes.	Evaluating internal controls will lead to opportunities to increase operational efficiency
To reduce cost of professional audit services by conducting internal audits in-house rather than having auditors providing service	From the schedule produced, activities will be performed internally.
Have results of internal audits tested.	The internal audits will be tested by the Village Auditor.

Issues to Consider

- Developing a list will be accomplished in consultation with the Village Auditor.
- The list will include issues such as payroll timekeeping, inventory controls, cash handling, golf club operations.
- To the extent that the auditors will perform additional testing within the cost structure of the annual audit, those opportunities will be maximized.

Finance Department
Support Services Division

Mission:

The mission of the support services division of the Finance Department is to provide support to other departments including centralized support for information technology issues and the centralized purchase of in common office supplies, equipment and services.

Mission Element: Network Support

Long Term Goals	Current Strategies
Provide reliable network services, including file sharing, email and internet.	Use of contract services to support network supplemented by Village Staff.
Maintain computer work stations in proper operating order with current software and updated operating systems	Support staff provides departments with list of computers to be included in budget for replacement. Windows updates set to occur automatically. Support staff informs department heads of any issues with computer use policy.
Research and develop new technologies	Information technology coordinator working with Assistant Village Manager on research and development.

Mission Element: Internet Services

Long Term Goal	Current Strategies
Provide efficient and effective communication to residents via internet services provided as the Village's Website	Staff from the Village Manager's Offices coordinates efforts with vendors to ensure all elements of the website and providing maximum results to residents.
Automate to the greatest extent possible updates to the website.	Certain aspects are automated but others require programming.

Mission Element: Replacement of Computers

Long Term Goal	Current Strategies
Provide for replacement of all non-public safety computers.	Provides for emergency replacement of computers not anticipated in the departmental budgets.
Assist the Department of Public Safety with computer purchases as desired.	Place orders for Public Safety as requested.
Centralize replacement schedule	Support staff provides departments with recommended computer replacements.
Recycle older machines to other appropriate uses in the Village to maximize use.	Older machines with sufficient resources are recycled as work stations or cash registers rather than buying new lower end workstations or cash registers. Older machines are recycled to the Golf Club. Where recycled machines do not have sufficient resources they are disposed of via electronics recycling after the hard drive has been destroyed.

Issues to Consider

- Greatest value of centralizing acquisition and recycling of work stations is the ability to make sure that the preferred standard of machine is used. This is a great aid to efficient maintenance and service of machines.

Mission Element: Centralized purchasing of common goods and services

Long Term Goal	Current Strategies
Purchase items jointly to maximize volume purchasing opportunities	Purchase of copier paper and certain office supplies are centralized as desired by individual departments.
Reduce time spent by individual departments pricing and purchasing similar items	Purchase of copier paper and certain office supplies are centralized as desired by individual departments.

Issues to Consider

- Sufficiency of existing staff to centralize purchasing to a greater extent.
- Developing greater centralized budgeting of office supplies.

Finance Department
Risk Management Division

Mission:

The risk management division of the Finance Department to provide accounting for the majority of the Intergovernmental Risk Management Agency (IRMA) contribution, and further fund deductibles related to actual claims and also pay premium for Village of Glencoe unemployment insurance.

<u>Long Term Goals</u>	<u>Current Strategy</u>
Provide for majority of IRMA contribution as determined appropriate	The majority of the contribution is allocated. Deductibles are allocated to the division where accidents occur.
Provide for unemployment expenses	All unemployment insurance costs, excluding the Golf Club are provided in this division.

Issues to Consider

- Allocation of all deductibles from this division to operating divisions more closely associated with the claims experience.
- Allocated cost of unemployment insurance to share with the Garbage Fund and the Water Fund.

PUBLIC WORKS DEPARTMENT

Administration Division

Mission:

The mission of the Public Works Administration Division is to oversee, coordinate, and provide administrative support for all Public Works operations. The goal of the Division is to promote a safe and healthy environment for the residents of Glencoe by maintaining the Village's infrastructure through sound planning, design, and construction of capital improvements.

Long Term Goals	Current Strategy
Maintain the Village infrastructure by providing a safe and healthy environment	<ul style="list-style-type: none">• Preparation of preliminary engineering studies and surveys;• Preparation of capital improvement plans, specifications and cost estimates;• Provide supervision and inspection of public improvement construction;• Provide review of utility permits, subdivision plats and other land development proposals;
Performance Measures	Continued collection of data to be analyzed in the future and refinement of performance measures.

PUBLIC WORKS DEPARTMENT

Sewer Division

Mission:

The mission of the Division is to maintain a reliable and safe sewer system for the Village.

<u>Long Term Goals</u>	<u>Current Strategy</u>
Provide a reliable and safe sewer systems.	This division provides a program of regular inspection, cleaning, repair, and maintenance of the Village's 2100 sanitary and storm sewer manholes, 109.7 miles of sanitary and storm sewer lines and 8 sanitary sewer lift stations.
Performance Measures	Collection of data to be analyzed in the future

PUBLIC WORKS DEPARTMENT

Forestry Division

Mission:

The goal of the Forestry Division is to maintain and enhance the Village's green space and forest canopy through professional forestry practices, public participation programs and education.

<u>Long Term Goals</u>	<u>Current Strategy</u>
Maintain a healthy public forestry management program.	<ul style="list-style-type: none">• Provide regular maintenance trimming and pruning of the Village's parkway trees;• Maintain an ongoing parkway tree planting cost-sharing program;• Remove dead or dying trees in a timely manner;• Examine trees for Dutch Elm disease and Emerald Ash Borer;• Enforce the removal of infected trees;• Provide information to residents on the care of both public and private trees.• Provide for removal of tree stumps in a timely manner;• Upgrades public property with landscaping enhancements, and• Performs emergency removal of broken limbs and trees following a storm.
Performance Measures	Continued collection of data to be analyzed in the future and refinement of performance measures.

PUBLIC WORKS DEPARTMENT

Municipal Buildings Division

Mission:

The mission of the Municipal Buildings Division of the Public Works Department is to provide for effective and timely maintenance and improvements to the Village Hall, Village Hall grounds, Temple Court Parking lot and Green Bay Road bus shelters.

