Agenda
Village of Glen Ellyn
Village Board Workshop
Tuesday, January 17, 2023
7:00 PM
Glen Ellyn Civic Center, Room 301

Meeting Procedures Statement

Visitors are most welcome to attend all meetings of the Village Board and can find copies of the Agenda in the meeting room or online at www.glenellyn.org prior to the meeting. Any individual with a disability requiring a reasonable accommodation in order to participate in a meeting should contact The Village of Glen Ellyn ADA Coordinator, 630-469-5000, at least five (5) business days in advance of the next scheduled meeting. All matters on the Agenda may be discussed, amended, and acted upon.

A. Call to Order

B. Pledge of Allegiance

C. Roll Call

D. Audience Participation

1) Open:

Members of the public are welcome to speak to any item not specifically listed on tonight's agenda for up to (3) three minutes. For those items which are on tonight's agenda, the public will have the opportunity to comment at the time the item is discussed. In either case, please complete the Audience Participation form and turn it in to the Village Clerk. It is requested that, if possible, one spokesman for a group be appointed to present the views of the entire group. Speakers who are recognized are requested to step to a microphone and state their name, their topic and the group, if any, they are representing prior to addressing the Village Board. Individuals wishing to address the Board shall exercise proper decorum and respect for the proceedings and the business of the Village Board, and shall refrain from abusive demeanor and language. The practice of ceding time to other speakers shall be prohibited, except in the discretion of the presiding officer of the meeting. Public officials are not obligated to respond to questions.

E. Glen Ellyn Park District Liquor License Discussion

1) Discussion of Modifications to the Class K Liquor License

F. Water and Sewer Rate Study

1) Presentation of Water and Sewer Rate Study

G. 2020-22 Strategic Plan Update

1) 2020-22 Strategic Plan Quarterly Report (CY22 Q4)

H. Reminders

1)

1. Village Board Meeting January 23, 2023 at 7 pm
2. Village Board Special Workshop January 30, 2023 at 7 pm
3. Village Board Meeting February 13, 2023 at 7 pm

I. Adjourn

Glen Ellyn Village Board
535 Duane Street
Glen Ellyn, IL 60137

Meeting 1/17/2023 7:00 PM
Department: Administration
Department Head: Emily Rodman
Category: Discussion Item
Prepared By: Meredith Hannah

AGENDA ITEM (ID # 2023-75)

DOC ID: 2023-75

Discussion of Modifications to the Class K Liquor License

Statement of the Issue:
The Glen Ellyn Park District has increased the number of events where alcohol is present and has requested the Village Board consider amending the Liquor Control Code to include additional Park District facilities to the Class K Liquor License.

Analysis:
Over the past several years, the Glen Ellyn Park District has expanded their programming to include adult events and programs where alcohol is sold. For each of these events, the Park District applies for and has received the Village's Class E Special Event Liquor License. In an effort to streamline the liquor license process, the Park District has asked the Village to consider creating a liquor license classification specifically for certain Park District Facilities.

Village Staff asked the Park District to provide an outline of what they would like to see in their liquor license classification and discovered that the Village Code already has a Class K license: "*Class K license shall authorize the retail sale of beer and wine on a specific premises owned by a park district within a building and the immediate adjacent open space of a miniature golf course for consumption only in the building and immediate adjacent open space where sold*." Staff is proposing modifications to the Class K License Classification and fee to accommodate the addition of two Park District facilities where they have been hosting events with a Class E Special Event Liquor License; Ackerman Sports and Fitness Center/Ackerman Park, 800 St Charles Road and Lake Ellyn Boathouse/Lake Ellyn Park, 645 Lenox Road.

Below is the proposed new language for the Class K Liquor License:

Class K: Such license shall permit the licensee to sell alcoholic liquor at any and all locations owned and operated by a park district as set forth below. The retail sale of alcoholic liquor is subject to licensure by the Local Liquor Commission. The Class K license shall permit the license holder to sell and dispense alcohol as part of scheduled park district programming and as permitted in Classes B-8 and G of the Village Code for both established indoor and outdoor properties at Ackerman Sports and Fitness Center/Ackerman Park, 800 St. Charles Road, Lake Ellyn Boathouse/ Lake Ellyn Park, 645 Lenox Road, and Maryknoll Park/Holes and Knolls Clubhouse and Course, 845 Pershing Road. The license applicant shall provide the Local Liquor Commission its rules and procedures to allow the sale of liquor to be utilized in an event program in full conformance with the state and local regulations regarding alcoholic liquor, except during the first year following this provision's adoption when the license applicant shall make such submittal within120 days of issuance of a Class K license. Licensee may only conduct outdoor sales of alcohol at established outdoor venues on park district properties: Ackerman Sports and Fitness Center/Ackerman Park, 800 St. Charles Road, Lake Ellyn Boathouse and Park, 645 Lenox Road, and Maryknoll Park/Holes and Knolls Clubhouse and Course, 845 Pershing Road between the hours of 9:00 a.m. and 10:00 p.m. All individuals allowed to sell alcoholic liquor shall be required to successfully complete a state certified beverage alcohol sellers and servers BASSET education and training program. A Class K license shall only be issued to a park district organized under the Park District Code 70 ILCS 1205. The consumption of alcohol is only permitted at the defined premise and venue where the sale and/or service of alcohol occur.

The Park District will be partnering with businesses who have a liquor license for events with liquor. Those businesses will be required to obtain a State Special Use Liquor License, as they have done in conjunction with the Class E Liquor License previously. The Park District will need to provide the Village with a list of their events with dates/times that alcohol will be on premises quarterly. BYOB is not recommended to be included in this Class modification.

Previous Park District Events where they obtained a Class E liquor license have been managed appropriately and without any issues.

Budget Impact:
The current fee for a Class K liquor license is $200 annually. Staff recommends increasing this annual fee to $500, due to the two (2) additional park locations and expected increase in events. The Village will also receive revenue from applicable sales taxes and the Village's food and beverage tax.

Contribution to Strategic Plan (if applicable)
Development: Implement Economic Development strategy focused on overall commercial vitality, EAV growth and sales tax growth. Modifying the Class K Liquor License increases the opportunity for sales tax growth.

Action Requested:
This is for discussion only.

Attachments:
1. GEPD Class K Liquor Liscense Request

GLEN ELLYN
PARK DISTRICT
Established in 1919

A: 185 Spring Avenue
Glen Ellyn, IL 60137
P: (630) 858-2462
E: support@gepark.org
F: (630) 858-4378
W: www.gepark.org

December 23, 2022

Meredith Hannah
Economic Development Director
Village of Glen Ellyn
535 Duane Street
Glen Ellyn, IL 60137

Dear Meredith:

Per your direction previously provided to Stacy Lim, Superintendent of Facilities, the Glen Ellyn Park District is submitting a request for a specific Class K Liquor License. As the Park District has expanded to over 100 special events each year, some of which includes liquor sales and utilization opportunities through vendor sales and BYOB formats. The Park District is seeking to obtain a specific Class K Liquor License that would include all the locations identified in the attached request, hosting liquor consumption. In the past, the Park District has applied for and received several Class E special event liquor licenses per event basis. These have all proceeded accordingly and as required, without incident. In fact, the events have been widely popular and well received by the community. The ability to be issued a more permanent and inclusive license would streamline the process for both the Village of Glen Ellyn and the Glen Ellyn Park District.

As responsible stewards and providers of community recreational services, the Glen Ellyn Park District would continue to follow all specific guidelines and regulations as previously required. All events would include BASSET certified site supervisors and/or vendors, containment of events by secluded indoor spaces away from public access as buildings are open, or perimeter fencing for outdoor events. Please advise on the next steps to obtain this specific license attached below.

Your assistance, time and consideration are well appreciated. Any questions please contact me at dharris@gepark.org, (630)942-7255 or Stacey Lim, slim@gepark.org, (630)942-7275

Sincerely

Dave Harris
Executive Director

Glen Ellyn Park District Class "K" Liquor License Request:

Class K: Such license shall permit the licensee to sell alcoholic liquor at any and all locations owned and operated by a park district. The retail sale of alcoholic liquor is subject to licensure by the Local Liquor Commission. The Class K license shall permit the license holder to sell and dispense alcohol as part of scheduled park district programming and as permitted in Classes B-8 and G of the Village Code for both established indoor and outdoor properties at Ackerman Sports and Fitness Center/Ackerman Park, 800 St. Charles Road, Lake Ellyn Boathouse/ Lake Ellyn Park, 645 Lenox Road, and Maryknoll Park/Holes and Knolls Clubhouse and Course, 845 Pershing Road. The license applicant shall provide the Local Liquor Commission its rules and procedures to allow the sale of liquor to be utilized in an event program in full conformance with the state and local regulations regarding alcoholic liquor, except during the first year following this provision's adoption when the license applicant shall make such submittal within120 days of issuance of a Class K license. Licensee may only conduct outdoor sales of alcohol at established outdoor venues on park district properties: Ackerman Sports and Fitness Center/Ackerman Park, 800 St. Charles Road, Lake Ellyn Boathouse and Park, 645 Lenox Road, and Maryknoll Park/Holes and Knolls Clubhouse and Course, 845 Pershing Road between the hours of 9:00 a.m. and 10:00 p.m. All individuals allowed to sell alcoholic liquor shall be required to successfully complete a state certified beverage alcohol sellers and servers BASSET education and training program. A Class K license shall only be issued to a park district organized under the Park District Code 70 ILCS 1205. The consumption of alcohol is only permitted at the defined premise and venue where the sale and/or service of alcohol occur.

Glen Ellyn Village Board
535 Duane Street
Glen Ellyn, IL 60137

Meeting 1/17/2023 7:00 PM
Department: Finance
Department Head: Larry Noller, Dave Buckley
Category: Report
Prepared By: Larry Noller, Dave Buckley, John Hubsky

AGENDA ITEM (ID # 2023-16)

DOC ID: 2023-16

Presentation of Water and Sewer Rate Study

Statement of the Issue:
Eric Callocchia from NewGen Strategies & Solutions will present the water and sewer rate study prepared for the Village.

Analysis:
The Village Board approved the preparation of a water and sewer rate study by NewGen Strategies and Solutions in February 2022. NewGen was selected by a steering group composed of Public Works and Finance staff following a request for proposal process with four firms responding. The intent of the study is to ensure that the Village's water and sewer rates are sufficient to generate the revenue necessary to operate, maintain, repair, rehabilitate, and replace the Village's water and sewer systems.

NewGen presented the draft report to the Finance Commission at their September meeting. The study recommends increasing water and sewer rates and adopting an alternative rate structure, which includes a fixed fee component based on a customer's meter size. The study noted that the fixed fee component would impact residents differently based on meter size and usage, with lower usage customers experiencing a greater percentage increase than higher usage customers. The Finance Commission requested that NewGen provide further details on how the rate changes would impact residents if the Village adopted the alternative rate structure and options to minimize the impact to residents with lower water usage.

NewGen and Village staff met and discussed potential revisions to the proposed rate structure to further minimize the impact on residents. Some of the rate model assumptions were modified and the forecasted cash reserves allowed to move closer to the recommended minimum balance. Additionally, the fixed fee component would be phased in over a longer term. The Finance Commission reviewed and discussed the additional information and the revised proposed rates at their October meeting and unanimously approved recommending the alternative rate structure and rate increases to the Village Board.

Budget Impact:
The report includes recommended rate increases starting in 2023. The 2023 budget for the Water and Sewer Fund includes a 2% increase in the water and sewer rates at mid-year.

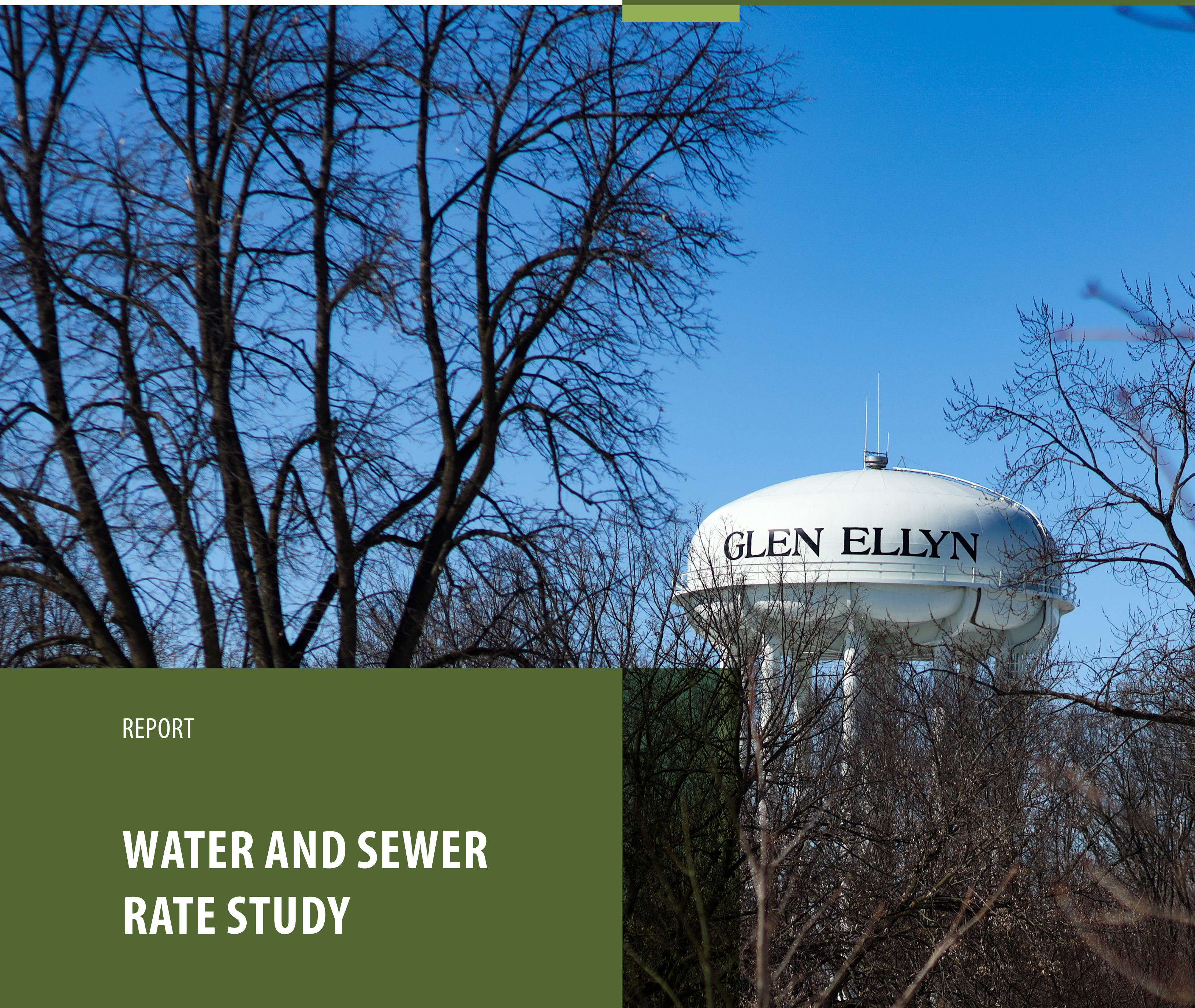
Contribution to Strategic Plan (if applicable)
Financial Stability and Infrastructure
The recommended water and sewer rates are intended to provide sufficient funding for the Village's water and sewer operations and infrastructure improvements without issuing new debt.

