

 Downtown
Highland Park



Jens Jensen Park
486 Roger Williams Ave., Highland Park

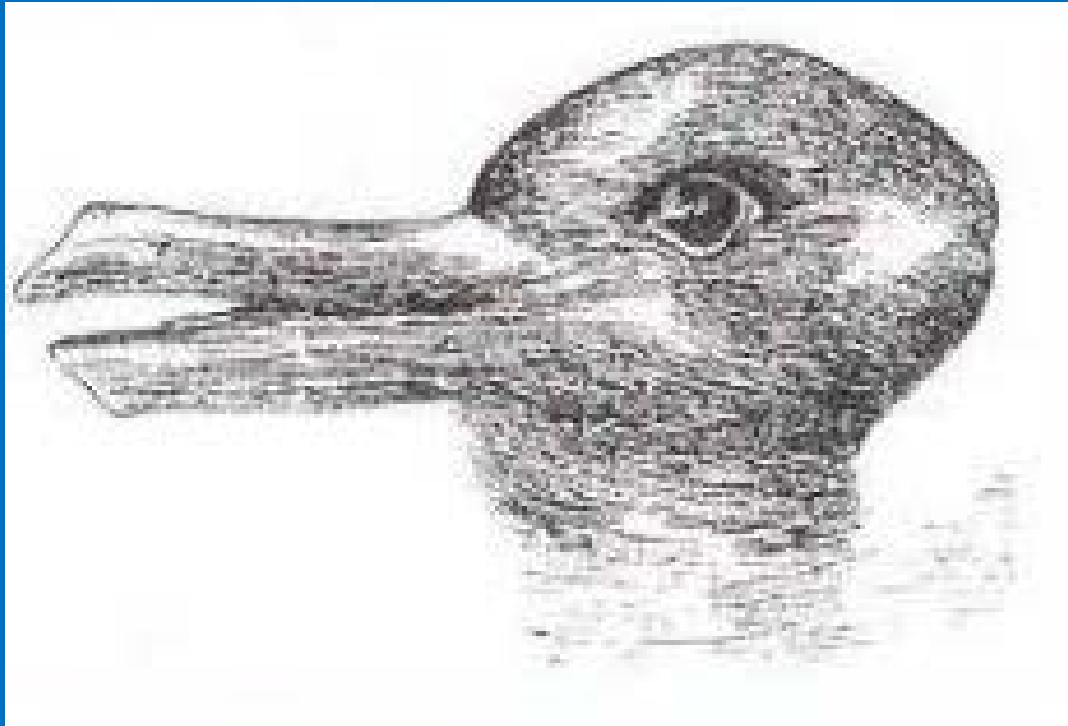
WEDNESDAYS
JUNE 2 - OCTOBER 10
7 AM - 3 PM
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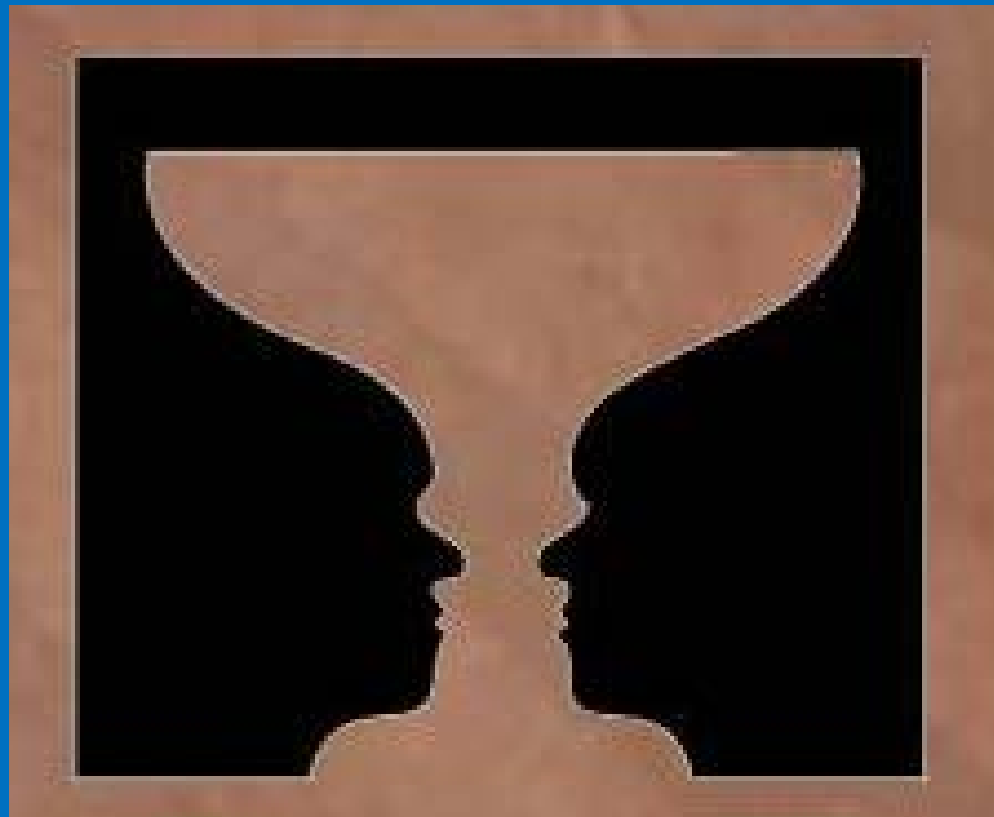
**Special Meeting of the
Committee of the Whole
FY 2024 Planning Workshop
May 23, 2023 11 a.m. – 4 p.m.
Rosewood Beach**

Opening Comments by Mayor Roterling and City Manager Neukirch

Let's see....







**Each of us has two eyes,
but no one has the same view.**

Agenda

- City Mission and Priorities
- Council/Staff Liaison Roles & Responsibilities
- Review of Select Initiatives for FY 2024
 - Ambulance Billing
 - Transportation Options
 - Second St. Infrastructure Investment
 - Business Development Strategic Plan
 - Communications Best Practices – handout only
- State of the City Finances & Financial Plans

Mission & Priorities

The mission of the City of Highland Park, Illinois is to provide high-quality municipal services in an efficient and fiscally-responsible manner through effective, transparent, collaborative, and inclusive governance.

- Fiscal Stability
- Public Safety
- Infrastructure Investment
- Economic Development
- Environmental Sustainability

City of HP Values Discussion

The following core values, coupled with the City's mission and priorities, ensure that our priorities, policies, and behaviors reflect our commitment to a culture of inclusion that calls all members of our community to contribute toward achieving a more just and equitable present and future for our City.

- Leadership
- Equity
- Integrity
- Accessibility
- Sustainability
- Collaboration
- Allyship

Statement Against Hate Updated

The City of Highland Park unequivocally condemns any racist, misogynistic, antisemitic or other act of religious bigotry, anti-LGBTQ+, ableist, or otherwise hate-motivated groups or individuals who are threatening any form of violent acts, bigoted harassment on, or discrimination against our residents, visitors, or city staff. This behavior is never acceptable, but it is particularly outrageous that any groups would further an agenda of hate and fear.

Highland Park will take every possible action to ensure that residents, workers, and visitors will not face discrimination or harassment. Hate crimes and violence have no place in our City, State, or country, and will not be tolerated. In the event of a report of such a hate crime is received in Highland Park, be assured that the City's Police Department will thoroughly investigate, in partnership with appropriate partner agencies, to ensure the continued safety of our community.

It is vitally important that our community holds to our values and stands together in denouncing all acts of bigotry and violence. Hate has no home in Highland Park or anywhere.

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WEDNESDAYS

JUNE 28 - OCTOBER 27

7 AM - 1 PM

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Council/Staff Liaison Roles & Responsibilities

Council Liaison Roles and Responsibilities

- Member of City Council who serves as a link between the Commission and the City Council
- Meetings are not dependent on Council liaison attendance
- As appropriate, provides clarification of City policy to advance consideration of business during a meeting
- Does not speak on behalf of the City Council nor provide presentations on agenda matters
- Does not set the agenda or annual Work Plan but should be kept aware of what items will be on agendas
- Does not engage in ex parte discussions
- Does not “own” subject matters; officials rotate as liaisons

Code of Conduct, Protocols for Public Meetings & Ethics Guidelines

- Reviewed regularly
- Feedback welcome
- If there are questions, concerns or recommendations for Council considerate items, please contact City Manager Neukirch or Mayor Rotering

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Review of Select Initiatives

Ambulance Billing



Ground Emergency Medical Transport

- **Initial Intent of GEMT**
 - Provider rates would match the annual cost report
- **City of Highland Park Current Structure**
 - Rates have not adjusted to the cost report
 - Residents are not balance billed
 - Non-residents are balance billed
- **Proposed**
 - Adopt annual cost report rate for ambulance billing
 - Same rate for resident and non-resident
 - No balance billing

Ambulance Transport Rates

- **Grounds Emergency Medical Transport Rate**
 - Advanced Life Support - \$3,044.90
 - Basic Life Support - \$2617.59
 - Mileage - \$5.60

City Code Section	Description	FY2022 Fee	FY2023 Fee
Chapter 101-1: Ambulance Transport Fees			
101-1.003(A)	Basic Life Support - Resident	\$450.00	\$495.00
101-1.003(A)	Advanced Life Support Level 1 - Resident	\$535.00	\$588.50
101-1.003(A)	Advanced Life Support Level 2 - Resident	\$770.00	\$847.00
101-1.003(A)	Basic Life Support - Non Resident	\$865.00	\$951.50
101-1.003(A)	Advanced Life Support Level 1 - Non Resident	\$1,005.00	\$1,105.50
101-1.003(A)	Advanced Life Support Level 2 - Non Resident	\$1,115.00	\$1,226.50
101-1.003(A)	Mileage Fee - Resident and Non-Resident	\$8.60 per mile	\$9.46 per mile

Financial Impact of Proposed Rates

- **Current Rates Annual Revenue (Projected)**
 - \$1,822,302
- **Proposed Annual Revenue (Projected)**
 - \$2,584,159
- **Balance Billing Elimination**
 - Last year's revenue from balance billing - \$15,672
- **Equilibrium with Industry Standards**
 - Standard medical billing rates exceed what insurance pays through negotiated discounts
 - Elimination of balance billing allows us to maximize the insurance payment without negatively impacting those we serve

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Review of Select Initiatives **Transportation Options**



Pace Conducting Regional Study

Pace RFP

- Bids due April 26, 2023
- Pace staff to evaluate proposals & select consultant
- Proposal for Network Revitalization & Systemwide Restructuring Initiative
- Goal to evaluate capacity and functionality of the agency's limited resources and services
- Implement & innovate fixed-route transit in the highest demand markets
- Explore potential to harness technology & new or enhanced mobility solutions to provide more effective coverage services in lower-demand areas

Pace 2024 POS Agreement

Pace to Require:

- City provides insurance & liability responsibility
 - Staff Meeting with City Insurance Provider 5/24/23
 - VERY preliminary Est. \$142K (excluding W/C)
- City Local Share to meet 36% Recovery Ratio
 - Pace waived requirement 2020, 2021, 2022 due to pandemic
 - 2022: estimated City Local Share \$60K (if it wasn't waived)
 - Ravinia Festival: primary revenue source offsetting expenses
- Pace 2024 Budget request submittal due in June 2023

2024 Major Project to be undertaken: Regional Transportation Options

- Pace Services
- CHP Connector
- Moraine Township Door-to-Door Paratransit Van
- Ride Lake County
- Faith in Action GoGo Car Service
- Deerfield's Senior and Disabled Taxi Program
- and others...



Review of Select Initiatives
Second Street
Infrastructure Investment

Request for Feedback

- Staff requests feedback regarding alternative design concepts for a portion of Second St.
 - Second St. between Central Ave. and Elm Pl.

Background & Purpose

- **In late 2022 Council approved an exploration of alternatives to improve the pedestrian environment along Second Street.**
 - **Through strategic infrastructure investments, the City can reinforce a sense of “place”.**
 - **Create improved and add’l outdoor dining areas and other pedestrian amenities**
 - **Part of a multifaceted approach by which several “places” downtown can be focal points of activity that foster vibrancy and support local businesses.**

Stakeholder Engagement

- Six in-person stakeholder focus group meetings with business owners, property owners and other interested parties including City staff.
- Key Findings:
 - 1) the loss of on-street parking was not considered an issue; and
 - 2) there are opportunities for desired pedestrian improvements in the study area.

Concept Alternatives

- **Three Concept Alts. were developed each with its own sub-alternative.**
- **Alts. A1 & A2 –**
 - *East Side Pedestrian Area Improvements*
 - *Est. cost ~\$2M*
- **Alts. B1 & B2 –**
 - *East and West Side Pedestrian Area Improvements, use of permeable parking spaces w/asphalt or brick pavers for vehicle travel lanes*
 - *Est. cost ~\$4.7M-\$5.5M*
- **Alts. C1 & C2 –**
 - *East and West Side Pedestrian Area Improvements w/Shared (curbless) Street Design and use of permeable pavers for parking spaces w/brick pavers for vehicle travel lanes*
 - *Est. cost ~\$5.5M*



CITY OF HIGHLAND PARK
STUDY AREA CONTEXT

HIGHLAND PARK, ILLINOIS



MAY 12, 2023

PREPARED FOR:
 CITY OF HIGHLAND PARK





EX. STREET PARKING

West Side Angled Parking	33 Spaces
East Side Angled Parking	25 Spaces
East Side Parallel Parking	9 Spaces
Total Street Parking	67 Spaces

EX. OFF-STREET PARKING

Renaissance Place Underground Parking	378 Spaces
Renaissance Place East Surface Parking	22 Spaces
Second Street / Elm South Lot Surface Parking	34 Spaces
Total Off-Street Parking	434 Spaces

EX. PARKING TOTALS

Street Parking	67 Spaces
Off-Street Parking	434 Spaces
Total Parking	501 Spaces

LEGEND

- PARKING GARAGE / SURFACE PARKING
- STREET PARKING
- PICK UP / DROP OFF LAY BY

CITY OF HIGHLAND PARK

EXISTING PARKING

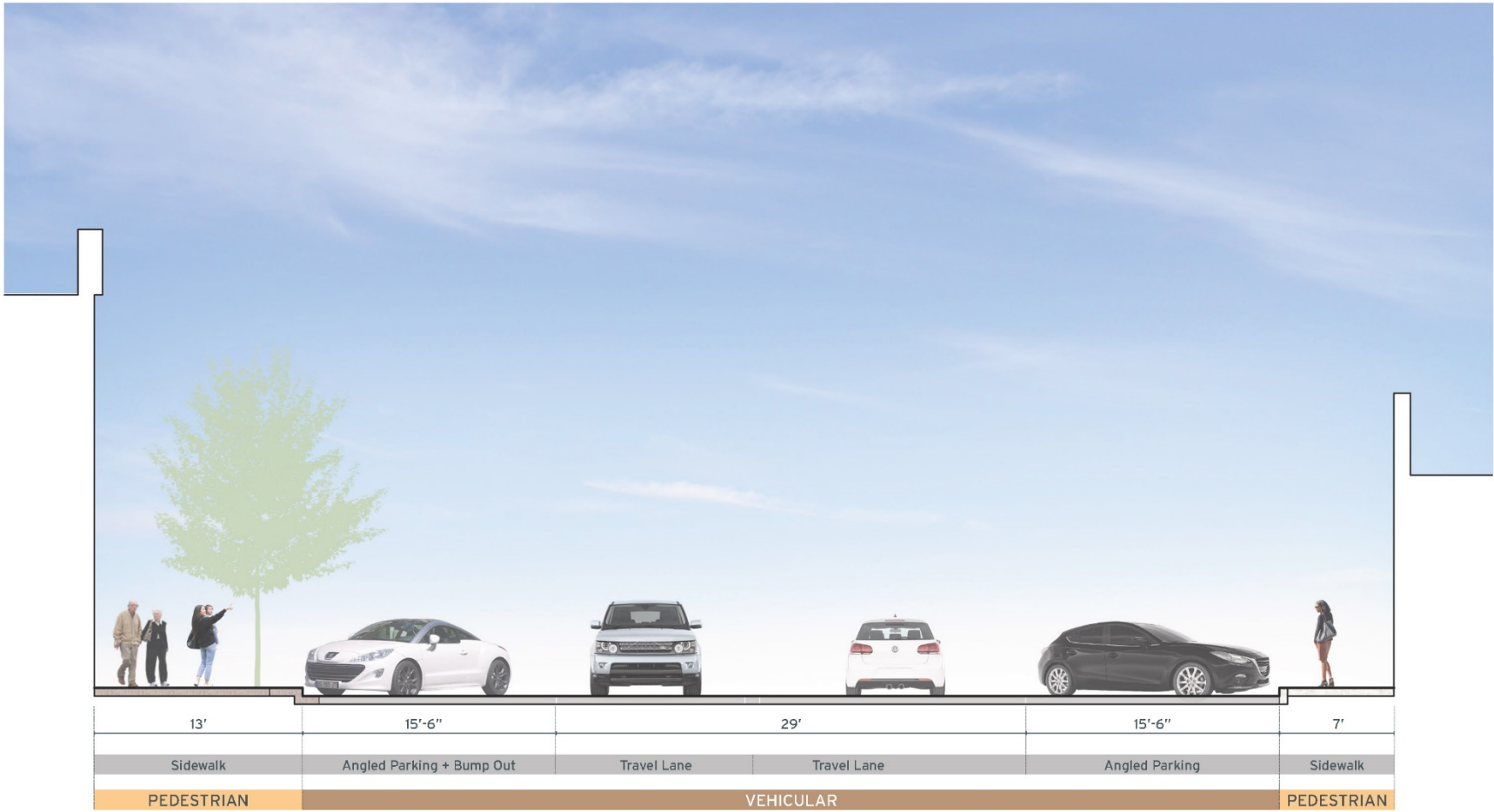
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EXISTING SECTION X-X'