Long Term Goals	Current Strategy
Maintain an attractive, comfortable and safe environment for residents and employees utilizing these facilities.	Provide regular maintenance to all municipal buildings.
Provide areas that can be used for additional meetings for various community organizations, commissions and boards.	The 2007 Village Hall renovation reorganized space and allows for additional conference rooms. The 2007 Village Hall renovation provided a more secure building after hours due to entrance upgrades and the reconfiguration of the communications room.
Performance Measures	Continued collection of data to be analyzed in the future and refinement of performance measures.

PUBLIC WORKS DEPARTMENT

Parking and Traffic Control Division

Mission:

The goal of the division is to provide a safe and orderly flow of vehicular traffic throughout the Village.

<u>Long Term Goals</u>	<u>Current Strategy</u>
Provide a safe and orderly street system and maintain Metra train station.	Provide maintenance and installation of traffic signals, traffic control signs and street name signs, and maintain and repair the train station parking areas.
Performance Measures	Continued collection of data to be analyzed in the future and refinement of performance measures.

PUBLIC WORKS DEPARTMENT

Community Development Division

Mission:

The goal of the Community Development Division is to, within its power, ensure that all building construction complies with all applicable code and permit requirements.

Long Term Goals	Current Strategy
Provide clients (residents, architects, contractors, realtors, and others) with accurate and precise zoning and building information in a timely manner	<p>Provides technical review and response to questions pertaining to building, electrical, plumbing, mechanical, fence and sign codes;</p> <p>Provides an in-house plan review process for all building permits, and overall zoning and sign code information and enforcement.</p>
Maintain the appearance of the Village	<p>Provides technical review and response to questions pertaining to building, electrical, plumbing, mechanical, fence and sign code matters;</p> <p>Provides an in-house plan review process for all building permits, zoning and sign code enforcement.</p>
Performance Measures	Continued collection of data to be analyzed in the future and refinement of performance measures.

PUBLIC WORKS DEPARTMENT

Municipal Garage Division

Mission:

The goal of the division is to maintain a safe and functional Public Works service building and reliable and efficient vehicle fleet maintenance.

Long Term Goals	Current Strategy
Provide proper and timely maintenance of all Village vehicles and equipment and to provide routine maintenance to the service building.	Service Village vehicles and equipment on a routine basis. Maintain service building with a proactive approach instead of reactive approach.
Performance Measures	Collection of data to be analyzed in the future

Streets Division

Mission:

It is the goal of the Streets Division to maintain the street, sidewalks, bridges and public right-of-ways in a safe, high quality condition for pedestrian and vehicular use.

Long Term Goals	Current Strategy
Provide for the maintenance, repair and cleaning of the Village's streets, curbs, sidewalks and bridges.	Provides the removal of snow and ice control, mowing grass in public areas, maintenance of the bike trails, and business district improvement projects. Maintain street pavement through regular patching, crack sealing and curb replacement. Maintain public sidewalk system with annual replacement program.
Performance Measures	Continued collection of data to be analyzed in the future and refinement of performance measures.

PUBLIC WORKS DEPARTMENT

Street Lighting Division

Mission:

The goal of the Street Lighting Division is to provide adequate maintenance of the Village’s street lighting system for the safety and security of all residents.

Long Term Goals	Current Strategy
Provide for the repair and maintenance of the streetlights maintained by the Village	Allocate staff as needed to maintain a proactive approach to repair and maintenance of the existing street lighting system.
Performance Measures	Continued collection of data to be analyzed in the future and refinement of performance measures.

Public Safety

Mission:

Our "Mission Statement", was reviewed for value and meaning during the last Diversity Training Program. During this training Department members looked to expand our ability to effectively engage peers, managers and customers. We also looked to increase our awareness that we have choices, and what we choose will have an impact on the organization.

*To provide the highest level
of public safety services
to everyone,
in cooperation with
the community in
a partnership of equality
and integrity, in a spirit
of unity and mutual trust*

Long Term Goals	Current Strategy
Protect the constitutional rights of each citizen	By enforcing Federal, State and local laws as required by our jurisdictional restrictions.
Provide the highest levels of fire prevention, fire suppression, and emergency medical services to protect lives and property in the community	<p>The Department will endeavor to provide Public Safety employees with appropriate levels of training in accordance with professional standards.</p> <p>Continue to provide highly-trained and certified Paramedics and Emergency Medical Technicians.</p> <p>Provide necessary assistance and back up fire coverage to the community through the use of trained and certified paid-on-call firefighters.</p>
The Department continues to meet the standards of Law Enforcement and Fire Service Accreditation.	The Department was reassessed for Law Enforcement re-accreditation in January 2012. The Department received Fire Service re-accreditation in August 2009.
Refine shared resources and fire responses with neighboring fire departments through the Mutual Aid Box Alarm System (MABAS)	Continue participation in MABAS

Public Safety (cont'd)

Long Term Goals	Current Strategy
Continued education of the public	The Public Education Section continues to provide: CPR training, Fire and Crime Prevention talks, Infant Car Seat inspections and installations, BASSETT Alcohol Training, Tobacco Awareness classes, "Officer Friendly" school visits, and additional public information seminars as requested.
Maintain a sufficient number of licensed Paramedics and Emergency Medical Technicians.	<p>The Department currently has 19 licensed paramedics and 11 Emergency Medical Technicians.</p> <p>The Department continues to train qualified officers as paramedics to replace those who have retired or resigned.</p>
Refine the Village All Hazards (Emergency Disaster) Plan	In 2011, the Department reviewed and updated the All Hazards plan which included personnel from all Village Departments.
Continued participation in regional law enforcement mutual aid systems	<p>Public Safety participates in the following Law Enforcement Mutual Aid systems: North Region Police Assistance Coalition (NORPAC), Northern Illinois Police Alarm System (NIPAS), Northeastern Illinois Police Crime Laboratory, Northeastern Illinois Public Safety Training Academy (NIPSTA), and Illinois Law Enforcement Alarm System (ILEAS).</p> <p>Participation in mutual aid programs is intended to provide member agencies with resources and assistance in situations beyond the normal capabilities of the Department.</p>
Performance Measures	Continued collection of data to assist in the analysis of future trends, performance measures, capabilities, and needs of the department and Village of Glencoe.