Action Requested:
Direct staff regarding the following decision points.
1. FY 2023 and FY 2024 rate increases.
2. Adopting the recommended alternative rate structure.

Attachments:
1. Water and Sewer Rate Study

NewGen Strategies & Solutions

www.newgenstrategies.net



REPORT

WATER AND SEWER RATE STUDY

Prepared for:
Glen Ellyn Public Works
30 S. Lambert Road
Glen Ellyn, Illinois 60137

NewGen Strategies & Solutions

911-A Commerce Road
Annapolis, MD 21401
Phone: (410) 266-9101

January 12, 2023

John Hubsky
Assistant Public Works Director
Glen Ellyn Public Works
30 S. Lambert Road
Glen Ellyn, IL 60137

Subject: **Water and Sewer Rate Study Report**

Dear Mr. Hubsky:

NewGen Strategies and Solutions, LLC (NewGen) is pleased to submit to the Village of Glen Ellyn our report detailing our completed Water and Sewer Rate Study. This report summarizes our study's results regarding the forecasted costs of providing water and sewer service to the Village's customers and our recommendations for recovering these costs over the next five years. Our recommendations relating to revenue increases will result in the sustainable operation of the Village's water and sewer utilities and the financial health of the Village's Water and Sewer Fund.

We appreciate the opportunity to provide our services to the Village and would like to express our sincere appreciation to Village staff. The dedication and assistance provided by Village staff was essential to the completion of this study. It has been a distinct pleasure to work with the Village of Glen Ellyn.

Sincerely,

DocuSigned by:
C11651334F8F462...
Eric Callocchia
Partner
NewGen Strategies and Solutions, LLC

Table of Contents

List of Tables

List of Figures

EXECUTIVE SUMMARY

The primary goal of NewGen's study was to develop a five-year forecast of water and sewer rates to support the costs of operating and maintaining the Village's water and sewer systems. NewGen used the Village's FY 2022 operating budget and ten-year capital improvement plan as the basis for its projections with appropriate cost escalation for future years. A key assumption of the study is that the Village will not take on any additional debt to finance capital improvement projects.

NewGen's study determined that the Village's FY 2022 rates are not sufficient to maintain the financial and operational health of the Village's Water and Sewer Fund over the next five years. The following figures show the expenses vs. revenues and fund balance projections if the Village does not increase water or sewer rates over the five-year planning period.

Figure E-1: Water and Sewer Expenses vs. Revenues at FY 2022 Rates

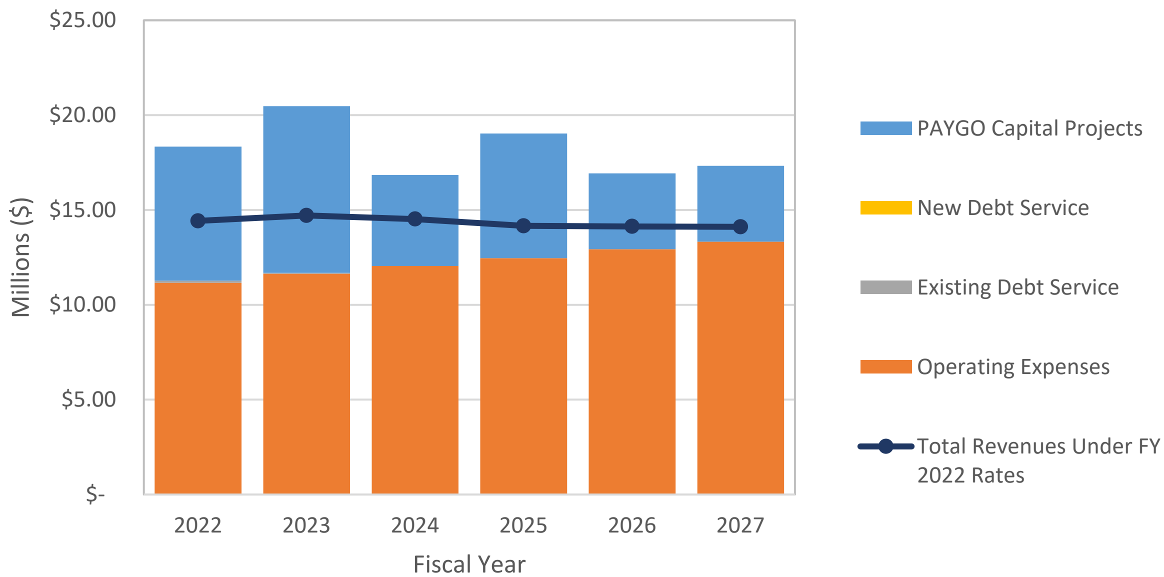
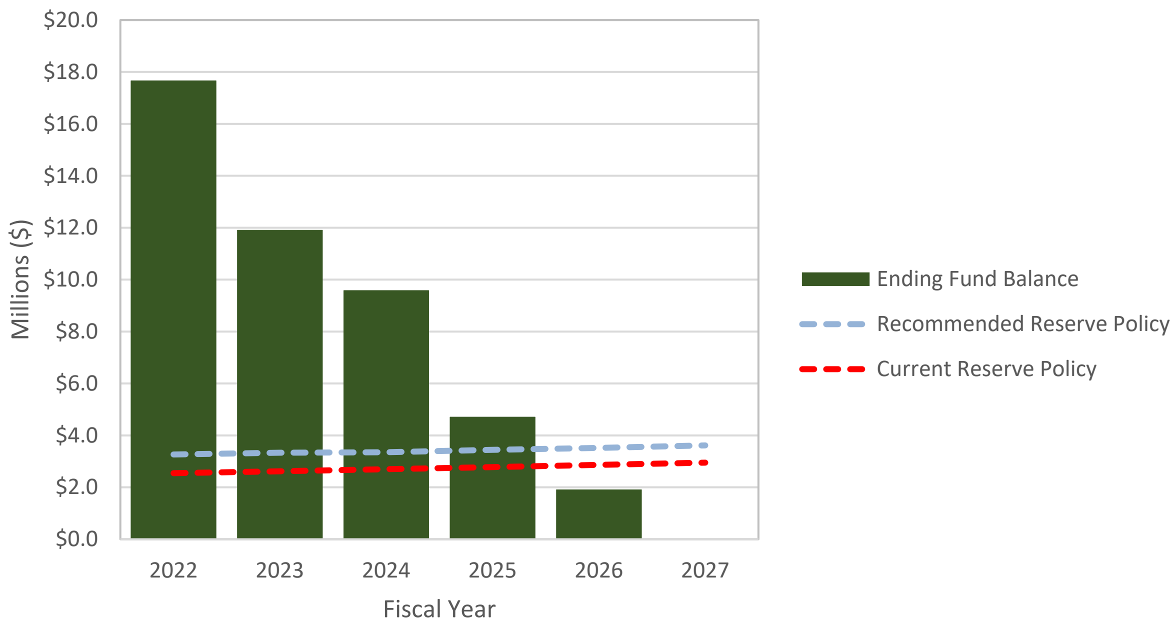


Figure E-2 shows the forecasted Water and Sewer Fund balance if the Village does not increase any water or sewer rates above the current FY 2022 rates. As a part of the study, NewGen evaluated the Village's current Water and Sewer Fund reserve policy. The Village established a policy several years ago of a minimum fund balance of $2.0 million with an annual escalation factor. NewGen calculated that this results in a current fund balance policy of $2.5 million.

NewGen's recommendation is to base the Village's Water and Sewer Fund balance minimum policy on the operating and maintenance (O&M) and capital costs of the system. NewGen recommends maintaining a minimum of 90 days of annual O&M costs and 30 days of annual pay-as-you-go (PAYGO) capital costs. As the Village's costs increase this fund balance policy will increase as well, ensuring the financial stability of the Water and Sewer Fund. The fund balance chart below shows both the current Village policy and NewGen's recommended policy.

Figure E-2: Water and Sewer Fund Balance Projection at FY 2022 Rates



NewGen's recommended revenue increases to maintain the financial health of the Village's Water and Sewer Fund are shown in Table E-1 below. The increases are necessary to meet the future inflation adjusted O&M costs and capital investments required to support the Village's water and sewers systems.

Table E-1
Recommended Water and Sewer Rate Increases

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Sewer Infrastructure Fee	0.0%	0.0%	0.0%	0.0%	0.0%
Water Volumetric Rate	2.0%	2.0%	3.0%	4.0%	5.0%
Sewer Volumetric Rate	2.0%	2.0%	3.0%	4.0%	5.0%

The following figure shows the Water and Sewer Fund expenses and revenues if the Village adopts the rate increases shown in Table E-1.

Figure E-3: Water and Sewer Expenses vs. Revenues at Recommended Rates

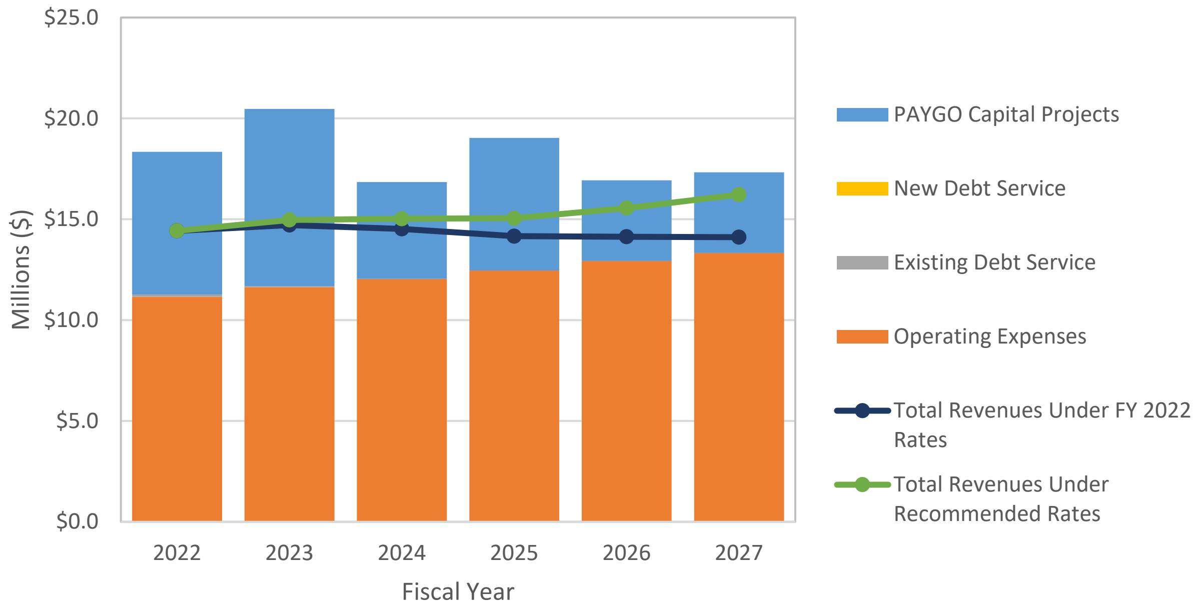
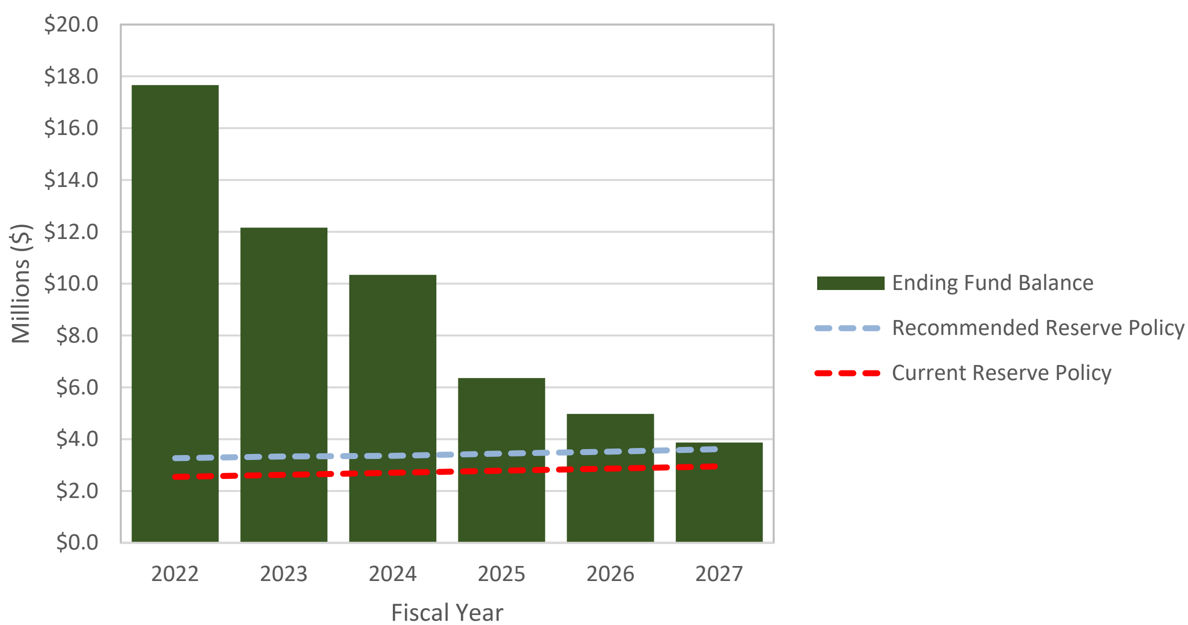


Figure E-4 shows the forecasted Water and Sewer Fund balance if the Village adopts each of the annual rate increases shown in Table E-1.

Figure E-4: Water and Sewer Fund Balance Projection at Recommended Rates



NewGen developed an alternative rate structure for the Village's water and sewer rates. The Village currently charges only a volumetric rate per 1,000 gallons of usage, with a monthly minimum of 2,000 gallons to fund the water and sewer systems.[1] NewGen developed a rate alternative that includes a fixed monthly fee based on meter size that includes no usage, and a volumetric rate per 1,000 gallons for all metered usage. The impact of the alternative rate structure is different on customers based on their water demand.

