

Date: October 10, 2023
To: Mayor Nancy R. Rotering
City Council Members
From: Joel Fontane, Director of Community Development
Copy to: Ghida S. Neukirch, City Manager
Julie Logan, Finance Director
Subject: Budget 2024 - Community Development

Mayor and City Council Members:

This is a Community Development Department 2024 Budget Summary. Additional information is included in the draft budget document distributed to you on September 7, 2023 and to be potentially included in the proposed budget document to be distributed to you on October 27, 2023, prior to publication to the public on October 30, 2023. Please direct questions to the City Manager and the Finance Director by October 12, 2023. They will gather responses and distribute a Q&A to City Council members by October 16, 2023.

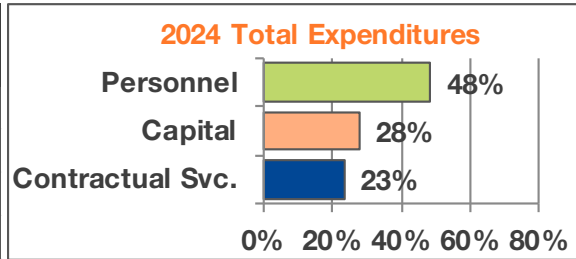
Objectives

1. Development Assistance
 - a. Board and Commission Support
 - b. Review Application Process & Improve Accessibility of Application Information
 - c. Education & Outreach with Businesses, Residents, Contractors & Developers
2. Plan Development & Implementation
 - a. Master Plan Update
 - b. Move HP – Bike Walk Implementation
 - c. Streetscape Furniture & Amenity Project
 - d. Ravinia TIF and Downtown Streetscape Capital Plan
 - e. Second Street Concept and Schematic Design
 - f. Strategic Education & Outreach Plan for Historic Preservation
 - g. Strategic Plan for Housing Program
3. Policy – Recommend/Implement Code Changes
 - a. Zoning Code Improvements (Sign Code & other) & Subdivision Code Changes
 - b. Building Code Update w/Stretch Code Consideration
4. Operational
 - a. Enterprise Permitting & Licensing – EnerGov. Implementation, Refinement and Training
 - b. Cross Functional Training / Transitioning New Staff Into the Department



Department Budget

<i>Expenditures by Fund Type (\$millions)</i>	2024 Bdgt.	Inc. / (Dec.) vs. 2023 Est.	
General Fund	5.8	1.4	33%
Other Govt. Funds	-	(0.2)	-100%
Fiduciary Funds	0.4	0.0	3%
Total All Funds	6.2	1.3	26%

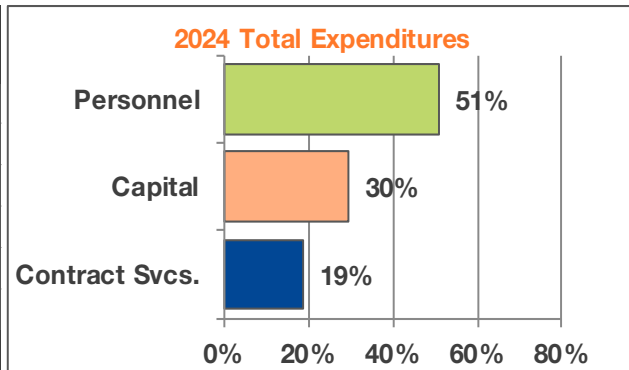


Notable Budget Details:

1. General Fund – Building Division and Planning Division.
2. Commissions: Historic Pres., Housing, Plan and Design, and Zoning Board of Appeals.
3. Other Govt. Funds – Tax Increment Financing Fund (TIF) – Ravinia Business District
4. Internal Service Funds (Fiduciary Fund) – Housing Trust Fund.

General Fund Budget

<i>Expenditures by Program (\$millions)</i>	2024 Bdgt.	Inc. / (Dec.) vs. 2023 Est.	
Building Division	2.87	0.18	6%
Planning Division	2.87	1.24	76%
Historic Preservtn. Comm.	0.02	0.01	120%
Plan Commission	0.01	0.00	9%
Housing Commission	0.01	0.00	7%
Zoning Board of Appeals	0.01	0.00	3%
Total General Fund	5.79	1.43	33%



General Fund Notable Budget Comments:

1. Personnel changes include the addition of one Planner I (restored from COVID reductions); restructuring of one Zoning / Permit Tech position; increased Plumbing Inspector hours; and consistency with the City's compensation plan and anticipated higher insurance costs.
2. Building Division - higher costs for reallocation of IT Charges between City divisions due to updated usage data and equipment charges consistent with Eqp. Fund expenditures.
3. Planning Division - higher expenditures for Second St. redesign and Downtown Streetscape Amenity project, consistent with the City's 10-Year CIP, net of lower professional service costs given Building Code and Master Plan update projects spanning two fiscal years and lower costs for reallocation of IT Charges between City divisions due to updated usage data.
4. Second Street improvements anticipated in the 2024 budget include (\$millions):

a. Paving, Removal & Improvements (PW)	2.5 Capital Fund
b. Street furniture and amenities (CD)	0.9 General Fund
c. Lighting Element and Gateway Sign (PW)	0.4 Capital Fund



- d. Softscape (structural soil, planters, trees etc.) (CD) 0.1 General Fund
 - e. Sewer Improvements 0.5 Sewer Fund
 - f. Engineering & Design (PW) 0.6 Capital Fund
 - g. Project Contingency (CD & PW) 1.0 General/Capital Funds
 - h. Total Project 6.0
5. Historic Preservation Commission - higher professional services for an architectural/historic resource survey of which as much as 70% may be reimbursed contingent upon grant award from the State Historic Preservation Office.

Ravinia TIF Budget

<i>Ravinia TIF Fund Summary (\$millions)</i>	2024 Bdgt.	Inc. / (Dec.) vs. 2023 Est.	
Property Tax Increment	0.66	0.05	8%
Interest Revenue	0.05	-	0%
Total Revenue	0.71	0.05	7%
Capital Expenditures	-	(0.18)	-100%
Total Expenditures	-	(0.18)	-100%
Net Increase/(Decrease)	0.71	0.23	
Fund Bal. Beg. of Year	2.27	0.48	27%
Fund Bal. End of Year	2.98	0.71	31%
Fund Bal. % Oper. Exp.	0%		
Fund Bal. % Target	0%		

Ravinia TIF Notable Budget Comments:

1. Property Tax Increment - The 2023 Estimate is based on an updated Lake County 2023 estimate. The 2024 budget and estimates through the end of the TIF are based on TIF inception-to-date average annual increase.
2. Ravinia Business District capital anticipated in the City's 10-Year CIP includes:
 - a. 2025: Burton Ave. and Alley Lighting, Planters, and Seating.
 - b. 2026: Artwork.
 - c. 2027: Signage and Parklets.
 - d. 2028: Crosswalks and additional On-Street Parking.
3. Although the City's Fund Balance Target is 0%, the fund balance accumulates in anticipation of planned projects, with funds generally not expended prior to fund balance accumulation.



