Agenda
Village of Glen Ellyn
Finance Commission
Regular Meeting
Friday, September 14, 2018
7:00 AM
Glen Ellyn Civic Center, Room 301

A. Call to Order

B. Public Comment (Non Agenda Items)

C. Approval of Minutes

1. Finance Commission - Regular Meeting - Jul 13, 2018 7:00 AM

D. Actuarial Information

1. Jason Franken from Foster & Foster Actuaries and Consultants will present information on the actuarial modeling of the Glen Ellyn Police Pension Fund

E. Five Year Forecast

1. Finance Director Coyle will present the 2018 Five Year Forecast in preparation for the 2019 budget kickoff

F. Financial Reports

1. Financial Report - General Fund - August 2018
2. Village Links/Reserve 22 - Manager's Report - July 2018
3. Village Links/Reserve 22 - Financial Statements - July 2018

G. Trustee Liaison Report

H. Chairman's Report

I. Other Business

1. Economic Development Update
2. Food and Beverage Tax Update
3. Budget Schedule 2019

J. Adjournment

1. Motion to Adjourn

Individuals with disabilities who plan to attend the hearing and who require certain accommodations in order to allow them to observe and participate, or who have questions regarding the accessibility of the meeting or facilities, are requested to contact the Village at least 24 hours before the meeting.

Minutes
Village of Glen Ellyn
Finance Commission
Regular Meeting
Friday, July 13, 2018
7:00 AM
Glen Ellyn Civic Center, Room 301

A. Call to Order

Attendee Name	Title	Status
Lisa A Cleaver	Commissioner	Present
Jose G DeLeon	Commissioner	Absent
Scott R Greeno	Commissioner	Present
Jeremy S VanEk	Commissioner	Absent
Christopher D. Oakes	Commissioner	Present
Lea Dan	Commissioner	Present
Michael Campagna	Commissioner	Present
Matthew L Halkyard	Chairman	Present
Brenton J. Peck	Commissioner	Present

Chairman Halkyard called the meeting to order at 7:00 AM
Also Present: Village Manager Franz, Finance Director Coyle, Assistant Finance Director Thomas, Utilities Superintendent John Hubsky, and Recording Secretary Haslett.

B. Public Comment (Non Agenda Items)

None.

C. Approval of Minutes

1. Finance Commission - Regular Meeting - Jun 8, 2018 7:00 AM

RESULT:	**ACCEPTED [UNANIMOUS]**
MOVER:	Christopher D. Oakes, Commissioner
SECONDER:	Michael Campagna, Commissioner
AYES:	Cleaver, Greeno, Oakes, Dan, Campagna, Halkyard, Peck
ABSENT:	DeLeon, VanEk

D. Financial Reports

1. General Fund Update May 2018

Finance Director Coyle stated the Village received the first distribution of property taxes in May, whereas in past years the first distribution was not remitted until June. The early distribution was because some taxpayers opted to pre-pay their tax bill in

December due to the changes in the federal tax laws. Sales and home rule sales taxes were below budget, and home rule sales taxes increased from the prior year. Building review contractual services are trending higher than budget but building permit revenues are up.

Commissioner Campagna inquired about the impact of the closure of the Fresh Market. Finance Director Coyle responded the Fresh Market did not hit their revenue targets so the Village actually paid out less than anticipated for this economic incentive agreement. Village Manager Franz noted the Village is working with the shopping center's owner to occupy this space.

RESULT:	**DISCUSSION ONLY**

2. Village Links/Reserve 22 - Manager's Report and Financial Statements- May 2018

Finance Director Coyle indicated May was not a good month for golf, given the 6 inches that fell, which was one of the highest rainfalls experienced in the last 15 years. Commissioner Campagna asked about the status of the dining room upgrade. Finance Director Coyle responded the contract has been finalized and Village Manager Franz added construction is set for September.

Finance Director Coyle indicated year-to-date restaurant sales were up almost 2% and banquet sales were up 24%. Reserve 22 experienced higher staffing costs because all full-time positions are now filled, as opposed to last year when vacancies occurred.

RESULT:	**DISCUSSION ONLY**

E. Motion to approve a recommendation to the Village Board to approve the attached Fund Balance and Net Position Reserve Policy

Finance Director Coyle noted the Finance Commission reviewed all the Village's reserve policies except for the Village Links. Staff has not found a provider for insuring the greens. One insurance company offered to insure the greens if they could provide coverage for the entire Village Links and Reserve 22 facility, which staff is now checking into.

Finance Director Coyle noted Village Links General Manager Vesevick recommended to the Recreation Commission a reserve policy of three (3) months of operating expenses plus annual debt service costs for a total of $1.8 million. However, the Recreation Commission opted to recommend to the Village Board that only three (3) months of operating expenses be held in reserves for a total of $1.16 million, which is close to the current cash level. Finance Director Coyle said she is looking for a recommendation from the Finance Commission to the Village Board regarding the Village Links reserve policy.

After further discussions, the Commission concurred to make a motion to recommend that the Village Links reserve policy include three months of operating expenses to be held in reserves as recommended by the Recreation Commission. Commissioner Campagna motioned and Commissioner Oakes seconded the motion.

RESULT:	**APPROVED [UNANIMOUS]**
MOVER:	Michael Campagna, Commissioner
SECONDER:	Christopher D. Oakes, Commissioner
AYES:	Cleaver, Greeno, Oakes, Dan, Campagna, Halkyard, Peck
ABSENT:	DeLeon, VanEk

F. Water Meter Upgrade

Utilities Superintendent John Hubsky, noted the water meters were changed out between 1999 and 2001. All meters are currently read once a month and the meters typically last about 20 years. About 300 meters were recently tested and the accuracy of readings remains high.

Utilities Superintendent Hubsky proposed to keep the current meters but replace the 7,000 touchpads with new outside radio meter interface units (MIU) for a total cost of $595,000. If the Village opted to upgrade the meter register heads instead; then the cost would be $665,000 more. The proposed MIUs can still be utilized during future meter change-outs. In-house staff can install the new MIUs saving approximately $600,000. The Village will realize savings by eliminating meter reader positions and actual meter reader equipment maintenance costs will be eliminated. Staff time for performing final readings and other readings will no longer be necessary with the new MIU's.

Commissioner Dan inquired about the life expectancy of the new MIUs. Utilities Superintendent Hubsky replied the MIU battery has an expected life of 10 years. Finance Director Coyle noted the new MIU's will also allow Utilities Superintendent Hubsky to manage the water system as a whole which the current system does not allow. Chairman Halkyard asked if there will be a surcharge to pay for this. Finance Director Coyle replied the current budget includes funding for this project. Discussion ensued regarding the new MIUs.

Commissioner Oakes motioned to recommend that the Village proceed with staff's recommendation to replace the touchpads with outside meter interface units and Commissioner Halkyard seconded the motion.

RESULT:	**APPROVED [UNANIMOUS]**
MOVER:	Christopher D. Oakes, Commissioner
SECONDER:	Matthew L Halkyard, Chairman
AYES:	Cleaver, Greeno, Oakes, Dan, Campagna, Halkyard, Peck
ABSENT:	DeLeon, VanEk

G. Trustee Liaison Report

None.

H. Chairman's Report

Chairman Halkyard highlighted the priority of revenue generation of Village Links/Reserve 22. Chairman Halkyard noted the Village of Schiller Park recently passed a gas tax and a portion of the tax went back to the retailers to help them implement the new tax, with the remaining balance is earmarked for capital improvements and the police pension.

I. Other Business

1. Economic Development Update

Village Manager Franz briefed the Commission on the current economic development projects.

2. Food and Beverage Update

Village Manager Franz said the Village Board will discuss the food and beverage tax as a funding mechanism for the planned capital improvements at the July 16, 2018 meeting. Finance Director Coyle noted the food and beverage tax can be implemented with several different options including: taxing only places for eating, taxing for immediate consumption, and taxing packaged liquor at retail.

3. Next Meeting: Friday, August 10, 7:00AM, Room 301

J. Adjournment

1. Motion to Adjourn

RESULT:	**APPROVED [UNANIMOUS]**
MOVER:	Lisa A Cleaver, Commissioner
SECONDER:	Christopher D. Oakes, Commissioner
AYES:	Cleaver, Greeno, Oakes, Dan, Campagna, Halkyard, Peck
ABSENT:	DeLeon, VanEk

Finance Commission
535 Duane St.
Glen Ellyn, IL 60137

Meeting: 09/14/18 07:00 AM
Department: Finance Commission
Department Head: Christina Coyle
Category: Policy
Prepared By: Christina Coyle

SCHEDULED

AGENDA ITEM (ID # 3559) DOC ID: 3559

Jason Franken from Foster & Foster Actuaries and Consultants will present information on the actuarial modeling of the Glen Ellyn Police Pension Fund

Background

Last year, when the actuarial report for the Police Pension Fund was presented to the Finance Commission, the concept of a transition to a 15-year open model was presented. I have requested that our actuary pull together concepts on how we could transition into a 15-year open amortization model. Jason Franken, from Foster & Foster, will be present at Friday's meeting to present the attached report and answer any questions the Commission may have.

The Police Pension Board also requested the actuary prepare a sensitivity analysis on the major assumptions into the actuarial model. That is also included in the report.

Staff will be asking for the Commission's input and recommendation on if and how to move towards a 15 year open amortization model. The goal would be to present a recommendation from both the Finance Commission and Police Pension Board to the Village Board on a budget meeting on October 11.

ATTACHMENTS:

- Projection and Assumption Changes - Glen Ellyn Police - 2018 09 11 (PDF)

Glen Ellyn Police Pension Plan

Projection of Amortization Impact and Assumption Change Impact

September 11, 2018

FOSTER & FOSTER
ACTUARIES AND CONSULTANTS

FOSTER & FOSTER
ACTUARIES AND CONSULTANTS

September 11, 2018

Ms. Christina Coyle
Finance Director
Village of Glen Ellyn
535 Duane St.
Glen Ellyn, IL 60137

Dear Ms. Coyle:

This report, prepared by Foster & Foster, Inc., outlines:

(1) the impact of updating the amortization of the unfunded liability to ultimately arrive at a 15-year rolling amortization schedule; and,
(2) the impact of various assumption changes, illustrated on the 2018 results.

This report has been prepared as requested by the Village of Glen Ellyn for assisting in making decisions about future financing of the pension. This report is the property of the Village of Glen Ellyn and may only be used for its intended purpose.

This analysis has been conducted in accordance with generally accepted actuarial principles and practices, including the applicable Actuarial Standards of Practice as issued by the Actuarial Standards Board, and reflects laws and regulations issued to date pursuant to the provisions of Article 3, Illinois Pension Code, as well as applicable federal laws and regulations. In our opinion, the assumptions used in this valuation, as adopted by the Board of Trustees, represent reasonable expectations of anticipated plan experience. Future actuarial measurements may differ significantly from the current measurements presented in this report for a variety of reasons including: changes in applicable laws, changes in plan provisions, changes in assumptions, or plan experience differing from expectations.

In conducting this study, we have relied on personnel, plan design, and asset information supplied by the Board, financial reports prepared by the custodian bank and the actuarial assumptions and methods described in the Actuarial Assumptions section of this report. While we cannot verify the accuracy of all this information, the supplied information was reviewed for consistency and reasonableness. As a result of this review, we have no reason to doubt the substantial accuracy of the information and believe that it has produced appropriate results. This information, along with any adjustments or modifications, is summarized in various sections of this report.

The undersigned is a member of the American Academy of Actuaries and meets the Qualification Standards of the American Academy of Actuaries to render the actuarial opinion herein. To the best of my knowledge, the information supplied in this study is complete and accurate. In my opinion, the projections are based on reasonable actuarial estimates, assumptions and methods that offer my best estimate of anticipated experience under the Plan.

We look forward to discussing the results with you.

Regards,

Jason L. Franken, FSA, EA, MAAA

Enrollment Number: 17-06888
Foster & Foster, Inc.

Projection of Amortization Schedule Change

To illustrate the impact of a change to the amortization of the unfunded actuarial accrued liability, we have assembled three scenarios for comparison:

1. Baseline: This is the "status quo" scenario.

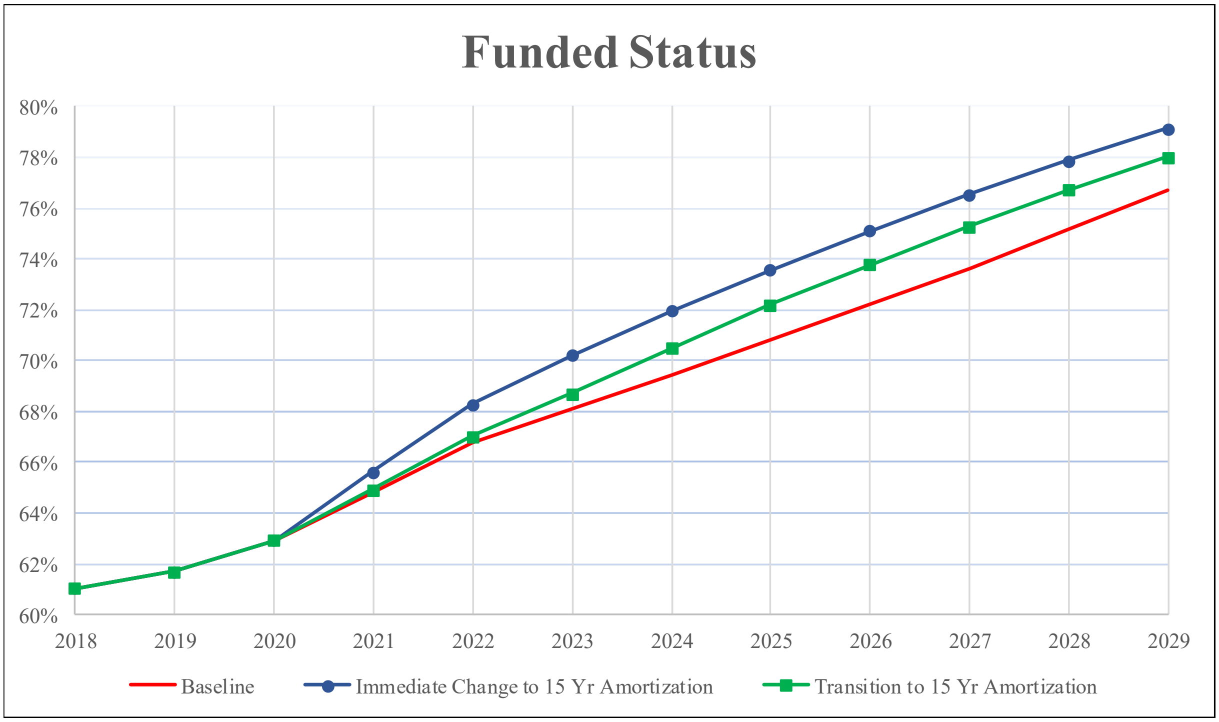
2. Immediate Change to 15 Year Amortization: In this scenario, we immediately jump to the 15-year rolling amortization schedule in the 2019 valuation.