PUBLIC WORKS DEPARTMENT

Garbage Division

Mission:

The mission of this division is to provide efficient collection and disposal of residential and business district garbage, recycling and yardwaste.

Long Term Goals	Current Strategy
Maintain current level of service, and maintain an appropriate amount of personnel to provide such services.	As of March 5, 2007, the Village implemented a standard residential once-a-week backdoor pick-up with the option for a 2 nd pick-up.
Continue to provide annual special programs including spring clean-up and fall curbside leaf collection.	The annual budget continues to provide funding for the additional services.
Performance Measures	Continued collection of data to be analyzed in the future and refinement of performance measures.

PUBLIC WORKS DEPARTMENT

Water Production and Distribution Division

Mission:

The mission of this division is to produce and distribute quality drinking water in sufficient quantity and pressure to meet residents' needs, with a minimum of service interruptions.

Long Term Goals	Current Strategy
Maintain Village infrastructure	The Village has a Long Range Capital Plan that prioritizes infrastructure improvements; the approach is proactive instead of reactive.
Use Technology to provide efficiency and to decrease the time that it takes to complete a task.	Installation of new radio read water meters will decrease the amount of time that it takes for meter readings to be downloaded.
Performance Measures	Continued collection of data to be analyzed in the future and refinement of performance measures.



ADMINISTRATIVE STAFF

VILLAGE OF GLENCOE GLENCOE, ILLINOIS

March 1, 2013

<u>Name</u>	<u>Present Position</u>	<u>Year Appointed to</u>	
		<u>Present Position</u>	<u>Village Staff</u>
Paul M. Harlow	Village Manager	2000	1975
William H. Jones, Jr.	Assistant Village Manager	2011	2011
David C. Mau	Director of Public Works	1996	1990
David A. Clark	Director of Finance	1999	1988
Michael Volling	Director of Public Safety	2009	1984
Al Kebby	Deputy Chief	2009	1983
Richard S. Weiner	Lieutenant	2001	1985
Richard L. Bookie	Lieutenant	2001	1986
Elizabeth Seno	Lieutenant	2001	1984
Mary Saikin	Lieutenant	2008	1997
Lee Weinzimmer	Lieutenant	2008	1989
Hiroshi Witt	Lieutenant	2009	1987
Michael McCormick	Lieutenant	2010	1985
Michael A. Moran	General Superintendent	1997	1979
David A. Vetter	Public Works Supervisor	1990	1980
Raymond Irby	Public Works Supervisor	2000	1990
Dan Quartell	Public Works Supervisor	2012	1991
Bob Waring	Public Works Supervisor	2012	1991
Thomas J. Weathers	Water Plant Superintendent	1998	1988
John L. Houde	Building & Zoning Administrator	2009	1979
Christine Van Dornick	Village Engineer	1999	1996
Nathan Parch	Planning & Development Admin.	2013	2001



COMMISSIONS AND BOARDS

APPOINTED VILLAGE OFFICIALS

Name	Year Appointed	Term Expires
Victor Filippini, <i>Village Attorney</i>	1995	May 2013
Paul Harlow <i>Village Clerk</i>	2001	May 2013
David A. Clark <i>Deputy Village Clerk</i>	2001	May 2013
Michael Volling <i>Village Marshall</i>	2009	May 2013
David Mau <i>Street Commissioner</i>	1996	May 2013
David A. Clark <i>Village Treasurer</i>	1999	May 2013
David A. Clark <i>Village Collector</i>	1999	May 2013
Terry Weppler <i>Village Prosecutor</i>	1994	Continuing
Ann S. Hoenig <i>Parking Adjudicator</i>	1994	Continuing

ZONING BOARD OF APPEALS/ZONING COMMISSION (5 Year Term)

Name	Year Appointed	Term Expires
Barbara Miller (Chair)	2007 Appointed Chairman 7/2009	May 2017
Deborah Carlson	2012	August 2017
David J. Friedman	2009	January 2014
Ed Goodale	2007	May 2016
Jim Nyeste	2007	July 2015
Steve Ross	2007	May 2016
Howard Roin	2009	October 2015



COMMISSIONS AND BOARDS

PLAN COMMISSION (4 Year Term)

Name	Year Appointed	Term Expires
Caren Thomas (Chair)* <i>Public-at-Large</i>	1997	May 2013
Larry Levin <i>Village Board</i>	2009	May 2013
Walt Eckenhoff** <i>Public-at-Large</i>	2009	June 2013
Marya Morris** <i>Public-at-Large</i>	2009	May 2013
Bruce Huvad** <i>Public-at-Large</i>	2005	May 2013
Ed Goodale*** <i>Zoning Bd. of Appeals</i>	2007	May 2015
Tom Scheckelhoff*** <i>Historic Preservation Commission</i>	2007	June 2017
Gary Ruben – Ex Officio* <i>School Board</i>	2011	May 2015
Andre Lerman – Ex Officio* <i>Park District</i>	2011	May 2015
Louis Goldman – Ex Officio* <i>Library Board</i>	2009	June 2015

Notes:

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



COMMISSIONS AND BOARDS

HISTORIC PRESERVATION COMMISSION

(5 Year Term)

Name	Year Appointed	Term Expires
Tom Scheckelhoff (Chair)	2007 Appointed Chair 2011	June 2017
John Eifler	2011	May 2016
Diane Schwarzbach	2008	August 2013
Peter VanVechten	2008	April 2013
Rod Winn	2011	April 2016

GLENCOE GOLF CLUB ADVISORY COMMITTEE

(4 Year Term)

Name	Year Appointed	Term Expires
Trustee Joe Keefe (Chair)	2011	May 2014
Jim Hirsch	2011	October 2014
Mitch Melamed	2010	July 2013
Scott Shore	2012	June 2016
John Nesbitt	2008	February 2014
Ronald Schmidt	2011	July 2014
Stella Nanos, Golf Club General Manager		Continuing



COMMISSIONS AND BOARDS

HUMAN RELATIONS FORUM

(4 Year Term)