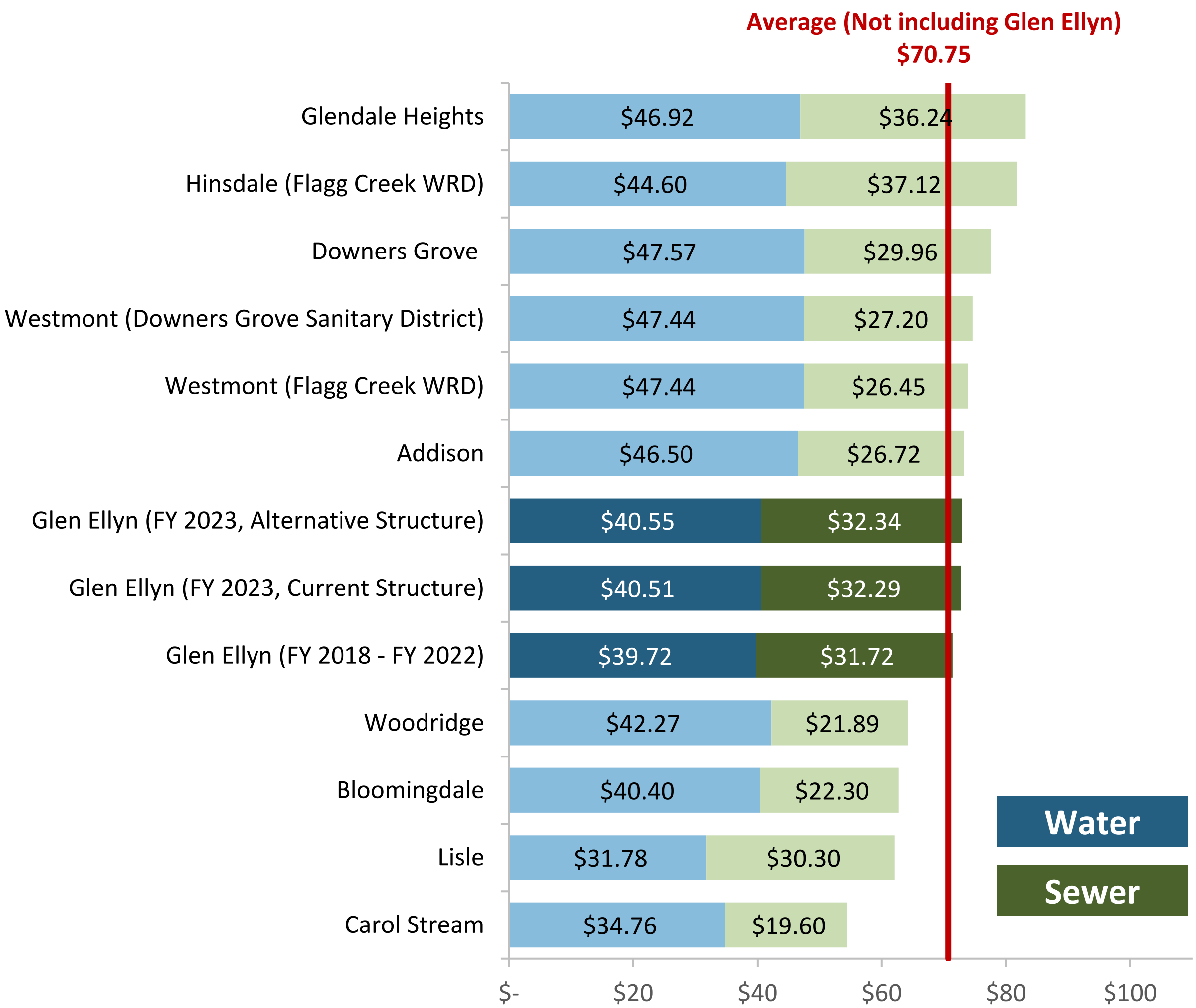
The average Village residential customer uses 4,000 gallons of water per month. Table E-2 shows the impact of the recommended revenue increases on sample Village residential customers under both the current and alternative rate structure. Both rate structures include the revenue increases recommended in Table E-1 and generate the same amount of total water and sewer revenue.

Table E-2
Projected Combined Water and Sewer Monthly Customer Bills

		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Current Rate Structure							
Minimum Use		**$37.22**	**$37.90**	**$38.60**	**$39.67**	**$41.14**	**$43.04**
2 kgal/mo.	*$ Change*		*$0.68*	*$0.70*	*$1.07*	*$1.47*	*$1.91*
5/8" Meter	*% Change*		*1.8%*	*1.8%*	*2.8%*	*3.7%*	*4.6%*
Average Use		**$71.44**	**$72.81**	**$74.20**	**$76.34**	**$79.27**	**$83.09**
4 kgal/mo.	*$ Change*		*$1.37*	*$1.40*	*$2.14*	*$2.93*	*$3.81*
5/8" Meter	*% Change*		*1.9%*	*1.9%*	*2.9%*	*3.8%*	*4.8%*
High Use		**$345.20**	**$352.04**	**$359.02**	**$369.71**	**$384.37**	**$403.44**
20 kgal/mo.	*$ Change*		*$6.84*	*$6.98*	*$10.68*	*$14.67*	*$19.07*
1 1/2" Meter	*% Change*		*2.0%*	*2.0%*	*3.0%*	*4.0%*	*5.0%*
Alternative Rate Structure							
Minimum Use		**$37.22**	**$38.67**	**$40.16**	**$41.91**	**$44.24**	**$47.11**
2 kgal/mo.	*$ Change*		*$1.45*	*$1.48*	*$1.75*	*$2.33*	*$2.87*
5/8" Meter	*% Change*		*3.9%*	*3.8%*	*4.4%*	*5.6%*	*6.5%*
Average Use		**$71.44**	**$72.89**	**$74.38**	**$76.33**	**$79.26**	**$83.06**
4 kgal/mo.	*$ Change*		*$1.45*	*$1.48*	*$1.95*	*$2.93*	*$3.81*
5/8" Meter	*% Change*		*2.0%*	*2.0%*	*2.6%*	*3.8%*	*4.8%*
High Use		**$345.20**	**$352.47**	**$359.89**	**$369.63**	**$384.28**	**$403.32**
20 kgal/mo.	*$ Change*		*$7.27*	*$7.41*	*$9.75*	*$14.64*	*$19.04*
1 1/2" Meter	*% Change*		*2.1%*	*2.1%*	*2.7%*	*4.0%*	*5.0%*

If the Village adopts the rates recommended in this report in FY 2023, then the Village's combined water and sewer bill for an average inside Village customer would remain just above average of similar utilities in the region, as shown in Figure E-5.

Figure E-5: Regional Bill Comparison – Residential Customer, 5/8" Meter, 4,000 gal/mo.



[1] The Village's $3.00 per month Infrastructure Fee is levied for the purpose of funding sewer and stormwater infrastructure repairs and improvements, and is split 50/50 between sewer and stormwater spending.

Section 1
STUDY BACKGROUND AND SCOPE OF WORK

Study Background

The Village of Glen Ellyn is in DuPage County, Illinois, United States, about 24 miles west of Chicago. The Village of Glen Ellyn's Utilities Division within the Public Works Department maintains watermain, sanitary sewer, and storm sewer infrastructure.

The Village's water distribution system contains approximately 110 miles of water main, 1,300 fire hydrants, 1,600 valves and has over 8,200 water services. The sanitary sewer collection system comprises around 85 miles of sewer mains with over 2,000 manholes and contains five lift stations. The storm sewer collection system contains about 65 miles of piping, 3,100 catch basins and inlets and 1,200 manholes. The Village's sanitary sewer collection system conveys wastewater to the Glenbard Wastewater Authority (GWA), the treatment plant for both Glen Ellyn and Lombard.

The Village engaged NewGen Strategies and Solutions, LLC to complete a Water and Sewer Rate Study to ensure that the Village's water and sewer rates are sufficient to generate the revenue necessary to operate, maintain, repair, rehabilitate, and replace the Village's utility systems while also maintaining appropriate Water and Sewer Fund reserves.

Project Approach

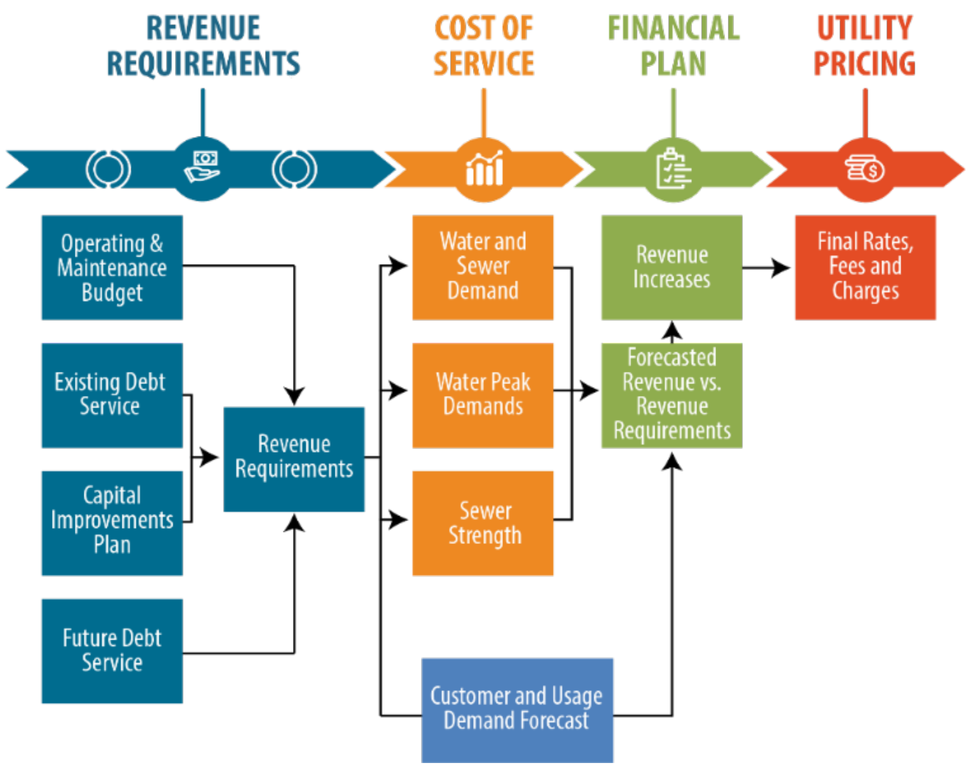
NewGen's approach to reviewing and evaluating municipal utility rates is governed by the view that the ideal rate structure must satisfy seven criteria:

- ***Equity*** requires that rates and charges result in no undue discrimination among customers or customer classes. Although equity is normally related to the cost of service, it should be realized that customer acceptance will center on preconceived notions of equity and fairness.
- ***Efficiency*** refers to the ability of the rate schedule to encourage wise use of the resources devoted to the services that the utility provides.
  - Rates should reflect the cost of providing service.
  - Rates should be similar for customers or customer classes served under similar conditions.
  - Customers should be able to understand the rate schedules so that they can make rational decisions regarding their purchase of additional service(s).
- ***Revenue Adequacy*** is the most fundamental of all considerations, as it recognizes that rates are cost driven. When evaluating any rate structure, the rates must produce revenues sufficient to operate the system and those rates produce sufficient revenues if there are changes in demand for service.
- ***Affordability*** means that the recommended rates must result in bills that are realistically within the ability of customers to pay.
- ***Sustainability*** means that the objective of the rate methodology is to keep rates low over time, not to merely keep them low for the short-term by omitting or deferring needed expenses such as maintenance and funding of necessary cash reserves.

- ***Administrative Simplicity*** recognizes that limits must be placed on the number of customer classes, the complexity of the rate schedule, and the frequency of billing.
- ***Legal and Regulatory Compliance*** is a prime consideration because rate structures must incorporate applicable local, state, and federal statutes.

The application of the criteria should recognize that a rate schedule is a form of public policy statement, setting forth those values that the utility considers important. Rate structures must be tailored to community perceptions, realities, and values. While each utility's budgeting, financial reporting and flow of funds is unique, a generalized schematic illustrating our approach to a cost of service / rate study is shown in the figure below.

Figure 1-1: Cost of Service Process



NewGen's approach to completing a utility rate study is completed in a four-step process which includes:

- **Revenue Requirements** - Development of the full cost of providing water and sewer service to each class of Village customers, including those costs that may not be identified such as the need for repair and replacement of assets (i.e., deferred maintenance).
- **Cost of Service** - Allocation of revenue requirements to customer classes or types of customers based on the cost of providing service and each class's demand for service.
- **Financial Plan** - Development of a financial plan to fund system revenue requirements considering customer and usage demand forecasts.
- **Utility Pricing** - Review of the current and alternative rate designs based on revenue needs and rate design pricing objectives with specific rate projections.

This report details the results of our study and our recommendations regarding water and sewer rates sufficient to meet the future costs of each utility.

Section 2
REVENUE REQUIREMENTS

The first step in the rate study is to identify and project the revenue requirements of the water and sewer systems. The revenue requirements reflect the true cost of operating and maintaining each system when accounting for day-to-day operation and maintenance (O&M) costs, existing debt service, planned capital improvements, and contributions to reserves. This section of our report will detail the full costs of each system and how those costs are reasonably expected to increase in the future.

Study Assumptions

While the study is predicated on the most recently available data, several assumptions must be made to forecast future costs and revenues.

Operating Budget Escalation Factors

NewGen's cost projections are based on the Village's FY 2022 adopted Water and Sewer Fund budget. To reasonably project future costs, escalation and inflation factors must be applied to each of the Village's budget line items. The study includes the following operating and maintenance line-item escalation factors in Table 2-1.

Table 2-1
Operating Budget Escalation Factors

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Salaries	5.0%	3.2%	3.2%	3.2%	3.2%
Benefits	3.2%	3.2%	3.2%	3.2%	3.2%
General Inflation	8.0%	4.0%	3.2%	3.2%	3.2%
DuPage Water Commission	4.2%	5.0%	5.0%	5.0%	3.0%
Glenbard Wastewater Authority	3.0%	3.0%	3.0%	3.0%	3.0%

The cost of wholesale water purchases from the DuPage Water Commission are based on actual FY 2023 rates, and estimated increases for FY 2024 – FY 2027. The cost of wastewater treatment paid to the Glenbard Wastewater Authority are estimated to increase by 3.0% per year for the entire forecast period.

On average, NewGen projects that the water utility operating budget will increase by 3.9% per year and sewer by 3.3% per year over the five-year projection period.

Water and Sewer Operating Costs

The Village's FY 2022 budget and forecasted FY 2023 – FY 2027 Water and Sewer Fund O&M expenses are shown in Table 2-2. Also included are forecasted O&M cost impacts of the Village's Capital Improvement Plan. A key driver of the increase in O&M costs is estimated increases in the cost of the Village's purchased water from the DuPage Water Commission (DWC) and the payments for wastewater treatment to the Glenbard Wastewater Authority (GWA).

Table 2-2
Projected Water and Sewer Operating and Maintenance Expenses

	FY 2022 Budget	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected	FY2026 Projected	FY2027 Projected
Water Purchases	$4,166,000	$4,298,608	$4,468,403	$4,644,905	$4,877,150	$5,023,465
Village Water O&M	1,820,615	1,945,302	2,017,244	2,081,796	2,148,414	2,217,163
Sewer Treatment	3,586,729	3,694,331	3,805,161	3,919,316	4,036,895	4,158,002
Village Sewer O&M	1,586,925	1,693,332	1,755,312	1,811,482	1,869,450	1,929,272
Total O&M	**$11,160,269**	**$11,631,572**	**$12,046,120**	**$12,457,499**	**$12,931,908**	**$13,327,901**
% Change		*4.2%*	*3.6%*	*3.4%*	*3.8%*	*3.1%*

Water purchases from DuPage Water comprise about 70% of the Village's water O&M costs (37% of total costs). Similarly, payments for sewer treatment to GWA comprise 70% of the Village's sewer O&M costs and 32% of total O&M costs.

Water and Sewer Capital Costs

There are two components to the capital costs of the water and sewer systems. The first is the existing debt obligations payable by the Water and Sewer Fund. The second is any planned capital expenditures to be paid by the Fund, which can be paid on an annual basis (i.e., PAYGO funded) or with the issuance of new debt (i.e., debt-funded). The following capital costs are included in NewGen's revenue requirement projections for the Water and Sewer Fund.

Existing Debt Service

As of 2022, the Village is obligated to pay one outstanding debt issue – a single Illinois Environmental Protection Agency (IEPA) Loan. The Village maintains a policy of completing water and sewer capital projects on a PAYGO basis. The IEPA loan will be paid in full in FY 2023.

Table 2-3 shows the projected loan payments over the five-year study planning period.

