



Village of
Lindenhurst

ANNUAL BUDGET

Fiscal Year
2023 - 2024

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BUDGET MESSAGE

Fiscal Year Budget
2023-2024





May 1, 2023

To the Honorable Mayor, Trustees, and Citizens of the Village of Lindenhurst:

On behalf of the Village staff, I am pleased to present the budget for the May 1, 2023 through April 30, 2024 fiscal year. Just like any year, our staff worked diligently to prepare a budget that balances the limited resources stewarded by the Village with the needs and priorities of our Village. It is our ever-present goal to deliver the highest quality service to our residents at the most efficient cost. While much of the content of our proposed budget remains roughly the same as previous years, its presentation will be significantly different.

The Village's annual budget is arguably the most comprehensive document which outlines Village policy and direction, but also provides a description of how Village resources will be allocated. Because of its importance, staff desired to improve the layout, substance, and look of our budget to make it more readable for our residents. Further, we wanted to supplement and reorganize the budget in a way that is in closer alignment with governmental financial best budgeting practices as established by the Government Finance Officers Association (GFOA).

Beyond some of the overarching changes previously discussed, the following section highlights other aspects of the budget specific to the 2023-2024 fiscal year.

Information Technology (I.T.) Fund

The most significant change to overall budget, one that impacts most operating funds, is the creation of the Information Technology Fund. In past budgets, many technology expenses were divided proportionately across operating funds, in order to allow each operating area to pay for their share of software and devices. Because of this split, the cost for software and computer services can be difficult to track and expensing technology-related invoices to the wrong account is easy.

Rather than allocate technology expenses by area, I am proposing the creation of the Information Technology Fund for the purpose of covering Village-wide technology costs. Supported by revenues from our cellular leases, the fund would cover the costs of printer leases and maintenance, services from our contract I.T. vendor, website hosting, telephone/internet, and computer replacements. Expenses for I.T. which are solely



within a single department's operations will remain in that department's budget. Examples of technology remaining in a departmental budget would be Neptune software within the Water/Sewer Fund or dispatching expense within the Police Department Budget.

Shifting the cellular lease revenues out of Community Capital would reduce overall revenues within the fund by about \$164,440. However, with the recent increases in sales tax and video gaming revenues, the fund will be able to maintain a strong fund balance. Moving the expenses into a single fund will save the Water/Sewer Fund approximately \$62,000, the General Fund approximately \$47,500, and the Garbage Fund \$14,500.

Other Impacts Across Funds

Salaries – The budget takes into account the retirements of the Deputy Village Clerk and the Assistant to the Village Administrator in FY 2024. Currently, the budget does not reduce authorized positions within administration. The primary constraint here is the time needed to staff for the Postal Service. This function is currently under evaluation and will be brought before the Board for further discussion and direction. There are also accommodations made for the replacement of an Operator II in Public Works to bring them to full staffing. The Police Department is currently at full staffing. Non-public safety personnel raises are based upon merit but salary expense increased across the board by 3% for budgetary purposes.

Health Insurance – The Village will likely experience a slight reduction in our PPO costs through United Health Care and through the Intergovernmental Personnel Benefit Cooperative (IPBC) for the renewal year beginning 7/1/23. There are some increases calculated within our health insurance expense for those who may be electing to be covered by our plan for the first time or move above employee only coverage. Health insurance costs for Public Works employees who are members of IUOE 150 increased by 10%.

IMRF – We are experiencing a dramatic decrease in our costs for IMRF as we have made our final payments to the fund for early retirements. The overall cost of our IMRF costs decreased from a contribution rate of 11.89% to 8.33% per eligible employee.

Revenues in Water/Sewer and Garbage reflect the increased rates going into effect on May 1. Water and sewer rates are to increase by 1%, while garbage rates will increase by 3%.



General Fund – Revenue

The Village experienced another strong year in Sales and Income Tax receipts in 2023 with revenues mirroring those in FY 2022. The budget anticipates those revenues to remain roughly the same in FY 24 compared to those in FY 23. Property taxes are increased within the General Fund as costs for Police Pension and IMRF were reduced. We are also anticipating a slight decline in Building Permit revenue as we are predicting the construction of 18 homes in Briargate in the coming fiscal year. Last year, the budget anticipated the construction of 20 single-family homes.

General Fund – Administration

Lakes Management - Expenses in the Lakes' Management account were increased over the previous fiscal year. The contract with McCloud for aquatic management remains the same. However, the Commission requested the inclusion of a bathymetric study of the four lakes to understand the depth and contours of the bottom of the lakes and a water quality study.

Legal Expenses - Legal expenses were increased to allow for Clark, Baird, Smith to conduct a comprehensive review of our personnel manual for legal compliance and a subsequent training on the new handbook.

Newsletter - Additional funds were included in our newsletter expense line as an estimated budget for a professionally developed newsletter template. The Village's format and layout of the newsletter has remained the same for years upon years. With the updating of our website, staff proposes to seek proposals to update our newsletter in a complementary aesthetic.

Community and Economic Development - The costs of an updated strategic plan through Northern Illinois University are included in the Community and Economic Development expense line. The Village Board will need to determine the final scope of the update including the use of focus groups.

General Fund – Building and Grounds

Repairs and Maintenance - The repairs and maintenance line within this program increased by about \$8,000 to account for the repair and replacement of the tile within the vestibule of Village Hall.



Cleaning Contract - Our contractual janitorial service costs should remain flat in FY 24. The overall cleaning contract line was increased to include quarterly disinfection of all Village facilities.

General Fund - Police

Salaries – Officer pay for FY 24 follows the step plan implemented by the new collective bargaining agreement.

Merit Bonus – Officers covered by the collective bargaining unit are not eligible for merit bonuses. The amount is budgeted for police command and civilian employees.

General Fund – Streets

The staff is experiencing inflationary costs for materials and supplies which are reflected in certain increased costs throughout the budget. One example of this increase in cost is within Snow Plow Parts and Supplies and Vehicle/Equipment Supplies. Crack sealing expenses are up as we seek to address a larger set of roads which corresponds to the increased amount of resurfacing completed in recent years.

Tree Maintenance – This expense has been dramatically increased as staff seeks to receive proposals on increased tree trimming throughout the Village. We are unsure of how large the scope may be based upon our budget, but the final bids will be brought to the Village Board for approval.

Water/Sewer Fund – Revenues

Revenues within the Water/Sewer Fund are based upon three-year average of historical water pumping. The Village selected this method of forecasting water consumption in FY 23 to help account for seasonal changes and consumption habits. In May, the first increase to water and sewer rates will come into effect since July 2020, raising each fee by 1%. The new rates will be \$6.33/unit for water and \$5.92/unit for sewer.

Water/Sewer Fund – Administration

Telephone/Internet - While most costs for telephone and internet service have been reallocated into the Information Technology Fund, those costs specific to water and sewer operations remain as an expense within the fund. Rather than have those costs split between the Water and Sewer Operating programs, they were consolidated and placed into this expense line.

Water/Sewer Fund – Water Operating



The largest cost in this fund is the purchase of water from CLCJAWA. The amount of this expense is based on the three-year rolling average of our water demand. The cost is based upon CLCJAWA's charged rate of \$1.80/1,000 gallons, plus our monthly connection fees for joining the Agency. Lab service costs are anticipated to increase across most all services in the coming fiscal year. Lab services are required for compliance with the Illinois EPA.

Generator Maintenance – We have an increased amount of repairs that are required at our standby generators at our well houses. Primarily the work will replace the generator batteries.

Tank Inspection – The increase costs in this line reflects the proposed inspection of the iron vessel at Well House #5. Our previous inspection of this equipment was in 2012 and should be conducted every 8-10 years.

Water/Sewer Fund – Sewer Operating

Generator Maintenance – Like the well houses, the lift stations are also needing special attention on their generators. There are also certain parts that require replacement in the coming fiscal year.

Sludge Disposal – Costs are increasing by almost \$8 per load for transportation fees alone. We also anticipate an increase in the cost per cubic yard of sludge hauled.

Garbage Fund

As mentioned earlier, the Village Board approved a 3% increase to garbage rates beginning in May. Based on our estimated accounts, revenues were adjusted upward. Since Groot's freeze of our waste hauling service cost will expire in December, our budgeted expenses anticipate a 3% increase in our garbage contract with Groot beginning in January 2024 pursuant to the contract. Expenses related to information technology have been allocated to the new proposed fund. The Garbage Fund will not make a contribution toward road resurfacing this year.

Motor Fuel Tax Fund

There are no additional Rebuild Illinois Bond Fund payments to be made in FY 24. Our last installment was receipted this year. Illinois Municipal League estimates indicate that there may be a small increase (2%) in MFT per capita in FY 24. We have adjusted our budgeted revenues up slightly in accordance with this estimate. This is not a resurfacing year, and therefore, our only expenses will be related to asphalt products and road salt.



We have a surplus of road salt in storage for the coming winter season and have reduced our order quantity and the overall expense.

Retirement Fund

This fund accounts for all General Fund supported personnel costs for pension and FICA. Overall IMRF costs decreased as the final payments of our previous Early Retirement Incentive (ERI) have been made.

Insurance Fund

The primary revenue in this fund is property taxes. This fund covers the costs of the General Fund's proportionate costs of liability and workers compensation insurance premiums. The Village experienced an increase of 9.2% on our liability insurance over the expiring year. The purpose of the increase is due to an increase in total covered property values. Cyber liability insurance also almost doubled from \$1,675 to \$3,588. Our workers compensation premiums also increased by 4.7% as our experience modification factor rose from 1.04 to 1.18.

Community Capital, Water/Sewer Capital

Each follow the previously discussed CIP. The previously discussed Capital Improvement Plan is included in your materials.

Vehicle Replacement Fund

Revenues for this internal service fund increased to \$228,000 from \$220,500 in the previous year. Contributions rose from \$73,500 from the Police, Streets, and Water/Sewer Fund each to \$76,000.

Total expenses in the fund come to \$375,241. Replacements are made based upon the Village's vehicle replacement schedule. Three (3) police squads are set to be replaced at a cost of \$155,241 and a low-profile dump truck will replace a 5-yard dump truck at a cost of \$220,000.

Economic Development Fund

This fund supports the expense of our economic development consultant, plus nominal costs for materials and supplies. Two maximum LEAP grants are also budgeted within this fund as well.

Proposed New Equipment



General Fund

Item	Budget Program	Budgeted Cost
Three Springfield Saint AR-15 Rifles	Police	\$2,550
Two Stalker Radar Units	Police	\$2,620
Digital Evidence Camera	Police	\$1,710
Digital Camera Macro Lens	Police	\$900
iPhones (4) and Accessories	Police	\$2,860
Subtotal		\$10,640
VHF Portable Radios (40%)	Streets	\$1,188
Operations Building Furnace Replacement (30%)	Streets	\$2,079
Plate Compactor (33%)	Streets	\$272
Survey Equipment	Streets	\$2,000
20' Transport Trailer	Streets	\$7,800
Television Replacement	Streets	\$300
Subtotal		\$13,850

Water/Sewer Fund

Item	Budget Program	Budgeted Cost
VHF Portable Radios (60%)	Water & Sewer	\$1,700
Operations Building Furnace Replacement (30%)	Water & Sewer	\$4,060
Plate Compactor (33%)	Water & Sewer	\$1,675
Survey Equipment	Water & Sewer	\$3,000
20' Transport Trailer	Water & Sewer	\$11,700
Television Replacement	Water & Sewer	\$602
Subtotal		\$22,737

Community Capital

Item	Budget Program	Budgeted Cost
Miscellaneous Equipment/Unanticipated	Community Capital	\$10,000
Police Department Surveillance Camera System	Community Capital	\$115,000
Police Body-Worn Cameras	Community Capital	\$62,000
In-Squad Camera Replacement	Community Capital	\$29,640
Entryway Signage	Community Capital	\$12,500



<i>Subtotal</i>		<i>\$229,140</i>
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Water/Sewer Capital

Item	Budget Program	Budgeted Cost
Replace Guiderails at Lift Station 8	Water/Sewer Capital	\$20,000
Centrifuge Repair	Water/Sewer Capital	\$33,000
<i>Subtotal</i>		<i>\$53,000</i>

Information Technology Fund

Item	Budget Program	Budgeted Cost
Computer Replacements	I.T. Fund	\$12,000
Printer/Copier at Public Works	I.T. Fund	\$3,535
<i>Subtotal</i>		<i>\$15,535</i>

Budget Philosophy

The Village of Lindenhurst continues to pride itself on being a low-revenue operation, while still providing high level of service to our residents. That philosophy remains unchanged. Due to that fact, it is paramount that we use our resources in response to the needs of our public with eyes cast toward the future. Once again, the Village conducted a randomized survey with questions pertaining to a variety of services which was sent to 2,000 households in the community. This year's community survey garnered 379 responses which shed light on the level of satisfaction of our service delivery. Our public safety, emergency response, and refuse and recycling services scored as some of our highest rated attributes while road repair/conditions, snow removal, code enforcement rated among some of our lowest. As a reminder, here are the "Bottom 10 Rated Attributes" from the survey:



Bottom Attributes	2018	2022	2022 Percentage	Comments
1	Timely Repair of Streets	Local availability of needed goods and services	42%	Went from #4 in 2018 to #1 in 2022, with a 12% increase in dissatisfaction top 2.
2	Maintenance and driving condition of Village streets	Village government's efforts to focus on the priorities that matter most to residents	39%	Went from #5 to #2, with 13% increase in dissatisfaction.
3	Overall value of Village services for tax dollar	Timely Repair of Streets	39%	Went from #1 in 2018 to #3 in 2022, with the percentage of dissatisfaction increasing 3%.
4	Local availability of needed goods and services	Overall value of Village services for tax dollar	36%	Went from #3 in 2018 to #4 in 2022, with a 4% increase in dissatisfaction.
5	Village government's efforts to focus on the priorities that matter most to residents	Village government's efforts to actively seek input from citizens	36%	Went from #8 in 2018 to #5 in 2022, with a 15% increase
6	Fairness and consistency of code and ordinance enforcement	Consistency of code and ordinance enforcement	29%	Stayed the same at #6. The 2022 analysis doesn't include the comparison because we tweaked the question a bit, but it looks like a 3% increase in dissatisfaction.
7	Overall direction the Village is taking	Driving conditions of Village streets	28%	This question wasn't in the bottom 10 attributes of the 2018 survey. Also, it looks like the dissatisfaction rate decreased from 2018 by 3%.
8	Village government's efforts to actively seek input from citizens	Overall direction the Village is taking	27%	Went from #7 to #8, with a 6% increase in dissatisfaction.
9	Snow Removal Operations	Responsiveness of elected officials	27%	This question wasn't in the bottom 10 attributes of the 2018 survey. The dissatisfaction rate increased by 13%.
10	Overall image and reputation of the Village	Village's efforts to keep residents informed on special projects, construction projects, and initiatives	27%	This is a new question in 2022.

The table above indicates the ten (10) attributes which were the lowest scoring in our 2018 survey and those which scored in the bottom ten (10) in 2022. As you can see, there are some aspects in the Village that remain in the bottom ten. Yet, there was movement amongst the attributes. We are aware that the Village values continuous performance – there are always areas of improvement. With the input of our residents, we are better able to understand how we can best address these shortcomings and dedicate efforts and resources accordingly.

In response to the survey, our budget takes a more “priority-based budgeting” approach and dedicates more funding to some of the areas that may need greater emphasis. A table highlighting the various ways the Village seeks to meet these challenges is included after this letter.

Structuring our budget expenses based upon the input of our community ensures that we’re addressing the issues that are most critical to our residents. This helps improve the quality of life and the future viability of our Village.

Conclusion

The Village remains committed to allocating resources in the best interest of our residents. Our community survey is just one way that we try to stay attuned the pulse of our residents needs. Seeing how some of our poorest scored services improved between the 2018 and 2022 surveys, indicates that how we invested our funds in that



four-year period has had an effect within our community. This is a practice that we plan to continue in this and future budgets.

Financially, we submit a budget that contains the appropriate level of revenues and expenses to maintain a high level of service to our residents. Budgeted revenues are scrutinized heavily to ensure that we can meet the needs of our organization without unnecessarily burdening our residents, or putting our businesses at a competitive disadvantage. Expenses are forecasted and planned to the best of our understanding to avoid drastic measures which come as a surprise to our community.

For another year, we are proud of what we have accomplished and look forward to the opportunities in the year to come!

Respectfully,

A handwritten signature in black ink, appearing to read 'Clay Johnson'.

Clay T. Johnson
Village Administrator

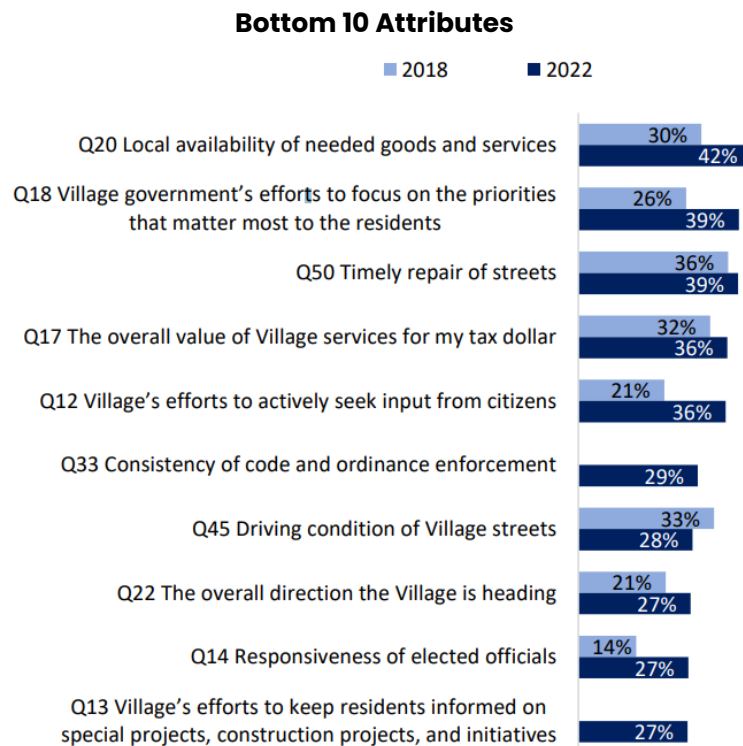


Budget Philosophy

The Village's budget follows a priority-based budgeting approach which allocates funding based on community priorities as identified in the resident community survey and Village Strategic Plan.

Community Survey

The Village's community survey is completed every four years and asks residents a wide range of questions about Village services, programs, and initiatives. In the 2022 survey, results show high satisfaction levels with the professionalism of Village employees, reliability of garbage and recycling services, quality of drinking water, and high levels of safety in Village neighborhoods. The survey also identifies various items that received high levels of dissatisfaction as shown below.



Strategic Plan

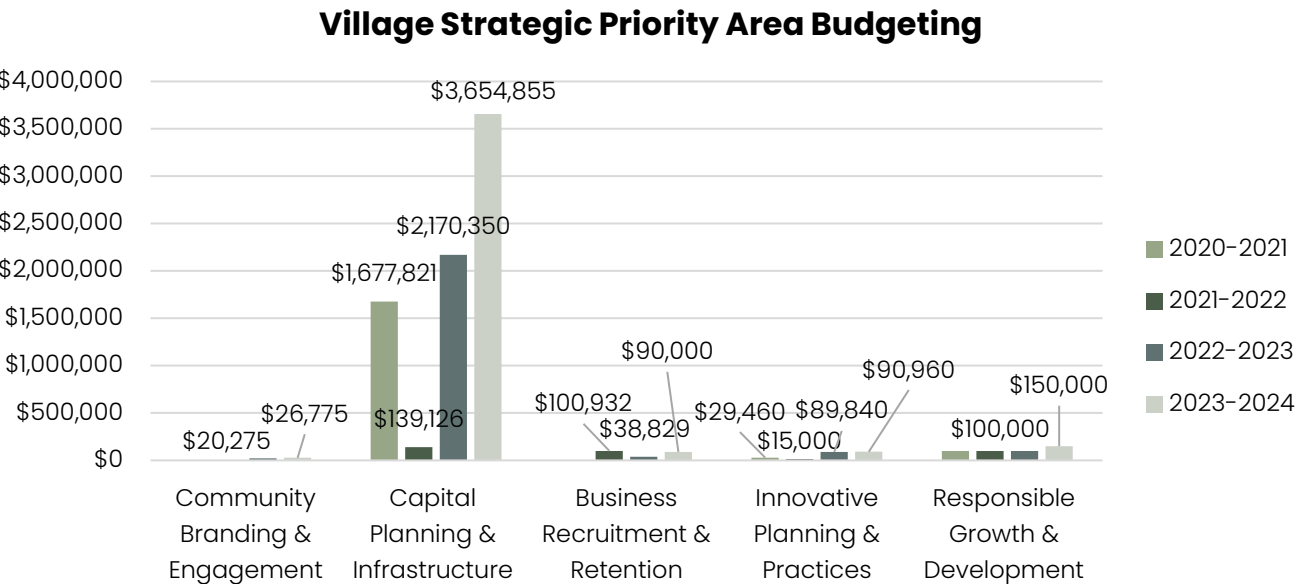
In January 2020, the Village partnered with the Center for Governmental Studies (CGS) at Northern Illinois University to create its first ever strategic plan. Village staff and



Budget Philosophy

stakeholders within the Village were asked to participate in focus groups to gather input on the Village’s future. Following the focus groups, Village senior staff members and the Village Board participated in a strategic planning workshop spearheaded by CGS. The strategic planning session identified five key strategic priority areas that the Village should focus on. The five key priority areas include Community Branding & Engagement, Capital Infrastructure Planning & Improvements, Business Recruitment & Retention, Innovative Planning & Practices, and Responsible Growth and Development.

The results from the community survey and the key priority areas from the strategic plan help the Village allocate funding and resources in the fiscal year budget process. The amount of funding the Village has dedicated to its strategic priority areas is shown in the chart and table below.



In addition to the hard costs associated with funding community priorities in the community survey and the Village strategic plan, the Village has also dedicated significant staff time to further these efforts. Both budgeted costs and staff efforts are summarized in the table on the next page.

Key Priority	2020-2021	2021-2022	2022-2023	2023-2024 (Proposed)
<i>Community Branding & Engagement</i>	Implemented Communication Plan (staff effort), Enhanced Social Media Presence (staff effort)	Enhanced Social Media Presence (staff effort), Community Policing to Engage the Business Community and Residents (staff effort)	New Website Re-Design (\$8,275), Community Survey (\$12,00), Continued Social Media Efforts (Staff effort), Community Policing to Engage the Business Community and Residents (staff effort)	New Website Maintenance(\$8,275), Strategic Plan Update (\$16,000), Newsletter Re-Design (\$2,500), Re-start of Citizen Academy (staff effort), Re-vamp of Communications Plan (staff effort), Community Policing to Engage the Business Community and Residents (staff effort)
<i>Capital Infrastructure Planning & Improvements</i>	Street Improvements (\$1,507,821.21), Lake Shore /Sprucewood/ Hawthorne Reconstruction Project Engineering and Design (\$170,000)	Street Improvements (\$1,241,26.24), Lake Shore/Sprucewood/Hawthorne Reconstruction Project (\$15,000)	Street Improvements (\$1,328,600), Water & Wastewater Improvements (\$826,750), Lake Shore /Sprucewood/Hawthorne Reconstruction Project (\$15,000)	Street Improvements (\$1,037,855), Water & Wastewater Improvements (\$1,767,000), Lake Shore/Sprucewood/Hawthorne Reconstruction Project (\$850,000)
<i>Business Recruitment & Retention</i>	Issued RFP for TIF Eligibility Study	TIF Eligibility Study (\$44,069.23), LEAP Program (\$56,863)	Began Economic Development Specialist Position (\$8,406), LEAP Program (\$30,423), Started conversations with businesses to improve retention efforts (staff effort), Started sharing economic development initiatives on social media (staff effort)	Economic Development Specialist Position (\$30,000), LEAP Program (\$60,000)
<i>Innovative Planning & Practices</i>	Invested in Liquid De-icing Equipment (\$29,460), Developed Strategic Priority Dashboard	Continued Liquid De-icing (\$15,000), Continued Use of Strategic Priority Dashboard (staff effort)	Continued Liquid De-icing (\$15,040), Asset Management Software Implementation (\$32,800), Pavement Management Assessment (\$42,000), Continued Use of Strategic Priority Dashboard (staff effort)	Body Camera Implementation (\$62,000), Continued Liquid De-icing (14,560), Asset Management Software Utilization (\$14,400), Continued Use of Strategic Priority Dashboard (staff effort)
<i>Responsible Growth & Development</i>	Stormwater Improvements (\$100,000)	Stormwater Improvements (\$100,000)	Stormwater Improvements (\$100,000), Annexed Property at 45/Grand Ave (staff effort), Continued Code Enforcement Efforts (staff effort)	Stormwater Improvements (\$150,000)



COMMUNITY PROFILE

Fiscal Year Budget
2023-2024





Community Profile

Village Background

The Village of Lindenhurst's history of lakes, trees, prairies, and swamp lands dates back to the receding Valparaiso Moraine glaciers from 13,000 to 14,000 years ago. As the news of Lindenhurst's natural and attractive farming landscape traveled across the region, resort towns and farms began to develop. One of the farms in the area, Lindenhurst Farm, was named for the two rows of linden trees outlining the original farmhouse. The farm was later acquired by developer Morton Engle, and the first homes of Lindenhurst Estates were soon constructed. As the area quickly developed with more homes, civic-minded residents who wished to maintain the area's quaint country character filed papers to incorporate under the Village of Lindenhurst.

The Village of Lindenhurst was incorporated in northern Lake County in 1956, with a 90% voter turnout. Since its incorporation, the Village continued to grow as individuals and families left Chicago for a more suburban lifestyle. Over the years, Lindenhurst has grown beyond the 1,200 residents of the 1960s to be the home of approximately 14,400 people in 2020. As the Village continued to grow, Village officials chose a selective development approach to ensure high-quality housing and school developments to maintain its natural landscape offerings. Because of this, the Village has continued to offer many recreational amenities, including scenic wetlands, forest preserves, and walking trails to residents and visitors. According to the 2010 census, the Village consists of 4.774 square miles, of which 4.4 square miles (93%) is land and .334 square miles (7%) is water.

Along with offering many recreational opportunities for families to thrive, the Village is an ideal location for businesses. The Village of Lindenhurst is just minutes away from major highways and roads such as Grand Ave (Route 132) and Route 45. Additionally, Lindenhurst is located approximately 45 minutes from Chicago's O'Hare Airport and Milwaukee's Mitchell Airport.

Today, the Village is comprised of over 4,400 homes, three school districts, five lakes, nineteen parks, four Lake County forest preserve properties, and approximately 120 local businesses.

Village Government

The Village of Lindenhurst is governed by the Village Mayor and the Board of Trustees. The Board of Trustees consists of 6 members that serve a staggered 4-year term. The Mayor and the Board of Trustees approve all expenditures of the Village, set all governing policies, ordinances, and codes. Additionally, the Village has an elected Village Clerk that serves as the recorder of minutes for public meetings and maintains all Village records. The Village

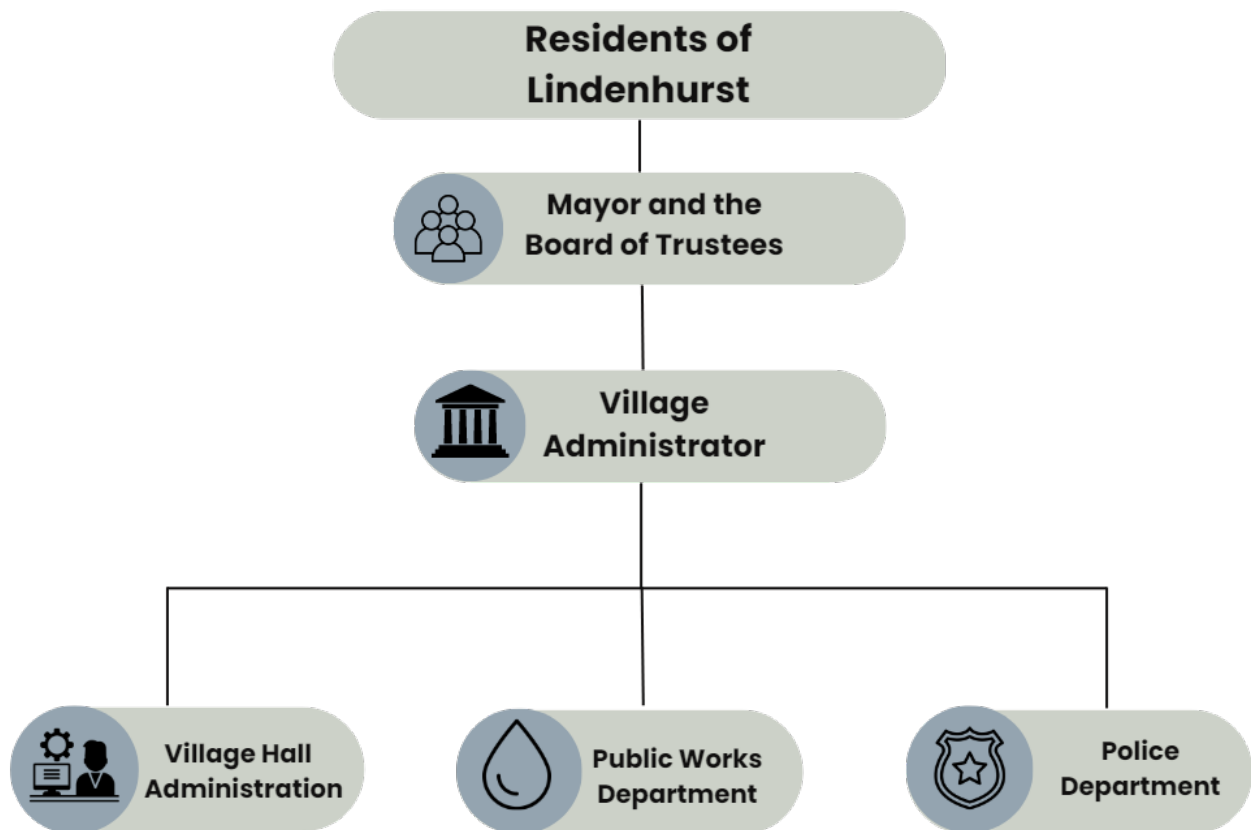


Community Profile

also has several commissions that are comprised of volunteer residents. Village commissions include: Lakes Commission, Plan Commission/ Zoning Board of Appeals, Veterans Commission, Police Commission, Police Pension, and Sanitary District.

With the approval of the Board of Trustees, the Village Mayor also appoints the Village Administrator, who is responsible for overseeing all day-to-day operations of the Village. Village operations consist of three main departments: Administration, Public Works, and Police Department, which aim to provide high-quality services to residents of Lindenhurst.

Village Organization Chart





Community Profile

Village Mission, Vision, and Values

In 2019, a volunteer committee made up of Village staff collaborated to develop new mission, vision, and value statements for the Village. To develop these, Village staff used feedback from the Lindenhurst Citizens' Academy, the 2018 community survey results, and their experience as staff members. The Village's mission, vision, and value statements serve as a unified vision for the Village to serve its community.

Village Mission

The Village of Lindenhurst, in partnership with our community, continuously strives to provide a safe, healthy, and vibrant environment through quality customer service, public safety, progressive leadership, and financial responsibility.

Village Vision

The Village of Lindenhurst endeavors to be the friendliest and most appealing community in Lake County, Illinois; enriched by small town values and traditions, fostering an atmosphere where citizens and businesses can thrive.

Village Values

Vision- Embracing innovative solutions for a better future.

Accountability- Demonstrating transparency through ethical, efficient government.

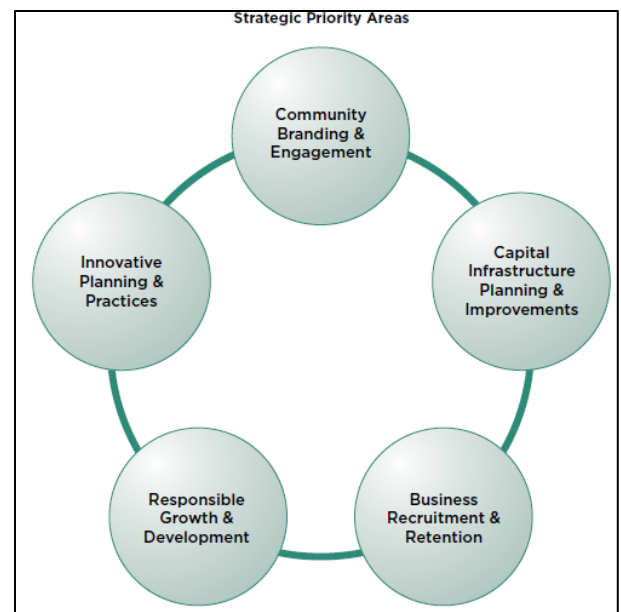
Leadership- Inspiring and expecting the best of ourselves, each other, and our community.

Unity- Connecting people through collaborative engagement.

Excellence- Striving to be our best through integrity, teamwork, and exceptional customer service; nurturing a friendly desirable place to live.

Village Strategic Planning

In 2020, the Village adopted its first ever strategic plan. The Village's strategic plan identifies five key strategic priority areas that the Village should focus on. The workshop also resulted in the development of goals that are classified based on their complexity and the time it would take to complete. To keep track of the progress made towards the strategic plan, the Village shares monthly updates on the key performance indicators that fall into each priority area. This past year's progress





Community Profile

on the strategic plan is summarized below. The Village's full strategic planning document can be viewed within the budget document.

Strategic Priority Area	Goal	% Complete	FY 22-23 Notes
Community Branding & Engagement	Enhance communication & engagement between Village & community.	85	Second Community Survey completed and posted to website.
	Work to engage stakeholders to create a community brand & defined identity for Village.	50	Website redevelopment will seek to promote character of community.
Business Recruitment & Retention	Explore the possibility of implementing a TIF district to help with redeveloping Linden Plaza/ Grand Commercial corridor.	100	TIF Adopted 5/9/22.
	Develop and implement a redevelopment plan for Linden Plaza and Grand Avenue commercial corridor.	55	May be included in feasibility study.
	Identify and explore business attraction strategies.	85	Economic Development Specialist has developed goals and action plan.
	Execute identified business attraction strategies.	45	Business recruitment underway.
Capital Infrastructure Planning & Improvements	Implement a long term Capital Improvement Plan focused on proactive infrastructure repairs & sustainability.	60	Reformatted Capital Improvement Plan; Implementation of Asset Management near completion.
	Prioritize current stormwater needs & develop plan to fund and implement stormwater projects	90	Projects prioritized and list is funded partially annually.
	Explore possibilities & workable approaches to mitigate flooding issues.	70	Applied for grants with LCFPD for Rose Tree Lane Outfall Project.
Responsible Growth & Development	Exploring annexing property, especially at Routes 132 & 45 to establish defined boundaries.	30	New property annexed at 45/Grand. Other conversations underway.
Innovative Planning & Practices	Continue to explore and evaluate potential additional revenue sources.	20	Enterprise fund fees and charges evaluated.
	Conduct an organizational review and advancement study to evaluate staff roles and responsibilities: identify efficiencies, explore technology upgrades and improvements.	25	N/A



Demographic Profile

Population

2020 Census



14,406

+0.18% from
2016 ACS

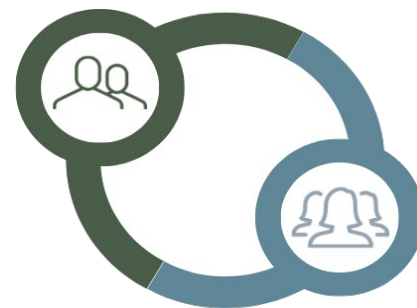
Gender

2020 Census

49%

Men

-1% from
2016 ACS



51%

Women

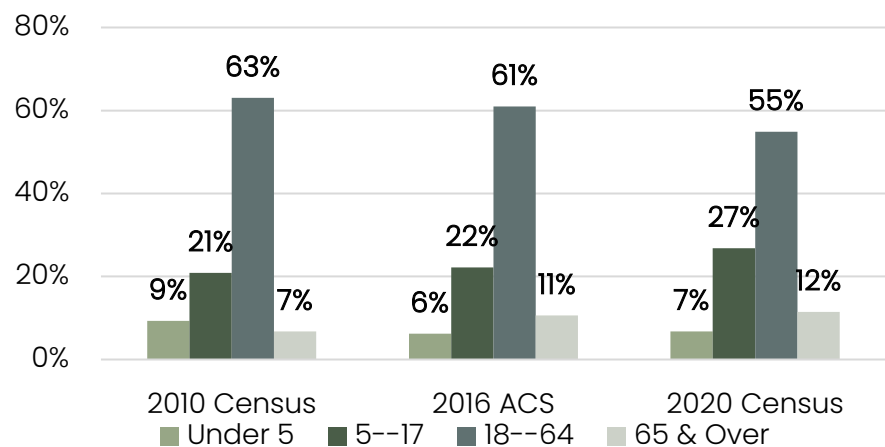
+1% from
2016 ACS

Median Age

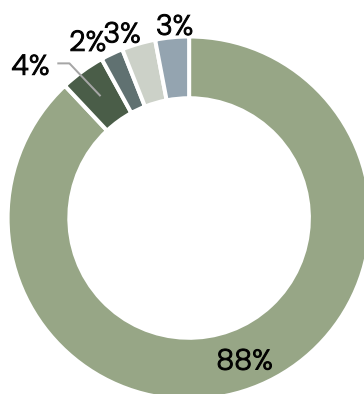
39.5

+1.8 years from
2016 ACS

Age of Residents



Ethnicity of Residents- 2020 Census

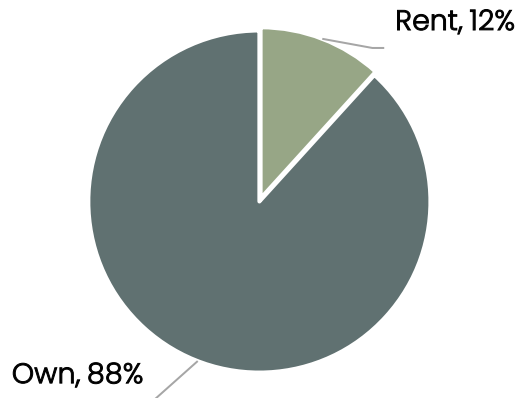


- White
- Asian
- Black or African American
- Two or More Races
- Some other Race



Economic Profile

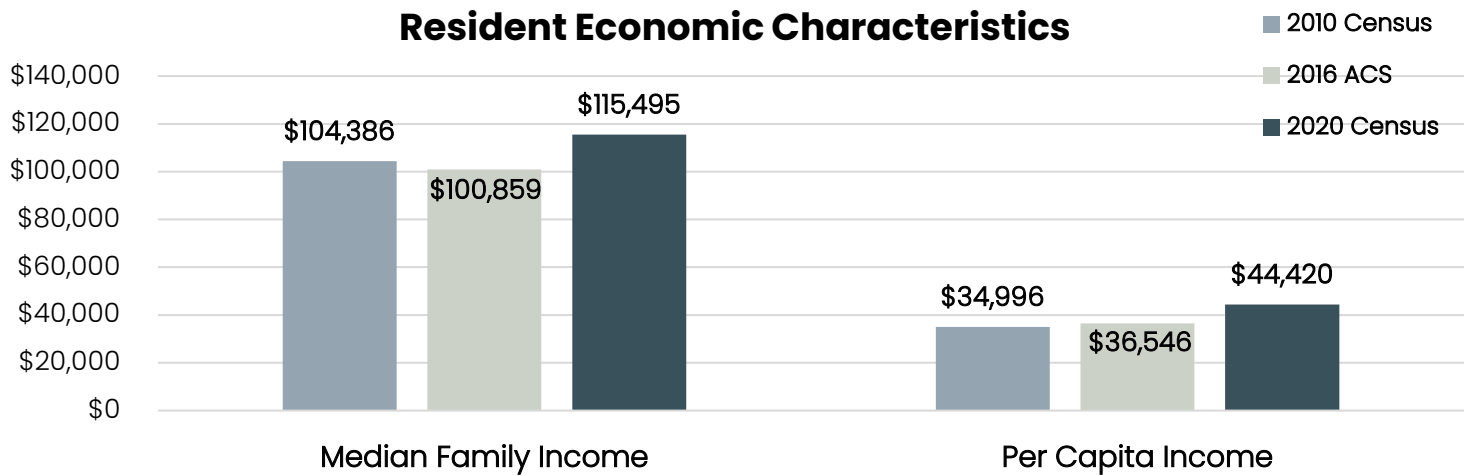
Occupied Housing Units



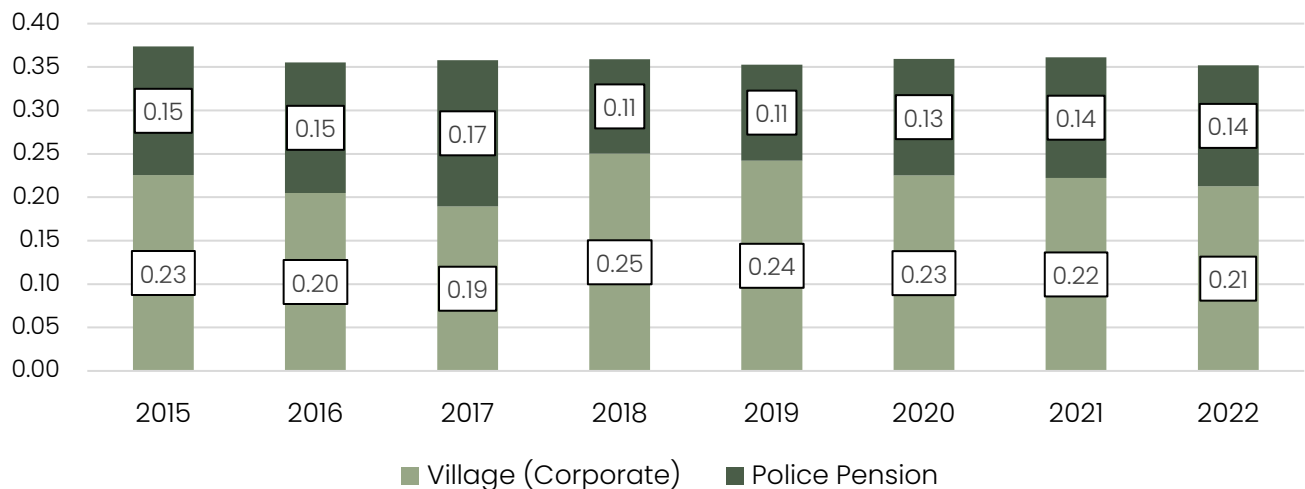
Housing Characteristics

	Average Household Size	Median Home Value
2010 Census	2.87	\$240,100
2016 ACS	2.82	\$203,100
2020 Census	2.85	\$223,600

Resident Economic Characteristics



Annual Village Property Tax Rate





BUDGET GUIDE & FINANCIAL POLICIES

Fiscal Year Budget
2023 - 2024





Budget Guide

The Budget Guide has been developed to assist the reader in understanding the Village of Lindenhurst's budget.

Budget Process

The Village operates on a fiscal year basis beginning May 1st and ending April 30th of each year. The annual budget is prepared through a collaborative effort by staff under the direction of the Village Administrator and is presented to the Village Board for review and adoption prior to the beginning of each fiscal year (May 1st).

To kick off the budget process, the Village Administrator sends out the Budget Calendar to Village staff. The Budget Calendar highlights key deadlines for various budget items, such as the Capital Improvement Plan, operating budgets, and salaries/pay ranges. At various stages of the budget process, Village staff meets with Village Board members that serve on the Finance and Human Resources committees to solicit feedback.

Budget Calendar- Distributed to Department Heads 1/9/23

Completion Date	Description of Activity
January 13	Capital Improvement Budget (CIP) items discussed with Department Heads and Village Administrator.
January 24-27	Draft CIP discussed with Finance Committee.
February 13	CIP discussed with Village Board meeting.
February 17	Operating Budgets (including Boards and Commissions) submitted to Village Administrator.
February 20-24	One-on-one meeting with Supervisors; Administrator reviews budget submissions and any potential changes.
March 6-10	Human Resources Committee meets to review Salaries/Pay Ranges.
March 20-24	Finance Committee meets to review Operational Budgets and Discuss Rate Setting.
March 31	Mayor and Trustees receive draft budget.
April 7	Send Notice of Public Hearing to Newspaper.
April 10	Budget Presentation/Workshop.
April 14	Tentative budget available for public inspection.
April 17	Notice Published (at least 1 week prior to hearing).
April 24	Official Public Hearing on Budget.
April 24	Village Board Approval of Budget.
April 28	Deadline to file certified copy of budget and estimate of revenues with the County Clerk.



Budget Guide

Public Participation in the Budget Process

As a means to involve public participation in the budget process, the Village of Lindenhurst encourages community input through various means that include the following:

- Village Board Meetings- Two public meetings and one public hearing is held throughout budget preparation at board meetings provide the community a channel to present issues for budget consideration. Additionally, the Capital Improvement Plan has its own discussion at a Village Board meeting in February.
- Community Survey – The Village aims to complete a community survey every four years. The Village's first survey was completed in 2018, with the most recent survey being conducted in the fall of 2022. The survey is sent directly to randomly selected 2,000 households requesting responses to resident satisfaction with Village services and specific policy direction.

Budget Format

The Village's budget utilizes fund accounting, creating separate funds based on the various activities of the Village's operations. The Village's budget includes the following major funds:

- General fund
- Water & Sewer Operating (enterprise) fund
- Garbage (enterprise) fund
- Motor Fuel Tax fund
- Retirement fund
- Insurance fund
- Community Capital fund
- Water/Sewer Capital Projects fund
- Vehicle Replacement fund
- Various Non-Operating funds

The Village budget includes hundreds of line items, some of which are fairly small. These are used to facilitate year-to-year and multi-year analysis. Please remember that much of the Village's actual revenues and spending are impacted by non-village factors or are demand driven and often hard to predict. Budget numbers are best estimates based on history and/or ground up analysis of line items.



Budget Guide

Budgeted expenditure line items are formatted into three primary categories: salaries and benefits, contractual and other costs. This facilitates further analysis of in-house versus contractual expenditures as the Village considers privatization options. Many individual line items are based on past needs and year-end numbers and may be different (higher or lower) based on demand for services from weather, emergencies, or unpredictable factors.

Budget Sections

The Village's budget is divided into various sections, as noted in the table of contents. The headers of each section will also help guide the reader on the specific budget section. The Village's budget sections are summarized below:

- Budget Message: Submitted by the Village Administrator, the budget message provides a high-level overview of the proposed budget. The budget message section also highlights the Village's priorities for the upcoming budget year.
- Community Profile: This section highlights Lindenhurst's history, along with providing an overview of the Village's mission, vision, and values that guide the Village in making decisions. This section also provides a yearly update on the Village's progress on the 2020 strategic plan.
 - Demographic & Economic Profile: Provides a breakdown of the demographic and economic make-up of the Village using a variety of charts and tables.
- Budget Guide: This section explains the process, format, and the various sections of the Village's budget.
- Financial Policies: This section explains the Village's financial policies that include accounting principles, fund structure and reserves, financial planning, debt management, and fixed assets.
- Budget Overview: This section highlights the estimated year-end performance of the current fiscal year budget (Fiscal Year 2022-2023). Additionally, this section provides an overview of the proposed budget for the upcoming fiscal year (Fiscal Year 2023-2024) for revenues and expenditures by type and area.
- FY Budget 2023-2024 Budget and Details: This section provides the details of the Village's proposed budget by fund. The breakdown of each fund includes an overview of the fund, a summary of its financial history, an expenditure table, and a narrative explaining the expenditures.
- Capital Improvement Plan: The Village's Capital Improvement Plan (CIP) is a long-range investment tool that plans out the investment in major infrastructure across the community and the maintenance, repair, and replacement of Village facilities and equipment over a 5-year span.



Financial Policies

Accounting Policies

The Village will maintain high standards of accounting by subscribing to Generally Accepted Accounting Principles (GAAP) as developed by the Governmental Accounting Standards Board (GASB). This budget and financial documents will use a cash basis of accounting. An independent firm of certified public accountants will perform an annual audit of the Village's financial statements and documents to ensure that the Village is in compliance with state regulations and financial standards. The firm will issue an opinion that will be a part of the Annual Financial Report (AFR).

Budget Policy

The Village observes a fiscal year beginning on May 1st and ending on April 30th. When preparing its annual budget, the Village requires a balanced budget in its major operating funds. In cases where regular revenues are exceeded by expenditures, prior year revenues or cash balances may be utilized to meet this objective provided that the Village does not violate its reserve policies.

Fund Structure and Reserve Policy

The Village's budget utilizes fund accounting and establishes separate funds based on the various Village activities and functions. Some funds are segregated into separate accounts for better tracking of expenses by specific activity.

Reserves maintained by the Village shall be in accordance with any adopted ordinances or resolutions. Restricted accounts set by statute, grant guidelines, or certain indebtedness will be observed. Unrestricted balances and/or discretionary cash balances will be maintained as outlined in the Fund Descriptions later within the FY Budget 2023-2024 Budget & Detail section.

Water and Sewer Financial Policy

When setting rates and evaluating expenses, the Village considers the following principles for the water and sewer fund. The Village's Utility Fund must be financially self-supporting. The cost of operating and maintaining the water and sewer systems must be supported by the water and sewer fees and charges collected from customers with no support from other Village funds. If at any time, other Village resources must be used to support the water or sewer system, repayment shall be made in an appropriate amount of time.

Water and sewer rates and charges shall be kept as low as possible over time. It is possible to keep rates low for a period of time by not investing sufficiently in the maintenance of the



Financial Policies

water and sewer systems, but eventually the systems will deteriorate and require substantial investments leading to the need for significant and immediate rate increases. The Village seeks to continually reinvest in the water and sewer systems to replace assets as they reach the end of their useful lives.

One-Time Revenues

One-time revenues will be applied to one-time expenditures and will not be relied upon for ongoing operations.

Financial Planning

The Village will maintain a multi-year financial and capital improvement plan which coordinates with the annual budget. The multi-year financial planning document will be maintained on an ongoing basis, but will be published in full on a biennial basis.

