Agenda
Village of Glen Ellyn
Finance Commission
Regular Meeting
Friday, March 13, 2020
7:00 AM
Glen Ellyn Civic Center, Room 306

A. Call to Order

B. Public Comment (Non Agenda Items)

C. Approval of Minutes

1. Finance Commission - Regular Meeting - February 14, 2020, 7:00 AM

D. Financial Reports

1. Year End 2019 Financial Report
2. Village Links/Reserve 22 - Manager's Report - January 2020
3. Village Links/Reserve 22 - Financial Statements - January 2020

E. Scorecard

1. Finance Director Coyle will present the 2019 Financial Scorecard.

F. Trustee Liaison Report

G. Chairman's Report

H. Other Business

1. Economic Development Update
2. Next Meeting: Friday, April 10, 7:00 AM

I. 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, February 14, 2020
7:00 AM
Glen Ellyn Civic Center, Room 306

A. Call to Order

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

Also Present: Finance Director Coyle, Village Manager Franz, and Recording Secretary Haslett.

Chairman Halkyard called the meeting to order at 7:00 AM

B. Public Comment (Non Agenda Items)

Resident Mark Brodeur stated the Scorecard is great, informative, and helpful. However, in certain respects it can be misleading to indicate that the Volunteer Fire Department is no cost to citizens. Chairman Halkyard noted the Scorecard discusses the benefit of the Volunteer Fire Department compared to a fully staffed department. There are significant benefits of the Volunteer Fire Department particularly on the pension side. The overall goal is to reflect the cost savings that the Village attains from the Volunteer Fire Department and the intention is not to reflect that there is no cost. Chairman Halkyard thanked Brodeur for his feedback.

Minutes Acceptance: Minutes of Feb 14, 2020 7:00 AM (Approval of Minutes)

C. Approval of Minutes

1. Finance Commission - Regular Meeting - Jan 10, 2020 7:00 AM

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

D. Financial Reports

1. General Fund Update December 2019

Finance Director Coyle distributed the December 2019 General Fund report. Finance Director Coyle noted 2019 ended pretty well for the General Fund with a $949,031 surplus on a cash basis. The surplus was due to saving about 3% on expenses and revenues coming in about 3% higher than budgeted. The revenue increase was partially due to higher than anticipated income taxes, which were $320,493 higher than the estimated budget. Police and Forestry expenses were significantly below budget. Chairman Halkyard said it would be a good idea to redirect some of the surplus towards the police pension, given that a lot of the 2019 budget savings occurred in this department. Village Manager Franz said some of the surplus could also go towards capital projects so the Village can borrow less money.

2. Village Links/Reserve 22 - Manager's Report - November-December 2019 and Financial Statements – December 2019

Finance Director Coyle referenced the November-December 2019 Village Links and Reserve 22 financials included in the agenda packet. Reserve 22 experienced a positive gain for December with the buzz from the holiday pop-up bar. Overall revenues were up over 2018. The year-end combined operating profit was $579,361. The Village Links and Reserve 22 ended 2019 with a cash balance of $532,150, which is below policy level. Finance staff will be closely monitoring the Village Links and Reserve 22 cash levels. Staff is exploring options regarding the cash levels at the Village Links if another bad weather year is experienced.

RESULT:	**DISCUSSION ONLY**

E. Investment Report and Recommendation

1. Cash and Investments Report, December 31, 2019

Finance Director Coyle referenced the year-end investment and cash balance report included in the agenda and noted the Village's portfolio is doing well.

RESULT:	**DISCUSSION ONLY**

2. Motion to approve adding IPrime to the investment portfolio

Finance Director Coyle noted the Village currently works with PMA to invest in certificate of deposit investments to coincide with cash flow needs. PMA is phasing-out their liquid SDA/money market account at BMO Harris and switching to the IPrime platform. The PMA IPrime platform is a local government investment pool similar to the Illinois Funds and is AAA rated by Standard and Poor's. The IPrime investments are compliant with the Village's investment policy.

Finance Director Coyle said in meeting with PMA representatives they agreed to provide the Village with additional disclosures including a detail on the investment management fees. Chairman Halkyard noted in 2019 the PMA investments added about $250,000 in additional income to the Village's revenues.

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

F. Scorecard Working Session

Finance Director Coyle distributed the draft Scorecard and noted a final version of the Scorecard will be included in the next agenda. Finance Director Coyle detailed the changes included in the Scorecard based upon suggestions from the Finance Commission. The median family income graph was updated to include the national median income for 2018 as a benchmark. The sample DuPage County property tax bill now includes the property tax rate for District 89 residents. The assessed property types detail that condominiums are included in the residential property classification. The property taxes as a percentage of median family income now includes the national average for property taxes. A new chart was added detailing the estimated taxes paid on a residential home in Glen Ellyn over the past 10 years. A chart was added to show the different home rule and non-home rule taxes imposed by the peer communities. An explanation of the ISO rating scale was included.

The Finance Commission concurred that the Scorecard should include a future expense summary detailing future capital projects and their funding mechanisms. Chairman Halkyard suggested a graph detailing the winding down of some of the outstanding debt as well. Finance Director Coyle noted the Scorecard now includes a

Minutes Acceptance: Minutes of Feb 14, 2020 7:00 AM (Approval of Minutes)

detailed explanation of sworn and non-sworn Police staff. The Finance Commission recommended adding a comment below the debt table about how the Village Links and Reserve pay their own debt payments, so when these bond issuances mature, taxes will not be going down. Finance Director Coyle said another column will be added to the debt table detailing the revenue sources for the debt payments. Commissioner Cleaver suggested including a dollar bill graphic with the breakdown of the property tax bill so residents understand how much of their taxes go to towards schools, park district, village, county, etc.

The Finance Commission praised Finance Director Coyle's efforts on the update. Finance Director Coyle said the updated Scorecard provides more context and responds to many commonly asked questions.

G. Trustee Liaison Report

None.

H. Chairman's Report

None.

I. Other Business

1. Economic Development Update

Village Manager Franz briefed the Finance Commission on recent economic development activities.

2. Next Meeting: Friday, March 13, 7:00 AM

J. Adjournment

1. Motion to Adjourn

Commissioner Oakes moved and Commissioner Greeno seconded, to adjourn the meeting. The meeting was adjourned at 8:20AM.

Submitted by Aileen Haslett, Recording Secretary

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

Finance Commission
535 Duane St.
Glen Ellyn, IL 60137

Meeting: 03/13/20 07:00 AM
Department: Finance Commission
Department Head: Christina Coyle
Category: Report
Prepared By: Christina Coyle

SCHEDULED

AGENDA ITEM (ID # 4407) DOC ID: 4407

Finance Director Coyle will present the fourth quarter report for 2019.

Please see the attached report.

ATTACHMENTS:

- Year End Financial Report 2019 (PDF)

2019 FINANCIAL REPORT

VILLAGE OF GLEN ELLYN, ILLINOIS

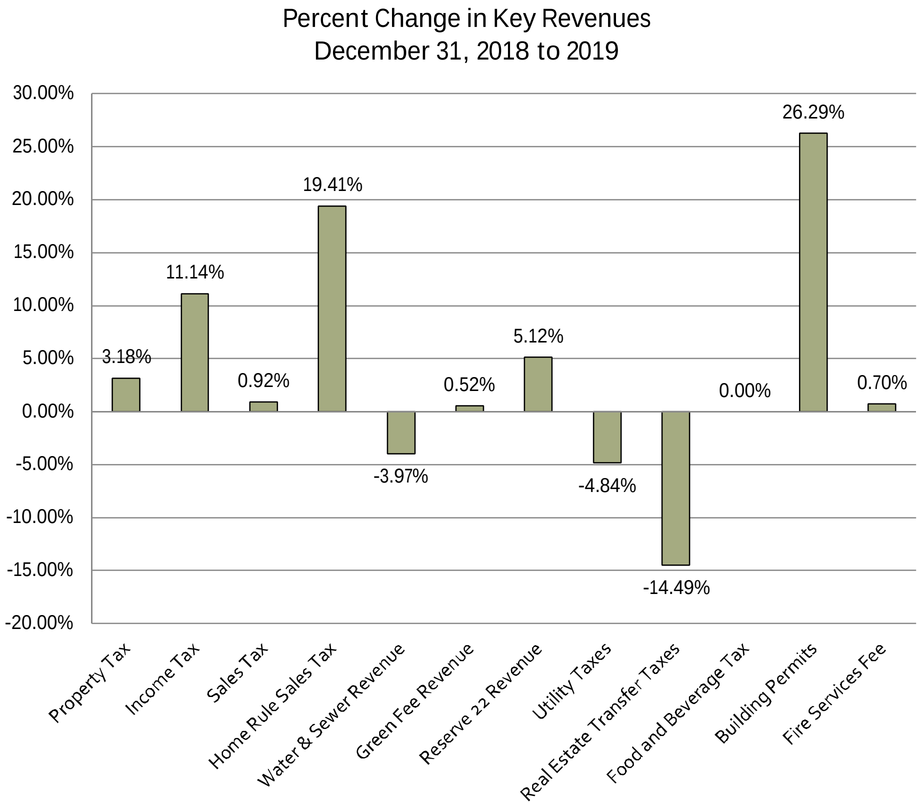
For the Fiscal Year January 1, 2019 to December 31, 2019

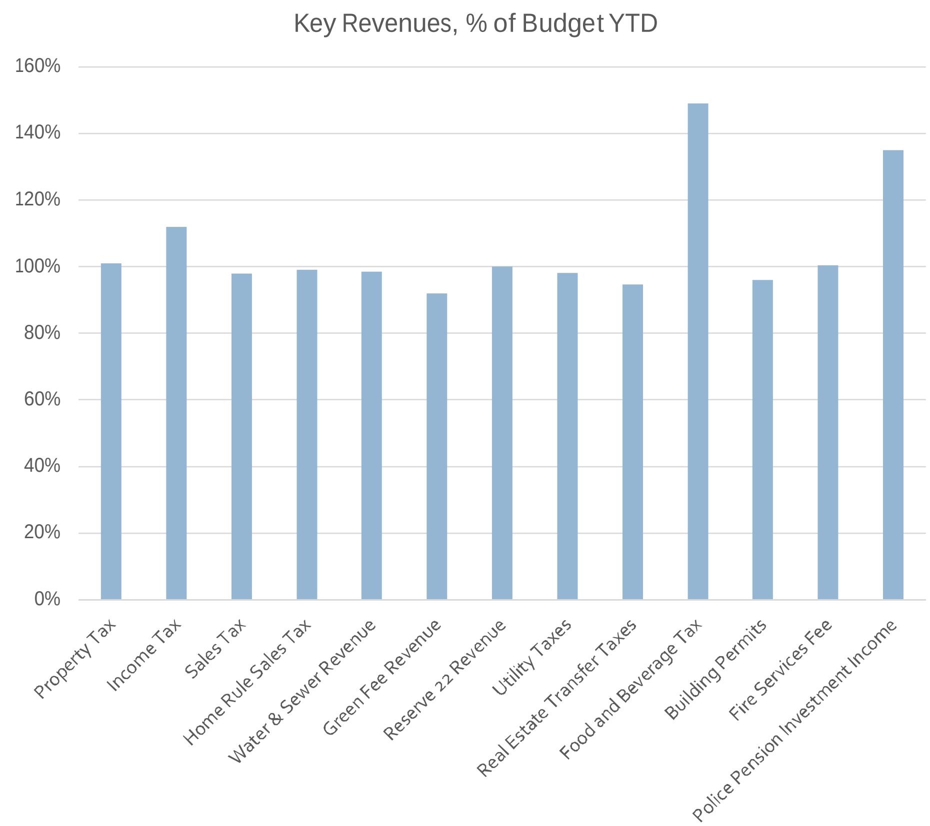
Attachment: Year End Financial Report 2019 (4407 : Financial Report Q4)

Overview

- Report is on a budget basis
  - Cash basis
  - Unadjusted for accruals
  - Unaudited
- Report will be posted on the Village website
- Village Links/Reserve 22 to be presented by General Manager Jeff Vesevick at March 16 workshop

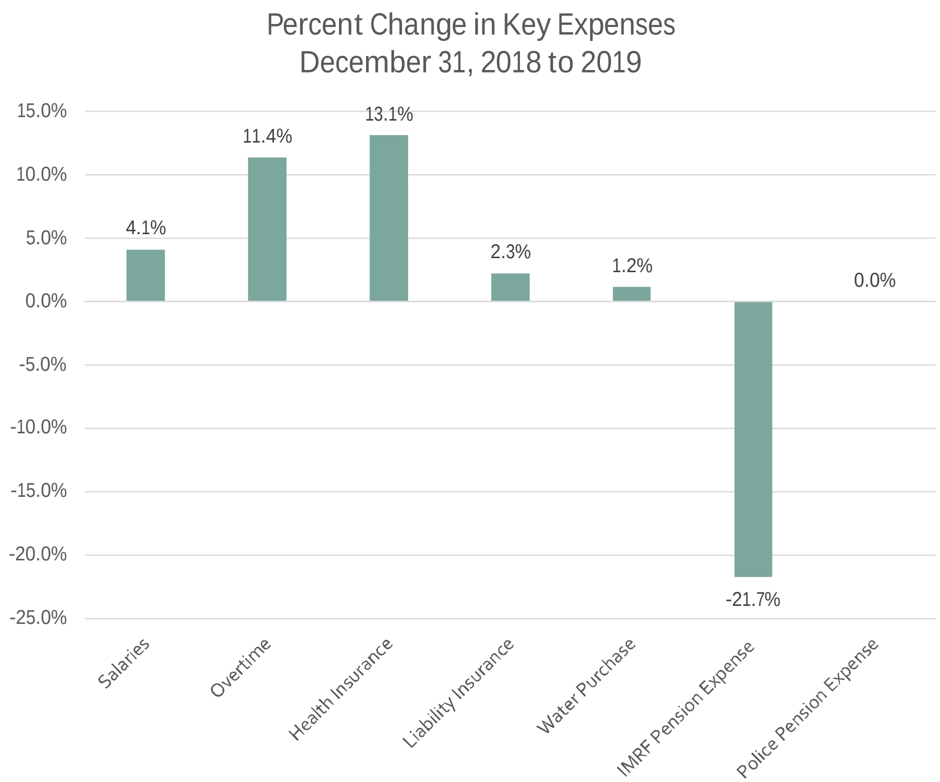
Key Revenues

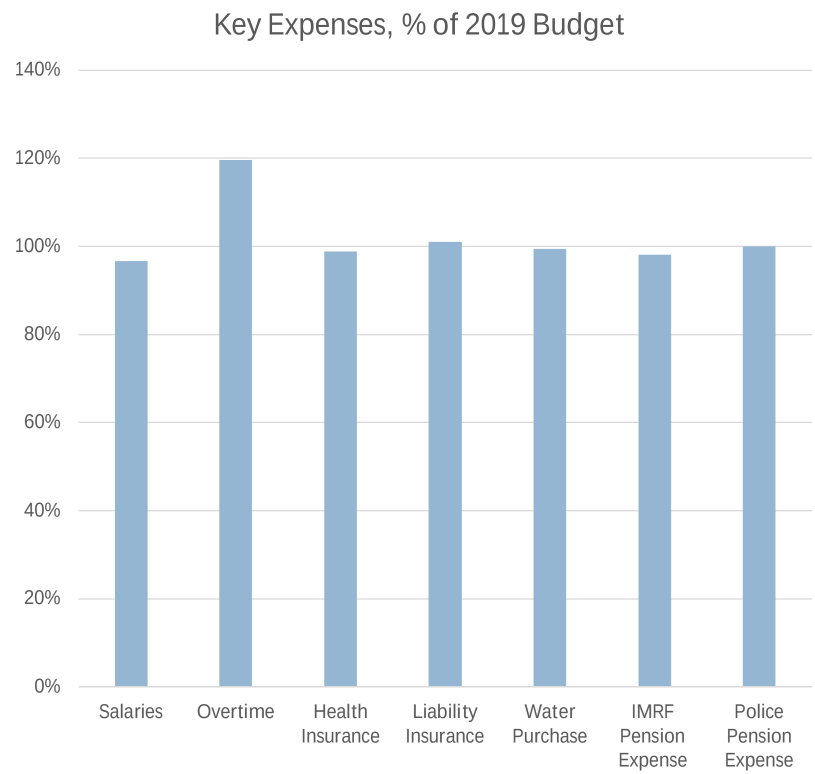




Attachment: Year End Financial Report 2019 (4407 : Financial Report Q4)

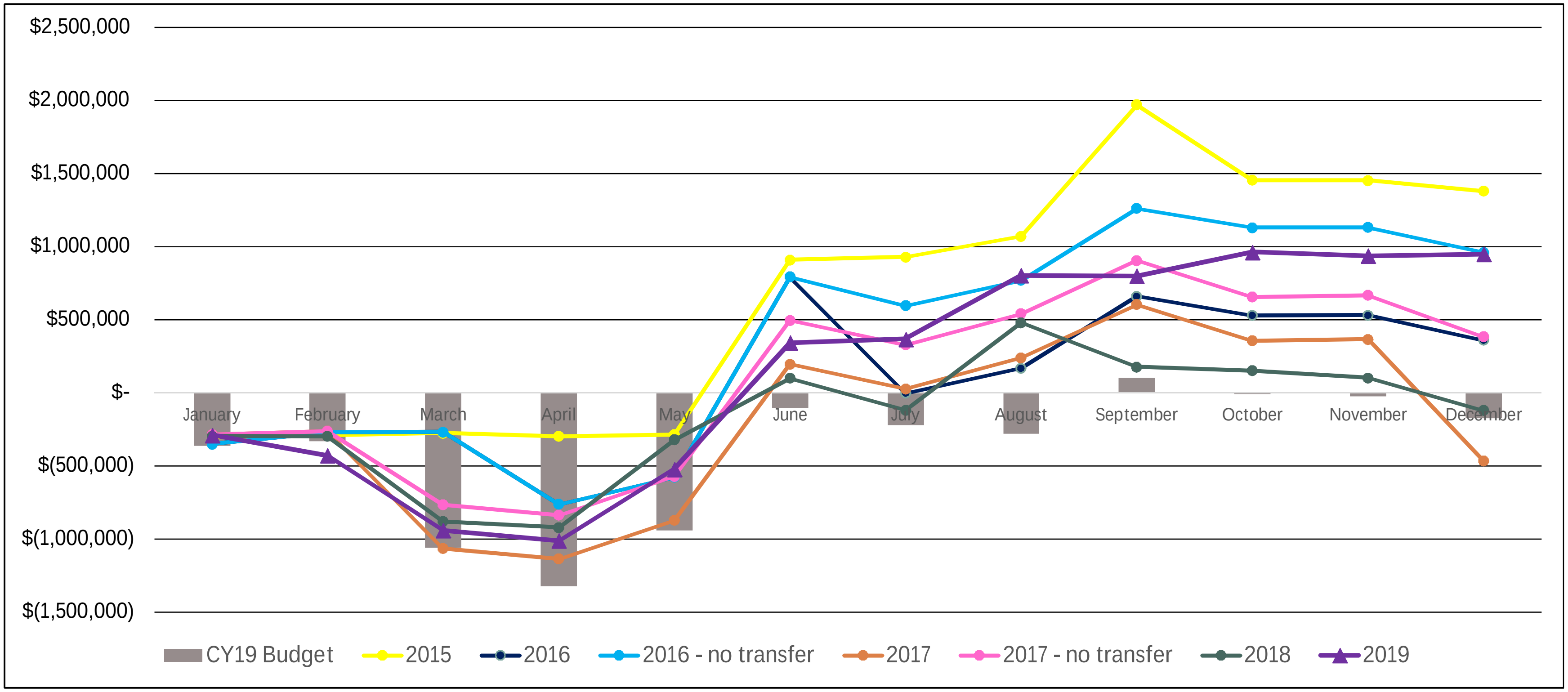
Key Expenses





Attachment: Year End Financial Report 2019 (4407 : Financial Report Q4)

General Fund – 5 Year Historical Trend – Cumulative Change in Fund Balance



Attachment: Year End Financial Report 2019 (4407 : Financial Report Q4)

General Fund Highlights

Revenues:

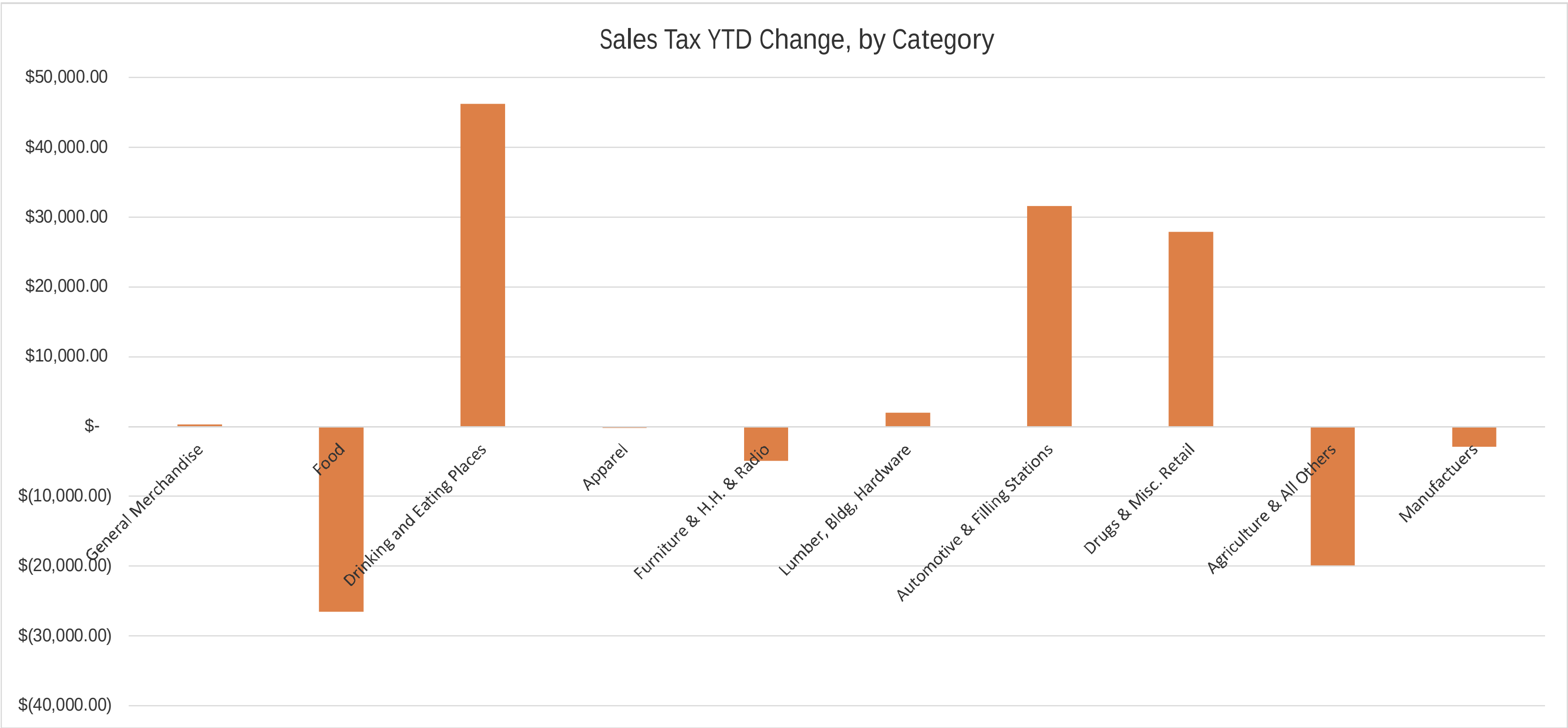
- Overall, revenues 3% ahead of budget and 8% ahead of last year
- Large May income tax receipt boosted income tax 11% over budget. The IL Dept. of Revenue has cautioned not to anticipate that increase as a trend.
- Sales Tax and HR Sales Tax were increased from last year, but were slightly below budget.
- Positive gains were seen from interest income due to interest rate increases during 2019.

Expenses:

- Overall, expenses were 2% higher than last year, but were 3% below budget.
- The police department was $330,000 under budget and Forestry was $120,000 under budget.
  - Police department carried over $70,000 into 2020 for DACRA software
  - A DuComm bill of $117,138 was not paid until January, but will be accrued back for the audit.
  - Police department salaries and overtime were $121,000 under budget due to vacancies
  - Tree work (trimming, removal, replanting) was $64,000 under budget; some of this will be carried into 2020.
- Facilities incurred costs to repair History Center after flood which were reimbursed by insurance.

Attachment: Year End Financial Report 2019 (4407 : Financial Report Q4)

Sales Tax Change from 2018 to 2019 by SIC, 1st – 3rd Quarter, by Category



Note: 4Q info not yet available from Illinois Dept of Revenue

Attachment: Year End Financial Report 2019 (4407 : Financial Report Q4)

Unaudited estimated General Fund FY19 surplus/deficit

Item	Amount
Net Surplus	$949,031
Less Encumbrances	($93,342)
Estimated General Fund FY19 Surplus	$855,689

Notes:

- Estimate is before any accrual adjustments for the audit and is subject to change.
- Encumbrances represent amounts to be paid in FY20 with FY19 monies that was approved at February Board meeting
- Audit accruals/adjustments will be made to prepare for annual audit
- Final results will be presented to Village Board in April/May as part of the audit and Board will determine how to allocate the surplus

Real Estate

Year-to-Date Real Estate Metrics		
	2018	2019
RETT Stamps Issued (#)	625	663
RETT ($)**	$954,687	$842,629
New Resident Applications (#)	634	680

*New resident applications differs from RETT stamps due to both timing as well as new resident applications from renters. Also, RETT stamps can be issued for changes in deed where no change in ownership occurs.
**RETT collected is before refunds.

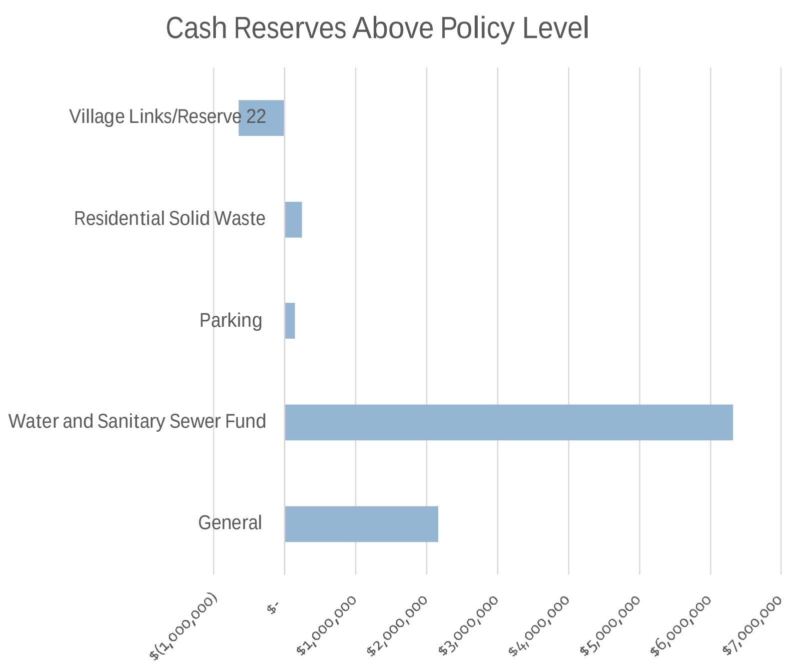
Attachment: Year End Financial Report 2019 (4407 : Financial Report Q4)

Other Notable items - 2019

- Repurchase of 825 N. Main ($608K)
- Increased MFT Revenues due to capital bill ($148K higher than budget)
- Food and Beverage tax yielded $1,042,497 (budgeted of $700,000) for 9 months of returns. Annually, we estimate taxes of $1.3M
- Bonds were budgeted to be issued in 2019, but were deferred to 2020 due to project delays
- Some capital projects were delayed into 2020 creating positive budget variances from 2019, but in reality just delaying costs into 2020. Projects were either re-budgeted or encumbered in 2020
  - Parking Garage budgeted for $3M; only $1.0M spent
  - 2019 Street Reconstruction - $6.4M
  - Route 53 Water Main - $1.6M
  - 2019 Sewer Lining - $500K
- Civic Center renovations were completed. Total costs to date are $2.843 million, under the project budget of $2.93M.

Attachment: Year End Financial Report 2019 (4407 : Financial Report Q4)

Cash Reserves



- Village Links/Reserve 22
  - Poor 2018 & 2019 combined with dining room project reduced reserves
  - Will need to be carefully monitored in 2020
  - Manager Vesevick will present on March 16
- Water & Sewer Fund
  - Delays in capital projects increased year end balance
  - Rate study planned for 2020
- General Fund
  - Low point is in April/May. Reserve level will be re-measured and reported to the Board per our reserve policy

Appendix A – Summary of Activity by Fund Type

Current Year Activity

Fund	Revised Budget Revenues	Revised Budget (Expenses)	Net Income (Loss)	Year to date Revenues	Year to date Expenditures (Expenses)	Year to date Net Income (Loss)	Year to date Encumbrances	Year to date Net Income Less Encumbrances
Governmental Funds								
General	$ 18,902,546	$ 19,077,153	$ (174,607)	$ 19,512,377	$ 18,563,345	$ 949,032	$ 93,341	$ 855,691
Debt Service	3,057,376	3,057,476	(100)	2,140,738	2,140,938	(200)	-	(200)
Capital Projects	17,291,781	17,854,233	(562,452)	8,337,645	7,407,606	930,039	3,149,852	(2,219,813)
Corporate Reserve	8,000	678,251	(670,251)	12,207	663,251	(651,044)	-	(651,044)
Motor Fuel Tax	721,300	977,461	(256,161)	874,554	669,694	204,860	131,266	73,594
Central Business District (CBD) TIF	222,300	358,110	(135,810)	303,860	209,860	94,000	13,500	80,500
Roosevelt Road TIF	87,100	77,360	9,740	99,181	54,167	45,014	-	45,014
Fire Services	1,952,880	953,892	998,988	2,015,875	770,419	1,245,456	80,000	1,165,456
Forfeiture Fund	306,900	548,800	(241,900)	346,009	546,801	(200,792)	-	(200,792)
Facilities Maint Reserve	3,529,343	4,916,785	(1,387,442)	3,533,183	4,422,021	(888,838)	187,000	(1,075,838)
TOTAL GOVERNMENTAL FUNDS	$ 46,079,526	$ 48,499,521	$ (2,419,995)	$ 37,175,629	$ 35,448,102	$ 1,727,527	$ 3,654,959	$ (1,927,432)
Enterprise Funds								
Water and Sanitary Sewer	$ 14,177,775	$ 19,441,325	$ (5,263,550)	$ 14,201,187	$ 12,106,382	$ 2,094,805	$ 987,958	$ 1,106,847
Village Links/Reserve 22	5,616,600	5,642,859	(26,259)	5,326,661	5,670,998	(344,337)	-	(344,337)
Parking	3,441,700	3,422,422	19,278	1,448,631	1,360,648	87,983	29,778	58,205
Residential Solid Waste	1,577,100	1,552,900	24,200	1,644,111	1,557,863	86,248	-	86,248
TOTAL ENTERPRISE FUNDS	$ 24,813,175	$ 30,059,506	$ (5,246,331)	$ 22,620,590	$ 20,695,891	$ 1,924,699	$ 1,017,736	$ 906,963
VILLAGE OPERATIONS TOTAL	$ 70,892,701	$ 78,559,027	$ (7,666,326)	$ 59,796,219	$ 56,143,993	$ 3,652,226	$ 4,672,695	$ (1,020,469)
Internal Service Funds								
Insurance	$ 3,087,450	$ 3,296,909	$ (209,459)	$ 3,296,909	$ 3,336,717	$ (39,808)	$ -	$ (39,808)
Equipment Services	1,606,000	1,934,712	(328,712)	1,683,922	1,626,245	57,677	148,167	(90,490)
ST Internal Service Funds	$ 4,693,450	$ 5,231,621	$ (538,171)	$ 4,980,831	$ 4,962,962	$ 17,869	$ 148,167	$ (130,298)
Trust Fund								
Police Pension	$ 4,310,000	$ 2,929,300	$ 1,380,700	$ 6,787,731	$ 2,822,200	$ 3,965,531	$ -	$ 3,965,531
VILLAGE TOTAL	$ 79,896,151	$ 86,719,948	$ (6,823,797)	$ 71,564,781	$ 63,929,155	$ 7,635,626	$ 4,820,862	$ 2,814,764

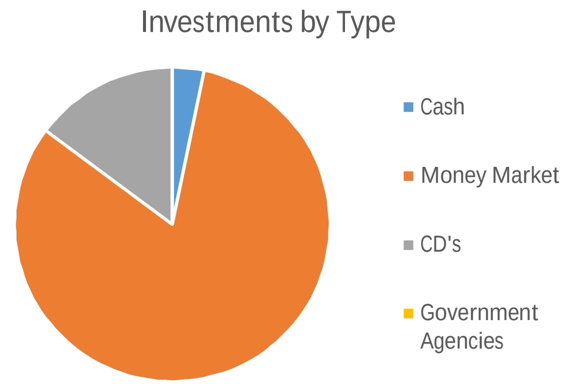
Prior Year Activity

Fund	Year to date Revenues	Year to date Expenditures (Expenses)	Year to date Net Income (Loss)	Year to date Encumbrances	Year to date Net Inco[me] Less Encumb[rances]
Governmental Funds					
General	$ 18,082,015	$ 18,205,785	$ (123,770)	$ 230,948	$ (354
Debt Service	1,457,952	1,457,976	(24)	-	
Capital Projects	17,466,145	6,251,215	11,214,930	4,102,536	7,11
Corporate Reserve	30,684	67,003	(36,319)	54,997	(9
Motor Fuel Tax	736,566	633,161	103,405	272,517	(16
Central Business District (CBD) TIF	214,422	128,283	86,139	122,750	(3
Roosevelt Road TIF	83,052	25,000	58,052	-	5
Fire Services	1,886,114	1,618,754	267,360	82,165	18
Forfeiture Fund	385,096	507,899	(122,803)	-	(12
Facilities Maint Reserve	883,855	789,374	94,481	4,177,210	(4,08
TOTAL GOVERNMENTAL FUNDS	$ 41,225,901	$ 29,684,450	$ 11,541,451	$ 9,043,123	$ 2,498
Enterprise Funds					
Water and Sanitary Sewer	$ 14,520,115	$ 12,243,422	$ 2,276,693	$ 1,963,887	$ 31
Village Links/Reserve 22	5,192,663	5,581,924	$ (389,261)	24,587	(41
Parking	424,767	359,987	$ 64,780	45,962	1
Residential Solid Waste	1,573,961	1,694,194	(120,233)	125	(12
TOTAL ENTERPRISE FUNDS	$ 21,711,506	$ 19,879,527	$ 1,831,979	$ 2,034,561	$ (202
VILLAGE OPERATIONS TOTAL	$ 62,937,407	$ 49,563,977	$ 13,373,430	$ 11,077,684	$ 2,295
Internal Service Funds					
Insurance	$ 3,245,499	$ 2,935,657	$ 309,842	$ -	$ 30
Equipment Services	1,554,914	1,191,252	363,662	769,989	(40
ST Internal Service Funds	$ 4,800,413	$ 4,126,909	$ 673,504	$ 769,989	$ (9
Trust Fund					
Police Pension	$ 643,933	$ 2,282,142	$ (1,638,209)	$ -	$ (1,63
VILLAGE TOTAL	$ 68,381,753	$ 55,973,028	$ 12,408,725	$ 11,847,673	$ 561

Attachment: Year End Financial Report 2019 (4407 : Financial Report Q4)

Appendix B – Cash and Investment Report

Summary of Investments by Type		Par Value		Market Value		Maturity < 1 year		1-3 years
Cash/Checking	$	2,012,443	$	2,012,443	$	2,012,443	$	-
Cash/Checking - Federal Drug		55,815	$	55,815		55,815		-
Cash/Checking - State Drug		650	$	650		-		-
Cash/Checking - FLEX		16,677	$	16,677		16,677		-
Cash/Checking - Seized Property		24,794	$	24,794		24,794		-
Money Market - IL Funds		16,904,401	$	16,904,401		16,904,401		-
Money Market - IL Funds State Drug		29,391	$	29,391		29,391		-
Money Market - IL Funds Fed Drug		213,274	$	213,274		213,274		-
Money Market - IL Funds MFT		1,020,417	$	1,020,417		1,020,417		-
Money Market - IMET Convenience Fund		3,731	$	3,731		3,731		-
PFM Illinois Trust		12,166,630	$	12,166,630		12,166,630		-
PMA 2018 Bond Account - Money Market		7,051,045	$	7,051,045		7,051,045		-
PMA Portfolio - Money Market		15,996,637		15,996,637		15,996,637		-
PMA Portfolio - CD's		9,672,796		9,396,491		9,396,491		-
PMA Portfolio - Government Agencies		-		-		-		-
	$	65,168,701	$	64,892,396	$	64,891,746	$	-



Portfolio Concentration	Percent of Portfolio	Policy Limit
Cash/Checking Total (Glen Ellyn Bank & Trust)	3.24%	25%
IL Funds Total	27.88%	75%
IMET Total	0.01%	25%
PFM Total	18.67%	25%
PMA Total	50.21%	N/A

Investment Performance	FY2019	FY2018
Average Yield YTD - IL Funds	2.445%	1.798%
Average Yield YTD - IMET Convenience Fund	2.110%	1.590%
Average Yield YTD - PFM	2.254%	1.423%
Average Yield YTD - PMA	2.284%	1.639%
Benchmark - Three Month T-Bill	1.520%	

Questions?

Attachment: Year End Financial Report 2019 (4407 : Financial Report Q4)

Finance Commission
535 Duane St.
Glen Ellyn, IL 60137

Meeting: 03/13/20 07:00 AM
Department: Finance Commission
Department Head: Christina Coyle
Category: Report
Prepared By: Ann Pedersen

SCHEDULED

AGENDA ITEM (ID # 4394) DOC ID: 4394

Village Links/Reserve 22 - Manager's Report - January 2020

Please see the attached report.

ATTACHMENTS:

- Manager's Report Jan20 (PDF)

VILLAGE LINKS
GLEN ELLYN

RESERVE 22 TWENTY-TWO

Manager’s Report for January 2020

Prepared by Jeff Vesevick, General Manager

January temperatures were above average. There was 10.5” snow during the month. Average snowfall is 10.1”. There was .05” of rain.

High Temperatures In January																					
	2020	2019	2018	2017	2016	2015	2014	2013	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002	2001	2000
70º days																					
60º days								1					2			1	1			2	
50º days	1	2	5	1				3	5	1			1	2	3	2		1	2	2	
40º days	6	3	6	7	8	3	2	6	11		2		5	8	16	2	2	16	10	14	
30º days	20	13	8	15	12	17	10	10	7	9	9	8	8	10	11	12	8	9	15	4	10
20º days	3	5	5	4	8	4	7	8	6	18	14	13	8	11	1	10	14	5	4	6	9
10º days	1	6	5	3	2	4	7	3	2	2	6	8	4			4	3			3	9
0º days		2	2	1	1	3	4			1		2	3				3				3
-10º days							1														
Rain	.05"	0.4"	1.5"	2.9"	0.3"			3.2"	0.8"	0.2"	0.6"		0.1"	1.1"	2.6"	2.9"	0.1"	1.9"	1.5"	1.1"	
Snow	10.5"	15.5"	4.7"	0"	2.8"	13.5"	34"	1"	12"	6"	12"	22.3"	11"	3"	6"	28"	15"	2"	6"	0	40"

Golf

The **2020 Events and Lesson Programs** have been scheduled. The 2020 schedule is again a busy one, including **70 events for Men, Women, and Juniors**, and **220 classes and camps of golf instruction scheduled to accommodate up to 2,180 students**, to be conducted by our Golf Professional Staff, which in 2020 will consist of 3 PGA Class A Members, and 2 PGA Apprentices**.**

The Golf Staff has also sent out, and are receiving back, signed contracts for 11 Outside **Leagues**. Leagues are an important part of our programmed golf, and help to boost rounds played. Our Outside Leagues are scheduled for 6,248 9-hole rounds in 2019, about 18% of 9-hole play. In addition, four in-house leagues, three of them 18 holes, are scheduled to play approximately 3,500 rounds.