Table 2-3
Current Debt Service Obligations by Issue

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
IEPA Loan	$107,945	$53,306	$ -	$ -	$ -	$ -
Total Debt Service	**$107,945**	**$53,306**	**$ -**	**$ -**	**$ -**	**$ -**
% Change		*(-50.6%)*	*(-100.0%)*	*- %*	*- %*	*- %*

Planned Capital Improvements

A major component of the Village owning sustainable water and sewer utilities is the planning for the rehabilitation and replacement of the Village's assets. The Village provided NewGen with a Capital Improvement Plan (CIP) that is a detailed list of projects including when they are planned to be completed and how much they are projected to cost. NewGen's study includes funding for all CIP projects. Table 2-4 summarizes the projects included in the Village's current CIP, developed by Village staff for the period FY 2022 – FY 2027.

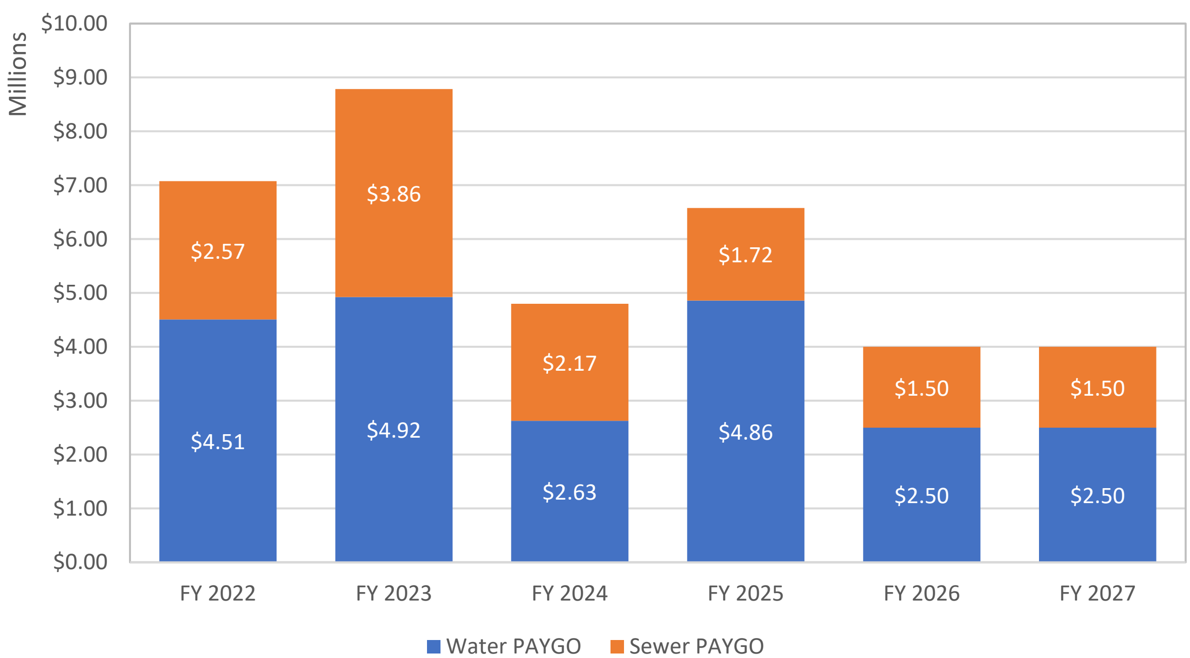
Table 2-4
Planned Capital Improvement Projects

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Water Projects	$4,508,145	$4,923,737	$2,626,791	$4,859,830	$2,500,000	$2,500,000
Sewer Projects	$2,566,058	$3,860,327	$2,173,592	$1,716,101	$1,500,000	$1,500,000
Total Planed CIP	**$7,074,203**	**$8,784,064**	**$4,800,383**	**$6,575,931**	**$4,000,000**	**$4,000,000**

Many of the projects planned in the early years of the CIP are projects that have been planned but not yet completed. The higher than average capital spending in FY 2023 – FY 2025 reflect the completion of those planned projects that have been delayed. Capital spending in years FY 2026 and FY 2027 reflect a more typical level of capital spending for the systems. A detailed list of capital projects is provided in Appendix A of this report.

Figure 2-1 shows the annual variation of the Village's planned CIP spending and the funding source assumed to develop the study's financial projections.

Figure 2-1: Capital Improvement Plan Financing Forecast



All planned capital projects will exclusively be funded through cash (PAYGO). With the Village's existing debt obligations ending in FY 2022, there is no Water and Sewer Fund debt service for the study's recommended rate forecast.

Miscellaneous Revenues

The Village accounts for certain Water and Sewer Fund revenues that are in addition to the various water and sewer rates charged to retail customers.

Two significant sources of revenue for the sewer system are charges levied on DuPage County and Illinois American Water. These agreements are based on sewer flow and are independent of the Village's retail rates. NewGen's assumption is that the revenue generated by these agreements will remain unchanged for the forecast period.

Other non-rate revenues include, connection fees, miscellaneous reimbursements, investment interest, and permit fees. Table 2-5 details these non-rate revenues.

Table 2-5
Projected Non-Rate Revenue

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
DuPage County Sewer	$550,000	$550,000	$550,000	$550,000	$550,000	$550,000
IL American Sewer	420,000	420,000	420,000	420,000	420,000	420,000
Property Tax (SSA #12)	97,000	97,000	97,000	97,000	97,000	97,000
Sewer Permits	70,000	70,000	70,000	70,000	70,000	70,000
Sale of New Meters	45,000	45,000	45,000	45,000	45,000	45,000
Utility Inspections	24,000	24,000	24,000	24,000	24,000	24,000
Water Connection Fees	80,000	80,000	80,000	80,000	80,000	80,000
Investment Income	12,000	427,774	364,619	129,142	102,317	81,311
Other Income	42,600	42,600	42,600	42,600	42,600	42,600
Total Non-Rate Revenues	**$1,340,600**	**$1,756,374**	**$1,693,219**	**$1,457,742**	**$1,430,917**	**$1,409,911**

Net Revenue Requirements

Based on the latest available FY 2022 operating, debt service, and capital expense data as well as the methodologies and assumptions detailed above, NewGen developed a net revenue requirement forecast for the Village's water and sewer systems, shown in Table 2-6.

Table 2-6
Water and Sewer Fund Net Revenue Requirement Projection

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Operating Expenses	$11,160,269	$11,631,572	$12,046,120	$12,457,499	$12,931,908	$13,327,901
Existing Debt Service	$107,945	$53,973	$ -	$ -	$ -	$ -
New Debt Service	$ -	$ -	$ -	$ -	$ -	$ -
PAYGO Capital	$7,074,203	$8,784,064	$4,800,383	$6,575,931	$4,000,000	$4,000,000
Total Rev. Req.	**$18,342,417**	**$20,469,609**	**$16,846,503**	**$19,033,430**	**$16,931,908**	**$17,327,901**
Less: Non-Rate Rev.	($1,340,600)	($1,754,218)	($1,690,533)	($1,455,726)	($1,428,140)	($1,406,008)
Net Rev Req.	**$17,001,817**	**$18,715,391**	**$15,155,970**	**$17,577,704**	**$15,503,769**	**$15,921,894**

The net revenue requirement is the basis upon which all rates and fees are calculated for the Village's systems. Although the net revenue requirement varies from year to year, the financial plan developed during the study takes a long-term perspective to maintain stable rates and sufficient reserves.

Before a financial plan can be developed for the Village's systems, an accounting of each system's customer base must be completed. The Village's Water and Sewer Fund customer base includes the Village's metered water customer accounts and metered water sales, which are also the basis for charges related to sewer. The next section of this report details the Village's water and sewer customers and their use of the Village's utility systems.

Section 3
WATER AND SEWER CUSTOMERS AND USAGE

This section will detail the composition of the Village's water and sewer system customer base. The Village's primary revenue source for the Water and Sewer Fund is the rates and fees charged to customers of the water and sewer systems. The latest full year of customer and consumption data available for the study was FY 2021.

Water Customers and Consumption

The Village serves about 8,300 water connections, a vast majority of which are customers within the Village's corporate limits. The number of outside Village water connections is shown in Table 3-1 below.

Table 3-1
FY 2021 Water Customer Accounts

Customer Type	Accounts
Inside Village	8,340
Outside Village	19
Glen Oak	1
Total Accounts	**8,360**

FY 2021 Water Consumption

Table 3-2 shows the billable water usage breakdown of the Village's FY 2021 water customers.

Table 3-2
FY 2021 Water Consumption (kgal)

Customer Type	Consumption (kgal)
Inside Village	743,789
Outside Village	5,336
Glen Oak	3,000
Total Consumption	**752,125**

Projected Water System Demand

The Village's projected consumption is outlined in Table 3-3 below, which includes a slight decrease from FY 2023 – FY 2025 based on an anticipated decline in usage of 1.0% per year for the first three fiscal years of the forecast. Beginning in FY 2025, the Village's water consumption is assumed to level off for the remainder of the forecast.

Table 3-3
Projected Water Consumption in kgal

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Inside Village	743,789	736,351	728,987	721,697	721,697	721,697
Outside Village	5,336	5,283	5,230	5,178	5,178	5,178
Glen Oak	3,000	2,970	2,941	2,911	2,911	2,911
Total Water Sold (kgal)	**752,125**	**744,604**	**737,158**	**729,786**	**729,786**	**729,786**

The Village's sewer rates are based on separately calculated sewer consumption, and therefore sewer consumption forecasts are different from Table 3-3 above. Table 3-4 below depicts the Sewer Consumption in kgal.

Table 3-4
Projected Sewer Usage in kgal

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Inside Village	727,946	720,667	713,460	706,326	706,326	706,326
Outside Village	5,340	5,287	5,234	5,181	5,181	5,181
Total Sewer Sold (kgal)	**733,286**	**725,953**	**718,694**	**711,507**	**711,507**	**711,507**

The Village's sewer usage includes a slight decrease from FY 2023 – FY 2025 based on an anticipated decline in usage of 1.0% per year for the first three fiscal years of the forecast. Beginning in FY 2025, the Village's water consumption is assumed to level off for the remainder of the forecast.

Section 4
FINANCIAL PLAN AND CASH FLOW PROJECTIONS

NewGen developed cash flow and cash balance projections assuming the revenue requirements detailed in Section 2 of this report and that the Village does not increase any Water and Sewer Fund rates in any year of the five-year projection.

Minimum Cash Reserve and Debt Coverage Requirements

NewGen's study requires a baseline to which projected cash flow and reserve balances can be measured. NewGen relied on two financial policies of the Village to ensure that the rates projected because of our study ensure the financial health of the Village's Water and Sewer Fund. Our study requires that in each year, the Village must maintain a minimum of 90 days of operating cash on hand and a minimum of 30 days of PAYGO CIP.

Minimum Fund Balance Recommendation

Several years ago, the Village determined that an appropriate minimum fund balance reserve policy for the Water and Sewer Fund was $2.0 million. NewGen escalated this amount to FY 2022 dollars, resulting in a current minimum Water and Sewer Fund balance policy of about $2.5 million.

The American Water Works Association's (AWWA) Rates and Charges Committee states that "The level of reserves maintained by a utility is an important component of short and long-term financial management, and is a key consideration in the rate-setting process."[2] Other industry groups have published specific recommendations for minimum utility fund reserve levels, including the Water Environment Federation (one – three months O&M costs), the International City/County Management Association (one – two months of total expenses), and The Government Finance Officers Association (Noe less than 45 days of total expenses).

NewGen recommends that the Village establish a minimum fund balance policy based on the annual operating and capital expanse of thew water and sewer systems. NewGen's recommended policy has two components:

- **Operating Reserve**: Minimum of 90 days of annual operating expenses
- **Capital Reserve**: Minimum if 30 days of average 10-year PAYGO CIP

The minimum fund balance required each year of NewGen's five-year projection is shown in Table 4-1.

[2] AWWA Rates and Charges Committee Whitepaper, *Cash Reserve Policy Guidelines*, 2018

Table 4-1
Recommended Minimum Fund Balance Policy

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Annual O&M Costs	$11,160,269	$11,631,572	$12,046,120	$12,457,499	$12,931,908	$13,327,901
Days Required	90	90	90	90	90	90
O&M Reserve	$2,751,847	$2,868,059	$2,970,276	$3,071,712	$3,188,690	$3,286,332
Average PAYGO CIP	$6,246,916	$5,632,076	$4,675,263	$4,515,186	$4,000,000	$4,000,000
Days Required	30	30	30	30	30	30
Capital Reserve	$513,445	$462,910	$384,268	$371,111	$328,767	$328,767
Total Minimum Reserve	**$3,265,292**	**$3,330,969**	**$3,354,544**	**$3,442,823**	**$3,517,457**	**$3,615,099**
Current Reserve Policy	$2,544,775	$2,621,119	$2,699,752	$2,780,745	$2,864,167	$2,950,092

NewGen's recommended fund balance policy is slightly higher than the Village's current policy. NewGen's study includes revenue increases necessary to sustain a long-term forecast of Water and Sewer Fund balances above the minimum recommendation.

Cash Flow Projections at FY 2022 Rates

The Village's current water and sewer rate structure includes a usage rate per one thousand gallons (kgal) of metered consumption for both water and sewer service, as well as a fixed monthly sewer infrastructure fee. If in any month a customer uses less than 2,000 gallons, then that customer is billed for 2,000 gallons. The Village's FY 2022 rate structure is shown in Table 4-2.

Table 4-2
FY 2022 Water and Sewer Rates

	Water Rate per kgal	Sewer Rate per kgal	Monthly Infrastructure Fee
Inside Village	$9.93	$7.18	$3.00
Outside Village	$14.87	$7.55	$3.00

Water and Sewer Fund Cash Balance Projection at Current Rates

If the Village does not increase water or sewer rates from their current FY 2022 levels, the following two figures show NewGen's projected cash flow and Water and Sewer Fund balance projections for the period FY 2022 through FY 2027.

