Agenda
Village of Glen Ellyn
Finance Commission Meeting
Friday, May 12, 2023
7:00 AM
Glen Ellyn Civic Center
Room 301

Visitors are most welcome to attend all meetings of the Finance Commission and can find copies of the Agenda at the meeting or online at www.glenellyn.org prior to the meeting. Any individual with a disability requiring 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. Roll Call

C. Public Comment

D. Approval of Minutes

1) April 14, 2023 Meeting

E. Financial Reports

1) First Quarter Financial Report

F. Long-term Forecasts

1) Village Funds Overview

G. Scorecard

1) Scorecard Planning

H. Staff Report

I. Chairperson's Report

J. Trustee Liaison's Report

K. Other Business

L. Reminders

1) Next meeting June 9, 2023 at 7:00 AM

M. Adjourn

FINANCE COMMISSION MEETING
MINUTES
APRIL 14, 2023

A. **Call To Order**

The April 14, 2023 Finance Commission meeting was called to order at 7:00AM. by Co-Chair Christopher Goodman at 535 Duane Street, in Glen Ellyn, Illinois.

B. **Roll Call**

Jeremy S. VanEk	Chair	Excused Absence
Anne Arnold	Commissioner	Present
Lea Dan	Commissioner	Present
Jose De Leon	Commissioner	Present
Christopher Goodman	Commissioner	Present
Mike Graham	Commissioner	Present
Scott R. Greeno	Commissioner	Present
Brian Niksa	Commissioner	Present
Christopher Oakes	Commissioner	Present
Camille White	Student Commissioner	Excused Absence

Also present: Trustee Bill Payne, Village Manager Mark Franz, Finance Director Larry Noller, Assistant Finance Director Patrick Brankin, and Recording Secretary Aileen Haslett.

C. **Public Comment**

None.

D. **Approval of Minutes**

1) Minutes – March 10, 2023

MOVE TO APPROVE THE MINUTES OF THE FINANCE COMMISSION MEETING AS PRESENTED FROM 3/10/2023.

RESULT	**Motion Unanimously Carried**
MOVER:	**Commissioner Oakes**
SECONDER:	**Commissioner Niska**
AYES:	**Commissioners Arnold, Dan, DeLeon, Goodman, Graham, Greeno, Niska, and Oakes**
ABSENT:	**Commissioner J. VanEk**

E. **Financial Reports**

1. Central Business District Tax Increment Financing (TIF) Long Term Forecast

Finance Director Noller projected the new train station and underpass will cost about $47M. To date about $23M in grant funds have been secured for the project. The Village hopes to secure $27M in grants, with the balance of $19M being paid by the Village. Since the train station is located within the Central Business District, TIF funds may be used towards the project. Finance Director Noller introduced Zoran Milutinovic, Senior Consultant with Ryan, who serves as the Village's TIF consultant. Milutinovic provided an overview of how TIF districts operate. Milutinovic also provided a long-term financial projection for the Central Business District through 2035. The TIF will expire with the 2035 tax levy and the final incremental taxes will be receipted in 2036. Village Manager Franz said staff asked Ryan to provide an analysis on the overall TIF and the growth from the three (3) new development projects. One of the goals of the analysis is to determine how the Village can use these new development projects to finance some of the goal of the analysis is to determine the overall health of the TIF.

Milutinovic said the Central Business District TIF was originally created in 2012. The Tax Increment Finance District includes four (4) components as detailed below.

1. Downtown "as a whole".
2. Avere - a multi-family residential development with 48 units.
3. Apex - a multi-family residential mixed-use project with 105 units.
4. Holladay Project – a multi-family residential mixed-use project with 85 units.

Milutinovic went on to discuss the property tax projections through tax levy year 2035. The analysis includes a 2% growth rate for property taxes, which is a conservative projection. The total cumulative estimated incremental property taxes through levy year 2035 is estimated at $30,003,422 as detailed in the table below.

By Major Project Type	Estimated Incremental Property Taxes through 2035
Downtown	$11,585,170
Avere (Reva) – 48 Units	1,821,792
Apex – 105 Units	11,687,311
Holladay – 85 Units	4,909,150
Estimated incremental property taxes	**$30,003,422**

Village Manager Franz said these projects will help pay for the CBD infrastructure improvements, without taxing residents. Village Manager Franz noted with the CBD TIF District forecast, the Village can start to look at making up the gap in the capital budget. This TIF forecast will be shared with the Village Board. Village Manager Franz said it is nice to see $30M in revenues to potentially contribute towards some of the future capital projects.

2. Five-Year Forecast Discussion and Recommendations

Finance Director Noller said staff is looking for feedback on items the Finance Commission would like to see differently for the Five-Year Forecast. Finance Director Noller said he would like to take a deeper look at where there may be some revenue and expense concerns. Finance Director Noller said please email him suggested changes. Co-Chair Goodman suggested the Five-Year Forecast could include some different scenarios. Finance Director Noller hopes to complete the Five-Year Forecast over the next couple of months.

F. **Staff Report**

Finance Director Noller said the Water and Sewer Rate study will be discussed by the Village Board on Monday, April 17, 2023.

G. **Chairperson's Report**

Co-Chair Goodman said Commissioners Scott Greeno, Christopher Oakes, and Jose DeLeon will be leaving the Finance Commission in August 2023. The Commission will be looking for new members and a Student Commissioner.

H. **Trustee Liaison's Report**

Trustee Payne updated the Finance Commission on recent Village Board activities. Trustee Payne also noted he did not run for the next Village Board term, so this will be his last meeting. The Finance Commission thanked Trustee Payne for his service.

I. **Other Business**

J. **Reminders**

1) <u>Next Meeting: Friday, May 12, 2023 at 7:00AM</u>

K. **Adjourn**

Commissioner Oakes moved and Commissioner DeLeon seconded, to adjourn the meeting. The meeting was adjourned at 8:17AM.

Submitted by Aileen Haslett, Recording Secretary

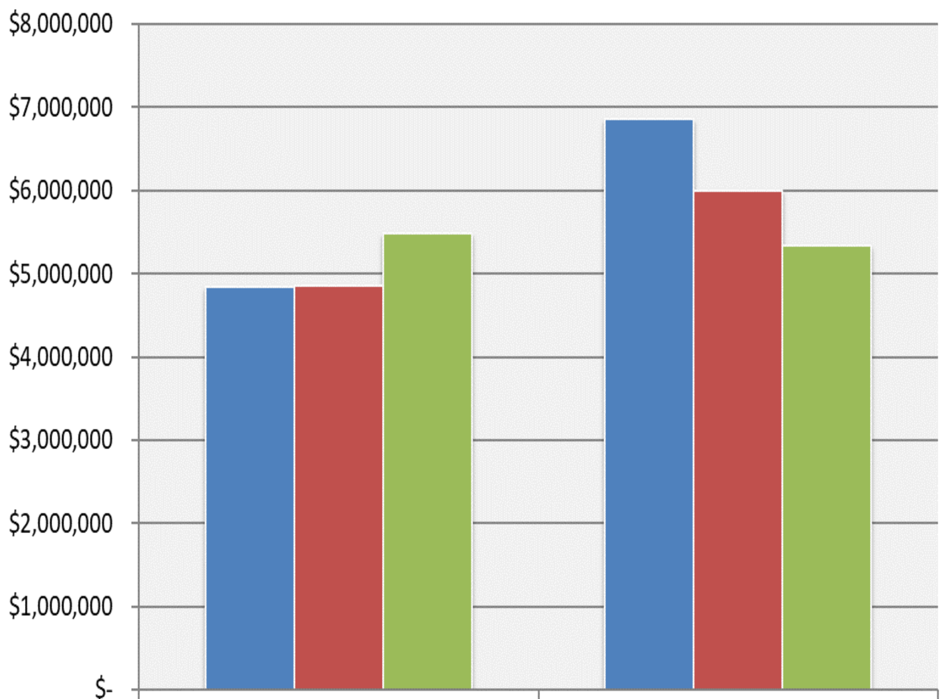
First Quarter Financial Report 2023

ABOUT THIS REPORT

- January 1, 2023 to March 31, 2023
- Preliminary and Unaudited
- Budget basis (cash basis)

General Fund

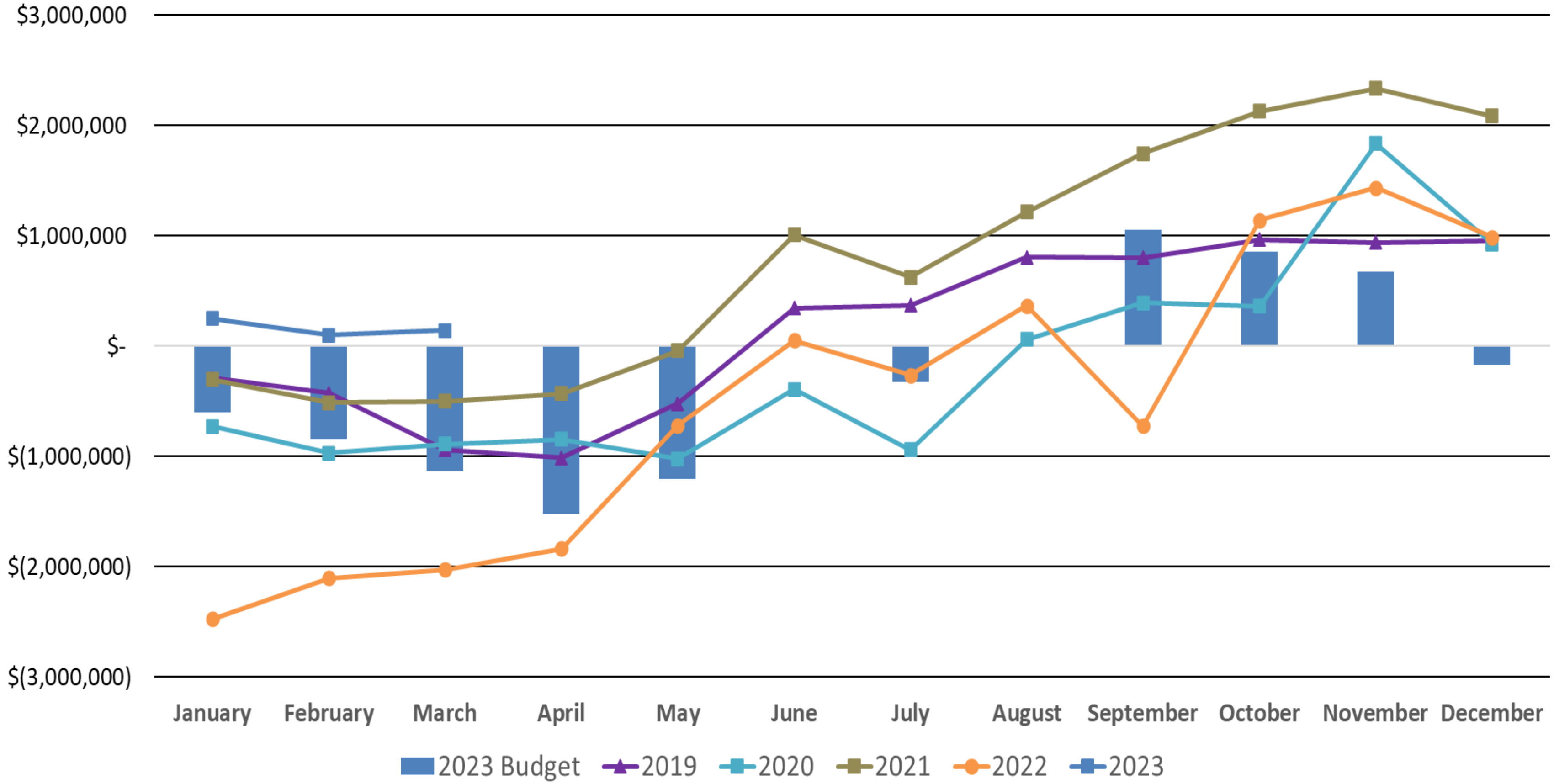
Year to Date Revenues and Expenditures



	Revenues, year to date	Expenditures, year to date
Last year	4,839,453	6,865,916
Budget	4,851,182	5,991,300
Current year	5,477,613	5,339,158

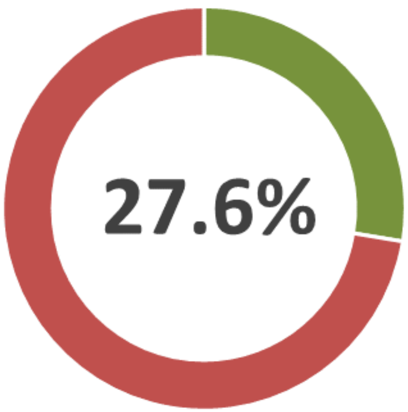
- Revenues exceed prior year by $638,160
- Revenues exceed budget by $626,431
- Revenue increase primarily due to building permits and interest income
- Core revenues 3% greater than last year and 5% above budget
- Expenditures $2.16 M below last year due to purchase of hotel property
- Excluding hotel purchase, General Fund expenditures are $472,242 greater than last year and below budget by $652,142

General Fund Cumulative Change in Fund Balance



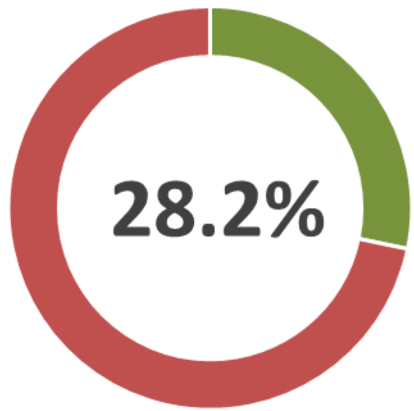
General Fund Core Revenues as % of Budget

Sales Tax



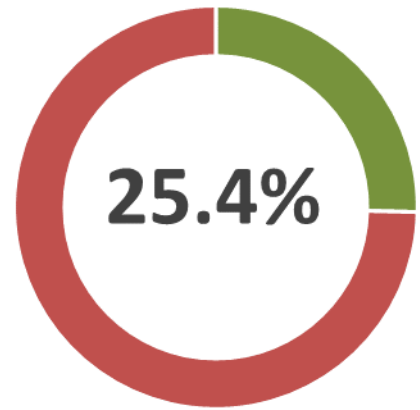
Target
25.8%

HR Sales Tax



Target
25.4%

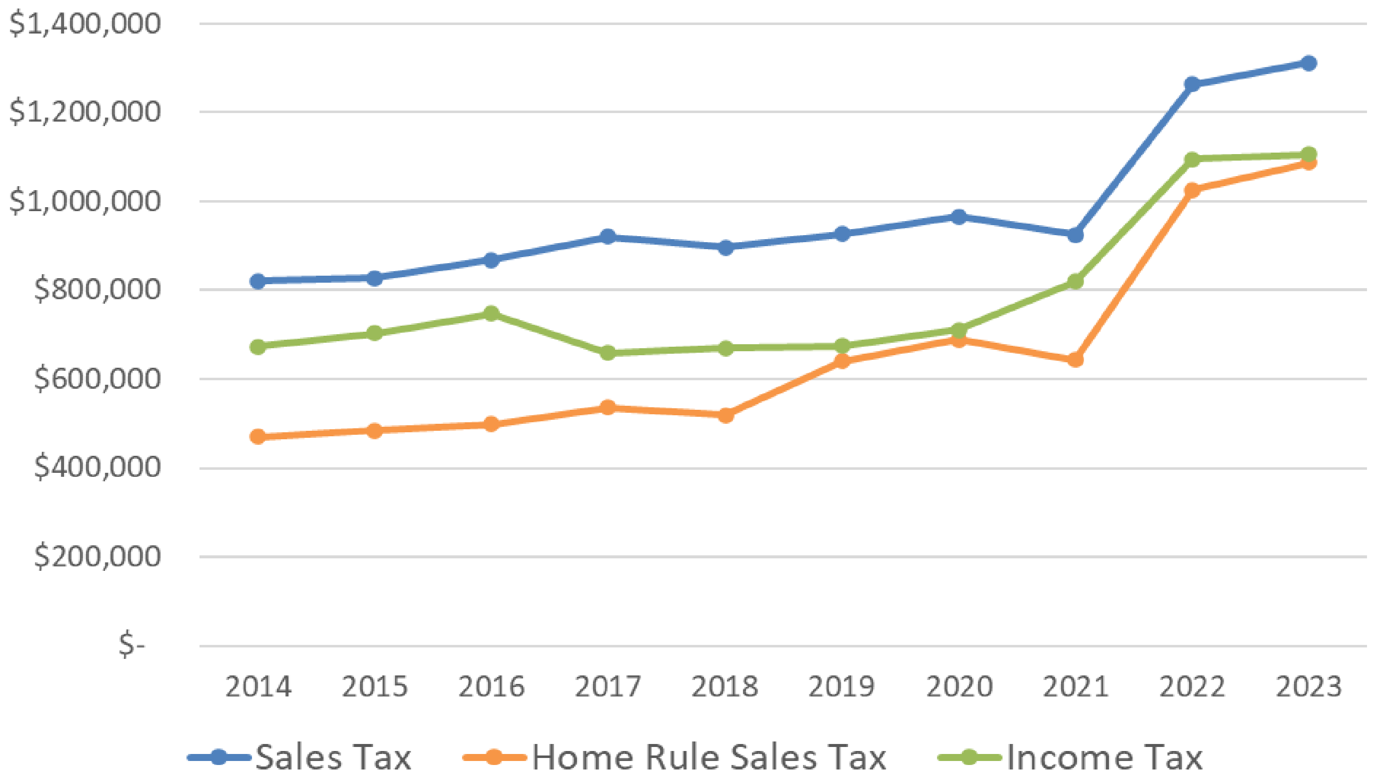
Income Tax



Target
25.7%

VILLAGE OF Glen Ellyn ILLINOIS

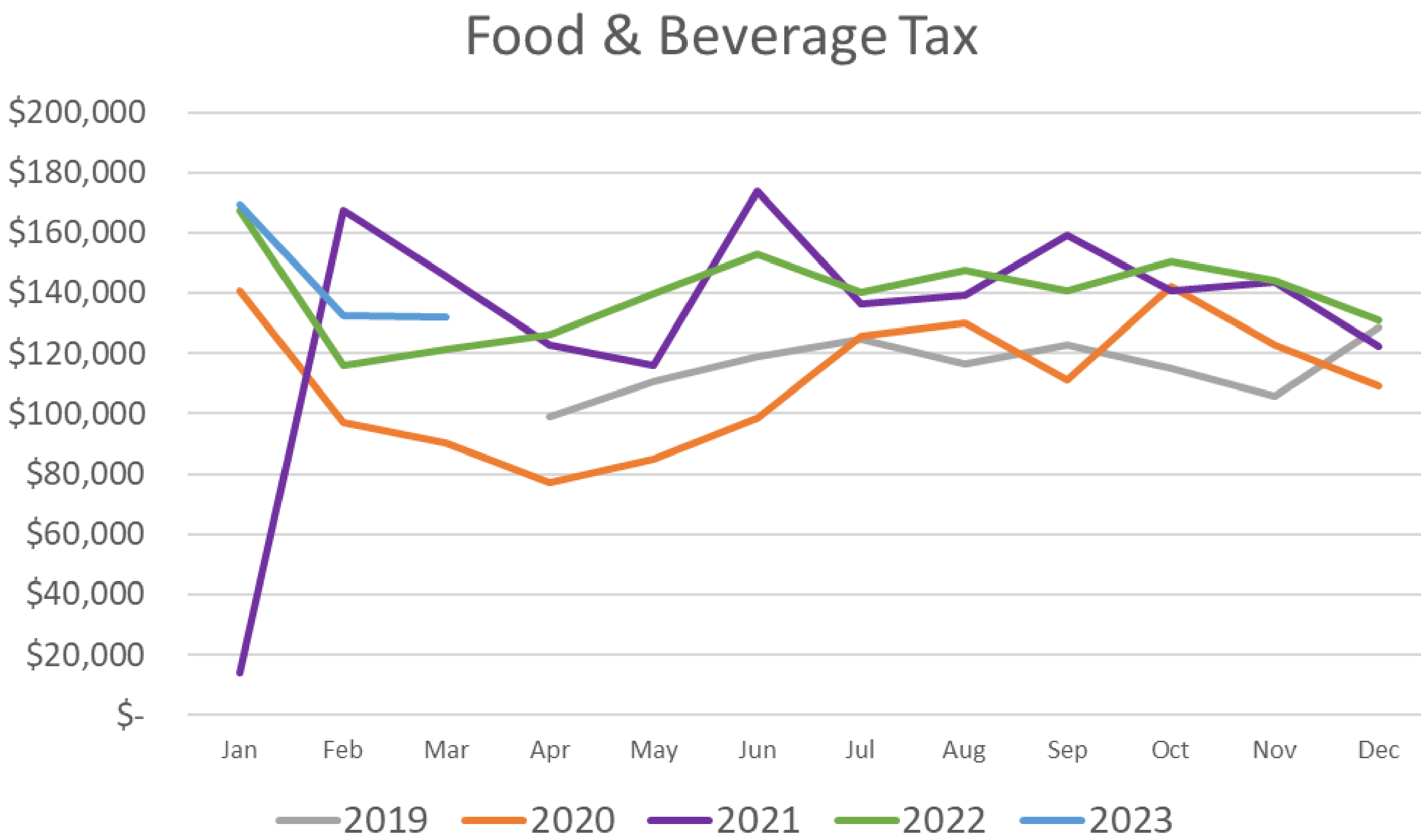
YTD Core Revenues



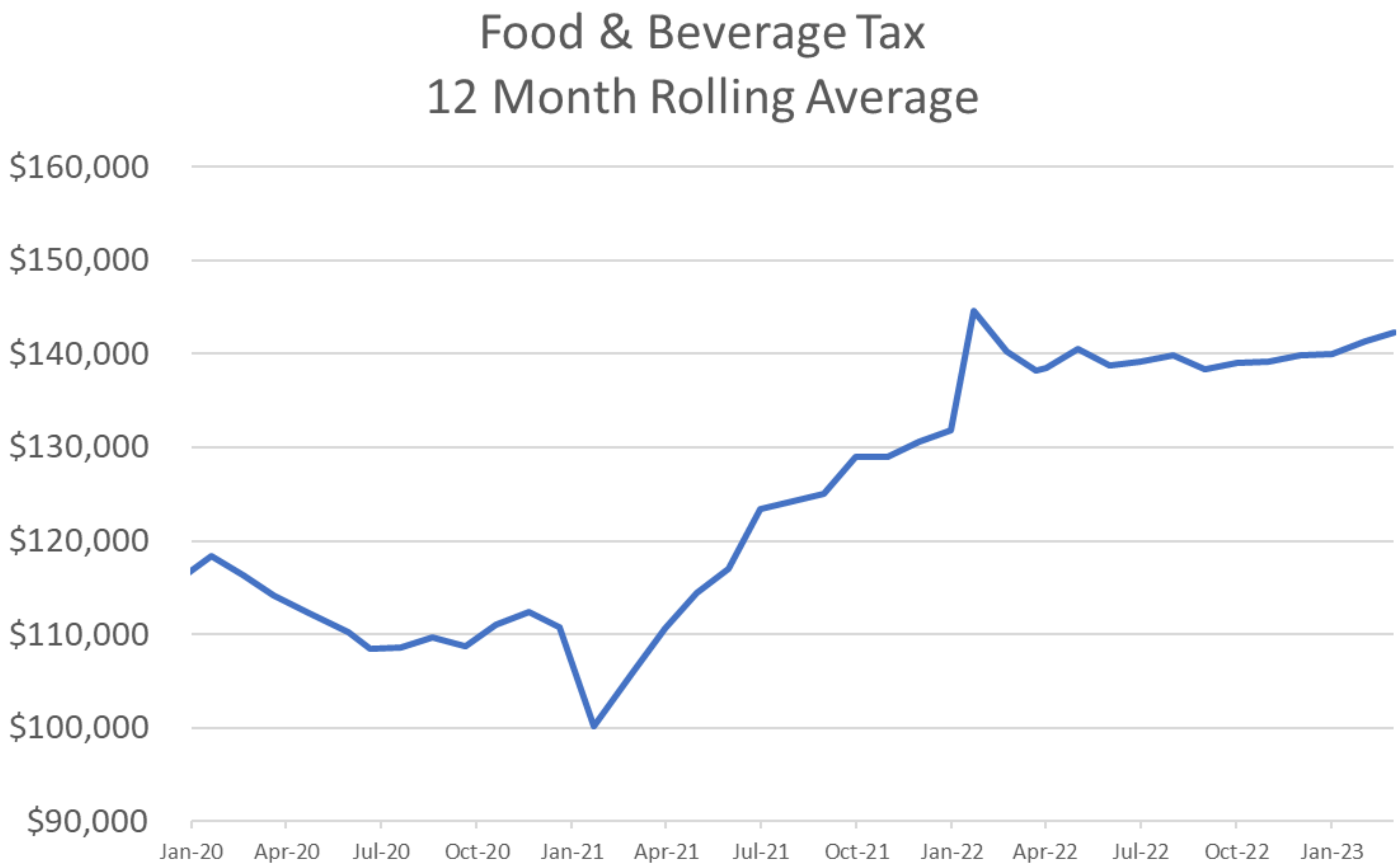
General Fund Expenditure Trends – From Budget

- Overall expenditures 11% below budget
- Vacancies

Capital Projects Fund

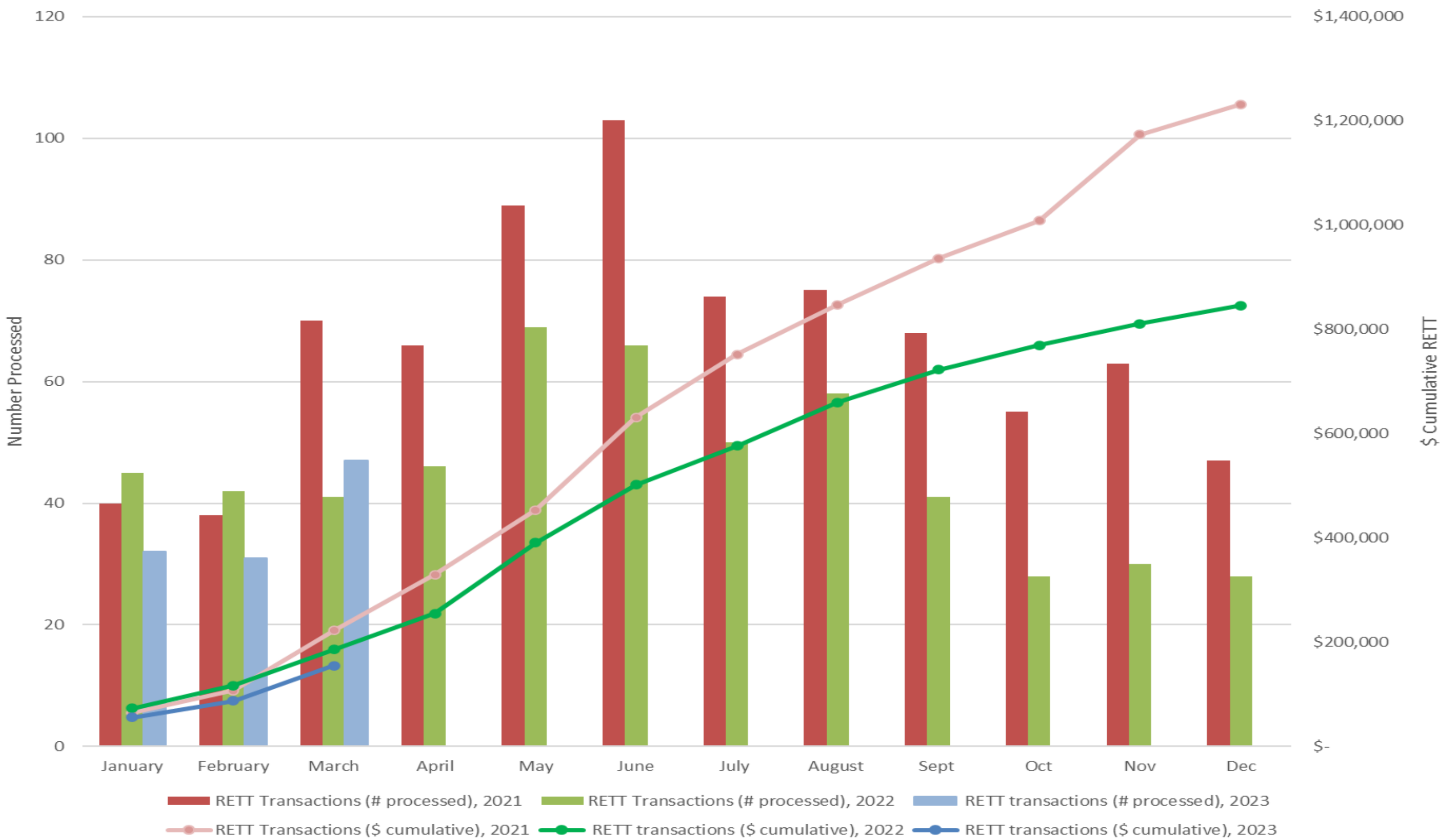


Capital Projects Fund



VILLAGE OF Glen Ellyn ILLINOIS

Capital Projects Fund: Real Estate Transfer Tax



Other Funds

Water and Sewer Fund

- Water and sewer fee revenue trending lower
  - Cool and wet spring

Village Links

- See the General Manager’s Report attached.

Cash Reserves

Fund	Available Cash		Minimum Policy		Above/(Below) Policy	
General	$	13,679,261	$	7,103,000	$	6,576,261
Water & Sewer	$	14,535,597	$	2,458,610	$	12,076,987
Solid Waste	$	475,780	$	480,750	$	(4,970)
Parking	$	1,856,130	$	89,121	$	1,767,009
Village Links	$	1,201,015	$	1,490,114	$	(289,099)

POLICE PENSION

- State mandated pension consolidation transition completed in April 2022
- Illinois Police Officers' Pension Investment Fund (IPOPIF)

IPOPIF	QTD	1 Year
Fund performance, net of fees	4.3%	-4.81%

Village long term target: 6.5%

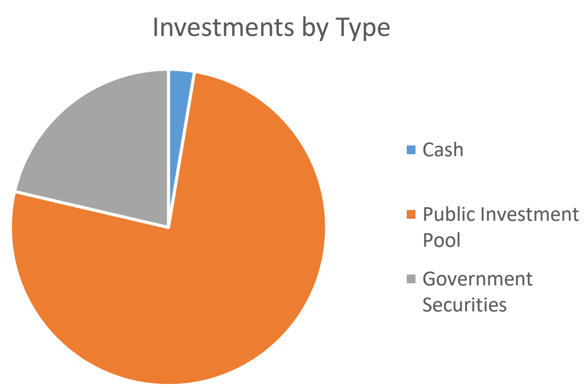
IPOPIF long term target: 6.8%

Village of Glen Ellyn
All Funds Summary
For the Period January 1, 2023 to March 31, 2023
(Preliminary and Unaudited)

	Current Year Activity								Prior Year Activity				
	Revised Budget			Year to date					Year to date				
Fund	Revised Budget Revenues	Revised Budget (Expenses)	Net Income (Loss)	Year to date Revenues	Expenditures (Expenses)	Net Income (Loss)	Encumbrances	Net Income Less Encumbrances	Year to date Revenues	Expenditures (Expenses)	Net Income (Loss)	Encumbrances	Net Income Less Encumbrances
Governmental Funds													
General	$ 23,882,408	$ 24,050,675	$ (168,267)	$ 5,477,613	$ 5,339,162	$ 138,451	$ 464,028	$ (325,577)	$ 4,839,428	$ 6,865,917	$ (2,026,489)	$ 551,136	$ (2,577,625)
Debt Service	2,224,474	2,225,524	(1,050)	422	550	(128)	-	(128)	9	1,000	(991)	-	(991)
Capital Projects	20,821,707	30,684,583	(9,862,876)	1,267,523	1,487,950	(220,427)	19,761,161	(19,981,588)	1,095,207	438,386	656,821	7,441,057	(6,784,236)
Corporate Reserve	3,000	300,879	(297,879)	11,516	62,442	(50,926)	57,545	(108,471)	28	500,000	(499,972)	3,693	(503,665)
Motor Fuel Tax	1,282,200	2,007,557	(725,357)	341,233	113,163	228,070	92,604	135,466	569,726	155,859	413,867	320,224	93,643
Central Business District (CBD) TIF	932,000	552,150	379,850	-	12,337	(12,337)	75,846	(88,183)	264	71,683	(71,419)	166,923	(238,342)
Roosevelt Road TIF	144,300	95,400	48,900	-	3,899	(3,899)	33,675	(37,574)	-	301,503	(301,503)	45,578	(347,081)
Fire Services	1,951,200	2,362,713	(411,513)	478,780	610,605	(131,825)	724,527	(856,352)	415,341	220,213	195,128	-	195,128
Forfeiture Fund	-	-	-	13,196	268	12,928	23,567	(10,639)	47,981	3,722	44,259	31,422	12,837
ARPA	-	-	-	-	-	-	-	-	-	160,000	(160,000)	-	(160,000)
Facilities Maint Reserve	390,000	397,500	(7,500)	99,647	6,316	93,331	18,230	75,101	93,896	464,997	(371,101)	145,243	(516,344)
Total Governmental Funds	**$ 51,631,289**	**$ 62,676,981**	**$ (11,045,692)**	**$ 7,689,930**	**$ 7,636,692**	**$ 53,238**	**$ 21,251,183**	**$ (21,197,945)**	**$ 7,061,880**	**$ 9,183,280**	**$ (2,121,400)**	**$ 8,705,276**	**$ (10,826,676)**
Enterprise Funds													
Water and Sanitary Sewer	$ 14,895,400	$ 19,988,617	$ (5,093,217)	$ 3,526,523	$ 3,861,587	$ (335,064)	$ 5,681,708	$ (6,016,772)	$ 3,216,498	$ 2,795,920	$ 420,578	$ 2,291,777	$ (1,871,199)
Village Links/Reserve 22	6,710,300	6,858,201	(147,901)	487,318	1,136,405	(649,087)	221,400	(870,487)	344,486	909,630	$ (565,144)	510,035	(1,075,179)
Parking	470,823	697,299	(226,476)	115,887	77,929	37,958	353,580	(315,622)	84,643	147,427	$ (62,784)	649,528	(712,312)
Residential Solid Waste	1,921,000	1,923,000	(2,000)	485,398	430,810	54,588	133,515	(78,927)	450,172	399,053	51,119	129,000	(77,881)
Total Enterprise Funds	**$ 23,997,523**	**$ 29,467,117**	**$ (5,469,594)**	**$ 4,615,126**	**$ 5,506,731**	**$ (891,605)**	**$ 6,390,203**	**$ (7,281,808)**	**$ 4,095,799**	**$ 4,252,030**	**$ (156,231)**	**$ 3,580,340**	**$ (3,736,571)**
Total Village Operations	**$ 75,628,812**	**$ 92,144,098**	**$ (16,515,286)**	**$ 12,305,056**	**$ 13,143,423**	**$ (838,367)**	**$ 27,641,386**	**$ (28,479,753)**	**$ 11,157,679**	**$ 13,435,310**	**$ (2,277,631)**	**$ 12,285,616**	**$ (14,563,247)**
Internal Service Funds													
Insurance	$ 3,895,900	$ 3,894,710	$ 1,190	$ 873,853	$ 774,897	$ 98,956	$ -	$ 98,956	$ 786,299	$ 725,536	$ 60,763	$ -	$ 60,763
Equipment Services	1,938,600	3,538,260	(1,599,660)	735,627	349,995	385,632	438,484	(52,852)	400,992	223,267	177,725	633,678	(455,953)
Total Internal Service Funds	**$ 5,834,500**	**$ 7,432,970**	**$ (1,598,470)**	**$ 1,609,480**	**$ 1,124,892**	**$ 484,588**	**$ 438,484**	**$ 46,104**	**$ 1,187,291**	**$ 948,803**	**$ 238,488**	**$ 633,678**	**$ (395,190)**

Village of Glen Ellyn
Schedule of Cash and Investment Balances
For the Month Ended March 31, 2023

Summary of Investments by Type	Par Value	Market Value	Maturity < 1 year	1-3 years
Cash/Checking	$ 1,952,439	$ 1,952,439	$ 1,952,439	$ -
Cash/Checking - Federal Drug	-	-	-	-
Cash/Checking - State Drug	-	-	-	-
Cash/Checking - FLEX	40,240	40,240	40,240	-
Cash/Checking - Seized Property	71,166	71,166	71,166	-
IL Funds	29,012,145	29,012,145	29,012,145	-
IL Funds State Drug	5,265	5,265	5,265	-
IL Funds Fed Drug	222,554	222,554	222,554	-
IL Funds MFT	4,138,736	4,138,736	4,138,736	-
IMET Convenience Fund	3,857	3,857	3,857	-
PFM - Illinois Trust	15,677,702	15,677,702	15,677,702	-
PMA Portfolio - IPRIME	10,388,557	10,388,557	10,388,557	-
PMA Portfolio - Government Securities	16,703,000	16,105,788	6,030,195	10,075,593
	$ 78,215,661	**$ 77,618,449**	**$ 67,542,856**	**$ 10,075,593**
			87%	**13%**



Portfolio Concentration	Percent of Portfolio	Policy Limit
Glen Ellyn Bank & Trust	2.66%	25%
IL Funds	43.00%	75%
IMET	0.00%	25%
PFM	20.20%	25%
PMA (IPRIME)	13.38%	25%
PMA (Securities)	20.75%	N/A

Investment Income Year to Date	FY2022	FY2023
	$ 19,056	$ 880,661

Investment Performance	FY2022	FY2023
Average Yield YTD - IL Funds	0.156%	4.465%
Average Yield YTD - IMET Convenience Fund	0.200%	4.087%
Average Yield YTD - PFM	0.077%	4.573%
Average Yield YTD - PMA (IPRIME)	0.039%	4.475%
Average Yield YTD - PMA (Securities)		4.780%
Benchmark - Three Month T-Bill	0.510%	4.680%

Village of Glen Ellyn
Analysis of Available Cash Reserves
For the Month Ended March 31, 2023

	Fund	A Last Year Cash & Investment Balances	B Current Year Cash & Investment Balances	C Less Encumbrances	D Transfer between Funds	E Less Deposits/ Other	F Restricted by Statute	G Assigned for Specific Purposes	L Balance Subject to Reserve Policy	M Less Minimum Reserve Policy	N Cash Above/(Below) Minimum Policy
1	General	$ 13,966,186	$ 15,860,432	$ (464,028)	$ -	$ (1,717,143)	$ -	$ -	$ 13,679,261	$ (7,103,000)	$ 6,576,261
2	Corporate Reserve	66,063	946,732	(57,545)	-	-	-	-	889,187	-	889,187
3	Motor Fuel Tax	3,046,843	4,138,736	(92,604)	-	-	(4,046,132)	-	-	-	-
4	Fire Services	5,118,933	5,408,466	(724,527)	-	-	-	(4,683,939)	-	-	-
5	CBD TIF	1,097,845	-	(75,846)	-	-	-	-	-	-	-
6	Roosevelt Road TIF	59,866	122,470	(33,675)	-	-	(88,795)	-	-	-	-
7	Forfeiture Fund	170,287	298,985	(23,567)	-	-	(275,418)	-	-	-	-
8	ARPA	1,725,725	-	-	-	-	-	-	-	-	-
9	Debt Service	38,425	37,277	-	-	-	(37,277)	-	-	-	-
10	Capital Projects	20,255,438	17,902,721	(19,761,161)	-	-	-	-	(1,858,440)	-	(1,858,440)
11	Facilities Maint Reserve	607,195	745,840	(18,230)	-	-	-	(727,610)	-	-	-
12	Water and Sanitary Sewer	22,046,781	20,411,302	(5,681,708)	-	(193,997)	-	(12,076,987)	2,458,610	(2,458,610)	-
13	Parking	1,695,634	2,131,781	(275,651)	-		-	-	1,856,130	(89,121)	1,767,009
14	Residential Solid Waste	626,534	609,295	(133,515)	-	-	-	-	475,780	(480,750)	(4,970)
15	Village Links/Reserve 22	1,386,740	1,437,723	(221,400)	-	(15,308)	-	-	1,201,015	(1,490,114)	(289,099)
16	Insurance	1,417,282	1,401,489	-	-	-	-	(1,401,489)	-	-	-
17	Equipment Services	5,760,270	6,165,200	(438,484)	-	-	-	(4,239,277)	1,487,439	-	1,487,439
		$ 79,086,047	$ 77,618,449	$ (28,001,941)	$ -	$ (1,926,448)	$ (4,447,622)	$ (23,129,302)	$ 20,188,982	$ (11,621,595)	$ 8,567,387
18	Police Pension	$ 36,621,267	$ 35,352,840	$ -	$ -	$ -	$ (35,352,840)	$ -	$ -	$ -	$ -

Footnotes:

C Encumbrances represent the unexpended portion of approved contracts for goods and services as of the end of the quarter. While encumbrances are not expenditures, they do represent a reduction in the level of available spendable cash.