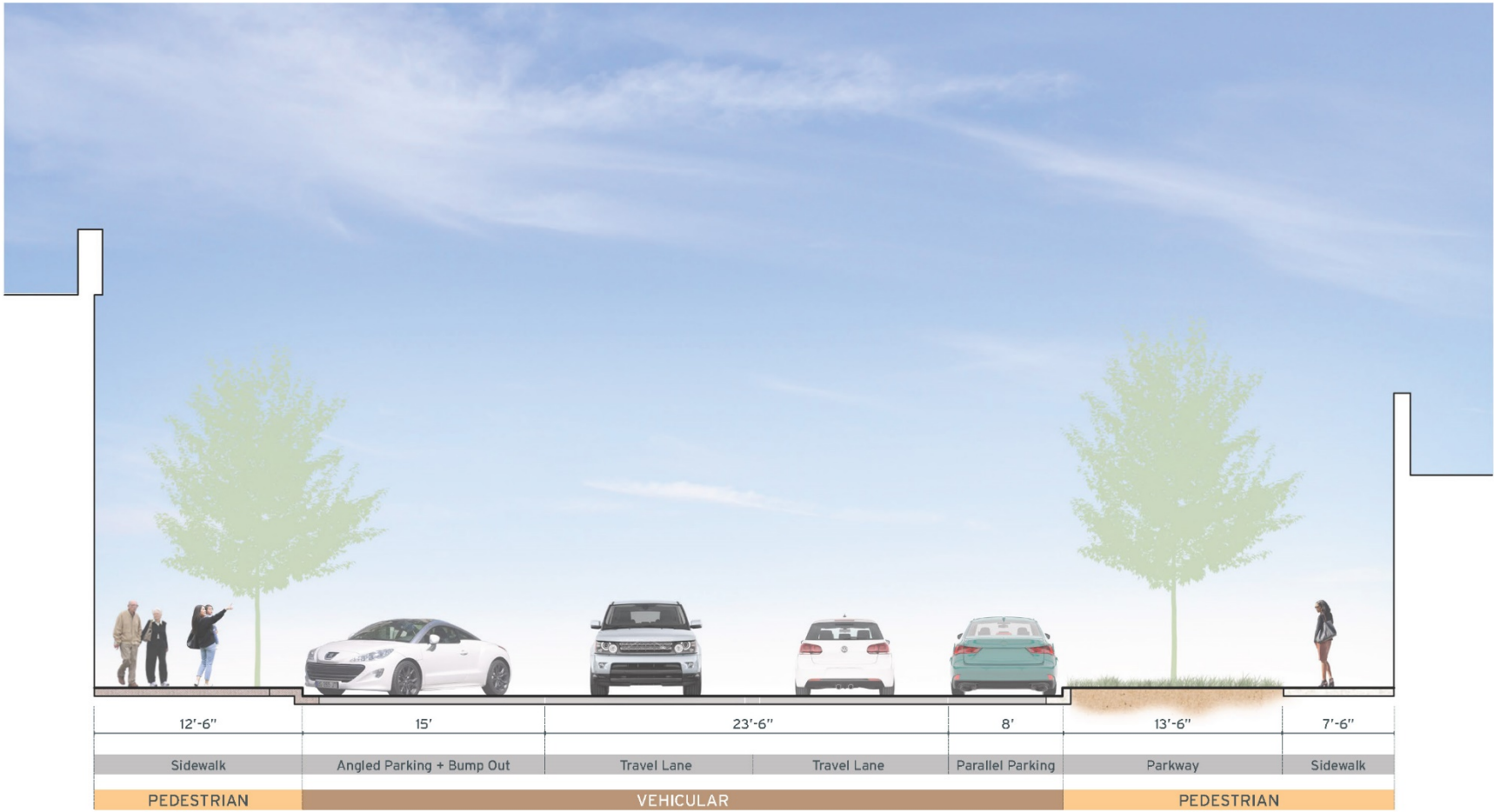
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SCALE: 1"=6'
 0' 1' 2' 3' 6'

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CITY OF HIGHLAND PARK
EXISTING SECTION Y-Y¹

HIGHLAND PARK, ILLINOIS

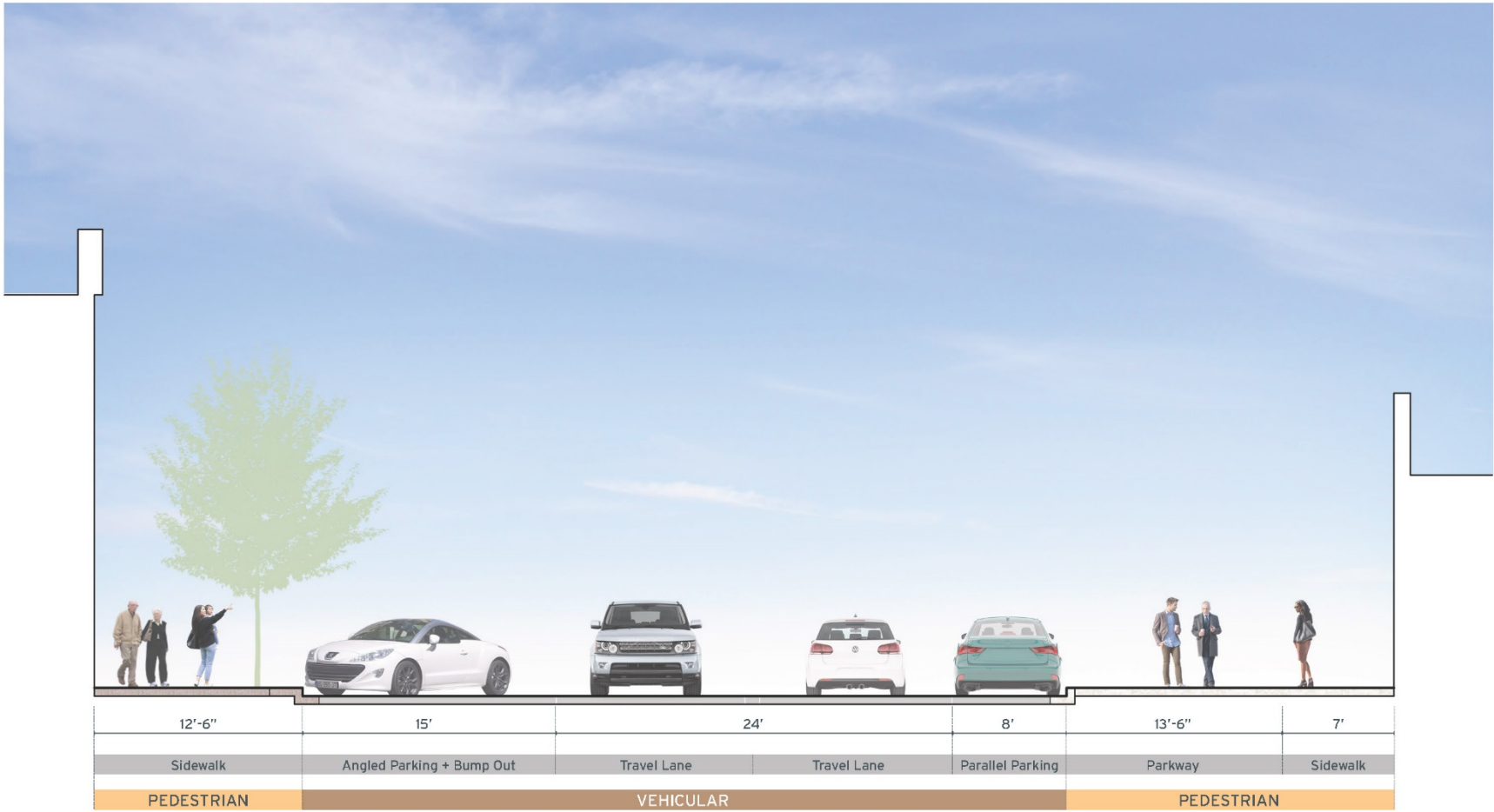
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EXISTING SECTION Z-Z'

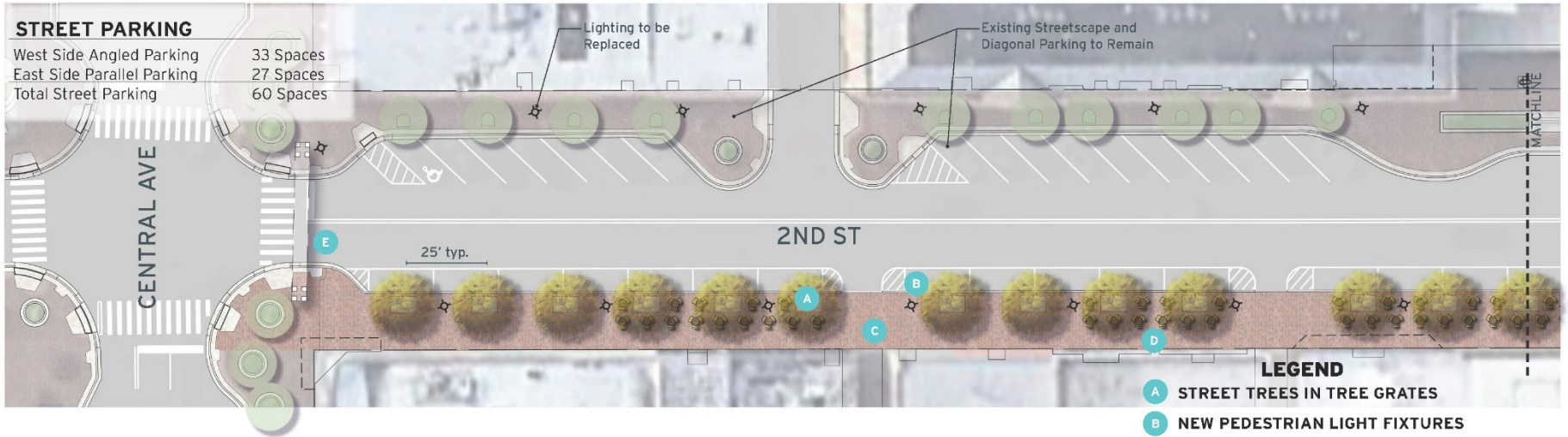
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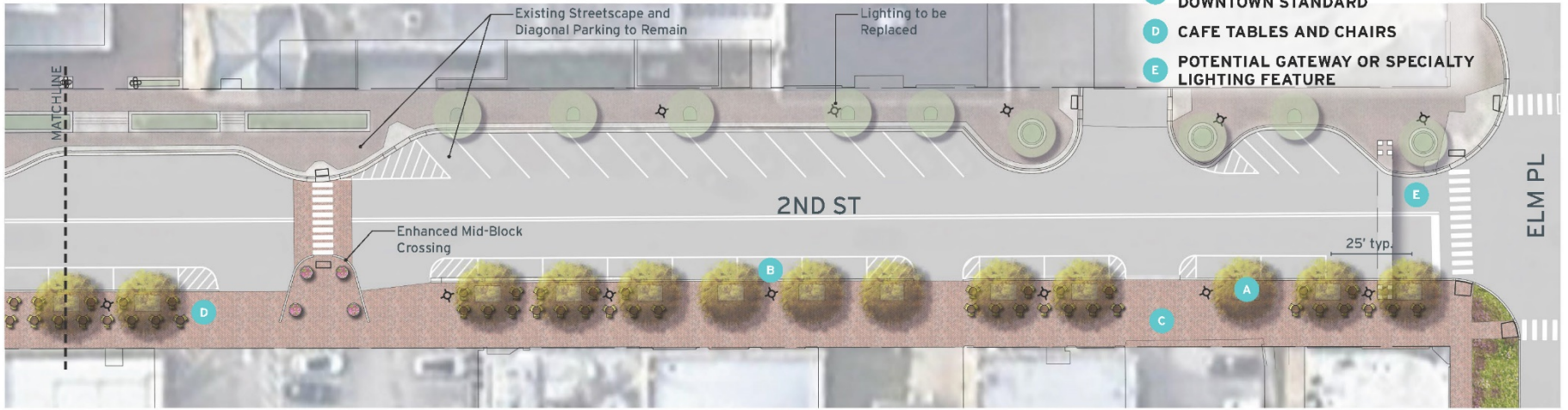
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**THE
 LAKOTA
 GROUP.**
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- LEGEND**
- A** STREET TREES IN TREE GRATES
 - B** NEW PEDESTRIAN LIGHT FIXTURES
 - C** NEW UNIT PAVING TO MATCH DOWNTOWN STANDARD
 - D** CAFE TABLES AND CHAIRS
 - E** POTENTIAL GATEWAY OR SPECIALTY LIGHTING FEATURE