Name	Year Appointed	Term Expires
Deborah Cogan (Chair)	2007	November 2013
Keki Bhote (VB Representative)	2009	April 2015
Hilary Price	2003	May 2012
Margot Flanagan	2007	July 2013
Joel Heifetz	2008	April 2014
Peggy Wagner Kimble	2009	May 2016
Rabbi Steven Lowenstein	2011	May 2014
Paula Alexander	2011	October 2014
Karen Parker	2012	September 2016

PUBLIC SAFETY COMMISSION

(3 Year Term)

Name	Year Appointed	Term Expires
Amy St. Eve (Chair)	2007	July 2013
Andrew Berlin	2011	October 2014
Daniel Rubinstein	2007	October 2012

POLICE PENSION FUND BOARD

(2 Year Term)

Name	Year Appointed	Term Expires
Michael Neimark, President	1998	April 2013
Pete Neville, Secretary	2007	April 2013
Joseph Walter, Trustee	2008	April 2014
Chad Smith, Trustee	2007	January 2014
Christopher Pfaff, Trustee	2010	January 2014
David A. Clark, Finance Director	1999	Continuing



COMMISSIONS AND BOARDS

FIREMEN'S PENSION FUND BOARD

Representation	Name	Term Expires
President	Paul Harlow	June 2013
Secretary	Michael Volling	June 2013
Treasurer	David A. Clark	June 2013
Village President	Scott M. Feldman	Continuing
Village Attorney	Victor Filippini	Continuing

FISCAL YEAR 2014 BUDGET CALENDAR

4/26/2012	Finance Committee	<ul style="list-style-type: none">•Review Draft FY 2014 Budget Calendar
5/17/2012	Finance Committee & Village Board	<ul style="list-style-type: none">•Review Preliminary CIP 2023
6/21/2012	Finance Committee & Village Board	<ul style="list-style-type: none">•Continue Review of CIP 2023•Consider Capital Financing Alternatives
8/20/2012	Village Board	<ul style="list-style-type: none">•Resolution Initiating Public Questions for 11/6/12 Election Due
9/20/2012	Finance Committee & Village Board	<ul style="list-style-type: none">•Review Long Range Financial Forecast
10/18/2012	Village Board	<ul style="list-style-type: none">•Continue Review of Long Range Financial Forecast•Review Budget Guidelines and Assumptions•Schedule 2012 Tax Levy Hearing
11/15/2012	Finance Committee & Village Board	<ul style="list-style-type: none">•Review Preliminary Revenue Budget•Review Preliminary Operating Budget•Review Preliminary Capital Budget•Initial Consideration of Proposed 2012 Tax Levy•Review Actuarial Reports
12/20/2012	Finance Committee & Village Board	<ul style="list-style-type: none">•Continue Review of Recommended Revenue Budget•Continue Review of Recommended Operating Budget•Continue Review of Recommended Capital Budget•Consideration of Proposed 2012 Tax Levy
1/17/2013	Finance Committee & Village Board	<ul style="list-style-type: none">•Continue Review of Recommended Revenue Budget•Receive Staffing Analysis and Personnel Budget
2/13/2013	Village Board	<ul style="list-style-type: none">•Consider FY 2013 Supplemental Appropriation Ordinance•Final Consideration and Adoption of Fiscal Year 2014 Budget
3/21/2013	Village Board	<ul style="list-style-type: none">•Consider Fiscal Year 2014 Appropriation Ordinance•Receive Fiscal Year 2014 Budget Document

**VILLAGE OF GLENCOE
RATES & FEES**

	FY 2011	FY 2012	FY 2013	FY 2014
Property Tax Rate (Village Only)	.874/\$100 EAV	1.004/\$100 EAV	1.063/\$100 EAV	N/A
	Received in 2010	Received in 2011	Received in 2012	Received in 2013
Utilities				
Sewer Rates	\$.918 x consumption	\$.943 x consumption	\$.957 x consumption	\$.957 x consumption
Water Rates	\$3.265/ per 100 cu.ft	\$3.353/ per 100 cu.ft	\$3.403/ per 100 cu.ft	\$3.403/ per 100 cu.ft
Rubbish (Residential) - once-a-week pick-up	\$38.80 per quarter	\$40.09 per quarter	\$40.82 per quarter	\$28.81 per quarter
Yardwaste Collection Fee	\$5 per quarter	\$5 per quarter	\$5 per quarter	\$5 per quarter
SWANCC	\$3.75 per quarter	\$3.75 per quarter	\$3.75 per quarter	\$3.75 per quarter
Base Garbage Collection Fee	\$47.55 per quarter	\$48.84 per quarter	\$49.57 per quarter	\$37.56 per quarter
Rubbish (Residential)- twice-a-week pick-up	\$78.00 per quarter	\$80.00 per quarter	\$81.20 per quarter	\$81.20 per quarter
Recycling	\$15.25 per quarter	\$15.66 per quarter	\$16.05 per quarter	\$16.05 per quarter
Yardwaste	\$120 annually	\$120 annually	\$120 annually	\$120 annually
Yardwaste Stickers	\$2 per sticker	\$2 per sticker	\$2 per sticker	\$2 per sticker
Late Payment Charge	10% of bill	10% of bill	10% of bill	10% of bill
Minimum quarterly bill for:				
Sewer	\$9.18	\$9.43	\$9.57	\$9.57
Water	\$32.65	\$33.53	\$34.03	\$34.03
Licenses				
Vehicle License	\$75	\$75	\$75	\$75
Senior	\$37.50	\$37.50	\$37.50	\$37.50
Hybrid Rate	50% of the cost of the sticker			
Replacement	\$10	\$10	\$10	\$10
	Discount if payment is received prior to 4/15	Discount if payment is received prior to 4/15	Discount if payment is received prior to 4/15	Discount if payment is received prior to 4/15
Animal	Neutered or Spayed - \$10 Unattended - \$15			
Other Rates / Fees				
Commuter Parking (Fee for Resident & Non-Resident)	Daily \$2.00 Quarterly \$75 Annual \$270			
Building Permit Fees (NEW CONSTRUCTION)	FAR x \$6.20 PER SQ.FT			
Alarm Permit Fee	\$50	\$50	\$50	\$50
Senior Rate	\$25	\$25	\$25	\$25
FALSE ALARMS- per response				
3 occurrences	\$60	\$60	\$60	\$60
4 occurrences	\$60	\$60	\$60	\$60
5 occurrences	\$60	\$60	\$60	\$60
6 occurrences	\$120	\$120	\$120	\$120
7 occurrences	\$120	\$120	\$120	\$120
8 occurrences	\$120	\$120	\$120	\$120
9 occurrences	\$240	\$240	\$240	\$240
10 occurrences	\$240	\$240	\$240	\$240
11 occurrences	\$240	\$240	\$240	\$240
12 occurrences	\$300	\$300	\$300	\$300
13 occurrences	\$300	\$300	\$300	\$300
14 occurrences	\$300	\$300	\$300	\$300
15 or more occurrences	\$500	\$500	\$500	\$500
Ambulance Fees				
Resident Fees				
ALS 1	\$575	\$591	\$600	\$600
ALS 2	\$655	\$673	\$683	\$683
BLS	\$500	\$514	\$522	\$522
Non-Resident Fees				
ALS 1	\$600	\$678	\$688	\$688
ALS 2	\$735	\$755	\$766	\$766
BLS	\$585	\$601	\$610	\$610
Mileage Charge	\$6.87 per mile	\$7.06 per mile	\$7.17 per mile	\$7.17 per mile