Cash Management

The Village will provide monthly reports, as supplied by the Village Treasurer, detailing cash balances for each major fund. Staff will perform cash flow analyses, identify major revenue and expenditure types and their timing. The analysis will include the identification of reserves and other balances that can be invested long term.

When possible, the Village will utilize electronic debiting of accounts to optimize cash receipts, including collections of taxes and user fees. All amounts of money supplied or due to the Village shall be collected as promptly as possible. Money received shall be deposited in the appropriate accounts no later than the following business day. Disbursements will also be analyzed for electronic fund transfers to optimize timing. All Village cash accounts will follow statutory guidelines for safety, liquidity, and yield.

Debt Management

The Village will not issue short term notes and/or bonds to finance operational needs. Capital projects financed through bond proceeds or revolving loan funds will be financed for a period not to exceed the project's useful life. The Village will also examine all opportunities to refinance outstanding debt issuances that would represent savings.

Fixed Assets

Under GASB 34, local governments are required to report capital assets as assets on the face of the government-wide statement of net assets for governmental assets.



Financial Policies

Effective May 1, 2019, the Village will capitalize all individual assets with a cost of \$5,000 or more and that have an estimated useful life of 2 years or more. Individual assets that cost less than \$5,000, but that operate as part of a network system will be capitalized in the aggregate, using the group method, if the estimated average useful life of the individual asset is 5 years or more. A network is determined to be where individual components may be below the \$5,000 but are interdependent and the overriding value is on the entire network and not the individual assets.

The computer network is on a 4-year replacement policy and therefore would not be capitalized. However, individual computers and related equipment that has a cost greater than \$5,000 would still be capitalized.

The assets will be depreciated using the straight-line method with the half-year convention. Maintenance costs that allow an asset to continue to be used during its originally established useful life should be expensed as maintenance costs. The table below is used to help estimate useful lives for asset reporting.

Asset Group	Asset type	Examples	Depreciable Life (in Years)
General Non-Infrastructure	Cars and light trucks		4
	Heavy trucks	Five-yard dump trucks	12
	Heavy construction equipment	Backhoes, trucks, dozers, front-end loaders	12
	Radio, communications equipment	Mobile, portable radios	7
	Custodial equipment	Floor scrubbers, vacuums	5
	Grounds equipment	Mowers, tractors, attachments	10
	Buildings	Long-term (brick)	45
	Land improvements	Parking lots, sidewalks, fencing, flagpole	12
	Land		None
General Infrastructure	Water Transmission Lines	C-PVC, HDPE, Ductile Iron	50
	Sewer Transmission Lines	Ductile Iron, Cast Iron, SDR	50
	Asphalt Surfaces	Roadway and Bike Path	20
	Roadway Grade & Base		50
	Concrete Sidewalk		25
	Concrete Curb & Gutter		25
	Storm Drains		50
	Signs (Prismatic)	Stop signs, etc.	25
	Signs (Non-Prismatic)	Street names, directional, etc.	20



Fiscal Year
2023-2024

BUDGET DETAIL



VILLAGE OF LINDENHURST

ESTIMATED REVENUE/ EXPENSE BUDGET - 2023/2024

REVENUE

EXPENSE

DIFFERENCE

GENERAL FUND

GENERAL REVENUE	4,323,102		
ADMINISTRATION		461,859	
STREETS		1,147,873	
POLICE DEPARTMENT		2,509,957	
BUILDING & GROUNDS		43,670	
ENGINEERING & BUILDING		157,527	
SUBTOTAL	4,323,102	4,320,886	2,216
RETIREMENT	137,692	133,456	4,236
INSURANCE	133,586	133,036	550
ECONOMIC DEVELOPMENT	0	102,300	(102,300)
INFORMATION TECHNOLOGY	164,440	153,553	10,887
MOTOR FUEL TAX	624,600	124,100	500,500

ENTERPRISE FUNDS

WATER & SEWER OPERATING	4,702,062		
WATER/SEWER ADMINISTRATION		1,056,727	
SEWER		824,509	
WATER		1,577,263	
DEBT SERVICE		1,242,029	
SUBTOTAL	4,702,062	4,700,528	1,534
GARBAGE	1,485,453	1,353,163	132,290

CAPITAL PROJECT FUNDS

COMMUNITY CAPITAL	1,248,242	2,534,145	(1,285,903)
WATER/SEWER CAPITAL	134,274	1,767,000	(1,632,726)
VEHICLE REPLACEMENT	228,000	375,241	(147,241)
TOTAL CAPITAL PROJECT FUNDS	1,610,516	4,676,386	(3,065,870)

NON-OPERATING FUNDS

DUI FUND	4,600	6,200	(1,600)
PRISON REVIEW FUND	600	4,000	(3,400)
FORFEITED FUNDS	2,000	2,500	(500)
POLICE PENSION	472,345	472,345	-
VETERANS MEMORIAL	-	-	-
TOTAL NON-OPERATING FUNDS	479,545	485,045	(5,500)

BUDGET - FISCAL YEAR 2023-2024

BUDGET SUMMARY



General Fund

Fund Overview

The General Fund receives revenue from a variety of tax sources that include property, income, sales, and simplified municipal tax. General Fund revenues are not completely within the Village's control because the majority of the revenue from taxes is dependent on the economic climate. Additionally, the general fund receives revenue from collected fees that the Village charges for business licenses, cable tv franchises, building permits, lot cutting fines, and fines and forfeitures. With the Village being a postal substation, revenue from the postal facility fee is also included as a revenue within the general fund.

On the expense side, the General Fund provides several major municipal services and is segregated into several different accounts based on function. These accounts include:

- Administration: Provides for general administration and management support to the various operating functions of the Village. Also provides finance management, forecasting, accounting, customer service, human resources, risk management, IT support, and postal substation.
- Police: Provides funding for police protection and law enforcement services.
- Engineering and Building: Provides coordination of engineering services for Village infrastructure improvements and oversight of construction inspection for new building construction within the Village.
- Building and Grounds: Provides for the maintenance, repair and upkeep of Village grounds and facilities, including facility cleaning, landscaping, system repairs, and maintenance of the Veterans Memorial.
- Streets: Provides for the maintenance and upkeep of Village maintained roadways, street signs, right-of-way areas, storm sewers and street and traffic lighting.

The expenses for each operating area are later explained within the FY 2023-2024 Budget and Detail section.

Fund Reserve Policy

The cash balance reserve policy for the General Fund is 75% of the current year's operating expenses.

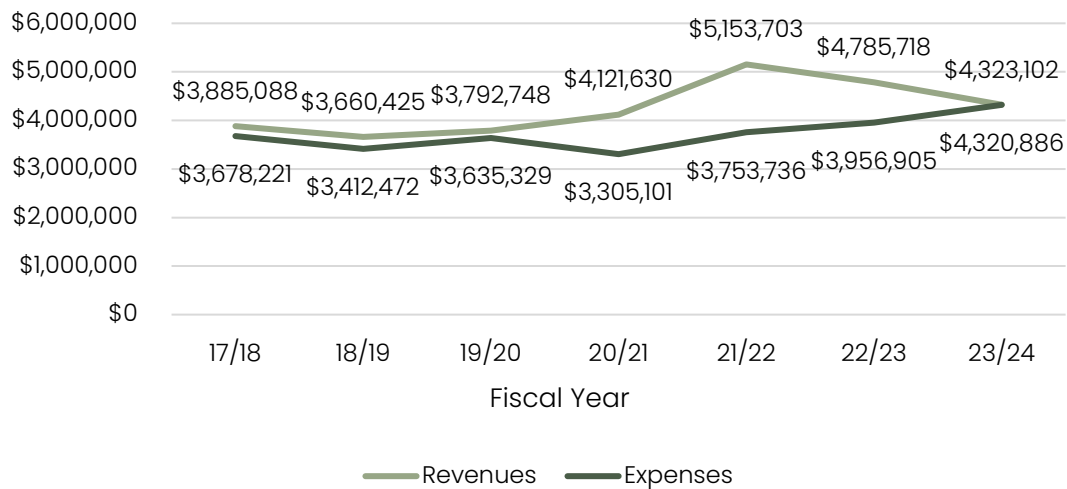


General Fund

Fund Revenues and Expenditure Historical Summary

	17/18	18/19	19/20	20/21	21/22	22/23	23/24
	Actual	Actual	Actual	Actual	Actual	Year-End Estimate	Budget
Revenues	\$3,885,088	\$3,660,425	\$3,792,748	\$4,121,630	\$5,153,703	\$4,785,718	\$4,323,102
Expenses	\$3,678,221	\$3,412,472	\$3,635,329	\$3,305,101	\$3,753,736	\$3,956,905	\$4,320,886
<i>Net Income</i>	<i>\$206,867</i>	<i>\$247,953</i>	<i>\$157,419</i>	<i>\$862,547</i>	<i>\$1,392,526</i>	<i>\$828,813</i>	<i>\$2,216</i>

General Fund Revenues and Expenses



General Fund Expenses by Account

	Administration	Police	Streets	Building & Engineering	Building & Grounds
17/18 Actual	\$443,729	\$2,166,288	\$753,645	\$274,177	\$32,126
18/19 Actual	\$372,237	\$2,185,634	\$700,195	\$152,272	\$21,480
19/20 Actual	\$400,284	\$2,193,958	\$863,226	\$139,034	\$36,841
20/21 Actual	\$336,783	\$2,054,581	\$765,033	\$121,260	\$27,443
21/22 Actual	\$395,031	\$2,322,941	\$886,708	\$123,717	\$25,339
22/23 Year End Estimate	\$439,382	\$2,349,909	\$976,812	\$165,802	\$28,350
23/24 Budget	\$461,859	\$2,509,957	\$1,147,873	\$157,527	\$43,670



General Fund

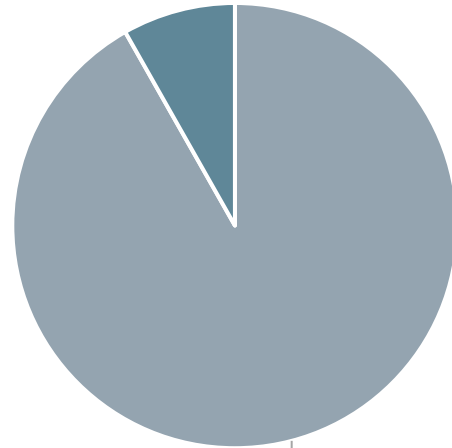
General Fund Personnel

Village employee salaries are split between the General Fund and the Water/ Sewer (Utility) Fund. Each of the accounts within the General Fund support portions of Village employee salaries. In total, the General Fund covers \$2,029,574 for full-time employees and \$240,136 for part-time employees.

Each account within the fund is summarized in the chart below.

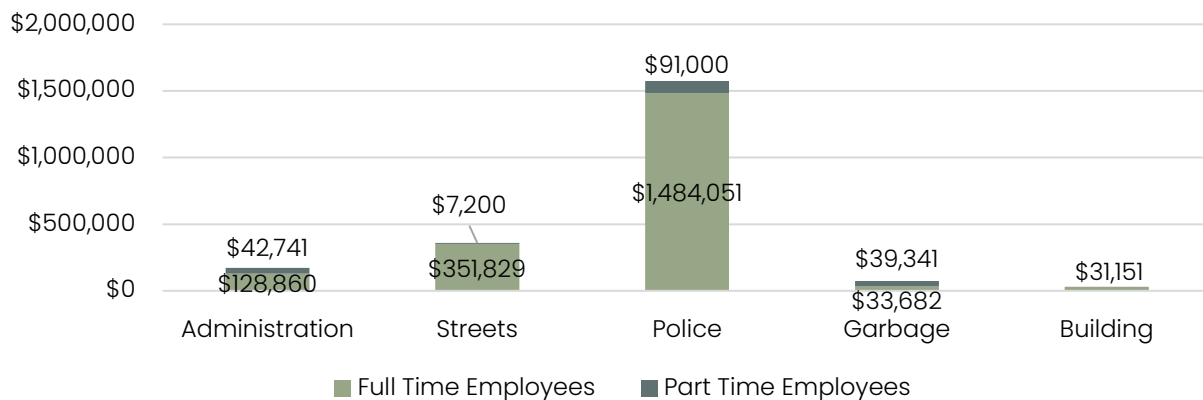
General Fund Salary Breakdown

Part Time Employees, \$240,136.00, 8%



Full Time Employees, \$2,686,446, 92%

General Fund- Employee Salary Allocation Between Accounts



GENERAL FUND REVENUE

		ACTUAL 2021/2022	BUDGET 2022/2023	EST. YR. END 2022/2023	BUDGET 2023/2024
TAXES					
01-00-1-311	REAL ESTATE TAX	490,018	476,993	475,982	528,151
01-00-1-312	ROAD & BRIDGE TAX (PROPERTY TAX)	32,842	35,000	31,177	35,000
01-00-2-326	SIMPLIFIED MUNICIPAL TAX	129,119	151,121	125,677	94,406
01-00-4-341	INCOME TAX	1,870,460	1,383,464	1,856,367	1,502,060
01-00-4-345	SALES AND USE TAX	1,830,070	1,468,514	1,613,713	1,550,112
TOTAL TAXES		4,352,508	3,515,092	4,102,916	3,709,729
FEES					
01-00-2-323	BUSINESS LICENSES	47,321	35,000	37,500	35,000
01-00-2-325	CABLE TV FRANCHISE	226,126	249,662	215,652	252,080
01-00-3-331	BUILDING PERMITS	234,872	196,492	192,711	191,310
01-00-5-351	FINES & FORFEITS	19,424	55,743	17,401	20,607
01-00-5-354	LOT CUTTING FINES	-	3,000	-	3,000
01-00-6-375	POSTAL FACILITY FEE	20,000	20,000	20,000	20,000
TOTAL FEES		547,743	559,897	483,264	521,997
MISCELLANEOUS					
01-00-8-381	EARNED INTEREST	15,090	31,878	152,727	41,376
01-00-8-384	AMERICAN RESCUE PLAN ACT	33,000			
01-01-8-389	MISCELLANEOUS GENERAL	205,361	50,000	46,811	50,000
TOTAL MISCELLANEOUS		253,452	81,878	199,538	91,376
TOTAL GENERAL FUND		5,153,703	4,156,867	4,785,718	4,323,102

BUDGET - FISCAL YEAR 2023-2024

GENERAL FUND REVENUE



General Fund Revenue

REAL ESTATE TAX 01-00-1-311

\$528,151

This receipt represents the single largest real estate tax category that we levy. There are no restrictions as to the use of these monies. In May we will receive our first allotment of the 2022 tax extension. The proposed amount is based upon our December tax levy which was held flat. General fund property taxes are projected to be lower due to higher police pension fund obligations.

ROAD AND BRIDGE TAX (PROPERTY TAX) 01-00-1-312

\$35,000

Lake Villa Township Highway Commissioner levies this township wide tax and we receive about a 17% share based on our assessed valuation per a set formula.

SIMPLIFIED MUNICIPAL TAX 01-00-2-326

\$94,406

Originally telephone companies paid franchise fees for use of right-of-ways. When the cellular market began to develop they were exempt from local taxes. After all the legal issues were settled it became possible for municipalities to establish a tax on all electronic telecommunications services. The maximum tax is 6%. In the fall of 2002, the Village imposed a 6% telecommunications tax which includes conventional phone service, fax lines, cellular telephones, modems, internet, burglar alarms, etc. Voice over internet protocol and a reduction in land lines impact projections. Simplified municipal tax revenues are projected to be down on an ongoing basis due to changes in telecommunications market.

INCOME TAX 01-00-4-341

\$1,502,060

These monies are derived from a percentage (1/10th %) of our Illinois Income Tax being returned to Villages based upon population. Utilizing a population of 14,406 persons x \$133.97 per person, conservative when compared to the IML estimate. A receipt of \$1,737,060 should be anticipated in FY 22/23 in the General Fund. 10% is directed to the Community Capital Fund.

SALES AND STATE USE TAXES 01-00-4-345

\$1,550,112

The source of this revenue is the 1% Sales Tax and State Usage Taxes. The 1% applies to taxable goods sold in our community. The Municipal League estimates the state use tax to generate \$41.00 per capita or about \$590,646. For FY 23/24, General Fund sales and use tax revenue is estimated at \$1,775,112. 10% of sales tax is diverted to the Community Capital Fund.

BUSINESS LICENSES 01-00-2-323

\$35,000

These receipts are derived from certain business, liquor licenses, sign licenses, arcade



General Fund Revenue

machines, and vending machine licenses. All are billed in March/April and due by May 1st. Due to the COVID-19 Pandemic, the Village Board waived business license renewal fees which placed downward pressure on this revenue line item.

CABLE TV FRANCHISE 01-00-2-325

\$252,080

The franchise fee is a 5% monthly royalty charged against Comcast and AT&T cable service fees which we receive quarterly.

BUILDING PERMITS 01-00-3-331

\$191,310

Assumption: 18 single family home equivalents x \$2,558 (factor for average building permit fee) \$46,044 + \$35,000 (miscellaneous residential permits) + \$110,266 (miscellaneous commercial permits).

FINES AND FORFEITURES 01-00-5-351

\$20,607

This revenue is composed of fines from local ordinance violations without court involvement, DUI arrests, and other fines or forfeitures distributed by the court system. Recommend \$20,607 for FY 23/24. Historical receipts have been:

- FY 22/23 \$17,401
- FY 21/22 \$19,424
- FY 20/21 \$24,379
- FY 19/20 \$51,012
- FY 18/19 \$60,274
- FY 17/18 \$94,563
- FY 16/17 \$99,000
- FY 15/16 \$159,078
- FY 14/15 \$129,104
- FY 13/14 \$126,301
- FY 12/13 \$134,952
- FY 11/12 \$163,669
- FY 10/11 \$157,345
- FY 09/10 \$173,648
- FY 08/09 \$131,393
- FY 07/08 \$222,331

LOT CUTTING FINES 01-00-5-354

\$3,000

Residential and commercial lot owners that do not maintain their vacant lots pay a \$20 fine in addition to contractor charges for each cutting and liens that may be filed.



General Fund Revenue

A lien may often be ignored until the property is sold wherein the new owner or buyer usually obtains a title report that discloses the lien. Lien costs are \$29 per filing and we file an average of 7 to 10 per year.

POSTAL FACILITY FEE 01-00-6-375

\$20,000

This represents the proceeds from our contract postal substation. The negotiated fee of \$20,000 went into effect in 11/06.

EARNED INTEREST 01-00-8-381

\$41,376

Over the last year, we have moved our cash reserves out of long-term investment instruments to the Illinois Funds. Staff will explore more long-term investment strategies to maximize investment opportunities over the next year.

MISCELLANEOUS GENERAL 01-01-8-389

\$50,000

The miscellaneous general line is for one time receipts or unforeseen monies. Miscellaneous receipts such as auctioned equipment, sales of ordinances, copies, police reports, police training school reimbursement, insurance claim reimbursement, damage to Village property, township replacement tax, false alarms, S.E.N.D. reimbursements, certain special grants, urban forestry grants, composter sales, etc. are probable sources.



General Fund– Administration

Account Overview

This account pays for costs associated with general administration of all operating areas; finance management, legal oversight, planning, community events, building and zoning functions, and related new development activity. Standard customer service, clerical and accounting practices are performed as well as those required to maintain sewer/water utility billing and collections. Office staff provides clerical support and customer service for all appointed Boards and Commissions and internal operations including Police, Building, Engineering, and Public Works. Office staff also provides postal sales service as a contract substation to the Lake Villa Post Office.

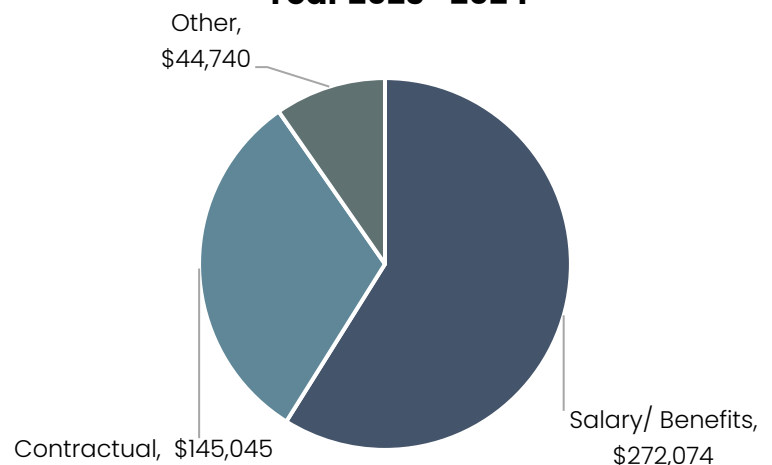
Expenses within the administration account are divided into three main categories that include: salary/benefits, contractual, and other.

- Salary/Benefits: This area provides funding for employee and elected official salaries, overtime, insurance, membership fees, and professional development trainings/ conferences.
- Contractual: Line items in this category support funding for the various contractual services the Village has. Contractual services include equipment maintenance, lakes management, computer services, payroll software, and web hosting, along with others.
- Other: Items under this area provide funding for a variety of services that include postage, printing, operating supplies, community and development-related activities.

Account Expenditure Overview

For fiscal year 2023–2024, a total amount of \$461,859 is budgeted for administration expenses. The breakdown of the administration account for fiscal year 2023–2024 and prior fiscal years is shown through various charts and tables throughout this section.

Administration Expenses for Fiscal Year 2023– 2024



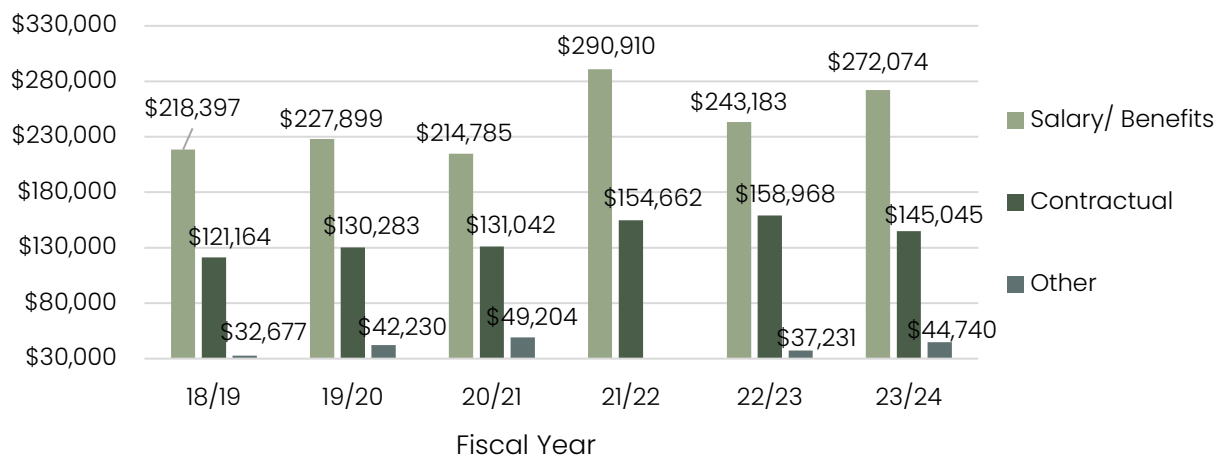


General Fund– Administration

Administration Expenditures from FY 18/19– FY 23/24

	18/19	19/20	20/21	21/22	22/23	23/24
	Actual	Actual	Actual	Actual	Year-End Estimate	Budget
Salary/ Benefits	\$218,397	\$227,899	\$214,785	\$290,910	\$243,183	\$272,074
Contractual	\$121,164	\$130,283	\$131,042	\$154,662	\$158,968	\$145,045
Other	\$32,677	\$42,230	\$49,204	\$29,950	\$37,231	\$44,740
<i>Total</i>	<i>\$372,238</i>	<i>\$400,412</i>	<i>\$395,031</i>	<i>\$475,522</i>	<i>\$439,382</i>	<i>\$461,859</i>

Administration Expenditures Historical Summary



ADMINISTRATION- EXPENSE

ACTUAL 2021/2022	BUDGET 2022/2023	EST. YR. END 2022/2023	BUDGET 2023/2024
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SALARY/BENEFITS

01-10-4-421	SALARIES	109,726	145,316	127,903	128,860
01-10-4-422	PART-TIME SALARIES	28,860	42,521	27,917	42,741
01-10-4-423	OVERTIME	42	250	230	250
01-10-4-427	MERIT BONUS	1,600	3,250	2,200	4,850
01-10-4-428	SICK TIME COMPENSATION	1,875	1,250	400	1,000
01-10-4-431	OFFICIALS SALARIES	38,860	39,800	39,000	39,800
01-10-4-451	HOSPITALIZATION	25,340	40,123	31,533	34,923
01-10-5-561	MEMBERSHIP FEES	6,813	11,300	10,000	11,650
01-10-5-563	TRAINING/CONFERENCE	1,669	7,100	4,000	8,000
01-10-5-564	EMPLOYEE WELLNESS PROGRAM	-	-		
TOTAL SALARY & BENEFITS EXPENDITURES		214,785	290,910	243,183	272,074

CONTRACTUAL

01-10-5-512	EQUIPMENT MAINTENANCE	5,804	7,440	7,750	1,000
01-10-5-517	MOSQUITO CONTROL	800	1,350	-	1,350
01-10-5-519	LAKE MANAGEMENT	48,399	54,725	49,284	58,600
01-10-5-520	CONTRACT PAYROLL SERVICES	6,114	4,500	6,000	6,075
01-10-5-521	COMPUTER SERVICES	6,885	6,310	8,100	-
01-10-5-522	SOFTWARE SUPPORT/LICENSING	1,526	1,542	1,359	-
01-10-5-523	CODIFICATION	2,092	2,000	6,000	3,000
01-10-5-524	WEB HOSTING	6,286	8,275	8,275	-
01-10-5-525	CONTRACT ACCOUNTING: AUDIT	7,860	13,520	9,000	13,520
01-10-5-533	LEGAL EXPENSES	45,128	52,500	63,000	59,000
01-10-5-534	ANIMAL CONTROL SERVICE	150	500	200	500
01-10-5-536	PLANNING & ZONING	-	2,000	-	2,000
TOTAL CONTRACTUAL EXPENDITURES		131,042	154,662	158,968	145,045

OTHER

01-10-5-551	POSTAGE	4,000	3,000	3,000	2,500
01-10-5-552	TELEPHONE/INTERNET	5,654	5,910	6,561	-
01-10-5-553	NEWSLETTER	936	900	770	3,400
NON-OPERAT	PRINTING & PUBLICATION	3,579	2,500	2,700	2,700
01-10-6-652	OPERATING SUPPLIES	2,149	3,200	2,700	3,200
01-10-8-830	MISCELLANEOUS EQUIPMENT	1,582	1,440	1,000	1,440
01-10-9-914	COMMUNITY & ECON DEVELOPMENT	18,771	-	-	16,000
01-10-9-917	COMMUNITY ACTIVITY	1,899	5,500	5,000	5,500
01-10-9-929	CONTINGENCIES	10,633	7,500	15,500	10,000
TOTAL OTHER EXPENDITURES		49,204	29,950	37,231	44,740

TOTAL ADMINISTRATION EXPENDITURES	395,031	475,522	439,382	461,859
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BUDGET - FISCAL YEAR 2023-2024

ADMINISTRATION



General Fund– Administration

SALARIES 01-10-4-421

\$128,860

This includes portions of the salaries for various full-time management and administrative support personnel.

PART-TIME SALARIES 01-10-4-422

\$42,741

This account funds a portion of the salaries for part-time Finance, Customer Service and Clerical staff.

OVERTIME 01-10-4-423

\$250

This account provides for unanticipated hours required beyond normal scheduling.

MERIT BONUS 01-10-4-427

\$4,850

Provides for a merit bonus pool in accordance with the Village's merit pay system.

SICK TIME COMPENSATION 01-10-4-428

\$1,000

In accordance with the Employee Handbook, this account provides employees who elect to receive compensation for unused sick days as outlined in the policy.

OFFICIALS SALARIES 01-10-4-431

\$39,800

This account includes the salaries for the Mayor, Liquor Commissioner, Village Board including Clerk, and the Plan Commission. The proposed amount reflects \$39,800 for the Village Officials (Trustees: 6 @ \$3,600, Mayor: \$8,000, Liquor Commissioner: \$1,900, Clerk: \$4,800); \$3,500 Various Meeting Minutes (Plan Commission, Sanitary District, Finance Committee, Human Resource Committee, etc.).

HOSPITALIZATION 01-10-4-451

\$34,923

This account covers the health, dental, vision and life insurance expenses for a portion of management and administrative support personnel based upon salary spread.

MEMBERSHIP FEES 01-10-5-561

\$11,650

Membership fees provide for the funding of various association and professional memberships utilized by the Village. The recommendation is based on the following:

Memberships

Lake County Partners	\$3,050
Lake County Municipal League	\$1,375
Illinois Municipal League	\$1,250
LLV Chamber of Commerce	\$1,000



General Fund– Administration

Public Salary – City Tech	\$390
Lake County Transportation Alliance	\$685
Metropolitan Mayor’s Caucus	\$660
Illinois City Managers Association	\$570
International City Managers Association (x2)	\$1,650
Society of Human Resources Managers (SHRM)	\$230
Municipal Clerks of Lake County	\$40
Chicago Metropolitan Agency	\$550
Miscellaneous	\$200

TRAINING/CONFERENCE 01-10-5-563

\$8,000

This account provides funding for training of elected officials, management, and administrative staff.

EMPLOYEE WELLNESS PROGRAM 01-10-5-564

This account provides for various wellness programs as recommended by the Village’s Safety & Wellness Team. However, the Team has not met in over two and a half years. The program has been eliminated. Some funds were redirected into contingency.

MOSQUITO CONTROL 01-10-5-517

\$1,350

This account is used for larvicide and adulticide treatment for Lindenhurst grounds and area during the event.

LAKE MANAGEMENT 01-10-5-519

\$58,600

The Lake Management Budget supports aquatic plant control on Lakes Waterford, Linden, Potomac and Springledge in addition to the Lakes Commission budget as approved by the Village Board (detailed budget enclosed). Also includes \$9,000 for bathymetric survey of all four lakes, \$3,000 towards a water quality study, and \$1,600 contribution to the Crooked Lake HOA for lakes maintenance.

CONTRACT PAYROLL SERVICES 01-10-5-520

\$6,075

45% of payroll services (WS Admin. 45%/ Garbage 10%).

COMPUTER SERVICES 01-10-5-521

SOFTWARE SUPPORT/LICENSING 01-10-5-522



General Fund– Administration

In FY 24, the costs for these services are recommended to be moved to the newly proposed IT Fund.

CODIFICATION 01-10-5-523

\$3,000

This account supports service for maintenance of the Village Code of Ordinances, (can be dependent on volume) plus Web hosting fee at \$500.

WEB HOSTING 01-10-5-524

In FY 24, the costs for this service is recommended to be moved to the newly proposed IT Fund.

CONTRACT ACCOUNTING: AUDIT 01-10-5-525

\$13,520

The audit is split 40% Administration, 40% Water and Sewer Administration, 20% Garbage.

LEGAL EXPENSES 01-10-5-533

\$59,000

Water/Sewer Administration supports its own share of legal services and the Police Department supports prosecution expenses.

ANIMAL CONTROL SERVICE 01-10-5-534

\$500

This account supports costs for all services provided by Lake County Animal Control.

PLANNING & ZONING 01-10-5-536

\$2,000

Miscellaneous Planning Assistance.

POSTAGE 01-10-5-551

\$2,500

Expenses to this fund include postage, express mail, messenger service as needed, and general public mailings.

TELEPHONE/INTERNET 01-10-5-552

In FY 24, the costs for this service is recommended to be moved to the newly proposed IT Fund.

NEWSLETTER 01-10-5-553

\$3,400

This fund supports monthly newsletters accompanied with the utility billing mailing. This also pays for the Constant Contact email newsletter. An additional \$2,500 is included in the FY 24 budget as staff will seek proposals for a professional redesign of the Village newsletter.

PRINTING & PUBLICATION 01-10-5-554

\$2,700

This fund supports employment ads, legal notices and other required publications



General Fund– Administration

such as the annual Treasurer's report, zoning related matters and required map printing.

OPERATING SUPPLIES 01-10-6-652

\$3,200

10% of general office supplies (40% Water and Sewer Administration, 40% Police, 10% Garbage)

MISCELLANEOUS EQUIPMENT 01-10-8-830

\$1,440

60% of the total equipment expense and software upgrades (WS Admin. 40%). We rent a postage meter for the postal operation from this account. Miscellaneous equipment is provided as a contingency.

COMMUNITY & ECONOMIC DEVELOPMENT 01-10-9-914

\$16,000

The primary payment from this fund has been the membership to the Lake County Partners. That membership has been transferred to the Membership Fees line. For FY 24, \$16,000 has been included to account for services related to an updated strategic planning process.

COMMUNITY ACTIVITY 01-10-9-917

\$5,500

This account is designated to support expenses related to various board approved community activities, functions and advisory commission budgets such as: Memorial Day and Veterans Day brochures and flowers, the Lindenhurst Citizens' Academy (\$500), \$2,500 for the Music in the Parks contribution, \$1,000 for miscellaneous Miss Lindenhurst Pageant Director requests, \$1,500 scholarship awards to be split among three reigns as has been done for a number of years.

CONTINGENCIES 01-10-9-929

\$10,000

This account provides for expenses not anticipated within administrative operations. Some of the expenditures from this account were for the following: Employee recognitions/retirements, Holiday party, Holiday turkeys, police actuary service, chamber events and parade candy.



General Fund– Building and Engineering

Account Overview

This account pays for costs associated with overseeing construction activity in the Village including residential, commercial, utility, and municipal infrastructure.

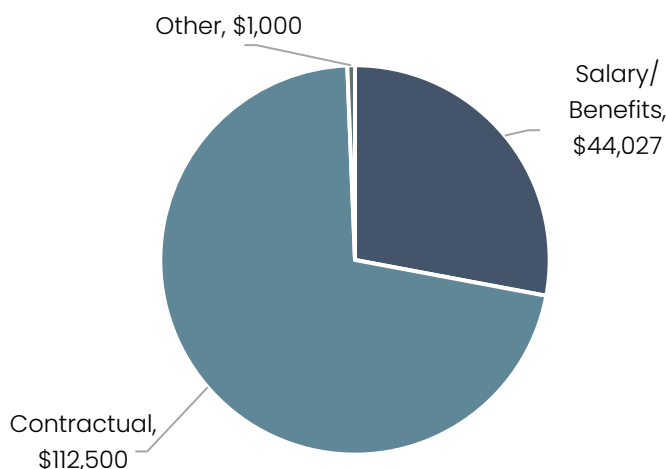
Expenses within the building and engineering account are divided into three main categories that include: salary/benefits, contractual, and other.

- Salary/Benefits: This category provides funding for employee salaries, overtime, and insurance who coordinate building related activities.
- Contractual: This line item provides funding for the various contractual services the Village has. Services such as plan review, building inspections, and engineering assistance are included within this category.
- Other: This category provides money for any unanticipated expenses that may occur.

Account Expenditure Overview

For fiscal year 2023-2024, a total amount of \$157,527 is budgeted for building and engineering expenses. The breakdown of the administration account for fiscal year 2023-2024 and prior fiscal years is shown through various charts and tables throughout this section.

Building and Engineering Expenses for Fiscal Year 2023– 2024



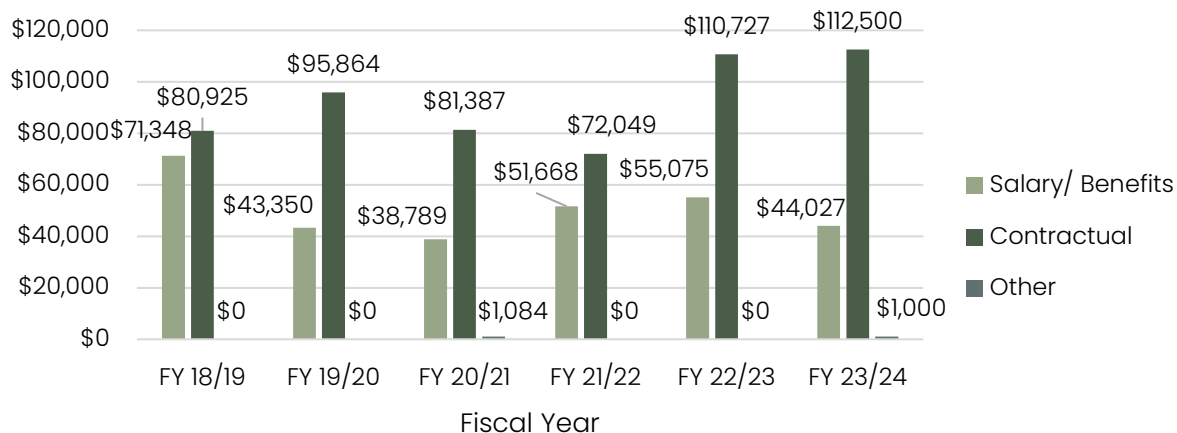


General Fund- Building and Engineering

Building and Engineering Expenditures from FY 18/19- FY 23/24

	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24
	Actual	Actual	Actual	Actual	Year End Estimate	Budget
Salary/ Benefits	\$71,348	\$43,350	\$38,789	\$51,668	\$55,075	\$44,027
Contractual	\$80,925	\$95,864	\$81,387	\$72,049	\$110,727	\$112,500
Other	\$0	\$0	\$1,084	\$0	\$0	\$1,000
<i>Total</i>	<i>\$152,273</i>	<i>\$139,214</i>	<i>\$121,260</i>	<i>\$123,717</i>	<i>\$165,802</i>	<i>\$157,527</i>

Building and Engineering Expenditures Historical Summary



BUILDING AND ENGINEERING

		ACTUAL 2021/2022	BUDGET 2022/2023	EST. YR. END 2022/2023	BUDGET 2023/2024
SALARY/BENEFITS					
01-15-4-421	SALARIES	31,120	31,670	30,042	31,151
01-15-4-427	MERIT BONUS	500	1,500	1,500	1,750
01-15-4-428	SICK TIME COMPENSATION	184	300	-	300
01-15-4-451	HOSPITALIZATION	19,864	10,826	23,533	10,826
01-15-5-561	MEMBERSHIP FEES	-			
TOTAL SALARY & BENEFITS EXPENDITURES		51,668	44,296	55,075	44,027
CONTRACTUAL					
01-15-5-520	PLAN REVIEW/INSPECTION SERVICES	66,358	75,000	74,321	75,000
01-15-5-522	MISCELLANEOUS ENGINEERING ASSISTANCE	5,690	35,000	35,500	35,000
01-15-5-523	MAP REVISIONS & DEVELOPMENT	-	1,000	906	2,500
TOTAL CONTRACTUAL EXPENDITURES		72,049	111,000	110,727	112,500
OTHER					
01-15-9-929	CONTINGENCY	-	1,000	-	1,000
TOTAL OTHER EXPENDITURES		-	1,000	-	1,000
TOTAL BUILDING & ENGINEERING EXPENDITURES		123,717	156,296	165,802	157,527



General Fund– Building and Engineering

SALARIES 01-15-4-421

\$31,151

This account supports 50% of the salary paid to the Customer Service Representative for building coordination duties.

MERIT BONUS 01-15-4-427

\$1,750

This account establishes merit bonus dollars in accordance with the employee handbook.

SICK TIME COMPENSATION 01-15-4-428

\$300

In accordance with the Employee Handbook, this account provides employees who elect to receive compensation for unused sick days as outlined in the policy.

HOSPITALIZATION 01-15-4-451

\$10,826

This pays for a portion of employees health insurance based on salary spread.

PLAN REVIEW/BUILDING INSPECTION SERVICES 01-15-5-520

\$75,000

This account covers the cost of plan review and building inspection services provided as a contractual service. Plan reviews and inspections paid for from this account will be zoning and building related. Reviews of engineering drawings and engineering or infrastructure inspections will not be paid for from this account. Expenses for building inspection services are directly related to the amount of building activity in the Village. For FY 23/24 the proposed budget has been developed on the basis of 18 single family dwellings, \$10,000 in miscellaneous permit activity and \$15,000 of miscellaneous commercial.

MISCELLANEOUS ENGINEERING ASSISTANCE 01-15-5-522

\$35,000

This account will cover the costs associated with hiring a private contractor to provide engineering assistance. Over the years the Village has used the services of various private sector engineering firms for assistance on various projects. At present we have the following established relationships:

<u>Project Type</u>	<u>Consultant</u>	<u>Years of Service</u>
Water & Wastewater	Strand Associates, Inc.	32
Roads and Drainage	Gewalt-Hamilton	28
Infrastructure	Gewalt-Hamilton	28
Watershed Development	Baxter & Woodman	7
Construction Coordination and Utilities (RT 132)	Christopher Burke	5

Oftentimes there is an engineering service agreement with the appropriate firm for each project assigned to them and when this occurs the project is specifically



General Fund– Building and Engineering

identified and funded via the most appropriate section of the budget.

MAP REVISIONS & DEVELOPMENT 01-15-5-523

\$2,500

This account covers the cost of developing new maps and making revisions to existing maps. In FY 2018/2019, the Village moved to a GIS format for our Village owned utilities, including sanitary, storm, and water lines, street lights, as well as landscape and zoning maps. As we continue to input GIS of the infrastructure, there is the cost to have them locked by the engineering design team. This cost is reflected in the budget for the hydrants, valves, manholes, and storm basins. As we plan to add public works asset management software, additional GIS conversions will be needed this budget year.

CONTINGENCY 01-15-9-929

\$1,000

This account will be used when unanticipated expenses that do not fit into one of the other fund categories occur.



General Fund– Buildings and Grounds

Account Overview

This account provides for the maintenance, repair, and upkeep of Village grounds and facilities, including facility cleaning, landscaping, system repairs, and maintenance of the Veterans Memorial.

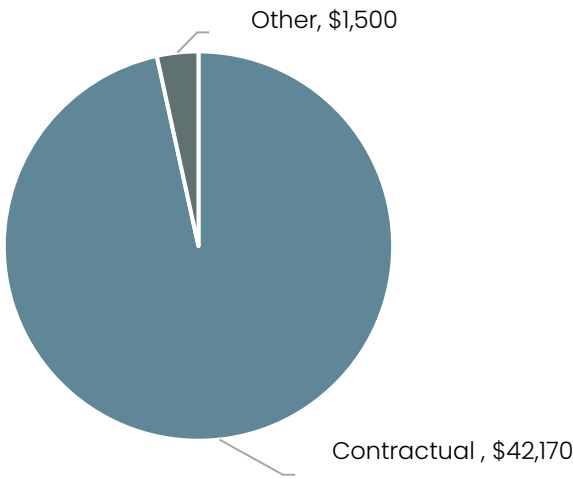
Expenses within the buildings and grounds account are divided into two main categories that include: contractual and other.

- Contractual: This line item provides funding for various repairs and maintenance of Village facilities.
- Other: This line item supports the expenses for operating supplies and contingencies if needed.

Account Expenditure Overview

For fiscal year 2023-2024, a total amount of \$461,859 is budgeted for administration expenses. The breakdown of the administration account for fiscal year 2023-2024 and prior fiscal years is shown through various charts and tables throughout this section.

Buildings and Grounds Expenses for Fiscal Year 2023–2024



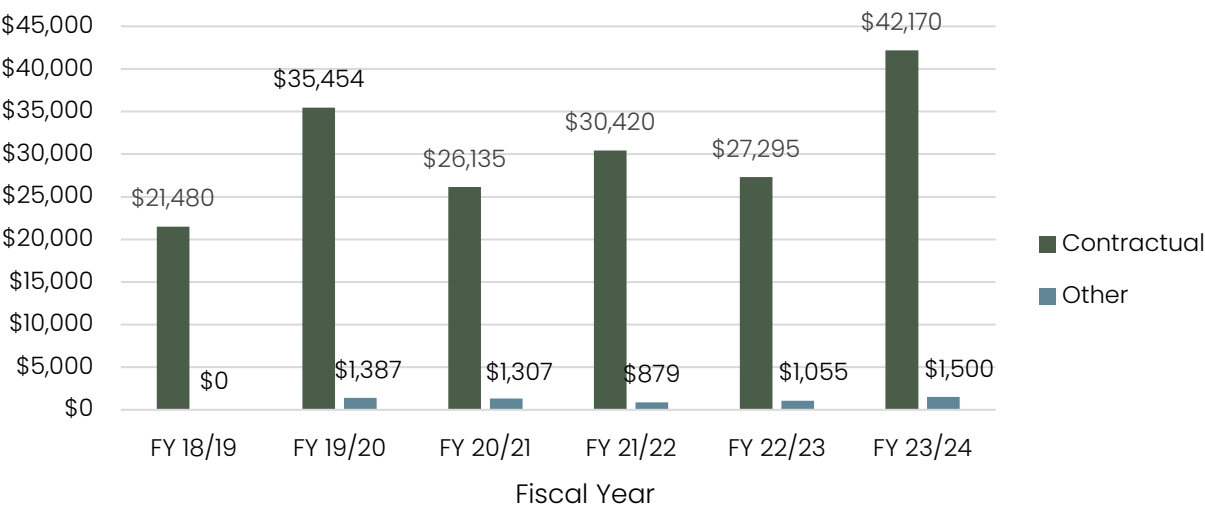
Buildings and Grounds Expenditures from FY 18/19– FY 23/24

	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24
	Actual	Actual	Actual	Actual	Year End Estimate	Budget
Contractual	\$21,480	\$35,454	\$26,135	\$30,420	\$27,295	\$42,170
Other	\$0	\$1,387	\$1,307	\$879	\$1,055	\$1,500
Total	\$21,480	\$36,841	\$27,442	\$31,299	\$28,350	\$43,670



General Fund– Buildings and Grounds

Buildings and Grounds Expenditures Historical Summary



BUILDING AND GROUNDS

ACTUAL 2021/2022	BUDGET 2022/2023	EST. YR. END 2022/2023	BUDGET 2023/2024
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CONTRACTUAL

01-16-5-511	REPAIRS & MAINTENANCE	10,791	12,000	9,600	20,000
01-16-5-520	CLEANING CONTRACT	8,337	10,400	9,900	14,150
01-16-5-522	FIRE ALARM INSPECTION	166	400	166	400
01-16-5-523	FIRE EXTINGUISHER INSPECTION	517	250	250	250
01-16-5-524	VETERANS MEMORIAL MAINTENANCE	4,650	7,370	7,379	7,370
TOTAL CONTRACTUAL EXPENDITURES		24,460	30,420	27,295	42,170

OTHER COSTS

01-16-6-652	OPERATING SUPPLIES	-	500	-	500
01-16-9-929	CONTINGENCIES	879	1,000	1,055	1,000
TOTAL OTHER EXPENDITURES		879	1,500	1,055	1,500

TOTAL BUILDING & GROUNDS EXPENDITURES		25,339	31,920	28,350	43,670
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General Fund– Buildings and Grounds

REPAIRS & MAINTENANCE 01-16-5-511

\$20,000

This fund supports expenses associated with repairs and maintenance of the Village Hall/Garage building, Village Hall grounds, salt storage barn, fuel depot and early warning siren system. This account also supports the expense of 10 backflow preventers located in the facility buildings. This fund will cover the costs associated with re-tiling and repairs to the vestibule at the Village Hall at \$8,500. Tile sections in the entrance to Village Hall are loosening from the subfloor. Repair costs ran slightly below half of the replacement costs, and could not be guaranteed. This area as well as the Post Office room were not updated with the 2015 Village Hall improvements. The proposed amount includes quotes received for both areas as well as a five-hundred-dollar contingency. We propose the replacement of two service doors located at the south end of the Village Hall Garage in the amount of \$7,000.

CLEANING CONTRACT 01-16-5-520

\$14,110

This account is used to support expenses related to the contractual cleaning of the Village Hall (includes weekly cleaning, floor mats, annual window washing). This account also supports quarterly disinfecting of the office and common area.

FIRE ALARM INSPECTION 01-16-5-522

\$400

This account is used to support expenses related to annual fire alarm testing and inspection.

FIRE EXTINGUISHER INSPECTION 01-16-5-523

\$250

This account is used to support expenses related to annual fire extinguisher inspection and service. Fire extinguisher inspection and service is variable based on the number, size, age, type of extinguisher and type of inspection or service required.

VETERANS MEMORIAL MAINTENANCE 01-16-5-524

\$7,370

This account is used to support contractual services related to the Veterans' Memorial. Typical expenses include the cost of the annual start up of the fountain and irrigation systems, weekly maintenance, general repairs and the annual winterization of the fountain and irrigation system. Breakdown is as follows:

Memorial Startup	\$935
Periodic Cleaning	\$3,500
Memorial Winterization	\$935
Miscellaneous Repairs/Service	\$2,000
Total	\$7,370

OPERATING SUPPLIES 01-16-6-652

\$500

This fund is used to purchase consumable supplies such as trash can liners, mops, brooms, cleaning chemicals, vacuum bags, paper towels, holiday decorations, etc.,



General Fund- Buildings and Grounds

used in the Village Hall and Village signs.

CONTINGENCIES 01-16-9-929

\$1,000

This fund is used when unanticipated building expenses occur.



General Fund– Police Department

Police Department Overview

The Police Department is staffed with 14 sworn positions, including a Chief, one (1) Commander, two (2) Sergeants, and ten (10) Patrol Officers. Additionally, the Police Department employs a Records Assistant, 5 part-time sworn Police Officers, a part-time Investigations Coordinator (IC), and 1 part-time Community Service Officer (CSO).

The Police Department utilizes a fleet of eight squads containing VHF mobile radios and mobile computers, which provides immediate access to State and Federal data sources. The vehicles are included in a replacement program.

Walk-in services, clerical duties, requests for police reports, and call-taking of administrative telephone lines are performed by staff for approximately 40 hours per week within the Lindenhurst Police Department. Non-emergency telephone lines are answered by Glenview Dispatch Center, our contract service provider.

All landline emergency "911" calls are answered directly by our designated Public Safety Answering Point (PSAP), which is FoxComm Dispatch Center. The police calls are then transferred to the Glenview Dispatch Center. Calls are dispatched to the Lindenhurst Police personnel by way of their STARCOM21 digital portable radios, in-car mobile data computers, or by regular or cellular telephone when appropriate.