CITY OF HIGHLAND PARK

CONCEPT PLAN A1 | EAST SIDE IMPROVEMENTS ONLY WITH TREE GRATES

HIGHLAND PARK, ILLINOIS

SCALE: 1"=30'
0" 15" 30" 60" NORTH

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CITY OF HIGHLAND PARK



MAY 12, 2023



LEGEND

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CITY OF HIGHLAND PARK

CONCEPT PLAN A1 | EAST SIDE IMPROVEMENTS ONLY WITH TREE GRATES

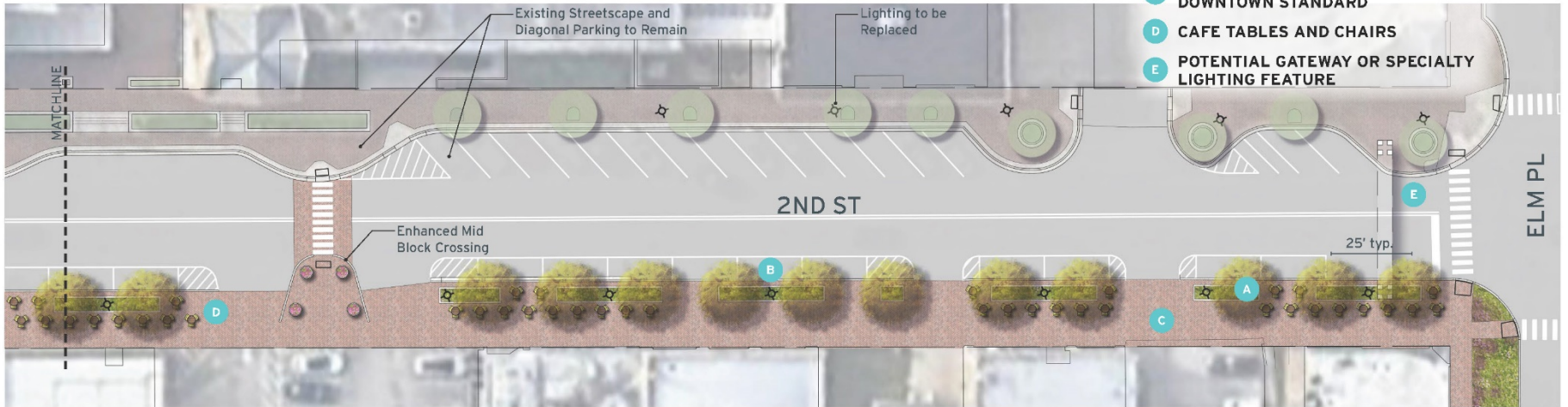
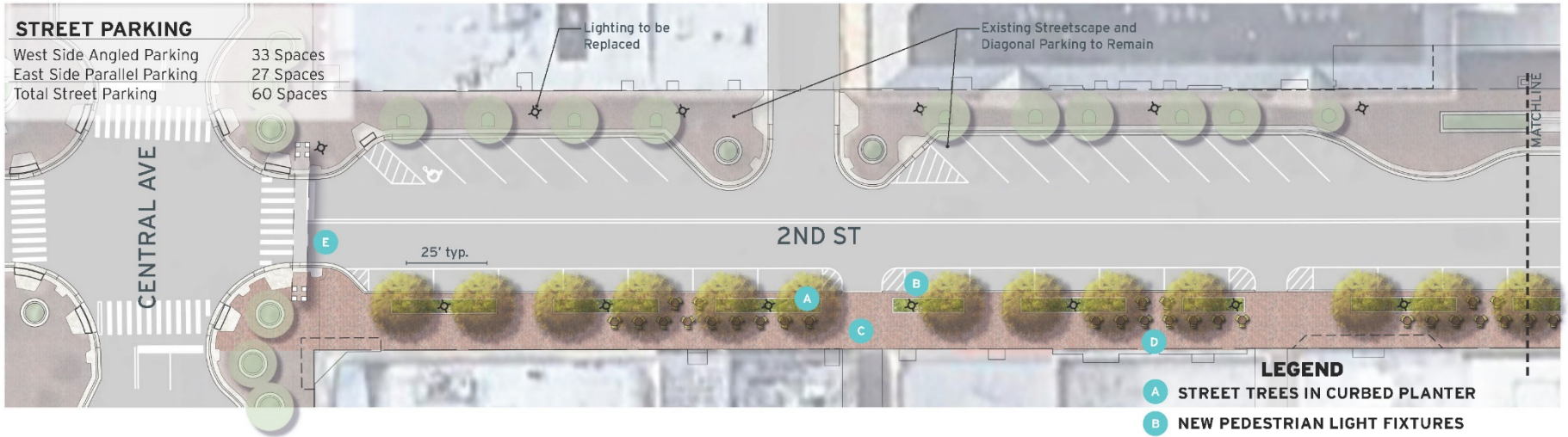
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SCALE: 1"=6'
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CITY OF HIGHLAND PARK

CONCEPT PLAN A2 | EAST SIDE IMPROVEMENTS ONLY W/ CURBED PLANTERS

HIGHLAND PARK, ILLINOIS

SCALE: 1"=30'
 0" 15" 30" 60" NORTH

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LEGEND

- A** STREET TREES IN CURBED PLANTER
- B** NEW PEDESTRIAN LIGHT FIXTURES
- C** NEW UNIT PAVING TO MATCH DOWNTOWN STANDARD
- D** CAFE TABLES AND CHAIRS



CITY OF HIGHLAND PARK

CONCEPT PLAN A2 | EAST SIDE IMPROVEMENTS ONLY W/ CURBED PLANTERS

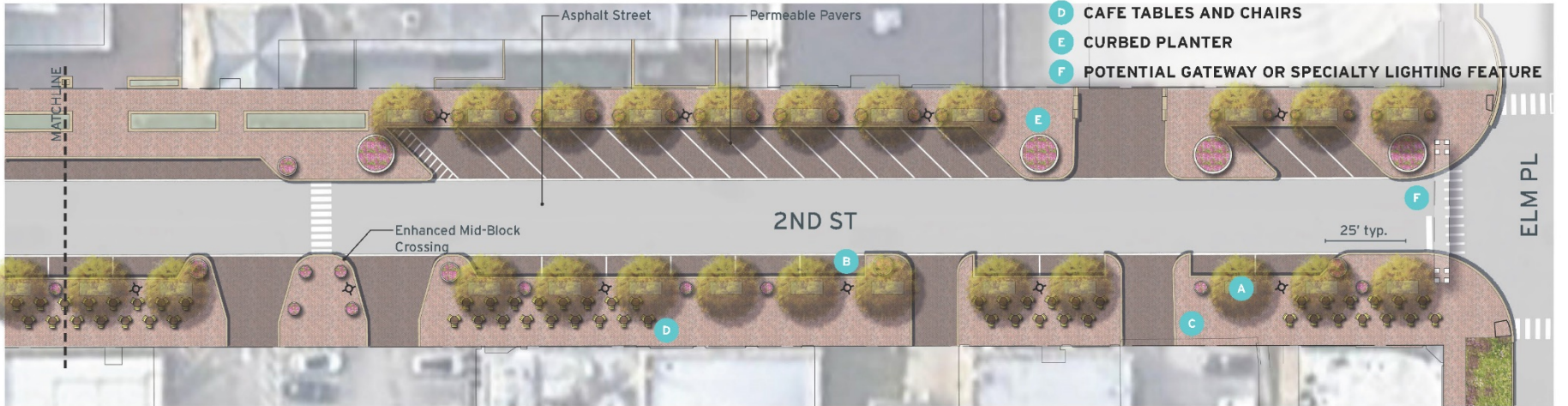
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MAY 12, 2023



CITY OF HIGHLAND PARK

CONCEPT PLAN B1 | FULL STREET IMPROVEMENTS WITH TREE GRATES

HIGHLAND PARK, ILLINOIS

SCALE: 1"=30'
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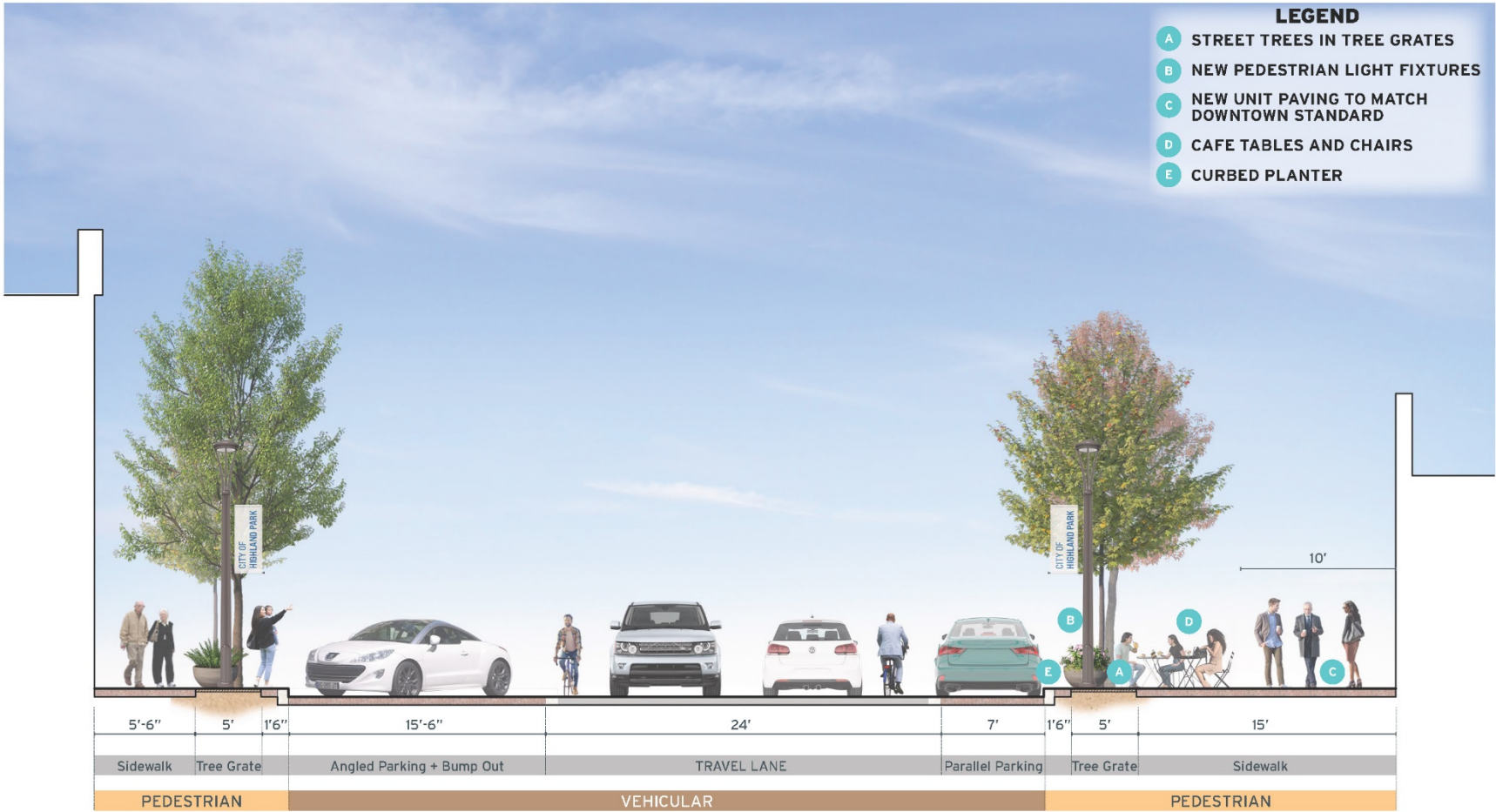
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LEGEND

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- E CURBED PLANTER



CITY OF HIGHLAND PARK

SECTION B1 | FULL STREET IMPROVEMENTS WITH TREE GRATES

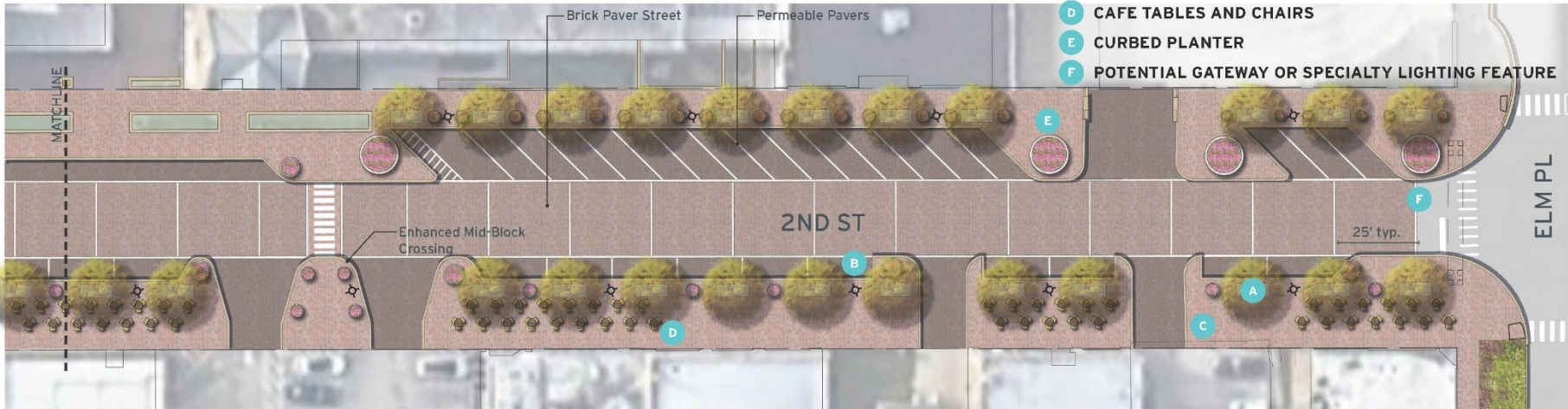
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CITY OF HIGHLAND PARK

CONCEPT PLAN B2 | FULL STREET IMPROVEMENTS WITH TREE GRATES

HIGHLAND PARK, ILLINOIS

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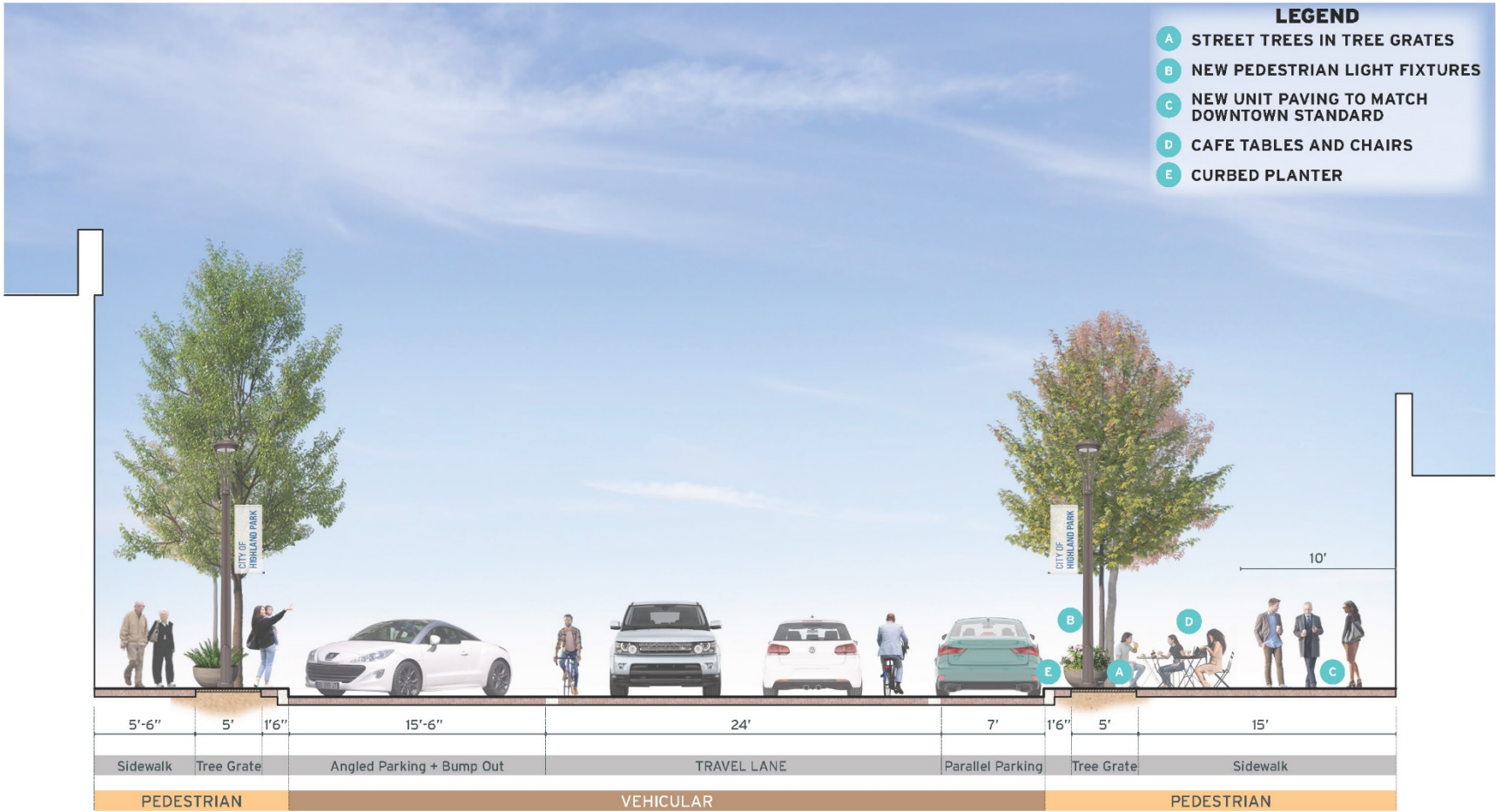
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CITY OF HIGHLAND PARK