Golfers are also signing up for the **2020 Weekend Permanent Starting Times**, which run from April 4, through August 30. New for 2020 is the inclusion of groups not consisting of 4 Glen Ellyn residents the opportunity to participate in the main lottery drawing, on a weighted scale. Hopefuls will also be required to make a $500 up front investment, up $212 from a year ago. Golf Staff will again be promoting the addition of golfer perks, including pre-paid cart fees, pre-paid warm-up range balls, and a benefit which will allow those who purchase the 20 round Multi-Play package the privilege of playing a few holes after 5:30pm for no charge.

Attachment: Manager's Report Jan20 (4394 : Village Links/Reserve 22 - Manager's Report - January 2020)

To date, **38 golf outings** of varying sizes have been confirmed, and 12 pending. Golf Outings have increasingly become a significant part of our income, in both golf and food. Many of the larger groups have secured their dates. Smaller groups, which often can be accommodated amidst regular play, generally book closer to their event, 30 – 90 days prior. Outing negotiations continue throughout the season.

Director of Golf Noel Allen has worked with Marketing Strategist Julie Rusin to successfully develop a new App for golfers in 2020. Among its many benefits is the ability for users to check in prior to arriving, avoiding lines at the counter. To date, more than 400 Village Links golfers have downloaded the App.

Grounds

January is the time of year the crew takes advantage of the inactivity, to take some time off, and prepare for the season to come.

An important task that is performed in January is the maintenance of equipment for the upcoming season, including the sharpening of mower blades. Sharp mower blades are a key element in maintaining healthy turf throughout the season. The blades are high precision reels and are expensive to replace. They are sharpened with careful attention placed on removing as little steel as possible, to maximize the life of the blade. This can be tedious, time consuming work, but well worth the effort. In addition to sharpening the blades, staff also performs regular maintenance on each unit, extending the life of each unit to its maximum usefulness.

Clubhouse and Halfway House projects, including painting, lighting installation, minor plumbing, carpet cleaning, was done in house, by our 5-man grounds crew. They are also primarily responsible for snow removal throughout the season.

Reserve 22

Reserve 22 - JANUARY			
Restaurant	**2019**	**2020**	**+/-**
Beverages	1,199	1,062	*-11.4%*
Beer	8,827	7,516	*-14.9%*
Wine	6,215	7,798	*25.5%*
Spirits	6,273	5,834	*-7.0%*
Food	32,197	33,975	*5.5%*
Total	**54,710**	**56,185**	***2.7%***
Banquet & Outings	**2019**	**2020**	**+/-**
Beverages	0	427	*100.0%*
Beer	953	1,547	*62.3%*
Wine	1,219	3,625	*197.5%*
Spirits	970	5,352	*452.0%*
Food	19,872	24,120	*21.4%*
Misc.	4,427	10,733	*142.5%*
Total	**27,440**	**45,804**	***66.9%***
Other	**12**	**388**	***100.0%***
Total Reserve 22	**82,162**	**102,377**	***24.6%***

Attachment: Manager's Report Jan20 (4394 : Village Links/Reserve 22 - Manager's Report - January 2020)

Winter business in the Restaurant and Bar increased slightly over a year ago. BYOB in January, along with the “Pop-Up” bar, enticed more guests to brave the elements.

Banquet sales were back on track, after a dismal January in 2019, with a 67% increase in overall sales.

The 2nd Annual **Chili Cook-Off for Charity** was held January 26 at Reserve 22. 11 Glen Ellyn restaurants offered their best chili for competition, and Chef Tom’s offering was voted best. Over 300 patrons attended and cast their votes for their favorites. A total of $3,860 was donated to our selected charity, Rhett’s Syndrome Foundation. This has become a very popular event, giving Reserve 22 and the Village of Glen Ellyn positive exposure. Restaurant and Bar sales benefitted from the event, as did community awareness and networking with other restaurants.

Staff is preparing a special Valentine’s Day menu, which will be available February 13 – 15.

Attachment: Manager's Report Jan20 (4394 : Village Links/Reserve 22 - Manager's Report - January 2020)

Finance Commission
535 Duane St.
Glen Ellyn, IL 60137

Meeting: 03/13/20 07:00 AM
Department: Finance Commission
Department Head: Christina Coyle
Category: Report
Prepared By: Ann Pedersen

SCHEDULED

AGENDA ITEM (ID # 4395) DOC ID: 4395

Village Links/Reserve 22 - Financial Statements - January 2020

Please see the attached financial statements.

ATTACHMENTS:

- Village Links - Financial Statements - January 2020 (PDF)

VILLAGE LINKS
GLEN ELLYN

RESERVE 22
TWENTY-TWO

VILLAGE LINKS / RESERVE 22
STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION
As of January 31, 2020

ORG	DESCRIPTION	2020 BUDGET	MONTH 2020	MONTH 2019	MONTH DIFF	MONTH % DIFF	YEAR-TO-DATE 2020	YEAR-TO-DATE 2019	YEAR-TO-DATE DIFF	YEAR-TO-DATE % DIFF
	REVENUES:									
5500	Village Links Revenues	$ 2,997,700	$ 5,303	$ 9,788	$ (4,484)	-46%	$ 5,303	$ 9,788	$ (4,484)	-46%
5520	Reserve 22 Revenues	2,733,000	102,377	82,162	20,215	25%	102,377	82,162	20,215	25%
	Total Revenues	**$ 5,730,700**	**$ 107,681**	**$ 91,950**	**$ 15,731**	**17%**	**$ 107,681**	**$ 91,950**	**$ 15,731**	**17%**
	EXPENDITURES:									
55700	Administration	$ 457,977	$ 43,591	$ 32,043	$ 11,548	36%	$ 43,591	$ 32,043	$ 11,548	36%
55710	Golf Course Maintenance	820,822	48,383	27,353	21,030	77%	48,383	27,353	21,030	77%
55720	Golf Services	727,678	42,577	36,622	5,955	16%	42,577	36,622	5,955	16%
55730	Reserve 22	2,452,699	168,273	132,283	35,990	27%	168,273	132,283	35,990	27%
55740	Stormwater Management	28,823	411	273	138	50%	411	273	138	50%
55750	Pro Shop Merchandise	157,234	1,436	(5,191)	6,627	-128%	1,436	(5,191)	6,627	-128%
55780	Motorized Carts	43,448	-	-	-	0%	-	-	-	0%
557X5	Mechanical Maintenance	184,873	12,246	13,179	(933)	-7%	12,246	13,179	(933)	-7%
	Total Operating Expenses	$ 4,873,554	$ 316,917	$ 236,562	$ 80,354	34%	$ 316,917	$ 236,562	$ 80,354	34%
	Operating Income (Loss)	**$ 857,146**	**$ (209,236)**	**$ (144,613)**	**$ (64,623)**	**45%**	**$ (209,236)**	**$ (144,613)**	**$ (64,623)**	**45%**
	Debt Service	657,696	-	-	-	0%	-	-	-	0%
	Capital Expenditures	192,000	8,085	-	8,085	0%	8,085	-	8,085	0%
	CHANGE IN NET POSITION	**$ 7,450**	**$ (217,321)**	**$ (144,613)**	**$ (72,708)**	**50%**	**$ (217,321)**	**$ (144,613)**	**$ (72,708)**	**50%**

KEY METRICS

	Goal	MONTH 2020	MONTH 2019	MONTH DIFF	YTD 2020	YTD 2019	YTD DIFF
Personnel Expenses as % of Sales	*48%*	*201%*	*153%*	*48%*	*201%*	*153%*	*48%*
Cash Balance (End of Month, in $000's)	*$ 1,218*	*$ 359*	*$ 713*	*$ (354)*			

Attachment: Village Links - Financial Statements - January 2020 (4395 : Village Links/Reserve 22 -

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 January 31, 2020

ORG/ OBJECT	DESCRIPTION	2020 BUDGET	MONTH 2020	MONTH 2019	MONTH DIFF	MONTH % DIFF	YEAR-TO-DATE 2020	YEAR-TO-DATE 2019	YEAR-TO-DATE DIFF	YEAR-TO-DATE % DIFF
5500	**VILLAGE LINKS REVENUES:**									
440550	Green Fees	$ 1,850,000	$ 67	$ 411	$ (344)	-84%	$ 67	$ 411	$ (344)	-84%
440554	Pro Shop - Sales	180,000	1,566	848	718	85%	1,566	848	718	85%
440555	Motor Carts	525,000	-	-	-	0%	-	-	-	0%
440556	Driving Range	285,000	88	522	(435)	-83%	88	522	(435)	-83%
440557	Resident Cards	32,000	1,260	1,060	200	19%	1,260	1,060	200	19%
460100	Investment Income	13,200	562	1,581	(1,018)	-64%	562	1,581	(1,018)	-64%
489000	Miscellaneous Revenue	112,500	1,772	5,401	(3,628)	-67%	1,772	5,401	(3,628)	-67%
489100	Miscellaneous - Over/Short	-	(12)	(35)	22	-65%	(12)	(35)	22	-65%
	Total Revenues	**$ 2,997,700**	**$ 5,303**	**$ 9,788**	**$ (4,484)**	**-46%**	**$ 5,303**	**$ 9,788**	**$ (4,484)**	**-46%**
	COST OF GOODS SOLD:									
520945	Cost of Goods Sold - Pro Shop	$ 126,000	$ (1,523)	$ (7,188)	$ 5,665	-79%	$ (1,523)	$ (7,188)	$ 5,665	-79%
	Total Cost of Goods Sold	**$ 126,000**	**$ (1,523)**	**$ (7,188)**	**$ 5,665**	**-79%**	**$ (1,523)**	**$ (7,188)**	**$ 5,665**	**-79%**
	Gross Profit	**$ 2,871,700**	**$ 6,827**	**$ 16,976**	**$ (10,149)**	**-60%**	**$ 6,827**	**$ 16,976**	**$ (10,149)**	**-60%**
	OTHER OPERATING EXPENSES:									
510100	Salaries - Pensionable	$ 898,265	$ 76,162	46862.6	$ 29,299	63%	$ 76,162	$ 46,863	$ 29,299	63%
510120	Salaries - Non-Pensionable	168,200	690	2625.2	(1,935)	-74%	690	2,625	(1,935)	-74%
510200	Salaries - Overtime	4,500	-	0	-	0%	-	-	-	0%
510400	FICA Taxes	81,928	5,658	3664.25	1,994	54%	5,658	3,664	1,994	54%
510500	IMRF	81,653	6,660	3237.04	3,423	106%	6,660	3,237	3,423	106%
590600	Health Insurance	132,375	14,588	8056.44	6,531	81%	14,588	8,056	6,531	81%
52XXXX	Contractual Services	633,434	34,905	35925.53	(1,020)	-3%	34,905	35,926	(1,020)	-3%
53XXXX	Commodities	294,500	11,504	11096.42	407	4%	11,504	11,096	407	4%
	Total Operating Expenses	**$ 2,294,855**	**$ 150,167**	**$ 111,467**	**$ 38,699**	**35%**	**$ 150,167**	**$ 111,467**	**$ 38,699**	**35%**
	Operating Income (Loss)	**$ 576,845**	**$ (143,340)**	**$ (94,492)**	**$ (48,849)**	**52%**	**$ (143,340)**	**$ (94,492)**	**$ (48,849)**	**52%**
	Operating Income (Loss) Percentage	**19%**	**-2703%**	**-965%**			**-2703%**	**-965%**		

KEY METRICS

	Goal	Month 2020	Month 2019	Month Diff	YTD 2020	YTD 2019	YTD Diff
Rounds Played	*70,000*	*14*	*90*	*(76)*	*14*	*90*	*(76)*
Revenue Per Round	*$ 42.82*	*$ 378.82*	*$ 108.75*	*$ 270.07*	*$ 378.82*	*$ 108.75*	*$ 270.07*
Resident Cards Sold	*N/A*	*127*	*104*	*23*	*127*	*104*	*23*
Cost of Goods Sold % - Pro Shop	*70%*	*-97%*	*-848%*	*751%*	*-97%*	*-848%*	*751%*
Personnel Expenses as % of Sales	*46%*	*1956%*	*658%*	*1298%*	*1956%*	*658%*	*1298%*

Attachment: Village Links - Financial Statements - January 2020 (4395 : Village Links/Reserve 22 -

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 January 31, 2020

ORG/ OBJECT	DESCRIPTION	2020 BUDGET	MONTH 2020	MONTH 2019	MONTH DIFF	MONTH % DIFF	YEAR-TO-DATE 2020	YEAR-TO-DATE 2019	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:									
	Handicaps		$ 920	$ 1,400	$ (480)		$ 920	$ 1,400	$ (480)	
	Hand Cart Rentals		-	32	(32)		-	32	(32)	
	Adult & Junior Golf Lessons		-	-	-		-	-	-	
	Golf Club Rentals		-	20	(20)		-	20	(20)	
	Golf Club Repairs		80	24	56		80	24	56	
	Locker Rentals		560	560	-		560	560	-	
	Illinois Sales Tax (1.75%)		214	192	22		214	192	22	
	Glen Ellyn Food & Beverage Tax (1%)		23	-	23		23	-	23	
	Memorial Tree Donations		-	-	-		-	-	-	
	FootGolf Ball Rentals		-	-	-		-	-	-	
	ATM Machine Commission		6	5	0		6	5	0	
	Misc./Misc.		(30)	3,167	(3,197)		(30)	3,167	(3,197)	
	Total	$ 112,500	$ 1,772	$ 5,401	$ (3,628)		$ 1,772	$ 5,401	$ (3,628)	

Attachment: Village Links - Financial Statements - January 2020 (4395 : Village Links/Reserve 22 -

VILLAGE LINKS GLEN ELLYN | RESERVE 22 TWENTY-TWO

RESERVE 22
STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION
As of January 31, 2020

ORG/ OBJECT	DESCRIPTION	2020 BUDGET	MONTH 2020	MONTH 2019	MONTH DIFF	MONTH % DIFF	YEAR-TO-DATE 2020	YEAR-TO-DATE 2019	YEAR-TO-DATE DIFF	YEAR-TO-DATE % DIFF
5520	**RESERVE 22 REVENUES:**									
441100	Food	$ 1,500,000	$ 58,098	$ 52,069	$ 6,029	12%	$ 58,098	$ 52,069	$ 6,029	12%
441101	Liquor	260,000	11,186	7,243	3,943	54%	11,186	7,243	3,943	54%
441102	Beer	485,000	9,077	9,780	(703)	-7%	9,077	9,780	(703)	-7%
441103	Wine	235,000	11,423	7,434	3,990	54%	11,423	7,434	3,990	54%
441104	NA Beverages	85,000	1,491	1,201	291	24%	1,491	1,201	291	24%
441106	Room Charges	4,000	1,950	-	1,950	0%	1,950	-	1,950	0%
441107	Service Charges	160,000	7,583	4,427	3,156	71%	7,583	4,427	3,156	71%
489000	Miscellaneous Revenue	4,000	1,570	10	1,560	15583%	1,570	10	1,560	15583%
	Total Revenues	**$ 2,733,000**	**$ 102,377**	**$ 82,162**	**$ 20,215**	**25%**	**$ 102,377**	**$ 82,162**	**$ 20,215**	**25%**
	COST OF GOODS SOLD:									
530400	Cost of Goods Sold - Beer	$ 121,250	$ 2,886	$ 4,868	$ (1,982)	-41%	$ 2,886	$ 4,868	$ (1,982)	-41%
530401	Cost of Goods Sold - Wine	68,150	2,440	3,605	(1,164)	-32%	2,440	3,605	(1,164)	-32%
530402	Cost of Goods Sold - Liquor	46,800	1,493	1,454	39	3%	1,493	1,454	39	3%
530405	Cost of Goods Sold - NA Beverages	28,050	381	824	(443)	-54%	381	824	(443)	-54%
530420	Cost of Goods Sold - Food	495,000	22,478	22,715	(237)	-1%	22,478	22,715	(237)	-1%
	Total Cost of Goods Sold	**$ 759,250**	**$ 29,678**	**$ 33,465**	**$ (3,787)**	**-11%**	**$ 29,678**	**$ 33,465**	**$ (3,787)**	**-11%**
	Gross Profit	**$ 1,973,750**	**$ 72,699**	**$ 48,697**	**$ 24,002**	**49%**	**$ 72,699**	**$ 48,697**	**$ 24,002**	**49%**
	Gross Profit Percentage	**72%**	**71%**	**59%**			**71%**	**59%**		
	OTHER OPERATING EXPENSES:									
510100	Salaries - Pensionable	$ 640,000	$ 66,423	$ 42,783	$ 23,640	55%	$ 66,423	$ 42,783	$ 23,640	55%
510120	Salaries - Non-Pensionable	465,000	23,521	18,124	5,397	30%	23,521	18,124	5,397	30%
510200	Salaries - Overtime	5,000	397	-	397	0%	397	-	397	0%
510399	Tips Paid Through Payroll	-	3,676	1,817	1,859	102%	3,676	1,817	1,859	102%
510400	FICA Taxes	115,440	8,229	5,533	2,696	49%	8,229	5,533	2,696	49%
510500	IMRF	58,176	6,884	3,314	3,571	108%	6,884	3,314	3,571	108%
590600	Health Insurance	86,200	7,316	6,360	956	15%	7,316	6,360	956	15%
52XXXX	Contractual Services	178,883	12,795	9,524	3,271	34%	12,795	9,524	3,271	34%
53XXXX	Commodities	144,750	9,354	11,363	(2,009)	-18%	9,354	11,363	(2,009)	-18%
	Total Operating Expenses	**$ 1,693,449**	**$ 138,595**	**$ 98,818**	**$ 39,777**	**40%**	**$ 138,595**	**$ 98,818**	**$ 39,777**	**40%**
	Operating Income (Loss)	**$ 280,301**	**$ (65,896)**	**$ (50,121)**	**$ (15,775)**	**31%**	**$ (65,896)**	**$ (50,121)**	**$ (15,775)**	**31%**
	Operating Income (Loss) Percentage	**10%**	**-64%**	**-61%**			**-64%**	**-61%**		

Attachment: Village Links - Financial Statements - January 2020 (4395 : Village Links/Reserve 22 -

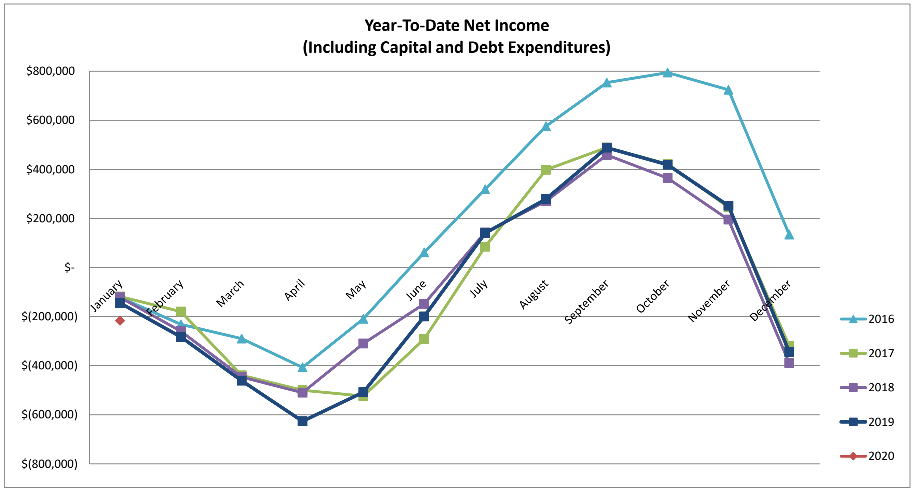
VILLAGE LINKS GLEN ELLYN | RESERVE 22 TWENTY-TWO

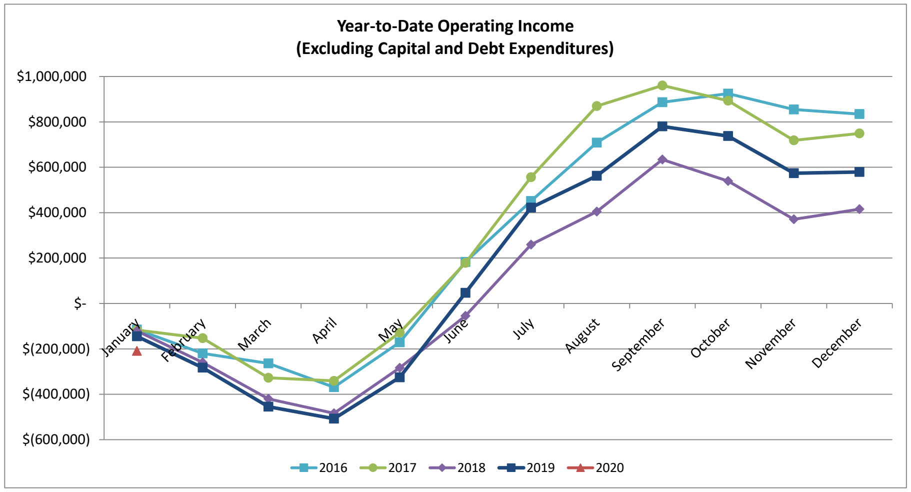
RESERVE 22
STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION
As of January 31, 2020

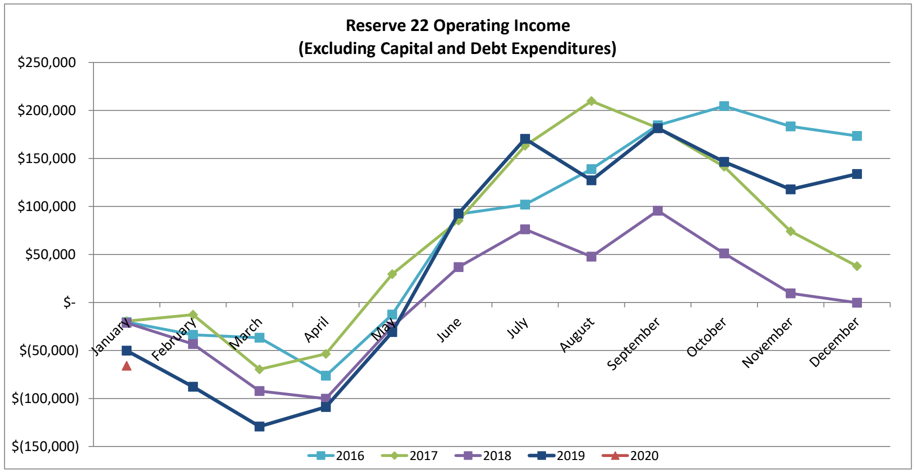
ORG/ OBJECT	DESCRIPTION	2020 BUDGET	MONTH 2020	MONTH 2019	MONTH DIFF	MONTH % DIFF	YEAR-TO-DATE 2020	YEAR-TO-DATE 2019	YEAR-TO-DATE DIFF	YEAR-TO-DATE % DIFF
	KEY METRICS									
		Goal								
	Revenue Source:									
	Restaurant/Bar	*N/A*	*$ 56,555*	*$ 54,710*	*$ 1,845*	*3%*	*$ 56,555*	*$ 54,710*	*$ 1,845*	*3%*
	Banquets	*N/A*	*45,804*	*27,440*	*18,364*	*67%*	*45,804*	*27,440*	*18,364*	*67%*
	Other	*N/A*	*18*	*12*	*6*	*51%*	*18*	*12*	*6*	*51%*
	Total	*$ 2,733,000*	*$ 102,377*	*$ 82,162*	*$ 20,215*	*25%*	*$ 102,377*	*$ 82,162*	*$ 20,215*	*25%*
	Reserve 22 Revenues (Last 12 Months)	*$ 2,733,000*					$ 2,632,704	$ 2,480,782	*$ 151,922*	*6%*
	Reserve 22 Expenses (Last 12 Months)	*$ 2,452,699*					$ 2,514,710	$ 2,509,973	*$ 4,736*	*0%*
	# Guest Checks (Restaurant/Bar)	*N/A*	*1,664*	*1,746*	*(82)*		*1,664*	*1,746*	*(82)*	
	Revenue Per Guest Check	*N/A*	*$ 33.99*	*$ 31.33*	*$ 2.65*		*$ 33.99*	*$ 31.33*	*$ 2.65*	
	# Guests (Restaurant/Bar)	*N/A*	*2,801*	*2,930*	*(129)*		*2,801*	*2,930*	*(129)*	
	Average Guest Spend	*N/A*	*$ 20.19*	*$ 18.67*	*$ 1.52*		*$ 20.19*	*$ 18.67*	*$ 1.52*	
	Cost of Goods Sold %	*28%*	*29%*	*41%*	*-12%*		*29%*	*41%*	*-12%*	
	Cost of Goods Sold % (By Category):									
	Cost of Goods Sold - Beer	*25%*	*32%*	*50%*	*-18%*		*32%*	*50%*	*-18%*	
	Cost of Goods Sold - Wine	*29%*	*21%*	*48%*	*-27%*		*21%*	*48%*	*-27%*	
	Cost of Goods Sold - Liquor	*18%*	*13%*	*20%*	*-7%*		*13%*	*20%*	*-7%*	
	Cost of Goods Sold - NA Beverages	*33%*	*26%*	*69%*	*-43%*		*26%*	*69%*	*-43%*	
	Cost of Goods Sold - Food	*33%*	*39%*	*44%*	*-5%*		*39%*	*44%*	*-5%*	
	Personnel Expenses as % of Sales	*50%*	*110%*	*93%*	*17%*		*110%*	*93%*	*17%*	
	Prime Cost (Cost of Goods Sold + Personnel Expenses) as % of Sales	*78%*	*139%*	*133%*	*6%*		*139%*	*133%*	*6%*	

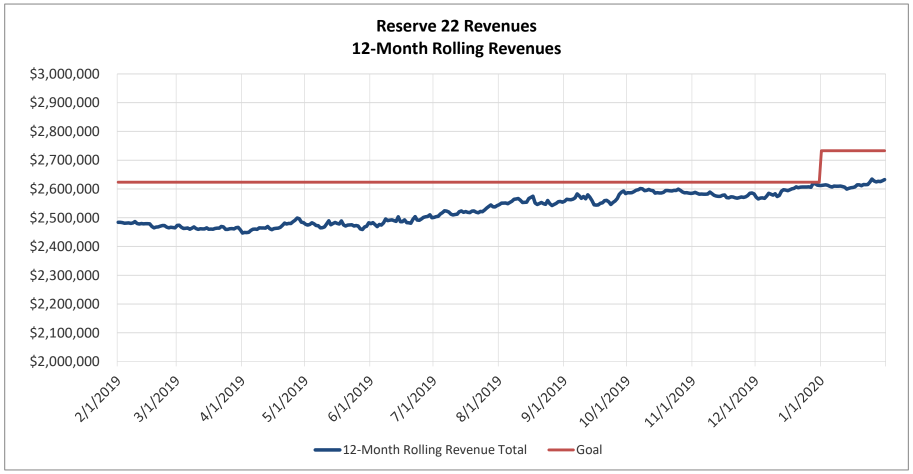
Attachment: Village Links - Financial Statements - January 2020 (4395 : Village Links/Reserve 22 -

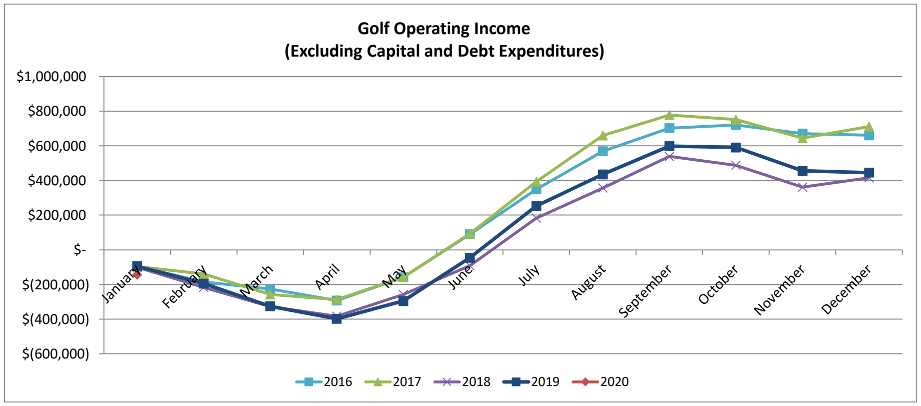
Village Links / Reserve 22
Dashboard Financial Report
As of January 31, 2020

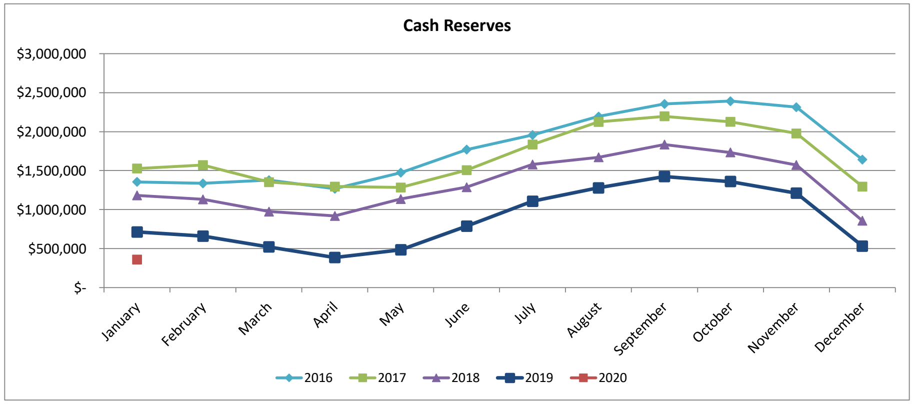












Attachment: Village Links - Financial Statements - January 2020 (4395 : Village Links/Reserve 22 -

Finance Commission
535 Duane St.
Glen Ellyn, IL 60137

Meeting: 03/13/20 07:00 AM
Department: Finance Commission
Department Head: Christina Coyle
Category: Report
Prepared By: Christina Coyle

SCHEDULED

AGENDA ITEM (ID # 4409) DOC ID: 4409

Finance Director Christina Coyle will present the 2019 Financial Scorecard.

Please see the attached report.

ATTACHMENTS:

- Scorecard Report 2019 FINAL PDF (PDF)

Financial Scorecard

What is the Scorecard?

The Scorecard is commissioned by the Glen Ellyn Finance Commission. The goal of the Scorecard is to provide a framework for understanding Glen Ellyn's financial position in the context of historical results and through a comparison to peer communities. By understanding these metrics, Village Board and management team can develop guideposts and goals for the future. The Scorecard also provides a wealth of financial information for the Village's residents and other stakeholders.

The Financial Scorecard includes information on demographics, taxes, financial results, debt, pensions and financial position. This report benchmarks Glen Ellyn's current financial health and performance relative to other communities.

In 2009, the Finance Commission developed the first Scorecard in response to the 2008/2009 recession. A second scorecard was published in 2014 and set the trajectory of updating the report approximately every five years. This report is the third Scorecard for Glen Ellyn.

Peer Communities

The peer communities were selected by the Finance Commission in 2009. The Commission focused on communities that had commuter train service and a downtown business district. Also, the Commission focused on communities that were perceived to be competitors to Glen Ellyn for new home buyers. This year, the Finance Commission added the Village of Lombard as a peer community. Lombard was added as it is Glen Ellyn's eastern neighbor and has some contrasting characteristics to Glen Ellyn. For example, Lombard has a larger commercial footprint.

Benchmarking peer communities financial standing is complex, but can provide an overview of key financial characteristics for each community. Each community is unique and the citizenry of each entity can have differing service expectations. The mix of residential and commercial property vary across the communities as well as real estate values.

Each peer community can also have different service offerings. As an example, Glen Ellyn is the only peer community to have a golf course and restaurant. Glen Ellyn also has a volunteer fire department, while all other communities either have a career fire department or separate fire district. This scorecard attempts to explain these differences and provide an "apples to apples" comparison where possible.

The peer communities include:

Clarendon Hills	Downers Grove	Elmhurst
Hinsdale	Naperville	Wheaton
Lombard (new)	Arlington Heights	LaGrange
Western Springs	Geneva	

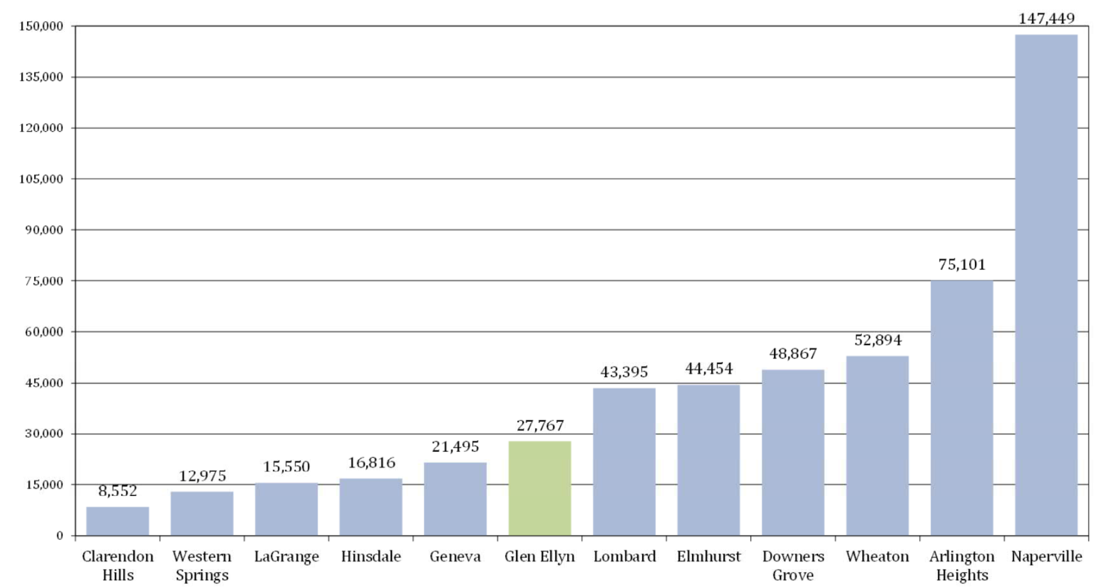
Scorecard Contents

Attachment: Scorecard Report 2019 FINAL PDF (4409 : 2019 Scorecard)

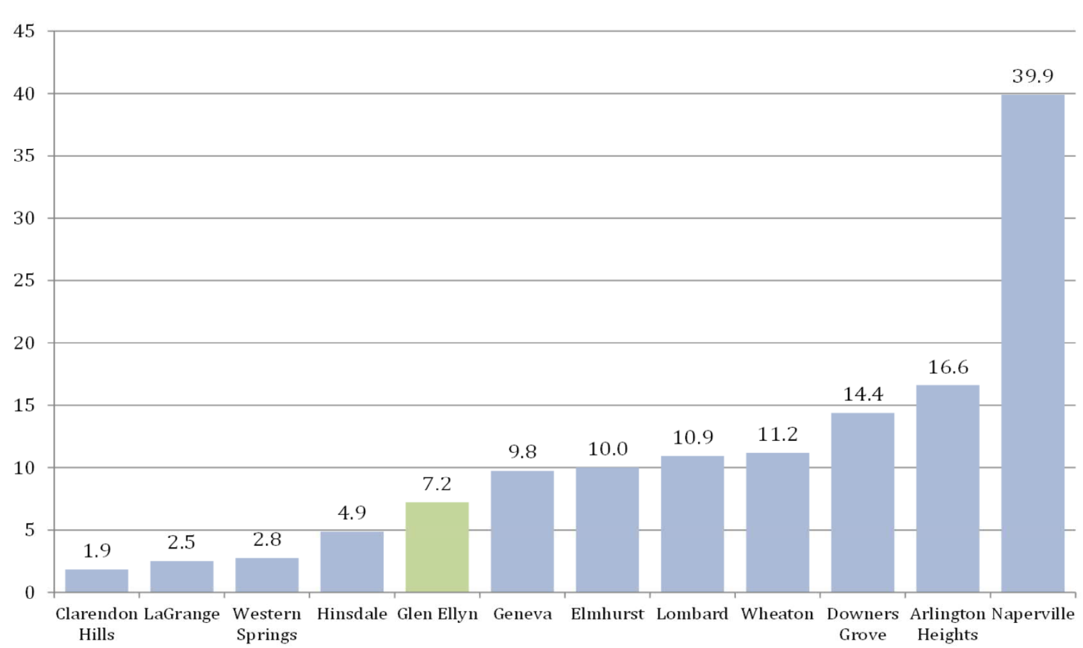
DEMOGRAPHICS

Understanding the demographics of the peer communities is important to understanding the information presented in the Scorecard. The next pages provide demographic information on the peer communities. As can be seen below, Glen Ellyn is in the middle of the peer group in terms of population and size.

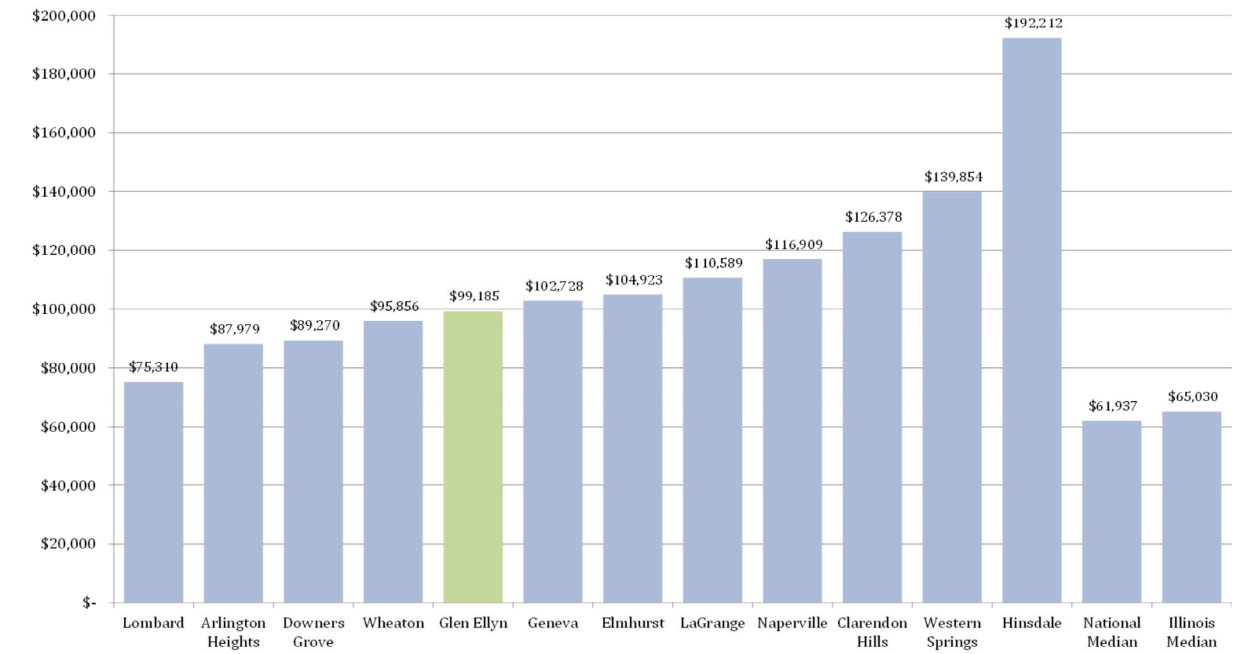
Population, 2018



Footprint, in square miles, 2018



Median Family Income, 2018



Glen Ellyn is in the middle of the peer group in terms of these demographics. These demographic rankings among the peer communities did not shift between 2009 and 2019. All communities experienced a reduction in median income from 2009 to 2013 due to the recession. Median income had recovered by 2018, although many communities have not yet reached 2009 levels.