Account Overview

This account covers for costs associated with public safety services provided by the Lindenhurst Police Department. Expenses within the police account are divided into three main categories that include: salary/benefits, contractual, and other.

- Salary/Benefits: Line items within this category account for salaries, overtime, insurance, training, and professional development of police officers and civilian staff.
- Contractual: Line items in this category support funding for the various contractual services the Village has. Contractual services include equipment maintenance, legal expenses, vehicle services, dispatching, and the northeast multi-regional crime lab.
- Other: This category provides funding for uniforms, postage, new equipment, and vehicle-related contributions.

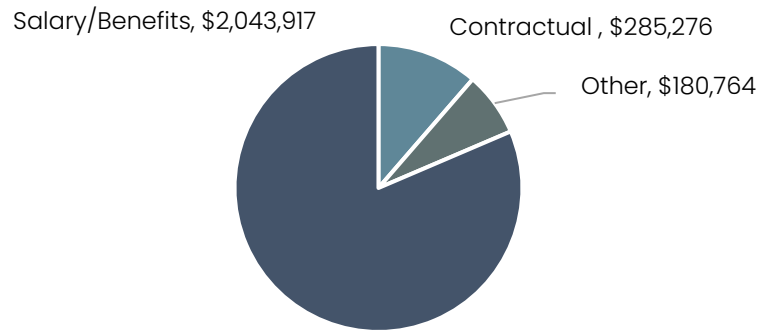


General Fund– Police Department

Account Expenditure Overview

For fiscal year 2023–2024, a total amount of \$2,509,957 is budgeted for police department expenses. The breakdown of the police account for fiscal year 2023–2024 and prior fiscal years is shown through various charts and tables throughout this section.

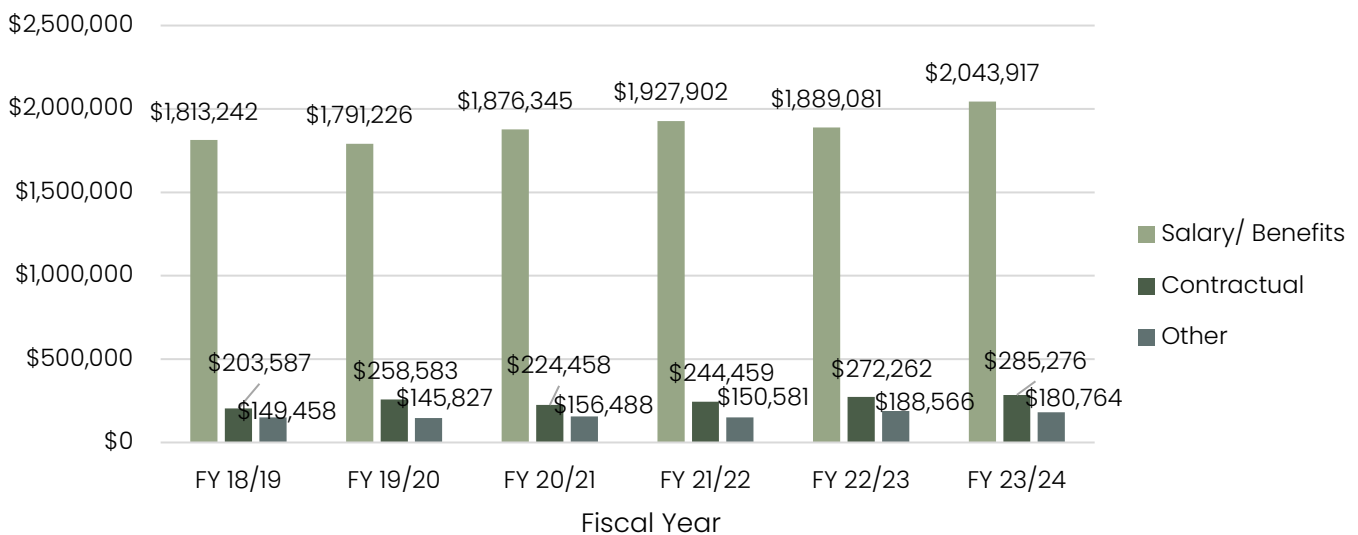
Police Expenses for Fiscal Year 2023–2024



Police Expenditures from FY 18/19– FY 23/24

	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24
	Actual	Actual	Actual	Actual	Year End Estimate	Budget
Salary/ Benefits	\$1,813,242	\$1,791,226	\$1,876,345	\$1,927,902	\$1,889,081	\$2,043,917
Contractual	\$203,587	\$258,583	\$224,458	\$244,459	\$272,262	\$285,276
Other	\$149,458	\$145,827	\$156,488	\$150,581	\$188,566	\$180,764
<i>Total</i>	<i>\$2,166,287</i>	<i>\$2,195,636</i>	<i>\$2,257,291</i>	<i>\$2,322,942</i>	<i>\$2,349,909</i>	<i>\$2,509,957</i>

Police Expenditures Historical Summary



POLICE

ACTUAL 2021/2022	BUDGET 2022/2023	EST. YR. END 2022/2023	BUDGET 2023/2024
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SALARY/BENEFITS

01-20-4-420	SALARIES - FULL TIME/RECORDS	58,667	60,291	63,720	52,000
01-20-4-421	SALARIES - OFFICERS	1,334,119	1,347,529	1,343,803	1,484,051
01-20-4-422	SALARIES - PART-TIME OFFICERS	94,114	95,000	92,210	91,000
01-20-4-429	SALARIES - PART-TIME CSO	23,623	20,000	18,180	22,000
01-20-4-423	OVERTIME	45,445	42,000	60,000	46,000
01-20-4-427	MERIT BONUS	19,000	36,300	15,300	16,000
01-20-4-428	SICK TIME COMPENSATION	16,784	14,500	9,979	14,500
01-20-4-451	HOSPITALIZATION	326,556	328,422	273,488	295,521
01-20-5-561	MEMBERSHIP & SPECIAL PROGRAMS	4,235	5,890	5,277	6,790
01-20-5-563	TRAINING & CONFERENCES	5,360	13,023	7,124	12,555
01-20-5-564	EMPLOYEE WELLNESS PROGRAM	-	-		3,500
TOTAL SALARY & BENEFITS EXPENDITURES		1,927,902	1,962,955	1,889,081	2,043,917

CONTRACTUAL

01-20-5-520	N.E. ILLINOIS REGIONAL CRIME LAB	23,391	23,391	23,391	24,033
01-20-5-521	CONTRACT COMPUTER SERVICES	26,805	35,965	37,000	37,000
01-20-5-522	COMPUTER LICENSING	-	1,017	1,017	1,017
01-20-5-524	VEHICLE SERVICES	8,215	9,025	9,025	8,725
01-20-5-525	MISCELLANEOUS CONTRACTUAL SERVICES	16,219	20,322	20,322	19,816
01-20-5-511	BUILDING AND GROUNDS MAINTENANCE	14,905	19,970	18,245	22,660
01-20-5-512	EQUIPMENT MAINTENANCE	8,098	9,650	8,867	8,550
01-20-5-533	LEGAL EXPENSE	33,078	41,000	38,733	41,800
01-20-5-556	DISPATCHING	106,596	108,302	108,302	112,363
01-20-5-558	STARCOM21 AIR TIME	7,152	7,360	7,360	9,312
TOTAL CONTRACTUAL EXPENDITURES		244,459	276,002	272,262	285,276

OTHER

01-20-4-471	UNIFORMS	13,612	16,500	16,199	14,300
01-20-5-551	POSTAGE	500	1,000	1,000	1,000
01-20-5-552	TELEPHONE	9,710	8,920	10,135	2,260
01-20-5-554	PRINTING & PUBLICATION	881	3,700	3,365	3,600
	NEW OFFICER EXPENDITURES	1,619	10,404	12,234	10,404
01-20-6-652	OPERATING SUPPLIES	10,556	13,835	11,538	15,085
01-20-6-655	GAS & OIL	33,916	33,600	36,313	36,500
01-20-8-840	NEW EQUIPMENT	6,019	14,733	14,733	10,640
01-20-9-917	BOARD OF POLICE & FIRE COMMISSION	2,008	7,375	6,849	7,975
01-20-9-918	SQUAD CAR REPLACEMENT	71,000	73,500	73,500	76,000
01-20-9-929	CONTRIBUTION	761	3,000	2,700	3,000
	CONTINGENCY				
TOTAL OTHER EXPENDITURES		150,581	186,567	188,566	180,764

TOTAL POLICE EXPENDITURES	2,322,941	2,425,524	2,349,909	2,509,957
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General Fund– Police Department

SALARIES – FULL TIME/ADMINISTRATIVE 01-20-4-420 **\$52,000**

Covers salary expenses for the full-time Records Assistant.

SALARIES – OFFICERS 01-20-4-421 **\$1,484,051**

Sworn police officers participate in a salary step plan, which reflects both experience and years of service/seniority.

SALARIES – PART-TIME OFFICERS 01-20-4-422 **\$91,000**

Covers salary expenses for part-time, sworn police officers.

SALARIES – PART-TIME CSO 01-20-4-429 **\$22,000**

Covers salary expenses for one, part-time Community Service Officer.

OVERTIME 01-20-4-423 **\$46,000**

Overtime primarily results from the commitment to maintain appropriate staffing levels. Overtime pay is also an essential element in sustaining the minimum number of personnel during unscheduled occurrences. Examples of such circumstances include sick time, officer injury, vacation time, etc. Furthermore, overtime is unavoidable due to ongoing investigations, mandatory court appearances, training, community events such as Lindenfest, and increased call volumes/calls for service.

MERIT BONUS 01-20-4-427 **\$16,000**

One-time merit bonuses, in accordance with the Employee Handbook. Officers covered under the collective bargaining agreement are not eligible for merit bonuses.

SICK TIME COMPENSATION 01-20-4-428 **\$14,500**

This item provides employees the opportunity to receive compensation for a certain number of accrued and unused sick days in accordance with the Employee Handbook.

HOSPITALIZATION 01-20-4-451 **\$295,521**

Provides health, dental and vision coverage for all full-time Police personnel in accordance with our agreement with Illinois Personnel Benefit Cooperative.

MEMBERSHIP & SPECIAL PROGRAMS 01-20-5-561 **\$6,790**

This expense line outlines officer and police department participation in various organizations. These organizational memberships provide services such as training, law enforcement investigative resources; as well as supporting groups involved in community activities. Two property custodians have been slotted for membership to the International Evidence and Property Managers Association to keep them abreast of changing laws, evidence collection and storage protocols, and to receive monthly



General Fund– Police Department

educational newsletters. Membership to the Northwest Police Academy includes monthly seminars on contemporary issues in policing. This training also satisfies mandated training hours for police chiefs as required by the Illinois Law Enforcement Training & Standards Board (ILETSB). Participation in our task forces remain invaluable as they provide assistance and expertise in the most complex investigations. Lake County Cyber Crimes, Lake County Major Crime Task Force (LCMCTF), Major Crash Assistance Team (MCAT), and the Illinois Law Enforcement Alarm System (ILEAS) provides mutual aid resources through intergovernmental agreements. The costs for LCMCTF participation have increased again for this year. There is a slight increase in our shooting range locations as the FBI Range will be out of service for 10 months for refurbishment. The FBI Range is a no-cost option for us.

Memberships

Lake County Juvenile Officers Association (6 X 10)	\$60
Chiefs of Police Associations	
Lake County Chiefs of Police Association (\$250)	
Illinois Chiefs of Police Association (\$265)	
International Association of Chiefs of Police (\$190 x 2)	\$855
Total Chiefs of Police Associations	
Evidence & Property Associations (State & International) (2 x \$85)	\$170
Northwest Police Academy (NWPA)	
Department Membership (\$75)	
Department Seminars (\$50 x 6 seminars)	
Total annual cost for NWPA	\$375
Illinois Tactical Officers Association (ITOA) (4 x \$40)	\$160

Organizations

Illinois Law Enforcement Alarm System (ILEAS Mutual Aid)	\$220
Lake County Major Crash Assistance Team (MCAT Mutual Aid)	\$500
Lake County Major Crime Task Force (LCMCTF Mutual Aid)	\$2,000
Conservation Club of Kenosha County – Bristol Shooting Range	\$350
Five Star Firearms – Shooting Range	\$600
Lake County Cyber Crimes	\$1,500
Total	\$6,790

TRAINING & CONFERENCES 01-20-5-563

\$12,555

Costs associated with employee development and career-pathing in specific areas



General Fund– Police Department

are included in this expense line. Staff developed a tiered training program that creates consistent, quality training based on organizational objectives and employee goals. The training not only enhances the employees' careers, but maintains and develops additional skills for the benefit of the organization and the residents served. The comprehensive training program facilitates employee growth and develops future Department leaders through a tiered program of core educational topics. This training program includes courses mandated by the State of Illinois. Participation in larger organizations, such as the Lake County Major Crime Task Force and the Major Crash Assistance Team, has required officers to attend higher levels of training. Some of the programs include:

- **North East Multi-Regional Training**

This is a state-coordinated training organization that offers high quality law enforcement courses at reasonable rates. Fifteen full-time employees will participate in the program, at a membership cost of \$95 per participant. (15 X \$95 = \$1,425).

- **Law Enforcement Training, LLC (Court Smart)**

This online training program is relevant to law enforcement and provides officers important information on Amendment issues (4th Amendment, 1st Amendment, etc). Officers access a monthly publication, which includes case law analysis and how it affects Illinois officers. It also provides a face to face one day training session, online access to podcasts, blog archive, responses to legal questions, and appraisals of important case decisions. Officers are also given updated legal resource publications which include a myriad of case law examples.

- **Miscellaneous Training Programs**

With the passage of the SAFE-T Act, comes additional training requirements and professional development. While additional training may be beneficial under police reform, these requirements are unfunded State-mandated courses. Advanced level and leadership training has been included this year; for example, Northwestern University Supervision of Police Personnel, National Incident Management System (NIMS), Procedural Justice, Range Officer Training, Juvenile Officer (JO) Training, Police Training Officer (PTO) Program, Leadership Track Training, and Laws of Arrest, Search & Seizures, and Northwest Police Academy Supervisory coursework. Lastly, due to the legalization of recreational cannabis, staff has included training for a Drug Recognition Expert, which is a two-week school in Decatur, Illinois.



General Fund– Police Department

As a result of new hires in FY 22/23, there is a need to get a number of staff trained in State-certified courses such as Juvenile Officer, Crisis Intervention, Breathalyzer Operator, and Evidence Technician.

The proposed FY 23/24 budget is allocated as follows:

Law Enforcement (Court Smart) Training (17 X \$50) + Resource Book	\$850
Miscellaneous Training Programs (classroom, range, online, etc)	\$3,865
North East Multi-Regional Training Association (NEMRT)	\$1,425
Village Hosted Training and Community Hospitality Costs	\$300
Northwestern University Supervision of Police Personnel (2)	\$2,200
Village-wide Cyber Security Training Program	\$3,915
<hr/> Total	<hr/> \$12,555

EMPLOYEE WELLNESS PROGRAM 01-20-5-564

\$3,500

Provides for a holistic approach to officer wellness and officer resiliency. Funds are used to improve officers' delivery of and access to mental health and wellness services. A variety of programs are geared to educate officers, reduce officer stress, limit stress-induced trauma, provide for family resources, and improve mental health and physical fitness among officers. This line item includes associated for mandatory wellness checks, annually.

NORTHEASTERN ILLINOIS REGIONAL CRIME LAB 01-20-5-520

\$24,033

Provides for the annual membership contributions to the Northeastern Illinois Regional Crime Lab (NIRCL). FY 23/24 shows an increase of 2.7% after the Executive Board approved a new fee structure.

CONTRACT COMPUTER SERVICES 01-20-5-521

\$37,000

Contractual computer support services are included in this category. This expense relates to unanticipated service needed on police department technology. This is provided as a separate charge through DeKind Computer Solutions. The Department has included \$34,000 as an estimated budget for storage hardware and software for our new body-worn cameras.

Video Camera Storage and Software	\$34,000
Contingency	\$3,000
<hr/> Total	<hr/> \$37,000



General Fund– Police Department

COMPUTER LICENSING 01-20-5-522

Criminal Justice E-mail Encryption Software (11 computers)	\$552
BEAST Server Licensing	\$465
Total	\$1,017

VEHICLE SERVICES 01-20-5-524

\$8,725

Costs of contractual vehicle repairs and a \$1,500 contingency for unanticipated repairs /maintenance are captured in this expense category. Maintenance costs decrease slightly due to almost half of the vehicles in the fleet being less than three (3) years old.

Towing of Seized Vehicles (2)	\$200
Vehicle Titles for Seized Vehicles (2)	\$215
Vehicle Registration (2 Unmarked Squads x \$130)	\$260
Vehicle Maintenance Contract Preventative	\$3,800
Contingency – Unanticipated Repairs	\$1,500
Vehicle Washing Contracted	\$300
Squad Car Tires	\$2,450
Total	\$8,725

MISCELLANEOUS CONTRACTUAL SERVICES 01-20-5-525

\$19,816

Crossmatch Technologies requires an annual maintenance fee to support legislatively-mandated LiveScan software upgrades. For FY 23/24, an software upgrade to the LiveScan will require Crossmatch staff and DeKind to be on site during the transition, which will incur an additional one-time expense. The annual maintenance agreement for the squad in-car video system, Watch Guard, continues, but only covers software this year. The Lexipol Policy Management subscription costs will increase dramatically in FY 23/24. Costs for criminal intelligence resources have increased slightly through Lexis/Nexis for this year. The States Attorney's Office mandates secured, electronic transmission of videos, etc. through the Evidence.com platform. There is a slight increase in this cost due to video redaction upgrades.

Intelligence Services	
Critical Reach (APB Net)	\$300
Lexis/Nexis (Accurint)	\$1,800
Commercial On-Site Document Shredding	\$200
OSHA Compliance Posters	\$150
Crossmatch LiveScan (Digital Fingerprint) Maintenance	\$1,413
Crossmatch Software Upgrade (FY 23/24 only)	\$1,200



General Fund– Police Department

Watch Guard Video Software Maintenance	\$1,365
Tyler Technologies E-Crash Maintenance Agreement	\$2,060
BEAST License and Maintenance Agreement	\$875
Lexipol Policy Management	\$9,133
Evidence.com	\$720
E-Lineup Software Maintenance	\$600
<hr/>	
Total	\$19,816

BUILDING AND GROUNDS MAINTENANCE 01-20-5-511

\$22,660

This fund supports the costs of custodial and miscellaneous building maintenance for the police facility. The Village maintains a janitorial contract for building and facility cleaning. This contract includes basic cleaning services, as well as an allowance for floor waxing and other enhanced services, as needed. Cleaning service is three times per week, plus weekly special cleaning of windows, stairwells, and the file storage area. Contractually, these costs remain steady in FY 2023/24. The generator is due for a full-load test in FY 2023/24. The total amount in this line item remains steady even with scheduled HVAC maintenance and furnace filter replacements and unanticipated costs of an aging police facility.

Janitorial Services	\$8,580
Cintas Cleaning Services (floor mats)	\$1,100
Annual Window Washing and Carpet Cleaning	\$1,220
Backflow and Fire Control System Testing	\$550
Fire Alarm Annual Inspection	\$200
Tyco Fire Alarm Monitoring Fee	\$200
Emergency Gas Generator Fuel	\$375
Emergency Gas Generator Maintenance	\$675
Building Repairs and Supplies	\$4,600
Annual HVAC Maintenance (Furnace and AC)	\$1,540
Replacement of Furnace Filters	\$1,020
Quarterly Disinfection Services (33%)	\$2,600
<hr/>	
Total	\$22,660

EQUIPMENT MAINTENANCE 01-20-5-512

\$8,550

This account supports repairs and maintenance on vehicles and equipment. Repair contingency costs reflect actual use. The following list is a maintenance forecast for equipment:

Fire Extinguisher Maintenance Service	\$400
E-Citation Battery Replacement	\$600



General Fund– Police Department

Watchguard Equipment Repair	\$1,000
Repair Contingency for: Personal and mobile computers, server, router and associated equipment, digital cameras, police bikes, shredders, Intoximeter radar units, AED's, weapons, radio (base, car, portable) maintenance & batteries, gym equip.	\$3,500
Automatic Defibrillator Replacement Equipment	\$600
Traffic Calming Device Maintenance	\$1,500
Squad Car & Handheld Annual Radar Calibration	\$950
Total	\$8,550

LEGAL EXPENSE 01-20-5-533

\$41,800

This expense encompasses the prosecution of ordinance, traffic, and DUI violations paid to the office of the Village Prosecutor. Legal advice, consultations, subpoenas and prosecutorial communications with the court and defense attorneys are also supported by this account. A small increase to this line item supports County-imposed court costs for Adjudication Hearings.

DISPATCHING 01-20-5-556

\$112,363

This account supports our primary and emergency dispatch services. The Village of Lindenhurst has entered into an agreement with the Village of Glenview to provide dispatch services. Dispatch services to be provided by Glenview to Lindenhurst shall include the following:

Provide 24- hour a day answering of all emergency 9-1-1 calls, police 10 digit emergency calls, and non-emergency calls; maintain updated telephone lists of Lindenhurst staff and employees, and implement and utilize call-out procedures for emergencies and non-emergencies, and message forwarding; provide 24-hour-a-day dispatching for all Lindenhurst Police Department calls for service and related activities and after-hours' notification of Lindenhurst's Public Works; maintain and operate radio and computer communications with Lindenhurst for all Police Department calls; perform supervised transfers of 9-1-1 fire rescue and EMS calls to and from the fire rescue agency designated by Lindenhurst; and provide general dispatch services, to include managing LEADS, NCIC, and maintaining mutual aid dispatch services.

SUMMARY OF ADDITIONAL SERVICES PROVIDED BY GLENVIEW PUBLIC SAFETY:

The Illinois State Police requires a dedicated fiber-optic line for Live Scan, with firewall protection, for the purpose of transmitting fingerprints and arrest data. Glenview



General Fund– Police Department

monitors and maintains a line, which is also utilized by the Lindenhurst Police Department.

Socrata Data Analytics is an online data insights, citizen engagement, and performance optimization reporting solution. This platform is real-time data that is integrated with New World CAD. The Crime Trending and Geo-Analytic sections will allow the police department to visualize crime trends and define specific tactics to address or combat issues. These are customizable layers that can identify specific trends by date, time, beat, location, response time, etc and plotted on a variety of maps.

Over 80% of emergency (911) calls originate from a mobile phone. SMART 911 is an enhanced system that allows dispatchers to capture critical information that is not normally captured from a mobile phone. Participants can include as much information as they want in their Safety Profile (address, medical information, pets, vehicles, emergency contacts, etc) and this information is immediately displayed on the dispatcher's console and shared with first responders. This is a national service and the profile travels with the participant.

The current agreement was renegotiated (2022) for a 10-year period and includes significant cost savings, while still maintaining organization efficiencies.

Glenview Dispatching Contracted	\$112,363
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MOTOROLA STARCOM21 DIGITAL RADIO SYSTEM 01-20-5-558	\$9,312
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This account supports the airtime fee associated with the Motorola STARCOM21 digital radio system. A new State contract is currently being drafted and is expected to include a number of improvements. A new 10-year contract is being negotiated to include an updated user pricing structure. This rate (increase) is set to begin July 1, 2023. This line item reflects projected cost increases.

Motorola STARCOM21 Digital Radio Airtime	\$9,312
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UNIFORMS 01-20-4-471	\$14,300
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This account currently supports the purchase and upkeep of uniforms and necessary supplies for field personnel – (14) full-time officers, (5) part-time officers, (1) part-time investigations coordinator, (1) part-time Community Service Officer (CSO), and (1) full-time police Records Assistant. The Department continues to purchase body armor/bullet-proof vests with increased ballistic protection to better protect the officers. This has resulted in an increase in cost; however, the Village will still be reimbursed 50% of the cost through a federal grant program. Two officers are due for body armor replacement.



General Fund– Police Department

The following is proposed for FY 23/24:

Full-time field uniform personnel (14 @ \$600 each)	\$8,400
Part-time Officers (6 @ \$300 each)	\$1,800
Part-time CSO (1 @ \$300 each)	\$300
Police Records Assistant (1 @ \$400)	\$400
Badge repairs and replacements	\$1,000
Uniform Contingency	\$500
Bullet Proof Vests for four officers: (2 @ \$950 each)	\$1,900
Total	\$14,300

POSTAGE 01-20-5-551

\$1,000

This account supports the postal costs for the Department correspondence and group mailings. Cost control measures include the use of e-mail when available.

TELEPHONE/INTERNET 01-20-5-552

\$2,260

When the Lindenhurst police desk is not staffed by police personnel, the incoming lines are answered by Glenview Public Safety Dispatch. There is a monthly charge for a dedicated phone line which allows Glenview Public Safety Dispatch remote access/control of our police facility doors. The following is proposed for FY 23/24:

Dedicated Phone Line – Electronic Door Access	\$1,260
(Glenview/Granite)	\$500
Dedicated Phone Line – Emergency Calls Boxes (Granite/EPIK)	\$500
CJIS Compliant Dedicated Receiving Area Fax Line	
(Granite/EPIK)	
Total	\$2,260

PRINTING & PUBLICATION 01-20-5-554

\$3,600

Programs of instruction and training focusing on school safety, home safety, drug & alcohol awareness, gang awareness, violence prevention, identity theft, bullying and harassment prevention programs are offered. Multi-year purchases of some material cause yearly variances in this account.

The CHOICES program services the Millburn School District 24. Two officers will instruct 6 classes for approximately 180 students. This year officers will continue lessons developed to enhance police and community relations, drugs, alcohol, tobacco, school and vehicle safety, gang awareness, and civility (including bullying). Promotional items include items to be purchased for events such as: Lindenfest,



General Fund– Police Department

Touch-a-Truck, and Halloween. Minimal increase in this line item due to increased manufacturing and shipping costs/supply chain challenges.

The following is proposed for FY 23/24:

CHOICES Promotional Items –

Bumper Stickers, Key Chains, Pencils, Gifts & Printing	\$400
CHOICES Posters and Prizes (Contest)	\$400
Citation Printing (Overweight and Civil Law)	\$250
E-Citation Paper/Rolls	\$665
Miscellaneous Printing (Envelopes, etc.)	\$350
Public Information Materials/Promotional Gifts	\$950
Business Cards	\$250
Subtotal	\$3,265

This account also supports subscriptions that are shared among employees.

States Attorney Complaint Book – Update	\$60
Leadership & Management Subscriptions/Publications	\$150
Criminal Law & Procedure Manual	\$125
Subtotal	\$335
Total	\$3,600

NEW OFFICER EXPENDITURES 01-20-5-566 **\$10,404**

The police officer eligibility register was established in the spring of 2022. In accordance with the current succession plan, we anticipate the following costs that are associated with new officer equipment.

Police Academy (fees, training, equipment)	\$7,404
New Officer Equipment (vest and miscellaneous)	\$3,000
Total	\$10,404

OPERATING SUPPLIES 01-20-6-652 **\$15,085**

This category provides funds for the expenses of day-to-day operations in areas such as office, evidence, weapons, medical, and miscellaneous operations.

- Office – Paper, batteries, supplies for photocopier, printers, and miscellaneous office items.
- Evidence – Supplies for digital photography, DNA collection, field drug testing, general evidence supplies and equipment, recordable CD's and DVD's, blood-borne pathogen equipment.

The Department conducts regular state-mandated firearms qualifications at various gun ranges. Duty ammunition is replaced at least every three years, if not sooner.



General Fund– Police Department

Each qualifying shoot requires range rental and the use of approximately 200 rounds per person of ammunition, targets, and firearms cleaning supplies. The FBI Instructor Course requires a minimum of 2,500 rounds of ammunition. (\$2,200)

- Weapons and Defensive Tactics (DT) – DT training supplies and equipment, weapons ammunition, new OC spray canisters, targets, and gun range rental use.
- Tasers – Annual training requires the use of Taser cartridges, battery replacement, and special targets.
- Medical – Personal protective equipment, medical aid supplies, Hepatitis B inoculations, and drug screen materials. There is a \$500 increase due to an unfunded mandate for mental health screenings for each full time officer, annually.
- Drinking Water – Covers cooler equipment rental, and bottled water.
- Miscellaneous Operations – Blankets, vehicle lock out equipment, vehicle care supplies, impounded animals, flares, arrestee food, and squad flashlight supplies

Office Supplies	\$3,100
Evidence Supplies	\$1,200
Weapons & Defensive Tactics	
Firearm Supplies	\$5,325
Taser Supplies	\$2,150
Medical	\$1,210
Drinking Water	\$1,600
Miscellaneous	\$500
<hr/>	
Total	\$15,085

GAS & OIL 01-20-6-655

\$36,500

The cost of gasoline and oil used by eight police vehicles is captured in this expense category. Estimated expense is **\$36,500**; which is a slight increase due to the current price of gas.

NEW EQUIPMENT 01-20-8-840

\$10,640

Provides for the purchase of new and replacement equipment. The squad car equipment (radar units and rifles) is more than 13 and 20 years old, respectively. This request reflects the purchase of three new squad cars and the proposed equipment will be suited in the new squads. A recommendation was made by a member of the Lake County Major Crimes Task Force to upgrade aging and unsupported evidence camera equipment. The following is proposed for FY 23/24:



General Fund– Police Department

Three (3) Springfield Saint AR-15 Rifles	\$2,550
Two (2) Stalker Radar Units	\$2,620
Digital Evidence Camera	\$1,710
Digital Camera Macro Lens	\$900
Four (4) iPhones & Accessories (Duty Officers)	\$2,860
Total	\$10,640

BOARD OF POLICE COMMISSION 01-20-9-917

\$7,975

This account sustains the costs relevant to the employing and promoting of sworn Police Officers. As needed, the Police Department has to test new recruit applicants and post the list of potential officers. This cost also includes legal fees for Klein, Thorpe, & Jenkins for work with the Lindenhurst Board of Police Commissioners. The proposed FY 23/24 includes training costs associated for a new Commissioner and a request by the Commissioners to be compensated for their time on the Board:

Illinois Fire & Police Association Dues for the Commission	\$375
Commission Training and Conference Expense & Supplies	\$600
Stipend for Commissioner (\$40/Chair; \$30/Commissioner) to include meetings, testing, & interviews	\$1,200
Entry Level Police Officer Testing Process – Stanard & Associates	\$1,500
Promotional Exam Expenses – ILACP and Stanard & Associates	\$700
Recruit Investigative Expenses (Background, Assessments)	\$1,100
Advertising/Recruiting Expenses	\$500
Legal Expenses	\$2,000
Total	\$7,975



General Fund- Street Maintenance

Account Overview

The Street Maintenance Budget funds the following responsibilities: maintenance of approximately 94.3 lane-miles of Village streets and rights-of-way, 121 cul-de-sacs/dead ends, 5,312 inventoried parkway trees, 134 Village owned street lights, thousands of feet of storm sewers, culverts, ditches, curbs and sidewalks, maintenance of the Village Hall complex, Valley Green, and Veterans Memorial. It provides funding for the contractual work for street sweeping, pavement patching, striping and landscaping.

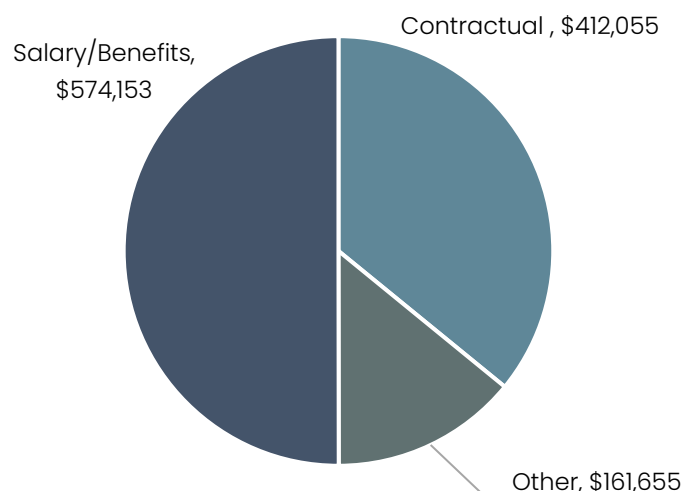
Expenses within the street maintenance account are divided into three main categories that include: salary/benefits, contractual, and other.

- Salary/Benefits: This area provides funding for salaries, overtime, part time winter personnel, insurance, membership fees, and professional development trainings/ conferences.
- Contractual: Line items in this category support funding for the various contractual services the Village has. Contractual services include snow plow operation supplies, street sweeping, stormwater management, crack sealing, tree maintenance, along with others.
- Other: Items under this area provide funding for a variety of services that include uniforms, tree replacement program, safety supplies, road gravel, tools, among other items.

Account Expenditure Overview

For fiscal year 2023-2024, a total amount of \$461,859 is budgeted for street maintenance expenses. The breakdown of the administration account for fiscal year 2023-2024 and prior fiscal years is shown through various charts and tables throughout this section.

Street Maintenance Expenses for Fiscal Year 2023-2024



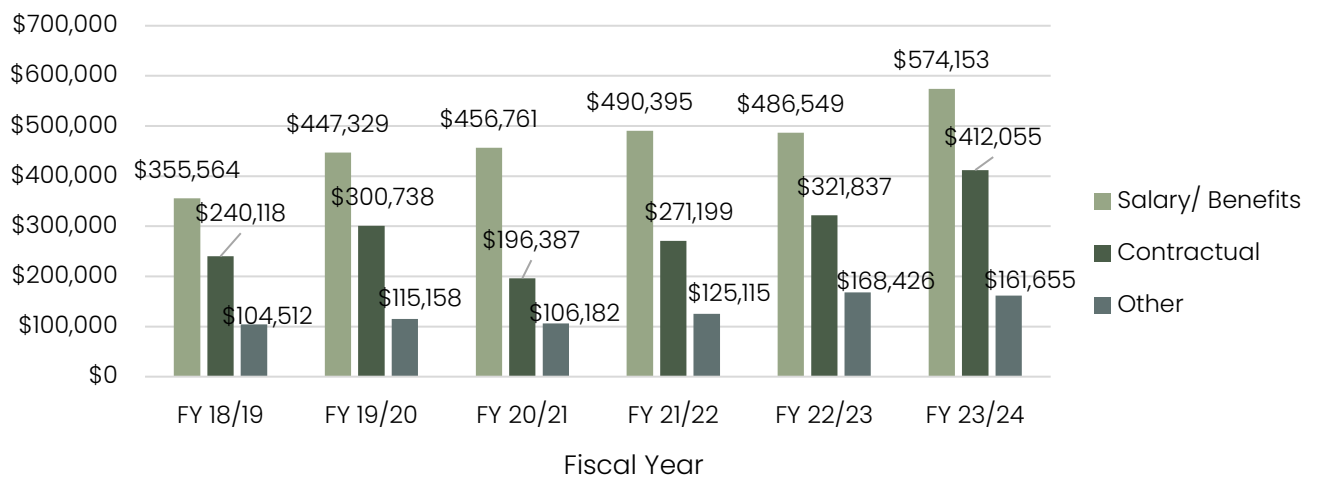


General Fund- Street Maintenance

Street Maintenance Expenditures from FY 18/19- FY 23/24

	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24
	Actual	Actual	Actual	Actual	Year End Estimate	Budget
Salary/ Benefits	\$355,564	\$447,329	\$456,761	\$490,395	\$486,549	\$574,153
Contractual	\$240,118	\$300,738	\$196,387	\$271,199	\$321,837	\$412,055
Other	\$104,512	\$115,158	\$106,182	\$125,115	\$168,426	\$161,655
<i>Total</i>	<i>\$700,194</i>	<i>\$863,225</i>	<i>\$759,330</i>	<i>\$886,709</i>	<i>\$976,812</i>	<i>\$1,147,863</i>

Street Maintenance Expenditures Historical Summary



STREET MAINTENANCE

		ACTUAL 2021/2022	BUDGET 2022/2023	EST. YR. END 2022/2023	BUDGET 2023/2024
SALARY/BENEFITS					
01-40-4-421	SALARIES	359,977	354,862	349,308	351,829
01-40-4-422	SEASONAL SUMMER	6,582	13,440	9,696	17,520
01-40-4-423	OVERTIME	18,747	20,000	18,050	20,000
01-40-4-424	ON-CALL/CALL-OUT PAY	11,874	13,440	9,700	14,335
01-40-4-430	REGULAR PART TIME WAGES	-	7,200	7,200	8,000
01-40-4-427	MERIT BONUS	7,400	10,800	10,800	9,600
01-40-4-428	SICK TIME COMPENSATION	2,559	3,000	1,656	2,200
01-40-4-426	PART-TIME WINTER PERSONNEL	9,455	17,920	7,200	17,920
01-40-4-451	HOSPITALIZATION	72,103	111,639	70,839	128,249
01-40-5-563	TRAINING & CONFERENCES	1,698	2,980	2,100	4,500
TOTAL SALARY & BENEFITS EXPENDITURES		490,395	555,281	486,549	574,153
CONTRACTUAL					
01-40-5-512	SNOW PLOW PARTS AND SUPPLIES	6,944	10,500	13,050	11,700
01-40-5-513	VEHICLE & EQUIPMENT SUPPLIES	3,245	6,600	6,000	13,800
01-40-5-514	STORM WATER MANAGEMENT	13,771	13,000	13,000	13,000
01-40-5-520	LANDSCAPING CONTRACT	60,808	73,200	55,000	72,700
01-40-5-521	STREET SWEEPING	2,625	8,950	8,640	11,400
01-40-5-522	STORM SEWER & CATCH BASIN CLEANING	-	-	-	-
01-40-5-525	CRACK SEALING	-	30,000	30,000	40,000
01-40-5-526	STRIPING	-	12,240	12,240	11,945
01-40-5-527	TREE MAINTENANCE CONTRACT	10,850	16,000	16,000	57,000
01-40-5-528	CONTRACT VEHICLE REPAIRS	26,187	31,341	39,632	40,977
01-40-5-529	CUSTODIAL SERVICES	1,570	4,305	3,500	4,648
01-40-5-572	STREET & TRAFFIC CONTROL LIGHTING	144,866	127,150	124,000	131,365
01-40-5-573	GARBAGE DISPOSAL	-	3,000	300	3,000
01-40-5-595	SUBSTANCE COMPLIANCE TESTING	332	500	475	520
TOTAL CONTRACTUAL EXPENDITURES		271,199	336,786	321,837	412,055
OTHER					
01-40-4-471	UNIFORMS	3,645	4,845	4,845	5,255
01-40-5-511	TREE REPLACEMENT PROGRAM	4,820	5,000	3,500	5,000
01-40-5-552	TELEPHONE	2,705	3,535	3,130	-
01-40-5-577	FUEL & OIL	11,196	13,860	22,680	24,060
01-40-5-579	SAFETY SUPPLIES & SERVICES	2,097	3,210	3,200	3,790
01-40-5-593	EQUIPMENT RENTAL	3,198	300	456	1,500
01-40-6-614	ROAD GRAVEL/SHOULDER RESTORATION	9,855	9,120	8,175	10,935
01-40-6-652	OPERATING SUPPLIES	1,743	5,075	5,000	5,075
01-40-6-653	TOOLS	2,319	3,700	3,700	4,200
01-40-6-657	STREET SIGNS	6,475	11,000	6,500	11,000
01-40-8-840	EQUIPMENT	5,042	32,800	32,800	13,850
01-40-8-845	FLEET REPLACEMENT FUND CONTRIBUTION	71,000	73,500	73,500	76,000
01-40-9-929	CONTINGENCY	1,020	1,000	940	1,000
TOTAL OTHER EXPENDITURES		125,115	166,945	168,426	161,665
TOTAL STREET EXPENDITURES		886,708	1,059,012	976,812	1,147,873



Street Maintenance

SALARIES 01-40-4-421

\$351,829

This account supports 40% of the total Public Works salaries. The remaining percentage of salary is funded through the Sewer Fund budget (40%) and the Water Fund budget (20%).

SEASONAL SUMMER 01-40-4-422

\$17,520

This fund supports 40% of the total seasonal summer employees and is shared with Sewer 40% and Water 20%. The schedule runs from May 1st to August 21st. The surplus in this account is due to hiring 1 seasonal employee and filling 2 additional positions with limited time available for work hours. The FY 23/24 proposed amount reflects a base salary plan of \$18.00 per hour plus any time merit based increases for the expected return of summer seasonal employees. The FY 23/24 proposed is as follows:

3 Positions x 15 weeks x 40 hrs./week x \$18.00	\$32,400
1 Returning Position x 15 weeks x 40 hrs./week x \$19.00	\$11,400
Total	\$43,800
40% of Total	\$17,520

OVERTIME 01-40-4-423

\$20,000

Overtime is spread amongst the Water, Sewer, and Streets budgets. Overtime is tracked by activity. The proposed FY 23/24 overtime budget is projected at \$50,000 and this fund will cover 40% of all overtime expenses.

ON-CALL/CALL-OUT PAY 01-40-4-424

\$14,335

This line covers 40% of the cost of on-call/call-out compensation for Public Works operating employees and is shared with Sewer 40% and Water 20%. In accordance with the collective bargaining agreement of May 1, 2017, bargaining members are to receive a lump sum for On-Call Duty per week. Initial amount in 2017 was \$100/week with a \$10 increase each following year for the life of the contract. For FY 23/24 the On-Call Pay is \$160/week. The proposed cost breakdown is as follows:

General On-Call: \$160/person x 2 people x 52 weeks	\$16,640
Snow On-Call: \$160/person x 6 people x 20 weeks	\$19,200
Total	\$35,840
40% of Total	\$14,335

REGULAR PART TIME POSITION LABORER 01-40-4-430

\$8,000

This fund supports 40% of the wages of a part time employee and is shared 40% from Sewer and 20% from Water. This position is based on a 24-hour work week with a



Street Maintenance

flexible schedule based on the department needs. The FY 23/24 proposed amount reflects a base salary plan of \$20.00 per hour.

1,000 hours/yr. x \$20.00		\$20,000
	40% of Total	\$8,000

MERIT BONUS 01-40-4-427

\$9,600

Provides for a merit bonus pool in accordance with the Village's merit pay system.

SICK TIME COMPENSATION 01-40-4-428

\$2,200

In accordance with the Employee Handbook, this account provides employees who elect to receive compensation for unused sick days as outlined in the policy.

PART-TIME WINTER PERSONNEL 01-40-4-426

\$17,920

This account covers the wages of part-time winter snow removal personnel who assist with snow removal operations. These part-time employees are paid a straight hourly rate per hour without benefits and work on an as needed on-call basis. This program supplements in-house staff with manpower during Snow and Ice Operations and used for snow hauling after events. The surplus in this account is from an unusual snow season. Less accumulation in snow resulted in fewer hours for part time drivers. The FY 23/24 budget proposed is based on (5) part-time drivers for (8) hours each event to assist in covering 8 snow routes. We predict 16 snow events at \$28.00 per hour. Historical expenditures are as follows:

FY 18/19	\$15,700	22 Events
FY 19/20	\$14,500	18 Events
FY 20/21	\$14,200	16 Events
FY 21/22	\$9,455	14 Events
FY 22/23 Est.	\$7,200	14 Events
Average	\$12,210	17 Events

HOSPITALIZATION 01-40-4-451

\$128,249

The proposed budget is based on the Local 150 scheduled contribution table. Assumes 40% of the total costs shared with the Water and Sewer Fund.

TRAINING & CONFERENCES 01-40-5-563

\$4,500

This account covers expenses associated with miscellaneous professional memberships and mandated continuing education requirements. Also included are safety training, training seminars, conferences, safety courses, a tuition reimbursement contingency and the purchase of training videos. This account will



Street Maintenance

provide funding for new employees that do not have a CDL. Special requirements need to be met to obtain a CDL due to new Federal Training Regulations for non-CDL licensed drivers who are seeking a CDL. The proposed FY 23/24 budget is allocated as follows:

Miscellaneous Seminars, Conferences, Safety Training, Video Tapes, Supplies, and Rental	\$500
Leadership Training	\$500
CDL License Schooling	\$3,000
Additional Training	\$500
Total	\$4,500

SNOW PLOW PARTS & SUPPLIES 01-40-5-512 **\$11,700**

This account covers costs associated with the purchase of snow plow, spreader and pre-wetting equipment parts and supplies. It supports the upkeep and repairs to plowing components. The overage in this account is due to increased costs and shipping. We anticipate to see additional increases in the upcoming year. The breakdown for FY 23/24 is as follows:

Snow Plow Parts & Steel Blades (Pick-up Trucks)	\$1,500
Pre-wetting Equipment	\$1,000
Salt Spreader and Beet Juice Parts	\$1,000
Carbide Cutting Edges for Plow Blades (1 Ton and Higher)	\$1,800
Hose Replacements	\$1,000
5 Ton Pull Tarps – 3 x \$1,800	\$5,400
Total	\$11,700

VEHICLE & EQUIPMENT SUPPLIES 01-40-5-513 **\$13,800**

This account covers the purchase of repair parts and supplies for vehicles and equipment such as wiper blades, light bar repairs, and signal lights. It is used for the purchasing of replacement oils, antifreeze, windshield solvent, and vehicle wash. We are anticipating a price increase for oils in the upcoming year. The increase in this fund is to replace 3 light bar on the cabs of the 5-tons. The current housings are broken and allow water in the strobes causing them to shorten out. Due to the age of the light bars, it is recommended that we change out the units completely. This account is shared between Streets at 60% and Sewer/Water Admin at 40%. The proposed FY 23/24 budget is allocated as follows:

Replace Light Bars on Trucks 52 & 54	\$14,000
Repair Parts & Supplies	\$9,000
Total	\$23,000
60% of Total	\$13,800



Street Maintenance

STORM WATER MANAGEMENT 01-40-5-514

\$13,000

This account supports the maintenance and repair of existing Village owned culverts, ditches, storm sewers and appurtenances. It also supports fees associated with NPDES storm water permitting fees. This account supports engineering fees associated with miscellaneous storm water projects review and watershed development permits. This account is used to purchase materials for special drainage projects not related to residential issues. This account also covers contractual catch basin cleaning. The FY 23/24 budget is proposed as follows:

NPDES Phase II: permit fees and contingency for compliance activities	\$1,000
Supplies for Storm Repairs	\$1,000
Contractual storm sewer & catch basin cleaning	\$7,000
Engineering Plan Set Review	\$4,000
Total	\$13,000

LANDSCAPING CONTRACT 01-40-5-520

\$72,700

This account pays for contractual vacant lot mowing and contractual mowing of Village maintained properties. The mowing is based on seasonal variances which influence mowing needs of a 30-week schedule from April 1st through October 31st. This account also supports contractual landscaping services (non-mowing) and to purchase landscape materials including mulch, plants, shrubs, ornamentals, bulbs, fertilizer and weed control for the Village Hall complex, Village entrance signs, Veteran's Memorial, and Valley Green. The FY 23/24 proposed budget is based on the following:

Contractual mowing 30 weeks at \$1,750/week	\$52,500
Grand Ave. & Rte. 45 mowing for 14 events at \$600/cut	\$8,400
Contractual vacant lot mowing/lien homes 20/Season at \$68/ ½ acre	\$1,400
Spring Clean-up	\$3,900
Fall Clean-up	\$3,500
Summer Clean-up	\$1,600
New Plantings	\$1,400
Weed Control	\$2,600
Total	\$72,700

STREET SWEEPING 01-40-5-521

\$11,400

This account funds costs associated with street sweeping. Currently, the Village maintains 66.2 curb miles and performs cleaning four times a year to meet requirements from Storm Water Management and the NPDES Permit. We are



Street Maintenance

participating in a joint bid with LCML and anticipate a price increase from the contractor. The cost breakdown is as follows for FY 23/24:

4 Rounds at \$2,600/round	\$10,400
Dumpster Rental for Removal of Debris	\$1,000
Total	\$11,400

CRACK SEALING 01-40-5-525

\$40,000

This account pays for contractual crack sealing. This ongoing program is budgeted annually as a dollar value and then is contracted based on a unit price per pound of crack sealant applied. The primary goal of crack sealing is to seal as many cracks as possible to reduce the rate of water intrusion and thus the rate of deterioration of the pavement. This work is bid through LCML and is currently in the bid process. We anticipate a price increase and plan on crack sealing more newly paved roads.

STRIPING 01-40-5-526

\$11,945

This account pays for contractual pavement striping. We are currently in the process of bidding this work with LCML and are waiting on final pricing. The use of thermoplastic has increased the life expectancy of striping and will continue to be the choice product. This year we propose to add funds for the removal of painted striping. This will allow for the thermal plastic to adhere to the road longer. The schedule of pricing for FY 23/24 is listed below.

Item	Proposed FY 23/24		
	Measure	Cost/L Ft	Cost
4" Striping	10,300 ft.	\$0.65	\$ 6,695
6" Striping	750 ft.	\$0.80	\$ 600
12" Striping	150 ft.	\$4.75	\$ 715
24" Striping	125 ft.	\$4.30	\$ 540
Letters/Symbols	400 sq. ft.	\$4.50	\$1,800
Removal	4,000 LF	\$0.40.	\$1,600
	Total		\$ 11,945

TREE MAINTENANCE CONTRACT 01-40-5-527

\$57,000

This account pays for all costs associated with the contractual planting, trimming, and removal of Village owned trees, landscaping materials for restorations, and topsoil associated with removals. The additional funding for tree trimming is to hire a contractor to assist with catching up on parkway trimming. The FY 23/24 budget is proposed as follows:

Stump Grinding	\$3,000
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Street Maintenance

Parkway Tree Trimming Removals	\$12,500
Parkway Tree Trimming Contractual	\$40,000
Excelsior Blanket, topsoil, seed	\$1,500
Total	\$57,000

CONTRACT VEHICLE REPAIRS 01-40-5-528

\$40,977

This account pays for all costs associated with outside vehicle repairs based on the Village's contract for vehicle repair. The total contract cost is shared 60/40 between the Street Fund and the Water/Sewer Fund. This account also supports the annual servicing of portable equipment and frontline emergency equipment. We propose to continue with standardizing the hydraulic hoses and fittings on the trucks to eliminate the need to stock multiple sizes of hoses. The Loader and Backhoe are up for their 150- and 250-hour services and the Loader is due for tire replacement. For FY 23/24 we propose an increase for routine maintenance. The proposed breakdown is as follows:

Type I Service, Oil & Filter/Inspection Pick-Ups & SUVs 7 x \$25 ea.	\$175
Type II Service, Oil & Filter/Inspection Dump Trucks 12 x \$240 ea.	\$2,900
Safety Lane 12 x \$110 ea.	\$1,320
Annual Service of Portable and Stand-By Equipment	\$6,000
Annual Service for Loader, Backhoe, and Skid Steer	\$8,500
Routine Maintenance	\$15,000
Tire Replacement Trucks 21 & 54	\$4,000
Tire Replacement for Loader	\$8,000
Unanticipated Tire Repairs	\$1,000
Replacement of Hydraulic Hoses	\$4,400
Unanticipated Repairs	\$17,000
Total	\$68,295
Total 60%	\$40,977

CUSTODIAL SERVICE 01-40-5-529

\$4,648

This account supports the expense of contractual janitorial service to clean the operations building. This is split 60% Sewer/Water Admin Fund and 40% Street Fund. We propose to add quarterly disinfecting of the building for FY 23/24.