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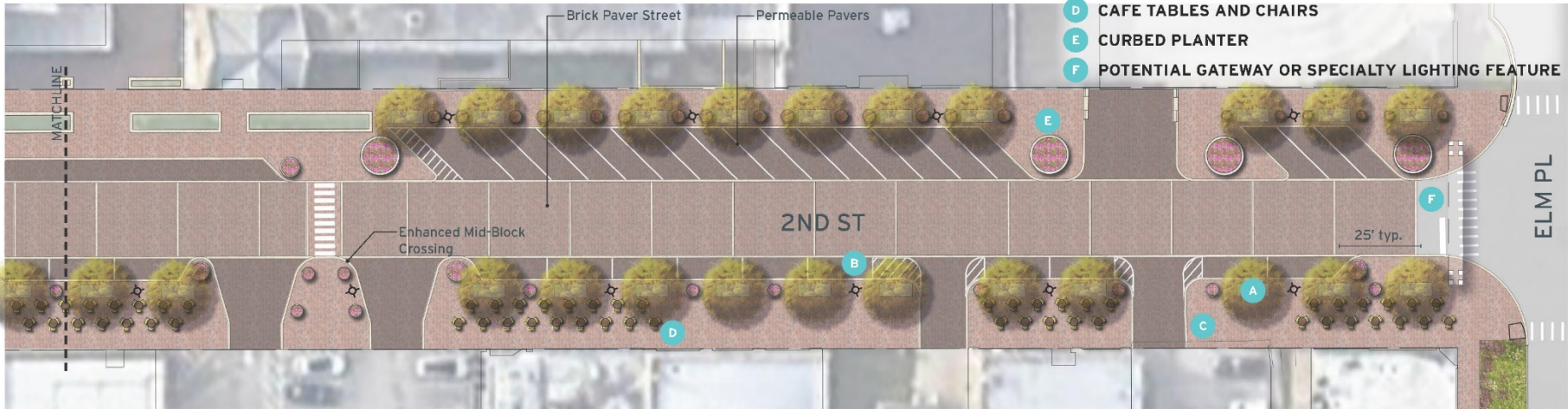
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CITY OF HIGHLAND PARK
CONCEPT PLAN C1 | SHARED STREET CONCEPT

HIGHLAND PARK, ILLINOIS

SCALE: 1"=30'
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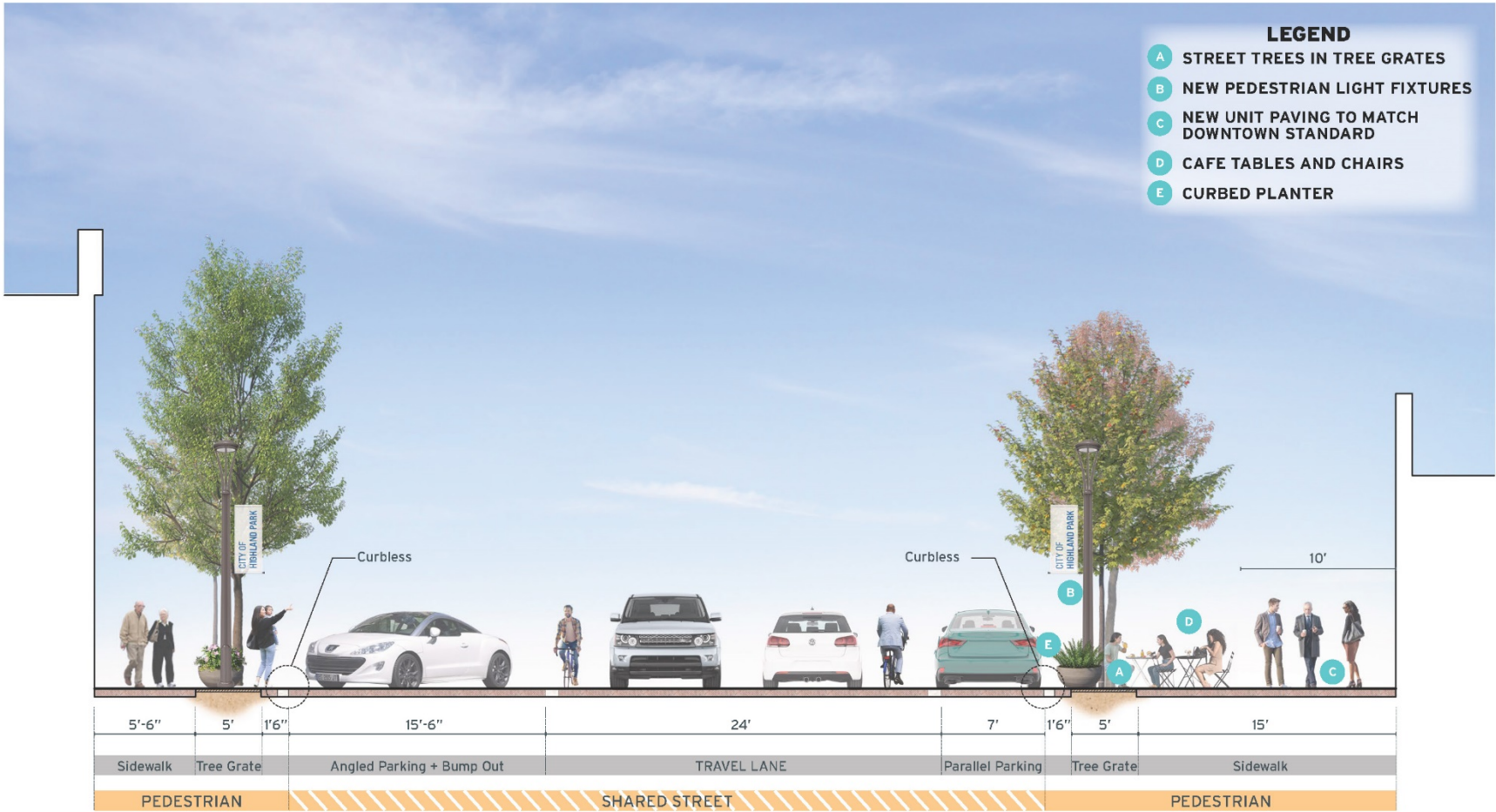
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CITY OF HIGHLAND PARK

SECTION C1 | SHARED STREET CONCEPT

HIGHLAND PARK, ILLINOIS

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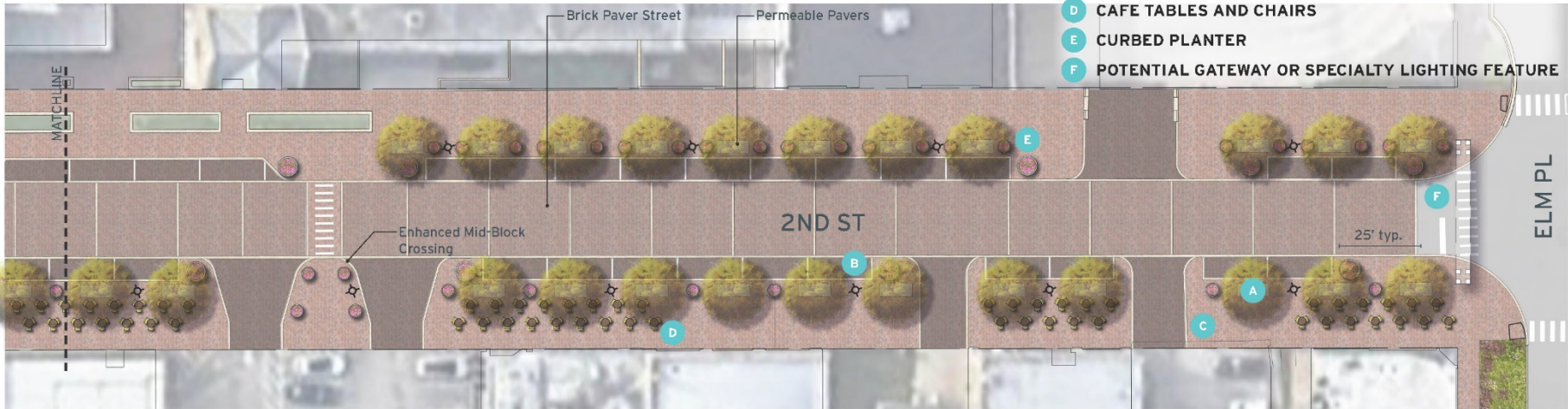
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CITY OF HIGHLAND PARK

CONCEPT PLAN C2 | SHARED STREET ALT (PARALLEL PARKING, BOTH SIDES)

HIGHLAND PARK, ILLINOIS

SCALE: 1"=30'
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CITY OF HIGHLAND PARK

SECTION C2 | SHARED STREET ALT (PARALLEL PARKING, BOTH SIDES)

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 - *East and West Side Pedestrian Area Improvements w/Shared (curbless) Street Design and use of permeable pavers for parking spaces w/brick pavers for vehicle travel lanes*
 - *Est. cost ~\$5.5M*

Next Steps

- Interested in a COTW presentation for further discussion?
- If there is interest in moving forward, Lakota Group will refine the preferred design concept and provide:
 - 1) A schematic design package that includes plan, section(s), and imagery to illustrate the selected design concept.
 - 2) Detailed costs estimates.

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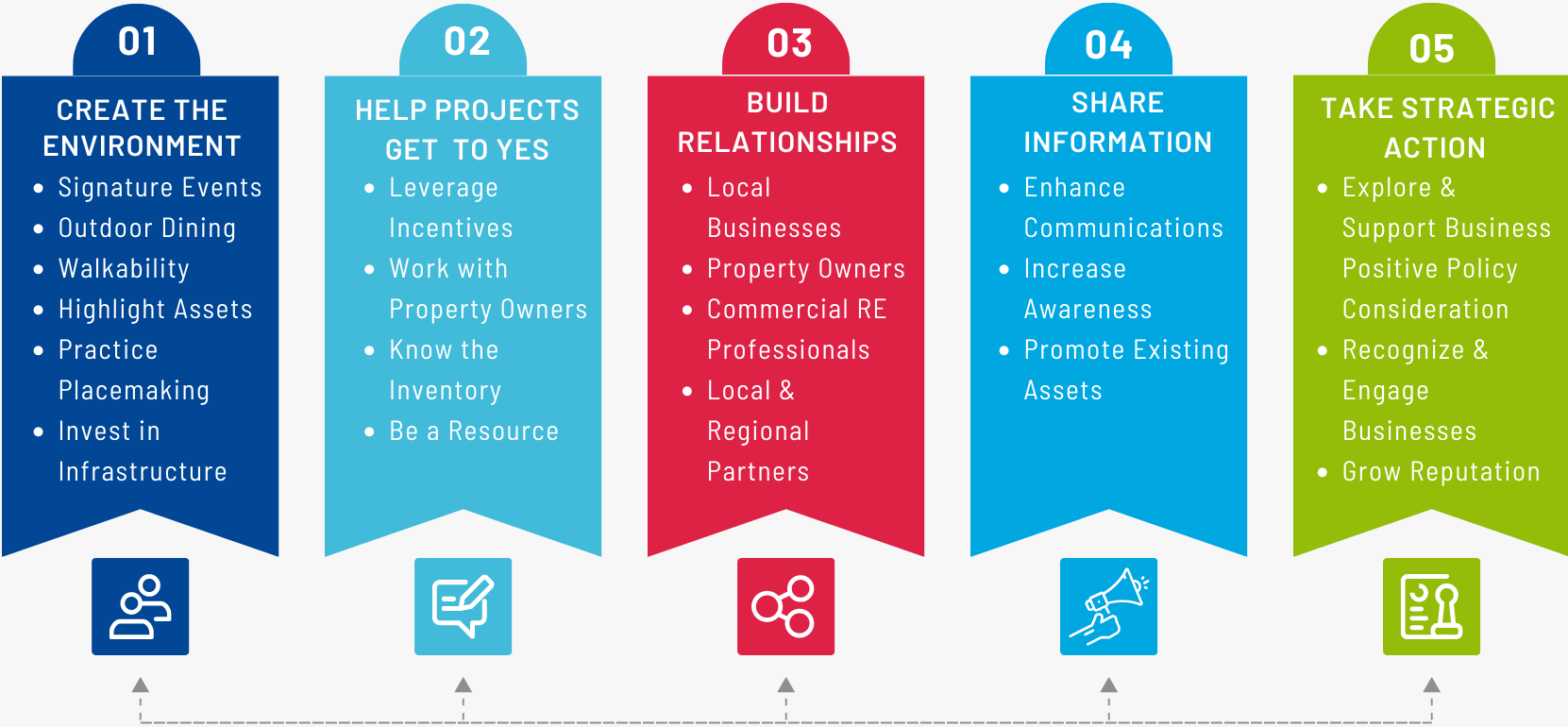
Review of Select Initiatives Business Development Strategic Plan



Focus Areas

- **Business Attention & Attraction**
- **Marketing & Public Education**
- **Local & Regional Partnerships Policy Considerations**
- **Administrative & Regulatory Processes**
- **Development, Redevelopment & Repositioning Strategies**
- **Infrastructure Improvements**

Focus Areas in Practice



Create the Environment

2023 Calendar of Events at The Lot

Vintage Market
June 11

Artisan Market
Sundays, July 2 –
September 24

Oktoberfest
September 30

**Taste of Highland
Park**
June 23 & 24

World Music Fest
July 15

Vintage Market
October 8

BJMF Grand Finale
June 25

Vintage Car Show
September 9

Stews & Brews
October 13 & 14

2023 Ravinia District Food Truck Season

June 1st – September 21st
4:30 PM – Dusk

Help Projects Get to Yes

- Incentive Programs

- Sales Tax Rebate Program

- New businesses making minimum capital investments of \$250,000 and generating a minimum of \$1,000,000 in sales tax dollars annually may be eligible for rebates. Existing businesses investing a minimum of \$75,000 in capital improvements and generating a minimum of \$1,000,000 in sales tax dollars annually may be eligible for rebates.

- Small Business Facade Improvement Program

- Eligible owners of commercial/retail buildings and small business owners operating within a commercial/retail building may apply for a City grant that may reimburse up to 50% of the approved improvement(s) to a maximum of \$5,000 per project.

- Exploring New Programs

Build Relationships

ITS ALL ABOUT
RELATIONSHIPS
CULTIVATION &
ONGOING CARE




Share Information

WEEKENDER ENJOY
highland park


explore. experience. enjoy.

May 11, 2023



**WELCOME TO THE
Weekender**


Get ready to celebrate Mom with plenty of shopping tips and perfect gifts you can find in Highland Park! Enjoy celebrating and making the day special. If you are going into this weekend with complex emotions, we bring you peace. Catch a special music performance, go on an intimate shopping experience in an open house, go for a workout and more in this issue of The Weekender.

 **Cafe Dachas**
675 Central Ave. / 847.926.7024

Browse our [dining guide](#) for more ideas.

LAUGHLIN GALLERY

Sip & Shop



 City of Highland Park
Business Development eNews

[View as Webpage](#)

May 17, 2023



In This Issue...

- Welcome New Business: ATELIER by elliestyled
- Food Truck Thursdays
- Business of the Week: Koi & More Pond Shop
- The Lot: 2023 Season Lineup
- Pride Month: Business Celebrations and Happenings
- Highland Park Composts: Program for Businesses and Local Restaurants
- Sponsor-A-Planter Program
- \$5,000 Façade Grants Available to Eligible Small Businesses
- SSBCI Funding to Support Small Businesses
- SCORE Mentoring & Webinars
- Contacting the Office of Business Development

Welcome New Business: ATELIER by elliestyled



[ATELIER by elliestyled](#) recently opened in Downtown Highland Park. Operating as the design and production space for elliestyled, an avant

Menu 



Vintage Market at The Lot

6/11/23

A Vintage Market is coming to the City of Highland Park's alfresco en... [View More](#)



Taste of Highland Park

6/23/23 - 6/24/23

Savor the taste of summer with cooking demos and special dishes from Highla... [View More](#)



World Music Fest

7/15/23

Diverse music and food bring a multitude of global flavors and ...