Housing Trust Fund Budget

<i>Housing Trust Fund Summary (\$millions)</i>	2024 Bdgt.	Inc. / (Dec.) vs. 2023 Est.	
Pymt. In-Lieu of Affordable Units & Demolition Tax	0.34	(0.22)	-40%
Demolition Permit	0.02	0.00	25%
Reimb. & Other Revenue	0.08	-	0%
Total Revenue	0.44	(0.22)	-33%
Personnel Expenditures	0.05	0.00	1%
Contractual Services	0.35	0.01	4%
Total Expenditures	0.40	0.01	3%
Net Increase/(Decrease)	0.04	(0.23)	
Fund Bal. Beg. of Year	1.93	0.27	16%
Fund Bal. End of Year	1.97	0.04	2%
Fund Bal. % Oper. Exp.	489%		
Fund Bal. % Target	150%		

Housing Trust Fund Notable Budget Comments:

1. Expenditures – changes consistent with City's comp. plan, scattered site/grants, prgrm. operator's grant, temp. housing assistance and reimburse. of demo. tax per development agreements.
2. A word on Fund Balance Target. Maintaining a fund balance is key to overcoming revenue shortfalls and having sufficient resources to take advantage of strategic opportunities or special projects, for which it can be less than target. Budgets are developed consistent with the fund target. The purpose of this target is to ensure that core programs and services are maintained. Funds that exceed the fund balance target are available for programming beyond supporting core services. Per policy, expenditures related to core operations that can be funded if the Housing Trust Fund falls below its fund target: Grants - Operating support grant for Community Partners for Affordable Housing and scattered site affordable housing development grants for the purchase of at least two housing units; Temporary Housing Assistance - 60 nights at hotel or other accommodation - as needed; Staffing - the total compensation for one part-time Housing Planner; and Other contractual or legal financial obligations.



Housing Assn. Properties (Component Unit)

<i>Housing Properties \$millions</i>	2023 Est.	2024 Bdgt.	Inc. / (Dec.) vs. 2023 Est.	
Apt. Rent & Housing Asst.	1.80	1.85	0.05	3%
Vacancy Loss	(0.02)	(0.02)	(0.00)	39%
Non-Revenue Units	0.01	0.01	-	732%
Interest Income	0.00	0.02	0.02	1192%
Total Revenue	1.80	1.86	0.06	4%
Contracted Personnel	0.30	0.30	0.00	1%
Administration	0.19	0.20	0.01	6%
Operating Expenditures	0.04	0.03	99.99	-17%
Maintenance	0.16	0.17	(99.99)	9%
Utilities	0.15	0.16	0.01	9%
Taxes and Insurance	0.15	0.16	0.01	7%
Debt Service	0.43	0.43	(0.00)	0%
Total Expenditures	1.42	1.46	0.04	3%
Net Revenue (Deficit)	0.38	0.40	0.02	

Housing Assn. Properties Notable Budget Comments:

1. Stable budget for Peers, Ravinia and Sunset Woods (14 units within 60 unit building).
2. Increases in total revenue due to rent increase (3%) and higher interest rates and vacancy loss based in average vacancy rate for the past two years.
 - o Non-Revenue Unit rented in 2022 by Lake County Voucher holder. Rent increase is not anticipated for this unit.
3. Cost increases for utilities, administration and personnel related benefits.
4. Significant increase in insurance costs year over year for the past two years.
5. Operating decrease associated with reduction of COVID related cleaning and supply services.
6. Maintenance increase includes additional monies for hallway painting and repairs at Peers and roof repairs, plumbing and HVAC repairs, and gutter cleaning for Ravinia.



Date: October 10, 2023
To: Mayor Nancy R. Rotering
City Council Members
From: Erin Jason, Assistant City Manager
Emily Taub, Assistant City Manager
Copy to: Ghida S. Neukirch, City Manager
Julie Logan, Finance Director
Subject: Budget 2024 - City Manager's Office

Mayor and City Council Members:

This is a City Manager's Office Department 2024 Budget Summary. Additional information is included in the draft budget document distributed to you on September 7, 2023 and to be potentially included in the proposed budget document to be distributed to you on October 27, 2023, prior to publication to the public on October 30, 2023. Please direct questions to the City Manager and the Finance Director by October 12, 2023. They will gather responses and distribute a Q&A to City Council members by October 16, 2023.

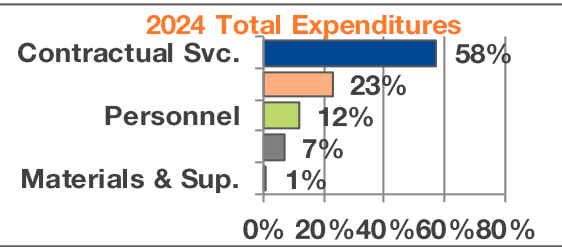
Objectives

1. Effectively manage a \$127 million balanced budget, 120+ major projects, and six departments, meeting and exceeding the needs of over 30,000 residents while continuing to pursue trauma informed approaches to ongoing resiliency efforts.
2. Lead diversity, equity, inclusion and belonging policy and initiative enhancements.
3. Continue actively pursuing opportunities for economic development and environmental stability in line with the City's newest Core Priorities.
4. Implement the City's Sustainability Plan & create plan to achieve GHG reduction target.
5. Lead renovation of the Senior Services Center.
6. Develop and implement a plan to enhance the accessibility of City communications.
7. Manage, market, and coordinate The Lot and other community events and placemaking efforts that attract investment and tourism and improve quality of life.
8. Implement the City's business development strategic plan including administration of incentive programs, assisting new and existing businesses, and relationship building.
9. Continue to provide victims of the shooting and their families with dedicated communications, facilitated services and programming, and resources.
10. Pursue City facility solar energy and panel opportunities.
11. Partner with Finance and Public Works to develop a long-term plan for the repair and conservation of the City's public art collection.
12. Evaluate and begin planning for necessary modifications to the City's administrative hearing system to hear citations from other governmental entities.
13. Amplify and support resident engagement through; all City communication modalities, Resident Academy, customer service surveys, and daily interactions.