Village of Glencoe

Demographic Characteristics Based on 2010 Census

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

Demographic Characteristics Based on 2010 Census

70 to 74 years	126	1.4%
75 to 79 years	113	1.3%
80 to 84 years	71	0.8%
85 years and over	89	1%
Male median age (con't)	43.5	(X)
16 years and over	3,079	35.3%
18 years and over	2,865	32.8%
21 years and over	2,748	31.5%
62 years and over	798	9.1%
65 years and over	614	7%
Female population	4,428	50.8%
Under 5 years	196	2.2%
5 to 9 years	401	4.6%
10 to 14 years	467	5.4%
15 to 19 years	335	3.8%
20 to 24 years	107	1.2%
25 to 29 years	63	0.7%
30 to 34 years	93	1.1%
35 to 39 years	215	2.5%
40 to 44 years	379	4.3%
45 to 49 years	447	5.1%
50 to 54 years	424	4.9%
55 to 59 years	357	4.1%
60 to 64 years	299	3.4%
65 to 69 years	224	2.6%
70 to 74 years	142	1.6%
75 to 79 years	103	1.2%
80 to 84 years	86	1%
85 years and over	90	1%
Median age (years)	44.5	(X)
16 years and over	3,273	37.5%
18 years and over	3,103	35.6%
21 years and over	3,007	34.5%
62 years and over	804	9.2%
65 years and over	645	7.4%
Race		
One Race	8,596	98.5%
White	8,201	94%
Black or African American	107	1.2%
American Indian and Alaska Native	8	0.1%
Asian	235	2.7%
Asian Indian	54	0.6%

Demographic Characteristics Based on 2010 Census		
Chinese	89	1%
Filipino	8	0.1%
Japanese	9	0.1%
Korean	43	0.5%
Vietnamese	5	0.1%
Other Asian [1]	27	0.3%
Native Hawaiian and Other Pacific Islander	1	0%
Native Hawaiian	0	0%
Guamanian or Chamorro	0	0%
Samoan	0	0%
Other Pacific Islander [2]	1	0%
Some Other Race	44	0.5%
Two or More Races	127	1.5%
White; American Indian and Alaska Native [3]	7	0.1%
White; Asian [3]	68	0.8%
White; Black or African American [3]	21	0.2%
White; Some Other Race [3]	8	0.1%
Race alone or in combination with one or more other races:		
White	8,316	95.3%
Black or African American	141	1.6%
American Indian and Alaska Native	24	0.3%
Asian	323	3.7%
Native Hawaiian and Other Pacific Islander	1	0%
Some Other Race	60	0.7%
Hispanic or Latino		
Total population	8,723	100%
Hispanic or Latino (of any race)	232	2.7%
Mexican	93	1.1%
Puerto Rican	24	0.3%
Cuban	11	0.1%
Other Hispanic or Latino [5]	104	1.2%
Not Hispanic or Latino	8,491	97.3%
Hispanic or Latino and Race		
Total population	8,723	100%
Hispanic or Latino	232	2.7%
White alone	177	2%
Black or African American alone	2	0%
American Indian and Alaska Native alone	3	0%
Asian alone	1	0%
Native Hawaiian and Other Pacific Islander alone	0	0%
Some Other Race alone	31	0.4%
Demographic Characteristics Based on 2010 Census		
Two or More Races	18	0.2%

Not Hispanic or Latino	8,491	97.3%
White alone	8,024	92%
Black or African American alone	105	1.2%
American Indian and Alaska Native alone	5	0.1%
Asian alone	234	2.7%
Native Hawaiian and Other Pacific Islander alone	1	0%
Some Other Race alone	13	0.1%
Two or More Races	109	1.2%

Relationship

Total population	8,723	100%
In households	8,719	100%
Householder	3,013	34.5%
Spouse [6]	2,273	26.1%
Child	3,206	36.8%
Own child under 18 years	2,726	31.3%
Other relatives	92	1.1%
Under 18 years	23	0.3%
65 years and over	33	0.4%
Nonrelatives	135	1.5%
Under 18 years	6	0.1%
65 years and over	17	0.2%
Unmarried partner	51	0.6%
In group quarters	4	0%
Institutionalized population	0	0%
Male	0	0%
Female	0	0%
Noninstitutionalized population	4	0%
Male	3	0%
Female	1	0%

Households by Type

Total households	3,013	100%
Family households (families) [7]	2,499	82.9%
With own children under 18 years	1,326	44%
Husband-wife family	2,273	75.4%
With own children under 18 years	1,191	39.5%
Male householder, no wife present	47	1.6%
With own children under 18 years	21	0.7%
Female householder, no husband present	179	5.9%
With own children under 18 years	114	3.8%
Nonfamily households [7]	514	17.1%
Householder living alone	458	15.2%