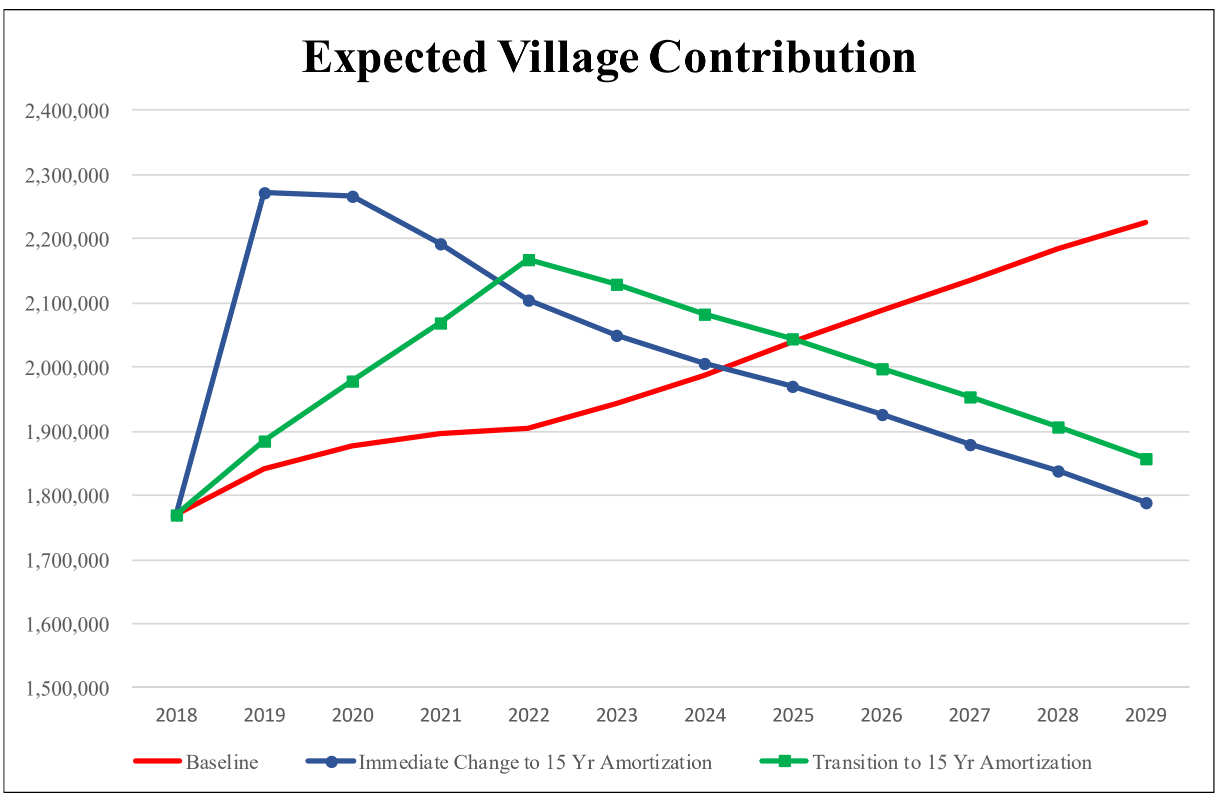
3. Transition to 15 Year Amortization: This scenario arrives at the 15-year rolling amortization on a more gradual basis by reducing the amortization period by 2 years annually instead of the one-year reduction in amortization period that normally takes place each year.

In all scenarios, we did incorporate the impact of the new public safety pension mortality tables recently issued by the Society of Actuaries in draft form. We have assumed that these will be implemented as static tables for this purpose. These tables will be issued in final form this fall, and we plan to incorporate these into the valuation in 2019. You can see the explicit impact of this table on the 2018 results in the Assumption Change Impact section of this report. All other assumptions are consistent with the January 1, 2018 actuarial valuation report issued on May 4, 2018. A complete summary of those assumptions and methods can be found on page 9 and 10 of this report.

As you can see by the charts and tables on the following pages, the short-term impact of making this change is a substantial increase in contributions. However, over time, this relationship reverses, and the Baseline scenario contributions exceed the rolling 15 Year Amortization contributions.

Funded status improves faster and is higher long term the sooner that you move to the 15-year rolling amortization. However, the difference between the Baseline funded status and the other scenarios is never more than 3%.


Funded Status
80%
78%
76%
74%
72%
70%
68%
66%
64%
62%
60%
2018
2019
2020
2021
2022
2023
2024
2025
2026
2027
2028
2029
Baseline
Immediate Change to 15 Yr Amortization
Transition to 15 Yr Amortization


Expected Village Contribution
2,400,000
2,300,000
2,200,000
2,100,000
2,000,000
1,900,000
1,800,000
1,700,000
1,600,000
1,500,000
2018
2019
2020
2021
2022
2023
2024
2025
2026
2027
2028
2029
Baseline
Immediate Change to 15 Yr Amortization
Transition to 15 Yr Amortization

Impact of Change to Amortization Schedule

Valuation Year	2018	2019	2020	2021	2022	2023
Baseline						
Funded Status	61.1%	61.7%	62.9%	64.8%	66.8%	68.1%
Expected Village Contribution	1,771,000	1,840,000	1,876,000	1,895,000	1,904,000	1,942,000
Immediate Change to 15 Yr Amortization						
Funded Status	61.1%	61.7%	62.9%	65.6%	68.3%	70.2%
Expected Village Contribution	1,771,000	2,273,000	2,266,000	2,192,000	2,104,000	2,051,000
Annual Impact (vs. Baseline)	-	433,000	390,000	297,000	200,000	109,000
Transition to 15 Yr Amortization						
Funded Status	61.1%	61.7%	62.9%	64.9%	67.0%	68.7%
Expected Village Contribution	1,771,000	1,884,000	1,978,000	2,069,000	2,167,000	2,129,000
Annual Impact (vs. Baseline)	-	44,000	102,000	174,000	263,000	187,000

Valuation Year	2024	2025	2026	2027	2028	2029
Baseline						
Funded Status	69.5%	70.8%	72.2%	73.6%	75.1%	76.7%
Expected Village Contribution	1,988,000	2,040,000	2,087,000	2,134,000	2,183,000	2,225,000
Immediate Change to 15 Yr Amortization						
Funded Status	72.0%	73.6%	75.1%	76.5%	77.9%	79.1%
Expected Village Contribution	2,007,000	1,969,000	1,926,000	1,881,000	1,839,000	1,790,000
Annual Impact (vs. Baseline)	19,000	(71,000)	(161,000)	(253,000)	(344,000)	(435,000)
Transition to 15 Yr Amortization						
Funded Status	70.5%	72.2%	73.8%	75.3%	76.7%	78.0%
Expected Village Contribution	2,084,000	2,044,000	1,999,000	1,953,000	1,908,000	1,857,000
Annual Impact (vs. Baseline)	96,000	4,000	(88,000)	(181,000)	(275,000)	(368,000)

Assumption Change Impact

To help you understand the impact of changes to the individual assumptions, we have analyzed the following assumption changes, each in isolation.

- A change in the interest rate from 6.50% down to 6.00%.
- A 50 point decrease in the salary scale applied.
- The impact of the new public safety mortality tables on a static basis. Static means that we project mortality to the valuation date and assume that it will be the same at all years in the future at each given age.
- The impact of the new public safety mortality tables on a generational basis. Generational means that we project mortality improvement to continue to occur in all future years. The result of this is that someone who turns 50 in 2020 will have higher mortality than someone who turns 50 in 2030.
- A change in the payroll growth assumption from 3.50% down to 3.00%. This will result in higher payment in the short term, but smaller payments in the long term.

The table on the next page illustrates what the contribution would have been in the January 1, 2018 report had the given assumption change been implemented. You can approximate a net impact of implementing changes by adding together the individual impacts. At this time, the only change that we recommend for next year is a move to the new public safety mortality tables. A complete list of assumptions and methods used in the Baseline results can be found on pages 9 and 10 of this report.

Recommended Contribution Determined as of 1/1/2018, Applicable to Fiscal Year Ending 12/31/2019

	(1) Baseline	(2) 6.00% Interest	(3) Salary Scale 50 bp Lower	(4) New Mortality Static	(5) New Mortality Generational	(6) Payroll Growth 50 bp Lower
Normal Cost (with interest)	$901,516	$1,038,690	$848,281	$895,020	$934,440	$901,516
Administrative Expenses (with interest)	18,402	18,316	18,402	18,402	18,402	18,402
Payment Required to Amortize Unfunded Actuarial Accrued Liability over 23 years (as of 1/1/2018, with interest)	1,196,161	1,351,549	1,164,548	1,239,014	1,349,096	1,253,372
Total Required Contribution	2,116,079	2,408,555	2,031,231	2,152,436	2,301,938	2,173,290
Expected Member Contributions	(345,430)	(345,430)	(345,430)	(345,430)	(345,430)	(345,430)
Expected Village Contribution	1,770,649	2,063,125	1,685,801	1,807,006	1,956,508	1,827,860
Impact Relative to Baseline (1), as $		*292,476*	*(84,848)*	*36,357*	*185,859*	*57,211*
Impact Relative to Baseline (1), as %		*16.5%*	*-4.8%*	*2.1%*	*10.5%*	*3.2%*

Attachment: Projection and Assumption Changes - Glen Ellyn Police - 2018 09 11 (3559 : Actuarial Assumptions 2018)

Actuarial Assumptions and Methods for January 1, 2018 Valuation

Mortality Rate

Healthy Lives:
RP-2014 Blue Collar Total Healthy Annuitant mortality table, sex distinct with generational mortality improvement using Scale MP-2016 and a base year of 2013. 10% of active deaths are assumed to be in the line of duty.

Disabled Lives:
RP-2014 Blue Collar Total Healthy Annuitant mortality table, sex distinct, with rates increased by 15% and generational mortality improvement using Scale MP-2016 and a base year of 2013.

The mortality assumptions sufficiently accommodate future mortality improvements.

Interest Rate

6.50% per year compounded annually, net of investment related expenses.

Retirement Age

See table on following page. This is based on an experience study performed in 2017.

Disability Rate

See table on following page. 60% of the disabilities are assumed to be in the line of duty. This is based on an experience study performed in 2017.

Termination Rate

See table on following page. This is based on an experience study performed in 2017.

Salary Increases

Graded schedule based on service. This is based on an experience study performed in 2017.

Salary Scale

Service	Rate
0	11.00%
1	10.75%
2	8.75%
3	8.50%
4	7.00%
5	6.25%
6	5.25%
7	4.25%
8 - 16	4.00%
17 - 32	3.75%
32+	3.50%

Inflation

2.50%.

Payroll Growth

3.50% per year.

Cost-of-Living Adjustment

Tier 1: 3.00% per year after age 55. Those that retire prior to age 55 receive an increase of 1/12 of 3.00% for each full month since benefit commencement upon reaching age 55.

Tier 2: 1.25% per year after the later of attainment of age 60 or first anniversary of retirement.

Administrative Expenses

Expenses paid out of the fund other than investment-related expenses are assumed to be equal to those paid in the previous year.

Marital Status

80% of Members are assumed to be married.

Spouse's Age

Males are assumed to be three years older than females.

Funding Method

Entry Age Normal Cost Method.

Actuarial Asset Method

Investment gains and losses are smoothed over a 5-year period.

Funding Policy Amortization Method

The UAAL is amortized according to a Level Percentage of Payroll method over a period ending in 2041. The initial amortization amount is 100% of the Accrued Liability less the Actuarial Value of Assets.

Decrement Tables

% Terminating During the Year		% Becoming Disabled During the Year		% Retiring During the Year (Tier 1)		% Retiring During the Year (Tier 2)	
Age	Rate	Age	Rate	Age	Rate	Age	Rate
20	14.00%	20	0.000%	50 - 51	15%	50 - 54	5%
25	10.40%	25	0.030%	52 - 54	20%	55	40%
30	5.60%	30	0.140%	55 - 64	25%	56 - 64	25%
35	3.10%	35	0.260%	65 - 69	40%	65 - 69	40%
40	1.90%	40	0.420%	70+	100%	70+	100%
45	1.50%	45	0.590%				
50	1.50%	50	0.710%				
56+	0.00%	55	0.900%				
		60	1.150%				

Finance Commission
535 Duane St.
Glen Ellyn, IL 60137

Meeting: 09/14/18 07:00 AM
Department: Finance Commission
Department Head: Christina Coyle
Category: Report
Prepared By: Christina Coyle

SCHEDULED

AGENDA ITEM (ID # 3560) DOC ID: 3560

Finance Director Coyle will present the 2018 Five Year Forecast in preparation for the 2019 budget kickoff

Please see the attached presentation.

ATTACHMENTS:

- Five Year Forecast 2018 (PDF)

Village of Glen Ellyn

General Fund Five Year Forecast

2019 BUDGET

Goals of Five Year Forecast

- Understand long-term financial trends in revenues and expenditures/expenses.
- Identify future imbalances (deficits).
- Identify potential areas where programs can be implemented now to avoid future deficits.
- Understand how this forecast aligns with past forecasts.
- Compare past forecasts with actual results.

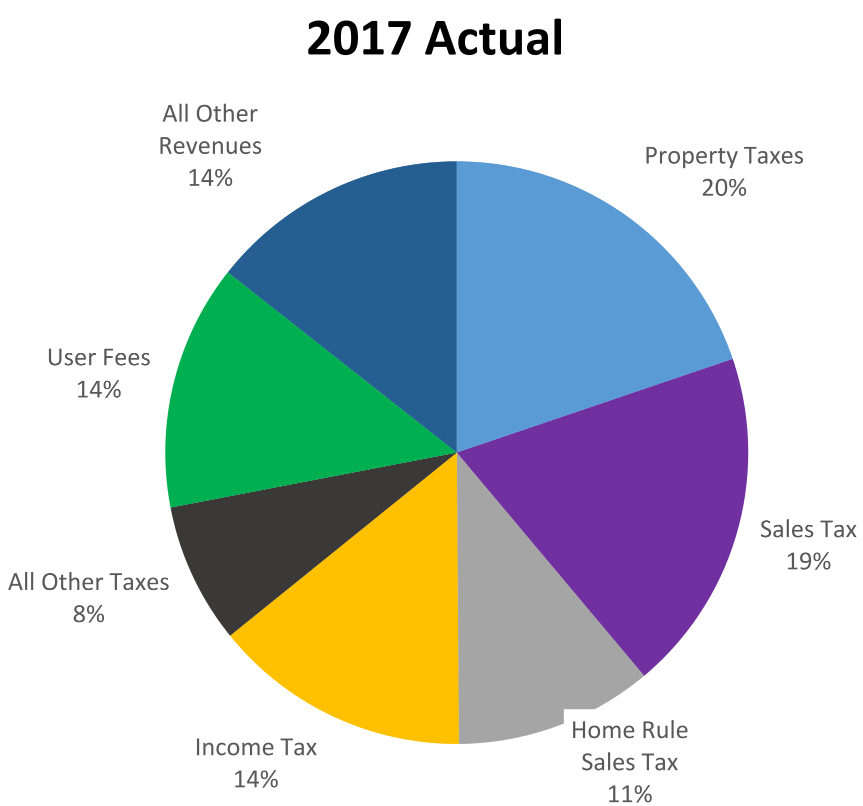
Facts on the Five Year Forecast

- Developed annually as a tool for the budget process.
- Forecast is a model to project future activity and is not a prediction of what will happen.
- Each year's experience will vary.
  - The goal is that annual budgets will be balanced.
  - Each year's actual results will vary.

Executive Summary

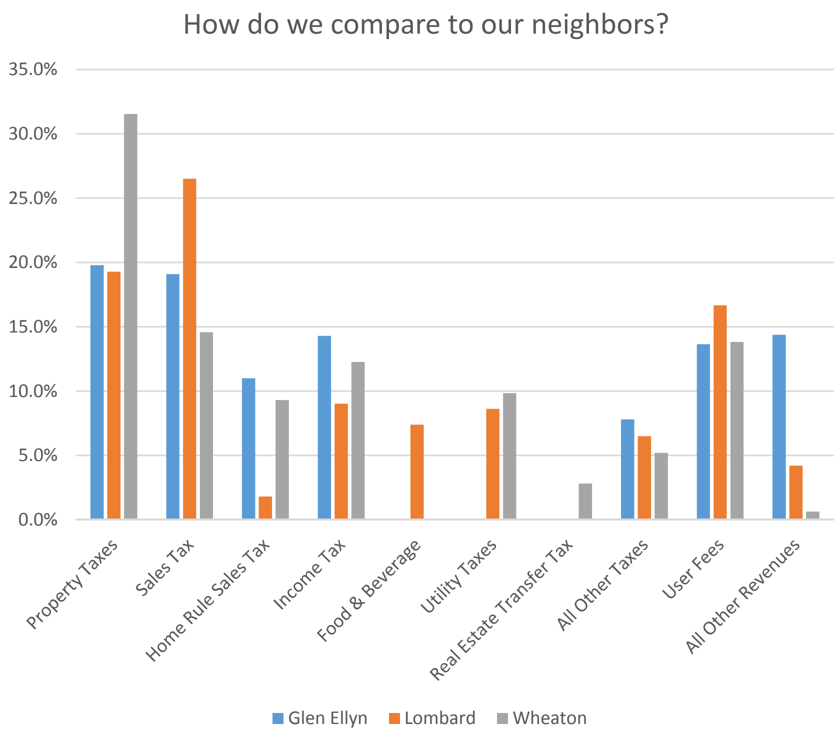
- Revenues are forecast to grow slower than expenses, eventually bringing the Village's fund balance down below policy level without action to the contrary.
- Key revenues such as sales tax, home rule sales tax, and income tax performed well prior to 2017, which mitigated the losses predicted in earlier forecasts. Those revenue streams have been flat or decreased in 2017 and 2018.
- Pension costs, primarily IMRF but also Police Pension, have moderated in the forecast.