Sources: Comprehensive Annual Financial Reports and U.S. Census Data

Attachment: Scorecard Report 2019 FINAL PDF (4409 : 2019 Scorecard)

PROPERTY TAXES

Property taxes are a key focus for Illinois homeowners, as they are a large expense for many property owners. The Scorecard looks at several comparisons relative to property taxes for the Village. It is important to note that the Village only controls its own portion of the tax bill. Each entity on the tax bill creates its own levy. A levy is the amount of taxes that each entity assesses to the taxpayers as a whole. The Village has no ability to control what the property tax levy is for the school districts, library, park district, etc. There will be some information in this report on other taxing bodies solely for the purposes of information and comparison.

This Scorecard compares property tax information both to the peer communities as well as reviews historical trends from prior Scorecards.

The sample tax bill below is an actual existing home in Glen Ellyn with a market value of $436,000. Per Zillow.com, the current median home list price is $429,000, while the median home price for sales is $357,000. The Zillow home value index is $373,300. This compares to an index of $309,000 in August 2009 and $322,000 in August 2013.

A common misconception is that the Village controls a resident's entire tax bill.
The Village of Glen Ellyn only accounts for 6.7% of the property tax bill.

Property Tax Cycle

October: Village Board deliberation of next year's budget, which includes the amount needed from property taxes.

October/November: Public Hearing on property tax levy at Village Board meeting.

November/December: Final Ordinance for property tax levy passed by Village Board.

Last Tuesday in December: Local ordinance due to DuPage County.

January: Village Board considers property tax abatements.

January—May: DuPage County determines property tax bills.

May: DuPage County mails property tax bills to property owners.

June—October: Village receives its property tax revenues.

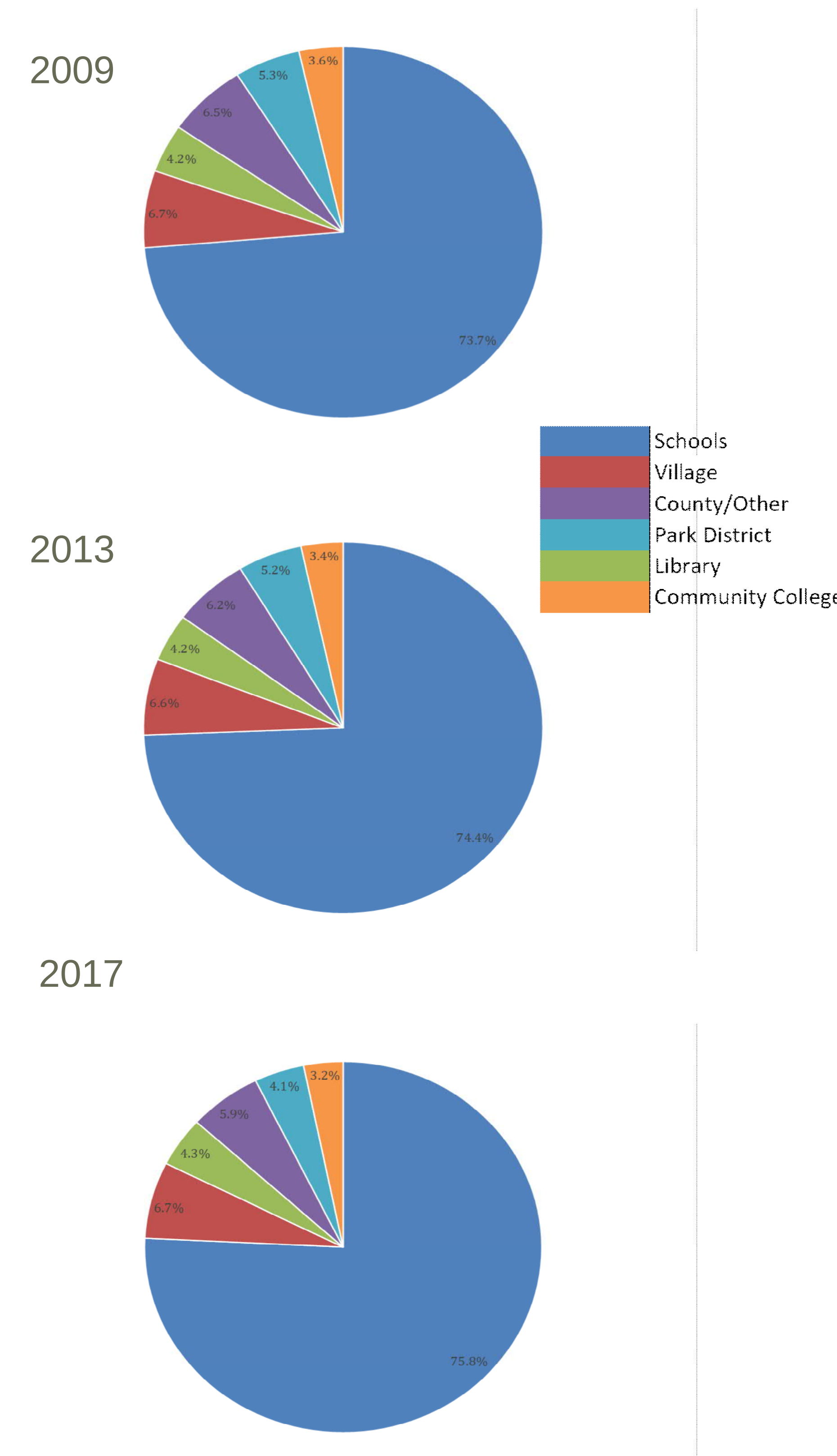
2017 DU PAGE COUNTY*
REAL ESTATE TAX BILL

2017 Rate**	2017 Tax	%	District
3.4080	4,755.17	44.9%	Grade School District #41 (Note 1)
2.3402	3,265.27	30.8%	High School District #87
0.5063	**706.44**	**6.7%**	**Village of Glen Ellyn**
0.3090	431.14	4.1%	Glen Ellyn Park District
0.3284	**458.21**	**4.3%**	**Glen Ellyn Public Library**
0.2431	339.30	3.2%	College of DuPage #502
0.1749	244.02	2.3%	DuPage County
0.1306	182.22	1.7%	DuPage Forest Preserve
0.1183	165.04	1.6%	Milton Township
0.0166	23.16	0.2%	DuPage Airport Authority
0.0106	14.79	0.1%	Glen Ellyn Mosquito District
7.586	$ 10,585		

* 2017 taxes were levied in December, 2017, and collected/remitted during 2018.
** Per $100 of assessed value. Note 1. District 89 2017 rate was 3.3184

Market Value = $436,600
Assessed Home Value = $145,530

Evolution of your tax bill in Glen Ellyn



Property Tax Percentages

The school districts comprise the majority of the tax bill in Glen Ellyn. There are two elementary school districts in Glen Ellyn and one high school district. The charts were prepared using District 41 elementary district and District 87 high school district.

Schools are heavily reliant on property tax monies. Property taxes comprise the majority of school district revenues, as compared to the Village which has a more diverse revenue stream. Only 20% of the Village's General Fund revenue comes from property taxes.

Since 2009, the school districts have grown in their share of the property tax bill while the Village has maintained its percentage. In 2017, School District 41 approved a $24.2 million referendum for school improvements. This will go into effect for the 2018 tax bills. In 2018, School District 89 also passed a referendum which went into effect for the 2019 tax bills.

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What is Equalized Assessed Value (EAV)?

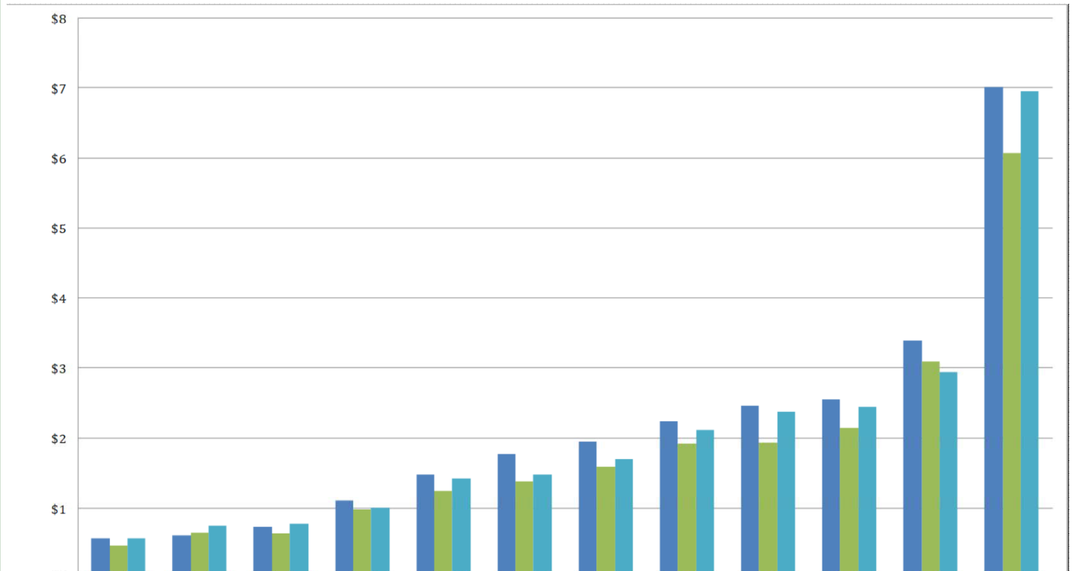
The EAV is the assessed value multiplied by any applicable equalization factor. The EAV of your property is used to determine your ultimate property tax bill.

According to the DuPage County Supervisor of Assessment Website, “The Illinois Property Tax Code specifies the relationship between a property’s assessed valuation and its fair cash value. Properties that are not exempt from taxation or that do not qualify for statutory preferential assessment treatment (i.e., religious organizations, government, non-for-profit hospitals, farms, open space, etc.) are required to be assessed at 33 1/3% of their fair cash value. “

The assessment process starts at the township assessor’s office. It is the township’s responsibility to assess each property. That information is provided to the county who uses that assessment information to calculate the annual tax bills.

EAV (EQUALIZED ASSESSED VALUE)

Total EAV (in billions)



	Clarendon Hills	LaGrange	Western Springs	Geneva	Glen Ellyn	Lombard	Hinsdale	Wheaton	Elmhurst	Downers Grove	Arlington Heights	Naperville
2008	$0.6	$0.6	$0.7	$1.1	$1.5	$1.8	$1.9	$2.2	$2.5	$2.5	$3.4	$7.0
2012	$0.5	$0.6	$0.6	$1.0	$1.2	$1.4	$1.6	$1.9	$1.9	$2.1	$3.1	$6.1
2017	$0.6	$0.7	$0.8	$1.0	$1.4	$1.5	$1.7	$2.1	$2.4	$2.4	$2.9	$7.0

Source: Comprehensive Annual Financial Reports

The chart above depicts EAV information for the peer communities. Glen Ellyn has remained towards the middle of the group. EAV decreased following the 2008 recession and in many cases has not yet returned to its pre-recession levels. Most of the communities in the peer group are fully built out, meaning that most are not expanding boundaries or growing on a large scale. Naperville has the largest EAV which is reasonable as it is the largest community in size and population.

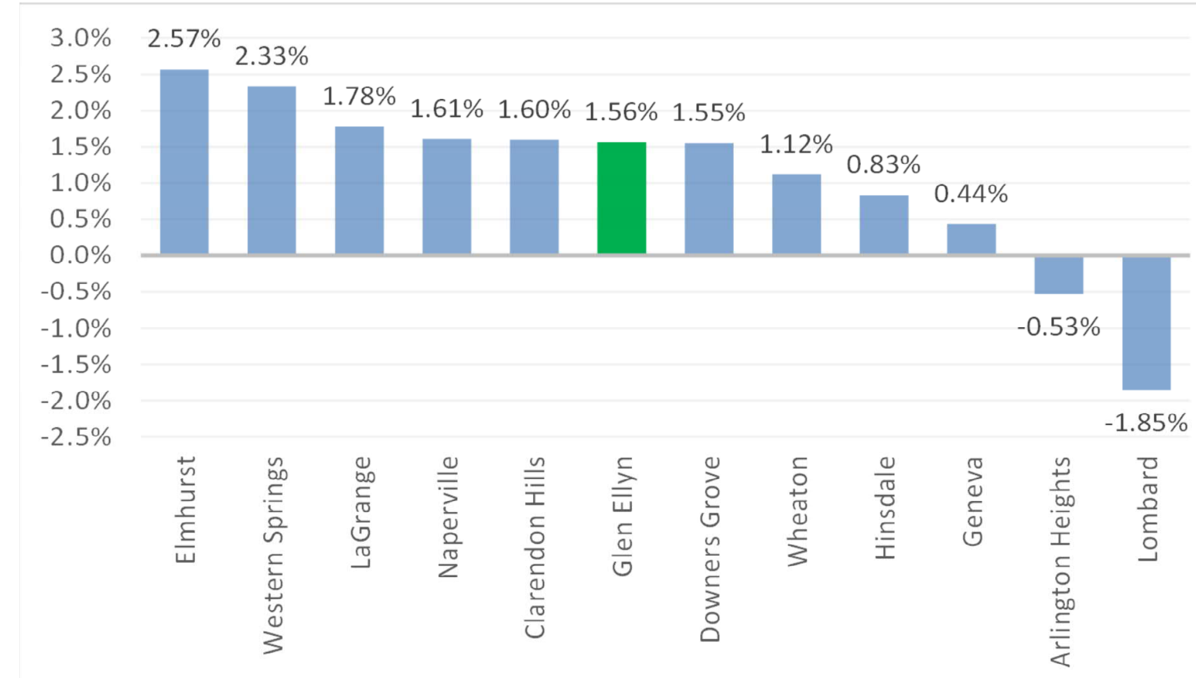
The charts on the right depict the growth in EAV. The top graph is average growth from the 2008 recession while the bottom depicts average growth over a five year span.

Glen Ellyn’s EAV decreased each year between 2010 and 2014. In 2018, Glen Ellyn’s EAV finally returned to pre-recession levels.

If my EAV went down, why did my tax bill go up?

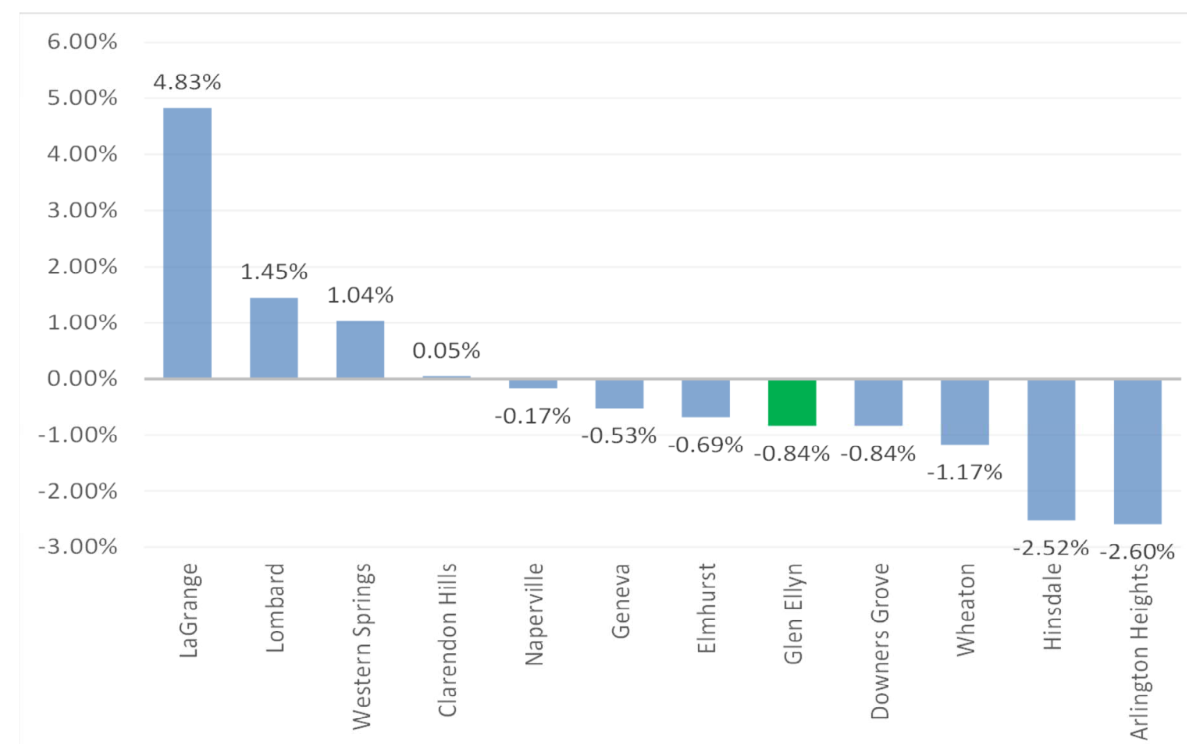
A resident’s assessed value is only one piece of the tax bill calculation. There are several reasons why it is possible for a tax bill to go up even if your assessed value went down. The first could be that a taxing body had an increase in their levy. An example could be a successful school referendum. Another important factor to consider is how your assessed value performed in relation to all other properties within your taxing district. If your assessed value went down, but so did everyone else’s in Glen Ellyn, then you might not see much impact on your tax bill when your assessed value decreases.

Average Annual Growth in EAV, 2008-2017



The EAV of most communities has just returned to pre-recession levels.

Average Annual Growth in EAV, 2012-2017



Source: Comprehensive Annual Financial Reports

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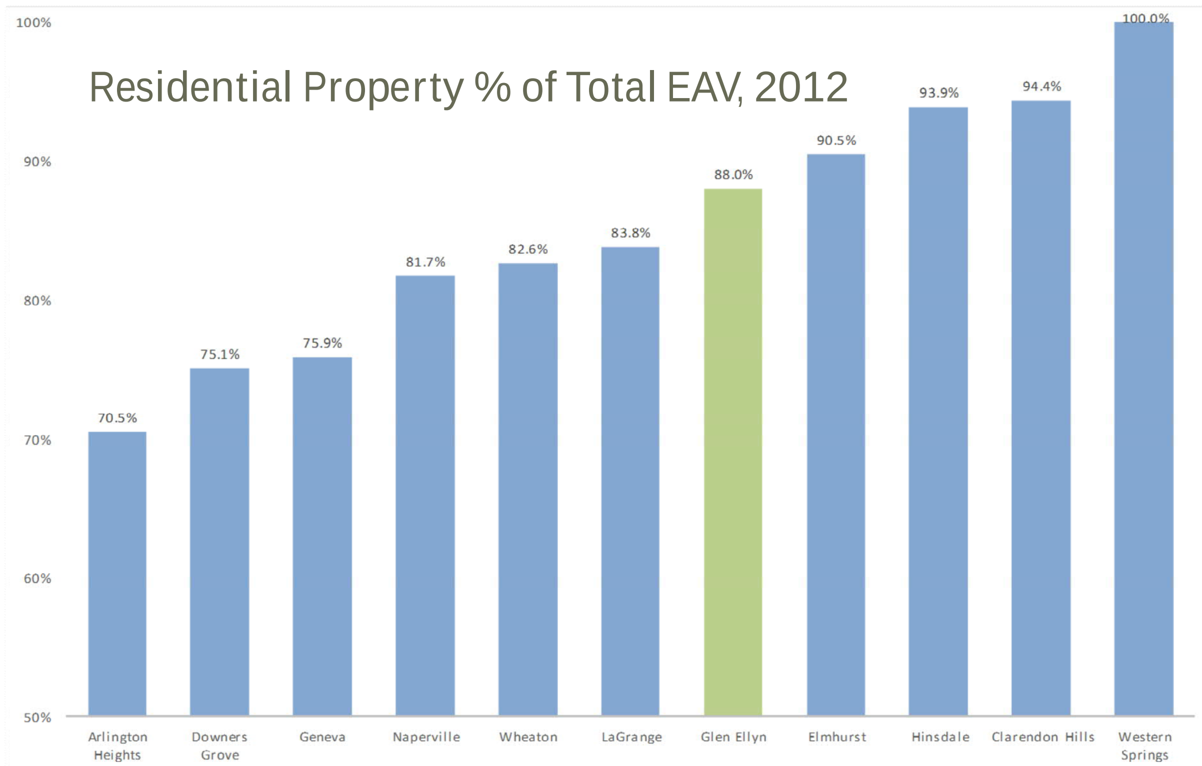
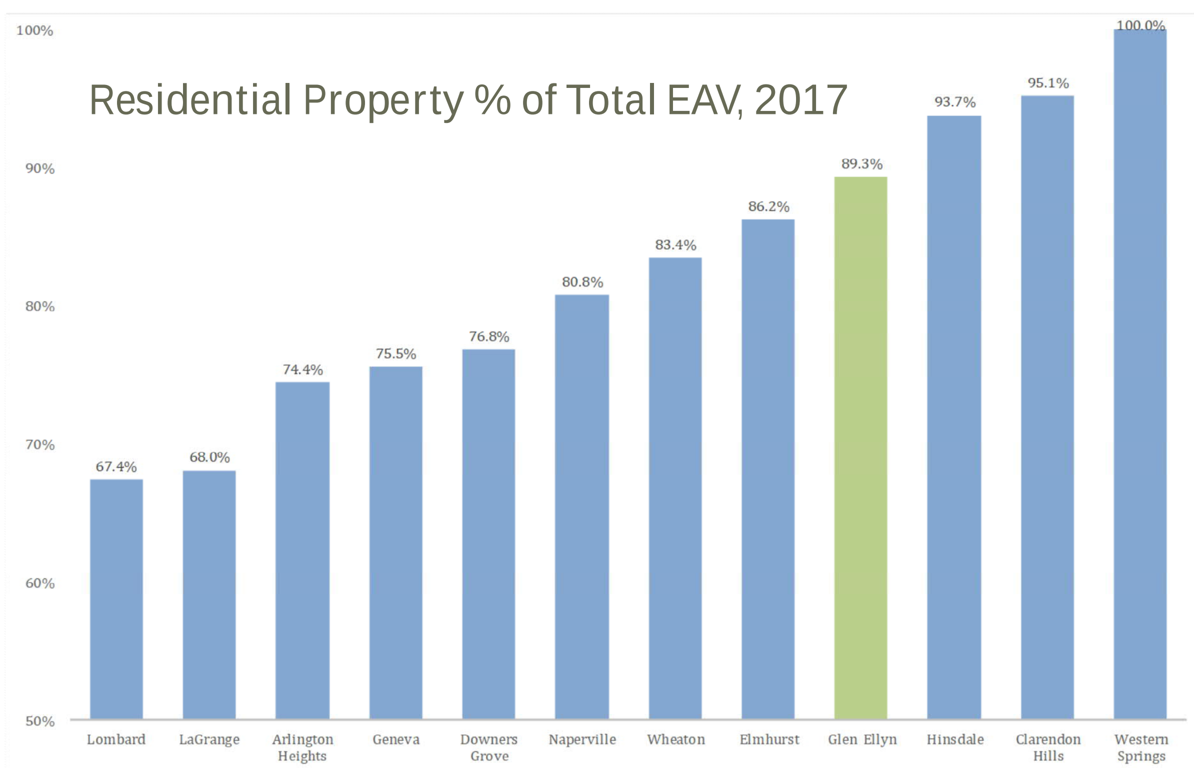
EAV (EQUALIZED ASSESSED VALUE)





Source: Comprehensive Annual Financial Reports

Assessed Property Types

In Illinois, there are four property assessment categories:

1. Residential Property—These are single family homes and include townhomes and condos.
2. Commercial—This includes all retail, office space, restaurants, etc. This also includes multi family dwellings such as apartments.
3. Industrial— This includes property such as factories or warehouses.
4. Railroad

Glen Ellyn increased its percentage of residential property slightly from 2012 to 2017

What are the implications of having a higher residential percentage?

There are pros and cons to having a large portion of a community's EAV coming from residential property. On one hand, a higher percentage means the community is largely based in single family housing stock, which may be an attractive feature of the town. Glen Ellyn has many single family homes and does not have many large big box stores or shopping centers, which can be attractive to its residents. However, a high residential percentage means that the property tax burden is borne mostly by its residents instead of commercial or industrial entities. This means that the property tax per home is likely larger than a comparable home in a community with a smaller residential percentage.

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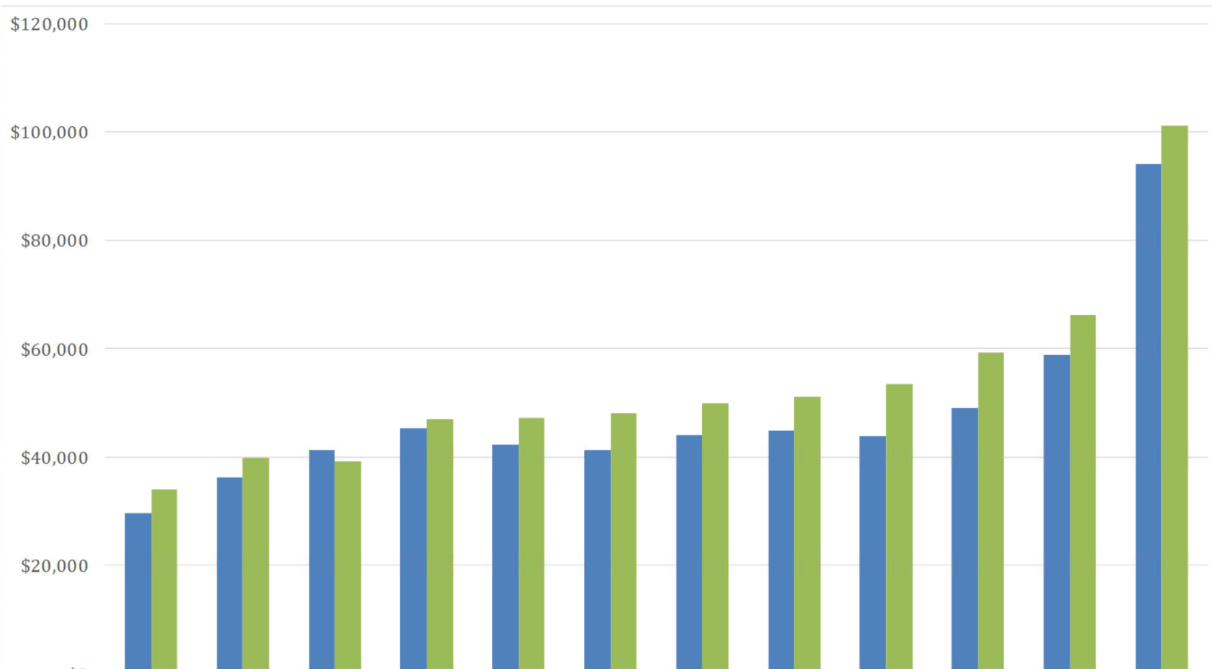
EAV (EQUALIZED ASSESSED VALUE)

EAV per Capita, 2017



	Lombard	Wheaton	Arlington Heights	Geneva	Naperville	LaGrange	Downers Grove	Glen Ellyn	Elmhurst	Western Springs	Clarendon Hills	Hinsdale
2012	$29,627	$36,207	$41,195	$45,211	$42,383	$41,338	$44,011	$44,943	$43,721	$49,046	$58,781	$94,017
2017	$33,959	$39,866	$39,235	$46,990	$47,152	$47,957	$49,935	$51,052	$53,424	$59,342	$66,259	$101,06

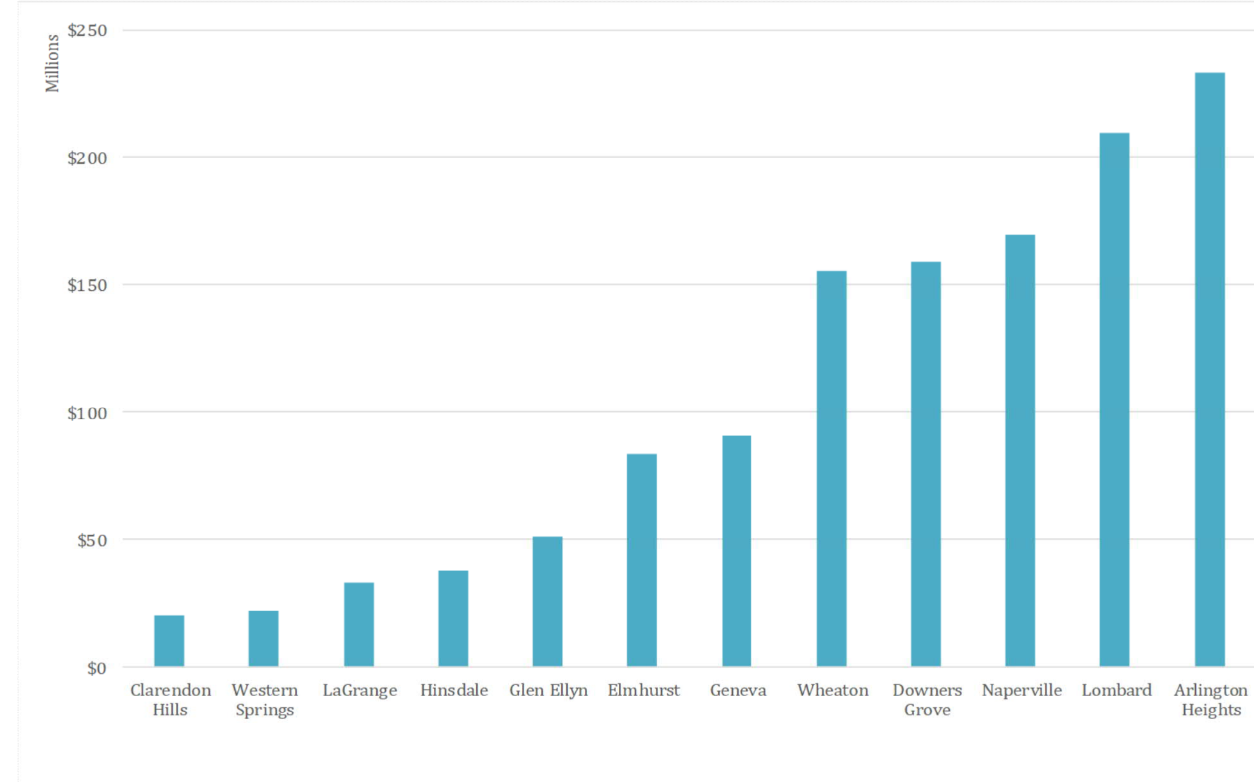
Source: Comprehensive Annual Financial Reports

In predominantly residential communities, EAV per capita can indicate the overall affluence of a community. However, those communities with a large commercial presence and low population (example Rosemont) can also have a high EAV per capita.

Q. Why should a homeowner care about EAV?
A. EAV is one of the main factors that determine how low or how high your tax bill is compared to others in your community. It determines your property's "piece" of the "property tax pie". If the Village can add EAV through economic development without needing to increase taxes, the existing taxpayers should benefit.

EAV (EQUALIZED ASSESSED VALUE)

Assessed Value of Top 10 Taxpayers, FY 2017



Source: 2017 Comprehensive Annual Financial Reports

The chart above depicts the combined assessed value of the top 10 taxpayers from each community. This data is found in the statistical section in each community's Comprehensive Annual Financial Report. These taxpayers can be residential or commercial; although, in most cases the larger taxpayers are commercial. This graph shows the larger communities typically attract the larger taxpayers.

At right, the table shows the percentage of the total tax burden borne by the largest taxpayers. If the largest taxpayers pay a greater portion of the taxes, the residential taxpayers benefit. However, this can also be a financial risk, should the large taxpayer close or relocate.

Top Ten Taxpayers as a Percentage of Total EAV

Hinsdale	2.2%
Naperville	2.4%
Western Springs	2.9%
Elmhurst	3.5%
Clarendon Hills	3.6%
Glen Ellyn	3.6%
LaGrange	4.4%
Downers Grove	6.5%
Wheaton	7.4%
Arlington Heights	7.9%
Geneva	9.0%
Lombard	14.2%

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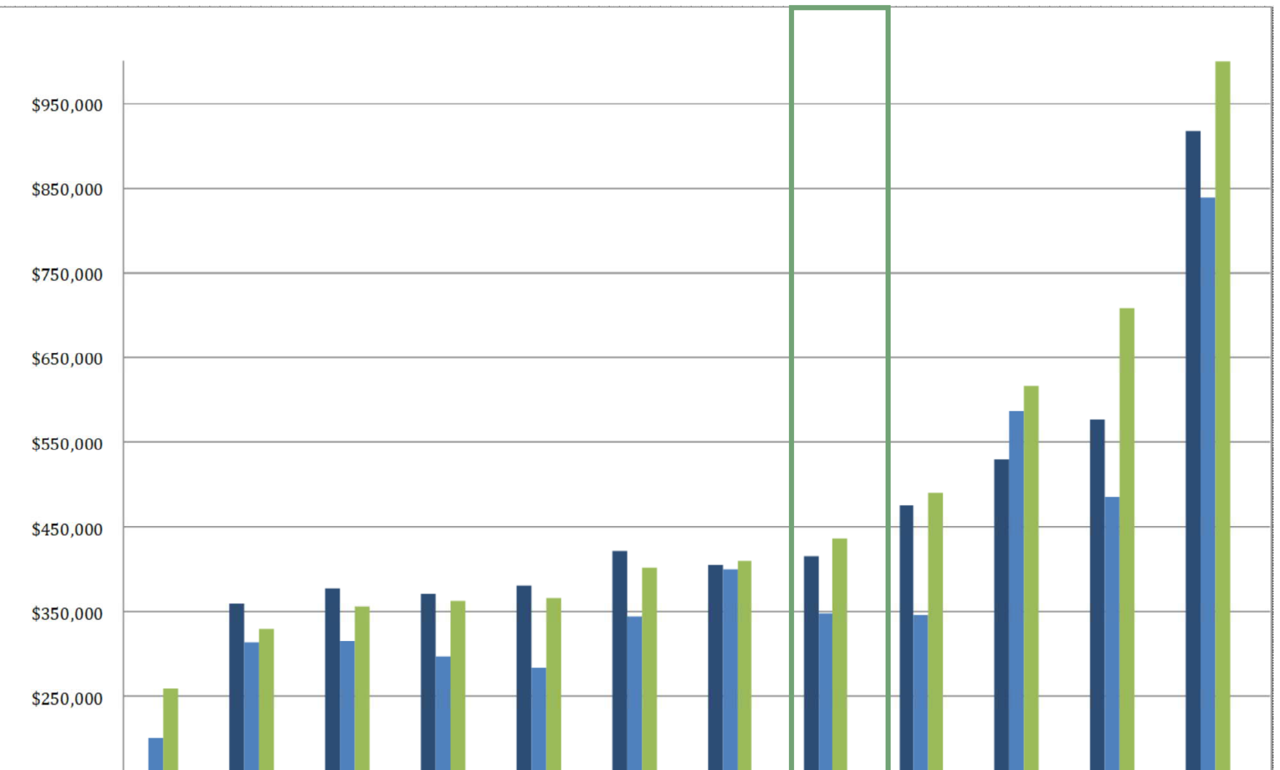
COMPARING PROPERTY TAXES

Methods for Comparing Property Taxes

1. Constant Value
   Constant Value keeps a consistent value (ex. $400,000) for each community.
   Pro: Highlights differences in tax rates
   Con: Does not highlight difference in property values
2. Median Value
   Median value is the middle value of property in the community.
   Pro: Highlights both differences in tax rates and property values

This report uses Median Value for comparing property taxes. Median values were obtained from the Illinois Department of Commerce and Economic Opportunity.

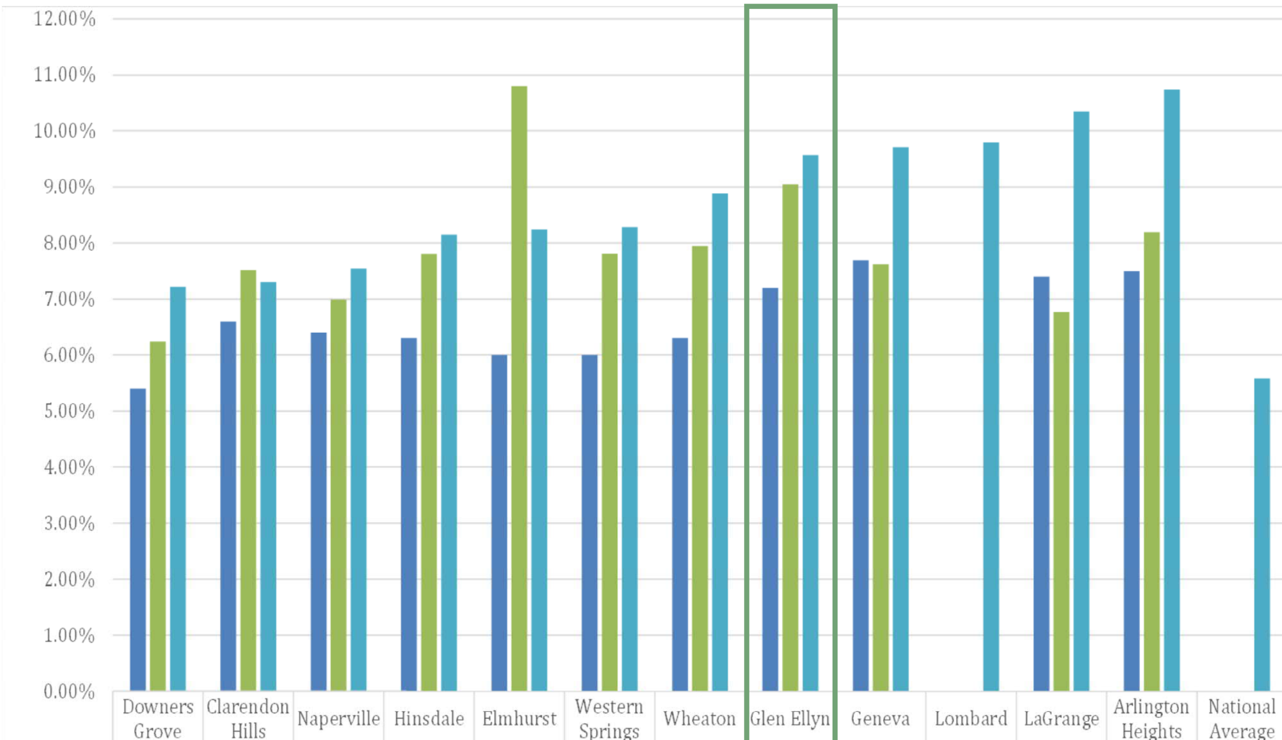
Median Property Values, 2009, 2013 and 2018



	Lombard	Geneva	Downers Grove	Wheaton	Arlington Heights	Naperville	Elmhurst	Glen Ellyn	LaGrange	Western Springs	Clarendon Hills	Hinsdale
2009		$360,000	$378,000	$371,000	$380,000	$422,000	$405,000	$415,000	$475,000	$529,000	$577,000	$917,000
2013	$201,000	$314,000	$316,000	$298,000	$284,000	$345,000	$400,000	$348,000	$346,000	$587,000	$486,000	$839,000
2018	$259,755	$330,154	$355,764	$362,849	$365,144	$401,997	$410,262	$436,782	$490,508	$616,908	$708,513	$999,301
% Change 2013 to 2018	29%	5%	13%	22%	29%	17%	3%	26%	42%	5%	46%	19%
% Change 2009 to 2018	-28%	-8%	-6%	0%	-4%	-1%	1%	5%	3%	7%	23%	9%

COMPARING PROPERTY TAXES

Property Taxes as % of Median Family Income



	Downers Grove	Clarendon Hills	Naperville	Hinsdale	Elmhurst	Western Springs	Wheaton	Glen Ellyn	Geneva	Lombard	LaGrange	Arlington Heights	National Average
2009	5.4%	6.6%	6.4%	6.3%	6.0%	6.0%	6.3%	7.2%	7.7%		7.4%	7.5%	
2013	6.2%	7.5%	7.0%	7.8%	10.8%	7.8%	7.9%	9.0%	7.6%		6.8%	8.2%	
2018	7.2%	7.3%	7.5%	8.1%	8.2%	8.3%	8.9%	9.6%	9.7%	9.8%	10.3%	10.7%	5.6%

Community	Median Property Tax	Median Family Income
Downers Grove	$6,445	$89,270
Clarendon Hills	$9,229	$126,378
Naperville	$8,822	$116,909
Hinsdale	$15,659	$192,212
Elmhurst	$8,652	$104,923
Western Springs	$11,593	$139,854
Wheaton	$8,518	$95,856
Glen Ellyn	$9,495	$99,185
Geneva	$9,977	$102,728
Lombard	$7,375	$75,310
LaGrange	$11,442	$110,589
Arlington Heights	$9,444	$87,979

Source: Comprehensive Annual Financial Reports (2017)
Illinois Department of Commerce and Economic Opportunity
Lombard is new for 2018, so prior Scorecard data is not available.
National Average obtained from USA Today article, "Comparing Average Property Taxes for all 50 States and DC" by Constance Brinkley-Badgett (published April 16, 2017).