D Transfer between funds represents Capital Projects Fund and bond proceeds to be transferred to the Parking Fund for the parking garage project.

E Deposits/Other represents money that the Village is holding but either is due to others such as deposits or other payables.

F Amounts restricted by statute are required by state or federal law to only be spent on specific expenditures.

G Amounts that are assigned have been designated by the Village's ordinances or budget to be spent on specific purposes. Amounts per fund are as follows:

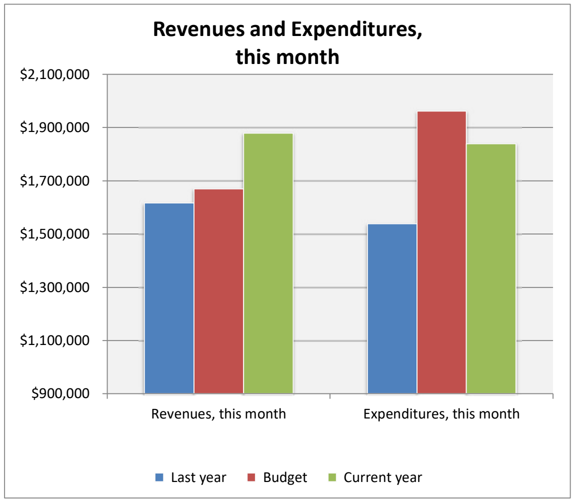
Fire Services: Designated by Village code for fire operations, equipment and facilities.
Capital Projects: Designated by the 5 year Capital Improvement Plan
Facilities Maintenance Reserve: Designated by the 5 year Plan to be used for Village facilities.
Water & Sewer: Designated by the 5 year Capital Improvement Plan
Insurance: Assigned for liability and health insurance
Equipment Services: Designated by the Equipment Replacement Plan

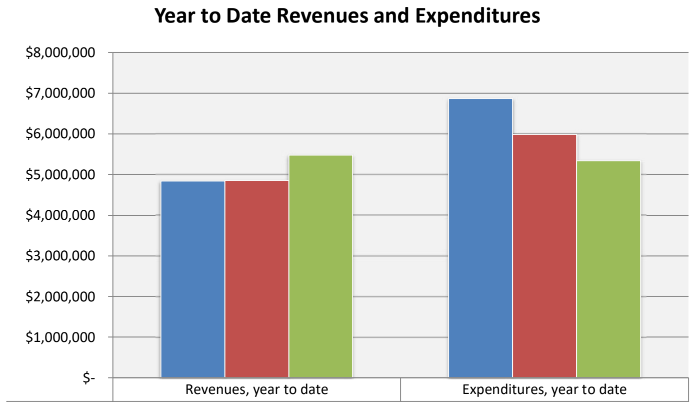
(f) The Village has reserve policies as follows:

General Fund: Amount subject to reserve is 30% of operating expenditures.
Water and Sanitary Sewer Fund: Amount subject to reserve is $2,554,650, which will be adjusted annually by CPI-U or 3%, whichever is less.
Parking Fund: Amount subject to reserve is 25% of operating expenses.
Residential Solid Waste Fund: Amount subject to reserve is 25% of operating expenses
Village Links/Reserve 22 Fund: Amount subject to reserve is 25% of operating expenses.

(g) The cash above minimum policy is the amount undesignated above the minimum required level. In some cases, these funds may be restricted to the purpose for which the fund exists.

General Fund Budget Summary
For the Period Ended March 31, 2023





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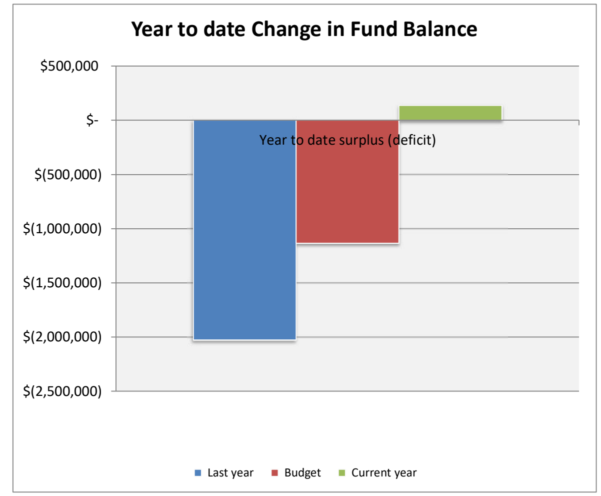
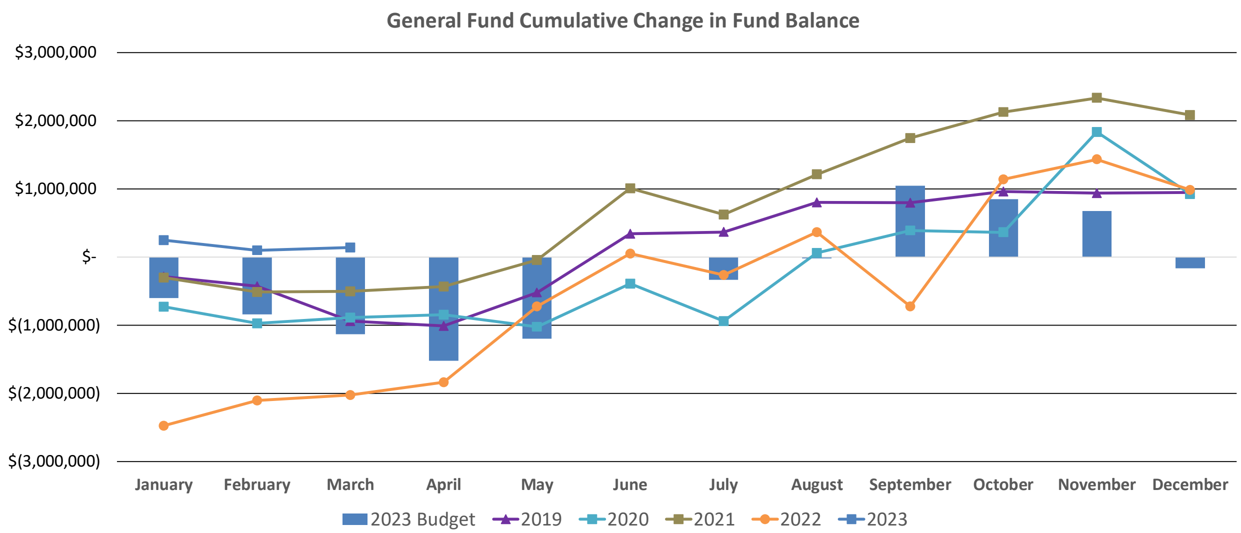
Current year	5,477,613	5,339,158

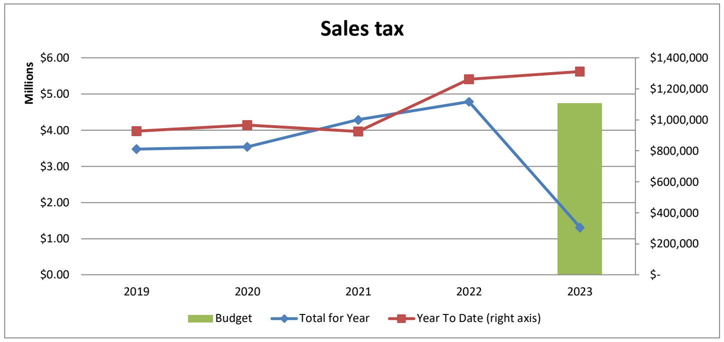


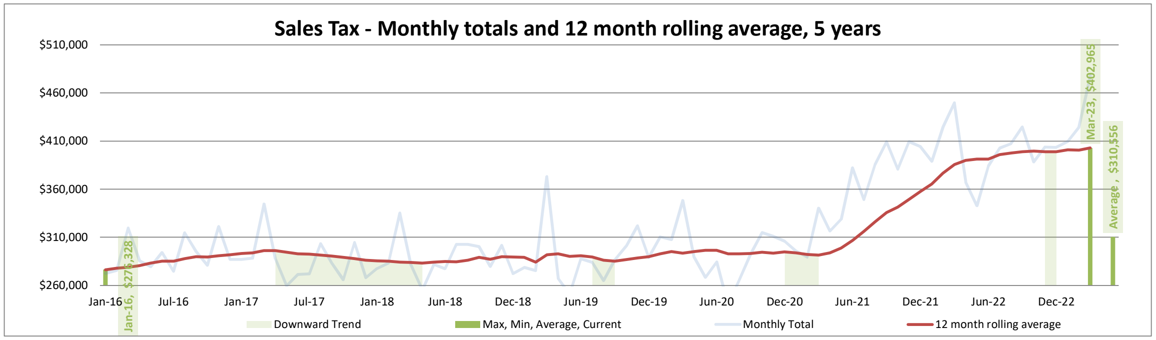


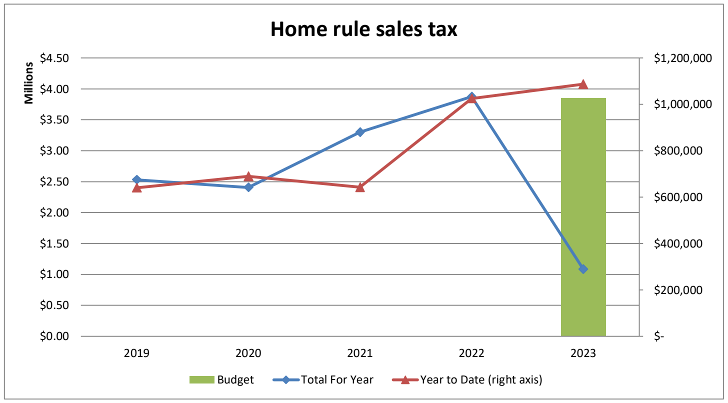
General Fund Budget Summary
For the Period Ended March 31, 2023

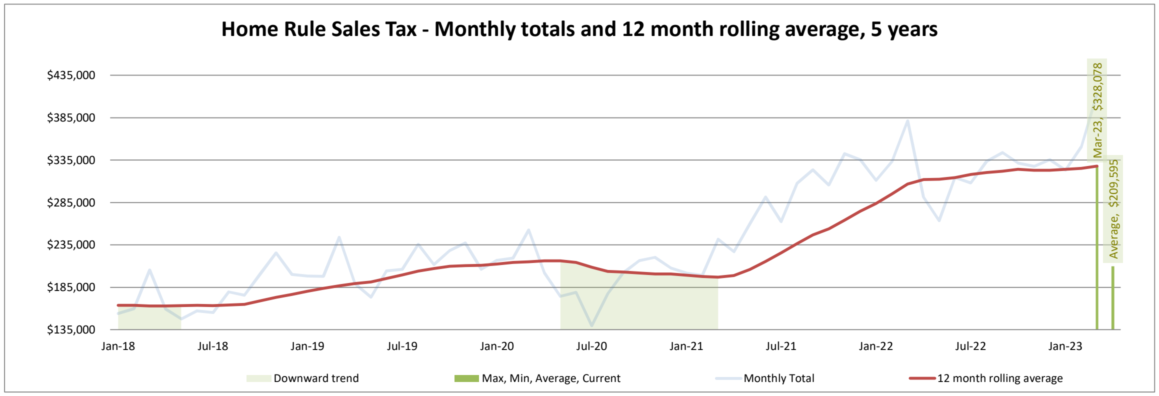
	MONTH							YTD						
	Last Year	Current Budget	Current Year	Variance from LY $	%	Variance from Budget $	%	Last Year	Current Budget	Current Year	Variance from LY $	%	Variance YTD Budget $	%
REVENUES														
TAXES														
Property Tax	-	138	-	-	0%	(138)	-100%	-	212	-	-	0%	(212)	100%
Econ Dev SSA Tax	-	2	-	-	0%	(2)	-100%	-	(67)	-	-	0%	67	100%
Sales Tax	449,708	455,666	477,793	28,085	6%	22,127	5%	1,263,361	1,223,630	1,311,334	47,973	4%	87,704	7%
Home Rule Sales Tax	381,220	382,237	413,535	32,315	8%	31,298	8%	1,025,333	979,245	1,087,235	61,902	6%	107,990	10%
State Income Tax	212,420	251,820	251,409	38,989	18%	(411)	0%	1,095,529	1,120,158	1,105,214	9,685	1%	(14,944)	-1%
Other Taxes	206,232	174,645	178,955	(27,277)	-13%	4,310	2%	482,175	451,316	489,873	7,698	2%	38,557	8%
Subtotal Taxes	**1,249,580**	**1,264,508**	**1,321,692**	**72,112**	**6%**	**57,184**	**4%**	**3,866,398**	**3,774,495**	**3,993,656**	**127,258**	**3%**	**219,161**	**5%**
LICENSES & PERMITS														
Vehicle Licenses	119,960	116,537	119,893	(67)	0%	3,356	3%	123,508	123,260	123,058	(450)	0%	(202)	0%
Business Registration	350	1,317	2,675	2,325	664%	1,358	103%	350	5,209	8,315	7,965	2276%	3,106	37%
Liquor Licenses	540	1,027	(250)	(790)	-146%	(1,277)	-124%	560	3,084	2,490	1,930	345%	(594)	-24%
Building Permits/Reg./Fees	90,075	70,174	78,897	(11,178)	-12%	8,723	12%	173,711	152,117	478,830	305,119	176%	326,713	68%
Subtotal Licenses & Permits	**210,925**	**189,055**	**201,215**	**(9,710)**	**-5%**	**12,160**	**6%**	**298,129**	**283,669**	**612,693**	**314,564**	**106%**	**329,024**	**54%**
CHARGES & FEES														
Cable Franchise Fees	-	-	84,661	84,661	100%	84,661	100%	131,847	125,000	130,188	(1,659)	-1%	5,188	4%
Ambulance Service Fees	-	-	5,467	5,467	100%	5,467	100%	-	-	21,445	21,445	100%	21,445	100%
Police Service Reimbursements	(13,840)	4,076	1,156	14,996	-108%	(2,920)	-72%	4,961	20,698	7,638	2,677	54%	(13,060)	-171%
Reimbursements - Other Agencies	11,703	18,766	12,225	522	4%	(6,541)	-35%	35,109	42,027	36,675	1,566	4%	(5,352)	-15%
Subtotal Charges & Fees	**(2,137)**	**22,842**	**103,509**	**105,646**	**-4944%**	**80,667**	**78%**	**171,917**	**187,725**	**195,946**	**24,029**	**14%**	**8,221**	**4%**
OTHER														
Police/Court Fines/Adjudication	36,410	45,610	70,189	33,779	93%	24,579	54%	119,871	124,949	146,573	26,702	22%	21,624	15%
Investment Income	1,925	16,363	78,054	76,129	3955%	61,691	377%	3,230	58,837	181,299	178,069	5513%	122,462	68%
Miscellaneous Income	16,916	15,325	5,924	(10,992)	-65%	(9,401)	-61%	70,560	75,307	18,279	(52,281)	-74%	(57,028)	-312%
Transfers from Other Funds	103,116	115,400	98,367	(4,749)	-5%	(17,033)	-15%	309,348	346,200	329,167	19,819	6%	(17,033)	-5%
Subtotal Other	**158,367**	**192,698**	**252,534**	**94,167**	**59%**	**59,836**	31%	**503,009**	**605,293**	**675,318**	**172,309**	**34%**	**70,025**	**10%**
Revenue Totals	**1,616,735**	**1,669,103**	**1,878,950**	**262,215**	**16%**	**209,847**	**13%**	**4,839,453**	**4,851,182**	**5,477,613**	**638,160**	**13%**	**626,431**	**11%**
EXPENDITURES														
Village Board & Clerk	3,825	7,567	3,660	(165)	-4%	(3,907)	-52%	21,040	32,460	15,948	(5,092)	-24%	(16,512)	-51%
Village Manager's Office	81,705	95,126	112,890	31,185	38%	17,764	19%	278,842	285,379	292,609	13,767	5%	7,230	3%
Facilities Maintenance	76,491	85,919	66,339	(10,152)	-13%	(19,580)	-23%	202,086	257,757	225,737	23,651	12%	(32,020)	-12%
Information Technology*	81,068	79,767	55,857	(25,211)	-31%	(23,910)	-30%	197,444	239,300	207,206	9,762	5%	(32,094)	-13%
Senior Services	7,904	7,716	7,107	(797)	-10%	(609)	-8%	22,041	23,147	22,021	(20)	0%	(1,126)	-5%
History Park	5,675	2,843	2,899	(2,776)	-49%	56	2%	6,892	8,076	5,116	(1,776)	-26%	(2,960)	-37%
Law	25,831	27,908	34,530	8,699	34%	6,622	24%	79,044	83,724	84,427	5,383	7%	703	1%
Finance - Administration	42,608	62,119	54,127	11,519	27%	(7,992)	-13%	163,309	186,157	176,939	13,630	8%	(9,218)	-5%
Finance - Cashiers Office	40,769	30,243	44,688	3,919	10%	14,445	48%	86,530	90,730	94,882	8,352	10%	4,152	5%
Planning	45,991	54,203	41,662	(4,329)	-9%	(12,541)	-23%	138,326	162,610	130,351	(7,975)	-6%	(32,259)	-20%
Building	103,559	129,634	167,008	63,449	61%	37,374	29%	353,166	388,901	365,342	12,176	3%	(23,559)	-6%
Economic Development	10,642	155,808	84,273	73,631	692%	(71,535)	-46%	2,142,315	328,174	163,930	(1,978,385)	-92%	(164,244)	-50%
Police - Administration	88,764	132,617	165,118	76,354	86%	32,501	25%	255,226	446,251	405,751	150,525	59%	(40,500)	-9%
Police - Operations	426,261	582,462	579,221	152,960	36%	(3,241)	-1%	1,609,529	1,885,622	1,714,324	104,795	7%	(171,298)	-9%
Police - Investigations	82,285	122,981	106,739	24,454	30%	(16,242)	-13%	242,507	368,943	317,180	74,673	31%	(51,763)	-14%
Fire	23,810	30,516	28,229	4,419	19%	(2,287)	-7%	86,963	109,160	98,078	11,115	13%	(11,082)	-10%
EMS	63,303	41,403	37,704	(25,599)	-40%	(3,699)	-9%	124,414	149,683	137,076	12,662	10%	(12,607)	-8%
Public Works - Admin & Eng.**	60,089	68,874	73,948	13,859	23%	5,074	7%	184,660	206,622	215,181	30,521	17%	8,559	4%
Public Works - Streets	122,606	145,234	110,038	(12,568)	-10%	(35,196)	-24%	402,604	435,703	393,250	(9,354)	-2%	(42,453)	-10%
Public Works - Forestry	145,761	98,908	62,651	(83,110)	-57%	(36,257)	-37%	268,978	296,725	273,810	4,832	2%	(22,915)	-8%
Expenditure Totals	**1,538,947**	**1,961,848**	**1,838,688**	**299,741**	**19%**	**(123,160)**	**-6%**	**6,865,916**	**5,985,123**	**5,339,158**	**(1,526,758)**	**-22%**	**(645,965)**	**-11%**
Net Surplus / (Deficit)	**77,788**	**(292,745)**	**40,262**	**(37,526)**		**333,007**		**(2,026,463)**	**(1,133,941)**	**138,455**	**2,164,918**		**1,272,396**	

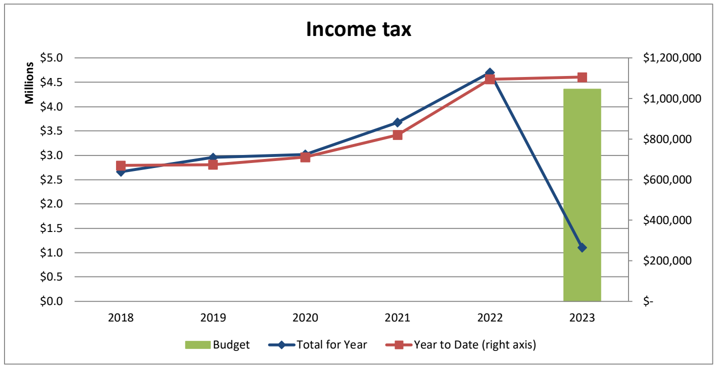
Key General Fund Revenues
For the Period Ended March 31, 2023

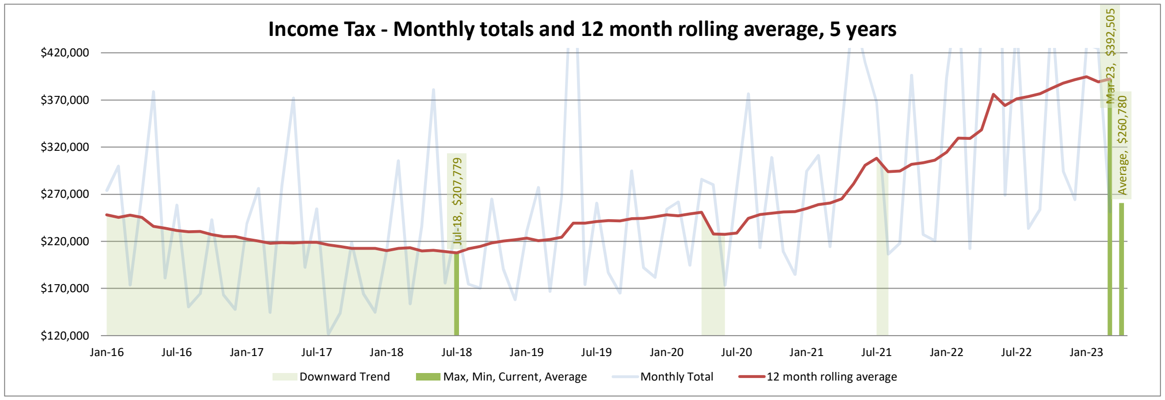








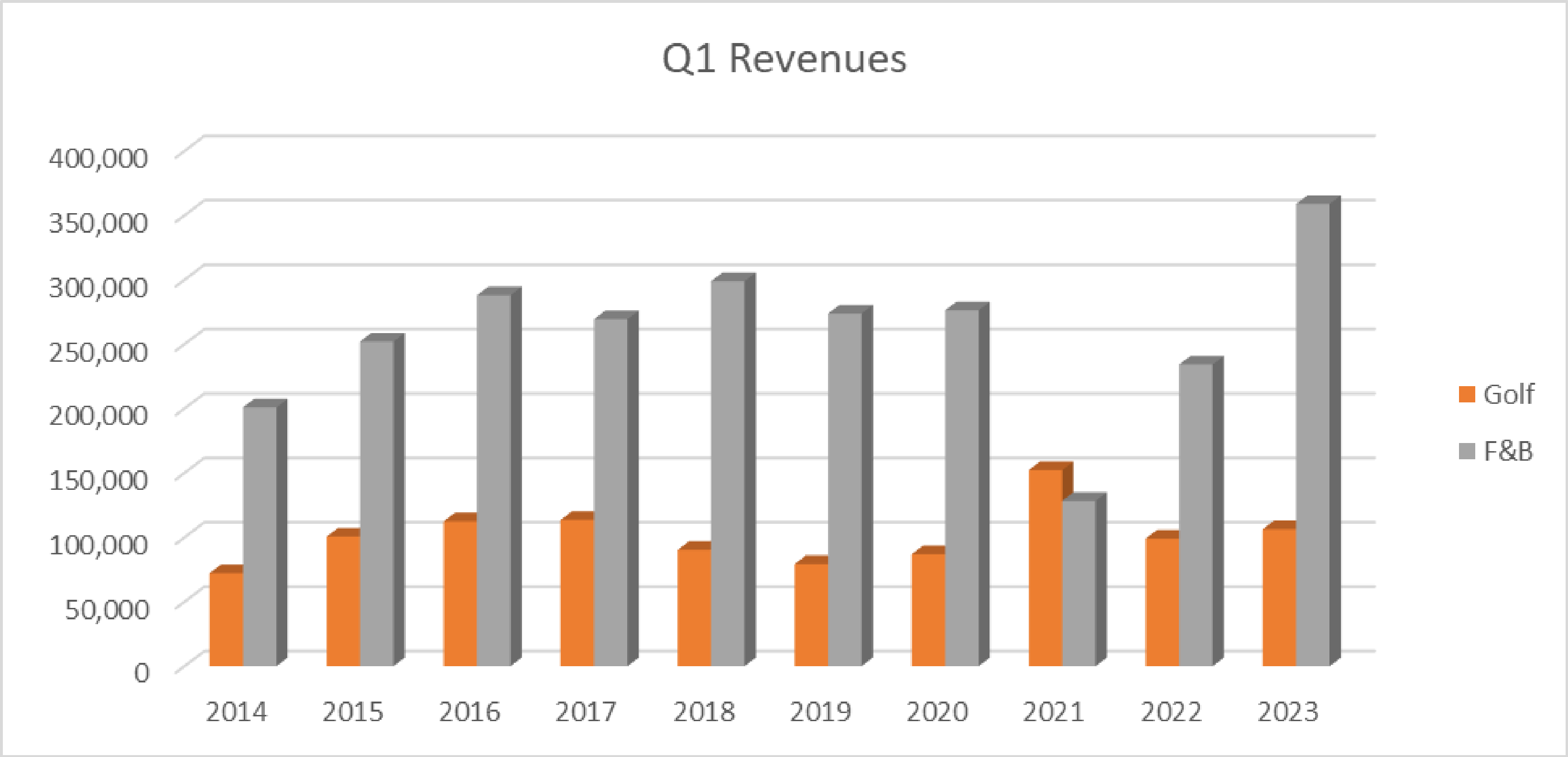




VILLAGE LINKS
GLEN ELLYN

RESERVE
22
TWENTY-TWO

1st Quarter - 2023



<u>**Revenues up 42%**</u>

- **Rest. & Bar up 33%**
- **Banquets up 102%**
- **Golf up 7%**

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Revenues	273,191	352,716	400,614	386,572	401,880	363,667	379,341	281,822	344,493	487,318
Operating Expenses	588,676	611,443	614,649	714,130	821,885	818,559	803,168	552,510	853,086	979,306
Capital Improvement	272,269	1,030	25,818	111,814	26,172	6,620	8,085	34,150	56,520	157,099
Change in Net Position	(587,754)	(259,757)	(239,853)	(439,372)	(446,177)	(461,512)	(431,912)	(304,837)	(565,113)	(649,087)
Cash On Hand (000)	1,174	1,050	1,377	1,353	975	522	295	655	1,387	1,438

Overall Revenues up 42% ($143K)

Operating Expenses up 15% ($126K)
Labor Cost +30% (Wage increases, hours worked)
Inflation
Capital Improvements $157K

Overall Net Position is down 15% ($84K)

Cash On Hand at 10 year High $1.44M

The Year Ahead

- Excellent 1st Quarter golf course conditions
- Experienced Reserve 22 management team
- Continued marketing to new golfers
- Enhanced excitement for Banquets
- Increased Capital Improvements planned
- 54% reduction in retired annual debt

VILLAGE LINKS / RESERVE 22
STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION
As of March 31, 2023

ORG	DESCRIPTION	2023 BUDGET	MONTH 2023	MONTH 2022	MONTH DIFF	MONTH % DIFF	YEAR-TO-DATE 2023	YEAR-TO-DATE 2022	YEAR-TO-DATE DIFF	YEAR-TO-DATE % DIFF
	REVENUES:									
5500	Village Links Revenues	$ 3,785,600	$ 53,211	$ 73,471	$ (20,260)	-28%	$ 106,305	$ 99,111	$ 7,194	7%
5520	Reserve 22 Revenues	2,924,700	168,815	107,560	61,256	57%	381,013	245,375	135,638	55%
	Total Revenues	**$ 6,710,300**	**$ 222,027**	**$ 181,031**	**$ 40,996**	**23%**	**$ 487,318**	**$ 344,486**	**$ 142,832**	**41%**
	EXPENDITURES:									
55700	Administration	$ 723,337	$ 47,665	$ 43,206	$ 4,458	10%	$ 130,453	$ 120,022	$ 10,431	9%
55710	Golf Course Maintenance	1,185,811	64,187	60,423	3,764	6%	151,206	158,151	(6,944)	-4%
55720	Golf Services	899,930	40,197	40,651	(454)	-1%	118,663	116,737	1,926	2%
55730	Reserve 22	2,545,400	191,319	169,520	21,799	13%	493,022	354,437	138,584	39%
55740	Stormwater Management	53,399	356	349	7	2%	1,101	1,050	50	5%
55750	Pro Shop Merchandise	154,196	16,089	21,397	(5,308)	-25%	16,721	18,048	(1,327)	-7%
55780	Motorized Carts	57,678	-	168	(168)	-100%	-	168	(168)	-100%
557X5	Mechanical Maintenance	340,704	16,964	36,351	(19,387)	-53%	68,141	84,496	(16,356)	-19%
	Total Operating Expenses	$ 5,960,455	$ 376,777	$ 372,066	$ 4,711	1%	$ 979,306	$ 853,110	$ 126,196	15%
	Operating Income (Loss)	**$ 749,845**	**$ (154,751)**	**$ (191,035)**	**$ 36,284**	**-19%**	**$ (491,988)**	**$ (508,624)**	**$ 16,636**	**-3%**
	Debt Service	300,300	-	-	-	0%	-	-	-	0%
	Capital Expenditures	597,446	100,399	56,520	43,878	78%	157,099	56,520	100,578	178%
	CHANGE IN NET POSITION	**$ (147,901)**	**$ (255,149)**	**$ (247,555)**	**$ (7,594)**	**3%**	**$ (649,087)**	**$ (565,145)**	**$ (83,942)**	**15%**

KEY METRICS

	Goal	Month 2023	Month 2022	Month Diff	YTD 2023	YTD 2022	YTD Diff
Personnel Expenses as % of Sales	*49%*	*83%*	*84%*	*-2%*	*109%*	*131%*	*-22%*
Cash Balance (End of Month, in $000's)	*$ 1,490*	*$ 1,438*	*$ 1,387*	*$ 51*			

VILLAGE LINKS
STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION
GOLF
(Including Administration, Grounds, & Mechanical Maintenance)
As of March 31, 2023

ORG/ OBJECT	DESCRIPTION	2023 BUDGET	MONTH 2023	MONTH 2022	MONTH DIFF	MONTH % DIFF	YEAR-TO-DATE 2023	YEAR-TO-DATE 2022	YEAR-TO-DATE DIFF	YEAR-TO-DATE % DIFF
5500	**VILLAGE LINKS REVENUES:**									
440550	Green Fees	$ 2,400,000	$ 15,927	$ 25,235	$ (9,309)	-37%	$ 17,182	$ 25,235	$ (8,054)	-32%
440554	Pro Shop - Sales	170,000	5,710	8,249	(2,539)	-31%	10,404	9,805	599	6%
440555	Motor Carts	600,000	1,023	4,230	(3,207)	-76%	999	4,230	(3,231)	-76%
440556	Driving Range	450,000	10,882	13,362	(2,480)	-19%	15,000	13,815	1,185	9%
440557	Resident Cards	32,000	8,795	10,565	(1,770)	-17%	16,805	17,495	(690)	-4%
460100	Investment Income	9,000	4,706	211	4,494	2125%	16,137	363	15,773	4343%
489000	Miscellaneous Revenue	124,600	6,114	11,725	(5,611)	-48%	29,730	28,240	1,490	5%
489100	Miscellaneous - Over/Short	-	55	(107)	162	-151%	49	(73)	122	-166%
	Total Revenues	**$ 3,785,600**	**$ 53,211**	**$ 73,471**	**$ (20,260)**	**-28%**	**$ 106,305**	**$ 99,111**	**$ 7,194**	**7%**
	COST OF GOODS SOLD:									
520945	Cost of Goods Sold - Pro Shop	$ 119,000	$ 13,621	$ 18,940	$ (5,319)	-28%	$ 9,417	$ 10,747	$ (1,330)	-12%
	Total Cost of Goods Sold	**$ 119,000**	**$ 13,621**	**$ 18,940**	**$ (5,319)**	**-28%**	**$ 9,417**	**$ 10,747**	**$ (1,330)**	**-12%**
	Gross Profit	**$ 3,666,600**	**$ 39,590**	**$ 54,531**	**$ (14,941)**	**-27%**	**$ 96,888**	**$ 88,364**	**$ 8,524**	**10%**
	OTHER OPERATING EXPENSES:									
510100	Salaries - Pensionable	$ 1,110,450	$ 68,884	$ 62,068	$ 6,816	11%	$ 202,738	$ 187,122	$ 15,616	8%
510120	Salaries - Non-Pensionable	448,750	3,824	2,492	1,331	53%	7,101	4,655	2,445	53%
510200	Salaries - Overtime	11,000	-	-	-	0%	-	-	-	0%
510400	FICA Taxes	120,121	5,372	4,754	617	13%	15,581	14,178	1,403	10%
510500	IMRF	46,972	2,808	4,086	(1,278)	-31%	8,260	12,263	(4,003)	-33%
590600	Health Insurance	152,100	9,849	10,423	(574)	-6%	29,548	31,104	(1,556)	-5%
52XXXX	Contractual Services	991,436	58,346	69,913	(11,567)	-17%	164,171	160,934	3,237	2%
53XXXX	Commodities	415,226	22,753	29,869	(7,115)	-24%	49,469	77,669	(28,200)	-36%
	Total Operating Expenses	**$ 3,296,055**	**$ 171,837**	**$ 183,605**	**$ (11,769)**	**-6%**	**$ 476,867**	**$ 487,926**	**$ (11,058)**	**-2%**
	Operating Income (Loss)	**$ 370,545**	**$ (132,247)**	**$ (129,074)**	**$ (3,172)**	**2%**	**$ (379,979)**	**$ (399,562)**	**$ 19,583**	**-5%**
	Operating Income (Loss) Percentage	**10%**	**-249%**	**-176%**			**-357%**	**-403%**		

KEY METRICS

	Goal	*MONTH 2023*	*MONTH 2022*	*MONTH DIFF*	*YTD 2023*	*YTD 2022*	*YTD DIFF*
Rounds Played	*78,000*	*859*	*1,204*	*(345)*	*1,139*	*1,204*	*(65)*
Revenue Per Round	*$ 48.53*	*$ 61.95*	*$ 61.02*	*$ 0.92*	*$ 93.33*	*$ 82.32*	*$ 11.01*
Resident Cards Sold	*N/A*	*883*	*1,069*	*(186)*	*1,718*	*1,783*	*(65)*
Cost of Goods Sold % - Pro Shop	*70%*	*239%*	*230%*	*9%*	*91%*	*110%*	*-19%*
Personnel Expenses as % of Sales	*50%*	*171%*	*114%*	*56%*	*248%*	*252%*	*-4%*