Composition of General Fund Revenues



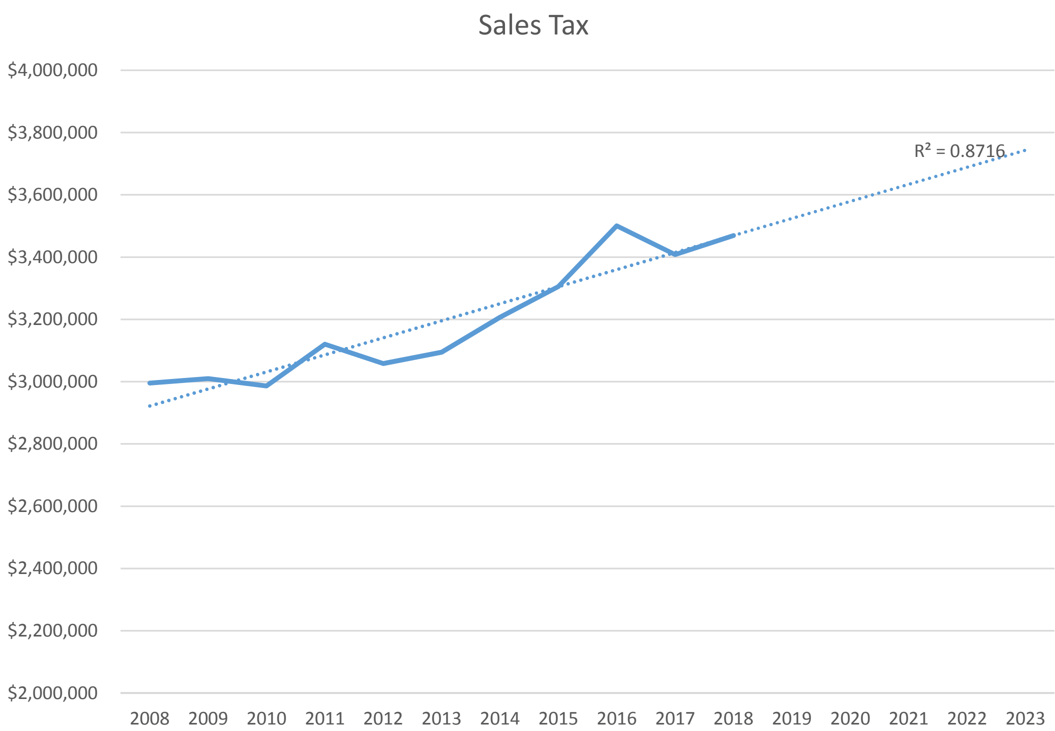
- 44% of General Fund revenue comes from our key revenues (sales tax, home rule sales tax, and income tax)
    - Village has no direct influence on income tax or sales tax
- 20% of General Fund revenue is from property tax levy
- 14% is from user fees which are designed to charge a fee for services used

How does our General Fund compare to our neighbors?



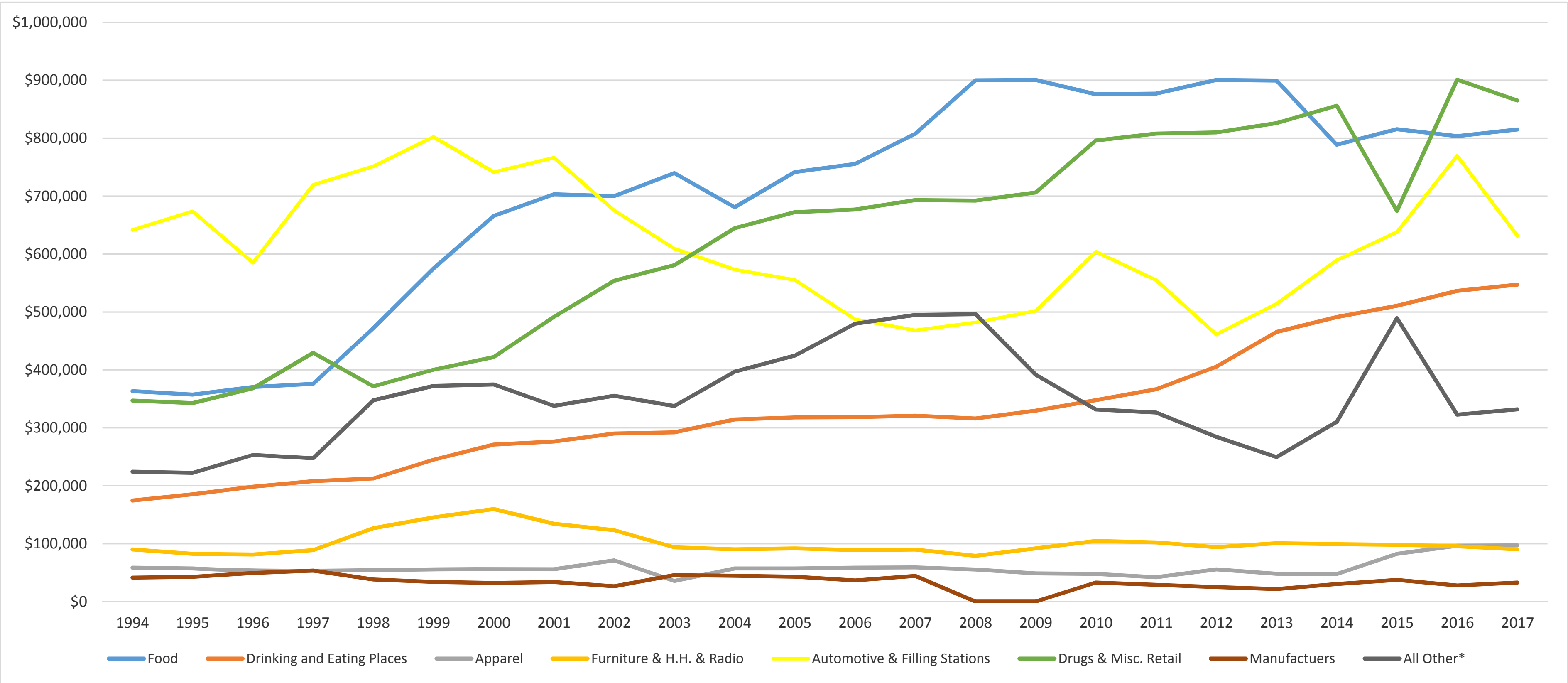
- ❖ Lombard has greater sales taxes.
- ❖ Lombard and Wheaton put utility taxes in General Fund.
- ❖ Lombard has a food and beverage tax while Wheaton has a real estate transfer tax in its General Fund.

General Fund Key Revenues – Sales Tax



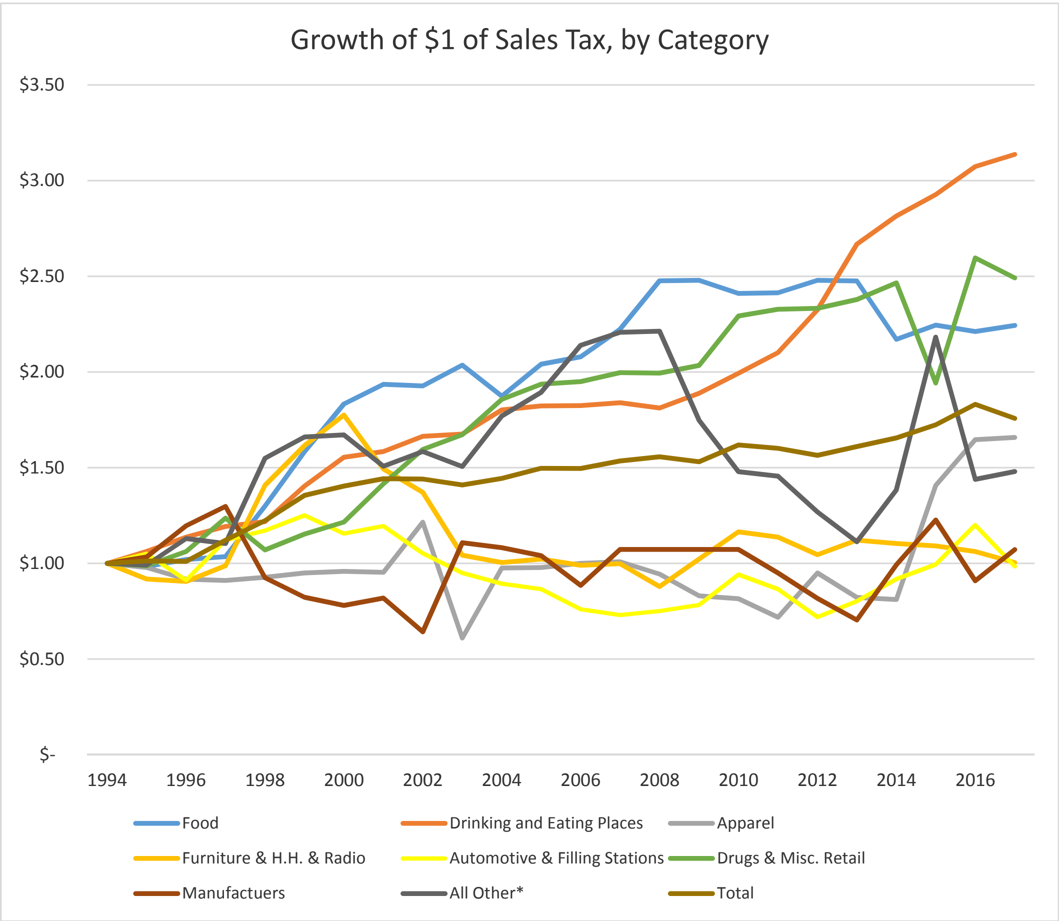
- Sales Tax has grown by an average of 1.5% per year over the past 10 years
- Preliminary 2019 Budget includes a 1.5% increase in sales tax
- Sales tax forecasted to grow at 2% in the 5 year forecast
- Rockefeller Institute estimates the national median sales tax growth forecast for Illinois in 2019 is 2.3%.
- Largest Business Categories for Sales Tax (2016 data):
    - Drug and Misc. Retail (901K)
    - Food (803K – 2016 data)
    - Automotive & Filling (769K)
    - Eating & Drinking Places (536K)

Historical Sales Tax by Category



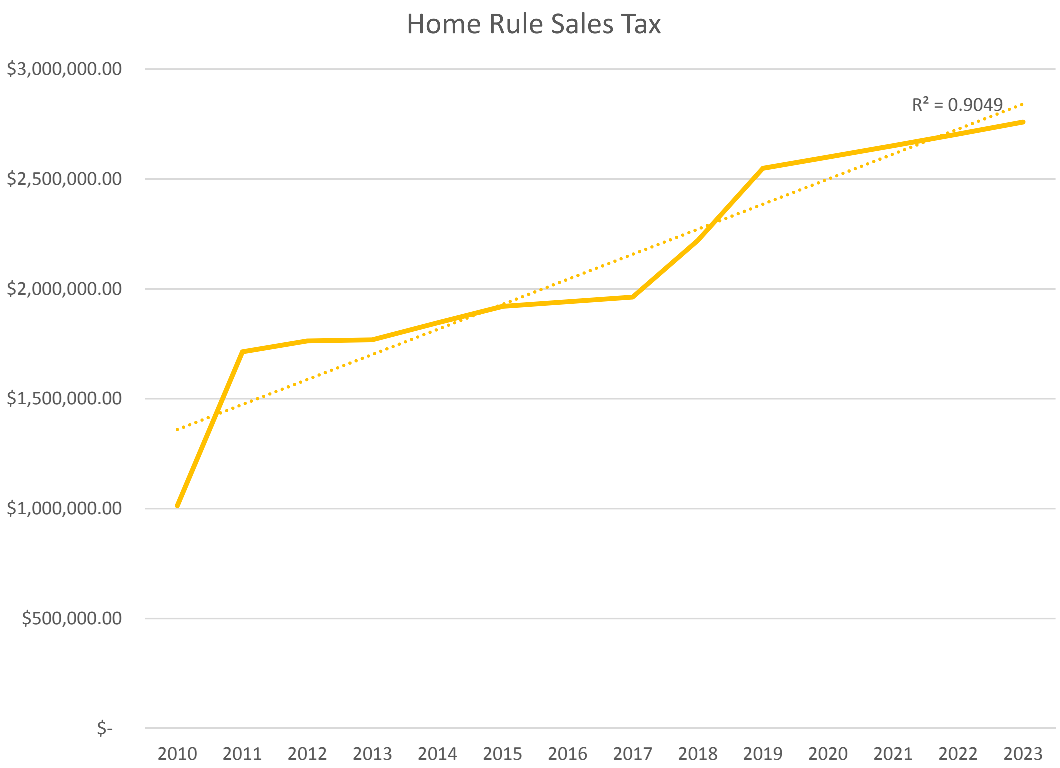
Food and Drugs and Miscellaneous Retail make up the largest sector of sales tax base.

Growth of Sales Tax by Category



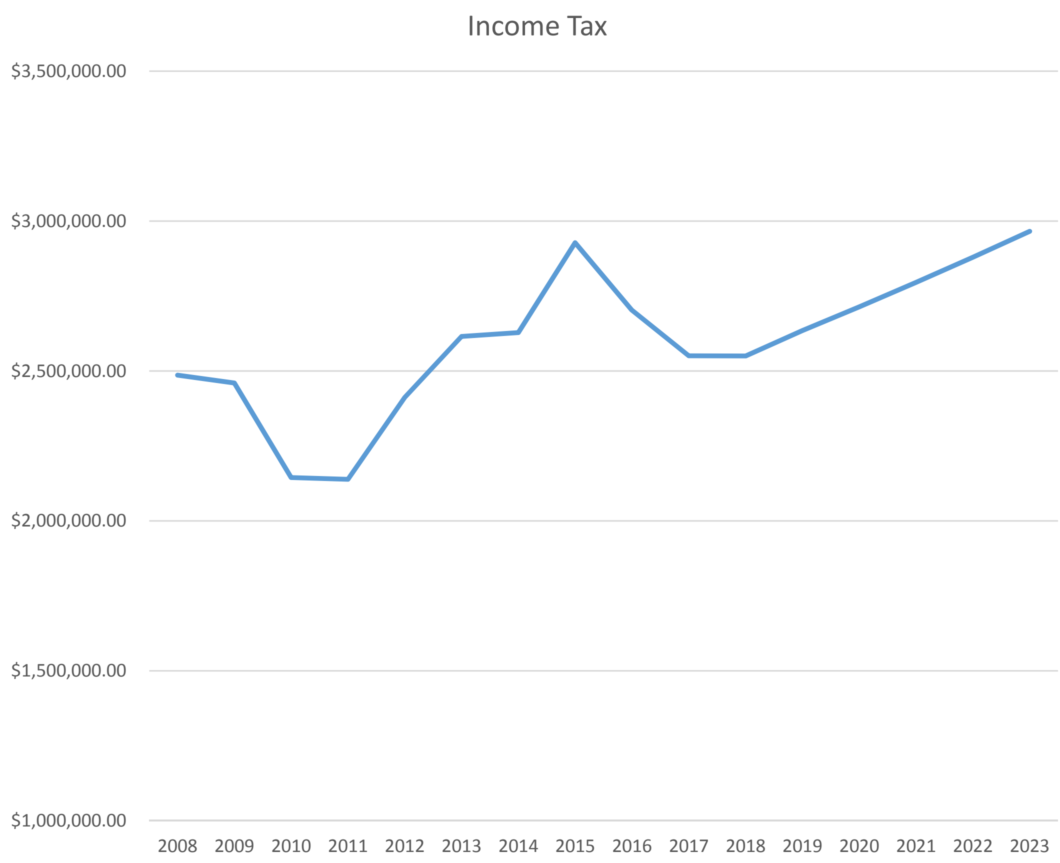
- Largest growth has been in the drinking and eating places category.