Department Budget

<i>Expenditures by Fund Type (\$millions)</i>	2024 Bdgt.	Inc. / (Dec.) vs. 2023 Est.	
General Fund	11.9	0.1	1%
Other Govt. Funds	8.2	4.6	131%
Internal Service Funds	7.0	0.6	9%
Total All Funds	27.0	5.3	25%



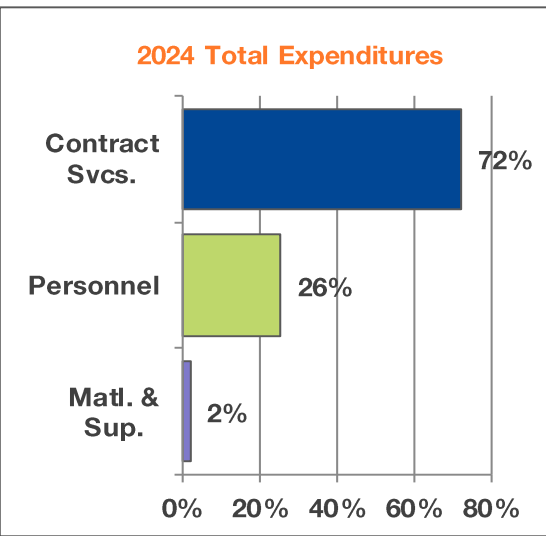
Category	Percentage
Contractual Svc.	58%
Personnel	23%
Materials & Sup.	7%
Other	1%

Notable Budget Comments:

1. General Fund – City Council, Executive, Resiliency, Human Resources, Communications, Senior Services, City Clerk, Legal Services, Business Development, Special Service Area – SSA, Board of Fire & Police Commissioners.
2. Other Government Funds – Sustainability, Capital Project Fund - Senior Ctr., Tax Increment Fin. – Briergate.
3. Internal Service Funds – Insurance/Wellness Fund.

General Fund Budget

<i>Expenditures by Program (\$millions)</i>	2024 Bdgt.	Inc. / (Dec.) vs. 2023 Est.	
City Council	0.5	0.0	1%
CMO Administration	1.0	0.0	4%
Human Resources	0.8	0.2	32%
Communications	0.6	0.0	3%
Senior	0.7	0.1	8%
City Clerk	0.3	0.0	3%
Legal Services	0.9	0.0	2%
Business Development	6.0	1.8	41%
Special Service Area - SSA	0.2	(0.0)	-7%
Resiliency Division	0.8	(1.9)	-70%
Board of Police/Fire Comms.	0.1	(0.0)	-25%
Total General Fund	11.9	0.1	1%



Category	Percentage
Contract Svcs.	72%
Personnel	26%
Matl. & Sup.	2%

General Fund Notable Budget Comments:

1. Personnel changes include position restructuring, additional positions (Asst. City Mgr., Business Development Spec., Marketing Coordinator, Asst. to the City Mgr., Sustainability Specialist, and Risk Mgr.), consistency with the City's compensation plan changes, and anticipated higher insurance costs.
2. Human Resources - increases for diversity, equity, and inclusion consulting, tuition reimbursement & employee training.
3. Communications - higher activities programming costs (July 4th); higher computer software/hardware for a media brand monitoring system; lower maintenance of eqp. given the 2023 Council Chamber audio update.



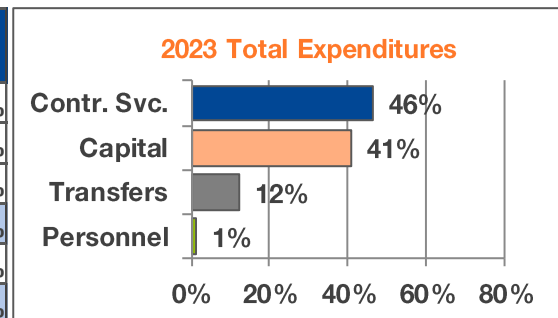
4. Senior Services - activities programming costs funded by senior fee revenue.
5. Legal - Higher per hour rate costs by one of the City's contracted legal counsel firms.
6. Business Development - business attraction and retention incentives; advertising costs; computer software/hardware for an economic development software system.
7. SSA - Central Business, Ravinia, and Briergate Districts activities programming costs.
8. Board of Police/Fire Commissioners - recruitment costs.
9. HR, Comms., Clerk, Bus. Dev. - IT charge reallocation between City divisions due to updated usage data.
10. Resiliency - higher professional services (translation services, grant consulting); increased activities programming costs.

Memberships

1. Northwest Municipal Conference - \$15,400
2. Visit Lake County - \$14,500
3. Solid Waste Agency of Lake County - \$13,205
4. Lake County Partners - \$3,500
5. National League of Cities - \$2,100
6. Lake County Municipal League - \$2,510
7. Illinois Municipal League - \$2,000
8. US Conference of Mayors - \$2,000
9. Metropolitan Mayors Caucus - \$1,400
10. ICSC - \$100
11. Municipal Clerks of Lake County - \$60

Other Funds Budget

<i>Expenditures by Fund (\$millions)</i>	2024 Bdgt.	Inc. / (Dec.) vs. 2023 Est.	
Environmental Sustainability	0.3	(0.9)	-77%
Capital Proj. Fund - Senior Ctr.	5.7	5.3	1167%
Tax Increment Fin. - Briergate	2.2	0.3	13%
Total Other Gov. Funds	8.2	4.6	131%
Insurance/Wellness	7.0	0.6	9%
Total Internal Service Funds	7.0	0.6	9%



Other Funds Notable Budget Comments:

1. Environ. Sustain. - 2023 transfer to Sewer/Capital Funds and 2024 transfer to Eqp.
2. Capital Project Fund - Senior Center renovation.
3. Insurance/Wellness - Anticipated higher employee insurance costs.



Tax Increment Financing Fund Budget

Briergate TIF Fund Summary (\$millions)	2024 Bdgt.	Inc. / (Dec.) vs. 2023 Est.	
Property Tax Increment	0.8	0.0	3%
Interest Revenue	0.1	-	0%
Total Revenue	0.9	0.0	3%
Capital Expenditures	0.6	0.6	0%
Transfers	1.6	(0.3)	-17%
Total Expenditures	2.2	0.3	13%
Net Increase/(Decrease)	(1.3)	(0.2)	21%
Fund Bal. Beg. of Year	2.2	(1.1)	-33%
Fund Bal. End of Year	0.9	(1.3)	-60%
Fund Bal. % Oper. Exp.	39%		
Fund Bal. % Target	0%		

Briergate TIF Notable Budget Comments:

1. Property Tax Increment - The 2024 Budget tax increment is based on the most conservative of three projections developed for the origination of the Briergate TIF. The 2023 Estimate is based on an updated Lake County estimate.
2. Capital expenditures are for Briergate TIF district development assuming full use of available funds with specific use of funds subject to potential City or developer project proposal, recommendation by staff if staff deems the project beneficial to TIF district development, and City Council approval.
3. Transfers are to the Capital, Water, and Sewer Funds to pay for Briergate TIF District expenditures incurred in those funds, consistent with the City's 10-Year CIP.
4. Although the City's Fund Balance Target is 0%, the fund balance can accumulate in anticipation of planned projects, with funds generally not expended prior to fund balance accumulation.