Cleaning service \$55/ cleaning x 2 each x 52 weeks	\$5,720
Mat exchange \$170/month x 12	\$1,250
Floor Waxing	\$1,000
Disinfecting \$650 x 4	\$2,600
Window Washing	\$150
Total	\$10,760
40% Total	\$4,648



Street Maintenance

STREET & TRAFFIC CONTROL LIGHTING 01-40-5-572

\$131,365

This account provides for operational costs of traffic control stoplights and Village owned street lights. The Village's share of contractual maintenance costs for traffic control signals is also funded through this account and is shared with IDOT and LCDOT based on their location. This account supports the operation, maintenance and repair of 140 Village owned street lights. The surplus in this account is due to construction along the Grand Avenue corridor. IDOT and LCDOT suspended their fees during the construction phase. The proposed FY 23/24 budget is allocated as follows:

Village portion of LCDOT traffic signal maintenance	\$ 2,575
Village portion of IDOT traffic signal maintenance	\$ 7,055
Energy costs – Village portion of Traffic Control Lights	\$ 2,885
Energy costs – Village owned street	\$97,850
Village owned street lights maintenance, repairs or upgrades	\$20,000
Contingency	\$1,000
Total	\$131,365

GARBAGE DISPOSAL 01-40-5-573

\$3,000

This account will pay landfill fees for disposal of excavated materials and miscellaneous waste from activities such as ditch maintenance, road repairs, and tree stumps. This account also covers materials left along the road side for drop off to the landfill.

SUBSTANCE COMPLIANCE TESTING 01-40-5-595

\$520

This account pays for the federally mandated drug and alcohol compliance testing program and Commercial Driver's License testing required for all CDL holders including seasonal employees. This account is shared between Streets 40% and Sewer and Water Admin 60%. This account also covers Federal mandated background checks performed twice a year on CDL drivers through Clearing House. The proposed FY 23/24 budget is employee based and allocated as follows:

Random CDL Drug Testing 12x\$80/Year	\$960
Post-Accident/Reasonable Cause	\$200
Clearing House Annual Fee	\$40
Program Fee	\$100
Total	\$1,300
40% of Total	\$520

UNIFORMS 01-40-4-471

\$5,255

This account supports the expense of uniforms for employees, including replacement



Street Maintenance

of worn winter or outerwear, boot allowance and apparel for the supervisors. This account is shared between Streets 40% and Sewer and Water Admin 60%. The proposed cost for FY 23/24 is as follows:

Pants Leasing Contract – 9 employees x \$8.00/week x 52 weeks	\$3,745
T-Shirts – 9 employees x \$80/employee	\$720
T-Shirts – 4 part-time employees x \$65/employee	\$260
Sweatshirts – 12 employees x \$150/employee	\$1,800
Sweatshirts – 4 part-time employees x \$75/employee	\$300
Collared/Polo Shirts – 8 employees \$45/employee	\$360
Collared/Polo Shirts Supervisors – 3 employees x \$200/employee	\$600
Winter Gear – 3 employees x \$200/employee	\$600
Winter Vests – 11 employees \$85/employee	\$935
Rain Suits – 4 Sets at \$100/set	\$400
Rain Suits – part-time employees 4 Sets at \$50/set	\$200
Winter Gloves – 11 employees x \$40/employee	\$440
Head Gear – 11 employees x \$30/employee	\$330
Safety Boot Allowance – 11 employees x \$175	\$1,925
Uniform contingency	\$500
Total	\$13,135
40% of Total	\$5,255

TREE REPLACEMENT PROGRAM 01-40-5-511

\$5,000

This account provides funds for a 50/50 tree replacement program to encourage the planting and replacement of trees. This has been a successful program at the current funded balance and we propose to hold the amount for FY 23/24.

TELEPHONE 01-40-5-552

For FY 23/24 this fund has been moved to the IT Fund.

FUEL & OIL 01-40-5-577

\$24,060

This account covers a portion of fuel and oil for Public Works vehicles and equipment. Cost to be split 60% Streets and 40% Water & Sewer Administration. Due to fluctuating fuel costs we are unable to predict the direction of the market and what the cost of fuel will become in three months. We propose to increase funding due to present fuel costs. For FY 23/24 will be allocated as follows:

Fuel and Oil	\$32,000
Diesel for Heavy Equipment	\$4,500
10% Cost Contingency	\$3,600
Total	\$40,100



Street Maintenance

60% of Total	\$24,060
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SAFETY SUPPLIES & SERVICES 01-40-5-579

\$3,790

This account pays for contractual supplies for the first aid kits and safety materials. This account also covers replacement of personal protective equipment such as safety eyewear, hearing protection, safety vests, hard hats and disposable latex gloves. We propose additional funds to support the supply of N95 masks, surgical masks, and hand sanitizer. The prices listed reflect an increase per item. The proposed FY 23/24 budget is allocated as follows:

Personal Protective Equipment Replacement (\$2,000 at 40%)	\$800
Disposable latex gloves 14 cases at \$225/case (\$3,150 at 40%)	\$1,260
COVID Related Supplies (\$2,000 at 40%)	\$800
Fire extinguisher and alarm service	\$400
Safety Signage	\$250
Hearing Protection 2 boxes x \$40/box	\$ 80
Contractual First Aid Kits & Supplies	\$200
Total	\$3,790

EQUIPMENT RENTAL 01-40-5-593

\$1,500

This account covers the cost of specialized equipment rental, emergency equipment rental and temporary replacements for out of service equipment.

ROAD GRAVEL/SHOULDER RESTORATION 01-40-6-614

\$10,935

This account pays for gravel, top soil, seed, blankets, sod and other materials used to repair road base, shoulders and grassed parkway areas which have been damaged by construction activity, traffic or snow plows. This account will share costs with 60% Sewer/Water Admin and 40% Street. We have seen two price increases during the FY 22/23 and anticipate an additional increase as FY 23/24 begins. The FY 23/24 budget is allocated as follows:

CA-6 Limestone Gravel – 20 loads at \$650/load	\$13,000
Top Soil – 6 loads at \$385/load	\$2,310
Seed 10 bags (\$165/bag)	\$1,650
Excelsior Blanket 25 Rolls (\$35/roll)	\$875
Sod	\$1,000
Excavation Spoil Disposal	\$8,000
Misc. Restoration Items	\$500
Total	\$27,335
40%	\$10,935



Street Maintenance

OPERATING SUPPLIES 01-40-6-652

\$5,075

This account is for purchasing miscellaneous supplies including mailbox replacements & repairs, janitorial supplies, Tree City USA application costs, graffiti remover, license plates, sidewalk salt etc. The proposed FY 23/24 budget is allocated as follows:

Mailbox Replacements Supplies	\$2,000
Mailbox Reimbursement 8 x \$50	\$400
Tree City USA Program Costs	\$75
Ice, Batteries, Janitorial Supplies and Misc. Operating Costs	\$1,200
Sidewalk Salt 2 Pallets at \$700 each	\$1,400
Total	\$5,075

TOOLS 01-40-6-653

\$4,200

This account supports the expense associated with the purchase of new tools or the replacement of tools which have been damaged or worn out and can vary depending upon need. It also covers the purchase of specialty tools used in repairs and maintenance. The proposed FY 23/24 budget is as follows:

Asphalt Tools	\$500
Shovels and brooms	\$300
Rigid Cordless Battery Packs	\$300
Suction Hose (3)	\$750
Diamond Blades, replacement	\$500
Air Impact Gun	\$350
Prewet Motor	\$500
Miscellaneous Tools	\$1,000
Total	\$4,200

STREET SIGNS 01-40-6-657

\$11,000

This account covers the cost of replacing damaged or destroyed traffic and street signs as well as sign posts and mounting hardware, etc. It should be noted that all signs that are replaced shall be prismatic in accordance to construction standards. The surplus in this account is due to availability of material. The proposed FY 23/24 budget is allocated as follows:

Sign Posts and Mounting Hardware	\$1,500
Regulatory Traffic Control Signs	\$2,500
Non-Regulatory Control Signs	\$1,200
Street Name Signs and Lettering	\$300
Safety Caution Tape, Marking Paint, Barricade Parts, and Misc	\$1,000



Street Maintenance

Items

MFT Project, Regulatory Sign Replacement	\$4,500
Total	\$11,000

EQUIPMENT 01-40-8-840

\$13,850

This account covers the purchase of special and replacement equipment. Proposed equipment with their respective costs are shown below.

- **NX1200 – VHF PORTABLE RADIOS**– We propose replacement of the portable radios used while outside of the vehicles. The original Kenwood portable radios were purchased in 2005 and are no longer functionable due to licensing for allowable frequency use. We have consulted with our supplier of the in-cab radios of the trucks and they have provided a model that is compatible with them. We propose to share the cost between Streets 40%, Sewer 40% and Water 20%.
- **OPERATIONS BUILDING FURNACE REPLACEMENT**– The furnace that heats the laboratory and the supervisor's office is no longer functioning. The Operations Building has 2 furnaces and 3 AC units. We have replaced 1 furnace and 2 A/C units in the past 3 years. These units were originals and were at the end of their useful lives. The furnace we propose for replacement has been diagnosed as unrepairable as parts are unavailable. Although the newly replaced other furnace is keeping the building warm, it is placing undue stress on the unit and may reduce the useful life prematurely. The costs for the replacement will be spread across Streets 30%, Sewer 40%, and Water 30%.
- **WACKER 20 INCH PLATE COMPACTOR**– We propose the replacement of our Wacker Plate Compactor. This piece of portable equipment is used on asphalt projects, graveling, and landscaping. The unit is five years old and does not run continuously. The cost will be split between Streets 33%, Sewer 33%, and Water 34%.
- **TOTAL STATION SURVEY EQUIPMENT**– The total station is a piece of equipment to be used to capture land surveys for ditching and/or shooting grades for residential standing water complaints. The total station can be used by an individual as opposed to the traditional 2-man team. Staff can respond solo to surveying issues allowing for the second staff to perform other functions. It is also easy to download and upload files via the USB ports and will aide in capturing the GIS locates for our mapping project. Additional equipment will include a fiberglass tripod, prism pole, prism assembly and prism pole tripod. The cost will be spread across the Street fund 40% and Sewer fund 40% and Water fund 20% as it will be used for multiple functions.
- **BIG TEX 20 FOOT TRANSPORT TRAILER**– Public Works is requesting the purchase of



Street Maintenance

an additional pull behind trailer to add to the fleet of trailers. At present we utilize different trailers for transporting equipment from the yard to a job site. This may require us to transport multiple pieces of equipment. We propose a light duty trailer that is long enough to place our 20 foot suction hoses on as well as any equipment needed for the job site. The cost will be shared between Streets 40%, Sewer 40%, and Water 20%.

- **TELEVISION REPLACEMENT**– Public Works proposes the replacement of the television in the breakroom. The television is used for training, reviewing site plans with staff, and general viewing while staff is on break. The television is six years old and has minor glitches while viewing. We propose a television that has multiple input ports to allow for viewing from additional outside inputs. The cost for the set will be split Streets 33%, Sewer 33%, and Water 34%.

NX1200 – VHF PORTABLE RADIOS – 40% of \$2,970	\$1,188
COLOR SHARP BP-50C26 PRINTER/COPIER/IMAGE SCANNER – 33% of \$6,300	\$2,079
OPERATIONS BUILDING FURNACE REPLACEMENT – 30% of \$5,800	\$1,740
WACKER 20 INCH PLATE COMPACTOR – 33% of \$2,500	\$825
TOTAL STATION SURVEY EQUIPMENT – 40% of \$5,000	\$2,000
BIG TEX 20 FOOT TRANSPORT TRAILER – 40% of \$19,500	\$7,800
TELEVISION REPLACEMENT – 33% of \$900	\$297
ELECTRIC PORTABLE POWER WASHER – 50% of \$600	\$300
Total	\$13,850

FLEET REPLACEMENT CONTRIBUTION 01-40-8-845

\$76,000

This is an annual operating contribution to the Truck Replacement Fixed Asset Fund to ensure the regular replacement of major equipment.

CONTINGENCY 01-40-9-929

This fund is used when unanticipated street expenses occur.



Water Sewer Fund

Fund Overview

The Water and Sewer fund is an enterprise fund that functions as an independent business where user fees and charges should be sufficient to pay all operating expenses associated with the provision of the service. This fund provides the production, delivery, and treatment of drinking water, and the collection, treatment and disposal of wastewater. Primary revenues in the Water and Sewer Operating fund are user fees and charges as set by the Village Board.

In May of 2017, the Village Board transitioned to a flat per unit rate structure for both water and sewer charges and assume the rate adjustment per the Village's 10-year water & sewer fund financial scenario. Additional revenues were necessary for the increased debt payments associated with the Lake Michigan water internal water system improvements and the cost of purchasing Lake Michigan water from the Central Lake County Joint Action Water Agency (CLCJAWA). This led to the creation of the Capital Fee. Per the recommendation of the 2018 Water/Sewer rate study, the Village Board implemented a flat rate Capital Fee to account for capital costs, CLCJAWA transmission, and other system improvements. In FY 23, the Capital Fee will be set at \$4.50 per month. For FY 24 total fund revenues are projected at \$4,702,062 and expenses at \$4,700,528.

On the expense side, the Water and Sewer fund is segregated into three different accounts based on function. These accounts include:

- Water & Sewer Administration – Provides for the general administration of the water and sanitary sewer systems including billing, accounting, financial management, customer service, and debt management.
- Water – Provides for costs associated with the maintenance of well houses, water mains, water treatment, and laboratory testing to provide quality drinking water.
- Sewer – Provides for costs associated with the maintenance of lift stations, sanitary sewer lines, operation of the wastewater treatment plant, and laboratory testing for the treatment of wastewater.

The expenses for each operating area are later explained within the FY 2023–2024 Budget and Detail section.

Fund Reserve Policy

The cash balance reserve policy for this fund is two months of the current year's operating expenses.



Water Sewer Fund

Fund Revenues and Expenditure Historical Summary

	17/18	18/19	19/20	20/21	21/22	22/23	23/24
	Actual	Actual	Actual	ACTUAL	Actual	Year-End Estimate	Budget
Revenues	\$4,520,606	\$4,315,190	\$4,227,137	\$4,749,730	\$4,894,705	\$4,946,393	\$4,702,062
Expenses	\$4,384,620	\$4,690,036	\$4,478,703	\$4,573,971	\$4,607,763	\$4,440,423	\$4,700,528
Net Income	\$135,986	(\$374,846)	(\$251,566)	\$175,759	\$286,942	\$505,970	\$1,534

Water Sewer Fund Revenues and Expenses



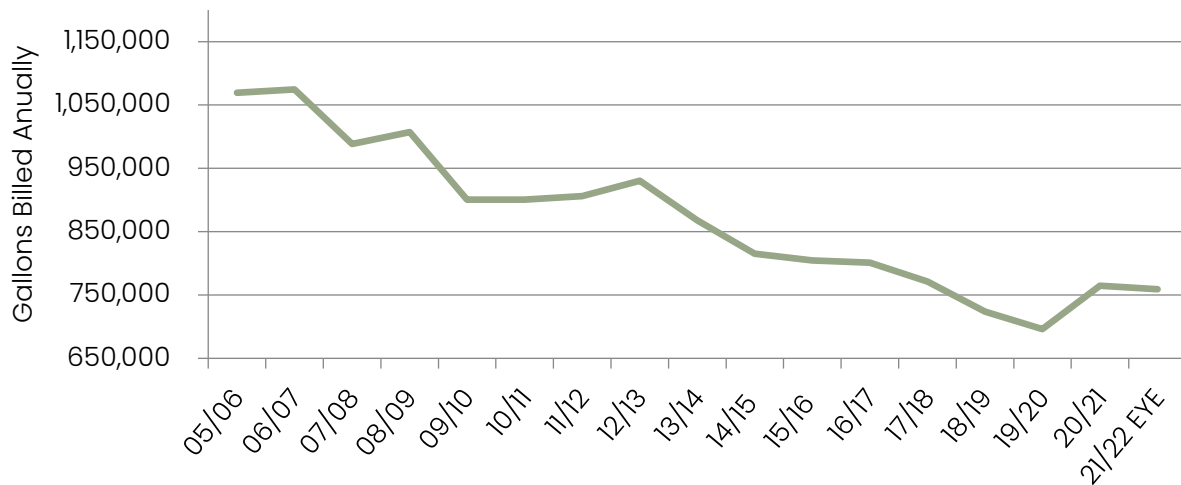


Water Sewer Fund

Water Sewer Fund Expenses by Account

	Water & Sewer Admin	Water Operating	Sewer Operating
17/18 Actual	\$1,038,825	\$1,104,873	\$765,038
18/19 Actual	\$1,030,227	\$1,491,118	\$695,710
19/20 Actual	\$1,032,773	\$1,484,016	\$771,489
20/21 Actual	\$927,630	\$1,467,802	\$721,493
21/22 Actual	\$1,092,936	\$1,497,153	\$775,649
22/23 Year End Estimate	\$1,084,807	\$1,373,979	\$739,608
23/24 Budget	\$1,056,727	\$1,577,263	\$824,509

Water Sales Volume By Year





Water Sewer Fund

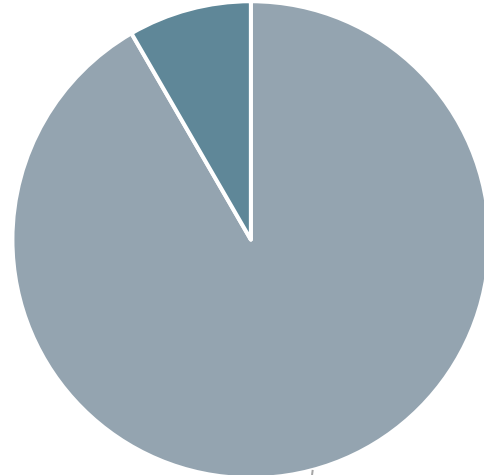
Water Sewer Fund Personnel

Village employee salaries are split between the General Fund and the Water/ Sewer (Utility) Fund. Each of the accounts within the Water Sewer Fund support portions of Village employee salaries. In total, the General Fund covers \$656,873 for full-time employees and \$59,854 for part-time employees.

Each account within the fund is summarized in the chart below.

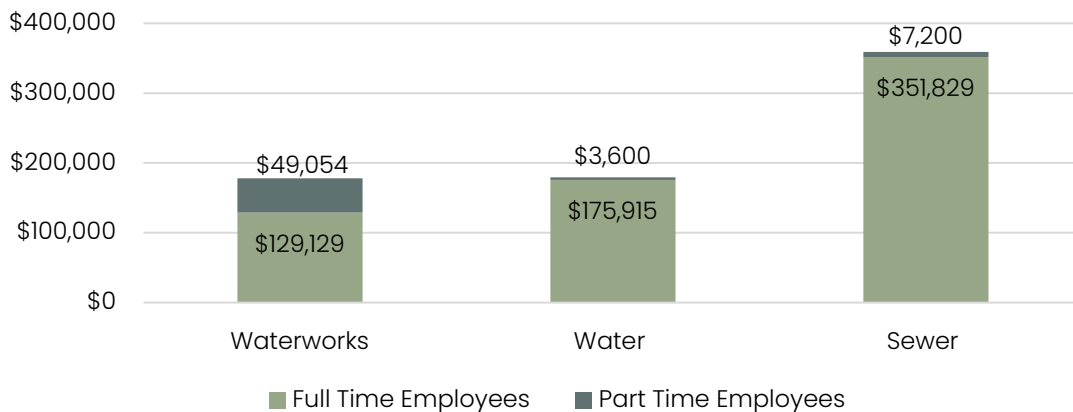
Water Sewer Fund Salary Breakdown

Part Time Employees, \$59,854.00, 8%



Full Time Employees, \$656,873, 92%

Water Sewer Fund- Employee Salary Allocation Between Accounts



WATER/ SEWER REVENUE

		ACTUAL 2021/2022	BUDGET 2022/2023	EST. YR. END 2022/2023	BUDGET 2023/2024
SEWER					
60-43-0-353	SEWER PENALTY	22,932	30,795	26,380	31,103
60-43-0-362	SEWER USAGE	2,317,383	2,033,117	2,255,955	2,116,937
TOTAL SEWER REVENUE		2,340,315	2,063,912	2,282,335	2,148,040
WATER					
60-44-0-353	WATER PENALTY	22,160	29,425	25,432	29,720
60-44-0-361	WATER USAGE	2,373,549	2,148,774	2,301,690	2,242,771
60-44-0-367	METER SALES	15,263	8,960	11,605	8,064
TOTAL WATER REVENUE		2,410,972	2,187,159	2,338,727	2,280,555
MISCELLANEOUS					
60-42-0-345	CAPITAL FEE	135,311	258,660	258,500	259,200
60-42-0-381	EARNED INTEREST	3,334	30,000	41,250	11,441
60-42-0-389	MISCELLANEOUS	1,628	1,000	23,350	1,000
60-42-8-385	AMERICAN RESCUE PLAN ACT	-			
60-44-0-365	CONSTRUCTION WATER/SEWER	3,145	2,029	2,231	1,826
TOTAL UTILITY REVENUE		143,418	291,689	325,331	273,467
TOTAL WATER/SEWER REVENUE		4,894,705	4,542,760	4,946,393	4,702,062



Water/ Sewer Revenue

SEWER PENALTY 60-43-0-353

\$31,103

This receipt reflects late fees paid on the sewer portion of the utility bill.

SEWER USAGE 60-43-0-362

\$2,116,937

This account reflects projected sewer usage receipts.

WATER PENALTY 60-44-0-353

\$29,720

This receipt reflects late fees paid on the water portion of the utility bill.

WATER USAGE 60-44-0-361

\$2,242,771

This revenue represents projected water usage.

METER SALES 60-44-0-367

\$8,064

This account reflects the \$501 charged for new water meters which includes installation, labor and related supplies. The contractor's plumber installs the metering system and we inspect, initialize and activate the new account.

EARNED INTEREST 60-42-0-381

\$11,441

Interest earned from cash investments.

MISCELLANEOUS 60-42-0-389

\$1,000

The miscellaneous revenue line is for one time receipts, such as insurance claim reimbursement and auctioning of equipment.

CAPITAL FEE 60-42-0-345

\$259,200

This flat, monthly fee is established to maintain the water and sewer infrastructure, including utility lines, pumps, storage, and other associated equipment. The fee also can be used to pay for CLCJAWA transmission improvements, debt service, and other capital needs.

CONSTRUCTION WATER/SEWER 60-44-0-365

\$1,826

A flat charge of \$101.45 for each new home or commercial building permit is charged. Once the home has received a certificate of occupancy and a meter is installed conventional user fees apply.



Water and Sewer Administration

Account Overview

The Water and Sewer Administration Fund supports administrative expenses including legal, debt service, personnel, and accounting expenses related to the operation of the water and sanitary sewer system. Many of the individual expenses are shared between this fund and the Administration budget in the corporate fund. Most direct operation and maintenance expenses are included separately in the water and sewer operation budgets.

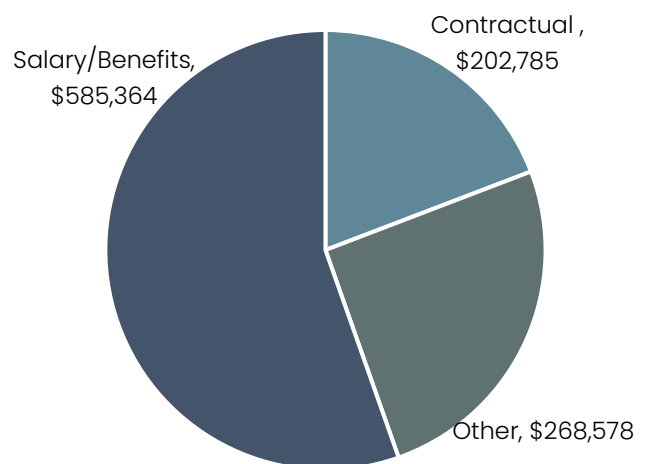
Expenses within the administration account are divided into three main categories that include: salary/benefits, contractual, and other.

- Salary/Benefits: This area provides funding for employee salaries, overtime, insurance, membership fees, and professional development trainings/conferences.
- Contractual: Line items in this category support funding for the various contractual services the Village has. Contractual services include vehicle maintenance, utility locating, lock box, substance compliance testing, and contractual payroll and accounting.
- Other: Items under this area provide funding for a variety of services that include uniforms, benefits, safety supplies, risk management, gas and oil, along with other items.

Account Expenditure Overview

For fiscal year 2023-2024, a total amount of \$1,056,727 is budgeted for water and sewer administration expenses. The breakdown of the water and sewer administration account for fiscal year 2023-2024 and prior fiscal years is shown through various charts and tables throughout this section.

Water and Sewer Administration Expenses for Fiscal Year 2023- 2024



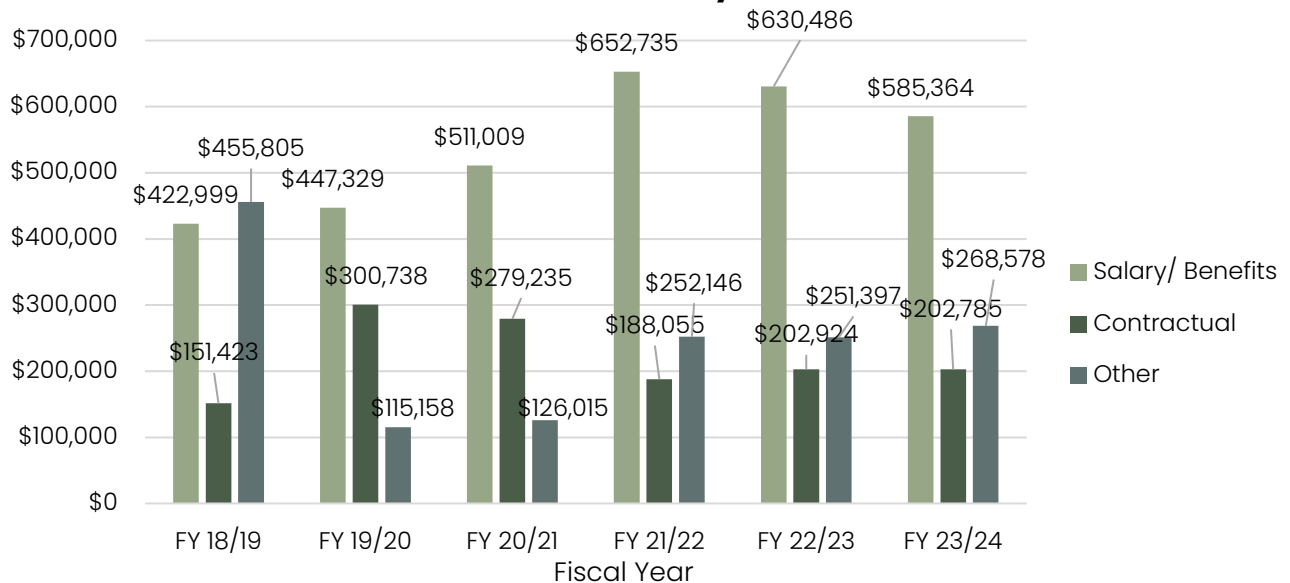


Water and Sewer Administration

Water and Sewer Administration Expenditures from FY 18/19- FY 23/24

	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24
	Actual	Actual	Actual	Actual	Year End Estimate	Budget
Salary/ Benefits	\$422,999	\$447,329	\$511,009	\$652,735	\$630,486	\$585,364
Contractual	\$151,423	\$300,738	\$279,235	\$188,055	\$202,924	\$202,785
Other	\$455,805	\$115,158	\$126,015	\$252,146	\$251,397	\$268,578
<i>Total</i>	<i>\$1,030,227</i>	<i>\$863,225</i>	<i>\$916,259</i>	<i>\$1,092,936</i>	<i>\$1,084,807</i>	<i>\$1,056,727</i>

Water and Sewer Administration Expenditures Historical Summary



WATER/ SEWER ADMINISTRATION

		ACTUAL 2021/2022	BUDGET 2022/2023	EST. YR. END 2022/2023	BUDGET 2023/2024
SALARY/BENEFITS					
60-42-4-421	SALARIES	134,601	120,639	151,730	129,129
60-42-4-422	PART-TIME SALARIES	83,450	59,821	84,596	49,054
60-42-4-423	OVERTIME	394	300	500	300
60-42-4-427	MERIT BONUS	4,000	4,550	6,200	7,950
60-42-4-428	SICK TIME COMPENSATION	2,022	2,060	392	1,500
60-42-4-451	HOSPITALIZATION	224,598	216,465	210,579	251,200
60-42-5-561	MEMBERSHIP FEES	1,121	1,515	1,300	1,495
60-42-5-563	TRAINING & CONFERENCES	5,437	8,170	4,500	5,650
60-42-5-564	EMPLOYEE WELLNESS PROGRAM				
TOTAL SALARY & BENEFITS EXPENDITURES		455,624	413,520	459,797	446,278
CONTRACTUAL					
60-42-5-512	EQUIPMENT MAINTENANCE	1,451	2,610	1,800	-
60-42-5-513	VEHICLE & EQUIPMENT SUPPLIES	3,682	4,400	4,400	9,200
60-42-5-515	J.U.L.I.E./CONTRACT UTILITY LOCATING	57,035	72,265	51,000	69,345
60-42-5-518	CONTRACT ACCOUNTING SERVICES	12,697	16,900	13,483	16,900
60-42-5-520	CONTRACT PAYROLL SERVICES	6,114	4,500	6,300	7,000
60-42-5-521	CONTRACT COMPUTER SERVICES	20,906	28,385	31,000	1,320
60-42-5-522	SOFTWARE SUPPORT/LICENSING	18,951	19,757	18,950	12,820
60-42-5-523	LOCKBOX	4,311	4,300	4,320	4,560
60-42-5-524	UTILITY BILLING CONTRACT	3,336	3,800	3,250	3,800
60-42-5-525	CONTRACT ACCOUNTING - AUDIT	7,968	13,520	7,800	13,520
60-42-5-529	CUSTODIAL SERVICES	6,105	6,455	5,200	6,972
60-42-5-533	LEGAL EXPENSES	169	1,500	250	1,500
60-42-5-528	CONTRACT VEHICLE REPAIRS	17,076	20,894	26,421	27,318
60-42-5-575	MERCHANT FEES	27,756	25,000	28,000	27,750
60-42-5-595	SUBSTANCE COMPLIANCE TESTING	498	750	750	780
TOTAL CONTRACTUAL EXPENDITURES		188,055	225,036	202,924	202,785
OTHER					
NON-OPERAT	UNIFORMS	5,467	7,260	7,260	7,880
60-42-5-551	POSTAGE	8,401	9,500	8,500	9,500
60-42-5-552	TELEPHONE	3,529	5,305	4,700	10,770
60-42-4-461	SOCIAL SECURITY - FICA	86,169	70,375	82,075	73,079
60-42-4-462	PENSION - IMRF	110,942	91,897	88,614	66,007
60-42-5-578	NPDES PERMIT FEE - IEPA	17,500	17,500	17,500	17,500
60-42-5-579	SAFETY SUPPLIES & SERVICES	3,370	3,790	3,790	4,970
60-42-5-594	RISK MANAGEMENT	92,327	86,032	97,215	91,368
60-42-6-614	ROAD GRAVEL/SHOULDER RESTORATIONS	14,782	13,680	12,262	16,400
60-42-6-652	OPERATING SUPPLIES	7,617	11,000	6,600	11,000
60-42-6-653	TOOLS	2,368	2,650	2,650	5,250
60-42-6-655	GAS & OIL	24,292	20,790	15,120	16,040
60-42-8-830	MISCELLANEOUS EQUIPMENT	444	960	800	900
60-42-7-716	FLEET REPLACEMENT FUND CONTRIBUTION	71,000	73,500	73,500	76,000
60-42-8-387	DELINQUENT ACCOUNT RELIEF FUND	-	-		
60-42-9-929	CONTINGENCY	1,048	1,000	1,500	1,000
TOTAL OTHER EXPENDITURES		449,257	415,239	422,086	407,664
TOTAL WATER & SEWER ADMIN EXPENDITURES		1,092,936	1,053,795	1,084,807	1,056,727

BUDGET - FISCAL YEAR 2023-2024

WATER SEWER ADMINISTRATION

**WATER/SEWER
DEBT SERVICE**

ACTUAL 2021/2022	BUDGET 2022/2023	EST. YR. END 2022/2023	BUDGET 2023/2024
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DEBT SERVICE					
60-42-7-714	2008 GRAND AVENUE - PHASE I	-	-		
60-42-7-715	2010 GRAND AVENUE - PHASE II	44,364	44,367		44,367
60-42-7-717	2011 SANITARY DISTRICT CONTRIBUTION	125,000	125,000		125,000
60-42-7-718	SERIES 2013 REFUNDING	-	-		
60-42-7-800	IEPA LOAN - PHASE I	404,995	404,995		404,995
60-42-7-801	IEPA LOAN - PHASE II	667,666	667,667		667,667
TOTAL DEBT SERVICE EXPENDITURES		1,242,026	1,242,029	-	1,242,029



Water/ Sewer Administration

SALARIES 60-42-4-421

\$129,129

This line includes portions of the salaries for various Full-time management and administration support personnel.

PART-TIME SALARIES 60-42-4-422

\$49,054

This line pays a portion of the wages for Part-time Finance/Clerical and customer service personnel.

OVERTIME 60-42-4-423

\$300

This account provides for the completion of special projects and unanticipated hours needed.

MERIT BONUS 60-42-4-427

\$7,950

Provides for a merit bonus pool in accordance with the Village's merit pay system.

SICK TIME COMPENSATION 60-42-4-428

\$1,500

In accordance with the Employee Handbook this account provides employees who elect to receive compensation for unused sick days as outlined in the policy.

HOSPITALIZATION 60-42-4-451

\$251,200

The budget reflects 60% of the total health insurance costs for all public works employees and portions of administrative employee costs based upon salary spread.

MEMBERSHIP FEES 60-42-5-561

\$1,495

This account supports the expense associated with membership and subscription fees for certified sewer & water personnel. The anticipated cost breakdown is as follows:

American Waterworks Assoc. membership	\$400
Water Environment Federation membership	\$160
North Suburban Water Works Association	\$190
Illinois Municipal Review Subscription	\$5
American Public Water Works Association	\$740
Total	\$1,495

TRAINING AND CONFERENCES 60-42-5-563

\$5,650

This account supports the expenses associated with various training sessions, correspondence courses, commercial driver licensing, IEPA certification fees and tuition reimbursement. We currently have five IEPA licensed water operators and seven licensed wastewater operators on staff. In order to renew their operator license



Water/ Sewer Administration

they must complete up to thirty (30) hours of continuing education every three years. The proposed FY 22/23 budget is allocated as follows:

Continuing education, license renewal, & test fees	\$2,000
Waste Water Treatment Operations Training	\$2,000
Wastewater/Water Short Course 3 employees at \$550 ea.	\$1,650
Total	\$5,650

EQUIPMENT MAINTENANCE 60-42-5-512

This account provides for equipment repairs not covered by a maintenance contract. The proposed amount is 20% of the corporate equipment maintenance account 01-10-5-512 (\$9,300 x 20%) = \$1,860. A \$750 contingency for any miscellaneous administrative maintenance costs at the Waste Water Treatment Facility is also included.

VEHICLE & EQUIPMENT SUPPLIES 60-42-5-513

\$9,200

This account covers the purchase of repair parts and supplies for vehicles and equipment such as wiper blades, light bar repairs, and signal lights. It is used for the purchasing of replacement oils, antifreeze, windshield solvent, DEF and vehicle wash. We are anticipating a price increase for oils in the upcoming year. The increase in this fund is to replace 3 light bar on the cabs of the 5-tons. The current housings are broken and allow water in the strobes causing them to shorten out. Due to the age of the light bars, it is recommended that we change out the units completely. This account is shared between Streets at 60% and Sewer/Water Admin at 40%. The proposed FY 23/24 budget is allocated as follows:

Replace Light Bars on Trucks 52 & 54	\$14,000
Repair Parts & Supplies	\$9,000
Total	\$23,000
40% of Total	\$9,200

J.U.L.I.E. /CONTRACT UTILITY LOCATING 60-42-5-515

\$69,345

This account supports costs associated with J.U.L.I.E. (Joint Utility Location Information for Excavators) and our locating service provider. The following is a history of the JULIE tickets that were responded to by FY:

FISCAL YEAR	Total Tickets (Calendar Year)	After Hour	No Charge	Per Ticket	Project	Qtr. Hour
18/19	3,861	22	68	3,025	257	489



Water/ Sewer Administration

19/20	3,477	5	56	2,877	138	401
20/21	4,033	14	244	3,602	329	482
21/22	3,097	27	163	2,505	0	402
22/23 Est.	2,732	10	51	2193	0	25

It should be noted that there is an increase of 3% annually in November. The surplus in this account is reflective of reduced home construction and is anticipated to continue into the next FY. The estimated cost breakdown for FY 23/24 is as follows:

Contractual locating services (2,800 x \$23.51/ticket)	\$65,828
After hour locating service 5pm – 7am (10 x \$44.11)	\$440
Project (10 x \$17.62)	\$175
JULIE Ticket Processing Fee (2,800 x \$1.02/ticket)	\$2,900
Total	\$69,345

CONTRACT ACCOUNTING SERVICES 60-42-5-518

\$16,900

This account supports the use of an outside accounting firm to provide some accounting support services. This is part of our effort to improve internal controls by having an outside firm perform certain checks and balances. We estimate (2) hours per week x 52 weeks at \$80 per hour, \$800 for fixed assets, and \$12,000 for Treasurer duties; 80% Water & Sewer, 20% Garbage.

CONTRACT PAYROLL SERVICES 60-42-5-520

\$7,000

Paylocity Payroll Service provides online payroll services, tax services, quarterly and annual reports. The total cost is split with Administration, Sewer and Water Administration and Garbage (45/45/10).

CONTRACT COMPUTER SERVICES 60-42-5-521

\$1,320

This account represents sewer/water portion or 45% of the corporate Contract Computer Services account associated with IT maintenance, plus contingency for unanticipated repairs. It is used for 100% of costs involved with the billing software from Neptune and all upgrades to the system.

SOFTWARE SUPPORT/LICENSING 60-42-5-522

\$12,820

This account provides funding for the annual software fee for the Neptune Software. The budget value is spread 10% Admin/45% Water & Sewer/45% garbage.

Annual Neptune AMR Software	\$12,820
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Water/ Sewer Administration

LOCKBOX 60-42-5-523

\$4,560

This account represents the fees associated with the lock box processing of utility payments. 20% of the cost is being portioned to the Garbage fund.

UTILITY BILLING CONTRACT 60-42-5-524

\$3,800

This account represents the fees associated with the creating and mailing of the Sewer and Water billing. 20% of the cost is being portioned to the Garbage fund.

CONTRACT ACCOUNTING – AUDIT 60-42-5-525

\$13,520

The audit is split 40% Administration, 40% Water and Sewer Administration, 20% Garbage.

RECORDS STORAGE 60-42-5-526

This account provides for digital imaging of various archives (IEPA permits and various maps) maintained for Public Works.

CUSTODIAL SERVICE 60-42-5-529

\$6,972

This account supports the expense of contractual janitorial service to clean the operations building. This is split 60% Sewer/Water Admin Fund and 40% Street Fund. We propose to add quarterly disinfecting of the building for FY 23/24.

Cleaning service \$55/ cleaning x 2 each x 52 weeks	\$5,720
Mat exchange \$170/week x 12	\$1,250
Floor Waxing	\$1,000
Disinfecting \$650 x 4	\$2,600
Window Washing	\$150
Total	\$10,760
60% of Total	\$6,972

LEGAL EXPENSES 60-42-5-533

\$1,500

This fund supports the fund's share of legal costs estimated at \$1,500 per year.

CONTRACT VEHICLE REPAIRS 60-42-5-528

\$27,318

This account pays for all costs associated with outside vehicle repairs based on the Village's contract for vehicle repair. The total contract cost is shared 60/40 between the Street Fund and the Water/Sewer Fund This account also supports the annual servicing of portable equipment and frontline emergency equipment. We propose to continue with standardizing the hydraulic hoses and fittings on the trucks to eliminate the need to stock multiple sizes of hoses. The Loader and Backhoe are up for their 150-



Water/ Sewer Administration

and 250-hour services and the Loader is due for tire replacement. For FY 23/24 we propose an increase for routine maintenance. The proposed breakdown is as follows:

Type I Service, Oil & Filter/Inspection Pick-Ups & SUVs 7 x \$25 ea.	\$175
Type II Service, Oil & Filter/Inspection Dump Trucks 12 x \$240 ea.	\$2,900
Safety Lane 12 x \$110 ea.	\$1,320
Annual Service of Portable and Stand-By Equipment	\$6,000
Annual Service for Loader, Backhoe, and Skid Steer	\$8,500
Routine Maintenance	\$15,000
Tire Replacement Trucks 21 & 54	\$4,000
Loader Tire Replacement	\$8,000
Unanticipated Tire Repairs	\$1,000
Replacement of Hydraulic Hoses	\$4,400
Unanticipated Repairs	\$17,000
Total	\$68,295
60% of Total	\$27,318

MERCHANT FEES 60-42-5-575

\$27,750

This line pays for merchant costs associated with the acceptance of credit card payments (80% Water and Sewer Administration, 20% Garbage).

SUBSTANCE COMPLIANCE TESTING 60-42-5-595

\$780

This account pays for the federally mandated drug and alcohol compliance testing program and Commercial Driver's License testing required for all CDL holders including seasonal employees. This account is shared between Streets 40% and Sewer and Water Admin 60%. This account also covers Federal mandated background checks performed twice a year on CDL drivers through Clearing House. The proposed FY 23/24 budget is employee based and allocated as follows:

Random CDL Drug Testing 12x\$80/Year	\$960
Post-Accident/Reasonable Cause	\$200
Clearing House Annual Fee	\$40
Program Fee	\$100
Total	\$1,300
40% of Total	\$780

UNIFORMS 60-42-4-471

\$7,880

This account supports the expense of uniforms for employees, including replacement of worn winter or outerwear, boot allowance and apparel for the supervisors. This account is shared between Streets 40% and Sewer and Water Admin 60%. The proposed cost for FY 23/24 is as follows:

Pants Leasing Contract - 9 employees x \$8.00/week x 52 weeks	\$3,745
T-Shirts - 9 employees x \$80/employee	\$720



Water/ Sewer Administration

T-Shirts – 4 part-time employees x \$65/employee	\$260
Sweatshirts – 12 employees x \$150/employee	\$1,800
Sweatshirts – 4 part-time employees x \$75/employee	\$300
Collared/Polo Shirts – 8 employees \$45/employee	\$360
Collared/Polo Shirts Supervisors – 3 employees x \$200/employee	\$600
Winter Gear – 3 employees x \$200/employee	\$600
Winter Vests – 11 employees \$85/employee	\$935
Rain Suits – 4 Sets at \$100/set	\$400
Rain Suits – part-time employees 4 Sets at \$50/set	\$200
Winter Gloves – 11 employees x \$40/employee	\$440
Head Gear – 11 employees x \$30/employee	\$330
Safety Boot Allowance – 11 employees x \$175	\$1,925
Uniform contingency	\$500
Total	\$13,135
60% of Total	\$7,880

POSTAGE 60-42-5-551

\$9,500

This account supports postage costs associated with the utility billing mailing and delinquent notices. 20% is being allocated to the Garbage Fund.

TELEPHONE 60-42-5-552

\$10,770

This account supports the expense for all telephone use specific to water and sewer operations that is not a shared costs with other Village functions. Included in this expense is the cost for lift station alarms, SCADA, tablets, and on-call phone.

Lift Station Dedicated Phone Lines (Granite)	\$7,000
Tablets, On-call phone, and lift station dialer (Verizon)	\$3,770
Total	\$10,770

SOCIAL SECURITY – FICA 60-42-4-461

\$73,079

This account provides for FICA contribution on a portion of salaries expended to this fund.

PENSION – IMRF 60-42-4-462

\$66,007

This account provides for employee pension (IMRF) based on the portion of salaries expended to this fund. The proposed value is based upon the anticipated IMRF contribution rate percentage of 11.89%.

NPDES PERMIT FEE – IEPA 60-42-5-578

\$17,500

This account supports the expense of the annual permit fee for the Wastewater



Water/ Sewer Administration

Treatment Facility. The State Finance Revenue Act of 2003 provides for fees for environmental permitting activities administered by the Illinois Environmental Protection Agency including the National Pollutant Discharge Elimination System (NPDES). The proposed FY 23/24 budget is allocated as follows:

NPDES permit fee for Biosolids	\$2,500
NPDES permit fee for the WWTF	\$15,000
Total	\$17,500

SAFETY SUPPLIES & SERVICES 60-42-5-579

\$4,970

This account pays for contractual supplies for the first aid kits and safety materials. This account also covers replacement of personal protective equipment such as safety eyewear, hearing protection, safety vests, hard hats and disposable latex gloves. We propose additional funds to support the supply of N95 masks, surgical masks, and hand sanitizer. The prices listed reflect an increase per item. The proposed FY 23/24 budget is allocated as follows:

Personal Protective Equipment Replacement (\$2,000 at 60%)	\$1,200
Disposable latex gloves 14 cases at \$225/case (\$3,150 at 60%)	\$1,890
COVID Related Supplies (\$2,000 at 60%)	\$1,200
Fire extinguisher and alarm service	\$400
Hearing Protection 2 boxes x \$40/box	\$ 80
Contractual First Aid Kits & Supplies	\$200
Total	\$4,970

RISK MANAGEMENT 60-42-5-594

\$91,368

This account supports utility insurance costs relating to liability, workers compensation, property and casualty provided through Illinois Municipal League Risk Management Association. In preparation for the FY 21 Budget, the calculation for workers compensation premium was reallocated based on a percentage of payroll and not based upon expenses of individual funds. The Water/Sewer Fund is responsible for 25% of the total workers compensation premium. The remaining premium for liability insurance coverage is split based on a fund's proportion of the operating budget.

ROAD GRAVEL/SHOULDER RESTORATION 60-42-6-614

\$16,400

This account pays for gravel, top soil, seed, blankets, sod and other materials used to repair road base, shoulders and grassed parkway areas which have been damaged by construction activity, traffic or snow plows. This account will share costs with 60% Sewer/Water Admin and 40% Street. We have seen 2 price increases during the FY 22/23 and anticipate an additional increase as FY 23/24 begins. The FY 23/24 budget



Water/ Sewer Administration

is allocated as follows:

CA-6 Limestone Gravel – 20 loads at \$650/load	\$13,000
Top Soil – 6 loads at \$385/load	\$2,310
Seed 10 bags (\$165/bag)	\$1,650
Excelsior Blanket 25 Rolls (\$35/roll)	\$875
Sod	\$1,000
Excavation Spoil Disposal	\$8,000
Misc. Restoration Items	\$500
Total	\$27,335
60% of Total	\$16,400

OPERATING SUPPLIES 60-42-6-652

\$11,000

This fund represents miscellaneous office supplies specific to the administration of the utility. Additional supplies for the Operations Building and meter replacement supplies were required.

TOOLS 60-42-6-653

\$5,250

This account supports the expense associated with the purchase of new tools or the replacement of tools which have been damaged or worn out and can vary depending upon need. Tools such as wire brushes, skimmer nets and sludge judges are high wear items requiring routine replacement. It also covers the purchase of specialty tools used in repairs and maintenance for both departments. The price increase is for the replacement of the laboratory microscope. The current scope is 13 years old and is used for analyzing the oxidation ditches for process control. The proposed amount for FY 23/24 is as follows:

Replacement Gas Monitor Sensors	\$250
Fire Hose Replacement	\$1,000
Street brooms and shovels	\$500
Microscope	\$3,000
Misc. Tools	\$500
Total	\$5,250

GAS & OIL 60-42-6-655

\$16,040

This account covers a portion of fuel and oil for Public Works vehicles and equipment. Cost to be split 60% Streets and 40% Water & Sewer Administration. Due to fluctuating fuel costs we are unable to predict the direction of the market and what the cost of fuel will become in three months. We propose to increase funding due to present fuel costs. For FY 23/24 will be allocated as follows:

Fuel and Oil	\$32,000
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Water/ Sewer Administration

Diesel for Heavy Equipment	\$4,500
10% Cost Contingency	\$3,600
Total	\$40,100
60% of Total	\$16,040

MISCELLANEOUS EQUIPMENT 60-42-8-830

\$900

The proposed amount is for unanticipated expenditures on equipment.

FLEET REPLACEMENT CONTRIBUTION 60-42-7-716

\$76,000

2010 GRAND AVENUE PHASE II 60-42-7-715

\$44,367

This \$865,100 loan was received as part of the American Recovery and Reinvestment Act. The Village received \$364,000 in federal funds towards the \$1.2 million project. The remaining balance (\$1,181,170) was given to us in the form of a zero interest loan to be paid back over the next 20 years. This loan will be fully paid in 2031. The remaining balance on this loan as of April 30, 2021 is \$443,642.