Figure 4-1: Water and Sewer Fund Expenses vs. Revenues Forecast

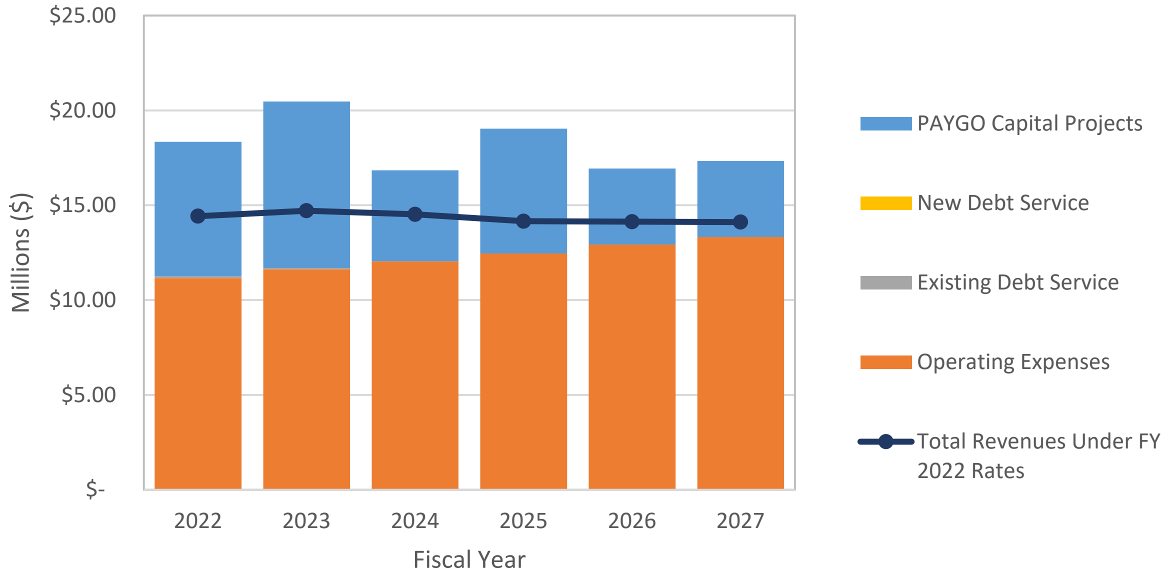
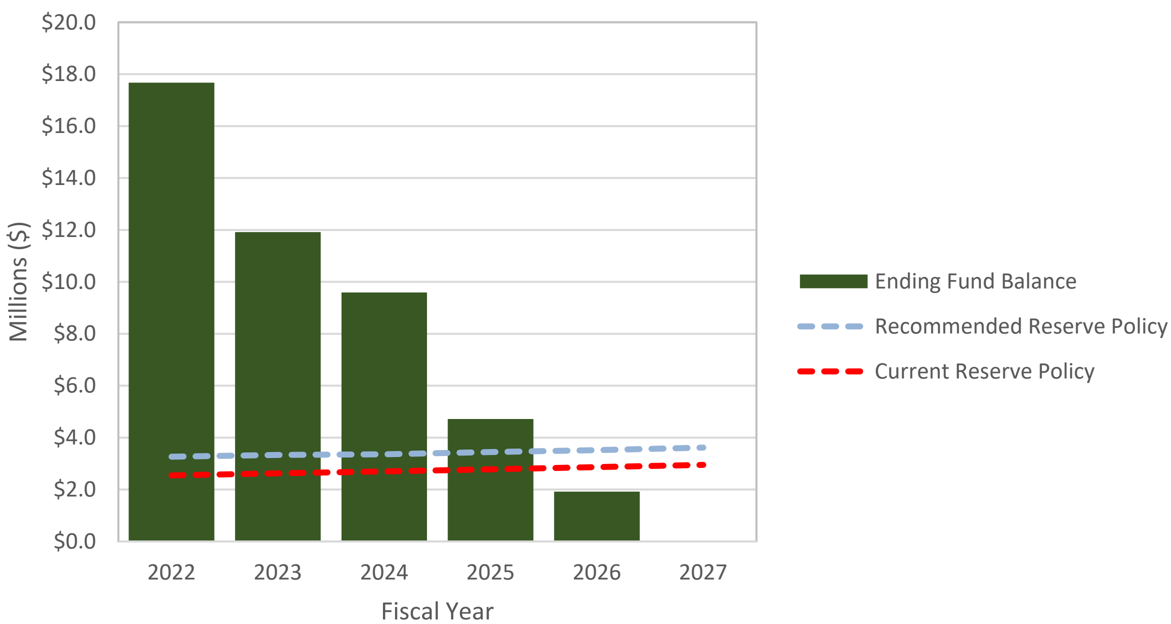


Figure 4-2: Projected Water and Sewer Fund Balance at FY 2022 Rates



The Village's current FY 2022 water and sewer rates are not sufficient to maintain the financial health of the water and sewer systems. The next sections of this report will detail the revenue increases and rates necessary to produce sufficient cash flow to maintain the recommended minimum required fund balance for the Village's Water and Sewer Fund.

Recommended Rate Increases

To increase revenues that will sustain the water and sewer systems, NewGen recommends the following rate increases for the Village's water and sewer rates.

Table 4-3
Recommended Water and Sewer Rate Increases

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Infrastructure Fee	0.0%	0.0%	0.0%	0.0%	0.0%
Water Rates	2.0%	2.0%	3.0%	4.0%	5.0%
Sewer Rates	2.0%	2.0%	3.0%	4.0%	5.0%

Water and Sewer Fund Cash Balance Projection at Recommended Rates

If the Village increases its water and sewer revenues consistent with the tables above, the result is that the Village can fund each system's projected operating, capital, and debt service expenses while also maintaining the recommended reserves, as shown in the following figures.

Figure 4-3: Water and Sewer Fund Expenses vs. Revenues – Recommended Rates

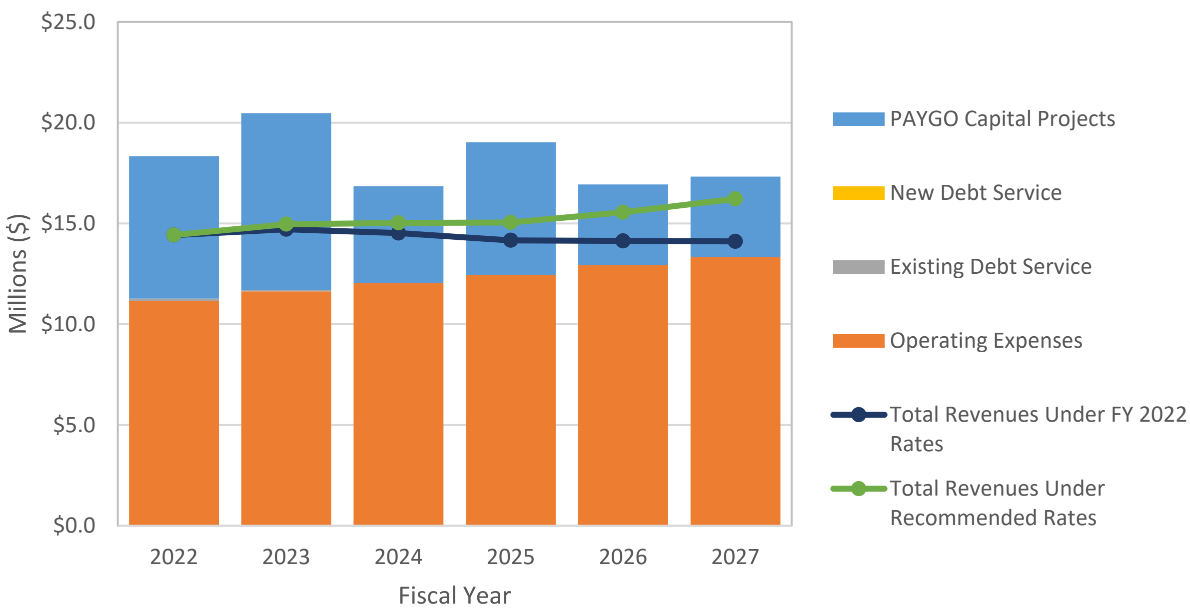
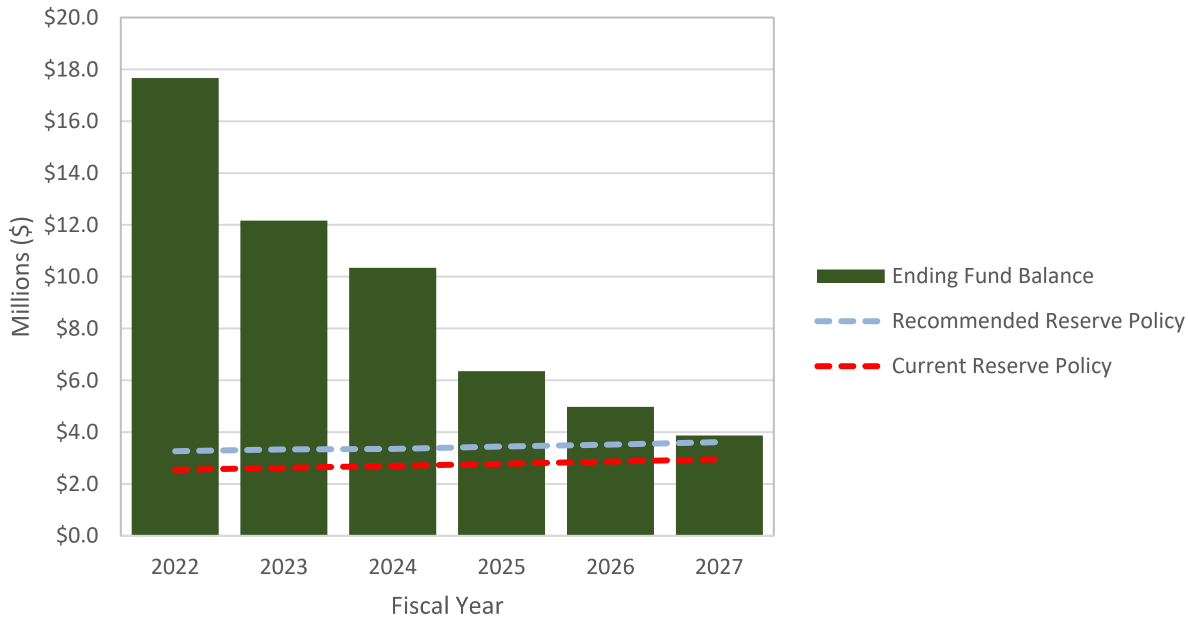


Figure 4-4: Water and Sewer Fund Balance – Recommended Rates



Section 5
RECOMMENDED RATES AND RATE STRUCTURE ALTERNATIVE

This section of our report details our recommended water and sewer rate increases and the specific rate changes and bill impacts that will result from those recommendations.

Recommended Revenue Increases

This section includes the total increases in revenue shown in Table 5-1, as described in Section 4. These revenue increases are necessary to maintain the financial and operational health of the Village's water sewer infrastructure.

Table 5-1
Recommended Water and Sewer Revenue Increases

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Infrastructure Fee	0.0%	0.0%	0.0%	0.0%	0.0%
Water Rates	2.0%	2.0%	3.0%	4.0%	5.0%
Sewer Rates	2.0%	2.0%	3.0%	4.0%	5.0%

Projected Rates under Current Rate Structure

The following water rates shown in Table 5-2 are based on the revenue increases in Table 5-1 and are forecasted to fully support the future operating, capital, debt service, and reserve requirements of the system.

The water rates in Table 5-2 assume that the Village does not change its water rate structure and continues to bill for a minimum of 2,000 gallons of consumption for each customer each month.

Table 5-2
Recommended Water Rates per kgal

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Inside Village	$9.93	$10.13	$10.33	$10.64	$11.07	$11.62
Outside Village	$14.87	$15.17	$15.47	$15.93	$16.57	$17.40

If the Village adopts the recommended rate increases in Table 5-1 each year from FY 2022 – FY 2026, then the Village's Sewer Service Charge would be as shown in Table 5-3.

Table 5-3
Recommended Monthly Sewer Rates

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Monthly Infrastructure Fee						
Inside Village	$3.00	$3.00	$3.00	$3.00	$3.00	$3.00
Outside Village	$3.00	$3.00	$3.00	$3.00	$3.00	$3.00
Sewer Rate per kgal						
Inside Village	$7.18	$7.32	$7.47	$7.69	$8.00	$8.40
Outside Village	$7.55	$7.70	$7.86	$8.09	$8.41	$8.84
Non-Metered (Monthly)	$45.30	$46.21	$47.13	$48.54	$50.49	$53.01

Again, the sewer rates in Table 5-3 assume that the Village does not change its rate structure and continues to bill for a minimum of 2,000 gallons of consumption for each customer each month.

Projected Rates under Alternative Rate Structure

A key task of NewGen's study was to calculate a rate structure alternative in which there is a fixed component that is not based on a minimum usage, does not include any usage, and is charged to all customers monthly regardless of usage. The Village's current minimum charge is not an effective method of stabilizing revenue. AWWA Manual M1 states:

> *"It is often assumed that a minimum charge adds to the utility's revenue stability. However, if the consumption allotment for a minimum charge is set at a low level, a utility may actually receive little benefit in terms of revenue stability. The amount of revenue generated from the consumption component of the minimum charge is revenue that, for the most part, would normally be generated from water sales using the consumption charge."* – AWWA Manual M1, 7th Edition. p. 153

AWWA Manual M1 also states:

> *"In light of the decreased predictability and increased volatility of the variable or consumption portion of water-rate revenues, many utilities are looking to increase the portion of fixed-charge revenues."* – AWWA Manual M1, 7th Edition, p. 150

While M1 offers no specific percentage of revenues that should be collected via fixed charges, there are several categories of the Village's expenses that can be defined as "fixed", that is, they do not vary with customer demand. Expenses such as salaries and benefits, customer meter reading and billing, and investments in system capacity (whether that capacity is used or not). In fact, all the Village's water expenses except the wholesale water purchased from DuPage Water Commission can be considered fixed. This means about 62% of the Village's total water expenses each year are fixed.

Large increases in fixed fees have a disproportionate impact on the customers with the smallest demand. The fixed costs drive up the average cost per unit for small customers because there is little demand over which to spread those costs. Because of this, a balance must be struck between revenue stability and customer affordability. Generally, utilities target 25% - 30% of revenue from fixed fees to balance these impacts. However, an immediate adjustment to a fixed fee generating 30% of water rate revenues would place a burden on the smaller customers.

NewGen recommends phasing-in the proportion of revenue generated by fixed fees over time. In the five-year study period, NewGen developed a fixed fee that phases into 10% of total revenue for both the water and sewer rates. Table 5-4 shows the recommended phase-in of fixed fee revenues.

Table 5-4
Fixed Fee Percentage Phase-In

	FY 2022[3]	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Fixed Revenue Percentage	1.9%	2.0%	4.0%	6.0%	8.0%	10.0%

The basis on which to apply a fixed fee can vary. NewGen recommends generating the proportion of fixed rate revenue from a monthly fee per meter, with larger meters paying higher fees based on flow capacity. The AWWA publishes the maximum flow capacity in gallons per minute (gpm) of each meter size, shown in Table 5-5.

Table 5-5
AWWA Meter Flow Capacity Ratios

Meter Size	Flow Capacity (gpm)	Flow Capacity Ratio
5/8"	20	1.0
3/4"	30	1.5
1"	50	2.5
1 1/2"	100	5.0
2"	160	8.0
3"	300	15.0
4"	500	25.0
6"	1000	50.0

For example, the fee charged to a 1 ½" meter will be five times the fee calculated for a 5/8" meter, because a 1 ½" meter has five times the flow capacity of a 5/8" meter. The fees, in total, are calculated to generate the percentage of rate revenue shown in Table 5-5 each year.

Table 5-6 shows the recommended fixed monthly service charges for FY 2023 through FY 2027 consistent with the overall revenue forecast, percentage of fixed revenues, and AWWA meter flow factors.

[3] The Village's minimum of 2,000 gallons is estimated to produce 1.9% of total rate revenues in FY 2022.

Table 5-6
Recommended Inside Village Monthly Water Service Charges

Meter Size	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
5/8"	N/A	$0.83	$1.68	$2.57	$3.57	$4.69
3/4"		$1.25	$2.52	$3.86	$5.36	$7.03
1"		$2.08	$4.21	$6.44	$8.93	$11.71
1 1/2"		$4.17	$8.42	$12.87	$17.85	$23.43
2"		$6.67	$13.47	$20.60	$28.56	$37.49
3"		$12.50	$25.25	$38.62	$53.55	$70.28
4"		$20.84	$42.08	$64.36	$89.25	$117.14
6"		$41.67	$84.16	$128.73	$178.50	$234.28

NewGen recommends that the Village apply to the fixed service charge the same 1.5 times outside Village differential that is currently applied to the existing volumetric rate.

Given the revenue generated by the fixed fees shown in Table 5-6, in the first two years of the phase-in all additional revenue is generated by the increase in fixed charges. Beginning in FY 2025, volumetric rate adjustments are necessary to meet the revenue needs of the system, even with the increases in fixed charge revenue. Table 5-7 shows the recommended volumetric rates consistent with the fixed fees forecasted above. The rates apply to all customer demand.

