

Village of Glencoe

Annual Budget Fiscal Year 2012



Train Station 1891
Celebrating 120 years



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Village of Glencoe
Illinois**

For the Fiscal Year Beginning

March 1, 2010

Two handwritten signatures are present. The signature on the left is for the President, and the signature on the right is for the Executive Director, Jeffrey R. Enos.

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Village of Glencoe, Illinois for its annual budget for the fiscal year beginning March 1, 2010. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

**VILLAGE OF GLENCOE
BUDGET BRIEF**

March 1, 2011 through February 29, 2012 (Fiscal Year 2012)

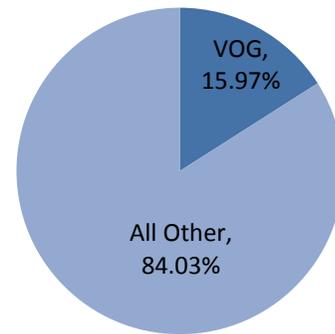
*This budget summary is intended to provide a brief summary of the Fiscal Year 2012 budget. Altering expenditures or revenues listed does not necessarily correlate to household savings or to additional expenses. **This brief also includes table which shows the cost per \$100,000 of all Village expenditures. 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 2009. The information concerning the 2010 Tax levy, adopted in December 2010, will not be available until September 2011.

| Taxing Unit | 2009 Tax Rate | % of Tax Bill |
|--------------------------------|--------------------------|--------------------------|
| Village of Glencoe (VOG) | 0.874 | 15.97% |
| Public Library | 0.157 | 2.87% |
| High School District #203 | 1.237 | 22.60% |
| Grade School District #35 | 1.901 | 34.73% |
| Cook County | 0.464 | 8.48% |
| Water Reclamation District | 0.261 | 4.77% |
| Park District | 0.398 | 7.27% |
| Community College #535 | 0.140 | 2.56% |
| Misc. Taxing Units (1) | 0.041 | 0.75% |
| TOTAL Property Tax Bill | 5.473 | 100.00% |

How Property Tax is Distributed



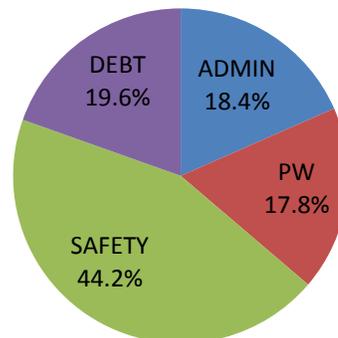
Notes: (1) Includes New Trier Township, N.T. General Assistance, Suburban T.B. Sanitarium, and Mosquito Abatement District.

DISTRIBUTION OF 2010 TAX LEVY

Below is a summary of how the the Village share of 2010 property tax levy (\$10,596,405) will be distributed.

| Purpose | % of VOG Tax |
|-----------------------------|-------------------------|
| Administrative Services | 18.10% |
| Health & Community Services | 0.30% |
| Sewer Maintenance | 4.50% |
| Forestry Services | 4.90% |
| Infrastructure Maintenance | 3.40% |
| Street Maintenance | 5.00% |
| Police Services | 30.70% |
| Fire Services | 8.90% |
| Paramedic Services | 4.60% |
| Debt Service | 19.60% |

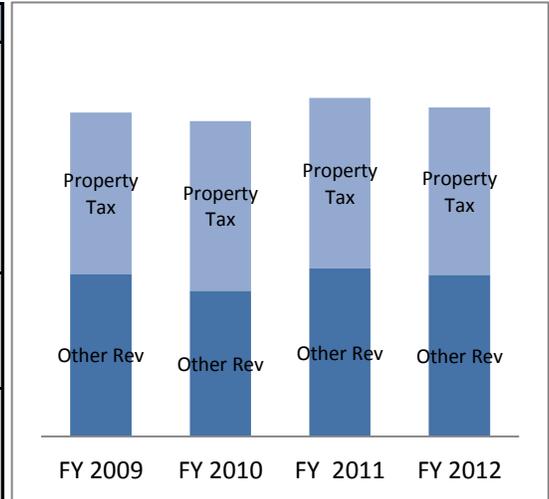
2010 Property Tax By Function



Property taxes make up 50.6% of the total Fiscal Year 2012 revenue budget. The Fiscal Year 2012 Budget includes total revenues of \$21,972,715 and expenditures of \$22,743,147 (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) | | | | |
|-------------------------------|---------------|---------------|---------------|---------------|
| | FY09 | FY10 | FY11 | FY12 |
| Service Charges | 2,506 | 2,791 | 3,957 | 3,854 |
| Other Taxes | 2,724 | 2,433 | 2,494 | 2,433 |
| Permits | 1,309 | 776 | 854 | 744 |
| Sales Tax | 1,669 | 1,576 | 1,713 | 1,731 |
| Other Revenue | 1,834 | 1,426 | 1,357 | 1,222 |
| Sub-Total | 10,041 | 9,003 | 10,375 | 9,984 |
| % Change | | -10.3% | 15.2% | -3.8% |
| Property Tax | 9,968 | 10,479 | 10,573 | 10,326 |
| % Change | | 5.1% | 0.9% | -2.3% |
| Grand Total | 20,009 | 19,482 | 20,948 | 20,310 |
| | | -2.6% | 7.5% | -3.0% |



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). The revenue included in the FY12 budget is \$636,000 less than revenue actual revenue collected during FY11. Most significantly property taxes are down \$247,000 from FY11 due to retired debt service and water sales revenue is down \$166,000 from FY 11. The FY11 budget includes modest fee increases necessary to continue to provide the level services desired by residents.

Where Do Village Expenditures Come From?

| Expenditures (in Thousands) | | | | | | | |
|-------------------------------|---------------|------------------|---------------|----------------|------------------|------------------|------------------|
| | FY11 | Rate Per | FY12 | % of FY12 | Rate Per | \$ Change | % Change |
| | <u>Budget</u> | <u>\$100 EAV</u> | <u>Budget</u> | <u>Expense</u> | <u>\$100 EAV</u> | <u>From FY11</u> | <u>From FY11</u> |
| Administrative Services | 3,136 | 0.2531 | 3,141 | 16.5% | 0.2535 | 5 | 0.2% |
| Sewer Maintenance | 978 | 0.0789 | 995 | 5.2% | 0.0803 | 18 | 1.8% |
| Forestry Services | 763 | 0.0616 | 764 | 4.0% | 0.0616 | 1 | 0.1% |
| Infrastructure Maintenance | 600 | 0.0484 | 624 | 3.3% | 0.0504 | 24 | 4.1% |
| Street Maintenance | 1,001 | 0.0808 | 1,026 | 5.4% | 0.0828 | 25 | 2.5% |
| Police Services | 5,298 | 0.4276 | 5,244 | 27.5% | 0.4233 | (54) | -1.0% |
| Fire Services | 1,445 | 0.1166 | 1,445 | 7.6% | 0.1166 | 0 | 0.0% |
| Paramedic Services | 730 | 0.0589 | 762 | 4.0% | 0.0615 | 31 | 4.3% |
| E911 | 128 | 0.0103 | 134 | 0.7% | 0.0108 | 7 | 5.1% |
| Debt Service | 2,644 | 0.2134 | 2,053 | 10.8% | 0.1657 | (591) | -22.3% |
| Water Utility | 1,546 | 0.1248 | 1,630 | 8.6% | 0.1315 | 83 | 5.4% |
| Garbage Services | 1,197 | 0.0966 | 1,230 | 6.5% | 0.0993 | 34 | 2.8% |
| Grand Total | 19,466 | 1.5710 | 19,050 | 100.0% | 1.5374 | (416) | -2.1% |
| Cost Per \$100,000 EAV | | 1,571.00 | | | 1,537.41 | (33.59) | -2.1% |

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 cost of services through property taxes during FY11, the cost per \$100K of equalized assessed value (EAV) would have been \$1,571 (as compared to the actual 2009 tax rate of \$0.874 or \$874 per \$100K of EAV). The FY12 decreases that cost by \$33.59 or 2.1%.** One note worthy decrease in expenditures is due to retirement of debt service reducing annual expenditures by \$591,000 or 22.3%.



TABLE OF CONTENTS

| | |
|-------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 3-4 | <u>BUDGET BRIEF</u> |
| 9-10 | <u>VILLAGE TIMELINE</u> |
| 11 | <u>VILLAGE ORGANIZATION CHART</u> |
| 12-22 | <u>BUDGET MESSAGE</u> |
| | <u>BUDGET SUMMARY</u> |
| 23-25 | <ul style="list-style-type: none">• Revenues |
| 26-27 | <ul style="list-style-type: none">• Expenditures |
| 28-32 | <ul style="list-style-type: none">• Revenue and Expenditure Comparison |
| 33-34 | <ul style="list-style-type: none">• Capital Expenditures<ul style="list-style-type: none">• Long-Range Capital Plan (FY12) as compared to FY12 Budget (Approved) and Plan 2021• FY12 quarterly breakdown of capital expenditures |
| 35 | Fund Balance <ul style="list-style-type: none">• Fund Balance Summary |
| 36-38 | Tax Levy <ul style="list-style-type: none">• Total Glencoe Tax Rate• Extended 2009 Tax Levy versus Adopted 2010 Tax Levy• Property Tax versus Tax Cap – Increase compared to Tax Cap |
| 39-41 | <u>GENERAL FUND</u> <ul style="list-style-type: none">• FY12 General Fund Revenue Budget |



TABLE OF CONTENTS

42-48

VILLAGE MANAGER

- Department Organization Chart
- Expenditure Budget

49-58

FINANCE DEPARTMENT

- Department Organization Chart
- Expenditure Budget

59-69

PUBLIC WORKS

- Department Organization Chart
- Expenditure Budget

70-76

PUBLIC SAFETY

- Department Organization Chart
- Expenditure Budget

77-80

SPECIAL FUNDS

- Garbage Fund
- Motor Fuel Tax Fund
- Enhanced 9-1-1



TABLE OF CONTENTS

| | |
|---------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 81-83 | <u>ENTERPRISE FUNDS</u> Water Fund <ul style="list-style-type: none">• Distribution• Production |
| 84-91 | <u>DEBT SERVICE FUND</u> |
| 92-102 | <u>CAPITAL IMPROVEMENT</u> |
| 103-137 | <u>LONG RANGE PLAN</u> |
| 138-146 | <u>PAY PLAN HISTORY</u> (Personnel Programs and History) <ul style="list-style-type: none">• Fiscal Year 2012 Official Pay Plan• History of Authorized Full-Time Positions |
| 147-152 | <u>FINANCIAL POLICIES</u> |
| 153-176 | <u>STRATEGIC PLAN</u> <ul style="list-style-type: none">• Village Mission• Village Goals and Department Objectives• Village Manager’s Office• Finance Department<ul style="list-style-type: none">○Administration Division○Support Services Division○Risk Management Division• Public Works Department<ul style="list-style-type: none">○Administration Division○Sewer Division○Forestry Division○Municipal Buildings Division○Parking and Traffic Control Division○Community Development Division○Municipal Garage Division |



TABLE OF CONTENTS

176-181

STRATEGIC PLAN (cont)

- Public Works (cont.)
 - Streets Division
 - Street Lighting Division
- Public Safety
- Garbage Fund (Public Works Department)
- Water Fund (Public Works Department)

182-189

SUPPORTING MATERIALS

- Administrative Staff
- Directory of Commissions and Boards
- Budget Calendar for Fiscal Year 2011

190-199

STATISTICAL DATA

- Rates and Fees
- Census Data
- Miscellaneous Data
- Principal Property Taxpayers
- Demographic and Economic Information

200-204

GLOSSARY

205-210

APPENDIX A

- Revenue Matrix (Revenue Matrix provides valuable information about revenue that the Village receives)

**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

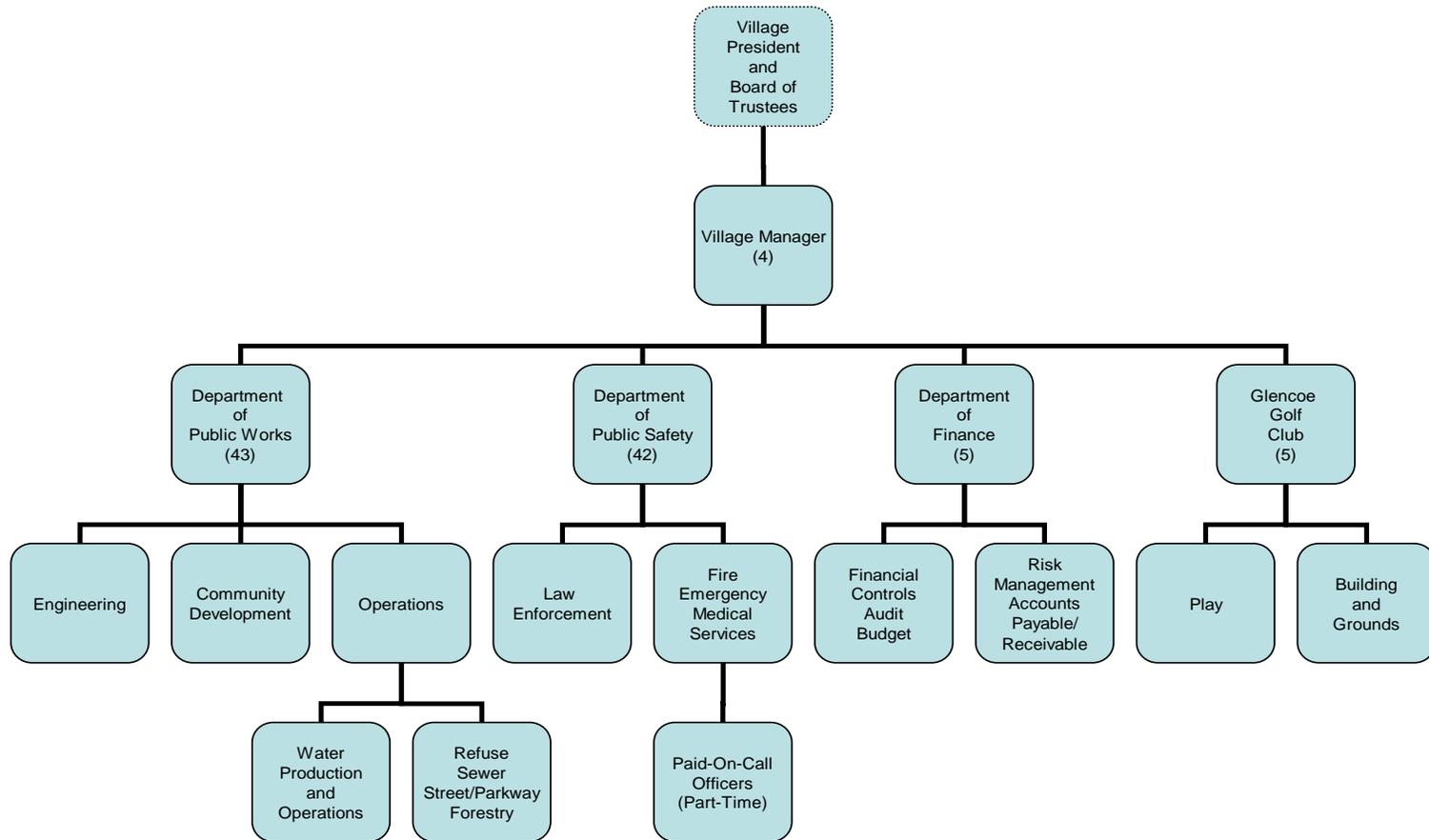
**VILLAGE OF GLENCOE
TIMELINE**

- 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
- 2008 — Bond referendum passes for Village Hall improvements to Public Safety, purchase of a fire engine and improvements to streets and sewers,
- 2009 — Village Court Parking Lot renovated.

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

*Additional contributions to timeline made by
Ellen Shubart, Village Trustee
David Clark, Director of Finance
David Mau, Director of Public Works*

Village of Glencoe Fiscal Year 2012





Village of Glencoe
675 Village Court
Glencoe, Illinois 60022

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FAX 847.835.1785

March 11, 2011

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

Dear Mr. President and Trustees:

I am pleased to submit the Annual Budget for the Fiscal Year beginning March 1, 2011 and ending February 29, 2012 (Fiscal Year 2012). 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 started five years ago with the review of a 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 needs versus 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 Village 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 2011 is \$24,417,446 (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. Village per capita income and median family income figures are among the highest in the country. 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 wealth and income levels are reflected in a tax base that continues to be relatively stable. The Village continues to maintain a AAA rating by Standard & Poors. This status was reviewed during Fiscal Year 2010 to facilitate a bond refunding issuance. 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 substantial criteria.

The Village is governed by a Board/Manager 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 wastewater facilities, water and sewer service, 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 two 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, the Village is owed three months of income tax revenue. In addition, Cook County was later than normal in sending property tax bills to property owners; thereby the timeliness of the County remitting payment to the Village was delayed. 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 continued to be cautious with consideration of the Long Range Plan and the annual budget.

Annually, the Village faces the challenge of funding capital and maintaining appropriate fund balances. This year capital funding was prioritized for all funds based on identifying critical needs. In Fiscal Year 2012, the Village will also spend the remainder of \$7.4 million in General Obligation Bonds that were issued in January 2009. The remaining \$241,378 in the Bond Construction Fund will be spent during the first quarter of the fiscal year.

The capital plan, across all major funds of the Village was substantially increased for Fiscal Year 2012. The 2012 Capital Budget was increased by over 289.29% or \$1,797,900 from the Fiscal Year 2011 Capital Budget. The increase is attributable to two factors, 1), a pending IEPA loan for water main infrastructure (\$1.2 million), and 2), an operating surplus that was experienced during Fiscal Year 2011 due to conservative budgeting and modest expenditures. The Fiscal Year 2012 Capital Budget is approximately 165% of the capital included for Fiscal Year 2012 in the Village's Capital Inventory Program (CIP) 2021.

Capital Investment

| | <u>FY11 Budget</u> | <u>2012 CIP</u> | <u>FY12 Budget</u> | <u>\$ Change</u> | <u>% Change</u> |
|--------------|--------------------|-----------------|--------------------|------------------|-----------------|
| General Fund | \$545,000 | \$716,000 | \$765,000 | \$220,000 | 40.37% |
| Garbage Fund | 33,000 | 254,800 | 255,900 | 222,900 | 675.45% |
| Water Fund | 50,000 | 500,000 | 1,405,000 | 1,355,000 | 2710.00% |
| Totals | \$628,000 | \$1,470,800 | \$2,425,900 | 1,797,900 | 286.29% |

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:

- Evaluation and review of the changing national economic climate and the impact on the Village;
- Review of positive revenue (sales tax and building permits);
- Review of revenue shortfalls (income tax and utility tax)
- Determination of the appropriate level of fund balance;
- Determination of tax abatement;
- Review of water consumption and the effect on future revenues to support capital improvements in the Water Supply system of the Village;
- Review and submission of an application for IEPA loan in the amount of \$1.2 million;
- Review and determination to increase the IRMA deductible to \$100,000 (began during calendar year 2011);
- Determination of appropriate budget amount for building permit revenue;
- Determination of funding Police Pension obligations;
- Determination of funding garbage services and capital equipment;
- Determination of increasing all management fees by 1.1%;
- Determination and continuation of a Day Labor Transfer Fee from the Motor Fuel Tax Fund;
- Determination of the resident and non-resident ambulance fee consistent with insurance industry standards for reimbursement;
- Determination of water fees, from \$3.265 per 100 cubic feet to \$3.353 per 100 cubic feet;
- Determination of sewer rates, from \$.918 per 100 cubic feet to \$.943 per 100 cubic feet;
- Determination of a Capital Plan identifying critical needs Fiscal Year 2012;
- Determination of appropriate staffing levels to meet the essential service levels and programs of the Village;
- Modification of Public Safety Department Organization structure eliminating two Public Safety Officers.

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. In Fiscal Year 2011, economic conditions impacting the amount of revenue received limited the amount of capital improvement funds available to the Village. However, Fiscal Year 2012 will allow for an increase in capital improvements and purchases. Garbage fees were reinstated and other related fees were increased in Fiscal Year 2011. For many years the General Fund has subsidized services that would be covered by fees. Due to changing national economic, these subsidies could not be continued. To ensure that rates will not increase significantly within a year, the Village will increase rates at based on CPI-U.

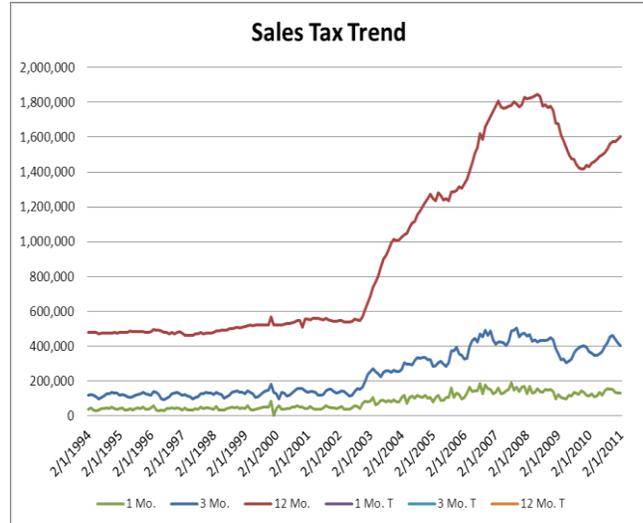
ECONOMIC FACTORS

The Village of Glencoe is predominantly a residential community. The Village is comprised of two business districts and three automobile dealerships adjacent to the Edens Expressway in the corporate jurisdiction of the Village. The monitoring of national, state and area economic trends are taken into account when reviewing and establishing budgets. Beginning in Fiscal Year 2011, and budgeted to continue into Fiscal Year 2012, building permits and sales tax revenue are maintaining and experiencing a positive trend. This is the first since Fiscal Year 2008. The Fiscal Year 2012 Budget accounts for revenue shortfall across all funds.

Sales Tax

Fiscal Year 2011 sales tax revenue exceeded the amount budgeted. The major source of sales tax revenue is from the three automobile dealerships. At the end of Fiscal Year 2011, it is anticipated that sales tax revenue produced by the dealerships will be the second lowest year since Fiscal Year 2007.

The amount of sales tax collected varies from year to year based on the economic climate. Fiscal Year 2011 is projected to be \$1,597,663. Sales tax has started to recover from the downward trend. The budget for sales tax revenue for Fiscal Year 2012 is \$1,622,537; this is an increase of \$208,537 or 1.47% over the previous fiscal year. Following Fiscal Year 2012, the Long Range Plan anticipates that sales tax revenue will increase by 3% each year for the next four fiscal years.



Building Permits

The changes in the economy and real estate market have impacted the number of building permits for the construction of new single-family homes. During the calendar year of 2010, 13 permits were issued for single family homes. This number is up from 6 in 2009, but remains the 18 permits issued in 2008, and 34 permits issued in 2007. Based on the drastic changes in the market and to maintain a conservative approach, the budget for Fiscal Year 2011 was modified to \$575,000 and Fiscal Year 2012 budget is a modest \$635,000. A positive trend is occurring but at a slow-moving pace.

| ACTUAL VS. BUDGET | | | |
|-------------------|------------------|------------------|----------------|
| FY | ACTUAL | BUDGET | DIFFERENCE |
| 2005 | 1,813,757 | 750,000 | 1,063,757 |
| 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 | 655,673 | 834,000 | -178,327 |
| 2011* | 737,914 | 575,000 | 162,914 |
| 2012 | N/A | 635,000 | |
| Average | 1,344,251 | 1,090,410 | 253,841 |

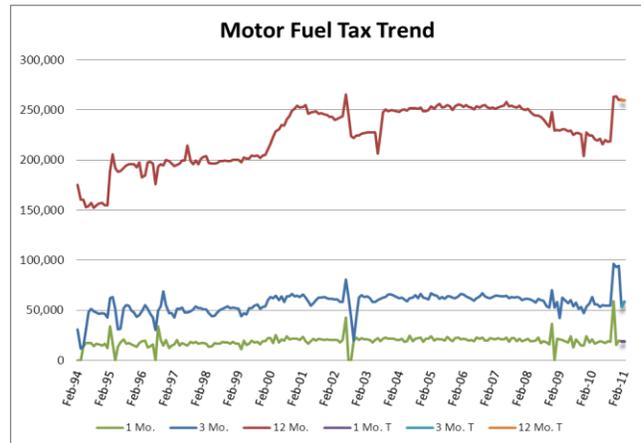
*FY 2011 is the projected revenue

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. At the end of Fiscal Year 2010 and throughout Fiscal Year 2011, income tax was impacted due to pending legislation and the State not remitting the local government portion of this tax. The State has yet to disburse over \$112, 946 (for the months of December and January - February disbursement amounts are not yet available to the public).

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 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. The slight increase experienced in Fiscal Year 2011 was due to a one-time payment of \$38,051 for capital; 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 for Fiscal Year 2012 is \$230,050, a decrease of \$29,033 from Fiscal Year 2011 projection.

FISCAL YEAR 2012 BUDGET SUMMARY

Preparation for the Village budget begins with review of the long range financial plan and capital inventory. Economic conditions have stabilized as compared to last Fiscal Year. The Village has formulated an annual budget that reflects the current state of the economy. The Fiscal Year 2012 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>FY10 Budget</u> | <u>FY11 Budget</u> | <u>FY12 Budget</u> | <u>\$ Change</u> | <u>% Change</u> |
| General Fund | \$13,840,580 | \$14,444,953 | \$14,961,600 | \$516,647 | 3.58% |
| Garbage Fund | 1,270,020 | 1,342,400 | 1,357,884 | \$15,484 | 1.15% |
| Water Fund* | 1,983,540 | 1,972,204 | 3,215,615 | \$1,243,411 | 63.05% |
| Totals | \$17,094,140 | \$17,759,557 | \$19,535,099 | \$1,775,542 | 10.00% |

*The revenue increase in the Water Fund is due to a loan (other financing source) of \$1.2 million to be received during Fiscal Year 2012.

Fiscal Year 2012 General Fund revenue increased by \$516,647 from last year's budget. The revenue increase in the General Fund is due to user charges and the property tax levy increasing by 2.7% (CPI-U). In addition, management fees were increased by 1.1%. The remaining increase in revenue rebound in sales tax revenue and building permits. The Garbage Fund and Water Fund are controlled locally and are less subject to outside economic factors. Garbage and water rates were increased by 2.7%. Annual increases on user rates will occur to avoid spiking in the future.

| Expenditure (Including Capital Investment) | | | | | |
|---------------------------------------------------|--------------------|--------------------|--------------------|------------------|-----------------|
| | <u>FY10 Budget</u> | <u>FY11 Budget</u> | <u>FY12 Budget</u> | <u>\$ Change</u> | <u>% Change</u> |
| General Fund | 13,878,578 | 14,845,996 | 15,117,284 | 271,288 | 1.83% |
| Garbage Fund | 1,433,317 | 1,269,745 | 1,526,665 | 256,920 | 20.23% |
| Water Fund | 1,931,258 | 1,698,279 | 3,074,945 | 1,376,666 | 81.06% |
| Totals | 17,243,153 | 17,814,020 | 19,718,894 | 1,904,874 | 10.69% |

The General Fund expenditure budget for Fiscal Year 2012 increase relates to funding capital improvements, modest increase in salaries and modest increases in the cost of supplies, services and commodities.

The total proposed expenditure budget for Fiscal Year 2012 (excluding pension funds) is \$22,743,148. The 2010 (Fiscal Year 2012) property tax levy, including debt service and the Glencoe Public Library, is \$12,602,844, a 1.33% increase from the 2009 (Fiscal Year 2011) property tax extension. The Village's portion of Fiscal Year 2012 property tax decrease is \$231,117 or 2.31%. Taxes will not be abated for Fiscal Year 2012. Property tax cap legislation allows a 2.70% increase in the levy over that amount actually extended for Fiscal Year 2011 (without voter approval). The Village's tax levy includes levies for general corporate purposes and is an estimated amount to fund the Village's pension obligations and the designated portion of the Garbage Fund.

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 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 2012 Budget:

- Replacement of water distribution mains (\$1,200,000 – Water Fund, IEPA Loan)
- Continuation of the Village street improvement program (\$500,000 – Motor Fuel Tax Fund);
- Rehabilitation and replacement of Village sewer systems (\$118,108 – Bond Fund);
- Installation of sprinkler system in designated areas of the Village Hall (\$123,270 – Bond Fund);
- Replacement of two Water Plant vehicles (\$80,000 – General Fund);
- Replacement of five Village vehicles (\$148,800 – General Fund);
- Replacement of two aerial tower trucks for Public Works operations (\$242,300 – General Fund);
- Implementation of data replication for disaster recovery purposes (\$30,000 – E911 Fund, \$30,000 General Fund);
- Replacement of Front End Loader for Public Works operations (\$144,200 – General Fund);
- Replacement of 2 ½ ton dump truck (\$101,000 – General Fund)
- Replacement of Refuse Packer to assist in Garbage operations (\$185,400 – Garbage Fund);
- Replacement of dispatch computers for the Communications Room (\$35,000 – E911 Fund)
- Replacement of leaf vacuum (\$33,500 – Garbage Fund);
- Replacement of ¾ ton truck (\$37,000 – Garbage Fund);

- Replacement of air compressor (\$25,700 – General Fund);
- Replacement of asphalt roller (\$20,000 – General Fund);
- Replacement of track excavator (\$53,000 – General Fund);
- Replacement of lower level windows and garage roof at the Water Plant (\$65,000 – Water Fund); and
- Replacement of master meters to assist in water operations (\$20,000 – Water Fund).

NON-ROUTINE CAPITAL

Pursuant to Village voter approval in November 2008, General Obligation Bonds were issued in January 2009 to fund Public Safety and infrastructure improvements. The remaining proceeds of the \$7.4 million issuance will be used to fund the designated capital improvements and purchases over the remaining year (bonds must be spent within three years of issuance). The first quarter of Fiscal Year 2012 marks the completion date for projects that were part of this bond issuance. Though this capital improvement does not affect the fund balance, since the proceeds of bonds will be paying for the improvement, it does affect the available legal debt margin of the Village. The legal debt margin of the Village is 10% of current Equalized Assessed Value of the Village minus outstanding debt.

Prior to the 2009 issuance, the last time the Village issued bonds, was for sewer improvements during Fiscal Year 2006. The total issuance was for \$1.85 million. The total amount of this 2005 Bond Construction proceeds were used during Fiscal Year 2008 to complete sanitary sewer main rehabilitation and repair.

One non-routine capital item to note is the Village Hall lighting. The Village was awarded a grant that will fund energy efficient lighting throughout the Village Hall.

Capital purchases are normally funded by an annual allocation of corresponding revenues. Other projects/programs/equipment that has a life that is greater than ten years are often purchased with bond proceeds. The Village is cognizant of the fact that infrastructure must be updated based on the capital plan to ensure that basic infrastructure needs and long life equipment do not significantly depreciate to a level that would impact functionality to the residents of the Village.

FISCAL YEAR 2012 REVENUES

The budget process is initiated each year by evaluating projected and actual revenues. The Village Board then reviews service levels and decides 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 support the required services of the Village by enhancing user fees. The Fiscal Year 2012 revenue budget continues to be conservative and revenues will be closely monitored as the fiscal year progresses.

FISCAL YEAR 2012 EXPENDITURES

Once revenue projections are established, each department's expenditure budget request 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 2011) and adopted (FY 2012) expenditures of the three major operating funds:

| THREE MAJOR OPERATING FUND EXPENDITURES | | | | | |
|-----------------------------------------|---------------------|---------------------|---------------------|--------------------|------------------|
| | FY 2011 | FY 2011 | FY 2012 | \$ | % |
| | <u>Budget</u> | <u>Projected</u> | <u>Budget</u> | <u>Change(2)</u> | <u>Change(2)</u> |
| <u>Fund</u> | | | | | |
| GENERAL | \$14,300,996 | \$14,253,584 | \$14,352,284 | \$51,288 | 0.36% |
| GARBAGE | 1,236,745 | 1,215,434 | 1,270,765 | \$34,020 | 2.75% |
| WATER | 1,648,279 | 1,532,856 | 1,669,945 | \$21,666 | 1.31% |
| Subtotal(1) | 17,186,020 | 17,001,874 | 17,292,994 | \$106,974 | 0.62% |
| <u>Capital</u> | | | | | |
| GENERAL | 545,000 | 532,553 | 765,000 | 220,000 | 40.37% |
| GARBAGE | 33,000 | 33,000 | 255,900 | 222,900 | 675.45% |
| WATER | 50,000 | 34,000 | 1,405,000 | 1,355,000 | 2710.00% |
| Subtotal | 628,000 | 599,553 | 2,425,900 | 1,797,900 | 286.29% |
| Grand Total | \$17,814,020 | \$17,601,427 | \$19,718,894 | \$1,904,874 | 10.69% |

***Notes on the Table above**

1. This subtotal does not include capital.
2. % Change and \$ Change are based on FY 11 Budget as compared to FY 12 Budget.

GENERAL FUND

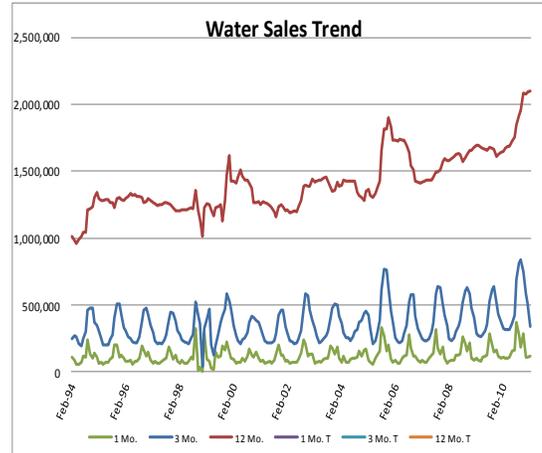
Revenue: Property tax is 55.3% of the total revenue included in the Fiscal Year 2012 General Fund Revenue Budget. Property tax still represents the single largest source of revenue to the General Fund. The Village's reliance on property tax for such a large portion of revenue is due primarily to the residential nature of the community and the Village's prior limited opportunity for increased commercial sales tax or 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. As an example, while sales tax revenue has grown to 11.6% (an increase of 1% over last Fiscal Year) of the total General Fund revenue, because other revenue sources have been reduced, property tax as a percentage of total revenue increased by .67% over last year's percentage.

Expenditures: The Fiscal Year 2012 General Fund expenditures reflect a \$271,288 increase from the Fiscal Year 2011 budget. Similar to Fiscal Year 2011, capital expenditures were deferred and deferred or vacated positions in the workforce will not be filled. The approved Fiscal Year 2012 Capital Budget in the General Fund is \$49,000 greater than Plan 2021 scheduled capital expenditures for the same year (refer to Budget Summary Table). The increase is due to an aerial truck (\$77,300) that was deferred in Fiscal Year 2011.

There is no change to the services funded by the General Fund in Fiscal Year 2012. A personnel staffing modification included not budgeting for two vacant Public Safety Officer positions.

WATER FUND

Revenue: Water consumption increased during Fiscal Year 2011. Weather conditions attributed to the increase in consumption. Given this trend, the revenue budget for water sales was modestly increased to \$1,959,492. Water rates were increased by 2.7% to provide the minimum revenue necessary to support water service needs.



Expenditure: The Fiscal Year 2012 Water Fund expenditures reflect a \$1,376,666 or 81% increase from Fiscal Year 2011. Capital improvements of \$1,405,000 during Fiscal Year 2012 are \$905,000 greater than anticipated in Plan 2021. The Fiscal Year 2012 Budget for operations of the water utility is increased by 1.31% (this does not include the cost of capital).

GARBAGE FUND

Revenue: Fiscal Year 2011 is the first year that property tax was not directly levied for the Garbage Fund. The General Fund transferred \$350,000 to subsidize a portion of this fund and garbage services. This General Fund transfer will continue for Fiscal Year 2012. User fees were reinstated for once-a-week pick-up in Fiscal Year 2011 and increased by 2.7% in Fiscal Year 2012. . This amount remains flat from the prior fiscal year.

A comparison summary of the residential charges for solid waste service for March 1, 2010 and March 1, 2011 rates are below:

Solid Waste Disposal Fee Summary:

| Service | 3/1/10 Rates | | 3/1/11 Rates | |
|--------------------------|----------------------------|-----------------------------|----------------------------|-----------------------------|
| | Without 2nd Pick-up | With 2nd Pick-up | Without 2nd Pick-up | With 2nd Pick-up |
| Garbage | \$47.55 per quarter | \$47.55 per quarter | \$48.84 per quarter | \$48.84 per quarter |
| 2nd Pick-up* | | \$78 per quarter | | \$80 per quarter |
| Recycling | \$15.25 per quarter | \$15.25 per quarter | \$15.66 per quarter | \$15.66 per quarter |
| SWANCC | incl. in garbage fee | incl. in garbage fee | incl. in garbage fee | incl. in garbage fee |
| Total | \$62.80 per quarter | \$140.80 per quarter | \$64.50 per quarter | \$144.50 per quarter |
| OR | \$20.93 per month | \$46.93 per month | \$21.50 per month | \$48.17 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 2012 Garbage Fund expenditures reflect a \$55,331, or 4.56% increase from projected expenditure during Fiscal Year 2011. The Fiscal Year 2012 Budget assumes continued participation in the solid waste disposal system developed by the Solid Waste Agency of Northern Cook County (SWANCC).

The Fiscal Year 2011 Budget provides for the continued Parkway Leaf Collection program and the Spring Clean-Up program. The Garbage Fund allocates \$255,900 in capital expenditures for the Fiscal Year 2012 Budget.

Services provided by this fund will remain the same in Fiscal Year 2012. 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 of yard waste.

DEBT SERVICE

The Village's active debt service schedule represents the original issuance of \$13,140,000 in general obligation debt to complete needed, and at times mandated capital improvements, and to refinance existing debt. As of February 28, 2011, the total general obligation debt outstanding is \$10,030,000.

The Village's outstanding long-term debt per capita as of February 28, 2011 is \$942.91. Using 2009 EAV of \$1,276,244,638 as a base, the Village's margin to the legal General Obligation debt limit is anticipated to be \$119 Million by the end of Fiscal Year 2012.

FUND BALANCE – GENERAL FUND

The Village ended Fiscal Year 2010 with an audited fund balance in the General Fund of \$2,099,721. The cash balance in the General Fund on February 28, 2011 is projected to be \$2,112,567, an increase of \$12,846 or .61%. The Fiscal Year 2011 Budget anticipated a fund balance of \$1,747,470. The fund balance will finish with \$365,097 greater than anticipated by the Fiscal Year 2011 Budget.

The projected fund balance as of February 28, 2012 anticipates an ending fund balance of \$1,956,883; a reduction of \$155,684 or 7.37%. While this budget designates the use of fund balance to balance anticipated expenditures for Fiscal Year 2012, it is consistent with a long standing policy of the Village to use fund balance to meet acceptable targets. By maintaining a fund balance policy, the Village only retains reserves to a fiscally responsible limit. Currently, the Village maintains an undesignated fund balance in the General Corporate Fund of 10% of current operating expenditures, excluding capital, but not lower than \$1,000,000. During Fiscal Year 2012, the Finance Committee will review the specific needs related to the Garbage Fund and Water Fund concerning appropriate levels of fund balance. Until modified, those funds will continue to have the same target as the General Fund; 10% of current operating expenditures. For the Garbage Fund, the minimum will be no lower than \$75,000. An absolute dollar amount has yet to be decided for the Garbage Fund.

The Fiscal Year 2012 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 economic environment into a working document for the Village. The on-going efforts to recognize the impact of the economy on the Village budget put the Village in the position of

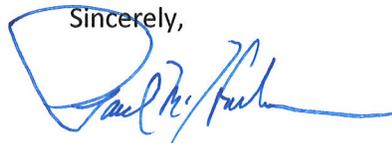
continuing to deliver the highest level of service to the community with the minimum amount of staffing. The ability of the Village to monitor spending and maximize available resources have been the hallmark of the effort that puts the Village on solid financial grounds.

The Fiscal Year 2012 Budget presented to the Village Board maintains the Village's outstanding financial condition despite all of the economic obstacles and constraints encountered during the prior fiscal year.

ACKNOWLEDGEMENTS

I would like to take this opportunity to acknowledge and thank the Village President, Board of Trustees and all of the municipal staff for their efforts in preparing the Fiscal Year 2012 budget. If I can be of any assistance in your review of this budget, please give me a call.

Sincerely,



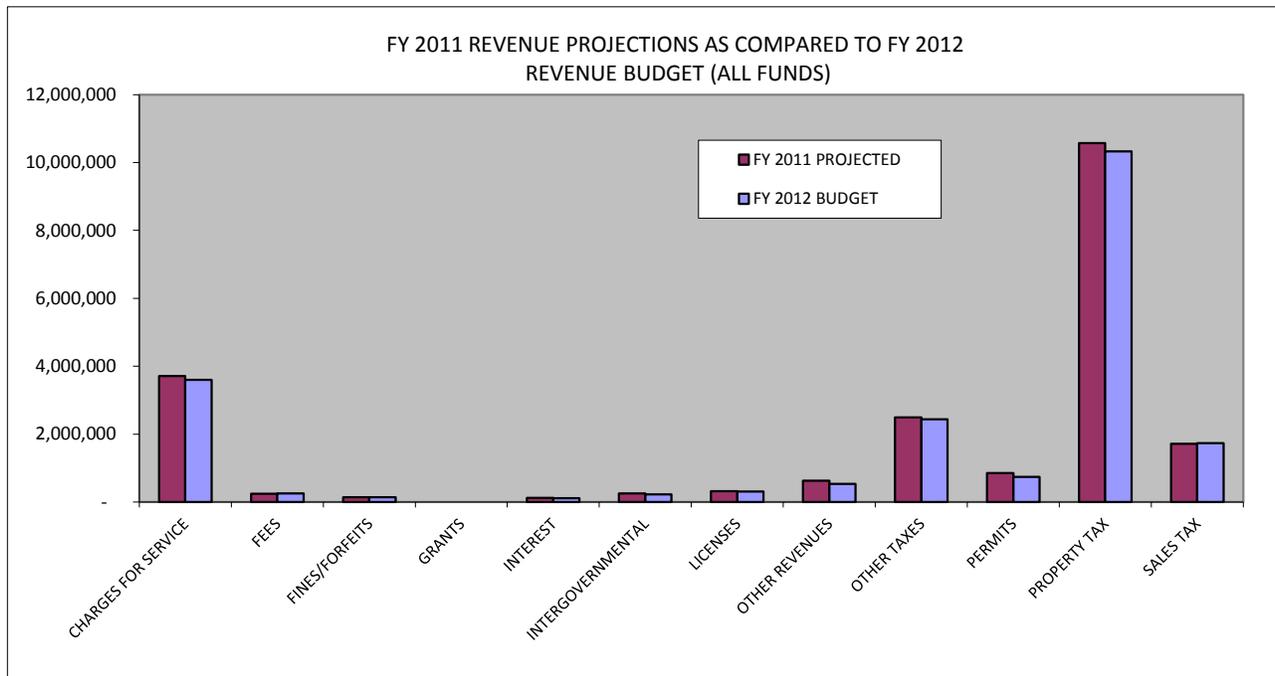
Paul M. Harlow
Village Manager

cc: Executive Staff
Vic Filippini, Village Attorney

**VILLAGE OF GLENCOE
SUMMARY OF BUDGETED FISCAL YEAR 2012 REVENUES**

This is a summary of the budgeted revenues for the fiscal year end February 29, 2012 (FY 2012). 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).