2024 Training Initiatives

1. Harassment Prevention/Diversity/Equity/Inclusion Training
 - a. Continue and build on prior initiatives.
 - b. Compliant with Public Act 101-0221.
2. Skill Building - Enhance skills of employees through trainings such as business writing, communication and software skills.
3. The 7 Habits of Highly Effective People - Continue to build skills for employees.
4. ALICE Training - Continue to empower employees to make swift and effective decisions as part of active shooter training
5. Supervisory Update - Policy and legal update for new and updated laws.



Date: October 10, 2023
To: Mayor Nancy R. Rotering
 City Council Members
From: Julie Logan, Finance Director
Copy to: Ghida S. Neukirch, City Manager
Subject: Budget 2024 – Finance Department

Mayor and City Council Members:

This is a Finance Department 2024 Budget Summary. Additional information is included in the draft budget document distributed to you on September 7, 2023 and to be potentially included in the proposed budget document to be distributed to you on October 27, 2023, prior to publication to the public on October 30, 2023. Please direct questions to the City Manager and I by October 12, 2023. We will gather responses and distribute a Q&A to City Council members by October 16, 2023.

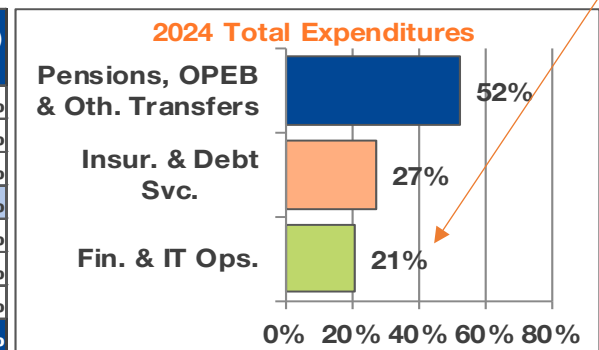
Objectives

1. Preserve Aaa credit rating, ensure actuals result in a balanced operating budget, funding is available for capital, and fund balances meet or exceed targets.
2. Issue \$10 million of general obligation bonds for capital projects.
3. Issue GFOA award quality Budget & Financial Report.
4. Achieve an unmodified audit opinion.
5. Support resiliency efforts.
6. Support diversity, equity, and inclusion policy.
7. Support City initiatives for business attraction and retention.
8. Hold voting Board seat and support public safety pension funds and OPEB, including coordination with State for pension funds investment.
9. Hold voting Board seat and support Suburban Liability Insurance Pool (SLIP) initiatives.
10. Continue the City’s ERP software implementation.
11. Continue the City’s long-term IT security plan.
12. Support IT initiatives for all City and across City depts.
13. Continue succession plan and cross-training.

\$millions	2024 Budget			Inc/ (Dec)
	Fin	IT	Ttl.	
Personnel	1.2	0.6	1.8	0.1
Operating Costs	0.5	0.8	1.2	(0.0)
Capital Expend.	-	1.0	1.0	0.4
Grand Total	1.7	2.4	4.1	0.5

Department Budget

Expenditures by Program (\$millions)	2024 Bdgt.	Inc. / (Dec.) vs. 2023 Est.	
Finance Division	1.7	0.1	5%
Non-departmental Transfers	3.4	(1.0)	-22%
City Insurance	2.4	0.2	9%
Total General Fund	7.4	(0.7)	-9%
Public Safety Pension Levy	6.9	0.6	9%
Debt Service	3.0	1.0	52%
Information Technology	2.4	0.5	23%
Total All Funds	19.7	1.4	7%



Notable Budget Comments:

1. The proposed \$18.9 million budget managed by Finance, includes the City's contributions to public safety pensions and OPEB, Citywide liability insurance, City-wide debt service, and Finance and IT operations.
2. 51% of the total, or \$10.1 million, is for the City's contribution to public safety pensions and OPEB. It is City policy to fund the public safety pension funds to 90% by year 2040, as determined by a third party actuary, and at a higher level, when funds are available. Funding to 90% by 2040 is the Illinois State Statute required funding level for public safety pension funds. The City funds pension contributions from a combination of property tax levy and other sources such as partial state income tax receipts, partial proceeds from the sale of assets when available, and other revenue sources as identified, with a goal of minimizing the impact to the taxpayer. The 2024 budget includes \$9.5 million in City contributions (transfers) to the public safety pension funds, of which \$6.9 million is from property tax levy, accounted for in the Public Safety Pension Levy Fund, and \$2.6 million is from state income tax revenue (LGDF) and personal property replacement tax, accounted for in the General Fund. The \$9.5 million funds the City's statutory actuarially determined contribution of \$6.9 million and additional contribution of \$2.6 million, with a goal of minimizing the long-term City contribution cost.
3. Finance and IT combined operations costs are expected to be higher than 2023, given higher personnel and ERP implementation costs. Personnel costs are consistent with the City's compensation plan and higher insurance costs. ERP costs are consistent with the long-term implementation contract previously approved by City Council, although the timing of costs between years has changed due to implementation timing changes.
4. The decrease in transfers is due to prior year transfers to the Sewer Fund, from ARP grant revenue recorded in the General Fund, to pay for ARP project costs, and to the Housing Trust Fund to reallocate gain on sale revenue; lower transfers to the public safety pension fund from general revenue, given higher tax levy contribution consistent with updated actuarial valuation; net of higher contribution to OPEB, given updated actuarial valuation.
5. City liability insurance of \$2.2 million is higher than 2023 due to anticipated liability insurance cost increase, consistent with pool market changes, although actual market quotes will not be available until December, consistent with recent years. Non-pool market changes would be even higher if the City were not insured within a pool.
6. The Debt Service is consistent with the City's debt service schedule for previously issued debt and \$10 million of new tax leviable debt proposed for 2024 to partially pay for Second Street pedestrian-friendly improvements, HPCC facility and parking lot improvements, and other street improvement expenditures.
7. Operating costs are impacted by higher credit card & banking fees, consistent with higher online payments & interest rates; higher contractual audit fees; net of reallocation of IT Charges between City divisions due to updated usage data



Date: October 10, 2023
To: Mayor Nancy R. Rotering
 City Council Members
From: Joe Schrage, Fire Chief
Copy to: Ghida S. Neukirch, City Manager
 Julie Logan, Finance Director
Subject: Budget 2024 – Fire Department

Mayor and City Council Members:

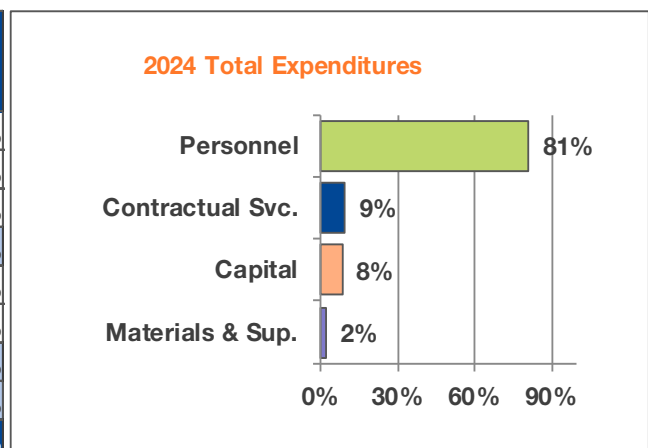
This is a Fire Department 2024 Budget Summary. Additional information is included in the draft budget document distributed to you on September 7, 2023 and to be potentially included in the proposed budget document to be distributed to you on October 27, 2023, prior to publication to the public on October 30, 2023. Please direct questions to the City Manager and the Finance Director by October 12, 2023. They will gather responses and distribute a Q&A to City Council members by October 16, 2023.