Property taxes as a percentage of median family income have gone up across all communities over the span of the scorecards

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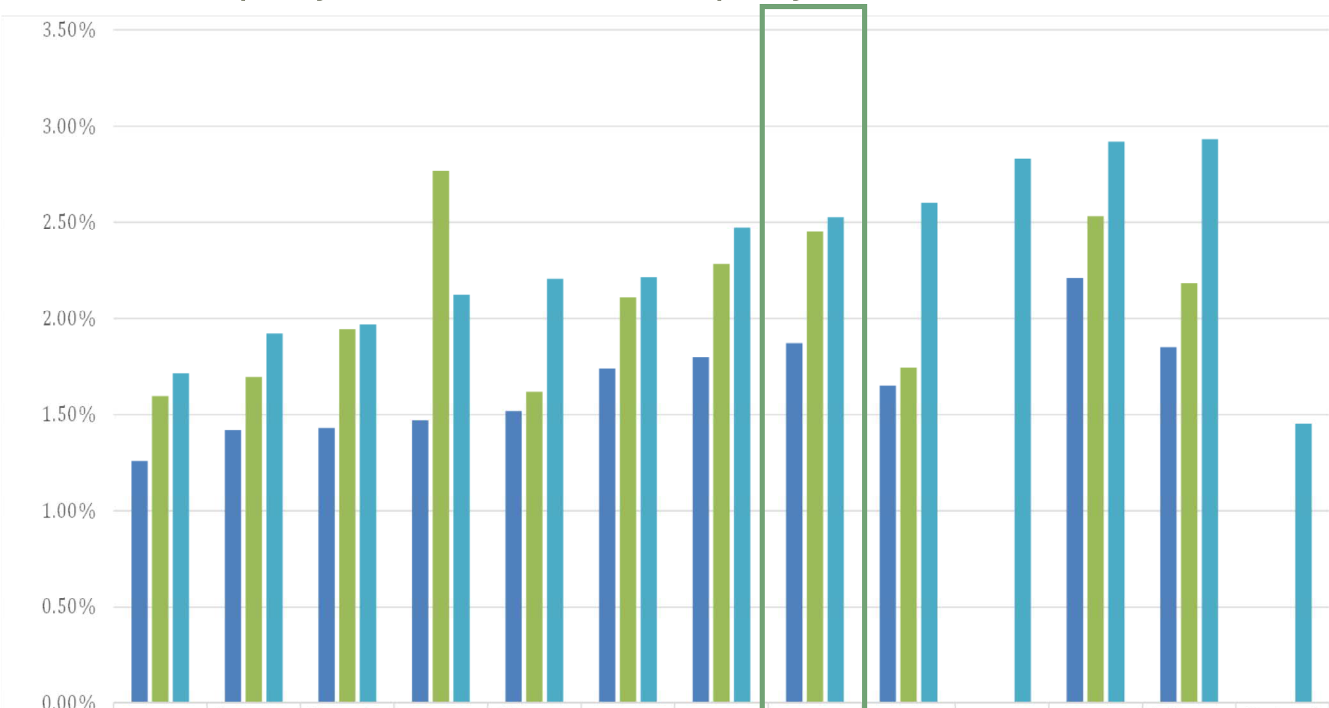
COMPARING PROPERTY TAXES

Total Property Tax Rate as % of Property Value



	Hinsdale	Downers Grove	Clarendon Hills	Elmhurst	Western Springs	Naperville	Wheaton	Glen Ellyn	LaGrange	Lombard	Geneva	Arlington Heights	National Average
2009	1.26%	1.42%	1.43%	1.47%	1.52%	1.74%	1.80%	1.87%	1.65%		2.21%	1.85%	
2013	1.60%	1.69%	1.94%	2.77%	1.62%	2.11%	2.28%	2.45%	1.74%		2.53%	2.18%	
2018	1.71%	1.92%	1.97%	2.12%	2.21%	2.22%	2.47%	2.53%	2.60%	2.83%	2.92%	2.93%	1.45%

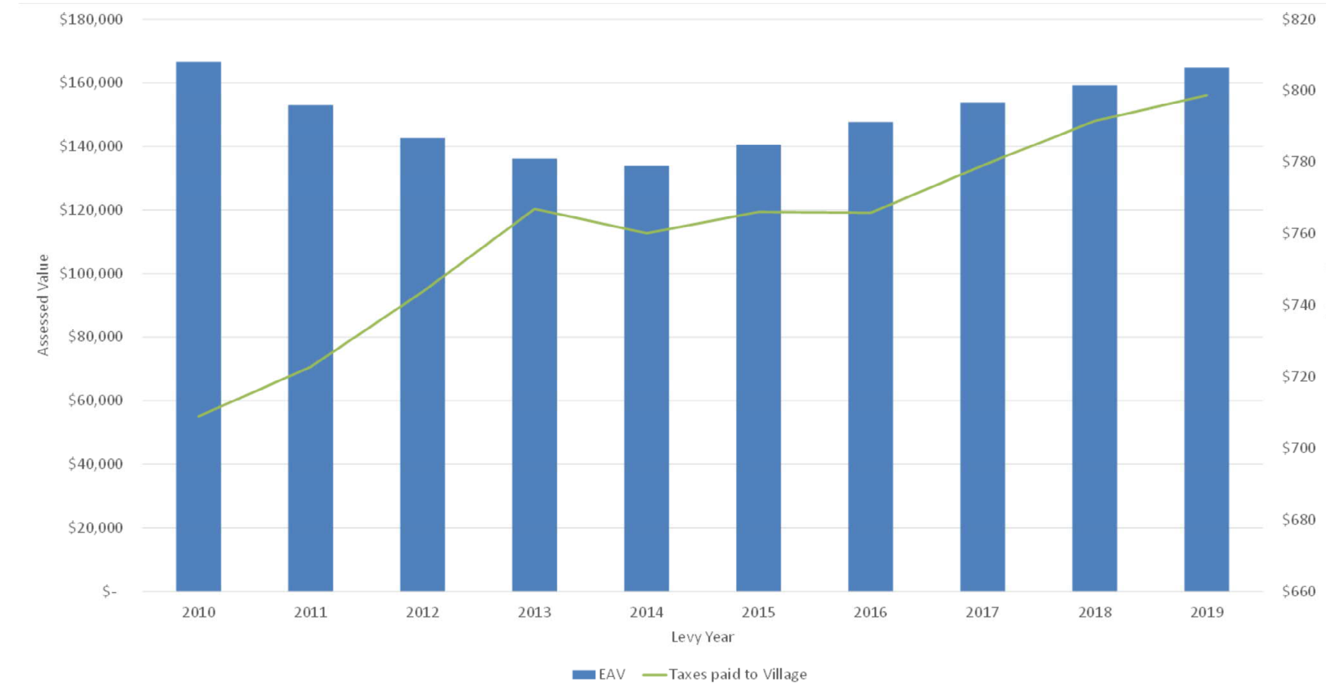
Source: 2018 tax rate is from 2017 levy. Glen Ellyn receives this as revenue in 2018. Historical data is from prior Scorecards. Lombard was added to the Scorecard this year, and as such, prior data is not available.

The median property values increased only 5% from 2009 to 2018. The median values in 2009 were still largely pre-recession. Assessed value overall for Glen Ellyn fell from 2010 through 2014. Only beginning in 2015 did values begin increasing. This caused property taxes rates to increase as a percent of the property values.

Property values did not grow as quickly as the total tax rate, causing the property tax rate as a percentage of property value to increase for all communities.

COMPARING PROPERTY TAXES

Historical Comparison of Taxes Paid to the Village of Glen Ellyn



Progression of a $500,000 house

The chart above highlights the valuation over time of a house that had a value of $500,000 in 2010. In 2010, this $500,000 house would have paid $709.00 annually to the Village of Glen Ellyn. In 2019, this house would be valued at $494,452 and pay $799.00 annually in taxes to the Village of Glen Ellyn. This model assumes this house value changes with the historical base EAV growth percentage for Glen Ellyn.

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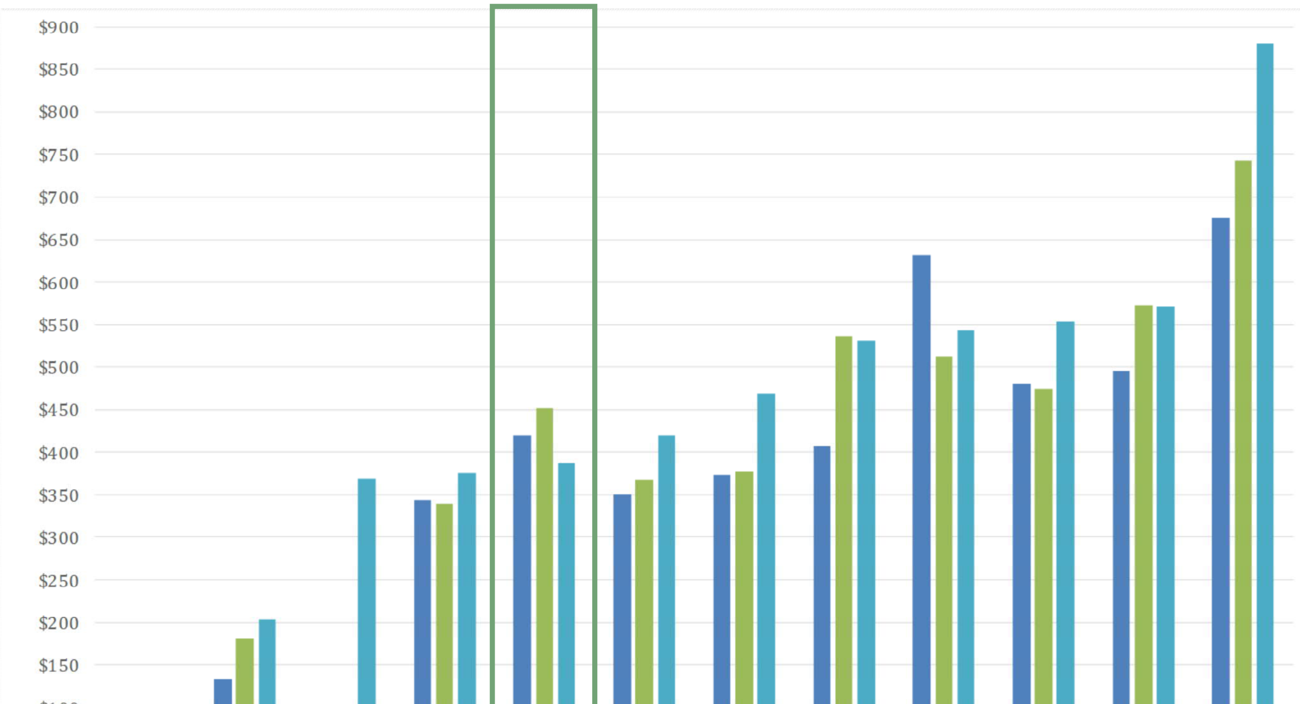
Property Taxes to Park District, Median Value Property



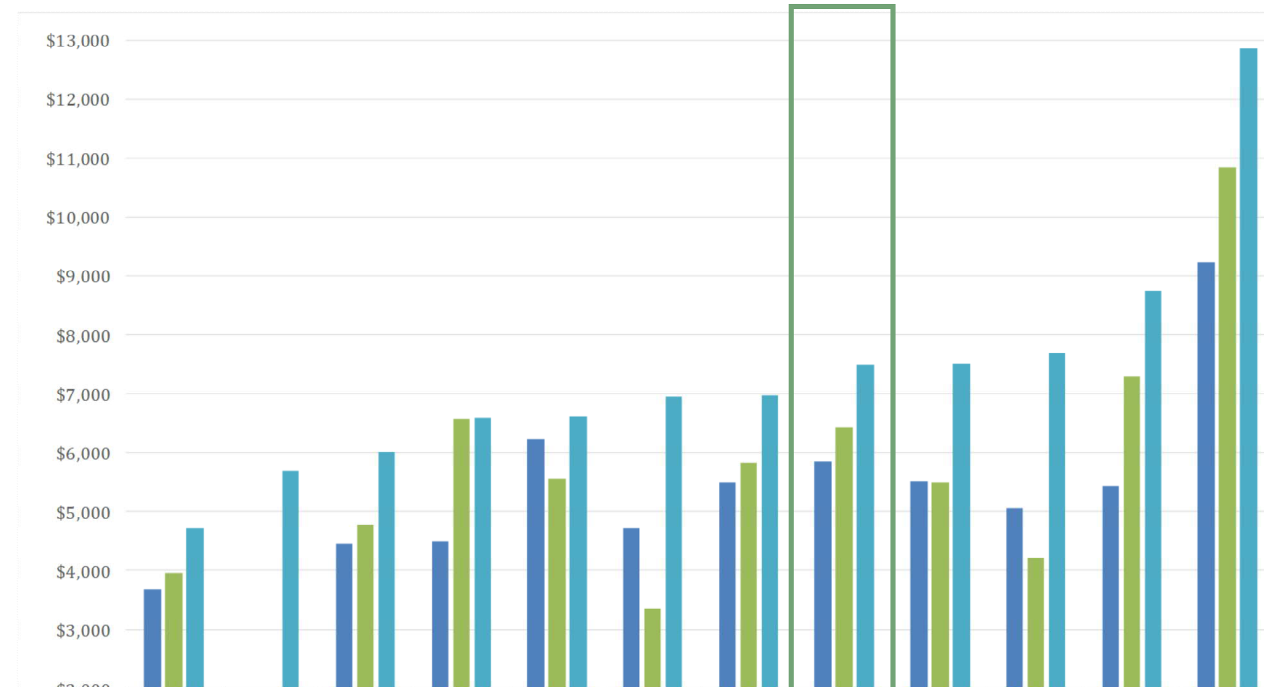
	Hinsdale	Western Springs	Lombard	Downers Grove	Glen Ellyn	Naperville	Elmhurst	Arlington Heights	Clarendon Hills	Geneva	LaGrange	Wheaton
2009	$-	$133		$343	$420	$351	$373	$407	$632	$480	$495	$676
2013	$-	$181		$339	$452	$368	$377	$536	$512	$474	$573	$743
2018	$-	$203	$369	$376	$387	$420	$469	$530	$543	$553	$571	$880

Source: 2017 tax levy (received by Glen Ellyn in 2018). Historical data is from prior Scorecards.

Note: Hinsdale park taxes are included in Village taxes. Lombard was added to the Scorecard this year, so historical data is not presented.

Glen Ellyn is on the low end of property taxes to the park district for a median value home. Park Districts such as Wheaton have a golf course, while the Glen Ellyn Park District does not. In Glen Ellyn, the Village Links/Reserve 22 is operated by the Village without a tax levy.

Property Taxes to Schools, Median Value Property



	Downers Grove	Lombard	Wheaton	Elmhurst	Clarendon Hills	Arlington Heights	Naperville	Glen Ellyn	Geneva	LaGrange	Western Springs	Hinsdale
2009	$3,686		$4,460	$4,495	$6,234	$4,723	$5,499	$5,855	$5,507	$5,061	$5,442	$9,223
2013	$3,964		$4,778	$6,573	$5,561	$3,357	$5,828	$6,437	$5,491	$4,220	$7,296	$10,854
2018	$4,710	$5,691	$6,008	$6,594	$6,608	$6,953	$6,968	$7,499	$7,508	$7,696	$8,757	$12,867

Source: 2017 tax levy (received by Glen Ellyn in 2018). Historical data is from prior Scorecards.

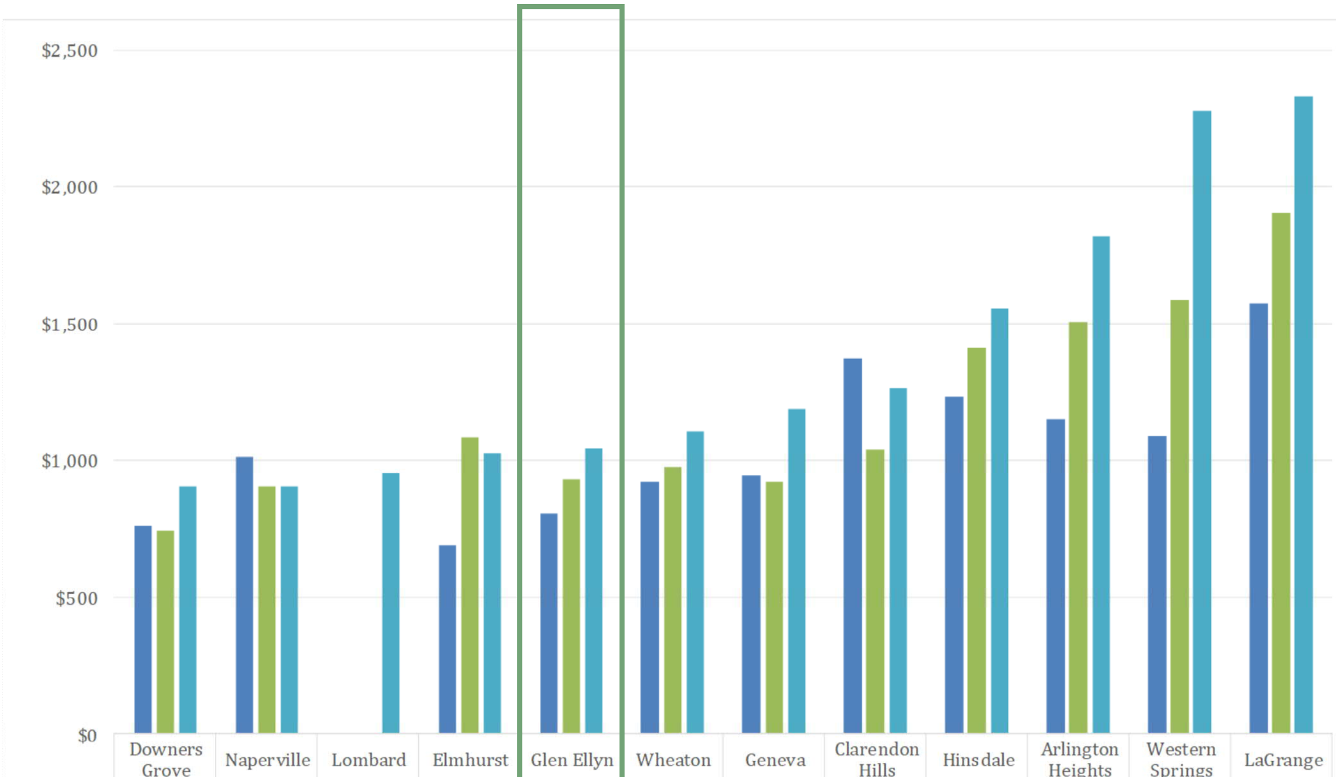
Note: Schools include elementary, high school, and community colleges. Lombard was added to the Scorecard this year, historical info is not presented.

Glen Ellyn is in the middle of property taxes to the schools for a median value home. Information on public schools can be found at the Illinois State Board of Education at www.isbe.net.

Attachment: Scorecard Report 2019 FINAL PDF (4409 : 2019 Scorecard)

COMPARING PROPERTY TAXES

Property Taxes to Village/City and Library, Median Value Property



	Downers Grove	Naperville	Lombard	Elmhurst	Glen Ellyn	Wheaton	Geneva	Clarendon Hills	Hinsdale	Arlington Heights	Western Springs	LaGrange
2009	$763	$1,012		$691	$807	$921	$945	$1,370	$1,232	$1,152	$1,091	$1,573
2013	$742	$906		$1,084	$933	$975	$922	$1,039	$1,412	$1,505	$1,588	$1,906
2018	$904	$905	$956	$1,027	$1,045	$1,105	$1,186	$1,262	$1,554	$1,821	$2,280	$2,331

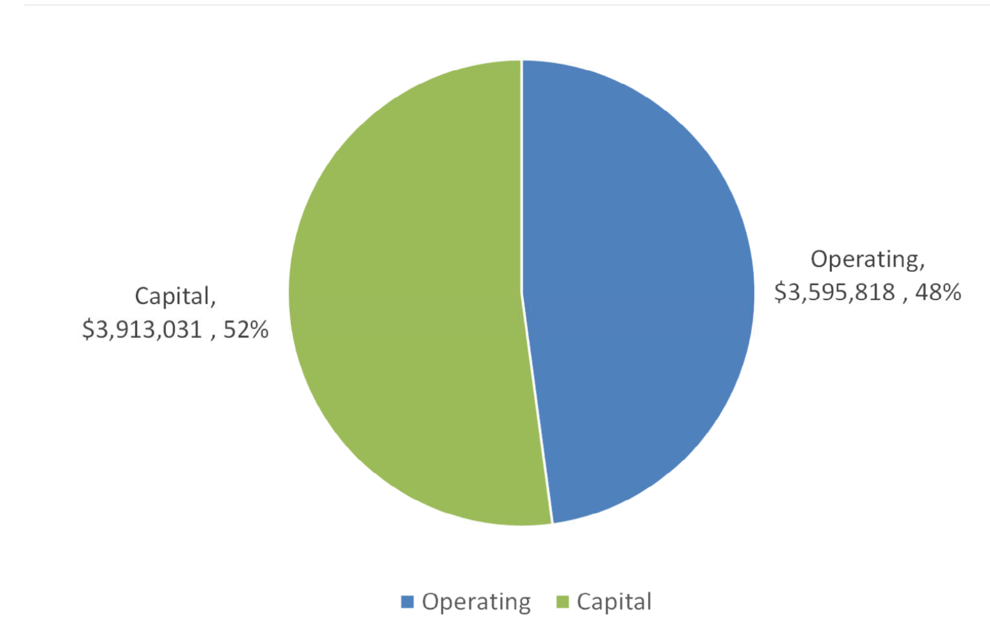
Source: 2017 tax levy (received by Glen Ellyn in 2018). Historical data is from prior Scorecards.

Note: Hinsdale park taxes are included in Village taxes. Lombard was added to the Scorecard this year, so historical data is not presented.

Glen Ellyn has maintained its ranking on property taxes to Village/City and Library from 2013 to 2018

VILLAGE PROPERTY TAX LEVY

2019 Village Property Tax Levy



Property taxes only contribute 11% of the Village's budget. 89% of Village revenues are from other sources. A little less than half of the Village levy goes towards operations, namely the police department. The remainder of the tax levy supports the capital program for the Village of Glen Ellyn.

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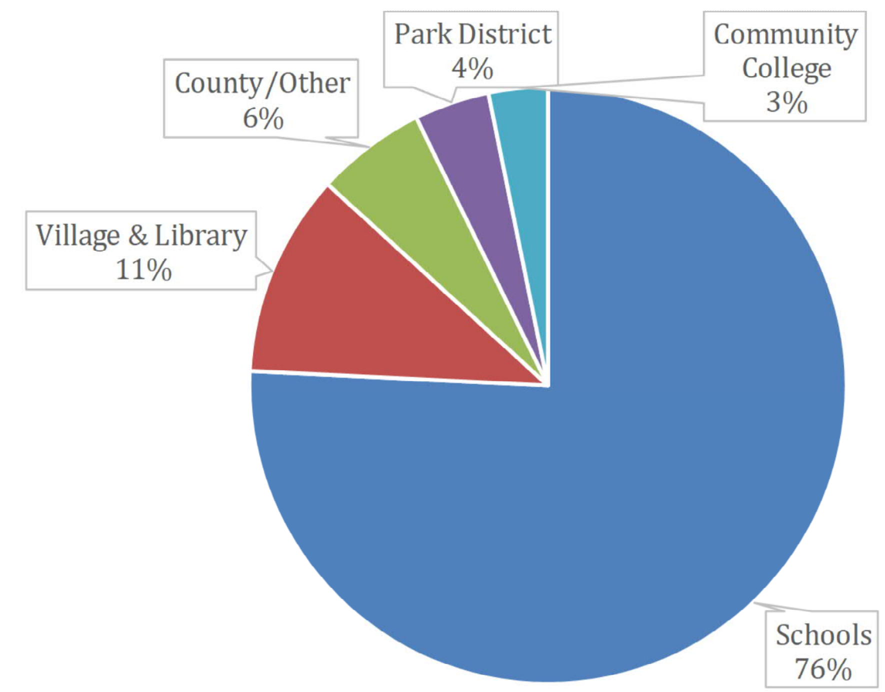
THE PROPERTY TAX DOLLAR BILL

Only 7 cents of every property tax dollar goes to the Village of Glen Ellyn. 93 cents of every dollar go to other taxing bodies

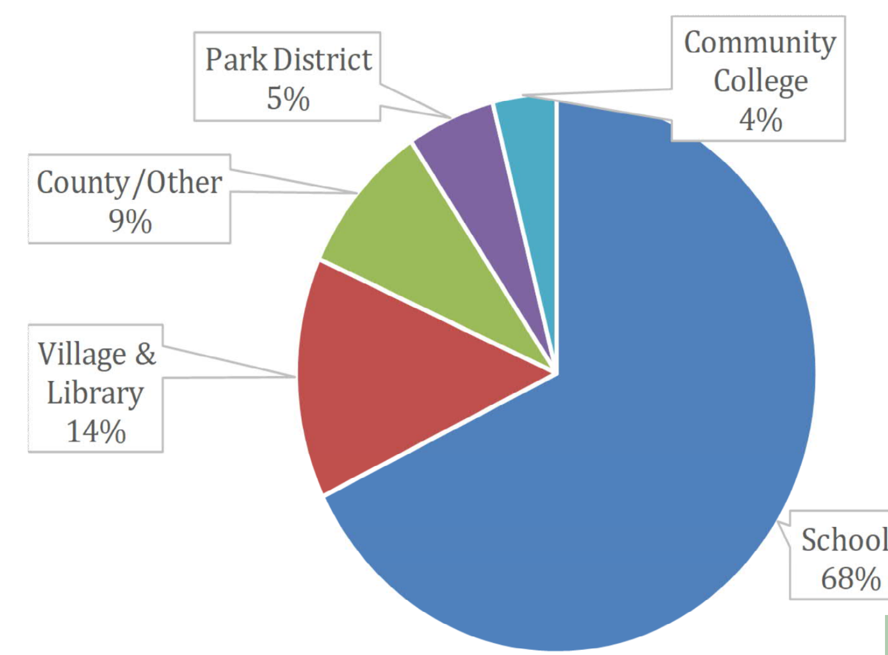
COMPARING PROPERTY TAXES

Peer Comparison of Property Tax Pie

Glen Ellyn 2018



Average of 11 Peers 2018



Source: 2017 tax levy (received by Glen Ellyn in 2018). Historical data is from prior Scorecards.

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REVENUES

The Scorecard focuses on the Government Funds of the Village. Government Funds account for some of the key functions of the Village including police, administration, community development, infrastructure repair and replacement, and debt service. Government funds rely primarily on tax revenues to fund expenditures. Given this concentration of taxes, the Scorecard emphasizes review of the government funds revenues.

The charts at the right Illustrate that Glen Ellyn is in the middle of the group in size of its governmental funds. The graph at the bottom highlights the growth rate of the governmental funds from the prior scorecard. Glen Ellyn's government fund revenues grew 2.4% over 4 years. In 2014, Glen Ellyn began collecting a Fire Service Fee on the Village Services Bill. In 2017, the Village added a capital component to the Fire Services Fee. The fee goes to support the operations of the Glen Ellyn Volunteer Fire Company, including supporting major vehicle and building needs. In 2017, the Fire Service Fee generated $807,000.

Government Fund — *A fund used to account for the governmental activities, including the acquisition or construction of governmental capital assets (streets, sidewalks, buildings), and the* servicing of general long term debt. Typically, governmental funds derive some or all of their revenue from taxes.

Government Funds of the Village of Glen Ellyn

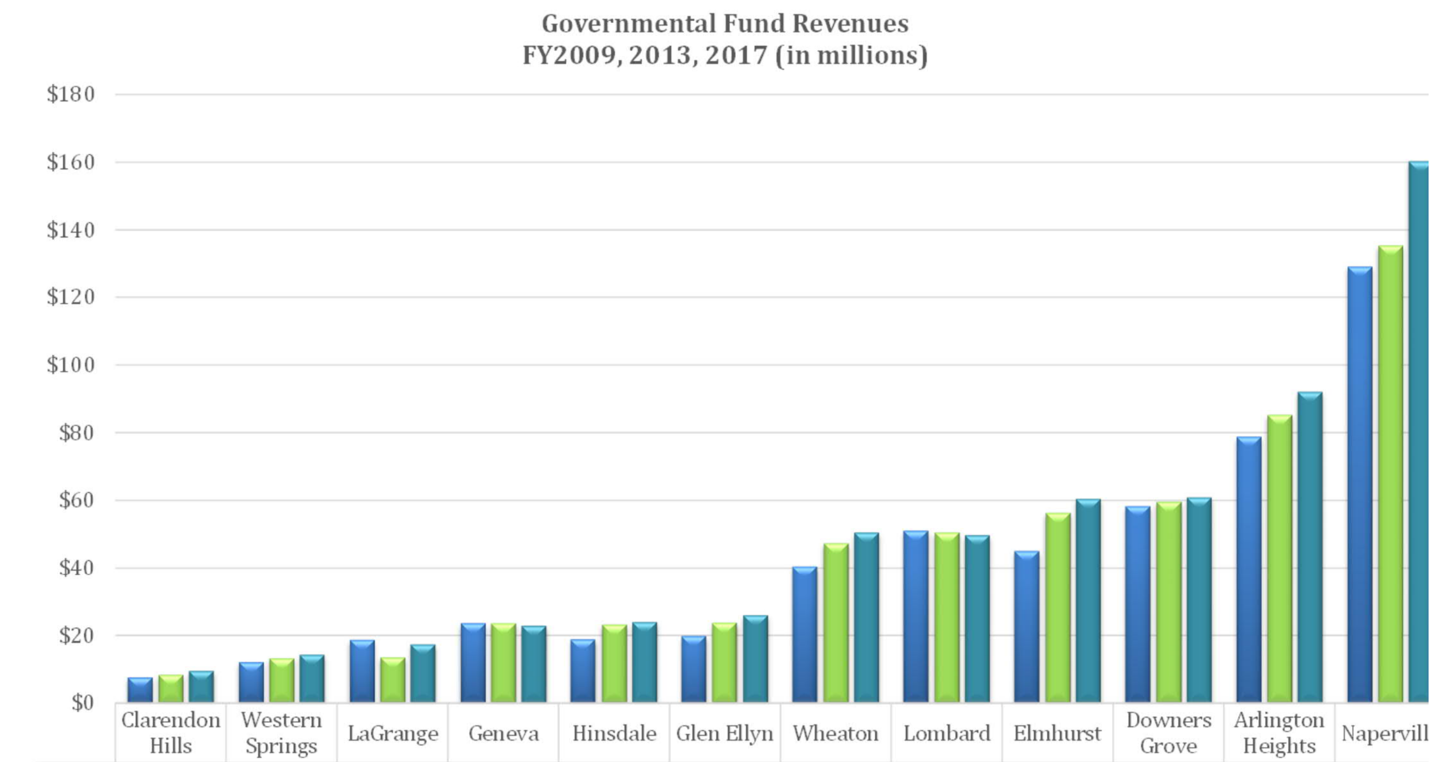
- General Fund
- Debt Service Fund
- Capital Projects Fund
- Corporate Reserve Fund
- Motor Fuel Tax Fund
- Fire Services Fund
- TIF Funds
- Forfeiture Fund
- Facilities Maintenance Reserve Fund

The chart below illustrates key revenues Glen Ellyn and each of the benchmark communities. These revenue sources below comprise 70% of all of the governmental fund revenues for Glen Ellyn.

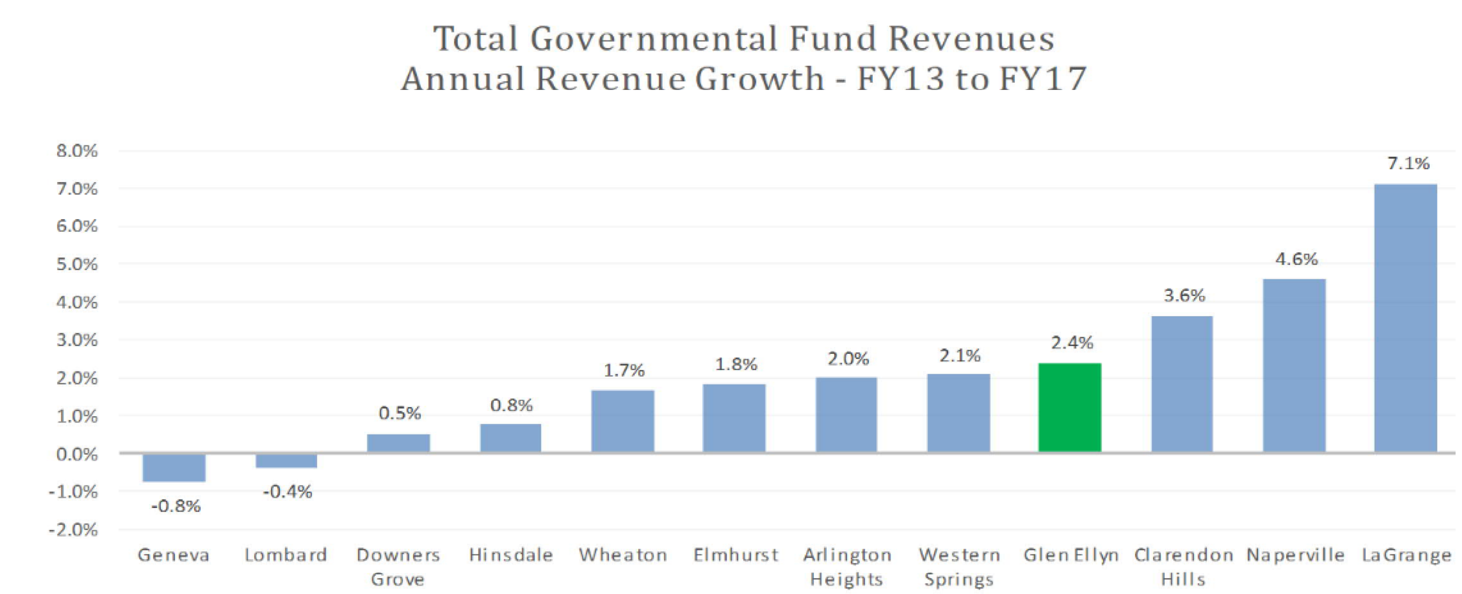
	Home Rule	Local Home Rule or Non-Home Rule Sales Tax	Utility Tax - Telecom	Utility Tax - Electric	Utility Tax - Gas	Motor Fuel Tax	Local Motor Fuel Tax	Food & Beverage Tax	Real Estate Transfer Tax
Arlington Heights	Y	1.00%	6.00%	$ 0.610	$ 0.500	X		1.25%	$3.00
Clarendon Hills	N		6.00%	$ 0.610	5.00%	X		1.00%	
Downers Grove	Y	1.00%	6.00%	3.50%	$0.015	X	$ 0.015	1.00%	
Elmhurst	Y	1.00%	6.00%	$ 0.546	$0.015	X	$ 0.015	1.00%	$1.50
Geneva	N	1.00%	6.00%	$ 0.002	5.00%	X			
Glen Ellyn	Y	1.25%	6.00%	$ 0.552	$ 0.020	X		1.50%	$3.00
Hinsdale	N	1.00%	6.00%	$ 0.610	5.00%	X		1.00%	
LaGrange	N	1.00%	6.00%	5.00%	5.00%	X			
Lombard	N	1.00%	6.00%	$ 0.610	5.00%	X		2.00%	
Naperville	Y	0.75%	6.00%	$ 0.522	$ 0.040	X	$0.04	1.00%	$1.50
Western Springs	N		6.00%	$ 0.564	5.00%	X			
Wheaton	Y	1.00%	6.00%	$ 0.610	$0.030	X			$2.50

Note: Glen Ellyn raised the home rule rate from 1.00% to 1.25% in July 2018. A food and beverage tax became effective in Glen Ellyn in March 2019.

Total Governmental Fund Revenues



	Clarendon Hills	Western Springs	LaGrange	Geneva	Hinsdale	Glen Ellyn	Wheaton	Lombard	Elmhurst	Downers Grove	Arlington Heights	Napervill
2009	$7.6	$12.1	$18.7	$23.6	$18.8	$19.8	$40.5	$51.1	$45.1	$58.3	$78.8	$129.2
2013	$8.4	$13.3	$13.5	$23.6	$23.3	$23.8	$47.4	$50.6	$56.4	$59.7	$85.3	$135.5
2017	$9.6	$14.4	$17.4	$22.9	$24.0	$26.1	$50.6	$49.8	$60.5	$61.0	$92.1	$160.3



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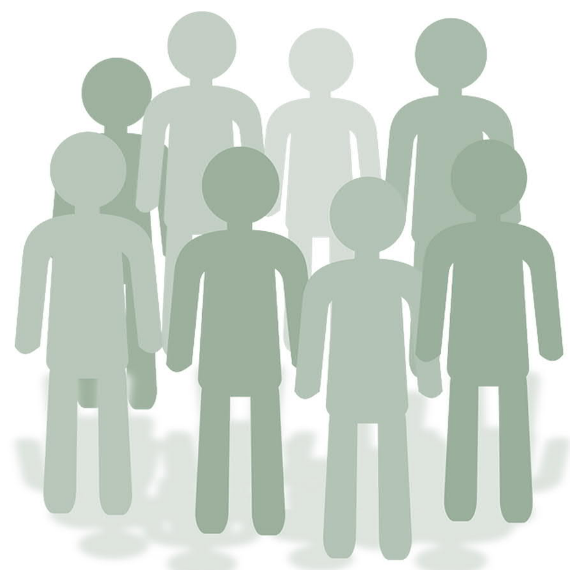
ANALYZING GOVERNMENT FUND REVENUES

Revenues can be analyzed in several different ways. This Scorecard looks at two main components, per capita revenues and concentration of revenue. The graphs on the next page highlight these to methods as they are applied to property taxes.