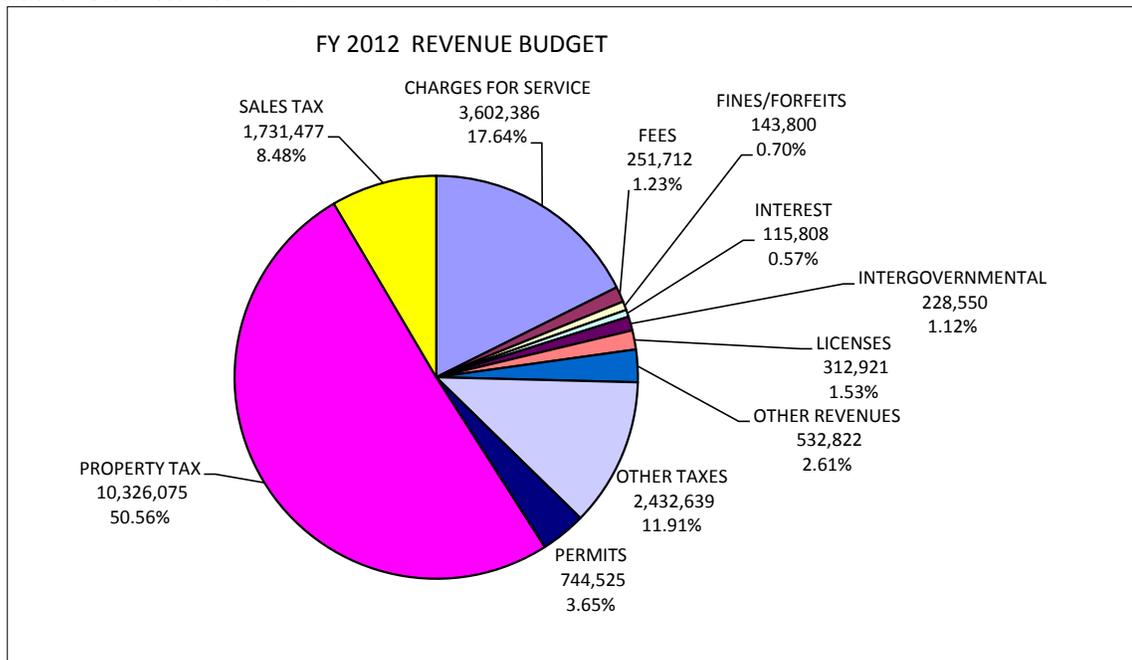
| FUND | GENERAL | WATER | GARBAGE | SUB-TOTAL OPERATING | MFT | E-911 | SUB-TOTAL SPECIAL |
|--------------------------------|-------------------|------------------|------------------|------------------------|----------------|----------------|----------------------|
| <u>TYPE OF REVENUE</u> | | | | | | | |
| CHARGES FOR SERVICE | 676,802 | 1,943,200 | 982,384 | 3,602,386 | | | - |
| FEES | 251,712 | | | 251,712 | | | - |
| FINES/FORFEITS | 143,800 | | | 143,800 | | | - |
| GRANTS | | | | - | | | - |
| INTEREST | 97,348 | 1,010 | 1,500 | 99,858 | 1,500 | 3,900 | 5,400 |
| INTERGOVERNMENTAL | | | | - | 228,550 | | 228,550 |
| LICENSES | 312,921 | | | 312,921 | | | - |
| OTHER REVENUES | 444,417 | 71,405 | 17,000 | 532,822 | | | - |
| OTHER TAXES | 2,284,969 | | 7,000 | 2,291,969 | | 140,670 | 140,670 |
| PERMITS | 744,525 | | | 744,525 | | | - |
| PROPERTY TAX | 8,273,629 | | | 8,273,629 | | | - |
| SALES TAX | 1,731,477 | | | 1,731,477 | | | - |
| | | | | - | | | - |
| SUB-TOTAL | 14,961,600 | 2,015,615 | 1,007,884 | 17,985,099 | 230,050 | 144,570 | 374,620 |
| <u>OTHER FINANCING SOURCES</u> | | | | | | | |
| BOND PROCEEDS | | 1,200,000 | | 1,200,000 | | | - |
| TRANSFERS IN | | | 350,000 | 350,000 | - | | - |
| SUB-TOTAL | - | 1,200,000 | 350,000 | 1,550,000 | - | | - |
| GRAND TOTAL BUDGET | 14,961,600 | 3,215,615 | 1,357,884 | 19,535,099 | 230,050 | 144,570 | 374,620 |



The substantial revenue increase in charges for service is attributed to the fee for garbage service being reinstated.

| BOND CONSTRUCTION | DEBT | FY 2012 BUDGET | FY 2011 PROJECTED | FY 2010 ACTUAL | FY 2009 ACTUAL | TYPE OF REVENUE |
|----------------------|------------------|-------------------|----------------------|-------------------|-------------------|--------------------------------|
| | | 3,602,386 | 3,713,978 | 2,615,666 | 2,308,872 | CHARGES FOR SERVICE |
| | | 251,712 | 243,266 | 175,532 | 196,645 | FEES |
| | | 143,800 | 144,000 | 151,006 | 204,650 | FINES/FORFEITS |
| | | - | - | - | 76,477 | GRANTS |
| 4,790 | 5,760 | 115,808 | 124,844 | 182,779 | 204,569 | INTEREST |
| | | 228,550 | 257,583 | 220,432 | 230,888 | INTERGOVERNMENTAL |
| | | 312,921 | 315,124 | 310,335 | 313,457 | LICENSES |
| | | 532,822 | 625,699 | 591,944 | 833,547 | OTHER REVENUES |
| | | 2,432,639 | 2,493,799 | 2,433,057 | 2,724,115 | OTHER TAXES |
| | | 744,525 | 853,884 | 775,774 | 1,308,733 | PERMITS |
| | 2,052,446 | 10,326,075 | 10,573,141 | 10,479,497 | 9,967,799 | PROPERTY TAX |
| | | 1,731,477 | 1,712,710 | 1,576,372 | 1,668,937 | SALES TAX |
| | | - | | | | |
| 4,790 | 2,058,206 | 20,422,715 | 21,058,028 | 19,512,394 | 20,038,689 | SUB-TOTAL |
| | | 1,200,000 | | 4,038,552 | 7,404,150 | <u>OTHER FINANCING SOURCES</u> |
| | | 350,000 | 350,000 | - | | BOND PROCEEDS |
| | | | | | | TRANSFERS IN |
| - | - | 1,550,000 | 350,000 | 4,038,552 | 7,404,150 | SUB-TOTAL |
| 4,790 | 2,058,206 | 21,972,715 | 21,408,028 | 23,550,946 | 27,442,839 | GRAND TOTAL BUDGET |

Property tax remains to be the primary revenue source of the Village at over 50% of the total revenue budget. Property tax as a percentage of the Village's total revenue has decreased by 4% from Fiscal Year 2010 to 2011 and will decrease an additional .81% Fiscal Year 2012.

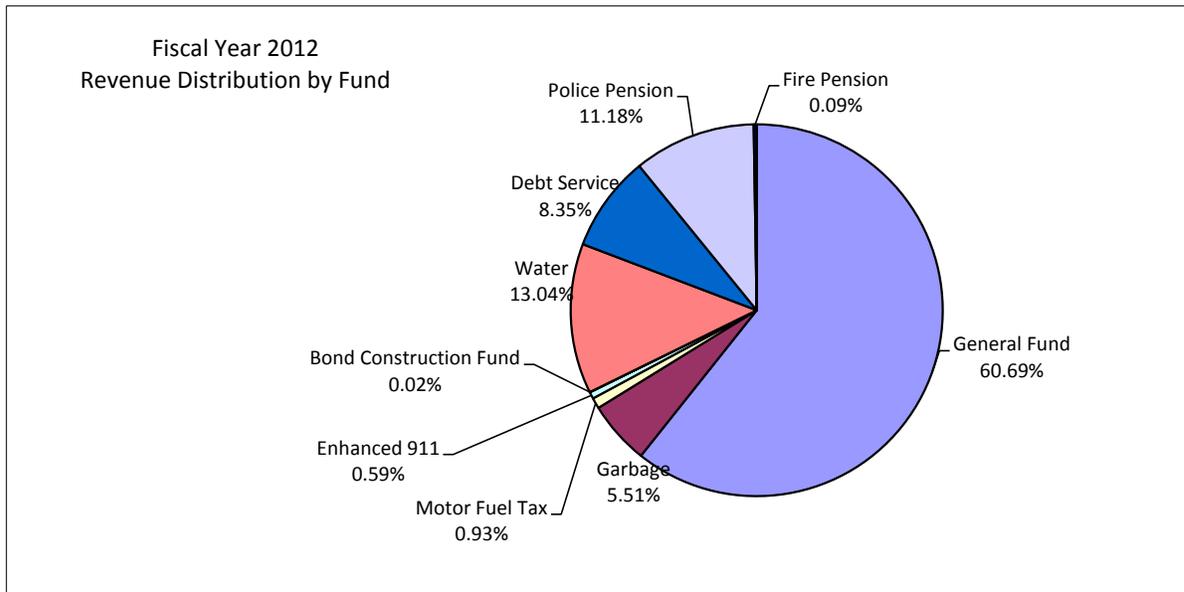


VILLAGE OF GLENCOE
Budget Summary
Revenue Totals By Fund

(All Financing Sources including Transfers)

| Fund | FY 2009 Actual | FY 2010 Actual | FY 2011 Budget | FY 2011 Projected | FY 2012 Budget |
|-----------------------------------------------------|--------------------|-------------------|-------------------|----------------------|-------------------|
| Revenues and Other Financing Sources | | | | | |
| General Fund | 14,486,248 | 13,406,938 | 14,444,953 | 14,798,983 | 14,961,600 |
| Special Funds | | | | | |
| Garbage | 1,182,314 | 1,141,459 | 1,342,400 | 1,271,101 | 1,357,884 |
| Motor Fuel Tax | 232,643 | 221,287 | 215,800 | 259,083 | 230,050 |
| Enhanced 911 | 186,041 | 158,357 | 158,900 | 154,152 | 144,570 |
| Bond Construction Fund | 7,408,979 | 94,905 | 75,000 | 54,210 | 4,790 |
| Enterprise Fund | | | | | |
| Water | 1,800,973 | 1,721,484 | 1,972,204 | 2,191,785 | 3,215,615 |
| Debt Service | 2,528,717 | 2,712,131 | 2,648,388 | 2,678,714 | 2,058,206 |
| Total Revenues (Excluding Pension Funds) | 27,825,915 | 19,456,561 | 20,857,645 | 21,408,028 | 21,972,715 |
| Pension Funds | | | | | |
| Police* | (2,277,104) | 5,744,824 | 2,728,639 | 2,658,940 | 2,615,863 |
| Fire | 28,331 | 23,889 | 4,625 | 3,922 | 63,475 |
| Total Revenue (Pension Funds Only) | (2,248,773) | 5,768,713 | 2,733,264 | 2,662,862 | 2,679,338 |
| Grand Total | 25,577,142 | 25,225,274 | 23,590,909 | 24,070,890 | 24,652,053 |

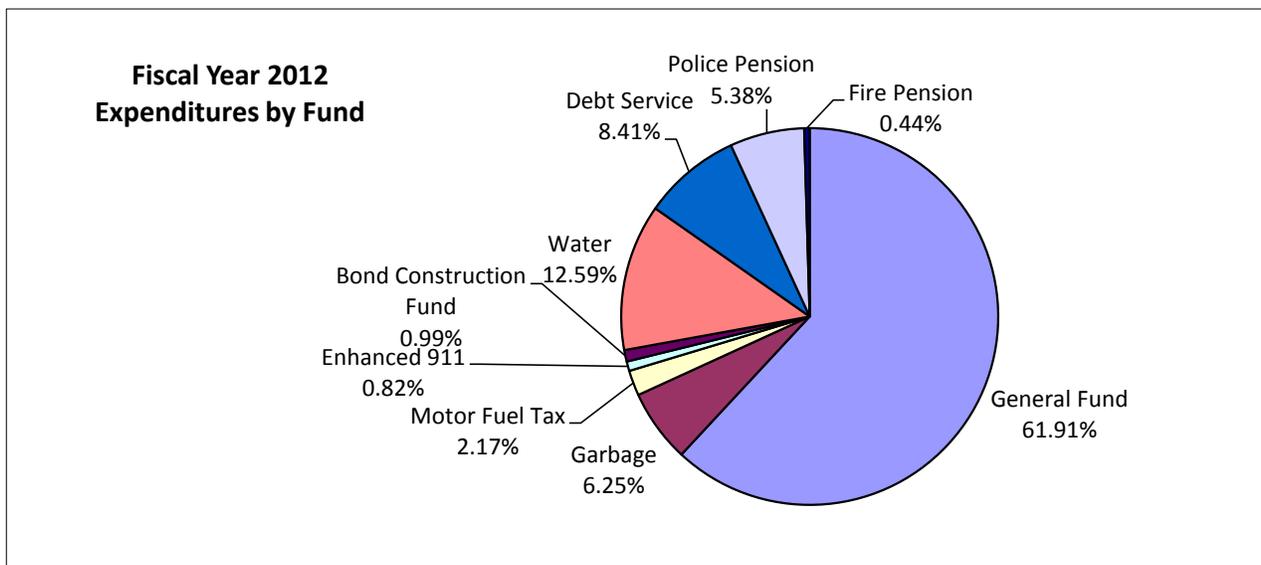
* Note: Police Pension Fund experienced an unusual loss in Fiscal Year 2009, however, Fiscal Year 2010 recovered those losses, projected revenue is double the budget.



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

(Including Transfers)

| Fund | FY 2009 Actual | FY 2010 Actual | FY 2011 Budget | FY 2011 Projected | FY 2012 Budget |
|---------------------------------------------------------|-------------------|-------------------|-------------------|----------------------|-------------------|
| Expenditures and Other Financing Uses | | | | | |
| General Fund | 14,459,992 | 13,257,861 | 14,845,996 | 14,786,137 | 15,117,284 |
| Special Funds | | | | | |
| Garbage | 1,292,660 | 1,133,750 | 1,269,745 | 1,248,434 | 1,526,665 |
| Motor Fuel Tax | 265,647 | - | 30,000 | 30,000 | 530,330 |
| Enhanced 911 | 133,400 | 243,542 | 223,741 | 168,510 | 199,249 |
| Bond Construction Fund | 30,589 | 2,852,155 | 4,714,814 | 4,438,762 | 241,378 |
| Enterprise Fund | | | | | |
| Water | 2,058,578 | 1,836,150 | 1,698,279 | 1,566,856 | 3,074,945 |
| Debt Service | 2,570,202 | 6,777,082 | 2,644,108 | 2,643,739 | 2,053,296 |
| Total Expenditures (Excluding Pension Funds) | 20,811,068 | 26,100,540 | 25,426,683 | 24,882,438 | 22,743,147 |
| Pension Funds | | | | | |
| Police | 1,339,590 | 1,443,722 | 1,518,637 | 1,545,869 | 1,560,136 |
| Fire | 112,613 | 128,022 | 115,533 | 111,692 | 114,163 |
| Total Expenditures (Pension Funds) | 1,452,203 | 1,571,744 | 1,634,170 | 1,657,561 | 1,674,299 |
| Grand Total | 22,263,271 | 27,672,284 | 27,060,853 | 26,539,999 | 24,417,446 |



**Fiscal Year 2012
Expenditure Detail by Category**

| | Personnel | Services | Commodities | Debt Service | Capital | Other | Transfer | Total |
|----------------------------------------|----------------------|---------------------|---------------------|---------------------|---------------------|-------------------|-----------------|----------------------|
| Village Manager | | | | | | | | |
| Manager's Office | \$ 562,045 | \$ 53,475 | \$ 26,765 | \$ - | \$ - | \$ 192,000 | \$ - | \$ 834,285 |
| Legal | \$ 23,440 | \$ 142,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 165,440 |
| Community Service | \$ - | \$ 8,400 | \$ - | \$ - | \$ - | \$ 73,935 | \$ - | \$ 82,335 |
| Boards & Commissions | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 32,380 | \$ - | \$ 32,380 |
| Department Total | \$ 585,485 | \$ 203,875 | \$ 26,765 | \$ - | \$ - | \$ 298,315 | \$ - | \$ 1,114,440 |
| Finance Department | | | | | | | | |
| Finance | \$ 583,636 | \$ 130,055 | \$ 9,525 | \$ - | \$ 25,000 | \$ 2,800 | \$ - | \$ 751,016 |
| Support Services | \$ 123,636 | \$ 83,211 | \$ 120,485 | \$ - | \$ 30,000 | \$ - | \$ - | \$ 357,332 |
| Liability | \$ 20,000 | \$ 7,115 | \$ - | \$ - | \$ - | \$ 350,000 | \$ - | \$ 377,115 |
| Department Total | \$ 727,272 | \$ 220,381 | \$ 130,010 | \$ - | \$ 55,000 | \$ 352,800 | \$ - | \$ 1,485,463 |
| Public Works | | | | | | | | |
| Public Works Admin | \$ 624,213 | \$ 216,692 | \$ 32,350 | \$ - | \$ - | \$ - | \$ - | \$ 873,255 |
| Sewer | \$ 807,878 | \$ 92,455 | \$ 86,940 | \$ - | \$ 53,000 | \$ 8,000 | \$ - | \$ 1,048,273 |
| Forestry | \$ 584,655 | \$ 152,245 | \$ 26,975 | \$ - | \$ 242,300 | \$ - | \$ - | \$ 1,006,175 |
| Municipal Buildings | \$ 119,284 | \$ 52,285 | \$ 9,825 | \$ - | \$ - | \$ - | \$ - | \$ 181,394 |
| Parking | \$ - | \$ 47,300 | \$ 16,500 | \$ - | \$ - | \$ - | \$ - | \$ 63,800 |
| Community Development | \$ 57,306 | \$ 13,120 | \$ 2,400 | \$ - | \$ - | \$ - | \$ - | \$ 72,826 |
| Municipal Garage | \$ 224,652 | \$ 40,560 | \$ 13,720 | \$ - | \$ - | \$ - | \$ - | \$ 278,932 |
| Streets | \$ 690,767 | \$ 88,415 | \$ 247,167 | \$ - | \$ 319,700 | \$ - | \$ - | \$ 1,346,049 |
| Street Lighting | \$ - | \$ 100,200 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 100,200 |
| Department Total | \$ 3,108,755 | \$ 803,272 | \$ 435,877 | \$ - | \$ 615,000 | \$ 8,000 | \$ - | \$ 4,970,904 |
| Public Safety | | | | | | | | |
| Police | \$ 4,698,617 | \$ 347,839 | \$ 197,925 | \$ - | \$ 95,000 | \$ - | \$ - | \$ 5,339,381 |
| Fire | \$ 1,255,191 | \$ 100,605 | \$ 83,560 | \$ - | \$ - | \$ 6,000 | \$ - | \$ 1,445,356 |
| Paramedic | \$ 702,316 | \$ 37,950 | \$ 21,475 | \$ - | \$ - | \$ - | \$ - | \$ 761,741 |
| Department Total | \$ 6,656,124 | \$ 486,394 | \$ 302,960 | \$ - | \$ 95,000 | \$ 6,000 | \$ - | \$ 7,546,478 |
| | | \$ - | | | | | | |
| General Fund Total | \$ 11,077,636 | \$ 1,713,922 | \$ 895,612 | \$ - | \$ 765,000 | \$ 665,115 | \$ - | \$ 15,117,285 |
| Garbage | \$ 643,412 | \$ 493,363 | \$ 115,990 | \$ 18,000 | \$ 255,900 | \$ - | \$ - | \$ 1,526,665 |
| MFT | \$ - | \$ - | \$ - | \$ - | \$ 500,000 | \$ 30,330 | \$ - | \$ 530,330 |
| Enhanced 911 | \$ 46,349 | \$ 54,900 | \$ 33,000 | \$ - | \$ 65,000 | \$ - | \$ - | \$ 199,249 |
| Special Funds Total | \$ 689,761 | \$ 548,263 | \$ 148,990 | \$ 18,000 | \$ 820,900 | \$ 30,330 | \$ - | \$ 2,256,244 |
| Water | | | | | | | | |
| Production | \$ 636,049 | \$ 227,087 | \$ 79,960 | \$ - | \$ 125,000 | \$ 69,000 | \$ - | \$ 1,137,096 |
| Distribution | \$ 451,353 | \$ 161,746 | \$ 44,750 | \$ - | \$ 1,280,000 | \$ - | \$ - | \$ 1,937,849 |
| Department Total | \$ 1,087,402 | \$ 388,833 | \$ 124,710 | \$ - | \$ 1,405,000 | \$ 69,000 | \$ - | \$ 3,074,945 |
| Enterprise Fund Total | \$ 1,087,402 | \$ 388,833 | \$ 124,710 | \$ - | \$ 1,405,000 | \$ 69,000 | \$ - | \$ 3,074,945 |
| Debt Service | \$ - | \$ - | \$ - | \$ 2,053,296 | \$ - | \$ - | \$ - | \$ 2,053,296 |
| Bond Construction | \$ - | \$ - | \$ - | \$ - | \$ 241,378 | \$ - | \$ - | \$ 241,378 |
| Total (Excluding Pension Funds) | \$ 12,854,799 | \$ 2,651,018 | \$ 1,169,312 | \$ 2,071,296 | \$ 3,232,278 | \$ 764,445 | \$ - | \$ 22,743,148 |
| Pension Funds | | | | | | | | |
| Police Pension | \$ 1,503,536 | \$ 55,700 | \$ 900 | \$ - | \$ - | \$ - | \$ - | \$ 1,560,136 |
| Firefighters Pension | \$ 113,653 | \$ 510 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 114,163 |
| Pension Fund Total | \$ 1,617,189 | \$ 56,210 | \$ 900 | \$ - | \$ - | \$ - | \$ - | \$ 1,674,299 |
| Grand Total | \$ 14,471,988 | \$ 2,707,228 | \$ 1,170,212 | \$ 2,071,296 | \$ 3,232,278 | \$ 764,445 | \$ - | \$ 24,417,447 |

VILLAGE OF GLENCOE, ILLINOIS

CHANGES OF FUND BALANCES OF GOVERNMENTAL FUNDS

| | Fiscal Year | | | |
|-------------------------------------------------|-------------------|--------------------|--------------------|--------------------|
| | Actual 2009 | Actual 2010 | Projected 2011 | Budget 2012 |
| REVENUES | | | | |
| Property Taxes | 9,967,799 | 10,479,497 | 10,573,141 | 10,326,075 |
| Other Taxes | 4,537,622 | 4,009,429 | 4,206,509 | 4,164,116 |
| Licenses and Permits | 1,491,828 | 1,205,211 | 1,169,008 | 1,057,446 |
| Intergovernmental | 230,888 | 220,432 | 257,583 | 228,550 |
| Fines and Forfeitures | 202,836 | 151,006 | 144,000 | 143,800 |
| Charges for Services | 989,595 | 960,919 | 1,604,110 | 1,659,186 |
| Investment Income | 208,112 | 183,375 | 124,044 | 114,798 |
| Miscellaneous | 1,031,411 | 525,208 | 787,848 | 723,129 |
| Total Revenues | 18,660,091 | 17,735,077 | 18,866,243 | 18,417,100 |
| EXPENDITURES | | | | |
| Administration and finance | 3,493,435 | 2,121,407 | 2,512,120 | 2,574,903 |
| Public Safety | 7,149,458 | 7,306,829 | 7,728,094 | 7,784,975 |
| Public Works | 4,567,300 | 5,065,848 | 5,530,573 | 5,656,999 |
| Pension Cost | - | - | - | - |
| Capital Outlay | 1,015,403 | 3,078,301 | 5,054,315 | 1,797,278 |
| Debt Service | | | | |
| Principal | 2,235,000 | 2,230,000 | 2,337,000 | 1,971,008 |
| Interest | 335,202 | 313,060 | 311,289 | 82,288 |
| Total Expenditures | 18,795,798 | 20,115,445 | 23,473,391 | 19,867,451 |
| Excess of Revenues over (under) Expenditures | (135,707) | (2,380,368) | (4,607,148) | (1,450,351) |
| OTHER FINANCING SOURCES | | | | |
| Debt Issuance | 7,404,150 | 3,890,000 | - | - |
| Payment to Escrow Agent | - | (4,200,741) | - | - |
| Premium on debt issuance | - | 148,551 | - | - |
| Transfers | - | - | 350,000 | 350,000 |
| | 7,404,150 | (162,190) | 350,000 | 350,000 |
| NET CHANGE IN FUND BALANCE | 7,268,443 | (2,542,558) | (4,257,148) | (1,100,351) |

NOTE

Governmental Funds include the General Fund, Garbage Fund, Motor Fuel Tax Fund, Enhanced 911 Fund, Bond Construction Fund and Debt Service Fund.

VILLAGE OF GLENCOE, ILLINOIS

STATEMENT OF REVENUES, EXPENSES AND CHANGES IN FUND NET ASSETS

| | Fiscal Year | | | |
|-----------------------------------------|------------------|------------------|-------------------|------------------|
| | Actual 2009 | Actual 2010 | Projected 2011 | Budget 2012 |
| REVENUES | | | | |
| Charges for Services | 1,724,995 | 1,654,747 | 2,109,868 | 1,943,200 |
| Miscellaneous | 74,609 | 66,737 | 81,117 | 1,271,405 |
| Total Revenues | 1,799,604 | 1,721,484 | 2,191,785 | 3,215,615 |
| EXPENDITURES | | | | |
| Water production | 965,040 | 922,558 | 886,626 | 1,068,096 |
| Water distribution | 759,195 | 791,859 | 617,552 | 1,937,849 |
| Depreciation* | 62,626 | 62,678 | 62,678 | 69,000 |
| Total Expenditures | 1,786,861 | 1,839,721 | 1,629,482 | 3,074,945 |
| Operating Income (Loss) | 12,743 | (118,237) | 562,303 | 140,670 |
| Non-Operating Revenue (Expenses) | | | | |
| Investment Income | 1,369 | - | 800 | 1,010 |
| Total non-operating revenues (expenses) | 1,369 | - | 800 | 1,010 |
| NET ASSETS (March 1) | 2,134,502 | 2,148,614 | 2,030,378 | 2,593,481 |
| NET ASSETS (February 28/29) | 2,148,614 | 2,030,378 | 2,593,481 | 2,735,161 |

NOTE

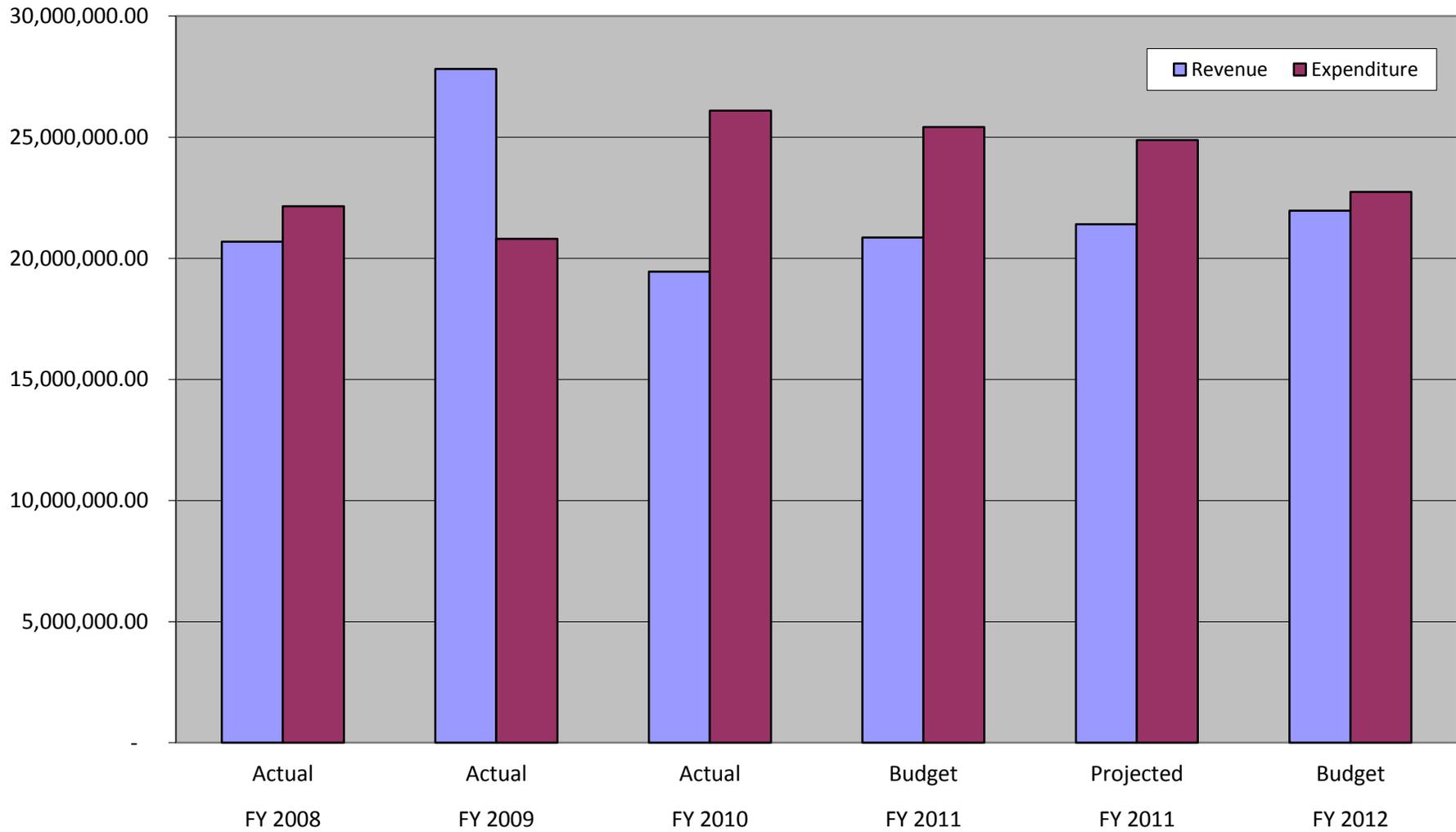
*Depreciation estimate for Fiscal Year 2010 and 2011 based on Fiscal Year 2009 actual.

Fund balance for cash and cash equivalents are available on the Fund Balance Summary page within this sections of the budget. Expense includes management fees of \$40,0000.

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

| Fund | FY 2009 Actual | FY 2010 Actual | FY 2011 Budget | FY 2011 Projected | FY 2012 Budget |
|-----------------------------------------------------|-------------------|--------------------|--------------------|----------------------|-------------------|
| <u>Revenues and Other Financing Sources</u> | | | | | |
| General Fund | 14,486,248 | 13,406,938 | 14,444,953 | 14,798,983 | 14,961,600 |
| Special Funds | | | | | |
| Garbage | 1,182,314 | 1,141,461 | 1,342,400 | 1,271,101 | 1,357,884 |
| Motor Fuel Tax | 232,643 | 221,287 | 215,800 | 259,083 | 230,050 |
| Enhanced 911 | 186,041 | 158,357 | 158,900 | 154,152 | 144,570 |
| Bond Construction Fund | 7,408,979 | 94,905 | 75,000 | 54,210 | 4,790 |
| Enterprise Fund | | | | | |
| Water | 1,800,973 | 1,721,483 | 1,972,204 | 2,191,785 | 3,215,615 |
| Debt Service | 2,528,717 | 2,712,484 | 2,648,388 | 2,678,714 | 2,058,206 |
| Total Revenues Pension Funds) | 27,825,915 | 19,456,915 | 20,857,645 | 21,408,028 | 21,972,715 |
| | (Excluding | | | | |
| <u>Expenditures and Other Financing Uses</u> | | | | | |
| General Fund | 14,459,992 | 13,257,861 | 14,845,996 | 14,786,137 | 15,117,284 |
| Special Funds | | | | | |
| Garbage | 1,292,660 | 1,133,750 | 1,269,745 | 1,248,434 | 1,526,665 |
| Motor Fuel Tax | 265,647 | - | 30,000 | 30,000 | 530,330 |
| Enhanced 911 | 133,400 | 243,542 | 223,741 | 168,510 | 199,249 |
| Bond Construction Fund | 30,589 | 2,852,155 | 4,714,814 | 4,438,762 | 241,378 |
| Enterprise Fund | | | | | |
| Water | 2,058,578 | 1,836,150 | 1,698,279 | 1,566,856 | 3,074,945 |
| Debt Service | 2,570,202 | 6,777,082 | 2,644,108 | 2,643,739 | 2,053,296 |
| Total Expenditures Pension Funds) | 20,811,068 | 26,100,540 | 25,426,683 | 24,882,438 | 22,743,147 |
| | (Excluding | | | | |
| Revenue less Expenditures Surplus / (Deficit) | 7,014,847 | (6,643,625) | (4,569,038) | (3,474,410) | (770,432) |

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



VILLAGE OF GLENCOE
HISTORY OF ADOPTED BUDGETS

| FUND | ADOPTED FY 2007 | ADOPTED FY 2008 | ADOPTED 2009 | ADOPTED 2010 | ADOPTED 2011 | ADOPTED 2012 | % CHANGE FROM FY 2010 |
|----------------------------------|--------------------|--------------------|-------------------|-------------------|-------------------|-------------------|-----------------------------|
| **REVENUE** | | | | | | | |
| <u>OPERATING</u> | | | | | | | |
| GENERAL | 12,751,172 | 13,910,618 | 14,584,504 | 13,840,580 | 14,444,953 | 14,961,600 | 3.58% |
| WATER | 1,574,000 | 1,652,640 | 1,968,246 | 1,983,540 | 1,972,204 | 3,215,615 | 63.05% |
| GARBAGE | 1,528,404 | 1,478,454 | 1,198,600 | 1,270,020 | 1,342,400 | 1,357,884 | 1.15% |
| SUB-TOTAL | 15,853,576 | 17,041,712 | 17,751,350 | 17,094,140 | 17,759,557 | 19,535,099 | 10.00% |
| <u>SPECIAL NON-OPERATING</u> | | | | | | | |
| MFT | 251,400 | 253,175 | 256,200 | 232,300 | 215,800 | 230,050 | 6.60% |
| E911 | 166,600 | 173,309 | 163,500 | 167,120 | 158,900 | 144,570 | -9.02% |
| SUB-TOTAL | 418,000 | 426,484 | 419,700 | 399,420 | 374,700 | 374,620 | -0.02% |
| <u>CAPITAL/DEBT</u> | | | | | | | |
| CIP | 38,120 | 37,241 | - | 109,000 | 75,000 | 4,790 | -93.61% |
| CAPITAL RESERVE | 7,500 | 17,500 | - | - | - | - | N/A |
| DEBT SERVICE | 2,523,444 | 2,625,881 | 2,520,759 | 2,775,714 | 2,648,388 | 2,058,206 | -22.28% |
| SUB-TOTAL | 2,569,064 | 2,680,622 | 2,520,759 | 2,884,714 | 2,723,388 | 2,062,996 | -24.25% |
| TOTAL REVENUES | 18,840,640 | 20,148,818 | 20,691,809 | 20,378,274 | 20,857,645 | 21,972,715 | 5.35% |
| **EXPENDITURES** | | | | | | | |
| <u>OPERATING</u> | | | | | | | |
| GENERAL | 14,070,235 | 14,860,466 | 14,705,820 | 13,878,578 | 14,845,996 | 15,117,284 | 1.83% |
| WATER | 1,831,198 | 1,965,956 | 1,992,534 | 1,931,258 | 1,636,279 | 3,074,945 | 87.92% |
| GARBAGE | 1,508,531 | 1,284,613 | 1,257,070 | 1,433,317 | 1,269,745 | 1,526,665 | 20.23% |
| SUB-TOTAL | 17,409,964 | 18,111,035 | 17,955,424 | 17,243,153 | 17,752,020 | 19,718,894 | 11.08% |
| <u>SPECIAL NON-OPERATING</u> | | | | | | | |
| MFT | 325,000 | 250,000 | 260,900 | - | 30,000 | 530,330 | 1667.77% |
| E911 | 690,400 | 394,300 | 223,300 | 310,561 | 223,741 | 199,249 | -10.95% |
| SUB-TOTAL | 1,015,400 | 644,300 | 484,200 | 310,561 | 253,741 | 729,579 | 187.53% |
| <u>CAPITAL/DEBT</u> | | | | | | | |
| CIP | 350,000 | 720,000 | - | 3,835,000 | 4,714,814 | 241,378 | -94.88% |
| DEBT SERVICE | 2,515,816 | 2,589,452 | 2,569,599 | 2,744,789 | 2,644,108 | 2,053,296 | -22.34% |
| SUB-TOTAL | 2,865,816 | 3,309,452 | 2,569,599 | 6,579,789 | 7,358,922 | 2,294,674 | -68.82% |
| TOTAL EXPENDITURES | 21,291,180 | 22,064,787 | 21,009,223 | 24,133,503 | 25,364,683 | 22,743,147 | -10.34% |

**VILLAGE OF GLENCOE
CAPITAL PLAN 2021 (FY 2012)
AS COMPARED TO FY 2012 BUDGET**

| | CIP 2021 | FY 2012 | \$ CHG |
|-----------------------------------------------------|------------------|------------------|------------------|
| | (FY 2012) | BUDGET | FROM CIP |
| E911 FUND | | | |
| DATA REPLICATION DISASTER RECOVERY | 30,000 | 30,000 | - |
| FIRE BASE STATION REPLACEMENT | 30,000 | - | (30,000) |
| REPLACEMENT ANTENNAS | 20,000 | - | (20,000) |
| REPLACEMENT LAPTOP COMPUTERS AND DISPATCH COMPUTERS | 30,000 | 35,000 | 5,000 |
| | 110,000 | 65,000 | (45,000) |
| GARBAGE FUND | | | |
| REFUSE PACKER | 185,400 | 185,400 | - |
| 3/4 TON TRUCK | 37,000 | 37,000 | - |
| LEAF VACUUM | 32,400 | 33,500 | 1,100 |
| | 254,800 | 255,900 | 1,100 |
| GENERAL FUND | | | |
| DATA REPLICATION DISASTER RECOVERY | 30,000 | 30,000 | - |
| VEHICLE REPLACEMENT - FINANCE | 30,000 | 25,000 | (5,000) |
| FRONT END LOADER | 145,000 | 144,200 | (800) |
| 2-1/2 TON DUMP TRUCK | 101,000 | 101,000 | - |
| VEHICLE REPLACEMENT -PW | 28,000 | 28,800 | 800 |
| RESIDENTIAL SIDEWALKS | 85,000 | - | (85,000) |
| 30' AERIAL TOWER TRUCK - DEFERRED IN FY 2011 | 75,000 | 77,300 | 2,300 |
| 65' AERIAL TOWER TRUCK | - | 165,000 | 165,000 |
| AIR COMPRESSOR | 25,000 | 25,700 | 700 |
| ASPHALT ROLLER | 20,000 | 20,000 | - |
| TRACK EXCAVATOR | 53,000 | 53,000 | - |
| VEHICLE REPLACEMENT - PS | 29,000 | 30,000 | 1,000 |
| VEHICLE REPLACEMENT - PS | 30,000 | 30,000 | - |
| VEHICLE REPLACEMENT - PS | 30,000 | 35,000 | 5,000 |
| REPLACEMENT VIDEO CAMERAS FOR SQUAD CAR | 20,000 | - | (20,000) |
| KITCHEN RENOVATION | 15,000 | - | (15,000) |
| | 716,000 | 765,000 | 49,000 |
| WATER FUND | | | |
| DISTRIBUTION MAINS - IEPA LOAN | 300,000 | 1,200,000 | 900,000 |
| 3/4 TON PICKUP TRUCK | 35,000 | 35,000 | - |
| 3/4 TON UTILITY TRUCK | 45,000 | 45,000 | - |
| ELEVATED TANK MIXER | 40,000 | 40,000 | - |
| LOWER LEVEL WINDOWS | 50,000 | 50,000 | - |
| REPLACE GARAGE ROOF | 15,000 | 15,000 | - |
| REPLACE MASTER METERS | 15,000 | 20,000 | 5,000 |
| | 500,000 | 1,405,000 | 905,000 |
| MOTOR FUEL TAX FUND | | | |
| STREET IMPROVEMENT | 500,000 | 500,000 | - |
| | 500,000 | 500,000 | - |
| BOND CONSTRUCTION | | | |
| PS VILLAGE HALL / SPRINKLER SYSTEM | - | 123,270 | 123,270 |
| SEWER IMPROVEMENTS | - | 118,108 | 118,108 |
| | - | 241,378 | 241,378 |
| GRAND TOTAL | 2,080,800 | 3,232,278 | 1,151,478 |

**VILLAGE OF GLENCOE
FY 2012 BUDGET
CAPITAL BUDGET BY QUARTER**

| | FY 2012 BUDGET | TARGET BY QUARTER | FUNDING SOURCE |
|--------------------------------------------------------|-------------------|----------------------|----------------|
| VEHICLE REPLACEMENT - OVM | 25,000 | 1ST | GENERAL FUND |
| 2-1/2 TON DUMP TRUCK | 101,000 | 1ST | GENERAL FUND |
| AIR COMPRESSOR | 25,700 | 1ST | GENERAL FUND |
| PS VILLAGE HALL / SPRINKLER SYSTEM | 123,370 | 1ST | BOND FUND |
| SEWER IMPROVEMENTS | 118,108 | 1ST | BOND FUND |
| TOTAL FIRST QUARTER (MARCH - MAY 2011) | 393,178 | 1ST | |
| DATA REPLICATION DISASTER RECOVERY | 30,000 | 2ND | E911 |
| LEAF VACUUM | 33,500 | 2ND | GARBAGE FUND |
| DATA REPLICATION DISASTER RECOVERY | 30,000 | 2ND | GENERAL FUND |
| ASPHALT ROLLER | 20,000 | 2ND | GENERAL FUND |
| VEHICLE REPLACEMENT - PS | 30,000 | 2ND | GENERAL FUND |
| 3/4 TON UTILITY TRUCK | 45,000 | 2ND | WATER FUND |
| STREET IMPROVEMENT | 500,000 | 2ND | MFT |
| TOTAL SECOND QUARTER (JUNE - AUGUST 2011) | 688,500 | 2ND | |
| REFUSE PACKER | 185,400 | 3RD | GARBAGE FUND |
| FRONT END LOADER | 144,200 | 3RD | GENERAL FUND |
| 30' AERIAL TOWER TRUCK - DEFERRED IN FY 2011 | 77,300 | 3RD | GENERAL FUND |
| VEHICLE REPLACEMENT - PS | 30,000 | 3RD | GENERAL FUND |
| LOWER LEVEL WINDOWS | 50,000 | 3RD | WATER FUND |
| REPLACE GARAGE ROOF | 15,000 | 3RD | WATER FUND |
| TOTAL THIRD QUARTER (SEPTEMBER - NOVEMBER 2011) | 501,900 | 3RD | |
| REPLACEMENT LAPTOP COMPUTERS AND DISPATCH COMPUTERS | 35,000 | 4TH | E911 |
| 3/4 TON TRUCK | 37,000 | 4TH | GARBAGE FUND |
| VEHICLE REPLACEMENT -PW | 28,800 | 4TH | GENERAL FUND |
| 65' AERIAL TOWER TRUCK | 165,000 | 4TH | GENERAL FUND |
| TRACK EXCAVATOR | 53,000 | 4TH | GENERAL FUND |
| VEHICLE REPLACEMENT - PS | 35,000 | 4TH | GENERAL FUND |
| DISTRIBUTION MAINS - IEPA LOAN | 1,200,000 | 4TH | WATER FUND |
| 3/4 TON PICKUP TRUCK | 35,000 | 4TH | WATER FUND |
| ELEVATED TANK MIXER | 40,000 | 4TH | WATER FUND |
| REPLACE MASTER METERS | 20,000 | 4TH | WATER FUND |
| TOTAL FOURTH QUARTER (DECEMBER - FEBRUARY 2012) | 1,648,800 | 4TH | |
| FISCAL YEAR 2012 CAPITAL BUDGET GRAND TOTAL | 3,232,378 | | |

FUND BALANCE SUMMARY
Including All Financing Sources and Uses

This table projects the fund (cash) balances of major funds from February 28, 2010 as audited through the end of the Fiscal Year 2011 (February 28, 2011) continuing to the end of the Fiscal Year 2012 (February 29, 2012).

| FUND | (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) | (9) | (10) | (11) |
|----------------------------------|------------------------------|----------------------------|-------------------|-------------------|---------------------|------------------------------|----------------------------|-------------------|-------------------|---------------------|------------------------------|
| | ACTUAL | FY 2011 (PROJECTED) | | | PROJECTED | PROJECTED | FY 2012 BUDGET | | | ACTUAL | PROJECTED |
| | FUND BALANCE 2/28/2010 | REVENUE PROPERTY TAX | EXPENSES OTHER | PROJECTED | SURPLUS/ DEFICIT | FUND BALANCE 2/29/2011 | REVENUE PROPERTY TAX | EXPENSES OTHER | BUDGET | SURPLUS/ DEFICIT | FUND BALANCE 2/28/2012 |
| OPERATING FUNDS | | | | | | | | | | | |
| GENERAL (2) | 2,099,721 | 7,901,589 | 6,897,394 | 14,786,137 | 12,846 | 2,112,567 | 8,273,629 | 6,687,971 | 15,117,284 | (155,684) | 1,956,883 |
| WATER (1) | - | - | 2,191,785 | 1,566,856 | 624,929 | 624,929 | - | 3,215,615 | 3,074,945 | 140,670 | 765,599 |
| GARBAGE | 184,847 | - | 1,271,101 | 1,248,434 | 22,667 | 207,514 | - | 1,357,884 | 1,526,665 | (168,781) | 38,733 |
| SUB-TOTAL | 2,284,568 | 7,901,589 | 10,360,280 | 17,601,427 | 660,442 | 2,945,010 | 8,273,629 | 11,261,470 | 19,718,894 | (183,795) | 2,761,215 |
| SPECIAL NON-OPERATING | | | | | | | | 1,357,884 | | | |
| MFT | 252,700 | - | 259,083 | 30,000 | 229,083 | 481,783 | - | 230,050 | 530,330 | (300,280) | 181,503 |
| E 9-1-1 | 402,216 | - | 154,152 | 168,510 | (14,358) | 387,858 | - | 144,570 | 199,249 | (54,679) | 333,179 |
| SUB-TOTAL | 654,916 | - | 413,235 | 198,510 | 214,725 | 869,641 | - | 374,620 | 729,579 | (354,959) | 514,682 |
| CAPITAL/DEBT | | | | | | | | | | | |
| CIP BONDS | 4,621,140 | - | 54,210 | 4,438,762 | (4,384,552) | 236,588 | - | 4,790 | 241,378 | (236,588) | - |
| DEBT SERVICE | 19,923 | 2,671,552 | 7,162 | 2,643,739 | 34,975 | 54,898 | 2,052,446 | 5,760 | 2,053,296 | 4,910 | 59,808 |
| GRAND TOTAL | 7,580,547 | 10,573,141 | 10,834,887 | 24,882,438 | (3,474,410) | 4,106,137 | 10,326,075 | 11,646,640 | 22,743,147 | (770,432) | 3,335,705 |

Notes

- (1) Fund Balance on 2/28/2010 is Cash and Equivalents listed on Page 13 of the FY 2010 CAFR.
(2) The fund balance for the General Fund are the undesignated and unreserved funds.