VILLAGE LINKS
STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION
GOLF
(Including Administration, Grounds, & Mechanical Maintenance)
As of March 31, 2023

ORG/ OBJECT	DESCRIPTION	2023 BUDGET	MONTH 2023	MONTH 2022	MONTH DIFF	MONTH % DIFF	YEAR-TO-DATE 2023	YEAR-TO-DATE 2022	YEAR-TO-DATE DIFF	YEAR-TO-DATE % DIFF
	MISCELLANEOUS REVENUE									
	Miscellaneous Revenue includes the following items, which don't fit into any of the major revenue categories:									
	Adult & Junior Golf Lessons		$ 4,941	$ 10,425	$ (5,484)		$ 26,377	$ 25,355	$ 1,022	
	Hand Cart Rentals		711	500	211		921	500	421	
	Handicaps		-	-	-		-	-	-	
	Golf Club Rentals		-	60	(60)		-	60	(60)	
	Locker Rentals		300	640	(340)		1,980	1,920	60	
	Illinois Sales Tax (1.75%)		146	91	56		388	366	21	
	Glen Ellyn Food & Beverage Tax (1%)		15	10	6		45	39	6	
	Miscellaneous		-	(0)	0		19	(0)	20	
	Total	$ 124,600	$ 6,114	$ 11,725	$ (5,611)		$ 29,730	$ 28,240	$ 1,490	

VILLAGE LINKS GLEN ELLYN | RESERVE 22 TWENTY-TWO

RESERVE 22
STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION
As of March 31, 2023

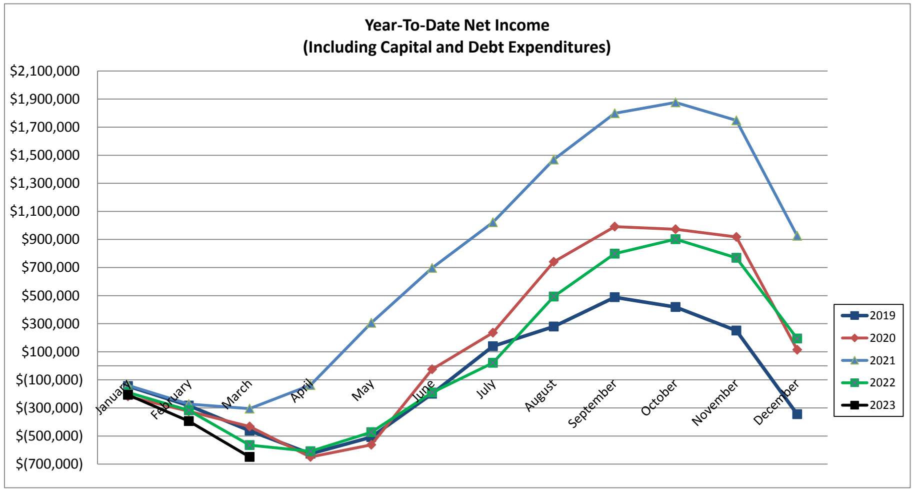
ORG/ OBJECT	DESCRIPTION	2023 BUDGET	MONTH 2023	MONTH 2022	MONTH DIFF	MONTH % DIFF	YEAR-TO-DATE 2023	YEAR-TO-DATE 2022	YEAR-TO-DATE DIFF	YEAR-TO-DATE % DIFF
5520	**RESERVE 22 REVENUES:**									
441100	Food	$ 1,625,000	$ 104,626	$ 65,785	$ 38,841	59%	$ 245,840	$ 153,096	$ 92,744	61%
441101	Liquor	321,600	20,409	11,591	8,818	76%	36,623	24,406	12,217	50%
441102	Beer	492,900	14,136	14,230	(94)	-1%	29,825	27,234	2,592	10%
441103	Wine	216,200	11,183	9,561	1,621	17%	30,602	22,127	8,475	38%
441104	NA Beverages	89,700	4,161	1,800	2,361	131%	7,344	3,542	3,802	107%
441106	Room Charges	5,000	-	-	-	0%	-	625	(625)	-100%
441107	Service Charges	173,900	14,261	4,592	9,669	211%	30,739	14,345	16,393	114%
489000	Miscellaneous Revenue	400	39	-	39	0%	39	-	39	0%
	Total Revenues	**$ 2,924,700**	**$ 168,815**	**$ 107,560**	**$ 61,256**	**57%**	**$ 381,013**	**$ 245,375**	**$ 135,638**	**55%**
55730	**COST OF GOODS SOLD:**									
530400	Cost of Goods Sold - Beer	$ 138,000	$ 8,412	$ 9,033	$ (621)	-7%	$ 12,670	$ 10,536	$ 2,134	20%
530401	Cost of Goods Sold - Wine	67,000	7,372	4,930	2,443	50%	13,610	7,158	6,452	90%
530402	Cost of Goods Sold - Liquor	64,300	5,844	7,865	(2,021)	-26%	6,374	10,303	(3,929)	-38%
530405	Cost of Goods Sold - NA Beverages	31,400	2,872	4,234	(1,362)	-32%	4,840	4,621	219	5%
530420	Cost of Goods Sold - Food	503,800	46,513	48,659	(2,146)	-4%	99,765	62,338	37,427	60%
	Total Cost of Goods Sold	**$ 804,500**	**$ 71,013**	**$ 74,720**	**$ (3,707)**	**-5%**	**$ 137,259**	**$ 94,956**	**$ 42,303**	**45%**
	Gross Profit	**$ 2,120,200**	**$ 97,802**	**$ 32,839**	**$ 64,963**	**198%**	**$ 243,753**	**$ 150,418**	**$ 93,335**	**62%**
	Gross Profit Percentage	**72%**	**58%**	**31%**			**64%**	**61%**		
55730	**OTHER OPERATING EXPENSES:**									
510100	Salaries - Pensionable	$ 638,200	$ 42,775	$ 34,703	$ 8,071	23%	$ 130,277	$ 96,496	$ 33,781	35%
510120	Salaries - Non-Pensionable	530,250	35,981	22,610	13,371	59%	99,203	69,450	29,753	43%
510200	Salaries - Overtime	15,000	9	166	(157)	-95%	173	1,142	(969)	-85%
510399	Tips Paid Through Payroll	-	(1,767)	(873)	(894)	102%	(577)	(1,126)	549	-49%
510400	FICA Taxes	127,813	7,071	5,298	1,773	33%	20,472	14,675	5,797	39%
510500	IMRF	26,996	2,105	2,870	(766)	-27%	6,288	7,648	(1,360)	-18%
590600	Health Insurance	82,900	5,161	3,384	1,777	53%	10,883	13,537	(2,654)	-20%
52XXXX	Contractual Services	156,741	16,307	9,847	6,460	66%	43,508	31,394	12,114	39%
53XXXX	Commodities	163,000	12,665	16,794	(4,129)	-25%	45,535	26,265	19,270	73%
	Total Operating Expenses	**$ 1,740,900**	**$ 120,306**	**$ 94,800**	**$ 25,507**	**27%**	**$ 355,763**	**$ 259,481**	**$ 96,282**	**37%**
	Operating Income (Loss)	**$ 379,300**	**$ (22,504)**	**$ (61,960)**	**$ 39,457**	**-64%**	**$ (112,009)**	**$ (109,063)**	**$ (2,946)**	**3%**
	Operating Income (Loss) Percentage	**13%**	**-13%**	**-58%**			**-29%**	**-44%**		

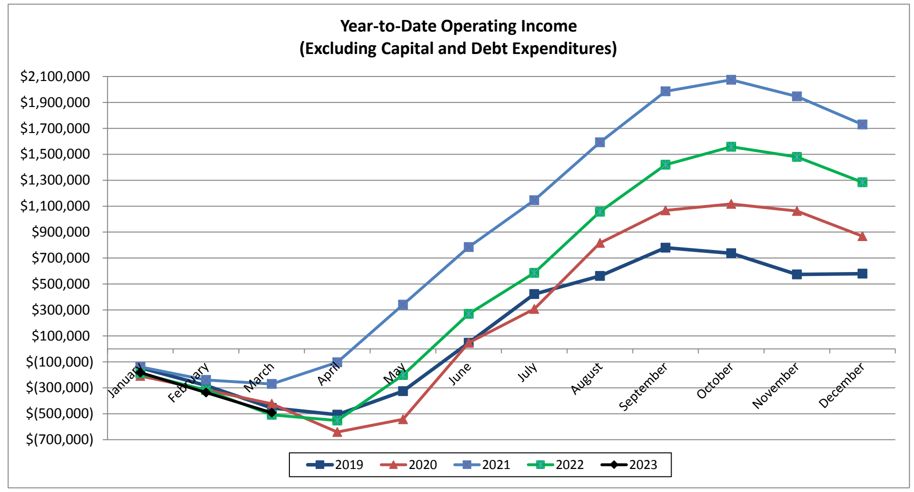
VILLAGE LINKS GLEN ELLYN | RESERVE 22 TWENTY-TWO

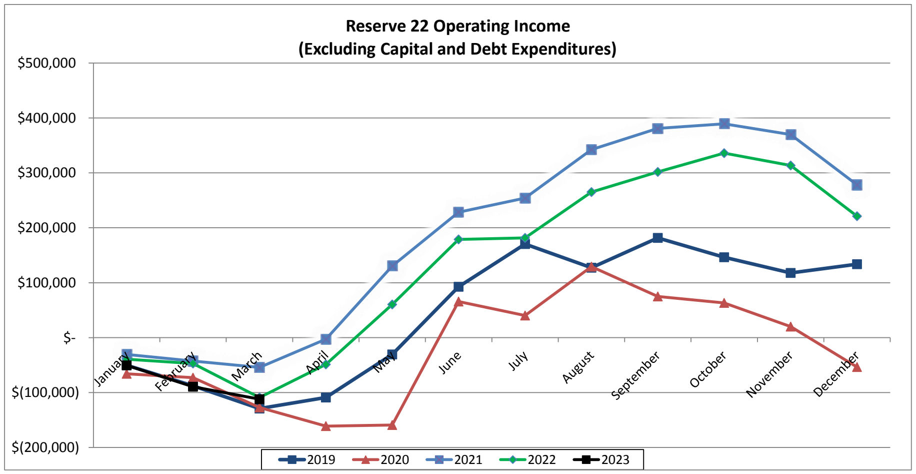
RESERVE 22
STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION
As of March 31, 2023

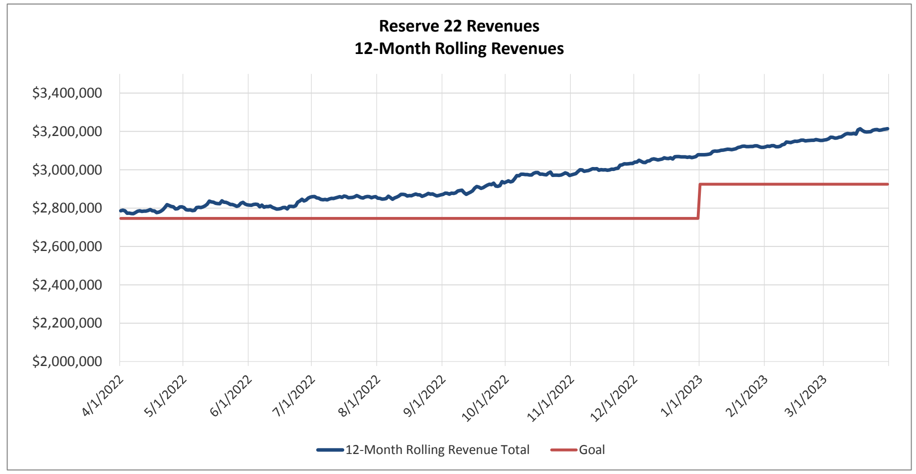
ORG/ OBJECT	DESCRIPTION	2023 BUDGET	MONTH 2023	MONTH 2022	MONTH DIFF	MONTH % DIFF	YEAR-TO-DATE 2023	YEAR-TO-DATE 2022	YEAR-TO-DATE DIFF	YEAR-TO-DATE % DIFF
	KEY METRICS									
		Goal								
	Revenue Source:									
	Restaurant/Bar	*N/A*	*$ 92,510*	*$ 78,334*	*$ 14,176*	*18%*	*$ 213,686*	*$ 160,152*	*$ 53,534*	*33%*
	Banquets	*N/A*	*75,196*	*26,482*	*48,714*	*184%*	*166,138*	*82,478*	*83,660*	*101%*
	Other	*N/A*	*1,110*	*2,744*	*(1,634)*	*-60%*	*1,188*	*2,744*	*(1,555)*	*-57%*
	Total	*$ 2,924,700*	*$ 168,815*	*$ 107,560*	*$ 61,256*	*57%*	*$ 381,013*	*$ 245,375*	*$ 135,638*	*55%*
	Reserve 22 Revenues (Last 12 Months)	*$ 2,924,700*					$ 3,214,396	$ 2,780,123	*$ 434,274*	*16%*
	Reserve 22 Expenses (Last 12 Months)	*$ 2,545,400*					$ 2,996,347	$ 2,556,755	*$ 439,592*	*17%*
	# Guest Checks (Restaurant/Bar)	*N/A*	*2,373*	*2,025*	*348*		*5,161*	*4,100*	*1,061*	
	Revenue Per Guest Check	*N/A*	*$ 38.98*	*$ 38.68*	*$ 0.30*		*$ 41.40*	*$ 39.06*	*$ 2.34*	
	# Guests (Restaurant/Bar)	*N/A*	*3,910*	*3,344*	*566*		*8,585*	*6,719*	*1,866*	
	Average Guest Spend	*N/A*	*$ 23.66*	*$ 23.43*	*$ 0.23*		*$ 24.89*	*$ 23.84*	*$ 1.05*	
	Cost of Goods Sold %	*28%*	*42%*	*69%*	*-27%*		*36%*	*39%*	*-3%*	
	Cost of Goods Sold % (By Category):									
	Cost of Goods Sold - Beer	*28%*	*60%*	*63%*	*-4%*		*42%*	*39%*	*4%*	
	Cost of Goods Sold - Wine	*31%*	*66%*	*52%*	*14%*		*44%*	*32%*	*12%*	
	Cost of Goods Sold - Liquor	*20%*	*29%*	*68%*	*-39%*		*17%*	*42%*	*-25%*	
	Cost of Goods Sold - NA Beverages	*35%*	*69%*	*235%*	*-166%*		*66%*	*130%*	*-65%*	
	Cost of Goods Sold - Food	*31%*	*44%*	*74%*	*-30%*		*41%*	*41%*	*0%*	
	Personnel Expenses as % of Sales	*49%*	*55%*	*64%*	*-9%*		*70%*	*83%*	*-13%*	
	Prime Cost (Cost of Goods Sold + Personnel Expenses) as % of Sales	*76%*	*97%*	*134%*	*-36%*		*106%*	*121%*	*-15%*	

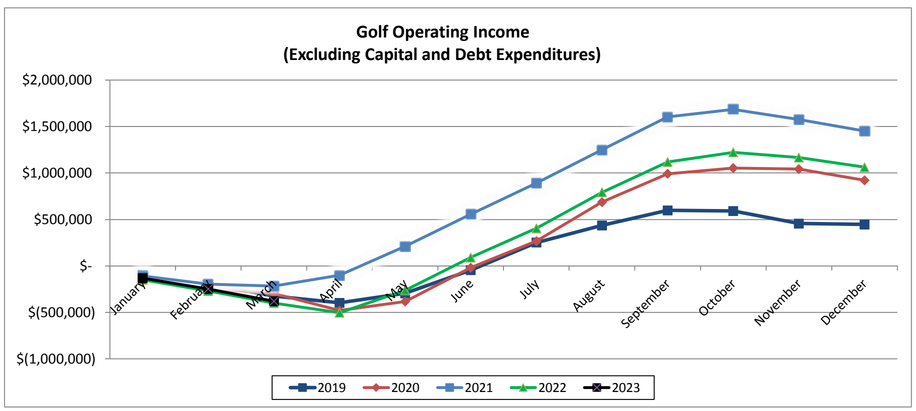
Village Links / Reserve 22
Dashboard Financial Reports
As of March 31, 2023

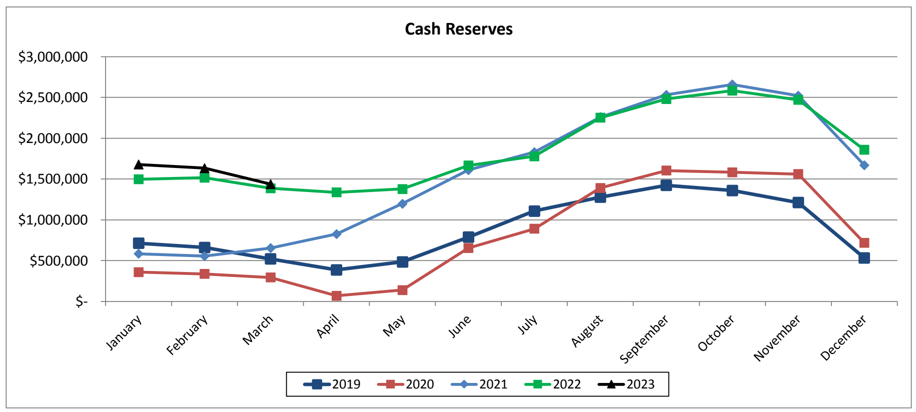












Glen Ellyn Finance Commission
535 Duane Street
Glen Ellyn, IL 60137

Meeting 5/12/2023 7:00 AM
Department: Finance
Department Head: Larry Noller
Category: Discussion Item
Prepared By: Larry Noller

AGENDA ITEM (ID # 2023-532)

DOC ID: 2023-532

Village Funds Overview

Statement of the Issue:
One of the Finance Commission's goals is to complete long-term financial forecasts for additional funds other than the Village's General Fund. Finance Director Noller will provide an overview of the Village's Funds at the May 12th meeting.

Analysis:
In preparation for the discussion, the Village budget is available online for Commissioners to review.

Link to Village Budget

Budget Impact:

Contribution to Strategic Plan (if applicable)

Action Requested:
Following the overview, the Finance Commission is asked to provide feedback on the funds to prioritize for long-term forecasting.

Attachments:

Glen Ellyn Finance Commission
535 Duane Street
Glen Ellyn, IL 60137

Meeting 5/12/2023 7:00 AM
Department: Finance
Department Head: Larry Noller
Category: Discussion Item
Prepared By: Larry Noller

AGENDA ITEM (ID # 2023-533)

DOC ID: 2023-533

Scorecard Planning

Statement of the Issue:
One of the Finance Commission's goals is to prepare an update to the Village Scorecard.

Analysis:
The Commission has discussed updating parts of the Scorecard each year rather than updating the entire Scorecard every five years. A copy of the previous Scorecard is included for the Commissioners to review.

Budget Impact:

Contribution to Strategic Plan (if applicable)

Action Requested:
Commissioners are requested to provide feedback on which sections of the Scorecard should be prioritized for updating.

Attachments:
1. Scorecard Report 2019 FINAL PDF

Village of Glen Ellyn 2019

Financial Scorecard

What is the Scorecard?

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

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

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

Peer Communities

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

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

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

The peer communities include:

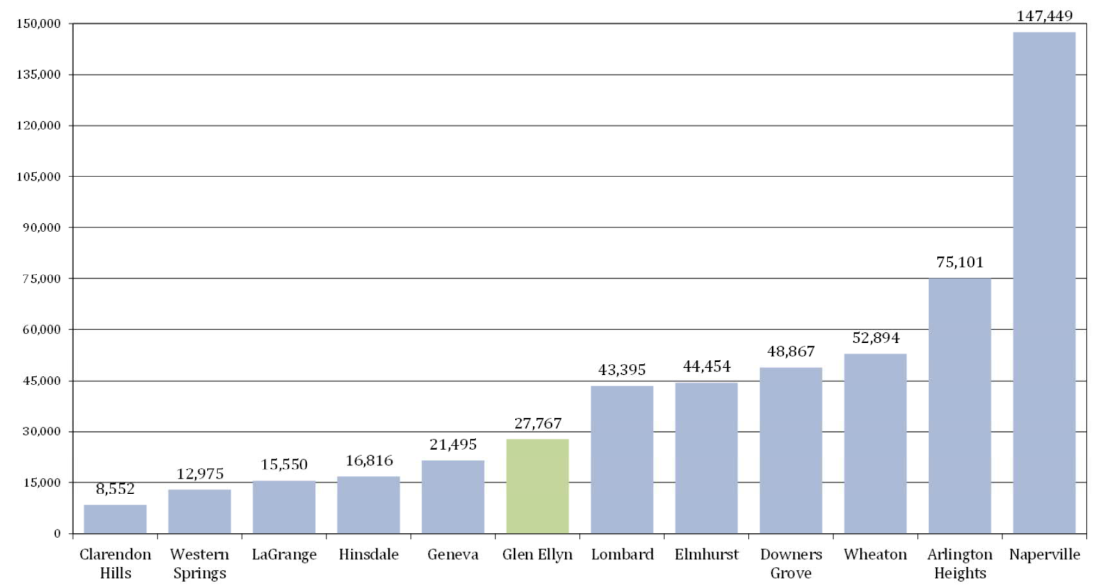
Clarendon Hills	Downers Grove	Elmhurst
Hinsdale	Naperville	Wheaton
Lombard (new)	Arlington Heights	LaGrange
Western Springs	Geneva	

Scorecard Contents

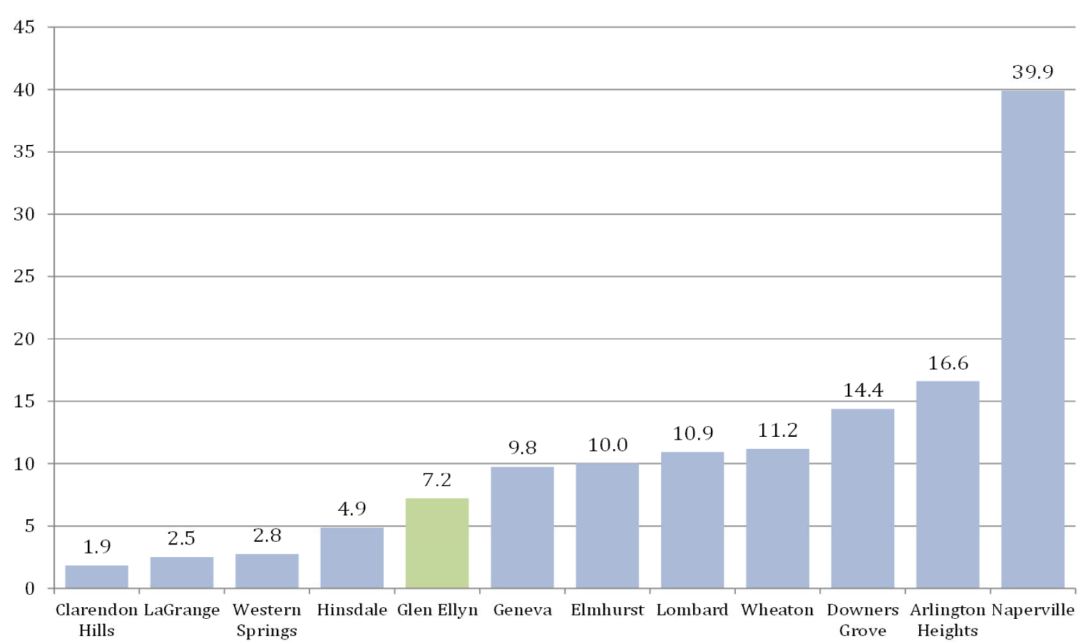
DEMOGRAPHICS

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

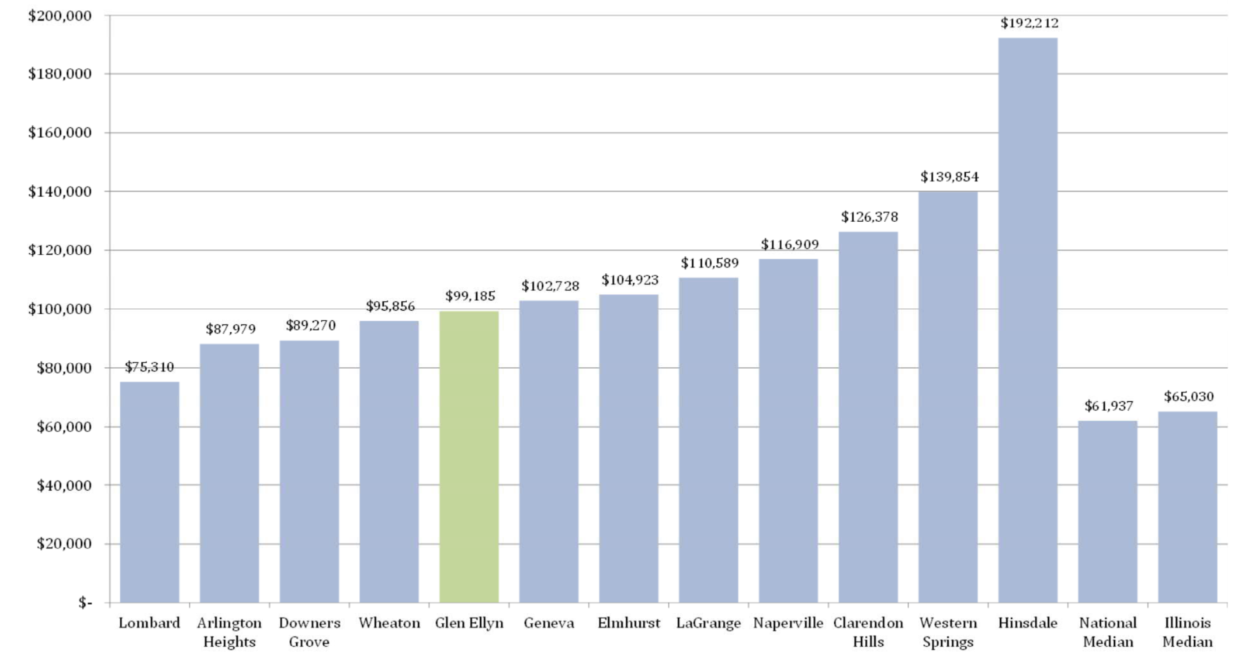
Population, 2018



Footprint, in square miles, 2018



Median Family Income, 2018



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

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

PROPERTY TAXES

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

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

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

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

Property Tax Cycle

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

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

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

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

January: Village Board considers property tax abatements.

January—May: DuPage County determines property tax bills.

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

June—October: Village receives its property tax revenues.

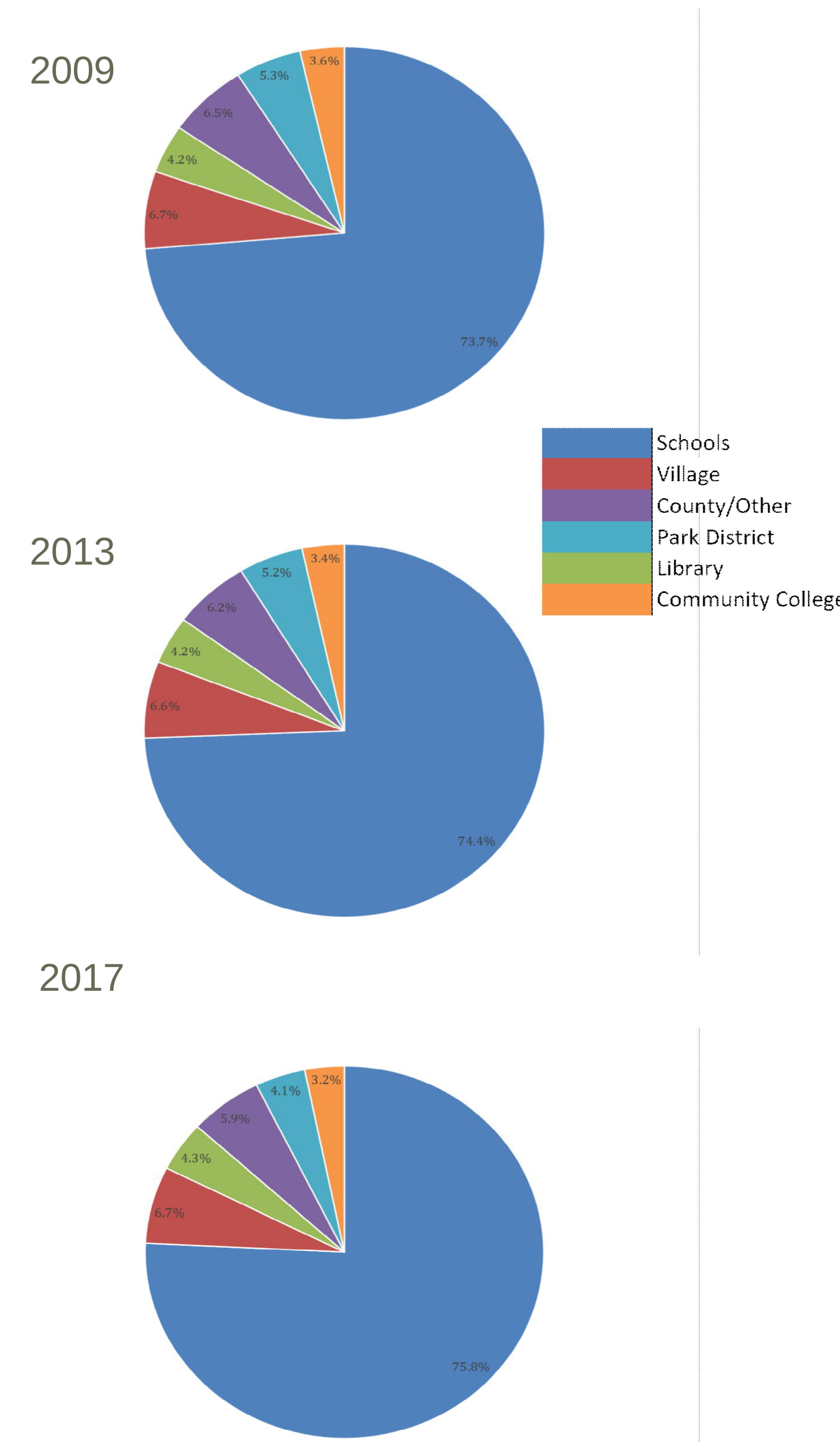
2017 DU PAGE COUNTY*
REAL ESTATE TAX BILL

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

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

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

Evolution of your tax bill in Glen Ellyn



Property Tax Percentages

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

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

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

What is Equalized Assessed Value (EAV)?

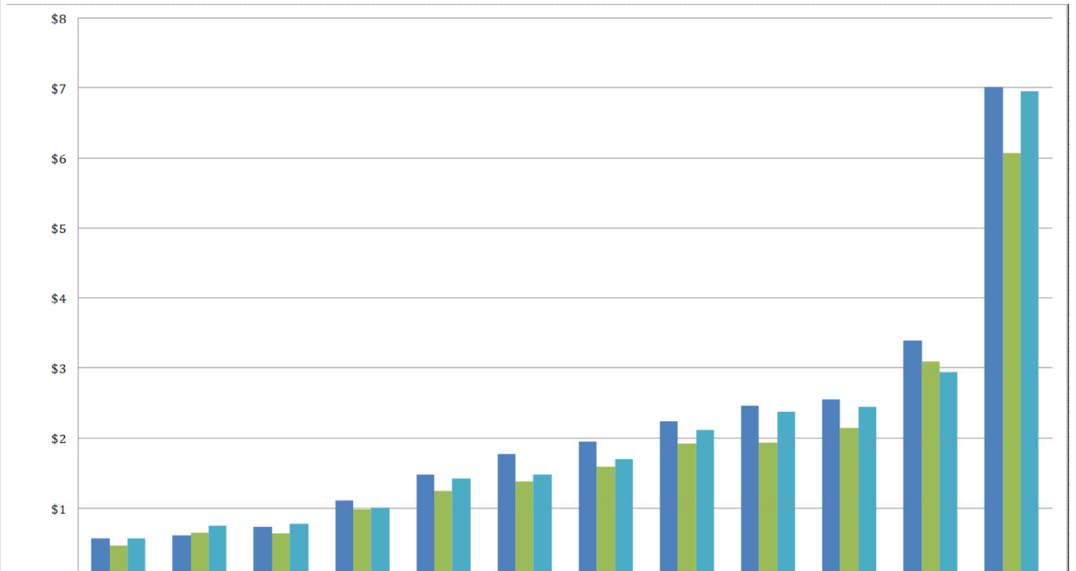
The EAV is the assessed value multiplied by any applicable equalization factor. The EAV of your property is used to determine your ultimate property tax bill.

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

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

EAV (EQUALIZED ASSESSED VALUE)

Total EAV (in billions)



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

Source: Comprehensive Annual Financial Reports

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

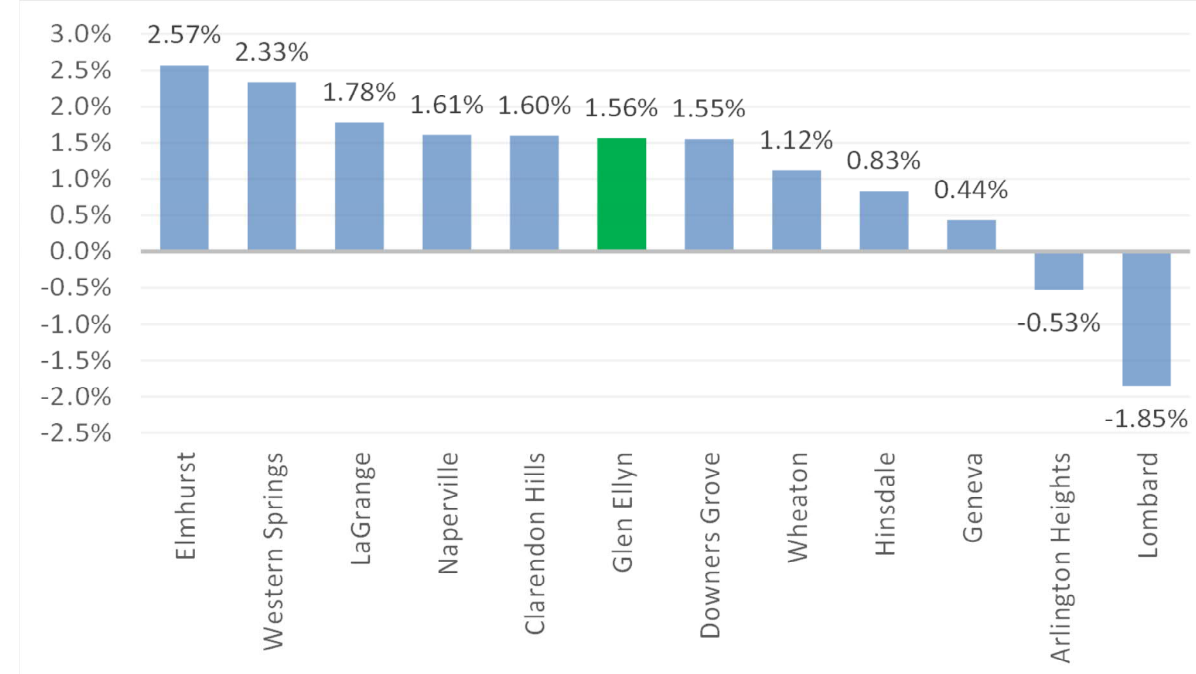
The charts on the right depict the growth in EAV. The top graph is average growth from the 2008 recession while the bottom depicts average growth over a five year span.