2011 SANITARY DISTRICT CONTRIBUTION 60-42-7-717

\$125,000

The Village has agreed to assist the Sanitary District with the cost of the 2011/2012 Phase III Plant improvements. The Village has agreed to contribute not to exceed \$125,000 annually for the next 20 years. The final contribution amount will be determined once the contract is finalized and IEPA has issued a repayment schedule.

IEPA LOANS – PHASES I & II – LAKE MICHIGAN WATER – 60-42-7-800 & 801

IEPA low-interest loan for 20 years to fund internal water system improvements for Lake Michigan water. Repayment began in FY 17/18. Annual payments total \$1,072,662.

CONTINGENCY 60-42-9-929

The contingency account generally provides for service fees charged as unpaid final utility bills are recouped from the collection agency.



Water Operating

Account Overview

This fund covers the costs associated with the operations and maintenance of the water distribution system, water storage facilities and stand-by well houses. The water supply and distribution system includes water receiving station, in-ground storage tank, two elevated water storage tanks, four well houses, four emergency wells, one pressure tank for iron removal and chemical feed systems for chlorine, fluoride and polyphosphate. We service 66 miles of water mains, 833 fire hydrants, 4,723 Buffalo ("B") boxes and village water meters.

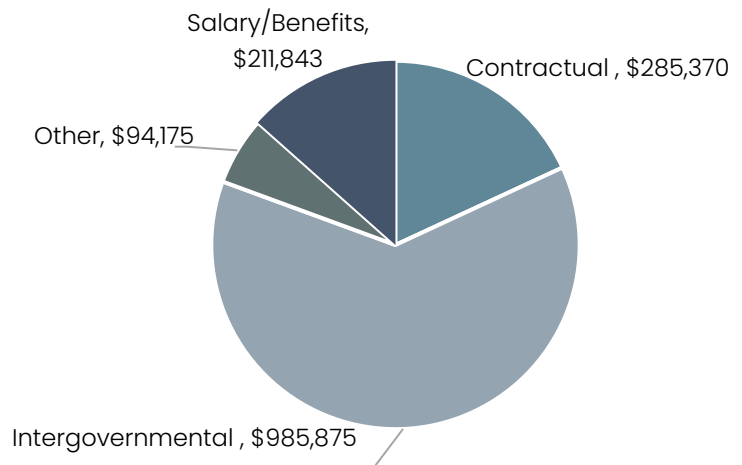
Expenses within the water operating account are divided into three main categories that include: salary/benefits, contractual, and other.

- Salary/Benefits: This area provides funding for full and part time employee salaries, overtime, on-call pay, insurance, membership fees, and professional development trainings/ conferences.
- Contractual: Line items in this category support funding for the various contractual services the Village has. Contractual services include maintenance, generator maintenance, tank inspections, landscaping, leak detection, amongst other items.
- Other: Items under this area provide funding for a variety of services that include natural gas and electric service, water meters, back flow cross connection, and facility chemicals, along with additional items.
- Intergovernmental: This line item accounts for the Village's purchase of Lake Michigan Water from CLCJAWA.

Account Expenditure Overview

For fiscal year 2023-2024, a total amount of \$1,577,263 is budgeted for water operating expenses. The breakdown of the water operating account for fiscal year 2023-2024 and prior fiscal years is shown through various charts and tables throughout this section.

Water Operating Expenses for Fiscal Year 2023-2024



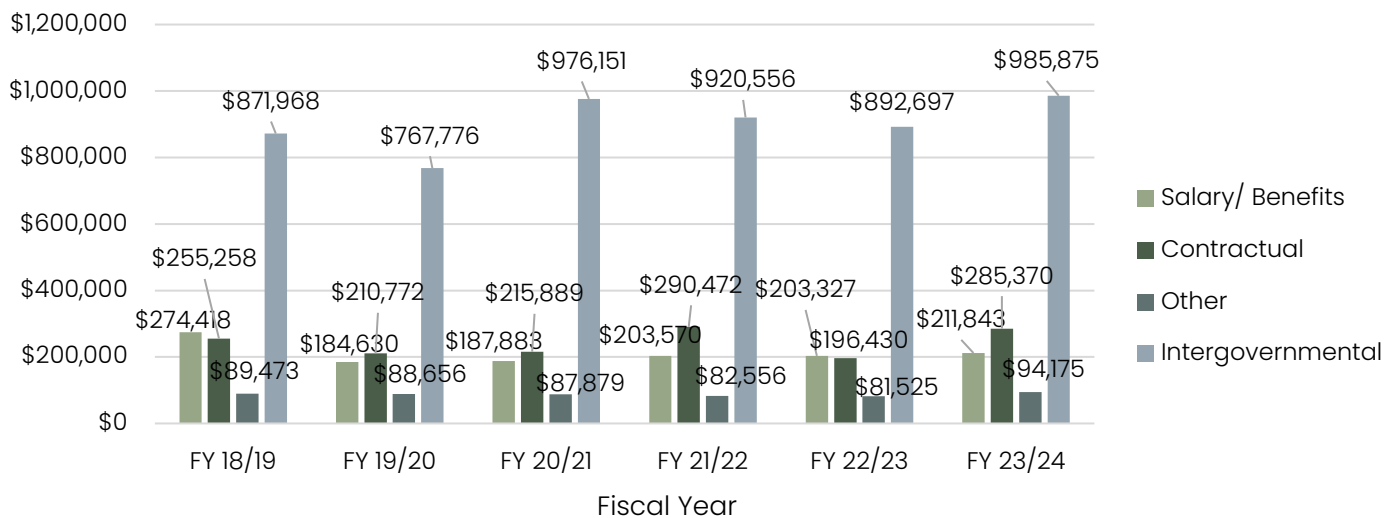


Water Operating

Water Operating Expenditures from FY 18/19- FY 23/24

	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24
	Actual	Actual	Actual	Actual	Year End Estimate	Budget
Salary/ Benefits	\$274,418	\$184,630	\$187,883	\$203,570	\$203,327	\$211,843
Contractual	\$255,258	\$210,772	\$215,889	\$290,472	\$196,430	\$285,370
Other	\$89,473	\$88,656	\$87,879	\$82,556	\$81,525	\$94,175
Intergovernmental	\$871,968	\$767,776	\$976,151	\$920,556	\$892,697	\$985,875
<i>Total</i>	<i>\$1,491,117</i>	<i>\$1,251,834</i>	<i>\$1,467,802</i>	<i>\$1,497,154</i>	<i>\$1,373,979</i>	<i>\$1,577,263</i>

Water Operating Expenditures Historical Summary



WATER OPERATING

ACTUAL 2021/2022	BUDGET 2022/2023	EST. YR. END 2022/2023	BUDGET 2023/2024
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SALARY/BENEFITS

60-44-4-421	SALARY	179,988	177,431	174,954	175,915
60-44-4-422	SEASONAL SUMMER	3,291	6,720	3,895	8,760
60-44-4-423	OVERTIME	9,374	10,000	9,800	10,000
60-44-4-424	ON-CALL/CALL OUT PAY	5,937	6,720	4,850	7,168
60-44-4-430	REGULAR PART TIME WAGES	-	3,600	3,600	4,000
60-44-4-427	MERIT BONUS	3,700	5,400	5,400	4,800
60-44-4-428	SICK TIME COMPENSATION	1,279	1,500	828	1,200
TOTAL SALARY & BENEFITS EXPENDITURES		203,570	211,371	203,327	211,843

CONTRACTUAL

60-44-5-520	REPAIRS & MAINTENANCE	6,423	13,600	8,400	14,800
60-44-5-521	GENERATOR MAINTENANCE	3,799	3,720	3,720	8,620
60-44-5-522	TANK INSPECTIONS	3,330	3,920	3,120	8,200
60-44-5-524	DISTRIBUTION SYSTEM REPAIRS	257,050	177,000	155,500	177,400
60-44-5-525	LANDSCAPING CONTRACT	6,083	6,200	5,965	6,200
60-44-5-527	LEAK DETECTION SERVICE	3,385	12,660	10,725	12,660
60-44-5-528	LAB SERVICE	9,346	11,545	9,000	23,490
60-44-5-529	ENGINEERING SERVICE	1,056	5,000	-	34,000
TOTAL CONTRACTUAL EXPENDITURES		290,472	233,645	196,430	285,370

OTHER

60-44-5-552	TELEPHONE	811	600	720	-
60-44-5-571	NATURAL GAS SERVICE	4,426	5,000	4,800	5,500
60-44-5-576	ELECTRIC SERVICE	30,336	27,810	21,000	24,720
60-44-5-614	BACKFLOW CROSS CONNECTION	495	1,500	495	1,500
60-44-6-622	WATER METER	19,351	43,930	47,120	50,300
60-44-6-623	NEW WATER METERS	21,365	-	-	-
60-44-6-652	OPERATING SUPPLIES	657	1,040	1,040	1,200
60-44-6-656	FACILITY CHEMICALS	1,300	1,395	750	1,570
60-44-8-830	EQUIPMENT NEW/REPLACEMENT	3,312	4,900	4,900	8,385
60-44-9-929	CONTINGENCY	502	1,000	700	1,000
NON-OPERATING FUNDS		82,556	87,175	81,525	94,175

INTERGOVERNMENTAL

60-44-6-700	CLCJAWA WATER SUPPLY PURCHASE	920,556	913,584	892,697	985,875
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TOTAL WATER DEPT EXPENDITURES	1,497,153	1,445,775	1,373,979	1,577,263
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Water Operating

SALARY 60-44-4-421

\$175,915

This account supports 20% of the total Public Works salaries. The remaining percentage of salary is funded through the Sewer Fund budget (40%) and the Street Maintenance budget (40%).

SEASONAL SUMMER 60-44-4-422

\$8,760

This fund supports 20% of the total seasonal summer employees and is shared with Streets 40% and Sewer 40%. The schedule runs from May 1st to August 21st. The surplus in this account is due to hiring 1 seasonal employee and filling 2 additional positions with limited time available for work hours. The FY 23/24 proposed amount reflects a base salary plan of \$18.00 per hour plus any time merit-based increases for the expected return of summer seasonal employees. The FY 23/24 proposed is as follows:

3 Positions x 15 weeks x 40 hrs./week x \$18.00	\$32,400
1 Returning Position x 15 weeks x 40 hrs./week x \$19.00	\$11,400
Total	\$43,800
20% of Total	\$8,760

OVERTIME 60-44-4-423

\$10,000

Overtime is spread amongst the Water, Sewer, and Streets budgets. Overtime is tracked by activity. The proposed FY 22/23 overtime budget is projected at \$50,000 and this fund will cover 20% of all overtime expenses.

ON-CALL/CALL OUT PAY 60-44-4-424

\$7,168

This line covers 20% of the cost of on-call/call-out compensation for Public Works operating employees and is shared with Streets 40 % and Sewer 40%. In accordance with the collective bargaining agreement of May 1, 2017, bargaining members are to receive a lump sum for On-Call Duty per week. Initial amount in 2017 was \$100/week with a \$10 increase each following year for the life of the contract. For FY 23/24 the On-Call Pay is \$160/week. The proposed cost breakdown is as follows:

General On-Call: \$160/person x 2 people x 52 weeks	\$16,640
Snow On-Call: \$160/person x 6 people x 20 weeks	\$19,200
Total	\$35,840
20% of Total	\$7,168

REGULAR PART TIME LABORER POSITION 60-44-4-430

\$4,000

This fund supports 20% of the wages of a part time employee and is shared 40% from Sewer and 40% from Streets. This position is based on a 24-hour work week with a flexible schedule based on the department needs. The FY 23/24 proposed amount



Water Operating

reflects a base salary plan of \$20.00 per hour.

1,000 hours/yr. x \$20.00	\$20,000
20% of Total	\$4,000

MERIT BONUS 60-44-4-427

\$4,800

Provides for a merit bonus pool in accordance with the Village's merit pay system.

SICK TIME COMPENSATION 60-44-4-428

\$1,200

In accordance with the Employee Handbook, this account provides employees who elect to receive compensation for unused sick days as outlined in the policy.

EQUIPMENT REPAIRS & MAINTENANCE 60-44-5-520

\$14,800

This account supports the expense of contractual repairs and maintenance or upgrades to our emergency well house equipment, elevated storage tanks, and receiving reservoir. We propose to flow test and calibrate the water meters at the reservoir and pump houses annually to meet the IDNR requirements from the LMO-2 report. This account also supports the replacement of the UPS back-up batteries as well as the service batteries for the alarm boxes. The proposed FY 23/24 budget is allocated as follows:

Day Tank and Barrels for Hypo chloride	\$1,200
Contractual repairs and maintenance	\$5,000
Flow meter testing and calibration	\$2,000
UPS Back-Up Batteries 3 @ \$120 ea.	\$360
Alarm Batteries	\$240
Hydrant Painting	\$3,500
Hydrant Marker Flags	\$2,500
Total	\$14,800

GENERATOR MAINTENANCE 60-44-5-521

\$8,620

This account supports the expense of contractual maintenance service, repairs and parts for four standby generators at the well houses and receiving station. This account also reflects the replacement of the generator batteries as needed. We have placed the generator batteries on the recommended three-year replacement program and have staggered the replacements accordingly. The increase for FY 23/24 is due to scheduled battery replacement and load testing as well as recommended repairs identified from contractual maintenance. The proposed FY 23/24 budget is allocated as follows:

Service of 4 generators at \$490.00 each	\$1,960
Coolant and Oil Analysis 4 generators at \$50/generator	\$200
Load testing of 2 generator @ \$525 each	\$1,050



Water Operating

Generator Battery Exchange 2 batteries x \$175/battery	\$350
6-volt Back-up/Dialer Battery Exchange 4 x \$15	\$60
Contractual Gen Set Repairs	\$4,000
Estimated Contingency for generator repairs and parts	\$1,000
Total	\$8,620

TANK INSPECTIONS 60-44-5-522

\$8,200

This account supports the expense of contractual inspections of the two elevated storage tanks. These inspections include testing of the cathodic system and replacement of the aviation lights. The additional funds are for the inspection of the Iron Filter at Well House 5. The last inspection was performed in 2012 and should be completed once every 8 years. The proposed FY 23/24 budget is allocated as follows:

Iron Vessel Inspection	\$4,800
Two elevated storage tank Cathodic Protection inspection (\$1,700 x 2)	\$3,400
Total	\$8,200

DISTRIBUTION SYSTEM REPAIRS 60-44-5-524

\$177,400

This account supports the expense of contractual water distribution repairs and parts. We have experienced more main breaks at this time than we had at the same time last year. This is due in part to the age of the main in the areas where the breaks have occurred. Distribution system repairs will be tracked in this account as shown below:

FY 21/22			FY 22/23 May - Feb		
Repair Item	Scheduled	Emergency	Repair Item	Scheduled	Emergency
B-box	11	1	B-box	14	0
Hydrant	10	0	Hydrant	4	0
Service	0	15	Service	0	8
Saddle			Saddle		
Main	0	20	Main	0	11
Valve	3	0	Valve	3	0
Totals	24	31	Totals	21	25

For FY 23/24 the proposed budget is based on the following:

System Repairs 32 x \$4,200 (average cost)	\$134,400
B-box Replacement 5 x \$1,500 (average cost)	\$7,500
2 Hydrant Replacements \$10,000 (average cost)	\$20,000
Replacement of aged valves	\$15,500
Total	\$177,400



Water Operating

LANDSCAPING CONTRACT 60-44-5-525

\$6,200

This account supports the expense of contractual lawn maintenance, fertilizer and weed control for 4 stand-by well houses, 2 elevated towers and the Reservoir. Mowing is based on seasonal variances which influence mowing needs of a 30-week schedule from April 1st through November 30th. The proposed FY 23/24 budget is allocated as follows:

30 Rotations x \$180/Rotation	\$5,400
Weed control and fertilizer service Well House nos.1, 2, 5, 6, Tower 2 and Reservoir	\$800
Total	\$6,200

LEAK DETECTION SERVICE 60-44-5-527

\$12,660

This account supports the expense of contractual leak detection services used to locate problem water leaks on an as needed basis. Additionally, this account supports the annual leak survey performed on all water mains to identify smaller leaks that do not surface. We perform the leak survey on half the town and alternating each year. The proposed FY 23/24 budget is allocated as follows:

Leak Detections Services \$645/Call at 8/year	\$5,160
Contractual Water Survey	\$7,500
Total	\$12,660

LAB SERVICE 60-44-5-528

\$23,490

This account supports the expense of contractual lab service for drinking water monitoring. The sample schedule is predetermined by the Illinois EPA with specialty samples on a monitoring schedule. We are currently seeking proposals for a new contract and will wait for final pricing. We are anticipating an increase across all analysis. Additionally, we are at the beginning of UCMR 5 under the Lead and Copper Rule and do not know as of yet how our sampling schedule will be altered. The increase in this fund is due to projected cost increases, newly imposed environmental fees, and pricing for courier fees. The proposed FY 23/24 budget will remain the same and is allocated as follows:

Routine distribution coliform 228 at \$9.25 ea.	\$2,110
GEN FIN, Reservoir 12 at \$9.25 ea.	\$110
Stage 2 D/DBP 16 at \$120 ea.	\$1,920
Lead and Copper 30 at \$24 ea.	\$720
Synthetic organic compounds 4 at \$900 ea.	\$3,600
Volatile organic compound 4 at \$90 ea.	\$360
Nitrate 4 at \$20 ea.	\$80
Nitrite 4 at \$120ea.	\$80
Corrosion Control 4 at \$85 ea.	\$340



Water Operating

Inorganic compounds 4 at \$140 ea.	\$560
Radium 4 at \$250 ea.	\$10,250
Project Management, Watchdog	\$160
Courier Service 52 at \$40/week	\$2,080
	<hr/>
	Total \$22,370
5% Contingency for Resample	\$1,120
	<hr/>
	Total \$23,490

ENGINEERING SERVICE 60-44-5-529

\$34,000

This account supports the expense of contractual engineering or consultant services to address issues that arise at the Reservoir or stand-by well houses. Per EPA requirements, we are to supply a Source Water Protection plan that takes in to consideration the location of our wells in conjunction with water run-off. Baxter & Woodman oversee storm runoff and has provided us a quote to prepare and submit the Source Water Protection Plan on our behalf. Under the UCMR5 – Lead and Copper Rule, a 100% inventory of the water services must be provided and then verified for non-lead. This work will span over a two-year period and will require the assistance of an outside firm. The FY 23/24 budget allocation is:

Source Water Protection Plan	\$12,800
120 Water Consulting Firm – UCMR5 Lead & Copper (2-year program)	\$16,200
Engineering Consultant Services	\$5,000
	<hr/>
	Total \$34,000

TELEPHONE 60-44-5-552

In FY 23/24, which have been historically split amongst work areas and departments have been reallocated into a proposed Information Technology fund. However, costs that are specific to the operations of a work area remain within that fund. Water and sewer operations have alarms which operate on landlines and cellular data to remotely inform our operators. These operational costs have been aggregated and moved to Water/Sewer Administration.

NATURAL GAS SERVICE 60-44-5-571

\$5,500

This account supports the expense of natural gas service to provide fuel to heat well houses and to fuel the generators at stand-by well houses and Receiving Station. The increase in this fund is due to price increases and exercising the generators more frequently. Gas usage varies depending on the need for generator produced power during electrical power interruptions.

ELECTRIC SERVICE 60-44-5-576

\$24,720

This account supports the expense of electric service for 4 emergency wells, 2



Water Operating

elevated storage tanks, and 1 receiving station. Actual expenditures may vary due to seasonal variances in water consumption. Heating of facilities also contributes to the difficulty of predicting electrical usage. We have seen a reduction in cost since changing providers and have reflected that in our proposed usage for FY 23/24. The proposed FY 23/24 budget is allocated as follows:

Electric service for 1 elevated storage tank and the Reservoir	\$17,000
Electric service for 1 elevated storage tank and stand-by well houses	\$7,000
3% Contingency for seasonal variances	\$720
Total	\$24,720

BACKFLOW CROSS CONNECTION CONTROL 60-44-5-614

\$1,500

This account supports activities involved with the IEPA Cross Connection program. Residents and commercial owners are required to provide annual certifications on all backflow devices connected to the water distribution system. Currently we estimate that 126 residential and 135 commercial backflow preventers are being used in the Village. We propose to utilize in-house staff as well as Backflow Service Inc. to track and maintain compliance with the backflow device certification program. The Cross Connection Surveys are performed bi-annually and this FY we are not required to perform the survey. The proposed FY 23/24 costs are as follows:

Annual Management Fee	\$500
Prepare and Mail Biannual Cross Connection Surveys (Est. 4,655 mailings)	\$500
Manage Returned Surveys	\$500
Total	\$1,500

WATER METER 60-44-6-622

\$50,300

This account supports the expense of purchasing replacement water metering equipment that is outdated or has failed and repairs to associated meter plumbing. It will support the purchases of water meters for new construction as well as homes that will convert from private well systems to Village provided water. This account is driven primarily by the rate of development in the community. When a permit for a new building is issued the permittee pays for the water meters that will be installed as part of the permit fee. Thus, the expense of purchasing meters for new construction is offset by revenue. This account also supports annual water meter testing. The data collected from the water meter testing program supports requirements for the LMO-2 Report. The following tables show work performed on the water meters and capabilities for Data Logging of both Commercial and Residential accounts:

Activity for FY 22/23 as of Feb.	Meter Count
Upgraded 5/8" Meter/Register (Data Log)	21



Water Operating

Upgraded ¾" Meter/Register (Data Log)	40
Upgraded 1" Meter/Register (Data Log)	6
Commercial Accounts Upgrades	4
New Construction	23
Private Wells Changed to Village Water	5

Water Meters Not Capable of Obtaining Data Logs (Year Installed – No. of Meters)

2005 – 4	2006 – 444	2007 – 661	2008 – 213	2009 – 102	2010 – 66
2011 – 60	2012 – 70	2013 – 38	2014 – 109	2015 – 130	2016 – 16

As of May 2016, the switch was made to the R900I that provides Data Logs. Total Count to date – 3069

The overage in this account is due to 3 commercial businesses experience failed meters that were replaced and increased meter pricing and shipping costs. Availability of the various sizes of water meters has also placed the need to order earlier than anticipated. The cost breakdown is as follows:

Replacement Meters	\$26,000
Model Homes for Briargate 18 at \$600/meter	\$10,800
Private Well Change Over to Village Water 5 at \$600/meter	\$3,000
Meter Testing – 25 x \$50	\$1,250
Contractual Hydrant Meter Replacement	\$7,250
Contingency for Commercial & Residential Water Meters	\$3,000
Total	\$50,300

OPERATING SUPPLIES 60-44-6-652

\$1,200

This account supports the expense of purchasing chlorine, phosphate, fluoride and iron testing reagents as well as miscellaneous supplies for the well houses and reservoir. We have seen a decrease in use since switching over to Lake Michigan water. It is difficult to predict our exact usage of de-ionized water, reagents and rust remover as the demand varies. We have seen a slight increase in pricing and delivery charges for the items listed below. The proposed allocations for FY 23/24 are as follows:

De-ionized Water	\$150
Polyphosphate Testing Reagents	\$50
Chlorine Testing Reagents	\$500
Fluoride Testing Reagents	\$0
Iron Testing Reagents	\$0
Miscellaneous Supplies	\$500
Total	\$1,200



Water Operating

FACILITY CHEMICALS 60-44-6-656

\$1,570

This account supports the expense of chemicals to treat our drinking water. At present we do not add chemicals to Lake Michigan water but anticipate the possibility to boost chlorine residuals due to a new IEPA standard. In anticipation of 2 extended scheduled shutdowns from our water provider, we have increased funding to support the operations of our Stand-by Wells. The proposed FY 23/24 budget is allocated as follows:

Liquid Chlorine Usage 250 gal. X \$4.09/gal.	\$1,000
Phosphate 50 lbs. x \$1.06/lb.	\$0
Fluoride for Well House No. 5 – 0 barrels x \$330/ea.	\$0
De-chlorination tablets – 2 buckets at \$285/ea.	\$570
Total	\$1,570

EQUIPMENT NEW/REPLACEMENT 60-44-8-830

\$8,385

The proposed purchase of new/replacement equipment for FY 23/24 is as follows:

- **NX1200 – VHF PORTABLE RADIOS** -propose replacement of the portable radios used while outside of the vehicles. The original Kenwood portable radios were purchased in 2005 and are no longer functionable due to licensing for allowable frequency use. We have consulted with our supplier of the in-cab radios of the trucks and they have provided a model that is compatible with them. We propose to share the cost between Streets 40%, Sewer 40% and Water 20%.
- **OPERATIONS BUILDING FURNACE REPLACEMENT** – The furnace that heats the laboratory and the supervisor's office is no longer functioning. The Operations building has 2 furnaces and 3 AC units. We have replaced 1 furnace and 2 A/C units in the past 3 years. These units were originals and were at the end of their useful lives. The furnace we propose for replacement has been diagnosed as unrepairable as parts are unavailable. Although the newly replaced other furnace is keeping the building warm, it is placing undue stress on the unit and may reduce the useful life prematurely. The costs for the replacement will be spread across Streets 30%, Sewer 40%, and Water 30%.
- **WACKER 20 INCH PLATE COMPACTOR** – We propose the replacement of our Wacker Plate Compactor. This piece of portable equipment is used on asphalt projects, graveling, and landscaping. The unit is 5yers old and does not run continuously. The cost will be split between Streets 33%, Sewer 33%, and Water 34%.
- **TOTAL STATION SURVEY EQUIPMENT** –The total station is a piece of equipment to be used to capture land surveys for ditching and/or shooting grades for residential standing water complaints. The total station can be used by an individual as opposed to the traditional 2-man team. Staff can respond solo to



Water Operating

surveying issues allowing for the second staff to perform other functions. It is also easy to download and upload files via the USB ports and will aide in capturing the GIS locates for our mapping project. Additional equipment will include a fiberglass tripod, prism pole, prism assembly and prism pole tripod. The cost will be spread across the Street fund 40% and Sewer fund 40% and Water fund 20% as it will be used for multiple functions.

- **BIG TEX 20 FOOT TRANSPORT TRAILER** –Public Works is requesting the purchase of an additional pull behind trailer to add to the fleet of trailers. At present we utilize different trailers for transporting equipment from the yard to a job site. This may require us to transport multiple pieces of equipment. We propose a light duty trailer that is long enough to place our 20 foot suction hoses on as well as any equipment needed for the job site. The cost will be sharded between Streets 40%, Sewer 40%, and Water 20%.
- **TELEVISION REPLACEMENT** –Public Works proposes the replacement of the television in the breakroom. The television is used for training, reviewing site plans with staff, and general viewing while staff is on break. The television is six years old and has minor glitches while viewing. We propose a television that has multiple input ports to allow for viewing from additional outside inputs. The cost for the set will be split Streets 33%, Sewer 33%, and Water 34%.

NX1200 – VHF PORTABLE RADIOS – 20% of \$2,970	\$590
OPERATIONS BUILDING FURNACE REPLACEMENT – 30% of \$5,800	\$1,740
WACKER 20 INCH PLATE COMPACTOR – 34% of \$2,500	\$850
TOTAL STATION SURVEY EQUIPMENT – 20% of \$5,000	\$1,000
BIG TEX 20 FOOT TRANSPORT TRAILER – 20% of \$19,500	\$3,900
TELEVISION REPLACEMENT – 34% of \$900	\$305
Total	\$8,385



Sewer Operating

Account Overview

The sewer operating account pays for costs associated with the operations and maintenance of the sanitary sewer collection system as well as the Wastewater Treatment Facility (WWTF). The collection system includes eleven wastewater pumping stations and approximately 54 miles of sanitary sewers. The WWTF is rated at a designed average flow of 2.0 million gallon per day treatment process.

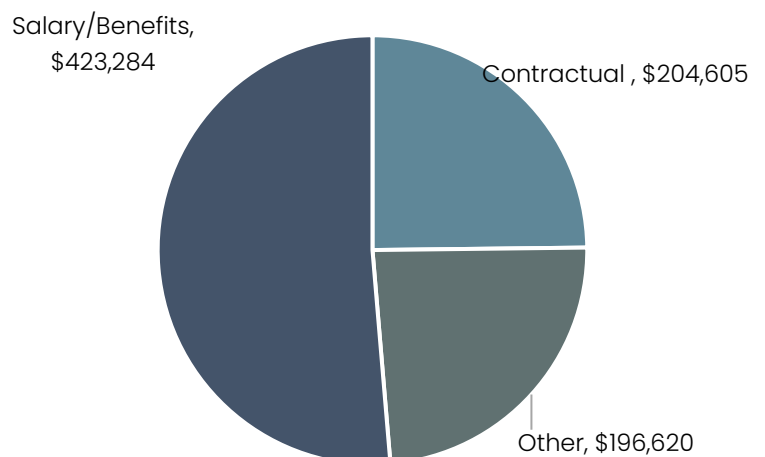
Expenses within the sewer operating account are divided into three main categories that include: salary/benefits, contractual, and other.

- Salary/Benefits: This area provides funding for full-time and seasonal summer employee salaries, overtime, insurance, membership fees, and professional development trainings/ conferences.
- Contractual: Line items in this category support funding for the various contractual services the Village has. Contractual services include equipment maintenance, sludge disposal, engineering services, collection system maintenance, pump maintenance, and lab services.
- Other: Items under this area provide funding for a variety of services that include gas and electric services, system repairs, operating supplies, chemicals, and Des Plaines watershed work group.

Account Expenditure Overview

For fiscal year 2023-2024, a total amount of \$824,509 is budgeted for sewer operating expenses. The breakdown of the sewer operating account for fiscal year 2023-2024 and prior fiscal years is shown through various charts and tables throughout this section.

Sewer Operating Expenses for Fiscal Year 2023-2024



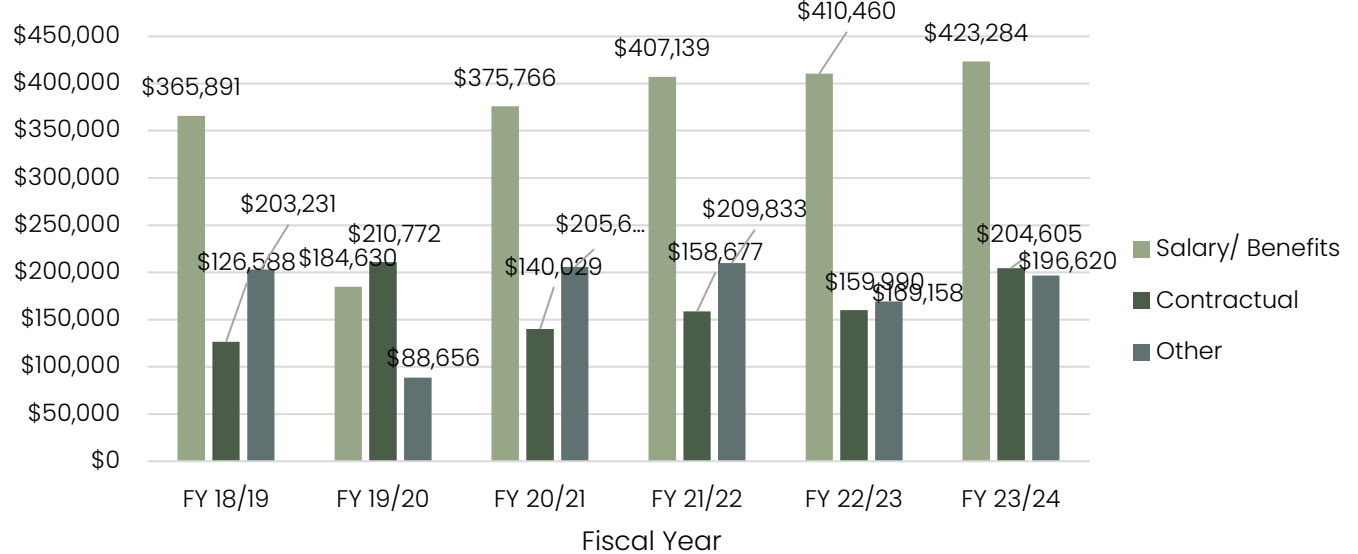


Sewer Operating

Sewer Operating Expenditures from FY 18/19- FY 23/24

	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24
	Actual	Actual	Actual	Actual	Year End Estimate	Budget
Salary/ Benefits	\$365,891	\$184,630	\$375,766	\$407,139	\$410,460	\$423,284
Contractual	\$126,588	\$210,772	\$140,029	\$158,677	\$159,990	\$204,605
Other	\$203,231	\$88,656	\$205,698	\$209,833	\$169,158	\$196,620
<i>Total</i>	<i>\$695,710</i>	<i>\$484,058</i>	<i>\$721,493</i>	<i>\$775,649</i>	<i>\$739,608</i>	<i>\$824,509</i>

Sewer Operating Expenditures Historical Summary



SEWER OPERATING

ACTUAL 2021/2022	BUDGET 2022/2023	EST. YR. END 2022/2023	BUDGET 2023/2024
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SALARY/BENEFITS

60-43-4-421	SALARY	359,977	353,739	352,308	351,829
60-43-4-422	SEASONAL SUMMER	6,582	13,440	9,696	17,520
60-43-4-423	OVERTIME	18,747	20,000	19,100	20,000
60-43-4-424	ON-CALL/CALL-OUT PAY	11,874	13,440	9,700	14,335
60-43-4-430	REGULAR PART TIME WAGES	-	7,200	7,200	8,000
60-43-4-427	MERIT BONUS	7,400	10,800	10,800	9,600
60-43-4-428	SICK TIME COMPENSATION	2,559	2,884	1,656	2,000
TOTAL SALARY & BENEFITS EXPENDITURES		407,139	421,503	410,460	423,284

CONTRACTUAL

60-43-4-455	IMMUNIZATIONS	75	1,325	500	1,200
60-43-5-520	EQUIPMENT REPAIRS & MAINTENANCE	10,954	10,000	9,200	10,000
60-43-5-521	GENERATOR MAINTENANCE	17,067	13,120	12,560	34,345
60-43-5-522	SLUDGE DISPOSAL	33,264	33,000	38,390	44,000
60-43-5-532	ENGINEERING/CONSULTANT SERVICES	3,860	4,300	-	4,000
60-43-5-524	COLLECTION SYSTEM MAINTENANCE	47,663	50,000	49,500	54,000
60-43-5-525	LANDSCAPING CONTRACT	19,984	21,870	19,090	21,870
60-43-5-527	PUMP MAINTENANCE SERVICE	8,580	14,000	14,000	15,000
60-43-5-528	LAB SERVICE	17,230	20,405	16,750	20,190
60-43-5-529	CUSTODIAL SERVICE		-		
60-43-5-531	BACKFLOW INSPECTIONS		-		
TOTAL CONTRACTUAL EXPENDITURES		158,677	168,020	159,990	204,605

OTHER

60-43-5-552	TELEPHONE	7,717	8,220	9,480	-
60-43-5-571	NATURAL GAS SERVICE	4,143	6,000	4,788	7,000
60-43-5-576	ELECTRIC SERVICE	131,050	126,690	85,000	108,150
60-43-6-615	SYSTEM REPAIRS & MAINTENANCE	7,503	18,825	18,500	19,400
60-43-6-652	OPERATING SUPPLIES	205	300	300	500
60-43-6-656	FACILITY CHEMICALS	40,955	33,200	33,200	37,600
60-43-6-660	DES PLAINES WATERSHED WORKGROUP	17,077	8,540	8,540	8,540
NON-OPERAT	EQUIPMENT NEW/REPLACEMENT	432	8,500	8,500	14,430
60-43-9-929	CONTINGENCY	751	1,000	850	1,000
TOTAL OTHER EXPENDITURES		209,833	211,275	169,158	196,620

TOTAL SEWER EXPENDITURES

775,649	800,798	739,608	824,509
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Sewer Operating

This fund pays for costs associated with the operations and maintenance of the sanitary sewer collection system as well as the Wastewater Treatment Facility (WWTF). The collection system includes eleven wastewater pumping stations and approximately 54 miles of sanitary sewers. The WWTF is rated at a designed average flow of 2.0 million gallon per day treatment process.

SALARIES 60-43-4-421

\$351,829

This account supports 40% of the total Public Works salaries. The remaining percentage of salary is funded through the Water Fund budget (20%) and the Street Maintenance Fund (40%).

SEASONAL SUMMER 60-43-4-422

\$17,520

This fund supports 40% of the total seasonal summer and is shared with Streets 40% and Water 20%. The schedule runs from May 1st to August 21st. The surplus in this account is due to hiring 1 seasonal employee and filling 2 additional positions with limited time available for work hours. The FY 23/24 proposed amount reflects a base salary plan of \$18.00 per hour plus any time merit-based increases for the expected return of summer seasonal employees. The FY 23/24 proposed is as follows:

3 Positions x 15 weeks x 40 hrs./week x \$18.00	\$32,400
1 Returning Position x 15 weeks x 40 hrs./week x \$19.00	\$11,400
Total	\$43,800
40% of Total	\$17,520

OVERTIME 60-43-4-423

\$20,000

Overtime is spread amongst the Water, Sewer and Streets budgets. Overtime is tracked by activity. The proposed FY 22/23 overtime budget is projected at \$50,000 and this fund will cover 40% of all overtime expenses.

ON-CALL/CALL-OUT PAY 60-43-4-424

\$14,335

This line covers 40% of the cost of on-call/call-out compensation for Public Works operating employees and is shared with Streets 40% and Water 20%. In accordance with the collective bargaining agreement of May 1, 2017, bargaining members are to receive a lump sum for On-Call Duty per week. Initial amount in 2017 was \$100/week with a \$10 increase each following year for the life of the contract. For FY 23/24 the On-Call Pay is \$160/week. The proposed cost breakdown is as follows:

General On-Call: \$160/person x 2 people x 52 weeks	\$16,640
Snow On-Call: \$160/person x 6 people x 20 weeks	\$19,200
Total	\$35,840



Sewer Operating

40% of Total	\$14,335
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REGULAR PART TIME LABORER POSITION 60-4-43-430 **\$8,000**

This fund supports 40% of the wages of a part time employee and is shared 40% from Streets and 20% from Water. This position is based on a 24-hour work week with a flexible schedule based on the department needs. The FY 23/24 proposed amount reflects a base salary plan of \$20.00 per hour.

1,000 hours/yr. x \$20.00	\$20,000
40% of Total	\$8,000

MERIT BONUS 60-43-4-427 **\$9,600**

Provides for a merit bonus pool in accordance with the Village's merit pay system.

SICK TIME COMPENSATION 60-43-4-428 **\$2,000**

In accordance with the Employee Handbook, this account provides employees who elect to receive compensation for unused sick days as outlined in the policy.

IMMUNIZATIONS 60-43-4-455 **\$1,200**

This account supports the expense of recommended immunizations and respirator physicals. Respirator physicals are an elective practice to ensure employees are physically fit to utilize respirators. The required immunizations and associated costs for FY 23/24 are as follows:

Respirator Physicals – 8 employees x \$125	\$1,000
Immunizations Contingency	\$200
Total	\$1,200

EQUIPMENT REPAIRS & MAINTENANCE 60-43-5-520 **\$10,000**

This account supports the expense of contractual repairs and upgrades of WWTF and lift station pumping equipment. The proposed budget includes funds for emergency replacement of the smaller pump units not covered in capital funds and for unanticipated repairs of the facilities. This fund supports repairs not identified through contractual services.

GENERATOR MAINTENANCE 60-43-5-521 **\$34,345**

This account supports the expense of contractual maintenance service, repairs and parts for 11 stand-by generators at the lift stations and two at the WWTF. This account also reflects the replacement of the generator batteries. We have placed the generator batteries on the recommended three-year replacement program and have staggered the replacements accordingly. The increase for FY 23/24 is due to



Sewer Operating

scheduled battery replacement and load testing as well as recommended repairs identified from contractual maintenance. The proposed FY 23/24 budget is allocated as follows:

Service of 13 generators @ \$450/ea.	\$5,850
Coolant and Oil Analysis 13 generators at \$50/generator	\$650
Load testing of 8 generators @ \$525/ea.	\$4,200
Generator Battery Exchange 5 batteries x \$175/battery	\$875
6-volt Back-up/Dialer Battery Exchange 15 x \$18	\$270
Contractual Gen Set Repairs	\$22,000
Estimated Contingency for generator repairs and parts	\$500
Total	\$34,345

SLUDGE DISPOSAL 60-43-5-522

\$44,000

This account supports the expense of contractual sludge processing and disposal. Generally, the sludge is removed in early fall, but due to scheduling conflicts, the sludge was removed three months later than usual. For FY 22/23, we produced 1,150 cubic yards of sludge. The overage is due to an increase in transportation fees for the 41 loads removed, which increased the cost by \$8 per load. We are predicting an additional increase in cost per cubic yard due to trucking fees. The proposed FY 23/24 budget is allocated as follows:

Estimated sludge disposal service – 1100 cu yds. x \$40.00/cu yd.	\$44,000
Total	\$44,000

ENGINEERING/CONSULTANT SERVICES 60-43-5-532

\$4,000

This account supports the expense of contractual engineering for operational problems that arise at the Wastewater Treatment Facility (WWTF) or in the collection system, contractual maintenance and servicing of the centrifuge. Funds were not spent from this account due to scheduled work with Centrysis and the switch over to BeeHive for GIS mapping of the collection system. The FY 23/24 budget allocation is as follows:

Centrysis Service	\$3,000
Engineering Consultant Services	\$1,000
Total	\$4,000

COLLECTION SYSTEM MAINTENANCE 60-43-5-524

\$54,000

This account supports the expense of contractual sanitary sewer cleaning, televising sewers and vector services for cleaning wet wells at the WWTF and lift stations. This account also supports contractual repairs that originate from sewer televising and cleaning based on the previous fiscal year contractual cleaning. The increase in this account is due to price increases from the contractor for site visits. The proposed FY



Sewer Operating

23/24 budget is allocated as follows:

Contractual sanitary sewer cleaning and televising service	\$26,000
Contractual investigative sewer televising	\$6,000
Quarterly wet well cleaning WWTF and Lift Stations \$3,000 x 4	\$12,000
Collection System Repairs	\$10,000
Total	\$54,000

LANDSCAPING CONTRACT 60-43-5-525

\$21,870

This account supports the expense of contractual lawn maintenance, fertilizer and weed control for 5 lift stations and the WWTF. This account also supports the Spring, Summer and Fall maintenance at the Wastewater Treatment Facility. Mowing is based on seasonal variances which influence mowing needs of a 30-week schedule from April 1st through November 30th. The proposed FY 23/24 budget is allocated as follows:

Spring, Summer, and Fall Landscaping	\$1,170
30 Estimated Rotations x \$640/rotation	\$19,200
Weed Control and Fertilizer WWTF and lift stations.	\$1,500
Total	\$21,870

PUMP MAINTENANCE SERVICE 60-43-5-527

\$15,000

This account supports the expense of contractual pump maintenance for 13 pumps at 6 wastewater pumping stations as well as 5 influent pumps, 2 excess flow pumps, 1 grinder pump, and 1 mixer pump located at the WWTF. The 5-wastewater pumping station have larger pumps that we are not able to service in-house. This account also supports any unanticipated repairs or replacement of the smaller wastewater pumping stations not serviced contractually for a total of 10 pumps. The proposed amount for FY 23/24 is:

Contractual Maintenance	\$10,000
Smaller Station Pump Repairs	\$5,000
Total	\$15,000

LAB SERVICE 60-43-5-528

\$20,190

This account supports the expense of contractual lab services. Lab service needs can vary depending upon special condition requirements of the national pollutant discharge elimination system (NPDES) permit that we operate under. We are currently seeking proposals for a new contract and will wait for final pricing. We are anticipating an increase across all analysis as well as additional costs for mandatory



Sewer Operating

analysis in preparation of our next NPDES Permit. The budgeted costs for 23/24 are allocated below:

Weekly lab analysis	\$12,000
Monthly lab analysis	\$1,150
503 Sludge Monitoring	\$3,000
Special Condition lab analysis	\$1,000
Courier Service	\$2,080
5% Contingency (Additional IEPA unknown sampling)	\$960
Total	\$20,190

TELEPHONE 60-43-5-552

In FY 23/24, which have been historically split amongst work areas and departments have been reallocated into a proposed Information Technology fund. However, costs that are specific to the operations of a work area remain within that fund. Water and sewer operations have alarms which operate on landlines and cellular data to remotely inform our operators. These operational costs have been aggregated and moved to Water/Sewer Administration.

NATURAL GAS SERVICE 60-43-5-571

\$7,000

This account supports the expense of natural gas service to provide fuel for standby generators at eight lift stations. Consumption is based on frequency of monthly exercising and use during electrical power interruptions. These fluctuations make it difficult to predict our exact usage. The increase in this fund is due to price increases and exercising the generators more frequently. The proposed FY 23/24 budget is allocated as follows:

Natural gas usage for 8 pumping stations	\$5,000
Estimated natural gas for WWTF	\$2,000
Total	\$7,000

ELECTRIC SERVICE 60-43-5-576

\$108,150

This account supports the expense of electric service for the WWTF and 11 pump stations. Actual expenditures may vary due to seasonal variances that influence electric consumption. For example, rain-events generally increase pumping volumes due to inflow and infiltration. Heating of facilities also contribute to the difficulty of predicting electrical usage. We have seen a reduction in cost since changing providers and have reflected that in our proposed usage for FY 23/24. The proposed FY 23/24 budget is allocated as follows:

Electric service for the treatment plant	\$80,000
Electric service for 11 pump stations	\$25,000



Sewer Operating

3% Contingency for seasonal variances		\$3,150
	Total	\$108,150

SYSTEM REPAIRS & MAINTENANCE 60-43-6-615

\$19,400

This account supports the expense of preventive maintenance, repairs and upgrades for facilities and equipment. The FY 23/24 proposed amount is as follows:

Maintenance Plan for servicing the centrifuge	\$2,800
LMS Flex UV Ballast Interface Board	\$1,000
UV Bulb Replacement 40 at \$165 each	\$6,600
Blower filters replacement	\$2,100
Unanticipated repairs or upgrades to pumps, motors, blowers, blower motors, valves, etc.	\$3,000
NPDES disposable items	\$1,000
Manhole thermal plastic mastic 3 boxes at \$300 each	\$900
Contingency – WWTF Controls, UV System Upgrades or Repairs	\$2,000
Total	\$19,400

OPERATING SUPPLIES 60-43-6-652

\$500

This account supports the expense of general operating supplies along with laboratory supplies for operational purposes of the WWTF.

FACILITY CHEMICALS 60-43-6-656

\$37,600

This account supports the cost of chemicals for treatment plant process such as polymer for sludge processing and alum for phosphorus reduction. Chemical usage can be difficult to predict due to the effect of varying weather conditions and plant loadings. Pricing for polymer and Alum have increased over the past year due to the chemical price as well as transportation fees. FY 23/24 proposed estimated amount is allocated as follows:

Polymer (5 totes/year x \$5,800/tote)	\$29,000
Alum & Molasses Product for BNR Enhancement (2,400 gal x 3.58/gal)	\$8,600

DES PLAINES RIVER WATERSHED WORKGROUP 60-43-6-660

\$8,540

This account supports the fees associated with the Des Plaines River Watershed Workgroup (DRWW). The DRWW is an organization with a mission to bring together a diverse coalition of stakeholders to work together to improve water quality in the Des Plaines River and its tributaries in a cost-effective manner to meet IEPA permit requirements for our wastewater treatment facility and our storm water collection



Sewer Operating

system.

EQUIPMENT NEW/REPLACEMENT 60-43-8-830

\$14,430

The proposed purchase of new/replacement equipment for FY 23/24 is as follows:

- **NX1200 – VHF PORTABLE RADIOS** – We propose replacement of the portable radios used while outside of the vehicles. The original Kenwood portable radios were purchased in 2005 and are no longer functionable due to licensing for allowable frequency use. We have consulted with our supplier of the in-cab radios of the trucks and they have provided a model that is compatible with them. We propose to share the cost between Streets 40%, Sewer 40% and Water 20%.
- **OPERATIONS BUILDING FURNACE REPLACEMENT** – The furnace that heats the laboratory and the supervisor's office is no longer functioning. The Operations building has 2 furnaces and 3 AC units. We have replaced 1 furnace and 2 A/C units in the past 3 years. These units were originals and were at the end of their useful lives. The furnace we propose for replacement has been diagnosed as unrepairable as parts are unavailable. Although the newly replaced other furnace keeps the building warm, it places undue stress on the unit and may reduce the useful life prematurely. The costs for the replacement will be spread across Streets 30%, Sewer 40%, and Water 30%.
- **WACKER 20 INCH PLATE COMPACTOR** – We propose the replacement of our Wacker Plate Compactor. This piece of portable equipment is used on asphalt projects, graveling, and landscaping. The unit is 5 years old and does not run continuously. The cost will be split between Streets 33%, Sewer 33%, and Water 34%.
- **TOTAL STATION SURVEY EQUIPMENT** – The total station is a piece of equipment to be used to capture land surveys for ditching and/or shooting grades for residential standing water complaints. The total station can be used by an individual as opposed to the traditional 2-man team. Staff can respond solo to surveying issues allowing for the second staff to perform other functions. It is also easy to download and upload files via the USB ports and will aid in capturing the GIS locates for our mapping project. Additional equipment will include a fiberglass tripod, prism pole, prism assembly and prism pole tripod. The cost will be spread across the Street fund 40% and Sewer fund 40% and Water fund 20% as it will be used for multiple functions.
- **BIG TEX 20 FOOT TRANSPORT TRAILER** – Public Works is requesting the purchase of an additional pull behind trailer to add to the fleet of trailers. At present we utilize different trailers for transporting equipment from the yard to a job site. This may require us to transport multiple pieces of equipment. We propose a



Sewer Operating

light duty trailer that is long enough to place our 20 foot suction hoses on as well as any equipment needed for the job site. The cost will be shared between Streets 40%, Sewer 40%, and Water 20%.

- **TELEVISION REPLACEMENT** - Public Works proposes the replacement of the television in the breakroom. The television is used for training, reviewing site plans with staff, and general viewing while staff is on break. The television is six years old and has minor glitches while viewing. We propose a television that has multiple input ports to allow for viewing from additional outside inputs. The cost for the set will be split Streets 33%, Sewer 33%, and Water 34%.