Exhibit VIII

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

| Taxing Unit | 2006 Tax Levy (Received in 2007) | | 2007 Tax Levy (Received in 2008) | | 2008 Tax Levy (Received in 2009) | | 2009 Tax Levy (Received in 2010) | |
|--------------------------------------------|-------------------------------------|---------|-------------------------------------|---------|-------------------------------------|---------|-------------------------------------|---------|
| | Rate | Percent | Rate | Percent | Rate | Percent | Rate | Percent |
| Village | 1.189 | 17.07% | 0.904 | 15.75% | 0.921 | 16.19% | 0.874 | 15.97% |
| Public Library | 0.215 | 3.09% | 0.164 | 2.86% | 0.165 | 2.90% | 0.157 | 2.87% |
| High School District #203 | 1.662 | 23.86% | 1.299 | 22.63% | 1.290 | 22.67% | 1.237 | 22.60% |
| Grade School District #35 | 2.637 | 37.86% | 1.997 | 34.78% | 1.997 | 35.10% | 1.901 | 34.73% |
| Cook County | 0.557 | 8.00% | 0.499 | 8.69% | 0.466 | 8.19% | 0.464 | 8.48% |
| Metropolitan Water Reclamation District | 0.284 | 4.08% | 0.263 | 4.58% | 0.252 | 4.43% | 0.261 | 4.77% |
| Park District | 0.559 | 8.03% | 0.42 | 7.32% | 0.417 | 7.33% | 0.398 | 7.27% |
| Community College District #535 | 0.166 | 2.38% | 0.141 | 2.46% | 0.14 | 2.46% | 0.14 | 2.56% |
| Other | 0.056 | 0.80% | 0.054 | 0.94% | 0.042 | 0.74% | 0.041 | 0.75% |
| | 7.3250 | 100.00% | 5.7410 | 100.00% | 5.6900 | 100.00% | 5.4730 | 100.00% |

Breakdown of Village Tax Levy

| | 2007 Tax Ext. | 2008 Tax Ext. | 2009 Tax Ext. | 2010 Tax Levy (1) |
|---------------------|---------------|---------------|---------------|-------------------|
| General Corporate | 5,855,859 | 6,218,443 | 7,058,995 | 7,398,088 |
| Garbage Fund | 670,001 | 686,556 | - | - |
| Police Pension | 948,429 | 973,008 | 993,736 | 1,041,467 |
| Fire Pension (2) | 25,513 | - | - | 1,783 |
| I.M.R.F. (3) | - | - | - | - |
| Social Security (3) | - | - | - | - |
| Sub-Total | 7,499,802 | 7,878,007 | 8,052,731 | 8,441,338 |
| % Change | 4.66% | 5.04% | 2.22% | 4.83% |
| Debt Service | 2,521,618 | 2,799,734 | 2,774,791 | 2,155,067 |
| Grand Total | \$ 10,021,420 | \$ 10,677,741 | \$ 10,827,522 | \$ 10,596,405 |
| % Change | 4.63% | 6.55% | 1.40% | -2.13% |

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

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

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

Equalized Assessed Valuation

| | 2006 Tax Levy | 2007 Tax Levy | 2008 Tax Levy | 2009 Tax Levy |
|--------------------------|----------------|------------------|------------------|------------------|
| Total | \$ 805,505,398 | \$ 1,109,274,339 | \$ 1,159,724,579 | \$ 1,183,753,027 |
| % Change | 5.34% | 37.71% | 4.55% | 2.07% |
| IDOR Equalization Factor | 2.7076 | 2.8439 | 2.9786 | 3.3701 |

VILLAGE OF GLENCOE
EXTENDED 2009 LEVY VERSUS ADOPTED 2010 TAX LEVY

| | EXTENDED 2009 | | ADOPTED 2010 | | % CHANGE 2009 TO 2010 | \$ CHANGE 2009 TO 2010 | RATE CHANGE 2009 TO 2010 |
|------------------------------------|--------------------------|---------------------|---------------------------------|---------------------------------|------------------------------------------|-------------------------------------------|---------------------------------------------|
| | TAX EXTENDED | TAX RATE | ADOPTED TAX LEVY | ADOPTED TAX RATE | | | |
| GENERAL CORPORATE | 6,361,800 | 0.5486 | 6,490,819 | 0.5238 | 2.03% | \$129,020 | (0.0247) |
| New EAV (1) | | | 133,000 | 0.0107 | N/A | \$133,000 | 0.0107 |
| Garbage Fund | 665,792 | 0.0574 | 683,768 | 0.0552 | 2.70% | \$17,976 | (0.0022) |
| New EAV (1) | | | 14,000 | 0.0011 | N/A | \$14,000 | 0.0011 |
| Fire Pension Fund (2) | 31,403 | 0.0027 | 75,000 | 0.0061 | 138.83% | \$43,597 | 0.0033 |
| New EAV - Fire (1) | | | 1,500 | 0.0001 | N/A | \$1,500 | 0.0001 |
| Total General Corporate | 7,058,995 | 0.6087 | 7,398,088 | 0.5971 | 4.80% | \$339,093 | (0.0116) |
| POLICE PENSION | 993,736 | 0.0857 | 1,020,567 | 0.0824 | 2.70% | \$26,831 | (0.0033) |
| New EAV (1) | | | 20,900 | 0.0017 | N/A | \$20,900 | 0.0017 |
| Total Police Pension (3) | 993,736 | 0.0857 | 1,041,467 | 0.0841 | 4.80% | \$47,731 | (0.0016) |
| VILLAGE SUB-TOTAL(1) | 8,052,731 | 0.6944 | 8,439,555 | 0.6811 | 4.80% | \$386,824 | (0.0132) |
| DEBT SERVICE (4) | 2,774,791 | 0.2393 | 2,155,067 | 0.1739 | -22.33% | (\$619,724) | (0.0653) |
| FIRE PENSION (P.A. 93-0689) | 0 | 0.0000 | 1,783 | 0.0001 | N/A | \$1,783 | 0.0001 |
| VILLAGE TOTAL | 10,827,522 | 0.9336 | 10,596,405 | 0.8552 | -2.13% | (\$231,117) | (0.0784) |
| LIBRARY TOTAL (5) | 1,945,343 | 0.1677 | 2,006,439 | 0.1619 | 3.14% | \$61,096 | (0.0058) |
| GRAND TOTAL | 12,772,865 | 1.1014 | 12,602,844 | 1.0171 | -1.33% | (\$170,021) | (0.0843) |

NOTES

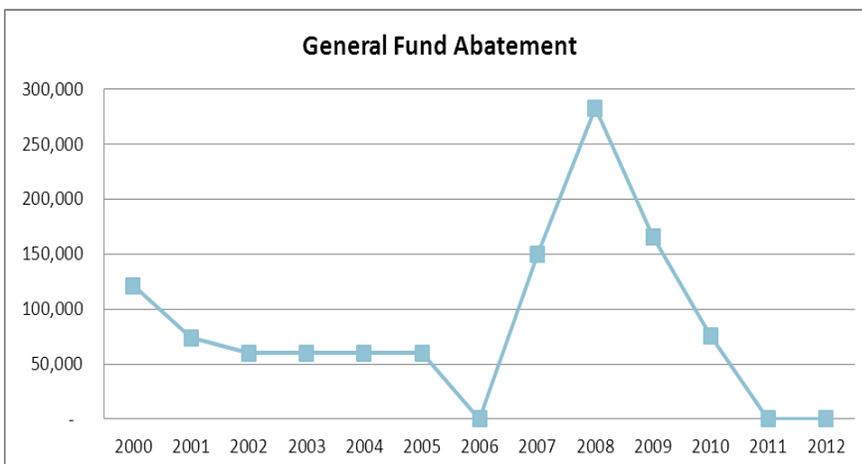
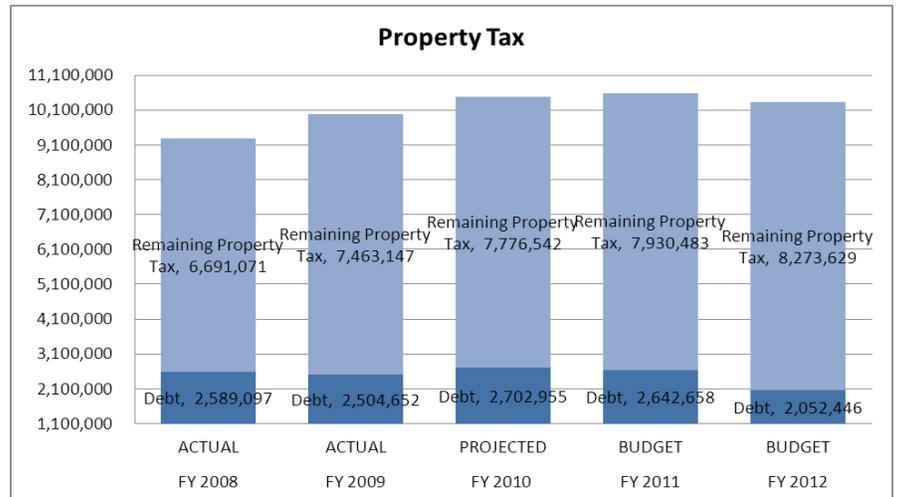
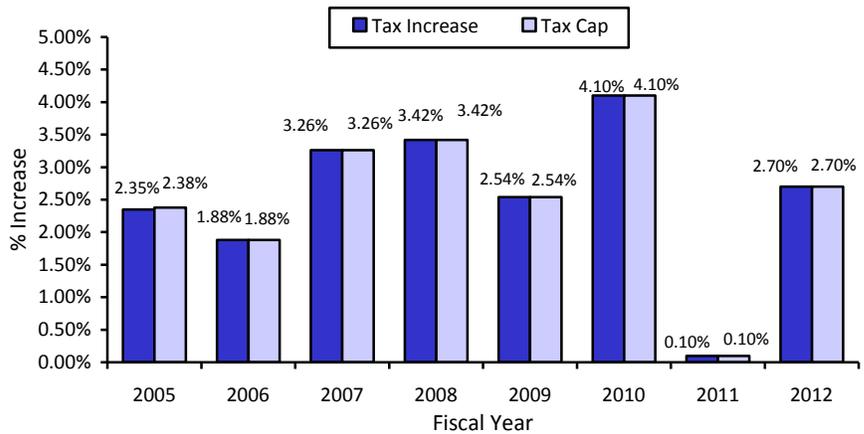
- (1) New EAV estimated at \$169,000 and allocated to General, Garbage and Police Pension. Actual limited to PTELL.
- (2) Allocated for future potential use by Firefighters Pension Fund, but General Fund to retain until needed.
- (3) Total funding target is nearly \$1,626,000, balance to come from other financing sources in the General Fund.
- (4) Debt service listed does not include abatement, but includes 5% loss in collection factor.
- (5) Per Library's request.

Since Fiscal Year 2006, the Village has levied the maximum allowed under tax caps. Due to the Village's non-home rule status, the annual tax levy increase from the prior year's tax extension is limited to the lesser of the annual change in the Consumer Price Index (CPI) or 5%.

The property tax increase of 2.70% or approximately \$217,424 in additional revenue is reflected in the graph to the right under Fiscal Year 2011. This graphic is inclusive of all property taxes collected, including debt service on Series 2005 Limited Tax Bonds, Series 2009 General Obligation Bonds approved by referendum on November 2008 and Series 2009A Refunding Bonds.

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 presented with an abatement ordinance. Two sources of abatement have been the loss in collection

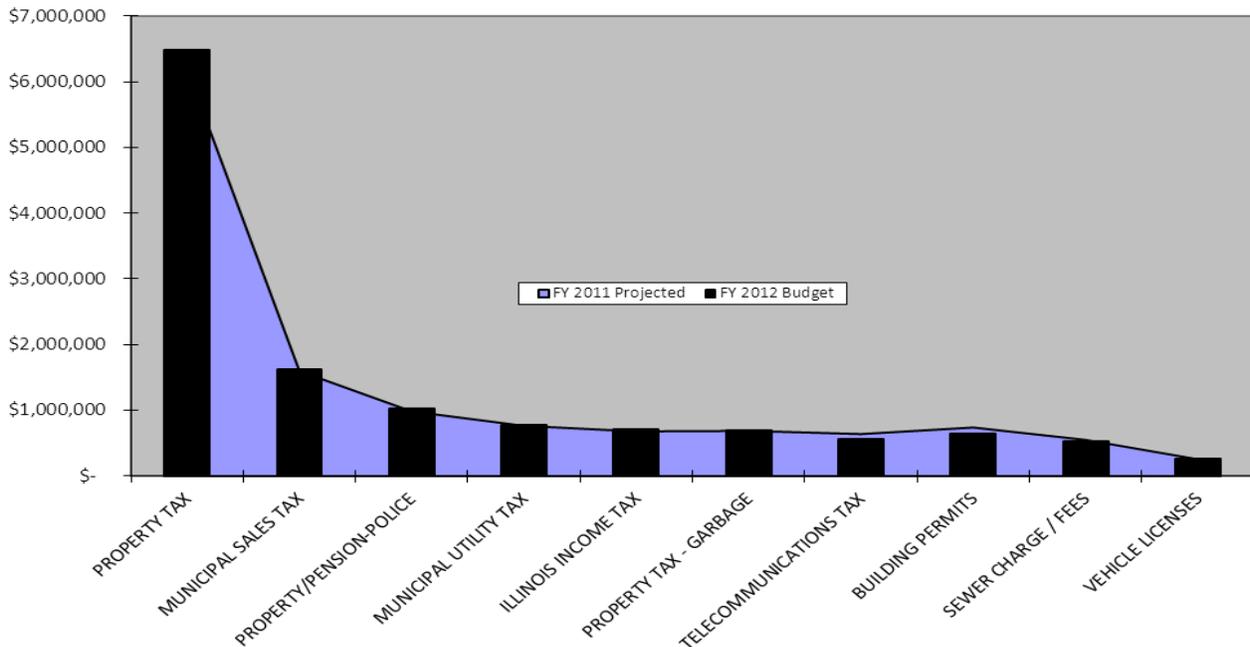
Property Tax Versus Tax Cap
How Increase Compares to Tax Cap



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 is reviewed to establish whether a portion of taxing may be abated. The Village has abated a portion of taxes for 7 of the past 13 years. The Village abated a total of \$1,109,283 during these 13 years.

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 2008 Actual | FY 2009 Actual | FY 2010 Actual | FY 2011 Projected | FY 2012 Budget | % of Total |
|---------------------------|-------------------|-------------------|-------------------|----------------------|-------------------|---------------|
| PROPERTY TAX | 5,290,672 | 5,829,333 | 6,115,963 | 6,192,246 | 6,490,819 | 48.9% |
| MUNICIPAL SALES TAX | 1,835,493 | 1,540,323 | 1,576,372 | 1,597,663 | 1,622,537 | 12.2% |
| PROPERTY/PENSION-POLICE | 910,927 | 937,197 | 964,310 | 983,000 | 1,020,567 | 7.7% |
| MUNICIPAL UTILITY TAX | 851,202 | 904,958 | 716,600 | 763,495 | 771,120 | 5.8% |
| ILLINOIS INCOME TAX | 797,387 | 810,043 | 699,419 | 679,301 | 711,440 | 5.4% |
| PROPERTY TAX - GARBAGE | - | - | - | 687,243.00 | 687,243 | 5.2% |
| TELECOMMUNICATIONS TAX | 584,655.00 | 582,681.00 | 579,622.00 | 638,925.00 | 553,000 | 4.2% |
| BUILDING PERMITS | 1,814,927 | 1,164,853 | 655,674 | 737,914 | 635,000 | 4.8% |
| SEWER CHARGE / FEES | 323,454 | 488,821 | 444,726 | 550,000 | 527,858 | 4.0% |
| VEHICLE LICENSES | 263,824 | 265,576 | 259,049 | 254,050 | 260,000 | 2.0% |
| SELECTED TOTAL | 12,672,541 | 12,523,785 | 12,011,735 | 13,083,837 | 13,279,584 | 100.0% |
| REMAINING TOTAL | 1,975,398 | 1,962,463 | 1,395,203 | 1,715,146 | 1,682,016 | |
| GRAND TOTAL | 14,647,939 | 14,486,248 | 13,406,938 | 14,798,983 | 14,961,600 | |
| % SELECTED OF GRAND TOTAL | 86.5% | 86.5% | 89.6% | 88.4% | 88.8% | |

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, providing the Village with cash 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. 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.

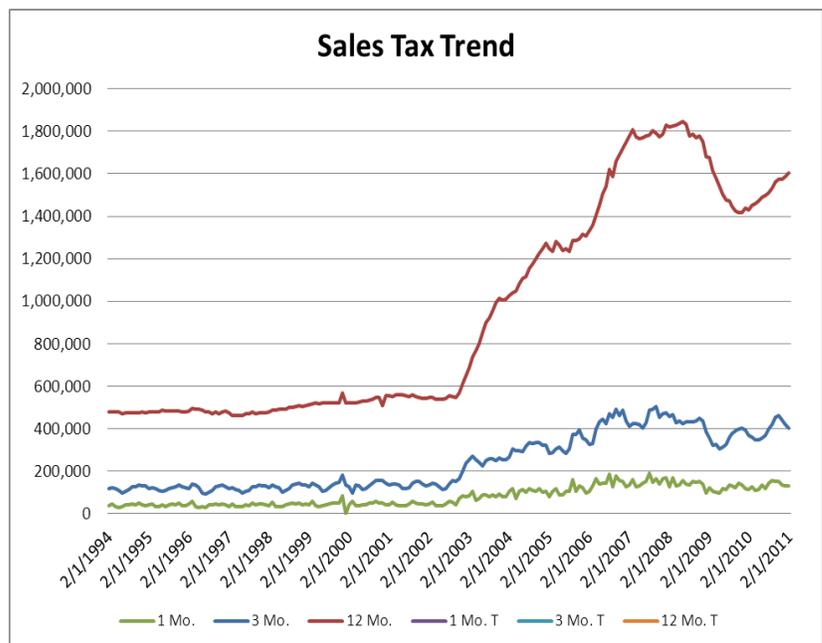
During deliberations on the long range financial plan, it was decided that given the low increases in property taxes that any new EAV be used as best determined by the Board. The 2010 tax levy ordinance (FY 2012) does not include abatement.

During Fiscal Year 2012, the levy of property taxes typically used to support garbage service operations, a portion of this tax will be transferred to the Garbage Fund to support services, and the rest will remain in the General Fund. This action is new for Fiscal Year 2011, reducing the amount of property tax that subsidizes Garbage Services.

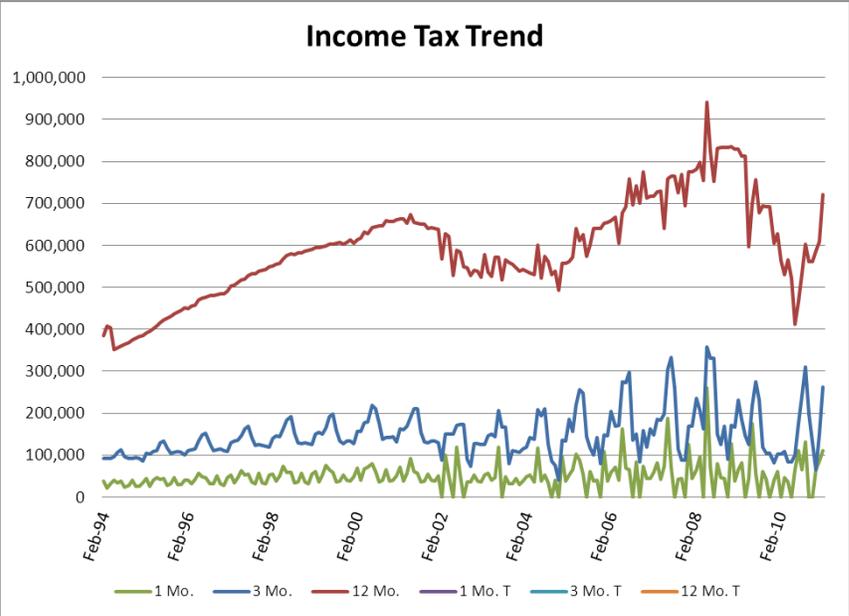
Sales Taxes are derived from the sale of tangible personal property at businesses located in the Village of Glencoe. A tax in the amount of 8.5% is collected by the vendor and forwarded to the Illinois Department of Revenue. For a typical sale in July for example, the tax would be collected from the purchaser at the point of sale, forwarded to the IDOR in August, reviewed and formulated by the IDOR in September and received by the Village in October. The Village represents 1.00% of the 9% (or 11.11% on a percentage basis).

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. Revenue from this source is dependent upon weather, and rates charged.

Sewer Charges were calculated at 35% of the dollar amount of water that is used in the winter billing quarter; however as of March 1, 2008, each residence will be billed based on their quarterly consumption. Effective March 1, 2011 (billing May 1 and thereafter), the charge for sewer will be \$.943 per 100 cubic feet. The minimum sewer bill will be \$9.43.

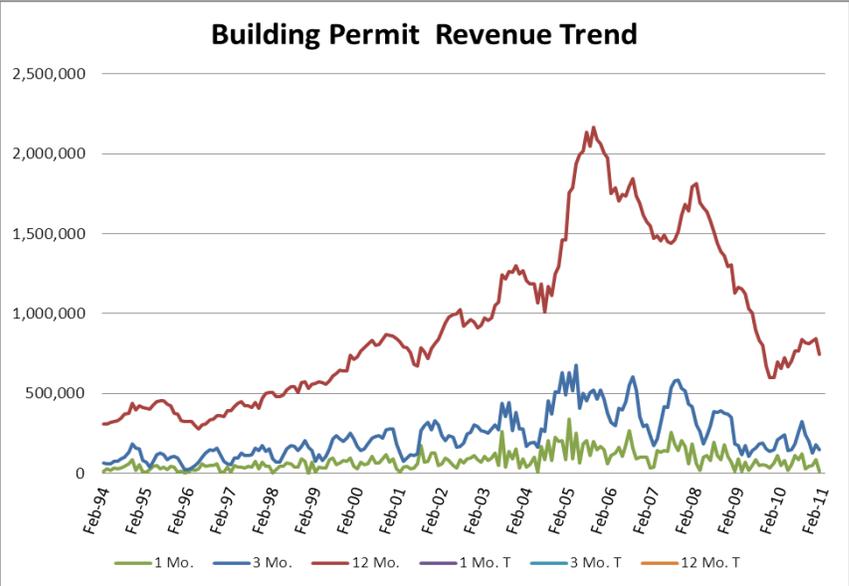


Income Taxes are withheld from the paychecks of Illinois residents. These funds are then disbursed to the respective communities based upon their population. Though income taxes are a significant revenue source they can be subject to economic conditions statewide. Most recently there have been delays in remittance of these taxes by the State. Currently, the State is considering a permanent reduction of municipal share of 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.

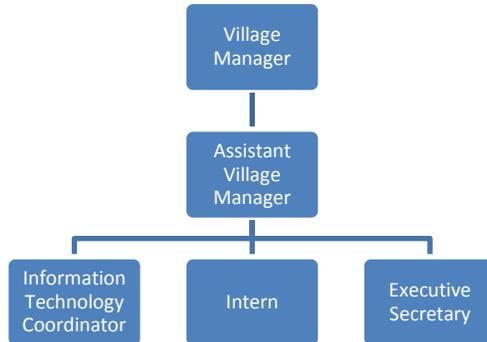


Building permits are significantly down from levels in prior fiscal years. The Fiscal Year 2011 anticipates a continued slowdown in the local building economy.

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.

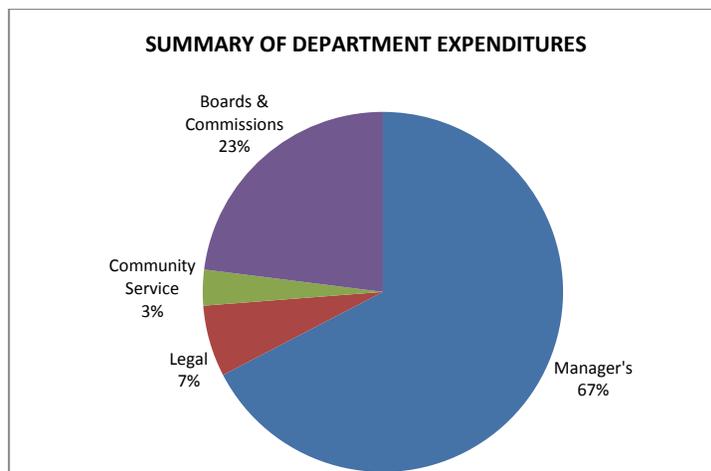
OFFICE OF THE VILLAGE MANAGER



The expenditures in the table below reflect expenditures for all divisions (Administration, Legal, Community Services and Boards & Commissions) that are supervised under the Village Manager’s Office. The total budget for the Village Manager’s Office is \$1,114,440.

| FISCAL YEAR 2012 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 | 562,045 | 23,440 | 8,400 | | 593,885 | 586,430 |
| SERVICES | 53,475 | 142,000 | | | 195,475 | 225,420 |
| COMMODITIES | 26,765 | - | | | 26,765 | 26,765 |
| SUB-TOTAL | 642,285 | 165,440 | 8,400 | - | 816,125 | 838,615 |
| DEBT SERVICE | - | - | - | - | - | - |
| CAPITAL | - | - | - | - | - | - |
| SUB-TOTAL | - | - | - | - | - | - |
| OTHER | 192,000 | - | 73,935 | 32,380 | 298,315 | 296,865 |
| COMBINED TOTAL | 834,285 | 165,440 | 82,335 | 32,380 | 1,114,440 | 1,135,480 |
| TRANSFERS OUT | - | - | - | - | - | - |
| DIVISION TOTAL | 834,285 | 165,440 | 82,335 | 32,380 | 1,114,440 | 1,135,480 |

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 of all operating departments;
- Formulation of polices related to financial and personnel management and the operating departmental goals and objectives.

This division is also responsible for the following:

- Risk Management Program;
- Personnel Management;
- Personnel Recruitment; and
- Day to day management of the Village's employee workforce.

| POSITION TITLE | AUTHORIZED FULL-TIME POSITIONS | | |
|------------------------------------|--------------------------------|---------|---------|
| | FY 2010 | FY 2011 | FY 2012 |
| Village Manager | 1 | 1 | 1 |
| Assistant Village Manager | 1 | 1 | 1 |
| Executive Assistant | 1 | 1 | 0 |
| Executive Secretary | 0 | 0 | 1 |
| Information Technology Coordinator | 1 | 1 | 1 |
| FULL-TIME EQUIVALENT | 4 | 4 | 4 |

FY 2011 Review

Personnel

The Public Safety Commission hired one new officer to fill a budgeted department vacancy. In addition, an organizational structure modification in the Department of Public Safety eliminated one Deputy Chief position and promoted one Officer to Lieutenant.

The Assistant Village Manager resigned his position in the Village in October 2009 to take the position of Village Manager in another Chicago area community. After being deferred since 2009, the position was filled in January 2011.

Where possible, without having a long term impact on the levels of service provided to the community, other personnel vacancies were temporarily deferred for economic reasons. The cost savings to the Village by deferring positions made a significant contribution to the end of year fiscal position of the Village over the past two years.

ADMINISTRATION DIVISION (continued)

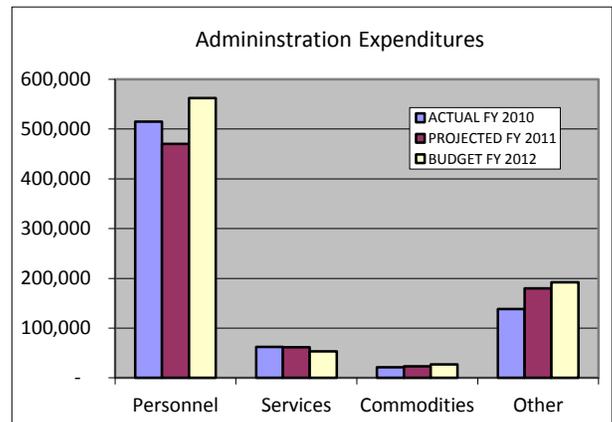
Community Activities

Despite the pressing economic issues facing the Village in Fiscal Year 2011, there were many activities that the Village organized and/or worked collectively with other organizations to sponsor, these included:

- Worked with Chamber of Commerce on promotion of the Business District (including the Farmers’ Market, Sidewalk Sale, July 4th Family Festival and Movies on the Green);
- Organized the 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;
- Assisted the Glencoe Education Foundation in sponsoring the third year of the Glencoe Grand Prix ; and
- Assisted the Chamber of Commerce in organizing the 4th Annual Festival of the Masters.

FY 2012 Goals

During Fiscal Year 2012, the Village Manager’s Office will continue to evaluate staffing levels, being mindful of the balance between controlling costs and providing required levels of service to the community. The proactive management of the fiscal condition of the Village will continue. Monthly revenue and expenditure trends will be monitored to ascertain any significant fluctuations to avoid “crisis” financial conditions. The Manager’s Office will continue to evaluate programs and services for effectiveness and efficiencies while reducing redundancy.



| | ACTUAL FY 2010 | PROJECTED FY 2011 | BUDGET FY 2012 | % Increase (Decrease from Projected) |
|--------------------|-------------------|----------------------|-------------------|-----------------------------------------|
| Personnel | 514,911 | 470,266 | 562,045 | 19.52% |
| Services | 62,046 | 61,440 | 53,475 | -12.96% |
| Commodities | 21,248 | 22,940 | 26,765 | 16.67% |
| Subtotal | 598,205 | 554,646 | 642,285 | 15.80% |
| Debt Service | - | - | - | N/A |
| Capital | - | - | - | N/A |
| Other | 138,336 | 180,000 | 192,000 | 6.67% |
| Transfer | - | - | - | N/A |
| Grand Total | 736,541 | 734,646 | 834,285 | 13.56% |

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 2012:

- Maintaining and enhancing the economic health of the Village;
- Assisting community organizations in providing Special Events in the Village;
- Provide appropriate staff support to standing and Ad hoc Committees and Commissions designated by the Village;
- Provide support to the business district(s) to enhance economic vitality consistent with community needs and wishes; and
- Ascertain, acquire and implement State and Federal Grant program initiatives.

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 will continue to work with the 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.

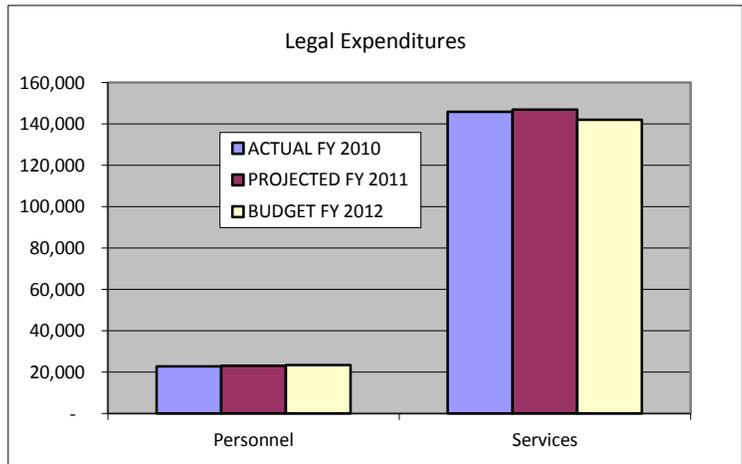
FY 2011 Review

Expense for legal services during Fiscal Year 2011 is projected to be \$5,000 over budget.

| | ACTUAL FY 2010 | PROJECTED FY 2011 | BUDGET FY 2012 | % Increase (Decrease from Projected) |
|--------------------|-------------------|----------------------|-------------------|-----------------------------------------|
| Personnel | 22,877 | 23,200 | 23,440 | 1.03% |
| Services | 145,855 | 147,000 | 142,000 | -3.40% |
| Commodities | - | - | - | N/A |
| Subtotal | 168,732 | 170,200 | 165,440 | -2.80% |
| Debt Service | - | - | - | N/A |
| Capital | - | - | - | N/A |
| Other | - | - | - | N/A |
| Transfer | - | - | - | N/A |
| Grand Total | 168,732 | 170,200 | 165,440 | -2.80% |

FY 2012 Review

The collective bargaining for certain Public Works Department employees provides for a re-opener on wages for Fiscal Year 2013. Additional legal expenses for Fiscal Year 2012 are anticipated for the review and update of policies that apply to health insurance coverage, based on new legislative requirements.



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 practices.

| | ACTUAL FY 2009 | PROJECTED FY 2010 | BUDGET FY 2012 | % Increase (Decrease from Projected) |
|--------------------|-------------------|----------------------|-------------------|-----------------------------------------|
| Personnel | - | - | - | N/A |
| Services | 2,813 | 8,770 | 8,400 | -4.22% |
| Commodities | - | | | N/A |
| Subtotal | 2,813 | 8,770 | 8,400 | -4.22% |
| Debt Service | - | - | - | N/A |
| Capital | - | - | - | N/A |
| Other | 79,135 | 73,935 | 73,935 | 0.00% |
| Transfer | - | - | - | N/A |
| Grand Total | 81,948 | 82,705 | 82,335 | -0.45% |

FY 2011 Review

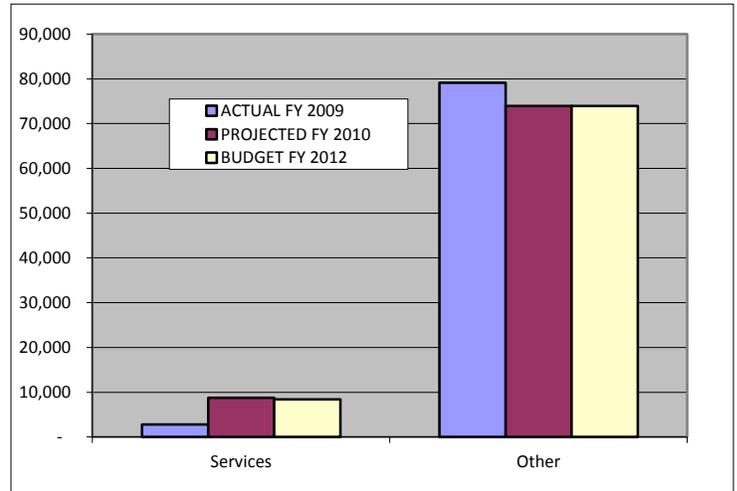
The Village Board initiated a policy for the funding of community grants in Fiscal Year 2005. The existing policy establishes a framework for the Board to consider appropriate funding levels available to community groups. The Fiscal Year 2011 Budget provides assistance to various community organizations. The Village awarded a total of \$73,841 in community grants in FY 2011.

FY 2012 Review

The Village works with various Community Service Organizations to facilitate the needs of the community.

Community grants decreased from FY 2010 to FY 2011 based on a Board policy to reduce total grant funding by 5% each fiscal year. Organizations were made aware in July 2008 (FY 2009) that reductions would begin Fiscal Year 2010.

Upon consideration for Fiscal Year 2012, the Community Grants Committee recommended the same allocations as previously awarded during Fiscal Year 2011.



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;
- Contextual Design Review Commission;
- Public Safety Commission; and
- Human Relations Forum.

| | ACTUAL FY 2010 | PROJECTED FY 2011 | BUDGET FY 2012 | % Increase (Decrease from Projected) |
|--------------------|-------------------|----------------------|-------------------|--------------------------------------------|
| Personnel | - | - | - | N/A |
| Services | - | - | - | N/A |
| Commodities | - | - | - | N/A |
| Subtotal | - | - | - | N/A |
| Debt Service | - | - | - | N/A |
| Capital | - | - | - | N/A |
| Other | 32,829 | 35,721 | 32,380 | -9.35% |
| Transfer | - | - | - | N/A |
| Grand Total | 32,829 | 35,721 | 32,380 | -9.35% |

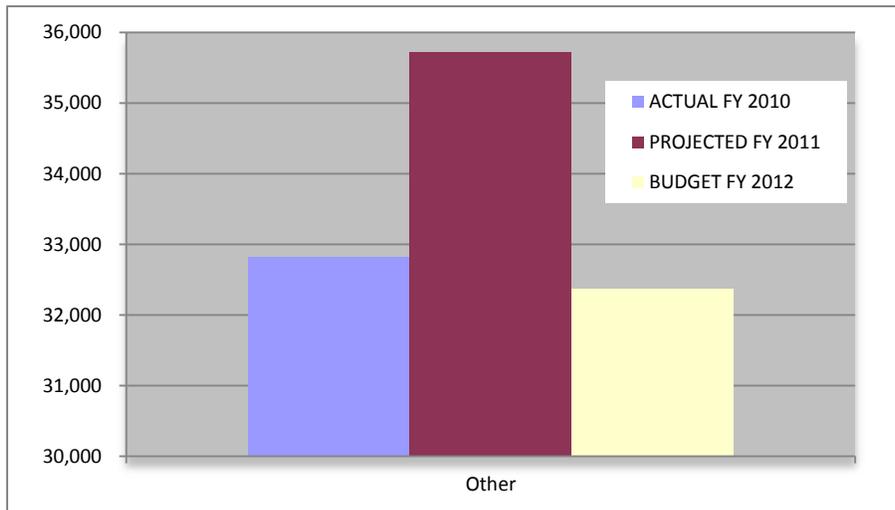
Staff support is provided to the Village of Glencoe Boards and Commissions by the Office of the Village Manager, the Department of Public Works and the Department of Public Safety.

FY 2011 Review

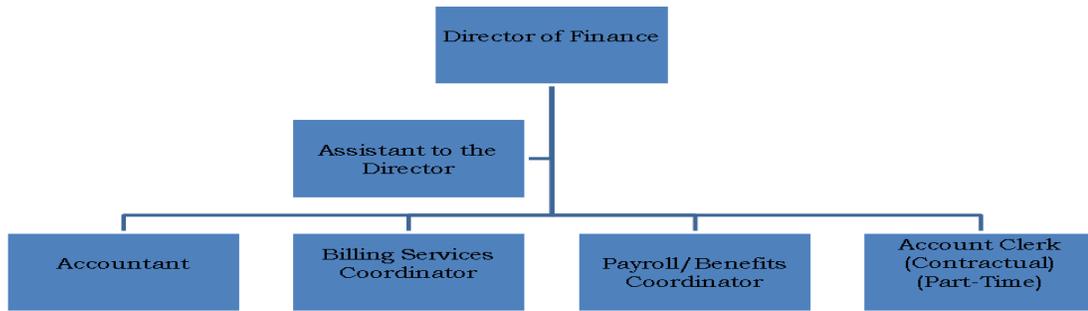
The Special Board’s Division of the Village Manager’s Office will continue to provide funding for the operations of the various boards and commissions of the Village. During Fiscal Year 2011, a new Register of Eligibles was established by the Public Safety Commission for any Public Safety Officer vacancies that may occur in a two year period.