General Fund Key Revenues – Home Rule Sales Tax



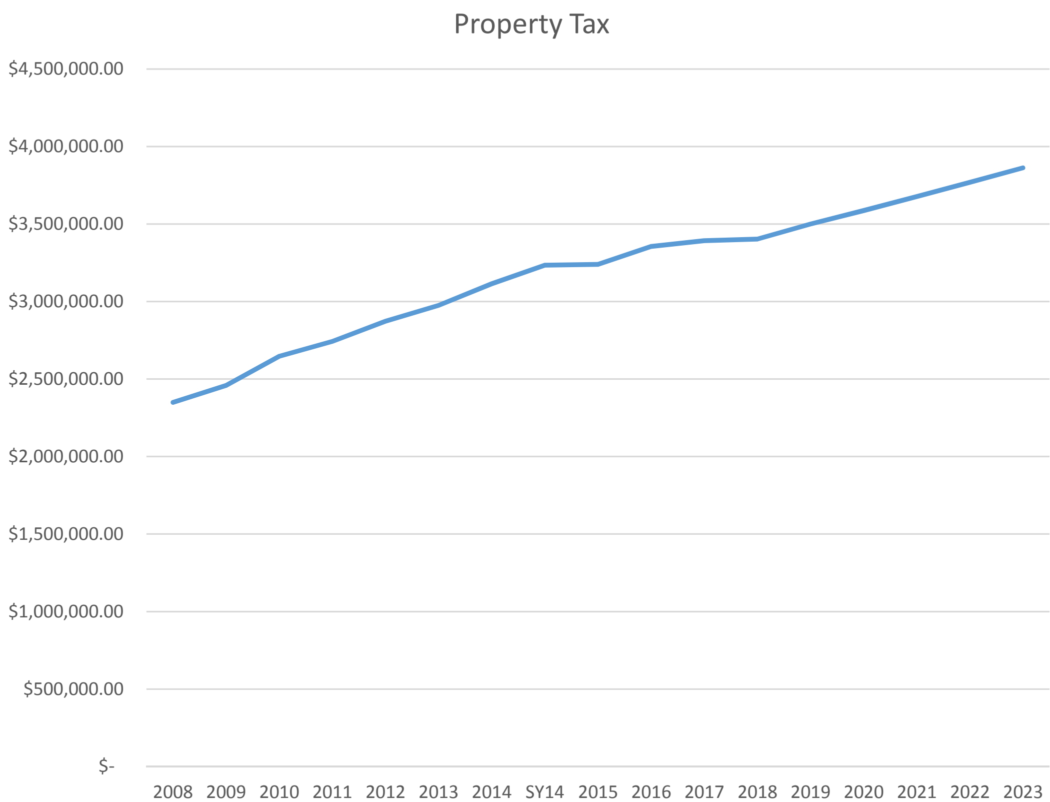
- Home Rule Sales Tax has grown by an average of 2.3% per year (excepting 2018 when rate was increased)
- Preliminary 2019 Budget realizes a full year of the 1.25% rate.
- Forecasted to grow at 2% in the 5 year forecast
- Largest Business Categories for Home Rule Sales Tax (2017 data):
    - Eating & Drinking Places (538K)
    - Drug and Misc. Retail (514K)
    - Food (280K)

General Fund Key Revenues – Income Tax



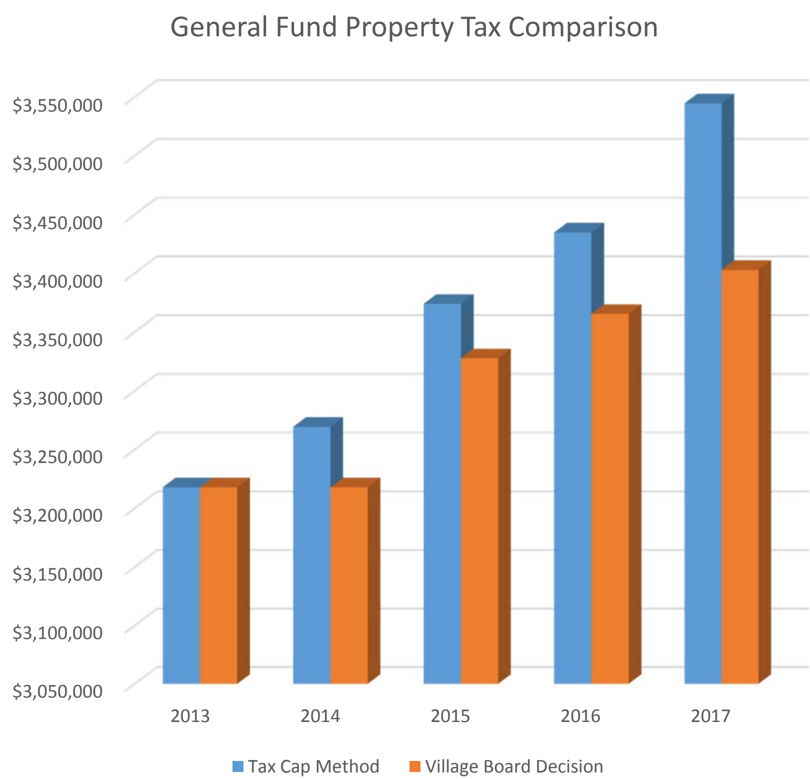
- Income Tax is more volatile than sales tax streams
- Income Tax has grown by an average of 0.6% per year over the past 10 years
- Preliminary 2019 Budget includes a 3% increase from 2018 est.
- The forecast includes 3% growth in income tax
- The state reduction was reduced from 10% to 5% of income tax. This is included in the 3% growth for 2019.

General Fund Key Revenues – Property Tax



- Village has adhered to the tax cap rules of CPI and new growth although not required to by its home rule status
- Average increase over 10 years is 3.45%
- 2019 preliminary budget includes:
  - 2.1% CPI set by DuPage County
  - 0.7% New Growth (last year's actual growth)
- Property tax is forecast to grow at 2.5% over the five year forecast

What would a property tax freeze cost the Village over 5 years?



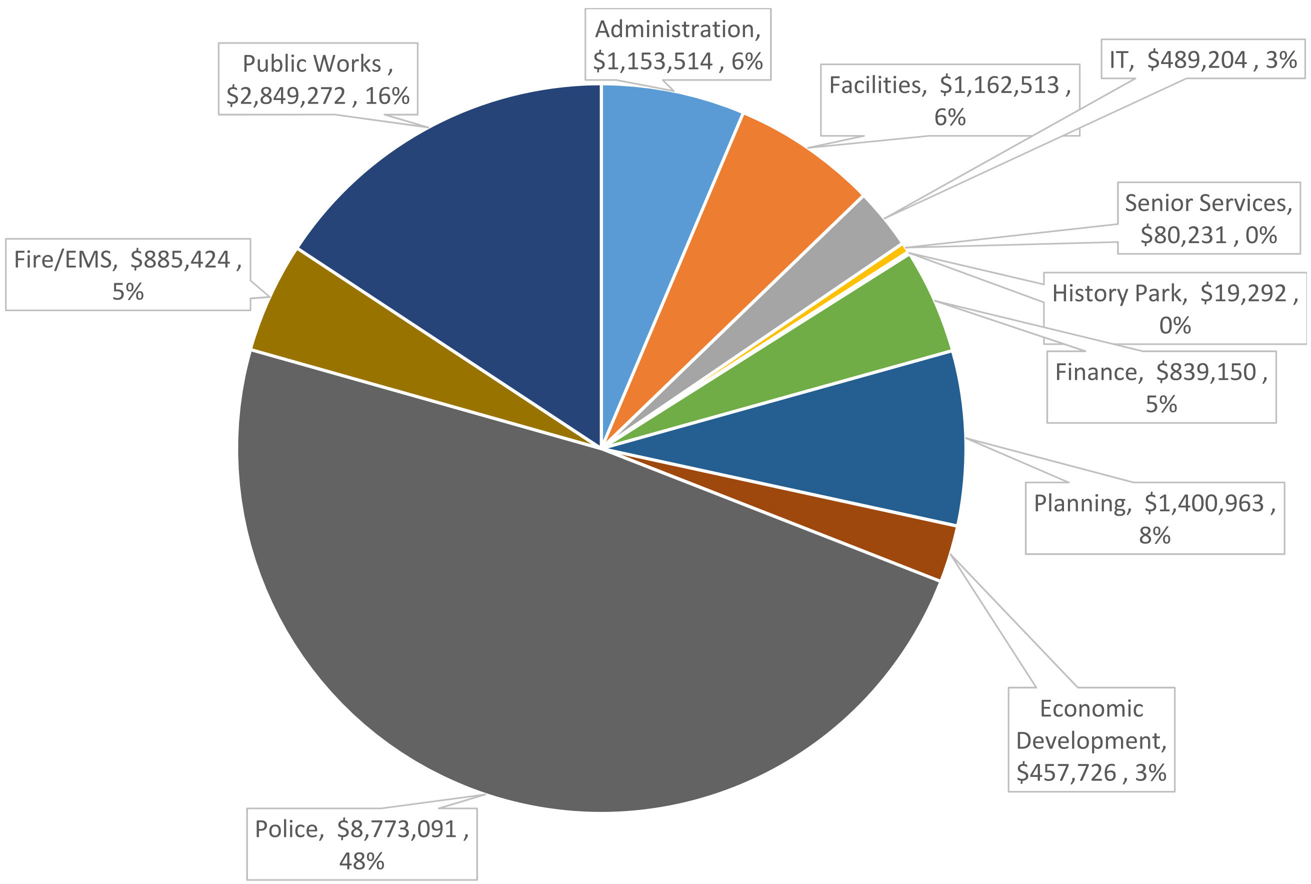
- The Village is a home rule community that is not legally bound by tax caps.
- However, the Village traditionally holds itself to the tax cap philosophy, which means the Village increases its levy for new growth and CPI only. This philosophy favors gradual increases over time rather than creating spikes in property tax rates.
- In 2014 (FY15 collections), the Village did not increase the levy and in 2015, 2016, and 2017 (FY16, FY17, FY18 collections) the Village only increased the levy for new growth (no CPI factor).
- The Village levies one general operating levy for the General Fund. The Capital levy goes to the Capital Projects Fund, which will be addressed in subsequent slides.
- This slide shows the yearly impact if the Village does not increase its tax levy.
- Over 5 years, the Village has foregone $309,000 in revenue in the General Fund.

Challenges in Revenue Streams

Several challenges and decision points are on the horizon regarding General Fund Revenues:

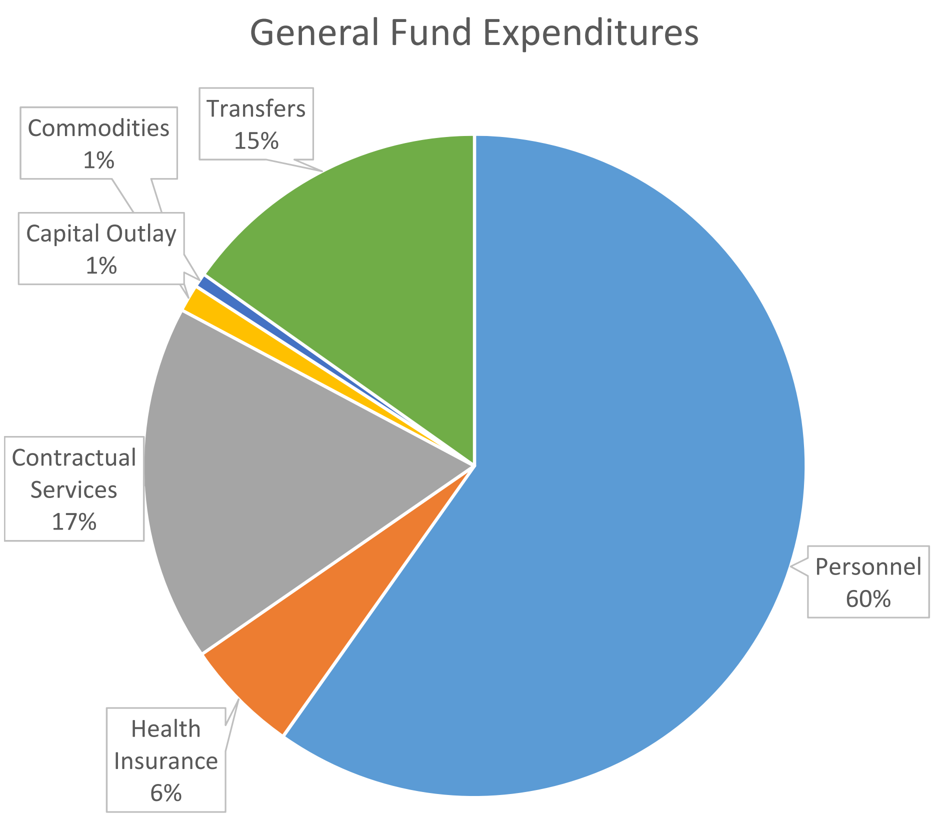
- The Village relies heavily upon performance of sales tax, home rule sales tax, and income tax to provide for known increases in costs. The Village has little direct control over these revenues that are highly influenced by the economy.
- The State of Illinois continues to threaten state shared revenues.
- Challenges may be mitigated by redevelopment, especially in the Central Business District.

Composition of General Fund Expenditures – by Department



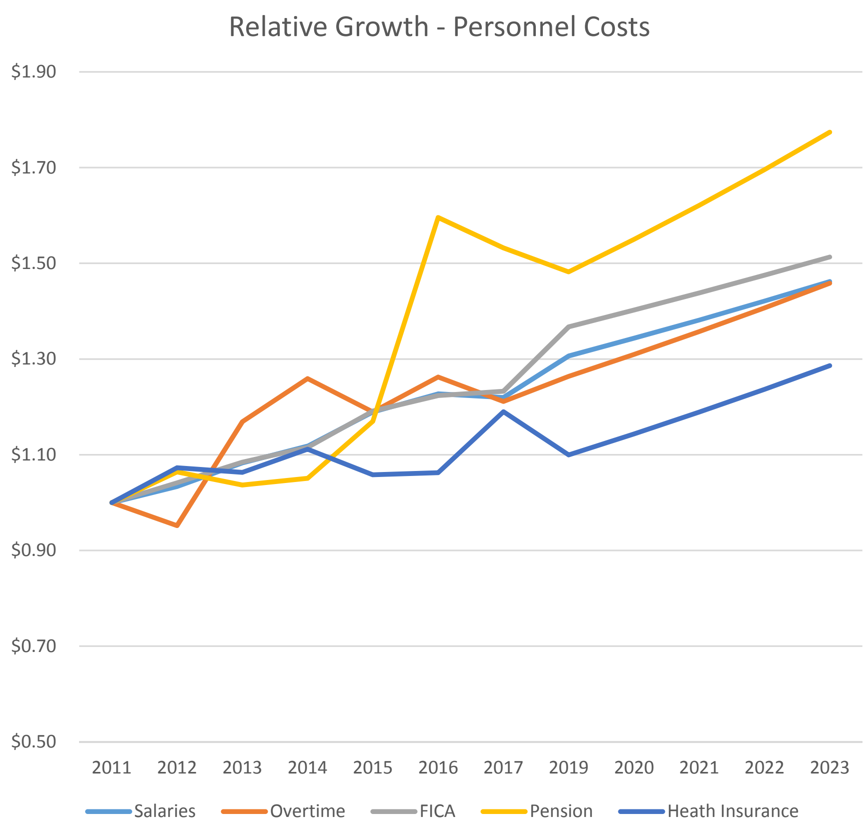
From the 2017 actual expenses, Police is the largest department in the General Fund at 48% with Public Works at 16%.