NX1200 – VHF PORTABLE RADIOS – 40% of \$2,970	\$1,188
OPERATIONS BUILDING FURNACE REPLACEMENT – 40% of \$5,800	\$2,320
WACKER 20 INCH PLATE COMPACTOR – 33% of \$2,500	\$825
TOTAL STATION SURVEY EQUIPMENT – 40% of \$5,000	\$2,000
BIG TEX 20 FOOT TRANSPORT TRAILER – 40% of \$19,500	\$7,800
TELEVISION REPLACEMENT – 33% of \$900	\$297
Total	\$14,430



Garbage Fund

Fund Overview

The Garbage fund is an enterprise fund that functions as an independent business where user fees and charges should be sufficient to pay all operating expenses associated with the provision of the service. This fund provides for the collection and disposal of all residential refuse, recycling and yard waste. Revenues are received from monthly user charges and expenses include the contractual cost of providing the service through the Village's waste hauler contract. This revenue is from the collection of the base service charge for refuse and recycling services.

Reserve Policy

The cash balance reserve policy for this fund is one month of the current year's operating expenses.

Fund Expenditure Overview

For fiscal year 2023-2024, a total amount of \$1,353,163 is budgeted for garbage expenses. Expenditures within this fund include a percentage of personnel salaries, Groot contract for waste hauling and recycling, contractual services, and road repair contributions, amongst other line items. The breakdown of the garbage fund for fiscal year 2023-2024 and prior fiscal years is shown through various charts and tables throughout this section.

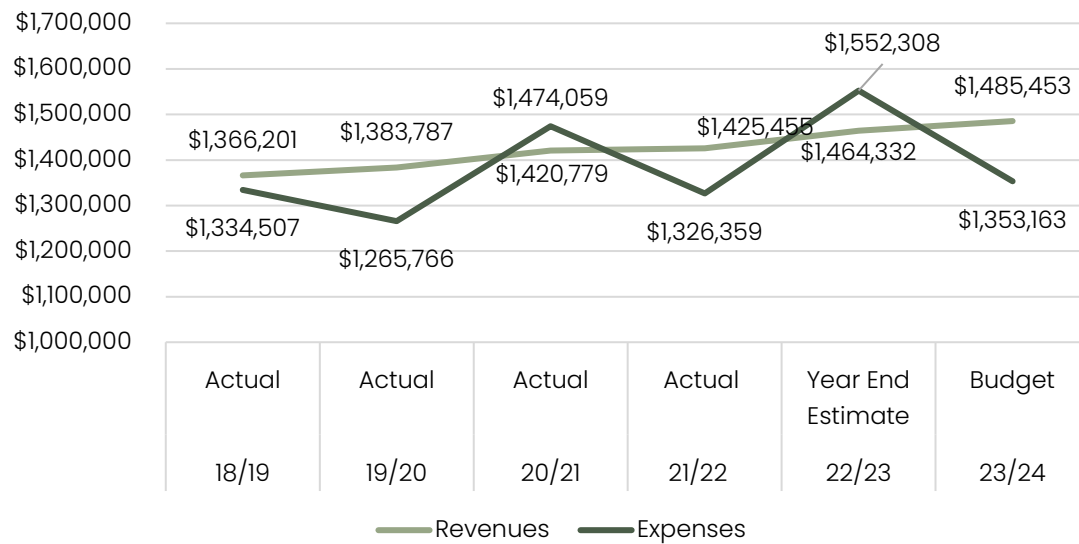
Garbage Fund Expenditures from FY 18/19- FY 23/24

	18/19	19/20	20/21	21/22	22/23	23/24
	Actual	Actual	Actual	Actual	Year End Estimate	Budget
Revenues	\$1,366,201	\$1,383,787	\$1,420,779	\$1,425,455	\$1,464,332	\$1,485,453
Expenses	\$1,334,507	\$1,265,766	\$1,474,059	\$1,326,359	\$1,552,308	\$1,353,163



Garbage Fund

Garbage Fund Revenues and Expenses



GARBAGE FUND

		ACTUAL 2021/2022	BUDGET 2022/2023	EST. YR. END 2022/2023	BUDGET 2023/2024
REVENUES					
30-00-3-367	GARBAGE COLLECTIONS	1,424,039	1,439,760	1,463,167	1,482,953
30-00-3-368	SWALCO AGREEMENT RECYCLING	1,416	2,500	1,165	2,500
TOTAL REVENUES		1,425,455	1,442,260	1,464,332	1,485,453
EXPENDITURES					
30-00-4-421	SALARIES	67,539	84,461	71,185	73,023
30-00-4-427	MERIT BONUS	1,400	2,700	2,100	3,450
30-00-4-433	WORKERS COMPENSATION	-	4,719	4,700	4,940
30-00-4-428	SICK TIME COMPENSATION	604	600	90	600
30-00-5-510	GROOT CONTRACT	1,191,537	1,188,396	1,210,432	1,205,698
30-00-5-551	POSTAGE	2,100	2,400	2,100	2,400
30-00-4-451	HOSPITALIZATION	13,429	19,088	13,854	18,048
30-00-4-461	SOCIAL SECURITY CONTRIBUTION	5,170	7,638	5,005	6,412
30-00-4-462	IMRF CONTRIBUTION	10,667	10,367	8,589	6,172
30-00-5-520	CONTRACTUAL SERVICES	19,382	22,375	19,000	16,320
30-00-5-573	RECYCLE PROGRAM - SWALCO	6,484	6,340	6,483	6,500
30-00-5-575	MERCHANT FEES	6,939	6,500	7,800	8,300
30-00-5-579	ENVIRONMENTAL PROGRAMS	1,007	800	500	800
30-00-5-580	ROAD REPAIR CONTRIBUTION	-	200,000	200,000	-
30-00-7-929	CONTINGENCY	100	200	470	500
TOTAL EXPENDITURES		1,326,359	1,556,584	1,552,308	1,353,163



Garbage Fund- Revenues

GARBAGE COLLECTIONS 30-00-3-367

\$1,482,953

This revenue is from the collection of the base service charge for refuse and recycling services. The proposed base charge for 23/24 is \$25.70 per month for the 95 gallon service, \$24.17 per month for the 65 gallon service, and \$22.65 per month per unit for the 35 gallon service and all seniors age 62 and older. Assumes a current unit count (4,880) per the financial forecast.

SWALCO AGREEMENT RECYCLING 30-00-3-368

\$2,500

The source of these funds is from recycle proceeds distributed by S.W.A.L.C.O. and directed to Villages on a per capita basis.



Garbage Fund- Expenses

SALARIES 30-00-4-421

\$73,023

This account includes portions of the salaries for various administrative, finance and customer service personnel based upon job duties.

MERIT BONUS 30-00-4-427

\$3,450

Provides for a merit bonus pool in accordance with the Village's merit pay system.

WORKERS COMPENSATION

\$4,940

This account covers 5% of the premium for workers compensation insurance. The figure is based on a percentage of payroll.

SICK TIME COMPENSATION 30-00-4-428

\$600

This item provides employees the opportunity to receive compensation for a certain number of accrued and unused sick days in accordance with the Employee Handbook.

GROOT CONTRACT 30-00-5-510

\$1,205,698

This account pays for the monthly charge billed by Groot for the base refuse and recycling service. Assumes a current unit count of 4,880 total units: 95 gallon – 3,785. 65 gallon – 990, and 35 gallon 105. The costs are based on the newly approved Groot contract in which rates increased in January 2022, but will remain steady through December 2023. A 3% increase has been anticipated into the FY 23/24 Budget. Groot charges are not to increase at an amount lower than 2% or exceed 4% annually.

POSTAGE 30-00-5-551

\$2,400

This fund supports a portion of the postage expense associated with utility billing.

HOSPITALIZATION 30-00-4-451

\$18,048

This account pays for a portion of employee health insurance.

SOCIAL SECURITY CONTRIBUTION 30-00-4-461

\$6,412

This account pays for a portion of employee social security benefits based upon established employee salary spreads.

IMRF CONTRIBUTION 30-00-4-462

\$6,172

This account pays for a portion of employee retirement benefits based upon established employee salary spreads.



Garbage Fund- Expenses

CONTRACTUAL SERVICES 30-00-5-520

This account pays for a portion of various contractual services including financial audit, MSI utility billing software, lock box processing, utility billing, payroll processing, and the following:

Financial Audit (20%)	\$5,140
Accounting Services (20%)	\$4,250
Lockbox Processing (20%)	\$1,100
Utility Billing (20%)	\$920
Payroll Processing (10%)	\$1,350
Operating Supplies (10%)	\$3,200
Total	\$16,320

RECYCLE PROGRAM - SWALCO 30-00-5-573 **\$6,500**

This covers the cost of our annual operations and maintenance fee levied by SWALCO.

MERCHANT FEES 30-00-5-575 **\$8,300**

This line pays for merchant costs associated with the acceptance of credit card payments.

ENVIRONMENTAL PROGRAMS 30-00-5-579 **\$800**

This covers the cost of the Environmental Commission activities and programs.



Motor Fuel Tax Fund

Fund Overview

The Village has several special operating funds that receive funding from various sources and have specific expenses. One of these special funds is the Motor Fuel Tax fund (MFT). This fund receives revenue from the state distributed motor fuel tax. Municipalities receive a per person amount based on population. The uses of these funds are restricted by state statute to roadway and right-of-way maintenance. The past practice has been to use this money for residential road resurfacing and the purchase of salt. Revenues in recent years have increased due to the implementation of an additional fuel tax by the State of Illinois. The Transportation Renewal Fund increased revenues by almost 40% compared to previous years.

Road resurfacing has been done every other year to allow for the accumulation of funds so that a larger resurfacing program can be completed. In FY 19, the Village conducted an assessment of the network of Village streets and developed Six-Year Road Resurfacing plan to slow and reverse the deterioration curve of our road surfaces. A follow up to that survey was conducted in FY 23.

The Village received over \$953,000, as proceeds from the Illinois Department of Transportation's Rebuild Illinois fund bond sale. We expect these funds to continue for two more fiscal years or four more payments. These funds have been earmarked once all received as local match for the Hawthorne/Sprucewood/Lake Shore Road Reconstruction project.

On the expense side, the Motor Fuel Tax Fund has a variety of routine expenditures that include road resurfacing, asphalt products, road salt, and snow emergency operations.

Fund Reserve Policy

The cash balance reserve policy for this fund is \$100,000 to establish a snow emergency reserve.

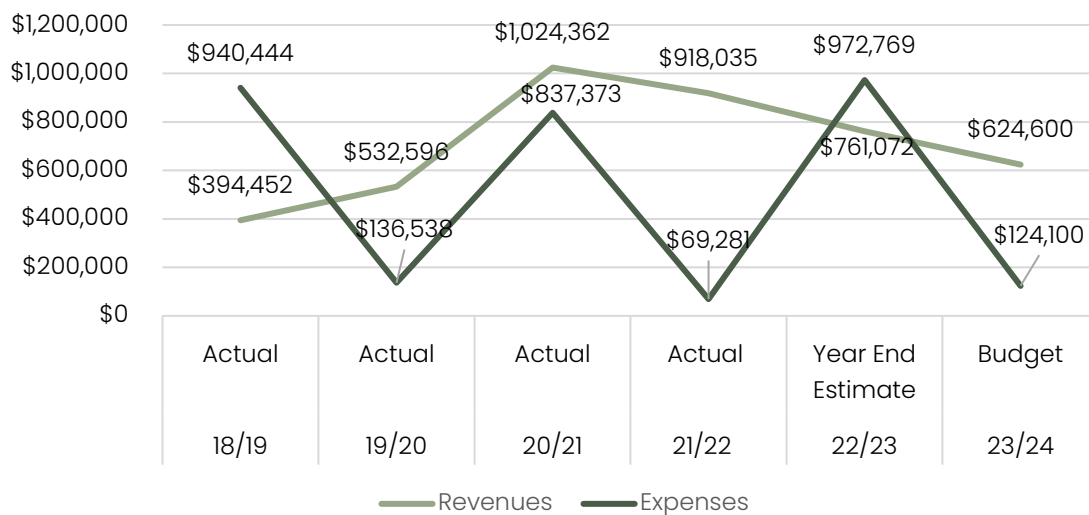


Motor Fuel Tax Fund

Fund Revenues and Expenditure Historical Summary

	18/19	19/20	20/21	21/22	22/23	23/24
	Actual	Actual	Actual	Actual	Year End Estimate	Budget
Revenues	\$394,452	\$532,596	\$1,024,362	\$918,035	\$761,072	\$624,600
Expenses	\$940,444	\$136,538	\$837,373	\$69,281	\$972,769	\$124,100

Motor Fuel Tax Revenues and Expenses



MOTOR FUEL TAX FUND

ACTUAL 2021/2022	BUDGET 2022/2023	EST. YR. END 2022/2023	BUDGET 2023/2024
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REVENUES

15-00-4-343	MOTOR FUEL TAX	916,667	725,171	736,116	612,312
15-00-4-344	SPECIAL ALLOCATION	-	11,000	-	-
15-00-8-381	EARNED INTEREST	1,368	8,951	24,956	12,288
TOTAL REVENUES		918,035	745,122	761,072	624,600

EXPENDITURES

15-40-5-861	ROAD RESURFACING	-	913,000	912,069	-
15-40-6-614	ASPHALT PRODUCTS	18,476	24,325	9,500	16,500
15-40-6-616	ROAD SALT	50,805	114,880	51,200	106,600
15-40-6-618	SNOW EMERGENCY	-	1,000		1,000
TOTAL EXPENDITURES		69,281	1,053,205	972,769	124,100



Motor Fuel Tax Fund

ROAD RESURFACING 15-40-5-861

This fund is used to pay actual construction costs for pavement rehabilitation projects. Design costs are paid from the Community Capital Fund. It has been our practice to undertake major paving projects every two years; 2024 *FY25) is the next construction year.

ASPHALT PRODUCTS 15-40-6-614

\$16,500

This fund is used to purchase hot or cold bituminous concrete mix for patching Village streets. Based upon available staff resources, it has been determined this work will be performed by in-house staff rather than private contractors. We anticipate a price increase for the summer from our provider and predict a lower quantity as we progress with contractual pavement patching and road resurfacing.

Surface/Binder	190 Tons at \$68/Ton	\$12,920
Cold Patch	20 Tons at \$179/Ton	\$3,580
Total		\$16,500

ROAD SALT 15-40-6-616

\$106,600

This fund is used to purchase bulk rock salt and liquid de-icing agents for snow and ice control. We have continued to implement salt conservation measures resulting in fewer tons purchased and have had success in pre-wetting prior to an event. We have increased the amount of liquid to be purchased to continue this practice. As in the past, we split the order for rock salt with State Purchase and County Purchase to ensure delivery of salt if supplies run low from the distributors. We anticipate a minimum of 20% increase across the board due to delivery charges from the suppliers. The allocation of funds for FY 20/21 is as follows:

Bulk Rock Salt (State Purchase)	650 Tons @ \$80.00 / Ton	\$52,000
Bulk Rock Salt (County Purchase)	650 Tons @ \$61.60 / Ton	\$40,040
Beet Juice	8,000 Gal @ \$1.82 / gallon	\$14,560
Total		\$106,600



Retirement Fund

Fund Overview

The Retirement Fund receives revenue from the property taxes levied for retirement and social security. The Water and Sewer and Garbage enterprise pay their share of retirement and social security expenses directly from those funds. All non-sworn Police personnel are members of the Illinois Municipal Retirement Fund (IMRF). Police pension costs are listed separately.

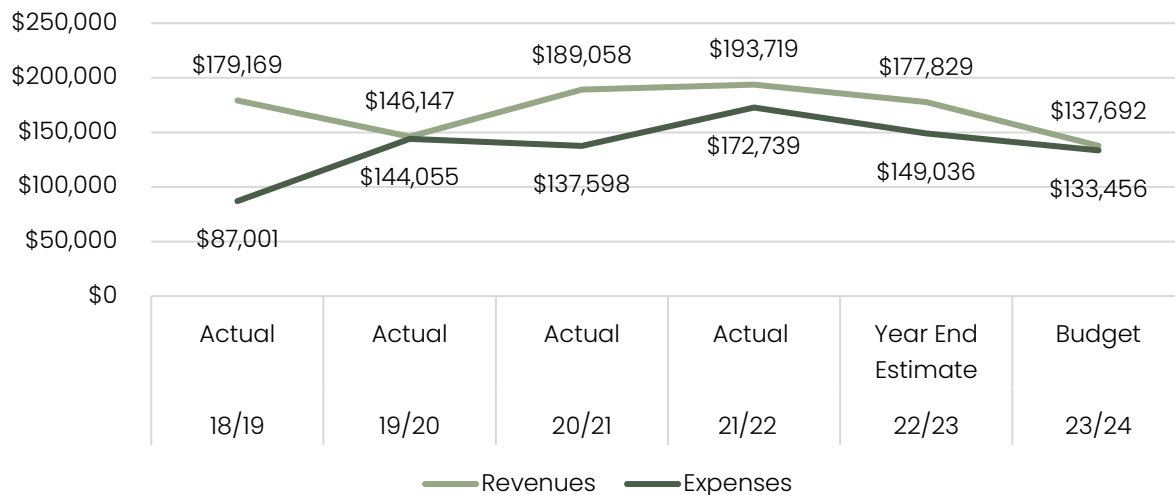
Fund Expenditure Overview

For fiscal year 2023-2024, a total amount of \$133,456 is budgeted for retirement expenses. The breakdown of the retirement fund for fiscal year 2023-2024 and prior fiscal years is shown through various charts and tables throughout this section.

Retirement Expenditures and Revenues from FY 18/19– FY 23/24

	18/19	19/20	20/21	21/22	22/23	23/24
	Actual	Actual	Actual	Actual	Year End Estimate	Budget
Revenues	\$179,169	\$146,147	\$189,058	\$193,719	\$177,829	\$137,692
Expenses	\$87,001	\$144,055	\$137,598	\$172,739	\$149,036	\$133,456

Retirement Fund Revenues and Expenses



RETIREMENT FUND

ACTUAL 2021/2022	BUDGET 2022/2023	EST. YR. END 2022/2023	BUDGET 2023/2024
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REVENUES

06-00-1-301	IMRF TAX	99,912	82,227	84,472	58,752
06-00-1-302	FICA TAX	79,156	76,331	77,831	74,140
06-00-4-342	REPLACEMENT TAX - IMRF	7,326	2,400	7,763	2,400
06-00-4-343	REPLACEMENT TAX - FICA	7,326	2,400	7,763	2,400
TOTAL REVENUES		193,719	163,358	177,829	137,692

SOCIAL SECURITY EXPENSE

06-10-4-461	FICA EXPENSE	80,999	76,331	76,844	76,795
TOTAL SS EXPENSE		80,999	76,331	76,844	76,795

IMRF EXPENSE

06-10-4-462	IMRF EXPENSE	91,740	82,227	72,192	56,661
06-01-4-463	ONE-TIME ERI COST	-	-		
TOTAL IMRF EXPENSE		91,740	82,227	72,192	56,661

TOTAL EXPENDITURES

172,739	158,558	149,036	133,456
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Retirement Fund

REVENUE

The Retirement Fund receives revenue from the property taxes levied for retirement and social security. The Water and Sewer and Garbage enterprise pay their share of retirement and social security expenses directly from those funds. All non-sworn Police personnel are members of the Illinois Municipal Retirement Fund (IMRF). Police pension costs are listed separately.

EXPENSES

FICA EXPENSE 06-10-4-461

\$76,331

The proposed value is estimated to fund Social Security and Medicare taxes associated with payroll. The budget value is based on estimated salaries and is proportionate to the tax levy value of the General Fund.

IMRF EXPENSE 06-10-4-462

\$56,661

The proposed value is estimated to fund Illinois Municipal Retirement Fund contributions associated with salaries. The budget value is based on estimated salaries and is proportionate to the tax levy value of the corporate fund.



Insurance Fund

Fund Overview

The Insurance Fund receives revenue from a portion of the Village's property tax levied for insurance costs and from contributions from the Village's enterprise funds. In addition, the Water and Sewer and Garbage enterprise funds pay their share of insurance costs directly from those funds. This fund pays for property, liability and casualty insurance costs.

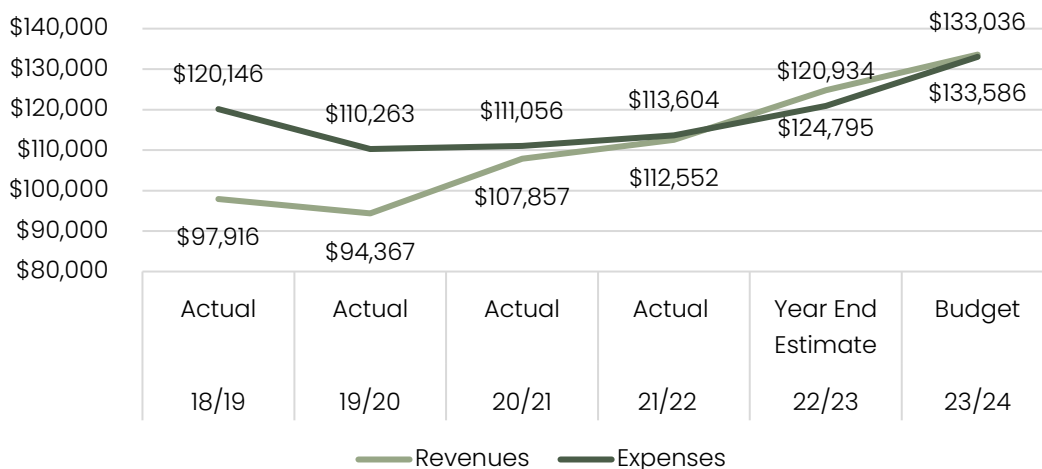
Account Expenditure Overview

For fiscal year 2023-2024, a total amount of \$461,859 is budgeted for insurance expenses. The breakdown of the insurance fund for fiscal year 2023-2024 and prior fiscal years is shown through various charts and tables throughout this section.

Insurance Fund Expenditures from FY 18/19- FY 23/24

	18/19	19/20	20/21	21/22	22/23	23/24
	Actual	Actual	Actual	Actual	Year End Estimate	Budget
Revenues	\$97,916	\$94,367	\$107,857	\$112,552	\$124,795	\$133,586
Expenses	\$120,146	\$110,263	\$111,056	\$113,604	\$120,934	\$133,036

Insurance Fund Revenues and Expenses



INSURANCE FUND

ACTUAL 2021/2022	BUDGET 2023/2024	EST. YR. END 2022/2023	BUDGET 2023/2024
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REVENUES

14-00-1-301	LIABILITY INSURANCE TAX	112,552	125,006	124,795	133,586
14-01-8-389	INS FUND GENERAL MISC	-			
TOTAL REVENUES		112,552	125,006	124,795	133,586

FUND EXPENSES

14-00-9-399	UNEMPLOYMENT INSURANCE CLAIM	-			
14-10-5-594	RISK MANAGEMENT EXPENSE	112,845	122,006	120,819	130,036
14-10-5-595	COMPENSABLE CLAIMS	760	3,000	115	3,000
TOTAL EXPENDITURES		113,604	125,006	120,934	133,036



Insurance Fund

REVENUE

LIABILITY INSURANCE TAX 14-00-1-301

\$133,036

This account reflects the portion of the property tax used to fund the General fund share of liability insurance premium.

EXPENSES

RISK MANAGMENT EXPENSE 14-10-5-594

\$130,036

This represents the General Funds portion of risk management insurance.

COMPENSABLE CLAIMS 14-10-5-595

\$3,000

This expense is budgeted to pay for deductibles in risk management loss events or pay for incurred costs in events where the Village is at fault (broken windshields, etc.)



Economic Development Fund

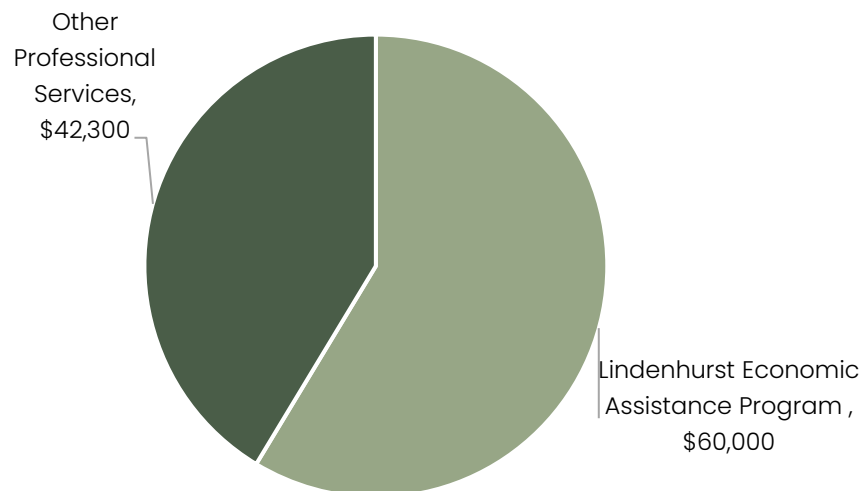
Fund Overview

The Economic Development Fund was initially created with funds resulting from the American Rescue Plan Act (ARPA) and reimbursements for expenses incurred during the COVID-19 pandemic through the CARES Act as administered by Lake County. The Village chose to supplement those dollars with an interfund transfer from the General Fund. The purpose of the fund is to promote the economic development initiatives of the Village whether that is through planning, programs for recruiting and retaining businesses, and/or grants for businesses, when available.

Fund Expenditure Overview

For fiscal year 2023-2024, a total amount of \$461,859 is budgeted for economic development expenses. The breakdown of the economic development fund for fiscal year 2023-2024 and prior fiscal years is shown through various charts and tables throughout this section.

Economic Development Fund Expenses for Fiscal Year 2023-2024



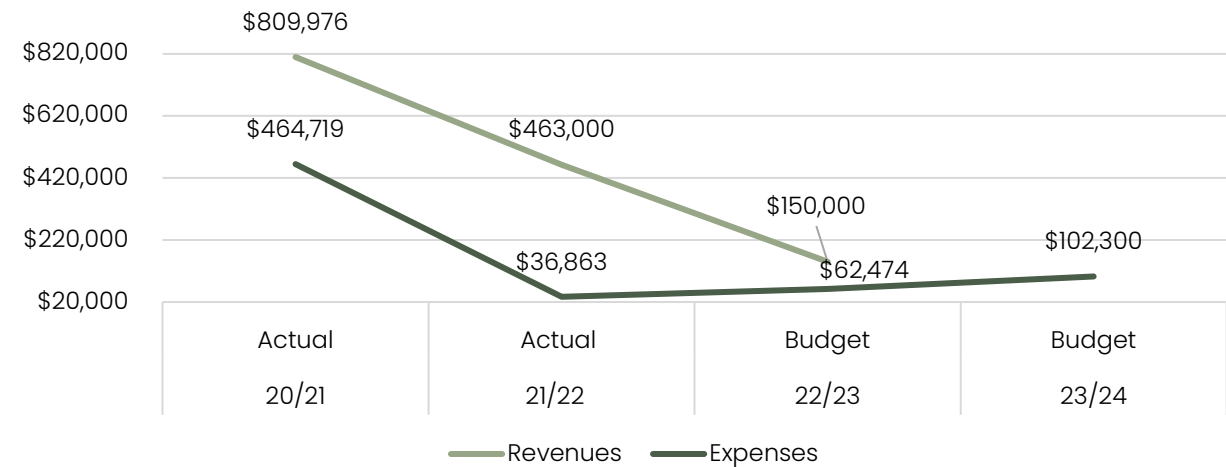


Economic Development Fund

Economic Development Expenditures from FY 20/21- FY 23/24

	20/21	21/22	22/23	23/24
	Actual	Actual	Budget	Budget
Revenues	\$809,976	\$463,000	\$150,000	
Expenses	\$464,719	\$36,863	\$62,474	\$102,300

Economic Development Fund Revenues and Expenses



ECONOMIC DEVELOPMENT FUND

ACTUAL 2021/2022	BUDGET 2022/2023	EST. YR. END 2022/2023	BUDGET 2023/2024
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REVENUE

40-00-0-600	CARES ACT FUNDS	120,000	-		
40-00-0-601	AMERICAN RESCUE PLAN ACT	143,000	-		-
40-00-0-602	GENERAL FUND TRANSFER	200,000	150,000		
TOTAL EXPENDITURES		463,000	150,000	-	-

EXPENSES

40-00-0-650	LINDENHURST ECONOMIC ASSISTANCE PROGRAM	36,863	270,100	50,423	60,000
40-00-0-651	OTHER PROFESSIONAL SERVICES	-	140,000	12,051	42,300
TOTAL EXPENDITURES		36,863	410,100	62,474	102,300



Economic Development Fund

EXPENSES

LINDENHURST ECONOMIC ASSISTANCE PROGRAM (LEAP)

\$60,000

The Lindenhurst Economic Assistance Program was created to build upon the sales tax rebate framework developed by the Village in 2014. The program was to help assist local businesses who may be looking to relocate within Lindenhurst or expand their current operations. The program outlines eligible expenses and dollars available for applicants to help make their business more viable.

Proposed expenditures outside of LEAP in FY 2023/2024 include:

Other Professional Services	
Personnel Services/Contract	\$30,000
Special Projects (Grand Avenue Redevelopment Plan)	\$10,000
Training/Conferences	\$300
Marketing (Social Media and Materials)	\$1,000
Materials/Supplies	\$1,000
Total	\$102,300



Information Technology (IT) Fund

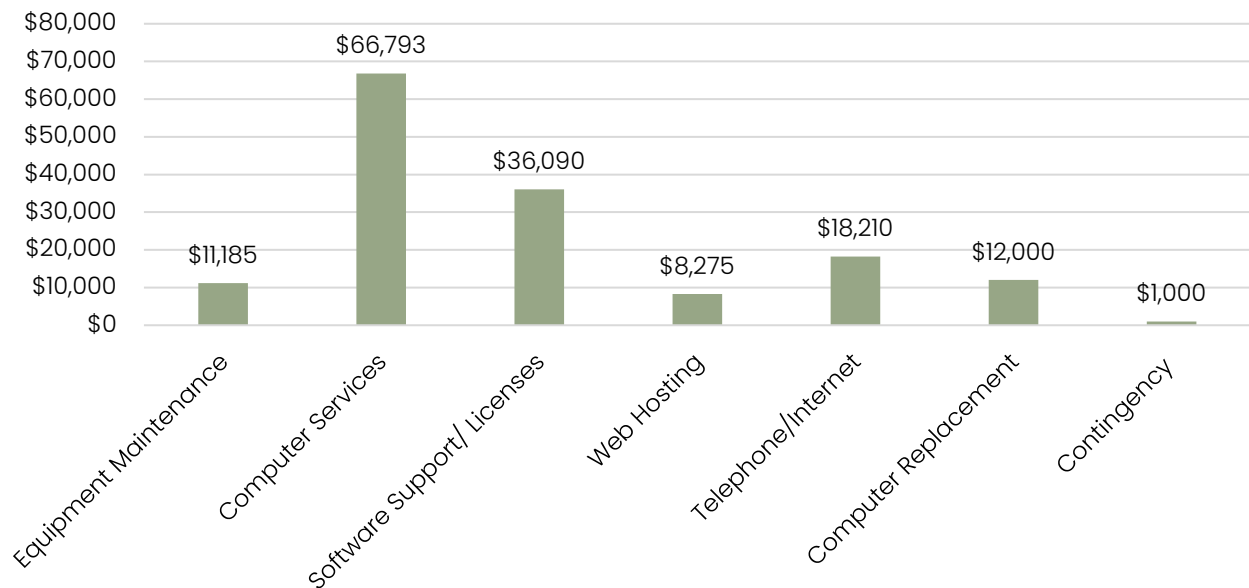
Fund Overview

The Information Technology (I.T.) Fund receives revenue from the leases for cellular companies to rent space atop the Village's water and communications towers. The lease agreements with the companies include a 3-5% increase in lease rates year-to-year. The fund was created with the intent of closer analysis and transparency of information technology costs which have been historically allocated across funds.

Account Expenditure Overview

For fiscal year 2023-2024, a total amount of \$461,859 is budgeted for information technology expenses. The breakdown of the information technology fund for fiscal year 2023-2024 is shown below.

Information Technology Fund Expenses Fiscal Year 2023-2024



INFORMATION TECHNOLOGY FUND

ACTUAL 2021/2022	BUDGET 2022/2023	EST. YR. END 2022/2023	BUDGET 2023/2024
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REVENUES					
	CELL ANTENNA - LEASE FEES	-	-	-	164,440
TOTAL REVENUES		0	0	0	164,440

EXPENDITURES					
	EQUIPMENT MAINTENANCE	-	-		11,185
	COMPUTER SERVICES				66,793
	SOFTWARE SUPPORT/LICENSES				36,090
	WEB HOSTING	-	-		8,275
	TELEPHONE/INTERNET	-	-		18,210
	COMPUTER REPLACEMENTS	-	-		12,000
	CONTINGENCY				1,000
TOTAL EXPENDITURES		0	0	0	153,553



Information Technology (I.T.) Fund

REVENUE

FUND OVERVIEW

The Information Technology (I.T.) Fund receives revenue from the leases for cellular companies to rent space atop the Village's water and communications towers. The lease agreements with the companies include a 3-5% increase in lease rates year-to-year. The fund was created with the intent of closer analysis and transparency of information technology costs which have been historically allocated across funds.

EXPENSES

EQUIPMENT MAINTENANCE XX-XX-X-512

\$11,185

80% of equipment repair contracts and contingencies (WS Admin 20%). The proposed amount is as follows:

Postage meter rental, scale and meter base maintenance	\$700
Copier Leases	\$5,785
Miscellaneous equipment repair, printers, etc.	\$1,000

COMPUTER SERVICES XX-XX-X-521

\$66,793

10% of contractual computer services (Police 45% / WS Admin 45%). This account supports Computer Services Contract and contingency (\$5,000). Encrypted secure email for 57 users is included in the monthly agreement, as well as remote access licensing. SonicWall Renewal covers the servers' firewall maintenance and patches, as needed.

Monthly Service (16-hours X \$80/hr. X 12 months)	\$ 15,360
Server Hosting (DC Server, File Server, SQL Server and RDS/TS (\$2,658.54/mo.)	\$ 32,000
Annual Splashtop Remote Access Licensing (60 X \$21.50)	\$ 1,290
AppRiver Exchange Email Address Licensing (57 X \$3.50 X 12 months)	\$ 2,394
AppRiver Azure Premium Email Protection (25 X \$1.75 X 12 months)	\$ 525
AppRiver ZixEncrypt Email Protection for Law Enforcement (23 X \$5.00 X 12 mo.)	\$1,380
Cyber Security Training Modules (for 50 users)	\$ 8,700
Annual Symantec Anti-Virus Protection (46 X \$14)	\$ 644
Annual MalwareBytes Endpoint Protection (46 X \$30)	\$ 1,380
SonicWall NSA/TZ TotalSecure Renewal	\$ 1,800
SCADA StorageCraft Back-up Agent	\$ 1,320
Total	\$ 66,793



Information Technology (I.T.) Fund

SOFTWARE SUPPORT/LICENSING XX-XX-X-522

\$36,090

This account covers licensing for village software that is used across departments. This includes our asset management/311 service, Beehive and our financial software, BS&A. Zoom Video Conferencing reflect an approximate 3% increase. CanvaPro will enable Village-rendered graphics for social media and other artwork without watermark stamps and access to pay-only content and templates.

BS&A Software Support	\$ 13,200
Beehive Asset Management	\$ 14,400
NIXLE	\$ 3,000
Disaster Recovery Agreement	\$ 2,400
Village Hall RiseVision front counter/conference room displays annual license	\$ 935
Zoom Video Conferencing	\$185
Survey Monkey	\$900
CanvaPro	\$120
Adobe In-Design Suite	\$450
Miscellaneous	\$ 500
Total	\$36,090

WEB HOSTING XX-XX-X-524

\$8,275

Covers the annual license, support, maintenance, upgrades and webhosting for Village website. This cost is a second installment of the \$33,100 cost broken out over a 4-year period, interest-free; and includes another website redesign in year four at no charge.

TELEPHONE/INTERNET XX-XX-X-552

\$18,210

Internet & Cable Service (Comcast)	\$4,810
Local and Long Distance Telephone (Comcast VOIP)	\$13,400
Contingency	\$1,000
Total	\$18,210

CONTINGENCIES 01-10-9-929

\$1,000

This account provides for expenses not anticipated within administrative operations. Some of the expenditures from this account were for the following: Employee recognitions/retirements, Holiday party, Holiday turkeys, police actuary service, chamber events and parade candy.



Community Capital Fund

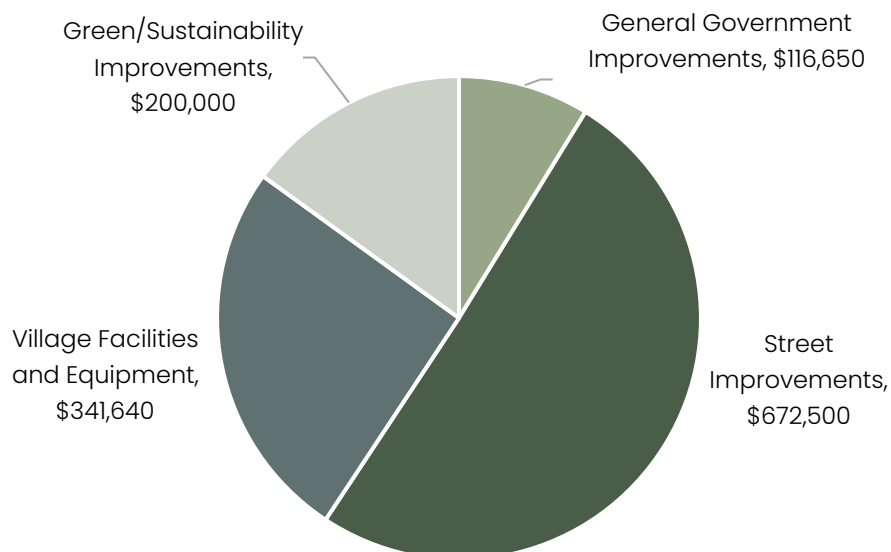
Fund Overview

The Community Capital Fund receives revenues from vehicle license fees charged to all households within the Village, cell tower antenna lease fees and public facility donation fees charged to all new development. The purpose of this fund is to provide funding for major community infrastructure improvements.

Fund Expenditure Overview

For fiscal year 2023-2024, a total amount of \$2,534,145 is budgeted for community capital expenses. The breakdown of the community capital fund for fiscal year 2023-2024 and prior fiscal years is shown through various charts and tables throughout this section. Additionally, expenditures and their respective projects are discussed in the Capital Improvement Plan (CIP).

Community Capital Expenses for Fiscal Year
2023-2024



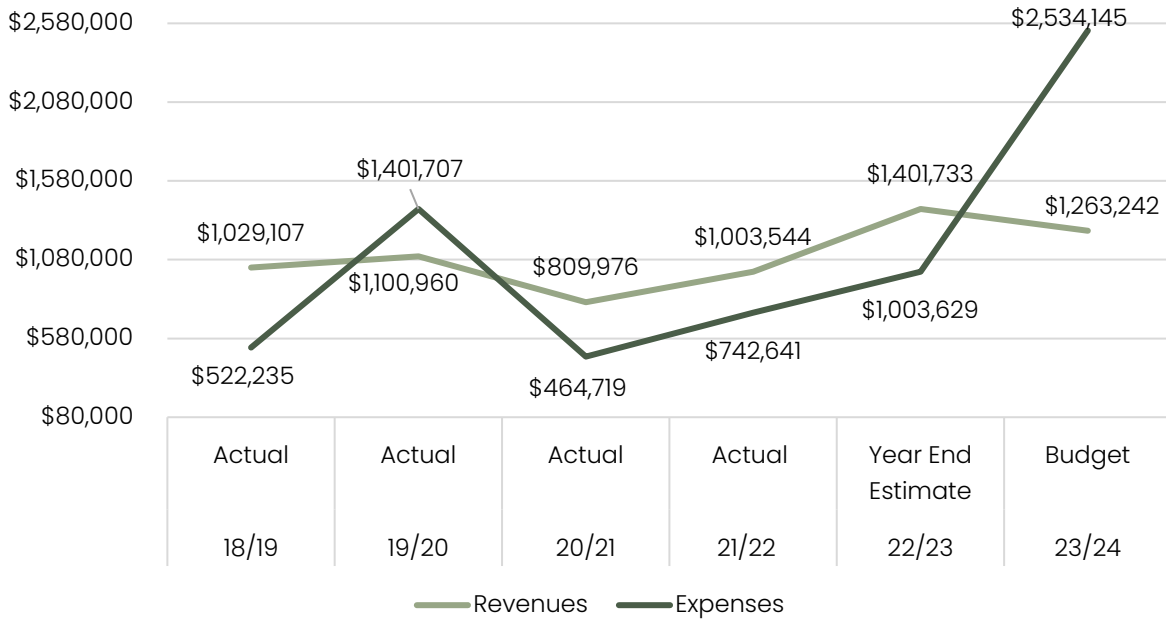


Community Capital Fund

Community Capital Expenditures from FY 18/19– FY 23/24

	18/19	19/20	20/21	21/22	22/23	23/24
	Actual	Actual	Actual	Actual	Year End Estimate	Budget
Revenues	\$1,029,107	\$1,100,960	\$809,976	\$1,003,544	\$1,401,733	\$1,263,242
Expenses	\$522,235	\$1,401,707	\$464,719	\$742,641	\$1,003,629	\$2,534,145

Community Capital Fund Revenues and Expenses



COMMUNITY CAPITAL FUND

		ACTUAL 2021/2022	BUDGET 2022/2023	EST. YR. END 2022/2023	BUDGET 2023/2024
REVENUES					
21-00-2-322	TRANSPORTATION FACILITIES FEES	275,919	280,000	276,000	280,000
21-00-3-338	PUBLIC FACILITY DONATION	46,500	35,000	35,000	36,000
21-00-3-339	CELL ANTENNA - LEASE FEES	174,331	159,650	157,384	-
21-00-8-381	INTEREST	-	2,000	-	2,000
21-00-8-389	GENERAL MISC.	-	-	-	-
21-00-8-390	IDOT REIMBURSEMENT - ROUTE 132	-	-	-	-
21-00-4-341	INCOME TAX	207,829	394,253	394,253	443,007
21-00-4-345	SALES TAX	203,341	413,168	413,168	422,235
21-00-4-355	VIDEO GAMING PROCEEDS	95,625	110,000	125,928	80,000
TOTAL REVENUES		1,003,544	1,394,071	1,401,733	1,263,242
PROJECTS					
21-10-8-851	RESURFACING PROJECT DESIGN ENG & SUPPORT	21,321	25,000	12,811	
21-10-8-860	COMPUTER REPLACEMENTS	11,566	12,000	12,067	
21-10-8-838	MISCELLANEOUS EQUIPMENT/UNANTICIPATED	7,477	10,000	4,200	
21-10-8-866	PAVEMENT PATCHING - VILLAGE WIDE	102,805	190,600	196,505	
21-10-8-867	TREE PLANTING/REMOVAL (EAB 15 YEARS)	16,665	15,000	5,430	
21-10-0-100	SIDEWALK REPLACEMENT AND REPAIRS	25,959	35,000	35,000	
21-10-8-882	ZEIGLER ECONOMIC INCENTIVE PAYMENT	229,343	110,000	110,000	
21-10-8-883	REPLACEMENT OF VILLAGE ENTRY SIGNS	12,990	-		
21-10-8-885	IDOT ROUTE 132 VILLAGE CONTRIBUTION	85,925	260,000	7,999	355,770
21-10-0-110	IDOT US ROUTE 45 VILLAGE CONTRIBUTION	7,454	-		9,585
21-10-8-887	LAKE SHORE DRIVE ENG DESIGN		70,000		850,000
	BECK ROAD		126,037	126,036	
21-10-8-888	GRAND AVE SIDEWALK CONSTRUCTION & ENGINEERING	81,302	-		
21-10-0-129	STORMWATER MANAGEMENT PROJECTS	100,895	100,000	99,650	
21-10-8-897	LINDENHURST DRIVE PHASE II IMPROVEMENTS	20,720	-		
21-10-8-910	VILLAGE FACILITY ROOF REPAIRS		35,000		
21-10-8-500	2022 ROAD RESURFACING PROGRAM		260,000	209,641	
21-10-8-501	VILLAGE HALL ROOF ACCESS HATCH		10,700	10,700	
NON-OPERA	LED STREETLIGHT AND FIXTURE UPGRADES		8,200	5,300	
21-10-8-503	PW OPERATIONS GARAGE FURNACE REPLACEMENT		6,000	4,641	
21-10-8-504	TRAILER PULLED MESSAGE BOARD		18,000	15,737	
21-10-8-505	PD SURVEILLANCE CAMERA SYSTEM		17,200	15,800	
21-10-8-506	IN-SQUAD VIDEO CAMERA REPLACEMENT		22,000	18,225	
21-10-8-507	COMMUNITY SURVEY		12,000	11,619	
21-10-8-508	PAVEMENT MANAGEMENT ASSESSMENT		49,210	49,210	
21-10-8-509	EVIDENCE STORAGE AREA SPACE NEEDS STUDY AND DESIGN		60,000	11,220	
	ASSET AND WORK MANAGEMENT SOFTWARE		32,800	32,838	
21-10-8-511	SAND LAKE ROAD SIDEWALK DESIGN ENGINEERING		176,000	-	
21-10-8-917	GRAND AVENUE STREETSCAPING DESIGN AND AMENITIES	18,218	150,000	9,000	
	GENERAL GOVERNMENT IMPROVEMENTS				116,650
	STREET IMPROVEMENT PROGRAM				672,500
	VILLAGE FACILITIES AND EQUIPMENT				329,640
	GREEN/SUSTAINABILITY IMPROVEMENTS				200,000
TOTAL PROJECTS		742,641	1,810,747	1,003,629	2,534,145
TOTAL COMMUNITY CAPITAL EXPENDITURES		742,641	1,810,747	1,003,629	2,534,145

BUDGET - FISCAL YEAR 2023-2024

COMMUNITY CAPITAL



The Water & Sewer Capital Fund receives revenues from connection (tap-on) fees charged to all new development within the Village. This fund has historically provided for water and sewer infrastructure needs, new equipment, and equipment replacement needs.

For fiscal year 2023-2024, a total amount of \$2,591,145 is budgeted for water sewer capital expenses. The breakdown of the water sewer capital fund for fiscal year 2023-2024 and prior fiscal years is shown through various charts and tables throughout this section. Additionally, expenditures and their respective projects are discussed in the Capital Improvement Plan (CIP).

A pie chart illustrating the distribution of 2024 Capital Projects by dollar amount. The chart is divided into four segments: a large olive green segment for 'Lake Shore Drive Water Main Replacement, \$1,420,000', a dark green segment for 'Lift Station Upgrades Engineering & Construction, \$309,000', a small dark blue segment for 'Wastewater Treatment Facility Upgrades, \$33,000', and a very small grey segment for 'Miscellaneous Projects, \$5,000'. Each segment is labeled with its project name and dollar amount, with lines connecting the labels to their respective slices.