FY 2012 Review

The Special Board’s 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 2012, a new process will commence for establishing a new Register of Eligibles for the position of Public Safety Lieutenant to fill any vacancy that may occur in the next three year period.

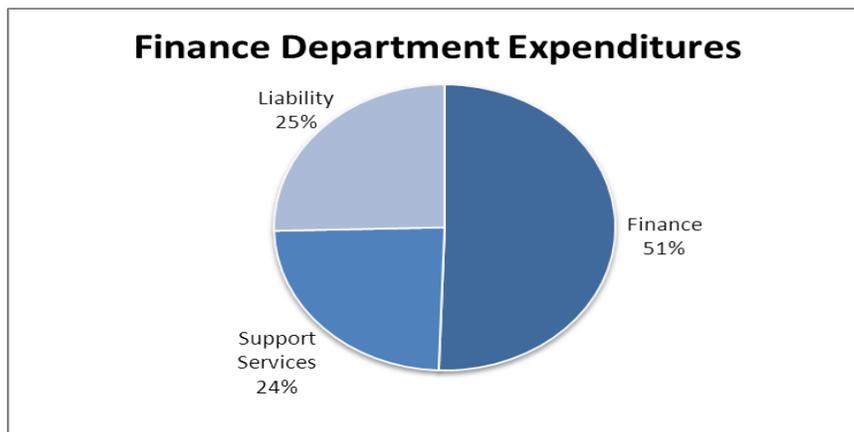


FINANCE DEPARTMENT



The expenditures of the Finance Department include Finance Administration Division, Support Services Division and the Liability Insurance (Risk Management) Division. Beginning in Fiscal Year 2011 the property taxes levied for Garbage Services were included in to the General Fund property tax levy with approximately ½ of that levy transferred back to the Garbage Fund as needed for garbage operations. The transfer from the General Fund to the Garbage Fund is included in this department. Excluding the transfer (to the Garbage Fund); Finance Department expenditures have decreased from the prior fiscal year's budget.

| FISCAL YEAR 2012 EXPENDITURES | | | | | |
|-------------------------------|----------------|-------------------------|------------------|------------------|-----------------------------------|
| | <u>Finance</u> | <u>Support Services</u> | <u>Liability</u> | <u>Total</u> | <u>Prior Fiscal Year's Budget</u> |
| PERSONNEL | 583,636 | 123,636 | 20,000 | 727,272 | 705,495 |
| SERVICES | 130,055 | 83,211 | 7,115 | 220,381 | 338,040 |
| COMMODITIES | 9,525 | 120,485 | | 130,010 | 111,675 |
| SUB-TOTAL | 723,216 | 327,332 | 27,115 | 1,077,663 | 1,155,210 |
| DEBT SERVICE | - | - | - | - | - |
| CAPITAL | 25,000 | 30,000 | - | 55,000 | - |
| SUB-TOTAL | 25,000 | 30,000 | - | 55,000 | - |
| OTHER | 2,800 | - | - | 2,800 | 2,250 |
| COMBINED TOTAL | 751,016 | 357,332 | 27,115 | 1,135,463 | 1,157,460 |
| TRANSFERS OUT | - | - | 350,000 | 350,000 | 350,000 |
| GRAND TOTAL | 751,016 | 357,332 | 377,115 | 1,485,463 | 1,507,460 |



ADMINISTRATION DIVISION

Provides the financial and personnel support and accounting services for:

- Accounting Services for entire Village-wide entity
- Payroll Disbursements
- Process Accounts Payable
- Revenue Receipts
- Benefits Administration
- Processing Utility Bills and Collections of Receivables
- Administrative and technical support to the Office of the Village Manager
- Administrative and technical support to the Glencoe Golf Club



Other responsibilities include:

- Handling the annual audit process
- Handling the finances for the Police and Fire Fighter Pension
- Preparing monthly reports for both the Village and the Glencoe Golf Club
- Preparing the Long Range Plan
- Preparing the annual budget
- Preparing the CAFR

| AUTHORIZED FULL-TIME POSITIONS | | | |
|---------------------------------------|----------------|----------------|----------------|
| POSITION TITLE | FY 2010 | FY 2011 | FY 2012 |
| 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 2011

The department continued to perform duties including:

- Monthly utility billing;
- Accounts payable;
- Process cash receipts;
- Payroll processing;
- Employee benefits coordination and administration;
- Miscellaneous billing for services such as alarm occurrences or special pick-up;
- Pension Funds Administration;
- Annual budget development;
- Long Range Financial Planning;
- CAFR development;
- Financial policy review and development; and
- Village ledger maintenance.

| | ACTUAL FY 2010 | PROJECTED FY 2011 | BUDGET FY 2012 | % Increase (Decrease from Projected) |
|---------------------|---------------------------|------------------------------|---------------------------|-----------------------------------------------------|
| Personnel | 552,406 | 570,571 | 583,636 | 2.29% |
| Services | 74,629 | 86,462 | 130,055 | 50.42% |
| Commodities | 6,329 | 12,250 | 9,525 | -22.24% |
| Subtotal | 633,364 | 669,283 | 723,216 | 8.06% |
| Debt Service | - | - | - | N/A |
| Capital | - | - | 25,000 | N/A |
| Other | 3,755 | 3,600 | 2,800 | -22.22% |
| Transfer | - | - | - | N/A |
| Grand Total | 637,119 | 672,883 | 751,016 | 11.61% |

ADMINISTRATION DIVISION (continued)

Fiscal Year 2011 (continued)

The annual budget is prepared in accordance with the Government Finance Officer's Association requirements. Each year the Finance Department incorporates any changes that will allow the budget to be a better planning document and to be more user-friendly.

This past fiscal year included continued progress towards software implementation, use of technology to increase the availability of information, changing banking institutions, policy updates and implementation of those updates. During the fiscal year, the Finance Department continued to meet via the web to discuss changes/customs that are necessary for the Village to "go live" in the CIS module of Innoprise. The Finance Department submitted the first Popular Annual Financial Report (PAFR) to be reviewed by the Government Finance Officers Association (GFOA) and received the award on our first submission. The Village continues to receive the Award for Excellence in Financial Reporting (for the Comprehensive Annual Financial Report (CAFR)) which is assembled and submitted by the Finance Department. The department continues to update documents and policies to ensure remaining compliant with GFOA standards, remaining proactive with financial policies and controls. During Fiscal Year 2011, after a review of controls, the Finance Department made revisions to the Village's Purchasing, Credit Card and Petty Cash Policy.

Of note, the department continued to use a temporary service to fill a need that otherwise would have been filled with a temporary employee. Due to the departure of the Assistant Village Manager in October 2009, the Assistant to the Finance Director has assumed additional responsibilities allowing the Village to recognize a cost savings in the Village Manager's Office due to this vacancy. The additional duties assumed include all risk management issues, oversight and development of the Village's intranet site, meetings with employees regarding benefits, coordination of annual employee holiday brunch, primary contact to the Village's insurance broker, and coordination of the annual safety recognition program. Towards the end of FY 2011 a new Assistant Village Manager was hired. The process of transition of duties is in the very early stages.

At the end of Fiscal Year 2011, Finance handled open enrollment for over-age dependents revising previous policies, drafting forms and distributing information to employees to be compliant with the federal legislation, Patient Protection and Affordability Care Act (PPACA). The department began open enrollment 1 ½ months earlier due to changes to the Village's health plan based on PPACA. Also, providing individual meetings with employees to address any benefit questions an employee may have.

Online payments via credit card continue to increase in popularity, averaging 3 online payment per day. In previous years, the Village would average 4 transactions a month. Last fiscal year the average was 6 payments per week. Online payment is a safe, secure and convenient manner of payment. Individuals (both residents and non-residents) are also able to pay at the counter with their credit card. Previously, individuals were able mail to back their payment stub with their credit card information included, however, due to the implementation of the Identity Theft Program, the Village no longer offers mailing in and strongly discourages phoning in the credit card information, with the exception of the annual vehicle and animal registration. Credit cards can be used to pay utility bills, alarms occurrence bills, alarm registration, citations and vehicle sticker/animal license renewal. Over the years, an increased number of residents are now paying by credit card both at the resident services counter and online.

Fiscal Year 2011 (continued)

A request for proposal for Village Banking Services was mailed to various financial institutions in Glencoe and surrounding communities. The process concluded at the May Board Meeting when staff recommended a switch from Harris Bank to North Shore Community Bank. The Village entered into a 5-year agreement with North Shore Community Bank. The proposals provided competitive rates for interest earned, fees and offered additional services. By changing banking institutions, the Village was able to implement additional internal controls this included positive pay, additional levels of approval, and a more secure method to receive the Village's lockbox.

The Village continues to offer auto-pay for utility bills, this is the most cost efficient manner to process bills. Recently, the Village's vendor for utility bills was able to eliminate including an envelope that were set for auto-pay. The Finance Department will continue to review and evaluate services provided by vendors.

The Village Board approved an accounts receivable procedure in October 2009. These procedures provide guidelines for notices and a timeline to send those with outstanding account balances to collection. This provides the Finance Department another option for collecting outstanding receivables. To date the process has proved to be effective with a minimal number of alarm and miscellaneous bills being forwarded to collections.

The Finance Department received approval at the end of Fiscal Year 2008 to change financial software from Sungard Pentamation to Innoprise. The Finance Department has worked diligently to convert all items to Innoprise. New reporting and monthly reports were developed based on the software conversion. The financial module of Innoprise allowed for increased accessibility to daily financial activity to all departments. Employees are now able to enter requisitions for their respective departments. The increased utilization of the software is not limited to the Village, the Library is now set-up on the financial software at no additional cost to the Village. Due to the software being web-based, the Library can access transaction information, review financial activity and reports from their desktops, additionally, the Library's accountant can access the information needed to reconcile the Library's activity from his desktop at home. By the Village allowing the Library access to our software this will increase internal controls in place, allowing for the appropriate approval levels and more concise recordkeeping.

The financials module is being fully utilized; however, for purposes of licensing, payroll, and cash receipts, the department is still working under both systems.

Innoprise is working on upgrades to make the move for utility billing seamless. The Finance Department is working cooperatively with Public Works It is our goal to be live in the CIS module (this includes utility billing and cash receipts) and ComDev (Community Development) by July 2011.

Fiscal Year 2012

During Fiscal Year 2012, the Finance Department will complete the transition from Sungard Pentamation to Innoprise. The long term goal is to streamline as many processes as possible and eliminate any type of redundancy when possible, continued education on the software and information available will bring this to fruition.

With the change to Innoprise, the Finance Department will evaluate the possibility of mailing/emailing utility bills and vehicle/animal applications. Currently, these items are outsourced to Direct Response Resource. The new software will increase efficiency, allowing for resident access. If residents can sign up to receive all invoices via email or login to their account, this would diminish the pieces of mail that are sent out. The

Fiscal Year 2012 (continued)

potential to mail monthly bills could also be reviewed, once the software is implemented and the Village has set-up a retail lockbox.

An annual goal of the Finance Department is to review services that are being provided to the Village and discover cost savings whether it is through a request for proposal process or state contract pricing that the Village is eligible for. Another cost-saving measure will be the Finance Department completing and submitting certain annual reports that were previously handled by the auditors, allowing additional time for the auditors to review internal controls. The Finance Department will continue to look for efficiencies and cost-savings.

In Fiscal Year 2012, the Finance Department will continue to provide daily support the Manager's Office until the transition of duties to the new Assistant Village Manager is completed.

Staff will continue to assist the golf club in performing inventory and financial reporting. The department will continue to refine procedures, forms and databases for use on the network. The department will conduct additional training on the financial software for Village employees and other Innoprise modules as they become available.

Other goals for the year include:

- Complete implementation of Laserfiche Document Management System;
- Complete implementation of Library entity using Innoprise software for accounting;
- Conduct internal audits of various aspects of Village operations for annual review by Village auditor;
- Implement retail lockbox to eliminate manual handling of receipt records;
- Conduct Request for Proposal for Corporate Banking Card Services;
- Complete implementation of Innoprise utility billing software (CIS) and Centralized Cash Receipts (CCR);
- Implement Innoprise payroll and human resources on January 1, 2012;
- Consider implementation of time clocks at Golf Club and in the Public Safety Department;
- Enhance availability of prepared revenue trend information online at www.villageofglencoe.org
- Implement Innoprise Citizen Access to allow residents to view and process information conveniently online and reduce the number of mailings;
- Develop consolidated fee ordinance and prepare various code modifications to implement such an ordinance;
- Establish an animal control database for Public Safety with registration information and user-defined fields for additional desired information;
- Implement electronic vendor payment program;
- Implement improved payroll timekeeping procedures;
- Review the use of paycards with NSCB and feasibility of using paycards in lieu of payroll checks;
- Review parking permits and fees with the Village Manager's Office;
- Integrate CCR program with Innoprise Community Development Software in Public Works;
- Pursue opportunities to improve data sharing with other departments and
- Update Village Investment Policy.

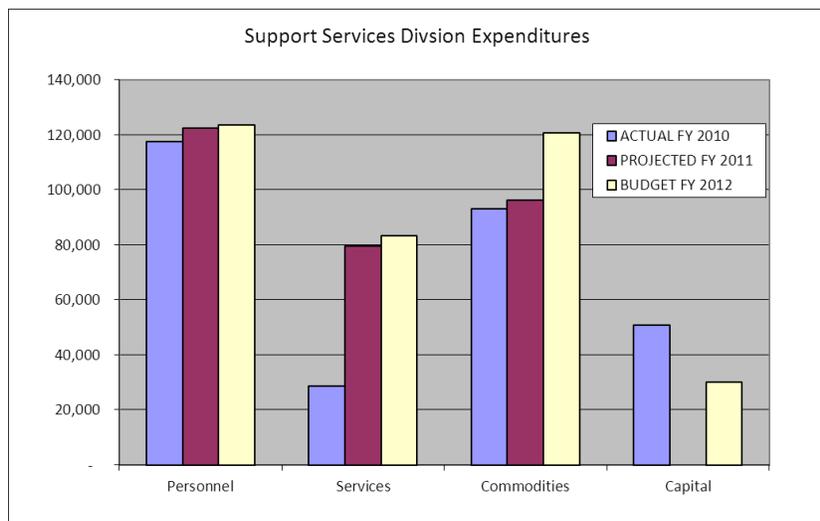
SUPPORT SERVICES DIVISION

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
- Research and implement new and innovative technology

Fiscal Year 2011 Review

In 2011 we continued to make improvements to the Village's website. These improvements are not readily transparent since they are in areas where we were having functional problems. The most notable improvement was codification of the Village and Zoning codes. These codes now have an underlying search engine and a user friendly interface which makes searching the code much easier. Additionally, this codification programs has



search features and navigation controls. Visitors to the site have the option of searching with frames or without frames (for slower connections). We also improved our media portal with a new interface. This new portal allows the continued ability to view live and archived meetings with a flash player. Our Intranet site was launched. Employees are taking advantage of the site by accessing and submitting benefit forms electronically and saving paper.

We experienced some setback. Our new billing application did not meet our expectations and was

referred back to the Vendor for revision. We are optimistic that the second time around will be better and we will be able to make the interface available this budget year.

We consolidated our network security systems by adding Public Safety to our centralize security server. We also consolidated applications where necessary and our applications are now standardized.

| | ACTUAL FY 2010 | PROJECTED FY 2011 | BUDGET FY 2012 | % Increase (Decrease from Projected) |
|--------------------|-------------------|----------------------|-------------------|--------------------------------------------|
| Personnel | 117,508 | 122,272 | 123,636 | 1.12% |
| Services | 28,761 | 79,525 | 83,211 | 4.64% |
| Commodities | 93,058 | 96,168 | 120,485 | 25.29% |
| Subtotal | 239,327 | 297,965 | 327,332 | 9.86% |
| Debt Service | - | - | - | N/A |
| Capital | 50,900 | - | 30,000 | N/A |
| Other | - | - | - | N/A |
| Transfer | - | - | - | N/A |
| Grand Total | 290,227 | 297,965 | 357,332 | 19.92% |

Fiscal Year 2011 Review

We further improved our infrastructure by adding high speed connectivity to some network devices. The Operating Systems migration was completed and we are now Microsoft standard with two exceptions being applications that require UNIX based platform.

Fiscal Year 2012 Goals

Virtualization:

Extensive research was done in the area of virtualization and we are excited to introduce business continuity by implementing a virtualized server environment. Virtualization dramatically improves the efficiency and availability of resources and applications with the most notable areas of improvement listed below:

1. **Greater utilization of existing resources:** Pool common infrastructure resources and break the legacy “one application to one server” model with server consolidation.
2. **Reduce operations costs by reducing our physical infrastructure:** Fewer servers and related IT hardware means reduced real estate, power and cooling requirements.
3. **Increase availability of hardware and applications for improved business continuity:** Securely backup and migrate entire virtual environments with no interruption in service. Eliminate planned downtime and recover immediately from unplanned issues.
4. **Improve desktop manageability and security:** Deploy, manage and monitor desktop securely. Centralize desktop management to reduced costs, meet regulatory guidelines and ensure applications are up to date and in compliance.

Business Continuity:

With our focus being to minimize downtime whether being the result of a crashed server or a natural disaster, we have taken the initial steps to ensure High Availability Service. High Availability, Data Replication and Disaster Recovery services are the precursor to a virtualized environment. Implementing these services is critical to our ability to minimize disruption of critical functions and the capability to recover operations expediently and successfully.

Billing and Payroll System Migration:

The implementation of the new billing system has been extended to this budget due to the vendor revision.

Document Management:

We have started the implementation of a document management system. This system will enable the Village to store and retrieve archival documents in a fraction of the time it now takes. It will also bring us much closer to being a paperless environment. Sharing of documents across departments will be greatly enhanced thereby increasing our effectiveness in responding to our residents.

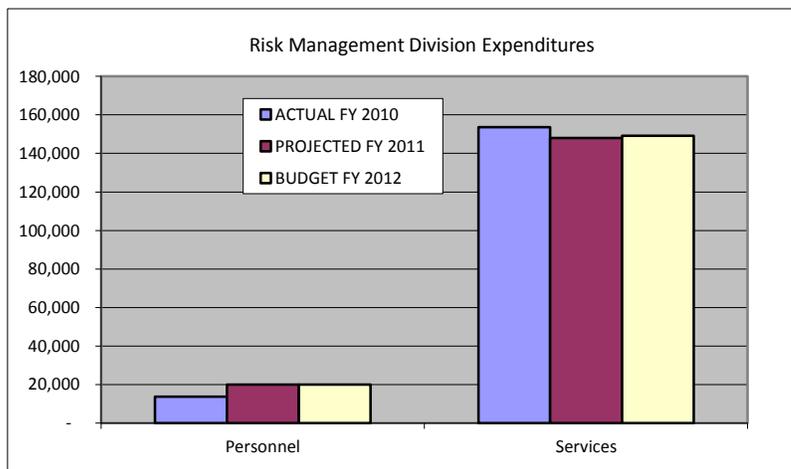
RISK MANAGEMENT DIVISION

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 premium cost of unemployment insurance.

Fiscal Year 2011

The Risk Management Division reflects the cost of the majority of the Village's contribution to IRMA. The Public Works Department, Water Fund, Golf Club Fund, Garbage Fund and Public Safety Department also pay a share of the total 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 deductible per occurrence for calendar year 2011 increased from \$50,000 to \$100,000.



The Village completed a Hazard Survey in coordination with IRMA. These surveys are completed every three years through an onsite visit. The Hazard Survey allows the IRMA representative to inspect the various Village buildings and worksites, noting unsafe behaviors and unsafe conditions. The Village receives the results approximately one month after inspection and must provide an explanation regarding how the hazard was rectified.

In addition to the Hazard Survey, the Village also participated in an onsite IRMA Management Assessment Program (also known as IMAP). During this visit an IRMA representative reviews policy and procedures in place, then makes recommendations for new policies or revisions to existing policies. This assessment takes place every three years, with an onsite visit every six years if the community attains an 80% or higher. The Village's aggregate score increased from 85% (last onsite visit) to 91% (2010 onsite visit).

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.

In addition to the goals attained in 2010, the Village received IRMA's 2010 Award for Excellence in Public Risk Management – Large Member. This honor is awarded to one IRMA community annually.

The Risk Management Division provides for a 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 \$350,000 from the General Fund to the Garbage Fund.

| | ACTUAL FY 2010 | PROJECTED FY 2011 | BUDGET FY 2012 | % Increase (Decrease from Projected) |
|--------------------|-------------------|----------------------|-------------------|--------------------------------------------|
| Personnel | 13,736 | 20,000 | 20,000 | 0.00% |
| Services | 153,619 | 148,000 | 149,150 | 0.78% |
| Commodities | - | - | - | N/A |
| Subtotal | 167,355 | 168,000 | 169,150 | 0.68% |
| Debt Service | - | - | - | N/A |
| Capital | - | - | - | N/A |
| Other | - | - | - | N/A |
| Transfer | - | 350,000 | 350,000 | N/A |
| Grand Total | 167,355 | 518,000 | 519,150 | 0.22% |

IRMA deductible was increased to \$100,000 effective January 1, 2011. It is the goal to have 20 claims or less this fiscal year.

Safety goals for fiscal year include:

- Implement common training techniques for department safety committees
- Identify areas where claims are still occurring and create action plan for reducing claims
- Identify areas where claims reporting process can be improved (claims submitted within 4 days)
- Review effectiveness of safety incentive programs
- Consider safety program “internal controls” and develop a plan to test the effectiveness of internal safety controls
- Consider surveying employees about safety attitudes

History of IRMA Contribution

| Coverage Year: | <u>2004</u> | <u>2005</u> | <u>2006</u> | <u>2007</u> | <u>2008</u> | <u>2009</u> | <u>2010</u> | <u>2011</u> | <u>Average</u> |
|-------------------------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|----------------|
| Revenue Base | 14,138,736 | 16,203,902 | 15,783,553 | 16,084,748 | 17,895,328 | 18,846,991 | 20,101,806 | 20,052,615 | |
| 4 Year Average | N/A | N/A | N/A | N/A | 16,491,882 | 17,152,655 | 17,742,485 | 18,596,298 | |
| Base Contribution | 375,949 | 427,783 | 407,847 | 420,777 | 491,623 | 529,926 | 541,328 | 514,377 | 442,880 |
| Experience Modifier Debit/(Credit) | 112,828 | 62,061 | 124,217 | (31,687) | (19,625) | (59,710) | (85,697) | (88,705) | 22,541 |
| Sub-Total | 488,777 | 489,844 | 532,064 | 389,090 | 471,998 | 470,216 | 455,631 | 425,672 | |
| IRMA Rate | 2.6590 | 2.6400 | 2.5840 | 2.6160 | 2.9810 | 3.1240 | 3.0510 | 2.7670 | 2.7626 |
| % Rate Change | 8.93% | -0.71% | -2.12% | 1.24% | 13.95% | 4.80% | -2.34% | -9.31% | |
| Interest Income Credit | - | - | - | - | - | - | - | - | |
| Optional Deductible Credit | - | (44,086) | (47,886) | (38,909) | (94,400) | (136,363) | (132,133) | (161,755) | (72,837) |
| Members Reserve Credit | (90,561) | (71,735) | (104,089) | (87,821) | (83,845) | - | - | - | (48,672) |
| Net Contribution | 398,216 | 374,023 | 380,089 | 262,360 | 293,753 | 333,853 | 323,498 | 263,917 | 339,495 |
| % Change | -6.47% | -6.08% | 1.62% | -30.97% | 11.97% | 13.65% | -3.10% | -18.42% | |
| Contribution (Not including Members Reserve) | 488,777 | 445,758 | 484,178 | 350,181 | 377,598 | 333,853 | 323,498 | 263,917 | 388,167 |
| Deductible | 2,500 | 10,000 | 10,000 | 10,000 | 25,000 | 50,000 | 50,000 | 100,000 | |

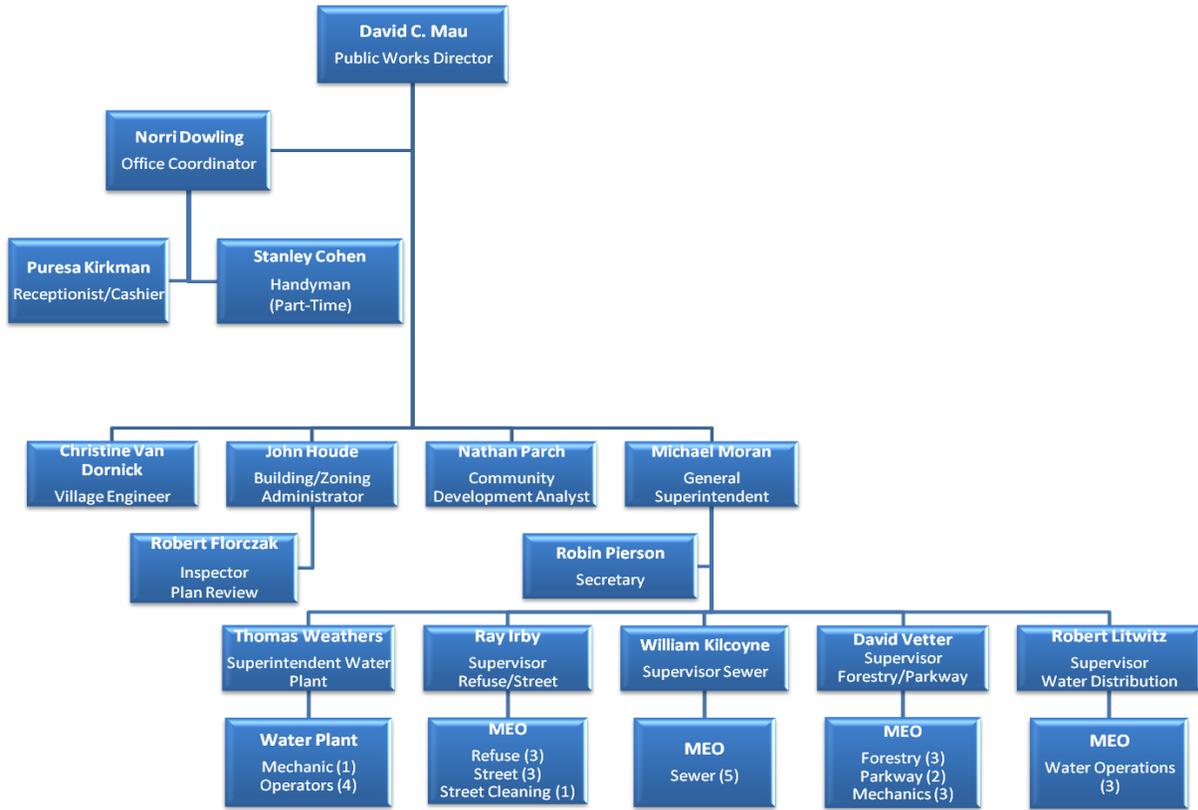
Contribution Breakdown

| Coverage Year | <u>2004</u> | <u>2005</u> | <u>2006</u> | <u>2007</u> | <u>2008</u> | <u>2009</u> | <u>2010</u> | <u>2011</u> | <u>%</u> |
|---------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|---------------|
| General Fund (224) | 181,190 | 170,182 | 172,942 | 119,375 | 133,658 | 151,905 | 147,193 | 6,070 | 2.3% |
| Public Safety (405) | 58,617 | 55,055 | 55,948 | 38,619 | 43,240 | 49,142 | 47,618 | 85,773 | 32.5% |
| Public Works (328) | 44,708 | 41,992 | 42,673 | 29,455 | 32,980 | 37,482 | 36,319 | 96,858 | 36.7% |
| Water Fund (370) | 34,629 | 32,525 | 33,052 | 22,815 | 25,545 | 29,032 | 28,131 | 22,950 | 8.7% |
| Garbage Fund (375) | 51,382 | 48,260 | 49,043 | 33,852 | 37,903 | 43,077 | 41,741 | 34,045 | 12.9% |
| Golf Club (385) | 27,692 | 26,009 | 26,431 | 18,244 | 20,427 | 23,216 | 22,496 | 18,210 | 6.9% |
| Library | - | - | - | - | - | - | - | - | 0.0% |
| TOTAL | 398,216 | 374,023 | 380,089 | 262,360 | 293,753 | 333,853 | 323,498 | 263,917 | 100.0% |

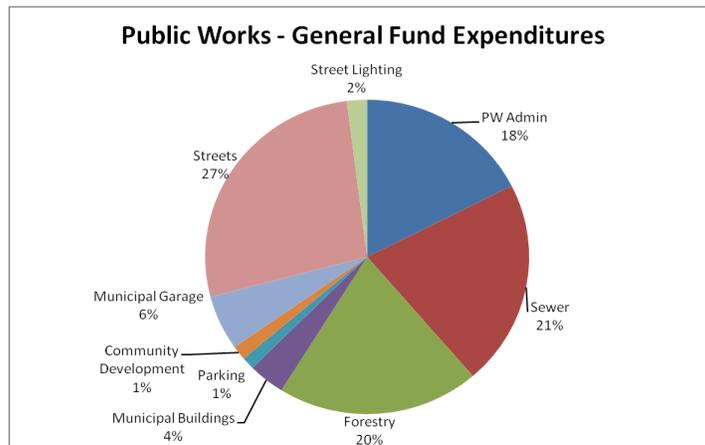
Deductible Budget Breakdown

| Coverage Year | <u>2004</u> | <u>2005</u> | <u>2006</u> | <u>2007</u> | <u>2008</u> | <u>2009</u> | <u>2010</u> | <u>2011</u> | <u>%</u> |
|---------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|----------------|---------------|
| General Fund (224) | 1,000 | 6,000 | 1,000 | 500 | 1,150 | 1,150 | 1,000 | 1,150 | 1.0% |
| Public Safety (405) | 3,500 | 15,000 | 15,000 | 15,000 | 34,500 | 34,500 | 20,000 | 50,000 | 44.4% |
| Parking Traffic (344) | 2,500 | 2,500 | 1,000 | 1,000 | 2,300 | 2,300 | 2,500 | 1,700 | 1.5% |
| Public Works (328) | 5,000 | 19,500 | 7,000 | 6,000 | 13,800 | 30,700 | 25,000 | 30,700 | 27.3% |
| Water Fund (365 & 370) | 2,000 | 3,000 | 3,000 | 3,000 | 6,900 | 6,900 | 7,000 | 6,000 | 5.3% |
| Garbage Fund (375) | 2,500 | 10,000 | 5,000 | 5,000 | 11,500 | 14,100 | 12,000 | 22,000 | 19.5% |
| Golf Club (385) | 500 | 4,000 | - | 500 | 14,000 | 7,000 | 1,000 | 1,000 | 0.9% |
| Library | - | - | - | - | - | - | - | - | |
| TOTAL | 17,000 | 60,000 | 32,000 | 31,000 | 84,150 | 96,650 | 86,450 | 112,550 | 100.0% |
| Actual Deductible Expense | 22,247 | 29,894 | 36,967 | 64,554 | 89,436 | 66,963 | 76,657 | 112,550 | |
| Beginning Savings Balance | - | 22,247 | 8,055 | (2,864) | 22,781 | 17,817 | (51,583) | (107,059) | |
| Ending Savings Balance | 22,247 | 8,055 | (2,864) | 22,781 | 17,817 | (51,583) | (107,059) | (156,264) | |

PUBLIC WORKS DEPARTMENT



| General Fund | | | | | | | | | | | Prior Year's Budget |
|-----------------------|----------------|------------------|------------------|---------------------|---------------|-----------------------|------------------|------------------|-----------------|------------------|---------------------|
| | PW Admin | Sewer | Forestry | Municipal Buildings | Parking | Community Development | Municipal Garage | Streets | Street Lighting | Total | |
| PERSONNEL | 624,213 | 807,878 | 584,655 | 119,284 | - | 57,306 | 224,652 | 690,7678 | - | 3,108,755 | 3,019,549 |
| SERVICES | 216,692 | 92,455 | 152,245 | 52,285 | 47,300 | 13,120 | 40,560 | 88,415 | 100,200 | 803,272 | 722,870 |
| COMMODITIES | 32,350 | 86,940 | 26,975 | 9,852 | 16,500 | 2,400 | 13,720 | 247,167 | - | 435,877 | 434,359 |
| SUB-TOTAL | 873,255 | 987,273 | 763,875 | 181,394 | 63,800 | 72,826 | 278,932 | 1,026,349 | 100,200 | 4,347,904 | 4,176,778 |
| DEBT SERVICE | - | - | - | - | - | - | - | - | - | - | - |
| CAPITAL | - | 53,000 | 242,300 | - | - | - | - | 319,700 | - | 615,000 | 365,000 |
| SUB-TOTAL | - | 53,000 | 242,300 | - | - | - | - | - | - | - | 365,000 |
| OTHER | - | 8,000 | - | - | - | - | - | - | - | 8,000 | 8,000 |
| COMBINED TOTAL | 873,255 | 1,048,273 | 1,006,175 | 181,394 | 63,800 | 72,826 | 278,932 | 1,346,049 | 100,200 | 4,970,904 | 4,549,778 |
| TRANSFERS OUT | - | - | - | - | - | - | - | - | - | - | - |
| DIVISION TOTAL | 873,255 | 1,048,273 | 1,006,175 | 181,394 | 63,800 | 72,826 | 278,932 | 1,346,049 | 100,200 | 4,970,904 | 4,549,778 |



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.

| Number of Positions Authorized | | | |
|---------------------------------------------------------|----------------|----------------|----------------|
| POSITION TITLE | FY 2010 | FY 2011 | FY 2012 |
| Director of Public Works | 1 | 1 | 1 |
| Village Engineer | 1 | 1 | 1 |
| Deputy Director of Public Works /Community Development* | 1 | 0 | 0 |
| Building & Zoning Administrator* | 0 | 1 | 1 |
| Office Coordinator | 1 | 1 | 1 |
| FULL TIME EQUIVALENT | 4 | 4 | 4 |

Review of Fiscal Year 2011

The Administrative Division continued the ongoing development and maintenance of the Village's Geographic Information System (GIS) in Fiscal Year 2011. The Village continues as a charter member of the GIS Consortium, a consortium that has grown to 17 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 2011. Also, through the use of a consortium developed program, GIS data continues to be used electronically by Public Works operational staff in the field.

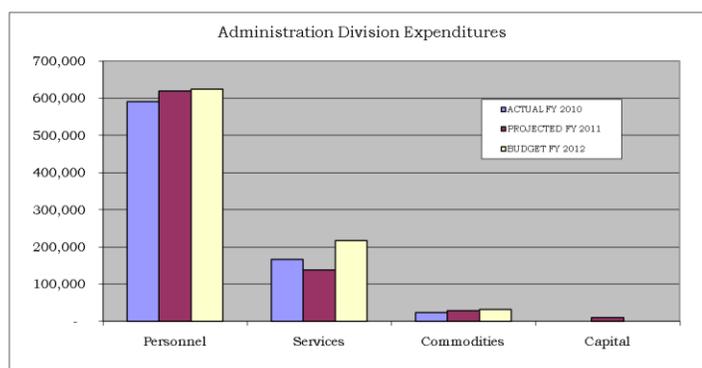
| Administration Division Expenditures | | | | |
|---------------------------------------------|-------------------|----------------------|-------------------|-----------------------------------------|
| | ACTUAL FY 2010 | PROJECTED FY 2011 | BUDGET FY 2012 | % Increase (Decrease from Projected) |
| Personnel | 590,123 | 619,394 | 624,313 | .79% |
| Services | 166,082 | 138,589 | 216,692 | 56.36% |
| Commodities | 24,072 | 28,794 | 32,350 | 12.35% |
| Subtotal | 780,277 | 786,777 | 873,355 | 11.00% |
| Debt Service | - | - | - | N/A |
| Capital | - | 9,084 | - | -100.00% |
| Other | - | - | - | N/A |
| Transfer | - | - | - | N/A |
| Grand Total | 780,277 | 795,861 | 873,355 | 9.74% |

Staff continued to provide support to the Plan Commission, Zoning Commission and Contextual Design Review Commission in FY 2011.

ADMINISTRATION DIVISION (continued)

Goals for Fiscal Year 2012

Continued development and maintenance of the Geographic Information System (GIS) in Fiscal Year 2012 will include ongoing updates to address and utility databases, aerial orthophotography and an expanded use of the MapOffice platform both through the intranet and internet sites.



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.

| <u>Number of Positions Authorized</u> | | | |
|---------------------------------------|---------|---------|---------|
| POSITION TITLE | FY 2010 | FY 2011 | FY 2012 |
| General Superintendent | 1 | 1 | 1 |
| Community Development Analyst | 1 | 1 | 1 |
| Administrative Secretary | 1 | 1 | 1 |
| Maintenance Equipment Operator | 5 | 5 | 5 |
| FULL TIME EQUIVALENT | 7 | 7 | 7 |

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.

Review of Fiscal Year 2011

Storm sewer improvements included in the Bond Construction Fund were managed through the sewer division in FY 2011. A new storm sewer on Beach Road was constructed in the spring as the second and final phase of improvements intended to relieve flooding along Beach Road and Greenleaf Avenue. The Green Bay Road/Palos Road basin improvements were completed in August 2010. This improvement, a recommendation from a 2009 drainage study, will significantly reduce street and right-of-way flooding in several neighborhoods east and west of Green Bay Road.

| <u>Sewer Division Expenditures</u> | | | | |
|------------------------------------|-------------------|----------------------|-------------------|-----------------------------------------|
| | ACTUAL FY 2010 | PROJECTED FY 2011 | BUDGET FY 2012 | % Increase (Decrease from Projected) |
| Personnel | 764712 | 795276 | 807878 | 1.58% |
| Services | 75989 | 83524 | 92455 | 10.69% |
| Commodities | 70950 | 82564 | 86940 | 5.30% |
| Subtotal | 911,651 | 961,364 | 987,273 | 2.70% |
| Debt Service | - | - | - | N/A |
| Capital | - | 299553 | 53,000 | -89.31% |
| Other | 16000 | 8,000 | 8,000 | 0.00% |
| Transfer | - | - | - | N/A |
| Grand Total | 927,651 | 1,268,917 | 1,048,273 | -17.39% |

SEWER DIVISION (continued)

Review of Fiscal Year 2011 (cont.)

FY 2011 was the 8th 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. All budgeted funds were expended.

Routine maintenance including cleaning and televising approximately 220,000 feet of the Village's existing storm and sanitary sewers continued in FY 2011.

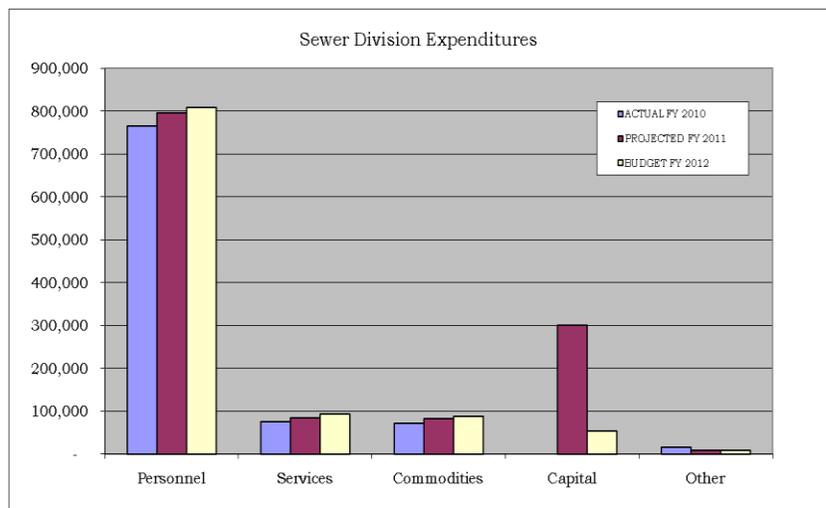
Capital equipment purchased by the Sewer Division in FY 2011 includes one sewer vacuum truck.

Goals for Fiscal Year 2012

Capital Improvements included in the sewer division in FY 2012 includes rehabilitation lining of sanitary sewer main and manholes. This improvement is funded through the Bond Construction Fund.

Routine maintenance of the Village's existing storm and sanitary sewer systems will continue in FY 2012.

Capital Equipment for the Sewer Division in FY 2012 is a scheduled replacement of a track excavator.



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 elms;
- 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 2010 | FY 2011 | FY 2012 |
| Public Works Supervisor | 1 | 1 | 1 |
| Maintenance Equipment Operator | 4 | 4 | 4 |
| FULL TIME EQUIVALENT | 5 | 5 | 5 |

FORESTRY DIVISION (continued)

Review of Fiscal Year 2011

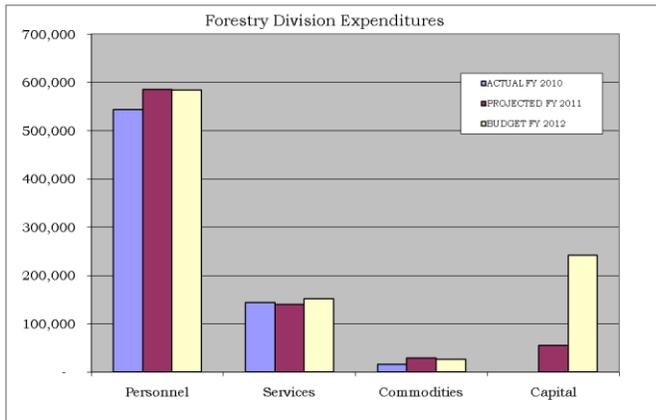
During Fiscal Year 2011, the annual tree program resulted in 171 new trees planted on Village right-of-way with 31 of these trees funded through tree permit revenue paid by residential developers. The computerized forestry inventory system was utilized again in FY 2011 to maintain the trimming and pruning program. A total of 144 trees were removed (dead, hazard or DED) and 960 trees were trimmed. Village staff also worked closely with the Glencoe Golf Club on maintenance trimming of specific trees.

| Forestry Division Expenditures | | | | |
|---------------------------------------|-------------------|----------------------|-------------------|-----------------------------------------|
| | ACTUAL FY 2010 | PROJECTED FY 2011 | BUDGET FY 2012 | % Increase (Decrease from Projected) |
| Personnel | 543,698 | 585,031 | 584,655 | -0.06% |
| Services | 144,684 | 139,963 | 152,245 | 8.78% |
| Commodities | 15,782 | 29,409 | 26,975 | -8.28% |
| Subtotal | 704,164 | 754,403 | 763,875 | 1.26% |
| Debt Service | - | - | - | N/A |
| Capital | - | 55,000 | 242,300 | 340.55% |
| Other | - | - | - | N/A |
| Transfer | - | - | - | N/A |
| Grand Total | 704,164 | 809,403 | 1,006,175 | 24.31% |

In late summer staff confirmed the first emerald ash borer (EAB) infestation on a public right-of-way tree in the Village. By the end of the season, nine (9) trees contained the EAB infestation and were subsequently removed. Several confirmed EAB trees were found on private property and the Village developed a notification process to educate property owners and encourage the removal of the infested trees.

Capital equipment purchased in the Forestry Division in FY 2011 included a 1-1/2 ton dump truck.