Composition of General Fund Expenditures – By Type



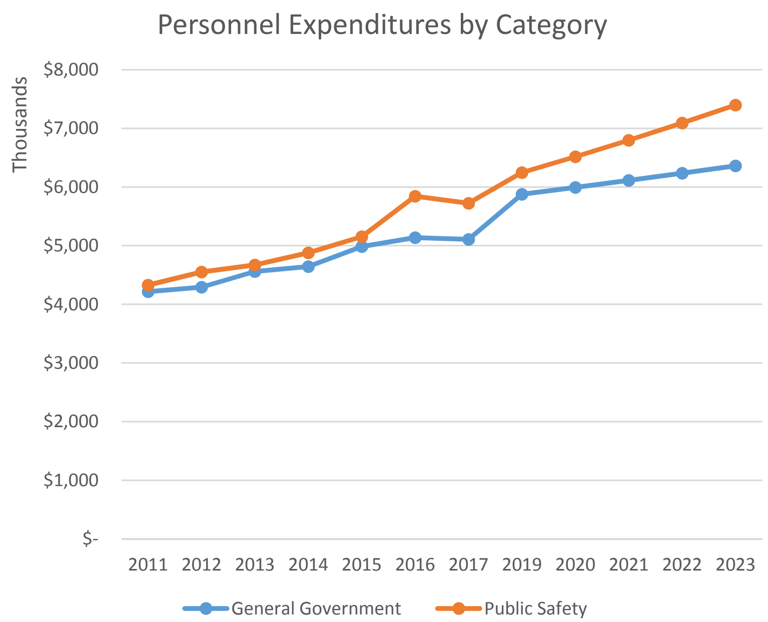
- Personnel is the largest portion of the General Fund budget, $10.8 million of $18.1 million in expenses
- The Village functions accounted for in the General Fund are highly service oriented; therefore, it is expected that personnel expenditures would be the main expenditure type.
- Personnel expenditures grow at a faster rate than capital or other operating costs.

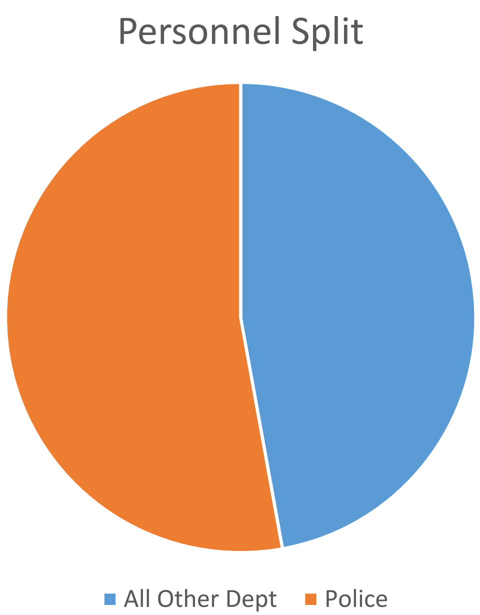
Personnel Expenditures by Type – Relative Growth



- Chart at left portrays the growth rate of personnel expenditures.
- Pension costs grow at the highest rate, although saw a decrease from 2016 to 2019 due to decreases in IMRF (non sworn) pension costs.
- The Village has been fortunate through its health insurance pool to mitigate health insurance cost increases seen in the marketplace.

Personnel Expenditures by Category





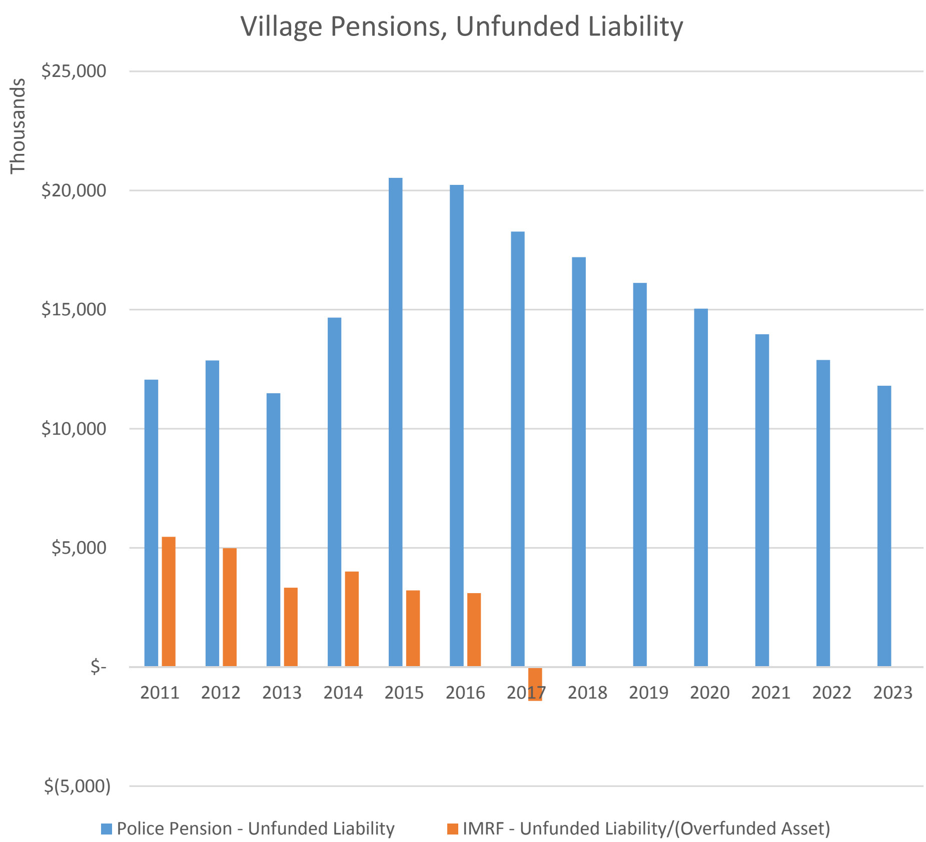
- Police comprises 53% of General Fund personnel.
- Public safety personnel costs are projected to grow at a faster rate (4%) than general government (3%).
- Police pension costs are also forecast to grow at a higher rate (5%) than municipal pension costs (2%).

Health Insurance

- The Village is a member of a health insurance risk-sharing pool.
- Pool champions cost saving initiatives such as wellness and encouraging shopping of health care services.
- Health insurance costs have increased by an average of 3.4% over the past 7 years, beating the market place trend.
- Our pool administrators project 4% annual increases, assuming avoidance of the Cadillac Tax.
- The chart at right evaluates the difference in cost between a 4% trend and a 10% trend. As can be seen, it is important to our financial future to control our healthcare costs to the best of our abilities.

	4% Growth Rate	10% Growth Rate	Difference
2018 Cost	$1,065,200	$1,065,200	$0
2023 Cost	$1,107,000	$1,621,942	$514,942
Cumulative Cost over 5 Year Forecast	$6,000,245	$7,153,467	$1,153,222

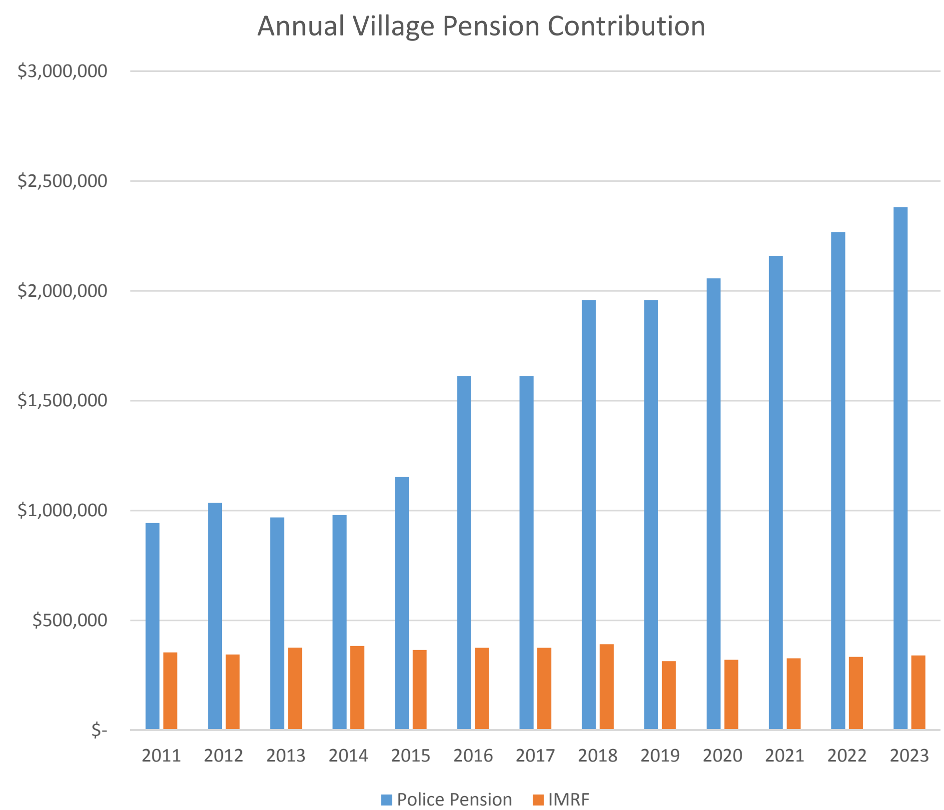
Village Pensions



- Village has two pensions, the Police Pension Fund and the Illinois Municipal Retirement Fund (IMRF).
- Police Pension is 62.5% funded.
- IMRF is 103.5% funded.
- IMRF became overfunded in 2017 and the Village has seen decreased IMRF costs as a result.
- Police Pension liability began decreasing in 2016, as the Village increased contributions and the Pension Board modified investment strategy.
- Pensions have seen positive movement over the past two years, but the unfunded liability remains at 18.2M.

Annual Village Pension Contributions

- Police Pension annual contributions are projected to grow at 5%
- IMRF contributions are anticipated to increase minimally. The anticipated rate change from 2018 to 2019 is from 9.89% of covered payroll to 7.15%, which saves the General Fund $77,000.



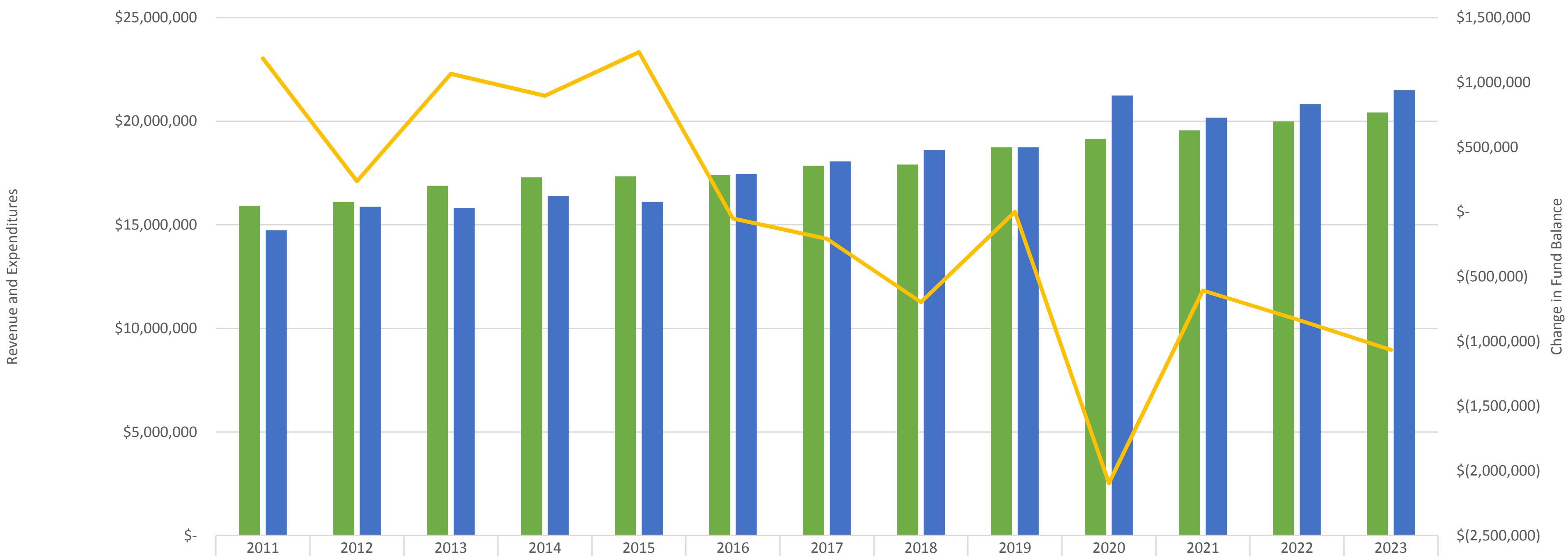
Other General Fund Expenditure Categories

	FY18 Est (thousands)	Average Historical Growth (2012-2018)	Projected Annual Growth (2019-2023)
Contractual Services	$3,542	2.7%	3.0%[1]
Commodities	$236	3.8%	3.0%[1]
Capital Outlay	$165	10.3%	5.0%[2]
Transfers	$2,051	3.4%	3.0%[3]

Footnotes:

1. Commodities and Contractual Services are anticipated to increase at a conservative 3%, also consistent with historical increases.
2. Capital replacement was deferred during the economic downturn; recent purchases have been meeting deferred needs. Capital is incidental in nature, mostly driven by operating initiatives.
3. Transfers are reimbursements to other funds.

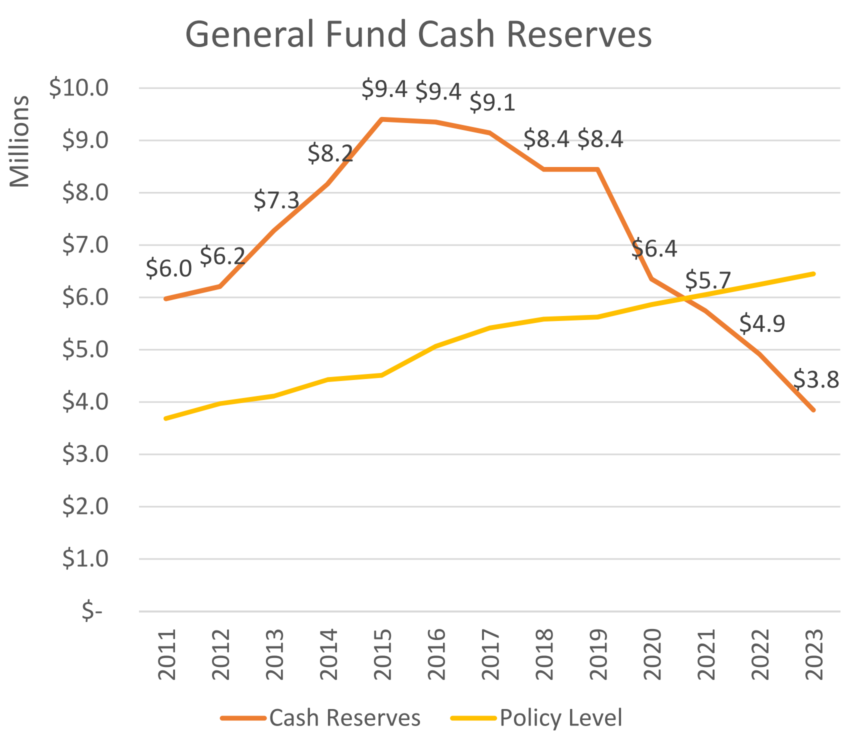
Annual General Fund Forecast

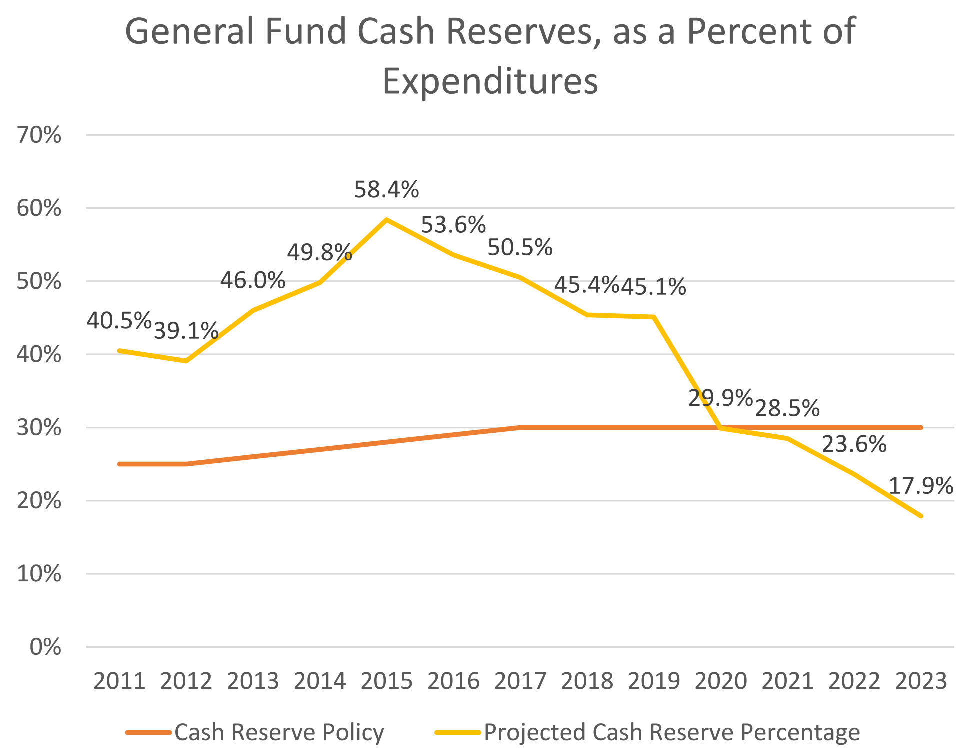


	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Revenues	$15,921,600	$16,105,939	$16,886,658	$17,290,193	$17,337,822	$17,405,406	$17,846,299	$17,910,885	$18,742,896	$19,146,048	$19,561,725	$19,988,408	$20,425,572
Expenditures	$14,736,501	$15,869,009	$15,820,651	$16,394,227	$16,104,865	$17,457,079	$18,054,549	$18,608,315	$18,742,896	$21,241,377	$20,168,986	$20,818,721	$21,491,424
Change in Fund Balance	$1,185,099	$236,930	$1,066,006	$895,966	$1,232,957	$(51,673)	$(208,250)	$(697,430)	$-	$(2,095,329	$(607,261)	$(830,313)	$(1,065,852