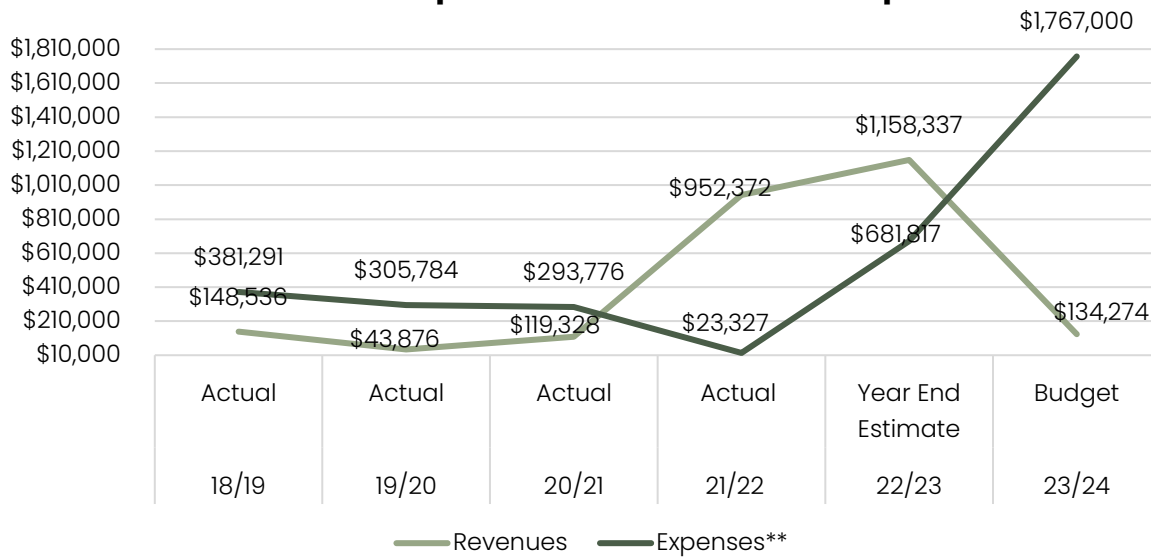
Project Category	Dollar Amount
Lake Shore Drive Water Main Replacement	\$1,420,000
Lift Station Upgrades Engineering & Construction	\$309,000
Wastewater Treatment Facility Upgrades	\$33,000
Miscellaneous Projects	\$5,000

	18/19	19/20	20/21	21/22	22/23	23/24
	Actual	Actual	Actual	Actual	Year End Estimate	Budget
Revenues	\$148,536	\$43,876	\$119,328	\$952,372	\$1,158,337	\$134,274
Expenses**	\$381,291	\$305,784	\$293,776	\$23,327	\$681,817	\$1,767,000
** Fiscal years 19-22 include debt service expenses						



Water Sewer Capital Fund

Water Sewer Capital Fund Revenues and Expenses



WATER/SEWER CAPITAL

		ACTUAL 2021/2022	BUDGET 2022/2023	EST. YR. END 2022/2023	BUDGET 2023/2024
REVENUES					
61-00-0-363	SEWER TAP ON	121,633	59,280	65,208	53,352
61-00-0-364	WATER TAP ON	93,357	56,580	70,725	50,922
61-00-8-384	AMERICAN RESCUE PLAN ACT	735,291	966,291	967,289	-
61-00-0-365	INTEREST	2,091	18,000	55,115	30,000
TOTAL REVENUES		952,372	1,100,151	1,158,337	134,274
EXPENDITURES					
61-48-8-919	LAKE SHORE DRIVE WATER MAIN REPLACEMENT	23,327	526,750	612,193	1,420,000
61-48-8-920	LIFT STATION UPGRADES ENGINEERING & CONSTRUCTION		265,000	5,000	309,000
	WASTEWATER TREATMENT FACILITY UPGRADES				33,000
61-48-8-922	LIFT STATION #5 PUMP REPLACEMENT AND SOFT START		64,500	59,624	
61-48-8-921	CONTINGENCY		30,000	-	
61-48-8-923	REMOVAL OF WELL HOUSE #3		5,000	5,000	
61-48-8-836	MISCELLANEOUS PROJECTS		5,000	-	5,000
TOTAL EXPENDITURES		-	896,250	-	1,767,000
TOTAL ALL EXPENDITURES		-	896,250	681,817	1,767,000

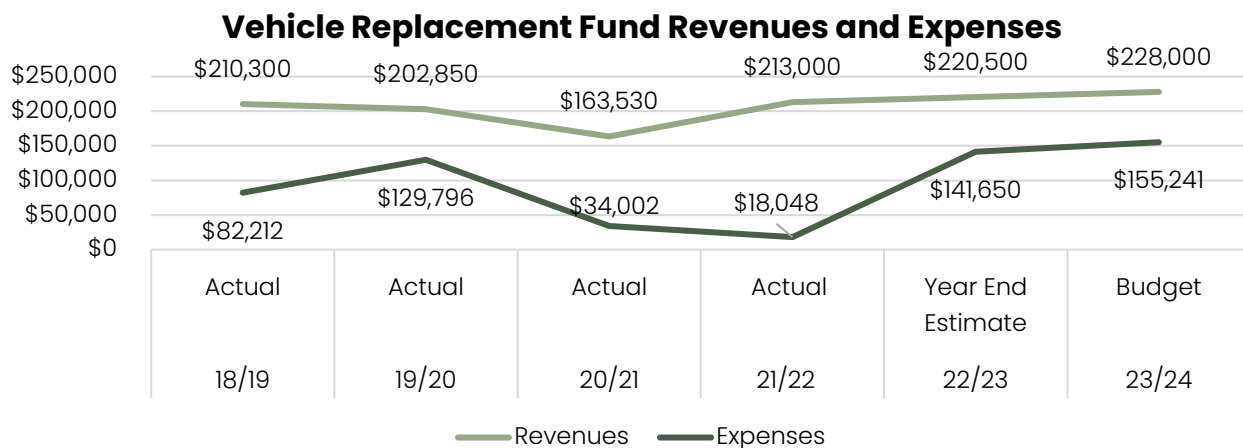


The Vehicle Replacement Fund is a fixed asset fund that reserves funds based upon the 20-year fleet replacement needs to ensure the regular replacement of major fixed assets for Public Works and the Police Department. Costs are determined based on the 20-year replacement schedule. The Vehicle Replacement Fund receives revenue from various fund contributions from police, street maintenance, and water sewer administration.

For fiscal year 2023-2024, a total amount of \$375,241 is budgeted for vehicle replacement fund expenses. This year's proposed expenses include replacements for Truck 56, and three police squads. The breakdown of the vehicle replacement fund for fiscal year 2023-2024 and prior fiscal years is shown through various charts and tables throughout this section.

The cash balance reserve policy is the same buying power today as is anticipated in 20 years.

	18/19	19/20	20/21	21/22	22/23	23/24
	Actual	Actual	Actual	Actual	Year End Estimate	Budget
Revenues	\$210,300	\$202,850	\$163,530	\$213,000	\$220,500	\$228,000
Expenses	\$82,212	\$129,796	\$34,002	\$18,048	\$141,650	\$155,241



VEHICLE REPLACEMENT FUND

ACTUAL 2021/2022	BUDGET 2022/2023	EST. YR. END 2022/2023	BUDGET 2023/2024
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REVENUES

50-20-0-322	FUND CONTRIBUTIONS	213,000	220,500	220,500	228,000
	INTEREST	-	-		
TOTAL REVENUES		213,000	220,500	220,500	228,000

EXPENDITURES

50-20-8-903	TRUCK 56	6,471	-		220,000
50-20-8-918	CHIPPER		67,000	67,600	-
50-20-8-831	POLICE SQUAD (3)	11,577	188,460	141,650	155,241
TOTAL EXPENDITURES		18,048	255,460	209,250	375,241



Vehicle Replacement Fund

FUND OVERVIEW

Separate fixed asset funds for Police and Public Works fleet were established in FY 11. The fund ensures the regular replacement of squad cars, trucks, and other large equipment. The funds were intended to promote the regular replacement of these vehicles. In 2019/2020, the separate funds were consolidated into a single fund for ease of accounting.

Based upon a 20-year projection of replacement costs, dollars are set aside annually to ensure sufficient dollars are on hand to make the needed replacements without borrowing. Costs were apportioned to expense budgets based upon the proportional value of fleet to a specific operation. Contributions are made annually from the General and Utility Funds.

VEHICLE REPLACEMENT

The squad car replacement fund receives annual contributions for the replacement of Police squad cars based on a 20-year projection. For FY 24, three squad cars scheduled for replacement. Public Works proposes the replacement of an 5-yard dump truck which has far exceeded its useful life to replace it with a low-profile dump truck.



Non-Operating Funds

Fund Overview

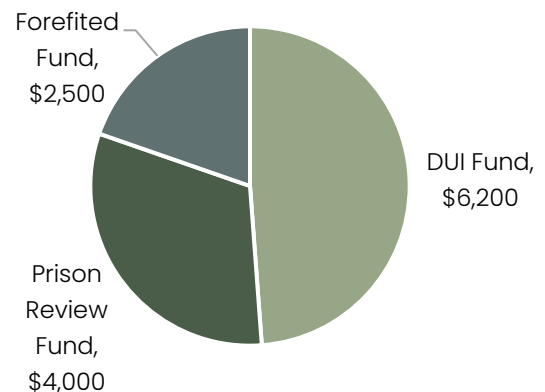
The Village operates three non-operating funds: the DUI Fund, Prison Review Fund and the Forfeiture Fund.

- DUI Fund: Receives revenues from court imposed fines as a result of DUI arrests made within the Village by Lindenhurst Police personnel. The funds are restricted for use in the purchase of equipment and supplies related to the enforcement and handling of DUI arrests.
- Prison Review Fund: Receives revenue from court imposed traffic citations and can only be used for specific purposes.
- Forfeiture Fund: Receives revenue from proceeds that result from the forfeiture of vehicles and other property. Funds can only be used for specific purposes.

Fund Expenditure Overview

For fiscal year 2023-2024, \$6,200 is allocated for forfeited funds, \$4,000 for prison review fund, and \$6,200 for the DUI Fund. The breakdown of the non-operating funds for fiscal year 2023-2024 and prior fiscal years is shown through various charts and tables throughout this section.

**Non-Operating Funds for Fiscal Year
2023-2024**



Expenditures by Fund

Non- Operating Funds				Total Non-Operating
	DUI Fund	Prison Review	Forfeited	
18/19 Actual	\$13,645	\$6,432	\$30,441	\$50,518
19/20 Actual	\$1,942	\$4,915	\$0	\$6,857
20/21 Actual	\$3,276	\$403	\$0	\$3,679
21/22 Actual	\$5,198	\$2,461	\$0	\$7,659
22/23 Year End Estimate	\$8,300	\$3,010	\$2,200	\$13,510
23/24 Budget	\$6,200	\$4,000	\$2,500	\$12,700

NON-OPERATING FUNDS

ACTUAL	BUDGET	EST. YR. END	BUDGET
2021/2022	2022/2023	2022/2023	2023/2024

D.U.I FUND REVENUES

22-00-5-351	DUI S/B 740 COURT FINES	1,726	4,000	2,900	4,000
22-00-5-352	E-CITATIONS	306	750	325	500
22-00-8-381	INTEREST	-	150	-	100
TOTAL D.U.I. FUND REVENUE		2,032	4,900	3,225	4,600

D.U.I FUND EXPENSES

22-20-9-919	VEHICLE EQUIPMENT/INSTALL	-	-		
22-20-9-929	MISCELLANEOUS CONTINGENCY	-	-		
22-20-6-622	TASERS	1,856	3,940	3,600	2,700
22-20-6-623	MISC UNIFORMS & EQUIPMENT	3,342	5,000	4,700	3,500
22-20-6-624	POLICE RECORDS MANAGEMENT (RMS)	-	-		
22-20-6-626	INTOXIMETER BREATH ANALYSIS INSTR	-	-		
22-20-6-651	E-CITATION SOFTWARE	-	-		
TOTAL D.U.I. FUND EXPENDITURES		5,198	8,940	8,300	6,200

PRISON REVIEW FUND REVENUES

23-00-5-351	PRISON REVIEW FINES	228	2,000	300	500
23-00-8-381	INTEREST	-	150	-	100
TOTAL PRISON REVIEW FUND REVENUES		228	2,150	300	600

PRISON REVIEW FUND EXPENSES

23-20-9-919	PRISON REVIEW - VEHICLE & MAINT.	1,711	3,000	1,070	2,000
23-20-9-929	MISCELLANEOUS CONTINGENCY	750	2,000	2,000	2,000
TOTAL PRISON REVIEW FUND EXPENDITURES		2,461	5,000	3,070	4,000

FORFEITED FUNDS REVENUE

19-00-3-344	FORFEITED FUNDS	3,314	2,000	2,000	2,000
TOTAL FORFEITED FUNDS REVENUE		3,314	2,000	2,000	2,000

FORFEITED FUNDS EXPENSES

19-00-6-654	MEG PARTICIPATION	-	-		
NON-OPERAT	MISC ENFORCEMENT EQUIP	-	4,000	2,200	2,500
TOTAL FORFEITED FUNDS EXPENDITURES		-	-	-	-

BUDGET - FISCAL YEAR 2023-2024

NON-OPERATING FUNDS



Non Operating Funds- Revenues

FORFEITURE FUNDS

DUI S/B 740 COURT FINES 22-00-5-351

\$4,000

This fund receives court-imposed surcharges based on convictions for impaired driving offenses. This fund is regulated by State statute, which states the fund "shall be used to purchase law enforcement equipment that will assist in the prevention of alcohol related criminal violence throughout the State". In the past, purchases have been cameras, breath testers, "Zero Tolerance" signs, radars, radio equipment, etc.

PRISON REVIEW FINES 23-00-5-351

\$500

The sources of these funds are court awarded traffic citations. This fund is regulated by State statute, which states the fund "shall be used for the acquisition or maintenance of police vehicles". The use of the money is restricted to vehicle purchases, miscellaneous vehicle equipment or maintenance.

FORFEITURE FUND 19-00-3-344

\$2,000

The Forfeiture Fund receives revenue from proceeds that result from the forfeiture of vehicles and other property. This fund is regulated by State statute, which states the fund "shall be used for the enforcement of laws governing cannabis and controlled substances; for public education in the community or schools in the prevention or detection of the abuse of drugs or alcohol; or for security cameras used for the prevention or detection of violence".



Non Operating Funds- Expenses

DUI SB 740 (Encumbered Funds)

\$6,200

The DUI fund receives revenues from court imposed fines as a result of DUI arrests made within the Village by Lindenhurst Police personnel. The funds are restricted for use in the purchase of equipment and supplies related to the enforcement and handling of DUI arrests.

Proposed expenditures in FY 2023/2024 include:

TASERS 22-20-6-622

\$2,700

This fund supports the replacements of batteries, cartridges, and miscellaneous supplies due to deployment or training purposes.

MISCELLANEOUS UNIFORMS & EQUIPMENT 22-20-6-623

\$3,500

Miscellaneous uniforms and equipment, as needed for staff, in the prevention of alcohol related crimes. This fund will also cover the costs of jackets, hats and other miscellaneous patrol equipment for (15) full-time, and (6) part-time officers.

PRISON REVIEW AGENCY (Encumbered Funds)

\$4,000

The Prison Review fund receives revenue from court imposed traffic citations and can only be used for specific purposes. Also referred to as "court supervision surcharge revenue".

Proposed expenditures in FY 2023/2024 include:

POLICE VEHICLE & MAINTENANCE 23-20-9-919

\$2,000

Vehicle Maintenance & Replacement

MISCELLANEOUS CONTINGENCY 23-20-9-929

\$2,000

Miscellaneous Maintenance/Equipment

FORFEITED FUNDS (Encumbered Funds)

\$2,500

The Forfeited Funds fund receives revenue from proceeds that result from the forfeiture of vehicles and other property. These funds can only be used for specific purposes.

Proposed expenditures in FY 2023/2024 include:

MISCELLANEOUS ENFORCEMENT/DETECTION EQUIPMENT 19-00-6-630

\$2,500

Miscellaneous equipment to cover costs associated with enforcement of laws governing cannabis and controlled substances, and prevention or detection of violence.

LINDENHURST SANITARY DISTRICT

BUDGET 2022/2023	EST. YR. END 2022/2023	BUDGET 2023/2024
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REVENUES				
	REAL ESTATE TAX	180,919		186,365
	REPLACEMENT TAX	2,000		2,000
	FEES IN LIEU OF TAXES	2,000		2,000
	VILLAGE CONTRIBUTION	125,000		125,000
	TAP-ON FEES	36,000		53,352
	INTEREST INCOME	100,425		90,990
TOTAL REVENUES		446,344	0	459,707

EXPENDITURES				
	OFFICIALS SALARIES	-		-
	CONTRACT ACCOUNTING: AUDIT	8,000		8,000
	MISCELLANEOUS CONTRACTUAL SERVICES	2,000		2,000
	OPERATING SUPPLIES	500		500
	PRINTING & PUBLICATION	500		500
	REPAYMENT OF IEPA LOAN	712,000		710,000
	CONTINGENCY	1,000		1,000
TOTAL EXPENDITURES		724,000	0	722,000



SUPPLEMENTARY INFORMATION

Fiscal Year Budget
2023-2024





Personnel Information

Personnel Overview

Since FY 2008-2009, the Village has made significant changes to operating approaches resulting in staff reductions by almost 33% in all functions. The tables below show the authorized positions by Village departments. Seasonal employees like snow plow operators are not included.

Administration			
Authorized Position	Fiscal Year 21-22	Fiscal Year 22-23	Fiscal Year 23-24
Village Administrator	1	1	1
Assistant to the Village Administrator	1	1	1
Deputy Clerk	1	1	1
Management Analyst	0	1	1
Utility Service Representative	1	1	1
Customer Service Representative	1	1	1
Customer Service Representative (PT)	0.5	0.5	0.5
Total Staff	5.5	6.5	6.5

Police Department			
Authorized Position	Fiscal Year 21-22	Fiscal Year 22-23	Fiscal Year 23-24
Chief of Police	1	1	1
Police Commander	1	1	1
Police Sergeant	2	2	2
Police Officer	10	10	10
Records Assistant	1	1	1
Community Service Officer (PT)	0.5	0.5	0.5
Total Staff	15.5	15.5	15.5



Personnel Information

Public Works			
Authorized Position	Fiscal Year 21-22	Fiscal Year 22-23	Fiscal Year 23-24
Director of Operations	1	1	1
Utility System Manager	1	1	1
Crew Leader	1	1	1
Maintenance Operator I	2	2	4
Maintenance Operator II	4	4	2
Maintenance Operator III	2	2	1
Total Staff	11	11	10

Personnel and Salary Costs

Compared to FY 2023, the Village's overall personnel related costs (salaries, health insurance, training, etc.) are increasing by \$255,903 or about 6.38%. Salaries and wages rose by a comparable amount \$15,302 or .53% from FY 2023.

Personnel Costs by Year (Budget)

	18/19	19/20	20/21	21/22	22/23	23/24
Personnel	\$3,841,682	\$3,698,405	\$3,729,255	\$3,809,142	\$4,011,404	\$4,267,307
% Change	-0.25%	-3.80%	0.83%	2.10%	5.40%	6.38%

Salary Costs by Year (Budget)

	18/19	19/20	20/21	21/22	22/23	23/24
Salaries	\$2,887,371	\$2,787,173	\$2,805,550	\$2,784,644	\$2,911,280	\$2,926,582
% Change	1.87%	-4.70%	1.80%	-0.07%	4.60%	0.53%



Personnel Information

Salary Allocation

Village employees' salaries are spread across multiple accounts and funds. Each authorized Village position and their respective salary allocation percentage are summarized below. For reference, the green cells are accounts within the general fund and the blue cells are accounts within the Water/Sewer Fund.

Full-Time Personnel									
Position	Admin	Streets	Police	Water/ Sewer Admin	Water	Sewer	Garbage	BLDG.	Total
Village Administrator	50%	0%	0%	40%	0%	0%	10%	0%	100%
Assistant to the Village Administrator	50%	0%	0%	40%	0%	0%	10%	0%	100%
Director of Operations	0%	40%	0%	0%	20%	40%	0%	0%	100%
Customer Service Representative	0%	0%	0%	40%	0%	0%	10%	50%	100%
Utility Systems Manager	0%	40%	0%	0%	20%	40%	0%	0%	100%
Crew Leader	0%	40%	0%	0%	20%	40%	0%	0%	100%
PT Community Service Officer	0%	0%	100%	0%	0%	0%	0%	0%	100%
Records Assistant	0%	0%	100%	0%	0%	0%	0%	0%	100%
Chief of Police	0%	0%	100%	0%	0%	0%	0%	0%	100%
Commander	0%	0%	100%	0%	0%	0%	0%	0%	100%
Sergeant (x2)	0%	0%	100%	0%	0%	0%	0%	0%	100%
Police Officer (x10)	0%	0%	100%	0%	0%	0%	0%	0%	100%
Operator I (x2)	0%	40%	0%	0%	20%	40%	0%	0%	100%
Operator II (x4)	0%	40%	0%	0%	20%	40%	0%	0%	100%
Operator III (x2)	0%	40%	0%	0%	20%	40%	0%	0%	100%



Personnel Information

Part-Time Personnel									
Position	Admin	Streets	Police	Water/ Sewer Admin	Water	Sewer	Garbage	BLDG.	TOTAL
PT Customer Service Representative	30%	0%	0%	40%	0%	0%	30%	0%	100%
Deputy Clerk	40%	0%	0%	30%	0%	0%	30%	0%	100%
Utility Service Representative	30%	0%	0%	40%	0%	0%	30%	0%	100%
Regular Part-Time PW	0%	40%	0%	0%	20%	40%	0%	0%	100%



Village of
Lindenhurst

CAPITAL IMPROVEMENT PLAN

Fiscal Year
2023 - 2024

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Capital Improvement Plan Overview

Introduction

The purpose of the Village's Capital Improvement Plan (CIP) is to establish a long-range planning tool to provide for the investment in major community infrastructure improvements and the maintenance/repair/replacement of existing Village facilities and equipment.

More specifically, the Capital Improvement Plan will:

1. Identify existing major infrastructure and facilities.
2. Describe the CIP planning process.
3. Identify needed capital improvement projects within the next five years or longer.
4. Provide a summary of current debt obligations.
5. Identify, categorize and describe potential future community improvement projects.
6. Make recommendations to maximize community improvement spending.

When planning for capital projects, the Village uses seven objectives when evaluating the priority of projects, which are indicated throughout the CIP document:

1. Continuation of Maintenance and Replacement of Village Infrastructure to Address Essential Community Infrastructure Needs
2. Improvements to Technology to Increase Operational Efficiencies or Increase Data Driven Decision-Making
3. Enhances Quality of Life Elements and Improves Property Values
4. Improve Citizen Engagement in order to Establish Future Goal Setting and/or Comprehensive Planning
5. Enhance Public Safety
6. Seeking more sustainable equipment, materials, or practices
7. Promotes strategic priority areas and goals as established within the Village's strategic plan



Capital Improvement Plan Overview

Capital Improvement Plan Planning Process

The planning process for the Capital Improvement Plan is a collaborative multi-step process and includes the following steps:

Step	Completion Date	Description of Activity
1	November 18	Departmental CIP items are submitted to Village Administrator
2	Ongoing	Staff prepares a draft CIP document that includes revenue projections and proposed projects and costs
3	January 24-27	Draft CIP is provided to the Village Finance Committee for review and input
4	February 27	Draft CIP is discussed at Village Board Meeting
5	March	Staff incorporates Village Board decisions and modifications into final CIP document
6	April 24	Village Board reviews and approves recommended CIP projects as part of the Village's full budget

Capital Improvement Plan Structure and Organization

The Village's CIP is organized into three main areas meant to increase understanding of our capital improvement needs and increase transparency around various capital projects. The three primary groupings are as follows:

- Capital Projects by Functional Group: This organizes recommended capital project into functional groups that have similar like projects and priorities. Projects within this area are projected for the next five years.
- Proposed Fiscal Year Spending Summary: Provides a summary of this proposed fiscal year's capital projects by functional group.
- Fund Summary: Provides information about which Village funds will be used to fund all proposed projects.



Capital Improvement Plan Overview

Recommended Capital Improvement Projects by Functional Group

Recommended Village capital improvement projects are categorized into five different functional groups as shown below. Within each functional group, individual types of projects have been projected for the next five years.

Project Groups:

- General Government Improvements
- Water and Wastewater Improvements
- Street Improvements
- Village Facilities and Equipment
- Green/ Sustainability Initiatives
- Vehicle and Major Equipment Replacement



CIP- General Government

Overview

Projects identified in this category cover a wide range of areas that all aim to improve Village services, operations, and quality of life. Examples of potential project areas in this category include maintaining the Village's four lakes, improving stormwater infrastructure, enhancing Village services, and providing economic development/incentives. Projects in this category are funded by the Community Capital Fund.

General Government Recommended Projects					
Projects	FY 2023-24 Proposed	FY 2024-25 Projected	FY 2025-26 Projected	FY 2026-27 Projected	FY 2027-28 Projected
Community Survey				\$13,000	
Lakes Management	\$6,650				
Economic Development & Incentives	\$110,000	\$110,000	\$110,000	\$110,000	\$110,000
<i>Subtotal</i>	<i>\$116,650</i>	<i>\$110,000</i>	<i>\$110,000</i>	<i>\$123,000</i>	<i>\$110,000</i>

Project Descriptions for Fiscal Year 2023-2024

Lakes Management

Lake Waterford (Teal Rd.) Boat Launch (\$6,650)

In lieu of the larger scoped project for a boat launch located along Teal Road, the Finance Committee suggested a scaled back version of the project. This project would modify the sidewalk and curb along Teal Road and establish a gravel boat launch running to the water line. The proposed project would be overseen by Public Works and is estimated to cost \$6,650.

Economic Development & Incentives

Zeigler Economic Incentive Payment (\$110,000)

Per the Board approved revisions to the Economic Incentive Agreement between the Village and Zeigler Nissan, the Village has committed to ongoing rebates of 50% of sales tax generated by the project. This is estimated for FY 22 at \$110,000.



CIP- General Government

Project Descriptions for Fiscal Years 2025-2028

Economic Development & Incentives (\$110,000)

FY 25-28: Zeigler Economic Incentive Payment (\$110,000)

Community Survey

FY 27: Community Survey (\$13,000)



CIP- Water & Wastewater

Overview

The Village maintains a well water distribution system that includes 6 well houses, 9 wells, two water wells that hold 750,000 and 500,000 gallons, a 1,000,000-gallon reservoir, 62 miles of watermain, and 728 fire hydrants. Additionally, the Village operates and maintains a wastewater treatment system that includes, 11 lift stations, 65 miles of sanitary sewer lines and a waste water treatment facility that can treat 2.0 million gallons per day. The projects identified below provide maintenance and enhancement to both the water and wastewater systems. Projects in this category are funded by the Water/Sewer Capital fund.

Water & Wastewater Recommended Projects					
Projects	FY 2023-24 Proposed	FY 2024-25 Projected	FY 2025-26 Projected	FY 2026-27 Projected	FY 2027-28 Projected
ARPA- Watermain Replacement Lake Shore Drive	<i>\$1,420,000</i>				
Lift Station Upgrades and Improvements	<i>\$309,000</i>		\$17,250	\$38,500	\$75,000
Compound Meter Replacement Program		\$32,928	\$33,916	\$34,933	\$35,981
Water Infrastructure Improvements		\$225,000	\$35,000	\$70,000	
Wastewater Treatment Facility Upgrades	<i>\$33,000</i>		\$80,000		
Misc. Equipment	<i>\$5,000</i>	<i>\$5,000</i>	<i>\$5,000</i>	<i>\$5,000</i>	<i>\$5,000</i>
<i>Subtotal</i>	<i>\$1,767,000</i>	<i>\$262,928</i>	<i>\$171,166</i>	<i>\$148,433</i>	<i>\$115,981</i>

Project Descriptions for Fiscal Year 2023-2024

ARPA- Watermain Replacement Lake Shore Drive (\$1,420,000)

One of the major projects to be completed with our American Rescue Plan Act funds was the replacement of water main along Lake Shore Drive. This section of water main was selected due to its age and high number of breaks which have occurred along the line. The Village plans to replace around 3,000 linear feet of water main and increase the size of the pipe from six inch (6") diameter to twelve inch (12") diameter. Replacing the water main will help provide greater supply of



CIP- Water & Wastewater

water at greater pressure for residents in that area. In FY 23, the Village completed a section of water main replacement along this route from Beck Road to Green Tree Court. The estimated cost of replacing the remaining water main from Green Tree Court to Sprucewood Drive in FY 24 is \$1,420,000.

Lift Station Upgrades & Improvements

ARPA – Lift Station Upgrades Design and Construction (\$289,000)

Our CIP figures include the replacement of control panel and peripheral equipment, transducers, back-up floats, level sensors, primary-logic controllers (PLCs), and start up for each of these stations. The costs also include the replacement of pumps at lift stations #2 and #3. Strand Engineering was approved to begin the design for these upgrades in December 2022. A more detailed cost estimate will be generated through the design process.

Replace Guiderails at Lift Station 8 (\$20,000)

The guide rails inside the wet well at Lift Station #8 are difficult to use and have separated from the anchoring point of the wet well. These guide rails are original and no longer provide proper seating of the pumps. Portions of the guide rails are bowed and do not allow the pumps to slide up and down for servicing. We propose to replace the pumps at the same time as they are 18 years old and have exceeded their useful life.

Wastewater Facility Improvements

Centrifuge Repair (\$33,000)

The centrifuge is used to process our bio-solids for land application. The unit is due for internal bearing replacements and was recommended during the last inspection of 03/22. This work would require the removal of the unit and transport to their facility.

Misc. Equipment (\$5,000)

Project Descriptions for Fiscal Years 2025–2028

Lift Station Upgrades & Improvements

FY 26–28: Installation & Repair of Lift Station Driveways (\$17,250–\$75,000)



CIP- Water & Wastewater

Public Works proposes the replacement of the aging driveways at the lift stations over a period of four years. Ten of the eleven lift stations have a driveway approach and are original installations. Special care is needed when removing snow and ice from the drives as well as becoming eye sores for the local residents. The list below prioritizes the needs of the driveways in a “worst-is-first” methodology. Cost calculations are based on current pricing of \$10 per square foot.

Fiscal Years	Lift Station	Square Feet	Extended Cost
FY 25/26	Lift Station 2	816	\$8,160
	Lift Station 5	900	\$9,000
	Lift Station 8	450	\$4,500
FY 26/27	Lift Station 1	750	\$7,500
	Lift Station 3	780	\$7,800
	Lift Station 7	700	\$7,000
FY 27/28	Lift Station 4	432	\$4,320
	Lift Station 10	375	\$3,750
	Lift Station 11	800	\$8,000
	Lift Station 6	2,355	\$23,550

Compound Meter Replacement Program

FY 25–28: Compound Meter Replacement Program (\$32,928–\$137,758)

In our efforts to reduce water loss and better accountability, Public Works proposes the replacement of older commercial account meters and existing compound meters located at various commercial businesses. These recommended meters for replacement were installed prior to 2014 and are as old as 2007. The new meters will allow for data logging to better assist our clients in identifying problems within their plumbing. The new compound meter is of the Fergusson T10 family using the vortex metering system. The meter will have the same functions as our current meter but will eliminate the need to track two meter readings for billing. At present, a compound meter must read a “HI” usage and a “LO” usage. The vortex meter automatically reads the water used as a single read and is equipped with data logging capabilities.

We propose this meter exchange to occur over the next four years with a 3% increase in materials:



CIP- Water & Wastewater

Fiscal Year	Cost
FY 25/26	\$32,928
FY 26/27	\$33,916
FY 27/28	\$34,933
FY 28/29	\$35,981

Water Infrastructure Improvements

FY 25: Hypochloride Conversion (\$51,000)

This proposed project includes the removal of gas chlorine from the stand-by well houses no. 2 and 5. These well houses currently use chlorine gas as the water disinfectant with no chlorine held on or offsite. If the need arises to utilize these wells, chlorine will need to be ordered and delivered. There is no guarantee that the chlorine gas could be delivered at a moment's notice. We propose to switch these well hoses over to hypochloride that is readily available for use through CLCJAWA if needed. The hypochloride is safe to handle and can be transported in 5-gallon jugs. This work includes the purchasing of the chlorinating equipment, installation, and engineering as required from the IEPA to make the switch.

FY 25: Televising of Emergency Standby Wells (\$24,000)

Since the inception of Lake Michigan water in 2017, the emergency stand by wells are only exercised once per month. The wells are running for a minimal time and the water is pumped to waste. Due to the lack of operations, we propose the televising of the wells to catalog their current conditions and to evaluate the condition of the aquifers. This televising will also identify any issues with the column pipe, casing, or the intake screens. It has been known that the matrix of the water has caused problem in the past with our wells at a time during operations. Concerns can be made of the condition of the wells with minimal operations. This work should be performed every four years to guarantee the operations of the well if the need arises that they be placed into service.

FY 25: Tower 1 Column Pipe Replacement (\$150,000)

In early 2020, repairs to Tower 1 were performed to the angle brackets that were leaking. At that time, Public Works determined that a full inspection of the column pipe should be performed based on concerns of the thickness of the wall of the pipe. Since that time, Public Works has come to an understanding that the entire



CIP- Water & Wastewater

column pipe should be replaced and would rather forego the inspection and simply replace the pipe.

FY 26: Abandon Well House #4 (Sedgewood Cove) (\$20,000)

We propose to abandon Well House #4 located in Sedgewood Cove. This well house was constructed in 1994 as a means to provide potable water to the subdivision if the need to isolate the area from the distribution system occurred. This well produces only 95 gallons per minute and was built on top of an iron bed. Due to the high iron count, this well was not used as a front-line water producer but as a last use option. The last recorded use from this well was in March 2012 and then previous to that was August 2000. With the current distribution piping and the Lake Villa Interconnection as a viable backup source, the need for this well house no longer exists.

FY 27: Communications Upgrade to Wellhouses (\$70,000)

Similar to the upgrades being performed at the sanitary lift stations, communications upgrades are needed to our well houses that reliably provide information to our Public Works staff, even while in offsite locations. Improved communication would allow our staff to view more reliable information and remote operability in the case of an alert or alarm.

Wastewater Facility Improvements

FY 26: Reseal & Repave Lagoon (\$65,000)

The storage lagoon at the WWTF is in need of repairs. The lagoon measures 87 feet by 255 feet with a surface area of 22,185 square feet. The lagoon has multiple fractures and the seams have separated over time. These fractures and open seams allow for vegetation to grow which in turn requires staff to remove several times a year. The surface of the lagoon is not designed to support machinery so this work will need to be performed by hand.

FY 26: Install Fiber Optics at WWTF (\$15,000)

In order to maintain communications with the various components at the WWTF, we propose to complete the fiber optic connects to the SCADA computer. At present the system works off of a radio read that at times fails to communicate. We propose to install a hard line (fiber optics) to complete the circuit that was installed during the 2012 upgrades.



CIP- Street Improvements

Overview

The Village consists of 94.3 lane miles of streets and rights of way. Following a pavement management assessment of Village streets in 2018 which rated the Village's road network in the "poor" category, the Village made a larger commitment to invest in road infrastructure by creating a six-year road resurfacing program. This program has allowed the Village to almost double the number of road miles treated during the biennial resurfacing schedule while increasing the overall pavement condition index (PCI) score of the overall network. The majority of the projects outlined below reaffirm the Village's commitment to the biennial resurfacing schedule. Other project funding for street improvements account for large Village infrastructure projects and for the Village's contribution to state and county road projects. Projects in this category are funded primarily by the community capital fund. The Motor Fuel Tax and Garbage fund also provides funding for street improvements on a biennial schedule.

Street Improvements Recommended Projects					
Projects	FY 2023-24 Proposed	FY 2024-25 Projected	FY 2025-26 Projected	FY 2026-27 Projected	FY 2027-28 Projected
Pavement Management Assessment				\$45,000	
Road Resurfacing Program	<i>\$650,000</i>	\$1,778,102	\$100,000	\$1,800,000	\$100,000
Village Match for County/ State Road Projects	<i>\$365,355</i>				\$101,269
Lake Shore Drive Reconstruction & Engineering	<i>\$850,000</i>		\$1,050,000		
Misc. Street Improvements	<i>\$22,500</i>	\$12,000			
<i>Subtotal</i>	<i>\$1,887,855</i>	<i>\$1,790,102</i>	<i>\$1,150,000</i>	<i>\$1,845,000</i>	<i>\$201,629</i>

Project Descriptions for Fiscal Year 2023-2024

Road Resurfacing Program

2023 Road Resurfacing Program (\$525,000)



CIP- Street Improvements

This amount is in accordance with our previously set, six-year road resurfacing schedule. The streets being considered include Mallard Ridge Drive/Munn Road, Springhill Lane, and Constitution Drive. This is not definitive at this time as we await the pavement assessment results from the fall.

Annual Pavement Patching (\$100,000)

Road Program Design Engineering (\$25,000)

Lake Shore Drive Reconstruction and Engineering

Lake Shore Drive Reconstruction FAU Match (\$550,000)

Without knowing the total final cost for the reconstruction of Lake Shore Drive, et al, this amount has been set aside within Community Capital for the purposes of contingency or construction engineering expense. Money identified within the Motor Fuel Tax fund issued by the state through the Rebuild Illinois Bond funds will act as match for the federal funds utilized during the project.

Village Match for County/ State Road Projects

Route 45 Contribution (\$9,585)

Route 132 Village Contribution (East & West Sections) (\$355,770)

Misc. Street Improvements

Decorative Street Lights in Waterford Commons (\$10,000)

Waterford Commons comprises of Bridge Port Terrace, Harbor Ridge Way, and a portion of Monroe Drive that includes 2 strip malls and other small businesses. Within this area there are 22 Village owned steel decorative street lights. 14 that are single lamp and 8 that are double lamp. At present, the steel at the base of the pole is rusting and 3 lamps are without the glass housing. Due to the age of these street lights, replacement parts are non-existent. We have replaced the heads on 4 single lamp fixtures with a different style of lighting mechanism using the existing pole. We propose to revamp all the poles with removing the rust and painting the poles. We would also propose replacing the light mechanism on the 3 lamps that do not have glass housings. The above price includes replacing 2 complete structures.

Village entry Sign Replacement (\$12,500)



CIP- Street Improvements

The Village has not replaced our entryway signs along Grass Lake Road at US 45 since the completion of the Millburn Bypass Project. The cost contemplated would replace signage at US 45 and Haven Lane (Forest Trails) and Grass Lake Road and southbound US 45.

Project Descriptions for Fiscal Years 2025–2028

Pavement Management Assessment

FY 27: Pavement Management Assessment (\$45,000)

Road Resurfacing Program

FY 25: Pavement Patching & Design Engineering (\$1,778,102)

Includes contributions from Motor Fuel Tax (MFT) and Garbage Funds.

FY 26: Pavement Patching (\$100,000)

FY 27: 2026 Road Resurfacing Program (\$1,800,000)

Includes contributions from Motor Fuel Tax (MFT) and Garbage Funds.

FY 28: Pavement Patching (\$100,000)

Village Match for County/ State Road Projects

FY 28: US 45 from Rt. 173 to Rt. 132 Expansion (\$101,269)

Lake Shore Drive Reconstruction and Engineering

FY 26: Phase II Construction and Engineering (\$1,050,000)

Should the second phase of the Lake Shore Drive et al Road Reconstruction Project is awarded the Village will need to have matching funds identified. This match amount assumes a project cost of \$4.68M.

Misc. Street Improvements

FY 25: Village Entry Sign Replacement (\$12,000)

Funds scheduled to replace entryway signage once Grand Avenue construction work is fully complete.



CIP- Village Facilities & Equipment

Overview

The Village is responsible for numerous municipal facilities that include the Village Hall, the Public Safety Building, and the Public Works Garage. In addition to the Village's operational facilities, the Village also maintains the Veteran's Memorial which was constructed in 2006. Funding within this category aim to improve the functionality of existing facilities and provide preventative maintenance to prolong the life of Village facilities. Other projects address operational equipment needs through the means of replacement, maintenance, or purchasing new equipment. Projects in this category are funded by the Community Capital Fund.

Village Facilities & Equipment Recommended Projects					
Projects	FY 2023-24 Proposed	FY 2024-25 Projected	FY 2025-26 Projected	FY 2026-27 Projected	FY 2027-28 Projected
Municipal Complex Improvements	<i>\$65,000</i>	\$1,300,000	\$120,000		
Public Works Facilities Improvements	<i>\$48,000</i>				
Technology Replacement & Improvements	<i>\$206,640</i>				
Misc. Equipment/ Projects	<i>\$10,000</i>	\$10,000	\$10,000	\$10,000	\$10,000
<i>Subtotal</i>	<i>\$329,640</i>	<i>\$1,322,000</i>	<i>\$142,000</i>	<i>\$22,000</i>	<i>\$22,000</i>

Project Descriptions for Fiscal Year 2023-2024

Municipal Complex Improvements

Village Facility Roof Repairs (\$50,000)

The Village Hall roof is aging and is in need of additional repairs. Some work has taken place on half the area and we are looking to complete additional work. This work involves removal of coping tiles to install water proof flashing, tuckpointing in various locations, and replacement of bricks. These items were identified during the previous repairs and will prevent future leaks in the facility.

Veterans Memorial and Placard Grouting (\$15,000)



CIP- Village Facilities & Equipment

The Veteran's Memorial has loose caulk along edges of the placards. We have received a proposal to make necessary repairs and to properly secure the placards in place. This work will be performed on the Memorial and both adjacent free-standing placard.

Public Works Facilities Improvements

Fence & Gate at Reservoir (\$48,000)

Public Works proposes to complete the fencing around the reservoir. This fence will include 420 lineal feet of fence, 1 service gate, 1 man-gate, and a motorized cantilever gate. This recommendation will be part of the forthcoming source water protection plan (SWPP) and would meet the security requirements with the IEPA. To complete the balance of the property not fenced is \$35,450 for the fence and \$9,505 for the cantilever gate.

Technology Replacement & Improvements

Police Department Surveillance Camera System (\$115,000)

Funding was approved in the FY 2017/18 CIP to conduct a remodel of the booking area/report writing area at the police department. During discussions with the architect, a recommendation was made to increase security at the police department by utilizing improved technology via access control systems (keyless entry). Based on staff research and architect recommendation, upgrades were made (approved in the 2018/19 CIP) to the current key/lock design, improving expedited entry/exit, increasing security restrictions, and monitoring traffic in the secured area. Costs to purchase new cameras, a new DVR, and an access control system at the Village Hall should not exceed \$115,000.

Police Department Body Worn Cameras (\$62,000)

As you know, in January 2021, a police reform bill was introduced to the Illinois General Assembly. The bill mandates the use of body cameras by every officer in all police departments in Illinois with no money to pay for the cost. In November 2021, officers were solicited to assist with this project and a small committee was developed to continue discussion and research. Staff is now recommending the purchase of new body cameras in FY 2023/24. The estimated cost for the hardware is \$62,000. The estimated cost for storage is \$34,000 annually. This is a Watchguard



CIP- Village Facilities & Equipment

body-worn camera platform that is integrated with the Watchguard squad video platform.

In Squad Video Camera and Replacement (\$29,640)

Staff has already ordered three (3) in-car videos system (October 2022). Due to an increase in manufacturing and chip shortages/costs, the overall price for each system has increased. As such, staff is recommending to purchase four (4) units at a cost not to exceed \$29,640 in FY 2023/24.

Misc. Equipment/ Projects

Project Descriptions for Fiscal Years 2025-2028

Municipal Complex Improvements

FY 25: Village Facility Roof Repairs (\$120,000)

FY 25: Police Department Evidence Area Upgrades (\$950,000)

FY 25: Village Hall Resurfacing (\$230,000)

FY 26: Village Facility Roof Repairs (\$120,000)

Misc. Equipment/ Projects

FY 25-28: Misc. Equipment/ Projects (\$12,000)



CIP- Green/Sustainability Improvements

Overview

For years, the Village has continued to offer sustainability initiatives and programs including textile recycling and 50/50 programs to residents. The Village has also implemented greener practices in our operations by switching to LED lighting, implementing a tree replacement program, and investing in pedestrian facilities. The projects identified within this category further the Village's commitment towards implementing sustainable and green practices. Projects in this category are funded by the Community Capital Fund.

Green/Sustainability Recommended Projects					
Projects	FY 2023-24 Proposed	FY 2024-25 Projected	FY 2025-26 Projected	FY 2026-27 Projected	FY 2027-28 Projected
Pedestrian Improvements	<i>\$35,000</i>	\$165,000	\$35,000	\$35,000	\$35,000
Forestry	<i>\$15,000</i>	\$15,000	\$15,000	\$15,000	\$15,000
Stormwater Management Projects	<i>\$150,000</i>	\$50,000	\$50,000	\$50,000	\$50,000
<i>Subtotal</i>	<i>\$200,000</i>	<i>\$230,000</i>	<i>\$100,000</i>	<i>\$100,000</i>	<i>\$100,000</i>

Project Descriptions for Fiscal Year 2023-2024

Sidewalk Improvements

FY 24 Replacements (\$35,000)

Forestry

FY 24 Service and Replacement (\$15,000)

Stormwater Management Projects

FY 24 Projects (\$150,000)

In continuation of the storm water projects and the 50/50 culvert replacement program, we propose to continue funding to complete additional projects on the Storm Management Repair list. Engineering \$10,000, 50/50 culvert replacements \$10,000 Storm improvements \$80,000. A major repair for FY 23/24 will be the replacement of 180 feet of 30-inch storm along an easement between 2 homes on Thornwood Drive. Estimated costs for this repair is around \$50,000. The 24" storm sewer outlet for Janega Park is in poor condition with rusted metal pipes



CIP- Green/Sustainability Improvements

and open joint concrete pipes. The two manholes have very limited inlet capacity as the grates are substandard. These structures are in need of replacement.

Project Descriptions for Fiscal Years 2025-2028

Sidewalk Improvements

FY 25: Village Hall Sidewalk Connection (\$130,000)

FY 25-28 Replacements (\$35,000)

Forestry

FY 25-28 Tree Replacement Program (\$15,000)

Stormwater Management Programs

FY 25-28 Projects (\$50,000)



CIP- Vehicle & Major Equipment Replacements

Overview

The Vehicle Replacement provides for the replacement of vehicles and major equipment for the Police and Public Works departments. Vehicles and major equipment are slotted for their replacement based on their estimated useful lifespan and incurred maintenance costs. All vehicles and major equipment replacements are funded by the Vehicle Replacement fund, which receives funding from the Street Maintenance, Water/Sewer Operating, and Police Department funds. The Village's Fleet consists of vehicles and equipment from both the Police Department and Public Works.

Police Department:

- 8 police vehicles

Public Works:

- 2 Public Works sport utility vehicles
- 5 Public Works pick-up trucks
- 2 – 2 yard dump trucks
- 6 – 5 yard dump trucks1 – 10 yard dump truck
- Backhoe, Jetter, Loader, Vactor, Roller, Trash Pump, Branch Chipper, Hot Asphalt Box

Vehicle & Major Equipment Replacement Recommended Projects					
Projects	FY 2023-24 Proposed	FY 2024-25 Projected	FY 2025-26 Projected	FY 2026-27 Projected	FY 2027-28 Projected
Public Works Vehicles	\$220,000	\$137,842	\$0	\$89,632	\$0
Public Works Major Equipment	\$0	\$0	\$0	\$29,877	\$124,337
Police Vehicles	\$155,241	\$0	\$0	\$164,744	\$219,236
<i>Subtotal</i>	<i>\$375,241</i>	<i>\$137,842</i>	<i>\$0</i>	<i>\$284,253</i>	<i>\$409,399</i>

Project Descriptions for Fiscal Year 2023-2024

Public Works Vehicles

FY24 Replacements (\$220,000)

Truck 56-07 is scheduled for replacement this FY 23/24. This vehicle has presented with starting problems and was recommended for retirement from Lake County DOT Maintenance shop. This vehicle has logged over 8,000 hours of operation and



CIP- Vehicle & Major Equipment Replacements

is showing wear and tear. We propose to replace this full-size dump truck with a midsize dump to meet our new fleet configuration.

Police Vehicles

FY24 Replacements (\$155,241)

Following the Village's 20 year vehicle replacement schedule, 3 squad cars will be replaced. It is estimated that each squad car will cost \$51,747.



Funding Summary

Capital Improvement Plan- FY 2023- 2024 Programming Summary

Total	Recommended Fiscal Year 2023-2024 Capital Improvements	CIP Objectives
\$116,650	General Government	
\$6,650	Lakes Management	3
\$110,000	Economic Development & Incentives	7
\$1,767,000	Water & Wastewater Improvements	
\$1,420,000	ARPA- Watermain Replacement- Lake Shore Drive	1
\$309,000	Lift Stations Upgrades & Improvements	1
\$33,000	Wastewater Treatment Facility Upgrades	1
\$5,000	Misc. Equipment	1
\$1,887,855	Street Improvements	
\$650,000	Road Resurfacing Program	1 & 2
\$365,355	Village Match for County/ State Road Projects	1 & 4
\$850,000	Lake Shore Drive Reconstruction & Engineering	1
\$22,500	Misc. Street Improvements	1
\$339,595	Village Facilities & Equipment	
\$65,000	Municipal Complex Improvements	1
\$57,955	Public Works Facilities Improvements	1
\$206,640	Technology Replacement & Improvements	5
\$10,000	Misc. Equipment/Projects	5
\$200,000	Green/ Sustainability Improvements	
\$35,000	Pedestrian Improvements	7 & 3
\$15,000	Forestry	7 & 3
\$150,000	Stormwater Management Projects	1
\$375,241	Vehicle & Major Equipment Replacements	
\$220,000	Public Works- Vehicle Replacements	1
\$155,241	Police- Vehicle Replacements	1
\$4,686,341.00	TOTAL FISCAL YEAR 2023-2024 IMPROVEMENTS	



Funding Summary

Capital Improvement Plan Funding Summary

The Village currently uses various capital funds for infrastructure and community improvements. These include:

I. Community Capital Fund

The Community Capital Fund typically funds storm water improvements, bike path and sidewalk improvements, municipal facility improvements, a portion of road improvements, computer equipment, and other miscellaneous improvements as determined by the Village Board. Regularly Yearly revenue sources and a five-year outline of project expenses are outlined below. In addition to the Community Capital Funds regular revenue, the fund receives a transfer of any available dollars in excess of the General Fund Target Balance at the end of each fiscal year.