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

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

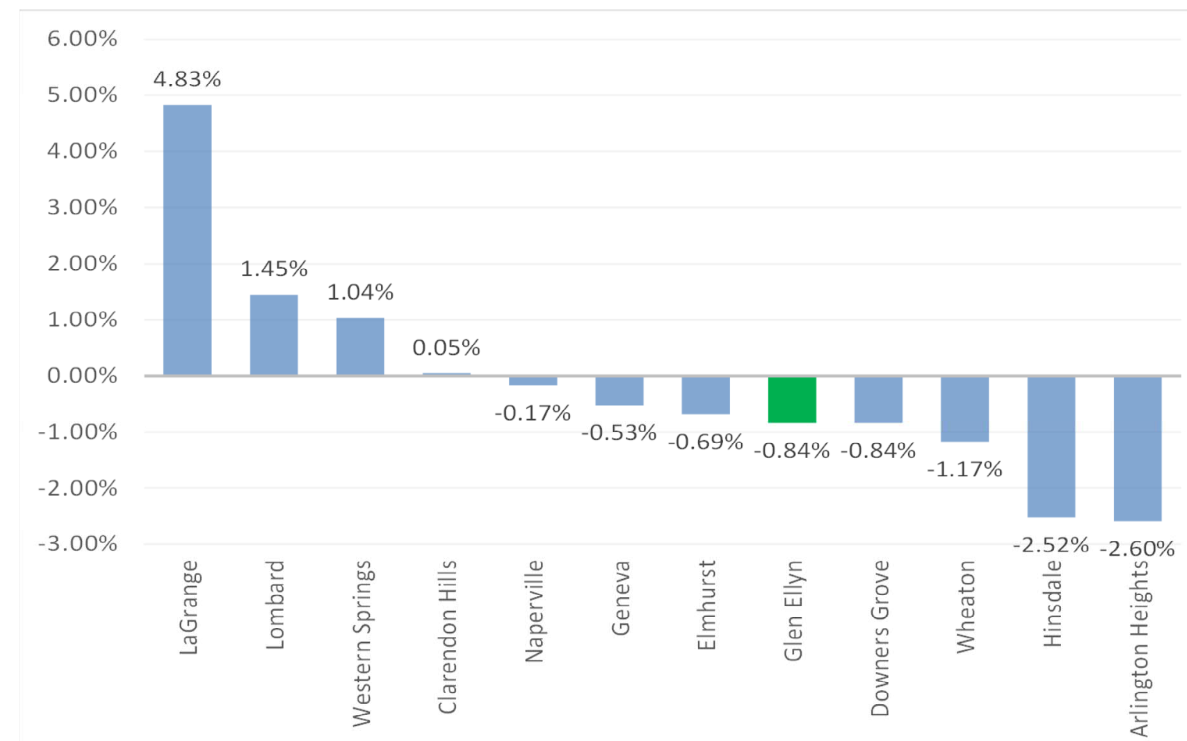
A resident's assessed value is only one piece of the tax bill calculation. There are several reasons why it is possible for a tax bill to go up even if your assessed value went down. The first could be that a taxing body had an increase in their levy. An example could be a successful school referendum.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

Average Annual Growth in EAV, 2008-2017

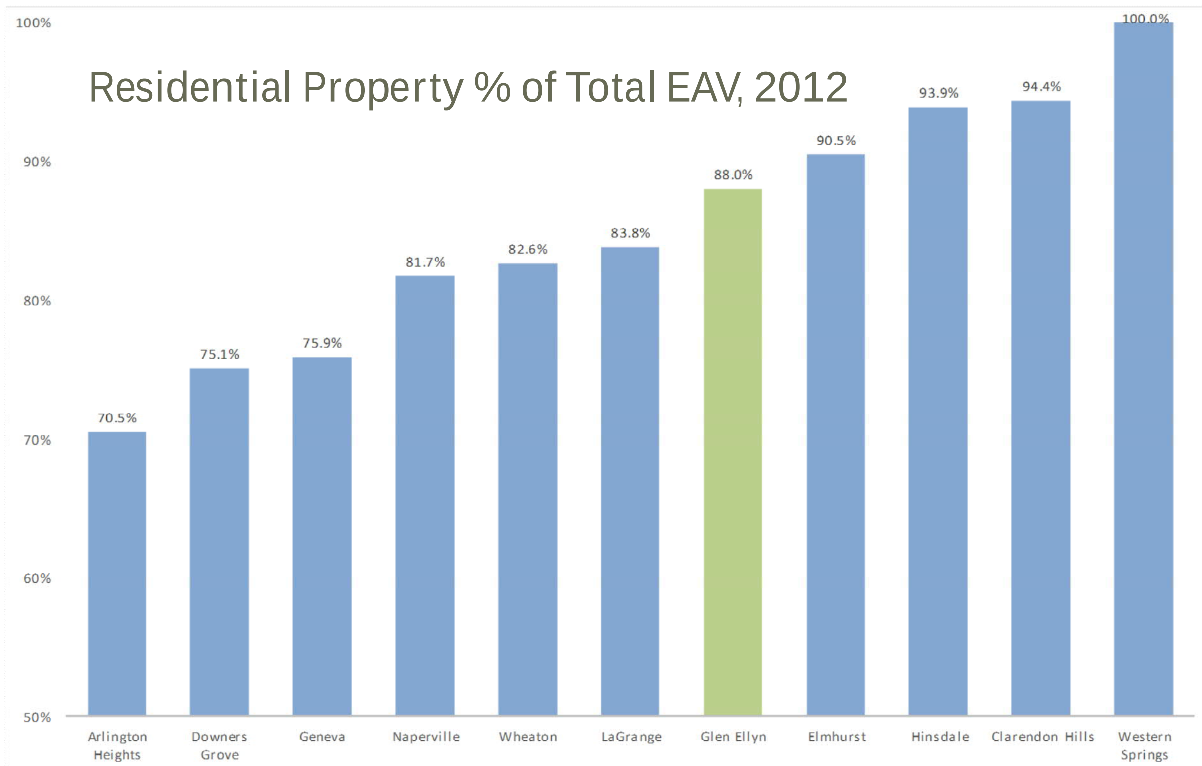


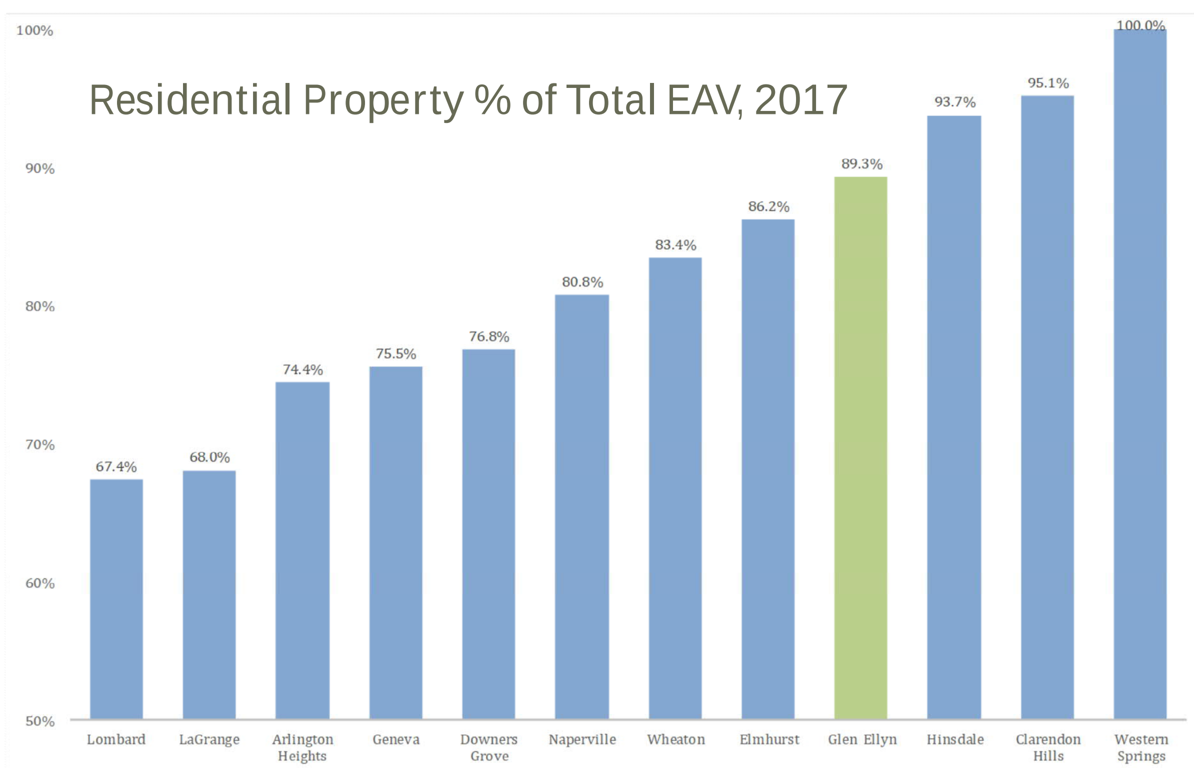
*The EAV of most communities has just returned to pre-*recession levels.

Average Annual Growth in EAV, 2012-2017



Source: Comprehensive Annual Financial Reports





Source: Comprehensive Annual Financial Reports

Assessed Property Types

In Illinois, there are four property assessment categories:

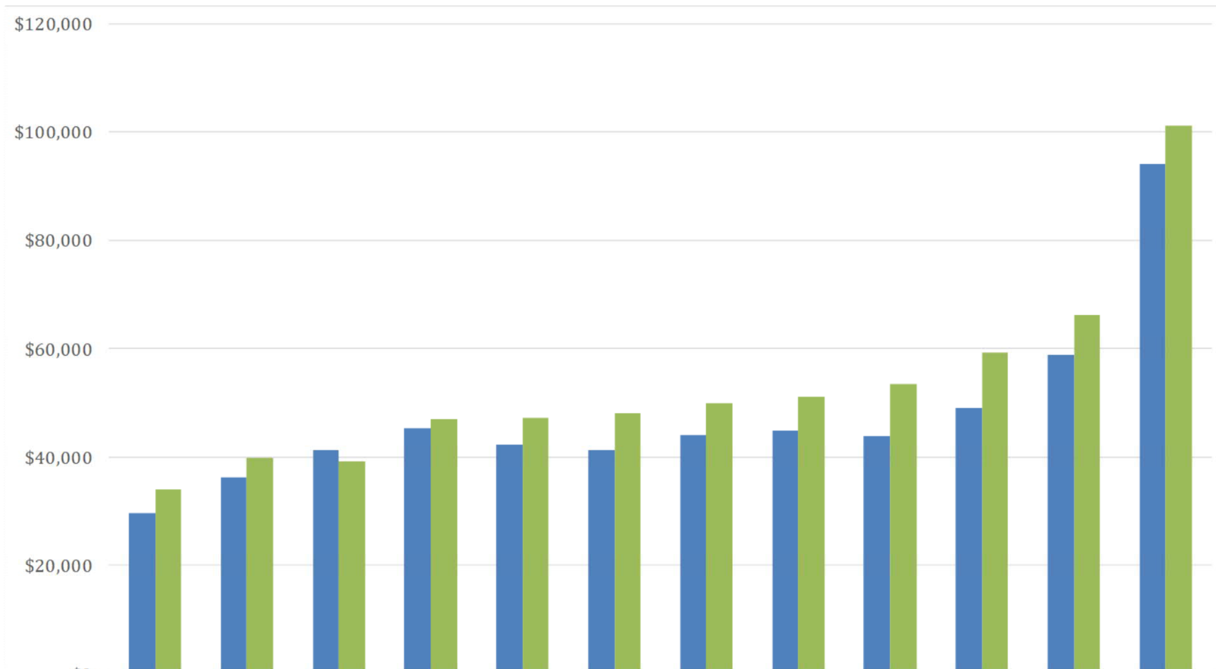
1. Residential Property—These are single family homes and include townhomes and condos.
2. Commercial—This includes all retail, office space, restaurants, etc. This also includes multi family dwellings such as apartments.
3. Industrial— This includes property such as factories or warehouses.
4. Railroad

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

What are the implications of having a higher residential percentage?

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

EAV per Capita, 2017



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

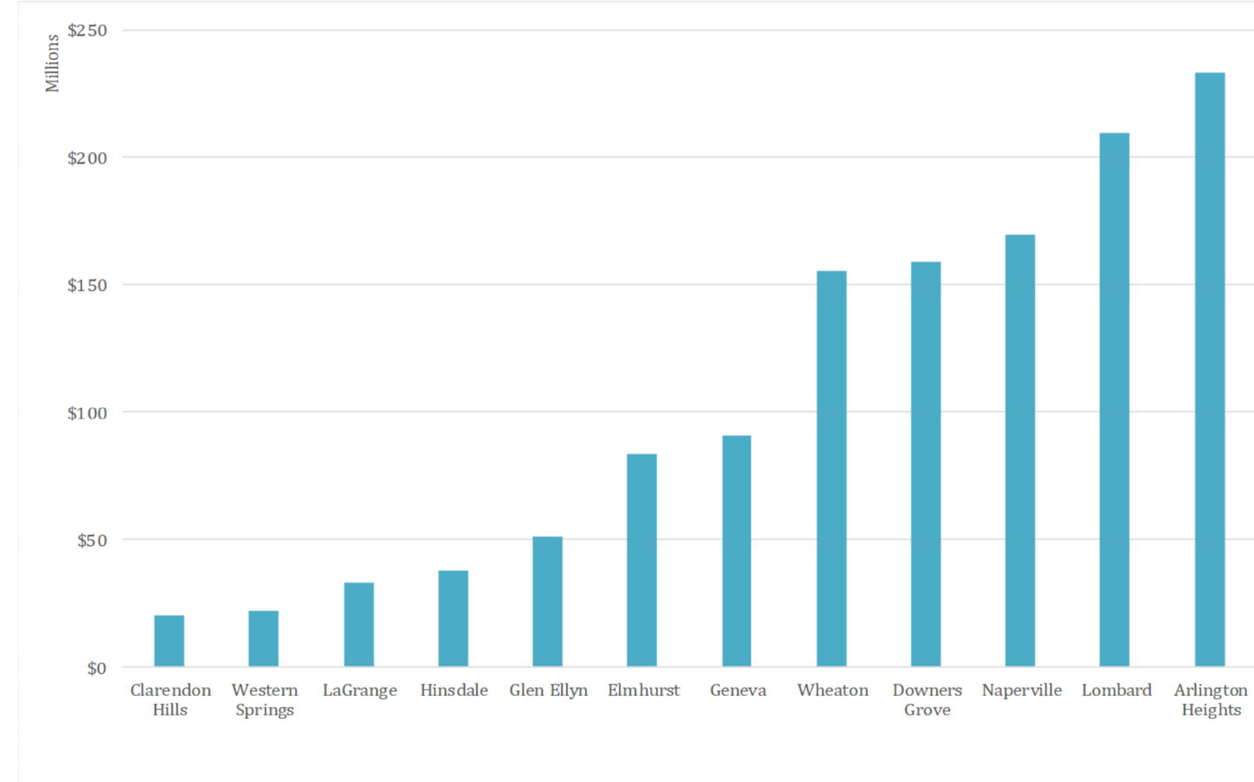
Source: Comprehensive Annual Financial Reports

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

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

EAV (EQUALIZED ASSESSED VALUE)

Assessed Value of Top 10 Taxpayers, FY 2017



Source: 2017 Comprehensive Annual Financial Reports

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

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

Top Ten Taxpayers as a Percentage of Total EAV

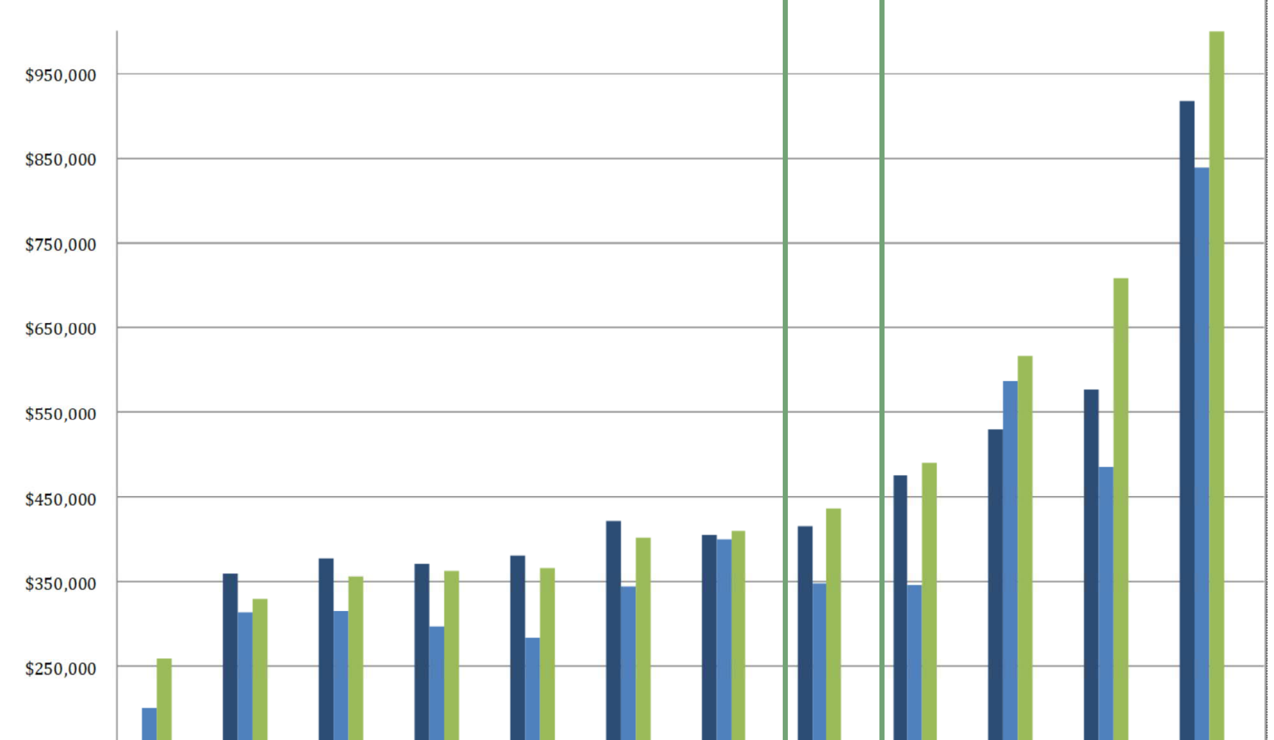
Hinsdale	2.2%
Naperville	2.4%
Western Springs	2.9%
Elmhurst	3.5%
Clarendon Hills	3.6%
Glen Ellyn	3.6%
LaGrange	4.4%
Downers Grove	6.5%
Wheaton	7.4%
Arlington Heights	7.9%
Geneva	9.0%
Lombard	14.2%

Methods for Comparing Property Taxes

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

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

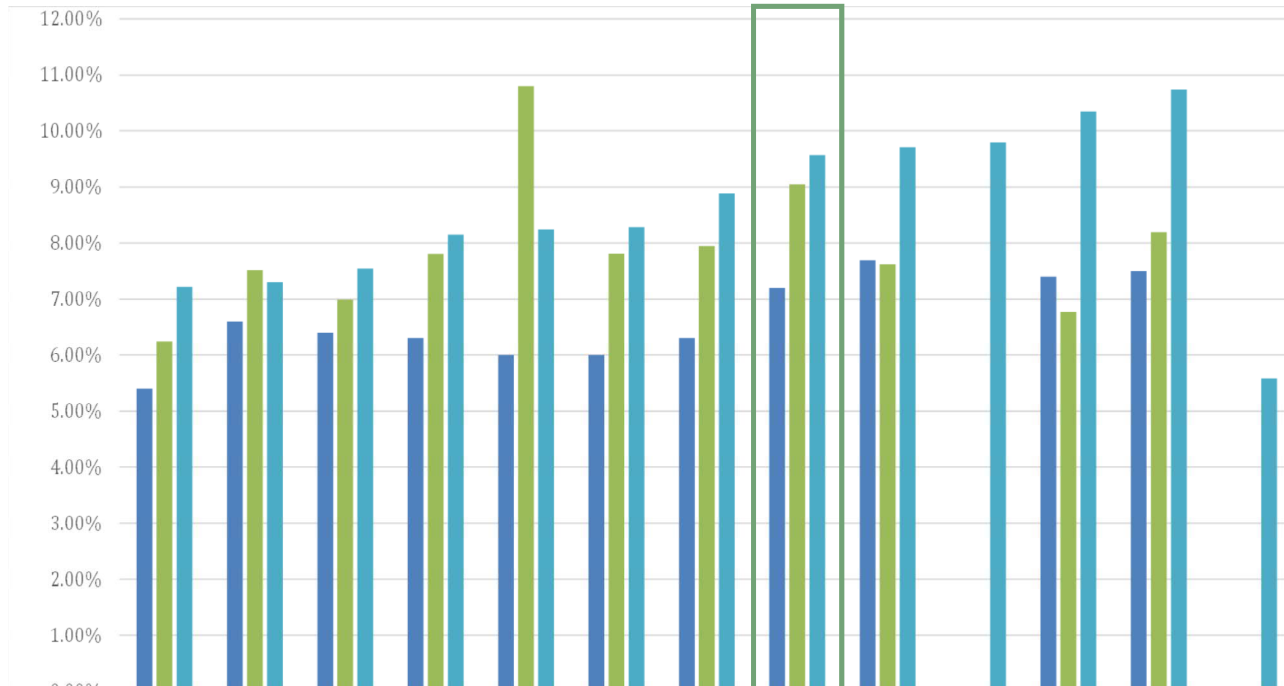
Median Property Values, 2009, 2013 and 2018



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

COMPARING PROPERTY TAXES

Property Taxes as % of Median Family Income



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

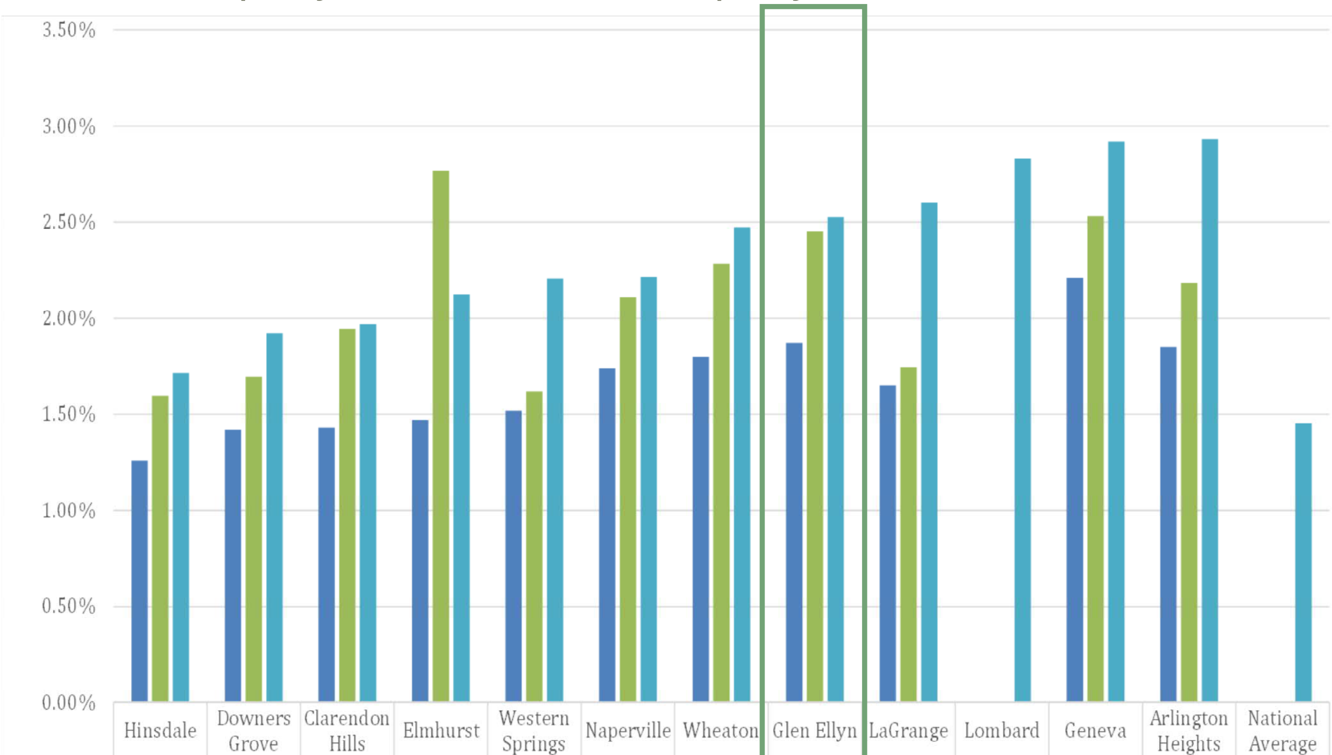
Community	Median Property Tax	Median Family Income
Downers Grove	$6,445	$89,270
Clarendon Hills	$9,229	$126,378
Naperville	$8,822	$116,909
Hinsdale	$15,659	$192,212
Elmhurst	$8,652	$104,923
Western Springs	$11,593	$139,854
Wheaton	$8,518	$95,856
Glen Ellyn	$9,495	$99,185
Geneva	$9,977	$102,728
Lombard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

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

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

COMPARING PROPERTY TAXES

Total Property Tax Rate as % of Property Value



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

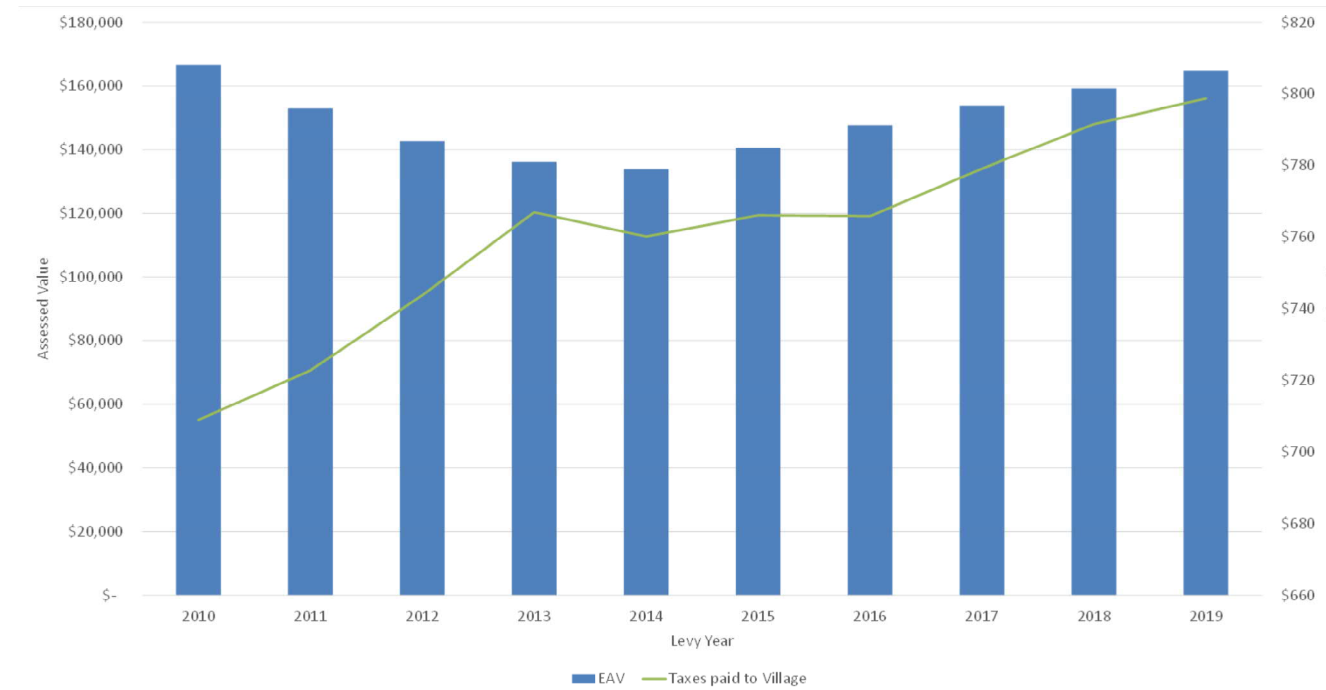
Source: 2018 tax rate is from 2017 levy. Glen Ellyn receives this as revenue in 2018. Historical data is from prior Scorecards. Lombard was added to the Scorecard this year, and as such, prior data is not available.

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

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

COMPARING PROPERTY TAXES

Historical Comparison of Taxes Paid to the Village of Glen Ellyn

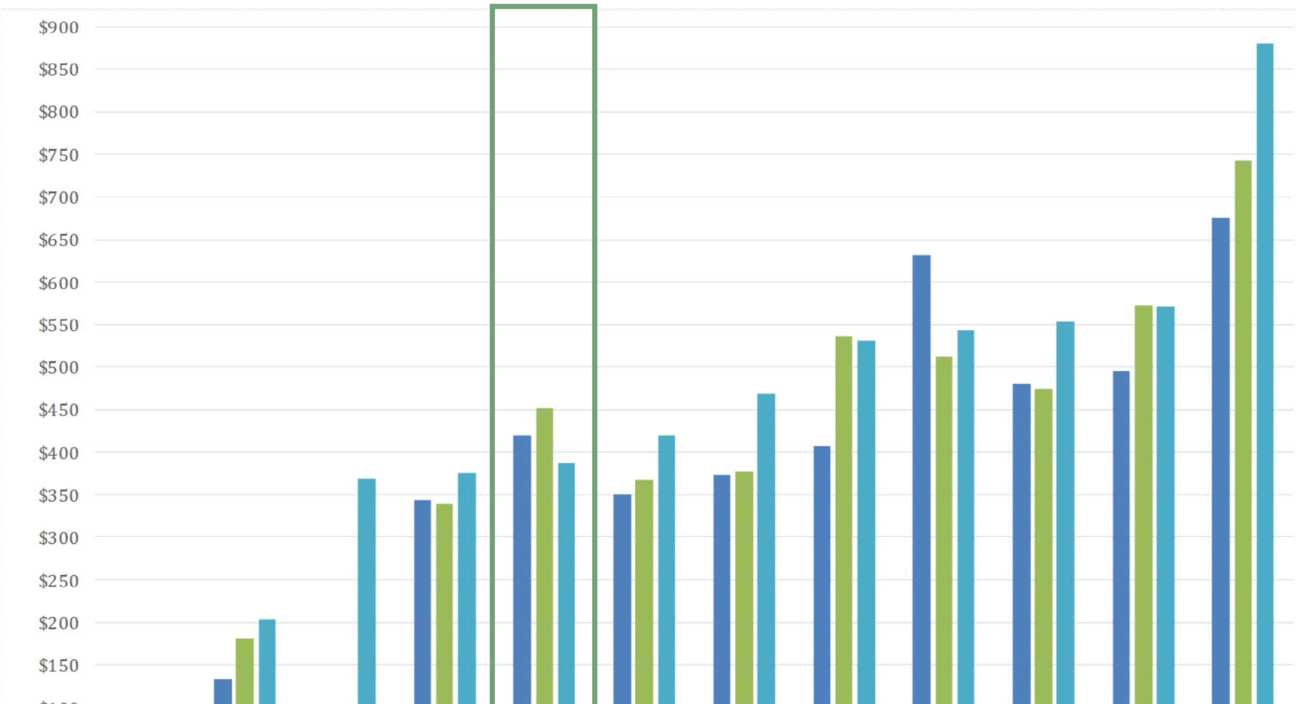


Progression of a $500,000 house

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

COMPARING PROPERTY TAXES

Property Taxes to Park District, Median Value Property



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

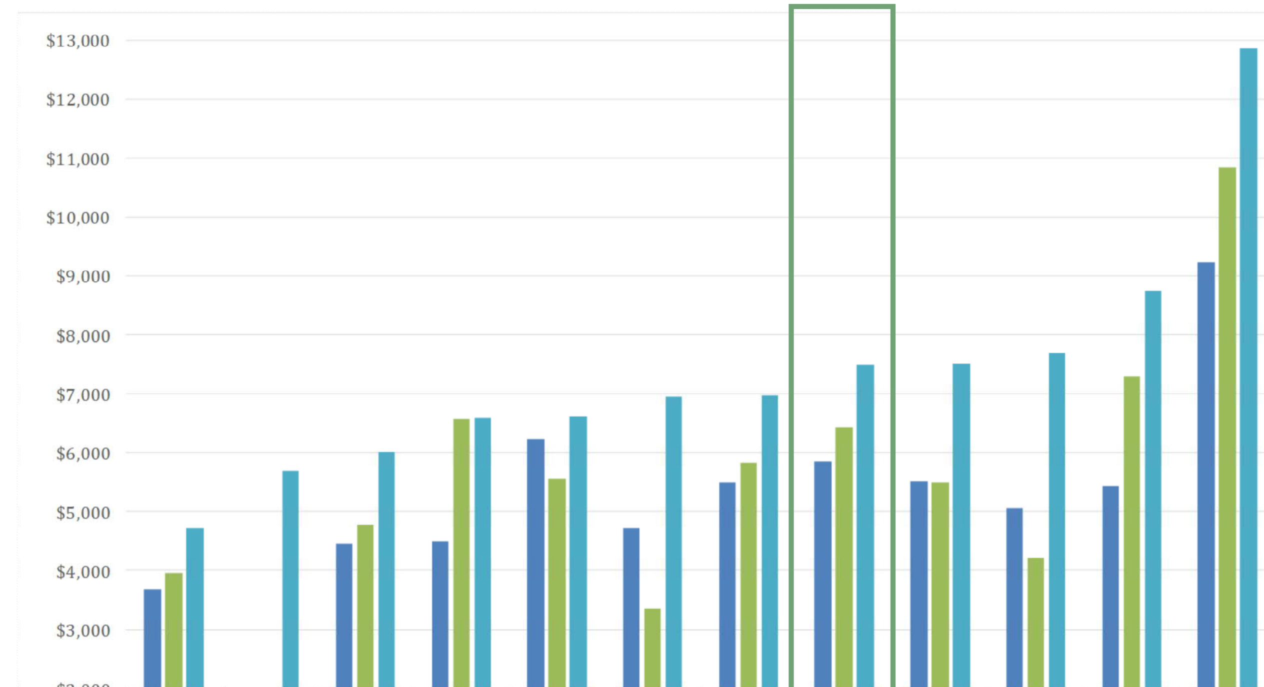
Source: 2017 tax levy (received by Glen Ellyn in 2018). Historical data is from prior Scorecards.

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

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

COMPARING PROPERTY TAXES

Property Taxes to Schools, Median Value Property



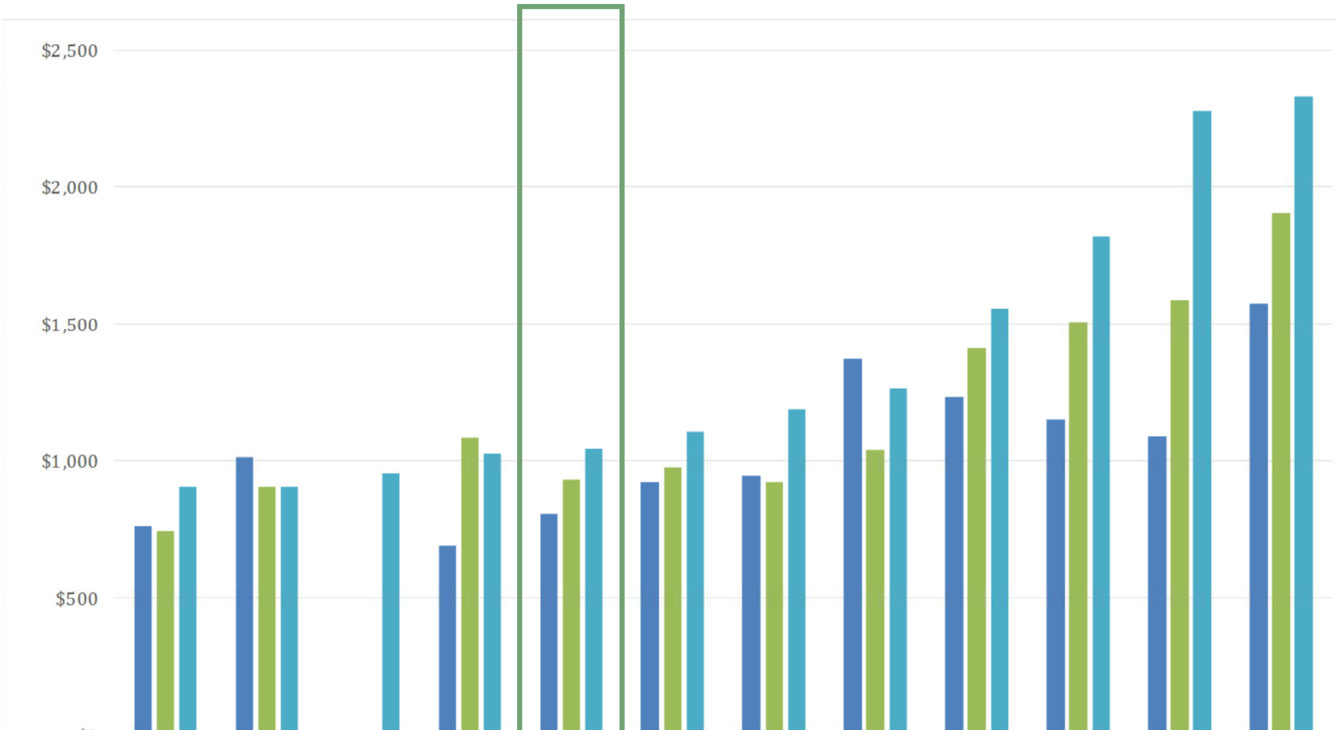
	Downers Grove	Lombard	Wheaton	Elmhurst	Clarendon Hills	Arlington Heights	Naperville	Glen Ellyn	Geneva	LaGrange	Western Springs	Hinsdale
2009	$3,686		$4,460	$4,495	$6,234	$4,723	$5,499	$5,855	$5,507	$5,061	$5,442	$9,223
2013	$3,964		$4,778	$6,573	$5,561	$3,357	$5,828	$6,437	$5,491	$4,220	$7,296	$10,854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

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

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

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

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



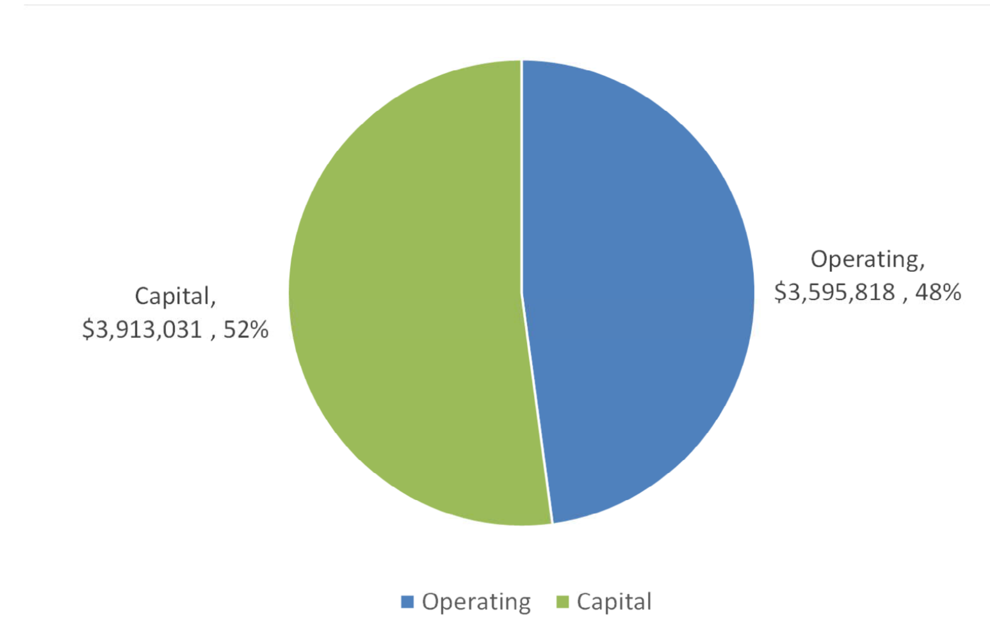
	Downers Grove	Naperville	Lombard	Elmhurst	Glen Ellyn	Wheaton	Geneva	Clarendon Hills	Hinsdale	Arlington Heights	Western Springs	LaGrange
2009	$763	$1,012		$691	$807	$921	$945	$1,370	$1,232	$1,152	$1,091	$1,573
2013	$742	$906		$1,084	$933	$975	$922	$1,039	$1,412	$1,505	$1,588	$1,906
2018	$904	$905	$956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