Table 5-7
Recommended Volumetric Water Rates

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Inside Village	$9.93	$9.93	$9.93	$10.00	$10.18	$10.46
Outside Village	$14.87	$14.90	$14.90	$15.00	$15.27	$15.69

Sewer revenues were targeted with the same percentages of total revenue as water each year. Listed below in Tables 5-8 and 5-9 are the sewer service charges and rates for the fixed fee rate structure.

Table 5-8
Recommended Inside Village Monthly Sewer Service Charges

Meter Size	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Infrastructure Fee (all meters)	$3.00	$3.00	$3.00	$3.00	$3.00	$3.00
5/8"		$0.62	$1.25	$1.92	$2.65	$3.47
3/4"		$0.93	$1.88	$2.88	$3.98	$5.21
1"		$1.55	$3.14	$4.79	$6.63	$8.68
1 1/2"	N/A	$3.11	$6.27	$9.58	$13.26	$17.36
2"		$4.97	$10.04	$15.33	$21.22	$27.78
3"		$9.32	$18.82	$28.75	$39.79	$52.09
4"		$15.54	$31.36	$47.92	$66.31	$86.82
6"		$31.07	$62.72	$95.83	$132.62	$173.63

Again, NewGen recommends applying the same 1.5 times differential to outside Village sewer customers, although we do not recommend applying the differential to the monthly Infrastructure Fee. Also, similar to the water volumetric rates, increases are not needed until FY 2025 due to the revenue generated by the recommended fixed charges.

Table 5-9
Recommended Sewer Rates per kgal

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Inside Village	$7.18	$7.18	$7.18	$7.20	$7.32	$7.51
Outside Village	$7.55	$7.55	$7.55	$7.58	$7.70	$7.90
Non-Metered (Monthly)	$45.30	$46.21	$47.13	$48.54	$50.49	$53.01

In both the case of water and sewer, the fixed and variable rates shown above generate the same revenue as the Village’s existing rate structure under the overall revenue increase plan discussed in Section 4.

Any time a utility changes its rate structure, there are different impacts on different types of customers. The next section in this report shows the impact on customer bills of the increases in existing rates and the implementation of the alternative rate structure.

Section 6
CUSTOMER BILL IMPACTS AND BENCHMARKING

A major consideration when developing any utility financial plan is the impact on the system's customer bills. The recommendations detailed in this report will result in revenue increases, and therefore cost increases, to many of the system's customers. This section summarizes the impact on the system's customers as well as provide a comparison the total customer bill set against surrounding utilities.

Projected Customer Bills under Current Rate Structure

The following table shows the impact of NewGen's recommended revenue increases and rate structure changes on various inside Village residential customers if the Village were to adopt the rate changes recommended in Section 4.

Table 6-1
Combined Water and Sewer Monthly Residential Customer Bill – Current Structure

Sample Customer		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Minimum Use		**$37.22**	**$37.90**	**$38.60**	**$39.67**	**$41.14**	**$43.04**
2 kgal/mo.	*$ Change*		*$0.68*	*$0.70*	*$1.07*	*$1.47*	*$1.91*
5/8" Meter	*% Change*		*1.8%*	*1.8%*	*2.8%*	*3.7%*	*4.6%*
Average Use		**$71.44**	**$72.81**	**$74.20**	**$76.34**	**$79.27**	**$83.09**
4 kgal/mo.	*$ Change*		*$1.37*	*$1.40*	*$2.14*	*$2.93*	*$3.81*
5/8" Meter	*% Change*		*1.9%*	*1.9%*	*2.9%*	*3.8%*	*4.8%*
High Use		**$345.20**	**$352.04**	**$359.02**	**$369.71**	**$384.37**	**$403.44**
20 kgal/mo.	*$ Change*		*$6.84*	*$6.98*	*$10.68*	*$14.67*	*$19.07*
1 1/2" Meter	*% Change*		*2.0%*	*2.0%*	*3.0%*	*4.0%*	*5.0%*

The percent impact is consistent for all customer usage levels because the rate increases apply to the current rate structure.

Projected Customer Bills under Alternative Rate Structure

The following table shows the impact of NewGen's recommended revenue increases and rate structure changes on various inside Village residential customers if the Village were to adopt the rate changes recommended in Section 4 and the recommended alternative rate structure.

Table 6-2
Combined Water and Sewer Monthly Residential Customer Bill – Alternative Structure

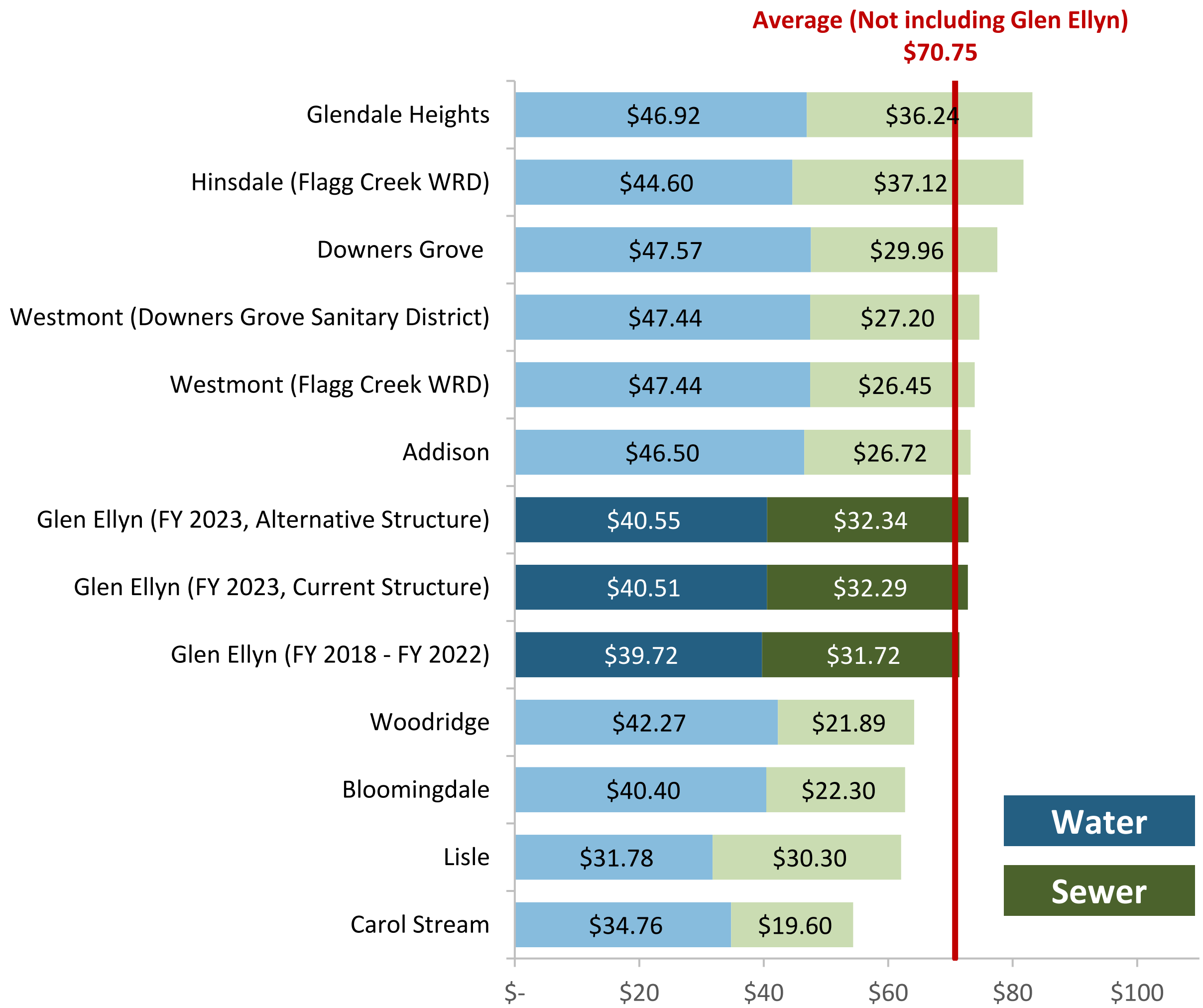
Sample Customer	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Minimum Use	**$37.22**	**$38.67**	**$40.16**	**$41.91**	**$44.24**	**$47.11**
2 kgal/mo.	*$ Change*	*$1.45*	*$1.48*	*$1.75*	*$2.33*	*$2.87*
5/8" Meter	*% Change*	*3.9%*	*3.8%*	*4.4%*	*5.6%*	*6.5%*
Average Use	**$71.44**	**$72.89**	**$74.38**	**$76.33**	**$79.26**	**$83.06**
4 kgal/mo.	*$ Change*	*$1.45*	*$1.48*	*$1.95*	*$2.93*	*$3.81*
5/8" Meter	*% Change*	*2.0%*	*2.0%*	*2.6%*	*3.8%*	*4.8%*
High Use	**$345.20**	**$352.47**	**$359.89**	**$369.63**	**$384.28**	**$403.32**
20 kgal/mo.	*$ Change*	*$7.27*	*$7.41*	*$9.75*	*$14.64*	*$19.04*
1 1/2" Meter	*% Change*	*2.1%*	*2.1%*	*2.7%*	*4.0%*	*5.0%*

Because of the implementation of the fixed service charge, larger users would see smaller increase in their total water and sewer bill. This is because a majority of the bill for a large usage customer is the volumetric rate, and in this alternative, the volumetric rates are not increasing as fixed service charges increase. The impact on the current “minimum” customer of 2,000 gallons per month is larger due to the impact of the increased fixed service charges.

Regional Bill Comparison

The following figure shows a comparison of the monthly bill for an average Inside Village customer (5/8” meter, 4 kgal monthly usage) in surrounding service areas.

Figure 6-1: Regional Bill Comparison – Residential Customer, 5/8” Meter, 4,000 gal/mo.



While regional comparisons may provide some context, the ranking of individual customer bills is not a consideration when developing a financial plan and rate structure. The Village’s cash needs are independent of the rates in the surrounding jurisdictions, and this comparison is provided for information only.

Section 7
LONG-TERM PROJECTIONS

This report details the short-term, five-year impacts of the various revenue and rate options developed as a part of NewGen's study. It is recommended that the Village re-evaluate rate increases based on the previous year's actual data every year and re-evaluate rate structures every three to five years as a part of a full rate study. The charts below assume that the Village implements the revenue increases shown in Table 7-1 below.

Table 7-1
Projected Long-Term Revenue Increase Needs

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032
Water Rates										
Service Charge	2.0%	2.0%	3.0%	4.0%	5.0%	6.0%	6.0%	6.0%	6.0%	6.0%
Volumetric Charge	2.0%	2.0%	3.0%	4.0%	5.0%	6.0%	6.0%	6.0%	6.0%	6.0%
Sewer Rates										
Service Charge	2.0%	2.0%	3.0%	4.0%	5.0%	6.0%	6.0%	6.0%	6.0%	6.0%
Volumetric Charge	2.0%	2.0%	3.0%	4.0%	5.0%	6.0%	6.0%	6.0%	6.0%	6.0%

The following figures show the long-term revenue vs. expenses and fund balance charts based on the long-term projections at the time of NewGen's study.

Figure 7-1: Long-Term Water and Sewer Revenues vs. Expenses Projection

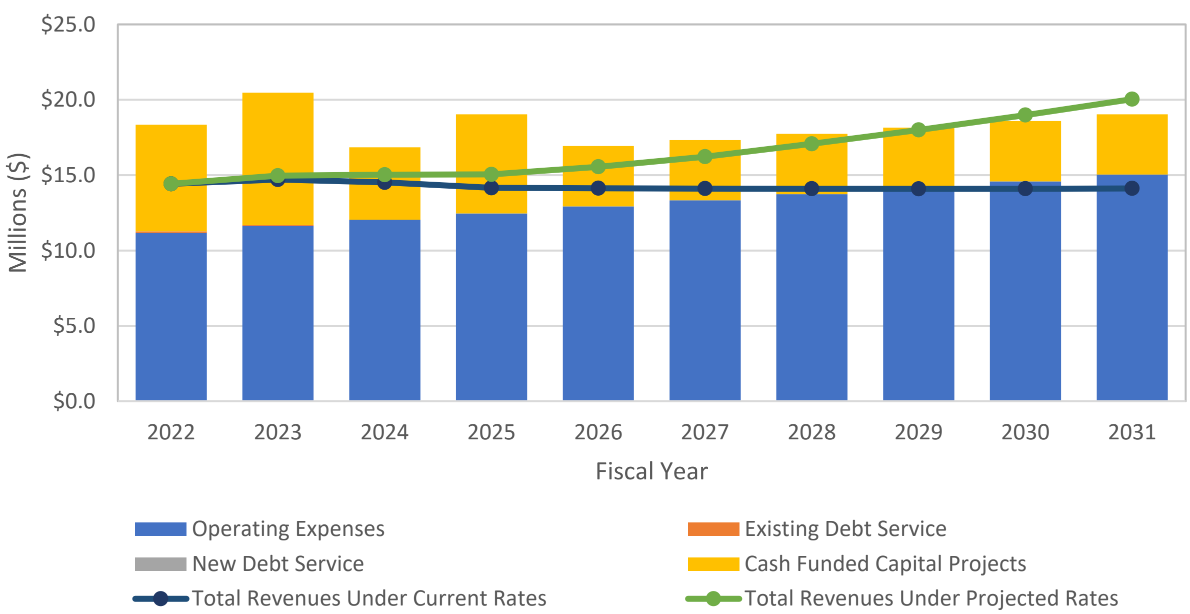
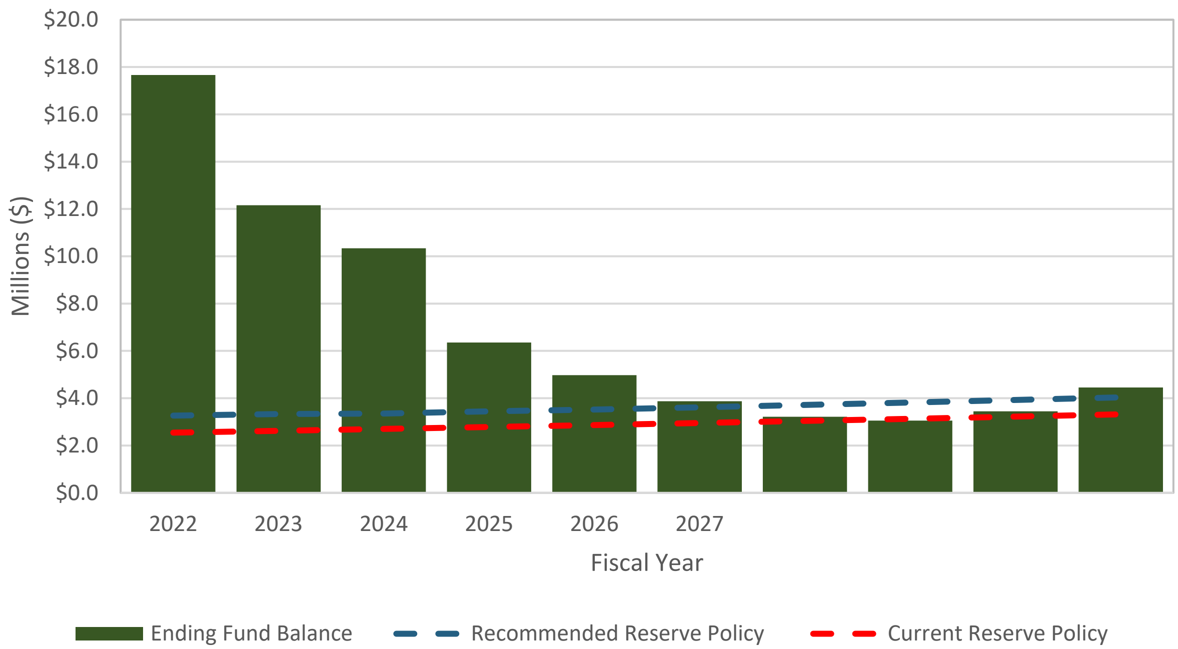


Figure 7-2: Long-Term Water and Sewer Fund Balance Projection



The above projections are preliminary in nature and there will be unanticipated conditions that impact the projected expenses, customer demands, and revenues of the water and sewer systems over the next ten years.