Per Capita

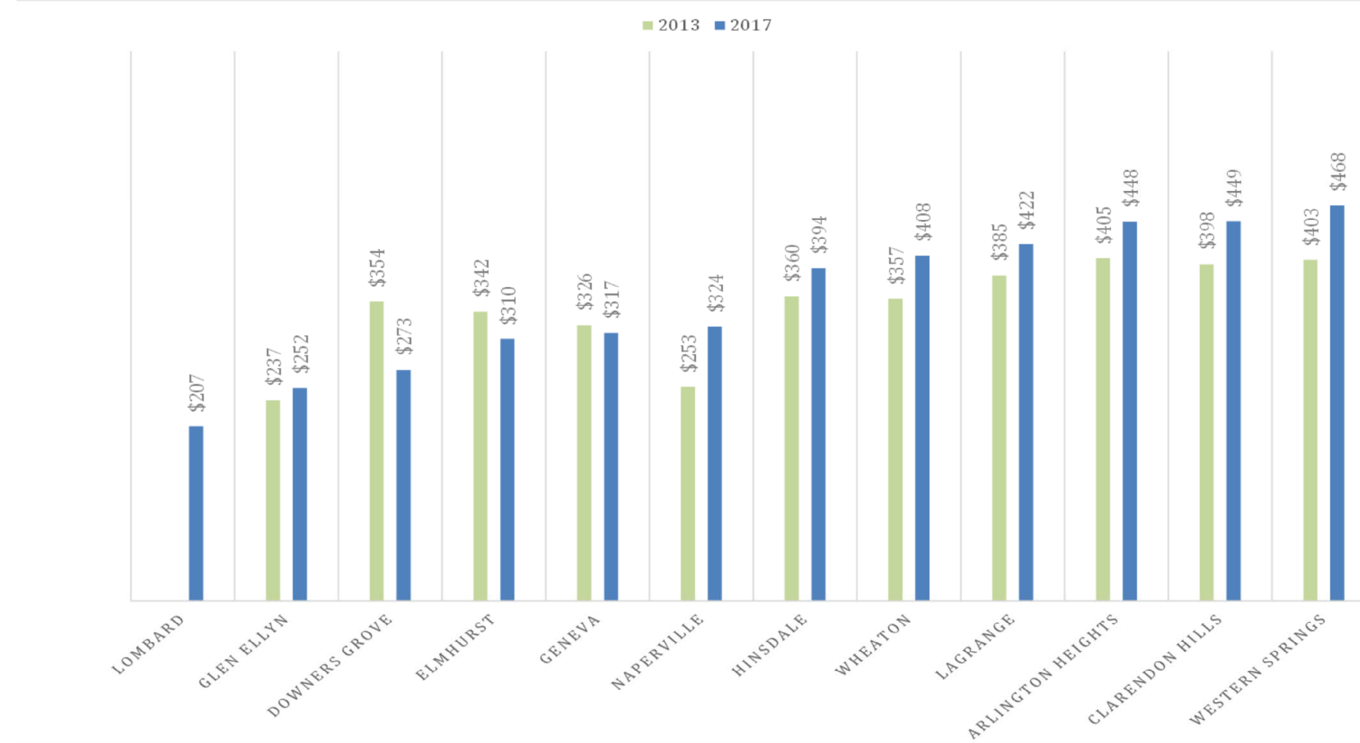
Examining revenues on a per capita basis attempts to compare communities that differ in population size. Naperville, with a population of almost 150,000 is much different in size than Glen Ellyn with a population of almost 28,000.



Concentration

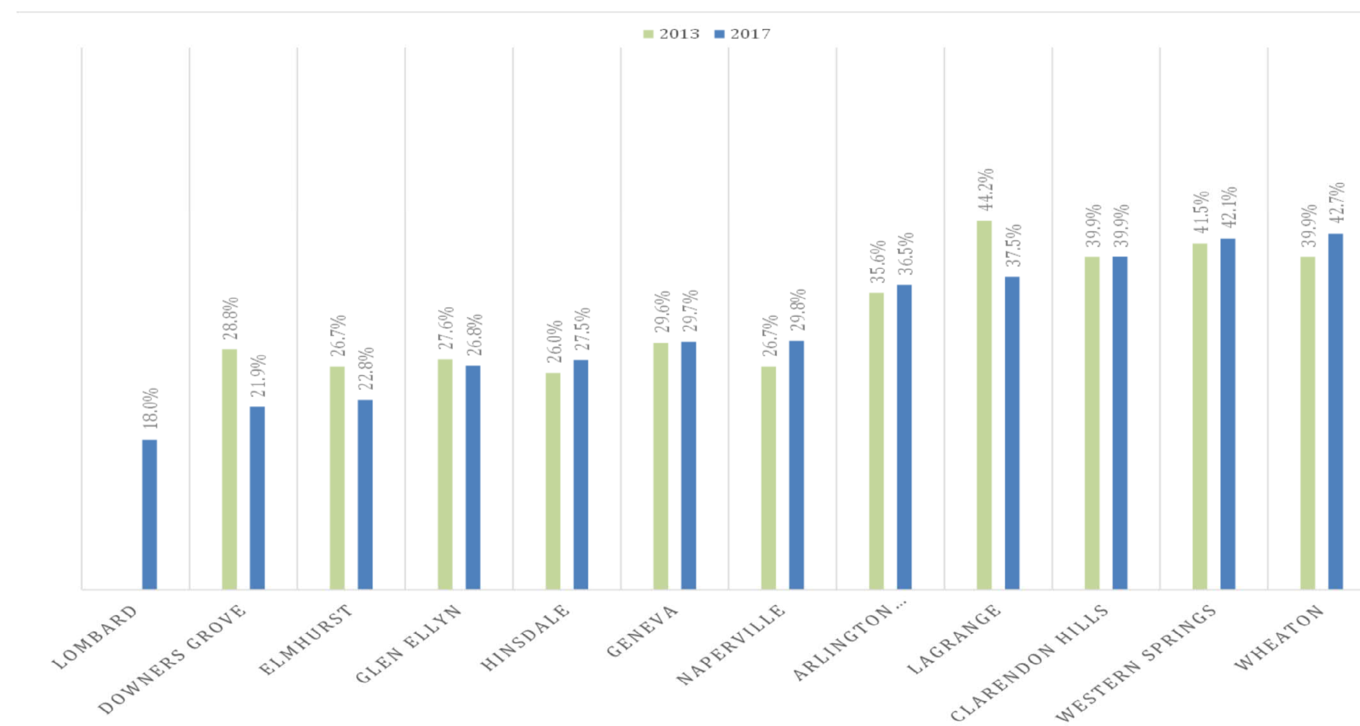
Comparing concentrations of revenues can determine how reliant a community is on a particular revenue source. In this Scorecard, the concentration is expressed as a percentage of governmental fund revenues.

Village Property Taxes Per Capita, 2013 and 2017



Glen Ellyn's reliance on property taxes has decreased. Glen Ellyn is on the low end for property taxes as Glen Ellyn has no *fi*re property tax levy due to its volunteer *fi*re model.

Property Taxes as a % of Government Fund Revenue, 2013 & 2017

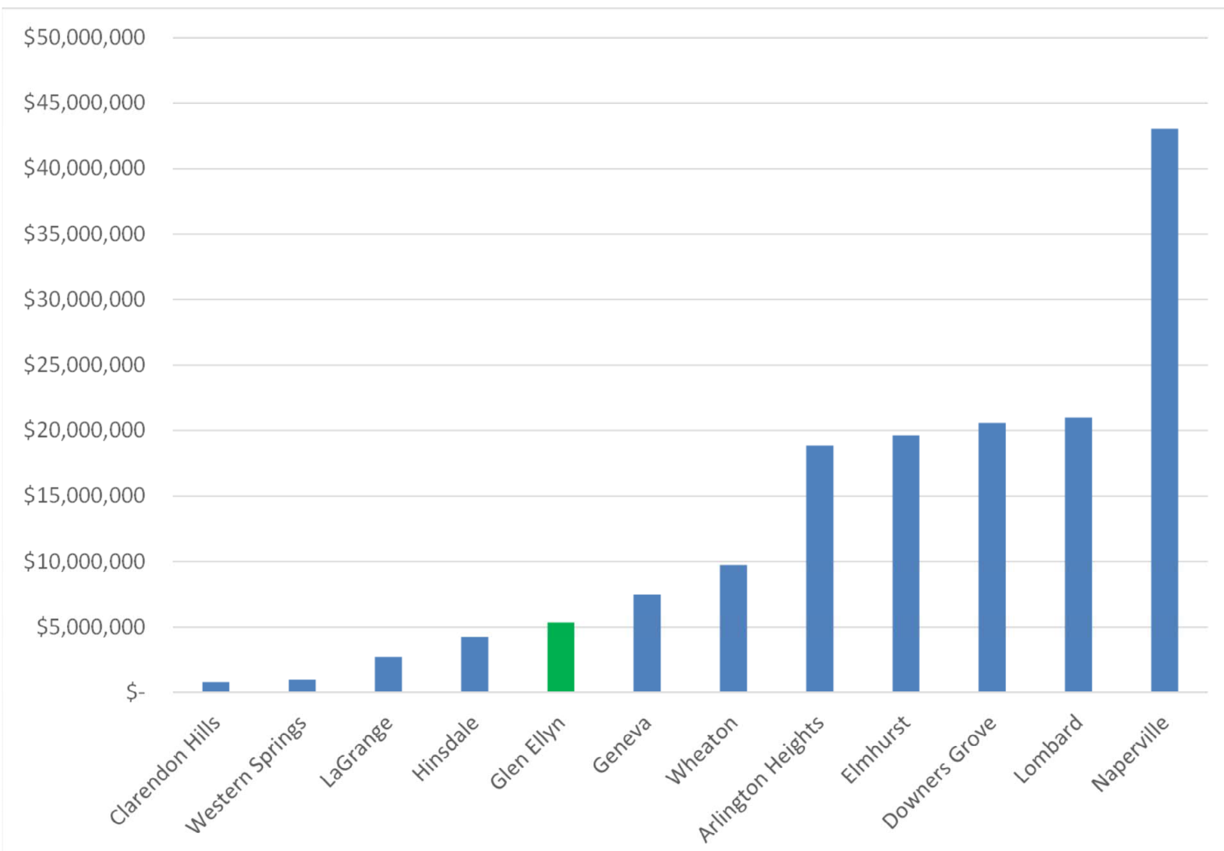


Source: Comprehensive Annual Financial Reports

COMBINED STATE AND LOCAL SALES TAX

Each municipality receives 1% of all sales that occur within their jurisdiction as state sales tax revenue. Each community also has the ability to pass its own local sales tax, known as either a home rule or non-home rule sales tax. Both of these revenues are collected by the State of Illinois and remitted to the municipalities monthly.

Combined State and Local Sales Tax Revenues by Community, 2017



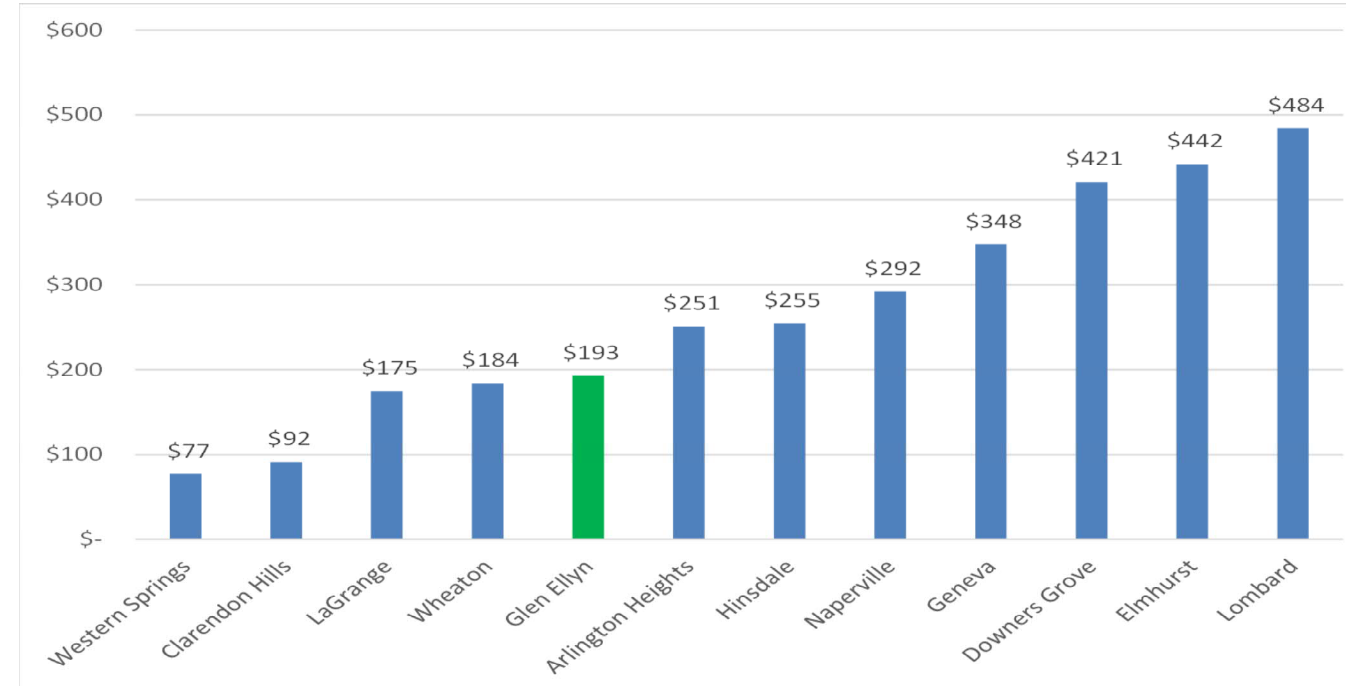
Source: Comprehensive Annual Financial Reports

Combined State and Local Sales Tax Rate by Community, 2017

Arlington Heights	Clarendon Hills	Downers Grove	Elmhurst	Geneva	Glen Ellyn	Hinsdale	LaGrange	Lombard	Naperville	Western Springs	Wheaton
2.00%	1.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	1.75%	1.00%	2.00%

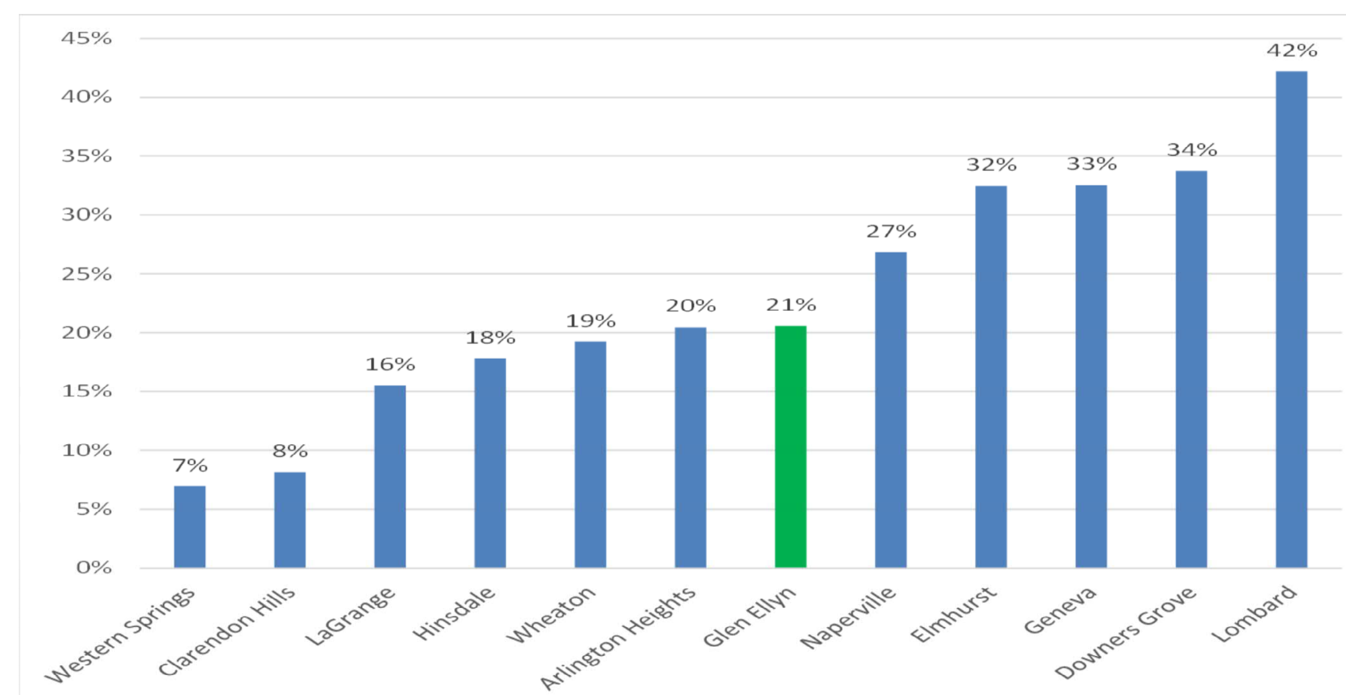
Source: Illinois Department of Revenue

Sales and Local Sales Tax Revenue per Capita, 2017



Glen Ellyn is on the lower end of sales tax per capita. A higher retail component would increase Glen Ellyn's sales tax revenues.

Sales and Local Sales Tax as a % of Total Governmental Revenues, 2017



Source: Comprehensive Annual Financial Reports

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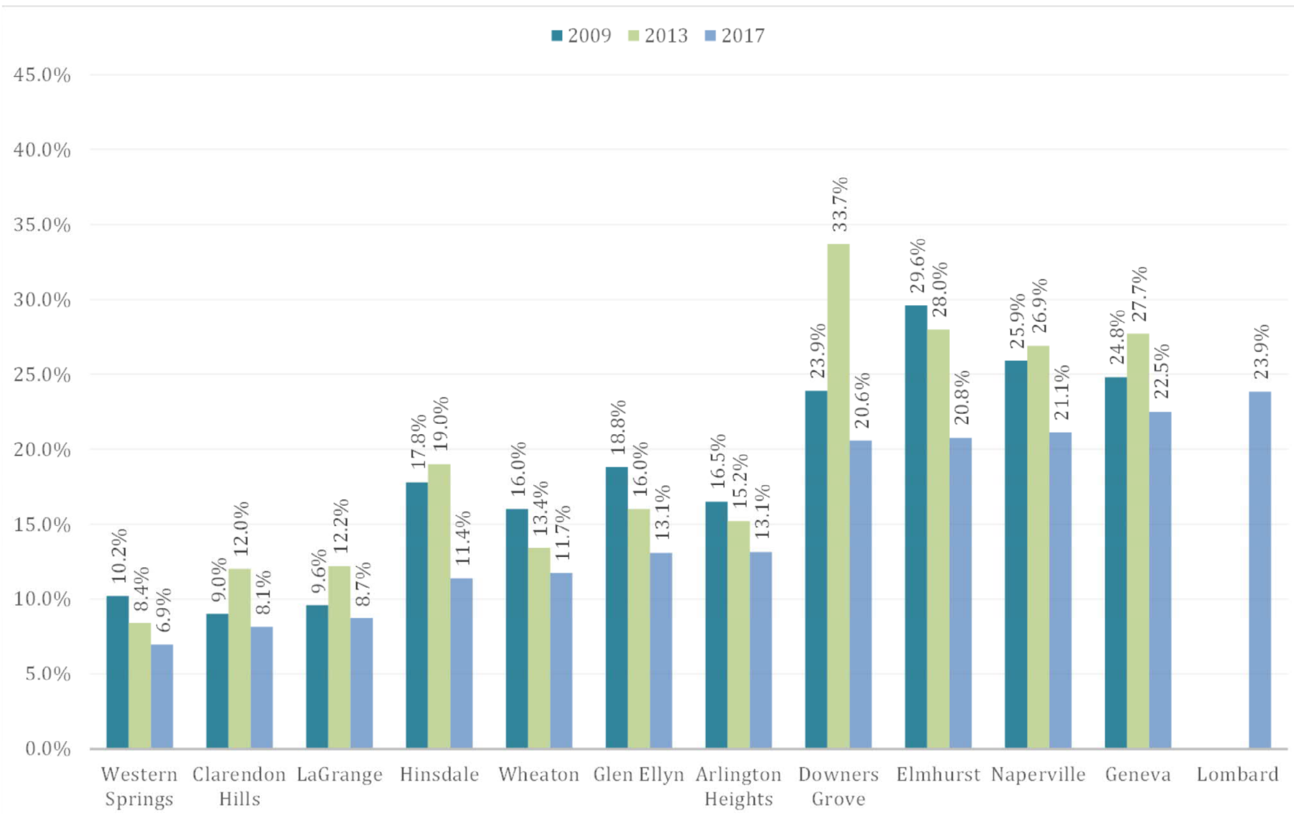
SALES TAXES

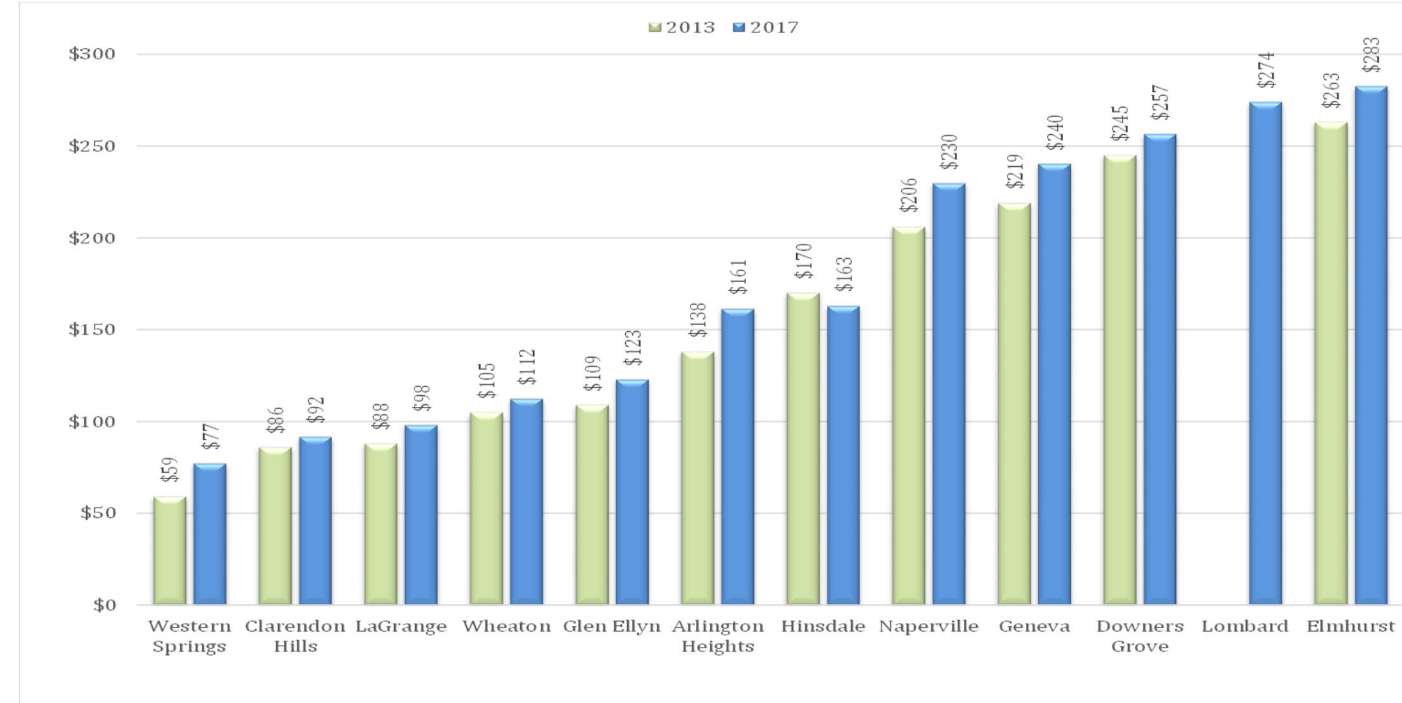
Each municipality receives 1% of all sales that occur within their jurisdiction as sales tax revenue. This revenue is collected by the State of Illinois and remitted to the municipalities monthly.

Concentration of Sales Taxes, 2009, 2013, 2017



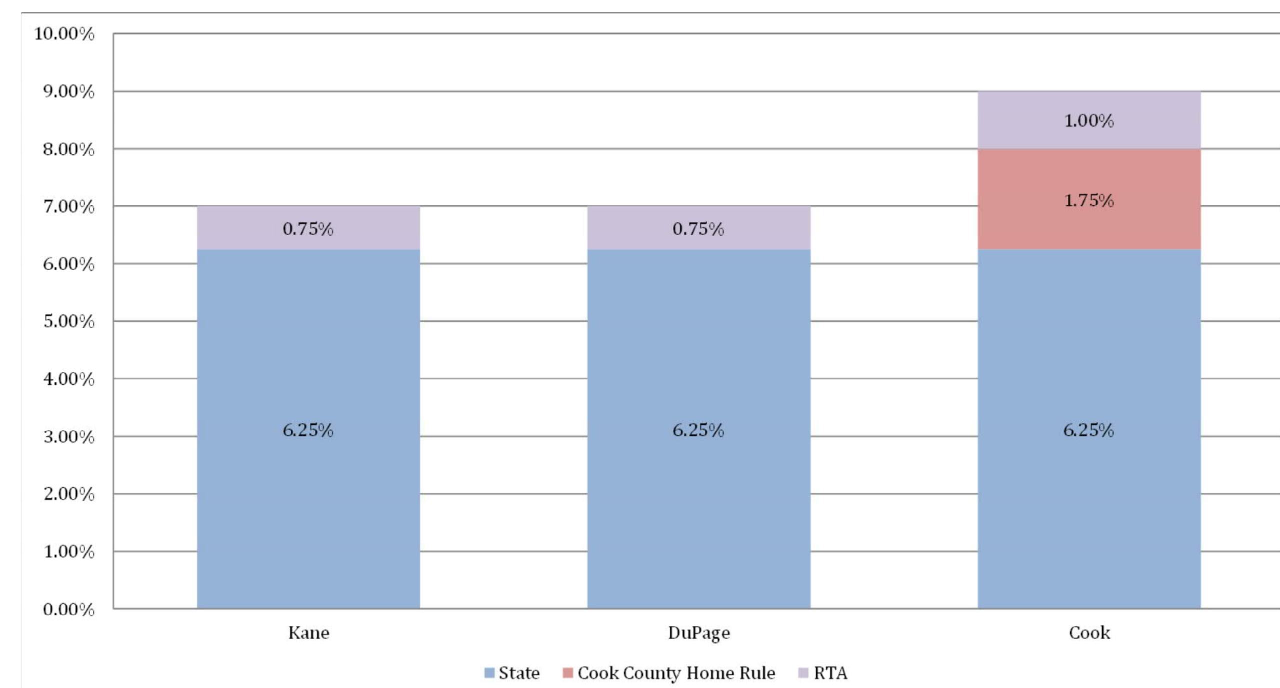
In the years following the recession, many communities enacted a local home rule sales tax. This reduced communities' reliance upon sales tax. Glen Ellyn is less concentrated in sales tax than other communities that have a larger retail footprint. This is a detriment to Glen Ellyn in economic booms, but also harms Glen Ellyn less during times of recession.

Sales Taxes Per Capita, 2013 and 2017



Glen Ellyn is on the lower end of sales tax per capita. A higher retail component would increase Glen Ellyn's sales tax revenues.

Total Sales Tax Rate by County



Source: Comprehensive Annual Financial Reports

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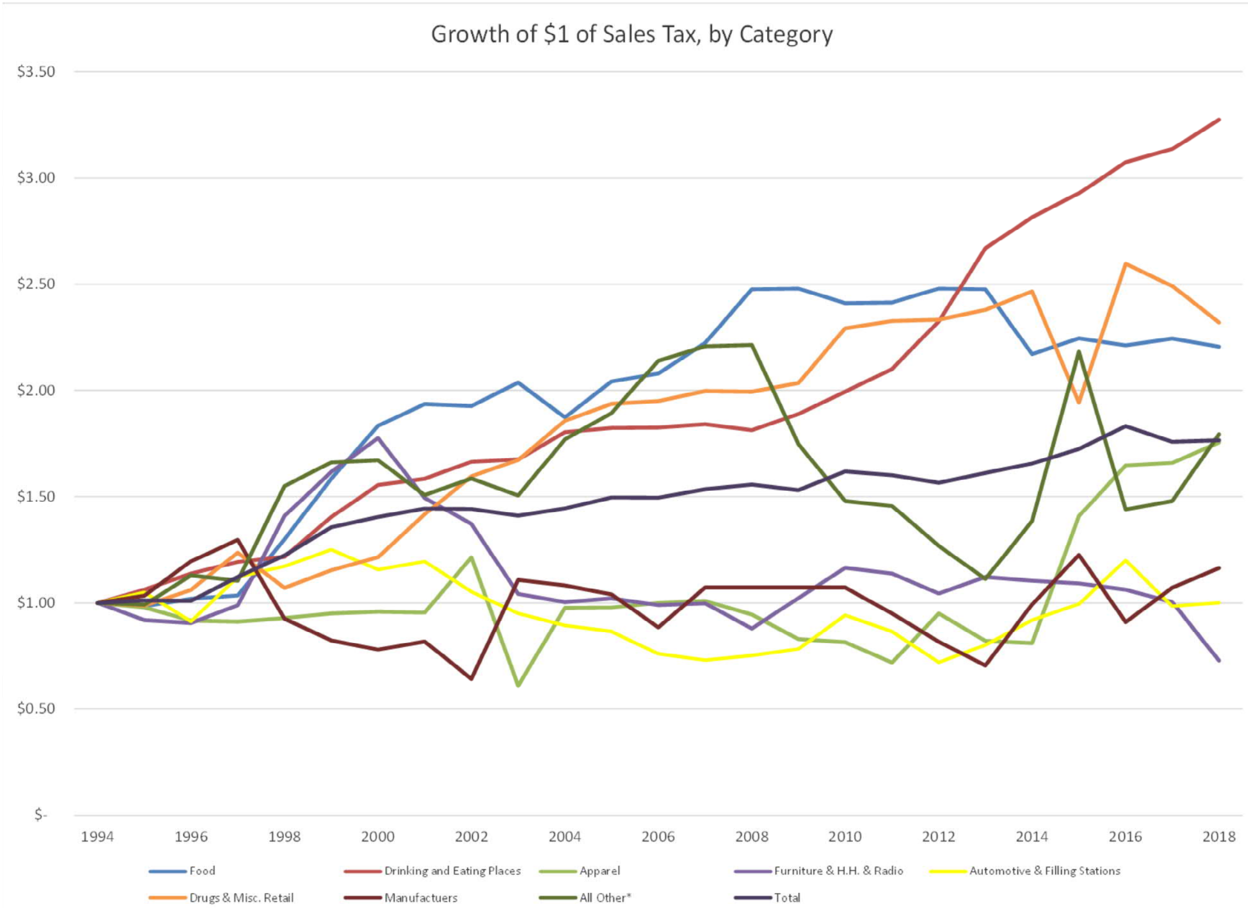
SALES TAX GROWTH

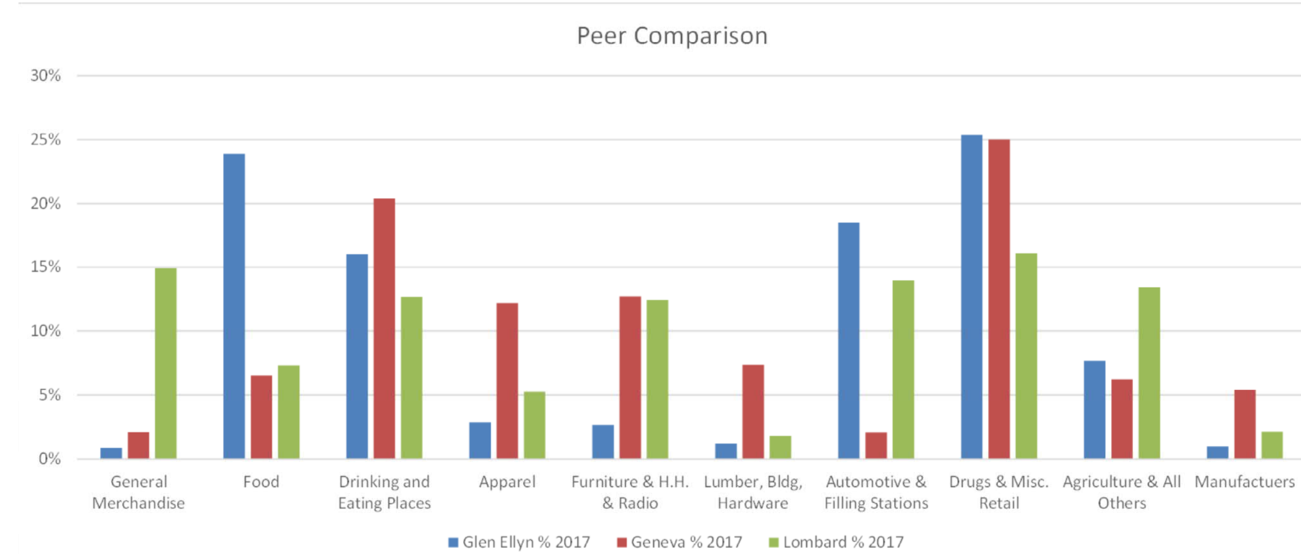
Glen Ellyn Growth of $1 of Sales Tax 1994—2018



The largest sector of growth in Glen Ellyn has been in Drinking & Eating Places.

COMPARING SALES TAX SECTORS

Peer Comparison of Sales Tax Sectors



Glen Ellyn has a high concentration of sales tax from Food (Groceries) compared to peer communities.

The peer comparison above highlights the differences between Glen Ellyn and two of the peer communities. Geneva is one of the peer communities considered most like Glen Ellyn, having a larger residential component. Geneva is ahead of Glen Ellyn in the Drinking and Eating Places category. Geneva has been leading Glen Ellyn in attracting restaurants, but many successful Geneva restaurants have opened a second location in Glen Ellyn. Lombard is perhaps the peer community most unlike Glen Ellyn. Lombard has a large commercial component. Lombard has a high percentage of its sales tax coming from General Merchandise. Glen Ellyn is unique in that a high concentration of sales taxes comes from Food (i.e. groceries). Neither Lombard or Geneva have a Trader Joe's which is a sought after grocer.

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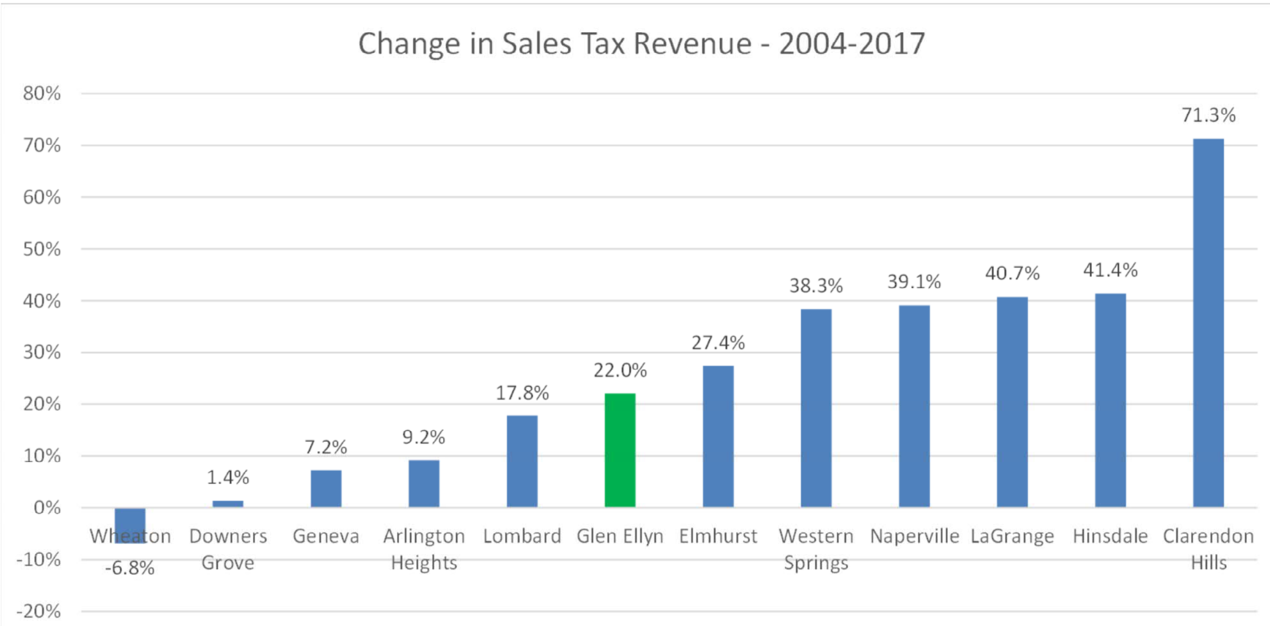
SALES TAX GROWTH

Change in Sales Tax Revenue



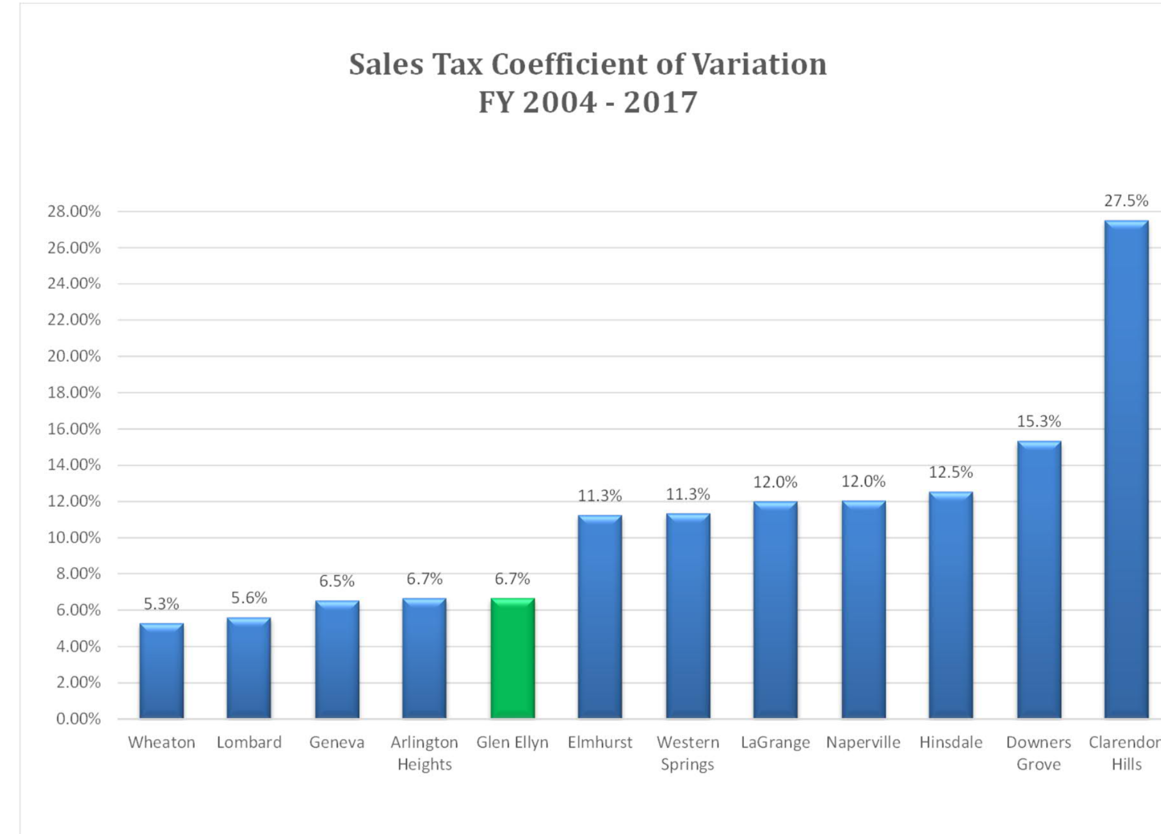
Source: Sales tax data from the Illinois Department of Revenue

The changes in s ales tax revenue for Glen Ellyn correlates to the change in inflation from 2004 to 2017. The Village is in the middle of the peer group in sales tax revenue growth.