Demographic Characteristics Based on 2010 Census

Male	174	5.8%
------	-----	------

65 years and over	67	2.2%
Female	284	9.4%
65 years and over	172	5.7%
Households with individuals under 18 years	1,343	44.6%
Households with individuals 65 years and over	842	27.9%
Average household size	2.89	(X)
Average family size [7]	3.23	(X)

Housing Occupancy

Total housing units	3,209	100%
Occupied housing units	3,013	93.9%
Vacant housing units	196	6.1%
For rent	12	0.4%
Rented, not occupied	8	0.2%
For sale only	61	1.9%
Sold, not occupied	29	0.9%
For seasonal, recreational, or occasional use	42	1.3%
All other vacants	44	1.4%
Homeowner vacancy rate (percent) [8]	2.1	(X)
Rental vacancy rate (percent) [9]	4.7	(X)

Housing Tenure

Occupied housing units	3,013	100%
Owner-occupied housing units	2,775	92.1%
Population in owner-occupied housing units	8,123	(X)
Average household size of owner-occupied units	2.93	(X)
Renter-occupied housing units	238	7.9%
Population in renter-occupied housing units	596	(X)
Average household size of renter-occupied units	2.5	(X)



**VILLAGE OF GLENCOE
Miscellaneous Statistical Data**

GENERAL -

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

MUNICIPAL FACILITIES -

Streets and Sewers -

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

Water Distribution System -

Metered Accounts	3,000
Average Daily Pumpage	1,818,000 gallons
Rated Daily Capacity	8,000,000
Miles of Water Main	51 miles
Storage Capacity	2,500,000 gallons
Fire Hydrants	460

<u>MUNICIPAL SERVICES -</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>
Ordinances Adopted -	23	20	28
Resolutions Adopted -	17	25	18
Village Board Meetings -	12	12	12
Special Board Meetings	-	1	3
Historic Preservation Commission	9	8	12
Plan Commission	7	5	3
Zoning Commission/Board of Appeals	7	5	9
Contextual Design Review Commission	2	3	0
Public Safety Commission	3	0	2
Human Relations Forum	10	7	10
Golf Advisory Committee	10	8	11
IT Steering Committee	-	-	8
<u>PUBLIC WORKS SERVICES -</u> (streets, sewers, forestry)	<u>2010</u>	<u>2011</u>	<u>2012</u>
Streets – Repaired (sq. ft.)	15,334	14,568	15,128
Times Plowed	12	2	15
Times Salted	20	24	15
Sidewalks – Repaired (sq. ft.)	20	401	172
Times Plowed	14	12	7
Sanitary Sewers – Cleaned (ft.)	183,671	129,735	175,712
Repaired (ft.)	222	557	92
Storm Sewers – Cleaned (ft.)	38,635	57,446	36,552
Repaired (ft.)	7155	1202	447
Manholes/Catch Basins -			
Cleaned	874	979	868
Repaired	175	61	42

	<u>2010</u>	<u>2011</u>	<u>2012</u>
Refuse/Landfill (tons)	2,834	3,163	2,945
Parkway Trees -			
Trimmed	960	657	755
Removed	144	198	264
Private Elms Removed	22	18	18

<u>BUILDING PERMITS -</u>	<u>Year</u>	<u># Issued</u>	<u>Value of Constructio n</u>
	1996	142	16,180,646
	1997	143	26,946,626
	1998	141	24,382,367
	1999	165	34,688,014
	2000	140	40,544,328
	2001	122	40,987,669
	2002	121	38,363,914
	2003	121	53,742,886
	2004	127	54,470,340
	2005	117	60,702,645
	2006	107	42,627,796
	2007	78	54,122,580
	2008	66	49,844,974
	2009	38	11,621,930
	2010	51	17,091,902
	2011	55	17,358,109
	2012	48	17,308,208

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

<u>CONSTRUCTION PERMITS -</u>	<u>Year</u>	<u># Issued</u>	<u>Value of Construction</u>
	1999	159	1,824,350
	2000	145	2,553,600
	2001	155	3,125,600
	2002	139	3,063,750
	2003	137	4,647,300
	2004	168	6,307,450
	2005	119	5,508,915
	2006	130	7,568,800
	2007	148	8,934,685
	2008	130	5,642,367
	2009	110	4,030,101
	2010	120	3,749,899
	2011	263	4,192,934
	2012	247	3,717,397

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

<u>PUBLIC SAFETY SERVICES -</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>
Fire/Paramedic Service Calls	1,931	2084	1955
Motor Vehicle Accidents	244	204	225
Animal Complaints	757	673	705
Driving Violations	1,672	1,286	1,812
Local Ordinance Violations	4,029	3,697	5,113
Part I Offenses	115	144	122
Part I Arrests	13	22	10
Part II Offenses	402	389	318
Part II Arrests	184	302	218
Property			
Stolen	276,239	497,639	297,495
Recovered	135,174	363,499	6,103
Destroyed	17,420	31,471	3,278

GLOSSARY OF TERMS

- A -

Abatement : The reduction of a property tax levy.

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

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

- B -

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

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

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

- C -

Capital Expense: Any item or project costing over \$10,000. Included as capital expense are expenditures for equipment, vehicles or machines that result in an addition to fixed assets.

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

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

CIP: Refer to *Capital Improvement Program*.

GLOSSARY OF TERMS

- D -

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

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

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

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

- E -

EAV: Refer to *Equalized Assessed Valuation*.

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

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

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

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

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

GLOSSARY OF TERMS

- F -

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

FICA: Refer to *Federal Insurance Contributions Act*.

Fiscal Year (FY): A twelve-month period designated as the operating year for an entity. The Village's fiscal year begins March 1 and ends February 28(29).

Fund: A separate accounting entity with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues, and expenditures or expenses, as appropriate.

Fund Balance: The difference between the assets and liabilities of the fund.

FY: Refer to *Fiscal Year*.

- G -

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

Generally Accepted Accounting Principles (GAAP): Refers to the standard framework of guidelines for financial accounting used in any given jurisdiction, generally known as accounting standards or standard accounting practice.

General Obligation Bond (G.O. Bond): A long-term security where the general taxing power of the Village is pledged to pay both principal and interest.