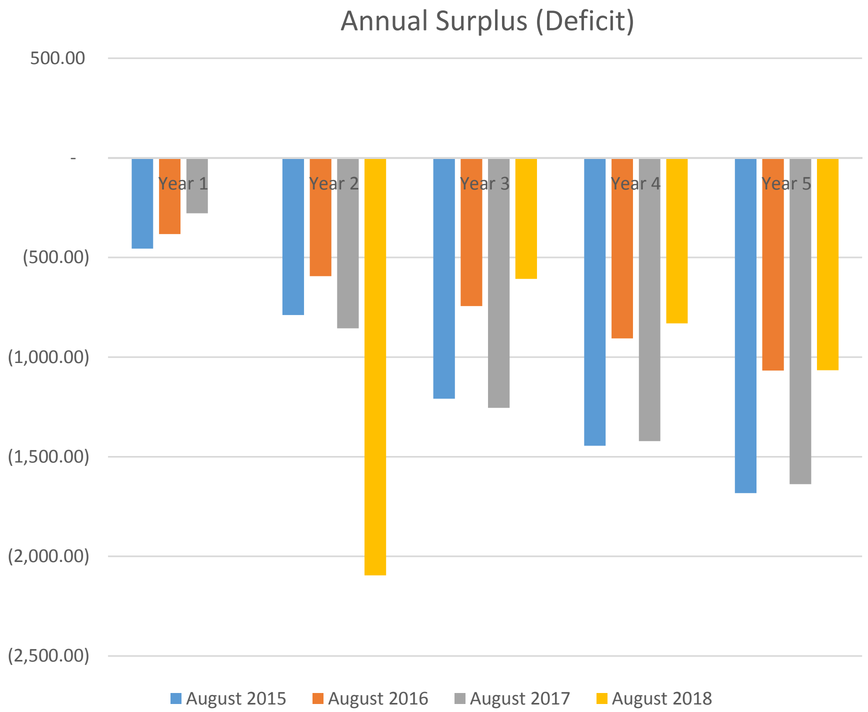
- Revenues are forecast to grow at approximately 2.2% per year while expenditures grow at 3.2%, which would decrease the General Fund's fund balance by $3.9 million over the next 5 years.
- A planned contribution to the Capital Fund of $1.7M is planned for 2020.

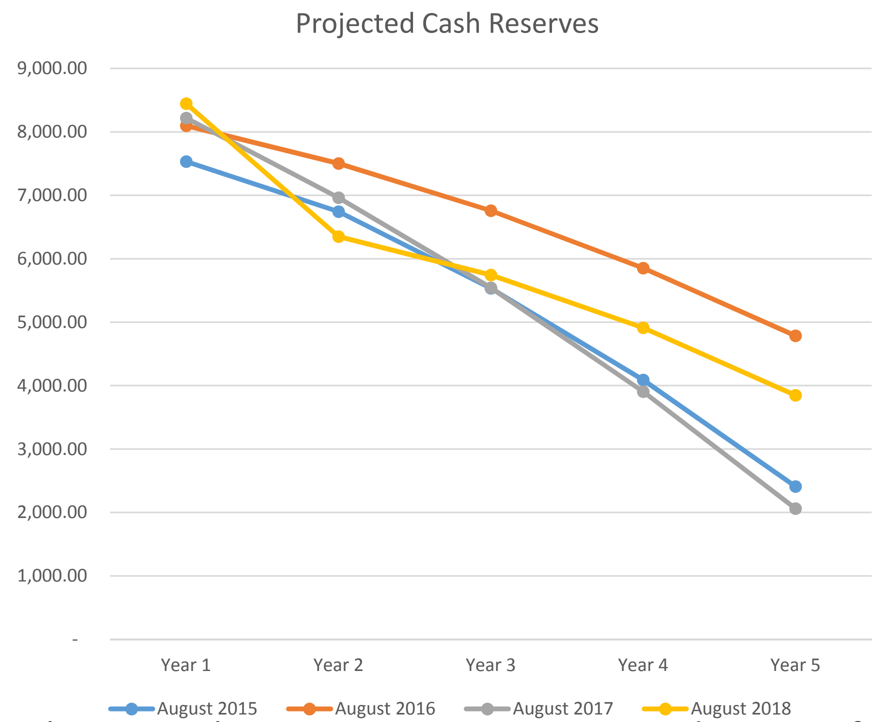
General Fund Balance Projections





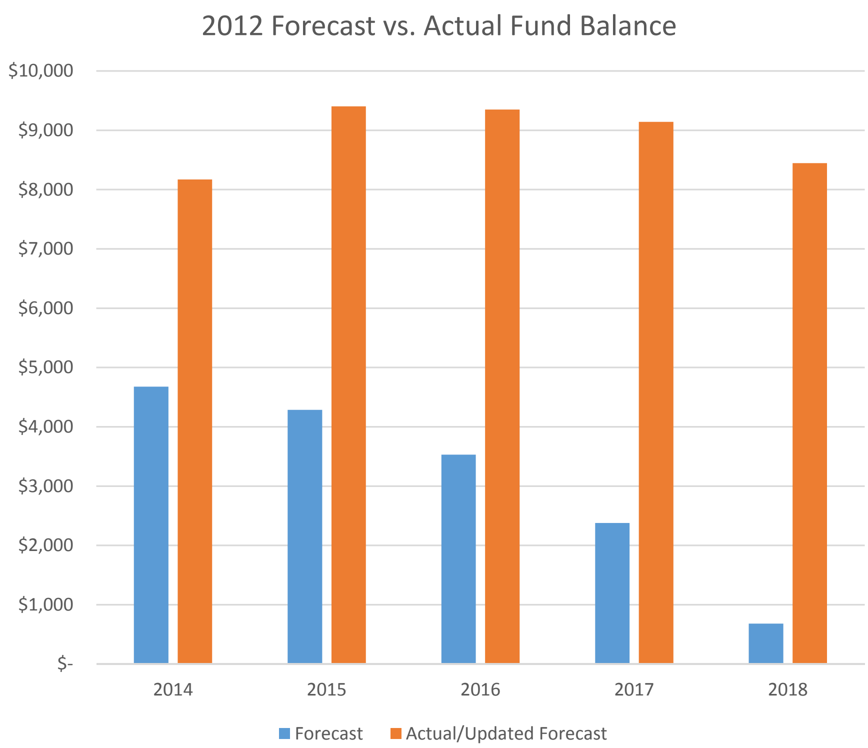
How does this General Fund Forecast Compare?





- Forecast improved over other forecasts (HRST increase last year, changes in state revenues, moderation of pension costs)
- $1.7M contribution towards capital projects planned in 2020

Forecast Versus Actual/Current Forecast – November 2012 Forecast



- 2014 - 2017 are actual results and 2018 is as currently estimated.
- Actual results fared better then forecast.
  - Sales, Home Rule Sales, and Income tax have far outperformed expectations in years prior to 2017.
  - Lower salary increases than anticipated.
  - Lower healthcare cost increases than anticipated.
  - Pension costs began to moderate in 2018; especially municipal pension costs.
  - Annual balanced budgets and good fiscal management have allowed cash reserves to increase.

Highlights of General Fund 5-Year Forecast

- Personnel costs comprise 66% of General Fund expenditures. It will be necessary for the Village to be focused on controlling and meeting the challenges health care and pension costs.
- The Village has little direct control over three revenue sources (sales tax, home rule sales tax, and income tax) which are directly impacted by the economy.
- The Village has started to make changes to user fees in 2018, namely in Planning & Development. It is important to continue to review and change user fees; otherwise a larger part of the burden is placed on taxes.
- Home Rule Sales Tax increase in 2018 helps the 5 year outlook, but does not solve revenues that are growing slower than expenses
- Operating costs continue to rise, despite stagnant revenues.
- The Village's AAA bond rating received in 2015 cited strong reserve balances as a key reason for the rating. It is important to maintain the healthy reserve levels to maintain the AAA rating.

Finance Commission
535 Duane St.
Glen Ellyn, IL 60137

Meeting: 09/14/18 07:00 AM
Department: Finance Commission
Department Head: Christina Coyle
Category: Report
Prepared By: Ann Pedersen

SCHEDULED

AGENDA ITEM (ID # 3535) DOC ID: 3535

Village Links/Reserve 22 - Manager's Report - July 2018

Please see attached report.

ATTACHMENTS:

- Managers Report082418 (PDF)

VILLAGE LINKS
GLEN ELLYN

RESERVE 22 TWENTY-TWO

"Committed to Excellence since 1967"

Manager's Report for July 2018

Submitted by Jeff Vesevick, General Manager

The weather during the month was good for golf. There was 1.27" of rain which fell over 8 days. Average rainfall in July is 3.97".

High Temperatures in July																				
	2018	2017	2016	2015	2014	2013	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002	2001	2000	1999
100º days							1							1						1
90º days	2		1	2		4	15	10	4			3	7	6		5	14	12	1	14
80º days	20	20	20	18		14	15	20	25	12	26	21	18	19	21	20	13	11	18	15
70º days	8	10	8	8		9		1	2	15	5	7	6	5	9	6	4	8	12	1
60º days	1	1	1	3		4				4					1					
50º days																				
40º days																				
30º days																				
Rain	1.7"	4.4"	6.4"	2.5"	2.2"	2.4"	4.0"	5.8"	9.2"	1.9"	4.0"	3.4"	2.0"	2.0"	2.0"	5.7"	2.3"	3.2"	4.4"	2.5"

GOLF

Rounds played were down 2% for the month, and are down 11% for the year
Greens Fees were up 1% for the month, and are down 7% for the year
Motor Cart rentals were up 5% for the month, and are down 8% for the year
Driving Range was up 6% for the month, and is up 1% for the year
Golf Shop merchandise sales were down 6% for the month, and are down 2% for the year
Total Golf revenues were up 2% for the month, and are down 6% for the year

Golf Revenue July										
	2009	**2010**	**2011**	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**	**2018**
Rounds	13,766	11,541	12,119	11,515	11,648	12,879	13,243	11,835	12,191	11,933
Green Fees	346,388	284,613	302,685	289,643	290,661	315,980	327,770	309,969	317,849	319,389
Driving Range	47,066	35,398	37,297	38,871	15,027	47,693	55,416	41,188	47,538	50,378
Pro Shop	24,909	22,778	28,278	21,284	17,344	23,085	26,178	21,903	26,049	24,517
Carts	73,887	65,547	74,519	79,842	78,726	83,735	88,075	82,628	89,841	94,449
Resident Cards	2,324	1,833	1,947	1,460	1,940	2,570	2,470	2,500	2,000	2,900
Miscellaneous	6,069	18,698	38,315	9,880	8,876	8,488	13,412	10,126	10,842	9,819
Total Revenue	**500,858**	**429,110**	**473,066**	**440,949**	**412,534**	**481,551**	**539,131**	**468,315**	**494,119**	**501,452**
Golf Revenues in July were the second best in the past 10 years										

The **Ed Posh Scholarship Shootout** had a very successful event on July 20. The Fund raised approximately $50,000 toward scholarships which are awarded to 4 deserving students each year. 2018 marked the 23rd anniversary for the event, held each year at the Village Links, which honors Head Golf Professional Emeritus Ed Posh.

Staff hosted a total of 11 outside events in July 2018, 3 fewer than last year. Revenues generated were relatively flat from those outings, however, due to larger size groups. Outings in July represented 5% of the rounds played, and 10% of golf revenues for the month.

Golf Staff kept quite busy administering and conducting its 13 weekly leagues, the PGA Junior League, Junior Camps and Clinics, and Adult Lesson programs. These numerous scheduled events help to keep the Village Links one of the busiest courses in the area.

The Village Links again hosted **The American Foot Golf League's** local qualifier for its National Championship for the third consecutive year, on July 29. The AFGL selected the Village Links from a list of candidates, and hope to have the regional qualifier here in the fall. Foot Golf rounds of 129 were comparable to last year's 131. Year to date rounds are down 47%, producing $2,742 in additional revenue, and filling idle space on the 9-hole course.

The Village Links entered into an email marketing campaign with the **Chicago District Golf Association**, which sent a promotional offer to its expansive database to play the Village Links for a mild discount. The promotion generated 45 rounds of golf, and $3,465 in revenue.

Grounds

It rained 1.72" over 8 days. The average July sees 3.97" of rain. Carts were grounded only one morning on the 9 and 18 hole courses. After record setting rain in May and June, we had a very dry July receiving only 43% of normal rainfall. Staff spent a lot of time Hand watering dry areas on greens and tees. The golf course continued to be in very good shape.

Grounds

1. A new drain tile was installed in the left rough of #9 on the 9 hole course.
2. The bunkers were rehabbed twice after rains washed them out.
3. Litter was removed from the parkways twice.
4. Greens, tees and fairways were treated twice for disease.
5. The 18 hole greens and putting greens were top dressed twice.
6. Ash trees were treated for Emerald Ash Borers.
7. Cart paths were edged.
8. Par 3 yardage plates were trimmed.
9. Staff began hand trimming around sprinkler heads.

Mechanical and Building Maintenance

1. New HVAC condensate drain lines were installed in the clubhouse attic.
2. Twenty one cutting units were sharpened.
3. Eight pieces of equipment were serviced.
4. The kitchen and bar equipment was serviced.

Horticulture

1. Flower beds were weeded twice.
2. The police station and fire station #2 landscape beds were weeded.
3. Landscape shrub trimming continued.

RESERVE 22

Restaurant sales seem to be leveling off a bit in our fifth season of operation. Banquets continue to grow at a slow, but steady rate.

Staff introduced a **Birthday Club** to Reserve 22 patrons, offering them a discount if they visit during their birthday month. The offer is aimed at increasing both the volume in the restaurant, and also the data base of emails.