APPENDIX A: FIVE-YEAR WATER AND SEWER IMPROVEMENT PLAN

JANUARY 2023

WATER AND SEWER RATE STUDY

Appendix A
Five-Year Water and Sewer Capital Improvement Plan

Project	System	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Roosevelt Road Water Main	Water		$250,000	$1,000,000	$1,000,000	$1,000,000
Route 53 Water Main Lining	Water		$1,000,000			
Hill Avenue Water Main	Water	$710,000				
Park Boulevard Water Main Replacement	Water	$1,561,785				
Glen Ellyn-Illinois American Water Interconnection	Water	$385,000				
Royal Glen Infrastructure Improvements	Water				$1,800,000	
CBD Underground/Streetscape Improvements	Water	$510,047	$1,658,000	$286,000	$652,000	
North Park/Main Street Improvements	Water	$12,029				
Bemis Road Improvements	Water		$361,801			
Sheehan Avenue Improvements	Water		$489,495			
2020 Roadway Imp. Project 20001	Water	$936,057				
2022 Roadway Imp. Project 22002	Water	$243,227				
Future Street Projects	Water	$150,000	$1,164,441	$1,340,791	$1,407,830	$1,500,000
I/I Reduction (Lining + Point Repairs)	Sewer	$200,000	$200,000	$500,000	$200,000	$500,000
Hill Avenue Sanitary Sewer	Sewer	$500,000				
Memory Court	Sewer		$75,000	$625,000		
Royal Glen Infrastructure Improvements	Sewer				$85,000	
CBD Underground/Streetscape Improvements	Sewer	$610,827	$1,136,000	$301,000	$612,000	
North Park/Main Street Improvements	Sewer	$66,901				
Bemis Road Improvements	Sewer		$892,313			
Sheehan Avenue Improvements	Sewer		$321,355			
2020 Street Program 20001	Sewer	$536,574				
2022 Street Program 22022	Sewer	$501,756				
Future Street Projects	Sewer	$150,000	$1,235,659	$747,592	$819,101	$1,000,000
Total CIP		**$7,074,203**	**$8,784,064**	**$4,800,383**	**$6,575,931**	**$4,000,000**
Water Projects		$4,508,145	$4,923,737	$2,626,791	$4,859,830	$2,500,000
Sewer Projects		$2,566,058	$3,860,327	$2,173,592	$1,716,101	$1,500,000

NewGen Strategies & Solutions

THANK YOU!

911-A Commerce Road, Annapolis, Maryland 21401
Phone: 443-951-4207
E-mail: ecallocchia@newgenstrategies.net
www.newgenstrategies.net

Glen Ellyn Village Board
535 Duane Street
Glen Ellyn, IL 60137

Meeting 1/17/2023 7:00 PM
Department: Administration
Department Head:
Category: Presentation
Prepared By: Penni Cannova

AGENDA ITEM (ID # 2023-78)

DOC ID: 2023-78

2020-22 Strategic Plan Quarterly Report (CY22 Q4)

Statement of the Issue:
4th Quarter update on 2020-22 Strategic Plan

Analysis:
Background
From October through December 2019, the Village Board, executive team, and our consultant Craig Rapp, engaged in a strategic planning process that utilized the community survey results, financial scorecard data and an in-process comprehensive plan to assess the overall environment and develop strategic objectives for the next several years. The process resulted in a strategic plan for CY2020-2022.

The approved plan consists of five strategic priorities, which are those issues of greatest importance to the Village at this time:
1. Financial Stability
2. Development
3. Effective Governance
4. Workforce and Operations
5. Infrastructure

Associated with each priority is a set of strategic initiatives, actions/goals (desired outcomes), and measures of success (key outcome indicators), describing expected results and how the results will be measured.

Plan Execution
The CY22 Q4 Strategic Plan Summary is attached. The Plan continues to be strategically executed to achieve organizational goals. The report indicated that 54 of the 61 goals are either complete or on track (89%). The goals that are at risk have been identified and highlighted and are delayed for various reasons, but primarily workload and timing issues. In addition, the Plan identifies NEW ACTION ITEMS that have been added to the Plan over the last 18 months. These action items consist of approximately 25% of the overall Plan, illustrating the need to be nimble and adjust to the expectations of the community and Village Board.

Extending the Plan through 2024
The Village Board completed the budget approval process and is in the process of identifying

priority projects for CY22/23. All of the currently identified CY22/23 project actions are on track. This may be the appropriate time to discuss extending this plan formally for another 2 years, through CY24. The following are reasons why it would be advantageous to extend the Plan:

1. Elected Official Continuity: We are expecting only one new Trustee in April, so the Village Board is more aligned and there is continuity going forward.
2. In the process of coordinating a Board Evaluation process and discussion that may resolve some of the concerns about Board/Commission alignment, board staff communication and collaboration, and overall governance structure (# of meetings, workshops, agendas, etc.)
3. The 2020-22 Strategic Plan has been fluid as staff has added 25% new action items over the last 18 months.
4. Over the last couple years, we have attempted to identify key priorities that help staff maintain alignment with the Village Board. (Highlighted in blue in the attached Strategic Plan, and discussed below for next year)
5. The Village is pursuing a community-wide survey over the next year, which will provide valuable data to utilize for the next Strategic Planning process.
6. A Strategic Planning process takes time, resources, and additional meetings. It seems the Village Board values some efficiency to focus on key priorities for CY23.

For these reasons, staff recommends extending the CY2020-22 Strategic Plan for two more years.

CY23 Goals

Given the complexity of the Strategic Plan and the fact that departments have many other day to day operations and priorities to manage, staff have benefited when the Village Board provides a list of high priority goals for each coming year. Based on the budget process and ongoing discussions with the Village Board, below is a draft list of the high priority goals identified in blue in the Strategic Plan Summary :

1. **Strategic Priority**: Financial Stability; **Initiative**: Continue to assess ways to address the capital budget gap by seeking bids on Phase II and III of the CBD SUI project (CY23 Q2); Review the audit (CY23 Q3) and determine grant funding success (CY23 Q4). Staff to look into additional revenue sources as part of the CY24 budget preparation process.
2. **Strategic Priority**: Workforce and Operations; **Initiative**: Complete the Compensation Study to determine internal and external equity issues and address them in the CY24 Budget by November 2023.
3. **Strategic Priority**: Effective Governance; **Initiative**: Finalize a partnership with the Park District to create a downtown event and open space, as well as partnership to manage Manor Woods and Panfish Park by April 2023.
4. **Strategic Priority**: Development; **Initiative**: Guide the community through the process for redeveloping the Roosevelt Rd./Taft property by April, 2023. (Project approval will take much longer.)
5. **Strategic Priority**: Effective Governance; **Initiative**: Quality of life topics including:
    a. Continue to support the CRC and DEI priorities (Ongoing)
    b. Continue to develop the AAC and update guidelines (CY24)
    c. Complete Housing Study (CY23 Q2)

d. Continue to negotiate a revised agreement with the Forest Preserve to protect and preserve the McKee House through a partnership with the Midwest SOARRING Foundation (March 2023)
e. Strengthen partnership with the GEYFCS and the Milton Township 708 Board to support mental health awareness and improvements (Ongoing)
f. Evaluate ways to continue the Public Art Work Group initiated with COD and potentially continued with the JCS group (March 2023)

6. **Strategic Priority**: Development; **Initiative**: Complete the Comprehensive Plan and prepare to update the Zoning Code by hiring a consultant and beginning that process by March 2023.
7. **Strategic Priority**: Infrastructure; **Initiative**: Bid out and complete Phase II and III and complete Phase II of the CBD Streetscape and Utility Project by November 2024.
8. **Strategic Priority**: Infrastructure; **Initiative**: Complete Phase II Engineering of the Train Station and Pedestrian Tunnel Project to maximize ability to acquire additional grant funds for this project by January 2025.
9. **Strategic Priority**: Effective Governance; **Initiative**: Develop an annual process of evaluating the Village Board through the use of a facilitator by March 2024.
10. **Strategic Priority**: Workforce and Operations; **Initiative**: Complete a thorough assessment of the community development workflow process and update permitting software and process with the assistance of a consultant by January 2024.

Budget Impact:
N/A

Contribution to Strategic Plan (if applicable)

Action Requested:
Discussion only at this time. Consistent with strategic planning in the past, staff will track and update the Action Plan on a quarterly basis and share the results with the Village Board and community.

Attachments:
1. Copy of CY20-22 Strategic Plan-Action Plan-CY-22-Q4 Final

2020-22 Strategic Plan Summary

Village of Glen Ellyn-CY22 Q4

Green: On-Track – no issues likely to affect project scope, schedule, and or budget. Successful project completion is expected. (X indicates completion.)

Yellow: At-risk – known or potential issues are likely to affect project scope, schedule and/or budget. Successful project completion still achievable.

Red: Critical – significant unresolved issues impacts project scope, schedule &/or budget. Successful project completion unlikely w/o changes or resources

Blue: Priority Project in 2022/2023

Summary: 55 of 61 actions are complete or on track. **Added 14 new Action Items (Approx. 25%) since the plan was approved.**

Strategic Priority	Initiative	Actions	Measure of Success	Target Date	Department(s)
Financial Sustainability	**a) Maintain financial stability and create a financial decision making framework**	Develop strategy for revenue diversity & growth and cost control measures to meet the challenges of the new economy and best utilize ARPA Funds.	Maintain AAA Bond Rating; complete mid-year budget discussion; monitor state revenues and pension consolidation impacts and identify ways to sustain right sizing departments including public safety departments	Q4 2022-X	Finance
		Increase Board awareness of financial policies and procedures through quarterly reports and regular communication; review financial policies with Finance Commission & Village Board	Completed Scorecard in 2020, Five Year Forecast and Update Financial Policies (Pension, Debt, Other)	Q3 2021-X	Finance
		Present recommended budget document annually with integrated strategic priorities	Develop recommendations for budget changes based on shifting needs and demands (Police Staffing and EMS)	Q4 2021-X	Finance
		Develop fee review schedule-EMS Fees/W&S Fees/Building Fees	EMS Fee Update complete in 2021, W&S Rates and Refuse Rates Discussion in 2022	Q3 2021-X Q4 2022	Finance
		New Action Item: Complete a Mid-Year budget review to review 2021 audit and project 2022 forecast and determine how to achieve other revenue growth (new or enhanced, rate increases, grant funding)	Complete Bridge Budget, midpoint budget review in CY22 to assess variables and needs	Q3 2022-X	Finance
	b) Maintain Village Links/R22 as self-sustaining	Review monthly and annual financial statement and goals with Recreation Commission and quarterly with Finance Commission and Village Board	In compliance with Fund Balance, did not need line of credit from Village, increased fees for 2022	Ongoing	Finance/Rec.
		Present 5-Year Forecast to Recreation Commission and Village Board for Village Links/Reserve 22	Continue to monitor short term and long term trends and maximize profits; updating the master plan for facility	Q4 2022-X	Finance/Rec.
	c) Maintain capital funding viability	Continue to prioritize capital projects through annual CIP	Approved Annual CIP annually	Q3 2023	Finance
	d) Evaluate long-range financial outlook	Complete Scorecard and 5-Year Forecast to Finance Commission and Village Board as part of Budget process	Completed mini-version of 5-year Forecast focusing on revneues and key expenditures; complete more comprehensive forecast in '23	Q3 2022-x	Finance
		Develop financial scorecard every 5 years with the Finance Commission to assess financial health with our peer communities	Complete the next Financial Scorecard in 2025.	Q1 2025	Finance

10/10

2020-22 Strategic Plan Summary

Village of Glen Ellyn-CY22 Q4

Green: On-Track – no issues likely to affect project scope, schedule, and or budget. Successful project completion is expected. (X indicates completion.)

Yellow: At-risk – known or potential issues are likely to affect project scope, schedule and/or budget. Successful project completion still achievable.

Red: Critical – significant unresolved issues impacts project scope, schedule &/or budget. Successful project completion unlikely w/o changes or resources

Blue: Priority Project in 2022/2023

Summary: 55 of 61 actions are complete or on track. **Added 14 new Action Items (Approx. 25%) since the plan was approved.**

Strategic Priority	Initiative	Actions	Measure of Success	Target Date	Department(s)
Development	**a) Implement Economic Development strategy focused on overall commercial vitality, EAV growth and sales tax growth.**	Update Comprehensive Plan to assist in guiding future development, revise codes and regulations as appropriate and identify catalyst sites in the downtown and Roosevelt Rd. corridor	Complete the Comp Plan and Utilize the Comprehensive Plan to spur economic growth and investment.	Q4 2022	CD/ED
		Promote and manage TIF Districts by evaluating major commercial projects and ROI assessments	EAV increased community-wide, downtown and TIF Districts by 5% by end of 2022. (Focus: McChesney Project and Hotel sites)	Ongoing	CD/ED
		Purchase and redevelop the hotel sites on Roosevelt Rd.	Through use of a consultant and broker, complete a development process to determine the most appropriate use for property	Q1 2023	CD/ED
		Evaluate financial impact and compliance with downtown plan and TIF goals for all major CBD commercial developments	Alignment with 2009 Downtown Plan; added 240 Residential Units; new parking garage (200 new spaces); two key components of Downtown Plan.	Q1 2024	CD/ED
		New Action Step: Evaluate Affordable/Workforce Housing needs and determine if new goals are necessary to meet needs of community.	Complete Housing Study by early 2023.	Q2 2023	CD/ED
		Complete Civic Center Parking Garage and oversee improvements to the Main St. Parking Lot	Increase # of parking spaces in downtown by 200 spaces-Completed the CC Parkign Garag and improvemetns to Main St. Garage	Q2 2021-X Q2 2022-X	CD/ED
		Partner with the Chamber and the Alliance on opportunities to assist CBD businesses and all businesses to recover from COVID-19 and begin to focus on enhancing business climate in CBD by extending hours, increasing pedestrian traffic and customers through special events and activities and enhancing downtown assets	Increased # of events to 20-25 through partnerships with Alliance and Chamber. Increase downtown pocket parks, public art, etc.	Q4 2021-X	CD/ED

2020-22 Strategic Plan Summary

Village of Glen Ellyn-CY22 Q4

Green: On-Track – no issues likely to affect project scope, schedule, and or budget. Successful project completion is expected. (X indicates completion.)

Yellow: At-risk – known or potential issues are likely to affect project scope, schedule and/or budget. Successful project completion still achievable.