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

Government Finance Officers Association (GFOA): According to GFOA's mission statement, the purpose of GFOA is to enhance and promote the professional management of governments for the public benefit by identifying and developing financial policies and best practices and promoting their use through education, training, facilitation of member networking and leadership.

GLOSSARY OF TERMS

- I -

Illinois Municipal Retirement Fund (IMRF): This retirement fund, established under statutes adopted by the Illinois General Assembly, provides employees of local governments and school districts in Illinois with a system for the payment of retirement annuities, disability, and death benefits.

IMRF : Refer to *Illinois Municipal Retirement Fund*.

Infrastructure: The basic installations and facilities on which the continuance and growth of a community depends. Examples of this include sewer and water systems, roadways, communications systems and public buildings.

Inter-Fund Transfer: A planned movement of money between funds to offset expenses incurred in the receiving fund due to the operation of the spending fund; sometimes referred to as overhead transfer.

- L -

Letter of Transmittal: An introduction to the budget. The letter provides the Village Board and the public with a general summary of the most important aspects of the budget.

Levy: The imposition and collection of a tax.

Line-Item Budget: A form of budget, which allocates money for expenditures to specific items or objects of cost.

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

- M -

MFT : Refer to Motor Fuel Tax.

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

GLOSSARY OF TERMS

- O -

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

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

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

- P -

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

- R -

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

- S -

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

Solid Waste Agency of Northern Cook County (SWANCC): “A joint municipal action agency incorporated in the State of Illinois.” (Source: Solid Waste Agency of Northern Cook County Fiscal Year 2004 Annual Report)

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

Village of Glencoe
Major Revenue Matrix

Terms

Dependable

Are there factors that can impact the source of revenue?

Efficient

What is the ratio local administrative costs to revenue collected?

Acceptable

Is the source of revenue 'politically' acceptable?

Productive

Does the revenue source generate sufficient income?

Progressive/Regressive

Does the rate increase or decrease with ability to pay?

Resident / Non-Resident

Who bears the cost?

Limitations

Are there rate, economic, or legislative limitations?

Village of Glencoe

Major Revenue Matrix

Revenue Name	Type	Description	Legislative Basis	Dependable	Efficient	Acceptable	Productive	Progressive / Regressive	Resident / Non-Resident	Limitations
Water Sales	Charge for Service	Rate applied to volume of water used by customer	Village Code	Rate dependable, amount of revenue can vary with volume of water pumped.	Efficiency reduced by time necessary to collect readings, calculate and mail billing.	Generally acceptable	Produces a significant amount of revenue. Primary revenue source for the water fund	Rate charged same at all income levels. Not regressive and not progressive	Resident only	For use in operation of water utility only.
Interest on Investment	Misc	Interest earned on cash available for investments	N/A	Rate varies depending upon economy and amount available varies depending on economic and budgetary factors	Although variable, it is highly efficient.	Very acceptable	Depends on cash available and rate	N/A	N/A	Rate and cash available for investment
Property Tax	Tax	Revenue collected based upon assessed value of home times property tax rate	Property Tax Extension Limitation Law (PTELL)	Very	Very	Generally Acceptable, but not popular	Very	Rate charged same at all income levels. Not regressive and not progressive	Resident Only	Property tax rate increase is limited to the CPI up to 5%
Municipal Utility Tax	Tax	Rate imposed on charges for gas and electrical services. These taxes are collected by utility companies and remitted to the Village on a regular basis.	65 ILCS 5/8-11-7	Can vary somewhat due to weather and utility prices	Very	Acceptable and generally not noticed on utility bills	Very	Rate charged same at all income levels. Not regressive and not progressive	Resident only	5% Limit
Illinois Income Tax	Tax	State shared tax. Per capita rate times Glencoe population. Collected by the State. Municipal portion is 10% of the net income tax dollars collected. Distributed monthly based on its population in proportion to the state's population.	State of Illinois	Can vary with state economy. Not based on Glencoe only income.	Very	Generally acceptable	Very	Regressive	Illinois income tax, not just Glencoe, distributed on a per capita basis.	N/A

Village of Glencoe

Major Revenue Matrix

Revenue Name	Type	Description	Legislative Basis	Dependable	Efficient	Acceptable	Productive	Progressive / Regressive	Resident / Non-Resident	Limitations
Telecommunication Tax	Tax	Rate imposed on telecommunication charges. The State of Illinois is responsible for administering the Simplified Telecommunications Tax.	35 ILCS 636/5-1	Continues as a dependable source of income due to sustained growth in technology industry.	Very	Acceptable and generally not noticed on utility bills	Very	N/A	Resident only	13%
Personal Property Replacement Tax	Tax	Replacement taxes are collected by the State of Illinois and paid to local government to replace money that was lost by local governments when the powers to impose personal property taxes was taken away in 1979.	State of Illinois	Paid along with income taxes, very dependable.	Very	Acceptable	Moderately	Flat, 2.5% on corporations, 1.5% on partnerships, and 0.8% on public utilities.	State tax distributed based on county location and 1976 allocation factor.	N/A
Sales Tax	Tax	Derived from the sale of tangible personal property as businesses located in the Village of Glencoe. The tax is collected by the vendor, remitted to the State of Illinois then a portion is sent to the Village of Glencoe.	State of Illinois	Revenue can vary depending upon economy.	Very	Acceptable	Very	Flat	Both. No data available to determine percentage share.	7.75 total rate. Village makes up 1.00 of that rate.
Use Tax	Tax	Tax imposed on the privilege of using, in Illinois, any item of tangible personal property that is purchased anywhere at retail.	State of Illinois	Revenue can vary depending upon economy.	Very	Acceptable	Moderately	Flat	Both. No data available to determine percentage share.	Rate