Vintage Car Show at The Lot

9/9/23

Attendees will spend the afternoon in

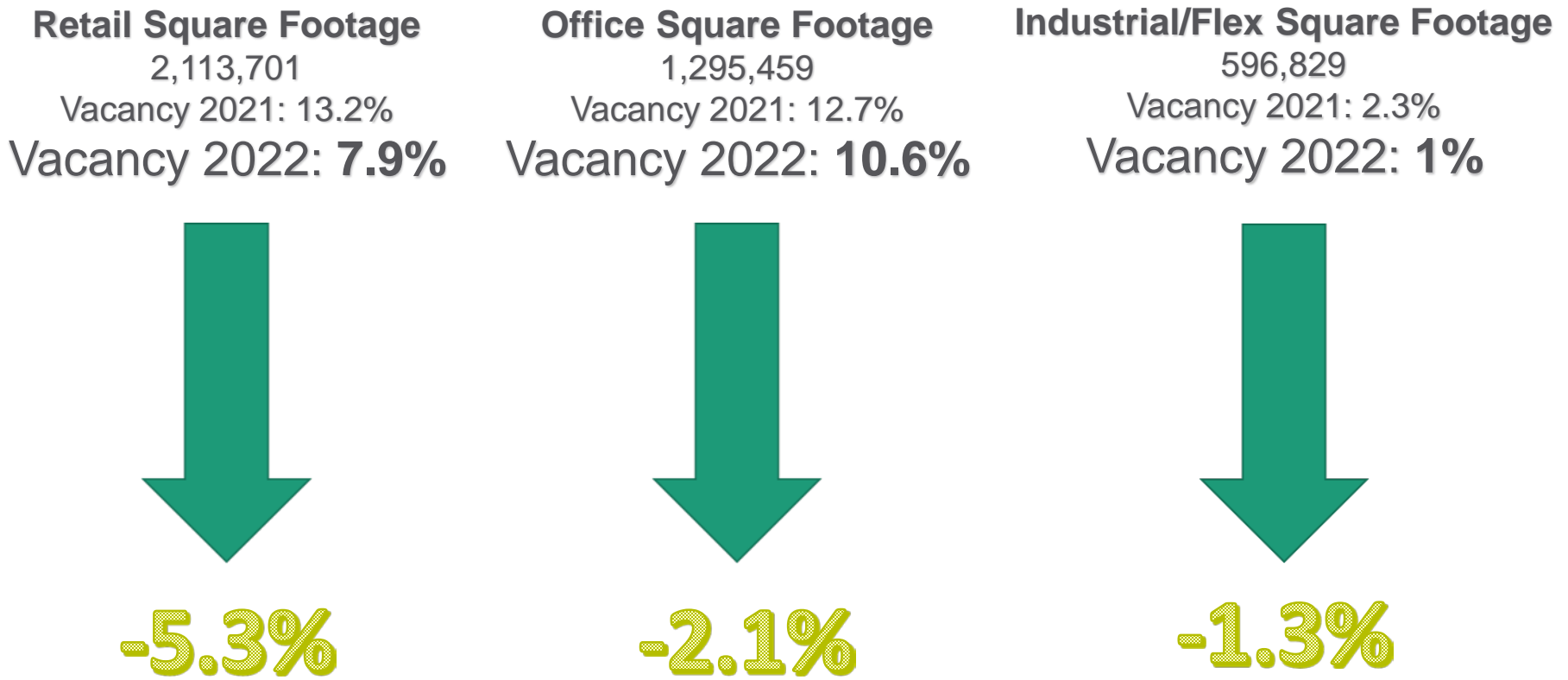


Take Strategic Action

- Administrative & Regulatory Processes
 - Business Incentive Review
 - Red Flag: Tobacco Shops Zoning Consideration
 - Review Liquor License Classifications
 - Business Signage Process Review
 - Review Municipal Code in Relation to BEDAG Residency Requirements; the Council had supported enabling business owners/managers to be considered for appointment when the Advisory Groups were established but the provision did not advance in the code at that time
 - Mural Program
 - Bike/Scooter Rental Program Review
 - Outdoor Dining Program Review 2023 Update

Citywide Vacancy

Citywide Vacancy Square Footage and Category Percentages for Year-End 2021 to Year-End 2022





SPRING 2023

800+

ACTIVE BUSINESSES

79

**NEW BUSINESSES
BETWEEN
JANUARY 2022
AND APRIL 2023**

 Downtown
Highland Park



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WEDNESDAYS

JUNE 27 - OCTOBER 27

7 AM - 1 PM

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Communication Guidelines

Crisis Comm. Guidelines Highlights

- Clear & Consistent Messaging
- Real time Monitoring
- Mayor / City Manager spokesperson or designee
- Various Types of Comms:
 - Confidential Facts
 - Talking Points
 - Public Statements
 - Phone Scripts / Q&A
- Various modes of communications used
- Multi-lingual and simultaneous communication
- Media Training Planned for All Officials, 2023

Social Media Policy Highlights

- Guidelines for staff and officials
- Regulations pertaining to web sites, City logo
- City responses on social media – drive activity back to the City’s web site and staff

 Downtown
Highland Park



Jens Jensen Park
486 Roger Williams Ave, Highland Park

WEDNESDAYS
JUNE 28 - OCTOBER 27
7 AM - 1 PM

ravinafarmersmarket.org

State of the City Finances and Financial Plans



Financial Topics Agenda

- Budget FY 2024 Calendar
- Total Long-Term Liability Trend
- 10-Year CIP & Debt Planning
- Pension & OPEB Contribution Strategy
- Policy Affirmation
 - Budgetary
 - Fund Reserve
 - Investment
 - Purchasing
- Policy Considerations Impacting Revenue
 - Tax Levy
 - Water & Sewer Rates
 - Taxi Licenses
 - Hydrant Meter Deposit Fee

Budget FY 2024 Calendar

City
Defined
Process
& Dates

IL Statue
Defined
Process
& Dates

Description	Date	A	M	J	J	A	S	O	N	D
Virtual Neighborhood Meeting	Apr 19	■								
Virtual Neighborhood Meetings	May 1 & 4		■							
2024 Planning Meeting	May 23		■							
Revenue, Capital, Debt and Library Budget	Aug 21					■				
Draft Budget to Council	Sep 7						■			
Personnel requests presented in Closed Session	Sep 11						■			
Optional Individual Meetings with Councilmembers	Sep 18-29						■			
City Council submits changes to Staff for Prop. Bdgt.	Sep 29						■			
Department Budget Staff Reports to Council	Oct 5							■		
Proposed Budget to Council	Oct 27							■		
Proposed Budget to City's Website	Oct 30							■		
Tax Levy Estimate Accepted	Nov 13								■	
Proposed Budget Public Hearing									■	
Approval of: <ul style="list-style-type: none"> ○ Budget Ordinance and Budget Document ○ Annual Fee Resolution ○ Capital Improvement Program ○ Employee Compensation Plan and Policy 	Nov 27								■	
Proposed Property Tax Levy Public Hearing									■	
Approval of: <ul style="list-style-type: none"> ○ Property Tax Levy ○ Liability & Workmen's Comp. Insurance 	Dec 11									■

Total Long-Term Liability Trend

\$Millions	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022U	2023B
Long-term Debt	52	57	47	53	54	60	57	53	50	59	54
Pension Net Liability - PD/FD	62	73	88	80	79	85	76	70	69	99	99
Pension Net Liab/(Asset) - IMRF	(3)	2	6	5	(6)	8	(2)	(11)	(23)	(19)	(15)
OPEB Net Liability	5	5	7	6	4	2	4	11	11	2	2
Other LT Obligations	3	3	3	3	3	3	2	2	2	3	3
Total LT Obligations	119	140	151	148	133	158	137	126	108	144	142
Total ACFR Fund Balances	82	83	81	78	76	77	83	90	103	125	114
Fund Balance % of LT Oblig.	69%	59%	54%	53%	57%	49%	60%	72%	96%	86%	80%

Notes:

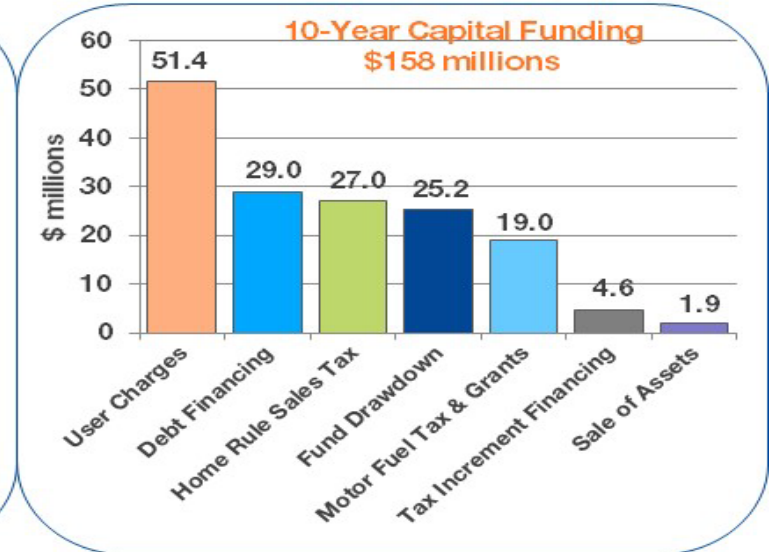
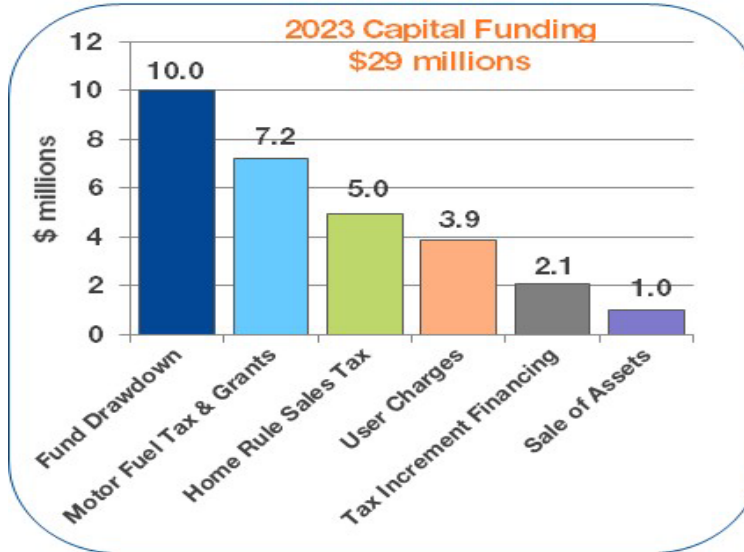
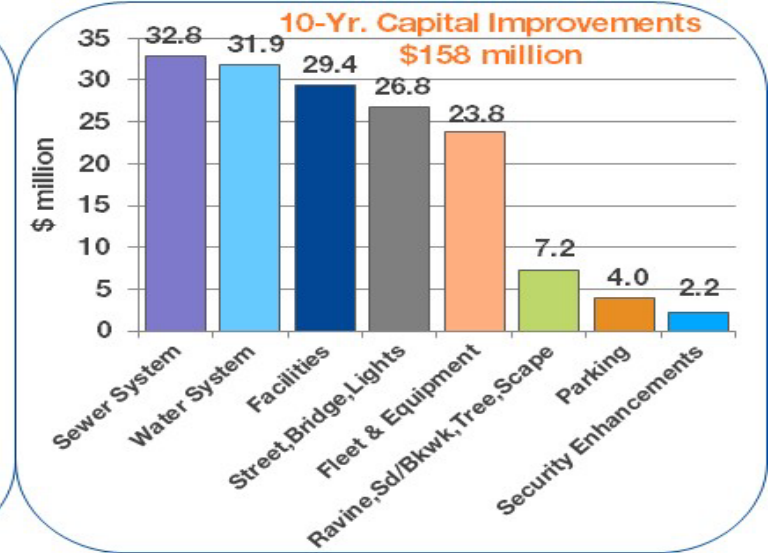
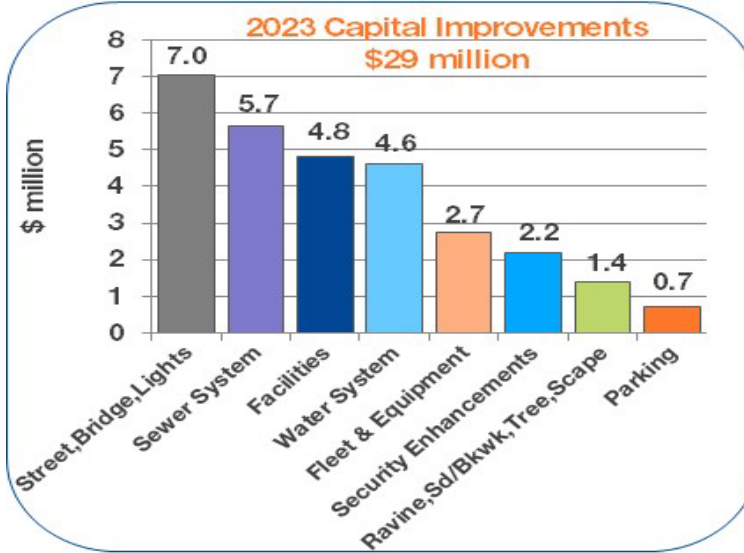
- (1) - Sources of data are final Comprehensive Annual Financial Report (ACFR) for 2013-22, and 2023 Budget for 2023.
- (2) - Long-Term Debt includes outstanding debt for GO Bonds and IEPA Loans.
- (3) - Pension Net Liability is Total Liability less Net Position.
- (4) - 2022 increase in Pension Net Liability - PD/FD is to due investment losses (\$17M), change of mortality and other assumptions (\$5M), actual vs. expected liability changes (\$3M), and all other changes (\$6M).
- (5) - Other Post-Retirement Employee Benefits (OPEB) Net Liability is Total Liability less Reserves. 2020 and 2022 changes are due to changes in discount rate, with the rate dependent on market fixed rates.

The City balances major funds 10 years forward each budget year and has a plan to reduce fund balances over the long-term, consistent with the capital improvement plan

Fund Balances increased, given less new debt, improved pension funding, revenue recovery faster than expected, and expenditures were lower than planned. Some of the upside from expenditures is due to capital projects continuing into 2023

10-Year CIP & Debt Planning (2023 Budget)

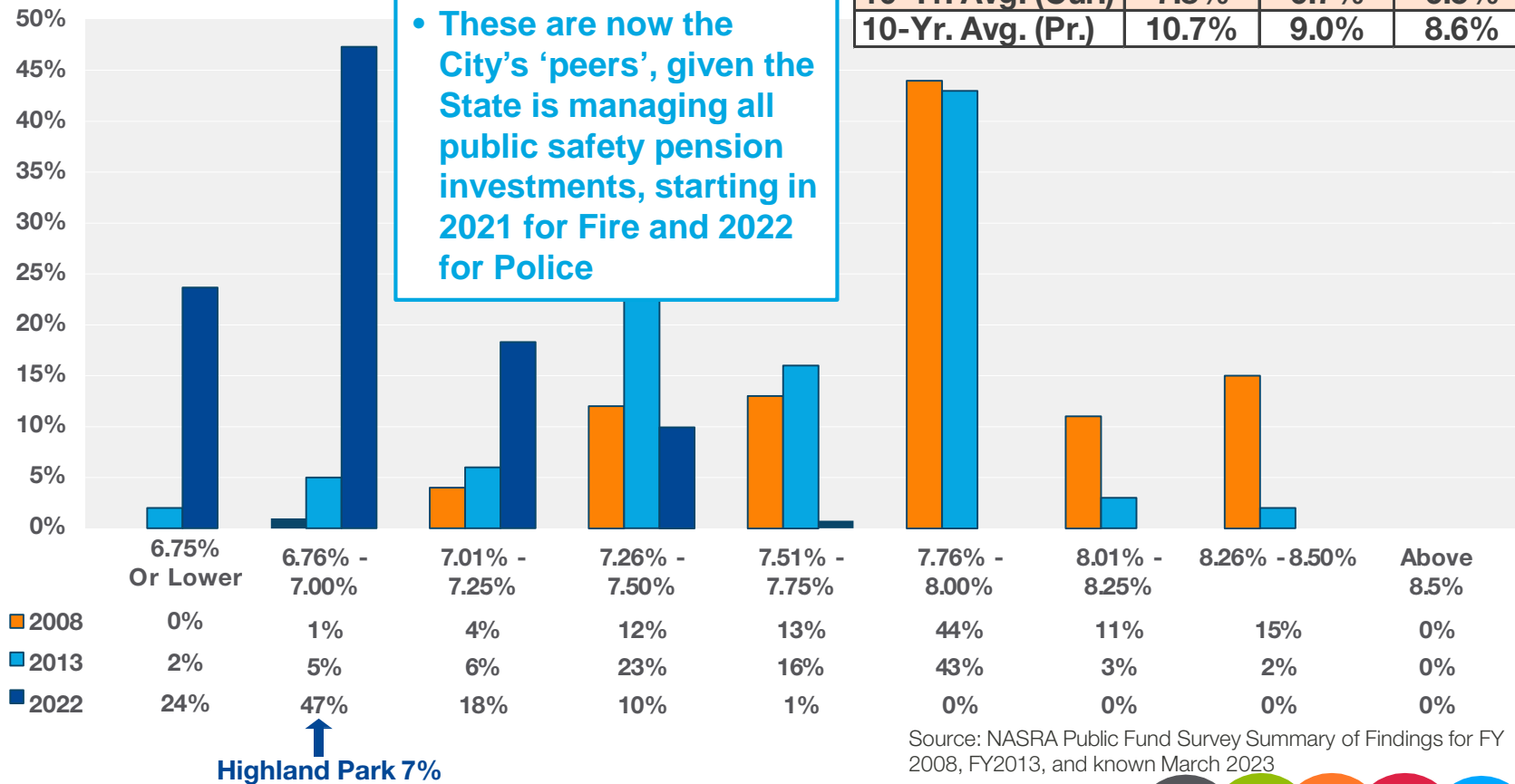
Note:
2023 Capital improvements
exclude budget
amendments for
2022-to-2023
carryover
projects.