Red: Critical – significant unresolved issues impacts project scope, schedule &/or budget. Successful project completion unlikely w/o changes or resources

Blue: Priority Project in 2022/2023

Summary: 55 of 61 actions are complete or on track. **Added 14 new Action Items (Approx. 25%) since the plan was approved.**

Strategic Priority	Initiative	Actions	Measure of Success	Target Date	Department(s)
	b) Successful growth, development, annexation & business retention	Consider annexation opportunities to increase the tax base, control future development, share costs of infrastructure, and provide and protect high quality of life for neighborhoods.	Add commercial sq./ft. and strategic residential sq./ft. through annexation: * Finalize the annexation of the industrial properties on the south side of Hill Ave by October 1, 2020 - **Complete** *Finalize annexation on Cumnor/Acorn by August 2020.- **Complete** * Finalize pre-annexation for SW corner of Butterfield and 53 by May 2023 *Finalize pre-annexation agreements with Arboretum Estates that expire in 2023.- **In Process**	Ongoing	CD/ED
		New Action Step: In partnership with our local business-oriented agencies, continue proactive efforts to recruit new businesses and retain current business by creating favorable, welcoming climate for all businesses	Add and/or improve new commercial sq. ft. and/or new businesses with expanding Award programs, Covid Awards, Beautification Awards, and utilization of TIF Districts. Continue to search for grocery store opportunties.	Ongoing	CD/ED
		Implement an online building permit system to provide customer flexibility and improved service to all customers	Upgrade ERP and create new online system in place by end of 2022	Q4 2022	CD/ED
		Review and modify building codes, sustainability goals and architecture review guidelines to create more flexibility and protection for residents and businesses	Building Code update by Q2 2022; ACC scheduled for 2022	Q2 2022	CD/ED
		New Action Item: Consider including additional green space and public art (COD Partnership and JCS) to enhance the CBD as part of the overall streetscape improvement project	Created a partenrship with COD and DuPage Foundation: Plaza Murals-Complete; Taylor St. Underpass-Q4	Ongoing	CD/ED
	c) Access and improve commercial district infrastructure to support business retention and growth by investing in streetscape improvements, wayfinding signage, and other beautification efforts.	Complete the Streetscape Improvement Project (See Infrastructure Section)	Complete all phases over a four year schedule to be determined by the Village Board. Phase I Complete. Bidding out Phase II and Phase III in Spring 2023 and complete Phase II by Q4 2023.	Q4 2022 Q1 2023 Q4 2023	PW

2020-22 Strategic Plan Summary

Village of Glen Ellyn-CY22 Q4

Green: On-Track – no issues likely to affect project scope, schedule, and or budget. Successful project completion is expected. (X indicates completion.)

Yellow: At-risk – known or potential issues are likely to affect project scope, schedule and/or budget. Successful project completion still achievable.

Red: Critical – significant unresolved issues impacts project scope, schedule &/or budget. Successful project completion unlikely w/o changes or resources

Blue: Priority Project in 2022/2023

Summary: 55 of 61 actions are complete or on track. **Added 14 new Action Items (Approx. 25%) since the plan was approved.**

Strategic Priority	Initiative	Actions	Measure of Success	Target Date	Department(s)
		New Action Item: Identify other beautification projects to impove the quality of life for residents and visitors of the CBD and Roosevelt Rd cooridor and drive new business investment.	Constuct Phase II of the wayfinding plan; develop a long term plan for beautification efforts for east Roosevelt Rd. from 53 (State bike study) to Lombard border; and improve Panfish Park and develop the US Bank site.	Q4 2023	PW
		New Action Item: Develop an Public Arts initiative by finding partners and private investors.	Completed an IGA with COD; Partnership with the JCS Fund of the DuPage Foundation. New new murals in Main St. Plaza, Taylor St Tunnel is to be completed by end of the year, and GLEN ELLYN letter project was approved.	Q3-2021-X	CD/ED
	d) Effective stewardship of incentives to support business recruitment and retention	Coordinate award programs and assessment of value to business community annually	Policy compliance that leverages ROI	Q1 2023	CD/ED
		Grow business relationships with economic development partners, including but not limited to, Alliance of Downtown Glen Ellyn, Glen Ellyn Chamber of Commerce, Choose DuPage, College of DuPage, Glen Ellyn Public Library, DuPage Convention and Visitors Bureau, Innovation DuPage, and Business Development Center, and Library	Monthly Meetings with ED partners (12/year)	Q4 2022-X	CD/ED
		Continue business retention visits with existing businesses	Conduct 24 visits annually (2/month)	Q4 2022-X	CD/ED 15/18
Effective Governance	**a) Robust citizen participation and inclusivity**	Develop recruitment strategy for future Village Commissioners through the newsletter and e-news and promote diversity, inclusiveness, and public engagement. Developed a map to identify where all Volunteers lived to ensure representation from all areas of Glen Ellyn.	Modified Board and Commission process to promote more turnover and diversity.	Q1 2023	Admin

2020-22 Strategic Plan Summary

Village of Glen Ellyn-CY22 Q4

Green: On-Track – no issues likely to affect project scope, schedule, and or budget. Successful project completion is expected. (X indicates completion.)

Yellow: At-risk – known or potential issues are likely to affect project scope, schedule and/or budget. Successful project completion still achievable.

Red: Critical – significant unresolved issues impacts project scope, schedule &/or budget. Successful project completion unlikely w/o changes or resources

Blue: Priority Project in 2022/2023

Summary: 55 of 61 actions are complete or on track. **Added 14 new Action Items (Approx. 25%) since the plan was approved.**

Strategic Priority	Initiative	Actions	Measure of Success	Target Date	Department(s)
		New Action Item: Continue to evaluate and increase opportunities for partnership with intergovernmental entities	Track involvement with various agencies. COVID: all agencies including County Health Dept/Libary/Park District. Arts Initiative with COD, Lombard Hill ave water project, DEI Initaitve with Intergovernmental Group, US Bank project and Panfish Park improvements, and Polar Plaza with Park District; continue to work with Forest Preserve on the McKee House, and collaborated with the County on Cares Act Funding and on East branch Trail Project .	Ongoing	Admin
		Improve organization's understanding of resident needs and expectations by completing the Citizen Survey and track progress from previous surveys	Complete survey and compare results by Q4 2023	Q4 2023	Admin
		New Action Item: Create board effectiveness index or evaluation process through the assistance of a facilitator and annual review process.	Village board Governance discussion in early 2022. Discussed a Board Evaluation process in 2022/23.	Q1 2023	Admin
		New Action Item: Village Board special initiatives: Create the CRC and AAC , Hotel Work Group and hired Housing consultant, continue to develop partnership with Native American Group to preserve the McKee House, complete 2nd Public Art initiatve with COD, complete mental health assessment in partnership with GEYFS, finalize ARPA Funding, promote DuPage Foundation, incorporate grant administration in Finance position, and track EBRT project with the County.	Village Board concurred with Strategic Plan goals and has identified these special projects to complete over the next few years. May not have bandwidth to complete all these projects in one year.	Q1 2023	All Depts
	b) Effective Village Board and Board/Commission process and meetings	Procure legislative management system to integrate agenda development and web streaming of Village meetings	Implementation and launch of new system-Complete	Q3 2020-X	Admin
		New Agenda Item: Establish the Communtiy Relations Commission	Appointing Chair and board members and modify the Ordinance by Q3 2021	Q3 2021-X	Admin
		Email weekly e-news and continue to publish quarterly newsletters	Increase distribution list and open rates	Ongoing	Admin
	c) A well-informed and engaged community	Update New Resident information	Complete new web-based new resident packet	Q2 2022-X	Admin

2020-22 Strategic Plan Summary

Village of Glen Ellyn-CY22 Q4

Green: On-Track – no issues likely to affect project scope, schedule, and or budget. Successful project completion is expected. (X indicates completion.)

Yellow: At-risk – known or potential issues are likely to affect project scope, schedule and/or budget. Successful project completion still achievable.

Red: Critical – significant unresolved issues impacts project scope, schedule &/or budget. Successful project completion unlikely w/o changes or resources

Blue: Priority Project in 2022/2023

Summary: 55 of 61 actions are complete or on track. **Added 14 new Action Items (Approx. 25%) since the plan was approved.**

Strategic Priority	Initiative	Actions	Measure of Success	Target Date	Department(s)
		Implementation of service request system to expedite registering, processing and tracking of residential service requests	Launch of service request system: See/Click/Fix in Public Works; rolling out to Community Development, Finance, and Admin.	Q1 2023	Admin
		Communicate updates to 2020-22 Strategic Plan quarterly, develop new Strategic Plan and incorporate goals into the annual budget process	Incorporate into annual budget	Q4 2021-X	Admin
		New Action Item: Identify and expand diversity, equity, and inclusion opportunities for our diverse population. Community Relations Commission to be established and lead those efforts.	Complete community conversations with a facilitator and incorporate action steps; establish CRC to guide process.	Q4 2021-X	Admin 11/12
Workforce & Operations	**a) Attract and retain an innovative, high-performing and diverse workforce and evaluate and implement changes to the Village's work environment to make the Village an employer of choice and ensure adequate staffing to meet service demands**	Conduct periodic department assessment and staffing studies. Completing reviews of Police Department, EMS services, Finance, and IT. Also creating a more robust HR Division, reviewing Community Development and PW Departments due to high turnover	Completed HR and Police Department Assessment and Staffing Study and EMS review by Q3 2021 Public Works, IT, Admin and CD wll be evaluated in 2022.	Q3 2021-X Q1-2023-X	Admin
		New Action Item: Review pay & classifications for all positions and review overall compensation plan annually as part of the budget process. Consider a Comp Study for 2022/23	Compensation Study to be completed in 2023 and recommendations incorporated in CY23 Budget if funds are available.	Q4 2023	Admin
		New Action Item: Address employee rentention issues by identifying ways to attract and retain talent including: maternity/paternity benefits, Work from Home options, Board Liaison stipends, employee sharing time policy, and moving forward with the compensation plan. In addition, review workloads and spread out major projects to avoid employee burnout.	HR team focused on employee retention including employee events, regular Supervisor meetings, and 2nd in command work group. Created a Family Care policy and modifiyting sick leave policy. Will evaluate benefit policies in Comp Plan and develop goals to incorporate in 2023 Budget	Q2 2022-X Comp Study- Q4 2023	Admin
		Provide leadership/management training and opportunities for supervisors, including those outside of traditional job responsibilities	Created a Second in Command Internal Work Group to meet and train quarterly.	Q3 2021-X	Admin
		Review organization-wide training needs and formalize a list of certifications and/or specialized skills of all current positions; develop a plan to maintain all requirements for each	Hire HR team and develop a comprehensive training program and schedule	Q3 2023	Admin

2020-22 Strategic Plan Summary

Village of Glen Ellyn-CY22 Q4

Green: On-Track – no issues likely to affect project scope, schedule, and or budget. Successful project completion is expected. (X indicates completion.)

Yellow: At-risk – known or potential issues are likely to affect project scope, schedule and/or budget. Successful project completion still achievable.

Red: Critical – significant unresolved issues impacts project scope, schedule &/or budget. Successful project completion unlikely w/o changes or resources

Blue: Priority Project in 2022/2023

Summary: 55 of 61 actions are complete or on track. **Added 14 new Action Items (Approx. 25%) since the plan was approved.**

Strategic Priority	Initiative	Actions	Measure of Success	Target Date	Department(s)
		Create succession plans in all departments and continually review staffing allocation and needs	Track key positions and prepare plans to fill positions as necessary	Ongoing	Admin
	b) Evaluate Technology Needs of the Organization; Redefine Organizational Philosophy Toward the use of Technology	Redefine the role of the IT to focus on identifying "best practices" and innovative methods of service delivery and operational effectiveness through the use of technology: Munis Pace program for Community Development.	Develop an 5-Year IT Plan and implementation schedule	Q4 2022-x	Admin
		Develop a plan for additional e-services in all departments to streamline process and improve customer satisfaction.	Execute on the following projects: Accounts Payable; Police Services;Public Works Services;Special Events /Raffle/Liquor Licenses/Block Parties = Partially Complete; Community Development Automation Project; Payroll/HR Automation	Q2 2022-X Q4 2023 Q4 2024	Admin
		Conduct annual IT employee satisfaction survey	Complete survey annually	Q2 2022-X	Admin
	c) Examine Additional Shared Service Opportunities	Continue to evaluate and increase opportunities for partnership with intergovernmental entities and government consortiums and shared services.	In addition to DuComm, GIS, MICA, Health Insurance, Grants, HR Services with Library, Maintenance of Parks with Park District; COD (Public Art/Public Safety), Milton Township (Mental Health)	Ongoing	Admin 10/10
Infrastructure	**a) Develop the Capital Improvement Plan (CIP)**	Execute the Capital Improvement Plan (CIP) including IT improvements, facility improvements, and equipment replacement annually.	Quarterly review with internal committee and review by Finance commission	Complete	PWAdmin
		Develop and continuously monitor and enhance funding options as necessary to execute plan and address funding gap in 5-Year plan.	Schedule check ins with the VB after bidding CBD project, audit, and grant funding is known.	Q4 2023	PW/Admin
		Prepare for construction of the new Train Station funding primarily by grants (CMAQ, ICC, Metra) and seek additional funding due to cost increases and changes in scope of the project.	Complete Phase I and prepare for Phase II engineering and seek additional grant funding.	Q4 2023	PW/Admin
		Complete Civic Center Parking Garage	Project completion on budget and on time	Q4 2021-X	PW/Admin

2020-22 Strategic Plan Summary

Village of Glen Ellyn-CY22 Q4

Green: On-Track – no issues likely to affect project scope, schedule, and or budget. Successful project completion is expected. (X indicates completion.)

Yellow: At-risk – known or potential issues are likely to affect project scope, schedule and/or budget. Successful project completion still achievable.

Red: Critical – significant unresolved issues impacts project scope, schedule &/or budget. Successful project completion unlikely w/o changes or resources

Blue: Priority Project in 2022/2023

Summary: 55 of 61 actions are complete or on track. **Added 14 new Action Items (Approx. 25%) since the plan was approved.**

Strategic Priority	Initiative	Actions	Measure of Success	Target Date	Department(s)
		New Action Item: Create partnership with Park District to purchase and develop the US Bank site into downtown park and event space.	Purchased property, complete IGA, hire design team, and assist in raising funds to	Q4 2023	Admin/PW
		Assess all Village facilities and develop a comprehensive facility plan and maintenance/ replacement schedule.	Complete Facility Assessment in house informally and developed maintenance schedules and database for	Q4 2022-X	PW/Admin
	b) Transit oriented downtown	Complete the downtown streetscape project including utilities, streets, sidewalks to improve pedestrian accessibility and parking and consider enhancing outdoor dining and special event space to spur future private investment.	Complete all phases over a four year schedule to be determined by the Village Board. Phase I Complete. Bidding out Phase II and Phase III in Spring 2023	Q4 2022-X Q1 2023 Q4 2023	PW/Admin
		Evaluate parking opportunities as economic development partnerships that would increase parking in the downtown	Apex Project, lease arrangements with McChesney and Duly and looking for other partnerships for Phase II and III Streetscape Project.	Ongoing	PW/Admin
	c) Safe & reliable roads & utilities	Continue to improve streets on a 20-22 year cycle by conducting regular street assessments and executing on approved CIP priorities.	Complete projects on time and on budget	Q4 2022-X	PW/Admin
		Complete a water/sewer rate assessment to ensure a sustainable financial structure	Complete W/S Study	Q1 2023	PW/Admin
		Complete 5-Year CIP for GWA and execute the plan.	Quarterly review with GWA Tech Committee and EOC	Q4 2021-X	PW/Admin

9/11