Goals for Fiscal Year 2012



The tree-planting program in Fiscal Year 2012 maintains the previous year's funding level for the replacement of trees removed by the Village. Efforts will continue to promote the 50/50 program and the private property tree planting option. Staff will also continue to actively monitor public right-of-way trees for both DED and emerald ash borer activity.

Capital equipment proposed in the Forestry Division in FY 2012 includes a replacement of the 30-ft and 65-ft aerial tower trucks.

MUNICIPAL BUILDING DIVISION

This division provides the following:

- Effective and timely maintenance of the Village Hall;
- Improvement of 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.

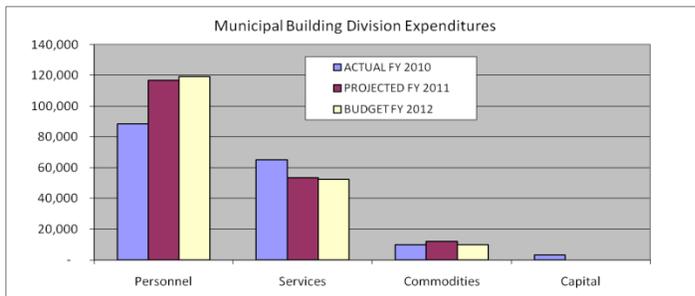
| Number of Positions Authorized | | | |
|---------------------------------------|----------------|----------------|----------------|
| POSITION TITLE | FY 2010 | FY 2011 | FY 2012 |
| Maintenance Equipment Operator | 1 | 1 | 1 |
| FULL TIME EQUIVALENT | 1 | 1 | 1 |

Review of Fiscal Year 2011

Capital improvements in the municipal building division in FY 2011 included the Village Hall renovation to the first floor area of the Public Safety Department. This improvement was funded from the Bond Construction Fund. Other projects designed and bid in late 2010 include a sprinkler system extension to the basement and 2nd floor areas of the Village Hall and an energy grant-funded lighting replacement project for the basement and 2nd floor areas. Routine maintenance of the Village Hall included painting, and heating and cooling system repairs.

| Municipal Building Division Expenditures | | | | |
|-------------------------------------------------|---------------------------|------------------------------|---------------------------|-------------------------------------------------|
| | ACTUAL FY 2010 | PROJECTED FY 2011 | BUDGET FY 2012 | % Increase (Decrease from Projected) |
| Personnel | 85,607 | 88,364 | 113,066 | 27.95% |
| Services | 92,528 | 65,216 | 47,785 | -26.73% |
| Commodities | 10,390 | 9,944 | 10,775 | 8.36% |
| Subtotal | 188,525 | 163,524 | 171,626 | 4.95% |
| Debt Service | - | - | - | N/A |
| Capital | 88,660 | 3,212 | - | -100.00% |
| Other | - | - | - | N/A |
| Transfer | - | - | - | N/A |
| Grand Total | 277,185 | 166,736 | 171,626 | 2.93% |

Goals for Fiscal Year 2012



Capital improvements included in FY 2012 for municipal buildings are the completion of the sprinkler and lighting installation and replacement projects in the spring. Routine maintenance will continue in the Village Hall.

PARKING AND TRAFFIC CONTROL DIVISION

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

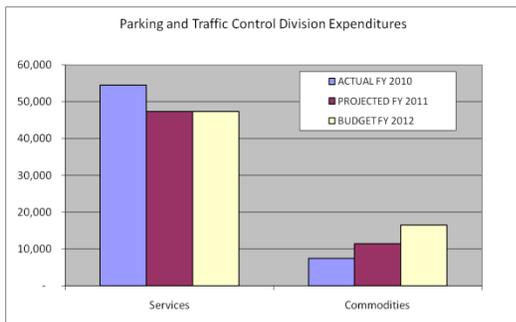
- Maintenance of traffic signals;
- Maintenance and installation of traffic control signs;
- Maintenance and installation of street name signs;
- Maintenance and repair of the train station parking areas and the train station; and
- Parking improvements.

Review of Fiscal Year 2011

Routine sign maintenance continued in FY 2011 on a Village-wide program to standardize parking and regulatory traffic signing. A thermoplastic pavement marking contract was completed in the fall with an emphasis on parking areas on newly resurfaced pavement on Old Green Bay near the train station and around Lakefront Park.

| Parking and Traffic Control Division Expenditures | | | | |
|----------------------------------------------------------|-------------------|----------------------|-------------------|-----------------------------------------|
| | ACTUAL FY 2010 | PROJECTED FY 2011 | BUDGET FY 2012 | % Increase (Decrease from Projected) |
| Personnel | - | - | - | N/A |
| Services | 46,978 | 54,585 | 47,100 | -13.71% |
| Commodities | 18,448 | 7,423 | 14,500 | 95.34% |
| Subtotal | 65,426 | 62,008 | 61,600 | -0.66% |
| Debt Service | - | - | - | N/A |
| Capital | - | - | - | N/A |
| Other | - | - | - | N/A |
| Transfer | - | - | - | N/A |
| Grand Total | 65,426 | 62,008 | 61,600 | -0.66% |

Goals for Fiscal Year 2012



Continued routine sign maintenance will continue in FY 2012 including beginning to plan for sign retro reflectivity upgrades to bring the Village into compliance with new federal program requirements by 2015.

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.

COMMUNITY DEVELOPMENT DIVISION (continued)

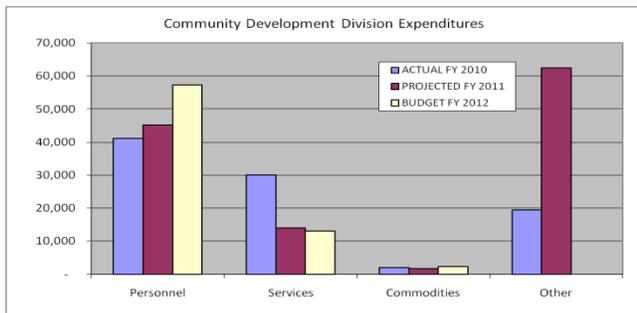
| Number of Positions Authorized | | | |
|---------------------------------------|----------------|----------------|----------------|
| POSITION TITLE | FY 2010 | FY 2011 | FY 2012 |
| Building Inspector / Reviewer | 1 | 1 | 1 |
| FULL TIME EQUIVALENT | 1 | 1 | 1 |

Review of Fiscal Year 2011

Residential construction activity rebounded some in FY 2011. There were 13 permits issued for new single-family construction in 2010. At the same time building permits for residential additions and remodeling remained steady.

| Community Development Division Expenditures | | | | |
|----------------------------------------------------|---------------------------|------------------------------|---------------------------|-------------------------------------------------|
| | ACTUAL FY 2010 | PROJECTED FY 2011 | BUDGET FY 2012 | % Increase (Decrease from Projected) |
| Personnel | 41,101 | 45,221 | 57,306 | 26.72% |
| Services | 30,023 | 13,960 | 13,120 | -6.02% |
| Commodities | 1,959 | 1,700 | 2,400 | 41.18% |
| Subtotal | 73,083 | 60,881 | 72,826 | 19.62% |
| Debt Service | - | - | - | N/A |
| Capital | - | - | - | N/A |
| Other | 19,470 | 62,477 | - | -100.00% |
| Transfer | - | - | - | N/A |
| Grand Total | 92,553 | 123,358 | 72,826 | -40.96% |

The Plan Commission is working on implementation of sustainability initiatives based on recommendations included in a report submitted to the Village Board by the Contextual Design Review Commission.



Goals for Fiscal Year 2012

Residential construction activity is expected to continue at the current pace with steady activity also anticipated for remodeling and additions in FY 2012.

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.

| Number of Positions Authorized | | | |
|---------------------------------------|----------------|----------------|----------------|
| POSITION TITLE | FY 2010 | FY 2011 | FY 2012 |
| Mechanic | 2 | 2 | 2 |
| FULL TIME EQUIVALENT | 66 | 2 | 2 |

MUNICIPAL GARAGE DIVISION (continued)

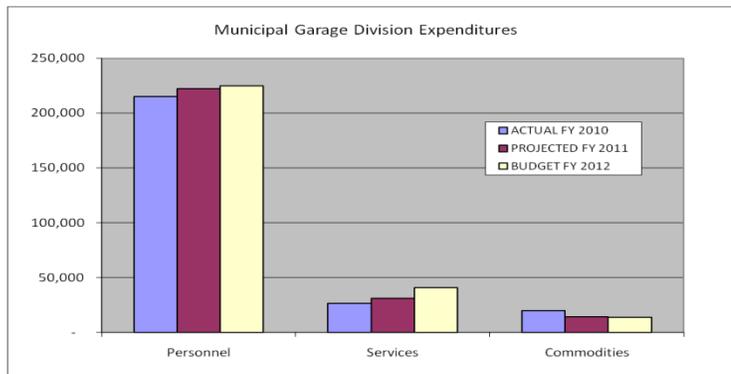
Review of Fiscal Year 2011

Routine maintenance including HVAC and building systems of the Public Works Service Building continued during FY 2011.

| Municipal Garage Division Expenditures | | | | |
|-----------------------------------------------|-------------------|----------------------|-------------------|-----------------------------------------|
| | ACTUAL FY 2010 | PROJECTED FY 2011 | BUDGET FY 2012 | % Increase (Decrease from Projected) |
| Personnel | 215,337 | 222,430 | 224,652 | 1.00% |
| Services | 26,572 | 30,900 | 40,560 | 31.26% |
| Commodities | 19,795 | 14,120 | 13,790 | -2.83% |
| Subtotal | 261,704 | 267,450 | 278,932 | 4.29% |
| Debt Service | - | - | - | N/A |
| Capital | - | - | - | N/A |
| Other | - | - | - | N/A |
| Transfer | - | - | - | N/A |
| Grand Total | 261,704 | 267,450 | 278,932 | 4.29% |

Goals for Fiscal Year 2012

Routine maintenance repairs for the Public Works Service Building will continue in FY 2012, including carpet replacement, tuck-pointing and maintenance of overhead doors.



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 2010 | FY 2011 | FY 2012 |
| Public Works Supervisor | 1 | 1 | 1 |
| Receptionist/Cashier | 1 | 1 | 1 |
| Maintenance Equipment Operator | 5 | 5 | 5 |
| FULL TIME EQUIVALENT | 7 | 7 | 7 |

STREETS, SIDEWALKS AND BRIDGE DIVISION (continued)

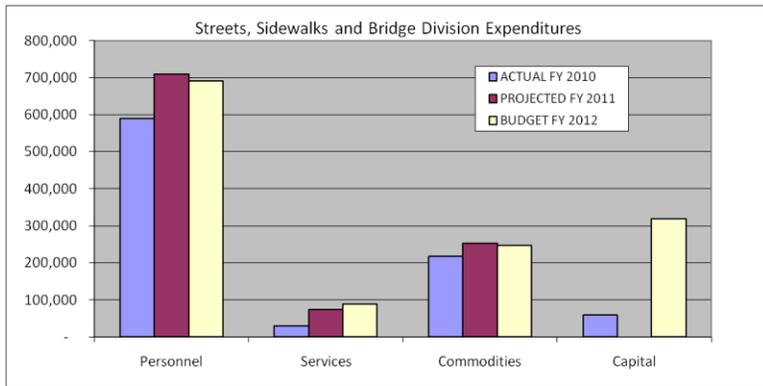
Review of Fiscal Year 2011

Maintenance street resurfacing continued in FY 2011 with Bond Construction Funding. The ARRA (Federal) funded maintenance resurfacing improvement to Green Bay Road was completed in early summer of 2010. The Village Court parking lot improvements and landscaping was also completed.

| Streets, Sidewalks and Bridge Division Expenditures | | | | |
|------------------------------------------------------------|-------------------|----------------------|-------------------|-----------------------------------------|
| | ACTUAL FY 2010 | PROJECTED FY 2011 | BUDGET FY 2012 | % Increase (Decrease from Projected) |
| Personnel | 588,855 | 709,185 | 690,767 | -2.60% |
| Services | 29,983 | 73,899 | 88,415 | 19.64% |
| Commodities | 217,681 | 252,730 | 247,167 | -2.20% |
| Subtotal | 835,480 | 1,035,814 | 1,026,349 | -0.91% |
| Debt Service | - | - | - | N/A |
| Capital | 59,715 | - | 319,700 | N/A |
| Other | - | - | - | N/A |
| Transfer | - | - | - | N/A |
| Grand Total | 896,234 | 1,035,814 | 1,346,049 | 29.95% |

There was no capital equipment purchased in the Street Division in FY 2011.

Goals for Fiscal Year 2012



The commuter parking lots south and west of the Metra station are scheduled to be resurfaced in FY 2012 using MFT funds.

Routine street maintenance crack sealing and thermoplastic pavement markings are also expected to resume. Capital equipment included in the street division in FY 2012 include a 2-1/2 ton dump truck, a 3/4

-ton pickup truck, a front end wheel loader, an asphalt roller and a trailer compressor unit.

STREET LIGHTING DIVISION

This division of Public Works is responsible for the following:

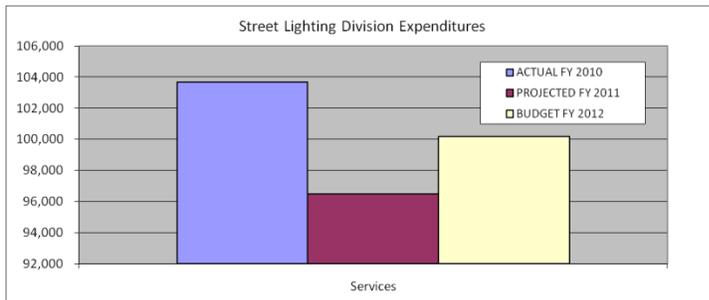
- Provides and maintains street intersection lighting to minimize traffic flow problems;
- Provide a sense of public safety and security;
- Provide funding for electric power and maintenance of most Village streetlights that is provided by Commonwealth Edison at a per-month cost based on the size of 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.

STREET LIGHTING DIVISION (continued)

Review of Fiscal Year 2011

During FY 2011 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 performed annual maintenance on holiday lighting in the trees in the business district and the Dundee Road medians.

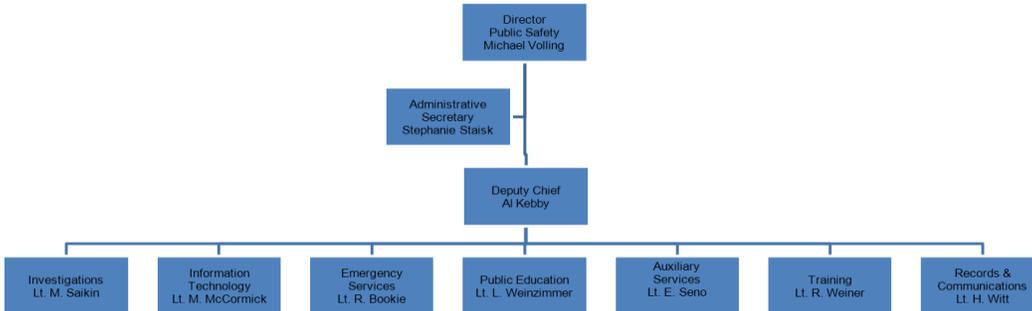
| Street Lighting Division Expenditures | | | | |
|---------------------------------------|-------------------|----------------------|-------------------|-----------------------------------------|
| | ACTUAL FY 2010 | PROJECTED FY 2011 | BUDGET FY 2012 | % Increase (Decrease from Projected) |
| Personnel | | | | N/A |
| Services | 103,701 | 96,494 | 100,200 | 3.84% |
| Commodities | | | | N/A |
| Subtotal | 103,701 | 96,494 | 100,200 | 3.84% |
| Debt Service | - | - | - | N/A |
| Capital | - | - | - | N/A |
| Other | - | - | - | N/A |
| Transfer | - | - | - | N/A |
| Grand Total | 103,701 | 96,494 | 100,200 | 3.84% |



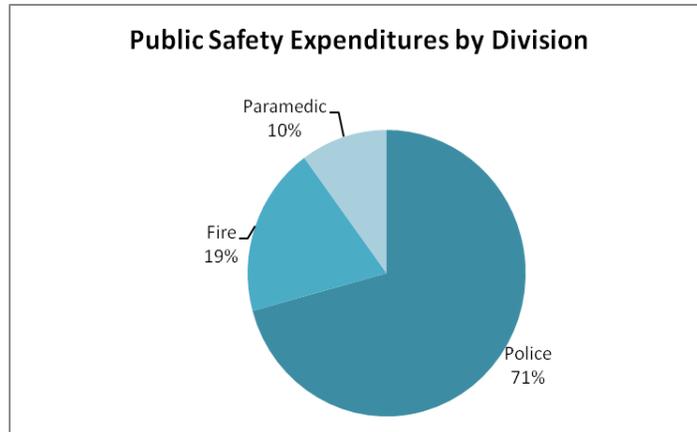
Goals for Fiscal Year 2012

Routine maintenance work on Village owned streetlights will continue.

PUBLIC SAFETY DEPARTMENT



| Fiscal Year 2012 Expenditures | | | | | |
|-------------------------------|------------------|------------------|----------------|------------------|----------------------------|
| | Police | Fire | Paramedic | Total | Prior Fiscal Year's Budget |
| PERSONNEL | 4,698,617 | 1,255,191 | 702,316 | 6,656,124 | 6,754,218 |
| SERVICES | 347,839 | 100,605 | 37,950 | 486,394 | 411,880 |
| COMMODITIES | 197,925 | 83,560 | 21,475 | 302,960 | 301,180 |
| SUB-TOTAL | 5,244,381 | 1,439,356 | 761,741 | 7,445,478 | 7,467,278 |
| DEBT SERVICE | - | - | - | - | - |
| CAPITAL | 95,000 | - | - | 95,000 | 180,000 |
| SUB-TOTAL | 95,000 | - | - | 95,000 | 180,000 |
| OTHER | - | 6,000 | - | 6,000 | 6,000 |
| COMBINED TOTAL | 5,339,381 | 1,445,356 | 761,741 | 7,546,478 | 7,653,278 |
| TRANSFERS OUT | - | - | - | - | - |
| Division Total | 5,339,381 | 1,445,356 | 761,741 | 7,546,478 | 7,653,278 |



POLICE SERVICES DIVISION

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

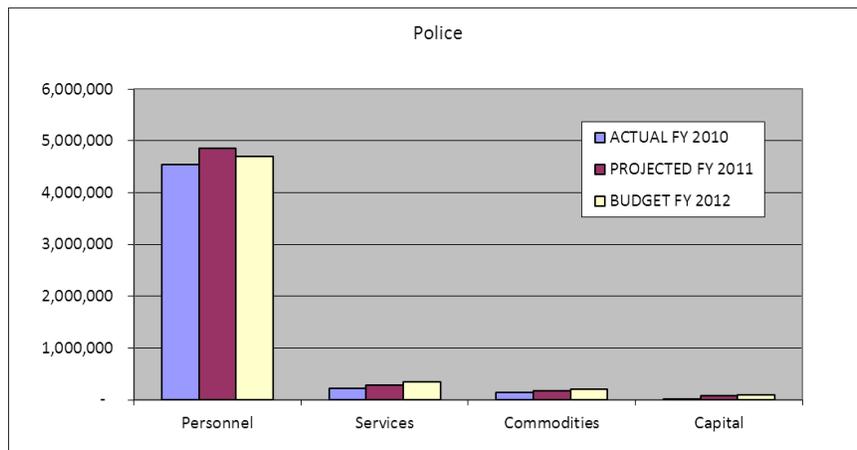
- Education;
- Patrol;
- Investigation;
- Apprehension;
- Recovery of Evidence; and
- Community Services.



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.

| Police Division | | | | |
|--------------------|-------------------|----------------------|-------------------|-----------------------------------------|
| | ACTUAL FY 2010 | PROJECTED FY 2011 | BUDGET FY 2012 | % Increase (Decrease from Projected) |
| Personnel | 4,541,858 | 4,858,674 | 4,698,617 | -3.29% |
| Services | 225,534 | 283,779 | 347,839 | 22.57% |
| Commodities | 141,850 | 172,400 | 197,925 | 14.81% |
| Subtotal | 4,909,242 | 5,314,853 | 5,244,381 | -1.33% |
| Debt Service | - | - | - | NA |
| Capital | 2,281 | 78,000 | 95,000 | 21.79% |
| Other | - | - | - | N/A |
| Transfer | - | - | - | N/A |
| Grand Total | 4,911,523 | 5,392,853 | 5,339,381 | -0.99% |



| <u>DEPARTMENT OF PUBLIC SAFETY</u> | FY 2010 | FY 2011 | FY 2012 |
|------------------------------------|-----------|-----------|-----------|
| DIRECTOR OF PUBLIC SAFETY | 1 | 1 | 1 |
| DEPUTY CHIEF | 2 | 1 | 1 |
| ADMINISTRATIVE ASSISTANT | 1 | 0 | 0 |
| LIEUTENANT | 6 | 7 | 7 |
| OFFICER | 27 | 26 | 24 |
| COMMUNICATIONS OPERATOR | 5 | 5 | 5 |
| COMMUNITY SERVICE OFFICER | 2 | 2 | 2 |
| ADMINISTRATIVE SECRETARY | 1 | 1 | 1 |
| RECORDS CLERK | 1 | 1 | 1 |
| TOTAL | 46 | 44 | 42 |

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.

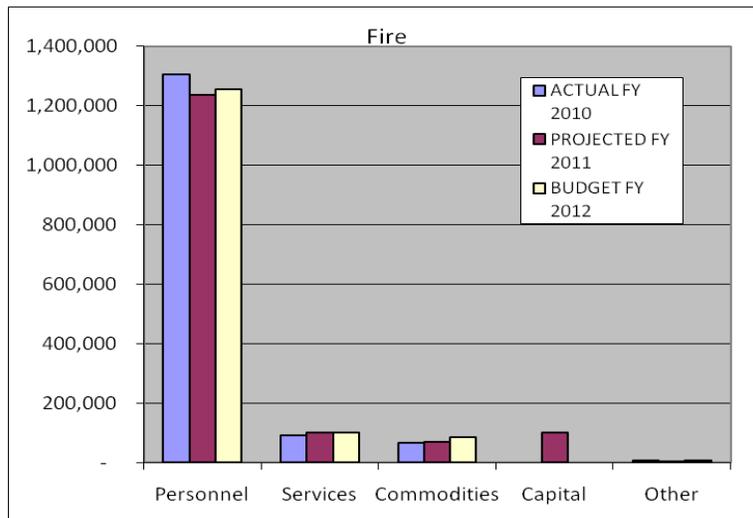


The Fire Service Division conducts and attend fire prevention and education programs in order to:

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

| Fire Division | | | | |
|--------------------|-------------------|----------------------|-------------------|-----------------------------------------|
| | ACTUAL FY 2010 | PROJECTED FY 2011 | BUDGET FY 2012 | % Increase (Decrease from Projected) |
| Personnel | 1,306,094 | 1,235,248 | 1,255,191 | 1.61% |
| Services | 89,680 | 99,118 | 100,605 | 1.50% |
| Commodities | 65,517 | 70,286 | 83,560 | 18.89% |
| Subtotal | 1,461,291 | 1,404,652 | 1,439,356 | 2.47% |
| Debt Service | - | - | - | N/A |
| Capital | - | 100,000 | - | -100.00% |
| Other | 5,415 | 1,500 | 6,000 | 300.00% |
| Transfer | - | - | - | N/A |
| Grand Total | 1,466,706 | 1,506,152 | 1,445,356 | -4.04% |

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

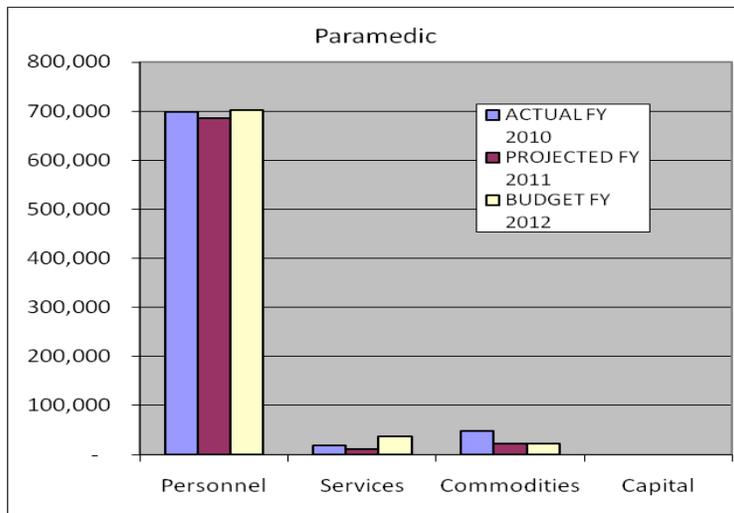


Paramedic Service Division

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.

| Paramedic Division | | | | |
|--------------------|-------------------|----------------------|-------------------|-----------------------------------------|
| | ACTUAL FY 2010 | PROJECTED FY 2011 | BUDGET FY 2012 | % Increase (Decrease from Projected) |
| Personnel | 699,339 | 685,554 | 702,316 | 2.45% |
| Services | 19,322 | 11,800 | 37,950 | 221.61% |
| Commodities | 47,384 | 22,716 | 21,475 | -5.46% |
| Subtotal | 766,045 | 720,070 | 761,741 | 5.79% |
| Debt Service | - | - | - | N/A |
| Capital | - | - | - | N/A |
| Other | - | - | - | N/A |
| Transfer | - | - | - | N/A |
| Grand Total | 766,045 | 720,070 | 761,741 | 5.79% |

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



Review of FY 2011

For the 12 months comprising FY 2010, our Public Safety personnel investigated 115 Part I offenses and 402 Part II offenses, and made 197 arrests. Officers issued 5,691 citations, investigated 244 motor vehicle accidents, processed a total of 19,463 public safety calls for service and performed 1,931 fire service activities. Public Safety personnel assigned to paramedic duties responded to 414 calls.

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, and partnered with the Parent / Teacher Organization program "Readers are Leaders". All members of the Department attended training sessions covering a wide range of police, fire and EMS related topics. A continual training focus during this fiscal year dealt with "Back to Basic's," which included improved individual performance by reviewing and training on common operational functions in police, fire and emergency medical responses.

Our "Mission Statement", was reviewed for value and meaning during the annual Department 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 representatives of the Commission on Fire Accreditation in August, 2009. Commissioners agreed that the Department meets all the nationally recognized standards and voted unanimously for our agency to 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.

Representatives from the Commission on Accreditation for Law Enforcement Agencies (CALEA) conducted an on-site review with staff for re-accreditation in November 2007. An assigned team of three law enforcement professionals reviewed policy and procedures. They spent four (4) days interviewing staff, conducting inspections and riding with patrol officers. The determination was made

that the department continues to meet the more than 900 professional standards of law enforcement accreditation. The Department was awarded re-accreditation during the March 2008 CALEA full committee meeting. 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 fifteenth 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. A neighborhood e-mail newsletter is utilized to alert residents when crime or unusual activities are impacting their neighborhoods. We participated 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, Glencoe School District new teach orientation day, and 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 2010. Consistent with the requirements of the Commission, a recruiting campaign was conducted in September of 2010 to establish a new Register of Eligibles. This list will expire in December of 2012. There were four (4) vacancies in the Public Safety Department and two (2) individuals were hired during the time this report covers (January 01, 2010 – December 31, 2010). The Department continues to train qualified officers as paramedics to replace those who have retired or resigned. Currently, the Department has 20 certified paramedics.

A committee was formed to plan and design a replacement Fire Pumper-Rescue Squad in 2009. The vehicle was delivered and put into service in 2010. It provided a number of design changes and upgrades which will service the Village for many years to come.

In early 2010, staff began working with the Public Works Department on plans for renovating the first floor of the Public Safety Department. This project included a re-design of the administrative offices, report processing, prisoner processing, cell block, and the Investigations office. Plans were finalized and construction started in October of 2010 with completion expected in February of 2011. The design plan also includes the continuation of the fire sprinkler system installation throughout all floors of the Village Hall building.

Proposed for FY2012

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 the need, the Department has budgeted to continue participation in the Northeastern Illinois Public Safety Training Academy (NIPSTA). This facility is becoming a full service public safety training center. It was made available by the Village of Glenview as part of the take over 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. In 2010 our Department put two (2) Public Safety Officers through the NIPSTA Firefighter Academy who graduated as State certified Firefighter IIs. Public Safety officers continue to be sent to this facility to participate in emergency driver training of both police and fire vehicles.

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 and Computer Aided Dispatch (CAD) 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 continued participation in the Northern Illinois Police Crime Laboratory for the 43rd year, 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) vehicle response plan, The NIPAS Emergency Services Team (EST), The NIPAS Mobile Field Force, and the Illinois Law Enforcement Alarm System (ILEAS). In addition, the Department continues its 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) in order to have quality investigative resources available and the associated cost sharing these memberships provide.

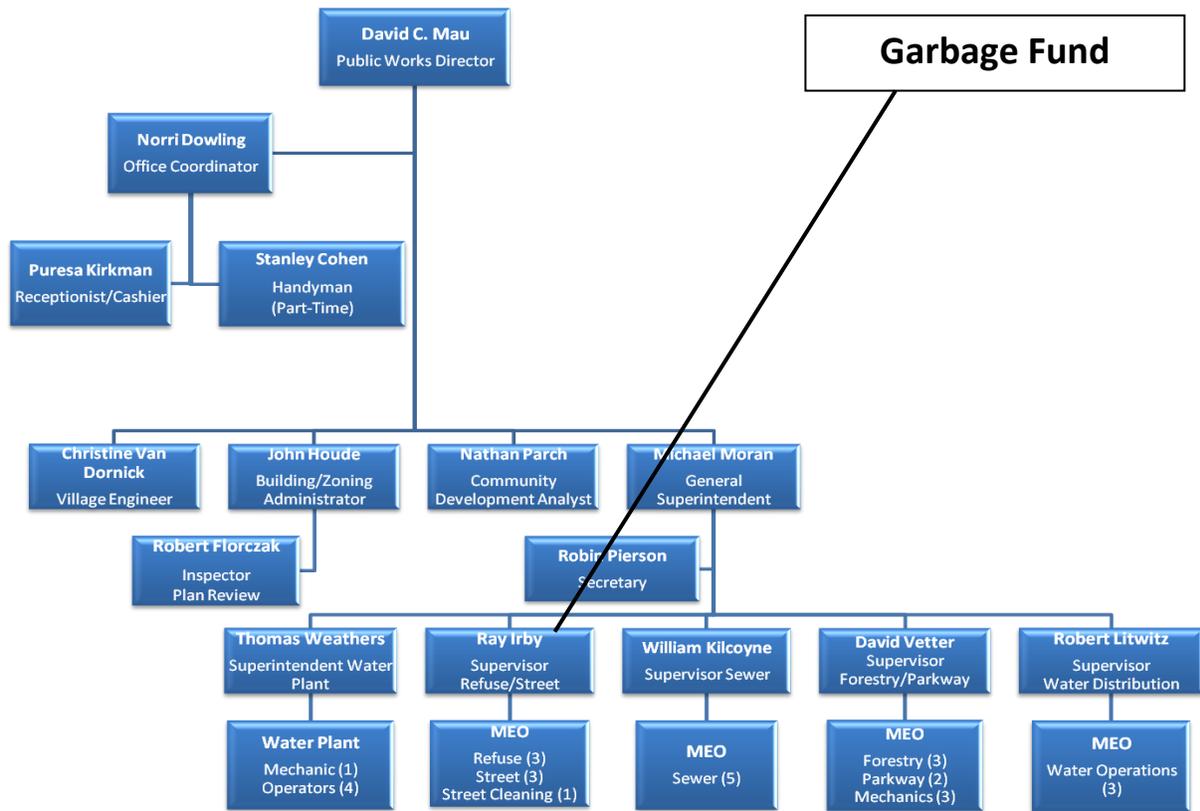
The Department continues to participate and support the Fire Department Mutual Aid Box Alarm System (MABAS) that provides a shared costing of specialized fire teams and equipment in the event of a hazardous material response, a technical rescue situation, confined space rescue, water rescue emergency,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

Staff is working to keep the Village-wide emergency Operations Plan (EOP) current and NIMS compliant. In addition, our 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, baby sitting 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 sells those products in Glencoe.

In preparation of remaining dually accredited the Department has budgeted \$6,000 for the cost of expenditures related to the team of Police Assessors scheduled to arrive in 2011 to conduct an on-site review for CALEA re-accreditation. The Assessors will spend three (3) days interviewing staff, conducting inspections, and reviewing Department Guidelines to determine compliance. As part of a Village Emergency Operations Program, the Public Safety Department Budget also reflects \$6,000 for expenditures to further the Village wide disaster planning and preparation.

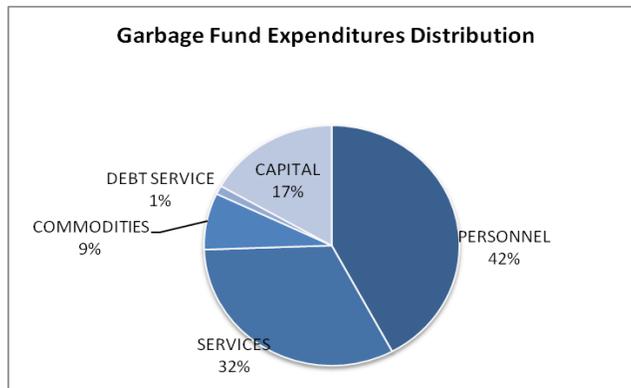
GARBAGE FUND



Fiscal Year 2012 Expenditures

| | Garbage | Total | Prior Year's Budget |
|-----------------------|-----------|------------------|---------------------|
| PERSONNEL | 643,412 | 643,412 | 623,370 |
| SERVICES | 493,363 | 493,363 | 482,085 |
| COMMODITIES | 115,990 | 115,990 | 113,290 |
| SUB-TOTAL | 1,252,765 | 1,252,765 | 1,218,745 |
| DEBT SERVICE | 18,000 | 18,000 | 18,000 |
| CAPITAL | 255,900 | 255,900 | 33,000 |
| SUB-TOTAL | 273,900 | 273,900 | 51,000 |
| OTHER | - | - | - |
| COMBINED TOTAL | 1,526,665 | 1,526,665 | 1,269,745 |
| TRANSFERS OUT | - | - | - |
| DIVISION TOTAL | 1,526,665 | 1,526,665 | 1,269,745 |

Garbage Fund Expenditures Distribution



GARBAGE FUND (continued)

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 curbside recycling by contract which collects glass, newspaper, plastics and metal cans;
- Seasonal yard waste collection;
- Special 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.

| Number of Positions Authorized | | | |
|---------------------------------------|----------------|----------------|----------------|
| POSITION TITLE | FY 2010 | FY 2011 | FY 2012 |
| 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 2011

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 (\$4.31 per ton) for the construction of the Transfer Station facility.

| | ACTUAL FY 2010 | PROJECTED FY 2011 | BUDGET FY 2012 | % Increase (Decrease from Projected) |
|--------------------|---------------------------|------------------------------|---------------------------|-------------------------------------------------|
| Personnel | 603,351 | 615,095 | 643,412 | 4.60% |
| Services | 433,133 | 480,966 | 493,363 | 2.58% |
| Commodities | 77,883 | 106,300 | 115,990 | 9.12% |
| Subtotal | 1,114,367 | 1,202,361 | 1,252,765 | 4.19% |
| Debt Service | 17,145 | 13,033 | 18,000 | 38.11% |
| Capital | - | 33,000 | 255,900 | 675.45% |
| Other | - | - | - | N/A |
| Transfer | - | - | - | N/A |
| Grand Total | 1,131,512 | 1,248,394 | 1,526,665 | 22.29% |

Disposal tipping fees were \$ 50.50 per ton in FY 2010. 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 \$7,460 from this program in FY 2011. 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.

Approximately 2,983 tons of refuse was collected by the Village and delivered to the WTTS in FY 2011, and approximately 1,982 tons of recyclables from the residential and business district was collected by Groot Recycling and diverted to their Elk Grove facility. In addition, approximately 242 tons of yard waste materials and 7,350 cubic yards of leaves were collected by the Village and delivered to the WTTS and the

GARBAGE FUND (continued)

Chicago Botanic Garden, or processed through the Village's temporary transfer station at the Water Tower site.

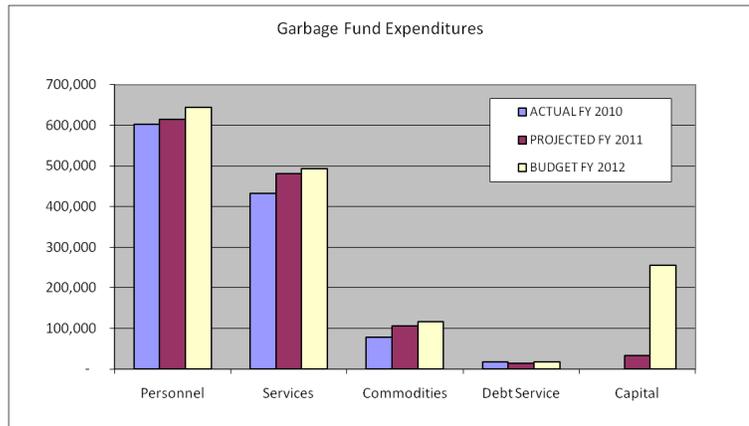
The Village continued to provide a once-a-week backdoor residential garbage collection program in FY 2011. Residents are offered the 2nd collection on a subscription basis for an additional fee and approximately 10% of the residential properties are utilizing this service option. In addition, residents are offered a curbside only container program through the purchase of a 95-gallon cart for residential garbage disposal, and over 15% of the residential properties use this service.

Capital equipment replaced in the Garbage Division in FY 2011 includes one refuse collection hauler.

Goals for Fiscal Year 2012

The Village will continue all of its programs in the Garbage Division in FY 2012 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 and operations & maintenance tipping fees at SWANCC will be \$57.65 per ton, an increase of 5.2% from FY 2011.

Capital equipment proposed for replacement in FY 2012 includes one garbage packer, one ¾-ton pickup truck and one leaf vacuum machine.



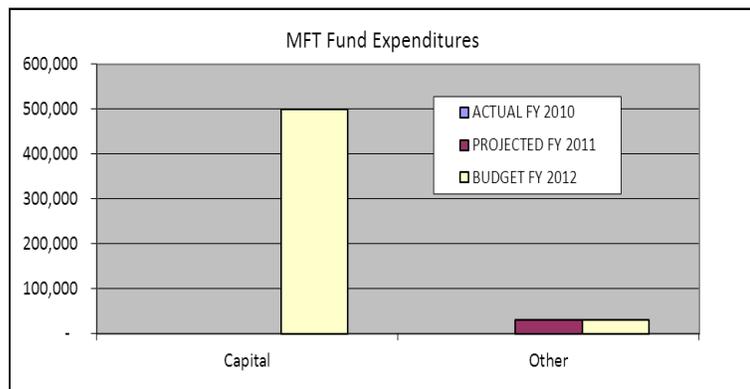
MOTOR FUEL TAX FUND

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.

Expenditures for FY 2011 include a Day Labor Transfer for street maintenance activities.

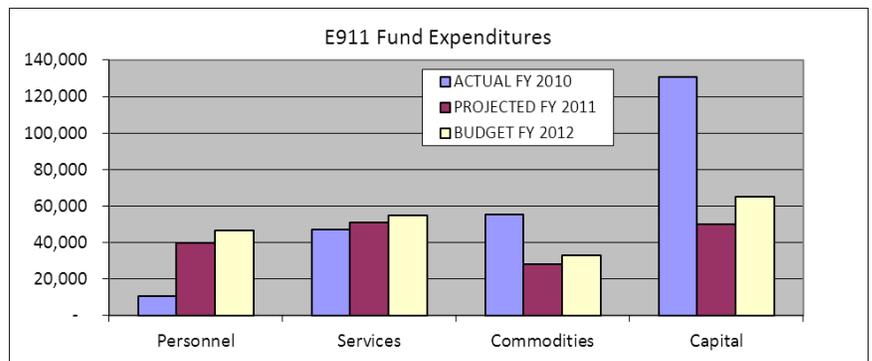
| MFT Fund Expenditures | | | | |
|-----------------------|-------------------|----------------------|-------------------|-----------------------------------------|
| | ACTUAL FY 2010 | PROJECTED FY 2011 | BUDGET FY 2012 | % Increase (Decrease from Projected) |
| Personnel | - | - | - | N/A |
| Services | - | - | - | N/A |
| Commodities | - | - | - | N/A |
| Subtotal | - | - | - | N/A |
| Debt Service | - | - | - | N/A |
| Capital | - | - | 500,000 | N/A |
| Other | - | 30,000 | 30,330 | 1.10% |
| Transfer | - | - | - | N/A |
| Grand Total | - | 30,000 | 530,330 | 1667.77% |



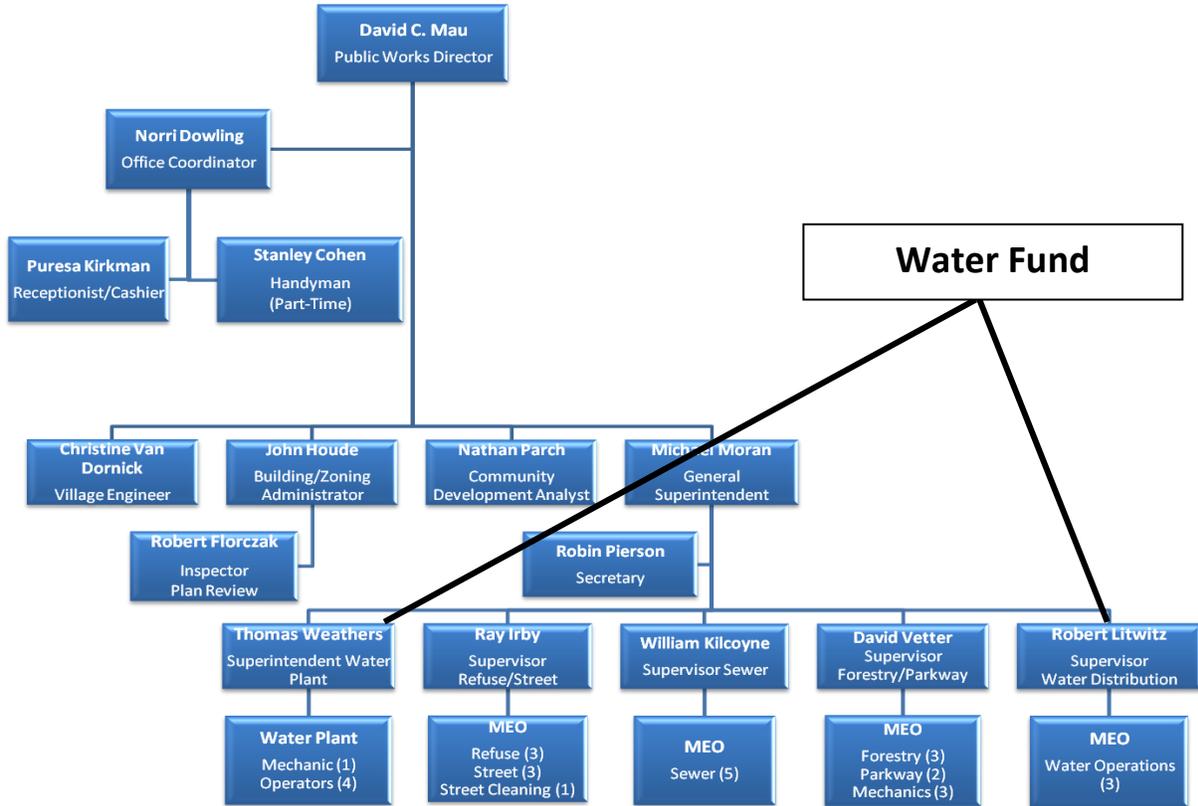
ENHANCED 9-1-1 FUND

- 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.