Pension Investment Returns

- Assumed Return Rates Used by Large Public Plans
- These are now the City's 'peers', given the State is managing all public safety pension investments, starting in 2021 for Fire and 2022 for Police

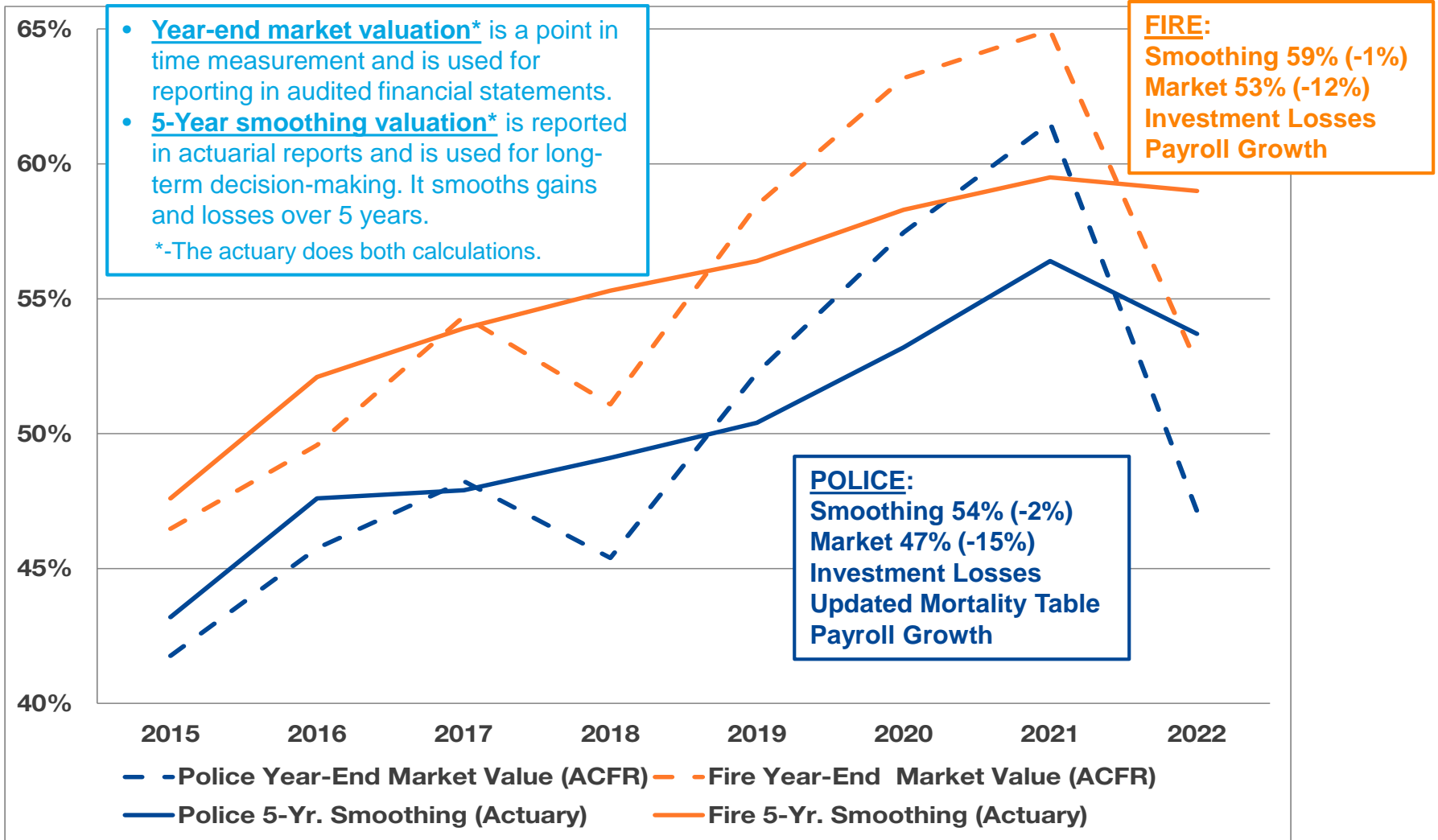
	IMRF	Police	Fire
Assumed - City	N/A	7.0%	7.0%
Assumed - State	7.25%	6.75%	7.125%
Actual - 2022	-12.9%	-15.5%	-14.2%
Actual - 2021	16.8%	12.0%	11.8%
Actual - 2020	14.8%	14.3%	14.4%
Actual - 2019	19.6%	19.2%	19.4%
Actual - 2018	-4.4%	-4.5%	-4.6%
Actual - 2017	15.7%	12.5%	13.7%
10-Yr. Avg. (Cur.)	7.8%	6.7%	6.5%
10-Yr. Avg. (Pr.)	10.7%	9.0%	8.6%



Source: NASRA Public Fund Survey Summary of Findings for FY 2008, FY2013, and known March 2023



Police & Fire % Funded Trend

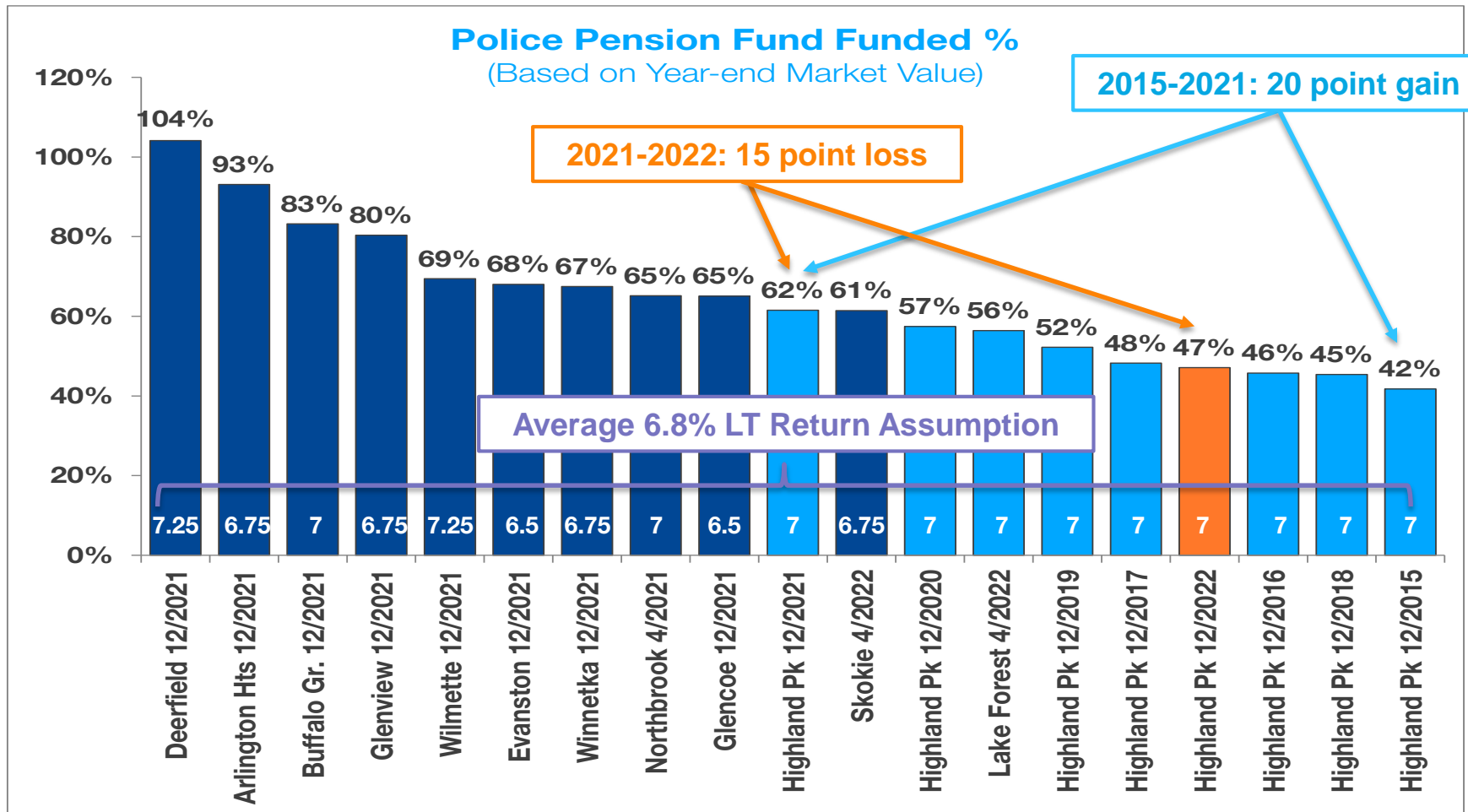


Notes:

2021 – Significant investment gains across the market.
 2022 – Significant investment losses across the market.



Police Pension % Funded Survey



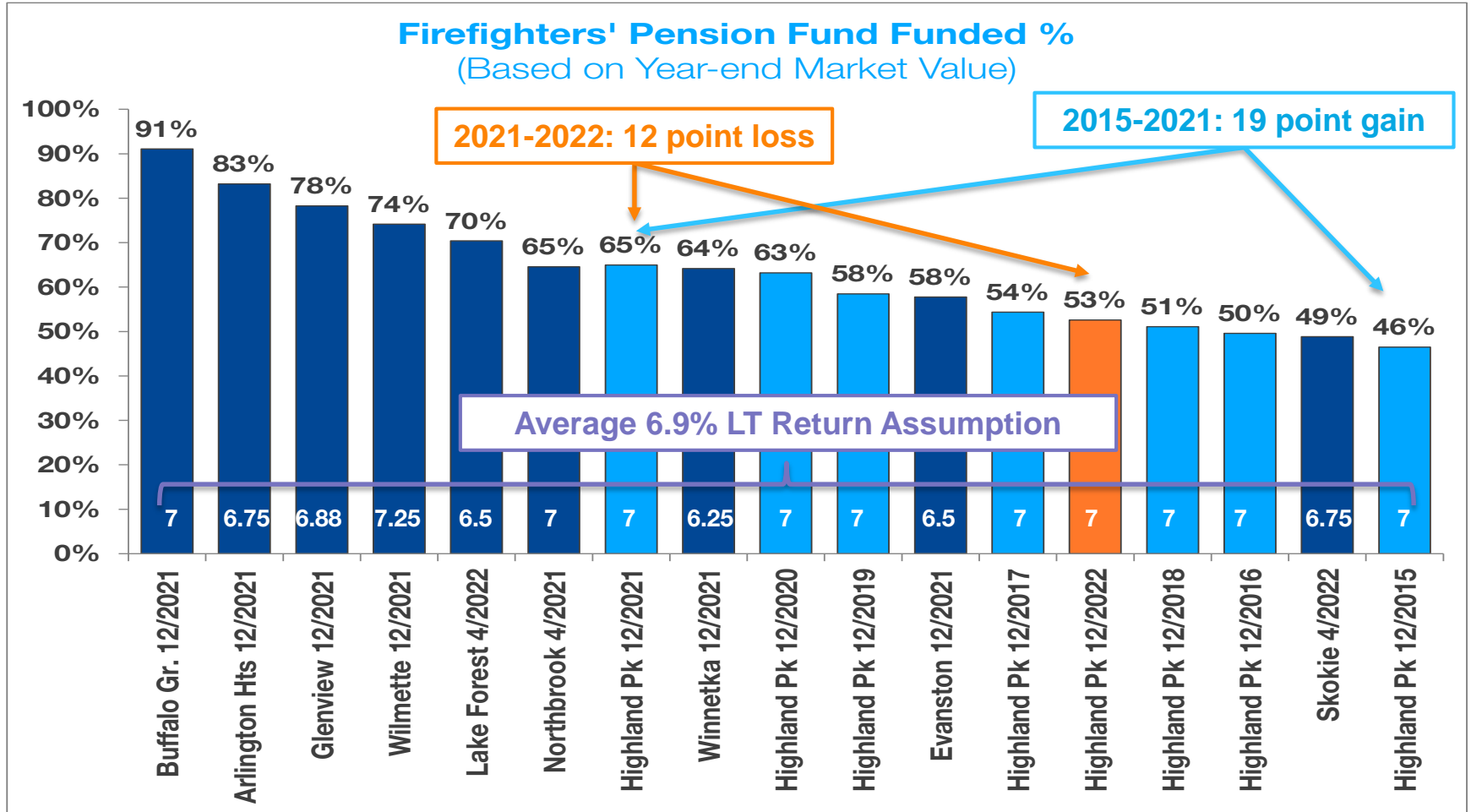
Notes:

2021 – Significant investment gains across the market.

2022 – Significant investment losses across the market.

Other municipalities will move down in % funding on this chart when 2022 results are reported later in the year.

Firefighters' Pension % Funded Survey



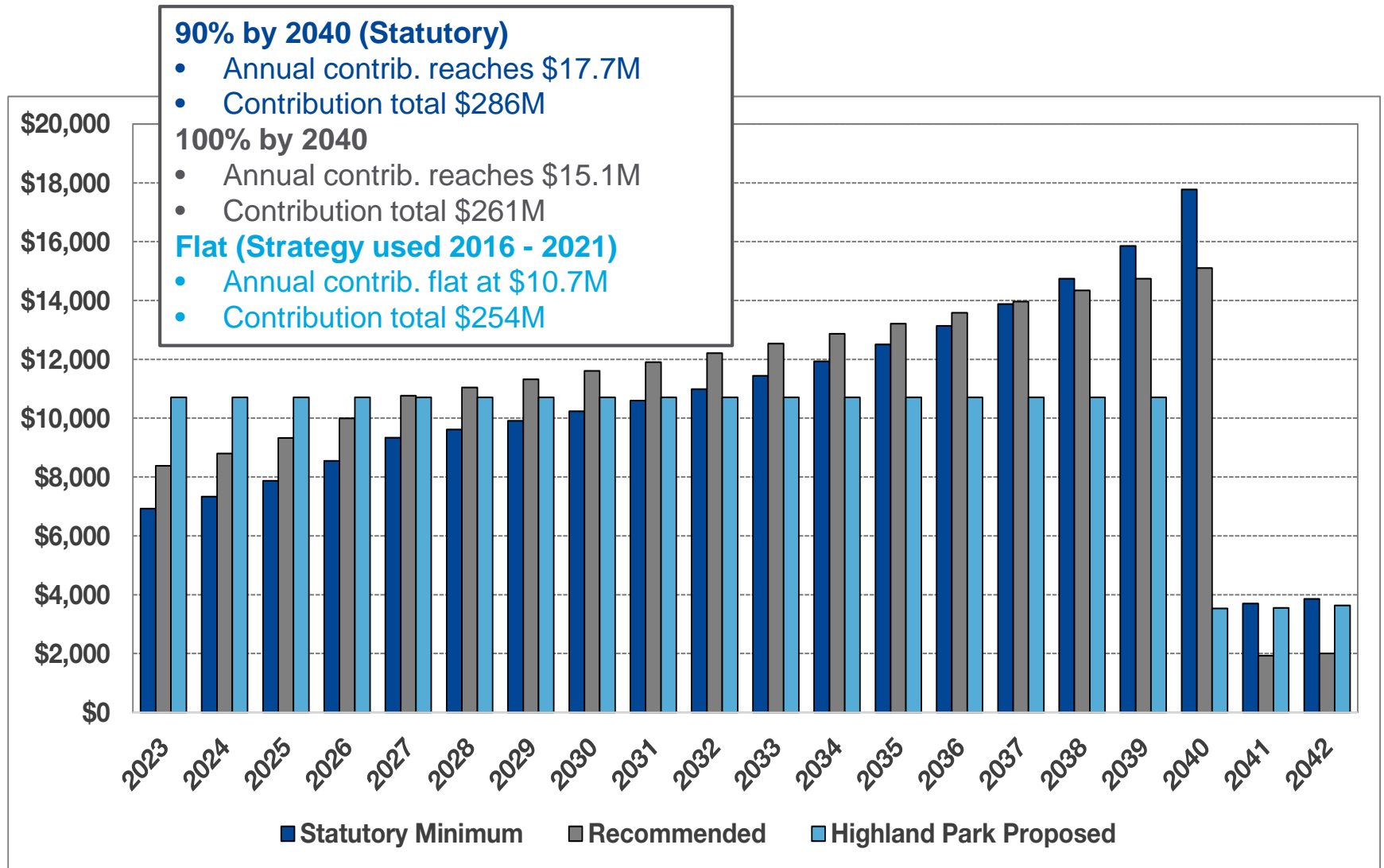
Notes:

2021 – Significant investment gains across the market.