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

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

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

2019 Village Property Tax Levy



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

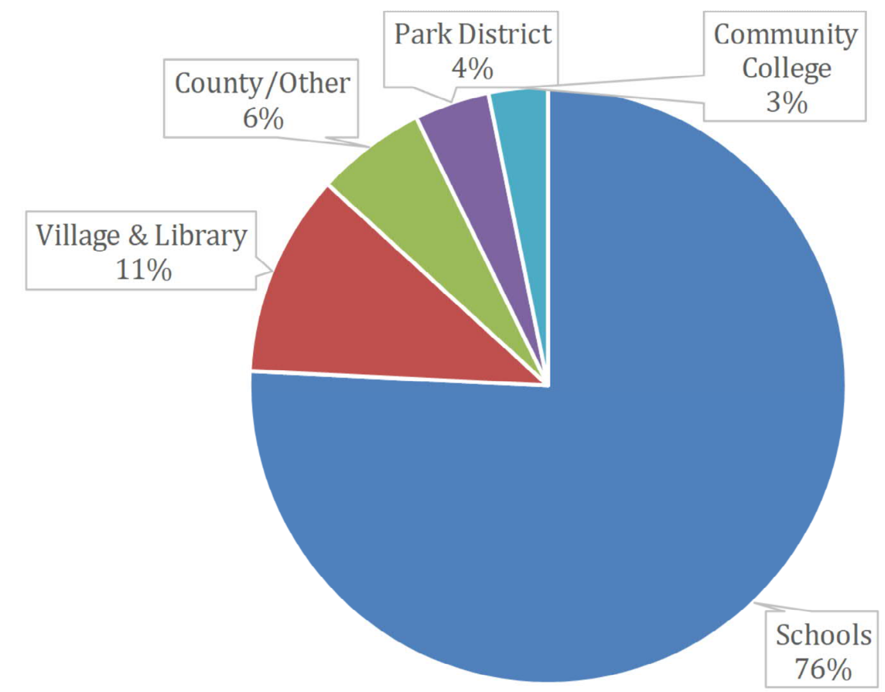
THE PROPERTY TAX DOLLAR BILL

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

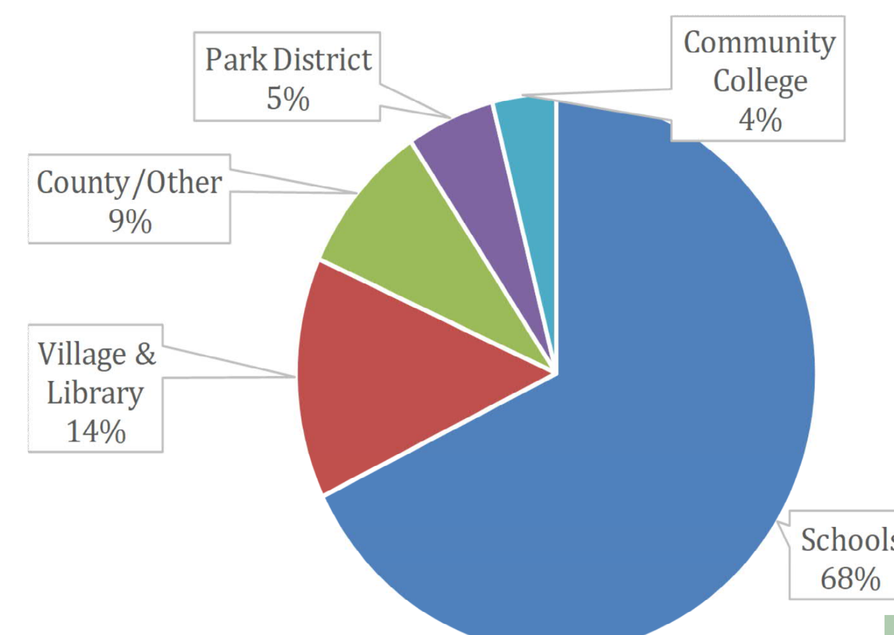
COMPARING PROPERTY TAXES

Peer Comparison of Property Tax Pie

Glen Ellyn 2018



Average of 11 Peers 2018



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

REVENUES

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

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

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

Government Funds of the Village of Glen Ellyn

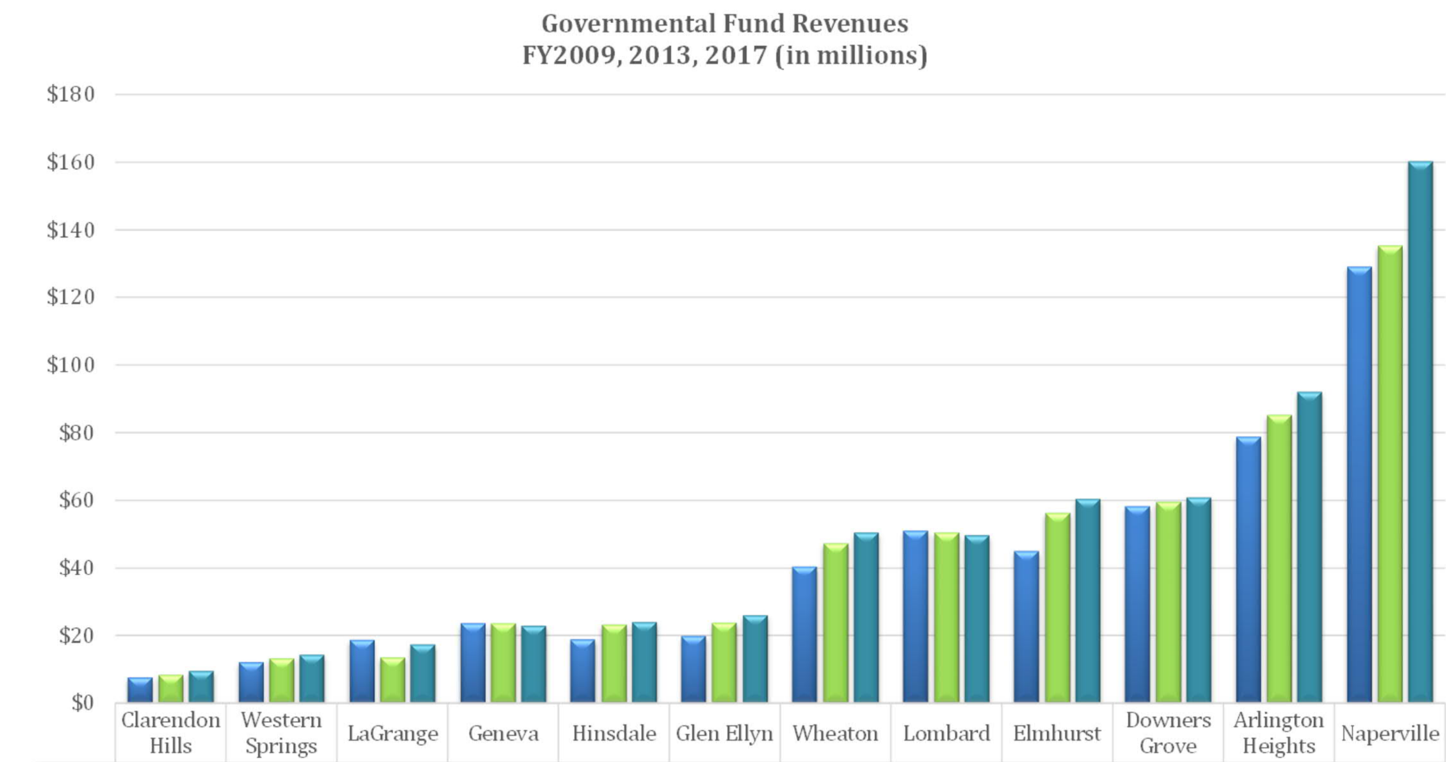
- General Fund
- Debt Service Fund
- Capital Projects Fund
- Corporate Reserve Fund
- Motor Fuel Tax Fund
- Fire Services Fund
- TIF Funds
- Forfeiture Fund
- Facilities Maintenance Reserve Fund

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

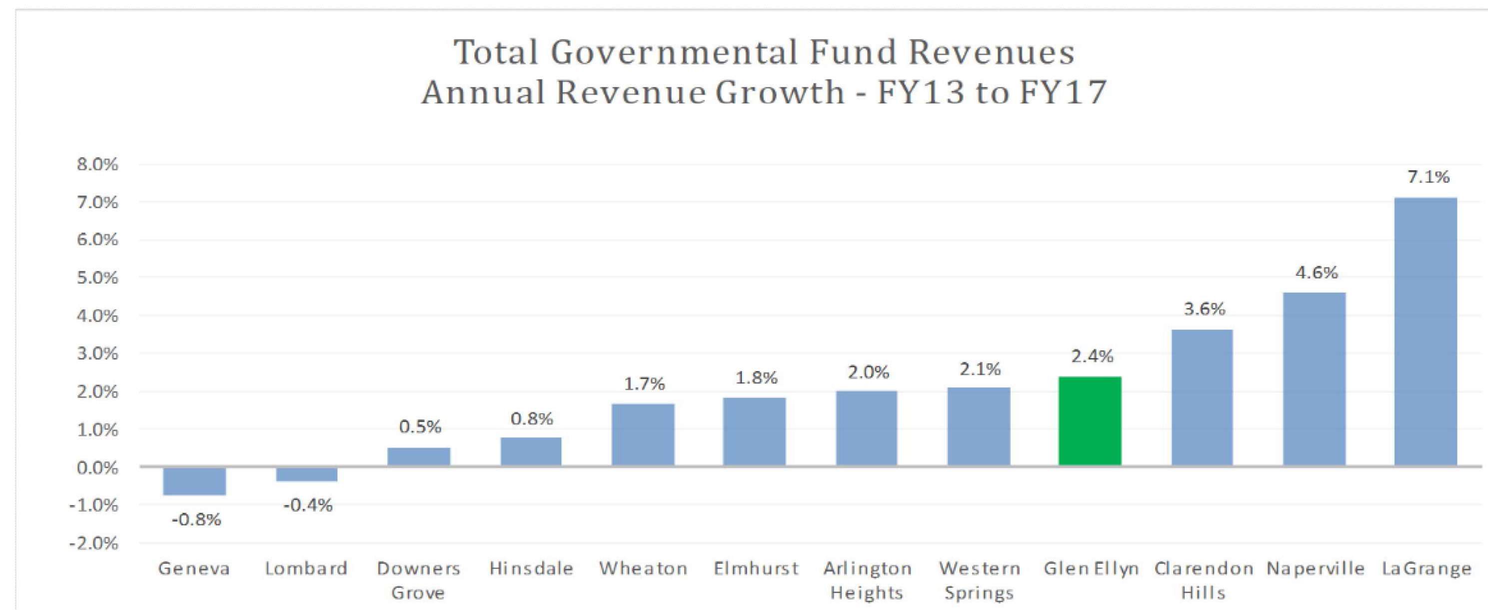
	Home Rule	Local Home Rule or Non-Home Rule Sales Tax	Utility Tax - Telecom	Utility Tax - Electric	Utility Tax - Gas	Motor Fuel Tax	Local Motor Fuel Tax	Food & Beverage Tax	Real Estate Transfer Tax
Arlington Heights	Y	1.00%	6.00%	$ 0.610	$ 0.500	X		1.25%	$3.00
Clarendon Hills	N		6.00%	$ 0.610	5.00%	X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

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

Total Governmental Fund Revenues



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

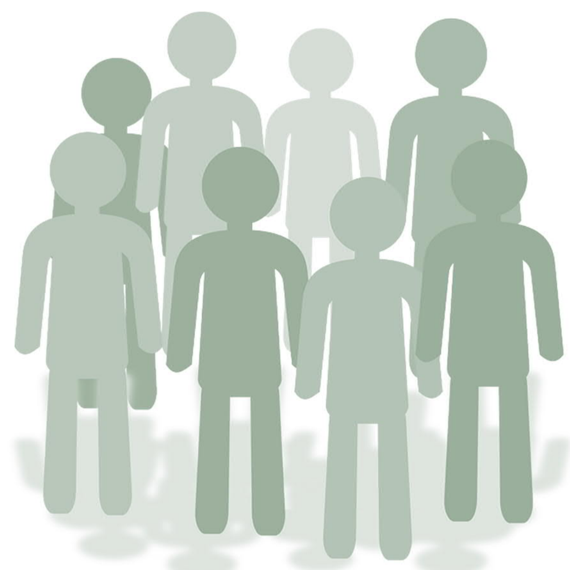


ANALYZING GOVERNMENT FUND REVENUES

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

Per Capita

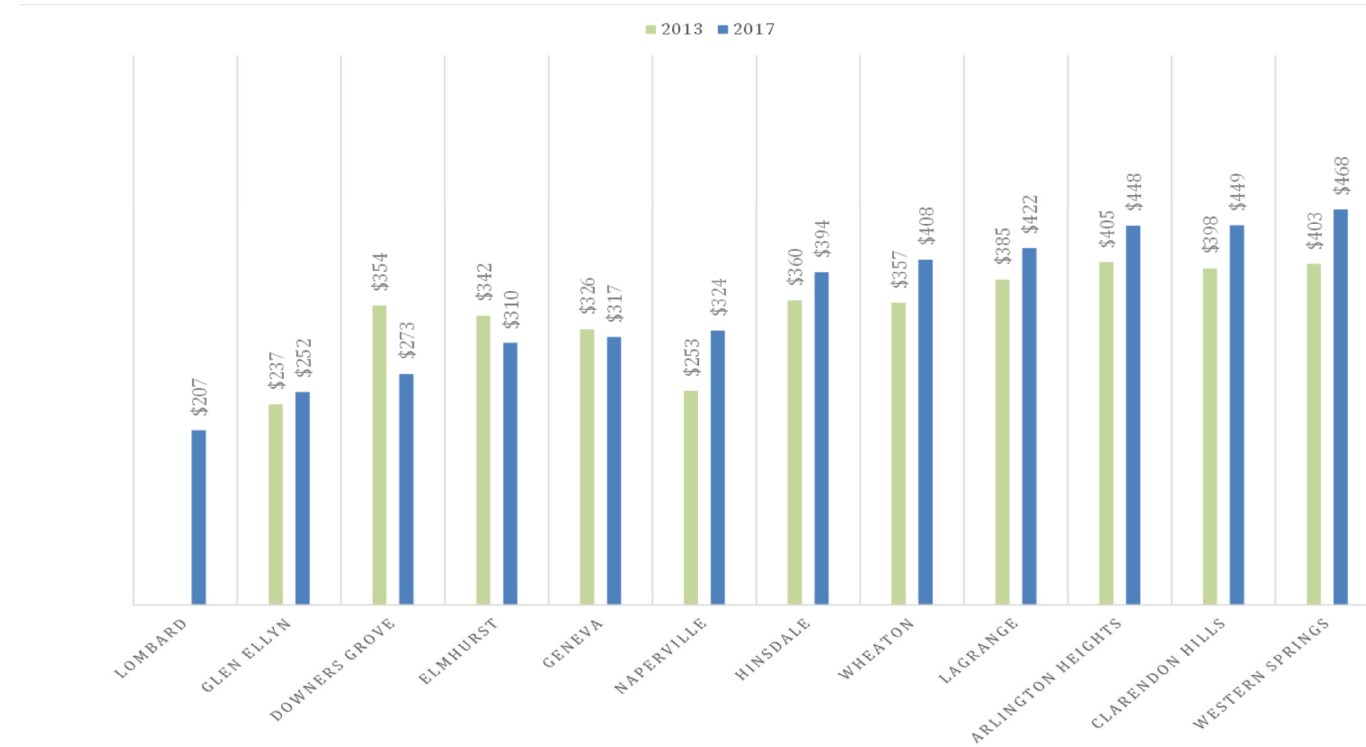
Examining revenues on a per capita basis attempts to compare communities that differ in population size. Naperville, with a population of almost 150,000 is much different in size than Glen Ellyn with a population of almost 28,000.



Concentration

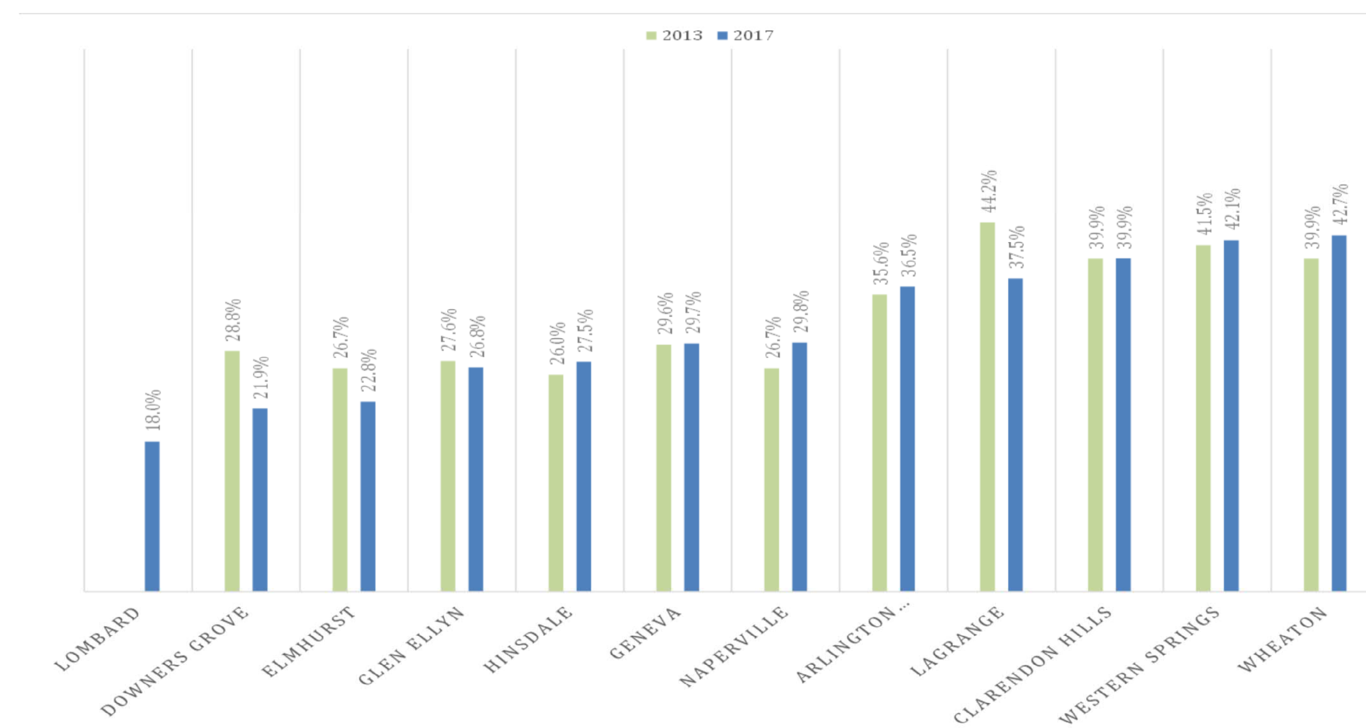
Comparing concentrations of revenues can determine how reliant a community is on a particular revenue source. In this Scorecard, the concentration is expressed as a percentage of governmental fund revenues.

Village Property Taxes Per Capita, 2013 and 2017



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

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

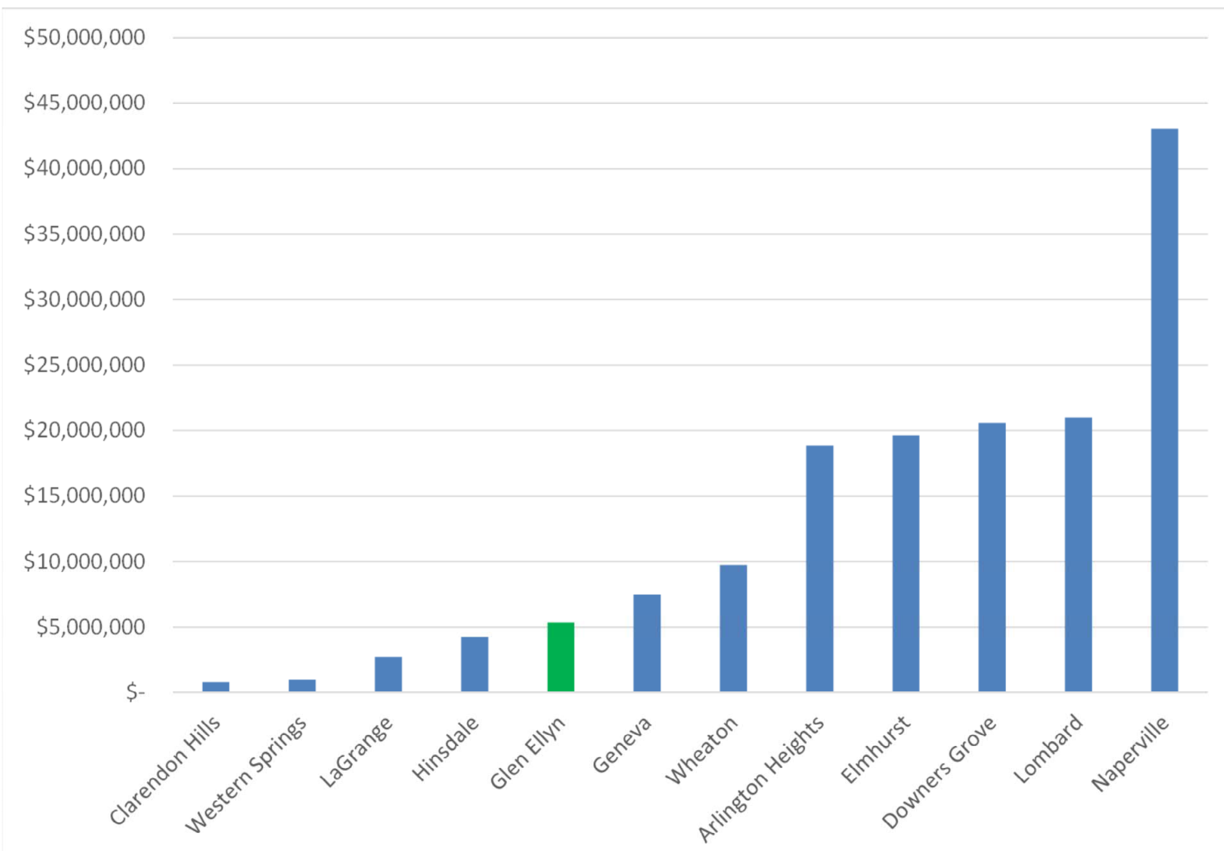


Source: Comprehensive Annual Financial Reports

COMBINED STATE AND LOCAL SALES TAX

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

Combined State and Local Sales Tax Revenues by Community, 2017



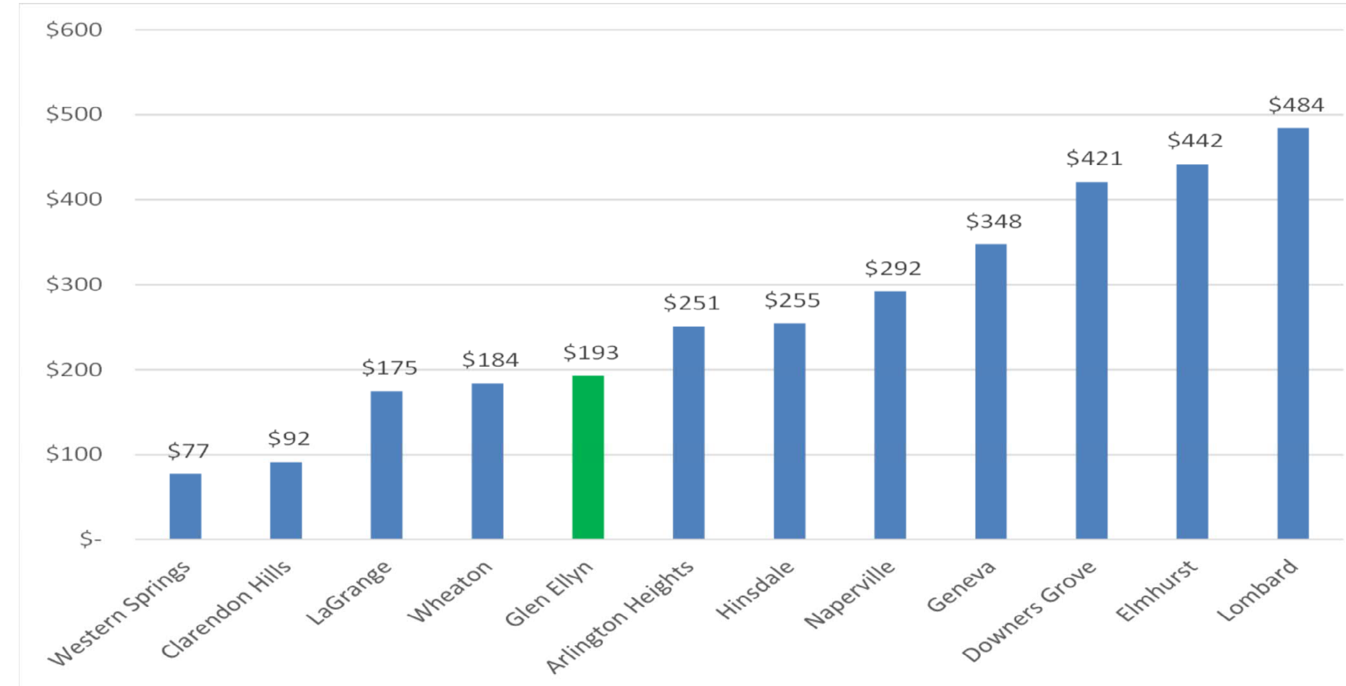
Source: Comprehensive Annual Financial Reports

Combined State and Local Sales Tax Rate by Community, 2017

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

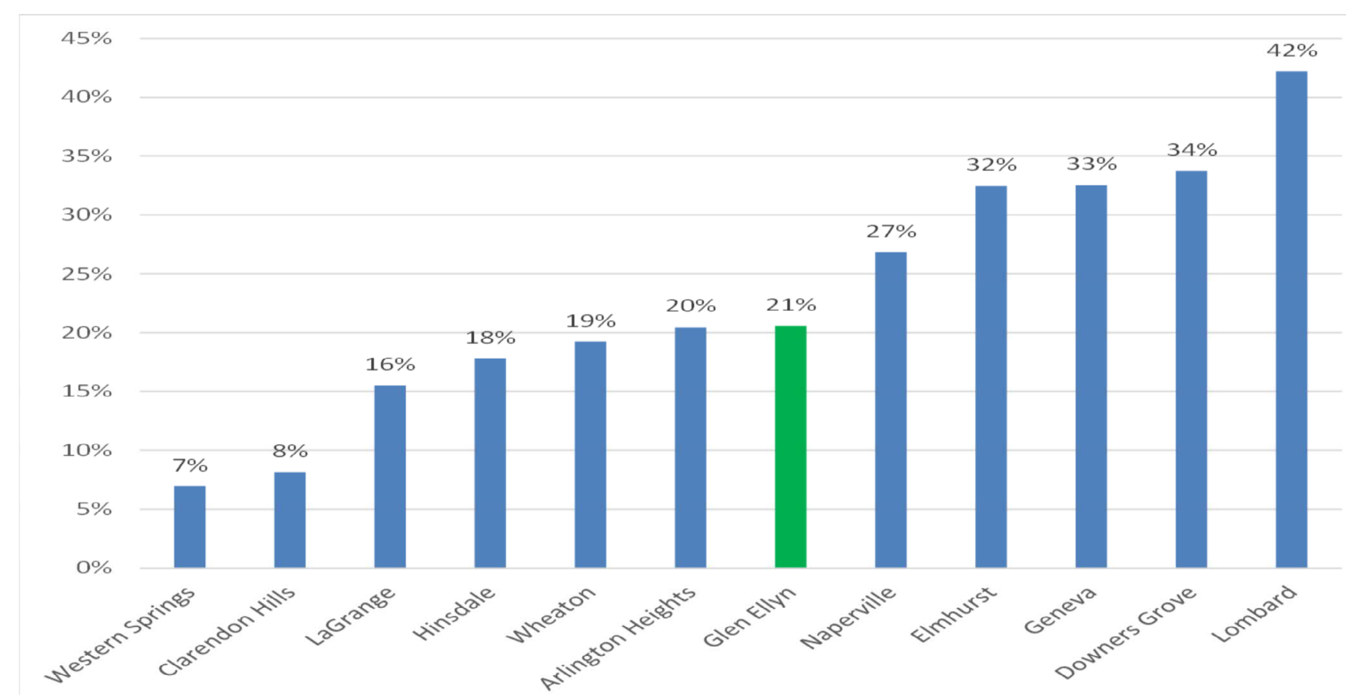
Source: Illinois Department of Revenue

Sales and Local Sales Tax Revenue per Capita, 2017



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

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

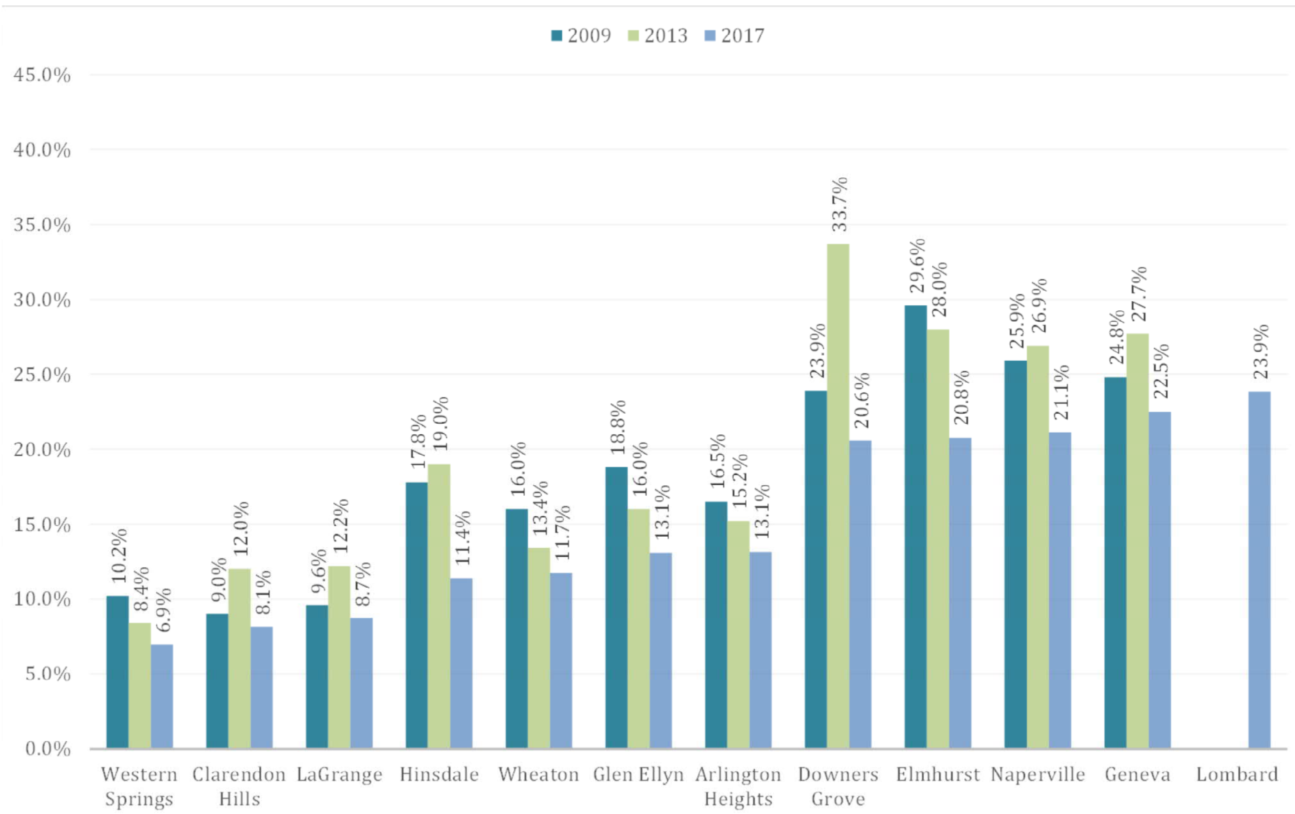


Source: Comprehensive Annual Financial Reports

SALES TAXES

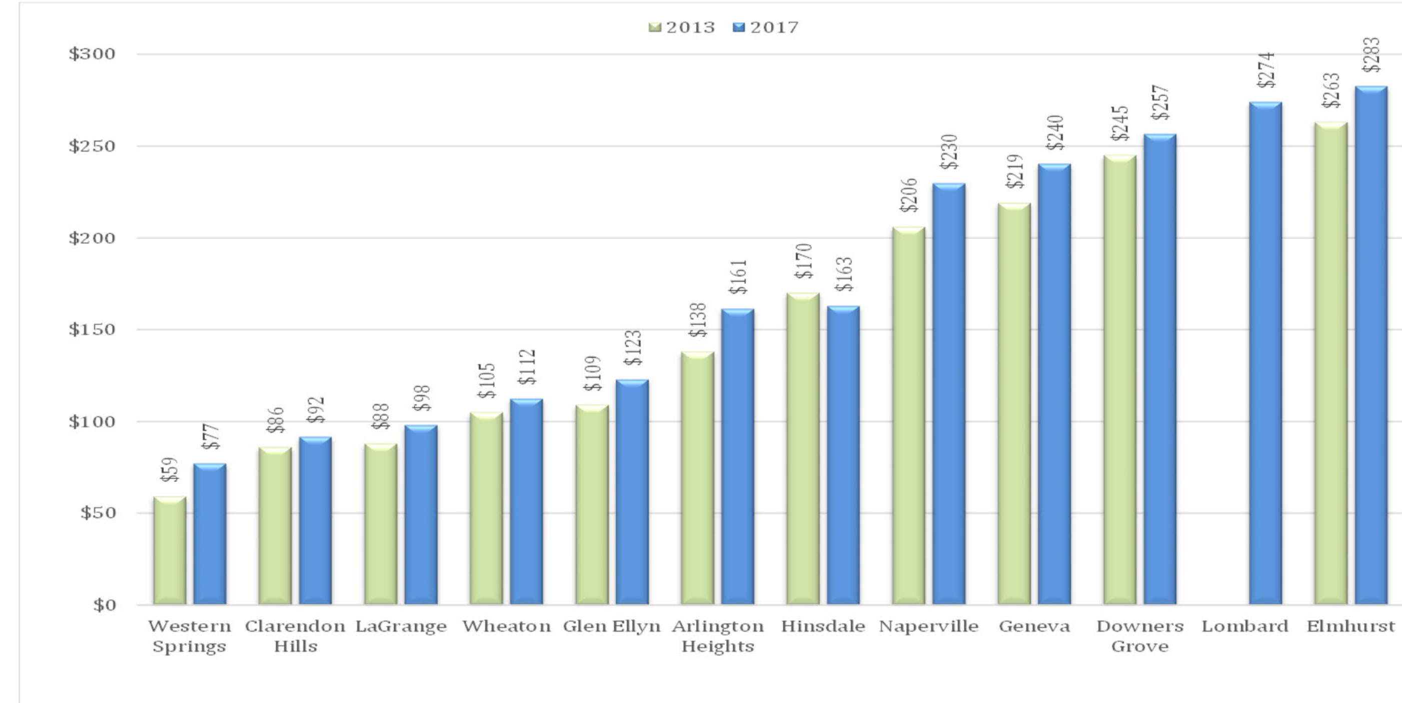
Each municipality receives 1% of all sales that occur within their jurisdiction as sales tax revenue. This revenue is collected by the State of Illinois and remitted to the municipalities monthly.