Reserve 22 - July				Year To Date		
Restaurant	**2017**	**2018**	**+/-**	**2017**	**2018**	**+/-**
Beverages	10,045	8,705	*-13.3%*	33,157	29,342	*-11.5%*
Beer	47,161	44,302	*-6.1%*	190,107	179,847	*-5.4%*
Wine	19,376	21,051	*8.6%*	87,308	101,299	*16.0%*
Spirits	22,430	22,787	*1.6%*	100,593	101,141	*0.5%*
Food	117,578	119,445	*1.6%*	529,011	525,934	*-0.6%*
Total Restaurant	**216,591**	**216,290**	*-0.1%*	**940,176**	**937,564**	*-0.3%*
Banquets	**2017**	**2018**	**+/-**	**2017**	**2018**	**+/-**
Beverages	2,553	3,020	*18.3%*	10,993	8,266	*-24.8%*
Beer	1,861	3,426	*84.1%*	33,872	34,457	*1.7%*
Wine	2,383	1,490	*-37.5%*	22,815	18,678	*-18.1%*
Spirits	5,229	3,609	*-31.0%*	30,133	30,600	*1.6%*
Food	40,025	41,510	*3.7%*	210,124	254,083	*20.9%*
Misc.	2,813	650	*-76.9%*	11,614	20,853	*79.5%*
Total Banquets	**54,864**	**53,704**	*-2.1%*	**319,552**	**366,937**	*14.8%*
	2017	**2018**	**+/-**	**2017**	**2018**	**+/-**
Other	**42,667**	**43,434**		**148,246**	**154,423**	
Total Reserve 22	**314,121**	**313,428**	*-0.2%*	**1,407,973**	**1,458,924**	*3.6%*

Management is busy advertising for the eminent exodus of our part time staff who will be heading off to college in mid-August. Advertisements have been placed on Indeed, and Craig's list, as well as contacts made at College of DuPage.

Sights on Service has been providing Reserve 22 with a Secret Shopper program since the beginning of May 2016, sending two shoppers per month. Shoppers rate the Reserve 22 experience on several points of contact, including telephone skills, greeting, appearance, ambiance, service level, problem solving, food quality, timing, and hostess skills. Staff will use the results of each shop as a tool to gain insight on the perception of our business through the eyes of our Guests.

Production for the restaurant renovation appears to be on schedule, and staff, along with Marketing Strategist Julie Rusin, are preparing for the "relaunch", scheduled for October 15, which will include the presentation of the fall menu.

Finance Commission
535 Duane St.
Glen Ellyn, IL 60137

Meeting: 09/14/18 07:00 AM
Department: Finance Commission
Department Head: Christina Coyle
Category: Report
Prepared By: Ann Pedersen

SCHEDULED

AGENDA ITEM (ID # 3536) DOC ID: 3536

Village Links/Reserve 22 - Financial Statements - July 2018

Please see attached financial statements.

ATTACHMENTS:

- Village Links - Financial Statements - July 2018 (PDF)

VILLAGE LINKS GLEN ELLYN | RESERVE 22 TWENTY-TWO

VILLAGE LINKS / RESERVE 22
STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION
As of July 31, 2018

ORG	DESCRIPTION	2018 BUDGET	MONTH 2018	MONTH 2017	MONTH DIFF	MONTH % DIFF	YEAR-TO-DATE 2018	YEAR-TO-DATE 2017	YEAR-TO-DATE DIFF	YEAR-TO-DATE % DIFF
	REVENUES:									
5500	Village Links Revenues	$ 3,001,000	$ 503,076	$ 518,090	$ (15,013)	-3%	$ 1,538,305	$ 1,647,038	$ (108,733)	-7%
5520	Reserve 22 Revenues	2,495,100	313,428	314,121	(693)	0%	1,458,924	1,407,973	50,951	4%
	Total Revenues	**$ 5,496,100**	**$ 816,504**	**$ 832,211**	**$ (15,707)**	**-2%**	**$ 2,997,229**	**$ 3,055,011**	**$ (57,782)**	**-2%**
	EXPENDITURES:									
55700	Administration	$ 388,853	$ 31,968	$ 29,008	$ 2,959	10%	$ 223,352	$ 206,922	$ 16,430	8%
55710	Golf Course Maintenance	854,925	69,518	65,613	3,905	6%	456,090	406,275	49,815	12%
55720	Golf Services	722,646	76,637	76,091	547	1%	414,830	393,587	21,243	5%
55730	Reserve 22	2,243,966	274,087	236,176	37,911	16%	1,382,659	1,244,714	137,945	11%
55740	Stormwater Management	38,415	3,167	5,499	(2,332)	-42%	9,392	32,039	(22,647)	-71%
55750	Pro Shop Merchandise	176,845	20,185	24,819	(4,635)	-19%	90,539	93,015	(2,475)	-3%
55780	Motorized Carts	48,620	7,067	6,630	438	7%	18,873	18,868	4	0%
557X5	Mechanical Maintenance	164,290	19,560	10,817	8,744	81%	142,151	103,347	38,804	38%
	Total Operating Expenses	$ 4,638,560	$ 502,189	$ 454,652	$ 47,536	10%	$ 2,737,886	$ 2,498,767	$ 239,119	10%
	Operating Income	**$ 857,540**	**$ 314,316**	**$ 377,559**	**$ (63,243)**	**-17%**	**$ 259,342**	**$ 556,244**	**$ (296,902)**	**-53%**
	Debt Service	652,096	-	-	-	0%	66,048	72,573	(6,525)	-9%
	Capital Expenditures	268,542	23,340	1,326	22,014	1661%	50,452	398,868	(348,416)	-87%
	CHANGE IN NET POSITION	**$ (63,098)**	**$ 290,976**	**$ 376,233**	**$ (85,257)**	**-23%**	**$ 142,843**	**$ 84,803**	**$ 58,040**	**68%**

KEY METRICS

	Goal	Month 2018	Month 2017	Month Diff	YTD 2018	YTD 2017	YTD Diff
Personnel Expenses as % of Sales	*46%*	*34%*	*31%*	*3%*	*47%*	*44%*	*3%*
Cash Balance (End of Month, in $000's)	*$ 1,438*	*$ 1,579*	*$ 1,834*	*$ (256)*			

VILLAGE LINKS GLEN ELLYN | RESERVE 22 TWENTY-TWO

VILLAGE LINKS
STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION
GOLF
(Including Administration, Grounds, & Mechanical Maintenance)
As of July 31, 2018

ORG/ OBJECT	DESCRIPTION	2018 BUDGET	MONTH 2018	MONTH 2017	MONTH DIFF	MONTH % DIFF	YEAR-TO-DATE 2018	YEAR-TO-DATE 2017	YEAR-TO-DATE DIFF	YEAR-TO-DATE % DIFF
5500	**VILLAGE LINKS REVENUES:**									
440550	Green Fees	$ 1,850,000	$ 319,389	$ 317,849	$ 1,540	0%	$ 906,557	$ 976,454	$ (69,897)	-7%
440554	Pro Shop - Sales	195,000	24,517	26,049	(1,532)	-6%	101,760	104,261	(2,500)	-2%
440555	Motor Carts	560,000	94,449	89,901	4,548	5%	261,938	283,114	(21,176)	-7%
440556	Driving Range	260,000	50,378	47,538	2,841	6%	161,419	160,291	1,128	1%
440557	Resident Cards	32,000	2,900	1,940	960	49%	30,500	31,345	(845)	-3%
460100	Investment Income	9,000	1,280	654	626	96%	9,673	3,927	5,746	146%
489000	Miscellaneous Revenue	95,000	10,298	34,008	(23,710)	-70%	66,314	88,249	(21,935)	-25%
489100	Miscellaneous - Over/Short	-	(135)	151	(287)	-190%	142	(603)	745	-124%
	Total Revenues	**$ 3,001,000**	**$ 503,076**	**$ 518,090**	**$ (15,013)**	**-3%**	**$ 1,538,305**	**$ 1,647,038**	**$ (108,733)**	**-7%**
	COST OF GOODS SOLD:									
520945	Cost of Goods Sold - Pro Shop	$ 147,225	$ 17,640	$ 22,303	$ (4,662)	-21%	$ 73,802	$ 76,805	$ (3,003)	-4%
	Total Cost of Goods Sold	**$ 147,225**	**$ 17,640**	**$ 22,303**	**$ (4,662)**	**-21%**	**$ 73,802**	**$ 76,805**	**$ (3,003)**	**-4%**
	Gross Profit	**$ 2,853,775**	**$ 485,436**	**$ 495,787**	**$ (10,351)**	**-2%**	**$ 1,464,503**	**$ 1,570,233**	**$ (105,730)**	**-7%**
	OTHER OPERATING EXPENSES:									
510100	Salaries - Pensionable	$ 865,895	$ 71,323	$ 77,930	$ (6,607)	-8%	$ 432,580	$ 454,404	$ (21,824)	-5%
510120	Salaries - Non-Pensionable	219,275	33,371	26,203	7,168	27%	84,995	81,338	3,658	4%
510200	Salaries - Overtime	4,500	835	459	376	82%	2,984	1,751	1,233	70%
510400	FICA	83,425	7,973	7,893	80	1%	39,052	40,327	(1,275)	-3%
510500	IMRF	85,710	6,797	7,947	(1,150)	-14%	41,889	45,915	(4,026)	-9%
590600	Health Insurance	109,400	8,186	8,216	(31)	0%	59,981	58,945	1,036	2%
52XXXX	Contractual Services	535,664	51,781	51,067	714	1%	402,899	300,121	102,778	34%
53XXXX	Commodities	343,500	30,195	16,458	13,738	83%	217,045	194,447	22,598	12%
	Total Operating Expenses	**$ 2,247,369**	**$ 210,461**	**$ 196,174**	**$ 14,287**	**7%**	**$ 1,281,425**	**$ 1,177,248**	**$ 104,178**	**9%**
	Operating Income	**$ 606,406**	**$ 274,975**	**$ 299,613**	**$ (24,638)**	**-8%**	**$ 183,077**	**$ 392,985**	**$ (209,908)**	**-53%**
	Operating Income Percentage	**20%**	**55%**	**58%**			**12%**	**24%**		

KEY METRICS

	Goal	Month 2018	Month 2017	Month Diff	YTD 2018	YTD 2017	YTD Diff
Rounds Played	*72,000*	*11,933*	*12,191*	*(258)*	*35,789*	*40,279*	*(4,490)*
Revenue Per Round	*$ 41.68*	*$ 42.16*	*$ 42.50*	*$ (0.34)*	*$ 42.98*	*$ 40.89*	*$ 2.09*
Resident Cards Sold	*N/A*	*154*	*112*	*42*	*2,519*	*2,555*	*(36)*
Cost of Goods Sold % - Pro Shop	*76%*	*72%*	*86%*	*-14%*	*73%*	*74%*	*-1%*
Personnel Expenses as % of Sales	*46%*	*26%*	*25%*	*1%*	*43%*	*41%*	*2%*

VILLAGE LINKS GLEN ELLYN | RESERVE 22 TWENTY-TWO

VILLAGE LINKS
STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION
GOLF
(Including Administration, Grounds, & Mechanical Maintenance)
As of July 31, 2018

ORG/ OBJECT	DESCRIPTION	2018 BUDGET	MONTH 2018	MONTH 2017	MONTH DIFF	MONTH % DIFF	YEAR-TO-DATE 2018	YEAR-TO-DATE 2017	YEAR-TO-DATE DIFF	YEAR-TO-DATE % DIFF
	MISCELLANEOUS REVENUE									
	Miscellaneous Revenue includes the following items, which don't fit into any of the major revenue categories:									
	Handicap Service		*$ 745*	*$ 275*	*$ 470*		*$ 24,925*	*$ 22,575*	*$ 2,350*	
	Police Station Landscaping Credit		*-*	*22,391*	*(22,391)*		*-*	*22,391*	*(22,391)*	
	Hand Cart Rentals		*3,532*	*4,530*	*(998)*		*11,794*	*14,143*	*(2,349)*	
	Adult & Junior Golf Lessons		*3,039*	*3,077*	*(38)*		*12,289*	*11,212*	*1,077*	
	Club Repair		*578*	*916*	*(338)*		*3,905*	*4,469*	*(564)*	
	Golf Club Rentals		*1,130*	*1,110*	*20*		*2,800*	*3,120*	*(320)*	
	Locker Rentals		*-*	*-*	*-*		*3,360*	*3,600*	*(240)*	
	Memorial Tree Donation		*250*	*-*	*250*		*250*	*500*	*(250)*	
	Sales Tax (1.75%)		*479*	*485*	*(6)*		*1,572*	*1,633*	*(61)*	
	Caddie Equipment		*-*	*-*	*-*		*150*	*120*	*30*	
	Foot Golf Ball Rentals		*110*	*85*	*25*		*175*	*320*	*(145)*	
	ATM Machine Commissions		*40*	*34*	*6*		*84*	*87*	*(3)*	
	Misc. Tournament Prize		*-*	*-*	*-*		*-*	*2,376*	*(2,376)*	
	Misc. Outing		*-*	*536*	*(536)*		*-*	*536*	*(536)*	
	Misc./Misc.		*395*	*570*	*(175)*		*5,010*	*1,168*	*3,842*	
	Total	*$ 95,000*	*$ 10,298*	*$ 34,008*	*$ (23,710)*		*$ 66,314*	*$ 88,249*	*$ (21,935)*	

VILLAGE LINKS
GLEN ELLYN

RESERVE 22 TWENTY-TWO

RESERVE 22
STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION
As of July 31, 2018

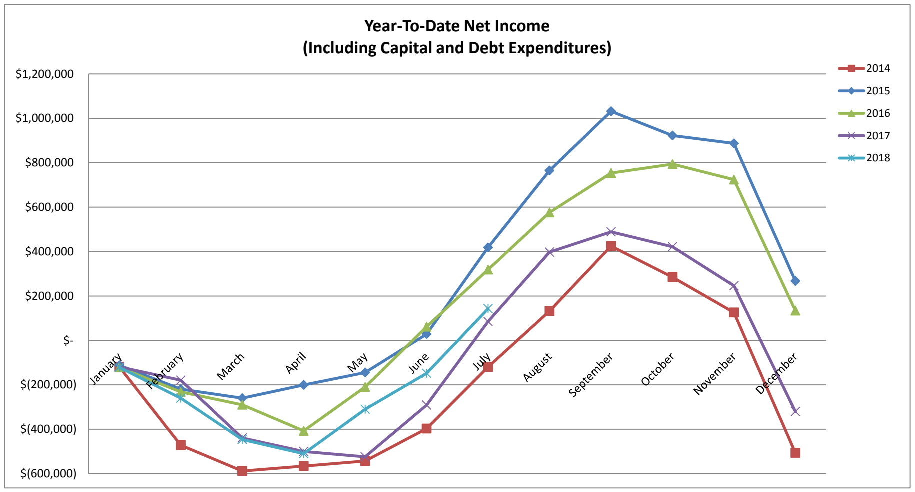
ORG/ OBJECT	DESCRIPTION	2018 BUDGET	MONTH 2018	MONTH 2017	MONTH DIFF	MONTH % DIFF	YEAR-TO-DATE 2018	YEAR-TO-DATE 2017	YEAR-TO-DATE DIFF	YEAR-TO-DATE % DIFF
5520	**RESERVE 22 REVENUES:**									
441100	Food	$ 1,350,000	$ 168,217	$ 164,254	$ 3,963	2%	$ 807,343	$ 760,800	$ 46,544	6%
441101	Liquor	250,000	30,815	31,229	(414)	-1%	144,015	141,091	2,924	2%
441102	Beer	475,000	64,450	66,146	(1,695)	-3%	261,028	272,772	(11,744)	-4%
441103	Wine	200,000	22,540	21,759	782	4%	119,352	110,123	9,229	8%
441104	NA Beverages	100,000	17,339	19,085	(1,746)	-9%	52,189	60,186	(7,996)	-13%
441106	Room Charges	-	-	(50)	50	-100%	1,100	1,780	(680)	-38%
441107	Service Charges	120,000	10,043	11,699	(1,656)	-14%	73,840	61,222	12,618	21%
489000	Miscellaneous Revenue	100	24	-	24	0%	56	-	56	0%
	Total Revenues	**$ 2,495,100**	**$ 313,428**	**$ 314,121**	**$ (693)**	**0%**	**$ 1,458,924**	**$ 1,407,973**	**$ 50,951**	**4%**
	COST OF GOODS SOLD:									
530400	Cost of Goods Sold - Beer	$ 131,600	$ 12,376	$ 12,741	$ (364)	-3%	$ 62,520	$ 68,029	$ (5,509)	-8%
530401	Cost of Goods Sold - Wine	78,000	8,923	3,019	5,904	196%	33,834	29,521	4,313	15%
530402	Cost of Goods Sold - Liquor	45,000	4,064	(1,015)	5,080	-500%	30,695	20,993	9,702	46%
530405	Cost of Goods Sold - NA Beverages	35,000	5,039	5,859	(820)	-14%	18,561	20,783	(2,222)	-11%
530420	Cost of Goods Sold - Food	445,500	64,727	48,753	15,974	33%	297,740	249,368	48,373	19%
	Total Cost of Goods Sold	**$ 735,100**	**$ 95,130**	**$ 69,357**	**$ 25,773**	**37%**	**$ 443,349**	**$ 388,692**	**$ 54,657**	**14%**
	Gross Profit	**$ 1,760,000**	**$ 218,298**	**$ 244,764**	**$ (26,466)**	**-11%**	**$ 1,015,574**	**$ 1,019,281**	**$ (3,706)**	**0%**
	Gross Profit Percentage	**71%**	**70%**	**78%**			**70%**	**72%**		
	OTHER OPERATING EXPENSES:									
510100	Salaries - Pensionable	$ 570,000	$ 59,474	$ 55,509	$ 3,965	7%	$ 356,065	$ 328,763	$ 27,302	8%
510120	Salaries - Non-Pensionable	358,500	61,788	50,240	11,548	23%	249,541	184,112	65,429	36%
510200	Salaries - Overtime	22,000	1,215	6,152	(4,938)	-80%	5,163	21,686	(16,523)	-76%
510399	Tips Paid Through Payroll	-	110	38	72	188%	2,040	5,139	(3,099)	-60%
510400	FICA	101,146	11,826	10,869	957	9%	57,274	52,219	5,055	10%
510500	IMRF	56,380	6,217	6,956	(739)	-11%	38,258	40,802	(2,543)	-6%
590600	Health Insurance	70,000	7,480	2,045	5,436	266%	41,250	25,944	15,306	59%
52XXXX	Contractual Services	197,840	16,781	21,687	(4,906)	-23%	109,845	121,636	(11,791)	-10%
53XXXX	Commodities	133,000	14,065	13,321	744	6%	79,873	75,722	4,151	5%
	Total Operating Expenses	**$ 1,508,866**	**$ 178,957**	**$ 166,819**	**$ 12,138**	**7%**	**$ 939,309**	**$ 856,022**	**$ 83,288**	**10%**
	Operating Income	**$ 251,134**	**$ 39,341**	**$ 77,946**	**$ (38,605)**	**-50%**	**$ 76,265**	**$ 163,259**	**$ (86,994)**	**-53%**
	Operating Income Percentage	**10%**	**13%**	**25%**			**5%**	**12%**		