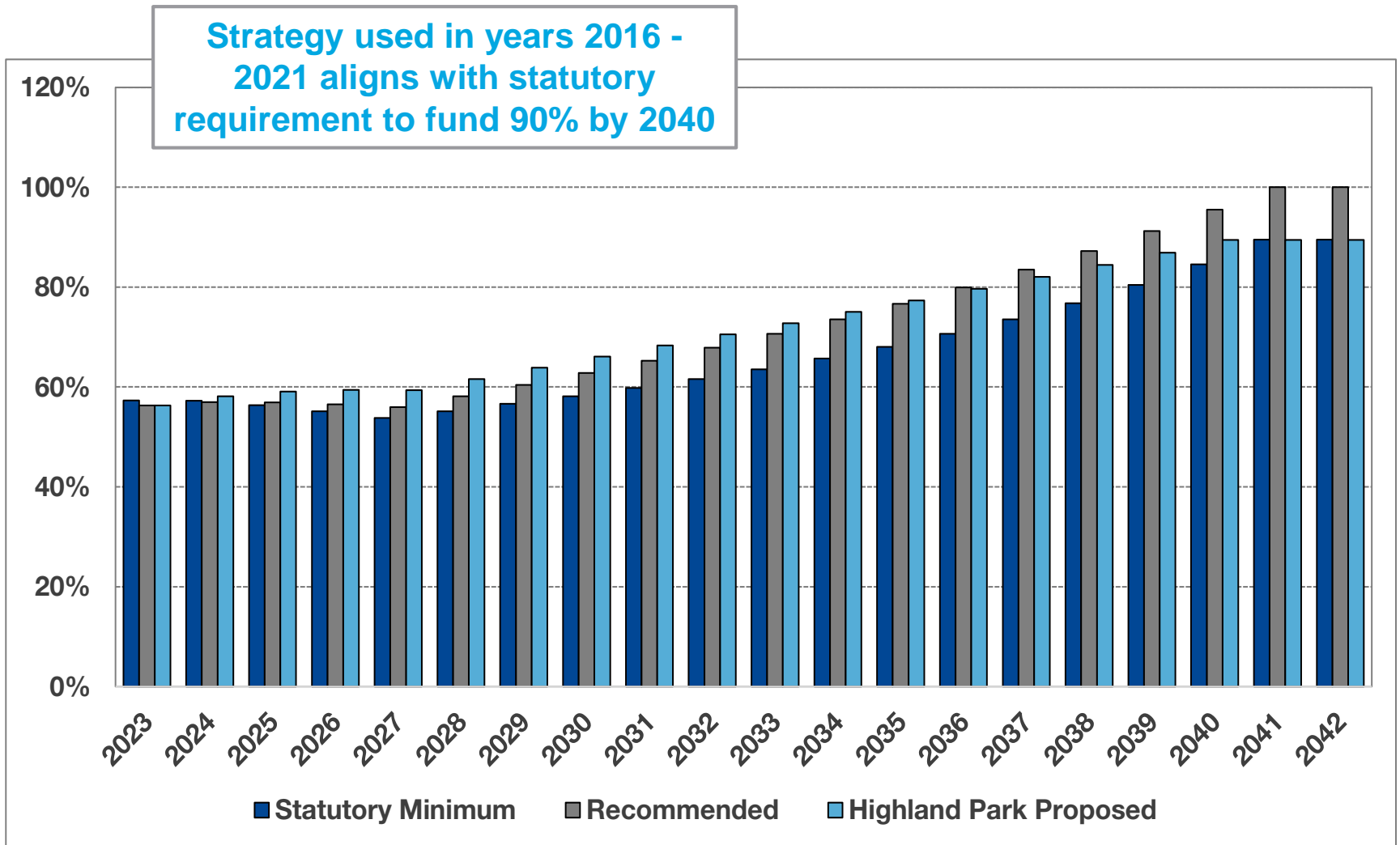
2022 – Significant investment losses across the market.

Other municipalities will move down in % funding on this chart when 2022 results are reported later in the year.

Public Safety Contribution Scenarios



Public Safety % Funded Scenarios



Public Safety Alternative Contribution

Funded Percentage	Prior Year	Same as Pr Year	Mortality Update	3.0% Pyrl. Growth	Change
Actuarial Value:					
Police	56%	56%	54%	54%	-2%
Fire	60%	59%	59%	59%	-1%
Market Value (ACFR):					
Police	62%			47%	-15%
Fire	65%			53%	-12%
Drivers of Change		Asset Return		Liability Loss (Mostly Mortality)	
Police	-15.5% vs. 7%		(\$13.0M)	(\$1.7M)	
Fire	-14.2% vs. 7%		(\$12.6M)	(\$1.2M)	
Total	-14.9% vs. 7%		(\$25.6M)	(\$3.9M)	

Contribution (\$M)	Statutory Minimum 90%/2040 (Below Water)		Actuarial Minimum 100%/2040 (Trend Water)		Contrib. Strategy used 2016-21 to Gain % Funding
	3.0% Payroll	2.5% Payroll	3.0% Payroll	2.5% Payroll	
By 2040:					
Police	\$9.5	\$9.2	\$8.2	\$7.9	\$5.8
Fire	\$8.3	\$8.0	\$6.9	\$6.7	\$4.9
Total	\$17.8	\$17.3	\$15.1	\$14.5	\$10.7
Next Year:					
Police	\$3.8	\$3.9	\$4.5	\$4.7	\$5.8
Fire	\$3.1	\$3.2	\$3.8	\$4.0	\$4.9
Total	\$6.9	\$7.1	\$8.4	\$8.6	\$10.7

Alternative Contribution: Avg. of Recommend 3.0% & Flat

\$9.5

Recommendations:

1. Use 3.0% payroll growth, as recommended by the actuary.
2. Contribute \$9.5M in both FY2023 and FY2024:
 - a. Requires a \$1.4M budget amendment for FY2023.
 - b. General Fund 2022 results are expected to be better than expected, given higher 2022 revenue, lower 2022 expenditures, and 2023 Senior Center proceeds higher than budgeted.
 - c. Begins to make-up some of the 2022 actuarial loss, although it does not move to such a large flat contribution in a down market, where actuarial results assume there is no market growth and the entire loss will be made-up by contributions.
 - d. The City meets with Moody's later in the year for a FY2024 GO bond issue. These contributions show City commitment to its accelerated contribution plan, although not adopting such a large change based on a down market actuarial calculation.

Pension & OPEB Contribution Strategy

- **Municipal Pensions (IMRF) \$0.5M**
 - 2024 contribution is estimated **higher** by \$0.2M
 - IMRF preliminary 2024 rate is pending so the estimate may change
 - Prior rates: '23 2.1%, '22 5.4%, '21 7.8%, '20 8.6%, '19 5.8%, '18 9.5%
 - Funded 116% as of 12/31/2022
 - Funded by operating revenue
- **Public Safety Pensions \$9.5M**
 - 2023 proposed amended contribution is **higher** by \$1.4M
 - 2024 proposed contribution is **flat** with 2023 amended budget
 - Prior contributions: \$8.1M in 2023 original, 2022, 2021, 2020, 2019, & 2018
 - Flat contribution through 2040, given no actuarial changes
 - Funded (actuarial): Police 54% (PY 56%) and Fire 59% (PY 60%)
 - Funded (market): Police 47% (PY 62%) and Fire 53% (PY 65%)
 - Funded by levy \$6.9M, state income tax \$2.5M, PPRT \$0.1M
- **Other Postemployment Benefits (OPEB) \$0.6M**
 - 2024 proposed contribution is **higher** than 2023 by \$0.1M
 - Prior contributions were \$0.5M in 2023, 2022, 2021, and 2020
 - 74% or \$11.1M assigned vs. \$13.3M liability as of 12/31/2022
 - Funded by General Fund drawdown (assigned)

Budgetary Policy

- Organizational Objectives
- Structural Balance
- Minimum Fund Balance Targets
- Revenue Diversification
- Performance Measures
- Line Item Requests
- Long-Term
- Program Documentation
- Cash Basis

Fund Balance Update

Fund / \$M	Unaudt 2022	Operating		Debt/Cap/Trans		Estmt 2023	%	%	Draw Down	Comments
		Rev	Exp	Rev	Exp		Estmt	Target		
General	45.4	45.9	(45.6)	2.5	(8.1)	40.0	88%	35%	(5.3)	Accelerated revenue recovery
Multi-Modal Transp.	2.7	5.1	(5.1)	-	(0.4)	2.3	46%	10%	(0.3)	Timing of capital expenditures
Motor Fuel Tax	0.5	-	-	1.1	(1.1)	0.5	44%	0%	0.0	Timing of capital expenditures
Enhanced 911	0.3	0.6	(0.7)	-	-	0.3	44%	10%	(0.0)	Timing of capital expenditures
Public Safety Pens.	-	6.3	(6.3)	-	-	-	0%	0%	-	
Environ. Sustain.	0.9	0.3	(0.1)	-	(0.8)	0.3	28%	10%	(0.6)	
Debt Service	0.9	-	-	2.0	(1.9)	0.9	46%	15%	0.0	City not at maximum debt levy
Street Imprmts.	6.5	2.5	-	3.5	(11.6)	0.9	8%	0%	(5.5)	Timing of capital expenditures
TIF Ravinia Fund	1.3	-	-	0.5	(0.1)	1.7	n/a	0%	0.5	
TIF Briergate Fund	2.4	-	-	0.9	(2.1)	1.2	n/a	0%	(1.2)	
Water	3.3	12.6	(4.6)	1.1	(11.1)	1.4	31%	25%	(1.9)	Consider new rate plan
Sewer	2.5	4.9	(2.0)	4.2	(9.3)	0.3	17%	15%	(2.1)	Consider new rate plan
Equipment	4.0	4.5	(3.2)	0.0	(2.1)	3.3	106%	50%	(0.7)	Timing of capital expenditures
Insurance	3.2	6.4	(6.5)	-	(0.0)	3.1	47%	10%	(0.1)	Decline with cost increase
Housing Trust Fund	1.6	0.3	(0.4)	-	-	1.6	392%	150%	(0.1)	2023 is low expenditure year
GRAND TOTALS	75.3	89.7	(74.5)	15.8	(48.5)	57.9			(17.4)	

Fund Balance Policy vs. Benchmarks

	General	Capital	Special Revenue	Debt Service	Other Govt.	Enterprise	Internal Service	Fiduciary PS Pension	Fiduciary Other
Arlington Heights	25% TE Max: 40% TE	25% TE	No policy	No policy	No policy	25% TE	75% TE	Highest % funded possible	
Glencoe	17% OE, phasing to 25% OE		MFT: 0% TE	25% TE \$25k min.	N/A	Water: 17% OE Golf: 40% OE, \$750k min.	N/A		No Policy
Glenview	40-50% TE	No Policy	No Policy	No Policy	No Policy	25% OE	2 fund: 35-37% OE 1 fund: 17% OE + \$2M		No Policy
Highland Park	35% OE	0% TE	MFT: 0% TE E911: 10% OE Environ: 10% OE	15% TE	MMF: 10% OE TIF: 0% TE	Water: 25% OE Sewer: 15% OE	Eqp: 50% OE Emp Ins: 10% OE	Accel plan to 90% funding by 2040	HTF 150% OE
Lake Forest	35% TR + comp abs liab; target 70% TR	\$1 million	Parks: 25% TR Other: 10% TR	0%	10% TR	Water: 33% TR + 100% debt exp + \$500k Golf: 15% TR	Eqp: 15% TR Self Ins: 25% TR + OPEB Liab Ins: 50% TR	90% funding by 2040	
Libertyville	17% TE + 60% 3yr avg. sales rev	No Policy	MFT: 50% OR	100% TE	No Policy	Utility: 25% OE Sewer: 25% OE	IRMA: 70-150% of avg surplus of select mem IPBC: 40% TE Eqp: 25% OE	100% funding by 2040	
Northbrook	40% OR	No Policy	N/A	No Policy	No Policy	No Policy	No Policy	90% funding by 2040	
Wilmette	30% OE	No Policy		No Policy	No Policy	25% OE	No Policy	90% funding by 2040	No Policy
Wheeling	25% OE	No Policy	E911: 15% OE	No Policy	No Policy	No Policy	Liab Ins: 2Yr Claim losses		No Policy
Winnetka	50% OE	No Policy	MFT: 50% TR	No Policy		Water: 33% OE Sewer: 33% OE	Liab Ins: 33% TE + \$100k Emp Ins: 15% TE WC Ins: 33% OE + \$250k Eqp/Other: 33% OE	90% funding by 2040	
Schaumburg	40% TE	Varies annually	MFT: 15% TE	100% TE		Water: 10% TE Sewer: 10% TE	Eqp & Bldg: Policy revision in process	90% funding by 2040	

Key: OR = Operating Revenue OE = Operating Expenditure
TE = Total Revenue TE = Total Expenditure

Note: Responses not yet received: Buffalo Grove, Deerfield, Lincolnshire, Skokie



Fund Balance Update

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GRAND TOTALS	75.3	89.7	(74.5)	15.8	(48.5)	57.9			(17.4)	

Investment Policy

- Updated September 2015 and reviewed annually
- Policy objectives are:
 - Safety - preservation of capital is the most important objective
 - Liquidity - maturities planned to match expected expenditures
 - Yield - maximizing the rate of return
 - Maintaining the public's trust
 - Preference given to financial institutions within Highland Park
- Standards of Care include:
 - Prudent person – judgement as if managing own investments
 - Ethics - refrain from personal business that could conflict
- Diversification by investment type, no. of institutions, and/or maturity
- Conformance with federal, state, and other legal requirements
- Applies to all City funds, excluding public safety pensions and the Library, which are separately governed investment policies

Purchasing Policy

- Updated February 2020 and reviewed annually
- City Manager purchasing agent & Deputy Finance Director compliance
- Conformance with federal, state, and other legal requirements
- Purchasing methods are categorized as:
 - Informal buying - telephone bids, catalog prices, and letter quotations
 - Formal buying - sealed bids, requests for proposals or quotations
- Purchases fall into three basic monetary categories:

Amount	Purchasing Method	Authorization	Approval
Up to \$4,999	Obtain informal quotes	Department Purchasing Agent	Department Director or Designee *
\$5,000-25,000	Obtain written quotes	Department Director or Designee	City Manager or Designee *
Higher than \$25,000	Sealed bid or Council waiver	City Manager or Designee	City Council

* All purchase contracts must be executed by the City Manager, unless the City Council expressly designates an alternate City employee to execute a purchase contract on behalf of the City.

 Downtown
Highland Park



Jens Jensen Park
486 Roger Williams Ave, Highland Park

WEDNESDAYS

JUNE 28 - OCTOBER 27

7 AM - 1 PM

raviniafarmersmarket.org

Policy Considerations Impacting Revenue



Tax Levy Survey

		2018	2019	2020	2021	2022	% Ttl
Buff. Gr., Lake	Municipality	0.9	0.9	0.9	0.9	0.9	9%
	Total	9.7	9.6	9.9	9.5	9.8	100%
Buff. Gr., Cook	Municipality	1.3	1.1	1.2	1.3	1.5	11%
	Total	11.8	10.6	10.7	11.8	12.9	100%
Deerfield	Muni.+Fire Dist.	1.2	1.2	1.2	1.3	1.3	14%
	Total	8.4	8.6	8.9	9.3	9.5	100%
Glencoe	Municipality	1.3	1.3	1.3	1.6	1.8	17%
	Total	8.7	8.5	8.6	9.5	10.5	100%
Highland Park	Municipality	0.6	0.6	0.7	0.7	0.7	8%
	Total	7.7	8.0	8.3	8.6	9.0	100%
Lake Forest	Municipality	0.9	1.0	1.0	1.1	1.2	19%
	Total*	5.3	5.5	5.7	5.9	6.0	100%
North- brook	Municipality	0.9	0.8	0.8	0.9	1.0	11%
	Total	8.0	7.4	7.6	8.4	9.3	100%
Wilmette	Municipality	1.0	1.0	1.0	1.2	1.3	13%
	Total	8.2	7.8	7.9	8.7	9.5	100%
Winnetka	Municipality	1.1	1.1	1.0	1.2	1.3	14%
	Total	8.2	8.0	7.9	8.6	9.5	100%
Average excl. HP	Municipality	1.1	1.1	1.1	1.2	1.3	13%
	Total	8.5	8.3	8.4	9.0	9.6	100%

*-A significant number of Lake Forest children attend private school. Accordingly, the Lake Forest public school system is significantly smaller than comparable municipalities, driving a lower total tax rate. Schools account for 70% of the total tax rate in comparable municipalities, on average. Lake Forest schools only account for 57% of the total tax rate.