Concentration of Sales Taxes, 2009, 2013, 2017



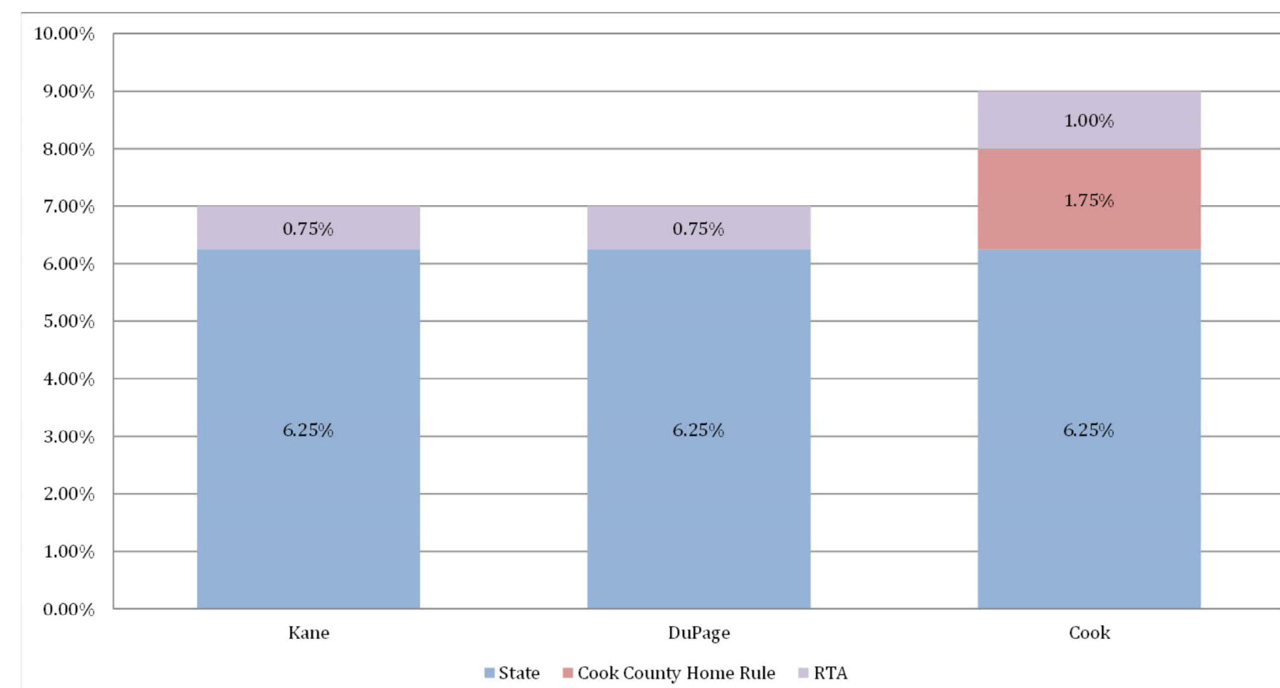
In the years following the recession, many communities enacted a local home rule sales tax. This reduced communities' reliance upon sales tax. Glen Ellyn is less concentrated in sales tax than other communities that have a larger retail footprint. This is a detriment to Glen Ellyn in economic booms,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

Sales Taxes Per Capita, 2013 and 2017



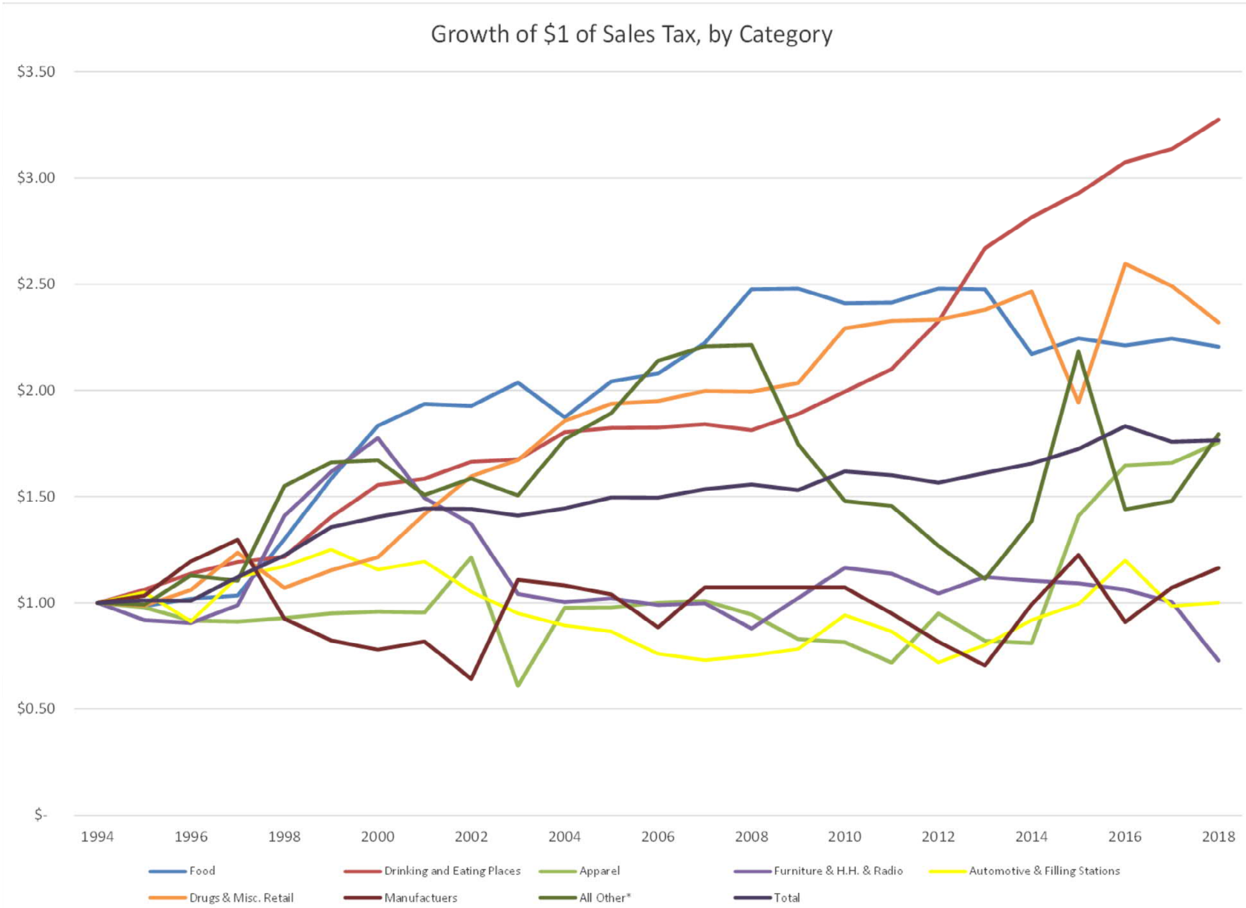
Glen Ellyn is on the lower end of sales tax per capita. A higher retail component would increase Glen Ellyn's sales tax revenues.

Total Sales Tax Rate by County



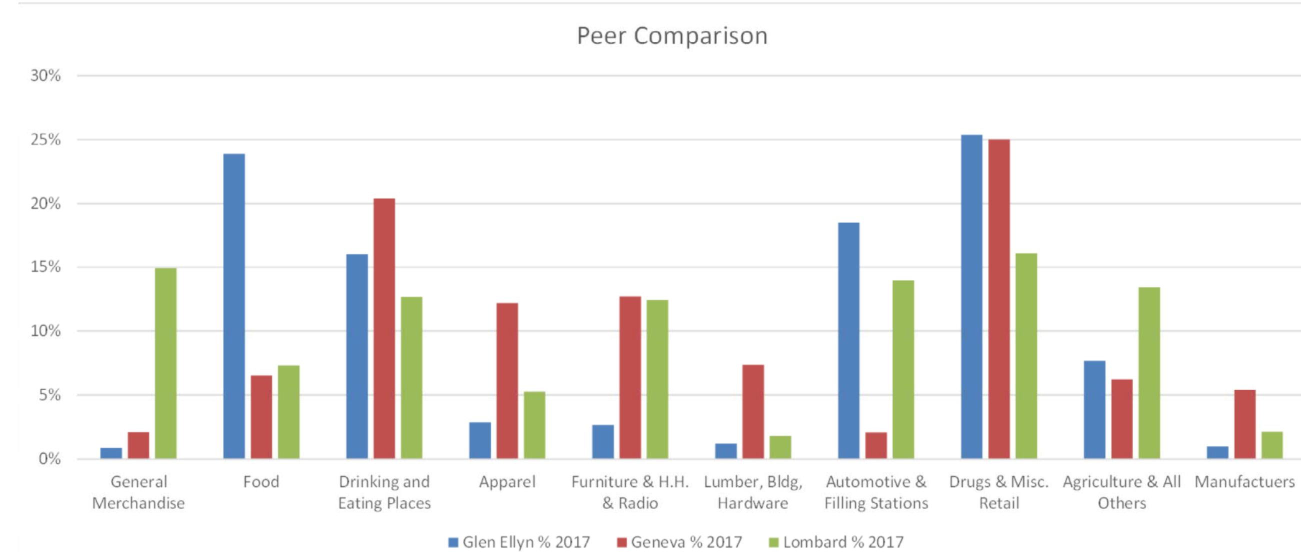
Source: Comprehensive Annual Financial Reports

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



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

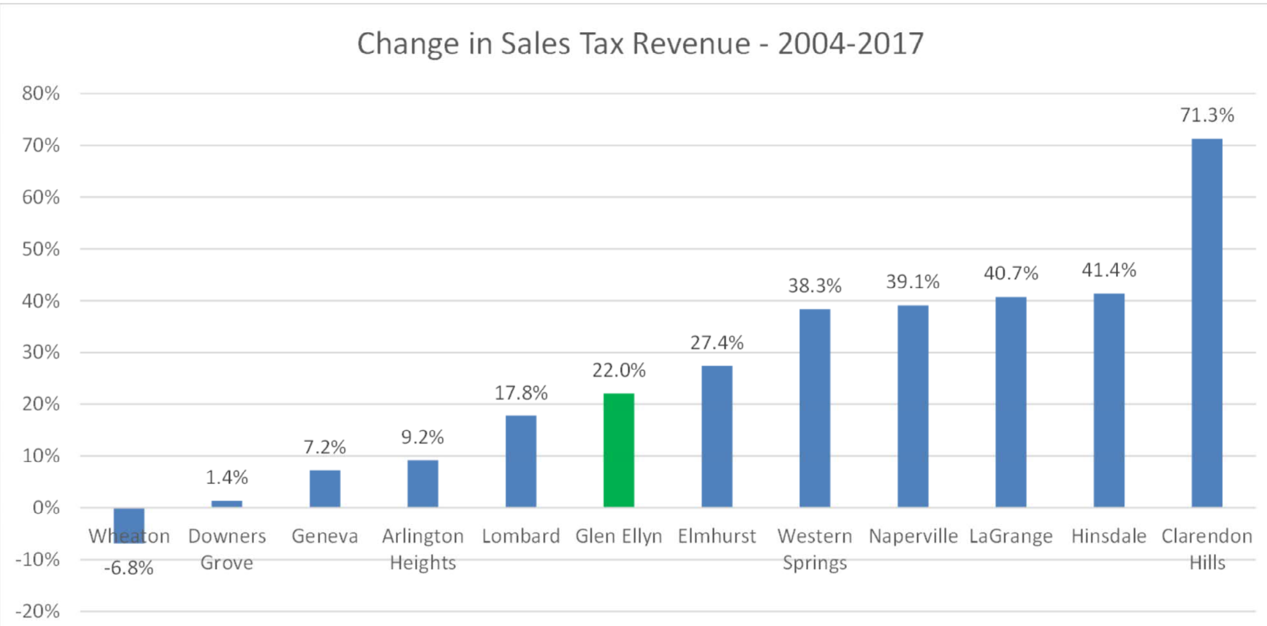
Peer Comparison of Sales Tax Sectors



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

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

Change in Sales Tax Revenue

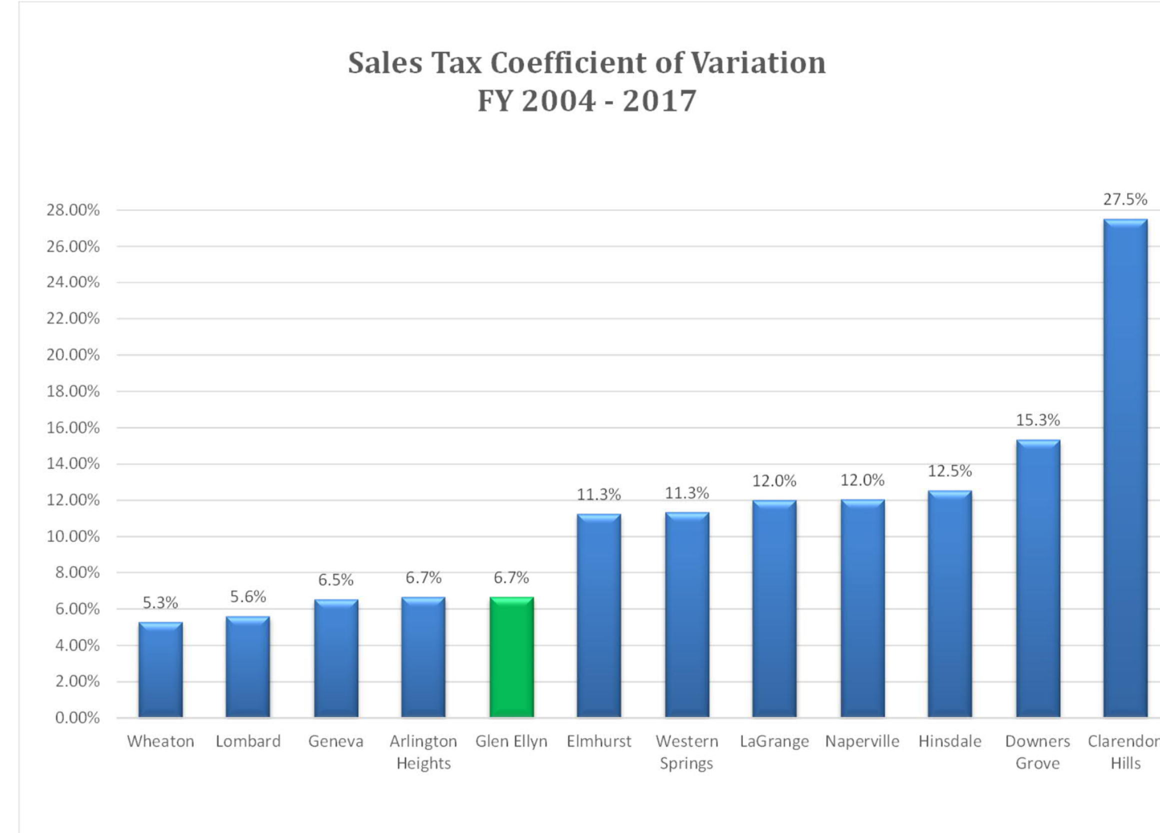


Source: Sales tax data from the Illinois Department of Revenue

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

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

Coefficient of Variation - Sales Tax Revenue

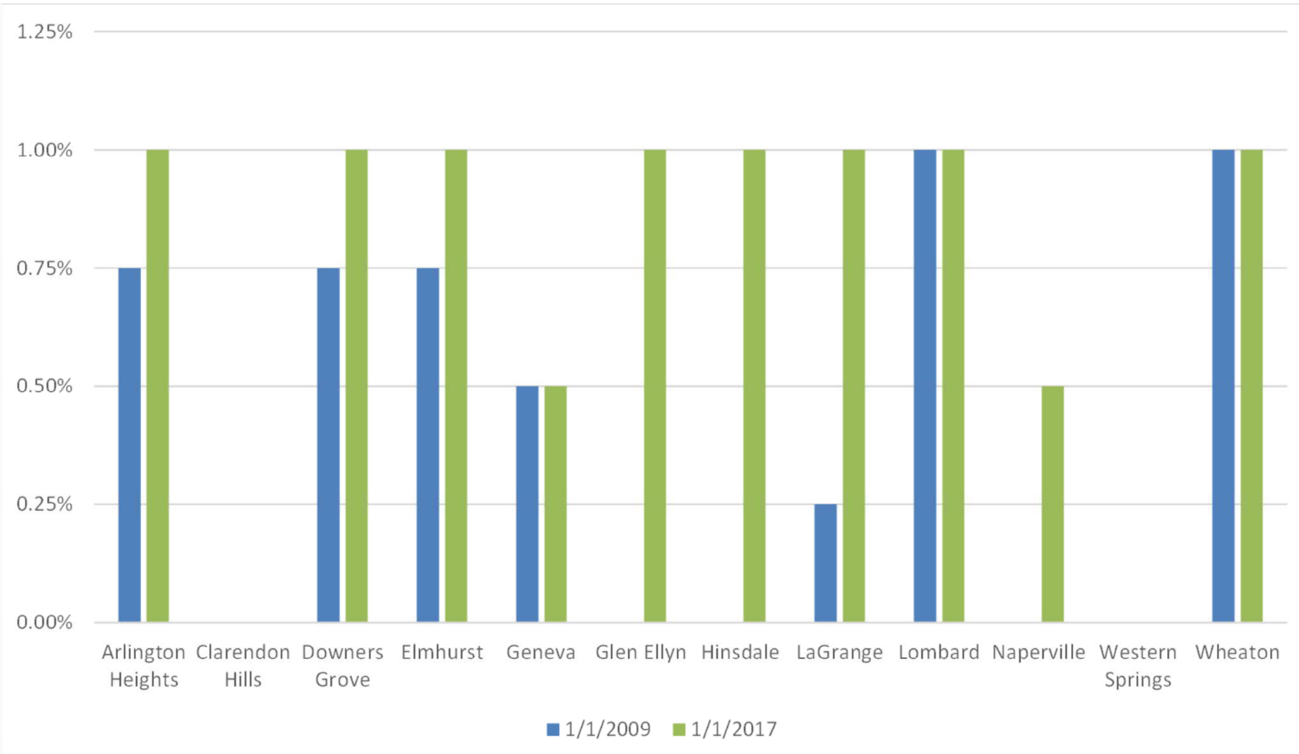


Source: Sales tax data from the Illinois Department of Revenue

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

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

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

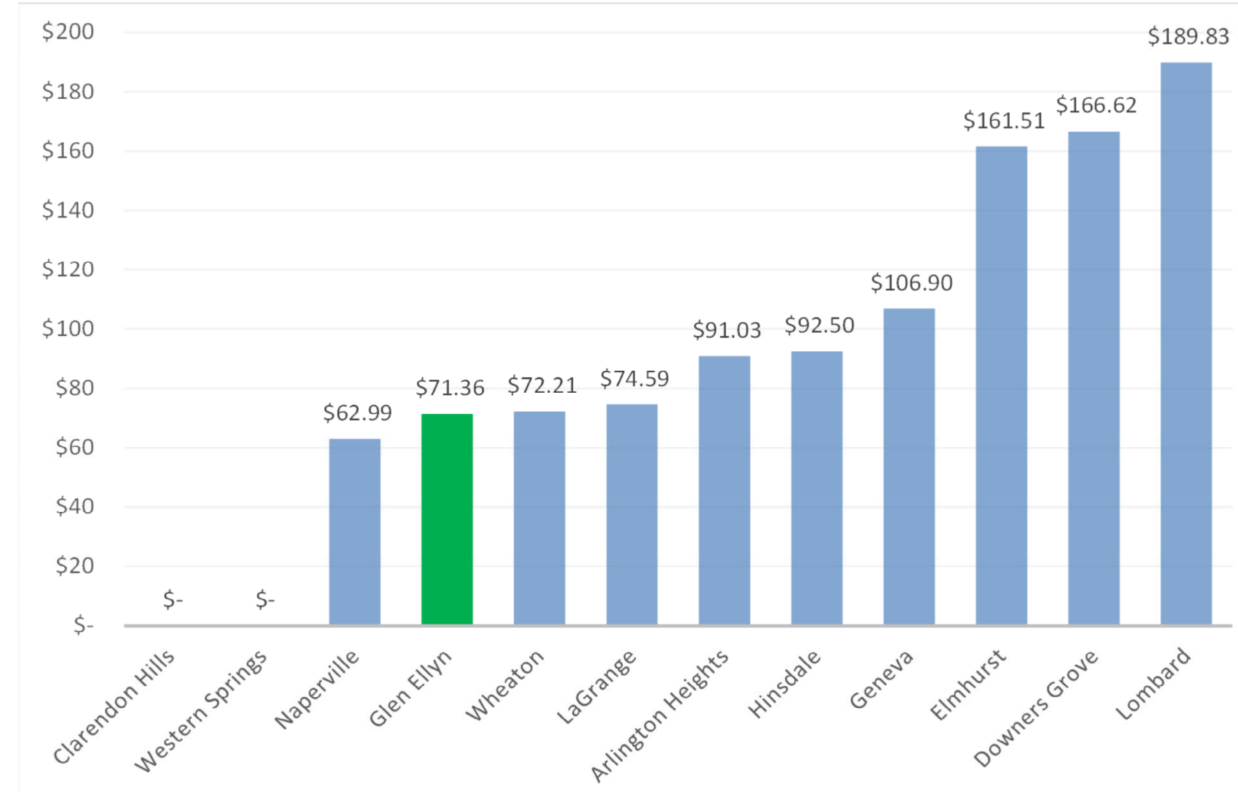


Source: Sales tax data from the Illinois Department of Revenue

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

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

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



Source: Sales tax data from the Illinois Department of Revenue

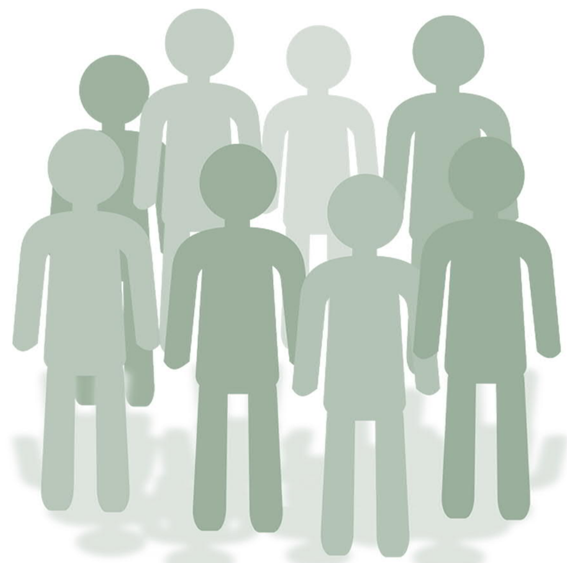
The Glen Ellyn Village Board increased the home rule sales tax rate in July 2018 to 1.25%. The rate was increased in response to reductions in revenue from the State of Illinois. Glen Ellyn's 2019 unaudited home rule sales tax per capita is $91.22.

ANALYZING GOVERNMENT FUND EXPENDITURES

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

Per Capita

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



Concentration

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

Government Fund Expenditure Categories

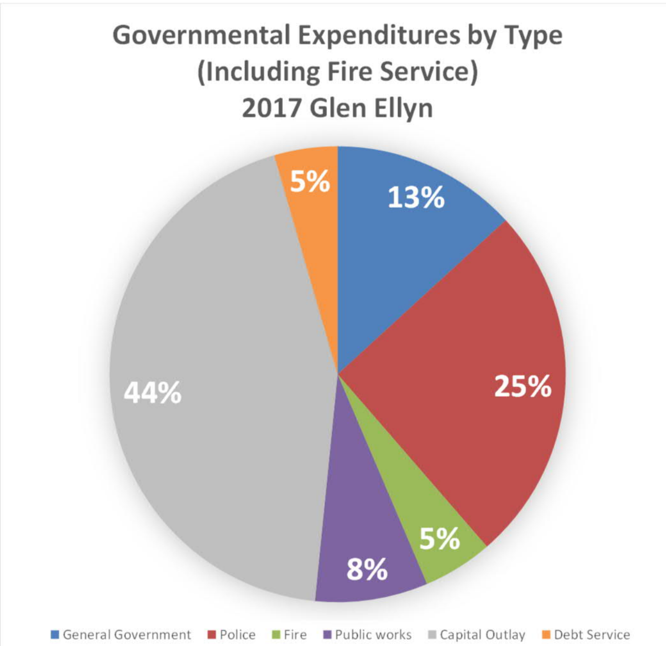
Government expenditures include some of the key services for the community. Government expenditures do not include expenditures related to water and sewer service, refuse delivery, public parking, or recreation/culture. The main categories covered by this report are outlined below.

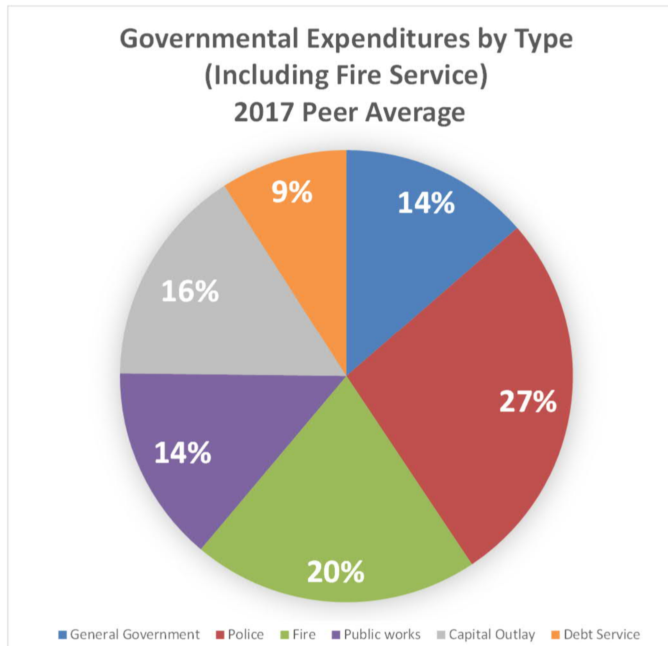
Category	Key Services Included
General Government	Village management, finance, human resources, information technology, legal, community development, and building maintenance
Police	Police service (both sworn and nonsworn)
Fire	Fire and Emergency Medical Services (EMS)
Public Works	Street maintenance,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

CONCENTRATION OF GOVERNMENT EXPENDITURES

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

Government Expenditures by Type (Including Fire)





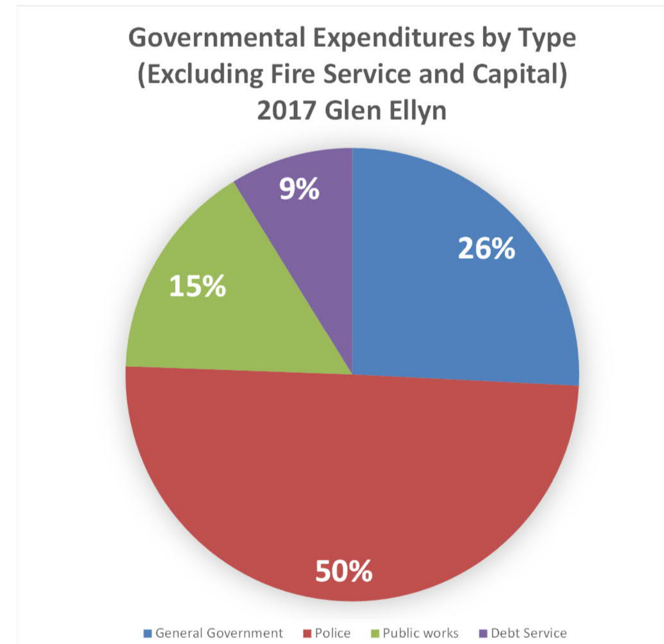
Glen Ellyn is set apart from its peers by its Volunteer Fire Company.

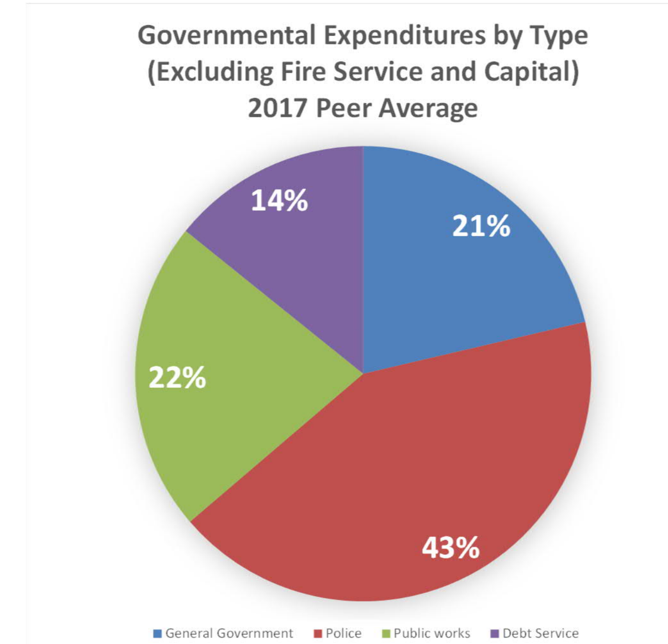
The average of fire spending in all of the communities surveyed was $10 million. Glen Ellyn spent $1.6 million on fire and EMS services in 2017. The volunteer model of the Glen Ellyn Fire Company provides savings to the taxpayer by reducing the salary and pension costs associated with a full-time career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

Source: Comprehensive Annual Financial Reports.

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

Government Expenditures by Type (Excluding Fire and Capital)





What is a Benchmark?

A data point which permit comparison.

Why do we Benchmark?

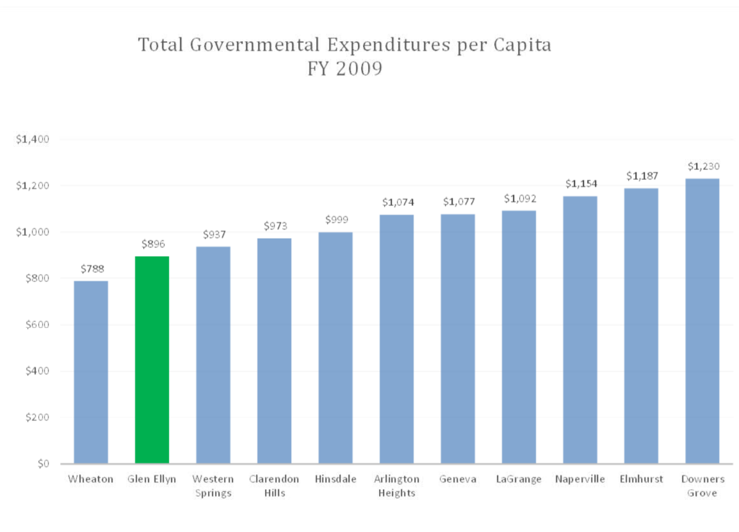
To determine how and why we are similar or different and to make meaningful decisions in light of that information.

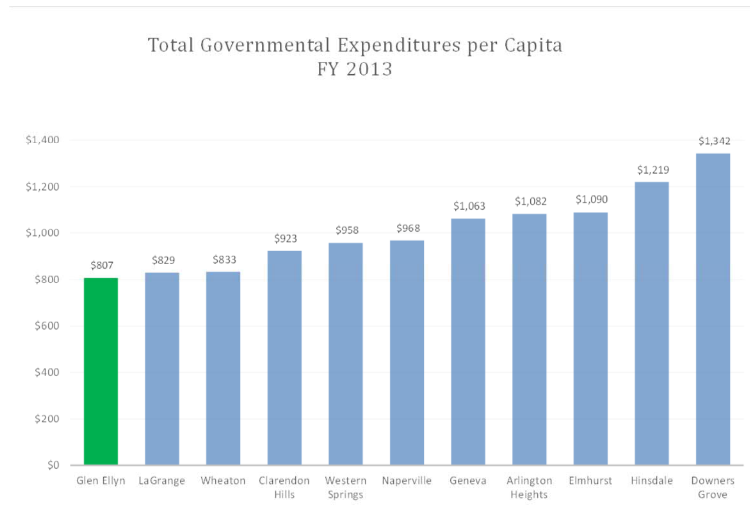
Source: Comprehensive Annual Financial Reports.

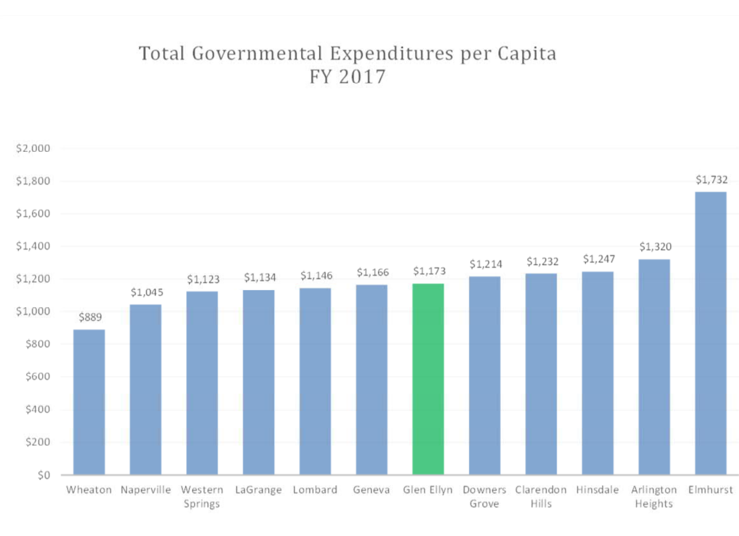
GOVERNMENT EXPENDITURES PER CAPITA

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

All Government Expenditures per Capita (Including Fire and Capital)





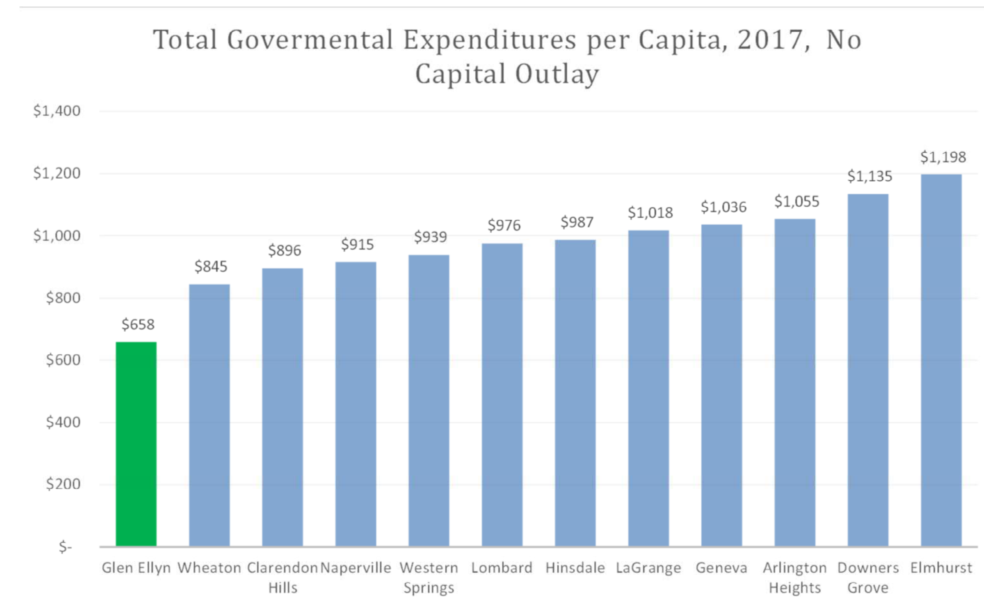


These charts depict the change in governmental expenditures per capita over the current and past scorecards. The FY2017 per capita for Glen Ellyn increased due to the $7.6 million spent in FY2017 to construct the new police station. That equates to an increase of $273.71 per capita and would place Glen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

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

Source: Comprehensive Annual Financial Reports.

Government Expenditures per Capita (Excluding Capital)



Source: Comprehensive Annual Financial Reports.

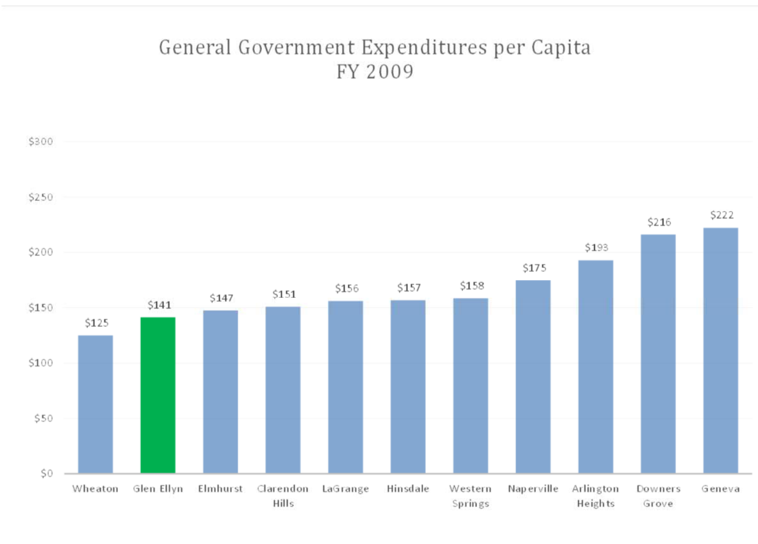
POLICE STATION

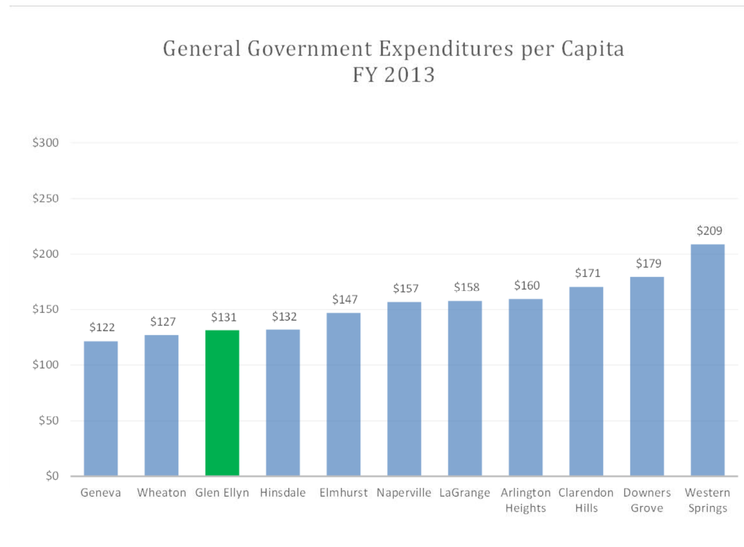
Glen Ellyn built a new police station, which was completed in 2017. The new station provided additional space as the department had outgrown the Civic Center. The new station is also safer and has modern technology needed for operations. The completion of the station increased capital expenditures in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

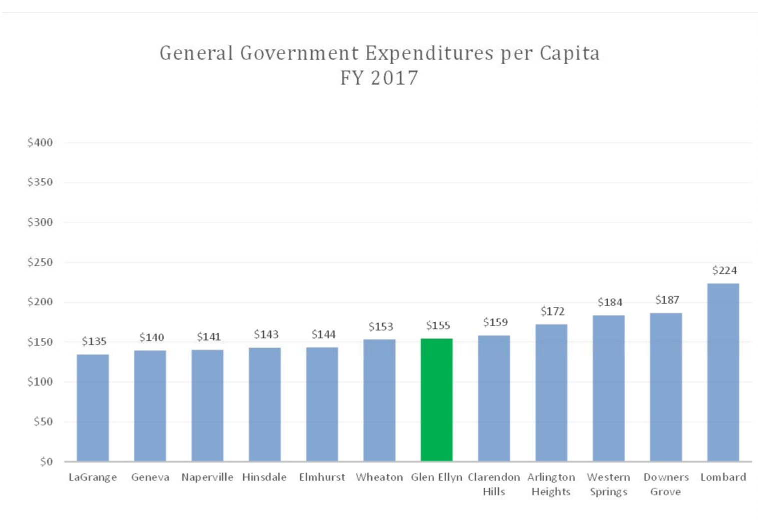
GENERAL GOVERNMENT EXPENDITURES PER CAPITA

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

General Government Expenditures per Capita





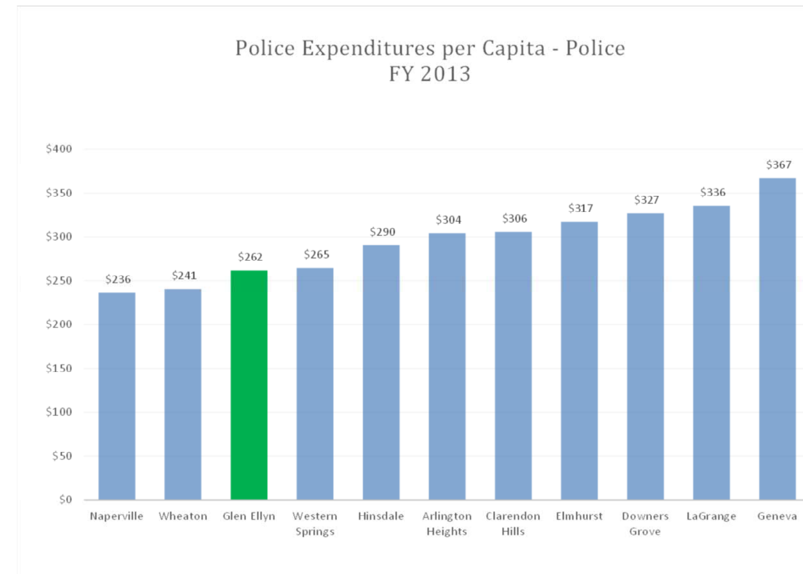


The variability between communities in general government expense per capita decreased from FY13 to FY17. Most of the communities in FY17 are tightly banded together from $140-160 per capita. Glen Ellyn shifted from $131 per capita to $155 per capita. This shift was due largely to increased I.T. costs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

Source: Comprehensive Annual Financial Reports.