Nationally, inflation grew 29.8% from 2004 to 2017. An item purchased for $1.00 in 2004 would cost $1.30 in 2017.

COMPARING SALES TAX SECTORS

Coefficient of Variation - Sales Tax Revenue



Source: Sales tax data from the Illinois Department of Revenue

Coefficient of Variation measures the precision or repeatability of a series of numbers.

The coefficient of variation provides some context as to the volatility to the sales tax revenue streams. A value of zero (0%) would indicate no volatility. As indicated above, Glen Ellyn is in the low to middle range on the coefficient of variation. Glen Ellyn's largest sales tax sector is food, which decreases the volatility in sales taxes.

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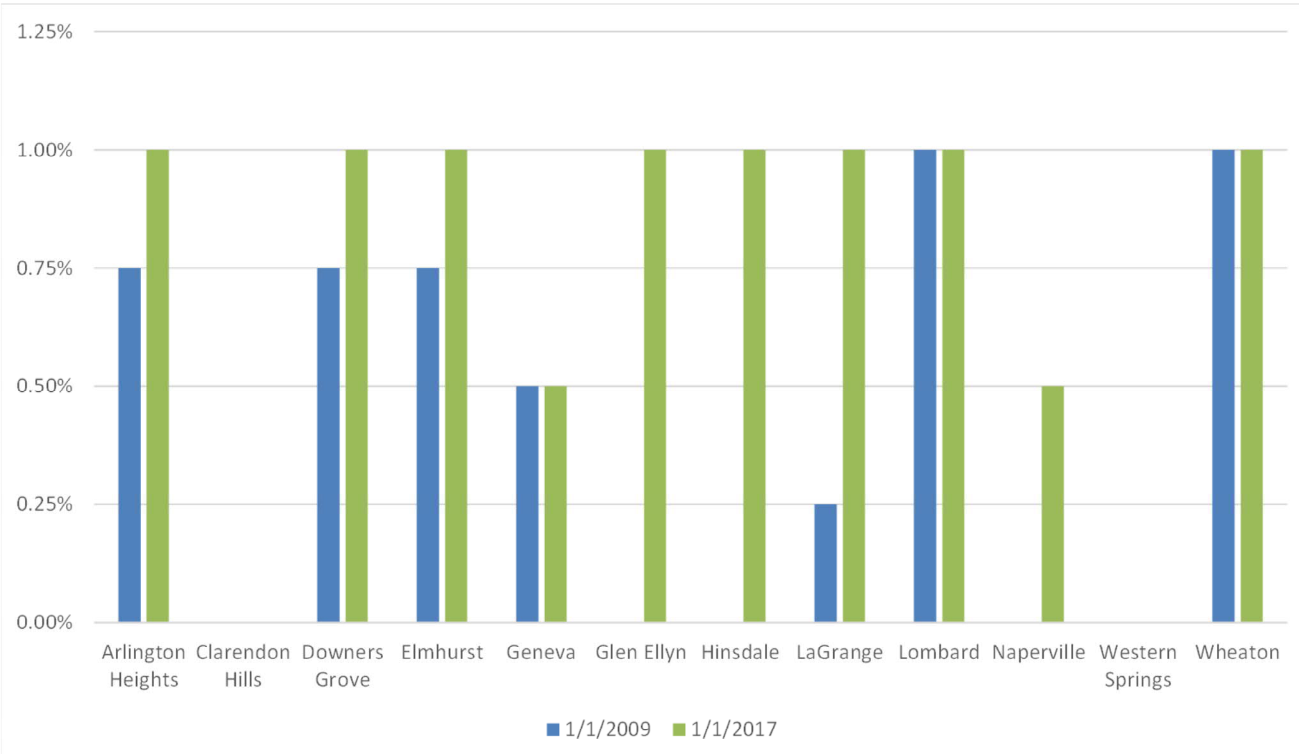
Home Rule and Non Home Rule Sales Tax Rate—2009 and 2017



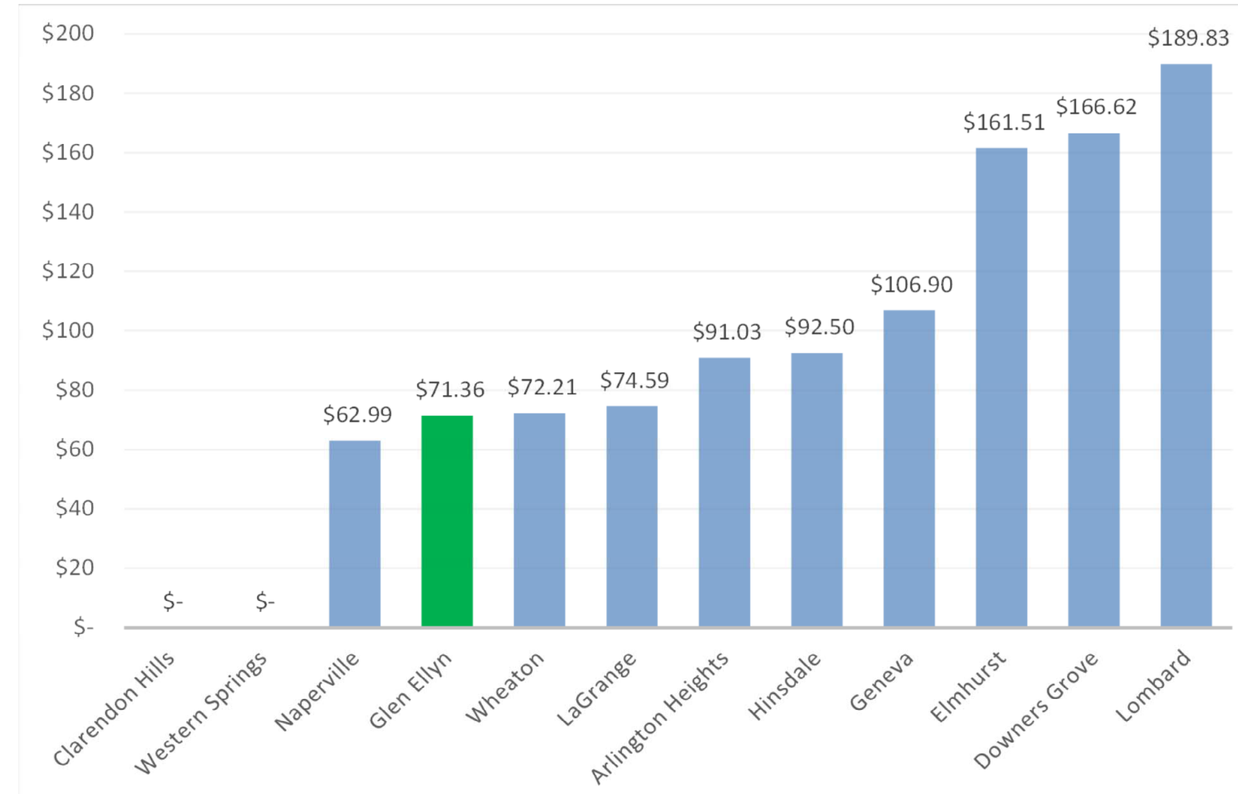
Source: Sales tax data from the Illinois Department of Revenue

Glen Ellyn implemented a Home Rule Sales Tax in July 2009 of 1.00% in response to the economic recession. In the time period following the recession, many communities implemented or increased their home rule or non-home rule sales tax rate. The main difference between a Home Rule and Non-Home Rule Sales Tax is that a Non-Home Rule Sales Tax must be approved by the voters of Non-Home Rule communities.

Many of the peer communities began or increased their local sales tax rate between 2009 and 2017.

LOCAL SALES TAX

Home Rule and Non Home Rule Sales Tax per Capita, 2017



Source: Sales tax data from the Illinois Department of Revenue

The Glen Ellyn Village Board increased the home rule sales tax rate in July 2018 to 1.25%. The rate was increased in response to reductions in revenue from the State of Illinois. Glen Ellyn's 2019 unaudited home rule sales tax per capita is $91.22.

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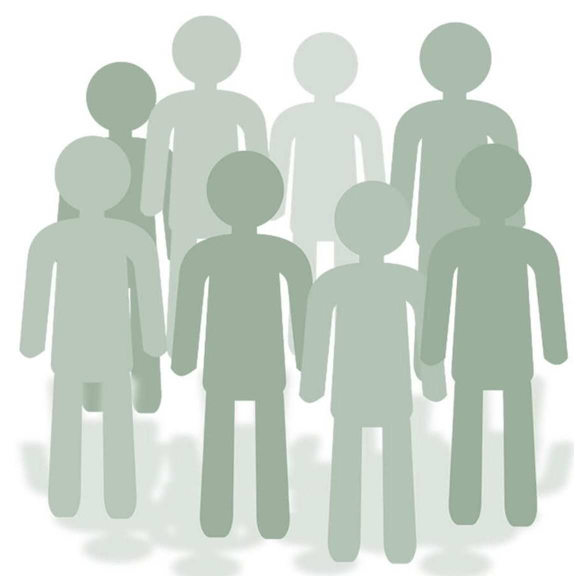
ANALYZING GOVERNMENT FUND EXPENDITURES

Expenditures can be analyzed in several different ways. This Scorecard looks at two main components, per capita and concentration.

Per Capita

Examining expenditures on a per capita basis attempts to compare communities that differ in population size. Naperville, with a population of almost 150,000 is much different in size than Glen Ellyn with a population of almost 28,000. Per capita comparisons can sometimes be misleading. Take the comparison of Rosemont (population 4,169) but has a police force of 80 to Glen Ellyn (population 27,767) with a police force of 39. The large commercial presence in Rosemont requires a greater police force. However, a mere per capita comparison would show Glen Ellyn as favorable and Rosemont as unfavorable in this scenario.



Concentration

Expenditures are also compared by concentration. Concentration refers to what percent of resources is concentrated in a particular department or activity.

Government Fund Expenditure Categories

Government expenditures include some of the key services for the community. Government expenditures do not include expenditures related to water and sewer service, refuse delivery, public parking, or recreation/culture. The main categories covered by this report are outlined below.

Category	Key Services Included
General Government	Village management, finance, human resources, information technology, legal, community development, and building maintenance
Police	Police service (both sworn and nonsworn)
Fire	Fire and Emergency Medical Services (EMS)
Public Works	Street maintenance, forestry, and snow removal
Capital outlay	Street construction and resurfacing, building construction, bridges, paths, and other additions or improvements to governmental assets
Debt Service	Principal and interest payment associated with governmental debt. This does not include debt related to enterprise activities such as water/sewer, electric service, or golf courses.

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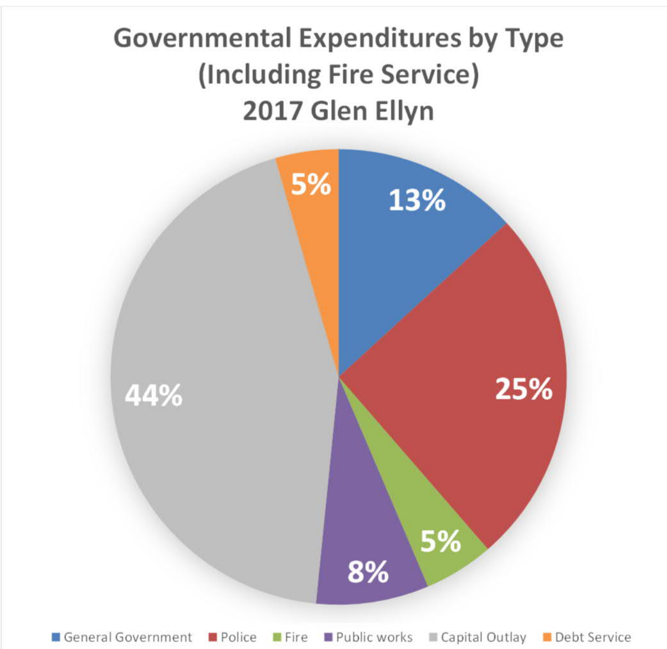
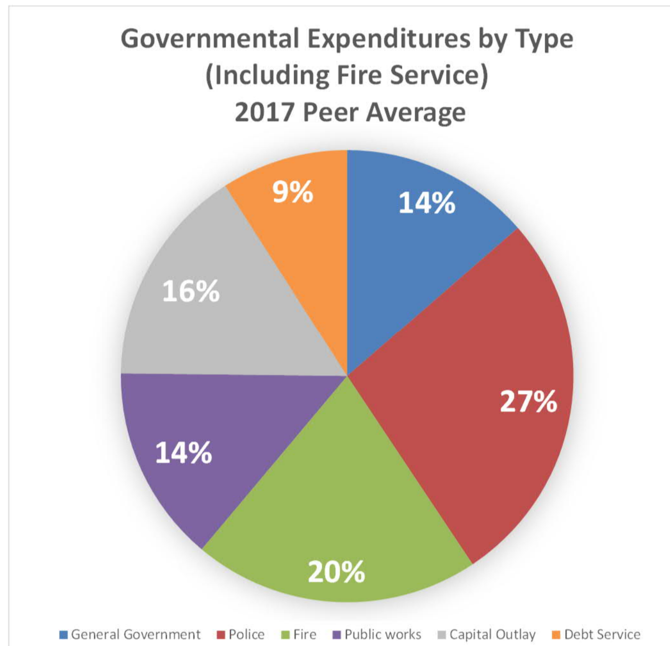
CONCENTRATION OF GOVERNMENT EXPENDITURES

Glen Ellyn is unique from most of the peer communities in that it has a Volunteer Fire Company. Clarendon Hills has a part-time fire department. This makes concentration comparisons challenging as the comparisons must be looked at both with Fire Service and without Fire Service. Also, in 2017, the Village of Glen Ellyn completed its new police station building, which spiked capital expenditures. Therefore, concentrations are also reviewed without capital expenditures to attempt to provide a meaningful comparison.

Government Expenditures by Type (Including Fire)





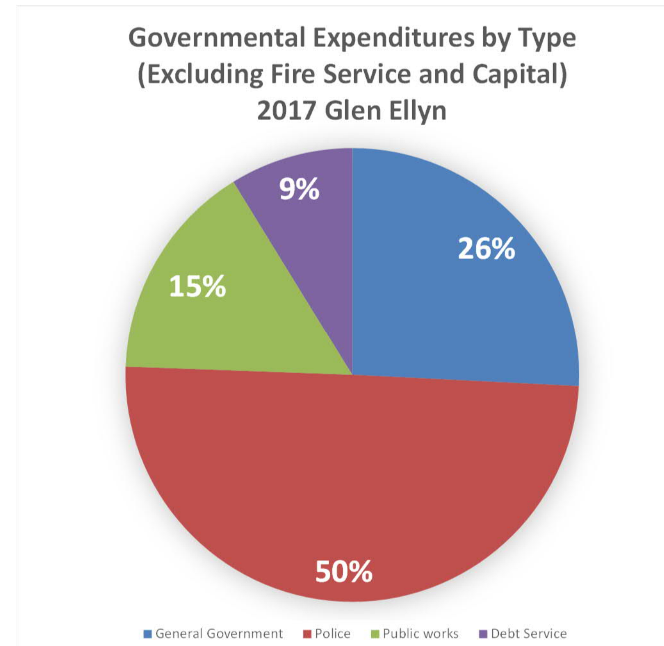
Glen Ellyn is set apart from its peers by its Volunteer Fire Company.

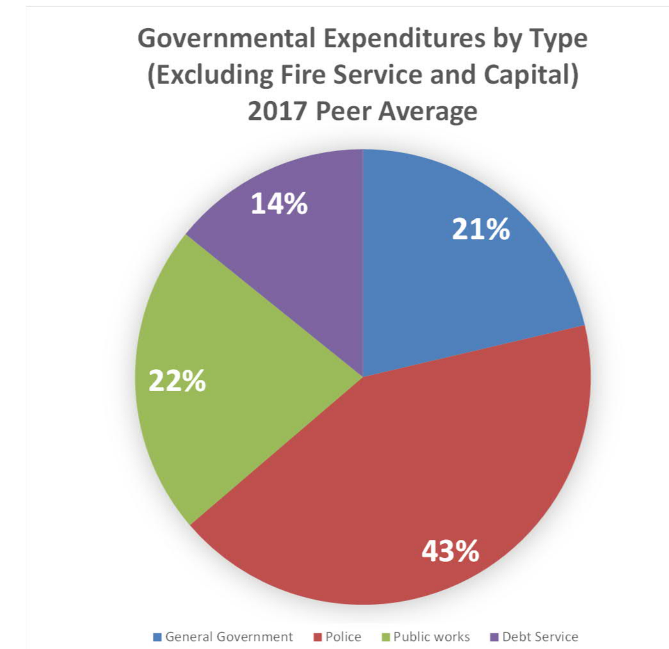
The average of fire spending in all of the communities surveyed was $10 million. Glen Ellyn spent $1.6 million on fire and EMS services in 2017. The volunteer model of the Glen Ellyn Fire Company provides savings to the taxpayer by reducing the salary and pension costs associated with a full-time career fire department. The pie charts above depict that the peer community average is to spend 20% of the annual budget on the fire department. Glen Ellyn spends 5% of its annual budget on its fire department.

Source: Comprehensive Annual Financial Reports.

For the year reviewed (2017), there are two distinctions that made Glen Ellyn unique from the peer communities. As mentioned earlier, Glen Ellyn does not have a full-time fire department. Also, in 2017, Glen Ellyn built a new police station which increased capital outlay expenditures from a typical year. Therefore, the comparison below removes both fire and capital outlay expenditures. As is noted above, Glen Ellyn has less debt than its peers, but spends more on police and general government and less on public works than its peers. The following pages explore each category in further detail.

Government Expenditures by Type (Excluding Fire and Capital)





What is a Benchmark?

A data point which permit comparison.

Why do we Benchmark?

To determine how and why we are similar or different and to make meaningful decisions in light of that information.

Source: Comprehensive Annual Financial Reports.

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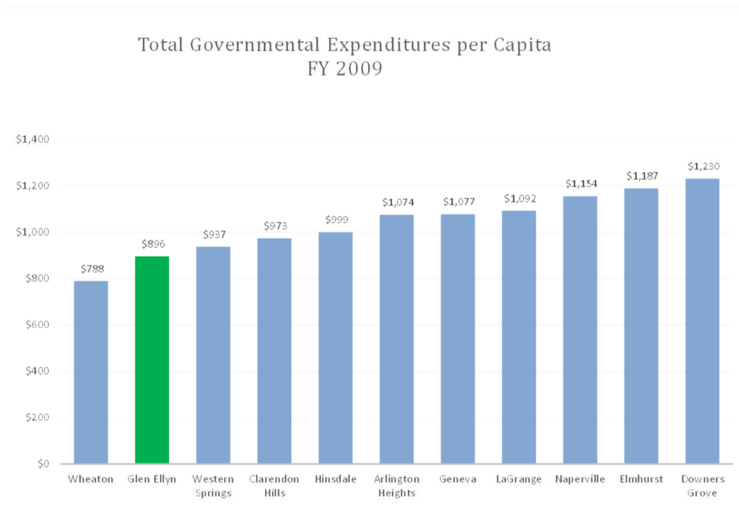
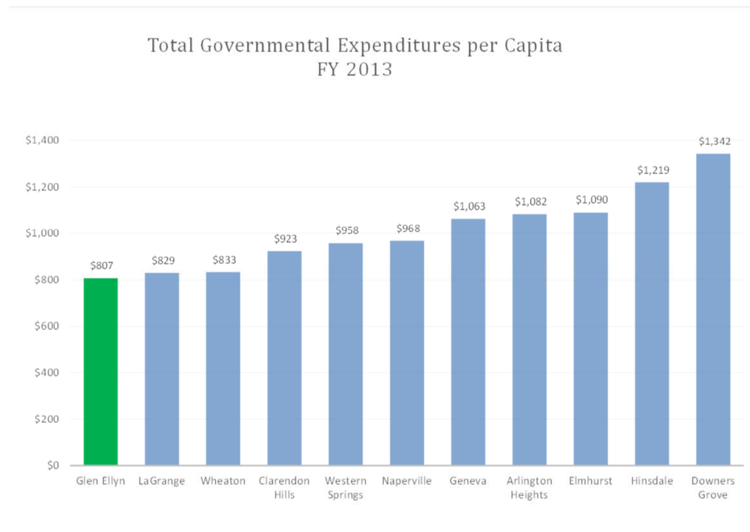
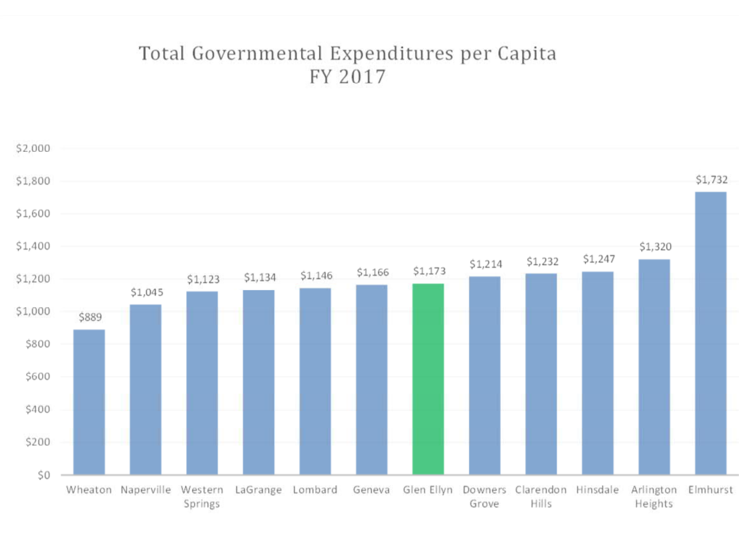
GOVERNMENT EXPENDITURES PER CAPITA

Reviewing expenditures per capita attempts to remove variation caused by size of the community. It is not possible to remove variation caused by different service level expectations of the community or inherent attributes of the community.

All Government Expenditures per Capita (Including Fire and Capital)





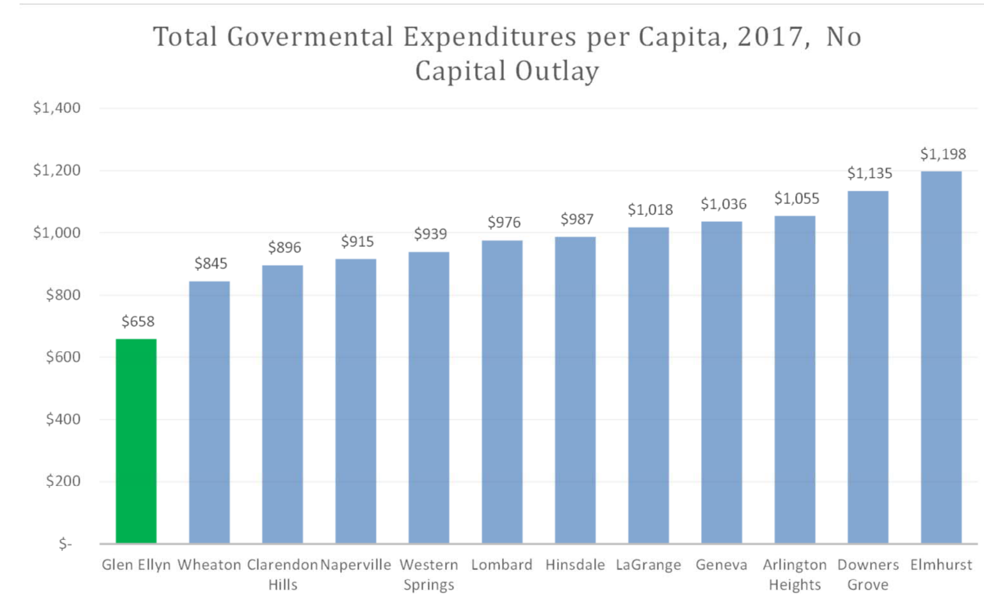


These charts depict the change in governmental expenditures per capita over the current and past scorecards. The FY2017 per capita for Glen Ellyn increased due to the $7.6 million spent in FY2017 to construct the new police station. That equates to an increase of $273.71 per capita and would place Glen Ellyn at $900 per capita if removed, putting Glen Ellyn just above Wheaton in 2017.

Glen Ellyn is on the low end of the per capita spending due to the volunteer fire model that it uses. The following pages look at each area of governmental expenditures (police, public works, general government/administration) to determine how Glen Ellyn compares on a departmental basis.

Source: Comprehensive Annual Financial Reports.

Government Expenditures per Capita (Excluding Capital)



Source: Comprehensive Annual Financial Reports.

POLICE STATION

Glen Ellyn built a new police station, which was completed in 2017. The new station provided additional space as the department had outgrown the Civic Center. The new station is also safer and has modern technology needed for operations. The completion of the station increased capital expenditures in 2017. The total cost of the police station was $13.5 million., split between 2016 and 2017. In 2017, $7.6 million of project costs were expended. Other similar municipal projects include Carol Stream's $15.3 million Village Hall reconstruction, Bartlett's $16.2 million new police station or Oswego's $32 million police station.

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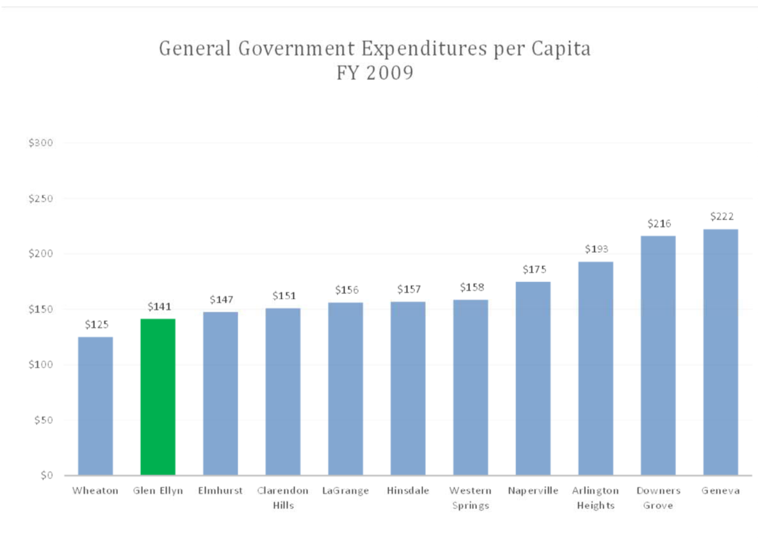
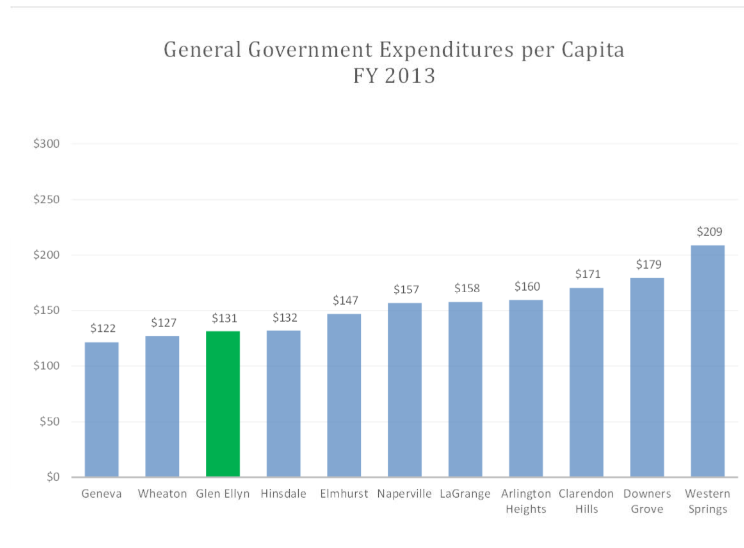
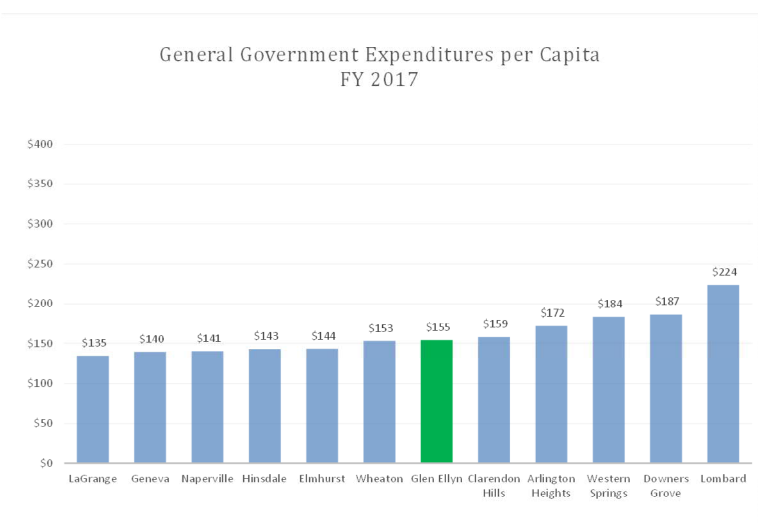
GENERAL GOVERNMENT EXPENDITURES PER CAPITA

Reviewing expenditures per capita attempts to remove variation caused by size of the community. It is not possible to remove variation caused by different service level expectations of the community or inherent attributes of the community.

General Government Expenditures per Capita





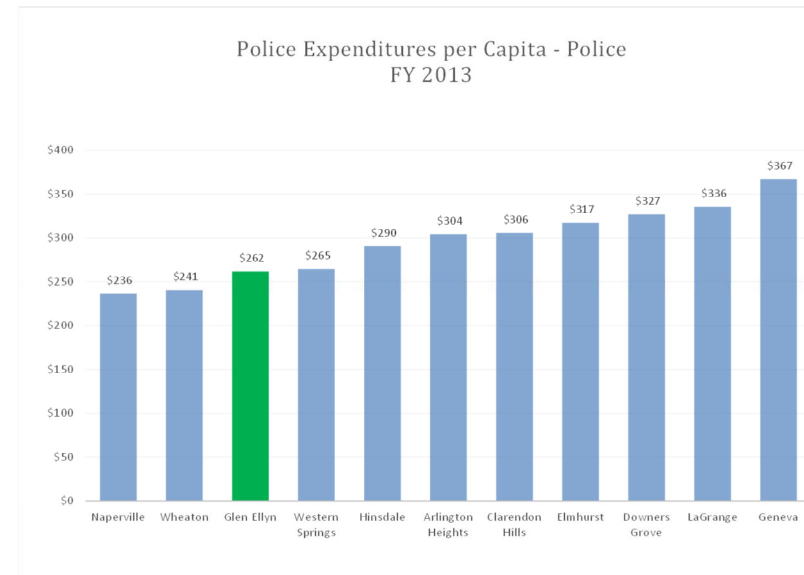


The variability between communities in general government expense per capita decreased from FY13 to FY17. Most of the communities in FY17 are tightly banded together from $140-160 per capita. Glen Ellyn shifted from $131 per capita to $155 per capita. This shift was due largely to increased I.T. costs and a rebound of the housing market which increased costs such as plan reviews and inspections in the Community Development department. Economic development costs for Glen Ellyn also increased during that time and additional facilities costs came with adding a separate police station. Also, some communities, such as Hinsdale, include custodial services in Public Works while Glen Ellyn includes it in General Government.

Source: Comprehensive Annual Financial Reports.

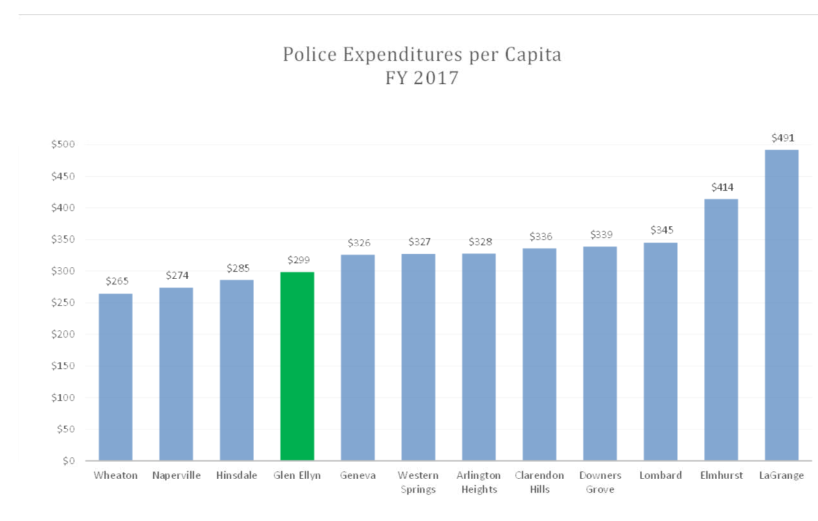
POLICE EXPENDITURES PER CAPITA

Police Expenditures per Capita



Glen Ellyn is on the low end of police expenditures per capita. Please see page 50 for police officers per capita.

Source: Comprehensive Annual Financial Reports.



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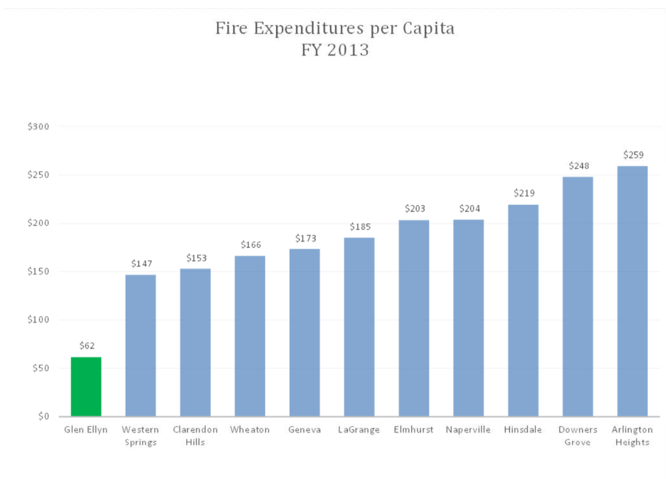
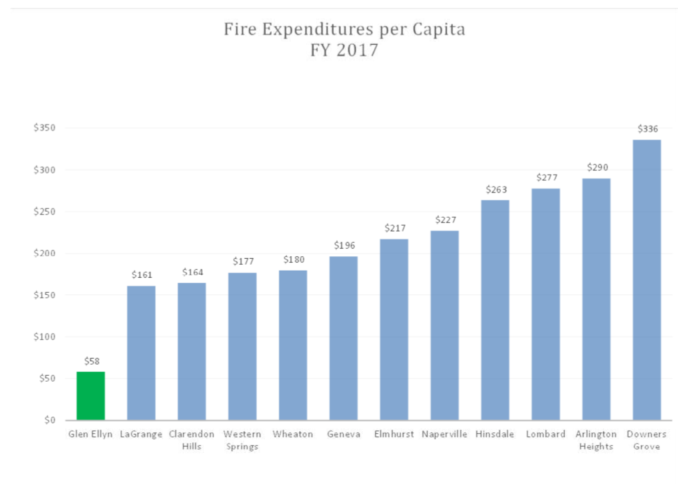
FIRE EXPENDITURES PER CAPITA

Glen Ellyn has a Volunteer Fire Company, a model which provides significant savings to the taxpayer. The Glen Ellyn Volunteer Fire Company is independent from the Village and has its own Board of Directors. The Village does provide funding in the form of a Fire Service Fee to the Volunteer Fire Company. The Fire Service Fee is also used to purchase and maintain equipment and vehicles as well as maintain the two fire stations which belong to the Village.

Fire Expenditures per Capita





Source: Comprehensive Annual Financial Reports.

Fire Department ISO Rating

The ISO rating scale ranges from 1 to 10 where 1 is the highest rating. The ISO rating of a department factors into the insurance rates that homeowners receive.

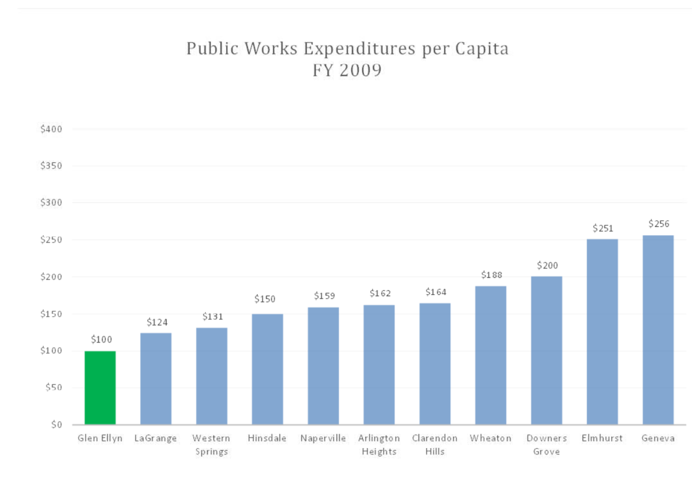
Rated 1	Rated 2	Rated 3
Arlington Heights	Elmhurst	Clarendon Hills
Downers Grove	LaGrange	Glen Ellyn
	Wheaton	Lombard
	Western Springs	Hinsdale
	Geneva	

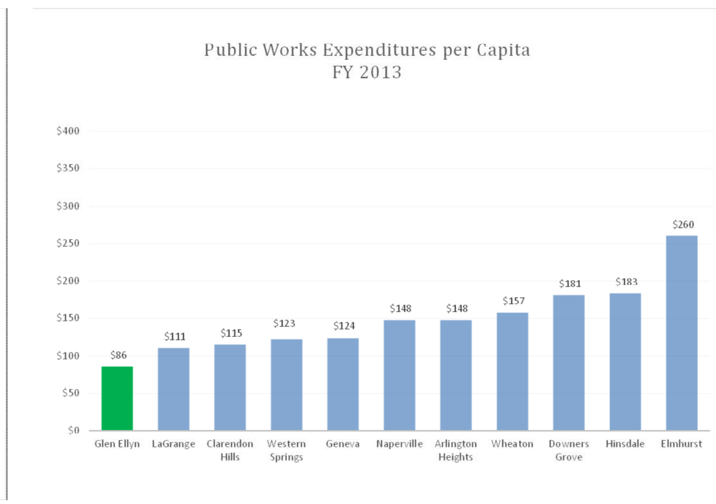
The Glen Ellyn volunteer fire model saves Glen Ellyn $2.8 million compared to the next peer community (LaGrange)

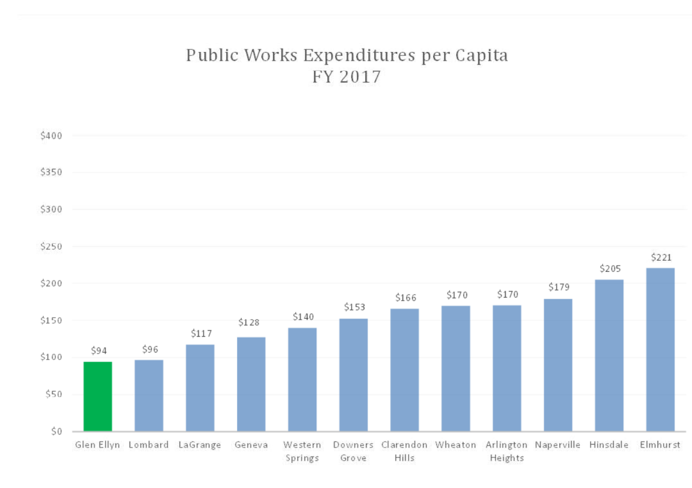
PUBLIC WORKS EXPENDITURES PER CAPITA

Public Works expenditures include items such as forestry, street maintenance, street lights, snow removal and salt. Engineering costs are also included in public works. The charts below do not include expenses related to the water utility as those are outside the scope of this Scorecard.