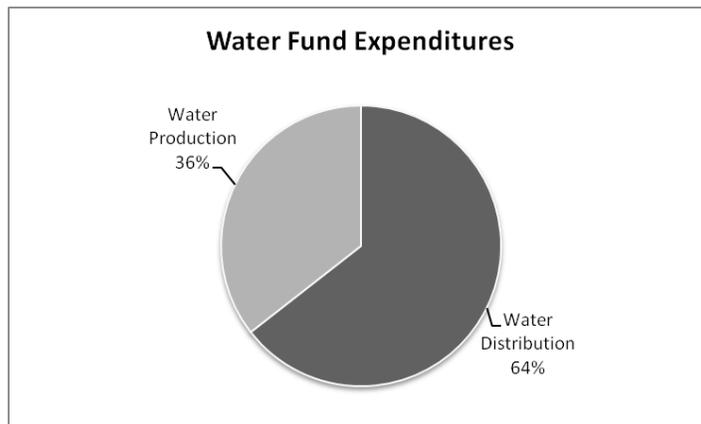
| E911 Fund Expenditures | | | | |
|------------------------|-------------------|----------------------|-------------------|-----------------------------------------|
| | ACTUAL FY 2010 | PROJECTED FY 2011 | BUDGET FY 2012 | % Increase (Decrease from Projected) |
| Personnel | 10,631 | 39,615 | 46,349 | 17.00% |
| Services | 47,092 | 50,893 | 54,900 | 7.87% |
| Commodities | 55,314 | 28,002 | 33,000 | 17.85% |
| Subtotal | 113,037 | 118,510 | 134,249 | 13.28% |
| Debt Service | - | - | - | N/A |
| Capital | 130,505 | 50,000 | 65,000 | 30.00% |
| Other | - | - | - | N/A |
| Transfer | - | - | - | N/A |
| Grand Total | 243,542 | 168,510 | 199,249 | 18.24% |



WATER FUND



| Water Fund | | | | |
|-------------------------------|--------------------|------------------|------------------|---------------------|
| Fiscal Year 2012 Expenditures | | | | |
| | Water Distribution | Water Production | Total | Prior Year's Budget |
| PERSONNEL | 451,353 | 636,049 | 1,087,402 | 1,066,642 |
| SERVICES | 161,746 | 227,087 | 388,833 | 370,972 |
| COMMODITIES | 44,750 | 79,960 | 124,710 | 148,665 |
| SUB-TOTAL | 657,849 | 943,096 | 1,600,945 | 1,586,279 |
| CAPITAL | 1,280,000 | 125,000 | 1,405,000 | 50,000 |
| SUB-TOTAL | 1,280,000 | 125,000 | 1,405,000 | 50,000 |
| DIVISION TOTAL | 1,937,849 | 1,068,096 | 3,005,945 | 1,636,279 |



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 2011

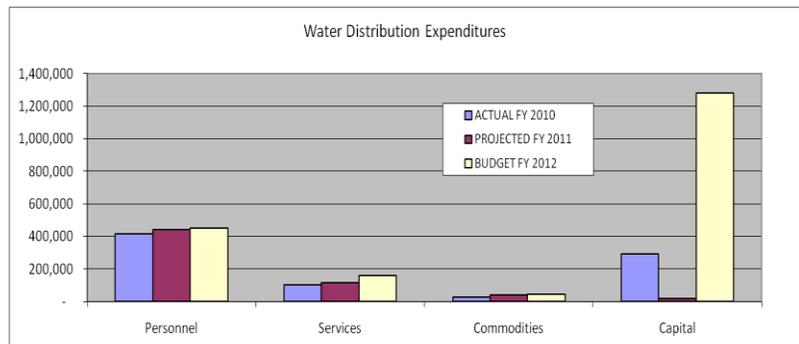
Capital improvements completed in Water Distribution in FY 2011 include the completion of the installation of radio read water meters. This program, performed by in-house personnel over 3 years, replaced over 3,200 residential and commercial water meters. Staff continued to pursue the IEPA low interest loan program funding for water main improvements, and anticipates securing loan approval by the end of FY 2011.

| Water Distribution Division Expenditures | | | | |
|------------------------------------------|-------------------|----------------------|-------------------|-----------------------------------------|
| | ACTUAL FY 2010 | PROJECTED FY 2011 | BUDGET FY 2012 | % Increase (Decrease from Projected) |
| Personnel | 417,463 | 441,557 | 451,353 | 2.22% |
| Services | 103,706 | 116,135 | 161,746 | 39.27% |
| Commodities | 29,453 | 40,860 | 44,750 | 9.52% |
| Subtotal | 550,622 | 598,552 | 657,849 | 9.91% |
| Debt Service | - | - | - | N/A |
| Capital | 293,225 | 19,000 | 1,280,000 | 6636.84% |
| Other | | | | N/A |
| Transfer | - | - | - | N/A |
| Grand Total | 843,847 | 617,552 | 1,937,849 | 213.80% |

In addition, a cargo van used in the water distribution division was replaced.

Goals for Fiscal Year 2012

Capital improvements planned for FY 2012 include construction of the Sheridan Road water main replacement as phase I of the Water Main Improvements to be financed by the IEPA loan. Capital equipment includes the replacement of a pickup truck and utility truck used in the water distribution division duties. Other work will include the completion of contract painting of 250 remaining fire hydrants.



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.

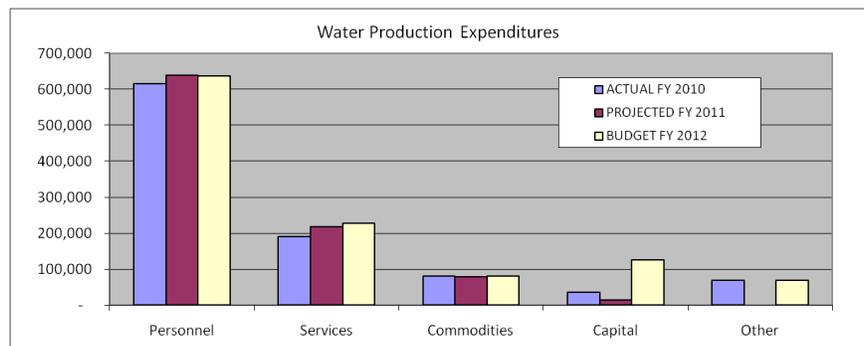
Review of Fiscal Year 2011

Capital improvements completed in FY 2011 include the installation of a pH control system

| Water Production Division Expenditures | | | | |
|-----------------------------------------------|-------------------|----------------------|-------------------|-----------------------------------------|
| | ACTUAL FY 2010 | PROJECTED FY 2011 | BUDGET FY 2012 | % Increase (Decrease from Projected) |
| Personnel | 615,499 | 638,527 | 636,049 | -0.39% |
| Services | 190,835 | 217,636 | 227,087 | 4.34% |
| Commodities | 81,507 | 78,141 | 79,960 | 2.33% |
| Subtotal | 887,841 | 934,304 | 943,096 | 0.94% |
| Debt Service | - | - | - | N/A |
| Capital | 34,717 | 15,000 | 125,000 | 733.33% |
| Other | 69,745 | - | 69,000 | N/A |
| Transfer | - | - | - | N/A |
| Grand Total | 992,303 | 949,304 | 1,137,096 | 19.78% |

Goals for Fiscal Year 2012

Capital expenditures proposed in FY 2012 in the Water Production Division include the installation of an tank mixer in the elevated water storage tank on Frontage Road, replacement of master meters at the plant along with the replacement of lower level windows and the roof on the distribution garage.



DEBT SERVICE FUND

FY 2011

| <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 | 1,200,000 | - | 185,000 | 1,015,000 |
| 2009 | 7,400,000 | 7,400,000 | - | - | 7,400,000 |
| 2009A | 3,890,000 | 3,755,000 | - | 2,140,000 | 1,615,000 |
| | 13,140,000 | 12,355,000 | - | 2,325,000 | 10,030,000 |

FY 2012

| <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 | 1,015,000 | - | 190,000 | 825,000 |
| 2009 | 7,400,000 | 7,400,000 | - | - | 7,400,000 |
| 2009A | 3,890,000 | 1,615,000 | - | 1,615,000 | - |
| | 13,140,000 | 10,030,000 | - | 1,805,000 | 8,225,000 |

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

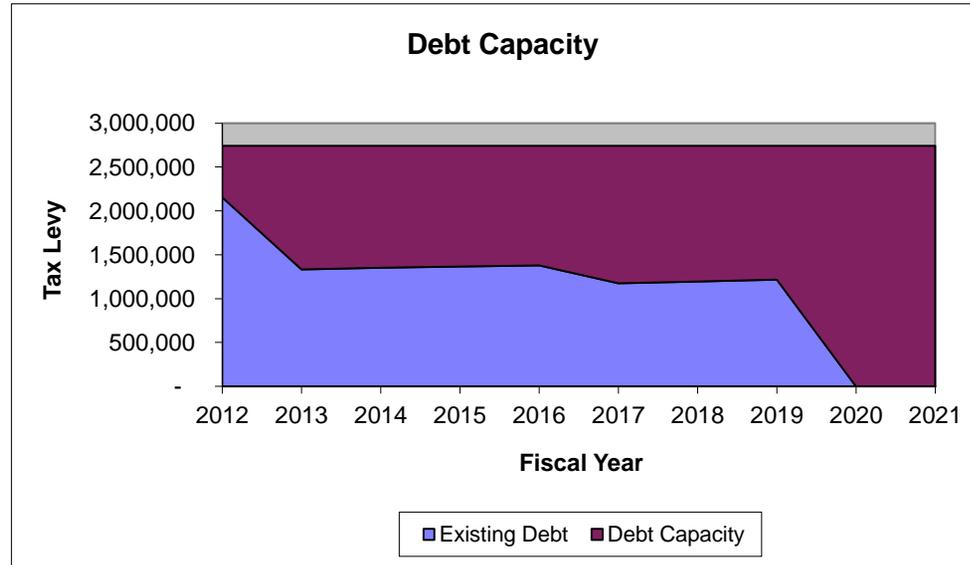
FUND HIGHLIGHTS

At the end of Fiscal Year 2011 the Village debt balance was \$10.0 Million. Absent any new issuances of debt, the debt balance will be \$8.2 Million at the end of Fiscal Year 2012.

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 \$515,612. 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 2012 THROUGH FISCAL YEAR 2021

| <u>SERIES</u> | <u>RETIREMENT DATE</u> | <u>ORIGINAL DEBT</u> | <u>FY 2012</u> | <u>FY 2013</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> |
|---------------------------------------|------------------------|----------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|----------------|----------------|
| 2005 | Dec-15 | 1,850,000 | 222,988 | 221,813 | 225,475 | 223,813 | 221,988 | - | - | - | - | - |
| 2009 | Dec-18 | 7,400,000 | 166,008 | 1,111,008 | 1,127,108 | 1,142,508 | 1,157,208 | 1,174,895 | 1,195,370 | 1,216,995 | - | - |
| 2009A | Dec-18 | 3,890,000 | 1,663,450 | - | - | - | - | - | - | - | - | - |
| Annual Tax Levy | | | 2,052,446 | 1,332,821 | 1,352,583 | 1,366,321 | 1,379,196 | 1,174,895 | 1,195,370 | 1,216,995 | - | - |
| Annual Tax Levy per \$100K EAV | | | 161 | 101 | 100 | 98 | 96 | 79 | 78 | 78 | N/A | N/A |
| Total Original Debt | | 13,140,000 | | | | | | | | | | |



ANNUAL PRINCIPAL PAYMENT ON EXISTING G.O. DEBT SERVICE
FISCAL YEAR 2012 THROUGH FISCAL YEAR 2021

| 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 |
|---------------------------------|-----------------|---------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|---------|---------|
| 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 | - | - |
| 2009A | Dec-11 | 3,890,000 | 1,615,000 | - | - | - | - | - | - | - | - | - |
| 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 | - | - |

Principal Balance

| | | | | | | | | | | |
|-----------------------------------------------------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| March 1 | 10,030,000 | 8,225,000 | 7,085,000 | 5,900,000 | 4,675,000 | 3,410,000 | 2,320,000 | 1,185,000 | - | - |
| February 28 (29) | 8,225,000 | 7,085,000 | 5,900,000 | 4,675,000 | 3,410,000 | 2,320,000 | 1,185,000 | - | - | - |
| Equalized Assessed Valuation (1) 3.0% Annual Increase | 1,276,244,638 | 1,314,531,977 | 1,353,967,936 | 1,394,586,974 | 1,436,424,584 | 1,479,517,321 | 1,523,902,841 | 1,569,619,926 | 1,616,708,524 | 1,665,209,780 |
| G.O. Debt Limit - 10.00% of EAV | 127,624,464 | 131,453,198 | 135,396,794 | 139,458,697 | 143,642,458 | 147,951,732 | 152,390,284 | 156,961,993 | 161,670,852 | 166,520,978 |
| Legal G.O. Debt Margin On 2/28 (29) | 119,399,464 | 124,368,198 | 129,496,794 | 134,783,697 | 140,232,458 | 145,631,732 | 151,205,284 | 156,961,993 | 161,670,852 | 166,520,978 |
| Long Term Debt Per Capita (Assumes Constant Population of 8,723) | 942.91 | 812.22 | 676.37 | 535.94 | 390.92 | 265.96 | 135.85 | - | - | - |
| Long Term Debt per \$100,000 EAV | 644.47 | 538.98 | 435.76 | 335.22 | 237.39 | 156.81 | 77.76 | - | - | - |

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 |
|---------------------------------------|-----------------|---------------|----------------|----------------|----------------|----------------|----------------|---------------|---------------|---------------|---------|---------|
| 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 | - | - |
| 2009A | Dec-11 | 3,890,000 | 48,450 | - | - | - | - | - | - | - | - | - |
| Annual Principal Payment | | | 247,445 | 192,820 | 167,583 | 141,320 | 114,195 | 84,895 | 60,370 | 31,995 | - | - |
| Interest as % of Prin. Balance | | | 2.47% | 2.34% | 2.37% | 2.40% | 2.44% | 2.49% | 2.60% | 2.70% | N/A | N/A |

VILLAGE OF GLENCOE
LIMITED TAX BOND AUTHORITY

| | |
|--------------------------------|---------|
| Annual Extension Available (1) | 515,612 |
| Annual Extension Obligated | 225,000 |
| Available for Debt Service | 290,612 |
| Rate | 3.00% |

| Terms (Yrs) | 7 | 10 | 15 |
|-----------------|-----------|-----------|-----------|
| Annual Payment | 290,517 | 290,497 | 290,503 |
| Issuance Amount | 1,810,000 | 2,478,000 | 3,468,000 |

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

| | |
|------------------------------|---------------|
| 2009 EAV | 1,239,072,464 |
| 1/2 or 1.0% Authority (2) | 6,195,362 |
| Limited Tax Bond Balance (3) | 1,015,000 |
| Remaining 1/2% Authority | 5,180,362 |

Note

- (1) Beginning Tax Year 2009, the available extension increases by CPI.
- (2) Outstanding principal balance reduces this amount available.
- (3) As of 1/1/2011

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% |

10 YEAR EQUALIZED ASSESSED VALUATION (EAV) SUMMARY

| Levy Year | Population (a) | EAV (b) | % Change |
|-------------------------|----------------|---------------|----------|
| 2000 | 8,762 | 405,281,999 | -1.3% |
| 2001 | 8,762 | 511,391,278 | 26.2% |
| 2002 | 8,762 | 553,268,118 | 8.2% |
| 2003 | 8,762 | 554,430,833 | 0.2% |
| 2004 | 8,762 | 743,395,329 | 34.1% |
| 2005 | 8,762 | 802,001,726 | 7.9% |
| 2006 | 8,762 | 805,505,398 | 0.4% |
| 2007 | 8,762 | 1,109,274,339 | 37.7% |
| 2008 | 8,762 | 1,159,724,579 | 4.5% |
| 2009 | 8,762 | 1,239,072,464 | 6.8% |
| 10 YEAR AVERAGE | | 788,334,606 | |
| Average Annual Increase | | 10.5% | |

Sources:

- (a) U.S. Census Bureau data or estimates when unavailable.
- (b) Cook County, Illinois Tax Extension Division.

TOTAL PROPERTY TAX EXTENSIONS

| Levy Year | Extended (a) | % Change | Extended as Percent of EAV |
|--------------|--------------|----------|-------------------------------|
| 2000 | 7,659,829 | 1.80% | 1.89% |
| 2001 | 7,909,568 | 3.26% | 1.55% |
| 2002 | 8,090,483 | 2.29% | 1.46% |
| 2003 | 8,415,313 | 4.01% | 1.52% |
| 2004 | 8,757,197 | 4.06% | 1.18% |
| 2005 | 9,252,813 | 5.66% | 1.15% |
| 2006 | 9,577,706 | 3.51% | 1.19% |
| 2007 | 10,021,420 | 4.63% | 0.90% |
| 2008 | 10,677,741 | 6.55% | 0.92% |
| 2009 | 10,829,493 | 1.42% | 0.87% |
| AVERAGE | 9,119,156 | 3.72% | 1.26% |

Note:

- (a) Including debt service, but excluding Glencoe Public Library.

NEW EQUALIZED ASSESSED VALUE

| Levy Year | New EAV | % of Total EAV |
|--------------|-------------|-------------------|
| 1999 | 5,411,038 | 1.32% |
| 2000 | 5,711,845 | 1.41% |
| 2001 | 14,400,168 | 2.82% |
| 2002 | 10,175,253 | 1.84% |
| 2003 | 10,969,839 | 1.98% |
| 2004 | 12,423,416 | 1.67% |
| 2005 | 21,247,906 | 2.65% |
| 2006 | 20,088,589 | 2.49% |
| 2007 | 23,446,028 | 2.11% |
| 2008 | 9,506,290 | 0.82% |
| 2009 | 24,028,445 | 1.94% |
| TOTAL | 151,997,779 | |
| AVERAGE | 15,199,778 | 1.97% |

VILLAGE OF GLENCOE
ANALYSIS OF DEBT SERVICE CAPACITY

March 1, 2011

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 29, 2012, this limit will be \$127.6 Million. At that time, the Village will have \$8.2 Million in debt applicable to the limit leaving a legal debt margin of \$119.3 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 2012 the limited tax debt cap is \$515,612

In 2005 the Village issued \$1.85 Million in limited tax debt for sewer work using up \$225,000 of that authorization, leaving \$290,000. Assuming 3.0% interest, the Village can issue debt from approximately \$1.8 Million in 7 year term bonds to \$3.4 Million in 15 year term bonds so long as the annual debt service remains at \$290,000. As the 2005 series bonds are retired, the capacity is restored to the maximum level.

Beginning in Fiscal Year 2012, the debt service begins to drop from an annual average of about \$2.7 Million to approximately \$2.0 Million during Fiscal Year 2013 and approximately \$1.3 Million per year through Fiscal Year 2019. Therefore, there is the ability to structure future debt in order to maintain level debt service. 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 \$502,000 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. |
| 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. |

BOND CONSTRUCTION FUND

The Bond Construction Fund is designed to account for activity funded by the issuance of bonds. Each bond is created as a division in order to independently account for any issuance the Village approves. The 2009 General Bonds are intended to fund maintenance resurfacing, parking lot improvements, storm and sanitary sewer improvements, Village Hall renovation work in the Public Safety Department and the purchase of a replacement fire pumper squad.

Review of Fiscal Year 2011

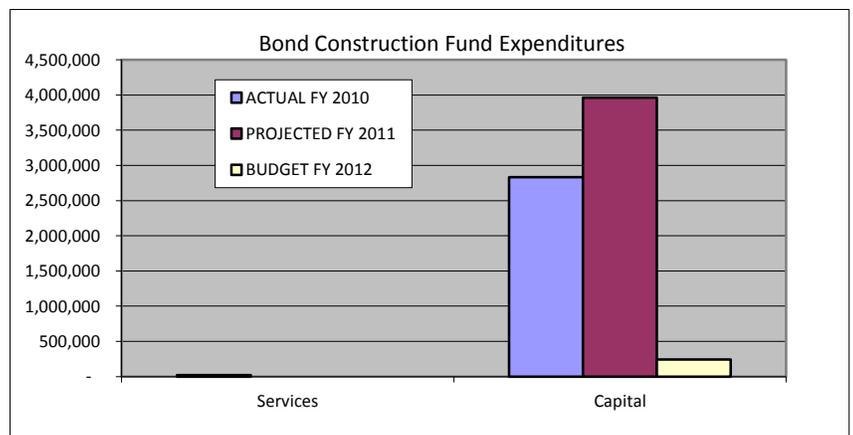
Capital expenditures completed in FY 2011 in the Bond Construction Fund included Year 2 of the maintenance street resurfacing program, including the local funding match of the federally funded (ARRA) Green Bay Road resurfacing improvement from Scott Avenue to Park Avenue. All work in the Village Court parking lot was completed early in FY 2011. The Beach Road and Palos &

| Bond Construction Fund Expenditures | | | | |
|-------------------------------------|-------------------|----------------------|-------------------|-----------------------------------------|
| | ACTUAL FY 2010 | PROJECTED FY 2011 | BUDGET FY 2012 | % Increase (Decrease from Projected) |
| Personnel | | | | N/A |
| Services | 20,467 | - | - | N/A |
| Commodities | - | - | - | N/A |
| Subtotal | 20,467 | - | - | N/A |
| Debt Service | - | - | - | N/A |
| Capital | 2,831,688 | 3,963,618 | 241,378 | -93.91% |
| Other | - | - | - | N/A |
| Transfer | - | - | - | N/A |
| Grand Total | 2,852,155 | 3,963,618 | 241,378 | -93.91% |

Green Bay Road Basin storm sewer improvements were constructed during the year. Building improvements completed in FY 2011 were the design and construction of renovations to the first floor Public Safety Department.

Goals for Fiscal Year 2011

Capital expenditures proposed in FY 2012 in the Bond Construction Fund include fire sprinkler system improvements in the basement and 2nd floor of the Village Hall and energy efficient lighting improvements throughout the Village Hall. Other building improvements will include façade repairs to the Village Hall cupola. Sanitary sewer system improvements will include lining of main-line pipe and sanitary sewer manholes.



Village of Glencoe
Long Range Capital Inventory
From FY 2012 through FY 2021

September 9, 2010
Revised: October 13, 2010

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 2019 Summary (Chart)

Exhibit IV – Total Project Costs during Plan 2021

Exhibit V-Allocation of Cost to Anticipated Funding Source

Summary

This document presents the long range capital inventory contemplated as of September 2010. The long range capital inventory (“Plan”) has been reviewed extensively by staff and 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 will be included as part of the Fiscal Year 2012 Budget as approved by the Village Board.
2. Last year’s plan spanned from FY 2011 through FY 2020. This year’s plan pushes one year forward in advance of the year to be budgeted and spans from FY 2012 through FY 2021.
3. Plan 2021 has decreased by \$1,129,806 from Plan 2020.
4. Other items may have changed in dollar amount from the prior plan. Later refinements of the inventory will provide a comparison of changes from the prior plan.

Exhibit I

Streets, vehicles, water main and equipment represent the largest category of expense contemplated. Of the \$20.5 Million plan total, infrastructure improvements represent 48.7%, buildings & equipment represent 20.1% and vehicles represent 31.2%.

Last year's plan included nearly \$21.6 Million in expenditures, infrastructure improvements represented 54.4%, buildings & equipment represented 19.7% and vehicles represented 25.9%

Exhibit II

Annual expenditure averages \$2,050,697 per year and ranges from \$1,387,130 in Fiscal Year 2019 to \$2,665,652 in Fiscal Year 2016. Greatest volatility from year to year is in the streets, vehicles, sewer categories.

Last year's plan included average annual expenditures of \$2,163,677 per year and ranged from \$688,173 in Fiscal Year 2020 to \$4,546,900 in Fiscal Year 2011. Greatest volatility from year to year is in the streets, vehicles, sewer categories.

Exhibit III

This exhibit presents Exhibit II visually.

Exhibit IV

Water mains, street resurfacing, sidewalk and certain vehicles make up 45.1% of the total \$20.5 Million in projects. After the above mentioned projects, no individual project category is greater than \$900,000 or 4.6% of the inventory total.

Inventory Detail

The inventory is listed by project code that corresponds to the code on Exhibit IV. The detail gives each element of the project then groups them within the project code by fiscal year. Please ignore reference to fund and funding source.

Exhibit V

This exhibit shows distribution of the CIP to accounts that provide the respective service. Additionally, nearly \$2.5 Million of the items listed in the CIP are identified as bond eligible. Most of these projects are street, sewer and sidewalk work. Approximately \$3.2 Million in projects are identified with funding sources to be determined.

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 \$56.6 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 \$1.5 Million per year.

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 2020 <u>Cost</u> | % of <u>Total</u> | Plan 2021 <u>Cost</u> | % of <u>Total</u> |
| Building & Grounds | 1,262,000 | 5.8% | 1,192,000 | 5.8% |
| Equipment | 2,471,700 | 11.4% | 2,073,700 | 10.1% |
| Forestry | 250,000 | 1.2% | 250,000 | 1.2% |
| Hydrants | - | 0.0% | - | 0.0% |
| Meters | - | 0.0% | - | 0.0% |
| Parking | 275,000 | 1.3% | 600,000 | 2.9% |
| Service | - | 0.0% | - | 0.0% |
| Sewer | 1,365,000 | 6.3% | 925,000 | 4.5% |
| Sidewalks | 786,350 | 3.6% | 985,000 | 4.8% |
| Streets | 6,674,434 | 30.8% | 4,300,000 | 21.0% |
| Vehicles | 5,613,000 | 25.9% | 6,407,900 | 31.2% |
| Water Main | 2,939,290 | 13.6% | 3,773,368 | 18.4% |
| Total - All Fund Types | <u>21,636,774</u> | 100.0% | <u>20,506,968</u> | 100.0% |
| | | | | |
| Program Category | | | | |
| Bldg. & Equip. | 4,258,700 | 19.7% | 4,115,700 | 20.1% |
| Vehicles | 5,613,000 | 25.9% | 6,407,900 | 31.2% |
| Infrastructure | 11,765,074 | 54.4% | 9,983,368 | 48.7% |
| Total - All Fund Types | <u>21,636,774</u> | 100.0% | <u>20,506,968</u> | 100.0% |
| Change from prior plan | | | (1,129,806) | |

Exhibit II
Village of Glencoe
Long Range Capital Inventory (from FY 2012 through FY 2021)

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

All Funds

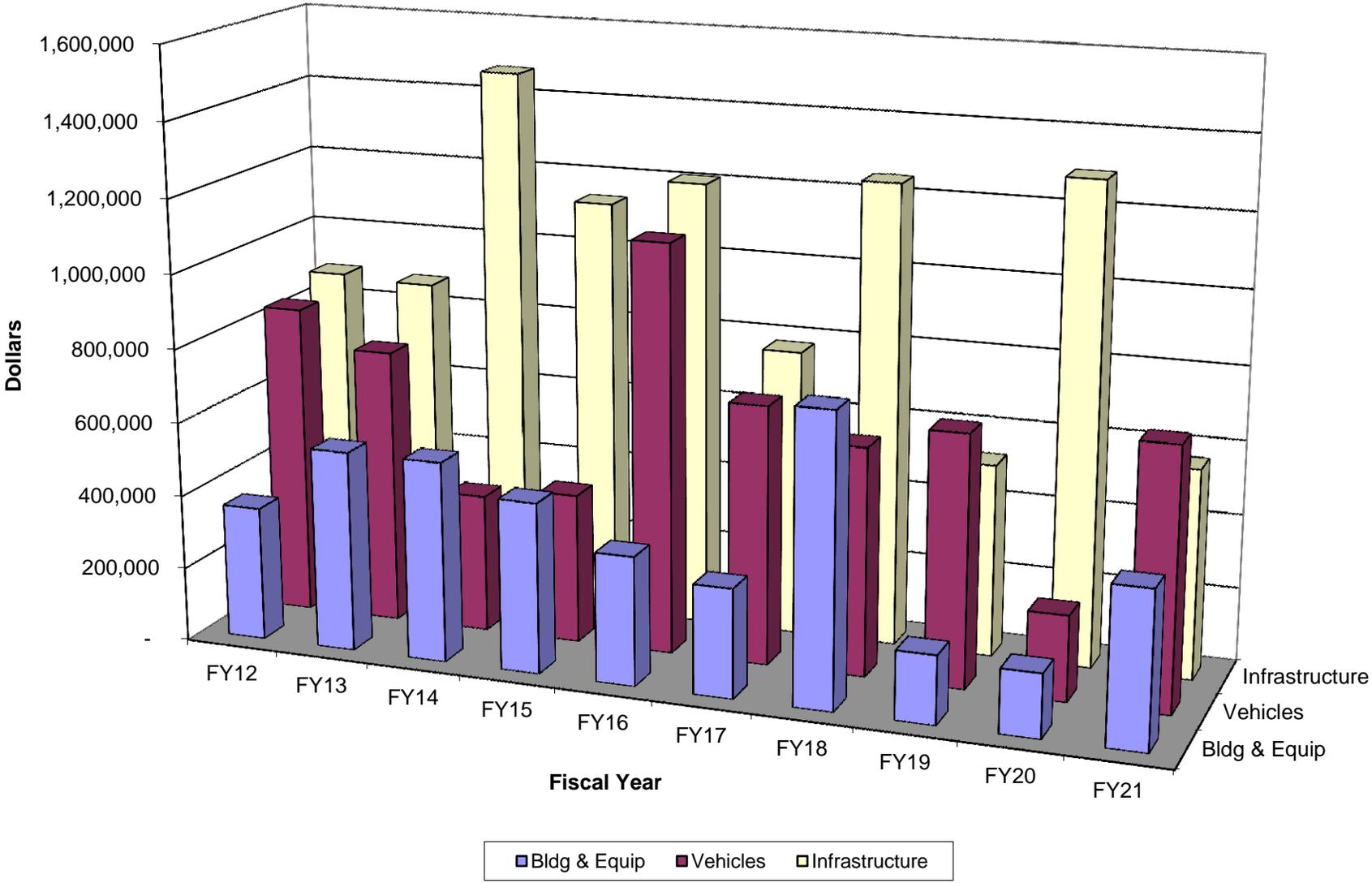
| <u>Program Type</u> | <u>FY12</u> | <u>FY13</u> | <u>FY14</u> | <u>FY15</u> | <u>FY16</u> | <u>FY17</u> | <u>FY18</u> | <u>FY19</u> | <u>FY20</u> | <u>FY21</u> | <u>Total</u> |
|------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|-------------------|
| Building & Grounds | 120,000 | 135,000 | 150,000 | - | 32,000 | 120,000 | 315,000 | - | 20,000 | 300,000 | 1,192,000 |
| Equipment | 242,400 | 258,000 | 242,500 | 312,000 | 67,000 | 125,000 | 420,000 | 135,000 | 151,800 | 120,000 | 2,073,700 |
| Forestry | - | - | - | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | - | - | 250,000 |
| Hydrants | - | - | - | - | - | - | - | - | - | - | - |
| Meters | - | - | - | - | - | - | - | - | - | - | - |
| Parking | - | 150,000 | 150,000 | 100,000 | 200,000 | - | - | - | - | - | 600,000 |
| Service | - | - | - | - | - | - | - | - | - | - | - |
| Sewer | - | 25,000 | 300,000 | - | - | 300,000 | - | - | 300,000 | - | 925,000 |
| Sidewalks | 85,000 | 135,000 | 90,000 | 90,000 | 95,000 | 95,000 | 95,000 | 100,000 | 100,000 | 100,000 | 985,000 |
| Streets | 500,000 | 400,000 | 750,000 | 700,000 | 750,000 | - | 750,000 | - | 450,000 | - | 4,300,000 |
| Vehicles | 843,400 | 747,000 | 373,500 | 405,500 | 1,107,000 | 700,000 | 616,000 | 680,000 | 232,000 | 703,500 | 6,407,900 |
| Water Main | 300,000 | 315,000 | 330,750 | 347,288 | 364,652 | 382,884 | 402,029 | 422,130 | 443,237 | 465,398 | 3,773,368 |
| Total All Funds | 2,090,800 | 2,165,000 | 2,386,750 | 2,004,788 | 2,665,652 | 1,772,884 | 2,648,029 | 1,387,130 | 1,697,037 | 1,688,898 | 20,506,968 |

Average 2,050,697

All Funds

| <u>Program Category</u> | <u>FY12</u> | <u>FY13</u> | <u>FY14</u> | <u>FY15</u> | <u>FY16</u> | <u>FY17</u> | <u>FY18</u> | <u>FY19</u> | <u>FY20</u> | <u>FY21</u> | <u>Total</u> |
|-------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|-------------------|
| Bldg. & Equip. | 362,400 | 543,000 | 542,500 | 462,000 | 349,000 | 295,000 | 785,000 | 185,000 | 171,800 | 420,000 | 4,115,700 |
| Vehicles | 843,400 | 747,000 | 373,500 | 405,500 | 1,107,000 | 700,000 | 616,000 | 680,000 | 232,000 | 703,500 | 6,407,900 |
| Infrastructure | 885,000 | 875,000 | 1,470,750 | 1,137,288 | 1,209,652 | 777,884 | 1,247,029 | 522,130 | 1,293,237 | 565,398 | 9,983,368 |
| Total | 2,090,800 | 2,165,000 | 2,386,750 | 2,004,788 | 2,665,652 | 1,772,884 | 2,648,029 | 1,387,130 | 1,697,037 | 1,688,898 | 20,506,968 |

Capital Plan 2021 Summary



Village of Glencoe

Long Range Capital InventoryTotal Project Costs from Fiscal Year 2012 through Fiscal Year 2021

| <u>Code</u> | <u>Program Name</u> | Prior Plan <u>Cost</u> | Current <u>Plan Cost</u> | \$ Change <u>From Prior</u> | Current | |
|-------------|--------------------------------------------------------------|---------------------------|-----------------------------|--------------------------------|-------------------|-----------------|
| | | | | | <u>% of Total</u> | <u>Accum. %</u> |
| 08-001 | Distribution Mains | 2,939,290 | 3,773,368 | 834,078 | 18.4% | 18.4% |
| 06-001 | Street Resurfacing - Local Streets | 6,118,434 | 3,200,000 | (2,918,434) | 15.6% | 34.0% |
| 07-013 | Other Vehicles | 1,166,000 | 1,286,500 | 120,500 | 6.3% | 40.3% |
| 05-001 | Residential Sidewalks | 786,350 | 985,000 | 198,650 | 4.8% | 45.1% |
| 07-001 | Refuse Packers | 741,000 | 943,400 | 202,400 | 4.6% | 49.7% |
| 04-001 | Sanitary Sewer Upgrades | 1,340,000 | 900,000 | (440,000) | 4.4% | 54.1% |
| 07-005 | Dump Trucks | 856,000 | 889,000 | 33,000 | 4.3% | 58.4% |
| 07-008 | Public Safety Vehicles | 755,000 | 830,000 | 75,000 | 4.0% | 62.5% |
| 06-005 | Green Bay Road | 456,000 | 700,000 | 244,000 | 3.4% | 65.9% |
| 02-007 | Sewer Equipment | 493,500 | 608,500 | 115,000 | 3.0% | 68.8% |
| 01-009 | Facility Improvements | 155,000 | 520,000 | 365,000 | 2.5% | 71.4% |
| 02-001 | 911 System Equipment | 495,000 | 495,000 | - | 2.4% | 73.8% |
| 07-010 | Fire Engine | 425,000 | 425,000 | - | 2.1% | 75.9% |
| 03-002 | Commuter Parking | 75,000 | 400,000 | 325,000 | 2.0% | 77.8% |
| 06-003 | Dundee Road | 100,000 | 400,000 | 300,000 | 2.0% | 79.8% |
| 07-006 | End Loaders | 330,000 | 339,000 | 9,000 | 1.7% | 81.4% |
| 02-015 | Water Plant Equipment | 297,000 | 312,000 | 15,000 | 1.5% | 82.9% |
| 07-009 | Sidewalk Tractors | 301,000 | 266,000 | (35,000) | 1.3% | 84.2% |
| 09-002 | Tree Replacement | 250,000 | 250,000 | - | 1.2% | 85.4% |
| 07-007 | Aerial Tower Truck | 240,000 | 240,000 | - | 1.2% | 86.6% |
| 07-003 | Ambulance | 210,000 | 210,000 | - | 1.0% | 87.6% |
| 03-003 | Temple Court Parking | 200,000 | 200,000 | - | 1.0% | 88.6% |
| 02-008 | Radio Replacement | 192,800 | 196,800 | 4,000 | 1.0% | 89.6% |
| 01-006 | HVAC Upgrade | 170,000 | 180,000 | 10,000 | 0.9% | 90.5% |
| 02-003 | Computer Equipment | 242,000 | 180,000 | (62,000) | 0.9% | 91.3% |
| 02-006 | Lap Top Computers - PS | 140,000 | 175,000 | 35,000 | 0.9% | 92.2% |
| 07-004 | Street Sweeper | 175,000 | 175,000 | - | 0.9% | 93.0% |
| 01-010 | Contaminant Early Detection System | 160,000 | 160,000 | - | 0.8% | 93.8% |
| 02-009 | Leaf Program Equipment | 137,400 | 137,400 | - | 0.7% | 94.5% |
| 02-013 | Fire Program | 166,000 | 136,000 | (30,000) | 0.7% | 95.2% |
| 01-004 | Range Upgrade | 135,000 | 135,000 | - | 0.7% | 95.8% |
| 11-001 | Computer Systems | - | 130,000 | 130,000 | 0.6% | 96.4% |
| 07-012 | Pothole Patch Truck | 123,000 | 123,000 | - | 0.6% | 97.0% |
| 01-007 | UV Disinfection System | 120,000 | 120,000 | - | 0.6% | 97.6% |
| 01-011 | Life Safety/Security Upgrade | 225,000 | 100,000 | (125,000) | 0.5% | 98.1% |
| 01-008 | Intake Chemical Feed | 90,000 | 90,000 | - | 0.4% | 98.6% |
| 02-011 | Furniture Upgrade | 102,000 | 81,000 | (21,000) | 0.4% | 99.0% |
| 02-005 | Squad Car Video Cameras | 80,000 | 80,000 | - | 0.4% | 99.3% |
| 01-002 | Window Replacement | 30,000 | 50,000 | 20,000 | 0.2% | 99.6% |
| 01-005 | Kitchen Upgrade | 35,000 | 35,000 | - | 0.2% | 99.8% |
| 02-012 | Parking Program | 45,000 | 25,000 | (20,000) | 0.1% | 99.9% |
| 04-004 | Harbor Street Lake Wall | 25,000 | 25,000 | - | 0.1% | 100.0% |
| 01-001 | Village Hall Renovation | 300,000 | - | (300,000) | 0.0% | 100.0% |
| 01-003 | Roof Replacement | - | - | - | 0.0% | 100.0% |
| 02-002 | Air Pack Replacements | 30,000 | - | (30,000) | 0.0% | 100.0% |
| 02-010 | Office Equipment | 154,000 | - | (154,000) | 0.0% | 100.0% |
| 02-014 | Water Meters | - | - | - | 0.0% | 100.0% |
| 02-019 | Audio/Visual Equipment | 30,000 | - | (30,000) | 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% |
| 08-004 | Water Reservoir Upgrade | - | - | - | 0.0% | 100.0% |
| 09-001 | Tree Removal | - | - | - | 0.0% | 100.0% |
| 10-001 | Storm Sewer Upgrades | - | - | - | 0.0% | 100.0% |
| | Total Programs | 21,636,774 | 20,506,968 | (1,129,806) | | |
| | % Variance from Prior Plan | | | -5.2% | | |
| | Proposed Use of Bond Proceeds & Related Financing Sources | 3,701,000 | - | | | |
| | Remaining Inventory | 17,935,774 | 20,506,968 | | | |

Exhibit V

Village of Glencoe
Long Range Capital Inventory
Fiscal Year 2012 through Fiscal Year 2021

Allocation of Cost to Anticipated Funding Source

| <u>Anticipated Funding Source</u> | <u>Allocated Cost</u> | <u>% of Total</u> |
|-----------------------------------|-----------------------|-------------------|
| Bond Proceeds | - | 0.0% |
| E911 Revenue | 1,168,800 | 5.7% |
| Garbage Fund Revenue | 1,232,800 | 6.0% |
| General Fund Revenue | 5,257,000 | 25.6% |
| General Fund - Bond Eligible | 2,475,000 | 12.1% |
| General Fund - TBD | 950,000 | 4.6% |
| General Fund - Grants | 2,315,000 | 11.3% |
| Motor Fuel Tax Revenue | 2,300,000 | 11.2% |
| Water Services Revenue | 4,808,368 | 23.4% |
| TOTAL | 20,506,968 | 100.0% |

Note

(1) To be determined sources include projects that would not proceed unless there was available grant funding or other alternative sources.

Exhibit VI
Village of Glencoe
Long Range Financial Plan
Plan 2021 Base Year Cost-To-Replace-New (CRN) Factors

Inventory CRN Value

| <u>Program Type</u> | <u>Inventory</u> | <u>Units</u> | <u>Unit Cost</u> | <u>Design Engineering</u> | <u>Total (1)</u> | <u>Life</u> |
|---------------------|------------------|--------------|------------------|---------------------------|------------------|-------------|
| 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 | 1.50 | 1,125,000 | 8,625,000 | 15 |
| Water Main | 270,000 | LF | 75.00 | 3,037,500 | 23,287,500 | 50 |
| Total | | | | | 56,662,500 | |

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> |
|---------------------|------------------|--------------|------------------|--------------------|---------------------|
| Sewer | 4,200 | LF | 75.00 | 0 | 315,000 |
| Sidewalks | 36,000 | SF | 5.00 | 0 | 180,000 |
| Streets | 333,333 | SF | 1.50 | 75,000.00 | 575,000 |
| Water Main | 5,400 | LF | 75.00 | 60,750.00 | 465,750 |
| Total | | | | | 1,535,750 |

Village of Glencoe
Long Range Financial Forecast
Through Fiscal Year 2016

October 14, 2010

TABLE OF CONTENTS

| | |
|----------------------------|----|
| Executive Summary..... | 3 |
| Review of Assumptions..... | 4 |
| Issues to Consider..... | 7 |
| General Fund..... | 11 |
| Water Fund..... | 15 |
| Garbage Fund..... | 19 |
| Debt Service Fund..... | 23 |
| Motor Fuel Tax Fund..... | 32 |
| E911 Fund..... | 35 |
| Assumptions..... | 38 |

Executive Summary

This annual update to the five-year financial forecast describes the expected financial condition of the Village through Fiscal Year 2016. 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.