Community Capital Fund

5-Year Revenue Projection

FY 23/24 – 27/28

Revenue	FY 23/24	FY 24/25	FY 25/26	FY 26/27	FY 27/28
Transportation Facility Fees	\$ 280,000	\$ 280,000	\$ 280,000	\$ 280,000	\$ 280,000
Public Facility Donation	\$ 36,000	\$ 72,000	\$ 75,000	\$ 42,500	\$ 25,000
Cell Tower Lease Fees	\$ 164,440	\$ 169,373	\$ 174,454	\$ 179,687	\$ 185,078
Income Tax	\$ 193,007	\$ 199,026	\$ 205,045	\$ 211,065	\$ 217,084
Sales Tax	\$ 197,235	\$ 203,152	\$ 209,246	\$ 215,524	\$ 221,989
Video Gaming Proceeds	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000
IDOT – Route 132 Reimbursement					
Interest	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
Total Community Capital Revenue	\$952,682	\$ 1,005,551	\$ 1,025,745	\$1,010,776	\$ 1,011,151

Community Capital Fund

5-Year Projection

FY 23/24 – 27/28

Cash Balance 1/1/23

\$ 3,436,526

Revenue

Transfer From General Fund (Operating)

FY 23/24	FY 24/25	FY 25/26	FY 26/27	FY 27/28
\$ 952,682	\$ 1,005,551	\$ 1,025,745	\$ 1,010,776	\$ 1,011,151
\$ -	\$ -	\$ -		
\$ 952,682	\$ 1,005,551	\$ 1,025,745	\$ 1,010,776	\$ 1,011,151



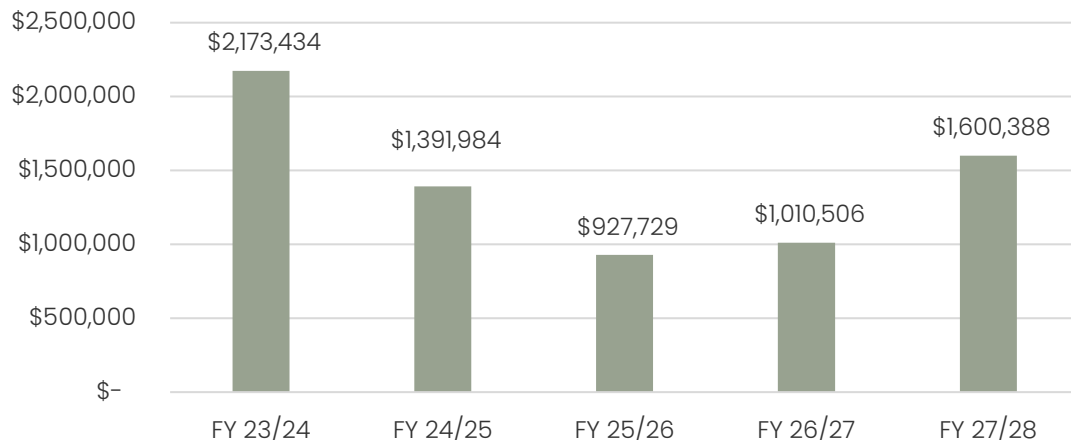
Funding Summary

Expenses

<i>Community Capital Fund Recommended Projects</i>						
<i>General Government</i>	FY 23/24	FY 24/25	FY 25/26	FY 26/27	FY 27/28	5 Year Total
Community Survey	\$ -	\$ -	\$ -	\$ 13,000	\$ -	\$ 13,000
Lakes Management	\$ 6,650	\$ -	\$ -	\$ -	\$ -	\$ 6,650
Economic Development & Incentives	\$ 110,000	\$ 110,000	\$ 110,000	\$ 110,000	\$ 110,000	\$ 550,000
TOTAL FUNDING	\$ 116,650	\$ 110,000	\$ 110,000	\$ 123,000	\$ 110,000	\$ 569,650
<i>Street Improvements</i>	FY 23/24	FY 24/25	FY 25/26	FY 26/27	FY 27/28	5 Year Total
Pavement Management Assessment	\$ -	\$ -	\$ -	\$ 45,000	\$ -	\$ 45,000
Road Resurfacing Program	\$ 650,000	\$ 125,000	\$ 100,000	\$ 650,000	\$ 100,000	\$ 1,625,000
Village Match for County/ State Road Projects	\$ 365,355	\$ -	\$ -	\$ -	\$ 101,269	\$ 466,624
Lake Shore Drive Project Reconstruction & Engineering	\$ 850,000	\$ -	\$ 1,050,000	\$ -	\$ -	\$ 1,900,000
Misc. Street Improvements	\$ 22,500	\$ 12,000	\$ -	\$ -	\$ -	\$ 34,500
TOTAL FUNDING	\$ 1,887,855	\$ 137,000	\$ 1,150,000	\$ 695,000	\$ 201,269	\$ 4,071,124
<i>Village Facilities & Equipment</i>	FY 23/24	FY 24/25	FY 25/26	FY 26/27	FY 27/28	5 Year Total
Municipal Complex Improvements	\$ 65,000	\$ 1,300,000	\$ 120,000	\$ -	\$ -	\$ 1,485,000
Public Works Facilities Improvements	\$ 48,000	\$ -	\$ -	\$ -	\$ -	\$ 48,000
Technology Replacement & Improvements	\$ 206,640	\$ -	\$ -	\$ -	\$ -	\$ 206,640
Misc. Equipment/Projects	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 50,000
TOTAL FUNDING	\$ 329,640	\$ 1,310,000	\$ 130,000	\$ 10,000	\$ 10,000	\$ 1,789,640
<i>Green/ Sustainability Improvements</i>	FY 23/24	FY 24/25	FY 25/26	FY 26/27	FY 27/28	5 Year Total
Pedestrian Improvements	\$ 35,000	\$ 165,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 305,000
Forestry	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 75,000
Stormwater Management Projects	\$ 150,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 350,000
TOTAL FUNDING	\$ 200,000	\$ 230,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 730,000
TOTAL COMMUNITY CAPITAL FUNDING	\$ 2,534,145	\$ 1,787,000	\$ 1,490,000	\$ 928,000	\$ 421,269	\$ 7,160,414

Available Dollars \$ 2,173,434 \$ 1,391,984 \$ 927,729 \$ 1,010,506 \$ 1,600,388

Community Capital Fund Available Dollars





Funding Summary

II. Water/Sewer Capital Fund

The Water/Sewer Capital Fund typically funds water and wastewater improvements/ replacements including watermain, lift stations, pump stations, debt obligations, etc. The Water/Sewer Capital Fund receives yearly revenue from tap on fees and interest.

Water & Sewer Capital Fund

5-Year Projection

FY 23/24 - 27/28

Cash Balance 1/1/23

\$ 1,844,404

Regular Revenue

American Rescue Plan Act Tranche #2

Transfer From Utility Fund (Operating)

Total Revenues

	FY 23/24	FY 24/25	FY 25/26	FY 26/27	FY 27/28
Regular Revenue	\$ 115,860	\$ 173,790	\$ 173,790	\$ 98,481	\$ 57,930
American Rescue Plan Act Tranche #2	\$ -	\$ -	\$ -		\$ -
Transfer From Utility Fund (Operating)	\$ -	\$ -	\$ -		\$ -
Total Revenues	\$ 115,860	\$ 173,790	\$ 173,790	\$ 98,481	\$ 57,930

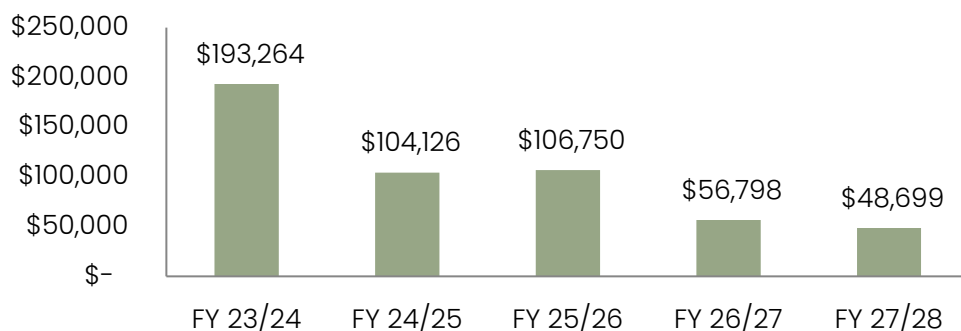
<i>Water/ Sewer Capital Fund Recommended Projects</i>						
<i>Water & Wastewater Improvements</i>	FY 23/24	FY 24/25	FY 25/26	FY 26/27	FY 27/28	5 Year Total
ARPA- Water Main Replacement- Lake Shore Drive	\$ 1,420,000	\$ -	\$ -	\$ -	\$ -	\$ 1,420,000
Lift Stations Upgrades & Improvements	\$ 309,000	\$ -	\$ 17,250	\$ 38,500	\$ 75,000	\$ 439,750
Compound Meter Replacement Program	\$ -	\$ 32,928	\$ 33,916	\$ 34,933	\$ 35,981	\$ 137,758
Water Infrastructure Improvements	\$ -	\$ 225,000	\$ 35,000	\$ 70,000	\$ -	\$ 330,000
Wastewater Treatment Facility Upgrades	\$ 33,000	\$ -	\$ 80,000	\$ -	\$ -	\$ 113,000
Misc. Equipment	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 25,000
TOTAL FUNDING	\$ 1,767,000	\$ 262,928	\$ 171,166	\$ 148,433	\$ 115,981	\$ 2,465,508
Debt Obligations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

TOTAL WATER/SEWER CAPITAL FUNDING	\$ 1,767,000	\$ 262,928	\$ 171,166	\$ 148,433	\$ 115,981	\$ 2,465,508
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Available Dollars

\$ 193,264 \$ 104,126 \$ 106,750 \$ 56,798 \$ 48,699

Water/ Sewer Capital Fund Available Dollars





Funding Summary

III. Motor Fuel Tax Fund

The Motor Fuel Tax Fund provides revenue for various street maintenance activities including road salt, asphalt, and de-icing materials. Along with funding maintenance on Village streets, the Motor Fuel Tax Fund provides revenue for resurfacing a portion of Village roads on a biennial schedule. Fiscal Year 2023-2024 will not be a resurfacing year that will utilize MFT funds. However, funds have been set aside for use toward the Hawthorne/Sprucewood/Lake Shore Drive project in anticipation of beginning in 2024.

Revenue

Motor Fuel Tax	\$612,312
Special Allocation	\$11,000
Interest	\$12,313

Capital Expenses

Road Resurfacing	\$400,000
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Non-Capital

Expenses

Asphalt Products	\$25,055
De-Icing Material	\$118,326
Snow Emergency	\$1,000



Funding Summary

IV. Vehicle Replacement Fund

The Vehicle Replacement Fund provides funds for the replacement of all Village fleet and major equipment through a combination of contributions from Street Maintenance, Water/Sewer Operating Funds, and the Police Department. This fund is a result of a combination of the previously separated replacement funds for Public Works and the Police Department into a single fund for all fleet. The resulting cash balance increase strengthens the position of the fund and reduces overall contributions. Village forecasting provides a 20-year projection of the fund including annual replacement costs and replacement frequency.

Estimated Fund Beginning	\$308,000
Balance	

Revenue

Fund Contributions -	Street Maintenance -
	\$78,500
	Water/Sewer - \$78,500
	Police Department -
	\$78,500

Expenses

Public Works Vehicle	Mid-size dump truck -
Replacements -	\$220,000

Police Department Vehicle	Replacement of Three
Replacements -	Squads Vehicle at
	\$140,607



Appendix A

Active Lift Station and Well House List

SANITARY STATIONS			
ASSET NAME	ADDRESS	CONTENTS	SERVICE LOAD
Lift Station 1	1910 ELMWOOD DRIVE	Sanitary Lift Station w/ 2 - Flygt 8" NP-3153.095 Pumps and a stand-by generator	Services a portion of the Main Body, gravity fed from Lift Station no. 3 and no. 4, Force Main gravity feeds to the WWTP
Lift Station 2	227 VALLEY DRIVE	Sanitary Lift Station w/ 2 - 6" Flygt CP3153.091-0410 Pumps and a stand-by generator	Services a portion of the Main Body, Force Main gravity feeds to the WWTP
Lift Station 3	2216 ROLLING RIDGE LANE	Sanitary Lift Station w/ 2 - 4" Flygt CP3153.091-0410 Pumps and a stand-by generator	Services a portion of the Main Body, Force Main gravity feeds to Lift Station no. 1
Lift Station 4	205 HICKORY DRIVE	Sanitary Lift Station w/ 2 - 3" Flygt CP3085.092 Pumps and a stand-by generator	Services a portion of the Main Body, Force Main gravity feeds to Lift Station no. 1
Lift Station 5	3135 HAVEN LANE	Sanitary Lift Station w/ 3 - 6" Flygt 3153.095 Pumps and a stand-by generator	Services Forest Trails, Country Place North and South, Farmington Green, Harvest Hills, Falling Waters, Heritage Park, South East
Lift Station 6	1136 GRAND AVENUE	Sanitary Lift Station w/ 2 8" NP-3153.095 Pumps and a stand-by generator	Services Sedgewood Cove and Victory Lakes, discharges to gravity feed line to WWTP
Lift Station 7	618 CROSSWIND LANE	Sanitary Lift Station w/ 2 - 4" Hydromatic S4M1000M3-4 Pumps and a stand-by generator	Services homes in Emerald Shores, Force Main gravity feeds to WWTP
Lift Station 8	660 BECK ROAD	Sanitary Lift Station w/ 2 - 1 1/4" Barnes SGVF2032L Pumps and a stand-by generator	Services portion of Americana Heights, gravity feed to WWTP
Lift Station 9	2585 EMERALD LANE	Sanitary Lift Station w/ 2 - 3" Hydromatic S4N300M3-4 Pumps and a stand-by generator	Service flow from Lift Station 9, half of Emerald Ridge, Force Main gravity feeds to Lift Station no. 2
Lift Station 10	2455 EMERALD LANE	Sanitary Lift Station w/ 2 - 3" Hydromatic S4N300M3-4 Pumps and a stand-by generator	Services back half of Emerald Ridge, Force Main gravity feeds to Lift Station no. 9
Lift Station 11	401 WOODLAND TRAIL	Sanitary Lift Station w/ 2 - 2" Hydromatic SEGA.A15.20 Pumps and a stand-by generator	Services Woodland Trail only, Force Main gravity feeds to WWTP
WATER ASSETS			
ASSET NAME	ADDRESS	CONTENTS	SERVICE LOAD
TOWER 1	1480 YMCA ROAD	750K Water Tower	
TOWER 2	2901 FALLING WATERS BLVD.	500K Water Tower	
RESERVOIR	2901 FALLING WATERS BLVD.	1MG At Ground Storage Facility	
WELL HOUSE 1	76 HAWTHORNE DRIVE	Houses equipment for emergency siren, no additional equipment used for water distribution system	
WELL HOUSE 2	2430 HIGHPOINT DRIVE	Stand-By Well for Ground Water w/ 2 - 500 GPM Flygt Pumps	
WELL HOUSE 4	334 CROOKED LAKE LANE	Stand-By Well for Ground Water w/ 2 - 90 GPM Flygt Pumps	
WELL HOUSE 5	610 INDEPENDENCE BLVD.	Stand-By Well for Ground Water w/ 2 - 500 GPM Flygt Pumps	
WELL HOUSE 6	1480 YMCA ROAD	Stand-By Well for Ground Water w/ 2 - 500 GPM Flygt Pumps	



Debt Obligations

Below is a summary of debt payments in the FY 23/24 Budget and when they expire.

Title	Amount	Fund	Expires	Purpose
2010 IEPA	\$44,364	W/S Operating	2030/31	Grand Ave Phase II
2011 Sanitary District	\$125,000	W/S Operating	2032/33	WWTF Phase II
2016 IEPA 026	\$404,995	W/S Operating	2035/36	Lake Michigan Improvements
2016 IEPA 027	\$667,667	W/S Operating	2036/37	Lake Michigan Improvements



Village of **Lindenhurst**

Strategic Plan and Goal Development 2020

Prepared by project facilitators:

Greg Kuhn, Ph.D., Associate Director, Public Management & Training

Jeanna Ballard, MPA, Senior Research Associate, Public Management & Training



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NORTHERN ILLINOIS UNIVERSITY

**Center for
Governmental Studies**

Outreach, Engagement and Regional Development

Executive Summary

Strategic planning is a preferred approach to guiding an organization's future rather than making decisions issue by issue. The Village of Lindenhurst ("the Village") engaged the Center for Governmental Studies (CGS) at Northern Illinois University (NIU) to facilitate a strategic planning workshop with Board and senior staff members in January of 2020. Prior to the workshop, several focus groups were held with community stakeholders to gather input on their vision regarding the Village's future. With the focus groups as a starting point for discussions, the strategic planning workshop provided a positive atmosphere for the Board and senior staff members to work together and collaboratively review and develop the Village's visions of the future and strategic goals to determine where it is the Village wants to go as an organization and as a community. As was discussed and reviewed during the workshop, executive-level workshops and strategic planning sessions are a staple of good governance and leadership for progressive organizations.

Prior to the strategic planning process, staff reviewed and updated the Village's vision and mission statements as well as the core principles. While these were not reviewed during the strategic planning workshop retreat, they continue to serve as a guide for driving the Village towards the future direction they wish to go.

Vision Statement

The Village of Lindenhurst endeavors to be the friendliest and most appealing community in Lake County, Illinois; enriched by small-town values and traditions, fostering an atmosphere where citizens and businesses can thrive.

Mission Statement

The Village of Lindenhurst, in partnership with our community, continuously strives to provide a safe, healthy, and vibrant environment through quality customer service, public safety, progressive leadership, and financial responsibility.

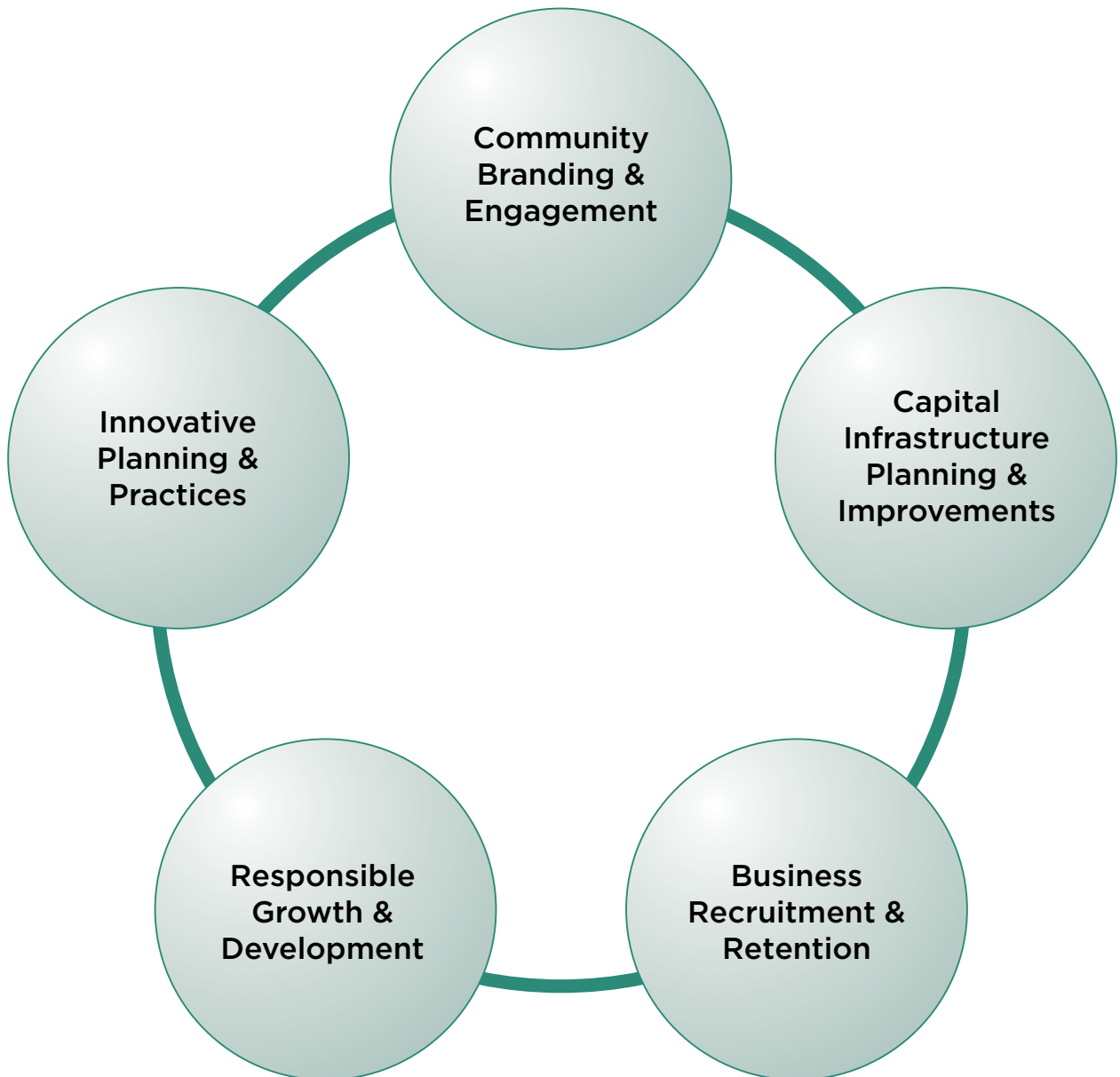
Core Principles

Vision	Embracing innovative solutions for a better future.
Accountability	Demonstrating transparency through ethical, efficient government.
Leadership	Inspiring and expecting the best of ourselves, each other, and our community.
Unity	Connecting people through collaborative engagement.
Excellence	Striving to be our best through integrity, teamwork and exceptional customer service — nurturing a friendly, desirable place to live.

Strategic Priorities

Ultimately, five key strategic priority areas were identified as an outcome of the process highlighting activities and initiatives that the Village should focus on in both the short- and long-term. The strategic priority areas identified as a result of the strategic planning process [in no particular order] are illustrated below.

Strategic Priority Areas



Strategic Goals

After discussions regarding the visions for the future, important topics, strengths, weaknesses, opportunities, and threats for the Village, participants were asked to identify short - and long-term goals. After the goals were developed, participants were then asked to classify each goal according to a matrix model of complexity and time. Agreed upon criteria were used to classify a goal as short- or long-term and as complex or routine (please see full report for defined criteria).

Following the classification exercise, the Board was asked to delineate, via an online ranking exercise, which goals should be given the highest priority. In total, the group developed seven short-term routine goals, six short-term complex goals, four long-term routine goals and six long-term complex goals. The top three goals from each category are offered as a process “snapshot” representing the most important strategic goals or priority areas for the Board and staff to address in the months and years ahead (see below). For a full review and appreciation of all the strategic goals and priority areas presented, discussed and ranked, please refer to the full report.

SUMMARY OF TOP 3 GOALS ORGANIZED IN TIME/COMPLEXITY MATRIX

Short-Term Routine Goals

- Explore the possibility of implementing a TIF District to help with redeveloping Linden Plaza/Grand Avenue commercial corridor
- Prioritize current stormwater needs and develop plan to fund and implement stormwater projects
- Work to enhance communication and engagement between the Village and the community

Short-Term Complex Goals

- Develop and implement a redevelopment plan for Linden Plaza and Grand Avenue commercial corridor
- Identify and explore business attraction strategies
- Explore annexing property, especially at Routes 132 & 45 to establish defined boundaries

Long-Term Routine Goals

- Implement a long-term Capital Improvement Plan focused on proactive infrastructure repairs and sustainability (e.g., reduction of electric use, solar power, rain gardens, enhanced water storage)
- Continue to explore and evaluate potential additional revenue sources
- Conduct an organizational review and advancement study to evaluate staff roles and responsibilities: identify efficiencies, explore technology upgrades and improvements

Long-Term Complex Goals

- Execute identified business attraction strategies
- Explore possibilities and workable approaches to mitigate flooding issues
- Work to engage stakeholders to create a community brand and defined identity for the Village

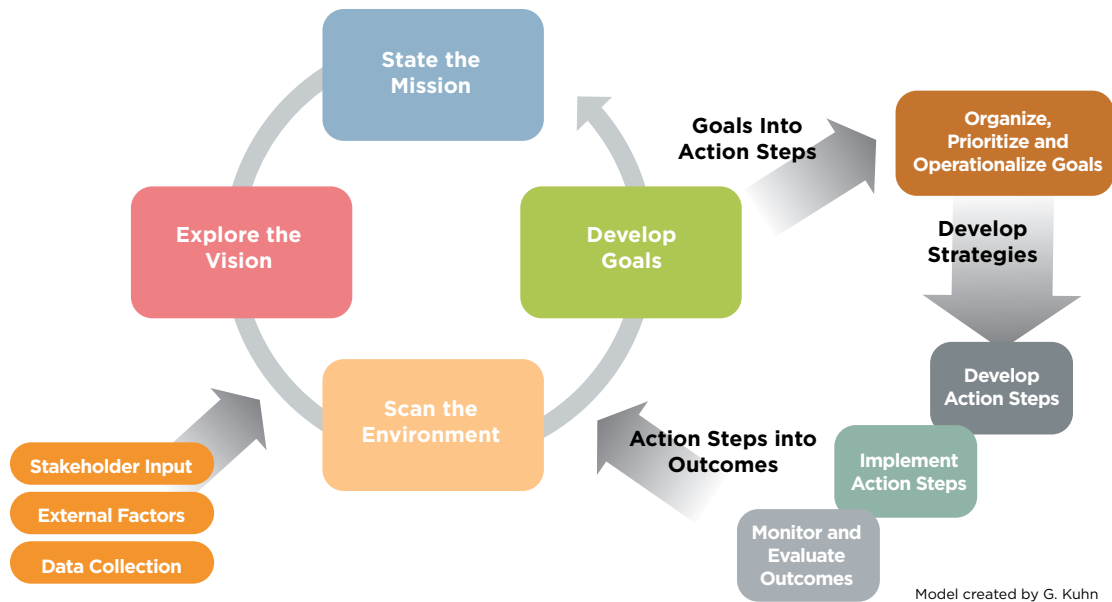
Introduction

As an organization, the Village has placed itself among the special class of governmental entities that have made a commitment to formalized strategic planning and goal setting exercises (Figure 1). As Village leaders are aware of, strategic planning is not a new phenomenon for progressive communities and government agencies. Policymaking boards and staff in both private and public organizations, including the Village, recognize the value of such processes. This important work will serve the community well into the coming years.

The Board and senior staff members gathered in January 2020 to discuss the Village's vision, important policies, topic areas, develop goals, and ultimately establish the future direction for the Village. The strategic planning workshop provided a positive atmosphere to set aside time to methodically, strategically, determine where it is the Village wants to go as an organization. As was shared with the Board and senior staff members at the conclusion of the workshop, the organization should resist the temptation to rearrange priorities as the fiscal year moves along. It is important to adhere to the results of the Board and senior staff members' efforts throughout this process and the Village's budgeting process.

Keep in mind that the judicious use of the Village's limited resources (including financial resources and professional staff time) will be the key to good results. These high standards can place a strain on the organization, as excellence requires adequate staff time, expertise, and resources. In the end, quality policies and quality implementation equate to tough choices in setting priorities and allocating resources. Only a limited number of goals and objectives can be effectively managed and implemented at any given time. In a very realistic sense, clear and stable priorities must be maintained if the Village desires to stretch its resources as far as they can go.

Figure 1. Strategic Planning Model*



**Model generally represents the steps that are taken for this type of initiative.*

Pre-Workshop:

Taking Stock, Stakeholder Focus Groups

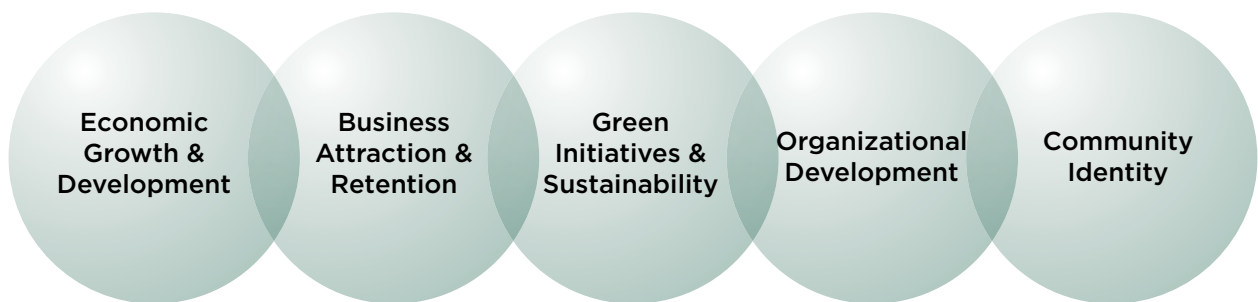
This pre-workshop component is an important piece designed to help ground the environmental scanning portion of the process. Listening is vital to planning, and these steps are an important part of “taking stock” and helping to understand current Village policies and operational perspectives, perceptions and preferences. In total, three (3) focus groups were held with community members and Village staff with approximately 12–20 participants in each session.

These focus group sessions included:

- Village front-line staff
- Community stakeholders
- Residents

The focus group sessions were designed to serve as a primer for the strategic planning process. The information presented next in summation was designed to add *exploratory and thematic information* for the Board and Senior Leadership Team to consider during the strategic planning workshop session. As a result of the three focus group sessions and the responses recorded, the facilitators identified five overarching themes that emerged during the environmental scanning process. The themes represent important topic areas that the Village should direct efforts towards over the next 3-5 years. The themes are presented below [in no particular order]. Please see [Appendix A](#) for a full summary of all focus group questions and aggregated responses for each theme.

Environmental Scanning — Overarching Themes



Outline of Workshop:

Leadership Exercises and Discussion Sessions

Session I. Introduction Exercise — Icebreaker and Visioning

The format for all of the discussion sessions used in the planning effort employed approaches that were highly participative and interactive. The process was informed by the environmental scanning components and the identified strengths, weaknesses, opportunities and threats for the Village. The workshop facilitators utilized a group discussion approach called *'Nominal Group Technique'* where participants were assured equal opportunities to speak and share opinions by the facilitator. During the workshop sessions, individuals had the opportunity to generate and share their ideas, as well as participate in group activities allowing them to weigh alternatives and refine their thinking through dialogue. As ideas were shared and debated, the group worked steadily toward a consensus regarding organizational values, purpose, future directions, and priorities.

Each participant engaged in a visioning exercise by selecting two items from the “garage sale” table, and using them to answer two questions. The first item was used to answer the visioning question, “In 10-15 years when I return to the Village, I hope to see, or think I will see...,” in regards to services, programs, staffing levels, capital needs and general concepts that should or would be present in the Village at these intervals. The second item was related to the question, “What are some important topics the Village will need to address in the next 1-3 years?” Participants were asked to think about their ideas ahead of time and then be ready to share them with the group during the first session of the workshop. This was a brainstorming exercise—all ideas about the Village’s future were encouraged and shared. No evaluative or judgmental debate was permitted during this session. Below is a summary of those answers.

Exploration of the Village of Lindenhurst’s Desired Future Condition: Visions of the Future

Garage Sale Item	Visions of the Future
Helmet	Bike path connectivity and network through the community. Physically appealing downtown area (e.g., Village Green vision)
3M Hooks	Have a community brand. Have Lindenhurst’s name on more entities (e.g., Library entrance). Have more name recognition and promote the Village. Have an established identity
Play-Doh	Path and sidewalk connectivity throughout the community. Be able to bike from the north side of the Village to the other side without having to go on the highway. Establish the community’s identity, keep the family focus and atmosphere, offer family activities different from Gurnee
Memory chip	A small hospital (non-profit) in the Village. A different economic development landscape and the ability for the Village to respond successfully, address and invest in technology changes and community expectations
Hand sanitizer	Lindenhurst is growing but growing clean and remains family-friendly

Garage Sale Item	Visions of the Future
Valve	Water main replacements with less interruptions. One hundred percent of old mains replaced and no longer use 4 inch valves.
AT&T	Evolving technology in police functions and services – continue to remain efficient, increase officer safety, online reporting, don't lose interactions/engagement with residents
Police car	Strong/supportive Police Department with well-trained officers who have the technology and equipment they need to be successful. Maintain interactions and relationships with the community
Drafting compass	Centralize Village services in a unified building – municipal complex
Brick	A town center (Linden Plaza), availability and accessibility of local goods (e.g., hardware store), fine dining options, entertainment options, mixed-use development
Fidget spinner	Lindenhurst is a place with vitality, youth, a trendsetter, sustainable, constantly moving forward – staying vibrant

Additional Notes:

A consistent amount of open space devoted to the enjoyment of the outdoors.

A complete buildout of the Village's corridor along Grand Ave. and 45

A vibrant downtown area, most likely at Linden Plaza location, but could also be at 45 and Sand Lake

Exploration of the Village of Lindenhurst's Important Topic Areas/Issue

Garage Sale Item	Important Topics/Issues
Wire	Address issues with the overhead power lines throughout the community and downtown area (i.e., often go down/lose power)
Pipe	Continue moving forward with stormwater projects and road improvements (e.g., Valley Road), move forward and fund infrastructure projects to enhance the beautification of the Village
Pipe	Aging wastewater infrastructure – reduce inflow and infiltration, update treatment plant
Fire truck	Funding for roadway improvements
Fire hydrant	Continue high-quality water supply
Illinois MPP	Become a small business hub with no empty buildings. Help keep a sense of community and promote economic development
Police car	Police recruitment and retention strategies
Brick	Growth and development, need to create gathering places and family activities
CD	Failing technology in lift stations, need funding for technology upgrades
Hard hat	Construction and complete streets, review streets that can be complete
Fish	Be vibrant to stand out – attract attention, be bold, be better than our neighboring communities/think differently

Session II. Surrender or Lead

Participants were introduced to a leadership exercise entitled “Surrender or Lead.” The premise is that participants work to develop responses to some simple, but effective and thought-provoking questions. Participants were asked to respond to a series of structured questions designed to initiate discussion and reveal hopes, perspectives, challenges, opportunities or possible barriers based on the collective view of each participant’s team. The group’s responses were recorded on flip chart paper and are reported below. Bolded sections are key phrases that the group provided in response to the exercise’s open questions and prompts.

Group #1

1. We want to **create a higher sense of community**, but **need involvement from all stakeholders**.
2. The two most important things to focus on are **vision** and **goals** because **that will form our identity**.
3. If it weren’t for **community partnerships**, we would be **limited in our progress**.
4. We need to finally **take a bold step**.
5. **Creation of our identity** will have the biggest impact on the Village in the coming 2-3 years.

Group #2

1. We want to **grow the Village**, but **remain family-oriented**.
2. The two most important things to focus on are **identity** and **infrastructure** because **these are essential aspects of who we plan to be**.
3. If it weren’t for **money**, we **wouldn’t be here**.
4. We need to finally **take the lead and be open to change**.
5. **Grand Avenue completion** will have the biggest impact on the Village in the coming 2-3 years.

Group #3

1. We want to **make Lindenhurst the best it can be**, but **remain fiscally responsive**.
2. The two most important things to focus on are **infrastructure** and **economic development** because **these are the top expectations of our residents**.
3. If it weren’t for **lack of funding**, we would **build our own downtown center**.
4. We need to finally **think big and bold**.
5. **Condition of the State of Illinois** will have the biggest impact on the Village in the coming 2-3 years.

Session III. Environmental Scanning: Internal and External S.W.O.T Analysis

The next step of the strategic planning process involved reviewing and accounting for the internal and external factors present in the environment that can potentially influence the success of the Village, both negatively and positively. Given the exploratory statements and challenges raised in the Surrender or Lead exercise, participants were then asked to identify what constraints and practical difficulties are likely to be encountered that will make it challenging to achieve the desired future state. These elements included both internal and external factors, conditions, trends, regulations, agencies, resources, etc. Furthermore, participants were asked to identify the organization’s **strengths (S)** and **weaknesses (W)**. In what areas does the Village regularly excel, and in what areas are there difficulties or shortcomings in terms of expertise, resources, training, etc.? What **opportunities (O)** are on the horizon that can be used to the Village’s advantage? Conversely, what trends or **threats (T)** lie ahead that would be obstacles or hindrances?

S.W.O.T. EXERCISE (Strengths, Weaknesses, Opportunities, Threats)**Internal**

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Experienced staff • Fiscally responsible • Fiscal position • Lakes • Schools • Parks • Forest preserve • Library • Intergovernmental relations with other governments • Housing - mixed housing and new development for downsizers • Location -near Milwaukee and Chicago • Transportation • Technology • Infrastructure • Facilities • Lake water • Utility capacity • Safe • Quality of life 	<ul style="list-style-type: none"> • Low revenue operation • Property maintenance issues • Identity, branding • Non-resident property owners • Cost of development including fees • Housing - don't have millennial-type housing/ apartments • Location - Amongst other retail centers • Infrastructure • Community involvement • Reluctance on bold ideas by the community • Training and access to training • Lack of economic development - strategies, mechanism, programs • Land inventory

External

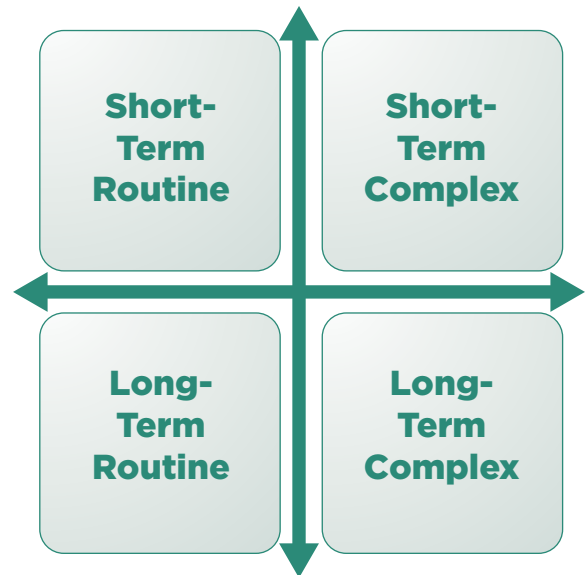
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Grand Avenue project (enhance safety/attract businesses) • Undeveloped/vacant property • Annex property • Public transportation • Community involvement • Expiring boundary agreements • Community branding/identity and name recognition • Partnership/working with the County • Intergovernmental collaboration • Social media • Provide enhanced quality of life • Mixed-family housing — attract younger population • Location • Embrace more bold ideas • Technology — leverage to improve efficiencies • Future workforce • Succession/workforce planning • Infrastructure improvements • Revenue diversification 	<ul style="list-style-type: none"> • State of Illinois • State of Wisconsin • Property maintenance issues • Expiring boundary agreements • Lack of intergovernmental cooperation • Social media • Lack of local community stakeholders (e.g., absentee landlords) • Location • Technology — Cybercrime • Future workforce — retirements • Aging infrastructure

Session IV. Nominal Group Goal Identification

With the preceding sessions as a sound foundation for **goal-setting**, the final session was a healthy group discussion of goals and/or action items needed to achieve the future visions as expressed by the group. To begin the process, participants returned to the groups they had worked with during the previous exercise. Each member was allotted time to highlight the three or four most important policy and program goals that they think the Village should accomplish in the next one to five years. The groups then shared their short- and long-term goals with the larger group. Goals that participants developed could be highly specific or general.

Classification. At the end of the open discussion, participants were asked to classify each goal according to a matrix model of time and complexity (Figure 2). Agreed upon criteria were used to classify a goal as short- or long-term and as complex or routine. The purpose of the exercise is to group goals of roughly the same type together so when prioritization occurs, the participants can avoid the problem of comparing “apples to oranges.”

Figure 2. Goal Time & Complexity Matrix
Developed by Professor G. Gabris



The agreed upon criteria used for classifying goals as either short- or long-term and routine or complex involved the following: **Short-term goals** were those goals that could or should be completed or substantially underway in the next one to three years. **Long-term goals** were those goals that could or should be completed or substantially underway within a three to eight year timeframe. **Routine goals**, although not necessarily simple or easy, were goals that could be accomplished with a strong commitment by the Village, and could likely be accomplished within present budget streams, some modest outside assistance, or with minor task or staff reallocations. **Complex goals** were goals that required extraordinary resources, specialists, funding, or the agreement of outside organizations or agencies, or, a private partner/contractor.

Open Group Discussion and Consolidation of Goals

This final phase of the discussion served as the forum for Board and staff members to discuss, evaluate, and debate the ideas and goals offered by each participant in the previous sessions. Participants were asked to give their opinions, evaluations and judgments of the worthiness and value of different policy objectives.

Prioritization of Goals

After the workshop, each Board member was asked to delineate, via an online ranking exercise, which goals should be given the highest priority. The Board was provided an online ranking tool where point values were assigned to each goal in each quadrant of the time and complexity matrix by individuals. The calculation of goal prioritization consisted of “forced ranking” where the ranking of each identified goal is averaged by the rankings given by all participants. For example, if a goal were given the scores of 2, 5, 6, 6, 1, 2 and 3, the average total would be 3.57. **The lower the score, the higher the priority.** Again, the average totals were based on the ratings provided.

The following illustration presents the Board’s **top three goals**, within each quadrant, as they emerged from the consensus ranking exercise (Figure 3). The top three goals are offered here as a process “snap shot” of the most important strategic goals or issues areas for staff to address in the months and years ahead. In total, the group developed seven short-term routine goals, six short-term complex goals, four long-term routine goals and six long-term complex goals.

Figure 3. Top Three Goals within Each Quadrant of the Time and Complexity Matrix

Short-Term Routine Goals

- Explore the possibility of implementing a TIF District to help with redeveloping Linden Plaza/Grand Avenue commercial corridor
- Prioritize current stormwater needs and develop plan to fund and implement stormwater projects
- Work to enhance communication and engagement between the Village and the community

Short-Term Complex Goals

- Develop and implement a redevelopment plan for Linden Plaza and Grand Avenue commercial corridor
- Identify and explore business attraction strategies
- Explore annexing property, especially at Routes 132 & 45 to establish defined boundaries

Long-Term Routine Goals

- Implement a long-term Capital Improvement Plan focused on proactive infrastructure repairs and sustainability (e.g., reduction of electric use, solar power, rain gardens, enhanced water storage)
- Continue to explore and evaluate potential additional revenue sources
- Conduct an organizational review and advancement study to evaluate staff roles and responsibilities: identify efficiencies, explore technology upgrades and improvements

Long-Term Complex Goals

- Execute identified business attraction strategies
- Explore possibilities and workable approaches to mitigate flooding issues
- Work to engage stakeholders to create a community brand and defined identity for the Village

As part of the overall planning process, the strategic planning team developed a total of 23 goals. The above summarizes only the top 3 priorities as arranged in the time and complexity matrix. For a full review and appreciation of all the strategic goals developed, discussed and ranked, please see [Appendix B](#).

Strategic Priority Areas

Ultimately, five key strategic priority areas were identified as an outcome of the process highlighting activities and initiatives that the Village should focus on in both the short- and long-term. The strategic priority areas identified as a result of the strategic planning process [in no particular order] are illustrated below.



Conclusion

The value of the strategic planning process will only be realized if it is used as an active working guide to both the Village's leadership team and staff as the issues explored during the strategic planning process are pursued. It is designed to capture the content of the discussions and to assist the Village in developing action plans in a follow-up session for appropriate committees, departments and elected officers.

What is apparent from the exchange of ideas and dialogue during the discussion sessions and the strategic planning workshop is that the Village is fortunate to have progressive leadership and a management team that is looking ahead and committed to strategic thinking and planning. One noted observer summarized the challenges of organizational progress this way:

*"The art of progress is to preserve order amid change,
and change amid order..."*

— A.N. Whitehead

We wish you well with the ambitious year that lies ahead.


 The image shows two handwritten signatures in black ink. The first signature is for Greg Kuhn, featuring a large, stylized 'G' and 'K'. The second signature is for Jeanna Ballard, written in a cursive script.

Greg Kuhn and Jeanna Ballard, Session Facilitators

Appendix A:

Focus Group Summary Themes & Responses

Focus Group Summary

One of the key analytical techniques used for focus group notes is an analyst's search for key phrases, words, or terms that cut across all groups. Coding is done by analysts' individual readings of the data, followed by key term searches with the aid of document software. The words and phrases listed below present the results of the study team's analysis of the collected focus group notes. At a glance, the reader can discover what terms were used or referred to most frequently in the feedback notes. Using individual analyst's coding, the researcher identifies terms that recur across groups and across questions. The results are revealing in that, they highlight key topics or issues that should be weighed and considered when proceeding with strategic planning discussions.

The information that follows is a summary of key themes and topics that emerged during the exploratory focus group/outreach sessions. The sessions were designed to serve as a primer for the strategic planning process. The information that is presented in this summation was designed to add *exploratory and thematic information* for the Board and Senior Leadership Teams to consider during the strategic planning workshop sessions.

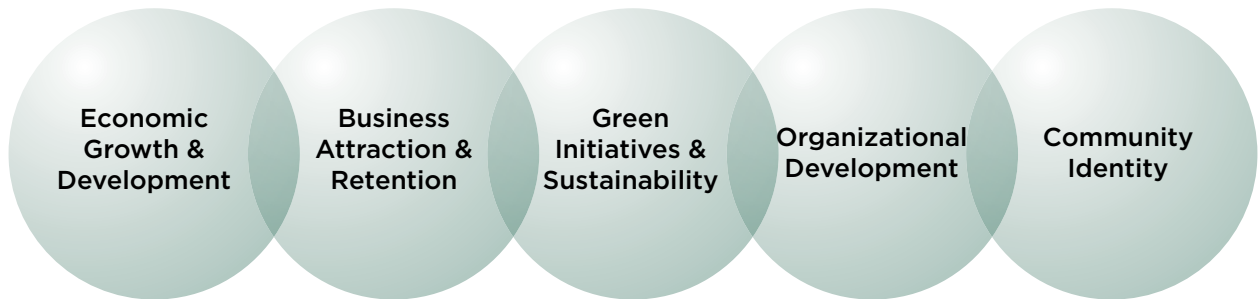
The same exploratory focus group discussion questions were asked to each focus group and are listed below:

1. How would you describe the Village of Lindenhurst to a stranger or someone who doesn't live or work here?
2. If you left Lindenhurst tomorrow, and didn't return for 10-15 years, what do you think you'll see, or what do you hope you'll see, when you return?
3. What do you like best about Lindenhurst? Related to that, what are the strengths/greatest assets of the Village? Opportunities?
4. Can you identify areas or topics in need of attention or improvement? Related to that, what are the weaknesses/greatest needs in Lindenhurst? Threats?
5. What are/should be the top priorities for the Village over the next 3-5 years?
6. If you could change or initiate one key item or thing about the Village, what would it be?

Overall Themes

The data below were derived from the analysis of the bundled focus group data. Using qualitative analysis techniques such as reviews of phrases, developing sorting categories, and conducting word counts, the following comment themes, topics, and phrases surfaced.

Environmental Scanning — Overarching Themes



Economic Growth & Development

- Re-design/re-develop plaza area (e.g., mixed-use, more small businesses, attract younger demographics, modernize, beautify) or address blighted issues
- Entertainment districts (e.g., music venue, incorporate different cultures, varied options for varied ages)
- Look into annexing land for future development
- Diversified tax base (e.g., commercial, small business, industry, etc.)
- Attract young talent to the community
- Think big picture (cohesion between development and community values)
 - *Comparison to 2018 Community Survey: 84% of respondents ranked economic and business development to be an important issue for the Village to consider*

Business Attraction & Retention

- Thriving and well-developed business park
- Business development plan (e.g. balance of businesses, culture, and arts)
- Encourage 'shop small' initiatives
- Business incentive options/packages for new and existing businesses
- Strategic approach to business development (e.g., what businesses are needed and that can also be sustained to help the community thrive and grow)
 - *Comparison to 2018 Community Survey: Local Availability of needed goods and services ranked as one of the Bottom 10 Attributes (4/10) and 30% of respondents it as Very or Somewhat Dissatisfied*

Green Initiatives & Sustainability

- Connectivity throughout the community (e.g., sidewalks, benches, bike paths, walkable destinations)
- Code enforcement
- Green initiatives incorporated with development
- Protect and maintain green space and forest preserves
- Long-range plans for lakes – address the sediment problems
- Make sure business and commerce growth are harmonious with nature
 - *Comparison to 2018 Community Survey: Fairness and consistency of code and ordinance enforcement ranked as one of the Bottom 10 Attributes (7/10) and 26% of respondents rated it as Very or Somewhat Dissatisfied*
 - *Comparison to 2018 Community Survey: 72% and 61% of respondents ranked parks and green spaces and lakes management (respectively) as an important issue for the Village to consider*

Organizational Development

- Succession planning
- Align staffing levels with service demands and expectations
- Staffing evaluation and recommendations
- Development opportunities for staff
- Establish clear priorities and expectations
- Be open to change
- Communication plan to reach and engage with more residents
- Emergency management planning (e.g., plan for the next crisis)
 - *Comparison to 2018 Community Survey: Professionalism of police officers and staff ranked as one of the Top 10 Attributes (7/10) and 83% rated it as Very or Somewhat Satisfied*
 - *Comparison to 2018 Community Survey: 72% of respondents were Very or Somewhat Satisfied with availability of information about Village programs, events, services, and issues. However, 21% were Very or Somewhat Dissatisfied with government's efforts to actively seek input from citizens*

Community Identity

- Create a downtown development plan
- Establish a community identity
- Downtown as a destination - gathering place for the community that has a hometown feel
- Niche for community – draw people in
- More gathering places outside of the downtown
- Community workspace
- Utilize the lakes as part of Lindenhurst's identity
 - *Comparison to 2018 Community Survey: Overall image and reputation of the Village ranked as one of the Bottom 10 Attributes (10/10) and 19% rated it as Very or Somewhat Dissatisfied*

Strengths

- Experienced, knowledgeable and responsive staff
- Safe community
- Library
- Inter-governmental and community organization cooperation
- Park District
- Grand Avenue project (e.g., help with connectivity, economic growth)
- Lake Michigan water
- Involved residents
- Forest preserves, parks and lakes
- Fiscally responsible
- Schools
- High-level of services
- Lindenfest

Opportunities for Improvement

- Lack of diversity
- Identity crisis – who is Lindenhurst?
- Small businesses not supported by community enough
- Lack of community volunteers
- Variety of businesses
- No downtown/destination
- Aged/failing infrastructure
- Lack of funding for capital improvements
- Village staffing levels
- Resistant/slow to change
- Motivation for businesses to locate in Lindenhurst
- Communication
- Lack of prioritization and clear expectations
- The plaza
- Piecemeal development – no cohesion

Appendix B:

Prioritized Strategic Short- and Long-Term Strategic Goals

SHORT-TERM ROUTINE GOALS	GROUP AVERAGE
Explore the possibility of implementing a TIF District to help with redeveloping the Linden Plaza	1.9
Prioritize current stormwater needs and develop plan to fund and implement stormwater projects	2.3
Work to enhance communication and engagement between the Village and the community	3.3
Develop a village-wide succession plan and identify areas for improved efficiencies, specialized training and cross-training opportunities	4.6
Develop a drainage improvement/culvert 50-50 replacement plan	4.7
Review and determine current and upcoming SWALCO contract(s)	5.6
Update and implement refinements in the command structure for the Police Department	5.7

SHORT-TERM COMPLEX GOALS	GROUP AVERAGE
Develop and implement a redevelopment plan for the Linden Plaza	1.4
Identify and explore business attraction strategies	1.9
Explore annexing property at Routes 132 & 45 to establish defined boundaries	4.0
Develop strategies to enhance the preservation of the Village's water treatment plant capacity through reduction of infiltration and inflow	4.4
Examine FAU possibilities throughout the Village including County Place Drive and Valley Drive	4.6
Create a village-wide sidewalk connectivity plan	4.7

LONG-TERM ROUTINE GOALS	GROUP AVERAGE
Implement a long-term Capital Improvement Plan focused on proactive infrastructure repairs and sustainability (e.g., reduction of electric use, solar power, rain gardens, enhanced water storage)	1.7
Continue to explore and evaluate potential additional revenue sources	2.3
Conduct an organizational review and advancement study to evaluate staff roles and responsibilities: identify efficiencies, explore technology upgrades and improvements	2.6
Explore plans to expand the Public Works garage to enhance work space and functionality	3.4

LONG-TERM COMPLEX GOALS	GROUP AVERAGE
Execute identified business attraction strategies	2.0
Explore possibilities and workable approaches to mitigate flooding issues	3.3
Work to engage stakeholders to create a community brand and defined identity for the Village	3.4
Create a development plan for open/vacant properties to help solidify boundaries and explore annexation possibilities	3.6
Explore approaches and establish a plan to create a town center	3.7
Examine possibilities for a redesign of the water distribution system interconnection with Lake Villa and Central Lake County Joint Action Water Agency (CLCJAWA)	5.0