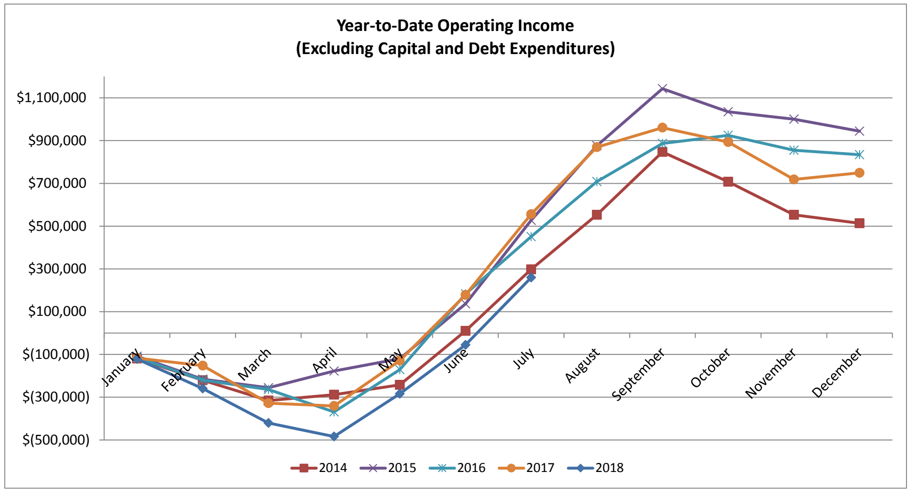
VILLAGE LINKS GLEN ELLYN | RESERVE 22 TWENTY-TWO

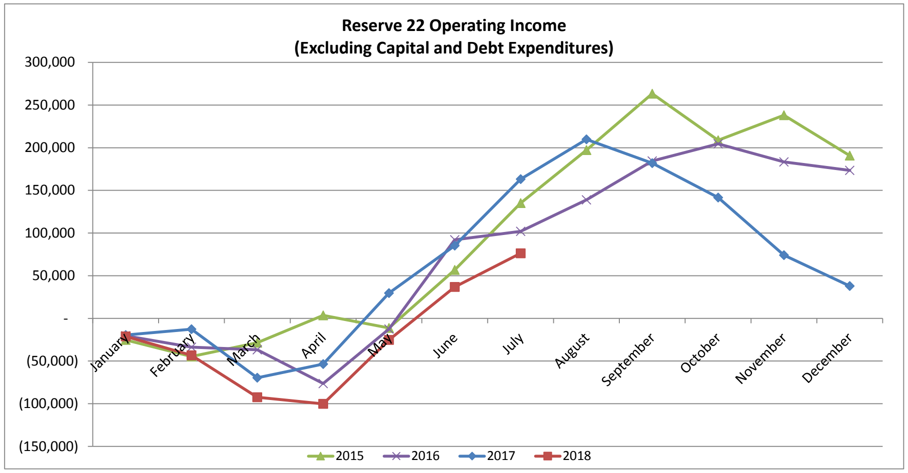
RESERVE 22
STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION
As of July 31, 2018

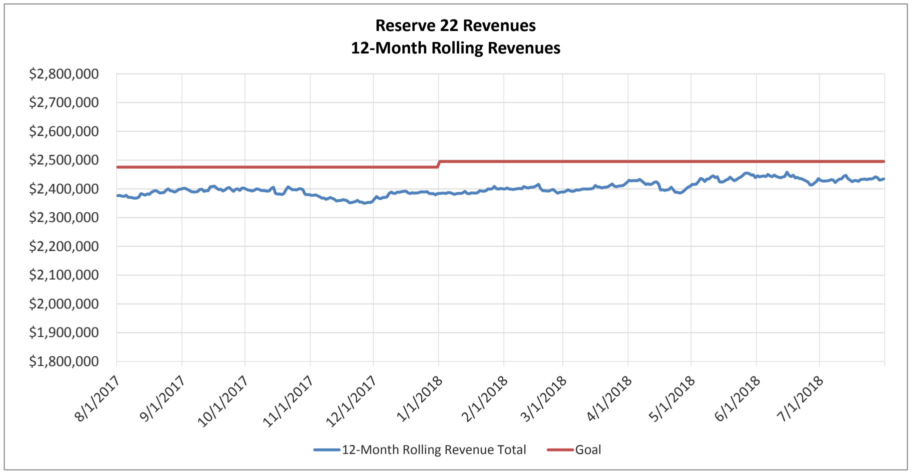
ORG/ OBJECT	DESCRIPTION	2018 BUDGET	MONTH 2018	MONTH 2017	MONTH DIFF	MONTH % DIFF	YEAR-TO-DATE 2018	YEAR-TO-DATE 2017	YEAR-TO-DATE DIFF	YEAR-TO-DATE % DIFF
	KEY METRICS									
		Goal								
	Revenue Source:									
	Restaurant/Bar	*N/A*	*$ 216,289*	*$ 216,618*	*$ (329)*	*0%*	*$ 939,775*	*$ 940,379*	*$ (603)*	*0%*
	Banquets	*N/A*	*63,098*	*63,943*	*(845)*	*-1%*	*423,657*	*371,183*	*52,473*	*14%*
	Other	*N/A*	*34,041*	*33,560*	*481*	*1%*	*95,492*	*96,411*	*(919)*	*-1%*
	Total	*$ 2,495,100*	*$ 313,428*	*$ 314,121*	*$ (693)*	*0%*	*$ 1,458,924*	*$ 1,407,973*	*$ 50,951*	*4%*
	Reserve 22 Revenues (Last 12 Months)	*$ 2,495,100*					*$ 2,434,902*	*$ 2,373,779*	*$ 61,124*	*3%*
	Reserve 22 Expenses (Last 12 Months)	*$ 2,243,966*					*$ 2,484,012*	*$ 2,140,731*	*$ 343,280*	*16%*
	# Guest Checks (Restaurant/Bar)	*N/A*	*7,928*	*7,968*	*(40)*		*31,835*	*31,862*	*(27)*	
	Revenue Per Guest Check	*N/A*	*$ 27.28*	*$ 27.19*	*$ 0.10*		*$ 29.52*	*$ 29.51*	*$ 0.01*	
	# Guests (Restaurant/Bar)	*N/A*	*13,103*	*13,657*	*(554)*		*55,182*	*56,894*	*(1,712)*	
	Average Guest Spend	*N/A*	*$ 16.51*	*$ 15.86*	*$ 0.65*		*$ 17.03*	*$ 16.53*	*$ 0.50*	
	# Banquets & Events Held	*N/A*	*26*	*31*	*(5)*		*199*	*213*	*(14)*	
	Cost of Goods Sold %	*29%*	*30%*	*22%*	*8%*		*30%*	*28%*	*3%*	
	Cost of Goods Sold % (By Category):									
	Cost of Goods Sold - Beer	*28%*	*19%*	*19%*	*0%*		*24%*	*25%*	*-1%*	
	Cost of Goods Sold - Wine	*39%*	*40%*	*14%*	*26%*		*28%*	*27%*	*2%*	
	Cost of Goods Sold - Liquor	*18%*	*13%*	*-3%*	*16%*		*21%*	*15%*	*6%*	
	Cost of Goods Sold - NA Beverages	*35%*	*29%*	*31%*	*-2%*		*36%*	*35%*	*1%*	
	Cost of Goods Sold - Food	*33%*	*38%*	*30%*	*9%*		*37%*	*33%*	*4%*	
	Personnel Expenses as % of Sales	*47%*	*47%*	*42%*	*5%*		*51%*	*46%*	*4%*	
	Prime Cost (Cost of Goods Sold + Personnel Expenses) as % of Sales	*77%*	*78%*	*64%*	*14%*		*82%*	*74%*	*8%*	

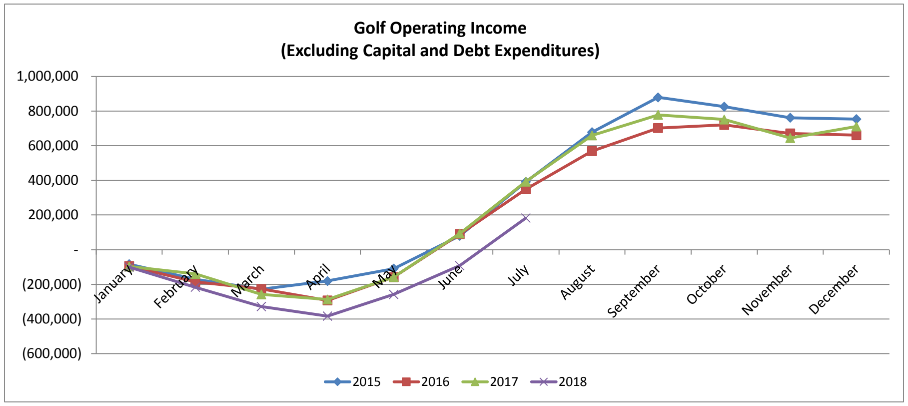
Village Links / Reserve 22
Dashboard Financial Report
As of July 31, 2018

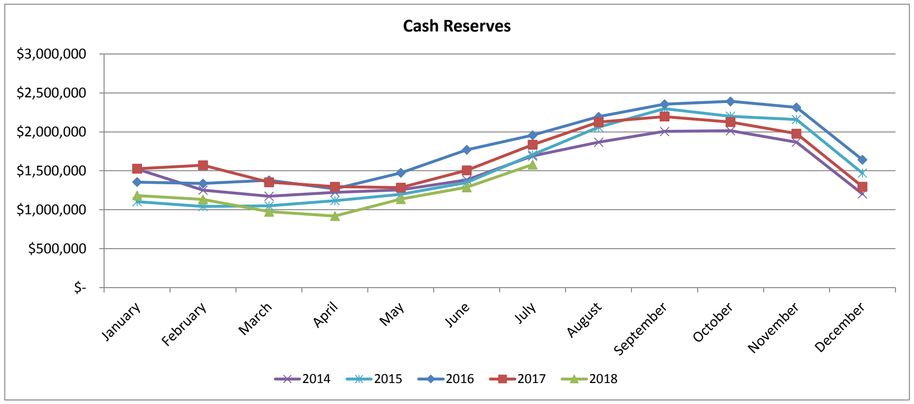












Finance Commission
535 Duane St.
Glen Ellyn, IL 60137

Meeting: 09/14/18 07:00 AM
Department: Finance Commission
Department Head: Christina Coyle
Category: Budget
Prepared By: Christina Coyle

SCHEDULED

AGENDA ITEM (ID # 3561) DOC ID: 3561

Budget Schedule 2019

Attached is the current schedule for the 2019 Budget.

ATTACHMENTS:

- Budget Schedule FY2019 (PDF)

VILLAGE OF GLEN ELLYN
2019 BUDGET PREPARATION CALENDAR

	Timeline
Capital Budget	
Draft Capital Budget due to Finance	July 27, 2018
Department/Manager budget meetings on Capital Budget	8/1-8/3
Final Updates to Capital Budget Due to Finance	August 15, 2018
Assembly of summary schedules and final document	8/15-8/22
Capital Budget distributed to Board	August 23, 2018
Village Board Workshop for Capital Budget	August 27, 2018
Operating Budget	
Salary Schedules, Insurance Schedules	June 30, 2018
Mid-Year Financial Report	August 27, 2018
Preliminary revenue projections to Village Manager (General Fund)	August 1, 2018
Departmental budget requests due to Finance (with support and footnotes)	August 15, 2018
Departmental / Manager budget review meetings	8/15-8/24
Departmental narratives due	August 31, 2018
Budget Done Internally	September 14, 2018
Five Year Forecast - Finance Commission	September 14, 2018
Distribution of draft budget	September 21, 2018
Budget Kick off Meeting - Five Year Forecast	October 1, 2018
Village Board Workshop	October 1, 2018
Village Board Workshop	October 4, 2018
Village Board Workshop	October 11, 2018
Village Board Workshop (if needed)	October 15, 2018
Village Board Meeting - Public hearing on proposed Budget followed by first reading of Budget ordinance (hearing notice must be published at least one week before the hearing)	October 22, 2018
Second reading/adoption of the budget ordinance	November 12, 2018
Next fiscal year begins	January 1, 2019

July

Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

August

Su	Mo	Tu	We	Th	Fr	Sa
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

September

Su	Mo	Tu	We	Th	Fr	Sa
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

October

Su	Mo	Tu	We	Th	Fr	Sa
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

November

Su	Mo	Tu	We	Th	Fr	Sa
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	28	29	30		

Village of Glen Ellyn

Budget Workshop Schedule - 2019 Budget

Village Board Workshop	October 1, 2018
Fivc Year Forecast	
General Fund	
Depts: Admin, Police, Finance, Planning & Bldg, PW, Econ Dev/Mktg	
Note: Alliance present for questions	
TIF Funds	
Corporate Reserve Fund	
Equipment Services Fund	
Insurance Fund	
Village Board Workshop	**October 4, 2018**
Library presentation	
Village Links/Reserve 22	
Water & Sewer Fund	
Refuse Fund	
Parking Fund	
Fire Services Fund	
Village Board Workshop	**October 11, 2018**
Facilities Maintenance Reserve Fund	
Motor Fuel Tax	
Capital Wrap Up	
Police Pension Fund	
Village Board Workshop (if needed)	**October 15, 2018**
Remaining Items	
Wrap Up	