Objectives

1. Continue community outreach through various programs throughout the year.
2. Practice continuous improvement through evaluation, response analysis and training.
3. Continue public and Highland Park staff education with emphasis on community preparedness, technical certifications, and safety protocols.
4. Enhance and implement recruitment and retention plans.
5. Support diversity, equity, and inclusion policies, initiatives, and recruitment efforts.
6. Transition to digital radio communications, including policy, procedures, and training.

Department Budget

<i>Expenditures by Program and Fund (\$millions)</i>	2024 Bdgt.	Inc. / (Dec.) vs. 2023 Est.	
Administration	1.1	0.0	0%
Emergency Medical Services	0.2	(0.1)	-45%
Fire Suppression and Training	8.5	(0.1)	-1%
Total General Fund	9.7	(0.2)	-2%
Enhanced 911	0.01	-	0%
Capital Fund - Fire Station	-	(3.3)	-100%
Total Other Gov. Funds	0.01	(3.3)	-100%
Total Internal Service Funds	0.5	0.3	112%
Total All Funds	10.3	(3.2)	-24%



Notable Budget Comments:

1. Administration, Fire, Suppression, and Training, and Equipment Fund were impacted by personnel changes consistent with the City's compensation plan and collective bargaining requirements and anticipated higher insurance costs.
2. Administration - higher professional services for dispatch contract increase, lower equipment charges consistent with Eqp. Fund costs, and lower IT costs given reallocation of IT Charges between City divisions due to updated usage data.
3. EMS and Fire Suppression/Training - lower equipment charges consistent with Eqp. Fund costs and lower capital consistent with the City's 10-Year CIP, net of higher EMS training costs consistent with higher staff level and special disciplines.
4. Capital replacements are consistent with the City's 10-Year CIP:
 - a. 2024: ambulance, portable radio (x38), and auto extrication eqp. (also 2030).
 - b. 2025: ambulance, training campus metal containers
 - c. 2026: two staff vehicles.
 - d. 2027: fire engine, ambulance, dive boat/van.
 - e. 2031: one staff vehicle.
 - f. 2032: ladder truck and utility 33 pick-up truck.
 - g. 2024-33: Lake Shore Radio Network equipment.
 - h. 2025, 27, 33: stryker power load system and cot.
 - i. 2027-33: cardiac monitors/defibrillators.
 - j. 2029: thermal imaging equipment

Apparatus Replacement Schedule

Suppression	Year	Next Due	Service Life
(E33) Engine -Crimson	2010	2027	17 years
(S34) Squad - Spartan	2015	2033	17 years
(E34) Engine - Pierce	2022	2039	17 years
(TL33) Truck - Pierce	2021	2031	10 years
(E33) Engine - Reserve	2000		

Medical	Year	Next Due	Service Life
Ambulance 32- Horton	2017	2033	11 years
Ambulance 33R- Horton	Vacant	2024	11 years
Ambulance 33- Horton	2012	2025	11 years
Ambulance 34-Horton	2013	2027	11 years

Auxiliary Vehicles	Year	Next Due	Service Life
Dive Boat	2007	2027	20 years
Dive Van	2007	2027	20 years
(U33) Utility Pick-up Truck	2012	2032	20 years
Command Vehicle	2016	2026	10 years

Staff Vehicles	Year	Next Due	Service Life
Chief	2021	2031	10 years
Deputy Chief	2016	2026	10 years



The Department has adjusted the apparatus replacement schedule based upon staffing deployment needs, emergency response requests, and maintenance trends. The current trends with difficulty getting equipment and delayed manufacturing has caused some changes in replacement dates. The Department, when supply allows, has moved toward a more aggressive replacement program due to reliability and corrosion issues. Tower Ladder 33 replacement is the most prominent adjustment. Supply, demand and cost has driven the used market value for a tower ladder higher. The best and least costly years of operating a tower ladder are within the first ten years of ownership. The life expectancy is approximately 17 years based upon our use. After 10 years of use, the vendor expects our tower ladder to have one half the purchase value versus almost no value at 17 years. As a cost saving measure for maintenance and to maximize the trade in value of Tower Ladder 33, the Department recommends replacing Tower Ladder 33 at 10 years.



Date: October 10, 2023
To: Mayor Nancy R. Rotering
 City Council Members
From: Lou Jogmen, Chief of Police
Copy to: Ghida S. Neukirch, City Manager
 Julie Logan, Finance Director
Subject: Budget 2024 – Police Department

Mayor and City Council Members:

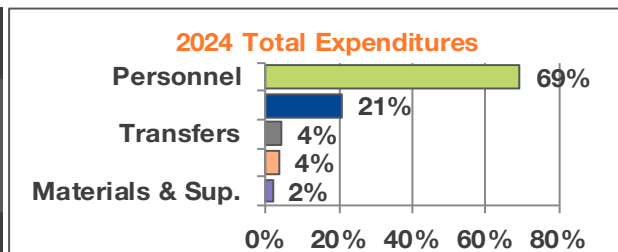
This is a Police Department 2024 Budget Summary. Additional information is included in the draft budget document distributed to you on September 7, 2023 and to be potentially included in the proposed budget document to be distributed to you on October 27, 2023, prior to publication to the public on October 30, 2023. Please direct questions to the City Manager and the Finance Director by October 12, 2023. They will gather responses and distribute a Q&A to City Council members by October 16, 2023.

Objectives

1. Continue building upon and operationalizing the Department’s commitment to the 10 Shared Principles of Law Enforcement.
2. Continue engaging in community outreach efforts, through individual and organized events, demonstrating a commitment to strong and collaborative relationships with the public.
3. Implement the U.S. Department of Transportation’s “SAFE SYSTEM APPROACH” to community wide traffic safety.
4. Support diversity, equity, and inclusion policies, initiatives, and recruitment efforts.
5. Continuing enhancing leadership, career development, and succession opportunities.
6. Develop a standardized, data-driven review and assessment of citizen traffic complaints to ensure the efficient and effective use of resources and deployment of officers in areas of validated concern.