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

1. Increases in fees and charges for service;
2. Decrease in the amount of the transfer from the General Fund to the Garbage Fund to support garbage services;
3. Manage capital inventory to existing budgetary constraints;
4. Seek issuance of bonds to pay for projects and equipment, appropriate to be purchased with bonds;
5. Amend service levels to achieve cost reductions (no specific recommendations provided).

Generally the forecast anticipates continued ability to fund Village operations. However, in order to fund operations, certain capital projects and equipment provided for in the annual update of the Village's 10 year Capital Improvement Program (CIP) will likely have to be deferred or otherwise financed.

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 2010 tax levy (for Fiscal Year 2012) can increase by 2.7%. 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 2010, the change in CPI would allow an increase in the 2011 tax levy (for Fiscal Year 2013) of 1.1% (forecast assumes 1.1%). The factor for 2012, 2013 and 2014 tax levies is an increase of 2.0%

Municipal Utility Taxes

The forecast includes a decrease in base utility taxes from \$808,000 to \$756,000 based upon projected Fiscal Year 2011 year-end estimates. Annual increases of 2% from the reduced base are included.

Cable Tax

These revenues continue to be strong. The base revenue remains at Fiscal Year 2011 levels of \$166,345. Perhaps more people are staying home and watching TV (and taking advantage of additional cable services) versus going out for more costly entertainment. The cable fees include a 3% annual increase from the Fiscal Year 2011 base.

Telecommunications Tax

The forecast includes a decrease in base telecommunications tax from \$620,600 to \$553,000 based upon projected Fiscal Year 2011 year-end estimates. Annual increases of 2% from the reduced base are included.

Sales Tax

Year-to-date the revenues from sales tax is ahead of the estimated budget. It is projected that the Village will receive \$1,537,000 in sales tax. The budget included \$1,414,000 in sales tax. The forecast includes a base level of sales tax of \$1,461,000 and projects 3% growth from the FY 2011 base level and 3% annual increases thereafter.

Water & Sewer Charges

Forecast includes a rate increase program based on the change in CPI up to 5% with a minimum 2% annual increase. Fiscal Year 2012 increase is 2.7% with increases for the remainder of the forecast being 2% annually. Rate increases may actually need to be higher depending on need for capital improvements in water production and distribution systems and/or debt service requirement. The consumption of water is projected to continue at Fiscal Year 2010 levels. Fiscal Year 2011 water sales are projected to be at \$1,982,000. The Fiscal Year 2011 base amount reverts to the Fiscal Year 2011 budget of \$1,878,400.

Garbage Service Fees

Forecast includes a rate increase program based on the change in CPI up to 5% with a minimum 2% annual increase. Fiscal Year 2012 increase is 2.7% with increases for the remainder of the forecast being 2% annually. Rate increases may be higher depending on need for capital equipment and/or debt service requirement. The base amount used in the forecast is slightly less than the budget. This is due to a reduction in the annual revenue for optional second collection from \$103,000 to \$95,000.

Building Permits

Year-to-date the revenue from building permits is ahead of the estimated budget. It is projected that the Village will receive nearly \$743,000 in building permits. The budget included \$575,000. The forecast includes a base level of building permit revenue of \$635,000 and projects 0% growth during Fiscal Year 2012 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 fee suggestions may be proposed as the survey results are evaluated.

EXPENDITURE

Salaries

Forecast includes 2% increases with a 0.5% attrition factor. The attrition factor means that expenditures will be 0.5% less than budgeted due to turnover of employees. Attrition factor may actually be less during times of economic uncertainty. Fiscal Year 2012 agreement with the Public Works Union provides for a 2.0% increase in base wages. The wage increase factor proposed is consistent with the change in CPI forecast during the term of the forecast.

Employee Benefits

The forecast includes a 5% annual increase in the cost of benefits. The forecast is based upon benefit levels as they presently exist with no changes. With the 2011 renewal, there will be certain adjustments in benefit level to moderate the increase. Also, effective March 1, 2011, employees with single coverage will begin to pay a portion of their coverage.

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 IMRF rate will be increasing 10% from 9.79% to 10.77%. The figures listed in the plan as presented are based upon IMRF optional contribution levels (capped at annual 10% increases). The IMRF offers an opportunity to "catch-up fund" to the full actuarially required contribution level (ARC).

It is anticipated that required contribution for police pension will decrease from \$1.7 Million to \$1.6 Million from Fiscal Year 2011 to Fiscal Year 2012. The forecast includes the contribution levels required by policy (the 1994 mortality table figure).

Cost of Services

Forecast completed using an annual increase factor based upon the annual change in CPI with a minimum 2% increase.

Cost of Commodities (Supplies & Equipment)

Forecast completed using an annual increase factor based upon the annual change in CPI with a minimum 2% increase.

Capital Expenditure

Not included beyond Fiscal Year 2011.

Community Grants

Each year is decreased by 5% 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)

Issues to Consider

Property Taxes

1. The allowable increase in 2010 tax levy from the 2009 tax extension is 2.7%. This is based on the change in CPI from December 2008 to December 2009. This represents an increase of approximately 218,700 from the 2009 levy of \$8.1 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 rate and value impact the distribution of the tax burden.
3. Due to use of lagging CPI figure, the percentage increase in the prior year's property tax extension will always lag behind the current economic conditions. In the present environment, property taxes will lag behind any economic recovery (i.e. the change in CPI-U from December 2008 through December 2009 establishes the tax cap increase percentage for the property taxes to be levied in December 2010). Based upon the change in CPI through July 2010, it is estimated that the percentage increase in the 2011 tax levy (FY 2013 Budget) will be approximately 1.1%

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. During Fiscal Year 2010, net plan assets rebounded to \$20.6 Million. This swing in net asset value is primarily because of the impact of the change in value of investments from Fiscal Year 2008 through Fiscal Year 2010.
2. The annual funding requirement (by property taxes--levied in December 2010) is projected to decrease from \$1,408,000 (\$1.7 Million budgeted funding--all sources) to approximately \$1,300,000 (approximately \$1.6 Million funding--all sources). Sources other than property tax came from fund balance in the General Fund. This change is attributable to the recovery of net asset value, the practice of actually funding based on more current actuarial assumptions, and Fiscal Year 2010 salaries paid being slightly less than Fiscal Year 2009. The decrease in total salaries is attributed to vacancies within the department.
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.
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. Beyond Fiscal Year 2010, the Fire Pension Fund has resources to fund approximately 1.5 years of annuities. After that the Fund will be on a pay-as-you-go basis. The annual cost is approximately \$110,000 per year. Last year's actuarial funding level was approximately \$37,000.
2. The Firefighter's Pension Fund Board recommends an increase in the amount of funding (to between \$75,000 and \$100,000) in order to reduce the impact of the full funding of pension obligations on a pay-as-you-go basis when pension resources are depleted. 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.

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, the Village opted for the optional rate of 9.79% versus the ARC Rate of 12.62%. The optional rate for 2011 is 10.77% and the ARC rate is 12.35%.
2. Catch-up funding of the 2010 contribution to the ARC rate is estimated to cost \$165,000 (subject to confirmation by IMRF). Of that amount, the Village's share is \$135,000, the Golf Club is \$11,000 and the Library is \$19,000. If the Village opts to do catch up funding and the Library does not, the Library would still benefit from the future rate reduction.
3. Full optional catch-up is not required, partial catch-up is acceptable to IMRF.
4. 2010 Catch-up funding would not decrease the 2011 rates. Impact of the catch-up funding would not be realized until 2012.
5. The Fiscal Year 2011 Budget is based upon the optional rate of 9.79%. Catch-up funding would be beyond the approved IMRF Budget.
6. It is estimated that 2011 IMRF catch-up would cost approximately \$93,000. Of that amount, the Village represents \$76,000, the Golf Club represents \$6,000, and the Library represents \$11,000.
7. For Fiscal Year 2012, consider budgeting at the ARC rate and determining later in the year if that catch-up contribution can occur.

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 increase resources for the Firefighter's Pension Fund?
3. What is the ability of the General Fund to be able to fund 2010 IMRF catch-up this fiscal year?

4. What is the ability of the General Fund to be able to budget IMRF cost (FY 2012) at the ARC rate and fund 2011 IMRF catch-up?
5. How will economic conditions impact building permits, sales tax and income tax?
6. What is the potential for further legislative action to reduce or further delay state shared revenues?
7. Consider increasing the liability insurance deductible (IRMA) from \$50,000 to \$100,000. This will provide an additional credit towards future increases. Consider increasing the minimum fund balance requirement to provide additional resources in the event payment of such a deductible is required (i.e increase minimum threshold from \$1.0 Million to \$1.1 Million).
8. 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 2011 Management Fee.

Garbage Fund

1. 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)?
4. Increase 10% minimum undesignated fund balance threshold if liability insurance deductible is increased from \$50,000 to \$100,000.

Water Fund

1. Revenue from sale of water will be calculated using rate times the Fiscal Year 2010 volume of water pumped.
2. Increase minimum net assets policy to reflect variability in water pumped and possible change liability insurance deductible from \$50,000 to \$100,000.
3. The Water Fund ended Fiscal Year 2010 with unrestricted net assets of (\$240,694). With a reduced capital budget and increased rates, the Water Fund is projected to have a positive unrestricted net asset balance at the end of Fiscal Year 2011. Consider use of the unrestricted net asset balance as the "fund balance" for the Water Fund.

4. Consider ability of Water Fund to pay for capital equipment and projects. Review other funding sources (i.e. alternate revenue bonds, IEPA loan program). Consider impact on rates to pay debt service.

Motor Fuel Tax Fund

1. It is expected that Motor Fuel Tax will drop from approximately \$220,000 per year to \$206,000 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 2010 ending balance was \$402,216.
2. Review other expenditures to see if they qualify as E911 expenditures.
3. E911 surcharge is projected to drop from over \$105,000 to just over \$99,000.
4. Cellular 911 surcharge is projected to drop slightly from the prior year from nearly \$51,000 to nearly \$47,000.

Debt Service Fund

1. Consider 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.

General Fund

Village of Glencoe
 General Fund
 FY 2016 Long Range Forecast

General Fund Summary Analysis

Available Sources

| | | |
|-------------------------------|------------------|-----------------------------|
| Excess of Fund Balance Target | 391,652 | FY 2011 EXCESS |
| Operating Excess During Plan | <u>1,266,582</u> | FY 12-16 ACCUMULATED EXCESS |
| Total Sources | 1,658,234 | |

Potential Remaining Uses

| | | |
|-----------------------|---------------|-----------|
| Capital Inventory | 6,226,000 | |
| FY 2011 IMRF Catch-Up | 101,700 | Estimated |
| FY 2012 IMRF Catch-Up | <u>57,350</u> | Estimated |
| Total Uses | 6,385,050 | |

Excess (Deficit) (4,726,816)

Options

- (1) Increase fees and charges.
- (2) Decrease transfer to garbage fund (requires increase in garbage fees.)
- (3) Manage capital inventory to budgetary constraints (current practice).
- (4) Seek issuance of bonds for appropriate items.
- (5) Not fund IMRF catch-up (\$159,050 estimated).
- (6) Not fund additional Police Pension (\$1.8 Million).
- (7) Amend service levels to achieve cost reductions (not determined).

| Village of Glencoe | | | | | | | | |
|-----------------------------|---------------------|---------------------|--------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| General Fund | | | | | | | | |
| FY 2016 Long Range Forecast | | | | | | | | |
| | <u>2011 Bud</u> | <u>2011 Prj</u> | <u>\$ from Bud</u> | <u>2012</u> | <u>2013</u> | <u>2014</u> | <u>2015</u> | <u>2016</u> |
| Operating Revenue | | | | | | | | |
| Charges for Service | | | | | | | | |
| Sewer Charge | 513,880 | 513,880 | - | 527,858 | 538,415 | 549,183 | 560,167 | 571,370 |
| Ambulance Fees | 159,000 | 141,000 | (18,000) | 148,944 | 151,923 | 154,961 | 158,061 | 161,222 |
| Special Services | - | - | - | - | - | - | - | - |
| Sub-Total | 672,880 | 654,880 | (18,000) | 676,802 | 690,338 | 704,144 | 718,228 | 732,592 |
| | | 97.3% | | 0.6% | 2.0% | 2.0% | 2.0% | 2.0% |
| Permits | | | | | | | | |
| Building Permits | 607,420 | 774,608 | 167,188 | 667,485 | 680,835 | 694,452 | 708,341 | 722,508 |
| Alarm Permits | 90,300 | 75,000 | (15,300) | 77,040 | 78,581 | 80,152 | 81,755 | 83,391 |
| Sub-Total | 697,720 | 849,608 | 151,888 | 744,525 | 759,416 | 774,604 | 790,096 | 805,899 |
| | | 121.8% | | 6.7% | 2.0% | 2.0% | 2.0% | 2.0% |
| Licenses | | | | | | | | |
| Liquor Licenses | 21,000 | 23,500 | 2,500 | 21,571 | 22,003 | 22,443 | 22,892 | 23,349 |
| Vehicle Licenses | 258,400 | 260,000 | 1,600 | 260,000 | 260,000 | 260,000 | 260,000 | 260,000 |
| Business Licenses | 22,000 | 29,000 | 7,000 | 22,598 | 23,050 | 23,511 | 23,982 | 24,461 |
| Animal Licenses | 6,600 | 6,500 | (100) | 6,600 | 6,600 | 6,600 | 6,600 | 6,600 |
| Sub-Total | 308,000 | 319,000 | 11,000 | 310,769 | 311,653 | 312,554 | 313,474 | 314,410 |
| | | 103.6% | | 0.9% | 0.3% | 0.3% | 0.3% | 0.3% |
| Fees | | | | | | | | |
| Parking Fees | 112,750 | 106,510 | (6,240) | 110,172 | 112,336 | 114,544 | 116,796 | 120,241 |
| Management Fee | 140,000 | 140,000 | - | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 |
| Sub-Total | 252,750 | 246,510 | (6,240) | 250,172 | 252,336 | 254,544 | 256,796 | 260,241 |
| | | 97.5% | | -1.0% | 0.9% | 0.9% | 0.9% | 1.3% |
| Other Revenue | | | | | | | | |
| Reimbursement | 141,359 | 99,859 | (41,500) | 119,395 | 97,397 | 75,400 | 75,400 | 75,400 |
| Special Services | 47,590 | 70,000 | 22,410 | 48,542 | 49,513 | 50,503 | 51,513 | 52,543 |
| Sub-Total | 188,949 | 169,859 | (19,090) | 167,937 | 146,910 | 125,903 | 126,913 | 127,943 |
| | | 89.9% | | -11.1% | -12.5% | -14.3% | 0.8% | 0.8% |
| Total Operating Rev. | 2,120,299 | 2,239,857 | 119,558 | 2,150,205 | 2,160,653 | 2,171,749 | 2,205,507 | 2,241,085 |
| | | | | 1.4% | 0.5% | 0.5% | 1.6% | 1.6% |
| Operating Expenses | | | | | | | | |
| Personnel | | | | | | | | |
| Salaries | 7,287,366 | 7,204,571 | (82,795) | 7,325,749 | 7,431,818 | 7,539,468 | 7,648,722 | 7,759,604 |
| Benefits | 1,371,114 | 1,366,831 | (4,283) | 1,439,670 | 1,511,653 | 1,587,236 | 1,666,598 | 1,749,928 |
| Pension Cost | 2,387,212 | 2,392,940 | 5,728 | 2,268,601 | 2,326,654 | 2,386,299 | 2,447,582 | 2,510,550 |
| Unemp. Ins. | 20,000 | 20,000 | - | 20,400 | 20,808 | 21,224 | 21,649 | 22,082 |
| Sub-Total | 11,065,692 | 10,984,342 | (81,350) | 11,054,420 | 11,290,933 | 11,534,227 | 11,784,551 | 12,042,164 |
| | | 99.3% | | -0.1% | 2.1% | 2.2% | 2.2% | 2.2% |
| Services | 1,698,210 | 1,679,950 | (18,260) | 1,821,296 | 1,864,472 | 1,887,019 | 1,924,760 | 1,982,728 |
| Commodities | 873,979 | 881,660 | 7,681 | 897,751 | 915,706 | 934,020 | 952,701 | 971,755 |
| Other Expense | | | | | | | | |
| Community Grants | 83,535 | 83,535 | - | 79,838 | 76,326 | 72,990 | 69,821 | 66,809 |
| Professional Servc. | 27,200 | 26,742 | (458) | 27,200 | 27,200 | 27,200 | 27,200 | 27,200 |
| Employment Exp. | 20,130 | 20,130 | - | 20,130 | 20,130 | 20,130 | 20,130 | 20,130 |
| Other | 180,000 | 180,000 | - | 162,000 | - | - | - | - |
| Misc. Refunds | 2,250 | 66,077 | 63,827 | 2,250 | 2,250 | 2,250 | 2,250 | 2,250 |
| Transfers Out | 350,000 | 350,000 | - | 350,000 | 350,000 | 350,000 | 350,000 | 350,000 |
| Uncollectible | - | - | - | - | - | - | - | - |
| Sub-Total | 3,235,304 | 3,288,094 | 52,790 | 3,360,465 | 3,256,084 | 3,293,609 | 3,346,862 | 3,420,872 |
| | | 101.6% | | 3.9% | -3.1% | 1.2% | 1.6% | 2.2% |
| Total Operating Exp. | 14,300,996 | 14,272,436 | (28,560) | 14,414,885 | 14,547,017 | 14,827,836 | 15,131,413 | 15,463,036 |
| NET OPERATIONS | (12,180,697) | (12,032,579) | 148,118 | (12,264,680) | (12,386,364) | (12,656,087) | (12,925,906) | (13,221,951) |
| General Revenue | | | | | | | | |
| Taxes | | | | | | | | |
| Property Tax | 7,205,327 | 7,205,327 | - | 7,401,312 | 7,482,726 | 7,632,381 | 7,785,028 | 7,940,729 |

| | <u>2011 Bud</u> | <u>2011 Prj</u> | <u>\$ from Bud</u> | <u>2012</u> | <u>2013</u> | <u>2014</u> | <u>2015</u> | <u>2016</u> |
|----------------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Property Tax - Garbage | 687,243 | 687,243 | - | 687,243 | 687,243 | 687,243 | 687,243 | 687,243 |
| Utility Tax | 1,428,600 | 1,309,440 | (119,160) | 1,324,120 | 1,350,602 | 1,377,614 | 1,405,167 | 1,433,270 |
| Sales Tax | 1,527,120 | 1,647,547 | 120,427 | 1,602,268 | 1,650,336 | 1,699,846 | 1,750,842 | 1,803,367 |
| Income Tax | 707,000 | 680,000 | (27,000) | 693,600 | 707,472 | 721,621 | 736,054 | 758,135 |
| Cable Tax - Other | 166,345 | 166,644 | 299 | 171,335 | 176,475 | 181,770 | 187,223 | 192,839 |
| PPRT | 78,053 | 75,715 | (2,338) | 78,074 | 80,416 | 82,829 | 85,314 | 87,873 |
| Sub-Total | 11,799,688 | 11,771,916 | (27,772) | 11,957,952 | 12,135,270 | 12,383,304 | 12,636,871 | 12,903,456 |
| | | 99.8% | | 1.3% | 1.5% | 2.0% | 2.0% | 2.1% |
| Fines & Forfeits | 142,350 | 146,000 | 3,650 | 142,350 | 142,350 | 142,350 | 142,350 | 142,350 |
| Interest | 96,065 | 101,145 | 5,080 | 97,276 | 98,505 | 99,768 | 101,050 | 102,350 |
| Other Revenue | | | | | | | | |
| Grants | - | - | - | - | - | - | - | - |
| Other | 160,116 | 190,991 | 30,875 | 177,531 | 180,141 | 182,804 | 185,520 | 188,291 |
| Gifts/Contributions | 1,500 | 1,100 | (400) | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 |
| Leases | 124,935 | 85,155 | (39,780) | 86,858 | 88,595 | 90,367 | 92,175 | 94,018 |
| Other Sources | - | - | - | - | - | - | - | - |
| Sale of Assets | - | - | - | - | - | - | - | - |
| Transfers In | - | - | - | - | - | - | - | - |
| Sub-Total | 524,966 | 524,391 | (575) | 505,515 | 511,091 | 516,789 | 522,595 | 528,509 |
| | | 99.9% | | -3.7% | 1.1% | 1.1% | 1.1% | 1.1% |
| Total General Rev. | 12,324,654 | 12,296,307 | (28,347) | 12,463,467 | 12,646,361 | 12,900,093 | 13,159,466 | 13,431,965 |
| TOTAL OPERATING EXCESS (DEFICIT) | 143,957 | 263,728 | 119,771 | 198,787 | 259,997 | 244,006 | 233,560 | 210,014 |
| Capital Expenses | | | | | | | | |
| Capital | | | | | | | | |
| Sub-Total | 545,000 | 544,553 | (447) | 0 | 0 | 0 | 0 | 0 |
| TOTAL CAPITAL INVENTORY | | | | 716,000 | 1,349,000 | 1,360,500 | 1,308,500 | 1,492,000 |
| TOTAL EXCESS (DEFICIT) | (401,043) | (280,825) | 120,218 | 198,787 | 259,997 | 244,006 | 233,560 | 210,014 |
| General Fund Summary | | | | | | | | |
| | <u>2011 Bud</u> | <u>2011 Prj</u> | | <u>2012</u> | <u>2013</u> | <u>2014</u> | <u>2015</u> | <u>2016</u> |
| Beginning Balance (Unaudited) | 2,099,721 | 2,099,721 | | 1,818,896 | 2,017,683 | 2,277,680 | 2,521,686 | 2,755,246 |
| Ending Balance | 1,698,678 | 1,818,896 | | 2,017,683 | 2,277,680 | 2,521,686 | 2,755,246 | 2,965,260 |
| Target (10% of Operations) | 1,430,100 | 1,427,244 | | 1,441,489 | 1,454,702 | 1,482,784 | 1,513,141 | 1,546,304 |
| Budget Reconciliation | | | | | | | | |
| Revenue | 14,444,953 | 14,536,164 | 91,211 | 14,613,672 | 14,807,014 | 15,071,842 | 15,364,973 | 15,673,050 |
| Expenditure | 14,845,996 | 14,816,989 | (29,007) | 14,414,885 | 14,547,017 | 14,827,836 | 15,131,413 | 15,463,036 |
| Excess/(Deficit) | (401,043) | (280,825) | 120,218 | 198,787 | 259,997 | 244,006 | 233,560 | 210,014 |

Water Fund

Village of Glencoe
 Water Fund
 FY 2016 Long Range Forecast

Water Fund Summary Analysis

Available Sources

| | | |
|-------------------------------|------------------|-----------------------------|
| Excess of Fund Balance Target | 207,320 | FY 2011 EXCESS |
| Operating Excess During Plan | <u>1,947,562</u> | FY 12-16 ACCUMULATED EXCESS |
| Total Sources | 2,154,882 | |

Potential Remaining Uses

| | | |
|-----------------------|---------------|-----------|
| Capital Inventory | 2,402,690 | |
| FY 2011 IMRF Catch-Up | 21,400 | Estimated |
| FY 2012 IMRF Catch-Up | <u>12,100</u> | Estimated |
| Total Uses | 2,436,190 | |

Excess (Deficit) (281,308)

Options

- (1) Increase fees and charges.
- (2) Manage capital inventory to budgetary constraints (current practice).
- (3) Use debt to fund portion of capital inventory.
- (4) Not fund IMRF catch-up.

| | | | | | | | |
|-------------------------------------------------------------|----------------------------|-----------------|-------------|-------------|-------------|-------------|-------------|
| Village of Glencoe | | | | | | | |
| Water Fund | | | | | | | |
| Statement of Cash Flows | | | | | | | |
| | | | | | | | |
| | | <u>2011 Prj</u> | <u>2012</u> | <u>2013</u> | <u>2014</u> | <u>2015</u> | <u>2016</u> |
| CASH FLOWS FROM OPERATING ACTIVITIES | | | | | | | |
| | Receipts from Customers | 2,002,186 | 1,943,200 | 1,981,902 | 2,021,378 | 2,061,645 | 2,102,718 |
| | Misc. Revenues | 75,421 | 70,478 | 71,777 | 73,103 | 74,455 | 75,833 |
| | | | | | | | |
| | Payments to Suppliers | | | | | | |
| | Commodities | (131,845) | (152,709) | (155,763) | (158,878) | (162,056) | (165,297) |
| | Service Fees | (345,745) | (379,974) | (386,774) | (393,709) | (400,784) | (407,999) |
| | Other | - | - | - | - | - | - |
| | Payments to Employees | (1,067,318) | (1,087,007) | (1,107,921) | (1,129,406) | (1,151,481) | (1,174,169) |
| | Payment of Debt | - | - | - | - | - | - |
| | | | | | | | |
| | Other Cash Uses - Prepaids | (23,000) | (23,000) | (23,000) | (23,000) | (23,000) | (23,000) |
| | | | | | | | |
| CASH FLOWS FROM NONCAPITAL | | 509,699 | 370,988 | 380,221 | 389,488 | 398,779 | 408,086 |
| | | | | | | | |
| | Purchase of Capital Assets | (45,000) | - | - | - | - | - |
| | | | | | | | |
| CAPITAL INVENTORY | | | 500,000 | 435,000 | 463,750 | 589,288 | 414,652 |
| | | | | | | | |
| NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS | | 464,699 | 370,988 | 380,221 | 389,488 | 398,779 | 408,086 |
| | | | | | | | |
| CASH AND EQUIVALENTS, MARCH 1 | | (102,888) | 361,811 | 732,799 | 1,113,020 | 1,502,508 | 1,901,287 |
| CASH AND EQUIVALENTS, FEBRUARY 28 (29) | | 361,811 | 732,799 | 1,113,020 | 1,502,508 | 1,901,287 | 2,309,373 |
| | | | | | | | |
| Unrestricted Net Assets, March 1 (Unaudited) | | (240,694) | - | 292,005 | 622,753 | 961,469 | 1,308,162 |
| | | | | | | | |
| 10% of Payments to Suppliers | | 154,491 | 161,969 | 165,046 | 168,199 | 171,432 | 174,747 |
| | | | | | | | |
| Budget Reconciliation | | | | | | | |
| | Revenue | 2,077,607 | 2,013,678 | 2,053,679 | 2,094,481 | 2,136,100 | 2,178,551 |
| | Expense | 1,612,908 | 1,642,690 | 1,673,458 | 1,704,993 | 1,737,321 | 1,770,465 |
| | | | | | | | |
| | Capital Expense | 45,000 | - | - | - | - | - |
| | Prepaids | 23,000 | 23,000 | 23,000 | 23,000 | 23,000 | 23,000 |
| | Operating Expense | 1,544,908 | 1,619,690 | 1,650,458 | 1,681,993 | 1,714,321 | 1,747,465 |

Garbage Fund

Village of Glencoe
 Garbage Fund
 FY 2016 Long Range Forecast

Garbage Fund Summary Analysis

Available Sources

| | | |
|-------------------------------|----------------|-----------------------------|
| Excess of Fund Balance Target | 76,417 | FY 2011 EXCESS |
| Operating Excess During Plan | <u>445,069</u> | FY 12-16 ACCUMULATED EXCESS |
| Total Sources | 521,486 | |

Potential Remaining Uses

| | | |
|-----------------------|--------------|-----------|
| Capital Inventory | 764,500 | |
| FY 2011 IMRF Catch-Up | 11,400 | Estimated |
| FY 2012 IMRF Catch-Up | <u>6,400</u> | Estimated |
| Total Uses | 782,300 | |

Excess (Deficit) (260,815)

Options

- (1) Increase fees and charges.
- (3) Manage capital inventory to budgetary constraints (current practice).
- (4) Use debt to fund portion of capital inventory.
- (5) Not fund IMRF catch-up.
- (6) If General Fund retains property tax, further increase in fees required.
- (7) Review installment purchase arrangements for equipment.
- (8) Service level adjustments to reduce cost (not determined).

| | <u>2011 Bud</u> | <u>2011 Prj</u> | <u>\$ from Bud</u> | <u>2012</u> | <u>2013</u> | <u>2014</u> | <u>2015</u> | <u>2016</u> |
|-------------------------------|-----------------|-----------------|--------------------|-------------|-------------|-------------|-------------|-------------|
| TOTAL EXCESS (DEFICIT) | 72,655 | 11,780 | (60,875) | 96,096 | 92,737 | 89,201 | 85,479 | 81,556 |
| Garbage Fund Summary | | | | | | | | |
| | <u>2011 Bud</u> | <u>2011 Prj</u> | | <u>2012</u> | <u>2013</u> | <u>2014</u> | <u>2015</u> | <u>2016</u> |
| Beginning Balance (Unaudited) | 184,847 | 184,847 | | 196,627 | 292,723 | 385,460 | 474,661 | 560,140 |
| Ending Balance | 257,502 | 196,627 | | 292,723 | 385,460 | 474,661 | 560,140 | 641,696 |
| Target (10% of Operations) | 121,875 | 120,211 | | 124,492 | 126,773 | 129,111 | 131,508 | 133,965 |
| Budget Reconciliation | | | | | | | | |
| Revenue | 1,342,400 | 1,262,385 | (80,015) | 1,359,020 | 1,378,471 | 1,398,314 | 1,418,556 | 1,439,203 |
| Expenditure | 1,269,745 | 1,250,605 | (19,140) | 1,262,924 | 1,285,734 | 1,309,113 | 1,333,077 | 1,357,647 |
| Excess/(Deficit) | 72,655 | 11,780 | (60,875) | 96,096 | 92,737 | 89,201 | 85,479 | 81,556 |

Debt Service Fund

| | | | | |
|-----------------------------|-------------------------------|------------------|--------------------|---------------|
| Village of Glencoe | | | | |
| Debt Service Fund | | | | |
| FY 2016 Long Range Forecast | | | | |
| | | | | |
| | | <u>2011 Bud</u> | <u>2011 Prj</u> | |
| | | | <u>\$ from Bud</u> | |
| | | | | |
| Revenues | | | | |
| Taxes | | | | |
| | Property Taxes | 2,642,658 | 2,719,295 | 76,637 |
| | Property Tax Interest | 80 | 160 | 80 |
| | Interest | 5,650 | 5,650 | - |
| | Sub-Total | 2,648,388 | 2,725,105 | 76,717 |
| | | | 102.9% | |
| | Total Operating Rev. | 2,648,388 | 2,725,105 | 76,717 |
| | | | | |
| Expenditures | | | | |
| Debt Service | | | | |
| | Principal Retirement | 2,325,000 | 2,325,000 | - |
| | Interest | 317,658 | 317,658 | - |
| | Fees | 1,450 | 1,450 | - |
| | Sub-Total | 2,644,108 | 2,644,108 | - |
| | | | | |
| | Total Operating Exp. | 2,644,108 | 2,644,108 | - |
| | | | | |
| | NET OPERATIONS | 4,280 | 80,997 | 76,717 |
| | | | | |
| Other Sources (Uses) | | | | |
| | Payment to Escrow Agent | - | - | - |
| | Administrative Services | - | - | - |
| | Bond Proceeds | - | - | - |
| | Sub-Total | - | - | - |
| | | | | |
| | Total Sources (Uses) | - | - | - |
| | | | | |
| | TOTAL OPERATING | 4,280 | 80,997 | 76,717 |
| | EXCESS (DEFICIT) | | | |
| | | | | |
| Debt Service Fund Summary | | | | |
| | | | | |
| | | <u>2011 Bud</u> | <u>2011 Prj</u> | |
| | | | | |
| | Beginning Balance (Unaudited) | 19,923 | 19,923 | |
| | Ending Balance | 24,203 | 100,920 | |
| | | | | |
| | Target (10% of Operations) | 264,411 | 264,411 | |
| | | | | |
| | Budget Reconciliation | | | |

| | <u>2011 Bud</u> | <u>2011 Prj</u> | <u>\$ from Bud</u> |
|------------------|-----------------|-----------------|--------------------|
| Revenue | 2,648,388 | 2,725,105 | 76,717 |
| Expenditure | 2,644,108 | 2,644,108 | - |
| Excess/(Deficit) | 4,280 | 80,997 | 76,717 |

Motor Fuel Tax Fund

Village of Glencoe
Motor Fuel Tax Fund
FY 2016 Long Range Forecast

Motor Fuel Tax Fund Summary Analysis

Available Sources

| | | |
|-------------------------------|----------------|-----------------------------|
| Excess of Fund Balance Target | 471,599 | FY 2011 EXCESS |
| Operating Excess During Plan | <u>935,304</u> | FY 12-16 ACCUMULATED EXCESS |
| Total Sources | 1,406,903 | |

Potential Remaining Uses

| | |
|-------------------|------------------|
| Capital Inventory | <u>1,400,000</u> |
| Total Uses | 1,400,000 |

Excess (Deficit) 6,903

Note

(1) FY 2011 includes Village share of \$100 Million supplemental MFT allotment (\$38,000).

(2) Remainder of plan does not include any other supplemental allotment, although an additional \$400 Million is anticipated.

| Village of Glencoe | | | | | | | | |
|-----------------------------------------|-----------------|-----------------|--------------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| Motor Fuel Tax Fund | | | | | | | | |
| FY 2016 Long Range Forecast | | | | | | | | |
| | <u>2011 Bud</u> | <u>2011 Prj</u> | <u>\$ from Bud</u> | <u>2012</u> | <u>2013</u> | <u>2014</u> | <u>2015</u> | <u>2016</u> |
| Revenues | | | | | | | | |
| Allotment | 215,000 | 245,400 | 30,400 | 215,000 | 215,000 | 215,000 | 215,000 | 215,000 |
| Interest | 800 | 3,500 | 2,700 | 2020 | 2040 | 2061 | 2081 | 2102 |
| Sub-Total | 215,800 | 248,900 | 33,100 | 217,020 | 217,040 | 217,061 | 217,081 | 217,102 |
| | | 115.3% | | 0.6% | 0.0% | 0.0% | 0.0% | 0.0% |
| Total Operating Rev. | 215,800 | 248,900 | 33,100 | 217,020 | 217,040 | 217,061 | 217,081 | 217,102 |
| Expenditures | | | | | | | | |
| Capital Projects | - | - | - | - | - | - | - | - |
| Sub-Total | - | - | - | - | - | - | - | - |
| Capital Inventory | - | - | | 500,000 | - | 450,000 | - | 450,000 |
| Total Operating Exp. | - | - | - | - | - | - | - | - |
| NET OPERATIONS | 215,800 | 248,900 | 33,100 | 217,020 | 217,040 | 217,061 | 217,081 | 217,102 |
| Other Sources (Uses) | | | | | | | | |
| Transfer to General Fund | (30,000) | (30,000) | - | (30,000) | (30,000) | (30,000) | (30,000) | (30,000) |
| Bond Proceeds | - | - | - | - | - | - | - | - |
| Sub-Total | (30,000) | (30,000) | - | (30,000) | (30,000) | (30,000) | (30,000) | (30,000) |
| Total Sources (Uses) | (30,000) | (30,000) | - | (30,000) | (30,000) | (30,000) | (30,000) | (30,000) |
| TOTAL OPERATING EXCESS (DEFICIT) | 185,800 | 218,900 | 33,100 | 187,020 | 187,040 | 187,061 | 187,081 | 187,102 |
| Motor Fuel Tax Fund Summary | | | | | | | | |
| | <u>2011 Bud</u> | <u>2011 Prj</u> | | <u>2012</u> | <u>2013</u> | <u>2014</u> | <u>2015</u> | <u>2016</u> |
| Beginning Balance (Unaudited) | 252,699 | 252,699 | | 471,599 | 658,619 | 845,659 | 1,032,720 | 1,219,801 |
| Ending Balance | 438,499 | 471,599 | | 658,619 | 845,659 | 1,032,720 | 1,219,801 | 1,406,903 |
| Target (10% of Operations) | - | - | | | | | | |
| Budget Reconciliation | | | | | | | | |
| Revenue | 215,800 | 248,900 | 33,100 | 217,020 | 217,040 | 217,061 | 217,081 | 217,102 |
| Expenditure | 30,000 | 30,000 | - | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 |
| Excess/(Deficit) | 185,800 | 218,900 | 33,100 | 187,020 | 187,040 | 187,061 | 187,081 | 187,102 |

E911 Fund

Village of Glencoe
E911 Fund
FY 2016 Long Range Forecast

E911 Fund Summary Analysis

Available Sources

| | | |
|-------------------------------|---------------|-----------------------------|
| Excess of Fund Balance Target | 311,289 | FY 2011 EXCESS |
| Operating Excess During Plan | <u>36,887</u> | FY 12-16 ACCUMULATED EXCESS |
| Total Sources | 348,176 | |

Potential Remaining Uses

| | |
|-------------------|----------------|
| Capital Inventory | <u>519,000</u> |
| Total Uses | 519,000 |

Excess (Deficit) (170,824)

Options

- (1) Decrease funding operating costs in 911 Fund.
(That would increase cost go General Fund.)
- (2) Manage capital inventory to budgetary constraints (current practice).
- (3) Review installment purchase arrangements for equipment.

| | | | | | | | | | |
|----------------------------------|--|-----------------|-----------------|--------------------|----------------|----------------|----------------|----------------|----------------|
| Village of Glencoe | | | | | | | | | |
| Enhanced 911 Fund | | | | | | | | | |
| FY 2016 Long Range Forecast | | | | | | | | | |
| | | | | | | | | | |
| | | <u>2011 Bud</u> | <u>2011 Prj</u> | <u>\$ from Bud</u> | <u>2012</u> | <u>2013</u> | <u>2014</u> | <u>2015</u> | <u>2016</u> |
| Revenues | | | | | | | | | |
| Surcharge | | 155,000 | 141,175 | (13,825) | 140,598 | 139,753 | 138,963 | 138,230 | 137,553 |
| Interest | | 3,900 | 3,100 | (800) | 3,939 | 3,978 | 4,018 | 4,058 | 4,099 |
| Sub-Total | | 158,900 | 144,275 | (14,625) | 144,537 | 143,731 | 142,981 | 142,288 | 141,652 |
| | | | 90.8% | | -9.0% | -0.6% | -0.5% | -0.5% | -0.4% |
| Total Operating Rev. | | 158,900 | 144,275 | (14,625) | 144,537 | 143,731 | 142,981 | 142,288 | 141,652 |
| Expenditures | | | | | | | | | |
| Personnel | | 38,661 | 38,661 | - | 39,237 | 39,822 | 40,415 | 41,017 | 41,628 |
| Services | | 54,650 | 53,456 | (1,194) | 56,136 | 57,259 | 58,404 | 59,572 | 60,764 |
| Commodities | | 34,430 | 34,430 | - | 35,366 | 36,074 | 36,795 | 37,531 | 38,282 |
| Sub-Total | | 127,741 | 126,547 | (1,194) | 130,739 | 133,155 | 135,614 | 138,120 | 140,674 |
| | | | 99.1% | | 2.3% | 1.8% | 1.8% | 1.8% | 1.8% |
| Total Operating Exp. | | 127,741 | 126,547 | (1,194) | 130,739 | 133,155 | 135,614 | 138,120 | 140,674 |
| NET OPERATIONS | | 31,159 | 17,728 | (13,431) | 13,798 | 10,576 | 7,367 | 4,168 | 978 |
| Other Sources (Uses) | | | | | | | | | |
| Capital Projects | | (96,000) | (96,000) | - | - | - | - | - | - |
| Sub-Total | | (96,000) | (96,000) | - | - | - | - | - | - |
| Capital Inventory | | | | | 120,000 | 150,000 | 80,000 | 70,000 | 99,000 |
| Total Sources (Uses) | | (96,000) | (96,000) | - | - | - | - | - | - |
| TOTAL OPERATING EXCESS (DEFICIT) | | (64,841) | (78,272) | (13,431) | 13,798 | 10,576 | 7,367 | 4,168 | 978 |
| Enhanced 911 Fund Summary | | | | | | | | | |
| | | | | | | | | | |
| | | <u>2011 Bud</u> | <u>2011 Prj</u> | | <u>2012</u> | <u>2013</u> | <u>2014</u> | <u>2015</u> | <u>2016</u> |
| Beginning Balance (Unaudited) | | 402,216 | 402,216 | | 323,944 | 337,742 | 348,318 | 355,685 | 359,853 |
| Ending Balance | | 337,375 | 323,944 | | 337,742 | 348,318 | 355,685 | 359,853 | 360,831 |
| Target (10% of Operations) | | 12,774 | 12,655 | | 13,074 | 13,316 | 13,561 | 13,812 | 14,067 |
| Budget Reconciliation | | | | | | | | | |
| Revenue | | 158,900 | 144,275 | (14,625) | 144,537 | 143,731 | 142,981 | 142,288 | 141,652 |
| Expenditure | | 223,741 | 222,547 | (1,194) | 130,739 | 133,155 | 135,614 | 138,120 | 140,674 |
| Excess/(Deficit) | | (64,841) | (78,272) | (13,431) | 13,798 | 10,576 | 7,367 | 4,168 | 978 |

Assumptions

| | | | | | | | |
|------------------------------------------------------------------------------------------------------------|-----------------------------------|----------------|----------------|----------------|----------------|----------------|-----------------------------|
| Village of Glencoe | | | | | | | |
| Long Range Financial Forecast | | | | | | | |
| Through FY 2016 | | | | | | | |
| Major Revenue Assumptions | | | | | | | |
| % Increase from the FY 2011 Base as adjusted from Budget | | | | | | | |
| | | | | | | | |
| | | <u>FY 2012</u> | <u>FY 2013</u> | <u>FY 2014</u> | <u>FY 2015</u> | <u>FY 2016</u> | <u>Basis</u> |
| Revenue | | | | | | | |
| Building Permits | 0.00% | 2.00% | 2.00% | 2.00% | 2.00% | 2.00% | Economic Conditions |
| Cable Television Revenue | 3.00% | 3.00% | 3.00% | 3.00% | 3.00% | 3.00% | Consumption + Rates |
| Curbside Recycling | 2.70% | 2.00% | 2.00% | 2.00% | 2.00% | 2.00% | Annual Fee Increase |
| Illinois Income Tax | 2.00% | 2.00% | 2.00% | 2.00% | 2.00% | 3.00% | Economic Conditions |
| Optional Second Collection | 2.72% | 2.00% | 2.00% | 2.00% | 2.00% | 2.00% | Annual Fee Increase |
| Parking Fees | 2.00% | 2.00% | 3.00% | 2.00% | 3.00% | 3.00% | Economic Conditions |
| Property Tax | 2.70% | 1.10% | 2.00% | 2.00% | 2.00% | 2.00% | Change in CPI-U |
| Sales Tax | 3.00% | 3.00% | 3.00% | 3.00% | 3.00% | 3.00% | Economic Conditions |
| Sewer Charge | 2.70% | 2.00% | 2.00% | 2.00% | 2.00% | 2.00% | Annual Fee Increase |
| Telecommunications Tax | 0.00% | 2.00% | 2.00% | 2.00% | 2.00% | 2.00% | Consumption + Rates |
| Use Tax | 3.00% | 3.00% | 3.00% | 3.00% | 3.00% | 3.00% | Economic Conditions |
| Utility Tax | 2.00% | 2.00% | 2.00% | 2.00% | 2.00% | 2.00% | Consumption + Rates |
| Water Sales | 2.70% | 2.00% | 2.00% | 2.00% | 2.00% | 2.00% | Annual Fee Increase |
| 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 2011 Base as adjusted from Budget | | | | | | | |
| | | | | | | | |
| | | <u>FY 2012</u> | <u>FY 2013</u> | <u>FY 2014</u> | <u>FY 2015</u> | <u>FY 2016</u> | <u>Basis</u> |
| Expenditure | | | | | | | |
| Salaries | 2.00% | 2.00% | 2.00% | 2.00% | 2.00% | 2.50% | Economic Conditions |
| Benefits | 5.00% | 5.00% | 5.00% | 5.00% | 5.00% | 5.00% | Economic Conditions |
| Police Pension | 0.00% | 3.00% | 3.00% | 3.00% | 3.00% | 3.00% | Actuarial Estimates |
| IMRF | 10.00% | 3.00% | 3.00% | 3.00% | 3.00% | 3.00% | IMRF Phase In Plan |
| Services (1) | 2.70% | 1.10% | 2.00% | 2.00% | 2.00% | 2.00% | Operational Deferrals |
| Commodities (1) | 2.70% | 1.10% | 2.00% | 2.00% | 2.00% | 2.00% | Operational Deferrals |
| Debt Service | Per Schedule | | | | | | Debt Schedule |
| Capital | Per Inventory and Approved Budget | | | | | | Est. of Available Resources |
| Community Grants | -5.00% | -5.00% | -5.00% | -5.00% | -5.00% | -5.00% | Village Board Policy |
| Autohaus Sales Tax Rebate | Ends FY 2014 | | | | | | Per Agreement |
| Note | | | | | | | |
| (1) Services and Commodities increase from the FY 2011 Budget. | | | | | | | |

| Item | Expected Case |
|--------------------------------------------------------------------------|--------------------------------------------------------------|
| Interest* Rates | 1% for FY 2010 and 2% for FY 2011 through FY 2015 |
| Inflation. (Inflation used as increase factor for property tax up to 5%) | 2.70% for FY 2012, 1.0% for FY 2013 and 2.0% through FY 2016 |

*Interest means percentage gains on Village investments.