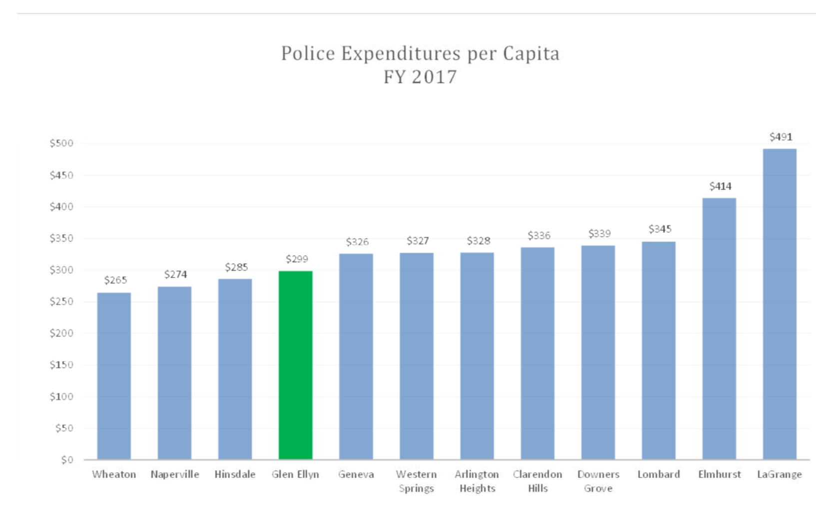
POLICE EXPENDITURES PER CAPITA

Police Expenditures per Capita



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

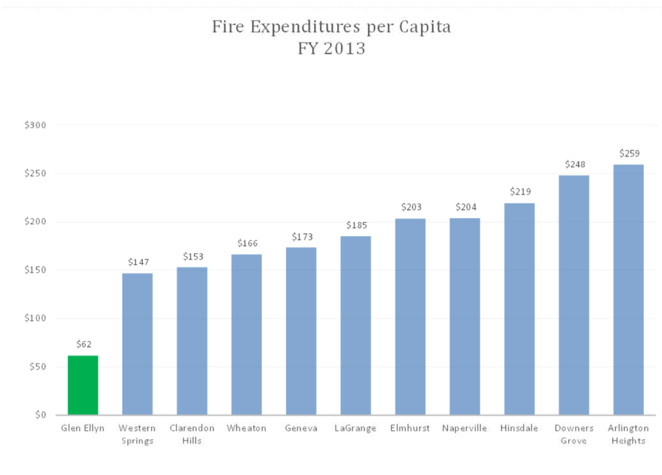
Source: Comprehensive Annual Financial Reports.

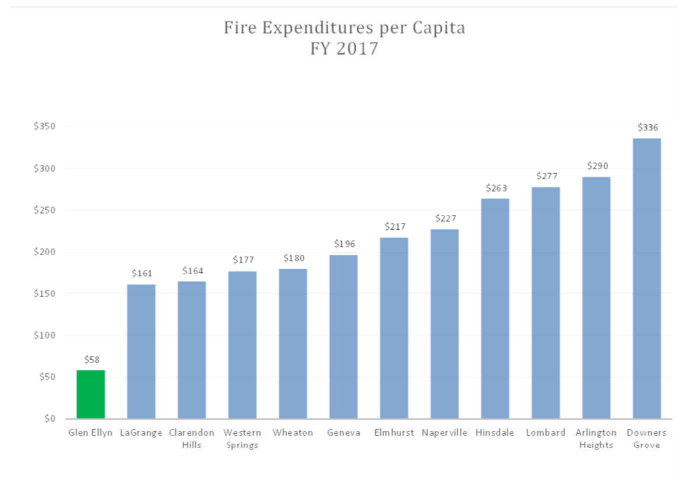


FIRE EXPENDITURES PER CAPITA

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

Fire Expenditures per Capita





Source: Comprehensive Annual Financial Reports.

Fire Department ISO Rating

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

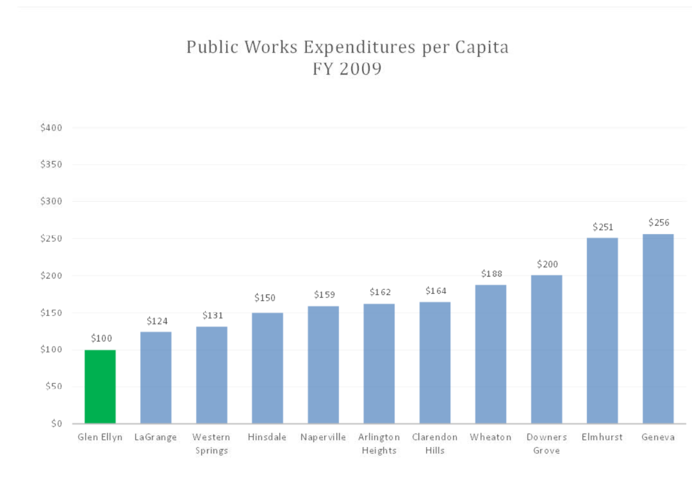
Rated 1	Rated 2	Rated 3
Arlington Heights	Elmhurst	Clarendon Hills
Downers Grove	LaGrange	Glen Ellyn
	Wheaton	Lombard
	Western Springs	Hinsdale
	Geneva	

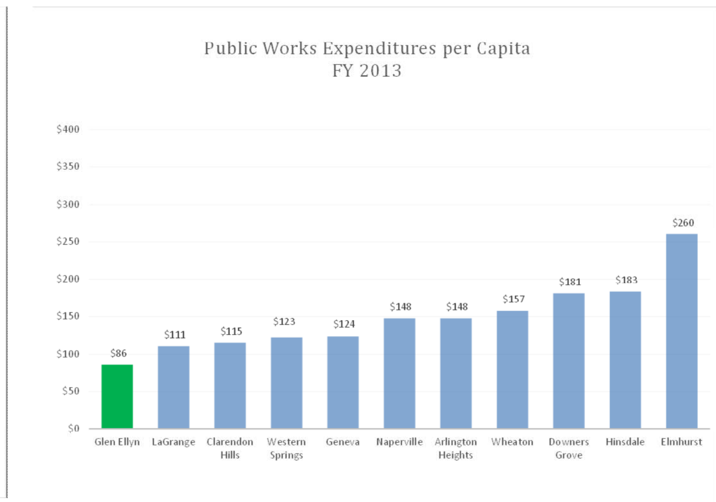
The Glen Ellyn volunteer fire model saves Glen Ellyn $2.8 million compared to the next peer community (LaGrange)

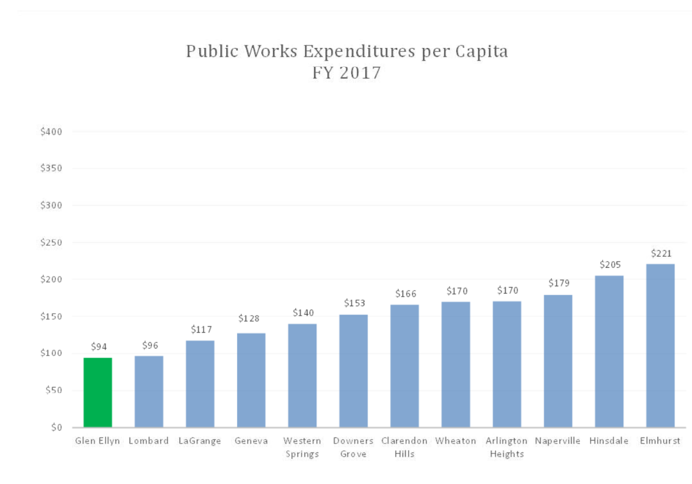
PUBLIC WORKS EXPENDITURES PER CAPITA

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

Public Works Expenditures per Capita





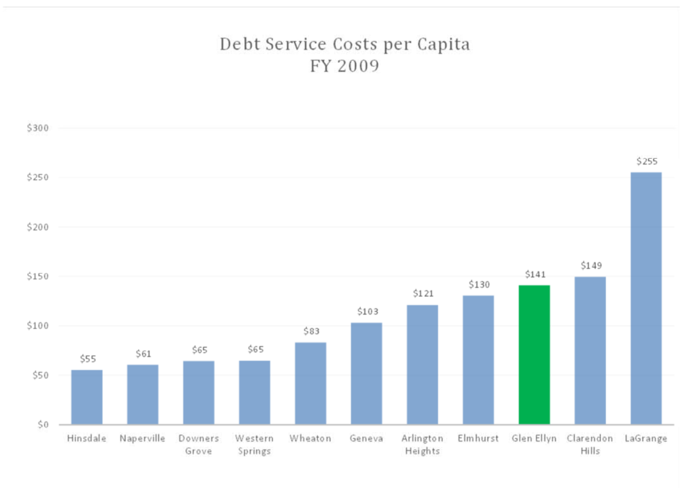


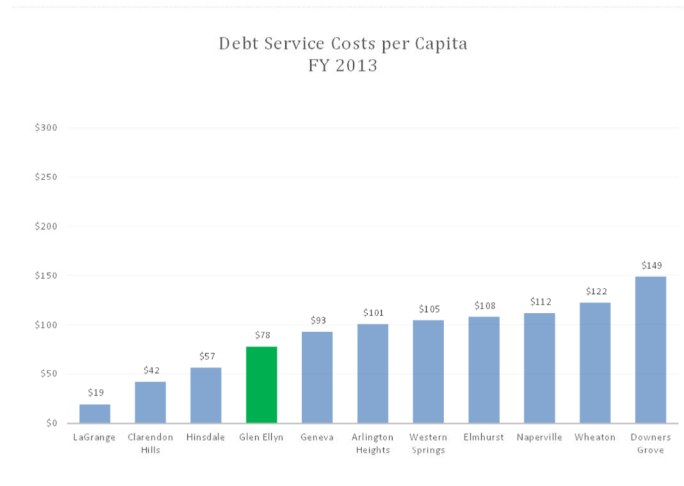
Glen Ellyn when compared to some of the peer communities has some unique characteristics. First, Glen Ellyn's snow removal model relies upon a greater number of part-time or seasonal personnel, which reduces cost. Also, when compared to many peers, Glen Ellyn has less traffic signals that it is responsible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

Source: Comprehensive Annual Financial Reports.

DEBT SERVICE EXPENDITURES PER CAPITA

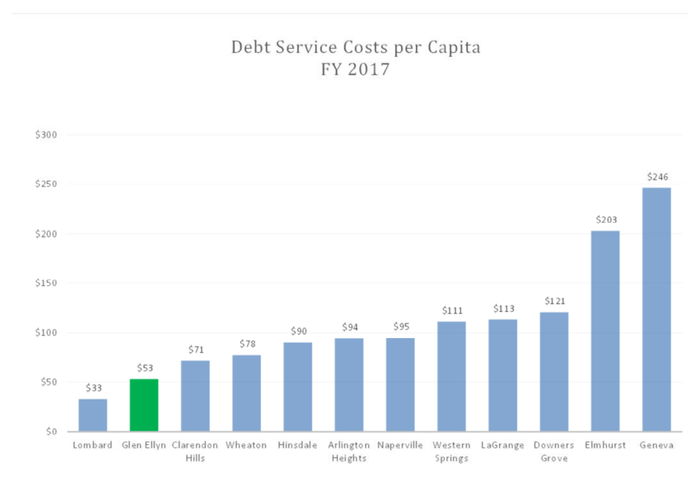
Debt service includes all annual principal and interest costs on general government debt. This does not include debt associated with enterprise activities such as Water & Sewer, Recreation, Golf Courses, or Electric Utilities. Glen Ellyn continued to pay down the debt associated with the 2000 street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





2018 CAPITAL PROJECTS BONDS

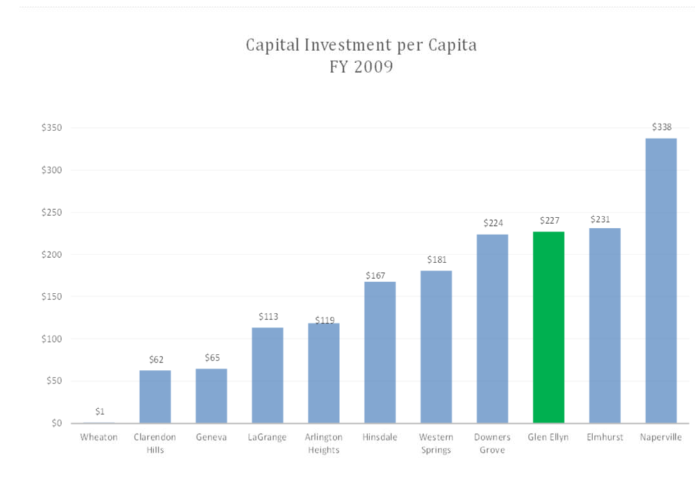
In 2018, the Village issued $9.9 million in General Obligation Bonds to fund construction of Civic Center Improvements, and part of the Central Business District Parking Garage and Central Business District Street & Streetscape Improvements. If this was added to the 2017 Debt Service, the Village would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

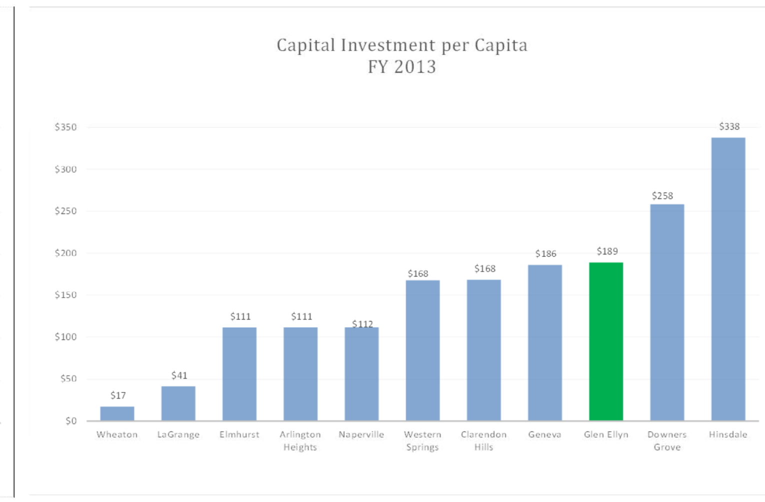


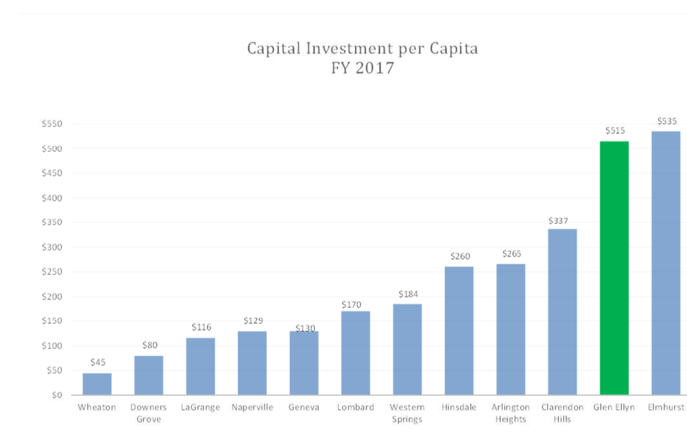
Source: Comprehensive Annual Financial Reports.

CAPITAL OUTLAY EXPENDITURES PER CAPITA

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





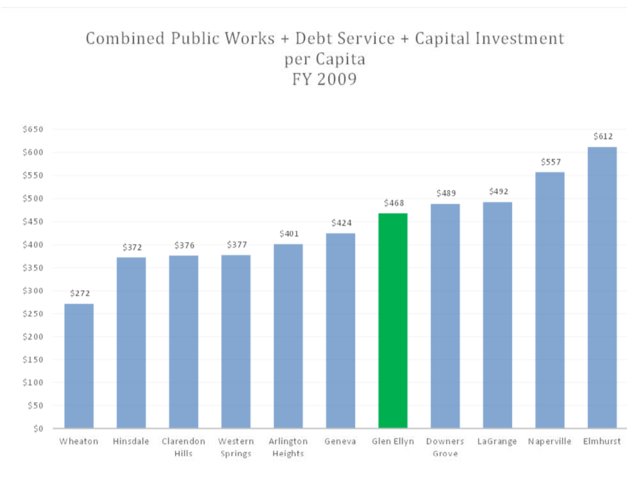


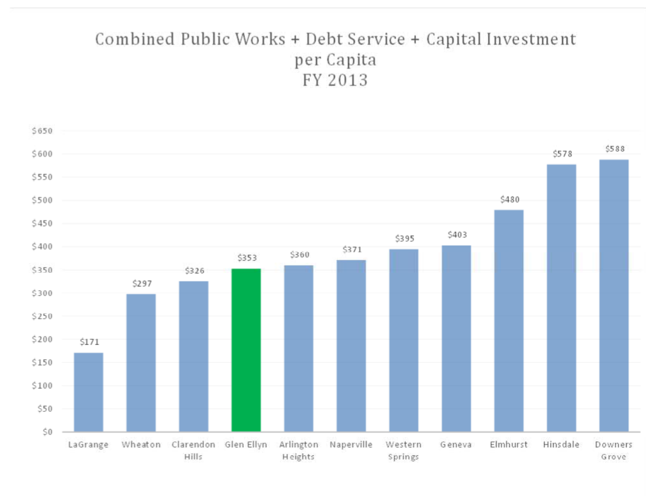
In 2017, Glen Ellyn was finishing construction of the police station, with $7.6 million expended in FY2017. If that project was removed from consideration, the 2017 per capita rate would be $241, placing Glen Ellyn below Hinsdale in FY17. Glen Ellyn considers resurfacing of streets to be a capital outlay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

Source: Comprehensive Annual Financial Reports.

COMBINED PUBLIC WORKS + DEBT SERVICE + CAPITAL OUTLAY

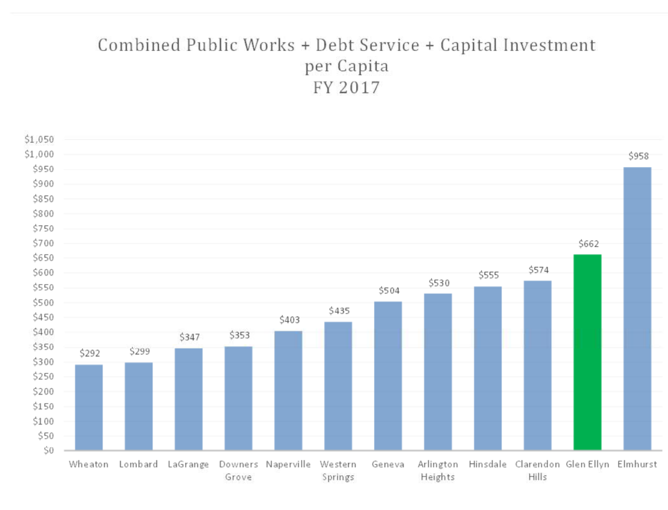
Variation can occur in how communities report or pay for capital improvements. Some communities classify resurfacing of streets in public works while others report it as capital outlay. Some communities construct infrastructure on a pay-as-you-go basis while others issue debt to pay for capital improvements.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





POLICE STATION

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



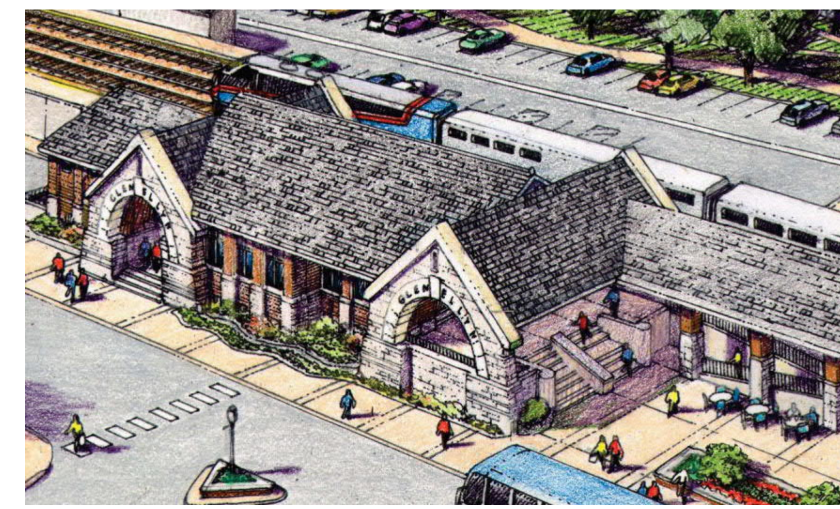
Source: Comprehensive Annual Financial Reports.

FUTURE PROJECTS

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

Train Station & Pedestrian Underpass

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



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

Parking Garage

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

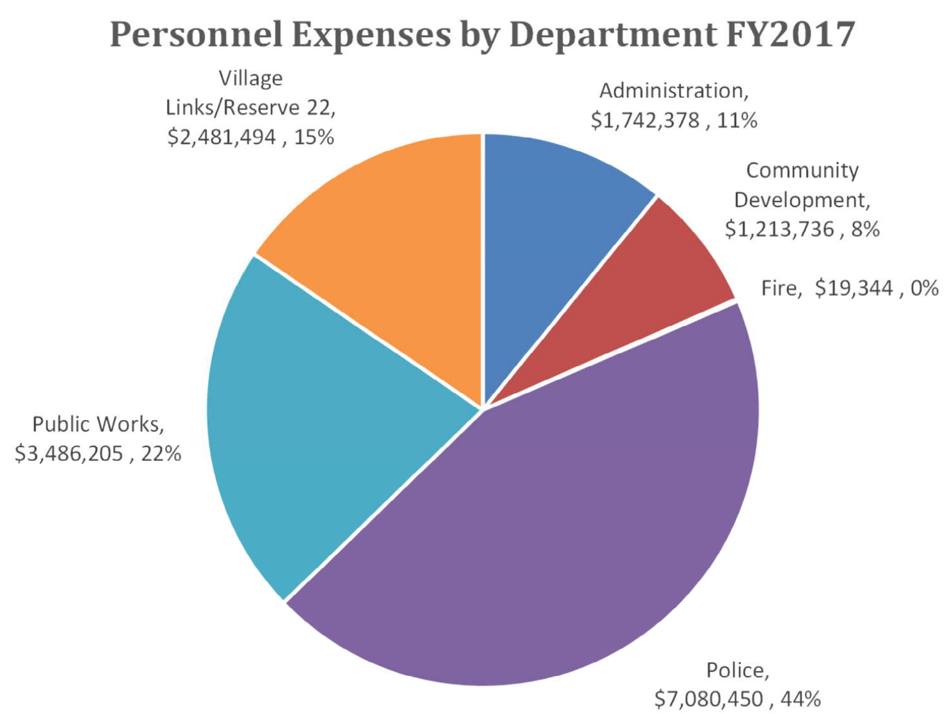
PERSONNEL

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

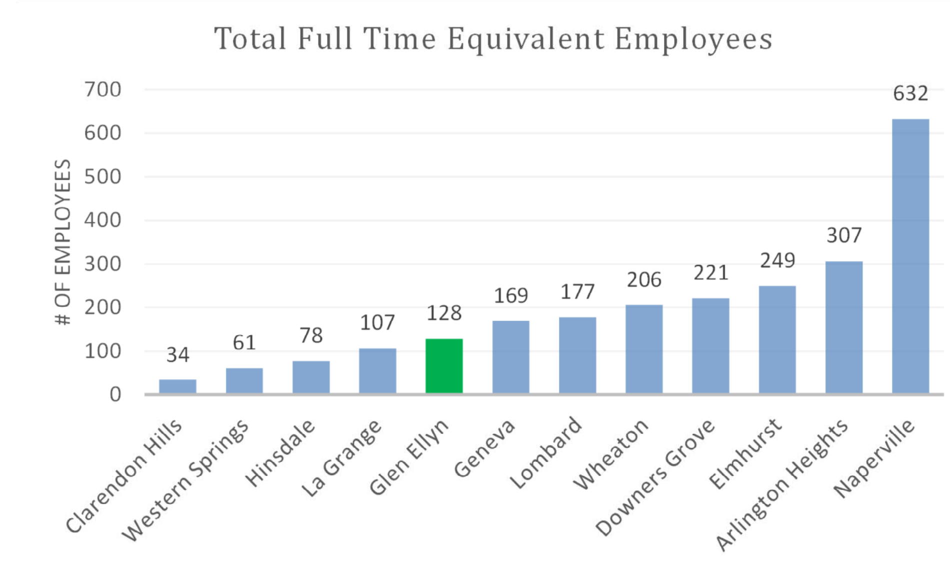
The largest personnel departments for the Village are police and public works, comprising 66% of the personnel expenses.

Personnel for the Village of Glen Ellyn

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



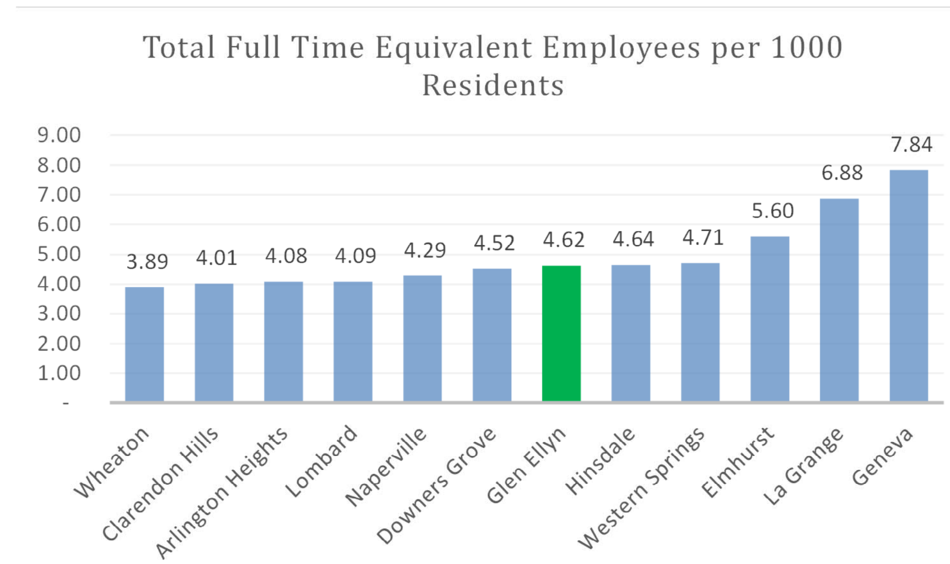
Full Time Equivalent Employees, 2019



Full Time Equivalent Employees

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

Full Time Equivalent Employees per 1,000 residents, 2019

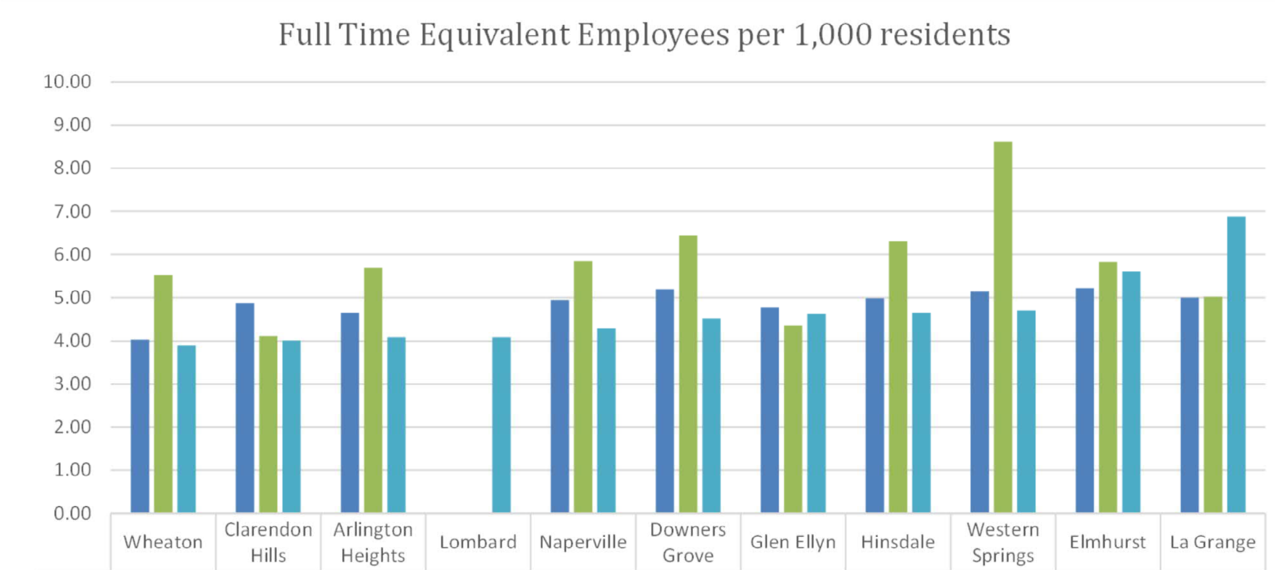


Source: Budgets and Comprehensive Annual Financial Reports. Where applicable, fire, electric, and recreation employees were removed to align the peer communities.

Full Time Equivalent Employees per 1,000 residents

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

FULL-TIME EQUIVALENT EMPLOYEES PER 1,000 RESIDENTS



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

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

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

FULL TIME EMPLOYEES

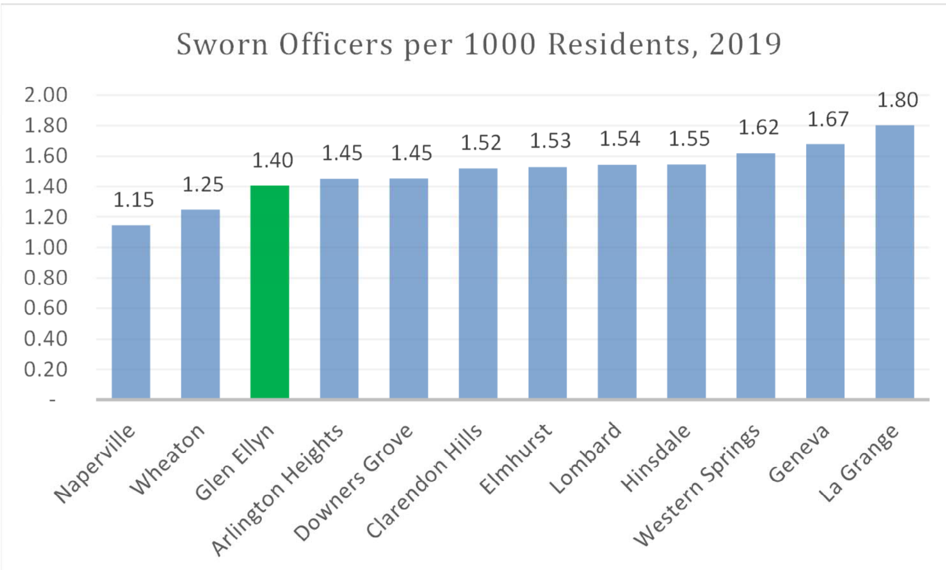
Source: Annual Budgets and Comprehensive Annual Financial Reports.

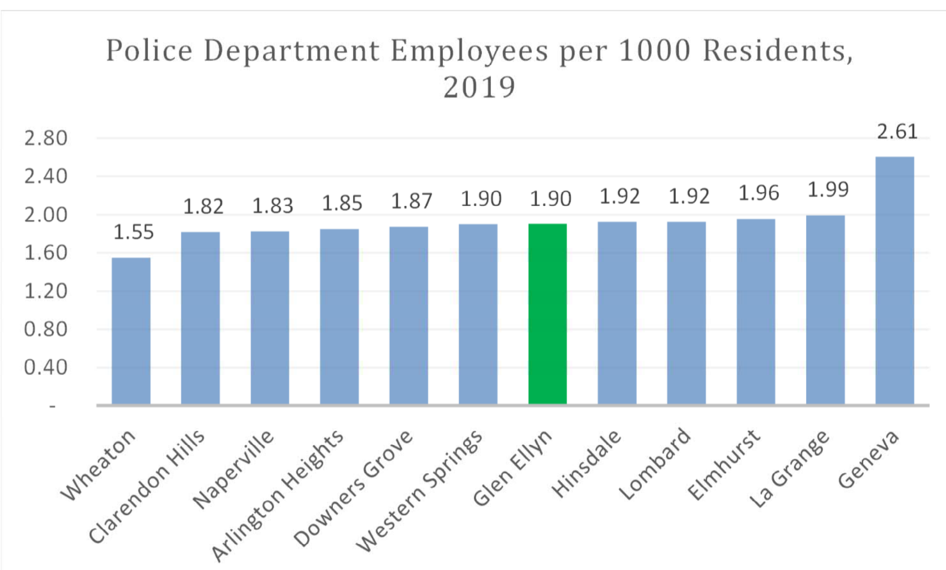
Glen Ellyn has always strived to limit the number of full-time employees where possible, reducing pension and health insurance costs to the Village. Many positions within the Village are part-time.

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

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

POLICE STAFFING





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

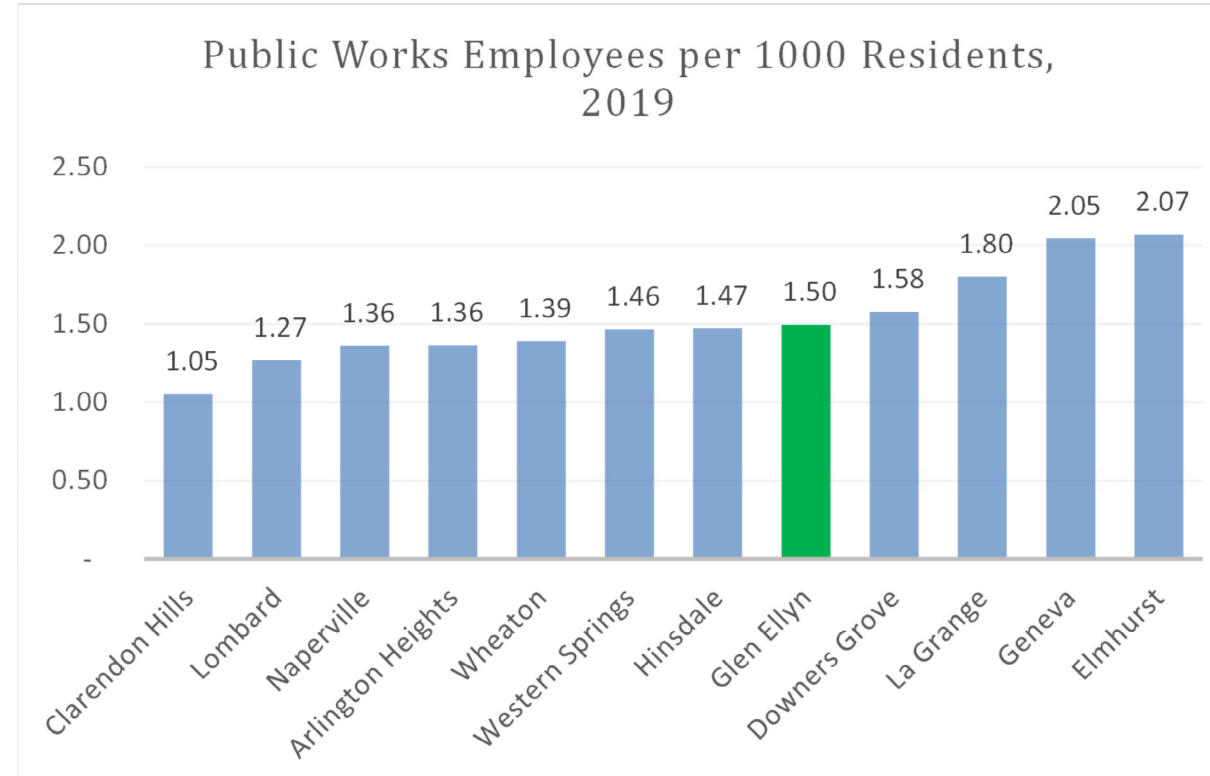
Sworn officers have the power of arrest and can openly carry a weapon.