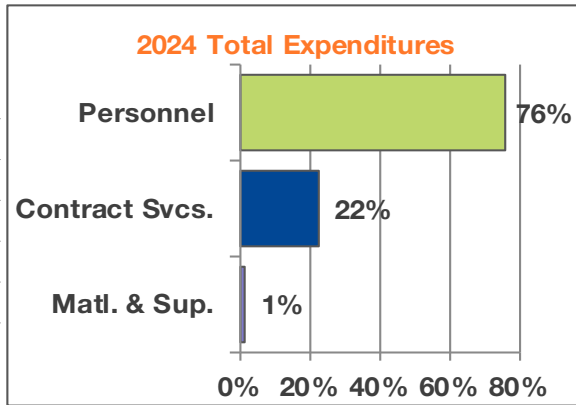
Department Budget

<i>Expenditures by Fund Type (\$millions)</i>	2024 Bdgt.	Inc. / (Dec.) vs. 2023 Est.	
General Fund	13.8	0.6	4%
Govt. Funds	0.7	(0.0)	0%
Internal Service Funds	0.8	0.5	152%
Total All Funds	15.3	1.0	7%



General Fund Budget

<i>Expenditures by Program (\$millions)</i>	2024 Bdgt.	Inc. / (Dec.) vs. 2023 Est.	
Administration	1.3	0.1	6%
Records/Communications	1.7	0.0	3%
Patrol	7.8	0.4	5%
Investigations	1.8	0.1	4%
Extra Jobs	0.5	0.0	3%
Traffic/Community Service	0.6	(0.0)	-5%
Parking Enforcement	0.1	0.0	4%
Total General Fund	13.8	0.6	4%

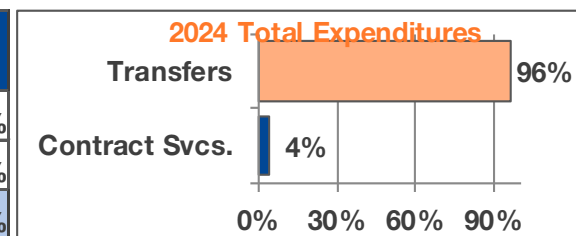


General Fund Notable Budget Comments:

1. Personnel changes are consistent with the City's compensation plan and collective bargaining requirements and anticipated higher insurance costs; plus additional variances as noted below.
2. Admin and Training - higher professional services - medical, professional services - other, and reallocation of IT Charges between City divisions due to updated usage data, and lower reception/ceremony costs.
3. Communications/Records - higher professional services for dispatch contract increase.
4. Patrol - the addition of one police officer, along with higher education and training, maintenance costs of previously implemented systems, and equipment charges consistent with Eqp. Fund costs, net of lower capital consistent with the City's 10-year capital improvement plan.
5. Investigations - higher equipment charges consistent with Eqp. Fund costs.
6. Traffic/Community Service - lower capital due to 2023 parking/permitting system implementation.

E911/ETSB Fund Budget

<i>Expenditures by Type (\$millions)</i>	2023 Est.	2024 Bdgt.	(Dec.) vs. 2023	
Operating Costs	0.03	0.03	(0.0)	-7%
Capital, Transfer, Debt	0.7	0.7	-	0%
Total Police E911	0.7	0.7	(0.0)	0%



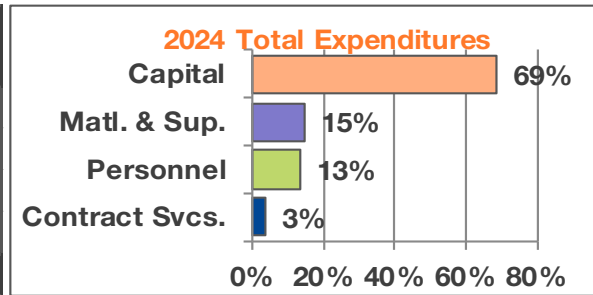
E911/ETSB Notable Budget Comments:

1. Surcharge Revenues – Landline and wireless funds from State.
2. Transfers – Contractual obligations for consolidated dispatch & other eligible expenditures incurred in the General Fund.
3. Revenue budget consistent with Glenview dispatch and state guidance.



Police Equipment Budget

<i>Expenditures by Type (\$millions)</i>	2024 Bdgt.	Inc. / (Dec.) vs. 2023 Est.	
Personnel	0.11	(0.02)	-12%
Contractual Services	0.03	0.00	3%
Materials and Supplies	0.12	0.00	1%
Capital, Transfer, Debt	0.55	0.50	922%
Total Equipment Fund	0.80	0.48	152%



Police Equipment Notable Budget Details:

1. Capital – consistent with City’s 10-Year Capital Improvement Program.
2. 2024: eight patrol hybrid vehicles and one administrative hybrid vehicle.
3. 2025: one patrol hybrid vehicle and one administrative hybrid vehicle.
4. 2026-33: five vehicle replacements per year.



Date: October 10, 2023
To: Mayor Nancy R. Rotering
 City Council Members
From: Ron Bannon, Director of Public Works
Copy to: Ghida S. Neukirch, City Manager
 Julie Logan, Finance Director
Subject: Budget 2024 – Public Works Department

Mayor and City Council Members:

This is a Public Works Department 2024 Budget Summary. Additional information is included in the draft budget document distributed to you on September 7, 2023 and to be potentially included in the proposed budget document to be distributed to you on October 27, 2023, prior to publication to the public on October 30, 2023. Please direct questions to the City Manager and the Finance Director by October 12, 2023. They will gather responses and distribute a Q&A to City Council members by October 16, 2023.

Department Budget

Expenditures by Program & Fund (\$millions)	2023 Est.	2024 Bdgt.	Inc. / (Dec.) vs. 2023 Est.	
Administration	0.7	0.7	(0.0)	-1%
Engineering	0.9	1.0	0.1	8%
Forestry	1.2	1.3	0.1	11%
Facilities	4.0	2.1	(2.0)	-49%
Parking Maintenance	1.0	1.9	0.9	96%
Total General Fund	7.8	7.0	(0.8)	-11%
Multi-Modal Transportation	5.2	5.3	0.1	3%
Motor Fuel Tax	1.2	1.3	0.1	12%
Water Fund	15.5	14.0	(1.5)	-10%
Sewer Fund	10.4	7.5	(2.9)	-28%
Street & Other Construction	7.8	11.1	3.3	42%
Equip. Maint. & Replacement	1.8	2.3	0.5	29%
Total All Funds	49.7	48.6	(1.1)	-2%

2024 General Fund Expenditures

Capital	38%
Personnel	31%
Contractual Svc.	29%
Materials & Sup.	2%

2024 Total Expenditures

Capital	50%
Personnel	19%
Contractual Svc.	13%
Debt Service	8%
Transfers	6%
Materials & Sup.	4%

Notable Budget Comments:

1. Personnel changes are consistent with the City's compensation plan and collective bargaining requirements, and anticipated higher insurance costs.
2. In addition to the changes noted above and below, the following divisions were impacted by reallocation of IT Charges between City divisions due to updated usage data: Admin., Engr., Forestry, Multimodal Transp. Fund, Water Fund, Sewer Fund, and Equip. Maint. & Replacement Fund.
3. Admin. - professional services for APWA reaccreditation fees.
4. Forestry - higher professional services for Central and Ravinia business districts clean-up maintenance.