Public Works Expenditures per Capita







Glen Ellyn when compared to some of the peer communities has some unique characteristics. First, Glen Ellyn's snow removal model relies upon a greater number of part-time or seasonal personnel, which reduces cost. Also, when compared to many peers, Glen Ellyn has less traffic signals that it is responsible for. Also, some public works departments such as Hinsdale also are responsible for custodial and facility maintenance services, which is included in General Government for Glen Ellyn.

Source: Comprehensive Annual Financial Reports.

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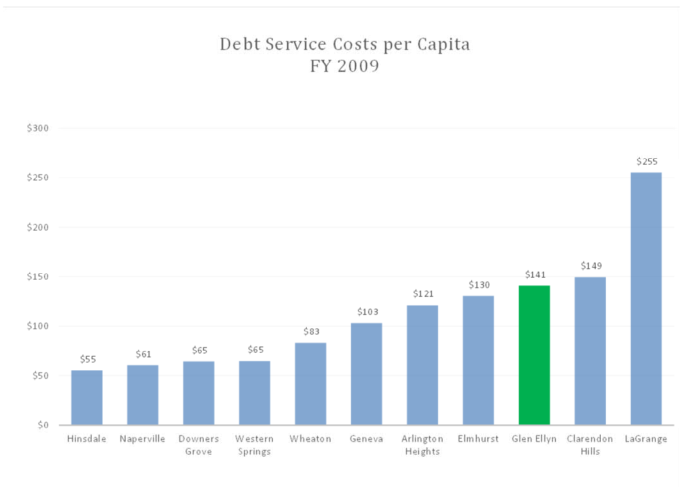
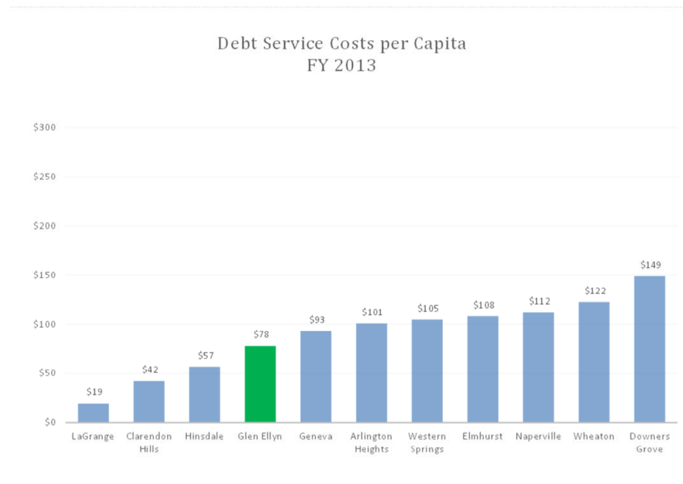
DEBT SERVICE EXPENDITURES PER CAPITA

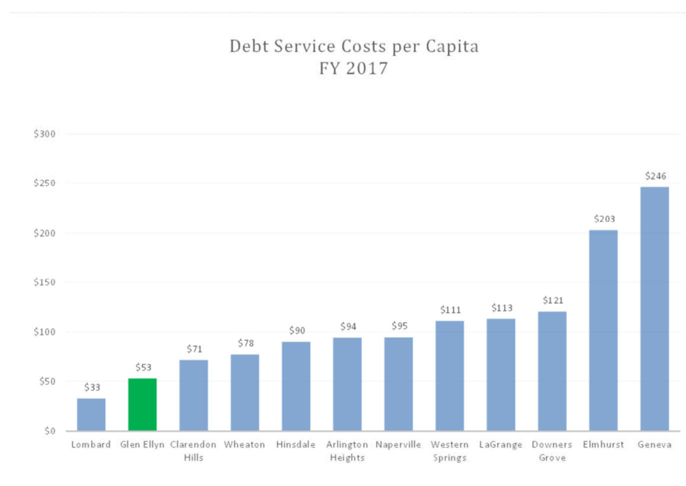
Debt service includes all annual principal and interest costs on general government debt. This does not include debt associated with enterprise activities such as Water & Sewer, Recreation, Golf Courses, or Electric Utilities. Glen Ellyn continued to pay down the debt associated with the 2000 street referendum and retired the debt in 2014. In 2015, bonds were issued to fund construction of a new police station. The police station debt was issued without raising property taxes.





2018 CAPITAL PROJECTS BONDS

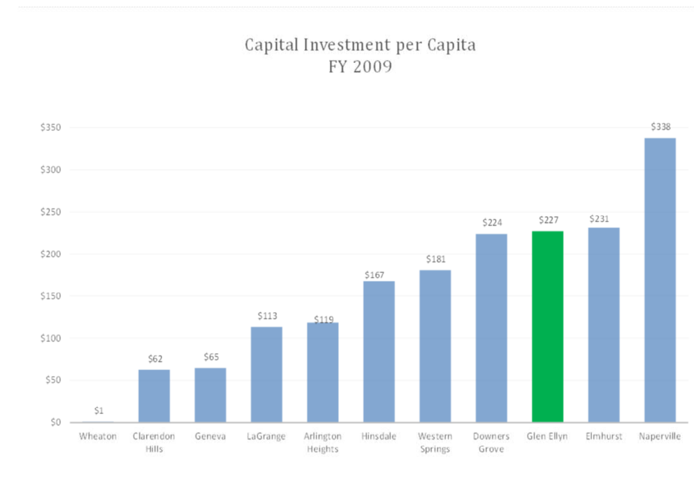
In 2018, the Village issued $9.9 million in General Obligation Bonds to fund construction of Civic Center Improvements, and part of the Central Business District Parking Garage and Central Business District Street & Streetscape Improvements. If this was added to the 2017 Debt Service, the Village would be at $77.27 per capita.

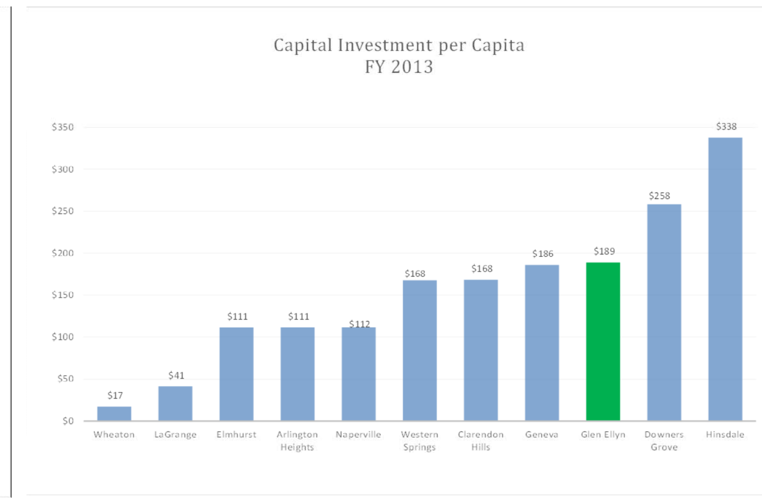


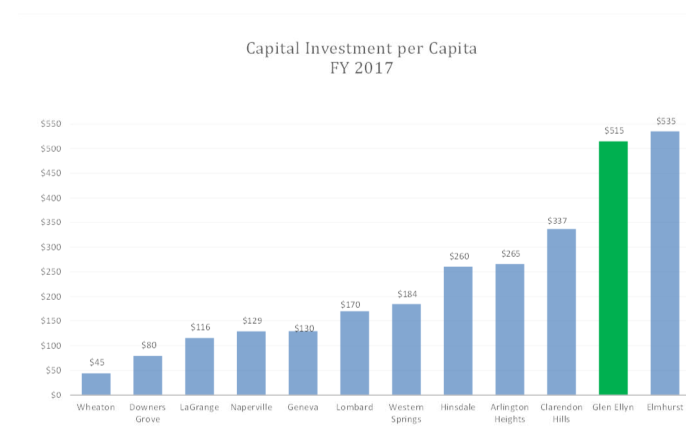
Source: Comprehensive Annual Financial Reports.

CAPITAL OUTLAY EXPENDITURES PER CAPITA

Capital Outlay represents government purchases for assets that are anticipated to have a useful life greater than one year. This includes purchases or construction of buildings, streets, bridges, alleys, and other infrastructure. This does not include capital outlay associated with enterprise activities such as Water & Sewer, Recreation, Golf Courses, or Electric Utilities.







Source: Comprehensive Annual Financial Reports.

In 2017, Glen Ellyn was finishing construction of the police station, with $7.6 million expended in FY2017. If that project was removed from consideration, the 2017 per capita rate would be $241, placing Glen Ellyn below Hinsdale in FY17. Glen Ellyn considers resurfacing of streets to be a capital outlay where as some cities such as Wheaton report it as a public works expenditure. This accounts for some of the variation between communities for capital investment versus public works expenditure. The next page looks at combined debt service, capital outlay, and public works to attempt to normalize variations between categories.

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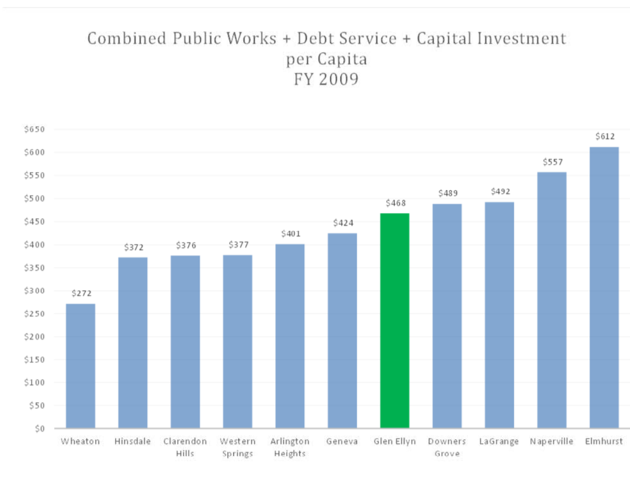
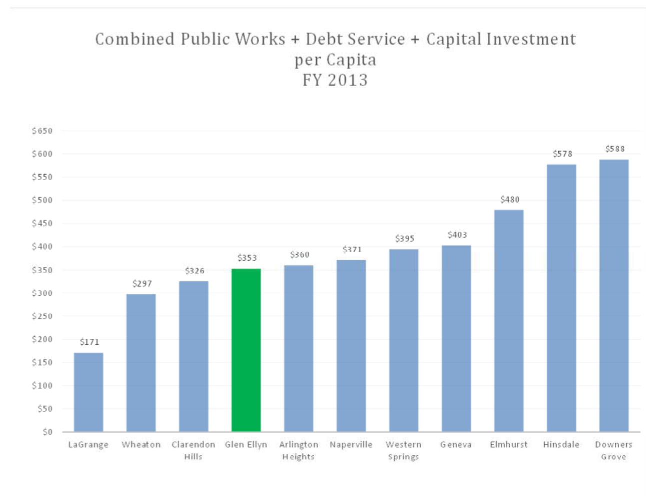
COMBINED PUBLIC WORKS + DEBT SERVICE + CAPITAL OUTLAY

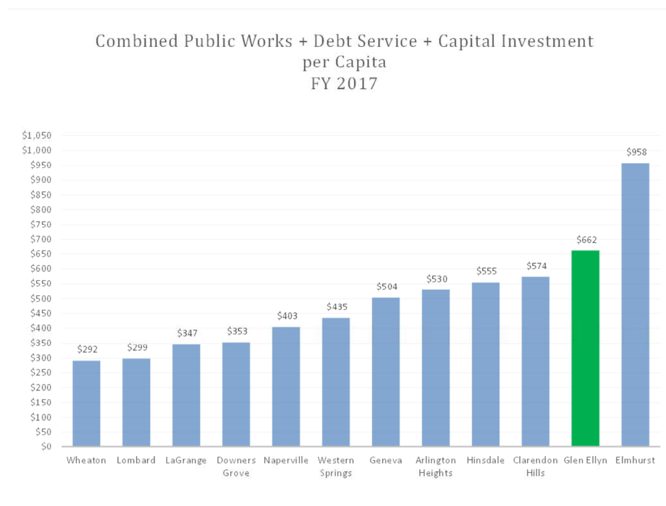
Variation can occur in how communities report or pay for capital improvements. Some communities classify resurfacing of streets in public works while others report it as capital outlay. Some communities construct infrastructure on a pay-as-you-go basis while others issue debt to pay for capital improvements. In order to remove this variation, the Scorecard analyzes public works, debt service, and capital outlay together.





POLICE STATION

In 2017, the Village finished construction of the police station and expended $7.6 million that year for construction of the station. If that was factored out of the analysis for FY17, Glen Ellyn would be at $388 per capita, placing Glen Ellyn above Downers Grove in the FY17 analysis.



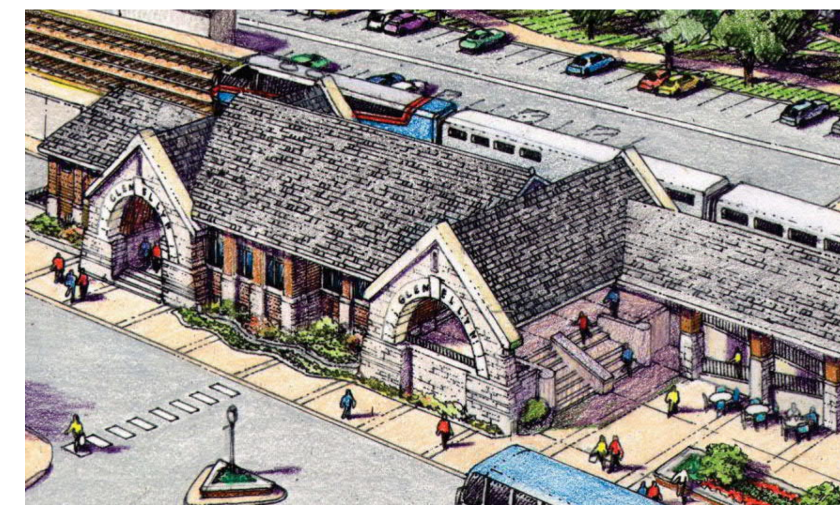
Source: Comprehensive Annual Financial Reports.

FUTURE PROJECTS

Glen Ellyn is working towards several improvements in the Central Business District (CBD) over the next several years. In 2019, the Village invested in the Civic Center through a partnership with College of DuPage. In 2020, the Village will start construction on a $17 million CBD parking garage. Reconstruction of the CBD street and streetscape will take place in 2021 to 2024 with an estimated capital cost of $18 million to the Capital Projects Fund. Lastly, a new train station and pedestrian underpass is planned in the next five years, currently estimated at $20 million. These projects will be funded by reserves (savings), the new food and beverage tax, CDB tax increment financing revenues, parking revenues, and a portion of the drainage infrastructure fee. The Village anticipates issuing approximately $27 million in general obligation bonds to fund these projects. The debt service (principal and interest payments) for these bonds is anticipated to be $36.72 million over 20 years.

Train Station & Pedestrian Underpass

The Village is planning to construct a new train station and pedestrian underpass. The new station will address accessibility issues of the current station. A pedestrian underpass will also be constructed which will enhance safety around the train tracks and make is easier for commuters to switch sides of the tracks when necessary. The Village has secured $14.4 million in grant funding for this project, which is currently estimated at $20 million



Glen Ellyn will invest $30.7 million in the Central Business District over the next 7 years

Parking Garage

In Spring 2020, The Village will begin construction on a parking garage behind the Civic Center. The parking garage will have 287 spaces and will cost $17.28 million. The garage will feature pedestrian connectivity both to Duane Street and Main Street. Construction is anticipated to be complete in Spring 2021.

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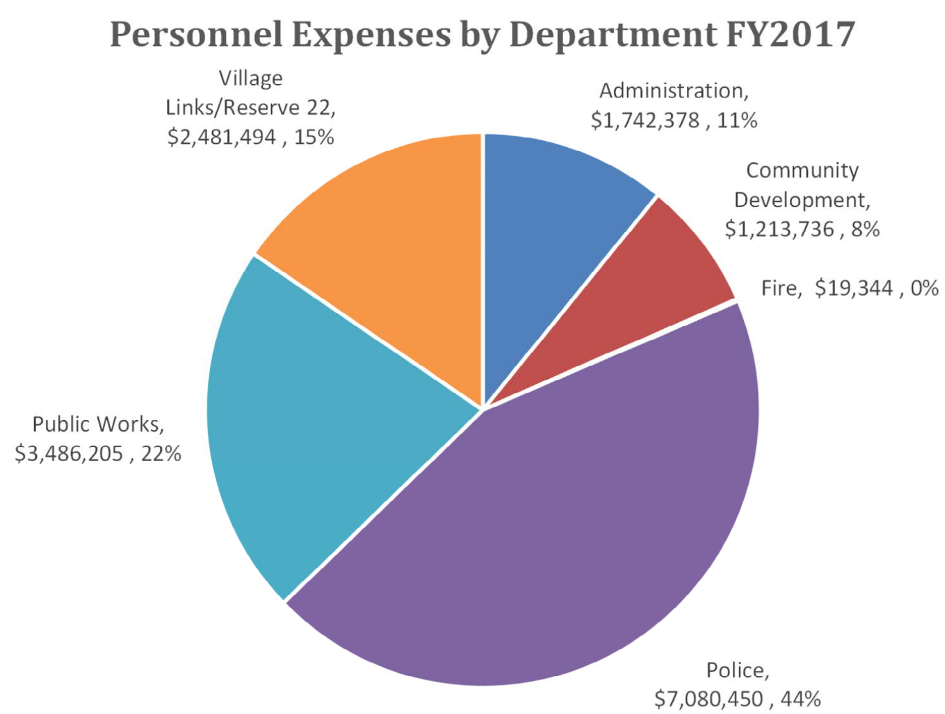
PERSONNEL

The Village of Glen Ellyn is a service organization. Outside of capital and infrastructure spending, personnel expenses are one of the largest categories for the Village. This section of the scorecard looks at employee census comparisons between the peer communities. A comparison is made on the basis of employees per 1,000 residents to adjust for the sizes of the different communities. Where available, comparisons are included to previous Scorecards. Personnel data for this report uses FY 2019 budget information for the various peer communities

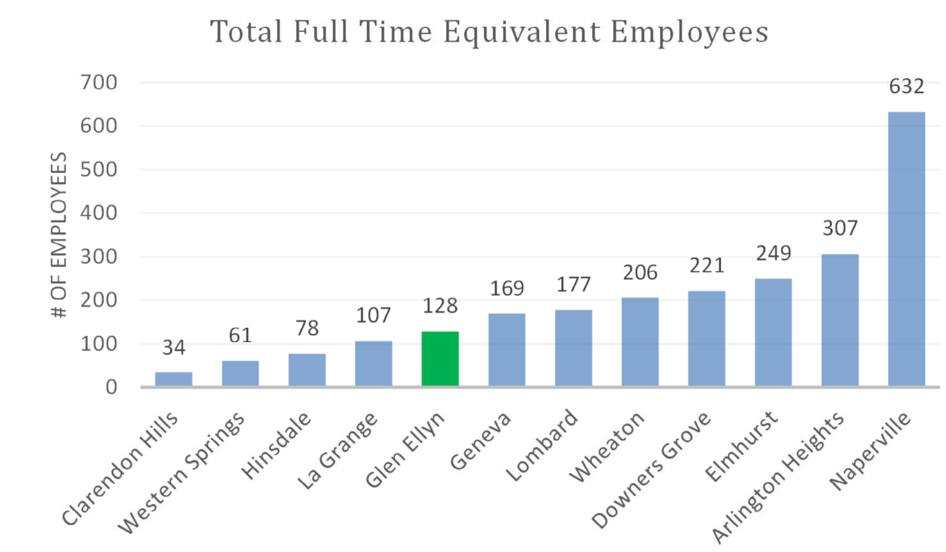
The largest personnel departments for the Village are police and public works, comprising 66% of the personnel expenses.

Personnel for the Village of Glen Ellyn

The chart at right outlines personnel expenses by department for the Village. The Village is unique from all of the peer communities by having a golf course with restaurant. The largest department is the police department, comprising 44% of the personnel budget.



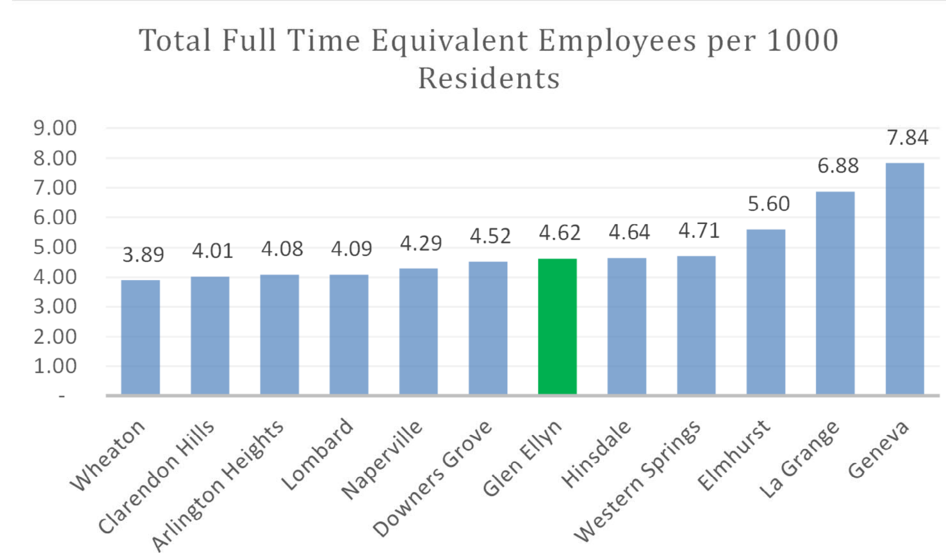
Full Time Equivalent Employees, 2019



Full Time Equivalent Employees

Full Time Equivalent Employees counts both full-time and part-time employees. Part-time employees are counted as portions of employees to arrive at a full-time "equivalent".

Full Time Equivalent Employees per 1,000 residents, 2019



Source: Budgets and Comprehensive Annual Financial Reports. Where applicable, fire, electric, and recreation employees were removed to align the peer communities.

Full Time Equivalent Employees per 1,000 residents

A comparison per 1,000 residents attempts to adjust for the size of the community. Not surprising, the larger communities fared better in this comparison. Many government activities are compliance related, which aren't necessarily scalable to population.

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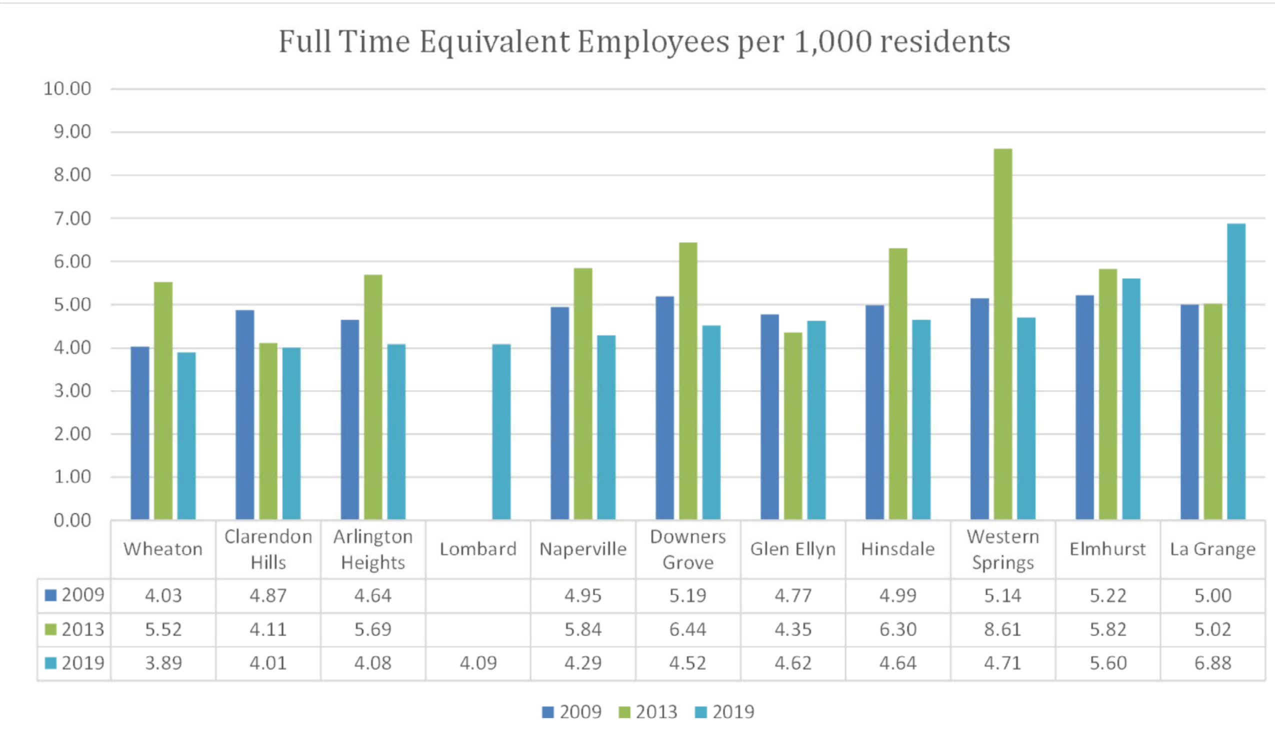
FULL-TIME EQUIVALENT EMPLOYEES PER 1,000 RESIDENTS



	Wheaton	Clarendon Hills	Arlington Heights	Lombard	Naperville	Downers Grove	Glen Ellyn	Hinsdale	Western Springs	Elmhurst	La Grange
2009	4.03	4.87	4.64		4.95	5.19	4.77	4.99	5.14	5.22	5.00
2013	5.52	4.11	5.69		5.84	6.44	4.35	6.30	8.61	5.82	5.02
2019	3.89	4.01	4.08	4.09	4.29	4.52	4.62	4.64	4.71	5.60	6.88

Source: Annual Budgets and Comprehensive Annual Financial Reports. Historical data for Lombard is not presented as they were added to the Scorecard in 2019.

The chart above shows the progression of full-time equivalent employees from the prior two Scorecards. Glen Ellyn has decreased since the 2009 Scorecard. The larger communities are favorably situated in this analysis. Many government activities are compliance focused and decreasing the size of the community does not necessarily decrease the number of laws and regulations that the communities are required to comply with. Maintaining and demonstrating compliance with various laws and regulations requires staff to do so.

FULL TIME EMPLOYEES

Source: Annual Budgets and Comprehensive Annual Financial Reports.

Glen Ellyn has always strived to limit the number of full-time employees where possible, reducing pension and health insurance costs to the Village. Many positions within the Village are part-time.

	Glen Ellyn Employee
Full-Time	102
Part Time	120
Total Employee Count	222

*Employee Counts do not include the Village Links/Reserve 22

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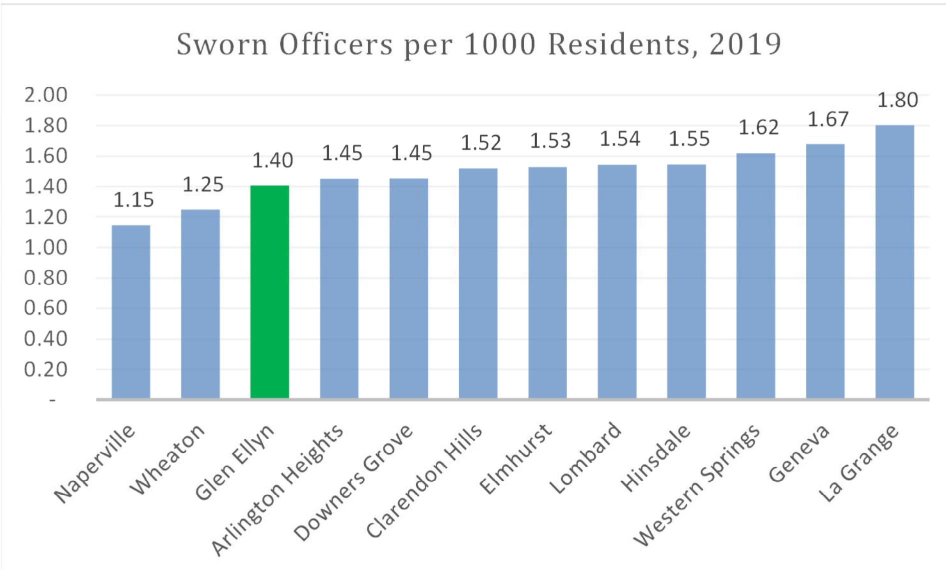
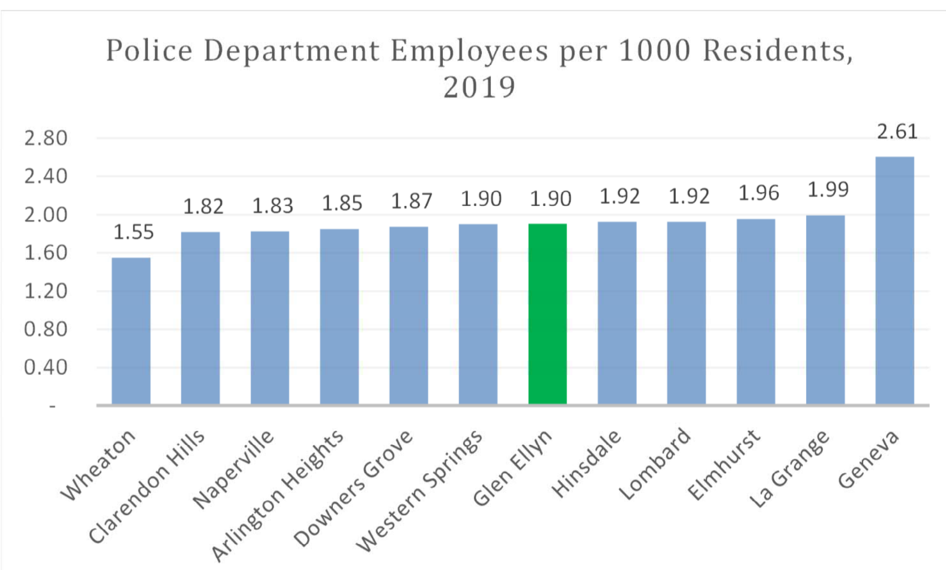
POLICE STAFFING





Police Department Employees include both sworn and non-sworn staff.

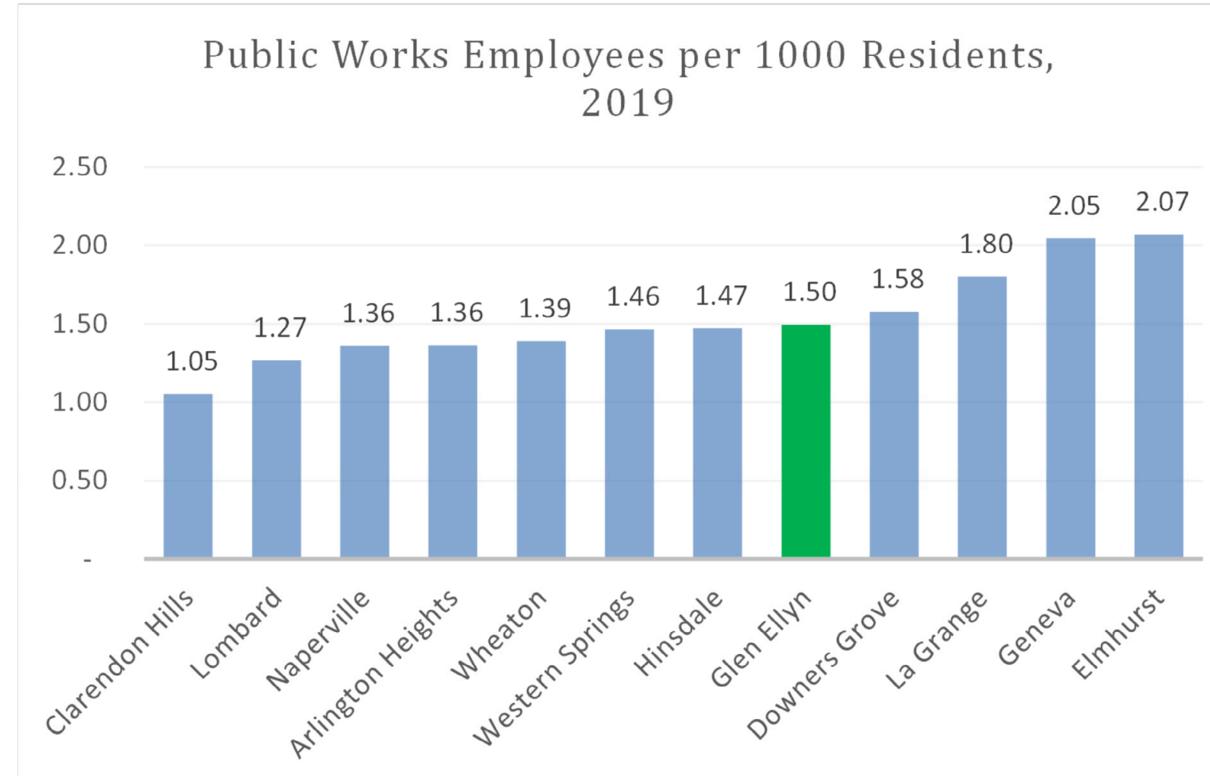
Sworn officers have the power of arrest and can openly carry a weapon.

Other department staff include Community Service Officers and administrative staff. Community Service Officers can issue citations or ordinance violations. They cannot issue moving violations or openly carry a weapon.

The police department is on the low end of the peer communities in sworn officers but in the middle of the group for total police department employees. It is also notable that the peer communities are very closely banded together in both matrices. Most communities fall between 1.4 and 1.6 for sworn officers per 1,000 residents and most communities fall between 1.5 and 2.0 for police department employees. The 2020 budget approved an increase to 40 sworn officers (an increase of 1) with the ability to over hire by two officers.

Source: Community Budgets and Comprehensive Annual Financial Reports

PUBLIC WORKS



Public works includes streets, engineering, water and sewer functions, forestry, and fleet services. Facilities and building maintenance is also reported as public works in this analysis. In Glen Ellyn, facilities is part of Administration rather than Public Works. However, it has been grouped with Public Works to make better comparisons between the peer communities. The employees from the electric utility for Geneva and Naperville have been excluded from this analysis as have the parks/recreation employees for the Village of Hinsdale.

Source: Community Budgets and Comprehensive Annual Financial Reports.

Function	Glen Ellyn Public Works- Full Time Equivalent Employees
Administration	3.92
Engineering	3.67
Streets	4.90
Forestry	4.50
Water & Sewer	11.00
Fleet	3.40
Facilities	5.78
Seasonal	3.37
Total FTE	40.54

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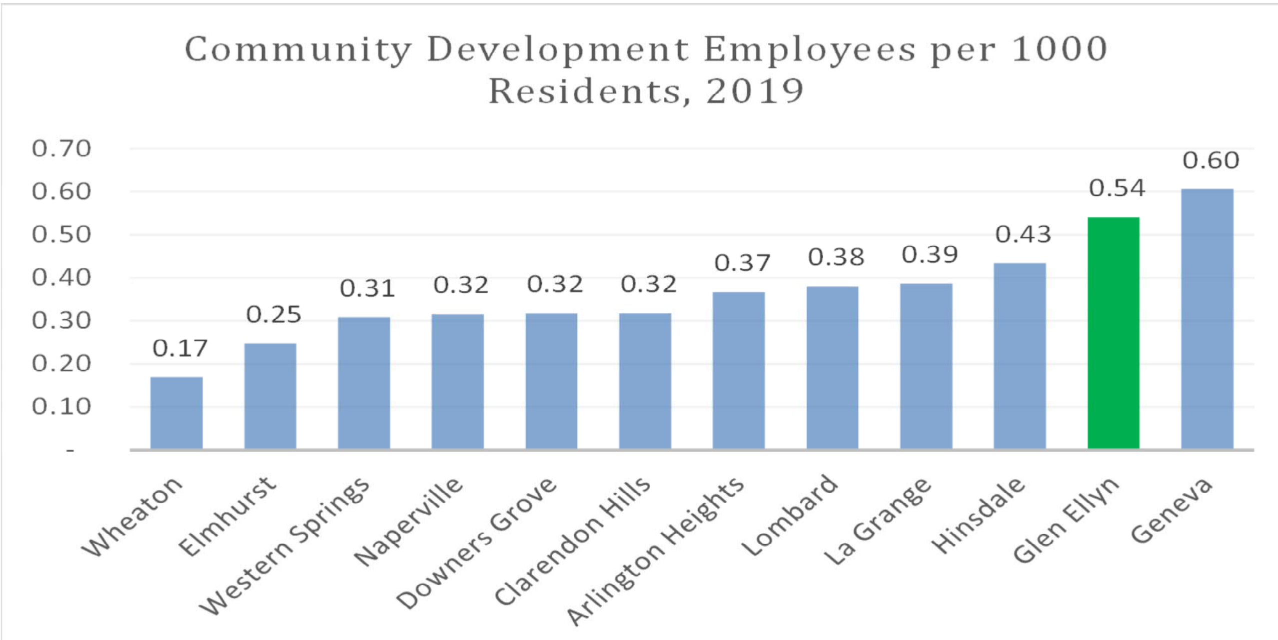
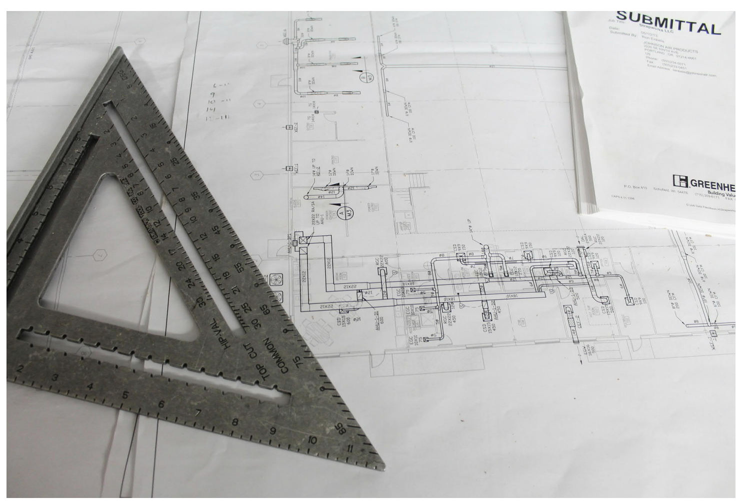
COMMUNITY DEVELOPMENT

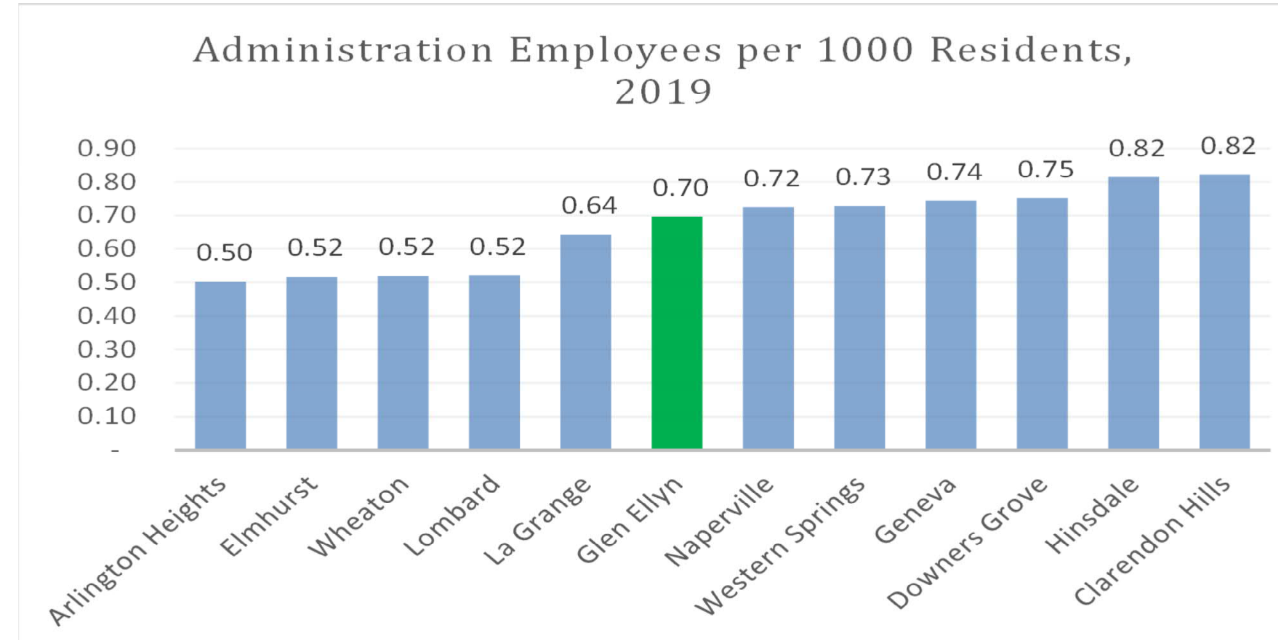




The Community Development department is on the high end of the peer comparison. Glen Ellyn has added staff since 2013 to address workload as the housing and commercial building market have grown. Economic Development is also included in the Community Development category for consistency across all communities.