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

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

Source: Community Budgets and Comprehensive Annual Financial Reports

PUBLIC WORKS

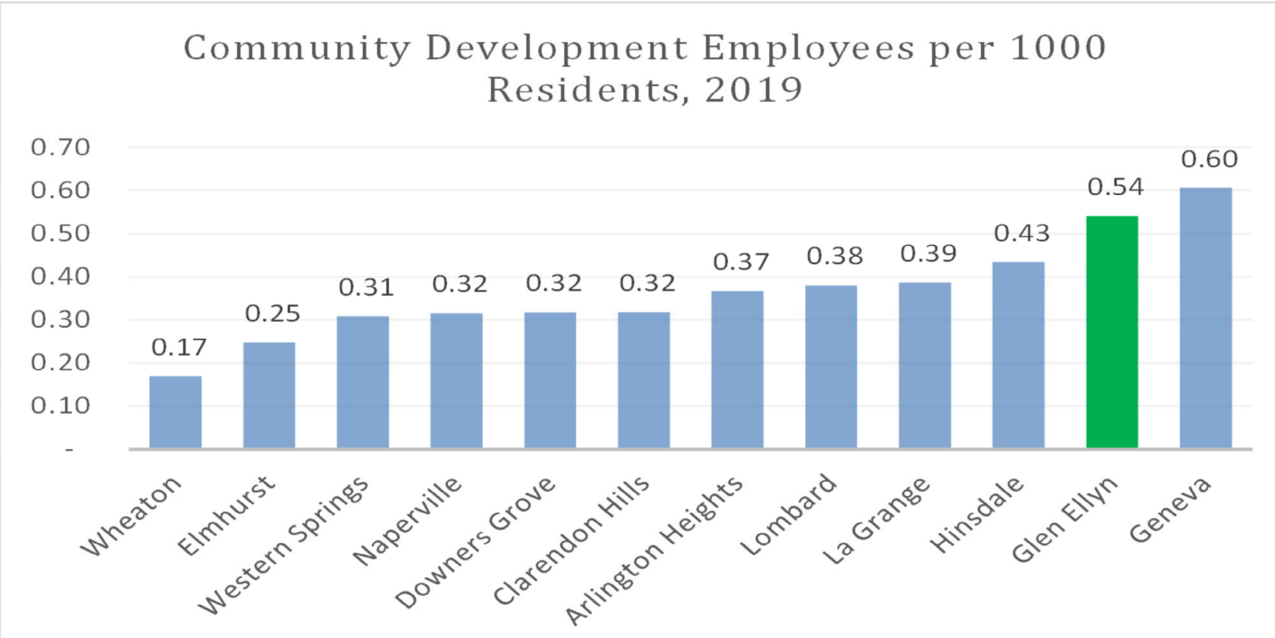


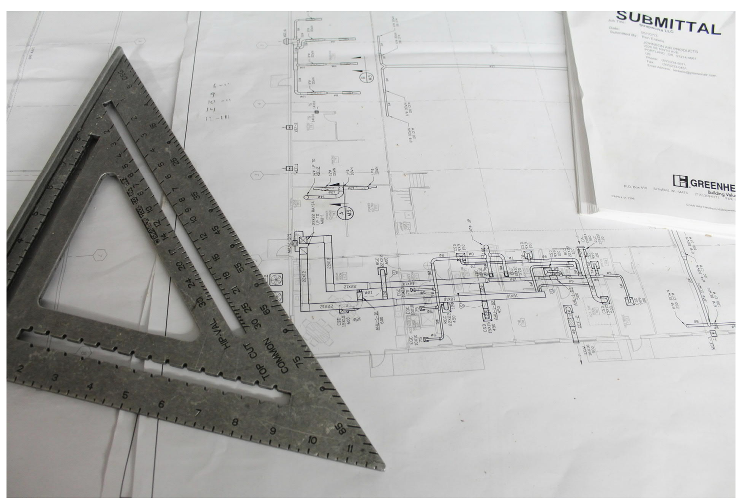
Public works includes streets, engineering, water and sewer functions, forestry, and fleet services. Facilities and building maintenance is also reported as public works in this analysis. In Glen Ellyn, facilities is part of Administration rather than Public Works. However, it has been grouped with Public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

Source: Community Budgets and Comprehensive Annual Financial Reports.

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

COMMUNITY DEVELOPMENT

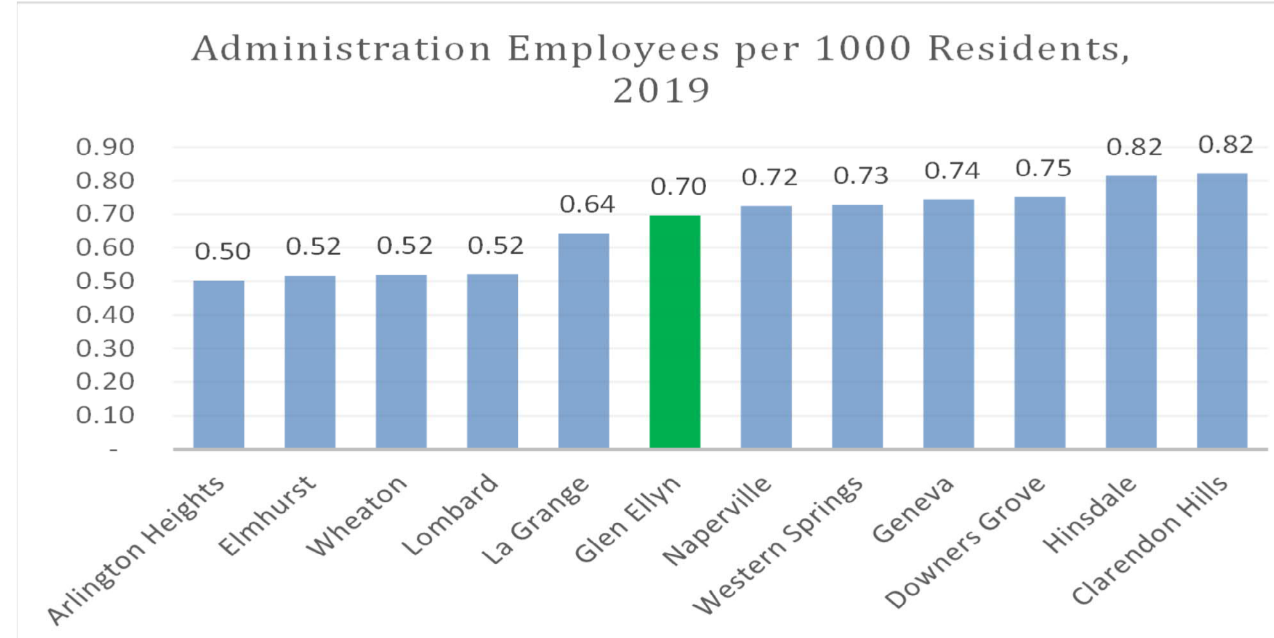




The Community Development department is on the high end of the peer comparison. Glen Ellyn has added staff since 2013 to address workload as the housing and commercial building market have grown. Economic Development is also included in the Community Development category for consistency across all communities.

Source: Community Budgets and Comprehensive Annual Financial Reports

ADMINISTRATION



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

Source: Community Budgets and Comprehensive Annual Financial Reports.

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

PENSIONS

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

The Village of Glen Ellyn pays into two pension funds, the Glen Ellyn Police Pension Fund and the Illinois Municipal Retirement Fund.

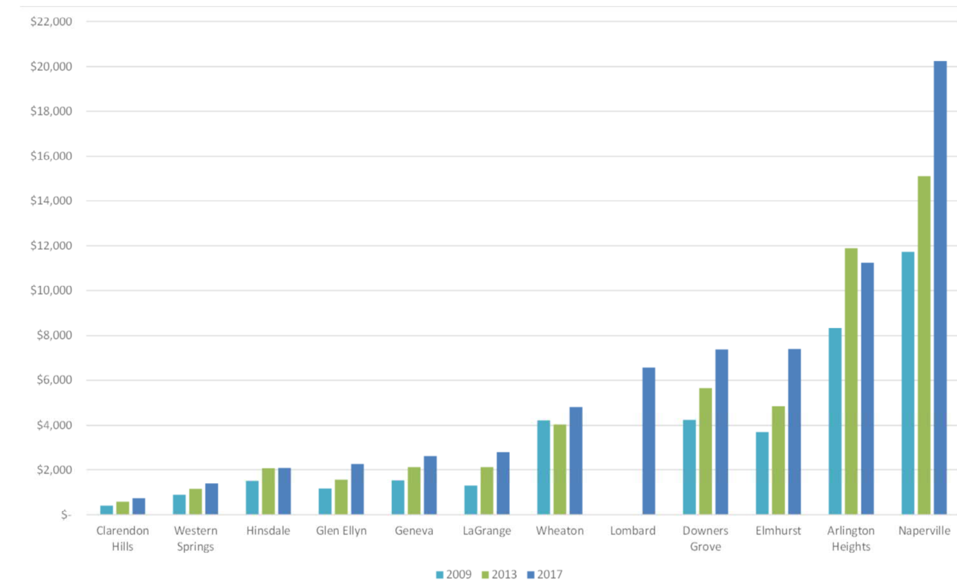
Glen Ellyn Pensions by the Numbers

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

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

Source: Comprehensive Annual Financial Reports

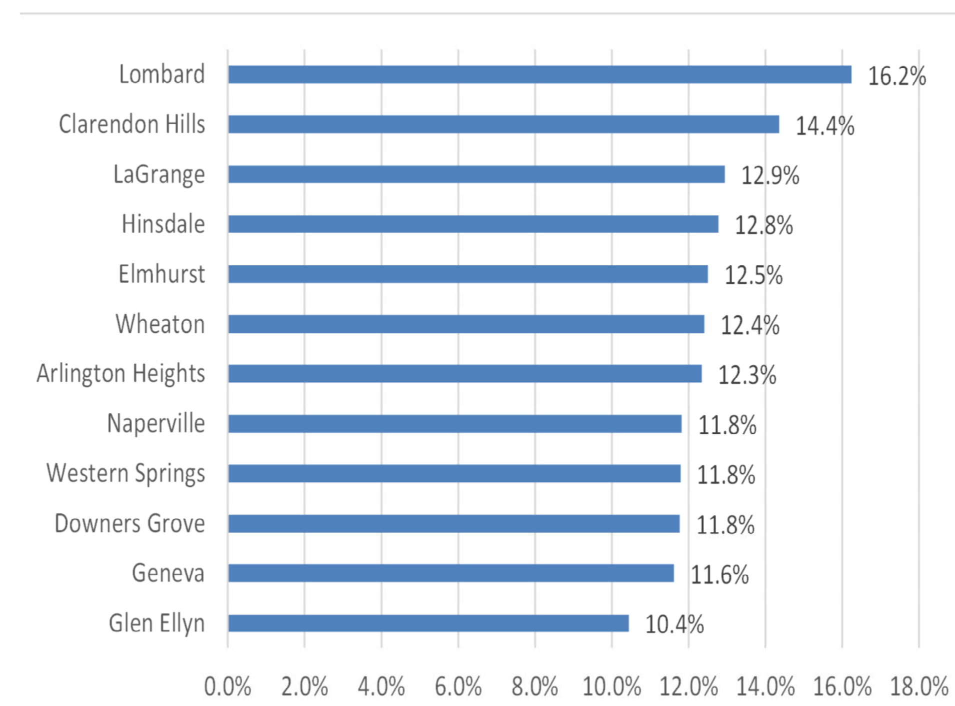
Annual Required Pension Contribution, All Pensions, 2017 (in $1,000)



Annual Required Contribution

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

IMRF Contribution Rate, 2017

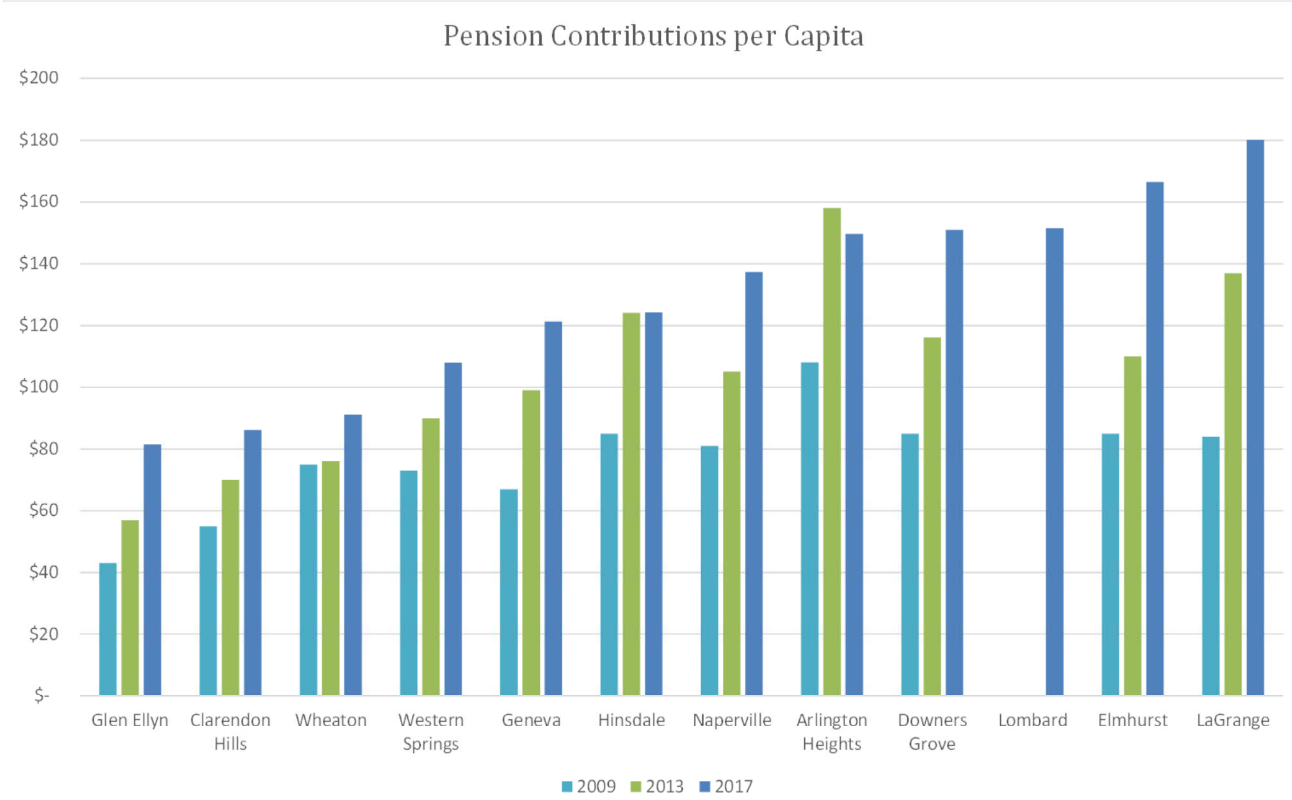


Source: Budgets and Comprehensive Annual Financial Reports.

IMRF Rate

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

PENSION CONTRIBUTIONS

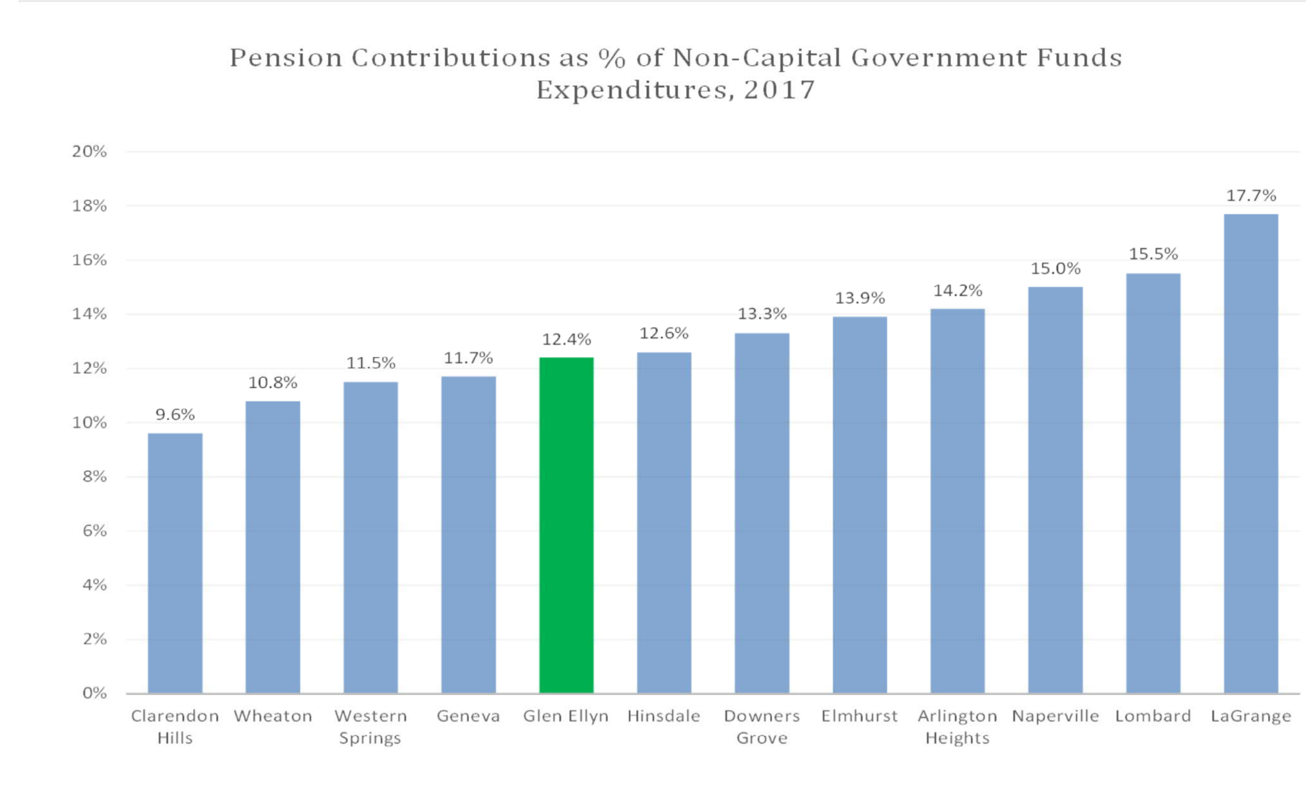


Glen Ellyn is on the far low end of the pension contributions per capita. Unlike most of the peer communities, Glen Ellyn does not have a fire pension due to the Volunteer Fire model. Glen Ellyn's pension contribution requirements have risen over the past 8 years. Part of this for Glen Ellyn and the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

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

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

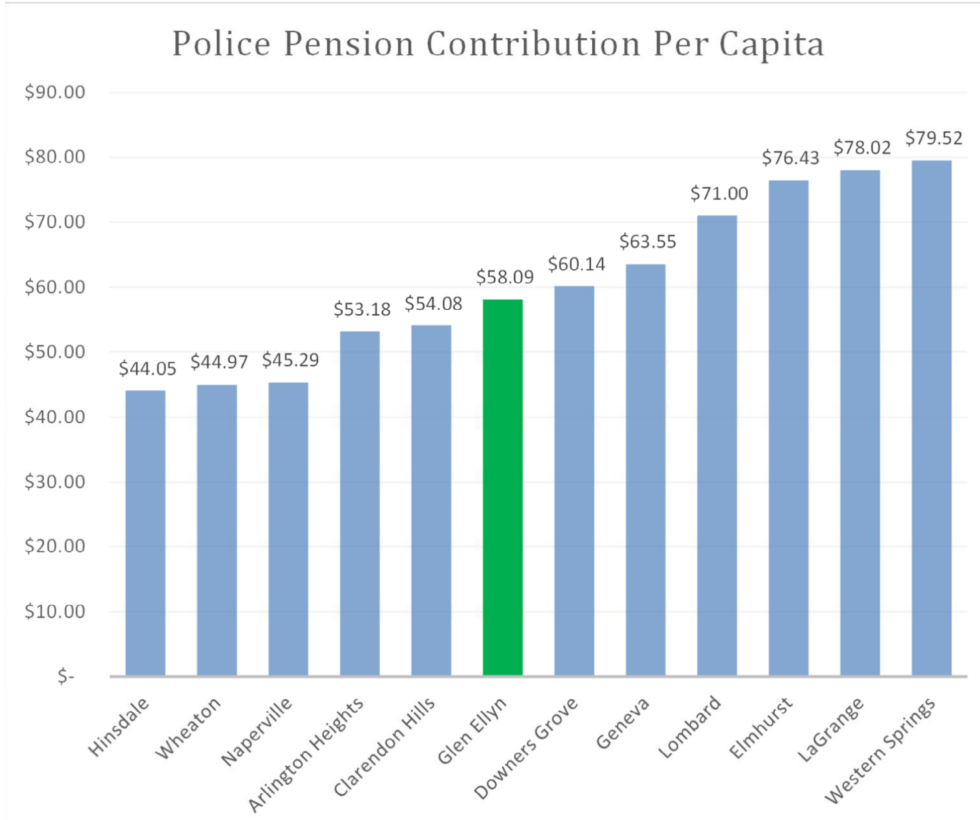
PENSION CONTRIBUTIONS



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

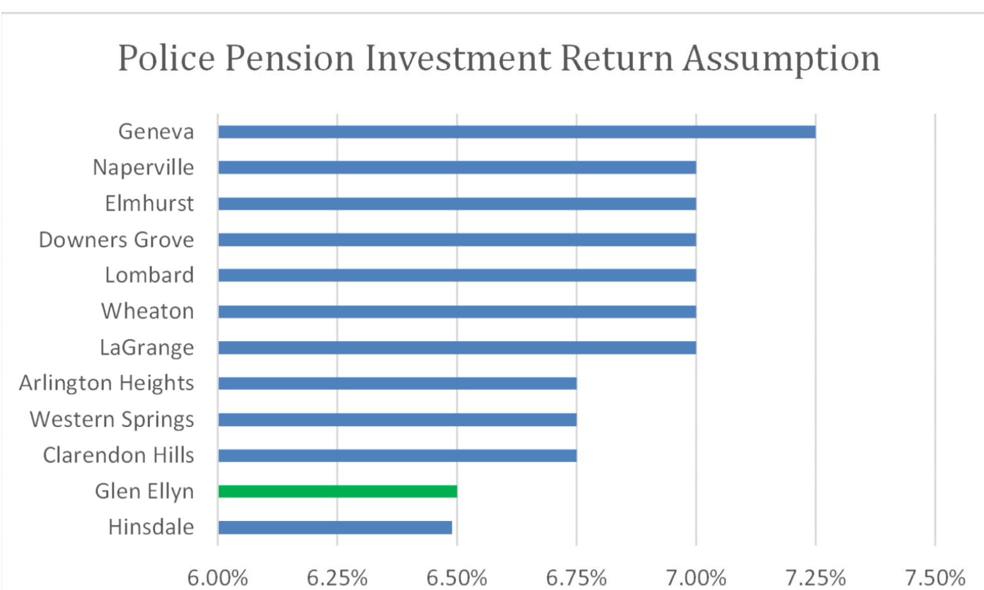
Just over 12% of Glen Ellyn's government funds budget is consumed by pension costs. This puts Glen Ellyn in the middle of the peer group. In the past 8 years, pension costs have grown as a percentage of Glen Ellyn's budget, putting pressure on other areas of the budget. Glen Ellyn has been committed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

POLICE PENSION CONTRIBUTIONS



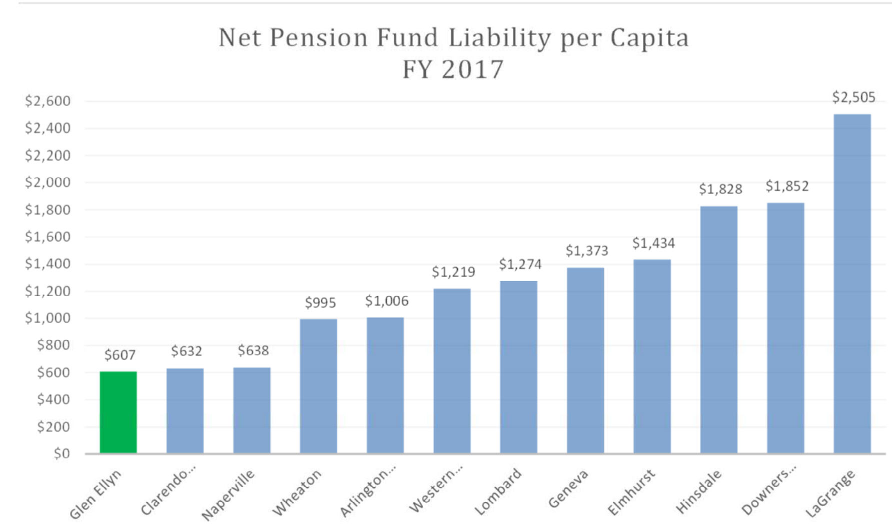
Glen Ellyn Police Pension Contributions

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



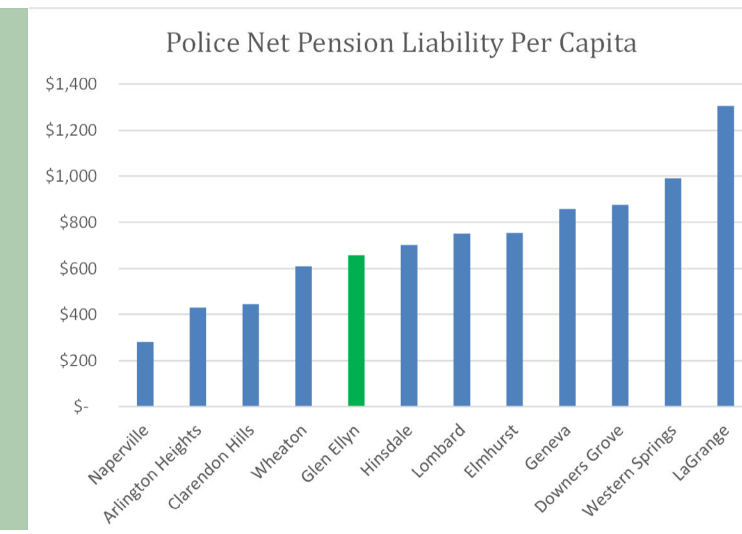
Source: Comprehensive Annual Financial Reports

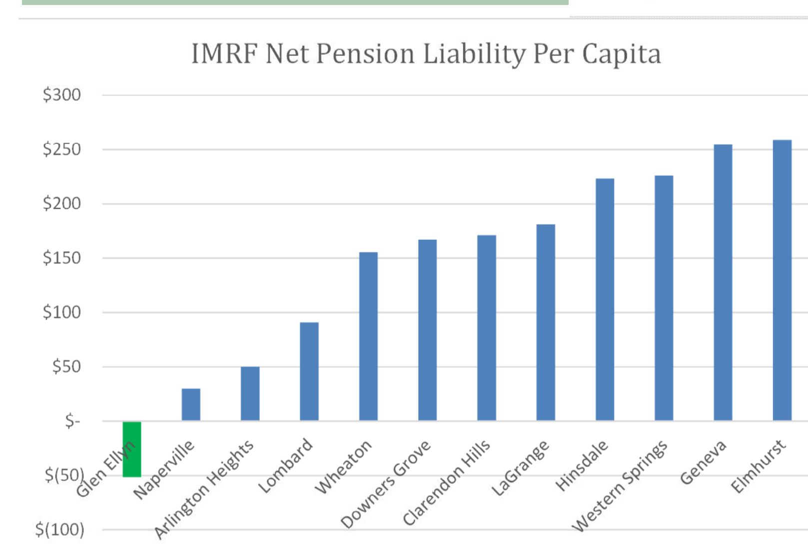
NET PENSION LIABILITY



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

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





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

Source: Comprehensive Annual Financial Reports

DEBT

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

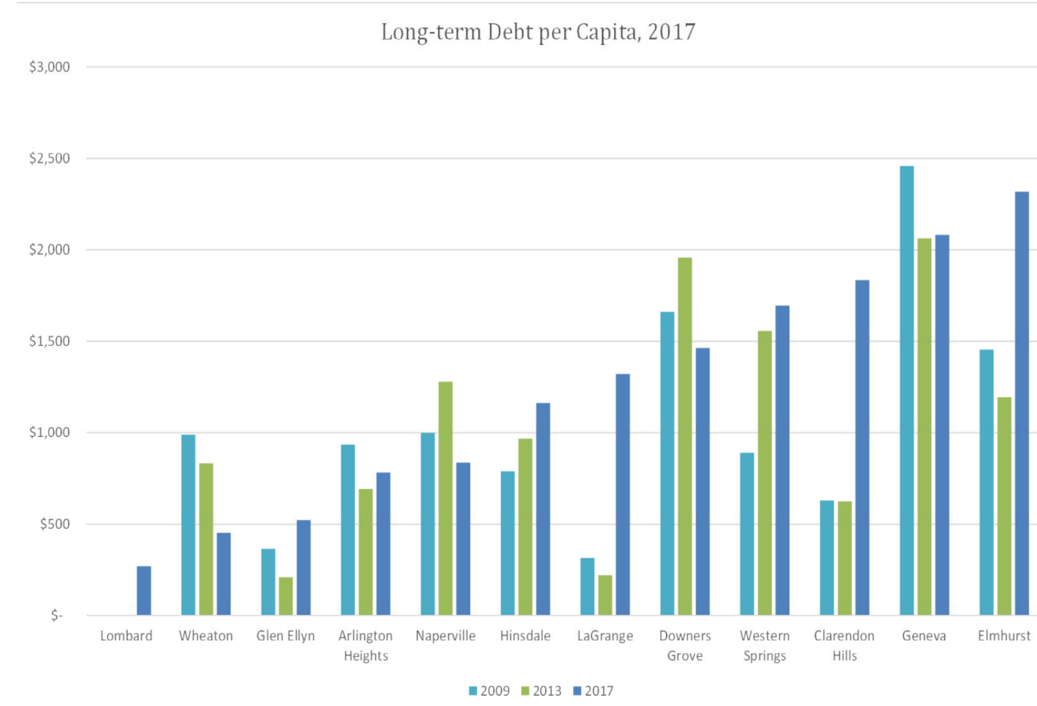
Since 2015, the Village has been rated AAA by Standard & Poor's, the highest *rating possible. This exceptional rating decreases the cost of borrowing for the* Village.

Glen Ellyn Outstanding Bonds

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

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

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



Debt Per Capita

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

Source: Budgets and Comprehensive Annual Financial Reports.

Debt + Net Pension Liability

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

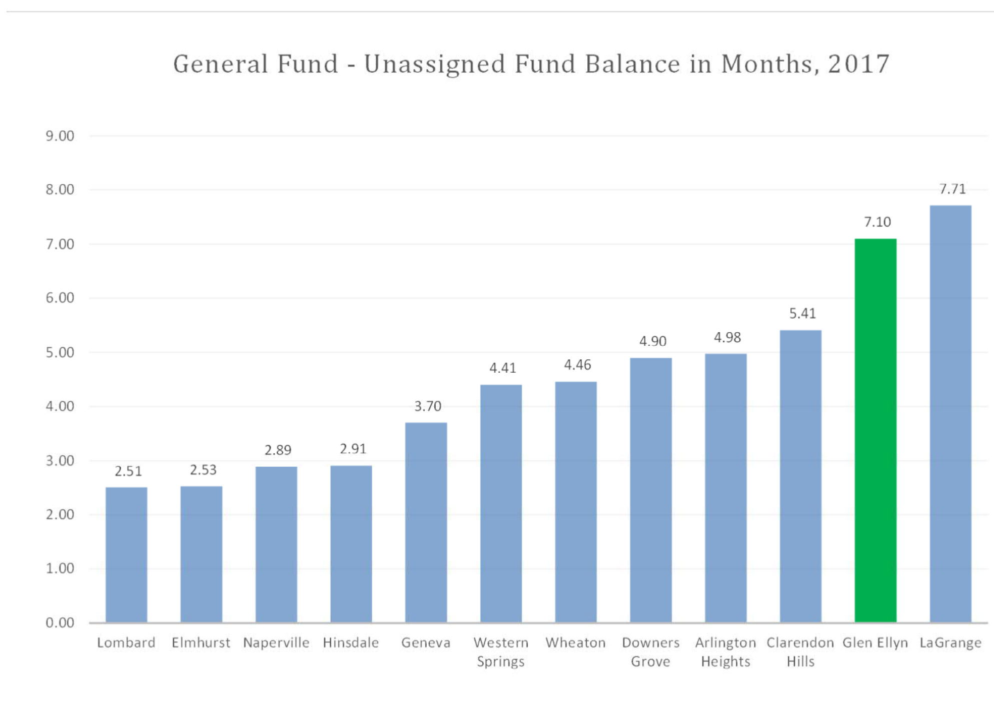
GENERAL FUND

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

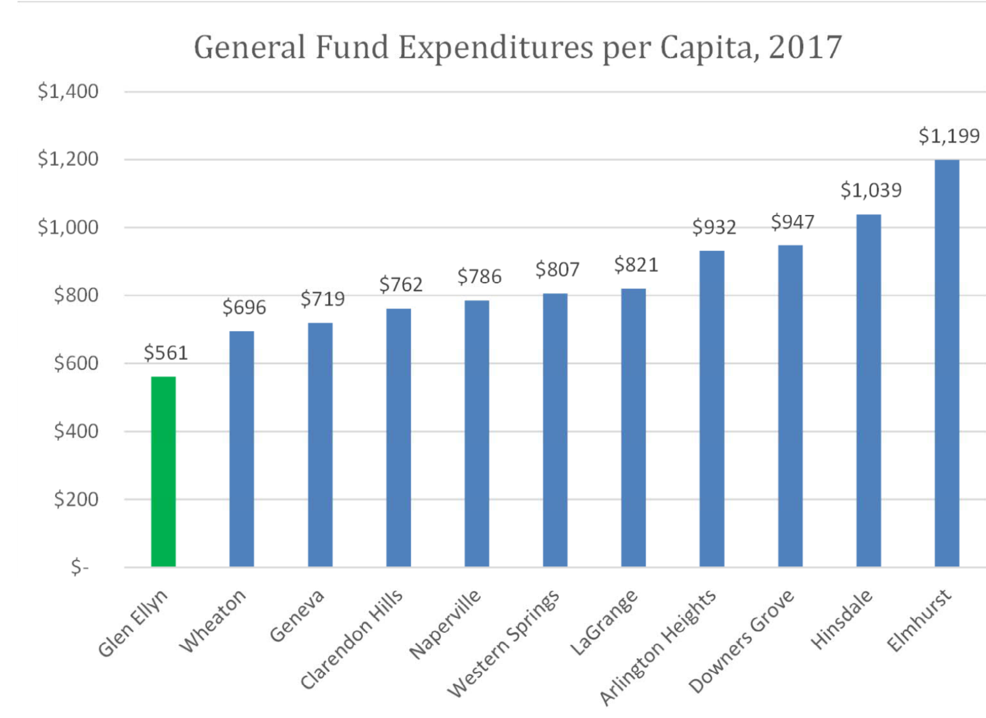
The General Fund is the main operating fund of the Village. The main day-to-day services provided by the Village are paid from this fund.

Unassigned Fund Balance in Months

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

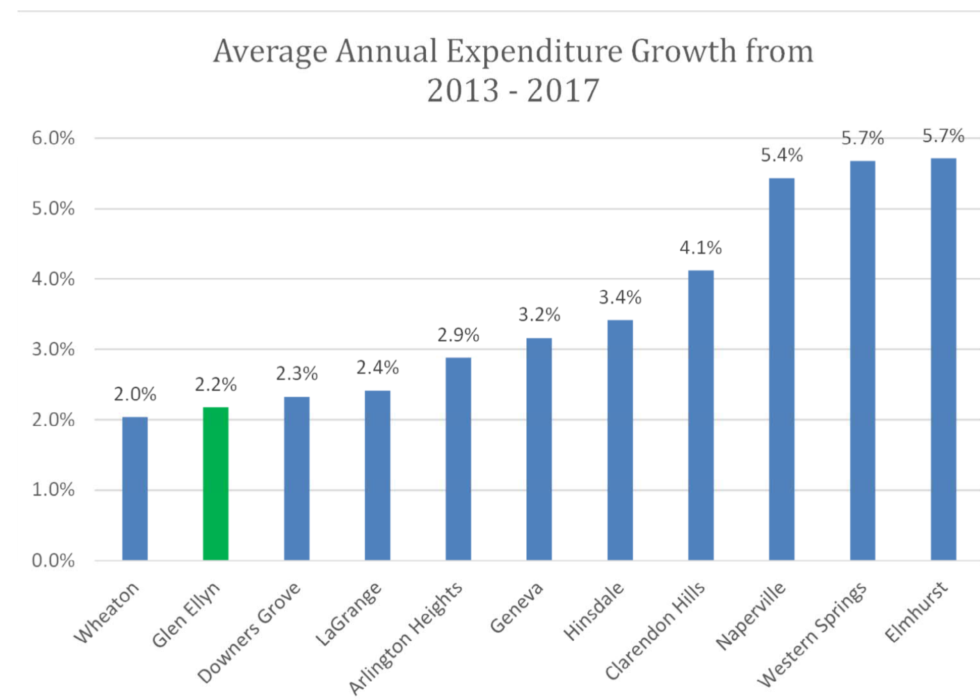


Source: Comprehensive Annual Financial Reports.



General Fund Expenditures per Capita

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



Source: Comprehensive Annual Financial Reports.

Average Annual General Fund Growth

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

About this Scorecard

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