5. Parking, Facilities, and Forestry include updates for parking lots/decks maint./repair (\$1.6 million), Bike Walk (\$490,000), facilities (\$435,000), and tree planting/maint. (\$115,000), consistent with the City's 10-year CIP.
6. Multi-Modal Transp. Fund - higher eqp. charges consistent with Eqp. Fund expenditures and lower capital consistent with the City's 10-Year CIP.
7. The Multi-modal Transp., Water, and Sewer Funds include changes in contractual services and materials and supplies reflecting market place cost increases.
8. The Water Fund includes increases for maintenance of equipment to replace seals and bearings in a leaking raw water pump; higher preventive maintenance; and higher professional services for instruments, controls and SCADA service.
9. In addition to the changes noted in above, the year-to-year variances for the Water, Sewer, Capital Fund-Str., and Eqp. Funds reflect changes in capital, debt service, and eqp. charges, consistent with the City's 10-year CIP. Additional fund information is included in the fund and capital sections of the budget document.
10. Capital Fund-Streets 2024 improvements are for Streets (\$5.1 million), Second St. infrastructure (\$4.4 million), Bridges (\$1.1 million), Ravines (\$365,000), and Sidewalks (\$100,000), consistent with the City's 10-year CIP. Additional information is included in the capital section of the budget document.

Objectives – General Fund

1. Administration & Contract Services
 - a. Effective and Efficient Service Delivery
 - b. Oversight of 11 Sections/Divisions
 - c. Support diversity, equity, and inclusion policies, initiatives, and recruitment
2. Engineering
 - a. 10-yr CIP Planning and Implementation
 - b. Flood Mitigation and Stormwater Management (Buy Out Program)
 - c. Private Development Reviews and Inspections
 - d. IDOT Grants Administration (Over \$46 million Grants Received)
 - e. Oversee design services for 10 infrastructure improvement projects
 - f. Oversee design consultant services for 20 infrastructure improvement projects
 - g. Oversee construction for 11 infrastructure improvement projects and manage consultant field inspections on contracts for 10 public improvement project
3. Forestry
 - a. Tree Removal/Planting Program, Native Plantings
 - b. Increase maintenance and landscaping in the Central and Ravinia Business District and plant new landscaping at the Police Station
4. Facilities
 - a. Ensure All Public Buildings with No Life Safety Issues (avg. age 50+)
 - b. Preventive Maintenance and Capital Projects
 - c. Support for construction of the Country Club/Senior Center renovation
 - d. Perform structural repairs and maintenance upgrades to the CBD Train Arcade



Objectives – Multimodal Fund

1. Streets
 - a. Contractual Street Sweeping
 - b. Snow and Ice Control Operations
 - c. Road and Sidewalk Maintenance
 - d. Special Events Assistance
2. Transit
 - a. Pace and Ravinia Operations
 - b. Safety and In-service Training
 - c. Connector (City funded; 3 days/wk)
 - d. Farebox Recovery Ratio

Objectives – Water Fund

1. Water Production
 - a. Begin the three-year process of replacing ultrafiltration membrane modules
 - b. Behind-the-meter solar panel installation project for the water treatment plant
 - c. Upgrade water plant security camera and door access systems
 - d. Master Meter Upgrade
 - e. Design improvements to the water plant's primary water intake and a new raw water shore well
 - f. Lead corrosion control treatment and Legionella detection studies
2. Water Distribution
 - a. Hydrant Flushing, Valve Turning Maintenance
 - b. Leak Detection Monitoring of Water Loss
 - c. Communication for Lead Service Lines
 - d. Water Use Portal
 - e. Beech Lane Water Main Project

Objectives – Sewer Fund

1. Maintenance of Storm and Sanitary Systems
2. Televiser, Clean and Flush Sewers
 - a. Sanitary Sewers Flushing (3-yr Cycle)
 - b. Storm Manholes and Inlets Cleanup
 - c. Storm Sewers Flushing (7-yr Cycle)
3. Ravines and Bluff Inspections
4. Sewer Spot Repairs
5. Voluntary Sewer Lateral Program
6. Maple Avenue Storm Sewer Project

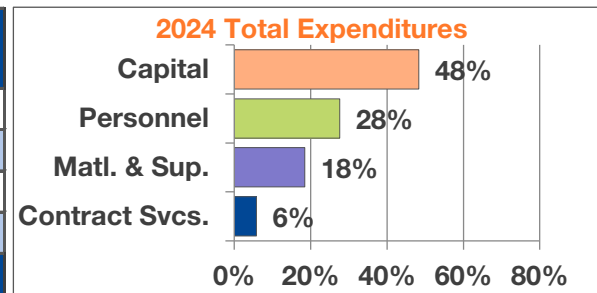


Objectives – Parking

1. Capital
 - a. Parking Lots Striping
 - b. Patching & Miscellaneous Parking Lot Repairs
 - c. Complete design and construction of the following lots:
 - i. City Hall, Rear Parking Lot
 - ii. Community House Parking Lot
 - iii. Public Works Yard Roadway
 - iv. North Ori Parking Lot
 - v. Fire Station #33 Parking Lot
 - d. Maintenance - Snow, Ice Control, and hauling operations

Public Works Equipment Budget

<i>Expenditures by Type (\$millions)</i>	2024 Bdgt.	Inc. / (Dec.) vs. 2023 Est.	
Personnel	0.6	0.0	7%
Contractual Services	0.1	(0.0)	-1%
Materials and Supplies	0.4	0.0	3%
Capital, Transfer, Debt	1.1	0.5	74%
Total General Fund	2.3	0.5	29%



Public Works Equipment Notable Budget Comments:

1. Continue reviewing existing fleet needs, partnering with other departments and users, to identify purchases, equipment maintenance costs, and other solutions in maintaining a viable cost-effective rolling fleet.
2. Continue identifying new sources for parts acquisition through consortium purchasing contracts to reduce cost and downtime of equipment.
3. Research and facilitate the demonstration of green vehicles and equipment, giving staff hands-on experience in real world scenarios.
4. Continue researching and reviewing alternative fuels and technologies, including upcoming advancements in heavy equipment, as part of the City’s ongoing effort to reduce emissions.
5. 2024 capital replacements include:
 - a. Two 2.5-Ton Dump Truck w/ Multipurpose Equipment
 - b. Sidewalk Cleaner Equipment for Business District
 - c. Sidewalk Machine Steamer Attachment
 - d. Water Meter Service Van Replacement
 - e. Inspector Vehicles Replacement (Full Electric/Hybrids)
 - f. Mechanic Shop Equipment