Village of Glencoe

Major Revenue Matrix

Revenue Name	Type	Description	Legislative Basis	Dependable	Efficient	Acceptable	Productive	Progressive / Regressive	Resident / Non-Resident	Limitations
Animal Licenses	License Fee	Annual license on pets per Village Code	VOG Ch. 6	Very dependable. Requirement to have rabies certification helps.	Moderately	Acceptable	Low	Flat	Resident only	None
Vehicle License	License Fee	License on vehicles per Village Code	VOG Ch. 23	Steady. % of compliance increases generally with increased enforcement.	Moderately	Acceptable	Moderately	Flat	Resident only	None
Liquor License	License Fee	Annual license to sell liquor within Village limits.	VOG Ch. 4	Very dependable.	Moderately	Acceptable	Low	Flat	Resident/Business Owner only	None
Building Permit	Permit	Permits on building and related activity	VOG Ch. 9	Subject to economic factors	Very	Acceptable	Very	Flat	Resident only. Due to fact that if contractor pays, the contractor will generally include in cost of project.	Cost of Services
Burglar / Fire Alarm Fee	Permit & Fee	Annual permit and false alarm fees imposed by Village Code	VOG Ch. 9A	Very dependable.	Moderately	Acceptable	Moderately	Flat	Resident only.	None
Street Opening Permit	Permit	Fee for the opening of a street.	VOG Ch. 9	Subject to economic factors	Very	Acceptable	Low	Flat	Resident only. Due to fact that if contractor pays, the contractor will generally include in cost of project.	None
Illinois Violations	Fines & Forfeits	Fines for violation of Illinois Law	Village Code	Varies with level of enforcement.	Moderately	Acceptable	Low	Flat	Both. % breakdown subject to further information from Public Safety.	None
VOG Violations	Fines & Forfeits	Fines for local ordinance violations	Village Code	Varies with level of enforcement.	Moderately	Acceptable	Low	Flat	Both. % breakdown subject to further information from Public Safety.	None
Court Fines for PS	Fines & Forfeits	Fines for violations with revenue restricted for Public Safety use.	625 ILCS 5/16-104c	New restricted revenue.	Very	Acceptable	Low	Flat	Both. % breakdown subject to further information from Public Safety.	None

Village of Glencoe

Major Revenue Matrix

Revenue Name	Type	Description	Legislative Basis	Dependable	Efficient	Acceptable	Productive	Progressive / Regressive	Resident / Non-Resident	Limitations
Sewer Charge	Charge for Services	Charge for maintenance of sanitary sewer system per Village Code.	VOG Ch. 21A	Dependable.	Very	Acceptable	Moderately	Flat	Residential.	None
Ambulance Fees	Charge for Services	Charge for ambulance services provided by the Village of Glencoe	VOG Ch. 22A	Vary with service levels.	Moderately	Acceptable, especially since generally covered by health insurance or medicare.	Moderately	Flat	Both. % breakdown subject to further information from Public Safety.	None
Commuter Lot Fees	Fees	Fee for parking at the Glencoe Train Station Parking Lot.	VOG Ch. 23	Dependable.	Moderately	Acceptable	Low	Flat	Both	None, subject to county tax after a certain amount (\$3,000 per day)
Golf Club Management Fee	Other	Charge to the Glencoe Golf Club for management services rendered.	Per agreement	Dependable.	Very	Acceptable	Moderately	Flat	Both, more non-resident than resident.	Ability of Golf Club to pay and support other services.
Lease of VOG Property	Other	Lease payments made by contractual agreement with service providers for use of Village property/	Per agreement	Dependable.	Very	Very acceptable	Moderately	Flat	Non-Resident	Terms of agreement(s)
Maint. Of State Highways	Other	Payment made by the State of Illinois as compensation for the Village's maintenance of State highways.	Pre agreement	Dependable.	Very	Very acceptable	Low	Flat	Non-Resident	Terms of agreement(s)
Cable Television Revenue	Other	Franchise fee imposed on customers on the cost of cable television services	Per Franchise Agreement	Dependable.	Very	Acceptable	Moderately	Flat	Resident	5.00%
Special Duty Overtime	Other	Charge for overtime service provided as special request.	Per agreement	Dependable.	Moderately	Acceptable	Moderately	Flat	Resident	Cost of Services
Optional 2 nd Collection Fee	Charges for Service	Charge for the optional 2 nd collection of garbage per week.	VOG Ch. 20	Varies with level of participation.	Very	Acceptable	Moderately	Flat	Resident	Cost of Services

Village of Glencoe

Major Revenue Matrix

Revenue Name	Type	Description	Legislative Basis	Dependable	Efficient	Acceptable	Productive	Progressive / Regressive	Resident / Non-Resident	Limitations
Receipts from Subscriber	Charges for Service	Base charge for collection of garbage.	VOG Ch. 20	Dependable.	Very	Acceptable	Very	Flat	Resident	None
Commercial Garbage Collection Fee	Charges for Service	Charge for collection of garbage from commercial customers.	VOG Ch. 20	Dependable.	Very	Acceptable	Very	Flat	Resident/Business Owner only	None
Recycling Subscriptions	Charges for Service	Charge for cost of recycling services.	VOG Ch. 20	Dependable.	Very	Acceptable	Very	Flat	Resident	Cost of Recycling Contract
Special Refuse Pick-ups	Charges for Service	Charge for requested special garbage collection and supplemental garbage collection.	VOG Ch. 20	Varies with participation	Very	Acceptable	Moderately	Flat	Resident	Cost of Services
SWANCC	Charges for Service	Charge to recover cost of SWANCC participation.	VOG Ch. 20	Dependable.	Very	Acceptable	Low	Flat	Resident	Cost of SWANCC
Motor Fuel Tax Allotments	Intergovernmental	Flat rate per gallon tax imposed on operation of motor vehicles on public highways and recreational watercraft on waterways in Illinois.	35 ILCS 505/1 to 505/20	Varies with gallons pumped. Change to less reliance on motor fuel can actually result in reduction of revenue.	Very	Very acceptable	Very	Flat	Both	Rate and amount of fuel consumed.
E911 Surcharge	Other Taxes	Per line charge approved by referendum on March 17, 1992 specifically to finance implementation and maintenance of E911 communications system..	VOG Ch. 35	Decreasing revenue with greater switch over to wireless technologies.	Very	Acceptable	Very	Flat	Resident	Rate can only be increased by referendum.
Cellular 911	Other Taxes	Per phone account charge applied to cell phones for the purpose of supporting E911 communications system.	VOG Ch. 35	Dependable.	Very	Acceptable	Very	Flat	Resident	None