Source: Community Budgets and Comprehensive Annual Financial Reports

ADMINISTRATION



Administration includes the Village Board & Clerk, Village Manager's Office, Information Technology, Human Resources, Communication, Law, and Senior Services. The Village is in the middle of the peer communities for administration employees per 1,000 residents.

Source: Community Budgets and Comprehensive Annual Financial Reports.

Function	Glen Ellyn Full Time Equivalent Employees
Administration	5.65
Finance	9.22
Law	1.00
I.T.	2.13
Senior Services	0.60
Total FTE	18.60

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PENSIONS

The Village of Glen Ellyn has two pension programs. The Glen Ellyn Police Pension is for sworn officers of the Village. The police pension is funded by Village and employee contributions as well as investment earnings. The Police Pension Fund is governed by a Board of Trustees comprised of two active officers, one retired officer, and two residents appointed by the Village President with consent of the Village Board. The second program is the Illinois Municipal Retirement Fund (IMRF). Any municipal position that is expected to work more than 1,000 hours annually must be enrolled in IMRF. IMRF is also funded by employee contributions, Village contributions and investment earnings. IMRF is governed by an independent Board and is not run by the State of Illinois. For more information on IMRF, please visit www.imrf.org

The Village of Glen Ellyn pays into two pension funds, the Glen Ellyn Police Pen-*sion Fund and the Illinois Municipal Retirement Fund.*

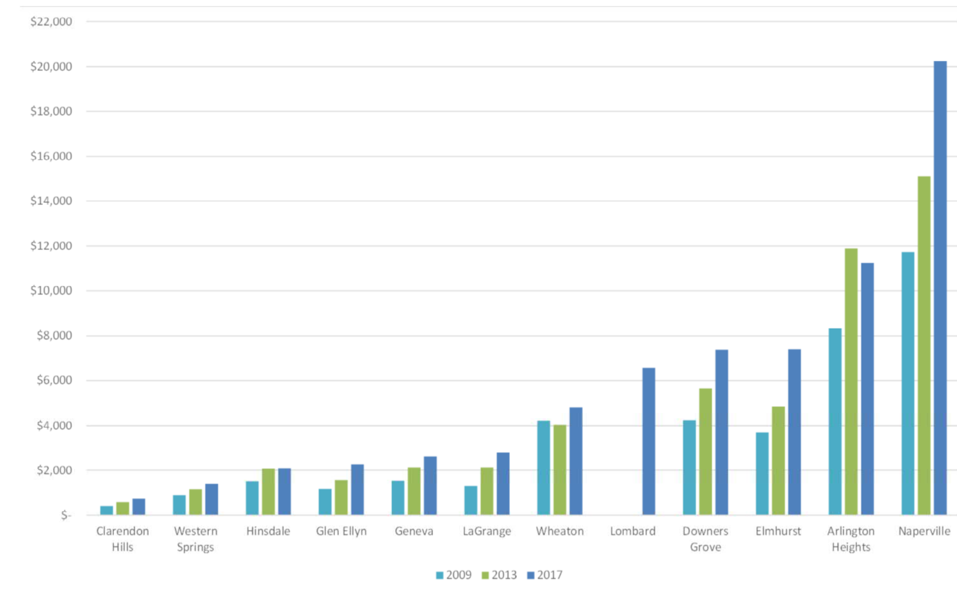
Glen Ellyn Pensions by the Numbers

Some key statistics of Glen Ellyn's pension plan are listed at right. The pension costs are lower for the IMRF plan due to is high funding status as well as higher retirement age than the Glen Ellyn Police Pension Fund.

2017 Data	IMRF	Glen Ellyn Police Pension Fund
# of Employees	166 (Includes employees of the Glen Ellyn Library and Glenbard	38
Funded Status	103.51%	62.51%
Contribution Rate	10.44% of covered payroll	46.28% of covered payroll
Employee Contribution	4.5%	9.91%
Village Contribution in 2017	$647,674	$1,613,000
Full Retirement Age	Tier 1: 60 years Tier 2: 67 years	Tier 1: 50 years Tier 2: 55 years

Source: Comprehensive Annual Financial Reports

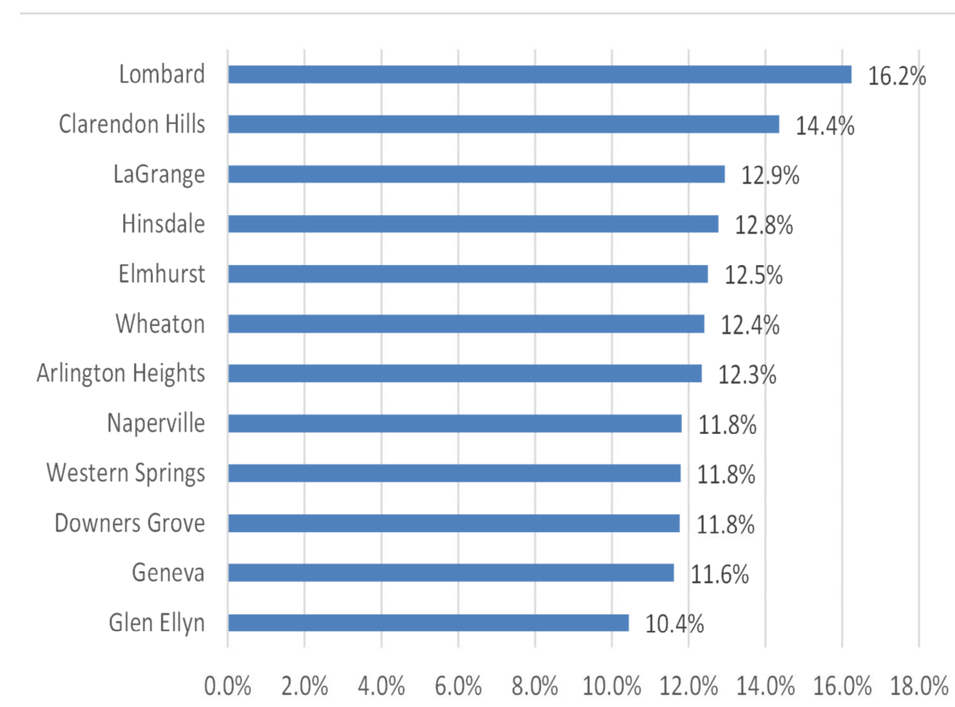
Annual Required Pension Contribution, All Pensions, 2017 (in $1,000)



Annual Required Contribution

The annual required contribution is the amount designated to be contributed by the pension plan actuary. Required contributions for all communities increased from 2009 to 2017. Glen Ellyn is on the low end of the continuum as it has no fire pension.

IMRF Contribution Rate, 2017



Source: Budgets and Comprehensive Annual Financial Reports.

IMRF Rate

Glen Ellyn had the lowest contribution rate of all of the peer communities. This is likely due to the high turnover at the Village Links/Reserve 22. The Village is required to pay into the pension for those employees who work over 1,000 hours, but many employees do not stay long enough to vest in their pension.

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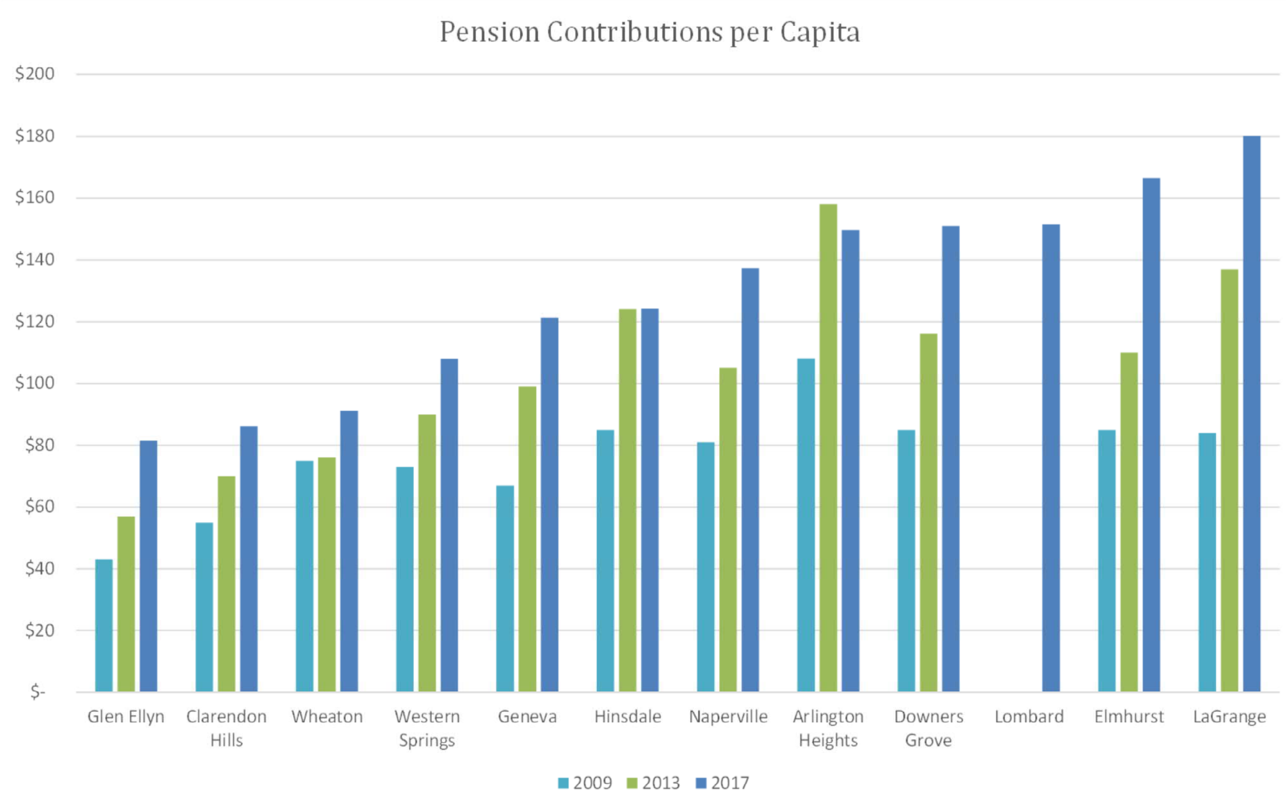
PENSION CONTRIBUTIONS

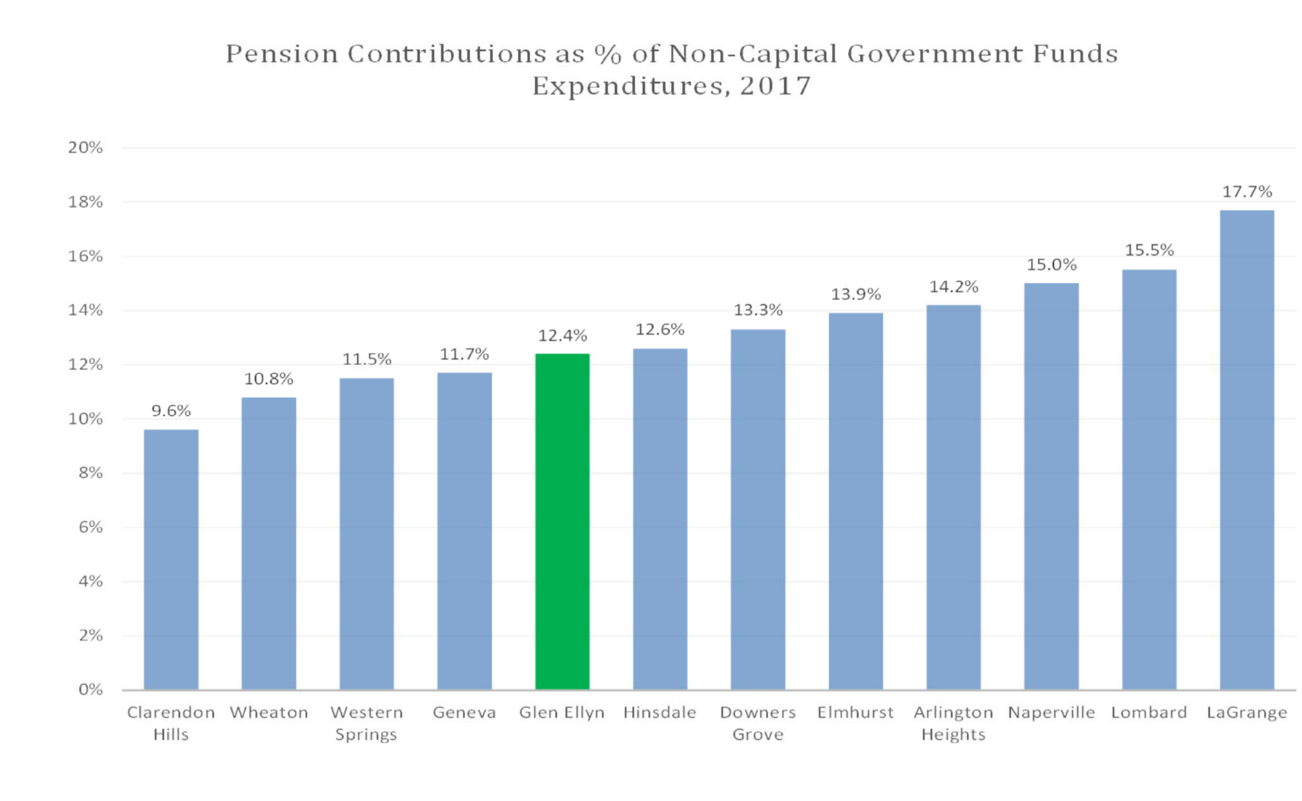


Glen Ellyn is on the far low end of the pension contributions per capita. Unlike most of the peer communities, Glen Ellyn does not have a fire pension due to the Volunteer Fire model. Glen Ellyn's pension contribution requirements have risen over the past 8 years. Part of this for Glen Ellyn and the other communities is recovering from the loss of investment returns during the recession. However, the funding model required by the State of Illinois for police and fire pensions (90% funding by 2040) causes escalating contributions each year closer to 2040. The Village of Glen Ellyn has elected to fund its Police Pension based on a 100% funding by 2040, choosing this model as more financially sound.

Source: Comprehensive Annual Financial Reports. Information for Lombard is not presented for 2009 and 2013 as it was not included those historical Scorecards.

How are pension contributions calculated? Annual pension contributions are determined by an annual actuarial report. Glen Ellyn contributes the full actuarially determined contribution each year.

PENSION CONTRIBUTIONS



The chart above shows the percentage of each community's budget that is absorbed by annual pension costs. Capital expenditures are not included as they vary yearly.

Just over 12% of Glen Ellyn's government funds budget is consumed by pension costs. This puts Glen Ellyn in the middle of the peer group. In the past 8 years, pension costs have grown as a percentage of Glen Ellyn's budget, putting pressure on other areas of the budget. Glen Ellyn has been committed to responsibly funding its pension plans, which includes making the annual required contributions and basing those contributions on achieving 100% funding (rather than the State required 90%).

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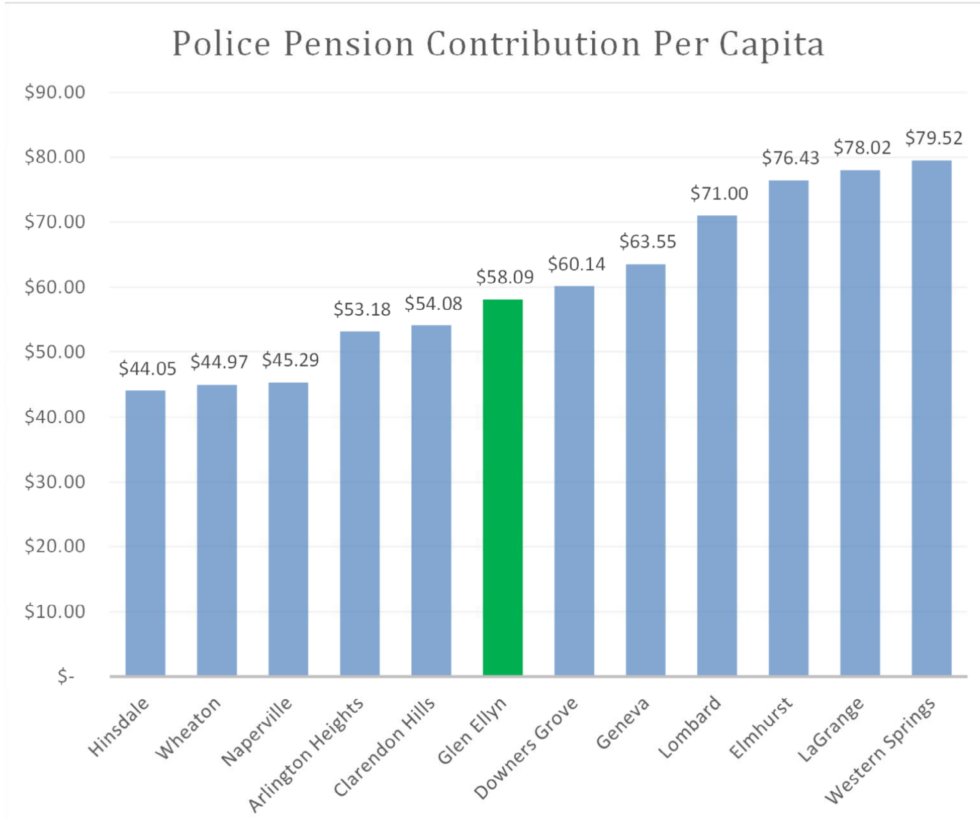
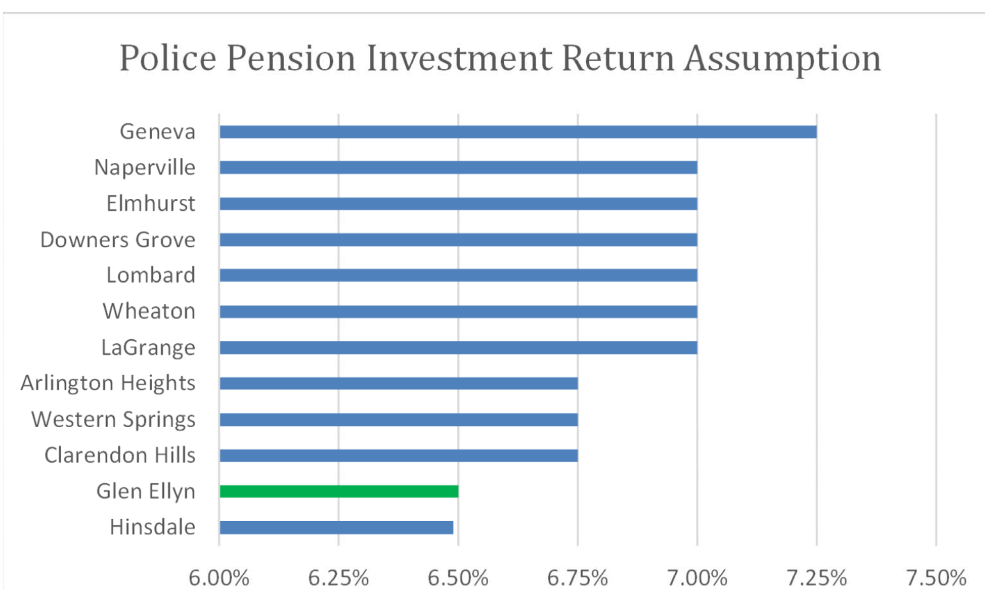
POLICE PENSION CONTRIBUTIONS



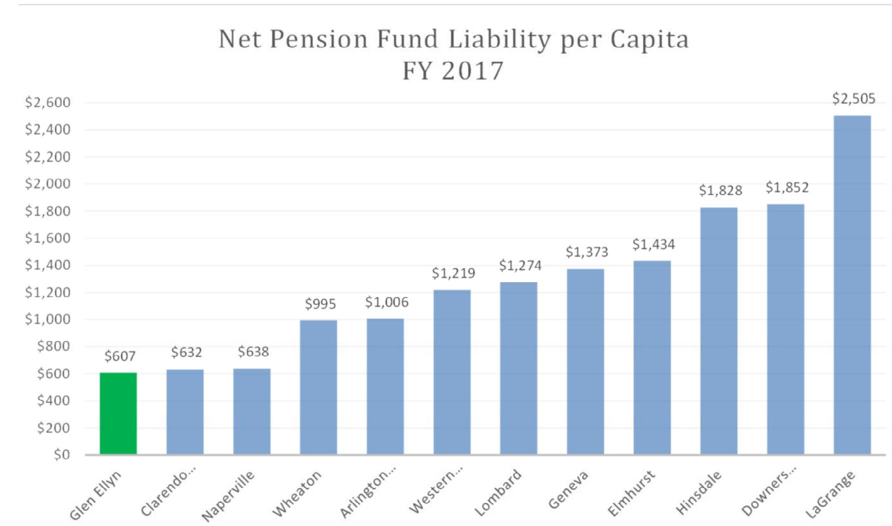


Glen Ellyn Police Pension Contributions

Glen Ellyn is in the middle of the peer group in police pension contributions. A factor in the contribution is the investment return assumption. The lower the assumption is, the higher the contribution will be. Glen Ellyn reviewed the return assumption and determined that a lower assumption was more realistic given the current fixed income market. This will increase contributions in the short term, but will result in a better funded pension in the long run. If the assumption is set too high and not achieved, the pension liability only increases.

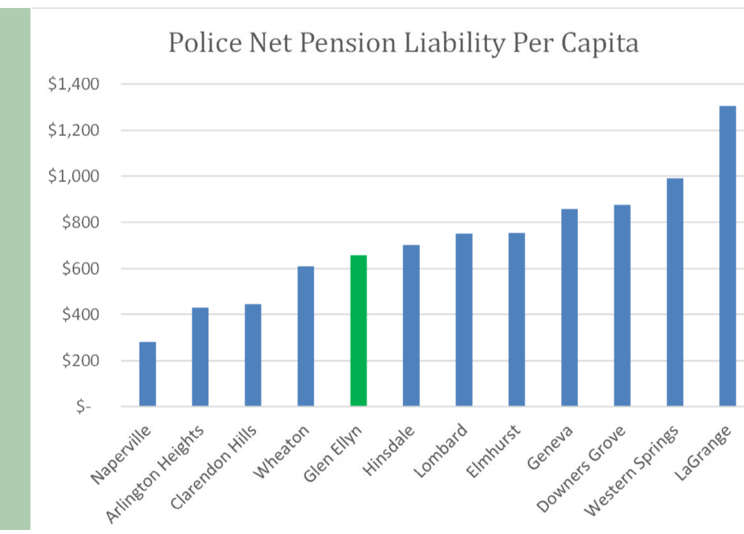
Source: Comprehensive Annual Financial Reports

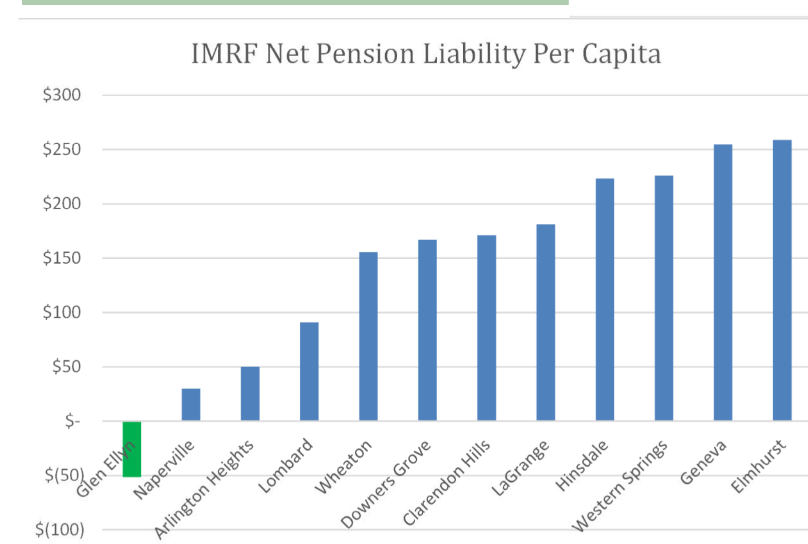
NET PENSION LIABILITY



Glen Ellyn is on the low end of the total pension liability as it has no fire pension.

Glen Ellyn is in the middle of the group for police net pension liability.





Glen Ellyn is over 100% funded for its IMRF pension, unlike all the other peer communities. This is good for Glen Ellyn.

Source: Comprehensive Annual Financial Reports

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DEBT

The Village of Glen Ellyn has typically favored a pay-as-you-go philosophy for capital projects when possible. Each year, the Village reviews a 5 year capital financial plan as part of the budgeting process. However, it is not always possible to always fund a project without issuing debt. All of the Village's current debt has been issued without raising property taxes. Each year, the Village abates these bonds. An abatement is a direction to the County not to issue property tax bills to pay for the annual debt service of the bonds.

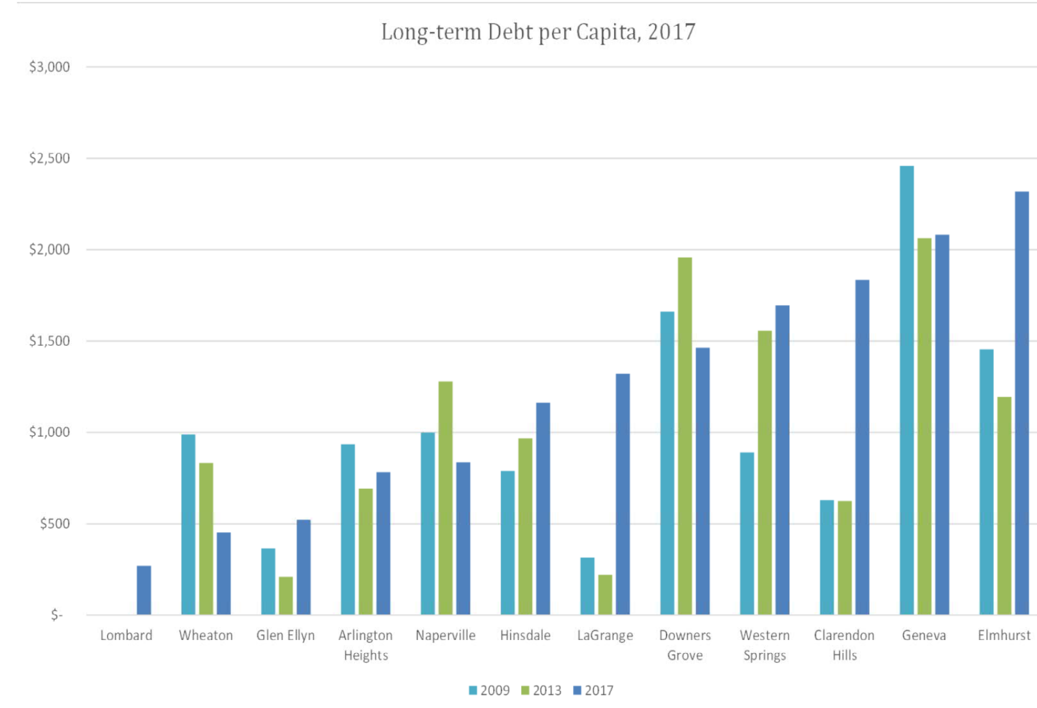
Since 2015, the Village has been rated AAA by Standard & Poor's, the highest *rating possible. This exceptional rating decreases the cost of borrowing for the* Village.

Glen Ellyn Outstanding Bonds

The chart at right highlights the outstanding issues of Glen Ellyn General Obligation Bonds.

No new property tax levy was created to fund these bond issuances.

Bond Issue	Funding Source	Principal Outstanding as of 12/31/19	**Debt Retirement** Date
2010 Village Links Refunding General Obligation Bonds	Village Links/Reserve 22 Revenues	$765,000	2023
2012 Village Links/Reserve 22 Clubhouse General Obligation Bonds	Village Links/Reserve 22 Revenues	$3,485,000	2033
2015 Police Station General Obligation Bonds	Capital Projects Revenues	$11,485,000	2036
2018 Capital Projects General Obligation Bonds	Food and Beverage Tax	$9,535,000	2039



Debt Per Capita

This includes governmental and water/sewer debt. Debt from recreation/golf courses or electric utilities is not included. Glen Ellyn is on the low end of the peer group.

Source: Budgets and Comprehensive Annual Financial Reports.

Debt + Net Pension Liability

This chart looks at both debt and net pension liability together. These items are the two largest liabilities on communities' balance sheets. Glen Ellyn is on the low end of the peer group as it does not have a fire pension.

Attachment: Scorecard Report 2019 FINAL PDF (4409 : 2019 Scorecard)

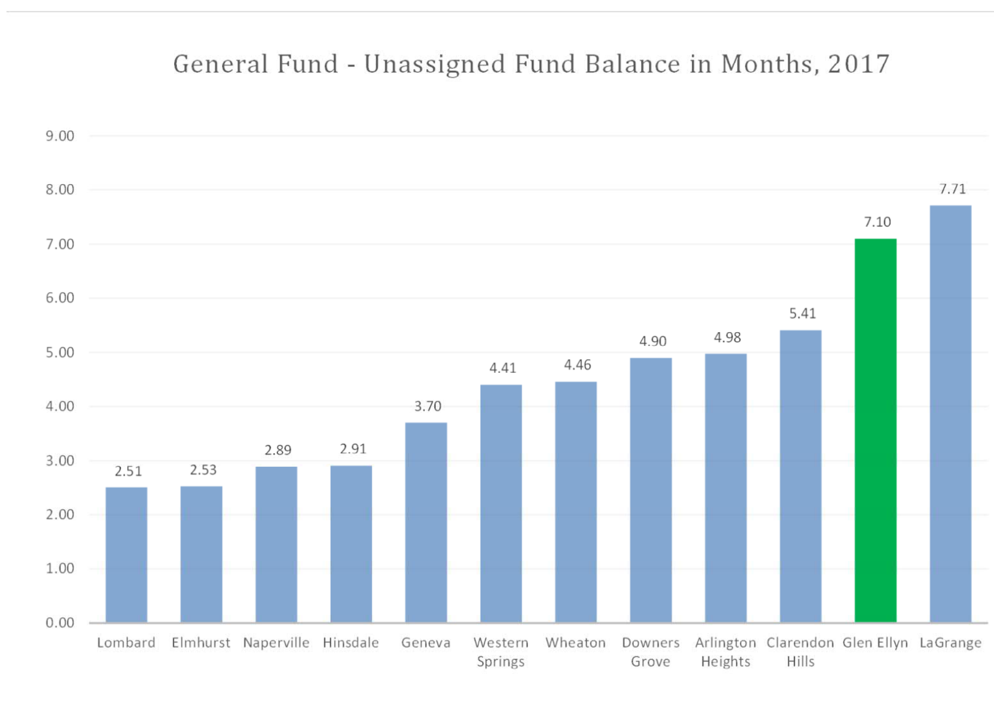
GENERAL FUND

The majority of this Scorecard has focused on all government funds of the Village combined. The Village also pays close attention to its General Fund, which is considered the main operating fund of the Village. The General Fund is one component of the government funds of the Village. This fund pays for police, administration, community development, EMS, and public works street maintenance and forestry. Each year, the Village pays particular attention to ensure the General Fund budget is balanced and that the cash reserves in the General Fund are at their policy level.

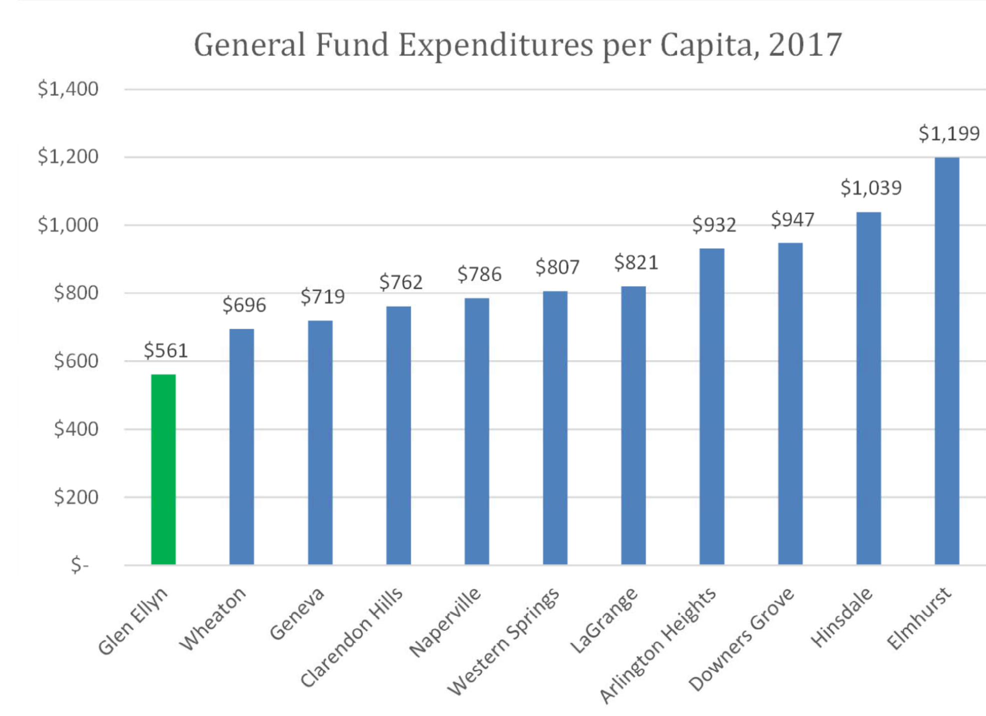
The General Fund is the main operating fund of the Village. The main day-to-day services provided by the Village are paid from this fund.

Unassigned Fund Balance in Months

Unassigned fund balance is the government equivalent to equity. The chart at right highlights the number of months the Village could operate if it did not receive another dollar of revenue. Glen Ellyn has a higher balance as it is saving for several large capital projects, including a parking garage, central business district street and streetscape, and Civic Center renovations. More information on these projects can be found on page 47.

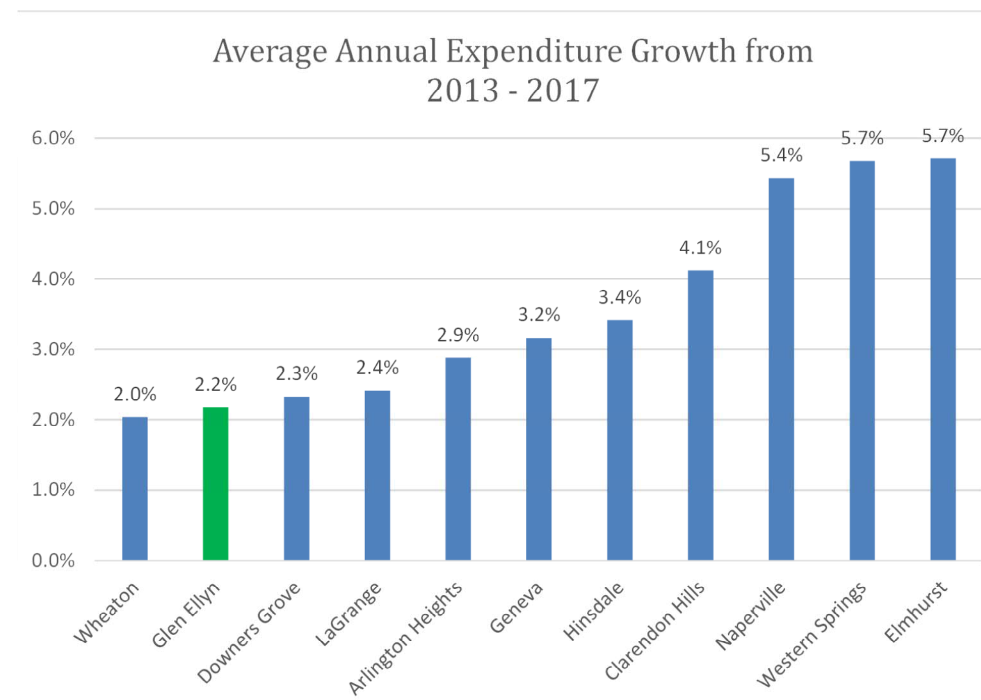


Source: Comprehensive Annual Financial Reports.



General Fund Expenditures per Capita

The Village is on the low end of the peer communities as it does not have a full-time fire department.



Source: Comprehensive Annual Financial Reports.

Average Annual General Fund Growth

Growth in General Fund expenditures from 2013 to 2017 for Glen Ellyn has averaged 2.2% per year. This is on the low end of the peer communities. Glen Ellyn has been mindful of containing General Fund expenditures within the amount of available revenues.

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About this Scorecard

This Scorecard accumulates financial data from the peer communities selected, primarily through publically available annual budgets and Comprehensive Annual Financial Reports. Every attempt has been made to make apples-to-apples comparisons between the communities where possible. However, each community is unique. Each community has differing service level expectations from its residents and different challenges and opportunities. The purpose of this Scorecard is not to determine where a community should fall on the various comparisons. The purpose is to determine how Glen Ellyn compares to the various peer communities to provide a basis for Glen Ellyn to evaluate itself and set strategic goals as part of its regular strategic planning process. As an example, past Scorecards have highlighted the need for the Village to promote economic development to shift the tax burden away from residential property owners. This prompted the Village to create several strategic goals surrounding economic development. This Financial Scorecard is only one planning document used by the Village's Finance Commission, Village Board and Staff. Other pertinent documents include annual budgets, Five Year Forecasts, and other financial reports. To view additional financial reports, please see the Village's website www.glenellyn.org/195/Finance.

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