Local Conditions

Expenditure Assumptions

| Item | Expected Case |
|--------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Wage Inflation | 2.0% |
| Employee Turnover | 3 FTE's per year |
| Benefit Inflation | 5.0%. The base for FY 2011 will be determined by the 2010 health insurance renewal established level of benefits effective January 1, 2011. |
| Illinois Municipal Retirement Fund (IMRF) Pension Cost | Budget based on ARC rate, fund based on optional rate. Annually evaluate ability to catch-up fund to the ARC rate budget. (ARC="Actuarial Required Contribution"). |
| Police Pension Cost | Budget based on current actuarial assumptions, fund per State of Illinois assumptions. Annually evaluate ability to catch-up fund to the current actuarial standards. |
| Growth in cost of services, supplies and equipment | Same as property tax inflation assumption minus 1%, minimum 1%. |
| Capital Expenditures | Per Long Range Capital Inventory (CIP 2021). The Budget process will dictate the actual level of capital expense in accordance with available financial resources and priority need for capital item. |

Revenue Assumptions

| Item | Expected Case |
|--------------------------------------|-----------------------------------------------------------------------------------------|
| Water Consumption | Per FY 2010 volume pumped |
| Water Rate Increases | Same as property tax limits. 5% annually or change in CPI whichever is less, minimum 2% |
| General Revenue Increase | Varies. See Major Revenue Assumptions. |
| Other Service and Fee Rate Increases | Generally same as property tax limits described in Water Rate Increases. |

State Shared Revenue

| Item | Expected Case |
|-----------------------------------------------------------------------------|-----------------------------------------------------------|
| Population Assumption | 8,762 for 2012, 8,900 for remainder of plan. |
| Income Tax (prior plan assumed \$88.30 per capita with 3% annual growth) | \$78.00 per capita with 2.0% annual growth. |
| Motor Fuel Tax (prior plan assumed \$26.80 per capita with no growth) | \$23.00 per capita with 0% annual growth |
| State Use Tax (prior plan assumed \$14.50 per capita with 2% annual growth) | \$11.00 per capita with 3% annual growth |
| Personal Property Replacement Tax (FY 2011 Budget included \$77,280) | Most recent projection \$75,715. Project 2% annual growth |

Other Key Revenue

| Item | Expected Case |
|----------------------------|-------------------------------------------------------------------------------------------------------|
| Building Permits | Low point hit in 2009, 3% annual recovery in permits. Use 75% of projected FY11 actual as base. |
| Sales subject to Sales Tax | Low point hit in 2009, 3% annual recovery in taxable sales. Use 85% of projected FY11 actual as base. |

THE VILLAGE OF GLENCOE
Office of the Village Manager

OFFICIAL PAY PLAN

March 1, 2011

VILLAGE OF GLENCOE
OFFICE OF THE VILLAGE MANAGER
March 1, 2011

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, 2011

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, 2011

VILLAGE OF GLENCOE FISCAL YEAR 2012 PAY PLAN

FY2012 Annual
Minimum Maximum

VILLAGE MANAGER'S OFFICE

| | By Agreement | |
|------------------------------------|--------------|------------|
| Village Manager | | |
| Assistant Village Manager | \$ 87,817 | \$ 119,979 |
| Executive Secretary | \$ 50,500 | \$ 71,540 |
| Information Technology Coordinator | \$ 64,216 | \$ 88,434 |

DEPARTMENT OF FINANCE

| | | |
|--------------------------------------|------------|------------|
| Director of Finance | \$ 106,029 | \$ 145,046 |
| Assistant to the Director of Finance | \$ 53,316 | \$ 85,902 |
| Accountant | \$ 57,113 | \$ 75,729 |
| Payroll/Benefit Coordinator | \$ 44,703 | \$ 65,434 |
| Finance Billing Service Coordinator | \$ 42,617 | \$ 61,201 |

DEPARTMENT OF PUBLIC SAFETY

| | | |
|------------------------------|------------|------------|
| Director of Public Safety | \$ 106,029 | \$ 145,046 |
| Deputy Chief / Public Safety | \$ 88,901 | \$ 118,383 |
| Lieutenant | \$ 93,930 | \$ 112,478 |
| Public Safety Officer | \$ 59,113 | \$ 90,079 |
| Communications Operator | \$ 50,083 | \$ 68,453 |
| Administrative Secretary | \$ 43,827 | \$ 61,311 |
| Community Service Officer | \$ 47,653 | \$ 63,885 |
| Public Safety Records Clerk | \$ 43,273 | \$ 60,019 |

DEPARTMENT OF PUBLIC WORKS

| | | |
|-----------------------------------|-------------|------------|
| Director of Public Works | \$ 103,960 | \$ 145,046 |
| Village Engineer | \$ 64,039 | \$ 100,697 |
| PW General Superintendent | \$ 89,297 | \$ 117,435 |
| Building and Zoning Administrator | \$ 89,298 | \$ 112,932 |
| Community Development Analyst | \$ 50,451 | \$ 84,581 |
| Water Plant Superintendent | \$ 73,086 | \$ 97,562 |
| Public Works Supervisor | \$ 63,192 | \$ 94,256 |
| Mechanic | By Contract | |
| Water Plant Operator | By Contract | |
| Maintenance Equipment Operator | By Contract | |
| Building Custodian | By Contract | |
| Office Coordinator | \$ 45,183 | \$ 62,986 |
| Administrative Secretary | \$ 43,304 | \$ 61,311 |
| Receptionist/Cashier | \$ 36,669 | \$ 52,993 |
| Bulding Inspector / Plan Reviewer | \$ 51,133 | \$ 70,071 |

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> |
|---------------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|------------------------------------|------------------------------------|------------------------------------|
| <u>OFFICE OF THE VILLAGE MANAGER</u> | | | | | | | | |
| VILLAGE MANAGER | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| ASSISTANT VILLAGE MANAGER | 0 | 0 | 0 | 1 | 1 | 1 | 1 | 1 |
| ASSISTANT TO THE MANAGER | 2 | 1 | 1 | 0 | 0 | 0 | 0 | 0 |
| EXECUTIVE ASSISTANT | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 0 |
| EXECUTIVE SECRETARY | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 |
| INFORMATION TECH. COORDINATOR | 0 | 0 | 0 | 0 | 1 | 1 | 1 | 1 |
| TOTAL | 4 | 3 | 3 | 3 | 4 | 4 | 4 | 4 |
| <u>DEPARTMENT OF FINANCE</u> | | | | | | | | |
| DIRECTOR OF FINANCE | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| ASSISTANT TO THE DIRECTOR | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| ACCOUNTANT | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| PAYROLL/BENEFIT COORDINATOR | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| FINANCIAL BILLING SERVICES COORDINATOR | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| TOTAL | 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 |
| DEPUTY CHIEF | 2 | 2 | 2 | 2 | 2 | 2 | 1 | 1 |
| ADMINISTRATIVE ASSISTANT | 1 | 1 | 1 | 1 | 1 | 1 | 0 | 0 |
| LIEUTENANT | 6 | 6 | 6 | 6 | 6 | 6 | 7 | 7 |
| OFFICER | 26 | 26 | 27 | 27 | 27 | 27 | 26 | 24 |
| COMMUNICATIONS OPERATOR | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| COMMUNITY SERVICE OFFICER | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 |
| ADMINISTRATIVE SECRETARY | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| RECORDS CLERK | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| TOTAL | 45 | 45 | 46 | 46 | 46 | 46 | 44 | 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> |
|--------------------------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|------------------------------------|------------------------------------|------------------------------------|
| DEPARTMENT OF PUBLIC WORKS | | | | | | | | |
| DIRECTOR OF PUBLIC WORKS | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| VILLAGE ENGINEER | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| BUILDING AND ZONING ADMINISTRATOR | 0 | 0 | 0 | 0 | 0 | 1 | 1 | 1 |
| DEPUTY DIRECTOR PUBLIC WORKS/ COMMUNITY DEVELOPMENT | 1 | 1 | 1 | 1 | 1 | 0 | 0 | 0 |
| WATER PLANT SUPERINTENDENT | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| GENERAL SUPERINTENDENT | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| ASSISTANT TO THE DIRECTOR | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| COMMUNITY DEVELOPMENT COORD. | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| BUILDING INSPECTOR/REVIEWER | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| PUBLIC WORKS SUPERVISOR | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| ADMINISTRATIVE SECRETARY | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| OFFICE COORDINATOR | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| RECEPTIONIST/CASHIER | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| MECHANIC | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| MEO | 23 | 23 | 23 | 20 | 21 | 21 | 21 | 21 |
| WATER PLANT OPERATOR | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| BUILDING CUSTODIAN | 1 | 1 | 1 | 1 | 0 | 0 | 0 | 0 |
| TOTAL | 46 | 46 | 46 | 43 | 43 | 43 | 43 | 43 |
| TOTAL FULL TIME EQUIVALENT | 100 | 99 | 100 | 97 | 98 | 98 | 96 | 94 |

FISCAL YEAR 2012
MAJOR FINANCIAL POLICIES

Fund Balance Policy (AMENDED)

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

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

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

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

Policy Considerations

1. Given delays in recent years in property tax bills, consider whether the balance as a percentage of operating expenditure or the minimum threshold should be higher to allow short-term advance to debt service to pay any gap of remaining December 1 principal and interest payments.
2. Given weather volatility in Water Fund, include a minimum fund balance threshold and consider increasing the percentage.
3. For the Water Fund consider using unrestricted net assets to define fund balance. During the long range plan discussion the cash balance of the Water Fund was used. As a comparison, the Fiscal Year 2009 ended with a cash balance of (\$32,721) and unrestricted net assets of (\$195,774).
4. A higher fund balance in the debt service fund would be available as short-term loans to other operating funds in event of need. Short-term would be defined as loaned and paid back within the same fiscal year.

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.

Debt Policy – Use of Limited Tax Authority

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

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

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

Policy Considerations – NONE PROPOSED

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.

Glencoe Golf Club Management Fee

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

Policy Considerations

1. Consider implementation of an annual increase based on the change in CPI. Per Board consensus, increases in management fees should be based on actual increases in cost of service versus general CPI increases. The Fiscal Year 2012 increase would be 1.1%.

Funding Pension Obligations

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

Policy Considerations

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

Funding Firefighters Pension Fund (NEW)

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 \$110,000. The Village will allocate between \$70,000 and \$100,000 in the General Fund towards future obligations. Once resources in the Pension Fund are exhausted, accumulated resources in the General Fund will be used. To the extent possible, only taxes that are not subject to tax cap will be levied for the benefit of the Firefighters Pension Fund.

Liability Deductible Policy (NEW)

It is proposed as a new policy that, beginning Fiscal Year 2011, any remaining budget balance in the deductible losses budget line items will be converted to a liability deductible payable account as an additional cushion against unforeseen large liability claims. The maximum balance in this fund will be two claims at full deductible exposure (i.e. with \$50,000 deductible maximum in account would be \$100,000). Following Board discussion, there was a general consensus that this policy should be enacted with first calculation of contingency reserve to be calculated at the end of Fiscal Year 2012. Calculation results will be reported to Village Board prior to committing any resources to reserve. Village staff will also develop method of including status of such a reserve in future monthly reports on a periodic basis.

IMRF Pension Policy (NEW)

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

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

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

There was consensus among the Board to fund the Village's IMRF obligation up to the ARC level during Fiscal Year 2011. Further that the budget should be based on the ARC level but funded at the Phase-In level until the Board determines that there are resources available to meet the ARC level obligation. The statements in this report reflect both Fiscal Year 2011 and Fiscal Year 2012 funding at the ARC level.

Implementation of Utility Billing Fee Increases (NEW)

The timing of increases in utility bills was discussed. Included in supporting materials is a summary of staff's recommendation on this matter. Staff suggests that fees be increased effective with usage beginning March 1 but with billing after May 1. **Completed, in the future increases in service fees billed by utility billing will be effective with services rendered after March 1 and billed after May 1.**

Chicago Botanic Garden Agency Fund

The Village is acting as the recipient of grant resources for improvements to the Chicago Botanic Garden. The Chicago Botanic Garden provides the Village with the necessary resources to cover expenses to vendors. Reimbursement for expenditures will be recovered by the Village and passed through to the Chicago Botanic Garden.

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 Capital Reserve Fund and the CIP (sales tax) 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 has five (4) Special Revenue Funds:

Garbage
Enhanced 9-1-1
Motor Fuel Tax
Foreign Fire Insurance

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 1999 G.O. Bonds, 2001R93 G.O. Bonds, 2001 G.O. Bonds, 2003 G.O. Bonds, 2005 Limited Tax G.O. Bonds and 2009 G.O. Bonds.

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:

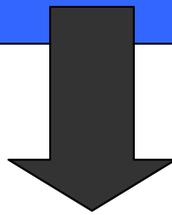
- (1) The Village Board updates the Long Range Financial Plan and Long Range Capital Improvement Plan;
- (2) All Departmental budget requests are submitted to Village Manager for review;
- (3) Manager review and completes proposed budget with Department Heads;
- (4) Budget delivered to Village President 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

- 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 cable 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 FinancePlus and CommunityPlus queries and Cognos Reports. As the new software, Innoprise is implemented, access will be provided to department heads and supervisors. |

Issues to consider

- Review budget process to establish meaningful opportunities for resident participation.
- Review timing of long range financial plan and budget.
- Include long range financial plan in annual 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

| Long Term Goals | Current Strategy |
|----------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 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.
- Review Investment Policy
- Consider Max Safe Account at North Shore Community Bank.

Mission Element: Accounting Services

| Long Term Goal | Current Strategies |
|-------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 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 policies, 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.
- Consider sufficiency of golf club administrative support to present financial activity to the Finance Department on a timely and accurate fashion with accounting variances resolved.
- 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

- Goal to transition to Innoprise CIS this fiscal year.

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. |

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 |
|----------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Maintain the Village infrastructure by providing a safe and healthy environment</p> | <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; |
| <p>Performance Measures</p> | <p>Continued collection of data to be analyzed in the future and refinement of performance measures.</p> |

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> |
|---------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Maintain a healthy public forestry management program.</p> | <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. |
| <p>Performance Measures</p> | <p>Continued collection of data to be analyzed in the future and refinement of performance measures.</p> |

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 annual 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 and suppression capabilities and emergency medical services to protect the lives and property of the community | The Department will endeavor to provide Department members with the appropriate levels of training determined by law and professional standards. Highly-trained and certified Public Safety paramedics; provide necessary assistance and back up fire coverage for the community through the use of trained and certified paid-on-call officers; |
| The Department continues to meet the standards of Law Enforcement and Fire Service Accreditation. | The Department was reassessed for Law Enforcement re-accreditation November 2007 and are scheduled to proceed with the reaccreditation process in 2011. Fire Service was reaccredited in August 2009. |
| Refine the shared resource 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 conducted CPR training sessions for the public and Park District employees, Botanic Gardens employees, performed Infant Car Seat inspections and installations, instructed Bassett Alcohol Training, Tobacco Awareness classes, makes two "Officer Friendly" school visits, and arranged various public information seminars as requested. |
| Maintain a high number of trained qualified officers as paramedics, despite resignations or retirements. | <p>Currently the Department has 20 certified paramedics.</p> <p>The Department continues to train qualified officers as paramedics to replace those who have retired or resigned.</p> |
| Refine the Village Emergency Disaster Plan | Review, revise, and redistribute, the EOP. Share participation and training with all Village Departments |
| Continued participation in regional law enforcement mutual aid systems | <p>Currently, Public Safety participates in the North Region Police Assistance Coalition (NORPAC) communities, the Northern Illinois Police Alarm System (NIPAS), Northeastern Illinois Regional Crime Laboratory, Northeastern Illinois Public Safety Training Academy (NIPSTA) and Illinois Law Enforcement Alarm System (ILEAS).</p> <p>Programs that use mutual aid systems to provide assistance in law enforcement situations that are beyond the capability of the Department will be enhanced.</p> |
| Performance Measures | Continued collection of data to be analyzed in the future and refinement of performance measures. |

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.

| <u>Long Term Goals</u> | <u>Current Strategy</u> |
|-------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|
| 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, 2011

| <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 |
| Denise R. Joseph | Executive Secretary | 2010 | 2010 |
| 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 |
| William F. Kilcoyne | Public Works Supervisor | 1989 | 1979 |
| David A. Vetter | Public Works Supervisor | 1990 | 1980 |
| Robert S. Litwitz | Public Works Supervisor | 1991 | 1982 |
| Raymond Irby | Public Works Supervisor | 2000 | 1990 |
| 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 | Community Development Analyst | 2001 | 2001 |



BOARD OF TRUSTEES

VILLAGE OF GLENCOE GLENCOE, ILLINOIS

March 1, 2011

| <u>Name</u> | <u>Position</u> | <u>Term</u> |
|------------------|-------------------|----------------------------|
| Scott M. Feldman | Village President | 2005 - 2009 2009 - 2013 |
| Keki Bhote | Village Trustee | 2009 - 2013 |
| Bruce Cowans | Village Trustee | 2005 - 2007 2007 - 2011 |
| Joseph Keefe | Village Trustee | 2005 - 2009 2009 - 2013 |
| Larry Levin | Village Trustee | 2009 - 2013 |
| Ellen Shubart | Village Trustee | 2003 - 2007 2007 - 2011 |
| Joel Solomon | Village Trustee | 2007 - 2011 |



COMMISSIONS AND BOARDS

APPOINTED VILLAGE OFFICIALS

| Name | Year Appointed | Term Expires |
|-----------------------------------------------|-----------------------|---------------------|
| Victor Filippini, <i>Village Attorney</i> | 1995 | May 2011 |
| Paul M. Harlow <i>Village Clerk</i> | 2001 | May 2011 |
| David A. Clark <i>Deputy Village Clerk</i> | 2001 | May 2011 |
| Michael Volling <i>Village Marshall</i> | 2009 | May 2011 |
| David A. Mau <i>Street Commissioner</i> | 1996 | May 2011 |
| David A. Clark <i>Village Treasurer</i> | 1999 | May 2011 |
| David A. Clark <i>Village Collector</i> | 1999 | May 2011 |
| Terry Wepler <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 | April 2012 |
| James Clark | 2004 | April 2012 |
| David J. Friedman | 2009 | January 2014 |
| Ed Goodale | 2007 | May 2011 |
| Jim Nyeste | 2007 | July 2015 |
| Steve Ross | 2007 | May 2011 |
| Howard Roin | 2009 | October 2015 |



COMMISSIONS AND BOARDS

PLAN COMMISSION

(4 Year Term)

| Sponsor | Name | Year Appointed | Term Expires | |
|----------------|----------------------------------------------------------------|-----------------------|---------------------|---------------|
| | Caren Thomas (Chair)* <i>Public-at-Large</i> | 1997 | May 2013 | Village Board |
| | Larry Levin <i>Village Board</i> | 2009 | May 2013 | Village Board |
| | Walt Eckenhoff** <i>Public-at-Large</i> | 2009 | June 2013 | Village Board |
| | Marya Morris** <i>Public-at-Large</i> | 2009 | May 2013 | Village Board |
| | Bruce Huvad** <i>Public-at-Large</i> | 2005 | May 2013 | Village Board |
| | Ed Goodale*** <i>Zoning Bd. of Appeals</i> | 2007 | May 2011 | Village Board |
| | Tom Scheckelhoff*** <i>Historic Preservation Commission</i> | 2007 | May 2011 | Village Board |
| | Edward Chez – Ex Officio* <i>School Board</i> | 2007 | May 2011 | School Board |
| | Hilary Lee – Ex Officio* <i>Park District</i> | 2009 | May 2011 | Park Board |
| | Stephanie Pearce – Ex Officio* <i>Library Board</i> | 2009 | June 2011 | Library Board |

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 | April 2012 |
| Catherine Handelsman | 2007 | April 2011 |
| Rod Winn | 2011 | April 2016 |
| Diane Schwarzbach | 2008 | August 2013 |
| Peter VanVechten | 2008 | April 2013 |

GLENCOE GOLF CLUB ADVISORY COMMITTEE (3 Year Term)

| Name | Year Appointed | Term Expires |
|--------------------------------------------|-----------------------|---------------------|
| Arnold Levy (Chair) | 2005 | April 2011 |
| Joe Keefe (VB Representative) | 2005 | May 2011 |
| Rand Diamond | 2005 | June 2011 |
| Paul Grant | 2005 | June 2011 |
| Hilary Lee | 2005 | June 2011 |
| John Nesbitt | 2008 | February 2014 |
| Mitchell Melamed | 2010 | July 2013 |
| Ellen Van Wart | 2007 | October 2013 |
| Stella Nanos, Golf Club General Manager | | Continuing |



COMMISSIONS AND BOARDS

CONTEXTUAL DESIGN REVIEW COMMISSION

(4 Year Term)

| Name | Year Appointed | Term Expires |
|--------------------------|-----------------------|---------------------|
| Walter Eckenhoff (Chair) | 2005 | August 2013 |
| Mark Piltingsrud | 2005 | August 2011 |
| John Schlossman | 2006 | August 2014 |
| Bernie Rosauer | 2005 | December 2011 |
| Paul Krieger | 2005 | August 2011 |

HUMAN RELATIONS FORUM

(3 Year Term)

| Name | Year Appointed | Term Expires |
|-----------------------------------|-----------------------|---------------------|
| Deborah Cogan (Chair) | 2007 | November 2013 |
| Keki Bhote (VB Representative) | 2009 | April 2012 |
| Hilary Price | 2003 | May 2012 |
| Margot Flanagan | 2005 | April 2011 |
| Pamela Louik | 2006 | July 2012 |
| Joel Heifetz | 2008 | April 2011 |
| Peggy Wagner Kimble | 2009 | May 2012 |



COMMISSIONS AND BOARDS

PUBLIC SAFETY COMMISSION

(3 Year Term)

| Name | Year Appointed | Term Expires |
|---------------------|-----------------------|---------------------|
| Amy St. Eve (Chair) | 2007 | July 2013 |
| Steve Miller | 2008 | September 2011 |
| Daniel Rubinstein | 2007 | October 2012 |

POLICE PENSION FUND BOARD

(2 Year Term)

| Name | Year Appointed | Term Expires |
|-------------------------------------|-----------------------|---------------------|
| Michael Neimark, President | 1998 | Continuing |
| Pete Neville, Secretary | 2007 | Continuing |
| Joseph Walter, Trustee | 2008 | April 2010 |
| Chad Smith, Trustee | 2007 | January 2012 |
| Christopher Pfaff, Trustee | 2010 | January 2012 |
| David A. Clark, Finance Director | 1999 | Continuing |

FIREMEN'S PENSION FUND BOARD

| Representation | Name | Term Expires |
|--------------------------|------------------|---------------------|
| Public Safety Department | Michael Volling | Continuing |
| Village President | Scott M. Feldman | Continuing |
| Village Attorney | Victor Filippini | Continuing |
| Treasurer/Village Clerk | David A. Clark | Continuing |

FISCAL YEAR 2012 BUDGET CALENDAR

| | | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|---------------------|
| 9/10/2010 | Staff Deadline | |
| <ul style="list-style-type: none">•Draft economic factors•Update Long Range Capital Inventory | | |
| 9/16/2010 | Finance Committee | Meeting, 6:30 p.m. |
| <ul style="list-style-type: none">•Consideration of Year-end Forecast•Review drafted economic factors prepared in the context of operating statements. | | |
| 9/16/2010 | Village Board Meeting | Meeting , 7:00 p.m. |
| <ul style="list-style-type: none">•Review Long Range Capital Inventory | | |
| 10/1/2010 | Staff Deadline | |
| <ul style="list-style-type: none">•Review and consideration of alterative sources of revenue•Identify for consideration new revenue and expenditure line items.•FY 2011 Projected Actual Analysis for expenditures and revenues. | | |
| 10/21/2010 | Village Board Meeting | Meeting, 7:00 p.m. |
| <ul style="list-style-type: none">•Schedule 2010 Tax Levy Hearing•Review Long Range Financial Plan (through Fiscal Year 2016)•Review Fiscal Year 2012 Draft Budget Guidelines and Assumptions | | |
| 11/18/2010 | Village Board Meeting | Meeting, 7:00 p.m. |
| <ul style="list-style-type: none">•Preliminary Revenue Budget•Preliminary Capital Budget•Preliminary Operating Budget•Initial Consideration of Proposed 2010 Tax Levy•Review Fiscal Year 2010 Actuarial Valuation Reports for the Police and Firefighter's Pension Fund | | |
| 12/16/2010 | Village Board Meeting | Meeting, 7:00 p.m. |
| <ul style="list-style-type: none">•Consideration of ordinance to increase water, sewer and garbage rates•Continue review of FY 2012 Preliminary Revenue Budget•Continue review of FY 2012 Preliminary Capital Budget•Continue review of FY 2012 Preliminary Operating Budget•Meeting and Consideration of Proposed 2010 Tax Levy Ordinance (Public Hearing) | | |
| 1/20/2011 | Village Board Meeting | Meeting, 7:00 p.m. |
| <ul style="list-style-type: none">•Review of Budget continues•Review Staffing Analysis and Personnel Budget Considerations | | |
| 2/17/2011 | Village Board Meeting | Meeting, 7:00 p.m. |
| <ul style="list-style-type: none">•Consider Fiscal Year 2011 Supplemental Appropriation Ordinance (if necessary)•Final consideration of Fiscal Year 2012 Budget by Village Board (Adoption) | | |
| 3/17/2011 | Village Board Meeting | Meeting, 7:00 p.m. |
| <ul style="list-style-type: none">•Consideration of Fiscal Year 2012 Appropriation Ordinance•Receive Fiscal Year 2012 Budget Document | | |

**VILLAGE OF GLENCOE
RATES & FEES**

| | FY 2009 | FY 2010 | FY 2011 | FY 2012 |
|-------------------------------------------------------|------------------------------------------------|------------------------------------------------|--------------------------------------------------|--------------------------------------------------|
| Property Tax Rate (Village Only) | .904 / \$100 EAV Received in 2008 | .921 / \$100 EAV Received in 2009 | .874/\$100 EAV Received in 2010 | N/A Received in 2011 |
| Utilities | | | | |
| Sewer Rates | \$.791 x consumption | \$.791 x consumption | \$.918 x consumption | \$.943 x consumption |
| Water Rates | \$2.691/ per 100 cu.ft. | \$2.772/ per 100 cu.ft. | \$3.265/ per 100 cu.ft. | \$3.353/ per 100 cu.ft. |
| Rubbish (Residential) - once-a-week pick-up | \$0 per quarter | \$0 per quarter | \$38.80 per quarter | \$40.09 per quarter |
| Yardwaste Collection Fee | N/A | N/A | \$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 |
| Rubbish (Residential)- twice-a-week pick-up | \$75.00 per quarter | \$78.00 per quarter | \$78.00 per quarter | \$80.00 per quarter |
| Recycling | \$15.25 per quarter | \$15.25 per quarter | \$15.25 per quarter | \$15.66 per quarter |
| Yardwaste | | \$120 annually | \$120 annually | \$120 annually |
| Yardwaste Stickers | \$2 per sticker | \$2 per sticker | \$2 per sticker | \$2 per sticker |
| Late Payment Charge | 6% of bill | 10% of bill | 10% of bill | 10% of bill |
| Minimum quarterly bill for: | | | | |
| Sewer | \$7.91 | \$7.91 | \$9.18 | \$9.43 |
| Water | \$26.91 | \$27.71 | \$32.65 | \$33.53 |
| Licenses | | | | |
| Vehicle License | \$50 | \$50 | \$75 | \$75 |
| Senior | \$25 | \$25 | \$37.50 | \$37.50 |
| Hybrid Rate | 50% of the cost of the sticker | 50% of the cost of the sticker | 50% of the cost of the sticker | 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 |
| Animal | Neutered or Spayed - \$5 Unattended - \$10 | Neutered or Spayed - \$5 Unattended - \$10 | Neutered or Spayed - \$10 Unattended - \$15 | Neutered or Spayed - \$10 Unattended - \$15 |
| Other Rates / Fees | | | | |
| Commuter Parking (Fee for Resident & Non-Resident) | Daily \$2.00 Quarterly \$75 Annual \$270 | Daily \$2.00 Quarterly \$75 Annual \$270 | Daily \$2.00 Quarterly \$75 Annual \$270 | Daily \$2.00 Quarterly \$75 Annual \$270 |
| Building Permit Fees (NEW CONSTRUCTION) | FAR x \$6.20 PER SQ.FT | FAR x \$6.20 PER SQ.FT | FAR x \$6.20 PER SQ.FT | 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 | \$335 | \$335 | \$575 | \$591 |
| ALS 2 | \$490 | \$490 | \$655 | \$673 |
| BLS | \$310 | \$310 | \$500 | \$514 |
| Non-Resident Fees | | | | |
| ALS 1 | \$405 | \$405 | \$600 | \$678 |
| ALS 2 | \$585 | \$585 | \$735 | \$755 |
| BLS | \$380 | \$380 | \$585 | \$601 |
| Mileage Charge | \$6.50 per mile | \$6.50 per mile | \$6.87 per mile | \$7.06 per mile |

Village of Glencoe

Demographic Characteristics Based on 2000 Census

| | | |
|-------------------------|--------------|---------------|
| Total Population | 8,762 | 100.0% |
|-------------------------|--------------|---------------|

Sex

| | | |
|--------|-------|-------|
| Male | 4,274 | 48.8% |
| Female | 4,488 | 51.2% |

Age

| | | |
|--------------------|-------|-------|
| Under 5 years | 637 | 7.3% |
| 5-9 | 910 | 10.4% |
| 10-14 | 771 | 8.8% |
| 15-19 | 551 | 6.3% |
| 20-24 | 141 | 1.6% |
| 25-34 | 440 | 5.0% |
| 35-44 | 1,456 | 16.6% |
| 45-54 | 1,549 | 17.7% |
| 55-59 | 574 | 6.6% |
| 60-64 | 425 | 4.9% |
| 65-74 | 699 | 8.0% |
| 75-84 | 461 | 5.3% |
| 85+ years | 148 | 1.7% |
| Median Age (years) | 41.8 | (x) |

| | | |
|--------------------------|-------|-------|
| 18 years and over | 5,998 | 68.5% |
| male | 2,827 | 32.3% |
| female | 3,171 | 36.2% |
| 21 years and over | 5,873 | 67.0% |
| 62 years and over | 1,555 | 17.7% |
| 65 years and over | 1,308 | 14.9% |
| male | 614 | 7.0% |
| female | 694 | 7.9% |

Race

| | | |
|----------------------------------|--------------|--------------|
| One Race | 8,680 | 99.1% |
| White | 8,330 | 95.1% |
| Black | 176 | 2.0% |
| American Indian or Alaska Native | 4 | 0.0% |
| Asian | 147 | 1.7% |
| Asian Indian | 12 | 0.1% |
| Chinese | 54 | 0.6% |
| Filipino | 11 | 0.1% |

Demographic Characteristics Based on 2000 Census

Race (con.t).

One Race (con.t).

| | | |
|-------------------|----|------|
| Japanese | 23 | 0.3% |
| Korean | 30 | 0.3% |
| Vietnamese | 4 | 0.0% |
| Other Asian | 13 | 0.1% |
| Some other race | 23 | 0.3% |
| Two or more races | 82 | 0.9% |

Race (con't).

Race alone or in combination with one or more races

| | | |
|--------------------------------------------|-------|-------|
| White | 8,402 | 95.9% |
| African American | 204 | 2.3% |
| American Indian and Alaska Native | 22 | 0.3% |
| Asian | 195 | 2.2% |
| Native Hawaiian and Other Pacific Islander | 3 | 0.0% |
| Some other race | 30 | 0.3% |

Hispanic or Latino and Race

| | | |
|----------------------------------|--------------|---------------|
| Total Population | 8,762 | 100.0% |
| Hispanic or Latino (of any race) | 108 | 1.2% |
| Mexican | 32 | 0.4% |
| Puerto Rican | 3 | 0.0% |
| Cuban | 13 | 0.1% |
| Other Hispanic or Latino | 60 | 0.7% |
| Not Hispanic or Latino | 8,654 | 98.8% |
| White Alone | 8,239 | 94.0% |

Relationship

| | | |
|--------------------------|--------------|---------------|
| Total Population | 8,762 | 100.0% |
| In households | 8,761 | 100.0% |
| Householder | 3,072 | 35.1% |
| Spouse | 2,356 | 26.9% |
| Child | 3,057 | 34.9% |
| own child under 18 years | 2,732 | 31.2% |
| Other relatives | 104 | 1.2% |
| under 18 years | 23 | 0.3% |
| Nonrelatives | 172 | 2.0% |
| unmarried partner | 50 | 0.6% |
| In group quarters | 1 | 0.0% |

Demographic Characteristics Based on 2000 Census

Relationship (con.t).

| | | |
|---------------------------------|---|------|
| Noninstitutionalized population | 1 | 0.0% |
|---------------------------------|---|------|

Household By Type

| | | |
|-----------------------------------------------|--------------|---------------|
| Total Households | 3,072 | 100.0% |
| Family households (families) | 2,558 | 83.3% |
| with own children under 18 years | 1,360 | 44.3% |
| Married-couple family | 2,356 | 76.7% |
| with own children under 18 years | 1,238 | 40.3% |
| Female householder, no husband present | 159 | 5.2% |
| with own children under 18 years | 98 | 3.2% |
| Nonfamily households | 514 | 16.7% |
| householder living alone | 445 | 14.5% |
| householder 65 years and over | 235 | 7.6% |
| Households with individuals under 18 years | 1,379 | 44.9% |
| Households with individuals 65 years and over | 870 | 28.3% |
| Average household size | 2.85 | (x) |
| Average family size | 3.16 | (x) |

Housing Occupancy

| | | |
|------------------------------------------------|--------------|---------------|
| Total housing units | 3,213 | 100.0% |
| Occupied housing units | 3,072 | 95.6% |
| Vacant housing units | 141 | 4.4% |
| For seasonal, recreational, or occassional use | 12 | 0.4% |
| Homeowner vacancy rate (percent) | 1.6 | (x) |
| Rental vacancy rate (percent) | 3.5 | (x) |

Housing Tenure

| | | |
|------------------------------------------------|--------------|---------------|
| Occupied housing units | 3,072 | 100.0% |
| Owner-occupied housing units | 2,852 | 92.8% |
| Renter occupied housing units | 220 | 7.2% |
| Average household size of owner-occupied unit | 2.91 | (x) |
| Average household size of renter-occupied unit | 2.15 | (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 |
| Area - | 3.86 square miles |
| Median Family Income (2000 census) | \$223,725 |

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>2009</u> | <u>2008</u> |
|---------------------------------------------------------------|-------------|-------------|-------------|
| Ordinances Adopted - | 23 | 25 | 22 |
| Resolutions Adopted - | 17 | 24 | 22 |
| Village Board Meetings - | 12 | 14 | 14 |
| Historic Preservation Commission | 9 | 9 | 10 |
| Plan Commission | 7 | 5 | 6 |
| Zoning Commission/Board of Appeals | 7 | 6 | 7 |
| Contextual Design Review Commission | 2 | 10 | 11 |
| Public Safety Commission | 3 | 3 | 8 |
| Human Relations Forum | 10 | 12 | 9 |
| Golf Advisory Committee | 10 | 12 | 12 |
| Information Technology Commission | - | - | 1 |
| | | | |
| <u>PUBLIC WORKS SERVICES -</u> (streets, sewers, forestry) | <u>2010</u> | <u>2009</u> | <u>2008</u> |
| Streets – Repaired (sq. ft.) | 15,334 | 12,810 | 18,131 |
| Times Plowed | 12 | 28 | 26 |
| Times Salted | 20 | 30 | 18 |
| Sidewalks – Repaired (sq. ft.) | 20 | 196 | 28 |
| Times Plowed | 14 | 23 | 18 |
| Sanitary Sewers – Cleaned (ft.) | 183,671 | 154,119 | 42,079 |
| Repaired (ft.) | 222 | 1,317 | 83 |
| Storm Sewers – Cleaned (ft.) | 38,635 | 14,667 | 24,831 |
| Repaired (ft.) | 7155 | 824 | 1468 |

| | | | |
|-------------------------|-------------|-------------|-------------|
| Manholes/Catch Basins - | <u>2010</u> | <u>2009</u> | <u>2008</u> |
| Cleaned | 874 | 613 | 781 |
| Repaired | 175 | 260 | 56 |
| Refuse/Landfill (tons) | 2,834 | 2,615 | 3,140 |
| Parkway Trees - | | | |
| Trimmed | 960 | 617 | 337 |
| Removed | 144 | 156 | 234 |
| Private Elms Removed | 22 | 37 | 28 |

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

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 |

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>2009</u> | <u>2008</u> |
|---------------------------------|-------------|-------------|-------------|
| Fire/Paramedic Service Calls | 1,931 | 2,115 | 2320 |
| Motor Vehicle Accidents | 244 | 300 | 365 |
| Animal Complaints | 757 | 874 | 719 |
| Driving Violations | 1,672 | 1,975 | 1,453 |
| Local Ordinance Violations | 4,029 | 4,235 | 6,525 |
| Part I Offenses | 115 | 99 | 127 |
| Part I Arrests | 13 | 6 | 20 |
| Part II Offenses | 402 | 393 | 412 |
| Part II Arrests | 184 | 168 | 182 |
| Property | | | |
| Stolen | 276,239 | 462,654 | 1,637,691 |
| Recovered | 135,174 | 163,452 | 98,122 |
| Destroyed | 17,420 | 15,840 | 11,620 |

VILLAGE OF GLENCOE, ILLINOIS
 PRINCIPAL PROPERTY TAX PAYERS
 CURRENT YEAR AND TEN YEARS AGO

| Tax Year | 2008 | | Taxpayer | 1998 | |
|-----------------------------|------------------------|--------------------------------------------------------|-----------------------------|------------------------|--------------------------------------------------------|
| | Taxable Assessed Value | Percentage of Total Village Taxable Assessed Valuation | | Taxable Assessed Value | Percentage of Total Village Taxable Assessed Valuation |
| Individual - Real Property | \$ 5,282,315 | 0.46% | Skokie Country Club | \$ 3,500,035 | 1.01% |
| Skokie Country Club | 5,082,117 | 0.44% | Lakeshore Country Club | 3,222,693 | 0.93% |
| Lakeshore Country Club | 4,807,160 | 0.41% | United Investors | 2,432,834 | 0.70% |
| United Investors Management | 3,577,879 | 0.31% | Harris Bank | 1,557,903 | 0.45% |
| Three Waukegan Rd. LLC | 3,551,987 | 0.31% | Arthur Goldner & Associates | 1,002,454 | 0.29% |
| Individual - Real Property | 3,240,717 | 0.28% | Individual - Commercial | 777,956 | 0.22% |
| Individual - Real Property | 2,922,412 | 0.25% | Individual - Retail | 721,115 | 0.21% |
| Carmax | 2,553,607 | 0.22% | Individual - Residence | 689,441 | 0.20% |
| Individual - Real Property | 2,551,987 | 0.22% | Individual - Residence | 611,231 | 0.18% |
| Individual - Real Property | 2,524,101 | 0.22% | Individual - Residence | 577,470 | 0.17% |
| | <u>\$ 36,094,282</u> | <u>3.11%</u> | | <u>\$ 15,093,132</u> | <u>4.34%</u> |

NOTE:

Data Source
 Office of the County Clerk

VILLAGE OF GLENCOE, ILLINOIS

DEMOGRAPHIC AND ECONOMIC INFORMATION

Last Ten Fiscal Years

| Fiscal Year | Population | Personal Income | Per Capita Personal Income | Unemployment Rate |
|-------------|------------|-----------------|----------------------------|-------------------|
| 1999 | 8,499 | 510,041,988 | 60,012 | 2.10 |
| 2000 | 8,499 | 510,041,988 | 60,012 | 1.90 |
| 2001 | 8,762 | 525,825,144 | 60,012 | 2.80 |
| 2002 | 8,762 | 771,572,958 | 88,059 | 3.60 |
| 2003 | 8,762 | 771,572,958 | 88,059 | 4.40 |
| 2004 | 8,762 | 771,572,958 | 88,059 | 4.30 |
| 2005 | 8,762 | 771,572,958 | 88,059 | 3.90 |
| 2006 | 8,762 | 771,572,958 | 88,059 | 3.60 |
| 2007 | 8,762 | 771,572,958 | 88,059 | 2.70 |
| 2008 | 8,762 | 771,572,958 | 88,059 | 3.1 |
| 2009 | 8,762 | 771,572,958 | 88,059 | 4.00 |
| 2010 | 8,762 | 771,572,958 | 88,059 | 6.50 |

Data Source

Illinois Department of Employment Security (IDES) statistical data for comparable communities.

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.

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.

G.O. Bond: Refer to *General Obligation Bond*.

- 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.

GLOSSARY OF TERMS

- L -

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

Levy: The imposition and collection of a tax.

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

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

- M -

MFT : Refer to Motor Fuel Tax.

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

- O -

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

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

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

- P -

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

GLOSSARY OF TERMS

- 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 *Solid 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 |
| 207 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 210 | Intergovernmental | Flat rate per gallon tax imposed on operation of motor vehicles on public highways and recreational watercraft on waterways in Illinois. | 35 IL. 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 |