Tax Levy Options from PY - City

Budget Year	Option 1		Option 2		Option 3		Option 4		Option 5		Option 6	
	Incr. %	Per HH	Incr. %	Per HH	Incr. %	Per HH	Incr. %	Per HH	Incr. %	Per HH	Incr. %	Per HH
Lower Near-term Annual Levy Increases												
2023	2.6%	27	3.5%	37	4.1%	43	4.3%	45	5.0%	53	6.0%	63
2024-5	2.6%	28-29	3.5%	38-39	4.1%	45-47	4.3%	47-49	5.0%	56-58	6.0%	67-71
2026	2.6%	30	5.4%	63	4.1%	48	4.3%	51	5.0%	61	6.0%	75
2027-32	6.5%	76-104	6.5%	80-109	6.5%	80-110	6.5%	81-110	7.5%	96-138	8.2%	108-161
Smooth Annual Levy Increases												
2023	4.2%	44	5.0%	52	5.1%	53	5.2%	54	5.9%	62	6.8%	71
2024-32	4.2%	46-64	5.0%	54-80	5.1%	56-83	5.2%	57-86	5.9%	66-105	6.8%	76-129

Option 1:

1. Pers. incre.: 2.5% COLA and 1% merit
2. Pers. compression: \$75,000 per 2022 Bdgt., effective 2023 Bdgt.
3. Oper. cost incre.: 2%
4. Capital, Grants, Debt, & Senior Center Gain as per 2022 Bdgt. CIP
5. ARPA as approved with unassigned \$144k transferred to Parking in '23
6. Trans. to Parking for fund sustainability with capital per 2022 Bdgt. CIP (Note - moving Parking into General Fund has same tax levy impact)

Option 2:

1. Option 1 assumptions, except as noted below
2. Pers. changes: \$685,600

Option 3-4:

1. Option 2 assumptions, except as noted below
2. Oper. cost incre.: 3% (Op 3) / 4% (Op 4) in 2023, then 2%/yr. '24-32

Option 5:

1. Option 4 assumptions, except as noted below
2. Ince. Parking Capital and GF Transfers to sustain the addl. Parking Fund capital (Note - moving Parking into General Fund has same tax levy impact)

Option 6:

1. Option 5 assumptions, except as noted below
2. Add Public Services Building redevelopment of \$20 million in 2027



Tax Levy Options from PY - Combined

Budget Year	Option 1		Option 2		Option 3		Option 4		Option 5		Option 6	
	Incr. %	Per HH	Incr. %	Per HH	Incr. %	Per HH	Incr. %	Per HH	Incr. %	Per HH	Incr. %	Per HH
Lower Near-term Annual Levy Increases												
2023	2.4%	33	3.0%	43	3.5%	49	3.6%	51	4.2%	59	4.9%	69
2024-5	2.4-3.1%	34-46	3-3.8%	44-56	3.5-4.2%	51-63	3.6-4.4%	53-66	4.2-4.9%	62-75	4.9-5.7%	73-87
2026	3.3%	50	5.4%	83	4.4%	68	4.5%	71	5.1%	81	5.8%	95
2027-32	5.4%	84-110	5.4%	88-115	5.4%	88-116	5.4%	89-116	6.3%	104-144	6.9%	117-167
Smooth Annual Levy Increases												
2023	3.8%	50	4.2%	58	4.4%	59	4.5%	60	5.1%	68	5.8%	77
2024-32	3.8%	52-70	4.2%	60-86	4.4%	62-89	4.5%	63-92	5.1%	72-111	5.8%	82-135

Notes:

1. Combined = City + Library
2. City assumptions for each option - see 'DRAFT Tax Levy Options - City' page of this presentation
3. Library personnel and operating annual increases = historical average
4. Library capital and debt are per 2022 budget CIP, with Library expansion in 2025

Multi-Year Water Rate Plan - Current

Water Rate Impacts:

- Current Rate Plan
 - 2020, 2022-24 = \$0.345/year
 - 2025-27 = \$0.041/year
 - 2028-32 = \$0.065/year

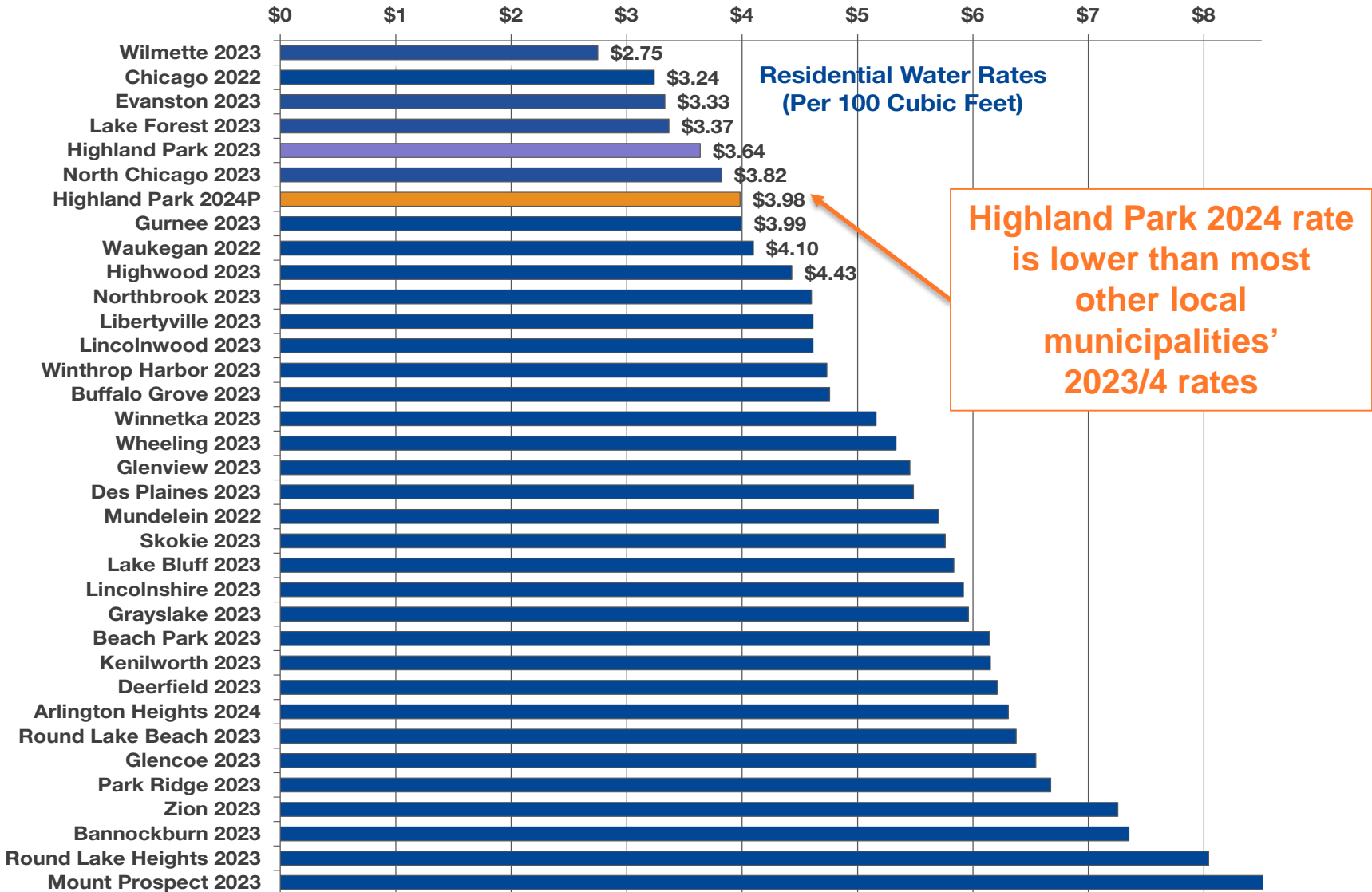
Current Assumptions:

- No new water debt 2023-32
- Capital planned as required
- Personnel 4%/year
- Operating Expend. 2%/year
- 2032 Fund Bal. % at Target

\$millions	2023	2024	2025	2026	2027	5Yr	2028	2029	2030	2031	2032	5Yr
Water Sales & Other Svc.	12.1	12.7	12.8	12.9	13.0	1.9%	13.2	13.4	13.6	13.8	14.0	1.5%
Transfer from TIF Fund	0.6	0.5	0.3	-	-	0.0%	-	-	-	-	-	0.0%
Permits, Reimb., Other	0.5	0.1	0.1	-	-	0.0%	-	-	-	-	-	0.0%
Total Revenue	13.2	13.2	13.2	12.9	13.0		13.2	13.4	13.6	13.8	14.0	
Personnel Expenditures	2.6	2.7	2.8	2.9	3.0	4.0%	3.1	3.3	3.4	3.5	3.7	4.0%
Contractual Services	1.4	1.4	1.4	1.5	1.5	2.0%	1.5	1.6	1.6	1.6	1.7	2.0%
Materials and Supplies	0.6	0.6	0.6	0.6	0.6	2.0%	0.7	0.7	0.7	0.7	0.7	2.0%
Capital Expenditures	4.6	3.1	2.3	3.6	3.5	-1.9%	3.2	3.3	2.8	2.6	2.9	-3.1%
Debt Service	3.2	3.2	3.2	3.2	3.2	0.1%	3.3	3.3	3.2	3.2	3.3	0.5%
Transfers	1.5	1.6	1.6	1.7	1.7	3.1%	1.8	1.9	1.9	2.0	2.0	3.1%
Total Expenditures	14.0	12.7	12.1	13.5	13.6		13.6	13.9	13.6	13.6	14.3	
Net Incr./Decr.)	(0.8)	0.6	1.1	(0.7)	(0.6)		(0.4)	(0.5)	(0.0)	0.2	(0.3)	
Fund Bal. Beg. of Year	2.9	2.2	2.8	3.9	3.2		2.6	2.2	1.7	1.7	1.8	
Fund Bal. End of Year	2.2	2.8	3.9	3.2	2.6		2.2	1.7	1.7	1.8	1.6	
Fund Bal. % Oper. Exp.	48%	59%	79%	64%	51%		42%	31%	30%	31%	26%	
Fund Balance % Target	25%	25%	25%	25%	25%		25%	25%	25%	25%	25%	

Rate Incr. % Assumed Above	10.5%	9.5%	1.0%	1.0%	1.0%		1.6%	1.6%	1.5%	1.5%	1.5%	
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Water Rate Survey



Multi-Year Water Rate Plan - Scenarios

Current Water Rate Impacts:

- Current Rate Plan
 - 2020&22 = \$0.345/yr (>10%)
 - 2023-24 = \$0.345/yr (10%)
 - 2025-27 = \$0.041/yr (1%)
 - 2028-32 = \$0.065/yr (1.5%)

Current Assumptions:

- No new water debt 2023-32
- Capital planned as required
- Personnel 4%/year
- Operating Expend. 2%/year
- 2032 Fund Bal. % at Target

Updated Water Rate Impacts:

	Scenario					
Year	1	2	3	4	5	6
2024	22%	9%	9%	9%	9%	9%
2025	0%	6%	7%	6%	5%	5%
2026	15%	15%	7%	6%	5%	5%
2027	0%	6%	7%	6%	5%	5%
2028	0%	0%	7%	6%	5%	5%
2029	0%	0%	0%	6%	5%	5%
2030	0%	0%	0%	0%	2%	5%
2031	0%	0%	0%	0%	0%	2%
2032	0%	0%	0%	0%	0%	0%

Lead Svc. Line (LSL) & Membrane Replacement:

- IPEA: Replace LSL for both City and Resident SLs
- IEPA: shovel ready 2027 & 17 years to complete
- IEPA: potential loan options:
 - 100% loan forgiveness – unlikely
 - 0% 30 yr. loan – unlikely
 - Low interest 20 yr. loan – likely
- City: \$20M, given 2k SL at \$10k/SL
- City: Start 2024, 400 SL/year, complete 2029
- City: Need to move membrane replacement from priority 2 to priority 1 in near term in CIP @ \$4.1M

Sewer Fund Balance Summary

	Total 2023 Budget	Total 2024 Estimate	Total 2025 Estimate	Total 2026 Estimate	Total 2027 Estimate	Average Annual Growth
Sanitary Sewer Charges	2,527,600	2,527,600	2,527,600	2,527,600	2,780,400	2.5%
Storm Sewer Charges	2,323,600	2,323,600	2,323,600	2,323,600	2,556,000	2.5%
Bond Proceeds		2,000,000				
Government Grants	2,289,000	1,198,000	564,000			
Transfer from TIF Fund	1,150,000	895,000	510,000			
Transfer From Sustainability	790,000					
Permits, Reimb., Other Rev.	92,000	120,300	120,300	120,300	120,300	7.7%
Total Revenue	9,172,100	9,064,500	6,045,500	4,971,500	5,456,700	-10.6%
Personnel Expenditures	1,278,500	1,329,600	1,382,800	1,438,100	1,495,600	4.0%
Contractual Services	686,900	700,600	714,600	728,900	743,500	2.0%
Materials and Supplies	78,700	80,300	81,900	83,500	85,200	2.0%
Capital Expenditures	5,658,000	5,950,000	3,075,000	2,630,000	2,710,000	-13.6%
Debt Service	687,400	773,500	877,400	885,000	476,100	-4.8%
Total Expenditures	8,389,500	8,834,000	6,131,700	5,765,500	5,510,400	-8.9%
Net Increase/(Decrease)	782,600	230,500	(86,200)	(794,000)	(53,700)	
Fund Bal. Beg. of Year	299,500	1,082,100	1,312,600	1,226,400	432,400	52.8%
Fund Bal. End of Year	1,082,100	1,312,600	1,226,400	432,400	378,700	-15.6%
Fund Bal. % Oper. Exp.	52.9%	62.2%	56.3%	19.2%	16.3%	
Fund Balance % Target	15.0%	15.0%	15.0%	15.0%	15.0%	

The City had a previous long-term Sewer Fund sustainability plan with rate adjustments phased in annually 2015-2020 and has not adjusted rates since 2020. The Sewer Fund is approaching target in 2026. Therefore a new long-term rate increase plan is required for continued fund sustainability.

Taxi Licenses

- Recommendation to waive collection and enforcement for another year of taxi licensing and re-evaluate for 2025
- The decline in taxi licenses is correlated to the change in transportation for hire services in that it has evolved and is currently dominated by rideshare companies
- Pursue Transportation Network company licensing (ride share companies) in cooperation with area communities / evaluate impact of Skokie litigation – City to continue to monitor legal proceedings
- Historical Licensing
 - ✓ Annually generally, 65-100 licenses/year
 - ✓ Year 2019 27 applications
 - ✓ Year 2020 9 applications
 - ✓ Years 2021-23 Waived collection and enforcement

Hydrant Meter Deposit Fee

- **Chapter 50, Water & Water Works**
- **Hydrant Meter Deposit Fee created in 2016**
 - Used to supply contractors with water and reduces the potential misuse of hydrants
 - The City supplies the contractor a hydrant meter, upon request and payment of a deposit fee
 - The meter is equipped with a backflow device that monitors the contractor's water use, helps protect the City's water system, and requires payment for water use
- **Fee not changed since 2016, although meter cost has increased since 2016**
- **Recommend 50% increase to \$3,000 for 2024**
 - To ensure sufficient replacement cost in the event of damage or loss



Downtown
Highland Park



Jens Jensen Park
486 Roger Williams Ave., Highland Park

WEDNESDAYS

JUNE 27 - OCTOBER 27

7 AM - 1 PM

ravinafarmersmarket.org



Questions?