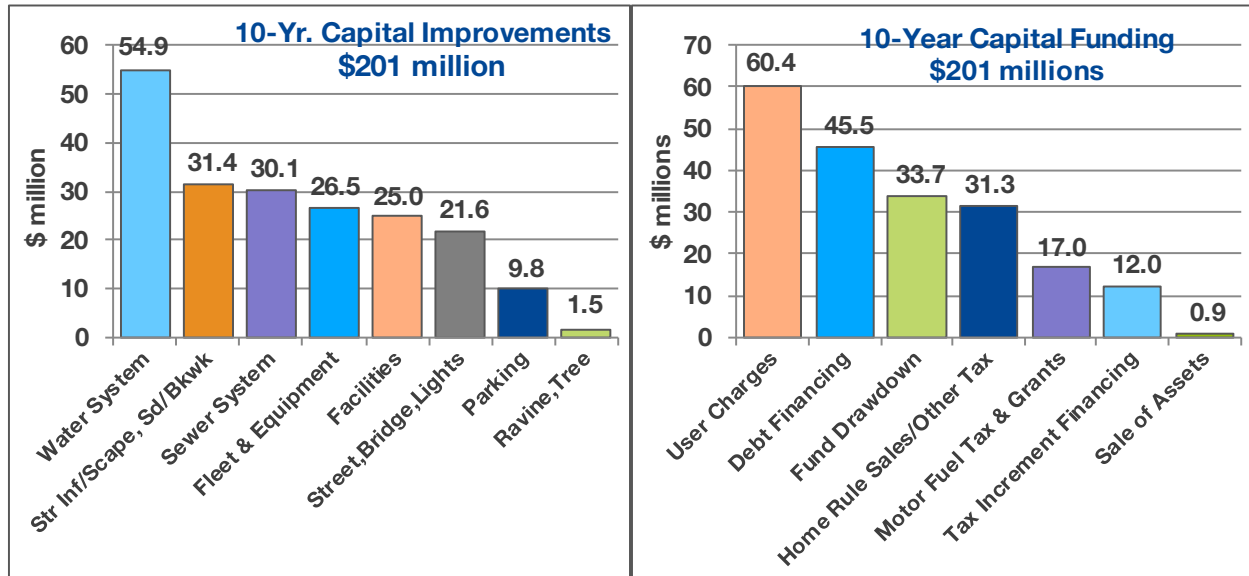
Capital Project Management – 2024

34,410,500	2024 Capital Improvements	
9,140,000	Road and Parking Rehabilitation	
4,000,000	Parking Lots and Decks, including Senior Center Lot	Maintenance/Repair
2,840,000	Asphalt & Concrete	Street Improvement
810,000	Clavey - US 41 to Green Bay, Bridge to STP	Street Improvement
375,000	Maple Ave - St. Johns to East End	Street Improvement
325,000	University Ave - Resurfacing	Street Improvement
280,000	Public Works Yard Roadway	Street Improvement
240,000	Briergate Bus. Dist. Improvements	Street Improvement
110,000	Beech Ln, NE Beech Ln to Beech St	Street Improvement
160,000	All Other	Maintenance/Repair
7,170,400	Business District Improvements	
6,045,800	Second Street Infrastructure	Pedestrian-friendly Improvements
586,600	Briergate TIF District Development	Water, Sewer, and Street Improvements
538,000	Central Business District Streetscape	Tables, Bike Racks, and Seating
4,406,000	Water System Improvements	
2,000,000	Membrane Replacements	Engineering/Water Distribution
485,000	Briergate Bus. Dist. Improvements	Engineering/Water Distribution
360,000	Park Ave West Bridge	Engineering/Water Distribution
320,000	Beech Ln/Beech St Bridge	Engineering/Water Distribution
315,000	St Johns Ave Bridge	Engineering/Water Distribution
295,000	Clavey - US 41 to Green Bay	Engineering/Water Distribution
190,000	Judson Ave Bridge	Engineering/Water Distribution
170,000	Green Bay Rd - Central to Clavey	Engineering/Water Distribution
120,000	Finished Water Meters Rplcmt./Meters/Interconnect	Interconnects/Meters
151,000	All Other	All Water Areas
4,098,000	Sewer Systems Improvements, excl. Second Street	
885,000	Briergate Business District Improvements	Storm & Sanitary Sewer
720,000	Lining, Inspection, Lateral, Treatment	Storm & Sanitary Sewer
425,000	Maple Ave - St. Johns to East End	Storm Sewer
320,000	Public Works Yard Roadway	Storm Sewer
305,000	Clavey Road, US 41 to Green Bay	Storm Sewer
255,000	Park Ave West Bridge	Storm & Sanitary Sewer
195,000	Dean Ave Bridge	Storm & Sanitary Sewer
190,000	Green Bay, Central to Clavey	Storm & Sanitary Sewer
190,000	Beech Ln/Beech St Bridge	Storm & Sanitary Sewer
113,000	Judson Avenue Bridge	Storm & Sanitary Sewer
100,000	St Johns Avenue Bridge	Storm & Sanitary Sewer
100,000	Lift Station and Pump Improvements	Sanitary Sewer
300,000	All Other	Storm & Sanitary Sewer
3,585,000	Facilities Improvements (Priority 1)	
3,150,000	Senior Center Interior Renovations	Facility Renovation
435,000	All Other	All Other Facilities Improvements
3,566,100	Fleet and Equipment	
612,000	Information Technology Equipment	Replacement and Upgrade
587,000	Public Safety Equipment Replacement	Replacement and Upgrade
570,000	2.5-Ton Dump Truck with Multipurpose Equipment	Replacement and Upgrade
555,000	Other Public Works Fleet	Replacement and Upgrade to Hybrd
552,100	Police Vehicles (8 Patrol, 1 Administrative)	Replacement and Upgrade to Hybrd
260,000	Ambulance	Replacement
385,000	Enterprise Resource Planning (ERP) System	Replacement and Upgrade
45,000	Administrative Equipment	Replacement and Upgrade
1,135,000	Bridge Design and Repairs	
220,000	Inspections, Consulting, & Maintenance	Improvements
190,000	Dean Ave	Improvements
170,000	Waverly Rd - North Bridge	Improvements
555,000	All Other	Improvements
590,000	Sidewalks and MoveHP Plan	Improvements
365,000	Ravine Improvements	Improvements
220,000	Street Lighting and Striping	Improvements
135,000	Forestry - Tree Planting	Replacement and Upgrade





Capital Project Management – 10-Year Plan



Capital Projects Communication Plan

The City is regularly evaluating its communication modalities. Below are highlights of standard operating procedures for construction projects.

1. During Design
 - a. Notification Letters
 - b. Open House (Public Meeting)
2. During Construction
 - a. Electronic Message Boards
 - b. Dedicated Project Webpage
 - c. Signage On-Site
 - d. Advance Notifications
 - e. Frequent Updates
 - f. Social Media & Email Blasts
 - g. City Website

